How to Retain & Engage

Millennials at Work

Leveraging Psychometric Assessments

discover your personality

Chapter Titles

About The Author

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Getting Started

Millennials are the largest generation and the most educated. They have unique characteristics that will impact your organization. Knowing who they are and what they need will help you integrate this next generation into your business.

In this e-book you will learn:

Who are Millennials & what they need

How MBTI can aid Team Effectiveness

Key concepts of team building – Millennials love teams

The Pros and Cons of Using Assessments Millennials will love

Identifying different types of teams

How to Talk to Employees About Assessments

1 Who Are Millennials

Millennials, also called generation Y, are the new generation coming into college and the workforce. Technically it is the generation of children born between about 1982 and 2002. There are estimated 75.4 million people in this generation and the largest living generation to exist. (1) They are your workforce and the people who will lead your organization. Understanding their characteristics and how this applies to your organization will give you the knowledge to work effectively with them.

1982   2004
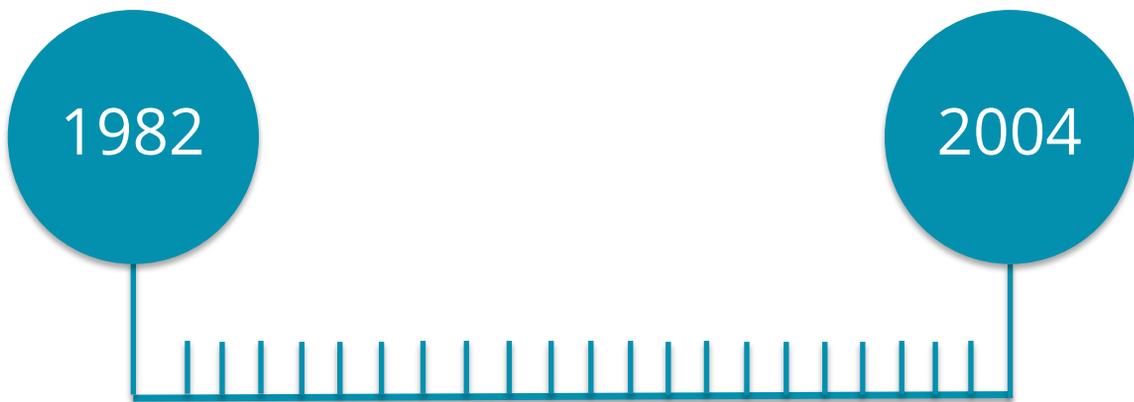
Millennial Birth Year Range

What are the personality characteristics of Millennials. According to Lucky Attitude's (2) list of characteristics compiled from research from Neilson global online study, Pew Research, USA Today and more,

Millennials are:
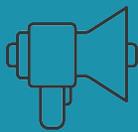
| Entitled & Confident	Most Educated Generation	Tech Savvy
Community Minded	Optimistic	Multitasking
Immediate Gratification	Team Oriented	Globally Minded

What Does This Mean As An Employer?

According to The Deloitte Millennial Survey 2016 (3) who surveyed 7,700 Millennial's from 29 countries during September and October 2015, Millennials:

The Research

Do not have long term loyalty to a job – **44%** would like to leave their job in two years due to "A perceived lack of leadership-skill development and feelings of being overlooked are compounded by larger issues around work/life balance, the desire for flexibility, and a conflict of values."

Strong personal values guide their decisions - "Globally, 56 percent of Millennials have "ruled out ever working for a particular organization because of its values or standard of conduct." Almost half (**49 percent**) have "chosen not to undertake a task at work because it went against their personal values or ethics."

Key Concepts
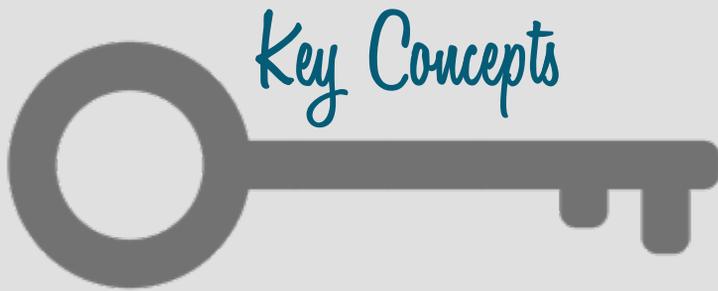
Millennials want business to focus on them as employees, the products and the purpose and less on profits. Millennials are impressed with a business based on **how it treats the employees** and not just what it produces. For long term success of a business Millennials believe **trust and integrity** are most important, followed by customer care and high quality and reliable products.

What Do Millennials Want At Work?

According to BusinessNewsDaily survey of 509 Mellennials(4) want the following at work:

- ✓ Fun
- ✓ Flexibility with their hours
- ✓ Getting feedback
- ✓ Respect and trust
- ✓ To be valued
- ✓ Alignment with their personal values
- ✓ Support for their ambitions for career development
- ✓ Collaboration
- ✓ Technology

The report also states:

79% Want to wear jeans to work

89% Want to be constantly learning

85% Technology makes them efficient

89% Decide how to do a work project
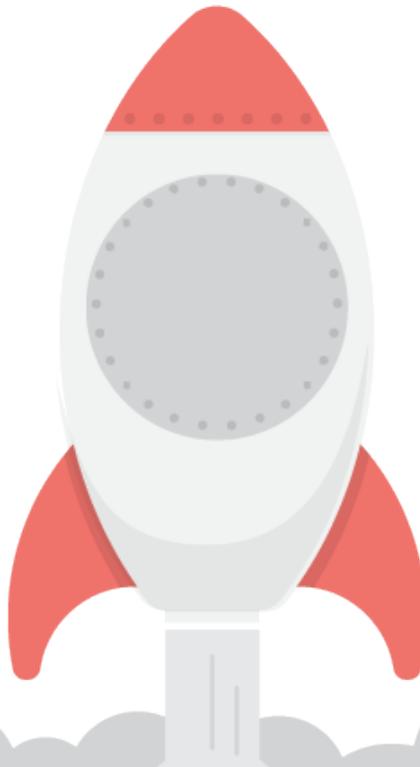
88% Be friends with co-workers
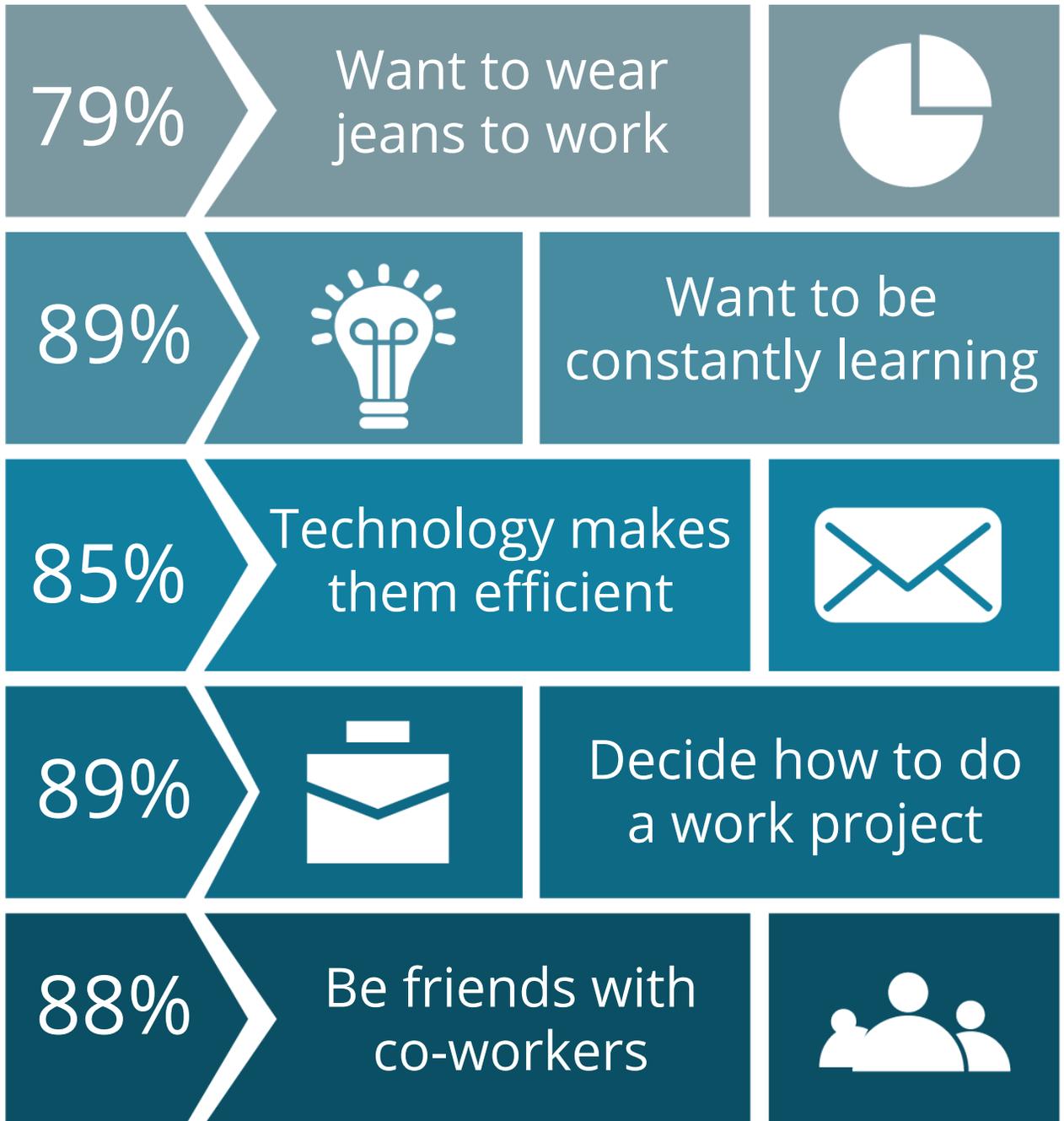
How To Keep Millennials Happy

The Deloitte Millennial Survey 2016 believes that integrating the following into your organization will keep your Millennial employee with you longer and happier:

- ✓ Provide mentorship - Millennials value having someone to talk to for advice. It also shows you care.
- ✓ Create a culture that has value beyond the profits and encourage the Millennials to join the cause
- ✓ Provide healthy work/life balance
- ✓ Provide Teams and encourage collaboration
- ✓ Provide Fun and integrate learning and personal growth into their job
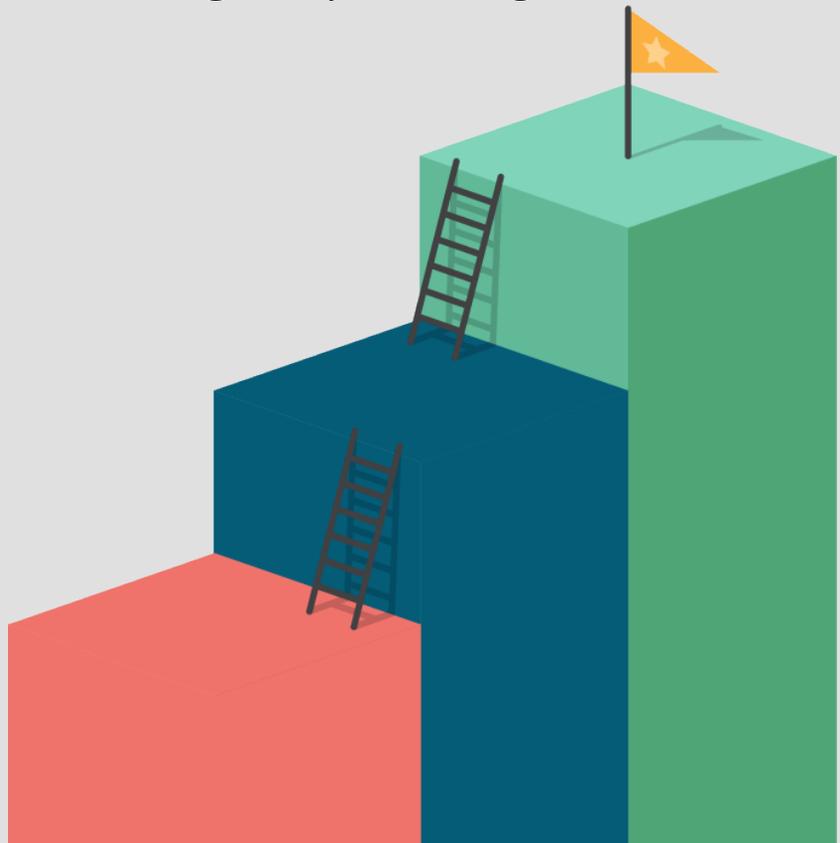
2 Key Concepts of Team Building

Millennials value collaboration and being on teams. Chapter 2 identifies the basic concepts of team building , which are important to remember when working with Millennials. These concepts are not new and many are common sense. This section is for beginners in management or if you want to remind yourself of some basic principles.

Most people have been on a team at some point in their life: a sports team, being in a play, singing in a choir, or maybe participating in a church group. Teams in your personal life are inherently different than at work because of the element of choice.

Generally, when you have voluntarily chosen to be a team, the commonality of interests will override any personality differences that may exist. There is usually a common goal and everyone is there to have fun. People also naturally leave a team if they do not fit in or their interests change. So these teams tend to naturally flow well and be cohesive.

However, in the workplace, teams are often assigned with people who may be very different from each other. If you are the manager, the goal is get the team working together. But team member's personalities, individual goals, work styles and communication skills can be different; it can be a job just to get the team working at all.

Or maybe they work well together for a while and hit a roadblock that prevents the team from moving forward.

Pin Point Problems

If the manager has taken the time to analyze and understand the team dynamics they may be able to quickly pin point the problems and put the team back on track. However, in some cases it can be too late or lack of initial team dynamics inhibits the manager from properly analyzing and solving this issue.

You know something is wrong when there is decreased productivity, team members are complaining, confusion over work details and deadlines occur, meetings are postponed or not productive or there is team apathy.

So what do you do as a manager or team member to get the team moving in the right direction?
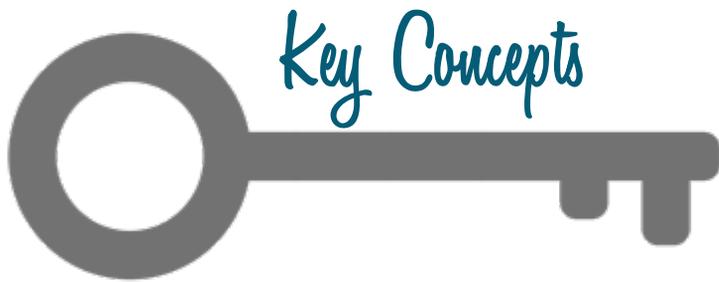
Key Concepts

Start with these key concepts for any team and see if something is missing in your team. These key concepts are:

- Be a good leader
- Respect everyone and demonstrate this
- Clarity of goals and outcomes
- Clear communication

Being A Good Leader

Leadership skills come naturally to some and some have to work harder at developing these skills. As a team leader it is best to lead through an example of creating trust, openness, honesty and respect for each team member, rather than through power, control and intimidation.

This seems obvious but when team members are not listening and the team is not performing well, it can be hard to remember that good leaders point the team towards higher goals of success rather than focus on the minor points of disharmony. They hold the team's vision and steer the team in that direction.

Key Concepts
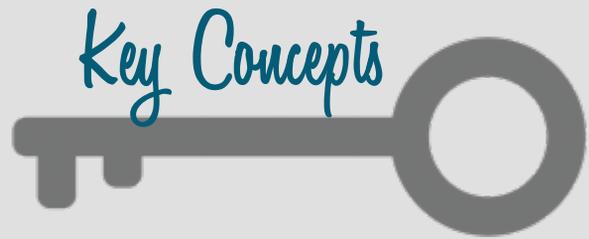
Here are some key characteristics of successful team leaders as identified in the CPI 260, a psychometric assessment identifying key aspects of leadership (1):

- Effective leaders are excellent at managing themselves including: having good self-awareness, self-control and resiliency.

- Good leaders manage by **knowing how to use their power and authority without being overwhelming** to others; they can make tough decisions, hold themselves and others accountable for outcomes, and are committed to the organization.

Key Concepts
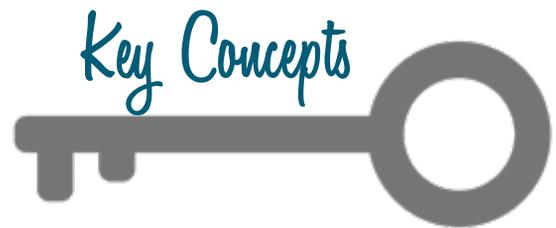
- Effective leaders have good people skills including knowing **how to listen well, be cooperative, respect differences, have high empathy**, work with others by wanting input from team members but knowing how to balance that with appropriate delegation of decision making.

- Good Leaders are problem solvers and know how to be creative while also being able to take appropriate risks. They can also show sensitivity to others while delivering feedback and confront others on important issues.

- Successful leaders are confident, optimistic and can hold a vision. Their goal is to inspire others and **move in a positive direction while navigating the constant change** of any organization. They can balance focus with adaptability.

- Good leaders are comfortable having influence over others and being visible in their role.

Respect Others & Display It

How do you actually show respect to others on the team so they feel it?

Having a deep respect for differences and being committed to empathic listening are key elements of respect. People know when a leader cares about them.

Key Concepts
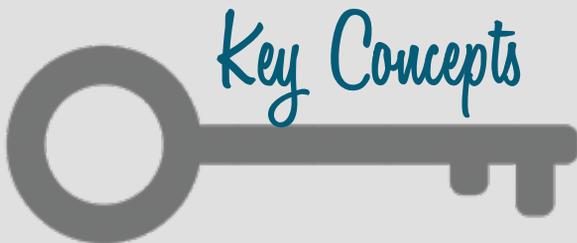
Here are some tips to remember to show you care:

- Consider every team members ideas and let everyone have a voice
- Be aware of hidden feelings and be sensitive to nonverbal cues
- Encourage team members to state their thoughts and feelings to each other. Build team members relationships. Use of assessments or a coach can help in this area.
- Try and build each person's self esteem individually by noticing and complementing people on their strengths. Help team members to also notice each other's strengths.

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Clarity of Goals and Outcomes

Teams that have objective outcomes and know the goals they are working towards are more successful. Make sure everyone on the team is clear on what the goals are and what their individual roles are going to be to accomplish the goal.

?

Ask yourself these questions:

What does this team need to accomplish?

What will be our measure of success?

What are the team's values and how do we accomplish these values?

Team members can contribute to deciding the outcomes and being a part of the decision making. Allowing team members to have **ownership and investment in the project** can can help team members feel they belong which should result in a more motivated and committed team.

Jon Katzenbach and Douglas Smith book The Wisdom of Teams, (2) was recapped on the Harvard Business Review stating that

> " the essence of a team is shared commitment. Without it, groups perform as individuals; with it, they become a powerful unit of collective performance. The best teams invest a tremendous amount of time shaping a purpose that they can own. "

Then once the goals of success are clear, provide time frames, responsibilities of each team member based usually on skill set, and set performance goals. It is also beneficial to **anticipate problems** that may come up and discuss how to navigate the problems before it happens. Or at least discuss the possibility of challenges and how to notice them before they become too big.
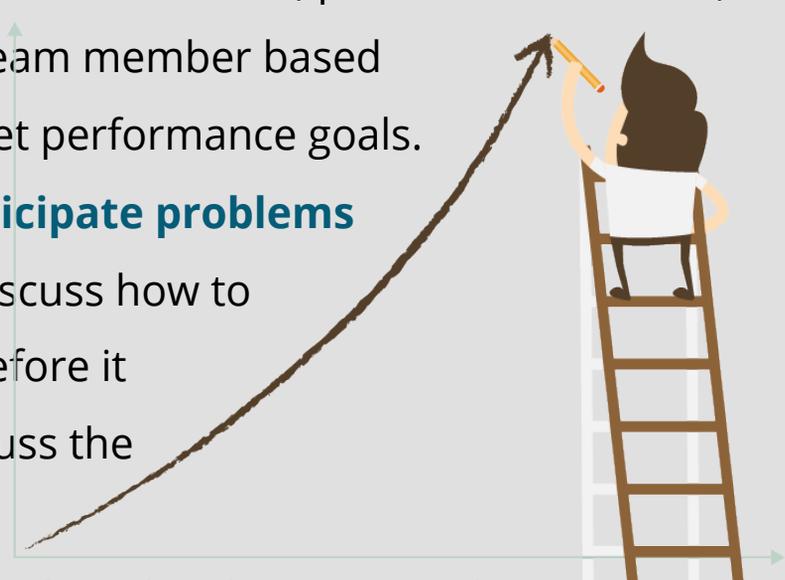
Clear Communication

Being a good communicator means knowing how to clearly state ideas and objectives. It also means listening empathically to everyone and valuing input. Elicit suggestions and concerns from team members, ask for opinions and demonstrate the value of clear understanding and work hard to eliminate confusion. Many academic sources on team building and management state that good communication is the single most important factor for having a successful team. (3)

The Research

A study by Watson Wyatt Worldwide (4) investigating how communication in organizations affected performance found:

- A significant improvement in communication effectiveness is associated with a **29.5% increase** in market value
- Over the last five years, firms with better organizational communication earned shareholder returns nearly 50 percent higher than firms that communicated less effectively.
- If you communicate effectively, you're **50 percent** more likely to report employee turnover rates below or significantly below those of your industry peers.

3 Leveraging Psychometric Assessments

Psychometric assessments can be an easy and cost effective. They can be one way to provide Millennials what they want and need. Many assessments are validated, well researched and can provide the personal development that Millennials expect in a workplace setting.

Psychometric assessments date back to the 1800's when Charles Darwin and Sir Francis Galton were studying differences in species. Galton is referred to "as the father of psychometrics" with his development of mental tests. In the 20th century there were advancements in theories and statistical analysis to create assessments for measuring just about everything: personality, intelligence, attitude, aptitude, skills and achievements. According to the Harvard Business Review (8) globally companies spend more than $750 million a year on psychometric assessments.

All assessments have an objective measure and are comparing the test taker to a sample of people or a skill.

For instance, a skill-based test of typing speed lets you know if the person can do that skill well enough for the job. Aptitude test measures a person's ability in a skill or field of knowledge and is considered a measure of innate ability, not something the person has learned. Personality tests give a description of the person based on a theory of personality.
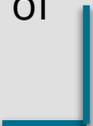
Aptitude tests are often used in pre-employment screening to predict if someone can succeed at a task. For instance, there are spatial awareness tests to help determine if someone will be good at engineering, design or architecture.

Personality Tests are often used for personal development and leadership training as well as pre-employment screening. Personality tests are are two main theories of personality: type theory and trait theory. Both provide detailed information on many aspects of personality including: sociability, communication style, decision making style, anxiety level, emotional maturity, and self control.

The Research

Currently over half of U.S companies and **70%** of larger corporations in the UK and Australia use pre-employment screenings to aid in finding the best employee. According to the Wall Street Journal (9)

Want to learn more about the MBTI?

Yes, I want to know more

" In 2001, 26% of large U.S. employers used pre-hire assessments. By 2013, the number had climbed to 57%. "

The statistics indicating the success rate in using psychometric assessments is hard to argue with. For instance, the Employee Reliability Index has shown that when 3600 hospitality employees were pre-screened with the assessment they found:

27%

Decrease in Employee Turnover (1Yr)

35%

Reduction in termination for cause

29%

Decrease in work related accidents

$1,140,00
Estimated Annual Savings

Other studies have shown similar results. Many assessments can also be customized allowing companies to screen for what is most important. For instance, the Employee Reliability Index can assess for loyalty, emotional maturity as well as potential for alcohol use. The index lets the company can determine which of these are the most and least important to measure. Designing your own assessments is also available.

For team building, leadership development and conflict resolution many coaches, trainers and team leaders rely on psychometric assessments as a framework for their workshops. These assessments give the team a common language and can help team members learn to appreciate each other's strengths and weaknesses. For instance, the FIRO B allows people to understand how they relate to others and how their interpersonal relationship style affects communication, being on a team and leadership.

The TKI is commonly used to help resolve conflict as it explains five conflict modes and how efficiently to apply them. Test takers learn their most common conflict mode style and can see if that is working well for them. They also get to practice new conflict style modes. These are valuable skills that most people are not taught and do not know how to get the information without investing time and money for personal development.

With so many assessments to choose from
how do you know which one to use
And from which place you should
buy an assessment.

Which Assessment to Use?

There is no right and wrong to which assessment to use and there is no perfect assessment. Which assessment to choose depends on your goal. There are two main questions to ask yourself:

1. What problem are you trying to solve?

    a. Reducing employee turnover

    b. Improving team moral

    c. finding the best leaders

    d. Reducing employee conflict

2. How much do I want to spend?

    a. Online assessments are easy and cheaper - $20 to $120 per assessment

    b. Coaches and buying software is more expensive - $2500 to $25,000

Purchasing Assessments

1. If you buy the tests from a certified reseller of a publisher or from the publisher themselves than it should be safe to use that company. Most publishers sell their assessments through resellers and require a level of education or training to sell their assessments. So the company you are buying from has already been vetted.

2. The longevity of the company can be important to trust they have a good system in place.

3. It is always a good idea to communicate with the company prior to purchasing. E-mail or call and make sure the company has what you need and can provide it within your time frame.

4. A legitimate company will provide a secure payment option, give a list of past clients and let you know how long they have been in business

5. Use your common sense and instinct to know if it seems legitimate.

Pros and Cons of Online Assessments

Pros:

✓ Cost effective – between $40.00 to $120.00

✓ Quick – most tests are online and take less than 30 minutes

✓ Provides a lot of data that you could not get otherwise – skills, competencies, personality traits, strengths and weaknesses

✓ Valid and Reliable – many publishers have done research studies Tests gives] people a common language and new insights about themselves and others

Cons:

X Over reliance on the test as a basis for hiring or not hiring

X Culture and computer literacy can affect scores

X Not being able to monitor the online test taker

X Takes time to learn about the assessment

X False positive and false negatives occur

4 How to Talk to Employees About Psychometric Assessments

When an employee hears they are going to take a personality assessment they usually respond with:

1. Great. I want to learn more about myself

2. Why ? There is nothing wrong with me

3. Is it going to hurt me at my job?

4. I am afraid it will show I am crazy

By addressing these concerns you will help alleviate any confusion or defensiveness. What to address with employees:

1. Let them know the purpose of the test

2. Reassure them it will not affect their job

3. Personality assessments provide information identifying normal behaviors so there is no right and wrong

4. The tests do not identify "crazy" or pathology

5. State the positive reasons for taking the test. For instance, to learn about themselves, to improve their communication, to build team effectiveness.

6. Reassure them the test provider is legitimate and their results will remain confidential

5 Case Study: The Myers Briggs Personality Type Indicator ®(MBTI) Team Reports: Pros and Cons

Discover Your Personality is an official reseller of the Myers Briggs Type Indicator. This section is included to provide you with information on this assessment in relation to team building. It may or may not be what you are wanting but understanding the pros and cons to this assessment will help you make an informed decision.

What is the Myers Briggs Personality Type Indicator®?

The Myers Briggs Personality Type Indicator® or MBTI ® is a psychometric instrument designed to sort people into personality types based on the personality theory of a famous psychologist named Carl Jung. Everyone receives a personality type after completing the test, which is indicated by a four letter code. The MBTI has four dichotomous scales and everyone falls into one side or the other.

Extraversion and Introversion: Where do I get my attention and energy?

> **Extraversion Types** draw their energy from the outside world of people, activities and things.

> **Introversion Types** draw their energy from the inside world of ideas, emotions and impressions.

Sensing and Intuition: How to I gather information?

> **Sensing Types** take in information through their five senses. They are practical and realistic

> **Intuition Types** take in information through strategies and concepts.

Thinking and Feeling: How do I make decisions?

> **Thinking Types** make decisions based on facts, logic and analysis

> **Feeling Types** make decisions
> based on personal values and want harmony among people

**Judging and Perceiving:** What is my lifestyle preference?

Judging Types prefer to live in a planned and organized way.

Perceiving Types prefer living a spontaneous and flexible life.

Extrovert

Introvert

Sensing

Intuition

Thinking

Feeling
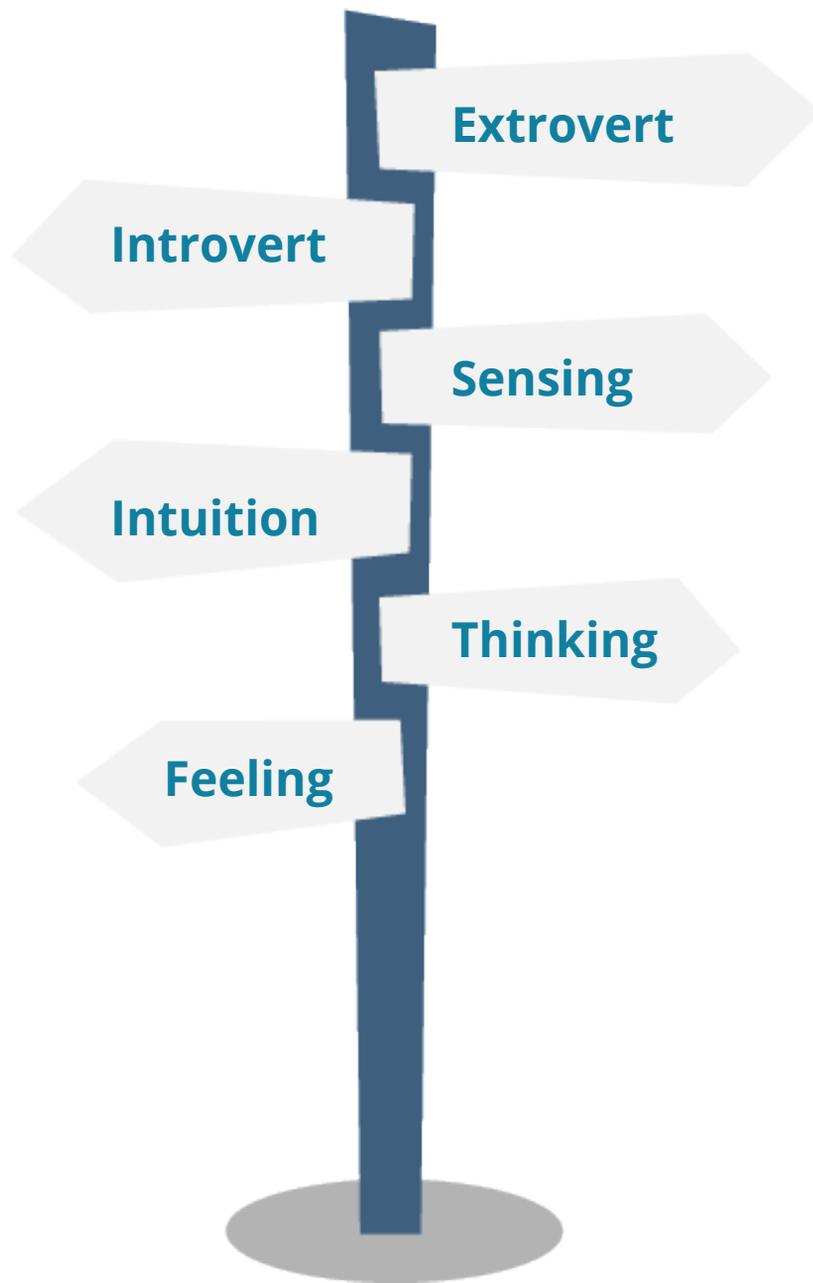
The MBTI® identifies preferences, not skills or abilities. No type is better or worse than another. Each type has strengths and potential blind spots. For over 50 years the publishers of the MBTI®, Cpp, have researched how each type works within an organization.

For example, an ISTJ Team will get things done in a steady way and on schedule, concentrate on details and lead others by rewarding those who follow the rules and get the job done. However, this type may overlook long range goals and may need to pay attention to other people's feelings.

ESTP Team   **ISTJ Team**
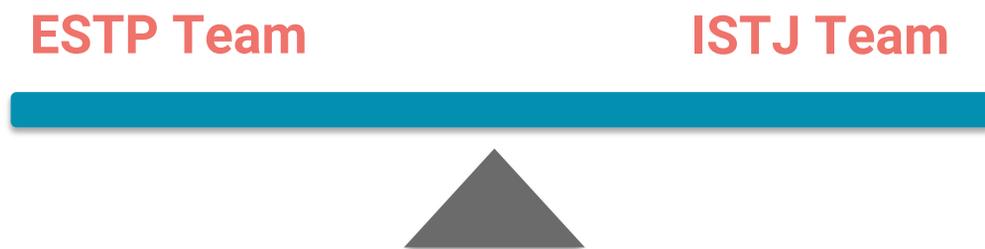
In contrast, an ESTP Team will bring energy, enthusiasm and a positive sense of cooperation among team members. They may lead through promoting goodwill and teamwork. However, they may spend too much time socializing and neglect important tasks and may need to work on time management.

The Best Use of MBTI® In a Work Setting

- Personal development
- Leadership development
- Team Building

How will the MBTI® Help My Team

The human personality is complex and a four letter preference type is not going tell you everything about your team members. Yet, it will give members a common language to use and self awareness. Many case studies have shown the MBTI® can improve communication, project effectiveness and work satisfaction.

The Benefits of Using The MBTI® on a team:

- Provide self awareness of how each team members prefers to take in information and to prioritize that information to make judgments, which affects how they will work towards achieving project success.
- Identify potential blind spots or areas of vulnerability Identify how differences in communication maybe working for and against the team's success.
- Compare each team members preferences in communication, time management, work environment, best supervision style, preferred learning style, and many others.

- Help team members to understand and appreciate diverse styles on the team.
- Enhance problem solving and decision making.
- Improve effectiveness in dealing with conflict.
- Reduce stress levels by helping the team members understand how each person works best and how each person manages stress.
- Improve time management by structuring meeting and projects to meet each person's needs.
- Improve productivity by making project assignments that allow each person to work according to his/her own personal style preferences, and to understand how others prefer to work.
- Help the team meet deadlines more easily by understanding how different types deal with time.

What the MBTI® Cannot Do

- Determine who will be best at a project.
- Tell you who is best to hire.

The MBTI is an assessment for personality preferences and many different personality types can do the same project. Although different types might tackle the project differently and work with others on the team in different ways, there is no one personality type that is better or worse for a certain project or a particular job.

Some research has shown that different personality types tend to naturally choose different jobs. But the MBTI® is not a tool that has been effective in determining the best job fit.
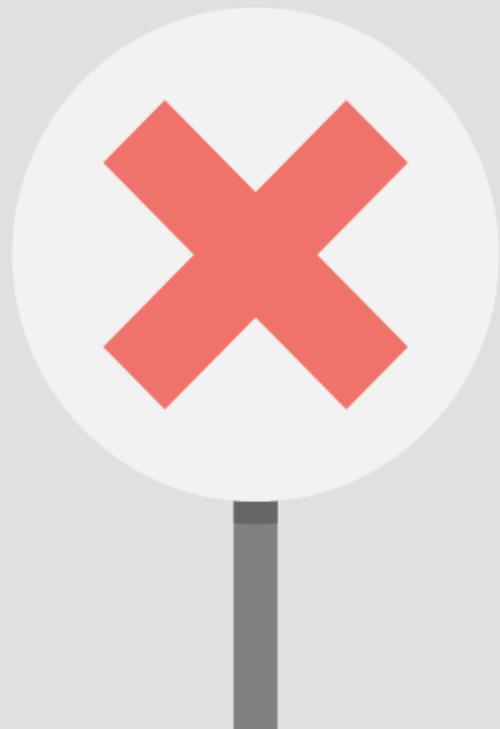
Case Study

Cpp reports

"

Southwest Airlines uses the MBTI® for team-building, conflict resolution, and leadership programs. Because most problem areas center around communication, Southwest uses the assessment as a diagnostic tool to help employees identify how obstacles, stress, and potential conflict may arise. Southwest also uses the MBTI® assessment as a tool for intact work teams.

"

According to Bryant (Director of University of People)

"

This useful learning forms the foundation for many team-building classes at Southwest Airlines. The MBTI assessment helps leaders and teams by providing them with communication tools, helping them to recognize and celebrate their differences. The teams then use this knowledge to achieve better results.

"

The MBTI assessment can also provide the foundation for building trust within developing teams. A recent example of this involved one department whose leaders were so new they hadn't developed a strong sense of trust. Southwest employed the MBTI tool as a method for understanding each other's differences, enabling the leaders to understand how their coworkers could approach the same challenge from a completely different perspective.

The MBTI tool helped these leaders understand the "why" behind their coworkers' behaviors, which helped in building trust and empathy within the department. Bryant comments,

" In these classes we saw a lot of 'a-ha!' moments. Behaviors that might have once caused misunderstanding and frustration were now viewed through a different filter. "

MBTI® Team Reports

The MBTI® Team Reports are like having your own personal coach for much lower cost ($120.00 per person). Each report provides the following information:

- Your team's personality type
- Your team's strengths Your team's potential blind spots
- Your individual team members contributions to the team
- Your potential blind spots
- Team problem solving and your preferred problem-solving style
- Team communication and your preferred communication style
- Team conflict and your conflict style
- Similarity/diversity on your team
- Organizational influences on your team
- Team and individual action plans

In addition, a Team Facilitator report will provide the team leader with help to lead a team-building session. You have everything you need to lead your team in meaningful discussions using the Team Reports.

Conclusion

Millennials are your new work force. As a group they have unique characteristics to their generation. With the knowledge of what they need to succeed, you will be better prepared to hire and engage them in staying at your organization. Also, integrating them into existing teams can be challenging unless you are aware of how they function. As outlined in this e-book one potential way to satisfy Millennials desire for personal and professional development is to provide psychometric assessments.   These assessments may add value to your organization for Millennials and should translate in them staying longer at your organization and being more satisfied at their job.

Use Assessments To Engage

Millennials

Find The Right Test

Resources

1. http://www.pewresearch.org/fact-tank/2016/04/25/millennials-overtake-baby-boomers/

2. http://luckyattitude.co.uk/millennial-characteristics/

3. http://smallbusiness.chron.com/selfmanaged-team-18236.html

4. https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html

5. https://www.cpp.com/products/cpi/index.aspx

6. https://hbr.org/2005/07/the-discipline-of-teams

7. http://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/team-building/resources

8. "Connecting Organizational Communication to Financial Performance – 2003/2004 Communication ROI Study" (2003). Watson Wyatt & Company, 3 November 2003

9. http://www.businessnewsdaily.com/2278-generational-employee-differences.html?_ga=1.196241710.384366292.1479703209

10. https://hbr.org/2013/11/when-hiring-first-test-and-then-interview

11. http://www.wsj.com/articles/a-personality-test-could-stand-in-the-way-of-your-next-job-1429065001