

WHAT MILLENNIALS AND NON-MILLENNIALS VALUE MOST IN LEADERSHIP AT WORK

A STUDY

In contrast to seemingly endless reports that millennials and older generations approach work fundamentally differently, they largely see eye to eye when it comes to their expectations of managers and corporate leaders, according to a new survey by Instructure, the creator of the Bridge corporate learning platform. The study, which polled more than 1,000 working employees and managers across the U.S., also reveals a few key discrepancies in what attributes millennials and non-millennials most desire in their leadership at work—both now and in the next five years.

RANKING TRAITS: TRUSTWORTHINESS ABOVE ALL

The study found that millennials and non-millennials are of one mind when it comes to the attributes they find most important to have in a manager, including trustworthiness, teaching capabilities and real-world experience. Here's how respondents ranked leadership attributes, from most to least important (percentages refer to those who said the trait was "very important"):



TRUSTWORTHINESS



TEACHING/TRAINING ABILITIES



HIGH SKILL OR KNOWLEDGE BASE



CREATIVITY AND RESOURCEFULNESS

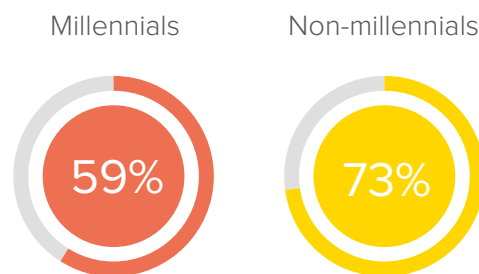


ABILITY TO EMPOWER OTHERS



Clearly workers of every generation value leaders who are trustworthy, and who can teach and train them in meaningful ways. However, while these attributes fell in the same order of importance for workers of every age, millennials and non-millennials vary in the level of importance they place on certain attributes.

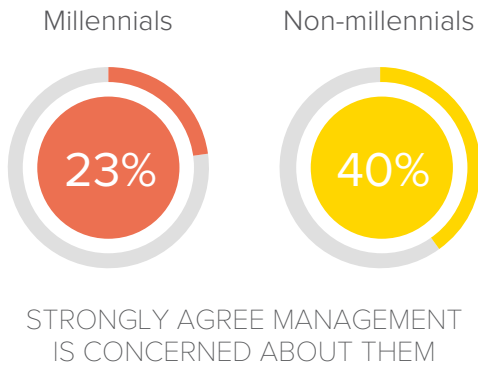
For instance, 73% of non-millennials said trustworthiness is "very important" in a leader compared to 59% of millennials. What's more, millennials care slightly more about having a manager who is creative, resourceful and has mentorship capabilities, while older generations are drawn to leaders who possess a high degree of skills, knowledge and real-world experience.



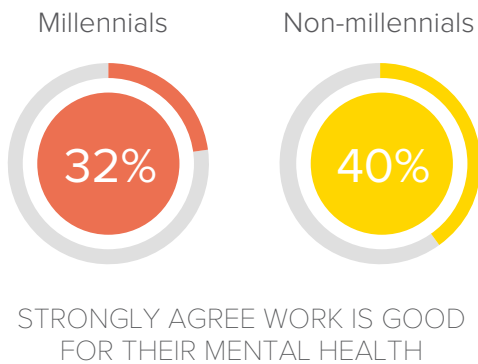
SAY TRUSTWORTHINESS IS VERY IMPORTANT IN A LEADER

RANKING LEADERSHIP: MILLENNIALS FEEL LEADERS ARE LESS CONCERNED ABOUT THEM

According to the study, millennials think leadership is less concerned about them as individuals and have more pessimistic views about work's impact on their lives. In general, millennials are also less satisfied with their managers than their older colleagues. Only 23% of millennials strongly agree that management is concerned about them, vs. 40% of non-millennials.

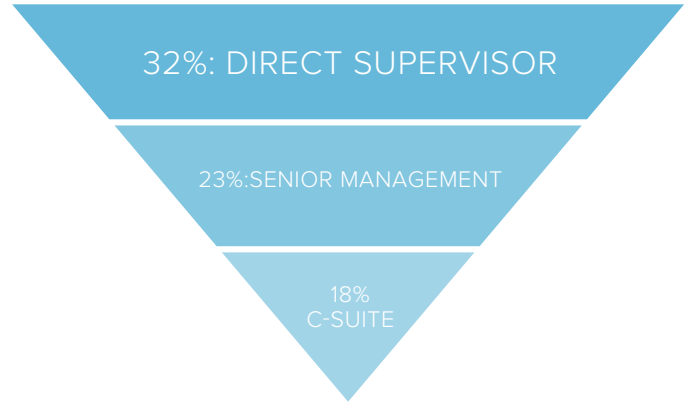


Similarly, millennials are less optimistic about the benefits of work on their mental health. Only 32% strongly agree it is good for them, while 40% of non-millennials feel work is good for their mental health.

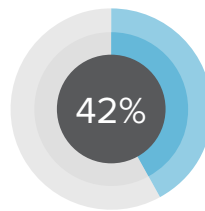


Employees of all generations tend to have higher opinions of the leaders with whom they work most closely, and they tend to think the least of how leaders in the C-suite are performing. This trend, which is consistent for both millennials and their older colleagues, suggests that

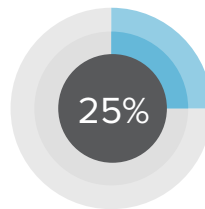
employee sentiment as it relates to management and leadership gets more positive with more direct interaction.



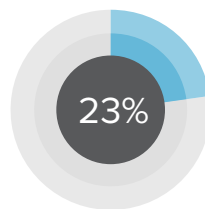
Specifically, managers are seen as industry experts but lack in their ability to mentor and get the most out of their employees. When asked about the effectiveness of their managers, both millennials and non-millennials agree that they are very effective when it comes to displaying industry knowledge and experience, but feel they are lacking in mentorship and fully utilizing the skills of employees.



believe managers are very effective when it comes to displaying industry knowledge and experience



think managers are very effective at mentorship



feel managers utilize all of employees' talents and abilities at work

NOW VS. 2020: HOW LEADERSHIP MIGHT CHANGE IN THE NEXT FIVE YEARS

Many workers agree on the current state of leadership at work, and they share a cohesive vision about how management will change by 2020. The survey shows that they feel leaders will do more to relinquish their

responsibilities to the front-line workers. They agree that, five years from now, managers will need to do more to empower their teams, delegate assignments, develop better teaching capabilities and master more technical skills.

So, what's most likely to happen in workplace leadership in the next five years?



DELEGATE MORE ASSIGNMENTS



DEVELOP BETTER TEACHING CAPABILITIES



EMPOWER THEIR TEAMS MORE



DEVELOP BETTER GENDER SENSITIVITY



MASTER MORE TECHNICAL SKILLS

CONCLUSION

A lot has been discussed about the dynamics between millennials and non-millennials in the workplace, however, this study shows that their expectations for leadership are largely similar to preceding generations. While they do care more about having leaders with mentorship capabilities and emotional intelligence than their non-millennial peers, they still agree that trustworthiness, skills, and real-world experience are the most important

attributes for a manager to have — even if the level of their agreement is slightly lower.

In all, the study points to a need for managers to invest in developing qualities that will cater to employees across the board — especially when it comes to maintaining trust, developing real-world experience, and mentoring employees in the skills needed for a changing workplace.

METHODOLOGY

This online survey polled more than 1,000 employees across the United States to determine their attitudes about leadership, gender and training at work. The survey was

conducted in October 2015 and had respondents in various industries, with an equal split of male and female respondents.