Praise for *The Generation Z Guide*

"Ryan is **a true expert** on the emerging generations."
—ANGELA MEYERS, Director of Revenue Management
and Reservations, Hershey Entertainment and Resorts

"Ryan provides **great insight on the expectations and motivations of Generation Z** employees. He provides strategies and approaches on helping our next generation of employees succeed."
—JOHN SCHMEISER, CEO
Western Equipment Dealers Association

"Ryan has **a wealth of knowledge about Generation Z**."
—DAN MERCHANT, Global Human Resources Director
Queensgate Investments

"Ryan has **deep insight into generational change** in the workplace and commerce."
—ANDY FORD, Senior Marketing Specialist
Telstra Wholesale

"Through **data and modern real-world examples**, Ryan provides a depth of understanding of Generation Z and how the world will continue to evolve."
—MATT ACHMOODY, Managing Director
Unum

"Ryan's insight on the Generation Z is **invaluable to any organization's leadership**."
—ROB PARKER, President
Florida Medical Group Management Association

"If you want to be **enlightened on generational workforce differences**, Ryan will exceed expectations."

—MICHAEL DAVIS, Economic Development Director
City of Moraine

"Ryan **helped frame the future Generation Z students** we serve today and those we will see in growing numbers in the future."

—JASON SIMON, Assistant VP–Data and Institutional Research
University of North Texas

"Ryan provides the Generation Z awareness and knowledge needed to immediately **drive impact and results**."

—SHANNON AHLBORN, Distribution Program Manager
Westfield Insurance

"Ryan's knowledge of the subject area and his **ability to present ideas in a compelling way are fantastic**."

—WARWICK BURTON, Senior Content Specialist
Telstra Wholesale

"Ryan provides a better understanding of the thoughts and behaviors of the emerging generation and **a practical guide for how to maximize their contribution in the workforce**."

—AMY DRESSER, Partner
Homrich, Klein & Associates

The Generation Z Guide

Other Books
by Ryan Jenkins

The Millennial Manual:
The Complete How-To Guide to Manage,
Develop, and Engage Millennials at Work

The Generation Z Guide

The Complete Manual
to Understand, Recruit,
and Lead the Next Generation

Ryan Jenkins

To Landon and Meyer: May you never cease exploring your gifts, sharpening your skills, and leading with a servant heart.

To you: May the future rise up to meet you. May your spirit of understanding, your commitment to growth, and your cultivation of influence set an unwavering example for Generation Z.

Contents

How to Read This Book

AS THE SUBTITLE SUGGESTS, THIS IS A MANUAL. A manual is a book of instructions to help you learn a specific subject, which in this case is Generation Z.

Much like a car manual, this book does not have to be read linearly (cover to cover). The chapters do not build on each other like a traditional book; therefore, you can jump to specific chapters that are most useful to you. However, the "Generations Overview" and "Understand Generation Z" sections are best consumed linearly, but it's not essential.

This book is meant to be a reference guide for solving (nearly) all of the emerging challenges of recruiting, engaging, training, and leading Generation Z.

Options for reading this book:

- Straight through cover to cover. You'll be a master of Generation Z.
- Choose the chapters that are most relevant for you. Parachute into a specific chapter, gain insight, and apply what you learned.
- Read the "Generations Overview" and the "Understand Generation Z" sections linearly, and then read the chapters that are most pertinent for you. (This option is recommended, as these sections will provide a helpful foundation and useful context for the rest of the book.)

If I can help with anything else Generation Z–related, send me an email at rj@ryan-jenkins.com.

Introduction

I don't like that man. I must get to know him better.

—Abraham Lincoln

LINCOLN'S WISE WORDS RING LOUD IN A WORLD WITH so much division, distraction, and disagreement.

Today, the faster something validates our assumption or worldview, the quicker we seem to adopt that information. The human brain craves the shortest route to make sense of information. However, that shortcut can leave out a lot of understanding and perspective-shaping context.

Today's multigenerational, vastly diverse, high-flux, technology-accelerating, info-inundated, headline-reading culture demands that we seek more understanding.

There is a wealth of information today, but a poverty of understanding.

As an internationally recognized generational speaker, author, and trainer, I consistently see people (and organizations big and small) all around the world holding too tight to their misguided assumptions of other generations, especially Generation Z.

Over eight years ago, I got into teaching about generations because of these misguided assumptions and the generational finger-pointing that caused organizations to stall and workers to stagnant.

Workers were saying, "I don't like that generation," and I wanted to move them to saying, "I must get to know that generation better."

Getting to know someone's personal story about the events, struggles, and triumphs that shaped who they are allows for a deeper connection, appreciation, and understanding between two people.

Similarly, elevating the conversation beyond generations and taking a broader look at the events, technology, and innovations that are shaping generations enables people to better communicate, lead, and work across generations.

Lincoln's quote is a strong reminder that we must resist jumping to conclusions and first seek understanding.

If you don't like that [generation, employee, colleague, or manager], get to know them better.

If you don't like that [technology, policy, rule, or view], get to know it better.

True knowledge is understanding the extent of your own ignorance.

Because Generation Z has just begun entering the workforce, so much ignorance still surrounds this generation.

Because of Generation Z's high-tech and hyperconnected upbringing, they will bring an unprecedented new set of behaviors, expectations, and preferences into the workforce.

The Generation Z Guide equips professionals to improve recruitment, enhance engagement, and effectively train and develop the post-Millennial generation.

The insights you'll discover in this book are research-based, and the applications are marketplace-tested. You'll learn from leading companies on how best to recruit, engage, train, and lead Generation Z.

Generation Z holds the key to unlock the future for institutions and companies all around the world; therefore . . .

We must get to know Generation Z better.

Section 1
. . .
Generations Overview

Chapter 1

Why Generations Matter

IN THIS CHAPTER, YOU'LL DISCOVER THE NEW RELE-vance of generations, the competitive advantage of generational diversity, and three powerful strategies to engage the emerging generations.

Fifty-two percent of workers say they're least likely to get along with someone from another generation, according to a recent poll by research and consulting firm Frank N. Magid Associates.[1] Generations represent one of the top diversity metrics likely to cause the type of workplace friction that leads to poor communications, decreased productivity, and leadership miscues.

The friction across generations will intensify as 62 percent of Gen Z (those born after 1998) anticipate challenges working with Baby Boomers and Gen X, according to research conducted by Robert Half and Enactus.[2]

The generational gap between the established generations and the emerging generations will continue to grow until organizations gain better generational awareness and implement strategies to create more cohesion across their multigenerational workforce.

As a generations speaker, trainer, and consultant, I spend my days helping organizations overcome tough generational challenges and uncovering innovative ways of engaging Millennials and Gen Z at work.

Rising Generational Disparity and Tensions

The better understanding of each generation and the external factors shaping the emerging generations you have, the better equipped you'll be to work in the future.

A recent report by UNC Kenan-Flagler Business School[3] highlights the challenges of a multigenerational organization:

- 75 percent of managers report that managing multigenerational teams is a challenge
- 77 percent of workers identify "different work expectations across generations" as a challenge
- 72 percent of workers identify a lack of comfort with younger employees managing older employees

There are a number of factors contributing to the growing disparity and tensions between generations.

1. Living Longer

The global average life expectancy of humans in 1900 was thirty-one years old. Today, the global average life expectancy of humans is seventy-two years old.[4] That's an incredible forty-one-year increase since 1900. And, research now informs us that the first person expected to live to see their one-hundred-and-fiftieth birthday has already been born.[5] Imagine having a midlife crisis at the age of seventy-five . . . unbelievable!

The advances in medicine and technology have allowed us to live longer. And, because we are living longer, we are working longer.

You may work, sell, or communicate across four to five

different generations on a daily basis, but in the near future you could be working across six, seven, or eight different generations.

The tension you experience recruiting, training, or working across generations will intensify moving forward.

2. Skill Shift

For the first time in history, there are emerging generations that have knowledge and skills that previous generations don't possess. Millennials and Gen Z grew up teaching Mom and Dad or Grandma and Grandpa how to troubleshoot a computer, how to download apps, or how to use social media.

Gen Z is the first generation that has entered the workplace ready to contribute using their unique skill sets. This is also one of the main reasons there was and continues to be so much workplace friction surrounding the emerging generations.

According to the 2015 Millennial Majority Workforce study, 68 percent of hiring managers agree that the emerging generations have skills that previous generations don't have.[6]

In addition, roughly ten thousand Baby Boomers will exit the workforce each day between now and the end of the next decade.[7] As Baby Boomers begin to make their exit (a lot later than expected) from the workforce, the leadership roles that will come available in their wake will be too plentiful for the smaller-in-numbers Gen X to fill. Millennials (and perhaps some Gen Z) will then have to leapfrog into the newly vacant leadership roles, and if they aren't prepared, they will flounder as leaders and hinder the organization. (Not to mention, they will be leading many who are younger than themselves.)

3. Connectivity Convergence

Technology and the internet are arguably the biggest disruptors in history. They've changed how every generation lives, works, and plays. No individual and industry is immune to their disruptive power.

To make matters more disruptive, the internet, mobile technology, and social media all converged on the most highly technologically advanced generation in history (Gen Z) during their influential years.

Being connected to an internet-enabled supercomputer throughout childhood and early adulthood has changed everything for Gen Z and anyone who leads, communicates, or markets to this generation. The x factor is not Gen Z themselves, but rather it's ubiquitous connectivity (made possible by the internet and mobile technology) coupled with Gen Z that has and will continue to be the recipe for massive change and disruption for years to come.

Connectivity has been a complete game changer for Gen Z. Their values and behaviors are fundamentally different because they have been connected to the world's information and the world's largest amassed network of humans, all the while being empowered and encouraged to contribute.

Gen Z can efficiently and effortlessly job hop, learn anything, build a personal brand, work anywhere and anytime, shop on the go, launch a business or "side hustle," have a voice, crowdsource major decisions, instantly price compare, build a global network, and more—all thanks to connectivity.

4. Abundant Awareness

When people lived in tribes and small villages, there wasn't a lot of new information that would alter their behaviors, values, or expectations. The occasional discovery of a river, mountain range, or a sloth of bears would change behaviors, but any life-changing information was very infrequent. Back then, human behavior remained largely unchanged from generation to generation.

Today's emerging generations can be exposed to perspective-shifting images (i.e. global terrorist attack), behavior-altering technologies (i.e. smartphone), and expectation-shaping innovations (i.e. Uber) in a single day.

The 24/7 awareness that the emerging generations have experienced via social networks, mobile technology, and ubiquitous connectivity have caused each new generation to have different perspectives from the previous generations. And, the typical generational time span of fifteen to twenty years is likely to decrease due to today's abundant awareness.

5. Increasing Innovations

Today's hyperconnected world and never-ending streams of information have instilled a never-ending appetitive into the emerging generations for more, better, faster. The effortless and seamless experiences Millennials and Generation Z have routinely encountered throughout their lives have become the new lens of expectations they carry into every brand and employer interaction.

For example, the emerging generations will not remember a world where they can't speak to a smart object, like Amazon Alexa, to order a product and have it delivered to their front door within an hour via a drone. That world will always exist in their minds, and because they can't remember a time before it was possible to use their voice to control their world, it will fundamentally shape how they expect goods and services to be delivered to them. It will fundamentally shape how they eventually show up inside your workplace.

Every time technology makes a process or procedure more frictionless, it becomes the new expectation or standard for the generations who have never experienced what it was like before the innovation.

This is true for all of us, no matter your generation. If you can't remember a world prior to an invention, then to you it's not an invention, it's standard, and that is where your expectations start.

That doesn't make you entitled; that makes you a different generation with a different perspective living in a new reality.

Because the world is changing at a rate humanity has never experienced, new innovations are imprinting and influencing the emerging generations at an unprecedented rate.

As drastic as these generational disparities are becoming, there is an upside.

The Competitive Advantage of Generational Diversity

Like-minded teams maintain. Diverse teams innovate.

It's nearly impossible to learn something new from someone who shares your views or thinks like you. Why is diversity so challenging for many organizations and leaders? Because it's more comfortable to be with people who think and act similarly. The confrontational aspect of different viewpoints is complicated and harder to manage.

Organizations that hire and promote the same kind of thinkers are capping their potential

More perspectives on a team lead to better decision making. Perspective diversity can come in many shapes and sizes: backgrounds, personalities, gender, race and ethnicity, experience, thinking patterns, location, skills, leadership style, and age.

A diverse workforce is better equipped to respond to today's high-flux and disruption-prone twenty-first-century marketplace.

Research shows that nondiverse teams are likely to apply a more uniform approach to problem solving, which ultimately dampens creativity and limits the solutions the team will try. A diverse team is better equipped to approach a problem from every angle, resulting in a better, more thought-through solution. Testing ideas against opposing points of view are how the best ideas get developed.

According to Anna Wittenberg, SVP and chief diversity and

inclusion officer at SAP, 85 percent of enterprises agree that diversity results in the most innovative ideas.[8] In addition, external organizations, across industries, rated highly for diversity and inclusiveness report 57 percent better team collaboration, 19 percent greater retention, 45 percent more likely to improve market share, and 70 percent more likely to achieve success in new markets, according to a recent report from Ernst and Young.[9]

A diverse team provides the opportunity for the unique strengths of each team member to be leveraged. The greater the diversity, the greater the breadth of strengths to be utilized. Each diverse team member will have strengths that can compensate for the shortcomings or blind spots of other team members.

Cognitive diversity is having a team of distinct people who have varying ways of thinking (experimental, analytical, logical, creative, etc.). Cognitive diversity fuels innovation, enhances employee engagement, boosts customer satisfaction (because diverse customers are represented internally), and drives business success in today's rapidly changing workplace.

Diversity of thought spurs innovation.

One of the most valued forms of cognitive diversity in today's changeable world can be found in a multigenerational workplace. Because Millennials and Generation Z fundamentally think and approach problem solving differently than previous generations, generational diversity is a very powerful version of cognitive diversity.

With generations being one of the greatest diversities that divides employees, leaders must act intentionally to unite generations in order to reap the benefits of generational diversity.

Fostering an environment of respect, inclusion, open communication, and freedom to create and implement ideas will help organizations capitalize on their generations' diverse cognitive power. Marrying previous generations' experience with Millennials' and Generation Z's fresh perspectives and

innovation will help future-proof organizations in the twenty-first century.

For example, a team that benefits from generational diversity will be able to communicate with the confidence of a Baby Boomer, the experience of Generation X, and the velocity of a Millennial or Generation Zer.

Dennis Kennedy, founder and CEO of the National Diversity Council, says, "Managing generational diversity is key for organizations to gain a competitive advantage and make a positive impact on employee morale, productivity, and retention."

"Organizations that want to thrive in the future will need to have employees and managers who are skilled in dealing with differences along these and other dimensions, including generational diversity," says Kennedy.[10]

Up until now, companies have asked employees to adjust to the corporate culture, but Wittenberg encourages corporate cultures to "open up to being inclusive" and allow the uniqueness of each generation and the individual to influence the company culture.

Achieving cognitive diversity through a multigenerational team enables workers to ask better questions, be more effective, and deliver improved experiences for employees or customers of all ages.

Why Do Generations Matter?

Generations matter because a multigenerational workforce can be the source of mind-bending organizational dysfunction, OR it can be the source of extraordinary collaboration and innovation.

In order to create a cohesive team and avoid conflict, its important workers understand how different generations see themselves and each other. It can be highly beneficial to blend experience and youthful energy in today's workplace, but it's also

difficult to manage across the various generations. Managers continue to be faced with the steep challenge of managing teams made of employees from distinctly different generations, each with unique expectations, needs, strengths, and weaknesses.

The coming chapters will provide insights into who the generations are.

Chapter 2

Who Are
the Generations?

GEORGE ORWELL ONCE SAID, "EVERY GENERATION imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it." Does that describe your feelings toward other generations? People tend to feel their generation is the best generation. But, no generation is better than another—just different.

Generations are clues, not absolutes. This is critical to keep in mind when discussing generations. In my opinion, generations are very big clues on how you lead, communicate, market, etc. in today's modern marketplace.

The idea of "social generations" was introduced in the nineteenth century. Social generations are cohorts of people who were born in the same date range, share similar cultural experiences, and have been shaped by significant events or societal trends while coming of age. Prior to this concept, "generations" had generally referred to family relationships, where a generation was defined by a single step in the line of descent from an ancestor.

Government, the advertising industry, and prominent authors have all had a hand in naming the generations, or in the case of the Millennials, an entire generation had a hand in renaming their own generation from its original name of Generation Y. The

naming of generations is arbitrary, and typically takes time to evolve before becoming "official."

Today, generations are typically a fifteen-to-twenty-year span and are formed by significant events (world wars, the moon landing, terrorist attacks, etc.) or advances in society (the internet, technology, etc.) during the moldable years of an age group.

In the future, generational spans are likely going to shrink to five-to-ten-year spans due to the increased level of exposure to global events, trends, and innovations that emerging generations will have thanks to the increasingly connected and high-tech world of tomorrow.

With this in mind, working across generations will become more complex and challenging in the future. It's critical to understand the present generations while always learning about each emerging generation.

What Generation Are You?

Whichever question you answer "yes" to will reveal your generation.

- Were you born before, during, or a few years after World War I?
  - If yes, you are part of the GI Generation.
- Did you grow up during World War II?
  - If yes, you are part of the Silent Generation.
- Do you remember the JFK assassination or the Beatles breaking up as a child or young adult?
  - If yes, you are part of the Baby Boomer Generation.
- Do you remember the Watergate scandal, the space shuttle *Challenger* disaster, or MTV launching as a child or young adult?
  - If yes, you are part of Generation X.

- Did you grow up during the 2000s?
    - If yes, you are part of the Millennial Generation.
- Do you NOT remember 9/11?
    - If yes, you are part of Generation Z.

Generation Chart

The Generations	Birth Years (Approximate)	US Population
Generation Z	1998<	68+ million
Millennials	1981–1997	76 million
Generation X	1965–1980	51 million
Baby Boomers	1946–1964	75 million
Silent Generation	1928–1945	56 million*
GI Generation	1900–1927	60 million*

This was how large the generations were at their peak. Unfortunately, the older generations are not this large anymore due to folks passing away.

People who find themselves within two to three years of the generational age ranges are considered "cuspers." Cuspers tend to identify with the characteristics, values, and behaviors of the two generations they balance between. Cuspers tend to be good at bridging the gap between the two generations.

At this point, the cut-off year for Gen Z is unclear, as a majority of the generation is still coming of age. However, according to 2017 survey data from the United States Census Bureau, there are more than 68 million Gen Zers.[1]

Alternate Approach: What Generation Am I?

Another way to identify what generation you are part of is to consider which phase of life/career you are in.

William Strauss and Neil Howe, influential authors on American generations, define a social generation as the aggregate of all people born over a span of roughly twenty years, or about the length of one phase of life: childhood, young adulthood, midlife, and old age.[2]

- **Childhood phase (ages ~0–21):** Everything is being taken care of for you. (Most individuals in this phase are Generation Z.)
- **Young-adulthood phase (ages ~21–42):** Figuring out your strengths and weaknesses, discovering your passions, and stepping into first leadership roles. (Most individuals in this phase are Millennials.)
- **Midlife phase (ages ~42–64):** Finding your stride in your career, honing skills as a leader and decision maker. (Most individuals in this phase are Generation X.)
- **Sagehood ("Old Age") phase (~65+):** Sharing your knowledge and focusing on creating a legacy. (Most individuals in this phase are Baby Boomers.)

Who Are the Generations?

Following are the Western cultural generations. Other areas around the world, such as Asia and portions of Europe, will have their own generation definitions based on cultural, political, and economic influences.

However, Gen Z has characteristics and behaviors that match their global peers, more so than previous generations. Gen Z was the first generation to collapse the international divide across generations. Because Gen Z has been in communication (visually, audibly, and/or in person) with their global peers as they've come of age, Gen Z's communications and characteristics are very similar across the world.

Note that these are generalizations. Many variations of the

generations can exist within regions, both geographically and culturally.

GI Generation

Birth Years: ~1900–1927

Alternate Names: The Greatest Generation

Shaped By: Great Depression, World Wars I and II

Traits: Hard-working, patriotism, respect authority, conservative savers

Silent Generation

Birth Years: ~1928–1945

Alternate Names: Builders, Traditionalists, Lucky Few, Postwar Cohort

Shaped By: World War II, Vietnam War, Korean War

Traits: Veterans, conformists, loyal, follow rules, nonprotesters

Baby Boomers

Birth Years: ~1946–1964

Alternate Names: Me Generation, Generation Jones

Shaped By: Woodstock, civil rights, economic prosperity, Kennedy assassination, rock 'n roll

Traits: Driven, question authority, optimistic, efficient, team players, "great consumers"

Generation X

Birth Years: ~1965–1980

Alternate Names: Baby Busters, Gen Bust, The Lost Generation, Latchkey Generation

Shaped By: Watergate, layoffs, family instability, *Challenger* explosion, MTV

Traits: Latchkey kids, self-reliant, skeptical, independent

Millennials

Birth Years: ~1981–1997

Alternate Names: Generation Y, Echo Boomers, Generation Me

Shaped By: 9/11, Columbine, Y2K, internet, Great Recession, technology

Traits: Ask why, creative, optimistic, collaborative, entrepreneurial

Generation Z

Birth Years: ~1998< (it remains to be determined when Gen Z will end)

Alternate Names: iGen, Centennials, Globals, Homelanders, Post-Millennials, Founders

Shaped By: Terrorism, mobile technology, social media, cyberbullying, artificial intelligence, gig economy

Traits: Pragmatic, cautious, tech dependent, individualistic

A firm understanding of just how different the generations are is important in today's multigenerational workplace and marketplace. Understanding the generations allows you to appreciate those that went before you by comprehending some of their struggles and triumphs, and it can prepare you for the changes that will inevitably come with the next generation.

Chapter 3

How the Generations Differ

AGE COHORTS, WHICH ARE GROUPS OF PEOPLE WHO are around the same age, provide a way for people to understand how different formative experiences interact with the life cycle and aging process to shape people's view of the world. An individual's age is one of the most common predictors of differences in attitudes and behaviors. Age cohorts provide us insights on how various generations uniquely approach topics such as communication, leadership, technology, and work.

Today, however, technology is rapidly transforming behaviors, values, and expectations.

Because of the rapid advancements in technology, ubiquitous connectivity, and the world's information easily accessible via a mobile device, Gen Z is less dependent on parents and teachers for information. Ubiquitous connectivity has allowed the emerging generation to experience and do more than what had traditionally been possible by previous generations.

Technology and the internet have and will continue to rewire the emerging generations. Kids these days can operate a smartphone before they can tie their shoes. Technology is creating new behaviors, values, and expectations that have never existed before, thus creating stark differences between the generations.

Each generation has varying experiences and perspectives that can clash in the workplace. These generational differences, left un-addressed, can lead to poor communication, decreased produc-tivity, leadership miscues, decreased unity, and much more.

Here are a few examples of how generational perspectives vary across different topics:

COMMUNICATION

	Boomers	**Gen X**	**Millennials**	**Gen Z**
Summary	Formal and direct	Informal and flexible	Authentic and fast	Transparent and highly visual
View	Face to face, phone, and email	Email, text, and Facebook	Text, Instagram, Skype, and Slack	Snapchat, FaceTime, YouTube, WhatsApp, and Twitch
Attitude	Need background info and details	Keep professional	Efficient and mobile first	Mobile only and voice

TECHNOLOGY

	Boomers	**Gen X**	**Millennials**	**Gen Z**
Summary	Some tech	High tech	All tech	What tech? (Human and tech are merging)
View	Enhancer	Balancer	Amplifier	Extension of oneself
Attitude	Want to master it	Want to enjoy it	Need to employ it	Have to manage it

WORK

	Boomers	**Gen X**	**Millennials**	**Gen Z**
Summary	A place	A means to an end	A vehicle	Life (the lines between work and life are blurring)
View	Responsibility	Drive outcomes	Fulfilling	Earn and learn
Attitude	Loyalty is rewarded	Work hard, play hard	Work smart	Work fluidly

LEADERSHIP

	Boomers	**Gen X**	**Millennials**	**Gen Z**
Summary	Authoritative	Hierarchy	Coaching	Networked (trade concentrated for collective knowledge)
View	Sage (Sharing experience and wisdom)	Sherpa (rising up new leaders)	Soldier (leading in the trenches)	Student (learning more about leadership)
Attitude	No news is good news	Semiannual reviews	Routine check-ins	360° real-time feedback

LEARNING AND DEVELOPMENT

	Boomers	**Gen X**	**Millennials**	**Gen Z**
Summary	One to one	One to many	Many to one	Individualized and communal
View	On the job and classroom	E-learning	Micro and on-demand	Mobile, just in time, and virtual reality
Attitude	Refine niche expertise	Formal and top-down approach	Way to get ahead	Constant and continuous

BUYING

	Boomers	**Gen X**	**Millennials**	**Gen Z**
Summary	Credibility matters	Value matters	Cocreation matters	Social impact and narrative matter
View	Word of mouth and brick and mortar	Online	Social media and mobile	Voice and chatbots
Attitude	Proximity, timing, and relationships	Cost-and-value conscious	Social proof	Networks weigh in

Generational differences don't have to be crippling. Rather, they can be competitive advantages, if leveraged appropriately.

Chapter 4

Overcoming Generational Differences

NOW THAT YOU HAVE A BETTER IDEA OF WHO THE generations are and the differences that exist across generations, here are five strategies for overcoming generational differences:

1. Seek Awareness and Appreciation

Before bridging the generational gap, you must be aware of how generations are formed, and then appreciate the differences that exist across generations due to the different time period that the generation came of age.

As highlighted in the previous chapter, each generation has a varying viewpoint when it comes to leadership, communication, technology, work, and more. Make it a priority to consider the viewpoint of other generations when interacting and working across generations. The more you know about a generation, the quicker you can take the necessary steps to close the generational gap.

2. Commit to Continuous Learning

It was Ralph Waldo Emerson who said, "Every person I meet is my superior in some way, and in that I learn from them." We can learn something from everyone. The key is to be open to learning from anyone, no matter their age. Those who will succeed in the coming generations are those with the highest degree

of learning capacity and those that are most willing to learn, change, and grow.

You will build a stronger connection across generations if you approach others knowing they can teach you something. Respect is established. Respect is not only communicating that I can learn from you, but it's I *want* to learn from you. This posture of respect is also likely to open others up to explore how they can learn from you.

The joy is in the mastering, not in being a master. Leverage learning as fuel to attack today's steep and ceaseless learning curves and to build bridges across generations. May these quotes serve as an impactful reminder to always prioritize a life of learning:

1. The greatest enemy of learning is knowing. —John C. Maxwell
2. I am not afraid of storms, for I am learning how to sail my ship. —Louisa May Alcott
3. It's what you learn after you know it all that counts. —John Wooden
4. It is better to travel well than to arrive. —Buddha
5. The illiterate of the twenty-first century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn. —Alvin Toffler

Embrace the powerful pursuit of continuous learning and be rewarded with better team cohesion across generations.

3. Find Common Ground

Common interests are the foundation for strong relationships. Establishing common ground allows for a deeper connection to be forged. Leadership expert John C. Maxwell was spot on when he said, "It's difficult to find common ground when all you're focused on is yourself."[1] Focus on others and strive to find common ground.

A recent study done by Boston College's Center for Work & Family: Creating Tomorrow's Leaders: The Expanding Roles of Millennials in the Workplace by Lauren Stiller Rikleen discovered

a significant difference between how Millennials define career success and how their non-Millennial managers define it.[2] Most managers (48 percent) believe that Millennials are primarily focused on money to determine career success, whereas the majority of Millennials (30 percent) identified meaningful work as the most important factor defining career success.

Leaders tend to lead how they prefer to be led rather than catering to their followers' leadership preferences. Baby Boomers tend to find their identity in their work, and use their pay as an indicator of success, which is why they erroneously place that same success-indicator assumption on the Millennials they lead.

Knowing and understanding what makes Millennials and Gen Z different in the workplace is the secret to determining strategies and actions that can transform them into high-performing employees and the future leaders your organization needs.

To be able to effectively lead around those differences, common ground has to be established. While it may seem the emerging generations have completely different workplace motivators than other previous generations, keep in mind that we have more similarities than differences. At the end of the day, we are all humans with many of the same needs and aspirations. We all want to be fairly compensated, to achieve a healthy work/life balance, and the opportunity to fulfill our potential.

Gen Z desires many of the same things other generations do, but they often want it delivered in a different way or prefer a different frequency. Spend time getting to know the people you work with on a personal level so that you can discover the commonalities that can unite you as a multigenerational team.

4. Eliminate Your Assumptions

There is a silent leadership killer that is running rampant in today's multigenerational workplace. It's a potent poison that can blindside the most seasoned of professionals. If not careful, anyone can fall victim to its unassuming wrath.

This silent killer is . . . assumption. Time and time again, I hear examples of workers who make the massive mistake of assuming too much and communicating too little.

Whether in our personal or professional relationships, assumptions get us in trouble. It's easy to have a one-way conversation in your head that leads to a decision, and then expect your peers or team to know exactly what your train of thought was on the decision. Assumptions rob others of the necessary clarity to get behind a decision, idea, or task.

Assumptions are particularly dangerous today as the world moves faster and faster. One generation's assumption is another generation's obsolescent. Many long-held assumptions about how we communicate, lead, and work can become obsolete in an instant.

It's easy to assume how Gen Z wants to apply for a job, how Millennials want to be led, how Generation X prefers to collaborate, or how Baby Boomers want to communicate. Don't let your assumptions blind you to reality. Instead, ask how different generations prefer to apply, be led, collaborate, or communicate in the workplace. Then, adapt your approach to best connect with that generation.

Another assumption pitfall to be wary of is assuming Gen Z new hires know how to communicate, collaborate, manage time, and dress professionally.

- Stop assuming Gen Z knows your communication preferences. Start clearly communicating.
- Stop assuming Gen Z professionals aren't working if they aren't in the office. Start managing output.
- Stop assuming Gen Z wants to be led like previous generations. Start adapting your leadership.
- Stop assuming Gen Z has little to offer. Start expecting more to get more.
- Stop assuming Gen Z knows better. Start coaching and mentoring.

One remedy for assumptions is to overcommunicate. Assumption is ultimately a lack of communication. Assumptions serve as a communication shortcut. But, often times critical information is bypassed when we try to shortcut our communication. Communicate often and clearly in order to kill any lingering assumptions and provide those around you with the clarity they need.

5. Pursue Cross-Generational Interactions

The best way to continue learning about other generations, what they value, and how they view life is to rub shoulders with them. Explore ways at work, volunteering, or through an association to begin interacting with different generations. Here are three specific ways to promote cross-generational interactions:

1. Mentor programs are an effective way to increase employee communication and understanding of each generation's viewpoint, perspective, and expectations at work, as well as other's individual roles, skills, and personalities.
2. Reverse mentoring is a learning relationship where senior executives or veteran employees are paired with younger employees, who then share their insights on technology, social media, and the latest workplace trends. Reverse mentoring creates diverse environments where individuals can communicate openly, provide insights, share ideas, and challenge legacy thinking across generations.
3. Employee resource groups (ERGs), also called affinity groups, are voluntary, employee-led groups that serve as a resource for members and organizations by fostering a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. ERGs provide an environment where generations can learn, serve, and grow together.

Don't just bridge the generational gap; help generations to blend and collaborate. Create diverse team-building opportunities that nurture and foster the unique strengths of everyone.

In conclusion, all generations bring value to the table through their diverse perspectives and experiences. The organizations that will thrive in the twenty-first century are the ones that will leverage the wisdom and past experiences of previous generations with the fresh perspective and energy of the emerging generations. Finding ways to leverage their uniqueness will be a twenty-first-century competitive advantage.

Chapter 5

Why Generation Z Will Be Different

"LOOK AT YOU, WITH YOUR FANCY-SCHMANCY HIGH-speed internet. You know in my day, you couldn't just start streaming six ways to Sunday . . . you'd get knocked off. And sometimes it took a minute to download a song. That's sixty seconds, for crying out loud! Sitting and waiting for an album to download . . . I still have back problems."

Sound like something a grandparent might say? Think again.

A fourteen-year-old actually spoke those words to a group of younger kids in the comical AT&T "In My Day" ads from a few years ago. The ad campaign humorously illustrated that technology was moving so fast that even fourteen-year-olds weren't able to keep up with their younger peers.

The ads were extremely funny, yet painfully truthful. How can the rest of us expect to keep up with the fast times when fourteen-year-olds already feel out of touch?

Gaining a better understanding of how Gen Z is changing and will be different from previous generations will help to alleviate the sense of being out of touch, and will future-proof your organization as you prepare for the emerging generations to enter your market or workplace.

Four Reasons Generation Z
Will Be the Most Different Generation

1. Generation Z Will Be Smaller

To put it simply, generations are formed by significant events or societal advancements during the moldable years of an age cohort. The behaviors and values of the Silent Generation were shaped by World War II; Baby Boomers shaped by the Kennedy assassination; Gen X shaped by the *Challenger* explosion; Millennials shaped by 9/11; and Gen Z is being shaped by mobile technology, terrorism, and social media, to name a few.

As mentioned previously, generations have typically spanned fifteen to twenty years, but because of the rapid advancements in technology and ubiquitous connectivity, mobile devices and social networks provide a 24/7 feed of real-time information in the palm of our hand. This shift has enabled the emerging generations to be exposed to more life-shaping content, and thus shrinking the generational span from fifteen to twenty years to five to ten years.

As technology and connectivity rapidly evolve, so will the emerging generations.

2. Generation Z Will Be More Diverse

In the past, all of the world's innovations were designed to impact our physical world. Many of these innovations (i.e. wheel, printing press, steam engine, car, etc.) caused linear—nonexponential—and gradual change. But, today's innovations—the internet, Facebook, Uber, Amazon, Pokémon Go, Netflix—are impacting the physical and digital worlds. Connectivity and the Cloud have enabled exponential and accelerated change.

Gen Z is becoming more behaviorally and culturally diverse thanks to today's exponential times. Today, there are countless platforms and channels where Gen Z can connect, consume, and contribute. News, trends, and products and services all have the exponential power to reach and reshape generations.

Exponential times enabled Pokémon Go, the location-based augmented-reality mobile game, to become the most downloaded mobile game in its first month (130 million downloads)[1] and the fastest mobile game to earn $600 million in revenue (ninety days).[2] Because of the game's success, Gen Z now expects to use more augmented and virtual-reality experiences moving forward.

Gen Z will be more diverse in their thinking, behaviors, and culturally. If the Millennials have you scratching your head, prepare yourself for a full "mind blow" as Gen Z brings even more diversity and change.

In fact, according to United States census data and the Pew Research Center, Gen Z is the most diverse generation ever. One in four are Hispanic, 6 percent are Asian, and 14 percent are African-American.[3] That racial and ethnic diversity is expected to increase over time, with the United States becoming majority nonwhite in less than a decade, according to Census Bureau projections.[4]

3. Generation Z Will Be More Global

The Millennial generation is the most global to date, and has more in common with their international peers than any previous generation.

Millennials were considered the first global generation, but as more of the world comes online, geographies will continue to shrink. Gen Z will become more global in their thinking, interactions, and relatability. In fact, 58 percent of adults worldwide over thirty-five years old agree that "kids today have more in common with their global peers than they do with adults in their own country."[5] An eight-year-old in the US is likely to have more in common with an eight-year-old in India than a sixty-five-year-old in their own country.

Gen Z has been able to turn on Xbox One, put on a headset, and communicate with peers halfway around the world in real time while they game. Connectivity has reframed for Gen Z how effortless it is to communicate and collaborate across the globe.

Gen Z will be a boundaryless generation.

4. Generation Z Will Influence Your Behavior

Like no other generation before them, Millennials and Generation Z have actively tried to assimilate previous generations into their culture. As an adult, have you texted an emoji to a coworker, taken a selfie, or downloaded Snapchat? Many actions that were once considered "childish" are now mainstays in culture. Never before have behaviors been rippling up generations like they are today.

Here are a few additional examples: [6]

- The average age of those who took a selfie in the last six months are 43.3-year-old females.
- The fastest-growing demographic on Instagram is 40-to-60-year-olds.
- The highest conversion rates on Facebook are 46-to-63-year-olds.

Previous generations are assimilating the behaviors of the emerging generations for two primary reasons: transparency and self-preservation.

1. Transparency: The internet and social media have allowed people to experience what's important and top-of-mind for the emerging generations instead of it being locked in a diary.
2. Self-preservation: To remain relevant and functional in a high-tech world, previous generations are looking to the emerging generations for cues on how to use and leverage technology.

Humanity has always looked to its youth for innovation, but today it's happening faster and more frequently than ever before.

Section 2

. . .

Understand Generation Z

Chapter 6

Who Is
Generation Z?

IN THIS CHAPTER, YOU'LL LEARN HOW THE INTERNET of things, Instagram, and Xbox transformed the next generation of workers. This in-depth timeline will help you better understand Gen Z.

No matter your age, technology is fundamentally reshaping your behavior and expectations in a way you never thought possible. If technology has changed the way you live and work, imagine how it shaped an entire generation that has used technology as early as one year old.

Total game-changer.

The next generation gives us data points into what's next. Understanding who Gen Z is provides the necessary data to influence how a company must recruit, retain, and lead its employees in the future.

Rather than focusing on historical events, the following timeline covers how pivotal innovations and culture shifts have transformed Gen Z's view of life and work. Gen Z begins in 1998, and the following provides the necessary context around how the oldest Gen Zers have grown up by charting the fictitious life journey of one individual. Let's call this individual Jennifer Zahn, or Jen Z for short (ah, get it?).

Who Is Generation Z: A Timeline That Reveals How the Twenty-First Century Shaped Them

1998: Jen Z Is Born

Jen Z is raised by tech-savvy Gen X parents, and many of her younger Gen Z peers are being raised by the tech-dependent Millennials. In fact, according to Common Sense Media, 38 percent of children today who are under two years old have used a mobile device for playing games, watching videos, or other media-related purposes.[1] There was a relatively large technology gap between Millennials and their Baby Boomer parents, but Gen X has shrunk that gap with their Gen Z kids, which has only accelerated the tech adoption of Gen Z.

Gen X's independence, survival mentality, and skepticism toward leaders and institutions that they witness rise and fall during their youth will translate into parenting Gen Z with a focus on do-it-yourself mentality, hard work, and being realistic (especially since 62 percent of Generation Z doesn't remember a time before the Great Recession[2]).

- Generation Z Mindset: Gen Z will approach work with a DIY, work-hard, and pragmatic mindset.
- Innovation Influencer: Parents

2006: Jen Z Collaborates Globally

At age eight, Jen Z is an avid gamer, which shapes her approach to collaboration. With 66 percent of Gen Z listing gaming as their main hobby,[3] the International Olympic Committee considering adding pro-gaming as an official sport,[4] and Amazon's $970 million acquisition of the live-streaming video platform Twitch,[5] where viewers watch playthroughs of video games and other gaming-related events, the growth and importance of gaming among Generation Z is confirmed.

Jen Z doesn't think twice about turning on her Xbox, putting on a headset, and gaming alongside people around the world in

real time as they strive for an epic Halo win. Because gaming isn't hierarchical, Jen Z grasps the power and ease of virtual collaboration and reaching across borders to create powerful and diverse networks of global talent.

- Generation Z Mindset: Gen Z gravitates toward gamified processes or procedures, and is native to global communication and collaboration across virtual platforms.
- Innovation Influencer: Xbox

2007: Jen Z Becomes Untethered

At age nine, Jen Z is given her first cell phone for the primary purpose of safety and logistics. However, she is soon exposed to the new smartphone that Mom and Dad own. Today, the average age for a child getting their first smartphone is 10.3 years old.[6] Smartphones mobilized Gen Z to text, socialize, and game on the go.

Also, at this time, YouTube is growing in popularity, and thanks to the easy-to-use Flip Video camera, Jen Z is empowered to create and share videos. According to the Pew Research Center, 94 percent of eighteen-to-twenty-four-year-olds used YouTube in 2018.[7] YouTube becomes a go-to resource for entertainment, information, and how-tos.

- Generation Z Mindset: Gen Z is a video and mobile–centric generation, where their mobile devices serve as the remote control of their lives.
- Innovation Influencer: Smartphone and YouTube

2008: Jen Z Extends Her Digital Communication

At age ten, Jen Z doesn't meet the age requirements of Facebook, but that doesn't stop her from lying about her age in order to create an account and begin communicating with friends. While Millennials helped push social media into the mainstream, Gen Z can't remember a world where social media didn't exist. Today, 39 percent of kids get a social-media account at 11.4 years old.[8]

Millennials were digital pioneers, but Gen Z is the true digital-native generation. They have not had to adapt to technology, because the only world they know is a hyperconnected one where two out of seven people on the planet use Facebook.[9]

- Generation Z Mindset: Gen Z is quick to adopt new communication channels and prefers real-time, transparent, and collaborative digital communications.
- Innovation Influencer: Facebook

2009: Jen Z Benefits from Content Curation

At age eleven, Jen Z enters middle school with a smart device and the world's information curated into blank search boxes. Jen Z and her peers have become adept researchers and very resourceful due to their early internet access. In fact, 43 percent of Gen Z teens prefer a digital approach to learning, and find it easiest to learn from the internet.[10]

Generation Z treats the internet as their external brain, and therefore approach problems in a whole new way unlike any generation before them. They do not consider parents or teachers as the authority, but rather the internet as the authority.

- Generation Z Mindset: Generation Z wants teachers and managers to not be the sole source of their learning, but rather supplement their learning, coaching them through their questions, mistakes, and success.
- Innovation Influencer: Search engines

2010: Jen Z Lives an Interconnected Life

At age twelve, Jen Z, on a daily basis, utilizes four to five screens (mobile, TV, laptop, tablet, or game device). She begins collaborating with peers online inside the classroom (and via Google Docs by 2012), continuing the work on the way home via a smartphone or tablet (Apple releases the first iPad this year),

and then finishes her homework on a laptop at home. Gen Z is executing work in unprecedented ways.

Jen Z is becoming increasingly aware of all of the interconnected and "smart" devices (wearables, smart toys, drones, etc.) that impact her life. The State of Internet of Things 2018 forecasts that 22 billion connected things will be in use worldwide in 2025.[11] Eventually, Gen Z will live in a world with 1 trillion interconnected devices that will forever reshape how they live, work, and play.

- Generation Z Mindset: Gen Z has developed a much higher instinctual relationship with technology, and the increasingly interconnected world shifts their expectations for how work can and should be executed.
- Innovation Influencer: iPad and internet of things

2012: Jen Z Seeks Deeper Social Connections

At age fourteen, Jen Z is on Twitter and a power user of the 2010-released social-media platform Instagram. Instagram becomes an immediate hit among Gen Z. Instagram shifts Gen Z's communication preferences toward images, short videos, and a mobile-first approach.

Jen Z is also growing weary of the superficiality she sees throughout social media. By 2014, 25 percent of Gen Z had quit their parents' and older siblings' social network.[12] To fill the growing desire for a more true-to-life network, the anonymous social network Whisper launches and quickly nets millions of users. Jen Z also prefers Snapchat (launched in 2011), which offers a more real and honest connection for users.

- Generation Z Mindset: Generation Z prioritizes honest, transparent, and authentic messaging from friends, leaders, employers, and brands.
- Innovation Influencer: Instagram and Snapchat

2013: Jen Z Establishes a Digital Brand

At age fifteen, Jen Z discovers the social network and blogging platform Tumblr, which provides her a global platform to share her ideas, passions, and opinions. Due to the rise in popularity of blogging/vlogging and Apple's App Store (launched in 2008), Jen Z is becoming savvier at building her own digital assets (blog, website, apps, etc.).

Gen Zers are creators, contributors, and collaborators. Technology has empowered them to have a voice, to streamline and systemize, and to simplify complex problems, because after all, "There's an app for that."

- Generation Z Mindset: Gen Z expects to cocreate with brands, contribute on teams, and collaborate with managers, and they expect innovation from their employers, leaders, and brands.
- Innovation Influencer: Tumblr and Apple's App Store

2015: Jen Z Launches Her Career Early

At age seventeen, Jen Z enters the workplace via an internship while a senior in high school. Sixty percent of companies agree that students will need to begin to focus on their careers in high school in order to compete for internships and jobs in the future.[13] No wonder LinkedIn recently decided to lower their minimum age required to create an account to thirteen.

Jen Z is eager to launch her full-time career, but much like Millennials, expects a short tenure. Eighty-three percent of to-day's students believe that three years or less is the appropriate amount of time to spend at their first job.[14] Gen Z will use YouTube, Instagram, Glassdoor, etc. to make sure the job and em-ployer are the appropriate fit.

- Generation Z Mindset: Gen Zers are self-starters,

self-learners, and self-motivators seeking swift impact at work.

- Innovation Influencer: LinkedIn and Glassdoor

2016: Jen Z Explores Entrepreneurship

At age eighteen, Jen Z realizes how easy it can be to become an entrepreneur and turn an idea into reality by creating an account on Kickstarter, the global crowdfunding platform. The popularity of the show *Shark Tank* and the seemingly overnight success stories of Mark Zuckerberg and Evan Spiegel bring entrepreneurship front and center for Gen Z.

Sixty-one percent of high school students and forty-three percent of college students said they would rather be an entrepreneur than an employee when they graduate.[15]

- Generation Z Mindset: Gen Z places a premium on entrepreneurship, innovation, and "side hustles."
- Innovation Influencer: Kickstarter

2018: Jen Z Rewires Work

At age twenty, technology continues to impact Jen Z's life and begins to shape her expectations of work.

- **Pokémon Go:** Gen Z showed through the record-breaking success of Pokémon Go that they are ready for augmented-reality (and soon virtual-reality) experiences at work.
- **Snapchat, Instagram, Musical.ly, TikTok, and GroupMe:** Gen Z's expectation of the frequency, medium, and delivery of communications at work has changed.
- **WeWork:** Gen Z has widespread availability to workspace and entrepreneurial communities as WeWork expands in seven short years to 218 locations in 53 cities around the world, reshaping where and when works gets done.

- **App Store:** Gen Z experienced a shift from bring your own device (BYOD) to work to bring your own application (BYOA) as application creation becomes accessible and challenges how work is structured and executed.
- **YouTube**: Gen Z grew up on a steady diet of YouTube tutorial videos and will expect innovative workplace learning and development (L&D) via video.
- **Alexa, Google Home, and Siri:** Gen Z is open to integrating more artificial intelligence into their work lives as more and more AI-enabled devices enter their homes and pockets.
- **FaceTime, Skype, Twitch, and FortNite**: Gen Z seeks innovative tools and games to connect with peers and colleagues.

Gen Z's high-tech, ultraconnected, and hypersocial upbringing will make them a different breed of employees, teammates, entrepreneurs, and leaders.

- Generation Z Mindset: Gen Z's relationship with technology will rewire how they show up as workers and consumers.
- Innovation Influencer: Pokémon Go, artificial intelligence, WeWork, gaming, App Store, etc.

2020: Jen Z Enters the Workforce

At age twenty-two, Jen Z enters the workforce full time as a member of the most diverse and multicultural US generation. As the first truly global generation, a lack of diversity (gender, race, culture, age, etc.) will be a red flag to them. Gen Z understands the value of varying perspectives that diversity brings. Not only do they expect it, they want it.

Gen Z will work, sell, B2B buy, communicate, and ultimately lead differently than previous generations. The leaders who

understand the values, expectations, and behaviors of Gen Z will be better positioned for next-generation success.

- Generation Z Mindset: Generation Z will leverage the diversity of thought and experience of their generation to create innovative solutions for tomorrow's complex problems.
- Innovation Influencer: 5G, blockchain, gig economy, and much more

Chapter 7

What's
Shaping Generation Z?

THE GEN Z TIMELINE IN THE PREVIOUS CHAPTER hopefully provided helpful context to who Gen Z is. The following highlighted factors are shaping Gen Z in unprecedented ways and may usher in a new era of generations.

As mentioned previously, because of how disruptive technology has become and how fast the world is changing, generational spans are likely to shrink to five to ten years.

This explains the growing popularity behind the term "Xennials," the microgeneration of people on the cusp of Gen X and Millennials that are described as having had an analog childhood and a digital adulthood. In addition, many believe—myself included—that Millennials (born between 1981–1997) could be split into two generations, making their generational span eight years.

Technology is playing an increasingly pivotal role in shaping generations.

A generation who came of age during the superabundance of smartphones is likely to have different preferences and tendencies than someone who comes of age ten years later during the proliferation of artificial intelligence and blockchain.

Soon, organizations will be faced with hiring, working, and leading across a greater number of different generations than ever seen before.

Generation Z will be the first glimpse into this new era of generations.

Two Primary Factors Shaping Generation Z

1. Increased Influences

In the not-too-distant past, generations were only exposed to what happened in their small tribes or communities. The weather, landscapes, sources of food (rivers, vegetation, etc.), and the modest number of family and friends within the tribe were the only things influencing human behavior.

Limited influences, constricted information flow, and slow-changing surroundings ensured previous generations' values, expectations, and behaviors remained relatively unchanged for decades.

Today, something can happen halfway across the world and current generations are exposed to it instantly. Smartphones and endless news feeds expose people to significant events, ideas, and innovations at a frequency never before experienced.

The 44 percent of the world's population who are active on social media,[1] or the 35 million songs on Spotify,[2] or the over 540,000 podcasts,[3] or the 65 billion daily WhatsApp messages,[4] or the 948 million hours of streamed content on Twitch (in January 2019 alone)[5] can now influence Generation Z's values, expectations, and behaviors . . .

Thus making Generation Z wildly different than previous generations.

2. Abundant Access

Technology and the internet have made the entire world accessible. Access to information, people, opportunities, capital, tools, etc. is abundant and changing how Generation Z works, learns, travels, buys, communicates, and more.

Abundant access shaped Millennials and is shaping Generation Z as they continue to come of age. Read this to learn more.

Gen Z turnover, disloyalty, disengagement, and job-hopping can be explained in one word. This word enabled me—a Millennial—to build my dream business while holding down a full-time job.

This word has entrepreneurs and business owners reimagining what's possible.

This word is putting never-before-seen stressors on organizations.

This word allows individuals everywhere to learn anything.

This word is empowering every consumer and employee.

This word provides game-changing perspective.

This word has changed the world.

The word is . . . access.

As far back as they can remember, Gen Z has had access to the world's information curated into a blank search box in the palm of their hand. Now they have access to this information (thank you, Alexa) at the tip of their tongue. The next generation after them will be able to access information at the tip of their brain.

Millennials were the first generation to feel the impact of access. Access caused Millennials to have different perspectives, expectations, and behaviors. Access changed how Millennials job search, learn, socialize, travel, communicate, build businesses, network, entertain themselves, sell, buy, and work.

These new behaviors and expectations caused every industry and employer to scramble to try to make sense of this new

generation, when in reality Millennials were becoming a product of their environment. Because the environment was different, the generation became different.

The environment was the most high tech, complex, and innovative in human history. This hyperconnected and fully accessible environment is now every generation's reality.

- We now have abundant access to:
- Connectivity: Launch a business or brand with a webcam and Wi-Fi.
- Information: Search YouTube to learn how to start a podcast, follow a news outlet on Twitter to receive instant breaking-news notifications, or listen to an audiobook while on an airplane.
- Opportunities: Secure a job on Indeed or LinkedIn, sell on Etsy or Amazon, or freelance through Upwork or Lyft.
- Capital: Leverage crowdfunding platforms like Kickstarter and Indiegogo or membership platforms like Patreon to turn a passion project or idea into sustainable income.
- Travel: Seeing the world is easily within reach with Kayak, Google Maps, Google Translate, and Airbnb.
- Audiences: Create community, test ideas, get discovered, and/or sell goods and services via social networks and online communities.
- Entertainment: Play a puzzle, scroll through social feeds, or watch a movie, all from a phone.
- Cultures: Play Fortnite with someone halfway around the world in real-time, or stream a Netflix documentary series.
- Tools: Square, Zoom, Slack, Asana, and so many more make it possible to be more efficient and productive personally or professionally.
- Products: Front-door delivery of the world's best-reviewed, healthiest, and most cost-effective products and services.

- Transportation: Exploring the world has never been more seamless with services like Uber, Bird, and Google Earth.
- People: 95 percent of Americans own a cell phone[6] and 75 percent can reach their phones without moving their feet twenty-four hours a day.[7]

The world has been made accessible.

No longer are people constrained to the knowledge stored in their community buildings, a perspective of a neighbor, the bias of one news outlet, or by the position of their family tree. The only thing constraining people now is a limited imagination, pride, or lack of ambition.

Ignorance and stagnation are now a choice for both individuals and organizations. For organizations, access is challenging:

- The infrastructure of companies
- How and where employers recruit
- How companies train their employees
- How companies incentivize employees
- How companies retain top talent
- How companies get in front of customers
- The tools available for employees

Access is holding every company accountable to be better.

Access leads us away from average. If there are better employers, superior services, or improved products out there, they will be found.

Access has made it easy for disengaged employees to find a better company culture, move to a different location, and learn the new skill required to start a new job.

Access has made it easy for dissatisfied customers to search for an improved solution, watch testimonials, cost compare, and buy it at the lowest price.

Don't try to reform Millennials, Generation Z, or future work-forces. Don't tell them to behave differently and expect them to

comply. The world has changed—forever. Instead, reform the environment. Build things (company cultures, leadership skills, products, etc.) that are worth flocking to.

Examples of How Different Generation Z Behaviors Are

Here's how increased influences and abundant access is changing the preferences and behaviors of Gen Z:

- The top platform Gen Z uses to learn about an employer is YouTube.[8]
- Gen Z is more likely than previous generations to choose a city before a job.[9]
- 63 percent of the emerging generations are interested in vacationing in outer space.[10]
- 62 percent of Gen Z would choose no college degree and unlimited internet access over a college degree and no internet access.[11]
- 72 percent of Gen Z believe that everyone will have their own personalized digital assistant (Siri, Alexa, etc.) to help them do everything they need to do online.[12]

As truncated and diverse new generations begin rising every five to ten years (instead of every fifteen to twenty years) and begin to exhibit new behaviors, older generations will assimilate those behaviors faster than ever before.

For example, online chat, texting, social media, and emojis were first adopted by younger generations, and are now society mainstays across generations.

Moving forward, these bottom-up generational behavior shifts will accelerate the pace of change across every generation.

Four Additional Factors Shaping Generation Z

Here are four other major influences that are shaping Gen Z and will impact the future workforce:

1. Drone Parents

You can learn a lot about a generation by looking at the generation of parents that raised them. Gen Z is parented by Gen X. Gen X grew up as "latchkey kids," where they exercised independence, a survival mentality, and skepticism toward leaders and institutions that they witnessed rise and fall during their youth. Many of these childhood themes have influenced their parenting.

In order to not duplicate the "latchkey kid" challenges of their childhood, Gen X is more involved with their Gen Z kids. Gen Xers aren't helicopter parents, but rather drone parents, tracking and monitoring from a distance. They are less likely to rescue their children like helicopter parents. Instead, Gen X has taught their Gen Z kids to take their career into their own hands, that there are clear winners and losers (everyone does not get a trophy), and to be realistic about how much hard work is necessary to be successful.

2. Receding Economy

According to Ypulse, 62 percent of Gen Z doesn't remember a time before the Great Recession.[13] For most of Gen Z, the only memories they have during their formative years consist of companies collapsing, industries shrinking, and people losing jobs.

Because the median net worth of Gen Z's parents fell by nearly 45 percent during the Great Recession,[14] Gen Z needed little convincing that it was a tough world and that they would have to work hard. Today, 77 percent of Gen Z expect to work harder than previous generations.[15]

3. Hyperconnected World

According to Pew Research, only 14 percent of US adults had access to the internet in 1995. By 2014, that number was 87 percent.[16] Gen Z grew up during the most accelerated and game-changing periods of technological advancements in human history. More than technology, it's the connection to networks of people and information that has changed everything for Gen Z.

YouTube, Kickstarter, and LinkedIn inspired and equipped Gen Z to learn anything, try something, and be someone. Gen Zers are contributors, doers, and hackers of work and life. Mobile technology and ubiquitous connectivity have empowered them to have a voice, to streamline and systemize tasks, and to simplify complex problems, because to them, there has always been "an app for that."

4. Millennials' Example

Because Millennials have been the most highly scrutinized generation of all time, Gen Z is hyperaware of the strengths they should emulate (seek meaningful work, be entrepreneurial, or commit to continuous learning) and the pitfalls they should avoid (social-media superficiality, lack of interpersonal and communication skills, entitlement, or lack of work ethic).

One of the most glaring shortcomings of Millennials is their debt. Millennials' crushing student-loan debt has Gen Z seriously considering education alternatives. According to 2017 research conducted by WP Engine and the Center for Generational Kinetics, 50 percent of Gen Z is only willing to take on $10,000 or less student-loan debt, and 27 percent are not willing to take on any student-loan debt at all.[17]

Additionally, and according to the same study, 64 percent of Gen Z would rather have unlimited access to the internet and no college degree than a college degree and no access to the internet. This number jumped 23 percent year over year.[18]

Expect Gen Z to consider college alternatives or cost-effective digital universities, such as Top Rock University, which allows students to earn a bachelor's degree on their smartphone for a fraction of the cost of a traditional university. (I am a proud trustee of Top Rock University. Learn more at www.toprock.org.)

✳✳✳✳✳✳

In Chapter 12, we'll review how and why Gen Z might skip college altogether.

Chapter 8

Generation Z vs. Millennials: The Differences and Similarities

JUST WHEN YOU THOUGHT YOU HAD FIGURED OUT THE Millennials in your organization, a new generation is knocking at your door.

Since Millennials have been so closely examined for over a decade, you likely have a baseline understanding of the Millennial generation. In this chapter, we'll build on that knowledge by contrasting Millennials with Gen Z in order to better understand who Gen Z is.

(If you need more info or want more help with Millennials, check out my other book, *The Millennial Manual: The Complete How-To Guide to Manage, Develop and Engage Millennials at Work* at www.ryan-jenkins.com/manual.)

Generation Z vs. Millennials: The Eight Differences You Need to Know

1. Realistic vs. Optimistic

Seventy-seven percent of Gen Z expect to work harder than previous generations.[1]

Millennials became optimistic thanks to their encouraging Baby Boomer parents and growing up in a time of prosperity and opportunity. Gen Z will be realistic thanks to their skeptical and straight-shooting Gen X parents and growing up in a recession. According to Pew Charitable Trusts, during the Great Recession the median net worth of Gen Z's parents fell by nearly 45 percent.[2]

2. Independent vs. Collaborative

Seventy-one percent of Gen Z said they believe the phrase "If you want it done right, then do it yourself."[3]

When given the option to arrange a group of desks, Millennials would opt for a collaborative arrangement and assemble the desks into a circle. Gen Z will be more competitive with their colleagues and will harness a do-it-yourself mentality at work. In fact, 69 percent of Gen Z would rather have their own workspace than share it with someone else.[4]

3. Digital Natives vs. Digital Pioneers

Forty percent of Gen Z said that working Wi-Fi was more important to them than working bathrooms.[5]

According to Pew Research, only 14 percent of US adults had access to the internet in 1995, but by 2014 87 percent had access.[6] Millennials were pioneers in the digital age. They witnessed the introduction and rise of social media, instant messaging, smartphones, search engines, and the mobile revolution. Gen Z did not witness these innovations, but rather, they were born into it. Ubiquitous connectivity, highly curated global information, ondemand video, and 24/7 news cycles are native to Gen Z.

4. Private vs. Public

Seventy percent of Gen Z would rather share personal information with their pet than with their boss.[7]

As digital pioneers, Millennials explored (and in some cases exploited) social media and made public their thoughts, opinions,

and every noteworthy or menial life update. With safety and security top of mind, Gen Z will be much more calculated and/or selective with the information they share online. For example, Gen Z gravitated to Snapchat because of the time-bound content that won't live online forever like a Tweet or Facebook post would.

5. Face to Face vs Digital Only

Seventy-four percent of Gen Zers prefer to communicate face-to-face with colleagues.[8]

Millennials pioneered many of the digital communication tools (texting, instant messaging, Slack, etc.) that have made the workplace more efficient and effective, but some would argue less personable. Equipped with their experience communicating using full sight, sound, and motion over Skype, FaceTime, Snapchat, etc., Gen Z is positioned as the ideal generation to finally strike the right balance between online and offline workplace communications.

6. On-Demand Learning vs. Formally Educated

Seventy-five percent of Gen Z say there are other ways of getting a good education than going to college, according to Sparks & Honey.[9]

Millennials are questioning if their large student debt was worth it, especially considering that 44 percent of recent college grads are employed in jobs not requiring degrees,[10] and one in eight recent college grads are unemployed.[11] Gen Z will explore education alternatives. They will pursue on-demand or just-in-time learning solutions, like how-to YouTube tutorials, or will seek employers that offer robust on-the-job and development training.

7. Role-Hopping vs. Job-Hopping

Seventy-five percent of Gen Z would be interested in a situation in which they could have multiple roles within one place of employment.[12]

Growing up in fast times and coming of age in an on-demand culture, Millennials have little patience for stagnation, especially when it comes to their careers. Gen Z won't want to miss out on any valuable experience, and will want to flex their on-demand learning muscle by trying out various roles or projects (marketing, accounting, human resources, etc.) inside of the organization.

8. Global Citizen vs. Global Spectator

Fifty-eight percent of adults worldwide over thirty-five years old agree that "Kids today have more in common with their global peers than they do with adults in their own country."[13]

Millennials were considered the first global generation because they shared similar characteristics and values across borders, and they were able to view significant global events in real time. However, Gen Z interacts with their global peers with greater fluidity than any other generation. As more of the world comes online, geographies will continue to shrink, causing Gen Z to view themselves as global citizens.

Generation Z vs. Millennials: The Nine Similarities You Need to Know

While there are many differences between Gen Z and Millennials, you can rest assured that there are many similarities, as well. Many of the changes you made to recruit, retain, and engage Millennials will work for Gen Z, as well . . . at least for now.

1. Customization of Careers

Millennials grew up in connected world where profile pages, T-shirts, and cars could be customized to an individual's specific liking. They pulled this expectation into the workplace and wanted their career paths, workplace training, and work tools to have a level of customization.

Gen Z shares Millennials' affinity for customization. In fact, 62 percent of Gen Z would rather customize their own career plan than have the organization lay one out for them.[14]

2. Gripped by Gaming

Nintendo, Sega Genesis, and Playstation instilled an affinity for gaming into Millennials. Thus, Millennials are gripped by products, processes, or procedures that are gamified.

Infusing gaming elements into your training, recognition program, onboarding process, and/or marketing will also engage Gen Z, especially since 66 percent of Gen Zers list gaming as their main hobby.[15]

3. Motivated by Meaning

In a world of abundance, it's no wonder that Millennials were searching for more meaning at work.

With 93 percent of Gen Z saying that a company's impact on society affects their decision to work there,[16] they, too, will be looking for more meaning at work. In fact, 30 percent of Gen Z would take a 10–20 percent pay cut to work for a company with a mission they deeply care about.[17]

4. Committed to Contribution

Millennials grew up as the household CTO. They helped Mom and Dad troubleshoot a laptop, create a Facebook account, and download their first smartphone apps. At work, Millennials felt compelled to contribute their unique expertise and apply their new perspectives.

Similarly, Gen Z has been helping their parents research and plan vacations, price compare furniture, and buy a house. Ninety-three percent of parents say their Gen Z kids have at least some influence on their family's spending and household purchases.[18] Contributing early and often, and weighing in on big decisions at work will come natural for Gen Z.

5. Devoted to Development

Sixty percent of Millennials want training to develop their leadership skills.[19] Millennials' appetite for professional development was strong as they entered the workplace, and it will grow as they begin to rise into leadership positions inside of organizations.

Gen Z is committed to continuous learning and development (L&D), because they know their careers will be longer and more diverse than any other generation's in history. Gen Z will be forced to learn, unlearn, and relearn at greater levels of frequency than the world has ever known.

6. Transformation of Training

Seventy-one percent of Millennials who are likely to leave an organization in two years are dissatisfied with how their leadership skills are being developed.[20] Gen Z shares Millennials' distaste for how mundane and outdated so many of today's workplace trainings have become.

One in ten Gen Zers claim they would rather read the full iTunes terms and conditions than attend formal workplace training.[21]

7. Compelled by Coaching

Because Millennials were surrounded by so many coaches during their overscheduled after-school activities, coaching is the workplace leadership style that resonates best with Millennials.

Gen Z will also pursue coaching relationships because they won't be looking to leaders for answers (all the info is in the palm of their hand), but rather will want leaders to coach them through their learning, decisions, and actions.

8. Empowered by Entrepreneurship

Inspired by Zuckerberg and empowered by mobile technology, ubiquitous connectivity, and a global marketplace, Millennials

have pursued entrepreneurship at a time when the barriers to launching a business have never been lower.

As for Gen Z, 63 percent want colleges to offer courses in founding or running a business,[22] and 70 percent are working self-employed jobs, like selling on Etsy, driving for Uber, or teaching piano lessons.[23] Employers will not only be competing with competitors to recruit and retain Gen Z talent, but employers will also be competing with Gen Z's desire and resources to become an entrepreneur.

9. Freed by Feedback

Millennials want feedback 50 percent more often than other employees, and they want the communication to be swift, mobile, and as digitally native as they are.[24]

Sixty-seven percent of Gen Z is comfortable with having their manager check in with them, but only for five minutes or less.[25] Expect Gen Z to have similar expectations surrounding workplace feedback and succinct communications.

Chapter 9

Understanding Generation Z's Elevated Expectations

"IS GENERATION Z REALLY THAT DIFFERENT FROM past generations at that age?" Yes, Gen Z is different from past generations, including Millennials.

"But isn't every young generation always entitled, lazy, and disrespectful?" Yes, to some degree. There's always a maturity process every generation experiences as they emerge into adulthood.

All too often, these are questions that I hear organizations and leaders use as an excuse to avoid change. If every generation is the same, there's no need to innovate.

It's much easier to defend prior decisions than it is to challenge the status quo.

"Generation Z isn't that different" is a cleverly disguised excuse to hold on to the status quo.

The status quo causes leaders to get complacent, industries to get stuck, and companies to go under. Contentment with the status quo instantly makes companies vulnerable to be put out of business at the speed of Uber.

Today, companies must be on a constant quest to challenge the status quo in order to create a better future. Every company has

shared assumptions that fuel the status quo of how things have always been done. A "this is always how we've done it" mindset is a slippery slope to irrelevance.

It's true, generations share more similarities than differences. However, now more than ever, unaddressed generational differences can lead to deeply divided teams and massive market vulnerabilities.

One area where the generational gap is growing quickly is in expectations. More specifically, technology has caused Gen Z to have elevated expectations.

For example, established generations consider ridesharing applications an impressive innovation, but Gen Z can't remember a world prior to Uber. Therefore, to Gen Z, Uber is standard—the norm—and that's where their expectations start.

This is true of every generation. If you can't remember what life was like prior to an innovation, then to you it's not an innovation, it's standard, and that's where your expectations start.

Generation Alphas (the post-Gen Z and youngest generation) won't ever know a world where they can't speak to a smart object (such as Amazon Echo), order a product, and have it delivered to their front door within hours via a drone. They are the first generation born entirely within the twenty-first century, and will have fundamentally different expectations surrounding communications and how goods and services are delivered to them.

This is no fault of their own. They've just grown up in a very different world than you or me.

Because Gen Z (and Generation Alpha) are growing up during the most highly disruptive and fast-changing time in human history, their expectations are elevating much faster than previous generations.

Gen Z's elevated expectations are causing them to ask:

- Why stand in line at a grocery store?

- o Cashier-less Amazon Go stores allow customers to grab anything in the store and "just walk out" without waiting in lines.
- Why visit a brick-and-mortar store to buy something?
  - o RayBan allows customers to browse, select, try on virtually, and purchase sunglasses via a chatbot on Facebook Messenger.
- Why sit through hours-long company training?
  - o 21Mill delivers five-to-fifteen-minute transformative mobile-training courses that can be consumed whenever from wherever. (I'm a partner at 21mill. Learn more at www.21mill .com.)
- Why remain with an employer?
  - o Glassdoor displays employers and jobs that offer better benefits, career opportunities, company cultures, and employee ratings.

More and more Gen Zers will be entering the workforce and marketplace with elevated expectations. That doesn't necessarily make them entitled, but rather the next generation of employees and consumers.

If employers and brands aren't able to meet Gen Z's elevated expectations, Gen Z is a finger swipe away from finding someone who can meet it.

Gen Z will demand more from brands and employers, but the bigger picture is that today's connected and digital world will force brands and employers to deliver better services and experiences.

Don't *change for* Gen Z, but rather *innovate in light of* Gen Z so that you can recruit, lead, and market in tomorrow's ever-evolving and increasingly demanding marketplace.

Chapter 10

Generation Z's Greatest Asset

WHEN IS NOT KNOWING MORE VALUABLE THAN knowing? When does experience become a deterrent? What value does experience hold in a culture of perpetual beta? Is stubborn experience the enemy of innovation?

As work cycles spin faster and faster, professionals are continuously faced with never-before-seen challenges and uncharted territory. As work accelerates, our capacity for learning must keep pace. The shifting landscape of work is forcing us to approach work—no matter your age—as if we were rookies.

People often find themselves operating at their best when they are a rookie: new to an undertaking, doing something for the first time. Liz Wiseman, president of The Wiseman Group and author of *Rookie Smarts: Why Learning Beats Knowing in the New Game of Work*, provides compelling statistics that underscore why a rookie mindset would be an imperative skill set for any future professional.[1]

After studying four hundred workplace scenarios, comparing how rookies versus veterans tackled work assignments, Wiseman arrived at some compelling and countercultural insights about learning. She analyzed the data by performance level, looking for the key differentiators between how rookies and veterans approached

their work, and the situations under which they excelled. Wiseman defined a rookie as someone who had never done that type of work, and a veteran as someone who had previous experience with that type of work, both regardless of their age.

According to Wiseman, here are:

Twelve Reasons a Rookie Mindset Matters in the New World of Work

1. Rookies listen more and learn faster.
3. Rookies bite off smaller pieces of work.
4. Rookies are four times more likely than veterans to ask for help.
5. Rookies seek out expertise 40 percent more often than veterans.
6. Rookies inject a spirit of fun into everything they do at work.
7. Rookies have significantly higher levels of self-awareness than veterans.
8. Rookies are 12 percent more likely than veterans to persist in the face of failure.
9. Rookies are two times more likely than veterans to believe that they have something to learn.
10. Rookies tend to deliver more timely solutions, despite having a steeper learning curve.
11. Rookies work cautiously and minimize risk by frequently checking in with stakeholders.
12. Rookies are more attuned to politics, although veterans possess greater political savvy.
13. Rookies are 40 percent more likely than veterans to work harder and put in longer hours in response to pressure or scrutiny. (Veterans are 30 percent more likely to feel debilitating or significant pressure not to fail.)

While these findings are not age dependent, it's safe to assume that many of today's Gen Z employees and students operate like rookies. A rookie mentality is natural for Gen Z due to their limited experience as students or working professionals, and because of the high-flux world they grew up in that demanded adaptability. Today's information and knowledge is widely accessible and no longer concentrated among a select few.

For all the veterans with valuable experience, Wiseman encourages you to "renew your mind and skills, and combine your hard-won wisdom and experience with the naïve brilliance and vitality of a rookie." It's critical that veteran leaders treat Gen Z as "full" and ready to contribute with their rookie smarts.

The school of thought that experience is needed to lead and innovate is permanently expelled in today's digital age. The new world of work will reward those experienced in being inexperienced.

Gen Z's greatest asset is their rookie mindset.

Why Generation Z Is the Key to Innovation

Using their rookie mindset, Gen Z can help leaders, institutions, and organizations find relevance in today's high-flux world.

Leaders should point their people to a better future. But, identifying "better" is difficult, especially in today's high-flux and disruption-prone marketplace.

Every industry has shared assumptions that fuel the prevailing model of how things have always been done. Today, a "this is always how we've done it" mindset is a slippery slope to irrelevance.

Right now, somewhere in the world, someone is messing with the rules of your industry's prevailing model. Someone is pioneering new approaches under the safe canopy of anonymity,

getting ready to strike with an improved product or service. Mobile technology and ubiquitous connectivity have enabled accelerated disruption.

The thirty-three-year average tenure of companies on the S&P 500 in 1965 narrowed to twenty years in 1990, and is forecast to shrink to fourteen years by 2026.[2] At the current churn rate, about half of today's S&P 500 firms will be replaced over the next ten years.

Now more than ever, the prevailing model causes leaders to get complacent, industries to get stuck, and companies to go under. So, how do institutions and companies stay relevant in a world prone to disruption?

Seek uniquely better.

What makes your organization's processes, policies, programs, or perks for your employees uniquely better—different and superior—from other companies'?

What makes your company's solutions, products, or services for your customers or clients uniquely better—distinct and improved—from competitors' or the industry standard?

Discovering uniquely better is virtually impossible alone or in a vacuum. Discovering uniquely better takes intention and a Gen Z–like rookie mindset.

A well-established Baby Boomer leader once shared with me that he has a sign on his desk that reads, "The next-generation idea rarely comes from previous generations." It's a reminder to him that fresh eyes often bring the best ideas.

Our natural human tendency is to turn our back on our ignorance, and face the familiar and comprehendible things we can control. But, effective next-generation leaders face their ignorance in order to discover the uniquely better solutions that will keep their company relevant and unstuck.

So, how do you seek uniquely better?

Listen to outsiders.

Listen to those outside of your organization, industry, and generation. Outsiders aren't bound by the same assumptions and prevailing models that are likely to hold your organization back.

Gen Zers especially are unaware of the walls that your industry has enclosed itself into for decades. Create a company culture of listening where ideas are welcomed; be open to the next generation challenging the status quo; and empower Gen Z to be champions of seeking uniquely better solutions.

Rookie Gen Z outsiders are your organization's ticket to a better future.

Chapter 11

How Generation Z
Is Transforming Work

GEN Z IS ENTERING THE WORKPLACE. DUE TO THEIR high-tech and hyperconnected upbringing, they will bring a new set of behaviors, expectations, and preferences into the workplace.

As a generations speaker, trainer, and consultant, I spend my days thinking about how Millennials and Gen Z will impact the workplace of tomorrow, and how leaders and organizations must adjust to capitalize on the trends.

Now more than ever, the next generation provides data points into what's next . . . what's next for your business, leadership, communication, marketing, etc. The better you understand the emerging generations, the better positioned you'll be to thrive in the future.

Before we look at how Gen Z is transforming the workplace, let's look at how work in general is evolving.

Four Ways Work
Will Change in the Future

"The workforce is changing massively," says Rick Jensen, chief talent officer at Intuit, a leading provider of business and financial-

management solutions such as QuickBooks®, Quicken®, and TurboTax®.[1]

In 2018, Intuit was recognized as one of the world's most innovative companies,[2] a top 100 company to work for,[3] and a best place to work as voted by employees.[4] It's clear that the Mountain View, California–based company has a handle on the best practices of work.

During my recent interview with Jensen,[5] I asked him, "What trends will impact the workplace in the next five to ten years?" The following are Jensen's responses.

1. Work Will Be More Fluid

In the future, Jensen believes that companies won't be structured the same way. Specific job titles and rigid organizational charts will likely be replaced by "mission-based teams," where employees are enabled and encouraged to move more fluidly across organizations to work on specific jobs or projects.

Fluid organizations will be especially appealing to Gen Z employees, as 75 percent of Gen Z would be interested in a situation in which they could have multiple roles within one place of employment.[6]

"No longer will employees sign a contract, get a badge, and work for two years. [Generation Z is] going to question what it is to be an employee. They don't care about a 401k because they won't be around long enough to invest in it," stated the Global Head of Early Talent Acquisition at SAP Jenn Prevoznik in my recent interview with her.[7]

2. Work Will Involve More "Gigs"

Mobile technology and ubiquitous connectivity have created a new labor market that goes beyond permanent jobs, and is characterized by the prevalence of short-term contracts or freelance work, also known as the "gig economy."

According to Intuit, the gig economy is estimated to be about 34 percent of the workforce and expected to be 43 percent by 2020.[8] As technology continues to cause work cycles to spin faster and project timelines to shrink, the next generation is beginning to have a different view of what it means to be employed.

Jensen predicts companies will need to understand how to tap into this "1099 economy" and the emerging generations that are likely not interested in being tied to one company.

3. Work Will Be Decentralized

Employees thinking they have to be located at a company's headquarters to move their career forward is a "fixed, old mindset that we have to bust," says Jensen. "[Requiring employees to move to headquarters] doesn't reflect how people want to work and live, so we need to adjust."[9]

Thanks to today's technology, employees don't have to be in the same location as their employer, which is why Millennials and Generation Z are more likely than any other generation to choose a city before they choose a job.

Jensen says Intuit is interested in "finding talent where they are and challenging the infrastructure of the company."

4. Work Will Be Enhanced by Data

"Artificial intelligence (AI) and machine learning is changing how we build products and the customer experience, but it will also change the way we work," says Jensen.[10]

Jensen is optimistic about AI and machine learning creating "more opportunity and jobs" in the future. Jensen is interested in finding ways to use data to "enhance learning and development, build leadership capacity faster, and drive positive behavioral trends at work."

Jensen concludes by saying, "The future will be bright as we bring in more technology."

Four Ways Technology Is Changing the Way You Work

While there is plenty to be cautious about with technology, most would agree that technology enriches life more than it depletes life.

As long as the benefits outweigh the harm, humans will continue to embrace technology.

Today, technology is being embraced at breakneck speeds. For example, the dockless scooter-share company, Bird, operates in 120 cities, has over 2 million unique riders, and recently surpassed 11.5 million rides in just eighteen months.[11]

As technology gets embraced faster and faster, it's not only changing the way we live, but also the way we work.

1. Company Structure

Labor is no longer centralized. The modern workforce is global and distributed.

Example: The ice cream company Halo Top grew from $230,000 in 2013 to more than $100 million in 2018 without a company office.[12] All seventy-five full-time employees work remotely and use the chat app Slack to communicate.

2. Information Structure

Information is no longer centralized. People are informed and empowered.

Example: The note-taking software company Evernote allows any employee to teach anything. At the Evernote Academy, employees have taught classes ranging from managing others and navigating conflict to lock-picking and Lego-building.

3. Leadership Approach

Influence is no longer centralized. A network approach is replacing hierarchy.

Example: General Motors is going beyond the organizational chart by using social capital to provide a more realistic picture of how employees work with each other, how new ideas are discovered, and how decisions are made. According to Michael J. Arena, chief talent officer at GM, "The social connections that happen deeper inside the organization that may not resemble the formal organizational chart enhance speed, agility, and innovation."[13]

4. Roles and Responsibilities

Skill is no longer centralized. Artificial intelligence and robotics will force reskilling.

Example: At SoftWear Automation they are using robots to make clothing. Their "sewbots" can produce 1,142 T-shirts in eight hours,[14] which is the work of seventeen humans, without any human intervention.

Expect these work elements and others to continue changing as Gen Z begins to enter the workforce.

Eleven Ways
Generation Z Will Transform Work

Eighty-four percent of Gen Zers believe that they have the skills necessary to be successful in a professional environment.[15] And, 55 percent of Gen Zers feel pressure to gain professional experience in high school.[16]

Gen Z is a generation of self-starters, self-learners, and self-motivators, who are eager to get to work and leave their mark on the world.

Gen Z will soon flood the workforce. Here are some of the major ways they will transform work:

1. Wider Generational Gap at Work

Seventy-seven percent of Gen Zers say having a Millennial

manager is their preference over Gen X or Baby Boomers; this is an increase from 67 percent in 2017.[17]

The workplace entrance of Gen Z will only increase the complexity of managing and working across generations, especially considering that over 75 percent of workers identify "managing multigenerational teams" and "different work expectations across generations" as challenges.[18]

Organizations must prioritize generational training to ensure the generational gap at work doesn't continue to expand and result in poor communication, collaboration, engagement, and more.

2. Increased Desire for Work-Life Harmony

Twenty-eight percent of young employees are frequently or constantly feeling burned out at work, 7 percent higher than older generations.[19] More specifically, seven in ten Millennials experience at least some burnout at work.

Helping Gen Z to strike the appropriate harmony between work and life will be critical. In fact, burnt-out employees are 63 percent more likely to call out sick and three times as likely to quit.[20]

3. Blending High Touch with High Tech

More than 90 percent of Gen Zers prefer to have a human element to their teams, either working solely with innovative coworkers or with coworkers and new technologies paired together.[21]

Even though Gen Z is the first fully digital generation, they want human elements at work. In fact, 72 percent of Gen Zers want to communicate via face to face at work.[22] And, the top two most important factors for Gen Z at work are "supportive leadership" and "positive relationships at work."[23]

For Gen Z, technology is a must . . . but it's not enough. Serve up the technology they expect while delivering the human element they crave.

4. Evolved Approach
to Learning and Development

Seventy-six percent of Gen Z professionals feel that the skills necessary in today's workforce are different from the skills necessary in past generations.[24]

For the generation that is younger than Google, they approach problem solving and knowledge sharing much different than previous generations. Forty-three percent of Gen Z learners prefer a fully self-directed and independent approach to learning.[25] Innovative learning platforms, like 21mill.com, are the ideal way to train Gen Z.

5. Video Impacts
Recruitment and Employer Branding

Gen Z's top platform to learn more about a company is YouTube, followed by Instagram, Facebook, Snapchat, LinkedIn, Twitter, and then Glassdoor.[26]

Gen Z's job-search approach is much different than Millennials', who prefer to use employment websites such as Indeed or Monster, followed by specific company-employment websites. YouTube is a must for organizations wanting to build a strong employer brand in the eye of Gen Z talent.

6. Feedback Frequency Continues to Rise

Sixty percent of Gen Zers want multiple check-ins from their manager during the week; of those, 40 percent want the interaction with their boss to be daily or several times each day.[27]

More frequent and better feedback can improve retention and decrease turnover. Two-thirds of Gen Z (vs. less than half of Millennials) say they need feedback from their supervisor at least every few weeks in order to stay at their job.[28]

Feedback delivered to Gen Z should be prompt (as close to the behavior is ideal), swift (one sentence or an emoji will suffice), and tracked (using a service like 15Five.com can help with this).

7. Diversity and Inclusion Importance Expands

Sixty-three percent of Gen Zers feel it is most important to work with people with diverse education and skill levels; an additional 20 percent think that having people of different cultures (ethnicity/origins) is the most important element to a team.[29]

Not only does diversity and inclusion drive company performance and enhance innovation, but it's instrumental in the recruitment and retention of next-generation talent. Seventy-seven percent of Gen Zers said that a company's level of diversity affects their decision to work there.[30] And, 69 percent of Millennials employed at a diverse organization said they would stay with their employer beyond five years, compared to 27 percent not employed at a diverse organization.[31]

8. B2B Buying and Selling Evolves

The internet has forever changed how consumers buy and sell goods and services, but it has yet to transform B2B buying and selling at the same magnitude. Dwindling are the days of solidifying new B2B partnerships via a handshake on the golf course.

Seventy-three percent of Millennial workers are involved in decisions to purchase products or services for their companies or their own business, and 34 percent are the sole decision makers regarding purchases.[32] As more and more Millennials (and soon Gen Zers) step into decision-making roles, they will be open to reevaluating longstanding relationships and legacy processes or procedures.

Buyers are now as much as 57 percent of the way through the buying process before actually engaging with a seller.[33] The emerging generation of B2B buyers cited internet search and vendors' websites as their two top means of researching products and services; and 82 percent said mobile devices were important when researching new products and services.[34] Historically, the sales process has been very linear—qualifying, educating, creating interest/need, and closing—but the emerging generation of B2B buyer prefers a different process.

The next-generation B2B buyer will gather information up front by consuming information via social networks, videos, blogs, podcasts, etc. As a result, sellers have to do much more work attracting vs. prospecting.

9. Employer Branding Rises in Relevance

"[Generation Z is] the most likely generation to not do business with a company where they have had a poor experience as a job applicant," says Adam Robinson, the cofounder and CEO of Hireology.[35]

"What's different today is your company brand is your employment brand and it is the most important asset you possess. That was not the case fifteen years ago. Companies are compelled to invest in their employment brand like they have their consumer or market-facing brands," says Robinson.

Seventy percent of candidates look to company reviews before they make career decisions,[36] and 69 percent are likely to apply to a job if the employer actively manages its employer brand (e.g. responds to reviews, updates their profile, shares updates on the cutler and work environment).[37]

With over 10 million unique monthly users on Glassdoor by Millennials and Gen Z,[38] it's critical companies prioritize their employer brand on Glassdoor (and/or similar platforms like Indeed). Glassdoor is rapidly becoming the go-to resource for unbiased data about companies. The validated and useful reviews that Glassdoor provides about companies and management influence the next generation on what opportunities to pursue and the companies they decide to go to work for.

10. The Emphasis on Employee Experience Enhances

According to Gallup, only 33 percent of workers in the United States are engaged in their jobs.[39] This engagement epidemic is causing companies to scramble to find ways to increase engagement by offering robust and unique experiences.

A major contributor to the rise and relevance of employee experience is the growing representation of Gen Z in the workplace. The presence and expectations of Gen Z have required organizations to fundamentally redefine the programs, policies, and perks offered.

Previous generations learned to keep silent about the change they wanted, but Gen Z is vocalizing the change they want. Gen Z is eager to go to work for organizations where they want—not need—to show up. More experience-seeking Gen Zers in the workplace means that a shift to experience-centric organizations is needed to attract, retain, and engage Gen Z workers.

11. Increase Desire for Multiple Career Roles and Routes

Sixty-four percent of Gen Zers say "opportunity for career growth" is a top career priority,[40] 75 percent of Gen Zers are interested in a situation in which they have multiple roles within one place of employment,[41] and 62 percent of Gen Z would rather customize their own career plan than have the organization lay one out for them.[42]

It's not uncommon for a member of this generation to be managing multiple major life projects. For instance, they might be pursuing a college degree, performing routine maintenance on their own productivity app, growing their YouTube audience of *Game of Thrones* enthusiasts, and is a member of the Association for Unmanned Vehicle Systems International (AUVSI). This is in addition to their other, more leisurely pursuits.

Gen Zers want their career roles and routes to be as diverse as their personal interests. They will be eager to hold jobs (or work on projects) in marketing, accounting, human resources, and sales within the first year or two of employment.

Organizations will need to make it possible for Generation

Z to experiment and get exposure in various areas of the organization.

******

In the coming chapters, we will dive deeper into each of these eleven categories to provide you with actionable strategies to better engage Gen Z at work (or inside the classroom) and adapt to the ever-evolving future of work.

Section 3

. . .

Recruit Generation Z
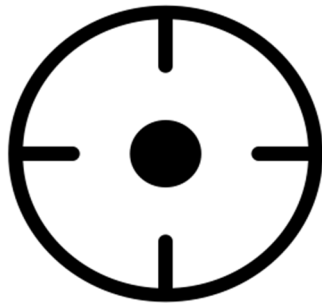
Chapter 12

Why and How Generation Z Might Skip College

WILL GEN Z FINALLY DISRUPT THE TRADITIONAL PATH from college to career?

Larry Summers, the economist who served for five years as president of Harvard University, had this to say about the stagnation of education:

> Not enough people are innovating enough in higher education. General Electric looks nothing like it looked in 1975. Harvard, Yale, Princeton, or Stanford look a *lot* like they looked in 1975. They're about the same size to within a factor of two; they're about the same number of buildings; they operate on about the same calendar; they have many of the same people, or some number of the same people in significant positions.
>
> The main thing to say is that, for something that's all about ideas and for something that's all about *young* people, the pace of innovation in higher education is stunningly slow. We're still on a system

> where the break is in the summer. The reason we're on that system is that when everybody went to pick the plants, that was the natural way to organize school, and it's still going that way.[1]

The relevance of higher education has been debated for years, but the emergence of Gen Z at a time when information is readily available 24/7 at the swipe of a finger makes the debate red hot.

Education might be changing, but it's not changing fast enough to remain relevant and desired by Gen Z.

Six Reasons Generation Z Will Skip College

1. Escalating Costs

Gen Z has had a front row seat to watch Millennials start their careers with their shoelaces tied because of student debt.

Since 1978, the cost of four-year public education has increased 151.1 percent, while the median family income only increased 20.2 percent.[2] Since 2004, there has been a 74 percent increase in average student debt.[3]

In the US, over 17 million student-loan borrowers are under the age of thirty, and have a total of $376.3 billion in debt, according to the Federal Reserve.[4] For a borrower in their twenties, the average monthly student-loan payment is $351, and the median monthly payment is $203.[5] The average student-loan debt balance for Americans in their twenties is about $22,135.[6]

Only 27 percent of young college graduates with student loans say they are living comfortably, compared with 45 percent of college graduates of a similar age without outstanding loans.[7]

Considering these staggering numbers, it's no surprise that 67 percent of Gen Zers indicate their top concern is being able to afford

college,[8] and one in five Gen Zers say debt should be avoided at all costs.[9] Thus, they will be exploring education alternatives.

2. Increasing Education Alternatives

Seventy-five percent of Gen Zers say there are other ways of getting a good education than going to college.[10] (See the below How Generation Z Will Skip College section for a list of a few compelling education alternatives.)

3. Lengthening Life and Innovative Times

The global life expectancy of humans has extended from thirty-one in 1900 to seventy-two today.[11] As medicine and technology continue to advance, humans will live longer. In fact, research informs us that the first person to live to 150 has likely already been born.[12]

Dell Technologies predicts that 85 percent of the jobs that will exist in 2030 haven't even been invented yet.[13] How can the slow-evolving institutions that Larry Summers refers to effectively prepare Gen Z?

The question Gen Z is left asking is: How will a four-year degree sustain me for my 100+ year career in a high-flux world? Gen Z will have to be committed to continuous learning, and will look to their future employers to deliver the just-in-time learning they need and crave.

4. Educating Is Going Corporate

Gen Z is seriously considering forgoing a traditional college education to go work for a company that provides college-like training. And, companies are preparing to pivot.

Jenn Prevoznik, the global head of early talent acquisition at SAP, recently shared in an interview on my *Next Generation Catalyst* podcast that she is "all for" Gen Z skipping college to come work for SAP, because what really matters are their skills, not necessarily their degree.[14] In Germany and Bangalore, SAP

brings university education to their employees. On the weekends, professors come to SAP buildings and teach full-time employees. (Chapter 21 highlights how SAP plans to recruit seven thousand Gen Z employees.)

"On college campuses, something unusual is happening: [Generation Z] students are asking corporate recruiters whether companies will help them get new skills as jobs shift," says James Manyika, chairman and director of the McKinsey Global Institute.[15] With Gen Z in mind, companies like AT&T and Walmart are making job retraining a high priority.

5. Shifting Priorities for Parents

Baby Boomers viewed education as a dream, Gen X as a differentiator, Millennials as a cultural norm, and Gen Z as for law and medical students only. Because Baby Boomers held education in such a high regard, they instilled the belief and need to attend college into their Millennial children.

Many argue that the only reason college remains relevant today is due to societal and peer pressure. In the minds of many Baby Boomers and Gen X parents, you failed as a parent if your child didn't go to college.

The priority is different for Millennial parents. Only 39 percent of Millennials believe a college degree "lead[s] to a good job and higher lifetime earnings."[16]

Millennials' faith in college degrees seems to be wavering, and it will come through in their parenting. I'm experiencing it myself as a Millennial parent of three kids under four years old. My wife, Ashley, and I have zero expectation for them to go to college. We are still saving for "education," but that could be spent in a multitude of ways. In talking with many of my Millennial peers, I am not alone in this thinking and planning.

6. Growing Gig Economy

Sixty-one percent of Gen Zers who are still in high school, and

43 percent who are in college, say they would rather be entrepreneurs than employees when they graduate.[17] According to Intuit's CEO, Brad Smith, "The gig economy . . . is now estimated to be about thirty-four percent of the workforce and expected to be forty-three percent by the year 2020."[18]

Growing up in a gig economy has altered how Gen Z views employment and the education required to begin working.

How Generation Z Will Skip College

School originated to train obedient factory workers, but hasn't evolved much since then.

Coursera and the University of Phoenix paved the way for people to digitally learn from a distance. Next, traditional and leading colleges began offering online courses—sometimes for free. Then, institutions allowed degrees to be completed online. For example, Georgia Institute of Technology partnered with Udacity and AT&T to offer the first online master of science in computer science from an accredited university that students can earn exclusively online for a fraction of the normal cost.

But, are these education changes too little too late for Gen Z, who has their sights on more innovative and agile education alternatives?

Ryan Craig, author of *A New U: Faster + Cheaper Alternatives to College*, lists over two hundred college alternatives at www.Alter nativesToCollege.com. The alternatives include bootcamps, apprenticeships, code academies, income share, online short courses, and many more.

Here are few other examples of college alternatives:

1. Center for Advanced Professional Studies (CAPS)

CAPS is reimagining learning. According to the CAPS website, "The Center for Advanced Professional Studies (CAPS) programs are nationally recognized, innovative high school programs.

Students fast forward into their future and are fully immersed in a professional culture, solving real-world problems, using industry-standard tools, and are mentored by actual employers, all while receiving high school and college credit. CAPS is an example of how business, community, and public education can partner to produce personalized learning experiences that educate the workforce of tomorrow, especially in high skill, high demand jobs."[19]

Programs like CAPS are really compelling for Gen Z, who is really interested in making a strong and relevant connection between what they are learning and how it will apply to their future.

UnitedHealth Group (UHG) is a company benefiting from their involvement in CAPS programs. Pat Keran, senior director of innovation at UnitedHealth Group, said, "These kids are talking about careers at a young age, and we want to expose them to potential ones at UHG. We realized that the technology skills that our college students had were developed young. As we dug a little deeper, we realized that high school students would be equally as competent. So, if we are going to get the same output in the end, why not get on the radar even sooner?"[20]

The experience Gen Z derives from participating in a CAPS program is so strong that many are considering forgoing college.

2. Top Rock University

Top Rock University is a digital university for people who want to level up their career or start their own business.

In just seven to twenty-four months, students can earn a bachelor of science in business administration from their smartphone for under $5,000.

(I am a proud trustee of Top Rock University. Learn more at www.toprock.org.)

3. Thiel Fellowship

The Thiel Fellowship is intended for students under the age of

twenty-three and offers them a total of $100,000 over two years, as well as guidance and other resources, to drop out of school and pursue other work.

Recently, the *Wall Street Journal* reported some impressive results of this "build new things instead of sitting in a classroom" effort: "64 Thiel Fellows have started 67 for-profit ventures, raised $55.4 million in angel and venture funding, published two books, created 30 apps, and 135 full-time jobs."[21] The Thiel Fellowship was founded by PayPal cofounder Peter Thiel.

4. UnCollege

UnCollege aims to change the notion that going to college is the only path to success. UnCollege encourages Gen Z to get out the classroom and into the real world, where they learn through experimentation, coaching, and mentors. UnCollege replaces the typical freshman year with a real-world experience, and is a fraction of the cost of one year at college.

Participants spend ten weeks living abroad; another ten weeks attending workshops, networking, and building a portfolio that will impress future employers while living in San Francisco; and then twelve weeks involved in an internship putting their newly developed skills to use.

Dale Stephens is the founder and, ironically, a recipient of the Thiel Fellowship.

Travel, learn, and intern is a college-alternative formula Gen Z can get behind.

5. altMBA

The altMBA is an online leadership-and-management workshop. Founded in 2015 by best-selling author Seth Godin, the altMBA uses digital tools like Slack, WordPress, and Zoom to engage more than one hundred students in an intense four-week process.

Each session of the workshop is led by a cadre of coaches, who engage with students in individual and group work. During the workshop, each student publishes the results of the thirteen assigned projects on the public altMBA site. The program is synchronous, with regular deadlines, group discussions, and face-to-face video calls. The tuition for the program is $3,850.

When Gen Z is at an age to consider an MBA, the altMBA or other options, like the $100 MBA, will be more prevalent and appealing to this cost-conscious and digital-first generation.

6. WeWork

WeWork, the office-sharing giant, is launching a private elementary school for "conscious entrepreneurship" inside a New York City WeWork next fall.

In the pilot program, Gen Z students will spend one day a week on a farm outside of the city for hands-on experience. The rest of the time they will spend in Manhattan, where they'll get lessons in business from both employees and entrepreneur-customers of WeWork. The founders hope the school will encourage kids to become "disruptive" as young as possible.

7. Mishmash

Gen Z will leverage their online resourcefulness to uncover the right learning platforms to level up their know how and skill sets. Resources like General Assembly, LinkedIn Learning, Udemy, Udacity, Coursera, and YouTube are already giving Gen Z the learning edge to leapfrog college.

❊❊❊❊❊❊

Coming soon(er) to a workplace near you is Gen Z after participating in these education alternatives.

Chapter 13

What Generation Z Wants in an Employer and Job

SINCE MANY GEN ZERS ARE LIKELY TO FORGO COLLEGE (as discussed in Chapter 12), employers will be faced with understanding and integrating this next generation sooner than expected.

Growing up during the most accelerated and game-changing periods of technological advancements in history has imprinted Gen Z with new expectations of career, work, and success.

What's influencing the career aspirations of Gen Z? Parents and the economy.

Ninety-four percent of Gen Zers say that parents or guardians are at least minimally involved in their career decisions, with 33 percent saying they are very involved.[1]

Gen Z's interest in launching a business or nonprofit venture actually dropped slightly from 35 percent in 2017 to 32 percent in 2018, and those who were "not sure" rose from 38 percent to 41 percent in the same timeframe.[2] In addition, for the first time in years, there is an uptick in the number of US college graduates wanting to work for large companies, with a 37 percent increase over the last year.[3]

Uncertainty about economic stability is influencing the career choices of Gen Z.

Gen Z is interested in making a career in medicine or a health-related field, as 40 percent of the top ten companies Gen Z want to work for are in this field.[4]

Gen Z's top-five expected career paths:

1. Medicine/health-related (39 percent)
2. Sciences (20 percent)
3. Biology/biotechnology (18 percent)
4. Business/corporate (17 percent)
5. Arts (15 percent)

What is Gen Z looking for in a potential employer? Travel and development opportunities.

Three of the five most important work aspects Gen Z looks for in a potential employer surround development (promotion, professional development, and acquiring new skills), and the remaining aspects involve traveling.[5]

Gen Z's most important employer aspects:

1. International experience (e.g. travel and working with global clients/colleagues)
2. Pathways to promotion
3. Professional development opportunities
4. Travel for work within the US
5. Gaining skills to advance career

As for a potential employer's benefits and compensation, Gen Z ranks the benefit of flexible work over medical benefits.

Gen Z's most important employer benefits and compensation aspects:

1. Performance benefits
2. Base salary
3. Other benefits (e.g. vacation, flexible work schedule, location)

4. Basic benefits (e.g. medical, dental, and vision)
5. Parental-leave policies

Employers that can integrate these aspects stand the best chance of attracting and retaining Gen Z talent.

What Generation Z Wants in a Job

The following are the most important factors Gen Z considers in a job. Surprisingly, technology and social media did not make the list. Despite the inevitable advances of virtual reality, artificial intelligence, and blockchain inside the workplace, Gen Z wants human elements at work.

Gen Z will be the first generation in the workplace that has never been offline. The entire generation is younger than Google. But, that doesn't mean they will only want high-tech solutions. In fact, that might be what is causing them to crave deeper human connections at work.

When it comes to workplace communication, my research discovered that 72 percent of Gen Zers want to communicate via face to face at work.[6]

The human elements of "supportive leadership" and "positive relationships at work" were Gen Z's top-two most important factors to consider in a job. Following are the top-ten responses of what Gen Z wants at work, according to a recent survey of over four thousand respondents.[7]

1. Supportive leadership (23 percent won't take a job without it, and 55 percent would "love to have it")
2. Positive relationships at work (27 percent and 53 percent)
3. Scheduling flexibility (24 percent and 46 percent)
4. Comfortable workspaces (27 percent and 46 percent)
5. Chance to learn real skills (24 percent and 56 percent)

6. Meaningful roles and responsibilities (18 percent and 48 percent)
7. Opportunities to be promoted (23 percent and 51 percent)
8. Extra pay for going the extra mile (23 percent and 55 percent)
9. Convenient location (20 percent and 42 percent)
10. Autonomy and creative freedom (13 percent and 49 percent)

Of the Gen Z respondents who chose to provide further detail in the form of open-ended responses, 41 percent reiterated the value of the human element at work, and "equality and inclusivity" were the second most represented responses.

Mutual respect, gratitude, mental health, and recognition between coworkers and leadership were all recurring themes throughout the data.

It's clear: Gen Z wants high touch in a high-tech world.

The following are some of the companies getting it right.

The Preferred Employers of Generation Z

Gen Z has a high interest in working in healthcare, technology, and fast food.

Gen Z ranges from those entering high school, completing undergraduate college, and starting careers. Possibility, high employer expectations, and new challenges surround Gen Z as they begin joining the workforce.

Thirty-nine percent of Gen Z are looking to work in medicine or a health-related field,[8] which explains why 40 percent of the top-ten companies Gen Z wants to work for are in this field.

More than 60 percent of Gen Z's top employers are global en-

tities,[9] which is consistent with the previously mentioned fact that 74 percent of Gen Z states international experience (e.g. travel and working with global clients/colleagues) is an important aspect of potential employers.[10]

The presence of technology companies on the list isn't a surprise, especially since three-quarters of recent college graduates report having majored in a STEM-related field.[11] Gen Z is the first generation to shift the tide toward STEM-related fields of study, and seems poised to close the STEM gap.

Top twenty-five preferred employers of Generation Z in 2018* (2017 rank):

1. St. Jude Children's Research Hospital (#2)
2. Google (#1)
3. Local Hospital (#3)
4. Amazon (#11)
5. Walt Disney Company (#4)
6. Apple, Incorporated (#6)
7. FBI (#5)
8. BuzzFeed (#9)
9. Children's Healthcare of Atlanta (#10)
10. Health Care Service Corp. (#12)
11. Central Intelligence Agency (CIA) (#7)
12. NASA (—)
13. Mayo Clinic (#13)
14. Netflix (#18)
15. Microsoft (#14)
16. US State Department (#16)
17. DreamWorks Animation SKG (#19)
18. SpaceX (—)
19. Nike (#15)
20. Universal Studios (#17)
21. The New York Times (#23)
22. Atlantic Health Systems (#25)

23. Instagram (#21)
24. Chick-fil-A (—)
25. Boeing (#24)

These rankings are from the NSHSS 2018 Career Interest Survey, *which captures the voices of more than sixteen thousand high school students (71 percent), college students (25 percent), and post college/other (4 percent) that represent every ethnicity. Participants in all fifty states, the District of Columbia, and US territories of American Samoa, Guam, Micronesia, the Northern Mariana Islands, Puerto Rico, and the US Virgin Islands were surveyed.*[12]
The National Society of High School Scholars (NSHSS) *is a distinguished academic honor society, recognizing and serving the highest-achieving diverse student scholars that represent the most promising diverse talent for the emerging workforce.*

Chapter 14

How to Attract Generation Z to Trade Jobs

ORGANIZATIONS TRYING TO FILL INDUSTRIAL JOBS OR skilled-trade jobs are struggling to recruit and retain Gen Z. In fact, 64 percent of the emerging generations said they wouldn't consider working in construction even if they were paid $100,000 or more.[1]

Yet, Power Design, an electrical contractor, was recently named Inc.'s 2017 Best Workplaces,[2] and has had big success recruiting and retaining Gen Z. The short answer to their success: company culture.

On the *Next Generation Catalyst* podcast, I recently interviewed Marlene Velez, chief people and culture officer at Power Design, to get the long answer behind their success of recruiting and retaining Gen Z.

Three Ways Power Design Recruits and Retains Gen Z

1. Enhance the Employee Experience

"Every generation cares about family, and Power Design wants every employee to feel like part of the family. We take it one step further and care about the employee's family, as well," says Velez.[3]

Power Design recently launched the Source, a customer-service department for their employees. Whether employees are in need of answers, guidance, or support, the Source is there to provide enhanced and superior customer service to all employees. The Source goes well beyond the standard human-resources department by offering:

- Fast and easy access to get ahold of someone by calling, emailing, or texting
- One-click chat via the Source app
- Personal check-in calls to ask how employees are doing and what they can do to make the experience better
- Health concierge services to help employees find a doctor, care for an elderly parent or child, and more
- Finance concierge services to help employees with any questions about their finances
- Disaster relief, where employees are provided with food, generators, transportation, and more

"We are going to make sure you are taken care of in every aspect of your life, and the Source can make that difference," says Velez.

Ninety percent of recruiters say the market is candidate-driven, up from 54 percent in the second half of 2011.[4] Because the market is now candidate- and employee-driven, and because work and life are blending more than ever before, companies can find a next-generation competitive advantage by focusing on the employee experience.

2. Offer Robust Learning and Development

"Patience is lessening. How do you make [Gen Z] feel like they are moving up?" says Velez.[5] One of the best ways to recruit and retain Gen Z is through robust learning-and-development opportunities.

Power Design's training is less lecture and more gamified,

where employees solve problems in highly interactive and virtual simulations. As employees take courses, they receive points and rise up digital leaderboards based on timely completion and high scores.

Power Design's Training Simulation Center offers Gen Z a safe, low-risk environment, where a three-year construction project is condensed into a one-to-two-week hands-on simulation where they get to see every stage of construction. The simulation serves as an accelerated career path providing powerful training, and Gen Z has the chance to identify what part of the project or organization they are interested in exploring further.

3. Make Career Paths Clear

"We have made huge investments in order for Gen Z to take ownership of their careers and to have a clear career path," says Velez.[6]

Power Design has defined competencies (negotiation, financial acumen, customer service, etc.) for every role inside the organization. Every competency is public, so every employee knows exactly what is required to move to another role. The company then offers classes (via their learning-management system) to gain the necessary competency.

While leaders are encouraged to take active roles in developing their Gen Z workforce, Gen Zers are encouraged to take their career and professional development into their own hands. "In the past, the manager was responsible for the employee development. Now we need to put the individual in the driver seat of their development," says Velez.

Power Design has removed the ambiguity that normally surrounds career paths, and provided the clarity and transparency that Gen Z desires.

Chapter 15

Recruit Generation Z with an Improved Employer Brand

"IF [COMPANIES] CAN'T HARNESS GEN Z, THEY WON'T reach company goals," says Greg Tomb, president of SAP SuccessFactors, a Cloud-based human-capital management-software solution. "Think of [employer branding] like marketing to your customer . . . everything you say, do, and show matters and will be factored into Generation Z's [employer] decision," says Tomb. Tomb believes the job market has shifted to a buyer market, where employers need to shift their mindsets from "'Employees are lucky to work here' to 'We need to win employees over.'"[1]

A few examples of powerful messages that employers can convey to Gen Z are:

- Flexibility: "Your job doesn't have to be full time. I can work more with your terms than mine."
- Lifestyle: "Your life will be better at our company, and here's why . . . "

If Gen Z can't identify with an employer's brand, they will " . . . go somewhere that is more aligned with their lifestyle," says Tomb.

"Your company brand is your employment brand, and it is the most important asset you possess. That was not the case fifteen years ago. Companies are compelled to invest in their employment brand like they have their consumer or market-facing brands," says Adam Robinson, CEO of Hireology, in my recent interview with him.[2]

A strong employer brand goes beyond attracting quality talent, according to Robinson. "[Gen Zers] are much less likely to do business with a company where they have had a poor experience as a job applicant than previous generations." Treat job candidates the same as you would potential customers, because in many cases, they're the same.

A poor employer brand impacts the bottom line.

To be favorably positioned as an ideal employer and/or future business partner in the minds of Gen Z, companies should consider these six tips.

Six Steps to Improve Your Employer Brand and Attract Generation Z

1. Get on a "Best Place to Work" List

Sixty-five percent of all job searches start on Google, according to Robinson.[3] More and more job seekers are searching "best place to work in Atlanta," or "best place to work for college students," or "best place to work for nurses." So, it's advantageous for employers to get their company on a "best place to work" list, such as Inc., Glassdoor, LinkedIn, or some other local or specialized list.

Not only does appearing on the "best place to work" lists have a low (if not the lowest) cost per applicant, it also provides employers the best crack at the most qualified Gen Z candidates.

2. Use Social Media to Help Candidates Visualize Themselves at Your Company

After searching companies on Google, next-generation job seekers will begin researching the company. "Candidates are spending upwards of eight to nine hours researching specific companies before they decide to apply," says Robinson.[4] One of the places where they are researching is on social media. The emerging generations are more likely than any other generation to turn to social medial to discover more about companies.[5]

According to a recent LinkedIn report, before applying for a job, the top challenge the emerging generations have is "not clearly understanding what working at the company would be like."[6] Social media (especially YouTube) is a great channel for employers to provide a glimpse into the company and what it's like to work there.

3. Actively Manage Your Employer Brand on Glassdoor

In parallel with social media, the next-generation job seeker will research a company on Glassdoor, a website where employees and former employees anonymously review companies and their management.

Seventy percent of candidates look to [company] reviews before they make career decisions,[7] and 69 percent are likely to apply to a job if the employer actively manages its employer brand (e.g. responds to reviews, updates their profile, shares updates on the culture and work environment).[8]

With over 10 million of Glassdoor's 32 million unique monthly users being Millennials or Gen Zers,[9] it's critical companies prioritize their employer brand on Glassdoor.

4. Create an Insightful Career Page
that Showcases Your Company Culture

After next-generation job seekers search and research employers, they are then likely to apply directly via a company's careers page. "Quality applicants are almost six times more likely to come directly to a company's dedicated careers page via a search engine than they are from a paid job posting," says Robinson.[10]

Additionally, 27 percent of the emerging generations want to learn about your culture when they the visit the site.[11] Use visuals and video to provide a glimpse into the company culture. Visit Spotify and Square's websites for strong examples of career pages.

5. Deliver Prompt
Responses to All Job Applicants

Forty-three percent of the emerging generations say that receiving a prompt follow-up after each round of interviews was important for them to have a positive interview experience.[12]

Sluggish response times not only hurt your employer brand, but it hurts your entire brand because, as mentioned, Gen Z is the most likely generation to not do future business with a company where they had a poor experience as a job applicant.[13] (In Chapter 18, you'll learn about a new tool to help improve response times with applicants.)

6. Incentivize Current
Employees to Refer Candidates

The best employer brand ambassadors are those that are currently working at your company. Create a worthwhile employee-referral program that incentivizes current employees to refer their family and friends. Encouraging Gen Z to leverage their robust social networks can expand an employer's pool of talent in ways never before experienced.

Chapter 16

How Generation Z Finds, Selects, and Applies for Jobs

HAVING ACCESS TO THE WORLD'S INFORMATION IN THE palm of their hand or constantly within shouting distance of an Amazon Echo has fundamentally rewired how Gen Z learns, communicates, and buys.

How Gen Z searches for jobs and evaluates potential employers will continue to evolve as more and more technology disrupts the prevailing model of recruiting. (Read Chapter 17 for some innovative Gen Z recruiting tools.)

In order to attract next-generation talent, you must understand the new behaviors of the Gen Z job applicant.

How Generation Z Approaches Job Searching

When it comes to finding a job, the Gen Z digital natives are looking to trusted resources offline.

Top four ways Gen Z searches for available jobs:[1]

1. Ask friends and family
2. Ask someone they already know who works at the company
3. Search company-employment websites

    4.   Job-search website (Indeed, Monster, etc.)

In comparison, Millennials' preferences are completely inverted, ranking "job-search website" as number one and "ask friends and family" as number four.[2]

Considering Gen Z is approaching people directly, employers should ensure existing employees are well informed of all available internal job opportunities and the type of candidates needed for the roles. An informative and easy-to-find company-employment webpage that keeps employees informed and can supplement Gen Z's job search is critical.

In addition, employers should consider creating a worthwhile employee-referral program that provides incentives for current employees to refer their family and friends. Encouraging existing Gen Z employees to leverage their robust social networks can expand an employer's pool of talent in ways never before experienced.

How Generation Z Finds an Employer

When searching for a potential employer, Gen Z is interested in using Indeed, mobile apps, and . . . snail mail?

The National Society of High School Scholars (NSHSS) recently surveyed over sixteen thousand Gen Z high school and college students to find out how and where they will search for a job.[3]

For a generation that has never been offline, you might be surprised by how traditional and nondigital some of their approaches are for searching for a job. How Gen Z finds an employer:

- Indeed (28 percent)
- LinkedIn (13 percent)
- Google (12 percent)
- Snagajob (11 percent)
- Monster (7 percent)

- Company websites (5 percent)
- Glassdoor (5 percent)
- Zip Recruiter (3 percent)
- USAJobs (3 percent)
- Facebook (3 percent)

Having a strong and active employer brand presence on these platforms is a must moving forward. Seventy percent of candidates look to [company] reviews before they make career decisions, and 69 percent are likely to apply to a job if the employer actively manages its employer brand (e.g. responds to reviews, updates their profile, shares updates on the culture and work environment).[4] (Read Chapter 21 to learn how SAP is using Glassdoor to attract Gen Z.)

How Gen Z Prefers Employers to Share Info About Job Opportunities[5]*

- Email (85 percent)
- In writing (mail, publications, etc.) (54 percent)
- Personal contacts/connections (53 percent)
- Career fairs/networking events (48 percent)
- Text messaging (39 percent)
- Telephone (38 percent)
- LinkedIn (20 percent)
- Instagram (20 percent)
- Facebook (19 percent)
- Snapchat (12 percent)
- Twitter (11 percent)
- Other (1 percent)

Percentages may add up to over 100 percent, as respondents could select multiple options.

Seventy-two percent of Gen Zers say face to face is their

preferred method of communication at work.[6] Gen Z will continue to dip in and out of the multiple social channels they use every day, but they will also welcome the chance to connect via more traditional channels.

However, if you choose to connect with Gen Z, make sure it's an effortless experience. Gen Z (and Millennials) are much less likely to do business with a company where they have had a poor experience as a job applicant than previous generations.

How Generation Z Learns About Employers

After job searching and identifying an opportunity at an employer, Gen Z will use digital platforms to learn more about the company. Top-seven platforms Gen Z uses to learn about a company:[7]

- YouTube
- Instagram
- Facebook
- Snapchat
- LinkedIn
- Twitter
- Glassdoor

According to The State of Gen Z 2018 report, 40 percent of Gen Zers say they would use YouTube to determine if they want to work for a company, while 37 percent would use Instagram. Only 24 percent of Gen Z would use Glassdoor.[8] YouTube's gravity should not be surprising, considering 94 percent of eighteen-to-twenty-four-year-olds use it.[9]

In comparison, Millennials say they would use LinkedIn (43 percent), Facebook (42 percent), and Glassdoor (33 percent) to determine if they want to work for a company.[10]

According to LinkedIn, the top challenge the emerging generations have before applying for a job is "not clearly understanding what working at the company would be like."[11] This explains why Gen Z is

visiting YouTube and Instagram. They want to see what it looks like to work at the company.

Help Gen Z to visualize themselves working at your company by sharing videos that highlight the company culture, the people that work there, the physical workspace, and even the surrounding city. This is especially important, as Gen Z is the first generation to be more likely to choose a city before a job.[12] (See the last section in this chapter for the elements you should include in any Gen Z recruiting video.)

Create a strong employer brand on YouTube and Instagram in order to recruit Gen Z.

Check out Square (www.youtube.com/user/square) for a strong YouTube example and Spotify (www.instagram.com/spot ifyjobs) for a strong Instagram example.

How Generation Z Wants to Apply for a Job

More than 60 percent of Gen Zers say the job application should take less than fifteen minutes (with many saying less than five minutes total).[13]

For Gen Z, the job application is a way to start the conversation. Employers should adjust accordingly.

Once hired, 66 percent of Gen Z say they need feedback from their supervisor every few weeks or more often in order to stay at their job. (In comparison, less than half of Millennials need the same amount of feedback to stay with an employer.)[14]

Gen Z has similar feedback expectations during the application and interviewing process. Prompt responses and creating greater transparency during the hiring process is critical, especially since the emerging generation is the most likely generation to not do future business with a company where they had a poor experience as a job applicant.

Make the job application process short and seamless.

If Gen Z isn't already knocking at your employment door, they soon will. Will you be ready?

Fourteen Crucial Elements for an Effective Generation Z Recruiting Video

As discussed in this chapter, one of the most important things when recruiting Gen Z is leveraging video on YouTube. Here are a few tips for creating an effective recruiting video:

1. Reveal the Office

Highlight the innovate workspaces and potential work perks (cafeteria, game rooms, pets at work, etc.).

2. Expose Your Culture

Provide Gen Z a sense of what the company stands for and what it feels like to work there.

3. Flaunt Your Employees

Gen Zers are interested in seeing who they'd be working alongside. The more diverse and creative the team, the better. Ditch any clip art and stock video, and just use your real employees.

4. Unveil the Lifestyle

Gen Z is more likely than previous generations to choose a city before they choose a job. Showcase the community in which you are hiring into by displaying the eateries, coffee shops, green space, concert venues, and/or bars that employees can enjoy.

5. Depict an Actual Day

Show what it looks like going to work, who they are going to meet there, a typical desk, where they will park, where meetings are held, etc. The easier they can visualize themselves at your organization, the easier their decision.

6. Showcase Your Growth

Not with boring charts and graphs, but with compelling visuals. Gen Zers are interested in becoming an integral part of something that's going somewhere.

7. Show Off Technology

Gen Z desires an innovative environment to quench their tech dependence. Give Gen Z a sense of the devices and potential mobility (Wi-Fi) they might have at work.

8. Highlight Social Perks

Gen Zers are looking for community as much as they are a job. Highlight the organization's community outreach, office basketball games, parties, etc.

9. Feature Your Leaders

Provide Gen Z a sense of the type of leaders inside the organization. Giving Gen Z a sense of how accessible and personable the leaders are will be attractive.

10. Make It Authentic and Fun

Gen Z can spot phonies online or offline in an instant. And, no Gen Zer dreams of working for a stuffy organization. Make the recruiting video light, fun, and on brand.

11. Share on Social

Don't create a recruiting video and post it solely on your website. Put it on YouTube, Instagram, LinkedIn, etc. where people can find it. Remember, YouTube is the number-two search engine.

12. Keep It Short

Human attention spans are shrinking every year. Create a minute to a minute and a half–long recruiting intro video, and then serve up other longer videos (if necessary) for those interested in learning more about your organization.

13. Use Compelling Music

Your video's music can make or break the video. Music can demonstrate your relevance, innovation, and the pace of your organization.

14. Clear Call to Action

Prompt a clear call to action at the end of the video. For example, "Visit yourcompany.com/careers to apply today."

Chapter 17

Seven Generation Z Recruiting Tools

THE FUTURE OF RECRUITING IS HERE . . . IT'S JUST NOT evenly dispersed. But, it soon will be.

AI, gamification, machine learning, and analytics are changing how companies recruit Generation Z.

As Gen Z strongly considers bypassing college to move straight into the workforce, companies are challenged with positioning themselves to acquire the next generation of top talent a lot sooner than expected.

The next generation of talent-acquisition professionals must be equipped with the necessary tools to meet Gen Z where they are and deliver a candidate experience that is effortless, timely, and relevant.

A new generation requires new recruiting tactics. Here are seven tools that can help:

1. Pymetrics

Pymetrics (www.pymetrics.com) uses neuroscience games and bias-free AI to predictively match people with jobs where they'll perform at the highest levels. Through twenty minutes of game-play, Pymetrics assesses candidates based on their potential—

their inherent cognitive and emotional make-up—rather than their pedigree or résumé.

Unilever decreased recruiting costs by 25 percent using Pymetrics.[1]

2. HireVue

HireVue (www.hirevue.com) augments human decision making in the hiring process and delivers higher-quality talent faster by combining video interviews with predictive, validated industrial-organizational science and AI. HireVue's video-based assessment system can read candidates' faces and assess their honesty and the quality of their responses.

Hilton cut time to hire nearly 90 percent with HireVue assessments.[2]

3. Textio

Textio (www.textio.com) is an augmented writing platform for creating highly effective job listings. Textio predicts the performance of a job listing and provides real-time guidance on how to improve it, such as removing bias and gender discrimination.

Broadbridge doubled their number of qualified applicants using Textio.[3]

4. Mya/Wade and Wendy

Mya (www.mya.com) and Wade and Wendy (www.wadeand wendy.ai) offer chatbots that automate the process from résumé to interview. The chatbots interact with job candidates and intelligently share questions to help assess candidate qualifications and guide them to the right jobs.

Companies that use Mya to qualify, engage, and schedule candidates have experienced 80 percent of candidates reengage with Mya in app or over SMS.[4]

5. HackerRank

HackerRank (www.hackerrank.com) is a technical recruiting

platform that assesses developers based on actual coding skills. HackerRank provides learning and a competition for programmers, where employers can send coding assessments in over thirty-five programming languages and can validate skills via a real-time online coding interview tool.

VMware has saved an average of 75 percent on screening time using HackerRank.[5]

6. Google Hire

Google Hire (www.hire.google.com) is a recruiting app that helps distribute jobs, identify and attract candidates, build relationships, and manage the interview process. Hire integrates with G Suite, enabling Google Calendar and Gmail to work seamlessly with Hire, enabling streamlined tracking and swifter communications.

Hundreds of companies across dozens of industries, from microbreweries to healthcare clinics, are saving time and improving the candidate experience with Hire.

7. Google Cloud Job Discovery

Google Cloud Job Discovery (www.cloud.google.com/solutions/talent-solution) is a part of Google for Jobs—a Google-wide commitment to help people find jobs more easily. Job Discovery provides plug-and-play access to Google's search and machine-learning capabilities to improve job-site engagement and candidate conversion. This new offering by Google has the potential to disrupt the major job-search sites like Glassdoor, LinkedIn, and Indeed.

Johnson & Johnson increased high-quality candidate conversion by 41 percent for hard-to-fill roles with Google Cloud Job Discovery.[6]

In the next chapter, we'll cover in depth another recruiting tool that Five Guys, OpenTable, and others are using to recruit and screen Gen Z job candidates using text messaging.

Chapter 18

Why and How
to Use Texting to
Recruit Generation Z

"HOW CAN I HIRE GEN Z WHEN THEY WON'T RESPOND to recruiter calls or emails for an interview?"

Recruiting Gen Z is a growing challenge for many employers.

After Gen Z candidates apply for a job, they aren't responding (or perhaps even receiving) the recruiter calls or emails requesting an interview. This was the very problem facing a recent client of mine who was interested in hiring Gen Z into their retail locations across the US.

How did they solve this problem? Texting.

Store owners and recruiters began texting their Gen Z applicants to qualify and schedule interviews. Candidate response rates skyrocketed.

However, texting Gen Z candidates introduced a new set of issues. They couldn't easily keep track of candidates, or share their texting conversations with hiring managers, or efficiently scale their recruiting efforts.

To solve all of these new problems for my client, I suggested Canvas.

Canvas (www.gocanvas.io) is the world's first text-based interviewing platform that empowers organizations and recruiters to connect with more job candidates, streamline screening, and improve their employer brand. *(Note: As of the writing of this, Canvas was just purchased by the software recruiting company Jobvite, www.jobvite.com.)*

After a candidate completes the application (which should take less than five to ten minutes, according to over 60 percent of Gen Z[1]), recruiters use the Canvas platform to text qualified candidates, and the entire first interview is conducted via text. Recruiters can then determine whether to schedule an in-person or phone interview. (See how it works by visiting www.vimeo.com/219107593.)

By shifting the conversation to texting, recruiters align themselves with the preferred communication channel of Gen Z. Texting works particularly well in the early screening process, when Gen Z candidates are interested in starting a two-way conversation to learn more about the position and assess if the employer might be a fit for them.

In my recent podcast interview with Aman Brar, president and CEO of Canvas, he said Gen Z candidate behaviors mirror those who use dating or networking apps. If people interested in connecting on Bumble or Match requested a phone call, that would be "weird," says Brar.[2] Instead, they ease into the conversation and get to know one another by using texting first.

Not only does texting candidates feel more natural to Gen Z, but it also enables recruiters to connect with candidates faster and ultimately create a better candidate experience—all of which are critical factors for securing Gen Z talent.

When asked if Gen Z could only keep either the phone app or messaging/SMS app on their smartphone, over 73 percent choose the messaging app.[3] In addition, Gen Zers are more likely than any other generation to not do business with a company where they had a poor candidate experience.[4]

Should Gen Z actively monitor their email and voicemails if they apply for a job? Yes.

Can recruiters control how Gen Z candidates respond? No.

Therefore, recruiters interested in connecting with and securing Gen Z talent should consider a text next.

Now, let's explore why you should consider hanging up on phone interviews and text job candidates instead.

Eight Ways Recruiters Can Benefit from Texting

Receiving timely communications from Gen Z job candidates is a growing challenge for many employers.

Brar shares the benefits recruiters can reap by replacing calls and emails with texts.[5]

1. Save Time

A team of four recruiters using text-based interviewing can save 3,689 hours per year, and the time to screen a candidate shrinks to just 4.4 minutes on average.

2. Reach More Candidates

In the time it takes to phone screen four to six candidates, text-based interviewing enables recruiters to screen forty to fifty candidates, and that number could grow ten times if Canvas users decide to automate using Canvasbot.

3. Improve Response Times

Using Canvas, organizations have cut response times in half and boosted response rates from 45 percent to 85 percent. On average, recruiters using Canvas receive a 90 percent response rate.

4. Enhance the Employer Brand

Sharing company content and resources, such as an overview of the company benefits or a video of the company's culture, is easy to do via Canvas and helps to amplify the employer brand.

5. Remove Unconscious Bias

Using "machine vision," Canvas removes any gender-tells in any of the communications between the recruiter and candidate. Canvas also sends "blinded résumés" to hiring managers to ensure all unconscious biases are removed.

6. Streamline Screening

The Canvasbot is AI that sources candidate information using natural language processing, recommends questions for candidates in real time, and automates some (or all) of the screening process, including capturing notes and sharing transcripts. Candidate hand-off to a hiring manager is also streamlined by allowing candidates to schedule additional interviews via text.

7. Connect across Industries and Generations

Candidates who are engaging with text-based interviewing are considering a wide variety of positions such as machinists, software engineers, sales professionals, nurses, pilots, and more.

The release of the original iPhone in 2007 marked the first year that Americans sent and received more text messages per month than phone calls.[6] While text-based interviewing is likely to be most agreeable to Gen Z, candidates of all ages are open to texting.

The first hire on Canvas was a fifty-year-old welder.[7]

8. Engage New Hires

After Gen Z candidates are hired, Canvas can be leveraged to continue to deliver an efficient and seamless experience.

Organizations use Canvas to keep new hires well connected before their start date by texting them short video touchpoints, the vacation policy, and other helpful "need-to-knows."

Don't be surprised if the next time a recruiter contacts you, it's through text.

(Full disclosure: I do not have any affiliation with Canvas or Jobvite. I wanted to highlight the tool to expand your thinking about how best to communicate with Gen Z applicants.)

Chapter 19

The Checklist for Recruiting Generation Z

AS IT BECOMES HARDER AND MORE COMPETITIVE TO attract and retain new talent, the strategies highlighted in this chapter can provide a winning edge.

While this isn't a comprehensive list, it's a strong start to attracting and retaining Gen Z and positively positioning your organization in the increasingly competitive talent market.

Organizations That Do These Eight Things Will Attract Generation Z

1. Digitalize Talent Attraction

Ninety-one percent of Gen Z said technological sophistication would impact their interest in working at a company.[1]

Company's talent-attraction efforts must be as digitally native as Gen Z. To reach next-generation talent pools, disrupt the prevailing models of talent attraction by using innovative technology. (See Chapter 17 and 18 for some innovative recruiting tools.)

Ensure your company has a strong presence on Indeed, LinkedIn, YouTube, and the other platforms highlighted in Chapter 16 that Gen Z uses to find, select, and apply for jobs.

2. Offer Internships

Seventy-three percent of Gen Zers are preparing for employment through relevant internships and through their area of study.[2]

Witnessing the heavy burden student debt caused for Millennials, Gen Z is eager to pay as they go, with 70 percent contributing to their college tuition through a salary earned from a job in college.[3] Leverage Gen Z's desire to get to work early as an opportunity to scout talent.

3. Provide Cross-Organization Exposure

Recent college graduates are 2.5 times more likely to stay with their employer for five or more years if they feel their skills are fully utilized with challenging, meaningful work.[4] Yet, 54 percent of recent college graduates feel underemployed.[5]

As covered in Chapter 13, one of the top three things Gen Z looks for in an employer is professional development opportunities. One of the best ways to move Gen Z from underemployed to fully utilized is to offer boundaryless projects where young professionals can learn and interact in multiple areas of the organization. In fact, 75 percent of Gen Z would be interested in a situation in which they could have multiple roles within one place of employment.[6]

4. Codesign Career Plans

Sixty-four percent of Gen Z cited "opportunity for career growth" as a top career priority.[7]

Generation Z has a desire to enter fields and organizations with room for long-term growth. While 83 percent of new graduates agree that their education prepared them well for their career,[8] they are looking to their employer to partner in their next phase of growth and development. "Partner" is the key word, as Gen Z is interested in codesigning their career plan with their employer, and then taking advantage of the professional development opportunities available to them to help them advance in their careers.

5. Deliver Relevant Training

Eighty-four percent of Gen Zers expect their first employer to provide formal training.[9]

Growing up in a fast and untethered world where information is instantly accessible, Gen Z demands the same flexibility, accessibility, and speed from the training their employer offers. Services like 21Mill.com that deliver training in an on-demand, microlearning, and mobile-first format will become the new norm for training the next-generation workforce.

6. Lead by Coaching

Sixty-seven percent of Gen Z is comfortable with having their manager check in with them, but only for five minutes or less.[10]

The leadership style that resonates best with Gen Z is coaching. Gen Z will turn to Google, YouTube, or Alexa first for answers instead of their future managers. Therefore, managers must adjust their approach and serve as a guide where they coach Gen Z through their self-directed learning, mistakes, and successes.

7. Prioritize Diversity and Inclusion

Seventy-seven percent of Generation Z said that a company's level of diversity affects their decision to work there.[11]

While Generation Z will seek employers with a favorable reputation, a positive impact on the environment, and are socially responsible, how the company treats its people is of the utmost importance. Generation Z will flock to employers and leaders who treat every employee equally and fairly.

8. Promote and Offer Global Experiences

As noted in Chapter 13, the most important work aspect Gen Z looks for in a potential employer is international experience.[12] "Individuals aren't likely to travel themselves, but the company can provide those opportunities," says Greg Tomb, president of SAP

SuccessFactors, a Cloud-based human-capital management-software solution.[13]

SuccessFactors places Gen Z new hires in different countries in order to attract and retain Gen Z and because "[traveling] provides diversity of thought and rounds out the person," says Tomb.

Considering how tightly aligned diversity, inclusion, and in-novation are, well-traveled Gen Zers can provide high value to organizations. Airbnb, for example, offers free travel to employ-ees if they venture to somewhere they've never been before,[14] be-cause Airbnb knows it ultimately benefits the individual and organization long-term.

Chapter 20

How to
Interview Generation Z

THIS CHAPTER WILL PROVIDE THE STEPS TO INTERVIEW Gen Z effectively and some key interview questions to ask.

The steps for interviewing Gen Z aren't much different from interviewing other generations, but there are a few nuances that could be the difference between success and failure.

If you've decided to use a text-based interviewing solution like Canvas (which we highlighted in Chapter 18), some of the below might not apply, or you can inject some of the following (especially the interview questions) into your interviewing platform of choice.

Nine Steps to
Successfully Interview Generation Z

1. Prepare Yourself

Review the job description (make a list of the requirements, responsibilities, and skills needed for the job). Review their résumé and social-media presence (which, for Gen Z, could be very robust and revealing, positively or negatively).

2. Prepare the Candidate

An unprepared candidate can waste both parties' time. Send

recommendations and details about the interview a couple days before the interview. Include items such as interview tips, what to wear, what to bring, suggested reading, etc.

Also, reinforce that the interview process is a two-way street, and they are evaluating the company as much as you are evaluating them. Encourage them to prepare their own questions.

If the candidate still shows up unprepared, then disqualify the candidate. The candidate won't be a fit if they cannot put in the necessary effort during the interview process.

Want to take this one step further? At the end of the email or info packet, mention a specific action for the candidate to take, such as "please bring a red pen to the interview." If the candidate brings the red pen, you can be sure they are thorough, follow directions, and follow through.

3. Relax the Candidate

Chances are high that the Gen Zer you are considering won't have much experience interviewing, and their nerves will likely show during the interview. It's important to get the candidate to relax so that their true selves can come through, and they can best communicate why they are the best fit for the job.

Put the candidate at ease with a smile, non-job-related questions, and/or a tour of the office before the interview begins. Highlighting the flow and structure of the interview can also help to relax a candidate.

Evaluate how the candidate handles their nerves, as it can be a strong indicator of their level of self-awareness and adaptability.

4. Streamline the Process

Leverage technology to make the interview process seamless. Tools like Skype, Zoom, or InterviewStream can streamline interviewing by using video. Other tools like Calendly, Doodle, or Vyte can streamline the scheduling of interviews. Make the

interview process as digitally native as Gen Zers are. (Read Chapter 18 for more ideas on how to use texting to streamline the process.)

Discovering ways to streamline and systemize the interviewing process (externally for candidates and internally for teams) should be a constant quest for hiring managers.

5. Evaluate Quickly

In a world of endless streams of info, succinct communication is highly valuable. If a candidate cannot make a compelling case as to why they should be hired in thirty minutes or less, they might not be the best fit.

Start the hiring process with a quick (fifteen to thirty minute) intro interview. Ask them four to six questions to cover the requirements and get to know them.

Following this interview, simply ask yourself, *Do I like them?* This needs to be yes, since you'll probably be working closely with them. The second question to ask yourself is, *Do they light up?* If the candidate lacks the necessary passion for the position, they might be chasing a paycheck and won't be a long-term high performer. Passion is caught, not taught, so keep looking if passion is absent.

Before concluding the first interview, address:

- Next steps in the hiring process
- What to expect for timelines
- Appropriate contact for additional questions
- How the candidate would prefer to communicate moving forward

6. Follow Up Swiftly

As soon as a decision is made on the candidate (a few days max), inform the candidate (either way) and what to expect for next steps.

You cannot overcommunicate in this stage of the interview process.

7. Repeat Steps

After the initial interview, repeat steps one through six. Change the interview(s) to be more behavioral ("Tell me about a time when you . . . ") or performance-based (questions about the knowledge, skills, abilities, and other characteristics needed to perform well), and consider extending to sixty minutes, if necessary.

Depending on the job, consider having the candidate submit work samples, partake in a skill test, or solve a real problem during the interview process. Delivering real solutions to real problems equals real talent.

8. Extend Offer

When extending a job offer to Gen Z:

- Emphasize why they were chosen and what makes them a strong fit for the organization.
- Make it personal by linking their goals or previous experience with the new job.
- Mention the short-term and long-term development and career opportunities.
- Highlight the company's mission, vision, and core values.
- Describe the immediate impact they will make.
- Be excited. (Accepting and starting a new job are typically "top-ten" life moments for people. Stoke their excitement to create positive momentum.)

9. Involve Them

Too often, especially for organizations hiring Gen Z out of college, once the candidate formally accepts the job offer, the company vanishes. Months can go by without any communication where the candidate begins to question if they actually got hired.

Keep the new hire warm and involved by inviting them to team meetings, social outings, or a tour of the office. Send them a list of recommended books, podcasts, or videos to prepare them for the industry or type of work.

Other Gen Z Interviewing Items to Consider

Don't Oversell

It's critical that the job, perks, and company culture match what was explained throughout the interviewing process. If they don't match, Gen Z will experience buyer's remorse and will find another job before you have time to correct the misstep.

Expect Feedback

Being new to interviewing and having a desire for feedback, Gen Zers are likely to follow-up asking for feedback on their interview performance. If you decide to give them feedback, make it clear, genuine, and constructive. Then, observe their next interviews to see if they improve or take the advice.

Overcome Biases

Many organizations' efforts to create greater diversity are falling short due to unconscious biases.

Unconscious biases are biases that happen automatically and are triggered by our brain making a quick decision. They are biases that we are unaware of and happen outside of our control. Unconscious biases may be preventing you from hiring the best person.

Consider these tools to eliminate unconscious bias from the interview process:

- GapJumpers (www.gapjumpers.me) is a technology platform for employers to conduct blind auditions in hiring.
- Interviewing.io (www.interviewing.io) is anonymous

interviewing that helps companies hire engineers based on what they can do, not how they look on paper.

- Blendoor (www.blendoor.com) is a "blind recruiting" app that facilitates job matching based on merit, not molds.
- Textio (www.textio.com) is an augmented writing platform for creating highly effective job listings that remove bias and gender discrimination.

Prioritize Transparency

Gen Z candidates can connect with past employees online, review a company's reputation via Glassdoor, or double-check an employer's facts and answers. It's natural for Gen Z to want employers to be as transparent as the culture in which they grew up in.

A lack of company transparency (especially during the interviewing process) will cause Gen Z to view the organization as unapproachable, dishonest, and difficult to work with.

Tips for Interviewing Generation Z

The goal of interview questions is to elicit information not found on the candidate's résumé, LinkedIn profile, etc., and that will inform their fit for the role and company culture. Here are a few general interview tips:

- Ask open-ended questions that elicit an informative response. Do not ask leading or closed-ended questions.
- Behavioral and performance-based questions are ideal because they encourage the candidate to share past performance and behavior, which can be a good indicator of further performance.
- Hiring managers should only talk about 30 percent or less of the time.
- In general, ask about past experiences/performances,

explore their short- and long-term career goals, and discuss their preferences for leadership.

- Ask each candidate the same questions. This allows for consistency in the interview process and ensures a proper basis to compare candidates.

Interview Questions for Generation Z

Asking the right questions is critical for assessing whether the candidate is a fit for the job. The following questions will help you surface the necessary skills (or lack thereof) of your Gen Z candidate.

Interview Questions to Uncover Key Soft Skills

Chapter 31 provides insights into the Gen Z skills gap and highlights why the most in-demand skills of the future will be emotional and soft skills. Here are the best interview questions to screen candidates for six soft skills, according to 1,300 hiring managers:[1]

- **Adaptability:** "Tell me about a time when you were asked to do something you had never done before. How did you react? What did you learn?"
- **Culture fit:** "What are the three things that are most important to you in a job?"
- **Collaboration:** "Give an example of when you had to work with someone who was difficult to get along with. How did you handle interactions with that person?"
- **Leadership:** "Tell me about the last time something significant didn't go according to plan at work. What was your role? What was the outcome?"
- **Growth potential:** "Recall a time when your manager was unavailable when a problem arose. How did you handle the situation? With whom did you consult?"
- **Prioritization:** "Tell me about a time when you had to juggle several projects at the same time. How did you organize your time? What was the result?"

Interview Questions to Uncover Generation Z Strengths or Weaknesses

Here are some relevant interview questions that can help to expose the unique strengths or weaknesses of Gen Z candidates:

- **Lack of experience:** "What have you done in the past that will help you do this job?"
- **Capacity for compliance:** "Have you ever had to wear a uniform, cover up a tattoo, or work at a time that was difficult for you, like early in the morning or late at night? How did you handle that?"
- **Entitlement:** "Tell me about a time you were passed up for an award or promotion you felt you deserved. How did you react?"
- **Work flexibility:** "Would you rather work at home, in a traditional office, or in an office with an open floor plan?"
- **Patience:** "Tell me about a time that a project took longer to complete than planned. How did you adjust?"
- **Loyalty:** "What role do you expect to have in five years?"
- **Work ethic:** "Tell me about a time when you put in overtime to accomplish a difficult goal. What was driving you?"
- **Digital dependence:** "Tell me about your last employer's policy on cell-phone use and visiting personal websites during the workday. Did you find any aspects of the policy challenging?"

Interview Questions to Uncover Emotional Intelligence

Read Chapter 31 to learn why emotional intelligence is a critical skill for Gen Z to possess.

- "Tell me about a time you faced an ethical dilemma

at work. How did you deal with it, and what was the result?"

- "Tell me about a time someone criticized your work. How did you respond, and what did you learn?"
- "How would you resolve a dispute between two colleagues?"
- "Tell me about a time you had a conflict with your supervisor. How did you resolve it?"

Chapter 21

How SAP Recruits Generation Z

IN A SINGLE YEAR, JENN PREVOZNIK IS RESPONSIBLE for hiring seven thousand Gen Z employees.[1]

Prevoznik is the global head of early talent acquisition at SAP, the global enterprise software company. I recently interviewed Prevoznik on my podcast and asked her how SAP successfully executes the hiring of so many Gen Z employees.

1. Have a Fluid Organization

According to Intuit's CEO Brad Smith, "The gig economy . . . is now estimated to be about 34 percent of the workforce and expected to be 43 percent by the year 2020."[2] Growing up in a gig economy has altered how Gen Z views employment.

"No longer will employees sign a contract, get a badge, and work for two years. [Generation Zers] are going to question what it is to be an employee. They don't care about a 401k because they won't be around long enough to invest in it," says Prevoznik.

Prevoznik believes organizations will have to be more agile and fluid to attract and retain Gen Z talent. Here is how SAP achieves fluidity:[3]

- **Rotational programs:** Based on employee feedback,

SAP now offers programs where employees can change roles every three months.

- **Shadowing:** Employees can shadow someone in a different role for two weeks.
- **Unhoard talent:** Managers guide employees in their careers, but employees are encouraged to own their careers, and learn and experience as much as possible.

2. Mine Talent Everywhere

With such a high demand for talent, SAP has found creative ways to acquire new talent and nurture future talent.

- **Employee alumni network:** All SAP exiting employees get an offboarding email encouraging them to sign up for the alumni network. Former employees then receive newsletters, curated content, and invites to events where hundreds of current and former SAP employees gather.
- **Talent community:** This community consists of candidates (or individuals who were unsuccessful during the interview process) who have said that they are interested in learning more about the company. SAP can then promote jobs, recruiting events, etc. to this community.
- **Nontraditional initiatives :** SAP partners with middle schools, where they encourage students to take interest in STEM. One recent SAP hire had first learned about SAP because the company built a playground near his home.

3. Challenge Traditional College Recruiting

Research indicates that Gen Z is seriously considering forgoing a traditional college education to go work for a company that provides university-like training. Prevoznik is "all for" Gen Z skipping college to come work for SAP, because what really matters are their skills, not necessarily their degree. "We need to

rethink hiring talent from the top universities in order to stay competitive," says Prevoznik.[4]

In Germany and Bangalore, SAP brings university education to their employees. On the weekends, professors come to SAP buildings and teach full-time employees.

SAP is also moving beyond college career fairs. Instead, they are working directly with universities to sponsor hack-a-thons and guest lectures. They are also sponsoring select conferences and organizations, like Grace Hopper, where SAP got in front of eighteen thousand women in engineering by being a platinum sponsor in 2017.

4. Facilitate In-Person Gatherings

Since 74 percent of Gen Zers prefer to communicate face to face with colleagues,[5] SAP makes facilitating in-person gatherings for their early talent a high priority. This is especially important because of how global and remote SAP's workforce is.

Every year for SAP's Intern Summit, they fly everyone to Bellevue, Washington. SAP brings two hundred graduates all together for their Early Talent Summit in Bangalore. And, they even rented out a large sports stadium in Germany to bring together their young professionals.

SAP also leverages reverse mentoring, which means learning from someone more junior than you, to bring together senior executives and new hires so that they can learn from one another.

"Employees who know someone and feel welcomed and included in the company culture stay longer," says Prevoznik.[6]

5. Promote Diversity and Inclusion

Understanding the importance Generation Z places on diversity and inclusion, SAP launched the Employee Value Proposition (EVP), which states, "Bring everything you are. Become everything you want."

The EVP highlights two hundred different SAP employee stories showcasing their jobs, home life, and other community activities. SAP turned the stories into a mosaic, which has encouraged employees to speak up and find others like them inside the company.

"We like to showcase people who don't fit in our culture, but people who add to it and move it forward," says Prevoznik.[7]

6. Get Involved on Glassdoor

Seventy percent of candidates look to [company] reviews before they make career decisions,[8] and 69 percent are likely to apply to a job if the employer actively manages its employer brand (e.g. responds to reviews, updates their profile, shares updates on the cutler and work environment).[9]

Let's dive deeper to learn why and how companies need to be using Glassdoor to recruit and retain Gen Z.

How SAP Uses Glassdoor to Attract Generation Z

The number-one thing the emerging generations want to know about a company is its "culture and values," followed by "perks and benefits" and "employee perspectives of the company." And, their top obstacle for accepting a job is "not knowing what the company is like."[10]

The next generation of job seekers want more company transparency, which is why over 10 million of the 32 million unique monthly users on Glassdoor are Millennials and Gen Z.[11]

Glassdoor allows Gen Z to overcome their top job-acceptance obstacle of "not knowing what the company is like" with millions of anonymous company reviews by current and former employees, salary reports, company-management reviews, interview reviews, and benefits reviews on more than 640,000 companies worldwide.

In fact, 87 percent of Glassdoor users find the employer perspective useful when learning about jobs and companies.[12]

How Glassdoor Improves Organizations[13]

- Enhances company perception: 65 percent of Glassdoor users agree their perception of a company improves after seeing an employer respond to a review.
- Upgrades candidate pool: 89 percent of Glassdoor users are actively looking for a new job or would consider better opportunities.
- Improves talent quality: Organizations that invest in employer branding are three times more likely to make a quality hire.
- Saves time: Using Glassdoor results in 50 percent fewer résumés to find a quality hire.17
- Increases market value: Boosting employee satisfaction by one Glassdoor rating point raises the market value of a company by 7.9 percent.
- Expands talent pipeline: 86 percent of employees at companies on the Glassdoor Best Places to Work 2017 US Large List would recommend the company to a friend, versus 49 percent of total Glassdoor users.

How SAP Leverages Glassdoor

The relevance of Glassdoor for Gen Z employees and job seekers is rapidly growing. In fact, 70 percent of candidates look to [company] reviews before they make career decisions,[14] and 69 percent are likely to apply to a job if the employer actively manages its employer brand (e.g. responds to reviews, updates their profile, shares updates on the cutler and work environment).[15]

With a majority of their candidates using Glassdoor, SAP understands how vital it is to manage their employer brand in today's information age. So much so, they have an employee whose full-time

job is to monitor Glassdoor. The individual looks at reviews, responds to reviews, and acts on the trends and/or feedback.

SAP uses Glassdoor to:

- Encourage and remind employees to rate and review the company and its management
- Listen to all of their employees
- Elicit reviews of management
- Gain feedback on the full employee life cycle (interviewing, onboarding, career development, offboarding, etc.)
- Act on current and former employee reviews/feedback (real SAP examples include adjusting building temperatures and finding alternatives for employees wanting to bring their dog to work)

SAP encourages employees to use Glassdoor:

- After completing the SAP interview process
- After completing the onboarding process, the employee is sent a survey which then links to Glassdoor, where they can enter an honest review
- During the exit interview, employees are encouraged to write a review on Glassdoor
- When certain milestones are reached, such as work anniversaries or when SAP's CEO, Bill McDermott, was rated one of Glassdoor's Highest Rated CEOs in 2017,[16] employees were notified and thanked for the achievement, and then reminded to rate and write a review

SAP uses Glassdoor as a powerful outlet where they can give employees a voice and take action on reviews in order to enhance the employee experience and remain an employer of choice for their future Gen Z leaders.

Your next generation of workers will be Gen Z. Leverage a few of the strategies covered in this chapter to attract the best Gen Z talent.

Section 4

. . .

Engage Generation Z

Chapter 22

Engage Generation Z with Improved Onboarding

NOW THAT YOU'VE SUCCESSFULLY RECRUITED TOP Gen Z talent, the next step is delivering an exceptional first-day and onboarding experience that wins their loyalty.

There are few milestone days in a person's life. Graduations, weddings, and retirements are a few examples of days that deserve punctuation. Another milestone day is starting a new job, especially if it's your first full-time job. The combination of new work, new people, and new places creates an opportune window for companies to create a lasting and impactful moment for new employees.

Many employers trade familiarity for memorability, and new-hire loyalty, appreciation, and engagement is the cost.

Too often, the first-day experience for new hires starts like this: The new hire arrives without clear direction of where to park or who to meet. They finally connect with someone who vaguely remembers hearing that someone was starting today, and then they are ushered to a random empty desk and instructed to "get settled in."

Day one, and the new hire has already begun planning a quick exit. For the employer, a huge opportunity wasted.

For Gen Z, their first day at work might be their first day of

full-time work ever. And, firsts are memorable, especially when you're the age of Gen Z (as of 2020, they are twenty-two years old and younger).

Research shows people's most vivid memories are drawn from when they were sixteen to twenty-five years old.[1] Psychologists call this phenomenon the "reminiscence bump." The reason we remember our youth so well is because it's a time of firsts: first romantic relationship, first time traveling without parents, first paycheck, etc.

Employers have a unique opportunity to be etched into Gen Z's memory and play a critical role (good or bad) in their career story.

First-day experiences and onboarding should be filled with remarkable moments, not bureaucratic activities on a checklist. Not only does creating a memorable experience create a lasting impression and instill employee loyalty, but it also encourages employees to recommend their employer.

A study of hotel reviews on TripAdvisor found that when guests reported experiencing a "delightful surprise," an astonishing 94 percent of them expressed an unconditional willingness to recommend the hotel, compared with only 60 percent of guests who were "very satisfied."[2]

How do you know if the experiences are memorable? If Gen Z feels the need to pull out their camera to capture the moment, it's memorable.

After their first day, Gen Z employees should leave thinking:

- I belong here.
- The work matters.
- I matter to them.

Beyond the first day and onboarding, it's a good practice to deliver memorable moments during any employee transitions (promotion, retirement, move, etc.).

Keep an eye out for the moments that need punctuation.

Eight Ways to Elevate Generation Z's First-Day and Onboarding Experience

Beginnings matter. And how the next generation of employees begin their career at your company really matters.

Here are a few recommendations to achieve just that.

1. Supply Swag

Shouldn't the new hire immediately feel like part of the team? Have a T-shirt, coffee mug, phone case, etc. ready upon their arrival, or ship it directly to them ahead of time. In addition, provide preprinted business cards with their name on it.

2. Connect Communities

Create a shared meaningful moment by encouraging Gen Z to post a picture of themselves wearing company swag on social media with a hashtag that allows them to connect with other new hires.

3. Leverage Leaders

Deliver messages in a personalized video from leaders. At John Deere, new hires receive an email from Sam Allen, CEO of John Deere, who shares a little bit about the company in a short video.[3] In addition, schedule a time for the new hire to connect with at least one company leader.

4. Appoint Ambassadors

One reason creating a memorable first-day and onboarding experience is difficult for companies is that it's usually no one's job to create one. Assign new hires to an ambassador who sends a pre–first day text to the new Gen Z hire that highlights the organization's excitement and what to expect when it comes to attire, parking, and the day's agenda. Bumble, the dating-and-networking application, has employee "Beekeepers" who volunteer to welcome new hires. They get to know new hires,

provide a personalized tour, and go get a coffee or smoothie together.[4]

5. Convey Culture

Provide a link to a "New Hire Handbook" that includes an overview of the company history, the company culture and values, insights from existing employees, close restaurants for lunch, transit options, attire no-nos, recreation options, and additional resources, such as "Ten Things You Should Definitely Try During Your First Week." Consider a new-hire scavenger hunt as a way to get to know the office, people, and the culture.

6. Establish Expectations

Provide a clear introduction and overview of the new hire's job responsibilities and the company culture. Provide do's and don'ts when it comes to communication, leadership, work hours, etc. After onboarding, Gen Z should have a basic understanding of the following: culture, values and vision, roles and responsibilities, opportunities and promotions, training and safety, and ethics/accountability.

7. Tune-Up Technology

Nothing communicates "We forgot you were starting today" more than not having the new hire's technology set up. Ensure all company-issued hardware and devices are live and preloaded with the new hire's favorite utility applications.

8. Celebrate Conclusions

Just as important as it is to punctuate the beginning of a new hire's career is creating a memorable moment that marks the transition out of being a new hire. Many onboarding processes can drag on and on, and lead to a new-hire burnout. Use a social event or activity to signify the completion of the process. Or, provide a tangible reward or certificate that can serve as a rite of passage into the organization.

Chapter 23

Three Essentials for Engaging Generation Z

WOULD IT BE IMPACTFUL FOR ORGANIZATIONS TO attract more talent that resembled the top 10 percent of their best employees?

Of course.

However, attracting top Gen Z talent seems to mystify so many employers. And even more perplexing, especially in a labor market that continues to tighten, is retaining and engaging top Gen Z talent.

What's a company to do?

The company that has achieved a retention rate of 97 percent among corporate staff and 96 percent among franchisees, Chick-fil-A, may have the blueprint needed to attract, retain, and engage top next-generation talent.

Chick-fil-A is the most frequented fast-food restaurant in thirty-eight of fifty US states,[1] and in 2019 is expected to become the third-largest chain by sales in the United States behind McDonald's and Starbucks.[2]

Committed to building upon their existing success, Chick-fil-A recently conducted hundreds of interviews and a national survey with thousands of participants to understand what made an organization a talent magnet.

Beyond the non-negotiables of fair and competitive wages, a safe place to work, training and tools to do their job well, a positive culture, and a good brand reputation, Chick-fil-A uncovered the following essentials for attracting, retaining, and engaging top talent.

Three Things Top Talent Want in a Job

1. Better Boss

Sixty-five percent of Gen Z say the people with whom they work would enable their best work.[3]

While most talent may desire a better boss, it's top talent who view effective leaders as a must and won't tolerate a lousy boss.

When it comes to a better boss, Chick-fil-A discovered that top talent wants a boss who demonstrates care. Caring bosses invest time to get to know the hopes, aspirations, dreams, and even the families of those they lead.

2. Brighter Future

As noted in Chapter 13, one of the top three things Gen Z looks for in an employer is professional development opportunities.[4]

Top talent have a proclivity to be future oriented. A strong indicator that someone might be a top performer is they will ask future-focused questions like these during a job interview:

- "How will this role/organization/employer prepare me for future opportunities?"
- "How will this role/organization/employer challenge me?"
- "How will this role/organization/employer develop me?"
- "How will this role/organization/employer grow me?"

Top talent is drawn to employers that can clearly and confidently highlight the ways in which the organization will challenge them with compelling work, aid their personal growth, and support their career advancement.

Numbers one and two correlate with the view of Patty McCord, the former chief talent officer of Netflix, which she shared with me in our recent podcast interview, that talent density (better bosses) and appealing challenges (brighter future) are the strongest elements to attract and retain talent.[5]

3. Bigger Vision

Seventy-five percent of Gen Z (and 70 percent of Millennials) want their work to have meaning.[6] And, Millennials are more likely to stay with an employer longer if that company "regularly engages in social issues."[7]

Employers win top talent when they can connect the company's mission and values to top talent's desire to make a difference in the world. More specifically, employers must answer what the company does, why they do it, and how individuals fit in.

Vision ultimately energizes. According to organizational psychologist Adam Grant, workers are energized and experience less burn out when they focus on the people who benefit from their work. Workers' efforts were boosted when they journaled daily about how they contributed to others.[8]

Organizations and leaders should make it a priority to help top talent connect the line between the work they do and how it positively impacts others inside or outside the organization.

These Things Are Generational Agnostic, But . . .

Doesn't every generation want these three things in a job?

Sure, but for Gen Z, it's a condition of employment. For

previous generations, these were "nice-to-haves" in a job, but the emerging generations are demanding employers provide these three things.

Why? Because if a company doesn't provide these things, Gen Zers are a finger swipe away from finding an employer or entrepreneurial venture that does provide a better boss, brighter future, and bigger vision.

Make Sure to Avoid This Mistake

Don't make the mistake of sharing these three job items after someone has been hired.

Proactively cover these topics throughout the hiring process and share the story online. This is especially important to attract top Gen Z talent, as 40 percent of Gen Zers say they would use YouTube to determine if they want to work for a company, while 37 percent would use Instagram.[9]

In Summary

You may be wondering, *Why should I cater to the individual? Shouldn't job seekers cater to the employer?*

Today's highly connected and tight labor market has shifted the power to the individual. If the goal is to attract and retain top talent, employers must focus on what top talent values instead of what the company has to offer.

Connect people to a compelling vision (bigger vision), encourage and celebrate their progress toward the vision (brighter future), and care personally about their journey (better boss) in order to win top talent.

Chapter 24

How to Fully Engage Generation Z at Work

WORK SHOULD ENRICH, NOT DEPLETE THE HUMAN spirit. Yet, two in three US workers are disengaged at work.[1]

Slower revenue growth and lower profitability are the bleak results of disengaged and dissatisfied employees.

In order for organizations to turn the tide on this engagement epidemic, a deliberate course correct is a must. This is especially critical for organizations interested in engaging Gen Z, which has new and elevated expectations of what work could and should be.

The power to revitalize and reengage the workforce rests in the hands of managers.

In fact, the most important factor Gen Z considers in a job is "supportive leadership." Twenty-three percent won't take a job without it.[2] Additionally, nearly a third of Gen Z is motivated to work harder and stay longer at a company if they have a supportive manager, and 37 percent would never tolerate an unsupportive manager.[3]

How can managers engage Gen Z? Be supportive.

Managers that are supportive can lift the well-being of employees while improving the level of organizational performance.

Three Steps to Engage Generation Z at Work

1. Make Them Feel Known

"Care" is one of the three top leadership traits Gen Z looks for in a leader, behind trust (47 percent) and support (40 percent).[4]

Complete and simultaneous commitment to both human dignity and high performance is what makes an organization "healthy," according to best-selling author and leadership expert Patrick Lencioni.[5]

Managers must take an active interest in getting to know their Gen Z employees. Understanding one's story, needs, wants, and desires extends the human dignity that Gen Z deserves, craves, and longs for at work.

Why don't more managers care deeply and lean into the lives of those they lead?

- "It's messy." Yes, but rich relationships are a cornerstone of living well.
- "It's time consuming." Yes, but so is constantly hiring and training new talent to replace disengaged employees.
- "It's not for the workplace." As work and life continue to blend more and more, managing the whole self of employees will be the new norm.

Caring for others isn't beneath any leader at any level. Make employees feel known.

2. Communicate Why Their Job Matters

Gen Z college graduates are 2.5 times more likely to stay with their employer for five or more years if they feel their skills are fully utilized with challenging, meaningful work.[6]

Communicate the meaning of Gen Z's work so that a sense of purpose, not necessarily passion, can be instilled. Purpose trumps passion. Passion can energize employees, but it also isolates,

because passions can be individualistic. Purpose, on the other hand, is shared. Purpose knits teams and organizations together.

A sense of purpose increases engagement and often sparks "above and beyond" behaviors.

For example, Adam Grant of the Wharton School found that fundraisers who were attempting to secure scholarship donations felt more motivated when they had contact with scholarship recipients.[7] Grant also found that lifeguards were more vigilant after reading stories about people whose lives have been saved by lifeguards.[8] Similarly, in another study, cooks were more motivated and worked harder when they saw those who would be eating their food.[9] Lastly, other studies have shown that x-ray scanning accuracy increases when radiologists are shown a picture of the patient.[10]

Identifying the beneficiaries of one's labor introduces more meaning and purpose at work, thus increasing employee engagement.

How can you discover the beneficiary of one's labor? Ask why repeatedly.

- Why do you clean hotel rooms? "Because that's what my boss tells me to do."
- Why does that matter? "Because it keeps the rooms from getting dirty."
- Why does that matter? "Because it makes the rooms more sanitary and more pleasant."
- Why does that matter? "Because it provides a clean space for customers to relax and rejuvenate."

People want more from work than just a paycheck. And, Gen Z leads the way in this desire, with 74 percent of Gen Z believing jobs should have greater meaning, compared to 70 percent of Millennials and 69 percent of older generations.[11] In addition, 30 percent of Gen Z would take a 10–20 percent pay cut to work for a company with a mission they deeply care about.[12]

Connecting employees (especially Gen Z) to the beneficiaries of their work creates more engagement, motivation, and allows employees to transcend their task lists.

Beyond the performance benefits, there are psychological benefits, as well. Grant found that the words of beneficiaries of one's assistance can be more motivating than those of inspirational leaders.[13]

Receiving positive words from coworkers or other internal beneficiaries of employee's work strengthens workers' sense of belongingness, a fundamental human need and important source of motivation.

When Gen Z can see how their work directly helps others (internally or externally), that's meaningful.

Engagement will follow.

3. Highlight Their Progress

Sixty-six percent of Gen Z say gaming is their main hobby,[14] and recently, gaming outpaced cable, with more twenty-three-to-twenty-six-year-olds (53 percent) paying for gaming services than paying for TV (51 percent).[15]

Why is gaming so engaging? It provides a sense of progress.

Gaming elements—like the progress bar/map or the story-completion percentage—clearly inform players of where they started, how far they've come, and what's left to accomplish. The improvement of a game character's skills or gear enhancements also contribute to a gamer's sense of progress. You don't get a sense of progress from watching television.

Progress in meaningful work has the strongest impact on employee engagement, according to Teresa Amabile, the coauthor of *The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work*.[16]

Conversely, the number-one event that diminishes employee

engagement is experiencing a feeling of moving backward in the work they are doing; having setbacks. The negative effect of setbacks at work can be two to three times greater than the positive effect of progress.

Amabile's research discovered that it's the everyday actions of managers (and coworkers) that can make the difference in catalyzing or inhibiting progress. Yet, when Amabile surveyed six hundred managers about what has the strongest impact on employee engagement, they ranked "progress" last.

There is a massive chasm between what employees need/want and what managers are delivering.

Here is how managers can engage Gen Z employees:

- **Search for progress.** "Create a climate of attention, where everyone is looking for opportunities to support one another's progress and nourish the people who are making it," recommends Amabile.
- **Break up goals.** "Managers should break big goals down into smaller achievable ones, so they can maximize the sense of progress that workers can experience," says Amabile.
- **Acknowledge forward movement.** Whether it's accomplishing a small win, overcoming an obstacle, learning a new skill, achieving a breakthrough, or completing a goal, managers should recognize and reflect back to the employee their progress.
- **Meet weekly.** Employees are 3.5 times more likely to be engaged at work when given meaningful weekly feedback. Weekly meetings can provide managers with a better pulse on where and when an employee is progressing (or stalling).
- **Create very specific goals.** Ambiguity stalls action and inhibits progress. Replace broad goals, like "Complete the project," with specific (and smaller) goals, like "Send a one-page project overview to

> Landon by this Friday at noon." If an employee's goals are clear and specific, it enables them to track and celebrate their own progress, which creates a more independent, productive, and engaged worker.

Progress is a key ingredient, but it isn't the full recipe for employee engagement and motivation. In order to sustain employee engagement, managers have to "nourish the human spirit by acknowledging their value and encouraging them when work gets difficult," says Amabile.

Support people and support their progress. This isn't an exotic concept, but it's too often underestimated and overlooked.

That should end now.

In conclusion, leaders who follow these three steps will successfully address most (some more directly than others) of the questions the Gallup organization identified as being critical for assessing employee engagement.

Employee Satisfaction Assessment Questions[17]

- Do I know what is expected of me at work?
- Do I have the materials and equipment I need to do my work right?
- Do I have the opportunity to do what I do best every day?
- In the last seven days, have I received recognition or praise for good work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Is there someone at work who encourages my development?
- At work, do your opinions seem to count?
- Does the mission/purpose of your company make you feel your job is important?

- Are your associates (fellow employees) committed to doing quality work?
- Do you have a best friend at work?
- In the last six months, has someone at work talked to you about your progress?
- In the last year, have you had opportunities to learn and grow?

Three Ways to Engage Generation Z

Now that you have learned the three steps to engage Gen Z, here are a few additional strategies to consider in order to engage Gen Z:

1. Enhance the Employee Experience

Delivering rich and rewarding employee experiences is the best (and most holistic) way to retain and engage Gen Z.

Employee experience can be defined as the impact an organization's processes, policies, perks, and programs have on its people.

For the emerging generations who grew up in a world of abundance, their basic needs have been met. So, they naturally look to fulfilling their higher needs. According to Maslow's hierarchy of needs, these would be love/belonging (social, love, family, team) and esteem (importance, recognition, respect). These are all benefits that can be delivered via carefully executed employee experiences.

Benefits and salary are expectations for Gen Z. They aren't interested in simply filling a job. Instead, they want meaning, strong company culture, and extraordinary experiences at work. In fact, 75 percent of Gen Z wants their work to have meaning (vs. 70 percent of Millennials), according to Monster's 2016 Multi-Generational Survey.[18]

Gen Z doesn't look to corporations for job security. Instead,

they recognize that their networks and skills will provide any security and stability they seek. This new shift redirects the responsibility of the organization to deliver a place where folks want to show up instead of where they have to.

Creating engaging employee experiences enables organizations to engage and retain top performers, drive strong customer experiences, and to become beacons for next-generation top talent.

2. Deliver Sufficient Training

Eighty-four percent of Gen Zers expect their first employer to provide formal training,[19] and 64 percent of Gen Z cited "opportunity for career growth" as a top career priority.[20]

Learning and development (L&D) is critical for engaging Gen Z. And, so many organizations are missing the opportunity, because one in ten Gen Zers claim they would rather read the full iTunes terms and conditions than attend formal workplace training.[21] That's a clear indicator that training is in need of an overhaul.

Training solutions like 21Mill.com (a digital training platform built to help Gen Z succeed in the workplace as young professionals and emerging leaders) will help to satisfy Gen Z's desires for personal and professional growth.

Learn more about how to train Gen Z in the "Train Generation Z" section of this book.

3. Trade Managing for Coaching

Gen Z fact-checking their teachers and parents in real time on their smartphones represents a clear shift in authority.

Because information is disseminated so widely in today's age of information, Gen Zers don't consider parents or teachers as the authority. Rather, they view the internet as the authority.

Having access to an internet-enabled supercomputer in the

palm of their hand for most their life has caused the emerging generations to problem solve much differently than previous generations. They have become extremely resourceful and efficient at using the web to find and/or crowdsource the answers they need.

Gen Z will turn to Google, YouTube, or Alexa first for answers instead of their future managers. Therefore, managers must adjust their approach and serve as a guide, where they coach the emerging generations through their self-directed learning, mistakes, and successes.

The most effective way to lead the next generation is by coaching.

Coaching is the leadership style that resonates best with Millennials and Generation Z. They were raised in organized activities where they were consistently surrounded by coaches. They view coaching as the necessary supplement to their DIY work mentality.

Coaching prompts introspection, where the emerging generations must turn inward to discover the right answer. This self-reflection and self-evaluation process allows them to become more productive and independent, because they can apply their self-discovered solutions to similar situations they encounter in the future.

Coaching is also effective because it creates greater buy-in, since the next-generation employee is arriving at the solution either individually or collectively with the coach.

The most effective coaching happens when leaders prioritize curiosity over instruction. Resist the urge to give advice, and instead give in to asking more questions.

Chapter 25

Get Generation Z to
Put Down the Device

TECHNOLOGY IS INCREDIBLY USEFUL.

Technology enables my speaking/consulting business and training company, 21Mill.com, to be 100 percent paperless. My to-do lists, meeting notes, brainstorms, client contracts, etc. are all digital. I leverage technology to my best ability to help automate, streamline, and deliver a better experience for my clients. In my opinion, technology offers more benefits than risks.

However, I recently had an experience that made me hyper-aware of the sinister role technology plays in eroding the human connection.

Recently, my wife and I were watching an emotionally charged episode of the NBC hit TV series *This Is Us*. Halfway through the episode, I turned part of my attention to my phone to casually scroll my Instagram feed. A few minutes passed, and I returned my full attention to *This Is Us*, only to discover my wife was in tears over the episode, and where a lump in my throat usually correlates with her tears . . . I was left completely emotionless.

I was able to follow the storyline of the episode while engrossed in my phone, but my split attention robbed me of any emotional connection to the characters in the story—an enlightening and

humbling moment for a tech-appreciating and multi-device-wielding Millennial.

What's at stake when you check a device? Emotional intelligence.

Want to instantly boost your emotional intelligence? Resist dividing your attention.

This emotional disconnect can happen while checking a social feed during a TV show, checking email during a conference call, checking texts during a meeting, or scanning news headlines during training.

Allow a device to steal your valuable attention, and it will hinder your ability to:

- Connect and serve a customer
- Cultivate and nurture deep relationships with coworkers
- Establish and build trust and influence with a team

We never know what hangs in the balance for our frustrated staff, anxious coworkers, or frustrated customers if we aren't fully present with them.

For leaders and organizations battling against Gen Z's tech-dependency in the workplace, how technology negatively impacts our ability to establish human connections could be the compelling reason Gen Z needs to hear or experience themselves in order to put their devices away. Especially considering "human elements"—including more face-to-face communication—is what Gen Z wants most at work.

There is no slowing down technology or going back to a post-internet world (why would anyone want to?). In the future, if we are good stewards, more technology will enable more human connection. For example, doctors will be able to rely on AI to more accurately diagnose a disease, freeing up doctors to deliver much-needed compassion and sympathy to patients.

Not only is heightened emotional intelligence a benefit of

guarding against technology robbing your attention, but enhanced creativity and innovation is also a benefit.

Constant engagement thwarts creativity.

The conscious human brain has access to the equivalent of about two feet of information around us.[1] But, the subconscious brain has access to the equivalent of about eleven acres of information around us, which includes every book read, movie watched, or conversation had.

Intentionally disengaging from technology can unlock the vast knowledge of the subconscious brain in order to solve a complex problem.

Technology is incredibly useful, yet not fulfilling.

Fulfillment isn't found on a device. Fulfillment is drawn from the actions or work that positively impact another person.

Once we know what hangs in the balance of our attention, why would we ever intentionally choose scrolling over connecting?

Now that you understand what's at stake when you get distracted by a phone or any device, let's cover six ways managers can help Gen Z employees win back their focus from their devices and be more present at work.

Six Ways to Get Generation Z to Focus at Work and on Customers

No one—including Gen Z—wants to be slave to their phone or smart device.

Yet, it would appear they need some help, as 67 percent of Gen Zers say that they experience a high level of stress when their phone is lost, broken, or stops working.[2]

I was recently speaking to a group of franchise owners who were struggling with Gen Z employees using mobile devices

(including smart watches) while in the store helping customers. Below are the tips I suggested to the owners in order to help their Gen Z employees put down the device and give their full attention at work and to customers.

1. Assess Gen Z's device self-control in the hiring interview

A way to get ahead of the device problem, is to identify what kind of boundaries an employee has with their devices during the hiring process. To reveal what kind of self-control a Gen Z candidate has with their device, ask these questions during an interview:

- Tell me about your last employer's policy on device use. (Or if this is their first job, ask about a personal or household device policy.)
- Did you find any aspects of the policy challenging? Why or why not?

Use this opportunity to clearly reinforce your company device policy.

2. Strengthen Gen Z's Resistance to Device Checking

Letting a device direct one's attention is like getting in a car and letting it decide where you drive. Helping Gen Z manage their technology and not allowing technology to manage them is critical in today's attention-poor culture.

Gen Z—and most people who own a smartphone—have conditioned themselves to check their phone upon any ding, ping, or ring, similar to Pavlov's dogs that were conditioned to salivate upon hearing the sound of a metronome instead of at the actual presence of food.

Encourage Gen Z to resist the urge to check their device after every notification. Have them ride the arc of the craving to check

and consciously choose not to check. Every time they successfully beat the urge to check, they strengthen their resolve and can begin to regain control of their focus.

For communications that are absolutely critical or urgent, identify a communication channel for emergencies only.

3. Create a Zone
Where Gen Z Can Reconnect

No too long ago, employers carved out time and places where cigarette-addicted people could take a "smoke break." Why not create a time or place where device-addicted employees are free to use their devices as they wish?

Dishes aren't washed every time a single plate is dirtied; dishes are done in batches. In the same way, ask Gen Z to batch their device use so that they can be fully present during the task at hand.

4. Make the Alternative
to Devices More Enticing

When I deliver keynotes or training sessions, I am competing with breaking news, urgent emails, text messages, and the mobile version of Fortnite for the attention of the audience. Instead of demanding they turn their devices off, I earn their attention by doing the following:

- Use engaging visuals and video
- Involve them using thought-provoking questions and/or exercises
- Use interactive polling via their smartphones (they scratch their itch to use their phone without them knowing)
- Tell compelling stories

As noted in Chapter 13, Gen Z wants more human elements at work. Their behavior might not reflect this desire, but create human-to-human opportunities for them anyway.

5. Set Up a Text Autoresponder

It's common to create out-of-office email replies to automatically inform coworkers or customers to expect a delayed response. Why not help Gen Z set up similar autoresponders for text messages?

The Android app Auto Reply and Apple's "Do Not Disturb" feature can create an automated way for Gen Z employees to inform contacts to expect a delay in their response because they are in the middle of important work.

6. Communicate the Reason for the Device Policy

Whether your company device policy is a free for all or forbids all device use, clearly and consistently communicating the why behind the policy is a must. "No devices, because I (the manager) said so" is not a compelling enough reason for Gen Z to ignore their device.

A compelling *why* to share with Gen Z is how devices can negatively impact our ability to establish emotional connections.

Five Steps for Better Smartphone Etiquette

Whether at work or home, these five tips will ensure your smartphone doesn't get the best of you.

Ninety-two percent of Americans believe smartphone addiction is real, but most underestimate just how much they use their smartphone.[3] Sixty percent of people think they touch their phone one hundred times or fewer per day; however, a typical user taps, touches, or swipes their phone 2,617 times per day.[4]

In my opinion, smartphones offer more benefits than risks. GPS, camera, transportation (Uber and Bird), education (podcasts and audiobooks), note taking, and search are just a few of the benefits I don't want to live without. But, I also don't want to live without giving my work and my family my full focus. "Always available" translates to being never fully available.

If the risks of smartphones remain unchecked, the devices can encroach on our relationships and productivity in the workplace and at home. The mishandling of smartphones can result in:

- **Stress**: Employees tally an average of eight hours a week answering work-rated emails after leaving the office.[5]
- **Disengagement**: 80 percent of workers think it's wrong to check phones during meetings, but 50 percent do it anyway.[6]
- **Unproductivity**: 95 percent of people are interrupted over five times per hour.[7]

Here are the five steps to better smartphone etiquette:

1. Understand Your Usage

Getting control of your smartphone usage starts with understanding how you use it.

Enable features that provide data on how you're using your smartphone. Apple's new iOS 12 offers "Screen Time," which highlights most-used apps, time on the device, pick-ups, and more. Google offers a similar feature called "Digital Wellbeing."

2. Supervise Your Settings

Google's "Wind Down" feature sets your phone into Do Not Disturb mode, wherein no notifications will show, and the feature puts the entire screen (or designated apps) in grayscale mode, which discourages use. With Apple's new Do Not Disturb setting, users can quiet notifications at set times or locations (such as your favorite lunch restaurant) and turn on auto-reply texts to inform contacts of your unreachability.

Addictive apps like Facebook, Instagram, and YouTube have also begun introducing similar features, where users can track their usage, gain more control over notifications, and set daily usage limits. Email and other tools, like Slack, can also be controlled to snooze at certain times to ensure users are fully available at the appropriate times.

3. Curb Your Checking

Resist the urge to check your phone every time it dings, pings, or rings. Ride the arc of the craving to check, and consciously choose not to check. Every time you successfully beat the urge to check your phone, you strengthen your resolve of resisting your phone. Manage the tech; don't let tech manage you.

For the communications that are absolutely critical or urgent, identify a communication channel for emergencies only, such as calling.

4. Announce Your Activity

When someone checks their phone during a conversation, both parties are immediately and momentarily disconnected from the conversation. This can cause resentment on one side and mental (and sometimes emotional) detachment on the other side. Instead, announce your activity and narrate out loud why you're checking your phone during the conversation, such as "Let me check my calendar to see if I'm available," or "Allow me to check my flight departure time." Announcing your activity keeps both parties actively engaged in the conversation.

If you don't have a good reason to narrate your phone activity, then keep your phone away. This will also help to curb your checking.

5. Accentuate Your Alternatives

Emotion drives attention. This is why it's so easy to slip into the mindless scrolling of social feeds, because it inserts us into the lives of those we care about. To make checking your phone less appealing, engage yourself through a better alternative. Find ways to attach emotion and meaning to the work and tasks you do every day.

Chapter 26

How Generation Z Can Better Use Social Media at Work

AS THE MOST SOCIAL-MEDIA-SAVVY GENERATION enters the workplace, here are some guidelines to ensure Gen Z uses social media correctly at work.

Social media received mass adoption from Millennials early on, and now is in widespread use among all generations. But, Generation Zers, who use up to five different social channels per day, will have a stronger dependence and expectation to use social media at work.

More and more social-media-inspired communication tools, like Slack, Yammer, and Workplace by Facebook, are gaining high adoption thanks to ubiquitous connectivity and the surge of Gen Z into the workplace.

Four-time *New York Times* best-selling author and CEO of Vaynermedia, Gary Vaynerchuk, had this to say about the importance of social media:

> "Every year the world becomes a little smaller, a little more social, a little more connected. Creating content

that allows us to share our experiences, thoughts, and ideas in real time is becoming an intrinsic part of life in the twenty-first century. In fact, it's getting to the point that we're making a statement when we don't share or choose not to connect."[1]

For Gen Z, the benefits of using social media at work include streamlined communications; efficient collaboration; effective relationship building; brand building (personal and corporate); talent scouting; info gathering; and promoting products, services, events, and so on.

However, according to CareerBuilder, 28 percent of employers report that they've fired people for using the internet for nonwork activity (such as using social media) during the workday, and 18 percent have dismissed employees because of something posted on social media.[2]

The risks of social media at work that Gen Z needs to be aware of include misinterpreted posts, a high level of distraction, oversharing of personal information, company misrepresentation, replacement of face-to-face communication, and sharing of sensitive or illicit content.

The following are some social-media do's and don'ts to emphasize with your social-savvy Gen Z employees.

The Do's of Social Media at Work

- **Be respectful.** Intent matters. Have the right intent and treat others as you want to be treated.
- **Know and follow your company's social-media guidelines.** Neglecting the guidelines can get you fired, sued, or both. Also consider the company's code of ethics.

- **Proofread before posting.** Correct poor grammar, unnecessary slang, or misspelled words.
- **Use a disclaimer.** If your name is closely associated with your employer, make it clear when you are posting your personal opinions.
- **Check privacy settings.** Decide what accounts might need to be private, or set up a separate business or personal account.

The Don'ts of Social Media at Work

- **Don't complain**. Don't complain about work over social media (no matter how private the account). Consider discussing your work challenges with friends or colleagues face to face.
- **Don't share confidential company info**. Keep information such as budget, future plans, rumors in the office, etc. confidential. Also, beware that sensitive info does not sneak into the backdrop of a photo.
- **Don't fight with customers on social.** Handle complaints and criticism calmly, and respond with the type of positive, empathetic words that you would like to receive if you had an issue.
- **Don't post illicit content.** Don't post anything that could damage you professionally.
- **Don't spend too much time.** Don't spend more time on social than is necessary for productive work.

Seven Ways Generation Z Can Best Use Social Media in the Workplace

Restricting social media at work is unrealistic in a world dominated by mobile devices and social networks, and it can actually hinder the productivity of Gen Z.

Seventy-seven percent of Generation Zers rely on technology to

help them accomplish personal and professional goals.[3] Encourage your mobile-first and social-savvy Gen Z employees to use social media more strategically and effectively at work.

Here are seven ways Gen Z can productively and strategically use social media at work:

1. Get Help

Use social media to get input on a project or product. Connect with an expert or thought leader who can weigh in on an issue. Or, consider leveraging tools like Survey Monkey or Twitter Polls to get help, feedback, or answers to a question via social media.

2. Collaborate with Colleagues

Collaboration technologies like Slack, Yammer, or Google Drive are tools that Millennials are familiar with and can leverage to increase productivity, streamline messaging, share documents, and more.

3. Search for Talent

Use social media (specifically LinkedIn) to find freelancers, experts, contractors, or job candidates.

4. Listen to Customers

Use social media to actively listen to what potential or current customers are saying about your product, industry, or competitors.

5. Connect with Customers

Communicate with customers in real time across multiple social networks about new promotions, exclusive offers, new store openings, or updated product features.

6. Promote Events or Products

Company announcements, events, or products can be promoted (externally or internally) via social media.

7. Receive Real-Time Feedback

Receiving feedback from in-person small groups at a trade show or other public setting can be tedious, time consuming, and costly. Social media offers a simpler and more real-time way to receive feedback and gauge customer interest while the product or service is still in progress.

Three Exercises for Generation Z to Be More Productive with Social Media

Gen Z spends an average of three hours and thirty-eight minutes online on smartphones, almost fifty minutes longer than the average internet user.[4]

Having 24/7 access to the world's information via a supercomputer in the palm of their hand for most of their life has rewired how Gen Z problem solves, networks, communicates, learns, buys, and ultimately how they will show up in the workplace.

Since Gen Z is native to the digital world, they will need help with how to manage their technology and social-media usage at work. These tips and techniques will help Gen Z manage their social-media usage at work:

1. Self-Audit Your Social-Media Usage at Work

Use a free tool like RescueTime (www.rescuetime.com) that tracks how a user spends their time online and provides tools to help him or her be more productive. To further audit one's social-media usage, ask these questions:

- How often do you use social media daily?
- What are your productive habits on social media?
- What are your counterproductive habits on social media?
- What social networks interfere with your productivity?

- When and where do you need to limit or quit social media?
- What are two or three things you can do to be more productive in your social-media use at work?

2. Adopt a Productivity Technique

Research has confirmed that the human brain needs routine breaks to remain functioning at a high level. Select one of the techniques below and implement it for one day. At the end of the day, take five minutes to review your productivity. Repeat this process for the other three techniques, and consider adopting one that improves your productivity. Only check social media during the allotted break time.

- **Pomodoro method**. Set a timer for twenty-five minutes, and when it goes off, take a short break for five minutes. After four of these sessions, take a longer break of thirty minutes.
- **Ninety-minute work blocks.** Work in ninety-minute intervals with twenty-minute breaks between work sessions.
- **52–17 method**. Work for fifty-two minutes, and then break for seventeen minutes before getting back to work.
- **Two fifteen-minute breaks per day.** Block out two planned fifteen-minute intermissions in your day—one in the midmorning and the other in the midafternoon. *(Note: 3:00 p.m. is the least productive time of the day,[5] so consider scheduling the break over that time.)*

3. Replace Social Media with Another Rewarding Activity

In many ways, Facebook, Instagram, and Snapchat are the new "smoke breaks" at work. However, instead of consuming social

media during your next work break, try one of these productivity-boosting activities:

- Take a walk
- Daydream
- Read
- Listen to a podcast
- Doodle
- Nap
- Chat with colleagues
- Meditate
- Plan a trip or vacation
- Call friends or family
- Make a grocery list
- Watch a TED Talk

Chapter 27

How Generation Z Wants to Communicate at Work

HOW WILL THE GENERATION WHO GREW UP WITH Twitter, texting, and Twitch.tv want to communicate at work? The answer will surprise you.

I normally help companies and seasoned leaders better lead, engage, and sell to Millennials and Gen Z, but recently I had the privilege of speaking to three hundred Gen Zers. I was speaking to a roomful of first-year college students about becoming twenty-first-century-ready professionals.

During my keynote and training presentations I use live polling, where audiences can use their mobile devices to answer polls, and the results appear in real time on my slides. Gen Z, being the mobile mavens they are, instinctively interacted with the polls.

Here is how Gen Z responded to what communication method they will prefer at work:

What is your preferred method of communication at work?

Face-to-face	72%
Phone call	2%
Email	9%
Text	11%
Instant messaging	3%
Video chat	2%
Social collaboration (Slack, Facebook, Yammer, etc.)	1%
Other	1%
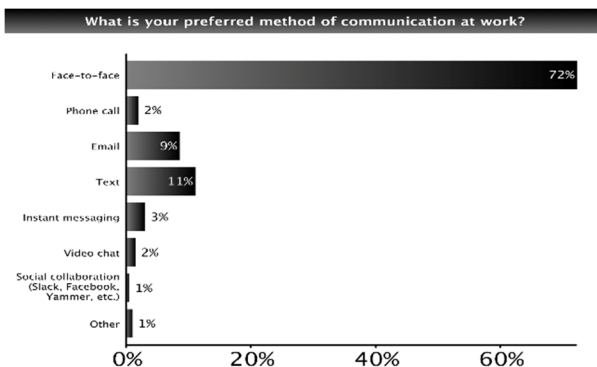
My informal survey results correlate with larger bodies of research of this topic. The Workforce Institute at Kronos and Future Workplace's 2019 Meet Gen Z report found that 75 percent of Gen Zers prefer face-to-face interaction at work, three out of four Gen Zers prefer to receive manager feedback in person, and 39 percent prefer to communicate with their larger team in person.[1]

Millennials pioneered many of the digital communication tools (texting, instant messaging, Slack, etc.) that have made the workplace more efficient and effective, but some would argue less personable.

Gen Z has taken note and is hungry for more face-to-face communication. They are going to explore more in-person, face-to-face communications and/or virtual face-to-face communications using Skype, Zoom, FaceTime, etc., where full sight, sound, and motion can enhance their communications at work.

Gen Z will continue to dip in and out of the five social channels they use every day, but they will also welcome the chance to communicate face to face.

Make available the high-tech communications that Gen Z expects while also delivering the high-touch communications they crave.

Chapter 28

Engage Generation Z Using Workspaces and Work Styles

LEVERAGE AN INNOVATIVE AND FORWARD-THINKING workspace as your catalyst for Gen Z engagement.

The envelope of today's workspaces is being pushed further and further. Facebook recently moved into a forty-three-thousand-square-foot "garden-roofed fantasyland" office. Apple has built a new Cupertino campus that resembles a giant alien spacecraft. And, plans for a new Mountain View headquarters at Google have proposed miles of supertransparent glass and an interior work-space that can be reshaped by cranes and robots according to the company's needs.

If Steve Jobs taught us anything, it's that design matters. The better the design, the better the experience and the higher the engagement. The same applies to today's workspaces.

When deciding if they wanted to work at a company, 91 percent of Gen Z said technological sophistication would impact their interest in working at a company.[1] It's no wonder so many of today's tech giants are investing heavily into new, high-tech, and innovative workspaces. Besides creating functional workspace, the office's design is being used as a recruiting and employee-engagement tool.

What does the design of your workspace communicate to potential new hires and existing employees?

Providing workspaces that entice collaboration and offer unique experiences is a must.

It's become more and more challenging to engage the next generation of employees at work. Work-life integration has replaced work-life balance. Nowadays, we take home more work, and we want more life at work. More employees (especially Gen Z) are looking for companies that offer rich and immersive experiences at work, and that starts with the physical workspace.

Here are four workspace elements that will engage the Generation Z worker:

1. Collaboration

Sixty-five percent of Gen Z say the people whom they work with would enable their best work.[2] The quickest way to boost collaboration is to observe where your team naturally gravitates. Once you pinpoint the high-traffic areas, encourage collaboration by offering food or drinks nearby, placing stools or high tables there, or streaming Wi-Fi to the area.

2. Flexibility

Gen Z will be more productive and ultimately have a better impression of their employers when they have workplace flexibility. One in four of Gen Z admit they would work even harder and stay longer at a company that supports flexibility,[3] and 90 percent of managers believe that workers are more productive when given the flexibility to choose when and how they work.[4] Cater your workspace to meet a wide range of needs and interests by offering solo workstations, mobile workstations (e.g. desks with wheels), small team rooms, large conference rooms, lounge areas, and relaxed community areas.

3. Value Infusion

Company values that are visible on a daily basis will help to engage Generation Z, especially since 75 percent of Gen Zers want their work to have meaning (vs. 70 percent of Millennials).[5] Bring your company values to life by naming meeting rooms after each value, writing them on the walls, printing them on business cards, looping them on digital displays, or creating images or badges that employees can share on social media.

4. Well-Being

Generation Z values a healthy lifestyle and is interested in blending that lifestyle with work. Natural light enhances energy and results in more productivity;[6] find ways to leverage natural light in your workspace. The right colors can brighten moods. Color psychologists have found that green promotes calm, blue is stimulating, and yellow spurs creativity.[7] Other perks that can promote a healthy workspace: ergonomic chairs, meditation spaces, nap rooms, dogs at work, and standing desks.

Why Different Work Styles Must Be Embraced

"People often underestimate the importance of how different our views, perspectives, culture, and our experiences are, but they also underestimate the importance of leveraging those differences and cultural perspectives when driving a business," says Celeste Warren, VP of human resources and global diversity and inclusion at Merck, during my recent interview with her.[8] "Don't just tolerate [diversity], but understand it and allow it to drive performance of the organization," says Warren.

An often underestimated and overlooked way that diversity and inclusion can drive performance is by supporting different ways of working.

Diverse People Have Diverse Work Styles

By nature, people are diverse, and diverse people have diverse work styles.

"The future of work is about taking risks and sponsoring different ways of working," says Warren. "Entertain different ways in which people are productive. . . . This seems to be especially true across generations." Warren provides the example, "A Generation Xer might not need a lot of feedback and can be more independent in their work, while a Gen Zer might desire more feedback and have a different style of working."[9]

The goal is to create diverse and inclusive work environments that enable teams to execute with the confidence of a Baby Boomer, the experience of Generation X, the velocity of Millennials, and with the fresh perspective of Gen Z.

In order to effectively lead in today's fast-paced, highly diverse, and multigenerational workplace, leaders must understand and appreciate each generation's varying preferences of work environments and work styles.

"Leaders must be more tolerant and understanding across generations . . . [because] the different vehicles of HR—retaining, attracting, and developing employees—are different across generations," says Warren. "Don't expect others to work the same way as you work."

Align Work Styles and Needs with Work Environments

Warren encourages inclusive leaders to ask themselves, "How can I meet people where they are so they can really be productive toward the mission of the organization?"[10]

The needs of individuals—single parent, caring for elderly parents, disabled, etc.—have to be considered when objectives are

set," says Warren. "We tell managers [at Merck] to set the objective and the timeline, and then make the HOW individualized to the need of the individual."

How are objectives assigned? How is feedback delivered? How is the individual allowed to work to achieve the objectives? How is the individual supported?

"Diversity and inclusion [are] about understanding the team as individuals and meeting them where they are," says Warren. "The support managers give is unique."

Take learning and development (L&D), for example. In the past, traditional training required sitting in a classroom or being alongside a person on the job. "Meet the next generation where they are. . . . How are [leaders] creating an environment that enables Millennials and future generations to be productive and not get stuck in the traditional ways of working?" says Warren.

L&D is one of many workplace dynamics that needs to be more inclusive. Training of the past is outdated. It needs to be integrated with how people learn and work, especially considering how different the emerging generations learn. (The "Train Generation Z" section in this book will provide more insights on why L&D must be improved, and how to improve it.)

Warren continues, "Reevaluate your learning-and-development offerings not by WHAT you're training, but by HOW you're training."

Twenty-first-century professionals have diverse work styles. Organizations must adapt.

Chapter 29

Conferences and Meetings That Engage Generation Z

THE MEETING INDUSTRY HAD STRONG MOMENTUM with a 3.6 percent attendee increase in 2017[1] and a 3.2 percent increase is projected for 2018.[2] As the gig economy grows, technology accelerates, and as Millennials and Gen Z soon represent a majority of the workforce, conferences, meetings, and events must change if they are going to attract and engage the next generation.

Whether you are planning an industry or association conference, a meeting for your employees, or an event for your current and future customers, there are new facets to consider in order to attract and engage the next generation.

1. Create Unique-er Experiences

Eighty percent of meeting planners report that their role involves more "experience creation" compared to two to five years ago.[3] Focus on curating exceptional experiences and delivering an individualized attendee experience will be more important.

Eighty-seven percent of meetings are still held at downtown or airport hotels, conference centers, or resorts. Changing what's

expected from a room setup can be enough to create a better experience. IACC's 2017 report shows that 53 percent of meeting planners surveyed believe that increased flexibility of meeting space will be more important in the next five years.[4]

Consider hosting events in unusual yet intriguing places, such as an airplane hangar, historic place, haunted mansion, etc.

2. Make the Hallway as Appealing as the Ballroom

Ninety percent of meeting planners believe that networking spaces adjacent to the meeting room are more important now than they were two to five years ago.[5] Typically, keynote speakers drive registration, but moving forward the opportunities for networking will play a bigger role in Gen Z's decision to attend an event.

Intentionally build in dedicated networking time, activities (such as volunteering or exploring local attractions), or down time where attendees can connect. Conferences and events that get good at connecting people and ideas will win over next-generation attendees.

3. Merge the Real with the Virtual

One in five meeting planners report that their largest event included a virtual or hybrid component in 2017,[6] and 64 percent of meeting planners say virtual reality and augmented reality will play a greater role in the next three to five years.[7]

Meeting planners should eliminate the FOMO (fear of missing out) that will likely be present in their Gen Z attendees by videoing sessions, recapping key insights from sessions and making them easily available online, or creating hashtags where attendees can weave in and out of relevant digital conversations.

Growing in popularity are online or virtual summits, where a collection of speakers are interviewed by a host in an online/virtual environment, and attendees can either consume the content live or prerecorded, giving the attended more flexibility (a win for Gen Z).

Virtual and hybrid events remain a largely untapped opportunity to attract next-generation attendees.

4. Create More Accessibility and Customization

Gen Z will favor a network over a top-down approach to learning. They view hierarchy as a deterrent to the flow of information, because they grew up with the world's information at their fingertips. The next-generation conference or meeting attendee is interested in interacting with the keynote speaker or leader following a presentation. Make the event all access, where every interesting communicator, conversation, or piece of content is easily accessible.

In addition, create opportunities for Gen Z to contribute their ideas, perspective, or knowledge. Rather than prepackaging or predeveloping all of the content, create opportunities for them to cocreate content at the conference. Consider using the conference app to facilitate this cocreation and create learning environments (like an impromptu meet-up) that covers hyperrelevant content.

5. Prioritize Convergence

The rest of this chapter will describe why convergence might be the top conference item needed to attract Gen Z attendees and can lead to the breakthroughs attendees are seeking.

But first, some additional context.

As a keynote speaker, I attend a lot of conferences. A question I get asked often by meeting professionals and attendees is, "Will the emerging generations attend conferences?"

While the meeting industry has had steady growth over the past couple years, it remains to be seen whether or not Millennials and Gen Z—as they settle into their respective industries and careers—will place the same value on attending conferences as past generations.

What is the value proposition of conferences to the next generation of socially connected, ultradistracted, supercomputer-wielding conference attendee?

Back when a majority of people were farmers, their wants, needs, and challenges were similar, which made it highly valuable to convene with others. Today's twenty-first-century workforce is much more interdisciplinary. How can a conference appeal to the next-generation professional who may have varied titles of lead web designer, videographer, and professional eSports player?

As it becomes more challenging to assemble groups of people with similar wants, needs, and challenges, how can conferences satisfy the next-generation attendee?

The answer is convergence.

Converge what once was separate and seemingly unrelated. Converge new with old, festivals with conferences, high tech with no tech, agriculture with AI. Allow Gen Z to explore the frontiers of their ignorance.

Interdisciplinary professionals require multidisciplinary learning.

The goal of convergence is to have attendees discover new solutions or inspiration from unlikely sources that can be applied to their career or industry. Blending great minds, ideas, experiments, lessons, culture, tech, and art together in a creative and collaborative environment will be the new recipe for innovation.

Innovation becomes the byproduct of the diversity of thought that convergence creates in the mind of the conference attendee.

If Gen Z wants to propel their careers, organizations, or industries forward, they are going to have to upend the prevailing models that are likely holding them back. As I wrote in Chapter 10, it's critical to "listen to those outside of your organization, industry, and generation," because outsiders aren't bound by the same

assumptions and prevailing models that are likely to hold individuals and industries back.

By converging different ideas, views, environments, etc., conferences can deliver the outside perspectives that attendees don't know they desperately need. They'll walk away from a conference pleasantly surprised and equipped to make change.

The gig economy, tech, and the rise of the Gen Z workforce will challenge the value and structure of conferences, meetings, and events. Leverage these elements to attract and engage Gen Z.

Chapter 30

How Netflix and Other Companies Engage Generation Z

WHEN PATTY MCCORD, THE FORMER CHIEF TALENT officer of Netflix, was building Netflix, she was intent on creating a company culture of great teamwork and innovative problem solving.

In my recent interview with McCord and inside her book, *Powerful: Building a Culture of Freedom and Responsibility*, she revealed how Netflix motivated employees.[1]

At Netflix, employee motivation is about "talent density and appealing challenges."

Great colleagues and tough challenges to tackle are the strongest draws to working—and stay working—at a company according to McCord.

This especially holds true for the emerging generations, as 65 percent of Gen Zers say the people with whom they work would enable their best work.[2] In addition, 75 percent of Gen Zers (and 70 percent of Millennials) want their work to have meaning,[3] which can be achieved through solving perplexing problems.

Because the Netflix culture that McCord built lends itself to

managing younger people much more than the old top-to-bottom style, this approach to employee motivation really strikes a chord with Gen Z employees.

"Companies don't exist to make happy employees. It's absolutely great for employees to be happy, but it's best for both them and their companies if the reason they're happy is that they're doing great work with great people," says McCord.

"People's happiness in their work is not about gourmet salads or sleeping pods or foosball tables. True and abiding happiness in work comes from being deeply engaged in solving a problem with talented people you know are also deeply engaged in solving it, and from knowing that the customer loves the product or service you all have worked so hard to make," writes McCord.

Be clear about the challenges the company is solving in order to attract top next-generation talent and to ensure they are excited to come to work each day—not despite the challenges, but because of them.

Three Ways Netflix Created a Culture of Engaged Employees

McCord believes that "talent density and appealing challenges" are the core of employee motivation.[4]

Tackling tough challenges alongside great colleagues is what attracts and motivates top talent.

McCord shares how Netflix rigorously maintained their young talent density.

1. Challenge Everything

McCord asked herself, "What is the purpose of this activity?" about everything in the organization. McCord's guiding belief is that "companies don't need to empower people, because people already have power."

"The elaborate, cumbersome system for managing people that were developed over the course of the twentieth century is just not up to the challenges companies face in the twenty-first," says McCord.

McCord created conditions for people to exercise their power by getting rid of burdensome and irrelevant policies, approvals, and procedures. For example, McCord got rid of Netflix's vacation policy, made compensation more transparent, and completely revised how feedback was exercised inside the organization.

"Most of what we did was in the spirit of innovation and experimentation. [Netflix] evolved a new way of working through incremental adaptation: trying new things, making mistakes, beginning again, and seeing good results. Most of the innovation around the culture at Netflix wasn't to do anything radical and new, but to stop doing stuff that didn't matter anymore," says McCord.

2. Be a Great Company to Be From

Viewing Netflix as a great company to be from changed how McCord viewed her work. McCord viewed her job as ensuring people left Netflix with something they didn't have before, such as experience, meaningful contributions, or fulfilling work.

"Employee engagement doesn't mean anyone put a ring on it," McCord jokes. "As an employee, don't stay if you're unhappy. As an employer, don't keep unhappy people. Let's ebb and flow, and make sure that when we are together, we are accomplishing amazing stuff with other incredible people that we respect."

McCord continues, "Be realistic as an employee. When you wake up in the morning and you don't want to go to work, the next thought before you start blaming your employer for not caring how amazing you are . . . you might want to realize that you are finished with the amazing work or the amazing thing you love to do is no longer important to the company or customer."

McCord mastered the art of good goodbyes in order to maintain high-performing talent density.

3. Always Be Recruiting

McCord was empowered to encourage employees to move on from Netflix because she infused an "always be recruiting" mindset into the company culture. McCord understood the need to be highly proactive about creating a pipeline of top talent.

At Netflix, building a great team was perceived as everyone's job. Interviews trumped any meeting that a hiring manager was scheduled for.

"Our goal was for every single person who came in for an interview to walk away wanting the job, even if we hated them," says McCord. In order to do that, Netflix made the entire recruiting process extremely impressive all the way through. Netflix extended an incredible candidate experience that was efficient, effective, on time, and treated the candidate with dignity—a home run for Gen Z.

How Intuit Engages Generation Z

For the past thirteen years, the business and financial software company Intuit has been named a "Best Company to Work For."[5]

What makes Intuit such an ideal place for Gen Z to work? I recently interviewed Chief Talent Officer at Intuit Rick Jensen to explore that very question.[6]

1. Be Explicit about Mission and Values

"[When hiring] ten years ago, [employers] were focused ninety percent on highlighting the work and compensation. Now, it's sixty-five percent of who the company is, and the rest is about the actual work and compensation," says Jensen.

"People are your most durable competitive advantage, and

they are looking for more beyond the work," says Jensen. Jensen encourages Intuit leaders to know the mission and values of the company, and then be explicit about who they are as a company to current and potential employees.

2. Create a Community of Inclusion

A few of Intuit's efforts to create communities of inclusion include eleven employee-resource groups where the differences between employees are celebrated, internal forums where social and cultural issues can be freely discussed, and optional weekend camping trips that enable leaders to get to know their team beyond the work.

Jensen understands that cultures of inclusion must go beyond programs and the leaders must behave inclusively. Jensen makes it a high priority to ensure there is margin for everyone to speak up and be heard.

Because of these inclusion efforts, the 2018 Human Rights Campaign Corporate Equality Index recognized Intuit as a Best Place to Work.[7]

3. Innovate with the Power of "And"

How do organizations innovate to keep pace with the accelerating demands of future customers and employees without alienating current customers or employees? This is one of the growing challenges of the twenty-first-century workplace.

Jensen shared the example of an Intuit team wanting to move to all digital meetings. Knowing that might not work for other teams or individuals, Jensen used the power of "and" to create a solution for teams to meet 100 percent digitally AND to meet in person.

"We are careful not to swing the pendulum too hard and fast one way," says Jensen.

4. Focus on Whole-Self Development

Every month, every one of the 1,400 people managers at Intuit conducts a one-on-one meeting that focuses on the personal development goals of the employee. The goal of the conversation is to focus on what the individual is working on to develop themselves personally.

Jensen says, "Eight thousand of these [meetings] happen a month."

5. Experiment Often and Learn Fast

In order to deliver innovative solutions for their customer's problems, Intuit develops a clear hypothesis, experiments, and rapidly iterates their way to a helpful solution. Intuit has adapted this process that was once only for customer-facing products to now solve challenges for their people internally.

"If we want to explore a new way to assess candidates, we'll pilot something," says Jensen. "The only failure is the failure to learn fast."

How Ramsey Solutions Engages Generation Z

According to the Inc. 5000, companies' toughest challenge is attracting and retaining top talent. Here are six ways one company has used to overcome that challenge.

Ramsey Solutions has been voted "Best Places to Work in Nashville" ten times[8] and has one of the lowest turnover of any company their size.[9]

Ramsey Solutions is the eight hundred–employee company led by Dave Ramsey that helps individuals regain control of their money and helps small-business owners to run their business better under the EntreLeadership brand.

Armando Lopez, executive director of human resources at

Ramsey Solutions, recently shared in my interview with him what it is about their organization that attracts and retains top Gen Z talent.[10]

1. Create Company
Culture That Elicits Referrals

The best source of future talent for a company is among their existing satisfied employees. Ramsey Solutions has created a company culture with a clear and unified mission of "helping others and extending hope." Their vibrant and mission-driven company culture prompts current employees to refer new talent to the organization.

2. Achieve Interview
Efficiency and Transparency

Ramsey Solutions uses AI to enhance the efficiency of their candidate flow. Once a potential candidate has been identified, they have six to eight interviews before an offer is extended. The multiple interviews create enough transparency that ensures both parties (candidate and employer) have enough information and time to make the wisest choice.

3. Set a Standard of Winning

When a Ramsey Solution team member is underperforming, leaders engage to ensure the team member knows "what winning looks like" and "what they are being measured against." If the team member does understand but continues to underperform, the leader will have a formal meeting to have an "emotional firing." The leader communicates one more time what is required of the team member to remain in the role and will ask if the team member really wants to continue.

Leaders and organizations who keep underperforming talent can severely hinder the performance of the team and the reputation of the leader. This process ensures a standard of winning and that no team member is ever surprised by a tough conversation.

4. Empower the
Whole Self of Each Employee

Not only does Ramsey Solutions develop their team members with the skills needed to do their jobs better, but also how to be better people. Lopez says Ramsey Solutions "cares about the whole person, not just the eight hours of work they do every day."

Lopez continues, "Loyalty is not placed to the company who only cares about the eight-to-five person. The new loyalty, engagement, and discretionary effort are given to the organizations that care about the whole person. Those are the organizations that will win moving forward."

5. Promote Better Work-Life Balance

"We hire the whole person, and they are likely going to check work email or text while at home, but we ask them to not do that as much as possible," says Lopez. Ramsey Solutions encourages their team members to "be where your feet are." If you are at home, be at home. If you are work, be at work.

6. Commit to Overcommunicating

"If you feel like you are overcommunicating your company mission or vision, then you are right on point," says Lopez. "When talking to your team about what you want them to do, what's coming ahead, or the company mission . . . you should feel like you are overcommunicating."

According to Lopez, an indicator that the mission and vision have stuck with a team is when the team members begin mocking or mimicking the leaders and acting out the mission.

Section 5
. . .
Train Generation Z

Chapter 31

The Skills
Generation
Z Will Need Most

TODAY'S EXPANDING SKILLS GAP IS THREATENING THE long-term prosperity of many (if not all) organizations.

The labor pool shrinking, technology forcing reskilling, and global competition heating up are all contributing to the widening of today's skills gap.

Leaders have identified the skills shortage as a top concern that needs to be addressed. In fact, 75 percent of human-resource professionals who have recruiting difficulty say there is a shortage of skills in candidates for job openings.[1]

Only 42 percent of employers believe new Gen Z graduates are adequately prepared for the workforce, especially with social and emotional skills.[2] Additionally, more than a third of human-resources leaders agree colleges are most responsible for getting an employee work ready.[3]

The tension between teaching to a test so students score high enough to get funding and preparing students to be career and life ready is the unfortunate dilemma education is

faced with today. The ultimate job should be for career readiness, but the immediate job of test scores is getting in the way.

This is partially why higher education is overdue for a shake up, and institutions like Top Rock University, where students can use their smartphone to earn a bachelor's degree in as little as seven months, are going to be the future. (I'm a proud trustee of Top Rock University, and you can learn more by visiting www.toprock.org.)

More than 40 percent of companies have not collaborated with colleges to make the curriculum more responsive to workplace needs,[4] and as a result, almost a third of colleges do not have a pipeline of talent with the right skills to fill employers' current and future roles.

Nearly half of employers attribute job openings going unfilled to a lack of qualified candidates.[5] Yet, 74 percent of companies are only investing $500 per employee on training and development between upskilling and reskilling.[6] ("Upskilling" is learning new competencies to stay in a current role due to the change in skills required, or adding certain competencies for career progression. "Reskilling" is learning new sets of competencies to transition to a completely new role.)

The bottom line is, colleges aren't preparing Gen Z for jobs, and companies aren't investing enough in training Gen Z.

LinkedIn recently determined "the hard and soft skills companies need most" by looking at skills that are in high demand relative to their supply.[7] Demand was measured by identifying the skills listed on the LinkedIn profiles of people who are getting hired at the highest rates.

The following highlights the skills colleges should focus on and employers should hire and/or train for in order to close the skills gap for Gen Z.

The Most In-Demand Soft Skills

"Soft skills" are personality traits and behaviors.

- **Creativity**: While robots are great at optimizing old ideas, organizations most need creative employees who can conceive the solutions of tomorrow with relevancy and novelty.
- **Persuasion**: Having a great product, a great platform, or a great concept is one thing, but the key is persuading people to buy into it.
- **Collaboration**: As projects grow increasingly more complex and global in the age of AI, effective collaboration only grows more important.
- **Adaptability**: An adaptable mind is an essential tool for navigating today's ever-changing world, as yesterday's solutions won't solve tomorrow's problems.
- **Time management**: A timeless skill, mastering time management is career enhancing and highly useful in today's distraction-filled world.

The Most In-Demand Hard Skills

"Hard skills" concern one's ability to do a specific task.

- **Cloud computing**: As the world rushes toward the Cloud, companies are desperately searching for engineers who have the skills to accommodate this demand.
- **Artificial intelligence**: The age of AI is here and growing fast.
- **Analytical reasoning**: As they collect more data than ever before, companies are hungry for professionals who can make smart decisions based off of it.

- **People management:** The world has changed from a "command-and-control" model toward leaders who can coach and empower, a difficult skill set few professionals possess.
- **UX design**: UX design is the key to making a digital world work for humans.
- **Mobile-application development**: A skill that's been in demand for several years as companies continue to design mobile-first platforms.
- **Video production**: Demand for video production is spiking, as video streaming represents 70 percent of all consumer internet traffic.[8]
- **Sales leadership**: Sales is one of those skills that's always in demand, and great sales leaders are only becoming harder and harder to find.
- **Translation:** We are more connected globally than ever before, with translation skills breaking down one of the last remaining barriers—language.
- **Audio production**: Similar to video, there's been a spike in interest in podcasts and other audio digital formats recently, leading to increased demand for this skill.

While technology skills dominate the most in-demand hard-skills list, skills like video-and-audio production (as well as journalism, social-media marketing, corporate communications, and competitive strategies, which made the top-twenty-five list[9]) making the list point to how companies are looking for new ways to tell their story and stand out in a noisy market.

The Most In-Demand Skills of the Future

When AI can diagnose a patient's condition with greater accuracy than a human doctor, what becomes of doctors? This is a question I present to my audiences when they ask me, "What skills will Gen Z need in the future?"

So, what will become of doctors? In the AI-abundant world of tomorrow, where technology will do much of the heavy lifting, a doctor's ability to deliver compassion and empathy to a patient will become much more valuable. While the technical "hard skills" of doctors will remain important, their emotional intelligence will take on new significance in the future.

The Industrial Revolution required muscle from its workers. The information age traded muscle for mental, which explains the rise of "knowledge workers." The future will require workers to be emotionally intelligent.

Emotional intelligence is the capacity to be aware of, control, and express one's emotions and to handle interpersonal relationships judiciously and empathetically.

As the world fills with more sophisticated AI and ubiquitous technology, human skills—compassion, empathy, etc.—will define the competitive edge of workers and entire organizations. So, those interested in thriving in a high-tech world must put renewed prioritization on emotional intelligence and soft skills.

Soft skills represent the top-three missing skills of job applicants, according to the Society of Human Resource Management's (SHRM) 2019 State of the Workplace.[10]

Top Six Missing Skills in Job Applicants[11]

1. Problem solving, critical thinking, innovation, and creativity (37 percent)
2. Ability to deal with complexity and ambiguity (32 percent)
3. Communication (31 percent)
4. Trade skills (carpentry, plumbing, welding, machining, etc.) (31 percent)
5. Data analysis/data science (20 percent)
6. Science/engineering/medical (18 percent)

The significance of developing and applying social and emotional skills is growing. Soft skills are twice as predictive of a student's academic achievement as home environment and demographics,[12] and 30–40 percent of jobs in growth industries require soft skills. Additionally, 57 percent of leaders say soft skills are more important than hard skills.[13]

The recent *Wall Street Journal* article "Wanted: Employees Who Can Shake Hands, Make Small Talk," explained the importance of social and emotional skills this way:

> "New jobs, meaning those not killed off by automation, require substantially more social skills than the manufacturing and factory jobs that once powered the economy. Robots still can't be friendly, make small talk and calm disgruntled customers, which offers opportunity for people. Turns out a lot of them aren't very good at it, either. Bank of America has developed a national training program to help its employees show empathy. Tellers don't deposit paychecks or handle withdrawal slips anymore, given the dominance of online banking."[14]

Employers aren't looking for the same level of deep knowledge and technical skill as they did in the past. In fact, 90 percent of employers say they are open to accepting nontraditional candidates that do not hold four-year college degrees, and they are more open to hiring candidates with a recognized certification (66 percent), complete certificate (66 percent), an online degree from a massive open online course (MOOC) (47 percent), or a digital badge (24 percent).[15]

At IBM, as many as one-third of their US employees lack a traditional four-year degree.[16] And according to César A. Marrero, CEO of Xentient Technology, "Today we are looking more at

students with a two-year degree to hire, because they have the baseline knowledge we need and can further expand their skills with our specialized in-house training."[17]

In addition, 40 percent of employers believe AI will help fill the skills gap.[18]

The prevalence of AI will only make social and emotional skills more necessary and valuable, because they are the skills robots can't automate. In today's fast world, hard skills have a short shelf life, but strengthening the social and emotional skills of your workforce will never go out of style, and soft skills are more transferable across careers and industries.

How to Help Develop Generation Z's Skills

"As automation replaces lower-skill jobs, the fast-growing occupations will require higher-level cognitive skills in areas such as collaboration, problem solving, critical thinking, and creativity," according to new Microsoft research conducted in collaboration with McKinsey & Company's Education Practice.[19]

Over 50 percent of human-resource managers feel that skills shortages have worsened or greatly worsened in their organizations in the last two years; and less than 10 percent report skills shortage improvements.[20] And, 51 percent say education systems have done little or nothing to help address the skills-shortage issue.[21]

Only 26 percent of Gen Zers perceive education as a barrier to workplace success.[22] Gen Z feels their education did not prepare them for work or job seeking, and they do not feel confident that they will meet employers' expectations in the aforementioned ways.

To help Gen Z build these critical cognitive, social, and emotional skills, educators and employers will need to rethink what and how they educate and train.

According to *Meet Gen Z*, a global survey of more than three thousand members of Gen Z across eleven countries, here is where Gen Z feels prepared and unprepared at work:[23]

What Does Gen Z Feel Prepared to Do?

- Show up on time (67 percent)
- Work on a team (57 percent)
- Hit project deadlines (57 percent)
- Work with customers (56 percent)

Confidence in the above work skills stems primarily from general work and internship experiences—more so than from college or high-school experience.

What Does Gen Z Not Feel Prepared to Do?

- Have adequate professional connections or experience (34 percent)
- Negotiate (26 percent)
- Network (24 percent)
- Speak confidently in front of crowds (24 percent)
- Work long hours (24 percent)
- Resolve work conflicts (23 percent)
- Be managed by another person (21 percent)

The website 21mill.com is an example of a training solution that helps Gen Z build these necessary soft skills, and it delivers the content in an innovative way that helps the next generation retain and apply the learning.

Here are some other ways organizations can bridge the skills gap, according to the Society of Human Resource Management's (SHRM) 2019 State of the Workplace:[24]

Most Effective Remedies for Bridging the Skills Gap

- Provide on-site training to employees (e.g. seminars, training programs)

- Start/expand training programs to help improve the skills of new hires
- Hire external workforce (e.g. temps, independent contractors)
- Increase compensation
- Improve retention efforts for current employees

Throughout the rest of this section, we'll explore how you can better train and equip Gen Z.

Chapter 32

The Challenge and Payoff of Training Generation Z

IF YOUR GOAL IS TO RECRUIT, ENGAGE, AND RETAIN Gen Z, here's your answer: training.

Sixty-four percent of Gen Z cited "opportunity for career growth" as a top career priority.[1] And, 84 percent of Gen Zers expect their first employer to provide formal training.[2] In addition, one of the top-three things Gen Z looks for in an employer is professional development opportunities.[3]

Training is an organization's strongest strategy when it comes to attracting and retaining Gen Z. For this reason, I wanted to dedicate an entire section in this book to training.

If an organization lacks robust learning-and-development programs:

- Gen Z won't consider working at the organization
- Gen Z will disengage and underperform in their current role
- Gen Z will begin searching for an employer that does offer it

L&D is so critical to get right, because it impacts the entire Gen Z employee life cycle.

One of the most comprehensive—if not *the* most comprehensive—

strategies to improve Gen Z recruitment, engagement, and retention is with improved L&D.

Kiss Generation Z Turnover Goodbye with Better Training

The research on the impact of L&D is clear, and it has become clearer to me throughout my eight years of studying how to attract, engage, and lead the emerging generations.

The entrance of Gen Z into the workplace and Millennials stepping into leadership positions are quickly exposing how irrelevant, antiquated, and inefficient many organization's training is.

Considering only 29 percent of Gen Zers believe they have the skills and knowledge to thrive in the workplace,[4] the importance of L&D will accelerate.

The New Challenges of Training

- Gen Z needs new skills
- Training has to deliver cutting-edge content to equip them. (For example, at 21Mill.com we provide content specifically built to help Millennials and Gen Z overcome the new workplace challenges they face.)
- Gen Z learns differently
- Training must be reimagined to ensure they use, apply, and enjoy it.

Organizations are falling behind fast in their ability to offer learning-and-development programs that prepare and engage Gen Z workers and transform Millennials into organizational leaders.

The stakes of bad training have never been higher than they are today. Long, antiquated, and nontransformative training harms the recruitment, engagement, and retention of Millennial and Gen Z employees.

Training Millennials and Gen Z can be challenging, but the payoff is worth it.

Six Bottom-Line Boosting Benefits of Better Training

1. Improved Recruitment

The number-one factor emerging generations consider when starting a new job is sufficient training. (It's also the top factor for evaluating whether or not they made the right employer choice.)[5]

2. Enhanced Engagement

Eighty percent of the emerging generations say an emphasis on personal growth is the most important quality of a company's culture.[6] And, employees are 3.5 times more likely to be engaged at work when given meaningful weekly feedback.[7]

3. Decreased Turnover

Seventy-one percent of the emerging generations who are likely to leave an organization within two years are dissatisfied with how their leadership skills are being developed.[8]

4. Increased Market Position

Sixty-six percent of organizations that view L&D as critical to success had a stronger market position than their competitors.[9]

5. Equipped Employees

Sixty-two percent of Gen Zers want to learn in order to improve at their jobs.[10]

6. Developed Leaders

Sixty-nine percent of Millennials aspire to be leaders in the next five years,[11] and 60 percent of Millennials want training to develop their leadership skills.[12]

Every person deserves to work for a great company. Great companies require great training.

Be the hero your next-generation employees need by offering robust learning-and-development opportunities.

Chapter 33

Eight Big Shifts in Learning and Development

IN THIS CHAPTER, YOU'LL LEARN ABOUT EIGHT SEISMIC shifts that will impact how Gen Z employees learn and develop in the future.

Organizations that prioritize learning and development see improvements in talent attraction, employee engagement, market position, and more.[1]

In addition, the rapidly evolving demands of the marketplace have 91 percent of L&D leaders agreeing that the skills necessary for today's workforce have changed.[2]

The eight shifts highlighted below will move L&D from a nice-to-have company perk to an imperative talent strategy for every organization.

1. Established Generations to Emerging Generations

In the past, generations approached learning conventionally. Learning was top down, on the job, and delivered in conventional forms, such as inside a classroom.

In the future, generations will approach learning unconventionally. Millennials and Gen Z have a much different relationship, expectation, and approach to learning. Learning now must be

micro, mobile-first, innovative, beautifully designed, relevant, and on-demand to meet the needs of the next generation. These expanding expectations are a primary driving force behind the other learning-and-development shifts.

2. Generalized to Individualized

In the past, workers were likely to have multiple jobs and careers throughout their lifetime—even farther back, and workers held only one to two jobs over an entire lifetime. Limited access to knowledge and information handcuffed past generations to consuming learning content that was generalized, out of date, and/or constricted by one point of view.

In the future, workers will have multiple jobs at one time. It won't be uncommon for modern workers to hold down a full-time job while participating in the gig economy (running a photography business, driving for Uber, racing drones, selling on Etsy, etc.). In this new world of work, workers are likely to engage with highly specific and individualized training that enables them to create an ever-growing constellation of nanodegrees that supplement their skills and interests.

3. Reputable Employer to Relevant Skills

In the past, workers achieved career longevity by going to work for a reputable employer. Workers used to line up at the doorstep of well-established employers eager to make their case as to why the company should hire them.

In the future, workers will achieve career longevity by continuously acquiring relevant skills. Employers used to do the interviewing of new workers, but today's workers are more likely to size up the employer with an emphasis on how the company develops its employees. Tomorrow's worker will be attracted to the employer that enables employees to skill build.

4. Push to Pull

In the past, due to limited access to knowledge and information,

training was easily deferred to certain times or seasons. Employers only made training available on a need-to-know or an as-needed basis. Workers were pushed training.

In the future, workers will expect training to be on demand. Future workers will have grown up with 24/7 fingertip access to the world's largest how-to video library, YouTube. They will expect their employer to provide similar on-demand video libraries to boost job-and-career performance. Workers will pull down training anywhere and anytime.

5. Learn to Work to Work to Learn

In the past, people have taken a linear approach to learning. People went to school, learned a trade, and then spent the rest of their working years applying what they learned. The model was learn to work.

In the future, people will take a lattice approach to learning: learn, unlearn, relearn, repeat. People will consider forgoing a traditional education (because it's not agile enough) to work for a company that provides the necessary personal and professional development. The model will be work to learn. (Learn more about Gen Z's complicated relationship with higher education in Chapter 12.)

6. Centralized to Decentralized

In the past, information was centralized in books or in the minds of others. Learning was reserved for those willing (or lucky enough) to discover the information. The sharing of information was also centralized to those with access to a platform. Access to information was hierarchical.

In the future, information will be decentralized. Not only will learning be open to all with internet access, but anyone desiring to share their knowledge can do so. In order for workers to learn at the accelerating speed of business, companies will unlock the speed of knowledge sharing across the entire organization. Access to information will be diffused.

7. Information Age to Perspective Age

In the past, knowledge was power in the information age. Because information was centralized, developing insights and expertise took time, resources, and knowing the right people.

In the future, applied knowledge is power. Workers who turn information into transformation through application will gain valuable perspective. The more perspective gained, the more valuable workers can be in an increasingly diverse workforce. However, with an overabundance of information, workers will need help from leaders to discover the right information and coach them through their learning.

8. Manual to Automated

In the past, learning was manual. Humans taught other humans with a hands-on approach.

In the future, learning will be automated. Humans will be taught by machines. AI will offer data-driven suggestions to improve worker performance or suggest skills. Information will be delivered intelligently and instantly when the learner needs it most.

In the next chapter, we'll cover how specifically L&D is failing to meet the expectations of the emerging generations and how you can deliver improved training to attract, engage, and retain top next-generation talent.

Chapter 34

Why Training Is Failing Generation Z and How to Improve It

LEARNING-AND-DEVELOPMENT (L&D) PROGRAMS ARE failing to develop Millennials and Gen Z. In this chapter we'll discuss why and how to correct it.

I recently spoke with Diane Belcher, product management at Harvard Business Publishing, about the findings in the Harvard Business Publishing 2018 State of Leadership Development Report. The report focused exclusively on Millennials and not Gen Z. However, the first wave of Gen Z employees will have similar sentiments as the Millennials in this report.

If L&D is failing Millennials, it will certainly fail Gen Z, as well. So, while many of these statistics are Millennial focused, it will provide you a sense of how far behind L&D is. However, the solutions provided later in this chapter will help both Millennials and Gen Z.

The fast rise of Millennials into leadership positions is quickly exposing how irrelevant, antiquated, and inefficient many companies' L&D programs are. Millennials have radically different expectations for L&D, and are the generation that is most critical of the relevancy of their current employer's leadership-development programs.

Only 40 percent of Millennials (vs. 67 percent of Baby Boomers) say their leadership-development programs are excellent.[1] And, 37 percent of Millennials (vs. 26 percent of Baby Boomers) believe that their organization's leadership-development program requires significant improvement to be successful.[2]

According to Harvard Business Publishing's 2018 State of Leadership Development Report, here are the top-three reasons Millennials say L&D programs are failing:[3]

1. **Poor content**: Millennials are 3.4 times more likely than Baby Boomers to cite poor content as a barrier.
2. **Not enough external thinking and expertise:** Millennials are 2.3 times more likely than Baby Boomers to cite lack of external expertise as a barrier.
3. **No application to on-the-job requirements**: Millennials are 1.3 times more likely than Boomers to cite lack of job application as a barrier.

Millennials are being critical of L&D programs . . . but it's valid.

Considering 71 percent of Millennials who are likely to leave an organization in two years are dissatisfied with how their leadership skills are being developed,[4] not improving L&D programs could spell disaster for retaining and developing future leaders.

Not only is it detrimental to future-leader development, but business performance can also be hindered by not improving L&D. Sixty-six percent of organizations that view L&D as critical to success had a stronger market position than their competitors.[5]

Three Ways to Improve L&D Programs for Millennials and Gen Z

1. Deliver Relevant and Accessible Content

Emphasize the relevance of the learning to both the business and learner. Content must address the specific and evolving

challenges Millennials and Gen Z face at work. Content must be easily accessible (micro, mobile, etc.) to meet the demands of the untethered emerging generations.

2. Harness Expertise from External Sources

Ensure content is from a trusted source. In addition, consider taking advantage of the various learning technologies that Millennials and Gen Z readily embrace (such as gamification, virtual reality, social platforms, mobile, and video).

3. Make It Applicable

Create clear alignment between program content and the business issues facing the organization. Also, use experiential action learning or real-world activities, where Millennials and Gen Z can put their learning into action, in order to cement the behavior.

L&D programs must evolve to meet the new expectations and needs of Millennials and Gen Z.

Eight Solutions to the Most Common Millennial and Generation Z Training Mistakes

Company perks, recruiting, customer service, and marketing are evolving to reach the emerging generations, so why is company training so far behind?

A new generation requires an evolved approach to training.

With ten thousand Baby Boomers retiring every day[6] and a devastating lack of professional development for the generation who will replace the retiring leaders, it's no surprise that 89 percent of executives rate the need to strengthen, reengineer, and improve organizational leadership as an important priority.[7]

Organizations are falling behind fast in their ability to offer

L&D programs that prepare and engage Gen Z workers and transform Millennials into organizational leaders.

Top Eight Reasons Millennials and Generation Z Say L&D Is Failing

Challenge #1: Poor Content

Millennials are 3.4 times more likely than Baby Boomers to cite poor content as a barrier.[8] And, 76 percent of Gen Z professionals feel that the skills necessary in today's workforce are different from the skills necessary in past generations.[9]

- **Solution: Deliver relevant and accessible content**. Emphasize the relevance of the learning to both the business and learner. Content must address the specific and evolving challenges the emerging generations face at work. And, content must be easily accessible (micro, mobile, etc.) to meet the demands of the untethered next generation.

Challenge #2: Not Enough External Thinking and Expertise

Millennials are 2.3 times more likely than Baby Boomers to cite lack of external expertise as a barrier.[10]

- **Solution: Harness expertise from external sources.** Ensure content is from a trusted source. Creating communities where Millennials and Gen Z can learn from experts, managers, and their peers, and also contribute their own experience or expertise, is impactful and empowering.

Challenge #3: No Application to On-The-Job Requirements

Millennials are 1.3 times more likely than Boomers to cite lack of job application as a barrier.[11]

- **Solution: Make it applicable**. Create clear alignment between program content and the business issues facing the organization. Use experiential action learning or real-world activities, where Millennials and Gen Z can put their learning into action, in order to cement the behavior.

    Information and learning are being accessed much differently today than in years past. Millennials and Gen Z will turn to their smartphone to find just-in-time answers to unexpected problems. Deploying intelligent learning via quick how-to articles, videos, or interactive infographics, where learners can pull down the content for instant application, is ideal for training Millennials and Gen Z.

Challenge #4: Content Is Too Broad

The average training class size has been steadily decreasing since 2000. The average training class size of the future will be one.

- **Solution: Offer bite-size content addressing a specific topic**. Training content must be more and more specific to the generation, role, career stage, and individual. Training content that is for everyone is for no one. There is more competing for the time and attention of the emerging workforce than ever before. The media Millennials and Gen Z consume is bite-sized thus the training they are likely to consume has to be brief and succinct.

Challenge #5: Limited Learning Modalities

Fifty-two percent of learners use three to six modalities in a training program.[12]

- **Solution: Ensure training is flexible and highly accessible across modalities**. Multiple modalities ensure the modern learner will be engaged and the learning will be retained. Millennial and Gen Z employees are untethered. They bring their own device or applications to work, and mobile technology has enabled them to find new ways to execute work and structure their day.

    How and when Millennials and Gen Z learn is more important than what they learn, because the "what" won't matter if they never have the time or if accessing the training is overcomplicated.

Challenge #6: More Training Doesn't Equate to More Learning

Seventy-four percent of managers agree that large volumes of information presented in most training makes it hard to remember and apply.[13]

- **Solution: Make training short, specific, and smart.** A long-held training belief is "more is better." However, more training courses does not equal more learning. The most transformational training for Millennials and Gen Z is training that is stripped of fluff, irrelevant graphics, slow slide builds, and drawn-out narrators. Prioritize training that gets straight to the point.

    Microlearning is ideal for Millennials and Gen Z, as it requires a shorter attention span, so there is less cognitive load on learners and information is easier to absorb, retain, and recall. Microlearning matches human-brain processing capabilities (especially

Millennials and Gen Z), which makes it a fit for today's fast-paced and hyperconnected workplace.

Challenge #7:
No Coaching or Mentoring

Sixty-seven percent of Millennial workers said they would be willing to take a pay cut to work at a company that offers good coaching and mentorship opportunities.[14] And, 61 percent of L&D leaders believe that Gen Z will need extra support for the development of soft skills to navigate a changing world of work.[15]

- **Solution: Supplement training with coaching and mentoring**. Enable Millennial and Gen Z learners to receive coaching and mentoring surrounding their learning. Training that offers a blended approach, where Millennials and Gen Z can access online content and offline coaching, is ideal. Enable learners to track their accomplishments and receive real-time mentoring and coaching.

Challenge #8: Inadequate
Design and User Experience

Millennials and Gen Z have a high expectation for technology to be simple, intuitive, and beautifully designed.

- **Solution: Create effortless and seamless training experiences.** Training must be as digitally native as Millennials and Gen Z are. If the training content doesn't appear to mirror what Millennials or Gen Z would consume digitally on a regular basis, they will be less likely to engage and retain the information.

Want a Turnkey Solution
to Overcome These Training Challenges?

Look no further than my Gen Z digital training company, 21mill.com.

At 21mill, our *why* hinges on our core belief that every person deserves to work for a great company. We believe that great companies require great training. And, companies without transformative training rob their workforce of the dignity and sense of progress we believe they deserve.

Millennials and Gen Z learn differently. We reimagined training to ensure emerging professionals use, apply, and enjoy it. 21mill's curriculum is packed with informative content delivered through a medium Millennials and Gen Z enjoy.

Training Millennials and Gen Z is challenging. We know you want to get it right. We can help! Visit **courses.21mill.com** to sign up and test drive our learning platform for FREE!

Chapter 35

How EY Is Training Generation Z Workers

HERE IS HOW EY, ONE OF THE LARGEST PROFESSIONAL-services firms in the world, is successfully developing their 67 percent Millennial and Gen Z workforce into leaders and high-performing professionals.

Seventy-one percent of the emerging generations who are likely to leave an organization in two years are dissatisfied with how their leadership skills are being developed.[1] Sixty-nine percent of Millennials aspire to be leaders in the next five years,[2] and 60 percent of Millennials want training to develop their leadership skills.[3]

As Millennials, the workforce's largest generation, begins stepping into leadership roles, and the most technologically advanced generation, Gen Z, enters the workforce, effective training and leadership-development are critical. Considering EY has an average workforce age of twenty-eight-years-old, and Millennials and Gen Z make up two-thirds of their company,[4] they are dedicated to developing the next generations.

I recently interviewed Carolyn Slaski, EY Americas' vice chair of talent, where she shared specifically how EY is developing and empowering their young workforce.[5]

1. Providing Future-Focused Credentials

EY develops Millennials and Gen Z by providing opportunities to earn digital credentials—called EY Badges—in future-focused skills (e.g. data analytics, AI, robotics, and innovation design thinking) that will differentiate them in the market and enable them to better serve the rapidly evolving needs of their clients.

Millennials and Gen Z earn EY Badges by:

- **Learning**: Employees engage in formalized, virtual world-class training.
- **Experiencing**: Employees put their learning to the test via various experiences or projects.
- **Contributing**: Employees teach a course, coach colleagues, present to clients, or publish an article about an acquired skill or knowledge.

2. Enabling Fast Feedback and Constructive Conversations

EY recently launched a performance management system called LEAD. Instead of retrospective performance evaluations and detailed written assessments, through LEAD, Millennials and Gen Z receive real-time feedback (which can be solicited from anyone in the organization) and have more constructive and forward-looking conversations that focus on the individual's career journey, long-term aspirations, and leadership development.

According to Slaski, at the beginning of the year and at least every ninety days thereafter, Millennials and Gen Z will meet with counselors to review ongoing feedback and have discussions that drive higher performance and greater leadership development.

A mobile-enabled LEAD dashboard summarizes all of the feedback, and employees can see how they are doing on demand in all categories. At the end of the year, Millennials and Gen Z can compare their results with their peer groups.

3. Cultivating a Coaching Culture

Considering coaching is the leadership style that resonates most with the emerging generations, EY has cultivated a culture of coaching. EY has full-time coaches on staff that are available to Millennials and Gen Z.

For example, if a new next-generation leader is about to have a challenging conversation, they can engage a coach to "help them with their talk track so that the conversation is impactful and not sugarcoated," says Slaski. By interacting with the coaches, Millennials and Gen Z are learning how to coach others, which causes the coaching culture to permeate throughout the organization.

Section 6

. . .

Lead Generation Z
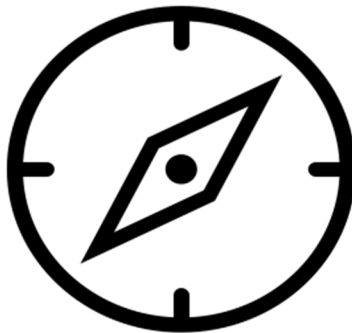
Chapter 36

How the Org Chart
Is Becoming Obsolete

IN PREPARATION FOR GEN Z AND THE FUTURE OF WORK, one company is tapping into human capital intelligence to enhance the speed, agility, and innovation of their organization.

"Insularity breeds complacency and then stifles agility."

This idea has been driving Michael J. Arena, chief talent officer at General Motors (GM) and author of *Adaptive Space: How GM and Other Companies are Positively Disrupting Themselves and Transforming into Agile Companies*, to look at how they can positively disrupt the way they work.

What is Arena using to disrupt the way GM works?

Social capital.

"Human capital has been talked about a lot in talent. Competencies, evaluation programs, and development programs are all great, but they are incomplete," says Arena in my recent interview with him.[1]

According to Arena, a company's organizational chart is helpful for the first week, then it becomes obsolete, because it presumes that people will relate the way that it is structured. Social capital, on the other hand, provides a more realistic picture of how employees work with each other, how new ideas are discovered, and how decisions are made.

"The social connections that are happening deeper inside the organization that may not resemble the formal organizational chart enhance speed, agility, and innovation," says Arena. "We are now able to make the invisible visible through algorithms and networking tools."

Human capital is what people know, but social capital is how well positioned people are to leverage what they know.

People positioned at the center of a company's internal network have great access to internal information, decision makers, and other resources, so their ability to implement and execute is very high. Others on the edge of the company network are better positioned to get access to new and diverse information and have the ability to share the information from one group to the next.

"Friends go to friends, and they've been doing that long before they ever joined organizations," says Arena. "Traditional organizations create barriers for that, and those barriers are sometimes necessary, but most of the time they stifle."

GM is predominantly using a survey-based methodology to map out the social capital within the organization. Other methods include using email, social media, or sensors—inside company badges, for example—to understand how information is flowing and how decisions are being made. (Visit www.adaptivespace.n et/assessment to use Arena's assessment to begin mapping your organization's social capital.)

In today's era of disruption, organizational agility is paramount.

One way for organizations to unleash potential, positively disrupt, and remain agile is through social capital.

Innovative Companies Should Have These Four Types of Employees

Customers are demanding more, demographics are changing

rapidly, and technology is reshaping mindsets, all of which are challenging organizations to rethink how they operate.

Today's market demands innovation. Innovation inside an organization is a must if companies want to remain relevant.

What is essential for organizations to remain agile and adaptive in today's disruption-prone market?

Adaptive space.

Arena says, "Adaptive space helps companies to transform themselves into responsive, agile organizations suited for the age of disruption by enabled individual employees to connect and create across networks—the best way for any company to unleash potential from within."[2]

According to Arena, organizations are comprised of two primary systems: an operational system and an entrepreneurial system.

Operational systems are found in the formal, bureaucratic organizational structures that push for order—standardization, alignment, and control. Entrepreneurial systems occur in the informal structures and systems that push for change—new opportunities, different operating procedures, new products and services, or extensions into different business areas.

"Adaptive space occurs in the interface between the operational and entrepreneurial system by embracing, rather than stifling, the dynamic tension between the two systems," says Arena. "Adaptive space, therefore, is essential in helping organizations become and remain adaptive."

Adaptive space allows a company to be fast and disciplined at the same time.

In order to prepare for the future workplace, sixty GM leaders recently visited various sites throughout Detroit. During their visits, they interviewed people and explored various workplaces, then applied design thinking to positively disrupt the way they work inside their organization. GM now routinely uses colabs,

Shark Tank-like environments, and hack-a-thons internally to help them remain adaptive and agile.

Arena has identified four key network roles that all organizations need to enable adaptive space:

1. **Brokers**: They have relationships across many groups and are able to bridge silos to generate new insights. They also act as gateways for new ideas.
2. **Connectors**: They have many relationships within their core group and are well positioned to get ideas adopted locally. They are also highly trusted within their primary team.
3. **Energizers**: They are able to create a reputation that spreads quickly across the network. They tend to get the most out of others, and they are more likely to get ideas noticed.
4. **Challengers**: They provoke change in an organization by tapping into external pressures. They entice debates to encourage idea enhancement and moderate network buzz.

These roles help to facilitate the movement of ideas and information across the firm, and therefore enable the organization to positively disrupt itself. (To discover your network role, visit www.adaptivespace.net/assessment and take the assessment.)

Adaptive space also requires four types of connections:

1. **Discovery**: Interactions that trigger novel ideas, new insights, and learning that lead to adaptation facilitated by Brokers and Challengers.
2. **Development**: Local interactions within cohesive teams to facilitate idea elaboration and refinement facilitated by Connectors and Energizers.
3. **Diffusion**: Interactions to move concepts across the broader organization to enable scaling facilitated by Energizers and Brokers.

4. **Disruption**: Interactions to overcome the stifling effects of formal structure and enable network closure facilitated by Challengers and Connectors.

How Social Capital Can Attract and Retain Generation Z

Social capital—how well people are positioned to leverage what they know inside an organization—has been instrumental for GM to unleash potential, positively disrupt, and remain agile.

Social capital also benefits organizations by attracting, engaging, and retaining Gen Z employees.

Attracting Generation Z Employees with Social Capital

Arena said, "If you want to attract people to the organization, you have to get their networks talking about the company differently."[3]

To attract Gen Z college students, organizations should engage and enable their network of interns. "If you want to keep your network talking, create boundaries around it so that it echoes," says Arena.

A good example of this is Facebook. Starting out, Facebook exclusively targeted universities. Facebook created energy inside of the bounded university network to unleash the power of connections, which created an avalanche of diffusion.

Arena strives to create a similar effect with GM's talent acquisition of Gen Z college students.

Arena adds, "But none of this matters if [Gen Zers] step into the organization and the experience isn't as advertised." Organizations must focus on creating an extraordinary candidate experience and an exceptional employee experience. (Read Chapters 12 and 19 for tips on how to extend extraordinary candidate experience.)

Engaging Generation Z Employees with Social Capital

Where past generations viewed leadership as highly authoritative and hierarchical, Gen Z approaches leadership much differently.

As Gen Z grew up in a connected world, they did not view parents or teachers (and now managers) as the authority. Rather, they looked to their network for the right answers. Their network provided the opportunity to crowdsource for the right information or to directly connect to subject-matter experts to receive the best advice or instruction.

Social capital frees Gen Z from the stifling top-down organizational approach of the past and engages them to find, share, and contribute the right and most relevant information.

Retaining Generation Z Employees with Social Capital

In an effort to prepare for Gen Z's entrance into the workplace, Arena asked himself, "How do you take a traditional and conventional organization and loosen it up just enough that an emerging generation can step in and feel like they can contribute in a big way?"

This led GM to launch an initiative to uncover what Gen Z wants at work. According to Arena, the emerging generation wants four things at work:

1. **Connectivity**: A connected (not complex) workplace
2. **Purpose**: To be part of something bigger than themselves
3. **Newness**: Fresh thinking and relevant talent
4. **Innovation**: To be part of an innovative environment

Social capital enables Gen Z to be highly connected at work, contribute big ideas, inject new thinking, collaborate with different talent, and do it in an innovative way.

Deliver the elements Gen Z wants at work, and retention will follow.

Chapter 37

How to Lead and Grow Generation Z

DISCOVER THE LEADERSHIP STYLE THAT RESONATES best with Gen Z and three steps to execute it effectively.

Gen Z fact-checking their teachers and parents in real time on their smartphone represents a clear shift in authority.

Because information is disseminated so widely in today's age of information, Gen Z doesn't consider parents or teachers as the authority. Rather, they view the internet as the authority.

Having access to an internet-enabled supercomputer in the palm of their hand for most their life has caused Gen Z to problem solve much differently than previous generations. They have become extremely resourceful and efficient at using the web to find and/or crowdsource the answers they need.

Gen Z will turn to Google, YouTube, or Alexa first for answers instead of their future managers. Therefore, managers must adjust their approach and serve as a guide where they coach Gen Z through their self-directed learning, mistakes, and successes.

The most effective way to lead Gen Z is by coaching.

Why Coaching Is the
Best Leadership Style for Generation Z

Coaching is the leadership style that resonates best with Gen Z. Gen Zers were raised in organized activities where they were consistently surrounded by coaches. They view coaching as the necessary supplement to their DIY work mentality.

Coaching prompts introspection, where Gen Z must turn inward to discover the right answer. This self-reflection and self-evaluation process allows Gen Z to become more productive and dependent, because they can apply their self-discovered solutions to similar situations they encounter in the future.

Coaching is also effective because it creates greater buy-in since the Gen Z employee is arriving at the solution either individually or collectively with the coach.

How to Lead Generation Z with Coaching

The most effective coaching happens when leaders prioritize curiosity over instruction. The essence of coaching is, resist giving advice and ask more questions.

Additionally, to coach Gen Z to their full potential, follow these three steps:

1. Be Timely

The closer coaching happens to the activity or learning, the better. Impact and transformation diminish as time grows between the coaching opportunity and the act of coaching. To ensure the best results, enable timely coaching by leveraging tools like Slack, 15Five.com, or Bridge (www.instructure.com/bridge) by increasing the cadence of the coaching sessions.

AT&T recently ended their annual and midyear review processes in favor of equipping managers with Loop, a software feedback platform, so that they can provide employees with more

timely coaching. The elimination of the formal review process has enabled AT&T managers more time and freedom to coach employees.

2. Be Inquisitive

Asking questions is what makes coaching so transformational. But, asking the right questions that elicit the appropriate self-evaluation can be difficult and time-consuming.

Michael Bungay Stanier, author of *The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever*, has identified a list of powerful coaching questions.[1] Next time you are coaching Gen Z, use these sequential questions to elicit responses and spur growth:

- What's on your mind?
- And what else?
- What's the real challenge here for you?
- How can I help you?
- What was most useful or valuable here for you?

If you're at a loss of what to ask as a coach, use the simple phrase "Tell me more."

3. Be Brief

Stanier believes effective coaching can be done in ten minutes or less. Brief interactions are important to Gen Z. In fact, 67 percent of Gen Z is comfortable with having their manager check in with them, but only for five minutes or less.[2]

Tackling one specific topic or challenge instead of covering multiple topics or projects will help keep the coaching sessions brief. Set a timer, have a walking or standing meeting, or schedule only ten minutes for the coaching conversation.

✸✸✸✸✸✸

Practice these three coaching steps with your Gen Z workforce, and be rewarded with a more engaged, developed, and loyal team.

How Leaders Can Grow Generation Z Employees

The decision to not grow is a decision to regress.

Leaders must intentionally make a decision and create a plan to grow their team. This is especially critical for leaders of Gen Zers, who are continuous learners and put a premium on professional development.

Should employees be responsible for growing themselves? Yes.

Should leaders be responsible for growing employees? Yes.

Growing a team must be intentional. Leaders need to make an investment in employees, and employees must make an investment in themselves.

In a recent interview with David Hoyt, the former president of The John Maxwell Company, he shared with me how he intentionally grew his Millennial employees. Hoyt had every employee create a personal-growth plan.[3]

Hoyt's only requirements were that everyone had to have a personal-growth plan and the organization would make a monetary contribution to everyone's personal-growth plan. Here is how Hoyt structured the personal-growth plan:

- **Timeframe**: One year
- **Length**: One to two pages written document
- **Content**: List books to read, items to listen to or watch, mentors to meet, and events to attend
    - Employees were provided a personal-growth-plan template and best practices, but it was up to the individual to list the specifics (titles, frequency, names, etc.). Hoyt's

personal-growth plan consists of a minimum of one book per month, one podcast episode or learning experience per week, one mentor meeting per month, and two events (one personal and one professional) per year.

- In addition to having paid time off, employees received personal-growth time off to attend events.

- **Accountability**: The leader and employee revisited the personal-growth plan on a quarterly basis.
  - Leaders asked:
    - What are you learning?
    - What help do you need (time, budget, access, etc.)?
  - This positions the leader as a coach, which is the top leadership style that resonates with Gen Z.

In the same way the ocean's undercurrent will cause an unsuspecting individual to drift away from where they want to be, the undercurrent of life and work will cause professionals to drift if they are not committed to personal growth.

Your team is either growing or regressing; there is no middle ground.

Choose growth.

Chapter 38

Why and How to Lead Generation Z Inclusively

ELEVATED PERFORMANCE, MORE INNOVATION, AND engaged employees are just a few benefits of inclusive leadership.

Seventy-eight percent of people believe diversity and inclusion are competitive advantages, according to Deloitte's Global Human Capital Trends research.[1] And, 69 percent of executives rate diversity and inclusion an important issue (up from 59 percent in 2014).[2]

Today's leading organizations and forward-thinking leaders understand that diversity and inclusion are much more than buzz words; they're business strategies capable of driving company performance, enhancing innovation, and engaging and retaining employees.

Inclusive leaders embrace, value, and provide a sense of belonging to all people. Inclusive leadership provides the competitive advantage necessary to outperform in today's highly diverse and disruption-prone workplace and marketplace.

Six Reasons to Be an Inclusive Leader

1. Workforce Diversity Is Accelerating

Forty-five percent of US Millennials (the largest generation in

the workforce) are minorities.[3] And, Gen Zers that have begun entering the workforce are even more diverse.[4] By 2023, people of color will be a majority of the American working class.[5]

2. Generational Diversity Is Expanding

The average global life expectancy of humans in 1900 was thirty-one years old. Today, that has extended to seventy-two years old.[6] Due to advances in medicine and technology, humans are living longer, and thus working longer. Longer careers will expand the number of generations in the workforce from five to six, seven, or eight.

3. Attract, Retain, and Engage Generation Z (and Millennials)

Seventy-seven percent of Gen Z said that a company's level of diversity affects their decision to work there.[7] And, 53 percent of Millennials would leave their current organization for a more inclusive one, and 30 percent have left an organization for a more inclusive one.[8] According to Deloitte University Leadership Center for Inclusion and the Billie Jean King Leadership Initiative, the emerging generations felt more engaged, empowered, and authentic when they believed their organization was inclusive.[9]

4. Unlock More Innovation

Eighty-five percent of enterprises agree that diversity results in the most innovative ideas.[10] Nondiverse teams are likely to approach a problem from a similar vantage point, ultimately narrowing the possible solutions. Conversely, a diverse team is better equipped to approach a problem from various angles, likely shortening the time it takes to arrive at a suitable solution. Inclusive leaders can leverage their team's cognitive diversity to be more innovative.

5. Outperform the Competition

Companies with inclusive practices in hiring, promotion,

development, leadership, and team management generate up to 30 percent higher revenue per employee and greater profitability than their competitors.[11] Diverse teams led by an inclusive leader outperform.

6. Technology Has Streamlined

Ubiquitous connectivity has opened the door to a global workforce, and various technologies have made employee communication and collaboration across countries effortless. Additionally, with the increased focus on the biases (conscious and unconscious) that exist in recruiting, many new technologies have emerged to reduce biases, such as Pymetrics and HireVue. (Read Chapter 17 for other innovative tools to recruit Generation Z.)

How to Be an Inclusive Leader in Six Steps

Leaders who create an inclusive culture for their teams see performance increased by 17 percent,[12] decision-making quality boosted by 20 percent,[13] and collaboration enhanced by 29 percent.[14]

While more and more leaders are aware of the benefits of having a diverse and inclusive culture, many don't know how to be an inclusive leader. As a speaker on generational workplace diversity, I experience firsthand the challenges leaders have grasping inclusive leadership.

Inclusion is a new capability that leaders must fold into the other timeless leadership capabilities, such as influencing, effective communication, vision casting, team building, etc.

Inclusive leaders not only embrace, value, and provide a sense of belonging to individuals, but they leverage individual differences as a competitive advantage.

In order for leaders to equip themselves with an inclusive capability, there are six questions that must be answered with a virtuous and resounding "yes."

1. Belief

Do you wholeheartedly believe everyone is created equal?

2. Awareness

Are you aware of the conscious and unconscious biases you had (or have) toward others?

3. Boldness

Are you honest with others about your shortcomings or misperceptions?

4. Curiosity

Are you open to unlearning and relearning from others?

5. Action

Are your behaviors and actions toward others aligned with your belief of equality?

6. Commitment

Do you consistently hold yourself and others accountable to a culture of inclusion?

Inclusive behavior trumps inclusive programs. Sixty-nine percent of workers value working for an organization that demonstrates inclusive behaviors but inconsistent inclusion programs,[15] as opposed to high-quality inclusion programming but inconsistent inclusive behaviors. In order to create and sustain a culture of inclusion, leaders must behave inclusively.

More specifically, employees feel included at work when they are:

- Treated fairly
- Appreciated for uniqueness
- Provided a sense of belonging
- Given decision-making voice

As a result, inclusive leaders should demonstrate these three daily behaviors:

1. Treat every individual and group fairly
2. Understand and value the uniqueness of individuals while including them as members of the group
3. Tap into cognitive diversity for enhanced decision making and risk reduction

Leaders who embrace diversity and inclusion will find themselves properly equipped to thrive in today's increasingly diverse twenty-first-century workplace and marketplace.

The Benefits of Inclusion and How to Create an Inclusive Culture

Creating an inclusive organizational culture is challenging but extremely advantageous. Here's why and how.

Organizations with inclusive cultures are two times as likely to meet or exceed financial targets, three times as likely to be high-performing, six times more likely to be innovative and agile, and eight times more likely to achieve better business outcomes.[16]

These benefits are the reason 71 percent of organizations aspire to have an "inclusive" culture in the future.[17] Yet, many organizations are only still aspiring, and have not made significant strides to cultivate an inclusive culture.

Organizational culture change is a steep challenge. Resistance is especially likely when the objective is to create more inclusion. However, the business benefits and the outcomes of an inclusive organization—fairness and respect, value and belonging, safe and open, and empowerment and growth—should be compelling enough to push forward.

Five Ways to Create an Inclusive Culture

1. Understand How Diversity and Inclusion Definitions Vary across Generations

Generation X and Baby Boomers tend to define diversity along the traditional lines of gender, race, and ethnicity, while Millennials and Gen Z typically define diversity beyond demographics, viewing cognitive diversity and an individual's variety of experiences and perspectives at the core of diversity. Millennials and Gen Z also view inclusion as fundamental to the way a company does business, more so than previous generations.

While demographic and social identities are important, the ultimate competitive advantage of diversity and inclusion lies in diversity of thought, or the cognitive diversity of the organization. Cognitive diversity creates a wellspring of creatively, enhancing innovation by 20 percent and reducing risk by 30 percent.[18] In addition, defining diversity and inclusion in the broader context of cognitive diversity is likely to accelerate the organization's adoption of the inclusion initiatives.

2. Recruit without Bias

It's critical to measure diversity and inclusion in all talent practices, but conscious and unconscious biases seem most glaring throughout the recruiting process. BMO Financial Group, a top North American bank, recently recognized the many business impacts of unconscious bias and decided to map where there was high managerial discretion in the recruitment and promotion process.[19]

Through their efforts, BMO Financial Group discovered that managers who were making hiring decisions at the end of the day, when they were likely rushed or tired, were more likely to select a candidate that was similar to them or their existing team. Consider using analytics to identify patterns of bias, and then leverage some of today's new technologies to debias the recruiting and hiring process.

3. Offer Inclusion Training

Training is perhaps the most popular and obvious solution to foster higher organizational diversity and inclusion. In fact, nearly all of the Fortune 500 companies and nearly one half of US midsize companies mandate diversity training.[20] Training helps raise awareness, uproot bias, and create common language to facilitate diversity and inclusion discussions. (Read Chapter 31 to learn how best to deliver training to Gen Z.)

Training that gains commitment from managers and equips them to lead inclusion conversations is critical. BMO Financial Group provides e-learning modules, an online hub, and one-page handouts that concisely convey key diversity and inclusion points. These resources also equip managers to identify different types of bias and how to handle them.

4. Openly Talk about Varying Inclusion Topics

Voluntary employee-led groups with shared characteristics or life experiences—commonly known as employee resource groups (ERGs) or affinity groups—are useful for many companies since they provide safe environments to have open dialogue and provide a helpful source to hear from diverse group sets.

I recently interviewed Erica Volini, US human capital leader for Deloitte Consulting, where she mentioned how Deloitte is going beyond ERGs.[21] Volini stated, "The emerging generations don't want to be pigeonholed into one group or the other, but want to be part of the larger group." Deloitte is reimagining inclusion by creating "inclusion councils" that give employees the opportunity to talk more openly about their thoughts, priorities, identities, struggles, etc. "The role of the organization is to provide the environment and the opportunity," says Volini.

The inclusion councils are self-selecting and address relevant topics, like challenges with aging parents, work-life balance, leading and contributing as an introvert, and autism. The inclusion council provides safe and informative environments

where different people get to openly talk and understand each other in a whole new way.

5. Gain Leadership Commitment

Get leaders involved. Creating an inclusive organization must be a priority for an organization's top leadership. Consensus must be built through open conversation, understanding the benefits of inclusion, and connecting diversity and inclusion with the business strategy. Once top leadership has consensus, middle managers must be involved and equipped.

A Leadership Masterclass on Diversity and Inclusion

This serial entrepreneur and former business executive sheds a transformative light on how leaders must approach diversity and inclusion.

At the 2018 EntreLeadership Summit, a leadership conference for business owners and senior/midlevel leaders, the lifelong entrepreneur and international best-selling author Seth Godin was asked the following question from the audience: "How do you get employees to think and care about the company the same way a leader or the business owner does?"

Godin's response was a masterclass in diversity and inclusion.

> "People don't believe what you believe. People don't want what you want, and people don't know what you know.
>
> You can hope that there is complete alignment, but your narrative is different than their narrative. You have the narrative of somebody who probably went through a lot of sacrifice to be in charge, and the people who have chosen to come to work for you have

a different narrative, and there are people who have worked for folks who aren't as good as you, and that has informed their narrative of who they trust, what they believe, and what they want.

What we need to be able to find as leaders is the humility to accept the fact that people are different than us. They have not failed when they act in a way different than we would have acted.

We have to have the empathy to realize that someone who doesn't know what we know, want what we want, or believe what we believe . . . is not wrong. They are right. Because if we grew up the way they grew up, seen what they had seen, and been treated the way they were treated . . . we would probably be just like them.

It takes a special sort of humility to say to people . . . 'I will see you deeply enough to guess the best I can what you want and open doors to help you get what you want, and I will hold you to your promises.'

When it comes right down to it, I think the question is flawed. You're not going to hire people who want your story to be their story. You're together on a journey, but you are not the same person."[22]

If leaders want an employee to care about the company narrative, then leaders need to first care about the employee's narrative. Leaders committed to diversity and inclusion leverage the individual differences of their team as a competitive advantage.

Five Actions Every Inclusive Leader Needs to Take

Beyond the positive bottom-line impacts of diversity and

inclusion, Celeste Warren, VP of human resources and global diversity and inclusion at Merck, believes "there is an awakening" happening as it relates to how organizations should approach diversity and inclusion.

Employees don't leave what's happening inside their families and communities at the doorstep of work. Organizations and leaders have to understand and be prepared to engage workers in what once was considered too personal or touchy topics.

"We can't expect people to just turn it off when they come into the work environment," says Warren in my recent interview with her where she shared five tips for leading inclusively.[23]

1. Develop a Listening and Empathetic Ear

"[Leaders must] create an environment where they open their doors and listen," says Warren. "They don't have to have all the answers, because that would be highly improbable, but a listening and empathetic ear can help create an environment where employees are more productive and engaged."

2. Understand the Varying Generational Definitions of Diversity

Baby Boomers and Generation X tend to define diversity along the traditional lines of gender, race, and ethnicity. However, Millennials and Generation Z tend to define diversity in more multilayered ways. "Generation Z thinks more diversely because they've been surrounded by diverse, global perspectives through social media and other technology," says Warren.

The emerging generations also view diversity and inclusion as fundamental to the way a company does business, more so than previous generations. In fact, as mentioned previously, 77 percent of Gen Zers said that a company's level of diversity affects their decision to work there.[24]

3. Embody These Inclusive Characteristics

According to Warren, there are five characteristics inclusive leaders need to embody:

1. Collaborative
2. Great listeners
3. High yearning to learn
4. Perceptive and self-aware of potential unconscious biases that may hinder decision making
5. Bring the best out of themselves and others

4. Know When Not to Have the Answer

"An inclusive leader knows when to have the answers and when to let the team figure it out," says Warren. "If the answer is 'no,' leaders should provide the context and encourage employees to come back [to the leader] in the future."

Inclusive leaders must be self-aware enough to know when they don't have the answer, and they have to be perceptive enough to know whom on the team might have a similar working style or background that might be better equipped to address the issue.

5. Nurture Creativity and Innovation

"Create strong group dynamics and an environment where people feel energized, empowered, and engaged to speak their minds," says Warren. "An inclusive leader should have the ability to unleash the creativity of their team, achieve predetermined objectives, and see the larger opportunities that exist for the team and organization."

****

Anyone serious about leading inclusively should consider these five behaviors.

Chapter 39

Three Questions Leaders Must Answer for Generation Z

PEOPLE WANT TO BE TAKEN SOMEWHERE. HOW DO I know this? It's the reason people watch movies. They want to be taken somewhere through a story.

Donald Miller, author of *Building a Storybrand: Clarify Your Message So Customers Will Listen*, describes a story as "somebody who wants something, who has to overcome conflict in order to get it."[1]

For example, Luke Skywalker wants to defeat the Empire, he overcomes conflict, then destroys the Death Star.

Similarly, Gen Zers look to leaders to be taken somewhere. Effective leaders use story to engage Gen Z, and then activate them by inviting them into the compelling narrative.

Here are the three questions every follower asks of their leader, and how leaders can answer them using a compelling narrative.

1. What Are We Doing?

Leaders are tasked with discovering something that the team

wants, and the *want* really doesn't matter that much—as long as it's ethical. It's the journey toward the *want* that matters.

In *Star Wars*, Luke Skywalker's *want* was to defeat the evil Empire.

Teams fail or disengage when they are invited into a narrative void of direction. Story compels people.

Whenever a void exists, a good or bad leader will rise to fill it. If leaders don't lead their people to somewhere desirable and prosperous, then someone might lead them to somewhere undesirable and unfortunate. Leaders influence what hangs in the balance of their teams.

Use story to cast a compelling vision of the preferred future.

2. Why Are We Doing It?

Once leaders have invited their teams into a compelling narrative, they then must communicate why it's important.

One way to do that is to identify what's at stake if this vision does not happen. In *Star Wars*, what was externally at stake was evil triumphing over good, and internally for Skywalker was not discovering if he had what it takes to win the day.

At 21mill.com, my Millennial and Generation Z digital training company, our *why* hinges on our core belief that every person deserves to work for a great company. We believe that great companies require great training. And, companies without transformative training rob their workforce of the dignity and sense of progress we believe they deserve.

Emphasize why the story matters.

3. How Do I Fit In?

Lastly, leaders must identify the role each team member plays in the story.

The answers to the first two questions should be the same for

everyone on the team, but the answer to this third question will be unique to the individual.

Miller suggests that "leaders should always position themselves as the guide (Yoda), not the hero (Skywalker) of the story." When leaders remove themselves as the hero, it creates room to invite the team member to be a part of the story.

Besides, in their own eyes, every individual is the hero of their life story and is looking for guides (leaders) to help them pursue worthwhile goals.

Leaders should help team members script their role in the story.

Leadership expert and author Andy Stanley helps his team members create a "one-sentence responsibility statement."[2] The responsibility statement goes well beyond a job description and provides the individual with extreme clarity on how they fit into the story and what their important contribution is.

******

An engaged, motivated, and loyal team will be the reward for leaders who answer these three questions for their Gen Z teams.

Chapter 40

Unlock Generation Z Performance with Employee Recognition

AFTER REVIEWING FOUR SIMILAR STUDIES OF EM-ployee motivation conducted in 1946, 1980, 1986, and 1992, Carolyn Wiley, the department chair for management, leadership, and human resources at Roosevelt University, uncovered top responses such as "interesting work," "job security," "good wages," and "feeling of being in on things."[1]

Yet, over the forty-six years of studies, only one answer was cited every time among the top-two motivators: "Full appreciation of work done."[2]

Recognition at work is essential. Even though Gen Z may expect a different pace and medium for recognition than other generations, recognition is still universally expected across generations. Yet, it's not universally practiced.

According to Wiley, "More than eighty percent of supervisors claim they frequently express appreciation to their subordinates, while less than twenty percent of the employees report that their supervisors express appreciation more than occasionally."

It's clear there is a recognition gap, and this gap is likely to widen

as Gen Z enters the workforce with new appetites and expectations for how, when, and why managers deliver recognition.

In the past, the expectations surrounding recognition were yearly, quarterly, or at best, monthly—hence the popularity of "employee of the month" programs.

Thanks to the convergence of mobile technology and on-demand information, Gen Z will expect recognition to be more personal, helpful, and frequent—closer to weekly than yearly.

In fact, according to a new study by The Workforce Institute at Kronos and Future Workplace, 32 percent of Gen Zers measure their success based on the recognition they receive from managers.[3] Recognition from managers was Gen Z's number-two measure of success behind "respect from coworkers."[4]

In addition, according to the same study, nearly a third of Gen Z is motivated to work harder and stay longer at a company if they have a supportive manager, and 37 percent would never tolerate an unsupportive manager.[5]

Supportive managers should strive to communicate these three things when recognizing Gen Z employees:

1. "I recognize your good work."
2. "I value you."
3. "We're going places together."

Fill the air of your organization with gratitude and appreciation, and be rewarded with Gen Z loyalty and high performance.

Eight Ways to Improve Employee Recognition for Generation Z

"When in my past was I recognized for a skill or talent?" Over ten years ago, I asked myself that simple question in an attempt to discover my calling in life.

Upon reflecting on that question, two different moments came

to mind where I was recognized for my public-speaking ability. That marked the start of my journey to become a professional speaker. Today, I'm an internationally recognized keynote speaker on the topic of generations and the future of work, and speak to thousands of people every year.

This transformational moment in my life would not have been possible without recognition from others.

Recognition can become a defining moment. It was for me.

Recognition can shine light on irrefutable and one-of-a-kind strengths. It did for me.

However, recognition is an afterthought in most organizations. It's robotic, impersonal, and ultimately falls flat among employees, which completely defeats the purpose of providing recognition in the first place.

How many defining moments didn't happen because managers were too busy, distracted, or didn't think the result or individual was worthy of recognition?

How much employee potential is being capped by managers unwilling to take the time to deliver recognition?

Here are eight ideas on how managers can improve their employee recognition.

1. Recognize in Real-Time

The sooner a human behavior (good or bad) is addressed, the more likely that behavior will be corrected (for bad behavior) or repeated (for good behavior). Integrating processes that enable peers and managers to recognize teammates in real time will help reinforce the appropriate behaviors and/or results. Examples include Slack integrations, where teammates can send e-gift cards directly to each other, or software platforms like 15five.com or Blueboard.com can assist with providing streamlined recognition.

2. Recognize Company Values

What gets celebrated defines culture. Adding the necessary context around recognition can reinforce the company culture. Tie the recognition to the company's strategy so that the values and company culture can be reinforced with every recognition.

3. Recognize with Creativity

Trade programmatic recognition for personal and memorable. For example, use a pair of high-end headphones to recognize an employee who demonstrated quality listening skills to a customer. Or, use a single-serve coffee machine to recognize an employee who customized a solution for an individual client. Make the recognition desirable and a symbol of the behavior to be reinforced.

4. Recognize Visibly and Widely

Use the company blog, vlog, newsletter, podcast, or team meeting to recognize Gen Z. Make the people doing great things visible for everyone else to see and emulate.

5. Recognize Specifically

Be specific about what the Gen Z employee did to receive the recognition and why that behavior or result is important. For example, "Ella, you continually make your colleagues and clients feel valued with your positivity, friendliness, and enthusiasm, so we would like to [insert reward], because that type of positivity is what clients appreciate."

6. Recognize in Every Direction

Recognition received from peers can be more meaningful for Gen Z because it's often their peers who have a better understanding of the work that they are doing. Create environments where peer recognition can occur.

7. Recognize What's Ignored

Many skills and milestones go unnoticed by managers, leaving employees wanting more and teams feeling hollow. Recognition—done right—is one of the simplest ways to instill pride in others. Identify new milestones worthy of recognition, such as:

- First direct report promoted
- Tenth team presentation delivered
- Fifth employee mentored
- Third job candidate referred
- $1 million of revenue earned
- Fifth volunteer event completed
- Second emerging-leadership conference attended
- First course completed as an instructor

8. Recognize Using Better Rewards

Here are a few uncommon ideas of how to better recognize Gen Z:

- Grant special access to a leader inside the organization
- Sponsor their ticket to a conference of their choice
- Write them (or their parents) a handwritten note
- Grant the chance to appear on the company blog, podcast, YouTube channel, etc.
- Offer tickets to an exclusive event
- Make a donation to a charity of their choice
- Grant flexibility in how, when, or where they work

Instill pride, elevate performance, and secure loyalty by extending better employee recognition to your Gen Z employees.

Chapter 41

How to Give Feedback to Generation Z

HIGH-QUALITY FEEDBACK ELEVATES HUMAN PERformance. Here's proof.

A recent paper by psychologist David Scott Yeager and eight other colleagues highlighted how students reacted to feedback.[1] Forty-four seventh-grade students were assigned to write an essay. Once complete, teachers provided written feedback on each essay. Then, researchers collected each essay from the teachers and split the papers into two piles.

In the first pile, each essay had a note attached, in the teacher's handwriting, that read, "I'm giving you these comments so that you'll have feedback on your paper." Only 40 percent of students who got this note decided to revise and resubmit their papers for a better grade.

In the second pile, each essay had a note attached, in the teacher's handwriting, that read, "I'm giving you these comments because I have very high expectations and I know you can reach them." Almost 80 percent of students who got this note decided to revise and resubmit their papers for a better grade, *and* they made more than twice as many corrections as the other students.

Feedback with high standards ("I have very high expectations")

and assurance ("I know you can reach them") changed how individuals processed criticism and doubled performance.

Injecting high standards and assurance into feedback stretches the individual and ultimately communicates, "I believe you're capable of great things if you'll just put in the work." Feedback without high standards and assurance creates mistrust, defensiveness, and inaction among people.

"High standards plus assurance is a powerful formula, but ultimately it's just a statement of expectations," says Chip and Dan Heath in the book *The Power of Moments: Why Certain Experiences Have Extraordinary Impact*.[2] According to the Heath brothers, high standards and assurance must be supplemented with two more elements if managers are going to deliver effective employee feedback:

Employee-feedback formula = high standards + assurance + direction + support

Effective employee feedback might sound something like this:

- **High standards**: "I have high expectations for you."
- **Assurance:** "I know you can meet them."
- **Direction:** "So, try this new challenge."
- **Support:** "And if you fail, I'll help you recover."

Executed authentically, this formula provides employees with enhanced self-insight. They'll discover what they are truly capable of and will perceive their skills in a new productive light.

Managers who wield this simple-but-not-easy formula instantly unlock the power to inspire belief, transform work ethic, and instill confidence in an entire workforce.

How Generation Z Employees Want Feedback

Not only can feedback improve employee performance, but it can also boost retention, especially with Generation Z.

Sixty-six percent of Gen Z say they need feedback from their supervisor at least every few weeks in order to stay at their job.[3] Less than half of Millennials say they require the same level of feedback.[4]

As Gen Z enters the workforce with different expectations and needs surrounding feedback, here are three ways managers can deliver better feedback:

1. Increase the Frequency of Feedback

Sixty percent of Gen Zers want multiple check-ins from their manager during the week; of those, 40 percent want the interaction with their boss to be daily or several times each day.[5]

Considering Gen Z grew up in digital environments full of real-time feedback (likes, comments, shares, etc.), it's not surprising that Gen Z has an elevated appetite for feedback at work.

Yearly, quarterly, or monthly performance reviews are no longer sufficient, considering the speed at which work cycles are evolving. Creating a culture where the cadence of feedback matches the fluctuation of the marketplace is a must to keep Gen Z employees informed, engaged, and performing well.

In my recent interview with David Hassell, CEO of the continuous performance management software company 15Five.com, he described the importance of increasing feedback frequency this way:

> "Think about the amount of sensory feedback we receive when we drive three blocks behind the wheel of a car. The weather, stop lights, traffic, pedestrians,

speedometer, feel of the steering wheel, passengers talking, radio sounds, GPS notifications, etc. are all being processed as sensory feedback by the driver. Not getting feedback in today's [fast-paced, high-flux, and] notification-filled world is like driving those three blocks blindfolded. This is what infrequent performance reviews are essentially doing."[6]

Increase the frequency of feedback to meet the needs of today's modern worker.

2. Decrease the Duration of Feedback

Sixty-seven percent of Gen Z is comfortable with having their manager check in with them, but only for five minutes or less.[7]

"The most commonly associated word with 'annual reviews' is 'dreaded' for both the manager and employee," says Hassell.

Why are reviews so dreadful? Because they take people out of their normal workflow and usually consist of taking thirty to sixty minutes to review a pile of outdated and noncritical circumstances that happened months ago. And, because the optimal moment for delivering feedback has passed, the opportunity to urgently and favorably shape the employee's behavior is severely limited.

Alternatively, managers can transform employee behavior in just two to three sentences using the effective employee-feedback formula of high standards + assurance + direction + support.

Decreasing the duration of feedback using this feedback formula is simple, but not easy. Managers must be intentional about seeking areas where employees need/want feedback and make delivering helpful feedback a weekly (or even daily) routine.

3. Make Feedback High Tech and High Touch

Seventy-one percent of Gen Zers believe they can be friends with someone they have only met virtually, which is the highest among all generations.[8] Gen Z is a digital generation, yet they crave human elements at work and in their workplace communications. And, when it comes to feedback, 75 percent of Gen Z prefer to receive manager feedback in person.[9]

Managers should deliver feedback via the high-tech channels Gen Z expects while serving up the high touch they crave.

Hassell's 15Five employee-feedback platform successfully blends high tech and high touch. Via 15Five, employees take five minutes to answer questions, track their goals and company priorities, and receive 360° feedback. In as little as fifteen minutes per week, managers can use 15Five to keep a pulse on employee morale and performance, recognize employees, and streamline and supplement face-to-face meetings.

Hassell says, "Managers use 15Five's one-on-one meeting agenda to turn employee feedback into swift action, and managers can quickly add responses to upcoming one-on-one agendas, making their face-to-face meetings more effective and focused on solutions."

A blend of high tech and high touch is sure to develop and engage Gen Z.

Chapter 42

Instilling a Strong Work Ethic in Generation Z

EMPLOYERS PURSUE IT, LEADERS EXUDE IT, FULFILL-ment is derived from it, customers expect it, success depends on it, and career progression is the result of it. What is it?

A strong work ethic.

Eric Chester, the author of *Reviving Work Ethic: A Leader's Guide to Ending Entitlement and Restoring Pride in the Emerging Workforce*, describes work ethic as "positive, enthusiastic people who show up for work on time, who are dressed and prepared properly, who go out of their way to add value and do more than what's required of them, who are honest, who will play by the rules, and who will give cheerful, friendly service regardless of the situation."[1]

Workers who view the work they do—fun or not fun, menial or noble—as a critical part of the bigger picture, and execute the work with excellence, derive higher levels of satisfaction from their work, unlock more opportunities, and become more promotable than those content with the minimum effort required.

With those type of benefits, why wouldn't someone want to cultivate a strong work ethic?

Work ethic is a value based on hard work and diligence. It's

the principle that hard work is intrinsically virtuous or worthy of reward. In other words, work ethic is not something we are born with; it's a learned behavior.

Work ethic is part of an individual's personal values, and much like a company's corporate values, they must be taught and modeled daily.

Previous generations have defined success at work by time and tenure, but the emerging generations measure it by impact. Gen Zers ask themselves, "What's the biggest impact I can make with the limited time that I have?" This mindset is often interpreted by managers as "lazy," because it clashes with previous generations' view of what hard work is and should be.

We must be careful when comparing a new generation of workers with previous generations when the way in which we work has changed so significantly over the generations.

Here are a few actions that can help instill a strong work ethic into Gen Z:

- **Clearly communicate the expected work ethic.** Too many managers make assumptions that Gen Z ought to know the expected work ethic. Stop assuming and tell them.
- **Demonstrate the right work ethic daily.** Not being innovative and working smart, or not having a healthy work-life balance, may deter Gen Z from following your example.
- **Create channels for work ethic.** Ensure Gen Zers are equipped and have access to innovative tools where they can put their unique skill sets to work.
- **Connect work ethic values to the big picture.** The job of a leader is to paint a picture of the preferred future. Help Gen Zers connect their actions to the bigger picture.

Four Critical Messages about Work Ethic to Share with Generation Z

1. Own Your Work Ethic

What makes work ethic so powerful is that you are 100 percent in control of it. You get to set the bar and get to decide how much hustle, focus, and diligence you inject into your work . . . and no one can take it away from you. A poor work ethic is only a reflection of the individual, no one else.

2. Consider Your Employer Your Number-One Customer

A strong work ethic should be defined by the actions that create the best results for customers. How would your work ethic change if you were to consider your employer (or your manager or teammates) as your number-one customer?

Consider your work ethic as the product you are delivering. Will the customer be happy with their purchase? Will they be a repeat buyer? Will they recommend your services? Will they upgrade their purchase (a.k.a. give you a promotion)?

3. Tech Should Supplement (Not Replace) Work Ethic

Has work changed in the twenty-first century? You bet it has.

Thanks to technology and the internet, the tools, rules, and pace of work have forever changed. But, the effort, zeal, focus, and respect we inject into work should never change. Anything worth doing is worth doing well.

Leveraging technology to work smarter by automating and streamlining often takes hard work on the front end, but allows for more time on the back end. Leveraging the saved time to pursue new endeavors or solve long-standing and complex problems for your organization or customers will demonstrate a strong work ethic.

4. Patience, Patience, Patience

Work ethic is a muscle that takes time to grow and strengthen. It's a personal value that takes time to cement in one's soul. Don't try to microwave it. Instead, marinate in it daily, because it's a reflection of your character, integrity, and ultimately, your personal brand. Commit to developing a strong work ethic that will withstand the long, demanding, and high-flux career ahead of you.

Be satisfied but never content with the work ethic you offer to the world.

How to Instill a Strong Work Ethic in Generation Z

Recommendation Number-One

Because of the shifting landscape of work and Gen Z's varied approach to work, one of the greatest challenges when instilling work ethic into Gen Z is defining a baseline for strong work ethic. The best way to overcome this is . . .

Let the customer define the work ethic.

The behaviors that Gen Z employees need to demonstrate should be defined by the needs of the customers or clients.

If customers need:

- **Reliability**: Then employees must be available or deliver products/services when or where customers need them.
- **Quality**: Then employees must do everything in their power to produce high-quality products or service.
- **Honesty**: Then employees must display integrity in their actions and in every interaction.
- **Professionalism**: Then employees must dress, act, and prepare like professionals.

- **Positivity**: Then employees must commit to serving the customer with positivity, friendliness, and enthusiasm.
- **Delighting**: Then employees must find ways to go the extra mile.
- **Promptness**: Then employees must be timely in their responses, attendance, and deliverables.
- **Expertise**: Then employees must demonstrate authority or a willingness to learn.
- **Respect**: Then employees must be poised, diplomatic, and display grace under pressure.
- **Determination**: Then employees must embrace challenges and focus on solving the customer's problem.

It's the responsibility of the leader to understand what the customer or client needs and to clearly and consistently communicate the work ethic needed to satisfy those needs to their Gen Z employees. Once the customer-defined work ethic has been established, give space to Gen Z employees to see how they take ownership and execute the newly formed values.

As your customers evolve, so will the work ethic needed to create the best results for customers.

Recommendation Number-Two

The Sitter Tree is a community-based babysitting service that allows families to book a highly qualified sitter online. One of the reasons my wife and I like to use the service is because the sitters are asked to do one thing above and beyond what the families ask of them.

On separate occasions with different sitters, my wife and I have come home to find the dishes done, laundry started, trash taken out, and the kids' playroom cleaned up. Leaving our home better than they found it has left a favorable and lasting impression.

Leave it better than you found it.

It's a timeless principle that your mother probably told you once in reference to the cleanliness of your childhood room. However, I have never heard this simple yet profound principle applied in a business setting.

I was recently reminded of the need of this principle to be applied when I witnessed a restaurant employee damage a posted window sign while washing the inside of the restaurant windows. The employee moved on without fixing it. They left the restaurant worse than they found it.

"Leave it better than you found it" can be a game-changing stake in the ground of your organization's culture that can positively transform your employees' attitudes and behaviors.

These seven words are a powerful filter for any situation:

- Leave the restaurant better than you found it.
- Leave a conversation (online or offline) better than you found it.
- Leave the customer better than you found him/her.
- Leave training better than you found it.
- Leave your inbox (or to-do list) better than you found it.
- Leave the meeting better than you found it.
- Leave the department better than you found it.
- Leave the team better than you found it.

Considering that 77 percent of Gen Z would be interested in a situation in which they could have multiple roles within one place of employment,[2] establishing a "leave it better than you found it" culture could have compounding benefits for an organization.

Every time a Gen Z employee enters a new role, they will be seeking new opportunities to better the role or department. Encouraging Gen Z to inject their fresh perspective and unique skill sets into the organization will breed the necessary innovation to remain a relevant and highly sought-after workplace.

A "leave it better than you found it" mentality also empowers

Gen Z to take action and have the type of impact they seek at work.

Use this seven-word phrase to transform your company culture and elevate Gen Z's performance.

Chapter 43

Eliminating Entitlement in Generation Z

"ENTITLEMENT" IS PERHAPS THE TOP WORD ASSO-ciated with the emerging generations. In fact, 71 percent of American adults think of Millennials as "selfish," and 65 percent think Millennials are "entitled."1 Whether or not you believe the "entitlement" label is accurate, perception is reality.

Today, Gen Zers (some but not all) are exhibiting entitlement behaviors. Some of the Gen Z behaviors labeled as entitled are:

- Expecting to land a job upon graduating from college
- Demanding a certain salary or promotion
- Assuming specific flexible hours at work

Unaddressed entitlement in your Gen Z workers can result in unethical behaviors, higher turnover, underperformance, lower job satisfaction, and/or loss of leadership influence, as Gen Zers might view their managers as unreasonable, hardheaded, or irrelevant. Understanding the origin of Gen Z entitlement—or at least the perception thereof—is helpful before addressing entitlement issues.

The Five Contributors
of Generation Z "Entitlement"

Here are five contributors that help explain the "entitled" behaviors of Gen Z employees, consumers, and students.

1. Parenting

To a high degree, entitlement is a learned behavior. Gen Zers never thought of themselves as entitled, but their parents believed they were entitled to everything, thus the emergence of "helicopter parents" (and the next evolution will be "drone parents"). It may have been a noble parenting style, but it had unexpected ramifications that infused different behaviors and expectations into an entire generation.

2. Human Nature

Entitlement is a human condition that is not exclusive to Gen Z or Millennials. Humans are selfish by nature. We have to work hard and intentionally to overcome or suppress our selfish behaviors.

Maturity is the ability to see and act on the behalf of others, while immaturity is not seeing things from someone else's point of view. In many cases, it's natural for Gen Z to exude entitlement, because they are immature in their grasp of workplace dynamics.

In addition, the human brain continues to develop until a person is around twenty-five. Buying a house, getting married, and having kids help to accelerate maturity and an others-first mentality, but Millennials (and we'll see about Gen Z) are waiting longer than previous generations did to enter those life stages.

3. Knowledge and Skill Shift

Sixty-eight percent of hiring managers say that the emerging generations have skills that prior generations do not.[2] For the first time in history, the emerging generations have knowledge and skills that previous generations do not.

Some Gen Zers' entitlement stems from their view that they are more knowledgeable in select areas, giving greater weight to their viewpoints or actions there. Gen Zers may overstep traditional workplace or hierarchy boundaries to share their unique perspective or expertise to help their teams be more innovative and efficient.

4. Ownership

The connected world has empowered Gen Z to take ownership. Glassdoor and LinkedIn allow ownership of one's career. YouTube allows ownership of one's content. Instagram and Snapchat allow ownership of one's personal brand. Netflix allows ownership of one's content consumption.

The internet has offered Gen Z personalization and customization at every turn of their lives, and now they expect the same control at work and in their careers.

Gen Zers are skeptical of "paying their dues" due to the mistrust between employer and employee that they've witnessed firsthand in their parents' situations. Thus, Gen Zers approach their career like free agents, taking ownership and looking for new opportunities or creating their own through entrepreneurship.

The rejection of the traditional career path and workplace norms is perceived by many as "entitlement," but perhaps a better descriptor is "ownership" or "empowered." Gen Zers are not interested in spending hours commuting to work, working for years in the mere hope of promotion, and sitting at a desk from nine to five for the only reason that "This is how it's always been." That's the opposite of ownership.

Gen Zers are interested in ownership, freedom, legacy, and impact during their careers, not just at the end. This is a noble quest that any generation can get behind.

5. Fast Times

We live in fast times, changing times. In fact, famed futurist and author Ray Kurzweil believes that we will experience not a hundred years of progress in the twenty-first century, but twenty thousand—thanks to technology.[3]

Gen Zers have new expectations of what's possible and are less tolerant of what once was because of today's fast times. This results in behaviors that are perceived as "entitled," because Gen Z:

- Are less tolerant of not moving fast
- Are better educated on today's "new world"
- Live in a world where success can be achieved faster
- Have mastered tools (technology, apps, software, etc.) that have leveled the playing field
- Have been empowered by a freelance economy to create something for themselves
- Have an abundant and boundless mindset that provides them with endless optimism, confidence, and passion

These behaviors might make Gen Z entitled . . . or it might make them the next generation of empowered and engaged workers.

How to Eliminate Entitlement in a Generation Z Workforce

Here is how reinforcing responsibility with two words can eliminate entitlement in a Gen Z workforce.

Entitlement is the feeling or belief that you deserve to be given something (such as special privileges). Entitlement can show up in students, customers, parents, employers, managers, and employees.

Dr. John Townsend, psychologist, leadership expert, and best-

selling author of *The Entitlement Cure: Finding Success in Doing Hard Things the Right Way*, defines entitlement in two ways:[4]

1. An attitude that I am not responsible for my impact on you. (Examples: I can be late to meetings, a clock watcher, or not be a team player.)
2. An attitude that I deserve special treatment. (Examples: I don't need to work my way up, I don't need to start at the bottom, and I don't need to play by the rules.)

Entitlement can be a heavy anchor for any generation's journey toward success. It can make the most seasoned professional blind to his or her weaknesses, complacent, or resentful.

Dr. John Townsend recommends eliminating employee entitlement by getting employees to shift their attitudes from "I deserve" to "I'm responsible." An attitude or culture of "I deserve" is severely disempowering, because it relies on external forces that are out of an individual's control. "I'm responsible" is extremely empowering, because it gives control or ownership—something Gen Zers are familiar with and longing for—to the individual.

Here are a few examples of attitude shifts:

- *"I deserve a great job. I'll wait for someone to hand me a job."*
  Change to: "I'm responsible for securing a great job. I'll do what it takes to find and secure a great job. I'm responsible for networking, acquiring in-demand skills, or interviewing well. I'm responsible for helping my employer become a better workplace."
- *"I deserve a promotion. I'm going to wait until someone gives me the promotion I deserve."*
  Change to: "I'm responsible for my work ethic and the quality of my work. I'm responsible for executing my

job responsibilities with excellence every day. I'm responsible for informing management of my career aspirations. I'm responsible for building the skills necessary for promotion."

- *"I deserve to work whenever and wherever I want. I'm going to find an employer that will give that to me."*
  Change to: "I'm responsible for meeting the needs of my customer or employer. I'm responsible for helping my manager understand how I can bring more value with a flexible schedule. I'm responsible to maintain high performance, no matter when or where I work."

In each of the above "I deserve" scenarios, the individual is robbed of choice and control because of an entitled attitude. In every "I'm responsible" scenario, the individual is empowered with choices and control.

Doing our best doesn't entitle us to anything. Instead, it elevates our chances of being rewarded for our work and acquiring what we desire.

It's important to note that there are healthy forms of deserving. For example, we deserve fair compensation for the work that is required of us. It's when deserving and our desires for more, better, faster overtake us that we slip into an "I deserve" attitude and mindset that is dangerous. The selfish "I deserve" attitude will only weaken resolve.

Eliminate entitlement in Gen Z by helping them to embrace an "I'm responsible" attitude.

Four Other Ways to Remove Entitlement from Generation Z

If entitlement is a disease, Dr. Townsend says that the antidote is "the habit of doing what is best rather than doing what is

comfortable to achieve a worthwhile outcome."[5] Those who wait for life to come to them are entitled, and ultimately are not successful.

It can be daunting for leaders to confront an entitled individual or an organization filled with entitlement. But, overcoming entitlement can be done. It's a process. Here are some strategies to help:

1. Smash Silos

Working in silos (or in the absence of a team) can produce the feeling that success happens independently, and thus cultivate an attitude of entitlement in the individual. Finding ways to get people collaborating, brainstorming, working, and playing together helps erode entitlement.

2. Own Failure

Company cultures and leaders that own failure are positioned well to stamp out entitlement. After a failure, nonentitled leaders and employees will ask themselves, "What did I do to contribute to this?" and "What could I have done differently?" Pride is an early indicator of entitlement. Leaders must model the behavior of pointing fingers at themselves more than at others.

3. Seek Agreement

Russell B. Lemle, PhD, an associate clinical professor in the Department of Psychiatry at the University of California San Francisco, writes, "Entitlements are unilateral. We award them to ourselves. By contrast, agreements are jointly consented, arrived at together. Researchers have confirmed that [relationships] flourish when both parties feel they have a voice in decisions."[6]

Seek agreements that are good for the individual and for the organization.

Lemle recommends four actions to find more agreement in relationships:

1. **Learn to tolerate frustration.** The normal reaction

when we don't get our way is discomfort. Sitting with that feeling, rather than immediately acting to end it, enables us to connect with [the other person].

2. **Make a request instead of demanding compliance.** Ask once. If you get no for an answer, modify the request.

3. **Remember that what we want is a personal preference—not a right.** Inquire about [the other person's] wishes and put them on par with your own.

4. **Be flexible** and strive for compromises that are amenable to both parties.

Lemle explains, "Wanting our way is not the same as being entitled to our way. Though we may feel a strong imperative how something should go, we must ensure that [the other person] has equal input. If we impose our position, we deny the legitimacy of [the other person's] experience and encroach upon his/her autonomy."

4. Model Servant Leadership

To stamp out entitlement in ourselves and in emerging generations, leaders must practice servant leadership.

According to Robert K. Greenleaf, author of *The Servant as Leader*, servant leadership is the philosophy and set of practices that enriches the lives of individuals, builds better organizations, and ultimately creates a more just and caring world. "The servant leader is servant first. It begins with the natural feeling that one wants to serve, to serve first," says Greenleaf.[7]

A servant leader prioritizes the needs of others first. A servant leader always asks the question, "Why don't I?" instead of "Why don't they?" It's why famed leadership author Simon Sinek titled his book *Leaders Eat Last.*

It's up to leaders to expect more, to raise the lid of Generation Z's potential by modeling servant leadership so that Gen Z is equipped to model it for future generations.

Four Entitlement-Ending Phrases to Communicate to Generation Z

1. **Don't demand a voice, earn a voice.** Before making demands, make an effort. Give your effort, help, and support without expecting anything in return.
2. **Be content but never satisfied.** Be humble, yet confident. Be grateful, yet hungry.
3. **Prioritize marinating over microwaving.** The most rewarding and strongest careers, skills, and expertise are built slowly and steadily. Persevere with patience.
4. **Do your best** and forget the rest.

Chapter 44

Improving Generation Z's Critical-Thinking Skills

LEARN HOW LEADERS CAN IMPROVE GEN Z'S CRITICAL-thinking skills according to a top-ranked leadership expert.

Online and social media serve as the main source of news for the majority of eighteen-to-thirty-four-year-olds.[1] Not surprisingly, Millennials and Gen Z are the least likely generations to turn to TV, radio, or print for news.[2]

It's becoming increasingly important for Millennials and Gen Z to apply critical thinking to the news and information they consume on a daily basis.

In my recent podcast interview with top-ranked leadership expert and author of *The Potential Principle: A Proven System for Closing the Gap Between How Good You Are and How Good You Could Be*, Mark Sanborn,[3] I asked him, "How can leaders help Gen Z develop better critical thinking skills?"

"The faster something validates our world view, the quicker we adopt that point," says Sanborn. The lack of critical thinking is preventing Gen Z from building confidence to earn success and reach their highest potential.

Two Simple Steps for Improved Critical Thinking

1. Get the Facts

Sanborn describes the basic tenants of critical thinking as:

- Says who?
- How do they know?

"Just as easy as it is to access the wrong info, it's easy to background a question," says Sanborn. Sanborn suggests checking various verification sites, like Snopes, to check facts and verify information.

2. Interpret the Facts

"Everyone is influenced by culture and media. We don't really think for ourselves. We use inputs from others, like our parents, friends, etc., who are a product of their parents, friends, teachers, pastors, and authors," says Sanborn.

Unfortunately, most of the time people are not looking for information; they are looking for validation. In order to develop better critical-thinking skills, Sanborn suggests:

- Ask yourself, "Am I looking for validation or information?"
- If you are looking for validation, ask yourself why.

If you are not willing to examine your beliefs, you are not thinking critically. Sanborn says, "Most [people's] thinking today is getting information—often opinion based—and then using that to validate their emotions rather than to educate their thinking."

Sanborn concluded, "We are entitled to our own opinions, but not to our own facts. . . . Critical thinking is getting the facts and then making your own interpretation of those facts."

Chapter 45

How to Manage Remote Generation Z Workers

THE NUMBER OF PEOPLE WHO SAY THEY'VE QUIT A JOB due to lack of flexibility nearly doubled from 17 percent in 2014 to 32 percent in 2017.[1]

Thirty-four percent of Millennials have left a job because it did not have work flexibility,[2] and 45 percent of Millennials intend to leave companies within two years that have inflexible work environments.[3]

Thirty-three percent of Gen Zers demand a say over their schedule,[4] and 35 percent would never tolerate being forced to work when they don't want to.[5]

Flexible work and remote working are strong talent-retention tools in an untethered world.

Flexible work is typically defined by the flexibility in the amount of hours worked, the scheduling of hours worked, the place of work, and in how work gets completed.

According to a recent FlexJobs survey, no one surveyed cited "the office during traditional hours as their location of choice for optimum productivity."[6] Not only are the emerging generations interested in

integrating work and life more seamlessly through flexible work, but they can be more productive while remote working.

According to the FlexJobs survey, here's how employers benefit from offering Gen Z flexible work options:[7]

- **Bottom-line savings:** 35 percent said the emerging generations would take a 10 or 20 percent cut in pay.
- **Boosted focus:** 27 percent are willing to forfeit vacation time.
- **Higher input:** 22 percent would be willing to work more hours.
- **Heightened loyalty:** 82 percent say they would be more loyal to their employers if they had flexible work options.
- **Reduce turnover:** 34 percent have left a job because it did not have work flexibility.
- **Increased productivity:** 60 percent said they would be more productive at home vs. an office.

Flexible work is becoming more plausible and popular, and the benefits of flexible work are clear. However, leading and instilling unity in a remote workforce can be challenging.

Are you prepared to manage across time zones, generations, and cyberspace?

Ten Tips for Managing Remote Gen Z Workers

1. Hire Right

The best way to set yourself up for success when it comes to managing a remote team is to hire the right and best talent for the job. Ensure the new hire fits the company culture and be clear about employee expectations.

2. Outline Expectations

One of the benefits of a remote team is that employees can be reviewed and rewarded based on performance (output) rather

than attendance (input). This dynamic makes the buy in of the expectations easier for the remote team.

Because remote work is less structured than on-site work, clear expectations are critical. Make the following clear with your remote Gen Z team:

- Company mission and vision
- Expected number of working hours per day and week
- Key performance indicators (KPIs)
- Weekly, monthly, and yearly goals
- Communication cadence (how often communicatio n needs to happen)
- Tools and resources to be used
- Which tasks or projects they own
- Who and when to contact for help/support
- Management availability (when, where, and how to be reached)
- Team availability (when, where, and how to be reached)

Remote working works best when there are clear expectations and trust. Clearly outline the expectations, and offer the necessary autonomy and trust for Gen Z to execute.

3. Connect Consistently

When working with remote teams, if you're not connecting consistently, days will turn into weeks and weeks into months, and before you know it, you have an isolated team that is disconnected from the organization's goals and mission.

In the absence of consistent communication, research shows that the emerging generations react more negatively than previous generations.[8]

Schedule predictable, reoccurring, and agreed-upon meetings. It's also important to make check-ins more conversational than the daily project updates or briefings you might conduct over email or chat. This will help to build rapport and keep communication open.

In the *Harvard Business Review* «article "How to Manage Remote Direct Reports,"[9] Mark Mortensen, an associate professor of organization behavior at INSEAD, recommends visiting remote employees regularly especially in the early stages. "If you can get yourself to their location when you first start working together, that's invaluable," Mortensen says. "Seeing people one on one, face to face sets the tone and gives people a sense of comfort." As the arrangement stabilizes, "Predictability is more important than a particular frequency," Mortensen says. "If your direct report knows you're there every six months, it helps build trust."

Consider having a designated hour each day or once a week where the whole team is expected to be online working at the same time, regardless of time zones (if possible). This allows the team to collaborate or help each other out in a unified and predictable way.

Lastly, an "open-door policy" doesn't work for a remote team. Instead, remote managers might consider an "open-status policy" where they keep their online status (busy, away, available, etc.) accurate so that remote employees know when they can connect with you.

4. Communicate Strategically and Transparently

When communicating with remote Gen Z employees, every communication has to be used strategically, delivered transparently, and sent via the right channel.

Here is a quick guide for how to use today's primary communication channels:

- **Email:** Exchanging objective and brief information
- **Chat:** Announcements, general news, team conversation, informal conversing, and socializing.
- **Skype (video):** Detailed, focused, feedback-rich, long, emotional or difficult conversations
- **Phone:** Detailed, long, emotional, or difficult conversations (phone should be the last resort if video chat is unavailable)

Ensure transparency throughout your communications. The more informed the remote Gen Z team is, the easier it is for them to be productive and autonomous.

Create transparency with how and where information can be accessed. Making the same information available and easily accessible allows the team to function as a single unit. Google Docs, Dropbox, or other file-sharing services can be leveraged to streamline and consolidate the consumption and sharing of important information across the remote team.

5. Track Proactively

As remote workers, Gen Zers are seeking autonomy and independence, so giving them the responsibility to track and measure progress is empowering for them.

Invest in the right software and technology to track progress effectively. Time trackers (such as HubStaff, When I Work, or Time Doctor) help to boost accountability and allow for easy tracking of the time worked. Employees can also share screencasts (image or video recording of a computer screen) of their completed or pending projects for managers to review. It's often easier to communicate this way than in writing. Also consider task management and activity-tracking tools IDoneThis and Asana to review what the team and individuals are accomplishing.

Be sure to apply the same metrics to the entire team. Remote Gen Z workers will want to know they are not being treated or tracked differently.

6. Monitor Well-Being

Remote workers can have a harder time setting boundaries between work and personal. Many managers fear that the independence of a remote worker will lead to laziness and slacking off. David Heinemeier Hansson, *New York Times* best-selling author of *Remote: Office Not Required*, says, "The greater danger is for [remote] employees to overwork themselves and

burn out. It's the manager's responsibility to guard against this outcome."

Ensure employees are maintaining work-life harmony and taking the appropriate time for themselves. Consider using a tool like CultureAmp to stay ahead of employee satisfaction and engagement. CultureAmp enables new-hire surveys, onboarding, employee-engagement surveys, single-question polls, and more, all delivered via web or mobile to satisfy the savvy Gen Z worker.

7. Cast Vision

Remote managers who fail to connect remote workers' efforts with the big picture risk employees feeling unimportant and isolated.

Consistently map the work of the remote employees with the organization's objectives. Vision leaks inside every organization, so make it a priority to routinely communicate the "why" of the organization and team. A compelling and clearly defined vision also helps a remote team to establish common ground with each other over the shared vision.

Mapping the business progress to individual tasks and team effort is key to motivating remote Gen Z workers.

8. Prioritize Face-to-Face Meetups

KISSmetrics holds an annual summit for its remote workers, Buffer's remote employees get together for retreats every five months, and Automattic gets their entire four-hundred-person company together every year for a "grand meetup" in a beautiful location.

These companies have discovered a secret to cultivating culture among remote workers: face-to-face meetups. The face-to-face meetings create opportunities for employees to bond, build trust, relationship build, and have fun—all core to building enduring company culture.

Use the money you save on office space and prioritize face-to-face meetups, because putting a face to the name at the end of an email or a personality behind the Slack/Skype profile goes a long way.

9. Share Company Swag

Because remote workers aren't entering a building where the lobby and hallways are decked out with company logos and motivational company tag lines, it's easier for remote workers to feel disconnected from the company brand.

Sending company swag (T-shirts, phone cases, coffee cups, etc.) to your remote team can help to keep them connected to the company brand. Consider sending the swag to the remote worker's entire family since they are essentially sharing the same "office" at times.

10. Cultivate Culture Remotely

Face-to-face meetups are a great way to jump-start company culture among remote workers. Sustaining a healthy culture after an in-person meetup takes intentional planning.

Three Ways to Cultivate Culture Remotely

1. Create a Digital Watercooler

Watercooler talk (random and nonwork-related conversation) is nonexistent with a remote team. However, there are ways to cultivate the healthy aspects of watercooler talk (spreading of ideas, team camaraderie and bonding, fun but nongossipy chatter, etc.) with a remote team.

Chat services like Slack, HipChat, or Basecamp are ideal for creating "channels" where watercooler talk can happen. Create a fun channel—essentially a chat room focused on a specific topic— such as #random, #laugh-out-loud, #Netflix-binge-watchers, or

#watercooler, to create a place where the team can let off steam while bonding and building rapport with one another.

2. Knowledge Share

Encouraging remote employees to share their knowledge is a great way to cultivate culture. Knowledge-sharing sessions could be work related or not . . . the more personal or abstract the knowledge, the more fun for Gen Z.

Leaders should also consider hosting a reoccurring town-hall meeting where the status of the company, pending and upcoming decisions, recent changes, financial updates, and so forth are discussed. Some organizations have had success cultivating company culture remotely by hosting monthly "no question is off limits" Q&As where remote workers can ask anything and get honest, transparent answers.

3. Send Recognition

Consider using gifs (short looping videos from giphy.com, for example) when using a chat service, like Slack, to celebrate wins and convey greater emotion and excitement among your remote Gen Z workers. If a picture is worth a thousand words, then a gif must be worth two thousand words. It's powerful, productive, and great for cultivating culture remotely.

Tango Card is a Slack integration that allows employees to send e-gift cards (such as Amazon Gift Cards) to teammates directly in Slack. Per-reward maximums and other parameters can be set to ensure the tool isn't abused. Overall, it's a sleek and innovative way to boost morale and cultivate culture with your remote Gen Z workers.

In conclusion, work has shifted from a place to a space. Ensure your organization and leadership have shifted to thrive in this new era of work.

Chapter 46

How One Manager Reduced Generation Z Turnover by 50 Percent

"HOW DO I MANAGE BLUE-COLLAR GEN ZERS?"

This is a question I get often when I am speaking and consulting with organizations in industries where they are struggling to fill industrial or skilled trade jobs with Gen Z. Once they finally acquire Millennial talent, they are very interested in learning how to retain them.

In preparation for a recent keynote speech, I met with Rick (not his real name), who manages a team of Gen Zers who are technicians at a large construction-and-agricultural equipment dealership. Rick openly shared how he has successfully managed blue-collar Gen Zers and was able to improve Gen Z turnover by 50 percent in six months.

Four Shifts to Better Manage Generation Z
1. Replace Managing with Coaching

Rick found that the "my way or the highway" type of management that he relied on for years was not working with Gen Z.

Instead, Rick began favoring a leadership style of coaching. The most effective coaching happens when leaders prioritize curiosity over instruction. Resist the urge to give advice, and instead give in to asking more questions.

Rick also abandoned micromanaging. Instead, Rick allows more margin for his Gen Z workers to fail. More failures equate to more opportunities for coaching. (Read Chapter 34 for three effective steps to coach the next generation.)

2. Anticipate the Boomerang

Rick realized his perspective on exiting and returning Gen Z employees needed to shift. Instead of holding a grudge and viewing former employees as damaged goods, Rick realized the opportunity for turn boomeranging Gen Z into the company's strongest ambassador. Because Gen Zers are young in their careers and might have limited experience, they may be unaware of how green the grass is currently under their feet.

Rick is now committed to executing exit interviews and leaving the door wide open for Gen Zers to boomerang back.

3. Adjust Feedback Frequency

Like so many other leaders, Rick was faced with the reality of Gen Z desiring more feedback at work. In fact, 60 percent of Gen Zers want multiple check-ins from their manager during the week; of those, 40 percent want the interaction with their boss to be daily or several times each day.[1] Rick made tweaks to his schedule and communications to ensure he interacts daily via face to face, call/text, and/or email to provide the necessary correction or direction his Gen Z employees need to perform.

Rick also participates himself in the increased feedback by soliciting routine anonymous feedback from his team. (Read Chapter 41 for insights on how best to deliver feedback for Gen Z.)

4. Rethink Quality Candidates

Rick decided to stop discarding the résumés where Gen Z candidates had multiple jobs over just a few years. As work cycles continue to spin faster in today's fast times, job hopping is no longer the red flag it once was. Hopping into the same job over and over is the new red flag.

Rethinking the qualities of an ideal candidate and looking at résumés with a fresh perspective has enabled Rick's pool of qualified candidates to expand. Rick narrows the talent pool by having candid conversations with candidates via phone or Skype early in the recruiting process. (Read Chapter 16 to learn how to use video to recruit Gen Z.)

Chapter 47

How VaynerMedia Leads an Organization of Generation Z

SEVENTY-FIVE PERCENT OF THE 2025 GLOBAL WORK-force will be Millennials and Gen Z.[1] For organizations with a growing Millennial workforce, it's critical to engage Gen Z in order to avoid the high recruiting, training, and loss of productivity costs associated with employee disengagement.

With a workforce that is 80 percent Millennials and Gen Z, VaynerMedia—the full-service digital agency founded by Gary Vaynerchuk—believes creating more company heart is the solution to better engage their over six hundred Millennial and Gen Z employees.[2]

I recently interviewed VaynerMedia Chief Heart Officer Claude Silver about how creating company heart can engage and retain next-generation talent.[3]

Six Ways to Secure Gen Z Loyalty by Creating Company Heart

1. Choose Honey over Vinegar

One of Vaynerchuk's goals for VaynerMedia is to "create the greatest human organization in the history of time."[4] How will

they achieve it? Silver says by being a "honey empire." A honey empire is the blending of a flat organization where everyone is treated equally (honey) and a meritocracy where talent is chosen and moved ahead based on their achievement (empire).

According to Silver, a honey empire is all about "putting people first and . . . doing right by people." Making company decisions that don't make sense on paper but that make sense in the heart is why Silver's chief heart officer role was created and how they plan to engage and retain Gen Z moving forward.

2. Monitor the Company Pulse

It seems natural that someone with the word "heart" in their title should be concerned about the pulse of the organization. Silver uses Gmail to send pulse surveys—short and frequent surveys designed to keep a pulse on a team or organization—to different employees at various times. The pulse surveys include one to three questions that elicit honest and in-depth feedback that goes directly to Silver. The goal of the pulse surveys is to create data that can be acted on.

The pulse surveys also offer employees the option to signify their level of engagement or satisfaction with work. Silver will reach out to employees that have used angry, frustrated, or sad emojis and ask for a "check-in." She also does the same for those who mark themselves as happy. Keeping a finger on the pulse of all of the six hundred employees, no matter their experience and office location, is a huge priority for Silver. And the "check-ins" allow Silver to move Gen Z from a "place of angst to a place of *you are heard*."

3. Lead with the Heart

Employee engagement and employee experience tend to get a lot of lip service within organizations. At VaynerMedia, company heart starts at the top, with Vaynerchuk injecting empathy into all of his employee interactions, changing the human-resources department name to "People and Experience," and finding

leaders that lead with the heart. VaynerMedia is winning at Gen Z engagement because Vaynerchuk and Silver are leaders that lead with humanity and "intuitively get people."

Silver wholeheartedly sees and wants to celebrate what makes people unique. Her mission is to create the conditions for teams to thrive. She sets people up to grow and shine, and gets them to a place where they want to turn their fellow employees into champions, as well. Her authentic communications and genuine connections with people are what keep Gen Z engaged and wanting more.

4. Support Whole-Person Growth

"The level of perfectionism and anxiety that Gen Z bring into the workplace is unbelievably high," says Silver. "It's up to leaders to provide the lessons and guidance to [the emerging generations]." The most effective way to lead the emerging generations is by coaching—guiding them through their self-directed learning, mistakes, and successes.

Silver holds "North Star sessions," where she whiteboards employee's values, leadership skills, and career paths, ultimately coaching and guiding them to identify their purpose statement. Silver understands that belonging and connection are important to Gen Z, and so she makes it a high priority to see and develop the whole person so that they can "bring their best self to work."

5. Abandon Ego and Envy

"[Being] open to being a guide, open to not always being right, and humble enough to know you don't have all the answers are important for leaders [of the emerging generations]," says Silver. Silver urges leaders to drop any ego or envy when leading Gen Z.

Silver encourages leaders of the emerging generations to lead with heartfelt curiosity. "Lean into diversity. . . . Be open to receiving the gifts [Gen Zers] have to offer. . . . Lead from a place of humility, not authority," says Silver. Being mindful, humble,

and full of humanity is how Silver successfully pours heart into the organization, and how she has created a loyal tribe of Gen Z and Millennial employees.

6. Deliver Radical Candor

This is how VaynerMeida uses radical candor to retain and engage their next-generation workforce.

The best Gen Z retention strategy ever is . . .

CARE.

This is a subtle nod to the 2009 *New York Times* best-seller *Crush It!: Why Now Is the Time to Cash In on Your Passion* by Gary Vaynerchuk, where the title of Chapter 9 is "The Best Marketing Strategy Ever." Turn the page and the entire chapter consists of one word: CARE.[5]

Caring is highly coveted by Vaynerchuk. So much so that he has found a radical way to ensure caring is part of the company culture of his full-service digital agency, VaynerMedia. VaynerMedia uses radical candor to engage its young workforce.

What Is Radical Candor?

Kim Scott, author of *Radical Candor*, describes radical candor as "the ability to challenge directly and show you care personally at the same time. Radical candor means saying what you think while also [caring] about the person you're saying it to."[6]

Scott's origin story for radical candor depicts just how efficient and impactful it can be for leaders:

> "I was walking my dog, and she almost got hit by a car. I pulled her away just in time. A perfect stranger standing at a red light looked at me, and he said, 'I can see you really love that dog.' That was all he had to do to show he cared personally—he established a basic human connection—he was emphasizing with me

since my heart was in my throat, because my dog almost just died. And then he said, 'But you are going to kill that dog if you don't teach it to sit.' That was a direct challenge. Then, to offer a little bit of help, he points at the sidewalk with a harsh gesture and says, 'Sit!' The dog sat, and I didn't even know the dog knew how to do that. I looked at the man with amazement. Then the man said, 'It's not mean . . . it's clear.' The light changed, he walked off, and I was left with words to live by."[7]

People care personally about their work because work is the activity we do most during our waking hours. Therefore, there is a lot of passion and emotion involved when you deliver feedback on employees' work. Radical candor allows leaders to bring to work the humanity necessary to connect with employees and enable their best work.

How to Use Radical Candor

According to Silver, VaynerMedia used to have a company culture that shied away from feedback. They soon realized that approach was not helping the individual or the organization. Silver and Vaynerchuk now use radical candor in all meetings with leaders.

Silver uses radical candor in her one-on-one coaching sessions. She teaches the radical-candor approach to other leaders throughout the organization, and she trains her direct team so they can train other leaders on how to use radical candor.

"Move from coddling and being vague [with Millennials and Gen Z] to viewing the act and art of giving feedback as care," says Silver.[8] "Be extremely clear with your feedback, and care for the employees' growth and development."

To be unclear is to be unkind. And, in the words of Theodore Roosevelt, "Nobody cares how much you know until they know how much you care."

VaynerMedia's strong radical-candor culture encourages employees to solicit, give, and exchange feedback freely. This has enabled VaynerMedia to attract, engage, and retain Gen Z, since two-thirds of Gen Zers say they need feedback from their supervisor at least every few weeks in order to stay at their job.[9] (Read Chapter 41 for insights on how best to deliver feedback to Gen Z.)

Radical candor has enabled over six hundred of VaynerMedia's emerging generation employees to do the best work of their lives, build the best relationships of their career, and bring their full selves to work.

Care personally and challenge directly to engage your Gen Z workforce.

Section 7

. . .

Bonus Generation Z Insights

Chapter 48

Raising Generation Z to Be Tech Healthy

HUMANS HAVE A PAST WITH RESISTING CHANGE.

Around 370 BC, Socrates warned against writing because it would "create forgetfulness in the learners' souls, because they will not use their memories."[1] People railed against the first newspapers, arguing that it socially isolated readers and would erode face-to-face communication. When radio and television arrived, many were fearful that it would distract children, diminish performance in school, and turn their brains to mush.

Now enter technology and the internet, an endless on-demand combination of writing, radio, and television rolled into one. If anyone was going to be concerned about forgetfulness, social isolation, distraction, and mushy brains, it would be today.

Creating healthy limits around technology couldn't be more important as augmented reality and virtual reality—forecasted to generate $150 billion in revenue by 2020[2]—become more mainstream. The next generation of entrepreneurs and employees will have to strike the right balance between interpersonal skills and participating in the most immersive virtual worlds humanity has ever seen.

Finding the right balance starts with parents.

Instead of resisting technology and today's innovation, parents must lean into it intentionally. Consider these tips to adequately raise up a high-tech and high-touch generation capable of thriving in the twenty-first century and beyond.

Five Actions for Parents to Raise Tech-Healthy Kids

1. Educate Yourself

Encourage active educational screen time (creating, thinking, reading, interacting, etc.) over passive entertainment-based screen time (swipe only, watching video, etc.).

Consider educational content such as Zoodles, which offers thousands of free learning games, videos, and books for kids, or Tiggly, which allows toddlers to use physical blocks to interact with an iPad to learn words, shapes, and math. Sites like Common Sense Media can also be helpful to see reviews of the best apps for kids.

2. Share the Experience

Help your child get the most out of a smartphone or tablet by sharing in the experience (also known as "coviewing"). Engage with your child as they try new apps, or allow them to take a photo of an animal and then go online with them to explore more about the animal. An involved parent will know which devices to continue, limit, or remove.

3. Decide to Disconnect

Psychologist Yalda T. Uhls was the lead author of a study that showed after five days without screens, preteens improved in their ability to read emotional cues.[3] Be careful not to label time as "tech free," because that could imply that tech is bad. Instead, introduce board games or puzzles, and stress the importance of dialogue, focus, listening, or quiet personal reflection.

4. Establish and Reestablish Limits

Much like revisiting a budget on a routine basis, the tech boundaries should be reevaluated, as the technology will inevitably and quickly evolve. Dr. Carolyn Jaynes, a learning designer for Leapfrog Enterprises, says, "By age three, many children are active media users and can benefit from electronic media with educational content."[4]

As a child is introduced to technology, practice a gradual-release model where a parent allows the child more time with the device as he/she proves they can handle it.

5. Model a Healthy Tech Diet

Kids won't examine or adjust their technology behavior because they are concerned about how it may thwart their future ability to empathize or focus. It's a parent's responsibility to guide them and model the necessary behavior. How can someone identify the blind spots, pitfalls, and benefits of technology if they aren't actively using it themselves?

Parents must be tech savvy in order to stay one step ahead of their kids in the real and virtual worlds of tomorrow. Parents must be equipped to intervene online if a line is crossed, just as much as if a line is crossed offline.

Read Chapters 23 and 24 for more insights on how to help Gen Z gain control of technology and social media.

How to Save
Generation Z from Tech Dependence

Worldwide, eight in ten births are to "Digital Natives" (a.k.a. Gen Z).[5] As more and more of the next generation of tech-savvy entrepreneurs and leaders (take Mark Zuckerberg, for example) begin to have kids, the question becomes not *if*, but *when* should kids be introduced to technology.

The entire world seems divided on the topic. A new global survey found that 53 percent of people agree that "digital technology and the internet are ruining childhood," and yet 52 percent also said that kids growing up without internet access are at a notable disadvantage.[6]

What's a parent to do?

There seems to be some consensus behind the American Academy of Pediatrics' recommendation that media should be avoided for infants and children under age two.[7] They emphasize that a "child's brain develops rapidly during these first years, and young children learn best by interacting with people, not screens." Children under two years of age develop cognitive, social, and language skills best in the real world.

But, for kids younger than eight years old, it's the Wild West. Many researchers believe it's still too early to draw conclusions on any fundamental changes to children's cognition as a consequence of technology.

However, what is clear is that technology is a potent change agent that is not only changing what we do, but who we are (regardless of age).

Today's parents find themselves with three options when it comes to kids' technology use.

Ban Technology

Steve Jobs didn't let his kids use iPads. Other tech-executive parents from Silicon Valley have decided to shield their kids from technology, sending their kids to anticomputer and screen-banning schools, like Waldorf School.

Technology is a new staple in the fabric of life. Recreating a tech-free childhood of past generations is impossible in a world where there are more active mobile devices than people. For a generation who will be using technology for the rest of their lives

to interact with classmates, friends, family, and eventually coworkers, banning technology isn't a realistic or productive long-term solution.

Boundaryless Technology

New York Times best-selling author, investor, and entrepreneur Gary Vaynerchuck has a strong stance for his children's technology use. "I'm not restricting hours of a second or third screen for my children because I think it's actually prepping them for the world that's actually going to exist. Kids who are restricted to one hour [of screen time] a day will overvalue technology."[8]

As a new Millennial parent myself, my emotional reaction (shared by millions of others) to this Nature Valley commercial signifies the raw power in disconnecting from a connected world in order to reconnect with one's true self. Research has found that time outdoors, especially interacting with nature, can enhance mood, restore attention, lower stress, and reduce aggression.[9]

Balance Technology

The former editor-in-chief of Wired and now CEO of 3D Robotics, Chris Anderson, is a father of five who institutes time limits and parental controls on every device in their home.[10] Understanding the power and capacity of technology while appreciating the dangers and pitfalls is the sweet spot for today's parents. Balance is best.

Today's best entrepreneurs, leaders, and parents are double threats. They leverage technology for enhanced learning, productivity, and influence while maintaining strong offline communication skills in order to listen, collaborate, and inspire.

A healthy diet of online and offline activity is critical in

establishing the necessary credibility and capability to parent in a hyperconnected world.

Beyond the age of two, I don't think it matters how young your kids are when you introduce them to technology. Besides, how can you ignore it when STEM toys, like Fisher Price's Think & Learn Code-a-Pillar, steal the show at CES 2016?

Rather, what matters is how involved you are as a parent in guiding their use of technology. You'll be better equipped to monitor and influence your children's technology use if you can master the use of technology for yourself.

Kids aren't going to self-monitor or adjust their technology behavior because they are worried about how it may hinder their future ability to empathize. We must move beyond the "Do as I say, not as I do" parenting style, and *do* strike a balance with technology.

It's time that today's tech-decedent parents model healthy high-tech and high-touch behavior so that Gen Z and beyond can stand on our shoulders instead of peeking around a screen.

Chapter 49

How Generation Z Makes Purchasing Decisions

BETTER POSITION YOUR PRODUCT OR SERVICE WITH Gen Z by understanding their values, how they make purchases, and how they differ from Millennials.

Jeff Fromm and Angie Read, authors of *Marketing to Gen Z: The Rules for Reaching This Vast—and Very Different—Generation of Influencers*, recently shared their Gen Z marketing insights on my podcast.[1] The following are the highlights from our conversation:

What Words Best Describe Generation Z?

- Fiscally responsible
- Independent
- Focused
- Determined
- Hard working
- Competitive
- Entrepreneurial

Why Is It Important to Understand Generation Z?

- Youth culture is impacting American consumer culture across generations much more broadly than ever before. The next generation provides data points into what's likely next for industries.

- Gen Z is one of the most powerful consumer forces in the market today. Their buying power is $44 billion and expands to $600 billion when considering the influence they have on their parents' spending.
- Gen Z will represent 40 percent of American consumers by 2020.

How Is Generation Z Similar to Millennials?

(Read Chapter 8 for more on this topic.)

- The digital, social, and mobile behaviors of Gen Z and Millennials are similar.
- They are both early adopters of all things that simplify their lives.

How Is Generation Z Different from Millennials?

(Read Chapter 8 for more on this topic.)

- Privacy matters more to Gen Z. They are very careful and intentional about managing their online reputation.
- Gen Z is fundamentally moving toward more traditional values. They are old souls in young bodies.
- Gen Z will be more competitive. This is in contrast to Millennials' collaborative behaviors.

What Are the Values of Gen Z?

- Human equality
- Family
- Individuality
- Personal success
- Financial security
- Authenticity/transparency

How Does Generation Z Make Purchasing Decisions?

- **Quality and value:** Gen Z wants to know they are getting the most for their money.
- **Identity:** Gen Z considers if the brand fits their unique identity and/or if the product reflects their own values.
- **Peers:** Gen Z crowdsources their purchasing decisions and seeks the opinion of their peers before (and after) buying.
- **Accessibility:** Brands must make their products or services available in a mobile-friendly and mobile-first fashion.
- **Hyperconvenience:** A step up from accessibility, Gen Z wants just-in-time products/services that can be consumed instantly.

What Makes Brands Relevant to Generation Z?

- **Taking a stand on important issues.** Gen Z practices what they preach, and they expect brands to do the same.
- **Reflecting a more realistic portrayal of life.** Marketing messages that depict a nondiverse and utopian world won't resonate with Gen Z.
- **Creating authentic two-way conversations** that allow Gen Z to cocreate with brands. Don't market to them; market with them.

How to Earn the Attention of Generation Z Consumers

Gen Z buys differently than other generations.

Prior to Gen Z, consumers were limited with the amount of information and research they could do on their own. Much of the consumer research was executed in a physical store

where the eager salesperson was ready to "sell" the product or service.

Gen Z's buying and decision-making processes are different. Gen Z uses search engines and social networks to research, then they allow their personal networks to weigh in on their buying decision via social media.

Similar to a B2B buying process, Gen Z is buying by committee for important decisions or for everyday buying decisions, such as clothing or food. They are looking for consensus among their network.

If Gen Z does not purchase directly online, the shopping process is just about complete by the time they arrive at the physical store. Brick-and-mortar stores were once the purchase point but are now the pick-up point.

Gen Z's buying decision is finally complete upon receiving the intended likes and comments in responses to the unboxing video or unveiling product posted on online.

How Can Brands Successfully Insert Themselves into Generation Z's Buying Process?

Earn their attention and loyalty through a compelling narrative.

"[Gen Zers] are all authors in their own way, and they are publishing their autobiography every single day. They are adding a chapter . . . and if you want a placement in that chapter, you can't be just a commercial, you have to be part of the story," says Michael Solomon, author of *Marketers, Tear Down These Walls!: Liberating the Postmodern Consumer*, in my recent interview with him.[2]

Before buying, Gen Zers will ask themselves, "How does [this product or service] actively fit into the narrative of my life?"

"[Gen Zers] are thinking about brands in a different way," says Solomon. Gen Z wonder how the brand tells the story of their life.

Solomon urges brands to tell their story authentically and to leverage their heritage. "If brands have an interesting backstory, tell that story and tell it often," says Solomon.

The Ten Brands Generation Z Trusts Most

"Gen Zers are not brand loyal."

I hear this false statement a lot in my line of work as a Millennial and Gen Z keynote speaker and trainer. Typically, this statement is uttered by an individual or group that doesn't understand Gen Z and/or who hasn't done the hard work to earn the loyalty of Gen Z.

Young consumers have different buying behaviors and elevated expectations. The brands that understand their behaviors and exceed expectations will win the loyalty of Gen Z.

One integral part of earning the loyalty of Gen Z is building trust.

Recently, twenty-seven thousand thirteen-to-thirty-six-year-old consumers were surveyed about their perceptions of and relationships with over two hundred brands. In addition, respondents were asked the question "Which of the following [brands] are trustworthy?"

Here are the top-ten brands Generation Z trusts most:[3]

1. Oreo
2. Nike
3. Hershey's
4. Kraft Mac & Cheese
5. Little Debbie
6. M&M's
7. Amazon

8. Under Armor
9. Levi's
10. Apple

Many of Gen Z's most trusted brands are the treats and favorites that they've grown up with—Kraft Mac & Cheese and Little Debbie—and have positive memories of these brands satisfying their literal cravings. In fact, 80 percent of thirteen-to-thirty-four-year-olds say they are most trusting of brands that have existed for a long time.4

Three in five thirteen-to-thirty-four-year-olds say that they trust a brand more when they have reliable customer service,5 which makes Amazon an easy brand choice for Gen Z, considering the e-commerce giant has made customer service a high priority.

In fact, trust in Amazon is so high that 38 percent of Amazon customers say that they would trust the company with their finances as much as they would a traditional bank.6

Understanding more about Gen Z, how they make buying decisions, and how to build trust with them will prove critical for any organization trying to earn their attention and loyalty.

Section 8

. . .

Conclusion

Chapter 50

Six Steps to
Create Lasting Change

"OUR ORGANIZATION NO LONGER NEEDS TO innovate . . . "

Said no one ever. Especially after learning how much change and innovation Gen Z will be causing and expecting as they enter the marketplace.

After reading this book and as you consider how to implement new strategies to recruit, engage, and lead Gen Z, the question you are now burdened with is, "How can I successfully innovate and implement new strategies without alienating other generations, current customers, or existing employees?"

Now more than ever, a "this is always how we've done it" mindset is a slippery slope to irrelevance. Neglecting to change and innovate makes any leader or company instantly vulnerable to be put out of business at the speed of Uber.

Adopt the following steps to mitigate the risk of change and ensure innovations persist inside your organization.

Six Steps to Mitigate Risk and Create Lasting Organizational Change

In 2006, Shane Todd, a Chick-fil-A franchise owner and operator in Athens, Georgia, created the highest-rated product on Chick-fil-A's menu.[1] Here's how he did it:

1. Inspect Intentions

Does the innovation stem from good intentions?

Todd's customers were always asking for milkshakes, but Chick-fil-A only served their popular "home-style" ice cream, Icedream®. Todd didn't allow his frustration with the menu-strategy team not offering a milkshake get in the way of creating a better experience for his customers.

Inspect the intentions behind the intended innovation to ensure it's beneficial to the company and customer.

2. Achieve Alignment (Values)

Does the innovation align with the organization's value or mission?

One of Chick-fil-A's values is "customer first," where employees are encouraged to go the "second mile" and provide services not common in a quick-service restaurant, like offering fresh ground pepper to patrons or assisting parents with small children to their table. Todd would be putting his customers first by providing them with the highly requested milkshake they had been asking for.

Ensure alignment exists between the intended innovation and the company's values.

2.5. Achieve Alignment (Product/Service)

Does the innovation align with (or enhance) existing products or services?

If Todd's innovation had included pizza or tacos, he would

have scrapped the idea because it did not align with Chick-fil-A's existing products. Because milkshakes could pair well with existing products while maintaining product leadership with Chick-fil-A's core menu items, it made the innovation less risky.

Ensure alignment exists between the intended innovation and existing products or services.

3. Collect (Some) Consensus

Does the innovation have consensus with one or two decision makers?

Before selling milkshakes, Todd ran the idea by a few key Chick-fil-A leaders who had enough authority to shut down the idea, but instead supported his efforts. Involve too many people, and Todd would've run the risk of stalling the innovation. Don't involve anyone, and Todd would've run the risk of damaging the brand or limiting the sustainability of the innovation. Securing the appropriate amount of support is a delicate balance.

Collect consensus discreetly and strategically.

4. Start Small

What small steps can be taken to test the innovation?

Todd started small by introducing the milkshake at his restaurant. He bought the whip cream and cherries on his own and began delivering the milkshakes to his customers.

Starting small provides favorable anonymity, which mitigates risk and creates an environment for the innovation to fail forward.

5. Verify Viability

How will the innovation prove successful?

Service time was important to Chick-fil-A senior management, so Todd ensured he could make one milkshake in less time it took to prepare two Diet Cokes. Customers were also surveyed and

provided positive comments, such as, "It was the first fast-food milkshake that actually tasted like it was homemade."[2]

Identify clear and measurable success indicators.

6. Scale Strategically

How will the innovation be successfully scaled?

After the milkshake success Todd had at his restaurant, Chick-fil-A rolled out the milkshakes in twenty-six restaurants in North Carolina and conducted an extensive year-long evaluation. Customers of the test restaurants were surveyed, giving the milkshakes a 4.6 out of 5 in overall taste. Chick-fil-A soon rolled out the milkshakes nationwide, and two years later, the milkshake was the highest-rated product on Chick-fil-A's menu.[3]

✳✳✳✳✳✳

The story behind Chick-fil-A's highest-rated product is an innovation masterclass and a blueprint for lasting organizational change. It's also an inspiring reminder that one person can create impactful and sustainable change.

I sincerely hope that some of the strategies in this book, coupled with this six-step blueprint, can be the catalyst for you to create organizations, teams, and work that will inspire and equip Gen Z to work purposefully, live generously, and eventually lead confidently.

Best of luck.

Notes/References

Chapter 1

1. Fottrell, Quentin. "Step aside, Generation X - the Millennials Are Coming." *MarketWatch*, May 30, 2015. https://www.marketwatch.com/story/step-aside-generation-x-the-millennials-are-coming-2015-05-11.

2. "Generation Z: Five Surprising Insights." *Multivu*, July 22, 2015. http://www.multivu.com/players/English/7074554-robert-half-enactus-generation-z/.

3. "A Guide to Leading the Multigenerational Workforce." UNC Kenan-Flagler Business School, n.d. https://cdn3.onlinemba.unc.edu/content/b5c0038fc225476eb1f7793b0396c3ff/Final_Multigenerational_Workforce_Guide_Optimized_Trial.pdf.

4. "Life Expectancy." *Wikipedia*. Wikimedia Foundation, n.d. https://en.wikipedia.org/wiki/Life_expectancy.

5. Nelson, Bryan. "One Day, Humans Could Live to 150 Years or beyond, According to New Study." *MNN*. Mother Nature Network, June 30, 2017. https://www.mnn.com/health/fitness-well-being/stories/humans-could-live-150-years-or-beyond-one-day-according-new-study.

6. "The 2015 Millennial Majority Workforce Study." *Millennia Branding*, October 29, 2014. http://millennialbranding.com/2014/2015-millennial-majority-workforce-study/.

7. Heimlich, Russell. "Baby Boomers Retire." Pew Research

Center, December 29, 2010. https://www.pewresearch.org
/fact-tank/2010/12/29/baby-boomers-retire/.

8. "Global Diversity and Inclusion Fostering Innovation
Through a Diverse Workforce." *Forbes | Insights*, n.d.
https://i.forbesimg.com/forbesinsights/StudyPDFs/Innov
ation_Through_Diversity.pdf.

9. "Diversity & Inclusiveness." EY, n.d.
http://cdn.ey.com/echannel/gl/en/about-us/our-people-
and-culture/diversity-and-inclusiveness/index.html#our-
D-and-I-journey.

10. Taylor, Evan. "How to Leverage Generational Diversity."
U.S. News & World Report, December 23, 2013.
https://money.usnews.com/money/careers/slideshows/ho
w-to-leverage-generational-diversity.

Chapter 2

1. Levin, Dan. "Generation Z: Who They Are, in Their Own
Words." *The New York Times*, March 28, 2019. https://ww
w.nytimes.com/2019/03/28/us/gen-z-in-their-words.html.

2. "Strauss–Howe Generational Theory." *Wikipedia*.
Wikimedia Foundation, n.d. https://en.wikipedia.org/wik
i/Strauss–Howe_generational_theory.

Chapter 4

1. Maxwell, John C. *Everyone Communicates, Few Connect:
What the Most Effective People Do Differently*. Nashville,
Tennessee: Thomas Nelson, 2010.

2. Rikleen, Lauren Stiller. "Creating Tomorrow's Leaders:
The Expanding Roles of Millennials in the Workplace."
Boston College Center for Work & Family, n.d.
https://www.bc.edu/content/dam/files/centers/cwf/resear
ch/publications/executivebriefingseries/Executive
Briefing_Creating Tomorrows Leaders_Millennials.

Chapter 5

1. "Pokémon Go." *Wikipedia*. Wikimedia Foundation, n.d. https://en.wikipedia.org/wiki/Pokémon_Go.

2. Smith, Craig. "115 Amazing Pokemon Go Statistics." *Video Game Stats*, August 11, 2019. https://videogamesstats.com/pokemon-go-statistics-facts/.

3. Fry, Richard, and Kim Parker. "'Post-Millennial' Generation On Track To Be Most Diverse, Best-Educated." *Pew Research Center Social & Demographic Trends*. Pew Research Center, November 15, 2018. https://www.pewsocialtrends.org/2018/11/15/early-benchmarks-show-post-millennials-on-track-to-be-most-diverse-best-educated-generation-yet/.

4. "Looking Further with Ford: 2015 Trends." *Ford Online*, n.d. https://www.at.ford.com/content/dam/atford/archive/2014_NA/Dec/Ford-2015-TrendReportBook.pdf.

5. Frey, William H. "The US Will Become 'Minority White' in 2045, Census Projects." *Brookings*, March 14, 2018. https://www.brookings.edu/blog/the-avenue/2018/03/14/the-us-will-become-minority-white-in-2045-census-projects/.

6. Vee, Gary. "The Fastest Growing Demographic on Instagram May Shock You." YouTube, July 8, 2014. https://www.youtube.com/watch?v=Cc_4qzgU8hk.

Chapter 6

1. Wager, Meg. "38% Of Children Under 2 Use Mobile Media, Study Says." *Mashable*, October 28, 2013. https://mashable.com/2013/10/28/children-under-2-mobile-media-study/.

2. Jenkins, Ryan. "Top 4 Factors That Are Shaping Generation Z." *Inc.*, August 22, 2017. https://www.inc.com/ryan-jenkins/meet-your-future-workforce-4-factors-shaping-gener.html.

3. Jenkins, Ryan. "Tips & Trends to Win the Attention of

Generation Z [Infographic]." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/2015/02/12/tips-trends-to-win-the-attention-of-generation-z-infographic.

4. Gregory, Sean. "E-Sports Get Olympic Trial Run Before 2018 PyeongChang Games." *Time*, February 8, 2018. https://time.com/5136962/e-sports-olympics-pyeongchang-video-games/.

5. "Twitch.tv." *Wikipedia*. Wikimedia Foundation, n.d. https://en.wikipedia.org/wiki/Twitch.tv.

6. Donovan, Jay. "The Average Age for a Child Getting Their First Smartphone Is Now 10.3 Years." *TechCrunch*, May 19, 2016. https://techcrunch.com/2016/05/19/the-average-age-for-a-child-getting-their-first-smartphone-is-now-10-3-years/.

7. Smith, Aaron, and Monica Anderson. "Social Media Use 2018: Demographics and Statistics." Pew Research Center, April 17, 2019. https://www.pewinternet.org/2018/03/01/social-media-use-in-2018/.

8. Smith, Aaron, and Monica Anderson. "Social Media Use 2018."

9. Constine, Josh. "Facebook Now Has 2 Billion Month Users . . . and Responsibility." *TechCrunch*, June 27, 2017. https://techcrunch.com/2017/06/27/facebook-2-billion-users/.

10. Jenkins, Ryan. "18 Next Generation Statistics to Help Shape Your Millennial Training and Future Proof Your Organization." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/2015/10/26/18-next-generation-statistics-to-help-shape-your-millennial-training-and-future-proof-your-organization.

11. Lueth, Knud Lasse. "State of the IoT 2018: Number of IoT Devices Now at 7B – Market Accelerating." *IoT Analytics*, August 8, 2018. https://iot-analytics.com/state-of-the-iot-update-q1-q2-2018-number-of-iot-devices-now-7b/.

12. "The Many Dimensions of Gen Z." *Gazette*, June 21, 2014. https://www.post-gazette.com/opinion/Op-Ed/2014/06/22/The-many-dimensions-of-Gen-Z/stories/201406220115#ixzz35n31jHin.

13. "The High School Careers Study." *Millennia Branding*, February 3, 2014. http://millennialbranding.com/2014/high-school-careers-study/.

14. Crouch, Bob. "How Will Generation Z Disrupt the Workplace?" *Fortune*, May 22, 2015. https://fortune.com/2015/05/22/generation-z-in-the-workplace/.

15. Schawbel, Dan. "What Generation Z Entrepreneurs Are Like." *Forbes Magazine*, September 2, 2014. https://www.forbes.com/sites/danschawbel/2014/09/02/what-generation-z-entrepreneurs-are-like/#798a36524f1e.

Chapter 7

1. Smith, Kit. "126 Amazing Social Media Statistics and Facts." *Brandwatch*, June 13, 2019. https://www.brandwatch.com/blog/amazing-social-media-statistics-and-facts/#section-2.

2. "How Many Songs Are There in Spotify in Total?" *Quora*, n.d. https://www.quora.com/How-many-songs-are-there-in-Spotify-in-total.

3. Goldstein, Steven. "How Many of the 540,000 Podcasts Have 'Podfaded'?" *Amplifimedia*, August 21, 2018. https://www.amplifimedia.com/blogstein/2018/8/22/how-many-of-the-550000-podcasts-are-actually-active.

4. Al-Heeti, Abrar. "WhatsApp: 65B Messages Sent Each Day, and More than 2B Minutes of Calls." *CNET*, May 1, 2018. https://www.cnet.com/news/whatsapp-65-billion-messages-sent-each-day-and-more-than-2-billions-minutes-of-calls/.

5. Hale, James Loke. "Viewership On Twitch and YouTube Live Was Booming In Record-Breaking First Quarter."

Tubefilter, April 19, 2019. https://www.tubefilter.com/2019/04/19/twitch-youtube-live-hours-watched-this-year-top-streamers-apex-legends/.

6. "Mobile Fact Sheet." *Pew Research Center Internet, Science & Tech*. Pew Research Center, January 22, 2017. http://moglen.law.columbia.edu/twiki/pub/CompPrivConst/EveShabtoFirstPaper/Demographics_of_Mobile_Device_Ownership_and_Adoption_in_the_United_States__Pew_Research_Center.pdf.

7. Reid, Shauna. "5 Questions for Adam Alter." *Monitor on Psychology*. American Psychological Association, July 2017. https://www.apa.org/monitor/2017/07-08/conversation-alter.

8. Jenkins, Ryan. "This Is the Most Important Thing When Recruiting Generation Z." *Inc.*, January 16, 2019. https://www.inc.com/ryan-jenkins/this-is-the-most-important-thing-when-recruiting-generation-z.html.

9. Jenkins, Ryan. "This Is Causing Generation Z to Be the Most Distinct Generation Ever." *Inc.*, May 14, 2019. https://www.inc.com/ryan-jenkins/this-is-causing-generation-z-to-be-most-distinct-generation-ever.html.

10. Campisi, Jessica, and Saeed Ahmed. "Most Americans Say They Aren't up for a Vacation to Space—except Millennials." *CNN*, June 6, 2018. https://www.cnn.com/2018/06/06/us/pew-study-millennials-space-tourism-trnd/index.html.

11. "Reality Bytes: Second Annual Generational Study Reveals How Gen Z Behaves, Buys & Builds Online." *WP Engine*, January 30, 2019. https://wpengine.com/blog/reality-bytes-second-annual-generational-study-reveals-how-gen-z-behaves-buys-builds-online/.

12. "Reality Bytes: Second Annual Generational Study."

13. Biron, Bethany. "How Fashion Brands Are Trying to Connect with Gen Z." *Digiday*, June 19, 2017. https://digid

ay.com/marketing/fashion-brands-trying-connect-gen-z/?is=1.

14. Jenkins, Ryan. "Generation Z Versus Millennials: The 8 Differences You Need to Know." *Inc.*, July 19, 2017. https://www.inc.com/ryan-jenkins/generation-z-vs-millennials-the-8-differences-you-.html.

15. Jenkins, Ryan. "12 Surprising Generation Z Insights On Their Work Attitudes and Behaviors." *Ryan Jenkins, Next Generation Speaker*, n.d. https://www.blog.ryan-jenkins.com/2016/11/03/12-surprising-generation-z-insights-on-their-work-attitudes-and-behaviors.

16. Fox, Susannah, and Lee Rainie. "Part 1: How the Internet Has Woven Itself into American Life." *Pew Research Center: Internet, Science & Tech*. Pew Research Center, February 27, 2014. https://www.pewinternet.org/2014/02/27/part-1-how-the-internet-has-woven-itself-into-american-life/.

17. "Reality Bytes: The Digital Experience Is the Human Experience." *Gen Z (US)*. Wordpress, n.d. https://wpengine.com/gen-z-us/.

18. "Reality Bytes: The Digital Experience."

Chapter 8

1. Jenkins, Ryan. "12 Surprising Generation Z Insights."

2. "Retirement Security Across Generations." *Pew Charitable Trusts*, May 2013. https://www.pewtrusts.org/~/media/legacy/uploadedfiles/pcs_assets/2013/EMPRetirementv4051013finalFORWEBpdf.pdf.

3. Jenkins, Ryan. "How Generation Z Will Transform the Workplace with David and Jonah Stillman [Podcast]." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/2017/03/27/how-generation-z-will-transform-the-workplace-with-david-and-jonah-stillman-podcast.

4. Jenkins, Ryan. "How Generation Z Will Transform the Workplace."

5. Jenkins, Ryan. "How Generation Z Will Transform the Workplace."

6. Fox, Susannah, and Lee Rainie. "Part 1: How the Internet Has Woven Itself into American Life." *Pew Research Center: Internet, Science & Tech*. Pew Research Center, February 27, 2014. https://www.pewinternet.org/2014/02/27/part-1-how-the-internet-has-woven-itself-into-american-life/.

7. Jenkins, Ryan. "How Generation Z Will Transform the Workplace."

8. Jenkins, Ryan. "12 Surprising Generation Z Insights."

9. "Gen Z 2025: The Final Generation." *LinkedIn SlideShare*, October 21, 2015. https://www.slideshare.net/sparksandhoney/gen-z-2025-the-final-generation-preview.

10. Matthews, Steve. "College Grads Stuck With Low Wages as U.S. Hiring Heats Up." *Bloomberg*, April 6, 2017. https://www.bloomberg.com/news/articles/2017-04-06/college-grads-stuck-with-low-wages-as-hiring-in-u-s-heats-up.

11. Kroeger, Teresa, Tanyell Cooke, and Elise Gould. "The Class of 2016: The Labor Market Is Still Far from Ideal for Young Graduates." Economic Policy Institute, April 21, 2016. https://www.epi.org/publication/class-of-2016/.

12. Jenkins, Ryan. "How Generation Z Will Transform the Workplace."

13. "Looking Further with Ford."

14. Jenkins, Ryan. "How Generation Z Will Transform the Workplace."

15. Jenkins, Ryan. "Tips & Trends to Win the Attention of Generation Z."

16. Schawbel, Dan. "66 Of the Most Interesting Facts About Generation Z." *Dan Schawbel*, July 17, 2014. https://dansch

awbel.com/blog/39-of-the-most-interesting-facts-about-generation-z/.

17. Jenkins, Ryan. "12 Surprising Generation Z Insights."

18. "Deep Focus' Cassandra Report: Gen Z Uncovers Massive Attitude Shifts Toward Money, Work and Communication Preferences." *GlobeNewswire*, March 30, 2015. https://www.globenewswire.com/news-release/2015/03/30/1308741/0/en/Deep-Focus-Cassandra-Report-Gen-Z-Uncovers-Massive-Attitude-Shifts-Toward-Money-Work-and-Communication-Preferences.html.

19. "A Generation of Leaders." *The Hartford*, n.d. https://s0.hfdstatic.com/sites/the_hartford/files/millennial-leadership-2015.pdf.

20. "The 2016 Deloitte Millennial Survey." *Deloitte*, n.d. https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millenial-survey-2016-exec-summary.pdf.

21. Jenkins, Ryan. "How Generation Z Will Transform the Workplace."

22. "'Generation Z' Is Entrepreneurial, Wants to Chart Its Own Future." *News@Northeastern*. Northeastern University, November 18, 2014. https://news.northeastern.edu/2014/11/18/generation-z-survey/.

23. Johnson, Whitney. "Why Today's Teens Are More Entrepreneurial than Their Parents." *Harvard Business Review*, May 25, 2015. https://hbr.org/2015/05/why-todays-teens-are-more-entrepreneurial-than-their-parents.

24. Willyerd, Karie. "Millennials Want to Be Coached at Work." *Harvard Business Review*, December 6, 2017. https://hbr.org/2015/02/millennials-want-to-be-coached-at-work.

25. Jenkins, Ryan. "How Generation Z Will Transform the Workplace."

Chapter 10

1. Wiseman, Liz. *Rookie Smarts: Why Learning Beats Knowing in the New Game of Work*. New York, New York: HarperCollins, 2014.
2. Anthony, Scott D., S. Patrick Viguerie, and Andrew Waldeck. "Corporate Longevity: Turbulence Ahead for Large Corporations." *Innosight,* n.d. https://www.innosight.com/wp-content/uploads/2016/08/Corporate-Longevity-2016-Final.pdf.

Chapter 11

1. Jenkins, Ryan. "How to Recruit and Lead Inclusively Across Generations with Intuit's Chief Talent Officer, Rick Jensen." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/how-to-recruit-and-lead-inclusively-across-generations-with-intuits-chief-talent-officer-rick-jensen.
2. "The World's Most Innovative Companies 2018." *Forbes*, n.d. https://www.forbes.com/innovative-companies/#45a507db1d65.
3. "100 Best Companies to Work For." *Fortune*, n.d. https://fortune.com/best-companies/search/.
4. "Best Places to Work." Glassdoor, n.d. https://www.glassdoor.com/Award/Best-Places-to-Work-LST_KQ0,19.htm.
5. Jenkins, Ryan. "How to Recruit and Lead Inclusively Across Generations with Intuit's Chief Talent Officer, Rick Jensen."
6. Jenkins, Ryan. "How Generation Z Will Transform the Workplace with David and Jonah Stillman [Podcast]." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/2017/03/27/how-generation-z-will-transform-the-workplace-with-david-and-jonah-stillman-podcast.
7. Jenkins, Ryan. "How Companies Can Best Acquire

Generation Z Talent with Jenn Prevoznik [Podcast]."
Ryan Jenkins, Next Generation Speaker, n.d. https://blog.rya
n-jenkins.com/how-companies-can-best-acquire-
generation-z-talent-with-jenn-prevoznik-podcast.

8. Jenkins, Ryan. "How SAP Plans to Recruit 7,000
    Generation Z Employees." *Inc.*, November 13, 2017.
    https://www.inc.com/ryan-jenkins/how-sap-plans-to-
    recruit-7000-generation-z-employees.html.

9. Jenkins, Ryan. "How to Recruit and Lead Inclusively
    Across Generations with Intuit's Chief Talent Officer,
    Rick Jensen."

10. Jenkins, Ryan. "How to Recruit and Lead Inclusively
    Across Generations with Intuit's Chief Talent Officer,
    Rick Jensen."

11. Yakowicz, Will. "14 Months, 120 Cities, $2 Billion:
    There's Never Been a Company Like Bird. Is the World
    Ready?" *Inc.*, December 10, 2018. https://www.inc.com/m
    agazine/201902/will-yakowicz/bird-electric-scooter-
    travis-vanderzanden-2018-company-of-the-year.html.

12. Helm, Burt. "Why the Most Hated-On New Ice Cream
    Brand in America Is a Booming $100 Million Business."
    Inc., December 12, 2017.
    https://www.inc.com/magazine/201802/burt-helm/halo-
    top-healthy-ice-cream.html.

13. Jenkins, Ryan. "This Executive Is Rethinking the Org
    Chart to Enhance Innovation." *Inc.*, October 22, 2018.
    https://www.inc.com/ryan-jenkins/this-executive-is-
    rethinking-org-chart-to-enhance-innovation.html.

14. Webb, Amy. "Robots Taking Our Jobs Is Actually Good
    for Business. Here's Why." *Inc.*, May 9, 2018.
    https://www.inc.com/magazine/201805/amy-webb/robot-
    network-automation-factories-manufacturing.html.

15. Jenkins, Ryan. "How Generation Z Will Transform the
    Workplace."

16. Stillman, David, and Jonah Stillman. "Move Over,

Millennials; Generation Z Is Here." *SHRM*, April 10, 2018. https://www.shrm.org/ResourcesAndTools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/Pages/Move-over-Millennials-Generation-Z-Is-Here.aspx?utm_source=SHRM Wednesday -PublishThis_HRDaily_7.18.16 (47)&utm_medium=email&.

17. "Failure Drives Innovation, According to EY Survey on Gen Z." *PR Newswire*, September 18, 2018. https://www.prnewswire.com/news-releases/failure-drives-innovation-according-to-ey-survey-on-gen-z-300714436.html.

18. "A Guide to Leading the Multigenerational Workforce." UNC Kenan-Flager Business School, n.d. https://cdn3.onlinemba.unc.edu/content/b5c0038fc225476 eb1f7793b0396c3ff/Final_Multigenerational_Workforce_G uide_Optimized_Trial.pdf.

19. Pendell, Ryan. "Millennials Are Burning Out." *Gallup*, July 19, 2018. https://www.gallup.com/workplace/237377/ millennials-burning.aspx.

20. Pendell, Ryan. "Millennials Are Burning Out."

21. "Failure Drives Innovation."

22. Jenkins, Ryan. "This Is How Generation Z Will Communicate at Work." *Inc.*, November 8, 2017. https://www.inc.com/ryan-jenkins/72-percent-of-generation-z-want-this-communication-at-work.html.

23. Jenkins, Ryan. "Generation Z Wants These 10 Things in a Job." *Inc.*, October 9, 2018. https://www.inc.com/ryan-jenkins/23-percent-of-generation-z-wont-take-a-job-without-this.html.

24. Poague, Emily. "Gen Z Is Shaping a New Era of Learning: Here's What You Should Know." *LinkedIn Learning*, December 18, 2018. https://learning.linkedin.co m/blog/learning-thought-leadership/gen-z-is-shaping-a-new-era-of-learning--heres-what-you-should-kn.

25. Poague, Emily. "Gen Z Is Shaping a New Era of Learning."

26. "State of Gen Z 2018: Surprising New Research on Gen Z as Employees and Consumers." *Gen HQ*, n.d. https://gen hq.com/generation-z-research-2018/.

27. "State of Gen Z 2018."

28. "State of Gen Z 2018."

29. "Failure Drives Innovation, According to EY Survey on Gen Z."

30. Jenkins, Ryan. "How SAP Plans to Recruit 7,000 Generation Z Employees."

31. "Deloitte Global Millennial Survey 2019." *Deloitte*, May 24, 2019. https://www2.deloitte.com/global/en/pages/abo ut-deloitte/articles/millennialsurvey.html.

32. Vasquez, Adam, and Heather Wadlinger, PhD. "The Next Generation of B2B Buyers: How the Millennial Business Buyer Is Changing B2B Sales & Marketing." *Merit*, n.d. https://madewithmerit.com/reports/Millennial _B2B-Report-Merit.pdf.

33. Vasquez, Adam, and Heather Wadlinger, PhD. "The Next Generation of B2B Buyers."

34. Vasquez, Adam, and Heather Wadlinger, PhD. "The Next Generation of B2B Buyers."

35. Jenkins, Ryan. "How to Hire and Keep Top Next Generation Talent Using Predictive Hiring with Adam Robinson." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/how-to-hire-and-keep-top-next-generation-talent-using-predictive-hiring-with-adam-robinson.

36. Glassdoor Team. "How Job Seekers Are Using Glassdoor." *Glassdoor*, July 22, 2016. https://www.glassdo or.com/employers/blog/how-candidates-use-glassdoor/.

37. "Hiring & Recruiting." *Glassdoor*, n.d. https://www.glassd oor.com/employers/topics/hiring-recruiting/.

38. "Statistical Reference Guide for Recruiters: 50 HR and Recruiting Statistics for 2017." *Glassdoor*, n.d. http://resources.glassdoor.com/rs/899-LOT-464/images/50hr-recruiting-and-statistics-2017.pdf.

39. "State of the American Workplace." *Gallup*, n.d. https://news.gallup.com/reports/199961/7.aspx.
40. "Generation Z: Five Surprising Insights."
41. Jenkins, Ryan. "How Generation Z Will Transform the Workplace."
42. Stillman, David, and Jonah Stillman. "Move Over, Millennials; Generation Z Is Here."

Chapter 12

1. Mercatus Center. "Larry Summers on Macroeconomics, Mentorship, and Avoiding Complacency (Ep. 28 - Live)." *Medium*. Conversations with Tyler, September 20, 2017. https://medium.com/conversations-with-tyler/tyler-cowen-larry-summers-blog-secular-stagnation-twitter-421a69ed84c8.
2. White, John. "Learn Why Top Gen Zers Are Skipping School to Become Entrepreneurs." *Inc.*, September 11, 2017. https://www.inc.com/john-white/learn-why-top-gen-zers-are-skipping-school-to-beco.html?cid=nl029week37day12.
3. White, John. "Learn Why Top Gen Zers Are Skipping School to Become Entrepreneurs."
4. "Report on the Economic Well-Being of U.S. Households in 2015." Board of Governors of the Federal Reserve System, n.d. https://www.federalreserve.gov/econresdata/2016-economic-well-being-of-us-households-in-2015-education-debt-student-loans.htm.
5. "A Look at the Shocking Student Loan Debt Statistics for 2019." *Student Loan Hero*, February 4, 2019. https://studentloanhero.com/student-loan-debt-statistics/.
6. Hess, Abigail. "Here's How Much the Average American in Their 20s Has in Student Debt." *Yahoo! Finance*. Yahoo!, June 14, 2017. https://finance.yahoo.com/news/much-average-american-20s-student-180046335.html.
7. Cilluffo, Anthony. "5 Facts about Student Loans." Pew

Research Center, August 13, 2019. https://www.pewresea rch.org/fact-tank/2019/08/13/facts-about-student-loans/.

8. Stillman, David, and Jonah Stillman. "Move Over, Millennials; Generation Z Is Here."

9. White, John. "Learn Why Top Gen Zers Are Skipping School to Become Entrepreneurs."

10. Jenkins, Ryan. "Generation Z Versus Millennials."

11. "Life Expectancy." *Wikipedia*. Wikimedia Foundation, August 6, 2019. https://en.wikipedia.org/wiki/Life_expect ancy.

12. Roser, Max. "Life Expectancy." *Our World in Data*, n.d. https://ourworldindata.org/life-expectancy.

13. "The Next Era of Human-Machine Partnerships: Emerging Technologies' Impact on Society & Work in 2030." *Dell Technologies*, n.d. https://www.delltechnologie s.com/content/dam/delltechnologies/assets/perspectives/ 2030/pdf/SR1940_IFTFforDellTechnologies_Human- Machine_070517_readerhigh-res.pdf.

14. Jenkins, Ryan. "How Companies Can Best Acquire Generation Z Talent with Jenn Prevoznik [Podcast]."

15. Cutter, Chip, and Laura Lorenzetti Soper. "The 50 Big Ideas for 2018." *LinkedIn*, December 19, 2017. https://ww w.linkedin.com/pulse/50-big-ideas-2018-chip-cutter/.

16. Mitchell, Josh, and Douglas Belkin. "Americans Losing Faith in College Degrees, Poll Finds." *Wall Street Journal*. Dow Jones & Company, September 7, 2017. https://www. wsj.com/articles/americans-losing-faith-in-college- degrees-poll-finds-1504776601?mg=prod/accounts-wsj.

17. White, John. "Learn Why Top Gen Zers Are Skipping School to Become Entrepreneurs."

18. Frazer, John. "How The Gig Economy Is Reshaping Careers For The Next Generation." *Forbes*, February 15, 2019. https://www.forbes.com/sites/johnfrazer1/2019/02/1 5/how-the-gig-economy-is-reshaping-careers-for-the- next-generation/#2c6e925449ad.

19. "CAPS - Center for Advanced Professional Studies Network." *CAPS Network*, n.d. https://yourcapsnetwork.org/.

20. Jenkins, Ryan. "This Is How Generation Z Will Bypass College." *Inc.*, n.d. https://www.inc.com/ryan-jenkins/this-is-how-generation-z-will-bypass-college.html.

21. Kolodny, Lora. "Why a Nonprofit Backs Dropping Out of School." *The Wall Street Journal*. Dow Jones & Company, December 18, 2013. https://www.wsj.com/articles/no-headline-available-1387303362.

Chapter 13

1. "2018 Career Interest Survey: Career Motivations of Generation Z." National Society of High School Scholars, n.d. https://www.nshss.org/media/30882/nshss-2018-careersurveyv6b.pdf.

2. "2018 Career Interest Survey."

3. Lyons, Mary, Katherine Lavelle, and David Smith. "Gen Z Rising." *Accenture*, n.d. https://www.accenture.com/t20170901t080938z__w__/us-en/_acnmedia/pdf-50/accenture-strategy-workforce-gen-z-rising-pov.pdf#zoom=50.

4. Jenkins, Ryan. "This Company Replaced Google as Generation Z's Preferred Employer." *Inc.*, August 6, 2018. https://www.inc.com/ryan-jenkins/top-25-preferred-employers-of-generation-z.html.

5. "2018 Career Interest Survey."

6. Jenkins, Ryan. "This Is How Generation Z Will Communicate at Work."

7. "The Voice of Generation Z: What Post-Millennials Are Saying About Work." *RainmakerThinking*, n.d. https://rainmakerthinking.com/the-voice-of-generation-z---media-page.

8. "2018 Career Interest Survey."

9. "2018 Career Interest Survey."

10. "2018 Career Interest Survey."
11. "2018 Career Interest Survey."
12. "2018 Career Interest Survey."

Chapter 14

1. Sumner, Scott. "How Can There Be a Shortage of Construction Workers?" *The Library of Economics and Liberty*, April 28, 2017. http://www.econlib.org/archives/2017/04/how_can_there_b.html.

2. "We're a 2017 Inc. Magazine Best Workplace." *Power Design Inc.*, June 1, 2017. http://www.powerdesigninc.us/were-a-2017-inc-magazine-best-workplace/.

3. Jenkins, Ryan. "How to Become a 'Best Workplace' for Millennials with Marlene Velez [Podcast]." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/how-to-become-a-best-workplace-for-millennials-with-marlene-velez-podcast.

4. "Hiring & Recruiting."

5. Jenkins, Ryan. "How to Become a 'Best Workplace' for Millennials with Marlene Velez [Podcast]."

6. Jenkins, Ryan. "How to Become a 'Best Workplace' for Millennials with Marlene Velez [Podcast]."

Chapter 15

1. Jenkins, Ryan. "The Advantages Generation Z Will Bring to the Workplace with Greg Tomb." Ryan Jenkins, Next Generation Speaker, n.d. https://blog.ryan-jenkins.com/the-advantages-generation-z-will-bring-to-the-workplace-with-greg-tomb.

2. Jenkins, Ryan. "How to Hire and Keep Top Next Generation Talent Using Predictive Hiring with Adam Robinson."

3. Jenkins, Ryan. "How to Hire and Keep Top Next Generation Talent Using Predictive Hiring with Adam Robinson."

4. Jenkins, Ryan. "How to Hire and Keep Top Next Generation Talent Using Predictive Hiring with Adam Robinson."

5. Abbot, Lydia. "Millennials Aren't Sure They'll Fit In at Your Company-Here Are 5 Ways to Show Them They Will." *LinkedIn Talent Blog*, February 7, 2018. https://business.linkedin.com/talent-solutions/blog/hiring-millennials/2018/millennials-arent-sure-they-will-fit-in-at-your-company-here-are-5-ways-to-show-them-they-will.

6. Abbot, Lydia. "Millennials Aren't Sure They'll Fit In at Your Company."

7. Glassdoor Team. "How Job Seekers Are Using Glassdoor."

8. "Hiring & Recruiting."

9. "Statistical Reference Guide for Recruiters: 50 HR and Recruiting Statistics for 2017." *Glassdoor*, n.d. http://resources.glassdoor.com/rs/899-LOT-464/images/50hr-recruiting-and-statistics-2017.pdf.

10. Jenkins, Ryan. "How to Hire and Keep Top Next Generation Talent Using Predictive Hiring with Adam Robinson."

11. Abbot, Lydia. "Millennials Aren't Sure They'll Fit In at Your Company."

12. Abbot, Lydia. "Millennials Aren't Sure They'll Fit In at Your Company."

13. Jenkins, Ryan. "How to Hire and Keep Top Next Generation Talent Using Predictive Hiring with Adam Robinson."

Chapter 16

1. "State of Gen Z 2018."
2. "State of Gen Z 2018."
3. "2018 Career Interest Survey."
4. Glassdoor Team. "How Job Seekers Are Using Glassdoor."
5. "2018 Career Interest Survey."

6. Jenkins, Ryan. "This Is How Generation Z Will Communicate at Work."
7. "State of Gen Z 2018."
8. "State of Gen Z 2018."
9. Smith, Aaron, and Monica Anderson. "Social Media Use 2018."
10. "State of Gen Z 2018."
11. Abbot, Lydia. "Millennials Aren't Sure They'll Fit In at Your Company."
12. Jenkins, Ryan. "This Is Causing Generation Z to Be the Most Distinct Generation Ever."
13. "State of Gen Z 2018."
14. "State of Gen Z 2018."

Chapter 17

1. Gee, Kelsey. "In Unilever's Radical Hiring Experiment, Resumes Are Out, Algorithms Are In." *The Wall Street Journal*. Dow Jones & Company, June 26, 2017. https://www.wsj.com/articles/in-unilevers-radical-hiring-experiment-resumes-are-out-algorithms-are-in-1498478400.
2. "Hospitality Giant Cuts Time to Hire Nearly 90% with Hirevue Pre-Hire Assessments." *HireVue*, n.d. https://www.hirevue.com/customers/hilton-cuts-time-to-hire-with-hirevue-pre-hire-assessments.
3. Coughlin, Marissa. "How Broadridge Doubled Qualified Applicants." *Medium*. Textio Word Nerd, October 25, 2017. https://textio.ai/how-broadridge-doubled-qualified-applicants-d9d9c638c007.
4. "Conversational AI Recruiting Software: Mya Systems." *Mya*, n.d. https://mya.com/#results.
5. "HackerRank for Work." *HackerRank*, n.d. https://www.hackerrank.com/work/?h_r=community_home&h_v=work&h_l=header_right.
6. "Johnson & Johnson: Reimagining Recruiting with Jibe

and Google." *Google*, n.d. https://cloud.google.com/custo mers/johnson-and-johnson/.

Chapter 18

1. Jenkins, Ryan. "This Is the Most Important Thing When Recruiting Generation Z."
2. Jenkins, Ryan. "Hire Gen Z Faster Using Text-Based Interviewing with Aman Brar." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/hire-gen-z-faster-using-text-based-interviewing-with-aman-brar.
3. PRNewswire. "Gen Z and Millennials Now More Likely to Communicate with Each Other Digitally than in Person." *LivePerson*, October 17, 2017. https://pr.liveperson.com/index.php?s=43&item=504.
4. Jenkins, Ryan. "How to Hire and Keep Top Next Generation Talent Using Predictive Hiring with Adam Robinson."
5. Jenkins, Ryan. "Hire Gen Z Faster Using Text-Based Interviewing with Aman Brar."
6. Erickson, Christine. "A Brief History of Text Messaging." *Mashable*, September 21, 2012. https://mashable.com/2012/09/21/text-messaging-history/.
7. Jenkins, Ryan. "Hire Gen Z Faster Using Text-Based Interviewing with Aman Brar."

Chapter 19

1. Jenkins, Ryan. "Statistics Exposing What Generation Z Wants from the Workplace." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/statistics-exposing-what-generation-z-wants-from-the-workplace.
2. "2018 Career Interest Survey."
3. "2018 Career Interest Survey."
4. Lyons, Mary, Katherine Lavelle, and David Smith. "Gen Z Rising."

5. Lyons, Mary, Katherine Lavelle, and David Smith. "Gen Z Rising."

6. Jenkins, Ryan. "Statistics Exposing What Generation Z Wants from the Workplace."

7. "Generation Z: Five Surprising Insights."

8. Lyons, Mary, Katherine Lavelle, and David Smith. "Gen Z Rising."

9. Lyons, Mary, Katherine Lavelle, and David Smith. "Gen Z Rising."

10. Jenkins, Ryan. "How Generation Z Will Transform the Workplace."

11. Jenkins, Ryan. "How SAP Plans to Recruit 7,000 Generation Z Employees."

12. "2018 Career Interest Survey."

13. Jenkins, Ryan. "The Advantages Generation Z Will Bring to the Workplace with Greg Tomb."

14. "Airbnb Announces New Feature That Allows Employees to Book Business Travel for Co-Workers." *Airbnb*, June 8, 2016. https://www.airbnb.com/press/news /airbnb-announces-new-feature-that-allows-employees-to-book-business-travel-for-co-workers.

Chapter 20

1. Abbot, Lydia. "The Most Popular Interview Questions to Reveal Key Soft Skills." *LinkedIn Talent Blog*, July 28, 2016. https://business.linkedin.com/talent-solutions/blog/interview-questions/2016/the-most-popular-interview-questions-to-reveal-key-soft-skills.

Chapter 21

1. Jenkins, Ryan. "How Companies Can Best Acquire Generation Z Talent with Jenn Prevoznik [Podcast]."

2. Gillespie, Patrick. "Intuit: Gig Economy Is 34% of US Workforce." *CNNMoney*, May 24, 2017. https://money.cnn.com/2017/05/24/news/economy/gig-economy-intuit/index.html.

3. Jenkins, Ryan. "How Companies Can Best Acquire Generation Z Talent with Jenn Prevoznik [Podcast]."

4. Jenkins, Ryan. "How Companies Can Best Acquire Generation Z Talent with Jenn Prevoznik [Podcast]."

5. Jenkins, Ryan. "Generation Z Versus Millennials."

6. Jenkins, Ryan. "How Companies Can Best Acquire Generation Z Talent with Jenn Prevoznik [Podcast]."

7. Jenkins, Ryan. "How Companies Can Best Acquire Generation Z Talent with Jenn Prevoznik [Podcast]."

8. Glassdoor Team. "How Job Seekers Are Using Glassdoor."

9. "Hiring & Recruiting."

10. Jenkins, Ryan. "2 Simple Ways to Attract Talented Millennial Workers." *Inc.*, August 22, 2016. https://www.inc.com/ryan-jenkins/how-to-attract-millennial-workers-in-2-simple-steps.html.

11. "Statistical Reference Guide for Recruiters: 50 HR and Recruiting Statistics for 2017."

12. "Statistical Reference Guide for Recruiters: 50 HR and Recruiting Statistics for 2017."

13. "Statistical Reference Guide for Recruiters: 50 HR and Recruiting Statistics for 2017."

14. Glassdoor Team. "How Job Seekers Are Using Glassdoor."

15. "Hiring & Recruiting."

16. "Top CEOs." *Glassdoor*, 2019. https://www.glassdoor.com/Award/Top-CEOs-LST_KQ0,8.htm.

Chapter 22

1. "Reminiscence Bump." *Wikipedia*. Wikimedia Foundation, n.d. https://en.wikipedia.org/wiki/Reminiscence_bump.

2. Henneke. "How Vivid Words Make Your Message Unforgettable [Case Study]." *Enchanting Marketing*, n.d. https://www.enchantingmarketing.com/vivid-language/.

3. Skah, Paul. "Designing The 'First Day At Work'

Experience." *Paul Skah*, n.d. https://paulskah.com/employ
er-branding-first-day-at-work/.

4. Field, Hayden. "Bumble's Austin Headquarters Is All
About Good Vibes." *Entrepreneur*, February 7, 2019.
https://www.entrepreneur.com/article/325985.

Chapter 23

1. Harney, Megan. "Foursquare Data Reveals the Most
Popular Fast-Food Chain in Every State - and America
Has a Clear Winner." *Business Insider*, November 8, 2017.
https://www.businessinsider.com/best-fast-food-chain-
in-every-state-chick-fil-a-2017-10/.

2. Clanton, Nancy. "Atlanta-Based Chick-Fil-A Poised to Be
Third-Largest Chain in the US by Year's End." *The
Atlanta Journal-Constitution*, December 19, 2018.
https://www.ajc.com/business/atlanta-based-chick-fil-
poised-third-largest-chain-the-year-
end/6zSoczX3Z4WqEP935xWHPO/.

3. Jenkins, Ryan. "4 Workspace Elements Sure to Engage
Generation Z." *Inc.*, October 10, 2017.
https://www.inc.com/ryan-jenkins/how-to-design-
workspaces-that-engage-generation-z.html.

4. Jenkins, Ryan. "5 Things That Make a Company
Irresistible to Generation Z." *Inc*. https://www.inc.com/rya
n-jenkins/how-to-be-an-employer-of-choice-for-
generation-z.html.

5. Jenkins, Ryan. "Building Company Culture for the
Modern Workforce." *Ryan Jenkins, Next Generation
Speaker*, n.d. https://blog.ryan-jenkins.com/building-
company-culture-for-the-modern-workforce.

6. Jenkins, Ryan. "Statistics Exposing What Generation Z
Wants from the Workplace."

7. "Deloitte Global Millennial Survey 2019."

8. Grant, Adam M. "Does Intrinsic Motivation Fuel the
Prosocial Fire? Motivational Synergy in Predicting

Persistence, Performance, and Productivity." Self Determination Theory. *Journal of Applied Psychology*, 2008. http://selfdeterminationtheory.org/SDT/documents/2008_Grant_JAP_ProsocialMotivation.pdf.

9. Jenkins, Ryan. "This Is the Most Important Thing When Recruiting Generation Z."

Chapter 24

1. "State of the American Workplace."
2. Jenkins, Ryan. "Generation Z Wants These 10 Things in a Job."
3. Jenkins, Ryan. "This Has Been a Top Employee Motivator for Over 46 Years." *Inc.*, n.d. https://www.inc.com/ryan-jenkins/this-has-been-a-top-employee-motivator-for-over-46-years.html.
4. "The Next Generation Is Here: Hopeful, Anxious, Hardworking, and Searching for Inspiration." *Workforce Institute*, n.d. https://workforceinstitute.org/wp-content/uploads/2019/05/Meet-Gen-Z-Hopeful-Anxious-Hardworking-and-Searching-for-Inspiration.pdf.
5. "#314: Patrick Lencioni—3 Ways to Engage Your Team." *EntreLeadership*, n.d. https://www.entreleadership.com/blog/podcasts/patrick-lencioni.
6. Lyons, Mary, Katherine Lavelle, and David Smith. "Gen Z Rising."
7. Grant, Adam M. "Does Intrinsic Motivation Fuel the Prosocial Fire? Motivational Synergy in Predicting Persistence, Performance, and Productivity." *Self Determination Theory*. American Psychological Association, 2008. http://selfdeterminationtheory.org/SDT/documents/2008_Grant_JAP_ProsocialMotivation.pdf.
8. Grant, Adam M. "The Significance of Task Significance: Job Performance Effects, Relational Mechanisms, and Boundary Conditions." *Self Determination Theory*. American Psychological Association, 2008. http://selfdeterminationtheory.org/SDT/documents/2008_Grant_JAP_ProsocialMotivation.pdf.

9. Harvard Business Review Staff. "Cooks Make Tastier Food When They Can See Their Customers." *Harvard Business Review*, November 6, 2014. https://hbr.org/2014/11/cooks-make-tastier-food-when-they-can-see-their-customers.

10. Kraft, Dina. "Radiologist Adds a Human Touch: Photos." The New York Times, April 6, 2009. https://www.nytimes.com/2009/04/07/health/07pati.html.

11. Stillman, David, and Jonah Stillman. "Move Over, Millennials; Generation Z Is Here."

12. Jenkins, Ryan. "This Is How Similar Generation Z Will Be to Millennials." *Inc.*, n.d. https://www.inc.com/ryan-jenkins/this-is-how-similar-generation-z-will-be-to-millen.html.

13. Grant, Adam M., and David A. Hofmann. "Outsourcing Inspiration: The Performance Effects of Ideological Messages from Leaders and Beneficiaries." *ScienceDirect*. Academic Press, July 29, 2011. https://www.sciencedirect.com/science/article/pii/S0749597811000781.

14. Jenkins, Ryan. "Who Is Generation Z? This Timeline Reveals It All." *Inc.*, n.d. https://www.inc.com/ryan-jenkins/complete-guide-to-who-is-generation-z.html.

15. Russ, Hilary. "More U.S. Millennials Subscribe to Video Games than Traditional Pay TV: Survey." *Reuters*. Thomson Reuters, n.d. https://www.reuters.com/article/us-usa-videogames-television/more-us-millennials-subscribe-to-video-games-than-traditional-pay-tv-survey-idUSKCN1TB2CB.

16. Amabile, Teresa M. "Faculty & Research." Harvard Business School, n.d. https://www.hbs.edu/faculty/Pages/profile.aspx?facId=6409.

17. Gallup, Inc. "Employee Surveys." *Gallup*, n.d. https://www.gallup.com/access/239201/employee-surveys.aspx.

18. Monster Worldwide, Inc. "Move over, Millennials: Gen Z Is about to Hit the Workforce." *PR Newswire*, August 30, 2016. https://www.prnewswire.com/news-releases/move-

over-millennials-gen-z-is-about-to-hit-the-workforce-300319567.html.

19. Lyons, Mary, Katherine Lavelle, and David Smith. "Gen Z Rising."

20. "Generation Z: Five Surprising Insights."

21. Jenkins, Ryan. "How Generation Z Will Transform the Workplace with David and Jonah Stillman [Podcast]."

Chapter 25

1. "Simon Sinek on Why You Should Put Your Phone Away." April 10, 2018. https://www.youtube.com/watch?v=C75NyXiiJck.

2. "State of Gen Z 2018."

3. "Smartphone Etiquette Statistics." *KDM Engineering*. August 7, 2018. https://kdmengineering.com/smartphone-etiquette/.

4. "Smartphone Etiquette Statistics."

5. Kitchen, Matthew. "How to Disconnect From 'Always On' Work Culture." *The Wall Street Journal*. October 05, 2018. https://www.wsj.com/articles/how-to-disconnect-from-always-on-work-culture-1538740171.

6. "Smartphone Etiquette Statistics."

7. "Execute Faster and Better by Defeating Busywork." *WhiteSpace at Work*. https://www.whitespaceatwork.com/.

Chapter 26

1. Jenkins, Ryan. "10 Social Media Guidelines for Generation Z Employees." *Inc.*, n.d. https://www.inc.com/ryan-jenkins/how-to-ensure-generation-z-uses-social-media-right-in-workplace.html.

2. "Despite Higher Risks, Greater Percentage of Employees Are Holiday Shopping at Work, Finds Annual CareerBuilder Survey." *CareerBuilder*. https://www.careerbuilder.com/share/aboutus/pressreleasesdetail.aspx?ed=12/31/2015&id=pr923&sd=11/24/2015.

3. Jenkins, Ryan. "Who Is Generation Z: Understanding What Matters Most to the Post-Millennial Generation." *Ryan Jenkins, Next Generation Speaker.* https://blog.ryan-jenkins.com/2015/06/04/who-is-generation-z-understanding-what-matters-most-to-the-post-millennial-generation.

4. Jenkins, Ryan. "How Generation Z Uses Technology and Social Media." *Ryan Jenkins, Next Generation Speaker.* https://blog.ryan-jenkins.com/how-generation-z-uses-technology-and-social-media.

5. Atkinson, Barbara. "The Most and Least Productive Hours in a Day: Evernote." *Evernote*, October 20, 2017. https://evernote.com/blog/the-most-and-least-productive-hours-in-a-day/.

Chapter 27

1. "The Next Generation Is Here: Hopeful, Anxious, Hardworking, and Searching for Inspiration."

Chapter 28

1. Jenkins, Ryan. "Statistics Exposing What Generation Z Wants from the Workplace."

2. Schawbel, Dan. "Gen Y and Gen Z Global Workplace Expectations Study." *Millennial Branding*. September 2, 2014. http://millennialbranding.com/2014/geny-genz-global-workplace-expectations-study/.

3. "The Next Generation Is Here: Hopeful, Anxious, Hardworking, and Searching for Inspiration."

4. "Center for the Future of Work - Home: Future of Work." *Cognizant*. https://www.cognizant.com/futureofwork/.

5. Jenkins, Ryan. "Statistics Exposing What Generation Z Wants from the Workplace."

6. "Study: Natural Light Is the Best Medicine for the Office." *PR Newswire*, January 31, 2018. https://www.prnewswire.com/news-releases/study-natural-light-is-the-best-medicine-for-the-office-300590905.html.

7. "The Ultimate Guide to Color Meanings." *Color Psychology*, n.d. https://www.colorpsychology.org/.

8. Jenkins, Ryan. "The Pivotal Role of Diversity and Inclusion and How Organizations Can Cultivate It with Celeste Warren." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/the-pivotal-role-of-diversity-and-inclusion-and-how-organizations-can-cultivate-it-with-celeste-warren.

9. Jenkins, Ryan. "The Pivotal Role of Diversity and Inclusion and How Organizations Can Cultivate It with Celeste Warren."

10. Jenkins, Ryan. "The Pivotal Role of Diversity and Inclusion and How Organizations Can Cultivate It with Celeste Warren."

Chapter 29

1. Russell, Michelle. "Convene's 27th Annual Meetings Market Survey." *PCMA*. February 28, 2018. https://www.pcma.org/convene-27th-annual-meetings-market-survey/.

2. Russell, Michelle. "Convene's 27th Annual Meetings Market Survey."

3. Zhu, Jasmine. "How Will Millennials Change Meetings?" *PCMA*. July 3, 2017. https://www.pcma.org/how-will-millennials-change-meetings-2/.

4. Russell, Michelle. "Convene's 27th Annual Meetings Market Survey."

5. "Predicting the Future of Meetings." *IACC*. June 2017. https://iacconline.worldsecuresystems.com/docs/2017_IACC_Meeting_Room_of_the_Future_infographic.pdf.

6. Russell, Michelle. "Convene's 27th Annual Meetings Market Survey."

7. "Predicting the Future of Meetings."

Chapter 30

1. Jenkins, Ryan. "Building Company Culture for the Modern Workforce."
2. Jenkins, Ryan. "4 Workspace Elements Sure to Engage Generation Z."
3. Jenkins, Ryan. "Statistics Exposing What Generation Z Wants from the Workplace."
4. Jenkins, Ryan. "Building Company Culture for the Modern Workforce."
5. QuickBooks Online Team. "Intuit Named One of Fortune's 100 Best Companies to Work For 2018." *QuickBooks*, n.d. https://quickbooks.intuit.com/blog/news/ intuit-named-one-fortunes-100-best-companies-work-2018/.
6. Jenkins, Ryan. "How to Recruit and Lead Inclusively Across Generations with Intuit's Chief Talent Officer, Rick Jensen."
7. "Best Places to Work 2018." Human Rights Campaign, n.d. https://www.hrc.org/resources/best-places-to-work-2018.
8. Jenkins, Ryan. "Creating Company Culture That Attracts and Engages Emerging Talent with Armando Lopez." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.rya n-jenkins.com/creating-company-culture-that-attracts-and-engages-emerging-talent-with-armando-lopez.
9. Jenkins, Ryan. "Creating Company Culture That Attracts and Engages Emerging Talent with Armando Lopez."
10. Jenkins, Ryan. "Creating Company Culture That Attracts and Engages Emerging Talent with Armando Lopez."

Chapter 31

1. "2019 State of the Workplace: Exploring the Impact of the Skills Gap and Employment-Based Immigration." *SHRM*. https://www.shrm.org/about-shrm/Documents/SHRM State of Workplace_Bridging the Talent Gap.pdf.

2. Holzapfel, Barbara. "Class of 2030: What Do Today's Kindergartners Need to Be Life-ready?" *Microsoft EDU*. January 20, 2018. https://educationblog.microsoft.com/en-us/2018/01/class-of-2030-predicting-student-skills/.

3. Staff Writer. "Closing The Skills Gap Study." *Workplace Trends*. May 1, 2018. https://workplacetrends.com/closing-the-skills-gap-study/.

4. Staff Writer. "Closing The Skills Gap Study."

5. Staff Writer. "Closing The Skills Gap Study."

6. Staff Writer. "Closing The Skills Gap Study."

7. Lewis, Gregory. "The Most In-Demand Hard and Soft Skills of 2019." *LinkedIn Talent Blog*. January 3, 2019. https://business.linkedin.com/talent-solutions/blog/trends-and-research/2018/the-most-in-demand-hard-and-soft-skills-of-2018.

8. Petrone, Paul. "The Skills Companies Need Most in 2019 – And How to Learn Them." *LinkedIn Learning*. January 1, 2019. https://learning.linkedin.com/blog/top-skills/the-skills-companies-need-most-in-2019--and-how-to-learn-them.

9. Lewis, Gregory. "The Most In-Demand Hard and Soft Skills of 2019."

10. "2019 State of the Workplace."

11. "2019 State of the Workplace."

12. Holzapfel, Barbara. "Class of 2030: What Do Today's Kindergartners Need to Be Life-ready?"

13. "LinkedIn's 2018 Workplace Learning Report." *LinkedIn Learning*. https://learning.linkedin.com/resources/workplace-learning-report-2018.

14. King, Kate. "Wanted: Employees Who Can Shake Hands, Make Small Talk." *The Wall Street Journal.* December 09, 2018. https://www.wsj.com/articles/wanted-experts-at-soft-skills-1544360400.

15. Staff Writer. "Closing The Skills Gap Study."

16. Umoh, Ruth. "Why IBM Wants to Hire Employees Who Don't Have a 4-Year College Degree." *CNBC*, November 7, 2017. https://www.cnbc.com/2017/11/07/why-ibm-

wants-to-hire-employees-who-dont-have-a-4-year-college-degree.html.

17. Guidry, Leigh. "Get Ready for the 'New-Collar' Workforce, Where Training Can Trump the Traditional Degree." *USA Today*, December 5, 2018. https://www.usatoday.com/story/news/education/2018/12/05/community-college-tech-jobs-training-job-search-degree/2217206002/.

18. Staff Writer. "Closing The Skills Gap Study."

19. Holzapfel, Barbara. "Class of 2030: What Do Today's Kindergartners Need to Be Life-Ready?" *Microsoft EDU*, January 20, 2018. https://educationblog.microsoft.com/en-us/2018/01/class-of-2030-predicting-student-skills/.

20. "2019 State of the Workplace."

21. "2019 State of the Workplace."

22. Wilkie, Dana. "Generation Z Says They Work the Hardest, But Only When They Want To." *SHRM*. June 11, 2019. https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/gen-z-worries-about-work-skills.aspx.

23. Wilkie, Dana. "Generation Z Says They Work the Hardest, But Only When They Want To."

24. "2019 State of the Workplace."

Chapter 32

1. "Generation Z: Five Surprising Insights."

2. Lyons, Mary, Katherine Lavelle, and David Smith. "Gen Z Rising."

3. Jenkins, Ryan. "5 Things That Make a Company Irresistible to Generation Z."

4. Poague, Emily. "Gen Z Is Shaping a New Era of Learning: Here's What You Should Know."

5. Jenkins, Ryan. "This Is the No. 1 Thing Millennials Consider When Starting a Job." *Inc*. https://www.inc.com/ryan-jenkins/want-to-retain-more-millennials-in-2018-offer-this-1-thing.html.

6. Jenkins, Ryan. "This Is the No. 1 Thing Millennials Consider When Starting a Job."

7. Gallup, Inc. "Employee Surveys."

8. "Deloitte Global Millennial Survey 2019."

9. Jenkins, Ryan. "L&D Programs Are Failing to Develop Millennials. Here's Why and How to Correct It." *Inc*. https://www.inc.com/ryan-jenkins/why-lampd-is-failing-millennials-how-to-improve-it.html.

10. Poague, Emily. "Gen Z Is Shaping a New Era of Learning: Here's What You Should Know."

11. Jenkins, Ryan. "This Is the No. 1 Thing Millennials Consider When Starting a Job."

12. Jenkins, Ryan. "This Is the No. 1 Thing Millennials Consider When Starting a Job."

Chapter 33

1. Jenkins, Ryan. "Kiss Millennial Turnover Good-Bye with This." *Inc*., n.d. https://www.inc.com/ryan-jenkins/this-will-solve-nearly-all-your-millennial-woes.html.

2. Poague, Emily. "Gen Z Is Shaping a New Era of Learning."

Chapter 34

1. "Millennials and Younger Leaders Are Most Critical of Leadership Development Programs." Harvard Business Publishing, July 18, 2018. https://www.harvardbusiness.org/news/millennials-and-younger-leaders-are-most-critical-of-leadership-development-programs/.

2. "Millennials and Younger Leaders Are Most Critical of Leadership Development Programs."

3. "The State of Leadership Development Report." Harvard Business Publishing, n.d. https://www.harvardbusiness.org/insight/the-state-of-leadership-development-report/.

4. "The 2016 Deloitte Millennial Survey."

5. "L&D Programs Critical to Organizational Transformation,

Yet 75 Percent of L&D and LOB Managers Say Programs Need Improvement According to Harvard Business Publishing's 2018 State of Leadership Development Report." Harvard Business Publishing, May 15, 2018. https://www.harvardbusiness.org/news/ld-programs-critical-to-organizational-transformation-yet-75-percent-of-ld-and-lob-managers-say-programs-need-improvement-according-to-harvard-business-publishings-2018-state-of-leadership/.

6. Heimlich, Russell. "Baby Boomers Retire."

7. Bersin, Josh, Nicky Wakefield, Jason Geller, and Brett Walsh. "Introduction-The New Organization." *Deloitte Insights*, n.d. https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2016/human-capital-trends-introduction.html.

8. Jenkins, Ryan. "L&D Programs Are Failing to Develop Millennials. Here's Why and How to Correct It." *LinkedIn*, April 3, 2019. https://www.linkedin.com/pulse/ld-programs-failing-develop-millennials-heres-why-how-ryan-jenkins/.

9. Poague, Emily. "Gen Z Is Shaping a New Era of Learning: Here's What You Should Know." *LinkedIn Learning*, December 18, 2018. https://learning.linkedin.com/blog/learning-thought-leadership/gen-z-is-shaping-a-new-era-of-learning--heres-what-you-should-kn.

10. Jenkins, Ryan. "L&D Programs Are Failing to Develop Millennials. Here's Why and How to Correct It."

11. Jenkins, Ryan. "Why Learning and Development Is Failing Millennials and Generation Z with Diane Belcher." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/why-learning-and-development-is-failing-millennials-and-generation-z-with-diane-belcher.

12. Place, Tom. "4 Criteria for Choosing Training Modalities." *Training Industry*, May 10, 2018. https://trainingindustry.com/articles/content-development/4-criteria-for-choosing-training-modalities/.

13. "Good Manager, Bad Manager: Grovo Unveils New Research on the State of Manager Development." *Grovo*, n.d. https://blog.grovo.com/new-research-manager-training-development/.

14. Overfelt, Maggie. "The New Generation of Employees Would Take Less Pay for These Job Perks." *CNBC*, May 31, 2017. https://www.cnbc.com/2017/05/30/job-perks-prodding-millennials-to-work-for-less.html.

15. O'Brien, Michael J. "Here's How Gen Z Is Shaping the Future of Learning." *Human Resource Executive*, December 27, 2018. http://hrexecutive.com/heres-how-gen-z-is-shaping-the-future-of-learning/.

Chapter 35

1. Jenkins, Ryan. "This Is the No. 1 Thing Millennials Consider When Starting a Job."

2. "A Generation of Leaders."

3. "A Generation of Leaders."

4. Jenkins, Ryan. "How to Attract, Empower, and Inspire Next Generation Talent with Carolyn Slaski." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/how-to-attract-empower-and-inspire-next-generation-talent-with-carolyn-slaski.

5. Jenkins, Ryan. "How to Attract, Empower, and Inspire Next Generation Talent with Carolyn Slaski."

Chapter 36

1. Jenkins, Ryan. "Become an Agile Organization and Positively Disrupt the Way We Work with Michael Arena." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/become-an-agile-organization-and-positively-disrupt-the-way-we-work-with-michael-arena.

2. Jenkins, Ryan. "Become an Agile Organization and Positively Disrupt the Way We Work with Michael Arena."

3. Jenkins, Ryan. "Become an Agile Organization and Positively Disrupt the Way We Work with Michael Arena."

Chapter 37

1. Stanier, Michael Bungay. "7 Essential Questions All Great Managers Ask Their Employees." *Business Insider*, March 1, 2016. https://www.businessinsider.com/questions-successful-managers-ask-employees-2016-3.
2. Jenkins, Ryan. "Statistics Exposing What Generation Z Wants from the Workplace."
3. Jenkins, Ryan. "The Organizational Health Needed to Engage Millennial Employees with David Hoyt [Podcast]." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/the-organizational-health-needed-to-engage-millennial-employees-with-david-hoyt-podcast.

Chapter 38

1. Bourke, Juliet, Stacia Garr, Ardie van Berkel, and Jungle Wong. "Diversity and Inclusion: The Reality Gap." *Deloitte Insights*, February 28, 2017. https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/diversity-and-inclusion-at-the-workplace.html.
2. Bourke, Juliet. "Diversity and Inclusion: The Reality Gap."
3. Lawler, Joseph. "Census: Post-Millennials Nearly Majority-Minority." *Washington Examiner*, June 23, 2016. https://www.washingtonexaminer.com/census-post-millennials-nearly-majority-minority.
4. Fry, Richard, and Kim Parker. "'Post-Millennial' Generation On Track To Be Most Diverse, Best-Educated."
5. Wilson, Valerie. "People of Color Will Be a Majority of the American Working Class in 2032." Economic Policy Institute, June 9, 2016. https://www.epi.org/publication/the-changing-demographics-of-americas-working-class/.

6. "Life Expectancy."
7. Jenkins, Ryan. "How SAP Plans to Recruit 7,000 Generation Z Employees."
8. "The Bias Barrier: Allyships, Inclusion, and Everyday Behaviors." *Deloitte*, n.d. https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-inclusion-survey-research-the-bias-barrier.pdf.
9. "The Bias Barrier: Allyships, Inclusion, and Everyday Behaviors."
10. "Global Diversity and Inclusion: Fostering Innovation through a Diverse Workforce." *Forbes | Insights*, n.d. https://i.forbesimg.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf.
11. Bourke, Juliet. "Diversity and Inclusion: The Reality Gap."
12. Bourke, Juliet, and Bernadette Dillon. "The Diversity and Inclusion Revolution: Eight Powerful Truths." *Deloitte Insights*, January 22, 2018. https://www2.deloitte.com/insights/us/en/deloitte-review/issue-22/diversity-and-inclusion-at-work-eight-powerful-truths.html.
13. Bourke, Juliet. "The Diversity and Inclusion Revolution: Eight Powerful Truths."
14. Jenkins, Ryan. "7 Ways for Millennials to Work Effectively Across Generations." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/7-ways-for-millennials-to-work-effectively-across-generations.
15. "The Bias Barrier: Allyships, Inclusion, and Everyday Behaviors."
16. Bourke, Juliet. "The Diversity and Inclusion Revolution: Eight Powerful Truths."
17. Bourke, Juliet. "The Diversity and Inclusion Revolution: Eight Powerful Truths."
18. "The Bias Barrier: Allyships, Inclusion, and Everyday Behaviors."

19. Bourke, Juliet. "Diversity and Inclusion: The Reality Gap."

20. Bourke, Juliet. "The Diversity and Inclusion Revolution: Eight Powerful Truths."

21. Jenkins, Ryan. "The Future of Work and Digitalizing the Workplace for Millennials with Erica Volini." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/the-future-of-work-and-digitalizing-the-workplace-for-millennials-with-erica-volini.

22. "#264-267: Special Edition-Live From Summit 2018." EntreLeadership, n.d. https://www.entreleadership.com/blog/podcasts/summit-2018.

23. Jenkins, Ryan. "The Pivotal Role of Diversity and Inclusion and How Organizations Can Cultivate It with Celeste Warren."

24. Jenkins, Ryan. "How SAP Plans to Recruit 7,000 Generation Z Employees."

Chapter 39

1. "#103: Donald Miller-Branding Your Story." *EntreLeadership*, n.d. https://www.entreleadership.com/blog/podcasts/donald-miller-branding-story.

2. "January 2019: Building a StoryBrand: A Conversation with Donald Miller." *Andy Stanley*, May 16, 2019. https://andystanley.com/podcast/building-a-storybrand-a-conversation-with-donald-miller/.

Chapter 40

1. Wiley, Carolyn. "What Motivates Employees According to over 40 Years of Motivation Surveys." *International Journal of Manpower*. Emerald Insight, May 1, 1997. https://www.emerald.com/insight/content/doi/10.1108/01437729710169373/full/html.

2. Jenkins, Ryan. "Generation Z Wants These 10 Things in a Job."

3. "The Next Generation Is Here: Hopeful, Anxious, Hardworking, and Searching for Inspiration."

4. "The Next Generation Is Here: Hopeful, Anxious, Hardworking, and Searching for Inspiration."
5. "The Next Generation Is Here: Hopeful, Anxious, Hardworking, and Searching for Inspiration."

Chapter 41

1. Yeager, David Scott, Julio Garcia, Patti Brzustoski, William T. Hessert, Valerie Purdie-Vaughns, Nancy Apfel, Allison Master, Matthew E. Williams, and Geoffrey L. Cohen. "Breaking the Cycle of Mistrust: Wise Interventions to Provide Critical Feedback Across the Racial Divide." American Psychological Association. *Journal of Experimental Psychology*, August 12, 2013. https://www.apa.org/pubs/journals/releases/xge-a0033906.pdf.
2. Heath, Chip, and Dan Heath. *The Power of Moments: Why Certain Experiences Have Extraordinary Impact*. New York, New York: Simon & Schuster, 2017.
3. Jenkins, Ryan. "How Generation Z Will Transform the Future Workplace." Inc., n.d. https://www.inc.com/ryan-jenkins/the-2019-workplace-7-ways-generation-z-will-shape-it.html.
4. "State of Gen Z 2018."
5. Jenkins, Ryan. "How Generation Z Will Transform the Future Workplace."
6. Jenkins, Ryan. "How Employee Feedback Can Skyrocket Engagement and Performance with David Hassell." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/how-employee-feedback-can-skyrocket-engagement-and-performance-with-david-hassell.
7. Jenkins, Ryan. "How Generation Z Will Transform the Workplace."
8. "Bank of America Trends in Consumer Mobility Report 2018." Bank of America Corporation, n.d. https://newsroom.bankofamerica.com/system/files/2018_BAC_Trends_in_Consumer_Mobility_Report.pdf.

9. "Meet Gen Z: The Self-Proclaimed Hardest-Working, Anxiously Optimistic Workforce of the Future." *Kronos*, June 3, 2019. https://www.kronos.com/about-us/newsroom/meet-gen-z-self-proclaimed-hardest-working-anxiously-optimistic-workforce-future.

Chapter 42

1. Chester, Eric. "Work Ethic: Employers Can Improve Performance of Millennial Employees by Teaching Work Ethic, Says Leadership Expert Eric Chester." *PR Newswire*, January 4, 2012. https://www.prnewswire.com/news-releases/work-ethic-employers-can-improve-performance-of-millennial-employees-by-teaching-work-ethic-says-leadership-expert-eric-chester-136652768.html.
2. Jenkins, Ryan. "Generation Z Versus Millennials."

Chapter 43

1. Gillespie, Nick. "Millennials Are Selfish and Entitled. Blame Helicopter Parents." *Time*, August 21, 2014. https://time.com/3154186/millennials-selfish-entitled-helicopter-parenting/.
2. Moss, Erica. "How to Attract and Keep Millennials at Your Company." *Millennial Marketing*, n.d. http://www.millennialmarketing.com/2015/03/how-to-attract-and-keep-millennials-at-your-company/.
3. "Immortality, Transhumanism, and Ray Kurzweil's Singularity." *The Technological Citizen*, n.d. https://thetechnologicalcitizen.com/?p=2197.
4. "#170: Dr. John Townsend-Fighting Entitlement at Work and at Home." *EntreLeadership*, n.d. https://www.entreleadership.com/blog/podcasts/dr-john-townsend-fighting-entitlement.
5. "#170: Dr. John Townsend-Fighting Entitlement at Work and at Home."

6. Lemle, Russell B. "How Being Entitled to Our Way - Gets in the Way." *Psychology Today*, August 21, 2011. https://www.psychologytoday.com/za/blog/me-first-we-first/201108/how-being-entitled-our-way-gets-in-the-way?amp.

7. "What Is Servant Leadership?" *Greenleaf Center for Servant Leadership*, n.d. https://www.greenleaf.org/what-is-servant-leadership/.

Chapter 44

1. Shearer, Elisa. "Social Media Outpaces Print Newspapers in the U.S. as a News Source." Pew Research Center, December 10, 2018. https://www.pewresearch.org/fact-tank/2018/12/10/social-media-outpaces-print-newspapers-in-the-u-s-as-a-news-source/.

2. Jenkins, Ryan. "Generation Z Versus Millennials."

3. Jenkins, Ryan. "How to Improve Generation Z's Critical Thinking Skills." *Inc.*, n.d. https://www.inc.com/ryan-jenkins/2-simple-steps-for-improved-critical-thinking.html.

Chapter 45

1. Reynolds, Brie Weiler. "6 Key Stats About Remote and Flexible Work in 2017, and 2 Predictions." *FlexJobs*, December 8, 2017. https://www.flexjobs.com/blog/post/stats-about-remote-and-flexible-work-2017-predictions/.

2. Jenkins, Ryan. "Offer Millennials Flexible Work and Unlock These 6 Benefits." *Inc.*, n.d. https://www.inc.com/ryan-jenkins/offer-millennials-flexible-work-and-unlock-these-6-benefits.html.

3. Reynolds, Brie Weiler. "6 Key Stats About Remote and Flexible Work in 2017."

4. "The Next Generation Is Here: Hopeful, Anxious, Hardworking, and Searching for Inspiration."

5. Tandon, Rajguru. "Gez Z Desires Work Flexibility The Most." *BW People*, June 6, 2019. http://bwpeople.business

world.in/article/Gez-Z-Desires-Work-Flexibility-The-Most-/06-06-2019-171518/.

6. Reynolds, Brie. "FlexJobs Survey: Millennials More Interested in Travel, Work Flexibility Than Gen X, Baby Boomers." *FlexJobs*, September 30, 2016. https://www.flexjobs.com/employer-blog/flexjobs-survey-millennials-interested-travel-work-flexibility/.

7. Reynolds, Brie. "FlexJobs Survey."

8. Jenkins, Ryan. "How Generation Z Will Transform the Workplace with David and Jonah Stillman [Podcast]."

9. Knight, Rebecca. "How to Manage Remote Direct Reports." *Harvard Business Review*, February 10, 2015. https://hbr.org/2015/02/how-to-manage-remote-direct-reports.

Chapter 46

1. "State of Gen Z 2018."

Chapter 47

1. "The 2014 Deloitte Millennial Survey."

2. Jenkins, Ryan. "Creating Company Heart to Attract and Retain Next Generation Talent with Claude Silver [Podcast]." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/creating-company-heart-to-attract-and-retain-next-generation-talent-with-claude-silver-podcast.

3. Jenkins, Ryan. "Creating Company Heart to Attract and Retain Next Generation Talent with Claude Silver [Podcast]."

4. Jenkins, Ryan. "Creating Company Heart to Attract and Retain Next Generation Talent with Claude Silver [Podcast]."

5. Vaynerchuk, Gary. *Crush It!: Why NOW Is the Time to Cash In on Your Passion*. New York, New York: Harper Studio, 2009.

6. Scott, Kim. "It's Not Radical Candor If You Don't Care

Personally: Radical Candor Jerk." *Radical Candor*, n.d. https://www.radicalcandor.com/blog/radical-candor-not-acting-like-jerk/.

7. Lockhart, Elisse. "Video: The Radical Candor Origin Story." *Radical Candor*, n.d. https://www.radicalcandor.com/blog/video-radical-candor-origin-story/.

8. Jenkins, Ryan. "Creating Company Heart to Attract and Retain Next Generation Talent with Claude Silver [Podcast]."

9. "State of Gen Z 2018."

Chapter 48

1. LeBlanc, Janet AuCoin. "Socrates: Writing vs. Memory." *ETEC540 Text Technologies*, September 29, 2013. https://blogs.ubc.ca/etec540sept13/2013/09/29/socrates-writing-vs-memory/.

2. Terdiman, Daniel. "VR and Augmented Reality Will Soon Be Worth $150 Billion. Here Are The Major Players." *Fast Company*, October 13, 2015. https://www.fastcompany.com/3052209/vr-and-augmented-reality-will-soon-be-worth-150-billion-here-are-the-major-pla.

3. Uhls, Yalda T., Minas Michikyan, Jordan Morris, Debra Garcia, Gary W. Small, Eleni Zgourou, and Patricia M. Greenfield. "Five Days at Outdoor Education Camp without Screens Improves Preteen Skills with Nonverbal Emotion Cues." *ScienceDirect*, October 2014. https://www.sciencedirect.com/science/article/pii/S0747563214003227.

4. Cohen, Reuven. "What Is The Right Age To Introduce Your Kids To Mobile Technology?" *Forbes*, August 13, 2013. https://www.forbes.com/sites/reuvencohen/2013/08/13/when-is-the-right-age-to-introduce-your-kids-to-mobile-technology/#24ebf5f477af.

5. "2015 State of Modern Motherhood Report Highlights." *Baby Center*, n.d. https://www.babycenterbrandlabs.com/docs/2015_State_of_Modern_Motherhood_Report.pdf.

6. Coffee, Patrick. "STUDY: Most Think the Digital World Is Bad for Kids." *Adweek*, January 21, 2015. https://www.ad week.com/digital/study-most-think-the-digital-world-is-bad-for-kids/.

7. "Media and Children Communication Toolkit." American Academy of Pediatrics, n.d. https://www.aap.o rg/en-us/advocacy-and-policy/aap-health-initiatives/pages/media-and-children.aspx.

8. "Technology Questions - #AskGaryVee Show: Gary Vaynerchuk." *The #AskGaryVee Show*, n.d. https://askgary veeshow.com/questions/technology/page/3/.

9. Dunckley, Victoria L. "Screentime Is Making Kids Moody, Crazy and Lazy." *Psychology Today,* August 18, 2018. https://www.psychologytoday.com/us/blog/mental-wealth/201508/screentime-is-making-kids-moody-crazy-and-lazy.

10. Bilton, Nick. "Steve Jobs Was a Low-Tech Parent." *The New York Times*, September 10, 2014. https://www.nytime s.com/2014/09/11/fashion/steve-jobs-apple-was-a-low-tech-parent.html.

Chapter 49

1. Jenkins, Ryan. "Understanding and Marketing to Generation Z with Angie Read and Jeff Fromm." *Ryan Jenkins, Next Generation Speaker*, n.d. https://blog.ryan-jenkins.com/understanding-and-marketing-to-generation-z-with-angie-read-and-jeff-fromm.

2. Jenkins, Ryan. "Understanding the Consumer Behavior of Millennials and Generation Z with Michael Solomon." *Ryan Jenkins, Next Generation Speaker*, n.d. htt ps://blog.ryan-jenkins.com/understanding-the-consumer-behavior-of-millennials-and-generation-z-with-michael-solomon.

3. "The 10 Brands Gen Z & Millennials Trust Most." *YPulse*, June 18, 2018. https://www.ypulse.com/article/2018/06/18

/the-10-brands-gen-z-millennials-trust-
most/?utm_source=newsletter.
4. "The 10 Brands Gen Z & Millennials Trust Most."
5. "The 10 Brands Gen Z & Millennials Trust Most."
6. Glazer, Emily, Liz Hoffman, and Laura Stevens. "Next Up
   for Amazon: Checking Accounts." *The Wall Street Journal*,
   March 5, 2018. https://www.wsj.com/articles/are-you-ready-
   for-an-amazon-branded-checking-account-1520251200.

Chapter 50
1. "#240: Clay Scroggins-How to Build Your Influence."
   EntreLeadership, n.d. https://www.entreleadership.com/bl
   og/podcasts/clay-scroggins-build-influence.
2. "Chick-Fil-A Responds to Customers' Cravings With
   New Hand-Spun Milkshakes." *Food Ingredients 1st*, May
   18, 2006. https://www.foodingredientsfirst.com/news/chi
   ck-fil-a-responds-to-customers-cravings-with-new-hand-
   spun-milkshakes.html.
3. "Chick-Fil-A Debuts Hand-Spun Milkshakes." *QSR*, May
   19, 2006. https://www.qsrmagazine.com/news/chick-fil-
   debuts-hand-spun-milkshakes.

More from Ryan

Live Presentations

Want to bring Ryan's insights and strategies to your organization or next event?

Ryan is available for keynotes, workshops, and webinars.

Contact Ryan by visiting **www.ryan-jenkins.com/contact** (or text/call 770-695-7204).

Additional Reading

Ryan is also the author of *The Millennial Manual: The Complete How-To Guide to Manage, Develop, and Engage Millennials at Work*. The book equips leaders to increase productivity, improve retention, and accelerate the development of their Millennial workforce.

Grab your copy by visiting www.ryan-jenkins.com/manual.

Training for Generation Z

Need a turnkey solution to train and develop Gen Z?

Gen Zers need new skills, and they learn differently. 21mill delivers cutting-edge content to equip Gen Z, and we reimagined training to ensure they use, apply, and enjoy it.

Sign up for free and test drive the learning platform by visiting **courses.21mill.com**.

Free Weekly Insights

Want Ryan's latest generational and future-of-work insights, strategies, and research?

Subscribe to Ryan's blog by visiting **www.ryan-jenkins.com/subscribe.**

Or, connect with Ryan on LinkedIn by visiting **www.ryan-jenkins.com/linkedin.**

Top Rock University

Ryan is a trustee and the president of Top Rock University, a digital university where students can earn a bachelor of science in business administration in seven to twenty-four months from their laptop or smartphone for a fraction of the cost of traditional tuition.

To learn more or apply, visit **www.toprock.org.**

Acknowledgments

Thank you, Ashley, for your enduring patience, steadfast faith (in Him and me), and for being the lynchpin of our growing family. Your belief in me from the very beginning has made all of this possible. I look forward to continuing to build and serve alongside of you. I love you.

Thank you, Ella, Landon, and Meyer, for giving me continuously new perspectives of the world. I cherish your wonder, light-heartedness, imagination, and for reminding me of what's truly important in life. I love you all.

Thank you, clients and audiences, for the opportunity to serve. Learning about your organizations, industries, and workforce challenges have been invaluable. Granting me permission to peek into your organizations and speak to your teams is an absolute honor.

Thank you, colleagues, mentors, and partners, for parting with your time, wisdom, and advice. Your examples continue to inspire me and elevate my vision of what's possible. Your contributions and hard work have opened doors I never could have.

Thank you to the past, present, and future authors, speakers, leaders, actors, musicians, artists, and strangers who will continue to shape me for the better.

Thank you to my Heavenly Father for the undeserved yet unconditional love, grace, and mercy.

About the Author

Ryan Jenkins is an internationally recognized keynote speaker, author, and *Inc. Magazine* columnist.

For over eight years, Ryan has helped organizations lead, engage, develop, and sell to the emerging generations (Millennials and Generation Z), as well as work and communicate across generations. Some of Ryan's clients include Coca-Cola, John Deere, Wells Fargo, The Home Depot, State Farm, Salesforce.com, and Delta Air Lines.

Ryan is a leading voice on Millennials and Generation Z in the workplace. His blog, podcast, and *Inc. Magazine* column inspire and equip thousands of people every week around the world. Ryan's fresh and forward-thinking approach to generations has made him one of the most highly sought-after generational and future-of-work keynote speakers.

Ryan's top-ranked generational insights have been featured in *Forbes*, *Fast Company*, *Inc.*, and *SUCCESS Magazine*, to name a few.

Ryan is a partner at 21mill.com, which offers transformational training content and custom learning management solutions specifically for Millennials and Generation Z.

Ryan is also a trustee and the president of Top Rock University (www.toprock.org), a digital university where students can earn a bachelor's degree on their smartphone.

Ryan lives in Atlanta, Georgia, with his wife, three children, and dog.

*Interested in having Ryan speak at your organization or
next event?*

Inquire at **www.ryan-jenkins.com/contact** or contact Ryan at
rj@ryan-jenkins.com or text/call 770-695-7204.

Thank you for reading!

Did *The Generation Z Guide* help you
understand, recruit, and lead the next generation?

We want to hear about it.

Please leave a helpful and honest review on Amazon.

This helps others discover the book and experience the benefits
of its content.