MODULE OVERVIEW

Managing Gen Z: Authenticity, meaning, and AI

Adaptive module | ~20 min

Five generations work side by side, and Generation Z is now the one to understand. The module starts from three documented expectations (authentic decisions, meaningful work, and respected boundaries), then turns to what AI makes urgent: the tasks that trained juniors are exactly the ones it takes over best. This leads to three ways to rebuild their learning, and a view of the office as a place for passing on skills, not for monitoring.

LEARNING OBJECTIVES

01 Meet the three expectations of younger generations: authentic decisions, meaningful work, and respected boundaries.

02 Give ongoing feedback and help people work as a network, instead of filtering exchanges.

03 Open up expert or project lead paths now that the management track appeals to fewer people.

04 Rebuild how juniors learn when AI takes over the tasks that trained them: a guided assignment, debriefed meetings, and time without AI.

WHO IT'S FOR

Managers who want to attract and develop young professionals at a time when AI is changing how they enter the workforce.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

You manage Salomé, a young financial controller who joined five months ago. Her last two reports each contained a calculation error, silently corrected by her colleague Marc. You haven't said anything to Salomé either. Marc remarks to you: "With young people, you have to go easy." What do you do?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Reverse mentoring – Jack Welch / General Electric
- Conscious unbossing – Robert Walters (2024)
- Deloitte Gen Z & Millennial Survey (2025)
- Designed hybrid work – Afthonios principle

SOURCES & REFERENCES

- Deloitte – "Gen Z and Millennial Survey" 2025 (44 countries, more than 23,000 respondents): 89% of Gen Z and 92% of millennials consider meaning at work important
- Stanford Digital Economy Lab (2025) – employment of 22- to 25-year-olds in the jobs most exposed to AI fell by 6% between late 2022 and July 2025
- Robert Walters (2024) – 52% of young Gen Z professionals do not want to become middle managers ("conscious unbossing")
- Glassdoor – mentions of burnout rose by 32% in one year, their highest level since 2016

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