

PROhumana Roundtables Results Study

**Millennial Generation, an expression of change and adaptation
that companies should pursue**

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1. Introduction

INTRODUCTION

PROhumana is an independent, non-profit, non-partisan and self-sustained Chilean organization in continuous operation for over 21 years. It has been promoting cultural change in Chile through transformative initiatives that help our nation progress toward a society of greater multi-sectorial Sustainable Human Development wherein companies strive to be ethical, economic, social and environmental agents for change through their business models.

Eight Roundtables have been held so far using this framework of awareness raising, understanding and implementation of sustainability promoted by PROhumana in corporate business models. They have reached a high level of participation and interest in these collaborative spaces, inside companies and as leaders in the key issue areas we address. The following Roundtables have been held between 2015 and 2018:

1. PROhumana Roundtables “PROhumana Corporate Sustainability 2015” Roundtable continuity project held in 2000 and 2006
2. PROhumana Roundtables “Diversity for growth, building a business case around gender equity”
3. PROhumana Roundtables Demystifying fear to Communities “How to build dialogue with communities that result in guarantees of success based on trust rather than fear using a long-term vision”
4. PROhumana Roundtables “Companies building cultural change toward Sustainable Consumption”
5. PROhumana Roundtables “Transforming relationships: Companies and Customers, a new paradigm of demand and transparency”
6. PROhumana Roundtables “Sustainable supplier management based on principles of Economic Development”
7. PROhumana Roundtables “How to address the issue of immigration through sustainable corporate management around diversity”
8. PROhumana Roundtables “Sustainable companies and pension management, seeking a new proposal for advancing beyond the legal norm”

Thanks to 41 sponsoring companies, these spaces have brought together more than 400 leaders representing 190 national organizations and companies. Up until (September 2018) there have been seven analytical studies of the issues addressed with their respective launches and versions in English. These are distributed freely and publicly as a contribution to the creation of opportunities for discussion and dialogue in Chile.

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In April 2018, PROhumana convened 52 corporate leaders—General Managers, Corporate Affairs Managers, Personnel or Human Resource Managers, Sustainability Managers and collaborators who are part of the *Millennial Generation* of important national and multi-national companies in Chile—to participate in **Roundtables: Millennial Generation, an expression of change and adaptation that companies should pursue**. This is the ninth initiative for creating dialogue and learning around a business dilemma. This case represents an exponential change in the way in which business models are imagined and executed in order to innovate today and project out toward the future.

ROUND TABLE FOCUS AND CONTEXT

“For Millennials to be at ease in the workplace, their ideals must be aligned with corporate responsibility that helps them feel identified with the company and in line with its projects.”¹

This defines the relationship between the *Millennial Generation* and the workplace represented by companies, in which the search for a clear purpose seems to be the most relevant aspect. This goes along with the goal of having job conditions that ideally allow them to build their family and personal life alongside the time devoted to work in a way that suits them.

The *Millennial Generation* corresponds to people born between 1981 and 1997. It is considered to be the main labor force at the global level². This represents an enormous challenge for companies, both from the point of view of attracting and retaining young talent, as well as their potential as highly active and dedicated consumers.

In addition, the Millennial perspective in terms of seeking employment involves other motivations, such as greater flexibility, more informal jobs, being able to work faster, or participating in the decision-making process. Therefore, companies must reflect on their organizational design by asking these three questions: how work is to be done, how to organize the group and how to lead in order to be much more attractive to the members of this generation.³

¹ Viacom Media Networks (2013). The Millennial Disruption Index.

² Fortune (2018). 100 Best Workplaces for Millennials. Available in <<http://fortune.com/best-workplaces-millennials/>>

³ Ibid.

Furthermore, and in keeping with what has already been observed by the World Economic Forum (WEF) and Great Place to Work (GPTW), the Millennial Generation wants its job activities to prioritize social impacts and benefits for the various communities involved⁴. It has also been perceived that Millennial employees look for "*management that truly connects with its employees, that connects the work to a greater purpose, that provides access to development and learning opportunities, and demonstrates that promotions are decided fairly*"⁵.

According to this information and through further confirmation obtained using various analytical tools, companies are dealing with a generation that is restless, daring and continuously looking for new opportunities. They must be enticed with more transparent and dynamic ways of working, where structures are expected to deliver responsibilities at various levels, and prioritizing teamwork in terms of leading projects and making decisions.

One of the differentiating aspects of business management based on the **Sustainable Business Strategy Model** promoted by PROhumana is the implementation of concrete actions that provide a sense of belonging and value to workers that addresses the challenge of the Millennial Paradigm. Therefore, taken together with the fact that our society is in constant transformation because of the irruption of new technologies, the Digital Age and the reconfiguration of entire systems, companies will be able to assume a differentiating role and will contribute with an integral and coherent vision if they consider a new model of adaptation to the changes. They must also focus on a forward-looking approach, leaving aside the old work paradigm and introducing a new way of leadership and empowerment, which facilitates the transition to change and generates coherence between the being and doing aspects of the company.

⁴ World Economic Forum (2017). Everything you thought you knew about millennials is wrong.

⁵ El País (2017). Available in <https://elpais.com/politica/2017/03/04/actualidad/1488647914_007106.html>

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2. ACKNOWLEDGEMENTS

Falabella Retail, Paris and VTR sponsored this Roundtable, making this space for dialogue, trust and learning possible. It was also supported by the Confederation for Production and Commerce (CPC) as a strategic partner of this initiative from the start.

Thanks to this collaboration and the participation of various institutional and corporate representatives, we were able to reflect on how organizations are adapting and giving effective answers to the transformative revolution of the workplace model from the perspective of the *Millennial Generation*.

Sponsors



Strategic Alliance



3. Participants

ROUNDTABLE PARTICIPANTS

1. Alan Jorquera, Sky Costanera Cashier, Cencosud Shopping Center
2. Alan Spee, Talent Attraction Specialist, Bci
3. Alfred Haindl, Business and Personnel Manager, Empresas SB
4. Belén Contreras, Director of Inclusion and Internal Marketing, Cencosud S.A Department Stores
5. Carolina Bascuñán, Human Resources Manager, Banco Falabella
6. Claudia Castro, Human Resources Manager, Sodimac
7. Daniela Stuardo, Internal Communications Assistant Manager, Falabella Retail
8. Dévora Ávila, Culture and Sustainability Manager, La Polar
9. Felipe Toledo, Electricity Development Engineer, ENAP
10. Fernanda Molina, Regulation Engineer, Entel
11. Fernando Santiváñez, Human Resources Manager, Gerdau
12. Francisca Fernández, Human Resources Director, Patagonia Chile
13. Francisca Puentes, Organizational Development Director, Embotelladora Andina S.A.
14. Francisca Rodríguez, Organizational Development Managerial Hiring Analyst, VTR
15. Gregorio Airola, Human Resources Manager, Clínica Dávila
16. Guadalupe Pérez, Human Resources Assistant Manager, Besalco
17. Gustavo Schettini, General Manager, GNL Mejillones
18. Hernán Orellana, PROhumana Advisor
19. Isabel Paris, Personnel Manager, Clínica Las Condes
20. Ivonne Mendicute Durán, Organizational Development and Training Assistant Manager, Banco Bice
21. Jacqueline Saquel, Corporate Development Manager, CMPC S.A. Companies
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24. Jorge Álvarez, Human Resources Manager, Supermercados Chile Cencosud
25. Jorge Cabezón, Human Resources Manager, Cencosud S.A Department Stores
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31. María Inés Gómez, Corporate Personnel Manager, Molytmet
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33. María Paz Benavente, Marketing and Internal Communications Analyst, Cencosud S.A Department Stores
34. María Sol de Cabo, Personnel Manager, Natura
35. María Verónica Bravo, Gender Diversity Director, Codelco
36. Michelle Lister, Senior Regulation Engineer, Entel
37. Miguel Ugalde, High Voltage Control and Protection, Transelec
38. Mónica Poblete, Human Resources Partner, Finning
39. Omar Melo, Customer Services and Experience Manager, Cencosud Shopping Center
40. Osvaldo Acuña, Personnel Manager, Abastible
41. Paola Alvano, Communications and CSR Manager, Bci
42. Patricia Valenzuela, Personnel Vice-president, Enaex
43. René Rojas, Cultural Change Assistant Manager, Walmart
44. Roberto Riquelme, Process Engineer, Cristalerías de Chile
45. Rodrigo González, Personnel and Process Manager, Agrospec
46. Sebastian Pérez, Talent Acquisition & Employer Branding Manager, L'Oréal Chile
47. Solange Gomá, Compensation Assistant Manager, VTR
48. Stephanie De La Mare, HRBP Manager & Learning Lead UL Chile, Unilever Chile
49. Tania Ramírez, HR Project Lead, L'Oréal
50. Valeria Hernández, Online Sales Director, Falabella Retail
51. Vania Musac, Organizational Development and Hiring Assistant Manager, VTR
52. Walter Porcel, Commercial Manager, ENAP

4. Methodological Background

METHODOLOGICAL BACKGROUND

This analytical work presents perspectives, challenges, opportunities for improvement and potential solutions using the active participation of attendees who discussed a number of questions under the framework **“Roundtables: *Millennial Generation*, an expression of change and adaptation that companies should pursue”**.

General Objective

- Create a reflexive process around how companies should adapt and adjust their work models to address new needs raised by the *Millennial Generation*.

Specific Goals

- Involve business leaders in developing a strategic vision with respect to inclusion of the *Millennial Generation* into the labor market.
- Understand and determine which levels of development exist in terms of attracting talent with a focus on this new generation of professionals.
- Establish present and future challenges suggesting companies include employees who belong to the *Millennial Generation*.
- Create a work agenda and set out actions on how to share best practices and increase successful initiatives around Millennials.
- Strengthen the network of people that are promoting and/or developing best practices in terms of the *Millennial Generation* inclusion in the labor market.

Methodology

The methodology included group discussion directed by a moderator with tables of 12 participants as a maximum. The total time for each Roundtable session was approximately 100 minutes. The information was studied using a discussion and content analysis technique.

Discussion Group

The discussion groups are a technique for gathering qualitative data, which has been used in various fields of sociological research and whose possibilities in the field of learning creation has been widely utilized and valued.

The discussion groups address various discourses and trends and can be set up in two ways:

1. One ensures the homogeneity of the group, i.e. the participants have similar socio-demographic characteristics.
2. The other aims to include representatives or actors from diverse areas that are all involved in the topic at hand.

For conducting the **“Roundtables: Millennial Generation, an expression of change and adaptation that companies should pursue,”** the second methodology was used since the aim was to identify the primary characteristics of the discourse of a diverse group of actors.

Seven tables were set up for this study totaling 52 business leaders on the 6th, 9th, 10th, 11th and 12th of April 2018. Fourteen of those participants were specially selected since they are part of the *Millennial Generation* to share their experiences at two special roundtables held on April 5th and May 7th.

Issues addressed in the conversation

The Roundtable was centered on four principal issue areas:

- What is the origin of the Millennials?
- What do Millennials represent in companies today? Is it something new and inherent to them, or did it already exist, but hadn't been clearly manifested before?
- How are companies redefining themselves in today's context? How are companies managing the Millennial paradigm?

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- How can organizations and the Millennial Generation unite to address this challenge?

Additionally, the following questions were addressed with the Millennial participants present:

- What are companies missing today from a generational perspective?
- Are Millennials promoting a change or are they an excuse for resisting it?

The analysis of this study was done as a function of each question to then identify the primary points for analysis and conversation uncovered in each answer.

5. Analysis

5.1 Concepts representing the “Millennials Paradigm”

For this ninth version of the PROhumana Roundtables, participants were asked to define in a single concept what the current paradigm they are experiencing represents. The methodology used for sharing the concepts was to select those that came up most often among the participants in addition to choosing those that are most relevant to the theme "Millennials" based on the conversations recorded during the dialogue sessions on **"Millennial Generation, the expression of change and adaptation that companies should pursue."** The font size of the concepts corresponds to the predominance of these with respect to the total number of views considered.



5.2 Themes and Challenges

An analysis of the discourse of the participants of the **"PROhumana Roundtables: Millennial Generation, the expression of change and adaptation that companies should pursue"** was conducted, identifying themes and challenges in relation to the *Millennial Generation* and how the company is addressing this paradigm. The analysis considers the discourse of the business leader participants separately from the tables of employees belonging to the *Millennial Generation*, based on the questions that guided the conversation.

Thematic	Challenges	Comments
Central topics that predominate in the discourse of the participants.	Challenges and aspects that companies must consider in order to address the <i>Millennial Paradigm</i> based on the Themes identified.	Quotes from the conversations of the "PROhumana Roundtables: Millennial Generation, the expression of change and adaptation that companies should pursue" , which highlight each of the Challenges.

Business Leaders Discourse

What is the origin of the Millennials? What do Millennials represent in companies today? Is it something new and inherent to them, or did it already exist?

Theme	Challenge	Comments
Context of stability	Compared to their parents, they were born in times of abundance, which their parents transmit to them during their upbringing.	"There is a time in history where this security is accompanied by economic abundance, and this generation has emerged from that group. Therefore, they are raised as if they were only children, highly sheltered, moving from a poor world to a world of abundance. So, on the one hand there is security and on the other, there is economic abundance, without a severe crisis or a breakdown in our society, economy or the world."
	Such a context has favored security, opportunities and freedom of action.	"The possibilities you have these days are related to security and abundance. For now, they are children of abundance. Millennials have living parents, so they have a level of security in all economic aspects. This provides the opportunity to change your mind, go on a trip and leave any job behind if you wish."
	They grew up in an economic stable country. They have not experienced any other scenario.	"It has to do with economic stability and country stability. When you talk to the younger generations, they don't realize that other scenarios are possible. And of course, they are not used to that because for the last 30 years Chile has not had a real economic crisis like the ones we have had before."
Technological breakthrough and globalization	The current context has given rise to increased adaptability to change.	"It's about technology, about anything instant, the ability to change faster. Things are more immediate and you can erase what happened earlier. They can change their mind every day, and it has to do with this instantaneous quality of technology. There is freedom to change position and opinion, and this makes them more open-minded."

	There is a complete openness to the world, which creates new expectations that seek fulfillment.	"The openness to the world that we have today, the access to information and what is happening elsewhere, opens doors and you see what is happening in other places. That also produces expectations of different things and of having a different life. Our generation had to live in a more isolated world, a different one, each person on one's own piece of land, one's own country."
	The mass use of technology and communications increases ethical requirements and transparency.	"Everything has become much more democratic. In the past, a limited number of people had access to certain subjects. For example, you went to a traditional school, you didn't have a computer, and whatever the teacher said was law. I remember witnessing situations that today would have been totally unacceptable from an ethical perspective. Transparency brings everything out into the open."
	It has also had an impact on the older generations, modifying their actions.	"It addresses or has to do with the technological changes that they experienced in their lives, but all of the people our age have also gone through it, that's why I also sometimes feel a little Millennial. Even though I enter generation X or Y, technological change is a factor for everyone, isn't it?"
Changing Scenario	This has created a loss of identity and attachment to everything.	"This sense of ongoing uncertainty also causes you to lose your identity, because everything changes. But not our identity, our essence is maintained over time. Young people forget it because everything changes, the environment changes, the company, what they want to do. Basically they forget to do a little more introspective work."
	This scenario provides conditions for greater flexibility and adaptation to future scenarios.	"They are less structured. It used to be 'This is my position. This is the position I must maintain.' It was much more difficult to change. You were a fan of only one football team, and you had to be for your whole life, but now children change teams. That didn't happen in my time. It was a mortal sin. I think they're much more adaptable in that sense. There's a lot to learn from their flexibility and way of relating."
	Expectations of immediacy and rapidity of action increase	"Under the context in which they have grown up, there is immediacy in everything. I believe that previous generations have expectations with different timeframes. Today there is less time to reach something. The younger generations have it sooner."

	Changes have modified the value of things, preferring the experiential to the material.	"The fact that things are much faster makes them value other kinds of things. Things that were valued 10, 15, and 30 years ago, I think this generation places a different value on it. Perhaps there is something less linked to the material, much more linked to the experiential. For example, more competent leaders, not so technical, with greater leadership skills, with greater capacity for action and more adaptable to change."
	The only stability is the constant change; therefore, human development is totally different from the past.	"We live in a world where things are changing at a vertiginous speed, and therefore, effectively, human development has to be totally and completely different. The upbringing will have to be extremely different. We have to realize that what is stable is instability, changing or transitioning."
	The capability of resilience decreases	"I believe that a negative characteristic that does affect us professionally, is the capacity for resilience. We have a generation that does not have the tools to be resilient. So, 'if I don't like it, I should run away'. When you correct someone or say that it would have to be done differently: 'I don't like it so I'll leave'. There is no such thing as the ability to learn, to think that you have to accept some things that you don't like."
	Not all Millennials seek constant change; some also seek stability.	"There is also a level of insecurity in this instability. I don't feel that they are self-confident people. For example, when I interview a Millennial they sit down and say 'I want this, this and this' and then drift into a thousand different things, but in the end, after a couple of days, they say 'You know what, I'd love to work with you, I'm willing to settle', because in the end they are looking for a place to be in."
Purpose	The purpose has become sophisticated, leaving the transactional aside.	<p>"What happened is that the purpose became sophisticated. It's not that there was no purpose before. It just became sophisticated. The previous generation had goals, but they were basic such as, 'Make the money at the end of the month for me to survive, and that's fine with us.' So, what did I have to do? Things to cause the company to give me money. It was all a transactional issue."</p> <p>"The subject of purpose has always existed. People must give value and meaning to what they do, but the difference is that now the Millennials demand it. They now demand to be able to re-signify their work."</p>

	The objectives and purposes that Millennials have responded to is a criticism of behaviors that previous generations carried out.	"They have a very different life purpose, but they do have goals. You look at the resumes of those who are 30 years old, and they already have had three jobs, because they are looking for different things than us. Also, when they think they want to go to Southeast Asia or go abroad to study English for three months, they are very clear. In my time - I'm from the previous generation - you knew you had a fairly structured life ahead.
	Millennials seek the same aspirations and purposes regardless of their socioeconomic sector.	"This topic is not related to the social or socioeconomic level, it is quite transversal and it's a generational topic rather than a social one. So, the means to satisfy their needs may be different, but in the end the 23-year-olds want to travel all the same, regardless of their social class."
	There is another vision and understanding of purpose and commitment.	"I believe that rather than having no commitment, they understand commitment as something totally different from how we view it. We understood commitment as obeying and following the rules. Now this is more disruptive. I talk to my daughters and they say 'It's not a lack of commitment, but if we don't like it we look for a change', so they dare to express their voice much more clearly. It's not an obedience for obedience's sake."
	Millennials seek motivation and purpose, responding to the reality lived by their parents.	"Society and history have also caused Millennials to look for meaning. They're looking for something that moves them, something where they really feel they are making an impact, and that every day there's something they do that counts. This also has to do with what they have seen in their parents' lives, working every day because you have to work, and you have to feed the family."
Increased life expectancy	The conception of their life plans and goals has changed.	<p>"Life span does make a difference. Living for 40, 50 or 100 years makes your conception of life different. For example, marrying for life, which are probably ideals you would like to pursue, isn't being done so much now."</p> <p>"They've just been postponed, because today our life span has lengthened, and today you're going to get married or not, you're going to be a singer and then an engineer, and then you're going to set up your business. I think there's just more time to do more things."</p>

Freedom	They respond to the needs of other generations who also wanted greater freedom of action, but the context and society did not allow it.	"I think internally there was always this feeling of wanting to realize your inner dream, but the context didn't let you. You used to go to work, but you had to stay at least a year, because if you didn't it looked terrible. Those too were all judgments that were hovering around us."
	Today there are several alternatives, which allow us to have greater freedom of choice without fear.	"Not being happy in one place and going to another, I don't see it as an intolerance to frustration or perseverance, but today there are more alternatives. So, 'I don't have to be in a place that doesn't satisfy me or doesn't make sense to me and, as there are alternatives, I decide whether to go and look for a place that does make sense to me in my purpose'. Those things were silent, and today they are not".
	As a result of the technological development and social networks, Millennials have more freedom of expression than the previous generations.	"I think they have a global perspective and they can express themselves in other ways because they have more channels of communication. They have a different way of expressing themselves. They can come together through ideas, without having someone's permission. Perhaps in the past a young man had an idea and could not express it because he could not leave his house or had no one to talk to. There were very few freedoms and ways to express oneself."
Transgenerational needs	There is a new lifestyle, not a trend or need of a particular generation.	"The Millennial Generation is not a generation, it's a new lifestyle that has mutated over many years, given economic development and globalization. I talk to my dad and ask him what he wanted when he was working. His response was not to have an authoritarian boss, to have more free time for the family, more vacation days, to have time to make his dreams come true and to dedicate himself to fixing his car that he loved."
	Millennials have driven the changes that previous generations were demanding.	"All generations have been disruptive in their time like spearheads, while in accordance with the theme of the moment in which the world and society are experiencing at the time. So, effectively, what they represent today are all those things that had disturbed previous generations a little, but it's the job of the new generations to be disruptive. They must make the points that were not made, continuing the adaptive process to the new challenges of the time."

Chilean situation	Born into a democratic society, they feel empowered and seek to be heard and considered in decision-making.	"I connect it very much with democracies, in other words the voice of the street, all these things did affect the way Millennials are today."
	They seek to repay all the efforts their parents have made for them.	"All the texts we have access to are about what they do in the U.S. and the U.S. Millennial. A Chilean Millennial is very different, they have a need to pay back all the sacrifices made by their parents, who work from 8.00 am to 8.00 pm, where the mother was the one who had to stay home raising the children, etc."
The company	The rapid technological advance makes their way of thinking maintain the same speed.	"Millennials are an opportunity for companies and the difference of their need for immediacy comes because they were born with technology, for them it's rare to have to turn the pages of a book, it's all there and it's very different. It's all faster, the way they write, the way they communicate with each other is much more direct because they are used to that."
	There is a greater empowerment of Millennials in decision-making.	"Today there is access to information in the company, and when you have access, this allows you to take a position, give your opinion and question yourself. In those days, anyone who was on his or her own path wouldn't have known that someone was leaving. Nowadays, all those who moving along a shared path see those who are leaving, so they see something interesting and can take a position."
	The security transmitted by their parents resulted in their empowerment within the organization.	"I think of my mother who was educated in a way that was more oriented to the duty of being, what she was expected to do. This new generation has been shaped by the opposite, with security, where it can stand and position itself within companies in a freer way, from the thought of what they want to create. It doesn't matter as much about the where and for whom to deliver, but from how I contribute value, how I connect with values, how I connect with the purpose of the company."

How are companies redefining themselves in today's context? How are companies managing the Millennial paradigm?

Theme	Challenge	Comments
Adaptation to change	The company has been slower to adapt to change, unlike other systems.	<p>"Companies have been a little slower and more bureaucratic in incorporating new actions that have to do with the new dynamics that I could manage at home, for example. Probably because it's a smaller space, there are going to be different dynamics to the ones I manage in my office because of the protocols, routines and the same things we've put in the company over the years to set up a certain framework for action."</p> <p>"I think that the issue here has to do with how companies have been configured with these new forms of work, where productivity has to be double with half of the people."</p> <p>"I think, ok, maybe they are not at the rate that would please everyone, but my view is that companies are worried. We don't know much about how to do it, but there is an awareness that things have to be done differently."</p>
	The company must adapt to a society in constant change, rather than to a specific generation.	<p>"Millennials are the result of all the changes we have seen. Technological changes, access to information, etc. So, that means that companies have to adapt, not just to a new generation working in the company, but also to a completely different world. There's a sense of emergency about the need to change."</p> <p>"All this leads to so much speed, so much information, so much has to be made digital, and not only you, but also training around new skills for your workers."</p>
	All types of companies must be redefined.	<p>"I believe that companies are changing. Our company is also redefining itself. We are getting involved in that world at the beginning stage, but we are also thinking about the future. We have incorporated areas of innovation that weren't there before, thinking about how organizations are changing quickly."</p>

	The company must adapt and leave aside the old workplace paradigm.	"The commitment of a Millennial can be to work in the company for 2 years and my commitment can be to be 20 years, each doing our part. We both feel that we are heading towards the same thing, but in different ways. This is why the company must understand that if that person is going to be working with them for two years, they have to think about how to get 100% out of that commitment, and not on how to retain that person for the next 10 years."
	Companies are changing for the sustainability of the business and not because the Millennials demand it.	"The point is company sustainability, and this has to do with customer sustainability. The external customer who buys and the internal producer. We are all dealing with the issue of sustainability policies, the issue of inclusion and gender equity. We start having conversations that we didn't have before, but it's not because of the Millennials, it's because otherwise a company won't make it."
Leadership	Promote a new leadership model that facilitates the transition to change	"We are working a lot with a leadership model that focuses on closeness, empathy, conversation, on listening in order to transform, but in that conversation we can have genuine, transparent talks, and also reform leadership on behavioral matters taking a human approach."
	Supervisors must put aside paternalism and hierarchy.	<p>"We business leaders are coming out of the paternalism that we brought with us from past generations. Support is given, but it is not the traditional paternalism that existed before, which is more analogous to a paternal relationship."</p> <p>"Millennials can't stand a leader who doesn't inspire them, who doesn't allow them to learn and who is hierarchical. I do believe that it is necessary to set some boundaries for the leaders and mobilize the organization with that end, because my fight today is that there are people who do not have leadership skills, who came to leadership positions, but who do not have the skills and abilities it takes."</p>
	Align the new forms of leadership so that there are no contradictions between supervisors.	"I have many supervisors that are young, even Millennials, and different groups are produced within the supervisory structure. The higher level leaders tend to be more old-fashioned, but at the middle level there are new leaders within the organization and that is where these contradictions arise."

	New leadership must manage the uncertainty of results.	"In particular, many leaders do not know how to manage uncertainty. They are part of that generation that worked with certainties rather than uncertainty. We are the children of the Gantt chart, the children of projects, etc. So when you tell a manager that he or she has to lead a team, providing a space for self-management where results are unclear, they get lost."
	Set aside authoritarianism, and consider rights and freedom with responsibility.	"Sometimes we do things in a very authoritarian way when we could actually accomplish the same thing in another way that engages them much more. Because I also don't think we shouldn't demand things of Millennials and just let them do whatever they want. We should also turn this around from 'my rights' and such to 'well, okay great. Have your rights and freedom but with responsibility, with reciprocity. In other words, things have to be mutual, but I do agree that there are leaders in transition who are in this duality."
Wealth and generational diversity	Promote generational diversity among teams in order to obtain better work results.	"I believe that the basic thing to make all generations work, in short, is to accept and recognize differences since a lot comes from this and everyone can contribute something. In general, it seems that companies want everyone to be the same. If you analyze it from the company's board of directors, they are all engineers and the majority are men. It is hard to find diversity within organizations. I believe that starting by recognizing the dimension of diversity of the role occupied by Millennials in organizations and society, they can contribute something better."
	Thanks to Millennials, companies today do things in a more responsible way.	"Millennials have made us rethink our ways of doing things with responsibility. It's more demanding. Today's society demands you to connect in a different way, to think about your business in a different way, the idea of reputation. Maybe that has been the value of Millennials."
Attract and retain talent	Consider a new value proposition in the strategy to attract and retain talent.	"Much in the line of inclusion, the policies of migrant inclusion, heads of household, issues that for us are very new and that have been internally demanded. So, we are also here rethinking the value offer that we have to put in place."
	Encourage flexibility at work through benefits, mobility and different styles.	"A lot of flexibility of all kinds, of time, or if they want to leave for a couple of months, and if they are good in what they do, they can do it without pay for example, but offer options that did not exist before. Also give the opportunity to move within the company, across different areas."

	Focus the work on objectives and goals, leaving aside the old work paradigm, empowering and trusting people.	"The fact that culture is more aligned with a more volatile, uncertain and ambiguous world does not mean that they work less. For me there must be awareness in the outcome. There is no problem in working from home if you achieve your goals. I don't need to have you sitting there to really think you're working, because then I'm coming from a place of mistrust and control. Results must be produced, no matter where it happens."
	Adapt and orient benefits that are consistent with the needs of the workforce composition.	"On the topic of benefits and quality of life, three years ago - during a breakdown - we said, 'You know what, there's something happening here in terms of our company's workforce composition. The benefits we have so far no longer serve us.' There was a group of young people who complained a lot that all the benefits were oriented to others. So we made the effort to understand what they wanted, and based on that we defined a flexibility strategy. We made several changes concerning the needs of the new generations, of 'I choose where I want to be, and I choose how I want to be and when I want to be there.'"
	Develop soft skills leaving aside the technical to enhance everyone's learning in the organization.	"The first thing was to look at the learning model within the organization, and say 'Well, we really aren't going to invest more money in formal training', and then we made decisions. For example, 'I'm not going to offer more Excel courses. I'm not going to provide more English courses', because people already have that or should have it, at least the new generations do. So, I'm going to invest in soft skills development."
Purpose	Define a common purpose for the organization.	"What did we do to make the transformation? First, we removed the vision and mission from all the things we do and never talked about it again. We designed a common purpose, which is very simple and makes people feel good wherever they are as a result of the digital transformation."
	Connect one's personal purpose with that of the company.	"People look for meaning and purpose, and something that has served us is that the company has a very strong program of purpose at all levels of the organization. There is work that is done with leaders first to connect with the individual purpose, and then with their work. At first they said 'This is full Millennial, who's going to talk about their personal purpose?' It's a long process with a real investment of time."
	Analyze the company's contribution to society and its relationship with the environment	"We gave talks to the different divisions of graduates. We gave them financial data, the results of the company, but we got to the questions session, and they weren't interested in that at all. They asked 'What is the social contribution of the company, how do you relate to each other, and what is your technology plan or changes? I was surprised, I felt that we were very badly focused.'"

How can organizations and the *Millennial Generation* unite to address this challenge?

Theme	Challenge	Comments
Working with each other and the system	Coordinate the vision and contribution of each generation, taking needs and perspectives into account.	"They have a lot to contribute, but the point is how we coordinate and how we are complementary in the organization. It is an issue that has to be grounded, since more women entered the world of work, the family structure has changed. They also had more freedom and less control. So, effectively, the characteristics of the generations do not have to do with age, but have to do with the characteristics of the time we are living in."
	Systems must work together to find a common solution.	"It is necessary that we bring worlds together. The academic world, the world of public policies, the business world, the world of entrepreneurship. Everyone tries to look for solutions in their own fields. We stop seeing the complete synergy that unites the worlds."
	Eliminate stereotypes and prejudices that characterize each generation to facilitate working together.	"We must focus on how to handle inter-generationality or how to work together. Because what I see is that there is a lot of cliché between the generations. From the oldest to the youngest, from the youngest to the oldest. If we don't talk, it's not going to work."
	Companies must take an active role in the academic world to train professionals according to today's reality and the future.	"I think that companies are going to have a role as trainers, since I imagine that the young people who are graduating from university are going to say 'why am I going to go to university, to prepare myself for a position that is not there yet?'. So, I think that this mix between the academic and professional world is fundamental."
Listen	Return to basic listening skills	<p>"Listening. I think there is a theme there, where you go back to the root of what you are as a human being, that is, how these issues are resolved beyond technology. One of the basic skills of a human being is to learn how to listen."</p> <p>"Perhaps the only thing is the matter of being able to listen. Because Millennials are super good at sharing and if you listen to them you can more or less understand what they want, where they want to go. The problem is that they are not often heard."</p>
	Begin with sincerity and transparency, to build together a path of transition to change.	"I think it's super important with this group and with everyone to be able to face it and say 'You know what? I don't know, and I am also scared' or 'I don't have it all figured out, but it's important that we look at it all together', because the meaning is relevant to the extent that the person takes on and owns the challenge."

Promote a new leadership model to facilitate change	A program for future leaders to empower and develop their skills and abilities	"Last year we created a school for tomorrow's leaders. They are people who have an average of two years working in the organization and are professionals less than 32 years of age. So we are training to lead other people with their ways of leading, not a pre-established model of leadership, but rather a development of specific competencies, communication skills, resilience, leadership, teamwork, and collaboration."
	Work towards a new, more transparent leadership model.	"We are working a lot with the leadership model focused on closeness, empathy and conversation to transform. To have situations of genuine, transparent talks, oriented to the humanization, not to the functional part that already comes with your career or a master, because all the courses and talks in general speak from the perspective of the professional. I focus my development strategy on more behavioral skills that generate a much more sensitive and conscious type of leadership towards the future. If we don't manage to generate this change of attitude, it's difficult that all this can be introduced in a simpler way."
	Promote personalized, empathetic and humane leadership	"Supervisors must have conversations that we call conversations of meaning. In other words, they have to ask what is going on with me. The feedback is not only technical or not very technical. Supervisors commit to having meaningful conversations with each individual, as well as group conversations of another kind. Therefore, you teach the leaders to have conversations that have nothing to do with the technical. You have to ask them how they are doing and address that situation."
Involvement in decisions	Leave pride aside, because you don't always have an answer for everything.	"We have a couple of slogans. One that says that understanding customers from behind a computer screen is complex and available solutions are usually very bad. So, what did we do with that? We asked for feedback and asked around. Before, managers had to know all the answers and respond quickly, but we put pride aside."
	Consider Millennials in decision-making.	"The Millennials want to be much more involved in the decision-making process. Even the decisions that one would say they have nothing to do with. They ask me to interview their future boss, not to choose him or her, but to be part of the process. They are choosing their boss, you say 'that's crazy', but that boss will have to get involved in that team and has a different perspective than the one we have."

Discourse of workers who belong to the *Millennial Generation*

What is the origin of the Millennials? What Millennials represent in companies today; is it something new and inherent to them, or did it already exist, but hadn't been clearly manifested before?

Theme	Challenge	Comments
Adaptation to change	Older generations would have enjoyed this new life model.	"It also happens a lot that one talks to one's parents and they say 'Oh, I would have loved it to be like that in my time', so it's not something strange or weird, because they also find it appealing."
	Because they are less rooted, it is easier for them to adapt to change.	"We don't have roots, it's difficult to awaken nationalism, and it's easier to be part of a football team than be Chilean. Our generation is not very rooted, and that means that the level of relationship with the boss, with the company or with peers is more short-term. We're more accustomed to changing, changing cities, where the best job opportunity is, outside Chile, etc. So, the lack of roots allows us to take those steps."
	The speed of adaptation to change is different for older generations.	"The older ones also adapt to changes and technology. I also have my general manager on Instagram. We are more accustomed to constant change, which perhaps theirs were more long-term. One talked about clothing, an eighties haircut, it's a whole decade. Today we are talking about the trend in December that in March is over. It's not that they don't know how to adapt, it's that maybe they're used to a slower pace of change than we are."

Technological breakthrough and globalization	Technology has an important role in communications and freedom of expression, which empowers and gives a voice to Millennials.	"Technology plays an important role in this because we live in a context in which we can express ourselves in different ways and there is more freedom to do things. Obviously changes have always existed, only now there is no fear to say it. Now we can express our opinions, say things, tweet it."
	Thanks to constant technological changes, a capacity to adapt to change was instilled in the Millennials.	"The whole process of technology we have gone through, whether it's everything from color TV to iPads, all of that helped us all become more adaptable and informed."
Personal life	They are not willing to sacrifice their personal life for the sake of work, being misunderstood by other generations.	"We don't want the same thing the previous generation were taught, and it's going to be hard for them to understand us. My dad would always come home late, and I don't want that. Today, I am sure that the family life of a general manager is not going very well, or at least it must be neglected. So, maybe they expect the same from us, and the strategy, I think, should be different. It should not be the same."
Leadership	They value an inclusive form of leadership rather than authoritarian supervisors.	"Compared to past styles of leadership, we are taught an inclusive way of leading today. There used to be one boss, and today there are many bosses who are in charge of us. With the knowledge revolution they gave us from high school to university, we are different. We feel that inclusive forms of leadership are more effective."
Context of stability	They were born in a context of stability and abundance, so their needs start from that base.	"We are very privileged people. There are people still going hungry, and we get an education, but we are a super small group in the world. Sometimes we demand a lot, we say 'I won't tolerate this and this' because we start from the premise that we've always been able to get everything we want."

Empathy	They feel empathy for their generation's peers, but not for other generations.	"Perhaps we have more empathy for our generational peers, but we have little empathy and little flexibility for those who do not respect the same codes."
Freedom	The education and upbringing of their parents conditioned the empowerment and freedom of expression of their Millennial children.	"The Millennial Generation emerged from the way we were educated and the context in which we live. Our parents educated us by saying 'You have to be what you want, you have to achieve your goals in the time frames you feel are prudent.' That gave us freedom."
	They have freedom and acceptance of different positions and ideas.	"In the past people used to be killed for being politically different. Now, I can sit with a person who thinks differently about politics than I do, and I'm going to accept that. Millennials are amazing at traveling to meet new cultures and being open."

What are companies missing today from a generational perspective?

Theme	Challenge	Comments
Leadership	Empowering and understanding through leadership	"Some companies have left aside the issue and concept of leadership, that is, we are talking about leaders who are taking a role of flexibility and adaptation to new generations. That has generally benefited us a lot. In my case, I report to a deputy manager who is approximately 50 years old and from another generation, but she is a leader not a boss. She is constantly adapting to changes. She gives freedom to do things differently."
	Eliminate the organizational hierarchy, as Millennials feel that all people are equally important.	"The ways of interacting are different. When I relate to a person who I see as a peer, regardless of age, I treat them with all their rights, duties and responsibilities as any other person. But sometimes it happens in the older generations, that these bosses treat younger people differently regardless of their capacities and abilities."
Attract and retain talent	Leave aside the conception that one has with respect to employee rotation in the company.	"Those who lead us spent a long time under a model that was too structured and had a horizontal hierarchy where at the end the number of hours worked were what was valued. As Millennials, it is not that we have more turnover or that we don't value our own work, but it is a reaction to what they offer. That system isn't working for these generations, but if they make a change, we're going to last longer in the company."
	The company must consider in its strategy how to deliver long-term value.	"Each one of the companies must reflect on and understand 'what I am as a company, what I want and how I am giving every generation consistent values'."
Adaptation to change	Companies have been slower to adapt their role to societal changes.	"What companies lack is the capacity to adapt in every sense, both for today's culture and for people's needs. Today society is a little more inclusive, so they need to adapt to different ways of working, and also recognize that companies are no longer a lone producer, but an active entity in society."
	Design a model of adaptation to change, since society is no longer static.	"The intelligent strategy is not to adapt to what we are in, but to generate models of adaptation. And also adapt to society, because the company is made up of collaborators and is constantly linked to a society that modifies all of this as well. People are changing and generating different types of thinking. If we look back about 30 years, work was very monotonous and extremely regulated."

Consistency of speech	Consistency between the company's discourse and its actions	"I believe that what is missing is a question of consequence, because all these trendy topics are raised and no company is going to say 'Oh, I want my workers to be unhappy, locked up and producing to the maximum'. But when everyone talks about the issue of work climate and sustainability, they often just use nice words and present the beauty, but the executives or the workers themselves don't really commit to the issue."
	Translate an internal and external analysis of the context into concrete proposals.	"There is a lack of concrete measures. Since we are at the stage where the analysis is being done, they are reviewing and trying to learn what is going on with the internal staff. The company stopped looking outwards towards the end customer. Now it is trying to look inward at what is happening to its workers, but concrete measures still need to be taken."
	Although there are policies aimed at Millennials, there are still actions related to the old work model.	"Our leaders stigmatize us through categorization in order to excuse that 'Oh they don't last at work because they are Millennials. Ultimately, we serve as an excuse for them, 'Now, let's implement this because the Millennial is going to be happy'. I've been told 'Go away it's 18.30 hrs.' and 'Congratulations, it's good you're still here' because it's 19:00hrs. There is an incongruent commentary."
	Promote and validate the opinion of Millennials.	"Sometimes we say 'Boss, this thing is not like that' and he or she says 'If so, it has always been done like it in the company', and I go to my boss's boss, and he or she says 'You're fine, you have to do it like you say.' So there's a conflict between the middle managers, us and the top management."

Are Millennials promoting a change or are they an excuse for resisting it?

Theme	Challenge	Comments
Stigmatization	There is a stigmatization of the Millennial as an excuse for not understanding the reason for the changes.	"I feel that they put a lot of weight on the name Millennial and it's the only thing I hear everywhere. They stigmatize us and I feel that this is not the case. Deep down the leaders do not understand their collaborators. And if you see in 10 or 15 more years, we are going to be the ones who make up the majority of the company. Clearly we have to have the tools to be able to make that change of adaptability later on."
Change in society	It is a socio-cultural change, not an adaptation of society to a single generation.	"It is a purely cultural issue. Society in general has opened up completely in many ways, such as the role of women, races, etc. This is also related to the work environment, formerly there was a dictator boss."
	People need to lead change to leave the status quo behind.	"All change comes from a revolutionary mindset that is different and anomalous in society. This is why I believe that cultural change is born from a leader. It comes from a different type of person and mentality. It is the one that begins to gain strength and includes more people who begin to adopt this mentality."
	There is a reaction to a reality of limited communication and absence of public life.	"My parents' generation has no public life, perhaps marked by fear of dictatorship or a bad experience. There has always been an absence of public life, so from that absence we react. It's not like following a model; the void becomes something more social. Personally, the "penguin revolution"(students' revolution) was key. So, in the company it's the same. You want to participate."
	There must be an awareness of the need for change, as Millennials will lead companies in the future.	"To evolve you have to start listening, to be conscious in order to change things. Today in my company we have 62% of Millennials and in three or four more years there will be, how many? 80%? That is, only the directors and managers won't be Millennials, so there is an issue of adaptability. You have to start making changes to survive."
	Demands and changes related to Millennials have modified the way things are done.	"I think there's a little bit of awareness missing, that we're not so aware of the impact we have. That's why we disrespect certain things and we don't realize it."

Technological breakthrough and globalization	The technological change has marked the lives and ways of being of the Millennials.	"We do provoke a change in the organizations. We are a generation that is marked by technology, as it grew, in my education we incorporated technology, videos, audiovisuals, photos, technology, all that has changed and changes the way you relate to people. I believe in technology as one of the greatest benefits, which also allows us to see different realities. I believe that we are a generation that was born with technology and that has marked an absolute change in our lives."
	Access to technology allowed the <i>Millennial Generation</i> a new way of demanding transparency.	"I believe that if we generate changes, basically with technology, access to things, we want things faster, things that we could not see before get visualized. Therefore, there is greater demand and empathy, because things are transparent via video and everything that is live."

How can companies and the Millennial Generation come together to address this challenge?

Theme	Challenge	Comments
Adaptation to change	The company and the new generations must be complementary to create change together.	"We as Millennials often demand that the previous generation adapt to us, but we also have to adapt to certain things. So, if we are asking our leaders to understand and change the corporate culture or the organizational culture, we also have to go a step further to adapt to certain things."
	Begin an adaptation process to find common ground between generations.	"The question of uniting, the idea of how we come together, that's just the maturity of history and constant work. Then as other paradigms are adopted, I believe that these points of agreement will become more common. Our parents are more fixed, but they also gave us the possibility to be flexible and to choose."
	Be aware that they will be the future leaders and therefore, they must keep in mind the issue of adaptability.	"At some point in the future we are going to get together to talk about new Millennials, and we are not going to be the Millennials anymore, we will be the leaders. Then, hopefully they will talk to us, and after this, let's remember that in the future we want to be quick to adapt."

Organizational culture	The culture of an organization is the foundation for facing new challenges and changes.	"Everything can be promoted from a cultural point of view, where each company has its values and a well-defined culture. If you really work and promote that, I think communication is going to happen. When you share values, views and visions, communication, and what comes along with it, will happen regardless of age."
Empathy	Train around new ways of working and leadership, aligning the entire organization.	"If we have two very different generations, we have to train the old generation to lead in a good way. We also need to train ourselves and give us the tools to understand and absorb the knowledge of the people who really make up an organization."
	Raise awareness of intergenerational understanding, accepting the differences of the present and looking towards the future.	"The next generation was raised 100% on the Internet, i.e. socially and in terms of communication they are going to be very weak. Then we are also going to have another problem with those who come later. We have to learn how's to understand each other. Empathy is essential and key."

5.3 Proposals for tackling the “Millennials Paradigm”

"Twelve effective actions to address the *Millennials Paradigm* and not fail in the attempt"

1. **Understand and adapt to a society—beyond a particular generation—**that is in constant transformation, creating and implementing a model of adaptation to change.
2. **Put aside the old paradigm and way of working**, empowering and trusting people, enhancing the value that there is in the differences.
3. **Implement a new leadership model**—empathetic, humane and inclusive—that facilitates the transition to change.
4. **Eliminate the conception or prejudice regarding the turnover of people in the company** valuing the commitment they have made beyond simply the time spent.
5. **Connect the personal purpose with that of the company.**
6. Analyze **the company's contribution to society** and its relationship with the environment in order to retain talent.
7. **Work together with all systems**—business, academia and government—to find common solutions.
8. Return to the basic **ability of listening**, in order to enhance the richness of the differences of ideas and actions.
9. **Understand the needs and new societal context**, and then define concrete actions for adaptation to change.
10. **Consider the Millennials**, and their proposals for a new model, **in decision-making.**
11. Establish **consistency between the company's discourse and implemented actions**; coherence between Being and Doing.
12. **Strengthen the organizational culture** to face new challenges and changes with a forward-looking vision.

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