

## Key Idea

The world is changing...the people entering the BA sphere are changing...in order to adapt and survive, we need to change too. We're seeing the next generation, the millennials, enter the BA world: what does this mean for us?

Who is a millennial in the BA world? How are they different? Why does it matter?

### Millennials and Workplace Dynamics

*Millennials approach the workplace differently: they've arrived into a world that is seemly a lot more horizontal, and they're ready to share new ideas and take risks. But how does this mesh with our existing landscape?*

- Millennials are perceived as having a lack of respect for authority. Not necessarily a bad thing...more likely to take a less hierarchical approach

+ Old approach is very "you need experience to make a judgement" whereas millennials more likely to consider that everyone has ideas and everyone has opinions regardless of their experience level.

? How do you know what success is, and what is working well without a formal structure? Younger generation just try things and if it fails they try something new.

? If we're moving into an experimental world where there is no clear right and wrong...can you even fail?

? On the flipside...can you learn from failure if there is no definition of failure?

+ Dispute from a millennial....we do acknowledge failure and I personally have failed, and asked stakeholder opinions and learn from it. Its failure in a different way- its failure that's constructive: "what can I do" instead of just "oh no I failed". People need room to fail, but that failure doesn't need to be harsh, it needs to be learned from. More about the question: "what could you have done differently less time?"

- More likely to try new things...fail then look for a fix.

+ More separation between ideas and personal performance...it's "this idea failed" not "I am a failure". More objectivity between "what I'm doing" and "who I am".

+ Observation of millennials "very quiet drive. I want to learn, I want to learn". They seek recognition for their work if they do well.

+ Some speakers noted they were very impressed by the confidence of millennials and their attitude: "I know who I am. I'm OK with that. I'm here to learn and I'm here to get opportunities."

## Millennials and Technology

*Millennials, as the first 'net natives', are said to engage with technology differently and approach it in a new way to their predecessors. What does this mean?*

+ Millennials engage with technology in a more natural way, particularly in order to problem solve: often if they face problems they will research themselves online through use of google etc...drawing answers more easily, and coming up with solutions faster

+ Millennials do use new technology in a more creative way, such as using video collaboration to work with stakeholders...a more experimental approach.

- Are millennials too reliant and too connected to the internet, on the flipside?

- Because of this...are we too dependent on technology? Are we losing the personal touch of our work? What does this mean for interacting with stakeholders, and providing that personal involvement that BAs are known for?

? We tend to perceive millennials as more technically adept because of the exposure to technology they've grown up with...but are they really? Today everything is preloaded and technology is more developed, have they lost the technical ability because they did not have to do the tech work (installing network servers etc) themselves?

## How does this fit into today's landscape?

### Millennials and the Changing World

*'The arrival of a new generation and new ideas into the BA world means that we need to come to terms with the idea of letting go of old concepts....it will be interesting to see what new concepts will come in and replace the old.'*

- Some people in the existing landscape can be quite resistant to new people and new ideas, so there is a perceived struggle for millennials to come in and be respected and for people to not be threatened by them and their ideas.

+/-"We've been making a lot of critical assumptions about how businesses, supply chains operate...and they need to change". "Dispute: things have already changed!"

+ Today's work, and the needs of millennials is more creative and collaborative and flexible- this could lead to more remote work in particular.

? "As a millennial....I ask, do we need to follow the new trends? Do we really need to change [the BA world] that much? Do we risk throwing the baby out with the bathwater if we change too much?

? Maybe some differences in behaviour is because millennials are entering a much more organic environment than we were....they are entering a workforce with horizontal leadership- squads and tribes etc...it's interesting to think how will they approach things as the result of this: because they're less used to hierarchy than we used to be?

? What happens then when the millennials become CEOs etc in a few years when they've grown up in a more fluid and organic environment?

## What does success mean for a Millennial?

+ Millennials keep up with trends, new ideas, and keep innovating and learning. Seek to gain more knowledge. This could be shared.

-Vertical ascension is a lower priority for Millennials: little patience to stick in one place and learn for several years....the traditional model has been that a BA would start at the bottom and work their way up in the past...millennials more likely to try learn new things, and develop more rich skills, moving horizontally more than vertically: more about wider knowledge than deep knowledge.

- Often millennials feel that they want to help and add value in different place, but there is a longevity element they need to appreciate in order to succeed; but need to build relationships in order to be able to move around.

? How do we make sure that millennials don't become disenfranchised when all the doors aren't open to them right away?

? And does the above question relate to the earlier discussion in that we need to allow innovators, that we need to allow millennials in to disrupt and break away from traditional hierarchy?

## How can we learn from each other?

+/- Millennials are very successful disruptors, as they resist the 'we don't want change, we've always done it this way' tenet, but as a flipside, we need to respect people who have been in a job a long time.

+ Believe that we're not always right...but we have an 'idea' to share. This is a big thing we can learn...it's about sharing an idea and starting a discussion, not about being right.

+ Millennials quite brave in a sense - part of the experimentation mindset is the angle of putting things forward and not being afraid to fail. Less risk adverse.

? But on the flipside....is this their age? Were we all less risk adverse in our 20s-30s?

? What can millennials learn from older BAs? Traditional things, models, tools, etc

- Millennials move at pace- type quickly, talk quickly, think quickly...a balance to this is that we need to make sure we don't leave people behind.

+ This approach is well suited to today's ever-popular agile model...as does the need for change and sharing ideas and the lack of fear of failure and hierarchy. These elements of the IT landscape will come naturally to the Millennial and we can learn from them

- The faster pace that millennials prefer, and their interest in learning horizontally rather than vertically does mean that we might lose some depth of knowledge; it is hard to dive deep into a subject and become an expert when moving at pace and learning broadly.

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