MENTORING

THE
NEXT GENERATION
FOR
INNOVATION
IN
TODAY'S ORGANIZATION

DR. TERESA M. MOON

A NOTE TO GET US STARTED...

In order to succeed, organizations must innovate. Innovators create in the context of interactions and relationships. That means you and I need to value every member of our respective organizations and we should mentor each one to become the best leader and innovator they can be. This kind of environment filled with mentoring leaders fuels innovation.

Organizational cultures that value people - along with their individual creativity and passions – lead innovation. The research tells us the next generation of innovators, the Millennials, find meaning in value creation. Thriving organizations of the future will value "Millennovators" - Millennial innovators.

Millennovators arrive in today's organizations with passion and creativity. These passions can cause creative friction. Mentoring relationships acculturate, guide, direct, and motivate Millennial creativity. This resource offers helps to:

- *better understand Millennials*
- *explore a mentoring model*
- *use friction to innovate*
- *strengthen organizational relationships*

These concepts have been studied by researchers, written about in organizational literature, integrated into successful contemporary organizations, and proven to work in my own organizational culture. I hope you find them useful in your organization.

toward mentoring Millennovators,

Teresa

INTRODUCTION

The old-timers tell us we have always done it this way, so leave well enough alone. The middle managers want to work from their beach house. Baby Boomer department heads are feeling the pressure to innovate despite absentee Gen Xers and Traditionalist traditions. Now new Millennial hires are stopping by the CEO's office to share their ideas about how to make the company successful. This scenario is being played out in multi-generational organizations across America.

Today's business mantra is "Innovate or die." Corporate leaders are feeling the pressure; yet, find themselves caught between differing philosophies of work and change. Older workers sense the values this company was built on have eroded while newcomers wonder if they are valued members of the community.

Contemporary organizations are in pursuit of the next innovation, while balancing diverse generational perspectives. One means of investing in future innovation is to build relationships with future innovators. This resource is intended to help you and your colleagues:
- *better understand Millennials*
- *explore a mentoring model*
- *use friction to innovate*
- *strengthen organizational relationships*

ABOUT THE AUTHOR

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Dr. Teresa Moon is President | CEO for the Institute for Cultural Communicators (ICC), whose mission is mentoring Christians to lead. The Institute's young communicators speak more than 10,000 times each year on public platforms to influence community audiences for Christ. Teresa's graduates have spoken at the White House, Congress, the G8 Summit, the United Nations and in a dozen other countries. After 30 years of training organizational leaders, teachers, parents, students, and youth workers in every state in America, and in Canada, China, and Singapore, Dr. Moon is more committed than ever to equipping authentic leaders of all ages, backgrounds, and professions who can engage and transform culture. Holding a Doctorate in Strategic Leadership, Teresa is a nationally recognized speaker, leadership consultant, author, and communications coach. Teresa enjoys thought provoking books and movies, leisurely lunches and walks, bold coffees and ideas, and brainstorming culture and the future with Millennials. Her favorite Millennials are her two grown sons, Wendell and Devin. Teresa and her husband David call Tennessee home.

INNOVATION IS THE FUTURE

In order to succeed, today's organization must innovate. Innovation and creativity are equated with competitive advantage. In his book, The Light Prize: Perspectives on Christian Innovation, strategic leadership professor and innovation expert Dr. Gary Oster writes, "efficiency and innovation must be of equal and complementary importance if an organization ultimately is to survive and thrive."

An ever growing body of literature is committed to increasing creativity in the workplace. Authors Espinoza, Ukleja, Rusch, and Craig researched the millennial culture and the impact of this generation on today's organizations. They observe that "thinking outside the box" may sound cliché but it is a reality for these marketplace newcomers. For millennials, the idea of suspending what has been in order to explore what could be will always be prescient.

New technologies, a global marketplace, and boundary-less organizations lay the foundation for innovation in products, services, and the work environment. Innovating for the future is about more than being first to invent the next widget. It is focused on the people in the process.

INNOVATION CULTURES VALUE PEOPLE

Organizational cultures can nurture or stifle innovation. In the 1980's British Airways underwent a culture makeover, sending nearly all of its 37,000 workforce members through its Putting People First training program. Authors Tushman and O'Reilly studied this change effort, recognizing it emphasized instilling a new culture. The new culture was one that valued people, which in turn permitted major process innovations and redefined passenger expectations about service quality. The result was a more innovative environment. Valuing people is essential for innovation.

People must be innovated to innovate. Organizational leadership researchers Goulet, Jefferson and Szwed define leadership as "a process that involves the interactions and relationships between the leader and others. This view of leadership enables anyone to develop as a leader." Leaders recognize creativity. Leaders value innovation. Innovators create in the context of interactions and relationships.

Organizational cultures that value people - along with their creativity and passions - are innovation leaders. The next generation of innovators, the Millennials, find meaning in value creation. Thriving organizations of the future will value "Millennovators" - Millennial innovators.

PEOPLE MUST BE INNOVATED TO INNOVATE.

MILLENNIALS ARE THE INNOVATORS OF THE FUTURE

To plan for the future, we need to understand what tomorrow's leaders look like today. "Millennials" is the title given to the estimated 80 to 95 million future workers and leaders, born between approximately 1980 and 2000. Puybaraud and his associates study the future of the marketplace. They forecast Millennials will dominate the workforce for the next forty years. These young associates aren't going away anytime soon. So, we need to learn to leverage this rich resource.

Millennials want to innovate. Researchers Lancaster and Stillman conducted an innovation-preparedness survey, publishing the results in their book The M-Factor: How the Millennial generation is rocking the workplace. They found that ninety-two percent of Traditionalists, Boomers, and Xers (think great grandparents, grandparents, and parents of school-age kids as a very general description) ranked Millennials, born approximately 1980-2000, high for their ability to create and innovate. However, the older generations did not rank themselves as well in innovation.

This poses a tension. We admire those with innovation. We aren't very good at it ourselves. But we're not sure we want their brand of creativity. Yet, we can't deny our need for Millennovators.

Innovation guru, Gary Hamel, generated a list of human capabilities he believes contribute to competitive success. He measured the contribution of each of the capabilities to what he calls value creation.

Percentage of capability in value creation:
- *Passion 35%*
- *Creativity 25%*
- *Initiative 20%*
- *Intellect 15%*
- *Diligence 5%*
- *Obedience 0%*

Millennials earn high scores in passion and creativity, but rank poorly in obedience. In my own organization we address obedience under the category of followership. Leadership begins with followership. In

other resources I address followership. Suffice it to say, Millennials need more experienced leaders to assist them in pursuing creativity within an organization's framework; and organizations that value people and innovation support them.

Schiffman and his colleagues studied the Deloitte Millennial Model and released their findings in 2010. They view Millennials as natural innovators who most want the opportunity to do meaningful work and have a high quality of life. This is in contrast with older generations who tend to want job security, benefits, rank, or prestige.

According to Kirwan-Taylor, ninety-two percent of younger workers value flex time and ninety-six percent of Millennials say they need creative time in their work day. Another survey, conducted by Downing, revealed eighty-two percent cite flexible working arrangements as a factor that influences their commitment and motivation, compared to fifty-eight to sixty-nine percent for the other employee age groups.

How will Millennovators create for the future of our organizations? What values will guide them? What and who will inspire them? Will they innovate to optimize the mission of the corporations in which they are employed?

Organizational innovations are supported and guided by strengthening relationships with Millennovators. But Millennovators arrive with their own ideas about creating and about the creative environment.

MILLENNOVATORS ARE THE VOICE OF THE FUTURE; YET, THEY ARE VIEWED AS ALIENS BY MANY OF THEIR SENIORS.

CREATIVE FRICTION

Gryskiewicz authored the book, Positive turbulence: Developing climates for creativity, innovation, and renewal in which he offers a new paradigm for viewing the friction that comes with intergenerational teams in our work environments. Gryskiewicz challenges any organization that intends to compete in the years ahead to embrace the turbulence within which blow the winds of renewal.

With more than 32 million Millennials in the workforce there is a lot of creative friction. Dr. Oster reminds us this creative friction requires "leaders to develop styles that focus on identifying and effectively incorporating the polarized viewpoints of employees." Millennovators are the voice of the future; yet, they are viewed as aliens by many of their seniors.

How do you view the millennials in your business, organization, church, or school? They are described in the literature as the most techno-savvy, confident, highly supervised, globally connected, and culturally diverse in history. Corporate leaders portray Millennials as ill-equipped, incompetent, ego-centric, lacking in character, change-driven, job-hopping, digital natives.

Millennovators are unimpressed by the astonishing advancements of the digital era and have become the first generation in human history who regards behaviors like tweeting and texting, along with websites like Facebook, YouTube, Google and Wikipedia as everyday necessities. Wikipedia is itself evidence of what this generation values: shared information that is instantly available.

Just as Millennials do not know how to process the high cost of disruption, Boomers are still learning that innovation leaders embrace, endorse, and guide disruption. Recognizing the merits and deficits of Millennovators is a first step toward strengthening relationships that support innovation. Millennovators hold strong values; but they are often different from those of superiors.

The irony for many business owners and other leaders is that, while seeming to be attached to a host of communication devices, the weakest skill area for today's job applicant is communication. The communication patterns of Millennials cause many ruffled feathers as they are becoming a larger force within most organizations. Millennovators need guidance to communicate their ideas in ways their colleagues and managers can hear.

There is a new tension around 'talent versus tenure' that has been complicated by the steady upending of the pyramid at work. Millennials contribute to this workplace friction, as they don't equate "experience" with being "qualified" for a job. They view experience as getting in the way of having a fresh perspective. Millennials generally believe a younger person who is less locked into a certain way of doing things might be a better candidate. It is this paradigm that brings the Millennovator to challenge both the status quo and their more experienced superiors.

THERE IS A NEW TENSION AROUND TALENT VS. TENURE.

MENTORING PROGRAMS CONVERT CREATIVE FRICTION INTO PRODUCTIVE INNOVATION

Millennials are not patterns or projects. They are people. No new recruit or hire is going to exhibit each characteristic described in demographic typologies. At the same time understanding patterns helps design programs for people. People must be treated as individuals. This is true, however, of every member of an organization. Cultivating the potential of emerging leaders through meaningful relationships with seasoned leaders requires change from members of each generation in the workplace.

MENTORING STRENGTHENS RELATIONSHIPS
Innovation happens in the context of relationships. They are internal and external. These relationships are with superiors, subordinates, and colleagues. Relationships connect organizations, customers, and suppliers. According to Dr. Oster, "the path to innovation success historically has been littered with the remains of firms that were enthusiastic about innovation and may even have had the right internal capabilities but did not have the leaders who could choose and execute a successful innovation strategy." Strengthening relationships increases the success of innovation strategy.

MENTORING BUILDS TRUST
Consider the four generations in today's organizations. Builders, the eldest, value respect. Boomers value productivity and face to face time. Gen Xers value the power pace. Millennials value connection and flexibility. This is an oversimplified description of course, but it does underscore a few of the intersections between Millennials and older generations highlighting where Millennovators can look and feel out of the place in contemporary organizations. Consider the new Millennial hire and the Boomer boss. Boomers are often characterized by a lack of trust. Millennials want connection, which cannot be attained without trust. Real mentoring always builds trust.

MENTORING CHANGES PERCEPTIONS
In one of many workplace satisfaction surveys, UK management consultant and author Crush found that fifty percent of workers polled believe they could manage better than their boss, given the opportunity. Generational preferences, values, and attitudes often contribute to misunderstandings in the workplace. Retention is especially difficult since Millennials have different attitudes and expectations

toward work than previous generations.

- *Sixty-six percent of Millennials expect to change careers.*
- *The research suggests the average time a Millennials stays in a job is approximately 2.5 years.*
- *The number one reason Millennials change jobs is they just want a change.*

These ideas can impact the investment superiors wish to make in Millennial co-workers when, according to the Pew Internet and American Life Project, eighty-four percent of Boomers expect to work at their current job for the rest of their lives. Mentoring relationships help intergenerational colleagues recognize and address differing perceptions about the workplace and opportunities to innovate within it.

A MENTORING MODEL

One-on-one mentoring has been identified by a growing number of organizational consultants as the most effective method for training soft skills. Research has revealed several benefits of mentoring cultures. Here are a few:

- *Mentoring has been shown to foster teamwork.*
- *Mentoring improves staff motivation.*
- *Mentoring increases employee competency levels.*
- *Mentoring improves individual and organizational performance.*
- *Mentoring promotes higher employee retention.*
- *Mentees achieve higher promotion rates.*
- *In mentoring cultures potential is identified more readily.*

One longitudinal field experiment conducted by Lester, Hannah, Harms, Vogelgesang, and Avolio examined how a targeted mentorship program that unfolded over six months enhanced the development of protégés' leader efficacy and performance. Targeted mentoring was compared to leadership education delivered in a group setting. Results demonstrated targeted mentorship intervention increased protégés level of leader efficacy to a significantly greater degree than those participating in group training programs.

A commonly held perception of mentoring is summarized as: "Formally or informally, a manager with experience, expertise and wisdom teaches, counsels and helps a less experienced or less knowledgeable person to develop professionally and personally." In my own organization, we have recognized this as a starting place; yet, it is an incomplete understanding of the depth, breadth, and value of mentoring relationship. The model I will share here proposes expanding a definition of mentoring beyond managerial expertise.

An organization that values people recognizes each person has something to offer. Millennials are not the only members of the workforce in need of mentoring. Every employee and manager benefits from mentoring. This inclusive model recommends every member of the organization become involved in three mentoring relationships.

While this model proposes to involve every organizational member in mentoring relationships, the focus

here will be on benefits to the organization when Millennials are engaged in mentoring relationships. To cultivate Millennovators requires organization-wide participation.

WISE GUIDES

Successful leaders recognize the benefits of seeking the counsel of a Sage. Dr. Scott Wilcher writes about our human need for wise guidance. In his book, The Orphaned Generation, Wilcher calls these sage counselors "Wise Guides." He claims the next generation not only needs Wise Guides, they are delaying adulthood for lack of them. There is much evidence to suggest Millennials are unknowingly seeking Wise Guides.

Ninety-four percent of Millennials claim to respect older generations, and believe more mature adults are interested in their success. Though digitally connected, many Millennials are aware of their need for training in interpersonal skills and communication. Forty-four percent of graduates are declaring college did not adequately prepare them for the working world. The next generation of workers and innovators is seeking guidance.

The organizational literature reveals soft skills dominate the list of essential competencies for today's workplace. These include:
- *interpersonal and intrapersonal knowledge*
- *skills and abilities such as ethics, personal organization and work habits*
- *time management*
- *teamwork*
- *interpersonal communication*
- *anger management*
- *reasoning and problem solving*
- *managing one's own learning*

Mentors help younger and less experienced workers develop such skills in their personal and professional lives. Involving Millennovators in mentoring relationships is the easy part. The challenge is in training their Wise Guides to take mentoring from their own Wise Guides.

Millennials show a strong need to connect their work to a higher purpose. Discussing the vision, mission, goals, and direction of the organization helps new hires or members see themselves in relation to the overall direction of the organization. Mature co-workers, employers and leaders can help Millennovators see themselves as fitting into the larger organizational mission. Wise Guides create a sense of security for sharing creative ideas. Wise Guides nurture safe environments which foster Millennovators.

SIDE GUIDES

Organizational consultant, speaker, and author Charles Handy writes, "a sense of belonging is something humans need if they are to commit themselves to more than simple selfishness." Millennials are motivated by their need to belong. They become emotionally attached to both physical and virtual work communities.

Consider the Millennial generation's contribution to the virtual working environment. They will innovate into the future of technology advances, social trends, individual choices, and flexible labor markets on behalf of communities in which they perceive they belong. Peer mentoring promotes a sense of belonging.

Peer mentors, called "Side Guides" in this model, are an important part of the enculturation process. This happens naturally in mentoring environments. Allowing and coaching Millennials to learn, work, and grow in teams is a great way to prepare them to be part of a future leadership team. One way to integrate Millennials into leadership is to help them to align themselves with peers, superiors, and subordinates.

Mentoring programs can help to engage and integrate Millennials into organizational culture. Peer mentors promote alignments. Successful millennial leaders are comfortable in team environments and are able to encourage and inspire team performance.

Peer mentoring builds loyalty, trust, teamwork, and collaboration – all necessary components for productive innovation. Dr. Fred Soto speaks and writes about organizational leadership. His model for enculturation has been implemented throughout the U.S. Department of Energy. He writes:

"Every individual must have a sense of self-value and must value every other team member for their contribution—these should become explicit and expressed as the team's "core competencies."

Within this culture Millennovators sense they belong and use their creative energies in collaboration with trusted colleagues. Millennovators learn from and thrive as Side Guides.

SURPRISE GUIDE

In one company's survey, the use of e-mail by seniors increased by 28% between 2009 and 2010. During that same period, e-mail usage decreased by 59% among teens. By the time older generations begin to get familiar with a technology, their younger co-workers have already moved on. Executives who apprentice under their technologically savvy subordinates have demonstrated they more quickly come up to speed in using new technologies.

Through "Reverse Mentoring" programs senior leaders create a workplace learning dynamic in which junior employees mentor experienced personnel. One of the first corporate reverse mentoring programs was implemented when GE Chairman, Jack Welch, ordered several hundred GE executives to apprentice under their technologically savvy subordinates in order to tutor them to quickly come up to speed in using the internet.

In this model the Reverse Mentor is called the "Surprise Guide." Full of surprises for both mentors and mentees, these mentoring relationships sharpen leadership skills while forging direct connections with senior leaders. In reverse mentoring programs younger mentors feel appreciated and valued. They sharpen leadership skills while forging direct connections with senior leaders. Older mentees acquire new skills, access new information, and pick up fresh ideas that they don't necessarily come across in their regular routine.

Millennial researcher and author, Boehle observes, "the development of stronger working relationships encourages great engagement on both sides and often serves as a jumpstart for new projects, assisting with initiation and development of both processes and product that are beneficial to the entire organization." In the process senior leaders earn the right to speak into the personal and professional lives of Millennovators.

MILLENNIALS ARE MOTIVATED BY THEIR NEED TO BELONG.

CRITERIA FOR SUCCESSFUL MENTORING RELATIONSHIPS

LISTEN

Innovators are often distinguished by their willingness to think differently. Millennials already think differently from their older counterparts. Engaging Millennovators requires a willingness to think differently. Mentors who listen to their Surprise Guides signal to their juniors that they and their ideas are valued. This communicates a willingness to consider new ways to think about old issues.

REFLECT

The success of mentoring programs increases with reflection and feedback loops. In their study, Lester and associates noted feedback and trust in the mentor surfaced as "important moderators in contributing to the development of leader efficacy." While traditional training programs offer theory, mentoring is ripe for reflective practice. Mentors and mentees must be trained in providing reflection and feedback.

INCLUDE

Incorporate mentoring into the organizational DNA. Leadership development should not be exclusively offered to high level staff. Neither should training only be provided to new hires during orientation and onboarding. Instead, personal and professional development needs be available to every member of the innovation organization. This offers the greatest potential to develop leaders who lead as Millennovators.

TRUST

Millennials want to trust their superiors and co-workers, but they have been disappointed quite a lot. Make trust a priority in your organizational culture. Dr. Fred Soto describes it this way:

> *Trust is the one thing that is common to every individual, relationship, team, family, organization, nation, economy, and civilization throughout the world; the one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love.*

INCORPORATE MENTORING INTO YOUR ORGANIZATIONAL DNA.

CONCLUSION

Amid messages of independence, freedom, and autonomy Millennials enter organizations that feature teamwork, commitment, and respect for authority. The culture's litany of expressive individualism is misleading for Millennials. Successful organizations are learning to help the next generation of worker and innovator to make sense of organizational culture.

Thriving organizations recognize that every member leads and follows, directs and innovates, responds and creates in the context of relationships. It is possible that the single most important step organizational leaders can take is to ensure that their followers do not find it difficult or dangerous to innovate. Mentoring cultures foster safe environments for innovation incubation. Involving every member of the organization in mentoring relationships may decrease danger and increase innovation. This approach strengthens relationships, nurtures trust, and the fuels the creative environment.

The late Peter Drucker was interviewed after winning his seventh award for producing the best 2005 article in the Harvard Business Review. He challenged his listeners, "The best way to predict the future, is to create it." Millennovators, with their mentors and mentees, are creating the future. Your Millennovators can too!

RESOURCES FOR CONTINUED LEARNING AND DEVELOPING MILLENNOVATORS IN YOUR ORGANIZATIONAL CULTURE

The concepts presented in this resource are supported by the research publications listed here. Additionally, they are practiced within learning communities, live events, and mentoring relationships in youth programs and professional development opportunities within the Institute for Cultural Communicators. As a learning organization ICC has been devoted to learning how to nurture Millennovators to shape the future through authentic leadership and cultural communication.

Visit our ICC website at ICCinc.org.

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