ROUNDTABLE

B2B LEADERS

Five ways to get the most out of your millennials

KEY COMMENTS
AND TOP TAKEAWAYS



B2B Marketing

Five ways to get the most out of your millennials

1 Be more informal

Many millennials don't recognise formal hierarchies in the same way as their seniors, perhaps because they've grown up in the information age where growing online brands and businesses has been the norm since teenhood. Think about engaging with younger team members on a more informal and personal level, and consider how you come across as a leader. Are you authentic? Do they believe in you and what you stand for? Are they bought into the company's wider business objectives?

2 Create a fun working environment

Consider relaxing your company's workplace policies in order to keep the younger generations happy. You're competing with some pretty awesome companies out there (think pool tables at Google and speakeasies at LinkedIn) so look at ironing out some of that grey, corporate drab. You may not like it when your team members plug themselves into their headphones, but penalising them for it won't win you any friends in the long or short-term.

3 Review the ways in which you offer feedback

Millennials are eager to please and thrive on regular updates on how they're doing. Setting yearly objectives for people who've grown up with instant feedback and who often prefer working on shorter-term projects seems archaic and counter-productive. Explore ways in which bigger projects can be broken down into monthly chunks and make sure you're championing great work within the wider company too.

4 Re-think rewards

Incentivising younger workers has always been a struggle – they're restless and notoriously difficult to retain. Review the way you're rewarding them for standout achievements – if annual appraisals sound a bit prehistoric, so too do annual salary reviews. Think about other rewards you could offer – high street vouchers or a contribution towards their student loan repayment, for example. With a workforce that typically job hops, restricting reviews and feedback to once a year just won't cut the mustard. It's also worth remembering that just because millennials spend a lot of their social time in the pub doesn't mean they'll be impressed with a monthly beer allowance – many are just as keen for progression opportunities and would feel more valued by the offer of a training course or away-day.

5 Don't pigeonhole

Resist making assumptions about your younger workers just because of their digital expertise – and avoid slotting them into the 'digital expert' silo. Instead, consider sharing digital and social responsibilities across the whole team. Not only will this lead to more of a 'digital democracy', but it will also mean other skills – such as pitching, writing and management – are nurtured in individuals who you're keen to see grow and develop as marketers.

Portrait of a millennial

They will

- Thrive in a fast-paced working environment
- Speak up when they don't agree with something
- Text their manager when sick, instead of calling in
- Value your company's wider impact on the world
- Enjoy taking ownership of projects
- Want to see a clear career progression path.

They won't

- Be entirely motivated by money
- Shy away from new challenges – these guys would prefer to try and fail than not try at all
- Be the best at writing or digesting long-form copy
- Be the first to volunteer their services for a pitch or presentation
- Show you respect just because you're their senior.

About B2B Leaders

B2B Marketing

The B2B Leaders programme is a network of the most senior figures in the B2B marketing space, from heads of marketing to global CMOs of leading brands.

Members benefit from a unique and invaluable opportunity to regularly network and collaborate with senior-level peers, share insights and discuss strategic challenges.

Membership is by invitation only, and includes:

- Annual Leaders Forum ticket, the only B2B marketing leader's event of its kind.
- Regular roundtables, focused on key marketing leadership topics.
- Monthly roundtable findings reports.
- Annual ***B2B Leaders Report,*** with key research data and insights.

The B2B Leaders programme counts senior marketing names in Deloitte, Oracle, Atos, Dell, HSBC, KPMG and Adobe among its members, all sharing ideas on topics ranging from team development to board interaction.

To register your interest in the programme call +44 (0)20 7014 44920

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