

## Teams Stay for God, Rather Than a Free Lunch

### Time for Some Clarity

There seems to be a continual rumbling bile of discontent about the fickleness and commitment of young people to work. Employers maintain they can't keep them for long enough so they become really useful and valuable.

#### **Generation Z**

Recently we reviewed a piece of research about Generation Z, today's 16 to 22 year olds. It explained that what annoyed them most about work and their bosses was office gossip, unclear instructions, feeling underappreciated, someone else taking the glory, work impinging on personal life and lack of training.

To a greater or lesser extent these are all legitimate concerns and grievances and reflect basic poor management.

#### **How Do Millennials Feel?**

They'll be over 40% of the workforce by 2020 and they tell you the same thing. They are older, but they are having the same experiences.

This doesn't explain what is going on, however. These complaints are as old as the hills. Managers are making the same mistakes they did fifty years ago – the Learning Curve appears to be very flat.

#### **Connected World**

Young people today are connected and informed like no generation before them. Options are there at the click of a button and it's easy to see where the grass looks greener. This can promote the idea of flexibility and endless opportunities. It can engender a belief that everything is transitory and 'all about me'.

Organisations often feed this idea of impermanence. They fail to foster a sense of belonging through behaviours like short term contracts and hot desking. All very rational when you look at the bottom line, but less so when you look at the mind-set of those who you want to show commitment.

Even this doesn't explain why some organisations benefit from great employee loyalty, however.

### **Free Lattes Lovely, But Let's Get Spiritual**

In our experience you can give them all the extras you like, but what people stay for is a sense of purpose. They want a higher calling that goes beyond money or ROI. Something that they can identify with and bond together to achieve.

A sense of purpose is good for business. Organizations with a purpose bigger than money have a growth rate triple that of their competitors. Unilever's Sustainable Living Plan is proving profitable and defines the focus for everyone in the organisation. Young people are desperate to be part of the Google vision of the world.

### **It's Good to Stand Tall**

It's said that if you don't have a brand you have a commodity. We believe that if you don't have a purpose you have an 'empty vessel' and not just of all those Millennials and Generation Zs.

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