



Research Paper

## Cultivating Millennial Leaders

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**ABSTRACT:** *Today's workplace is undergoing dramatic shifts due to the growth of Millennials within the workforce and the insertion of their ideals, values, and identity in organizations. This article explores the workplace profile of Millennials, their use of technology, their workplace engagement, and the ultimate impact they have on organizational success.*

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### I. INTRODUCTION: EVOLUTION OF MILLENNIALS AS LEADERS

Turning Millennial employees into leaders is a task that requires knowledge and a plan based on an understanding of their traits and characteristics. The Millennial workforce is different than generations from the past, implementing specific recruiting tactics and verbiage with this generation is key to building great leaders of the future. The purpose of this article is to demonstrate the best practices to enhance the number of Millennial leaders, as well as present this information to senior leaders in the organization.

By 2025, millennials will be inundating the global workforce by 75%, meaning other generations will be minuscule by the millennial leaders. (Schawbel, 2013). Considering these factors, management in the workforce will be presented with challenges of creating leadership with concerns in recruiting, training, retaining and motivating a younger generation. With, over the next 5-10 years it has been said that upper management is expecting a higher turnover rating creating great opportunities for the next generation. But, what does that mean for the new corporate organizations in the future? Leadership shows succession of all future generations and this is where we should review and adhere to best practices for the newest generation opportunities we will branch out and go over each section of what a millennial sees each category in such as a mentor, manager, teacher, and a friend.

Millennials are thriving in the workforce today. They are the next generation to be leaders in the workplace and will be the generation that shapes the future of leadership. There are not many millennial role models that potential leaders can follow and emulate. Thus, we must attract leaders for the new generation. This means that it is time for a change in leadership style and approach.

#### Types of Management Styles for Millennials

Frist, Mentorship, what does this mean for a millennial or how are they seen? A mentor can be defined as an excellent communicator, organization advocacy while still being a professional and personal life guide. They describe this type of manager as approachable, empathetic, and employee oriented, serving similar functions as a parent. In this sense, "this managerial archetype uses frequent, face-to-face, individualized communication to develop a trusting leader-member relationship to benefit the employee and the organization". (Omilion- Hodges, 2018) This creates an open dialogue for newer employees with the understating that being the newest addition the company their managers can show emotional intelligence when speaking to them regarding any additional issues they have within the company. The branding and the vision of the company though can stay the same also includes any additions to make sure that the future leaders understanding their placement within the workforce with the understanding that they have someone that can assist them whenever they need.

In most companies, they have a management position with the traditionally understood definition of management style. Someone who is placed in this position by proxy of the organization and has some responsibilities over their employees that are assigned within their team "transactional and efficiency and procedurally driven, where manager and worker are separated by clear role, power, and status distinctions." (Omilion-Hodges, 2018) Now with this management style there is an advocacy to the original vision of the company along with branding without variation allotted within the means of management. There is a heavier effect on consequences at work since a manager is not going to personally relate to you on an emotional

intelligence and show any additional support other than the assigned responsibly. This does bring challenges for the millennial to feel that they are supported within their position and have a vision of what their management style may be inflicted within the future.

Now, the in between of mentor and a manager would be a figure viewed as a teacher. Millennials preferred ideology of a leader is more of a teacher setting, showing a role of a teacher placed within management and allowance of a mentor thereafter. This placement can be viewed as “a close interpersonal relationship where both the manager and employee learn from each other and invest in the success and advancement of the employee and the organization, the manager as teacher is more of an instructor who disperses knowledge, provides motivators, and actively participates in the training of the employees.” (Omilion-Hodges, 2018) this is the most preferred selection of the blend as their shows additional support along with clear distinctive selections of roles that are assigned between the worker and the manger. When thinking of a teacher you are more inclined to feel respect and trust towards that person willingly. However, this doesn't remove the section of repercussions and in this role the consequences are defined clearly in the beginning of the job setting with the understanding that if an employee is excelling beyond their hired, they will propel within the company.

#### **Best Practices to Enhance the Number of Millennial Leaders**

Millennials are now a significant portion of the workforce and should be cultivated into leadership positions so that a business may enjoy their diverse talents. However, to get Millennials to take jobs as leaders, a company must show **that its values and traits match those of the prospective leader** and also that a business can provide them with more than just a **day to day job, but more of an experience** in the workplace.

Millennials are known for having the ability to work well with technology and collaborative work. A defining characteristic of a millennial is the amount of technology that surrounds them and the capability of being able to use it. **Incorporating the latest technology will attract and retain millennials within the workforce.** Millennials prefer being involved in a creative environment that **enhances their capabilities and encourages innovation.** This new generation looks forward to the improvement of technology, not antique methods of manager and subordinate.

Millennials also enjoy a certain amount of **autonomy and flexibility in their workplace.** A business would do well in attracting millennial leaders by allowing an amount of scope that a leader has to get the job done. To provide employees with the skills needed to fulfill their duties, **training and tutoring programs should be provided.** To keep our new leaders engaged, we must prepare them with the skills that will help them expand and apply their knowledge. These skills will enable them to become proficient and invested in their positions. The development of competent millennial leaders will require **new techniques to old procedures, but giving millennial new alternatives,** techniques, knowledge and encouraging their feedback this will significantly increase the number of leaders in our workforce.

#### **Presenting Information**

Presenting information to senior leadership can be a complicated process. The first step is understanding that meetings take time and money, so offering as much information in as little time as possible is essential. Our team should first send out an email to inform all participating members, so they will understand what to expect from the presentation. This will allow them to make proper arrangements to their busy schedules. Our performance will include visual points with a slide show so that the audience can stay focused on the essential topics. Senior management personnel are busy people who like to get to the point and may sometimes interrupt the presenter (Duarte, 2012). Knowing your audience is vital, and it is vital to thank them for their time and give them a summary of all main points at the beginning of the presentation which will prevent the speaker from being interrupted. In our case, providing specific examples of how millennial leadership positively impacts other organizations is a great way to seek their attention. Most senior executives are competitive, and if they see how well other companies prosper from innovative thinking and millennial leadership, their minds will be open to your team's suggestions. Lastly, we should end our presentation with a recap summary to ensure that our communication was clear, our message was received, and thank them again for their time.

## **II. CONCLUSION**

Technology is the wave of the future since millennials are known to be tech savvy, it is only fitting that we create a plan that will target this area. This plan should be designed to promote millennials as leaders using technology in every area possible. We have to propose to them ways to enhance technology in a way to keep their attention and create innovation. By adding flexibility to different positions and applying technology to old procedures, this will help us not only retain our millennial employees but also promote them as leaders. In addition to training and tutoring programs that will give them the knowledge needed to become the next leaders in the company. These efforts will keep the company abreast with the latest trends as well. Therefore, It is believe that these strategies will prepare millennial employees for leadership roles and make them want to strive for success.

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### **About the Author**

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