**Engaging Emerging Generations for Missions**

**by Carl Chaplin**

# ****Millennials and Missions – Emerging generations and missions** [[1]](#endnote-1)**

Here they come – No! Here they are! How many of the emerging generations will become long-term missionaries? What will God use to inspire and lead millennials to be missionaries? They are called the emerging generation or, more accurately, emerging generations. Millennials, those born between 1981 and 1995, make up the largest single group in our society and around the world. They comprise approximately 26% of the population, but they are 100% of the future. Because of modern technology there are similarities between millennials in North American, South America, Europe, Asia, Australia, and parts of Africa. The next generation, those born after 1996, will likely follow in their footsteps and be similar in many ways to millennials unless some catastrophic, worldwide event, such as a world war, affects them significantly.

Who are these people in the emerging generations? What does this mean for missions now and in the future? What does it mean for missionaries in various countries who want and need more missionaries, especially younger people, to join them? What does it mean concerning future missionary leaders?

Typical is someone like Michael, who served for a summer and then for two years and now is a missionary with his wife. It’s a women like Jeanne, who went with a summer team for a week, showed a lot of interest in going longer, but after graduating from college pursued her career in graphic design and got married. Then there are those like Mike, who served for two years and supports the mission work where he served but doesn’t want to go back as a missionary. Or people like Sue, who has a burden for mercy ministry and thought serving as a missionary wasn’t for her because they do church planting. But she was challenged to go for three months, she went, and she realized missions is about mercy ministry and many other ministries that lead to evangelism and church planting.

Consider some of the following statistics. Currently one-third of the world’s population is under the age of 15. That’s 2.3 billion children. Estimates are that 2.3 billion people in the world are professing Christians; thus approximately 760 million children under the age of 15 are born to Christian parents. About 20% of these are practicing Christians, so about 152 million children under the age of 15 are a part of the emerging generations coming from the church. These are potential missionaries in waiting. Further, the U.S. has 324 million citizens, approximately 63 million of whom are 19 years of age or younger, with another 63 million being 20 to 34 years of age.[[2]](#endnote-2) It is impossible to know how many of them are professing Christians or are in Christian homes, but a conservative estimate would be 12 million in each age division. Some of these will be future international missionaries. Discerning how many will be is a challenge current missionaries should be addressing. Newsletters and messages in churches should speak to this generation.

Consider that 80% of those who come to Christ do so before they turn 18. A high percent of those called to missions are called before they graduate from college. The 4-14 window is the age when most come to know Christ and the gospel and is also the time when they need to be encouraged and influenced positively about future missionary service. The 12-22 window describes the age when most who become missionaries first consider being a missionary.[[3]](#endnote-3) Our communication to individuals, groups, and churches should be somewhat focused on how to call the emerging generations to serve as missionaries. This should include telling our missionary stories so they see how they can serve.

We need to look upon millennials and the future generations as future missionaries at ground level, as future boots on the ground, as those who will continue ministry that is happening now and will happen in the future in every country. They come with their own strengths, conundrums, potential, aspirations, and inadequacies. What they bring with them will be somewhat generationally unique, but every person who serves, from young to old, from inexperienced to mature, comes with his/her personal baggage and personality traits that need to be honed by God to be more useful servants for Christ.

Missionaries have three primary tasks related to their missionary work. First, they must serve faithfully and diligently according to their missionary purpose and calling. Second, they need to communicate with churches and individuals in the U.S. (or in their sending country) about their ministry. Third, they should plan for and work to see their successors continue the work of Christ’s kingdom in their place of service; in other words, they need to have an exit plan. To accomplish these goals, missionaries need to plan for involving people from emerging generations. Influencing these generations toward international missions is a giant task that must be done intentionally by current missionaries. Investing time and energy to mentor these younger people deliberately and diligently is part of current missionaries’ calling. This is missions for now and for the future. The next generations are the future of international mission work. They will be the leaders of mission works around the world in the next ten years. Missionaries should start now thinking of them as leaders and preparing them for their future tasks.

# Millennial Assumptions – Millennials have different perspectives, but don’t dismiss them.

Because of the number of millennials who have served on a mission field for as short as a week to as long as two years, missionaries can start to form opinions and attitudes about millennials. Some who read this may have heard or read negative and generalizing descriptions about millennials; they may have drawn their own conclusions about them or wonder if what they’ve read is true. So what are millennials like when it comes to missions? Are their lifestyles and worldviews such that we shouldn’t expect many to be interested in becoming international missionaries?

It is a mistake to over-generalize the attitudes and preferences of people of emerging generations. Granted much research has been done about the millennial generation and much has been written, but what do we actually know about their perspectives on missions and Christian service? Serving with a few people over a short period of time can cause a person to draw an improper conclusion about a generation of people. Millennials can evoke various reactions from other generations because aspects of their attitudes and behaviors vary greatly from those of their parents and grandparents.

When I study Jesus Christ’s earthly ministry, I can learn much about working with people. I know how slow I am to learn and change. Truths of Scripture that I’ve studied, thought I understood, and said I would do come back around to show me that I still fall short. I don’t do and obey all that I know. I think about Jesus’ life with his disciples, not just the twelve, but including the many who followed him and heard his teaching. It seems to me that the disciples were so slow in understanding what Jesus taught and said about his purpose on the earth. They just didn’t get it. Mirror, please! Neither do you, Carl, so often. A missionary’s ministry with others should be like Jesus with the disciples. Be patient with them. Model what you want them to learn. Have close personal times when both sides can share what they are learning and what they don’t understand. Grow together in understanding your calling, your work, and those to whom and with whom you serve. It is important not to dismiss those who don’t seem to get it like you do. Help them. This is what millennials need, as many people, if not all people, need. This is called mentoring, which will be addressed later in this article.

In their book *Millennials Rising*, Howe and Strauss identify seven distinguishing traits of the millennial generation[[4]](#endnote-4):

**Special**: Millennials sense that they are, collectively, vital to the nation and to their parents’ sense of purpose.

**Sheltered:** They are the focus of the most sweeping youth safety movement in American history.

**Confident:** With high levels of optimism, millennials are beginning to equate good news for themselves with good news for their country. They often boast about their generation’s power and potential.

**Team-Oriented**: They are strong team players and desire tight peer bonds.

**Achieving:** This generation is on track to become the best-educated and best-behaved adults in the nation’s history.

**Pressured:** Millennials feel a “trophy-kid” pressure to excel.

**Conventional:** Taking pride in improving their behavior, they support convention—the idea that social rules can help.

Many missionaries have been told the age-old adage concerning cultural observations, “It’s not wrong; it’s just different.” That same adage needs to be remembered when ministering with people from emerging generations. Yes, many millennials and the next generations will have different approaches and perspectives regarding of what a call to missions consists. They may look at commitment differently. Even when this is true of an individual, to dismiss him and say he isn’t ready to be a missionary is a mistake. Seek to understand and accept him.

To better understand millennials, consider the following table, which shows some common trends for three generations. These characteristics may help you see the different expectations and preferences from each generation. Note and compare the differences between previous generations and millennials.[[5]](#endnote-5)

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| --- | --- | --- | --- |
| **This generation. . .**  | **prefers communication that is. . .** | **values things like. . .** | **approaches work by. . .** |
| **Baby Boomers**born between 1946-1964 | * structured and systematic, such as performance reviews
* face-to-face
 | * expertise and experience
* institutional and political knowledge
* social contributions and loyalty
 | * separating professional and personal life
* building strong relationships and networks
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| **Generation X**born between 1965-1981 | * face-to-face or email
* clear, direct, and transparent as they tend to be slightly skeptical
 | * efficiency
* work/life balance
* security
 | * working independently
* learning on the fly
* multitasking
 |
| **Millennials/Gen Y**born after 1981*(author’s note - actually between 1981-1995)* | * instantaneous
* transparent
* about strategy and vision for the company
* technology-based, e.g., instant messaging
 | * fast-paced work environment
* empowerment
* creativity, innovation
* hyper-connectivity
 | * Working with others, team work, socializing
* Doing what’s meaningful and has purpose
 |

Especially note that millennials want transparent relationships, to be able to give their creative insights and abilities to a task, and to be a part of work that is meaningful. Emerging generations have potential, but it would be easy for outsiders to be resistant and blind, not seeing them as people who want to be invested in and to be given a glimpse of what God is doing and will do. Commitment to missions happens when millennials see what God is doing and as missionaries take time to invest in them. Their eternal relationship to Christ won't change, but their view of God's call on their life could. Millennials need to be challenged in their life's call. As one person said to this author, “They just need to follow Jesus.” Of course, this is true, but they are less likely to do this if not shown the way and how they could be used by God with people at a particular location.

Millennials know what’s going on in the world and in their geographical area. They are the connection generation through many different social media. Christian children are being influenced by different types of beliefs other than Christian, and this influences their understanding of what mission efforts are important. They are being discipled by the world. Every day children worldwide view more than 200 million YouTube videos and share them with their friends on hundreds of social media sites. Now it’s time for missionaries to say that they want to disciple them and show them how God can use them to serve as international missionaries.

The impact of the technology revolution on millennials and the way it has changed how millennials relate to the world cannot be overstated. The smartphone and tablet invasion has changed the way people relate to each other and how they view the world. Those under the age of 35 are tuned into the world differently and have different perspectives from those of previous generations because of the technological world in which they live. What happens on social media and other digital interactions speaks into their lives and has value to them.

Many people around the world have a smartphone, a tablet, and a computer. These are not just for the young; these are instruments of business and a way of life. Emerging generations can be helped to see that their knowledge and experience with the tools of the technology can serve them well on a mission field. They fit into the young generations on many mission fields. Those from emerging generations relate to younger generations in other countries. They have opportunities to become friends and ultimately to tell others in foreign countries about their relationship to the God of universe who died to save people.

Reaching the younger, emerging generations in various countries will be greatly aided as men and women who are their peers or slightly older connect with them. They relate to each other well because they are often attuned to the same social media, music and cultural influences, even though they are in different countries. The age of the smartphone-internet has eliminated many of the barriers that hindered previous generations.

# Millennial Involvement ****–**** Millennials need to be engaged in missions.

Ask people between the ages of 18 and 35 in the Western World if they have a cause or a certain concern in society; many will say yes. Many millennials have concerns, but personal involvement and sacrifice with their time and personal involvement doesn’t always follow. So, just because someone says they are committed to a cause, doesn’t result in their being ready to go to another country to support that cause. So, are they interested in serving? Are they interested in missions? These are questions being asked by many, especially missionaries. MTW teams in Ukraine, Japan, Bulgaria, and other countries have succeeded in getting people from emerging generations to come and serve short-term, and a good number return to serve longer. Those who are interested in learning how they do it should ask them. Go to [mtw.org](http://www.mtw.org) and search for Ukraine, Japan, or Bulgaria teams to find a list of missionaries to those countries.

What will it take to get millennials to serve on a mission field? Seeing and experiencing missions is much of what is needed for those in emerging generations. Impress them with the opportunities, with how they can serve, and then be impressed by them. They want to know that they are being used. A Dallas pastor said, “Anything you can do to have missionaries describe their lives to millennials in person is great.” They need to catch the need and the urgency. In this way they are not unlike people of every generation.

*Glocal* is more of their thinking. Glocal refers to both local and global concerns or mission needs. Millennials have missional interests in local needs as well as in international situations. As a whole, millennials feel a greater call to local missions than to international missions. How many of those in emerging generations think like these two people? One person said about being a missionary, “There is so much need in our communities that I don't think all the international missions are necessary.” Another said, “What if missions for millennials means staying here?”

Many millennials have a great interest in matters concerning justice and mercy. They see what’s going on in their own country and around the world, and they are sympathetic to the plight of the thousands of refugees and poor and helpless about whom they read and see videos. Some ask, “What does church planting have to do with helping these people?” They don’t naturally see how their interests and concerns fit into church planting, which is what many missionaries say they do.

Part of missionaries’ responsibility is to communicate international mission needs effectively to all generations. This means, in part, to actively tell the stories of God’s global work to people and churches so these generations are challenged to consider their call. People need to know and see how they can serve in a variety of ministry situations. Many don’t think that their abilities could be used in a mission context. For the next generations, this means that a missionary’s message, the means by which he delivers this message, and the opportunities for service should be communicated in a way that millennials, those of generation Z and others can see how they could be used. Often talking about church planting isn’t what causes people to see that they could be used. Painting a picture of all aspects of mission work and showing how ordinary Christians can minister to people in a variety of ministry contexts are what God may use to attract people to be missionaries.

This is the issue missionaries and mission leaders need to address: Millennials can see local needs and many feel a desire to serve where they see needs. However, they cannot see or envision the needs on a mission field or how they could serve. It’s the missionaries’ task to help them see the need and envision how they can serve. Millennials want to know that their skillsets will be used on the field. They ask questions like, “Can I serve as I feel called, or am I going to be made to do something that I don’t want to do and/or for which I don’t have the gifts?”

# Millennials and Mentoring – Millennials want to learn from those with experience.

Many know that the Apostle Paul told young Timothy to train men so they would learn to be faithful followers of Christ and faithful servants for Christ. (2 Timothy 2:2) This task that Paul gave Timothy is what missionaries are called to do for millennials and for those who will follow them. It’s a never-ending task. When it comes to emerging generations and millennials, they are eager to be discipled.

Another biblical example of mentoring a young potential leader-missionary is John Mark. We don’t know how old John Mark was, but many believe him to have been quite young. Yes, he deserted Paul and Barnabas, according to Acts 15:38. On their second missionary trip, Barnabas wanted to take him with them, but Paul objected. As Acts 15:38-40 reads, “But Paul thought best not to take with them one who had withdrawn from them in Pamphylia and had not gone with them to the work. And there arose a sharp disagreement, so that they separated from each other. Barnabas took Mark with him and sailed away to Cyprus, but Paul chose Silas and departed, having been commended by the brothers to the grace of the Lord.” Conflict in ministry is not new; missionaries have conflicts with other missionaries.

But as we know, Paul later requested that Mark join him in ministry. Paul writes in 2 Timothy 4:11, “Luke alone is with me. Get Mark and bring him with you, for he is very useful to me for ministry.” What happened? Mark went with Barnabas, who was an encourager, according to the meaning of his name. “Thus Joseph, who was also called by the apostles Barnabas (which means son of encouragement), a Levite, a native of Cyprus” (Act 4:36) What do encouragers do? They guide people, coach them, develop them to serve, show them how to serve, and are an example for them while respecting them and valuing them and their abilities and input.

Many millennials and the next generation will need to be discipled as John Mark was. Missionaries need to accept them, realizing that they need to be coached and mentored, and, at the same time, respected and valued for their abilities and input. Some missionaries might say something like, “I don’t have the gift of encouragement” or “I don’t have time to mentor a missionary. They need to learn on their own, like I did.” I think both of those excuses are so bogus. Few missionaries learned on their own; they had others help them and mentor them.

Millennials want a mentoring relationship that is not one-way, where they only receive instruction and recommendations. They have insights that are valuable, and they want to have a voice. This type of mentoring has come to be known as reverse mentoring. According to Alexia Vernon, president of the leadership development company Catalyst for Action, several factors must be in place for a reverse mentoring relationship to be beneficial:

* **Defined expectations:** Each party must be clear on his/her expectations.
* **Agreed-upon rules:** Each party must be fully committed to the mentoring relationship and agree upon the rules that will be followed.
* **Willingness to learn:** In a reverse mentoring relationship, both parties act in the capacity of a mentor as well as a mentee, so they must both “genuinely want to learn from and share with the other.”
* **Trust:**Reverse mentoring requires the trust of each party. The goal is to “push one another outside of their comfort zones and try new ways of thinking, working, and being.”
* **Transparency:** Both parties must be open with their feelings and with what they are thinking. They must be able to overcome differences in communication style (since different generations communicate differently) and be open to seeing situations from different angles. [[6]](#endnote-6)

Having served as a missionary for over 20 years, I know that I learned most of what I needed to know from others taking time to help me. That included other missionaries and national partners. I know that maybe only one or two of them had the gift of encouragement. Most of them just stuck by me, advised me, answered my questions, and listened to me when I had ideas.

The following are abbreviated lists about discipling millennials composed by Charles Hooper, Jr., based on meeting with millennials.[[7]](#endnote-7)

“What have we as millennials learned about discipleship for millennials?

* The process of self-discovery is valued over knowledge transference.
* There are the desires to get and to give.
* The Western value of individualism has been replaced by a desire for community.
* Millennials value intergenerational relationships and diversity of people.
* A curriculum is a helpful path, but relationship is more important.
* It must follow biblical principles applied with patience and grace.
* The intention to experience growth in community and then invest in others is compelling.
* Discipleship must be “life on life” or there is no interest.
* Those in a discipleship relationship/group must know the leader cares for them.
* The high cost and high commitment are attractive.
* A coaching style of discipleship is more valuable than is a direct style of telling people what to do.
* When there is a culture of strong and humble men being discipled, it encourages the women.

“What do we millennials want you – an older discipleship leader, to know about us?

1. We are attracted to authentic, vulnerable, genuine, and flexible relationships.
2. We grow best in a “no-judgment zone.”
3. Coach us; don’t just direct us.
4. Be honest about your struggles; we can tell when you are faking it.
5. We are unclear and fearful about our future.
6. We don’t set goals for the future, but we have desires.
7. We have frequent job changes.
8. Don’t think we are lazy and just want to ruin the world.
9. We like causes of justice and philanthropic events.
10. We won’t automatically trust you; trust must be earned.
11. Help us identify the idols of our generation and of yours.
12. Speak about truth as black and white.
13. Be honest when sharing your opinions, and speak about them as gray.
14. You need to teach me what you want me to know.
15. We are more accepting of people who struggle with sin than is your generation.”

I mentored a millennial while serving in Europe. Jack (not his real name) is a young man who wanted much of what is expressed in the above lists. He came as an intern into an established ministry. He wanted greatly to be a part of the ministry but freely admitted he didn’t have good ministry experience. He related ministry to playing a sport that you know how to play but don’t have actual or very little real experience playing the game. We talked about his situation, and I decided to plug him in, give him real ministry responsibilities, walk with him through the planning and actual ministry, and review it all. I saw Jack make mistakes and grow from them. Jack is now a church planter on a mission field.

Have you ever been speaking in a church to a group of Christians or to an individual and realized that they became energized about missions and what God is doing? It is encouraging and rewarding for missionaries to experience that. Have you ever mentored a young person exploring becoming a missionary and see her realize that God was calling her to serve him long- term as a missionary? That to me is an even more encouraging and rewarding experience. That type of revival in a person happens when she sees what God is doing as you invest in her. Her relationship to Christ doesn’t change, but her view of God's call on her life changes. That is the prayerful and potential outcome of mentoring people from emerging generations.

# Millennials and Mission Leaders – Training future leaders is a needed priority.

As I said above, missionaries should see that part of their ministry is to train people to be leaders. They are to train both nationals and missionaries to be leaders. Giving a young man or woman leadership over some aspect of ministry requires that we make sure he or she is ready. That means looking for those who show leadership ability. However, we don’t always recognize who will be capable godly leaders. To discern this we must spend time with young people, giving them some leadership and authority over some tasks to see does the task well.

I know a man whom some considered not to be leadership material. They gave leadership responsibilities to others but never to him. That is, until a time when he was in a position with no leader present, and he started leading as he saw a need. Those whom he was leading saw that he had evaluated the situation well and had made good recommendations for what the group should do. The group gladly followed. When one of the appointed leaders came on the scene in the middle of the task, he tried to take control and redirect the group’s efforts. The group resisted and wanted to continue to follow the “non-leader” leader. The end result of the group’s work was very successful. When those in authority over this ministry heard what happened, they were shocked. They said they had never seen any leadership ability in this man.

Who would have chosen David to be the leader of Israel? Many know this verse: “But the lord said to Samuel, ‘Do not look on his appearance or on the height of his stature, because I have rejected him. For the lord sees not as man sees: man looks on the outward appearance, but the lord looks on the heart.’" (1 Samuel 16:7) We know this, yet how often we fall into the trap that Samuel and others did. We predetermine who will be a good leader by some measure that is not based on actually knowing about a person’s leadership ability or efforts in that direction.

Millennials have a desire to lead and be a part of decision-making. If we dismiss them and say they are too inexperienced, we can overlook potential leaders. For a missionary to think strategically and with an eye to the future means the missionary needs to think about future leaders. Future leaders in missions will come from emerging generations. Millennials have shown that they are very open to being mentored, and they accept responsibility with eagerness. They come with confidence in their abilities. They come with new creative ideas about how to do their work. Are we planning for the future with a viable exit plan by preparing future leaders?

Briefly consider what we should seek to develop in mission leaders. He is to be a leader who himself is led by Christ and his Word. Bill Hull, in his book, *Jesus Christ Disciple-Maker*, explicates the scriptural mandate for biblical leaders.

Jesus thus gave a brief, one-day seminar on leadership principles. And what were his astute conclusions? What does it really take to lead? *Humility* of spirit, enabling a person to lead as a servant. *Love,* demonstrating to all the world that disciples are authentically commissioned by God. *Confidence* that there is a place for us in the future and that our Master will come back for us. *Prayer*, opening the door for limitless possibilities and a conversation with God at any time. *Obedience*, the proof of our love for God and the key to joy and fulfillment in the Christian life. *Fruitfulness,* a spiritual productivity that naturally results when we remain in Christ. Finally, *the Holy Spirit,* who guides, comforts, empowers, and teaches disciples of Jesus how to carry out the work of the kingdom of God.[[8]](#endnote-8)

The goal of mentoring future leaders is for them to know God and his Word better and to apply what they know to their personal lives. This is the first priority. It means that the gospel of grace should be a constant theme of the mentoring process so that the mentor and the mentee will more consciously live according to the gospel. It requires that the Holy Spirit work in the lives of the mentor and the mentee. Thus, again, prayer by all parties for each other is essential. It is very advantageous in a missions context that the mentoring includes talking together about mission principals, cultural awareness, ideas for ministry, and the effectiveness or lack thereof of each of these. Harry Reeder, senior pastor of Briarwood Presbyterian Church, Birmingham, AL, writes: “I told my son: those who follow in a line of believers should always take spiritual maturity to a higher level than those who came before him. That’s what good discipleship and effective leadership will produce.”[[9]](#endnote-9) Developing leaders who are better than ourselves is part of our goal in making mission leaders.

Anthony Herrera, Executive Director for SMU Cox Executive Education, has said that millennials are attracted to opportunities where they can develop some or all of the eight core competencies needed for their future jobs, careers, and leadership. He has led many short-term mission trips by recruiting college students. He tells them and shows them that they can develop the following skills and abilities by serving as a missionary in certain places. For that reason, he related that often more are willing to go with him even when others can’t get a group to go. The eight core competencies are:

* Leadership
* Communication (written/verbal)
* Technical skills
* Project management
* Problem solving/ability to deal with ambiguity
* Entrepreneurial skills and creativity
* Global awareness
* Connecting/networking

The challenge before all missionaries, young and old, is to see how to develop and hand over leadership to younger missionaries. To do this a missionary leader must be intentional in doing it, with a plan to do it. Otherwise, new leaders will be appointed who have not been made ready to lead. Then ministries and people suffer.

# Millennials’ Missionary Service – Ultimately it involves calling them to serve Jesus.

So how do we call millennials to serve? We pray and lay the need and opportunity before them. One group that has had an ongoing study of millennials since 2011 and has published yearly reports wrote the following in a summary report of their studies from 2011 to 2014.

Millennials are most likely to give volunteer time if they know their efforts will make a tangible difference in someone’s life. They tend to get “hands on” with causes they care about when an organization can offer a range of volunteer opportunities, from one-time, episodic commitments to long-term, pro-bono, or skills-based opportunities. Ultimately, they want to lend their knowledge, expertise, and time to help the people or issues the organization touches. And when this generation forms long-term volunteer relationships, they tend to give larger gifts and encourage their friends and family to contribute, too.[[10]](#endnote-10)

The challenge to missionaries, mission leaders, and the church is to tell and show how those in emerging generations can make a tangible difference through their missionary service. Yes, I know some may say, “We don’t make a difference; God does.” God uses his people as his instruments in people’s lives. When building something or repairing something, having tools made to do the job makes a huge difference. Calling millennials and the next generation to be God’s instruments to make a crucial contribution to Christ’s kingdom work is right and so needed. Many years ago God used a missionary couple to initiate my call to missions. Others can testify similarly.

So I ask you my initial two questions. How many from emerging generations will become international missionaries? What will God use to lead millennials to be missionaries? We pray that thousands of the emerging generation will hear the outward call from missionaries and the inward call of God to be his missionaries to other countries. I hope that current missionaries will heed the call and will beseech many millennials and the next generations to come with them and experience God’s grace and see God use them in a country that is not their own.

1. Some of the information presented in this article is taken from “Millennial Report” done by an MTW team comprised of Kendra Jeffries, Aubra Whitten, and Carl Chaplin in 2014 and 2015. The work is unpublished, but is available from MTW. General observations are derived from material read for that report. [↑](#endnote-ref-1)
2. Demography of the United States, [en.wikipedia.org/wiki/Demography\_of\_the\_United\_States](https://en.wikipedia.org/wiki/Demography_of_the_United_States) [↑](#endnote-ref-2)
3. Information from the above two paragraphs published by [Calvin Kim](https://www.youtube.com/user/calvinskim) at [www.youtube.com/watch?v=Vtj\_R0Chyc8](http://www.youtube.com/watch?v=Vtj_R0Chyc8) [↑](#endnote-ref-3)
4. Howe, Neil and Strauss, William. *Millennials Rising: The Next Great Generation*, New York: Vintage Books, pp. 43, 44. [↑](#endnote-ref-4)
5. This table is taken from *Leading a Multigenerational Workforce* published by Multi-Health Systems Inc. © 2012, as part of their EQ-i material. [↑](#endnote-ref-5)
6. Quast, Lisa. Business Insider. *Reverse Mentoring: What Is It and Why Is It Beneficial?* [www.forbes.com/sites/work-in-progress/2011/01/03/reverse-mentoring-what-is-it-and-why-is-it-beneficial/](http://www.forbes.com/sites/work-in-progress/2011/01/03/reverse-mentoring-what-is-it-and-why-is-it-beneficial/) [↑](#endnote-ref-6)
7. [www.hoopercoaching.com/discipleship/discipleship-millennials-desire](http://www.hoopercoaching.com/discipleship/discipleship-millennials-desire) [↑](#endnote-ref-7)
8. Hull, Bill, *Jesus Christ Disciple-Maker*. Colorado springs, CO: NavPress, 1984, p. 210. [↑](#endnote-ref-8)
9. Reeder, Harry L., *The Leadership Dynamic*. Wheaton, Illinois: Crossway Books, 2008, p. 70. [↑](#endnote-ref-9)
10. A Generation for Causes MIP\_4YearSummary\_v4, [www.themillennialimpact.com/research/](http://www.themillennialimpact.com/research/) [↑](#endnote-ref-10)