MILLENNIALS IN CONSTRUCTION: ENGAGING A NEW WORKFORCE

October 19, 2016 | Jeremy Brown and Sabine Hoover | FMI
Millennial Music Video

https://m.youtube.com/watch?v=KHPfgsTVTjA
Audience Participation!

For non-millennials: What perceptions exist about millennials?

For millennials: What is your opinion about these millennial perceptions?
It’s not that people born after 1980 are narcissists, it’s that young people are narcissists, and they get over themselves as they get older.”

— Elspeth Reeve, The Atlantic
Damn kids these days.”

— Your first boss
35% ... of workforce are millennials (largest portion of workforce now)

75 ... projected age when millennials will retire

$24,000 ... average cost to replace someone in the workplace
Objectives for Today

- Move from myths to reality... and solutions.
- Provide a new vernacular to have more productive conversations.
- Promote fact-based, data-driven discussions.
Multi-Generation Workforce

**Boomers**
Born: 1945 - 1964
Age: 52 – 71 years old

**Gen X**
Born: 1965 - 1980
Age: 36 – 51 years old

**Millennials**
Born: 1981 - 2000
Age: 35 years and younger
Employee Engagement

How we define it:

...is the emotional connection employees feel toward their employer, which influences their commitment to the company and level of effort put forth toward work-related activities.
Myth # 1: Millennials Have Different Career Aspirations

Having clear career advancement opportunities in place is key to engaging millennials long term.
Myth # 1: Millennials Have Different Career Aspirations

Fact: Millennials care as much as older workers about career opportunities and getting ahead.
“What happens if we invest in our people, and they leave us?”

“What happens if we don’t, and they stay?”
The Future of AEC Organizations

The future AEC organization will likely:

- Be leaner (flatter), and less reliant on middle management
- Have less positions in the vertical career ladder
- Be more dependent on individuals to “wear more hats” (i.e., do more with less)

Result: *Less vertical promotion and more lateral development.*
Fact: It’s Time to Change the Question

From: “How do I get to the next level?”

To: “How can I grow in my current role?”
### Competency Development – Example

<table>
<thead>
<tr>
<th>Position</th>
<th>Build Client Relations</th>
<th>Lead Others</th>
<th>Display Business Acumen</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIM Technician</td>
<td>▪ Attend industry events and network</td>
<td>▪ Facilitate communication across project teams</td>
<td>▪ Demonstrate strong analytical thinking and problem solving</td>
</tr>
<tr>
<td>BIM Manager</td>
<td>▪ Scope and negotiate new projects</td>
<td>▪ Lead weekly project updates to project teams</td>
<td>▪ Increase ROI in BIM and technology investments</td>
</tr>
<tr>
<td>Senior BIM Manager</td>
<td>▪ Identify and pursue new business opportunities</td>
<td>▪ Lead internal process improvement initiatives</td>
<td>▪ Drive innovation throughout the organization</td>
</tr>
</tbody>
</table>
Myth # 2: Millennials Want Constant Acclaim

Fact: Millennials want regular feedback – not because they are looking for a trophy but because they are still learning the ropes.
Myth # 2: Millennials Want Constant Acclaim

I would prefer to receive feedback...

- Monthly: 48%
- On an “as needed” basis: 24%
- Weekly: 20%
- Daily: 5%
- Only during the evaluation process: 4%

I would prefer for feedback to be provided...

- In Person: 85%
- Other: 15%

*other includes: via email, via letter, in a group setting

Source: FMI 2015 Millennials Survey
Fact: It’s All About Feedback

Millennials want constant feedback and transparency (and that’s not a bad thing). They need mentors and coaches over bosses.

Performance management must keep up and be:

- Real-time
- Targeted and objective
- Tied to competencies
Developing Effective Real-Time Feedback: Case Study

Establishing Real-Time Feedback Processes
- Peer and manager feedback
- Structured feedback processes and scoring with simple tools
- Mapped to competencies
- Administered by HR

Leading a monthly project update
Negotiating a change order
Closing out a project
Attending an industry event
Myth # 3: Millennials Are Lazy and Entitled

Fact: Millennials are eager to be challenged and ready to go beyond what is required to make their companies succeed.
Myth # 3: Millennials Are Lazy and Entitled

Strongly agree: I am willing to work beyond what is required of me to help the business succeed.

- Millennials: 60%
- Non-millennials: 67%

Strongly agree: I am interested in challenging work assignments.

- Millennials: 41%
- Non-millennials: 51%

Source: FMI 2015 Millennials Survey
Myth # 3: Millennials Are Lazy and Entitled

“The young people in this industry are eager to contribute and participate.

Oftentimes standard job descriptions and policies stand in the way of them contributing at a level that would bring real value to the companies that they work for.”

— Barbara Jackson, director at the Franklin L. Burns School of Real Estate & Construction Management at the University of Denver
Fact: It’s All About Seeing Growth Opportunity

Millennials are entitled to having growth opportunity and feeling that they can contribute in meaningful ways (again, that’s not a bad thing).

Top five drivers of engagement, per generation*

<table>
<thead>
<tr>
<th>Question Area</th>
<th>Boomers</th>
<th>Gen X</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is a fun place to work</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Leadership has sincere interest in my well-being</td>
<td>2</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>This is a place where I can truly make a difference</td>
<td>4</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Company provides me opportunities to learn &amp; grow</td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Leadership communicates transparently/honestly</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>I can grow beyond my current role</td>
<td></td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>We hire technically competent people</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mission and/or purpose make me feel job is important</td>
<td>5</td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

* Per FMI studies of Employee Engagement surveys, April 2016
Maslow’s Hierarchy of Needs: Applied to Employee Engagement

Maslow’s Hierarchy

- **Survival**
  - Ability to pay for mortgage / rent & food
  - Maintenance of health
- **Security**
  - Ability to perform basic skills and job
  - Keeping skillset current and relevant
  - Safe / non-hostile environment
  - Honest / ethical leadership
  - Ability to perform basic skills and job
- **Belonging**
  - Feeling of personal / team development
  - Sense a team / collaborative environment
  - Contributions that benefit the organization
- **Importance**
  - Feeling that hard work results in more gain than money
  - Feeling organization cares enough to invest in people
  - Appreciation and recognition from the senior level
- **Self Actualisation**
  - Life’s calling
  - Legacy
  - Superordinate purpose

*Visual provided by HRZone.com
Wrap Up

The conversation is not about just millennials, it’s about the current and future of the workforce:
- Millennials and Gen Z will need to stay relevant in the workforce for 40-50 years
- There is no room for “patience” when it comes to employee development
- Development is not just about a promotion

It’s time for Performance Management to perform:
- How can you integrate real-time feedback into your organization?
- What competencies do you need for your role?
- How can you transform the conversation from “how do I get promoted” to “how can I grow in my current role?”

Employee engagement is real and tangible:
- How do you drive engagement, beyond just the annual “survey”?
- What engagement factors should you focus on with such a diverse workforce?
Questions to ask...

For Millennials...

- What are the top 3-5 competencies for my current and the next level?
- How can I be developing those competencies (and where do I stand now)?
- How serious and strategically does my organization approach HR?
- Do I constantly ask for feedback (and mean it)?

For non-Millennials...

- If I were a millennial, would I be prepared to survive in this industry for the next 40+ years?
- Am I prepared to survive in an industry where my generation is the minority and millennials are the majority?
- What changes could we make tomorrow that would better engage millennials and the future of the workforce?
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About FMI

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