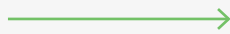


satisfaction. They expect managers to go beyond the role of “boss” and serve as coaches, holding ongoing conversations with them focused on their strengths. Employees do not want communication and progress conversations relegated to once-a-year reviews focused on what they’ve been doing wrong.

The Change in Leadership

Past

My Paycheck
My Satisfaction
My Boss
My Annual Review
My Weaknesses
My Job



Future

My Purpose
My Development
My Coach
My Ongoing Conversations
My Strengths
My Life

Organizations cannot overlook millennials’ influence in all of this. While a few factors have propelled workplace change, millennials have been instrumental in pushing companies to see and manage their workforces differently.

MEET THE MILLENNIAL WORKER

Gallup has discovered that millennials have the second-highest level of full-time employment (54%) behind Gen Xers (63%). However, they also have the highest rates of both unemployment and underemployment. Gallup defines “underemployment” as the percentage of adults in the workforce who are unemployed and those who are working part time but desire full-time work. Seven percent of millennials are currently jobless, and another 10% are employed part time, but would prefer to find a full-time job.

