

GenZ @Work

- Bridging the soft-skills &
value gaps when
GenZ enters the workforce

RESEARCH PAPER V0.7
PREVIEW

Lars Brøndum & Henrik Kraght

Copenhagen School of Design and Technology
Københavns Erhvervsakademi – (KEA)
May 2024

kea





Research Question

*“How do differences in **soft skills** and **value** perceptions between GenZ and downstream companies impact workplace productivity and collaboration?”*

.. and ..

*“What strategies should companies adopt to **mitigate these disparities**, and how can higher educational institutions contribute to promoting the **harmonious integration** of GenZ into the labour market?”*

GENERATION Z @ WORK

- bridging the soft-skills and value gaps when

GenZ joins the workforce

RESEARCH PAPER

The logo for KEA, consisting of the lowercase letters 'kea' in a white, sans-serif font, centered within a solid red rectangular background.

Authors: Lars Brøndum and Henrik Kraght

Copenhagen School of Design and Technology

(Københavns Erhvervsakademi - KEA)

April 2024



Research Scope – DK and INT

Students & Graduates

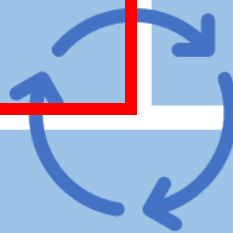


Business Economics & Information Technology
(BE-IT) graduates

Downstream Companies



Small and large business having need and/or
providing Business and IT services internally or
externally



Copenhagen School of Design and Technology
Københavns Erhvervsakademi – (KEA)



High Education Institutions

Research Scope – DK and INT

Students & Graduates

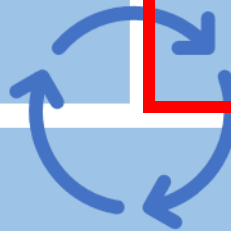


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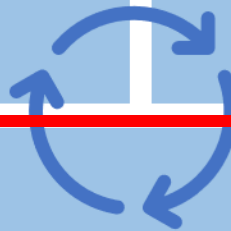


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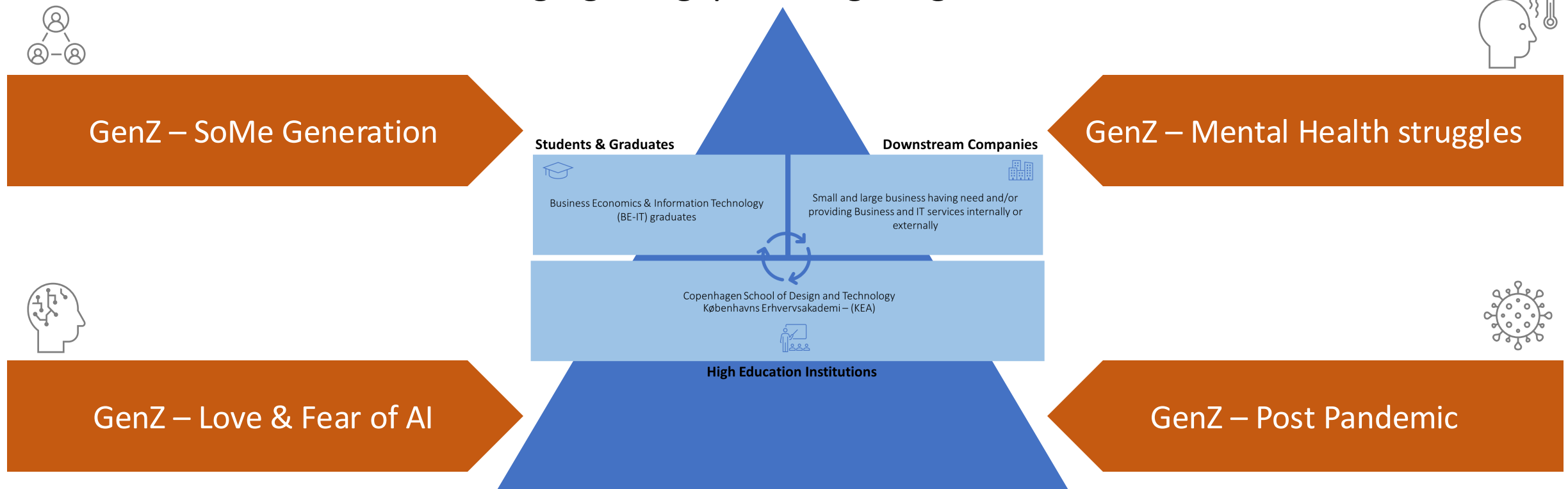
Copenhagen School of Design and Technology
Københavns Erhvervsakademi – (KEA)



High Education Institutions

Research Scope – External factors

Bridging the gap & mitigating the delta



Literature Review & Theories

Organizational Behaviour Theories

- **Expectancy Theory:** Expectancy theory (Vroom, 2005)
- **Social Exchange Theory:** Social exchange theory (Homans, 1974)

Generational Studies Perspectives

- **Generational Theory:** Strauss-Howe generational theory (Howe, 1990)
- **Life Course Perspective:** The life course perspective (Elder, 1998)

Talent Management Frameworks

- **Human Capital Theory:** Human capital theory (Becker, 1994)
- **Talent Pipeline Model:** The talent pipeline model (Berger, 2018)

Education Theory Frameworks

- **Constructivism:** Constructivism (Vygotsky, 1978)
- **Experiential Learning Theory:** Experiential learning theory (ELT) (Kolb, 1984)

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Journals & Articles

Forbes

Deloitte.

McKinsey
& Company

unicef 

Company Interview insights

twentyfour 

lessor
A Paychex® Solution

vmware®

 Microsoft

 SimCorp

 AIRTAME

Empirical Research & Methodologies

Quantitative Survey
(Balnaves, 2001)

Qualitative Interviews
(Nathan, 2019)

Case Study
(Hassan, 2024)

International
Research Review



Empirical Research & Methodologies

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International
Research Review

Questionnaire

- Flexibility:** Desire to self-manage time
- Adaptability:** Capable of adapting to new situations
- Development:** Ability to advance in the organization
- Reliability:** Being punctual and targeted
- Socially Responsible:** Care for People and environment
- Communication:** Communicate clearly with others
- Diversity and Inclusion:** Accept and tolerance of others
- Collaboration:** Good in Teamwork
- Work/Life:** Balance both equally
- Problem-Solving:** Effective and focused to solve problems
- Positive Attitude:** 'can-do' mindset and supportive of others
- Leadership:** Potential and desire to lead

Distribution

12 uniform questions
on soft-skills and values

Common
Questionnaire base

Survey
Target group: A

GENERATION Z
Students' expectations
to first job

Survey
Target group: B

DOWNSTREAM COMPANIES
Employers' expectations
to new graduates

Common Survey to

- Students
- Downstream Companies

Empirical Research & Methodologies

Quantitative Survey
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Common Survey to

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Leadership: Potential and desire to lead

International
Research Review

Survey
Target group: B

DOWNSTREAM COMPANIES
Employers' expectations
to new graduates

Teaser to the two target groups

FRONTER

Help @Lars Brøndum and @Henrik Kraght to research and outline the Opportunities and Challenges as you as new graduate are approaching your first job and how that align to company values and cultures

Spend 3-5 min to respond to the survey

LINKEDIN

Help @Lars Brøndum and @Henrik Kraght to research and outline the Opportunities and Challenges as the GenerationZ (born 1997-2012) are entering the job market and being part of the future organizational workforce.

Spend 3-5 min to respond to the survey



GenZ@work Opportunity or Challenge ?

Go to survey



Opportunity or Challenge ? **GenZ@work**

Go to survey



Empirical Research & Methodologies

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International
Research Review

Interview Themes

Company profiles

Framed Approach and
Interview-guide to
Downstream
Companies

- Recruitment Strategies
- Flexible Work Arrangements
- Professional Development
- Inclusive Org. Culture

COMPANY	BUSINESS AREA	REMARKS	INTERVIEW
Anonymized_01	• Technology driven company developing and selling devices and solutions to remotely connect media devices. (ex. PC cast to screen)	• The company is located in Copenhagen with an organization size of approx. 75 employees. The Managing Director was interviewed	• In-person meeting using questionnaire framework
Anonymized_02	• High tech company with global presence providing large scale solution to enterprises on server virtualization and hosting solutions	• The company is global, and we consulted the branch in Denmark that covers the Nordic area. The organization have approx. xx employees. The country manager was interviewed.	• In-person meeting using questionnaire framework
Anonymized_03	• A new scale-up system integrator that develop digital front stage solution like advanced web sites and provide services to interconnect with back-end services	• The company is in scale-up stage and attain a good group on young graduates to innovate and grow market impact. The Managing Director was interviewed	• On-line meeting using questionnaire framework
Anonymized_04	• An established company providing end-to-end payment and salary solution to medium and large enterprises. Recently merged into a global consortium and have global reach	• The company is in growth and have a strong need of attracting more capacity and young talent. Input was retrieved from multiple sources within the company	• Multiple contacts and touchpoints questionnaire framework applied
Anonymized_05	• A world leading software company providing high-end solution to the financial sector. In rapid growth mode and expanding to new markets	• Undergoing major transformation in technology backend and deployment methods. Input was retrieved from multiple sources within the company	• Multiple contacts and touchpoints questionnaire framework applied
Anonymized_06	• A global leading software and service company providing Productivity, AI and cloud services cross industry to world-wide markets	• Undergoing major transformation in Business Models and technology deliverables and striving for top position on AI adoption	• Multiple contacts and touchpoints questionnaire framework applied

Empirical Research & Methodologies

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view

INTERVIEW

ting using questionnaire

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ng using questionnaire

cts and touchpoints
framework applied

facts and touchpoints
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files

	INTERVIEW
... Copenhagen with an ... employees. The ...	• In-person meeting using questionnaire framework
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International
Research Review

Company profile



Conversational
Framework with
Distinguished case
Company

HOFOR is responsible for the water supply and wastewater disposal in eight municipalities in the Copenhagen metropolitan area: Albertslund, Brøndby, Dragør, Herlev, Hvidovre, Copenhagen, Rødovre and Vallensbæk. In addition, HOFOR supply Copenhagen with district heating, town gas and district cooling – and we erect wind turbines, both in and outside Copenhagen. HOFOR owns the Amagerværket power station, which produces electricity and district heating, and we are a co-owner of BIOFOS, which operates wastewater treatment plants in Greater Copenhagen.

Gap Analysis & Key Findings

Companies MORE
in favor than GenZ

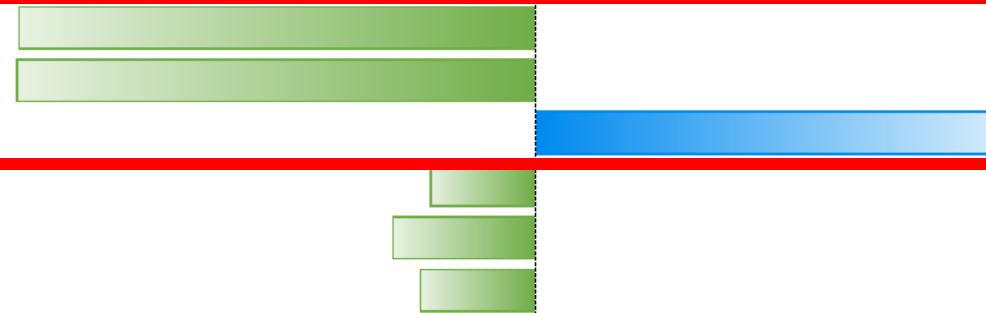
'Aligned'

GenZ MORE
in favor than Companies

CLUSTER 1 - INDIVIDUAL DIMENSION

GAPS

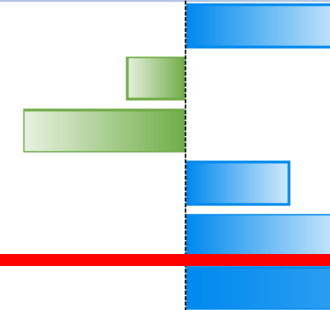
Flexibility
Adaptability
Development
Reliability
Collaboration
Problem-Solving



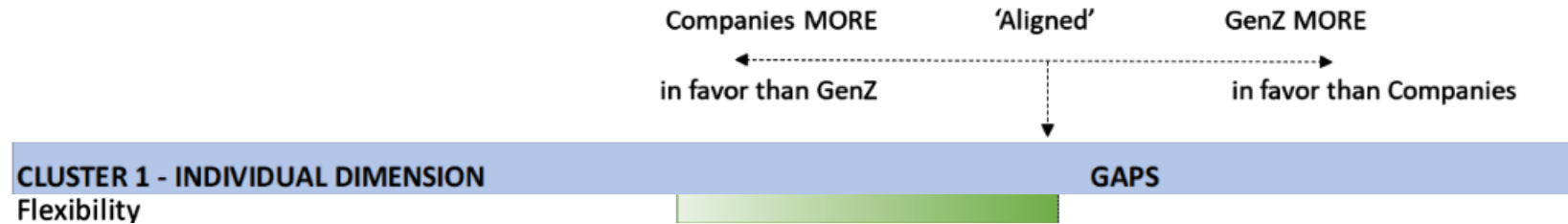
CLUSTER 2 - SOCIAL DIMENSION

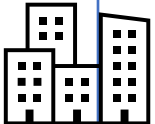
GAPS


Social Responsible
Diversity and Inclusion
Work/Life
Positive Attitude
Communication
Leadership



Interpretation of FLEXIBILITY . . .obtained through interviews



- 
For companies: Companies hold high expectations regarding flexibility in the workplace. This flexibility manifests in how the workforce and employees manage their own time, align with company culture, and follow guidance on balancing work from home and in-office meetings. Additionally, flexibility is essential to maximize outcomes in collaborative tasks, ultimately achieving results for the common good

- 
For GenZ: The Gen Z workforce expects flexibility in their work environment. They are accustomed to hybrid work models that involve both remote work and in-office presence. Furthermore, they anticipate flexibility from the company's side, especially in cases where they have unplanned personal interests to pursue. Their interpretation of flexibility is broad, which can sometimes lead to less punctuality during common meetings and activities

Quotes & Statements

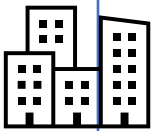


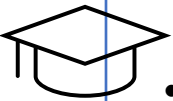
Anonymized Case Company GenZ:

“Most companies believe that structures and programs will fit employees – but for us (GenZ) ONE SIZE FITS NONE”

Interpretation of APAPTABILITY ...obtained through interviews



- 
For Companies: Companies require their organization and employees to adapt swiftly and efficiently to changing requirements in order to meet new market and business needs. This entails employees being receptive to absorbing and adjusting to new tasks. Additionally, it includes handling interim and transitional tasks that may fall slightly outside the scope of their job roles and deviate from the predefined job description.

- 
For GenZ: GenZ individuals are generally guided by their own interests and passions. They expect a high degree of adaptability from the organization, allowing them to selectively engage with interesting opportunities. Gen Z is unwilling to accept trivial or unwanted tasks, even if they are only temporary. They propose that such tasks should be managed differently.

Quotes & Statements

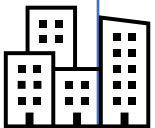



Anonymized GenZ employee:

"Opportunity: gaining valuable experience and impact - Challenge: getting to fit in the company"

Interpretation of DEVELOPMENT ...obtained through interviews



- 
- **For Companies:** Gen Z has different expectations when it comes to their careers. They seek fast and flexible career moves, whether vertically or horizontally within an organization. Gen Z values opportunities that align with their passions and interests. Their passion-driven approach challenges established norms and defies the saying: “You have to work your way up in the organization.”

- 
- **For Gen Z:** Companies now recognize and expect personal growth from their employees. Larger organizations offer career programs and pre-defined frameworks that map out career paths. These frameworks guide individuals on how to build and demonstrate various competencies, enabling them to progress to the next position and advance within the organization.

Quotes & Statements

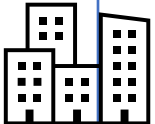



Anonymized GenZ employee:

"I will never work for a business that insists on an enforced office "culture", which is purely there for surveillance, not the benefit of the employee"

Interpretation of LEADERSHIP ...obtained through interviews



- 
For Companies: Leadership is viewed as centered around establishing followership and creating a workplace environment characterized by a sense of belonging and creativity. This approach aims to have a lasting impact on a purposeful mission.

- 
For GenZ: Leadership is a comprehensive term that encompasses accountability for a business function. It implies responsibility for economic measures, business function performance, and the development of a proper and effective organizational design. Additionally, it involves attracting, recruiting, and retaining a competent mix of people.

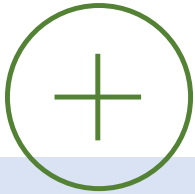
Quotes & Statements



Anonymized GenZ employee:

"Finding an employer that practices what they preach in their mission statement, e.g. saying their core principle is ""respect"" and the vast majority don't even bother to respond to applications with a rejection email"

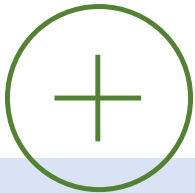
Gap Analysis & Key Findings



HOFOR DID MEET GENZ EXPECTATIONS

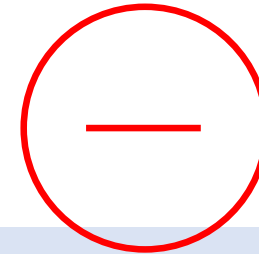
- Nice office facilities
- Good colleagues and friendly tone
- High level of expertise
- Flexibility in work hours
- Flat organizational structure
- Fair Salary and compensation

Gap Analysis & Key Findings



HOFOR DID MEET GENZ EXPECTATIONS

- Nice office facilities
- Good colleagues and friendly tone
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- Flexibility in work hours
- Flat organizational structure
- Fair Salary and compensation



HOFOR DID NOT MEET GENZ EXPECTATIONS

- Formal and slow decision making
- Process and policy conformity
- Not delivering on purpose
- Rigid rules around scope of work
- Not future oriented
- Not as green as expected

Gap Analysis & Key Findings

To fix

1. **Collaboration:** Companies, GenZ individuals, and educational institutions must collaborate synergistically. By pooling their collective wisdom, they can address challenges effectively and capitalize on opportunities.
2. **Holistic Approach:** Integration efforts should extend beyond mere skill development. A holistic approach considers cultural nuances, communication styles, and shared values.

Recommended Collaborative Strategies

To fix

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To apply

3. **Proactive Engagement:** Companies should actively engage with GenZ, seeking their input and valuing their unique perspectives. Likewise, GenZ individuals should actively participate in organizational initiatives.
4. **Continuous Learning:** Lifelong learning is essential. Companies should foster a culture of continuous development, encouraging GenZ to acquire new skills and adapt to evolving workplace demands.
5. **Innovation Mindset:** Embracing innovation is crucial. GenZ's digital fluency and fresh ideas can drive organizational growth and resilience.

Findings & Recommendations

Directional Tactics: Downstream Companies

- Adapt recruitment strategies using digital platforms and social media
- Build a wide value framework that spans across multi-generations
- Prioritize flexible work arrangements to meet GenZ work-life balance needs
- Invest in personalized professional development programs
- Foster diversity and equity for an inclusive organizational culture
- Offer programs/mentorship for exchanging tacit knowledge

Findings & Recommendations

Directional Tactics: Students & Graduates

- Prioritize essential workplace skills: communication, teamwork, problem-solving, and adaptability.
- Embrace lifelong learning for agility in response to dynamic industry demands.
- Seek mentorship from experienced professionals and learning cycles
- Develop digital literacy for mastering essential tools in the digital-driven economy
- Engage in various networks and communities and stay connected

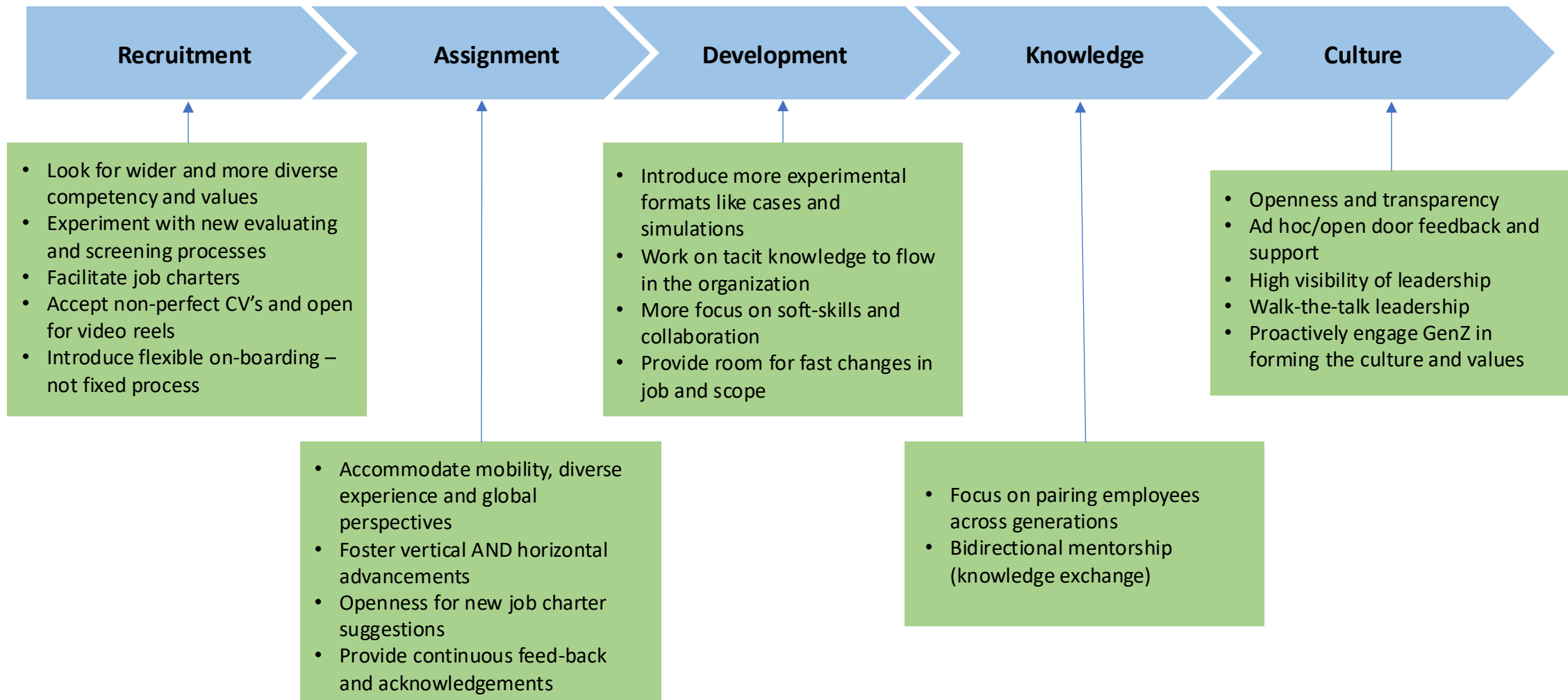
Findings & Recommendations

Directional Tactics: Higher Educational Institutions

- Integrate experiential learning opportunities blending theoretical knowledge with practical application.
- Foster industry partnerships for real-world insights and networks.
- Embed career readiness initiatives for essential skills.
- Promote interdisciplinary approaches for effective navigation of diverse professional context
- Facilitate and activate Alumni communities and post-graduate-support

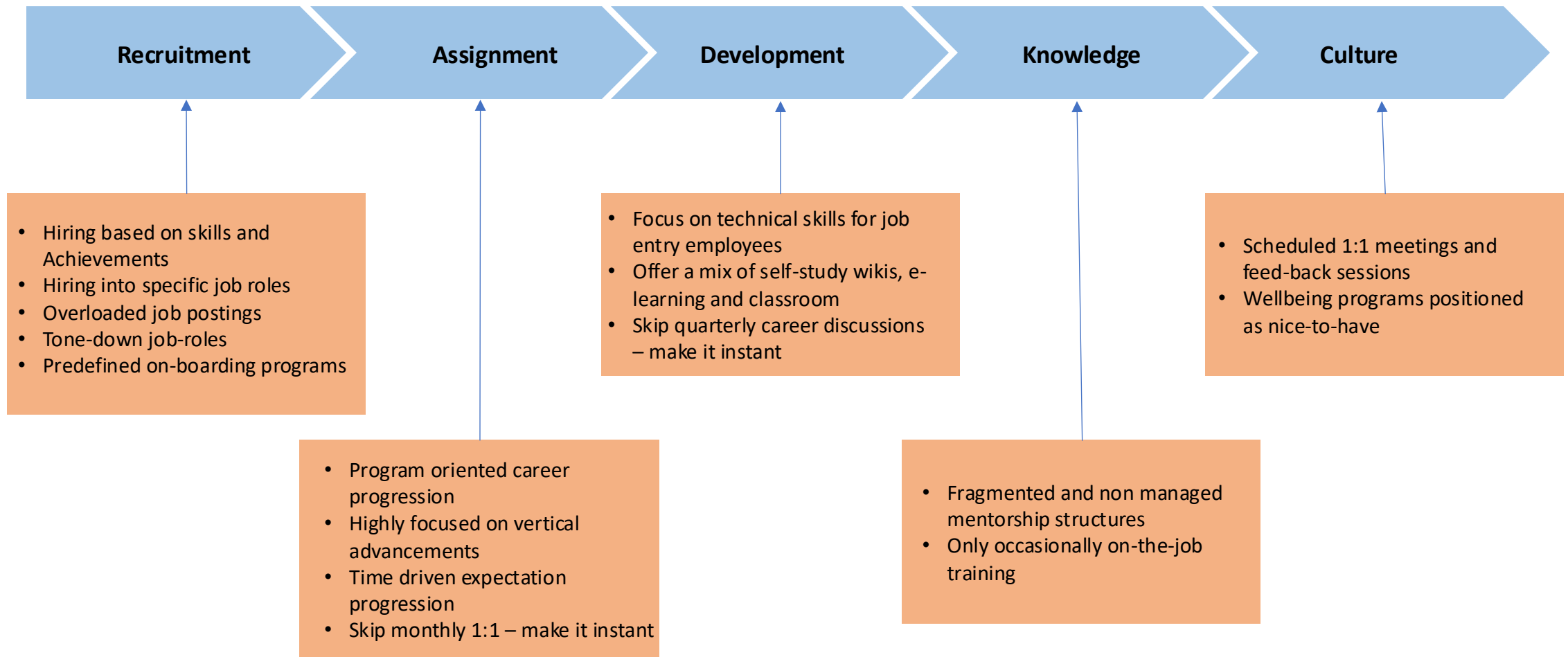
GenZ Entry and Journey to the workforce

Companies must **START** doing



GenZ Entry and Journey to the workforce

Companies must **STOP** doing . . .



EXPERINCE	THE PAST	THE FUTURE	EXAMPLE
Recruitment	<ul style="list-style-type: none"> Hiring based on skills and Achievements Hiring into specific job roles Overloaded job postings Tone-down job-roles Predefined on-boarding programs 	<ul style="list-style-type: none"> Look for wider and more diverse competency and values Experiment with new evaluating and screening processes Facilitate job charters Accept non-perfect CV's and open for video reels Introduce flexible on-boarding – not fixed process 	<ul style="list-style-type: none"> Clear communication on Purpose Facilitate experiments and gamification Screen for cognitive capability and widen the perspective Leverage video postings and applications Embrace onboarding projects rather that programs
Assignment	<ul style="list-style-type: none"> Program oriented career progression Highly focused on vertical advancements Time driven expectation progression Skip monthly 1:1 – make it instant 	<ul style="list-style-type: none"> Desire for mobility, diverse experience and global perspectives Foster vertical AND horizontal advancements Openness for new job charter suggestions Provide continuous feed-back and acknowledgements 	<ul style="list-style-type: none"> Create internal communication network for new entry employees Assign smaller projects and foster and incubation environment Allow to work cross functional and go across functional boundaries
Development	<ul style="list-style-type: none"> Focus on technical skills for job entry employees Offer a mix of self-study wikis, e-learning and classroom Skip quarterly career discussions – make it instant 	<ul style="list-style-type: none"> Introduce more experimental formats like cases and simulations Work on tacit knowledge to flow in the organization More focus on soft-skills and collaboration Provide room for fast changes in job and scope 	<ul style="list-style-type: none"> Reengineer current career programs and facilitate career networks Focus on soft skills during onboarding activities Introduce methods for micro-knowledge and nano learning
Knowledge	<ul style="list-style-type: none"> Fragmented and non managed mentorship structures Only occasionally on-the-job training 	<ul style="list-style-type: none"> Create methods to transfer tacit knowledge and experiences Facilitate informal gatherings Connect entry level employees with senior experiences 	<ul style="list-style-type: none"> Focus on pairing employees across generations Bidirectional mentorship (knowledge exchange) Combine Social interconnections with informal knowledge sharing
Culture	<ul style="list-style-type: none"> Scheduled 1:1 meetings and feed-back sessions Wellbeing programs positioned as nice-to-have' 	<ul style="list-style-type: none"> Openness and transparency Ad hoc/open door feedback and support High visibility of leadership Walk-the-talk leadership Proactively engage GenZ in forming the culture and values 	<ul style="list-style-type: none"> Open and transparent communication styles Facilitate communication platforms for entry level employees

Paradigm shifts needed to include and develop GenZ

WHAT WE DID IN THE PAST	WHAT WE MUST DO IN THE FUTURE
Documented job roles	Co-created job charters
Formalized Applications and CV's	Informal video reels and chats
Frequent 1:1 review meetings	Adhoc/instant connection touchpoints
Fixed programmatic career plans	Framework for experimentations
Predefined On-boarding process	Individual On-boarding projects and networks
Career programs geared to vertical advancements	Allow for job charter journeys both vertical and horizontally
Focus on employee satisfaction and retention	Focus on people happiness and belonging
Conform leadership styles	Coaching leadership plays
Establish comfortable workplaces	Create a 'sense-of-belonging' tone and culture
Incentive metrics based on KPI's and internal metrics	Reward and recognition based on impact on purpose

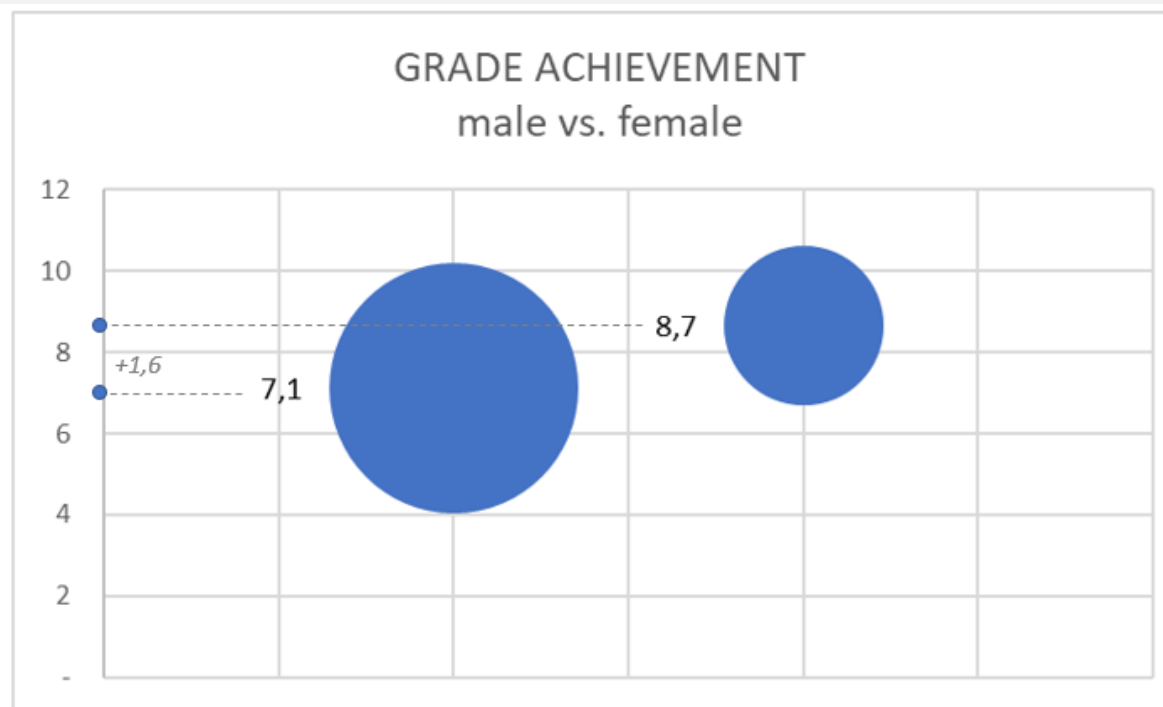
Postscript (1/2)



KEA 5th semester mini-survey quote:

“Average grade achievements for GenZ women is 1,6 points higher than GenZ men. In general, young women have a higher level of subject competence when graduating the Business Economics and IT program at KEA

Male/female ratio is
71%/29% concluding
1,6 average points
variance between the
two groups



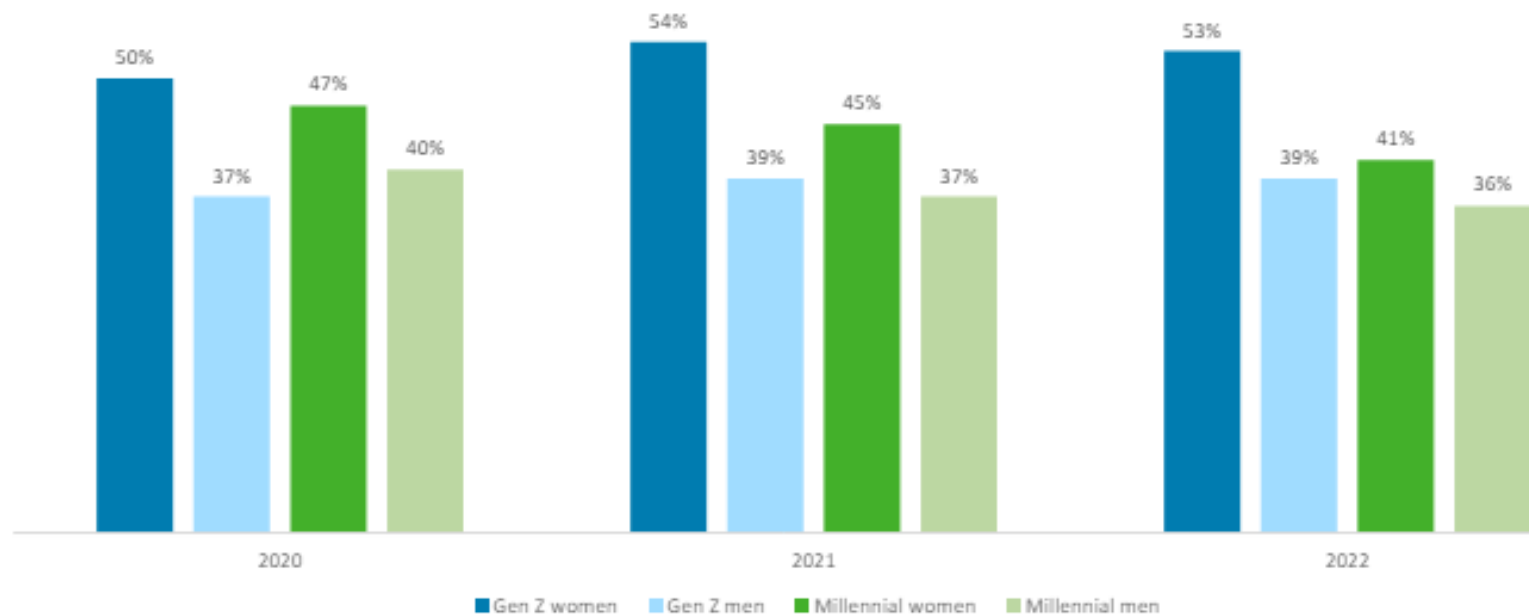
Postscript (2/2)



Deloitte quote:

"Stress and anxiety levels are highest in Gen Zs and women. While the survey finds that stress and anxiety are significant in both generations, they are higher among Gen Zs than millennials. 46% of Gen Zs say they are stressed or anxious all or most of the time, with women more severely affected than men (53% vs 39%)"

The gender gap among those who regularly feel stressed or anxious
Percentage who say they are stressed "all" or "most" of the time:



GenZ @Work

- Bridging the soft-skills &
value gaps when
GenZ enters the workforce

Questions & Feed-back

kea



GenZ @Work

- Bridging the soft-skills &
value gaps when
GenZ enters the workforce

Thank you

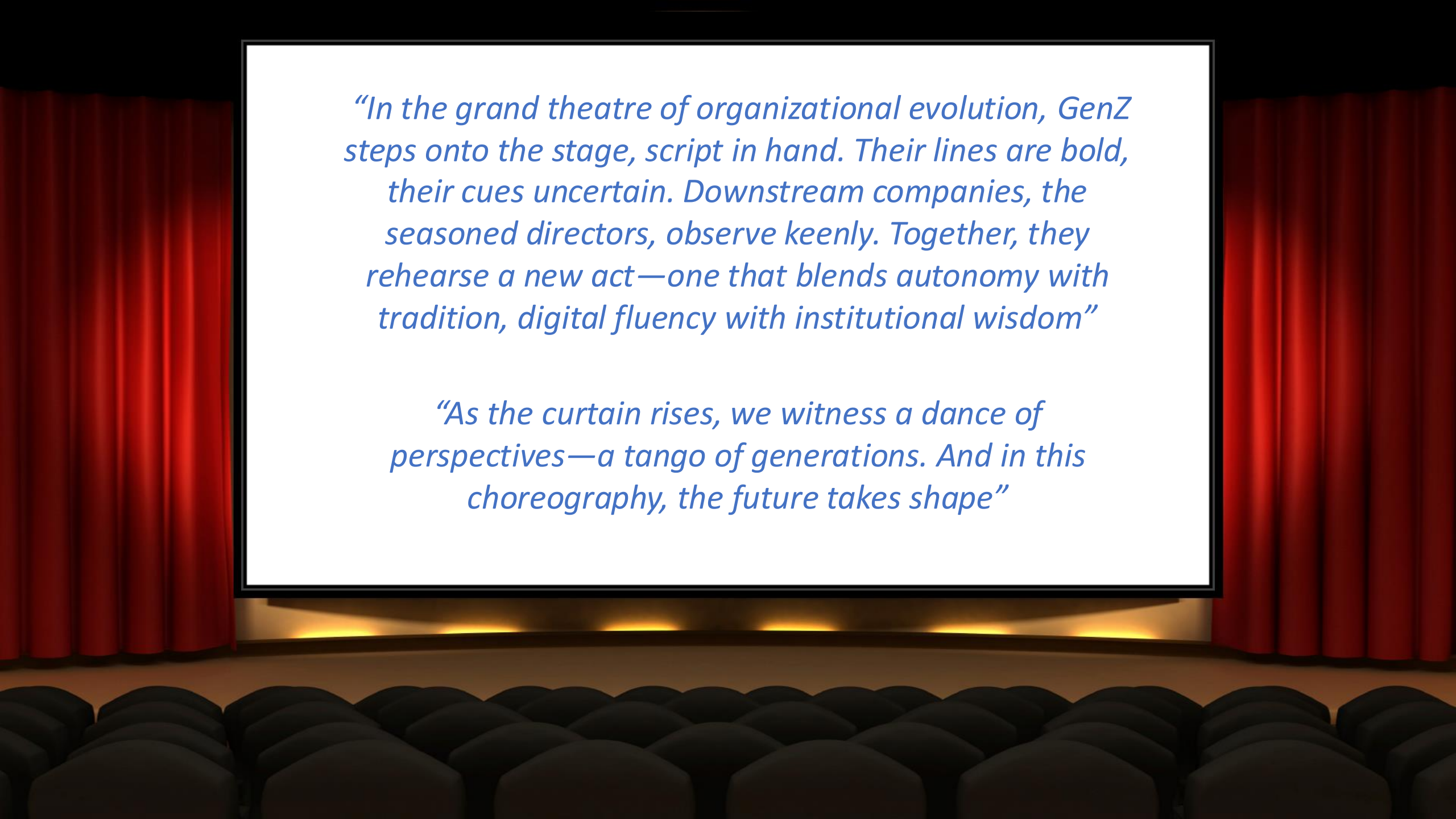
kea



The act of Bridging the Divide

How can organizations harmonize GenZ's autonomy with institutional wisdom? Perhaps it's in the shared spaces—the coffee corners, the virtual huddles—where understanding germinates. Here, seasoned professionals and digital natives exchange insights, recalibrating the compass of progress.

In this dynamic landscape, bridging the gap between GenZ and established workplace practices becomes paramount. Organizations must strike a delicate balance, fostering an environment that nurtures GenZ's potential while leveraging their digital acumen to drive organizational success.

A theater stage with red curtains on either side of a large white screen. The screen displays two paragraphs of text in a blue, italicized font. The foreground shows the backs of several rows of dark theater seats.

“In the grand theatre of organizational evolution, GenZ steps onto the stage, script in hand. Their lines are bold, their cues uncertain. Downstream companies, the seasoned directors, observe keenly. Together, they rehearse a new act—one that blends autonomy with tradition, digital fluency with institutional wisdom”

“As the curtain rises, we witness a dance of perspectives—a tango of generations. And in this choreography, the future takes shape”

BACK-UP

DALL*E BROWSING THE RESEARCH PAPER



AI GENERATED

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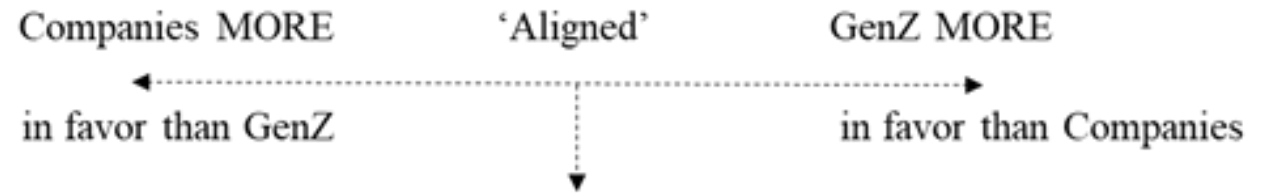
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Gap Analysis & Key Findings – ‘sample’



CLUSTER 5 - TOP DIVIANCES

GAPS

Flexibility: Desire to self-manage time

Adaptability; Capable of adapting to new situations

Development: Ability to advance in the organization

Leadership: Potential and desire to lead



COMPANY	BUSINESS AREA	REMARKS	INTERVIEW
Anonymized_01	<ul style="list-style-type: none"> Technology driven company developing and selling devices and solutions to remotely connect media devices. (ex. PC cast to screen) 	<ul style="list-style-type: none"> The company is located in Copenhagen with an organization size of approx. 75 employees. The Managing Director was interviewed 	<ul style="list-style-type: none"> In-person meeting using questionnaire framework
Anonymized_02	<ul style="list-style-type: none"> High tech company with global presence providing large scale solution to enterprises on server virtualization and hosting solutions 	<ul style="list-style-type: none"> The company is global, and we consulted the branch in Denmark that covers the Nordic area. The organization have approx. xx employees. The country manager was interviewed. 	<ul style="list-style-type: none"> In-person meeting using questionnaire framework
Anonymized_03	<ul style="list-style-type: none"> A new scale-up system integrator that develop digital front stage solution like advanced web sites and provide services to interconnect with back-end services 	<ul style="list-style-type: none"> The company is in scale-up stage and attain a good group on young graduates to innovate and grow market impact. The Managing Director was interviewed 	<ul style="list-style-type: none"> On-line meeting using questionnaire framework
Anonymized_04	<ul style="list-style-type: none"> An established company providing end-to-end payment and salary solution to medium and large enterprises. Recently merged into a global consortium and have global reach 	<ul style="list-style-type: none"> The company is in growth and have a strong need of attracting more capacity and young talent. Input was retrieved from multiple sources within the company 	<ul style="list-style-type: none"> Multiple contacts and touchpoints questionnaire framework applied
Anonymized_05	<ul style="list-style-type: none"> A world leading software company providing high-end solution to the financial sector. In rapid growth mode and expanding to new markets 	<ul style="list-style-type: none"> Undergoing major transformation in technology backend and deployment methods Input was retrieved from multiple sources within the company 	<ul style="list-style-type: none"> Multiple contacts and touchpoints questionnaire framework applied
Anonymized_06	<ul style="list-style-type: none"> A global leading software and service company providing Productivity, AI and cloud services cross industry to world-wide markets 	<ul style="list-style-type: none"> Undergoing major transformation in Business Models and technology deliverables and striving for top position on AI adoption 	<ul style="list-style-type: none"> Multiple contacts and touchpoints questionnaire framework applied

Findings & Recommendations

Downstream Companies

- Adapt recruitment strategies using digital platforms and social media.
- Build a wide value framework that spans across multi-generations
- Prioritize flexible work arrangements to meet GenZ talent's work-life balance needs.
- Invest in personalized professional development programs.
- Foster diversity and equity for an inclusive organizational culture
Offer programs/mentorship for exchanging tacit knowledge

Students & Graduates

- Prioritize essential workplace skills: communication, teamwork, problem-solving, and adaptability.
- Embrace lifelong learning for agility in response to dynamic industry demands.
- Seek mentorship from experienced professionals and learning cycles
- Develop digital literacy for mastering essential tools in the digital-driven economy
- Engage in various networks and communities and stay connected

High Ed Institutions

- Integrate experiential learning opportunities blending theoretical knowledge with practical application.
- Foster industry partnerships for real-world insights and networks.
- Embed career readiness initiatives for essential skills.
- Promote interdisciplinary approaches for effective navigation of diverse professional context
- Facilitate and activate Alumni communities and post-graduate-support

EXPERIENCE	THE FUTURE	EXAMPLE
Recruitment	<ul style="list-style-type: none"> • Look for wider and more diverse competency and values • Experiment with new evaluating and screening processes • Facilitate job charters 	<ul style="list-style-type: none"> • Communication on Purpose • Facilitate experiments and gamification • Screen for cognitive capability and widen the perspective
Assignment	<ul style="list-style-type: none"> • Desire for mobility, diverse experience and global perspectives • Foster vertical AND horizontal advancements • openness for new job charter suggestions 	<ul style="list-style-type: none"> • Create internal communication network for new entry employees • Assign smaller projects and foster and incubation environment • Allow to work cross functional and go across functional boundaries
Development	<ul style="list-style-type: none"> • Introduce more experimental formats like cases and simulations • Work on tacit knowledge to flow in the organization • More focus on soft-skills and collaboration 	<ul style="list-style-type: none"> • Reengineer current career programs and facilitate career networks • Focus on soft skills during onboarding activities • Introduce methods for micro Knowledge and nano learning
Knowledge	<ul style="list-style-type: none"> • focus on pairing employees across generations • Bidirectional mentorship (knowledge exchange) 	<ul style="list-style-type: none"> • Create methods to transfer Tacit knowledge and experiences • informal gatherings) • connect entry level employees go senior experiences
Culture	<ul style="list-style-type: none"> • Openness and transparency • Ad hoc/open door feedback and support 	<ul style="list-style-type: none"> • Open and transparent communication styles • Facilitate communication platforms for entry level employees



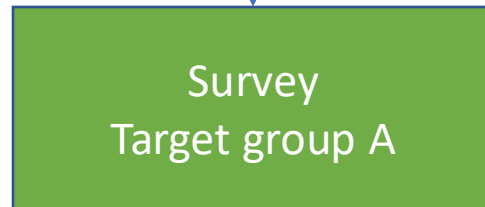
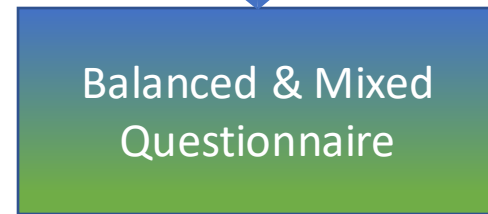
The Research approach



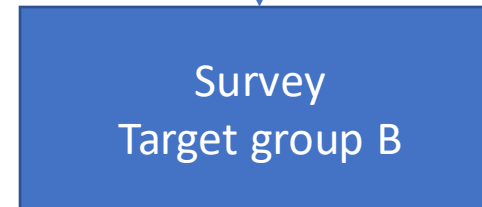
GenerationZ expectations
to first job



Employers' expectations
to new graduates



Targeted Students



Targeted Companies



The Scope & Questionnaire outline

Flexibility: Desire to self-manage time

Adaptability; Capable of adapting to new situations

Development: Ability to advance in the organization

Reliability; Being punctual and targeted

Socially Responsible: Care for People and environment

Communication: Communicate clearly with others

Diversity and Inclusion: Accept and tolerance of others

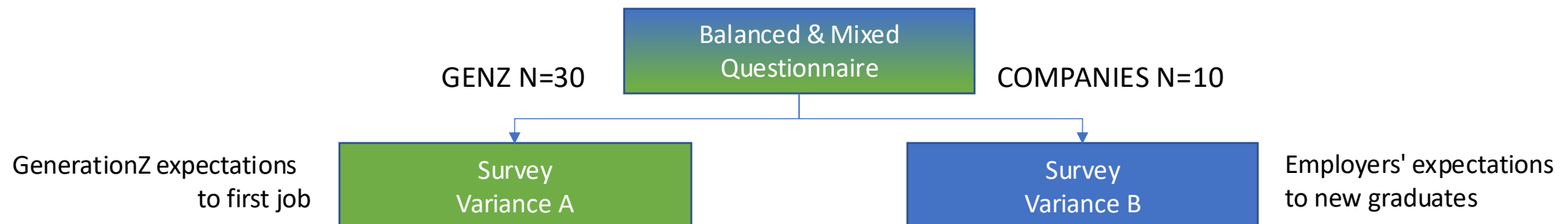
Collaboration: Good in Teamwork

Work/Life: Balance both equally

Problem-Solving: Effective and focused to solve problems

Positive Attitude: 'can-do' mindset and supportive of others

Leadership: Potential and desire to lead



Teaser to the two target groups

FRONTER

Help @Lars Brøndum and @Henrik Kraght to research and outline the Opportunities and Challenges as you as new graduate are approaching your first job and how that align to company values and cultures

Spend 3-5 min to respond to the survey



GenZ@work Opportunity or Challenge ?

Go to survey



LINKEDIN

Help @Lars Brøndum and @Henrik Kraght to research and outline the Opportunities and Challenges as the GenerationZ (born 1997-2012) are entering the job market and being part of the future organizational workforce.

Spend 3-5 min to respond to the survey



Opportunity or Challenge ? GenZ@work

Go to survey



Demography

COMPANIES

What organizational function are you in ?

Marketing;	Sales	PD	IT
17%	25%	17%	42%

What country are you from ?

DK	INT
67%	33%

What is the size of your organization ?

Small	Medium	Large
11%	44%	44%

GENZ

What organizational function would you like to work in ?

Marketing;	Sales	PD	IT
11%	15%	38%	36%

What country are you from ?

DK	INT
59%	41%

What size of Organization are you aiming for ?

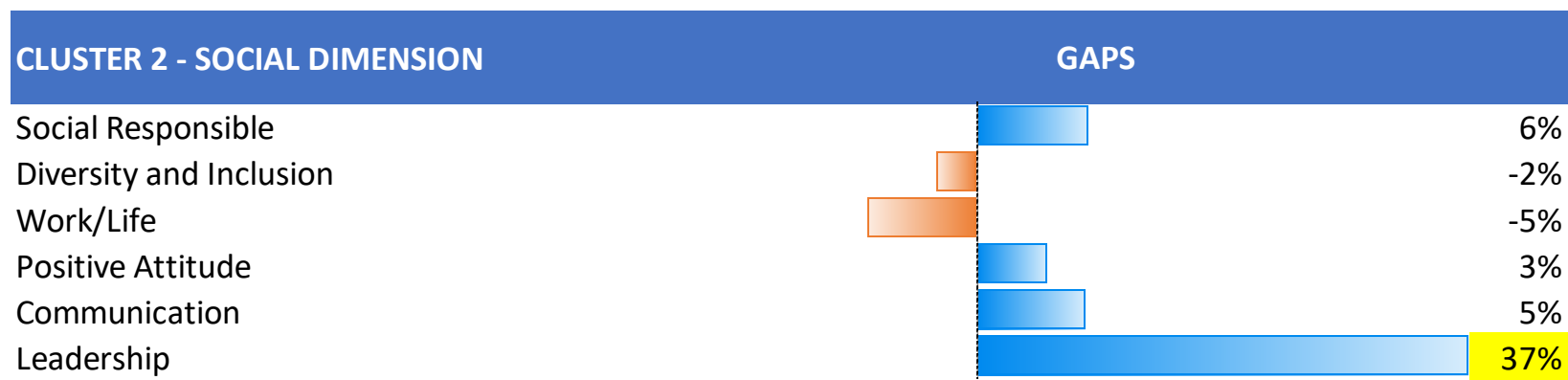
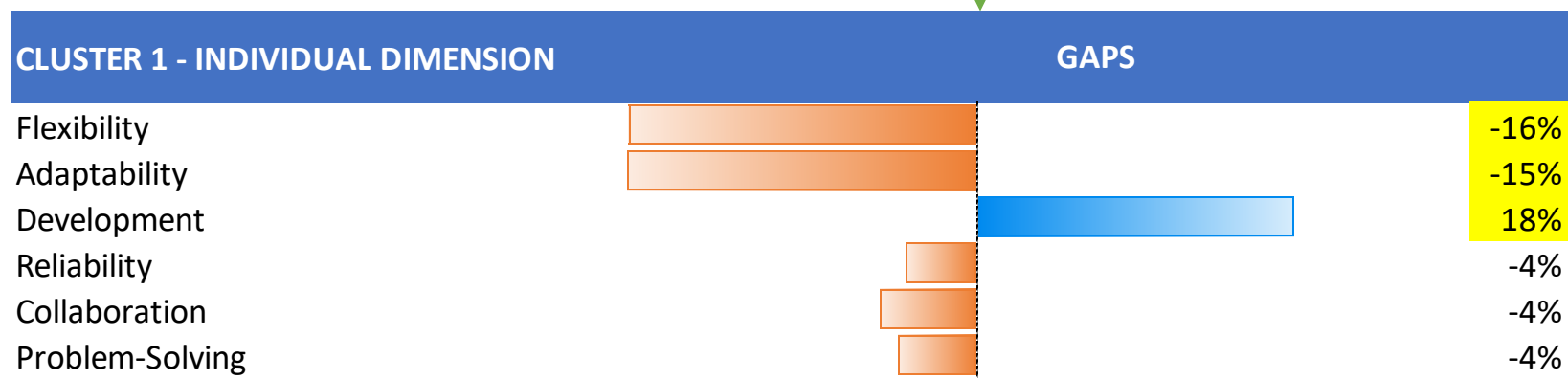
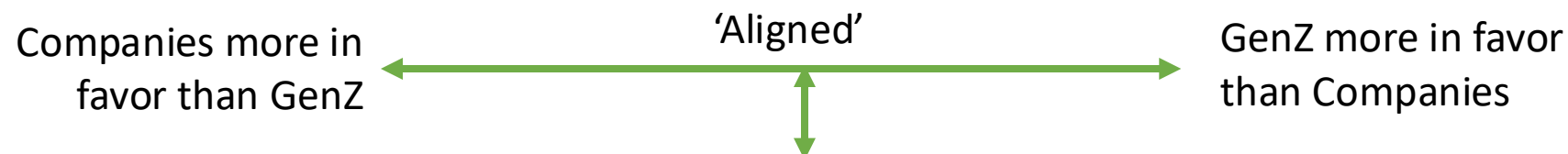
Small	Medium	Large
18%	41%	41%

The Top of mind

COMPANIES	SCORE	IMPORTANCE
Expectations around work-life balance and flexibility may clash with traditional workplace norms	6,33	HIGH
Companies may need to invest more in training and development to meet Gen Z's expectations for growth and development.	5,44	MEDIUM
Gen Z's desire for social responsibility and diversity may conflict with some company priorities.	4,67	LOW

GENZ	SCORE	IMPORTANCE
Gen Z's tech-savvy nature can be a valuable asset to companies as they navigate digital transformation.	7,48	HIGH
Gen Z's entrepreneurial spirit and desire for leadership opportunities can benefit companies that provide opportunities for growth and advancement.	6,83	MEDIUM
Companies that prioritize social responsibility, diversity, and inclusivity may be more attractive to Gen Z employees	6,66	LOW

Gaps by Individual and Social cluster



Gaps by GenZ perspective

Companies more in favor than GenZ



GenZ more in favor than Companies

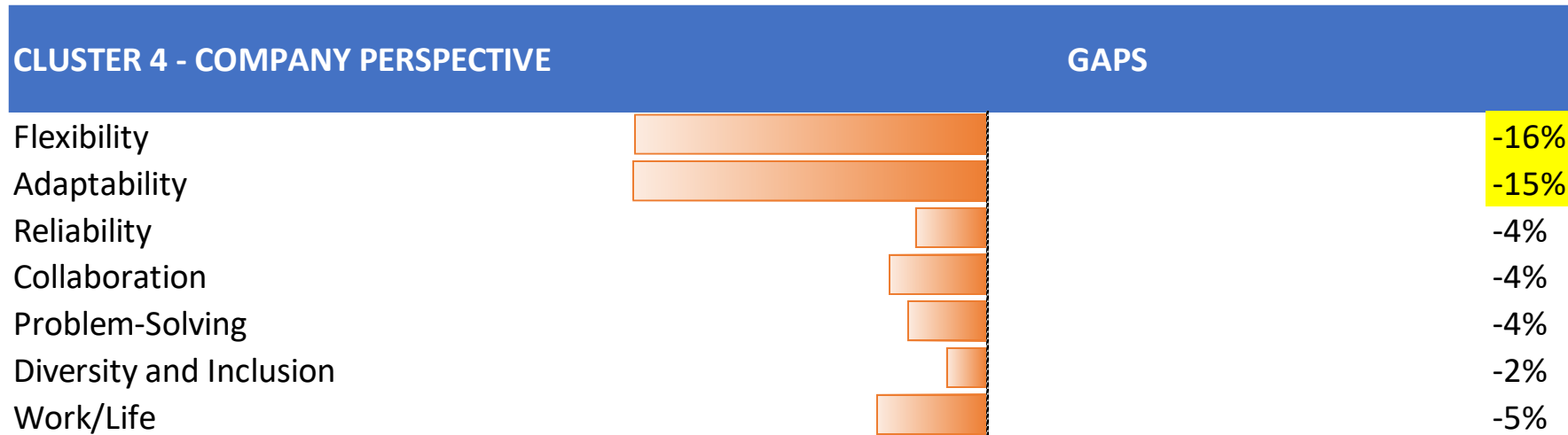
CLUSTER 2 - GENZ PERSPECTIVE	GAPS
Development	18%
Social Responsible	6%
Positive Attitude	3%
Communication	5%
Leadership	37%

Gaps by Company perspective

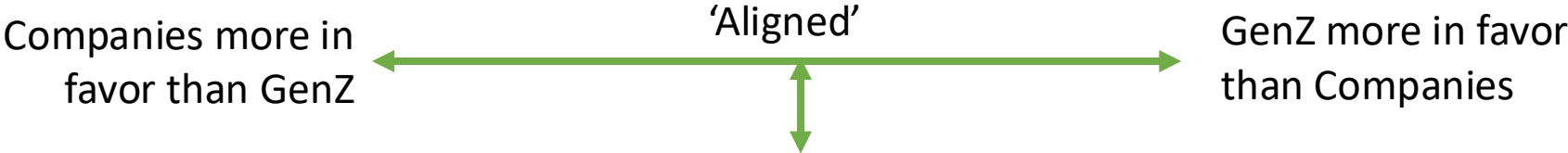
Companies more
in favor than GenZ



GenZ more in favor
than Companies



TOP 4 Gaps and risk for mis-alignments



CLUSTER 5 - TOP DIVIANCES	GAPS	
Flexibility: Desire to self-manage time		-16%
Adaptability; Capable of adapting to new situations		-15%
Development: Ability to advance in the organization		18%
Leadership: Potential and desire to lead		37%