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# Act Like an ENTREPRENEUR Inside Your Organization

by Len Schlesinger and Charlie Kiefer, Harvard Business Review Blog

We often find ourselves engaged with questions of how to be more innovative and entrepreneurial. In virtually every case it goes something like this:

"I have an idea for a new product (or process, system, program, etc.). I'm not dead certain it can be pulled off, but if it could, it can have a significant

impact on the business. It's not within the day-to-day scope of my job and I certainly don't want to put myself or the company at significant risk, but it would be a shame if I didn't try to move the idea forward somehow. How do I do this within a pretty traditional organization?"

We have come to call these kinds of managers "entrepreneurs inside" because though they work within an established organizational context, like entrepreneurs, they have ideas

that upset the status quo. And like entrepreneurs, these entrepreneurs inside face a substantial set of risks—even though organizations are calling for more creativity, more innovation, and more entrepreneurial behavior from employees.

To help, experts have rushed in with diagnostic tools and organizational methodologies designed to "unlock" these desired behaviors. Jennifer Prosek catalogs a number of these approaches in "Army of Entrepreneurs." But we and others see little evidence of substantive change. 85% of the respondents to an Accenture survey reported that "employee ideas are mostly aimed at internal improvements rather than external ones." In fact the average life of Fortune 500 organizations continues to shrink from 67 years in the 1920s to just 15 years today, according to Professor Richard



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## IS YOUR COMPANY READY FOR THE LOOMING TALENT DROUGHT

Even if your firm has a healthy employee base and a strong balance sheet, chances are good that it's about to face a significant shortage of qualified managers. I reached that conclusion after reviewing a research project designed to gauge the effects of three factors – globalization, demographics, and leadership pipelines – on competition for senior talent in large organizations. The research studied 47 companies,

companies in the research studies expected to increase their developing market revenues by 88% through 2012, and that trend has intensified. Ernst & Young, for example, currently predicts that 70% of the world's growth in the next two years will come from emerging regions. Meanwhile firms based in those areas, most notably in China and India, are themselves expanding — and vying for talent — around the world.

and Europe; however, experts say that by 2020 many other large economies, including Russia, Canada, South Korea, and China, will have more people at retirement age than entering the workforce.

The third phenomenon is related but much less well known: Companies are not properly developing their pipelines of future leaders. The failings noted in the research persist. In a 2014 PricewaterhouseCoopers survey of CEOs in 68 countries, 63% were concerned about the future availability of key skills at all levels. In recent interviews with 823 executives, Egon Zehnder found that only 22% view their pipelines as promising and only 19% consider it easy to attract the best talent.

Last month, participants in an HBR webinar were asked to evaluate how each of these three factors was likely to

contribute to talent scarcity in their organizations, on a scale from irrelevant to crucial. Globalization was at least a substantial concern for 62%, demographics for 75%, and pipelines for a whopping 84%.

Each factor independently would create pressing demand for the right talent in the right place over the coming decade. Together they add up to a war for talent that means unprecedented challenges for most organizations. But they also present a huge opportunity for leaders determined to surround themselves with the best and to equip their organizations with the right hiring, retention, and development strategies (ensuring a strong focus on potential). The question is how your company stacks up against your competitors and what you can do to ensure that your talent practices are best in class. ☞☞

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spanning all major sectors and geographies. The results were dire: Only 15% of the firms in the Americas and Asia, and less than a third of those in Europe, had enough people primed to lead them into the future. New survey and research data compiled show that the situation has grown even worse.

Globalization compels companies to reach beyond their home markets to do business and recruit and retain the people who can help them in that endeavor. The

The impact of demographics on hiring pools is also clear. The sweet spot for rising senior executives is the 35-to-44-year-old age bracket, but the percentage of people in that range is shrinking dramatically. In 2007 it was projected that there would be a 30% decline in the ranks of young leaders, combined with anticipated business growth which would cut in half the pool of senior leader candidates in that critical age range. A decade ago the shortage of rising leaders affected mostly the United States



**THERE IS NO  
ELEVATOR TO  
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EVERYONE  
HAS TO TAKE  
THE STAIRS.**

# ACT LIKE AN ENTREPRENEUR

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Foster from Yale University, as do the number of world-changing ideas emerging from them. Our notions of sustainable competitive advantage are truly challenged. So how can companies get more entrepreneurial behavior from employees, and how can entrepreneurs inside act on their ideas, while minimizing risk to themselves and to their organizations?

To that end, and based on studies of entrepreneurs both inside and out, here are four simple steps for taking effective entrepreneurial action within an organization (or for managing your entrepreneurs inside).

These steps do, in fact, provide more opportunities for “entrepreneurs inside” to test and start more ideas and, by extension, to increase the likelihood of organization improvement.

First, it all starts with **Desire**. If you are going to start some sort of improvement effort you must want to do it. Without personal motivation to take any step into the unknown, no matter how small, there is no possibility for success. Curiosity is sufficient but if it’s “just a good idea” that you don’t personally care about, stop wasting your time and those around you by considering it any further.

Then ask “**What am I willing to invest to take the first step?**” Successful entrepreneurs generally don’t try to calculate what they will ultimately get from their efforts, and instead ask “What can I afford to lose” if the next step doesn’t turn out as expected. Given the uncertainty inherent in their work this “acceptable loss”

frame of reference represents a powerful offset to the traditional notions of “expected return” that stop most efforts before they ever begin.

External entrepreneurs consider money, time, opportunity cost, etc. as the primary categories for consideration alongside the intensity of their desire in determining whether or not to take the first step. It is quite different for entrepreneurs inside where the most significant investment (and risk) criteria they consider is their social standing and relationship capital within the organization. Their peers and their immediate boss become the important gatekeepers to the first step. We find ourselves working with entrepreneurs inside to address these social capital issues in exactly the same way we have advised traditional entrepreneurs to manage their financial risks.

And then “**Who can I bring along with me?**” External entrepreneurs are constantly making deals for free or low-cost assets and resources. Entrepreneurs inside do likewise but they are also acutely looking for employee partners and supportive bosses (or at least passive ones) as they build a marketplace and political support for their evolving idea. This internal network consists of both emotional and physical support. You want enough to get started given your investment analysis and an orientation toward building as you further your efforts against the idea.

Now it is time to **Act**. Remain open to what happens and its implications for your next step and then immediately build your next step on what you learned

and the result you just achieved. This Act-Learn-Build cycle is the proven and safe recipe for entrepreneurial success. Form the habit of acting your way into the future with low-cost, low-risk steps using the means you and your network have readily at hand. Over-planning and over-thinking are not nearly as effective. External entrepreneurs are often supported by the discipline of

staged venture capital for this work. Entrepreneurs inside instead use their emergent networks to explore their learning and build support for what comes next. These simple steps have worked for others and for many of the people we’ve worked with inside organizations, and should help you address the question of how to get started.



**The key to successful leadership today is influence, not authority.**

*-Ken Blanchard*



## Help Your Employees Find **Flow**

by Terri Griffith, *Harvard Business Review*

### **Holacracy.**

**Results-Only Work Environments.** These new, more flexible ways of working may be a step too far for many organizations. Still, greater employee freedom can create a better sense of “flow,” which enhances **engagement, retention, and performance.** This can be achieved by loosening your grip on work practices—but you don’t have to let go completely: remove obstacles, set boundaries and meaningful goals, then let work take its course.

Stefan Groschupf, founder and CEO of Datameer, a big data analytics company, tries to reduce negative interruptions and increase “flow.” His industry is one of the most pressured to recruit and retain top talent. He’s finding that the organization is more productive (e.g., has more leads generated in marketing or has engineers moving through projects more quickly) with active management of interruptions and engagement to enhance flow.

Mihaly Csikszentmihalyi, author of the landmark *Finding Flow*, describes the feeling of flow this way:

Imagine that you are skiing down a slope and your full attention is focused on the movements of your body, the position of the skis, the

air whistling past your face, and the snow-shrouded trees running by. There is no room in your awareness for conflicts or contradictions; you know that a distracting thought or emotion might get you buried face down in the snow. The run is so perfect that you want it to last forever.

Flow has been tied to performance by improving concentration and motivation. But when you’re constantly interrupted, it’s hard to find a state of flow. One workplace study found an average of almost 87 interruptions per day (an average of 22 external interruptions and 65 triggered by the person himself). Then,

on average, it takes over 23 minutes to get back on task after an interruption, but 18% percent of the time the interrupted task isn’t revisited that day. For some, interruptions “form the genesis of the work,” so it’s hard to say that all interruptions are bad—but work design and management needs to offer the opportunity and knowledge to manage interruptions.

Groschupf’s techniques for combating interruptions and fostering flow are straightforward: allowing people to switch off email, fewer meetings, and focusing on smaller chunks of work. These strategies, however, wouldn’t

be as effective if just one person made these changes to his or her individual work. The key is that the whole organization is on board. Groschupf says that they have clear organizational goals—and that all employees know engagement and flow are important to reach those goals.

And yet the CEO is skeptical of the hype around gamification—the latest engagement fad. “What’s behind gamification? It’s flow.” He believes that if management can create an environment where employees love the experience and feel fulfilled in their jobs, then engagement, retention, and performance will follow.

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# Meet **TRACY BENZINGER** »

## Zing! Recruiting, Branch Manager Warsaw, IN



### » How long have you been in the staffing business?

I have been in the staffing business for 12 years.

### » What was your first job? What do you remember most about it?

I ran several summer sport camps while I was in high school but my first real job out of college was with White's Institute, which was an institute for troubled kids. I worked in the discipline unit for the kids that broke the rules or needed "extra" attention. What I remember most about this job was how challenging it was working with troubled youth but yet how rewarding it was at the same time.

### » Who was the worst boss you ever had and why?

I can honestly say I have never worked for a bad boss.

### » What motivates you each day to sell and service your clients?

I am a very positive person for the most part so I am motivated just knowing that I can be a positive leader and role model for my peers, staff, clients and candidates that I work with every day. I guess "life" motivates me.

### » What are some of your long-term goals?

My ultimate long term goal is to retire and travel around the world.

### » What makes Peoplelink unique, from your perspective?

There are several things in my perspective that

make Peoplelink unique but I would have to say the one thing that stands out to me would be even though we are a very large company it feels small and intimate in many ways. You are not just a number. Everyone knows you by your name and what you do in the company.

### » What makes you successful as a Manager?

My people around me make me successful as a Manager. This would include my staff and my boss. Their hard work and our hard work together make us all successful.

### » What is the best advice you could give to other Peoplelink staff members?

Advice that I would give to other peoplelink staff members would be to always set goals and make sure they are realistic. Be professional but real. You will always be a role model to someone—even when you may not know—so be positive and know how to take the good with the bad. This industry is a tough industry, no doubt about it, but continue to keep positive even through those tough situations, because there is always tomorrow. Practice a work-life balance.

### » What is your favorite movie? Book? Drink?

I am not a big movie watcher but I would have to say one of my favorite movies would be *Footloose*. I have been in the same book club for over

13 years and have read some outstanding books. I would have to say a couple of my favorite

books would be *Unbroken* by Laura Hillenbrand and *The Light Between Two Oceans* by M.L. Stedman. I highly recommend both of these great books. My favorite drink would be coffee... maybe with a little Bailey's in it!

### » If you could have any car you want, what would it be?

If I could have any car I wanted it would probably be a 1969 Corvette Convertible.

### » What is your home city? What is the greatest feature about your home city?

My home city is Warsaw. I grew up south of Wabash but have been in Warsaw for 25 years. I feel Warsaw has many great features but to name a few would be the lakes, the orthopaedic industries and the families.

### » How do you unwind when you're not at the office?

I love to ride my motorcycle to unwind. There is nothing better than getting on my bike on a great summer day and taking a road trip. I also enjoy boating, running, being with my family and friends and just sitting on my deck reading a good book with a nice glass of wine.

### » What do people like most (least) about you?

I am not good about answering this next question because I really don't know nor have never really thought about it. I have heard people say they like my smile and my positive attitude. My recruiters tell me as their manager that they like my kindness and that my door is always open to them for anything. I am sure there are things people don't like about me. My recruiters tell me that they don't like when I am gone from the office.

### » Anything else you can think of?

Peoplelink has been very good to me and my family, and I am very grateful for our leaders in South Bend and my favorite leader of all, Pat Miller. Lastly, my parents have always been my role models. My dad loved life to the fullest and he always told us girls to just love, even when it is hard to really like some people. He said love is what it is about in the very end. ☺☺

# 2014 Buyers Survey:

## What specific skills are you having the most difficulty recruiting?

### Key Findings:

Across all occupational categories, the skills most-frequently cited by buyers as difficult to recruit were those associated with managing and modifying company-wide enterprise software –SAP was commonly mentioned, as were other enterprise software providers. It's notable that this set of skills was the most-frequently cited recruiting challenge in both 2014 and 2013.

The second most commonly cited IT skill recruiting challenge was Java, which was likewise frequently mentioned in our 2013 survey.

Within engineering, the toughest skills to recruit are very specific niche skills (e.g., spacecraft mechanical analyst, metallurgical engineer, etc.), reflecting the highly-specialized character of many types of engineering. Second most commonly cited were skills related to oil and natural gas production, a sector that is rapidly expanding.

Among buyers of industrial/logistics skills, the skills most commonly identified as difficult to recruit were: forklift operators, welders and drivers.

Respondents reported specific hard-to-recruit skills in the areas of IT, engineering and industrial/logistics. Other occupational categories such as healthcare, office/clerical, finance/accounting, etc. did not have a sufficient number of responses to analyze.

Source: Staffing Industry Analysts

Results are based on findings of our 2014 Contingent Buyer Survey, conducted in April 2014, and reflect the opinions of buyer respondents from 175 large (1000+ employee) companies.

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### Peoplelink Performance.

Talent you can count on. Top-notch professionals for full-time positions. Strategic and flexible staffing solutions. These are the results you can expect with Peoplelink.

As your workforce partner, we manage the most challenging and time-consuming parts of your staffing function – so you can focus on other priorities. From last-minute fill-ins to strategically matching your workforce to your workload, we give you access to the people you need, when you need them.

The proof? Since 1987, we've successfully placed **nearly 300,000** people in temporary and full-time positions with clients throughout the country.

For more information, call Jeannine Victor at 574.232.5400 x 261.



## 2014 Buyers Survey:

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*Purchasers of IT skillsets are having a hard time recruiting people with these abilities:*

### Difficult-to-recruit IT skills

The IT skills most frequently cited by buyers as difficult to recruit were those associated with managing and modifying company-wide, enterprise software – SAP was commonly mentioned, as were other enterprise software providers. It's notable that this set of skills was the most frequently cited recruiting challenge in both 2014 and 2013.

The second most frequently cited difficult-to-recruit IT skill was Java. And likewise Java was also commonly cited in 2013.

Next most frequently cited were: people with the ability to lead and manage IT projects, business analysts, mobile developers, .Net developers and network security experts.

	# of responses (2014)	# of responses (2013)
Business/enterprise software	15	11
Java	8	8
Project management/leadership	6	3
Business analysts	6	5
Mobile developers	5	4
.Net developers	4	1
Network security	4	6

### Difficult-to-recruit engineering and industrial/logistics skills

#### Engineering skills

Within engineering, the toughest skills to recruit are very specific niche skills (e.g., spacecraft mechanical analyst, metallurgical engineer, etc.), reflecting the highly-specialized character of many types of engineering.

Second most commonly cited were skills related to oil and natural gas production, a sector that is rapidly expanding.

Several buyers also mentioned difficulty in finding: aerospace engineers, stress engineers, and those with nuclear experience.

#### Industrial/logistics skills

Among buyers of industrial/logistics skills, the skills most commonly identified as difficult to recruit were: forklift operators, welders and truck drivers.

*Purchasers of engineering skillsets are having a hard time recruiting people with these abilities:*

	# of responses (2014)	# of responses (2013)
Specialised, niche skillsets	3	2
Petroleum-related skills	3	2
Aerospace engineers	2	2
Stress engineers	2	2
Nuclear experience	2	2

*Purchasers of industrial/logistics skillsets are having a hard time recruiting people with these abilities:*

	# of responses (2014)	# of responses (2013)
Forklift operators/warehouse	4	2
Welders	4	2
Drivers	3	3



He's learned that turnover is usually not about the money. "It's about achievement." Games and flow are characterized by relatively short challenge-and-reward cycles. This approach is similar to the recommendations in Teresa Amabile and Steven Kramer's recent book, *The Progress Principle*, where they demonstrate that even small wins fuel motivation. Groschupf works to build those powerful little wins into the business. He's not controlling the work, but he


is setting the rules for making the work more engaging.

As a data-driven business, Datameer is always tracking results, so people can see their progress and how it fits into the rest of the organization's work. Groschupf notes that it's helpful being a young company – Datameer has been able to build measurable processes as it goes. He acknowledges that it would be harder to add these tools on to legacy systems. But I'll

offer that practices enabled with collaborative goal-setting tools like Work.com are one way to add some of this capability to an existing system.

The approach at Datameer is not just tool-and-metric-based. There is also a human dimension to their practice. Groschupf says, "It's a learning process. You can't just go to someone and say that the way we run this company is data driven. There is a human element. As you

get new folks that might not be knowledgeable, it's important to socialize them and help them understand."

Loosen your grip on tactics like meetings and email, and focus on reducing interruptions and increasing engagement. Create shorter and more visible challenge-and-reward cycles and let employees go with the flow. 



## LEATRICE MOLS

Peoplelink is pleased to announce that Leatrice Mols has been chosen as our *July Shining Star* employee. Leatrice is an Administrative Assistant at Toyota Tsusho America. She reports to the Tupelo, Mississippi Peoplelink branch.

Leatrice has worked at Toyota for over two years. Her responsibilities include office and warehouse management, assisting employees with benefits information and enrollment, and assisting Japanese families with relocation. According to Leatrice's supervisor, Takashi Watabe, her attitude is

extremely professional and she excels at problem solving.

While at work, Leatrice's favorite aspect of her position is helping Japanese families get settled in Mississippi. In her spare time, she enjoys spending time with her husband, cross-stitching, cooking, and antiquing. Congratulations to Leatrice for being Peoplelink's July Shining Star employee!

Find your shining star! Contact Peoplelink at 574.232.5400.



## EEOC Issues Enforcement Guidance, Q&A, and Fact Sheet on Pregnancy Discrimination

By *workforce.com, Jon Hyman*

If you had any doubt that pregnancy discrimination is a hot-button issue at the Equal Employment Opportunity Commission, look no further than recent publication of three documents by the agency on the issue:

- Enforcement Guidance: Pregnancy Discrimination and Related Issues
- Questions and Answers about the EEOC's Enforcement Guidance on Pregnancy Discrimination and Related Issues
- Fact Sheet for Small Businesses: Pregnancy Discrimination



Among the topics addressed by the EEOC are:

1. The fact that the PDA covers not only current pregnancy, but discrimination based on past pregnancy, a woman's potential to become pregnant, fertility/infertility, and the intent to become pregnant.
2. Lactation as a covered pregnancy-related medical condition, which means that denying lactation time or space to new moms violates Title VII.
3. The circumstances under which employers may have to provide light duty for pregnant workers, and the requirement that an employer provide the same accommodations to pregnant workers as to other workers with similarly disabling medical conditions.
4. Issues related to leave for pregnancy and for medical conditions related to pregnancy, and the requirement that pregnant employees who are able to perform the essential functions of their jobs must be permitted to do so.
5. The PDA's prohibition against requiring pregnant workers who are able to do their jobs to take leave.
6. The requirement that parental leave (which is distinct from medical leave associated with childbearing or recovering from childbirth) be provided to similarly situated men and women on the same terms.
7. When employers may have to provide reasonable accommodations for workers with pregnancy-related impairments under the Americans with Disabilities Act and the types of accommodations that may be necessary. These pregnancy-related impairments, which the ADA covers as disabilities, include gestational diabetes, pregnancy-related sciatica, and preeclampsia. Potential reasonable accommodations include redistributing marginal or nonessential functions, modifying workplace policies or work schedules, telework where feasible, leave in excess of a medical leave policy, purchasing or modifying equipment, or temporarily reassigning an employee to a light duty position.

All three documents are required reading for any employers with female employees of child-bearing age. Moreover, while the EEOC's Enforcement Guidance is not a statement of law, but, instead, a federal agency's non-binding interpretation of what the law means, employers should take these interpretations seriously. Courts do look to the EEOC for help in interpreting Title VII, and employers who ignore this Guidance or act contrary to it are taking a huge risk in doing so.

## Some of These Jobs are Endangered

By *CareerCast*

Dead trees are a bad business to be in now. Lumberjack, newspaper reporter, printing worker and mail carrier are among the top most endangered jobs for 2014, a new CareerCast report says. According to the Bureau of Labor and Statistics Occupational Outlook Handbook, some of these jobs are



expected to see double-digit hiring declines from 2012-2022. The jobs with the highest expected fall-offs are: Mail carrier: -28%. Farmer: -19%. Meter Reader: -19%. Newspaper Reporter: -13%. Travel Agent: -12%. Lumberjack: -9%. Flight Attendant: -7%. Drill-Press Operator: -6%. Printing Worker: -5%. Tax Examiner and Collector: -4%. The common predator threatening nearly all of these jobs is technology, which has increased automation while allowing more to be done with fewer resources, especially human.

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## Company Limits Bathroom Breaks to Six Minutes a Day

by Patrick M. Sheridan, CNN Money

That's what a union contends the manufacturer is pulling: timing bathroom breaks and warning employees when they can't beat the clock.

The union, Teamsters local 743, filed a complaint with the National Labor Relations Board claiming WaterSaver unfairly disciplined 19 workers in June for "excessive use" of washrooms.

The company's human resources department described "excessive use of the bathroom as... 60 minutes or more over the last 10 working days," according to the affidavit. Do the math and it works out to 6 minutes a day.

The controversy goes back to last winter when WaterSaver installed swipe card systems on bathrooms located off the factory floor.

The company said it had little choice because some employees were spending way too much time in there, and not enough time on the manufacturing line.

WaterSaver's CEO, Steve Kersten, said 120 hours of production were lost in May

because of bathroom visits outside of allotted break times.

To recoup lost hours, WaterSaver has adopted a rewards system where workers can earn a gift card of up to \$20 each month (\$1 a day) if they don't use the bathroom at all during work time. CEO Kersten said a few workers have already earned them.

He said that so far no one has been suspended or terminated, although warnings were issued. The company has a three step disciplinary process that starts with a verbal or written warning, which can then lead to a suspension, and finally a termination. The union said monitoring bathroom time is an invasion of privacy.

"The company has spreadsheets on every union employee on how long they were in the bathroom," said Nick Kreitman, the union representative at WaterSavers. "There have been meetings with workers and human resources where the workers had to explain what they were doing in the bathroom," he said.

It's unreasonable given that the human body can't always perform on cue, Kreitman said. Besides, he pointed out that the company's 140 workers don't have paid sick days. Workers who can't afford to lose a day's pay come into work sick, and may end up using bathrooms more, he said.

Kersten said workers should be able to take

care of most personal needs during the breaks the company gives them each day that total one hour. That's when workers have unlimited access to bathrooms without the electronic systems.

He said he understands people may have to use the bathroom outside of those breaks.

"No one is stopped from going to the bathroom," he said. But he believes workers might be spending time on their phones in the bathrooms.

"Our supposition is that some of the behavior is related to cell phones and texting... although I have no hard evidence," he said, pointing out that cell phones are banned on the factory floor.

Both sides gather around the bargaining table Thursday to discuss pay and paid sick days, among other things. Bathroom time will likely come up as a discussion topic.

Asked if he had to swipe into his bathroom at work, Kersten hesitated for a second and said: "No."

## Pay Is Millennials' Top Job Concern, Survey Says

by Joan Mooney, SHRM

Forget the idea that Millennials would rather have flexible hours than a good salary. A recent survey by Business Insider and News to Live By found that pay came first when U.S. adults ages 18 to 36 were asked what matters most to them in a job, followed by meaningful work and a positive relationship with co-workers.

Flexibility was important, but it trailed in fourth place.

"There's this myth that young people don't care about money," said Bruce Tulgan, CEO of Rainmaker Thinking and an expert on generations in the workplace. "Of course they do." Two important factors relating to pay, Tulgan said, are how much the worker is paid compared to others doing the same job in the same city, and how much the person needs to live.

The survey, conducted with Survey Monkey Audience, found that 16 percent of Millennials were unemployed after six months in the job market. Nearly one-quarter of the 548 survey respondents said they applied to 11 or more full-time jobs before they were hired. And when they did land a job,





# Pay Is Millennials' Top Job Concern, Survey Says

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82 percent did not negotiate their salary, either because they didn't feel comfortable doing so (38 percent) or didn't realize they could (44 percent).

"They're gun-shy," Tulgan said. "They know how hard it is to get a job

in this market. They're competing for what used to be called entry-level jobs with people with a lot more experience. And it's so easy for them to do online research and find out what others are paid for similar positions, that they would rather do that than negotiate."

Terri Klass, who conducts leadership training with

Terri Klass Consulting out of Westfield, N.J., was surprised about the finding that few Millennials negotiated salary. "They do think they're worthy of a certain amount, and they might fight for it, especially if they have the right skill set," she said. "They have a strong

sense of what they're worth."

Once they were employed, 37 percent of the Millennials in the survey left their first full-time job within two years. Asked what would have kept them in

the job longer, 26 percent said a better salary, followed by a clearer sense of how to move up within the company (17 percent) and more responsibility (11 percent).

"All those things are tied together," said workplace consultant

Alexandra Levit, author of *They Don't Teach Corporate in College* (Career Press, 2009), a book for Millennials. Her recent study of working Millennial professionals found that they are entering leadership positions at a younger age than Baby Boomers or members of Generation X.

"It's not quick enough for them, but it's still quicker than others," Levit said.

What does all this mean for employers and recruiters who want to hire Millennials and keep them on the job longer?

"Recruiters have to come in with a clear strategy" for young workers, Levit said.


"Have them network, facilitate mentoring, offer experiential learning opportuni-

ties. They're like other employees except they'll demand things younger."

The difference is, if they don't get those opportunities, they'll leave.

Despite the survey findings on pay, Klass said, companies must still ensure that they can offer what Millennials want: "a more open, nurturing environment that values collaboration."

Recruitment and work environment are critical. "If you recruit a Millennial effectively, they won't leave," Levit said. "You can extend the time [the person stays] to five years if you're allowing them to grow. Give them exciting opportunities, accelerate transferable skills, show you care about their careers."

Offering flexible hours and working locations do help, even if those aren't Millennials' top concerns. "It's now possible to be more flexible because you can get results anywhere," Levit said. "People are getting great results at 10 p.m. at home. Is it really necessary to get through the door at 8:45 every morning?" 



**To be successful, you have to have your heart in your business, and your business in your heart.**

– Sr. Thomas Watson

