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Motivating the Millennials

XBIG6COM, LLC
August 2011

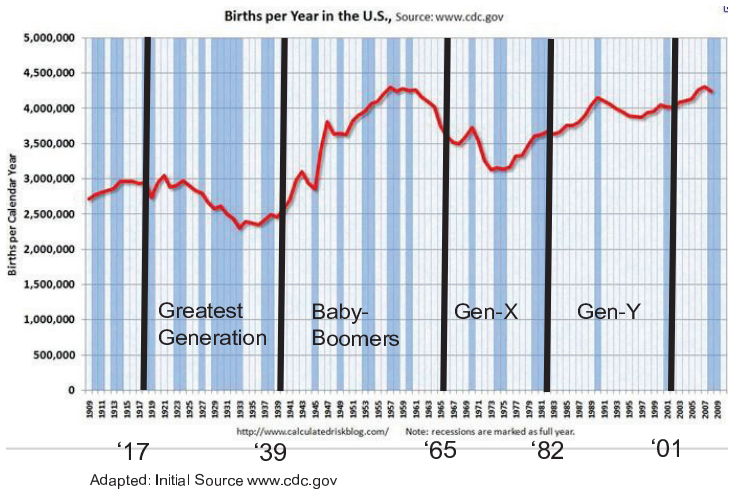
Prepared for

AGA American Gas Association

Outline

- Definitions and context
- Energy sector specific
- Culture opportunities
- Technology opportunities
- Q/A

Generational Birthrate (US): ’09-’09



Adapted: Initial Source www.cdc.gov

Millennials (Alternative Names)

- Generation-Y
- Millennials
- Generation Next
- Net Generation
- Echo Boomers

Birth years
1982 through 2001

Per Generations:
The History of America's Future, 1584 to 2069 (1991).

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Basic Gen-Y Characteristics

Adapted from Wikipedia
"Generation Y"

- Communication – instant
- Digital Technology – multitasking
- Pop Culture – civic minded
- Workforce – "*trophy*" expectation

Sample Points of View (Jobs/Work)

	OUT		IN
Structure	Top-down	⇨	Cross-boundary
	Commands	⇨	Shared goals
	Managers control	⇨	Managers support
Motivation	Technical skills	⇨	Social interaction
	Job security	⇨	Career development
Career	Work-centric	⇨	Work and life
	Seniority	⇨	Ideas and contribution
	Corporate speak	⇨	Authenticity/transparency

Adapted: Roberts Golden Consulting, Inc. | 44 Montgomery, Suite 600 | San Francisco, CA 94104 | +1-415-641-5523

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Basic Facts – Trends Still Not Good

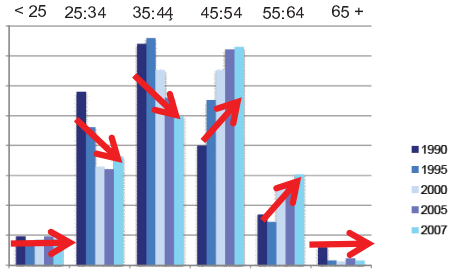
- Utility industry is not seen as desirable due to perceptions
- Competition for talent with emerging renewable energy
- Younger workforce may not stay in one job/company
- Engineering degrees conferred in the 1990's declined
- Younger workers demand more from employers

Sources:

Original Source: U.S. Bureau of Labor Statistics. American Public Power Association: workforce Planning for Public Power Utilities

Adapted source: Scott Madden Management Consulting

Primary research: XBIG6COM, LLC



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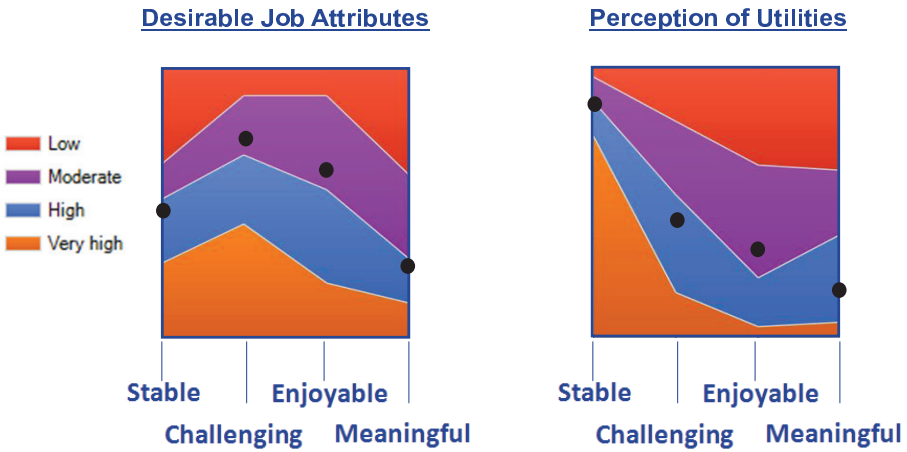
Millenials Job *Desire* vs *Perception*



Source: XBIG6COM, LLC Primary Research
Presented AGA/EEI Conference 2009

Millenials Job *Desire* vs *Perception*

- Perception-Desirability Gap
  - *Utilities are… Over stable*
  - *Utilities are … Under challenging*
  - *Utilities are … Under enjoyable*
  - *Utilities are … Under meaningful*
- Results Orientation
  - *Up the frequency of informal feedback*
  - *Emphasize achieving results, less emphasize on how to get there*

Source: XBIG6COM, LLC Primary Research

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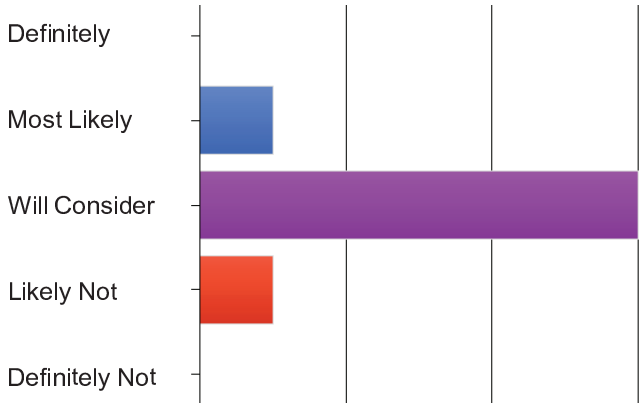
Probability of Working at Utility



SmartGrid Masters/Eng Students

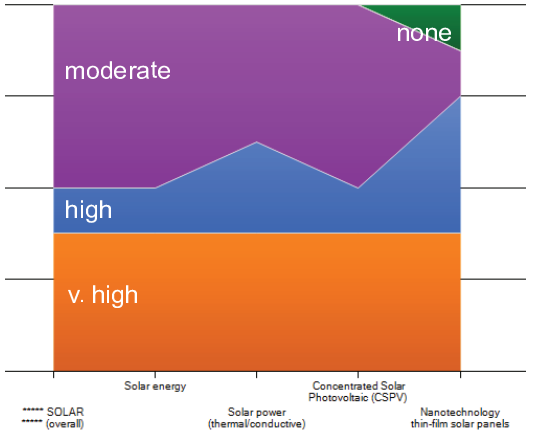
Probability of considering working at a utility in the **next 2-3 years**

Lehigh University
University Pittsburgh

Source: XBIG6COM, LLC Primary Research

Relative Interest: Solar

#1 Nanotechnology



SmartGrid Masters/Eng Students

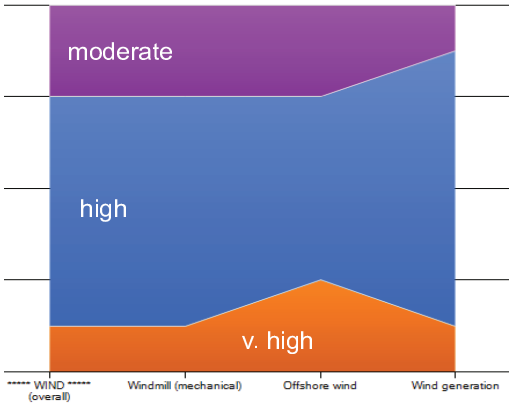
None
Low
Moderate
High
Very high

Lehigh University
University Pittsburgh

Source: XBIG6COM, LLC Primary Research

Relative Interest: Wind

#1 Offshore Wind



SmartGrid
Masters/Eng
Students

None
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Moderate
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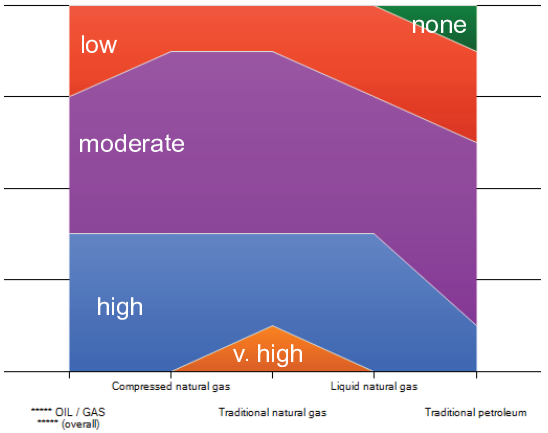
Lehigh University
University Pittsburgh

Source: XBIG6COM, LLC Primary Research

Relative Interest: Natural Gas

#1 Traditional NG



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Masters/Eng
Students

None
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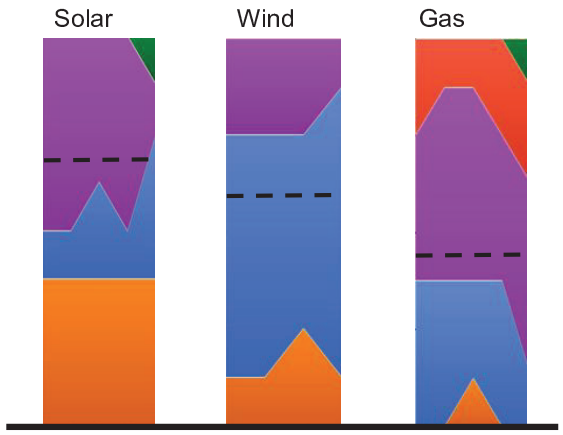
Moderate
High
Very high

Lehigh University
University Pittsburgh

Source: XBIG6COM, LLC Primary Research

Relative Interest: Solar-Wind-Gas

Illustrates SubTopics



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Source: XBIG6COM, LLC Primary Research

Suggested Practices

- Emphasize High Interests
  - *Conservation*
  - *Solar*
  - *Wind*
  - *Smart Grid Technology*
- Clarify Challenge Areas
  - *Natural Gas*
  - *Legacy Transmission/Distribution*
  - *Other Traditional Electric Generation*

Source: XBIG6COM, LLC Phase I Deliverable
FOA-152 to Lehigh *and* University of Pittsburgh
Topic A: 2010-2011

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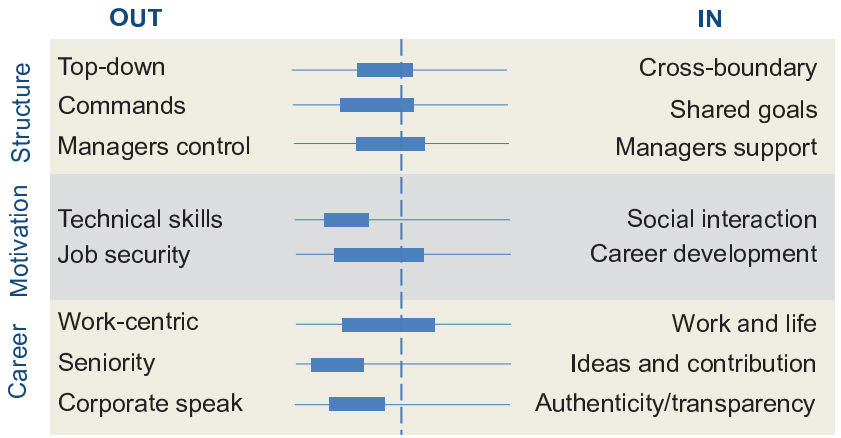
Utility Sector "Out-In" Grade



Categories adapted from: Roberts Golden Consulting, Inc
Macro-categories and conceptual "Grading" by XBIG6COM, LLC

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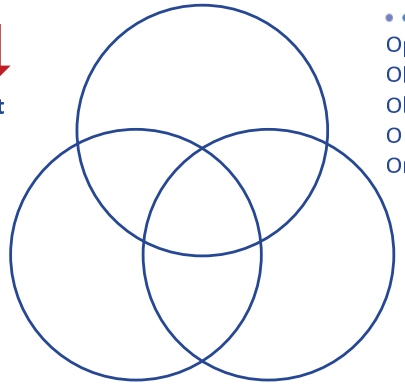
Provocative Business Change

Current and Historical Utility Industry Emphasis

Business Scientist

Plan
Process
Problems
Process
Prototype



Business Farmer

Opportunity
Obligation
Objectives
Outcome
Order

Business Artist

Creativity
Capability
Communication
Culture
Core HR

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Provocative Business Change

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Business Scientist

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Process
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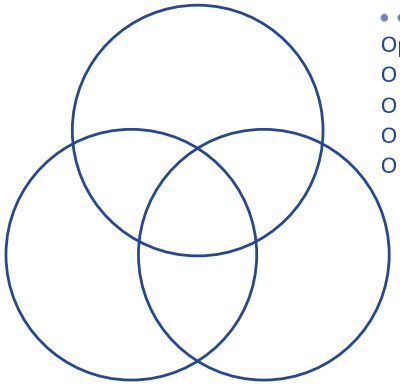

Business Farmer

Opportunity
Obligation
Objectives
Outcome
Order

Improved Balance & Emphasis Needed

Business Artist

Creativity
Capability
Communication
Culture
Core HR

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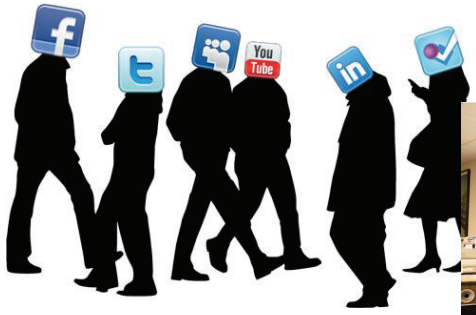
Millenial Perception

Social has changed the way we collaborate in our personal lives …



Then we come to work):

Companies are Waking Up

"Companies that are fielding social networks internally significantly improve performance" McKinsey 2010 Survey

- 87% have 2.0 Tools
- < 10% no interest in Internal Social
- 53% have intranet blogs
- 52% have intranet discussion forums
- 51% have intranet instant messaging
- 49% have intranet wikis

Source: InfoWorld Intranet 2.0 Global Study

Provocative Change

"Most technology-driven, 2.0 Enterprise solutions won't materially change Millenial Perception but an Enterprise Social Media solution will (with proven benefits to the companies that embrace it)." Dave Roberts

- 39% Increase in Employee Connectedness
- 29% Increase in Executive Communication
- 30% Higher Employee Satisfaction

- Millenial Acceptance and Differentiator

Source: Jive Actual Post Implementation results

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