



OPTIMIZING OUR ARMY FOR THE MILLENNIAL GENERATION

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Outline



- Introduction / Problem
 - Upbringing and Unique Qualities of Millennials
 - Capitalizing on the Unique Qualities
 - Assimilation into the Army Profession
 - Communicating with Millennials
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-



Introduction



"Among democratic nations each generation is a new people."
- Alexis de Tocqueville





Problem



Talent Management Concept of Operations for Force 2025 and Beyond



Department of the Army
U.S. Army Combined Arms Center
Fort Leavenworth, Kansas 66027

September 2015

“There is a revolution going on in human resources today and we are not taking part in it. **What once worked for us has, in the 21st century, become unnecessarily inflexible and inefficient.**”¹⁰³

*Under Secretary of Defense
for Personnel and Readiness
Brad R. Carson
24 June 2015*



Problem

- **Development of Talent.** The military's ability to develop talent is inadequate to meet the emerging requirements of the future force.
- **Matching Talent to Requirements.** The personnel system does not adequately match its talent requirements to its talent inventory to optimize individual and team performance and ensure unit readiness across the force.
- **The Army Ethic.** The Army lacks the capability to identify attributes of character and to assess the success of efforts to develop character so that Army Professionals consistently demonstrate their commitment to live by and uphold the Army Ethic throughout a career lifecycle.³¹

Individualism and Collectivism. The talent management system must balance the need for talent-based, individualized treatment and career paths of the employees with the need for an organizational culture characterized by team orientation, unit cohesion, and selfless service.

- Reducing first term early attrition from 41% to 31% could save more than \$262M.

Senior Leaders Lead Change. The organization's senior leaders need to lead the design, implementation, and assessment of the talent management system and any culture change required to sustain it.



Problem



2015 CENTER FOR ARMY LEADERSHIP ANNUAL SURVEY OF ARMY LEADERSHIP (CASAL): MILITARY LEADER FINDINGS

TECHNICAL REPORT 2016-01

Ryan P. Riley
Katelyn J. Cavanaugh
ICF International

Jon J. Fallesen
Rachell L. Jones
Center for Army Leadership

July 2016

The main findings of the 2015 Center for Army Leadership's *Annual Survey of Army Leadership (CASAL)* Report indicated that **over one third of soldiers do not have high or very high trust in their leaders**

A 2012 Rand Study found that **only 44%** of U.S. Military Academy **and 51%** of Army ROTC commissioned officers **chose to continue serving** past their initial service obligations; both numbers reflect **all-time lows**.



Upbringing Environment Shaped the Generation



- Safety



- Economics

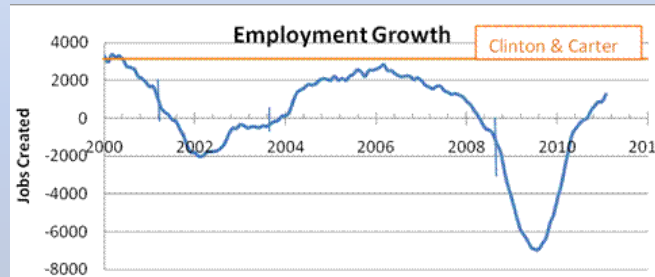
In the dark about **STUDENT DEBT** Prudential's new study reveals that many current students borrow for college without understanding the terms of their loans.

74% Don't know how long they have to pay off their loan.

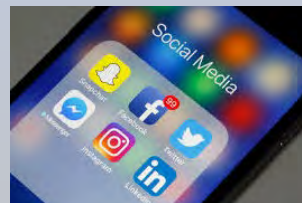
59% Don't know how much their income will go toward repayment.

53% Don't know what their monthly payment will be.

52% Don't know if anyone assigned their loan.



- Technology





Unique Qualities



1- Prefer Frequent Feedback
(Safety, Technology)



2- Increased Flexibility and Control over tasks & career
(Economics, Technology)

3- Greater Loyalty to Family & Friends than Career
(Safety, Economics, Technology)

4- Preference and Comfort with 24 /7 Digital Access
(Safety, Economics, Technology)



Capitalizing on the Unique Qualities



1- Prefer Frequent Feedback

Shadow program; The One Minute Manager

2- Increased Flexibility and Control over tasks & career

Understand skills, goals, passions

3- Greater Loyalty to Family & Friends than Career

Expectation management; Family Integration

4- Preference and Comfort with 24 /7 Digital Access

Use emerging tech; Develop interactive training



Assimilation into the Army Profession



- The Army Profession
Trust, Military Expertise, Honorable Service,
Esprit de Corps, Stewardship
 - The Army Ethic
 - Transformational over Transactional Leadership styles
 - Develop Trust and Identity
-



Profession vs Bureaucracy



Profession

Bureaucracy

Transformational

Transactional

Intrinsic

Stick & Carrot

Work is a calling

Work is a job

Builds Trust

Erodes Trust

Comparison	Profession	Bureaucracy
Knowledge	Expert, requires life-long learning, education, and practice to develop expertise	Non-expert skills based, learned on the job and/or through short duration training
Application	Knowledge applied as expert practice through discretion and judgment of individual professional; commitment based	Work accomplished by following SOPs, administrative rules and procedures; compliance based
Measure of Success	Mission effectiveness	Efficiency of resource expenditure
Culture	Values and ethic based; granted autonomy with high degree of authority, responsibility and accountability founded on trust; a self-policing meritocracy	Procedural compliance based; closely supervised with limited discretionary authority, highly structured, task-driven environment founded on low-trust
Investments	Priority investment in leader development; human capital/talent management; investment strategy	Priority investment in hardware, routines; driven by cost
Growth	Develop critical thinking skills to spur innovation; flexibility; adaptability; broadened perspectives	Develop tactical and technical competence to perform tasks
Motivation	Intrinsic - Sacrificial service, sense of honor and duty, work is a calling	Extrinsic - Ambition to get ahead, competition; work is a job

Figure developed by Dr. Don Snider



Communicating with Millennials



- Attention spans
- Authenticity
- Articulate their place in the “big picture”



Recommendations



Strategic Leaders

- Develop policy and processes to conduct and analyze exit interviews.
- Develop training and doctrine that maximizes tech.

Organizational Leaders

- Environment that cultivates Transformational Leaders.
- Implement training using the latest available tech.

Direct Leaders

- Lead with the 4 Unique Qualities in mind.
- Bias Transformational over Transactional Leadership.



Conclusions



“As long as our military continues to harness the best talent America has to offer, we will always come out ahead.”

- Former Secretary of Defense Ash Carter



Questions

