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## What do the CEOs expect from us? (If they expect something)

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### Abstract

The Millennial generation is usually delimited to western people born between 1980 and 1999 (figures may vary depending on the study). Millennial generation is entering the work labor force worldwide and this has made them extensively studied. This generation has common characteristics between its members worldwide, and those may create a "generation gap" between them and previous generations in many aspects. In the nuclear industry, this gap may be slightly dangerous given that the mayor NPPs projects, and consequently job-hiring, occurred in the late 70's and early 80's and at the writing date of this paper, a transition is happening whereas experienced nuclear industry workers are retiring and being replaced with Millennials. Said so, strong and valid conclusions about the hazards of the generation gap are still under discussion, as well as the possibility that the differences between generations are indeed exaggerated. It is however clear that, even if generation differences are not so remarkable, work conflicts with Millennials will arise if there are misguided expectations about them.

In this work, an attempt to clarify these discussions will be made. In addition, a summary of interviews and conversations with CEOs of the nuclear industry will be presented, in order to observe if their expectations on Millennials are aligned with their common aptitudes or not. Moreover a survey concerning different problem management situations will be showed. In this survey several work-problems on different topics (work-life balance, success, working hours vs. objectives...etc.) are presented; Millennials are expected to answer truly, and CEOs were told to answer what they consider an ideal young employee should do. Conclusions on the study will try to fill the gap of the generation gap with information about the topics on which differences are insignificant, and those in which agreement should be found between parts.

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## 1. Introduction

Generation gaps are something normally scary, unpredictable but, on the other hand, inevitable. The internet era has increased the speed of technology update and technology deeply affects social behavior; so the gap between generations could be growing even faster these decades. Moreover, globalization is making young generations around the western world similar in many aspects. They have grown up with the same TV shows, MTVs and social networks. Western populations with Internet access can share they doubts and comments on world forums like Reddit, laugh on the same jokes on 9GAG, or learn the same concepts in Coursera [1]. The interaction between cultures and exchange of cultural references, values or attitudes has been growing thanks to this new communication channels. Generation Y or Millennials seem to have a lot in common independently of their born country. Even though differences between individuals are certain, the entering labor force in the job market is more homogeneous nowadays than ever [2]. This last aspect is particularly sensitive in the nuclear industry [3],[4]. Even though this study could be extrapolated to other industries, takes special relevance in the nuclear field because at the time of writing this paper major retirements and hiring are happening. The Generation II Nuclear Power Plants (NPPs) construction projects around the world happened in vast majority in the late 70's and early 80's and this imply mayor retirements 40 years after that have to be replaced. This labor force entering the nuclear industry may be challenging because of the generation gap that may appear between workers.

In this paper, an attempt to observe the convergences and divergences of the ideas and thoughts of both generations is made. To do so, in the first part of the paper major discussions about the extension and depth of the "gap" will be exposed. Even though there may be no strong differences between generations, the expectations on Millennials performance and work development could become a conflict point. Therefore, in the second part of the paper the some nuclear industry CEOs expectations and opinions on Millennials future jobs will be depicted in order to observe if these expectations match the common characteristics of the before mentioned generation. In addition, a survey has been made. In this survey, problem management situations (some are typical and some are new-coming) are presented, as well as four different behaviours to solve this situation. The survey was sent to Millennials workers of the nuclear industry and to top-headers of top companies. The Millennials were told to answer what they truly think they would do in those situations. The CEOs were told to answer what do they think an ideal young employee should do in those situations (We do not ask what would *they* do for obvious reasons). Finally some conclusions will be drawn taking into account all collected data from the survey.

The authors present this paper under a Millennial or Generation Y point of view, given that both of them belong to this generation, so hereinafter when the authors use the first person plural, they are referring to the Millennial Generation, this can be firstly noted in the paper title, where the term "us" is clearly referring to Millennials.

## 2. How new is the new generation?

Common characteristics between Millennials are well known [5], [6], however depending on the point of view, this new characteristics can be a challenge or a step forward in a company. For example, are Millennials ambitious, or actually just impatient? Confident with themselves or narcissistic? High maintenance or productive as employees? Unmotivated or simply seeking greater work-life balance than in the past? This perception and self-perception may not be the same, see Fig 1.

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