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CHALLENGES TO LEAD GENERATION Z IN THE CORPORATE ENVIRONMENT

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Abstract: This article addresses the challenge to lead generation Z in the corporate environment, challenges faced by organizations that receive young people named by some authors as "digital natives", live accelerated with the pace of many tasks done at the same time. The objective of the study is to know the characteristics of Generation Z and how the leadership is dealing with these professionals, what is the leadership esteem that these professionals of Generation Z expect to find in the institutions. This study is characterized by a bibliographic analysis, through the re-reading of some perspectives on the subject, such as the concept of generation, definition of the time line of generations, the role of the leader in the work group and the strategies to manage the different professionals of the generations within the work environment. The article concludes that a good strategy to lead generation Z is the use of emotional intelligence techniques, building a mental model of growth for a constant improvement of the relationships between leaders and followers.

Keywords: Generation Z, Leadership, Organization.

INTRODUCTION

The article exposes the challenge experienced by organizations in leading generation Z, puts the concept of generations and the role of leadership before this new group of professionals who are coming to the job market.

The present work was based on a bibliographical research, with data and information collected in the literature relevant to the topic. All research took into account the concepts of generation, as the available literature traces the timeline of generations exploring aspects of generation Z, object of this article.

For the research, the general objective was taken: the timeline of generation Z, as it is known in society. And the specific objectives: how to lead the young of generation Z in the corporate environment.

The structure is defined as follows: the concept of generations, characteristics of Generation Z on which it is based on several authors, such as Fagundes, Vianna. Then, the leadership style that is best suited to harmoniously manage the work environment is defined work, which may have brought together the four generations. Continuing, we put the strategies that can contribute to the improvement of relationships in organizations, which is management with people, quotes Kouzes who speaks of collaborative leadership. Another method that helps the leader is the development of emotional intelligence, which mentions the emotional skills and abilities that everyone must acquire for personal and professional progress. Closing, the final considerations in which the objectives of the approach are recalled and suggestions are placed for organizations to develop leaders who integrate the entire team to achieve the desired objectives and differentiate themselves with competitiveness in the corporate world. Bibliographic references end the article.

DEVELOPMENT

Z GENERATION

For Fagundes (2011), generation Z are those born after 1993, also known as "digital generation", "net generation" and "dot-com generation", as he says (Freire et al., 2008).

Vianna (2002) understands that for a generation to differentiate from another it is necessary to analyze what each one brings together in their conceptions, values and preferences, which are direct results of the period in which they were conceived. This way, generations can be conceptualized as the result of historical events.

Generation Z differs from other generations for its great ability to master the various technologies, monitor information in real time, is characterized by immediacy, ease of performing several tasks simultaneously, works well with the diversity of cultures, but does not deal very well with authority and hierarchy (Dalapria2015). This reality deserves a reflection on the arrival of these young people to the corporate world.

There is no lack of phenomena that can authorize a relativist or nihilistic interpretation of the hypermodern universe. Dissolution of the uncontested foundations of knowledge, primacy of pragmatism and the god of money, a feeling of equality in the value of all opinions and all cultures (Lipovetsky et al., 2004, p. 98).

New young professionals arrive in the world of work wanting to find an environment like theirs, connected, with many interactions, fast and universal, as Fagundes (2011) says. They use their smartphones to send texts, "surf" the internet, find routes, take pictures and make video.

For (Estrada 2007, p. 79), "nowadays a static cultural identity is rejected in favor of dynamics, the right to difference is emphasized and alterity is proposed as the determining element from which the recognition of rights is possible. humans". It is a youth involved with social issues, moral and environmental standards, are committed to social causes.

It is worth mentioning that according to Dalapria (2015) generation Z has its own characteristics, when it comes to the first job and how their career will be formed, it is taken into account that they are inserted in a globalized, digital, interconnected context and that there is a range of diversity of attributes aimed at individuals, organizations, life and work models, according to the yearning and will of each human being.

It is also important to mention the previous generations that, presented by Lombardia et al. (2008) thus defined, Baby Boomers: born in the post-war period between 1951 and 1964. Generation X: born between 1965 and 1983 is named the unidentified generation. Generation Y: born between 1984 and 1990 is conceptualized as self-interested and familiar with technologies.

Currently, companies have professionals from all these generations, each one with their particularity in interfering with motivation and understanding of personal and professional relationships, as he says (Fantini et al., 2015).

LEADER PROFILE THAT GEN Z WANTS TO FIND IN ORGANIZATIONS

Leadership

Leadership is necessary in all types of human organization, whether in companies or in each of their departments. It is essential in all Administration functions: the administrator needs to know human nature and know how to lead people, that is, to lead (Chiavenato, 2006, p.18).

And leading the professionals of the four generations, baby boomers, generation X, generation Y and generation Z, can be the great challenge for corporations as well mentioned (Kullock, 2010, p. 18) "And nowadays the great challenge encountered by companies is the way to harmonize the coexistence of these individuals and manage conflicts that may occur within the organization",

So, what would be the best leadership style that companies could develop in leaders who are receiving young professionals who choose autonomy over sovereignty, according to (Lisboa et al., 2013). They are multitaskers, highly technological individuals, with diversified knowledge, they value spontaneity, as he says (Williams et al., 2012).

In a survey carried out by Santos et al. (2014), published in the article "The main characteristics in the leader profile, which generations Y and Z want to find in current organizations", were based on traits extracted from Leadership Styles, called by Chiavenato (2011), these traits form three Leadership styles: Autocratic, Democratic, and

Liberal. The result was the prevalence of the democratic leadership style, as seen in graphs 1 and 2.

For Chiavenato (2005), the theory of three styles and leadership is defined as follows: (2005, p. 187),

As well evaluated in the research and also Chiavenato (1985) recommends that a democratic leadership be made for the work groups, in which people feel integrated as important parts for the final result, which corroborates for the maintenance of a work environment friendly and with productivity growth, according to Andrade (2012).

HOW THE LEADER CAN CONTRIBUTE TO THE IMPROVEMENT OF ORGANIZATIONAL PRACTICES

An important factor for management, as mentioned by Peter Drucker (1993, p.33) [...] "organizations need to take care of their members as much or more than they take care of their products and services. They need to attract people, retain them, recognize and reward them, motivate them, serve them and satisfy them", strengthening the issue of the importance of people in the generation of corporate knowledge is a great differential for enterprises.

Kouzes (2003, p.9) "If you want to bet on who will be successful leaders today, bet on the most collaborative person, who puts people first and profits second."

With that, Chiavenato (1994, p. 249) guides: "There is a big difference between managing people and managing with people.

In the first case, people are the object of management. They are guided and controlled to achieve a certain goal. In the second case, people are the active subject of management. They are the ones who guide and control to achieve certain individual and organizational goals".

According to Goleman (2007), people are involved in everything that happens in the organization, in the search for the expected results, professionals work in the resolution of varied conflicts that encompass different interests, conflicts that most often involve a behavioral nature, that is, the difficulty in the development of the works, it happens because in addition to managing the work itself, people with different behaviors are managed.

For (Bacal, 2004), the use of emotional intelligence in conflict resolution is a way to appease people, putting everyone's efforts to achieve the organization's goals. Usually in the corporate environment there are people from different generations, with different levels of maturity and motivation, so conflicts are almost inevitable. It is the manager's role to intervene effectively and quickly in such conflicts so that it does not damage the harmony of the team and harm the organizational objectives. Therefore, the leader who aggregates the components of emotional intelligence in doing is better prepared (Robbins, 2009).

According to Goleman et al. (2002) emotional and social intelligence is essential to differentiate in which leaders and followers seek to develop their behavioral competencies. For the authors, the emotional intelligence model considers a conception of intrapersonal (emotional) and a conception of interpersonal (social) in the act of emotional intelligence competencies.
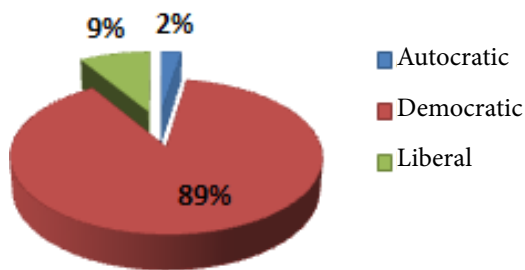
Z Generation

- Autocratic 2%
- Democratic 89%
- Liberal 9%

Chart 1 - Leadership Style
Source: Research Data (2014)

Y Generation

- Democratic 94%
- Liberal 6%
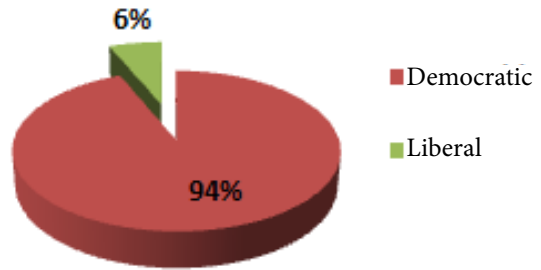
Chart 1 - Leadership Style
Source: Research Data (2014)

	Democratic Leadership	Liberal Leadership	Autocratic leadership
Decision-making	The guidelines are debated and decided by the group, which is stimulated and assisted by the leader.	Total freedom to make group or individual decisions, with minimal participation by the leader.	Only the leader decides and sets the guidelines, without any participation from the group.
Work schedule	The group itself outlines measures and techniques to reach the target with the technical advice of the leader. The tasks gain new contours with the debates.	The leader's participation in the debate is limited, presenting only an alternative to the group, clarifying that he could provide information as long as requested.	The leader determines arrangements for the execution of tasks, one at a time, as they are necessary and in a way that is unpredictable for the group.
Division of labor	The division of tasks is at the discretion of the group and each member is free to choose their own colleagues.	Both the division of tasks and the choice of colleagues are up to the group. Absolute lack of leader participation	The leader determines which task each one must perform and who is his co-worker.
Leader participation	The leader seeks to be a normal member of the group. It is objective and stimulates with facts, praise or criticism.	The leader makes no attempt to assess or regulate the course of things. He only makes comments when asked.	The leader is personal and domineering in praise and criticism of one's work.

Source: Chiavenato (2005, p. 187).

Emotional intelligence is the ability to create motivations for yourself and to persist in a goal despite setbacks, to control impulses and wait for the satisfaction of your desires, to keep yourself in a good frame of mind and prevent anxiety from interfering with the ability to reason, to be empathetic and self-confident (Goleman, 2007, p. 58).

For Cury (2010), those who learn to better examine their emotions become more resilient, supportive, malleable, sensitive, compassionate, patient, generous and magnanimous. The more one knows emotionally, the more the subject becomes a human being and ceases to be a rigid and self-sufficient god.

Linked to all this, one can think of adopting a monthly fee for growth, in which people believe that they are capable of cultivating their primary qualities through their own efforts, experiences, using their talents, skills in different ways, taking into account learning and constant improvement to achieve success, Dweck (2017).

For Cury (2010, p. 110) "our behaviors are seeds. The seeds are tiny, fragile, but they can have countless consequences, whether immediate or future. Thinking about the consequences of behaviors is the basis for building a healthy future based on a present healthy".

Therefore, organizations can stimulate actions that develop emotional intelligence, starting with techniques that help self-knowledge, which is the basis of personal intelligence, it is important to develop it and then use it in social relationships. For (Goleman 2001), having emotional intelligence as a strategy is knowing how to manage teamwork well, maintaining constant dialogue and always using self-analysis, are actions that can bring balance with oneself and with others.

FINAL CONSIDERATIONS

In accordance with the objectives defined in the studies, it can be said that these were achieved, because it was possible to know concepts and characteristics of the generations, especially the Z generation, which is totally connected, was born in the arms of technological innovation, committed to social causes, inserted in a globalized, digital, interconnected world.

Organizations face the great challenge of training leaders who will have to work harmoniously with the four generations in a balanced way, in which they will be able to combine the experience and maturity of the most experienced with the boldness and availability of those who are coming to the world of work, with their perspectives and diversities for new ideas, new possibilities, creating collaborative spaces to achieve institutional goals.

Finally, leadership will help in the development of those who are led, activating the best of each one of the team and collaborating with everyone to develop their skills, abilities and attitudes, stimulating emotional intelligence, as a tool for professional growth, in order to strengthen relationships. of work based on respect, trust and friendship.

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