



# DIVERSITY TOOLKIT

## **Mentoring and Millennials: Creating Meaningful Pathways**



Want to Keep Your  
Millennials Engaged?

**MENTOR THEM**

By Julia Silard Kantor

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#MentoringMillennialsNUDC

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**DID YOU KNOW: 71%  
OF AMERICAN JOBS  
REQUIRE STEM SKILLS?**



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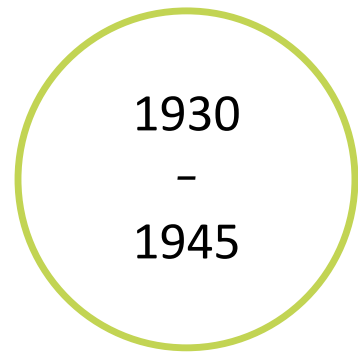
# Pathway to the American Dream?

- In the past 10 years, growth in STEM jobs has been three times greater than non-STEM jobs.
  - STEM workers earn 26% more than non-STEM workers according to US Department of Commerce in 2010
  - If you have a HS Diploma or less:
    - STEM jobs pay 59% more than non-STEM
    - Some College or Associate degree 40% more
    - Bachelors degree 26.7% more
    - Graduate degree 12% more

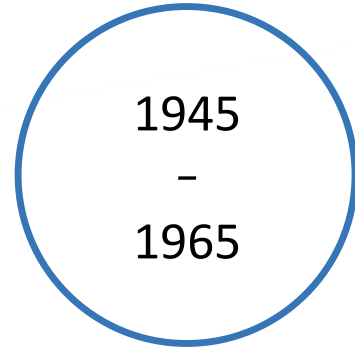
# Our Millennial Workforce



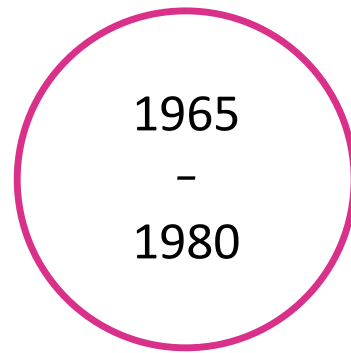
# 5 Generations in the Workforce



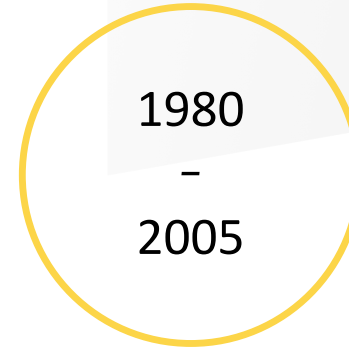
**Traditionalists**



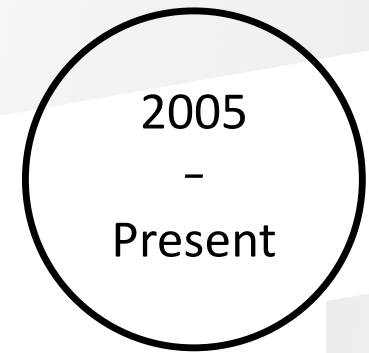
**Baby Boomers**



**Generation X**



**Millennials**



**Generation Z**

<http://www.pewsocialtrends.org/2014/03/07/millennials-in-adulthood/sdt-next-america-03-07-2014-0-06/>

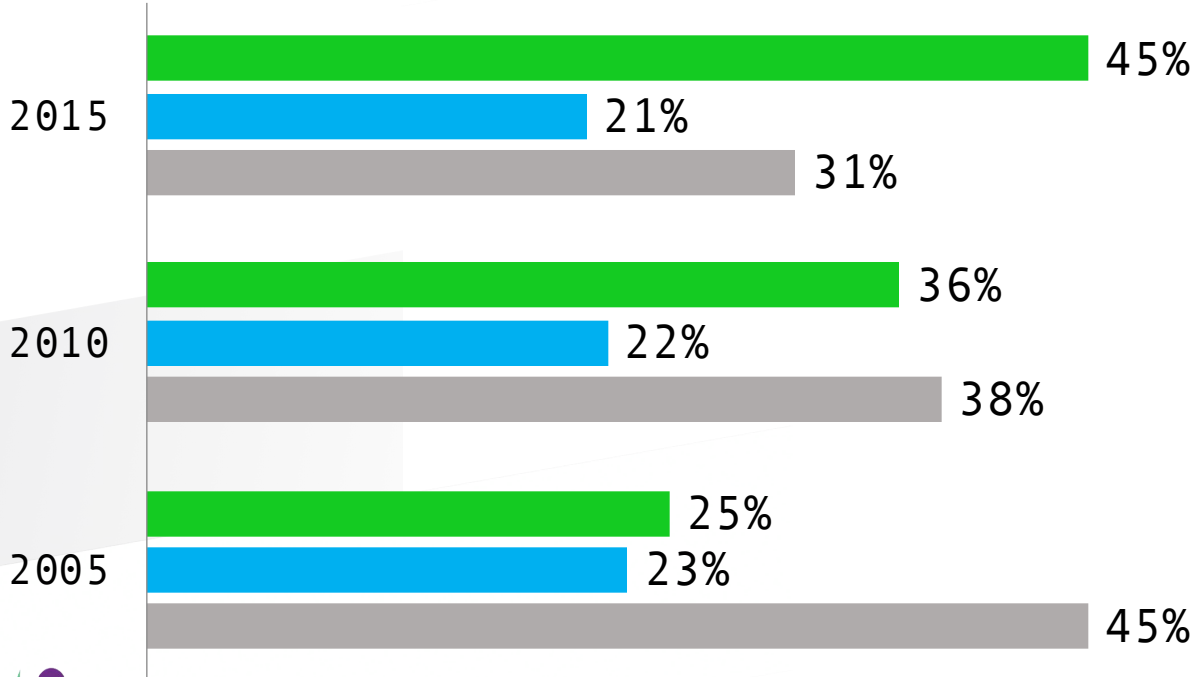
<http://www.cnn.com/interactive/2011/05/living/infographic.boomer/>

<https://hbr.org/2007/07/the-next-20-years-how-customer-and-workforce-attitudes-will-evolve>

# The Scales are Tipping

## Generations in the Workforce

■ Millennials ■ Generation X ■ Baby Boomers



Source: Bureau of Labor Statistics



# Some Intel on Millennials

- 50% of Millennials consider themselves politically unaffiliated
- 29% consider themselves religiously unaffiliated
- As of 2012, only 19 percent of Millennials said that, generally, others can be trusted
- There are about 76 million Millennials in the United States (based on research using the years 1978–2000)
- 20% have at least one immigrant parent
- They have the highest average number of Facebook friends, 55% have posted a selfie or more to social media sites versus 20 percent of Generation X
- They send a median of 50 texts a day
- From Forbes – Millennials switch focus between media platforms on average 27 times an hour!





# Audience Poll

**What are your current perceptions of millennials?**

- A. They are glued to their mobile devices.
- B. They are lazy.
- C. They “job hop”.
- D. Amazing! I can't keep up with them.
- E. Other (Type in chat box).



# Who Are Millennials?

- Negative perceptions:
  - Time Magazine – “The ME ME ME Generation”
  - Selfish, lazy, pampered, fickle, uninvolved, unmotivated, narcissist, parent-dependent, entitled
- Millennials believe they are:
  - Open-minded, liberal, self-expressive, autonomous, entrepreneurial, upbeat, and overtly passionate about equality

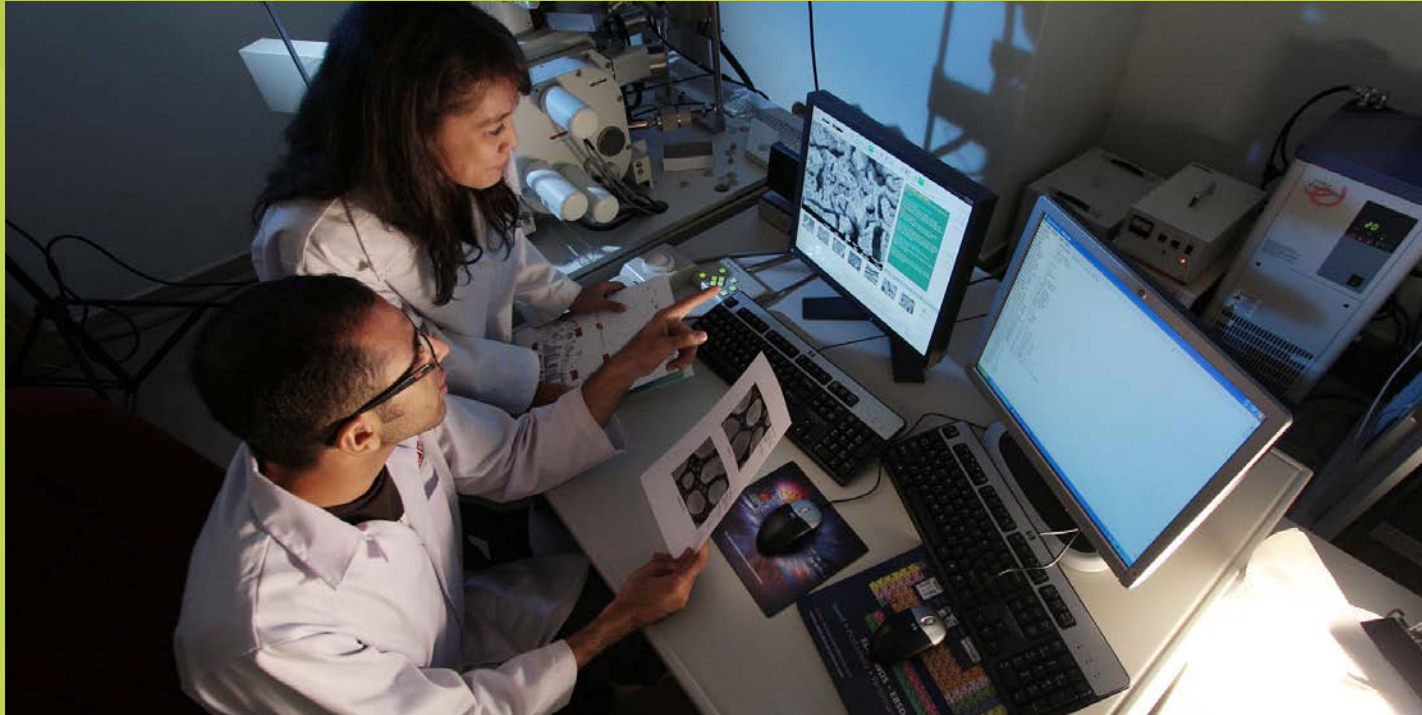
# Millennials In The Workplace

- According to Gallup Job satisfaction is more important than compensation (Paycheck versus Purpose)
- Millennials want to grow and develop and look for companies that will focus on their growth
- Want a “second family” at work – meaningful connections
- Focused on social justice

Source: <http://www.businessinsider.com/millennials-want-to-be-connected-to-their-coworkers-2013-6>







**WHAT IS THE FIRST  
QUESTION YOU ASK  
AFTER BEING  
ASSIGNED A TASK?**

**EXAMPLE: RESEARCH  
CURRENT TREND X**



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# Task-Oriented

- Millennials want to know the endgame and then want autonomy on how to get there.
- Intense focus on the task at hand and the goal.



*Source: How Millennials are Changing the Telecommunications Workforce*



# Time is Currency

But they will get the work done.

Millennials want telecommuting option, PTO, flex time.

4

1

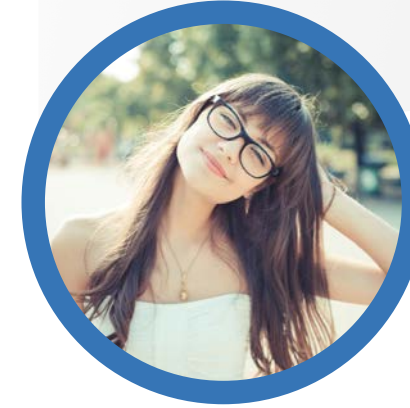
Time is currency – don't waste it.

2

Millennials want to decide how to allocate time.

3

# The Purpose Generation



1. Satisfied Millennials are often employee advocates for the organizations they work for, providing honest, free – and convincing – public relations
2. Millennials are experts at the ever-changing world of social media and are ready and willing to share tricks of the trade with older generations—reverse mentoring.



# How Often do You Update the Technologies at your company?



# Technology Integration

- Millennials, especially young millennials, grew up with technology at their fingertips. They expect the newest and greatest version to do their job well.
- Reverse-mentoring. The bonus is that millennials are quite accustomed to changing technologies. They learn quickly and can train the gen x and boomers in no time.

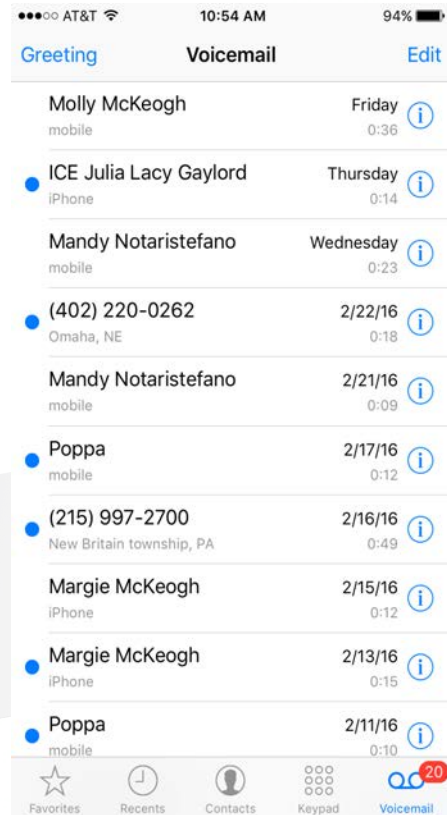
Source: Delta Inellicom



Millennials will not settle for last year's model.

Check your phone—how many unheard voicemails?

# Millennials Ignore Voicemails



# Coca-Cola Company Eliminates Land Lines

- “People can work remotely better and more flexibly than in the past,” he said. “Just like you have cord-cuttings at home, I would call this a little bit of a cord-cutting in the corporate environment as well.”
- Craig Wigginton, who runs Deloitte & Touche’s global telecommunications consulting practice

# Audience Poll

What is your perception of the ideal length of time you like to stay at a job?

- A. 2-3 years. Anything longer is too long!
- B. 10 years or more. I would really like to find a place where I can stay.
- C. As long as I continue to grow and feel challenged.
- D. Other: type in chat box

**Insight:** Does your answer relate to your generation?



# Employee Tenure

**Millennials**  
Median Tenure 2014

Age 20-24  
1.3 yrs

Age 25-34  
3 yrs

2004  
13.3 yrs

VS

2014  
9.2 yrs

Effect on  
**Utility Industry**  
Median Tenure





**MILLENNIATED\*?**  
**60% OF MILLENNIALS  
LEAVE IN LESS THAN 3  
YEARS. REPLACEMENT  
COST: \$15K-\$25K**

\*Source: Millennial Branding and Beyond.com Millennial  
Coined by Julie Beck at Fortyweeks.com



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# Utilities and Communications Industry

- In the utilities and communications industries, the changing workforce is becoming a reality many companies must face. Two things to come mind:
  1. Safety is very important! Glancing at most annual reports, we see a commitment to safety, whether that be cyber, equipment (ever replaced a live wire?). These things still require a trained workforce.
  2. Technology advancement: terms like “smart grid” and the “internet of things’ are changing the way we view the utilities. As a result, we must have a qualified workforce ready to tackle these challenges.



# Audience Poll

When thinking about the changing nature of the workforce, what things keep you up at night?

- A. Not having the available workforce.
- B. Making sure my brand communicates that my company is an 'employer of choice' to encourage millennials to apply.
- C. I don't have the skills and/or vocabulary to communicate with this new generation of employees.



# Millennials Want To Be Mentored

72%

Would like to be their own boss

79%

Would want their boss to serve more as a coach or a mentor

75%

WANT to be mentored, and deem it CRUCIAL for success





**THE BENEFIT OF ACCELERATING THE DEVELOPMENT IS THAT WE ARE GOING TO NEED SOME OF THOSE MILLENNIALS TO HELP FILL LEADERSHIP ROLES BECAUSE THERE SIMPLY ARE NOT ENOUGH GEN XERS.**

**- Bob Eichenberg, Head of HR  
PricewaterhouseCoopers Atlanta**



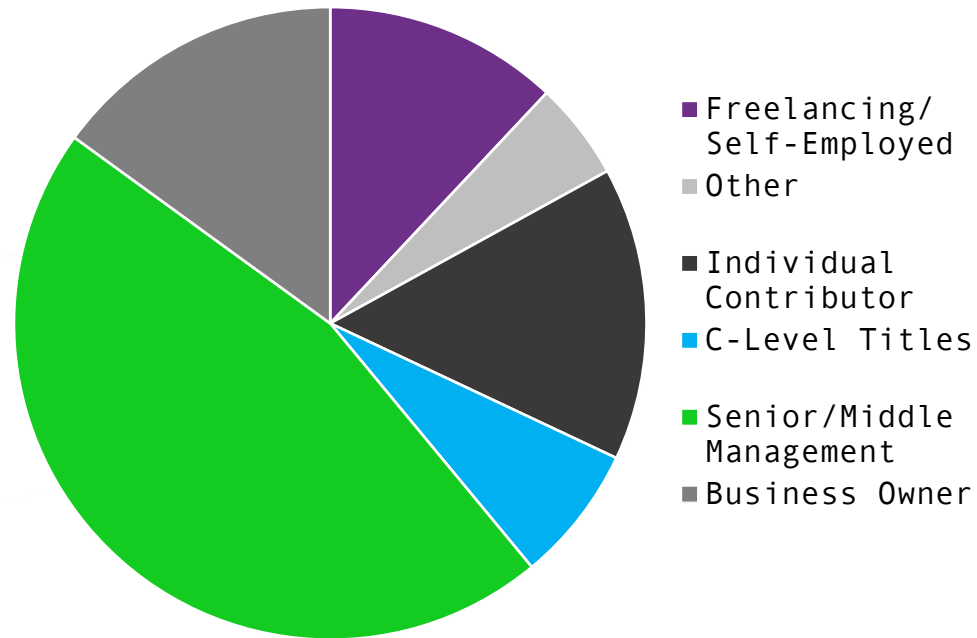
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# Millennials Aspire to LEAD

68% of millennials see themselves in management roles within 10 years.

*Source: Red Brick Research's 2015 Millennial Majority Workforce*

Employment Type Blend



# The Mentoring Solution



# 4 Top Benefits For A Mentor

## Job Satisfaction

Sharing Your Experience and Expertise.  
Exposure to New Strategies from Mentee

1

2



**Achieve Personal Growth** Through Supporting Development of Others. A Better Understanding of Different Cultures & Generational Perspectives.

4

3

## Organizational Loyalty

Both Mentor & Mentee Feels Company Investing in Human Capital Development

**Corporate Visibility** to be Seen as Leader & Expand Corporate Network



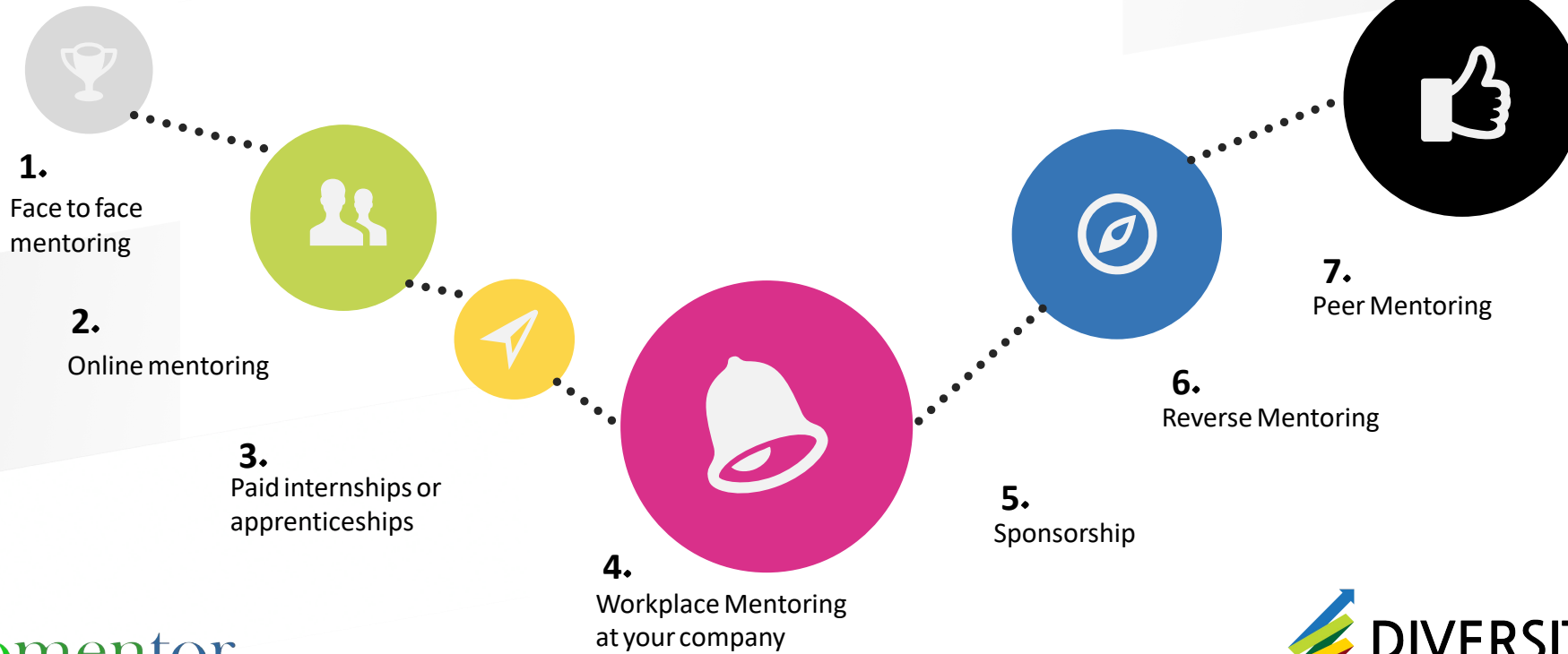
# Audience Poll

- Are you currently mentoring someone?
- Are you currently being mentored?
- Is this person younger or older than you?
- Type your answers in the chat box!



# 7 Pathways To Mentor

2 hours/Month





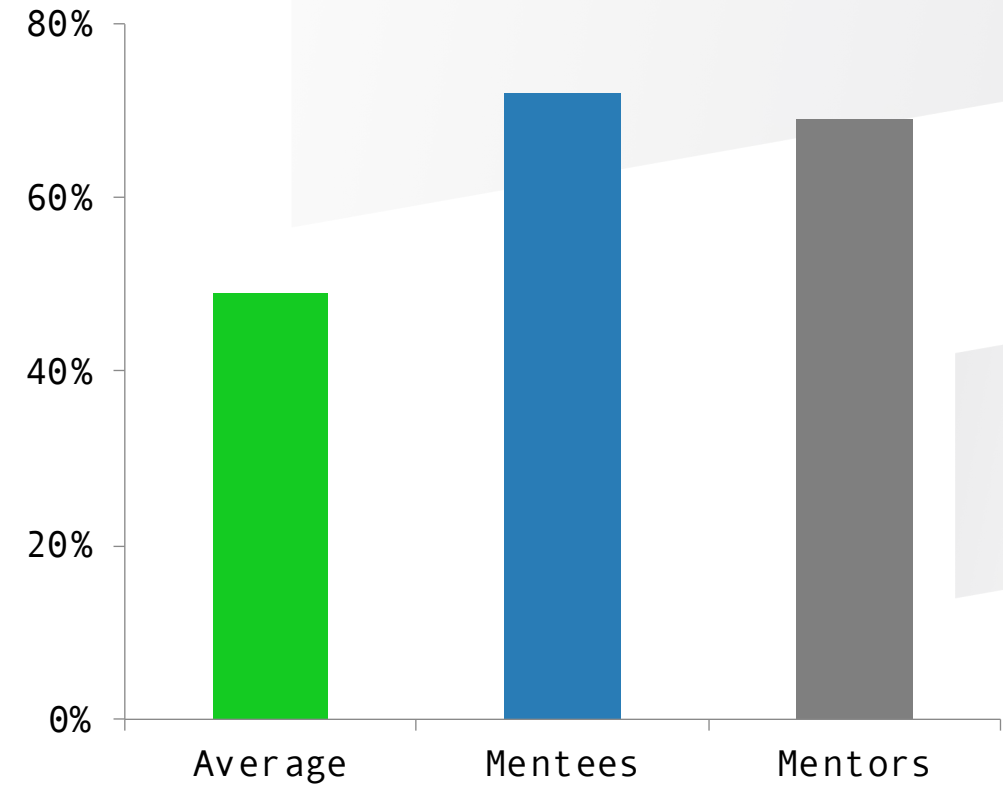
# Case Study: Mentoring

- 80% of companies said mentoring improved individual performance and achievement
- Mentors were promoted 6 times more often; Mentees promoted 5 times more often  
(Source: Wharton)

A Case Study: The California Nurse Mentor Project found mentoring reduced RN attrition, saving hospitals \$1.4 - \$5.8 million over 3 years



Employee retention rates more than 20% higher



# Audience Poll

Does your company have an Employee Resource Group?

A. Yes

B. No

If so, do you have one that focuses on millennials?

Do you have one that blends generations?



# Mentor vs. Sponsor

- A mentor talks to you, listens and guides you
- A sponsor talks about you, champions you
- Mentoring, in other words, prepares people to move up, while sponsorship makes it happen

Source: Fast Company



23% More Likely to Advance if They Have a Sponsor

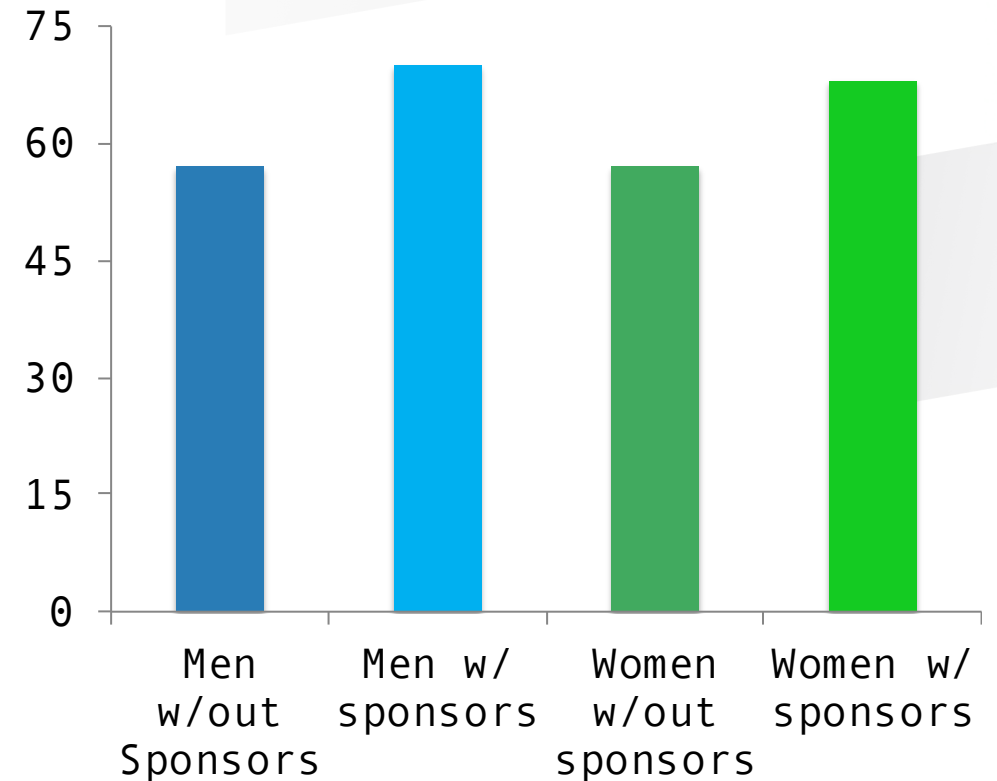
# Why Sponsor? Why Women?

- Men are 46% more likely to have a sponsor
- 83% of Women lack Sponsors

Source: The Sponsor Effect: Breaking Through the Glass Ceiling and The Athena Factor



Satisfied with Rate of Advancement

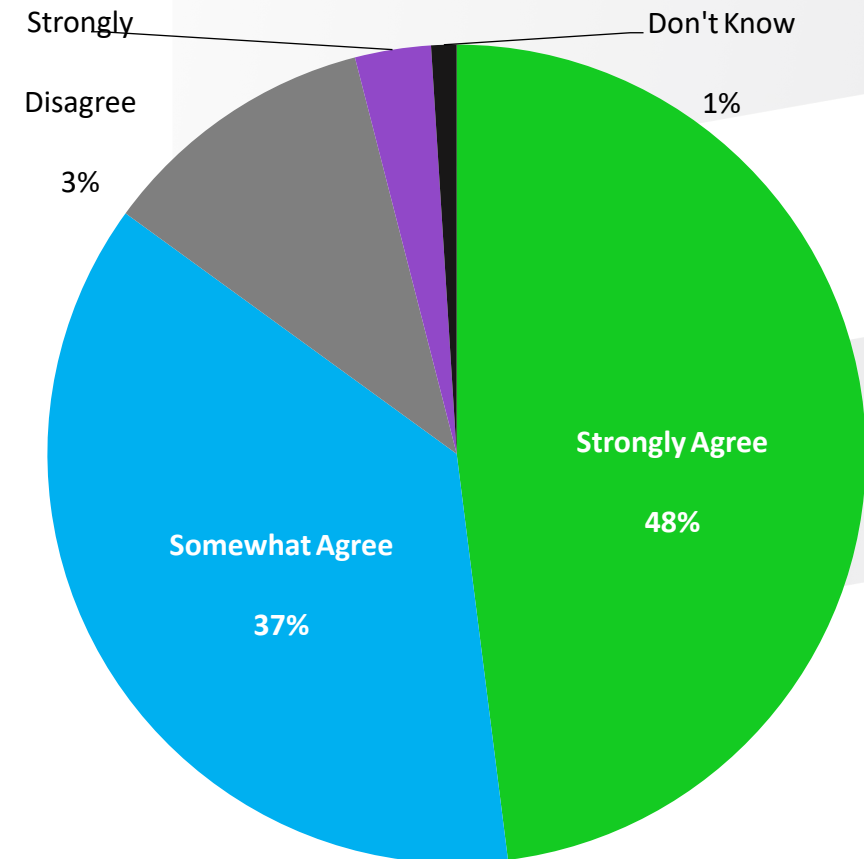


# Diversity Matters

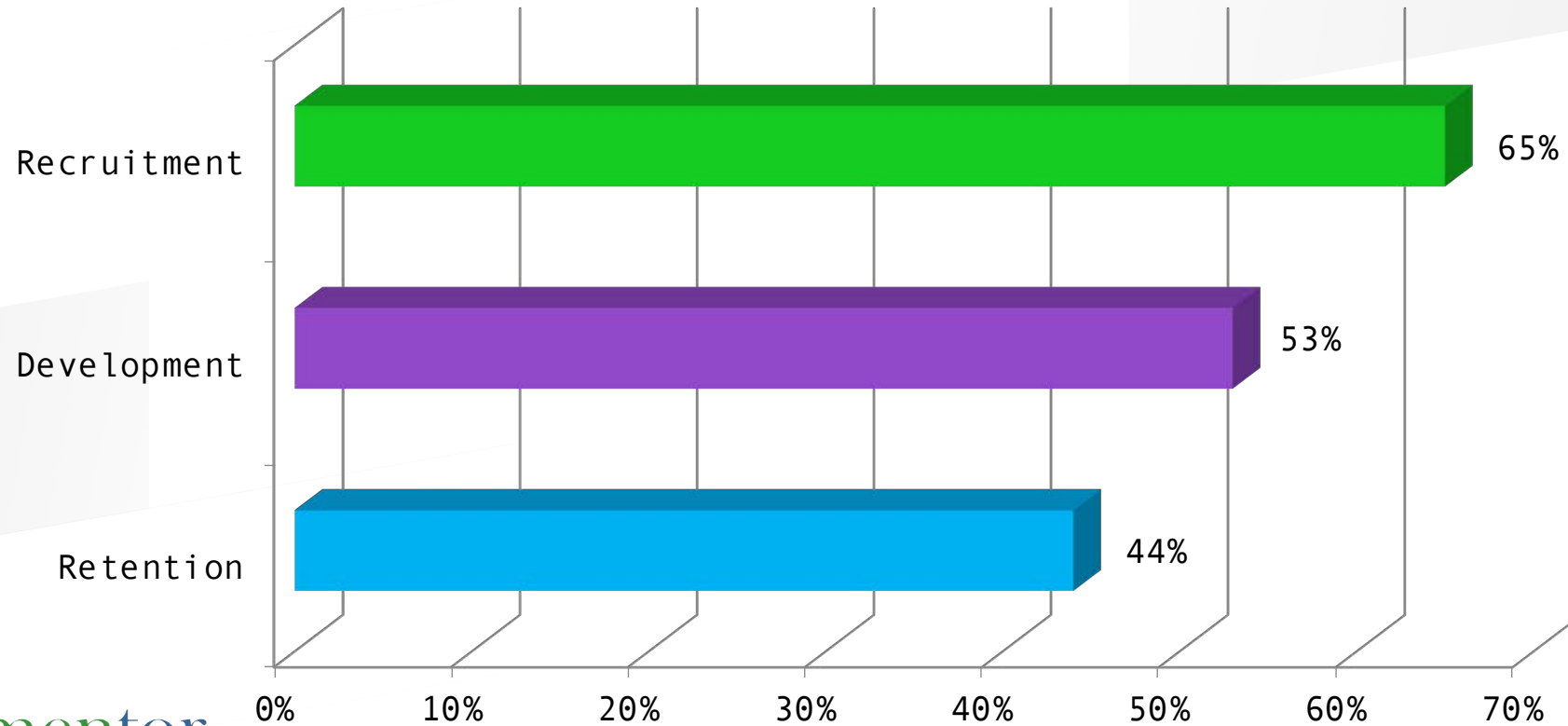
**“A diverse and inclusive workforce is crucial to encouraging different perspectives and ideas that drive innovation.”**

- Forbes surveyed and interviewed 321 C-Suite executives from companies with more than 500 million USD in annual revenues...
- 56% Strongly Agree among companies at the top -- 10 billion and more

[http://images.forbes.com/forbesinsights/StudyPDFs/Innovation\\_Through\\_Diversity.pdf](http://images.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf)



# 321 Major Companies Surveyed Invested in Programming Around...



Source: Forbes Insights: "Global Diversity and Inclusion Fostering Innovation Through a Diverse Workf



**23% OF EMPLOYEES  
VOLUNTARILY  
LEAVE THEIR JOBS  
DUE TO LACK OF  
DEVELOPMENT  
AND TRAINING**



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# 11 Steps to Corporate Mentorship



1. Align with Top Priorities of HR, CSR, D & I
2. Establish the Baseline
3. Capture Metrics Early
4. Develop Mentor Action Guide
5. Focus Groups – Feasibility
6. Thinking BIGGER – ROI
7. Reverse Mentoring
8. Technology Platforms
9. Choose Teams
10. Build Time Into Work Schedule
11. Recognize, Recognize, Recognize





# Audience Poll

**What are the takeaways you will utilize to strengthen mentoring and retaining a diverse workforce in your company?**

Type your answer in the chat box!





# About Us

**Twomentor, llc.** is a high impact company focused on talent strategies for a diverse workforce. We build mentoring cultures and elevate women in STEM. We have experience working with Fortune 500 Companies, SMBs, offer facilitated (and highly engaging) half and full day mentor training, ongoing consulting, and are here to support an engaged and passionate workforce.

## **Our specialties include:**

- Professional mentor training and driving a mentoring culture in your company
- Consulting around mentoring and sponsorship strategies
- Millennial empowerment and internship strategies for success
- Keynote speaking and facilitated conference workshops

To Schedule and Appointment on Your Mentoring Strategy: [Sophia@Twomentor.com](mailto:Sophia@Twomentor.com)



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