



Are You a Gen Y Magnet?

What Business Leaders Should Know to Attract, Engage and Retain Generation Y

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www.brazencareerist.com



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The Insiders Scoop on Generation Y

Demographics

Birth Years:
1981 to 2000

Largest Generation
78 Million

Children of Baby Boomers

Labeled as the next “civic” generation

(previous “civic” generation was 1901 to 1924)

Technology

97%
use a computer

94%
use a cell phone

76%
use instant messaging

28%
author a blog

44%
read blogs

75%
have a Facebook account

60%
own a portable music device like an iPod

Defining Childhood Events

School shootings
(Columbine, Jonesboro, Virginia Tech)

Self esteem movement

Corporate & political scandal
(Enron, Arthur Andersen, Monica Lewinski etc.)

Unprecedented economic prosperity
(the Clinton years)

Terrorism
(September 11, Oklahoma City)

Characteristics

The Real Deal:

Common Misperceptions:

High Self Esteem	Entitled
Confident	Not interested in "paying dues"
Optimistic	Naive
Team players	Self absorbed
Loyal to the team	Job hoppers
Highly educated	Lack basic work experience
Tech savvy	Lack interpersonal skills
Results oriented	Impatient
Productivity mavens	Multi-taskers

To Gen Y, a Career is About

To Gen Y, a Career is Not About

Finding a passion	Finding a paycheck
Flexibility	9 to 5 in a cubicle
Search for meaning	Work for the sake of work
New experiences	Tenure
Resume building	A pension
Vacation time	Working toward retirement
Fun	All work and no play
Building a wide network	Impressing the boss
Personal development	Corporate advancement

Gen Y Friendly Organizations

Gen Y friendly organizations range from Fortune 50 giants to mid-sized trendsetters to 5-person start-up companies. However, all Gen Y friendly organizations share similar traits and attributes that make them stand out. More importantly they all excel in four critical areas.

1. Understanding Generation Y

Companies on the cutting edge don't just market themselves to Generation Y; they make a commitment to fully understanding the generation by putting themselves in the shoes of their Gen Y recruits and employees. Remember, if you judge any generation through your generation's values, you will get it wrong!

2. Accessing and Recruiting Generation Y

To effectively access and recruit Generation Y you must meet them on their own turf -- online. Join the conversation, create a "cool" and interactive career website, and direct the conversation to your career site. Be sure to give your corporate brand a human face. Don't hide behind a logo.

3. Engaging Generation Y

Employee engagement leads to job satisfaction, retention and results. Gen Y friendly companies make sure every manager knows that their #1 priority is to manage. They're socially responsible, they consistently communicate the organizations core values and vision, they connect employees' work to the bigger picture, and they let employees know that the bottom line is important, but it's not the be-all and end-all.

4. Retaining Generation Y

A career path is no longer a straight shot up the corporate ladder. Gen Y wants to move, up, down and across the organization. Create rotational programs, map out unique career opportunities, give your young employees a voice in major decisions, and above all, make work FUN!

10 Ways to Become a Gen Y Magnet

- 1. Be Social Media Savvy*
- 2. Create a “Cool” Career Site*
- 3. Act Authentic & Transparent*
- 4. Practice Hands-On Management*
- 5. Practice Results-Based Management*
- 6. Hold Meetings That Matter*
- 7. Be Socially Responsible*
- 8. Create Unique Career Development Tracks*
- 9. Create a Non Hierarchical Organization*
- 10. Provide a Social Atmosphere at Work*

Gen Y Advice from the Brazen Careerist Founders

Penelope Trunk and Ryan Healy are the co-founders of Brazen Careerist, Inc. Through their respective blogs, they consult with organizations on topics ranging from how organizations can use social media to recruit top talent, to effectively managing Generation Y. You can find a sample of their top articles on the following pages.

To read more from Penelope, please visit www.blog.penelopetrunk.com

To read more from Ryan, please visit www.employeeevolution.com.

10 Ways Generation Y Will Change the Workplace

By Ryan Healy

Brazen Careerist • May 23, 2008 • www.brazencareerist.com

There's no doubt that Generation Y will fundamentally change corporate America. It's already started. Managing Gen Y is the hot topic among consultants, Human Resource executives and talent management professionals. For a Gen Yer like me, this is great news.

We have a voice, and we have the ear of the decision makers. Not bad for a group of lazy, entitled, twentysomethings. We've learned the importance of balancing work and life from our overworked parents, and we've watched our older siblings and cousins' struggle with their baby boomer bosses who refuse to retire. Now we're primed to change the workplace for the better. Here's how we'll do it.

1. We'll Hold Only Productive Meetings

Meetings are important, sometimes. A good meeting will pull everyone to the same page while motivating them to get the work done. It's rare when that should take more than 30 minutes. Efficiency is the name of the game with Gen Y. We know that a drawn out meeting really means, "We have no idea what we're doing," and these time suckers actually halt productivity and stifle creativity, the qualities that they were supposed to encourage. As soon as Gen Y is running the show, watch wasted meeting time drop dramatically.

2. We'll Shorten the Work Day

The work day is eight hours. Or so they say. A real work day for most of us, if you include the commute, lunch, breaks and maybe dinner, is at least 10 hours. But how many hours of the day are actually spent doing real work? I would guess about half. To truly balance work and life, you cannot mess around and waste time at the office. Gen Y knows this. We're productivity machines; we will figure out how to get as much done in six to seven hours as the average boomer does with his eight.

3. We'll Bring Back the Administrative Assistants

Back in the day, nearly everyone had a secretary. These days, you have to be a CEO or high level executive for a Fortune 500 company to have an assistant. Sure, this saves the company a ton, but Generation Y won't stand for it much longer. We recognize the value of time. Two extra hours per day not filing papers and mailing checks adds up to over 500 extra hours per year that we can spend with family and friends. Even if it

comes out of our own pocket, Gen Y will cough up the extra dough to get a part time or virtual assistant.

4. We'll Redefine Retirement

Retirement is dead. It's dead for a number of reasons, including the issues with social security and middle class America's inability to save any money. But Gen Y will figure out how to save money to retire—we're already demanding 401K's and excellent benefits. However, we will re-invent retirement by taking multiple mini retirements instead of calling it quits a few years before its time to croak. Maybe in our late twenties we'll take a few months just to travel the world. Then, as we approach parenthood and our kids grow up, we'll take a year off to enjoy time with our family. Then we'll return to work, refreshed and ready to go. When we hit 65, it will be the new 45 and we'll have a solid 15 to 20 years left before we take our final, very brief, mini retirement.

“Gen Y is obsessed with career development. We understand the importance of great mentors and we seek them out...”

5. We'll Find Real Mentors

Gen Y is obsessed with career development. We understand the importance of great mentors and we seek them out. The problem is that many older workers weren't effectively mentored and they don't always know how to mentor Gen Y. When it's Gen Y's turn to be senior mentors, we'll know how. As we seek mentors now we'll learn what works and what doesn't. And from the time we enter the workforce until the time we're senior employees, the smartest Gen Yers will figure out how to mentor up. We will teach our older co-workers about new technologies and the power of online communities, and they will respond kindly by guiding us through the insane office politics that exist everywhere.

6. We'll Restore Respect to the HR Department

Ten years ago, human resources got no respect. Today, companies are just beginning to see the importance. Gen Y recognizes that people make the company successful. Maybe it's not tangible and maybe it's not easy to see the direct ROI on keeping people happy, but happy people create successful organizations. All you need to do is take a look at Google, the company that's quickly taking over the world, to see that happy people are successful people and successful people make a lot of money for themselves, and for the company. HR is not a cost center, it's vital to the bottom line.

7. We'll Promote Based on Emotional Intelligence

For some reason, companies assume that when you pay your dues and you know the business, you can be a manager. They're wrong. The truth is that seniority does not make a good manager. People skills make a good manager. By the time Gen Y is

running the world, we will be smart enough to promote people to managers because they can manage, not because they've worked for ten years. For managers, personal work must come a distant second to developing employees both personally and professionally. If you can't help others, you don't deserve a promotion to manager and you will be left behind.

8. We'll Continue to Value What Our Parents Have to Offer

Sure, Gen Xers can laugh about it now, but Gen Yers respect our parents, and our parents are interested in every part of our lives, even when we're 30. Don't be surprised to see Gen Y employees giving their parents a tour of the office and calling up mom and dad for a little advice on their lunch break. It's not about being babied or refusing to grow up, it's about a level of mutual respect that Gen Y has for our parents and our parents have for us. My mother is coming to visit in a couple weeks, and guess what our plan for the day is? A tour of the office and a couple hours of work for each of us before we go out and do the tourist thing.

“We watched our parents get laid off and we know that companies look out for themselves, so we do the same...”

9. We'll Enjoy Higher Starting Salaries

Sure, Gen Y is interested in volunteering, putting a halt to global warming and all that other good stuff, but we're not our idealist parents. We watched our parents get laid off and we know that companies look out for themselves, so we do the same. Gen Yers will gladly accept a higher starting salary than promises of raises and promotions that we may never see. Additionally, all we have to do is go to Payscale.com or some other site to find out what the average starting salary is. Then we will ask for more, and we'll probably get it, because we know we can get it elsewhere if your company won't give it to us.

10. We'll Re-invent the Performance Review

Semi-annual or annual performance reviews do not work. Gen Y wants constant feedback. If we're only at a company for two years, we cannot wait for our one year review to find out how we're doing. Gen Y will invent the on-the-spot performance review. The smartest companies will train their managers in giving frequent feedback, and the companies that don't will get a quick reality check when their Gen Y employees demand them. Spot reviews lead to consistent improvement, and consistent improvement is what truly matters to Generation Y.

The Real Deal About Gen Y: They're Inherently Conservative

By Penelope Trunk

Penelope Trunk's Brazen Careerist • October 17, 2007 <http://blog.penelopetrunk.com>

The most prestigious place for college grads to get a job today is Deloitte, according to a Business Week story titled, The Best Places to Launch a Career, by Lindsey Gerdes. In fact, the top three choices for Generation Y are all Big 4 accounting firms.

My first thought was, are you kidding me?!?!?!?

Because if you ask Gen Y what is most important about work, this is what they'll say: Flexibility, personal growth, liking the people they work with, and money.

But here's what a consulting job offers: Long hours in cities where you don't live. On-demand work for demanding clients. Days and days of working on a client site where you do not even benefit from the supposedly forward-thinking corporate culture that a company like Deloitte has created. And, finally, isolation from all but a few co-workers who are at the same client as you.

So what's going on here? Why is generation Y going to these firms when the firms clearly do not meet Gen Y's top three goals as well as, say, a smaller company would?

Well, for one thing, the Big 4 are acutely aware of what young people want. Deloitte has been studying generational issues for years and Cathy Benko, vice chairman of Deloitte, just published a great book, Mass Career Customization, that replaces the corporate ladder motif with a lattice; and workers can move laterally or up or down on the lattice depending on their personal goals and career aspirations. The Big 4 get the best candidates because these companies have been the fastest to react to the new workforce conditions that place young people in the driver's seat .

But here's what else is going on: Gen Y does not admit it, but their top priority is stability. This is a fundamentally conservative generation. And in the middle of this very long article in Business Week is an important quote from Andrea Hershatter, director of the undergraduate business program at Emory University and veteran of college recruiting:

"There is a strong, strong millennial dislike of ambiguity and risk, leading them to seek a lot more direction and clarity from their employers, in terms of what the task is, what the expectations are, and job progression."

Hershatter gives a great interview because she explains in detail why young people today are fundamentally conservative in their goals and decision making. Not conservative politically. (In fact, we know they are not conservative politically.) But conservative in their lifestyle. They are not risk takers, not boat rockers, not revolutionaries. Young people today want a safe, nice life, and clear path to that goal.

Things start to look murky because young people are so difficult for older people to deal with at work. Young people seem to be demanding that everyone change to accommodate them. In fact though, young people are merely demanding that the workplace live out the values that the people who run the work place - parents of Gen Y - taught at home: Personal growth ("turn that TV off!"), good time management (ballet Monday, soccer Tuesday, swimming Wednesday...), and family first.

Here are four reasons why members of Generation Y are fundamentally conservative in what they envision for their lives:

1. They love their parents.

Not only do they love their parents, but they want their parents to help them figure out adult life. There is no rebellion. Instead there is helicopter parenting. And there is a near-perfect implementation by Gen Y of the values their parents told them were important. Gen Y are hard workers, achievers, and rule followers.

According to Rebecca Ryan, author of the new book *Live First, Work Second*, violence, abortion and drug use are down; education, global vision, and career focus are up. A parents' dream, right? This is not the generation that whose icon will be a guy who protested government policy or who shot himself.

“Not only do they love their parents, but they want their parents to help them figure out adult life...”

2. They operate in teams.

This is not a generation of mavericks. This is not about self-reliance, it's about teamwork. But teamwork is inherently conservative because there's consensus. For example, prom is a group event. And there is no infighting - gen Y hates conflict- which is no surprise because, as Rebecca Ryan points out, that they've been learning negotiation skills since they were kids.

3. They are not complainers.

Baby boomers got their start as people who bucked the system to protect their own interests by protesting Vietnam. Who was fighting the war? Baby boomers. But they

hated the war. So they argued against it. Who is fighting today's war? Gen Y. And they hate it. But they almost never complain in a large, public way.

Similarly, young people hold all the power in the workplace today but they choose to be consensus builders. They say, "Talk with us, work with us, let's understand each other." Or, as Gen Y blogger Rebecca Thorman, wrote to older people, "How can we work together to fulfill our dreams?" This is a far cry from the "don't trust anyone over thirty" slogans of the baby boomers.

4. They are not asking for anything crazy.

Gen Y are really hard workers. They have been working harder in school than any preceding generation. And the pace that they sift and synthesize information puts the skills of their elders to shame. So why complain about the demands of this generation? They are great at work and they want to have work that is meaningful and challenging.

And this is exactly what everyone else wants from their work as well. These demands are not new. It's just new to hear them from an entry-level worker. But in fact, it's reasonable and fundamentally conservative since these are the values this generation has been taught to live by.

"This is not a generation of mavericks. This is not about self-reliance, it's about teamwork..."

Certainly we can't fault gen Y for wanting stability. Who doesn't want stability? Baby boomers wanted it, which is why they worked insanely long hours and surrounded themselves with tons of possessions. Gen X wanted stability, too. We just never got it because we graduated into the worst job market since the Great Depression. So we worked hard to create it for our kids, instead.

Generation Y is the most conservative generation since the Great Generation that fought World War II. Thomas Friedman just wrote an op-ed for the New York Times in which, predictably, he used his Baby Boomer platform to complain that Gen Y is not more like the baby boomers. Friedman wants hands-on activism.

Obviously, that is not the be-all and end-all for making the world a better place, because the baby boomers are leaving us with global warming, social security, and an image crisis abroad that the US hasn't seen since the Boston Tea Party.

So how about reframing things a bit? Let's take another look at Generation Y — as the kids who are going to ensure that the values they were raised by will extend to the workplace. Finally.

Every Company Needs to Embrace Social Media

By Ryan Healy

Employee Evolution • May 29, 2008 • www.employeeevolution.com

Social media is changing everything. Business Week recently published an article about the power of social media and how companies are beginning to embrace it, because they really don't have a choice. Not everyone has a blog, or wants to blog, but you would be hard pressed to find many people who aren't on some type of social network. Now it's time for corporate America to follow suit and meet their potential customers on their own turf, or risk falling behind the times.

The article says, "It's as if the walls around our companies are vanishing and old org charts are lying on their sides."

There is truth to that statement. Social media is changing how business works, so businesses better figure out how social media works. Here's why every company needs to embrace social media, now.

Brand Awareness and Traffic

Brand awareness is crucial, it always was. But today you have to go beyond old media to market your message to the masses.

On Friday, my post about Gen Y changing the work place was picked up on Stumble Upon and Digg. On Sunday, 60 Minutes re-aired a segment featuring my blog. Guess what? Our site received 4 times more traffic and 10 times more comments on Friday than it did on Sunday. When prime time national media attention can't compete with a couple of niche websites on a Friday afternoon before a holiday weekend, you know that things just aren't what they used to be. These days, if you want to create real brand awareness, you better start with the niche communities.

Passive Job Seekers

Job boards are dying, fast. In a recent Wall Street Journal article, Lou Adler, a chief executive of the Adler Group, a company that trains corporate recruiters on hiring practices, says, "I certainly see many, many companies posting their jobs on job boards....and not getting any results and wondering why."

The reason why is because people aren't actively looking for jobs. They are, however, actively browsing social media sites and spending time on social networks, and even

if they don't know it, they're passively looking for jobs. The smartest companies are taking advantage of this and creating a social media presence.

Someone may not be looking for a job, but if they stumble across an interesting blog post, Facebook page, or Twitter profile that mentions a great company, they will take the time to investigate further. So everyone is a passive job seeker. It's up to every company to create a large enough online presence so the right people will stumble on them.

“When you're mainstream cool, everything changes. You'll have people knocking down your doors trying to get an interview...”

Credibility

Online credibility comes from the way you handle your brand and the links and references your blog or website receives. When people link to you, it's like an unofficial endorsement from that person. Think of it like politics. When John Edwards endorsed Barack Obama, it made a big splash. A company can gain serious online street-cred when one of the big guns endorses them.

But again, like politics, the common folks matter too. You must first establish credibility with the masses, and then the big fish can provide you that final push. Even if it takes a while, online credibility will eventually lead to mainstream coolness.

The Coolness factor

The majority of social networks and social media sites are not “mainstream cool.” Outside of Silicon Valley and the 900,000 tech crunch readers, the majority of people don't know what Friend Feed, Digg, or even Twitter is. But your company should, if you want to be cool. Why be cool?

If your company can adopt a bunch of these new technologies and figure out how to properly use them to leverage your brand, at some point it will pay off. Not only will your company immediately be considered cool in the tech world, but when one of these sites becomes a legitimate hit, like Twitter is about to become, your company will be mainstream-cool as well.

And when you're mainstream cool, everything changes. You'll have people knocking down your doors trying to get an interview with your company. Just ask Google.

Controlling the conversation

Social media is a constant conversation and because of this, business is now a constant conversation. It's a comment string on Brazen Careerist, it's someone's Facebook wall, and it's a Linked In recommendation. Someone, somewhere is out there talking about your company, and they can say whatever they want. All you can do is control the conversation.

Controlling the conversation does not mean telling people how to talk about your company or spamming a couple bloggers with job postings or company descriptions. It means creating a presence where you can initiate and continue a conversation.

“When corporations want to initiate a conversation, they have to find the right people, and they better empower those people to tell the truth...”

What social media requires is authenticity, because even a newbie social media user can sniff out a phony quickly. But authentic conversation isn't what most companies do naturally. So when corporations want to initiate a conversation, they have to find the right people, and they better empower those people to tell the truth, which isn't always great news to deliver.

Starbucks is a great example. When things started going south, they publicly admitted to being at fault. They started a social networking site to ask for help from the customers. And we all remember when they shut down the stores across the country for an afternoon to address some fundamental problems. Smart decisions like that come when you take the time to start a conversation and then remember to listen, too.

It's not easy. It takes a ton of time and it may even consist of a couple full time hires, but establishing a social media presence is worth it. Sooner or later every company will be actively using social media, but the trendsetters are the ones who will get the most out of it. Don't be left behind.

What Generation Are You Part of? Take the Brazen Careerist Test.

Do you have your own web page? *(1 point)*

=====

Have you made a web page for someone else? *(2 points)*

=====

Do you IM your friends? *(1 point)*

=====

Do you text your friends? *(2 points)*

=====

Do you watch videos on YouTube? *(1 point)*

=====

Do you remix video files from the Internet? *(2 points)*

Have you paid for and downloaded music from the Internet? *(1 point)*

=====

Do you know where to download free (illegal) music from the Internet? *(2 points)*

=====

Do you blog for professional reasons? *(1 point)*

=====

Do you blog as a way to keep an online diary? *(2 points)*

=====

Have you visited MySpace at least five times? *(1 point)*

=====

Do you communicate with friends on Facebook? *(2 points)*

Do you use email to communicate with your parents? *(1 point)*

=====

Did you text to communicate with your parents? *(2 points)*

=====

Do you take photos with your phone? *(1 point)*

=====

Do you share your photos from your phone with your friends? *(2 points)*

=====

0-1 point Traditionalist

2-6 points Baby Boomer

6- 12 points Generation X

12 + points Generation Y

About Brazen Careerist

Brazen Careerist helps organizations understand and engage Gen Y young professionals – both online and offline. Our website, www.brazencareerist.com, connects employers with top Gen Y candidates through a social media based conversation. Offline, the Brazen Careerist team consults with and speaks to organizations of all sizes to increase your understanding of this key demographic to help you engage young professionals

Over the past seven years, Brazen Careerist has built a respected online brand by staying at the forefront of online trends and embracing social media while simultaneously building offline legitimacy through established media outlets. In the past few months Brazen Careerist has evolved into an active community of more than 250 Gen Y bloggers, each bringing their own community of users.

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