



## Millennials in the Workplace

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### Video Transcript

[Words appear on black film strip with IU DAY banner at top: STARTING SOON...ASK IU: MILLENNIALS IN THE WORKPLACE; A live Q & A with Dr. Carolyn Goerner, Clinical Professor of Management at the Kelley School of Business]

[Video: Erica Sagon and Dr. Carolyn Goerner sitting at a table with IU logo and IU Day banner in the background]

Erica Sagon: Good Morning. Welcome to Ask IU, our series of live interviews with IU experts. Because it's IU Day,

[IU logo and words appear: Erica Sagon, Host, IU Day]

we are celebrating by proving that you can ask IU pretty much anything because our amazing faculty and staff can speak expertly on such a wide variety of topics. First up this morning, we're here with Dr. Carolyn Goerner. She's a clinical professor of management at the Kelley School of Business. Today, Dr. Goerner's going to be talking about millennials in the workplace. Good Morning, Dr. Goerner.

Carolyn Goerner: Good Morning.

Erica Sagon: Thank you for being here.

Carolyn Goerner: Happy IU Day.

Erica Sagon: Happy IU Day to you, too.

Carolyn Goerner: Exactly.

Erica Sagon: We've sourced most of our questions for Dr. Goerner from social media. In fact, you can chime in right now on social media with your own questions for Dr. Goerner.

[IU logo and words appear: ASK YOUR QUESTION NOW; Ask using #IUday & #AskIU or at Facebook.com/IUFoundation]

Just use the #IUDay and the #AskIU, or you can comment right here in this Facebook Live broadcast, and we'll get to as many questions as we can.

All right, Dr. Goerner, millennials in the workplace. We got to clear something up first. What is a millennial?

[Video: Close-up of Dr. Carolyn Goerner with blue, gray, and brown tiled corner-wall in the background]

Carolyn Goerner: It's a combination of a couple of different things.

[IU logo and words appear: CAROLYN GOERNER, PH.D., Clinical Professor of Management, Kelley School of Business]

The first, most technical definition is if you were born between kind of the early '80s and the mid-'90s, you're likely a millennial. But there's some other stuff that plays into that.

[PowerPoint slide with IU Day banner and Kelley School of Business logo: Title: The Generations; Bullet points: Traditionalists (1920-1945), Baby Boomers (1946-1964), Generation X (1965-1980), Millennials (1981-1995), Generation X (1996-??)]

If you were raised by baby boomers, that typically comes more to tune with the millennial personality. If you grew up on Harry Potter. If you really would prefer to text rather than take a phone call. If you have a sense of really having had at least your childhood fairly programmed.

[Video: Close-up of Dr. Carolyn Goerner]

You tried everything, you had set lessons for it, and you had a lot of involvement in your family and a lot of parental involvement in your life. If your parents woke you up by calling you when you went to college, you're likely a millennial.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: What about where you grew up in the United States? Does that matter?

Carolyn Goerner: It matters in terms of how quickly the general personality of a generation will get to you.

[Video: Close-up of Dr. Carolyn Goerner]

We tend to be a little quicker to start that generational clock whirling on either coast, and in the Midwest, it's maybe a couple of years later. So it really just depends on kind of where you were, what you were exposed to, and who was raising you.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: All right. That's a helpful definition because I think a lot people just call anyone young a millennial.

Carolyn Goerner: Yes.

Erica Sagon: So now we know the definition. Certainly this is not the first generation to be characterized with a label. We've got baby boomers and other generations. Is it really possible to find common traits of a generation? Tell me a little bit more about that.

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: It's a fascinating mindset, and what winds up happening is people develop a world view during a particular stage in their development.

[IU logo and words appear: CAROLYN GOERNER, PH.D., Clinical Professor of Management, Kelley School of Business]

My friends in psychology and particularly developmental psychology talk about the stage where when people between the ages of roughly five to seven, and then ending roughly thirteen, something really remarkable happens. Work with me here. I want you to think about your second grade classroom.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: I've got it.

Carolyn Goerner: So you would've been about seven. Do you remember any big things happening outside of your realm? So outside of your family,

[Video: Close-up of Dr. Carolyn Goerner]

outside of a local sports team, but things happening in the world that everyone would've seen at that time.

Erica Sagon: Oh, gosh. You've really put me on the spot there.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Carolyn Goerner: It's a tough question. I'm sorry.

Erica Sagon: Second grade. I don't know if I would've known back then.

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: Let me tell you what happens when I actually have more people who I haven't put on the spot like you because that really wasn't fair. One thing that'll happen is I'll have people in the traditionalist generation or even early baby boomers who will say "I watched someone walk on the moon."

[IU logo and words appear: ASK YOUR QUESTION NOW; Ask using #IUday & #AskIU or at Facebook.com/IUFoundation]

Space was the final frontier. Space was this idea of we have to go to space to protect the U.S. reputation and beat those darn Russians, and by golly, this is important to us. It was a national celebration. Then I'll talk to people from Generation X who will say "I sat in my classroom, and I watched the Space Shuttle Challenger explode,

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

and I'm not 100% sure that that was worth it. I'm not sure that what we get out of space was worth my physically watching a teacher lose her life along with the other astronauts when that happened.

[Video: Close-up of Dr. Carolyn Goerner]

" People say "Well, does that matter?" I smile sweetly and say "Who's running NASA now, and why are we privatizing the shuttle program?"

The idea that the world view that people are raised with becomes their reality. In particular, the things that happen in that defining moment between the age of about seven, again, and the age of about thirteen, that becomes what's real. So how the world is supposed to work and the assumptions that you make about what's realistic are really formed in an individual during that period. So if we can say that people shared that experiences, and if they shared those defining moment, then they'll approach the world and view things in the world in a particular way.

Another quick example. If you're a traditionalist, we elected FDR four times. Presidency is a very stable thing. It's terrific. If you're a late baby boomer or Xer, yeah, if you think you're going to get impeached, you should write a letter resigning the presidency. If you're a millennial, the dress was blue and from The Gap, and impeachment is no big deal. We have very different views of what the presidency is on the basis of who the president was and what our relationship with that office was growing up. Does that make sense?

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: Yeah. Absolutely. Let's turn the conversation a little bit to the workplace and millennials in the workplace. How are they different from other generations when it comes to an office or otherwise type environment?

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: It actually kind of starts even from the recruitment process, and then moves all the way through, obviously not retirement yet, but as careers develop.

[PowerPoint slide: Four racially diverse young people, two males and two female, wearing IU sweatshirts and long-sleeve shirts, smiling with arms interlocked in front of a red wall with the Kelley School of Business logo]

First of all, millennials are more concerned about what a company does and whether or not it makes an impact. So the notion of a social consciousness and a wanting to work for a company for which you can be proud is really something that a millennial will embrace. So they're going to be attracted to companies that look and feel as if they're really making a difference, and then want to make a difference at the workplace.

[Video: Dual images: PowerPoint slide with four young people in the top left corner and close-up of Dr. Carolyn Goerner speaking in the bottom right corner and the IU Day banner in the center]

That doesn't mean that there isn't a little bit of a work to live mentality. That actually grew up with us with the Xers where they said this whole baby boomer living at the office thing, that's silly. We need a little work-life balance. So they're still moving towards more flexibility and work-life balance. That's great, but the interesting thing about millennials is they'll ask for stuff that everybody else secretly wants.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

So people get this mindset that says the millennials think they're so entitled. But the truth of the matter is everybody likes flexible work time, and everybody likes the opportunity to do their work from home once in a while. The millennials will just ask.

[PowerPoint slide: Five diverse young people, three women and two men, standing, holding papers and gathered in conversation in an office setting seen through an image of blurred words on a board, which the group is focusing on]

So the idea that this becomes ... People have this stereotype of millennials as entitled,

[Video: Dual images: PowerPoint slide with five young people in the top left corner and close-up of Dr. Carolyn Goerner speaking in the bottom right corner and the IU Day banner in the center]

and we'll talk about that, but really it's more that "I've been trained to voice what it is that I'm thinking and that people should listen."

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Training's different because you're not going to get a millennial to read a manual. So if you think that handing someone an employee handbook and simply saying "All right, read this and figure out what to do" is going to work for you, not so much.

[PowerPoint slide: Two women, younger woman sitting and older woman standing and resting forearms on the desk looking at an image on a tablet together]

Instead, it's a lot of real time need to know.

[Video: Dual images: PowerPoint slide of two women looking at image on a tablet in the top left corner and close-up of Dr. Carolyn Goerner speaking in the bottom right corner and the IU Day banner in the center]

When I need to learn this is when I want to know where the information is. So that changes the way a lot of companies have to set their information up.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

One last thing is performance appraisal. I want to know how I'm doing, and I want to know how I'm doing much more often than the traditional baby boomer "Let's have a talk about me once a year."

[Video: Close-up of Dr. Carolyn Goerner]

So it wouldn't be unusual for a millennial to say "Can we spend 15 minutes a week just talking about my performance?" Which a baby boomer cringes and says "I have to do all the documentation, and I have to have something concrete to tell you." So there's a real disconnect, and the millennial says "No, I just want to know if I'm meeting your expectations." Because for millennials, that's how feedback works. For boomers, that's not how feedback works. So it's kind of an interesting disconnect.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: Let's look at the flip side and talk about managers of millennials and sort of how they're changing their style. Do they need to change their style? What kind of tips can you offer for managers who have millennials underneath them?

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: The good news is that a lot of managers either are Generation X,

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with the one between the baby boomer and the millennials, or they have learned from managing Generation X. So the demand for flexibility, the idea that I'm going to focus on results rather than process is really something that we've seen as a shift in managerial style over the course of the last 10 or 15 years. So it hasn't gone quite as far as millennials might like, but it certainly is moving towards this notion of I'm going to be able to just tell people if you get your work done and it meets standards, not 100% caring where you do that.

Where we're really seeing a difference is in performance management. The idea of when you do a performance review for something and what that means.

[PowerPoint slide: Two women, younger woman sitting and older woman standing and resting forearms on the desk looking at an image on a tablet together]

So we have seen a lot of larger companies now starting a trend that basically does away with the performance appraisal as you might traditionally think of it. So the idea that I'm just going to be giving you ongoing coaching and ongoing feedback,

[Video: Dual images: PowerPoint slide of two women looking at image on a tablet in the top left corner and close-up of Dr. Carolyn Goerner speaking in the bottom right corner and the IU Day banner in the center]

and there won't be a single time of year when I have to formally sit down and do an evaluation, what that means is managers have to shift into a more of a coaching mode.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

So we're seeing a lot of managers now try to adopt more of a "I want to develop my people. I want to do it in a coaching way. I want to give them a lot of regular feedback." As opposed to potentially just "All right, here's your form. Fill it out."

[Video: Close-up of Dr. Carolyn Goerner]

So it's changing our cycle if you will. It used to be once a year, raise, promotion. That's all kind of out the window. The idea that we would talk for a half an hour about an entire year just seems silly based on what can now happen in a year.

I think the third thing that's happening, at least for managers, is they're having to come really to terms with the fact that you've got to be more direct in terms of what you want then perhaps managers have been in the past. One of the things about millennials is that there's often not a lot of tolerance for ambiguity, and that's just because the world has always been laid out to them in very clear ways. And scheduling also has been kind of an interesting mindset.

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When you finish something, you're done with it, and you walk on to the next thing, as opposed to having to go back and edit or kind of work revision into the process. So a lot of managers are having to be more explicit about process and basically say "This is going to involve several alliterations. This isn't done." And have to be more explicit about phases of a project versus when things actually end.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: It sounds like millennials really are kind of bringing on this new face of management style. So as a manager, do you treat millennials special or do you sort of enact this new style for your whole staff? Is this the new world?

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: The good news about it is that our baby boomers are retiring fairly quickly.

[IU logo and words appear: CAROLYN GOERNER, PH.D., Clinical Professor of Management, Kelley School of Business]

Baby boomers are the ones who sort of cling to the idea of "But I want to have a whole talk just about me. That's a fun day. But I want to have face-to-face meetings. But I really think that we need to have that kind of interaction." The next two generations coming up, and then certainly what we're seeing about Generation Z, the one following the millennials, all seems to suggest that this way of managing is the new normal.

[PowerPoint slide: Five diverse young people, three women and two men, standing, holding papers and gathered in conversation in an office setting seen through an image of blurred words on a board, which the group seems to be focusing on]

It actually makes more sense in our economy. It makes more sense in the way that work happens today.

[Video: Dual images: PowerPoint slide with five young people in the top left corner and close-up of Dr. Carolyn Goerner speaking in the bottom right corner and the IU Day banner in the center]

Because we have a sense of things being more episodic. We have more people who are either self-employed or bringing themselves into an organization for a particular reason,

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

and we're almost having to think about work in chunks anymore, as opposed to kind of an ongoing your career is going to be here for 20 years.

Erica Sagon: Sure. Magda from social media has a question for us. She asks "How do millennials cope with disappointment or failure?"

Carolyn Goerner: Good question.

[Video: Close-up of Dr. Carolyn Goerner]

Not always very well. One of the things that has happened in the millennial upbringing is that there has been a bubble, some people call it, or a protection from failure. Just to use an analogy. I'm an old fart. I'm a cusper baby boomer-Generation X. Born in '63 if you want to do the math. The idea is that when I wanted to play a softball game as a kid, I ran out into the street, I found my friends, and we picked up somebody's bat from behind the shed when they were home. If I played first, and somebody said they were out or I said they were out, somebody said they were safe, we just resolved it.

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Today's kids are going to get in age-appropriate car seats in a pristine minivan with uniforms, and go to a baseball field where they've drawn lines, there's an umpire, and the inning is over when everybody bats. They will never know the joy of hitting the pop fly with runners on second and third, which was my signature move. They'll just never really know that.

So because we've set up this notion of empowerment, we've also set up this idea that I don't really know what it's like to fail at a level that just became routine for those of us who got to do it all the time. So one of the things we have to teach millennials is that failing is okay.

[Powerpoint slide: Looking up at an image of five diverse pairs of hands holding smart phones with gold covers with a blue sky in the background]

In fact, one of the big pieces of advice I often give millennials is go out and just mess up, just try something,

[Video: Dual images: PowerPoint slide with five pairs of hands holding smart phones in the top left corner and close-up of Dr. Carolyn Goerner speaking in the bottom right corner and the IU Day banner in the center]

and realize that it's not catastrophic.

Erica Sagon: That's great.

Carolyn Goerner: The world continues to turn. That's often harder on the parent than it is on the millennials because they don't want to let their kids fail.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: That brings me to my next question, which is that millennials face a lot of stereotypes, especially the E-word.

Carolyn Goerner: That "entitled" word.

Erica Sagon: What's the E-word?

Carolyn Goerner: The "entitlement" word. Yes.

Erica Sagon: Talk to us about some of the common stereotypes that millennials face. And can you either sort of debunk them or support them?

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: I'll do my best. Let's start with the elephant in the room, the entitlement word. People say that millennials are entitled for a lot of different reasons. The main one is, well, they just keep telling me what they want. We kind of talked about that. This is the idea that they have just been raised that it's okay to articulate what they want, whereas previous generations sort of saw that as taboo. So a lot of people speaking up and saying "I think this would be great," we're just not used to.

There's also a sense of having had a parental life or a family life that somehow revolved around them. It's an expectation, if you will, that there's a really different relationship that they are, some people say owed, I'm going to say used to. That the reality that developed for them during that developmental phase says "My family is going to be there for me. My family is going to be there to support me." That's just the reality.

Now, before we go blaming helicopter parents for that, let's point out what's also happened in the education system. Easiest way to do this for me is a story. I'm 20 years old. I'm in my dorm at college. The phone

rings. Yes, it was a landline. The phone rings. I pick it up, and my mom says "Carolyn, are you sitting down?" I'm thinking-

Erica Sagon: "Oh, boy."

Carolyn Goerner: Yeah. There's this very long pause, and she says "I'm pregnant." Yeah. I was raised as an only child. I laughed so hard I fell off the bed.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

I was not what you might call a supportive individual at this point. But the beauty of it is that I now have a brother who's 20 years younger than me. Great guy.

[Video: Close-up of Dr. Carolyn Goerner]

Ed was about seven or eight, and I went to my folks, I said, "You got to tell me what's wrong with Eddie."

[IU logo and words appear: CAROLYN GOERNER, PH.D., Clinical Professor of Management, Kelley School of Business]

I got this quizzical look. They said, "He's fine." I said, "No, no, no. Here's the deal. You're always in his classroom. You're always talking to his teacher. You do his homework with him. You check his homework at night.

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There's notes on his homework to you indicating that you're supposed to be involved in this. Man, if you'd been in my classroom, you would've been 'that mom,' and I would've been mortified. You don't even know what I majored in in college half the time." Okay, mine changed a couple times, but still. What's the deal? So my impetus was "You were so different raising me versus raising him. What's wrong with Eddie?"

The good news is that my mom, who taught for 52 years in elementary schools, was able to explain to me that they changed the role for parents. Now, if you're not actively engaged in your child's education, if you're not actively engaged in their homework, in fact, if a child doesn't have an adult advocate, the child is severely disadvantaged. So if you're not engaged, you're "that mom." They've literally done a 180 on the expectation of parents in the education system.

The problem is that now that we've raised parents that way, we never tell them when to stop.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

So it becomes a reality for everybody that says I am supposed to be, particularly in education, advocating for my child.

[Video: Close-up of Dr. Carolyn Goerner]

There was a Fortune magazine cover a couple of years ago now that had two young sub-20-somethings on the front, and the big headline was [Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

"You raised them, you manage them."

That's actually kind of true because I think people sort of had this vision that when millennials hit the workplace, suddenly they'd know what to do.

Erica Sagon: Not true? Not true?

[Powerpoint slide: Image of young adult woman looking at her smartphone, smiling]

Carolyn Goerner: We never taught them things like how to just be in a room and be quiet and learn from what's going on around it. We never taught them what to do with unscheduled or un-programed time.

[Video: Dual images: PowerPoint slide with image of young adult woman looking at her smartphone, smiling and close-up of Dr. Carolyn Goerner speaking in the bottom right corner and the IU Day banner in the center]

We never taught them what to do with just a little bit of free time to explore whatever you're interested in.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

So I think a lot of the entitlement comes from folks who have been raised with the reality of, well, everyone's going to be involved in my life. That's how it is.

[Video: Close-up of Dr. Carolyn Goerner]

It's got pros and cons, but that's how it is. The number one question, at least over the course of the past couple of years, that parents have been asking when they drop their kids off here at IU is "Who's going to wake my kid up?"

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: Oh, no.

Carolyn Goerner: True story. The reason that's important is because of the way that we view that.

[Video: Close-up of Dr. Carolyn Goerner]

Those folks for whom that seems silly, and you just set an alarm or your mom send the dog into wake you up or whatever, for us, that seems a little silly. But if that's always been your reality, that a phone call or a physical visit or whatever has always been the way you've woken up in the morning, well, that's just how you wake up in the morning. So I think a lot of the way that millennials get that "entitlement" view is just in the things that they expect will happen because that's the way the world's always been. So it's unfair to say "Well, you expect different things." Well, yeah. You can't really put a judgment on that. It just is.

Erica Sagon: Other than learning how to set an alarm on your phone-

Carolyn Goerner: It's a good thing.

Erica Sagon: What can a millennial do to sort of combat these stereotypes? And let's say specifically in the workplace.

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: I think the first thing is to get out of their own comfort zone a little bit and question their reliance on other people a little bit more than we've trained them to do. So the idea of do I really need a call to wake somebody up? Do I really need to talk to a parental figure multiple times a day? Do I really need that?

[IU logo and words appear: ASK YOUR QUESTION NOW; Ask using #IUday & #AskIU or at Facebook.com/IU Foundation]

Being able to question when you need assistance, and what you use assistance for, and being able to see if you can solve your own problems

first, is a really good habit. I can't tell you how many times I'll get an e-mail from someone, and they'll say "Well, what about this assignment?" And my response is "It's in the syllabus." But it didn't occur to them to go read the syllabus first. In fact, I actually have a T-shirt that says "It's in the syllabus." The idea that I can look out for myself in terms of trying to find my own answers or solve my own problems is one that has to be cultivated because it wasn't developed as the norm.

I think that failure, learning how to fail, is another one for sure.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Then the big thing that would get people over the entitlement hump, I think,

[Video: Close-up of Dr. Carolyn Goerner]

is to really start to think about what's my place in the company, and how do I add value? Frankly, it's something everyone should be able to do anyway. But how do I, as an individual, make money for this organization? How do I add value to it? How do I contribute to it in a meaningful way? And can I articulate why I would be the best candidate to add value in that particular way? I think a lot of times when millennials approach the job, they approach it with the only mindset that they have, which is "How is this going to work for me?" To the extent that you can really start to get a more holistic picture of the company, it helps because then you're able to articulate your value to them, which sort of takes away that self-focused persona.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: Sure. So you kind of got to turn inside out there a little bit.

Carolyn Goerner: Absolutely.

Erica Sagon: We have a question that's coming in via social media. What might older generations be able to learn from millennials? You kind of touched on this before about millennials really sort of being an advocate in the workplace for what everyone else is thinking but doesn't want to say. So, yeah, what can older generations learn?

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: Speaking as a baby boomer here, I grew up professionally at a Big 8, at the time, public accounting firm, and I remember I was cool when I pulled my first all-nighter in the office. People came in the next day, and I'm wrinkled and gross and smelly, but man, I had worked all night, and that was cool.

Erica Sagon: Badge of honor.

Carolyn Goerner: Absolutely. That's ridiculous. Let's just call it what it is. That's just silly.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

I think that one of the things that millennials, because they are able to express the things that they want out of life and out of work, are able to do is to say "Wait a minute. Is this really necessary?" They make us take things that were previously sacred like weekly meetings and ask if that's really meaningful and necessary and a good use of everybody's time,

[Video: Close-up of Dr. Carolyn Goerner]

or is it just that the baby boomers need to chat because we are champion chatters.

I think the idea that we need to change the way we think about work, we need to change the way that we think about how people interact with jobs, and we really need to think about whether jobs on an ongoing basis are challenging people to learn and to grow and to advance. That, again, kind of started with Generation X.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

If an Xer isn't learning, they'll look for another job.

[Video: Close-up of Dr. Carolyn Goerner]

The millennials have also learned if I'm not really developing professionally, no one's going to take care of my career but me and my posse, so I'd better make sure that I'm moving forward.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: I think a lot of us are probably curious if there are certain industries that attract millennials. The first thing that comes to mind, of course, is tech.

Carolyn Goerner: Of course.

Erica Sagon: But are there other industries that are attracting millennials?

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: It's interesting. I think tech is an attractive one for millennials because it's relevant, so I don't know if the key is necessarily relevance for an industry as it is so much how relevant are we making this to people, by and large, as a whole. It would easy to say things like "Oh, brick-and-mortar retail." Those kinds of things. But the reality is that if a brick-and-mortar retail store is doing good things, socially conscious, and really making a difference, it'll attract a millennial.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

If they're interacting with their customers in a way that really adds value, it'll attract a millennial. So I don't know that any more than I could as a strategist sort of say these industries are ebbing and flowing and kind of how that works.

[Video: Close-up of Dr. Carolyn Goerner]

Yes, millennials are attracted to the more up-and-coming, growing industries like tech. But I think it's more the nature of the company and the nature of the work itself rather than really about a particular industry.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: Okay. Yeah. That's interesting. Tell us a little bit about sort of what's the best way for a millennial who is applying for a job to distinguish themselves.

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: I think anything you can do to bust the myth is good, without explicitly saying "Myth busted," although we do that at IU. That's one of our alums. That's good.

[PowerPoint slide: Five diverse young people, three women and two men, standing, holding papers and gathered in conversation in an office setting seen through an image of blurred words on a board, which the group seems to be focusing on]

But the idea that I can come in and articulate my value to the company, I can articulate my value proposition, and I understand what you do, and I'm able to see the world through your eyes.

[Video: Dual images: PowerPoint slide with five young people in the top left corner and close-up of Dr. Carolyn Goerner speaking in the bottom right corner and the IU Day banner in the center]

Boy, if a millennial can set themselves up to do that, it's lovely. The key is to not sound patronizing about it,

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

which is difficult.

[Video: Close-up of Dr. Carolyn Goerner]

So it may be an approach that you want to practice with someone older just to make sure that you don't sound like "Your cute little company needs me," but instead really sound like "I like this company. I like the value you have, and I want to add to it."

I think the second thing is to really try to solve their own problems and find their own answers first. Never go to your boss without a solution to whatever problem you're bringing. Classic advice, but for millennials in particular it's really important. So I don't come to you and say "What's wrong? Fix this." I come to you and say "I think this is a reasonable solution,

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

but I'm open to suggestions, but at least I've thought about a solution."

[Video: Close-up of Dr. Carolyn Goerner]

I think the thing that makes particularly Gen Xers a little tired is the idea that nobody is trying to find it out for themselves.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

That you would look first and ask second, as opposed to flipping the order of that, would be really helpful.

[Video: Close-up of Dr. Carolyn Goerner]

The e-mails that I love are the ones that say "I've looked at the syllabus. It says this, and I have a question about it."

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

That makes me so happy because I know they've tried to take the first step to help themselves,

[Video: Close-up of Dr. Carolyn Goerner]

and I think it's that lack of first step that's frustrating.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: Lastly, I want to ask you about some research that you're doing now about women millennials. You kind of just started this research, but tell us a little bit about what you're finding so far.

[Video: Close-up of Dr. Carolyn Goerner]

Carolyn Goerner: Interestingly, one of the things that we know if that mentors are important, and particularly for women. The research is pretty compelling that mentorship and, yes, I don't just mean women mentoring women, but senior male mentorship is really important in terms of career attainment. It's one of the biggest correlates we have to a woman in particular attaining her career goals.

So the question is, based on all of the things that I've just said, how do I then turn and make the female millennial experience a little bit better? To give you a little bit of an idea about the bind, one of the things we know from negotiation is a man and a woman can say exactly the same thing and make exactly the same request using the same language and the same intonation, and the man will be seen more positively than the woman. In fact, the woman might be seen as negative for having been so aggressive, whereas the man is being very appropriate.

So how do we really help women navigate this double bind of being a millennial, with all that that entails, and being female in the workplace, particularly in those arenas where you know you're a minority, fields

like finance or tech, where we know we're still working on trying to get women more involved? The work that I'm finding is that what women really need is more explicit mentoring and coaching than perhaps we've experienced before.

Again, very preliminary, but what I'm excited about is that we're also seeing more of the women who are the mentors saying that they are learning a lot about "Boy, what I should've asked for when I was in my 20s" as a result of kind of how their life choices and careers might've gone if they'd been different. So two ways.

[Video: Back to Erica Sagon and Dr. Carolyn Goerner sitting at a table]

Erica Sagon: Dr. Goerner, this has been a fascinating discussion.

Carolyn Goerner: Yes.

Erica Sagon: Unfortunately, we are all out of time. I feel like we could talk much longer about all of this.

Carolyn Goerner: I know.

[IU logo and words appear: LEARN MORE ABOUT IU DAY; Join the conversation at #IUday and support IU at [iuday.iu.edu](http://iuday.iu.edu)]

Erica Sagon: If you have additional questions for Dr. Goerner or you'd like to watch more IU Day videos and interviews, visit [iuday.iu.edu](http://iuday.iu.edu) where you can also support IU. IU, of course, depends a great deal on private support from people like you. This is just a small part of what we can do to celebrate IU Day. Thank you so much for watching, and thank you for supporting IU.

[Video: IU logo top center and IU Day banner center appears]

[Transcript ends]