



Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce

By Chip Espinoza, Mick Ukleja, Craig Rusch

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A valuable tool for anyone who wants to effectively manage and motivate twenty-something workers

Many books are being published on how to manage employees of the "millennial" generation, but the solutions offered are anecdotal at best. Backed by years of serious research, *Managing the Millennials* provides managers of all ages with specific recommendations and tools for engaging this burgeoning demographic-some 78 million strong. Each chapter shares relevant interviews, case studies, and offers research-backed ideas and best practices to help any organization and their leaders address the challenges generational diversity presents.

Answering the perplexing question of how does one lead and manage younger employees, this book

- Offers research-based guidance on getting the most from twenty-something employees
- Answers common questions and outlines practical solutions for building better relationships between the younger workers and the people who manage them
- Includes a Special Offer with immediate benefit to readers: access to the authors' Generational Rapport Inventory (GRI), a tool that measures a managers competencies and identifies strengths and weaknesses in dealing with Millennials.
- Accompanied by an associate web site, leadingthemillennials.com, offering a weekly blog addressing generational diversity issues in the workplace

Insightful and practical, *Managing the Millennials* is a valuable tool for millions of managers globally whose job it is to manage and motivate their twenty-something workers.

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Editorial Review

From the Inside Flap

Tap into the potential of the Millennial Generation.

With professionals enjoying longer careers than ever before, offices encompass multiple generations of employees. However, the rise of "the Millennials," also known as "Generation Y," has brought a new set of challenges to managers. Millennials work differently, think differently, and have a different set of priorities. This can leave non-Millennial managers, at best, confused about how to manage and motivate their teams.

That's just the short-term challenge for businesses. The long-term challenge is to find a way to win and retain top talent from this generation of workers, who are more willing than any generation before them to leave a position if they find something more interesting or more lucrative. With 50 percent of business executives set to retire in the next five years, and thousands of others poised to do the same soon after, it's essential to build up a staff of dedicated, invested Millennials in the workforce of any company that's serious about its survival.

Managing the Millennials delves into the differences between the generations at work today in businesses around the country, and digs deep to explore what makes the Millennial generation so different from the ones that came before. It identifies nine crucial points of tension that result from clashing value systems among these generations, and then provides nine approaches to resolve clashes, build communication, nurture collaborative teams, and create long-lasting relationships across generations of colleagues.

With examples from managers and executives in every area of business, fascinating analysis of performance and behavioral patterns across generations, as well as tested techniques you can put into effect at your organization, *Managing the Millennials* gives you the knowledge and tactics you need to push your workforce to new levels of productivity.

From the Back Cover

Praise for *Managing the Millennials*

"*Managing the Millennials* is a must-read for every leader who wants his or her organization to have a great future."

—**Ken Blanchard**, coauthor of *The One Minute Manager* and author of *Leading at a Higher Level*

"*Managing the Millennials* is a practical hands-on approach to understanding how generational tension gets created and what to do about it. I was fascinated by what I learned and excited about sharing it within our company."

—**Robert McKnight**, founder and CEO, Quiksilver, Inc.

"*Managing the Millennials* has taught us how to harvest the creativity and energy of a new generation and inspire those of us who lead them."

—**Bruce Ratner**, CEO, Forest City Ratner Companies, and principle owner, NBA New Jersey Nets

"*Managing the Millennials* is the first book to fuse the authors' cutting-edge concepts with a powerful and easy-to-use framework for putting their ideas into action. This is one book that I will wholeheartedly

recommend to every business leader whose job includes managing people."

—**Peter Economy**, bestselling coauthor of *Managing For Dummies* and associate editor, *Leader to Leader* journal

"This book is timely and practical for those facing the challenge of managing across generations."

—**Laura Curnutt Santana**, PhD, Senior Enterprise Associate, Center for Creative Leadership

About the Author

Chip Espinoza is Chief Executive Officer of GeNext Consulting, a subsidiary of LeadershipTraQ. He teaches Leadership in the Hobbs Leadership Program at California State University, Long Beach. He consults to a range of clients from the Boeing Company to the Special Olympics. He frequently keynotes at corporate events, conferences, and organizations across the country on his research about Millennials and their value to organizations. Chip's doctoral dissertation is on the subject of managing Millennials.

Mick Ukleja, PhD, is the founder and President of LeadershipTraQ, a leadership consulting firm. He cofounded the Ukleja Center for Ethical Leadership at California State University, Long Beach, which promotes ethics across the curriculum. He is the coauthor of *Who Are You? What Do You Want?: Four Questions That Will Change Your Life* and *The Ethics Challenge: Strengthening Your Integrity in a Greedy World*. He has worked with entrepreneurs and corporate executives of both profit and non-profit organizations. He also serves as Chairman of the Board of Trustees for The Astronauts Memorial Foundation at the Kennedy Space Center, which oversees the Center for Space Education.

Craig D. Rusch, PhD, is Professor of Anthropology at Vanguard University in Costa Mesa, California. Craig holds a PhD in social networks from the University of California, Irvine. Dr. Rusch has been published in leading academic journals within his field including the *American Anthropologist* and the *Proceedings of the National Academy of Sciences of the United States of America*. He specializes in cognitive science and organizational culture and psychology.

Users Review

From reader reviews:

Jose Miller:

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Robert Johnson:

Often the book *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce* has a lot of knowledge on it. So when you check out this book you can get a lot of help. The book was published by the very famous author. The writer makes some research previous to write this book. This

specific book very easy to read you can obtain the point easily after looking over this book.

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