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Non-Millennial military leaders must recognize and understand Millennial attributes and their implications for the leader/led relationship in order to more effectively employ the fastest growing segment of the armed services. This study analyzes recent (2009- 2015) academic research and surveys to determine five primary Millennial attributes that influence military organizations. Additionally, an examination of academic, business, and military literature reveals key implications for the leader/led relationship. Finally, recommendations for leadership were determined by analyzing the defined attributes and implications in order to improve the leader/led relationship and unit performance.

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MASTER OF MILITARY STUDIES

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**Military Millennials: Implications for Leaders**

SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF MILITARY STUDIES

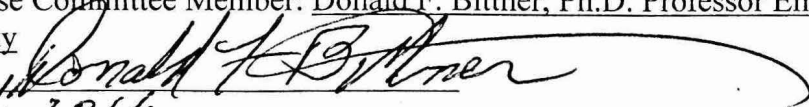
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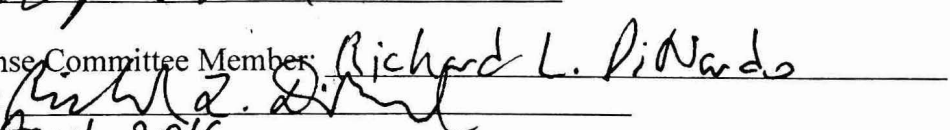
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## Executive Summary

**Title:** Military Millennials: Implications for Leaders

**Author:** Major Matthew L. Hager, United States Marine Corps

**Thesis:** Millennials now serve as the largest generational cohort in the US military, providing a dynamic and diverse set of attributes in service of country. Non-Millennial military leaders must recognize and understand Millennial attributes and their implications for the leader/led relationship in order to more effectively employ the fastest growing segment of the Armed Services.

**Discussion:** Over 65% of the US Military is now comprised of the Millennial generation, born between 1981 and 2002. As the Millennial population continues to grow in size, age, and influence, Non-Millennial military leaders (Baby Boomers and Generation Xers) are presented with additional generational gap leadership challenges and a need to further understand the complex characteristic and attitudes of the younger cohort. Study of Millennials in the US military has been limited to primarily opinion-based literature with limited academic study. This study analyzes recent (2009- 2015) academic research and surveys to determine five primary Millennial attributes that influence military organizations. Additionally, an examination of academic, business, and military literature reveals key implications for the leader/led relationship. Finally, recommendations for leadership were determined by analyzing the defined attributes and implications in order to improve the leader/led relationship and unit performance.

### *Primary Millennial Attributes*

- Connected
- Diverse
- Self
- Liberal
- Educated

### *Implications for Non-Millennial Military Leaders*

- The need for open communication
- Work Versus Life Scenario
- Openness to change
- The need for trust building

### *Recommendations for Non-Millennial Military Leaders*

- Ensure mentors are assigned to junior ranks
- Develop the “ownership” mentality
- Articulate missions and expectations with realistic time lines for achievement
- Continuous feedback approach
- Authenticity always

**Conclusion:** Leaders must recognize that generational cohorts have specific attributes that affect the leader/led relationship. Services should conduct surveys every 4-6 years to determine generational influences on the leader/led relationship and unit performance. Surveys will determine generational trends, best practices for leadership, and ultimately improve unit performance.

*Illustrations*

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## PREFACE

During my last 14 years of service, I have been fortunate to witness a military organization constantly evolving and changing to meet the mission of protecting our country. Our people continue to serve as the most vital resource in that organization, but they too are changing. The largest generational change in the history of the modern US military is happening right now with the influx of Millennials into service. This change has created a lack of generational understanding between leaders and the led in how leadership practices, mission accomplishment, and personal life are regarded. During the early 2000s, Millennials were studied in depth by academic researchers and business, but as this cohort has become larger and older, fewer formal studies are being conducted. The armed forces, which prides itself on leadership training, has conducted very little research and assessment of the generational changes occurring in today's military. "Military Millennials: Implications for Leaders" focuses on the most recent academic, business, and military study of Millennials. It is important to note that the interpretation of each generation changes as the cohort grows in size and age; for this reason, the information contained herein is valid today but may not be a decade from now. In the end, the intent of this project was to provide a better understanding of the current Millennial to the Non-Millennial military leader as well as a toolbox of leadership practices to improve the leader/led relationship and unit performance.

Special thanks to my Ph.D. mentor on this project, Dr. Donald Bittner, Professor Emeritus at Marine Corps University. I have also had the great pleasure of serving in the Marine Corps with my wife of 15 years, Sara. It is with her constant support and sacrifice that we continue the journey of a military family. Finally, if it were not for the outstanding Marines that I have served with through the years, I would not be here today.

## **Prologue**

In November of 2015, Lynn Richardson, the dean of the School of Business at the University of Mary Washington, published a column in the *Fredericksburg Free Lance-Star* titled, “Are You Ready for the March of the Millennials?” She posed the question to the small business owners, chief executive officers, and those Non-Millennial business professionals that compose the leadership of the corporate world. Private sector business continues to advance its strategy and technology in order to meet profit margins, but is it prepared for the changing attributes of the people who will work to earn that profit? Richardson’s comments illustrate that by 2025, 75% of the workforce will be Millennials. Adjusting to meet the needs of this new generation through recruitment, training, and retention is necessary in order to effectively and efficiently run a company.<sup>1</sup> How Non-Millennial leadership communicates with, motivates, and directs the most complex generation in history will determine profit and success. The mid-grade, Non-Millennial leadership throughout the US military is currently confronting this same challenge and discussing these questions with the security of the nation at stake. Does every leader have the understanding and the tools necessary to lead the fastest growing, most connected, and diverse cohort in Armed Services history?

## **Introduction**

Much of the leadership training in today’s business, sports, and military worlds starts with a foundation of understanding people. Business journals, coaching philosophies, and military doctrine are filled with leadership techniques and tactics for learning about the personnel that make up a team or unit. In turn, the individual histories and cultural backgrounds that people bring into the workplace can magnify the leadership challenges within an organization. Additionally, the differences in generational identities (or for the purpose of this work,

generational attributes) and the relationship between leader and led becomes even more complicated. Whether it is for making a profit, winning a game, or winning a battle, understanding the generational differences and the specific attributes of a generation that composes the majority of the organization will ultimately improve the performance of that organization.

During the last two decades, generational theorists have suggested that struggles within the workplace can be associated with common traits and values. Johann Riescher states that, “(if) managers and coworkers do not understand each other’s generational differences, tension increases and job satisfaction and productivity decreases.”<sup>2</sup> The rigid parameters of military organizations, such as rank and command structure, add an additional level of complexity to the work environment in which multiple generations must interact. Today, over 65% of the US military is now comprised of the Millennial generation, born between 1981 and 2002.<sup>3</sup> As the Military Millennial cohort grows in size and age and Non-Millennial Military leaders continue to fill mid-grade to senior leadership positions, the need to identify the implications of generational differences to improve the leader/led relationship becomes critical to success. “Military Millennials: Implications for Leaders” will define the primary Millennial attributes and examine the implications these attributes have on the leader/led relationship in order to improve the performance of military organizations.

#### **Method<sup>4</sup>**

*Analyzed Research and Surveys to Identify Five Primary Millennial Attributes.* First, recent academic research, to include multiple surveys of the many Millennial generation characteristics and attitudes, were analyzed to decipher their five primary attributes. However, documented study of Millennial attributes has diminished as the cohort has grown in size and age; this

required “Military Millennials: Implications for Leaders” to focus on a few key resources. The Pew Research Center, a nonpartisan fact tank that has studied generations in depth and serves as the most prominent follower of Millennials over the last 30 years, provided detailed survey and analysis via their *General Social Surveys*.<sup>5</sup> Additional survey results were provided by reputable and impartial business sector studies of Millennials.

*Examined Implications for the Non-Millennial Military Leader.* Second, historical study of Millennial attributes by generational theorists were combined with recent corporate sector and military analysis of Millennials in the work place to determine present day implications for the military leader/led relationship. Corporate sector study was included in the examination due to its greater understanding of Millennials in the workplace and overall lack of impartial analysis by military researchers.

*Determined Recommendations for Non-Millennial Military Leaders.* A review of over 30 sources representing individual study of Millennials was conducted to determine leadership recommendations for the Non-Millennial military leader. Focus was given to those authors focused on recently accepted (2008-2015) Millennial characteristics. Additional effort was made to both articulate the common understanding amongst leadership experts and separate it from opinions based on an individual author’s frustrations with a particular Millennial.

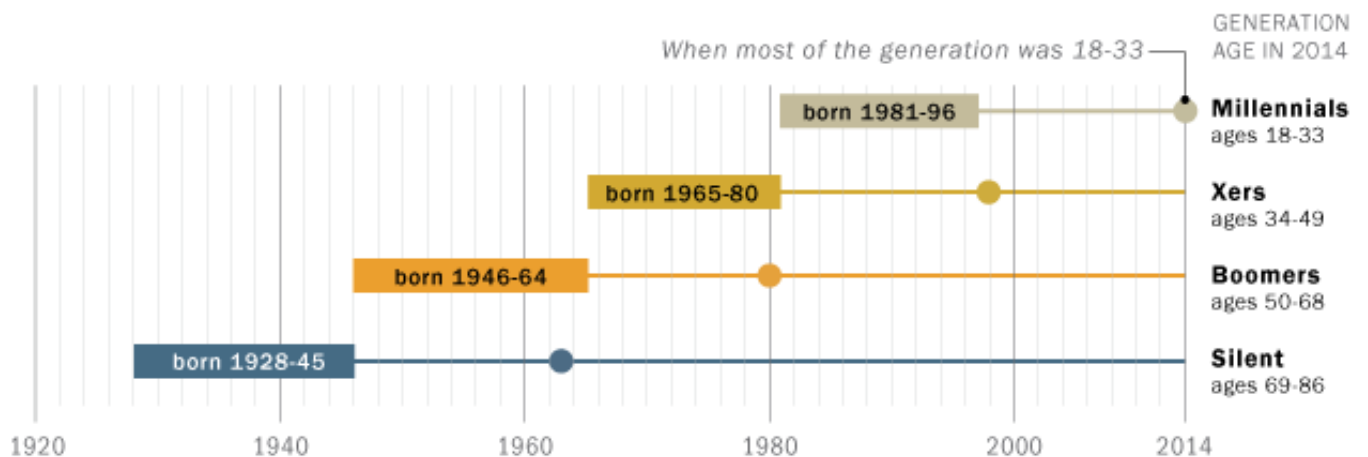
### **Generations Defined**

To fully understand the impacts generational attributes have on the leader/led relationship and organizational performance, it is first necessary to define what generations are and are not. The Pew Research Center provided this definition: “An individual’s age is one of the most common predictors of differences in attitudes and behaviors.....Generations are one way to group age cohorts. A generation typically refers to groups of people born over a 15-20 year

span.”<sup>6</sup> Generational Theorists Neil Howe and William Strauss define generations as the, “aggregate of all people born over roughly the span of a phase of life who share a common location in history and, hence, a common collective persona.”<sup>7</sup> For the purpose of this work, generations will be categorized in contemporary American terms in order to focus the discussion on present day implications. There are four major generations relevant to the discussion of generational impacts on the US military.

The “Millennial” generation, born after 1980, or the first generation to come after the new millennium, is considered the presently growing generation within the work place. Generation X covering those born between 1965 and 1980 earned its title through the famous 1991 book by Douglas Coupland titled, *Generation X: Tales of an Accelerated Culture*. The Baby Boom Generation, born 1946 to 1964, derived its name from the high birth rate related to the end of the World War II. Lastly, the Silent Generation, born 1928 to 1945, refers to a culture of the conformist and of the more civic-minded approach.<sup>8</sup> Figure 1 articulates the time span of each of the four major generations discussed (figure ends at 2014 but provides the most accurate depiction through time.)<sup>9</sup>

**Figure 1: Generations 1920-2014**



Additionally, the determination of the start and end of a specific generation continues to be argued amongst generational theorists. This is primarily due to disagreement about whether or not a specific event in history has influenced a certain cohort. The end date for the Millennial generation and the start of the next generation is yet to be clearly defined by most generational theorists. Every generation was raised during a certain period in history, its way of life modified somehow, its characteristics and values changed, and view of the future may have been altered.

Each generation brings forth different characteristics, values, and even stereotypes based on historical events and demographic changes. “Military Millennials: Implications for Leaders” defines the key characteristics, attitudes, and stereotypes of a generation as “primary attributes.” However, categorizing certain cohorts is not a perfect science and poses challenges for understanding generational impacts on society as a whole. A 2008 study by the Center for Naval Analysis found that, “Many so called generational characteristics are instead life-stage effects which are found in every generation as they move from less responsibility in young adulthood to more responsibility in older age.”<sup>10</sup> Even though characteristics, attitudes, and stereotypes are not universal to all individuals in a cohort, they are used by society (to include leaders and led within organizations) to generalize a specific generation as having certain attributes. Since Millennials now serve as the majority of the US military and in the future will have the most influence on organizational performance, it is important to define the cohort’s primary attributes.

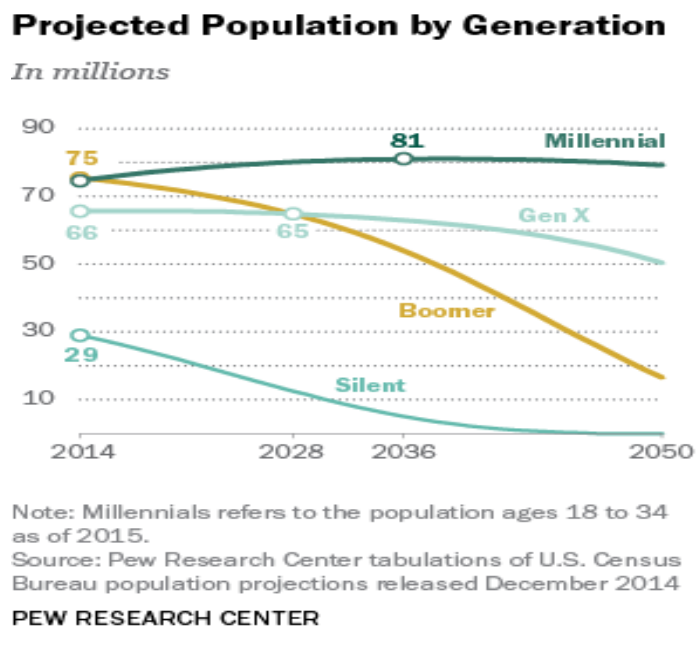
### **Primary Attributes of Millennials**

In determining the implications of the Millennial generation on the leader/led relationship and organizational performance, it is first necessary to see how the cohort’s primary attributes differ from previous generations. First, the Millennial generation has been exposed to educational, economic, social, and political contexts that are unique from previous generations.<sup>11</sup>

The cost of education has increased greatly. Major social events, such as acceptance of same-sex marriage, technological advancements (such as the internet), and even fluctuating economies have all played their role of influence on Millennial attributes. Additionally, the family institution has evolved in the use of positive feedback, reassurance, and the “Helicopter” parent mentality.<sup>12</sup> Influences and events can impact a generation and its implications for society as a whole, to include the armed forces, but so can its size and stature.

The Millennial generation is now the largest generation in history. Figure 2 provides comparative information on the four most recent generations.<sup>13</sup>

**Figure 2:**

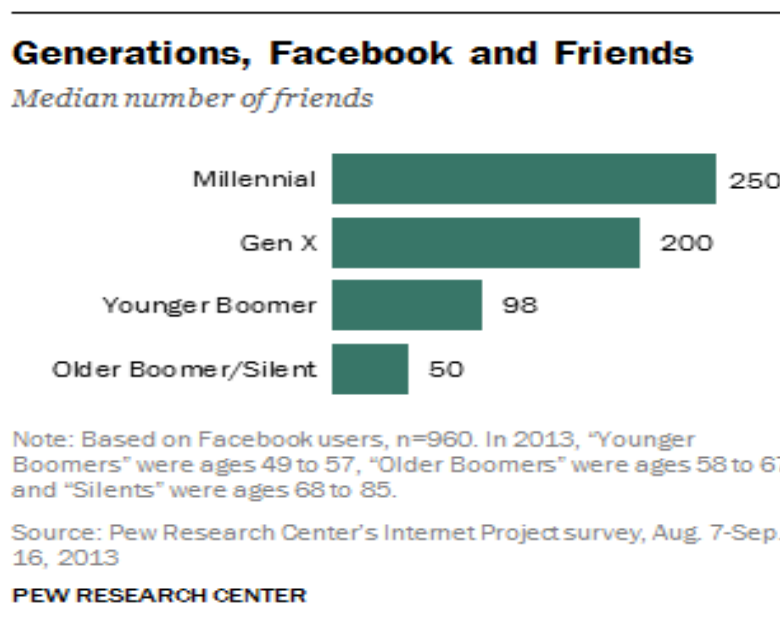


According to the US Bureau of Labor Statistics forecast, during 2015 Millennials will top 70 million members based on an increase in the average family size created by Baby Boom and Generation X cohorts. By 2030, Millennials will make up 75 percent of the total work force, making it one of the largest generations in history.<sup>14</sup> Analysis of current research found that

there are five primary attributes of the Millennial generation which are supported by data collection and survey during the life span of the cohort:

*Connected.* Not surprisingly, Millennials are the most connected generation due to advances in technology and the internet. This has increased their ability to rapidly communicate and access information. A recent survey of the Pew Research Center found that Millennials have far more Facebook friends (figure 3)<sup>15</sup> and are more likely to sleep with a hand held device either on their bed or next to it.<sup>16</sup> Social media and the influence of the internet have served as the primary mode of communication to connect to three key elements of Millennials social interaction: friends, media, and the workplace.

**Figure 3:**

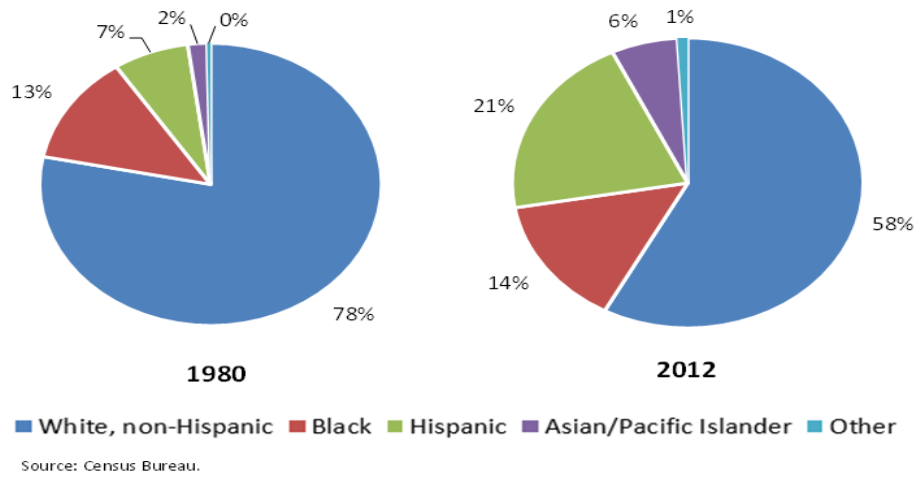


Continuous communication now ensures that Millennials are connected, influencing their responses and assessments of certain situations. A 2015 Deloitte Consulting survey of 7,800 Millennials found that certain Millennials fit into a "Super Connected" cohort, consisting of those that used social media at a greater rate than average.<sup>17</sup> A constant feed of information

between friends, media, and workplace also makes it easier to connect the three and establish, challenge, or reinforce opinions from other sources. This, however, can leave little room for personal assessment and individual thought. None-the-less, the Deloitte Consulting survey also found that, “The Super Connected felt more strongly than their less-connected peers that businesses have a positive impact on wider society and that the purpose of business is to improve society and protect the environment.”<sup>18</sup> Part of this phenomenon amongst Millennials is due to the desire and ability to be connected on a higher level but another part may be due to the demographic changes amongst the cohort, such as diversity.

*Diverse.* Millennials are now the most diverse generation in history, providing additional cultural association and acceptance impacts on the cohort. A 2014 White House study of economic impacts of Millennials found immigration has played a major factor in making the generation even more diverse. “The share of people age 20-34 who were born in a foreign country is now around 15%, much higher than it was in 1950 and near the peak of almost 20% seen in 1910 during the last great wave of immigration to the US.”<sup>19</sup> Through increased immigration, it becomes clear how diversity could influence traditional American culture in relation to views on family, work, and even religion. Additionally, whereas 78% of 15 to 34 Year-Olds classified themselves as non-Hispanic white in 1980, only 58% of the age group made the same classification in 2012.<sup>20</sup> Figure 4 provides detailed analysis of diversity changes by generation. Diversity is also linked to acceptance of ideas amongst specific groups and could be a factor in how Millennials view liberal thought, which will be discussed later. Diversity and the cultural aspects may also play a role in how Millennials view themselves.

**Figure 4: Race and Ethnic Group, 15-34 Year-Olds<sup>21</sup>**



*Self.* Recent study of Millennials has also revealed that the cohort is putting more emphasis on the attribute of “Self.”<sup>22</sup> Self can be defined as self-focused, interested in extrinsic values, and self-expression. A 2010 study of 15,000 Millennials by Dr. Jean Twenge, a psychologist and generational theorist, found that Millennials’ desire for leisure and extrinsic values had increased over time. Millennials were found to have a greater aspiration for personal or leisure time than previous generations. Additionally, Millennials are more interested in working for pay, material possessions, or extrinsic rewards in contrast to older generations that felt compelled to work for work’s sake.<sup>23</sup> A contemporary example of this is the 25-year-old professional who is interested in leaving work at 12 pm on a Friday in contrast to the 45-year-old manager that understands even though there may not be a specific project today work hours are from 9-5, five days a week. The desire for “Self” could play a role in why a 2010 Pew Research Center study found that “37% of Millennials between the ages of 18 and 29 were unemployed or out of the workforce, the highest share among this age group in more than three decades.”<sup>24</sup> Twenge correlates Millennial desire for leisure time with the fact that the cohort was raised in a time when there

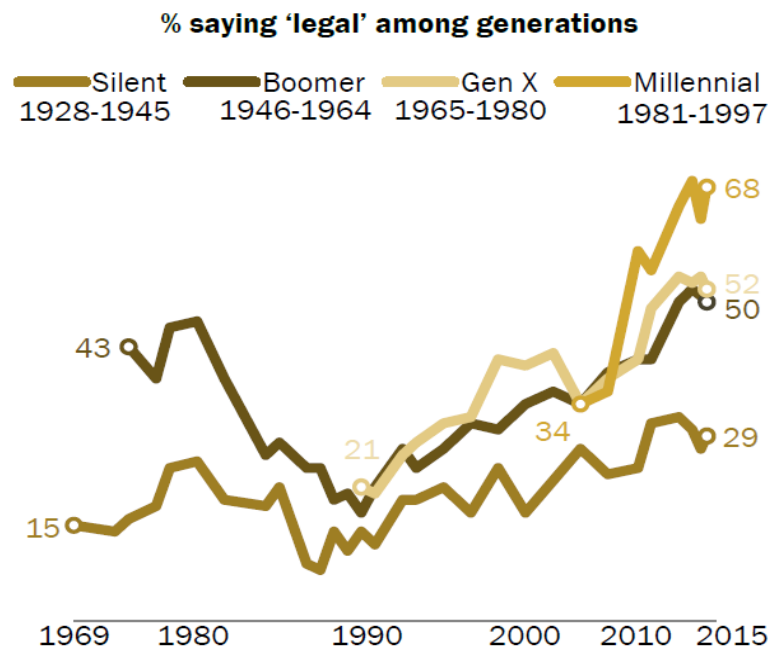
was a socially recognized increase in work hours, many families had both parents working, and vacation time was limited.<sup>25</sup> National media, entertainment, and social networking also play into “Self” attribute and may be a reason why self-expression has become more important to Millennials.

Self-expression has become an important part of Millennial character through personal branding and social network expression. How people view and portray themselves influences their interaction within society. Today, 38% of Millennials now have between one and six tattoos, whilst 23% have a piercing in some place other than their earlobe. Personal branding is not a new phenomenon but it is playing a larger role in the lives of youth, which could be contributed to media and entertainment or just the simple ability to snap a picture of oneself and send it to millions of people around the world. Additionally, 75% have created a profile on a social networking site, all leading to a form of social branding and self-promotion.<sup>26</sup> However, Non-Millennial leaders should not confuse “Self” with popular stereotypes of Millennials, such as entitlement.

“Self,” thus, should not be confused with entitlement and narcissism as a prominent reason for disagreement between generations. Contemporary media, business, and even some generational theorists argue that Millennials are less about work ethic and are entitled to benefits and promotion by being the young and technology savvy generation. Minimal research of these characteristics has been completed and deciphering what is opinion and what is research-based information is difficult. For this reason, the stereotypes such as entitlement, narcissism, poor work ethic, and mental toughness will not be addressed within this study. One attribute that is not questioned amongst researchers is the move of Millennials towards liberal thought on societal issues, which is beginning to counter previous generations.

*Liberal.* Millennials’ recent views on same sex-marriage, marijuana, and politics are articulating a move towards liberal thought. For example, same sex-marriage is used as a delineator of more liberal thought because of its lack of acceptance in previous generations. A 2015 study of generational differences found that 70% of Millennials approved of same-sex marriage in comparison to 59% of Generation Xers.<sup>27</sup> Legalization of marijuana, also accepted within the US as a predominantly liberal concept, depicts a similar trend. Figure 5 shows that acceptance of legalizing Marijuana is up in the US, with over 68% of Millennials now believing that Marijuana should be legal.<sup>28</sup>

**Figure 5: Legalization of Marijuana**



Survey conducted March 25-29, 2015.

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Millennials are also leaning more Democratic in their voting over the last decade. A 2015 survey conducted by the Harvard Institute of Politics found that 55% of Millennials preferred the next president to be a Democrat.<sup>29</sup> Even though this analysis may not depict complete liberal

thought amongst Millennials, they do show liberal tendencies that play a critical factor in their being open to change as discussed in follow on sections. Liberal tendencies can also be ascribed to further education, the fifth primary attribute amongst Millennials.

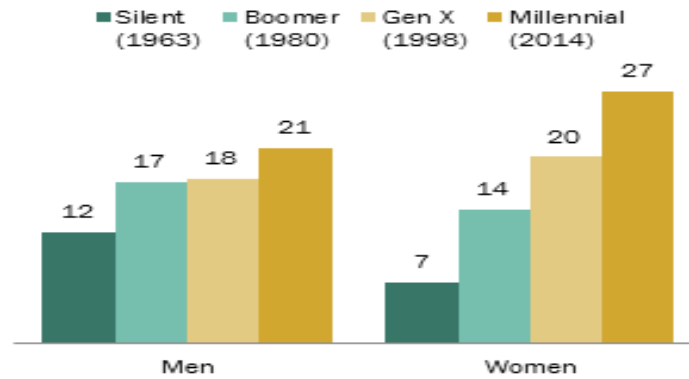
*Educated.* Consistent pressure from previous generations on the benefit of education has resulted in Millennials becoming the most educated cohort in history. Each generation has viewed the importance of education in different ways, but over the last several decades the education system in America has advanced through technology and formal degree requirements for future employment. Getting an education is not a recommendation anymore, it is necessary. Thus, the thirst for knowledge has grown over time. Statistics show that 72% of Millennials now graduate from high school, which is the highest graduation rate in two decades; 68% will enroll in college and 58% of those entering a four-year institution will earn a degree within six years.<sup>30</sup> Figure 6 details education accomplishments among generations. Generation Xer's understanding that through education comes higher paying employment and job satisfaction likely serves as the most prominent reasons college education has become a priority in American society. The education attribute itself is also evolving amongst Millennials in the topics of study, with a current tendency among the cohort to study social science or applied fields such as communications or criminal justice as opposed to liberal arts.<sup>31</sup> A high percentage of young people with high school diplomas and college education combined with the previously discussed Millennial attributes can thus influence societal changes and pose implications for the leader/led relationship.

Figure 6:<sup>32</sup>

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### Millennials On Track to be the Most Educated Generation to Date

*% completing at least a bachelor's degree at ages 18-33, by gender*



Note: The educational attainment question was changed in 1992. So for Boomers and Silents, this refers to those who completed at least four years of college. Educational attainment was not available for the 1963 Current Population Survey. The education of Silents was approximated using 18-33 year-olds from the 1962 Current Population Survey.

Source: Pew Research Center tabulations of the March Current Population Surveys (1963, 1980, 1998, and 2014) from the Integrated Public Use Microdata Series (IPUMS)

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### Implications for Non-Millennial Military Leaders

Military Millennials possess the same attributes as the general cohort but their position within the hierarchal structure of the armed forces poses complex implications on the leader/led relationship. It should be noted that one key difference between Military Millennials and the general cohort is that of willingness to serve.<sup>33</sup> Other than for the purposes of recruitment, limited study of Military Millennials is outdated. How Millennials integrate and adapt to a changing lifestyle within the services can also influence their attitudes toward leaders and the organization. Since most mid-grade leadership roles are still fulfilled by Non-Millennial military leaders, generational differences can pose the following complex implications on the leader/led relationship.

*Need for Open Communication.* While serving as the most connected generation in history, Millennials have increased desire for constant communication amongst peers and leadership. For decades, professional leadership training has taught that problems can be solved in the workplace through communication. Today's workplace is no different, and both Millennials and Non-Millennial leaders must continue to openly communicate in order to improve performance. This concept, however, poses challenges in civilian society and the hierarchy of senior-subordinate relationship in the armed services. A 2009 analysis of leadership styles for Millennials in the work place found that leaders that invest time and effort into cultivating genuine meaningful relationships with employees provide a greater bid for success.<sup>34</sup> Additionally, some of the most respected leaders in the United States have found that the openness of communication will lead to a successful organization. General Collin Powell, former Secretary of State, openly voiced that, "I want to hear from you, I want to get all the great ideas that exist throughout the Department."<sup>35</sup> By harnessing open communication and fully understanding the attributes of Millennials, Non-Millennial military leaders will also be able to work through even more challenging situations such as the "work versus life scenario."

*Work versus Life Scenario.* The combination of the "Self" attribute and Millennials' ability to harness technology drives the cohort to prioritize accomplishing tasks over spending needless hours at work. This mentality conflicts with Non-Millennial perception of the work-versus-life scenario.<sup>36</sup> The work-versus-life scenario can be defined as prioritizing work ahead of, or below, personal life pursuits such as hobbies, family, and travel. Non-Millennials tend to view work as, or almost as, important as personal life pursuits whereas Millennials view personal life pursuits as their true priority in life.<sup>37</sup> As the Millennial generation has grown in size and age within the work force, Non-Millennials have struggled to understand why the younger generation

does not feel they need to be at work 9-5. The challenge or tension this presents to the traditional or hierarchical military structure is obvious. A 2014 study of Millennials in the workforce, commissioned by Cisco, found that 50% of Human Resource departments are adjusting their culture to a more flexible work style environment. This allows professionals to work as they please and preventing the 9-5 restrictions.”<sup>38</sup> Disputes between leader and led take place due a failure to understand how the different generations view the work-versus-life scenario.

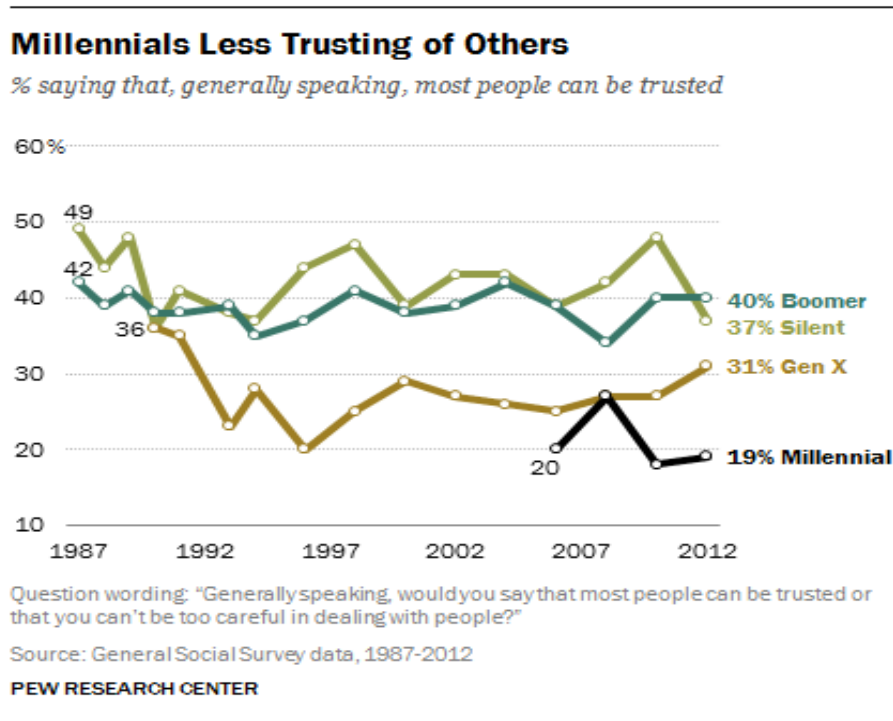
Additionally, Millennials believe that their relationship to technology is what makes their generation unique,<sup>39</sup> hence, if they are able to speed tasks and missions along, they will. Just as Millennials desire a personal life and leisure time, they also desire organizations that are open to change.

*Openness to Change.* Millennial attributes of diversity and liberal thought have resulted in an openness to change amongst the cohort, thus posing a challenge to traditional Non-Millennial leaders. Millennials have witnessed many different changes in their childhood and young adult years that have opened the door for a more understanding cohort that accepts change. From an increased acceptance of diverse cultures to the acceptance of same-sex marriage and even dual income parents, change has become a way of life for Millennials. Previous generations were raised with the understanding that change could be confusing and may influence institutions in a negative way, Millennials think otherwise. Non-Millennial military leaders must understand that the approach Millennials take in accomplishing missions, providing feedback, and working with others will entail some level of openness to change. Just as important as openness to change for Millennials is trust in individuals and organizations.

*The Need for Trust Building.* Current research also shows that Millennials are less trusting of others and institutions.<sup>40</sup> This consequently poses implications for leaders representing any

organization but especially the armed forces. Since Non-Millennial military leaders undoubtedly are put into positions representing the organization, the lack of trust can potentially break down the relationship between leader and led.

**Figure 7:**



Non-Millennial military leaders’ knowledge of these implications for the leader/led relationship should provide enough perspective to use basic leadership traits such as integrity, judgment, loyalty, and unselfishness to combat the “trust” implication.<sup>41</sup> Since leaders are normally viewed as representing organizations, the need for trust must influence organizational performance.

In 2015, USAF commanders Colonel Clinton Hinote and Colonel Timothy Sundvall published “Leading Millennials: An Approach That Works.” Their study discussed Millennials’ distrust of institutions. Hinote and Sundvall noted that Non-Millennial leaders should be more accepting of the Millennial distrust in institutions because “many of our institutions are deeply flawed as their attempt to adjust to the complex and rapidly changing world around them.”<sup>42</sup>

Millennials questioning and providing opinion on how organizations are running will undoubtedly make organizations better. If Non-Millennial military leaders can better understand all of the attributes of Millennials and how those attributes create feelings such as distrust in institutions, the leader/led relationship will improve.

### **Recommendations for Non-Millennial Military Leaders**

By creating a greater understanding of the attributes that make up the Millennial generation, leaders can determine the appropriate leadership philosophy that will create better leader/led relationships and increase organizational performance. Many leadership philosophies have looked to create a greater understanding of the led. Most notably, the “Transforming Leadership” style introduced by James Burns in 1978, and later revised into “Transformational Leadership” by Bernard Bass in 1985, invites leaders to take the needs and concerns of the led into consideration, encourages creativity, inspires motivation through a clear vision, and serves as a role model for ethical behavior.<sup>43</sup> When assessing the studies of Burns and Bass, Lieutenant Colonel John Bolt, USMC noted that, “Successful transformational leaders throughout history have guided their organizations through change by articulating a strategic vision and shaping their organization’s culture around the values and motivations of followers who internalized that vision. Millennials want their voices heard and their values understood and strategic leaders who shape their vision in a way that aligns with those values gains significant potential for lasting impact.”<sup>44</sup>

Research suggests that the qualities Millennials seek in leadership differ from what Baby Boomers or Generation X envision as important leadership qualities.<sup>45</sup> Leaders being prepared with the understanding of what specific leadership characteristics will work with Millennials could provide an added advantage to the leader/led relationship. The 2014 Deloitte Millennial

Survey provided responses from 8,700 online participants in relation to the qualities most desired by Millennials in their leadership:

- Strategic thinking (39 percent)
- Being inspirational (37 percent)
- Strong interpersonal skills (34 percent)
  - Vision (31 percent)
- Passion and enthusiasm (30 percent)
  - Decisiveness (30 percent)<sup>46</sup>

A review of the recommendations provided by surveys and research used for this study has revealed the following as key leadership tools to ensure effective and efficient organizational culture and good leader/led communication:<sup>47</sup>

***Ensure Mentorship is Assigned.*** Each of the military services has implemented some form of mentorship program, but after reviewing the Millennial attributes above there may be a need for mentorship outside the reporting chain.<sup>48</sup> Millennial desires for continuous connection and their individualistic mentality of “self” pose challenges for reporting seniors (those that Military Millennials directly report to and are graded by) to provide clarity and guidance. Since reporting seniors represent the institution and are responsible for holding Millennials accountable, mentorship from an outside entity could provide value by providing an additional connection and level of trust. Management Mentors, a mentorship-consulting firm for several fortune 500 corporations, has recently found success with “Group Mentoring” and “Situational Mentoring.” Group mentoring assigns a mid-grade leader to a group of mentees, providing feedback that is more casual and allowing for group mentorship meetings. Situational Mentoring utilizes a specific mentor assigned for a specific task or mission and feedback after that task is complete.<sup>49</sup>

A military example of this could be a commander assigning the operations officer to provide mentorship to a certain officer throughout an exercise but only for that evolution. Keys to this model would entail ensuring that the mentor and mentee understand roles and responsibilities for consultations.

***Develop the “Ownership” Mentality.*** Owning the process or having buy in to a mission or project is key to Millennials being efficient and productive in organizations. Developing an “ownership mentality” amongst millennials starts with clear communication of why the mission or task is important. Non-Millennial military leaders may take offense to this notion of asking questions after orders are given, but in reality this may provide benefit to the overall organizations. By providing the “why” behind a specific task or mission, the individual involved can more clearly understand the larger picture and take full possession of the mission or project. Additionally, by providing the logic behind policies and instructions, the Non-Millennial military leader is able to sharpen his own leadership and communications skills. Hinote and Sundavall note that, “we decided that we wanted our subordinates to know ‘why’ because when things changed, they would find themselves better equipped to adapt accordingly to our intent.”<sup>50</sup> The question of “why” can also be more clearly communicated through a solid mission statement, expectations, and effective timeline.

***Specific Missions, Expectations, and Realistic Time Lines for achievement.*** The Millennial attribute of self, combined with the work versus life implication, requires Non-Millennial military leaders to outline specific missions, expectations, and timelines. Throughout US military doctrine, reference has been made for the need for simplicity in mission orders. Non-Millennial leaders that have initial frustration with the Millennial understanding of the work versus life scenario must review mission orders to determine if they are specific and provide

clear expectations or results. Additionally, the understanding of time to accomplish the mission must be clearly defined as Millennials' understanding of urgency could differ from Non-Millennials. Lieutenant Colonel Wayne Sinclair's 2006 analysis of Millennial/Non-Millennial leadership challenges describes the need for, "Teaching project and time management to conclude the sequencing of implicit tasks"<sup>51</sup> Effectively communicating specific missions, expectations, and realistic timelines for achievement may be viewed as basic leadership to many, but clear clarification to Millennials may serve to be more beneficial than to previous generations. With clear missions comes the need for feedback to evaluate mission successes and failures.

***Continuous Feedback Approach.*** Millennial attributes of "Connected" and "Self" combined with the implication of open communication create a need for continuous feedback between leader and led. Supervisors providing employees feedback to improve performance is not a new concept at all. The difference with Millennials is the need for feedback is frequency. A sense of constant connectedness encourages Millennials to look for feedback more frequently and in an informal basis. Jeff Lawson, CEO of Twilio, a Cloud Communications Company states that "(Millennials) enjoy constant feedback because they always want to be learning and growing. They're not looking for constant praise, he says, but rather they want to 'keep score' on how they're doing in all aspects of their career."<sup>52</sup> Non-Millennial leaders may have been brought up in workplaces in which feedback was performed in an annual setting with a written evaluation providing positives, negatives, and recommendations for the future. Non-Millennial leaders cannot look at this Millennial characteristic with hesitation but should instead view it as an opportunity to mentor, impact change in performance, and increase organizational successes.

***Authenticity Always.*** Leaders must also ensure they are authentic and trustworthy in their leadership approach to Millennials. Non-Millennial leaders must understand up front that Millennials are more inclined to believe that leadership is focused on profit (mission success in the armed forces) and personal reward.<sup>53</sup> The importance for being authentic with intentions is highlighted by Millennial preconceived notions of leaders. Colonel Wayne Sinclair points out in his 2006 *Marine Corps Gazette* article, “Leaders perceived to promote an image to intimidate, gain acceptance, or to compromise their moral authority will be suspected of fraud regardless of competences. Millennials may forgive many shortcomings in their leaders but hypocrisy is the unpardonable sin.”<sup>54</sup> By using these lessons for leadership and understanding the implications for Millennial attributes in the workplace stronger leader/led relationships can be built and thus increase overall organization performance. The armed services must continue to develop ways to study its most precious resource to evolve leadership practices and meet mission success.

***Recommendation for Future Study.*** Through analyzing generational attributes and their implications on the leader/led relationship, additional leadership lessons will be revealed, validating the need for further survey and study in the military workplace. Currently there is no formal feedback or assessments of leader/led relationships within the services. The command climate surveys, which anonymously canvass entire military units, do provide some feedback of the relationship between leader and led but are more focused on the specific commander of particular organizations.<sup>55</sup> Results are held at the commander level and can be skewed due to current events within the unit, operational tempo, and individual grievances and are expected and completed on an annual basis.<sup>56</sup> The armed services need a tool to understand how the leader/led relationship are evolving to stay ahead of changes based on generations. Since surveys to determine workplace leader/led trends in the civilian workforce are used to determine these

implications (as discussed throughout this study), this tool should be implemented into the armed services.

A generational survey similar to the multiple academic and corporate surveys discussed in this study should be developed to determine trends and challenges amongst age/rank and leader/led relationships. Surveys do not need to be done each year, but instead, every four to six years in order to determine if trends and potential generational changes are occurring. Much consternation exists in the armed services in regards to surveys (to include command climate surveys), but the overall importance of a survey on generational implications could provide value to unit performance. Such surveys should be general in nature but connect personal and professional values such as career satisfaction, professional goals, and expectations of leadership. Surveys should be made public to the services for an open understanding of trends and challenges. Results should be discussed at General Officer symposiums and amongst service leadership to provide additional guidance to commanders who will set the tone for leadership development throughout the services.

### **Conclusion**

The influence of generational attributes and the implications they pose to the leader/led relationship will continue to serve as a dynamic force within the military services. The noted generational theorists, Neil Howe and William Strauss believe that, “Generations are among the most powerful forces in history. Tracking their march through time lends order and even a measure of predictability to long-term trends.”<sup>57</sup> By understanding how generations can better work together, unit performance will improve and mission accomplishment will be attained which is critically important to the armed services that protect the freedoms of all generations into an unknown future.

The future poses even more generational changes within the armed services and many more unknown implications for the leader/led relationship and unit performance. Just a few years into the future is another generation, often labeled generation Z. Very little academic or corporate research has been conducted on Generation Z because it is just entering the workforce. Millennial Branding, a research and consulting firm which released a workplace expectations study in 2014, concluded that Generational Z was between the ages of 16 and 20 (now 18 and 22). Generation Z's initial characteristics are revealing and show that this cohort has more entrepreneurial spirit; they are less about money and they prefer more face-to-face communications. Additionally, Generation Z seems more realistic than optimistic which conflicts with Millennial thought.<sup>58</sup> What implications does Generation Z pose to the leader/led relationship within the military? It is yet to be seen, but continued study of generational attributes in the military workplace will reveal future lessons for leadership and better understanding amongst the armed services' most precious resource.

## Endnotes

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\*Multiple internet based research publications were used in the course of developing this study, in many cases, preventing page numbers from being provided.

\*Websites and internet PDF files were accessed during from December 2015 to March 2016.

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<sup>2</sup> Johann Riescher, "Management Across Time: A Study of Generational Workforce Groups (Baby Boomer and Generation X) and Leadership," Capella University, 2009. 8.

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<sup>7</sup> James Drago, "Generational Theory: Implications For Recruiting the Millennials," US Army War College, 2006. <http://www.strategicstudiesinstitute.army.mil/pdffiles/ksil331.pdf>

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<sup>8</sup> Pew Research Center, September 2015, "The Whys and How's of Generational Research."

<sup>9</sup> Pew Research Center, September 2015, "The Whys and How's of Generational Research."

<sup>10</sup> Darlene E. Stafford and Henry S. Griffis. "A Review of Millennial Generation Characteristics and Military Workforce Implications," Center for Naval Analysis: Alexandria, VA. May 2008,

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- <sup>36</sup> Price Waterhouse Corporation, 14<sup>th</sup> Annual Global Survey of CEOs. “Millennials at work: Reshaping the Workplace,” Opinium Research, 2011, 8. <https://www.pwc.com/ml/en/services/consulting/documents/millennials-at-work.pdf> The life-versus-work balance has been discussed amongst many different millennial studies. It is a widely understood concept amongst business leaders but little research other than Jean Twenge’s study of Millennial desire for leisure have produced data sets to prove the concept.
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- <sup>44</sup> John Bolt, “Leading Millennials: Shaping Marine Corps Organizational Culture to Retain and Develop the Next Greatest Generation,” Naval War College, January 23, 2013. Provided to the author upon request.
- <sup>45</sup> Tanika Hall, “Leadership Style Predilection of Baby Boomers, Generation Xers, and Generation Y’ers” University of Maryland, University College, 2012. <http://search.proquest.com/docview/1019236073?accountid=14746>.
- <sup>46</sup> “Mind the Gaps: The 2015 Deloitte Millennial Survey,” 15.
- <sup>47</sup> The author conducted a review of 30 surveys, studies and leadership articles written by business and military leaders referring to challenges and leadership lessons for leading the

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Millennial generation. Additionally the author consulted with Major Matt Milburn and Major Isaac Moore, both served in United States Marine Corps Recruiting Station commander and multiple operational command billets in which Millennials served. These officers provided insight and reference for leadership lessons that are being used currently in the Marine Corps to effectively lead Millennials.

<sup>48</sup> Multiple mentoring campaigns have been established over the last 30 years, amongst all US military services. The Marine Corps uses the Marine Corps Mentorship Program found at: <http://www.marines.mil/Portals/59/Publications/MCO%201500.58.pdf>

<sup>49</sup> “Not Your Grandma’s Mentoring Program: Tips and Strategies for Mentoring Millennials,” Management Mentors, winter 2014, 3. <https://www.usgs.gov/humancapital/ecd/mentoringreadinglist/MentoringMillennialsbyManagementMentors.pdf>

<sup>50</sup> S. Clinton Hinote and Timothy Sundvall, “Leading Millennials.”

<sup>51</sup> Wayne Sinclair, “Millennials Merging: Leading a New Generation in War,” *Marine Corps Gazette*, September 2006. 76.

<sup>52</sup> Adam Bryant, “Jeff Lawson of Twilio: When Ideas Collide, Don’t Duck,” *New York Times*, March 8, 2014. [http://www.nytimes.com/2014/03/09/business/jeff-lawson-of-twilio-when-ideas-collide-dont-duck.html?\\_r=0](http://www.nytimes.com/2014/03/09/business/jeff-lawson-of-twilio-when-ideas-collide-dont-duck.html?_r=0)

<sup>53</sup> “Mind the Gaps: The 2015 Deloitte Millennial Survey.”

<sup>54</sup> Wayne Sinclair, “Millennials Merging: Leading a New Generation in War,” 76.

<sup>56</sup> “New Climate Survey Improves Awareness for Commanders,” U.S. Department of Defense. December 2013. <http://archive.defense.gov/news/newsarticle.aspx?id=121338> This DOD article provides an example of the newest form of command climate survey the Defense Equal Opportunity Climate Survey. Units anonymously grade the command and commander on organizational effectiveness, equal employment, equal opportunity, fair treatment, and favoritism.

<sup>57</sup> The author’s analysis of command climate surveys is based off his 15 years on both the leader and led sides of the command climate survey.

<sup>58</sup> Neil Howe, William Strauss, “The Next 20 Years: How Customer and Workforce Attitudes Will Evolve,” *Harvard Business Review*, July-August 2007, 41. <https://hbr.org/2007/07/the-next-20-years-how-customer-and-workforce-attitudes-will-evolve>

<sup>59</sup> Dan Schawbel, “Millennial Branding and Roanstad US Release First Worldwide Study Comparing Generation Y and Generation Z Workplace Expectations,” *Millennialbranding.com*, September 2, 2014. <http://millennialbranding.com/2014/geny-genz-global-workplace-expectations-study/> The article provides an overview of the study completed By the Millennial Branding consulting firm and Randstad, Human Resource Services and Staffing Company.

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Article provides perspective and leadership advice for both Millennials and Non-Millennials from some of the most well recognized leaders in American history.

Bolt, John. "Leading Millennials: Shaping Marine Corps Organizational Culture to Retain and Develop the Next Greatest Generation," Naval War College. January 23, 2013.

Colonel John Bolt has served in multiple command billets in both recruiting and operational units within the United States Marine Corps. Paper provides analysis of Transformational leadership as it relates to Millennials. Provided to the author upon request.

Bryant, Adam. "Jeff Lawson of Twilio: When Ideas Collide, Don't Duck," *New York Times*, March 8, 2014. [http://www.nytimes.com/2014/03/09/business/jeff-lawson-of-twilio-when-ideas-collide-dont-duck.html?\\_r=0](http://www.nytimes.com/2014/03/09/business/jeff-lawson-of-twilio-when-ideas-collide-dont-duck.html?_r=0)

Thoughts on leadership from the CEO of a major communications company who closely works with Millennials.

Chou, Shih Yung. "Millennials in the Workplace: A Conceptual Analysis of Millennials' Leadership and Followership Styles." *International Journal of Human Resource Studies*, 2012. Vol 2, No. 2.

<http://www.macrothink.org/journal/index.php/ijhrs/article/view/1568>

Analytical study of the values, attitudes, beliefs and aspirations of millennials in the workplace compared to previous generations.

"Cisco Connected World Technology Report 2014," Cisco. 2014.

<http://www.cisco.com/c/en/us/solutions/enterprise/connected-world-technology-report/index.html#~2014>

This study provides insight into Millennial professionals and how they use technology and view the work environment to include work flexibly. Study uses the survey format and of 1,388 professionals around the world.

Drago, James. "Generational Theory: Implications for Recruiting the Millennials."

<http://www.strategicstudiesinstitute.army.mil/pdf/files/ksil331.pdf>

Describes how generational differences have influenced the recruitment of Millennials into the military.

Fry, Richard. "This year, Millennials will overtake Baby Boomers," Pew Research Center, January 26, 2015. <http://www.pewresearch.org/fact-tank/2015/01/16/this-year-millennials-will-overtake-baby-boomers/>

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Research center that provides multiple surveys a year of generational impacts on society. This specific study determined the size and scope of the Millennial generation.

Hall, Tanika LaToya. "Leadership Style Predilection of Baby Boomers, Generation X'ers, and Generation Y'ers." University of Maryland University College, 2012.

<http://search.proquest.com/docview/1019236073?accountid=14746>.

The study analyzes the dynamics of leaders managing up to three different generations at the same time. Mostly focused on the corporate world and evaluated three leadership styles, transformational, transactional, and passive-avoidant.

Hammacher, Bridget "Different Generation's, and the Challenge of Leadership- Does this matter?" Marine Corps University, 2011. [www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA600681](http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA600681)

Article questions whether generational differences matter or if the basic tenants of leadership that are taught in the military can be used throughout the generations.

Hinote, Clinton S., Sundvall, Timothy. "Leading Millennials: An Approach That Works," *Air & Space Journal*. January-February 2015.

[http://www.airpower.maxwell.af.mil/apjinternational/apj-s/2015/2015-3/2015\\_3\\_05\\_hinote\\_s\\_eng.pdf](http://www.airpower.maxwell.af.mil/apjinternational/apj-s/2015/2015-3/2015_3_05_hinote_s_eng.pdf)

Two Air Force commanders analyzed what worked for them during their time in charge of Millennials. Their discussion of the characteristics and value that Millennials bring provides a positive light on the cohort.

Howe, Neil, Strauss, William. "The Next 20 Years: How Customer and Workforce Attitudes Will Evolve." *Harvard Business Review*. July-August 2007. <https://hbr.org/2007/07/the-next-20-years-how-customer-and-workforce-attitudes-will-evolve>

Two of the most respected generational theorists in American history discuss the future influence generations will have on society.

Price Waterhouse Corporation, 14<sup>th</sup> Annual Global Survey of CEOs. "Millennials at work: Reshaping the Workplace." Opinium Research, 2011.

<https://www.pwc.com/m1/en/services/consulting/documents/millennials-at-work.pdf>

Survey provides recent, in depth analysis of the corporate workplace and how CEOs view generational differences in their companies.

"Marine Corps Leadership Principles and Traits," United States Marine Corps.

<http://www.tcsnc.org/cms/lib010/NC01910389/Centricity/Domain/592/Leadership%20Principles%20and%20Traits.pdf>

Leadership Principles and Traits are a part of the entry-level leadership training Marines receive. They have been widely adopted by multiple leadership organizations throughout the world.

"Marine Corps Mentorship Program," United States Marine Corps.

<http://www.marines.mil/Portals/59/Publications/MCO%201500.58.pdf>

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Multiple mentorship programs exist throughout the armed services. The Marine Corps Mentorship has gone through multiple revisions but continues to maintain focus on taking care of subordinates.

“Mind the Gaps: The 2015 Deloitte Millennial Survey,” Deloitte Consulting. October 2015. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-wef-2015-millennial-survey-executivesummary.pdf>

In depth survey of 7,800 Millennials from 29 countries sharing views on business, leadership and performance in the workplace.

Mokrovich, Justin. “Commanding Generation Y: How Generation X Military Leaders Can Better Utilize Generational Tendencies.” Marine Corps University, 2012. [www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA601606](http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA601606)

Discusses the how 33-45 year old commanders view generational differences and how they must appreciate and adapt to Millennials. Additionally the author determines that these commanders need to remain loyal to senior leadership and their generational tendencies.

Moffat, Jim. “The 7 Positive Qualities of Millennials That Can Help You Improve Your Business.” *Entrepreneur*, January 26, 2015. [www.entrepreneur.com/article/242155](http://www.entrepreneur.com/article/242155)  
Article turns around the negative stereotypes about Millennials in the workplace and discusses how Millennials can benefit a company.

National Chamber of Commerce Foundation, “The Millennial Generation Research Review,” <https://www.uschamberfoundation.org/sites/default/files/article/MillennialGeneration.pdf>  
Collected recent data in relation to Millennial attributes and social trends. Discusses the term “Self” and specifically self-expression and how tattooing and branding are connected to self-identification.

National Center for Education Statistics, “Post-Secondary Graduation Rates.” [http://nces.ed.gov/programs/coe/indicator\\_pgr.asp](http://nces.ed.gov/programs/coe/indicator_pgr.asp)  
Website provides detailed analysis of graduation rates over time.

“Not Your Grandma’s Mentoring Program: Tips and Strategies for Mentoring Millennials.” Management Mentors, Winter 2014. <https://www.usgs.gov/humancapital/ecd/mentoringreadinglist/MentoringMillennialsbyManagementMentors.pdf>

The website provides recent study of mentoring philosophies that have worked specifically in the business world. Highlights trends in the leader and led relationship now that the Millennial generation has grown in size in the workplace.

Patten, Eileen and Fry, Richard. “How Millennials today compare with their grandparents 50 years ago.” Pew Research Center. March 19, 2015. <http://www.pewresearch.org/fact-tank/2015/03/19/how-millennials-compare-with-their-grandparents/>

Analysis of specific differences in generations over time. Focuses on the last 50 years and how Millennials are more educated, to include bachelor degrees.

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Pew Research Center, February 24, 2014, "Millennials: Confident. Connected. Open to Change." <http://www.pewsocialtrends.org/2010/02/24/millennials-confident-connected-open-to-change/>

Provides detailed study of Millennials use of social media, technology and views on the workplace. Pew makes the correlation between technology (social media) and connectedness amongst Millennials.

Pew Research Center, March 7, 2014. "Millennials in Adulthood."

<http://www.pewsocialtrends.org/2014/03/07/millennials-in-adulthood/>

The Pew Research Center provides analysis of social media trends and internet influence on generational changes. Additional points on how Millennials differ from previous generations provide a level of understanding for Non-Millennial leaders.

Pew Research Center, April 14, 2015. "6 facts about Marijuana,"

<http://www.pewresearch.org/fact-tank/2015/04/14/6-facts-about-marijuana/>

Discusses Millennials view of Marijuana and correlates it to their generational values. Article suggests that Millennial views on marijuana could be an insight to Millennial liberal thought.

Pew Research Center, July 29, 2015. "Changing Attitudes on Gay Marriage."

<http://www.pewforum.org/2015/07/29/graphics-slideshow-changing-attitudes-on-gay-marriage/>

Pew discusses Millennials change in views toward gay marriage based on changes in society and generations. Article suggests that Millennial views on marijuana could be an insight to Millennial liberal thought.

Pew Research Center, September 7, 2015. "The Whys and How's of Generational Research."

<http://www.people-press.org/2015/09/03/the-whys-and-hows-of-generations-research/>

Provides detailed analysis of what generational study does and how it works. This analysis serves to prove why the Pew Research Center has been so dominant in the field of generational study over the last 30 years.

Richardson, Lynn. "Richardson Column: Are you ready for the march of the Millennials?"

Fredericksburg Free Lance Star. November 15, 2015.

[http://www.fredericksburg.com/business/columns/richardson-column-are-you-ready-for-the-march-of-the/article\\_5dcb6cfb-b7ee-5220-aecf-4218f7fd7175.html](http://www.fredericksburg.com/business/columns/richardson-column-are-you-ready-for-the-march-of-the/article_5dcb6cfb-b7ee-5220-aecf-4218f7fd7175.html)

Depiction of the challenges that the corporate world, specifically leaders in the corporate world could be going through in regards to generational differences in the workplace.

Riescher, Johann G. "Management across Time: A Study of Generational Workforce Groups (Baby Boomer and Generation X) and Leadership." Capella University, 2009.

<http://search.proquest.com.lomc.idm.oclc.org/docview/305160591/fulltextPDF/C0711D50D7624078PQ/1?accountid=14746>

Study provides insight into how generational influences have altered the workplace environment.

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Schawbel, Dan. "Millennial Branding and Ranstad US Release First Worldwide Study Comparing Generation Y and Generation Z Workplace Expectations." Millennialbranding.com, September 2, 2014. <http://millennialbranding.com/2014/geny-genz-global-workplace-expectations-study/>

Study details the recent buying and economic trends of Millennials. Schawbel discusses how Millennials view digital media and marketing and what is important to them based on generational characteristics.

Schieltz, Matthew, "Four Elements of Transformational Leadership." *Houston Chronicle*, <http://smallbusiness.chron.com/four-elements-transformational-leadership-10115.html>  
Schieltz discusses the modern day implications of transformational leadership theory relation to generational issues in the current workplace.

Sinclair, Wayne. "Millennials Merging: Leading a New Generation in War." *Marine Corps Gazette*, September 2006.

Colonel Sinclair, USMC provides the only in depth, published analysis examining leadership struggles with Millennials. He details both positive and negative implications of the Millennial within the Marine Corps.

Stafford, Darlene and Griffis, Henry. "A Review of Millennial Generation Characteristics and Military Workforce Implications," Center for Naval Analysis, Alexandria, VA: May 2008. [https://www.cna.org/CNA\\_files/PDF/D0018211.A1.pdf](https://www.cna.org/CNA_files/PDF/D0018211.A1.pdf)

A CNA study that was developed to assist military recruiting. Provides characteristics and general tendencies of Millennials and links them to potential for military service.

The White House, *15 Economic Facts about Millennials*, the Council of Economic Advisers, Washington, DC October 2014.

[https://www.whitehouse.gov/sites/default/files/docs/millennials\\_report.pdf](https://www.whitehouse.gov/sites/default/files/docs/millennials_report.pdf)

White house document details survey statistics of Millennials to include details of race, impact on the economy and employment.

Thompson, Charles, Gregory, Jane. "Managing Millennials: A Framework for Improving Attraction, Motivation, and Retention." *The Psychologists Manager Journal*, October 2012. Accessed through Researchgate.net on March 8, 2016. [https://www.researchgate.net/publication/263920409\\_Managing\\_Millennials\\_A\\_Framework\\_for\\_Improving\\_Attraction\\_Motivation\\_and\\_Retention](https://www.researchgate.net/publication/263920409_Managing_Millennials_A_Framework_for_Improving_Attraction_Motivation_and_Retention)

Provides an in depth look at how managers work with and recruit Millennials. This study evaluates how managers deal with characteristics of entitlement discusses the transformational leadership style.

Twenge, Jean. "Generational Differences in Work Values: Leisure and Extrinsic Values Increasing, Social and Intrinsic Values Decreasing," *Journal of Management*, 1 March 2010. Accessed online.

<https://www.psychologytoday.com/sites/default/files/attachments/4330/genworkvaluesjo.pdf>

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Detailed analysis of Millennials views on leisure and work. Dr. Twenge provides a statistical analysis over time and discredits many of the traits the public sees as “stereotypes” of Millennials.

Volpe, John. “Harvard Public Opinion Project,” Harvard University Institute of Politics, 2015.  
<http://www.iop.harvard.edu/HPOP>

Harvard conducts a detailed study of public opinion on a yearly basis. This study focused on Millennials and their current opinion of the social dynamics in America to include voting for president, politics in general, and use of the military.