Generations in Conflict?

What's the Deal with Generation Z?

Prof. Dr. Marcus Schögel

For the Content

1. Let‘s do some time travel.
2. What we know about generations?
3. How could this happen?
4. What are options for action?
5. Summary

Sensitivity: C2 Internal

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A generation refers to all of the people born and living at about the same time.[1]

[1] According Wikipedia.com

Sensitivity: C2 Internal

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital immigrants	Digital natives	Technoholics
Attitude toward career	Jobs are for life	Organisational—careers are defined by employers	Early 'portfolio.' careers — loyal to profession,not necessarily to employer	Digital enlrepreneurs — work "with" organizations not "for"	Career multitaskers
Signature product	Automobile	Television	Personal computer	Smart phone	Nano-computing, 3-D print, driveless cars
Communication media	Formal letter	Telephone	E-mail and SMS	SMS or Social media	Hand-held communication devices

Sensitivity: C2 Internal

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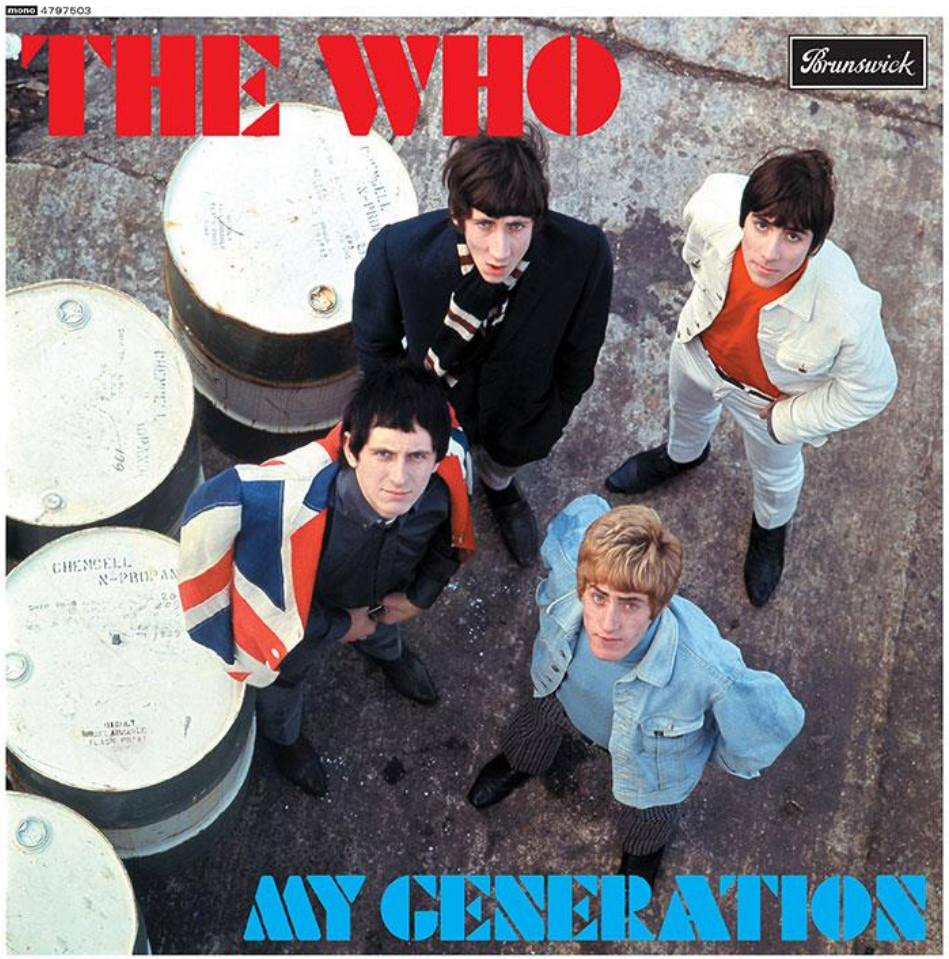
1968 – „Talking ‘bout my generation“



Sensitivity: C2 Internal

Gen Z

Sensitivity: C2 Internal

The differences seem clear and pressing.

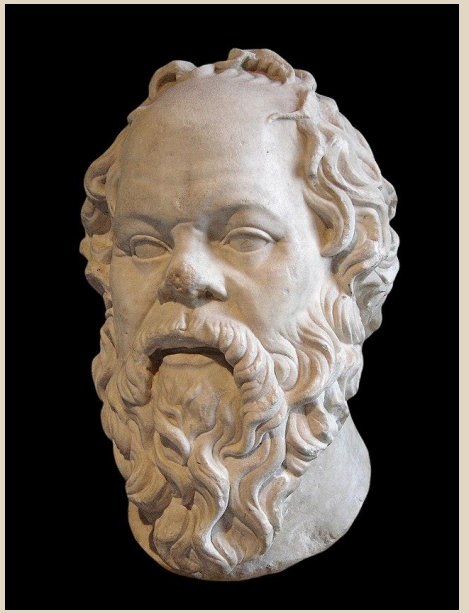
Conflict is unavoidable, beacuse of ...

- Different ideas of working methods.
- Different understanding of leadership.
- Different models of collaboration.
- Different approach to technologies.
- Different school education.
- Different understanding of quality of life.

Sensitivity: C2 Internal

"Today's young people think of nothing but themselves. They have no reverence for parents or age. They are impatient of any restraint. They talk as if they alone knew everything, and what passes for wisdom with us is stupidity with them."

Socrates 469 – 399 b.C.



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What we‘ve learned about generations. Whether we're talking about "Boomers," "GenXers," "Millennials" or "GenZ“.

- The "concept of generations" differentiates only by date of birth.
- There is no substantial empirical evidence anywhere that generations differ in their values and behaviors.
- No common understanding of how generations are delineated in time.
- Age is not a „valid method“ for segmenting markets.

Sensitivity: C2 Internal

Research: No evidence for a generational divide.

- Costanza et al. (2012) reported that little of the empirical research on generational differences has a solid, theoretical foundation underpinning either the concept of generations or the specific hypotheses about the impact that such generations have.
- Across 105 studies in which the average age was used to assign individuals to different generational cohorts, Zabel et al. (2016) did not find generational differences on average work ethic scores, which comprised dimensions such as centrality of work, beliefs that hard work yields successful outcomes, morality/ethics, time-wasting, avoiding leisure activities, delaying gratification, and self-reliance.
- Parry et al. (2011) found that evidence of generational differences on work values is mixed. Many studies did not find any effects, others did but failed to distinguish between "generations" and "age" as drivers of such observed differences.

Conclusion:
The assumed generational differences in the workplace are not supported by the scientific evidence.

Sensitivity: C2 Internal

No “evidence" from a segmentation project in the apparel market.

Segment	Average age	Minimum age	Maximum age	„Generations“
1	45	30	60	Boomers/X/Y
2	41	26	55	Boomers/X/Y/Z
3	55	35	65	Boomers/X/Y
4	42	27	57	Boomers/X/Y

Sensitivity: C2 Internal

By „just“ using the statistical indicators you get it all wrong.

Born 1948 and raised in GB.

(in addition they share: Same maritial status, adult children, professionally successful, high income spend their free time in the Alps, both like dogs are famous and are in the focus of public interest.)

Sensitivity: C2 Internal

No Generation (X) could be identified as early as 1989. There were already three segments at that time.

DER SPIEGEL

ermittlun-
n seinem
nsichtlich
hatte.

verkehrte
indestens
lale auch
im „Thai-Inter". Mal soll er gratis eine Kiste „Baileys"-Likör mit nach Haus genommen haben, mal günstig eine Kiste Sekt. Damit nicht auffiel, daß er in den Kneipen umsonst zechte, habe er sich vorher Bargeld zustecken lassen – besonders empfänglich war er, wie die Statistik der Anklagebehörde zeigt, zur Weihnachtszeit. Die Barzuwendungen bestreitet der Beamte.

Den gefälligen Kumpels vom Kiez konnte Bähre immer mal wieder behilflich sein. Er spickte, so die Staatsanwaltschaft, einen Freudenhausmeister mit persönlichen Daten aus dem Polizeicomputer, sorgte dafür, daß die Polizeistunde überschritten werden konnte, und vereitelte die Verfolgung eines Zuhälters.

Jedes Kind im Steintor wisse, erzählte ein Ganove, daß „Straftaten" aus der Szene „im Papierkorb" gelandet seien. Bähre gibt nach Mitteilung seines Anwalts Bertram Börner an, er habe nur deswegen so „schludrig" gearbeitet, weil ihn das Milieu „mehr oder minder in der Hand gehabt" habe. Das könnte auch erklären, warum er laut Anklage mehrfach polizeiliche Ermittlungen sabotiert hat.

Etwa zehnmal soll „Money-Mike" beabsichtigte Streifengänge vorab an einen Bordellwirt verpfiffen haben, zweimal habe er Termine großangelegter Razzien der Soko „Thai" verraten, die wegen Menschenhandel ermittelte.

Bald nachdem das Ausmaß des Verrats durch die Lokalpresse bekanntgeworden war, zierte – für kurze Zeit – ein merkwürdiges Pappschild das Entree des hannoverschen Polizeipräsidiums. Text: „Die Polizei – Dein Freund und Helfer". Unterschrift: „Der Bundesverband der Zuhälter, Diebe und Hehler".

BERUFSANFÄNGER

Dynamische Stuhlabsäger

Die erste großangelegte Untersuchung über Denken und Fühlen von jungen Akademikern belegt: Fast die Hälfte derer, die ins Berufsleben einsteigen, entspricht nicht den Vorstellungen der meisten Firmen.

Der junge Physiker, der sich bei einem großen Autounternehmen bewarb, trug weder Anzug noch Krawatte oder einen flachen Aktenkoffer: Die Haare waren zum Zopf gedreht, Pullover und Gesinnung grün. Unbekümmert verwickelte er die Herren beim Vorstellungsgespräch in lebhafte Diskussionen über Vollwerternährung und Landschaftsschutz und gab an, er wolle „Umweltverträglichkeit" stärker im Zielkatalog des Unternehmens verankern: „Ideen habe ich genug."

Die mit seiner Einstellung betrauten Herren waren unschlüssig, ob „solch ein bunter Vogel" ins Unternehmen passe, und schickten ihn in die Vorstandsetage. Nach einem weiteren einstündigen Gespräch entschied sich der Vorstand für die Einstellung des Umweltfreundes. Schließlich müsse, so argumentierten die Manager, ein Autohersteller offen sein für „frische Ideen" und dürfe sich nicht von „gesellschaftlichen Entwicklungen" abkoppeln.

„Trendgerechtes Verhalten" nennen Organisations-Psychologen der Universität München solche Personalentscheidungen, denn die „bunten Vögel" nehmen zu. In einer ersten bundesdeutschen Untersuchung über Wertorientierungen und Karrieremotivation bei Akademikern haben die Psychologen neben dem klassischen Aufsteiger den alternativ engagierten Typus massenhaft gesichtet.

In eingehenden Interviews mit rund 500 Studenten – überwiegend Wirtschaftswissenschaftler und Ingenieure – untersuchte das Psychologenteam, was es mit der soziokulturellen Neuerscheinung der alternativ engagierten Jungakademiker auf sich hat, wie sie sich von ihren Yuppie-Kommilitonen unterscheiden und welche Folgen sich für die einzelnen Gruppen beim Berufseinstieg ergeben.

Die Befragungen fanden gegen Ende des Studiums statt. Ein Jahr nach ihrem Berufsantritt wurden dieselben Personen ein zweites Mal nach ihren ersten Erfahrungen im Berufsleben ausgeforscht.

Fast der Hälfte des akademischen Nachwuchses (45 Prozent) sind die Erhaltung der Umwelt und die Entwicklung der Dritten Welt ebenso wichtig wie traditionelle Arbeitnehmervorstellungen, etwa Mitbestimmung, die Entfaltung der eigenen Persönlichkeit oder eine kollegiale Zusammenarbeit. Die Studenten, so Projektleiter Lutz von Rosenstiel, seien „hoch motiviert und leistungsbereit", allerdings nur in Organisationen mit „menschenwürdigen" Zielen.

Nur etwa halb so viele Befragte (23 Prozent) passen in jenes Klischee, von dem Personalchefs gemeinhin träumen: Karriere- und aufstiegsorientiert wollen sie „den Aufstieg schon im Einstieg" betreiben. In dieser Gruppierung fanden sich Kandidaten, die daheim vor dem Spiegel ein selbstbewußtes Auftreten übten, um sich „innerbetrieblich vernünftig zu verkaufen".

Wer karriereorientiert ist, fanden die Forscher, bleibt es auch. Nach einem Jahr sprachen die Jungmanager von dem „sehr brutalen Erfolgsdruck", der sie so richtig in Schwung bringt. 60 Arbeitsstunden wöchentlich seien „kein Problem", nur mit der Frau oder Freundin gebe es „jetzt öfter mal Knatsch".

Auch privat, erklärten die Karrieretypen, mache sich ein Nutzen-Aufwand-Denken breit, „rücksichtsloser und egoistischer" werde man, zunehmend beherrscht vom „kapitalistischen Denken". Der Wunsch, eine Karriere zu machen wie Deutsche-Bank-Chef Alfred Herrhausen, treibt sie an, beruflicher Aufstieg ist das zentrale Lebensinteresse. Im Unternehmen, so die For-

Jungakademiker (bei Hewlett-Packard): Suche nach ganzheitlicher Karriere

DER SPIEGEL, Nr.16/1989

77

Career-oriented (23%):

Career advancement is central life interest.
Looking for: Creativity and challenging work tasks, good relationships with superiors, material wealth, challenging activities, and leading others.

Leisure-oriented (32%):

Professional work is perceived as a means to the end of realizing one's core leisure interests.
Looking for: a secure job and the possibility of being able to organize leisure time autonomously.

Alternative-engaged (45%):

Willingness to be socially engaged - within their professional work.
Looking for: environmental protection, altruism, good relations with colleagues and health".

v. Rosenstiel et al. 1989

Sensitivity: C2 Internal

«People are artificially divided into groups according to age, to whom certain characteristics are blanketly ascribed. It's not that simple. If companies believe that, they're fooling themselves. In the same way, you could divide employees according to the signs of the zodiac.»

Zacher 2023

Sensitivity: C2 Internal

Generational thinking affects management behavior. Negatively.

Workplace age-related stereotypes and meta-stereotypes exist and are not accurate or aligned:

- Stereotypes about older workers tend to be positive, while they worry that others see them as negative (e.g., "boring" or "grumpy").
- Middle-aged workers have positive stereotypes about themselves, believing others see them positively.
- Stereotypes about younger workers vary from positive ("enthusiastic") to negative ("inexperienced"), with younger workers thinking others see them more negatively than they actually do.

Inaccurate age-related beliefs impact workplace interactions, leading to inferior training and potential interference with job performance.

Meta-stereotypes, or beliefs about what others think about their age group, can affect work behavior, leading to conflict and avoidance behaviors.

Managers should address these issues by openly discussing stereotypes, promoting perspective-taking, emphasizing shared goals, and recognizing that employees' needs change over time.

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Customers are getting more younger and more asian. A reason to get nervous?

THE FUTURE OF LUXURY

Why Focusing on Gen Z Is A Matter Of Survival For Luxury Brands

Daniel Langer / February 1, 2021

Sensitivity: C2 Internal

Catering to younger customers is a typical marketing strategy –
Even ChatGPT knows very well.

Catering to younger customers is a strategic choice for marketeers due to

- their long-term value,
- changing consumer behavior,
- digital engagement,
- influence on other demographics,
- growth potential,
- cultural influence, and
- alignment with emerging trends and values.

To effectively reach out and engage younger consumers, businesses need to understand their preferences, adapt to their needs, and leverage digital and social media channels.

ChatGPT 4, prompt: «Why are so many marketeers trying to cater to younger customers?»

Sensitivity: C2 Internal

For years some have been discussing a „War for talent“

The term «war for talent» was introduced in the 2000s by consulting companies, It refers to the intense competition among employers to attract and retain highly skilled and qualified employees.

Indicators for the war for talent:

- Skills Shortages
- Demographic Shifts
- Globalization
- Technological Advancements
- Remote Work
- Employee Expectations
- Employer Branding
- Retention Efforts
- Startups and Tech Companies
- Aging Workforce

To succeed in the war for talent, organizations often focus on

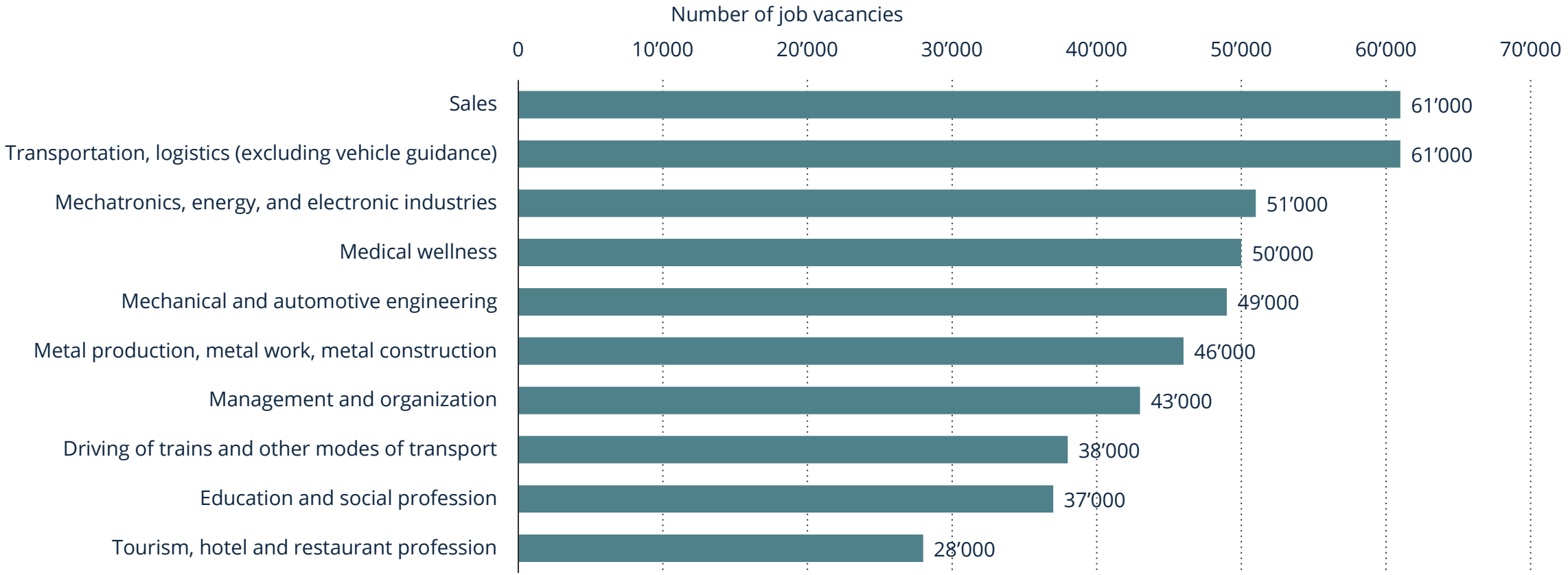
- competitive compensation packages,
- employee benefits,
- professional development opportunities, and
- a positive workplace culture.

They may also use recruitment marketing strategies and collaborate with educational institutions to cultivate a pipeline of talent. This competition for talent is likely to persist as long as skilled workers remain a critical driver of business success.

Based on ChatGPT, Prompt was: „Is there a war for talent?“.
Refined by the author.

Sensitivity: C2 Internal

Not only for the Consultants anymore - Professions with the most open positions on the job market in Germany in July 2023



Description: In 2023, Sales was the area with the most job openings in Germany. There were 61,000 job vacancies in this field. There were also 50,000 openings in the medical wellness sector in the same year. Read more
Note(s): Germany; July 2023
Source(s): Bundesagentur für Arbeit

statista

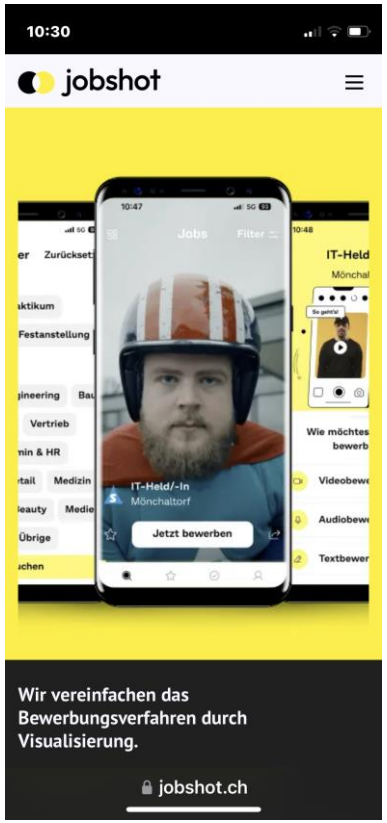
Sensitivity: C2 Internal

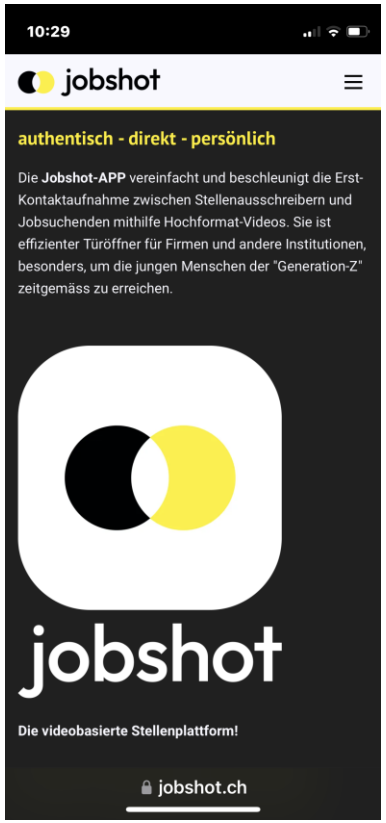
It has become a „Demand driven labour market“ - A „Land of milk and honey“ for employees!

«For newcomers to the labor market, these are paradisiacal conditions. Because today, companies no longer dictate the framework conditions for employers; instead, employees can choose from a variety of companies those that meet their expectations, not only in terms of salary, but also in terms of many additional benefits such as childcare, work-life balance and a sense of responsibility with regard to environmental and climate protection.»

Fehr 2022

Jobshot turns the tables in the application process.





«At Jobshot companies apply to job seekers in a completely modern way with short videos à la Tiktok. If you are interested, you can send a video, audio or text message to the company with just one click. According to the app's own information, it has broken the 20,000 download mark in just a few days, registers 9500 job seekers and has over 600 registered active companies.»

Handelszeitung, 5.7.23

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Options for Action – Play your ACES!

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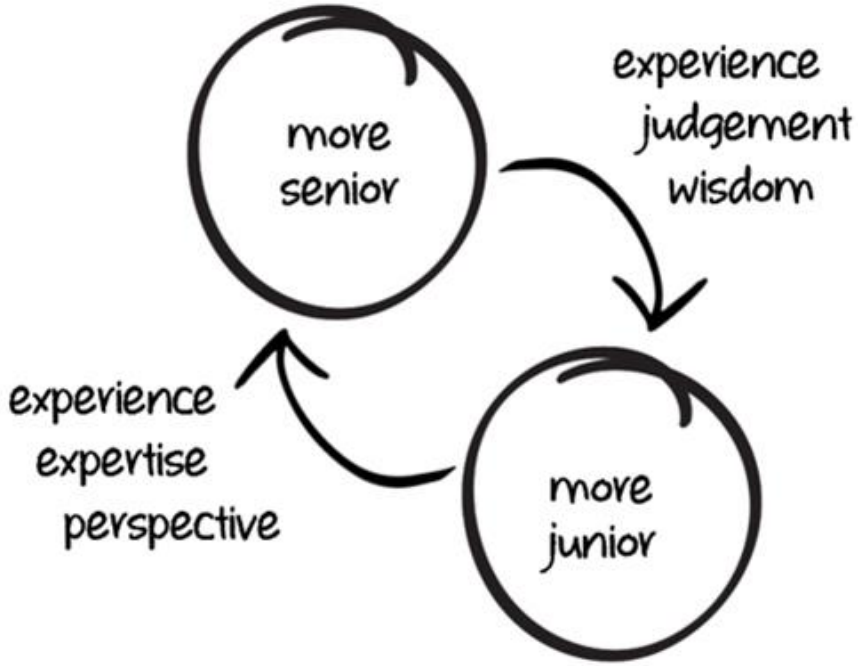
Challenge existing perceptions and understandings – Reverse Mentoring



www.iidmglobal.com

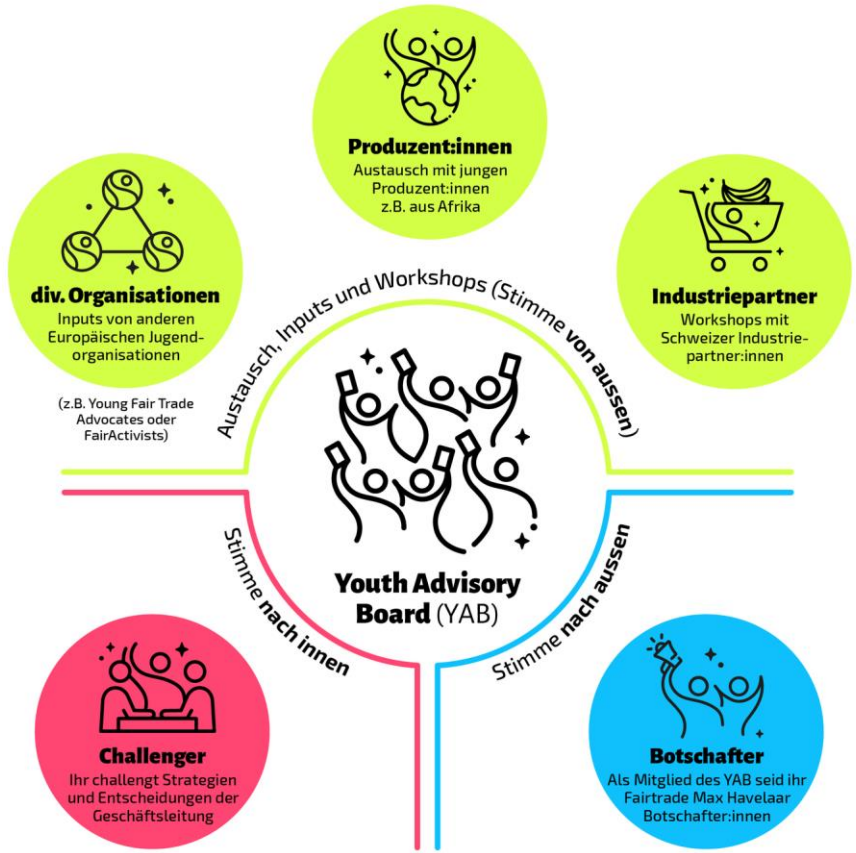
Hürlimann 2023

Sensitivity: C2 Internal

Options for action – Play your ACES!

Sensitivity: C2 Internal

Youth Advisory Councils – Known to politics for years now get corporate.



A Youth Advisory Board is a body of young people appointed by one or more governmental officials, institutions, or organizations to advise on issues of public policy or administrative actions which are felt to directly affect young people.

Wikipedia.com

Max Havelaar 2023

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Options for action – Play your ACES!

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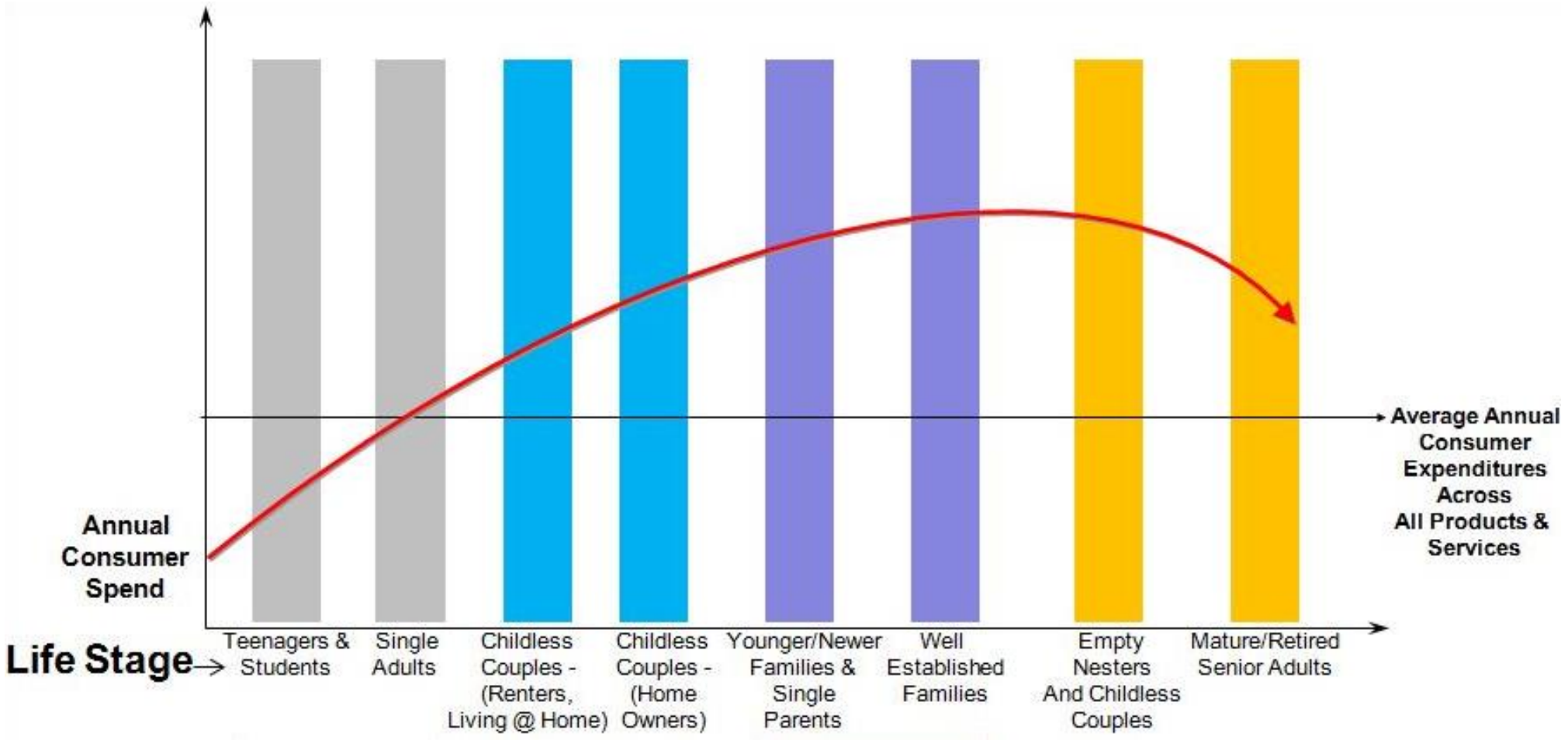
FRANK BY OCBC

Targeting the young (students).

Background: The Life Stage and Events Segmentation approach.



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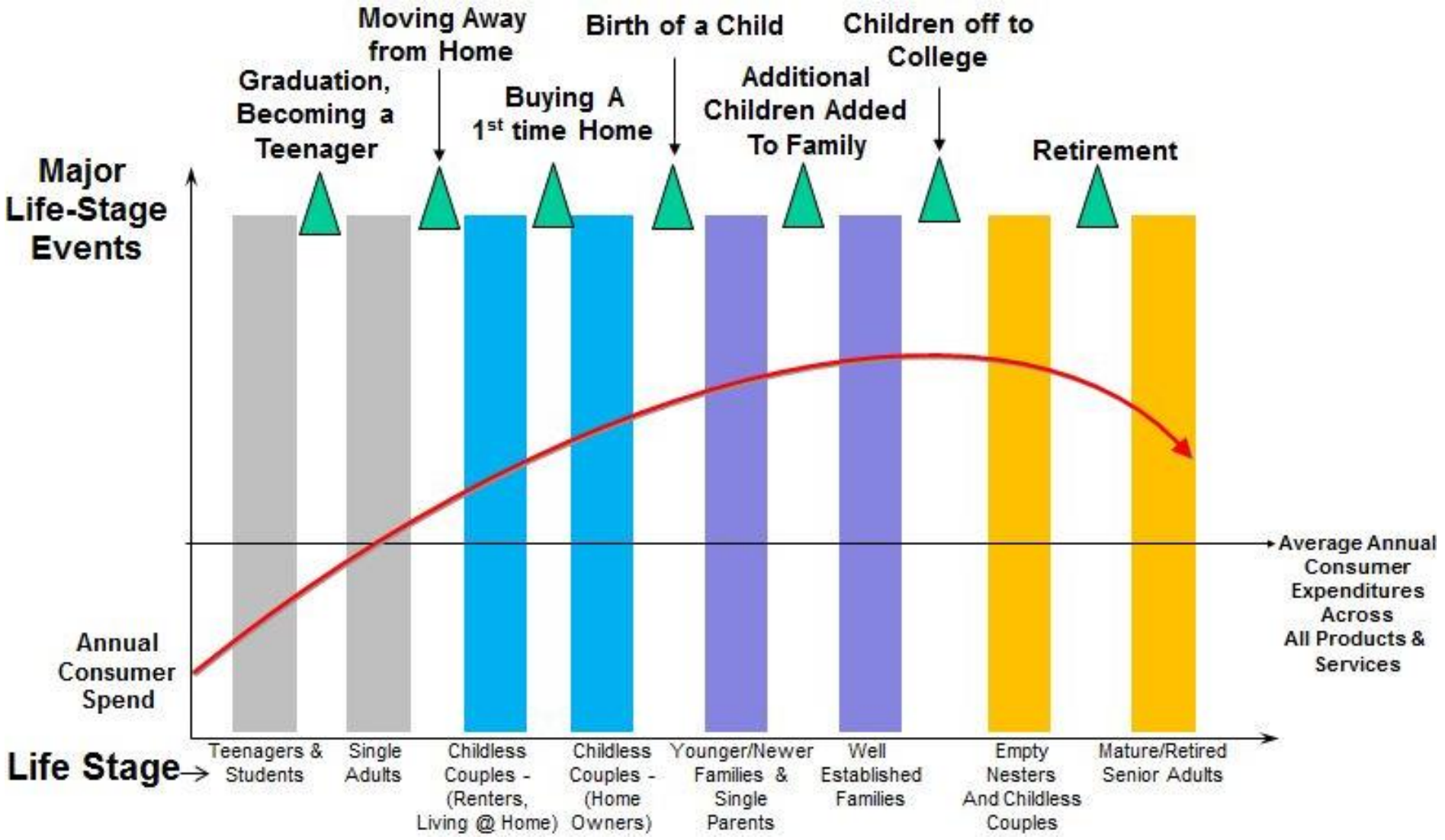

Sensitivity: C2 Internal

Options for action – Play your ACES!

A **Accept** that there is a change in expectations within the workforce and with customers[1]. Understand that diversity might be a key driver in the future of your business.

C **Challenge** your existing perceptions and understandings. Don‘t give them up, but „translate“ your approach. Listen what they hav to say (and what they expect).

E **Exchange** and foster knowledge on behalf of different backgrounds. Sounding boards and Councils will help to develop a more balanced view.

S **Segment**, target and position for „younger“ target groups. Cater to specific and relevant needs of „younger“ segments and taylor communication and offerings to their specific situation.

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Summary

- Generations seem to be an inutuitively adequate approach to adress societal and corporate challenges and conflicts.
- There is no real academic evidence or practical support that generational concepts are succefull.
- Your ACES help to adress younger target groups in order to avoid biased decisions.

Sensitivity: C2 Internal

Thank you very much for your attention!

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Sensitivity: C2 Internal