

THE STATE OF
GEN Z[®]
2021-2022
REPORT 1 OF 3

GEN Z AS EMPLOYEES AND WORKFORCE TRENDSETTERS

*Understanding, Recruiting, Retaining,
and Developing Gen Z at Work*

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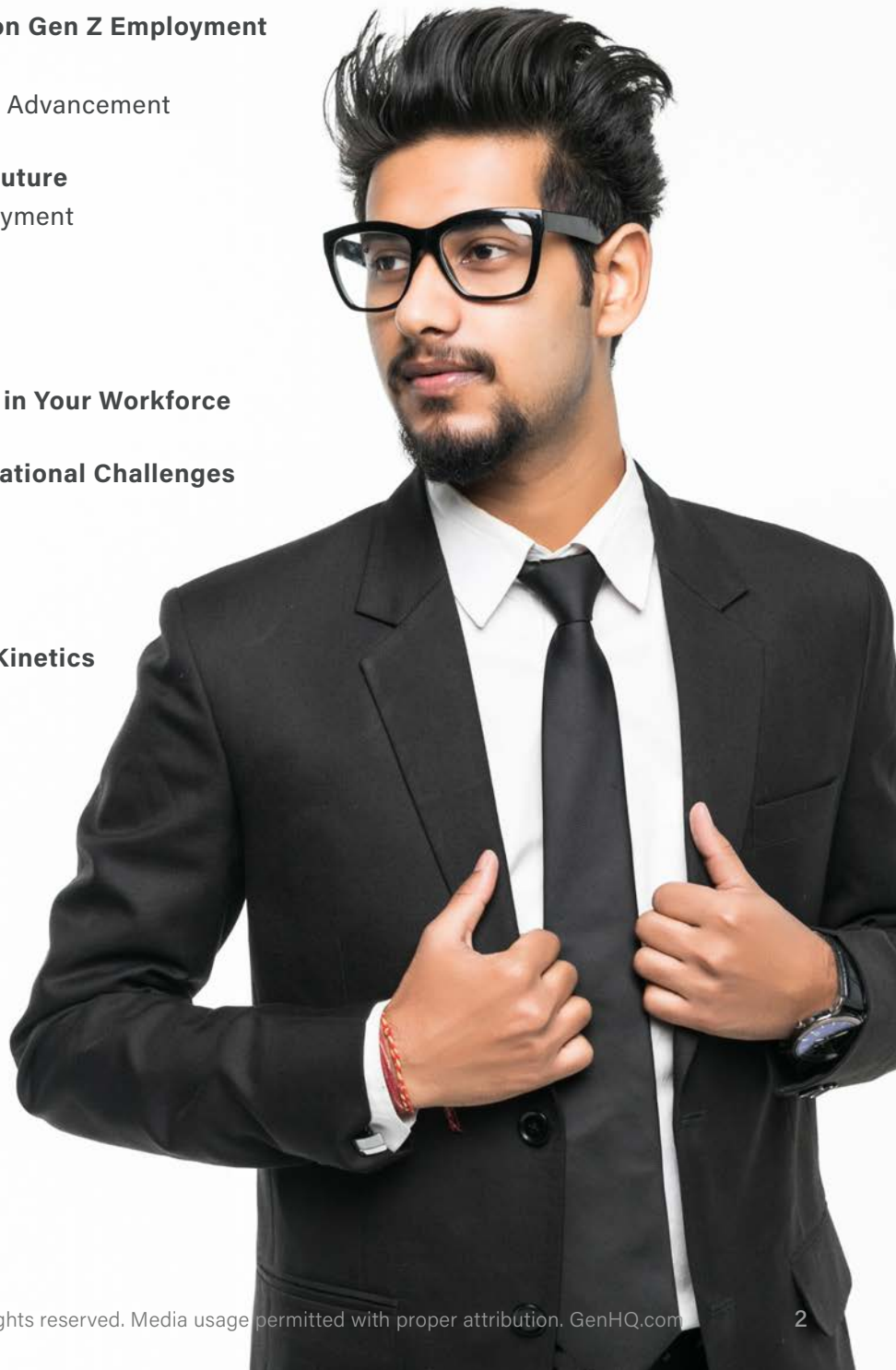
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A WORD FROM THE STUDY'S AUTHORS

The oldest members of Generation Z are now 25 years old. Even though the generation is still the age of traditional career starters and young professionals, they have already packed a ton of life experiences into their entry into the workforce. They've navigated a global pandemic that led to rapid, massive, painful initial job losses. Internships were canceled. Job offers revoked. Burgeoning careers upended.

In fact, as our earlier research studies ***broke the news nationally***, at the beginning of the pandemic, Gen Z was the number one generation to lose their job, have a reduction in pay, or a reduction in hours of work available per week. But this resilient, diverse, engaged generation persisted and navigated back into a world of hybrid work, the gig economy, or entirely remote work. In fact, there was even a significant increase in teenage summer employment during 2021.

As we write this report, Gen Z is now taking part in the Great Resignation, or as we refer to it at CGK: "The Great Realignment." By any name, the tremendous volume of people quitting jobs to pursue other jobs or priorities has been based upon a new awareness of what is possible for employment, rising pay rates, and the ability to seek better working conditions.

Combine all of this together with hybrid work, flexible schedules, an even greater emphasis on benefits, and the generation is in a key phase of changing and evolving their career pathway, approach, and trajectory. This has made it more important than ever that employers invest time and resources to understand Gen Z *now* so they can attract, retain, and develop the talent of this potential-laden generation.



In this year's State of Gen Z® annual research study, the team at CGK is thrilled to share brand-new insights, unexpected discoveries, and important trends that reveal an evolving understanding of Generation Z as employees and workforce trendsetters. We are incredibly passionate about Gen Z and believe this large, diverse, global, connected, and *increasingly employed generation* will bring so much change, challenge, opportunity, and energy to the workforce and the world. Leaders who invest the time to accurately understand this generation and take action to unlock their potential will be rewarded for decades to come.

The 2021–2022 State of Gen Z® as Employees and Workforce Trendsetters report is divided into four sections. Each of these sections focuses on one topic that we believe is important for leaders to know.

The four sections are:

1. Recruiting, Retaining, and Developing Gen Z Employees
2. Impact of Company-Supported Social Causes on Gen Z as Employees
3. Pandemic's Influence on Gen Z Employment
4. Gen Z's Perspective on Their Work Future

At CGK, we believe Gen Z is a key to the future. Accurately understanding them through statistically meaningful data provides the insight, perspective, and roadmap leaders need to make informed decisions to unlock the potential of this tremendously exciting generation of employees and workforce trendsetters.

Providing this national study to you at no cost—along with two other research reports in our 2021–2022 State of Gen Z® study series—is exciting and on mission for us at CGK. From a more personal perspective, we are excited about our deep dives into generational discoveries and insights because our team represents four generations at our research center!

Do you have a generational challenge you'd like to solve? Do you want to unlock the potential of different generations as employees and consumers? Reach out to us. We'd love to speak at a meeting or event for you or lead a custom research study that answers your exact customer, trend, or workforce questions. You can read about the services we offer on page 21 or reach out to us directly at Info@GenHQ.com. We look forward to speaking with you!

If you're with the media and would like to request an interview with our research team, please email us at Info@GenHQ.com. Our team is passionate about separating generational myth from truth through data. We have participated in over 200 television interviews.

Thank you for your interest in Gen Z at this critical time in their emergence as employees and workforce trendsetters. We are incredibly excited about unlocking the potential of this generation—and every generation.

To your success,
Denise Villa, PhD, CEO
Jason Dorsey, President
The Center for Generational Kinetics, LLC



Denise Villa, PhD, CEO and Co-founder



Jason Dorsey, President



Jared Boucher, Lead Researcher

RECRUITING, RETAINING, AND DEVELOPING GEN Z EMPLOYEES

GEN Z REVEALS THE FACTORS THAT MOST INFLUENCE THEIR JOB SELECTION

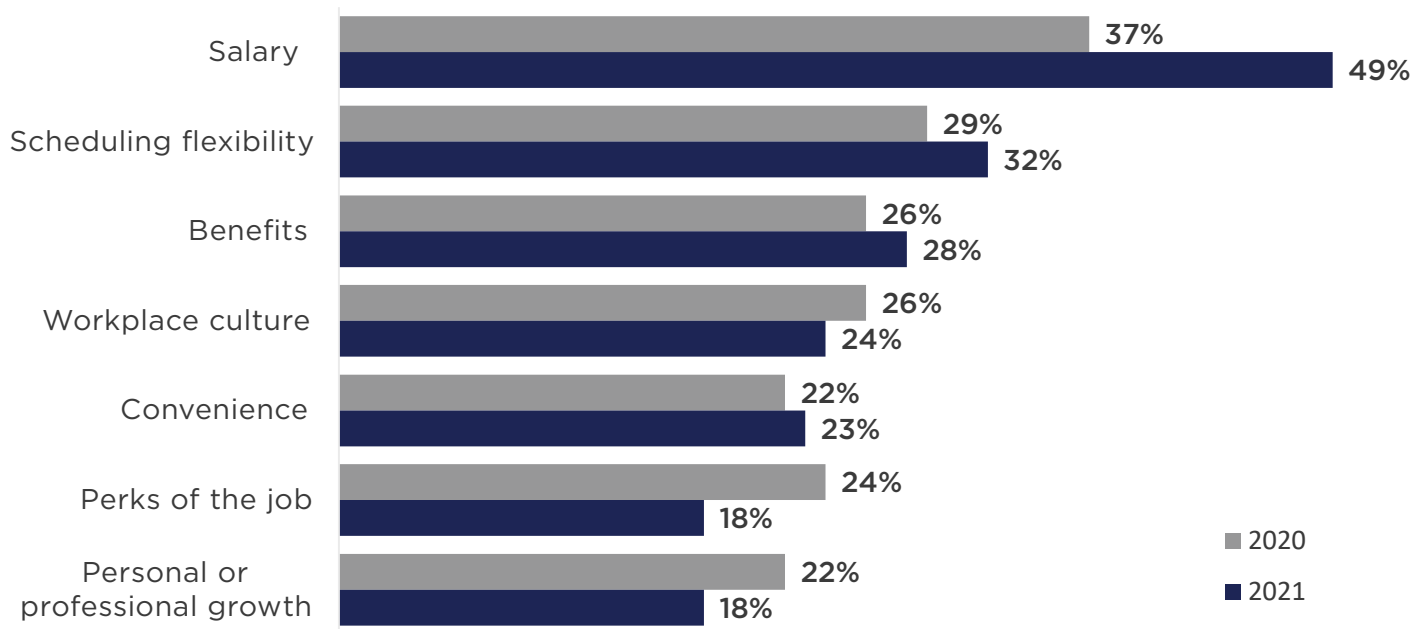
Whether it's looking for a potential job or career, evaluating salary ranges, or considering scheduling flexibility, these factors all became *significantly* more important to Gen Z in 2021 compared to 2020. On the other hand, job perks and personal or professional growth are now *significantly less* important to Gen Z in 2021 than 2020.

Uncovering this significant change is a big deal because it crystallizes the direct impact the events of last year, including the pandemic, had on reshaping Gen Z's priorities, especially when it comes to considering jobs. **Salary is way, way, way more important—it's front-of-mind—than it was before.** This will put ever-higher pressure on employers to raise wages because this generation has decided that this is the most important factor when it comes to selecting a job.



ATTRACTS GEN Z TO A POTENTIAL JOB OR EMPLOYER

(WORKING-AGE GEN Z ONLY, 16-25; N=1,021; RANKED #1/#2/#3; TOP 7 OF 14)

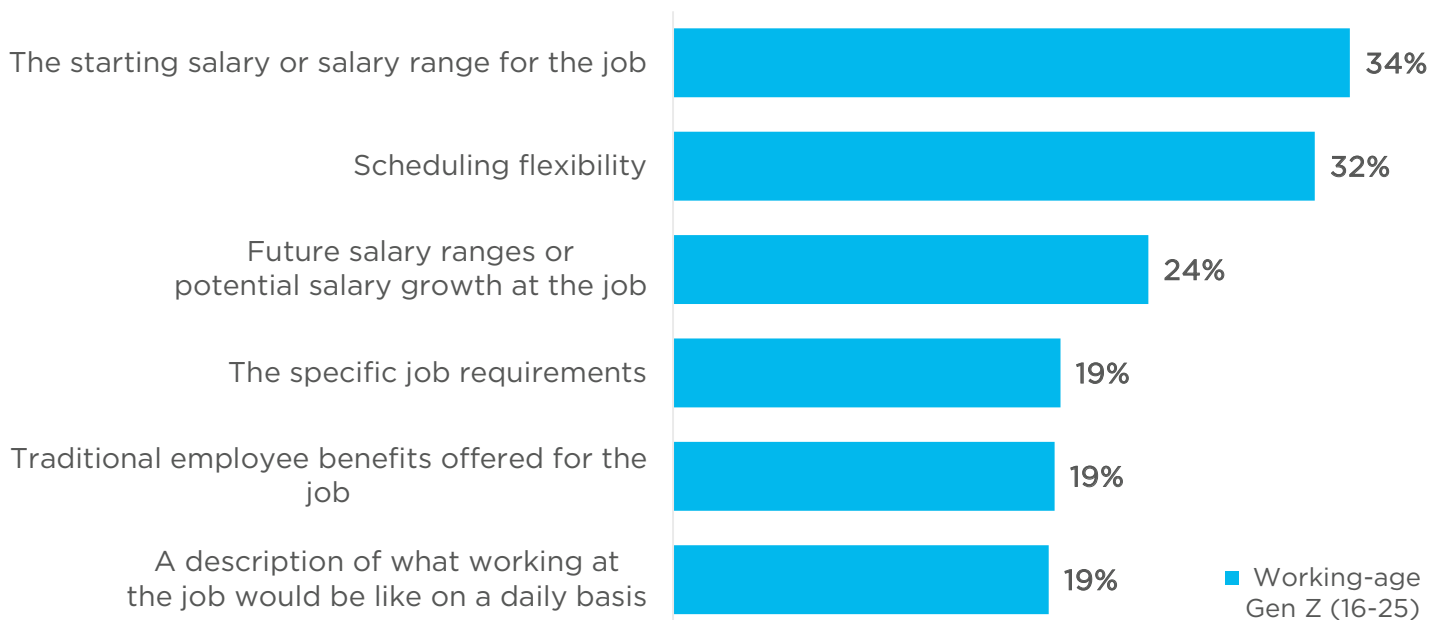


Job postings that list the starting **salary range** and allow **flexible scheduling** are most likely to motivate Gen Z to apply.

Flexible schedules are more important to Gen Z now compared to before the pandemic, as the generation increasingly juggles work, relationships, greater independence, and increasing responsibilities. Companies would be wise to play up any scheduling flexibility they can offer in job postings and interviews.

WHAT WILL MOST GET GEN Z TO APPLY WHEN READING A JOB POSTING?

(WORKING-AGE GEN Z ONLY, 16-25; N=1,021; RANKED #1/#2/#3; TOP 6 OF 18)

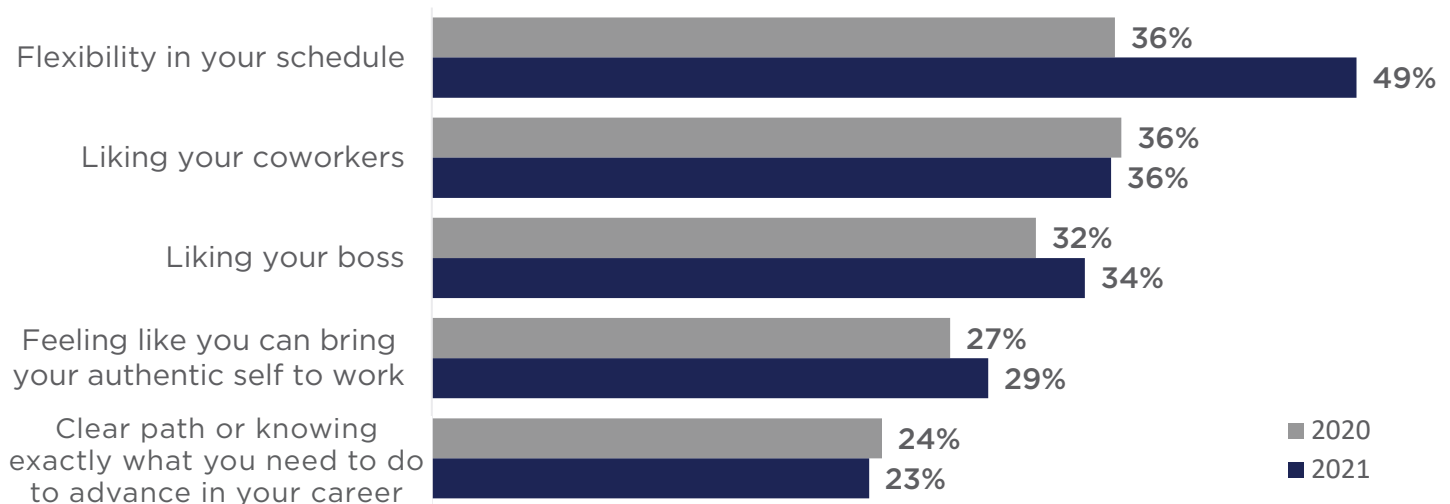


GEN Z SHARES THE FACTORS THAT MOST DRIVE THEIR EMPLOYEE RETENTION

This year's research study identified several factors that motivate Gen Z to continue working at a job after they've tried it for the first week. Note: each of these factors was more important in 2021 than they were in 2020.

- Having a flexible schedule
- Liking their boss
- Feeling like they can bring their authentic self to work

WHAT WOULD MOST CONVINCE GEN Z TO STAY WORKING AT A JOB AFTER THE FIRST WEEK? (WORKING-AGE GEN Z ONLY, 16-25; N=1,021; RANKED #1/#2/#3; TOP 5 OF 14)



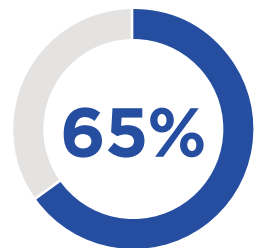
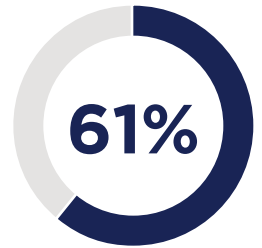
This reflects Gen Z's newfound ability to **work in hybrid situations or fully remote**, as well as in-person—and, to expect much more scheduling flexibility in each of these situations. This generation navigates a number of life stage responsibilities and balances various priorities such as pursuing their education, possibly working in the gig economy, helping their family, and balancing their social life as more of the country opens up. All of these and more make scheduling flexibility very important to them.

What most motivates Gen Z to do their best at work? The national study found that **feeling respected** and feeling like their **work is appreciated** are most likely to motivate Gen Z to **do their best at work**.



At CGK, we anticipate that respect and appreciation at work are likely to be two key pillars for Gen Z employee engagement in the future.

- How important is work environment to Gen Z? The national study found that **40% of Gen Z would quit a job that required them to go from working remotely to working in-person at a physical office or location 5 days per week**. This will be a very fascinating trend to watch in future studies. Will this period in time—during which so many members of Gen Z expect to work remotely or hybrid—become a core workplace expectation for the generation as they get older and advance in their careers? Or will they want more face-to-face, structured work hours in the future? We will be watching to see!
- 61% of Gen Z** would like their employer to provide the **option for daily payment of their wages**! That's right. Gen Z wants to have the option to receive the wages they've earned every day. Gen Z is the first generation to come of age in a time when millions of employees are offered the benefit of being able to receive their wages on the same day (or the day after) they were earned. Having **immediate or near immediate access to wages** is something that many in Gen Z will have *always* known as an option. At CGK, we've been studying this earned wage access trend since 2018. Employers who do not offer this option will likely be at a disadvantage in recruiting and retaining Gen Z as more companies roll out this payroll-style feature.
- Gen Z has demonstrated that remote work doesn't necessarily mean disconnected work. **65% of Gen Z** who worked remotely last year actually **felt more connected** to their coworkers, **62% reported being more productive**, **58% felt more open and honest** with their team, and **53% said they trusted their team more**. Given the early stage of Gen Z's work careers, this insight is particularly valuable as they appear to find many positives associated with remote work—positives that have traditionally been associated only with in-person teams and work. If Gen Z continues to see such positives from remote work, it may be increasingly difficult to convince them to switch to in-person work at some future point in their careers.



BOTTOM LINE:

Higher starting salary ranges, flexible scheduling, flexible work environments, and flexible pay, along with respect, recognition, connectivity, and trust affect Gen Z's job selections and decisions to stay with a company. Understanding these priorities helps leaders to know what to feature on job descriptions, how to create an engaging employment brand, and what to highlight during job interviews.

It's important to note that even though Gen Z are relatively young as adults (those between 19 to 25), they place a high priority on employee benefits. This aligns with our research from previous years which anticipated Gen Z would be a "throwback generation" when it comes to certain things, such as practicality with their money and seeking employee benefits.

IMPACT OF COMPANY-SUPPORTED SOCIAL CAUSES ON GEN Z AS EMPLOYEES

A company's position on social causes continues to be very important to Gen Z, especially **diversity, equity, and inclusion**. In fact, **diversity, equity, and inclusion is the social cause that would most motivate Gen Z to apply for a job at an employer**—or not apply—as the generation sees these social causes as fundamental to their decision-making process and employer selection. Other key social causes that would motivate Gen Z to apply for a job with an employer include stopping human trafficking and protecting the environment.

Our research studying Gen Z and their connection to social causes goes all the way back to 2016. This is when the generation showed early signs of a strong connection and desire for employers, brands, and leaders who actively supported social causes. While the social causes themselves have shifted in terms of priority for Gen Z, the generation's dedication and the amount of energy they invest in supporting social causes has increased—as well as the expectation that employers will take **tangible action** to support social causes.



SOCIAL CAUSE SUPPORTED BY A COMPANY THAT WOULD MOST MOTIVATE GEN Z TO APPLY THERE

(WORKING-AGE GEN Z ONLY, 16-25; N=1,021; RANKED #1/#2/#3; TOP 7 OF 14)



How different is Gen Z from their Millennial predecessors when it comes to a connection to social causes and potential employers? The research study uncovered that Gen Z is *significantly* more likely than Millennials to apply to a company that supports diversity, equity, and inclusion.

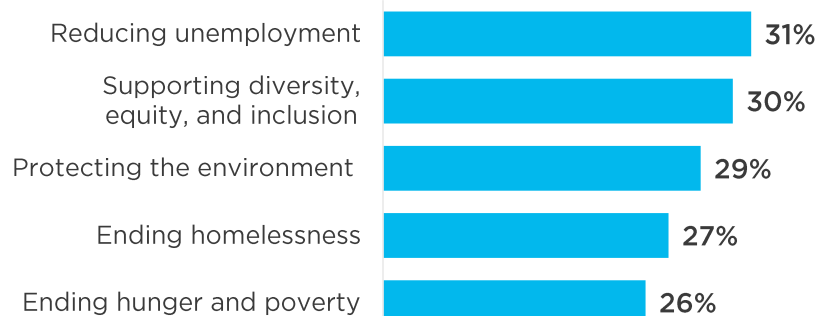
Gen Z is often recognized as the most diverse generation in the US, and it is clear, by studying their historical trends, that they have made diversity, equity, and inclusion a priority. In fact, it is the most important social cause that will drive them to apply for a job.

Going further into the research findings, Gen Z females are significantly more likely than Gen Z males to apply to a company that supports stopping human trafficking. In contrast, Gen Z males are *significantly* more likely than Gen Z females to apply to a company that supports reducing unemployment.

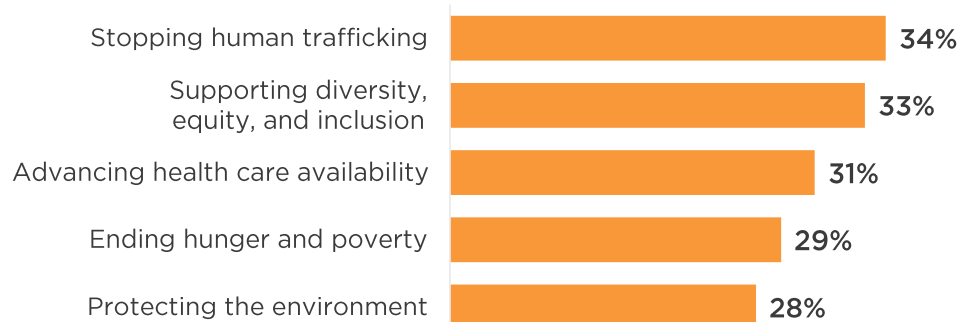
SOCIAL CAUSE SUPPORTED BY A COMPANY THAT WOULD MOST MOTIVATE GEN Z TO APPLY THERE

(WORKING-AGE GEN Z ONLY, 16-25; N=1,021; RANKED #1/#2/#3; TOP 5 OF 14)

GEN Z MALES (AGES 16-25)



GEN Z FEMALES (AGES 16-25)



BOTTOM LINE:

This year's national study shows the continued trend and strong support among Gen Z for specific social causes and the crucial impact of those causes on their employment decisions. In addition, the study revealed that while the priority of social causes may differ within the generation (such as by gender) and from year-to-year the *overall importance* of social causes to the generation remains very high. Employers, leaders, managers, and recruiters would be wise to recognize Gen Z's continued emphasis on supporting social causes through their work. As such, employers would be smart to select social causes to support through their organization as both a recruiting and retention strategy for Gen Z. This is particularly important as the generation's influence and *percentage of the working population* continues to grow each year.



THE COVID-19 PANDEMIC'S INFLUENCE ON GEN Z EMPLOYMENT

GEN Z'S EVOLVING CAREER EXPECTATIONS

This year's State of Gen Z® study found that **43% of Gen Z plan to change their career or industry because of what they learned or experienced during the pandemic.** That is more than four out of ten members of Gen Z saying they intend to change their career plans or industry of employment because of the pandemic!

At CGK, we've been talking about the impact of the pandemic on Generation Z since March 2020. We led numerous national research studies throughout the pandemic to understand its impact across generations. We believe the COVID-19 pandemic is the **generation-defining experience for Gen Z** and will impact them for the rest of their lives.

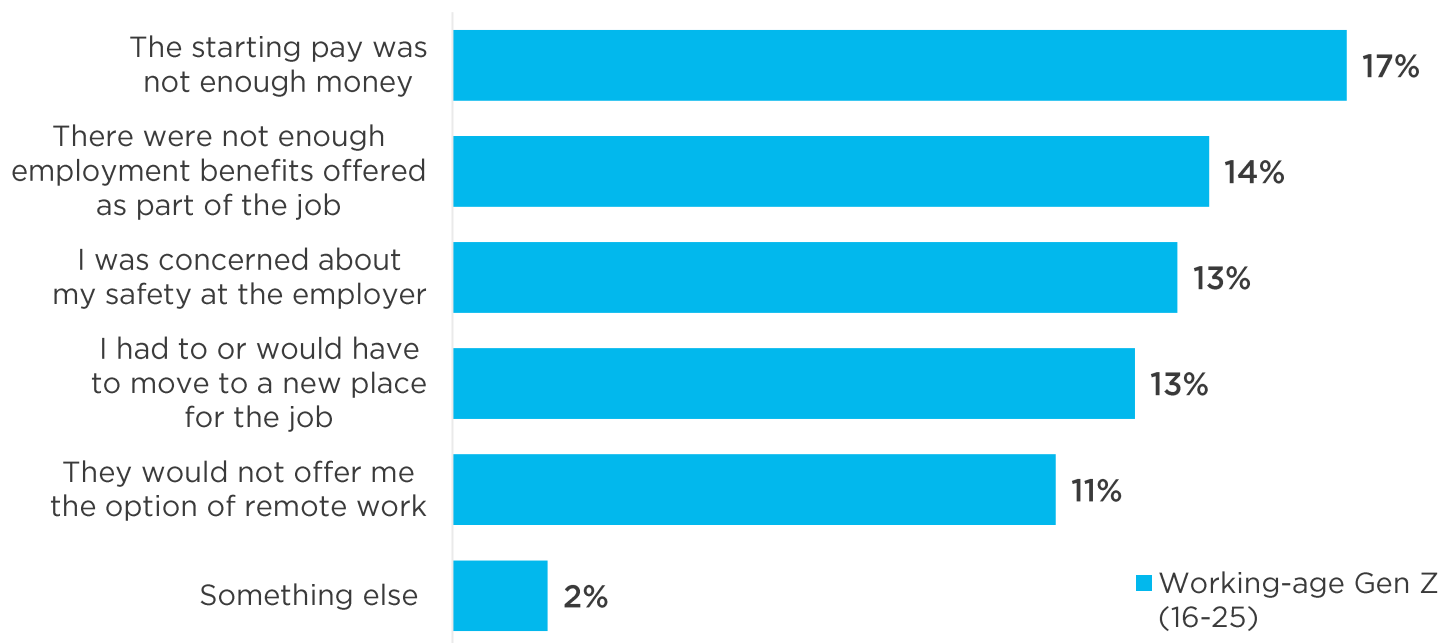
In the area of employment, there is significant government data that shows Gen Z leaving current jobs, starting new jobs, and reconsidering career paths and work styles. This includes both the larger narrative of the Great Resignation as well as the direct impact the COVID-19 pandemic has had on their employment plans and beliefs. The result of the pandemic will likely be highly visible over the next several years as Gen Z acts on these new pathways and employment priorities.



Another sign of the new Gen Z workforce reality: **42% of Gen Z started or continued working in a gig job** since the beginning of the pandemic. This is a very large number considering not only the specificity of the gig economy but also reflecting the new flexibility of gig jobs. The gig economy has shattered traditional barriers such as geography, skill levels, education levels, age, and more. This innovative economy was growing before the pandemic, but the **flexibility, often low barriers to entry, ability to get paid daily, geographic opportunity, etc., clearly made it much more attractive to Gen Z** during the pandemic. With more than 4 out of 10 members of Gen Z starting or working in a gig job since the start of the pandemic, it is likely to become a more sustainable career path for this generation and potentially for many more years than members of the generation originally anticipated.

Gen Z also appears to have both more job options and to have become more selective about accepting jobs during the pandemic. The study found that **almost half (46%) of working-age Gen Z turned down a job offer** during the pandemic. This is an amazing statistic, especially in light of the fact that the members of Gen Z included in this study question are all age 16 to 25 and this generation was the one that lost more jobs at the start of the pandemic! Although the reasons for not accepting the jobs varied, Gen Z revealed that their top reasons for not accepting a job offer were **low starting salary, insufficient benefits, and safety concerns**.

WHY GEN Z TURNED DOWN A JOB OFFER DURING THE PANDEMIC
(WORKING-AGE GEN Z ONLY, 16-25; N=1,021; ONLY INCLUDES THE 54% OF GEN Z WHO TURNED DOWN A JOB DURING THE PANDEMIC)

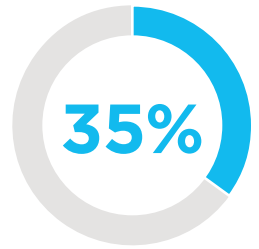


To offset both the number of employees who have left the job market since the pandemic began as well as the Great Resignation and increasing selectivity of the remaining workforce, employers have become much more aggressive at recruiting job candidates. Nonetheless, **employees in general—and Gen Z in particular—appear to have much more leverage than in years past**. It will be interesting to see how Gen Z exercises this newfound influence in their career expectations and future job selections.

GEN Z'S KEY CONSIDERATIONS FOR CAREER ADVANCEMENT

Although the long-term negative career impact of the pandemic remains to be seen, **35% of Gen Z believe the pandemic has already delayed the advancement of their career.**

Advancement is often defined in terms of promotions, raises, and new job responsibilities. Given the current difficulty employers are having with hiring, the next few years will be key for understanding Gen Z's mindset and approach to advancing their careers. Will Gen Z have the opportunity to make up for lost ground through faster advancement as the economy enters recovery? Will they seize on this opportunity for advancement if it comes with a higher salary and better benefits but less scheduling or work environment flexibility? We'll be closely watching this development.



One concern for Gen Z who worked remotely in the past year was that 57% felt like they might be overlooked for opportunities or job promotions. In addition, 56% said they need more frequent communication with their team to stay engaged. The combination of both concerns—real or perceived—about being overlooked for promotions and opportunities due to remote work as well as the need for more frequent communication to stay engaged presents an interesting situation that Gen Z remote workers and their employers will have to navigate.

BOTTOM LINE:

The impact of the pandemic on Gen Z and their work experience is extensive. Many in the generation have turned down job offers since the start of the pandemic, embraced the gig economy as a source of employment, and experienced the pandemic in such a way that it has impacted their career plans. One area of concern to watch closely in future studies is that remote Gen Z employees feel they might not get opportunities for advancement or recognition because they are working remotely. In addition, a majority of Gen Z who worked remotely felt they need more frequent communication with their team to stay engaged.

Combining all the above factors and the study reveals that Gen Z has been heavily impacted by the pandemic but the full extent will not be known for years. However, Gen Z is already taking action right now when it comes to considering jobs and careers that affect their employment trajectory.



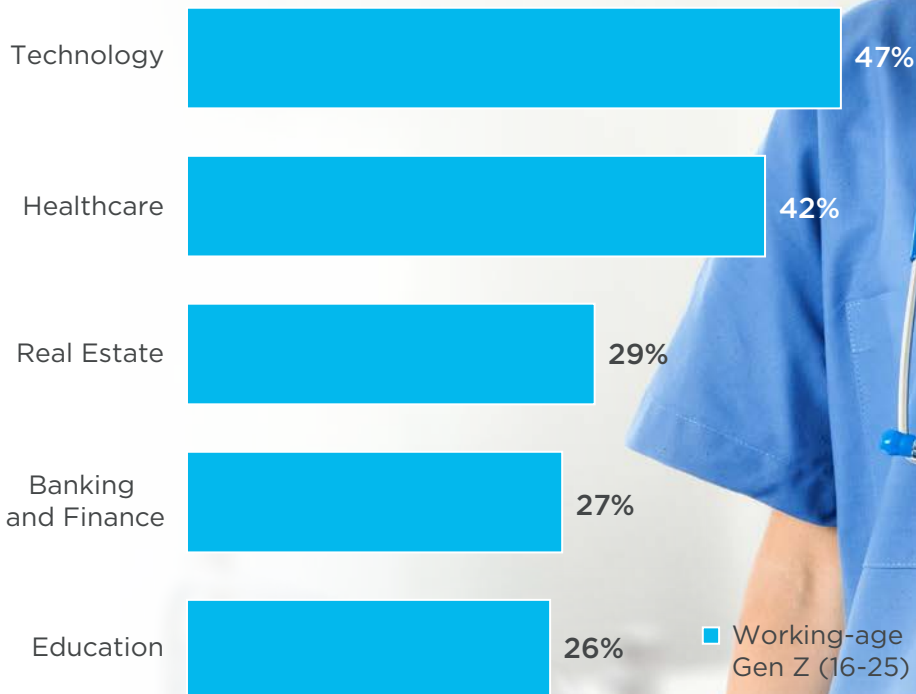
GEN Z'S PERSPECTIVE ON THEIR WORK FUTURE

GEN Z'S PREFERRED INDUSTRIES FOR EMPLOYMENT

Growing up seemingly always connected to technology and amidst the pandemic, it may not come as a surprise that Gen Z believes **technology** and **healthcare** will offer the best career opportunities over the next five years. Technology is practically in Gen Z's DNA. Most of them don't remember a time before smartphones or social media. This factor, combined with their dependency on technology, including many of them relying on a connected device during the pandemic to help with online learning, aligns with their expectation that technology will have great career opportunities over the next several years. Also potentially adding to the interest in technology as a career could be the higher wages the industry often pays as well as the potential to earn stock or equity as part of their compensation package.

INDUSTRIES THAT YOU THINK WILL HAVE THE BEST JOB AND CAREER OPPORTUNITIES IN THE NEXT FIVE YEARS

(WORKING-AGE GEN Z ONLY, 16-25; N=1,021; RANKED #1/#2/#3; TOP 5 OF 10)

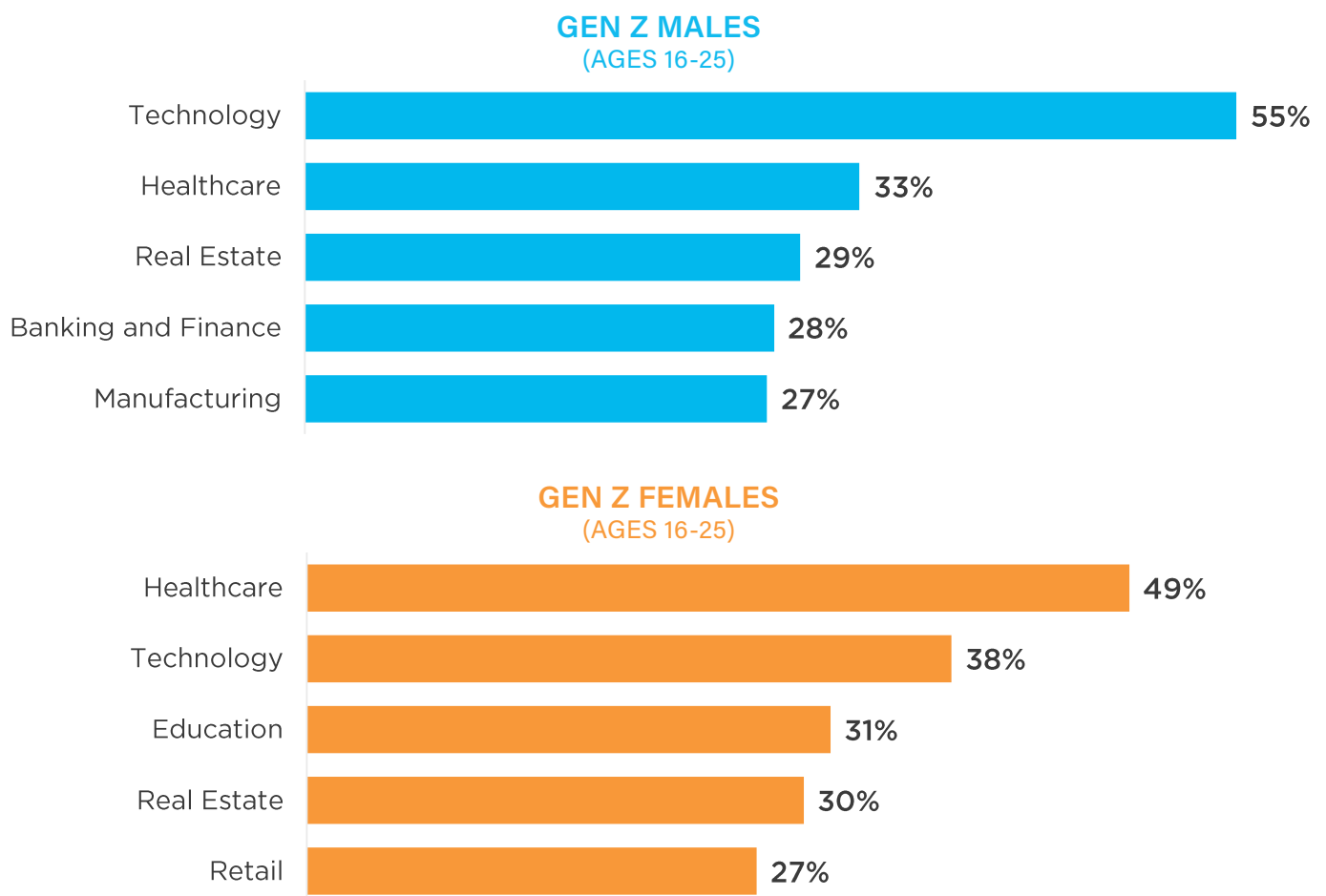


In addition to technology, healthcare as an industry and the importance of healthcare have been a key conversation topic during the pandemic and Gen Z believes that job prospects in this industry will continue to be very strong. It will be interesting to see where within healthcare Gen Z might pursue careers and whether that will translate into much-needed doctors, nurses, and other clinical and support roles across the US.

The study also revealed key gender differences regarding which industries offer the best employment prospects. **Gen Z males' belief in technology-related career opportunities being brighter** is *significantly* higher than Gen Z females. Alternatively, **Gen Z females** have *significantly* greater confidence that the **best career opportunities** over the next few years **will be in healthcare**.

INDUSTRIES THAT GEN Z THINKS WILL HAVE THE BEST JOB AND CAREER OPPORTUNITIES IN THE NEXT FIVE YEARS

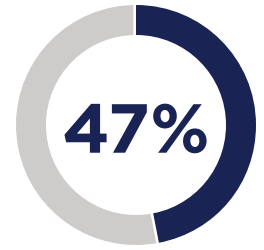
(WORKING-AGE GEN Z ONLY, 16-25; N=1,021; RANKED #1/#2/#3; TOP 5 OF 12)



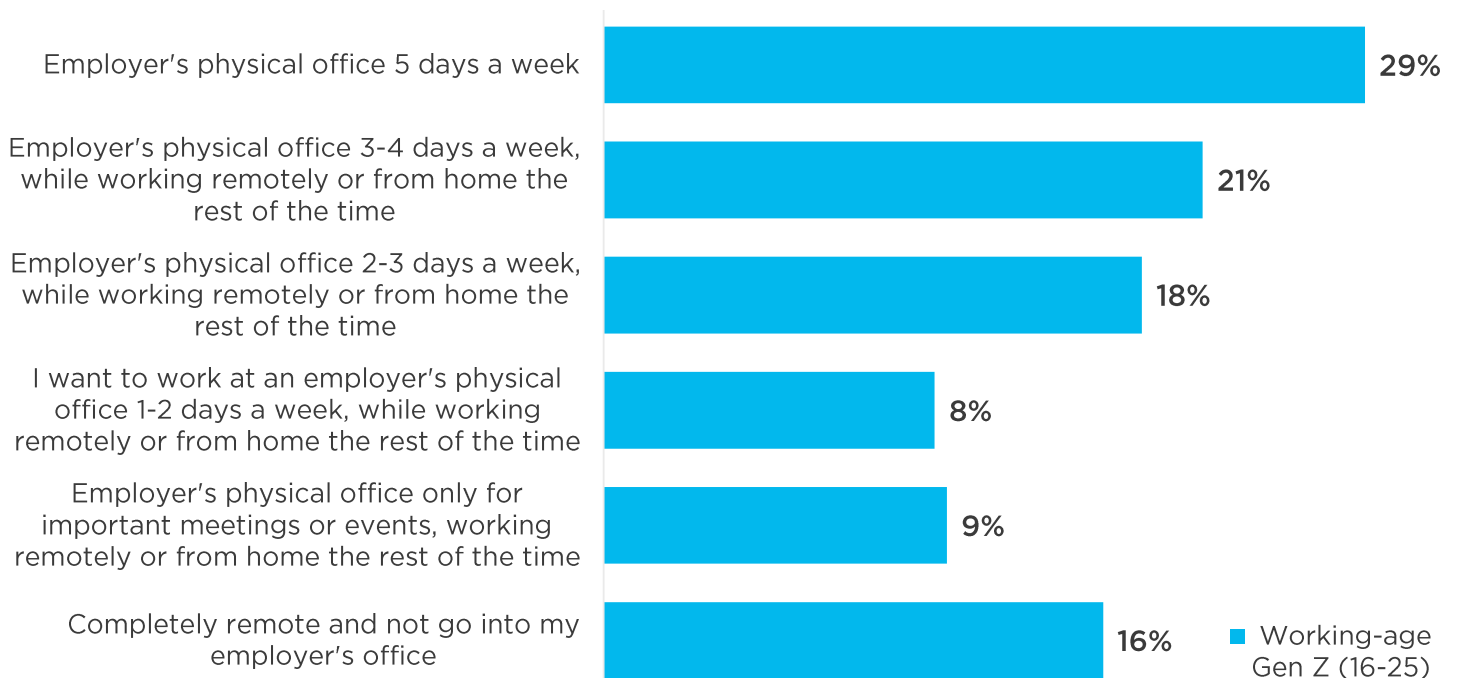
It will be interesting to track graduation rates and career progress in these industries as Gen Z moves further into their careers.

GEN Z'S PREFERRED WORK ENVIRONMENTS

Gen Z's comfort working in a hybrid or remote work environment has been revealed several times throughout this national study. Many in the generation believe they can do great work outside of a traditional, physical office environment. In fact, 25% of Gen Z would prefer to only show up at their employer for important events or work remotely all the time. A slightly higher number (29%) still prefer a traditional physical office all the time. The remaining **47%—almost half—prefer some combination of in-office and remote working from home arrangement**. Over the next 12 months, we'll be watching closely to see how the generation's expectations and preferences around hybrid, remote, and in-person work environments develop and if they become more consistent across the generation.



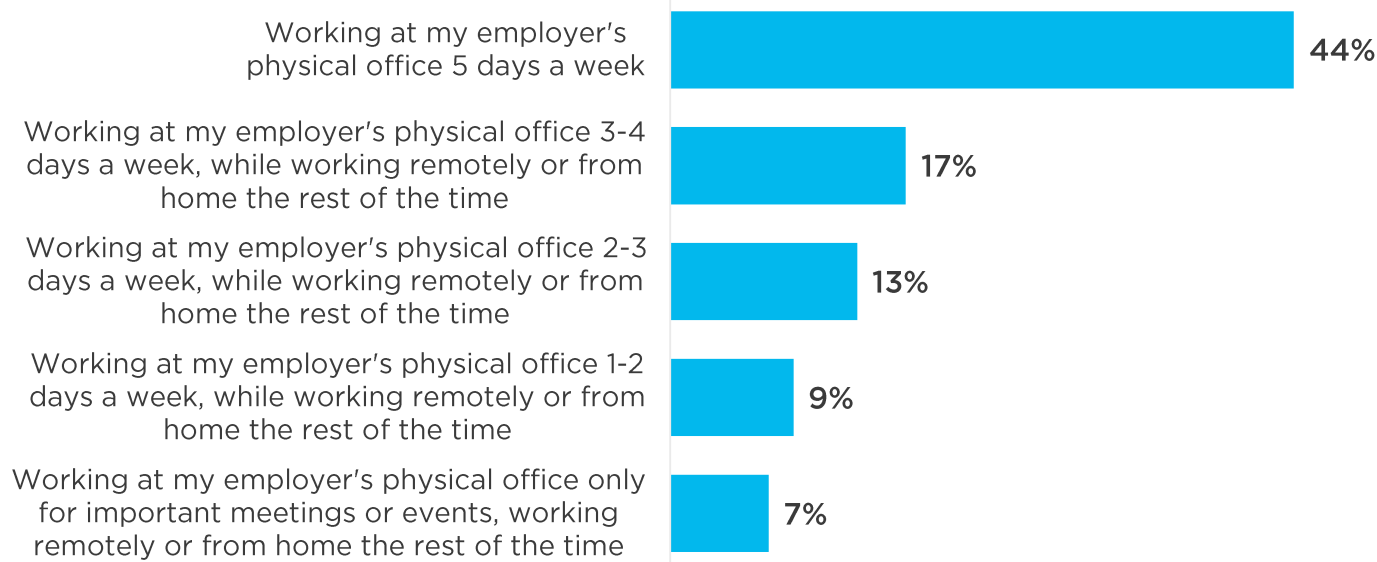
WORK ENVIRONMENT GEN Z MOST WANTS AS THEY LOOK AHEAD AT THEIR CAREER (WORKING-AGE GEN Z ONLY, 16-25; N=1,021; RANKED #1/#2/#3)



In a surprising twist, as much as the generation wants to work in remote or hybrid work environments, a large majority of the generation (61%) believes that the fastest way to get promoted is to work in a physical office 3-5 days per week. This perception is likely due to Gen Z also believing that if they're not working in person they may miss out on opportunities and promotions as well as not being seen as strongly for the value they bring because they are working remote or hybrid.

WORK SITUATION GEN Z THINKS WOULD GET YOU THE FASTEST JOB PROMOTION

(WORKING-AGE GEN Z ONLY, 16-25; N=1,021; RANKED #1/#2/#3)



BOTTOM LINE:

As companies and their leaders navigate their return-to-work strategies, particularly for those organizations that moved to a hybrid or remote workforce during the pandemic, it will be important to observe Gen Z's response to their initial return to work as well as their longer-term reaction to adjusting to the new work environment. Scheduling flexibility and options for combining on-site with work-from-home policies may become the hallmarks of successful employers within industries that can accommodate hybrid and remote options. One interesting challenge to explore further will be how Gen Z chooses future careers when it comes to industries and job roles with limited or no hybrid or remote work options, such as many types of manufacturing roles, hospitality jobs, healthcare positions, and more. We will be studying this for sure!

RESEARCH STUDY CONCLUSIONS

The 2021–2022 State of Gen Z® as Employees and Workforce Trendsetters reveals that Gen Z has been radically impacted by the pandemic. Many in this generation have significantly changed or are reevaluating their career and job expectations, beliefs, and plans.

Gen Z has declared what matters most to them in a job right now: salary range, scheduling flexibility, and employer benefits. They also continue to navigate remote and hybrid work environments, the gig economy, and are learning how to stay connected even though they may be physically distant. Gen Z clearly wants to feel respected and appreciated at work and they like the option of getting paid every day.

Social causes continue to be extremely important to this generation and they hold ever-increasing expectations that employers must actively support a social cause. Over 30% of Gen Z believe the pandemic has delayed their career while more than 40% of the generation have started or continued working in a gig job or are planning a job or career change due to the pandemic.

Looking ahead Gen Z not only expects—most of them prefer—some form of hybrid work. They believe technology and healthcare have brighter job prospects for them than other industries over the next five years. A significant majority of the generation also believe that the best path to getting promoted at a job is to work in a physical office 3-5 days per week.

The complexity of this diverse generation and all they've experienced show us that the generation is still developing their work identity and determining their career pathway. While the long-term impact of the pandemic on Gen Z remains to be seen, the near-term impact is clear, dramatic, and meaningful.

At CGK, through our ongoing research studies and direct work with clients around the world, we will continue to closely watch these emerging Gen Z workforce trends and developments as greater numbers of the generation become team members, managers, leaders, and workplace influencers. This is a very exciting time to be an employer of Gen Z—and to be a member of the generation during a time with more job openings than ever in U.S. history.

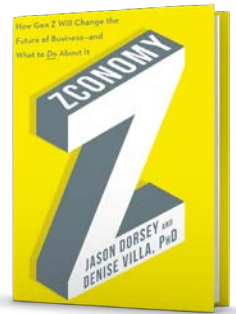
Do you have a meeting or event where you would like a member of CGK's team to share insights, stories, and specific strategies to unlock the potential of Gen Z employees in a multi-generational workforce? Please reach out. We'd love to speak for you or collaborate on custom research that solves your key challenges.

Separating myth from truth to drive measurable results is our passion. We're thrilled to be on this journey with you—and Gen Z. We look forward to hearing from you and for you to read our other State of Gen Z 2021-2022 research studies.



SIX ACTIONS TO TAKE TO ENGAGE GEN Z IN THE WORKFORCE

1. **Interview three Gen Z'ers not related to you** about the events they think most shaped their views on work, employers, and how they think about their career. Ask them how the events shaped their view of work, careers, and their future—and what they are doing differently because of those events.
2. **Create a “Generational Snapshot” of your workforce.** This is a pie chart representing the generations you employ currently across your organization. Revealing the percentage of Gen Z employees you currently have is always eye-opening. Now, envision how your Gen Z percentage of employees will grow over the next five years. Ask yourself and your team if your processes, recruiting, and technology are ready to unlock Gen Z's fast-growing potential. If Gen Z are not currently your employees, identify one or two ways you can recruit differently to attract them based on the insights revealed in this State of Gen Z® study.
3. **Invite a member of CGK's team to deliver a presentation** to you and your organization, in-person or virtually. Our custom keynote presentations to full-day programs are packed with insights and strategies designed specifically for you, your audience, and your most important goals. We have tremendous experience helping organizations of all sizes and industries best recruit, retain, and unlock the potential of Gen Z as employees in a multi-generational workforce. We'd love to work with you. CGK's speakers have received over 1,000 standing ovations. Reach out to us at Info@GenHQ.com
4. **Access our in-depth research discoveries** from more than 65 of our studies in CGK's bestselling book on Gen Z, *Zconomy: How Gen Z Will Change the Future of Business and What to Do About It*. *Zconomy* was a #1 new release on Amazon, has been translated into five languages, and was a Top 10 Business Book of the Year on Forbes.com. You can download two free chapters of *Zconomy* at JasonDorsey.com/Z
5. **Read our two additional State of Gen Z® reports** in this year's study series. These reports are free and have a trove of data specific to Gen Z's views on consumer and future trends. You're welcome to share these reports with your team and family. The more we elevate an understanding of Gen Z and different generations through research, the greater trust, respect, inclusion, and results we can deliver together.
6. Select a social cause for your organization to support that aligns with Gen Z and their interests and priorities. If you are unsure which cause to support, ask them for their input. They love to share. Finding the right cause to support will not only help you attract and keep Gen Z as employees, but also attract and keep Gen Z as customers and advocates—plus you get to have an even more positive impact on the world!



Thank you, again, for your interest in Gen Z. At The Center for Generational Kinetics, we are committed to studying Gen Z and every generation to separate myth from truth through data. **We believe every generation brings value and should be valued.** We are grateful for you and your desire to share in this understanding so you can take action.

Sincerely,

Denise Villa, PhD, CEO

Jason Dorsey, President

The Center for Generational Kinetics, LLC

GenHQ.com

FOUR WAYS WE HELP YOU SOLVE GENERATIONAL CHALLENGES AND UNLOCK GENERATIONAL POTENTIAL

KEYNOTE SPEAKING TO UNLOCK THE POTENTIAL OF EACH GENERATION

CGK's acclaimed keynote speakers have received more than 1,000 standing ovations from audiences around the world. Our speakers work closely with you to develop and deliver a highly customized keynote presentation or full-day program that provides inspiration, unexpected insights, and ready-to-use actions. CGK's clients include many of the biggest brands in the world, global leadership summits, corporate boards, non-profits, and institutional investors. [Reach out to us today](#) for a preview video, detailed speaking options, and to check the availability of our speakers.

ORIGINAL RESEARCH TO MAKE YOU A RESEARCH-BASED THOUGHT LEADER

Research-based thought leadership is critical for brands, executives, organizations, and entrepreneurs to solidify their leadership and authority. CGK's team has worked with organizations around the world to lead original, statistically accurate research that brands and individuals use to become thought leaders. Our custom research includes strategy, design, fielding, analysis, and tools ideal for solving the challenge of content marketing, earning media coverage, and increasing your influence through unexpected insights. [Contact our friendly research team](#) to set up a strategy call.

STRATEGIC ADVISOR TO DRIVE MEASURABLE OUTCOMES

Over 700 clients have counted on CGK's expertise to help them navigate generational change and behavioral trends transforming their business and industry. CGK's strategic advisory services provide exactly the ongoing insights, expertise, problem-solving, and unique perspectives that leaders can't find anywhere else. Working with CGK combines world-class generational and trends insights with deep strategic experience to provide exactly the answers, confidence, and innovation leaders need now. [Reach out to us today](#) to learn more about our unique advisory services and schedule an introductory call with our practice leader.

CUSTOM RESEARCH TO SOLVE HIGH-ROI CHALLENGES

The research team at CGK has led nearly 100 research studies for clients from the US to Australia, Europe, and Asia. Our specialty is uncovering hidden behavioral trends, drivers, and solutions to solve important challenges affecting businesses and industries. We've helped clients develop new products and services, go from last to first in employee retention, and solve marketing challenges that led to dramatic growth. [Reach out to us today](#) to learn more and schedule an introductory call with our research practice leader.

ABOUT THE NATIONAL STUDY'S AUTHORS



DENISE VILLA, PHD, CEO

Researcher | Entrepreneur | Author

Dr. Villa is the CEO and visionary behind The Center for Generational Kinetics (CGK). Her talent is leading original research that uncovers new insights and perspectives for addressing emerging and legacy challenges. She is the co-author of *Zconomy: How Gen Z Will Change the Future of Business and What to Do About It*.

Dr. Villa is also a serial entrepreneur. Companies she has co-founded have made the Inc 5000 list of fastest-growing companies three times. Prior to founding CGK, Dr. Villa was a middle school teacher, and an administrator at both middle and high school levels. She has also been an executive in both real estate development and biotech. She is passionate about volunteering, especially helping kids and entrepreneurs from under-represented backgrounds.

Learn more about Dr. Villa and her passion for bridging generations at GenHQ.com



JASON DORSEY, PRESIDENT

Researcher | Advisor | Speaker

Jason Dorsey delivers transformational insights that future-proof your business. Jason wrote his first bestselling book at age 18 and co-authored *Zconomy* with Dr. Villa. He has appeared as a generational and trends expert on more than 200 television shows, including 60 Minutes, The Today Show, CNN, CNBC, and was featured in a New York Times cover story.

An acclaimed keynote speaker, he's received over 1,000 standing ovations. Jason's clients range from Mercedes-Benz and the Four Seasons Hotels to Frito-Lay and global private equity firms. An avid supporter of entrepreneurs, Jason serves on corporate boards and is a venture partner at a venture capital firm. He is known for his generational discovery "Technology is only new if you remember it the way it was before," as well as uncovering that Millennials are not tech-savvy—but tech-dependent. Adweek called Jason a "research guru."

Learn more about Jason Dorsey and watch him deliver a keynote speech at JasonDorsey.com

ABOUT THE CENTER FOR GENERATIONAL KINETICS



Research | Advisory | Speaking

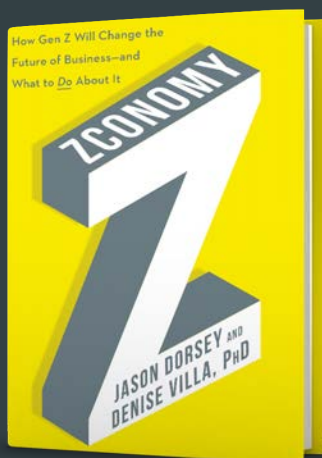
The Center for Generational Kinetics, LLC (CGK) is the leading research, advisory, and speaking firm focused on generations, emerging trends, and behavioral insights. CGK's team leads original research around the world to solve consumer and workforce challenges as well as leading primary research for clients to make them research-based thought leaders. CGK has worked with over 700 clients around the world, from the biggest global brands to governments and private equity funds.

Each year, CGK releases its State of Gen Z® research report series to advance research-based conversations about Gen Z. CGK's team, including Dr. Denise Villa and Jason Dorsey, has been featured on media outlets around the world. The firm's latest book is *Zconomy: How Gen Z Will Change the Future of Business and What to Do About It*.

Learn more about CGK's custom speaking and research at GenHQ.com.



Denise Villa, PhD, CEO and Jason Dorsey, President, co-founders of The Center For Generational Kinetics



ZCONOMY:

How Gen Z Will Change the Future of Business
—and What to Do About It

The most complete guide to Gen Z. Zconomy reveals exactly what leaders and marketers can do to unlock the potential of this important generation. The book was a #1 New Release on Amazon and ideal for employers, marketers, influencers, and parents!

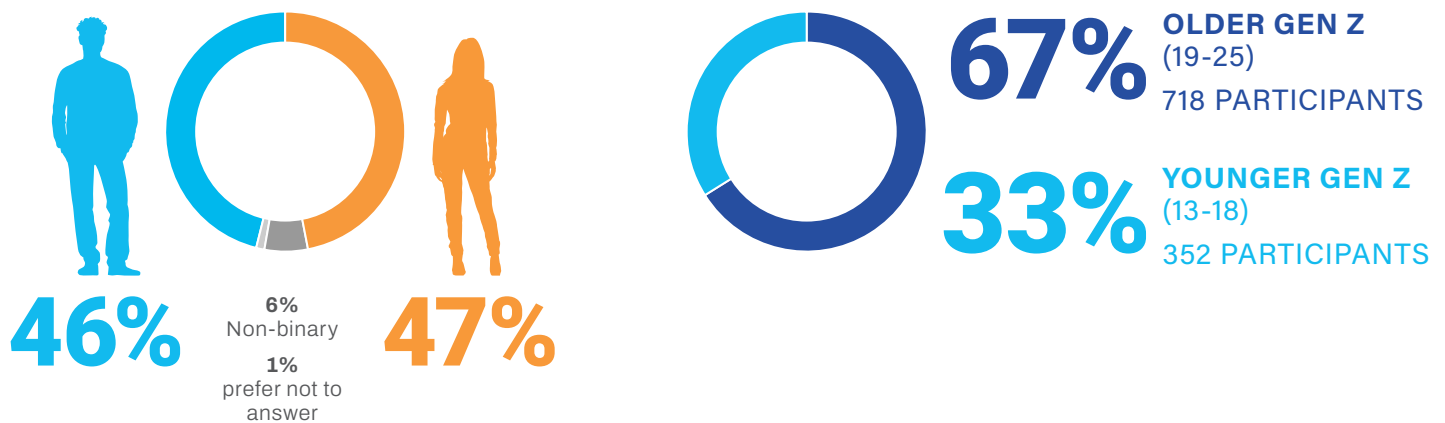
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NATIONAL STUDY METHODOLOGY

The Center for Generational Kinetics, LLC led this original, nationwide research. The national study included a custom 27-question Gen Z and Millennial survey. The quantitative study was administered to 2,088 US respondents ages 13–35, including 1,070 Gen Z (ages 13–25) and 1,018 Millennials (ages 26–35). The sample was weighted to the 2020 US Census data for age, gender, ethnicity, and region.

The survey was conducted online from October 1, 2021, to October 21, 2021. It has a margin of error of +/-3.1 percentage points.

COMPLETED BY **1,070** GEN Z PARTICIPANTS



CONTACT US TODAY

Reach out to see how we
can help. We look forward
to hearing from you!

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