



Managing a Predominantly Millennial-Staffed Library: What Should Leaders Do?

ASLP 6th National Conference

ASSOCIATION OF SPECIAL LIBRARIES
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Informillennials 2.0

Mentoring and Motivating the New Generation
Of Librarians and Information Professionals
Towards Management and Leadership Roles

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Learning Objectives

The aims of this lecture are:

- 1) to discuss ways to navigate a Millennial workplace;
- 2) to forecast the changes that may unfold; and
- 3) to determine the suitable organizational structure given these realities.



At this time when more Baby Boomers begin to exit the workforce, a greater number of Millennials enter the workforce including libraries. It is estimated that Millennials (those born between 1980 and 2000) comprise one-half of the workforce.



Who They are?

How They are Different from the
Rest?



Few Things About Millenials

- They want to grow, even if that means growing out of your company
- They want a coach, not a boss
- They don't want to waste time on the little things
- They want balance and democracy

They want to grow, even if that means growing out of your company

- Average tenure of millennial – two years
- They are more likely to change jobs because they are not willing to stick around if they do not believe they are receiving any personal benefit or growth
- They are often on the lookout for opportunities that can continue to move them up the ladder and more challenging work or encourage them to keep moving

They want a coach, not a boss

- Mentorship rather than just direction
- Feel supported and valued by the leadership



They don't want to waste time on the little things

- Reporting
- Reimbursement




They want balance and democracy

- Performance / Output versus Time

“Millennials no longer work for you
They work with you”


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“They prize freedom, they want to customize things; they enjoy collaboration; they scrutinize everything; they insist on integrity in institutions and corporations; they want to have fun even at school or work; they believe they speed in technology and all else is normal; and they regard constant innovation as a fact of life”


Dan Tapscott “Grown Up Digital”




What is the present situation in
your libraries?

Are your staff predominantly
millennials?

How do you motivate and retain
your millennial staff?



Millennials are misunderstood in
the workplace because their
confidence and idealistic and
ambitious outlook are frequently
mistaken for arrogance and
egotism



Millennials are causing a dramatic change in how librarians deal with new technologies, which will have a future profound effect on the profession and will change how libraries reflect societal needs for information in the future

Ways to Navigate a Millennial Workplace

- Stop the stereotypes
- Cultivate culture
- Develop and engage their talents





Stop the Stereotypes

- Getting rid of any preconceived notions about Millennials can avoid carrying forward inaccurate perceptions about the group
- Although they have slightly different mindsets, they tend to place significance on several of the same aspects of job satisfaction with other generation example: designing training and development programs or benefits strategies


Cultivate Culture

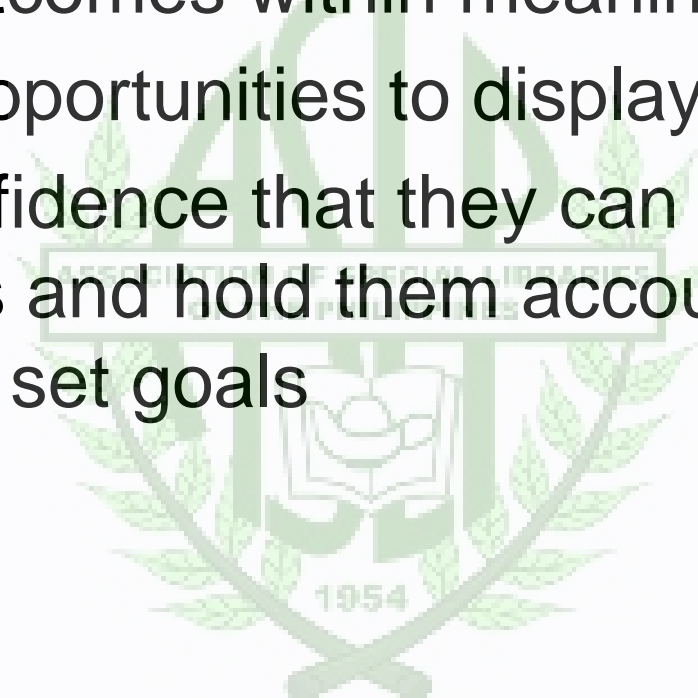
- Openness
- Equality
- Teamwork
- Purpose
- Transparency
- Fairness




Develop and Engage Their Talents

- Provide opportunities for them to be challenged with new tasks as they have mastered the routine tasks
- Implement reserve mentoring – allowing millennials to be mentors as well as mentees

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- Millennials are looking for ways to:
 - create outcomes within meaningful projects
 - provide opportunities to display their abilities
 - show confidence that they can accomplish objectives and hold them accountable in achieving set goals






“The manager-staff interaction in a millennial dominated setting (library) is more open and engaging, there is a sense of empowerment and teamwork making the workplace dynamic”

To forecast the changes that may unfold

“any organization that is not tolerant of the different generations making up its workforce is likely to suffer through high turn-over and suboptimal performance”

It is for this reason, that it is necessary for managers to understand those that are younger and just starting their professional careers because they are the future of the profession and will take over as leaders in the future.

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No part of librarianship can be separated from the concept of management


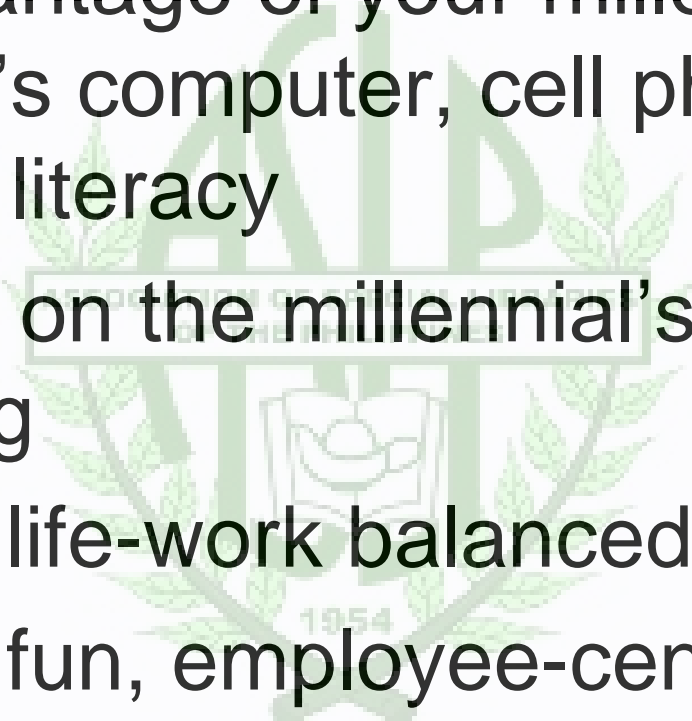
We are all managers because:

- We are responsible for supervisory tasks
- We are responsible for the service output of the unit/office/section/library
- We plan for the library and implement what we plan
- **We motivate and engage our staff**
- We decide based on the data and information that we have

Librarians are Managers

Tips for Managing Millennials


- Provide leadership and guidance
- Encourage the millennial's self-assuredness, "can-do" attitude, and positive personal self-image
- Take advantage of millennial's comfort level with teams
- Listen to the millennial employee
- Millennial employees are up for a challenge and change

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- Millennial employees are multi-taskers on a scale you've never seen before
 - Take advantage of your millennial employee's computer, cell phone and electronic literacy
 - Capitalize on the millennial's affinity for networking
 - Provide a life-work balanced workplace
 - Provide a fun, employee-centered workplace
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Is there a suitable organizational structure given these realities?






Given the shift in today's workforce toward millennials, it's imperative that companies meet their employees half-way to offer fulfilling careers.

Example:

Adjusting recruitment strategies to not only attract top talent, but also to retain top-performers through specialized training, tools and mentorship programs.

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- Providing personalized workshops to help managers better understand the nuances associated with the new changing workforce. As work has changed, so must the tools to help employees achieve their very best.

Here are some recommendations to consider:

- Create a more flexible environment
- Fully leverage technology
- Create innovative programs around compensation, rewards and career decisions
- Build a sense of community
- Consider introducing or accelerating your global mobility program
- Evaluate the contingent workforce strategy of your organization
- Invest time, resources and energy to listen and stay connected with people


Create a more flexible environment

Millennials are willing to give up some of their pay and slow the pace of promotion in their work in exchange for working fewer hours

By empowering managers and updating some policies to promote greater work-life flexibility, employees are being provided with more options when it comes to getting the job done

Fully leverage technology

- Millennials are adept at leveraging technology advances
- Integration of technology into the workplace, to have access to the best tools for collaboration and execution at any time
- Exchanging information via social media and other forms of technology




Create innovative programs around compensation, rewards and career decisions

- Millennials, enjoying their work and finding meaning and purpose in their work is more important – how to reward the quality and value of work and recognize the needs of every person
- Millennials value recognition and appreciation – even if it's just for doing what they do anyway
- More real-time appreciation, feedback and development across the firm and focusing on having more face-face coaching conversations rather than filling out performance feedback forms

Build a sense of community

- Millennials say that creating a strong cohesive, team-oriented culture at work is important to their workplace happiness
- Definition of commitment has changed – it no longer encompasses making your job your only priority, but includes what really matters for business outcomes – encourage millennials to connect, collaborate and build their networks




Consider introducing or accelerating your global mobility program

- Millennials are much more globally aware and oriented – global career oriented
- Provide these opportunities not only adds to the development of the individual working abroad, but also helps to create future leaders with a more global mindset
- Helps share knowledge and strengthen people's relationships around the globe

Evaluate the contingent workforce strategy of your organization


- Dynamic workforce that is able to scale up or down to meet the changing needs of the organization
- Flexibility in their schedules and career progression






Invest time, resources and energy to listen and stay connected with your people

- Millennials are quick to react negatively to any perceived disconnect between an organization's words and its actions- and they want to know what decisions are being made at the leadership levels. If they don't receive the information they're looking for, they'll go out and get it anyway, rather than waiting to be told
- There should be a clear two-way communication - asking your people for their thoughts – and making sure you listen and take their ideas on board




Leadership change is also re-defining culture and management, forever changing the traditional top-down approaches of yesteryear.

- Empowering workers to make decisions on behalf of the company
- Bring in software that helps people work more efficiently.
- Fewer levels of management equates to less bureaucracy and increased communication between teams.



Recognizing that one size does not
fit all, but that all organizations
including the library need to
engage in change.





TOGETHER
EVERYONE
ACHIEVES
MORE

People who are a part of a team and share a common direction get where they are going quicker and easier.

IT PAYS TO
SHARE THE
VISION AND
TOGETHER WE
CAN MAKE A
DIFFERENCE.

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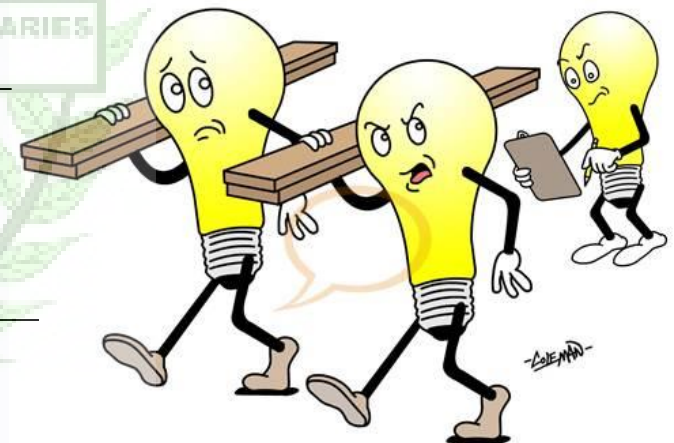
Brainstorming

Understanding the Manager's Role in a Millennial Dominated Workplace...

What is your staff' description of a manager/ leader?

What is your description of a manager/leader?

What leadership style in your opinion is best with millennials or multigenerations?




"OUR NEW SUPERVISOR MAY BE YOUNGER AND MORE ENERGETIC THAN WE ARE, BUT IS HE AS BRIGHT?"

Questions to Ask


- What are the characteristics of the millennial staff?
- What do you think motivates the millennial staff to stay on their job?
- How do you manage your library with the combination of Baby Boomers, Gen X and Millennials?





*Thank You For
Listening*

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