

The Ultimate Guide to

Generation



IN THE WORKPLACE

 InsideOut DEVELOPMENT™

Coaching that works.

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Key Findings

The U.S. Chamber of Commerce Foundation suggests that Millennials may be the most well-researched generation in history. Billions have been invested into researching, discussing, and preparing to lead Millennials. Now, Millennials are old news.

Millennials (now 23-38) are maturing into their careers and more and more frequently find themselves asked to lead new employees just entering the workforce. Those new employees represent a new generation, distinct from Millennials, with their own characteristics and perspectives. Organizations that have only recently developed cohesive relationships between Baby Boomer, Gen X, and Millennial workers now face the prospect of welcoming Generation Z—a new and different breed of worker. And in most cases, it's the Millennial that will be responsible for greeting them and ensuring their success.

Generation Z (Gen Z for short) started entering the workforce in 2017, so if you haven't begun adjusting your workplace to accommodate this new generation, you're already behind the ball.

Organizations and their managers require specialized strategies to maximize Gen Z's potential. To discover what strategies work best for Generation Z, InsideOut Development surveyed more than 1,000 members of Generation Z and researched hundreds of surveys and studies to compile this ultimate guide to Gen Z in the workplace. It will help managers lead this new, challenging, but high-potential generation.

HERE ARE SOME OF THE KEY FINDINGS:



Members of Gen Z aspire to manage others at some point in their career—60% aspire to management positions.



Gen Zers know coaching is very important—More than 75% say a boss's ability to coach is important (almost ¼ say it's the most important attribute of a manager).



They don't want a boss who manages through fear—25% say it would make them leave an organization.



They're scared of not being good enough—26% say this is what scares them most about their first job.



They worry about making the wrong decision—60% get stuck at either assessing the reality of their problem or in deciding the best way forward.



Gen Z want promotions and they want them fast—76% don't think they should wait more than a year for a promotion.

Understanding Generation Z will enable you to know how best to recruit them, how to empower them to thrive in your organization, and how to properly set them up for success throughout the rest of their career. In this e-book, learn who Gen Z is, what motivates them, how to lead them, and how to set your organization up for success in a Gen Z world.



CHAPTER 1

Who is Gen Z?

Generation Z—AKA Post-Millennials, AKA Gen Z, AKA the iGeneration, AKA the Digital-Native

Generation—typically contains those born between 1996-2010. Gen Z started entering the workforce in 2017, so it's already past time to start thinking about how to accommodate this new generation.

Research shows that Gen Z will make up almost a quarter of the global workforce by 2020¹, making them the fastest-growing generation in the workforce. The internet, smart phones, September 11th, the Great Recession, and equality movements have all shaped the Gen Z viewpoint. They see and react to the world differently and have developed some unique attributes. Once organizations understand the events that influence Gen Z's worldview, they are better equipped to empathize with the priorities many members of Gen Z share.

Gen Zers are socially responsible.

Gen Z is the most diverse generation the

United States has ever seen—55% Caucasian,

24% Hispanic, 14% African-American, and 4% Asian. Almost half consider themselves a minority.

This increasing diversity has led a fifth of Gen Z to believe a team's most important element is its ethnic diversity.

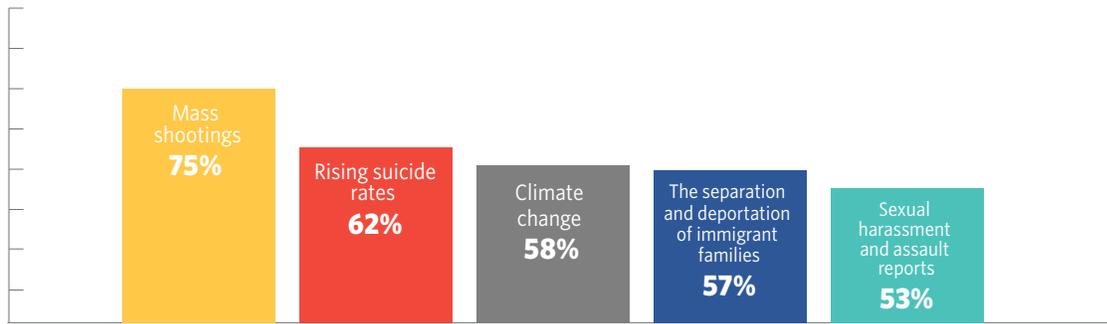
72 percent of Gen Z believe that racial equality is the most important issue of today² and 49 percent think their employer should do more to promote workplace inclusion (compared to 26 percent of Baby Boomers).³ For Gen Z, diversity is an expectation.



Diversity of Gen Z in the United States

Gen Z is more comfortable calling out workplace discrimination than past generations. Almost a third say that a glass ceiling prevents career progression for women and minority groups. One in five also claim that being a woman or minority negatively affects chances of securing a job or promotion. Half of Gen Z believe the same goes for having a disability.⁴

Gen Z's familiarity with diversity and the fight for fairness pressures them to drive society forward, making them one of the most stressed generations yet. In the American Psychological Association's 12th annual Stress in America survey⁵, Gen Z reported what caused them stress:



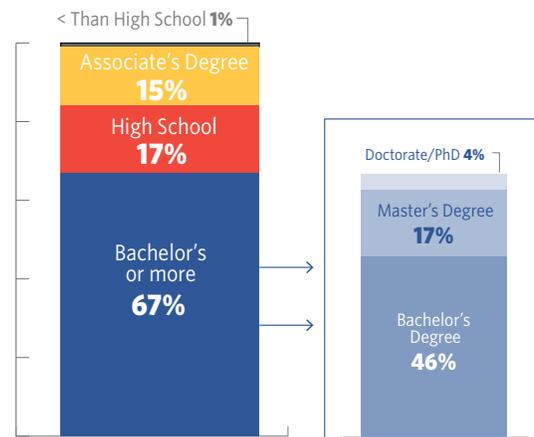
Gen Zers are well-educated.

99 percent of new jobs created since the 2008 recession have gone to workers with some college education.⁶

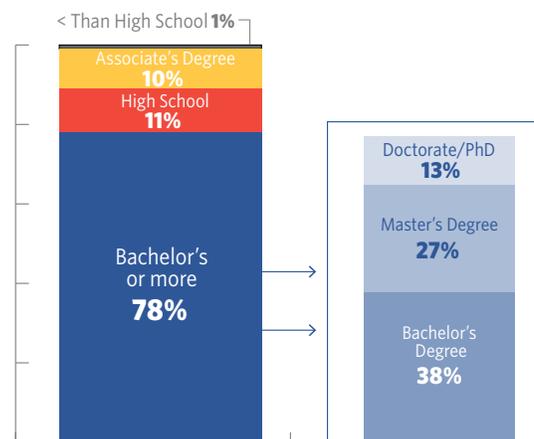
The recession decimated blue-collar and clerical jobs, but the recovery added primarily managerial and professional jobs. While the number of jobs rebounded after the recession, they aren't the same jobs that were lost. It is estimated that by 2020, two-thirds of all U.S. jobs will require education beyond a high school diploma.⁷

We asked Gen Z if they felt a need to gain additional education to combat this trend. We found that nearly 70 percent believe they need at least a bachelor's degree in order to maintain a comfortable lifestyle. Nearly 80 percent fear they won't be able to get their dream job without at least a bachelor's degree.

While Gen Z sees the value in higher education, they're cautious about obtaining advanced degrees. **Only 64 percent of Gen Z are considering earning an advanced degree**⁸—7 percent less than Millennials. Postsecondary enrollment across the nation fell 1.5 percent over the past year;⁹ enrollment in for-profit postsecondary schools dropped even more.



Comfortable Lifestyle



Dream Job

According to the New York Times, college tuition and fees increased 439 percent from 1982 to 2007 (adjusted for inflation), while median family income rose only 147 percent.¹⁰ The increasing cost of higher education means American student loan debt has increased to more than \$1.5 trillion dollars in 2017 (up from \$200 billion in 2003).¹¹

As college becomes more and more expensive, we asked Gen Zers about their education and student loans. Of our Gen Z respondents, only 18 percent are free of student loans. When asked how confident the rest are that they'll be able to repay their student loans, only 30 percent responded positively.



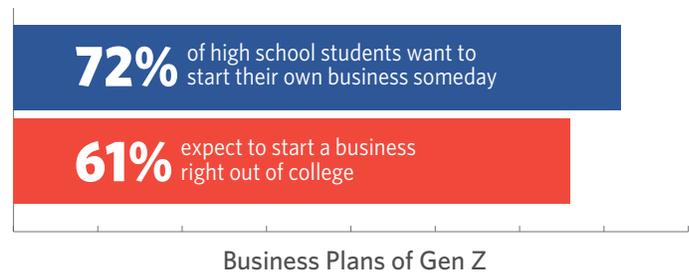
Tuition reimbursements and student-debt assistance programs are two great examples of how to help Gen Z with this burden and build employee loyalty.

Gen Zers are entrepreneurs.

Millennials have long been deemed a generation of job-hoppers. Will Gen Z maintain this trait?

Gen Zers anticipate being just as likely to work for multiple companies throughout their career as Millennials, but they are much more entrepreneurially-minded.

In the Huffington Post, TEDx speaker and organizational development consultant Crystal Kadakia wrote, "72 percent of high school students want to start their own business someday. 61 percent expect to start a business right out of college." This means that Gen Zers are 55 percent more likely to want to start a business than their Millennial counterparts. Kadakia continued, "little do employers know, but Corporate America is quickly becoming the 'backup' option—what do to if all else fails."¹²



As Gen Z's interest in entrepreneurship rises, it's also becoming easier and easier to become an entrepreneur. Anne Gherini, a marketing executive, writer, and public speaker, explains "the barriers to entrepreneurship are constantly being lowered, affording Gen Z more time to devote to being creative and taking advantage of their youthful optimism. The likelihood of this generation following the paved path Millennials have left for them is low. Gen Z will forge new ways of building businesses."¹³

So how can companies keep up? Stimulate the natural creativity of Gen Z by focusing on innovation—not just financial performance. This will harness Gen Z's creative nature and entrepreneurial spirit.

A Harvard Business Review article¹⁴ shows that 3M and Thermo Electron have already implemented this idea:



“At most companies, employees would have to be crazy to take a big risk, because the best they might do is a 20 percent bonus; the worst might be losing their jobs. But at Thermo Electron, it’s different. Employees know that if a project fails for reasons that are clearly beyond an individual’s control, the risk is very small.”

—**Thermo Electron**



“At 3M, we have a guideline—unwritten but universally understood—that our researchers can spend 15 percent of their time working on an idea without approval from management.” —**3M**

Another way to attract top Gen Z talent and keep them from jumping ship for entrepreneurial endeavors is to prove your loyalty. In Canada’s first national survey of Gen Z, they found that “Gen Z employees see loyalty and security as top priorities; they don’t believe they need to work for several different companies to be successful.”¹⁵ But they will jump ship if they don’t feel their loyalty is reciprocated.



CHAPTER 2

What Does Generation Z Want from a Company?

We analyzed hundreds of studies comprising interviews from hundreds of thousands of Gen Zers, and drew from our own original research to identify what Gen Z wants most from their career:

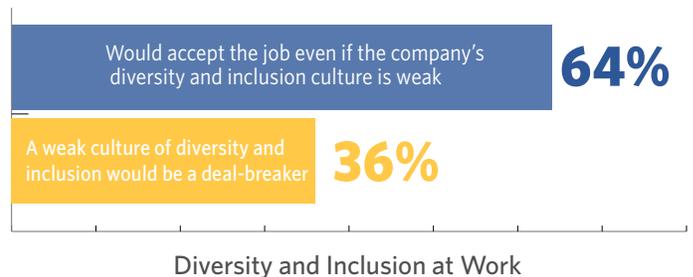
What Gen Z Looks for in a Company

Glassdoor asks employees to rate the companies that they work for in five separate categories:



In our research, we used those categories to discover which company attributes are most important to Gen Z. When thinking about joining a company, **Gen Z most heavily considers the company's approach to work/life balance, closely followed by compensation and benefits.**

Surprisingly, as much as this generation claims to be driven by values, they ranked "company culture and values" as the fourth (out of five) most important factor when thinking about joining a company. 64 percent said that they would accept the job even if the company's diversity and inclusion culture is weak. Only 36 percent reported that a weak culture of diversity and inclusion would be a deal-breaker.



But getting Gen Zers to accept a job is only the first piece of the puzzle. Positioning them to excel requires their engagement. The most important aspect of engagement is how an employee feels about their manager. That's where diversity and inclusion attitudes come into play. 65 percent of Gen Zers said a positive diversity and inclusion attitude is an essential characteristic of a good boss.

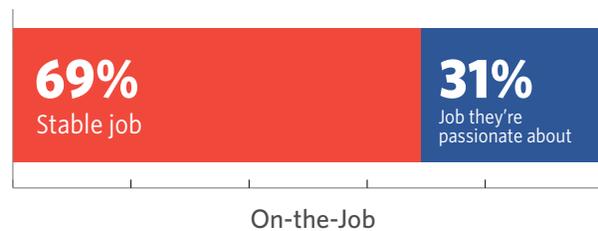
What Motivates Gen Zers

We found that two of the best ways to motivate Gen Z are offering career stability and proper development opportunities.

STABILITY

"To be secure or stable in my job" was listed by 40 percent of students as their top career goal.¹⁶ One Gen Zer attributed this need for financial stability to being raised during the Great Recession, seeing his parents lose their jobs, house, and cars. Some of Gen Zers' earliest memories would occur in 2007-2009 when the U.S. economy was at its worst in decades. Because of this, Gen Zers have a very different mentality about work than their Millennial co-workers.

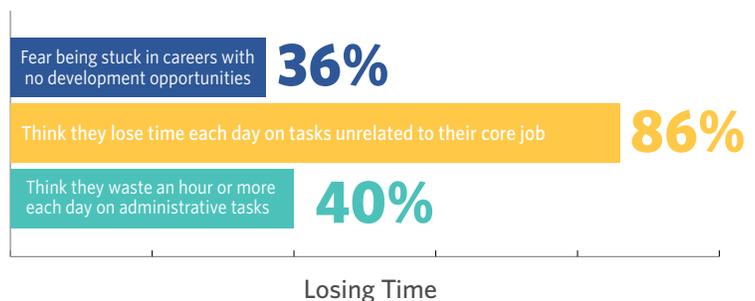
69 percent of Gen Z prefer a stable job over a job they're passionate about¹⁷—a stark difference from the Millennials most companies are used to recruiting. 88 percent of Millennials believe success in life is defined more by happiness than material prosperity and "a quarter of Millennials don't even care about money."



This made us wonder how much Gen Z "cares about money," so we asked them where they stand. Their responses differ drastically from Millennials—Gen Zers are only 8 percent more likely to choose doing what they love over financial security. They are also only 10 percent more likely to be motivated by helping others over financial incentives.

DEVELOPMENT

A study of 50,000 Gen Z students found that 36 percent of Gen Zers fear they will be stuck¹⁸ in careers that do not provide them with development opportunities. Additionally, 86 percent think they lose time each day on tasks unrelated to their core job and 40 percent think they waste an hour or more each day on administrative tasks that do not actually drive value for their organization.¹⁹



Gen Zers are willing to work hard, but they are easily disengaged by work that they can't connect to organizational results. Employers should explain more of the "why" behind seemingly mundane tasks. Employers can also find value in defining the consequences of incomplete tasks. Nearly 80 percent of Gen Zers say that overcoming failure will ultimately turn them into more innovative professionals. 17 percent said that failure will prepare them for new challenges.²⁰

THEIR AMBITIOUS CAREER ASPIRATIONS

Two-thirds of Gen Z say that their goal is to become the best in their profession,²² making Gen Z one of the most ambitious generations ever. They don't strive for mediocrity. To see just how ambitious they are, we asked them how much money they feel they will make per year at the height of their career. More than 40 percent anticipate making more than \$100k per year—half of those believing they will make more than \$150k per year. More importantly than where they eventually see themselves, Gen Zers are ready to work toward their goals right now. More than **75 percent believe they should work in their first position for only a year before receiving a promotion.** 32 percent believe they will deserve a promotion within the first 6 months of working!

This is not to say that they fall under the Millennial stereotype of entitlement; 88 percent of Gen Zers are willing to work harder and longer hours in order to reach these ambitious goals.²³ 72 percent of Gen Zers also admit to being naturally competitive with colleagues in similar roles. In fact, Gen Z are so motivated to progress in their career that 75 percent of them would be interested in holding multiple positions within a company at one time if it would accelerate their career path.²⁴ **Our survey also found that only 11 percent of Gen Zers have absolutely no management aspirations.**



Generation Z is not confident entering the workforce; they anticipate that they'll struggle

to find a job. The Wharton Business School of University of Pennsylvania reports that only 19 percent of 15-to-17-year-olds in 2018 (Gen Z) reported working during the previous calendar year. In 2002, 30 percent of that age group (Millennials) reported having a job—meaning Gen Z are entering the workforce with less work experience than Millennials, but with the same drive to succeed.²¹



CHAPTER 3

How to Lead Them

Unfortunately, Gen Z is already getting a bad workplace rap. The Society for Human Resource Management (SHRM) surveyed 1,000 managers about their opinions on this freshly-minted generation. 36 percent of managers believe that Gen Z will be more difficult to manage; 29 percent expect it to be more difficult to train them; and 26 percent said it will be more difficult to communicate with them in general. Additionally, 27 percent of these managers believe Gen Z will not work as hard as Millennials.



Managing Gen Z

The majority of these survey respondents admitted that they have no plans to cater to Gen Z, but, as HRdive explains: ²⁶



“As with any group of workers, employers will want to find the best ways to communicate with, manage, and engage them...Although many managers anticipate difficulty managing this generation, they recognize that they have valuable technical skills: 44 percent believe that those skills give Gen Z an advantage in the workplace.”

Despite these strong technical skills, workplace leaders are concerned about helping Gen Z develop the soft skills they'll need. 61 percent of learning and development leaders believe Gen Z will need extra support around the development of soft skills.²⁷ Almost three quarters of learning executives are already making changes to development programs in anticipation of Gen Z's arrival—a stark contrast to most managers.

4 Things Gen Zers Need at Work

FEEDBACK AND COMMUNICATION

One of the traits Gen Zers look for most in a boss is one that provides consistent feedback.²⁸ Because Gen Z has such high expectations for themselves, they constantly want to make sure they're on the right track. Gen Z grew up with Google at their fingertips (or voice command) so they aren't used to not knowing. They are used to asking hundreds of questions a day and getting answers immediately. This drive for perfection (in knowledge at least) will lead to a need for extremely frequent feedback and communication.



In our survey, we found that all but 11 percent expect frequent communication with their boss. In fact, other research shows that two thirds of Gen Z said they need feedback from

their supervisor at least every few weeks.²⁹ 20 percent even said they needed daily feedback just to stay at their job!

A GOOD RELATIONSHIP WITH THEIR BOSS

We've all heard the stat: more than half of employees who leave, do so because of a bad boss. But what does Gen Z think a good manager relationship looks like?

Gen Z survey respondents were evenly split when we asked them if an effective boss prioritizes being friends with everyone.



An Effective Boss Prioritizes Being Friends with Everyone

However, most agreed that one of the most important things a boss can do is to give recognition for good work. 42 percent agree that public recognition and praise from their boss is important to them and one fifth even said that having a boss who doesn't give credit where due would make them leave a company altogether. Gen Zers don't feel like they need to be best friends with their boss, but they do need to feel supported by them.

A SUPPORTIVE WORKPLACE ENVIRONMENT

Gen Zers are wary of their workplaces. Most of their concerns stem from having a bad relationship with their boss. One fifth said that working for a boss who holds them to unrealistic expectations would make them leave a company. **The number one thing that we found to make Gen Z want to leave a company is having a boss who manages through fear.** Above anything else, this will drive top Gen Z talent straight out the door.

For the vast majority of Gen Z (77%), creating a safe space for failure is more important than establishing accountability. While they value this space for failure, more than half (54%) admitted they were afraid to ask for help³⁰—so they don't feel like their current companies are creating that safe environment for them. 43 percent know that asking for help will help their career grow, yet they are still afraid to ask.

HELP BUILDING THEIR CONFIDENCE

Gen Z has a very real confidence problem. We know they're stressed about political and social issues, but we also learned they're stressed about work, too. Two particular concerns stood out.

“What if I'm not good enough?”

In our survey, we asked Gen Z what scares them the most about working. The two most common answers were feeling too much pressure or expectations from their boss, and not being good enough. These responses confirm

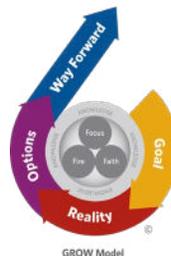


what the American Psychological Association³¹ claims about Gen Z: **“Over 90 percent have reported experiencing at least one symptom of stress, including lack of motivation and depression...77 percent of them reported that work was a cause of their stress, compared to 64 percent of adults overall.”**

“What if I make the wrong decision?”

As previously mentioned, Gen Z were raised with smart phones, meaning Google was always accessible no matter where they were. They never had to wonder about anything too long and rarely needed to make uneducated decisions. Although this has certainly helped their natural drive for knowledge and perfection, it hasn't helped their ability to make difficult decisions. A recent survey of 1,000 Gen Z aspiring entrepreneurs puts it this way: “Generation Z—To sum it up in one phrase, they're starting to look like ‘indecisive people.’”³²

When surveyed about their decision-making process, Gen Z responded that “assessing the reality of our current situation” and “deciding the best way forward” are by far the two they find most difficult.



Alan Fine's **GROW® MODEL** simplifies decision-making into four distinct categories—Goal, Reality, Options, and Way Forward—and allows individuals to focus more clearly on the most important parts of decision making. Using this model will help any manager enable their team to make decisions more quickly, more effectively, and more confidently.

CLICK HERE to find out how using the GROW Model helps Gen Z define Reality. Or **CLICK HERE** for how it helps them decide their Way Forward.

CHAPTER 4

5 Tips for Managing Gen Z



1. Create open, two-way communication—and give frequent feedback.

The best way to earn trust and loyalty from Gen Z is to communicate frequently and give plenty of feedback—both positive and negative. Gen Zers can handle constructive criticism. Almost half of Gen Zers surveyed want feedback at least weekly. This communication can be versatile—it could be in a quick swing by their desk, in an email, or in a regularly scheduled one-on-one. Give them a chance to ask questions and share their thoughts. Make check-in conversations a dialogue. Sincerity goes a long way with Gen Z.



CHECK OUT THIS [E-BOOK](#)

for more tips on how to communicate with Gen Z even better.

2. Work with their competitive and entrepreneurial tendencies.

Gen Z is one of the most competitive generations ever; use that to your advantage. Set difficult (but achievable) goals. Hold internal competitions. Prioritize rewards or recognition programs. Show them how the work they're doing affects the department or company, and allow them to progress in their careers faster if they are willing to work hard for it.

Gen Z is also one of the most entrepreneurial generations ever, so “Corporate America” will need to make some changes to avoid becoming the back-up plan. Show your Gen Z employees that they can be just as creative, learn just as much, still be “their own boss” in many things, and still be passionate about the work they do. Consider putting them in charge of projects and letting them run with their own ideas to allow them to exercise their entrepreneurial spirit.

3. Never manage or motivate through fear.

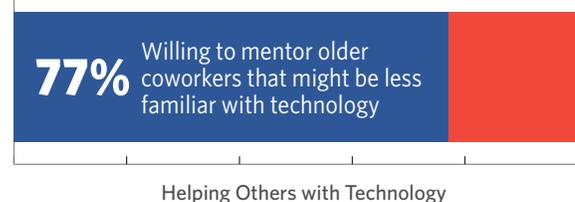
The number one thing guaranteed to make a Gen Zer want to quit is a boss who manages through fear. Above anything else, this will have top Gen Z talent packing up and walking straight out the door. Not sure if you're accidentally managing through fear? The Forbes article "The Five Characteristics of Fear-Based Leaders"³³ outlines the following characteristics of a fear-based leader to watch out for:

- They teach employees what they should like.
- They have only friends or foes—nothing in between.
- They're all about the trophies and awards.
- They don't step outside comfortable or familiar boxes.
- They're addicted to measuring everything—micromanaging everything their employees do.

4. Teach them soft skills and decision-making patterns.

Gen Z has a hunger for soft skills. The vast majority want to be managers someday, and they know having strong technical skills alone won't be enough to succeed. Gen Z's lack of confidence can mean that although they want to develop, they may not be comfortable stretching too far out of their comfort zone to get there. Use their strong technical skills to bolster

and develop their soft skills. For example, **77 percent of Gen Zers said they are willing to mentor older coworkers that might be less familiar with technology.**³⁴



However, even when playing to Gen Z's strengths, feedback can often be misinterpreted and misunderstood. Feedback is best received when it is solicited and when both the manager and employee are using a common language and approach to performance.

Instill effective communication principles and a shared language by teaching Gen Zers how to make the most of coaching—including coaching themselves—to make better, more strategic decisions.

In an effort to unleash **ever-greater capacity from individuals** across any organization, we created **Breakthroughs: High Performance from the InsideOut**. The workshop is designed to honor the growth of individuals and equip them with an understanding of how to apply **GROW Coaching** in their own performance. It enables participants to develop focus around their goals, create a plan of action, and identify blind spots. These soft skills enhance an individual's ability to solve problems, identify solutions on their own, and more effectively receive and implement feedback from others.

5. Provide effective coaching to help them actualize their high aspirations.

More than 75 percent of HR leaders say that coaches in their organizations have more productive teams than non-coaches.³⁵ Gen Z already knows that having a boss who's also an effective coach will help them achieve their high career aspirations.



More than 75 percent of our survey respondents said that their boss's ability to coach is important to them—a quarter even saying that coaching is the most important thing a manager can do.

In fact, those high-achievers who strive for management positions are significantly more likely to look for bosses who are effective coaches. This is because Gen Z already understands the benefits of having an effective coach as a boss.

A coach flourishes when they have the skill-set to coach effectively and collaborate with a team member that is also coachable. To provide the foundational principles of coaching to all individuals, InsideOut Development pairs Breakthroughs with **InsideOut Coaching**, a program designed to give coaches the ability to apply the GROW® Model to help others to learn and perform at a higher level. This also ensures that the coach and “coachee” are both speaking the same “coaching language” and actively participating.



CHECK OUT THIS E-BOOK
for more tips on how to coach
Gen Z even more effectively.

Helping your Gen Z employees become coachable and familiar with coaching techniques will empower them to even coach both themselves and their peers.

They are better positioned to coach and be coached using a methodology proven by their own experience.

Make the most of this up-and-coming generation by preparing now. Any transition is tricky, but with the right research and advice, you'll be able to recruit Gen Z top talent, empower that talent to thrive in your organization, and set them up for success throughout the rest of their career.

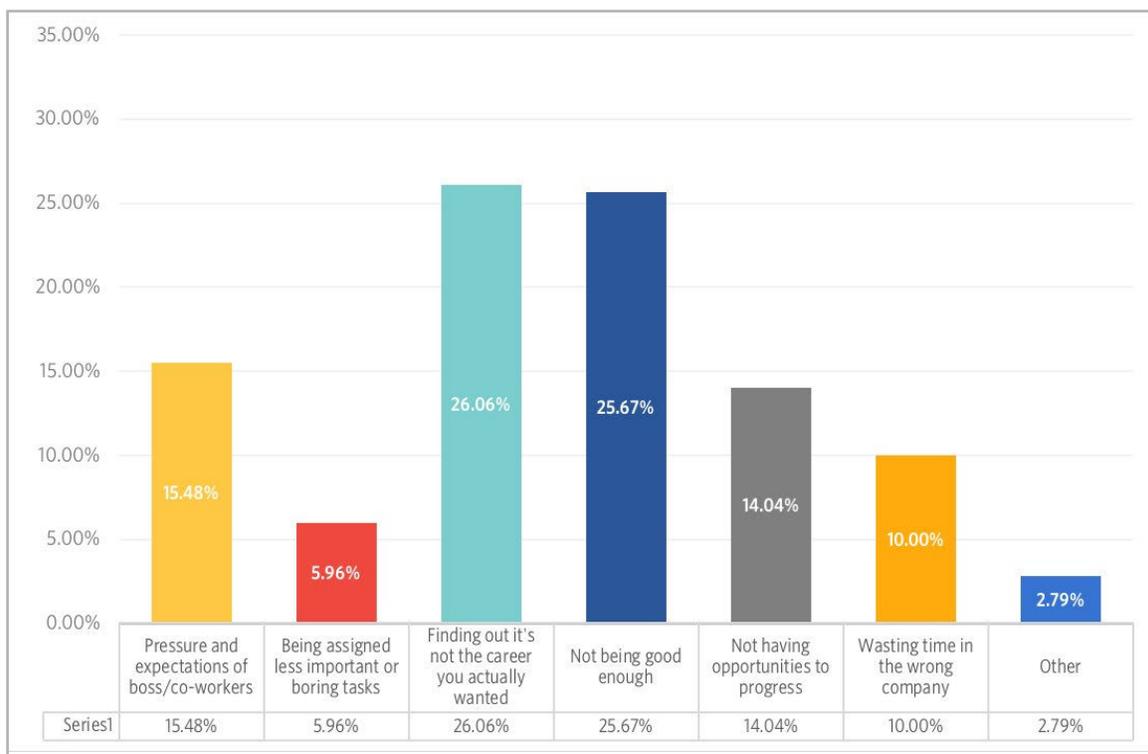
APPENDIX 1

Survey Results

About 11,000 members of Generation Z enter the workforce every day. Understanding how they work, what they want in the workplace, and how they think about work is essential to understanding how to design a workplace that maximizes their unique skills. In this exclusive original research, we asked more than 1,000 Gen Zers their thoughts on work, managers, and how they'll fit in.

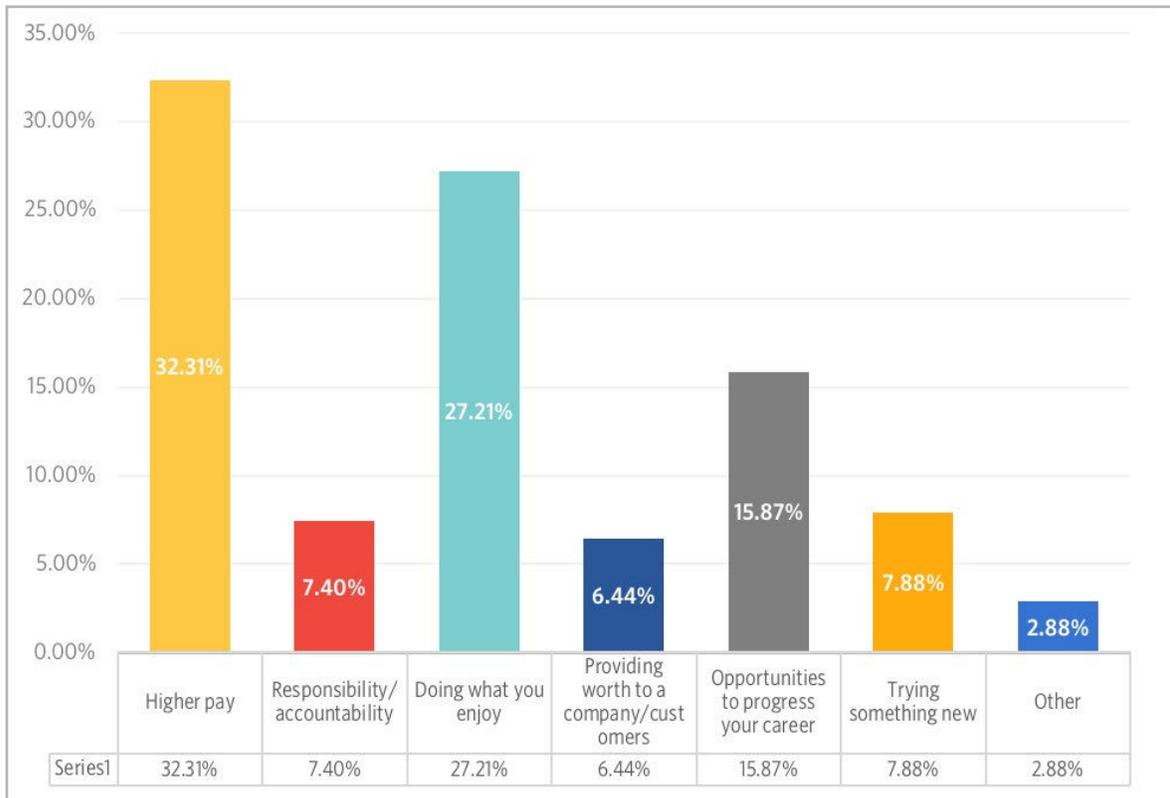
What scares you the most about getting your first "real job?"

Gen Z are most concerned about discovering they are in the wrong career and the fear of not being good enough.



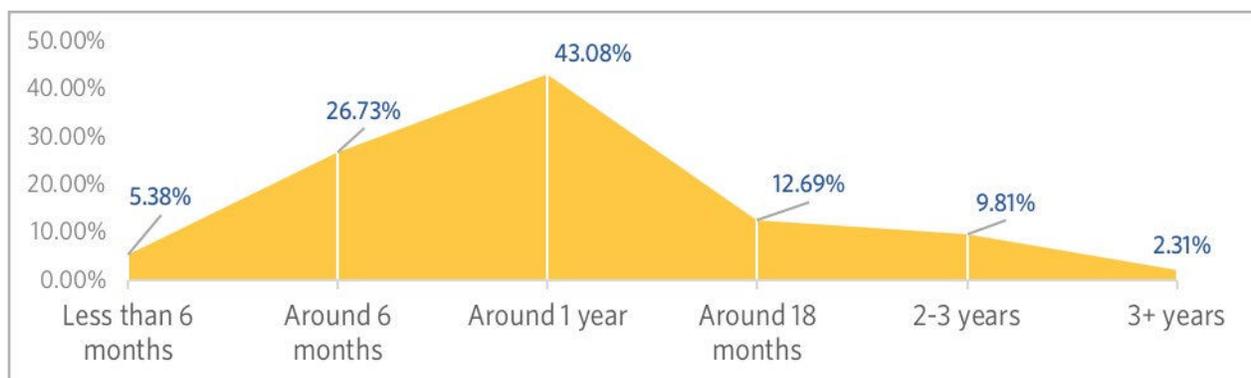
What excites you most about getting your first “real job?”

Contrary to many Millennials, Gen Z are most highly motivated by financial incentives, closely followed by doing what they love.



How long is acceptable to work in your first job before a promotion?

Gen Z want frequent promotions—75% are only willing to work in an entry-level position for a year or less before receiving a promotion.



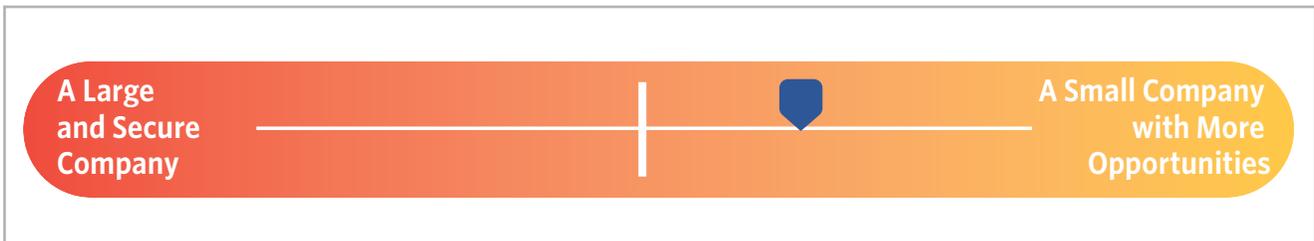
When considering joining a company, rank the following according to which affects this decision the most (1 having the biggest effect and 5 having the smallest)?

Gen Zers look for a proper work/life balance above anything else when looking for a company, followed closely by good compensation and benefits. Management and culture/values aren't strongly considered when considering starting a job, but become more vital in retention and development efforts.



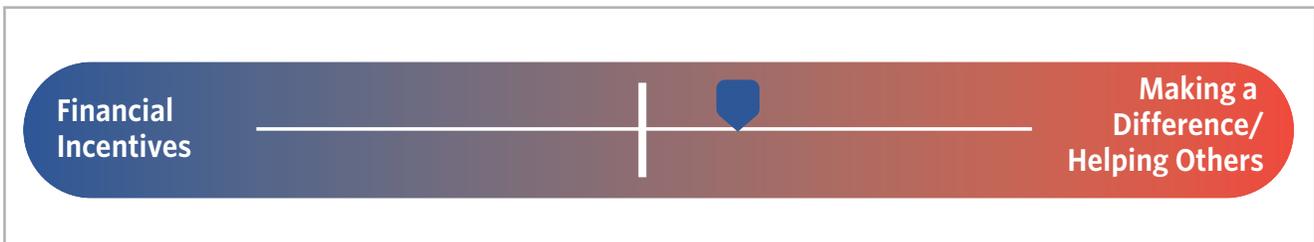
Choosing between a “large and secure company” or a “small company with more opportunities,” indicate where your priorities lie when considering employment with a company.

Gen Z slightly prefer (8% more) working for a small company than a large company.



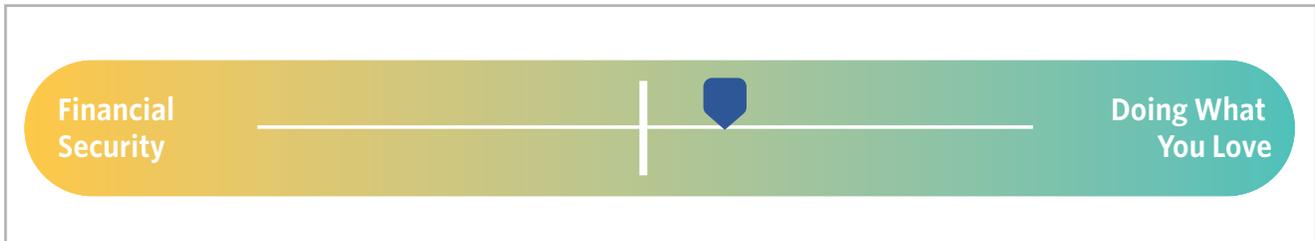
Choosing between “financial incentives” or “making a difference/helping others,” indicate where your priorities lie when considering employment with a company.

Gen Z are only 5% more likely to be motivated by making a difference and helping others than by financial incentives. This stands in stark contrast to Millennials.



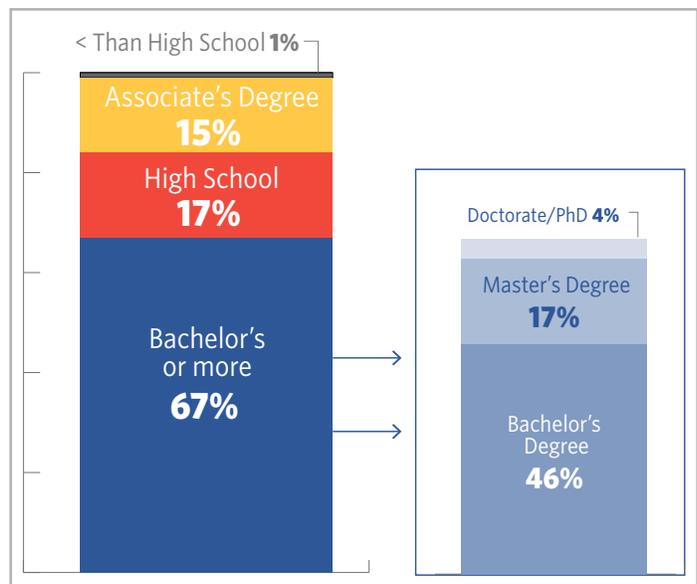
Choosing between “financial security” and “doing what you love,” indicate where your priorities lie when considering employment with a company.

Gen Z nearly evenly consider financial security and doing what they love (only a 4% difference).



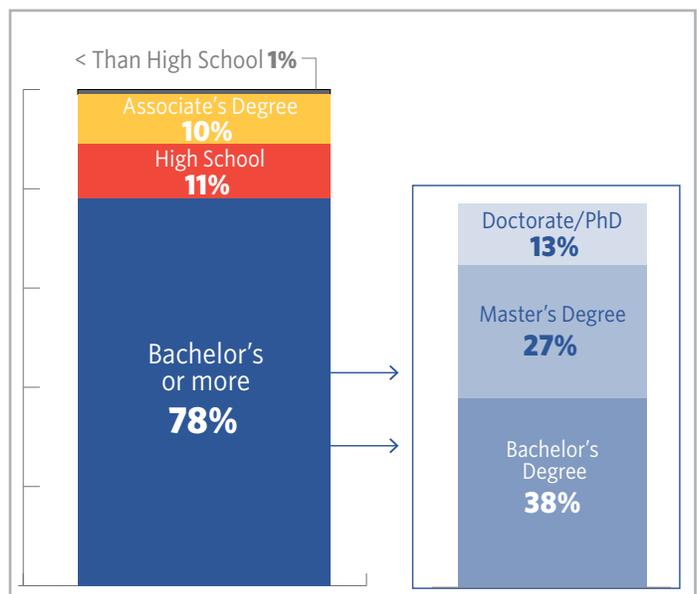
What level of education do you need to live a comfortable lifestyle?

Nearly 70% of Gen Zers believe they 'll need at least a Bachelor’s degree to maintain a comfortable lifestyle.



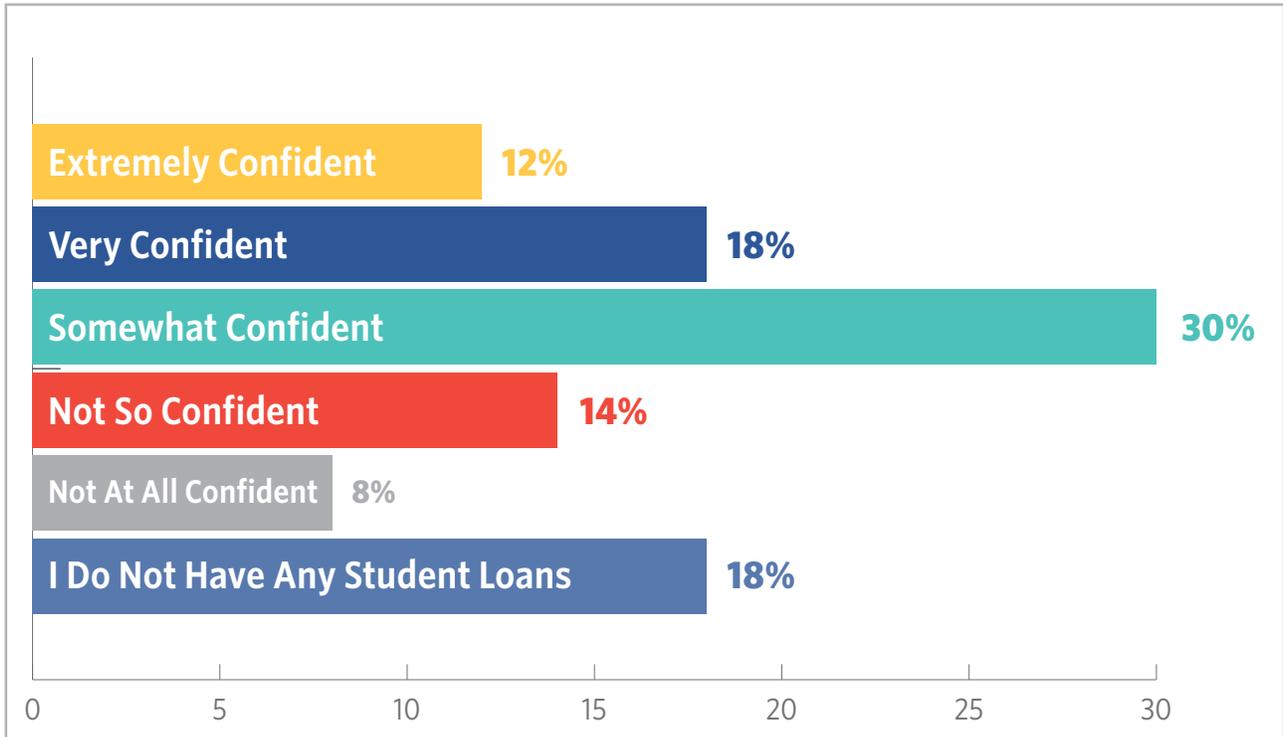
What level of education do you need to attain your “dream job?”

A college education is even more important in the pursuit of their “dream job.” Nearly 80% believe they need at least a Bachelor’s degree in order to land their dream job.



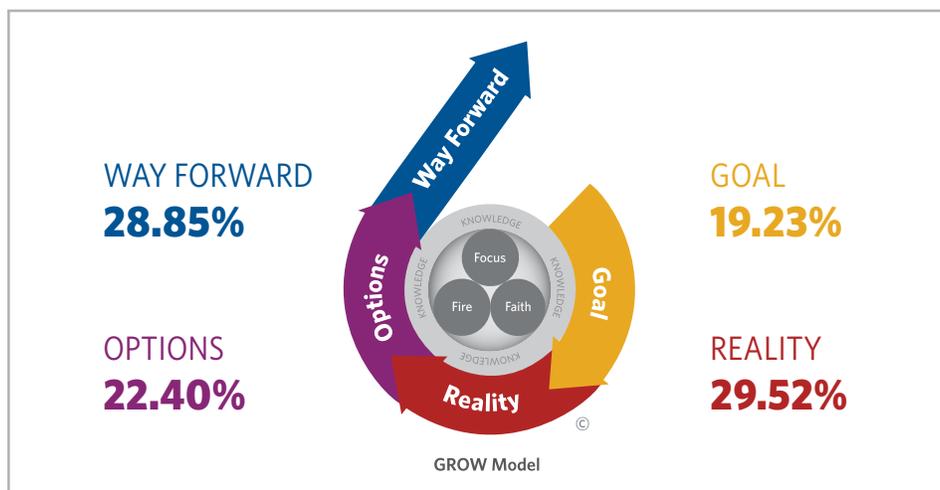
How confident do you feel in your ability to repay your student loans?

82% of Gen Zers will graduate with student loans. Only 30% are confident they'll be able to repay them.



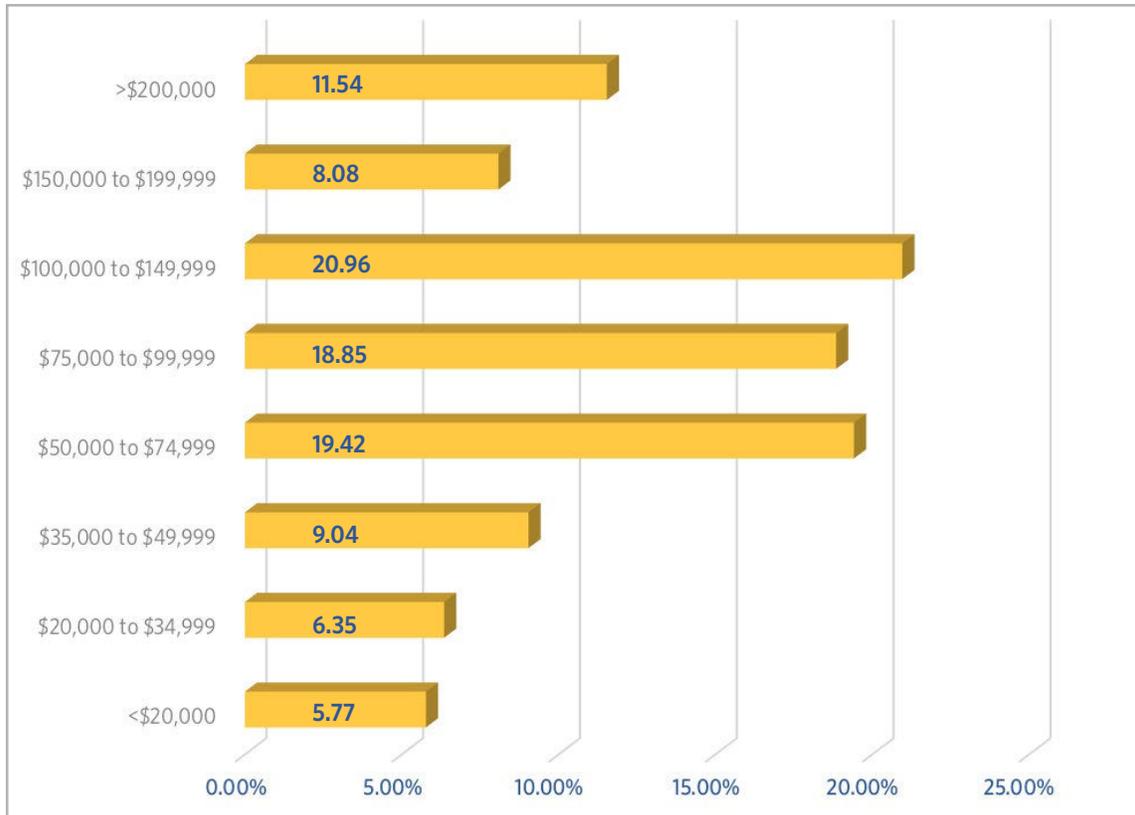
Thinking about how decisions are made, which part of the decision-making process are you least comfortable with?

When making decisions, 60% struggle assessing the reality of their problem or deciding the best way to move forward.



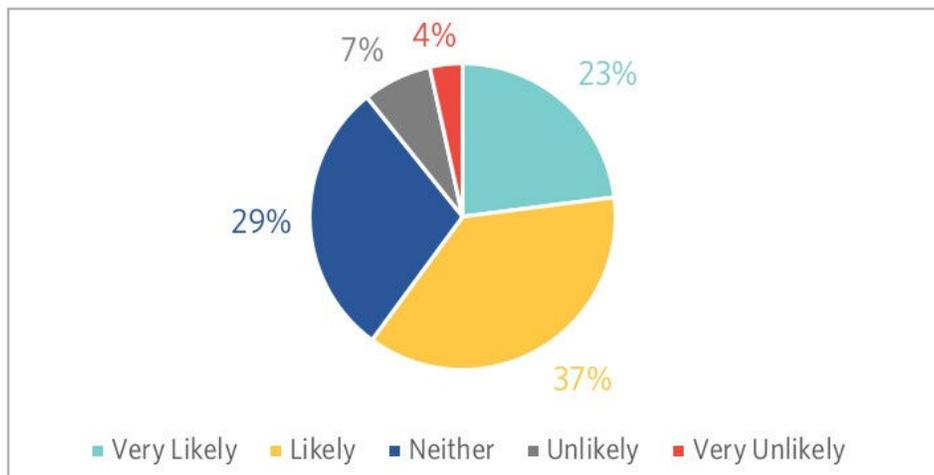
At the height of your career, how much money do you anticipate earning in a year?

More than 40% of Gen Zers believe they'll make more than \$100k per year at the height of their career—half of those believe they'll clear more than \$150k per year.



Thinking about your future career, how likely are you to seek management positions?

Members of Gen Z aspire to manage others at some point in their careers—60% aspire to be in management positions.



How much do you disagree or agree with the following statements?

Strongly Disagree Disagree Neither Disagree nor Agree Agree Strongly Agree

A | A good boss makes diversity and inclusion a top priority.
The majority (64%) believe that making diversity and inclusion a top priority are necessary to be a good boss.



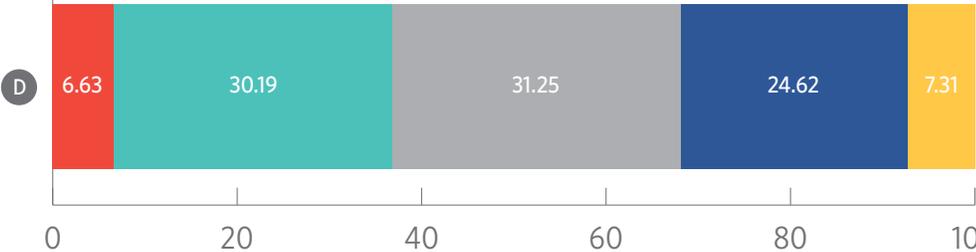
B | My boss's ability to coach is important to me. The vast majority (75%) say that their boss's ability to coach is important to them.



C | I expect frequent communication with my boss. Frequent communication with their boss is a must have for Gen Z, only 11% say they don't expect it.

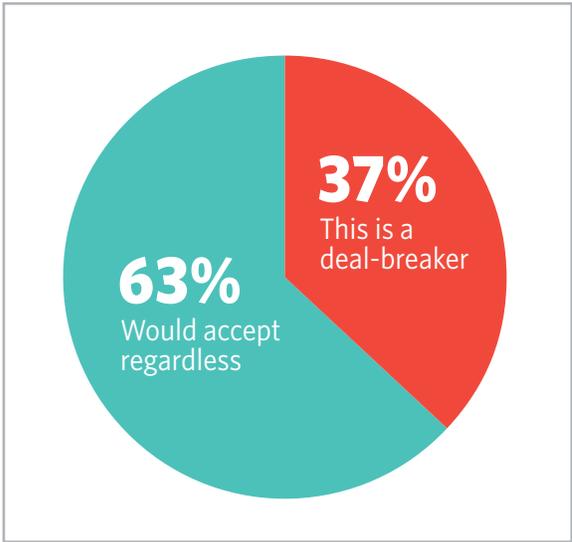


D | A good boss prioritizes being friends with everybody. Gen Z really is torn about whether a good boss means a good friend. 1/3 agree, 1/3 disagree, and 1/3 are unsure.



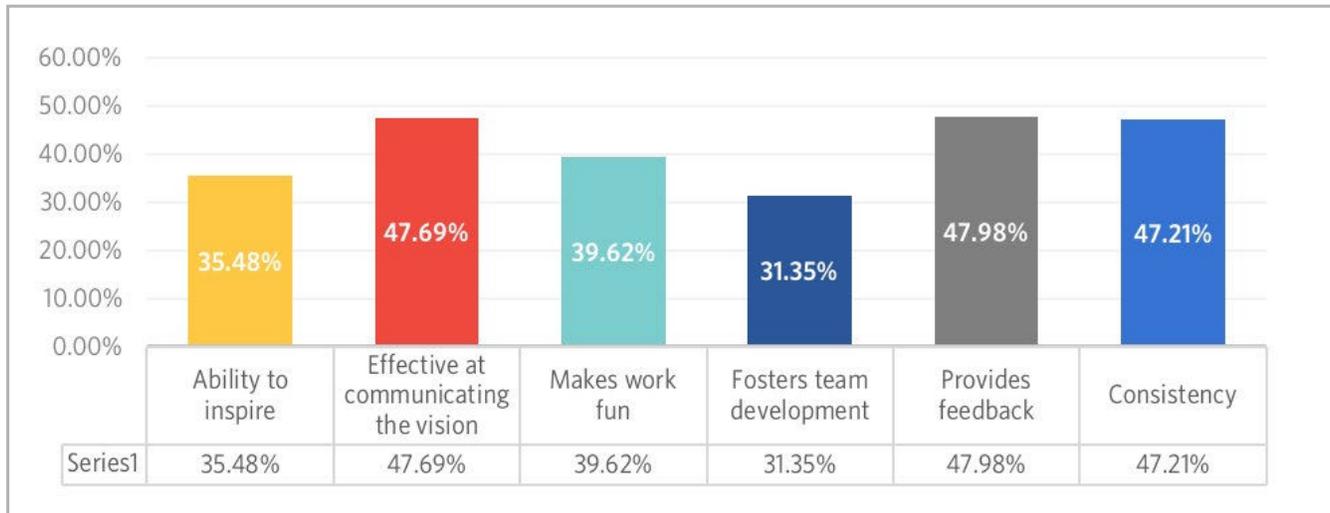
Does a lack of diversity and inclusion affect your decision to accept a job offer?

More than a third of Gen Z see a lack of a diversity and inclusion policy as a deal-breaker.



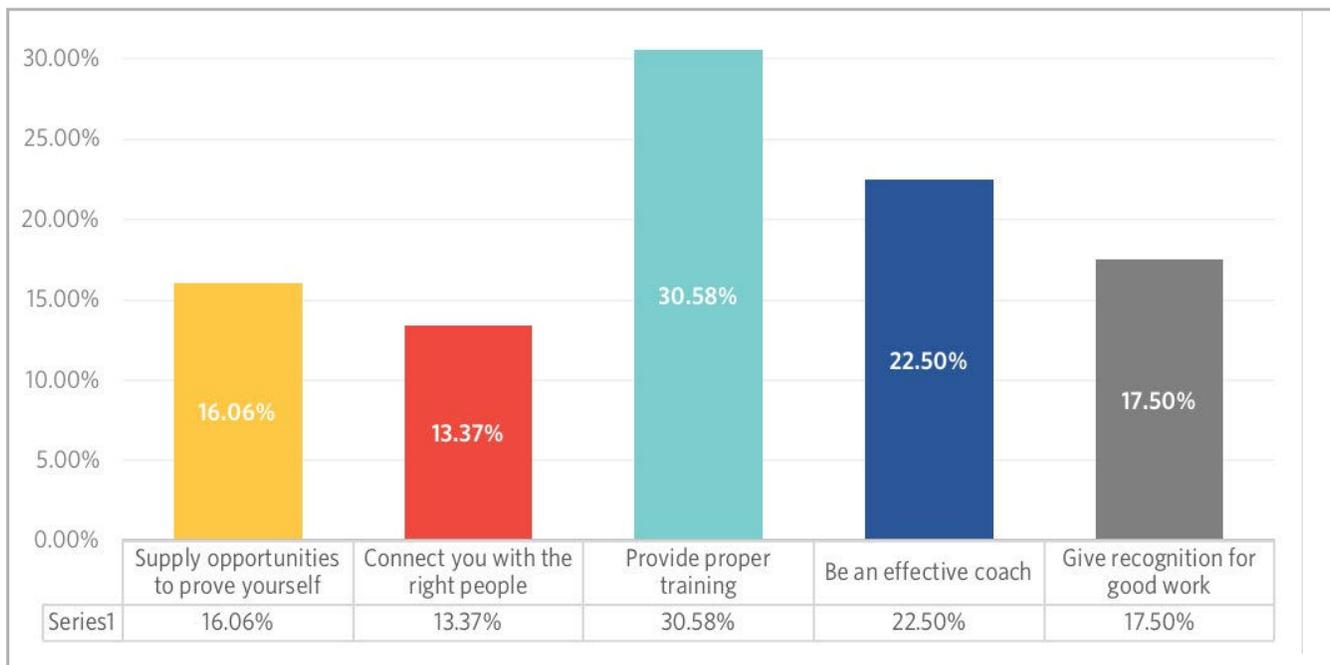
What do you look for most in a boss? (select two)

The three things that Gen Z look for most in their bosses are feedback, effective communication of the vision, and overall consistency.



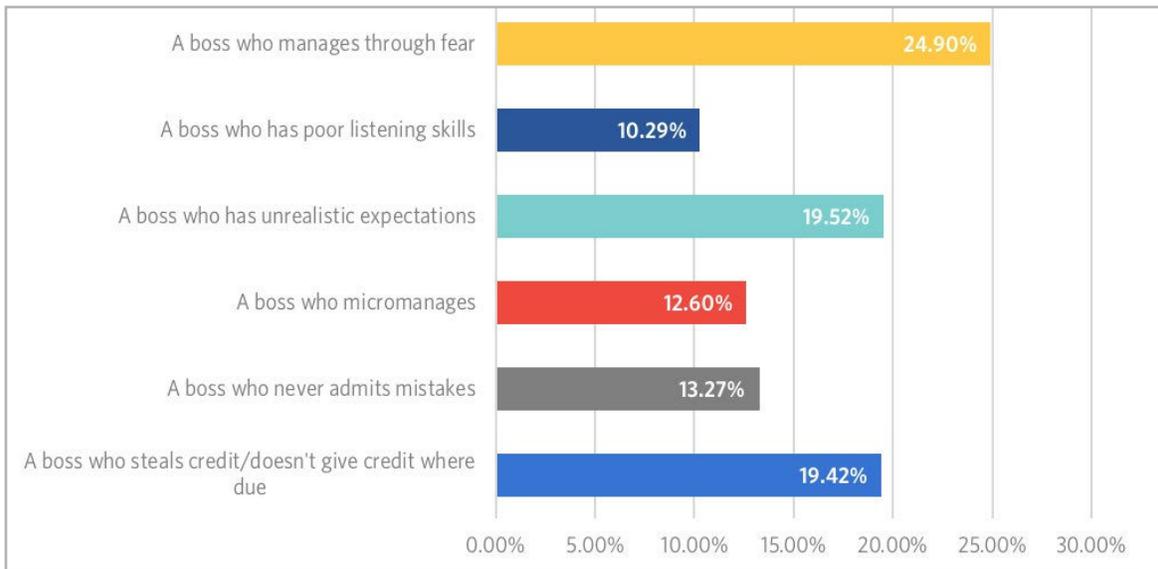
What is the most important thing a manager can do to help you succeed?

Gen Zers want to be successful in their careers, and they know that proper training and effective coaching from their boss will help get them there. It comes as no surprise that these are the two most important things Gen Z looks for in a manager.



What is most likely to cause you to leave a company?

Nothing will drive top Gen Z talent out your doors faster than a boss who manages through fear. Nearly a quarter of our respondents said that this is the single most-likely attribute to make them leave a company.

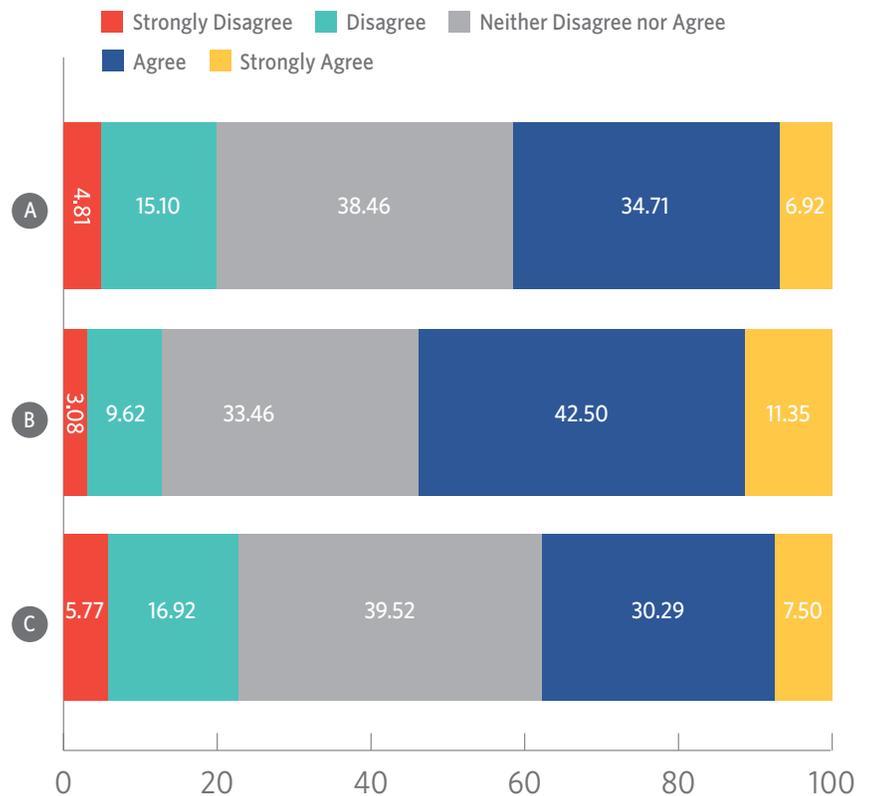


How much do you disagree or agree with the following statements?

A | Public recognition/praise from my boss is important to me. Although not as important as coaching nor as off-putting as fear-based management, 41% of Gen Z do crave public praise and recognition from their boss.

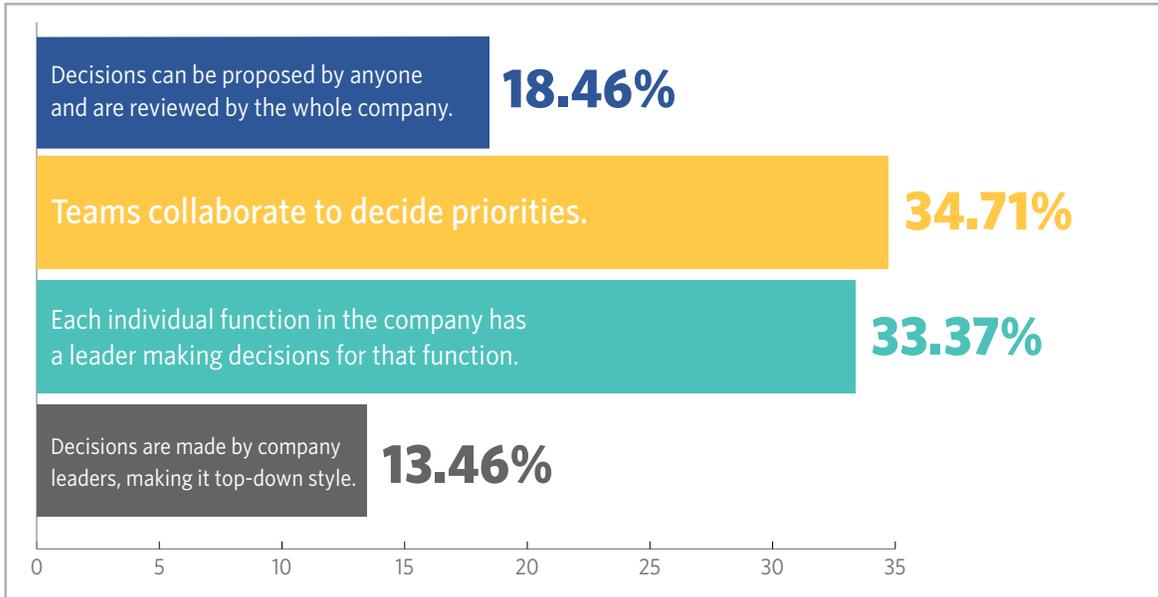
B | If a department consistently performs below expectations, it is often due to poor management. Over 50% of Gen Z believe that consistently poor departmental production is due to poor management, not other outside factors.

C | Creating a safe space for failure is more important than accountability. 38% of Gen Z want the ability to try new things—and possibly fail at them—without too much accountability scaring them away from trying. 40% aren't sure if this is a good idea or if there should be more accountability in place.



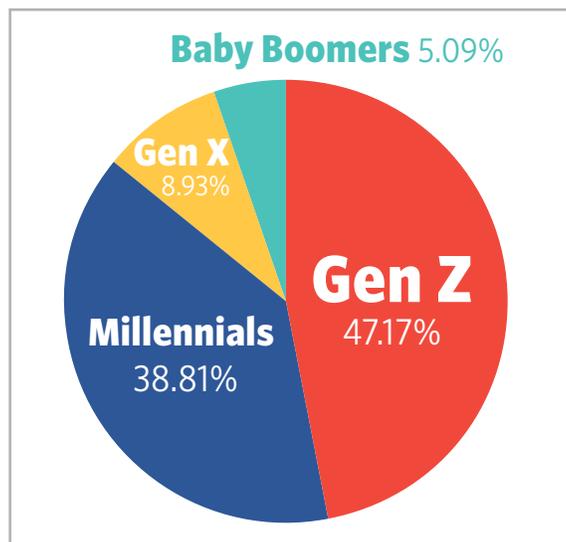
How do you think organizational hierarchy should work?

Gen Z were raised being a part of family decisions, so it only makes sense that they feel teams collaborating to make decisions is the best way to run an organization.



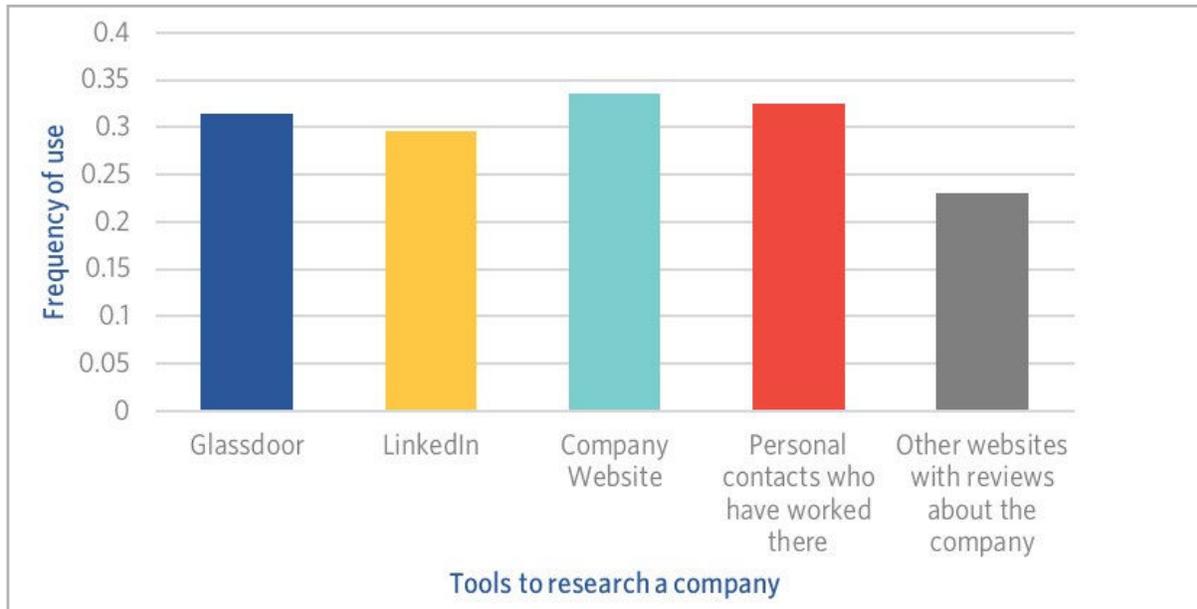
What generation will you work best with?

Most Gen Zers naturally think that they will get along with others in their generation and those a few years older; but the difference is stark. Only 14% think they'll get along best with those older than 35.



When considering a job, how do you conduct research on the company?

When researching a job, Gen Zers tend to really do their homework. They will often search multiple sites including Glassdoor, LinkedIn, the company’s website, and even reach out to their personal contacts to see exactly what the organization is all about.



APPENDIX 2

About the Survey

About the Survey

This survey was completed using SurveyMonkey's Audience feature on November 10, 2018. 1,125 responses were received from 18- to 23-year-olds across the United States; respondents were fairly-even spread out throughout the different U.S. regions. 54% of the respondents were female and 46% were male. While completing the survey, 50% of respondents used Android phones/tablets, 47% used iOS phones/tablets, and 3% used a laptop/desktop, or other device.

About InsideOut Development

InsideOut Development is an award-winning training and development company with more than 25 years of experience driving results through coaching. It's all about breakthroughs. InsideOut Development's approach has helped individuals, teams, and organizations across the globe achieve higher levels of performance and success.

To learn more, visit insideoutdev.com or contact us at 888.262.2448.

APPENDIX 3

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