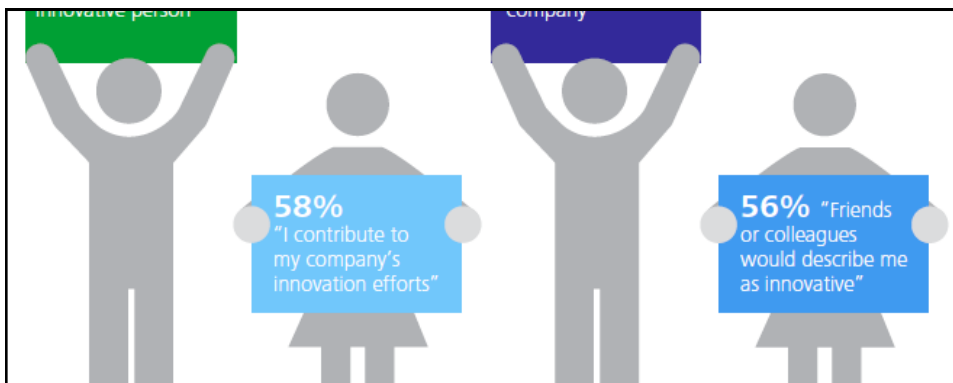


Managers who coach...



- Balance giving direction/answers with collaboration/aid in discovery
- Communicate as experienced near-peers, not just as experts
- Generate mutual ideas and plans
- Ask (open-ended) questions and facilitate progress
- Identify goals with – and customized to – the employee
- Tell it like it is, then move to consider possibilities
- Toggle between traditional management and coaching
- ... Have more productive, engaged, and committed employees



...Early Career Professionals...



Millennials are...



- Born between the early 80s – 2000
- Shaped by parenting styles that reacted to previous generations
- Hopeful and optimistic
- Ambitious and achievement-focused
- Comfortable communicating via technology
- Inclusive, relaxed around superiors
- Civic-minded

How does this translate in your workplace?




Millennials are entering but not succeeding in nonprofit careers in enough numbers




- Current and future nonprofit leadership deficit
- More than ever, young professionals want social impact to be central to their careers
- Yet performance challenges are common and retention is low
 - 45% of young professionals looking to leave the sector
- The loss of talent potential routes investments away from community impact and eats away at the natural pipeline





Tools for Performance and Retention

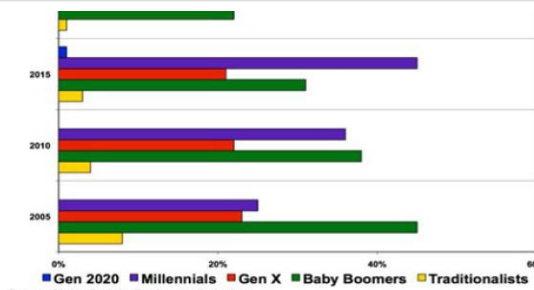
Meeting Millennials' needs in nonprofits' realities

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Challenge 1: Generational differences create tensions



They think we're all the same, just focused on our phones and social media. They don't get that I'm here for deep reasons.

- Name what is shared... the mission and a shared optimism
- Ask about their perspectives and acknowledge your own

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Challenge 2: Structure is in the DNA of Millennials but not nonprofits



I'm not sure what to do while I wait for a return email, or when I finish the day's work at 3 o'clock.



- Ask them to play back ideas and directions (including where to go for help)
- Partner on practice opportunities

Challenge 3: Individual feedback and perfect achievement are hard to come by



I miss school, when my paper would come back marked up in red; I can't tell how my performance is or when I've done a great job.

- Work through things together (and identify feedback on the fly)
- Name tangible results as achievement to signal acknowledgement

Challenge 4: Immediate growth and major responsibility are exciting but not always realistic



They don't value my expertise; if they did, I could have finished this project and be moving up the ladder by now.



- Lay out the facts, constraints, etc. when possible
- Create physical and verbal space for a relaxed connection
- Follow through – this is a generation that's been 'sold' to too often



Action Planning



How can you be more of a coach?



Employee:

What I Know:

What I Don't Know:

What I'll Do & When:

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