Understanding, Motivating, and Engaging the Younger Workforce (Generations Y & Z)

Summarized and Compiled
by:

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SACHS
Southern Area Consortium of Human Services

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Executive Summary

At the request of the Southern Area Consortium of the Human Services (SACHS) Directors, this research report summarizes and presents data and study findings on the needs of the younger workforce, specifically Generation Y/Millennials and Generation Z (hereafter, for brevity, these generations shall be referred to as "Gen Y" and "Gen Z," respectively). Furthermore, this report shares researched-backed practices and tools to address those needs.

The report begins with a graphical and textual overviews of all generations, where Generations Y and Z fit on the historical timeline, and how they compare with the older generations in terms of sources of stress, racial/ethnic composition, views on key political issues, educational aspirations and attainment, work experience, etc. Next, findings from key studies on the needs, expectations, and motivators of these younger generations are presented separately and in detail, even dispelling some myths. Then the report highlights some best practices and tools to address these needs and incentivize Gen Y and Gen Z employees during three segments of an employee's career journey at an organization: recruitment, onboarding, and ongoing engagement and development.

A survey of the literature has revealed that, as two separate cohorts, Gen Y and Gen Z share some common needs and motivators, including:

- Financial/job security
- Challenging and meaningful work
- Opportunities for career advancement
- Making a difference
- Freedom and flexibility in how and when they work
- Leadership transparency and open work environment
- Dedicated co-workers
- Working for an organization that contributes to the community
- And, perhaps surprisingly, the desire for receiving feedback and for face-to-face communication, thus dispelling the myth/misconception that they are attached to technology and prefer only to work independently

The literature also notes Gen Y's desire for work-life balance, as well as how the multitasking, future-oriented Gen Z approach their work with entrepreneurial and diversity mindset and their desire to hit the ground running soon at a new role. Additionally, Canadian researchers wrote that their survey respondents, who aspired to work in the public sector, gravitate toward a progressive work environment.

Readers of this report will find descriptions of various best practices for addressing the needs of the younger generations and select examples of their practical application in the workplace, including but not limited to:

- Authentic messaging (e.g., sharing the organization's purpose and values) and matching those values to those of the applicants during recruitment, in addition to screening applicants for culture fit
- Training managers in providing constructive feedback, transparency, and guidance on career paths
- Implementing a mentoring or reverse mentoring program (the latter involves having members of the older and younger generations take turns sharing knowledge and skills, thus recognizing that no matter one's age, members of all generations have much to contribute at work and learn from one another)
- Applying gamification elements (e.g., gamified assessments, performance-based points, leader boards, choices given, collaboration) to recruitment, onboarding, and ongoing employee engagement and development
- Improving writing skills of the Gen Z

This report ends with a few words of caution for the reader, in particular:

1. A report from the National Academies of Sciences, Engineering, and Medicine casts doubt regarding the generalizability of research findings on the needs and motivators. It notes that most studies of generational differences are cross-sectional (i.e., measures data in a single time period), use convenient samples, or use qualitative methods with a limited number of participants. Furthermore, some of these studies don't separate generation effects from age and period effects, although researchers of one study featured in this SACHS report did find that the values of their Gen Y participants did not vary over time.
2. Be careful about stereotyping: Each employee is a unique individual with different strengths and experiences. Recognize the possibility of diversity within a cohort, and make room for more than just one-size-fits-all solutions, initiatives, and programs.
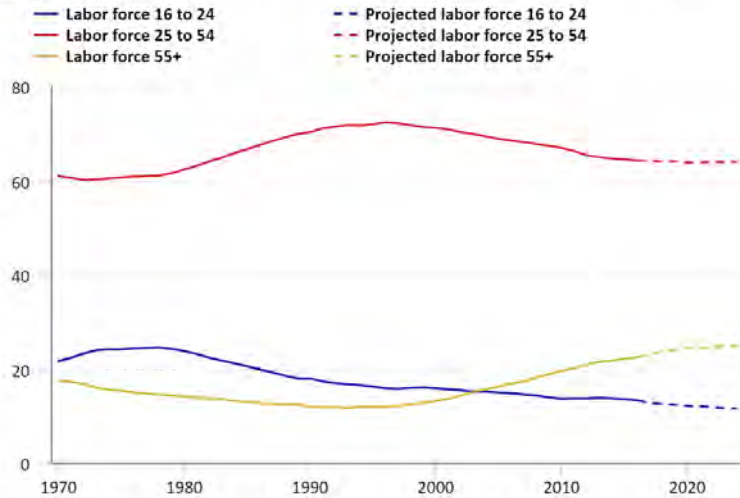
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Overview of Generations

Trends in Generational Growth

From: Torpey, Mitra Toossi and Elka. "Older Workers: Labor Force Trends and Career Options: Career Outlook. U.S. Bureau of Labor Statistics."
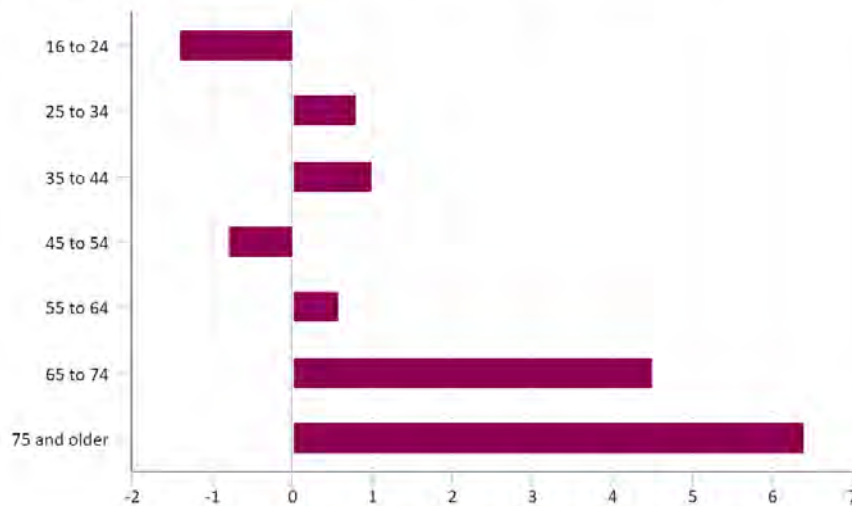https://www.bls.gov/careeroutlook/2017/article/older-workers.htm.

Chart 1. U.S. labor force shares by age, 1970 to 2014 and projected 2014–24 (percent)

Legend:
- Labor force 16 to 24
- Labor force 25 to 54
- Labor force 55+
- Projected labor force 16 to 24
- Projected labor force 25 to 54
- Projected labor force 55+

Click legend items to change data display. Hover over chart to view data.
Source: U.S. Bureau of Labor Statistics.

"By 2024, BLS [Bureau of Labor Statistics] projects that the labor force will grow to about 164 million people. That number includes about 41 million people who will be ages 55 and older—of whom about 13 million are expected to be ages 65 and older."

Chart 2. Annual growth rate in labor force by age, projected 2014–24 (percent)

Age groups: 16 to 24, 25 to 34, 35 to 44, 45 to 54, 55 to 64, 65 to 74, 75 and older

Hover over chart to view data.
Source: U.S. Bureau of Labor Statistics.

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<u>Defining the Generations</u>
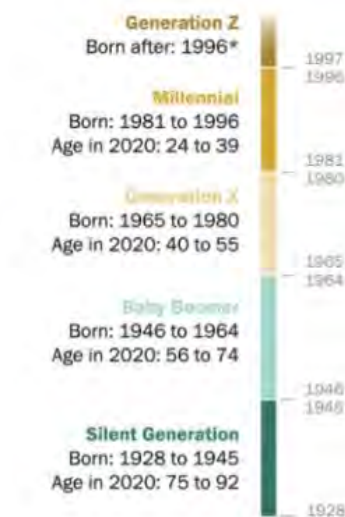From: Pew's "Where Millennials End and Generation Z Begins."
https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/

What to focus on when we look at generations?
- Where they are in the life cycle - "young adult, a middle-aged parent or a retiree"
- "Membership in a cohort of individuals who were born at a similar time"
  - Major world/country events experienced together
- How views change over time
- Comparison of views of different cohorts at similar ages
- Look at "how different formative experiences (such as world events and technological, economic and social shifts) interact with the life-cycle and aging process to shape people's views of the world. While younger and older adults may differ in their views at a given moment, generational cohorts allow researchers to examine how today's older adults felt about a given issue when they themselves were young, as well as to describe how the trajectory of views might differ across generations."
- Where a generation begins and ends is "not an exact science." Researchers consider cutoff by the U.S. Census Bureau (i.e., "post-WWII births in 1946 and a significant decline in birthrates after 1964" for Baby Boomers).

From: Pew Research Center's Social & Demographic Trends Project. "On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Gen Z So Far." May 14, 2020. https://www.pewsocialtrends.org/essay/on-the-cusp-of-adulthood-and-facing-an-uncertain-future-what-we-know-about-gen-z-so-far/.

The generations defined

Generation Z
Born after: 1996*
| 1997
| 1996

Millennial
Born: 1981 to 1996
Age in 2020: 24 to 39
| 1981
| 1980

Generation X
Born: 1965 to 1980
Age in 2020: 40 to 55
| 1965
| 1964

Baby Boomer
Born: 1946 to 1964
Age in 2020: 56 to 74
| 1946
| 1945

Silent Generation
Born: 1928 to 1945
Age in 2020: 75 to 92
| 1928

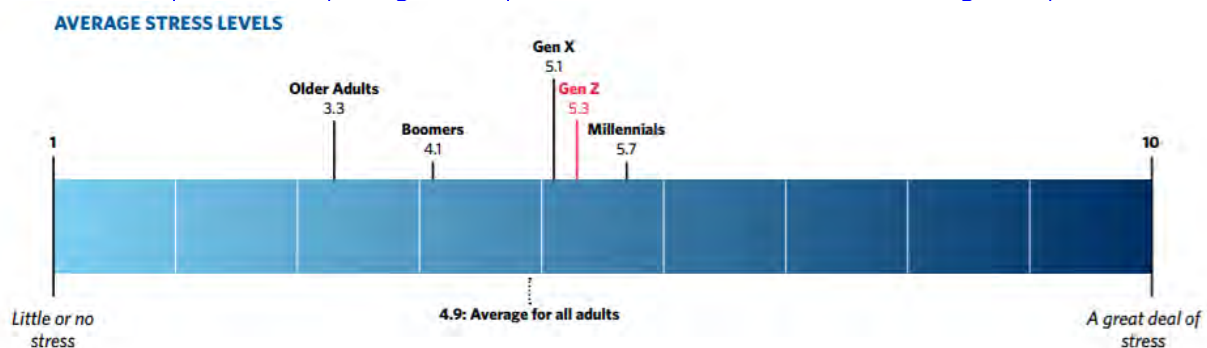*No chronological endpoint has been set for this group.
"On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Generation Z So Far"

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- Cutoff of 1996 between Gen Y and Gen Z is based on "key political, economic and social factors that define the Millennial generation's formative years."
  - Examples: 9/11; 2008 election where youth vote helped to elect Barack Obama, our first African-American President; political polarization in U.S. after the Iraq and Afghanistan Wars (George W. Bush vs. Barack Obama); economic recession when they entered workforce (significant impact of this "slow start" on their life journeys, including choices)
- Technology shapes lifestyles, including how people connect with one another and with the world.
  - Invention of television impacted Baby Boomers.
  - Computer revolution impacted Generation X.
  - The Internet extending its reach impacted the Gen Y
    - "Social media, constant connectivity and on-demand entertainment and communication"
  - All of the above, plus the introduction of iPhone in 2007 and other mobile devices, WiFi, etc., impacted Generation Z.
    - "Always on" - continuous access to information, always connected
- Pew recognizes that others may delineate the line between the generations differently.
- Pew cautions that "**generations are a lens through which to understand societal change, rather than a label with which to oversimplify differences between groups.**"
- "**Differences within generations can be just as great as the differences across generations, and the youngest and oldest within a commonly defined cohort may feel more in common with bordering generations than the one to which they are assigned. This is a reminder that generations themselves are inherently diverse and complex groups, not simple caricatures.**"

Comparisons of Generations

From: American Psychological Association. "Stress in America™ Generation Z." October 2018, 11.
https://www.apa.org/news/press/releases/stress/2018/stress-gen-z.pdf

AVERAGE STRESS LEVELS

Gen X 5.1
Older Adults 3.3
Gen Z 5.3
Boomers 4.1
Millennials 5.7
1
10
Little or no stress
4.9: Average for all adults
A great deal of stress

Stress levels of Gen Z and Gen Y (5.3 and 5.7, respectively) were above the average of all adults (4.9).
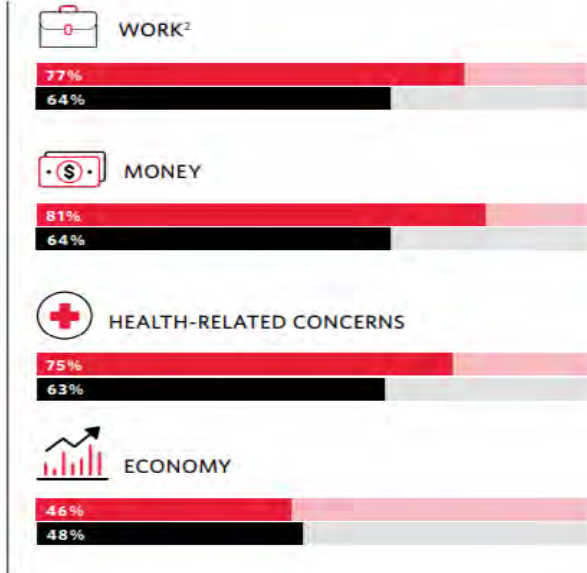- Sources of stress:
  - Work
  - Money
  - Health
  - State of the nation - Gen Y worry about this the most.
  - The nation's future

- o Personal debt
- o Housing instability
- o Discrimination
- o Hunger/getting enough to eat

COMMON STRESSORS
GEN Z ADULTS VS ADULTS OVERALL

- GEN Z ADULTS
- ADULTS OVERALL

WORK[2]
77%
64%

MONEY
81%
64%

HEALTH-RELATED CONCERNS
75%
63%

ECONOMY
46%
48%

ADDITIONAL PERSONAL SOURCES OF STRESS FOR GEN Z

% reporting significant source of stress

35%
Bullying/not getting along with others

33%
Personal debt

31%
Housing instability

28%
Hunger/getting enough to eat

21%
Drug and alcohol use or addiction in their family

21%
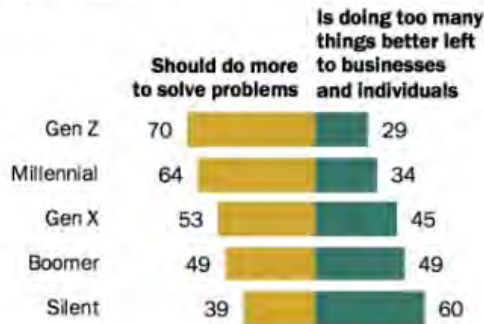**Dealing with gender issues relating to their sexual orientation/ gender identity**

According to Pew Research Center's Social & Demographic Trends Project. "On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Gen Z So Far." May 14, 2020. https://www.pewsocialtrends.org/essay/on-the-cusp-of-adulthood-and-facing-an-uncertain-future-what-we-know-about-gen-z-so-far/.

In the 2018 survey of 13-17 year-olds, Pew researchers found that Gen Y and Gen Z have similar political views (progressive, pro-government, pro-racial and ethnic diversity) and don't see the U.S. as better than other countries.

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Gen Z more likely than other generations to want an activist government

% saying government ...

|	Should do more to solve problems	Is doing too many things better left to businesses and individuals
Gen Z	70	29
Millennial	64	34
Gen X	53	45
Boomer	49	49
Silent	39	60

Note: Share of respondents who didn't offer an answer not shown.
Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018, and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.
"On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Generation Z So Far"

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Gen Z Republicans are more likely than Republicans in older generations to say blacks are treated less fairly

% saying that overall in our country today, blacks are treated less fairly than whites
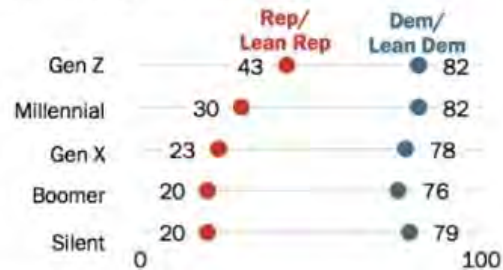
	Rep/ Lean Rep	Dem/ Lean Dem
Gen Z	43	82
Millennial	30	82
Gen X	23	78
Boomer	20	76
Silent	20	79

Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018 and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.
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Below are the findings as published in [Generation Z Looks a Lot Like Millennials on Key Social and Political Issues](#):

Gen Z and Millennials differ from older generations in views on Trump, role of government and growing diversity in U.S.

% saying ...

	They approve of Trump's job performance	Government should do more to solve problems	Increasing racial/ethnic diversity is good for society
Gen Z	30%	70	62
Millennial	29	64	61
Gen X	38	53	52
Boomer	43	49	48
Silent	54	39	42

Source: Surveys of U.S. adults ages 18 and older conducted Sept. 24-Oct. 7, 2018, and U.S. teens ages 13 to 17 conducted Sept. 17-Nov. 25, 2018.
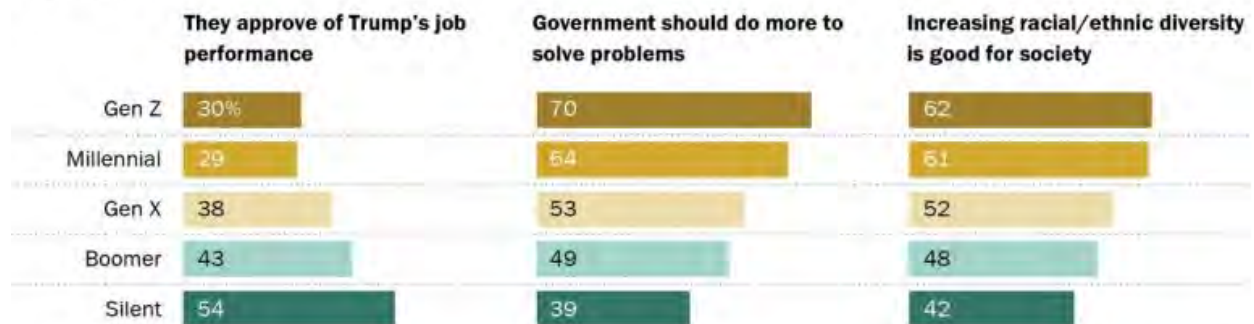"Generation Z Looks a Lot Like Millennials on Key Social and Political Issues"

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From: Pew Research Center's Social & Demographic Trends Project. "'Post-Millennial' Generation On Track To Be Most Diverse, Best-Educated," 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/.

Here are select data on Gen Z from the Pew Research Center's analysis of Census Bureau data, in comparison with the older generations when they were in the same age range:
- Almost half live with at least one college-educated parent.
    - Median household income for Gen Z is $63,700 in 2018 after adjusting for household size, higher than that of Gen Y ($62,400), Gen X, and Baby Boomer generations.

Post-Millennials live in households with higher median household incomes than older generations did when young

Economic situation of 6- to 21-year-olds

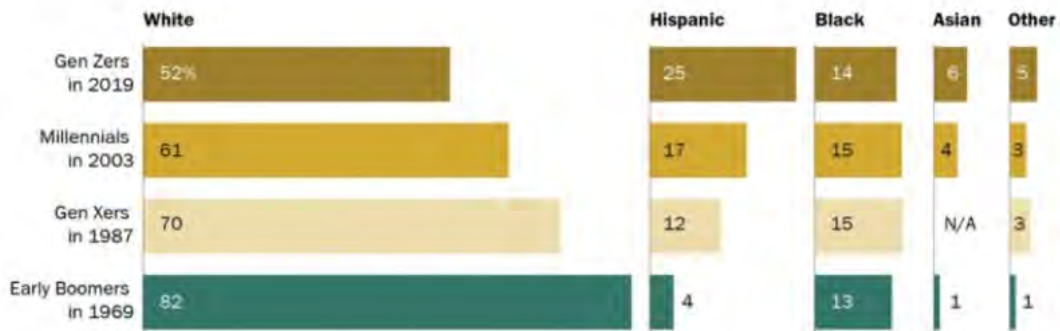|	Median adjusted household income	Share in poverty	Share in rented home
Post-Millennials in 2018	$63,700	17%	37%
Millennials in 2002	$62,400	16%	32%
Gen Xers in 1986	$52,800	19%	33%
Early Boomers in 1968	$42,000	N/A	N/A

Note: Household incomes are as of the previous calendar year and are scaled to a three-person household and expressed in 2017 dollars. Poverty status is as of the previous year. Housing tenure as of March of the given year.
Source: Pew Research Center analysis of 1968, 1986, 2002 and 2018 Current Population Survey Annual Social and Economic Supplement (IPUMS).
"Early Benchmarks Show Post-Millennials on Track to Be Most Diverse, Best-Educated Generation Yet"

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- "17% of post-Millennials live in families that are below the poverty line. This may exceed the share of Millennials in poverty in 2002 (16%) but is below the share of Gen Xers in 1986 (19%)."
- Almost half are non-Whites. Twenty-five percent are Hispanic (compared to 18% of Gen Y).
- When Gen Z reaches 14-29 in 2026, a majority of this generation will be non-White.

One-in-four members of Gen Z are Hispanic

% of 7- to 22-year-olds who are …

	White	Hispanic	Black	Asian	Other
Gen Zers in 2019	52%	25	14	6	5
Millennials in 2003	61	17	15	4	3
Gen Xers in 1987	70	12	15	N/A	3
Early Boomers in 1969	82	4	13	1	1

Note: Figures may not add to 100% due to rounding. Racial groups include only single-race non-Hispanics. Hispanics are of any race. Asians include Pacific Islanders. The CPS did not separately identify Asians until 1988. Hispanic origin was not collected until 1971. The racial and ethnic composition of Boomers in 1969 was imputed on the basis of 8- to 23-year-olds in the 1970 census.
Source: Pew Research Center analysis of 1987, 2003 and 2019 Current Population Survey Annual Social and Economic Supplements and 1970 decennial census (IPUMS).
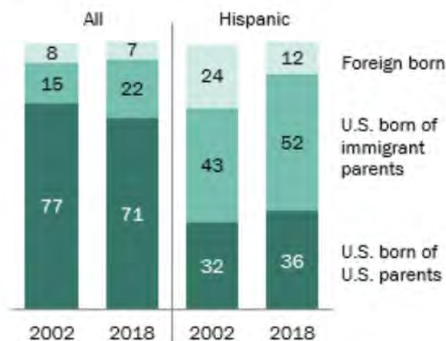"On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Generation Z So Far"

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- More than half are enrolling in college compared to the percentage of Gen Y who enrolled at the same age range.
  - 55% of Gen Z Hispanics are enrolled in college, compared to 34% of Millennial Hispanics in 2002 (age range: 18-20).
    - Reason: Fewer Gen Z Hispanics are immigrants but rather second generation, in contrast with Gen Y Hispanics.
      - Immigration rate was impacted by the Great Recession and employment rate.

Post-Millennials, especially Hispanics, are less likely than Millennials to be foreign born

% of 6- to 21-year-olds, by nativity

	All		Hispanic		
	2002	2018	2002	2018	
Foreign born	8	7	24	12	
U.S. born of immigrant parents	15	22	43	52	
U.S. born of U.S. parents	77	71	32	36	

Note: Hispanics are of any race.
Source: Pew Research Center analysis of 2002 and 2018 Current Population Survey Annual Social and Economic Supplement (IPUMS).
"Early Benchmarks Show Post-Millennials on Track to Be Most Diverse, Best-Educated Generation Yet"

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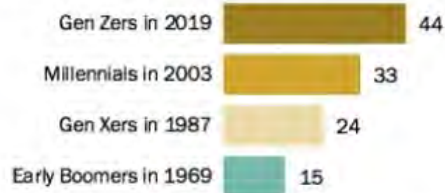
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- "The high school dropout rate for the oldest post-Millennials/Gen Z (ages 18 to 20 in 2017) is significantly lower than that of similarly aged Millennials in 2002."
- Greater percentages of Gen Z Hispanics, blacks, and women are enrolling in colleges.

Gen Zers more likely to be enrolled in college and to have a college-educated parent than Millennials, Gen Xers at a comparable age

Among 18- to 21-year-olds no longer in high school, % enrolled in college

Gen Zers in 2018	57
Millennials in 2003	52
Gen Xers in 1987	43
Early Boomers in 1969	N/A

% of 7- to 17-year-olds living with a parent who has at least a bachelor's degree

Gen Zers in 2019	44
Millennials in 2003	33
Gen Xers in 1987	24
Early Boomers in 1969	15

Note: Share living with a parent who has at least a bachelor's degree is limited to 7- to 17-year-olds living with at least one parent. Those without a parent in the household are excluded.
Source: Pew Research Center analysis of 1987, 2003 and 2018 Current Population Survey October supplement and 1969, 1987, 2003 and 2019 Current Population Survey Annual Social and Economic Supplement (IPUMS).
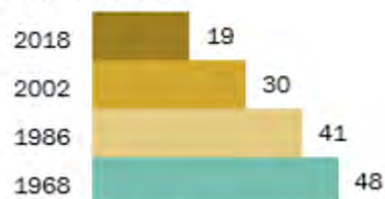"On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Generation Z So Far"

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Gen Zers are slower to enter the workforce and less likely to work full-time.

Post-Millennials less likely to work than older generations when they were young

% of civilians who were employed during the prior year

15- to 17-year-olds

2018	19
2002	30
1986	41
1968	48

18- to 21-year-olds

2018	58
2002	72
1986	78
1968	80

Source: Pew Research Center analysis of 1968, 1986, 2002 and 2018 Current Population Survey Annual Social and Economic Supplement (IPUMS).
"Early Benchmarks Show Post-Millennials on Track to Be Most Diverse, Best-Educated Generation Yet"
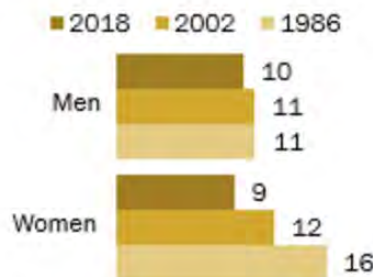
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"Youth who are detached from school and the workplace may not be acquiring valuable learning experiences and networking opportunities [These youths are more likely to be at risk.]. Post-Millennials are less likely to be detached than earlier generations. "

- "Only 9% of 16- to 21-year-old post-Millennial women are detached in 2018. About 12% of Millennial women and 16% of Gen X women were neither in school nor working at a comparable age."
    - A factor: "In 2016, 88% of [Gen Z] women ages 18 to 21 were childless, compared with 79% of Millennials and 80% of Gen Xers at a similar age."

Post-Millennials are less likely to be detached from school or work than older generations

% of 16- to 21-year-olds who are neither working nor enrolled in school

■ 2018   ■ 2002   ■ 1986

Men
10
11
11

Women
9
12
16

Source: Pew Research Center analysis of 1986, 2002 and 2018 Current Population Survey Annual Social and Economic Supplement (IPUMS).
"Early Benchmarks Show Post-Millennials on Track to Be Most Diverse, Best-Educated Generation Yet"

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Research Findings on the Needs, Expectations, and Motivators of Gen Y

Key Events Experienced by This Generation:
- 9/11 and terrorism
- World Wide Web
- Virginia Tech
- Video games

From: Krell, Eric. "Managing Millennials Is a Lot Like Managing Humans." Baylor Business Review, Spring 2017, 4–7.

"A 2015 multigenerational survey by IBM of more than 1,700 employees concludes that Millennials' attitudes are not poles apart from other employees," while debunking common millennial myths, including the following:

> Myth 1: "Millennials' career goals and expectations are different from those of older generations."
> Myth 2: "Millennials want constant acclaim and think everyone on the team should get a trophy."
> Myth 3: "Millennials are digital addicts who want to do—and share—everything online, without regard for personal or professional boundaries."

From: Kadakia, Crystal. "The Millennial Myth." *Millennial Myth*, February 6, 2019, 1–5

Below are additional myths about Gen Y and clarifications:

> Myth 4. They are lazy.
>
> Actually: "The modern focus is on the best way to get the job done, which may involve offering nontraditional hours and the ability to work outside a traditional office setting. This runs counter to the traditional definition of a good/hard worker as someone who puts in a lot of hours at work, on-site. What traditionalists would call 'lazy,' the modern/millennial viewpoint sees as a new way to define productivity."
>
> Myth 5. They feel entitled.
>
> Actually: "Millennials expect to provide meaningful input to the companies they work for, and they're much more likely to negotiate their salaries and ask for flexible hours. They see this as self-advocacy rather than entitlement. Traditionalists believe people should simply be grateful to have their jobs, and that they need to put in the hours and 'pay their dues' before asking for additional perks."
>
> Myth 6: They are needy.
>
> Actually: "Millennials seek regular, ongoing feedback. They see this as a way to learn quickly and adjust their work in order to succeed and excel at their jobs. Traditionalists see the act of seeking feedback as needy, hand-holding behavior that proves millennials can't wade through the necessary steps on their own."
>
> Myth 7: They are disloyal.

Actually: "Millennials are much more likely to change jobs and companies than their predecessors were. They see companies through the lens of the Great Recession, and feel that companies need to earn their employees' trust after the abuses of the past. They also want to work for companies that give back to their communities and honor the environment. Traditionalists, who generally believe in staying in a job for 30+ years and placing their companies' needs above their own, view this as disloyalty."

Myth 8: They have a problem with authority.

Actually: "Millennials were raised in an age of information accessibility, and they expect transparency from their leaders. Respect is given based on actual contributions (to both the company and society as a whole) rather than on hierarchical status. Traditionalists, however, respect their companies' leaders based on job status and tenure within a company. They don't expect to be included in big-picture discussions, and consider it disrespectful to question those in higher-level positions."

From: Adecco (2015). *Generation Z vs. Millennials*. Available at:
http://pages.adeccousa.com/rs/107-IXF-539/images/generation-z-vs-millennials.pdf

Millennials want:
- Financial security
- Home ownership
- Job stability / security

From: Calk, Russell, and Angela Patrick. "Millennials Through the Looking Glass: Workplace Motivating Factors" *The Journal of Business Inquiry*.
http://161.28.100.113/index.php/jbi/article/view/81.

121 college students (61 percent female, 39 percent male) filled out the Work Motivation Inventory (WMI), which identifies top motivational needs related to the workplace.

Exhibit 1: Five Motivational Needs of the Workplace Motivation Inventory

Basic	Reflected in concerns for pleasant working conditions, more leisure time, more luxurious personal property, increased salary, and avoidance of physical strain or discomfort
Safety	Reflected in concerns for performance standards, safe working conditions, and fringe benefits such as insurance and retirement plans
Belonging	Reflected in concerns for friendly colleagues, opportunities for interaction with others, and team membership
Ego-status	Reflected in concerns for recognition and rewards for performance and opportunities for job advancement
Actualization	Reflected in concerns for more challenging and meaningful work that allows for creativity and leads to a sense of personal fulfillment

- Findings:
  - "Millennial workers are motivated by basic needs and the desire for belonging, and seek actualization through challenging and meaningful work."
    - They scored high for belonging. Thus, collaboration is important.
    - Low score on safety means more willing to switch jobs for "more leisure or a more challenging and satisfying work environment as long as basic needs are met."

From: Henstra, Daniel, and Rosemary A. McGowan. "Millennials and Public Service: An Exploratory Analysis of Graduate Student Career Motivations and Expectations." *Public Administration Quarterly* 40, no. 3 (2016): 490–516.

The pool of participants in this qualitative study of written statements consisted of Canadian Master's students seeking a public service career.

Motivators of Gen Y:
- Summary: "Millennials are motivated both by perceived intrinsic benefits, such as the opportunity to make a difference in society, as well as extrinsic rewards, such as opportunities for career advancement. In addition, many identify a public service career as a 'calling'—a sense of obligation to contribute to the public interest— and the analysis reveals various events and experiences that inspire this 'call to serve.'"
- "Personal experiences as catalysts for their interest in a public sector career"
- "Witnessing people's disadvantage or hardship as a catalyst for their desire to pursue careers that would allow them to contribute to social justice initiatives to improve the well-being of others"
- Positive work environment
- Working with interesting, dedicated people
- "Desire to serve their country, enhance the lives of the next generation of Canadians, serve as agents of change, and make a difference in society."
- "Attraction to public policy making, commitment to civic duty and the public interest," "passion for equity," and desire to help those in need.
- Desire to fill the shoes of those who are retiring and continue their legacy

From: Coates, Tabitha K. L. "Hearing the Voices of Generation Y Employees: A Hermeneutic Phenomenological Study." *Human Resource Development International* 20, no. 1 (February 2017): 37–67. https://doi.org/10.1080/13678868.2016.1222486.

Below are the themes and sub-themes determined from this qualitative study of five Gen Y respondents on the meaning of work.

Key words from these themes include: "meaningful," "engaged," "enjoy," "fulfilled," "passionate," "helping." "ownership," "respect," "trust," "autonomy," "stability," "money," "benefits," "balance," "flexibility," "purposeful," "values," "working hard," "relationships," and "opportunities." These words have been echoed by other studies featured in this report.

Table 3. The 10 essential themes and corresponding sub-themes and sub-sub-themes of the meaning of work for five Generation Y participants.

Essential themes	Essential sub-themes	Essential sub-sub-themes
The *meaning of work* is influenced by education	Choice of major Paying off student loan debt A degree is no guarantee of anything College is the only way	
The *meaning of work* is the opportunity to do work that is meaningful	The meaning of meaningful work	We enjoy the work We are engaged in the work We are fulfilled and enriched by the work, We feel passionate about the work The work is important to us
	Experiences of meaningful work	Work that challenges us Helping people make their lives better Changing society for the better Being involved in the process and feeling ownership
The *meaning of work* is working for an organization that functions well	Not feeling like property Management that treats people well	
	Treated with respect	Position Age
	Being trusted and given autonomy Working for an organization that has evolved Being rewarded for hard work	
The *meaning of work* is balance	Balance of work priorities	Balance of meeting basic needs and doing meaningful work Importance of balance at work
	Balance of work and nonwork priorities	The importance of mental and physical health, The importance of education The importance of family and friends The importance of activities and hobbies we enjoy
	Picture of lack of balance How to achieve balance	Having flexibility at work Choosing purposeful career paths Strategically investing our time Creating boundaries between work and life
The *meaning of work* is influenced by the current state of the economy	Graduating into a recession Increased competition Lack of jobs	
The *meaning of work* is completing tasks and being compensated to meet our basic needs	Provides benefits Provides money	Helps us pay the bills Creates stability Provides money to do things we enjoy

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Essential themes	Essential sub-themes	Essential sub-sub-themes
	Picture of lack of balance How to achieve balance	Having flexibility at work Choosing purposeful career paths Strategically investing our time Creating boundaries between work and life
The *meaning of work* is influenced by the current state of the economy	Graduating into a recession Increased competition Lack of jobs	
The *meaning of work* is completing tasks and being compensated to meet our basic needs	Provides benefits Provides money	Helps us pay the bills Creates stability Provides money to do things we enjoy
The *meaning of work* is a reflection of who we are	The role of values The belief in working hard	The need to be a productive member of society We believe in paying our dues Work as a form of self-validation

Table 3. (Continued).

Essential themes	Essential sub-themes	Essential sub-sub-themes
The *meaning of work* is the importance of social relationships	Relationships with co-workers Relationships with customers and clients	
The *meaning of work* is influenced by our social networks	Influence of family Influence of individuals outside of the family	
The *meaning of work* is considering and exploring all opportunities	Opportunities to broaden our skills Opportunities to test the waters Opportunities that were never there before	

From: Ng, Eddy S. W., and Charles W. Gossett. "Career Choice in Canadian Public Service: An Exploration of Fit With the Millennial Generation." *Public Personnel Management* 42, no. 3 (September 2013): 337–58. https://doi.org/10.1177/0091026013495767.

According to this survey of 19,261 Millennial university students in Canada, respondents value:
- Work-life balance, pursuing further education, and contributing to society (top 3)
- Inclusive work environment and having diverse colleagues
- Those who responded going into public service "also rated high ethical standards, social responsibility, and a progressive working environment as ideal employer characteristics." (339)

From: Kuron, Lisa K. J., Sean T. Lyons, Linda Schweitzer, and Eddy S.W. Ng. "Millennials' Work Values: Differences across the School to Work Transition." *Personnel Review* 44, no. 6 (January 1, 2015): 991–1009. https://doi.org/10.1108/PR-01-2014-0024.

- Findings: "Pre-career and working Millennials varied in terms of the importance they placed on five work values – interesting work, achievement, good co-workers, doing work that helped people and salary – although these differences were small in magnitude.

This suggests that Millennials' work values are relatively stable as they grow older and gain work experience" (991).

According to: Jones, Sophie. 2019. "How to Prepare for the Millennial Workforce." Association for Talent and Development. https://www.td.org/insights/how-to-prepare-for-the-millennial-workforce.

Millennials prefer:
- Telecommuting or being in locations other than the office (they may juggle side gigs)
- Opportunities to be creative and being in a creative work environment
- Being part of something bigger
- Receiving feedback
- Face-to-face communication
- Independent work, coupled by collaboration with others
- Being appreciated and recognized

From: Larkin, Shauna. 2017. "What Motivates Millennials and Gen Z?" Dissertation. 81 pgs. http://trap.ncirl.ie/2799/1/shaunalarkin.pdf

Gen Y's and Gen Z's Preferred Rewards (in order of importance):

1. Pay increase / Bonus
2. Flexible working conditions
3. Opportunities for advancement
4. Interesting and challenging work, which aligns individual goals with organizational goals
5. Recognition from management
6. Job security

Research Findings on the Needs, Expectations, and Motivators of Gen Z

Generation Z / Gen Z (these terms are the most popular in keyword searches, according to Pew; alternative names: iGeneration, Homelanders, post-Millennials)

Key Events Experienced by This Generation:
1. Diversity
2. Economy - impact of the Great Recession
3. War on terrorism - safety and security
4. Environment
5. Politics - political polarization
6. Celebrity and the media - receiving bits of Internet content
7. Technology - impact on entertainment and job market (jobs elimination)
8. COVID-19 pandemic

From: Lanier, Kimberly. "5 Things HR Professionals Need to Know about Generation Z: Thought Leaders Share Their Views on the HR Profession and Its Direction for the Future." *Strategic HR Review* 16, no. 6 (January 1, 2017): 288–90. https://doi.org/10.1108/SHR-08-2017-0051.

Characteristics of Gen Z:

- Constant connectivity, tech savvy/fluency, access to Internet and social – "digital native," "mobile native"
- Short attention span

- Consuming information faster
- Expectation of diversity at work - "driven by cultural ethos of social justice" (289)
- Desire for "sensible, stable careers; security; safety; and privacy"
  - Millennials "document everything with social media" whereas Gen Zers prefer "private social networks like Snapchat that focus on an impairment Web" (289).

From: Stillman, David, and Jonah Stillman. "Gen Z @ Work." *Gen Z @ Work*, February 26, 2019, 1–4.

Here are 7 Key Characteristics of Gen Zers (which are also supported by other works cited in this report):
1. "Phigital. The distinction between the physical and digital realms has disappeared for Gen Zers. They're tech savvy but may need guidance regarding business communication etiquette."
2. "Hyper-custom. Gen Zers are used to everything being customized to their specific needs. At work they'll want to customize their job titles, career paths, professional training, and supervisor feedback."
3. "Realistic. Gen Zers have a realistic outlook about their careers and professional advancement. They're willing to work their way up in organizations."
4. "Weconomists. Gen Zers may try to move the sharing economy into the workplace by delegating their work tasks to colleagues who are more skilled at certain tasks. In some cases, they may need to learn the value of developing their own professional skills."
5. "FOMO. Fear of missing out (FOMO) is a concern for Gen Zers. This causes them to pursue multiple career paths simultaneously."
6. "DIY. Gen Zers like to do things themselves, so collaboration and teamwork may not come naturally to them. This generation is also interested in entrepreneurship. Many Gen Z employees will have 'side hustles' in addition to their day jobs."
7. "Driven. Gen Zers are very driven, but this can lead them to hasty decision making. Mentors can help Gen Zers strike a balance between ambition and good business practices."

From: Mahutga, Justin. "The Generation Z Handbook: A Grounded Theory Approach to Motivation in The Workplace." M.S., South Dakota State University, 2019. http://search.proquest.com/docview/2350388481/abstract/A7A2EEAFAFC4922PQ/1.

Summary of Findings:
"Subjects [13 Gen Z university students in a required communication course] demonstrate that through the use of task[1] and personal communication, they are able to connect work to values and personal identity in order to achieve motivation within organizations." (v)

Needs / Motivators:
- Desire to establish workplace identity of a valuable, "serious" employee by asking questions, demonstrating work ethic, and developing character
- Enjoyable workplace and enjoyable work
  - Quote - Elizabeth:

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[1] Examples of task communication include: "Clarifying tasks or processes, discussing payment, setting goals, giving and receiving feedback, and modeling job behaviors" (34).

"I think [fun] should be a big part of most workplaces. Obviously there are times when you have to put goofing to the side and get down to work, but I think the more bubbly and loose a work environment is, it's going to be better for new employees and older employees because you aren't focusing on the negative mistakes people make. Everyone makes some mistakes from day to day, but if you have a more open and fun environment, you're not going to let those mistakes get to you, and you'll feel successful no matter what you do" (36).

- Monetary compensation - Only two study participants cited this as the main factor to help them meet materials needs or motivator for performance.
  - Overall, most participants prioritized enjoyment of work over money. According to Jake: "depending on the job—if I like it or not" (37).
  - 4 participants cited money was secondary consideration if payment was fair (if terrible job, they would need higher pay to compensate)
- Sense of purpose, personal fulfillment, or "relational fulfillment" (37)
  Quotes -
  Cara: "I'd rather just be a good human being and work to do something with my life" (36).
  Summer: "... having a job and a reason to get up every day and have a purpose." (36)
  Lauren: "There was a group of us coworkers that most of us are in college now, [...] and we talk all the time." (37)
- Positive feedback, including praise, especially from managers, motivates Gen Z employees *if* they have good/close relationships with their managers (less impact otherwise).
  - Quote – Jake: "One of my older coworkers is like a boss. She always told everyone that my friend and I need a raise because we were the only ones that did hard work. [...] It motivated me a lot" (39).
  - Positive feedback provides validation, which leads to increase confidence and motivation to perform even better (39).
    - Quotes (39) – Juan: "I feel like [my manager] can be supportive toward me and think I can do well, so that I want to improve more."
      Elizabeth: "It made me feel empowered to work that day because someone noticed that [...] I was doing a good job no matter what."
    - Negative feedback from managers de-motivates (i.e., makes people feel bad, affects identity). Exception is if delivered constructively/respectfully.
- Modeling by managers - conveys essential job function (e.g., how to do the job, etiquette) and organizational values (e.g., work ethic)
- Non-work-related conversations help develop close relationships at work, which then leads to: 1) emotional investment ("caring") in co-workers, leading to increased motivation in work and 2) fosters a sense of belonging and changes perception of work to being collaborative and fun. Close work relationships support them when they experience conflict with co-workers and customers.
  Quotes – Lauren: "I feel like personal connections drive you to do something better. If you have something in common with someone, it makes you want to talk to them more. It makes you want to be friends with that person. I feel like the same thing goes with your job. If you're able to make that personal connection, you care about them and they care about you. Then, it makes you want to do better because you have respect for them and you care about them" (42).

Jake: "It makes work not seem like a job, but like a friendly task that you can do together to get the job done, and it makes the time go faster" (45).

- A supportive work environment - one that's "open, friendly, and inclusive," "safe," respectful, non-judgmental, engendering "trust" (46-47).
- Mutual respect with managers
  - Managers can earn the respect of Gen Zers through listening and considering their ideas, being open to input from everyone so that they feel heard and understood.
  - Quotes – Jackson: "If I feel my manager is respectful and I'm respectful of my manager, I'll do a better job" (43).
    Juan: "If I build a connection with my manager, I don't want to let him down" (43).
- Getting known: "They want to prove themselves, and they want to be acknowledged" (47).
  - They hope to express their identities and personal values (e.g., responsibility, personal ownership of work) through their work and communication (48).
  - Working hard and doing excellent work are tied to responsibility and personal ownership.
  - Competition against coworkers or an ideal.
    - Quotes – Jake: "When we see other people doing stuff, it makes us want to do even better to not sink down to their level."
      Danny: "[His] work sometimes just fuels [his] ego—like, [he] want[s] people to think [he's] the best or acknowledge [his] hard work."
- Learning
  - Helps with achieving excellent work performance
    - Tied to their sense of personal ownership as described above and being valuable to their employers
    - Help them prove themselves and stand out as described earlier
  - Novelty keeps boredom at bay, motivates, and challenges (challenges also motivate since they can prove themselves through conquering challenges).
    - Quotes - Summer sees new things as "something new to try and get good at […] like a game, which can be rewarding by itself" (53).
      Jake: Encountering new things "made [him] want to get to that, like being a leader—taking up that challenge and getting to it right away" (53).
  - Supports career advancement (future orientation) and keeps stagnation at bay (53)
- Alignment: Gen Zers want to work at companies where company values align with their personal values (55) since they see their personal values and identities as tied to their work.
  - Quote that illustrates what happens when personal values and company values are aligned: "My company's values and my values overlapped a lot, so it was easy to be myself on the job. I didn't have to try to change my values, and since they overlapped a lot, it made it easy to work because I could just do what I do every day. […] It made me want to work a lot harder because I knew I never had to force reactions out of me" (56).
  - "They work because they are motivated to be who they are. If work aligns with that, it does not feel like work … value congruity in a workplace creates a synergistic environment of mutual support that perpetuates workplace and personal values" (57).

- Quote – Cara: "Being around people with the same values [as yours] lets you know your values are good and that you have other people that you can share your values with" (56).
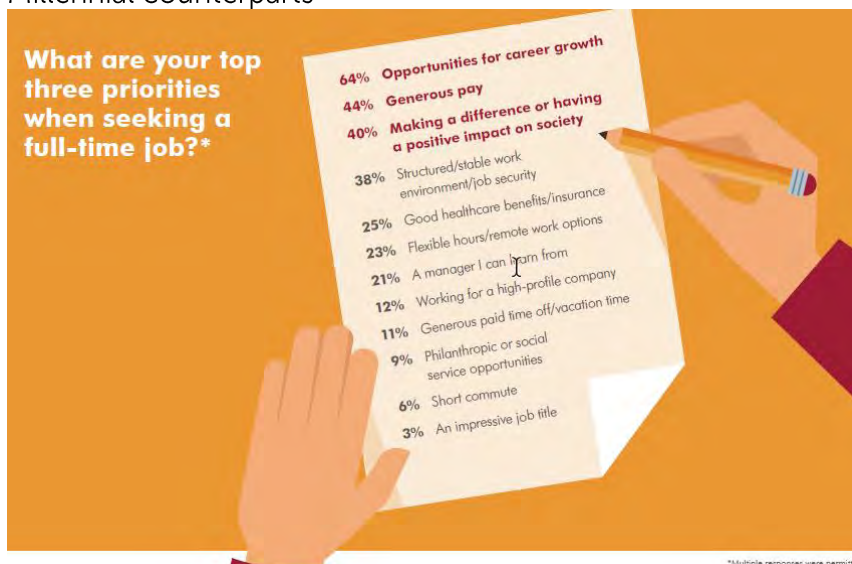
From: Robert Half. "Get Ready for Generation Z."
2016. https://www.roberthalf.ca/sites/roberthalf.ca/files/rh-images/robert_half_-_get_ready_for_gen_z_-_presentation.pdf

"You're not going to hire a young, self-starting, high performer today who's going to want to come in and get a feel for the place for a couple of years. They want to hit the ground running and add value right away, … invent new things [,] … make existing things smarter, faster and better. They want to do things better, … identify problems nobody else has identified, and … solve problems that nobody has solved." ~ Bruce Tulgan

- Surveyed 770+ college and university students (ages between 18 and 25 in U.S. and Canada) who were members of Enactus, a nonprofit that supports students with entrepreneurial ambitions

Motivators of Generation Z:
- Desire to make a positive difference in society (40% respondents) – as do their Millennial counterparts

What are your top three priorities when seeking a full-time job?*

- 64% Opportunities for career growth
- 44% Generous pay
- 40% Making a difference or having a positive impact on society
- 38% Structured/stable work environment/job security
- 25% Good healthcare benefits/insurance
- 23% Flexible hours/remote work options
- 21% A manager I can learn from
- 12% Working for a high-profile company
- 11% Generous paid time off/vacation time
- 9% Philanthropic or social service opportunities
- 6% Short commute
- 3% An impressive job title

*Multiple responses were permitted.

- Desire for financial and job security stronger than that of Gen Y due to unstable economy
    - More cautious - more selective about going into any debt, including for college (selective about which colleges they go to)
        - "They've been front-row observers of the struggles that individuals have had with the financial crisis over the past 10 years. They've seen parents and grandparents who have had to go back to work, take part-time jobs, or have had their life savings either wiped out or partially wiped out. … Gen Z might be described as the 'reality-check' generation," according to Paul McDonald, senior executive director, Robert Half. (8)
- 64% voted career opportunities as #1 priority.

- o "Being in their dream job is the greatest aspiration for 32% of Gen Z vs. 24% of Millennials. 34% of Millennials vs. 29% of Gen Z noted financial stability is their greatest aspiration" (9).
- Millennials value financial/job stability over job fulfillment (although it's still important).
- Want alignment with personal goals and beliefs
  - o "What role is this job going to play in my life story right now?" Not "Where am I going to fit in your company," but "Where are you going to fit in my life?"
- 44% voted for salary.
- Desire for stability and growth opportunities, thus gravitating toward larger companies
  - o 41% respondents prefer midsize companies, whereas 38% prefer large international companies.
    - **Will leave for growth opportunities if not treated with respect in the workplace**
  - o "As soon as a job becomes stale or another opportunity begins to look more appealing, Gen Z will consider moving on" (6). "More than a quarter (27%) believe that you should stay at your first job for 1 year or less and finally, more than half (56%) believe you should stay [sic] your first job for 2-3 years" (6).
    - Most important is career progression in a full-time job hence Gen Zers' preference for "midsize companies or for multinational corporations (Robert Half, 2015).
    - Expected to work for 4 companies on average on their career path to accumulate experience (Robert Half, 2015).
    - Witnessed fast development of technology - translates into expectations of fast progression of their careers
  - o Valuing growth potential: "As many [companies] as it takes for me to be happy." "If I find a company that offers what I'm looking for, I don't see the need to work for another company"
    - "30% of respondents feel their college or university has failed at teaching them applicable 'real life' business skills" (7).
- Strong parental influence (like for Gen Y's)
  - o Bruce Tulgan states: "This is the generation that's had more guidance, direction, support and coaching from parents, teachers and counselors than any generation in history."
- Also don't wish to repeat their parents' mistakes, including:
  - o "Not finishing their education"
  - o "Not pursuing their passions"
  - o "Settling for career or financial stability"
  - o "Leaving a career for family obligations"

Strengths:
- "Entrepreneurial, innovative, and passionate," creative ("great at looking for ways to change, improve and improvise")
  - o Downside: Don't consider best practices and proven solutions, which leads to reinventing the wheel.
- Listening skills - used to being learners
- Diversity of this generation and their diversity mindset
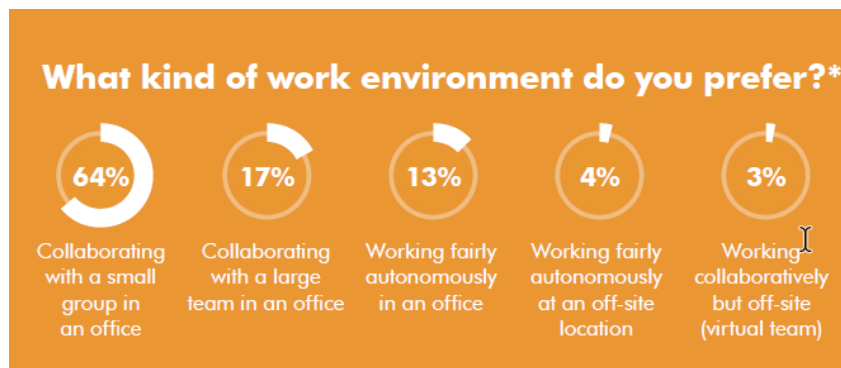
Weaknesses:
  - o Poor writing skills due to abbreviated communication style used for social media

- 5 key soft skills missing from young talent, according to hiring managers (from *Bridging the Soft Skills Gap* by Bruce Tulgan

Mind the Soft Skills Gap

Rigorous self-evaluation

Taking personal responsibility

Maintaining a positive attitude

Taking good care of themselves outside of work so they come to work healthy

Self-presentation: timeliness, organization and productivity, quality, follow-through, and initiative

Needs:

- May need more time to get started on projects but once started, can get things done quickly
- Desired work environment - Gen Zers don't like to work in isolation (9).

What kind of work environment do you prefer?*

64%	17%	13%	4%	3%
Collaborating with a small group in an office	Collaborating with a large team in an office	Working fairly autonomously in an office	Working fairly autonomously at an off-site location	Working collaboratively but off-site (virtual team)

*Total does not equal 100 percent due to rounding.

- What do they value in a leader/boss?

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Which single characteristic among the following do you most value in a leader/boss?*

38% Honesty/integrity

21% Mentoring ability
18% Passion
9% Vision
7% Compassion
6% Intelligence

*Total does not equal 100 percent due to rounding.

- o Transparency from leaders
- o Need their managers to "coach them toward what's relevant and what's not relevant because they're being bombarded with information all the time. Take a firm interest in their career paths, help them map out where they could go, ask for input and make sure it's a two-way conversation," said McDonald.

Myths about Gen Zers:
- They only want to work with their peers, not authority figures.
  - o Tulgan states that they "seek connectedness and context because they thrive on genuine relationships, especially with authority figures."
- They only want to learn and communicate using computers and handheld devices instead of in-person.
  - o Actually, **they want the "human element."** Majority of the respondents prefer to communicate face-to-face rather than email, instant messages, text, or social media.
- "They want to be left alone to figure things out on their own."
  - o Actually, they want "guidance, direction, support, and coaching."
  - o Actually, they want to be "set up for success and then given the room to succeed." They need hands-on managers who act like coaches and provide tailored feedback, direction, and tools.

From: Adecco (2015). *Generation Z vs. Millennials*, available at
http://pages.adeccousa.com/rs/107-IXF-539/images/generation-z-vs-millennials.pdf

- Surveyed 444 Gen Zers, in college or recently graduated, as well as 557 Millennials

Concerns (listed from highest to lowest):
- Ability to find a job – voted by 32% respondents; 38% believed that their peers are most concerned about this
  - o Want to find a job quickly after witnessing their Millennial parents struggling with locating a job and paying off student loans
- Cost of education - second highest item (worried about paying off debt while living on their own)

- Financial health
  - Financial rewards, including bonuses and raises
  - "70% of respondents noted that finding a stable and secure job without a high level of emotional investment or passion would be preferred over a job with lots of passion that lacks security and stability" (8).
- Being able to afford a place to live after college
- Applying to graduate school
- Graduating college
- The economy
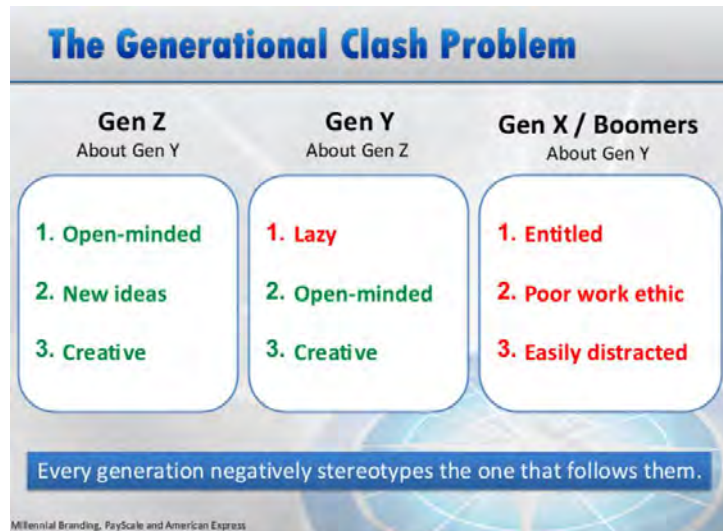- Moving back in with parents after graduation
- Health insurance offered from my employers

From: ATD Webinar, "Generation Z: Understanding the Next Generation of Worker," presented in 2014 by Dan Schawbel, in partnership with Randstad, of findings from the first worldwide study of Gen Y and Z workplace expectations
https://astdevents.webex.com/astdevents/lsr.php?RCID=dc94f2a484f660ceebeaea09bc779 93b

- Researchers analyzed data from 10 different countries, including U.S., China, Canada, Brazil, Turkey, India, etc.

Comparing Generations

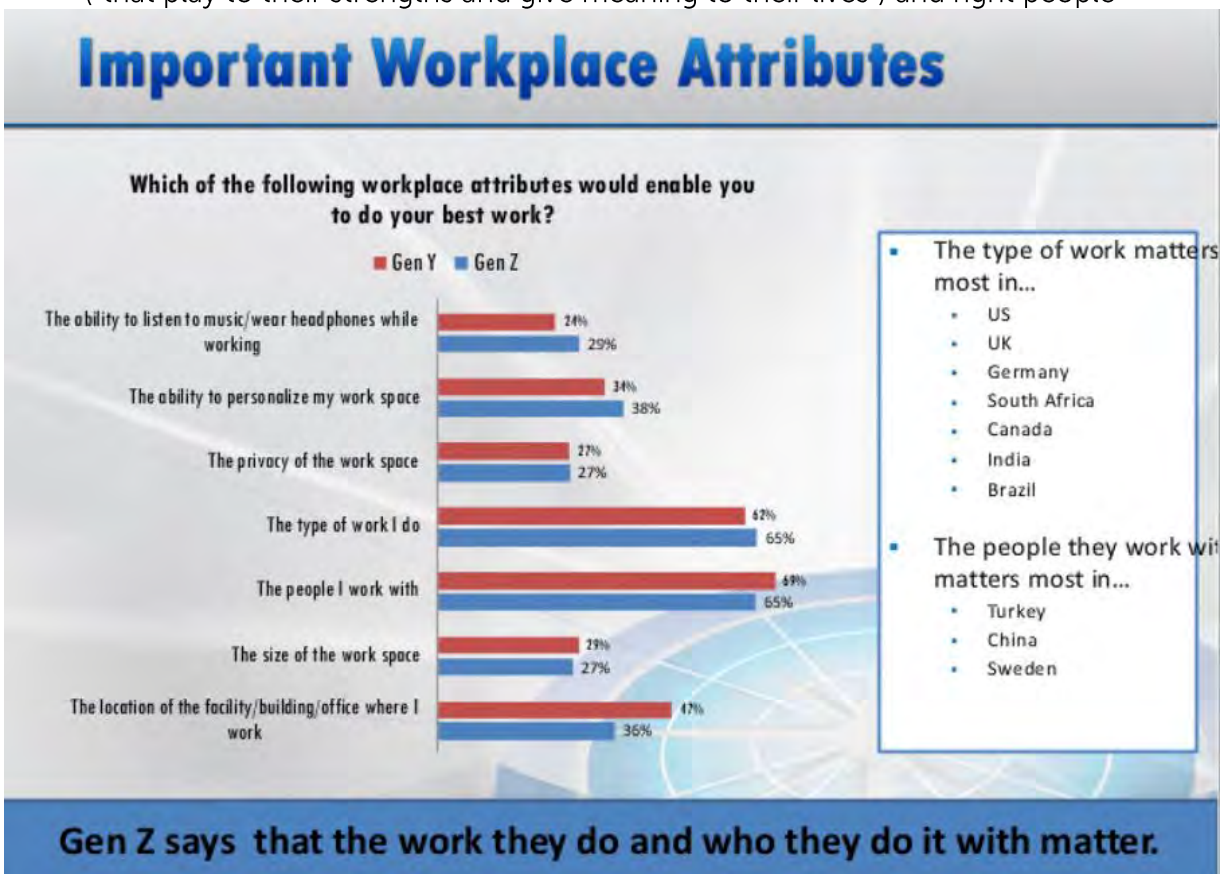|	Gen Z	Gen Y	Gen X	Baby Boomers
Born	1994 - 2010	1982 - 1993	1965 - 1981	1945 - 1964
Size	23 million	80 million	45 million	76 million
Core values and attributes	Tech savvy, globally connected, flexible, tolerant of diverse cultures	Realism, confidence, achievement, confidence, diversity, morality, competitiveness, attention seekers	Skepticism, fun, informality, balance, education, pragmatism, adaptable, manager loyalty, independent	Optimism, involvement, anti war, equal rights, involvement, work ethic
Education	Not worth it	An expense	A way to get there	A birthright
On Training	Will train themselves	Continuous learning	Training creates loyalty	Train them and they will leave
Job changing	Potentially more loyal	Changing jobs is a usual routine	Changing jobs is necessary	Changing jobs puts you behind
Work/life balance	Not expected	All about workplace flexibility	Need balance now	Need help with balance

- For the "Job changing" category, Gen Zers expect to work for 4 companies in their career path vs. 5 companies for Gen Y.
- Stereotyping goes from older generation to the next generation down:

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The Generational Clash Problem

Gen Z About Gen Y	Gen Y About Gen Z	Gen X / Boomers About Gen Y
1. Open-minded	1. Lazy	1. Entitled
2. New ideas	2. Open-minded	2. Poor work ethic
3. Creative	3. Creative	3. Easily distracted

Every generation negatively stereotypes the one that follows them.

Millennial Branding, PayScale and American Express

Managers need to be open-minded and give people a chance.

Motivators:
- Want to work with people who are hard-working, high-level performers (according to 23% of Gen Y respondents and 25% of Gen Z respondents); 14% of Gen Y vs. 18% of Gen Z want close friends at work; and 19% of Gen Y vs. 17% of Gen Z want to work with collaborative people
- Top 2 most important workplace attributes for both Gen Y and Gen Z are: Type of work they do (62% vs. 65%) and the people they work with (69% vs. 65%) - right work ("that play to their strengths and give meaning to their lives") and right people

Important Workplace Attributes

Which of the following workplace attributes would enable you to do your best work?

■ Gen Y ■ Gen Z

	Gen Y	Gen Z
The ability to listen to music/wear headphones while working	24%	29%
The ability to personalize my work space	34%	38%
The privacy of the work space	27%	27%
The type of work I do	62%	65%
The people I work with	69%	65%
The size of the work space	29%	27%
The location of the facility/building/office where I work	47%	36%

- The type of work matters most in...
  - US
  - UK
  - Germany
  - South Africa
  - Canada
  - India
  - Brazil

- The people they work with matters most in...
  - Turkey
  - China
  - Sweden

Gen Z says that the work they do and who they do it with matter.

Work Environments

Gen Z prefers <u>working with technology</u> to help them accomplish their goals.

Gen Y prefers to work <u>hands on with projects</u> to help them accomplish their goals.

Generations Y and Z need to work on teamwork skills and putting the right people on teams.

Work Environments

Which of the following types of work environments would you best collaborate in?

- Gen Z   - Gen Y

45%
28%
27% 26%
19%
13%
26%
16%

Corporate Office   Coworking space   Home office   No preference
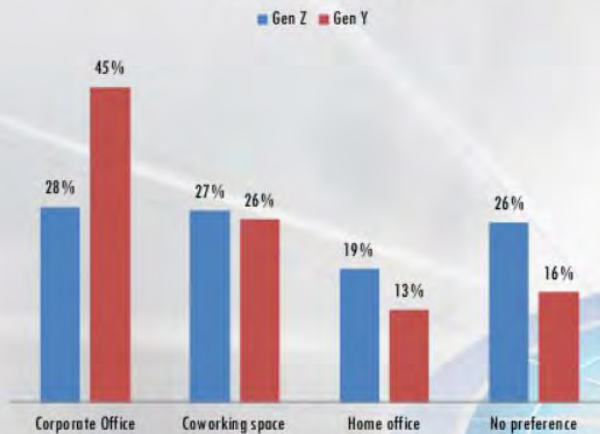
Global Results

- India
  - More than twice of Gen Y's pref work in an office over Gen Z.
- Turkey
  - They were both equally interest an office environment.

Corporate offices are not as appealing to Gen Z.

Gen Zers prefer in-person communication over communication using technology.
Actually, every generation wants face time.

Gen Z Communication

- Hold regular meetings
- Give them flexibility
- Encourage remote workers to be at the office

Which is the most effective way to communicate with your future manager and/or co-workers?

- Instant messaging — 11%
- Social networking — 8%
- Video conferencing (Skype) — 6%
- In person — 50%
- Email — 16%
- Phone — 9%
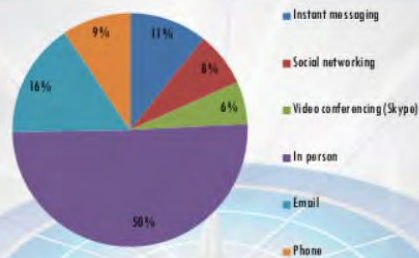
Gen Z's actually prefer in-person communication over tech.

Hold in-person meetings to help fulfill Gen Zers' need for in-person communication.

Gen Z Employment Motivation

What incentive would motivate you to work harder and stay at your future employer longer?

	Gen Z	Gen Y
Opportunities for advancement	34%	30%
More money	27%	38%
Meaningful work	23%	15%
A good boss	7%	7%
Fast growing company	6%	6%
Nothing, I'm currently happy with my job and career path here	1%	2%
Nothing, I'm currently looking for another job	1%	1%

Gen Y used to choose meaningful work first and now it's money!

Note: "Money" would include pay raises and bonuses.

38% of Gen Zers want employer to give back to the community, ways that include:
- Creating new jobs locally (28%)
- Community recycling or another way of benefiting the environment (20%)
- Starting a fundraising event for a charity (19%)
- Rewarding employees for doing community service (14%)

For learning, cross-functional projects [collaboration] are most popular among both generations.
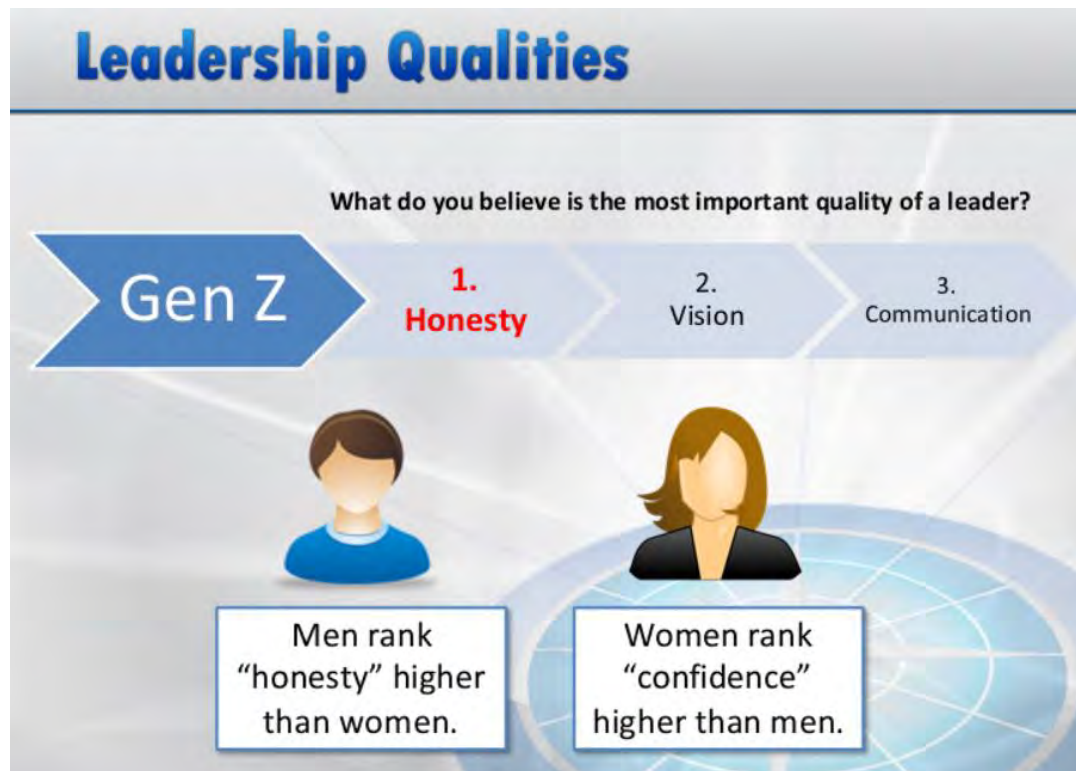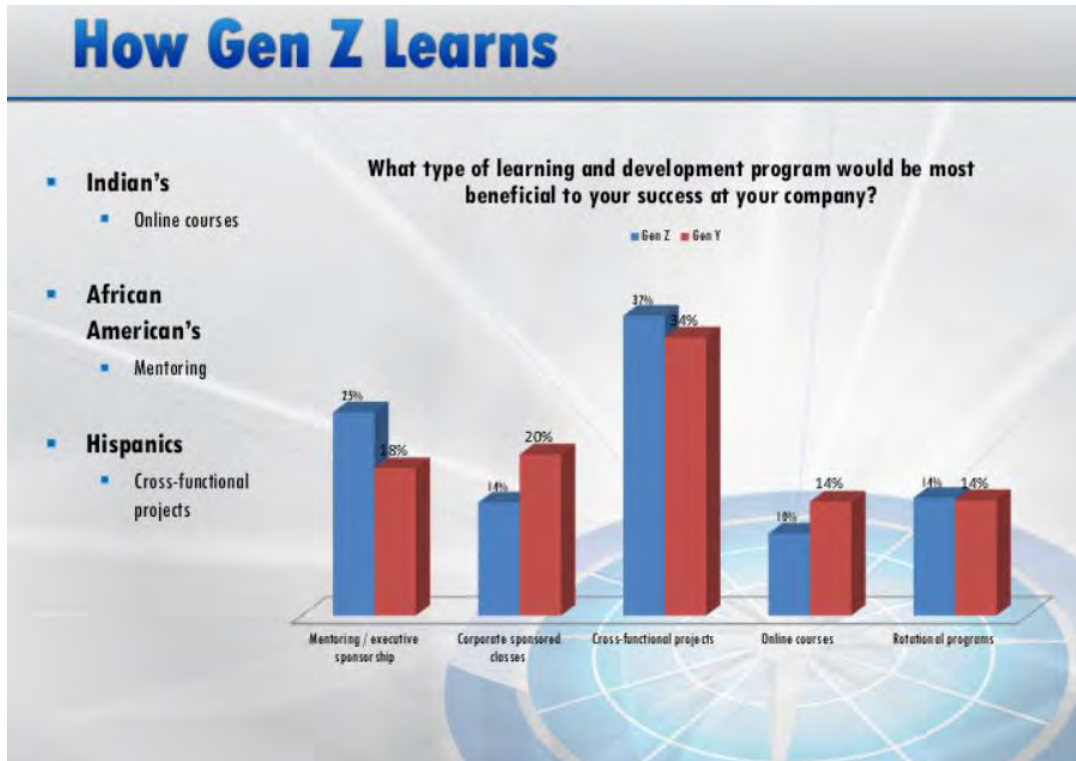
Honesty = Open-door policy, transparency

Employment Benefits

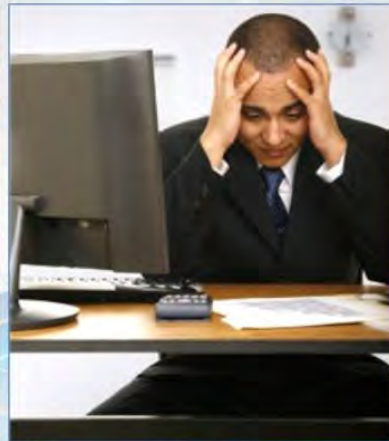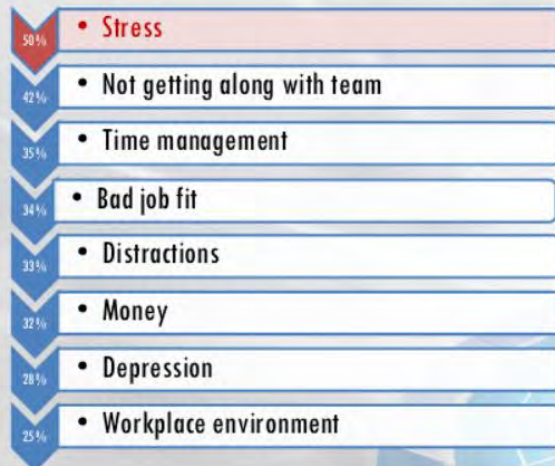What is the most important employee benefit that you expect from your employer?
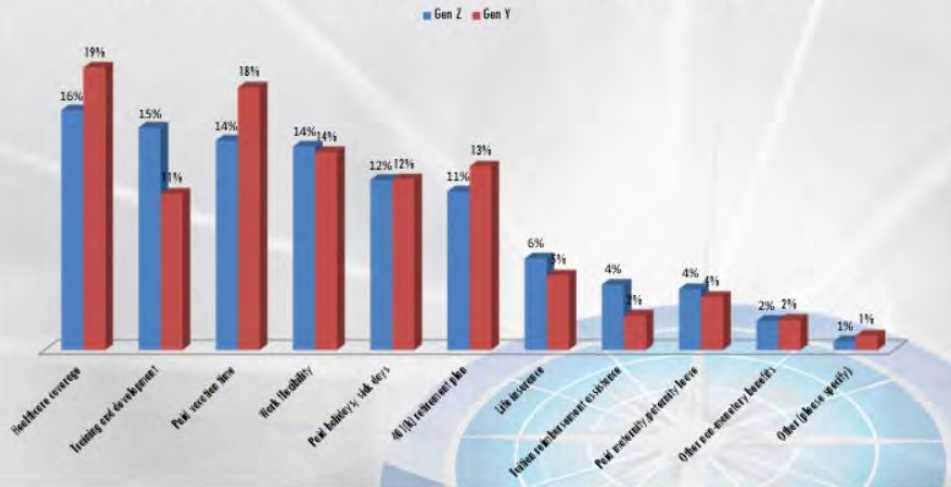
Gen Z says healthcare coverage is the #1 employee benefit.

40% of Gen Zers feel it's very or extremely important to have a company wellness program. Gen Y and Gen Z are health-conscious.

Gen Z Worries About Stress

What is the biggest obstacle that could get in the way of your work performance?

- 50% • Stress
- 42% • Not getting along with team
- 35% • Time management
- 34% • Bad job fit
- 33% • Distractions
- 32% • Money
- 28% • Depression
- 25% • Workplace environment

This shows the importance of wellness programs!

Practices and Tools for Supporting Gen Y / Millennials

From: Calk, Russell, and Angela Patrick. "Millennials Through the Looking Glass: Workplace Motivating Factors" *The Journal of Business Inquiry*. http://161.28.100.113/index.php/jbi/article/view/81.

1. "Promote a collaborative, team-based work environment (belonging) along with challenging and meaningful work (ego-status) instead of predictable salary, insurance, retirement, or other benefits (safety)."
2. "Millennials are diverse in their motivators thus making it difficult for organizations to adopt a one-size-fits-all approach to recruiting and retention."

From: Henstra, Daniel, and Rosemary A. McGowan. "Millennials and Public Service: an Exploratory Analysis of Graduate Student Career Motivations and Expectations." *Public Administration Quarterly* 40, no. 3 (2016): 490–516.

1. "Recruitment efforts should emphasize the ways in which public service work aligns with the Millennial'[s] passion to make a difference, and the opportunity it provides to be involved in projects that have a social impact."
2. "Recruiters should frame government jobs as the means to answer one's 'call to serve,' perhaps by publicizing personal experiences that served as catalysts for existing public employees, with which prospective recruits might identify."
3. Emphasize that "jobs in the public service also offer career mobility and a competitive salary and benefits. The key message for Millennials might be that a public sector career provides the most attractive balance between meaningful service to society and tangible rewards."

From: Kuron, Lisa K. J., Sean T. Lyons, Linda Schweitzer, and Eddy S.W. Ng. "Millennials' Work Values: Differences across the School to Work Transition." *Personnel Review* 44, no. 6 (January 1, 2015): 991–1009. https://doi.org/10.1108/PR-01-2014-0024.

1. "Tailor recruitment approach to emphasize job characteristics such as interesting, meaningful work, a collegial work environment and a socially responsible culture."
2. "Recruiting Millennials who are more experienced in their careers will require emphasis of working conditions and remuneration."
3. "Providing constant feedback, development to remain competitive and periodic rewards"

From: Jones, Sophie. 2019. "How to Prepare for the Millennial Workforce." Association for Talent and Development. https://www.td.org/insights/how-to-prepare-for-the-millennial-workforce.

1. Consider personality and fit with culture during recruiting
2. "Provide healthy snacks, free gym memberships, or … on-site laundry"

From: Ben-Hur, Shlomo, and David Ringwood. "Making Generational Differences Work: What Empirical Research Reveals About Leading Millennials." *Perspectives for Managers; Lausanne*, no. 194 (August 2017): 1–4.

1. "**Be aware that a faster pace of progression and learning is important**. Millennials have very high expectations of achievement, both in extent and pace. Establishing a clear career path, developmental stages and criteria for progression helps in this process. Be tangible and specific, not conceptual."

2. "**Foster a more inclusive and democratic environment**. Newer generations work best when they collaborate and exchange information and ideas continually. They are likely to feel less secure when they have to work autonomously, and may hold off making a decision until they have satisfied their higher level of informational needs."

3. "**Avoid a 'command and control' approach to leadership** – it doesn't work. A more facilitative style is more likely to coax the best out of Millennials; they are a highly motivated group so there is a great deal of positive energy to tap into. Delegate ownership, not just task. Keep a supportive eye on progress and provide ongoing feedback. Develop your 'leader as mentor/coach' skills."

4. "**Set clear expectations from the outset**. Providing context, explaining method and defining objectives will make a positive difference. As before, be tangible and specific, not conceptual. Leave the door open to allow Millennials to double-check things as they execute."

5. "**Provide ongoing support**. Although previous generations might interpret supervision as micromanagement, Millennials are more likely to interpret it as support. They also expect more immediate access to information and support. They might feel more comfortable finding out for themselves if they can use a technology platform to support their learning or to provide immediate access to critical information."

6. "**Develop an understanding of motivational characteristics**. By being aware of their own expectations and biases and using a methodical approach to measuring

motivation, leaders can try to bring the best out in others irrespective of their generational origin."

Bolser, K., Gosciej, R. (2015). Millennials: Multi-Generational Leaders Staying Connected. *Journal of Practical Consulting*, Vol. 5 (Iss. 2, Winter), pp. 1-9.

Reverse mentoring:
- Facilitates connections between different generations
- Younger workers sharing knowledge with their older counterparts, and vise versa
- Will increase employee engagement across generations, leading to higher organizational performance

Practices and Tools for Supporting Gen Z

From: Mahutga, Justin. "The Generation Z Handbook: A Grounded Theory Approach to Motivation in The Workplace." M.S., South Dakota State University, 2019. http://search.proquest.com/docview/2350388481/abstract/A7A2EEAFAFC4922PQ/1.

1. Setting small goals (e.g., mini-challenges - weed an area in one hour) rather than big ones, which can be intimidating
   a. Gives them a sense of accomplishment
   b. More manageable, realistic
   c. Relationship between Gen Z and goal setting
      i. Their futuristic orientation helps them see their entry-level jobs as a stepping stone in their career journey, helping them attain their career aspirations
      ii. Goals can help them connect personal values to their daily work. Quote – Kayla: "My goals influence my work because I want to make things easier for people, so my goal is to make people's days better. If I do a better job, it makes everyone's day better because my coworkers don't have to do as much work, my managers see their worker is doing the right job, and the customers—because if you're doing a good job talking to them, you're going to make them have a better day" (38). In this case, "supporting others" is her value and she gets to implement this value in her work.
2. Hire/screen for employees with personal values congruent with company values.
3. Share values with new and entry-level hires (Gen Zers tend to occupy entry-level positions) early and frequently via onboarding and/or new hire training.
   a. Consider helping employees tie roles to their personal values, identities, and reasons for working.
4. Offer fair compensation so that pay is no longer a major motivator for Gen Zers and that they would then focus on intrinsic motivators as detailed above.
5. Train managers and more senior employees in the skills of giving constructive feedback, whether positive or negative.
6. Supervisors of Gen Zers should:
   a. Express and model company values.
   b. Focus on building respectful relationships with Gen Zers.
   c. Learn about Gen Zers' feedback preferences.
   d. Encourage close and productive work relationships.

e. Support conflict resolution rather than intervene. Gen Zers see "their inability to solve their own problems as a personal flaw" (79).

From: Robert Half. "Get Ready for Generation Z." 2016.
https://www.roberthalf.ca/sites/roberthalf.ca/files/rh-images/robert_half_-_get_ready_for_gen_z_-_presentation.pdf

1. Tips for messaging during recruitment:
   a. Share "what your company can offer on day one, week one, month one, year one and year two" (13).
      i. To make meaningful connections with prospective applicants' goals and beliefs
   b. Tell them about your organization's culture and higher purpose.
   c. Being authentic in messaging is very important to form connections with applicants - Don't oversell or undersell the open position.
2. Provide training support to prepare them for success in leadership positions.
   a. According to researcher Tulgan, "They want creative freedom, they want room to prove themselves, but they want to be set up for success."
3. Provide training in communication skills (formal writing skills in particular), including how to adapt communication to their audience. More tips below.

From: Adecco (2015). *Generation Z vs. Millennials,* available at
http://pages.adeccousa.com/rs/107-IXF-539/images/generation-z-vs-millennials.pdf

1. Recruit on social media platforms, speaking on your culture while keeping things professional.
2. Let them use social media for team-based assignments and set expectations on what can be shared publicly.
   a. Gen Zers tend to be more independent and like to collaborate with the aid of technology (e.g., info exchange).
3. "Let Generation Z introduce new technological resources when possible" (7).
4. Assign them a creative project within the first 6 months. They bring energy and a fresh perspective.
5. Discuss growth opportunities within the company. They need a clear trajectory for growth with steps/milestones (including rewards and recognition) to attain.
6. "Explain how a few of their predecessors have grown within the company – use examples" (7).

7. "Find ways to reward or let Generation Z employees lead early in their career – it's important to them that they sense the value they bring to the table" (8).
8. Provide project-based work.
9. "Show Generation Z that the company culture is flexible and their impact can go a long way" (7).
10. "Prove that your company makes investments in people" (7).
11. "Provide learning opportunities outside of the 9-5 schedule" (7).
12. "Create a forum for employees to request courses or resources they need" (7).
13. Set them up with a mentor.
14. Be ready to engage in negotiations about salary or offer "non-traditional" benefits.

From: Schawbel, Dan. "Generation Z: Understanding the Next Generation of Worker" ATD webinar. 2014.
https://astdevents.webex.com/astdevents/lsr.php?RCID=dc94f2a484f660ceebeaea09bc779 93b

- Hire for cultural fit and those who are passionate about your company to help retain people.
- Hire the best talent - Gen Z want co-workers whom they can learn from.
- Build brand and approach folks in high school: set expectations of culture, career advancement, types of people who work at the organization and why they're successful, etc.; set students up for success and encourage their applications for internships.
  - o 77% of Gen Zers and 63% of Gen Y rated "Very Interested" and "Extremely Interested" in volunteering to gain work experience.
- Gen Z's are connected to and get work down through technology.
  - o Gamify training app's and marketing/PR, (e.g., have them compete to become better at their jobs) since they grew up with video gaming.
  - o Use internal social network.
  - o Measure their success (e.g., through mentoring) using technology (e.g., diary to keep track of goals and progress, accountability, FaceTime meetings).
- Provide access to the table and management to share ideas.

Key Takeaways

1. Connect with them before their job search
2. Cater to their entrepreneurial ambitions
3. Offer mentoring and cross-functional projects
4. Allow them to work with tech and have flexibility
5. Create volunteering and wellness programs
6. Develop a culture of transparency

Explanations

For #1: Build a brand so that your organization is front of mind.
For #2: Create an entrepreneurial environment that welcomes ideas.
For #3: Formal mentoring program where you meet regularly with them. Reverse mentoring: meeting weekly, where in a one-hour meeting, 30 minutes you spend helping them, 30 minutes them helping you. Put them in cross-functional projects that are challenging and that will help them learn how different parts of the company work together.

For #4: They have difficulty disengaging from work because they are constantly connected through technology. Provide them support, including vacation days.
For #6: Create a culture of trust by allowing them into meetings and sharing information (i.e., everything that's going on with the organization).

From: Lanier, Kimberly. "5 Things HR Professionals Need to Know about Generation Z: Thought Leaders Share Their Views on the HR Profession and Its Direction for the Future." *Strategic HR Review* 16, no. 6 (January 1, 2017): 288–90. https://doi.org/10.1108/SHR-08-2017-0051.

1. "Offer a space for collaboration that values the input … from all generations" (289).
2. Work with Gen Zers' entrepreneurial ambitions/tendencies by helping them "cultivate entrepreneurial goals at work by encouraging a sense of agency at work, fostering innovation, autonomy and project ownership" (289).

From: Adecco (2015). *Generation Z vs. Millennials*, available at: http://pages.adeccousa.com/rs/107-IXF-539/images/generation-z-vs-millennials.pdf

1. "Help employees establish a clear view for their growth both financially and professionally."
2. "Over-communicate growth opportunities and tie successes to financial rewards."
3. "Create learning opportunities for employees to grow through company-sponsored courses, lectures, clubs and networking events" (9).

From: Schroth, Holly. "Are You Ready for Gen Z in the Workplace?" *California Management Review* 61, no. 3 (May 2019): 5–18. https://doi.org/10.1177/0008125619841006.

1. Offer a realistic job preview of both positive and challenging aspects of the role, consisting of:
   - "Essential job responsibilities
   - Expectations for hours worked, travel, and working conditions
   - Top positive and negative aspects associated with performing the job
   - Top positive and negative aspects of working for the organization
   - Top positive and negative aspects of working for the manager
   - Culture, growth, and career path"

   Doing this Increases motivation, decreases turnover, and prepares employees to tackle challenges, improves applicants' decision regarding fit (internships often don't reflect real jobs).
2. Managers should discuss expectations with employees - doing so increases job performance, satisfaction, and commitment, and decreases likelihood of turnover.
   - For onboarding, provide a checklist. "Include a specific timeline, goals, responsibilities, and resources/support available for the first day, first week, first month, and three months. This includes any information, materials, and experiences to help them learn what they need to know to be successful in their new roles and in the organization. Make sure that the manager sets aside time to welcome the new employee and to go over the checklist. Managers and employees can then have a shared expectation to have employees actively work toward going beyond what is required in the checklist and thinking for themselves."
3. Facilitate communication:
   1) Schedule Q&A sessions with senior leaders, HR, key staff, and co-workers with whom they will be interacting and are integral to their success in the company.

2) Use technology such as videos and a variety of communication media to introduce information about the company and demonstrate any communication (e.g., Slack) or social networking tools used to facilitate internal interactions (the top learning method for 59% of Gen Z's is YouTube).

.3) Have an orientation program with other new hires to facilitate socialization and get to know coworkers.

4. "Reinforce existing culture and sense of purpose: Explain the significance of their new role and how their presence makes a difference for the team. Reaffirm their decision to join the company. Reinforce the existing culture using success stories, especially stories that communicate effort and persistence, learning from mistakes, and growth and achievement. The more personalized an example the better."

5. "Provide feedback channels: As a manager, set aside a block of uninterrupted time to spend with the newcomer to answer questions and address concerns. Make sure feedback goes in both directions."

From: Schroth, Holly. "Are You Ready for Gen Z in the Workplace?" *California Management Review* 61, no. 3 (May 2019): 5–18. https://doi.org/10.1177/0008125619841006.

"When asked what they want most from their boss in the workplace, Gen Z cited positive attitude (42%) and clear targets (37%), while Millennials stated open communication and feedback (42%) followed by clear targets (38%). Although their Gen X bosses did indicate that they were most likely to offer open communication (42%), they were less likely to offer a positive attitude (33%) and set clear targets (31%).

Select Tips for Managers (some tips provided have already been mentioned by other researchers):

- "Upon arrival into the company, the manager and employee should engage in a psychological contract, which is a more detailed agreement of mutual expectations for the manager-employee relationship."
- "Help new employees gain a sense of autonomy by allowing them to take greater ownership of projects and make more of their own decisions over time."
- "Foster a growth mindset in their employees by emphasizing learning on the job and creating a culture where feedback is valued and acted upon."
- **"Ultimately, a manager acting as a coach to guide the employee and provide emotional support reduces stress and anxiety of employees while helping them in their development."**

From: Vadvilavičius, Tadas, and Aurelija Stelmokienė. "The Consequences of 'Dark' Leadership: Perspective of Generation Z." „*TAMSIOSIOS" LYDERYSTĖS PASEKMĖS: Z KARTOS POŽIŪRIS.*, no. 82 (June 2019): 97–110. https://doi.org/10.1515/mosr-2019-0016.

- Leaders should:
  - "Not be directive"
  - "Harass employees"
  - "React in a calm manner"
  - "Be supportive"

# Gamification Principles and Examples of Application

From: Nair, Aswathi, and Rajesh Sadasivan. "Winning the Talent Game: HR Gamification Experience for Generation Z." *International Journal on Leadership; New Delhi* 7, no. 1 (2019): 44–49.

- Definition: "Gamification is the use of game thinking and game mechanics in non-game contexts to engage users in solving problems and increase their contributions" (45).
- Benefits: "Well-designed games boost employee engagement, build critical thinking skills by requiring candidates to plan and strategize, and clarify abstract concepts that may be hard to grasp from reading alone. From company perspective it helps in better quality hire, speed of hire and cost of hire" (45).
  - "Gamification is used to measure the personality and cognitive abilities of applicants" (45).
  - Example: "'Multipoly' is the method of bringing in real work situations of PwC [PricewaterhouseCoopers] to fore through Facebook and encourages the students, graduates and job aspirants to actively react and interact with the system … The virtual workplace simulation game provides impetus to genuine candidates to decide whether their strengths were strong enough to be in tune with real work situations" (46). "The players must join trainings, attend a community, run negotiations with clients, and resolve various stimulating Functions. All through the rounds, the players will partake in fixed work situations, a battery of psychometric exams in a setting that is alike to those practiced in an assessment centre" (47). There are additional ways to earn extra points as well. "The top six performers automatically makes [sp] into the final round" (47). Results:
    - "PwC Website showed that the job seekers spent less than 10 minutes in PWC site earlier. With Multipoly each candidate spent at least 90 minutes" (48).
    - "Since introducing the game, PwC reports that the job candidate pool has grown 190 percent; users reporting interest in learning more about working at PwC increased by 78 percent. But just as important, Forbes says, job candidates who were hired after playing Multipoly made the transition to the company employee more easily. That's because they already had a taste of PwC's company culture from playing the game."

From: MindTickle. "How Gamification Engages Millennial and Gen Z Workers," April 30, 2020. https://www.mindtickle.com/blog/uncategorized/how-gamification-engages-millennial-and-gen-z-workers/.
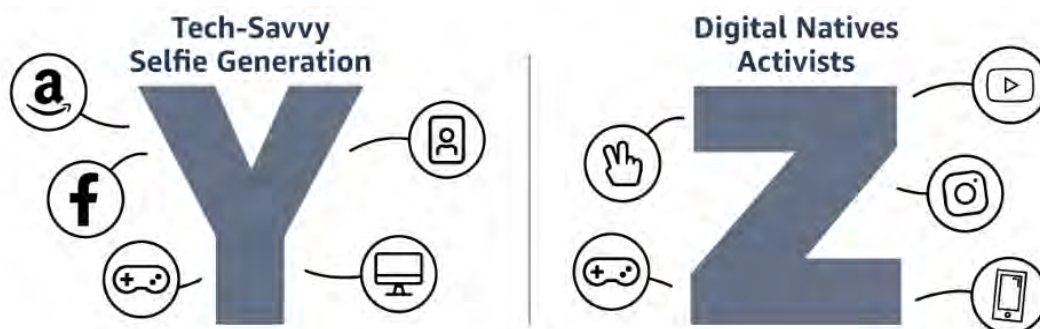
- Older generations learn from manuals, slides, and videos. Younger generations, on the other hand, grew up with social media, smartphone apps, collaboration software, and messaging and are used to "unpredictability and social influence."
- Use gamification to engage Gen Y and Gen Z employees in "corporate training and other learning activities using entertaining activities, rewards, gratification, and feedback."
- Benefits of gamification include:
  - Improved productivity
  - Increased retention rates
  - Aligning business goals with onboarding, reinforcing core values
  - Greater consistency in results using structured programs
  - Better understanding of progress and area for improvement
  - Expectations and support for continuous training

- Here is Yu-kai Chou's Framework on social and interactive learning techniques (tactics for different purposes are located on the outside areas of the diagram):
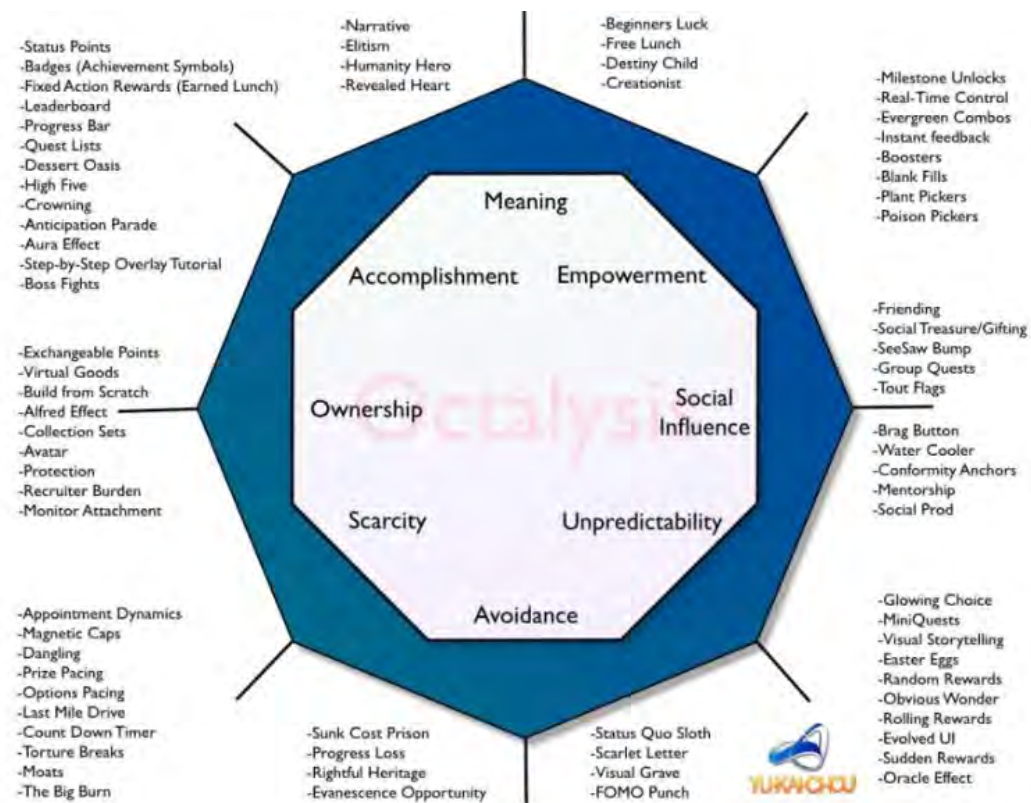
Best practices for gamification:

- Use "game mechanics like points for accomplishments, bonuses for special features, time-based tracking and a progress countdown, defined goals and levels, and an acknowledgment of status."
- Facilitate "engagement where participants develop stories, take on challenges and quests, and develop characters and avatars."

- Build in "elements that give participants control over the game, the freedom to fail, and consistent feedback."

ART Elements	Examples
1. Game Aesthetics	Creating storyline or narrative Graphics Avatars Sound effects Music
2. Game Strategy	Using levels Creating challenges Increasing complexity Enabling control Including low to high-risk of failure
SCIENCE Elements	Examples
3. Game Mechanics	Scoring points Winning badges Competing with others on a leaderboard Following the rules of play Providing immediate feeback Fostering competition and collaboration

Table 1: The three elements of gamification

(from: The Art & Science of Gamification)

Examples of Gamification in the Workplace:

- "Setting employees on a 'quest' to learn from other employees allows new reps to spend more time 'doing' and less time finding out 'how to do' tasks at their new company."
- "Aligning onboarding games and activities with key company goals" – "Businesses can reinforce core values and instill the right habits from day one."
- Have a structure program for consistent and measurable results.
- Deloitte's examples: "Compliance, privacy, and ethics training materials were taught using a game board, modeled after the popular game 'LIFE.' Today, the firm has expanded on the model to build an online game called The Chosen Analyst to teach professional consultants' skills around a narrative of the coming Zombie Apocalypse."

From: Jenkins, Ryan. "7 Ways Gamification Can Help Retain and Engage Millennials." Inc.com, February 7, 2017. https://www.inc.com/ryan-jenkins/how-to-gamify-career-paths-to-retain-and-engage-millennials.html.

- According to the Gallup report, *How Millennials Want to Work and Live*, only 29 percent of the Gen Y are engaged at work.
- "The reward-motivated behavior induced by dopamine [when playing games] is the key to increased employee engagement, overcoming challenges, and increased innovation through exploration."

Examples of Aligning Game Elements with Gen Y's Motivators:

Motivator: "Millennials are interested in customizing their career track and the specific work they do."
Game Element: Offering Options
Application: Deloitte's "Mass Career Customization" program "allows employees to customize their work preferences. The program transforms the corporate ladder into a 'corporate lattice,' allowing employees to move in many directions (not just upward or downward) and can repeat infinitely at any scale."

Motivator: To ensure forward momentum and engagement, "provide hints on what career paths Millennials might be best suited for based on their individual passions and strengths."
Game Element: Providing Hints
Application: "Asana, the task management and productivity company, offers employees access to executive and life coaching services that provide employees with hints on how to pursue their passion, balance work and life, or take their career to the next level."

Motivator: "Millennials are interested in having control of their careers. They desire ownership of their positions, tasks, and the outcomes."
Game Element: Giving Control
Application: "Valve ... offers modular work where employees get to select the projects they work on the same way they would if [they] were freelancers."

Motivator: "Millennials want a clear picture of what is expected of them and what skills are required to level-up and accomplish more at work."
Game Element: Development through taking action and failing
Application: Zappos's "'skill set' system that allows employees to get certified and receive a pay bump with each new skill set acquired."

Motivator: "Millennials seek collaboration. They learn better and quicker in teams."
Game Element: Promoting Collaboration
Application: "Treehouse, a company that teaches people how to build websites and apps, has an internal collaboration and project management tool called 'flow' where employees can propose projects and then recruit people for the project."

Motivator: "If Millennials know 'the why' of their work or your organization, they are more likely to stay on track advancing along their career path."
Game Element: Communicating Consequence
Application: "At Warby Parker, an eyeglass retailer, for every pair of glasses purchased, a pair is distributed to someone in need. There is a clear consequence for every pair sold and every employee's work is bigger than themselves. So far they've distributed over a million pairs of glasses to people in need--epic win!"

Motivator: "Clear visibility into the progress being made and the progress still needed in one's career is an extremely engaging and informative tool for Millennials."
Game Element: Highlighting Progress using progress bars and leaderboards
Application: "LinkedIn, shows the 'Profile Strength' progress bar that encourages users to achieve "All-Star" status by completing their profile 100 percent. The progress bar provides hints on what the user can do to continue to enhance and strengthen their profile. Subtle tool but immensely impactful."

From: Jain, Aman, and Debolina Dutta. "Millennials and Gamification: Guerilla Tactics for Making Learning Fun." *South Asian Journal of Human Resources Management* 6, no. 1 (June 1, 2019): 29–44. https://doi.org/10.1177/2322093718796303

Elements of Gamification:
"1. **Make choices**: A wide variety of choices like difficulty level of learning challenge (beginner, intermediate or advanced), language, types of assessments based on their interest and preferences.

2. **Gamified assessments**: Conventional assessments are changed into short learning activities that take less than 2 to 3 minutes to complete (quizzes, video role-plays, simulations, multiple choice questions, picture quizzes, audio/visual-based questions and more).

3. **Performance/Participation-based points/badges/levels for motivation**: Create badges for crossing a specific level of participation in the learning module and based on performance.

4. **Collaboration**: Motivates and encourages learners to work together on problem statements or questions, a very common practice of gamers who team up to achieve an epic score.

5. **Leader boards for status update and feedback**: Essentially gives a quick overview of performance of all the learners on the platform. It also gives the individual performance dashboard for greater understanding of the way one must improvise.

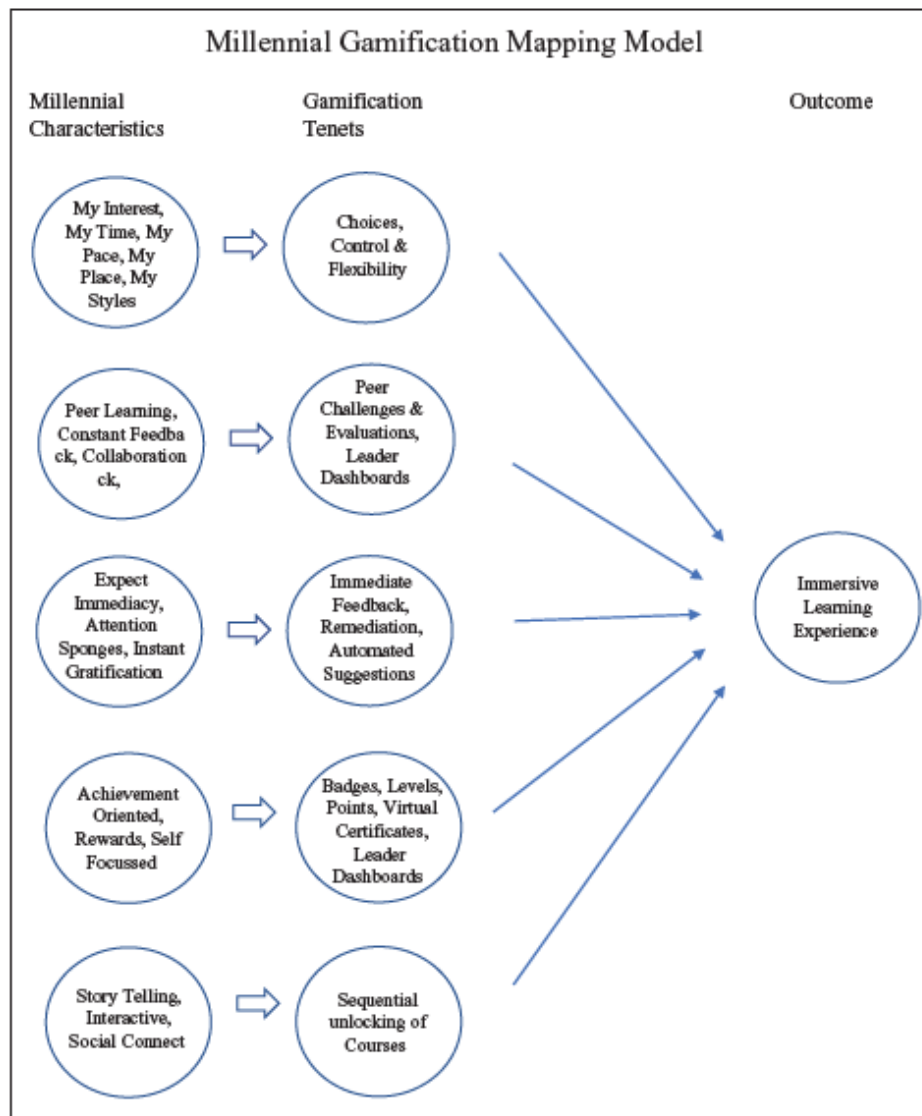6. **Reward mastery**: Get extra bonus points for excellent performance" (see model below).

Figure 2. Conceptual Model Millennial Gamification Mapping Model

Source: The author.

Cautionary Notes about Study Findings

From: National Academies of Sciences, Engineering, and Medicine 2020. Are Generational Categories Meaningful Distinctions for Workforce Management? Washington, DC: The National Academies Press. https://doi.org/10.17226/25796.

"Most studies of generational differences make no attempt to separate generation effects from age and period effects, making it difficult to draw strong conclusions about generational characteristics. Many of the research findings that have been attributed to generational differences may actually reflect shifting characteristics of work more generally or variations among people as they age and gain experiences.

The research designs used for generational research vary in their sophistication and their limitations. The vast majority of studies reviewed by the committee applied cross-sectional (i.e., single time point) designs to convenience samples. Some studies used cross-temporal meta-analyses, and other studies used qualitative methods. None of these methods can separate generation effects from age and period effects. Only a few studies used complex multilevel statistical models applied to nested datasets (i.e., data available from a series of studies or surveys conducted at different points in time) in order to separate the age, period, and cohort effects."

From: Dick, Shanna D. "Generational Similarities in Work Values of Generations X, Y and Z." *Journal of Human Resource Management* XXII, no. 2 (December 1, 2019): 10–27. https://www.jhrm.eu/2019/12/10-generational-similarities-in-work-values-of-generations-xy-and-z/.

- This study looked at differences in the way Gen Z, Y, Z value work security, achievement, and flexibility.
- "This study implies there are more similarities between the generations than differences; therefore, HRPs should be cognizant of individual employee differences and not focus solely on employee generational differences. Because there is great variability among people, within generational cohort individual differences likely are far greater than across generational cohort differences" (19).
- Implications:
    - "Motivate employees based on their individual needs."
    - "Train managers on the importance of coaching employees based on their individual needs."
    - "Monitor generational stereotypes in the multigenerational workforce."
    - "Remain committed to the importance of flexibility for all employees."

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Generations at a Glance

	Baby Boomers 1946-1964	Gen Xers 1965-1977	Gen Yers 1978-1989	Gen Zers 1990-1999
Behavior	Challenge the rules	Change the rules	Create the rules	Customize the rules
Training	Preferred in moderation	Required to keep me	Continuous and expected	Ongoing and essential
Learning style	Facilitated	Independent	Collaborative and networked	Technology-based
Communication style	Guarded	Hub and spoke	Collaborative	Face-to-face
Problem-solving	Horizontal	Independent	Collaborative	Entrepreneurial
Decision-making	Team informed	Team included	Team decided	Team persuaded
Leadership style	Unilateral	Coach	Partner	Teaching
Feedback	Once per year, during the annual review	Weekly/daily	On demand	Consistent and frequent
Change management	Change = caution	Change = opportunity	Change = improvement	Change = expected

Sources: • The Changing Workforce: Urgent Challenges and Strategies, 2007, Joe Kristy, associate partner, Human Capital Management Practice, IBM
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