

Business Schools In The Era Of Generation Z, “The Great Resignation” And “Disengagement” Rethinking Managers’ Priorities And Programs Offered

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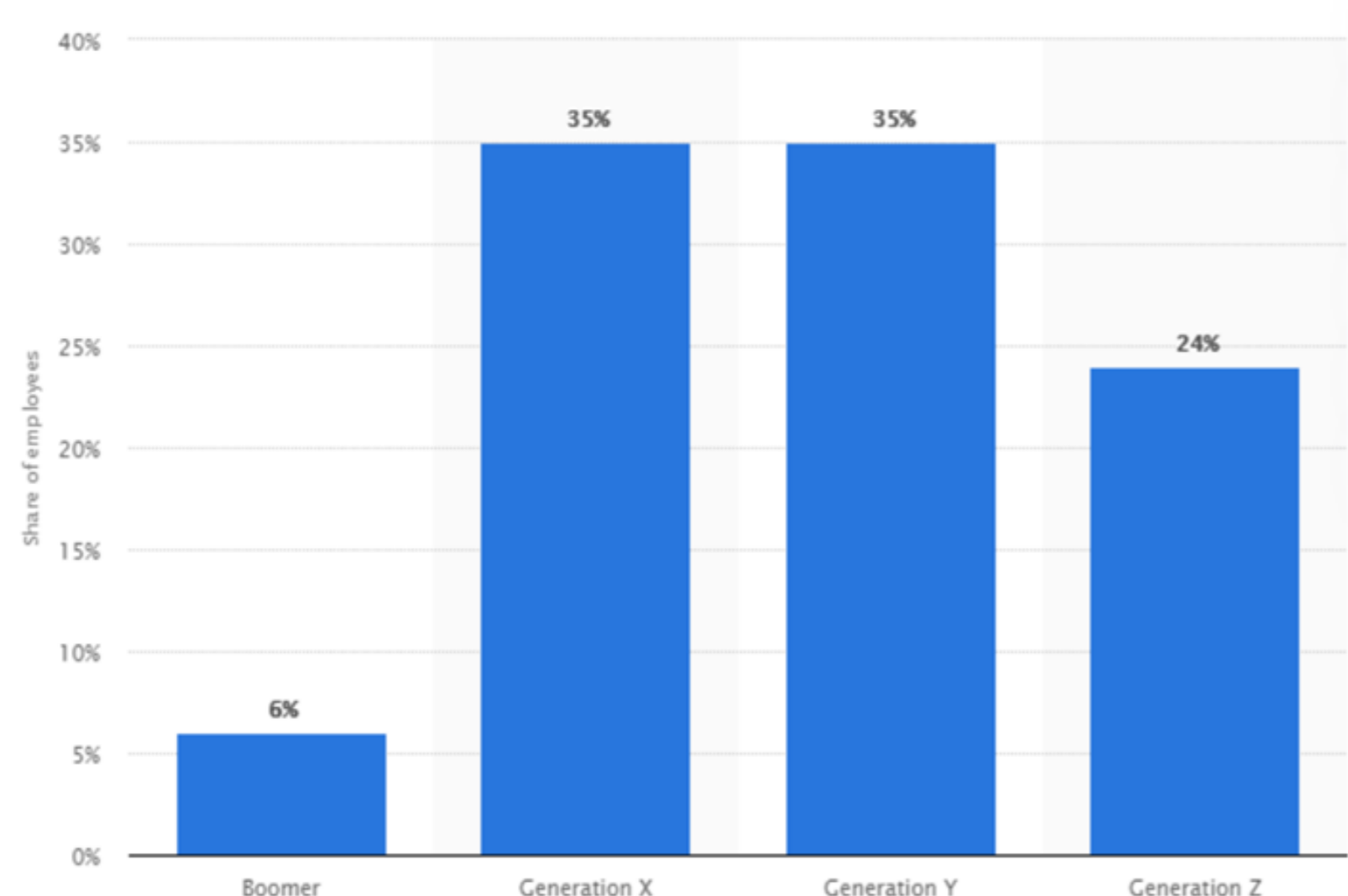
Gen Z Expert | Dean Associate | Professor Of Leadership, Management and Researcher | Executive Consultant | CEO | Chairman | Speaker | Author

The General Issues Behind The Research

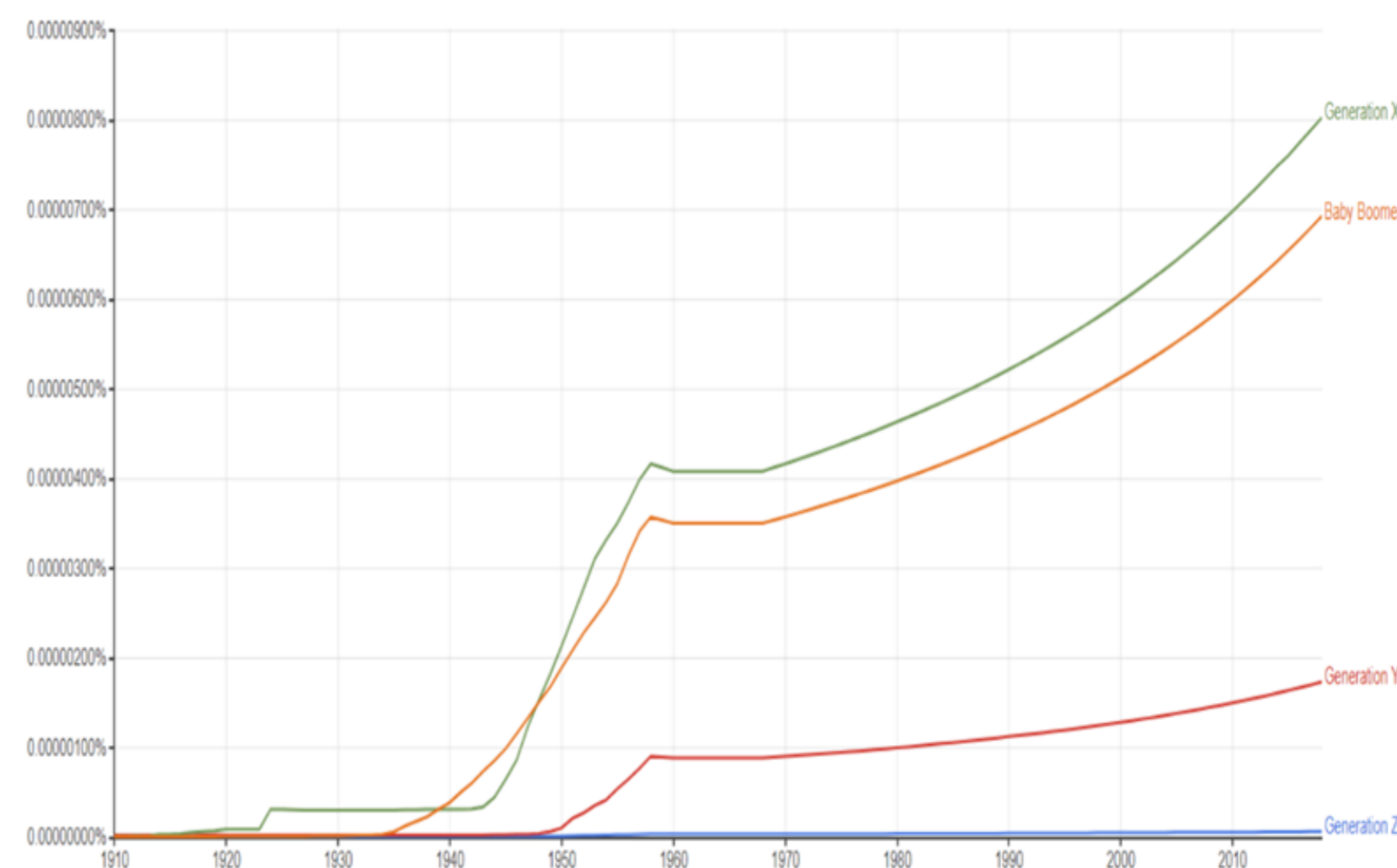
85% of employees are not engaged at work.
 Global disengagement equates to \$7 trillion in lost productivity.
 Managers have to ensure the engagement of four different generational groups.
 Younger generations are faced with disdain.
 Insignificant academic research on Generation Z may result in stigmatization.
 Intergenerational workplace conflict leads to turnover, lack of mentorship and disengagement.
 Managers are not supported by companies in integrating young employees.



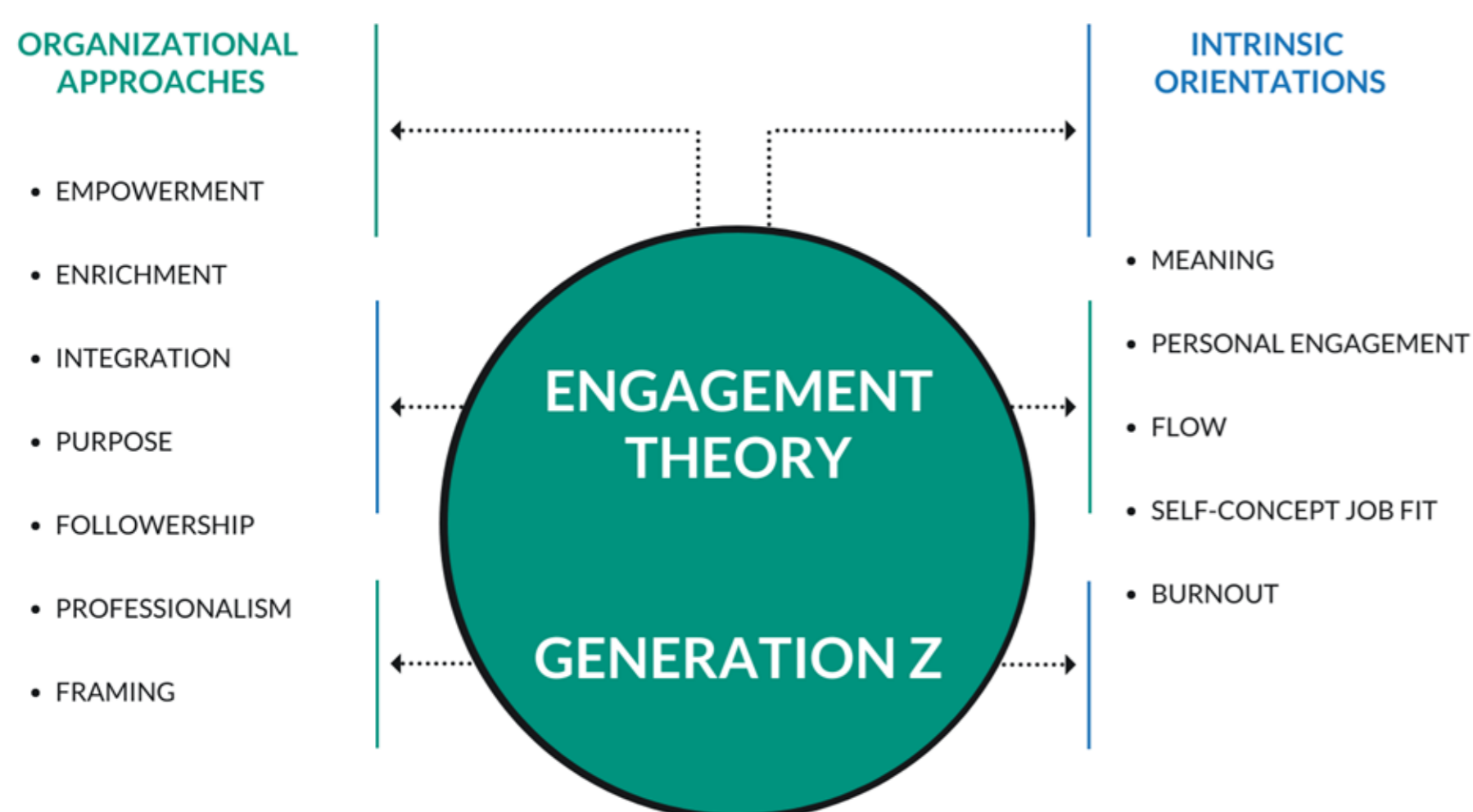
Generational Divisions of Global Workforce



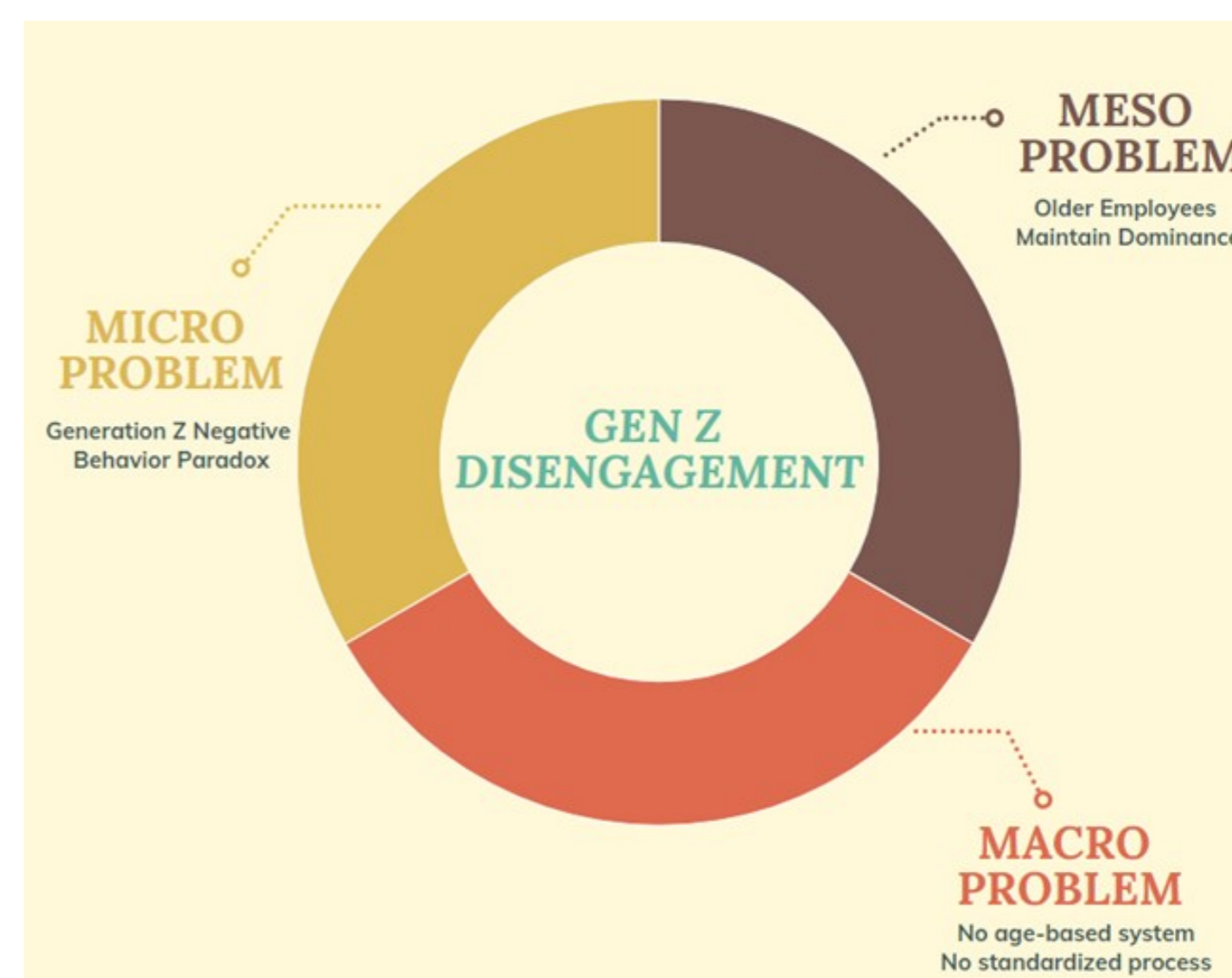
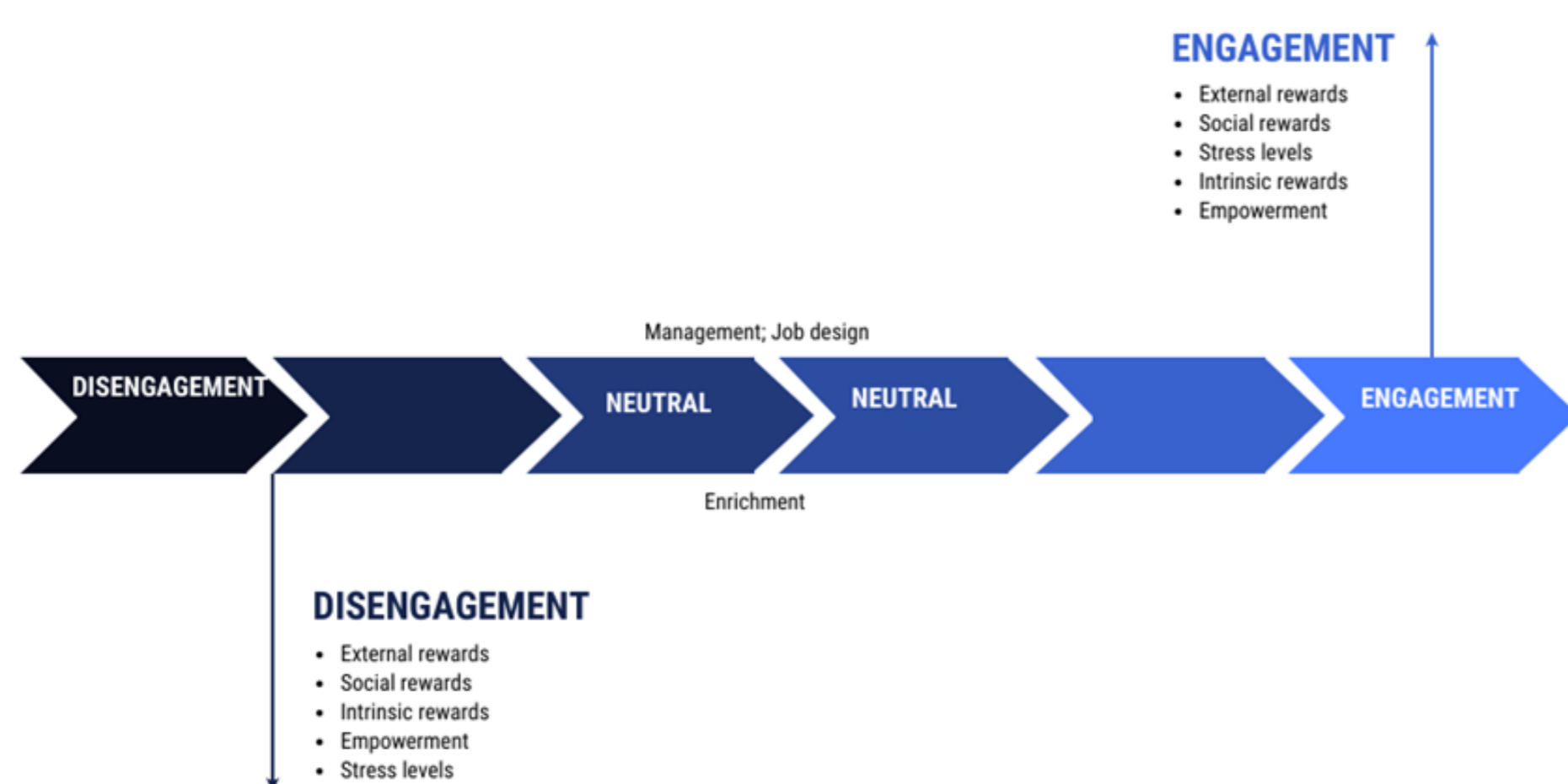
Divisions of Literature on Generational Groups



The aim of the presentation is to introduce five programs to be implemented by business schools based on the Human Needs of Managers in dynamic societies to best support companies to maintain competitiveness in the fast-changing workplace environment.



Category	Summary
Conditions for Engagement	Engagement occurs when one is empowered by the co-workers and manager, when one can feel their trust and support, when there is collegiality, transparency and a positive atmosphere; Also, receiving praise, financial rewards and status is empowering. The employee has to be competent in the domain but also like the work and to experience progress. One must receive clear tasks and instructions in a timely manner from an engaged manager but also to receive trainings and to develop. One has to be rested and the stress levels caused by multitasking to be minimal.
Conditions for Disengagement	Disengagement occurs when the workload or the schedule is unfairly distributed, or the manager takes advantage of employees or there is increased stress and pressure. Disengagement is also related to a negative atmosphere, misunderstandings, being marginalized and favoritism. It stems when there is a lack of choice and having little decision-making power. It is related to one's work being underappreciated, low wage, lack of progress or impact and general indifference. It may also happen when errors are committed, and the employee feels incompetent or when they dread going to work or being in a wrong workplace.



Human Needs of Managers include:

1. Managing multiple generations of employees;
2. Managing conflict through systems;
3. Recognizing and handling disengagement;
4. Responding to high turnover;
5. Expediently onboarding Millennials and Generation Z.

Thus, business schools are to offer short concentration programs to better prepare managers in dynamic societies for the post-pandemic workplace environment through programs such as:

1. Manage teams of multiple generations;
2. Develop organizational conflict management systems;
3. Reduce obsolete onboarding to rapid integration processes;
4. Identify the curve of disengagement and devise appropriate responses;
5. Redefine entry level jobs