INDEX

A
Administrator for a Day, 152
Adultolescence, 33–34
Age gap, 4–5
  bridging, 5–6, 9
  multigenerational challenges, 6–7, 8–9, 30–32
Alaskan Brewing, 102–103
American Workforce, 76–77, 200
Appearance, 2
  clothing, 4, 142
Apprenticeships, 101–102
Attitude toward work, 8
Attracting Gen Y applicants.
  See Recruitment tactics
“Audition” job interviews, 55–56
Aveda, 202–203
Awards programs, 156–157

B
Baby Boomers, 9, 37–38
  continuation in employment, 35
  as parents, 19–20, 33
  technology and, 35
  work ethic, 109
Basecamp, 186
Berlin Wall, fall of, 16
Birthday celebrations, 198
Blogs, employee, 68
Brag Boards, 200
Brainstorm Walls, 132–133
BridgeStreet, 201
Business cards for new hires, 85–86

C
“Call to Action, A,” 217–219
Career development, 60
  company website, posting on, 68
  job offers, 78
Career Maps, 135–137
Career website, 66–70
Catering to Gen Y, 9–10, 124–126
Cell phones. See Mobile phones
Challenger Space Shuttle tragedy, 14, 16, 17
Challenging Gen Yers, 110
  innovation challenges, 133–134
Challenging work environment, 60
Characteristics of Gen Yers, 17–26, 40
  turning into workplace strengths, 26
Chefs-in-training, 102
Clothing, 4, 142
Coddling Gen Yers, 9–10, 124–126
Cold Stone Creamery, 55–56
Communicating with Gen Yers, 112
  being the 411, 115–116
  bits-of-information approach, 113–114
  In the Loop updates, 116–118
  peer-to-peer communications, 95–96
  trust and loyalty, 192
  weekly what’s up, 116
Communication skills
  cursive writing, 5, 30
devolution of, 126–130
e-mail, 128–129
one-on-one conversations, 127
online communications, 128–129
paper communications, 129–130
professionalism, 147–148
public speaking, 128
team communications, 130
Community leadership events, 147
Community showcasing, 213–214
Company culture, 58–59
enlivening on day one, 87–88
formal orientations, 94–95
at Hot Topic’s, 105–108
Company meetings, 147–148
Company T-shirts, 167
Compensation package, 78
Creativity in the workplace, 60
Cursive writing, 5, 30
Cuspers, 40

D
Davis, Jonathan, 76–77
Day one, 48, 81
  business cards on, 85–86
e-mailing new hire before, 84–85
ending, 88
enlivening company culture on,
  87–88
on Friday, 86–87
inclusive activities for, 87
on Monday, 84
name tags, use of, 87
quitting on, 24
significance of, 82
tour guide, 85
virtual, 68
welcoming new hires on, 85–87
Y-sizing, 82–84
Diplomas after orientation, 97–98
Diversity, 61
tolerance of, 22–23
Dress, 4, 142

E
Earth-friendly gifts, 167
Economic downturn, impact of,
  7–8, 35
Economic experiences, 34
E-mail
  communications skills, 128–129
  en masse, 115
  feedback via, 24
  In the Loop updates, 116–118
  job offers, 78
  pre-day one, 84–85
  recruitment tactics, 70
Emplicity, 163–164
Employee blogs, 68
Employee handbook, 99
  First 30 Handbook, 99–100
Employee of the Month nameplates,
  158, 160
E-newsletters, 70
Engagement in work, 49, 105–108
  asking for opinions, 110–111
  building a foundation for, 109–112
  challenging Gen Y ers, 110
  communicating with Gen Y ers, 112–118
  performance reviews, use of,
    118–120
  rules of engagement, 114–115
  turning monotony into victory,
    111–112
Enterprise Rent-A-Car, 122–123
Entitlement, sense of, 19–20
Entrepreneurship, 23–24, 60
Ethics, 60
  company website, posting on, 68
  and professionalism, 145–146
Exceptional effort, acknowledgment
  of, 168
Exit interviews
  note-taking during, 180–181
  retention of employees, use for,
    177–178
  the right questions in, 178–180
Y-sizing, 179–180
F
Facebook, use of, 67, 77, 86, 107, 129, 141, 149, 191, 214, 217
Falcon Storage, 203
Family connections, 195–196
Family Night, 196
Family Weekend, 196
Feedback
need for, 24
performance reviews. See Performance reviews
Financial investment in Gen Y, 44–45
return on investment, 10–11
First 30 Handbook, 99–100
First day on job. See Day one
Flextime, use of, 186–187
Flipside Marketing, 116
Formal orientations, 92–98
Frederick's of Hollywood, 115–116
Free stuff. See Gifts
Friday as day one, 86–87
Fun work environment, 59–60

G
Gen Xers, 38–40
technology and, 35
Generational identity, 14, 15–16
factors shaping, 32–36
Generational Insight, 32
Generation-defining moments, 14, 16–17
Generation gap, 4–5
bridging, 5–6, 9
multigenerational challenges, 6–7, 8–9, 30–32
Gifts
Earth-friendly gifts, 167
motivating Gen Yers, 158, 161
during orientation, 96–98
for visiting company website, 69
Good enough isn’t, 123–124
Great Depression, 34
Green Initiative project, 209
Green Teams, 202–203
Gulf War, 16

H
Hendrix, Chuck, 73–75
Heritage Hallways, 204
Hiring. See Attract Gen Yers
Honor Walls, 165
Hot button Gen Y priorities, 59–61
Hot Topic’s culture, 105–108
Ice breakers during orientation, 93–94
Immersion in business, 102–103
Incentives. See Motivating Gen Yers
Industry associations, 148–150
“Instant everything” generation, 20–21
Instant gratification, 20–21
recruitment tactics, 62
Institutional innovation, 2–3
making if the norm, 133–134
Internal promotions, use of, 181–183
Internet boom, 21
Internship projects, 209–212
Interpersonal communication, 127
Interviews
applicant interviews. See Job interviews
exit interviews. See Exit interviews
In the Loop updates, 116–118
Intuit, 2, 3
Intuit Brainstorm, 3
Investment in Gen Y, 44–45
return on investment, 10–11

J
Job applicants
attracting. See Recruitment tactics
interviewing. See Job interviews
matching with job openings, 68–69
Job applications, 70–72
Job focus, 58–59
Job interviews
“audition” approach, 55–56
helping applicants to interview well, 73–77
Job offers, 77–79
Index

Job orientation. See Orientation programs
Job search tactics, 57–58. See also Recruitment tactics

K
KeyStaff, 201

L
Leadership Development Programs, 152–154

M
Manage Gen Y. See Leading Gen Yers Management meetings, 147–148 Manager for a Day programs, 150–152 Marston, Cam, 32 Materialism, 34 Matures, 36–37 economic experience of, 34 as parents, 32–33 reentry into workplace, 35 work ethic, 109 McKinsey & Co., 75 Meetings, 147–148 Memory sticks, job applications on, 72 Mission of company, 61 company website, posting on, 68 enlivening, 204–205 formal orientations, 94–95 Mobile communication revolution, 21 Mobile phones career websites on, 70 number lists, 115 text messaging. See Text messaging at work, 5 Monday as day one, 84 Money, 58, 77–79 retention of Gen Yers, 184–185 Motivating Gen Yers, 50, 155–156 awards programs, 156–157 emotion and, 93, 157, 181, 190–191 Employee of the Month nameplates, 158, 160 exceptional effort, acknowledgment of, 168 gifts, 158, 161 life priorities and, 157, 181 list of options, 162 logic and, 93, 157, 181 long-term incentives, 164–165
performance metrics, 164
personal approach to, 157–158
promoting from within, 181–183
recognition, 165–168
rewards that don’t work, 158–161
rewards that work, 162–164
rewards timeline, 164–165
short-term incentives, 164
symbolic rewards, 167
time off from work, 160, 162
visits from supervisors, 169
Multiculturalism. See Diversity
Multigenerational challenges, 6–7, 8–9, 30–32
Multitasking skills, 22
MyEdu, 86

N
Nametags, use of, 87
Networking and professionalism, 143
New hires
Day one. See Day one orientation programs. See
Orientation programs
“scavenger hunt,” 101
9/11, 16–17
Number dispensers, use of, 71–72

O
Offers of employment, 77–79
Onboarding. See Engagement, building a foundation for
One-of-a-kind, one-at-a-time orientations, 99–103
One-on-one conversations, 127
Ongoing feedback, need for, 24
Online communications, 128–129
Online professional image, 143
On-the-job training, 124
Opportunity for growth, 60
company website, posting on, 68
job offers, 78
Orientation programs,
48–49, 91–92
essential elements of, 92, 98
formal orientations, 92–98
outcomes for, 197
Positive reinforcement, 197
Preston Kelly, 116
Professionalism, 5, 49–50, 139–140
communications skills, 147–148
at company meetings, 147–148
dress, 4, 142
ethics and, 143–144
leadership skills. See Leadership skills
making standard operating procedure, 145–146
networking and, 143
online image, 143
pillars of, 142–144
secretly shopping the corporation, 146
teaching/practice, 141–142, 144–145
as workplace talent, 140–141
Project-based internship programs, 209–212
Promoting from within, 181–183
Public speaking, 128
Punctuality, 5

Q
Quitting employment on day one, 24
exit interviews. See Exit interviews without warning, 171–172

R
Reading Pays program, 135
Reading work-related books, 134–135
Real-world experience gap, 25
Recognition, 165–168
as more than a store clerk, 191
Recruitment tactics, 47–48
“audition” job interviews, 55–56
authenticity, 63
buzz for your company, creation of, 216
challenges, 57–58
changing, 64
community showcasing, 213–214
company’s website, 66–70
e-mail, 70
e-newsletters, 70
entertainment and, 62–63
hot button Gen Y priorities, 59–61
individuality, focus on, 62
instant gratification, 62
job applications, 70–72
offering applicants a job, 77–79
parents, use of, 216
personal approach, 62
professional association memberships, 149
recruiting Gen Y with Gen Y, 215
simplicity, 63
social networking sites, 67
talent pipeline initiatives. See Talent pipeline initiatives
Twitter, 65, 67
Zappos, 65
Retention of Gen Yers, 50, 171–172
delayed incentives, use of, 184
exit interviews, use of, 177–178
as good economic sense, 173
internal promotions, use of, 181–183
money, 184–185
scheduling flexibility, 186–187
Stretch Projects, 185–186
tenure cycles. See Tenure cycles
Retreats, 147
Return on investment, 10–11
Rewards. See Motivating Gen Yers
Rotary Four-Way Test, 203
Rotational Development Programs, 2, 153
Roy’s restaurant, 194
Rudy’s BBQ franchises, 71–72

S
Salary, 58, 77–79
retention of Gen Yers, 184–185
Scheduling flexibility, 186–187
Secretly shopping the corporation, 146
September 11, 2001, 16–17
Short-term incentives, 164
Short-term projects, 185–186
Social networking sites, 67
Socially responsible causes, volunteering for, 201–202
Stretch Projects, 185–186
Stuff We All Get (SWAG), 96–97
Success Celebrations, 199–200
SWAG. See Stuff We All Get
Symbolic rewards, 167

T
Talent development initiatives, 49, 121–123
Career Maps, 135–137
communication skills, 126–130
good enough isn’t, 123–124
leadership development, 152–153
Manager for a Day programs, 150–152
<table>
<thead>
<tr>
<th>Page</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>130–134</td>
<td>problem-solving skills</td>
</tr>
<tr>
<td>140–141</td>
<td>professionalism</td>
</tr>
<tr>
<td>134–135</td>
<td>reading work-related books</td>
</tr>
<tr>
<td>124–126</td>
<td>training programs</td>
</tr>
<tr>
<td>51, 207–209</td>
<td>Talent buzz pipeline initiatives</td>
</tr>
<tr>
<td>216</td>
<td>community showcasing</td>
</tr>
<tr>
<td>213–214</td>
<td>parents, use of</td>
</tr>
<tr>
<td>209–212</td>
<td>project-based internship programs</td>
</tr>
<tr>
<td>215</td>
<td>recruiting Gen Y with Gen Y</td>
</tr>
<tr>
<td>212–213</td>
<td>young professional organizations, support for</td>
</tr>
<tr>
<td>130</td>
<td>Team communications</td>
</tr>
<tr>
<td>61. See also E-mail; Mobile phones; Text messaging relationship with</td>
<td>Technology</td>
</tr>
<tr>
<td>21–22, 35</td>
<td>Tenure building</td>
</tr>
<tr>
<td>173–174</td>
<td>average tenure</td>
</tr>
<tr>
<td>174–176</td>
<td>data analysis</td>
</tr>
<tr>
<td>184–187</td>
<td>Tenure cycles</td>
</tr>
<tr>
<td>24</td>
<td>Terminating employment on day one</td>
</tr>
<tr>
<td>171–172</td>
<td>exit interviews. See Exit interviews without warning</td>
</tr>
<tr>
<td>3, 95</td>
<td>Terra Resort Group</td>
</tr>
<tr>
<td>5</td>
<td>Text messaging</td>
</tr>
<tr>
<td>115</td>
<td>junk messages</td>
</tr>
<tr>
<td>70</td>
<td>online application links</td>
</tr>
<tr>
<td>72</td>
<td>Thumb drives, job applications on</td>
</tr>
<tr>
<td>160, 162</td>
<td>Time-off from work</td>
</tr>
<tr>
<td>22–23</td>
<td>Tolerance for diversity</td>
</tr>
<tr>
<td>71</td>
<td>Topgrading®</td>
</tr>
<tr>
<td>85</td>
<td>Tour guide for new hires</td>
</tr>
<tr>
<td>124–126</td>
<td>Training programs</td>
</tr>
<tr>
<td>83</td>
<td>Transtec</td>
</tr>
<tr>
<td>65, 67</td>
<td>Twitter recruitment tactics</td>
</tr>
<tr>
<td>216</td>
<td>Unpaid leave</td>
</tr>
<tr>
<td>205</td>
<td>Unpredictability and loyalty</td>
</tr>
<tr>
<td>203</td>
<td>Values Videos</td>
</tr>
<tr>
<td>204</td>
<td>Values Walls</td>
</tr>
<tr>
<td>193–194</td>
<td>VIP table with the CEO</td>
</tr>
<tr>
<td>202–203</td>
<td>Volunteering for Green Teams</td>
</tr>
<tr>
<td>201–202</td>
<td>Volunteering for socially responsible causes</td>
</tr>
<tr>
<td>66–70</td>
<td>Website appeal</td>
</tr>
<tr>
<td>167</td>
<td>Website personal recognition</td>
</tr>
<tr>
<td>116</td>
<td>Weekly what's up</td>
</tr>
<tr>
<td>161</td>
<td>“White collar car wash”</td>
</tr>
<tr>
<td>203</td>
<td>Why We Love This Place videos</td>
</tr>
<tr>
<td>185–186</td>
<td>Work assignments</td>
</tr>
<tr>
<td>59–61</td>
<td>hot button Gen Y priorities</td>
</tr>
<tr>
<td>59</td>
<td>importance of</td>
</tr>
<tr>
<td>109</td>
<td>Work ethic</td>
</tr>
<tr>
<td>196–197</td>
<td>Workspace and loyalty</td>
</tr>
<tr>
<td>209</td>
<td>Wyndham hotel group</td>
</tr>
<tr>
<td>212–213</td>
<td>Young professional organizations</td>
</tr>
<tr>
<td>6, 10, 43–53</td>
<td>Y-Size process</td>
</tr>
<tr>
<td>65, 97–98</td>
<td>Zappos</td>
</tr>
</tbody>
</table>