

When developing attraction strategies, organizations should be cautious of how much they emphasize a fun, entertaining work environment. Millennials would much rather know that a potential employer wants to invest in their career trajectory, development and holistic well-being.

MAXIMIZING PERFORMANCE

MANAGERS MUST BE COACHES

A strong attraction strategy helps draw millennials to a company, but it does little to keep them there. Engaging, developing and retaining this cohort ultimately comes down to performance management.

For millennials — and all employees — Gallup has found that the quality of the manager is an essential component in a job search. But once millennials actually get to work, what exactly do they expect of their managers?

Ultimately, millennials expect their managers to do more than just manage; they expect them to *coach*.

Managers who can effectively coach employees understand the fundamental factors that motivate each worker's performance and enable him or her to optimize that performance. These managers help employees accelerate their personal and professional growth. They care about their workers as people and want to see them succeed. But more importantly, these managers *take action* to enable that success. They individualize expectations and remove any barriers to high performance.

TOP FOUR THINGS MILLENNIALS WANT MANAGERS TO FOCUS ON

- job clarity and priorities
- ongoing feedback and communication
- opportunities to learn and grow
- accountability

It is important to note that the four needs are not entirely unique to millennials. For example, all employees want to know what's expected of them at work. However, as consumers of the workplace, millennials have been able to place pressure on organizations to ensure that managers understand and deliver on these needs.