

White Paper

The Talent War: Attracting and Retaining Generation Y Leaders in Professional Services

**Author and Researcher:
Michael J. Holleran II, PCM, CPSM**

August 2008

**The content in this White Paper applies primarily to
the following SMPS Domains of Practice:**

Domain 3: Client and Business Development
Domain 6: Marketing and Business Performance



Copyright © 2008 Society for Marketing Professional Services Foundation

The information in this document is the intellectual property of the Society for Marketing Professional Services Foundation. Reproduction of portions of this document for **personal use** is permitted, provided that proper attribution is made to the SMPS Foundation.

Reproduction of any portion of this document for any other purpose, including but not limited to any commercial purpose, is strictly prohibited.

Contact: Society for Marketing Professional Services Foundation (800) 292-7677
E-mail: info@smps.org www.smpsfoundation.org

The Talent War: Attracting and Retaining Generation Y Leaders in Professional Services

Michael J. Holleran II, PCM, CPSM

Executive Summary

In the talent war, the marketing and business development departments of professional services firms will experience a shortage of qualified personnel within the next 10 years. The demographics of our industry will soon begin to change dramatically due to the retirement of many Baby Boomers.

According to the Conference Board of Canada, an independent, not-for-profit applied research organization, skill shortages now rank among the top five concerns of managers.¹ More than half of private-sector managers report expecting occupational shortages within two years.² The outlook is even more bleak in the executive suite.³ The shortage of talent there is the number one issue unifying companies across the country.⁴

Professional services firms must compete against other industries with larger recruitment budgets for this talent. To compete, the employee/employer contract must adapt to the empowerment culture. Transforming into an empowerment culture does not happen overnight. There are many obstacles for our industry to overcome before the transformation can occur.

Those obstacles are acute for marketing and sales staff. Empowerment is a process of providing business development and marketing personnel with increased belief in their own dominion.⁵ Removing conditions that foster powerlessness will help lead to organizational empowerment.⁶ Empowerment is, to some degree, a psychological or motivational process whereby one's belief in one's self-efficacy is enhanced.⁷

The new paradigm of companies empowering their employees will be critical to a firm's long-term success. This is due to the changing workplace needs of the labor force and, in particular, Generation Y. Members of this generation are under the age of 30 and entered the workforce since 2000. Unlike previous generations, Generation Y has different views on the traditional employee/employer implied contract.

Many look at America's next leaders within Generation Y as underdeveloped. However, Generation Y offers many unique skills, which will keep firms competitive in the next decade. This paper will identify recruitment and retention techniques to help professional services firms compete against other industries for Generation Y talent. This will be accomplished by developing a culture of empowerment.

This research paper is the result of interviews with two companies from *Fortune Magazine's* 100 Best Places to Work. The findings from the interviews and database research indicate a link between an empowerment culture and employee recruitment/retention. Organizations that subscribe to an empowerment culture have an advantage in talent recruitment/retention.

Generation Y expectations of an employer are different from prior generations. Firms that augment their culture to embrace Generation Y will have a competitive sales advantage. Recruitment/retention ratios within the marketing and business developments departments will increase as well.

Understanding Generation Y is the key to driving higher performance.⁸ America is in the midst of a monumental generational transition,⁹ with Generation Y the fastest growing segment of today's workforce.¹⁰ This transition is moving away from the values, attitudes, and lifestyles of Baby Boomers.¹¹ Thus, the workforce is transitioning towards the values and lifestyles of the younger generations.¹² American business has not seen a generational transition of this magnitude since the onslaught of the 78 million strong Baby Boomer Generation.¹³

In the next decade professional services firms need to transform their corporate cultures into an atmosphere that empowers employees. Firms that successfully empower employees will be able to establish themselves as market leaders within their perspective disciplines.

Background

Today's workforce is comprised of four very different generations.¹⁴ Creating a workplace where members of all generations can work productively is an important challenge in every business.¹⁵

Managers need to understand where their younger associates are coming from – what motivates them.¹⁶ This will enable employers to coach them successfully.¹⁷ By coaching younger workers successfully, employee growth and firm retention will improve.¹⁸ The key is understanding the differences that set each generation apart.¹⁹

The four sets of generational values present in today's professional services marketplace can influence the culture of an organization. The values of each of these generations vary widely. The chart below shows the dominate values in today's workforce.²⁰

<i>Demographic</i>	<i>Entered the Workforce</i>	<i>Approximate Current Age</i>	<i>Dominant Work Values</i>
Traditionalists	1950s or early 1960s	65+	Hard working, conservative, conforming; loyalty to organization
Baby Boomers	1965-1985	Early 40s to mid-60s	Success, achievement, ambition, dislike of authority; loyalty to career
Generation X	1985-2000	Late 20s to early 40s	Work/life balance, team-oriented, dislike of rules; loyalty to relationships
Generation Y	2000-present	Under 30	Confident, financial success, self-reliant but team oriented; loyalty to both self and relationships

Late Baby Boomers and Generation Xers are now moving into the executive ranks. They are taking top-level leadership positions created by Traditionalists retirements.²³ As a result, the many mid-level management positions these moves have created need to be filled by Generation Yers. The Generation Y workforce is newly minted and has great career expectations.²¹

There will be many opportunities for younger people to move up the organization ladder.²² However, the values of this generation differ from those of the Baby Boomers now assuming the leadership ranks. The Civil Rights Movement, Women's Lib, the Beatles, and the Vietnam War influenced the Baby Boomer demographic.²⁴ Many of this generation grew up with a measure of a distrust of authority.²⁵ Baby Boomers see organizations that employ them as vehicles for their careers.²⁶ The Baby Boomer employee/employer contract is built on loyalty to one's career.²⁷

Boomers entered the workforce from 1965 to 1985.²⁸ Loyalty to one's company was rewarded by mainly monetary incentives.²⁹ Most of the rewards consisted of promotion, cash incentives, or other mostly monetary-based incentives.³⁰ The values of the Baby Boomers are similar to those of the Traditionalists.³¹ However, Baby Boomers are more loyal to their own careers than to a company.³² They value achievement, status, and material success.³³ Terminal values such as a sense of accomplishment and social recognition rank high with them.³⁴

Today, the economic and geo-political environment is different for Generation Yers, who entered the workforce in a post boom economy.³⁵ Their corporate loyalty is different from that of the Baby Boomers.³⁶ Generation Yers do not expect to have a "job for life" at any single organization.³⁷ Generation Y is more motivated by personal growth.³⁸ This demographic is looking for opportunity to develop skill sets.³⁹ This will allow them to take these skills with them throughout their career.⁴⁰

Today, organizational structures are flatter, which allows quicker decisions. By cutting out layers of middle management, firms can optimize efficiency and better compete in the market. An unfortunate by-product of this is that traditional mentorship within an organization has decreased. This has resulted in a lack of internal career advancement opportunities within companies.

These social factors have led Generation Y's values to honor more loyalty to ones self.⁴¹ Baby Boomers have marginally more loyalty to a specific company than members of the Generation Y demographic.⁴² Generation Yers view the employee/employer relationship as more temporary than prior generations did.⁴³ Generation Yers value teamwork environments.⁴⁴ They are highly self-reliant, and are more willing to sacrifice title and money for a better work-life balance.^{45,46}

Adaptation to new technologies and techniques takes places more fluidly than with prior generations.⁴⁷ Generation Y is the first to take technology for granted.⁴⁸ They have lived much of their lives comfortably using ATMs, DVDs, laptops, and the internet.⁴⁹ Because they were subject to constant innovation during their adolescent development, Generation Y candidates are at ease with technology.

Generation Y's values are different from the Boomers and the Xers.⁵⁰ Generation Y's values often conflict with the Baby Boomers.⁵¹ Generation Y candidates understand there is a war for talent and see themselves as being in big demand.^{52,53} This feeds their self-confidence, which necessitates they be motivated in a different manner.⁵⁴ They are also very focused on their rights.⁵⁵

Since Baby Boomers are now assuming the executive ranks, many marketing and business development jobs have become available. Generation Yers want corporate goals to blend in with their own personal goals.⁵⁶ Firms which integrate Generation Y candidates into their organizational culture will have a competitive advantage because of the traits this demographic possesses.

Members of Generation Y offer a set of highly desirable traits for employers.⁵⁷ Generation Yers are well educated, technically perceptive, and have grown up with constant pressure from society to achieve.⁵⁸ Generation Y appears to be the ideal workforce.⁵⁹ They have a strong work ethic with personal confidence.⁶⁰

Organizations need to adapt their corporate culture in order to accommodate for the new values of the Generation Y workforce. Firms can follow Kotter's Eight-Step plan for implementing change within their organization in order to accommodate for Generation Y values.⁶¹

1. Establish a sense of urgency. Create a compelling reason for why change is needed.
2. Form a coalition with enough power to lead the change.
3. Create a new vision to direct the change. Form strategies for achieving the vision.
4. Communicate the vision throughout the organization.
5. Empower employees to act on the vision. Remove barriers to allow employees to act. Encourage risk taking and creative problem solving.
6. Plan for, create, and reward short-term "wins". This will move the organization toward the new vision.
7. Consolidate improvements, reassess changes, and make necessary adjustments in new programs.
8. Reinforce the changes by demonstrating the relationship between new barriers and organizational success.

What it takes to sell in today's environment

No job is more important to the success of a business than personal selling.⁶² A survey conducted by Bill Brooks of the *American Salesman* magazine ironically found that employers and customers were both looking for these same traits (listed below) within marketing and business development professionals.⁶³

- Be empathetic, patient and focused
- Have impeccable integrity
- Meet all commitments
- Be answerable for your own successes or failures
- Work hard to meet your commitments
- Have a proactive, positive, and resourceful attitude
- Hold trust and confidentiality

The survey also found that some skills could be taught to make an individual more effective at business development.⁶⁴ These skills include:⁶⁵

- Goal setting
- Time management
- Planning
- Listening
- Scheduling

Research found that top-performing contemporary salespeople were not focused on the seven steps of the personal selling process.⁶⁶ They weren't focused on using special sales techniques.⁶⁷ Techniques such as power closes to make sales transactions were also not a focus.⁶⁸ Instead, the top performing salespeople focused on becoming trusted consultants/partners with their customers.⁶⁹ Developing a long-term mutually beneficial relationship is a top priority of successful salesmen.⁷⁰

In addition to selling, staff recruitment and retention should be considered an ongoing process. Here are a few traits of successful sales and marketing professionals. Professional services managers should be on the lookout for top candidates who exhibit these traits:⁷¹

- Responsiveness. Sales and marketing professionals must be instinctively compelled to react to market trends or the needs of a prospect. This trait can be identified by how the candidate responds to early requests for information, for example a resume or reference request.
- Innovation and creativity. Business-to-business sales and marketing professionals with the ability to attract and maintain clients through new revenue channels.
- Distribution proficiency. Individuals who can introduce your products or services to new clients. This can help expand your business. Assess how candidates have pioneered new channels of distribution. In addition, how they found new clients for an old product.
- Cost consciousness. In any economy, professionals must watch expenses while contributing to profitability. Ask candidates how they have maintained profit margins in a price sensitive, competitive line. Explore each candidate's success in value-added sales and services.

These are some common traits of successful marketing and business development professionals. Managers will need these traits in candidates in order for a firm to be successful in the future. The traits are cross-generational and should be prevalent among all four generations.

An empowerment culture builds trust between employees and the organization.⁷² Employees who are empowered exhibit the following three dimensions in their behavior.⁷³

1. When employees are empowered, they know precisely how much latitude they have in any given situation. They do not have to second-guess themselves. They make decisions on their own. This is because managers have detailed what each person can do. Example: A business developer discussing a price lower than acceptable margins due to a unique circumstance.
2. When empowered employees reach the limit of their authority, they know the steps to take to find out additional information. They also are able to make suggestions. Example: A marketing manager speaking to a project manager about building information modeling.
3. Empowered employees are not afraid to think outside the box. They offer new ideas. They can count on having management's support. Employees feel that the organization values their input. In return, they strive to devise new ways to help the group perform

better. Example: An administrative assistant creating a direct mail campaign for a new business development segment.

The empowered management system is one that supports employee self-growth.⁷⁴ It is one which encourages employees to "stretch" beyond their traditional job description.⁷⁵ An employee's role will not be defined by a traditional piece of paper.⁷⁶ This can put a limit on opportunities.⁷⁷

Instead, in an empowerment culture employees are inspired to climb over these artificial walls.⁷⁸ With the right management system, leaders at all levels in the organization do not feel threatened that others will surpass their own level.⁷⁹ Instead, they encourage employees to take risks and expand their thinking.⁸⁰ There are many diverse viewpoints on the definition of empowerment in literature.⁸¹

However, empowerment should not be viewed as a single easily defined construct.⁸² Rather, empowerment is a continuing process occurring in a dynamic environment.⁸³ It is a cognition shaping rather than merely an action changing process.⁸⁴ From different viewpoints, as shown in Figure 1, empowerment may involve many elements.⁸⁵ Some of these elements include:⁸⁶

- Individual employee perceptions
- Job structure and work environment
- Organizational structure and culture
- Managerial commitment and leadership
- Training and reward systems

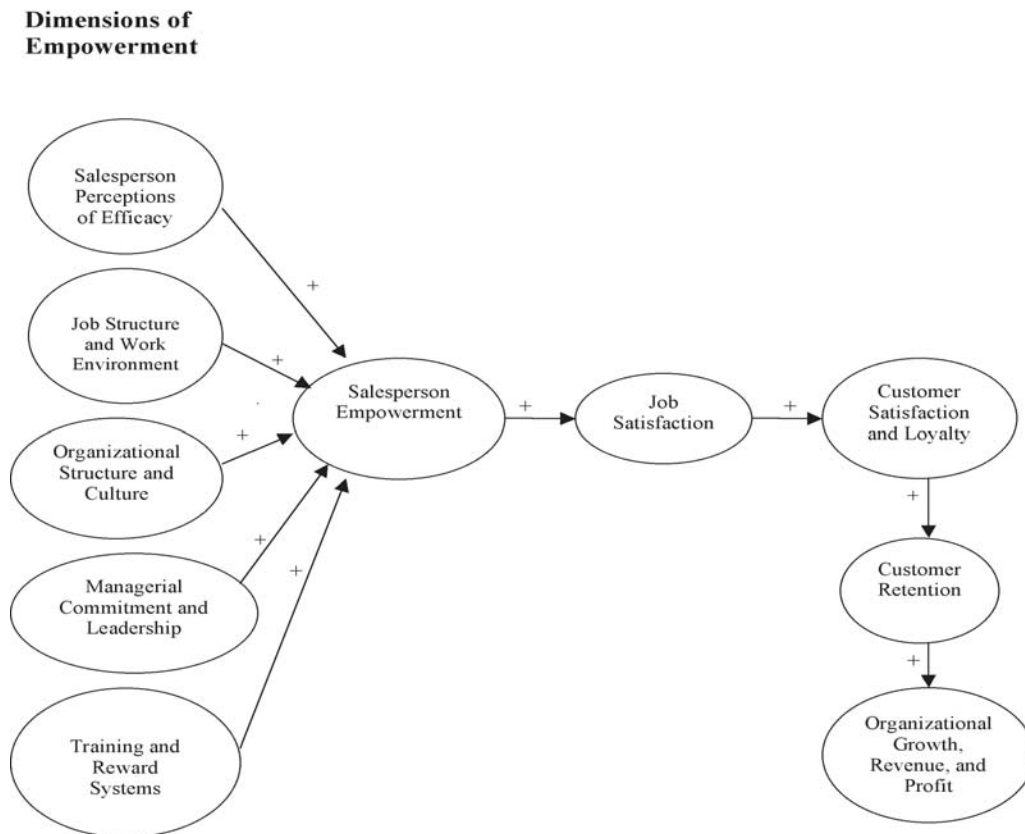


Figure 1

Empowerment is a culture employers need to instill.⁸⁷ Having an employee empowerment culture requires the removal of conditions that contribute to feelings of powerlessness.⁸⁸ This requires the creation of a new work environment.⁸⁹ This new environment is one which strengthens an employee's feeling of self-efficacy.⁹⁰ Employers cannot articulate a firm's commitment to open communication empowerment with a top down closed-door policy.⁹¹

Within a professional services firm the following guidelines will foster an empowered culture.⁹²

1. Establish decision-making parameters for various levels of employees.
2. Conduct weekly training sessions with employees.
3. Teach employees the lifetime value of a customer.
4. Acknowledge the special skills and talents employees possess.
5. Consistently express appreciation and give rewards to employees.

Empowered employees demonstrate a stronger work ethic.⁹³ They hold themselves accountable for their actions.⁹⁴ They treat the company as if it were their own.⁹⁵ They make smart decisions that advance the company's goals and mission.⁹⁶

Perhaps the biggest benefit of having empowered employees is the loyalty they will show the company.⁹⁷ This will result in the reduction of turnover.⁹⁸

Recruitment

Case Study: CH2M Hill

In order for professional services firms to establish an empowered culture, their recruiting model must be adjusted. This is in order to stay competitive for the top talent. Non-traditional recruitment techniques such as team recruiting will increase in the future. This team recruiting approach will be necessary in order to obtain the top talent in the market.

Firms that alter their recruitment techniques will be more effective in their recruitment efforts. CH2M Hill is one firm that has adapted its college recruitment model in order to attract Generation Y talent. The company ranked 45th in *Fortune's Magazine's* 2008 100 Best Places to Work.

According to Mickey Garcia, College Relations Manager, and Tessa Anderson, Communications Specialist, both of CH2M Hill, the firm's recruitment model is modified in order to recruit Generation Y. Initially, the company interacts with perspective colleges on many organizations levels. In some cases the firm works with the Dean of the College of Engineering.⁹⁹ Opportunities discussed with the dean include recruitment, research, sponsorship, and collaboration. Then active alumni, including executive management, become members of the college recruitment teams.

A team approach to recruiting is used rather than sending a single human resource representative to a campus.¹⁰⁰ In addition to discussing its financial package, the company representative will explain some of its unusual benefits. For example, CH2M Hill promotes participation in the "Engineers Without Borders-USA" program to prospective hires.¹⁰¹

Employees' participation in this program is completely voluntary. However, participants gain valuable leadership, mentoring, and international project experience from the program.¹⁰² In essence, the firm sells the experience to a candidate by working on the "Engineers Without

Borders-USA” program. This contributes to a candidate’s professional development along with instilling a sense of philanthropy.¹⁰³

The experience of working at CH2M Hill is a major factor in its recruitment efforts. New hires are placed on high-performing teams. Many of these teams work on highly visible projects as well.¹⁰⁴ As project team members, new hires have the ability to contribute immediately on highly visible projects. This embeds the firm’s corporate culture of challenging, meaningful, and exciting work within new employees.¹⁰⁵

Because of this, the company stands out among similar firms in its recruitment (especially college) efforts. Generation Ys considers support for volunteering one of the benefits it values most.¹⁰⁶ More than half of workers in their 20s prefer employment at companies that provide volunteer opportunities.¹⁰⁷ This was according to a recent survey conducted by Deloitte Touche Consulting.¹⁰⁸

In the next decade, non-traditional recruitment techniques such as philanthropic opportunities will become more prevalent to attract top talent.

Retention

An empowered culture promotes retention. The turnover of talent within professional services firms is a growing concern given today’s level of competition. Mentoring and training is a crucial part in combating the turnover.

A survey was conducted in a recent *Harvard Business Review* article titled, “Why Mentoring Matters in a Hypercompetitive World.” Everyone over the age of 40 in a firm could name a mentor in his or her professional life but younger people often could not.¹⁰⁹

Professional services are people businesses. Competitive advantage depends less on the scale and scope of services and more on the abilities and networks of a firm’s professionals.¹¹⁰ Although traditional mentoring may still be effective, professional services firms may want to consider a distributed mentoring approach through the use of teams.

Case Study: Kimley-Horn

Kimley-Horn is a Cary, North Carolina-based design firm ranked 38th in *Fortune’s* 100 Best Places to Work. The firm provides vouchers to new hires to be used several times a year to take different senior staff members out to lunch.¹¹¹ According to Barry Barber, director of human resources for Kimley-Horn, “This actively involves young professionals in the culture of Kimley-Horn. Vouchers also provide mentoring opportunities at the same time.”¹¹²

Like CH2M Hill, Kimley-Horn uses its company culture as a tool for recruitment/ retention. The firm not only encourages multiple mentors but also takes an active role in its employee’s professional development. This is done by encouraging new hires to tap into the knowledge of senior staffers through team mentorship.¹¹³

The firm also involves a new employee’s family during the orientation process in order to promote a sense of community.¹¹⁴ For example; Kimley-Horn sends the spouse of each new employee an orientation packet. The packet includes dinner certificates for the new hire’s family to take another Kimley-Horn couple out to dinner.¹¹⁵ This provides another way of involving the couple in the company’s team culture.

Kimley-Horn's promotes its culture by encouraging the professional development of new hires through mentoring. Employee development is a key determiner of the turnover rate within professional services firms. Also in building a sense of corporate community, the company has become a leader in the marketplace.

Generation Y is more concerned with career development and work/life balance than titles. Training is both a recruitment and retention tool for the Generation Y demographic. Research compiled by Rainmaker Thinking, a Connecticut-based consulting firm, states that Generation Y has high expectations for itself and its employers. They are seeking highly engaged managers to help them grow by developing their professional skills.¹¹⁶

CH2M HILL and Kimley-Horn have internal training programs in addition to their mentoring efforts.

Training & Work-Life Initiatives

In 2006, CH2M Hill started a business development training program including:¹¹⁷

- Six new business development courses
- Training on a new online client relationship software
- A "Foundations of Business Development" course
- Proposal development
- Sales leadership
- Client service management programs

Defined performance metrics measure performance improvement. This is done through review by business development professionals who complete the training.¹¹⁸ Kimley-Horn's three-week training program is available to employees who have been with the firm for three to four years. Candidates are exposed to the production, marketing, and business aspects of the consulting business.¹¹⁹

In addition to mentoring and training, company work/life initiatives will be essential in recruiting top Generation Y talent. They ranked salary and benefits as their top two priorities. These came above job title, company reputation, and location in a recent poll by Yahoo.¹²⁰ Flexible hours and telecommuting are among the group's most popular priorities.

The overall objective when designing employee benefits packages should be to empower employee choices.¹²¹ Allow employees to make their own decisions for a benefit package.¹²² This way benefits can fit their needs and lifestyle.¹²³ Below is a chart of work/life initiatives some non-professional services firms have enacted.^{124,125}

Strategy	Program or Policy	Example
Time-based strategies	Flextime Job-sharing Part-time work New parent leave Telecommuting Closing office for special occasions	At Mentor Graphics, 98 percent of employees use flextime. BM gives parents three years of job-guaranteed leave following childbirth. J.M Smuckers shuts down plants in deer country for first day of hunting season.
Information-based strategies	Intranet work/life web site Relocation assistance Eldercare resources	Ernst & Young provides intranet work/life websites that include information on how to write flexible work arrangement proposals, find a job share partner, etc
Money-based strategies	Vouchers for child care Flexible benefits Adoption assistance Discounts for child-care tuition Leave with pay	At Lucent Technologies, employees with 6 months of service receive 52 weeks of childbirth leave at half pay.
Direct services	On-site child care Emergency back-up care On-site health/beauty services Takeout dinners	S.C Johnson offers its employees subsidized concierge services for car maintenance, shopping, etc. AFLAC has two on-site childcare centers. Stratus Technologies provides on-site mammograms and skin care testing. Every major location of Johnson and Johnson has a fitness center.
Culture-change strategies	Training for managers to help employees deal with work/life conflicts. Tie manager pay to employee satisfaction. Focus on employee' actual performance, not "face time"	Lucent, Marriott, Merck, Pfizer, Prudential, and Xerox tie manager pay to employee satisfaction.

Work/Life initiatives will be essential for most firms within the next decade. Firms that create a culture inclusive of the whole family of the employee through work/life initiatives will see reduced turnover.

According to Danielle Sack of *Fast Company Magazine*, Generation Y will dominate the workforce for the foreseeable future.¹²⁶ Younger workers are transforming today's workforce from the "get rich quick" attitude of the '90s to a culture of empowerment.¹²⁷ At the end of the day, these employees want to feel as though they are part of something. Employees want to feel their work is essential. They want to know they contributed to the organization.¹²⁸

Many firms such as Kimley-Horn and CH2M Hill made *Fortune Magazine's* 100 Best Places to Work in 2008 by implementing multiple work/life initiatives.¹²⁹

Conclusion:

The competition for talent within professional services firms will be tight within the next 10 years. Employers must change to an empowered culture. Empowering means soliciting employees' input and giving them a role in the decision-making process.

In practice, empowerment should seek to strengthen employees':¹³⁰

- Flexibility
- Self-confidence
- Authority
- Effectiveness of marketing and business development people as they endeavor to satisfy customers

When employees are empowered to make decisions on the spot decisions are made quicker.¹³¹ Organizational productivity and customer satisfaction improves.¹³² This shows the individual employee that the manager cares what he or she thinks.¹³³ That in turn leads to a more positive work environment with increased revenue.¹³⁴

Transforming into an empowered culture to attract new talent does not happen overnight. Traditional recruitment/retention tactics must be adapted to suit the next generation of business professionals.

Mentoring, a time-honored tradition, should go from the traditional mentorship relationship to a team mentorship. This will prove beneficial to Generation Y by gathering multiple perspectives in a shorter period of time. This will make Generation Y employees more productive to the organization faster than the traditional mentor approach.

Work/life initiatives will become increasingly important for the Generation Y demographic. Generation Y is a key group of people for any company competing in the war for talent.¹³⁵ Tapping into Generation Y requires a refined marketing strategy.¹³⁶ Forward thinking companies recognize the need to get the next generation of leaders in place now.¹³⁷

Your corporate culture defines your employment brand.¹³⁸ This is such an important value proposition for recruitment.¹³⁹ A company's corporate culture is another powerful way to differentiate your company from the competition.¹⁴⁰ An employment brand is the features, attributes, and benefits of your company.¹⁴¹ Your brand is known in the market through the eyes of your existing and prospective employees.¹⁴² It is also a true reflection of the corporate culture you project to the public.¹⁴³

Our nation's secret weapon for future success will be the Generation Y workforce.¹⁴⁴ We need to embrace the benefits from the powerful characteristics of this dynamic emerging generation.¹⁴⁵ Professional services firms that embrace the change of this generation rather than fear it will not only survive but also prosper in the new global economy.

Endnotes

¹⁻⁴ Parker, Marty. "Search for tomorrow's leaders begins now." *National Post*, April 16, 2008. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

⁵⁻⁷ Anderson, Rolph E., and Wen-yeh (Rene) Huang. 2006. "Empowering Salespeople: Personal, Managerial, and Organizational Perspectives." *Psychology & Marketing* 23, no. 2: 139-159. Communication & Mass Media Complete

⁸⁻¹³ Anonymous. "How 'The Generational Blueprint' Impacts Today's Businesses: Expert Helps Business Leaders Decode How the Generations Create ROI in the Workplace." PR Newswire, Nov. 26, 2007. <http://www.proquest.com.webproxyprod.columbuslibrary.org>

¹⁴⁻¹⁹ Pekala Nancy. "Conquering the Generational Divide." *Journal of Property Management*, Nov. 1, 2001. pp. 30-38. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

²⁰ Judge, Timothy A., and Stephen P Robbins. *Organizational Behavior*, Upper Saddle River: Prentice Hall, 2007.

²¹⁻²³ Quinn, Philip. "'We're selling talent': Can Gen Y fill Boomer's empty shoes in financial services firms" [National Edition]. *National Post*, July 5, 2006. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

²⁴⁻³⁵ Judge, Timothy A., and Stephen P Robbins. *Organizational Behavior*, Upper Saddle River: Prentice Hall, 2007.

³⁶⁻⁴³ Turetsky, David. "Generations at work: New expectations & incentive requirements." *Workspan*, Dec. 1, 2006. pp. 46-50. Upper Saddle River: Prentice Hall, 2007. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

⁴⁴⁻⁴⁹ Judge, Timothy A., and Stephen P Robbins. *Organizational Behavior*, Upper Saddle River: Prentice Hall, 2007.

⁵⁰⁻⁵⁶ Quinn, Philip. "'We're selling talent': Can Gen Y fill Boomer's empty shoes in financial services firms" [National Edition]. *National Post*, July 5, 2006. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

⁵⁷⁻⁵⁸ Miller, Jeremy. "Catching Generation Y." *CMA Management*, April 1, 2006. pp. 13-14. <http://www.proquest.com.webproxy-prod.columbuslibrary.org>

⁵⁹⁻⁶⁰ Anonymous. "WORKFORCE TRENDS, WORKPLACE ISSUES." *Growth Strategies*, Jan. 1 2006, iss. 985, 1-3. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

⁶¹ Kotter, J.P, "Leading Change," *Harvard Business School Press*, 1996

⁶² Anderson, Rolph E., and Wen-yeh (Rene) Huang. 2006. "Empowering Salespeople: Personal, Managerial, and Organizational Perspectives." *Psychology & Marketing* 23, no. 2: 139-159. Communication & Mass Media Complete

⁶³⁻⁶⁵ Brooks, Bill. "What Employers And Customers Both Expect From Salespeople." *The American Salesman*, April 1, 2008, pp. 28-30.
<http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

⁶⁶⁻⁷⁰ Anderson, Rolph E., and Wen-yeh (Rene) Huang. 2006. "Empowering Salespeople: Personal, Managerial, and Organizational Perspectives." *Psychology & Marketing* 23, no. 2: 139-159. Communication & Mass Media Complete

⁷¹ Archer, Eric. 2002. "Never a bad time to recruit top talent." *B to B* " 87, No. 10: 9

⁷²⁻⁷³ Keefe, Linda. "Empower Your Employees to be Mini-Marketers." *Nonprofit World*, Nov. 1, 2007. pp. 20-21. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

⁷⁴⁻⁸⁰ Beach, Audrey J. "Empowerment to the people: Creating an atmosphere for growth." *Empowerment in Organizations* 4, No. 1 (Jan. 1, 1996): pp. 29-33.
<http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

⁸¹⁻⁹⁰ Anderson, Rolph E., and Wen-yeh (Rene) Huang. 2006. "Empowering Salespeople: Personal, Managerial, and Organizational Perspectives." *Psychology & Marketing* 23, no. 2: 139-159. Communication & Mass Media Complete

^{92 -98} Houlihan, Anne. "Empower Your Employees to Make Smart Decisions." *SuperVision*, July 1, 2007. pp. 3-5.
http://www.proquest.com.webproxy-prod.columbuslibrary.org

⁹⁹⁻¹⁰⁵ Anderson, Tessa and Mickey Garcia. Phone information session with author, May 2, 2008

¹⁰⁶⁻¹⁰⁸ Trunk, Penelope. "What Gen Y Really Wants." *Time*, July 16, 2007 Vol. 170, Iss. 3.
<http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

¹⁰⁹⁻¹¹⁰ DeLong, T, J Garbarro, and R Less. "Why Mentoring Matters in a Hypercompetitive World." *Harvard Business Review*, January 2008, pp.115-121

¹¹¹⁻¹¹⁶ Barber, Barry, Phone information session with author, April 29, 2008

¹¹⁷⁻¹¹⁸ Anderson, Tessa and Mickey Garcia. Phone information session with author, May 2, 2008

¹¹⁹ Barber, Barry, Phone information session with author, April 29, 2008

¹²⁰ Robbins, McLean. 2008. "Recruiting and retaining the best of Gen Y." *Employee BenefitNews* 22, no. 2: 20-22.

¹²¹⁻¹²³ Proffitt, Reese Melissa; Rowings, Linda and Sharpley Tiffany. "Employee Benefits of the Future." *Employee Benefit Plan Review*, Jan. 1, 2007. pp 21-25. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

¹²⁴ Thompson, C.A. "Managing the Work-Life Balancing Act: An introductory Exercise" *Journal of Management Education*, April 2002, p. 210

¹²⁵ Levering, R and M. Maskowitz. "The Best and Worst of Times," *Fortune*, February 2002, pp. 60-90

¹²⁶ Anonymous. "WORKFORCE TRENDS, WORKPLACE ISSUES." *Growth Strategies*, Jan. 1 2006, iss 985, pp. 1-3. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

¹²⁷⁻¹²⁸ Gallo, Carmine. 2006. "Dig This: Talking to Gen Y." *Business Week Online*: 17-17

¹²⁹ CNN, "Fortune 100 Best Companies to Work For 2008." http://money.cnn.com/magazines/fortune/bestcompanies/2008/full_list/index.html

¹³⁰ Anderson, Rolph E., and Wen-yeh (Rene) Huang. 2006. "Empowering Salespeople: Personal, Managerial, and Organizational Perspectives." *Psychology & Marketing* 23, no. 2: 139-159. Communication & Mass Media Complete

¹³¹⁻¹³² Houlihan Anne. "Empower Your Employees to Make Smart Decisions." *SuperVision*, July 1, 2007. pp. 3-5. <http://www.proquest.com.webproxy-prod.columbuslibrary.org>

¹³³ Gallo, Carmine. 2006. "Dig This: Talking to Gen Y." *Business Week Online*: 17-17

¹³⁴ Houlihan, Anne. "Empower Your Employees to Make Smart Decisions." *SuperVision*, July 1, 2007. pp. 3-5. <http://www.proquest.com.webproxy-prod.columbuslibrary.org>

¹³⁵⁻¹³⁶ Miller, Jeremy. "Catching Generation Y." *CMA Management*, April 1, 2006. pp. 13-14. <http://www.proquest.com.webproxy-prod.columbuslibrary.org>

¹³⁷⁻¹⁴³ Parker, Marty. "Search for tomorrow's leaders begins now." *National Post*, April 16, 2008 <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

¹⁴⁴⁻¹⁴⁵ Raduege Jr., Harry D. "Culture Must Promote Purpose." *Signal*. Fairfax: March 2008. Vol. 62, Iss. 7; p 96. <http://www.proquest.com.webproxy-prod.columbuslibrary.org>

Bibliography

- Anderson, Rolph E., and Wen-yeh (Rene) Huang. 2006. "Empowering Salespeople: Personal, Managerial, and Organizational Perspectives." *Psychology & Marketing* 23, no. 2: 139-159. *Communication & Mass Media Complete*,
- Anonymous. "WORKFORCE TRENDS, WORKPLACE ISSUES." Growth Strategies, Jan. 1 2006, iss. 985, 1-3. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>
- Anonymous. "How 'The Generational Blueprint' Impacts Today's Businesses: Expert Helps Business Leaders Decode How the Generations Create ROI in the Workplace." PR Newswire Nov. 26 2007. <http://www.proquest.com.webproxyprod.columbuslibrary.org>
- Archer, Eric. 2002. "Never a bad time to recruit top talent." B to B '87, no. 10: 9
- Beach, Audrey J. "Empowerment to the People: Creating an Atmosphere for Growth." *Empowerment in Organizations* 4, no. 1, Jan. 1, 1996: 29-33. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>
- Brooks, Bill. "What Employers and Customers Both Expect From Salespeople." *The American Salesman*, April 1, 2008, pp. 28-30. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>
- CNN. "Fortune 100 Best Companies to Work For 2008." http://money.cnn.com/magazines/fortune/bestcompanies/2008/full_list/index.html
- Gallo, Carmine. 2006. "Dig This: Talking to Gen Y." Business Week Online: 17-17.
- Hernandez, Will. 2008. "Tech-Savvy Generation Y Provides Solid Revenue Stream." *ISO & Agent* 4, no. 9: 1-7.
- Houlihan, Anne. "Empower Your Employees to Make Smart Decisions." *SuperVision*, July 1, 2007, pp. 3-5. <http://www.proquest.com.webproxy-prod.columbuslibrary.org>
- Judge, Timothy A., and Stephen P Robbins. *Organizational Behavior*. Upper Saddle River: Prentice Hall, 2007
- Kotter, J.P., "Leading Change." *Harvard Business School Press*, 1996
- Keefe, Linda. "Empower Your Employees to be Mini-Marketers." *Nonprofit World*, Nov. 1, 2007, pp. 20-21. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>
- Levering, R and M. Maskowitz. "The Best and Worst of Times," *Fortune*, February 2002, pp. 60-90
- Miller, Jeremy. "Catching Generation Y." *CMA Management*, April 1, 2006, pp. 13-14. <http://www.proquest.com.webproxy-prod.columbuslibrary.org>.

- Mohamed, A. "Google Woos Talent in Code Competition." *Computer Weekly*, May 2006
- Parker, Marty. "Search for tomorrow's leaders begins now." *National Post*, April 16, 2008.
<http://www.proquest.com.webproxy-prod.columbuslibrary.org/>
- Pekala, Nancy. "Conquering the Generational Divide." *Journal of Property Management*,
Nov. 1, 2001, pp. 30-38. <http://www.proquest.com.webproxy-prod.columbuslibrary.org/>
- Proffitt, Reese Melissa, Rowings Linda, Sharpley Tiffany. 2007. Employee Benefits of the
Future. *Employee Benefit Plan Review*, January 1, 21-25.
<http://www.proquest.com.webproxy-prod.columbuslibrary.org/>
- Quinn, Philip 2006. 'We're selling talent': Can Gen Y fill Boomer's empty shoes in financial
services firms :[National Edition]. *National Post*, July 5, 2006.
<http://www.proquest.com.webproxy-prod.columbuslibrary.org/>
- Raduege Jr., Harry D 2008. Culture Must Promote Purpose. *Signal*. Fairfax: Mar 2008. Vol. 62,
Iss. 7; pg. 96, 1 pg. [http://www.proquest.com.webproxy-prod.columbuslibrary.org.](http://www.proquest.com.webproxy-prod.columbuslibrary.org/)
- Robbins, McLean. 2008. "Recruiting and retaining the best of Gen Y." *Employee BenefitNews*
22, no. 2: 20-22.
- DeLong, T., J Garbarro, and R Less. "Why Mentoring Matters in a Hypercompetitive World."
Harvard Business Review, January 2008, 115-121
- Thompson, C.A. "Managing the Work-Life Balancing Act: An introductory Exercise" *Journal of*
Management Education, April 2002 p.210
- Trunk, Penelope 2007. What Gen Y Really Wants. *Time*, July 16, 2007 Vol. 170, Iss. 3.
<http://www.proquest.com.webproxy-prod.columbuslibrary.org/>
- Turetsky, David 2006. generations at work: new expectations & incentive
requirements. *Workspan*, December 1, 46-50. Upper Saddle River: Prentice Hall, 2007.
<http://www.proquest.com.webproxy-prod.columbuslibrary.org/>

Author Bio

Michael J. Holleran II, PCM, CPSM

Michael J. Holleran II, PCM, CPSM, is an independent marketing consultant based in Columbus, Ohio. Prior to consulting, Michael was with IMAGINiT Technologies providing design-based technology solutions to A/E/C firms across the Midwest. His core knowledge is in organizational behavior, strategic marketing, strategic and tactical marketing research, technology integration, international business, and finance. Michael is on the Developing Leaders Committee of the National Association of Industrial and Office Properties and is very active in SMPS. He currently is attending Ashland University completing his MBA with a specialization in Finance.