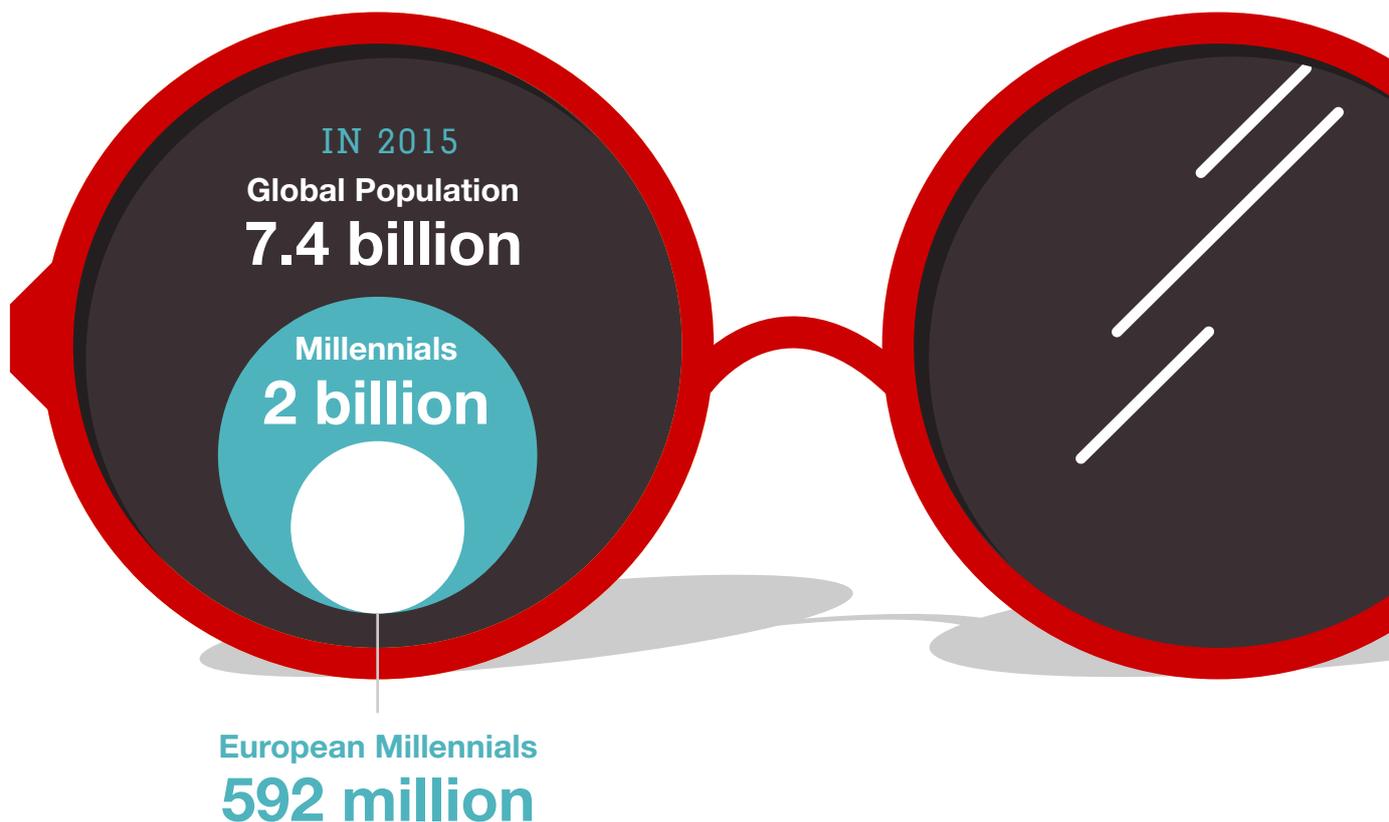# Collaboration Generation

## The Rise of Millennials in the Workplace
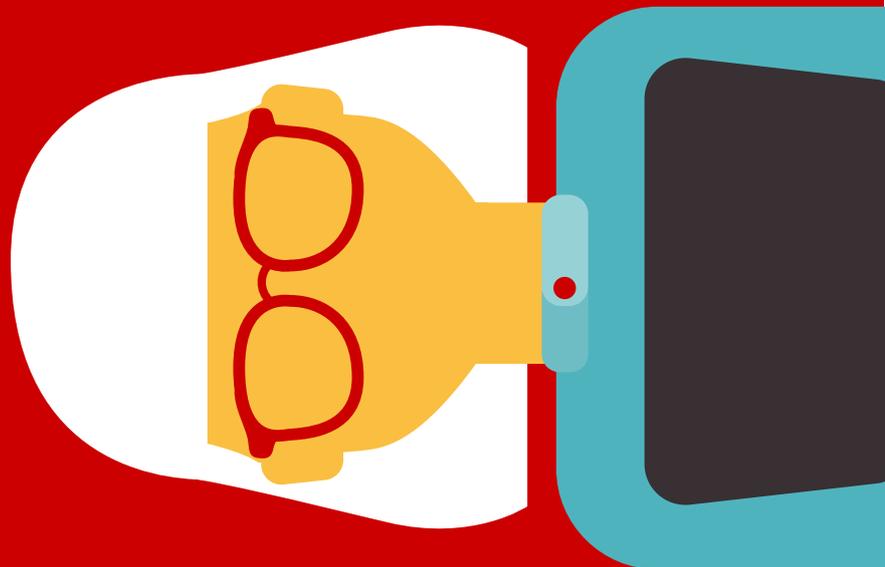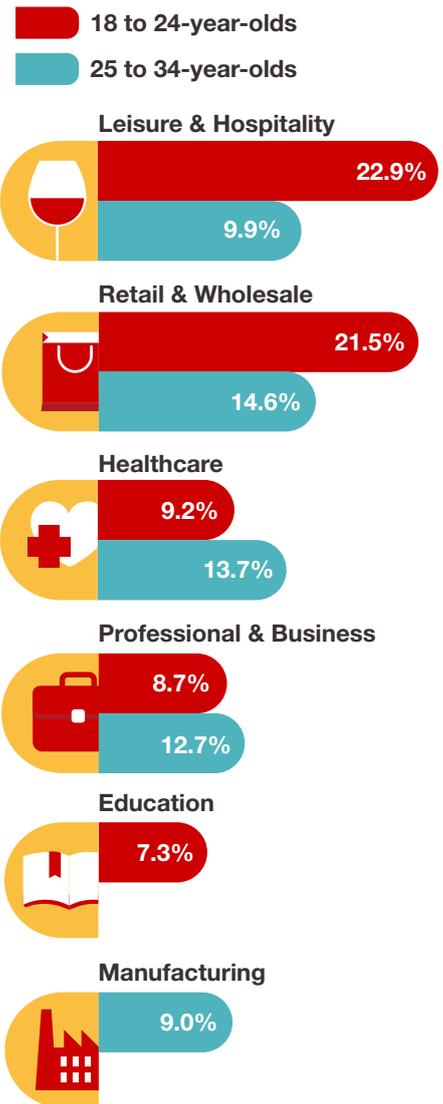
## /mɪˈlenɪəl/

**1** The generation born between the early 1980s and the mid-1990s.

**2** A recent but significant addition to the workforce.

**3** A mystery to their professional predecessors, Generation X (b. early 1960s to early 1980s) and the Babyboomers (b. mid-1940s to mid-1960s).

The millennial employee has professional expectations distinct from those of their Generation X and Babyboomer colleagues, and it's changing the face of the modern workplace. This generation is entering the workforce in droves and it's affecting every aspect of working life, from managerial style to the use of technology to the physical workplace itself.

IN 2015
**Global Population**
**7.4 billion**

**Millennials**
**2 billion**

**European Millennials**
**592 million**
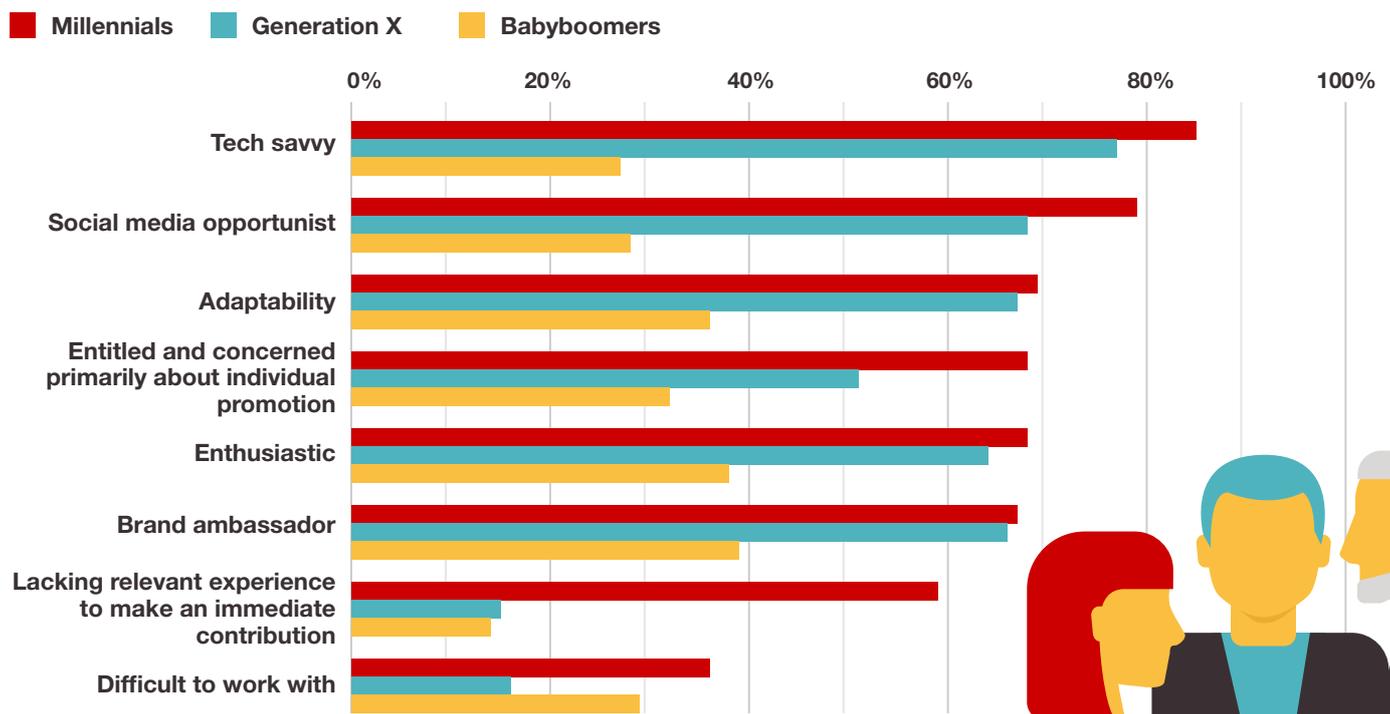
**STAPLES**
Make More Happen

# Executive Summary

## In this report, we take a close look at a new generation of employees, breaking down their career expectations and the effect on the modern workplace.

While the media likes to cast this generation as lazy and entitled, the data shows a more complex story. Millennials have high expectations of their lives, but it'd be false to say they feel entitled to success. They have a lot to give and are willing to put in the necessary work to achieve their dreams. This is a generation that treasures learning and has a strong drive to expand their knowledge and skills suite. Relative to older generations, it can feel like they expect a lot back from their employer in terms of feedback, training, advancement possibilities, and working-style accommodation.

Their older colleagues may interpret millennial behaviour as self-promoting. And with the growing emphasis on digital literacy, many of these older employees now find themselves reporting to a manager half their age. This situation can be uncomfortable for both parties and, if not handled with care, can be detrimental to company culture. It is imperative that managers find a way to integrate the working styles and values of a multigenerational workforce while still preparing their organization for the workforce of the future.

## Top sectors for millennials (2014)

- 18 to 24-year-olds
- 25 to 34-year-olds

**Leisure & Hospitality**
22.9%
9.9%

**Retail & Wholesale**
21.5%
14.6%

**Healthcare**
9.2%
13.7%

**Professional & Business**
8.7%
12.7%

**Education**
7.3%

**Manufacturing**
9.0%

## Percentage of professionals that strongly/ somewhat agree each generation displays the following characteristic (U.S., 2013)

- Millennials
- Generation X
- Babyboomers

| | 0% | 20% | 40% | 60% | 80% | 100% |
|---|---|---|---|---|---|---|

Tech savvy

Social media opportunist

Adaptability

Entitled and concerned primarily about individual promotion

Enthusiastic

Brand ambassador

Lacking relevant experience to make an immediate contribution

Difficult to work with

**STAPLES**
Make More Happen

# Millennial Ambition

**A key step** to integrating millennial employees into your organization will be breaking down harmful stereotypes. Help your employees embrace the unique value these young people have to offer.  A workplace survey shows that, between Millennials, Generation X, and Babyboomers, Millennials are considered the most entitled and self-promoting. Fostering a culture of understanding and communication between these generations will help against stereotyping.

   It helps to keep the millennial backstory in mind: many Millennials grew up in a time of economic prosperity and were raised with high expectations for their futures. But many entered the workforce during a recession, when good jobs were harder to come by. While for many it was an initial blow to their

## Reasons for taking on multiple roles among millennials
(U.K., 2016)

**47%**
To learn new skills

**27%**
For variety & experience
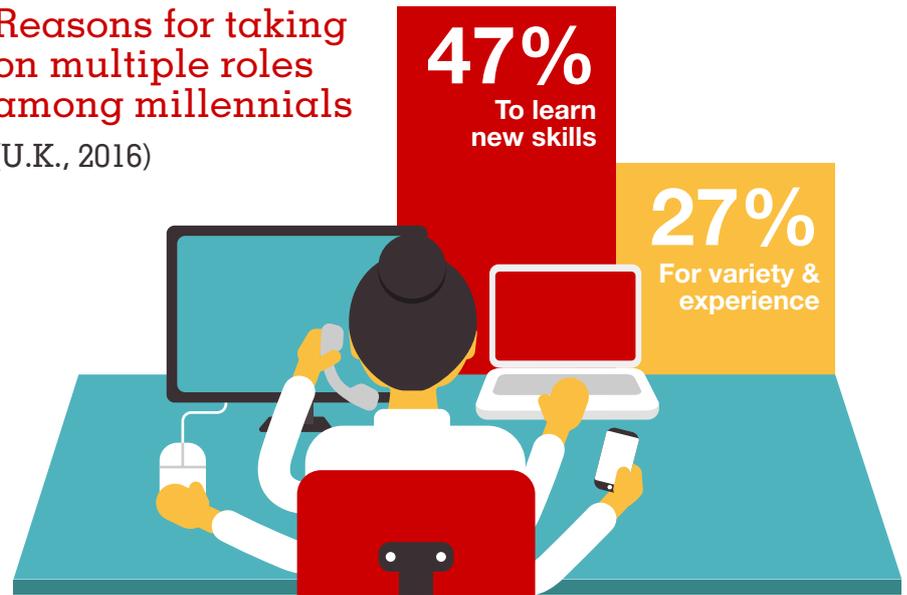
confidence, this tough economic climate taught the value of hard work and a varied skill set. Today over 50% of European millennials believe a decent job is a privilege, not a right, and two-thirds of millennials list the opportunity to

learn new skill sets as a top factor when considering a new job.

   Today the job market has improved and your ambitious millennial employees may get a wandering eye. With other employment opportunities just a few clicks away, millennials can be inclined to leave their current organization should they perceive a better opportunity elsewhere. 54% of European millennials employees say they are looking for new professional opportunities, more than either Generation X or Babyboomers. This issue needs to be tackled head on by organizations committed to building up a talented workforce. Rather than let these young employees slip away, you'll want to harness your organization to their ambition and let them pull you into the future.

## What aspects of work motivate millennials?
(U.K., France, Germany, Netherlands, 2016)

**60%**
Salary

**29%**
Work-life balance

**29%**
Recognition of performance

**45%**
of millennials worldwide believe a decent paying job is a privilege, not a right
(2013)

**STAPLES**
Make More Happen

# What Millennials Want

**Knowing a bit** about how Millennials look for jobs can help you catch their attention. Studies show that Millennials spend less time than their older counterparts researching an organization before applying to a job. They're also more likely to find out about an organization on a mobile device or via social media. Short recruiting ads on mobile social media sites are a great way to target this generation. While all generations go on about the same number of interviews, millennials receive more job offers.

So how do you reel them in? It's not just about money: 48% cited better benefits as the factor likely to convince them to take a new job. And unlike the majority of older employees, 41% of millennials would change jobs to work for a highly skilled manager.

Overall, millennials are more attracted to opportunities for career and personal development. Many find that working for smaller or younger organizations offers more variety, creative freedom and responsibility than working for a large, established organization might. Regardless of your organization's size, Millennials will value the opportunity to work somewhat autonomously while still receiving regular feedback.
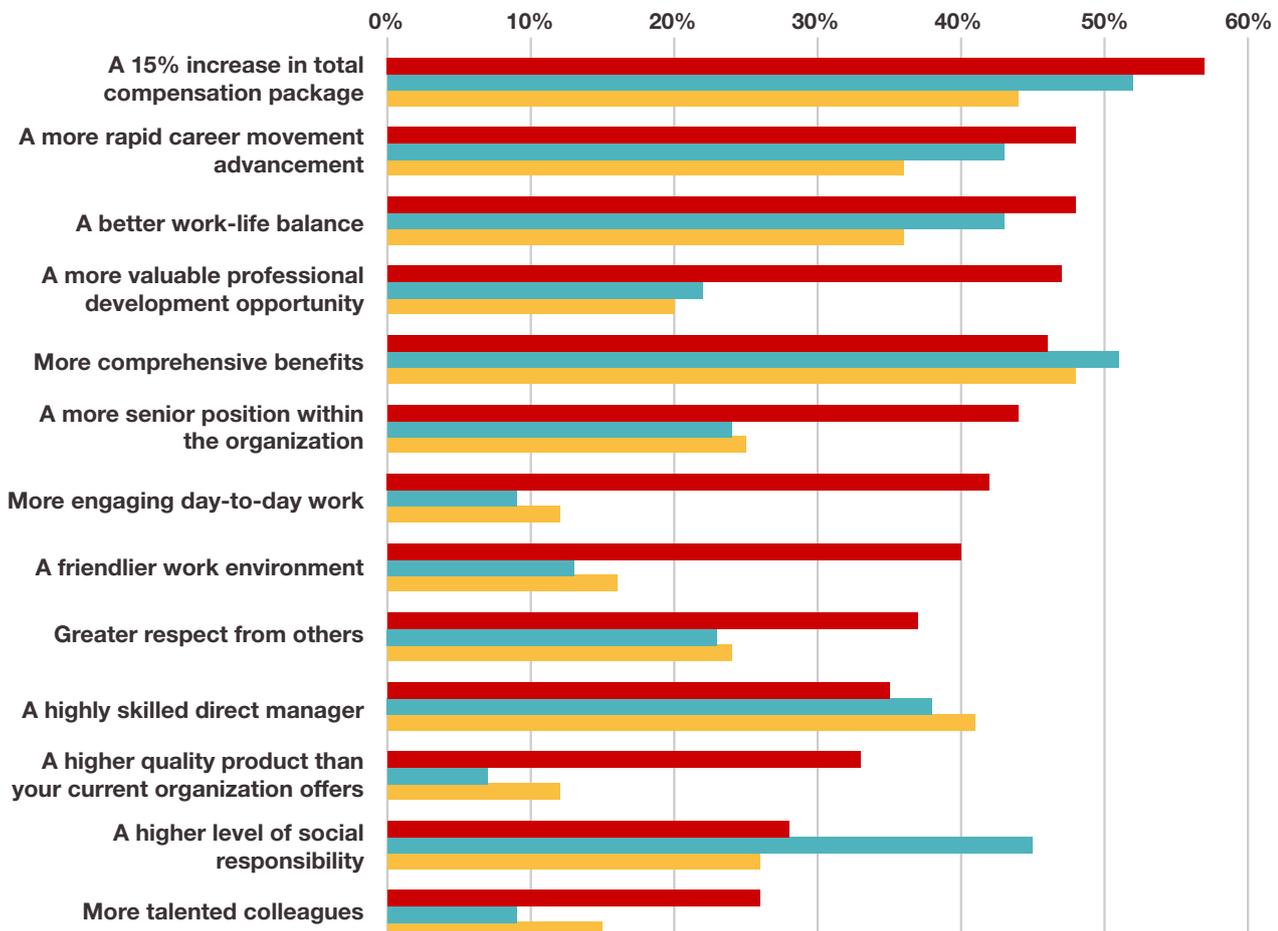
## less than a third
### of millennials expect to work regular office hours
(2011)

## Likelihood of accepting a new job based on different factors (U.S., 2013-2014)

**Percentage of Employees Selecting "Likely"**　　■ Millennials　■ Generation X　■ Babyboomers

# Changes in Company Culture

**The influx of** millennials into the workplace has had unprecedented effects on company culture. Thanks to the growing importance of digital expertise, it's not unheard of that your new millennial employee is tasked with managing Babyboomers and Gen Xers. 75% of managers agree that managing multi-generational teams is challenging. Main challenges cited include managing different work expectations between the generations and a sense of dis-comfort at having younger employees manage older employees.

It's important to identify generational values and find a common middle ground. Millennial employees, brought up with Facebook and Google as the gold standard of employers, can be turned off by a traditional working schedule or a lack of access to upper management. Older employees, on the other hand, may resist efforts that appear to cater to new employees. While a millennial recruit may be enthusiastic about your new open floorplan,

## 75%

of managers agree that managing multi-generational teams is a challenge.

## 69%

of managers said their organization has made some effort towards alleviating the challenges.

(2013)

the Babyboomer who worked weekends for five years to earn a corner office will be less so.

69% of managers say their organization has made some effort towards alleviating the challenges of managing multiple generations.
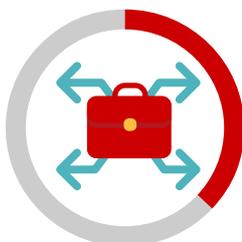
Efforts include team building exercises (36%) and generational differences training (32%). Ultimately you want to bring the generations together in a culture of mutual respect while also pushing the workplace into the future.

## Company participation in alleviating challenges of managing multi-generational workplaces (U.S., 2013)
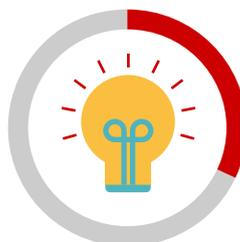
**37%**
Work-style accommodation

**36%**
Team-building exercises

**32%**
Generational differences training

**26%**
Cross-generational networking

**25%**
Tailored communications

**STAPLES**
Make More Happen

# Collaboration

**A collaborative** working environment will go far in bringing employees together. Millennials are drawn to collaborative workspaces because they easily satisfy their desire for learning and direction. Working in a group atmosphere facilitates the sharing of ideas and makes it easier to receive regular feedback.

Babyboomers and Gen Xers should recognize that ultimately these young employees are after validation, feedback and direction from their more experienced colleagues. Developing a workspace conducive to this type of communication will go far in attracting and retaining a millennial workforce. 7 in 10 millennial employees say the workspace quality is an important factor in choosing an employer.

And they're not alone: company culture and workplace environment are top factors influencing workplace satisfaction for all generations. Collaborative workspaces can be great news for older employees as well. Positioning your more experienced employees as sources of knowledge for the younger employees. A system of mentorship can create a culture of mutual validation between the younger and older employees. This will also acquaint the older generation of workers with modern working styles, new technologies, and fresh insights into their field.

**78%** of millennials see workplace quality as important when choosing a new employer.

**69%** will trade other benefits for a better workplace.

(2011)
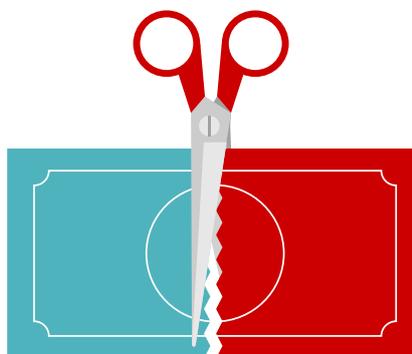
Open-plan office space costs up to **50% less** per employee than traditional office layouts

Communicate such benefits to your employees when your organization goes through structural changes. Transitioning to an open office plan? Let older employees know that their presence is needed to offer direction and feedback to the younger staff. Let millennial employees feel they are being held to the same high expectations and that they can reach out to their more experienced colleagues. Keeping this balance will help your organization transition smoothly into a workplace soon to be dominated by millennials.
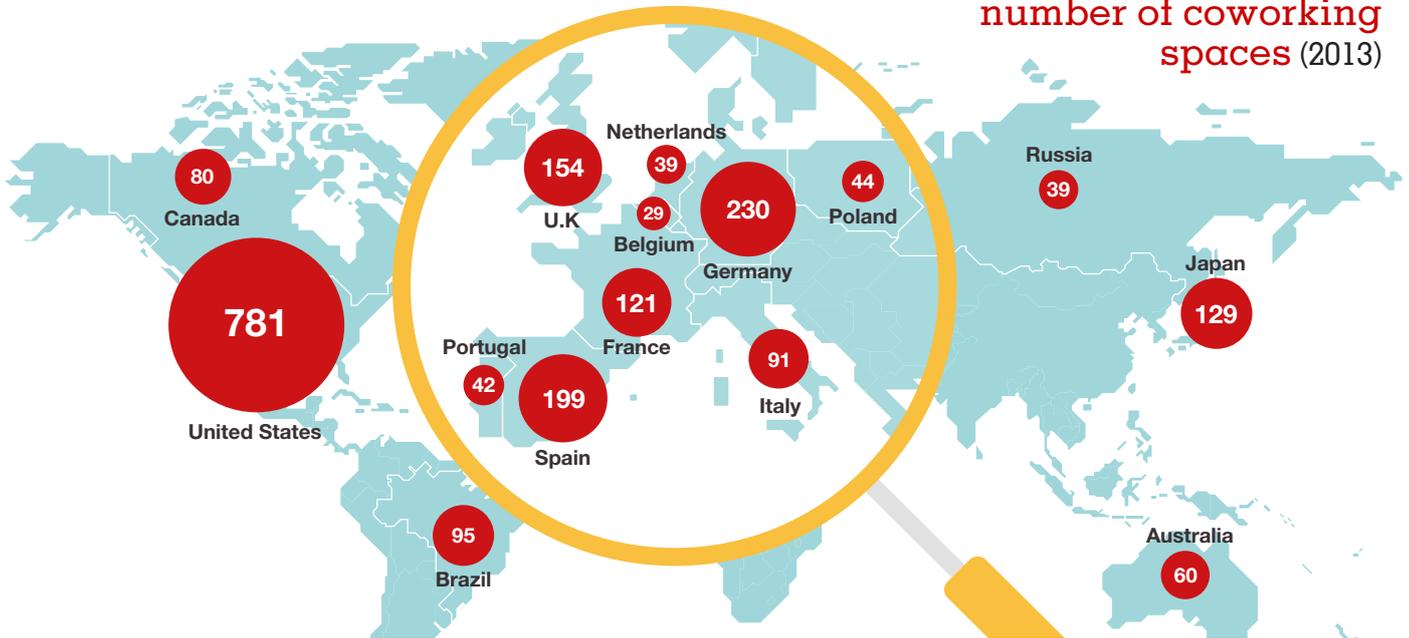
**Who are Xennials ?**

Gen X | Millennials

Xennials, born between 1977 and 1983, are the microgeneration sandwiched between Gen X and Millennials. Having grown out of an analogue childhood into a digital adulthood, they are adaptable employees. Xennials are comfortable with social media, but can do face-to-face relationships with the best of the Gen Xers and Babyboomers. This generation can act as interpreters between the younger and older generations.
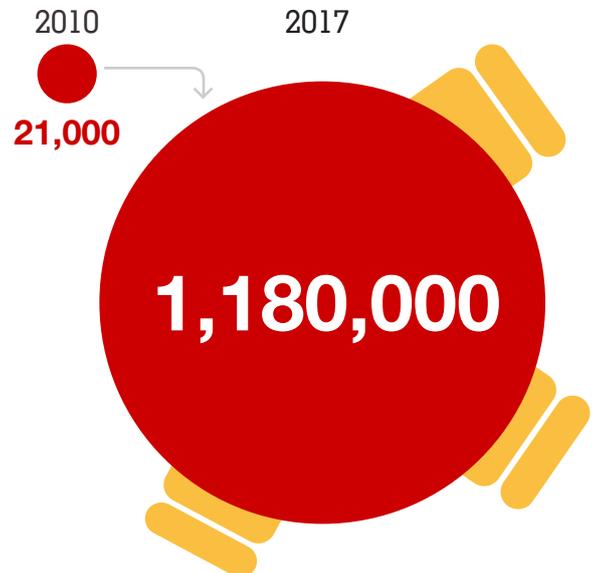
**STAPLES**
Make More Happen

# Collaborative Workspace in Numbers

## Countries with the highest number of coworking spaces (2013)

Canada **80**

United States **781**

Netherlands **39**

U.K **154**

Belgium **29**

Germany **230**

Poland **44**

Russia **39**

Japan **129**

Portugal **42**

France **121**

Spain **199**

Italy **91**

Brazil **95**

Australia **60**

## Physical office space per employee (and change from 2014)

| | | |
|---|---|---|
| Helsinki **29.2 m²** (-12.3%) | Stockholm **19.8 m²** (-7.5%) | Paris **19.0 m²** (-1.6%) |
| Frankfurt **27.1 m²** (+1.5%) | Average **19.6 m²** (-2.9%) | London **16.6 m²** (-8.8%) |
| Munich **25.6 m²** (-1.5%) | Copenhagen **25.1 m²** (-5.6%) | Berlin **19.6 m²** (-6.2%) / Luxembourg **12.8 m²** (-1.5%) / Madrid **9.3 m²** (+22.4%) |

## Number of people working in coworking spaces worldwide

2010 **21,000**

2017 **1,180,000**

## Survey question: How much has your work style altered since you entered a coworking space?

**87.8%** Better interaction with others

**86.0%** More motivated and productive

**60.4%** Relax more at home

**59.3%** Working space is more organized

**56.9%** Work more frequently in teams

**42.3%** Increased income

**42.1%** Work is less complicated

**STAPLES** Make More Happen
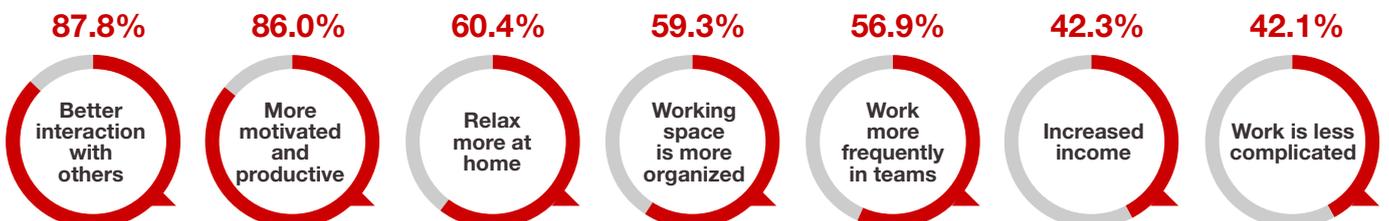
# Advice

Integrating the millennial employees doesn't have to involve rewriting the book on workplace management. Sensitivity to generational values will go a long way in adapting your organization for this new breed of employees. Read on for a few tips on how to have a smooth transition:

**1**
Use generational differences training to help employees set aside their misconceptions and see the added value each generation brings to the workplace

**2**
Communicate the reasons for structural changes, like moving to an open office plan or the introduction of social media recruiting, so all employees feel up-to-speed

**3**
Foster a culture of network learning: encourage employees to trade ideas, insights and feedback across departments and generations

**4**
Embrace mentorship, formal or otherwise, between younger and older employees. Let older employers feel their experience is valued and simultaneously satisfy the millennial employee's desire for feedback and direction

## SOURCES

〉 Catella Market Tracker November 2015
〉 CBRE, Millennials: Myths and Realities 2016
〉 CEB, Five Tips for Recruiting Millennials
〉 CEB, Learning & Development Leadership Council
〉 CEB, The Millennial Myth
〉 Coople, OnePoll 2016
〉 Deskmag, 2017 Coworking Forecast
〉 EY, Executive Summary Generations Research 2013
〉 Pew Research Center, A.T. Kearney, Where are the Global Millennials? 2016

〉 pwc Millennials at work, Reshaping the Workplace
〉 Social Science Research Network, Coworking: a transdisciplinary overview 2013
〉 Telefónica Global Millennial Survey: Europe Results
〉 The Wall Street Journal
〉 YouGov, World of Work Employees Survey 2016
〉 U.S. Census Bureau, Young Invincibles 2014