



# The **Ultimate** Guide to Managing, Motivating and Hiring Your Gen Z Workforce in the Medical Devices Sector



# INTRODUCTION

A new generation of medical sales employees has arrived.

Generation Z, the youngest generation to approach the working world, will soon surpass Millennials as the most populous generation on earth. By 2030, this group will make up a huge 30% of the workforce, bringing new demands, expectations, and priorities for employers to consider.

Often raised by innovative millennials, Gen Z is the most diverse and educated age group in the professional world today. They were born into a connected, digital, and empathetic world and spend approximately half of their waking hours interacting with technology.

Gen Z has been shaped by an era of social feeds and internet culture, witnessing a slew of powerful social justice movements in recent years. As such, they have a unique sensibility and a strong stance regarding ethical business practices and equity.

Though Generation Z has several valuable characteristics to bring to the medical sales landscape, their approach to the workplace may cause some challenges for business leaders.

Gen Z isn't motivated or moved by the same things as their millennial parents. This means to engage and successfully manage your new workforce, you may need to implement different strategies.

Today, we will define the Gen Z employee, what they need from a medical sales employer, and how you can manage your youngest team.

# Defining the Generation Z Workforce

The workplace is on the brink of a massive transformation. Just as the arrival of the millennial worker prompted significant changes in the management of teams and employees, the introduction of Generation Z will alter the way we think about "business-as-usual" forever.

While generational cut-off points aren't an exact science, anyone born between 1997 and 2012 is generally considered to be part of "Generation Z". This group is the cohort preceding "Generation Alpha" and succeeding the millennial workforce.

In the medical devices landscape, Gen Z employees are likely in high demand. These fast-paced, highly educated, and motivated individuals are already developing a reputation as hard workers.

However, they also have unique priorities and expectations, which can confuse business leaders. Some of the key characteristics defining Gen Z include:

## Focus on Health and Empathy

Gen Z has grown up in a difficult world, exposed to significant stress levels and economic turmoil. As a result, according to a recent McKinsey report, many would choose a job promoting a healthy lifestyle over a role with a high income. Gen Z employees want a high level of empathy from their employers, and they expect medical device leaders to be invested in protecting their physical and emotional health.

Indeed, mental health is a major concern for Gen Z employees. More than 1 in 3 working Gen Zers say they find it difficult to cope with excessive pressure and stress at work. Around 91% of Gen Z employees already experience at least one symptom of stress. These team members expect significant support from their employers. Failing to give this level of help could mean you lose your team members, as burnout and lack of work/life balance are common reasons for Gen Z to quit their roles.



## Technology Savvy

Gen Z has been brought up in a world surrounded by technology. They spend a huge portion of their time on social media and browsing the internet. According to a global survey, around 98% of Gen Zers own a smartphone, and half spend about 10 hours a day using it.

They expect to work for firms with a strong investment in the latest tools and services. Companies in the medical devices sector with outdated tools and software will quickly lose the interest of Gen Z team members.

However, companies can improve their chances of attracting new employees by providing them with access to the latest solutions, from AI and extended reality to messaging apps and business social media networks.

## Cultural Diversity

Gen Z is the most welcoming, accepting, and diverse generation so far. Hailing from countless different groups and orientations, this group believes everyone should have the freedom to "be themselves". Many of these employees are more at home in a diverse workplace.

Gen Z will prioritise medical device companies that commit to strong Diversity, Equity, and Inclusion practices. Additionally, around 68% of these workers say they think it's important to work for a business with an active commitment to supporting social causes.

## Competitive

Gen Z is naturally ambitious. Although they want to befriend people at work and build personal relationships with their colleagues, they're also highly driven and competitive. Generation Z has strong goals and a clear vision of what they want to accomplish in the medical device industry.

Companies with their own gamification strategies can take advantage of this natural sense of competitiveness to encourage and motivate team members. It's also important for employers to adhere to the aspirational nature of their staff by providing regular training opportunities and chances for ongoing development.

## Desire for Stability

Generation Z grew up in a time of significant economic recession and turmoil. As such, they're far more risk-averse than millennials. While they're still motivated by benefits and a good salary, they're also looking for clear evidence that they have a strong future with their chosen business. Stability is crucial for Gen Z.

When advertising roles to the Gen Z population, medical device groups must carefully outline a predictable, stable, and long-lasting opportunity for their staff, working with Gen Z employees on plans for long-term growth and development will help them to feel more at home.



# Millennials vs Generation Z: The Difference

Millennials may have raised the Gen Z community, but there are some major differences between the two groups regarding workplace motivation and performance.

The Millennial generation is an optimistic group, brimming with digital pioneers who witnessed the rise of social media, instant messaging, video conferencing, and countless other tools. Like Gen Z, millennials are committed to work-life balance, but they also prefer working in collaborative environments, where they can frequently connect with others.

Alternatively, Gen Z employees in the medical device landscape are proactive, innovative individuals keen to inflict significant change on the world around them. They're more realistic and cautious than their millennial counterparts due to growing up during economic turmoil.

Gen Z employees might prefer to have their own workplace or work remotely rather than interact with people daily. However, they still want to develop strong relationships with the other team members through social media and digital connections.

While millennials are highly focused on job opportunities and career exploration, Gen Z focuses more on stability and job security. They want to expand their education and explore new responsibilities when they arise, but they may be less likely to hop between jobs.



# How to Manage Generation Z in the Workplace

Managing a Gen Z medical sales workforce means committing to a new leadership style. When asked what they value most in a leader, one study found Gen Z prioritise empathy and honesty at the top of their list. This generation wants their boss to be transparent, supportive, and respectful of what they have to say.

At the same time, Gen Zers want their workplace to be an environment infused with innovation and opportunity. They want to explore flexible working practices and work with the latest technology available in their field. Here are some of the most important points medical device leaders will need to consider when managing a Gen Z workforce.

## 1. Prioritise Collaboration and Communication

Gen Z values social interaction. This generation was raised in the age of social media, and they like being constantly connected to the people they work with. As such, business leaders in the medical sales industry will need to create a culture of team spirit, camaraderie, and collaboration.

For Gen Z, collaboration and communication doesn't always have to take place on a face-to-face basis. These employees are just as happy connecting with their colleagues over video conferences and phone calls, and they like having access to instant messaging applications.

To create a sense of transparency within the workplace, business leaders must ensure they're open and consistent with their communication strategies. Keeping employees regularly updated on the latest business developments will make them feel more secure.



## **2. Allow for Independence and Autonomy**

Gen Zers are ambitious individuals who like having their own independence. Although they appreciate feedback and guidance from leaders, they also want the room to explore their own strategies and work how they feel most comfortable. This means medical device leaders will need to give their Gen Z employees ownership over their projects.

Allowing team members to choose their schedules or suggest their methods of tackling projects will make them feel more respected and engaged in their work. Gen Z should have access to plenty of tools for independent research and opportunities to share their thoughts and insights with leadership and other team members regularly.

## **3. Implement Strategies for Work-Life Balance**

Burnout and stress have been significant problems for the millennial group, with around 28% saying they suffer from this issue regularly in the workplace. Generation Z has learned from the struggles of their parents and now prioritises work-life balance more than most.

81% of Gen Z employees say flexibility in choosing how and when they work is important. Many team members in the current landscape expect access to fully remote or hybrid working strategies. Some Gen Zers are also becoming more interested in the concept of the 4-day work week, so they have more time to recover from their time in the office.

To appeal to Gen Z employees and keep them happy, medical device managers will have to offer various working styles outside the standard 9-to-5 experience. It will also be important for leadership to encourage good work-life balance among team members by convincing them to take regular breaks and manage their schedules effectively.



## 4. Embrace New Technology

Gen Z and technology go hand-in-hand as the first generation to enter the workforce with no memory of a time before social media and Wi-Fi. This means medical device companies hoping to attract and engage a new era of Gen Z employees will need to be digitally savvy.

Managers can improve their Gen Z staff's productivity and performance by implementing tools that help these team members manage their work. Productivity and project management apps, collaboration tools, and video conferencing services will all be crucial.

To keep Gen Z employees happy, business leaders must also ensure they're regularly updating and improving their technology stack. This means implementing new software and services as they emerge and even investing in a cloud environment for software. Collecting feedback from employees on the tools they prefer to use will help to guide successful investments.



## 5. Empathise with Mental Health Needs

Empathy is everything to Gen Z employees. Around 82% of employed Gen Zers today say it's important for managers to offer "mental health days" when they're feeling burned out or stressed. Gen Z staff members want to know that their business leaders are committed to keeping them happy and healthy.

Business leaders in the medical device sector will have to look for ways to showcase their empathy. For instance, it might be useful to implement a wellness strategy in the workplace which focuses on giving team members ways to manage stress and avoid burnout.

Offering certain perks like access to counselling, more vacation days when employees feel overwhelmed at work, and competitive salaries to address financial concerns will be a good way to attract and retain Gen Z employees.

# How to Motivate Your Gen Z Employees

One of the more positive characteristics of Gen Z employees is they're already highly self-motivated. After watching their parents struggle through a recession, this group is driven to establish themselves in a business and achieve financial stability.

However, Gen Zers are also highly driven by their values. They're more than willing to jump from job to job if it means finding a workplace suited to their goals. Already, studies show around 56% of Gen Z employees are planning to switch jobs in the next year.

To motivate and retain your medical device Gen Z staff, you'll need to follow these steps:

## Step 1: Provide Regular Feedback

While Gen Z employees like the freedom to explore their own strategies and work styles, this doesn't mean they don't want regular feedback. These employees are highly motivated by positive acknowledgement and recognition. Like their millennial counterparts, Gen Z employees need to know when they're doing a job well and want real-time performance updates.

Rather than waiting for an annual performance review to explore the strengths and weaknesses of your medical device Gen Z employees, focus on developing a more fast-paced feedback scenario. Simple messages to your staff members letting them know they're doing a good job can help them stay focused and engaged in their role.

Clear expectations are also extremely important when working with Gen Z employees. These competitive professionals want to deliver their best work, but they can only do so when they clearly understand what's expected.



## **Step 2: Promote Interpersonal Relationship**

Gen Z employees might spend most of their time using online communication methods, but they still want to feel connected to the rest of their team. Around 73% of Gen Zers say they feel isolated or lonely from time to time at work.

Promoting interpersonal relationships is a great way to boost the engagement of your staff and make them feel more committed to the workplace. Medical device companies can invest everything from bonding days with gamification elements to leverage Gen Z's competitive nature to regular video conferencing between remote workers.

It's also important to ensure Gen Z employees have a chance to develop a relationship with their business leaders. These employees want to be able to connect regularly with managers and supervisors, as well as colleagues.

## **Step 3: Provide Growth Opportunities**

Because Gen Z employees are interested in future-proof jobs, managers in the medical device industry need to ensure their team members can see a future with the business. In a climate where the skills required to succeed in any workplace are constantly evolving, Gen Z professionals need to be able to expand their knowledge and talents continually.

37% of Gen Z team members say professional growth and learning opportunities are their number one priority when looking for a new job. This may be why many technology companies with strong reputations for innovation and development have captured the attention of so many new candidates. With this in mind, it's important to have a clear development strategy.

Business leaders can experiment with everything from online learning opportunities for their team members to mentorship and shadowing for staff looking for promotions. Showing a clear path for progression in your business will be crucial to maintaining employee engagement.

## Step 4: Promote Diversity and Inclusion



Gen Z employees feel most comfortable in a diverse workplace, capable of accepting and supporting all kinds of team members. Around 63% of Gen Z employees say it's important to be able to share ideas and learn from people with unique backgrounds.

To keep teams motivated, medical device managers will need to ensure their Gen Z employees have plenty of opportunities to work with people who have different skills and lives to their own. A strong DEI strategy will make it easier for companies to build a diverse selection of staff members.

Inclusivity is particularly important for Gen Z teams. This means business leaders must implement campaigns ensuring their staff members feel valued, no matter their background. Ensuring every staff member feels listened to and respected is critical for ongoing motivation. You can help your Gen Z employees thrive by inviting them to more strategy meetings, listening to their business ideas, and gathering regular feedback.

## Step 5: Offer the Right Benefits

Keeping your medical device Gen Z employees motivated ensures you're offering the right perks and benefits for working with you. Though Gen Z staff members still want to be paid the right salary for their skills, they're also highly motivated by security and benefits.

Around 70% of Gen Z professionals think health insurance is a must-have benefit for a business, while others are looking for access to paid education and mentorship. Companies must offer traditional and modern benefits to keep Gen Z on track.

Compensation perks, wellness benefits, student loan assistance, and attractive maternity and paternity policies will likely appeal to this security-focused generation. However, it's worth talking to your team members and tailoring benefits packages to different needs where possible.

# Understand and Optimise Your Gen Z Workforce

The rise of Gen Z in the medical device landscape marks a transformational time for business leaders and managers. How you motivate and support your youngest employees will differ from how you've served their millennial and Boomer counterparts.

Fortunately, with a strong understanding of the characteristics of the Gen Z community, you'll be better prepared to attract and retain the right talent.

Of course, one of the easiest ways to ensure you're collecting the right talent for your team from the Gen Z employee landscape is to work with a specialist medical device sales recruiter. A recruitment agency will help you to tailor your job descriptions and offers to speak to the youngest generation.

The right medical sales [recruiting partner](#) will also help you find Gen Z professionals to add to your pipeline who share the same values as your business.

If you would like to discuss how we can help you [book a call with us here](#) or by phone on 0161 969 9700.

Attracting the right team members from day one will make it much easier to build a phenomenal team of hard-working, diverse, and highly educated Gen Z staff.

---

## About Advance Recruitment

Advance Recruitment is a specialist medtech recruitment agency with a focus on filling commercial positions such as sales, marketing and clinical training. Founded in 1997, we are the longest established recruitment agency in our sector. Based in Manchester, our in depth knowledge of the medtech sector allows us to help our clients attract the brightest talent and enables our candidates to build exciting and fulfilling careers. We work with everyone from large, blue-chip multinational companies to SMEs and start up organisations.

## CAN WE HELP?

[CONTACT US](#)

## TESTIMONIALS



Sourcing and selecting talent is one of, if not the most important aspect of a manager's role. To build a highly successful, diverse, collaborative & motivated team you need the right people with the right skill sets and the desire to succeed. To help you do this it is imperative that you partner with a recruitment team that knows you and your business inside out and more importantly can identify and source the right people for you.

I have been in medical sales for 29 years and worked with many recruitment teams along the way. Lately I have been working with Advance Recruitment and Karen McCurdy who have been first class. You are not fed CV's en masse but given a select few that they know will suit you, your business and compliment your team dynamics. Advance Recruitment and Karen are a very valuable extension of my team!

Nick Roberts, Sales Director UK and Ireland , Atos Medical UK

I started dealing with Advance probably 10 years ago, and they have helped me enormously throughout my journey. Always enjoyed speaking with Dave, Liv and Karen. Had excellent support and advice throughout, and always felt Advance were looking out for my interests, not just to get a sale.

I quickly found myself calling Advance first because of the service. As I've got to know key people at Advance, and as they've got to know me, it's created an excellent working relationship. I feel Advance know the type of candidate I hire, and also the type of role that would be a great fit for me.

In my 13-year career in medical, Advance has helped me move to 3 different positions, all of which were great fits. As a manager I have lost count of how many great candidates Liv, Dave and Karen have helped me hire. They know the type of person that would succeed in my teams and really do solve the problem I have.

I am 100% willing to recommend to colleagues and they are the first people I recommend to anyone who mentions medical recruitment.

Andy Massey, Sales & Marketing Manager, Bracco



## TESTIMONIALS



For the time I have been working at Essity (previously SCA Hygiene), one of my go-to recruitment agencies has been Advance Recruitment for healthcare and medical related roles. I can't say that about many agencies, so 12 years is a great reflection of what Advance have done!

The words 'true partnership' spring to mind when thinking about why I use them. It takes time to understand different roles and the culture of an organisation, but they do just that. I have one point of contact, Karen McCurdy, and this has been the same person since day 1 (how often does that happen?). Of course, Karen works with a team who all have an input on resourcing and interviewing candidates, but ultimately, I am always speaking to the same person who has taken their time to understand who we are and what we do.

I like that they work with the principle of quality rather than quantity when it comes to placing candidates in front of us. It is much more engaging to interview a couple of good people for a vacancy rather than spending valuable time on a number that are not aligned to what we are looking for. All of this has established a professional working relationship that benefits Essity. Thanks to Karen and the team at Advance Recruitment!

Mark Young, HR Essity UK (former Talent Acquisition Manager)

I had worked with Advance Recruitment in a previous role and found that the standard of candidates they referred matched the agreed candidate profile. We were having issues with recruitment that mostly consisted of poor quality and quantity of referred candidates. This was causing extended delays with our recruitment process and requiring additional investment of our resources to resolve. After I reached out to Dave, we immediately seen an increase in candidate referrals that matched our required profile. This eased our recruitment issues very quickly and made our recruitment process very simple and efficient.

Jim Pallas, UK&I Commercial Director - Amcare

