

LEADING YOUR FUTURE LEADERS

Advice from a Millennial



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Deloitte, in its global Millennial survey 2019¹ (which included Gen Zs) found that Millennials are sceptical of business' motives. Only 49% of Millennials indicated that business leaders generally behave ethically. In addition, respondents did not think highly of leaders' impact on society, their commitment to improving the world, or their trustworthiness.

So what can we do to fix this? These are some of the things we want you to know.

1. Ethics is not a dirty word
Ethics should not only be discussed in Integrated Reports and specially mandated committees. It is a way of doing things. It is OUR way of doing things. We expect you to apply Ethics in your decision-making processes. We are impressed by your 20 years of experience, climbing the rungs of the leadership ladder. We are even more impressed when, despite push-back, you do the right thing.
2. Values matter
The business' Values and Code of Ethics were part of our on-boarding. We expect you to be as familiar with them as we are. For us, *Leading with integrity* and *fostering a culture of growth and development* are more than just words we say when asked about our company culture.
3. Management prerogative
You make the rules and we follow blindly is not going to cut it. We are leaders in our own right. The demonstration of leadership qualities was part of the job description. We took this to heart. Remember why you hired us.
4. Foster a culture of inclusion and respect
Respect is a 2-way street. As much as you want us to respect you, we need your respect. This means allowing us to provide meaningful contributions. When our contributions are respected, we feel valued. When we feel valued, we are more willing to take ownership and readily accept direction.
5. Let us to find our own way
We are explorers. Survey results indicate that the number one priority of Millennials is to see the world². Why not give us opportunities to explore the way in which we do our work? Structure and hierarchy do not work for us. When our ideas are rejected because management *said so*, be prepared with explanations. It is not that we think we are always right, we need reasonable explanations for why we got it wrong and how we can get it right in future.
6. Accept that learning is lifelong
We want to be continuously challenged and don't mind making mistakes if it means that we have learnt a valuable lesson. We are willing to admit our shortcomings and want you to be able to do the same. You don't need to know it all to impress us. Humility and humanness will hold you in high esteem in our eyes.

¹ <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>

² <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>

7. Mean what you say and say what you mean
Don't make empty promises. If our expectations are unreasonable, tell us. We are much better at adjusting our plans based on clear and open communication than waiting for an outcome that many never materialise. An empty promise is as bad as a lie. We will react accordingly.
8. Stand in our corner
Be a leader that is willing to back us, even when we make mistakes. The hardest lessons are learnt from the mistakes we make. Having your support encourages us to do better next time.
9. Equal work equal pay
We want to be paid for the work that we do, not for how long we have been doing it. We want to know that you value our skills and contribution. Your confidence in our abilities means we will do our best to not let you down.
10. Practice being a leader
Like anything that requires expertise, you need to practice. Please practice being a leader. For avoidance of doubt, leadership means the empowerment of others, not how many years it has been since you moved to your corner office.
11. Tell us what you think
We want you to give us feedback. Not because we want to hear how wonderful we are (although it is sometimes nice), but we have been conditioned to gain input, assessing our shortcomings in order to do better next time. Remember, we are always after that perfect score.
12. Clear path for growth and development
We have 5 to 10 year plans. We want to know what our growth and development path will be. Please don't take this personally, we are not planning to leave you. When we ask about opportunities for growth and development, please be prepared and answer honestly.
13. You are shaping us
Remember that you are the template for our future leadership potential. Don't be an example of *opposite modelling* in our lives. When we find ourselves in tough situations we want to think of what you would have done, and do the same, not the opposite. We believe in ourselves. We want you to believe in us too.