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# **Soft skills & new generation Hopes, Fears, and (Mis)Match**

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**1 Seminario Residenziale Confindustria Emilia Centro  
Rimini, 6 Febbraio 2026**

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**Materiale riservato – non condividere**

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Organizational survivor today comes from employees  
being proactive, using their creativity and ingenuity to  
solve problems without waiting

- Daniel Cable (2019), *Alive at work*, HBR.

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# Test

- Per iniziare faremo un breve test per comprendere come le persone memorizzano le informazioni. Nella prima parte, vi chiederò di leggere un piccolo paragrafo.
- Nella seconda parte, testeremo la vostra memoria.

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# Fase 1

Giovanni è un responsabile a tempo pieno in loco, direttore delle risorse umane per le nostre attività di produzione. Assume e forma il personale in uno dei nostri stabilimenti più attivi e lavora con noi da cinque anni. È efficiente nella pianificazione dei progetti e lo vedo sempre al lavoro quando passo regolarmente davanti alla sua scrivania a tarda sera, e perfino nei weekend.

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# Agenda

- Parte 1 | Nuove generazioni e vecchie pratiche manageriali: le ragioni di un mismatch pericoloso
  - Parte 2 | L'importanza dei capi e delle soft skills
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# BABY BOOMERS

(1946-1960)



# Generation X

(1961-1980)



# Generation Y

(1981-1995)



# GENERATION Z

(Born after 1995)







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# Focus

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- Cosa pensiamo (veramente) e quali caratteristiche hanno (molti) ragazzi afferenti alle nuove generazioni?



## CARATTERISTICHE

# Delle nuove generazioni

### **Gen Zs and millennials are focused on learning, but feel their managers are missing the mark on key aspects of their development**

Gen Zs are more focused on work/life balance than climbing to the top of the corporate ladder—only 6% say their primary career goal is to reach a leadership position. But they don't lack ambition. When asked the strongest reasons they chose to work for their current employer, learning and development is in the top three, just behind work/life balance and opportunities to progress in their careers. Seven in 10 Gen Zs say they are developing skills to advance their careers once a week or more, compared to 59% of millennials who say the same. Both Gen Zs and millennials are aligned on the skills they feel are important to progress in their careers (soft skills, time management, and industry-specific knowledge). There is also a sense among both generations that their managers are missing the mark. They believe managers' key role is to provide guidance and support, to inspire and motivate them, to offer mentorship, and to help them set boundaries to ensure work/life balance. Instead, many feel that their managers are mostly focused on closely overseeing day-to-day tasks.

### **Supporting the mental well-being of workers should start with addressing the root causes of workplace stress**

Gen Zs and millennials who say their leaders support their mental health, who have opportunities to grow within their organizations, and who are satisfied with their work/life balance are more likely to say they have positive well-being, and by extension are more likely to report higher levels of happiness. Yet, only 52% of Gen Zs and 58% of millennials rate their mental well-being as good or very good. And 40% of Gen Zs and 34% of millennials say they feel stressed or anxious all or most of the time—among them, about one-third say their job is a major source of stress. Long working hours, lack of recognition, and toxic workplaces are driving their stress levels. Gen Zs and millennials feel their managers could do more to address the root causes of stress in the workplace.





## Marry purpose with prosperity

- **56%** of Gen Z and **57%** of Millennials prioritise purpose and positive social impact over brand popularity of their employer.
- **81%** of Gen Z and **83%** of Millennials would take the first decent job that comes along, rather than wait for their ideal job.
- **64%** of Gen Z and **69%** of Millennials prefer job stability and well-defined career prospects, over an exciting role alone.



## Nurture a growth culture

- Both Gen Z and Millennials find purpose and meaning at work when they can be the best version of themselves and maximise their potential.
- They also feel motivated and driven when working in a collaborative and supportive work environment, and are able to learn new skills each day.



## One-size-fits-all is out, hyper-personalisation is in

When asked about workplace flexibility, Gen Z and Millennials both prioritised the freedom to:

- Set their own goals and aspirations
- Be their authentic self at the office



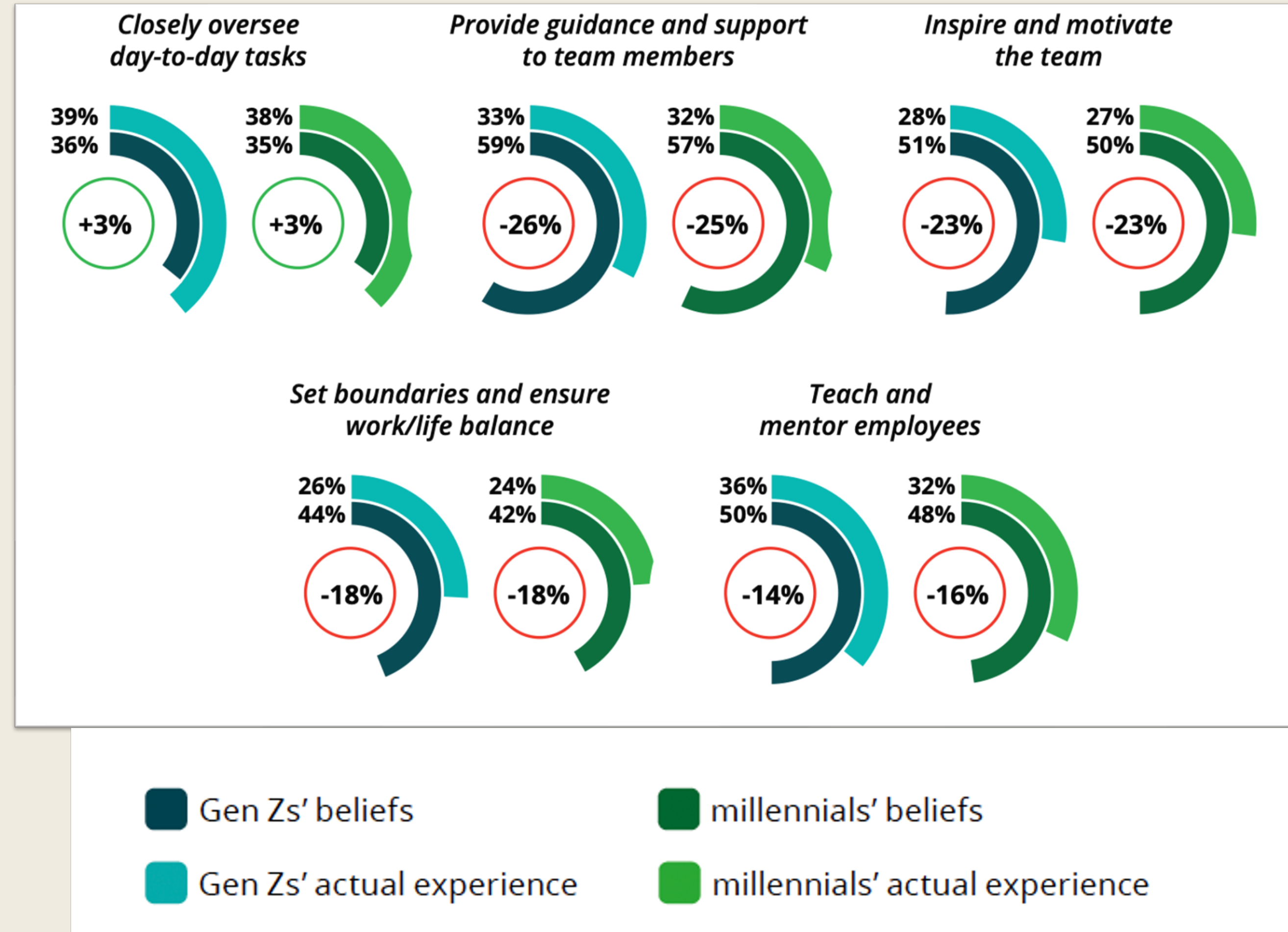
### Top career goals

	Achieving financial independence	Maintaining a good work/life balance	Achieving job stability and security
Gen Zs	22%	17%	14%
millennials	20%	20%	14%

	Becoming an expert in my field	Continuous learning and development	Working in roles that directly impact societal issues
Gen Zs	12%	9%	6%
millennials	10%	9%	5%

Q. Which of the following best describes your primary career goal?



Source: Deloitte Reports, 2025



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## Seconda fase del test

Vi chiedo di indicarmi quali tra queste parole sono state usate nella descrizione iniziale di Giovanni.

- direttore
- creativo
- improduttivo
- efficiente
- devoto
- manipolatore
- pigro
- dedicato
- risorse umane
- amichevole
- focalizzato
- responsabile
- progetti
- Efficace

[CAREERS]

# Why Showing Your Face at Work Matters

Although it's increasingly common, telecommuting may be hazardous to employee evaluations. But employers can take steps to ensure that remote workers are judged fairly.

BY KIMBERLY ELSBACH AND DANIEL CABLE

These days, more and more corporate employees are working at least part of the time from home offices. Working from home, or other types of remote work arrangements such as using a drop-in work center, can be beneficial to both employees and companies. However, our research suggests that these nontraditional arrangements also have hidden pitfalls. Employees who work remotely may end up getting lower performance evaluations, smaller raises and fewer promotions than their colleagues in the office — even if they work just as hard and just as long.

The difference is what we call *passive face time*. By that we are not referring to ac-





POLITICS

# What Bosses Really Think of Remote Workers



People who work from home get fewer raises and promotions. But there might be a way to avoid the remote-work penalty.

By Olga Khazan



Mark Power / Magnum

MAY 19, 2021

SHARE  SAVE 

**From:** Elon Musk

**Subject:** To be super clear

Everyone at Tesla is required to spend a minimum of 40 hours in the office per week. Moreover, the office must be where your actual colleagues are located, not some remote pseudo office. If you don't show up, we will assume you have resigned.

The more senior you are, the more visible must be your presence. That is why I lived in the factory so much – so that those on the line could see me working alongside them. If I had not done that, Tesla would long ago have gone bankrupt.

There are of course companies that don't require this, but when was the last time they shipped a great new product? It's been a while.

Tesla has and will create and actually manufacture the most exciting and meaningful products of any company on Earth. This will not happen by phoning it in.

Thanks,  
Elon

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perché non  
riusciamo a ridurre  
questo mismatch?

Spoiler: facciamo fatica a metterci in discussione e soffriamo di bias cognitivi

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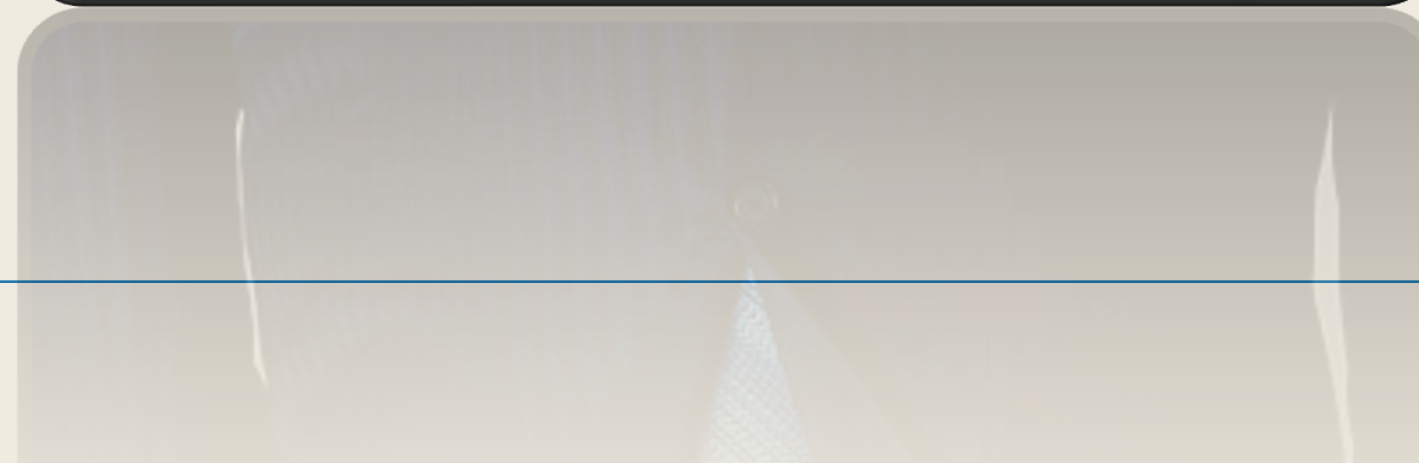
# Fallacy of centrality

- La *fallacy of centrality* è la tendenza a ritenere che ciò che sta al centro di un sistema, di una mappa, di una rete o di un discorso sia automaticamente più rilevante, vero o influente, **solo perché centrale**, senza adeguate prove.
  - E' un errore logico/cognitivo che ci spinge a sopravvalutare l'importanza, il valore e la rappresentatività di chi occupa una posizione centrale, rispetto a una posizione periferica.
  - Es. riteniamo che chi abbiamo un maggior numero di connessione nel proprio network, o chi è il più visibile, sia anche il più competente o affidabile
  - Sul lavoro, chi occupa una posizione centrale tende a sovrastimare le proprie conoscenze e tende a credere che capisce meglio i problemi rispetto a chi occupa una posizione più marginale (es. headquarter bias; focus solo su KPI centrali trascurando segnali periferici, come il turnover)
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...di fatto ci chiudiamo e non  
coinvolgiamo i collaboratori, non  
ascoltiamo la loro opinione

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Nel 2011, un dipendente anonimo di alto livello ha scritto una lettera aperta a Mike e al CEO affermando: «Abbiamo riso dicendo che stavano cercando di infilare un computer in un telefono e che la cosa non avrebbe funzionato...»

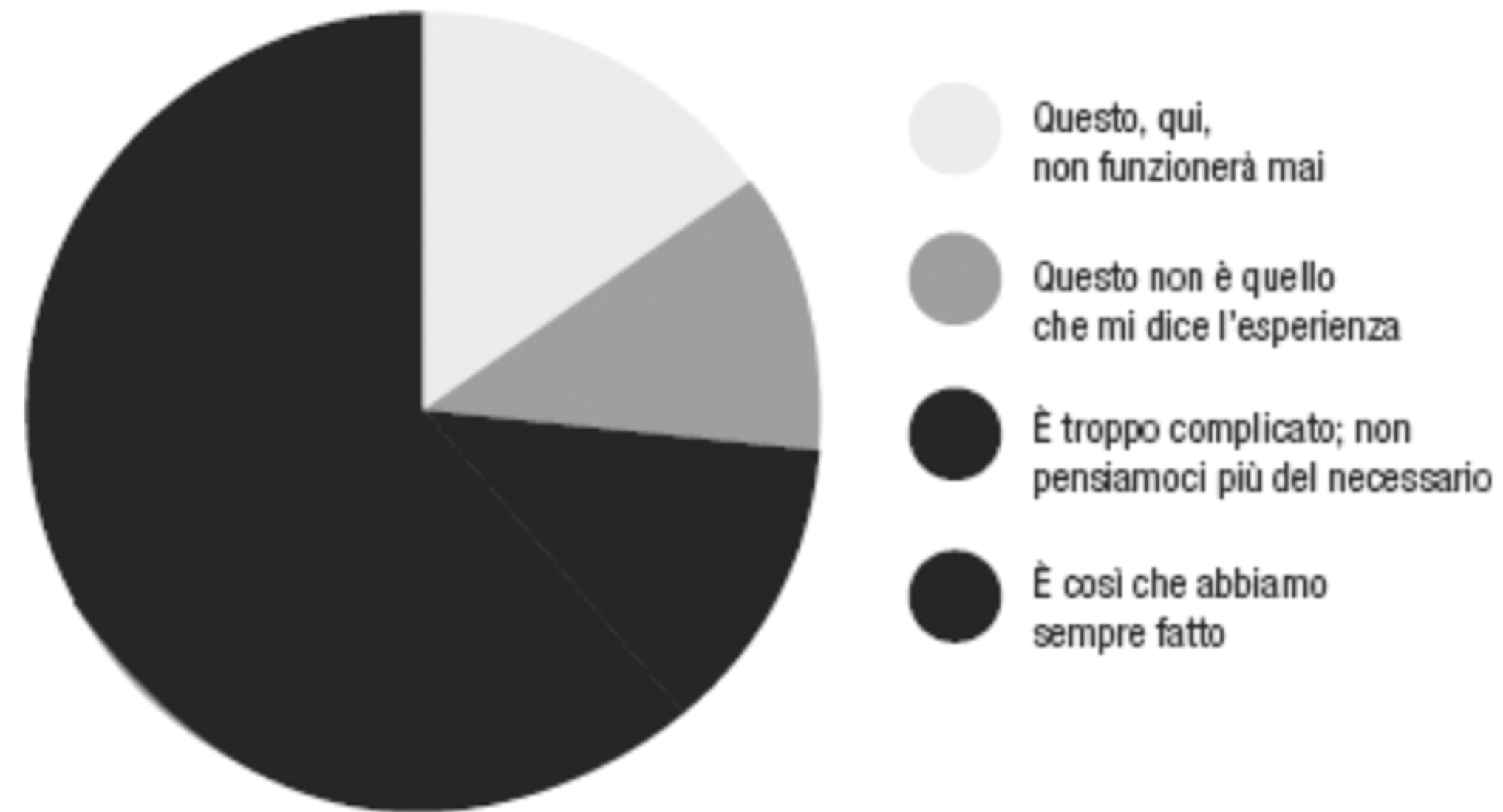
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... ma oramai siamo in ritardo di tre o  
quattro anni!!!»

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## LE COSE PIÙ FASTIDIOSE CHE LA GENTE DICE PUR DI NON DOVERCI RIPENSARE

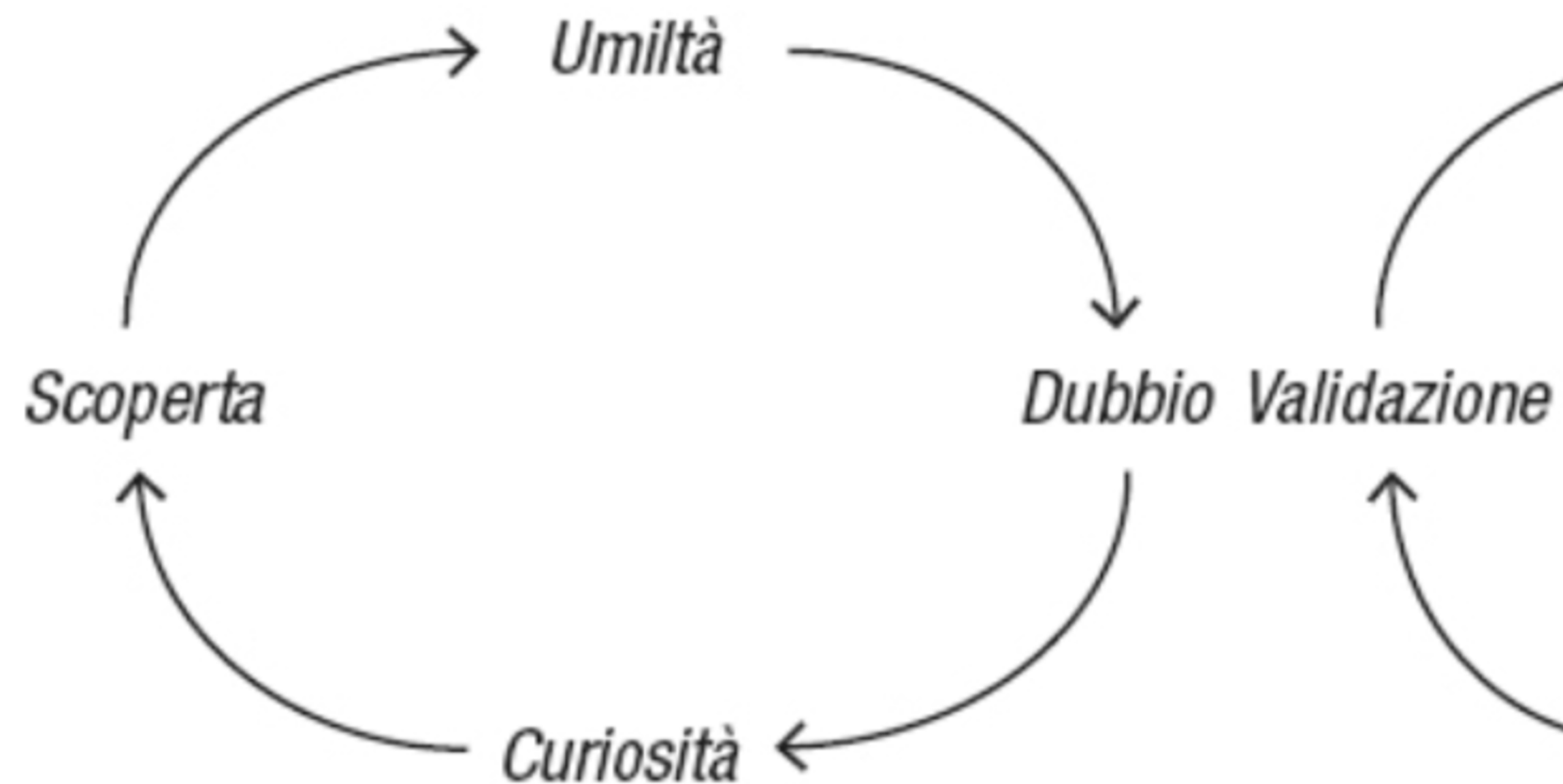


## QUELLO CHE SO



- Le cose che so di sapere
- Le cose che so
- Le cose che penso di sapere
- Le cose che non so

## IL CICLO DEL RIPENSAMENTO



## IL CICLO DELLA SICUREZZA ECCESSIVA









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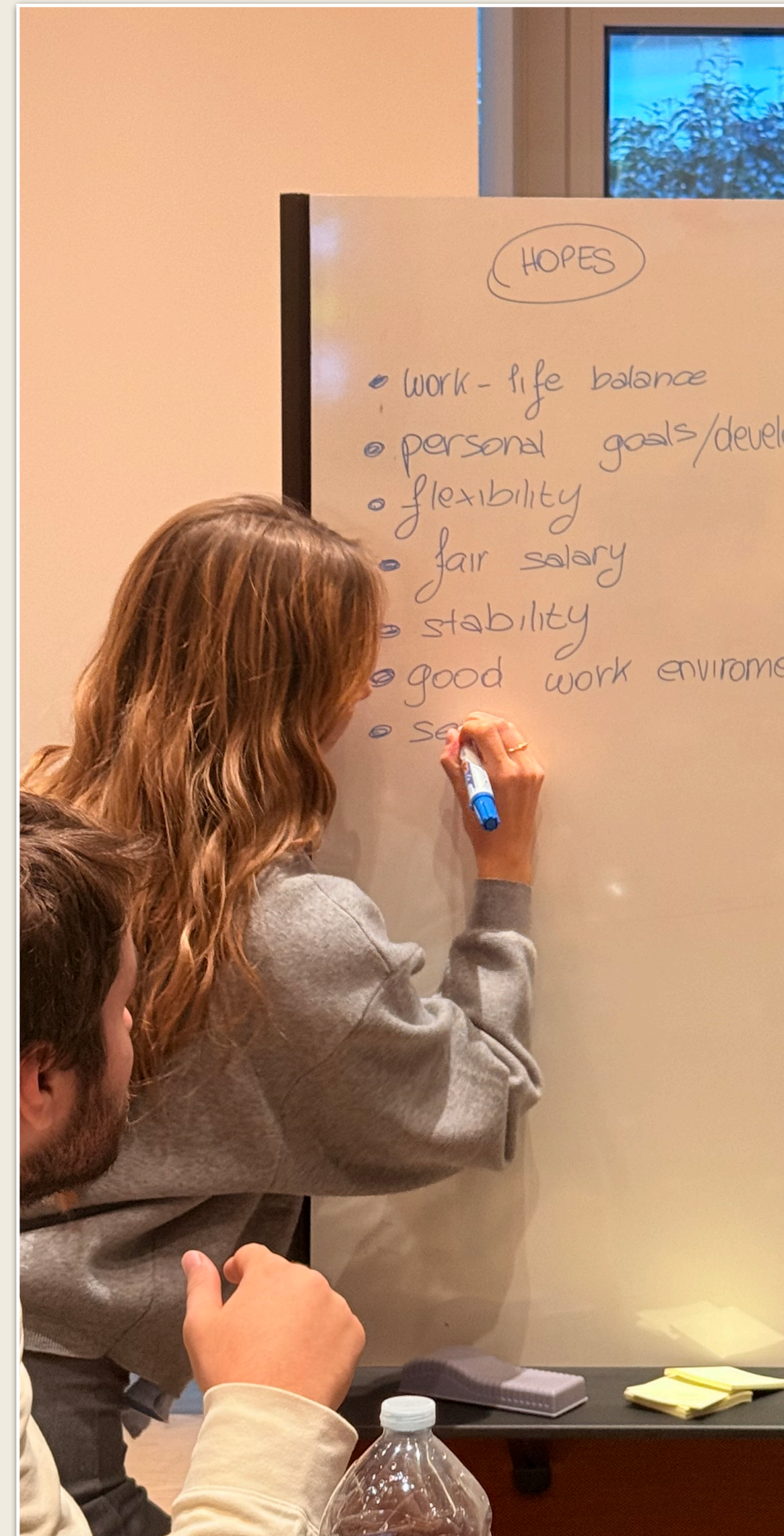
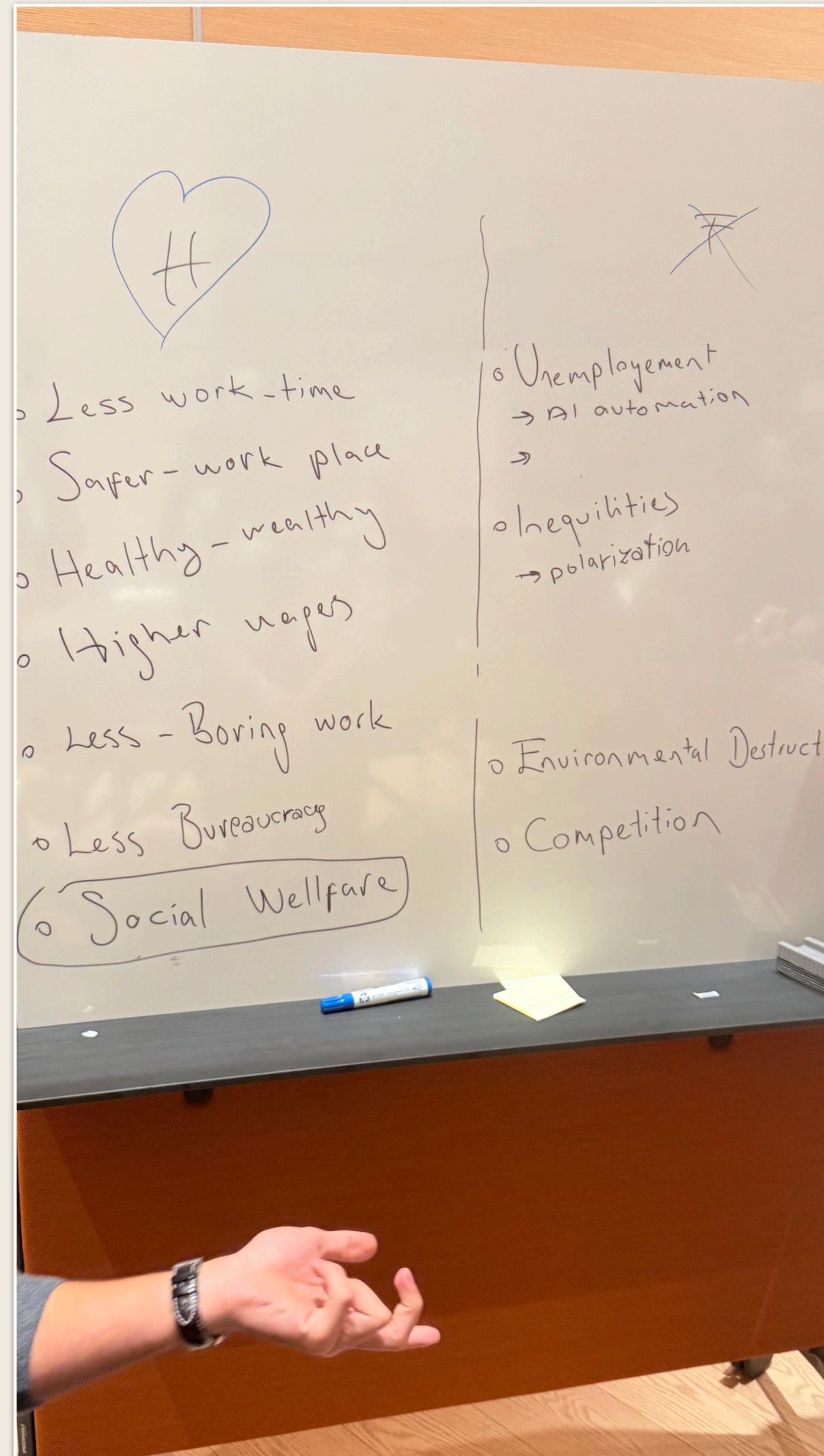
ma cosa cercano  
veramente le  
nuove generazioni?

Spoiler: facciamo fatica a metterci in discussione

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## HOPES AND FEARS





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cosa nasconde  
realmente questa  
richiesta

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# self-determination theory

HUMAN BEINGS HAVE THREE BASIC NEEDS:

## COMPETENCE

People need to gain mastery and control of their own lives & their environment.  
Essential to wellness.

## AUTONOMY

People need to feel in control of their own life, behaviours and goals. This is about choice.

## RELATEDNESS

People need to experience a sense of belonging and connection with other people.  
*Feeling cared for by others  
& to care for others.*

Based on the work of Richard Ryan and Edward Deci.

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**cosa rischiamo se non  
siamo in grado di  
intercettare questi  
bisogni?**

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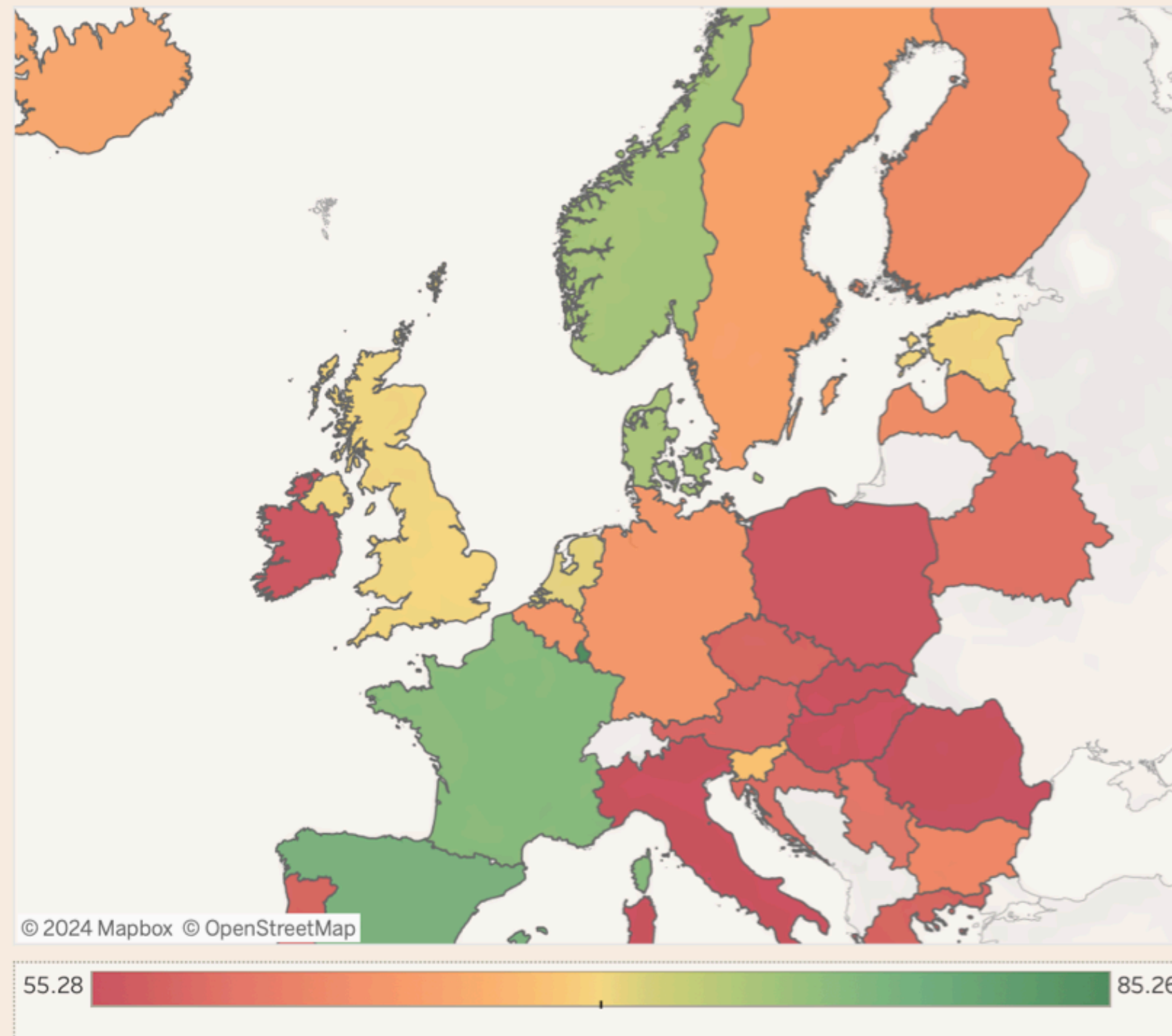


# Italia tra i peggiori Paesi d'Europa per equilibrio vita-lavoro

Enrico Calabrese | 24 Aprile 2024



Classifica dei Paesi UE per bilanciamento vita-lavoro  
→ Fonte: Remote, European Life-Work Balance Index 2023



Analysis & Report design: [Enrico Calabrese](#)

View on Tableau Public

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## La percezione di WLB in Italia

- Il Sole 24 ore, aprile 2024

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# Parte 2 | perchè non riusciamo ad accettare l'idea che questi temi possano coesistere?

Spoiler: non abbiamo un “paradoxical mindset”

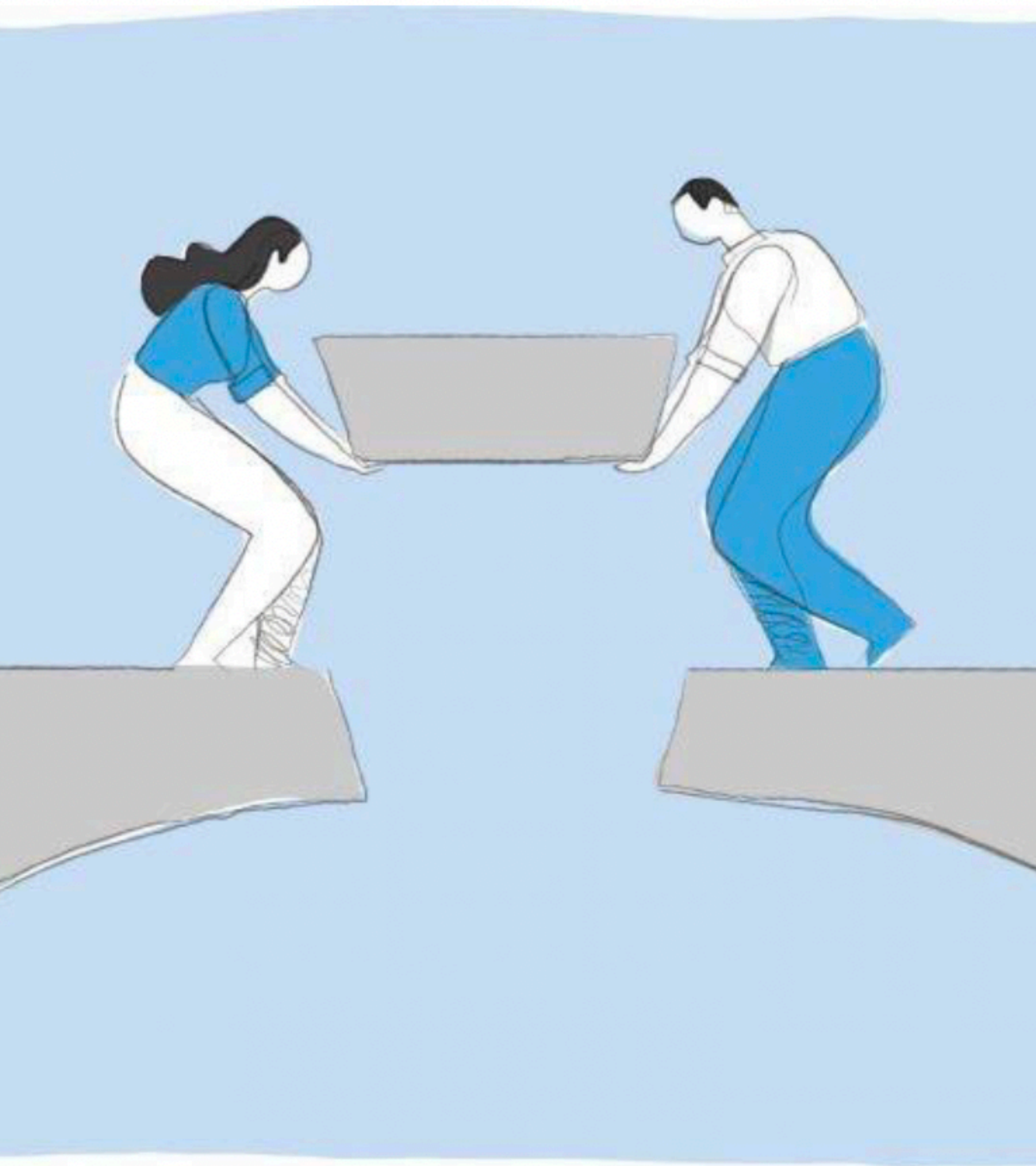
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# Paradox Theory

- Perchè siamo stati allenati a sviluppare una modalità di pensiero basata sul concetto di «trade-off», l'idea che tra due alternative è necessario assumere un punto di vista, mettendo in conto che l'altro sia trascurato o abbandonato.
  - Tuttavia, la realtà sempre più complessa ci spinge ad abbandonare questa logica "either/or" e adottarne un'altra definita "both/and" in cui siamo capaci di considerare e tenere insieme alcuni obiettivi che sembrano in contrapposizione (es. produttività e benessere)
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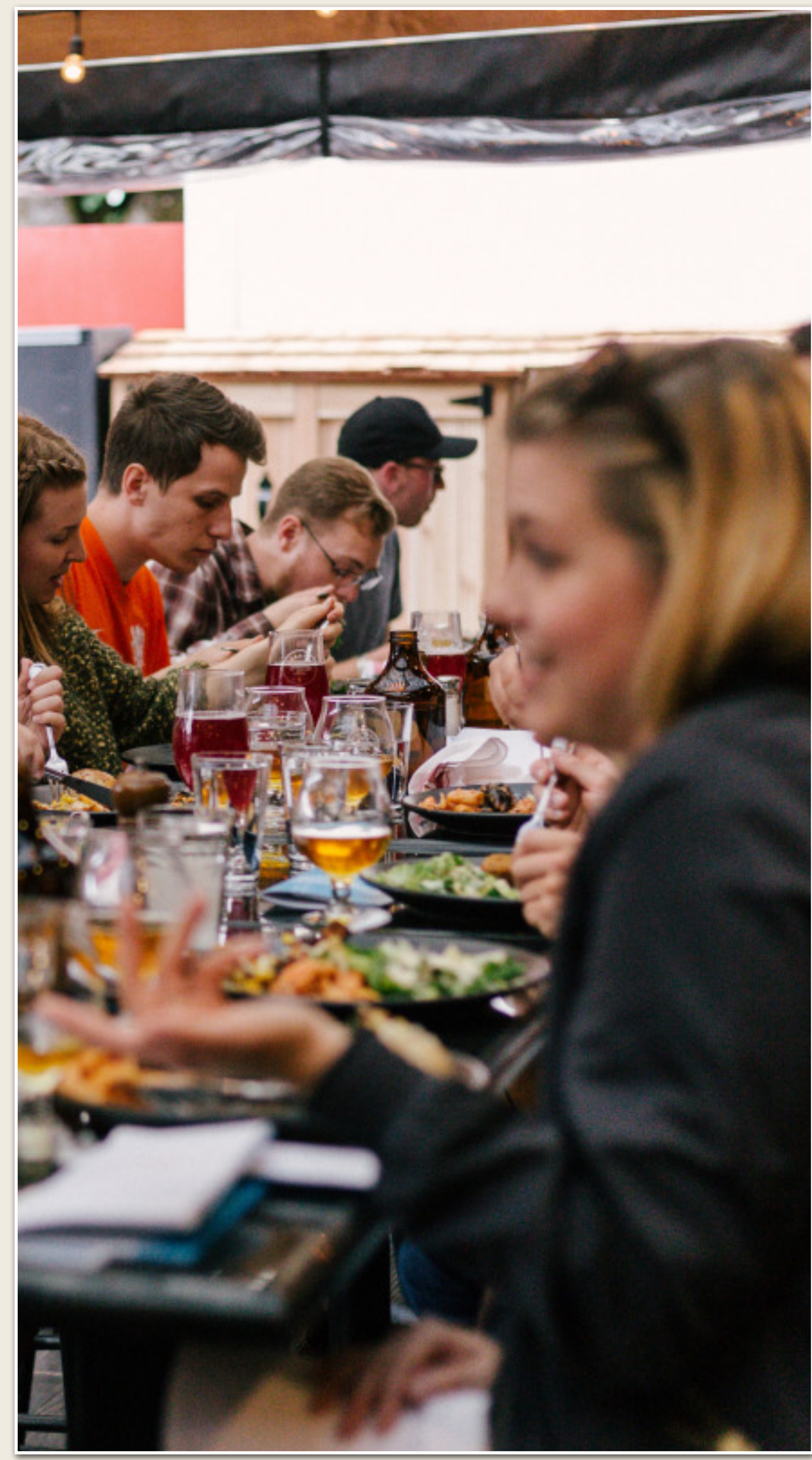
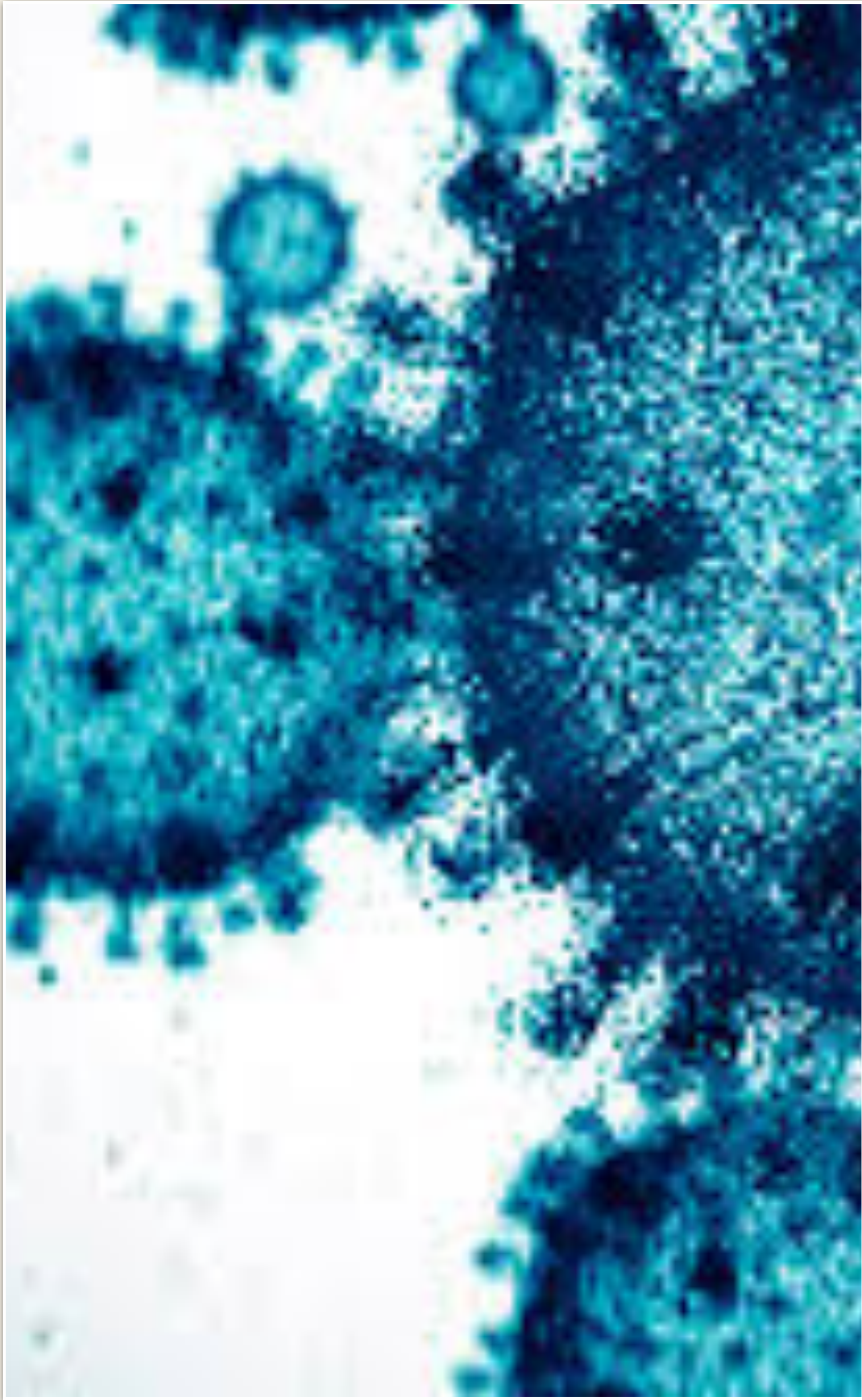
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# Eppure lo abbiamo già sperimentato

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- ...e con successo









## Ambidexterity







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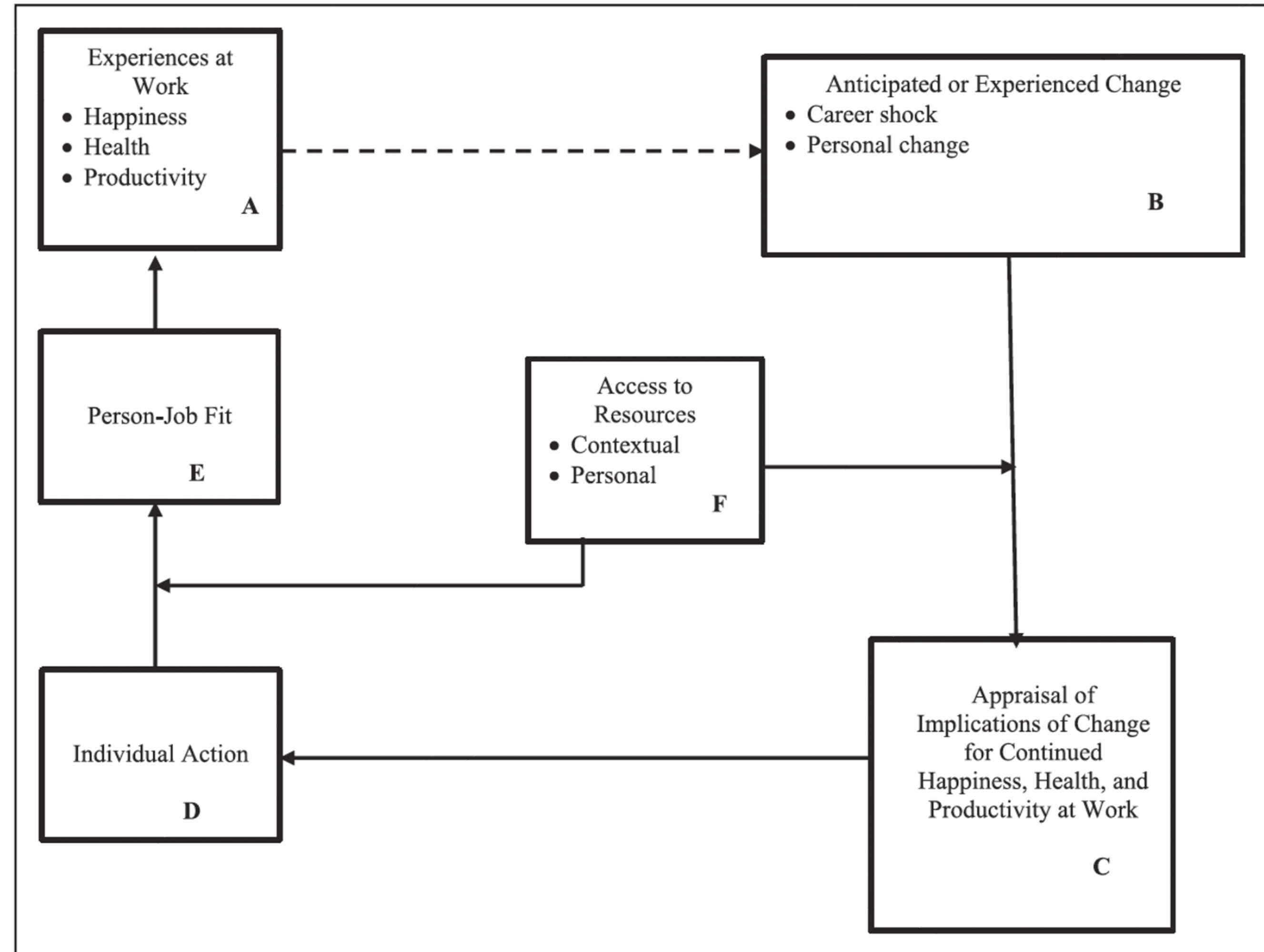
# sustainable career

Quando la sostenibilità non riguarda solo l'ambiente

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ELEMENTI DI UNA

# carriera sostenibile



**Figure 1.** Framework for conducting research on career sustainability. Adapted from [Greenhaus and Callanan \(2022\)](#).



## 'It can bring you to tears': is this the world's most beautiful sounding nightclub?

Whitney Wei

Mon 21 Jul 2025 07:00 CEST

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129



📷 'We couldn't compare it to any other place we've ever played' ... Open Ground in Wuppertal, Germany. Photograph: Jonas Mokosch and Zillan Mouraki

Transformed from a second world war bunker into Germany's buzziest dance venue, the acoustics at Open Ground in Wuppertal are raved about by DJs such as Floating Points - and may even be good for your health

Advertisement

Goldman Sachs Asset Management

Il team di gestione dell'Open Ground si impegna inoltre a garantire il benessere degli artisti, cosa che solo chi ha partecipato a molti rave può comprendere. Gli artisti hanno accesso a docce e bagni vicino alle consolle e possono condividere un sano pasto vegano all'inizio della serata, una rarità in tour. "Gran parte della pianificazione deriva dalla nostra esperienza personale. Se si mettono un DJ o un artista nelle condizioni ideali, si può essere certi che la loro performance sarà di prim'ordine", spiega Riedel.

# MESSAGGI CHIAVE

1. Non parliamo di richieste ideologiche o battaglie culturali. E' una dinamica di mercato che influenza, turnover, engagement e attrattività del brand.
2. Le nuove generazioni non chiedono di lavorare meno, chiedono controllo su tempo, energia e senso di ciò che fanno.
3. Orari sostenibili non vuol dire calo della produttività.
4. I collaboratori sono i migliori consulenti della vostra impresa



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Grazie per  
l'attenzione

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