

The Shifting Paradigm of Entry-Level Talent: The IOO (Impact on the Organization) of Gen Y

Emerging Advantage

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NICHE EXPERTISE

20 years working with 18-28 year olds

- How they think, self-motivate and develop
- Gen Y nuances
- Emerging adulthood and young adult development
- Application of niche expertise to today's workplace

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THE CHALLENGE

Gen Y behavior frustrating many professionals has been misdiagnosed as a generational issue; the majority of individuals in their twenties are in the midst of a new life stage of development called **emerging adulthood** impacting their ability to navigate daily work activities. **Far reaching consequences** compromise the future health of all organizations if Gen Y (75 million) is not ready to replace the Boomer Generation (80 million) in the next decade.

The footer consists of a horizontal bar divided into three sections: a lime green section on the left, a dark blue section in the middle, and a dark blue section on the right. The logo is positioned in the dark blue section on the right. It features the word "emerging" in a light green, sans-serif font, with a light green arrow pointing to the right. Below "emerging" is the word "advantage" in a bold, black, sans-serif font.

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THE SOLUTION

Gain a Competitive Advantage

Understand the changing dynamics of entry-level employees, and implement strategies to impact **retention**, **performance** and **promotability**.

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What's different?

Tell us about your perspective?

- What kinds of conversations are you having about Gen Y?
- What are some of your concerns with today's entry-level talent?
- How do you engage with your youngest employees?
- What are you most interested in discussing today?

Demographic Gap

(Impending labor shortage)

+

Millennial Filter

(12 deal breakers)

+

Emerging Adulthood

(A new life stage)



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DEMOGRAPHIC GAP

Impending labor shortage

Baby Boomer exodus
(80 million)

Gen X depth
(45 million)

Millennial capacity
(75 million)

Impact on the Organization

Workforce shortage

Knowledge lost

Leadership vacuum

Supervision challenge

Global marketplace

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MILLENNIAL FILTER

12 deal breakers

- Meaningful and challenging work
- Positive rapport with manager
- Professional skill development
- Clear career path
- Structure (scaffolding)
- Immediate access
- Recognition of individual contribution
- Team orientation
- Positive work culture
- Flexible work environment
- Competitive compensation
- Innovative technology

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EMERGING ADULTHOOD

A new life stage

- Distinct new life stage: identity and cognitive development
- Extended period of exploration and instability in the late teens and twenties
- Changes are not generational (X,Y,Z..)

(Arnett, 2004)

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EMERGING ADULTS

What's changed? The age of exploration?

- Extension of higher education
- Gender role shift
- Rise in the age of marriage and parenting
- Change in how young people view:
"becoming an adult" – "yes, but not yet"
- Adult responsibilities are delayed

(Arnett, 2004)

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	THEN	NOW	THE SOLUTION
<p>THE CAUSE OF EMERGING ADULTHOOD</p>	<p>Play was active and unstructured with winners and losers</p>	<p>⇒ Grew up with structured play where everybody won</p>	<p>DEVELOP FOUNDATIONAL COMPETENCIES IN YOUR ENTRY-LEVEL EMPLOYEES ACCELERATING THEIR CAPACITY TO WORK SUCCESSFULLY</p>
	<p>Formal/respectful interaction toward adults</p>	<p>⇒ Casual/equality interaction toward adults</p>	
	<p>Parenting style promoted development through independent experiences allowing for failure</p>	<p>⇒ Parenting style delaying development by providing answers and not allowing failure</p>	
	<p>Social interaction face to face</p>	<p>⇒ Social interaction on-line and virtual</p>	
	<p>Turned to parents for emergencies</p>	<p>⇒ Interact with parents daily through technology to make decisions</p>	
	<p>Expected to commit to adult decisions at age 18; hard work equaled opportunity</p>	<p>⇒ Afforded opportunity to explore options, delaying adult decisions until late twenties/thirties</p>	



IDENTITY DEVELOPMENT

“Who am I?”

- Self-awareness is limited and not tested
- Developing sense of self-efficacy
- Autonomy is derived externally not from inside
- Self-management skills

PHYSIOLOGICAL CHANGES

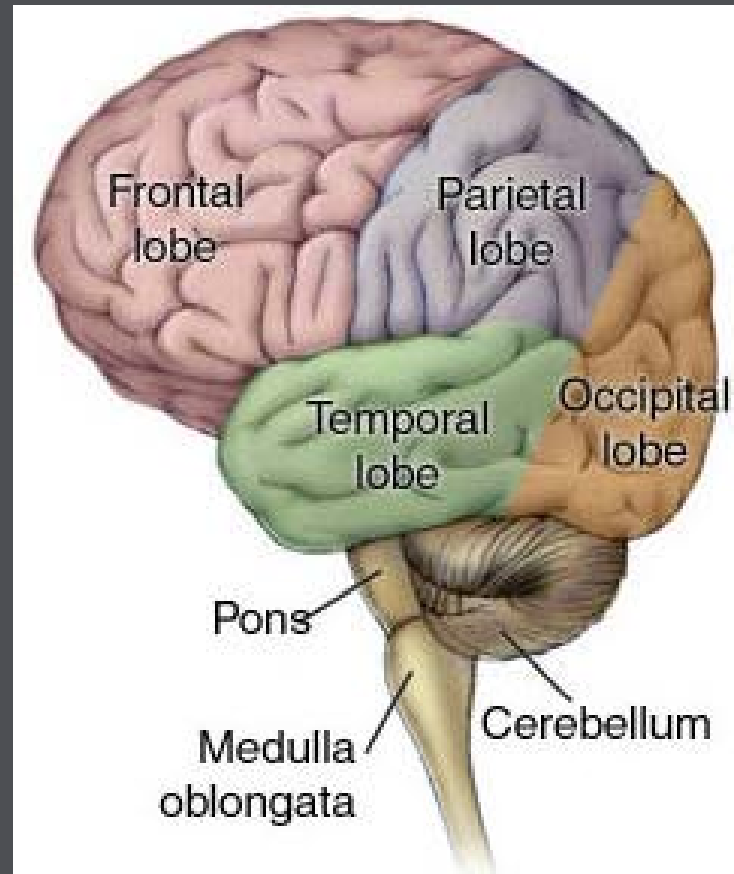
The brain is different

- The human brain is still developing
- Connection among regions
- Myelination: nerve fibers insulation = → greater
- Synaptic pruning: nerve pruning = → efficiency
- Experience required to promote physical development

(MIT Young Adult Development Project)

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PHYSIOLOGICAL CHANGES



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COGNITIVE DEVELOPMENT

“How do I think?”

- Thinking patterns refining
- Moving to new levels of abstract analysis
- Gaining sophistication in complex problem solving
- Expanding Right/Wrong framework: Dualistic into Multiplistic

(MIT Young Adult Development Project)

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	THEN	NOW	THE SOLUTION
<p>THE EFFECT OF EMERGING ADULTHOOD IN TODAY'S WORKPLACE</p>	Self-directed and independent problem solvers	⇒ Dependent on others for direction including problem solving and planning	<p>EQUIP YOUR MANAGERS WITH THE ABILITY TO "DEVELOP OTHERS" EFFECTIVELY ACCELERATING EMERGING ADULT DEVELOPMENT</p>
	Identity and self-worth defined by work driving internal motivation	⇒ Work is one piece of identity and self-worth; use workplace as a means to explore focus	
	Loyal to organization; will stay through difficulties due to long term commitment and mindset	⇒ Loyal to self not organization; will quit when desires are not met due to short term mindset	
	80 million boomer competitors only best succeed	⇒ Everyone can succeed	
	Performance-minded employee (what can I do for you)	⇒ Consumer-minded employee (what can you do for me)	
	Believed experiences prepared them for future leadership roles	⇒ Believe credentials have entitled them to acquire leadership roles	



Retention

(What do your demographics tell you?)

\$

Performance

(Are they engaged and productive?)

\$

Promotability

(Who will fill the leadership vacuum?)



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ORGANIZATIONAL CHANGE

New paradigm changes everything

- What practices are targeted to **retain** emerging adults?
- How does the organization and manager **connect and engage** each young employee?
- Does the organization have a plan to **develop** entry-level employees for **promotability**?

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WHERE WE COME IN

Emerging Advantage helps organizations gain a competitive advantage by providing services to engage and accelerate the development of entry-level employees impacting retention, performance and promotability.

Follow us on Facebook, Twitter, and LinkedIn!

The logo for Emerging Advantage features the words "emerging" and "advantage" stacked vertically. "emerging" is in a light green, lowercase sans-serif font, and "advantage" is in a bold, black, lowercase sans-serif font. A light green curved arrow starts from the right side of "emerging" and points towards the right side of "advantage". The logo is positioned on a dark blue background bar, with a lime green bar to its left.

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“Close the gap between
the employees you have
and the ones you want.”

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