

Project Management with Generation Y

Presented by Martin Vaughan

core

Who am I ?



- 20+ years Project Management experience, started in planning/scheduling
- Master Project Director (MPD) accreditation with the Australian Institute of Project Management (AIPM)
- Lecture at Melbourne University in Project Management
- Have owned/run two businesses focused on Project Management, have employed 120+ Project Managers in that time
- Currently Director at Core Consulting Group (17 staff) which has had 2 graduate programs and currently employs 6 Gen Y
- Keen Sailor - skippered “Wild Side” in last Sydney to Hobart
- Wife Susan, 2 kids Sarah 11 and Thomas 13, a large dog called Boags, a cat called Toosh, I play touch, am a Scout leader and own a 1970 classic car

Sorry



- I'll make some sweeping statements, there will always be exceptions
- Points stated are personal opinions based on observation and life experience (so far)
- The objective is to inspire discussion
- I may be wrong, if I am I apologise

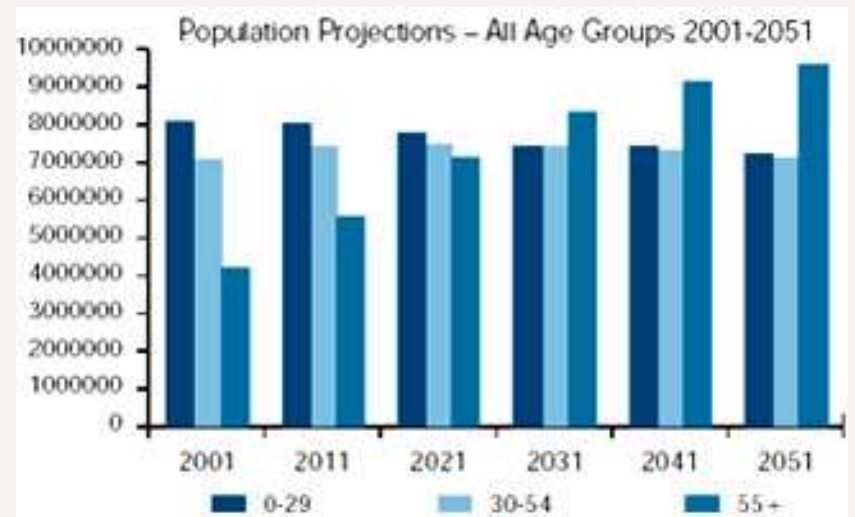
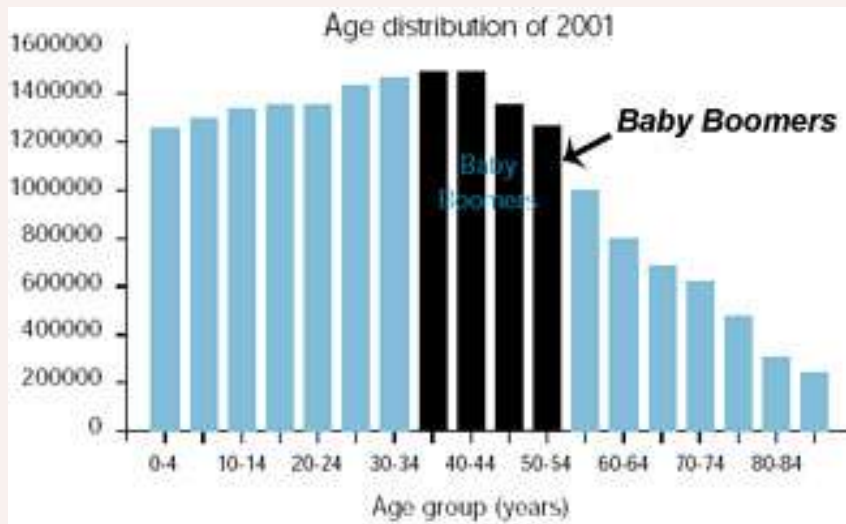
Generation Y are

- Born early 80s to mid 90s
 - Differs from Gen X (early 60s – early 80s)
 - And previous Baby Boomers (post war)
- Defined by
 - Technology - computer, mobile phone, iPod
 - Instant electronic communication
 - Multi media and file sharing
- Different from their parents
 - As is each generation



Gen Y, the workforce of the future

Over the next 10 years, Baby Boomers will retire,
Gen X will take over senior management and
Gen Y will take over as the “doers”



Source: Australian Bureau of Statistics

Generation Y have

- More affluent parents than previous generations and have only ever known the good times
- Grown up in the “no smack” “everyone wins” “can’t fail” world
- Been sheltered by their parents and encouraged to stay at home
- Been encouraged to express opinions because their opinions count
- Been encouraged to think globally
 - race and gender is less of an issue



Gen Y approach to work

- Communication style, preference for electronic
- Multi tasking (often combining work/personal)
- Dress style (clothes, shaving etc)
- Minimal deference to hierarchy
- Poor spelling and grammar
- Computer centric
- “Close enough” mentality
- Enjoys change
- Lacks loyalty
 - (impact of 90s downsizing affect on parents ??)



Gen Y value

- Family – frequently in touch with parents
- Peers – friendships and social
- Instant reward – want it now
- Money – debt driven (Heecs, Credit card)
- Change – want dynamic/interesting work
- Impact – want to make a difference
- Communication – want it fast and concise
- Flexibility – want job to fit life, not the other way around



Our problem or theirs ?

- Who has the problem, us or them ?
- Should we be the ones to change ?
- Maybe we already have changed
 - Work/Life balance awareness
 - Subtle shift in business dress (losing the tie)
 - Technology adoption (eg Linked in)
 - Mobile workplace (pda, laptop/wifi)
 - Easing of hierarchal norms



So how do you attract Gen Y

Appeal to their motivations:

- Make the job offer about them, not about the business
- Money, need tangible remuneration growth
- Flexible, particularly work hours and location
- Shared vision and values
- Interesting workspace (funky, open and equal)
- Change your culture:
 - Work hours don't equate to worth
 - You don't necessarily have to "do your time"
 - Avoid the overt "boss perks"



So how do you keep Gen Y

- Change business mindset, the job becomes part of the journey not the destination
 - Accept they may leave
 - Structure job so business gets maximum short term benefit
 - Share ambition with person on longer term goals
 - Make the journey challenging and rewarding (then the journey will last longer)
 - Be proud of their growth, enjoy the journey
- Supportive environment with focus on providing opportunity and responsibility
 - Mentoring
 - Relationships and communication
 - Rapid skills based development
- Be flexible and open to change
 - Particularly Finance/Admin and HR processes



Our graduate program

- IT Project Management focused, target is accreditation at end of year 3
- Focused on building foundation skills
 - Planning/scheduling
 - Risk, Issues and Change Management
 - Estimating and Cost Management
 - Quality
- Foundation skills also happen to be in high demand
- Fortnightly Mentoring and training
 - One on one and Group
- Defined competency targets (reviewed quarterly)
- Tied into defined remuneration reviews (typically six monthly)
- Requires effort on both sides



How to recruit ?

- We recruit graduates (tertiary qualified) in a related field, ideally with a year of some sort of work experience
- We value ambition and passion
- We recruit with a total focus on soft skills, the hard skills to teach
 - Communication, written and verbal
 - Influencing skills, astuteness
- We run an aptitude test plus rely on interviews
- We don't expect them to have any foundation capability in Project Management



How to manage ?

- Trial period, terminate quickly
- Avoid using power/authority
- Be frank, open and honest
- Be values driven, lead by example
 - in what you do, not what you say
- Embrace electronic comms – mobile SMS, messenger, Email
- Set clear standards and expectations
- Gain the maximum benefit from them:
 - Ideas and innovations
 - Responsibility and tangible roles



Wrap up

- Gen Y are the future, in Project Management as well as in every other industry
- Embracing Gen Y has brought our company many benefits
- It has been challenging at times but it is worth the effort
- For more information refer www.coreconsulting.com.au or contact us on (03) 9654 9955 martin.vaughan@coreconsulting.com.au

