

MENTORSHIP 101:

What do students really want from a mentor?

THE OFFICE OF ALUMNI & FRIENDS MENTORSHIP WEBINAR SERIES

Welcome, Alumni!



June 17, 2020

YOU SAY SNOWFLAKE LIKE IT'S A BAD THING: GEN Z IN THE WORKFORCE

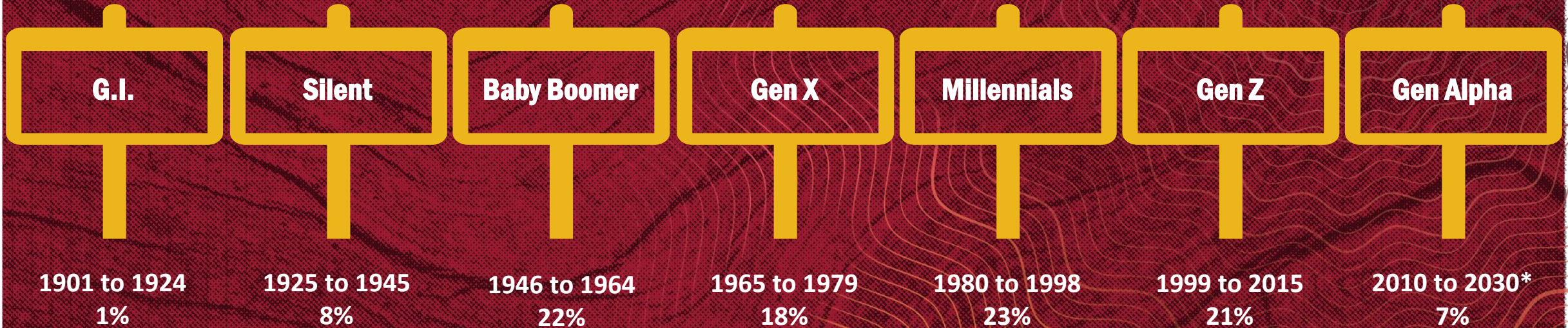
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Indiana University of Pennsylvania**



June 17, 2020

Our Living Generations of Americans



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Who is Gen Z?

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Generation Z: The iGeneration

- Approximate date of birth range: 1999 to 2015
- Approximate dates on campus: 2016 to 2032
- Currently make up 21% of the population of the United States
- 55% of Generation Z is Caucasian, and is much more diverse than X or Y
- Generation Z is more obese than any other generation, and has higher diagnoses of ADHD than its predecessors, with attention spans falling from 12 seconds to 6 seconds
- 41% of Generation Z spends 3 or more hours in front of screens between the end of the school day and bedtime – overall 27% of their time is spent on some screen
- Abandoning Facebook and Twitter, while preferring Snapchat, Secret, and Whisper, so as to limit their public self, observing the trouble Millennials and other older generations caused for themselves

Generation Z: The iGeneration

- Regarding their views of leadership:
 - Z's are driven by the motivation to not let someone else down, and prefer visionaries and macro-managers
 - Will be passionate helpers, and will advocate for social justice to make a difference for others
- Regarding their views of technology:
 - Z's are digital integrators, noting that life and technology are one, and can't imagine one without the other
 - See technology as a reality, but also note its ability to harm – violent images in the media, trolling and bullying commonplace on social media, etc.
- Regarding their views of society and education:
 - Affected by threats of terrorism in a scary, uncertain world – somewhat more conservative
 - Z's biggest fear is not finding a career that successfully matches their personality
 - Average tuition cost \$22,600 per year – 68% of Z's have student debt

Generation Z: The iGeneration

Popular culture influences:

- All-in-one devices
- *Family Guy*
- Wikipedia
- Barack Obama
- Post-9/11 terror
- Amazon.com
- Spotify
- Anonymous social media culture
- Uber and Lyft
- Globalization

Stereotypes:

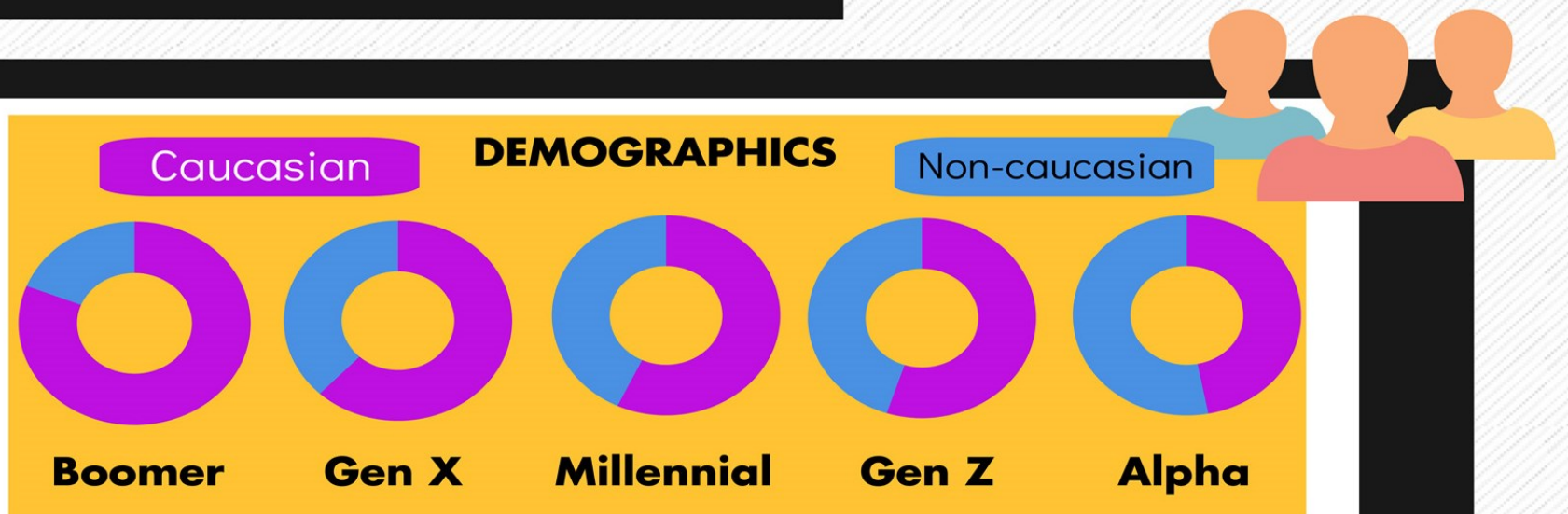
- Snowflakes
- Checks social media 100 times per day
- Social media equates to news rather than engagement
- Gender-neutral
- Five+ screens at once
- YouTube versus Hollywood
- Likes-per-photo
- Lacks basic skills

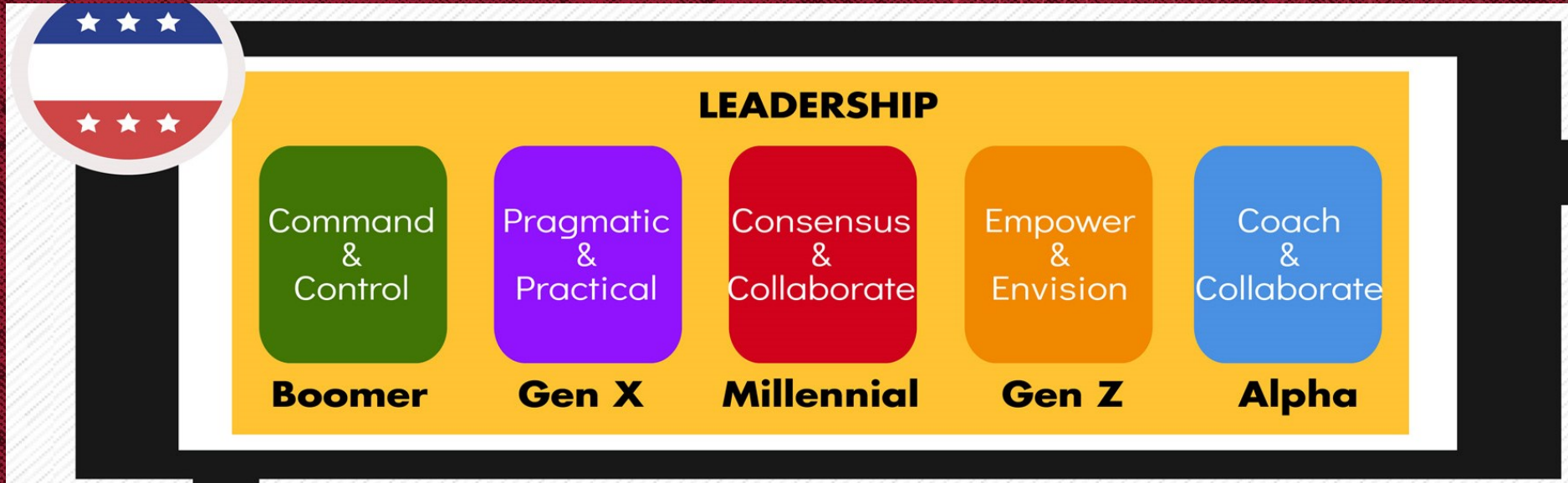
Gen Z vs. the World

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	DATES OF BIRTH	ON CAMPUS
Boomer:	1946 to 1964	1963 to 1981
Gen X:	1965 to 1980	1982 to 1997
Millennial:	1980 to 1998	1997 to 2015
Gen Z:	1999 to 2015	2016 to 2032
Alpha:	2010 to 2030	2027 to 2047





The Gen Z Leadership Conundrum

Baby Boomers

- command & control
- rigid
- hierarchical
- age, position, org. chart
- leader points the way from afar
- directs tasks, manages workflow

managers

Gen Z

- empower & envision
- teamwork, mentoring, vision, trust
- consulting: eliciting opinions of the team
- involving: engaging with team as an equal
- coaching: fostering relationships
- innovation, inspiration, creativity

leaders

Who Are and Aren't Leader Role Models for Gen Z?

Are	Aren't
Parents	Bosses
Teachers	Religious Leaders
Coaches	Professional Athletes
Peers	Celebrities
Fictional Characters	Political Leaders

Generational Technology Evolution

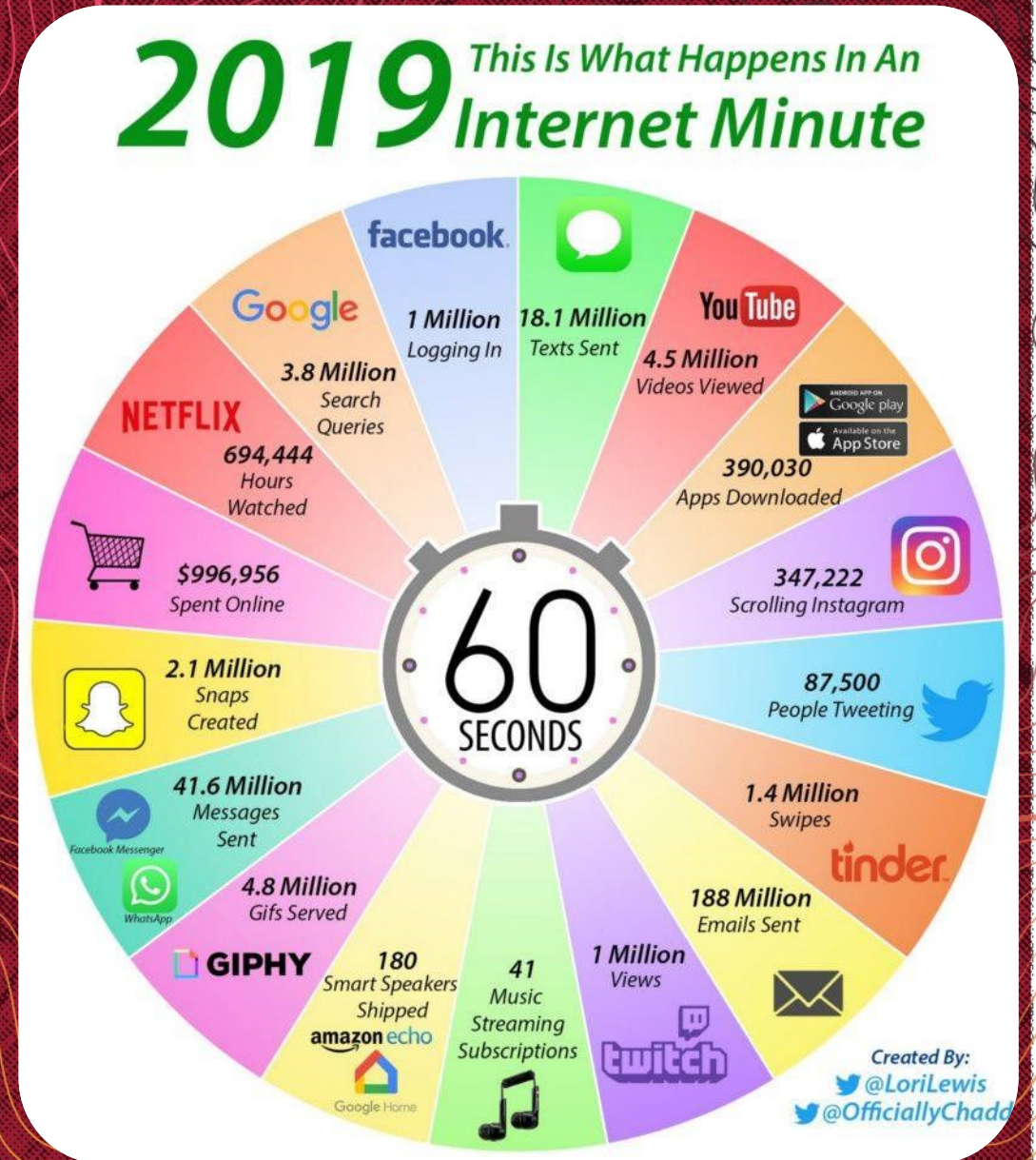
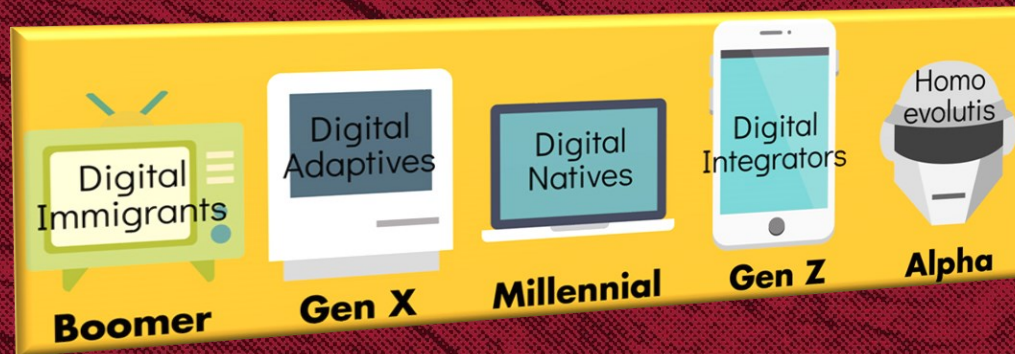


Image Source: Visual Capitalist, <https://www.visualcapitalist.com/what-happens-in-an-internet-minute-in-2019/>



SOCIETY



Boomer:

Economic boom,
civil unrest

Gen X:

Entrepreneurship,
individualism



Millennial:

Service-oriented,
recession

Gen Z:

Social justice,
tech over-reliance



Alpha:

Diversity,
scarcity



EDUCATION

Boomer:

Structured,
classroom-style

Gen X:

Interactive,
round table-style

Millennial:

Multi-sensory,
cafe-style

Gen Z:

Multi-modal,
lounge-style

Alpha:

Career-driven,
web-based

less structured, more experiential, more collaborative



ANNUAL TUITION & STUDENT LOAN DEBT

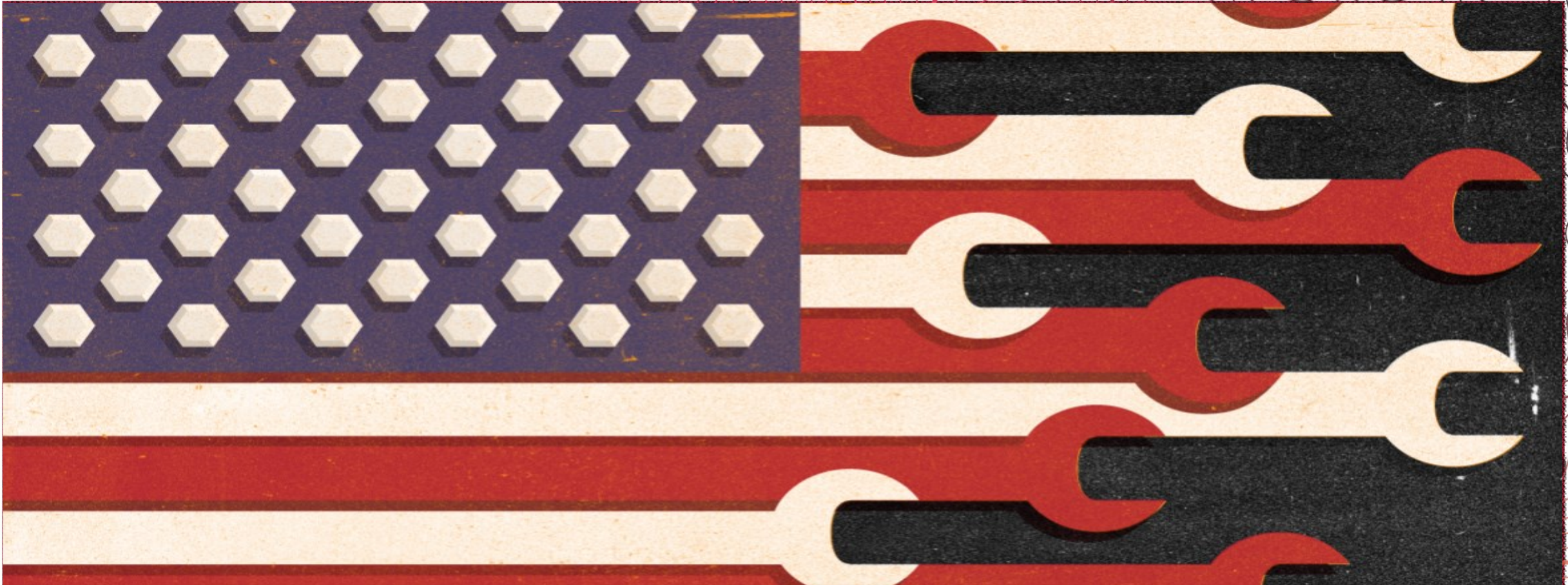
Boomer:
\$550/yr, 5%

Gen X:
\$3,500/yr, 25%

Millennial:
\$13,200/yr
39%

Gen Z:
\$22,600/yr
68%

Alpha:
\$89,500/yr
90%+



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America's Workforce: Mentoring Gen Z in 2020 and Beyond

America's Workforce: Employers

What Do Employers Expect from Gen Z Employees?

Skills Expected

- Critical thinking and problem solving
- Collaboration and teamwork
- Leadership (selling and influencing)
- Technical skills and knowledge
- Agility and adaptability – plan, organize, and prioritize work
- Initiative, entrepreneurialism, work ethic, professionalism
- Effective communication skills
- Computer literacy
- Finding, accessing, and analyzing information
- Curiosity and imagination

Perceptions Realized

- Lack of qualified applicants
- Lack of hard skills and technical competencies
- Lack of experience
- Wanting higher pay than what is realistic
- Lack of soft skills and workplace competencies, including:
 - Communication and listening skills
 - Collaboration and teamwork / teamthink skills
 - Decision-making strategies
 - Problem-solving skills
 - Conflict management and resolution skills

America's Workforce: Employers

What Do Gen Z Employees Expect from Employers?

Multimodal
communication &
seamless integration of
technology

Supervisors as mentors
and coaches;
collaboration and having
a voice at the table

**21st Century
Employment**

Flexibility and
adaptability; work-life
balance

Instant feedback &
recognition for a job-
well-done (not
participation trophies)

Sources: McCrindle & Wolfinger, 2014;
Seemiller & Grace, 2016

Navigating Uncertain Waters:

Working in a Multigenerational Workforce

What Causes Conflict Amongst Generations in the Workforce?

Communication Styles

- **Baby Boomers** perceived as reserved; prefer traditional communication methods.
- **Gen X, Millennials, and Gen Z** perceived as too vocal; prefer multi-modal communication methods.

Adapting to Change

- **Baby Boomers** somewhat more uncomfortable / skeptical with change, based on life experiences.
- **Gen X, Millennials** view change positively, as a “vehicle for new opportunities.”
- **Gen Z** is used to it, and expects it.

Technical Skills

- **Baby Boomers and Gen X** prefer traditional instructor-led training experiences.
- **Millennials and Gen Z** prefer collaborative and technology-centric training experiences.
- **Coaching and mentoring** are more impactful for Millennials and Gen Z.

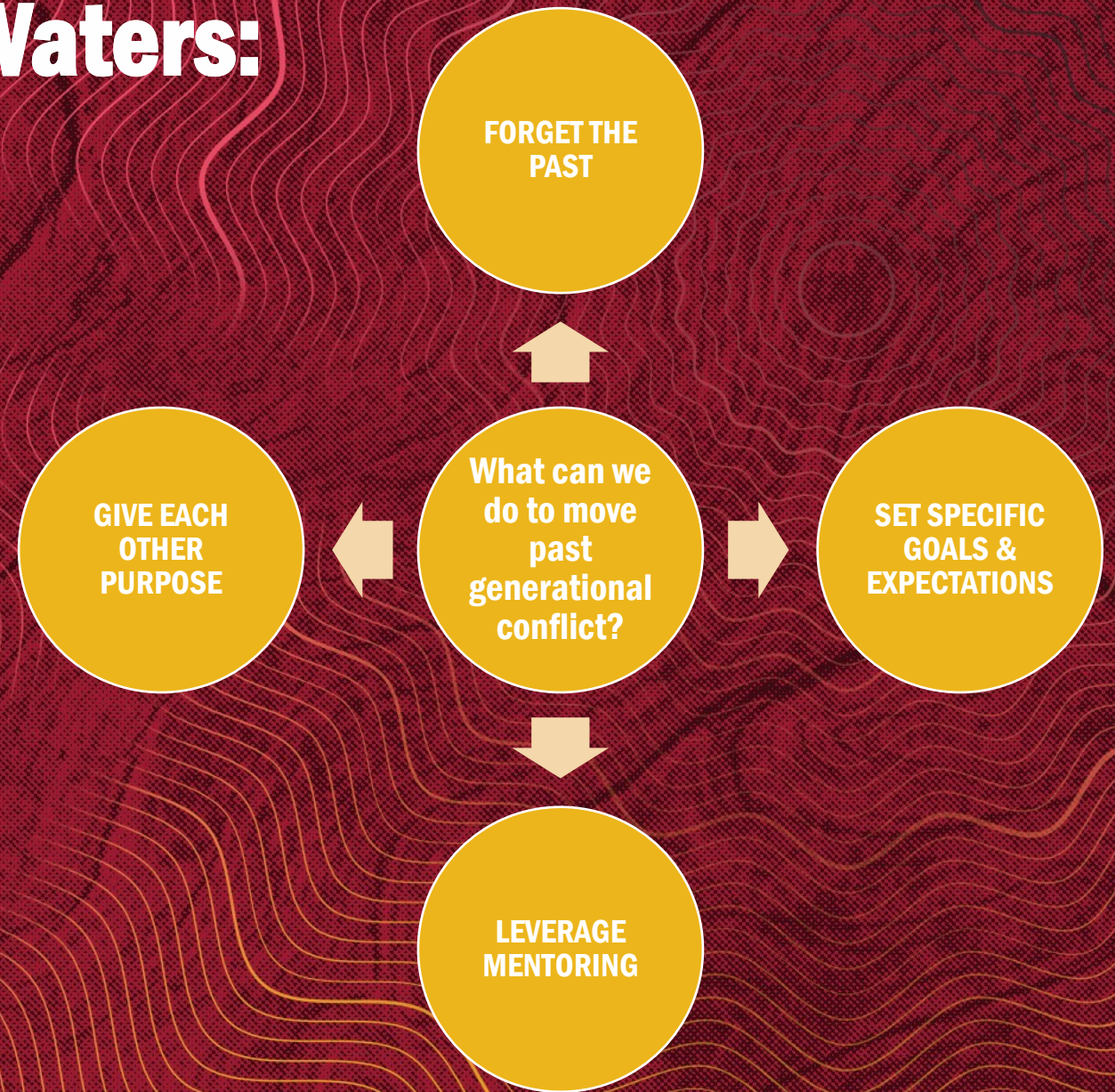
Collaboration

- **Baby Boomers** prefer traditional, top-down management hierarchies, where time and experience equate to respect and voice.
- **Gen X and Millennials** prefer flatter structures, and expect their voices to be heard regardless of experience.

Navigating Uncertain Waters:

Working in a Multigenerational Workforce

**Collaborating Across Generations:
Manage the Conflict**

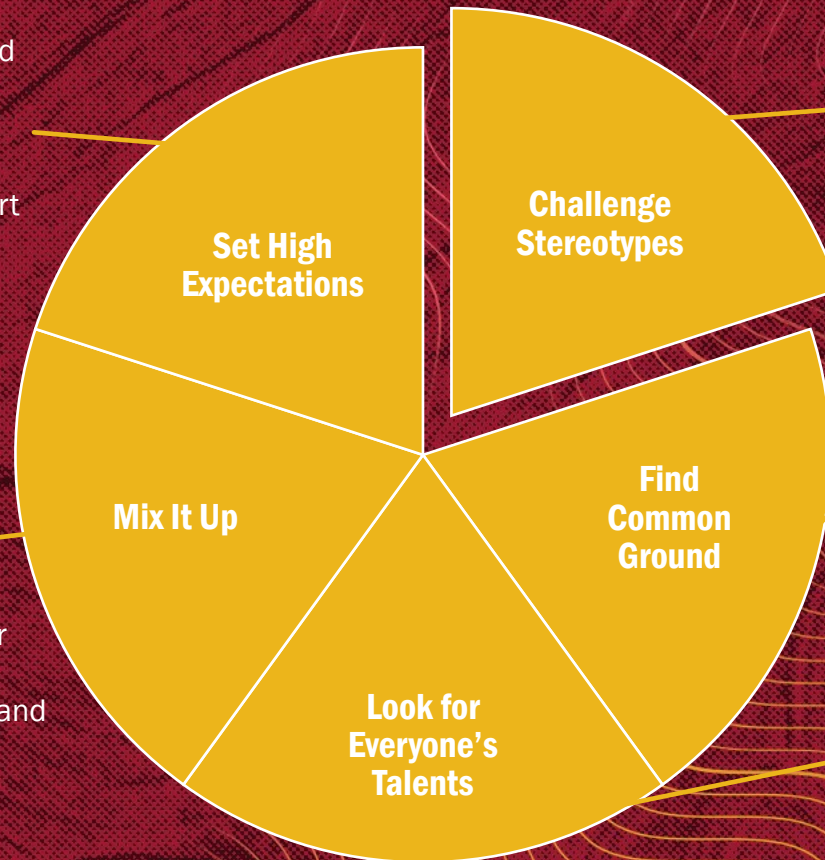


Navigating Uncertain Waters:

Working in a Multigenerational Workforce

Collaborating Across Generations: Best Practices

- Challenge yourself to learn, grow, and perform
- Hold yourself and others to high standards
- Observe how expectations drive effort and results



- Partner across generations
- Find collaborative ways to share your perspective
- Respectfully ask for and offer ideas and help

- Treat everyone as an individual
- Assess how age stereotypes may color your views
- Encourage others to reject ageism

- Ask respectful questions
- Listen with an open mind
- Connect on the human level shared by all

- Assume that everyone has value to contribute
- Ask others about their interests, abilities, and experiences
- Allow for a range of productive work styles

Navigating Uncertain Waters:

Working in a Multigenerational Workforce

What Can Gen Z Employees Do?

Understand differences

- Be aware of biases and stereotypes
- View the world from another lens
- Press pause and breathe
- Understand the culture of the workplace
- Self-care is critical

Find common ground

- Demonstrate empathy
- Compromise when able
- Practice conflict resolution skills
- Ask for feedback
- Be authentic, genuine

Improve communication skills

- Listen to understand, not to respond
- Understand verbal, non-verbal, and para-verbal cues
- Improve vocabulary
- Practice proofreading, revising, and editing

Truly collaborate

- If assigned team-based work, complete tasks on time and in full
- Don't be afraid to ask questions
- Brainstorm possible solutions to problems
- Highlight issues without complaining

Engage

- Refrain from zoning out or checking your phone during meetings or conversations
- Understand expectations
- Voice opinions respectfully
- Identify possible improvements

Navigating Uncertain Waters:

Working in a Multigenerational Workforce

Collaborating Across Generations: Shared Work Experiences

Collaborating with trusted colleagues



CONNECTION

Exercising self-control within guidelines to achieve shared goals

AUTONOMY



COMPETENCE



Feeling valued as knowledgeable, skilled, and experienced

RESPECT

Feeling valued as a unique individual



Implications for Mentors

**Generational
Leadership
Development**



**Hone in
Communication &
Technology Skills**



**Your Experiences
=
Transferable Skills**



**Build Strong
Relationships &
Invite to the Table**



**Assess, Assess,
Assess, Assess!**



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