

**Universidad Del Rosario**



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**How can companies embody inspiring leadership to encourage Generation Z to envision themselves in positions of responsibility in the field of data?**

**Graduating Project**

**Jesus Felipe Pedraza Zuluaga**

**Rennes**

**2024**

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**Administración en Negocios Internacionales**

**Rennes**

**2024**

**Oath of personal work**

I declare under the gravity of the oath, that I have written the title document “**How can companies embody inspiring leadership to encourage Generation Z to envision themselves in positions of responsibility in the field of data?**”, in the grade option of Administracion de negocios internacionales and that therefore, its content is original. I declare that I have clearly and precisely indicated all direct and indirect sources of information and that this work has not been delivered to any other institution for purposes of rating or publication.

Date: 30/08/2024

Signature: Jesus Felipe Pedraza Zuluaga

**Declaration of originality and autonomy**

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Signature: Jesus Felipe Pedraza Zuluaga

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## **Glosario**

**Liderazgo en Datos** – Capacidad de utilizar datos y análisis para la toma de decisiones estratégicas dentro de una organización.

**Generación Z** – Cohorte de personas nacidas entre mediados de los 90 y principios de los 2010, caracterizadas por su fluidez digital y nuevas expectativas laborales.

**Expectativas en el Lugar de Trabajo** – Conjunto de condiciones y valores que los empleados esperan de su entorno laboral, como flexibilidad, bienestar y oportunidades de crecimiento.

**Fluidez Tecnológica** – Habilidad para aprender, adaptarse y utilizar herramientas tecnológicas con facilidad en el ámbito laboral.

**Prácticas de Gestión** – Métodos y estrategias utilizadas por los líderes y gerentes para coordinar y dirigir equipos de trabajo de manera eficiente.

**Brecha de Habilidades Digitales** – Diferencia entre las competencias tecnológicas requeridas en el mercado laboral y las habilidades reales de los empleados.

**Equilibrio entre Vida y Trabajo** – Capacidad de mantener un balance saludable entre responsabilidades laborales y vida personal.

**Flexibilidad** – Adaptabilidad en los horarios, modalidades de trabajo (remoto o presencial) y enfoques laborales para satisfacer las necesidades de los empleados y la empresa.

**Inclusión** – Estrategia para garantizar que todos los empleados, independientemente de su origen, género o capacidades, tengan igualdad de oportunidades en el entorno laboral.

## Resumen

Este Proyecto de grado Analiza el liderazgo basado en datos y su impacto en las organizaciones, enfocándose en la Generación Z. En un mundo tecnológico en constante cambio, comprender cómo las generaciones interactúan con los datos y el liderazgo es esencial. Esta investigación examina cómo las prácticas de gestión y los programas educativos pueden adaptarse a las necesidades de esta generación, caracterizada por su fluidez tecnológica y expectativas laborales únicas.

Mediante encuestas a profesionales de diversas industrias, el estudio identifica brechas entre los conceptos teóricos de liderazgo y su aplicación práctica. También explora los desafíos que enfrentan los jóvenes profesionales para equilibrar las demandas laborales y personales mientras se integran en estructuras organizativas tradicionales. Un hallazgo clave resalta la disparidad entre las habilidades digitales esperadas de la Generación Z y sus competencias reales en el lugar de trabajo, evidenciando la necesidad de programas de formación específicos.

La Generación Z valora la flexibilidad, la inclusividad y la transparencia, pero las jerarquías tradicionales dificultan su integración. Este proyecto propone mentorías intergeneracionales y formación personalizada para fortalecer habilidades y fomentar la colaboración. Además, políticas de trabajo flexible y bienestar ayudan a satisfacer sus prioridades de equilibrio entre la vida laboral y personal.

El estudio subraya la importancia de alinear las estrategias corporativas con los valores de la Generación Z, promoviendo entornos inclusivos que impulsen el compromiso, la innovación y el éxito organizacional en la era digital.

**Palabras clave**

Liderazgo en Datos

Generación Z

Expectativas en el Lugar de Trabajo

Fluidez Tecnológica

Prácticas de Gestión

Brecha de Habilidades Digitales

Equilibrio entre Vida y Trabajo

Flexibilidad

Inclusión

Transparencia

Programas de Mentoría

Transferencia de Conocimiento

Iniciativas de Capacitación

Equipos Multigeneracionales

Compromiso del Empleado

RSC (Responsabilidad Social Corporativa)

## **Abstract**

This graduation project explores the evolving realm of data leadership and its impact on organizational operations, focusing on Generation Z. As technology advances, understanding how different generations engage with leadership and data becomes vital. This research examines how current management practices and educational programs can be adapted to meet the needs of Generation Z employees, known for their technological fluency and unique workplace expectations.

The study leverages surveys from professionals across industries to analyze perceptions and practices regarding data leadership. It identifies gaps between theoretical management concepts and real-world applications, uncovering challenges faced by young professionals in balancing work-life demands while integrating into organizational structures. A key finding highlights the disparity between the digital skills expected of Generation Z and their practical workplace abilities, underscoring the need for targeted training to bridge this gap.

Flexibility, inclusivity, and transparency in leadership are highly valued by Generation Z, yet traditional hierarchies often hinder their integration. Mentorship programs across generations and tailored training initiatives are proposed to facilitate knowledge transfer, develop job-specific skills, and foster interpersonal collaboration. Regular team-building sessions can further enhance multigenerational cohesion, while flexible work policies and wellness initiatives align with Generation Z's work-life balance priorities.

This project emphasizes the importance of aligning corporate strategies with Generation Z's values, such as authenticity and social responsibility, to retain and engage young talent.

**Keywords**

Data Leadership

Generation Z

Workplace Expectations

Technology Fluency

Management Practices

Digital Skills Gap

Work-Life Balance

Flexibility

Inclusivity

Transparency

Mentorship Programs

Knowledge Transfer

Training Initiatives

Multigenerational Teams

Employee Engagement

CSR (Corporate Social Responsibility)

## 1. Introduction

In the changing world of work today the dynamic between various age groups is more noticeable than ever before. The entry of Generation Z into the job market brings both challenges and chances for employers and employees alike. Born between 1990 and 2010 Generation Z. Known as natives. Offers new insights into traditional work settings. Their natural ease with technology and digital tools makes them key players in today's workforce. Their inclination towards their profession and personal preferences also requires a reevaluation of leadership and management approaches, in sectors.

The rise in communication and marketing positions over the few years has led to a sharp increase in the need for skilled professionals with distinct and detailed expertise due to the unprecedented growth in data usage. This change is not about quantity but also about changing requirements and outlooks. Generation Z has an affinity for digital platforms and is well equipped to meet these demands efficiently. Their proficiency in adopting and utilizing technologies is advantageous in an era where data and digital communication play a crucial role in achieving business objectives.

Despite these benefits Generation Z encounters obstacles when it comes to job security. Studies from Groupe Partner and research conducted by Vlerick Business School highlight a pattern; around 60 % of young professionals do not foresee prolonged career advancement at their initial workplace and are inclined to switch jobs three times in a span of five years. Termed as " Job Hopping " this trend signifies a departure from career paths indicating a change in the perception of career growth and job contentment among young professionals.

This emerging pattern presents an obstacle for businesses aiming to engage and keep young employees interested in data focused positions specifically targeted at Generation Z individuals. Numerous companies face challenges in providing career advancement and job security that appeal to Generation Z workers preferences. Furthermore, a frequent issue is the absence of defined success frameworks for young data professionals. Unlike web development and marketing sectors that have pathways for progression data related roles often lack clearly outlined career routes and chances for development.

These challenges are made complex by the changing views of work conditions due to Generation Zs emphasis placed upon flexibility such as remote work possibilities and social benefits and a desire, for variable hours and increased independence which often clash with traditional business norms that prioritize a structured approach and outcome based measurements leading companies to need to adjust their workplace settings and leadership methods to align with these evolving expectations.

When it comes to these changes in the environment today our goal is to delve into the idea of "modern leadership principles" that strike a chord with Generation Z individuals. We're looking at how leadership can transform to engage and keep professionals interested in roles that focus on data. The need for flexibility and a strong focus on being at work, from this generation challenges traditional leadership approaches requiring us to reconsider how we approach and view leadership.

As students who focus their studies in the Data Marketing field are well aware of these challenges and experience their effects firsthand; we understand the importance of a leadership approach that reflects our beliefs and goals accurately. The existing top-down organizational systems and conventional ways of delegating tasks can at times impede our sense of authority and effectiveness in the context of managing data and taking charge as leaders. Our investigation aims

to shed light upon these changing standards and suggest methods for businesses to adjust their strategies in alignment with Generation Zs requirements.

By delving into how businesses are adjusting to these changes we seek to provide valuable insights and suggestions for enhancing cooperation between companies and young professionals in the field of data analysis. Our aim is to present a grasp of the alterations required in management and organizational approaches to establish work atmospheres that appeal to and nurture the talent of Generation Z effectively.

Through considering these elements and pondering their implications deeply we aim to provide valuable insights that can assist in gaining a more detailed comprehension of how to effectively maneuver through the ever-changing realms of employment and leadership roles. Our study aims to offer clarity on the routes that organizations can take to improve their interactions with emerging talents and create work settings that are both efficient and satisfying in equal measure.

## 2. Literature review

The rise of Generation Z in the job market triggers changes in how workplaces operate. A shift that various sources have extensively discussed in their writings. Hailing from the mid, to late 1990 to 2010 era and possessing distinct values and capabilities, this group is reshaping the world of work with their fresh perspectives and talents. The core of Generation Zs values centers around the importance of maintaining a work life balance. as noted by France Travail (2023). This focus on wellbeing over the old-fashioned work centric lifestyle is in line with the research by Ozkan and Solmaz on Generation Zs preference for workplace flexibility and their challenge to traditional gender norms. These observations indicate a change in how work and life are viewed leading to a rethinking of organizational setups and regulations.

Several research studies highlight the significance of Generation Zs upbringing as a defining trait today. Jason Dorseys "Zconomy" emphasizes the importance of harness ng Gen Zs tech savviness in business operations. In addition to that Witt and Bairds "The Gen Z Frequency" delves into their reliance on social media platforms. This adeptness with technology not only influences Generation Zs expectations of technological tools in the workplace but also impacts their communication styles and learning preferences as emphasized by Scheeler et al.' s research, on grooming leaders.

The impact of these characteristics across generations reaches into how leaders lead, and companies are set up in a business setting according to Forbes (2023). Gen Z tends towards methods of working that promote simplicity and teamwork – a trend synchronized with the multi-generational management approaches discussed in Zemkes "Generations at Work." This move, towards inclusive workplaces reflects Simon Sineks views on leadership driven by purpose and genuine communication that strongly resonates with the values held by Gen Z individuals.

Looking forward to the future of work as outlined in Deloitte's report "Embracing Generation Z". Pricewaterhousecoopers study on managing a diverse workforce across generations envisions a workplace where the seamless integration of digital proficiency and innovative thinking is key. This perspective closely resonates with an article from Zurich Magazine, in 2023 that emphasizes how Generation Z's adeptness with technology influences their career expectations by prioritizing work setups and alignment with social and environmental causes. As businesses navigate through this era of change and evolution in the workforce landscape literature consistently emphasizes the importance of taking an approach. To achieve success, in today's world entails reshaping the concept of work life balance and integrating approaches while nurturing teamwork and cultivating organizational cultures focused on purpose—all while recognizing and accommodating the distinctive viewpoints of Generation Z.

By incorporating these understandings into their strategies and approaches businesses can establish environments that do not draw in and maintain Generation Z employees but also make use of their abilities to foster creativity and advancement in a constantly evolving worldwide market.

In essence the discussions about Generation Z in work environments depict a narrative of growth and adjustment. It prompts businesses to reconsider norms and adopt fresh approaches that resonate with the beliefs, talents and anticipations of this generation known for their tech proficiency, social awareness and flexibility. As Generation Z plays a role, in shaping the work dynamics of tomorrow the ones capable of leveraging their capabilities successfully stand to excel in the evolving work environment of the 21st century.

Cho and colleagues delve into the factors driving volunteering among Gen Z individuals and how it correlates with job performance outcomes. Their research reveals that Gen Z is driven by a sense

of responsibility towards sustainability and social causes that significantly impacts their work attitudes and productivity. This innate drive can be tapped into to boost their leadership capabilities in data management positions where ethical practices and sustainability play a role. Recognizing these motivating factors is essential for companies seeking to nurture the career growth of Gen Z employees. Christensen and colleagues delve into the nuances of disparities in leadership within the nursing management realm by emphasizing the importance of grasping Gen Zs unique values and communication methods to lead them successfully across different fields like data management as well. To effectively lead Gen Z individuals towards positions entails recognizing their inclination, teamwork and openness in work environments that foster their professional development.

Beyond incentives and leadership approaches in business settings lies the valuable technological expertise of Generation Z individuals. His team showcased SciMAT as a tool for scientific mapping analysis to underscore the crucial role of technology in contemporary data interpretation. The natural aptitude for technology among Gen Z members equips them well for data related roles. Nonetheless to progress into leadership roles their tech skills need to be supplemented with leadership training to effectively handle the demands of positions.

Cresnar and Nedelko explore how the values of Generations Y and Z align with leadership qualities required in Industry 4. They discover that Generation Z prioritizes innovation, adaptability and a commitment to learning. Key traits for effective leadership in data centric settings. Organizations should. Nurture these values to empower Generation Z individuals as proficient leaders, in the realm of data.

To better understand the values and preferences of Generation Z (Gen Z) Csiszárík Kocsír and Garia Fodor delve into Gen Z motivation and workplace choices in detail. They emphasize

that Gen Z places importance on having a supportive work environment that aligns with their values. For Gen Z individuals to advance into leadership roles, within organizations it is necessary for these organizations to match their values with those of Gen Z and offer defined career advancement opportunities that cater to their desires.

Francis and Hoefel explore the impact of Generation Z on businesses in a context and emphasize the need for companies to adjust their approaches to attract and keep Gen Z employees engaged and motivated within their organizations by fostering inclusivity and offering avenues for career advancement crucial for grooming future leaders in data related fields. Harmonizing strategies with Gen Zs expectations is key for a smooth transition, into leadership positions.

## **2.1. Approach**

Two primary approaches were utilized in gathering data for my thesis project; the semi structured interview served as the method to engage with participants on a more profound level and delve into the experiences and viewpoints of Generation Z regarding their involvement in the data field professionally; subsequently followed by the utilization of questionnaires through Google Forms, as a quantitative tool to connect with a broader audience and pose targeted questions. The collaboration of these two methods enhanced each other leading to an examination of the subject matter. The discussions wrapped up with an examination of the trends and viewpoints prevalent among Generation Z individuals.

### Attendees

Through a selection process called the purposive sampling method we chose interviewees representing diverse viewpoints, within these groups.

Young professionals belonging to Generation Z are currently working in roles that primarily focus on data tasks ranging from entry level to level positions.

People in the field of data work who have accumulated expertise across various data related positions, like senior data analysts and data scientists.

HR professionals and executives include HR managers and recruiters focusing on data and technology positions well as executives like chief data officers or vice presidents, in analytics departments.

Gen Z individuals who are not working in the data industry participated in a survey through Google Forms to explore their thoughts and reasons for considering careers, in the field of data analysis.

#### List of steps

Interviews were carried out on online platforms like Google and Zoom and were recorded for transcription and analysis purposes with the assurance of keeping the participants identities confidential prior to speaking up upon consent for recording purposes. To ensure an atmosphere conducive to expressing personal views or professional insights during data gathering the interviews aimed to maintain a conversational tone. Each interview session consisted of a predefined list of completed and comprehensive questions based on topics brought up by the interviewees.

It's worth mentioning that no sensitive personal data was gathered due to the nature of the information collected in this study process. All data was. Participants expressly agreed to have their interviews transcribed. The interviews took place over a span of three months. Each session lasted between 45 to 90 minutes. These interviews were conducted via video calls to ensure

diversity in locations and accommodate scheduling requirements. During the interviews discussions were kept ended to encourage participants to share their personal professional experiences and the professional's topics such as the industry or hiring practices used by companies as well as their perspectives on the prospects for young professionals, in the workforce. At the start of each interview session participants were briefed on the research objectives. Assured that any information shared would be kept confidential.

The amount of data used for analysis.

The research involved 80 participants who were divided into three groups.

Participants in the study included Generation Z employees spanning from college graduates to individuals with up to five years of experience, in roles focused on data analysis.

10 participants in the group comprise HR professionals and executives responsible for hiring individuals for data related positions and planning HR requirements, for technology centric departments.

#### Population Statistics

The participants in the group came from a variety of backgrounds. Genders and ethnicities with varying educational qualifications and, from various geographic locations. To gain a holistic view of the field across different settings.

In the thesis project each member has been given a code (, like Participant D3 or HR8) ensuring that privacy is respected during analysis and documentation procedures. Following this framework will assist you in presenting your research methodology in an organized manner within the thesis

paper, demonstrating how the data gathering process has been strategically tailored to align with your research goals effectively.

### **3. Discrepancies in applying theory to real world situations**

Maintaining an equilibrium between work and personal life is crucial.

The initial challenge lies in maintaining a balance between work and personal life with research indicating that Generation Z shows a preference for prioritizing time over adopting the work centered approach seen in previous generations.

Many young professionals aim for a work life balance. Struggle to achieve it due to the heavy demands of their jobs like working overtime or being constantly available around the clock. This challenge is particularly common in professions that involve data projects, with tight deadlines.

#### **3.1. Growing up in the age and mastering technology skills.**

Generation Z is often characterized as a cohort born into the era with a knack for technology and a keen interest in modernized work settings and most importantly the widespread accessibility of social media platforms.

The interviews indicate that with advanced technological expertise in place; there exists a disparity between the anticipated digital competencies and the ones actually applied in professional capacities. Furthermore, gaining familiarity with company tools and technologies frequently necessitates supplementary instruction, which can lead to a steep learning curve, for young professionals.

### **3.2. Enjoy working in environments that offer flexibility and embrace diversity.**

Sources suggest that Generation Z tends to favor work settings that promote agility and collaboration while prioritizing inclusivity and flexibility.

People mention that even though companies frequently talk about these ideals in their promotion's rhetoric. Making them a reality is often hindered by organizational systems and internal power struggles. Additionally, it can be challenging to introduce change due to the reluctance of employees (Generation X) who are set in their ways.

### **3.3. Engaging in leadership and genuine dialogue.**

I have found that Generation Z is especially drawn to leadership styles that prioritize transparency and authenticity in communication while also valuing participatory management approaches.

In interviews conducted with professionals revealed that they prefer a leadership approach that encourages participation and collaboration; however, they often encounter situations where hierarchical management styles dominate the workplace environment. Instead of having chances to voice their opinions and impact decisions effectively are restricted or completely absent, in many instances.

The appeal of businesses that prioritize a corporate culture and emphasize social values is undeniable.

Generation Z is known to favor companies that prioritize environmental values viewing corporate social responsibility (CSR) practices as pivotal elements, during job interviews.

Young professionals are drawn to these companies. Frequently notice differences between what employers promise and the actual daily experiences at work. Technology ranked companies (such, as IT giants) may run Corporate Social Responsibility (CSR) programs that appear superficial or not seamlessly incorporated into the business strategy.

### **3.4. Contemplating the differences between theory and practical application.**

In the realm of work there exists a disparity between theory and practice that underscores the essential parameters to be considered. Primarily the ideal scenario portraying Generation Z as tech savvy individuals poses a challenge for young people as they strive to reconcile their ambitions, with the constraints presented by their current reality.

Traditional companies with policies tend to overlook the importance of work life balance and accommodating work setups that are flexible, in nature.

The fact that Generation Z is native contributes to a disconnect, between what employers expect and the skills young individuals bring to the workforce when starting a job as mentioned earlier in the discussion. Companies frequently fail to update their systems and utilize specialized software that necessitates training even for members of Generation Z. This situation underscores the importance of companies adjusting to meet the training requirements of employees across all age groups.

The desire for collaborative management is often constrained by the existing inflexible frameworks within organizations. Young professionals face challenges in embracing management despite their inclination, towards it resulting in decreased engagement and more passive behavior. Henceforth it is imperative for companies to reconsider their strategies and leadership styles to effectively incorporate the younger generation into their workforce.

Ultimately in addition, to the contracts end clause being triggered is the erosion of trust and loyalty when young professionals feel that the commitments made during the interview process are not honored as promised. Generation Z places importance on authenticity, trust, and word of mouth recommendations and may choose to disassociate from their employer swiftly should they sense these values are not upheld.

### **3.5. Addressing the issue of inconsistency.**

To bridge the gap between theory and application effectively within organizations, it is crucial for businesses to embrace an adaptable approach, to coexisting harmoniously. Establishing workspaces that cater to the preferences of Generation Z while upholding core company values is key.

Achieving a balance between work and personal life is important for employees' well-being and productivity in the workplace. Many companies offer work options like working from home or adjusting their hours to accommodate their employees' needs while maintaining clear and fair productivity standards.

Continuous education is key. Dedicating resources to training and development programs tailored to the technologies and tools in use internally can help close the knowledge divide between Generation Zs' overall digital proficiency and the specific skills needed for their positions.

Encouraging and training managers to embrace inclusive leadership styles can empower young professionals to freely express themselves and play an active role in decision-making processes.

Authenticity within organizations is crucial. Businesses need to ensure that their internal processes mirror the values and commitments they advocate for by embedding corporate social responsibility efforts into their culture and strategic planning.

The differences among generations within the workplace have inspired us to suggest solutions that bridge the gap between employees of varying ages in the organization.

Intergenerational mentorship initiatives aim to establish a program pairing individuals from Generation X with those from Generation Z to share their expertise and insights in an informal manner without any strict time commitments or structured formats. This setup facilitates the sharing of experiences and skills while fostering stronger interpersonal connections, among participants.

Training workshops for growth are popular among employees who enjoy exploring new horizons while on a free vacation trip outline the concept behind these sessions, in large corporations currently conducting such programs with a fresh perspective focusing on enhancing data related and soft skills through the guidance of industry experts aimed at improving employees' capabilities to tackle modern technological and organizational hurdles effectively.

Organizing collaboration and team building workshops, within the company can be a way to enhance teamwork and cohesion among team members of all ages by dedicating days solely to data related activities and engaging in team building exercises together internally with the goal of fostering a stronger sense of unity and inclusivity in the workplace where every individual is appreciated and supported.

To maintain a work life balance that Generation Z values greatly the company can introduce flexible work policies and wellness programs. This approach can enhance employee satisfaction and performance by catering to their requirements. The changes may involve offering working hours, remote working opportunities, wellness activities or designing a comfortable and engaging workspace with relaxation zones and social areas.

At one of the companies that welcomed a student named Decuple organized curricular activities focused on promoting wellness and team unity that are fully funded by the company and revolve around volunteer work. “Examples of these initiatives are dinners planned by a pair of colleagues with a designated theme each time and regular picnics to bring all team members together at one table every month: there's also the Monthly WA for sharing news and ideas, across departments and teams while promoting open communication—all fostering well-being and unity without enforcing a stifling environment.

By adopting these strategies and approaches organizations can bridge the generation gap in data settings while also promoting a positive and efficient workplace atmosphere. These efforts showcase the talents of each age group and encourage a culture of ongoing education, which is crucial in a dynamic field, like data science.

Feasibility is something to consider.

What an objective means.

Let's aim to make the project goals clearer by outlining the objectives and anticipated outcomes.

Let's create a project report that outlines the goals and expected results and effects.

Market research findings.

Our goal is to grasp who our audience is and the current market conditions.

Let's carry out a market analysis to figure out who our customers are and understand the market trends while also looking into what our competitors are up to.

A research report, on aspects.

Our goal is to evaluate whether the project is technically viable.

Let's start by assessing the components, like technologies and resources needed, along with identifying any constraints and exploring potential solutions.

Examining the situation.

Let's assess the expenses and returns on investment for the project.

Please provide me with the text you'd like me to paraphrase into a human like version without explaining my process.

Exploring the workings of an organization.

Objective: The aim is to comprehend the hierarchy needed to effectively execute the project.

Let's start by defining the roles and responsibilities of team members and evaluating the skills they bring to the table before looking into what training might be required.

Suggestions

Assessing risks.

Goal: Recognize and measure the dangers involved in the project.

Let's conduct a SWOT analysis.

Legal and regulatory impact assessment.

Ensuring that the project aligns with the laws and regulations is our goal.

Ensure you familiarize yourself with the rules and regulations that pertain to executing this project.

Assessment of options.

We aim to explore strategies that can be assessed for the project's evaluation process.

Let's review the choices and their significance to determine the best option, for all parties involved.

Suggestions.

Our aim is to summarize the findings of our research study and gather recommendations based on the diagnosis provided.

Preparing a feasibility report based on the analyses and including recommendations for moving forward with the projects, next steps.

Presentation and validation are steps in the process.

Our objective is to secure confirmation from the management regarding our feasibility study to acquire their endorsement.

Let's put together a brief report detailing our findings to share with everyone involved in the project, then talk about any feedback and confirm the accuracy of the research.

In summary

Conducting a feasibility analysis is crucial for driving the company's evolution by considering the practical circumstances and outlining the necessary strategies to address them effectively. The strategies should be unambiguous and detailed. Incorporated into a structured plan that facilitates the smooth execution of changes while maintaining clear accountability, for outcomes.

The adaptability of work environments is crucial.

Suggestion: Consider implementing work guidelines that embrace telecommuting to cultivate a cooperative and uplifting atmosphere.

Let's suggest wellness initiatives along with tools, for relaxation and teamwork support while also keeping scheduling in mind.

Revamp the approach to leadership practices.

I suggest being flexible in embracing management approaches that cater to every level of the organization and nurturing leaders who grasp the diverse needs of Generation Z individuals.

Let's set up workshops for those in leadership roles and emphasize openness and clear communication to foster a leadership approach.

Exploring the enhancement of company culture.

My suggestion is to nurture an robust organizational environment that appreciates diversity and embraces accountability for progress.

Encourage the growth of individuals by fostering development through supportive networks, for young staff members and implementing initiatives that promote diversity and inclusion.

Harnessing the power of expertise and imagination.

Suggestion to leverage the expertise of Generation Z and foster imagination and originality, in leadership roles.

Let's invest in cutting edge tools and technologies while hosting creative events and providing ongoing training to enhance our digital skills.

In summary

Businesses need to adjust to the preferences of the generation to meet their demands for workplace recognition and flexibility while moving away from traditional hierarchical structures

like pyramids and embracing a more adaptable culture that resonates with Generation Z's perception of the company image. With these considerations, in mind organizations stand to gain a team of employees who feel valued and inspired in their work environments.

### **3.6.Overview of Findings**

One key observation from our analysis is the importance of managers embracing a collaborative and approachable leadership style that includes everyone in the team discussion process effectively and warmly welcomed by Generation Z workers who place a strong emphasis on finding purpose in their work – a trend less prevalent, in earlier generations – leading to a productivity challenge for businesses to address as well. Managers should prioritize the quality of life at work ( QVT ) to ensure that operational teams feel good about their work and align with the company values.

The data industry should be appealing to Generation Z well It's currently attractive in terms of salary for these professions; however, these corporations need to showcase creativity to make this field more approachable and transparent for the generations; effective leadership is crucial, in drawing them in.

The industry has experienced growth over the past ten years and professionals in this field are now tasked with retaining skilled employees to prevent job uncertainty. Particularly among those, in leadership positions.

To maintain an influx of enthusiastic and engaged employees in data companies it is crucial to strike a harmonized blend between personal and professional life by embracing remote work practices. Ongoing education and development of team members are essential to sustain a sense of purpose and drive thus preventing the onset of stagnation within the workforce. Teams should

be involved in operational decisions at every stage and consulted extensively to show that their voices are heard and valued effectively align the company's value propositions with the experiences of teams, on the ground.

#### **4. Challenges faced by Generation Z in their careers include maintaining focus and accountability in a data driven work environment.**

Being a member of Generation Z gives me the confidence to say that our generation stands out due to distinct traits and viewpoints we hold dear to each other. Living in a time defined by the presence of the internet and digital advancements has greatly impacted us and molded our thinking and perception of the world. In this essay I aim to delve into my insights and contemplations, on the defining characteristics of Generation Z. Let's explore how we interact with data and the digital realm while discussing the obstacles we encounter and looking into the prospects within our professional paths.

##### **4.1.Exploring the Concept of "Instantaneous Decisiveness"; Two Sides of the Coin.**

Generation Z is often associated with a trait I like to call "fast paced thinking." This mindset involves moving between bits of information in a world filled with fragmented data streams that we face every day due, to the sheer volume of information overload we experience constantly. However, this quick processing can sometimes result in a mistake; mistaking events or information as linked just because they occurred around the same time rather than being truly connected based on facts.

These inherent abilities in perception and processing enable us to excel in settings that require multitasking skills effectively. We are skilled at handling tasks simultaneously. Be it engaging in a project while listening to music and chatting online while surfing the web. Often performing

them concurrently. The concept of "zapping thinking" boosts our responsiveness to stimuli and transitions swiftly serving as a shield against being overwhelmed by information.

The rapid processing ability we possess has its downsides well—it impairs our capacity for in depth analysis when constantly engaged in quick thinking mode. The constant flow of information makes it challenging to deeply absorb and contemplate any individual piece of data for an extended period. Consequently, the lack of opportunity for analysis may hinder productivity especially in the realm of projects that span a significant duration. Generation Z may find it challenging to stay focused on one task for a time which could make it harder for them to tackle activities that demand intense concentration and ongoing commitment.

Furthermore, this way of thinking can make it tough to grasp the picture of things. Sometimes we might find it hard to link bits of information together which can hinder our understanding of why things happen and what results from them – two key aspects in solving problems and making decisions. When it comes to careers in leadership positions being able to focus, analyze heaps of information thoroughly and pick out the most important concepts, within a certain situation is vital. The constraints of "fixes, for thinking" might hinder our ability to truly succeed in those positions.

#### **4.2. Balancing Flexibility and Focus, in Career Preferences and Expectations**

Being part of Generation Z myself I can confirm that the work environment and company culture hold significance for us. We appreciate having work hours, the option to work from home and a vibrant workplace atmosphere. Moreover, we are attracted to employers who align with our values and show a commitment to supporting our career growth. Nevertheless, despite these preferences Generation Z encounters notable obstacles in the professional world.

One of the hurdles we face is maintaining focus and concentration in today's digital age as individuals who grew up with technology at our fingertips; we are used to absorbing content in quick and effortless ways like watching videos or scrolling through social media feeds instead of delving into lengthy tasks that demand sustained mental effort and concentration such, as work or school projects—this can make it challenging to stick with them until the end.

Dealing with work environments can pose another challenge for us to tackle as Generation Z individuals have been raised in an environment that promotes equal participation in discussions and collaborative decision making processes rather than traditional top down structures relying solely upon formal authority figures for decision making purposes which might feel frustrating or restrictive, to us at times leading to feelings of dissatisfaction and disengagement when our contributions are not appreciated or when we feel detached from the decision making process.

In addition to this point about the digital eras benefits influencing our generations development there are also downsides that can impact our psychological well-being and interpersonal abilities. Being constantly engaged in environments presents numerous chances for socializing and education yet it can also result in heightened levels of tension and worry. The continuous stream of data and the expectation to remain connected, always may become burdensome causing challenges related to self-worth and exhaustion. Maintaining a balance between our online activities and real-life interactions is essential for nurturing our mental well-being and fostering genuine communication skills.

### **4.3.The Way Ahead**

With these obstacles in the way Generation Z has distinct advantages and potential that if utilized well can result in meaningful impacts at work and in other areas. Our familiarity with technology and our quick adaptation to tools and platforms give us great value in today's fast changing digital world. We are also known for our creativity and innovative thinking, often introducing ideas and inventive solutions to various situations.

To tackle our obstacles of us it's crucial for Generation Z to come up with plans that improve our capacity to concentrate and immerse ourselves in tasks that demand prolonged attention. This could mean establishing limits on our screen time embracing mindfulness practices or participating in endeavors that promote focus and contemplation. Furthermore, we can make the most of settings that provide a blend of flexibility and organization enabling us to excel without being hemmed in by structures or procedures.

Employers also have a responsibility to assist Generation Z in overcoming these obstacles by creating an environment that promotes teamwork and provides avenues for career advancement and maintaining a balance between work and personal life. This enables us to utilize our strengths effectively while working on improving our areas. By doing this Employers not aid in our achievements but also boost their own competitiveness, in a market driven by the digital savvy generation.

### **4.4.Overview of findings**

Generation Z is known for its connection to technology and the digital realm. The qualities of adaptability, invention and quick information processing set us up for success across fields.

However, the same traits that benefit us also bring challenges, such as maintaining focus and deep engagement, in tasks.

As we progress in our journeys it's vital to acknowledge and tackle these obstacles directly. By striking a balance between our offline activities, enhancing our ability to concentrate for extended periods and choosing settings that resonate with our beliefs we can unleash our complete capabilities. In the process we do not improve our own career opportunities but also play a role in cultivating a diverse and inventive workforce that is equipped to handle future challenges.

In the end as we explore the realm which presents us with endless possibilities it is how we tackle its obstacles with strength and perseverance that will determine our achievements. With Generation Z leading the way in molding the future of employment striking a balance between adapting to the digital eras requirements and seeking interactions will be crucial for our overall health and career satisfaction, in the long run.

## **5. How are older adults adjusting to the changing landscape of leadership in today's world?**

In years the way leadership functions in workplaces has changed a lot to align with the shifting expectations and values of newer generations. This change mirrors a trend in society towards a lifestyle that emphasizes personal well-being and maintaining a good balance between work and personal life through friendly communication. While this shift is embraced by workers overall it poses specific challenges for experienced professionals who have been accustomed to traditional and strict leadership models for many years. In this article I delve into how older individuals are adjusting to the changing landscape of leadership based off my own encounters, in the Marketing and Support department.

### **5.1.The Progression of Leadership Trends. Moving Away, from Fixed Structures to Embracing Diversity in Approaches.**

In the past leadership was often seen as having hierarchies and a top-down style where decisions were made at the top and then passed down to lower levels. This way of operating was common in companies where senior staff members, who had years of experience, were used to a leadership approach that prioritized outcomes and discipline above everything. For professionals, in those environments leadership meant having authority and work was a space where professionalism was key while personal life played second fiddle to career goals.

However, the situation has changed significantly with the emergence of Generation Z. Those born between 1997 and 2010. A Gen Z individual is influenced by technology and a society that prioritizes personal well-being. This group brings a set of expectations to the workplace. As per an article, from Coach Business, “Generation Z prefers participative leadership. They gravitate towards leaders who're approachable, transparent and willing to collaborate. Mutual respect and acknowledgment of skills are key components of their outlook. “There is a dynamic in the workplace due to variations in leadership preferences across different generations. Especially in teams that involve collaboration between senior and junior members.

### **5.2.Reflections on Dealing with Shifts in a Work Environment Dominated by Older Colleagues.**

In the Marketing and Support department where I've been employed for a year now most of my colleagues are experienced individuals who have dedicated a large part of their careers to the company. These experts have received training in a leadership approach that emphasizes achieving results. Yet recent leadership transitions involving the departure of a veteran manager, and the introduction of a successor have sparked notable changes in team interactions.

The appointed manager embodies a modern leadership style focused on autonomy and teamwork while prioritizing the well-being of the staff members – a significant departure from the traditional approach taken by the former manager who was known for being authoritative with rigid procedures and minimal opportunities for discussion or adaptability in place. During the regime's tenure in leadership roles had entailed enforcing strict control and oversight without much room for originality or individual decision making to thrive. The experienced team members who were accustomed to this management style found solace in its predictability and structured nature.

The lead team faced new challenges when interns and younger employees joined the group with different approaches to work and communication styles highlighted during my time as a junior, on the team.

### **5.3. Intergenerational Cooperation, in Leadership Styles; Traditional Versus Modern**

#### **Approaches**

Before the new leadership took over the teams operations followed an approach to communication where decisions came from the top down in a structured manner. The strict management style helped keep things organized and ensured tasks were done efficiently but didn't allow space for creativity or adaptability. The senior members preferred sticking to their routines and were hesitant, about embracing changes especially when younger colleagues suggested new technologies or methods. The generational gap led to a rift in perspectives; older individuals favored the leadership approach, for its efficacy while younger ones felt constrained by the absence of autonomy.

The previous management style could be characterized as paternalistic. Where the leader takes on a caring demeanor with their team members. This approach establishes a sense of protection.

Camaraderie, within the group that boosts loyalty and drive. On the side though it may hinder transparency and limit innovation since staff might feel reluctant to suggest fresh concepts or question existing procedures.

On the side the fresh manager adopts a participatory method that urges all team members to actively participate in making decisions. This strategy fosters discussions and teamwork while encouraging the sharing of thoughts and ideas to cultivate an open and creative atmosphere. The teams response to this shift, in leadership approach has been varied. The younger team members have welcomed the independence and freedom in their work approach; however, the older employees are facing difficulties, with the transition as it pushes them to move beyond their familiar routines and adjust to different work methods.

#### **5.4. The Effects of Leadership Transition, on Adaptive Responses**

The team was greatly affected by the manager's arrival. It felt like a storm had hit them with major changes in how they worked together and interacted with each other. The senior members found themselves under pressure to show their value to the manager due to the shift towards a more collaborative leadership style. This pressure led to an increase in their workload as they tried to prove their skills and commitment in a closely monitored setting.

The pressure that they put on themselves brings attention to two concerns; the tendency to operate in a high-pressure environment to reach objectives and the worry about not meeting the standards set by the new manager. The experienced employees were used to a setup where there was constant monitoring and felt uneasy with the shift towards autonomy. With supervision each day and the need to deliver top notch output with little direction provided led to feelings of unease and insecurity among the senior staff members.

The younger employees welcomed the change in leadership as a shift in the work atmosphere that allowed for more creativity and collaboration under the new manager's guidance. However, this change also led to a disconnect between the younger generations of employees as the seniors felt compelled to assert their dominance by imposing strict deadlines and increasing communication demands on the juniors. The younger employees were feeling tense. Frustrated because they believed that their efforts were not appreciated and that they were facing unfair pressure.

## **6. Uniting Generations for Better Collaboration Across Age Groups**

The arrival of leadership and the resulting shifts in the work environment have brought to light the obstacles faced in working across different generations.

Seniors often struggle with the anxiety of meeting their managers expectations due to a shift in leadership approach from one that emphasized results and oversight to one that prioritizes adaptability and autonomy—a change that may be unsettling, for those accustomed to a more regimented work environment throughout their careers.

To narrow this divide between generations, in the workplace businesses need to prioritize establishing settings that cater to both age groups. This involves offering guidance and tools to assist employees in adjusting to modern technologies and management methods as well as cultivating an atmosphere of mutual respect and teamwork that recognizes the diverse strengths of all staff members irrespective of their age.

In addition to that point is vital to connections between different age groups within the company. This can be done by organizing team building events having open discussions and promoting activities that facilitate the exchange of ideas and wisdom. By providing platforms for

junior employees to gain insights, from each other firms can develop more united and resilient teams ready to tackle the demands of an evolving work environment.

### **6.1.Looking ahead to the future of leadership across generations.**

Working alongside a team predominantly composed of members during a leadership shift provides valuable perspectives on the hurdles and benefits of cross generational teamwork dynamics.

Elderly individuals who have been accustomed to following a strict and authoritative leadership style now encounter the task of adjusting to a more collaborative and adaptable method of leading others. This shift presents its set of challenges as it necessitates a change in perspective and a readiness to accept novel work approaches... Nevertheless, with assistance and tools at their disposal seniors are capable of effectively managing this transition and remain instrumental, in sharing their wealth of experience and expertise with their colleagues...

Younger team members can enhance collaboration by appreciating the insights of their experienced colleagues and advocating for the freedom and independence they cherish in their work approach. By uniting, across generations and building bridges of understanding between junior staff members companies can cultivate an inclusive and vibrant work environment that leverages the unique strengths of every individual.

In summary the emerging phase of leadership comes with hurdles and chances, for individuals. With businesses evolving to meet the demands of a shifting workforce it is crucial to cultivate settings that promote cooperation across age groups and foster ongoing development and advancement. This way companies can maintain their competitiveness in an intricate and varied global marketplace.

## **6.2.How can leaders enhance the productivity and teamwork of data science teams?**

Recently working from home has changed a lot because of the Covid pandemic. This shift has not affected our work style but also our interactions and productivity. For data science groups this change brings chances and obstacles. With digital tools and communication platforms being key in tasks knowing how leaders can improve teamwork and performance, in remote data science teams is vital. In this investigation we will delve into enhancing efficiency levels and communication strategies within the team environment while also focusing on nurturing a team culture and executing effective performance evaluations alongside fostering professional growth and ensuring the well-being of individuals within the organization with a keen eye, on resolving issues and safeguarding data integrity.

### **Sustaining Efficiency**

When working remotely from home or outside an office setting like usual supervision and in person interactions which shape work routines may not be present as strong influences on productivity, as before. Different methods are available to address and overcome obstacles that may arise in staying productive during work.

### **Using Project Management Software**

Tools for project management like Asana, Trello and JIRA play a role in remote work situations. These platforms allow teams to monitor tasks, set goals and keep an eye on project advancement in real time. They assist in defining team roles and responsibilities assign deadlines. Ensuring that team members are accountable. By providing an overview of tasks and progress, these tools promote efficient project management and help team members stay focused towards achieving the projects objectives.

**Analyzing performance data.**

Rescue Time and Hub staff are tools that show how employees manage their time and point out ways to enhance efficiency. They can spot trends and possible productivity challenges. It's important to use them thoughtfully to prevent a surveillance culture. Transparency and trust are key; employees should know that tracking is meant to boost productivity than micromanage them.

**Getting into a routine**

Working remotely requires the level of discipline and organization as working in a physical office setting. It's crucial for leaders to motivate their team members to set up work routines with specific start and end times. While flexibility is valued in work arrangements, having a structured schedule is key to avoiding procrastination and meeting deadlines. Companies can assist employees by enabling them to tailor their work hours according to their needs while still maintaining essential time overlaps, for teamwork and meetings. Employee morale and productivity can benefit from arrangements.

**Improving Communication and Teamwork**

Successfully working remotely relies heavily on communication as a foundation for collaboration and teamwork since virtual work environments lack the personal touch of in person interactions, which may sometimes result in misconceptions and communication hurdles that need to be navigated effectively by leaders through the implementation of strategies to ensure seamless communication and cooperation, among team members.

### **Utilizing Communication Instruments**

Applications like Slack or Microsoft Teams along with Zoom enable users to engage in both time and delayed communication effectively through features such as instant messaging and video calls. These platforms provide functionalities for conducting meetings and sharing files seamlessly while also allowing the creation of channels or groups tailored to individual projects or subjects, for better communication flow and organization of discussions.

### **Consistent and Organized Gatherings**

Having gatherings like weekly team updates and one on one meetings alongside brainstorming sessions is key to keeping the team united and monitoring our progress efficiently. This way we can talk about projects and tackle any obstacles we encounter while setting new objectives for the future. These interactions also play a role in preserving the personal touch in our team dynamics by fostering a sense of camaraderie and teamwork among colleagues working remotely.

### **Optimal Utilization of Collaboration Tools**

Tools for working such as Google Docs and Notions enable team members to edit and share documents in real time effortlessly Centralizing information on these platforms makes it easy for everyone involved to access it and contribute collaboratively These tools are also useful, for recording decisions and project specifics to ensure alignment among all team members.

## **Fostering a Positive Team Environment and Encouraging Employee Participation**

It can be tough to uphold a team spirit and keep everyone engaged while operating from a distance but it's crucial for leaders to put in effort to nurture a supportive and unified team atmosphere.

### **Engaging in Virtual Team Building Exercises**

Engaging in team building activities like online competitions and games or casual chat sessions can foster better connections, among team members by offering chances for colleagues to socialize in a laid-back environment that boosts team unity and lifts spirits.

### **Creating an atmosphere that encourages constructive feedback.**

Fostering a culture that embraces feedback is crucial for nurturing team growth and cohesion in the workplace. It is important for leaders to promote an environment of dialogue where employees are encouraged to freely express their thoughts and address any issues they may have. Providing feedback plays a key role in helping individuals enhance their skills and demonstrate their importance within the team. To sustain levels of motivation and involvement it is essential to combine regular feedback discussions, with acknowledging and celebrating achievements.

### **Effectively overseeing performance**

Ensuring remote workers achieve their objectives and play a role in the company's achievements hinges on effective performance management strategies specifically designed for remote work settings.

**Engaging in routine performance evaluations.**

Having performance evaluations offers a chance to talk about advancements made so far and tackle any challenges while pinpoint growth possibilities as we move forward together in a positive and supportive manner towards team and company goals alignment through constructive feedback sessions that pave the way, for tailored guidance and growth plans.

**Establishing Key Performance Metrics (KPMS)**

Setting up and keeping an eye on Key Performance Indicators (KPIs) is crucial to assess the effectiveness of data science initiatives effectively. Key metrics like the precision of models used, the time taken for project delivery and how analytics influence business choices are valuable for measuring performance. Having clear and quantifiable KPIs is beneficial for establishing standards and monitoring advancements which forms the foundation for evaluating performance.

**Fostering growth through training and career advancement opportunities.**

In the realm of work, it's crucial for professional development to remain a priority without compromise for data scientists to thrive and grow effectively under the guidance of leaders who provide access, to educational resources and ongoing learning opportunities.

**Engaging with Online Learning Platforms**

Platforms like Coursera and edX provide courses and certifications related to data science online Give employees the chance to keep up with industry trends and improve their skills by using these resources Companies can facilitate this by offering access to training funds or subscriptions, to such platforms

### **Creating Virtual Mentorship Programs.**

Mentoring programs in the realm play a crucial role in passing on knowledge and wisdom from seasoned professionals to their junior counterparts within a team setting. Through video calls or online chats these programs create opportunities for mentorship by offering advice and encouragement to those who are newer, to the workforce. Such mentoring initiatives not aid in professional growth but also assist in acclimating fresh team members to the organization's unique culture.

### **Encouraging Engagement in Online Seminars and Conventions.**

Participating in webinars or virtual conferences is a way for employees to stay up to date on the latest trends, in data science and connect with industry professionals for learning and networking opportunities Leaders can show their support by providing time off or covering registration costs for these events.

### **Promoting a Healthy Lifestyle and Achieving a Balance Between Work and Personal Life.**

Ensuring the health and happiness of employees is crucial to keeping them motivated and productive while working remotely. Government officials must devise tactics to promote a balance between work and personal life.

### **Adopting Flexible Work Policies**

Employees can adjust their work hours to accommodate family obligations through flexible schedules, like flexible work hours or part-time arrangements. Flexible arrangements aid employees in balancing work and personal life and can lead to reduced stress levels while boosting job satisfaction and productivity overall.

Leaders should support programs like online meditation sessions and active breaks as well as offering access to mental health assistance for employee's overall health and happiness at work. It's important to encourage staff to take breaks and relax after work hours to avoid burnout and ensure their mental and physical well-being stays strong. By providing tools for stress management and promoting wellness initiatives, in the workplace shows dedication to the welfare of employees.

### **Keeping track of workload**

Engaging in conversations regarding workload and priorities is crucial in avoiding burnout and ensuring that tasks can be handled effectively. Leaders should pay attention to signs of excessive work and tailor assignments according to team strengths. Maintaining a work environment involves striking a balance in workload distribution and helping during busy periods.

### **Exploring how to solve problems and make decisions.**

Working remotely can pose difficulties when it comes to making decisions and solving problems because of the lack of in-person interaction. Managers need to adjust their approaches to tackle these issues effectively.

### **Engaging with brainstorming tools available online**

Online tools such as Miro and MURAL make it easier for teams to brainstorm together and come up with solutions to problems by sharing ideas and working on solutions simultaneously regardless of their physical location.

### **Creating defined processes for making decisions.**

Effective decision-making processes involve outlining roles and responsibilities and employing decision matrices and consensus methods to facilitate the decision-making process

efficiently. Creating protocols for decision making guarantees that all team members comprehend their duties and aids in making effective decisions.

### **Encouraging the use of data to inform decision making.**

Fostering a culture that values making decisions based on data and insights is important to ensure that choices are well informed and backed by evidence. Leaders play a role in encouraging the use of data and analytics to guide decision making processes instead of relying solely on intuition.

### **Securing Data and Upholding Regulatory Requirements.**

Ensuring the security of data is an issue for remote teams, in the field of data science requiring leaders to adopt strict security measures to safeguard confidential information.

### **Establishing Security Protocols**

Effective security protocols for work must cover rules regarding virtual private networks (VPNs) encryption of sensitive information and managing access to ensure the protection of valuable company assets and compliance with security protocols, in remote work setups.

### **Offering Training, on Security Measures**

Employee education sessions about data security improve understanding of procedures and possible dangers, for staff members need to learn about managing passwords safely and recognize phishing attempts as part of training sessions company data is safeguarded when employees are informed about security protocols.

**Setting up monitoring and conducting audits.**

Regularly. Evaluating security measures assists in upholding security policies and pinpointing possible weaknesses aiding in enhancing overall security effectiveness through valuable feedback, on areas needing enhancement.

**6.3.Conclusions**

The shift to working has brought about challenges and chances for data science groups to emerge meanwhile as well as a solution to optimally boost their performance and teamwork in this fresh setting is having effective leadership in place that's equipped with the right management tools and adept communication methods to promote efficient interaction and unity among team members while also prioritizing the well-being of employees; this way leaders have the potential to elevate the productivity and cohesiveness of their teams further. Additionally key aspects such as addressing performance evaluation matters growth opportunities issue solving approaches and ensuring data security are crucial factors when it comes to successfully navigating through the intricacies of remote work setup.

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## **8. Appendix - Transcript of interview with data student**

Interview Protocol: The tendency of Gen Zers to not obtain management positions in the data field.

Objective: To understand the factors that contribute to Gen Zers' tendency to not obtain management positions in the data field from a business and operations perspective.

### **Introduction of the interviewer and the study:**

"Hi, my name is Jesus and I am conducting a research study focused on understanding the factors that influence Gen Zers' tendency to not obtain management positions in the data field. I appreciate you being willing to share your insights."

### **Establishing interview ground rules:**

"Our conversation should last between 30-45 minutes. Please be assured that your answers will remain confidential. If any question makes you uncomfortable, please feel free to skip it. Also, if at any point you would like to end our conversation, please let me know."

Top Questions

### **Context and Familiarity:**

"Could you briefly describe your role and experience in the data space?"

"How familiar are you with career progression trends among Gen Z members in the data field?"

Could you share your general thoughts or insights on these trends?"

**Direct Experience:**

"Have you observed specific instances where Gen Z employees have been considered for management positions in your organization? If so, can you provide specific examples?"

**Perceived Barriers:**

"What do you think are the main barriers to Gen Z employees obtaining management positions in the data field? Can you provide specific examples or scenarios?"

"Can you share potential challenges they face in their career advancement? How would you approach resolving these challenges?"

**Organizational Culture and Dynamics:**

"What changes in organizational culture or team dynamics could influence the career progression of Gen Z members in the data field?"

"Do you think Gen Z employees need new skills or development opportunities to be successful in management roles in the data field?"

**Strategic Implications:**

"Can you explain how the career progression of Gen Z employees could influence an organization's decision-making process regarding talent management and leadership development?"

"Are there examples of Gen Z employees who have caused significant changes in an organization's strategic direction?"

**Operational Impacts:**

"How do you envision the inclusion of Gen Z employees in management positions affecting team productivity or performance on data-related projects?"

"Do you foresee changes in project outcomes or quality due to the integration of Gen Z members in leadership roles?"

**Business Strategy and Opportunities:**

"How would you characterize the potential impact of Gen Zers' accession to management positions on business strategy and value creation within an organization?"

"Can you identify potential business opportunities or threats that could arise from Gen Z employees' promotion to management positions in the data field?"

**Outlook:**

"Going forward, how do you see career progression trends evolving for Gen Zers in the data field? What factors do you think will most influence their ability to obtain management positions?"

**Final Thoughts:**

"In closing, are there any other thoughts or ideas you would like to share about the role and impact of Gen Zers in management positions in the data field?"