



Empowering Line Managers to Understand and Engage Gen Z!



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I'm Shoshanna!



I've worked with....



I've featured in...



What we'll cover:



- Why we're talking about Line Managers and Gen Z
- Who Gen Z really are and how they're show up at work!
- Why managing a young person in 2024 & beyond is different
- Top tips for engaging Line Managers
- Things you NEED to cover; managing Apprentices vs Graduates, tips for spotting and dealing with mental health & generational differences
- M&S Case Study and Q&A

What was the impact of your first manager?



Knowing this impact...

**Who here invests in up-skilling
or training their line managers?**



Why am I talking about this?



82%

of bosses are 'accidental managers' with no formal training (CMI, 2023)

12

Gen Z employees revealed as the age group most likely to switch employers over the next 12 months. (ISE, 2023)

1/3

find it more difficult to motivate Gen Z employees compared to previous generations at the same age. (Grant Thornton, 2023)

50%

Intergenerationally inclusive work practices reduce employee self-reports of low productivity, especially for younger workers. (LSE & Protiviti, 2024)

There's a disconnect...



Some of the key challenges I'm seeing and hearing are...

Managers

There's a sense of entitlement/
walk before they can run!

They aren't work ready

Struggle with feedback

Feel they should be able to just get on with things

Grads/Apprentices

Desperate to progress and do well!

Feel like they're expected to know everything

Aren't 100% sure what's expected of them

Their manager doesn't have time for them

It's crucial that **both** line managers and graduates/apprentices are set up to **succeed**.

Happy and **empowered** managers =
Happy and **empowered** graduates and apprentices!

Who really are Gen Z?

- 👉 One of youngest, most ethnically-diverse generation in the UK
- 👉 "Digital Natives" grew up with technology, the internet, and social media BUT 5.8M predicted to be Digitally excluded by 2032
- 👉 Their identity has been shaped by the digital age, climate anxiety, a shifting financial landscape and COVID-19.

And as a result they're anxious..



7 in 10 have been diagnosed with a long-term mental health condition or short-term mental health condition (Ranstad)



6 in 10 have felt anxious about the environment in the past month (Deloitte)



Half say they live paycheck to paycheck (Deloitte)

Plus lasting impacts of the pandemic...

For SOME, this anxiety is showing up at work...



- Devastation at getting things wrong/messing up
- Lack of confidence to contribute to meetings or show up virtually
- Scared to ask questions and reach out to people they don't know

**Managing a young person
in 2024 is NOT the same!** !!



Top tips for engaging line managers!



- Make it empowering - messaging is everything!
- Don't assume they won't prioritise or won't have time
- Share feedback from graduates and apprentices
- Make it fun - peer learning, quizzes and activities!

In addition to the context I've already shared..

**Some things you should
make sure to cover are...**



But first what would you cover?





Managing an Apprentice vs Graduate

Graduate

Workplace experience: still need guidance to translate academic knowledge into practical applications & workplace etiquette.

Career expectations: fast progression, high salaries and opportunities to influence strategic directions.

Motivation and engagement: challenges, the chance to innovate, and the impact of their work.

Apprentice

Workplace experience: need initial guidance on professional norms, workplace culture, and expectations - they learn quickly!

Career expectations: growing and learning within a single company, valuing job security and progression opportunities.

Motivation and engagement: from acquiring skills, gaining qualifications and work experience.

Mental health - tips for spotting it



The warning signs...

- Lack of motivation
- Physical symptoms: headaches, sickness, tiredness
- Changes in performance and behaviour: mood and unusual sad or anxiousness

Tips for helping managers

- Regular check-ins & conversation starters for these
- Easy access list of resources the organisation offers for them to share/use
- Recommended support with workload - especially apprentices

Cultural and generational differences



Career expectations

Career goals and values

Communication styles

Learning and development

Feedback and recognition

P.S teach your grads and apprentices these things too!

Let's see it in action..



WHY DID WE DECIDE TO UPSKILL OUR MANAGERS?

The impact a Line Manager not set up for success can have on Early Careers colleagues!

We wanted to invest in our line managers as much as we do in our Early Careers colleagues.

EC Colleagues: not all having regular time with line managers or specific objectives set.

Line Managers: unsure how to give feedback to the new colleagues and surprised about how much support they need in the first 6 months.

WHAT WAS OUR APPROACH?

- In 2023 we launched a Growing Excellent Managers (GEM) for all line managers across the business, so the business bought into an extra element for the EC line managers.
- We decided to work with Shoshanna as a Gen Z specialist as it would be more powerful than us or L&D team delivering the key messages.

- Upskilled **60+** line managers across London and Liverpool over four half-day intensive sessions and two mop-up virtual sessions
- **Delivery:** collaborative discussions, quizzes and peer (manager to manager) learning!
- **Additional resources:** new starter checklists, videos and relevant articles.

LINE MANAGER UPSKILLING FEEDBACK

“Thought session was perfect for someone who hasn't line managed before, it was a good reminder for existing line managers or experienced ones about managing people who are entering the workplace for the first time”



“I enjoyed the whole session; I took a lot from the afternoon. It was thought provoking on how we have engaged with Grads and the program historically.”



“Informative, session was a good mix of resources, immersive content. The content was interesting and provided me with some skills to help with my graduate.”



“Really enjoyed their session and more confidence in the programme structure. ”

4/5
Rating

FEEDBACK FROM EC COLLEAGUES ON MANAGERS SUPPORT IN THEIR FIRST 6 MONTHS FOLLOWING THE UPSKILLING.....

70%

very satisfied with
their line
managers support.

30%

satisfied with their
line managers
support.

KEY LEARNINGS

- Feedback it felt like - them vs us: renamed to “how to manage & support young people”
- Appetite from managers to spread the training wider than just them!
- Peer to peer learning is powerful!
- In-person delivery worked best for sharing experiences and learning
- Experienced line managers didn't initially feel like they needed to attend but on reflection thought it was very valuable.
- Get early careers colleagues involved to share their experiences and the impact great managers have on them

Thank You!

Now booking to empower managers in time for summer 2024 starts

**Line Manager Development Training
To Understand Gen Z Better**

**Confidence & Skill
Building Workshops for Gen Z**

**Early Careers Team
Strategy Days**

**Employer Branding
Consulting & Execution**



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