

CONTENTS

Foreword	<i>Cameron Johnson</i>	ix
Acknowledgments		xi
Introduction	Close Encounters with a Different Kind	xiii
PART I	THE MILLENNIALS HAVE ARRIVED!	1
CHAPTER 1	The Millennials and You	3
CHAPTER 2	Aren't We All Just the Same?	13
CHAPTER 3	The Effective Managers versus the Challenged Managers	23
CHAPTER 4	The Points of Tension between Managers and Millennials	31
PART II	DISCOVER THE CORE COMPETENCIES NEEDED FOR MANAGING TODAY'S WORKFORCE	47
CHAPTER 5	When Letting Them Have It Their Way Makes Sense	49
	Flexing with the Autonomous	

CONTENTS

CHAPTER 6	Rewarding the Right Things in the Right Ways Incenting the Entitled	61
CHAPTER 7	They Are at the Head of the Creative Class Cultivating the Imaginative	71
CHAPTER 8	First Them, Then You Engaging the Self-Absorbed	81
CHAPTER 9	Fragile, Handle with Care Disarming the Defensive	93
CHAPTER 10	It Is Not Always about You Self-Differentiating from the Abrasive	107
CHAPTER 11	The Big Picture Does Not Exist until You Help Them See It Broadening the Myopic	119
CHAPTER 12	Ambiguity Is Their Kryptonite Directing the Unfocused	131
CHAPTER 13	They Want to Know “Why” before “What” Motivating the Indifferent	141
PART III	YOUR COMPETITIVE ADVANTAGE	153
CHAPTER 14	Building a Millennial-Friendly Culture	155
	Notes	163
	Index	167