

The Future of the Workplace

Insights from Millennials about how they work,
who they want to work with, and how to best
retain them.

A Bates Global Survey



Table of Contents

3	Introduction to the Survey
5	Demographics
6	Geographic Breakdown
7	Family and Relationships
9	Workspace, Workplace, and Worktime
14	Style and Appearance
15	Retention and Motivation
17	Leadership
23	Results by Gender



Introduction to the Survey

There is a lot of fuss about Millennials in the news today. Some of it is true, some of it isn't, but what we do know is that they're a huge population flooding into the workforce and stimulating change. Our mission at Bates is to help leaders shape the world, and to help our clients be the most effective leaders they can be.

In early 2017 we decided to develop a survey to get at the heart of the Millennial debate and change the discussion about what this generation means to today's leaders and tomorrow's workplace. We designed the survey with input from a multi-generational team of Millennials, Gen X, and Baby Boomers. We then electronically surveyed Millennials – people born between 1980 and 2000. Our 587 responses came from Millennials in 9 countries around the globe and 35 US states.

Our mission was to find out the following:

1. What kinds of companies do Millennials want to work for?
2. What kind of leaders do they want to follow?
3. What kind of leaders do they aspire to be?
4. Are they as different from everyone else as the media portrays them?

The *Future of the Workplace* survey is, in part, based on research we've done to create our model, the Bates ExPI™, that measures a leader's executive presence – or the ways that leaders show up to their key stakeholders and professional audiences.

The following report is a summary of key findings from the survey. Some of it will be intuitive, and some of it will surprise you.

Enjoy!

The Bates Team



Introduction to the Survey

The Model of Executive Presence Referred to in the Survey

ExPI™ Model

CHARACTER	SUBSTANCE	STYLE
Authenticity	Practical Wisdom	Appearance
Integrity	Confidence	Intentionality
Concern	Composure	Inclusiveness
Restraint	Resonance	Interactivity
Humility	Vision	Assertiveness

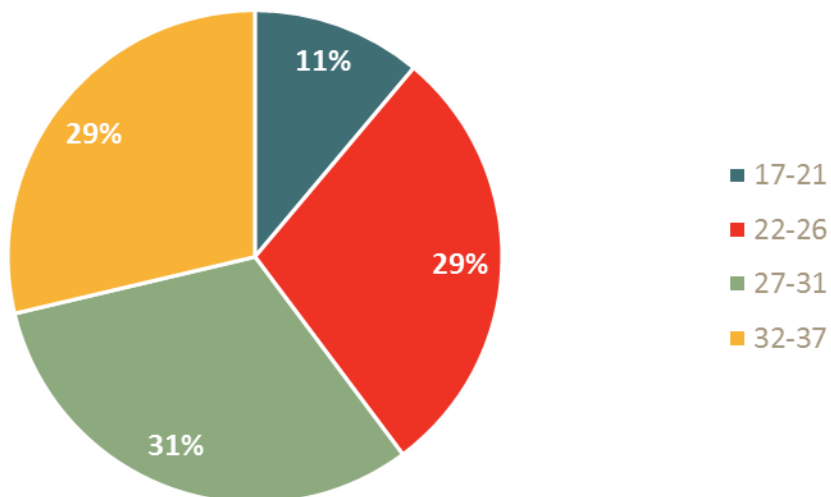
The multi-rater tool is used to help leaders develop the presence and influence necessary for leading teams, driving strategy, and making an impact. Organizations use the Bates ExPI™ to develop future leaders, build the influence of seasoned leaders, and ensure teams are driving organizational performance.

The Bates Executive Presence Index™ takes executive presence to a deeper level. Through extensive research in leadership, communications, psychology, and social action theories and literature, we've clarified executive presence as a three-dimensional model of **character, substance, and style**. Within these dimensions are 15 distinct facets that are proven to make up a leader's overall presence and level of influence.

Demographics

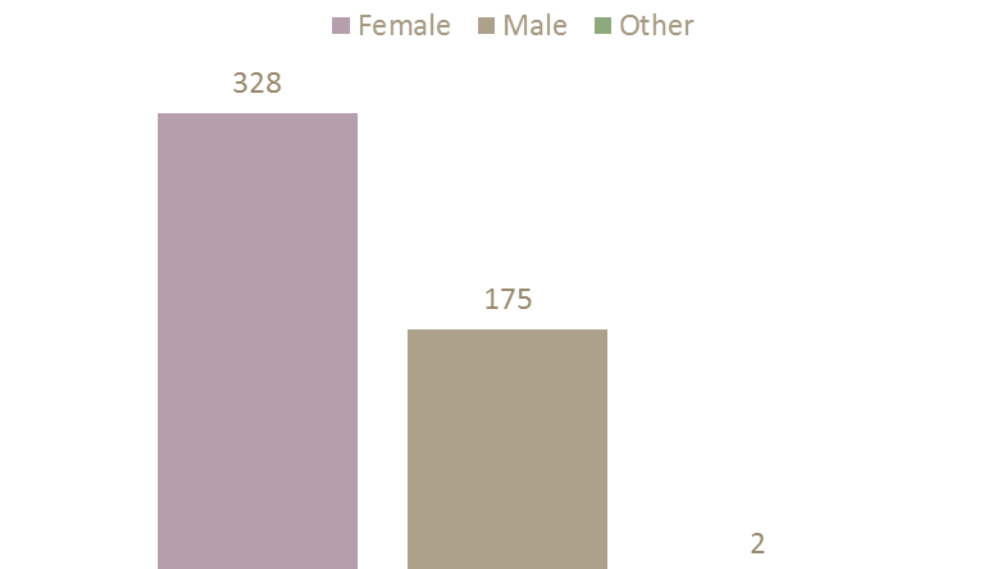
A Snapshot of Who Took Our Survey....

Age Ranges



The folks who were disqualified from our survey were people who did not meet the age requirements to be a Millennial (born between 1980 and 2000). While they probably all have great opinions, we will not be reporting on the data that they provided us! Sorry guys.

Gender



Geographic Breakdown

Our Survey Pool

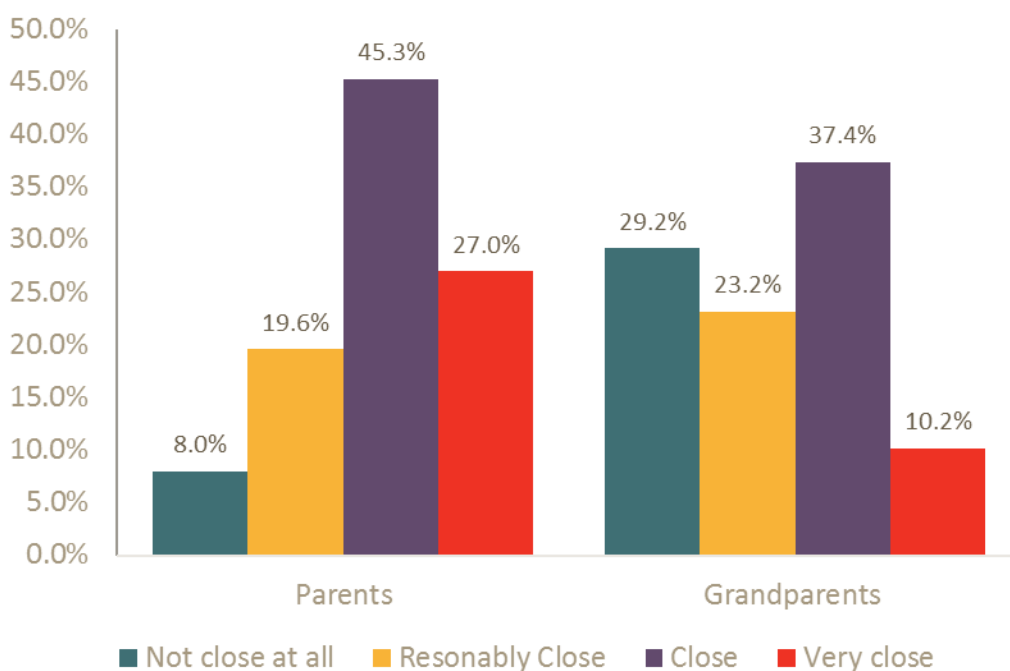
Millennials from 35 US states and 9 countries globally filled out our survey.
Countries included: USA, Australia, Canada, India, Singapore, Russia, United Kingdom, Germany, and Mauritius.



Family and Relationships

There has been much scrutiny about Millennials and their relationships with their parents. If you're like us, you've probably heard the term "helicopter parent" thrown around one too many times. While our findings clarified that Millennials are close with their parents, not all Millennials reported that their parents were their best friends.

How Close Are You To...

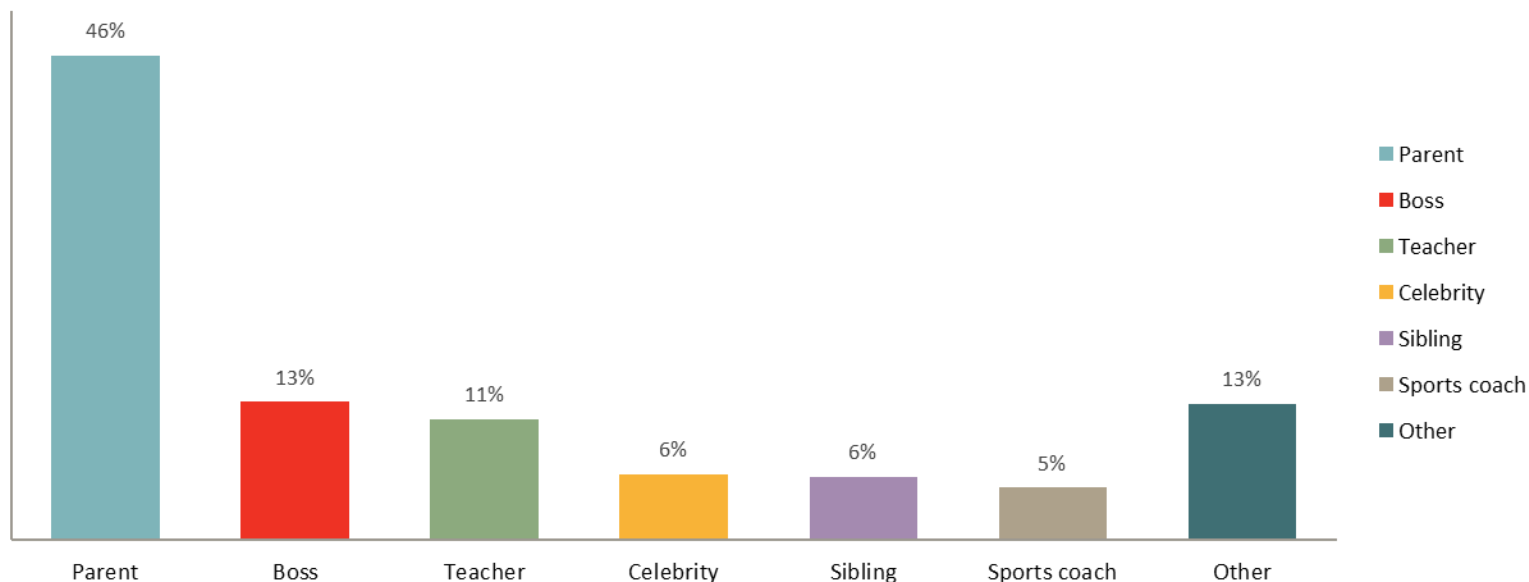


Participants were asked to report how close they were with their parents and grandparents respectively. The options were:

- Not close at all (I do my own thing)
- Reasonably close (I call them when I need them)
- Close (I enjoy seeing them regularly)
- Very close (they're my best friends)

Family and Relationships

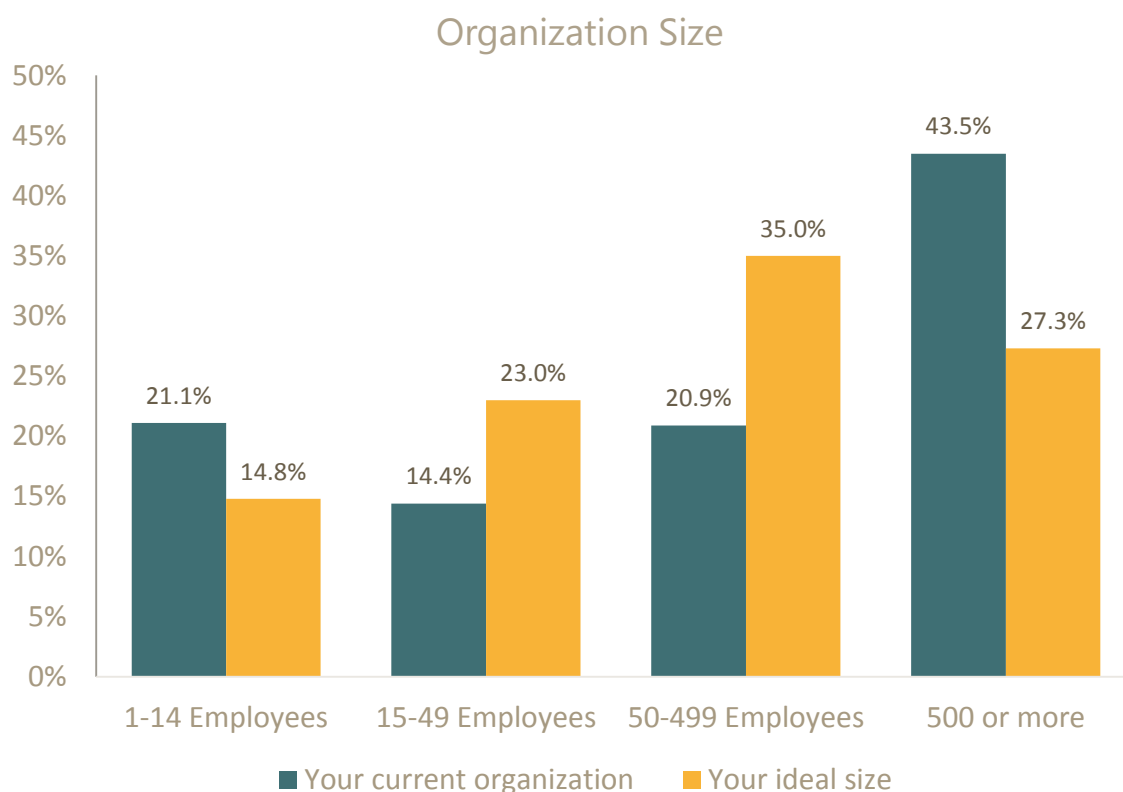
Who is Your Biggest Role Model?



Consistent with a lot of other reports we've seen, the Millennials who took this survey reported that a parent was their biggest role model.

Workspace, Workplace, and Worktime

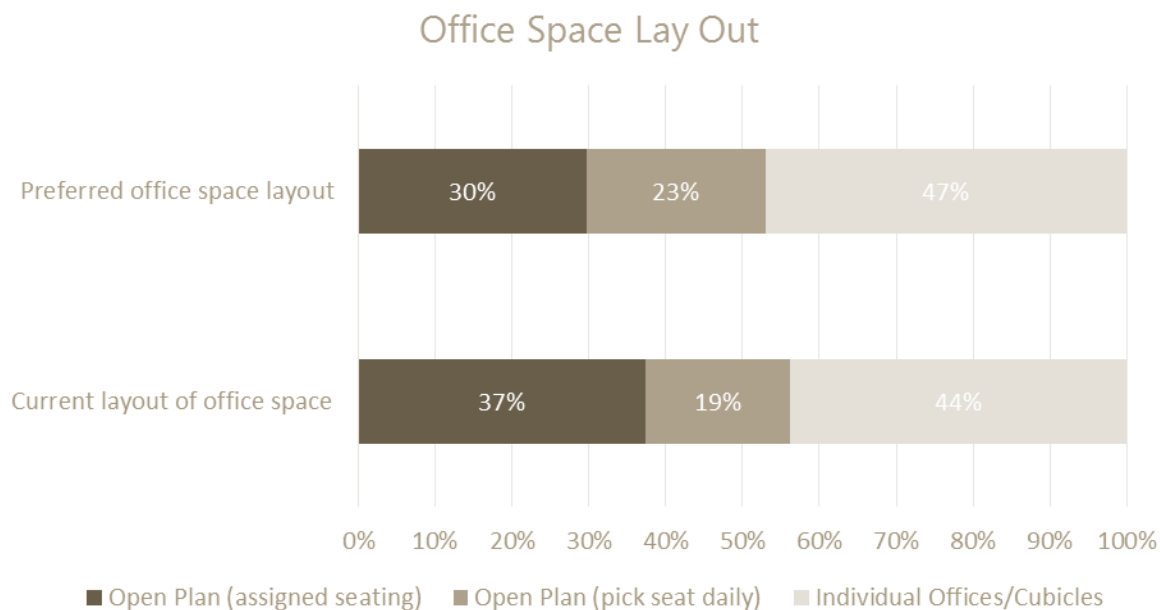
In the media today, there is a lot of discussion about work-life balance, working from home, the “beer keg, ping-pong” office culture, and more. Some of this has been assigned to Millennials, but we actually know that a lot of this shift happened when Gen X started climbing the corporate ladder. So how much of these movements should we attribute to Millennials? What kind of office spaces do Millennials prefer? What do they look like, and how much time do Millennials want to spend in them? Here’s what we found....



On the whole, it seems like Millennials perhaps want to work for companies just large enough for people to get to know them, where opportunities are on the horizon.

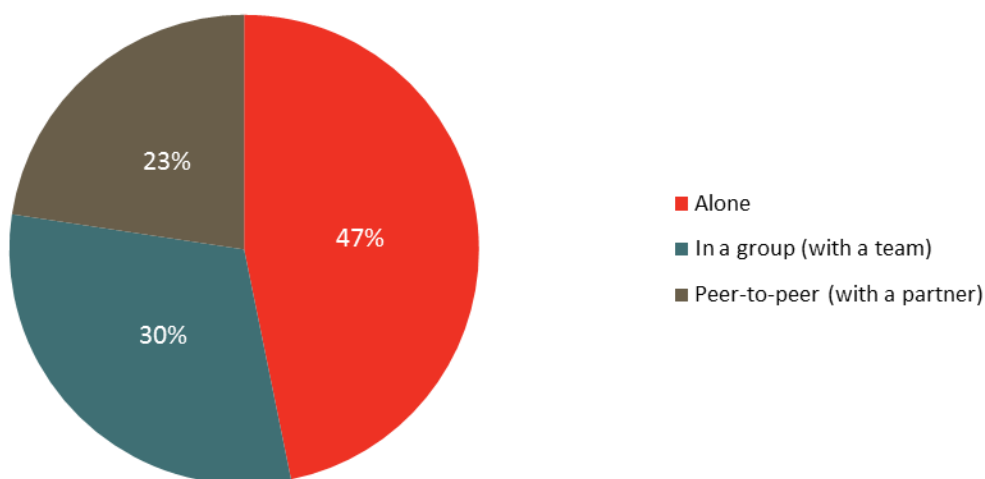
Workspace, Workplace, and Worktime

Office Space Preference...



While it's a fairly even split, open plan seating takes the lead cumulatively in the chart above. Individual space still gets nearly half of the votes.

How Do You Do Your Best Work...

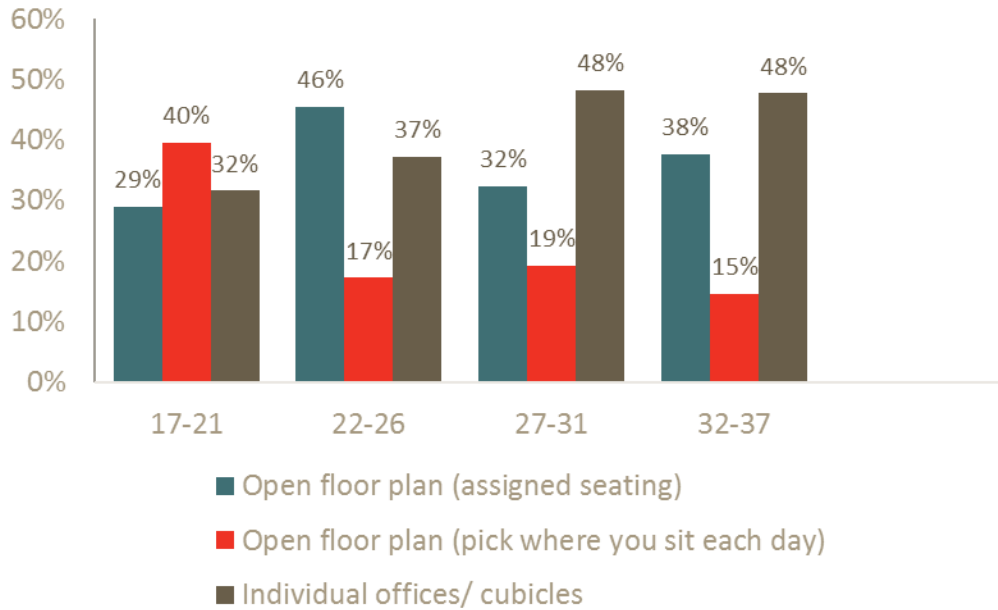


These findings seem to nod to the office space preferences reported above. Millennials are also fairly evenly split on how they do their best work – alone or with others.

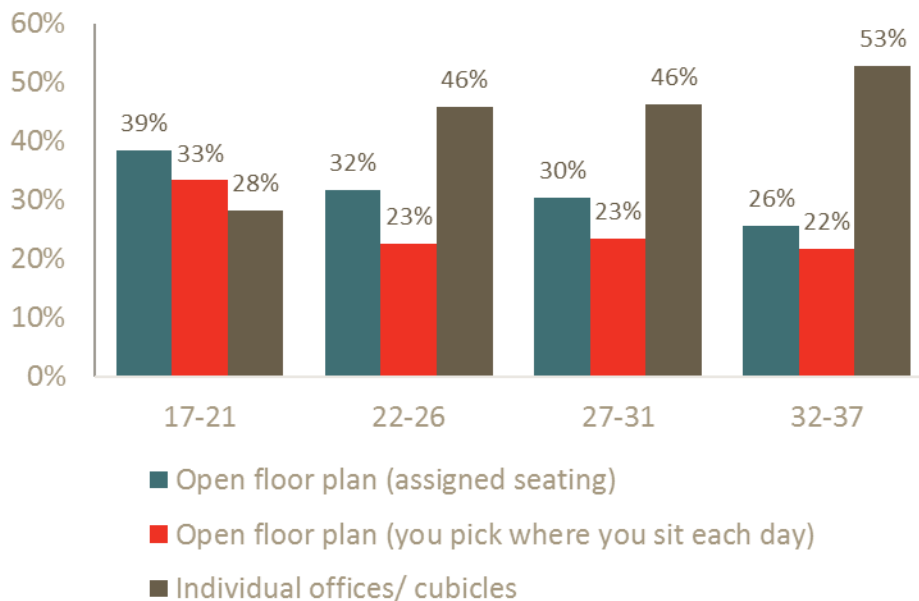
Workspace, Workplace, and Worktime

Office Space Preference (filtered by age group)...

What They Have Now



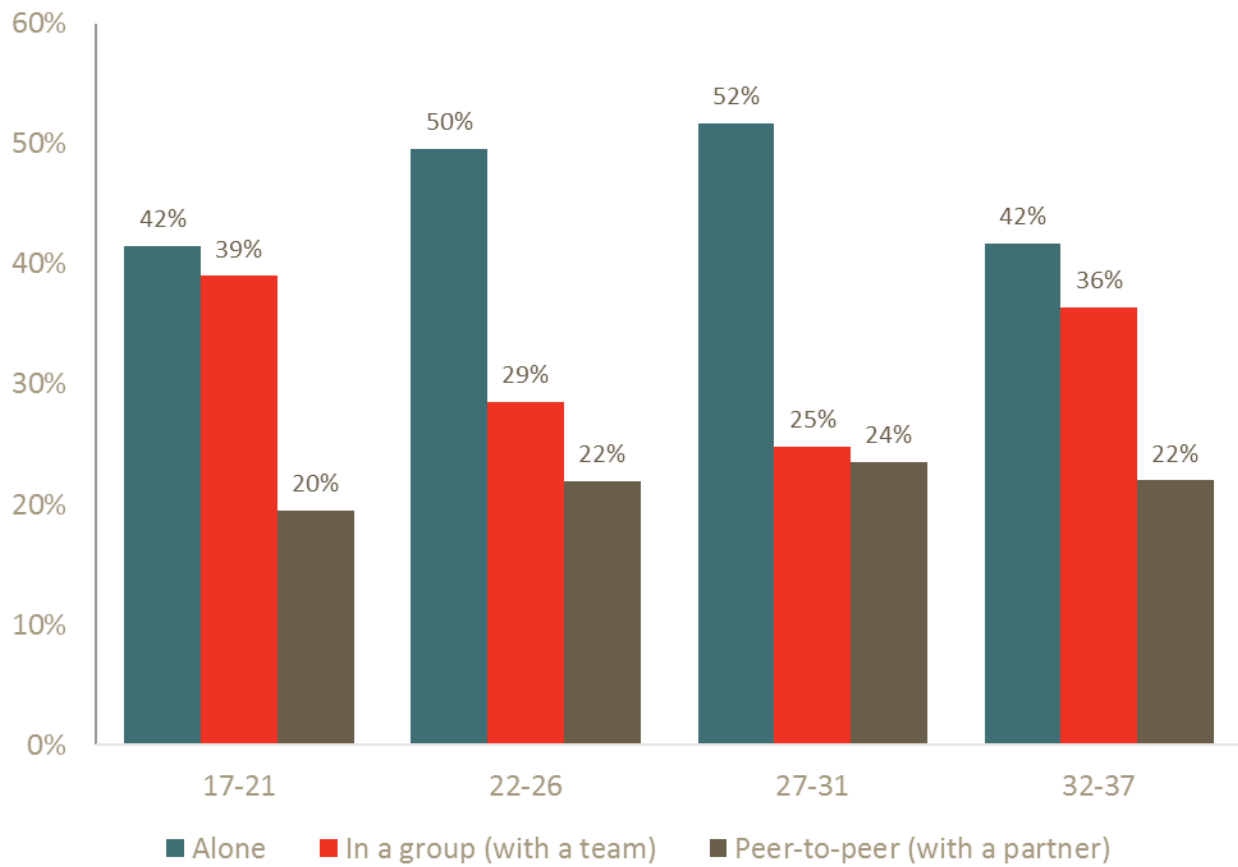
What They'd Prefer



By breaking the question down by age groups, our findings show that the older Millennials are, the more desire they have for their own individual office space.

Workspace, Workplace, and Worktime

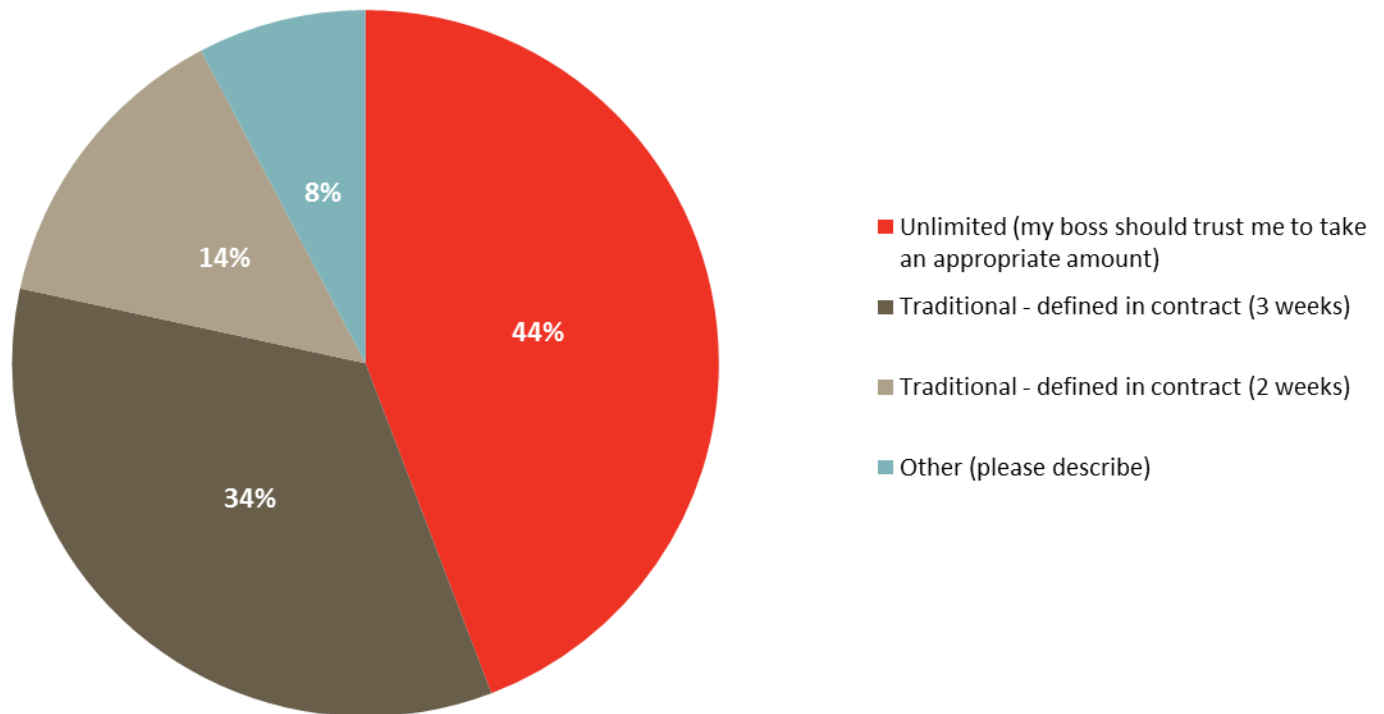
Work Style Preference by Age



This chart shows that the older Millennials get, the more inclusive their work style tends to become.

Workspace, Workplace, and Worktime

Ideal Amount of Vacation/ Flex Time

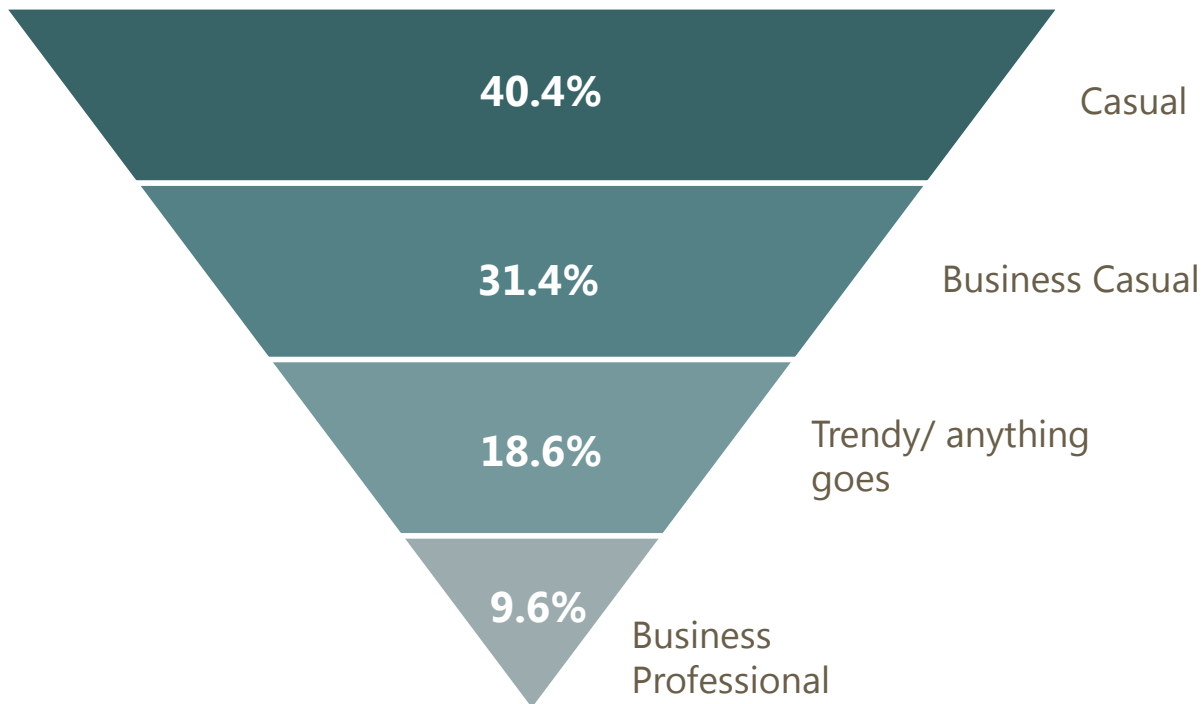


Millennials value their time off: 78% reported that they'd ideally like 3 weeks or more off from work a year. It's clear that this group understands the benefits of work-life balance and recharging their batteries.



Style & Appearance

Workplace Dress Preference



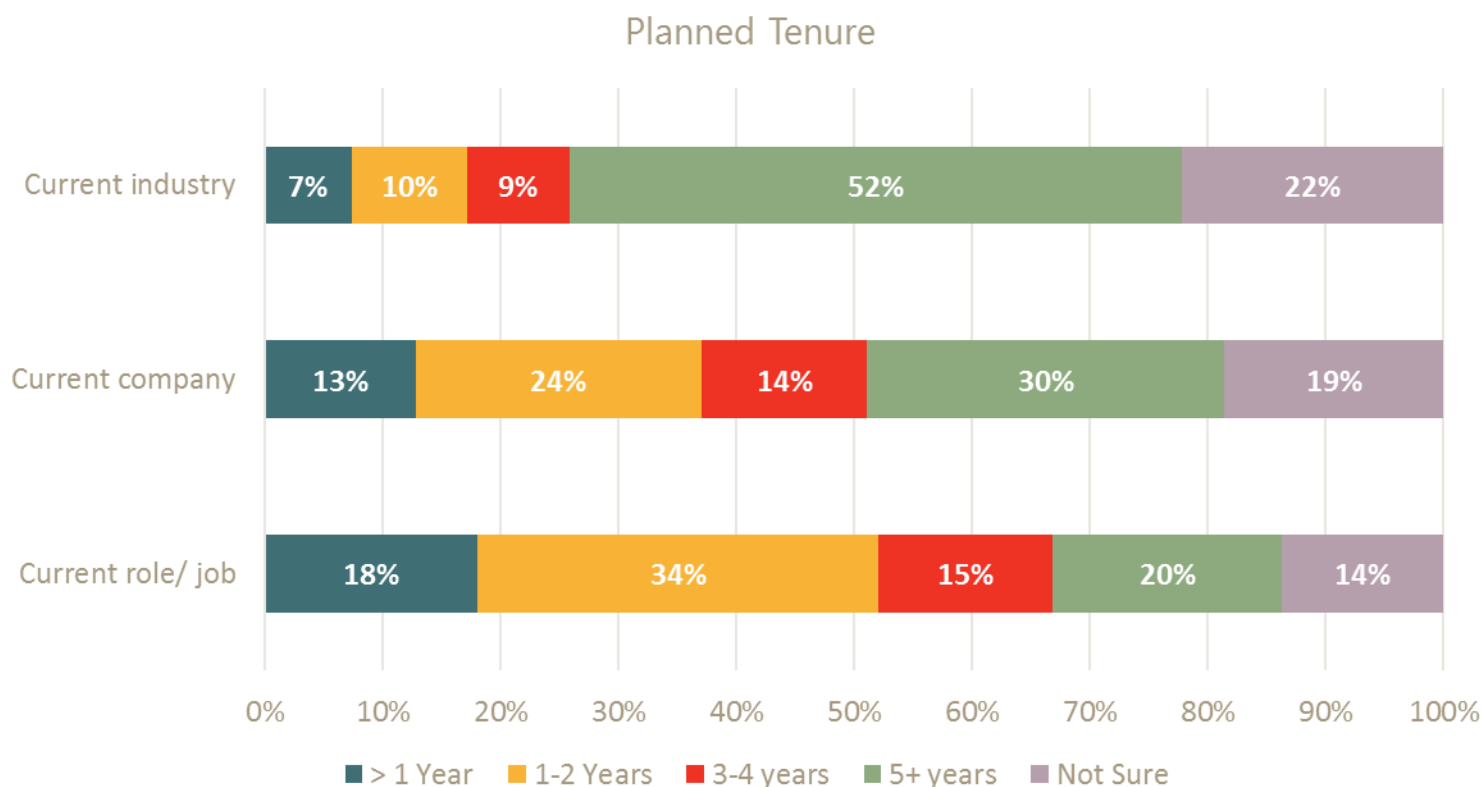
Corporate America is definitely relaxing when it comes to dress codes. This has the potential to be either a very cool style revolution or a complete disaster. One thing is for sure, we believe that the old adage “dress for the job, you want not for the job you have” still rings true.

We did also find it interesting that Millennials expressed a preference for casual and business casual almost evenly. 48% of Millennials surveyed also reported that they think jeans are always okay for work. Only 21% said they weren’t and 31% reported that they were cool sometimes. Our Bates-affiliated wardrobe experts say invest in a dark pair of jeans and pair them with a blazer or a sweater to give yourself a more executive level, framed look.

Retention and Motivation

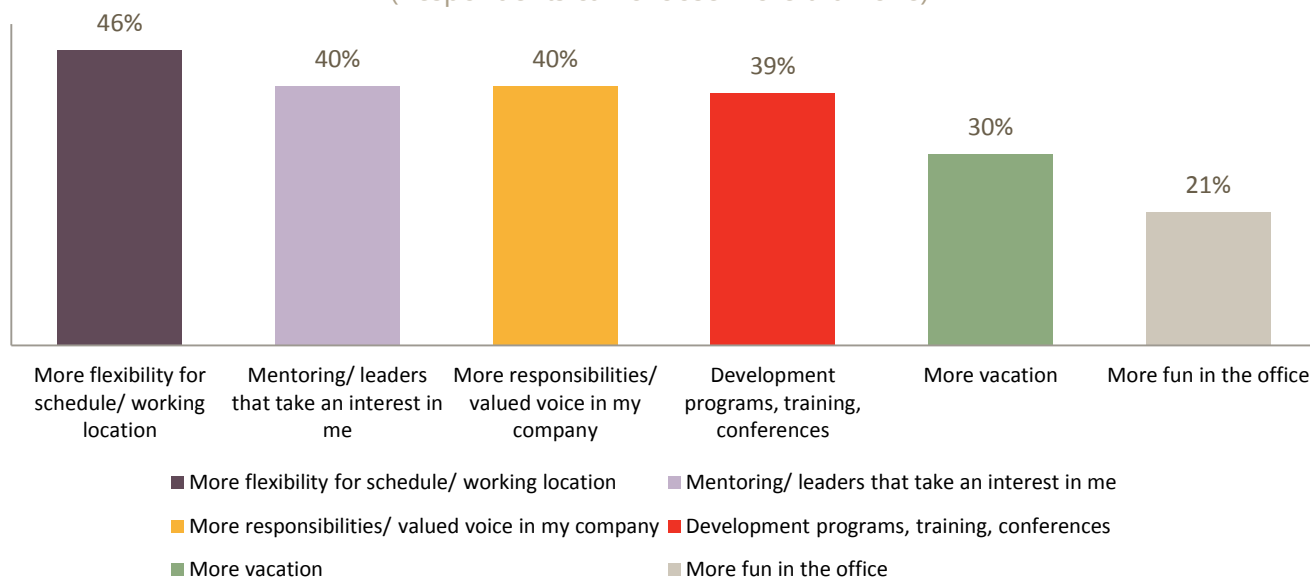
How Long Do They Plan to Stay?

While most Millennials reported planning to stay in their current role for only 1-2 years, 44% of those surveyed reported that they wanted to stay in their company for at least the next 3-5+ years and of that 30% reported intend to stay with their company for more than 5 years. Even more Millennials reported that they are currently planning to stay in their industry; a resounding 52% of those surveyed reported wanting to remain in their current industry for 5 plus years. What does this really say about the job-hopping cliché?



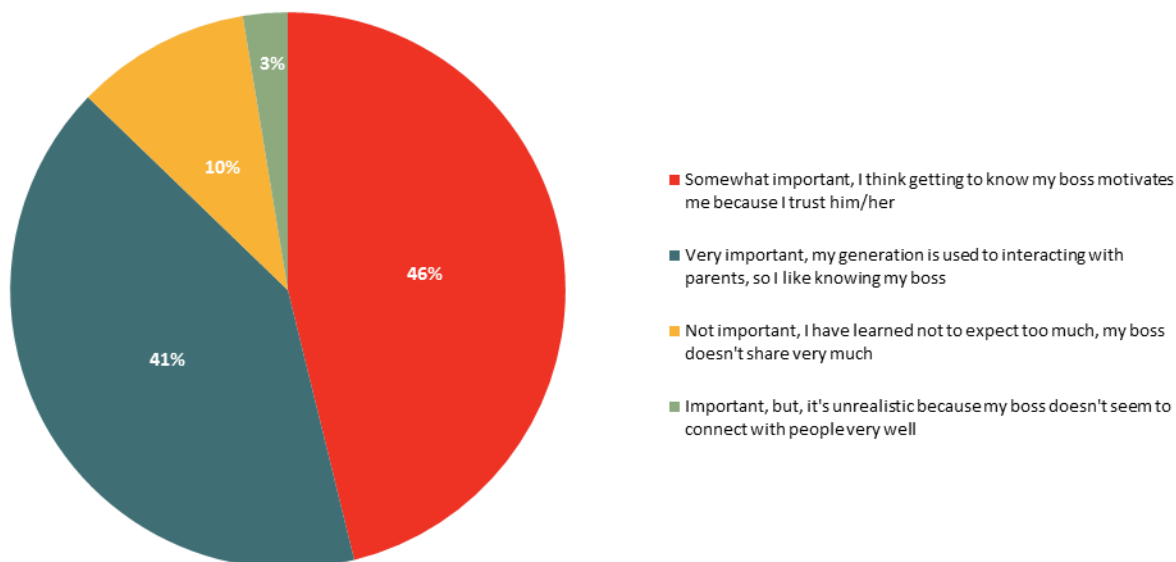
Retention and Motivation

What Can Organizations Do To Retain Them? (Respondents can choose more than one)



What we found most interesting about these results were how starkly they contrasted much of what we've seen in the media about Millennials about their flightiness, lack of interest, focus on beer and fun, and so forth. It seems that if you want to retain your millennial talent, you should **focus on developing their skills and voice**. As the previous chart shows – they want to stay with you if they can.

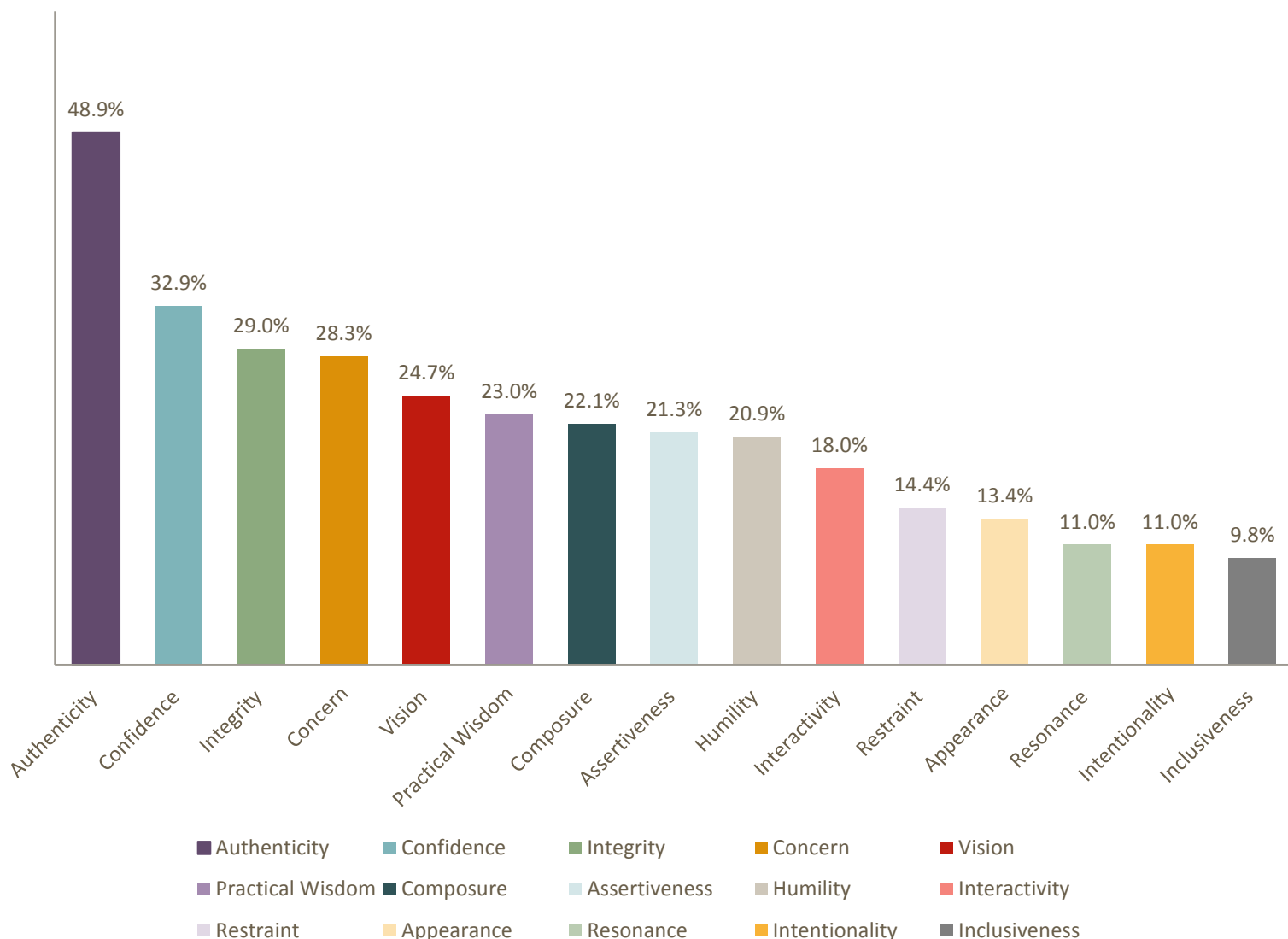
How Important is it For Your Boss to Be "Real" and Talk About Things Other Than Work?



The overwhelming majority of Millennials reported that it was either important or very important for their bosses to be "real." This theme of authentic leadership pops up throughout the data we collected in this survey.

Leadership

What Did They Report Were Their Boss's Leadership Strengths?
(Respondents selected their top 3)



The clear winner here was authenticity or “being real, genuine, transparent and sincere, in one’s relations and interactions with others.” On the other end of the spectrum, appearance, resonance, intentionality and inclusiveness all made the bottom four. Millennials clearly feel that their bosses are sincere, but on the flip side perhaps they lack the ability to promote interpersonal dialogue or empower initiative on their teams.

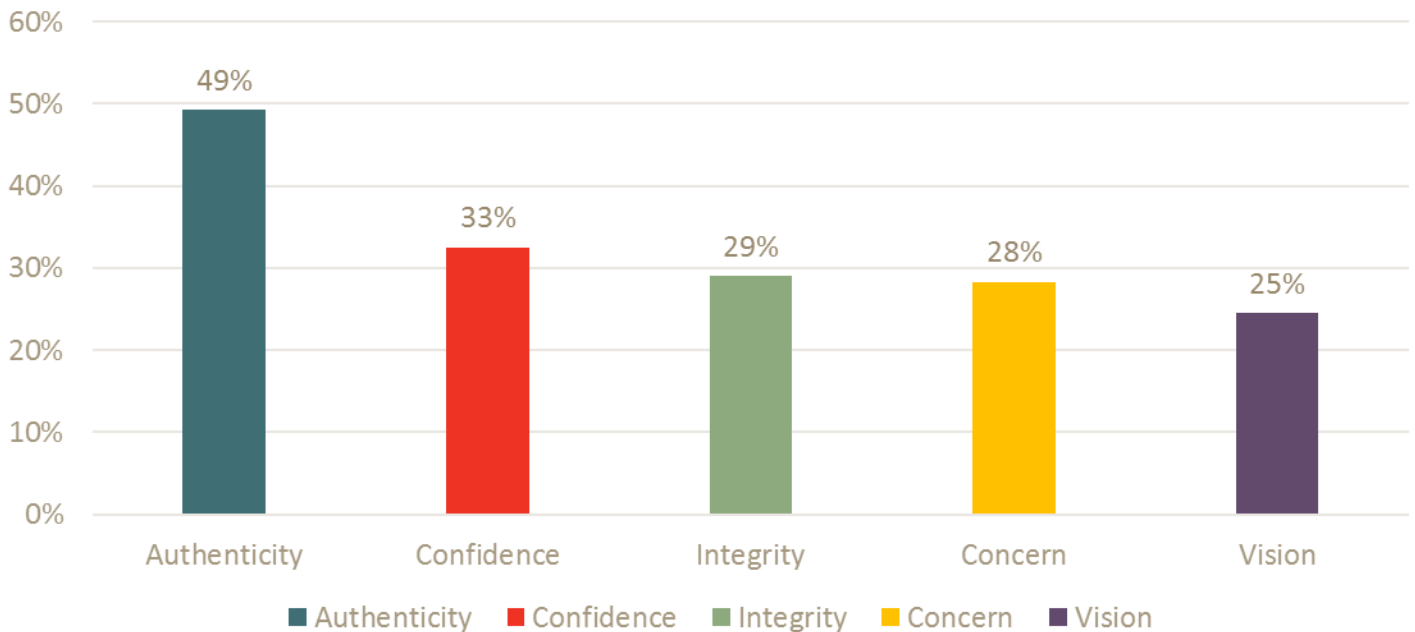
Leadership

What Did They Report Were Their Boss's Leadership Strengths?

CHARACTER	SUBSTANCE	STYLE
Authenticity	Practical Wisdom	Appearance
Integrity	Confidence	Intentionality
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Restraint	Resonance	Interactivity
Humility	Vision	Assertiveness

The top 5 qualities that Millennials noted as strengths in their current bosses, were authenticity, confidence, integrity, concern and vision.

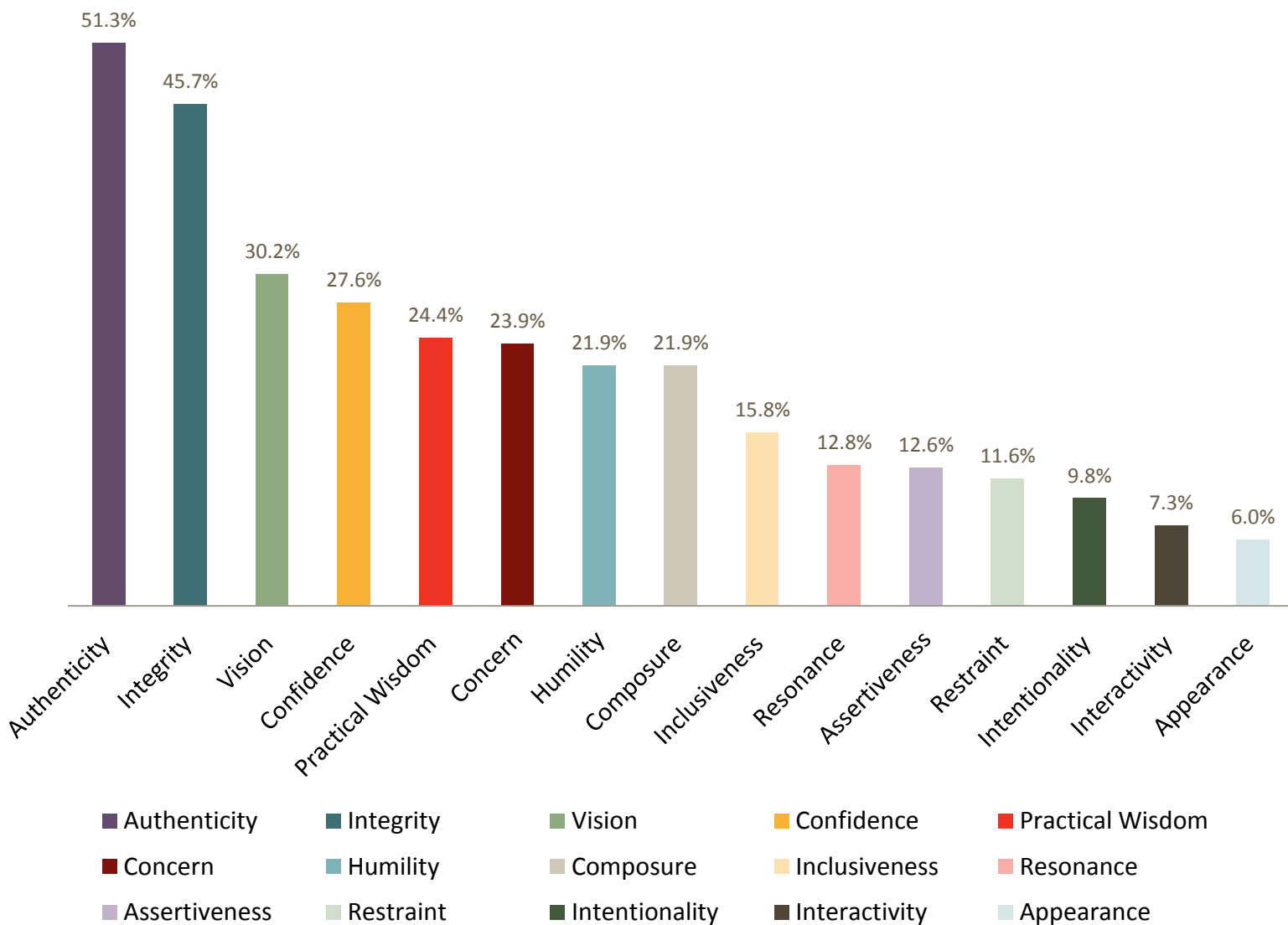
My Boss's Biggest Strengths - Top 5 (Respondents selected their top 3)



[Read here for more on the 15 facets of executive presence](#)

Leadership

Which Qualities Are Most Important for Leaders to Have?
(Respondents selected their top 3)



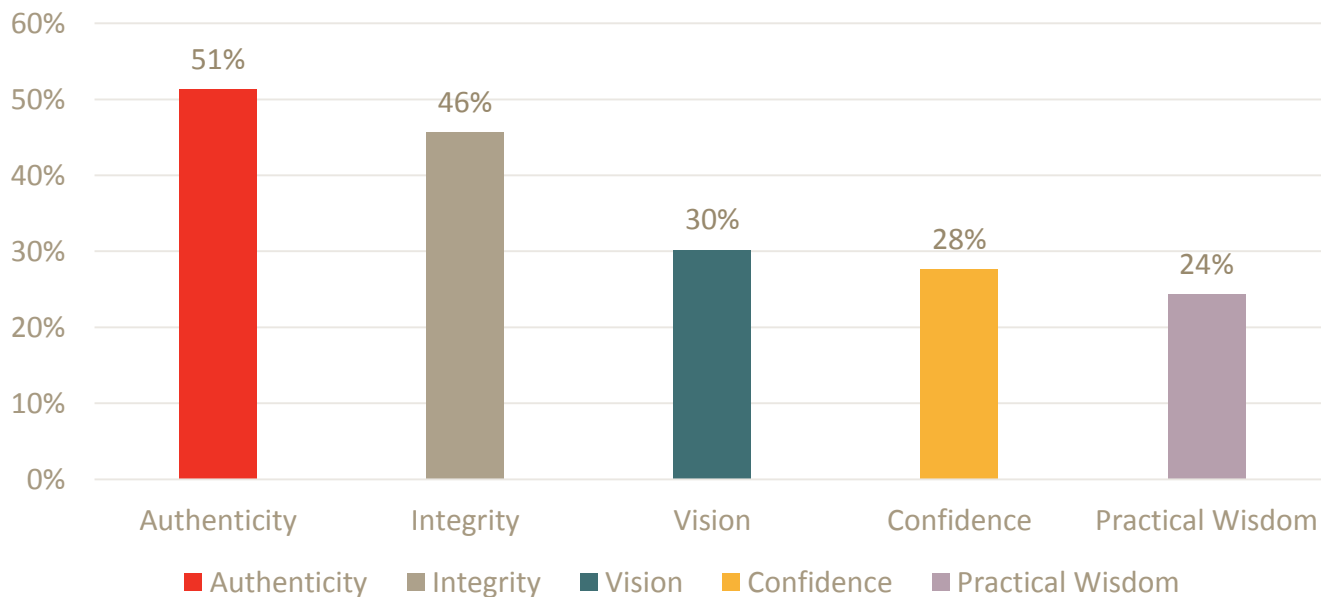
In terms of what qualities Millennials seek in their leaders, again the clear winner in importance is authenticity, closely followed by integrity, vision, confidence and concern. Appearance, intentionality and interactivity come up at the low end of the facet spectrum relative to those qualities.

Leadership

Which Qualities Are Most Important for Leaders to Have?

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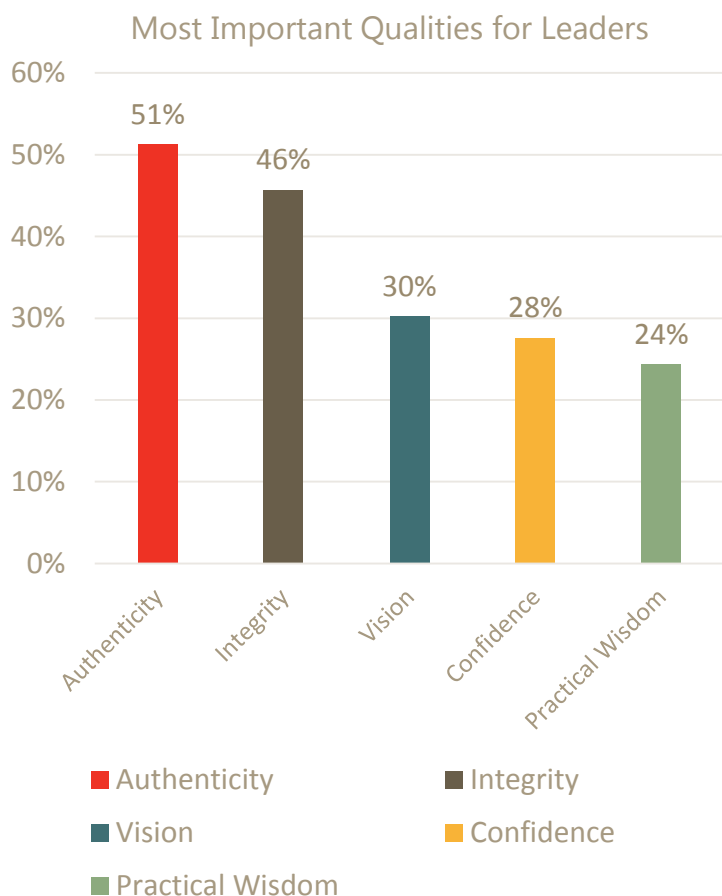
Most Important Qualities for Leaders – Top 5
(Respondents selected their top 3)



[Read here for more on the 15 facets of executive presence](#)

Leadership

Top 5 Comparison



What's interesting is that Millennials identified 4 out of the same top 5 qualities in both instances, but the order has shifted. These two charts also identify some gaps between their bosses' strengths and the things they think matter most in their leaders.

Authenticity remained in the number one spot. So we know that Millennials are paying attention to authenticity, that's for sure – and interestingly they see their bosses performing pretty well on that front.

We also see two notable performance gaps: integrity and vision, where Millennials see their bosses' performance as lagging behind the importance they place on that quality.

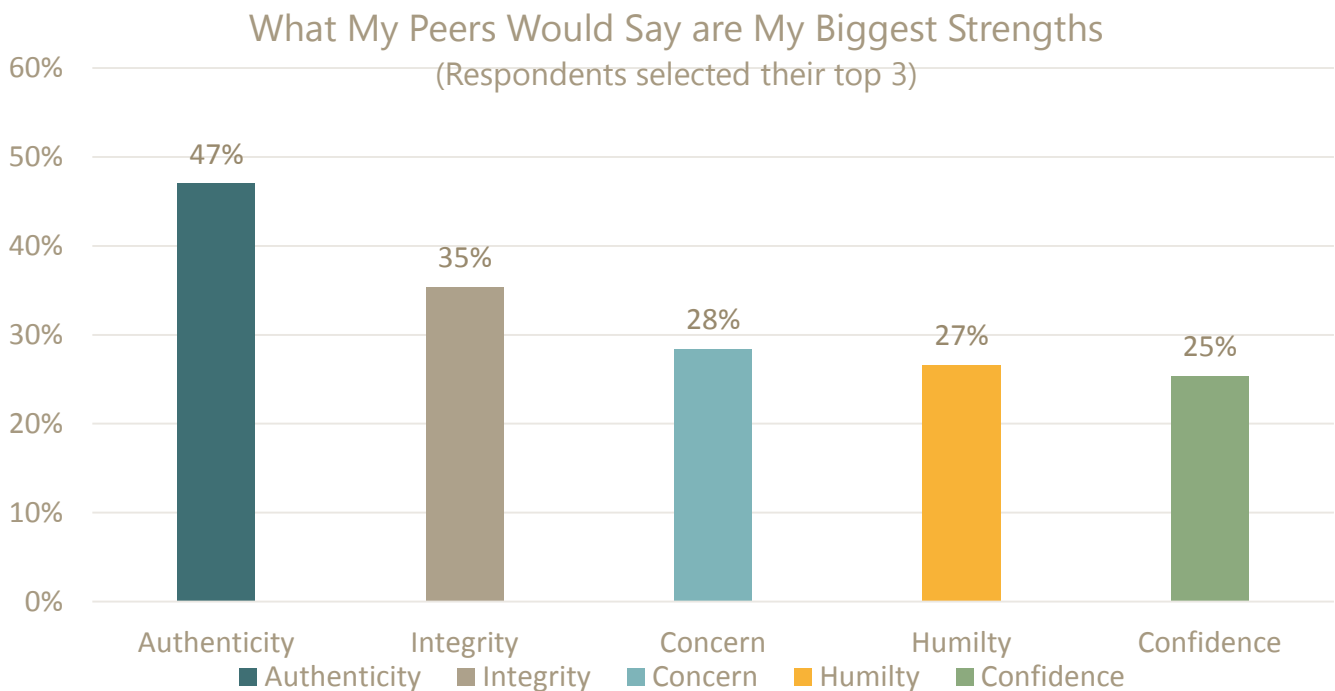
[Read here for more on the 15 facets of Executive Presence](#)

Leadership

We asked Millennials “What would your peers say are **your** biggest strengths”?

CHARACTER	SUBSTANCE	STYLE
Authenticity	Practical Wisdom	Appearance
Integrity	Confidence	Intentionality
Concern	Composure	Inclusiveness
Restraint	Resonance	Interactivity
Humility	Vision	Assertiveness

4 out of 5 qualities remain the same on this chart as well. Vision, however drops off the top 5 list of self-strengths and is replaced by humility in the number 4 spot.

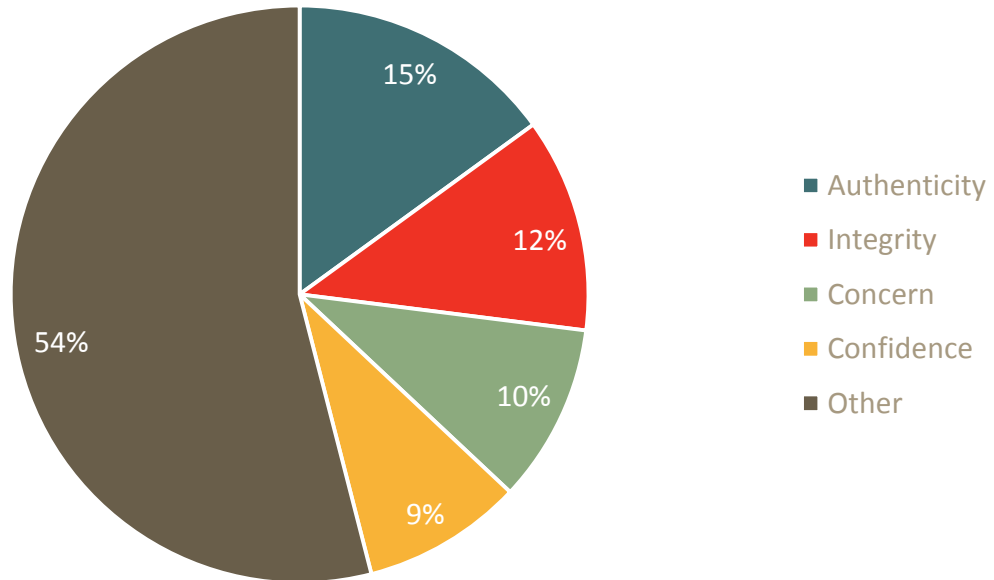


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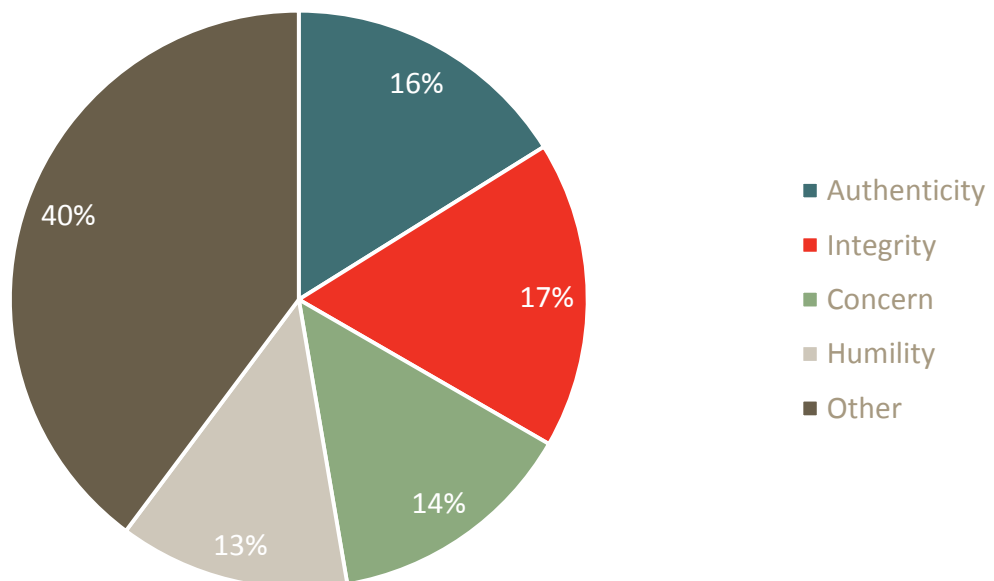
Results By Gender

Millennial men and women interestingly both reported that authenticity, integrity, and concern were in their top 3 self-reported strengths. The interesting change is that the number 4 spot was different between men and women – while men identified confidence as a top strength, women reported humility.

Top 4 Self Rated Strengths - Men

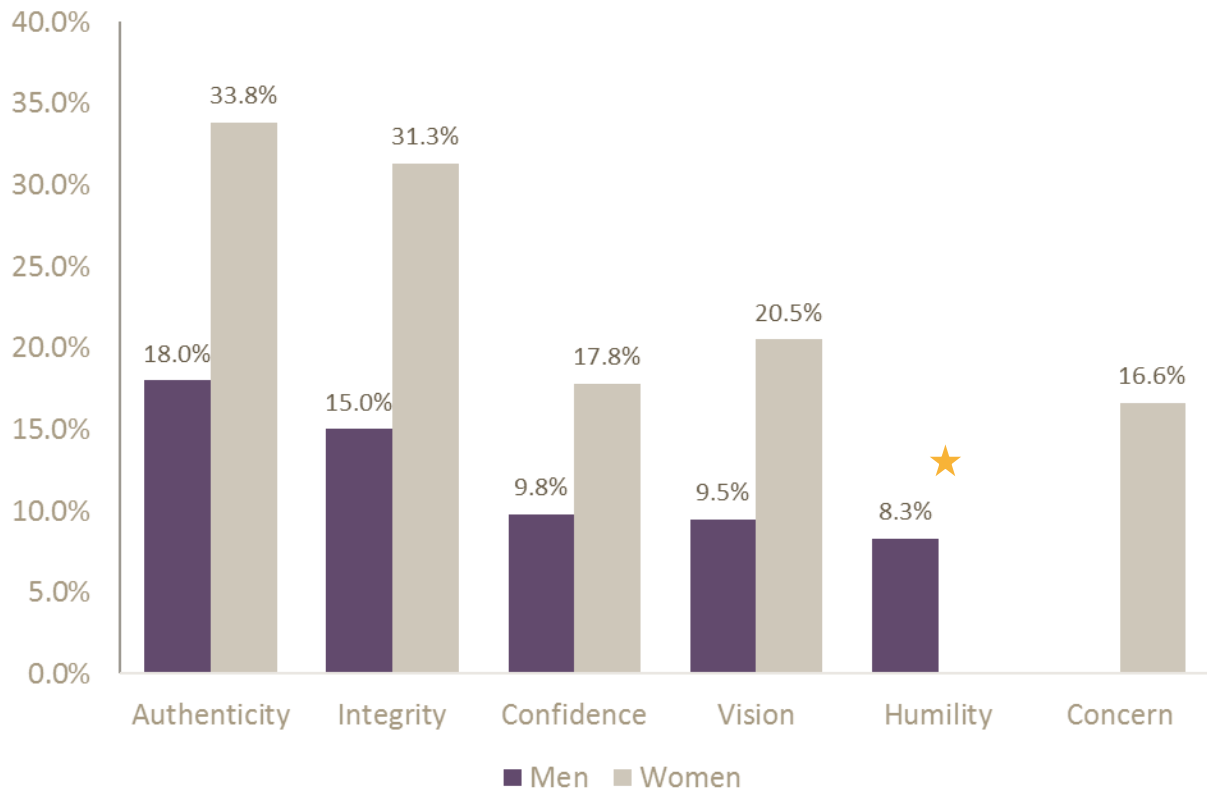


Top 4 Self Rated Strengths - Women



Results By Gender

Top 5 Most Important Leadership Qualities – Gender Comparison
(Respondents selected their top 3)



We thought it was interesting that men reported that one of the top 5 (of 15) qualities that they look for in a leader was humility – Women reported humility as a top 5 self-strength. Women identified another top contender for importance in leaders – concern.

Bates Team

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Bates Communications is a management consulting firm based in Wellesley, MA. We consult with the world's top executives to help them become all that they can be. Our mission is to help leaders shape the world.

The Bates approach is distinct because of our unique lens on communicative leadership, grounded in assessment and analysis. There is a precision to our process that ensures we are guiding the leader, team and organization to better performance. We target development, provide actionable advice, and rely on data as well as observation to affirm we are on the right track towards achieving our clients' goals for results.

Our CEO Suzanne Bates founded the firm with a commitment to help leaders make an impact. She is an internationally recognized expert and best-selling author on the topic of communicative leadership.



Helping Leaders Shape the World