

h e g

Haute école de gestion
Genève

The Millennial generation reshaping the workplace: *What changes are needed for organizations to attract and retain employees?*

**Bachelor Project submitted for the degree of
Bachelor of Science HES in International Business Management**

by

Inès PEREIRA MAURICIO

Bachelor Project Advisor:

Caroline MILLER - Intercultural Communication lecturer at HEG

& Founding Partner of HeadToHead

Geneva, August 2017

Haute école de gestion de Genève (HEG-GE)

International Business Management

Declaration

This Bachelor Project is submitted as part of the final examination requirements of the Haute école de Gestion de Genève, for the Bachelor of Science HES-SO in International Business Management.

The student accepts the terms of the confidentiality agreement if one has been signed. The use of any conclusions or recommendations made in the Bachelor Project, with no prejudice to their value, engages neither the responsibility of the author, nor the adviser to the Bachelor Project, nor the jury members nor the HEG.

“I attest that I have personally authored this work without using any sources other than those cited in the bibliography. Furthermore, I have sent the final version of this document for analysis by the plagiarism detection software stipulated by the school and by my adviser”.

Geneva, 22.09.2017

Inès PEREIRA MAURICIO

Acknowledgements

I would like to thank the various persons who have participated in a direct or indirect way to the completion of this bachelor thesis.

First of all, Caroline MILLER, who has done a wonderful job advising on my bachelor thesis. Her passion, drive and interest concerning this subject made it a very inspirational process. Her availability throughout the whole process and sharing her network to enrich my research, made collaborating with Mrs Miller a real pleasure.

Then, I would like to thank the different persons who have accepted to dedicated an hour of their time to respond to my questions in an interview face to face or by telephone. Myriam DENK for her extended knowledge on the subject through the Deloitte Millennials studies; Christina LANDGRAF for the internal view on Millennials management within Deloitte; David GIROD for representing one Swiss Private Bank's views on the subject, but also for inviting me to be a speaker at the traineeship program they organize to share my insights on the subject with the trainees attending last July; Marcial MANCINI for his honest opinions on the subject, for raising interesting overall questions on the subject and for his help gathering apprentices' answers for my survey throughout the Migros' network; and Christoph THOMA, for his expertise and very concrete recommendations on the subject.

Without forgetting one of my professor, Timothy CONNERTON, who initiated the thought process of treating this subject for my bachelor thesis via a discussion after class hours. As well as, Tanguy DULAC, who made himself available to discuss the Deloitte Millennials study and offered me the possibility to be invited at the Deloitte Club event on the subject.

Finally, I would like to show appreciation to all the additional support, conversations and exchanges I was able share with friends, family or acquaintances about my thesis, which greatly helped my motivation and added some depth to my work.

Executive Summary

This report aims to measure how different the Millennial generation from the Western world is from their predecessors and identify ways in which firms should adapt in order to attract and retain these new talents. These recommendations will not only take into account generational aspects of this challenge, but also the overall environment and the different forces shaping the future of work.

A shift in the workplace is currently being felt and is expected to grow in the coming years due to different forces. One of these forces is the force of demography, which includes generational cohort, being the fact that people born within certain years share common attitudes and expectations due to shared experiences. It seems that in that sense Millennials show important differences in their attitudes and expectations compared to the previous generations in the workplace.

Two main challenges are to be linked with this generation in the workplace. The first one lies in the fact that the Millennial generation does not have the same expectations, needs and ambitions from a career. This is a challenge as organizations will need new 'tricks' to be attractive and ignoring it could lead to important loss of talents. The second challenge is the cohabitation of four generations in the workplace, which will be challenging as they will not have a common language to speak with and could result in conflictual situations due to their differences.

In order to answer to these identified challenges and for my recommendations to be viable, this work's introduction set the overall context using Lynda Gratton's book called "The Shift" as its primary source to understand the global future of work, then summarizes different aspects of a firm's structure and finally a thorough analyse of each generations which will need to collaborate in the workplace, namely the Baby-boomers, Generation X and the Millennials.

The second part of this thesis analyses the results from my qualitative and quantitative research on the subject. The qualitative research represents four different interviews of firms from different industries and the qualitative research has been done through a survey sent to the particular Millennial population of Swiss apprentices, in order to complete the very thorough Deloitte research on Millennials, which does not take into account this population.

Finally, my recommendations highlight how firms can adapt various aspects of their internal organization in order to attract and retain the talents of this Millennial generation, but also survive in the workplace of the future.

I conclude this thesis by a global interrogation driven from this research, on whether this generational shift is really that different from other generational shifts we have encountered in the past. The Millennial generation is a popular topic this year, but is this generation really to blame for the changes happening in the workplace? Coming back to the vision of Lynda Gratton of the future of work, there are five other forces that are to be taken into account in that shift. To simplify this shift by only taking into account the Millennial generation could not fully answer the challenges firms will face.

An important angle of my work to be taken into account is that my analysis will be mostly relevant for western cultures' countries. Culture being a key component of behaviours, differences can be noticed from one culture to another and thus some aspects of the generational cohorts, which will be defined in this paper can become irrelevant for certain population.

Contents

Declaration	i
Acknowledgements	ii
Executive Summary	iii
Contents	v
List of Tables	vii
List of Figures	vii
1. Introduction	1
1.1 Overall future environment & global forces shaping the workplace	1
1.1.1 <i>Technology</i>	1
1.1.2 <i>Globalisation</i>	2
1.1.3 <i>Demography and longevity</i>	3
1.1.4 <i>Society</i>	3
1.1.5 <i>Energy & Resources</i>	5
1.1.6 <i>Default future versus crafted future</i>	6
1.2 The current workplace & generations	8
1.2.1 <i>The current workplace</i>	8
1.2.2 <i>Generations in place</i>	13
1.3 Who are the Millennials?	22
1.3.1 <i>Blur of the definition</i>	22
1.3.2 <i>Chosen definition for this study</i>	22
1.3.3 <i>The Millennial generation</i>	23
2. Analysis	31
2.1 Qualitative interviews with companies	31
2.1.1 <i>Common grounds</i>	31
2.1.2 <i>Key ideas</i>	41
2.2 Quantitative survey with Millennials	45
2.2.1 <i>Survey methodology</i>	46
2.2.2 <i>Survey results and findings</i>	47
3. Recommendation	52
3.1 Millennials needs and expectations	52
3.1.1 <i>Continuous feedback and guidance</i>	52
3.1.2 <i>Clear career path and evolution</i>	57
3.1.3 <i>Flexibility and work-life balance</i>	60
3.2 Organizational structures and company culture	62
Conclusion	67
Bibliography	69

Appendix 1: Qualitative interview with Myriam Denk (Partner & Human Capital Leader), Deloitte, 01.03.2017 73

Appendix 2 – Qualitative interview with Christina Landgraf (Diversity And Inclusion Lead), Deloitte, 12.04.2017 79

Appendix 3 – Qualitative interview with David Girod (Senior HR Business Partner & Head Of Recruitment), Swiss Private Bank, 05.04.2017 84

Appendix 4 – Qualitative interview with Christoph Thoma (Head Of Talent Management And Engagement), UBS, 27.03.2017 95

Appendix 5 – Qualitative interview with Marcel Mancini (Professional Training Lead), Migros, 01.06.2017 102

Appendix 6: Quantitative survey results on apprentices from the Millennial generation 114

List of Tables

Table 1 – Summary of the characteristics for the default and crafted future	7
Table 2 – Traditional organizational structure models	9
Table 3 – Modern organizational structure models	11
Table 4 – Babyboomers’ characteristics in the workplace	15
Table 5 - Generation X characteristics in the workplace	19
Table 6 – Millennials characteristics in the workplace	24
Table 7 – Common grounds from interviews separated by subjects.....	32
Table 8 – Key ideas from interviews separated by firms	41
Table 9 – Employee loyalty comparison between own survey and Deloitte data	49
Table 10 – Traditional versus modern performance management process criteria	53
Table 11 - Summary table of Myriam Denk’s interview	77
Table 12 Summary table of Christina Landgraf’s interview	81
Table 13- Summary table of David Girod’s interview	92
Table 14 – Summary table of Christoph Thoma’s interview	98
Table 15 - Summary table of Marcel Mancini’s interview	110

List of Figures

Figure 1.1 – Maslow’s pyramid of needs	4
Figure 3.1 Employer’s attractiveness	57

1. Introduction

1.1 Overall future environment & global forces shaping the workplace

In order to have a complete picture of what is at stake and respond to these challenges with realistic and adapted measures, it is important to not only analyse the different generations and the gaps between them, but also to understand the overall future of work in which these generations will need to collaborate. This analysis of the different hypothesis of what work will be in the coming decade will help to set and understand the context in which the proposed measures will need to make sense. Finding adapting measures that fit today's conception of the workplace means being already late and those measures would then be obsolete.

In her book called 'The Shift', Lynda Gratton tries to understand what combination of global forces will be, and in some cases already are, shaping the workplace and how it will impact our working lives. She summarizes this subtle combination in this paragraph:

"It is the needs of a low-carbon economy, rapid advances in technology, increasing globalization, profound changes in longevity and demography, and its important societal changes that together will fundamentally transform much of what we take for granted about work." (Lynda Gratton, 2011)

In this paragraph, she is highlighting the five forces which are developed further in her book: technology; globalization; demography and longevity; society; energy and resources. The forces that are directly linked to my thesis are demography and society, but I believe that the three other forces have an important influence on my analysis and the propositions that will be given out of my analysis. From these five forces Lynda Gratton draws two possible futures: The Default Future (negative impacts of those forces) and the Crafted Future (positive impacts of those forces). At the end of this section I will summarize the key points of both of these futures. But first, here is a summary of the key ideas coming out of each force put forward by Lynda Gratton and how I consider them useful for my thesis.

1.1.1 Technology

From the mid-1990s, we have been able to observe how technology has boosted productivity and we can expect it to continue that way. One area that will be boosted importantly is communication, as advanced technology has enabled it to get closer and

closer to a near-zero cost. Lynda Gratton also mentions that for the coming years the focus will be less on technology itself, but on organizational culture, cooperation and teamwork, this point is to be taken into account in the last part of my thesis when proposing measures of adaptation.

Advances in technology have been so exponential these past years that new findings become obsolete faster than it used to. As a result, we have been able to observe a rapid and continuous fall in the costs of computing. The increased availability of new technology at affordable prices impacts the number of people connected. It is expected that five billion people will become connected by 2025, which will change behaviours and social norms. It will also change and complexify the business environment with the emergence of mega-companies alongside the expansion of micro-entrepreneurs. A possibility for work to be performed virtually will also increase and be improved by new technologies.

1.1.2 Globalisation

Economic integration and trade between nations exist for a very long time, but the precise event which brought international trade to another level happened after World War II. At the Bretton Woods Conference in 1944, agreements concerning international trade created institutions devoted to the matter and created an environment where trade was facilitated. This event was the start of globalisation. It did not only have an impact on the producers' side, but also on the consumers' side by transforming the possibilities for them to meet their needs. It resulted in an increase in the volume of trade in the manufacturing sector of 60% between 1950 and 2010.

In the future, Lynda Gratton argues in her book that the importance of globalisation will continue to increase and influence the way we work and consume. This will have its share of positive and negative sides. It will continue to expand the place for talent and work globally and grow emerging economies, as it did for China, India and Brazil since 1990. It will push frugal innovation, more mega-cities will become innovative-clusters around the world which will attract talents and promote innovation. On the other side, the continuously growing competition and fragmentation will continue to cause economic bubbles and crashes. It will also likely create a new regional underclass, which will be driven further away if they are unable to join the global market.

1.1.3 Demography and longevity

As defined by Linda Gratton in her book 'The Shift', this force contains three key characteristics: generational cohort, birth rates and longevity.

Generational cohort being the fact that people born within certain years share common attitudes and expectations due to shared experiences (also called generational markers). In these terms, we can observe a lot of differences between the last four generations. The Traditionalists (1928 to 1945) had their main impact on organizational life between the 1960s and 1980s. They represent the initial architects of many organizational practices and processes that still live on in certain firms today. The Baby Boomers (1945 to 1964) are the largest demographic group ever seen on a global level. They are currently in management or supervisory roles, thus possess great tactical knowledge and knowhow. Arriving towards retirement, it appears that many Baby Boomers will stay in the workforce longer as a result of the recession and the slow economic recovery. The Generation X (1965 to 1981) grew up in a time of economic uncertainty, which reduced the expectation of a long-term relationship between employee and employer. Raised by parents that had really positive expectations of the future and projected their hopes on their children, they faced important disillusionments when their practical experience was not as wished-for. It seems that in that sense Millennials show important differences in their attitudes and expectations compared to the previous generations in the workplace. Indeed, they are the first generation growing up alongside the sped-up technological evolution with personal computers, the Internet, social media and digital technologies. This not only shifted behaviours and social habits, it also created new skill sets and capabilities.

For the two other aspects (birth rate and longevity), in most of the developed world life expectancy rises and birth rates decrease, which means that the Millennial generation is particularly valuable as they will support a larger group of the older generation. It also means that people over 60 years old will be likely to work longer and push their retirement date to later.

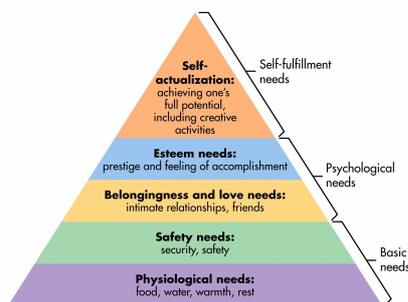
1.1.4 Society

The author explains how the way humans see life and their communities have changed greatly over the years and how we can expect it to continue to change. The mutation of society is likely to continue depending on the political, geographical and economical frameworks we are talking about. There are still divergences in societal behaviours, as sovereignty of each country is still in place despite globalization, but we can also observe

societal trends of a larger group. The First Industrial Revolution has greatly impacted the western society back in the 18th century, creating a transition from the countryside into urban areas to work in factories. Before then manufacturing was mostly done at home using basic hand tools and machines for personal or very narrow market purposes. With the arrival of industrialization manufacturing shifted to powered, special-purpose machinery, factories and mass production. This fundamentally changed the relationship of people to work. They were not working for direct personal needs and gains, but for on increased volume and variety of goods addressed to a mass market. This improved standard living for some, but also has worsened employment and living conditions for the poor and working classes. The magnitude of that change had a drastic impact on the perception of work, on social and personal relationships, as well as on people’s hopes and aspirations. Important changes in the way life is organized can be observed from the past centuries, but an interesting fact, as the author puts it, is that:

“While the trappings may have changed, the basic human plot remains essentially the same.” (Lynda Gratton, 2011)

Figure 1.1 – Maslow’s pyramid of needs



Source: Abraham Maslow, “A theory of Human Motivation” (1943)

The pyramid of Maslow was designed in 1943 and even though the context has greatly changed, this hierarchy of needs is still completely relevant to today’s society and will probably still be in the future as it is linked to human nature. It is then important to consider these core needs as the basis to all human development in any societal change. Thinking of the future as a complex unknown environment, it should be reassuring to have these basic principles to fall back on as an applicable certainty.

World War II has also impacted greatly some societal paradigm. The most important aspect which was impacted relating to the workplace, was the involvement of women in the workforce. Prior to WWII, women did not need to work and could stay at home taking care of the family. The War demanded for an important amount of men to join the army of their country to defend their nation and families. For the economy to continue its course, women had to start working to replace the workers gone to fight for their country. Only when the War ended, not all women went back to their previous lifestyle, first of all because the reconstruction post-war necessitated an increase in the amount of people employed, but also because women were enjoying the

fulfilment work was adding to their lives and did not want to give it up once men were returning.

In the future, the conception of the family is going to continue to change. Over the years, families are getting smaller in number and appear to be rearranged in many ways. The roles of men and women, stepparents, adoption, surrogate mothers, same-sex marriages, are the type of rearrangements that have drastically modified the traditional family structure. Therefore, this has logically important impacts on the work life. Women are not bound to stay at home to take care of the family, but are continuing their way up the workplace by taking over leadership positions and putting more determination into their professional careers. It has important implications on their lives' expectations, the norms of work and the overall relationships between men and women. On the other side, men begin to seek for a more balanced lifestyle between career and family. They are not the only one bringing bread on the table anymore, so they can afford to see work differently and manage their time accordingly.

1.1.5 Energy & Resources

With the increasing amount of campaigns and conferences about global warming and involvement of the major states in the COP21 in late 2015, the energy and resources scarcity is no longer a myth. In her book, Lynda Gratton describes two possible scenarios from this fact, which are interesting to take into account when planning for organizational changes in the future; the Scramble scenario and the the Blueprint scenario.

The Scramble scenario characterizes a future in which governments continue to think of their individual benefits by competing with each other over the few resources left, instead of cooperating for the smartest use of it. This will result in a rise on prices of energy and push the existing energy infrastructure to the limit. These are the results of a short-term focus where prosperity persists in the following decade, but which will have long-term negative consequences. It will increase the gap between the rich and the poor, and will in the long-term weaken the multilateral governmental institutions, which will prevent them from subsidising a new green and sustainable energy sector. This scenario will not only critically impact the environment, but will also have important side effects such as the increase of the price of the food sector or the introduction of a carbon tax for example. An immediate impact of these effects that is very interesting when considering the future of work, is that the movement of goods as well as the transportation of people will have to be significantly reduced. Thus, practices need to be prepared in order to be ready to

adapt the different processes that involve energy if this scenario happens to be the one we face in the coming years.

The Blueprint scenario is the brighter one in which pragmatic actions have been put in place, delegated and coordinated among the players enabling for solutions that favour global sustainability. For this scenario to exist, a global sense of urgency and acknowledgement of the implications climate change and a high-carbon economy are required. Coalitions need to be created among companies, cities and regions, which will drive change. It is called the blueprint scenario because a culture of sustainability will be created thanks to blueprints established by these multiple actors of a change in productive processes and lifestyle. Innovation will be at the core of the actions as it will be needed to rethink the way work is done in order to keep the current efficiency of the economy, while ameliorating the energy efficiency of the processes. A global infrastructural reorganisation that will need efforts, investments and which will impact the prices of energy during the first years, but nothing comparable to the first scenario in the long term view. Wind and solar energy's leverage will increase thanks to the effort to increase their efficiency and this will help decrease the energy prices in the long run. If this energy and climate crisis is seen as an opportunity rather than a threat the possibility to run an energy revolution promoting greater equality, innovation and rejuvenation will be enabled. This new common culture of sustainability will need to be reflected in business practices at their core. Companies being part of the coalitions driving change towards this new lifestyle, corporate practices will need to be adapted and innovative in order to be aligned with the new values and norms embedded in the new global culture.

1.1.6 Default future versus crafted future

All five global forces mentioned have their negatives and positives, from them Lynda Gratton pictures two different visions of the future. The default future shows a more pessimistic view of the future of work, mixing all the risks the five forces can imply in our society depending on the choices made by governments, organizations and individuals. The crafted future shows an optimistic view of the future of work, combining all the opportunities these five forces represent for society and how by making the right choices for a sustainable future our society could be better off.

In the table below is a summary of each forces' positive and negative impacts, which illustrate the positive or negative future we could be facing:

Table 1 – Summary of the characteristics for the default and crafted future

	DEFAULT FUTURE <i>Negative impacts of the forces</i>	CRAFTED FUTURE <i>Positive impacts of the forces</i>
Technology	<i>Fragmentation and isolation</i>	<i>Co-creation and social participation</i>
Globalization	<i>Global competition and emergence of a new regional underclass</i>	<i>Global talent and work marketplace</i>
Demography & longevity	<i>Longer productive lives for individuals with no adapted structures to offer work for everyone. Isolation and families broken apart.</i>	<i>Live longer, healthier and more balanced lifestyle. Cooperation and productivity mind-set</i>
Society	Dislocated families, ebbing trust, general unhappiness, voracious consumption	Greater openness to differences, rise of reflexivity, men/women relationships and equality
Energy & Resources	Movement of good and transportation forced to decrease, environmental catastrophes displacing people, increased gap between the rich and the poor.	Rejuvenate faltering economies, promote greater equality, foster innovation and an energy revolution though a culture of sustainability.

1.2 The current workplace & generations

In order to evaluate the possible gap between the current workplace and the new generation entering it, we need to paint a portrait of the current situation. How are we working today and why? Who are the generations already in place and what are their specificities?

1.2.1 The current workplace

In this section, the goal is to describe the typical types of firms we can find in the workplace in 2017. To do so, I have chosen to take the backbone of a firm's strategy, its organizational structure, as a mean of differentiation between the different type of firms operating in the market. Sherry Hartzel defines it as the framework a company uses to distinguish power and authority, roles and responsibilities and the manner in which information flows through the organization. I've also chosen that component because it is at the core of a company's corporate culture and this aspect of work has proven to be a very important one for employees today, as it has a major impact on their daily work experience. Coming from the differentiation of the types of organizational structures, I will then also analyse what other components impact the corporate culture of a firm and what are the trigger points to ensure the culture is felt inside the firm.

1.2.1.1 *Traditional organizational structures*

The traditional, also called mechanistic, structure of a firm is organized around a really clear hierarchy. One in which power is centralized, flows vertically and upward (Russell Huebsch, Chron). In bigger organizations, activities are usually separated by departments, which means that work is being performed in silos. Division of labour by functional specialization has been very popular as this organization style allow employees to reach higher level of expertise in their particular tasks. It also enables responsibility over specific duties to be set and controlled, which ensures that work is performed in line with the requirements of the firm. Line managers are responsible of teams inside their department and are responsible of the daily operations, but are reporting to their own managers or the CEOs and to their overall strategy. The overall strategy is set for the short and long term and once its global objectives are set, it is very difficult to change anything to it. This is very much related to the way the military is organized, with a clear chain of command and relationships among people inside the firm are as impersonal as possible. Rewards are not based on personal opinions, emotions nor on gut feelings, they are based on objective and rational criteria in order to have the most unbiased approach possible. On the same approach, the selection

process is performed on the basis of technical competences matching with the job description of the position and the promotion process is linked to seniority or specific accomplishments. The benefits of those clear rules and processes is that employees are sheltered against unfair dismissals for example, as it has to be based on concrete facts (Smriti Chand, YourArticleLibrary).

All those mechanisms create a corporate culture of stability, clarity and accountability, but one with a lot of bureaucracy, slow decision making, low empowerment and driven by how things are used to be done, rather than by innovation (Russell Huebsch, Chron). This used to be the perfect environment for CEOs as it creates a robust and easy to control environment and its reliability enables the organization to maintain the status-quo. Unfortunately for those who continue to seek these advantages, the rapidly growing technology, innovation and competition changed the context in which those firms operate.

New trends in organizational structures have emerged and firms are now seeking to flatten their organizational structure, but many are still stuck in this more traditional model due to the complexity of such a change.

Linked to this traditional view the way an organization works, different types of organizational models have been created to fit the different sizes, industries and needs. Below you can find the most common organizational structures that are said to be part of the traditional type:

Table 2 – Traditional organizational structure models

Organizational Structure	Descriptors	Advantages	Disadvantages
Simple Structure	Authority centralized to a single person with Wide spans of control. There is low departmentalization and little formalization.	Fast Flexible Inexpensive to maintain Clear accountability	Not appropriate as organization grows; rely on one person
Functional Structure	Grouping of similar or related occupational specialties together	Cost savings from specialization Employees are grouped together with others who have similar tasks	Short sighted manager People can become too specialized and lose focus on other areas
Divisional Structure	Consists of separate business units or divisions	Focuses on results Managers are responsible for what happen to their products and services	Duplication of activities and resources increasing costs and reduces efficiency

Source: Robbins, Coulter, & Langton, 2009

1.2.1.2 Modern organizational structures

Since the industrial revolution many things have evolved and changed around work. Responding to rapid technological changes and the rise of competition, firms in certain industries realized that the traditional structures were too rigid to respond as fast as the market was developing. Thus, new designs in organizational structures were created in order to fit the modern market. Modern, or also called organic, organizational structures are less focused on clear hierarchical levels and more on the dynamic of the organization as a whole. This organization design's main focus is adaptability to its environment. Organizations need to be able to react quickly to new trends and threats from the market and to do so, they promote employees' empowerment and a decision making process which is as fast and flat as possible. To do so, they adopt a decentralized decision making process where employees at all levels have the right to take decisions in their daily job. Adhocracy is replacing the term hierarchy as authority is distributed according to skills and on a legitimate basis depending on the firm's objectives, there is then no fixed departments or teams. Teams are created in a more project based manner, which means that there are no fixed boundaries between activities and that horizontal relationships between departments are strongly promoted. In extension to this principle, it also means that job descriptions, tasks and roles are less rigid in their definition as they need to be adaptable to the context (Dana Griffin, Chron). This create a company culture of collaboration, innovation and flexibility. These type of organizational structures demand trust, transparency and a new style of management, as they lack of control, clear accountability and rules. Below you can find the different types of modern organizational structures.

Table 3 – Modern organizational structure models

Organizational Structure	Descriptors	Advantages	Disadvantages
Team based	A structure in which the entire organization is made up of work groups or teams.	<ul style="list-style-type: none"> ○ Employees are more involved and empowered ○ Barriers are reduced among functional areas 	<ul style="list-style-type: none"> ○ No clear chain of command ○ Pressure on teams to perform
Matrix/Project Based	<p>Matrix is a structure that assigns specialists from different functional areas to work on projects but who return to their areas when the project is completed.</p> <p>Project is a structure in which employees continuously work on projects. As one project is completed, employees move on to the next project</p>	<ul style="list-style-type: none"> ○ Fluid and flexible design that can respond to environmental changes ○ Faster decision making 	<ul style="list-style-type: none"> ○ Complexity of assigning people to projects ○ Task and personality conflicts
Boundaryless	A structure that is not defined by or limited to artificial horizontal, vertical or external boundaries; includes virtual and networked types of organizations	<ul style="list-style-type: none"> ○ Highly flexible and responsive ○ Draws on talent wherever it's found 	<ul style="list-style-type: none"> ○ Lack of control ○ Communication difficulties

Source: Robbins, Coulter, & Langton, 2009

1.2.1.3 Corporate culture

As introduced at the beginning of this section, the organizational structure can be seen as the backbone of the corporate culture lived in an organization. The choice between the different structures available will then impact greatly the type of culture felt by employees. The complex aspect of a corporate culture is that it is various factors associated, which together result in a specific atmosphere. The culture an organization might have wanted to implement might not always be received and lived the way it was intended to depending on the alignment of all these different factors. John Coleman wrote an article about this in the Harvard Business Review (2013) and described six factors that he was able to isolate from great corporate cultures. You can find below a summary of his explanation for each factor:

1. Vision: meaningful and clear vision and mission statements, when they are truly part of an organization, help employees, managers and even external stakeholders in their decision-making and behaviours, as they ensure to be aligned with these statements. The final result is that it gives purpose to an organization.

2. Values: the values a company stand for are usually cascaded from its vision and mission statements and they are at the core of a company's culture. It can be seen as guide for employees' and drive their behaviours to achieve the stated vision.
3. Practices: if we zoom out further, values should be rooted inside the firm's practices. It is through practices that we can observe whether the above statements are only living on paper or if the firm is actually 'practicing what they preach'.
4. People: in order for the culture which an organization want to built to be coherent and actually be lived, it needs to ensure that the people employed share their core values and embrace them in their day-to-day way of working.
5. Narrative: finding the original story of the foundation of the organization and crafting a common narrative, which can be used as a story-telling, is an important step in the culture creation phase. Communicating it for all employees to know and be able to share it around them as well, enable a feeling of them being part of something special and closer to their organization.
6. Place: the environment in which employees work everyday has a great impact on the culture an organization want to convey. It needs to be aligned and coherent with all of the above factors above, so that the organization encourage certain behaviours and mind-sets to be created in the employees' way of working. For example, open space offices incite employees to collaborate, communicate face to face and to share knowledge.

Clearly there are other factors that contribute to a corporate culture, but the author argue that these six factors are a great foundation for creating, revitalizing or reshaping culture for a firm.

1.2.2 Generations in place

In this section, the goal is to understand the two other generations that will share the stage with the Millennial generation on the workplace. But first, in order to do so, we need to consider what is meant by the term generation and by which criteria we can divide a population into it.

1.2.2.1 *Definition of the term “generation”*

There is no global consensus on what should be considered in order to define membership to a generation, some even do not believe there is value in analysing a population via segmenting it into generations. Clearly there are exceptions, nuances and differences among every human being. The characteristics that are describing each generation cannot be seen as a universal truth and should be taken into account carefully to avoid generalizations. There is a notion of stereotyping when defining a generation, as it creates an oversimplified image of the individuals that belong into it. But there are still reasons why we hold to these categorizations in order to understand and identify more easily similar values, characteristics, skillsets and beliefs. A generational cohort is defined by a set of similar traits, behaviours and values that can be observed in individuals having lived similar key economical, technological, political events, as well as changing socio-cultural norms.

The definition from the Oxford Dictionary defines the term generation as ‘all of the people born and living at about the same time, regarded collectively.’ One of the sub-points from this definition also says that it is ‘the average period, generally considered to be about thirty years, in which children grow up, become adults and have children of their own.’ There are two school of thoughts between sociologists and demographers. Sociologists look into key events that influences the collective identity of the people impacted by them, which defines a generational cohort. Key events are usually political, social and/or economical in order to be seen as shared history. It was Karl Mannheim who stressed in his essay called ‘The Theory of Generations’ (1923) that ‘this major historical event has to occur, and has to involve the individuals in their young age (thus shaping their lives, as later experiences will tend to receive meaning from those early experiences)’. Demographers are less analytical as they define generations according to the rise and fall of birth rates. Merging both views help to set a start and end date to a generation and to help understand where the characteristics assigned to it come from.

Using this definition of what needs to be considered to define a generation, I will describe below the different generations that are still in the workplace in terms of life-defining

events, values, beliefs and skills. The goal is also to understand these generations' strengths and weaknesses in relation to work in order to identify what skills need to be passed on to the next generations and in which areas there are room for improvement. Trying to remain as global as possible in my analysis, I will narrow the criteria by which I will describe each generation, to criteria and events that impacted the Western world as a whole.

1.2.2.2 *Baby-boomers (1945 – 1964)*

This generation received the name of baby-boomers because they were born in post-war years during which an important 'boom' in the number of births has been observed. The post-war years was a period of reconstruction, in which the western economy was flourishing with new technology, helping new ideas and cultures to be shared (History.com, 2010).

They were raised by Traditionalist parents and enjoyed a caring environment. They were truly wanted by their parents and grew up in optimistic and positive times, as the post-war years offered new possibilities. They developed the impression of being special and that since they were so many of them they could influence the status-quo according to their needs (BUAHENE & KOVARY, 2003).

An interesting point, in relation to the Millennial generation, is that this generation was also nicknamed the 'Me Generation' at their time. Knowing that today Baby Boomers broadly judge Millennials as being entitled and self-centred, it raises the question as if those type of behaviours are to be linked to a generation itself or just to the youth in general.

1.2.2.2.1 *Life-defining events*

- Civil Rights Movements
- Vietnam War & The Cold War
- First moon landing
- Television becomes the dominant media
- Hippie lifestyle and Woodstock
- Invention of the pill

1.2.2.2.2 Key characteristics in the workplace

Below is a table highlighting the strengths, weaknesses, needs and expectations related to work which I extracted depending on how frequently they appeared on various literature cross-check.

Table 4 – Baby-Boomers’ characteristics in the workplace

<p><i>Strengths</i></p> <ul style="list-style-type: none"> Strong work ethic Self assured Competitive Disciplined Loyal 	<p><i>Needs & values</i></p> <ul style="list-style-type: none"> Work of quality Recognition Personal growth and gratification Clear chain of command & hierarchy
<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> Lack of adaptability Lack of collaboration Resistant to change Least tech-savvy Authoritative Avoid conflict 	<p><i>Expectations</i></p> <ul style="list-style-type: none"> Climb the corporate ladders Hard work and sacrifice lead to success Job security Live to work mentality

Strengths

Once they were old enough to enter the workplace, the baby-boomers wanted to prove themselves to their parents who had sacrificed so much for them. They are known to have set the workaholic trend and developed a really **strong work ethic** (Glass, 2007). This impacted the work week model as the number of worked hours per week extended. Because they perceived their career as the symbol of their value and worth, they decided to put all their time and effort towards it.

This work ethic created an environment of **competitiveness** where employees needed to strive for the best results in order to work their way up the hierarchy. As their self-worth is defined by their career, they are really goal-centric and show a great deal of **discipline** towards work. They are really focused and do not like multi-tasking as it prevents them from being fully concentrated on each task and prefer to fully complete each task before moving on.

Baby-Boomers were used to be in the spotlight and due to their importance in quantity, they were convinced that they were capable of influencing the system to their advantage. This and having received such a child-focused education, this generation is very **self-assured**. They know what their strengths are, how to use them in their advantage and together with their thirst for success, they felt unstoppable.

Enjoying the economical upturn from the period following World War II, Baby-boomers felt that finding an employer, working in a firm and earning a good stable salary was a chance. Deeply wanting the comfortable life that their parents struggled to have, they developed important employer **loyalty**. Once an employee in a firm, they would try to remain in this firm as long as possible and they were proud to make a life-career for the same employer.

Weaknesses

Baby-boomers like clear processes, tasks and goals, in order to have a clear vision of what they need to attain. This very structured and rigid way of working result in a **lack of adaptability**. Indeed, being used to a certain way of doing things, they do not always see the point of changing their ways as it resulted in many successes over the years. They have been raised in times where consistency was valued, as it was a way to reassure themselves seeking for stability. This goes together with the fact that they have the reputation to be **resistant to change**. Having been around for the longest in firms, it seems to be harder for this generation to change their ways and generally they take more time to completely engage with the change introduced.

Being so fond of competition, rankings and personal achievements, they are accused of **lacking collaboration** at work. As much as they are said to be team-players, they are as long as the rest of the team think the same way they do. They tend to **avoid conflicts** and thus not being very transparent when collaborating with peers. This results in poor cooperation and not taking advantage of differing views to increase the quality of thinking and reach synergies.

Their management style is very **authoritative** and to their opinion they deserve respect from younger generations as they have longer work and life experience. Hierarchy is really important to them, as it is what they have worked so hard for their whole lives. Now that they are where they always wanted to be, they do not understand when younger generations question their authority or power, and find it disrespectful.

Finally, as they are the oldest group in the workplace today, they tend to be the **least tech-savvy** among workers. As they did not grow up with the technology being used today, it is harder for baby-boomers to adapt to all these changes and at the speed at which they are innovating. But it is also a matter of will, as many baby-boomers who were interested and followed the advancement in technology showed the younger generations they would not let that put them on the side of the road.

Needs & values

This generation values **work of quality** and believes that hard work is rewarded. They pay attention to details, make good use of their years of experience, having developed a global understanding of the firm they are working for.

Although they are not looking for as much feedback compared to the generations following them, and they are actually quite sensitive to feedback, they still need **recognition**. The best type of recognition for baby-boomers is a tangible one as monetary rewards or a promotion. Rather than continuous feedback, they'd rather wait and receive the big price for their hard work all at once.

They find **personal growth and gratification** coming from work and that is why they are so committed to do their job well and to outperform. After hours are normal to them, as they are willing to sacrifice their personal time in order to get the job done.

A **clear chain of command** is what baby-boomers relate to the best. Indeed, **hierarchy** allow them to find order in their work and to find the stability they are looking for. Having grown up in family structures with the mantra of 'Father Knows Best', very patriarchal with rules and clear authority, no wonder it feels just like home to be at work. This goes along with them being **process oriented** and willing to standardise the way to achieve the most effectively as possible their goals.

Expectations

Their expectation of a career is one in which they need to **climb the corporate ladders** with time within the same firm. With time, dedication and hard work they believe their final objective will be achieved by being on top of the pyramid. **Hard work and sacrifice lead to success** and there is no other way to it. They believe in step-by-step promotion and are patient as to getting where they want to be in the long run. This is so important to them, that they are willing to make sacrifices such as spending less time with family and friends.

Job security is really important to them as they seek for comfort and an easy life where they are capable of fulfilling their needs thanks to the salary their employer is paying. Witnessing the Cold War growing up and having parents who had lived through World War II, baby-boomers expect work to offer them the stable and comfortable life they had always dreamed of. They are said to have the “live to work” mentality, which explains many of the points detailed before. Work is not a part of their life or a burden to survive in this society, but it is seen as their self-worth. They then expect for their work to bring them a sense of meaningfulness and expect to see how they are impacting the firm they are working for.

1.2.2.3 *Generation X (1965 - 1979)*

Generation X is also called the middle child of generations as it is in between two larger cohorts and represent the birth decline after the baby-boomers. Gen X children were being raised in years of societal changes in values. Increased divorce rates, parents less devoted to their children, mothers increasingly present in the workforce, which also increased the offer for out-of-home childcare options in the following years. The value of family shifted as a new focus on individualism and self-actualization was adopted, this influenced greatly the phenomenon of latchkey children. As parents were giving great importance to their careers and social status, kids would lack supervision from the after school hours until their parents returned home from work. It has been said that this generation grew up in one of the most anti-child years, as most of the focus was on the older age groups (Howe and Strauss, 1991).

The stereotypes of that generation when growing up was that they were apathetic, slackers, disaffected and cynical. In 1990, the Time magazine published an article about the people in their twenties being overly critic about this generation saying they were aimless and unfocused. Yet, another article published in 1997 titled ‘Generation X Reconsidered’ went back on these words considering the various accomplishments of this generation. Indeed, between 1990s and the 2000s, Generation X showed their entrepreneurial skills using technology founding start-up and small businesses.

1.2.2.3.1 Life-defining events

- *Fall of the Berlin Wall and fall of the Communist Regime in Eastern Block*
- *Democratization of the birth control pill*
- *Increased globalization and expatriation*
- *Sexual revolution & women's liberation movement*
- *Civil rights movement & final years of Apartheid*
- *First personal computers, dot.com boom & the introduction of cellular phones*
- *AIDS virus*

1.2.2.3.2 Key characteristics in the workplace

Below is a table highlighting the strengths, weaknesses, needs and expectations related to work which I extracted depending on how frequently they appeared on various literature cross-check.

Table 5 - Generation X characteristics in the workplace

<p><i>Strengths</i></p> <ul style="list-style-type: none"> Independent Resourceful Problem-solver Technical skills Entrepreneurial 	<p><i>Needs & values</i></p> <ul style="list-style-type: none"> Work life balance Continuous learning and development Flexibility Results oriented Strong relationships with their peers
<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> Less loyal Less self-confident Lack of executive display Skeptical of authority 	<p><i>Expectations</i></p> <ul style="list-style-type: none"> Self-management & autonomy Accomplishments lead to success Realistic about their possibilities Work to live mentality

Strengths

Living in the shadow of the baby-boomers for most of their lives, this generation grew up having the attention of neither their teachers, media, the government or their own parents. This enabled them not to need external validation and be very **independent**. They take decisions in an autonomous way and do not expect to be rewarded at each of their achievements. Being used to be left to their own fate, they developed in a self-reliant way and are very **resourceful**. They had to be responsible earlier and find

solutions by themselves at times. This developed their sense of finding ways to solve problems by themselves and not counting on others to help.

This is also why they are seen as really good **problem-solvers** in the workplace. They are very pragmatic and result-focused in their approach. Using the **technical skills**, they have acquired, they are very efficient at obtaining the information and result they are seeking for.

Instead of forfeiting after being called the slackers generation for years and being misunderstood by the previous generations, Gen Xers found their way to exist in this society by being **entrepreneurial**. Well, if no one would give them a place, they would create one for themselves. A rise in start-ups and small businesses founded by Gen X members between the years 1990s and 2000s changed the popular opinion about this generation and gave them a new credibility.

Weaknesses

Seeing how loyalty to an employer and playing by the rules did not guarantee an employer's loyalty to its employees, Gen Xers started the movement of job-hopping as a valid career advancement. **Less loyal** to their employers, this generation does not want to reproduce the same career model as their parents.

Less self-confident than the baby-boomers due to the latchkey phenomenon and the global lack of interest for this generation, Gen Xers becoming managers seem to **lack of executive display**. Meaning that they are not as comfortable as the previous generation to act as leaders once they move up the corporate ladder.

They are very **sceptical of authority** and are not impressed by hierarchical status. They tend to question the legitimacy of the power held by managers. To them it is competences and skills that are respected, not seniority. It is natural for them to interact with their superiors and do not enter into work politics.

Needs & values

Growing up, Generation X witnessed their parents losing their jobs despite the fact that they were working so hard and sacrificing time with their family for their careers. This motivated them to value **work life balance** in order not to make the same mistake as their parents and not let work interfere with the rest of their personal lives. This resulted in a need of higher **flexibility** from their employers. They wish their work to be less centred around the hours spent in the office, but rather on the objectives and tasks to be achieved. Being **result-oriented** they do not understand the need to work overtime to

prove how hard-working they are. They want to be able to work their way, with little supervision and less formality.

They also value the opportunity of **continuous learning and development** inside the organization they are working for. For both hard and soft skills, they prefer to learn new things in practice at work rather than in a classroom.

They build **strong relationships with their peers** as they value their relationships with colleagues above the relationship with the firm they are working for. Co-workers can become friends, they work lives and social lives blend together and do not follow the same firm boundaries between work and play which were defined by the generations between them. As they did not grow up spending a lot of time with their families, they have learnt to create non-blood related families with friends and colleagues.

Expectations

As explained before in the point of independence being one of their main strength, generation X expects to **self-manage** themselves and work in an **autonomous** way. Once the task they are delegated is clear to them they do not appreciate micro-management and would rather receive feedback once they are done. Although they are happy to take advices and react well to mentoring, it is mostly in the process of the task where they wish to be free to execute the work the way they see the most fit.

They are 'ruled by a sense of accomplishment and not the clock' (Joyner, 2000), they believe that **accomplishments lead to success** rather than years spent in the position.

Observing a global decline in the economy, growing up with a stagnant job market, corporate downsizing and being the first to be predicted to earn less than their parents, Gen Xers are **realist about their possibilities** and expect to be downsized. They are rather pessimistic about the future and cynical about their possibilities to change things.

We can say that overall this generation has the **work to live mentality** or even the work to survive mentality. They need money in order to live their personal lives, spend time with friends and family, travel and enjoy pleasures of life. They would not put work ahead of everything and will work only for what is needed.

1.3 Who are the Millennials?

1.3.1 Blur of the definition

The delineation of the Millennial generation is still rather blurry with no global consensus on the start and end dates of this generation. The earliest start date is 1976 and the latest end date is 2004. Many sources define the Millennial generation as representing the so-called Generation Y and some others define the Millennial generation with no end dates. Then many sources started talking about an even newer generation called Generation Z which is meant to represent the one following the Millennial generation, but with start and end dates overlapping the ones of Generation Y. This adds up to the blur of the definition, as we need to decide whether the Millennial generation is an additional terminology to analyse Generation Y and Generation Z together, or if it is just a synonym of Generation Y only.

1.3.2 Chosen definition for this study

In order to have a clear and aligned vision throughout my work, I have had to set my delineation of the term Millennials. I have decided to take the start date of 1982, in order to follow the end date of Generation X, and the end date of 2001, in order to include individuals that will reach adulthood in the coming years. Also in this definition, I have chosen to follow most sources saying the Millennial generation was indeed another term to speak about Generation Y. By doing so, I clearly set apart Generation Z from my paper as I believe they differ from the Millennials and would deserve to be analyzed for the coming years as well. My analysis of generations and the recommendations drawing from it, are only relevant for western cultures' countries. It is important to acknowledge that cultures have an impact on a generation's development and characteristics, thus my recommendations cannot be viable on a global level.

In this delineation, I believe two categories can be observed, which I will call the early Millennials (1982-1991) and the late Millennials (1992-2001). This differentiation because the majority of the early Millennials have already integrated the workplace and for the eldest are already taking on senior positions. While the late Millennials are either still in their studies, working as apprentices or in junior positions of organizations. To my opinion this is an important separation to make because it means that one part of that generation is already integrated in the workplace and can have a voluntary impact on the design of work from inside the corporate ladder. The other part of this generation is not yet integrated in the workplace and is still deciding how to enter it. Their impact is more indirect, as it is felt as how an organization can attract and retain these new talents,

and thus changes within organization could be made because of them rather than with them.

1.3.3 The Millennial generation

This generation also received its shares of different names. Millennial generation; Generation Y; Echo-boomers; Internet generation; Gen Why; or even Generation waking-up. They all represent a certain images linked to this generation, which has taken so much spotlight in the medias in the past year. The two terms which have remained the most popular are the Millennial generation and Generation Y, which are now used interchangeably.

It was in their book called “Generations: The History of America's Future, 1584 to 2069”, that the authors Howe and Strauss first coined the term Millennials back in 1987. They used this term as this generation was going to be graduating high-school after 2000. Generation Y was first seen in an article from Ad Age (1993), easily relate to the fact that this is the generation following Gen X.

Most of Millennials are the children of the baby-boomers and this is partly why they inherited the name “Echo-boomers”, the other part of the explanation is because they are echoing baby-boomers by important raise in births in those years. Just like their parents, Millennials enjoyed a caring environment, some would even say over-caring with the apparition of the term “helicopter parents” which is linked to this generation. It is characterized by the “tendency to hover over children and swoop in to rescue them at the first sign of trouble” (Almendrala, 2015). This parenting style was accentuated in the year 2000s, as disturbing events such as the 9/11 attacks and the financial crisis of 2008 occurred. In a global environment of fear and doubt, parents were concerned for their kids’ future and impacted their behaviours towards them.

Another important contextual factor is that Millennials grew up alongside very rapid technological innovation. They witnessed the democratization of having a computer at home, the arrival of smartphones, enjoyed the great possibilities the Internet was offering with Google, Youtube and diverse social platforms. Unlike their predecessors, Millennials did not need to adapt and learn these new tools, it was a really natural process as they were introduced to these tools and with their rapidly changing trend, early on their lives.

1.3.3.1 Life defining events

- Dot.com Bubble Crisis (2000), 9/11 attacks (2001) and The Financial Crisis (2008)
- The Digital Age – high speed internet, instant messaging & Wireless technology
- Global climate change & sustainability awareness

1.3.3.2 Characteristics in the workplace

Below is a table highlighting the strengths, weaknesses, needs and expectations related to work, which I extracted depending on how frequently they appeared on various literature cross-check.

Table 6 – Millennials characteristics in the workplace

<p><i>Strengths</i></p> <ul style="list-style-type: none"> Tech-Savvy Connected Collaborative Innovative Networking 	<p><i>Needs & values</i></p> <ul style="list-style-type: none"> New challenges Work-life balance Feedback Transparency Flexibility
<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> Career Impatience Lack of loyalty Lack of experience Entitled Self-involvement 	<p><i>Expectations</i></p> <ul style="list-style-type: none"> Less routine tasks – creativity oriented Opportunities to progress Sense of meaning and purpose Good impact on society Work to contribute mentality

Strengths

The most obvious strength associated with this generation is its ability to interact with technology. They are indeed **tech-savvy** as they grew up alongside technology and have witnessed the rapidly growing innovation of this industry. They are the first generation to have computers in their home and to use the Internet as the early stages of their lives. They have had access to new technological discoveries, which were constantly adding features and new possibilities to customers. This developed an ability to quickly adapt to changes, pick up tools easily and not getting stuck into the more traditionalist view of how things used to be done.

This also created a state of being **connected** as a lifestyle. Thanks to mobile phones, a possibility of being always reachable and close to any information needed was granted to this generation and they fully took on the offer. In the Cisco 2014 Connected World Technology Report, 82% HR professionals have reported that employees from Gen Y would perform tasks faster than older generations using the various technological platforms to answer their questions or fulfil the task. This connectedness enables them to multi-task with ease at work, as this is something they do in their daily lives between their human interaction and their different devices.

One strength that was maybe a little less intuitive is their **collaborative** skill. One assumption about technology is that it drives people further away from each other and diminish the human interactions, so how could this generation being so close to technology, also have the ability and desire to collaborate? Many reports showed that Millennials preferred working in a team culture rather than a competitive one. Preferring to cultivate their ideas in an open atmosphere where they can grow and be nourished by opinion of others working with them.

This appreciation for collaboration is deeply connected to their spirit of constant **innovation**. Growing up in an environment in which technological findings were booming and old ones were quickly becoming obsolete, they assimilated that new is always better. This means they are always looking for new ways to do things and think outside the box. All the most innovative firms are a proof that a collaborative culture is the key to successful innovation.

Another point that constantly comes back when talking about Gen Y is how good they are at **networking**. It seems like it is really natural for Millennials to connect with new people and this also in the work place. Having less barriers as they are not driven by hierarchy unlike their predecessors, they are able to be more direct when communicating and are not scared to be bold. With the help of social media platform, such as LinkedIn, they keep in touch and leverage their contacts in a way that older generations could not back when they were starting their careers.

Weaknesses

Obviously, this generation does not come without its weaknesses and **career impatience** has been one of the most observed one from the employers' perspective. This generation who has been used to get the answers they needed only one click away, does not seem to have the same perceptions of time and patience. Truth is, Millennials are very ambitious and crave progression, they want to see the result of what they are

doing and where they are quicker than the previous generations. It seems like the old way of career ascension does not satisfy them as they do not believe time should be the defining factor of promotion, but merit should instead.

Jennifer J Deal and Alex Levenson wrote in one of their studies on Millennials the following paragraph, which summarizes well the mind-set of this generation on the matter:

“Millennials realise that everyone is different, and while a one-size-fits-all approach is efficient for an organization, it does not meet their needs as individuals. They reject ‘wasting’ a couple of years in a position beyond the point when they stop learning just to accommodate the organization’s planning needs.” (Jennifer J Deal and Alex Levenson, 2016)

This career impatience drives most of the time a **lack of loyalty** felt by employers. Indeed, once they stop learning and start to stagnate in their position, Millennials do not wait long before they start looking at other options. If they are not moving as fast as they would like in their current organization, they do not fear to go out and look at what other options are available on the market. This represent an important loss of employers who invested a lot in training and recruiting them and could that easily lose that investment because they could not answer the employee’s need for development. In their reports about Millennials Deloitte have taken a look at this very closely, asking employees how long they were thinking to stay with their current employer. In 2016, only 27% were thinking on staying beyond five years. This percentage increased to 31%, in 2017, which the report explained was linked to the instable events that had happened economically and politically in the year 2016. This is still a very low percentage, which impact employers with very heavy costs in high turnover rates. Millennials’ expectations clash with reality because experience is still of great value for employers. Certain soft skills are developed only with time and unfortunately for this generation it is hardly another way to gain it.

Employers see a **lack of experience** in this new generation, in the sense that by job hopping that way they never stick long enough to actually be an expert and have truly seen everything there is to see about the position they were in before moving on.

This tendency of being **entitled** and **self-involved** prevent them to see what they have to gain being a little bit humbler and trust their managers that they are not moving up the hierarchical levels for a good reason. As they only look at the situation from their perspective and seem not to look at the broader view and external reasons that are not always linked to them personally, they misread the situations as being neglected and

underestimated, which make them move closer to the door of the firms they are working for. They are comfortable with authority and not impressed by titles or hierarchy levels. They have been taught to ask questions and from their perspective questioning does not mean that they do not respect the person standing in front of them, but rather that they are using their rational thinking to truly understand what they are doing.

Needs

Millennials are constantly seeking **new challenges** and to learn new things along the way. They get bored quicker than past generation and need to see that they are useful. As seen in the previous section, their impatience is translated in how they see their careers but also in their day to day jobs. They need variety and the possibility to be creative at work. Repetitive and process-oriented tasks are likely to disinterest them and if they are not balanced by some more challenging tasks they are prone to leave their position earlier than usual. In order to retain those employees, it is thus important to keep an eye on the duties delegated to them and ensure there is variety, challenges and responsibilities at times.

As their predecessors, Gen Xers, it is crucial for Gen Y to have a good **work-life balance** as they do not see work as their only priority in life. Family and friends, hobbies, travelling and time-off is valued and they understand that they are only more productive when they do have that time away from work. They are really sensible to issues such as burnouts, as they had plenty of examples from the previous generations who used to be workaholics. Their awareness on health matters also increased a lot these past years with overly present trends on being mindful about one's health. They are then less likely to compromise for work or rewards.

One need that came back in every report on Millennials was their need for continuous and informal **feedback**. It is important to precise that this feedback needs to be continuous and informal, as this does not refer to the annual performance appraisal systems that widely used in HR, but is now seen as an obsolete practice. Indeed, annual performance reviews are very costly, becomes an important administrative burden rather than an opportunity. These practices were also based on the principle of ratings which would drive promotion and rewards. Neuroscience research have proven that this principle based on competition is actually detrimental for employees' performance as it would trigger the 'fight or flight' instinct hindering their professional development. In their survey, Deloitte reported that two-thirds of employees actually believed that it was their manager's responsibility to provide opportunities for their development. In order to feel

more confident and motivated, the report also showed that 42% of Gen Y want feedback every week, which represent over twice the percentage of other generations.

This more frequent feedback method and open communication would also respond to their need for **transparency**. Indeed, a culture of constant pointers on what is working well and where there is room for improvements enable the employee to understand what is demanded of him/her and continuously modify it according to the feedbacks received. This also prevent from a complete surprise and unfair performance appraisal at the end of the year. It is known that top down assessments are very subjective and based on the reviewer's criteria and opinions rather than on the reviewed. Adding to that is the fact that performance data aren't always accurate and the low occurrences of those, create room for lack of transparency. Increasing evidence has also been found that this lack of transparency put extra obstacles on the way of women and minorities in the workplace due to unconscious biases.

The last point in the needs' list of millennial is the **flexibility** offered in the workplace. Closely related to how they value work-life balance, Gen Y employees are seeking to be able to organize themselves as they see fit while ensuring their performance don't suffer from it. In their 2016 Millennials report, Deloitte explains that 88% of them wish they could, within certain limits, have greater opportunity to start and finish work at the time they choose. It also shows that the greatest gap in terms of job environment is the wish of remote working. 75% of Millennials would like to start, or to do so more frequently, to work from home or other locations where they feel more productive. This percentage is almost double the proportion of those who actually do so.

Accountability and flexibility are indeed needed to work together. By granting flexibility to employees, employers need to be reassured that their productivity will not suffer from it and that it will not be abused of. The Deloitte report of 2017 stated that it appears Millennials want the best of both worlds – freelance flexibility with full-time stability.

Expectations

Entering the workplace Millennials have their expectations of what work is like and what they are going to bring on the table after having studied for many years or their past professional experiences. It is important to identify these expectations in order to either satisfy them as much as possible or to communicate on how they might have to compromise on certain things because of the way the firm actually work.

Resulting from their need of new challenges, this generation expects work ***not to be driven by routine*** but ***creativity***. They despise processes and standards, as they are

used to think out of the box and be innovative. Being an additional robot in the chain for a monetary reward is not enough for them. They want to make their brain function, solve problems and be truly involved in the organization.

They also expect their employer to give them **opportunities to progress** which fit with their interests and career plans. They appreciate continuous training and learning opportunities along the way. As seen previously one of their weakness is their career impatience, this does not mean that firms need to promote them every month, but they need to see and understand this expectation of self growth. This does not necessarily mean a promotion to a new position, but additional responsibilities, new challenges or ownership of a specific project will help a great deal to keep their mind busy and feel like they are not under-estimated or forgotten.

For this generation work isn't just a way to get a salary and live from it, work is a way to find **meaning and purpose** in their lives. This results in raising the expectations of ensuring their own values are aligned with the organizations' ones and in the need of self-accomplishment in the task performed. We are sort of coming back to the pre-industrialization period of craftsmanship, when what was valued was the pride of doing something with ones' own hands, under ones' own will and have creative freedom over the creation of this object. The object being obviously different today, but it is the process that Millennials are looking for. If their position's mission is clear and aligned with their interests and values, then they should not need external pressure from managers to perform the best way possible, the pressure would be intrinsic and thus, much more positive. The phenomenon of working under external pressure in exchange for a salary is seen as a form of wage slavery for certain societal thinkers and philosophers, such as Noam Chomsky. When interviewed about the concept of wage slavery and enlightenment, Mr Chomsky explained this concept using what he said being 'the standard liberal formula from the 18th century', which summarizes well the key idea of this point:

"Humans beings are born to inquire and create; and to create under their own initiative. If they do create under external commands, we may admire what they do, but despise who they are because they are not free human beings." (Noam Chomsky)

Linked to the previous point, Millennials expect their work to have a **good impact on society**. The important environmental crisis, which have taken bigger proportions lately with the increasing proof of the impacts our behaviours have on the environment; the political issues around the globe being more and more available via the new media channels on the internet; the economical disparities between developed and developing

countries growing and becoming too big to be ignored; being more sensitive and open to new culture with immigration and the ease of travelling around the globe thanks to high performance transportation. All these factors, among others, have created an increased sense of awareness and critical thinking and resulted in a different mind-set ***of working in order to contribute*** to a better environment and society. We can also see the impact of the changes of mind-set on the workplace with corporate social responsibility programs and initiatives introduced by firms in order to regain trust and respect from their employees and customers.

2. Analysis

In this second part of my thesis, the objective was to gather additional data to fill the gaps of knowledge I had identified in the literature review summarized in part one of my work. I have used two main approaches in order to gather information: qualitative interviews and a quantitative survey.

2.1 Qualitative interviews with companies

I have been able to meet with employees occupying different positions in various industries and firms' sizes. The goal was to have a discussion around key questions I had pre-defined and see how opinions differ depending on personalities, environment and position, but also to see the facts that were recurrent in all discussions.

In Appendix 1, you can find the written transcripts of the various interviews I have been conducting, as well as tables summarizing the key points extracted for each interview.

From the summary tables, I have been able to highlight the common grounds and key ideas to be taken into account for my recommendations.

2.1.1 Common grounds

When preparing my interviews' questions, I have decided to highlight three main thematic with my different interlocutors: generational gaps; organizational structure and work environment; digitalization. In the table below, I have separated the generational gaps thematic into three sub-categories: Millennials needs; learnings from Millennials; learnings from past generations. I have been able to group many answers into these three sub-categories and have identified them as being key information that will drive my proposals. I have also decided to take into consideration the different answers received concerning the context in which these proposals should be implemented. Opinions about the organizational structure and work environment that should be adopted and the impacts of digitalization in firms internally and externally are information that will help connect my proposals to a specific environment. I have selected the subjects that were addressed by the majority of the interviewees as a general rule, these do not represent an absolute consensus.

Table 7 – Common grounds from interviews separated by subjects

Millennials needs	Learnings from Millennials	Learnings from past generations	Organizational structure & work environment	Digitalization impacts
Transparency	Informal and direct communication	Experience and traditions	Traditional organizational structures are outdated.	Greater possibility of remote working
Guidance and continuous feedback	Networking skills	Hard-working mindset ; work in order to get advantage	Structure should be more flexible and agile to fit today's rapidly changing environment.	Data management and data analysis.
Clear career path & evolution	New technology and trends	Prove yourself to gain colleagues and superiors' trust	Rise in the contractors' type of working relationships; feeling of self-employment appreciated.	Facilitates globalization (The Cloud – global access)
Flexibility & work-life balance	Opinionated & Confident	Strategic skills; Prioritization & organization	Hierarchy should be implemented by effective leadership rather than by rigid silos.	Digitalized processes – some former jobs are suppressed and some new jobs are created.
Responsibilities & autonomy		Long-term view mindset		The overall basic skill requirements increase, creating a new group in the margin.

2.1.1.1 Millennials needs

Certain needs were really recurrent in all discussions regardless of the size or industry of the interlocutor. **Transparency** was one adjective that was used in a lot of different context, it seemed to be key in terms of communication throughout the entire employment relationship and linked to other of the needs I will detail below. Most of my

interviewees said that Millennials communicate in a very transparent and direct manner, and they expect others to do the same.

In this spirit of transparency, I have been able to identify another important need for this generation which is their wish for **continuous feedback and guidance**. I was pleasantly surprised to see how recurrent this comment was among the interviewees for a generation that has been said to be over-confident and entitled by mass medias such as the Times Magazine. While in the learning curve for a new position, Millennials seem to be keen on receiving feedback on how they are performing and if it meets their customers or manager's expectations. Direct and continuous feedback as a form of guidance in order for them to know if they are on the right track and if not how they can improve. During the interview, Martial MANCINI, Head of Professional Training for Migros Geneva who is also working closely with apprentices, mentioned how this generation think that if no feedback is given to them it is because they are on the right direction and it happens not to always be the case. The lack of continuous feedback can result in important loss in time and talents as employees do not realize they are doing something wrong and managers do not realize the full potential of their employees as they do not take the time to guide them in order for them to understand the direction required to fulfill their position's goals.

Still linked to the transparency factor, Millennials give a great deal of importance to being able to discuss transparently about a **clear career path** which shows possibilities of **evolution** and self-growth. David GIROD, Senior HR Business Partner and Head of Recruitment within a Swiss Private Bank, underlined multiple times, with different concrete examples, how they had lost talents in this generation over the fact that they did not have the short-term view of their career possibilities. Leaving for less important positions, better salary conditions or only to see some change happen and learn new things. For David GIROD, this population is much more short-sighted in terms of their evolution and this is linked to the fact that they are less patient and loyal towards their employers. They are not scared to leave if they find their job too routinely or do not see where will be the next steps inside the company. This is a very important need, as it results in important costs in terms of turnover for firms that ignore it. Hiring a new employee represent important administrative, training and time investment, additionally it takes a certain amount of time for these new employees to reach the return on investment point. If as soon as they reach this point, they leave because they do not feel the firm values their presence enough, it represents a huge cost.

The two needs that are the most obvious, as they have been the ones accompanying the term Millennial in most of the articles written about this new generation, are **flexibility and work-life balance**. Those two are closely interlinked as flexible working conditions allow employees to balance their work and personal lives with more ease. An interesting point of view on these was brought up by Christina LANDGRAF, Diversity and Inclusion Lead within Deloitte, she explained how important these needs were to Millennials to have as an option but that it did not mean they were actually taking fully advantage of it. Their Millennial employees being very driven and result-focused would work as much as necessary to successfully serve their customers, which would prevent them to benefit from the flexible and work-life balance arrangement the firm offers. The point that is interesting to take here is that what is truly important in the eyes of Millennials, and potentially employees from other generations as well, is the feeling that they have the choice and that the firm offer them the freedom to arrange their work in the way they think it is the best fit for them to perform to their full potential.

The last two needs I have decided to highlight from the interviews are the fact that Millennials need to be assigned their own **responsibilities** so that they can feel ownership of certain tasks and work with **autonomy** towards accomplishing them. This is also felt in terms of the leadership style Millennials seem to respond best to. They do not appreciate micro-management and prefer having some clear tasks delegated to them, feeling empowered and trusted they will work in order to fulfil the requirements stated. They would rather receive continuous feedback and coaching on their progress and re-adjust if needed, instead of following a rigid process already laid out. In this way they can be creative on how they think it is the best way to get the work done and this sense of ownership appears to be a real source of motivation for this generation.

2.1.1.2 Learnings from Millennials

An aspect that was mentioned by all of my interlocutors was the communication skills that differed from past generations. Millennials' communication style is described to be rather **informal and direct**. They are not as concerned by hierarchy, so they tend not to adapt their communication style depending to the person they are talking to. Even though, this could easily be seen as a clashing situation where past generations do not accept this communication style seeing it as not respectful, which might be the case in some situations. This fact has been mentioned in a positive way by the HR representatives I have been speaking to, seen as something to learn from this generation. Myriam DENK, Partner and Human Capital Leader within Deloitte also working closely on the Millennials' surveys for Deloitte, told me how refreshing it was to

see how easy communication is with Millennials. They are transparent and direct concerning the message they want to convey and do not beat around the bush. This can be linked to the different familiar context most people of this generation have grown up into, as it was easier for this generation to discuss with their parents about most subjects, they developed this ease to interact less formally and in a more direct way with their peers but also their elderlies.

Linked to the previous point, some of the interviewees praised the **networking skills** of this generation. It seems that they connect with more ease and have this natural ability to create new relationships within their personal, as well as professional circle. Making good use of some new social platform such as LinkedIn, they are very quick at connecting with key contacts that could be helpful for their careers. Being less impressed by hierarchy, they dare to create close relationships with people having a higher position title or more experience than them.

What emerged from most of my interviews was that this population is more **opinionated and confident** than its predecessors. This can be linked to the first paragraph about their ability to speak up for themselves via their different communication style. But it is also probably linked to the fact that this generation has grown up in a society where the availability of information kept increasing with various new media channels and the ease of the capacity to communicate across the globe. This created an environment where people were openly discussing the news and being critical of the news thanks to the various sources showing possible bias. An environment where each person should have an opinion over the different issues discussed in the news and be ready to defend it with others for example. These kind of global changes relate well to the change observed with this generation regarding their confidence in how they speak-up about their opinions and has been regarded as something valuable and positive according to the persons interviewed in my study.

Another key adjective to describe Millennials in most articles treating the subject is this population being tech-savvy. Obviously this came up during my dialogues, but I have decided to define this ability as Millennials' knowledge of **new technology and trends** rather than tech-savvy for various reasons which have been raised by exchanging with my interlocutors. We are used to accept the fact that this younger generation is tech-savvy and that it is their most important card to play in the workplace. At some level it is the case, but there is a paradox that some of my interlocutors raised during our exchanges. Obviously, having grown up in a world with extremely rapid technological innovations and changes, they are more inclined to be knowledgeable and quicker at

adopting new tools, technologies and trends. Where the paradox lies is in the expectations driven by this 'tech-savvy' etiquette mass-media has stuck to this generation. These abilities do not mean that Millennials are experts on all tech-driven processes and will join a firm with revolutionary ways of working and using technology for their benefit. Rather that they probably have an ability to learn faster, to relate to a very large array of tools and are interested in discovering new ones. Martial MANCINI from Migros, was explaining with some practical examples how he was able to see this paradox, saying that employees of this generation do have a different experience with technology and are closer to it, but mostly in the social and entertainment area of it. When going deeper into the professional angle of some tools, the majority do not take advantage of their tech-savviness to go further with their abilities. With a basic tool such as Excel for example, they would know some functions learnt during their education but none of the actual functions that are used broadly in the professional context. So this is why, I have decided to name this category new technology and trends, because they are up to date with these latest technologies and have this ability to adapt quickly to changes.

2.1.1.3 Learnings from past generations

One of the first thing that my interlocutors, representing the Gen X and Baby-Boomers generations, would answer to the question of what should be passed on from the past generations to the new one is **experience**. Clearly this is one strength that cannot be taken away from past generations, they have been here and there, seen it all in different shapes and forms. They have years of experience on the field and have an overall understanding on how the workplace functions. This should be considered as highly valuable knowledge and know-how for the firm, as well as for the new generation. As Albert Einstein said: "the only source of knowledge is experience". In certain cultures, the highest form of wisdom is taken from listening to the elderly and by observing the **traditions**. In most western cultures' countries, there has been a shift in the way we treat the elderlies as we moved towards a more individualistic culture. Retirements' homes are the perfect example of this phenomenon and are still a shocking invention for people coming from collective cultures. Not valuing entire lives' worth of lessons learned, knowledge and stories as wisdom to be passed on to the next generation result not only to a loss of know-how and expertise, but also increase the gap between generations. The new generation cannot understand the past one, as they do not communicate as much as they would in more collective cultures where the respect for elderlies is still very sacred.

Due to the environments in which they grew up, past generations' life's objectives were 'easier' than the ones we have to define for ourselves today. Easier because they mostly just wanted to survive; have a comfortable life with a full-time job, a house and enough money to feed their family. This drove them to have a **hard-working** type of mindset. one in which they needed **work in order to get advantages**. Christina LANDGRAF from Deloitte pointed out that she could see a clear difference with the new generation today on that specific fact. Comparing to past generations, Millennials would make their first steps in the firm and directly seek getting the same advantages or benefits other employees with years of experience had to work hard to get. As they voice their opinions and needs much more openly than previous generations as well, the difference between the generational group is easy to identify on this matter. This creates complicated situations where it is hard not to see one group being frustrated. Millennials will be frustrated not to get the same advantages as their peers and former employees will be frustrated to see how easy it is for them while they had to invest so much effort to get what they have today.

Linked to this previous point, Christina LANGRAF raised another interesting point in which older generation differs from Millennials. Part of this hard-working mind-set involved that you needed to **prove yourself to gain colleagues and superiors' trust**. She explained how this perceptive changed and this is probably why this new generation is seen as entitled by the mass.

One aspect that was raised by only one of my interlocutor, Christoph THOMAS, Head of Talent Management and Engagement at UBS, was the skills of **prioritization** and **organization** that he categorized as being more developed in previous generations' work endeavours. Millennials have a more agile and iterative way of seeing their tasks, they will undergo with a certain approach, see how it results, pivot and change their approach with learnings they acquire on the spot until they reach their goal. Previous generations are more **strategic** as they are used to take time before acting, creating a very solid strategy and action plan taking into consideration possible risks and impacts of their approach. A more risk-preventive approach that can be pinpointed to the fact that mistakes were not regarded positively in the past. This could explain why they are better at prioritizing and organizing their work as they have a very structured and careful way of working.

Linked to the previous point and a fact that I have been able to extract from my dialogues with my different interlocutors when speaking about the differences in behaviours of the Millennial generation, is the fact that previous generations have a **long-term view mind-**

set. This could be the underlying root-cause of why the Millennial generation is that impatient and less loyal than their predecessors, as they have a rather short-term view orientation and do not apply the same strategic approach to their careers.

2.1.1.4 Organizational structure & work environment

Concerning the organizational structure of a firm, almost a hundred percent of the interviewees agreed that **traditional organizational structures are outdated**. David GIROD was the most careful regarding this subject as while agreeing that modern organizational structures fostered innovation, offered greater flexibility and allowed employees to diversify their tasks more. Mr GIROD also mentioned that, in his opinion these type of structures were only viable for a certain category of industries and firms' sizes. His comment was accompanied with the example of the Swiss Private Bank he is working for, with its very traditional and conservative corporate culture which he could not really see adapting to such organizational structure. In most of my other interviews, my interlocutors were all very adamant on the fact that all type of firms could and should adapt in order to remain competitive in the long term.

My interlocutors from Deloitte and UBS have a very similar point of view on the question. They both expressed that **structures should be more flexible and agile to fit today's rapidly changing environment**. The unpredictability of the market rising everyday, the speed at which technology is evolving, the scarcity of resources and the volatility of customers' demand are some of the general undeniable facts most firms are faced with, which need to be countered by a change in organizational behaviours. Christina LANDGRAF, from Deloitte, explained how she observed a tendency of job-hopping as people were seeing a career as a variety of different roles rather than growing in expertise in a specific one. She explained how this tendency needs to be addressed by allowing and promoting horizontal jumps inside the organization rather than only vertical ones. If a firm does not offer these possibilities, employees will continue its job-hopping outside the firm and this will result in a loss of talents.

An interesting point which was risen by Christina LANDGRAF was how she believed that new types of life-long relationships would appear in the near future. **A rise in the contractors' type of working relationships** could be a way to answer the needs of individuals who appreciate the **feeling of self-employment**. This is an important point as, in their 2017 Millennial Report, Deloitte stressed how "Millennials appear to want the best of both worlds; freelance flexibility with full-time stability". Christina LANDGRAF also demonstrated that this could be a win-win situation as it would not only satisfy employees but also employers. Employing more contractors would result in no social costs to pay

as part of the salary as contractors have a freelance status, no extra services to be provided and less responsibility over the employees' management.

One positive aspect of traditional organizational structures that is used as an argument against more modern forms of structures is the aspect of hierarchy. Indeed, as described in the section of my thesis dedicated to organization structures and corporate culture, traditional structures allow for clearer hierarchy and thus ease the control over employees' performance. Christina LANDGRAF countered this argument during our conversation by saying that of course **hierarchy** of some sort is needed, but that it **should be implemented by effective leadership rather than by rigid silos**. Meaning that firms should reduce the amount of superficial levels in their organizational structures to the strict necessary and where it is legitimate. This should result in less individuals receiving the responsibility of becoming a manager of a team without real leadership skills, an easier communication across the organization and employees feeling more motivated as they are led by an inspirational leader.

2.1.1.5 Digitalization impacts

As highlighted in Lynda Gratton's book, technology is one of the important five forces impacting the future of work and in the last years coming from that force we have been able to identify a phenomenon called digitalization in the workplace. Meaning that by integrating most recent technologies into a firm, it has the capacity to shift its processes and digitize data in order to go further with their use.

All of the interviewees saw digitalization as an opportunity to offer their employees a **greater possibility of remote working**. Indeed, by digitalizing their processes and fully integrating them among the various tools used, the firm will be in a state where working from the office or from somewhere else will be technically identical. Talking about this possibility for the future, Mr David GIROD from with his insights of a Swiss Private Bank raised the issue of possible risks linked to security and privacy of the information employees are dealing with. As these are very important factors in the business they are in, it would be crucial to adapt the processes and guidelines when working from outside the office in order to remain at an optimum level of confidentiality.

As firm undergo digitalization of their processes, they also seek to digitize the important amount of data they are gathering which has been mentioned by Christoph THOMAS from UBS as being a chance to increase the accuracy of **data management and data analysis**. Undeniably, technology has been a game changer in this area in the past years

and tools which are increasingly efficient and visually helpful to take strategic decisions are being created.

Another opportunity that digitalization offers was raised by Christina LANDGRAF during our conversation, as she was saying that it **facilitates globalization** as **The Cloud** offers a **global access** to the information and enable collaboration globally. For firms having branches remote geographically this enable a greater accuracy, faster and closer collaboration among those branches as The Cloud represent a common workplace.

When talking about digitalization the general public has developed a fear that many jobs would be suppressed and thus create a state of higher unemployment. When talking about this issue with my interviewees most answered that the increase of **digitalized processes** would **suppress some former jobs** as tasks where human interaction will represent no added value, but will be completely replaced by the technology. On the other hand, some of my interviewee such as Christoph THOMA expressed how he believes that this evolution would also generate a need for **some new jobs to be created**. New jobs deriving from the new functions and possibilities digitalization will create, which also means new set of skills will be required and that tech-savviness will be an important edge to have as an employee to secure a position within the firm. Christoph THOMA, as most of the interviewees, fully agreed when being asked if he thought that the Millennial generation would thus have an advantage of this coming new way of working. The following question was always to get their opinion upon if they thought the former generations could keep up with these changes and the answer received was always positive under the condition that they should be open to change and willing to learn and adapt to them. Myriam DENK from Deloitte gave me a personal example which highlighted how we usually underestimate the ability of previous generations to get acquainted and master new technologies and tools. To her it was all a matter of openness to change and mind-set, not at all a matter of technological basic skills lacking.

An interesting point raised by Martial MANCINI, from the Migros Group, was that digitalization would **increase the overall basic skill requirements, creating a new group in the margin**. With this point he was giving the current example of the position of cashiers and the self-checkout system. He explained how technically anyone could takeover a position of cashier after a day of training without any specific background and this was a great opportunity for people with less educational background to be inserted in society. With the apparition of the self-checkout it already created a difference as some basic skills and knowledge of the IT interface was needed in order to fix the issues

customers might face with the system. Along with that, good communication and social skills are also needed to be able to perform the random bag check process on customers without making them feel like they are being accused of stealing. With increasing use of technology and innovation of the processes, Martial MANCINI fears that this phenomenon will also increase, creating a new social class in the margin which will not be able to find a place in the marketplace. This was also a point raised in Lynda Gratton's book and a very valid one, as economically and socially could represent important impacts on society.

2.1.2 Key ideas

Many points were risen in these different interviews with their commonalities, as well as with their differences. I have decided additionally to the past section, which shows the common opinions, to also highlight the key idea which came out from each interview on how to include the Millennial generation. Be it incentives which they have already in place in their company, concepts that they would like to develop in the future or an underlying idea I have identified through their answers.

Table 8 – Key ideas from interviews separated by firms

Deloitte	Swiss Private Bank	Migros	UBS	ALL
Company culture and strong leadership are the two key factors.	Case by case management rather than one size-fits-all; new hire coaching session.	New needs, values and mind-sets could be linked to an age effect rather than a generational one.	Need to adapt training & learning offering; feedback frequency; leadership style.	Mentorship and reverse mentorship programs

2.1.2.1 Deloitte

I was really appreciative of Christina LANDGRAF's view of what the workplace should look like to be 'Millennial friendly', as it was not some alluring concepts for the stereotype of the type of employees Millennials are supposed to be. She was mostly speaking about existing concepts in all firms and how they need to be rearranged or rethought in order to be most effective for the new generation, but also for the former ones. Christina LANDGRAF underlined two key factors, which if a company increases its efforts to live by them could already satisfy a majority of employees. The two factors are the company culture and the leadership a firm promotes. The company culture should not be a paragraph within the firm's internal brochures, it should be lived and felt at all levels of

the organization. It is what will enable employees to relate to the organization or not, it needs to be clearly expressed but it also needs for all its components to be aligned in order to be felt. The second factor is the leadership style and skills of the people who are managing teams. Christina LANDGRAF believes that superficial hierarchical levels could be suppressed by having the right people leading as it would naturally inspire employees to perform to their best ability and increase the speed, as well as the clarity of communication within the organization. The leadership style she considers being the most successful is an inclusive one, leading employees from the centre rather than from the top being an inspiring example of the promoted beliefs and behaviours of the firm.

2.1.2.2 Swiss Private Bank

In this case, no clear strategy, concept nor incentive was put in place concerning the Millennial generation integration and David GIROD was a little apologetic about it during our conversation fearing that the interview would maybe not give me enough concrete examples that I could use. On the contrary, it is why these interviews were so rich as different firms would have totally different ways to handle this demographic change in their workforce depending on their resources. An aspect that I extracted from our conversation and find to be very interesting to explore is the case by case management style applied in this group. As they are on a relatively smaller scale, than some of my other interviewees, their hiring rate is lower and they can manage each new hire much more closely. He was giving the example that after a few experiences with the Millennial generation, when he hires someone from this generation now, he speaks directly with the employee's future manager about what she/he should look after and be careful of in order to retain this employee within the organization. This is a very pragmatic and personalized way of dealing with employees and could be proven to be more effective than a couple of brochures explaining the firm's strategy on how to include Millennials in the workplace. Millennials are still people, they have their differences in personality and cannot be reduced to the general opinions on this generation. These general facts should be pointers for managers, but these pointers should be adaptable and not rigid. In that way, their organic approach should be an inspiration for bigger scale organization. It could also represent an opportunity for the Human Resources department to supplement their added value in the organization by coaching managers on behaviours to observe and special needs to care for depending on the new employee hired. Another point, which came out of our exchange, was the disillusionment he was increasingly noticing with the younger generation entering the workplace. The expectations of new employees with little work experience have stepping into the organization are disproportionate and

do not reflect the reality of the business. Freshly out of their academic education they are full of hopes and dreams about how they are the missing part of a puzzle and will have an impact on the organization they work for as soon as they are settled in. Indeed, these are positive aspirations and could remain positive motivational goals if they were set for the long-term. For David GIROD one of the problem with this generation is that they are much more short-sighted and are setting goals for themselves in the short-term time horizon. They are setting for themselves unrealistic goals which create frustration once they realize they are not achieving it. From these comments that I found very interesting and valuable, my question was to know if this disillusionment effect was communicated with these new employees upon their arrival in order to coach them to adapt their personal goals to the reality of the business. David GIROD answered that it was not a process in place, but that he agreed it could be beneficial. From this dialogue, I have extracted the idea of a 'new hire coaching session' that could be put in place in order to coach new employees to adapt their internal goals to the reality of the business. This idea will be developed in my recommendations.

2.1.2.3 Migros

The conversation with Martial MANCINI representing Migros was really interesting as he was personally very doubtful on the accuracy of defining generations. So additionally to the information he would give about Migros, we would also have side debates on what if the aspect questioned was really to be linked to a generation or to another factor. These debates raised the existing interrogation if whether the shift felt in the workplace was truly linked to the Millennial generation or if the root-cause were other external factors that happened on the side-lines of this generation entering the workplace. External factors such as technological innovation driving digitalization of the firms' processes, globalization of firms' activities or the threshold we are reaching concerning resources scarcity for example. These arguments made by Martial MANCINI were totally legitimate and could be linked to the explanation of the future of work made by Lynda Gratton which to her opinion is to be linked to five different forces and not only a generational one. This was an important point to extract from this interview as organizations should not minimize the future of work to expectations and needs from one generation, but rather see the needs and expectations of the Millennial generation as a consequence of other external forces shaping the change in the workplace.

2.1.2.4 UBS

The interview of Christoph THOMA, representing UBS, was very clear and rich, as it seems like UBS is moving along with change and is taking up the challenge to respond

to the future status of the banking sector. He explained to me how they had developed three main approaches to respond to the changes they were anticipating to happen in the near future. The first approach is called 'Learning of the Future' and aims to adapt the training and learning offer for employees; the second is called 'Performance Management of the Future' and aims at modifying the performance management system to be closer to what is truly needed; the third is called 'Leadership of the Future' and aims at coaching managers to adapt their leadership style in order to boost employees' performance.

1. *Learning of the Future*: create a shift towards training and learning possibilities are offered for employees with a ratio named 70/20/10. 70 representing the 'when you need it at your workplace' type of learning opportunities; 20 representing the training opportunities which include social interactions; and 10 representing training offered in the traditional 'in class' model. Taking advantage of mobile devices and social learning to make it more dynamic and available, it should encourage employees to gain new skills and knowledge, as well as gain expertise on their specific role.
2. *Performance Management of the Future*: the classical model of performance review processes being completely reviewed and rethought. By implementing a dramatic increase in the frequency of feedback, setting performance reviews on a quarterly basis and will no longer be based on ratings, but rather will focus on the values and behaviours of employees.
3. *Leadership of the Future*: the use of the forced distribution will enable managers to evaluate their employees' performance with the help of the bell curve. This will create healthy pressures on employee to perform and a mind-set of continuous improvement.

Along with these three approaches, Christoph THOMAS also explained that on a global level UBS want to increase its efforts towards applying and communicating UBS' purpose and values in an aligned and coherent manner. One key area in which it is crucial for the purpose and values of UBS to be clearly communicated and applied is at the recruiting level, so that from the start employees have a transparent and clear image of the firms.

2.1.2.5 All

When questioned about how they are resolving or would like to resolve the gap between generations in their firms, all of my interviewees had a common answer in their own ways of expressing it: mentoring programs, by creating binomial relationship or groups mixing

various generations rather than spreading them apart in order to avoid possible conflicts. The goal being for communication among generations to be facilitated and promote cross-generational mentoring on each generations' area of expertise. Mentoring will give credit to older generations of their expertise and life-long knowledge of business by mentoring the new employees in the firm and gifting them with wisdom and lessons learned. Reverse mentoring will allow the new generation to share their knowledge on technology and new trends, but also feel valued and create a partnership type of relationship rather than a top-down relationship, which as described before is not as source of motivation for them.

2.2 Quantitative survey with Millennials

After having gone through many studies and research on the Millennial generation and their characteristics, Deloitte was particularly thorough and in advance on their analysis of the subject. Releasing their 2017 Millennial Survey beginning of the year, which is their 6th report on the subject, the consulting firm had for-seen the importance of that generation and the gains to develop knowledge on this generation for their customers. They started their research before the subject became a global trend end of 2016 and beginning of 2017. Their surveys gathered up to 8'000 Millennials across 30 countries born after 1982. Knowing that I would never have such an important sample in the limited time and resources allocated for this thesis, I decided to take these reports as my primary source for understanding Millennials.

Nevertheless, one aspect of the Deloitte survey was not satisfactory to my thesis as I was looking to have as much as an unbiased and complete view of this generation as possible. The targeted group of those surveys were those who have a college or university degree; are employed full-time; and work predominantly in large, private-sector organizations. This meant that a whole spectrum of that generation was not taken into consideration in that study, which sort of biased the result of the study. One important niche of that generation which was not taken into consideration are Millennials who are being part of an apprenticeship program. Not having their opinions in these research is a pity as for years now, two thirds of the Swiss youth are choosing this educational path (SEFRI, 2016). Representing an important part of the workforce and probably having differing point of views than their academic peers as they already have one step into the workplace. Deloitte representatives on this subject agreed that it was a shame and that it would be very interesting to see whether this additional group of Millennials had diverging opinions on some of the subjects discussed in their research. Also, when interviewing Martial MANCINI, who is responsible for the apprentices of Migros, he

added on to the importance of taking the apprentices' opinions as he believes that this population is more down to earth than their academic peers. Indeed, having one foot inside the corporate world while studying enables apprentices to understand it better and as a result have more realistic expectations about the workplace. This explains why I have decided to focus on the Millennial group of Swiss apprentices for the quantitative segment of my data gathering.

2.2.1 Survey methodology

I have used Google Forms to elaborate my survey, which was made of a total of 17 questions focusing on the apprentices' perceptions of the workplace. I was able to divide the questions into four categories; perception of the corporate world; perception of their career; needs and differences at work; and digitalization. Of those questions, 16 had a format of a multiple choice and one was open for the respondents to write freely. The target group for this survey was very narrow as respondents needed to be born within the years 1982 to 2001 (to be considered as being part of the Millennial generation) and had to have been part of an apprenticeship program or currently undertaking one. Different approaches were used to receive a sample of answers which would be diverse and balanced in order for my results to reflect as much as possible the variety of profiles. The survey's link was shared on my personal Facebook page, as well as on Facebook Groups which were targeting apprentices. Martial MANCINI generously offered to spread my survey to their apprentices' population using a QR code sent by postal mail to their apprentices. Finally, I went to strategic places such as the schools where apprentices go part-time, shops and small businesses I knew were employing apprentices, in order to meet apprentices and ask them to respond to my survey using a tablet.

The objective of this survey was to understand whether apprentices had similar opinions about the workplace if compared to the results of the Deloitte Report on Millennials or if some subjects showed some important differences. Most of my questions were thus inspired by some subjects treated in the latest Deloitte Report on Millennials in order to be comparable. A special focus of interest was to understand this population's perception of a career and the firm they work for.

My survey received a total of 74 answers. The birth dates range from 1982 and 2000, with 76% ranging from 1990 to 1996 (Appendix 6 – Figure 6.1). The ratio between man and woman is balanced with 54% woman and 46% man responding (Appendix 6 – Figure 6.2). The type of firm in which the respondents work is already well balanced with 35% working for a small enterprise, 33% for a middle size enterprise and 32% working for a

big enterprise (Appendix 6 – Figure 6.4). A factor in which I would have liked to reach a more balanced result is at what status of their apprentice program the respondents were at the moment they took the survey. I had an important majority (66%) who had already completed their apprenticeship program, then 1.4% in their fourth year, 10.8% in their third year, 16.2% in their second year and 5.4% in their first year (Appendix 6 – Figure 6.3).

2.2.2 Survey results and findings

Travelling through the different categories of question identified, I will go through the results which are either interesting for my recommendations or which can be compared with the ones collected by Deloitte in their latest reports. All results are available in the Appendix 6 of this document.

2.2.2.1 Perception of the corporate world

Some questions were broader in order to get a sense of how they perceived the corporate world, which could explain some of their expectations and needs in the workplace.

When asked whether unemployment worried them or not, a slim majority of 54% responded that they did not feel concerned by it and 46% answered that they were worried (Appendix 6 – Figure 6.7). Knowing how much global instability is driving a state of collective anxiety, we would expect the percentage of individuals being worried of unemployment to be higher. This could be explained by the fact that individuals with an apprenticeship background do not feel as pressured as the ones with an academic background as during their education they already had one foot into the workplace and thus acquired professional experience as well as a network easing their way when transitioning from apprentices to full-time employee.

I have then asked a couple of questions in order to gauge their perception of corporations' role within society. 55% show scepticism concerning the social and ethical role of firms saying that firms' first aim is still being lucrative, but show faith in the fact that they do so while taking into consideration society's well-being (Appendix 6 – Figure 6.16). A great majority of 85% agree that an organization' success should not be measured by its financial profit only (Appendix 6 – Figure 6.15). Finally, 84% of respondents believe the firm they work for reflect their own values. 34% of those did express though that their firm's values reflect their own in theory, but not in practice (Appendix 6 – Figure 6.8).

2.2.2.2 Perception of their career

The term career was of interest to me, as it is broadly used in the corporate western world and seems to have a very specific meaning in this context. I personally felt that this meaning was being challenged by the changes of beliefs and behaviours of the Millennial generation and thus was an interesting angle to assess.

The Oxford English Dictionary defines the term career as “an occupation undertaken for a significant period of a person's life and with opportunities for progress”. One can understand that when speaking of a career one has to be consistent in its progression in a specific occupation, usually by starting from the bottom and slowly working his/her way up in his/her field. Knowing that new trends such as job-hopping and increasing variety in an individual professional life are factors that challenge this status-quo of what a career should be, the underlying question was to assess whether this terminology still had the same meaning for Millennials and how were they perceiving their way of constructing a career.

When asked how they would define the term career for themselves, only 30% defined the term by its original meaning, while almost 50% answered that it was an acquirement of a maximum of diverse experience in a variety of organization and 20% answered that this term did not reflect their conception of work and/or life (Appendix 6 – Figure 6.5). This shows that almost 70% of them do not relate to the traditional sense of what a career should be. Thus, career path possibilities inside a firm should probably be adapted to this modern perception of what a career is in order to try and retain talents inside the organization.

In order to compare the results Deloitte shared concerning the employee' loyalty to a firm in their two latest reports, I have included a question asking how much longer they were thinking on continuing to work for their current employers. 84% of respondents answered that they would leave within the next 5 years, with 50% willing to leave within the next 2 years. Only 27% answered that they would see themselves continuing to work for their current employer for more than 5 years from now (Appendix 6 – Figure 6.6). Compared to the most recent study from Deloitte on Millennials (2017), my survey shows a higher rate of individuals willing to leave their employers in the 5 coming years. In the table below, I have included my results in a table using Deloitte's years' criteria.

Table 9 – Employee loyalty comparison between own survey and Deloitte data

	<i>Leaving within 2 years</i>	<i>Leaving within 5 years</i>	<i>Staying for more than 5 years</i>
Deloitte 2017 Survey on Millennials	38%	7%	31%
My survey	50%	33%	27%

One other question asked in this category which can be compared to the Deloitte’s results, concerns the type of employment lifestyle the respondents were seeking for. A majority of 44% still look for a full time job, followed closely by 38% seeking a part-time rate employment and finally 18% who would prefer a freelance/consultant type of working arrangement (Appendix 6 – Figure 6.14). This is pretty close to the results the 2017 Deloitte Survey has collected with 70% preferring full-time employment in comparison to 25% who would prefer to work as freelance/consultant in developed countries. Unfortunately, there was no mention of the part-time category in these results. Deloitte explained this important majority, which increased between 2016 and 2017, by “the atmosphere of threat and uncertainty” created by the latest global issues. Indeed, it seems that this global insecurity drove a quest for stability in areas individuals have control, such as their work.

Another question that I have used in order to assess the perception this generation have of their career and their job, was inquiring what their priority was when at work. 60% answered that client satisfaction was their priority, 28% said that their priority was their own satisfaction and only 12% put their manager’s satisfaction as their number one priority (Appendix 6 – Figure 6.13). These results support the fact that performance management and evaluation system should not be driven by the manager’s satisfaction of their employee, as it is not an intrinsic driver for employees, but rather should be based upon customers’ satisfaction (inside and outside the firm). Also the fact that 28% of respondent are seeking for their own satisfaction in their day to day job, shows that if the employee is truly motivated by its tasks and find satisfaction in their fulfilment, performance ratings might not be a motivational driver for them to improve or progress.

2.2.2.3 Needs and differences at work

In their 2016 Millennial Report, Deloitte dedicated a section on creating the perfect job environment for Millennials. Asking them the relative degree of importance of certain factors an employer could offer. The study showed that salary and other financial benefits were still the most important driver when choosing an organization and thus excluded that factor from the list of factors to be ranked. I have decided to ask a similar question in my survey, while including the salary conditions in the list of factors. Interestingly enough, even with the financial factor in the question, the number one factor valued by the respondents is work-life balance (76%), followed by salary conditions (51%) and flexibility (40%). This shows that this population values largely more their own balance and health than financial comfort. Perhaps, working part-time in parallel of their education, gave them the sense of value of time management and finding time for themselves; thus giving less value to the monetary aspect of work in comparison. The factor of the values a firm conveys, follows closely with 39%, which also supports the importance for employees to find a firm aligned with their own set of values as highlighted in the previous section (Appendix 6 – Figure 6.9).

In a question asking them what type of intergenerational shock they had been able to observe at work, the answers received were confirming most of the facts about Millennials. An important majority of 70% answered that they were much quicker at understanding technological tools. The three facts that followed with similar percentages were the fact that they are more transparent in the way they communicate (27%); their evolution inside the firm being too slow (23%); not receiving enough feedback and follow-up (Appendix 6 – Figure 6.12).

In order to evaluate whether having a dedicated mentor in the firm would be of value for this population, I have dedicated a question asking in what ways having a mentor is/could be beneficial for them or not. 96% of the respondents answered they would find it interesting, which confirms the need for such programs to be integrated in firms. An important majority of 74% find the concept interesting in order to benefit from the experience and expertise of a senior employee, which shows that these are aspects which are still highly valued in this generation. The second highest rated is the creation of a cross-generational exchange of knowledge (45.9%) and the third is the aspect of having someone available to listen and follow-up on your career progression (33.8%) (Appendix 6 – Figure 6.10).

2.2.2.4 Digitalization

My final question's aim was to evaluate how digitalisation and automation in the workplace was perceived in this population. Confirming the fact that most of this generation see technological skills as their edge over other generations, 57% perceive digitalization as their opportunity to evolve quicker within an organization, while the other 43% perceive it as a force decreasing employment (Appendix 6 – Figure 6.17). This also reinforces the result of the number one shock observed in the workplace for this population is the fact that they feel like they adapt quicker to technological tools compared to their colleagues from other generational background.

3. Recommendation

Adding my personal research to the theoretical background acquired in the first section of my thesis, helped me define and confirm ideas on how to attract and retain the talents of the Millennial generation, as well as how to improve the working relationships among generations in the workplace.

My recommendations are based on the needs and expectations of this generation which I was able to identify through my research, while linking them to important subjects studied in my thesis

3.1 Millennials needs and expectations

3.1.1 Continuous feedback and guidance

3.1.1.1 Performance Management Process

It is increasingly common knowledge that the widespread traditional process of performance management is a process becoming obsolete. The traditional process is usually recognized by assessing employees' performance once a year at a so-called "year-end review" phase, which reviews the accomplishment status of the objectives which were set at the "objective setting" phase in the beginning of that year. All of which is done by using a performance rating tool as a mean of assessment. Its obsolescence has been explained by various sources and in 2014 already a report from Deloitte also supported these views. The 2014 Global Human Capital Report surveyed more than 2'500 business and HR leaders across 90 countries and showed in which ways these widespread performance management models were inefficient and not uplifting for employees nor managers. Only 8% of the surveyed companies attest that their performance management process is a value driver for their organization, while 58% reported it as a loss of time and energy.

Millennials showing an important need for continuous feedback and guidance, we can conclude that these processes will not meet their expectations and create frustrations in this matter. It is consequently important for firms to adapt and review their processes in order for these to create the indented value they were first created for. This will be beneficial not only for Millennials, but for the organization as a whole, as it was proven to be inefficient before the arrival of this new generation already.

- **Implementation plan:**

Below are described different aspects, which should be altered or created, in order to respond to the various facts which do not respond to Millennials' needs in terms of performance management processes.

Table 10 – Traditional versus modern performance management process criteria

	<i>Focus</i>	<i>Methodology</i>	<i>Frequency</i>
Traditional process	Accountability	Numerical rating Forced ranking	Annual
Modern process	Development	Agile method	Continuous

- *Focus:* the focus in traditional performance rating was accountability and the rating was done on past performances. An Harvard Business Review article stated: “With their heavy emphasis on financial rewards and punishments and their end-of-year structure, they hold people accountable for past behaviour at the expense of improving current performance and grooming talent for the future, both of which are critical for organizations’ long-term survival” (Cappelli & Tavis, 2016). The authors of this article argue that it would then be necessary to shift from an accountability focus to a development focus, which aligns completely with the needs of Millennials concerning guidance and feedback. Rather than having very formal and timely performance reviews, organizations would move to a very informal and continuous feedback culture, which aim would be to coach employees towards the completion of a goal and ensure the alignment between the organization’s and the employees’ needs.

- *Method:* as well as the focus, the methodology to rate employees’ performance has been proven to be ineffective and demotivating. Iwan Barankay, Management professor within the Wharton Management, demonstrated that individual’s performance would actually decline when the rating was made in comparison to others. It has also been proven how biased and inaccurate ratings were as unconscious biases were always present and the manager could never be fully objective outside of his/her personal biases. Numerical scores and forced ranking also showed to be badly perceived driving internal competition and

hampering collaboration (Cappelli & Tavis, 2016). Through my survey, I was also able to conclude that the priority for employees at work is the customer's satisfaction in first place, their own in second place and their manager's satisfaction in third place. This emphasizes how the performance management process' angle is misaligned with the employees' concerns and do not result in creating positive incentives towards their performance at all.

The agile manifesto published in 2001 by software developers was a game changer, as it inspired a new methodology of internal organization. This also challenged the performance appraisal methods as it changed the way firms would define effectiveness, and thus performance. Driven by principles such as collaboration, self-organization and direction, including regular debriefing sessions in which members of the team reflect on how they can improve for the next sprint ahead. This method could fully suppress performance appraisals as it would create a work environment in which individual performance assessment would not make sense anymore. To my opinion, this is where we are heading if we take into account the future of work depicted by Lynda Gratton, agility and collaboration being key component in this future context the traditional model of performance assessment would not make sense anymore.

- *Frequency*: as analysed in the first part of this thesis, the forces shaping the future are creating a very volatile and rapidly changing environment, which creates a need for agility within organizations to be able to react to these changes as they arise. This means that the original frequency, of setting objectives at the beginning of the year and rating the accomplishment of those at the end of it, is not applicable anymore as objectives would need to be transformed along with the work environment's transformation. One of the agile method's characteristic is to separate goals into sprints, which are shorter-term tasks to be achieved in order to achieve the final goal. This helps by creating shorter-term debriefing sessions, where lessons learned can be identified in order to improve continuously along the sprints. This functioning also creates a work environment promoting coaching and indirect feedback, which means that there is no set frequency, but rather a culture of continuous and transparent communication allowing members of the team to feel included, listened to and motivated.

3.1.1.2 Create a culture of coaching

Indeed, the agile methodology described in the previous point drives important changes and might not reflect the structure and culture of every firm. It is then important for each firm to take what can be reproducible and beneficial in their internal structure and leave out aspects which do not reflect their business' reality.

On the other hand, something that can be implemented in all type of structures is a coaching culture. By training managers and leaders to use coaching methods with their employees, it will enable continuous and indirect feedback to become natural. It will feed Millennials' needs in this aspect, resulting in a clearer guidance and better results in their performances. In order to fully become a culture, coaching methods will need to be used at all levels of the organization, enabling employees to coach each other and to create opportunities to learn from each other at all times.

- **Implementation plan:**

- 1) First coaching training session: hire a coaching specialist who will train managers and team leaders on coaching methods, best practices and with practical exercises. They will need to be trained first, as they will be required to lead by example their employees on the way of creating a new coaching culture inside the firm. Managers need to be comfortable with these methods and most importantly use these methods when they see fit.
- 2) Second coaching training session: managers will train their team on the methods they have received from the former training session. This will ensure managers understood and acquired the necessary skills and knowledge for them to be able to train their employees afterwards. It will also be a team building opportunity for the manager to be the one to train his/her team on the subject.
- 3) Sustain the new behaviours and make the change stick: ensure the efforts continue after the first months of implementation. Reminder sessions could be organized in order for everyone to be reminded of the little actions they can add in their daily routine to continue their way towards this new culture.

3.1.1.3 Reciprocal mentorship programs

Being cited by all my interviewees and agreed as being an offer Millennials would be interested in my survey, mentorship programs seem to be a win-win situation for all employees in the workplace. Indeed, it is a great way to encourage cross-generational relationships to be created, helping for differences among them to be understood and knowledge to be shared. As mentioned in my analysis section, the most natural form of mentorship is having a senior employee mentoring a junior employee using its experience and expertise to teach valuable lessons and guide a person. For a few years now already, the term “reverse mentoring” has appeared and seems to be the perfect other half to the basic mentorship, which creates a real partnership between different generations. Reverse mentoring is, as its name indicates, a program in which it is the junior employee who acts as a mentor for a senior employee. It can be traced back to Jack Welch, former CEO of General Electrics, when back in 1999 he told to 500 of his top managers to seek training on the Internet with young employees of the firm (Greengard, 2002). Since then, it was adopted by large companies most of which are innovation and technology driven. This model is coming back into the headlines these past years alongside the subject of intergenerational collaboration and the Millennials in the workplace.

The use of the term reciprocal mentorship program is then to emphasize that these two methods should be used complementary, in order to create true partnerships and for the different generations to find their place in this collaboration. As outlined in my analysis, a Millennials friendly leadership style is one which is inclusive and participative. One in which a sense of partnership is created through transparent and open communication. This is why this generation will probably respond better to reciprocal mentorship programs, as it will create this sense of partnership they seek.

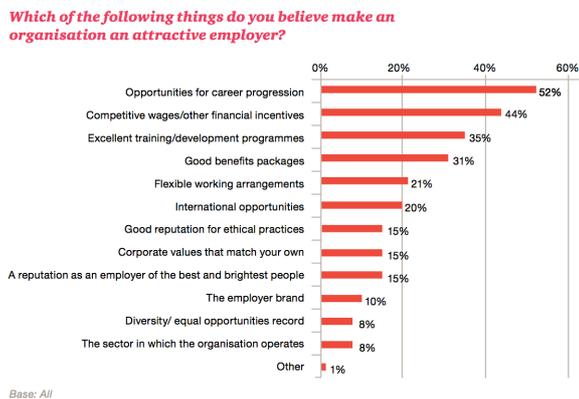
- **Implementation plan:**

- 1) Organize random lunch meetings between junior and senior employees to create opportunities for different employees to meet and connect.
- 2) Create a platform on the intranet where employees can write offers or requests of mentoring. Employees will be able to see what type of mentoring is offered and respond to the ones that meet their needs or to request for some sort of mentoring on specific subjects. Promote the reciprocal aspect of these mentoring exchange, so that a type of partnership is created.

3.1.2 Clear career path and evolution

In their report called “Millennials at work”, PwC has highlighted how career progression was the primary aspect taken into account for Millennials when evaluating employers’ attractiveness.

Figure 3.1 Employer’s attractiveness



As we can see in the graph, the aspect of having opportunities for career progression is even valued more than financial incentives. This shows how important it is for firm to take the necessary steps in order to satisfy this generation’s urge to progress.

Source: PwC, Millennials at work, 2011

In my research, I was able to identify three areas of recommendation to respond to the Millennials need of clarity in their career path and personal evolution; transparency in communicating career possibilities; create short-term blocks towards long-term career path; and training and learning opportunities.

3.1.2.1 Transparency in communicating career possibilities

Most interviewees, in the research phase of this thesis, explained how they felt Millennials employees were less loyal and were ready to leave the firm as soon as they did not feel like they were evolving as fast as they wanted to. When going further on this subject with some interviewees, we were able to find a possible explanation for this phenomenon: Millennials require more transparency and openness about their career possibilities. Indeed, maybe it was not the lack of career opportunities to grow that drove their departure from the firm, but rather the lack of communication around the subject. David GIROD explained how after having experienced a few cases of disloyalty from Millennial employees, he started warning managers, when hiring a new employee from this generation. Warning them that they should pay more attention to Millennials and increase the frequency at which they have informal check-ups about the employee’s career and wellbeing. I found this very interesting, as to my opinion the feeling of being listened to has an important impact on an employee’s wellbeing at work. Creating these extra opportunities for the employee to express himself/herself will ensure the clarity of the situation, resulting to the individual feeling more valued and appreciated, as well as

more in control of their careers. When employees do not feel listened to, thus not valued and appreciated, they are more likely to be seeking other job opportunities outside their current employers.

This is something that is valuable for all generations in the workforce, it is just accentuated within the Millennial generation, as they have proven to be less loyal and more risk-takers than their predecessors.

- **Implementation plan:**

- 1) Train managers and team leads on the importance of transparent communication and to be aware of implicit signs from employees who could need some guidance. Training on the type of questions to ask to push employees to express honestly their feelings could also be valuable.
- 2) Increase the amount of informal check-up and include it in the coaching culture process.

3.1.2.2 Create short-term blocks into the long-term career path

Another fact that came up during my interviews, is that Millennials get bored faster than the previous generations. As soon as they feel like they are stagnating, they need to be challenged again. Employers seem to link this need for new challenges to formal promotions (including financial reward), which is not necessary the case and obviously is not a viable option for them as they cannot promote an employee every year or more.

From this, comes my recommendation to create shorter-term blocks into an employee's career path. Short-term blocks such as giving the employee new tasks, responsibilities, ownership of a project or training and learning possibility. These blocks should be in relation with the longer-term objective of the employee and leading towards a formal promotion in order to make sense.

This would create the "illusion" that they are moving faster within the firm and that they are undertaking the actions necessary for them to move up to the specific position they have envisioned for themselves. The important factor which should not be forgotten is that these shorter-term blocks should be perceived as mini-promotions by the employee; this is achieved via how the manager will communicate about it. The manager should take the time to explain to the employee how he/she has earned this added responsibility and show recognition, but also explain how this block is part of his longer term career journey.

- **Implementation plan:**

- 1) Identify interests, development needs and long-term ambition of employees.
- 2) Delegate new responsibility; send the employee to a specific training; give the employee ownership over a project; etc.
- 3) Communicate formally and clearly to the employee what is the goal of this step, how it is bringing him/her closer to his/her longer-term vision and recognize the work achieved until now.

3.1.2.3 Training and learning opportunities

In their “Millennials at work” report, PwC also asked the participants what benefit was the most valued when working for an employer. The factor, which was ranked in the first position, the most was the training and development benefit and this, over financial benefits once again.

The Millennial generation has proven to be eager to continuously learn new things and extend their skills and knowledge to the full extent of their abilities. Giving them the opportunity to do so, expresses them how the organization values them and see their potential. An interesting indication on this topic coming again from the PwC research on the subject, shows that 73% of Millennials responded positively when asked if they would find it interesting to be able to customise these benefits. Meaning that the training and learning possibilities proposed to the employee must make sense for the employee’s development and in accordance to the employee’s area of interests.

Organizations should then have a look into their training and learning offering and see how it reflects the real needs of their employees by running satisfaction surveys or analyse the participation rate of the different courses. On the subject PwC wrote the following paragraph in relation to their research on Millennials:

“The best training programmes will mix classroom instruction, self directed study, coaching and group learning. But despite a preference for independence, Millennials want structure and objectives that clearly define what must be achieved.” (PwC, 2011)

The initiative from UBS, explained by Christoph THOMA during the interview, shows how they are doing just that by adapting their training and learning offering in order to be up to date with the workplace of the future and the new generations entering it.

- **Implementation plan:**

- 1) Implement a training & learning platform: creation of an online platform where employees can find all the possible options of training will facilitate access to it.
- 2) Creation of a mix of training options: ensure you have a training and learning catalogue that meet the needs of your employees. A mix of classroom training, online self-directed learning, along with the coaching culture and incentives towards sharing skills and knowledge among peers.

3.1.3 Flexibility and work-life balance

3.1.3.1 Flexible working arrangements offer

This is one of the aspects linked to Millennials, which is probably the most put forward in relation to their expectations of the workplace. One aspect that came up, while analysing different sources and their results on the subject, is that even though opportunities for flexible working arrangements are benefits that this generation value, it does not mean that this generation wants to work from outside the office everyday and a few hours per day only. They still appreciate the social factor of being part of a team, see and speak to people, and most of all are committed to deliver a work of quality to satisfy their customers. The fear firms that have of lacking control over employee's work quality is not legitimate in that way as if the role and responsibility of the employee are clear, there should be no need of micro management. Even more knowing that this type of management does not align well with Millennials' characteristics.

The underlying need behind the demand of Millennials to have working arrangements to be more flexible, is purely to feel like they have the choice. Maybe while having a large array of work arrangement possibilities, an employee will still feel better coming in early in the morning to be able to leave earlier as well and enjoy coming in to work to be sociable and create a real boundary between its work and leisure time. While another will take up the possibility to work from home or from a café few times a week because he/she feels most productive while varying his/her work environment. What's important is that the employees have the choice and when they realize they do, they will at first probably try the different options proposed, until they find their own balance which might in the end not be as different as expected by some employers.

- **Implementation plan:**

- 1) Flexible working arrangements catalogue: leadership should organize sessions with managers of the different fields represented in the firm and consult what is or is not possible for the different job descriptions their department is filled with. Design a catalogue which lists the different working arrangements possible depending of the job description, the years in position and employment status.
- 2) Communicate the different possibilities the employee can choose from, the responsibility this choice requires and that his/her choice of organizing the way he/she wants to work should be focused on how the person will perform best.
- 3) Evaluate over time if the arrangements chosen by the employee meet the standards of quality set on the tasks the employee has responsibility over. If it works well, the manager should recognize the good work of his/her employee and let him/her continue this way. If it does not work, the manager should work together with the employee to help him/her find the right balance to reach his/her best performance.

3.1.3.2 Autonomy and flexibility driven by qualitative objectives

This aspect is also linked to the previously described performance appraisal process adaptation that needs to be performed by firms. Part of this adaptation is to move away from quantitatively driven objectives settings. Rather than constraining employees to work a specific number of hours a day to ensure the completion of their work, the constraint should be at the level of the task itself with a specific deadline and quality requirements. In order to align with this, there should be adjustment in the goal setting process. Manager and employee should fix together short-term objectives concerning specific tasks or projects, this should be a discussion in which both part have their say and the employee should propose and accept these goals in order to feel responsible for them. The objectives should be very clear for both parties and the opportunity to discuss and adjust during the completion of these should be available as well. Having clear objectives will allow the employee to feel empowered and be autonomous, which should suppress the need of micromanagement enabling managers to focus on their strategic roles.

Knowing what they need to do, the deadline at which the result is awaited and the level of quality which is required for the specific job, the employee will be able to choose from the variety of flexible work arrangements. Being responsible over a specific result, it is to

their own benefit to organize themselves in a way they will to work at their full potential depending on their personal preferences.

- **Implementation plan:**

- 1) Task delegation and objectives setting: when delegating a recurrent task, a specific project or a mission to an employee, it needs to be discussion between the manager and the employee. The employee has to be as much involved as the manager in the process of setting the requirements, objectives and deadlines the specific task/project/mission requires. This will ensure both parties agree and understand what is expected and for the employee to take full ownership.
- 2) Continuous feedback and coaching: during the completion of the task, the manager should remain available to answer possible interrogations or simply to confirm the employee is on the good road to a satisfactory work. The employee will nevertheless be autonomous and free in his/her decisions about how to complete the objectives.
- 3) Evaluation: once completed, the manager will be able to evaluate if the work meets the objectives they have formerly set together. Feedback from both sides to improve future performance should take place during this meeting.

3.2 Organizational structures and company culture

3.2.1.1 Switch to more modern organizational structure

Most of my interviewee agreed that traditional organizational structures were outdated and that more modern types of organizational structures were not only viable for certain innovative driven industry such as the technology industry.

As explained previously, in its dedicated section of this thesis, the organizational structure is a very important aspect of a firm as it influences the way employees interact, how work gets done and the atmosphere felt by people inside the organization. Combined with other factors, it is an important factor for the corporate culture lived and felt by employees. Millennials want to work in firms, in which culture is open, dynamic and allows creativity. Features of traditional organizational structure prevent such type of culture to be felt inside the organization and thus the firm is not as attractive as it could be for this population.

Obviously, there are some specific models of modern organizational structures as described earlier in this thesis, but it does not mean that all firms, which have been

running with more traditional organizational structures until now, should completely switch to a modern model. Firms should adapt their structure and slowly move towards a more modern one, by adding features that make sense and are adapted to their industry and day-to-day activities and removing the ones that are not adapted to the reality of the workplace.

- **Implementation plan:**

Below, few first steps are defined to move from a traditional organizational structure to a more modern one, which should be applicable to most organization types.

1. Remove superficial hierarchical level

Only hierarchical levels that truly add value to the firm should be kept and superficial ones that are only in place for control purposes, for example, should be removed. This will enlarge the number of employee managers will have control over, but if this is coupled with the other recommendations of giving more autonomy and trust over the tasks completion of employee this should not be a problem, but rather a complement. In my survey, it was also clear that Millennials' priority when at work is not their manager's satisfaction, but the customer's and their own first. Therefore, as long as the expectations from their customers are clear and they find satisfaction in the accomplishment of these tasks, micromanagement would be more detrimental than adding value. Moreover, having too many hierarchical levels slow down decision-making and add obstacles to transparent communication, which prevent a firm to work in an agile manner and respond quickly to its environment.

2. Turn managers into leaders

Once superficial hierarchical levels are removed, the organization need to ensure the people who will be dealing with these direct reports have the necessary characteristics and vision as how to be a leader, not only a manager. As the number of direct reports will increase, the leadership style will need to be clear, aligned and inspiring. As Christina LANDGRAF from Deloitte said in the interview, a firm does not need hierarchical levels when hierarchy can be felt through inspiring leaders instead. Millennials question everything and they will likely question the legitimacy of the power their manager have over them, if they are reporting to someone who does not have the qualities of a true leader.

The first important thing is to acknowledge the important differences between management and leadership, which are well too often used as synonyms when they

really aren't. The Guardian quoted John Kotter, Konosuke Matsushita professor of leadership at Harvard University, on an article on this subject precisely and this is how he starts to differentiate both terms:

"Management is a set of processes that keep an organization functioning. They make it work today – they make it hit this quarter's numbers. The processes are about planning, budgeting, staffing, clarifying jobs, measuring performance, and problem-solving when results did not go to plan. Leadership is about aligning people to the vision, that means buy-in and communication, motivation and inspiration." (John Kotter, 2013)

There is a balance to be found and it isn't necessarily the same recipe for all. Each organization should map the differences it can identify between the two behaviours, promote the ones that speak to their business model and train individuals that are responsible for a team on these specifically.

3. Promote project-based team collaborations

While a project-based organizational structure might be too much of a jump for big firms or very traditional one, organizing certain internal project in that mind-set can already make a change in the culture felt inside the firm.

On specific projects that are additional to the usual activities of a firm, operating in a project-based way can facilitate horizontal collaboration, enable cross-functional knowledge to be shared and create a new environment in which employees working on the project find a way out of their usual routine. Mixing teams, generations and expertise will also allow out-of-the-box thinking and challenge the status-quo. All of which are necessary components for innovation.

In order for this incentive to truly have an effect on the entire organization, teams should rotate depending on the projects and there should be an effort to ensure all employees get to experience this different form of working.

3.2.1.2 Horizontal jumps friendly organization

This is also linked to the dimension in which this generation needs to feel challenged, to see progression in their career and is seeking more variety in their roles. It seems like racing up the corporate ladder is not necessarily the ultimate goal for younger employees today. The survey results of my research drove me to investigate this conclusion, as it showed that 70% of the participants did not see career evolution as vertical steps along the corporate ladder only anymore. A Cornerstone OnDemand report showed why individuals would be willing to make a lateral jump inside their organization. The results showed that 57% of respondents would explain it as a way to find greater personal satisfaction, 41% in order to pursue a totally different career path and 40% in order to feel challenged professionally. It seems to be a good way to increase employee loyalty as only 27% would consider a lateral move outside their current organization. Their study also highlighted that it was not only felt by Millennial, but that previous generations also felt this way. The last piece of the data that is meaningful to include comes from the PwC report on Millennials and shows how Millennials are really keen to have an experience working abroad, with 71% saying they would like to have an international experience at some stage of their career.

- **Implementation plan:**

- 1) Include horizontal moves opportunities in the career discussions managers are having with employees.
- 2) Relatively to employees' interests and skills, allocating them to different departments, teams or even to a different market. This will satisfy their need of challenge and change, while not requiring the usual vertical promotion process.

3.2.1.3 Consultant type of working relationship

This recommendation was verbalized by Christina LANDGRAF from Deloitte in the interview conducted in my research. She expressed how she was observing a positive trend in the consultant type of business relationship. The possibility of the phenomenon being a particularity of Deloitte's industry is something to be further investigated, but the underlying idea could still be valuable for other industries I believe. The comment she added concerning this trend was that increasing the contractor type of relationship could be a good way to satisfy individual's rising need for independence, while creating positive impacts on organizations as well.

By having more contractors, a firm is paying for precise tasks and only for it. It is not paying additional contributions or benefits, as it would for its employees. Consultants also have expertise over their subject, and can add value by not being influenced by internal biases of the firm and act solely on the principle of what they judge being the best option. This option would be a win-win situation for the portion of Millennials who seek to have a consultant type of lifestyle, which offers independence and variety in their tasks, and for firms which have specific jobs which can be outsourced for better completion.

An aspect that Christina LANDGRAF has put forward when discussing this is that obviously increasing these type of working relationships also involve a possible decrease in the corporate culture of a firm. Indeed, if the ratio of consultants over employees is too high there is a risk for this organization not to be able to implement a strong culture as it will be influenced by the different vision, working methods or practices brought to the table by the different consultants employed. It is important to pay attention to this and to either limit this ratio or to develop a new type of consultant-firm relationship. Rather than one-off contracts, firms could look into establishing a sense of partnership by ensuring a sense of shared vision and in alignment with the values the firm defines itself by.

- ***Implementation plan:***

- 1) Define “consultant-friendly” jobs: leadership should decide on the type of jobs they would be willing to offer on a consultant basis relationship. Depending on the sensitivity of the data they will have access to; how independent from other functions is the function; how much it is linked to the core activities of the firm.

Conclusion

Through the overall research on the subject, the analysis of the literature review, as well as the additional data gathered, I have been able to understand that the question of how firms need to adapt in order to attract and retain the Millennial generation is more complex than a couple of flexibility arrangements and bean bags in offices. It is putting in perspective the entire culture of a firm, which as described in this work embed a multitude of concepts and behaviours linked all together. This means that this generation's needs and expectations could ask for firms to go into a deep company culture check-up.

The two underlying aspects behind the different recommendations, are the need for firms to be agile and for their choices to be in complete alignment with their original vision and mission statements. Agility is a must nowadays, not only because it responds better to what Millennial expects from an organization, but also because of the rapid pace of changes and new challenges on a global level. An organization which aims to be agile, enable itself to respond faster and closer to a case by case driven manner, as it is not blocked by a very rigid structure and procedures. Alignment involves going back to the basics of what the firms stand for, how do they want their employee to work in order to achieve this vision and what structure will maintain it all aligned together. If every decision is made in alignment with the original vision and mission of the organization, then the whole internal functioning is clear allowing better collaboration, trust and quality inside it.

The recommendations also all have in common this feel of going away from the "one size fits all" practices, in order to move towards more personalized options which are centred around individual's needs. Indeed, Millennials being more vocal and transparent about their needs than previous generations might have triggered the alarm on the importance of treating employees as human who are not all functioning the same way. Going back to the Maslow pyramid, the hierarchy of needs of individuals is still very valid, I believe there is a strong value into looking at one's self actualization needs and help the employee as a firm to fulfil them. Millennials, and actually probably employees of all generations, who feel self-fulfilled will perform better and stay longer within a firm.

I would like to conclude this work by opening a question that was triggered by many of my conversations on the subject and which goes along this notion of a more complex challenge than implementing "table tennis breaks" for Millennial employees. The question is whether this changes needed in the workplace are fully caused by this new

generation's differences in expectations towards work or if it is actually the overall changing environment which requires it. It is maybe easier to blame Millennials for shaking things up for personal interests, but what if their needs and expectations actually are the consequences of a changing world? A world where not only financial profit represents success; where creativity and collaboration are key component of work; where flexibility allows employees to find a better balance and work in a manner in which they feel the most productive; and where tasks are varied, bringing fulfilment and a sense of purpose to employees. One conclusion made to myself during this work, is that in this quest to build a strong economy and build comfortable lives after WWII, the Western population has gone beyond their basic needs continuing to reach for better quality of life. It is now that we have more than we ever thought we would, that we realize that these "extras" do not bring real happiness in our lives. Driving new generations, such as the Millennial generation, who in general have grown with all their basic needs (over)fulfilled, to question whether this career and money centric way of living is really the answer to how they wish to live their lives. The fact that these generations are growing up in a world where industrialization has impacted the environment in ways that are undeniable and proven scientifically raise an awareness of wanting to do business in a responsible and sustainable way. This question goes back also to the different forces Lynda Gratton discusses in her book called *The Shift*, showing how it isn't only one force which is driving changes in the workplace but a combination of five different ones. Responding to the needs and expectations of the Millennials, and the coming Generation Z, would then be a great way to start adapting to the changing environment, as their needs and expectations are significantly driven by it. My opinion though, is that if firms observe, analyse and reach to respond to the global environment of work as whole, they would go to the root of these challenges and their efforts would be directed towards the correct goal. Millennials correspond to today's work environment, Generation Z to tomorrow's one, and so on. I believe that by forecasting and adapting to what the future of work will be, rather than to the newer generation arriving, firms will be more agile and perform better, which will solve these "generational challenges" organically.

Bibliography

Books

GRATTON, LYNDA, 2011. *The Shift: The Future of Work Is Already Here*. HarperCollins Publishers, 2011.

HOWE, NEIL; STRAUSS, WILLIAM, 1991. *Generations: The History of America's Future, 1584 to 2069*. New York: William Morrow & Company. ISBN 978-0-688-11912-6.

MANNHEIM, KARL, 1952. "The Problem of Generations". in *Essays on the Sociology of Knowledge* (London, Routledge and Kegan Paul, 1928/1952): pp. 276–320.

ROBBINS, STEPHEN P., ET AL., 2006. *Management*. Pearson Prentice Hall, 2006.

Online articles

CHAND, SMRITI, 2014. "6 Difference Between Mechanistic & Organic Structure" YourArticleLibrary [online], 8 Feb. 2014. [cited the 12.03.2017]. Available from: www.yourarticlelibrary.com/difference/6-difference-between-mechanistic-organic-structure-explained/3435/.

COLEMAN, JOHN, 2014. "Six Components of a Great Corporate Culture." Harvard Business Review [online], 7 Aug. 2014. [cited the 22.07.2017]. Available from: www.hbr.org/2013/05/six-components-of-culture.

HARTZELL, SHERRI. "Types of Traditional Organizational Designs: Simple, Functional & Divisional Designs." Study.com [online], [cited the 12.03.2017]. Available from: www.study.com/academy/lesson/types-of-organizational-structures-functional-divisional-matrix-team-network.html.

HUEBSCH, RUSSELL. "Traditional Hierarchical Organizational Structure." Chron [online]. [cited the 12.03.2017]. Available from: www.smallbusiness.chron.com/traditional-hierarchical-organizational-structure-26174.html.

GRIFFIN, DANA. "Benefits in a Flat Organizational Structure." Chron, [online]. [cited the 12.03.2017]. Available from: www.smallbusiness.chron.com/benefits-flat-organizational-structure-281.html.

ST-AUBIN, HAGGERTY & ASSOCIATES INC. "Generational Differences Chart." [online]. [cited the 03.04.2017]. Available from: www.gsbcolorado.org/uploads/general/Talent_Management_Class_Handout_SHA_Generational_Chart.pdf.

HISTORY.COM STAFF, 2010. "Baby Boomers." *History.com* [online], A&E Television Networks, 2010, [online]. [cited the 12.04.2017]. Available from: www.history.com/topics/baby-boomers.

PAPPAS, CHRISTOFOROS, 2017. "8 Important Characteristics of Baby Boomers ELearning Professionals Should Know." *ELearning Industry*, ELearning Industry, 1 Aug. 2017, [online]. [cited the 12.04.2017]. Available from: www.elearningindustry.com/8-important-characteristics-baby-boomers-elearning-professionals-know.

ALMENDRALA, ANNA, 2015. "5 Signs You Were Raised By Helicopter Parents." *The Huffington Post*, TheHuffingtonPost.com, 30 Sept. 2015, [online]. [cited the 26.04.2017]. Available from: www.huffingtonpost.com/entry/5-ways-to-tell-you-were-raised-by-helicopter-parents_us_5609de6ee4b0dd850308e260.

IMPRAISE STAFF. "Understanding Millennials and the Opportunities They Bring to the Workplace." *Impraise Blog - Employee Performance Management, Reviews and 360 Feedback* [online]. [cited the 15.05.2017]. Available from: www.blog.impraise.com/360-feedback/understanding-millennials-and-the-opportunities-they-bring-to-the-workplace

WIKIPEDIA. "Millennials." *Wikipedia*, Wikimedia Foundation, 14 Aug. 2017, [online]. [cited the 13.03.2017]. Available from: www.en.wikipedia.org/wiki/Millennials.

DEAL, JENNIFER J, AND ALEC, LEVENSON, 2016. "Millennials Are Ambitious and Crave Career Progression." *Training Journal*, 21 Jan. 2016, [online]. [cited the 30.05.2017]. Available from: www.trainingjournal.com/articles/feature/millennials-are-ambitious-and-crave-career-progression.

ROCK, DAVID ; JONES, BETH ; AND JOSH, DAVID, 2014. "Kill Your Performance Ratings." *Strategy+Business*, 8 Aug. 2014, [online]. [cited the 30.05.2017]. Available from: www.strategy-business.com/article/00275.

EL-SHURAF, SALMA, AND ADEMAR, VERONIQUE, 2015. "Out with the Old, in with the New – Is Performance Management Process Obsolete?" *Pathway Project*, 30 Mar. 2015, [online]. [cited the 15.06.2017]. Available from: www.pathwayproject.ae/out-with-the-old-in-with-the-new-is-performance-management-obsolete/.

SCHWARTZ JEFF, 2016. "Human Capital Trends 2014 | Deloitte | Human Capital Consulting Services & Reports." *Deloitte*, 3 Mar. 2016, [online]. [cited the 15.06.2017]. Available from: www.deloitte.com/global/en/pages/human-capital/articles/human-capital-trends-2014.html.

TAVIS, PETER, AND CAPPELLI, ANNA, 2016. "The Future of Performance Reviews." *Harvard Business Review*, 15 Sept. 2016, [online]. [cited the 28.06.2017]. Available from: www.hbr.org/2016/10/the-performance-management-revolution.

RATCLIFFE, REBECCA, 2013. "What's the difference between Leadership and Management ?" *The Guardian*, Guardian News and Media, 29 July 2013, [online]. [cited the 15.07.2017]. Available from: www.theguardian.com/careers/difference-between-leadership-management

HELVEY, KIRSTEN, 2016. "Don't Underestimate the Power of Lateral Career Moves for Professional Growth." *Harvard Business Review*, 24 May 2016, [online]. [cited the 15.07.2017]. Available from: www.hbr.org/2016/05/dont-underestimate-the-power-of-lateral-career-moves-for-professional-growth

Reports

DELOITTE, 2016. "The 2016 Deloitte Millennial Survey: Winning over the next generation of leaders". Deloitte Touche Tohmatsu Limited., 2017, [online]. [cited the 30.05.2017]. Available from: <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millennial-survey-2016-exec-summary.pdf>

DELOITTE, 2017. "The 2017 Deloitte Millennial Survey Apprehensive Millennials: Seeking Stability and Opportunities in an Uncertain World". Deloitte Touche Tohmatsu Limited., 2017, [online]. [cited the 30.05.2017]. Available from: www.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-deloitte-millennial-survey-2017-executive-summary.pdf.

TOLBIZE, ANICK, 2008. "Generational Differences in the Workplace." 16 August 2008, [online]. [cited the 13.04.2017]. Available from: www rtc.umn.edu/docs/2_18_Gen_diff_workplace.pdf.

POLITIQUE DE LA FORMATION PROFESSIONNELLE (SEFRI), 2016. "La Formation Professionnelle En Suisse : Faits Et Chiffres 2016." *Edudoc*, Secrétariat d'Etat à La Formation, à La Recherche Et à l'Innovation (SEFRI), 2016, [online]. [cited the 30.05.2017]. Available from: www.edudoc.ch/record/121862/files/Fakten_Zahlen_BB2016_fr.pdf.

MARCINKUS MURPHY, WENDY, 2012. "Reverse mentoring at work: Fostering cross-generational learning and developing millennial leaders." *Human Resource Management*, Vol. 51, 2012, pp. 549–574. No. 4, doi:10.1002/hrm.21489. [online]. [cited the 15.07.2017]. Available from: https://www.uky.edu/Centers/iwin/RTOCT12/Murphy_Reverse%20Mentoring_HRM21489.pdf

PWC, 2011. "*Millennials at Work: Reshaping the Workplace*". [online]. [cited the 15.07.2017]. Available from: www.pwc.com/m1/en/services/consulting/documents/millennials-at-work.pdf

IMPRAISE. "White Paper: The Benefits of Real-Time Feedback.pdf." [online]. [cited the 15.07.2017]. Available from: www.drive.google.com/file/d/0BzWH7N07ippbQnluT0J6eXBVdDg/view?utm_swu=1113

K. BUAHENE , ADWOA, AND KOVARY, GISELLE, 2003. "*The Road to Performance Success: Understanding and Managing the Generational Divide.*" n-Gen People Performance Inc., 2003, [online]. [cited the 16.03.2017]. Available from: www.ngenperformance.com/pdf/white/ManagingGenDivide.Overview.pdf.

Videos

CHOMSKY, NOAM. "Noam Chomsky - Wage Slavery." [recorded video]. Youtube, 13 July 2015, [online]. [cited the 03.05.2017]. Available from: www.youtube.com/watch?v=C_ze4AA-p8w&t=147s.

Appendix 1: Qualitative interview with Myriam Denk (Partner & Human Capital Leader), Deloitte, 01.03.2017

IPM: In your latest Deloitte Millennial Survey, you only take into account people that are working full-time, in large private sector organizations and from an Academic background. Why did you choose that spectrum of people?

MD: I actually asked myself the same questions when I was preparing myself to present the study. Because I feel that more and more, in this generation, the backgrounds vary and cannot be only summarized by those who did a Masters. But it seems that it remains, for our clients and ourselves, the target group in which we are hiring most of the time.

IPM: Don't you think that it could had been interesting to target apprentices for example as well?

MD: Oh yes, I totally agree. We are completely excluding a very important group of people and it would be very interesting for coming studies to change that. As they probably have very different opinions on the matter.

IPM: Did Deloitte go through any major organisational change over the years?

MD: Yes, for example our growth transformation: when I started we were only 60 employees in Consulting in Switzerland and now we are more than 600. Because of it we have had to adapt in order to continue to achieve our objectives and new targets.

IPM: Would you say that despite of the growth, Deloitte kept the same working culture as in the beginning?

MD: Some of the core values stayed, but what we have faced is since we have recruited many employees with a background in firms from the big 4's, that there has been a mix of different cultures. Actually last summer we have been through a culture assessment and we found out that there are some particular areas in which we are stronger than others. Usually those differences are sourced by the different generations we look at and the different backgrounds. Just last year we have seen that more than 60% are Millennials overall and also equally more than 60%, all generations taken into account, joined in the last two years. Based on that, it does have an impact on the culture.

We value being allowed and empowered to act and behave as entrepreneurs - even with the firm growing so significantly. Good ideas, innovation and creativity are highly appreciated if they are beneficial for the client and the firm, are rewarded.

IPM: Well that must be a very good point to attract Millennials then, as this is the type of values that are important to them.

MD: Absolutely. One employer branding initiative by a Swiss firm ran a Millennials study with over 4'000 participants and showed that the top one value that is of importance for them, isn't work life balance, but is being an entrepreneur.

IPM: Yes, and actually in one of the Deloitte studies they actually mention that Millennials want the entrepreneurial lifestyle, while having the security of a full-time job.

Did you feel any changes when the early Millennials arrived in Deloitte? Did they have any major impact?

MD: Totally. Now it kind of became normal, but when they first 'arrived' and it got clearer they were a 'tangible cohort' that was also when I became a people leader, about five years ago. That's when I could really see an increase of Millennials and some changes popping up.

IPM: What sort of impacts or needs did you observe?

MD: More spoken, more opinionated... in a positive way. Very creative. Innovative. Asking for their own space and responsibilities. But also still... well I'm not sure if it's also part of the DNA of the people we hire but... it's generally that they are always pretty perfectionist and achievers. I think that, equally as Gen X, we need to watch out and help them to understand the boundaries in order not to overheat them.

IPM: And so you are saying that this is also valid for Gen X?

MD: Yes, I don't think there is much of a difference. Maybe it's more of the type of people we hire but you need to watch out that they don't burn out easily. They are happy to take the chance to have more responsibilities, be more entrepreneurial and independent, but they need help to understand it is not a sprint but a marathon. And thus learning how to use their resources to stay healthy over time.

But that's my personal belief that it is linked to all people we hire in their first years in the industry, rather than being a generational trait. But I do find that Millennials have a healthier view on work life balance. If you give them the freedom to manage and understand that they can be flexible about how and when they work, they generally manage with respect and successfully.

IPM: So Millennials tend to ask for more work life balance and flexibility?

MD: Yes, in the sense that they are more sensitized to the issues of work life balance, but to be honest I don't always see the difference in practice. Meaning that they ask for more flexibility, yes, but I don't necessarily see them taking advantage of it more. It's also always linked to personalities too, not only generations.

Speaking of it, Deloitte also run a Business Chemistry study, talking about how you are personally wired is also a key influence on behaviours.

IPM: What is your strategy or approach to integrate Millennials in your company?

MD: I don't think we have an official strategy or approach on Millennials. We are going with the flow and are undertaking some activities because we understand this generation and their expectations, but we don't have any fixed strategy on preparing our leaders for this generation's arrival or on the numbers we hire etc....

IPM: With those 6 years of study on the survey, did you actually take on anything concrete from it?

MD: Well, we are actually doing these studies for our clients. It's like that saying of the 'shoemaker is always wearing the worse shoes'. We do have this data, but on a Swiss level at least from what I know we don't have any clear strategy on the subject. It is possible that the US market did articulate an inclusive strategy around Millennials as the subject is even more popular there.

Also I have more of the business consulting point of view rather than the internal talent management point of view. So I will connect you with Christina Landgraf as she has more of the internal point of view of Deloitte and maybe she has more information on that.

IPM: But so you said that you had been going with the flow of things, so maybe even without a real strategy behind it you still have adapted some of your working methods or values?

MD: Well about two or three years ago we created a 'How to Work with Millennials Guide' just for our team. Small things like this we have absolutely implemented – and we are talking about it and referring to it when adjusting talent specific activities, e.g. our new ways of Performance Management. Gradually I think, me as a leader, I have grown with the Millennials learning the differences about managing Gen X and older and the Millennials. What they need for a more team driven and joint decision making type of leadership, I feel close to Gen Y, as I was applying some of these practices already.

So that's what I mean by going with the flow, we are trying to see the different needs and give them more voice. We have all hands meetings once a month and it's always fully chaired by one of our team members, coming up with the agenda and running the whole show. Giving them ownership and being transparent with the work.

IPM: What do you think you (we) can learn from this generation?

MD: For example, in terms of gender bias, which is a hot topic for me at the moment, I see a lot of our female Millennials lacking confidence. When you see that they have it all, but still are not as confident as their male peers and not believing in themselves, I learn from them what impact perception has. Where I try to really empower them and enhance the perception they have of themselves in order to increase their confidence in who they are and what they do.

What I also learned with them is being more unfiltered. It is so refreshing with some of the Millennials just talk without those strategic filters. And I think we should follow them in that way. And this is linked to how well they network. These guys are so well connected, they know everyone in the company. Relationship building and being connected on whatever channels and being quick at communication as they use social media is absolutely amazing. That I think we can learn from them.

We need a change in management style being more agile and manage ambiguity and the digital changes more openly. Try and change, apply it and see how it goes, learn from it and improve. For example, we are changing our performance evaluation approach internally. From the typical once a year to multiple times a year, no more ratings, etc. This is in alignment on improving the ROI, it increases engagement overall and it is what our Millennials are expecting from us. They are happy to live with ambiguity and to work in an agile manner, they are more playful in things and not taking everything too serious. And in this way they should not change and we should not ask them to change, because this is in ad equation to what the market is like out there. As they are asking more and requesting more, they help leaders like me to convince my peers that we need to embrace those changes. They are becoming the burning platform and they are showing the way.

IPM: And what about the past generations?

MD: I would say they are struggling more about working with ambiguity and in an agile way. Depending on their experience and years within the company as well.

IPM: What sort of values or work ethics do you think Millennials should learn from past generations?

MD: The tradition and experience should live on. And I think that's why having a multicultural environment is so rich, as seniors can learn to become more adaptive and more responsive to new technology thanks to Millennials, but also juniors can learn from the expertise, experience and lessons learned from the past generations. They have been there and seen it, they have stories to share. And I think in general we are not taking sufficient advantage of that.

I actually think companies should take way more time looking into older generations and how to keep them longer. I don't think that firms are smart enough in their way of keeping these capabilities and continuing to develop the opportunities that folks in their 60s and 70s have. We have some of the older generation who can and should stay in the workforce longer as we generally live longer now, but we haven't yet thought of how do we take advantage of this? For example, my mother, she retired in her early 60s and she was feeling like she was not appreciated anymore, being the oldie and not knowing it all about new technologies and so on. But after retirement, she learned English, joined Facebook, created her own NGO to rescue Romanian stray dogs and engages with more than 4000 followers through Facebook to find new homes. The firm did not see this potential in her to network and learn new things, which is a pity as they could have used it in their advantage. Generalizing that the past generation is just not as tech savvy and cannot keep up, is a big loss for companies.

IPM: Yes, I actually was thinking while digging into all these data about Millennials etc. that it would be very interesting to find new positions or share of their job allocation for employees in their last years of their career to be mentors and have close relationships with new employees. So that a transversal relationship could be created and both could take advantage of each other's strengths.

MD: Absolutely. It is actually happening with more and more reverse mentoring programs created in firms. Which is for example the young employees helping the older generation in one to one session to adjust to new technology for example.

Table 11 - Summary table of Myriam Denk's interview

General Information	More than 60% of Millennials employees in the firm
	<p>Core values of Deloitte:</p> <p>Entrepreneurial spirit, ideas, innovation and creativity → beneficial with Millennials as one study said the top one value for them is the ability to be an entrepreneur.</p>
	<p>Apprentices</p> <p>It would be very interesting to assess how differently Millennials from the apprenticeship background think about some of our survey topics.</p>
Millennials	<p>Differences:</p> <p>more out-spoken; more opinionated; creative; innovative; perfectionist and achievers (but maybe that's the Deloitte's type of employees we recruit as well).</p>
	<p>Needs:</p> <p>Work life balance and flexibility – even though, they do not necessarily use it in the end, but they need to feel they could if they wanted to; ownership; transparency; their own space and responsibilities.</p>

	<p>Management style with Millennials:</p> <p>team driven; joint decision making; agile and managing ambiguity.</p>
	<p>New practices or incentives:</p> <p>How to work with Millennials Guide; all hands meetings with everyone's participation and lead role rotating; Reverse mentoring programs</p>
<p>Opportunities</p>	<p>Learn from the Millennials: be unfiltered; networking; relationship building; be connected.</p>
	<p>Learn from older generations: tradition; experience; lessons learned; do not generalize that they are not interested into learning new skills.</p>

Appendix 2 – Qualitative interview with Christina Landgraf (Diversity And Inclusion Lead), Deloitte, 12.04.2017

CL: I have been working for Deloitte for 9 years and I am now the Head of Diversity and Inclusion there.

IPM: In your experience, have you felt the difference when the early Millennials arrived in the workplace?

CL: Yes, I did. I could observe that they were more demanding and had different values from the previous generations. They seek training opportunities in order to develop themselves. They aren't scared to takeover responsibilities, quiet the opposite actually, the are seeking to receive responsibilities and feel they are having an impact in their team and the firm. They are more confident I feel and it's felt in the way the speak up for themselves. They know what they are capable to do or what they think they are capable to do and want you to know it too. But they are also in need of a lot of guidance and feedbacks, so it's not like they are over-confident and feel like they don't need help from anyone. But rather they are confident they can do certain things, but are open to feedback and guidance to do it the best way.

IPM: Did it impact the way you are working in any ways?

CL: Well, a huge change is the how we deal with employees, even though the entrepreneurial spirit is in Deloitte's DNA thanks to the core activities of consulting. But we are tending to internally functioning even more in that way. Three things are key:

First, agile working. The freedom of how and where you work. We are focus on the outcome, rather than on working time. What is important is the quality of what you deliver and this is triggered by client's needs, more than managers' needs. So it's much more flexible in a way that it depends on each client and our employees need to adapt to their clients.

Second, the leadership style. I am convinced that leadership is a key point for a successful organizational structure. Leaders have to be inspiring and inclusive. They need to lead from the centre and not from the top. They need to represent the Deloitte's culture in how they work and manage their teams. We have trainings for managers in order to coach them towards these kind of leadership styles.

Third, we want to implement a coaching culture. Continuous coaching on a daily basis, so that it becomes natural. Training and sharing skills will then be a natural thing for everyone to grow organically.

IPM: Great – and so is that part of a strategy or approach to integrate Millennials?

CL: I wouldn't say a strategy; we don't have any specific strategy for Millennials' integration as such. I think our internal strategy fits most Millennials' needs already. We are evolving with our environment, so work is becoming more entrepreneurial also because the work environment requires us to do so. Globalization and technological advances create increased opportunities to move towards this type of work culture.

IPM: What do you think other generation should learn from Millennials?

CL: The main thing for me is confidence. This ability to speak up for themselves and be direct and less hierarchical.

IPM: On the contrary, what do you think should be sustained from past generations?

CL: I would say the hardworking mind-set. Previous generations have a very strong work ethic. They understand that you need to first prove yourself in order to get the benefits and show that you can be trusted. The new generation tend to want to skip this part and straight away getting responsibilities and the advantages of flexible working etc.

IPM: How has digitalisation impacted your business in the past decade and how do you think it will continue impacting it in the next decade?

CL: It has had an important impact. As I said before it created new possibilities and enhanced the globalization opportunities as well. Data management and analysis method as well. And it will continue that go that way, that is why it is really important to be ready to embrace these new opportunities. The basic concepts of our agenda won't change, but how we will do them will. Data and documents management will change, creating a need for privacy and risk management as well.

IPM: Do you think Millennials will have an advantage with these future changes? Do you think previous generations can keep the pace?

CL: Of course Millennials will not have any problem moving with these changes, they are used to rapid environment and technological changes.

The previous generations, I would say it will be more a matter of personality than generations. Their personal openness to change and curiosity about new tools. Some are more conservative and might be reluctant to adopt these new ways of working, while some others will happily learn and for those I'm sure they will perform as well as the younger generations.

IPM: In terms of organizational structure, what aspects do you believe could be challenging for the Millennials?

CL: There is a tendency for more job-hopping. A constant need of change, being able to try new things and having more flexibility. I think we still can create life-long relationships with employees but it has to be done in a different way. Working much more with contractors for example. We don't pay extras, no benefits such

as pension plan and so on... they are able to get in and out, variety of projects and more freedom. It could be a win-win.

IPM: What do you think of traditional organisational structure?

CL: They are outdated. You do need a hierarchy but it needs to be implemented via the leadership style. You do not need to work in silos for people to know what they have to do. To my opinion company culture and leadership are the most important component of a successful organisational structure.

IPM: Do you think that the more innovative structures are only viable for certain types of industries, like Google and so on?

CL: No. I really like the saying 'change is the new constant' – it's so true. Employees and managers need to be able to face it. Routine is not helping, there need to be a place for agility so that the organization can respond to these changes as quickly as possible. Collaboration and leadership will be the key.

Table 12 Summary table of Christina Landgraf's interview

General Information	Christina Landgraf has 9 years of experience within Deloitte and is now Head of Diversity and Inclusion
Millennials	<p>Differences:</p> <p>More demanding; easily takeover responsibilities; speak up; confidence; values.</p> <p>Observations:</p> <p>The market is going more and more towards an entrepreneurial model with more opportunities thanks to the market going global and with new technologies enabling people to do so.</p>
	<p>Needs:</p> <p>Guidance; feedback; coaching; agile and flexible working; training and learning possibilities.</p>
	<p>Management style with Millennials:</p>

	<p>Inspiring leadership; inclusive; leading from the centre rather from the top;</p> <hr/> <p><i>New practices or incentives:</i></p> <p>Agile working is part of Deloitte’s DNA, but there is a will to continue towards the most freedom as possible for employees to work how and where they deliver the best value for customers.</p> <p>Leadership style - Training for managers who need to be inspiring and inclusive.</p> <p>Coaching culture implementation</p> <p><i>Observations:</i></p> <p>No specific strategy to include Millennials, the internal strategy already fits most of the needs of this generation.</p>
<p>Opportunities</p>	<p><i>Learn from the Millennials:</i></p> <p>Confidence</p>
	<p><i>Learn from older generations:</i></p> <p>Hard-work mind-set; prove yourself to get the advantages; create trust.</p>
<p>Digitalization</p>	<p><i>Impacts in the past decade:</i></p> <p>Important changes in terms of data management; remote working; globalization of the services.</p>
	<p><i>Impacts in the next decade:</i></p> <p>Basic concepts of our agenda will not change</p> <p>Data and documents will probably shift towards Cloud management</p>

	<p>Millennials will have no problem adapting to these digital changes.</p> <p>Previous generations will not necessarily be left out; it depends on the openness to change rather than their tech-savviness. Some are more conservative, others appreciate change.</p>
<p>Organizational structure & work environment</p>	<p><i>Changes needed in organizational structures</i></p> <p>Increasing tendency of job-hopping, organizational structures need to changes in order to be more flexible, allow employees to try different roles.</p>
	<p>Going towards a different type of life-long relationship by working increasingly with contractors.</p> <p>Benefit for employees: variety, entrepreneurship & self-management</p> <p>Benefit for the firms: no extras, no social benefits to pay.</p>
	<p>Traditional organizational structures are outdated.</p> <p>There is always a need of hierarchy, but it needs to be implemented via the leadership style.</p> <p>Company culture and leaders are the most important component of a successful organizational structure.</p>
<p>Key ideas from the interview</p>	<p>Change is the new constant: Routine and processes cannot be rigid. There is a need for collaboration and strong leadership skills.</p>

Appendix 3 – Qualitative interview with David Girod (Senior HR Business Partner & Head Of Recruitment), Swiss Private Bank, 05.04.2017

DG: For an overview of our group, we separate our activities in three categories: Private Banking; Asset Management, where we find a lot of Millennials; and Brokerage. So most of what I'll say about Millennials will be mostly based on the Asset Management department as it is likely to be the most representative of what interests your thesis and where we actually realized the type of issues we can encounter with this type of population. Their integration in the firm and with the past generations in order for seniors to share their knowledge and experience. Their expectations are to be taken into consideration as well...

IPM: Already with this piece of information, knowing that most of Millennials are working within the Asset Management department, does it mean the two other departments require more expertise and experience and not suited for junior roles?

DG: No, I would say it is the industry which has always been like this. The Asset Management sector is much more dynamic, contrary to the Private Banking sector in which we would recruit more seniors' bankers, who are going to develop the clientele... and thus yes we require expertise and Millennials are not there yet. When in the AM sector there is more space for junior roles.

IPM: Have you felt an important difference when the early Millennials arrived in the firm?

DG: Yes, well if we compare them with the older generations I feel like they are way less patient concerning their careers, they everything to go faster and they have other expectations... directly they are looking for promotions and specific job titles, knowing that in the banking sector the position title is very important... also certain expectation about salaries... well yes I would say they are impatient.

Also, less loyal. As soon as something does work out the way they wanted to they are ready to leave. When other generations took their time, analyse the situation, how it could evolve, etc. When Millennials as soon as it doesn't work for them anymore, they leave.

IPM: for that point for example, in terms of impacts, I guess you have been able to see an increase in employee turnover compared to the past?

DG: exactly. I have concrete examples. Sometimes, youngsters that we would hire would actually leave the firm for CHF 5'000 extra on their salary per year, even though they have a great job and conditions. So yeah, they have more of a short term view on what can benefit them I think, which makes them less loyal to their employers.

IPM: How do you think Millennials are beneficial to your firm and how differently from their predecessors?

DG: Well of course it is important to have Millennials on board. They bring new technology, new ways of doing things, they are fresh out of university as well so they have all this new training and skills...

IPM: Yes, and sources actually say that the Millennials are the most educated generation until now....

DG: Well more time studying new technology probably, but I would not say overall. We have people here from other generations who have done Phds and we did not wait for the Millennial generation to study.

IPM: Of course, but what I mean by that is that it is more common now and more of a norm to do higher studies. When before, for example, apprenticeship programs were promoted and seen as a great way to start a career. Now, it less the case, as the value perceived between university degrees and apprenticeships is very different.

DG: Absolutely. It would actually be an interesting point to find out the views of Millennials who are not in the academic track but rather in the apprenticeship track. Even more knowing that in Switzerland or Germany as well, apprenticeship as always been an important segment of the population's education.

IPM: Do you have any apprentices?

DG: We don't actually – we have what we call Operations Juniors, who are young adults who come have a Maturité degree level minimum, some come from Bachelor degrees also, and they do a 3-year-traineeship in which they go through different teams and learn. It's interesting to do the parallel because it's very different profile of Millennials compared to the ones we hire directly. They start from the bottom, but they see almost everything from the company, go one year abroad and that give them a very good background... and usually I have to say that they stay more loyal to the firm because of that. But there is also the trainee syndrome, meaning that once a trainee you kind of always have that image within the firm and some might want to leave in order to have a fresh start somewhere else and gain new position levels.

Apprenticeship is something that works very well in the Banking sectors of bigger groups though, groups like UBS, Credit Suisse, etc. And it results in juniors who are very well educated and have had a lot of practice.

IPM: So before that, we were speaking about the strengths of that generation, beside new technology and training, do you see other points worth mentioning?

DG: Well it's a generation who has seen a lot of crisis, such as the 2002 banking crisis. They are from a very competitive market and very global. When I open a position, we have hundred applications, but they come from everywhere in the world. So it's not the same type of competitiveness. And that drives this

generation to wanting to be the 'best'. For me for example it was different, it was more accessible and easier to find a job.

So the overall context as changed. The fact of the new technology as well impacts a lot. Society's uberisation as well – digitalisation and some positions which will vanish. These points also probably impact the reason why young adults are less loyal.

They also expect to have more work life balance and for their working hours to be less constraining. Complement work with friends, family, hobbies... They want more flexibility. The 8 to 5 day does not appeal to them, badging in/out and having set breaks during the day just do not work for them. Being able to work from home as well. But us for example, we cannot offer this type of flexibility because of our structure and because of confidentiality matters. So we need to balance and compromise on things we can implement and things that are just not viable within our industry. The fact that the different generations have different needs on that matter also makes it more difficult as we need to satisfy both parties.

IPM: With the arrival of the first Millennials, did it impact any ways of working? Did you adapt to anything or did they adapt?

DG: I think where we had to change was to be able to propose clear Career Paths to them otherwise we would lose them. They need to know where, when and why, and understand their options and future opportunities. You need to have very good listening skills, because otherwise they can feel bored very quickly. So yes I would say they need to be able to see the future. They need to see a career evolution and one that goes as fast as their pace. And sometimes that's where we see the limits, because we can't always satisfy this urge of career evolution. So there is a challenge there, to find a balance between the two.

IPM: Clearly. And regarding this idea of a clearer Career Path, what did you concretely do? More performance evaluations....?

DG: This but also training. Ensure that they have continuous training and learning. Actually the first to be accountable of that is their direct manager who has to seek out for these continuous training opportunities, then us as HR and finally the directors from further out. You can't leave them in a position for 5 years, without new skills, new opportunities and challenges. They need to see they are evolving.

In a private bank for example we have annual process and it's only in these processes that we review salaries, promotions, etc. and Millennials do not see that that way. They have their own timing and are focused on their own careers. They struggle to see the global view of the firm and are too focused on their personal view – which makes them a little more individualist I guess.

IPM: Would you say that they put more importance on money (salary)?

DG: Yes, I think I would. As I said I think it's a population that takes decision in the very short term time horizon. Before what was valued was to do all of your

career in the same firm and go up the corporate ladder, we wanted stability. Now, stability is not as valued.

IPM: And you were talking about continuous training and more listening for this population, is it something that was not at all happening before?

DG: No, we had those processes before, but now we had to be more vigilant and reinforce those skills.

IPM: So it also impacts the training of managers, maybe training them to be more vigilant and enhance their listening skills for this population?

DG: Yes, because we had concrete examples of Millennials leaving after a few months/years because they could not see their evolution opportunities in the firm. And they are capable to leave for positions that aren't even as interesting as the one they had, as long as they can see a better career path there.

IPM: What do you think Millennials should learn from past generations?

DG: Patience! You need to learn, understand the processes... Yes, they are fresh out of university, but you can't go too fast in the real world. They need to learn to listen, accept that they have to practice and that it is only with experience that things happen.

In terms of knowledge, savoir faire and experience Millennials need to realize how much they can learn from these older generations.

IPM: Do you have any idea what to expect from the arrival of the late Millennials in the coming years?

DG: Not really. As a firm we did not try to forecast the needs and expectations of the first Millennials and haven't done so for the coming ones either. But I think it follows the trend of offering more flexibility, work-life balance. There are a lot of big firms such as Google or Apple for example that also modify the work environment of their offices for their employees. With rest zones, ping pong tables or even being able to come to work with your pets. Well maybe that's the future, but I think we need also to see how we can adapt that to secular industries... I don't see myself coming with my dog at work personally.

IPM: Well it's actually one of my next question. Do you think it is easier for certain industry, the tech industry for example with Google, to adopt these kind of work environment and maybe it cannot work for all industries as it does not reflect the business model?

DG: I do think so. Multinationals for example are really influenced by the American way or the Silicon Valley way of doing business, like the Big Four. When local firms might not be as open to it. Well actually I know that as a bank UBS as put into place flexibility offers with flexible hours and remote work. But that's really not our case.

IPM: and this Swiss Private Bank compared to UBS is probably more traditional as being a Private Bank ...

DG: Yes, and it is also a matter of size. More employees also means that we need to adapt ourselves more. With smaller scale of firms maybe it isn't as profitable to adapt and create such measures.

IPM: Do you think there is also something to do with the image of the Bank as well?

DG: Well for example, yourself as a Millennial, you come in our offices... what do you think of it?

IPM: To be honest, I don't relate to these type of work environment. It looks really serious and traditional. Almost feel like we are in a museum. So with my personality I know that I could not work in this type of environment.

DG: Well we are also in the clientele level, on other levels which are more employees' levels. It is more contemporary. But also for a certain population, coming to a Private Bank is still a great experience. But it is true that maybe the future generation of clients (Millennials), so the children of our current clients, maybe they will want something else and they will not relate to this environment either. Also with the idea of digital, maybe they won't need to come see their Bank Advisor anymore and will prefer to manage their accounts via digital platforms.

IPM: Well again you're touching a point from one of my next question as well. My question on the topic of digitalisation to start is how it has impacted your firm in the last decade?

DG: An important impact. We had to put into place E-Banking services and adapt it to our clientele. And the evolution goes in that sense and you have to follow it. Unfortunately, we cannot compare ourselves to bigger structure such as UBS, we don't have the same means of R&D, so we do it at our level.

IPM: Yes, and also being a Private Bank, I guess the relationship with your clients are different to the ones UBS have.

DG: exactly – our clients see value in our customer relationship management. The idea of personalization and tailored services. The boutique aspect. Yes it's very much different in that sense. So we can't completely go to the extreme of digitalisation and remove all human contact.

The question I'm asking myself is if the Millennials clientele will still see that as our value added or not. That's a good question to ask for the future of our services.

IPM: Coming to this exactly, how do you see digitalisation evolve in the coming decade?

DG: Evolution is on its way, so to remain attractive we need to follow the main trends. We need to adapt ourselves. Work life balance, remote working etc. But we will need to work our way around confidentiality and data management as this is key to our business. With piracy and such risks, we need to ensure that going more digital does not represent any risk for our clientele to lose data.

IPM: Would you say that the Millennial generation is the most fit to respond to these technological challenges of digitalisation?

DG: They grew with technology so of course they are more into it. But I think we should not forget we did not wait for this generation to be where we are today. Yes, they are fit as they grew with it, but the savoir-faire it was here before them... so I don't think we should think they are the only ones who are going to be able to deal with these challenges. I think we need a mix of different profiles. A good team would be an heterogeneous one, learning from one another.

IPM: Do you think the more senior in your firm will have interest and will be willing to adapt themselves to these new processes and tools?

DG: They need to find what's in for them in there. I guess that's where the new generation can help them and coach them towards using these new tools. So this cross-knowledge relationship creates very good binomial, with both having interests in the relationship. Creating a win-win.

IPM: Would you say on a global opinion that the firm is not ready to adapt itself to this generation, but would rather want this generation to adapt itself to the firm? From what I see from our discussion, it seems that the group you are working for is ready to undertake some adaptive measures, but still finds it important for them to slow down and learn first.

DG: Yes the Bank is going to evolve, but will not reinvent itself for their sake. It is almost 200 years old, it has always evolve, but now it will not review completely its business model because of the Millennials. We pursue our evolution and we are willing to integrate them, but there will also be new Millennials after them... so we cannot reinvent ourself for each generation. I think the secret is for everyone to find its benefits and be able for everyone to work with each other... the miracle recipe I guess is to be able to create this cohesion and find how all generation can work together and make the most out of it.

IPM: There is actually a point I was discussing with my advisor, is that there has been a tendency along the years to pinpoint new generations as being less this and that than the ones before them. And finally, did it change that much the models in place? Not really.

DG: yes, it's schemas that reproduce themselves.

IPM: Exactly. So maybe we could actually say it's the youth. The new generation is always younger, less experimented, eager to change things etc. So do the Millennials really represent that much of change?

DG: I think the arrival of Millennials is coupled with digitalisation and uberisation of the society. But of course that happened in the past as well with other revolutions, such as the industrial revolution, 68 with the women liberation coming into the workplace... so yes that impact the workplace and make it evolve.

But again I think then it is important to create closer relationship between different generations for the older generation not to see the youngest as competition and a potential danger.

IPM: Yes, and maybe talking so much about the clash between generations and generalizing the fact that an older generation cannot relate to Millennials for example, create a bias and influence what happens.

DG: I had a case recently, with a young Millennial woman. We proposed her a very nice position and we wanted to really give her good opportunities in the short and long term. We trained her with external training and one day she announces that she is leaving us. And she did not even leave for a better job, but because another firm offered her something and we were all kind of shocked. She stayed only two years.

They have less constraints, so they can take more risks as well. They usually don't have a family yet, are way more mobile... So it creates a really important turnover.

They don't value building up to their expectations enough.

IPM: Do you think that the fact they are ready to leave for a better position title or a little bit more of money, is linked as well to the sector in which you are in? As in the banking sector you were saying the job title is very important and the social level is valued... maybe Millennials choosing to work in that sector are particularly driven by this because of that?

DG: I would say that I think it's like this in all sectors because it's a mindset.

IPM: in terms of being less patient, I would agree. But in terms of putting more value to job titles and salaries, less so. Because in the data I have been analysing, it seems that this generation actually on a general level they value less salary and titles, and more ...

DG: well actually maybe you're right and we are in an industry in which salaries are an important part of why we go into these kind of jobs as well. Hierarchy is as well different.

IPM: I feel like when people decide to go into the banking sector, it's generally because they seek financial stability and a good social level, rather than for the passion of banking.

So your work structure is really hierarchical?

DG: yes, even though we try to be as flat as possible. There is still a hierarchy in terms of position titles. But being a smaller firm, we have been able to keep the human aspect and being able to speak to people independently of their titles.

I think if I had a Millennial in front of me today I would really tell him/her to be patient, listen, learn and give yourself time because great opportunities will arise.

IPM: And does that actually happen? When you hire a Millennial do you take the time to coach them in that sense?

DG: not really and maybe it would be beneficial.

IPM: I think so. Because there is that disillusion happening, with young adults arriving with big dreams thinking they will arrive in a firm and have an impact. Maybe having this type of reality check at their arrival explaining how things really work, rather than what university made them believe could be beneficial.

DG: It's true, that's an interesting point.

IPM: So in the HR, do you have any agenda of things you'd like to implement to improve your relationship with this population?

DG: Specific measure target for this specific population, not really. Where we are working is to train them, support managers to be better with them... The type of coaching we have is more with the concerned managers to coach them to know how to deal with them.

IPM: As you have less employees, you can probably deal case by case rather than having mass measures...

DG: Exactly – we really deal case by case. And we give warning signs depending on different employees. Telling managers that this employee we can see is going to need to be challenged and feel they are using their brain etc.

IPM: Yes, and I guess we could see that as one of their quality as well. They are maybe less likely to just do whatever they are told to do, but will rather challenge and think outside the box.

DG: Absolutely and it's probably what I would tell a manager working with a Millennial: to ensure its integration in the team, but also that he needs to see a clear career path and be nourished in terms of what to do and see in a very short term horizon how they are going to evolve. More feedback in a less formal manner as well.

IPM: Your performance evolution at the moment is the classical one of setting objectives, mid year review and end year review?

DG: Exactly.

IPM: You were saying you did not have any important measures in place for this generation and were not really advanced for this... but I would say from what I hear that maybe it isn't a weakness. Meaning that maybe working case by case is even more interesting. So many big enterprises write policies and brochures on those type of topics... but what's really happening on a day to day basis? So having this case by case approach feels way more personal and probably more effective if it is taken advantage of.

DG: Yes, we are currently working on being more vigilant and attentive to these new employees. It's a good point.

Table 13- Summary table of David Girod's interview

General Information	<p>Millennials are mostly found in the Asset Management department.</p> <p>The firm has a flat organizational structure, but rather hierarchical.</p>
	<p>The employee turnover of this generation is higher than with previous generations</p>
	<p>Apprentices:</p> <p>They do not have any, but have an Operations Junior program which is close to it. 3-year-traineeship going through different activities and working one year abroad. Very different profile of millenials from the ones we directly hire. It would actually be very interesting to assess how differently Millennials from the apprenticeship background think of work and their careers.</p>
Millennials	<p>Differences:</p> <p>less patient; less loyal; decisions taken in the short-term time horizon perspective; tech-saavy; new skills and knowledge from educational background; competitive and seeking to be the best; more mobile;</p>
	<p>Needs:</p>

	<p>clear career path; work life balance; flexibility; informal and continuous feedback; evolution and development;</p>
	<p>Management style with Millennials:</p>
	<p>New practices or incentives:</p> <p>Career path communication; coach managers; training and learning;</p>
Opportunities	<p>Learn from the Millennials:</p> <p>New technology and trends; speak-up for themselves.</p>
	<p>Learn from older generations:</p> <p>savoir-faire; experience; knowledge; patience; listen;</p>
	<p>Employees from different generations should team up and operate a cross-knowledge between them.</p>
Organizational structure & work environment	<p>Smaller and older firms cannot reinvent themselves that easily and do not follow the same model as multinationals.</p>
Digitalization	<p>Impacts in the past decade:</p> <p>E-Banking mainly</p>
	<p>Impacts in the next decade:</p> <p>Maybe a move towards a more digitalised way to work with our clientele's children becoming our main customers and being Millennials. That could lead to less face to face advising for example.</p> <p>Also in ways of working from the inside, maybe it will contribute to the need of more flexibility and remote working option of Millennials to implement digitalised processes. But</p>

	the needs of data protection and privacy need to remain the focal point.
Key ideas from the interview	Create binomial relationships among different generations and promote knowledge sharing.
	Implement in the introduction process of a new hire to have a 'reality check' coaching session with the employee
	Case by case versus one-size-fits-all.

Appendix 4 – Qualitative interview with Christoph Thoma (Head Of Talent Management And Engagement), UBS, 27.03.2017

IPM: Do you know the generational ratio of UBS? Or maybe just the approximate percentage of Millennials currently in UBS?

CT: I would say we have around 35% of employees who are Millennials and it is expected to increase to 65% in the five-ten coming years. On the other hand, Generation X will start to leave in the coming 15 years from now.

IPM: Did UBS go through any major organizational changes in the past decade?

CT: Yes, UBS went through important organizational changes such as not owning any offshore businesses anymore and not working with interests anymore. The industry has been reinventing itself these past years and it will likely continue to do so with the current status of Swiss Banking.

The recent technological innovation of the block chain is also slowly challenging the bank's added value and will probably create a shift in the business models of the banking industry. As it has the ability to replace the transactions currently operated by banks, banks will need to reposition themselves as it is a game changer innovation.

There is also a workforce shift with some of the HR leadership being transferred offsite, the fact that skilled labour is shrinking also, and the early Millennials slowly becoming leaders with a new leadership approach and philosophy.

IPM: Have felt the difference when the early Millennials arrive in UBS?

CT: Absolutely. The past generations earned a lot of money and it was their main purpose, financial stability. With the new generation you can feel there are higher purposes. They respond to a transparent way of leading and are in need of constant feedback. When I say constant feedback it's as much receiving as giving them. They have an incredible ability to network and in a very different way to what we were used to. They are less hierarchical, more direct and do not fear to speak their minds.

IPM: Do you have any strategy or approach to integrate Millennials in UBS?

CT: We are very tactical on this matter, because we understand they have different needs and thus we need to update our offer so that we can attract and keep them inside UBS, the longer the better. I believe Talent Mobility is a great way to do so, because it

allows moving people around inside the organization, enabling less routine, more change, challenges and new learning opportunities.

We also have three main projects that we have implemented thinking of the future but which also can be linked to Millennials:

First, **LEARNING OF THE FUTURE**: we are creating a shift towards how we will offer training and learning possibilities for our employees, the ratio is called 70/20/10. 70 representing the 'when you need it at your workplace' type of learning opportunities; 20 representing the training opportunities including social interactions; and 10 representing training offered in the classical 'in class' model. We will take advantage of mobile devices and social learning to make it more dynamic and available to employees.

Then, **PERFORMANCE MANAGEMENT OF THE FUTURE**: there will be a dramatic increase in the frequency of feedback. We will no longer be satisfied of the classical model of performance review processes. Performance reviews will happen on a quarterly basis, it will no longer be based on ratings but rather will focus on the values and behaviours of employees.

And finally, **LEADERSHIP OF THE FUTURE**: the use of the forced distribution will enable managers to evaluate their employee's performance with the help of the bell curve. This will create healthy pressures on employee to perform and be willing to continuously improve.

Finally, on a global level, we want to increase efforts towards applying and communicating UBS purpose and values in an aligned and coherent manner. One key area in which it is crucial for the purpose and values of UBS to be clearly communicated and applied is at the recruiting level, so that from the start employees have a transparent and clear image of the firms.

IPM: What would you say are the key strengths of the Millennial generation?

CT: They key ones I would say... transparency; networking; their direct feedback method; their curiosity to learn and grow in order to be better continuously.

IPM: In the contrary, what do you think Millennials should learn from past generations?

CT: Something that Generation X is really good at is prioritizing things, they multitask less and are more focused. They want to get things right, directly. Millennials have more that mindset of let's try and see how it goes. I would also say that GenX has more of a strategic eye to business.

IPM: You were talking about blockchain in the beginning of the interview, how do you think digitalisation will continue to impact your business in the next decade?

CT: I think that it will impact us by decoupling the value chain into three different specialties:

First, there will be the client champions, then the product specialists and finally the operations excellence. Client champions will be the catch point with clients and will control all interactions like amazon or google do at the moment. Product specialists by delivering great investments and mortgage solutions. Finally, the operations excellence, as new competition will be arising excellence in the way we operate will be crucial. There is also a place for increased necessity of risk and compliance specialty with the fact that more and more activities will be done digitally, new risks will need to be identified and controlled.

IPM: Do you think the Millennial generation is the best equipped to face these changes?

CT: Surely – it's much more natural for them.

IPM: But then do you think older generation can keep the pace with these changes ?

CT: I do think so yes. I have seen many seniors taking over technology and being very up to date to everything that is going on. It's all a matter of will, not really of skills I think.

IPM: How badly do you think digitalisation will impact the job market? Do you think old jobs will be replaced with new ones?

CT: I think, overall we will face a decrease in the number of employees with increased digitalisation. But clearly new jobs will also arise with it.

Middle and back office jobs will definitely go away, as it will not add value anymore with the digitalisation of those services. There will be more jobs on the risks and regulatory side as I mentioned before. New jobs in social interaction technologies and client interaction side will appear...

IPM: What aspect of your organisational structure do you believe is or will be challenging for the new generation?

CT: The way we lead people. I think there is an important need to define a clear culture and purpose that is lived and not only written. The goal is to implement a sticky culture, that is clearly identifiable and understood by employees, so that their purpose within UBS is as clear.

IPM: Do you think the classical organizational structure are outdated?

CT: Absolutely! It does not work anymore, for employees, for the work itself... the world is dynamic, organizations need to be as well. We need flexible working models, clear career path and opportunities, a fluid workplace and people feeling self-employed working how they perform the best.

IPM: Finally, do you think that innovative organisational structures are only viable for certain type of industries? i.e. the tech industry?

CT: Absolutely not, I think PostFinance is a very good example of that. Of course the structure needs to remain relevant to the firm, but innovation should not be restricted to tech companies... instead good practices should be put in place in order to mimic some of the dynamic we can find in those companies to increase.

Table 14 – Summary table of Christoph Thoma’s interview

General Information	<p>Today: 35% of employees are Millennials</p> <p>In the next 5-10 years: it is expected to increase to 65% in the five to ten coming years and Generation X will be starting to leave in 15 years from now.</p>
	<p>UBS went through important organisational changes as they do not own any offshore businesses anymore and do not work with interests anymore. The industry has been reinventing itself these past years and it will likely continue to do so with the current status of Swiss Banking.</p> <p>The technological innovation of the block chain challenges the bank’s added value and will create a shift in the business models, as because of to this chain of transaction some core bank services might not be needed anymore.</p> <p>There is also a workforce shift with HR leadership being transferred offsite, the skilled labour’s shrink and the early Millennials slowly becoming leaders with a new leadership approach and philosophy.</p>
Millennials	<p>Differences:</p> <p>Higher purpose; less money driven; transparent; great networking ability; less hierarchical; more direct; do not fear to speak up; curiosity.</p>
	<p>Needs:</p> <p>constant feedback; training and learning opportunities;</p>

	<p>Management style with Millennials:</p> <p>Transparency; continuous feedback; listening skills</p>
	<p>New practices or incentives:</p> <p>LEARNING OF THE FUTURE: creating a shift towards new training and learning possibilities for employees, the incentive is called 70/20/10. 70% representing the ‘when you need it at your workplace’ type of learning opportunities; 20% representing the training opportunities including social interactions; and 10% representing training offered in the classical ‘in class’ model. Taking advantage of mobile devices and social learning to make it more dynamic and available to employees.</p> <p>PERFORMANCE MANAGEMENT OF THE FUTURE: dramatic increase in the frequency of feedback. The classical model of performance review processes replaced by quarterly based reviews which do not include performance ratings but rather focuses on the values and behaviours of employees.</p> <p>LEADERSHIP OF THE FUTURE: the use of the forced distribution will enable managers to evaluate employee’s performance with the help of the bell curve model. This process is known to create healthy pressures on employees to perform and continuously improve.</p> <p>OTHER:</p> <p>Increase effort to apply and communicate UBS’ purpose and values: key area in which it is crucial for the purpose and values of UBS to be clearly communicated and applied is at the recruiting level, so that from the start employees have a transparent and clear image of the firms.</p> <p>Talent Mobility: allow to move people inside the organization globally, resulting in less routine, more challenges and possible changes, as well as learning opportunities.</p>

Opportunities	<p><i>Learn from the Millennials:</i></p> <p>Transparency; direct and informal feedback; networking</p>
	<p><i>Learn from older generations:</i></p> <p>Prioritization; focus; willingness to get things right at the first attempt; strategic mind-set.</p>
Organizational structure & work environment	<p><i>Work environment</i></p> <p>Need to implement a sticky culture by defining a clear culture and purpose that is lived by everyone involved in the organization.</p> <p>Flexible working models, transparent career paths and opportunities, fluid workplace and people feeling self-employed.</p>
	<p><i>Organizational structure</i></p> <p>Classical organizational structures are outdated, do not represent the way Millennials want to work and neither represent the way the marketplace work today.</p> <p>Organizational structures need to be flexible and agile allowing the firm to react as quickly as changes arise.</p>
	<p><i>Innovative organizational structures only viable for the most recent industries?</i></p> <p>Absolutely not.</p>
Digitalization	<p><i>Impacts in the past decade:</i></p> <p>E-banking and data management</p> <p>The block chain innovation challenging the bank's business model and added value in banking transactions.</p>
	<p><i>Impacts in the next decade :</i></p>

	<p>Decouple the value chain into three different blocks:</p> <ol style="list-style-type: none"> 1) Client champions 2) Product specialists 3) Operations excellence <p>Overall decrease in the number of employees, as most middle and back offices jobs will disappear replaced by technology</p> <p>Increase of positions needed for the risks and regulatory departments and creation of new jobs in social interaction technologies and client interaction activities.</p>
	<p>Millennials could benefit from these changes and take on more responsibilities using their tech-savviness.</p>
<p>Key ideas from the interview</p>	<p>Need for new ways of offering training & learning, feedbacks and leadership style adapted to the current generations in place.</p>

Appendix 5 – Qualitative interview with Marcel Mancini (Professional Training Lead), Migros, 01.06.2017

IPM: How many apprentices does Migros have at the moment?

MM: We have 160 apprentices with an average being recruited at the age of 18-19 years old. This is the result of young adults not directly looking for an apprenticeship right after school, which is an increasing trend these past years. For various reasons... but in Geneva for example, there is a general way of thinking that you should go to 'college' after the orientation cycle in order to be able to continue academic studies at the university afterwards. People in Geneva downgrade the programs that are practice oriented and thus there is 80% of failure at first year of college.

IPM: Did Migros go through major internal structure reorganization since its creation?

MM: Well since 1925, definitely. It was first a public company, then in 1941 it became a cooperative...

IPM: Maybe less so in term of historical information, but more in the sense of how people work inside Migros and the culture?

MM: We grew in size and we are now a very important firm in Switzerland. So obviously there are things that are done in a very process-oriented manner and departmentalized. But I think thanks to the quality of the relationships between people, the way we work is probably less rigid that it could be in a firm of such a size. There is a will, in Geneva at least, to enable more autonomy and creativity to be exercised by employees. The work atmosphere is very important for us in Migros, so that people are happy to come and work for us.

IPM: And for how long this will has become a priority for Migros?

MM: I would say for two-three years now.

IPM: Do you think then that there is a link with the new generation? As these values are actually some of the values quoted to be Millennials' friendly...

MM: There has been changes in the Board of Directors, retirements, new people recruited... Remark that it wasn't at all catastrophic before that, but it wasn't communicated the same way. Now there is a tendency to clearly state that managers should take their responsibilities, "if you have ideas go ahead, have fun, show us what you got"... which was maybe less likely in the past.

IPM: As you told me, it has been 17 years that you are working with apprentices, have you been able to see the differences between the apprentices of the Millennial generation and the ones before?

MM: It's hard to be precise. We feel some changes, but is it changes in the mindset of people I'm not sure. Personally, I think a lot of the changes we feel are linked to the technological changes, new possibilities that did not exist 15 years ago, smartphones and new tools becoming a social norm. So yes a certain amount of changes, but now If I look at motivations of the apprentices that apply to Migros. I always had people that did not appreciate the school format of education and that would tell me: "I want to feel useful. I have done a one-week training and a lot of people told me thank you as I have been able to give them advices or information." And this I feel that it was the same when I was an apprentices for Migros many years ago, a will to be useful for others. And this did not change to my opinion.

IPM: And anything that did change? Maybe linked to the technological changes you were mentioning before?

MM: For me an important paradox that I have been able to observe is the use of the smartphone. For me apprentices were managing their agendas way better when they did not have a smartphone. They use their smartphone all the time, but mainly for entertainment purposes rather than for practical purposes. Some of them do not even know they have an agenda in their smartphone. And now it happens a lot that apprentices miss a meeting or do not call me because they say they don't have my number. Our central has put into place an App for apprentices of certain domain to be able to help them study for their exams, there isn't a lot of them using it.

IPM: And since how many years do you have this App available to them?

MM: 3-4 years I would say and updated every year. So yes to me this exceptional tool that is the smartphone, is not used to its full potential. It is used mainly for entertainment purposes than for professional ones.

IPM: And the fact that they have grown with technology, do you see a difference on how they interact with computers or other digital tools?

MM: Yes, and my observation is maybe surprising. It is maybe less likely now, but it is something I remember observing four or five years ago because of past generations. We had realized that apprentices had more ease with these tools and while they were being trained on how to use these tools for their work at some point they would quickly be the one to train their managers on how to do it more efficiently. And that created an interesting synergy, where it's not a top-down approach of manager-apprentice anymore, it becomes a partnership. It's more likely to become an adult to adult approach to the relationship rather than adult to young adult as it was in the past.

IPM: and how do the older generations take this change of relationship approach with apprentices?

MM: the majority actually like it and there are some that do not really realize it. When we organize training with them, we always tell them that it should not be a teacher-student type of approach anymore as it does not work for a long time

now. But rather to create a partnership, answering questions and working together – but it isn't a one-way road.

IPM: Do you think maybe that was always the case (that apprentices did not want to be treated like students and kids) but that past generation were maybe less inclined to speak up and say it than the current one? Or you think there are actually been a change in mind-set from one generation to another?

MM: well... people that are against authority there wasn't a lot of them before and there still isn't much now. On the other hand, well... I think that it's hard to relate it to generation because they are changes in people and the changes in the society as a whole. Now for apprentices that encounter an issue, they have the employee Committee, they can talk to their manager or to us, at school there is also specific bodies where they can talk about their problems... it's more open to critics and feedbacks now. So is it linked to the generation or the fact that firms actually opened the door to a two-way type of communication?

IPM: There is always the question of the egg before the chicken or the chicken before the egg. Is it firm who opened the way for the change or is it the change of mind-set that obliged firms to change the way they operated?

MM: We clearly know that the better employees feel and can express how they feel, the better they will work and the longer they will stay. So it is definitely closely linked of the needs of employees. I think society evolve, which also impacts generations... and there is an important multiculturalism in Geneva for example which is very rich and rewarding. In Migros, we don't even think of the question of nationality or ethnic background. The only interesting questions are: is the person interested by the profession? Does that person have the right profile for it? I don't know if it's the case everywhere, but in Geneva I think we are very used to it and see how rich it is.

There are also apprenticeships that are more valued than others like apprenticeship in commerce, IT or the wood professions... But other such as the sales professions are really downgraded by the general opinion. I still have a lot of reported cases where clients would say in front of the apprentice at the cashiers "if you don't work at school you will end up cashier like him/her", which is such a terrible thing to say. First of all, for the person in front, but also for the general opinion of people doing this type of work for the child of the person. It creates perceptions and judgements...

So for the type of jobs that we offer that are a little less valorised, we are lucky to have all type of people from a large array of socio-economical backgrounds who work very well and blossom in their positions.

IPM: Is there any effort made by Migros to try and improve the image of the sales jobs?

MM: We try by how we communicate, but it's complicated. Even more in a city like Geneva where there is a strong push towards academic studies... We have a variety of different profiles, but there is some specific profile that we never have

also. The majority of our applicants are people that want to integrate themselves in society and feel usefull.

IPM: Have you maybe seen a decrease of applicants these past years then?

MM: I would say it's sort of a hiccup pattern. Last year we never had such a high number of applicant, with more than 1200 applications, when we usually have an average of 800 applications. There are various factors behind it so it's hard to say why.

What I've been able to see this year, is that the recruiting process has started way later than usual. We announce the jobs offers in November, usually we already start receiving applications between December and January. This year before February we did not receive any applications. We are in June now and we still have 25 jobs to be filled by mid-August. But we don't really know why, it's hard to tell.

But what we can say, in our type of sector, it's not the type of work that are the most valued. Even though, they are contact professions which open a lot of different doors afterwards, as being able to develop a good sense of customer relationship is crucial in every sector.

IPM: So the biggest percentage of your apprentices are in the sales sector?

MM: Absolutely, 93% of apprentices are in the sales department and the rest of the percentage is divided between commerce; heavy weight drivers; technic, poly-design, mechanicals, butchers, IT...

IPM: So what do you think we can learn from the Millennial generation?

MM: Well for example now, it is not anymore the firm making all the rules and the employee to be happy to have a job, execute and nothing else. There is a clear tendency of firms asking the question of how to attract and retain employees, because there are less of them. At least in our type of sector, people are more and more into higher education and thus less wiling to do the Sales type of jobs. For example, Migros situated in cities don't see the problem yet, but the ones in the rural areas they really struggle to find apprentices.

Something worth mentioning as well, is that sometimes I feel those young people do not receive the right advices and mentoring from teachers or social assistants. They direct them towards jobs that are not always up their level, which completely break their confidence when they get rejected. Having a first image of the professional world of rejection. This can create situations where people decide to live in the margin and not try anymore.

IPM: Do you feel there are maybe more disillusionment? Like they are not in touch with reality?

MM: I could not say... It really depends on the profile. One day we have people that have spent their whole life here and the other we have people that have live through a war and that's why they are here today. Their reality is really different.

I truly believe each life story defines also a lot on how these people will behave concerning jobs. The people who have had complicated life story usually have a strong will of making it happen for themselves and want to take any parcel of hope for a better life. Those people are usually the best performers we have! So that's why also it's hard for me to accept to generalize people by generations because each life story is different.

IPM: Absolutely. There are personal factors that influence behaviours and personality and which are not taken into account when defining a generation. But there are also general societal changes that touches a majority of people, which can create general behaviours or tendencies.

MM: Yeah, I ask myself what did generations unconsciously developed because of the context? Do generations develop different needs and values because of who they are or because the offer is completely different from the past?

When I was a kid we did not have TV and when I finally had one we had only a few TV channels. Now having a TV at home is a status-quo and the TV channels are counted by hundreds. All these new digital tools... which are great but is the generation putting these changes at their profit or are they just adapting to these changes?

I think what would be very interesting is to assess the Millennials' vision of their career and re-assess it in 20-25 years, to see the evolution. All kids now want to protect the environment, not pollute for example. By the age of 40 a lot of them will have a 4x4 if they have the financial means to do so. What I mean is that the idealism that we have when we are younger fades away when we grow older. There is the dream, what we aspire to do and the reality. So is what this generation think now, will still be the case in 25 years? I also aspired to have a life with less work and have more time for my family and my hobbies... but I quickly understood that bills were not going to pay themselves.

IPM: For example, maybe you have been able to see these changes from apprentices who enter Migros in first year and when they finish in third year?

MM: I think apprentices are more down to earth even when they enter, because they have already done some traineeships before, seen the professional world. Actually maybe apprentices are just more down to earth than academic students generally.

Something interesting that happened in the last years is that as we have been through an economical downturn in our sector, we have had to reduce the number of apprentices that we keep each year as employees. The question was doing we cut the number of position we offer but keep them at 100% or do we keep the number of position offered but offer part-time positions. We decided on the latter in order to give the possibility to a maximum of them. Because of the latest trade you would think that they would all be very happy with a part-time job (35hours instead of 42hours) as it leaves them with more time for themselves, but most of them would have had preferred a full-time position actually. Something that I found was very good though, is that in these people we still offered a few full-time

position for the ones who are or are becoming parents, as we know they really need it.

IPM: Absolutely, that's great in such a big structure to still be able to have a case by case type of view rather than a one size fits all approach.

And yes there is also this tendency of the 'hot topic' this year for firms is how to attract Millennials and how different they are etc. When there are also situations where you see important disparities between what is said in these studies and the reality.

MM: There are certainly also facts that do exist but are cancelled out by the reality check some might face. Sometimes I try also to think about what did I aspire to do at their age?

My model at home was: dad is at work and mom is at home. There was no need for moms to work. Now both are working, firstly thanks to women's emancipation but also because there is a need economically. In most cases, you are not able to live with only one salary for an entire family.

IPM: Yes, clearly. But then as you said your reality at the time is different to our reality today. So there are still factors that influence generations differently depending in which context they are in don't you think?

MM: Of course, I'm not at all contesting all generational markers, but rather questioning it. Clearly the realities have changed. Mine, 40 years ago, was that my dad was working, my mom at home. It was very rare to see cases of divorces. Different economical and social contexts... So yes, it's a mix of the personal needs and aspirations and the needs linked to the daily reality as well.

It's also very cultural. I'm lucky enough to have a Swedish boss and they have a really different approach to work and to leadership. For example, she has to go to the Equality Committee of the firm and the first time she would go there she would tell me how weird it was for her. Because in her country there is no need for an Equality Committee, Equality is in the mores, they live it everyday. Women are really empowered there.

IPM: To come back to your aspiration when you were younger versus now then, what are the changes you have been able to see?

MM: To be honest, it's hard for me to remember what were my aspirations. But what I can say is that I feel we were way more left in the blur. When I was between 15 and 20 years old, for example the word unemployment was a word in the dictionary that we start to hear about in France, but it was not a reality for us at all. I was not worried about unemployment one bit. Studying or doing an apprenticeship, it did not really matter. I failed to enter college and I ended up to Migros for an apprenticeship and look where I am now. An important difference as well is that at that time I appeared in front of Migros' doors end of August asking for an apprenticeship, they day after I was part of the program. Today a youngster arrives here even now in June, we tell him straight away that there is

no more room and that he needs to apply for next year. The workplace is really harder now. But yes, I feel we were much more into a blur concerning reality, much more than now. We did not have access to all this information. It was not common to have TV, we would read newspapers... We were just living day by day. Now from a very young age they are facing everything that is going on in the World almost instantaneously.

So there is also the question of the means that the generation have. Probably Millennials from Switzerland are not comparable with Millennials living in Afghanistan?

IPM: Obviously, these studies and my thesis as well are focused on Western societies. We cannot apply these things to populations who's only aim is to survive from one day to another. The stakes are too different.

To your opinion, what should be kept from past generations in terms of how they were working, their mindset, etc.?

MM: Personally, I insist on punctuality for example. I think it's crucial as a matter of respect. When there is a schedule to be there on point, so that we don't have to repeat ourselves multiple times for the different times people arrived at. But then obviously we try to be flexible in terms of time schedule, but as much as we can. In the Sales department they is a clientele, a physical one, that is coming during opening hours, so we need people to be there during these times. But obviously we try to be as convenient as possible by accepting request of Saturdays off and things like that. We realize that if we try to please our employees and be understanding, they work way better and are appreciative of our efforts.

IPM: Did you implement anything new concerning this new generation?

MM: New, I'm not sure. It's mostly trying to continuously enhance the work atmosphere and relationships at work. For example, last year we have organized a flash-mob in front of the M-Park or the other day one manager also shot one of those 'Mannequin Challenge' video that are buzzing at the moment with his team. It's small things but which have a good impact on the moral and team building.

And the past generations also appreciate these things and we see things that work from our kids at home as well.

IPM: How do you think is the best way for the new and past generations to collaborate?

MM: I think we need to mix people together and that each and everyone compromises in order to adapt to the other. On both sides.

I have personally lived a few situations with apprentices that did not really corresponded to the requirements of the position, but had no idea about it until it was almost too late. This I think it's a real pity. And that's why we have increased the number of performance appraisals in order to force people to speak and

communicate. And I have to say, most young people respond very well to constructive critics and if you tell them that what they are doing is not up to the standards, they will try to understand how to improve and meet that standard. But if no one tells them they think they are going to the right direction. So I think there is a need of transparency and communication.

IPM: And did the Millennials actually complained about this lack of feedback?

MM: Yes, the young adults are really transparent and they are not scared, or maybe don't realize, to say what they have in their minds. We run satisfaction surveys every year as well in order to know what went well and what went badly during, for us to know how to improve. And they do express themselves. If you give them the chance to do so, I'm sure they will always do.

What is complicated is to find methods to bring the information back where it belongs in order to solve the issue. Because of course they are willing to give feedback but they do not want to get the blame for it afterwards. But yes for me they are way more transparent and honest than most adults.

Maybe that can be explained by the fact that the communication at home is also way more open than before. There are less taboos and children are treated like adults sooner in most homes now, which entitle them to have their opinions and to be able to express them. Of course it is up to the education and cultural background.

IPM: How do you see the question of digitalisation impacting the work situation for the Sales department?

MM: Well we hear a lot of the self-scanning which would suppress many positions for cashiers for example. When we communicate about self-scanning it is a supplement to the cashier services and it is not here to be replacing the cashiers completely. Most people still go to the traditional cashiers. I really think that different things can work in parallel, complementing each other. So far I do not think we have save up that much money with the investment of the self-scanning. You still need the people assisting the client, the technology invested, etc.

Personally, I'd be more pressured by the e-commerce taking over. The amount of time and energy saved up by buying online is huge.

IPM: About that, we have the tendency to think of a job decrease when we talk about digitalisation. Do you believe it can also create new jobs which will replace the decrease it created?

MM: Well, what I think will become a problem actually, is that most of those new jobs will require more specifications and requirements, that some people will struggle to have. Making it even harder for them to find a job and be a part of society. Technically speaking after a two-day-training even someone without any diplomas can become a cashier. Already with the self-scanning corner, not all of the cashiers can take over these tasks because it requires more knowledge and intra-personal relationships with the random checks. So yes I think that globally

in the economy, more and more positions require skills which not everyone could have.

With the level continuously rising, I'm scared it will create a new category of people in the margin. I think the State, the CPP and organism such as UOG, to put into place structures to help people reach their goals by giving them the necessary training. That's a societal issue.

IPM: Yes, thus do you think this generation might have an advantage to find work thanks to their technological savviness?

MM: You know, every Millennial has a computer at home, right? How many of them know how to use, in terms of business, Word & Excel for example? At elementary school they don't learn any of the necessary IT tools. So yes, they know how to use a computer, but do they know how to really work with it? We have to teach them once they arrive, which is not a problem. But we say they are expert in technology because they have grown alongside with it, but they still need to work and take lessons in order to know how to use these technologies in a business way.

Table 15 - Summary table of Marcel Mancini's interview

<p style="text-align: center;">General Information</p>	<p>Marcel Mancini:</p> <p>40-years-career with Migros, started as an apprentice.</p> <p>17 years of experience with apprentices within Migros.</p> <hr/> <p>160 apprentices – recruited at the age of 18-19 on average.</p> <p>93% of apprentices in the Sales sector</p> <p>7% of apprentices dispatched between commercials, drivers, poly-designers, mechanics, butchers, etc.</p>
<p style="text-align: center;">Millennials (apprentices)</p>	<p>Differences:</p> <p>Less organized; more competitive environment; more informed;</p> <p>Observations:</p> <p>Differences are linked to the technological changes mainly, rather to a generation</p>

	<p>Paradoxal situation: supposedly tech-savvy but Millennials are mostly using new technologies for entertainment or social purpose, less so for work purposes. i.e. poor use of Excel and Word.</p> <p>Apprentices are more realistic than academic profiles</p>
	<p>Needs:</p> <p>Transparency; constant feedback and guidance; flexibility;</p> <p>Observations:</p> <p>Feeling useful was always an important need for applicants at Migros. That did not change.</p>
	<p>Management style with Millennials:</p> <p>Partnership; Adult to adult approach;</p>
	<p>New practices or incentives:</p> <ul style="list-style-type: none"> Increased amount of feedbacks and performance appraisals Mobile App to help apprentices study for their exams Train and coach managers on their leadership style with this generation. Offer flexibility as much as it is possible Team building incentives such as flash-mobs and Mannequin Challenge videos Satisfaction surveys
<p>Opportunities</p>	<p>Learn from the Millennials:</p> <p>New trends; technology and digital tools; transparency; honesty;</p> <hr/> <p>Learn from older generations:</p>

	Experience; punctuality; organization;
Organizational structure & work environment	<p><i>Work environment</i></p> <p>Migros' culture towards work has always been really focused on the atmosphere, relationships between employees instead of rigidity of processes and structures.</p> <p>Recent change in the Board have added incentives to empower employees and managers to be creative and autonomous for the past two or three years.</p>
	<p><i>Organizational structure</i></p> <p>Migros' organizational structure is process-oriented and departmentalized, but not rigid thanks to its effort in communication cross-departments and activities.</p>
	<p><i>Innovative organizational structures only viable for the most recent industries?</i></p> <p>N/A</p>
Digitalization	<p><i>Impacts in the past decade:</i></p> <p>E-commerce; self-scanning;</p>
	<p><i>Impacts in the next decade:</i></p> <p>Increasing efforts towards e-commerce and digitalisation in stores.</p> <p>Skills and requirements will keep increasing, leaving less jobs available to people who do not have the sufficient educational background. Creating a new category of people in the margin.</p>
	Better and more realistic mentoring/advices should be given to young adults concerning their first job applications, in order

Key ideas from the interview	to avoid the feeling of rejection and bad image of the workplace.
	Assess Millennials' vision of their career now and re-assess it in about 20 years, in order to see if their vision is relative to their age or to actual new values.
	Mix different generations together and promote collaboration and concessions amongst them.

Appendix 6: Quantitative survey results on apprentices from the Millennial generation

En quelle année êtes-vous né(e)?

74 réponses

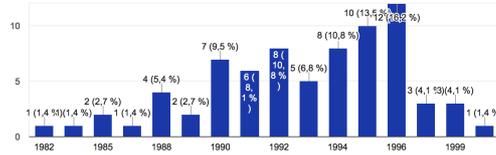


Figure 6.1

Vous êtes un(e)...

74 réponses

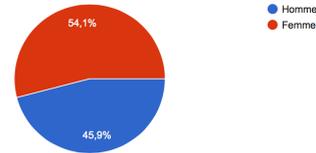


Figure 6.2

En quelle année d'apprentissage êtes-vous?

74 réponses

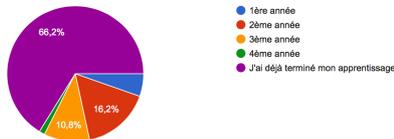


Figure 6.3

Dans quel type d'organisation travaillez-vous?

74 réponses

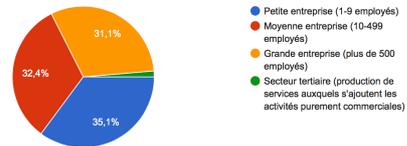


Figure 6.4

Quelle est votre perception du terme carrière?

74 réponses

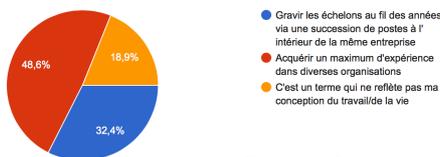


Figure 6.5

Combien de temps pensez-vous continuer à travailler pour votre employeur actuel?

74 réponses

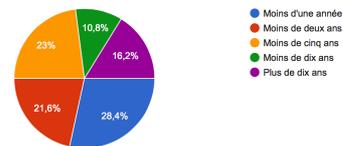


Figure 6.6

Est-ce que le chômage vous inquiète?

74 réponses

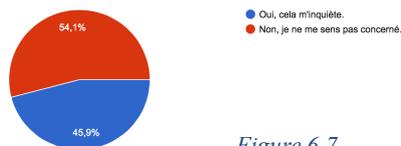


Figure 6.7

Diriez-vous que l'entreprise pour laquelle vous travaillez véhicule les mêmes valeurs que les vôtres?

74 réponses

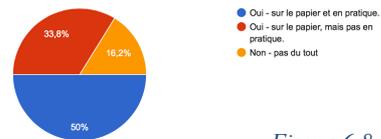


Figure 6.8

Veillez choisir les trois points que vous valorisez le plus chez un employeur dans la liste ci-dessous:

74 réponses

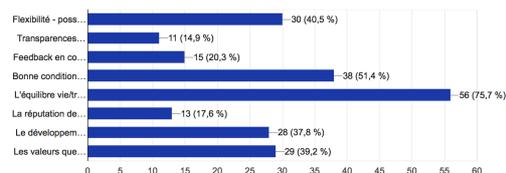


Figure 6.9

Pour quelles raisons trouveriez-vous intéressant d'avoir un mentor (d'une autre génération) à l'intérieur de votre entreprise?

74 réponses

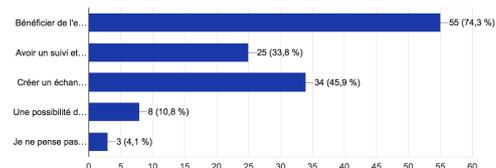


Figure 6.10

Pour vous, quels seraient les meilleurs moyens de maximiser la collaboration entre générations sur le lieu de travail?

74 réponses

1. Que le mentor s'occupe vraiment bien de l'apprenti en lui permettant de s'améliorer, tout en étant toujours positif afin de lui donner confiance en lui et de renforcer son plaisir à travailler
2. Interface Sharepoint / Workplace
3. Manger ensemble à midi + pauses
4. Mixité de l'âge dans les équipes et ouverture d'esprit
5. En ayant la même vision des choses entre collaborateurs. Mêmes objectifs, mêmes valeurs etc...
6. Une communication claire. Un établissement de hiérarchie. Et un respect mutuel.
7. Ne plus avoir une stigmatisation des âges, tout le monde peut valoir la même chose avec plus ou moins d'expériences.
8. créer des réunions
9. Faire travailler une personne d'une génération dans le même bureau qu'une personne d'une autre génération plutôt que de les séparer.
10. Mettre de côté notre ego (jeunes comme moins jeunes)
11. la mise en place de mesure visant à forcé la collaboration entre génération.
12. Je ne sais pas
13. Le dialogue
14. La pédagogie manque aux mentors.
15. Aucune idée
16. mélanger les générations
17. Work shadowing
18. Moyens de communication, meilleure transmission des informations
19. Faire des formations pour les anciennes générations pour qu'ils se remettent à jour.
20. L'ouverture d'esprit de chacun et surtout l'acceptation de chacun
21. Partager les expériences
22. 1. Colloques, réunions, échanges sur un sujet ou conflit rencontré sur le lieux d travail. 2. Dans une équipe de travail, mélanger les jeunes et les moins jeunes afin de favoriser l'échange.
23. une vraie cafétéria pour les employés, le bistro voisin coûte cher si on y va tous les jours.
24. Team de travail mixte (âges)
25. aucun avis
26. Bonne entente
27. échange, communication
28. Mélanger les groupes et faire des activités diverses
29. L'entraide mutuelle
30. Workshop
31. Discussion et échanges quant aux pratiques et au expériences.
32. N/A
33. pour avoir d'autres idées
34. Brainstorming
35. Groupe de travail
36. L'écoute admettre qu'on apprend à tout âge et de tout le monde

37. team working
38. Diversifier les tâches entre les employés, avoir obligatoirement une mixité générationnelle pour chaque poste et supprimer la hiérarchie liée à l'âge.
39. feedback hebdomadaire
40. La communication verbale
41. la communication entre salariés, l'échange est pour moi primordial entre toutes personnes de tous services et de tout âge.
42. Mélange des équipes
43. Entretien régulier avec le chef
44. Avoir une bonne ambiance générale dans l'entreprise et mettre tous les employés au même niveau malgré leur ancienneté
45. Que tout le monde soit égal
46. Travail de groupe
47. Les faire travailler ensemble, d'égal à égal ! Certains peuvent avoir une forme d'expertise et l'autre une forme d'innovation.
48. Colloque
49. Avoir beaucoup de personnes de tout âge dans un secteur et pouvoir faire part des expériences afin de venir en aide aux personnes qui ont en moins
50. Bosser ensemble
51. Engager de nouvelles personnes jeunes
52. Je ne sais pas
53. Un bon état d'esprit
54. communication
55. être à l'écoute, et féliciter du bon travail.
56. Que les jeunes et les seniors s'écoulent car pour le moment beaucoup se jugent sur les capacités que l'un a et l'autre pas et c'est bien dommage
Laissez-nous collaborer avec d'autres pour que nous puissions faire du meilleur travail et d'une meilleure qualité
57. Les seniors doivent apprendre au moins expérimenter mais aussi d'apprendre les nouvelles techniques
58. Toujours respectée ses collègues malgré l'âge.
59. Je ne sais pas je n'ai jamais été confrontée à cette situation.
60. Être à l'écoute des jeunes
61. Le plus important pour moi et que chaque génération se respecte et communique.
62. Même bureaux
63. Écouter les seniors et apprendre d'eux
64. Le partage
65. De travailler avec des gens motivés, compétents et voulant transmettre leurs savoirs aux générations futures.
66. Mettre un jeune avec un plus âgé pour le même travail si c'est possible
67. Qu'il soit au même endroit
68. Communication
69. Que les plus anciens fassent des cours sur les nouvelles techniques ou qu'il soit plus ouvert sur le changement du métier
Les jeunes quand à eux devraient respecter davantage les générations supérieures.
70. La discussion
71. Faire des réunions de temps en temps
72. plus de suivi
73. Le respect envers les autres, aussi l'ambiance dans l'entreprise.
74. Des moments de discussions sérieuses

Figure 6.11

Quels types de chocs inter-générationnels avez-vous pu remarquer sur votre lieu de travail?

74 réponses

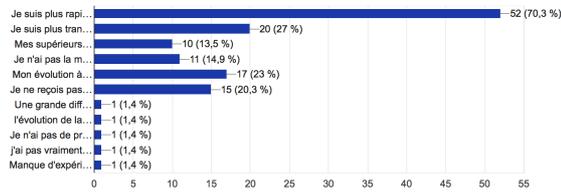


Figure 6.12

Lorsque vous travaillez, lequel des points ci-dessous est votre priorité?

74 réponses

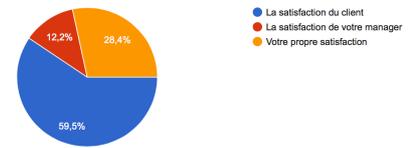


Figure 6.13

Quel type de style de vie vous conviendrait le mieux?

74 réponses

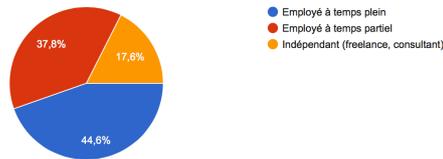


Figure 6.14

Pensez-vous que le succès d'une organisation n'est mesuré que par son profit financier?

74 réponses

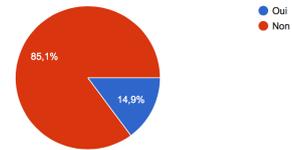


Figure 6.15

D'un point de vue général, pensez-vous que les entreprises ont aussi un rôle social et éthique à jouer pour la société?

74 réponses



Figure 6.16

Quel est votre perception de la digitalisation et l'automatisation?

74 réponses

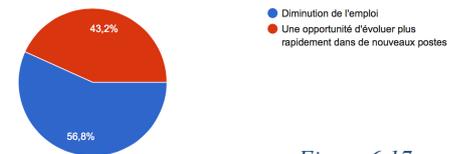


Figure 6.17