

# MILLENNIALS: the future of our workplace



The McQuaig Institute®



# The Millennials Have Arrived

Have you noticed a change in your workforce? Younger people showing up to work wearing jeans and sneakers? It's the invasion of the Millennials. I've heard it described as a science fiction movie from the 1950s. A spaceship lands and creatures that resemble humans emerge. Sure they look like us, but there is something different, something strange. We feared them because we didn't understand them, but the truth is they came in peace. The Millennials have arrived!

Also known as Generation Y, Millennials are the cohort of workers born between 1982 and 2002. The first post-secondary graduating class entered the workforce around 2002. By 2014 they will make up 36% of the workforce. Over the next two decades they'll all be in the workforce, making them the largest age demographic in the workforce, with a strong influence on organizational values and culture.

Today, Millennials are seen as hubris, bringing a sense of entitlement to the

workplace and having expectations of quick advancement. This can leave managers confused about how to lead and motivate their teams. Traditionally, managers have seen different generations of employees seamlessly collaborate in the workplace. Recruiting, retaining and motivating employees used to be straightforward; now it seems more challenging than ever.

The truth of the matter is not about trying to fit this generation of workers into the existing workplace culture, but about how to evolve and adapt the way organizations deal with Millennials. With 50% of business leaders set to retire in the next few years, it is essential that organizations find ways to attract and retain young workers who are invested and dedicated to their companies. Managers need to find approaches that will best align with their values, desires, and development paths. The questions are; what motivates them, how do they learn, and how best to manage them?

# Peeling Back the Layers

We've been taught never to judge a book by its cover, but when we see a new face our brains decide in 100 milliseconds whether that person is trustworthy. Princeton University psychologist Alex Todorov and Janine Willis found that people respond intuitively to faces so rapidly that our reasoning minds may not have time to influence the reaction. Characteristics such as attractiveness, likability, competence, trustworthiness, and aggressiveness are among those we form the fastest. With Millennials we cannot make these quick judgements, we need to look deeper to reveal the true leaders who will take our companies into the future.

Millennials, like all of us, are complex with many layers. Once you peel back the surface you begin to reveal a person's core temperament. Jack H. McQuaig, Industrial Psychologist and Founder of The McQuaig Institute, developed three levels of behavioural assessment. Like Todorov and Willis, McQuaig concluded that the first level of assessment is based on appearance, which is a very poor predictor of performance. However, McQuaig went deeper to define a second level – the 'Can do...' Level 2. At this level an individual's knowledge, acquired skills, training, experience, education, and credentials are identified, providing a greater indication of impact on performance. The key performance indicators, according to McQuaig, are the tendencies peculiar to an individual, their natural disposition –

Level 3. "Many companies hire based on Level 1 and 2...and fire based on Level 3." explained McQuaig. Level three, or the "Will do..." level is where a person's core temperament is exposed. At the deepest level, an individual's core behaviour – why you are who you are – is visible; positive attitude, internal motivation, persistence and determination, mature character, aptitude and intelligence. These are the qualities that have the biggest impact on success or failure in a role.

Focusing on Level 3 indicators allows you to look past the surface of the

person and gain insight into their natural "temperament" which provides a better indication of how they will behave and perform on the job over the long term. Although temperament is difficult to assess in an interview because everyone tries to put their best 'temperamental' foot forward, it can easily and accurately be captured through a behavioural assessment tool. Such a tool eliminates guesswork, reduces the reliance on 'gut feel' when making a hiring decision and better equips an organization to build a Millennial friendly culture.



# 70%

**70% of hiring managers make the decision to advance a candidate within the 1st three minutes of the interview. It's based on how the candidate looks, speaks, dresses, shakes hands, and meets their eyes.**



# 57%

**Yet, they have only a 57% accuracy rate when hiring (accuracy meaning they performed up to expectation when hired).**

<sup>1</sup> UNC's Kenan-Flagler Business School and the YEC <http://onlinemba.unc.edu/mba-at-unc-blog/geny-in-the-workplace/>

# THREE LEVELS OF BEHAVIOUR ASSESSMENT

## Impact on Performance



## Building a Millennial Friendly Culture

To begin building a Millennial-friendly workplace culture organizations need to achieve consensus on what the position's behavioural requirements are and clearly articulate them for candidates. Typically, managers have little difficulty defining a position's required hard skills like experience and education. However, soft skills such as adaptability, team-orientation or persuasiveness often prove more problematic to define. These qualities are difficult to measure objectively, yet are crucial indicators for determining job success and failure. Immediate supervisors, senior members of management who are familiar with the job, past incumbents of the position, as well as those who report to the position should all be included in the process for defining behavioural requirements. By profiling behavioural success factors and achieving consensus with the hiring manager and job experts, you'll create both an ideal candidate profile and a benchmark that can be used for comparison during the interview process.

Once the profiling and behavioural success factors are assessed and benchmarks set, determining the individual's underlying temperament will be paramount to establishing the candidate's 'fit' for the role. Using the behavioural assessment tool, managers can easily determine a candidate's innate qualities and compare them with the behavioural success factors for the position which will greatly enhance the ability to assess the candidate's fit with the role, and the organization.

Once the hiring selection is made, the behavioural assessment tool can continue to be useful, acting as a guide to motivate and coach the newly hired Millennial. Managers will have the 'dos and don'ts' when dealing with the individual outlined, which will help predict the new hire's behaviour in a team setting.

For organizations managing Millennials, a behavioural assessment will provide managers with a detailed development plan for managers to help their employees meet their maximum potential because they

can identify what motivates their people, the type of environment that stimulates success and encourages self-development. It also provides Millennials with greater self-awareness, increased personal effectiveness, and enhanced leadership development, giving them the chance to experience high levels of responsibility, meaningfulness, and a sense of personal fulfillment.

### They Need Us as Much as We Need Them

In the coming decades, the rapid aging of populations in the industrial world will have a profound impact on the labour force. The most experienced workers will retire and the competition for talent will intensify. The survival of any organization depends on its ability to attract, retain, motivate and develop Millennials. To do this, organizations must have the tools in place that can support this generation throughout the entire employee life-cycle: from pre-hire analysis, to coaching and orientation, to on-going development and succession planning.

The McQuaig Institute offers a simple, accurate talent assessment system and ongoing support that empowers you to hire, retain and develop the right people. The McQuaig System delivers reduced turnover and increased productivity through more efficient teams and more engaged employees. Employment testing can be a strong predictor of future performance when matching a candidate to a valid job profile. McQuaig will provide you with a well-defined process that delivers the most value to your company.