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The title of this article is just to remind us that one of the most influential companies for a particular generation has just entered adulthood. This generation, known as the Millennials, also adults today, is beginning to occupy its space in the labor market. They are youngsters between the ages of 20 and 30 with certain characteristics that vary in relevance, depending on common socio-economic factors, to wit:

- This generation wants to work for companies with a purpose that align with their personal beliefs;
- The Millennials mistrust traditional organizations. Many of them saw their parents lose their jobs in countless organizational restructuring or reengineering processes. This is further aggravated in Brazil by the association of certain big companies with corruption scandals;
- They were raised under permanent instability, therefore, risk, change and individualism are part of the day-to-day of these people. This results in high career volatility;
- Technology companies have a magnetic attraction over this generation. The Millennials don't only want to improve the world; they want to revolutionize it. What attracts a newly graduated mechanical engineer today is no longer the opportunity to participate in a new car project, but rather the project of an electric, autonomous and shared vehicle. Soon, the car will also have to fly, or else, it will be considered obsolete;
- Many feel underutilized by organizations, or are not growing in their career. Perhaps this is a fact, perhaps just a certain hurriedness typical of this generation. Probably a mixture of the two: a prior generation with greater professional longevity and a new one with great anxiety and urgency.

What's the traditional industry doing today to attract and retain this generation?

This is, without a doubt, one of the biggest challenges posed. Traditional industry is losing the race in attracting a generation that has a high level of education, is technologically experienced and with a level of cultural diversity much greater than any previous generation.

Obviously, I don't have the answers to this question, nor do I think anybody does. We need to change the way we do things and lead, and navigate in an unknown and challenging environment for the fifty plus.

Some tips

- Extreme automation, Industry 4.0, intelligent and modular factories, the Internet of Things, etc. All this helps. Costs will be reduced, the flexibility to satisfy market demands will be much greater, and plants will be more and more "fashionable" to attract youngsters. This will allow us to reach levels of efficiency never before imagined, but it's a mistake to think that just this will be sufficient. The future of companies is, more and more, intimately associated to product & process innovation capacity. And this, for the time being, is done by people;
- Organizational structures need to drastically change their flexibility level in order to allow Millennials to flourish and simultaneously create space for them to fully develop their potential;
- And, lastly, today's leaders need to assume an increasingly more strategic, visionary and inspiring posture. It will be less up to them to guide the organization into the future. Their challenge will be to stimulate the organization so it finds what its place is in the future and guide it in that direction.

Barry Salzberg (former CEO of DTT and professor at Columbia University) wrote in one of his articles:

"Millennials want more from business than might have been the case 50, 20, or even 10 years ago. They are sending a very strong signal to the world's leaders that when doing business, they should do so with purpose. The pursuit of this different and better way of operating in the 21st century begins by redefining leadership."

Leaders can think of all sorts of other things, but they need to keep in mind that, at this precise moment, a Millennial is creating something that could make our businesses obsolete in a matter of years. Are our own organizations ready to do the same or, at least, react to it in this totally unknown and uncertain environment? ■