



# **GEN Z CRISIS AT THE WORKPLACE CALLS FOR URGENT ALIGNMENT**

A practical study with critical insights and solutions for business leaders and Gen Z in Australia and India, to bridge the generational gap and co create a culture of growth and success.

[www.engagedstrategy.com.au](http://www.engagedstrategy.com.au)

EXECUTIVE HIGHLIGHTS

# What's In This High-Level Report?

This is a high-level summary of Engaged Strategy's detailed cross-market study on workplace engagement across generations, focused specifically on Gen Z and Organisational Leaders in Australia and India.

This report is invaluable for HR professionals, business leaders, organisational strategists and staff belonging to the Gen Z cohort who are serious about building a bridge between generations, avoiding costly misunderstandings and shaping a culture that performs and lasts.

We have included a snapshot of our most eye-opening insights here, but the full report offers much deeper findings, including:

- Gender and generational breakdowns across both Australia and India.
- Key engagement drivers for Gen Z and Leadership across markets.
- Top 5 gaps in generational disconnect that is causing leadership ineffectiveness.
- Thematic understanding of the core issues of each cohort.
- Practical solutions for both, business leaders and Gen Z, to solve critical issues across the five key areas assessed in this survey.

Plus, the comprehensive report also gives you access to our strategic interactive dashboard where you can slice and dice the data in real time to generate tailored, actionable insights.

## Why Should You Read the Full Report?

Because misalignment costs businesses in retention, in innovation, in culture.

It is critical at this point in time that businesses stop treating the issue as a generational clash, but rather use it as a strategic opportunity to lead differently and more effectively.

But first, let's hear it straight from both sides:

### Leadership on Gen Z

- "They want promotions before they've even proven themselves."
- "It feels like they value TikTok trends more than time-tested wisdom."
- "They challenge everything – sometimes I wonder if they respect authority at all."
- "They're smart, no doubt, but they struggle with resilience and taking feedback."
- "They're purpose-driven, which is great – but business still needs discipline and results."

### Gen Z on Leadership

- "They talk about innovation but still want us to follow outdated processes from the 90s."
- "They say they care about wellbeing, but expect us to answer emails at 9pm."
- "I don't feel heard – they assume being younger means I don't know anything."
- "It's all about hierarchy and titles for them. We care more about impact and purpose."
- "They treat flexibility like a perk. For us, it's just a basic expectation."

Just assessing this sample of open comments gives an idea into the criticality of generational misalignment that can put businesses into jeopardy. It is, therefore, time to shift from blame to shared accountability and reimagine how generations work together.

Get the full report for granular insights and solutions specific to five major gaps, and also gain exclusive access to our strategic interactive dashboard now.

[Click here to find out what you will get in the complete report.](#)

# From Insights to Impact: Solve What's Holding Your Workforce Back

Business leaders everywhere are grappling with one core challenge: How do we get our people to work together better—and care more while doing it?

The full report doesn't stop at diagnosing the problems. Instead, we deliver clear, actionable recommendations tailored to each generational disconnect and cultural nuance. These are not generic tips, but are rooted in data and designed for immediate impact.

This report by Engaged Strategy is your organisation's strategic blueprint for culture transformation, backed by hard data and sharp context.

## What makes the full report different?

- **Our recommendations are precision-based, not just high-level advice.** Our actionable recommendations are mapped to the five critical interaction points between Gen Z and leadership, from feedback, to recognition, to career development, and everything in between.
- **You get thematic recommendations.** Themes like trust, communication, empowerment, and purpose are each decoded and translated into practical steps for business leaders and HR teams.
- **Assess your cultural foundation.** Evaluate your organisation's vision, mission, values, and agreed behaviours, and see how they align (or clash) with Gen Z expectations.
- **Explore employee initiatives in detail.** Get insights on what Gen Z want for their career development, recognition and growth pathways. See what's working and what needs rethinking.
- **Use our Strategic Interactive Dashboards to slice and dice data** by generation, gender, geography and role to pinpoint blind spots that are easy to miss and costly to ignore.
- **Build a workplace** that Gen Z wants to be part of, and one that every generation takes pride in.
- **Ultimately, drive:**
  - Measurable results
  - Increased employee engagement
  - Stronger intergenerational cohesion
  - Higher quality output
  - Better retention.

If you are serious about turning insight into action, and action into performance, the full report is your unfair advantage.

Download now and unlock the roadmap to a future-ready culture.

# Why Did We Study India and Australia?

India and Australia represent two very different economic and cultural realities. While India is a rapidly developing collectivist society, Australia is a mature, individualistic Western economy. This makes them ideal for uncovering both universal truths and unique challenges around Gen Z engagement and leadership transformation.

## Strategic Markets for Business Impact

Engaged Strategy has been operating in India and Australia for two decades now and we know the terrain. Hence, this report is backed by real-world experience and direct consulting impact.

## Emerging Workforce Powerhouses

**India:** Home to the largest Gen Z population in the world, India is the engine of global innovation and leadership.

**Australia:** The job market here is smaller, but faces acute talent shortages and high pressure to retain and engage young professionals.

**Together, they present complementary challenges and powerful insights.**

## Different Leadership Dilemmas

- India is battling legacy hierarchies and growing pains.
- Australia is confronting post-pandemic fatigue and evolving expectations.

This contrast creates an ideal testbed for exploring leadership blind spots and generational disconnects.

## Cross-Market Learnings That Travel

- Can Indian Gen Z's hunger for purpose reshape Australian leadership models?
- Can Australia's focus on psychological safety inform Indian engagement strategies?

This report is not comparative but **catalytic**.

## Does your business operate only in Australia or only in India?

### This Report Still Works for You.

Why wade through global trends when you can focus on what's relevant to your workforce, your culture and your competitive environment?

Whether your organisation operates solely in Australia or only within India, the full report and our strategic interactive dashboard allows you to view each market's data in isolation. This will help you zero in on the country-specific insights that matter most to your business.

This is your opportunity to access tailored, localised intelligence that will sharpen your leadership decisions and help you align better with Gen Z in your specific context. Download the full report to unlock these localised insights and strategic takeaways.

## Grounded in On-the-Ground Expertise

We leveraged our extensive networks and deep operational presence in both countries, ensuring:

- Strong response rates
- Reliable data
- Local context woven into every insight

## What's Inside the Full Report?

- Top 5 Gen Z disconnects hurting productivity
- Breakdowns by generation, gender, and country
- Local solutions and actionable strategies
- Access to our exclusive Strategic Interactive Dashboard (SID)

## Don't Just Guess. Get the Data.

Want to decode what your Gen Z employees really want and how your leadership is perceived?

Buy the full report now and take the guesswork out of engagement.

# Who Must Read The Full Report & Why

## BUSINESS LEADERS



### **Align Leadership Styles with Emerging Workforce Expectations**

Learn how to evolve leadership behaviours to build stronger trust, loyalty and motivation among Gen Z employees.

### **Strengthen Organisational Culture and Reputation**

Adopt practices that make your company a preferred employer for younger generations, boosting brand image and employee advocacy.

### **Drive Innovation and Productivity**

Discover how creating more inclusive, supportive leadership environments can unleash Gen Z's creativity, energy and performance.

### **Future-Proof Your Leadership Pipeline**

Understand what tomorrow's leaders expect today prepare the next generation of high-performing managers and executives.

### **Minimise Generational Friction**

Equip yourself with insights to bridge communication and expectation gaps between senior leadership and younger employees.

### **Build a Competitive Advantage**

Organisations that adapt their leadership approach early will win the race for top young talent and maintain industry leadership.

## HR LEADERS



### **Design Targeted Engagement and Retention Strategies**

Gain data-backed insights to create programs that meaningfully engage Gen Z and reduce costly employee turnover.

### **Enhance Recruitment Positioning**

Understand Gen Z's workplace expectations to fine-tune your employer branding, attracting top young talent faster.

### **Develop Tailored Learning and Development Programs**

Craft professional development pathways aligned to Gen Z's hunger for skills growth, creativity, and career progression.

### **Improve Workplace Policies for Inclusivity and Well-Being**

Use detailed findings to build policies that address mental health, flexible work needs, and fair treatment, which are core areas that Gen Z prioritises.

### **Leverage Gender-Specific Insights for More Nuanced Initiatives**

Use male vs female Gen Z preference data to design better diversity, equity, and inclusion (DEI) strategies and leadership programs.

### **Support Business Leaders with Practical Guidance**

Enable your leadership team with training and communication strategies that help them better engage, motivate, and lead Gen Z employees.



## GEN Z WORKFORCE



If you are part of Gen Z navigating your early career, this report is your mirror and your map. For the first time, we have captured what business leaders across India and Australia really think about Gen Z employees, and what your peers have to say in return. The findings are eye-opening, sometimes uncomfortable, but ultimately empowering.

This report is not about labelling or judging any generation, but about understanding one another and creating a powerhouse of a workforce.

In the complete report, you will discover:

- What leaders admire about your generation's boldness, tech skills and fresh thinking.
- Where they see gaps in areas like reliability, communication and resilience.
- How your peers across both countries are calling for more empathy, open communication, respect and flexibility from leadership.

### So why should you read it?

Because knowledge is leverage. When you understand both sides of the conversation, you become part of the solution. You'll learn how to:

- Build better bridges across generations.
- Ask for the support you need, with clarity and confidence.
- Balance your individuality with timeless workplace values like dedication and growth.
- Recognise that your voice matters—and how to use it wisely in shaping the future of work.

This report is your invitation to lead, not just participate in your organisation's operations. Because the workplace isn't just changing around you... it is changing because of you.

# 5 Major Issues Between Business Leaders & Gen Z

Discover the real Gen Z-Leadership disconnect through a rare  
360° view by generation, gender and region.





# Unlock The Full Report Now!

See where your organisation really stands, and what it can achieve when you do things right by bridging this generational gap. Our complete report uncovers deep perception gaps across generations, genders and geographies, providing critical insights into what is working, what is broken, and what is being misunderstood.

A combination of our complete report and our Strategic Interactive Dashboard, will help you to:

- Slice and dice data by country, gender, generation, role and more
- Pinpoint critical blind spots that hinder performance and retention
- Identify high and low satisfaction areas by cohort or theme
- Discover what Gen Z truly values, and what leadership may be missing
- Compare key drivers for each cohort, and see exactly where alignment is needed
- Benchmark your performance against emerging best practices
- Translate insights into action with precision and clarity

This is your data-backed blueprint to build a future-ready culture that Gen Z trusts, values and champions.

[Get a glimpse into what the full report includes.](#)

## Choose the Right Access for Your Organisation

### Insights + Strategy Access

- Complete Comprehensive Report
- 12-month access to the Strategic Interactive Dashboard where you can:
  - Slice and dice data by country, gender, generation, role and more
  - Pinpoint blind spots and performance gaps
  - Compare satisfaction, expectations and alignment across cohorts
  - Discover what Gen Z values—and what leadership may be missing
- Best-practice recommendations tailored to today's workforce needs

### Culture Intelligence Suite

Everything in Insights + Strategy Access, **plus:**

- Complimentary Culture Audit, including:
  - Evaluation of vision, mission, values, and agreed behaviours
  - Review of your Employee Value Proposition
  - Assessment of staff insights approach and cultural initiatives
  - Prioritised set of recommendations to improve your organisation's culture
  - Deep dive into employee programs like career development, recognition and growth

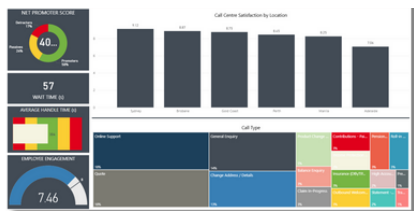
**Build a culture that Gen Z wants to be a part of, and one every generation is proud to champion.**

AU \$2,499 >>

AU \$4,000 >>

# Our Employee Engagement Strategic Interactive Dashboard

Our Employee Engagement Strategic Interactive Dashboard goes beyond surface-level stats to deliver deep, actionable insights across your organisation. Designed exclusively for cultural transformation, this dynamic tool empowers leaders with clarity, confidence, and control.



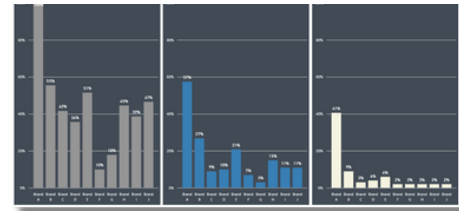
## Team-Level Intelligence, Enterprise-Wide View

Drill down by department, team, function, gender, etc. to uncover patterns of engagement, disengagement and emotional wellbeing.



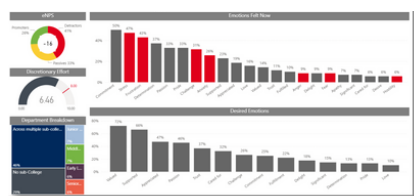
## Champion Identification

Discover how many internal champions you have — those who understand your strategy and are personally committed to making it a success.



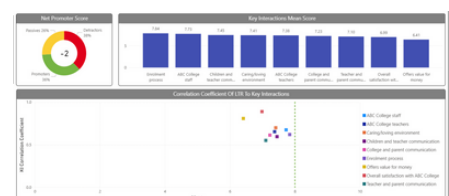
## Gap Analysis

Pinpoint where your strategy is breaking down and identify gaps between leadership intent and employee experience, or between values and everyday behaviour.



## Emotion & Effort Mapping

Track what employees are feeling at work, both positive and negative, and understand how those emotions influence loyalty, discretionary effort and intent to stay.



## Prioritised Actionable Insights

Get a clear list of priority issues and recommendations by team or function, so that you can act fast and act smart.



## Custom Time-Based Filters for Laser Focus

Filter your insights by region, gender, tenure, or business unit to identify unique engagement drivers and barriers over a period of time



**Christopher Roberts**

**Founder and Managing Director**

**Engaged Strategy**

**& Author of 10 Reasons Why CX/NPS® Programs Fail**

**Christopher Roberts** is the Founder and Managing Director of Engaged Strategy and creator of the Total Engagement Model®. This proprietary model has been published in academic journals and is taught at the Masters level at universities in Australia and New Zealand.

With extensive experience in driving customer and employee engagement, Chris is a respected brand interventionist and thought leader known for his ability to transform business culture and performance.

Chris is also an expert in recovering brands and helping organisations unlock growth by aligning brand, culture and customer experience. His approach blends data, behavioural insights and commercial acumen to deliver tangible results. Chris is a published author and hosts the Strategy Edge podcast, where he interviews business leaders on transformation and innovation. Passionate about creating workplaces where people thrive, Chris believes true engagement is essential for sustainable success.

Reach out to understand how Chris can help your organisation transform from the inside out and deliver customer experiences that are worthy of recommendation.

# Unlock a Culture of Champions

## Drive Staff Engagement That Powers Customer Advocacy and Business Growth



### The Problems We Solve

Traditional employee surveys focus on satisfaction. We focus on strategic engagement that helps leaders **unlock discretionary effort**, **align teams with purpose** and build a workplace culture that **fuels customer loyalty and business success**.

#### We solve:



Disengagement and quiet quitting



Cultural misalignment and unclear direction



Low customer advocacy linked to internal disconnection



### Our Unique Approach

Engaged Strategy's holistic employee engagement model is **diagnostic**, **strategic** and **transformational**.



#### Measure what truly matters

- **Discretionary Effort**

*Are your people going above and beyond?*

- **Internal NPS**

*Would staff recommend your organisation as a great workplace?*

- **External NPS**

*Would staff recommend your products/ services?*



#### Strategic Alignment with the Champions Model

*based on Kevin Thompson's grid*

It reveals functional, team & leadership gaps.

#### BYSTANDERS

Understand, but are not committed to the strategy

#### CHAMPIONS

Understand and are committed to the strategy

#### WEAK LINKS

Neither committed nor understand the strategy

#### LOOSE CANNONS

Committed to the strategy, but lack understanding



#### Emotions and Human Needs

- **We measure not just the emotions staff feel**, but what they want to feel.
- **We analyse fulfilment of the 6 Human Needs:** Significance, Connection, Contribution, Growth, Certainty, Variety.
- **We identify what's missing** and why engagement feels like 'work', not a calling.



#### Psychological Safety & Change Readiness

- **Gauge safety to speak up**, bullying risks and change communication effectiveness.
- **Equip leaders with insight to build trust**, especially during restructures or cultural shifts.
- Linking **Employee & Customer Engagement** with our unique methodology.
- **High staff discretionary effort** is a proven driver of customer advocacy.



### Our Proven End-to-End Framework



#### Envision

Co-create your Employee Value Proposition (EVP) and define your desired employee experience.



#### Evaluate

Diagnose true engagement levels through customised, anonymous, and independently-run surveys.



#### Embed

Turn insights into action through strategy workshops and leadership alignment.

Our Strategic Interactive Dashboards allow you to slice results by role, department, demographics, and more, for targeted, data-led decisions.

Using this approach we have helped our clients  
increase their eNPS by more than 55 points.

## ABOUT US

Engaged Strategy is an insights-based strategic consultancy. We help organisations develop experiences, internal cultures, and propositions that are worthy of recommendation, not mere satisfaction. We focus on the foundational pillars of every successful organisation: Customer Experience, Employee Engagement, Branding and Leadership. Our proven track record includes:

Knowledge of

**20+**  
Industries

**200+**  
Brands

NPS® Increases by

**80+**  
points in B2B

**60+**  
points in B2C

Surveyed

**1 Million+**  
Customers

**10,000+**  
Employees

Conducted

**30+**  
Benchmarking  
Studies

**5**  
National Employee  
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