



**The
Wellbeing
Project**

The Psychological Resilience of Gen Z in the Workplace

Latest research findings with data from the Wraw psychometric

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Executive Summary

As Generation Z (Gen Z) begins to dominate the workforce, they bring with them fresh perspectives, digital fluency, and an innate ability to adapt to new technologies. This generation is poised to drive innovation and transform the business landscape. However, to fully tap into their potential, one critical factor requires attention: resilience.

In today's fast-paced and ever-evolving workplace, resilience is the cornerstone of success. It equips employees to handle challenges, embrace change, and maintain high-performance levels in the face of adversity. As HR and L&D professionals, your role in fostering this resilience among Gen Z employees is pivotal to their long-term success and retention.

Our research draws on data from the resilience psychometric assessment, Wraw. The analysis of nearly 300 Gen Z employees highlights an important finding: **the psychological resilience of Gen Z is notably lower compared to their more experienced colleagues.**

Two key areas in particular require attention: Inner Drive and Flexible Thinking.



Inner Drive

The self-belief and motivation to persist, even in tough circumstances.



Flexible Thinking

The ability to maintain an optimistic, solution-focused mindset during challenges.

The report delves into these findings, exploring their implications for the workplace and providing actionable strategies for HR and L&D professionals to build the psychological resilience of Gen Z. By investing in targeted training and development, organisations can equip this generation with the tools they need to thrive, ensuring a more engaged, adaptive, and high-performing workforce.

Inner Drive: Understanding the Gap

Gen Z's capacity for Inner Drive is **11% lower** than that of older colleagues. Inner Drive encompasses two critical components:

- **Self-Belief**
- **Motivation**

1. Self-Belief: Confidence in one's abilities to perform tasks and meet challenges

Our research shows that Gen Z employees have **14% lower self-belief** compared to their more experienced colleagues.

Navigating the early stages of a career can be daunting. Without a strong foundation of self-belief, Gen Z employees may doubt their capacity to meet job expectations and hesitate to take on new challenges or responsibilities.

Insufficient Recognition: According to the Deloitte Global Gen Z and Millennial Survey, inadequate recognition and reward are primary causes of workplace anxiety and stress for Gen Z. Without acknowledgment of their efforts, they may question their value within the organisation.



2. Motivation: The internal drive that compels individuals to take action towards goals.

Gen Z exhibits lower motivation than their older colleagues. This will impact their willingness to persevere when faced with challenging tasks. They may be less likely to proactively pursue career advancement.

The Motivation Challenge (Grant Thornton, 2023)

Over one third of businesses say it is more difficult to motivate their Gen Z employees compared to previous generations at the same age. Consequently, the majority (88%) of employers surveyed are adapting their training methods to meet the needs of the newest members of the workforce.



Gen Z report lower personal confidence and overall life satisfaction than other generations.

([Cigna](#)).

Flexible Thinking: Challenges and Implications

Gen Z's ability to think flexibly is **9% lower** than that of older colleagues. Flexible Thinking involves two key areas:

- **Open-mindedness**
- **Positive Framing**

1. Open-Mindedness: Willingness to consider new ideas and perspectives.

Gen Z scores for open-mindedness are **8% lower** than their older colleagues. This indicates a reduced inclination to be receptive to new ideas. With less professional experience, Gen Z employees may adopt a more cautious approach to decision-making, potentially hindering innovation.

Importance for Performance: Open-mindedness is essential for collaboration, creativity, and adaptability—key components of organisational success in a rapidly changing business environment.

2. Positive Framing: The ability to perceive challenges as opportunities for growth.

Gen Z's ability to frame challenges positively is **8% lower** than that of their more experienced colleagues. Without positive framing, setbacks may be perceived as insurmountable, affecting perseverance and problem-solving abilities.

Mental Health Concerns: The Prince's Trust Youth Index 2023 highlights that **57%** of young people aged 16-25 experience anxiety regularly. This prevalence of anxiety can make it difficult for them to view challenges as opportunities rather than obstacles.



61% of Gen Z said that poor mental health means they can't do their job well or concentrate

([City Mental Health Alliance](#)).

Primary Pressure Points for Gen Z

The Top 3 Pressure Points

Pressure points refer to stressors or challenges in the workplace that negatively impact resilience and wellbeing. Understanding the organisational pressures that Gen Z faces is crucial for providing appropriate support.

The top three pressure points identified are:



1. Lack of training to do the job (11%)



2. High work volume (10%)



3. Lack of support to do the job (8%)

Implications for Employers

The Ripple Effect

The lower resilience levels among Gen Z employees can have a ripple effect:

- **Individual Performance:** Reduced self-belief and motivation can lead to lower productivity, reluctance to take initiative, and decreased engagement.
- **Team Performance:** Hesitation to contribute ideas or collaborate openly may hinder team innovation and effectiveness.
- **Talent Retention:** Unaddressed, these issues can result in higher turnover rates as Gen Z employees disengage or seek environments where they feel more supported.
- **Organisational Adaptability:** Limited open-mindedness and flexibility can impede an organisation's ability to adapt to change and drive innovation.

Strategies for HR and L&D Professionals to Support Gen Z

To help Gen Z employees reach their full potential, HR and L&D professionals can use strategies tailored to their specific needs and aspirations. These efforts can enhance resilience, engagement, and career development while contributing to a positive and dynamic workplace culture.



1. Building Self-Belief and Confidence

- **Mentorship Programmes:** Pair Gen Z employees with experienced mentors who can provide guidance, share experiences, and offer constructive feedback.
- **Regular Feedback:** Establish a culture of continuous feedback that focuses on strengths and areas for growth, reinforcing employees' belief in their capabilities.
- **Recognition and Reward:** Implement recognition programs that celebrate both significant achievements and incremental progress to boost self-esteem and validate contributions.



2. Boosting Motivation

- **Clear Career Pathways:** Outline transparent advancement opportunities and provide resources to help Gen Z employees navigate their career trajectories.
- **Purpose-Driven Work:** Align roles with meaningful projects that resonate with Gen Z's values. Highlight how their work contributes to the organisation's mission and societal impact.
- **Skill Development Opportunities:** Offer training that aligns with career goals while building essential skills such as resilience, change management, stress regulation, and relationship building.



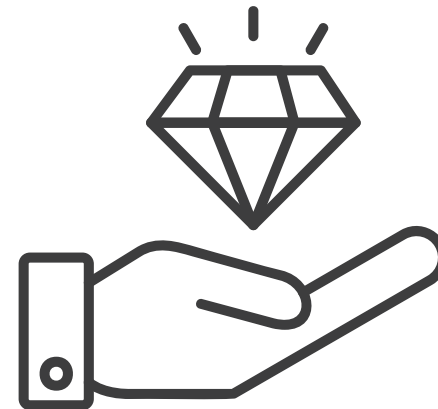
3. Encouraging Flexible Thinking

- **Critical Thinking Training:** Provide workshops and courses that enhance problem-solving skills and encourage innovative thinking.
- **Promote Diverse Perspectives:** Create diverse teams, fostering an environment where diverse perspectives are valued. Cross-generational collaboration can be particularly helpful, as older employees can offer new ways of thinking and problem-solving.
- **Change Management Training:** Offering workshops on how to manage change can equip Gen Z employees with the tools they need to handle uncertainty. Scenarios that simulate workplace changes, along with tips for coping with ambiguity, can improve their adaptability.



4. Addressing Primary Pressure Points

- **Comprehensive Onboarding and Training:** Incorporate stress management and resilience into your training programme to ensure Gen Z employees can perform their roles confidently.
- **Equip managers of Gen-Z:** Ensure managers of Gen-Z employees receive adequate training to manage pressure, enable psychological safety and support team wellbeing.
- **Wellness Programmes:** Implement initiatives that promote mental health and wellbeing, such as stress management resources and flexible working arrangements.



96% of Gen Z say it's important they feel valued, empowered, and included at work.

(Thought Exchange).

Conclusion: The Gen Z Opportunity

Investing in the psychological resilience of Gen Z employees presents HR leaders with a strategic opportunity to build a stronger, more adaptable workforce. By adopting a holistic approach that blends mentorship, recognition, skill development and preparation for new challenges, organisations can engage and empower these young professionals to become effective contributors.

This proactive investment transcends individual growth; it enhances team performance, strengthens company culture, and boosts long-term business outcomes.

Supporting the resilience of early career professionals leads to lower turnover, increased engagement, and a thriving workforce poised to drive sustainable growth. By fostering an environment that leverages the strengths of all generations, your organisation can cultivate a dynamic and innovative workplace ready to meet the challenges of the future.

Discover How The Wellbeing Project Can Help

The Wellbeing Project is a trusted partner for organisations looking to enable healthy people performance. Our evidence-based programmes and tailored solutions go beyond short-term fixes to address the core challenges businesses face. Let us help you unlock the potential of your early career talent and turn it into a strategic advantage.

Contact us today to learn more.

- **Email:** info@thewellbeingproject.co.uk
- **Phone:** 0800 085 6899
- **Website:** www.thewellbeingproject.co.uk

**If early career resilience is on
your radar,
we're here to help.**

[Get in touch](#)

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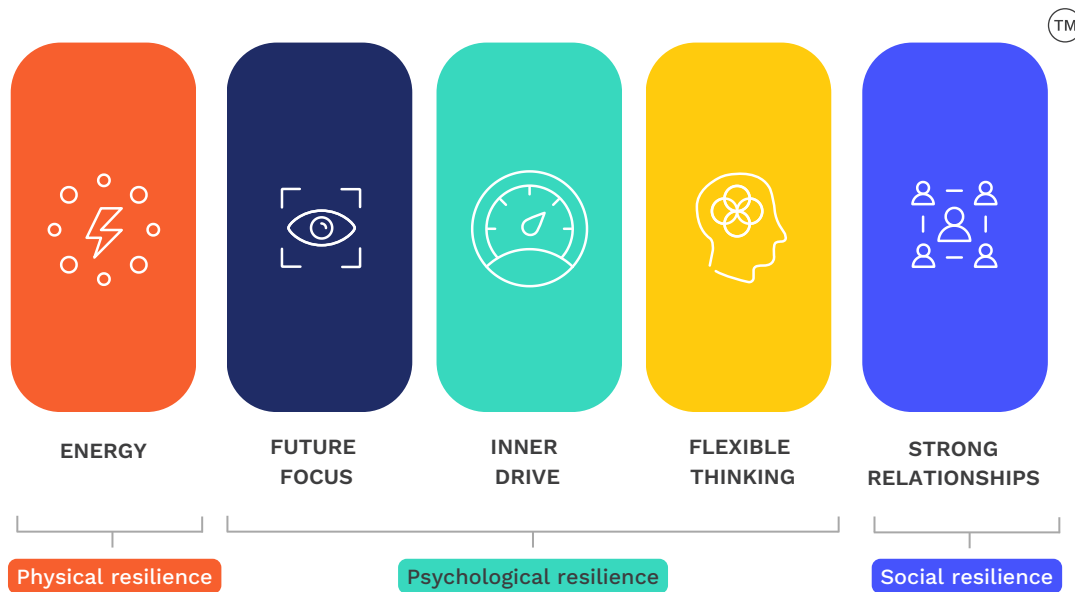
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- Prince's Trust. (2023). Youth Index 2023.
- Grant Thornton (2023) Gen Z harder to motivate than previous generations.



Appendix:

Understanding Wraw

Wraw (Workplace Resilience and Wellbeing) is a psychometric tool designed to measure workforce resilience across five pillars.



Our research focused on Inner Drive and Flexible Thinking, where Gen Z showed lower scores compared to their more experienced colleagues.

Key Definitions

Self-Belief: Confidence in one's abilities to perform tasks and meet challenges.

Motivation: The internal drive that compels individuals to take action towards goals.

Open-Mindedness: Willingness to consider new ideas and perspectives.

Positive Framing: The ability to perceive challenges as opportunities for growth.

Note to HR and L&D Professionals: This report provides a foundation for understanding and addressing the unique challenges faced by Gen Z employees. By proactively supporting their development, you can enhance employee satisfaction, reduce turnover, and drive organisational success.