Lead & Retain Millennials & Generation Z in the Airline Industry

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LEAD AND RETAIN

MILLENNIALS & GENERATION Z
IN THE AIRLINE INDUSTRY

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TODAY’S BIG IDEA

The next generation provides data points into what’s next.
AGENDA

SO WHAT? / WHAT NOW?

NEXT GEN
who are they

3 STRATEGIES
to lead and retain
the
next gen

Q&A
and wrap-up

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## The Generations

<table>
<thead>
<tr>
<th>Generation Name</th>
<th>2019 Age Range</th>
<th>Global Adult Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generation Z</td>
<td>&lt; 21</td>
<td>N/A</td>
</tr>
<tr>
<td>Millennials</td>
<td>22 - 38</td>
<td>31%</td>
</tr>
<tr>
<td>Generation X</td>
<td>39 - 54</td>
<td>27%</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>55 - 73</td>
<td>29%</td>
</tr>
<tr>
<td>Builders</td>
<td>74 - 91</td>
<td>11%</td>
</tr>
<tr>
<td>G.I. Generation</td>
<td>92+</td>
<td>2%</td>
</tr>
</tbody>
</table>
RISING

GENERATIONAL TENSIONS

Global average human lifespan

1900: 31 years
2019: 72 years

41 year increase

BUILDERS
BOOMERS
GEN X
MILLENNIALS
GEN Z
GEN ALPHA
GEN ?

2019

20XX
Generations in the Workforce

2019

- Millennials: 75%
- Generation Z: 25%

2025

- Millennials & Gen Z: 75%
- Other Generations: 25%
52% of workers say they’re least likely to get along with someone from another generation.

62% of Generation Z anticipate challenges working with Baby Boomers and Gen X, yet only 5% anticipate challenges working with Millennials.
A SEISMIC SHIFT CAUSING GENERATIONAL FRICTION
$24 trillion is the estimated wealth of U.S. Millennials by 2020.

71% of Millennials are disengaged at work, the most of any generation.

63% of Generation Z doesn’t remember a time before the Great Recession.

70% of Generation Z might ‘reject’ traditional business to work independently.
of adults worldwide ages 35+ agree that “kids today have more in common with their global peers than they do with adults in their own country.”
Emerging generations are a critical mass of change agents.

Name an invention of the past.
*(can go back as far as fire)*
Not anomalies, but the **preview**.
ELEVATED EXPECTATIONS
EFFORTLESS & SEAMLESS

TECHNOLOGY
INTERNET
EXPONENTIAL TIMES
MILLENNIALS GEN Z

glassdoor

amazon go

chatbot

payment

rating

employee opinion

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3 Things the Next Gen Want at Work

Better Boss
Top talent view effective leaders as a must.

Brighter Future
Top talent have a proclivity to be future oriented.

Bigger Vision
Top talent want to connect work with impact.

Doesn't every generation want these 3 things in a job? Yes.
For previous generations, these are “nice-to-haves.”
For emerging generations, these are conditions of employment.
# Leadership Varying Preferences

<table>
<thead>
<tr>
<th>Summary</th>
<th>Boomers</th>
<th>Generation X</th>
<th>Millennials</th>
<th>Generation Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoritative</td>
<td>Hierarchy</td>
<td>Coaching</td>
<td>Networked</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>View</th>
<th>Boomers</th>
<th>Generation X</th>
<th>Millennials</th>
<th>Generation Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sage</td>
<td></td>
<td>Sherpa</td>
<td>Soldier</td>
<td>Student</td>
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</table>

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Boomers</th>
<th>Generation X</th>
<th>Millennials</th>
<th>Generation Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>No News is Good News</td>
<td>Semi-Annual Reviews</td>
<td>Routine Check-ins</td>
<td>360° Real-time Feedback</td>
<td></td>
</tr>
</tbody>
</table>
LEADERSHIP QUESTION

How do I lead this distraction-prone generation?

Phones aren’t to blame for a distracted employees.

A lack of a compelling narrative is the problem.

Fulfillment is not found through scrolling but by contributing to a worthy mission.
LEADERSHIP AND STORY
HOW THEY COLLIDE

Teams look to leaders to be taken somewhere.

Use story to engage and activate your next-gen team.

Somebody who wants something, who has to overcome conflict in order to get what they want.
LEADERSHIP

STRATEGY #1

INVITE INTO A COMPELLING NARRATIVE

Answer the 3 burning questions every follower secretly asks of their leader.

- What are we doing?
- Why are we doing it?
- How do I fit in?
# LEARNING & DEVELOPMENT
## VARYING PREFERENCES

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<th>GENERATION Z</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>One-to-One</td>
<td>One-to-Many</td>
<td>Many-to-One</td>
<td>Individualized &amp; Communal</td>
</tr>
<tr>
<td>ATTITUDE</td>
<td>Refine Niche Expertise</td>
<td>Formal &amp; Top-Down Approach</td>
<td>Way to Get Ahead</td>
<td>Constant &amp; Continuous</td>
</tr>
</tbody>
</table>
LEARNING & DEVELOPMENT
IMPACTS ENTIRE EMPLOYEE LIFECYCLE

#1
factor Millennials consider when starting a new job is sufficient training.

80%
of the emerging generations said an emphasis on personal growth is the most important quality of a company’s culture.

71%
of the emerging generations who are likely to leave an organization in two years are dissatisfied with how their leadership skills are being developed.
LEARNING & DEVELOPMENT

STRATEGY #2

CREATE A CULTURE OF LEARNING

- Important elements of next generation training...
  - Micro-learning
  - Design
  - On-demand
  - Blended

Companies without transformative training rob their workforce of the dignity and sense of progress they deserve.
SAP makes training fluid with rotational programs where employees can change roles every 3 months & by shadowing someone in a different role for 2 weeks.

Power Design’s training is less lecture and more gamified—highly interactive, virtual simulations & leaderboards.

LinkedIn gives employees a monthly “InDay” which they can put toward community service or an in-house class (like coding, graphic design, or marketing).
# Work Varying Preferences

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<tbody>
<tr>
<td>A Place</td>
<td>A Means to an End</td>
<td>A Vehicle</td>
<td>Life</td>
<td></td>
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<tr>
<th>VIEW</th>
<th>Responsibility</th>
<th>Drive Outcomes</th>
<th>Fulfilling</th>
<th>Earn &amp; Learn</th>
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<tr>
<th>ATTITUDE</th>
<th>Loyalty is Rewarded</th>
<th>Work Hard, Play Hard</th>
<th>Work Smart</th>
<th>Work Fluidly</th>
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</thead>
</table>
APPROACH TO WORK
DIFFERS IN THE NEXT GENERATION

Why wait until lunch!?

...because if not, your next gen employee will use LinkedIn to find a new job by lunch.

Mobile technology and ubiquitous connectivity have empowered the next generation.
ENHANCE THE EMPLOYEE EXPERIENCE

The impact an organization’s processes, policies, perks, & programs have on its people.

Create organizations where people want, not need, to show up to work.

Taco Bell is Uber-izing their front-line employee experience through a new internal app.
Identify any friction points throughout the entire employee lifecycle.

Where can technology create a more effortless and seamless experience?
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BOOK
ryan-jenkins.com/manual

SLIDES
ryan-jenkins.com/IATA
A “This is always how we’ve done it” mindset is... a slippery slope to irrelevance.

Prioritize **WHY** over the **WAY**
THANK YOU

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