

INDEX

A

- Administrator for a Day, 152
- Adulthood, 33–34
- Age gap, 4–5
 - bridging, 5–6, 9
 - multigenerational challenges, 6–7, 8–9, 30–32
- Alaskan Brewing, 102–103
- American Workforce, 76–77, 200
- Appearance, 2
 - clothing, 4, 142
- Apprenticeships, 101–102
- Attitude toward work, 8
- Attracting Gen Y applicants.
See Recruitment tactics
- “Audition” job interviews, 55–56
- Aveda, 202–203
- Awards programs, 156–157

B

- Baby Boomers, 9, 37–38
 - continuation in employment, 35
 - as parents, 19–20, 33
 - technology and, 35
 - work ethic, 109
- Basecamp, 186
- Berlin Wall, fall of, 16
- Birthday celebrations, 198
- Blogs, employee, 68
- Brag Boards, 200
- Brainstorm Walls, 132–133

- BridgeStreet, 201
- Business cards for new hires, 85–86

C

- “Call to Action, A,” 217–219
- Career development, 60
 - company website, posting on, 68
 - job offers, 78
- Career Maps, 135–137
- Career website, 66–70
- Catering to Gen Y, 9–10, 124–126
- Cell phones. *See* Mobile phones
- Challenger Space Shuttle tragedy, 14, 16, 17
- Challenging Gen Yers, 110
 - innovation challenges, 133–134
- Challenging work environment, 60
- Characteristics of Gen Yers, 17–26, 40
 - turning into workplace strengths, 26
- Chefs-in-training, 102
- Clothing, 4, 142
- Coddling Gen Yers, 9–10, 124–126
- Cold Stone Creamery, 55–56
- Communicating with Gen Yers, 112
 - being the 411, 115–116
 - bits-of-information approach, 113–114
 - In the Loop updates, 116–118
 - peer-to-peer communications, 95–96
 - trust and loyalty, 192
 - weekly what’s up, 116

- Communication skills
 cursive writing, 5, 30
 development of, 126–130
 e-mail, 128–129
 one-on-one conversations, 127
 online communications, 128–129
 paper communications, 129–130
 professionalism, 147–148
 public speaking, 128
 team communications, 130
- Community leadership events, 147
- Community showcasing, 213–214
- Company culture, 58–59
 enlivening on day one, 87–88
 formal orientations, 94–95
 at Hot Topic's, 105–108
- Company meetings, 147–148
- Company T-shirts, 167
- Compensation package, 78
- Creativity in the workplace, 60
- Cursive writing, 5, 30
- Cuspers, 40
- D**
- Davis, Jonathan, 76–77
- Day one, 48, 81
 business cards on, 85–86
 e-mailing new hire before, 84–85
 ending, 88
 enlivening company culture on,
 87–88
 on Friday, 86–87
 inclusive activities for, 87
 on Monday, 84
 name tags, use of, 87
 quitting on, 24
 significance of, 82
 tour guide, 85
 virtual, 68
 welcoming new hires on, 85–87
 Y-sizing, 82–84
- Diplomas after orientation, 97–98
- Diversity, 61
 tolerance of, 22–23
- Dress, 4, 142
- E**
- Earth-friendly gifts, 167
- Economic downturn, impact of,
 7–8, 35
- Economic experiences, 34
- E-mail
 communications skills, 128–129
 en masse, 115
 feedback via, 24
 In the Loop updates, 116–118
 job offers, 78
 pre-day one, 84–85
 recruitment tactics, 70
- Emplicity, 163–164
- Employee blogs, 68
- Employee handbook, 99
 First 30 Handbook, 99–100
- Employee of the Month nameplates,
 158, 160
- E-newsletters, 70
- Engagement in work, 49, 105–108
 asking for opinions, 110–111
 building a foundation for, 109–112
 challenging Gen Yers, 110
 communicating with Gen Yers,
 112–118
 performance reviews, use of,
 118–120
 rules of engagement, 114–115
 turning monotony into victory,
 111–112
- Enterprise Rent-A-Car, 122–123
- Entitlement, sense of, 19–20
- Entrepreneurship, 23–24, 60
- Ethics, 60
 company website, posting on, 68
 and professionalism, 145–146
- Exceptional effort, acknowledgment
 of, 168
- Exit interviews
 note-taking during, 180–181
 retention of employees, use for,
 177–178
 the right questions in, 178–180
 Y-sizing, 179–180

F

- Facebook, use of, 67, 77, 86, 107, 129, 141, 149, 191, 214, 217
- Falcon Storage, 203
- Family connections, 195–196
- Family Night, 196
- Family Weekend, 196
- Feedback
 - need for, 24
 - performance reviews. *See* Performance reviews
- Financial investment in Gen Y, 44–45
 - return on investment, 10–11
- First 30 Handbook, 99–100
- First day on job. *See* Day one
- Flextime, use of, 186–187
- Flipside Marketing, 116
- Formal orientations, 92–98
- Frederick's of Hollywood, 115–116
- Free stuff. *See* Gifts
- Friday as day one, 86–87
- Fun work environment, 59–60

G

- Gen Xers, 38–40
 - technology and, 35
- Generational identity, 14, 15–16
 - factors shaping, 32–36
- Generational Insight, 32
- Generation-defining moments, 14, 16–17
- Generation gap, 4–5
 - bridging, 5–6, 9
 - multigenerational challenges, 6–7, 8–9, 30–32
- Gifts
 - Earth-friendly gifts, 167
 - motivating Gen Yers, 158, 161
 - during orientation, 96–98
 - for visiting company website, 69
- Good enough isn't, 123–124
- Great Depression, 34
- Green Initiative project, 209
- Green Teams, 202–203
- Gulf War, 16

H

- Hendrix, Chuck, 73–75
- Heritage Hallways, 204
- Hiring. *See* Attract Gen Yers
- Honor Walls, 165
- Hot button Gen Y priorities, 59–61
- Hot Topic's culture, 105–108

I

- Ice breakers during orientation, 93–94
- Immersion in business, 102–103
- Incentives. *See* Motivating Gen Yers
- Industry associations, 148–150
- “Instant everything” generation, 20–21
- Instant gratification, 20–21
 - recruitment tactics, 62
- Institutional innovation, 2–3
 - making it the norm, 133–134
- Internal promotions, use of, 181–183
- Internet boom, 21
- Internship projects, 209–212
- Interpersonal communication, 127
- Interviews
 - applicant interviews. *See* Job interviews
 - exit interviews. *See* Exit interviews
- In the Loop updates, 116–118
- Intuit, 2, 3
- Intuit Brainstorm, 3
- Investment in Gen Y, 44–45
 - return on investment, 10–11

J

- Job applicants
 - attracting. *See* Recruitment tactics
 - interviewing. *See* Job interviews
 - matching with job openings, 68–69
- Job applications, 70–72
- Job focus, 58–59
- Job interviews
 - “audition” approach, 55–56
 - helping applicants to interview well, 73–77
- Job offers, 77–79

Job orientation. *See* Orientation programs

Job search tactics, 57–58. *See also* Recruitment tactics

K

KeyStaff, 201

L

Leadership Development Programs, 152–154

Leadership skills, 150
development programs, 152–154
Manager for a Day programs, 150–152

Leading Gen Yers, 9–10, 31–32
loyalty and, 189–205

Leave from work, 160, 162

Life span, 35

Lifestyle, 58, 61
above work, 25–26
incorporation into job offers, 79

Lifetime employment, 8, 17–19

LinkedIn, use of, 67, 143, 149

Long-term employment, 8, 17–19

Long-term incentives, 164–165

Loyalty, 2, 8, 18–19, 50–51
birthday celebrations, 198
building, 184–187
communication and trust, 192
definition of, 173–174
emotional connection to company and, 190–191

family connections and, 195–196

Green Teams and, 202–203

Heritage Hallways and, 204

leading Gen Yers, 189–205

mission of company and, 204–205

mutual reliance and, 194–195

non-work goals and, 198–199

personal breakthroughs, 200

positive reinforcement and, 197
recognition and, 191

socially responsible causes and, 201–202

Success Celebrations, 199–200

unpredictability and, 205

Values Videos and, 203

Values Walls and, 204

VIP table with the CEO, 193–194

workspace and, 196–197

M

Manage Gen Y. *See* Leading Gen Yers

Management meetings, 147–148

Manager for a Day programs, 150–152

Marston, Cam, 32

Materialism, 34

Matures, 36–37
economic experience of, 34
as parents, 32–33
reentry into workplace, 35
work ethic, 109

McKinsey & Co., 75

Meeting, 147–148

Memory sticks, job applications on, 72

Mission of company, 61
company website, posting on, 68
enlivening, 204–205
formal orientations, 94–95

Mobile communication revolution, 21

Mobile phones
career websites on, 70
number lists, 115
text messaging. *See* Text messaging
at work, 5

Monday as day one, 84

Money, 58, 77–79
retention of Gen Yers, 184–185

Motivating Gen Yers, 50, 155–156

awards programs, 156–157

emotion and, 93, 157, 181,
190–191

Employee of the Month nameplates,
158, 160

exceptional effort, acknowledgment
of, 168

gifts, 158, 161

life priorities and, 157, 181

list of options, 162

logic and, 93, 157, 181

long-term incentives, 164–165

performance metrics, 164
 personal approach to, 157–158
 promoting from within, 181–183
 recognition, 165–168
 rewards that don't work, 158–161
 rewards that work, 162–164
 rewards timeline, 164–165
 short-term incentives, 164
 symbolic rewards, 167
 time off from work, 160, 162
 visits from supervisors, 169
 Multiculturalism. *See* Diversity
 Multigenerational challenges, 6–7,
 8–9, 30–32
 Multitasking skills, 22
 MyEdu, 86

N

Nametags, use of, 87
 Networking and professionalism, 143
 New hires
 Day one. *See* Day one
 orientation programs. *See*
 Orientation programs
 “scavenger hunt,” 101
 9/11, 16–17
 Number dispensers, use of, 71–72

O

Offers of employment, 77–79
 Onboarding. *See* Engagement, building
 a foundation for
 One-of-a-kind, one-at-a-time
 orientations, 99–103
 One-on-one conversations, 127
 Ongoing feedback, need for, 24
 Online communications, 128–129
 Online professional image, 143
 On-the-job training, 124
 Opportunity for growth, 60
 company website, posting on, 68
 job offers, 78
 Orientation programs,
 48–49, 91–92
 essential elements of, 92, 98
 formal orientations, 92–98

one-of-a-kind, one-at-a-time
 orientations, 99–103
 Outback Steakhouse, 195
 Outback Trust, the, 195
 Outcome-orientation, 20

P

Paper communications, 129–130
 Parenting
 by Baby Boomers, 19–20, 33
 by Matures, 32–33
 Peer-to-peer communication, 95–96
 Performance, 2
 Performance metrics, 164
 Performance reviews, 118–120
 crying during, 2
 Personal breakthrough
 celebrations, 200
 Personal–company goals,
 alignment of, 19
 Population statistic, 17
 Positive reinforcement, 197
 Preston Kelly, 116
 Problem-solving skills, 130–131
 Brainstorm Walls, 132–133
 innovation challenges, 133–134
 opportunity to acquire, 131–132
 Professional associations, 148–150
 young organizations, support for,
 212–213
 Professionalism, 5, 49–50, 139–140
 communications skills, 147–148
 at company meetings,
 147–148
 dress, 4, 142
 ethics and, 143–144
 leadership skills. *See* Leadership skills
 making standard operating
 procedure, 145–146
 networking and, 143
 online image, 143
 pillars of, 142–144
 secretly shopping the
 corporation, 146
 teaching/practice, 141–142, 144–145
 as workplace talent, 140–141

Project-based internship programs,
209–212
Promoting from within, 181–183
Public speaking, 128
Punctuality, 5

Q

Quitting employment
on day one, 24
exit interviews. *See* Exit interviews
without warning, 171–172

R

Reading Pays program, 135
Reading work-related books,
134–135
Real-world experience gap, 25
Recognition, 165–168
as more than a store clerk, 191
Recruitment tactics, 47–48
“audition” job interviews, 55–56
authenticity, 63
buzz for your company, creation
of, 216
challenges, 57–58
changing, 64
community showcasing, 213–214
company’s website, 66–70
e-mail, 70
e-newsletters, 70
entertainment and, 62–63
hot button Gen Y priorities, 59–61
individuality, focus on, 62
instant gratification, 62
job applications, 70–72
offering applicants a job, 77–79
parents, use of, 216
personal approach, 62
professional association member-
ships, 149
recruiting Gen Y with Gen Y, 215
simplicity, 63
social networking sites, 67
talent pipeline initiatives. *See* Talent
pipeline initiatives

Twitter, 65, 67
Zappos, 65
Retention of Gen Yers, 50, 171–172
deferred incentives, use of, 184
exit interviews, use of, 177–178
as good economic sense, 173
internal promotions, use of, 181–183
money, 184–185
scheduling flexibility, 186–187
Stretch Projects, 185–186
tenure cycles. *See* Tenure cycles

Retreats, 147

Return on investment, 10–11

Rewards. *See* Motivating Gen Yers

Rotary Four-Way Test, 203

Rotational Development Programs,
2, 153

Roy’s restaurant, 194

Rudy’s BBQ franchises, 71–72

S

Salary, 58, 77–79

retention of Gen Yers, 184–185

Scheduling flexibility, 186–187

Secretly shopping the corporation, 146

September 11, 2001, 16–17

Short-term incentives, 164

Short-term projects, 185–186

Social networking sites, 67

Socially responsible causes,
volunteering for, 201–202

Stretch Projects, 185–186

Stuff We All Get (SWAG), 96–97

Success Celebrations, 199–200

SWAG. *See* Stuff We All Get

Symbolic rewards, 167

T

Talent development initiatives,
49, 121–123

Career Maps, 135–137

communication skills, 126–130

good enough isn’t, 123–124

leadership development, 152–153

Manager for a Day programs,

150–152

- problem-solving skills, 130–134
 - professionalism, 140–141
 - reading work-related books, 134–135
 - training programs, 124–126
 - Talent pipeline initiatives, 51, 207–209
 - buzz for your company, creation of, 216
 - community showcasing, 213–214
 - parents, use of, 216
 - project-based internship programs, 209–212
 - recruiting Gen Y with Gen Y, 215
 - young professional organizations, support for, 212–213
 - Team communications, 130
 - Technology, 61. *See also* E-mail; Mobile phones; Text messaging
 - relationship with, 21–22, 35
 - Tenure building, 184–187
 - Tenure cycles
 - average tenure, 173–174
 - data analysis, 174–176
 - Terminating employment
 - on day one, 24
 - exit interviews. *See* Exit interviews
 - without warning, 171–172
 - Terra Resort Group, 3, 95
 - Text messaging, 5
 - junk messages, 115
 - online application links, 70
 - Thumb drives, job applications on, 72
 - Time-off from work, 160, 162
 - Tolerance for diversity, 22–23
 - Topgrading[®], 71
 - Tour guide for new hires, 85
 - Training programs, 124–126
 - Transtec, 83
 - Twitter recruitment tactics, 65, 67
- U**
- Unpaid leave, 160, 162
 - Unpredictability and loyalty, 205
- V**
- Values Videos, 203
 - Values Walls, 204
 - VIP table with the CEO, 193–194
 - Volunteering for Green Teams, 202–203
 - Volunteering for socially responsible causes, 201–202
- W**
- Website appeal, 66–70
 - Website personal recognition, 167
 - Weekly what's up, 116
 - “White collar car wash,” 161
 - Why We Love This Place videos, 203
 - Work assignments, 185–186
 - Work environment
 - company culture. *See* Company culture
 - hot button Gen Y priorities, 59–61
 - importance of, 59
 - Work ethic, 109
 - Workspace and loyalty, 196–197
 - Wyndham hotel group, 209
- Y**
- Young professional organizations, 212–213
 - Y-Size process, 6, 10, 43–53
- Z**
- Zappos, 65, 97–98

<http://www.pbookshop.com>