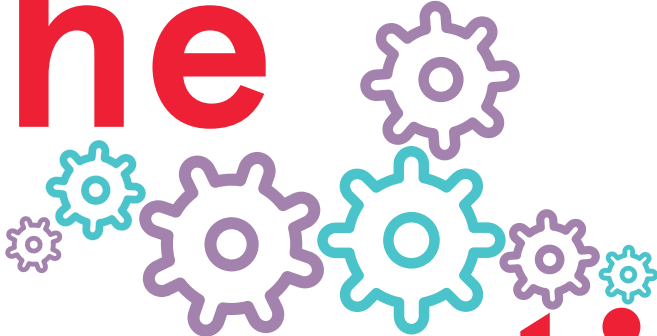


The Essential



Guide



to



Generation Z

JOBBIO

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Jobbio is a careers marketplace used by over
3000 Companies to connect privately and directly
with top Talent.

If you'd like to learn about more ways we can make
your hiring easier, follow our [blog](#) for insights into recruitment,
company culture, tech, and more

Chapter 1



When Millennials entered the workforce, companies were forced to re-evaluate their practices in order to engage with this generation's way of thinking. We learned the disruptive impact of mobile technology, witnessed the importance of social media and made some pretty harsh assessments, often labelling them as lazy, narcissistic and selfish.

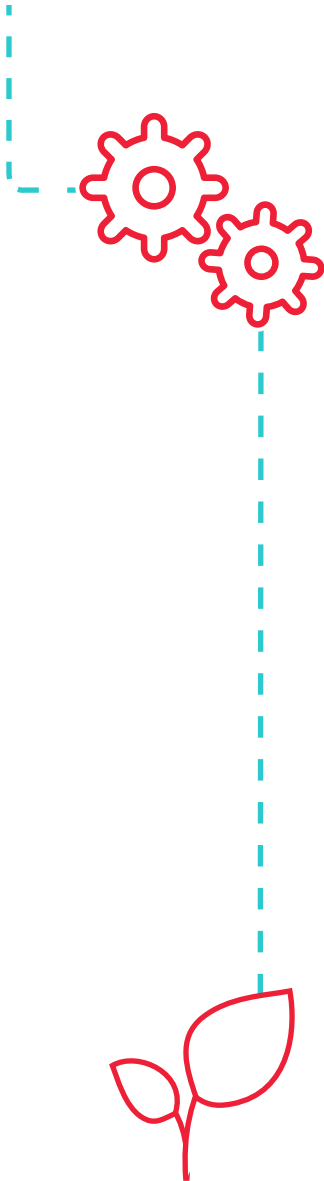
Discovering what motivates and irritates the largest generational cohort has been a lengthy and turbulent process for some employers. Now that process is over. There's a new generation coming of age so forget what you think you know about attracting the youth market and say hello to Generation Z: Your future customers, colleagues and employers.

Who are they? Although there are many conflicting definitions of Gen Z, they are roughly categorised as those born after 1996. They are soon to become the fastest growing electoral and consumer group, with the first wave of Centennials due to graduate and join the workforce in 2017.

Think you're ready? Well, to add a little context here - 1996 (the year the eldest Gen Zs were born) is also the year Toy Story hit our screens, Spice Girls released their debut single 'Wannabe' and Alanis Morissette won copious Grammy awards for Jagged Little Pill. Before we descend into too much nostalgia, let's discuss what we know about Generation Z thus far.

Gen Y vs Gen Z

Studies show that they differ greatly from their Gen Y counterparts in a number of ways and so will require a whole new approach if we are to target them effectively.



They are more pragmatic:

Gen Zs are more risk averse than their predecessors. This is true on a number of issues from finance to disabling geotags on their Instagram.

They are tech trendsetters

Understanding how they experience and use technology is the only way to develop productive work practices. Don't make the mistake of assuming that advanced reach on social media will be adequate.

They are more entrepreneurial

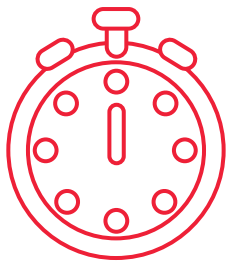
Like their appetite for the newest technologies, Gen Zs are always looking to evolve and develop to their full potential. They want to upskill, learn more and learn fast. How will you satisfy their need for growth?

They are less traditional

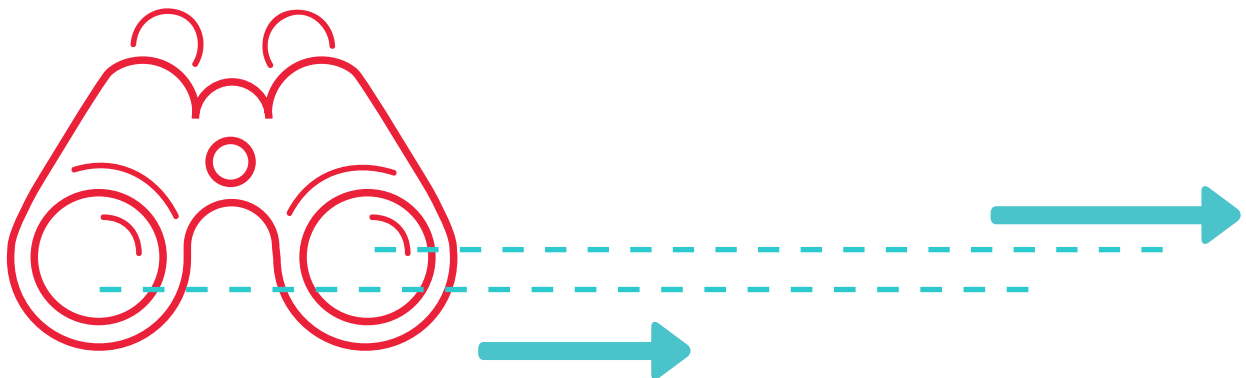
Their determination of gender and sexuality is less definite than their older counterparts. Consider the effect this will have on your company literature or your incentive and benefit schemes.

They have shorter attention spans

Gen Zs have an average attention span of 8 seconds so if you don't have them at hello, you don't have them. Gen Z or iGeneration will be increasingly more difficult to engage long term. They demand instant gratification and are intolerant of disturbances such as pop-ups or loading times.



Feeling suitably ancient and out of touch? Fear not, the next chapters offer insight into the best ways to reach and engage with Centennials and suggest practical solutions to the inevitable disruption ahead. Gen Zs are the future but you should get to know them now.



Chapter 2

How Did We Get Here?

From what they do,
to why they do...

Understanding the influences behind Gen Zs' motivations, (as outlined in the previous chapter), helps us to add context. Who are their key influencers?

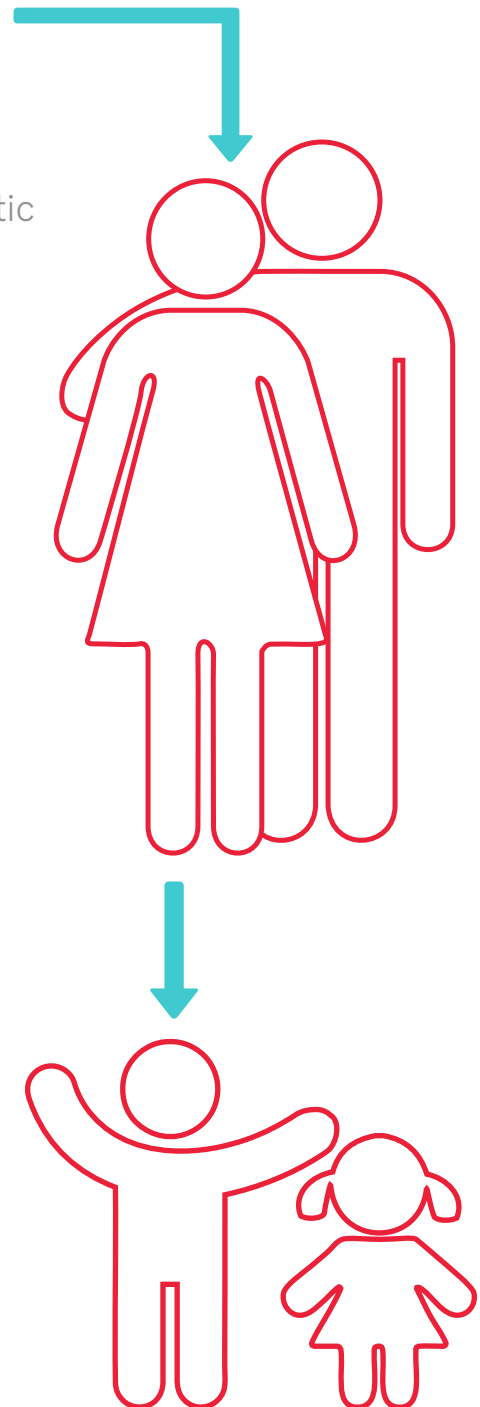
Parents

Gen Z have inherited their pragmatism from their largely Gen X parents. They recognise the importance of saving, they are cautious in their trust of political figures and are realistic concerning employment options.

However it's worth noting that iGen already heavily influence their parents in terms of personal and household spending. As they get older this influence will become more prevalent. Although this is a natural progression, it's predicted that iGen will be the most influential cohort at a young age due to their tech dominance and independence.

Siblings

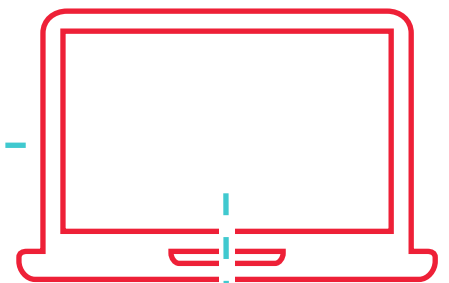
Centennials have learned a great deal from their Gen Y brothers and sisters. Witnessing their struggle with unemployment, debt and "failure to launch" has shaped their outlook on a range of issues. They have less positive expectations regarding their future. The sky



is not the limit! They are more conservative spenders. They are more astute regarding privacy and social media.

Technology

Gen Zs have been coined iGeneration due to their tech savviness. As digital natives, technology is undoubtedly one of their biggest influencers. We can see how it affects their view to education, work practices and social patterns. (We'll discuss this in detail in [Chapter 4](#))



Social and Political Landscape

Although this is a factor which would affect any generation, for Gen Z it's particularly prevalent. 9/11 is a differentiating factor between Western Millennials and Centennials. It occurred during the formative years of Gen Ys' youth whereas Gen Z were too young to remember or understand it properly. It highlights a huge moment of change for Gen Y whereas it's something Gen Z were born into: the threat of terror. For this reason they are more wary of danger than Millennials were at their age. Terror attacks, wars and conflicts



have shaped them from a very young age.

They are hyperconnected. Their use of the internet has made them more globally minded. They can identify better with their peers around the world than older generations.

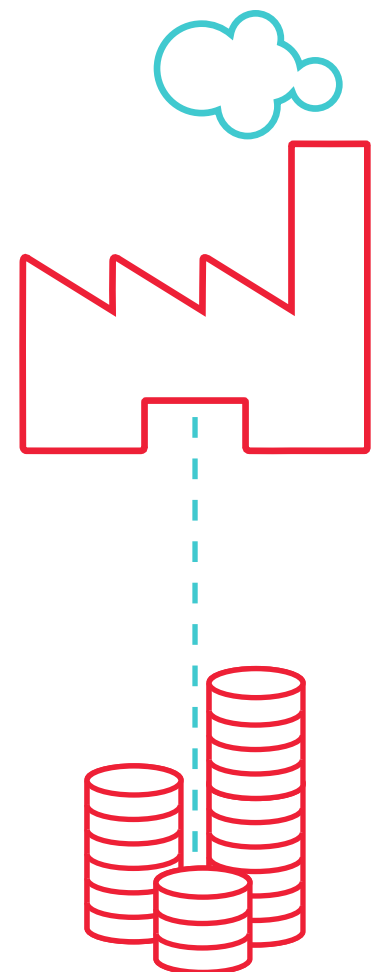
Gen Z has also been born into diversity and many will never remember a time before there was a black US president, gay marriage or a woman as the most influential leader in Europe.

Environment

With such advanced technology, Gen Zs are more informed and educated regarding climate change, depletion of natural resources and pollution. They are also more concerned by these issues and thus make a conscious effort to positively affect the environment. They are more likely to spend extra money on sustainable brands and they are more likely to volunteer for environmental charities than their older counterparts.

Economy

Again, a factor relevant regardless of generational affiliation but nonetheless important. Gen Zs have lived through two economic crashes and are aware of the value and necessity of steady finances. They are more focused on saving. They



associate wealth with success more than Gen Y did however this is not their main focus. They are also more aware of the volatility of the economy.

Peers v Celebs

Unlike Millennials, Gen Zs cite their peers as more influential in their buying behaviours than celebrities or older generations. They are more conscious of advertorial content and endorsements and less tolerant of them. They are more astute in identifying paid brand promotions and prefer the direct approach from advertisers. Unlike Millennials, Gen Zs have become jaded by the glossy celeb endorsement. They respond well to social influencers and this is often where they turn to for news on fashion, beauty, health and tech trends. Emily Skye and Kendall Jenner are prime examples.



“Although Generation Z present an evolved set of personality traits and behavioural tendencies, they are a product of their parents in the same way previous generations were the product of theirs.

Their parents began the trend of travelling and relocating for work and as such, the average Gen Z child will be truly worldly – having explored an average of 11 countries before the age of 16.

This internationalisation will play a key role in how Gen Z build relationships, choose jobs and manage others – crossing cultural boundaries with ease and easily circumventing barriers of time and distance. The world is literally no larger than the smartphone in their pocket – which is an extension of their body.”

Dee Murphy

Organisational Psychologist and Expert in Residence at Jobbio

Chapter 3



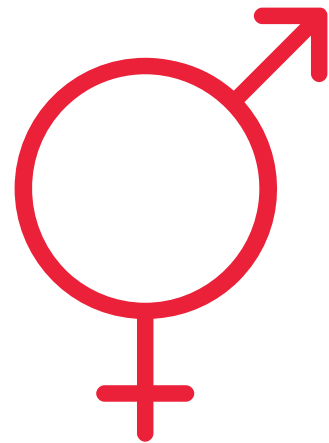
Human relationships

Gen Z differ greatly from their Gen Y counterparts in a number of ways and so will require a whole new approach if we are to target them effectively.

Gender binaries

Gen Zs' outlook on sexuality and gender is less absolute than their older counterparts. Studies show an increase in the number of young people identifying as genderfluid or genderqueer. They are less aligned with traditional family structures and what it means to be male, female, maternal, paternal etc.

Consider this when writing your company mission or when communicating on behalf of your employees. Be aware of the preference of a portion of this cohort for gender neutral pronouns. This presents a number of practical concerns: gender neutral facilities in the workplace, annual parental leave, uniform guidelines, incentive schemes, etc.



Communication

There is an assumption that due to their aptitude for tech that Gen Z will be poor face-to-face communicators. However, as they have grown up using more participatory forms of communication such as Skype, FaceTime and Whatsapp, they are actually more accustomed to personal interaction than Millennials, who typically favoured text messaging.



Diversity

Gen Zs are the most diverse generation to come of age. They are racially and ethnically diverse and as such don't recognise differences in the same way as their elders, they will notice diversity when it is

Gen Zs are the most diverse generation to come of age.

Brand relationships

Surveys (by Ernst and Young) reveal that the concept of brand loyalty among Centennials is lower than with their predecessors. This cohort

is ruthlessly pragmatic, they favour convenience and value and have less emotional connection to brands or products. The prestige of big brands is lost on them as they are more concerned with getting their money's worth!

They expect certain features as standard and are intolerant of slow procedures when shopping online. iGen are informed consumers, doing their research on price, quality and usability before they make a purchase. Using technology in this decision making process is what Google refers to as ZMOT or the Zero Moment of Truth.

It's an addition to the two moments of truth as depicted in traditional marketing theory. The first being awareness of the product at the shelf and the second being using the product for the first time. The zero moment precedes these steps and is a result of evolved technological processes.

Gen Zs want a customised experience believing the retailer should make the efforts to get the product to them. Free shipping or delivery is a top priority when shopping online.



How to Engage Gen Z

Connect with Gen Zs by relating to their values

As we mentioned in the previous chapter, Gen Zs are practically minded but they are also socially conscious. To a much greater extent than their older counterparts, they express serious concern about the damage being done to the planet and its inhabitants and thus are engaged with more environmentally and socially responsible brands.



In short, they care, they want to make a difference and they respect companies who are committed to doing the same.

Acknowledge their differences

Although there are shared ideals and traits in this cohort, due to their independent nature expect to see a number of micro trends emerge.

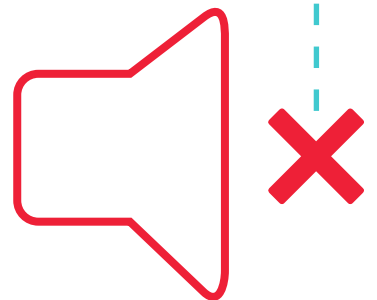
In this way brands will need to develop distinct experiences if they are to effectively target a fragmented generation.

Exceed the normal loyalty scheme

To engage Gen Z and earn their loyalty, you will need to create a personalised system which identifies and remembers their preferences while capturing their attention visually.

Keep the noise down

iGen are looking for the simple, direct route and as they're tech whizzes, take it as certain that they've downloaded ad-blocker. That means no pop-ups and nothing that can be constituted as spam. Shouting louder doesn't always get your message heard.

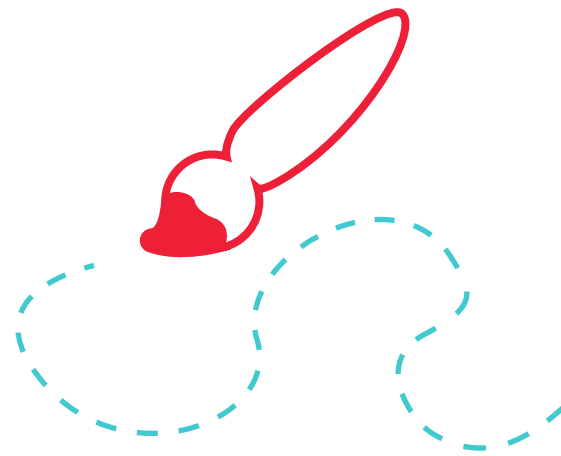


Sponsorship

Considering the previous point, advertisements need to be relevant to Gen Zs interests if they are to engage with them. Sponsorship can be a good alternative to the disruption of traditional advertising.

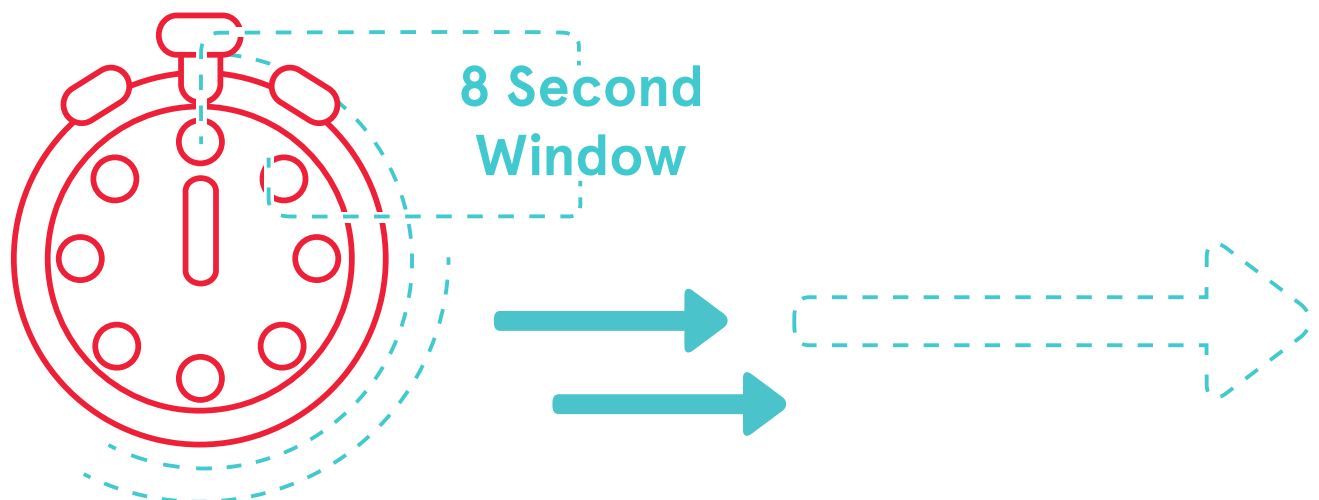
Get creative

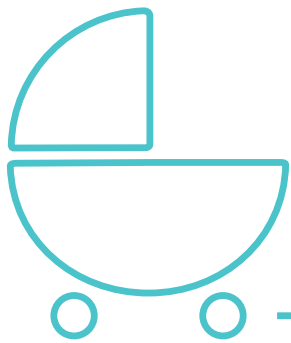
Despite their preference for the direct approach, Gen Z respond well to creativity and originality. How will you offer them a unique experience? For the generation that have already seen it all maybe you should retreat to move forward. Is there an unplugged experience you can offer them, a break from technology rather than trying to compete with online promotions?



Be aware of their attention spans

Gen Z has an average attention span of 8 seconds. They need to be instantly engaged or they will swipe right past you.





Chapter 4

True Digital

Natives



Gen Zs have been described as the first generation of true digital natives. Why? Because they've been born into an age where smartphones, video calls and social networks are inherent, to the point where they don't even consider them technology anymore. How has that affected their behaviours and how does it help you engage them? We'll discuss this in two sections.

Education



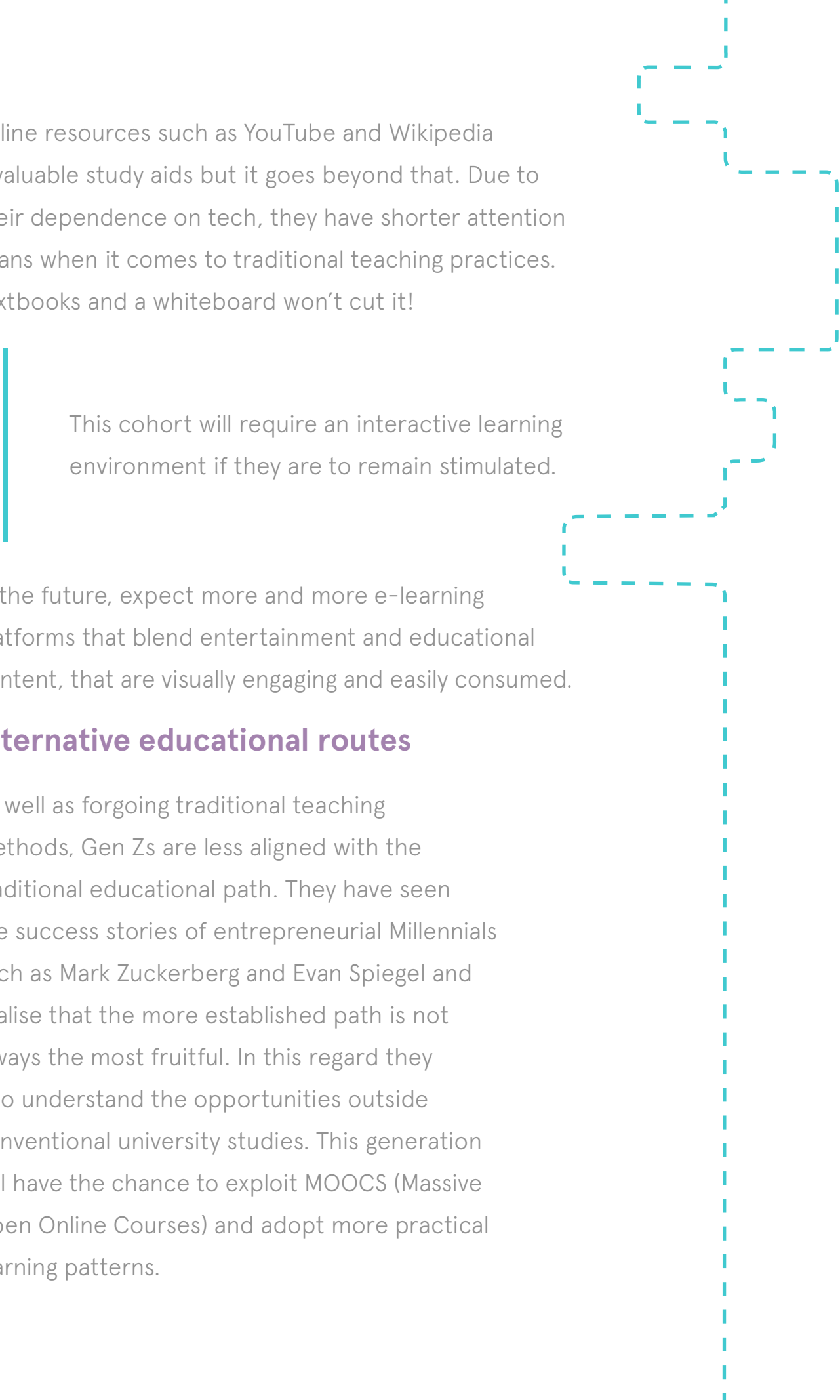
Autodidacticism

We've already discussed the independent nature of Gen Z. Is this simply down to their practical parenting or Millennial monitoring? No, it's also down to their status as digital natives and that they have been using technology to self educate from a very young age. Just think of the potential for learning when the curiosity of a child's mind meets the endless realms of knowledge that is Google?

This plays a disruptive role in education in that teachers, parents and schools are now challenged to move away from the traditional learning patterns of textbooks and lecturing and embrace the opportunities online.

Young people, and Gen Zs in particular, consider

online resources such as YouTube and Wikipedia invaluable study aids but it goes beyond that. Due to their dependence on tech, they have shorter attention spans when it comes to traditional teaching practices. Textbooks and a whiteboard won't cut it!



This cohort will require an interactive learning environment if they are to remain stimulated.

In the future, expect more and more e-learning platforms that blend entertainment and educational content, that are visually engaging and easily consumed.

Alternative educational routes

As well as forgoing traditional teaching methods, Gen Zs are less aligned with the traditional educational path. They have seen the success stories of entrepreneurial Millennials such as Mark Zuckerberg and Evan Spiegel and realise that the more established path is not always the most fruitful. In this regard they also understand the opportunities outside conventional university studies. This generation will have the chance to exploit MOOCS (Massive Open Online Courses) and adopt more practical learning patterns.

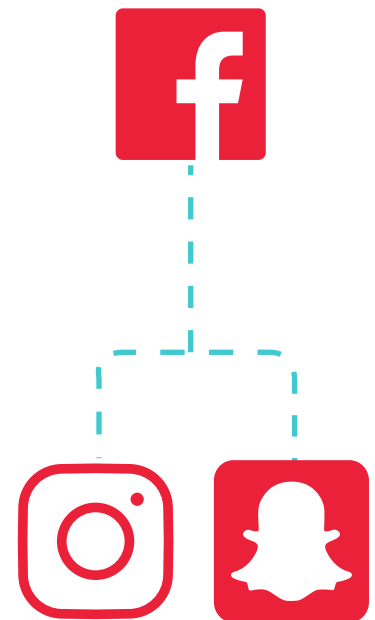
As tech progresses and evolves it becomes more accessible to all generations and more usable. In this way we see older people who may not have engaged with certain technologies adapt them. Think of older generations reading on a tablet or using Skype on their phone. It is predicted that Gen Z will accelerate this process through the development of faster, more evolved tech solutions.

Social Platform Use

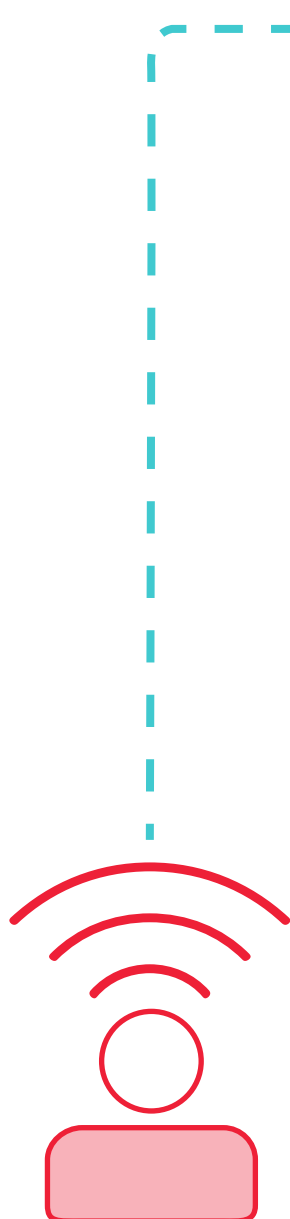
Moving away from mainstream social channels, identifying with Gen Zs need for privacy and making meaningful connections.

Why are they moving away from mainstream social channels?

A study conducted in UCLA Powell Library found that younger audiences are spending less time on Facebook and more on visually focused networks like Instagram and Snapchat. Instagram allows for a more engaged and interactive audience through visuals. The study also found that Instagram is more effective in exploiting diverse audiences as users are more likely to see every



post from the accounts they follow, while FB filters posts which it considers less relevant to users. So do Gen Zs simply prefer social channels which incorporate more visual media? What else is a factor?



Being live

Centennials value the live element. They look for instant exchange of information. Think of Picpal, almost the photo equivalent of a group chat, where you invite friends to take selfies. Once the invite is accepted, users have 7 seconds to take a picture before they are put together in a collage. The payoff is almost immediate.

Being in fashion

As older generations adopt certain social media networks, it stands to reason that those networks start to lose their youth appeal. From a tech perspective, Facebook no longer has a contemporary/ exclusive edge. From a more teenage (and obvious) perspective, Gen Zs don't want their parents sharing or commenting on their photos.

Going incognito



As mentioned in [Chapter 2](#), Gen Z are more astute than their predecessors regarding privacy online. They've grown up in the age of Wikileaks and Sony hacking scandals and thus, are more aware of surveillance, privacy breaches and keeping personal information safe. Gen Zs are particularly intolerant of being tracked and are inclined to disable their geotags online.

Their need for privacy is evident in their preference for less transparent ways of communicating online. We've seen the rise of Whisper and Secret: messaging apps that allow for anonymity. Yik Yak is another channel which allows for pseudo-anonymous communication through the creation of public open discussion threads.

Snapchat and Instagram allow for more limited visibility compared to sharing something on Twitter or Facebook which have more open communities. Snapchat gives you the option to send a photo or video to one of your contacts which deletes off the receiver's phone after just a few seconds. Similarly, Instagram has recently added a feature in which users can post an image or series of images that disappear after 24 hours.

Making meaningful connections

All that considered, studies carried out by the Centre for Generational Kinetics reveal that although Gen Zs cautiously share their identity online, they are more open to sharing their payment information and are more likely to use finance apps such as Venmo or Tilt which allow you to make payments from your card or account.

There is a delicate balance between Gen Zs' need for privacy and their desire to use the latest technologies. To exploit it you need to ensure the payoff outweighs the intrusion.

Be true to your brand

You may be tempted to push your brand on what you perceive to be the newest or most fashionable platform. Unless your brand lives in this space, you have no business there.



Gen Zs value authenticity. Target platforms that represent your brand.

Be true to your platform

It may seem obvious but you need to tailor your message to best suit the platform e.g. with Instagram be arty and avoid the hard sell, with Snapchat be quick and experimental.



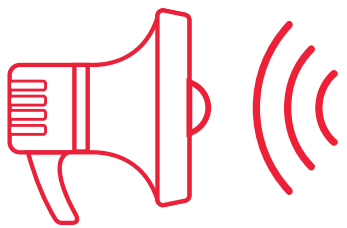
Make endorsements organic

Perhaps due to their entrepreneurial tendencies, Gen Zs seem to respond particularly well to the self-made social media influencers, be they YouTube stars, bloggers, trainers or models. While this is a good platform to reach them, it needs to make sense with the brand.

Gen Zs have zero tolerance for phony promotions.

Encourage feedback and listen

Gen Zs enjoy an interactive social experience. Encourage them to comment on ways to improve your content and when they give feedback, listen to it!



Communicate with images

Utilise as much multimedia as you can: images, video, audio, emojis. Look at the success of sites like ShopJeen. It's colourful, flashy and unapologetic.



Chapter 5



A Q&A with
Stephen Quinn
CEO Jobbio



“In the age of technology, it’s never been more important to realise that recruitment is about people.”

Stephen Quinn
CEO, Jobbio

Q: How do you gain the trust of Gen Z?

A: "Listening and reciprocal education are key. It sounds simple but this is a generation who knows what they want and they're not afraid to tell you, so let them!

Ensure you are giving them ample opportunity to share their feedback.



Gen Z are growing up a lot quicker than previous generations so it's even more important to involve them in the conversation from a young age.

How they perceive you as a company or brand now will influence their opinion of you as a future employer. Don't disregard their comments on your content or product even if they use more emojis than words.

Making them feel like their opinion is valuable is a great way to build trust. They want to learn from you but they also want to know you're open to learning from them."

Q: What will draw them into a role?

A: "What draws anyone into a role? Outside the obvious, it's the opportunity for success, growth. The chance to make the most of their skills and talent! Appeal to Gen Z by making the recruitment process simple and direct. Give it the personal touch and be open about what you want from them and what they can expect from you. Using the most up to date tech and channels helps too!"

Q: But how can you personalise the recruitment process while appealing to the tech savviness of Gen Z?

A: "Advanced technology is something to embrace. It's something that should connect people, regardless of their age. It's so easy for older generations to be dismissive of younger ones, to say 'They're addicted to their phones and computers' but it's not that simple.

These are highly effective people. They are able to absorb huge amounts of information in just a few minutes. They're not just digi natives but true multitaskers!

Besides, tech savvy doesn't have to mean dehumanised.



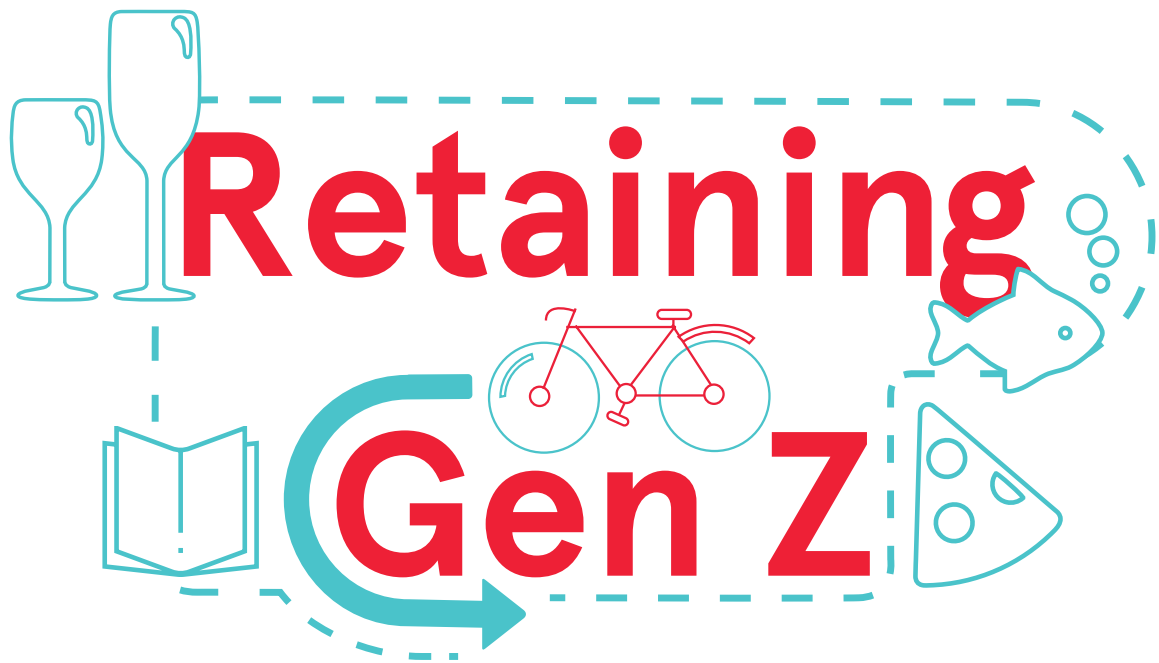
Recruiting Gen Z -or anyone for that matter- should be a customised process. It's about getting the right people in the right positions.

You won't get that with a catch-all approach!"

Q: What will make them commit to a role?

A: "I think for Gen Zs, it's not about committing to a role as such, it's more about tasks and projects. What will be revolutionary about Gen Z will be how quickly they adapt to roles, flourish within them and look beyond them. They won't be boxed into a certain title or work pattern for too long and as an employer it's really important to pre-empt that. Rather than trying to keep them in a certain position, think of how you can help them grow organically. Their values will redefine what it means to be employed and I'm very excited to see what that looks like."

Chapter 6



Perks

A degree of financial security is always going to affect decision making, regardless of age. In this way we can't disregard the value in offering monetary incentive. There are however, certain benefits that can be more Gen Z specific:

Food

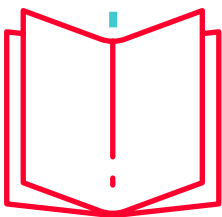
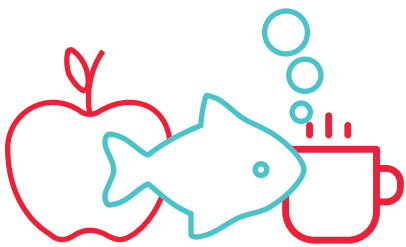
Studies show that Gen Z are more interested in nutrition than any other generation. As a foodie contingent, they are more willing to pay for organic or artisan foods. Therefore, providing high quality/nutritious meals would be a good incentive.

Freedom

Flexibility and freedom can be far more motivating than monetary benefits. Accommodating Gen Zs' desire to be part of a number of teams and projects at the same time could prove a big attraction.

Education

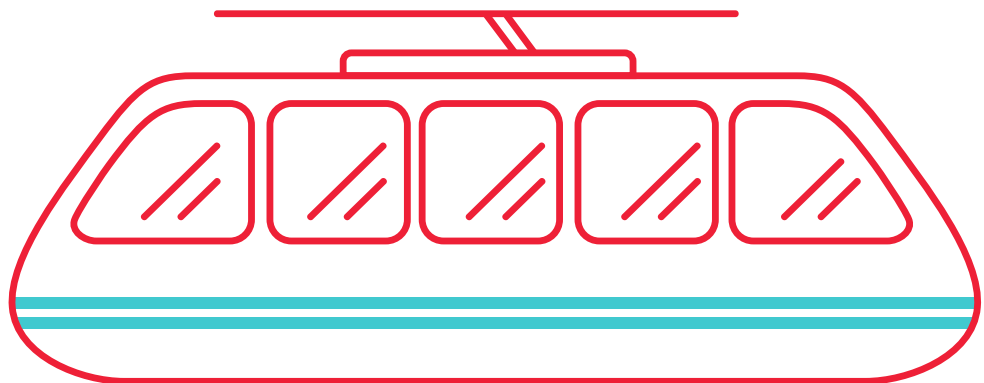
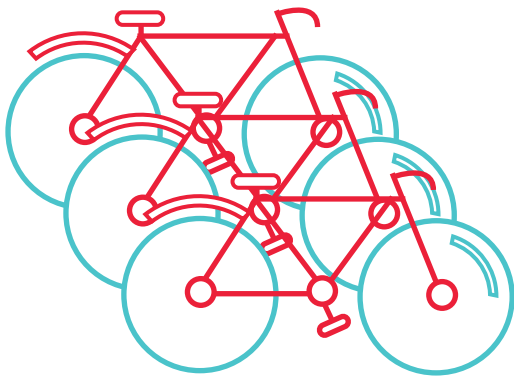
Their need for growth and willingness to learn indicate that educational opportunities within their job would be a huge draw for Gen Zs. This can cover anything from internal skill building in



leadership and development to formal qualifications such as an MA.

Commuting facilities

This cohort value the direct approach and that applies to travel too. Can you ease their commute and satisfy their green tendencies all at once? Consider introducing a shuttle service or adding bicycle racks to your premises. Huckletree, a co-working space in London, has a bike ramp allowing workers to cycle directly from the road into the office.



Work practices

The way in which Gen Z approach their work will be different to older generations. They have the ability to instantly process and understand large and diverse chunks of information.

Due to the saturation of data in their environment, Gen Zs have shorter attention spans and are easily

distracted. This doesn't necessarily mean they will be less productive but rather they will work in short concentrated spurts, frequently switching between tasks and devices.



The traditional office mindset of 9-5 shifts spent predominantly at a desk will not suit iGen's style of work nor will it engage them long term.

Incorporate the latest tech into workplace communications and practices, the more interactive the better. Utilise mobile and video tech in training too.

Work spaces

Although you shouldn't expect to see too much of Gen Z around the office, when they are there, they will be making changes. Allow for more open, participatory spaces which facilitate group work in the office and around the globe. In contrast to this, you should also provide smaller, secluded working pods for when employees require intense concentration. Consider limiting the noise through sound proofing or restrict the

the wifi to block any purely social or gaming sites. A productive work environment will be one where the balance is struck between communal creative areas and focused distraction-free spaces.

“The gig economy”

We are already seeing an increase in freelance culture as employees demand more flexibility, independence and control over their work practices. A study by Upwork found that one third of American workers have freelanced in the past year. This trend is set to rise once Gen Z enter the workforce and seek further autonomy. In the past this gig economy was associated with more creative or tech roles but now it will be more prominent as priorities change.



Companies will need to be less stringent regarding working hours and locations.

Allowing employees this freedom should be seen as an opportunity for companies too. They are no longer bound by the costs surrounding retirement schemes or healthcare. Hiring freelancers on a

project by project basis allows for increased specialisation and creativity within the team.

We know Gen Zs are entrepreneurial and seek fulfillment in their work. As such we should expect a lot more start-ups and innovation. What makes this even more likely is the increase in crowdfunding for equity. Sites such as Kickstarter or Indiegogo act as an important accelerant for new business and in this way Gen Z will have greater opportunities to realise their entrepreneurial goals.

Chapter 7



A Q&A with **Dee Murphy**
Organisational Psychologist and
Expert in Residence at Jobbio

Q: What does the future hold for Gen Z?

A: “When evaluating the rules that govern how different generations react to the world, I think Douglas Adams put it best:

If it exists in the world when you’re born – it’s ordinary and a natural part of the way the world works.

If it’s invented when you’re between 15 and 35, it’s exciting and revolutionary, and you can probably get a career in it.

If it’s invented after you’ve turned 35, it’s against your natural order of things.

It’s difficult to predict what kind of managers, parents and social contributors Gen Z will be. Most of them are still in primary education and technology changes so rapidly that those children could be working on Mars by middle age. However, we can draw some conclusions based on those that are graduating from high school and starting college or university.”

Q: What kind of colleagues will Gen Z be?

A: “Gen Z won’t have the same workplace political issues to deal with that Millennials are facing today. The current battle of wills between the ‘old schoolers’ who sit in management positions over Millennials will diminish as the Gen Xers retire and Millennials take the reigns in managing the Gen Zs.

They’ll have an easier ride in terms of climbing the (not so corporate) ladder and living a nomadic lifestyle – with their Millennial colleagues fully embracing non-linear promotional paths and encouraging the fast-paced innovation these young guns bring while being able to effectively communicate to and manage virtual teams.

This is just as well, as Gen Zs will be the most independent employees yet – needing complete autonomy to control how they take in information and get things done.”



“They’ll consider work environments to be completely fluid – no corner of the globe will be considered remote as they most effectively build relationships and engage with others through online platforms as opposed to face to face.”

Q: What do Gen Z look like as managers?

A: "As digital natives, Gen Z are content creators, not just wide eyed content consumers – and this may bring stumbling blocks for Gen Z as managers. They'll respond well to creativity and idea sharing, encouraging everyone they work with to have a voice and make a difference. On the flip side, the constant exposure to media influencers and the information overload that comes from living online will mean they're more cynical, skeptical, less patient and not as easily impressed as their predecessors. This could be challenging as they attempt to embrace freedom of expression and contributions from everyone on their team.

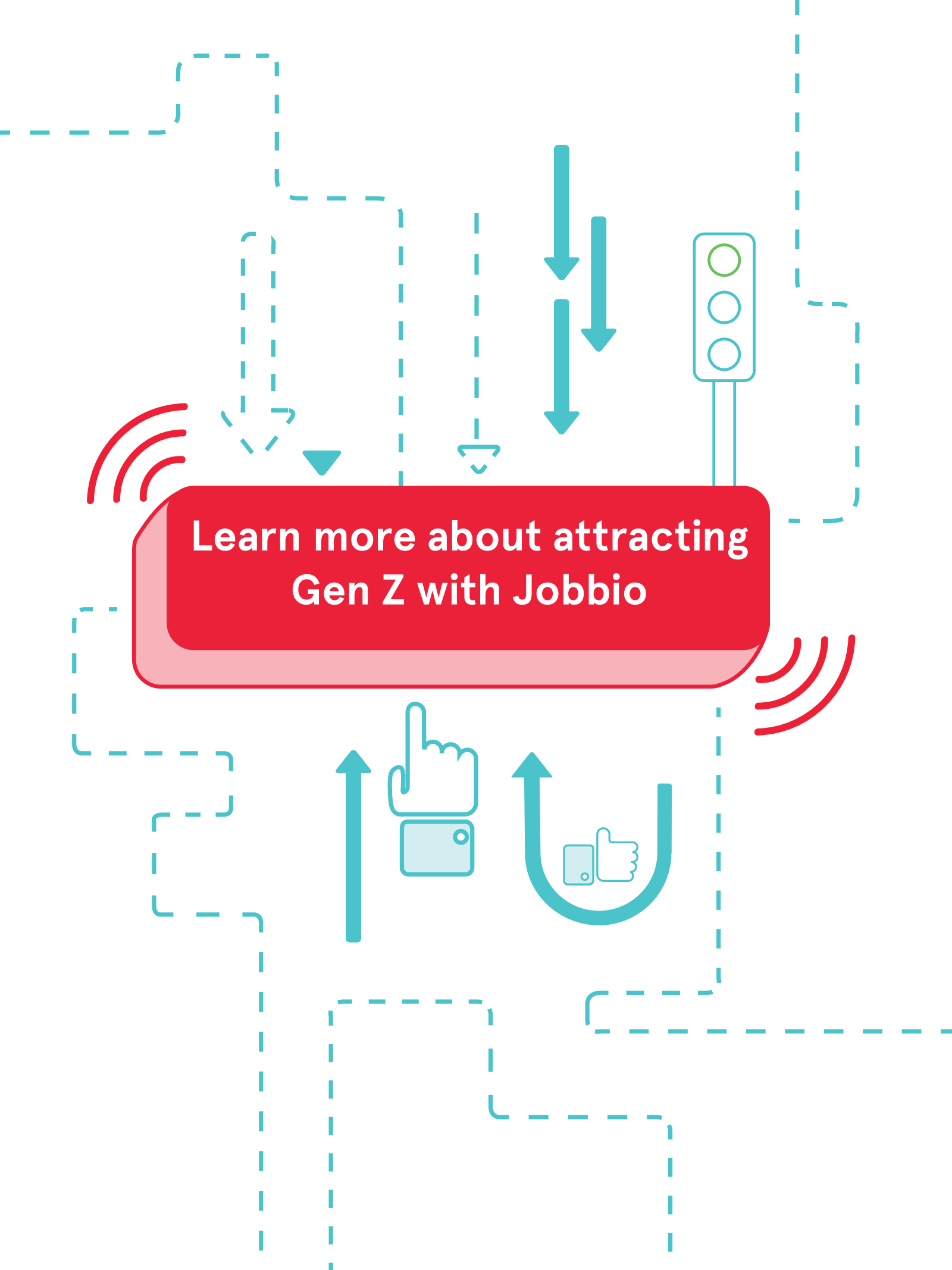
Having grown through a time of extreme development and change, they will nurture a culture of global citizens, building companies that 'walk the talk' – truly focusing on doing the 'right' thing. Gen Z leaders will aggressively pursue economic, social and ecological sustainability – goodbye styrofoam office cups, profit before people and homeless 'deterrent' spikes lining office blocks – hello strong partnerships with charitable and NGO initiatives, unisex bathrooms and gender equality."

Q: What are Gen Z like as parents?

A: "As parents, Gen Z are going to break the mould. We'll see a significant increase in same sex, transgender and interracial partnerships and marriages, leading to more adoptions and surrogacy arrangements. Couples will begin the process of becoming parents much later than their predecessors, availing of medical advancements like egg freezing (which may become a standard company perk) to delay the need to procreate. This will mean they prioritise work, travel and enjoying life for much longer and move into parenthood with broad experiences and a youth well lived."

5 key takeaways to reach Gen Z:

- 1 Be authentic, honest and open.**
- 2 Add value not noise.**
- 3 Utilise tech but connect on a personal level.**
- 4 Find ways to turn entrepreneurship into intrapreneurship.**
- 5 Lose the 9-5 mindset.**

The background features a network of teal dashed lines. In the upper center, two solid teal arrows point downwards. To their right is a vertical traffic light icon with three circles, the top one of which is green. In the lower center, a solid teal arrow points upwards, accompanied by a hand icon with the index finger pointing up, and a curved teal arrow pointing upwards with a thumbs-up icon. On the left and right sides, there are sets of three curved red lines, resembling signal waves. The central text is contained within a red rounded rectangle with a slight 3D effect.

**Learn more about attracting
Gen Z with Jobbio**