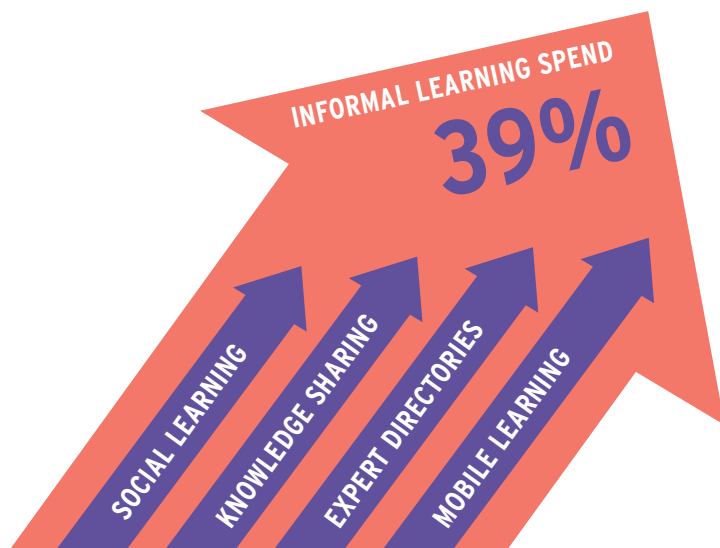


A PASSION FOR LEARNING

HOW MILLENNIALS SEEK EDUCATION BEYOND THE CLASSROOM

MAKING GOOD @ WORK:

A RESEARCH PROJECT INVESTIGATING THE SHIFTING ROLE OF MILLENNIALS IN THE WORKPLACE.



American companies grew their 'informal learning' spend by 39% in 2012 investing in tools such as social learning, knowledge sharing, expert directories and mobile learning²

78% of global executives surveyed by McKinney Rogers in 2008 said that workforce development was key in mitigating the effects of the recession¹

Millennials are the most formally educated generation of the modern era. Perhaps more important than the number of degrees accumulated by a Millennial is how they have been educated. Classroom teaching has shifted its emphasis from rote-learning and individual performance to a more team-based approach. Group work has steadily become a larger part of the academic curriculum and collaboration has now become the default setting for Millennials.³

Against this backdrop, Millennials are moving in record numbers to "hack" their education by experimenting with alternative learning and career paths. Highly specialized unaccredited training programs such as SkillShare, General Assembly and DevBootcamp offer training in sector-specific skills that considerably improve chances of future employment and meaningful careers.⁴

Young professionals are aware that they need to be able to re-invent themselves throughout their career path.⁵ Herein lies the opportunity: Millennials have a deep desire to "work to learn", rather than "work to live." A generative learning environment will bring out the best of the Millennial cohort.⁶

MILLENNIALS + EDUCATION IN THE WORKPLACE

Millennials want training and learning opportunities to extend beyond their first orientation. They want training to be increasingly hands-on and experiential, and they want to learn from people who have been through it before. New initiatives to embed social learning tools and mentorship programs are helping to share latent knowledge within organizations, leveraging an under-developed resource for companies. By creating opportunities for employees to share and to teach each other, companies are also empowering their workforce and giving Millennials the leadership opportunities that they crave.

We run an accelerated leadership program for high potential staff. We see our young staff as up and coming directors and put them on the fast track toward executive roles. It's an immense opportunity to exercise leadership, learn the business inside and out and build relationships across departments.

- VICE PRESIDENT, HUMAN RESOURCES

CASE STUDY: REVERSE MENTORSHIP AT TESCO

Every month, Philip Clarke, aged 54 and chief executive of Tesco, one of the world's largest supermarket chains, meets Paul Wilkinson, 26 years his junior. The purpose of these meetings is mentorship. Wilkinson, who works in the firm's technology research and development division, takes his boss through issues relating to technology and Millennial issues relating to his company and his younger workforce.

For Clarke, the experience is invaluable: "It's essential that we focus on how our customers will be shopping 10, even 20 years from now... The real leap today is to think like a digital native, someone who has grown up with these digital devices and channels. These mentoring sessions help me to do that, to understand how our customers will think, interact and operate in the future." It also gives Clarke a direct look into the more junior levels of the business.

Tesco uses reverse mentorship throughout the company. By establishing official relationships but keeping the interaction informal, the program allows an intimacy to develop across generations and skill sets while the participants set their own agendas. The program helps to meet a number of Millennial needs: establishing lines to senior management, keeping them informed of the larger picture and allowing them to leverage their skills to contribute at high levels within the organization.

¹ McKinney, Damian. *Manufacturers: Ready for the Recovery?* McKinney Rogers, 2009. Print.

² Bersin, Josh. "The Corporate Training Market Is Exploding." Deloitte Consulting 30 Jan. 2013. Web.

³ Marks, Gene. "The Case for the 'Entrepreneur Generation'" Inc. 22 May 2013. Web.

⁴ Empson, Rip. "Startups Court Dev Bootcamp's Ruby Grads: 88% Have Offers At Average Of \$79K." 10 May 2012. Web.

³ London Business School. *The Reflexive Generation: Young Professionals' Perspectives on Work, Career and Gender*. Rep. London: 2009. Print.

⁴ Ibid

⁴ Jacobs, Emma. "Old Hands Steered by the Young." *Financial Times*. The Financial Times LTD, 20 Nov. 2013. Web