

# The Millennial Question



## The Millennial Question

Judith Germain

[MaverickParadox.com](http://MaverickParadox.com) / [judith@maverickparadox.com](mailto:judith@maverickparadox.com)

07757 898 353

Facebook: [JudithGermainFanPage](#) / Twitter: [@MaverickMastery](#)

LinkedIn: [linkedin.com/in/judithgermain/](https://www.linkedin.com/in/judithgermain/) / Instagram: [maverick\\_paradox](#)

© Judith Germain 2019 – All Rights Reserved

# Content Page

## Table of Contents

Content Page .....	2
Are Millennials the new Mavericks? .....	3
Millennials at work.....	6
Training Millennials .....	10
Maverick DRIVEN Leadership™ .....	13
Judith Germain .....	16

# Are Millennials the new Mavericks?



Are Millennials the new Mavericks? I remember being interviewed a few times in the early 'noughties' about Generation Y. I stated then that Gen Y were starting to behave like Mavericks, without the influence to demand what Mavericks have.

Jump forward a decade and Gen Y has become known as Millennials; with the realisation that there are really two types of Millennials. Early Millennials which we used to call Gen Y, and late Millennials. There are some overlap in their behaviour, but the two groups differ greatly in expectations and behaviours.

Millennials are now an immense influential group, they are soon to be the largest generational group in the workplace.

**They can no longer be ignored.**

So, are Millennials the new Mavericks? There will be individuals within this generational group who are Mavericks of course, however the vast majority will not be.

There will be a large proportion who are Maverick Behaviourists though. The environment that they have grown up and now cohabit, and their objectives for their life, demands it.

## **Why are a large proportion of Millennials Maverick Behaviourists?**

Every new generation fights the old, however Millennials are refusing to conform to the norms of society, in a way that we haven't experienced before. Digital integration has enabled this generation to mobilise and influence differently.

[First, a reminder. \(1 min video\)](#)

Maverick Behaviourists have a Conformist personality who behave like Socialised Mavericks in the workplace. In particular they demonstrate these traits:

- Eschew routine and bureaucracy
- Breaks rules to ensure that objectives are delivered
- Will cooperate with others, needs encouragement to collaborate
- Will use their large and engaged network to everyone's advantage
- Eager to learn new things and develop themselves further

Maverick Behaviourists have more successes than failures and are able to influence others. It is worth noting that Maverick Behaviourists are fragile. They can be discouraged from expressing their maverick traits. This will lead to a very disengaged worker. The Millennial worker when disengaged will drop to apathy very quickly, which is disastrous to the company.

### **Restrictive nurturing leads Millennials to Maverick behaviour**

They will also engage their network to let them know how bad they believe they are being treated. This will affect your status as a good employer making it more expensive to recruit as well as your ability to sell your services. Millennials truly understand social media and know how to harness it.

Millennials have joined the workforce at a time when the economy has been most challenged since the Great Depression. Corporate greed precipitated the fall and now banking and monopolistic institutions engender little trust. There is a lack of trust in government and companies also. Millennials are unsure of who to trust and what with. Their online privacy has become increasingly eroded and cyberbullying has increased. The digital utopia they were promised is fast becoming a nightmare.

They are not expecting to own their first home until they are in their 40s, there is no job for life or even career management. 3 in 10 Millennials have already clocked up 5 or more jobs in their career so far (Ben Chatfield, CEO and Co-Founder, Tempo).

Millennials exist in an uncertain world where they are saddled with debt and little assets. They need jobs that are fulfilling, has meaning and leaders that they can trust and who want to care for them (ie treat them well). They aren't receiving this and are blaming themselves for this lack.

### **Low self-esteem in an individual can never lead to extraordinary successful results.**

This Generation and Gen Z that follows it, are now focusing on dealing with this uncertainty by standing for something. They want meaningful jobs, and companies that cares for ALL their stakeholders.

When they find something that they care about, they will switch to maverick behaviour to get it. These Conformists will not behave like Extreme Mavericks, however, mainly because at heart they are Conformists.

### **Millennials still need a lot of nurturing, even though Mavericks don't**

There is a tragedy of sorts being played out here. Millennials may behave like Mavericks and employers (and other interested parties) may treat them like one. This can mean that they are given less direction and lots of autonomy before they are ready.

This can lead to failure and a loss of confidence from both parties - that neither may recover from easily.

### **What should you expect from Millennials in your organisation?**

- They will care deeply about their own development
- They expect to be making an impact in your organisation from day 1
- They want meaningful roles
- They want mentoring and continual feedback so that they can grow
- They expect their employers to be ethical (Corporate Social Responsibility to be meaningful and sustainable)
- They want to collaborate with others, even if they are not employed by the organisation
- They want to use Social Media in the workplace
- They want the organisation to have values that are aligned with their own
- They want inspiring leaders that they can rely on
- If you deny them the ability to act on their maverick traits, they will disengage quickly and become an apathetic employee
- They can totally surprise you with their maverick ideas

### **Millennials will behave like Socialised Mavericks if you let them.**

This does mean that as employers you will need to train, grow and nurture a new type of leader. You will need a Maverick Leader, ideally one that is using the Maverick DRIVEN Leadership™ Methodology, to harness that talent.

Are Millennials the new Mavericks? No, although they can certainly behave like on.

**And that you should not ignore.**

# Millennials at work



The idea of Millennials at work have been fascinating people for a long time. Millennials are those born roughly between the years of 1981 - 1996.

The corporate world acknowledges that the digital revolution would make them different from the generations before them. They haven't however, fully realised that the old way of working is no longer

acceptable. This is something that will need to be remedied, especially when you consider that by 2020 50% of the workforce will be Millennials. Who not only lead differently but want to be managed in a more holistic, less capitalistic way.

## **Organisations are not ready for this change, and they should be!**

After all [Mavericks](#) have been trying to teach organisations what to expect from the Millennial generation. Unfortunately, those lessons weren't learnt, and companies only made changes that affected Mavericks. They admired their talent and drive and were prepared to pay more for it.

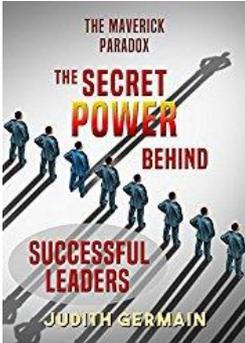
The reason why Millennials are perplexing their organisations is because they want the special allowances that were previously only provided to successful Mavericks. Millennials entered the workforce and as they grew in numbers they started behaving like Mavericks (wilfully independent people). Even the ones that didn't have the [personality of the Maverick](#), their talent or their experience.

## **What should companies do?**

Organisations found themselves unprepared for this change and overwhelmed. Not only were their companies not structurally or culturally Millennial friendly, their managers were unable to cope with the change. Their method of leadership was too inflexible.

Companies need Maverick leaders versed in the [Maverick DRIVEN Leadership™](#) methodology, to truly be able to lead their Millennial employees. It goes without saying that it is imperative to lead in this way for Maverick employees.

[The Maverick Paradox: The Secret Power Behind Successful Leaders provide some guidance.](#)



(Click the picture, for details of the book)

### Leadership

It is important important to remember that [Maverick Behaviourists](#) are [Conformists](#) that are behaving like [Socialised Mavericks](#) at work. They have a fragile personality and will need a lot of nurturing.

Unlike Mavericks, they will harbour self-doubt and will need reassurances. Millennials need to have regular access to their managers, who will need to be inspiring and have high integrity.

Leaders will need to ensure that there is a lot of development in the Millennial's role and be prepared to act like a mentor to them. This will include timely and specific feedback.

Millennials are trying to protect themselves by continuously developing. This allows them to remain useful to the company and be more attractive to new companies. they want feedback and mentoring so that they can improve and have some assurances that what they are doing is the right thing.

Millennials have a large and engaged network and will expect to use it in their day to day activities. It's entirely possible that the solution to your company problem will come from someone not working in your organisation. This requires some thought and trust in your systems as well as your employee's ability to handle confidential information.

### The role

Millennials expect that the job that they do is meaningful and has a purpose. What they do should have a definite link to the company's mission and vision. The company culture should be results focused, collaborative and fun.

Unlike previous generations, the need to socialise with their co-workers and work in teams tend to be prioritised. This way of working is more comfortable to them because this is how they were educated. Classrooms were set up in group tables, and team projects were often the norm.

Many Millennials still live at home with their parents or in shared accommodation, so they are used to working collaboratively with others. Having a good blend of working time and non-working time is necessary. This is important to Millennials because they have grown up watching their parents work long hours and still be made redundant. They have seen them under appreciated and unable to see their families. They have seen them trapped and they do not want that for themselves. Being technology minded they know that they can work anywhere so are unsure of why they are expected to be in an office all day. Millennials will not conform to the expectation that lots of unpaid overtime will lead to more money or promotion.

These digital natives, however, expect to be connected to the web and their friends all the time. Research will often begin in their network or on the internet. Therefore, outdated policies that restrict the use of the internet during the working day will be frowned upon. After all, they have become accustomed to knowledge being found via Google or within an app.

They have been educated NOT to recall data but to know WHERE to find it.

**This changes everything.**

### **Value systems**

True corporate social responsibility is important to the Millennial consumer and employee. This is the generation of causes, they know how to mobilise and affect change. Can you imagine your organisation mobilised by Millennial employees excited about your company and keen to convert their friends to your business? On the flip side, if you don't treat them well, EVERYONE is going to know about it.

Millennials expect true diversity and inclusion in the workplace. They believe in fairness and justice and expect their environment to represent this expectation. They truly believe that everyone should have equality of opportunity and that age, race, gender, sexual orientation or disability does not matter in the modern workplace.

Your company should truly live its values and enable the employee to be able to align their values to them. They should be no mismatch between what you say you do and what you actually do.

It goes without saying that Millennials expect integrity and fairness at every corner. They expect to make an impact almost straight away. The very idea of grunt work is an antithesis to them. They want autonomy, but when they need is mentoring to ensure that they are able to grow and develop.

Millennials are comfortable in moving jobs every couple of years if they aren't being developed properly. Or treated right.

Peak performance relies on Millennials being able to behave in a Maverick way.

**Millennials at work - how are you going to ensure that they do?**

# Training Millennials



Training Millennials isn't as hard as people think, although it will be different from what has happened before. An example is that because they are digital natives, they can quickly understand new technology. They are also able to come up with solutions to company problems by utilising technology not often seen within the corporate workspace.

This does not necessarily mean that e-learning is the answer.

After all, Millennials will learn better when discussion with their colleagues is an important part of their training. For example, the leadership (and facets off) training that I deliver is varied and incorporates discussion with the group. This allows them to debate what they are learning and demonstrate their understanding. It also allows them to embed essential leadership concepts without even realising that's what they are doing.

## **Millennials are becoming Maverick Behaviourists in large numbers**

In the sections 'Are Millennials the new Mavericks?' and 'Millennials at work', we explored the fact that Millennials through environment and personality, are becoming [Maverick Behaviourists](#). Fully understanding this has a significant impact on how an organisation chooses to develop and nurture them. Gone are the days when they went on a mandatory training course every couple of years. These individuals need and demand constant fine tuning to become the peak performer that is within them.

Millennials want developing, although, not the shallow dip training that has become common in workplaces. Companies believe that in times of austerity they should cut their development budget. This is a false economy. By 2020 50% of the workforce will be Millennials, is it prudent to have such a large proportion of your workforce essentially untrained?

With Baby Boomers retiring in large numbers, there isn't enough Generation X employees around to fill the leadership gap. This means that Millennials, Maverick Behaviourists will need to take charge at an increasingly younger age. The question for organisations today, is 'how can we make this possible?'

## How to train Millennials

- Treat them in the same way that you would treat [Socialised Mavericks](#)
- Ensure that what you offer includes visuals that aid learning
- Learning must be deep and not shallow. Do not shy from complicated concepts
- The training should be challenging, all [Mavericks](#) including Maverick Behaviourists demand it
- Millennials need coaching and mentoring to get ahead
- Learning should be fun and embeds learning that is actionable.

## What does this mean?

Millennials are not entitled and stupid. They see the world differently and the ones that will become movers and shakers will ask uncomfortable questions. These questions need answering and the corporate equivalent of 'because I said so' will not cut any ice!

Training Millennials isn't as hard as people think, although it will be different from what has happened before. An example is that because they are digital natives, they can quickly understand new technology. They are also able to come up with solutions to company problems by utilising technology not often seen within the corporate workspace.

This does not necessarily mean that e-learning is the answer. After all, Millennials will learn better when discussion with their colleagues is an important part of their training. For example, the leadership (and facets off) training that I deliver is varied and incorporates discussion with the group. This allows them to debate what they are learning and demonstrate their understanding. It also allows them to embed essential leadership concepts without even realising that's what they are doing.

## Their development is different

Socialised Mavericks take care of their own development and as such expect their organisations to support this. They are more likely to approach their manager with a list of skills or even training courses that they want to attend. Companies can facilitate this need for control that Maverick Behaviourists will also demonstrate by approaching a provider that can design an inhouse course that covers the additional skills that the Millennial wants and the skills that the company wants their employees/managers to have. The solution might not be a training course at all, a good consultant trainer should be able to design something that works.

## A maverick solution for your budding mavericks!

## **Millennials are cleverer than you think**

They were taught in visual classrooms and often will reach for their phone to quickly learn something from YouTube. This is an excellent idea to learn some foundational information. I often produce short videos to aid learning on the bespoke training interventions that I design. It's an excellent way to ensure that a difficult complex concept is introduced in an appealing and insightful way.

In a mere 1-5 minutes, learners through video, can be enticed to begin learning something difficult. It can provide the building block for more detailed learning. This has often been appreciated, as a different way to access material.

I have found that organisations often assume that difficult concepts cannot be learnt lower down the organisation. By shying away from this development need the organisation reaps the reward of misinformed employees and disengaged ones. Millennials will not stand for this and will move to another company that will provide the information that they need.

A large company approached me to design a leadership programme for their junior managers. Having spent some time discovering what the company really needed, I determined that the management team had very little strategic thinking ability. When I discussed this with them and my plan to deliver a module on strategic thinking there were concerned that their managers would be able to understand the content.

Even though they knew their managers needed to acquire strategic thinking. My belief is that you can teach anyone anything, you just need to adjust your methods. The content of the module included strategic thinking models, videos, quizzes etc. As expected, this difficult content was easily assimilated by the managers.

## **Millennials, like mavericks shouldn't be underestimated.**

Millennials like Mavericks expect to have autonomy and be able to have meaningful roles that impact on the organisation. They do not have the self-confidence that Mavericks have, however, so they will need coaching and mentoring to develop to peak performance. It is worth considering an external coach or mentor, especially if there is a need to accelerate their learning.

Training Millennials isn't as difficult as it can seem. It is important to remember that they have maverick tendencies and if you want the best from them, then you must take this into consideration.

**The reason Millennials are perplexing the organisations that they work in is because they are really Mavericks in disguise.**

# Maverick DRIVEN Leadership™



Maverick leaders, regardless of whether they have formal or informal authority all utilise, what I am calling, the Maverick DRIVEN Leadership™ methodology at the heart of what they do. This leadership methodology provides a foundation for success, and thus the credibility of the leader. Successful mavericks and Maverick Behaviourists use this methodology naturally and it's this authenticity that enables people to follow

them.

(This is an excerpt from my book, [The Maverick Paradox: The Secret Power Behind Successful Leaders](#)).

Aspiring leaders can also use the Maverick DRIVEN Leadership™ Methodology to improve their leadership ability. My intention for this book is not to provide a fully detailed description and explanation of my Maverick DRIVEN Leadership™ Methodology just a brief overview to whet the appetite:

- D etermination
- R eputation
- I nfluence
- V ersatility
- E xecution
- N arration

## **D is for determination**

All good leaders have a healthy dose of determination, the will to succeed. Determination allows us to prioritise what is important; it can enable us to use failure to inform success and meet our commitment to others. Mavericks are output and execution driven and have a rock-solid wilful intention which help fuel their dogged determination. They will keep going until they achieve the objective that they have set themselves.

Once mavericks have settled onto an objective they can be narrowly focused on its achievement and this can cause disruption, and where other people are concerned disharmony. This is because mavericks will take shortcuts to achieve their objectives and will ride roughshod over others and their feelings.

The determination of the maverick can be harnessed by discovering what their objective is and to ensure that is aligned to the company's objectives. Spending time with your maverick to find out what rules will likely to hinder him will enable you to decide what steps need to be taken.

### **R is for reputation**

Socialised Mavericks pride themselves on their ability to garner trust and their excellent reputation for integrity and competence. They will lend the project (or person) their reputation to give it a better chance for success.

Socialised Mavericks see their associates or employees as a projection of themselves, so will insist that these individuals have a good reputation. How they do is a reflection on the Socialised Maverick's ability to lead them well. This is one of the reasons why this type of maverick ensures that there is trust between them and their associates and that their associates can fulfil their tasks in a manner that is acceptable to the maverick.

Maverick leaders are known for their competence, their ability to get things done efficiently and well. Their reputation for success enables others to trust their leadership, even when the pathway does not seem clear to them. They believe that the maverick knows what they are doing and where they are going.

### **I is for influence**

All leaders use their influence to persuade their followers to cooperate with them and enable their followers to execute the leader's wishes. Maverick leaders take for granted their capability to lead due to their ability to understand people and the dynamics of influence and persuasion.

Mavericks rely on their personal influence rather than their positional influence. They are highly influential people although when they are not lead properly this influence tends to become manipulation.

### **V is for versatility**

Good leaders are versatile in their approach, thinking and in their implementation. Mavericks can take this to the extreme and are often versatile when it comes to bending rules, cutting corners, and understanding boundaries. When linked with their high determination in achieving their goals they can cause havoc in an organisation that has poor leadership.

Mavericks are nothing but flexible and despise others who persist in becoming fixed to a certain dogma without review or adjustment to changing circumstances. They often use resources unexpectedly and in different contexts than what they were designed or envisioned to be used for. Mavericks are creative when it comes to designing and implementing new solutions which is one of the reasons, they enjoy a high level of success.

### **E is for execution**

A key capability of mavericks is their output and execution driver, which means they do not believe that anything can be classified as a success if it has not been executed well.

This is one of the reasons why they tend to have a strong reputation and track record of competence. All mavericks guarantee that their tasks are executed in a manner that they anticipated and defined before the start of the project. They ensure that their followers have a similar execution mindset and never get so wrapped up in the idea that they forget the necessity of completion.

### **N is for narration**

A key component to the maverick's ability to influence is their talent for storytelling. They can weave compelling stories that draw their followers to their vision or encourage them to take risks that they hadn't expected to take.

Good maverick leaders also provide a narrative as to what is happening, as it's happening. This allows them to translate and pace actual events, enabling them to influence the actions of their followers.

This influence increases participation through encouragement and explanation and referencing to the vision and the need for change. This narration facilitates a highly-engaged leadership style where the employee or follower feels inspired and protected by the leader. The leader creates a 'circle of safety' (Simon Sinek), for his followers that is returned by their loyalty and trust.

John Maxwell stated that leadership is influence nothing more, nothing less. I agree that without influence you cannot lead. Influence is formed from many sub concepts and that the secret behind maverick leaders is that they understand that leadership is a relationship of trust.

This includes its key components of integrity and competence. The Maverick KEYSTONE Capabilities™, maverick attributes and effective use of power are all ingredients to the secret recipe of maverick success.

# Judith Germain

MaverickParadox.com / judith@maverickparadox

07757 898 353



Judith has been described as the Maverick's Sat Nav. She works with wannabe Mavericks and Maverick entrepreneurs to expand their work and thinking. In addition to this, she also works with companies that need a maverick approach to their leadership because what they have, isn't working.

Since 2005, she has been defining Mavericks as 'wilfully independent' people and have been designing and implementing solutions that solve the most persistent problems that individuals, business owners or companies face.

**If it's not challenging, it's not worth doing!**

Judith has designed her signature 3Rs process to enable transformational, sustainable change:

- Re-Discover
- Renew
- Realise (execute)

which is run concurrently not sequentially. Change happens during the process, not at the end of it!

**\* Maverick Mentor \***

Maverick Behaviourists and Mavericks know that coaching doesn't work for them. Mavericks tend to think at speed and have a direct approach that Conformists often don't get and want to restrict. Mavericks want to work with someone who knows that what they want is possible or has the courage to challenge them when it's not. Either way, they want someone who is solution driven.

Judith understands The Maverick Paradox: The Secret Power Behind Successful Leadership. Mavericks are complex creatures and can't work with just anybody. Judith knows what works & the solution may be a combination of mentoring, consulting, training or something even more exciting in her toolbox!

### **\* Leadership Consultant and Trainer \***

Judith is increasingly being asked to provide, train or consult on Maverick Leadership because the company's current leadership cadre or philosophy is no longer working. They want someone who can accurately diagnose the situation and design something that not only solves the current issues but provides a degree of future proofing.

She presents a new leadership paradigm, which challenges what you thought you knew about leadership. Her Maverick DRIVEN Leadership™ methodology enables organisations to radically improve their leadership performance. Eg, a client requested that their leadership was taught strategic thinking, in one day! The end result was that the organisation was able to solve 7-month-old problems that had been previously deemed 'impossible to solve'.

Her ability to help you form a strategy that is aligned to your objectives and passion, coupled with an ability to enable possibilities that you are yet to conceive; makes her truly unique. Of course, implementation is important, so she will ensure that you execute well.

She is the author of [The Maverick Paradox: The Secret Power Behind Successful Leaders](#) & has conceived the blueprint of a successful leader (available at Amazon). Judith outlines the strategies, mindset, capabilities, and utilisation of Maverick power; which has informed her leadership methodology & her ability to help her individual and business clients alike.

Judith is the leading authority on mavericks. She is an author, leadership and business consultant, mentor, [podcaster](#), and strategist. Judith is a keynote speaker & her expert opinion has appeared in numerous publications including national broadsheets and leading industry press.

She is a Fellow of the CIPD, and MBA (PgDip) graduate, & Executive Coach. For over 20 years, she has worked with thousands of leaders to nurture, develop, and inspire them to become trusted successful (Maverick) leaders.