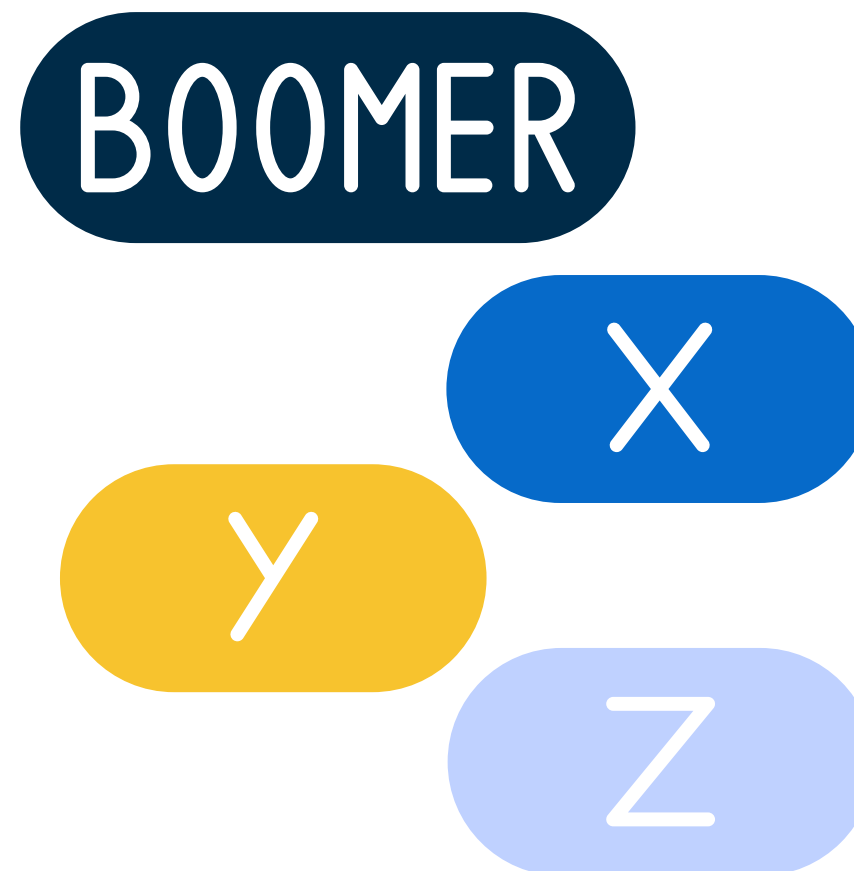


Does motivation **change** from generation to generation?

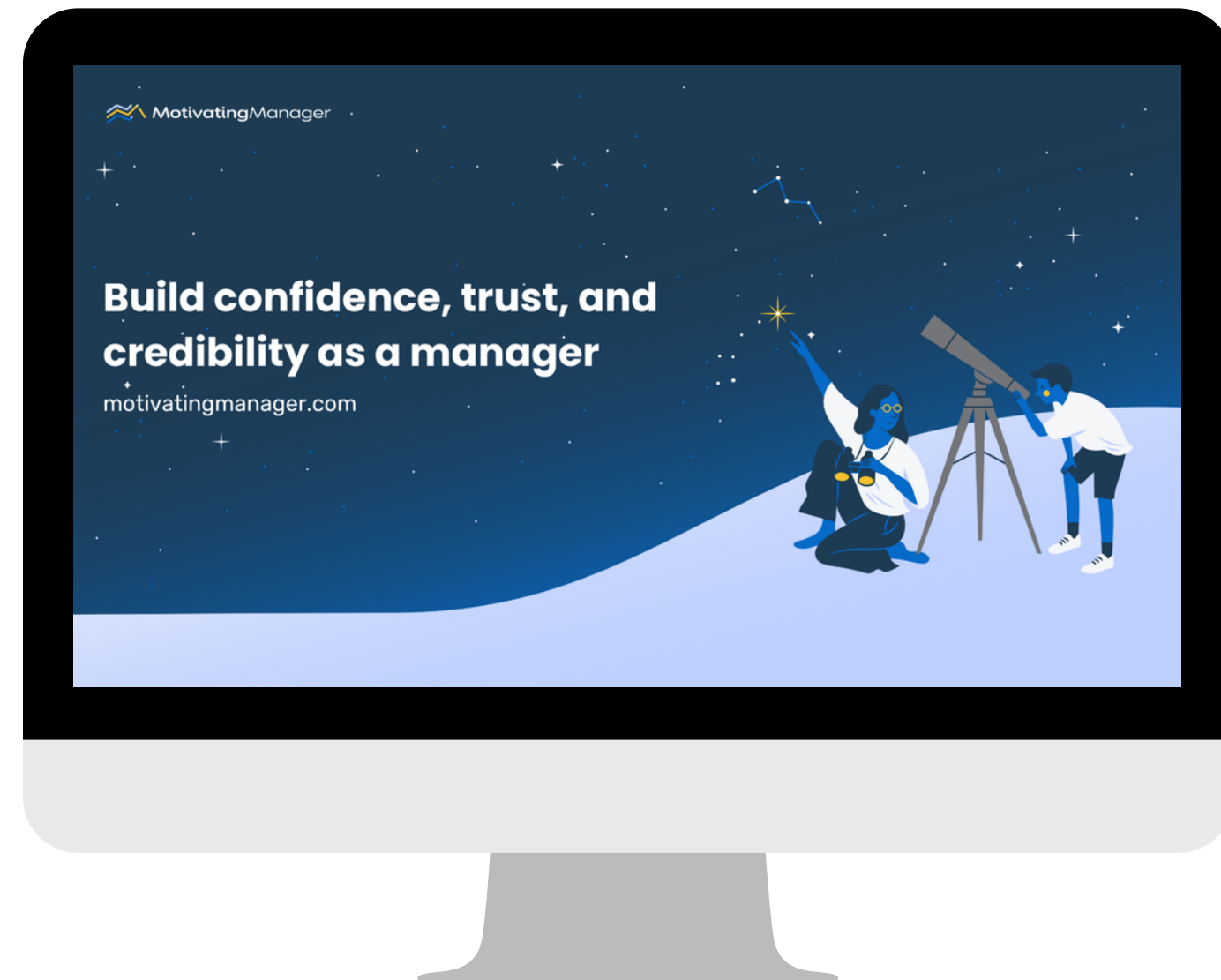
A webinar by **Attuned** and **MotivatingManager**

March 30, 2023



My bio in brief

Founder of **MotivatingManager**, an online peer learning community and mentorship program for people managers, to help leaders learn in one year what took me 15+ years as a manager to learn



My bio in brief

Invited as a leadership trainer, workshop facilitator, and speaker by a number of companies



Mercedes-Benz



Cognizant



My bio in brief

15+ years of experience leading teams and organizations in Budapest, Berlin, and Tokyo



Visiting lecturer

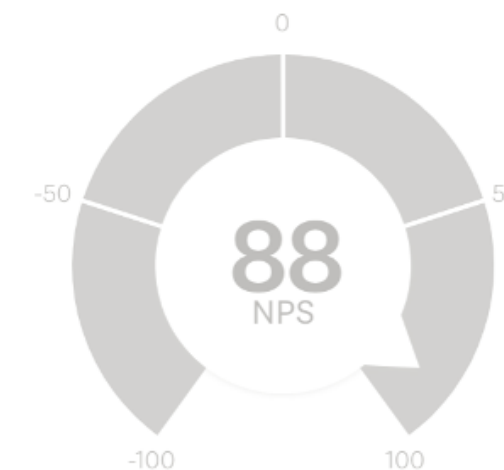
MBA Team Management Skills
MBA Organization and Project Management



Rated 4.93 out of 5.00 by MBA students



Certified organizational coach



88 NPS for 1-on-1 coaching/mentoring sessions

Would love to hear from you!

- Where are you **based**?
- What's your **greatest leadership** (or people related) **challenge** at the moment?
- If you'd like to **connect with others**, feel free to share a link to your LinkedIn profile in the chat window.



Where it all started

What employees want by generation

Data source: Mazlo | Infographic design by Antonio Grasso for educational and motivational purposes



Baby Boomers

1946-1964

BEST WORK TRAITS

- Optimistic
- Enjoy mentoring
- Strong work ethic

Gen X

1965-1979

BEST WORK TRAITS

- Independent
- Innovative
- Strong communicators

Millennials

1980-1995

BEST WORK TRAITS

- Tech-savvy
- Collaborative
- Focused on the greater good

Gen Z

Born after 1996

BEST WORK TRAITS

- Digitally fluent
- Practical
- Flourish in diverse workforces

What they want from work

- A loyal employer
- Hierarchical culture
- The chance to mentor others
- Respect

- A trustworthy employer
- Problem-solving opportunities
- Competent colleagues
- Autonomy

- An empathetic employer
- Meaningful work
- Training for new skills
- Flexibility

- A culturally competent employer
- Competitive wages
- Mentorship
- Stability

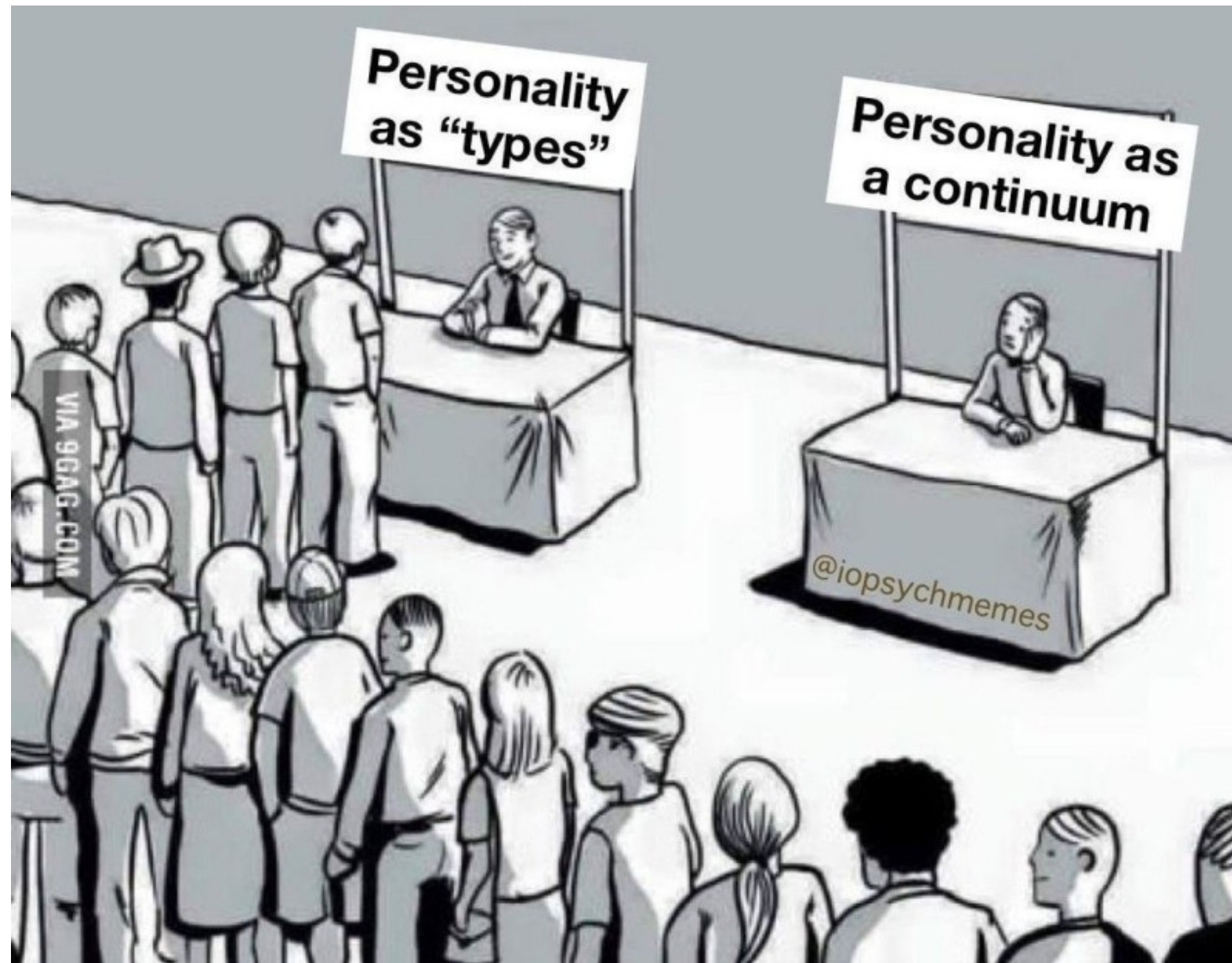
Where it all started

What employees want by generation

Data source: Mazlo | Infographic design by Antonio Grasso for educational and motivational purposes



Where it all started

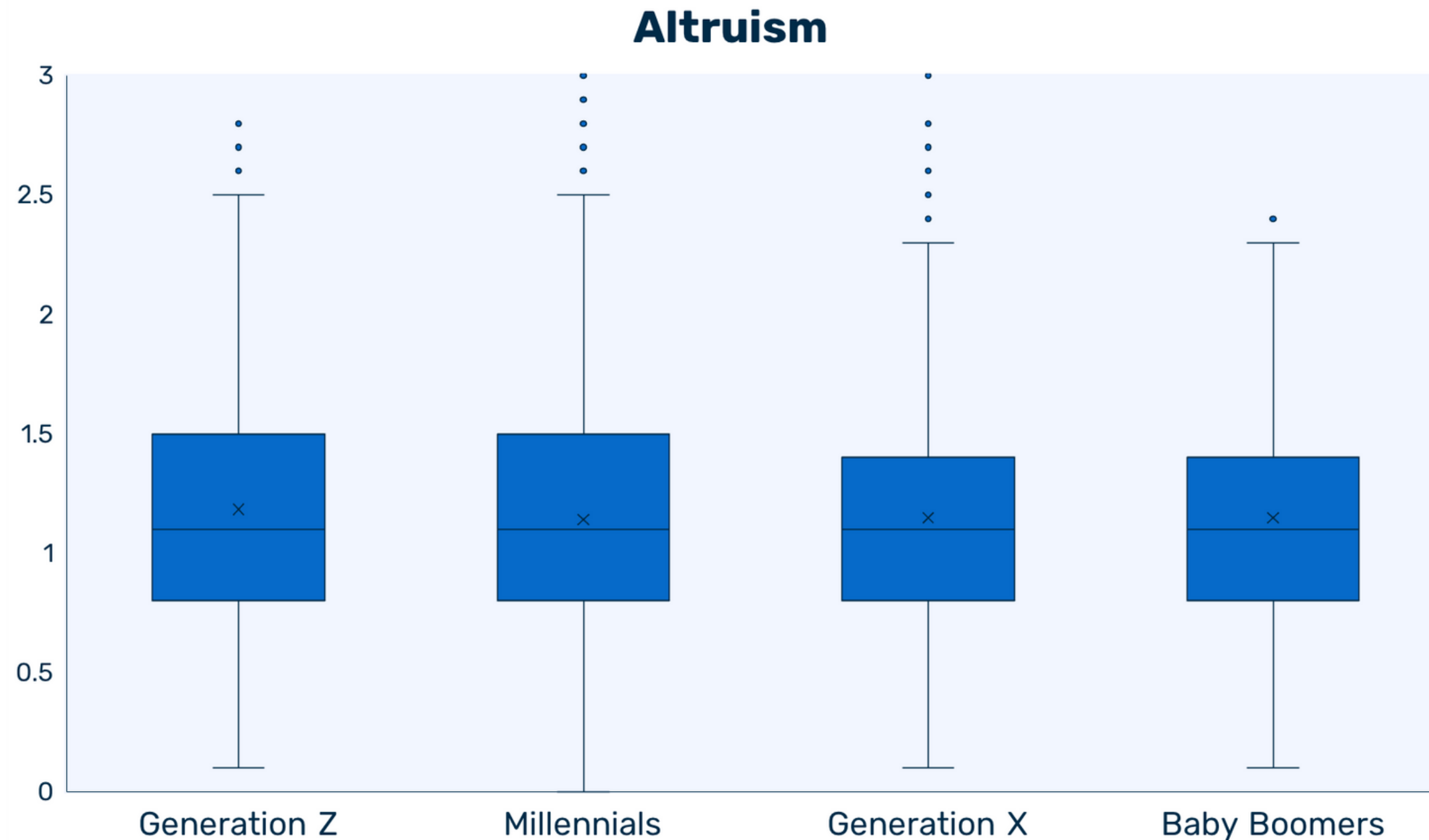


The data sample

Generation	YoB	n
Baby Boomers	1946-1964	461
Generation X	1965-1980	4,060
Millennials	1981-1996	7,197
Generation Z	1997-2012	1,453

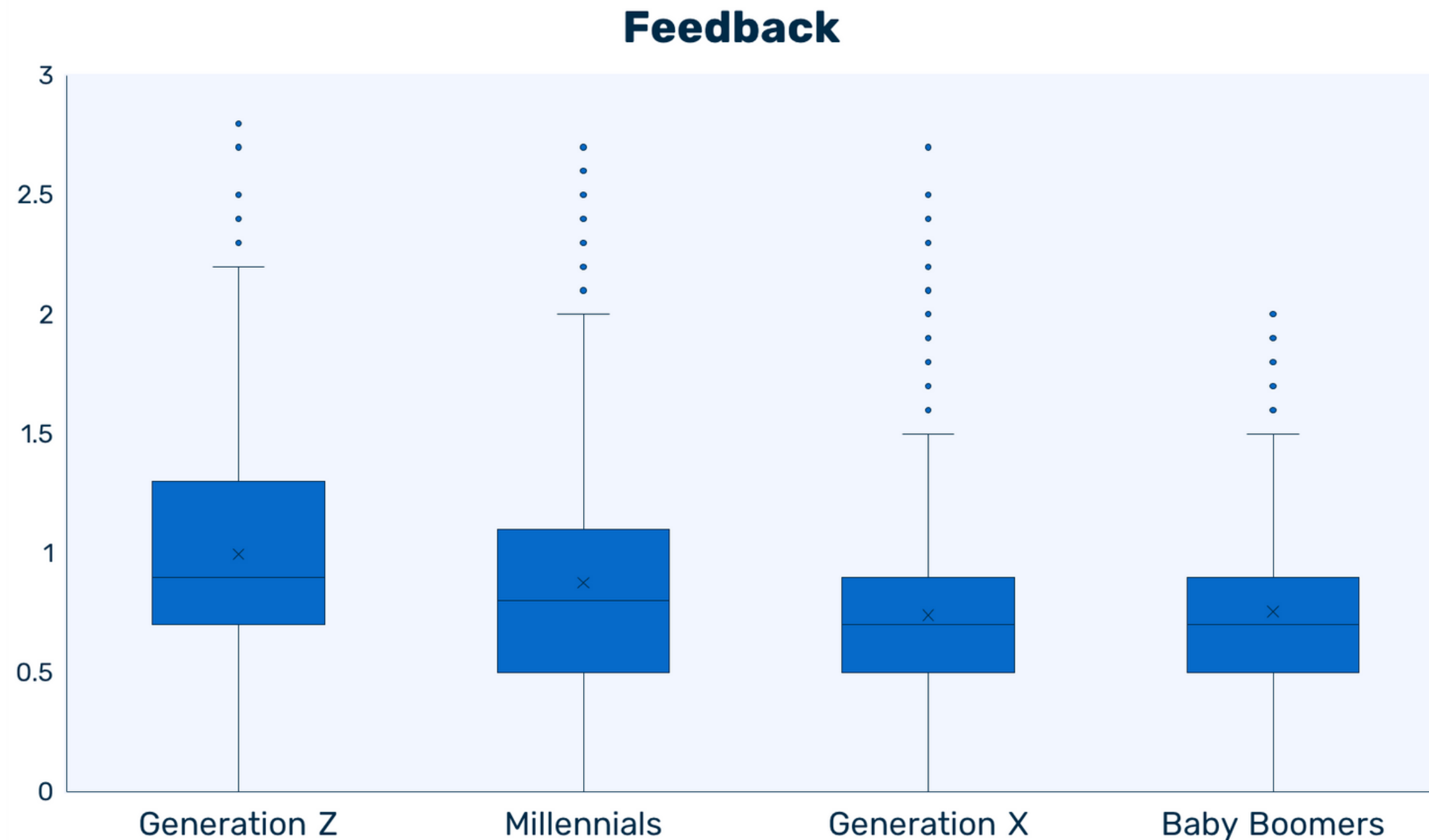
No meaningful difference in some needs

Altruism, innovation, progress, and security are roughly equally important to all generations



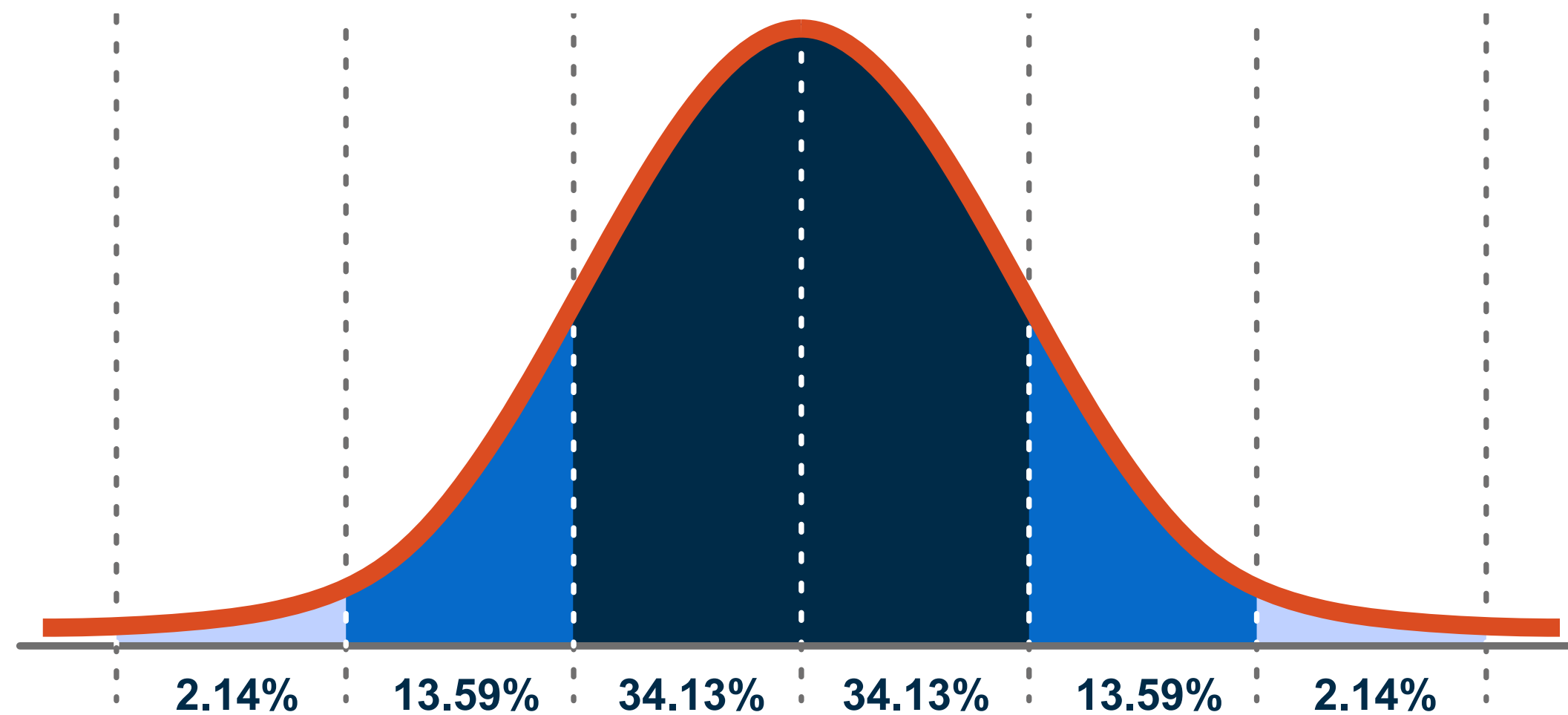
Some needs slightly diminish with age

Competition, feedback, rationality, social relationships, and status appear to lose some importance with age



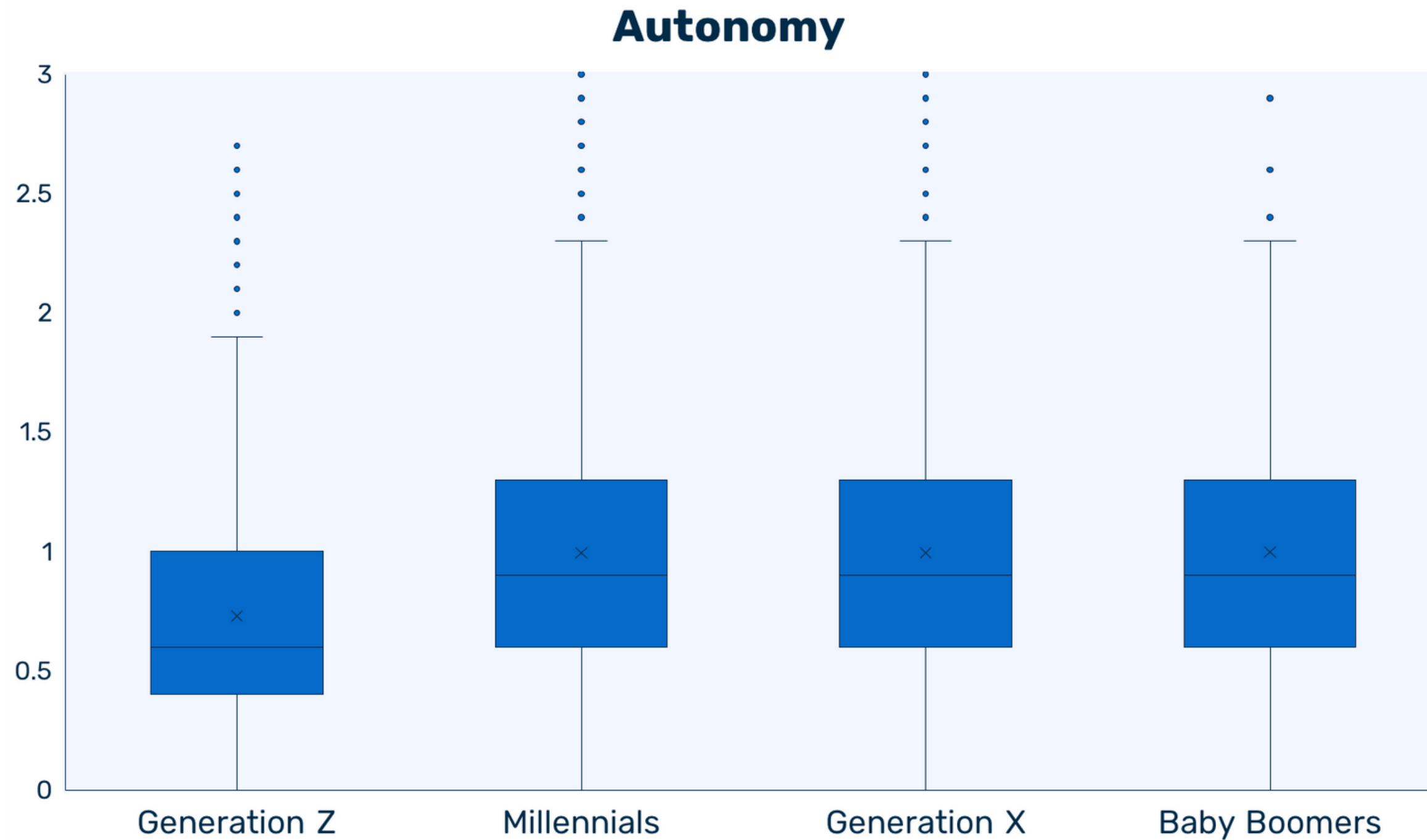
A difference in degree, not in kind

Because motivational needs are **normally distributed**

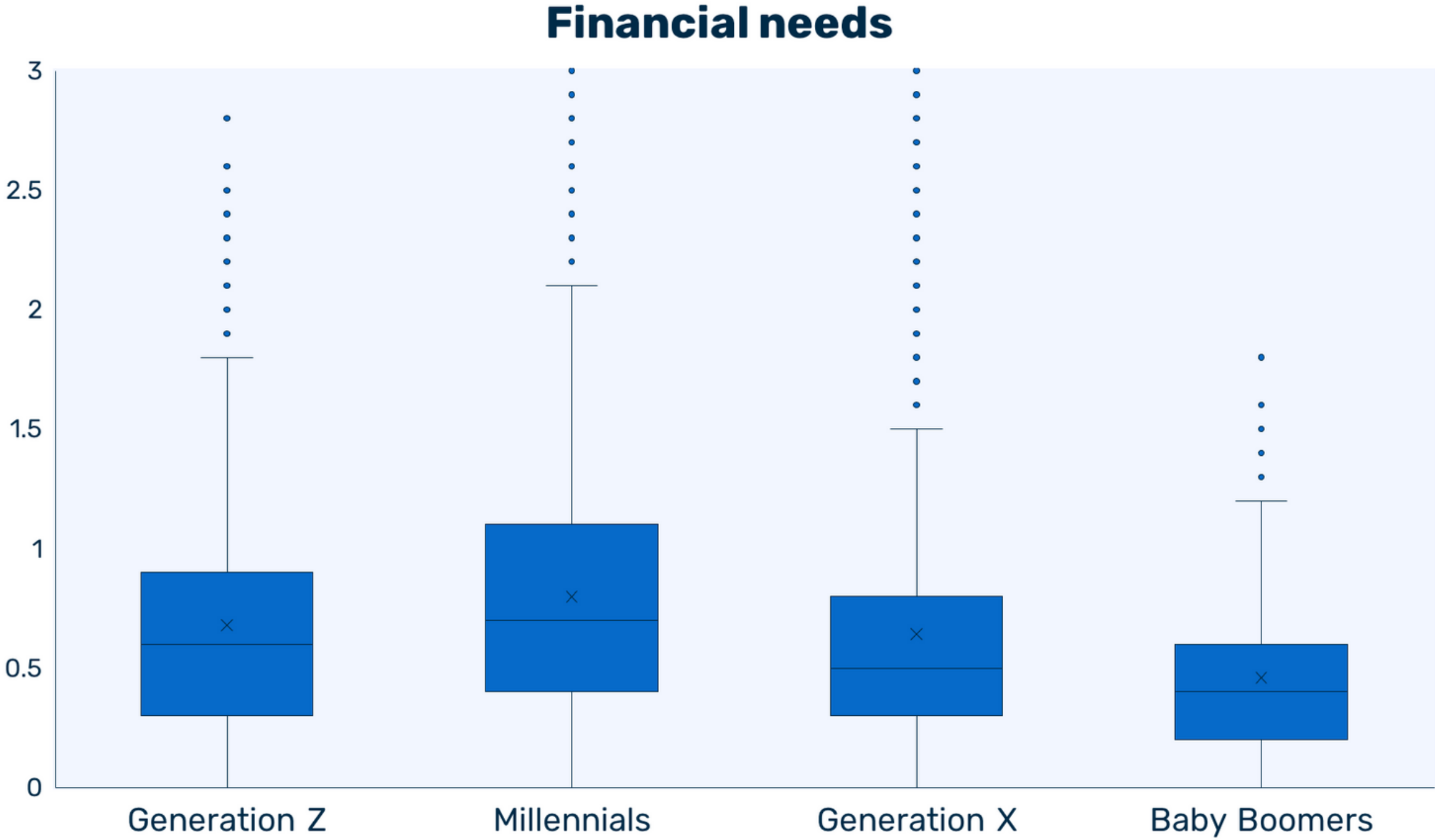


One need that bucks the trend

Autonomy appears to gain some importance with age



And one that peaks at age 30-34



Conclusions

- **Generational membership does not determine** people's motivational needs, values, and preferences
- In some cases, **age-related variables** appear to **moderately influence** what people want at work
- However, **individual differences** within generations and age groups **are substantially more pronounced**
- To find out what drives them at work, you need to **engage with people as individuals**

If you're a manager

- **Explore** team members' **individual motivators**; what drives you may not be what drives them
- **Adjust your leadership style** flexibly to the needs of each individual
- **Give meaningful praise** to each team member every week

If you work in HR

- **Give managers the tools and training** they need to explore what drives their team members
- **Measure employee engagement** once a quarter **and act** on the feedback
- Work with managers to **create transparent career paths** for each role

Keep in touch

My LinkedIn profile



<https://www.linkedin.com/in/danielbodonyi/>

**MotivatingManager
on LinkedIn**



<https://www.linkedin.com/company/motivatingmanager/>

**The MotivatingManager
Monthly on Substack**



<https://motivatingmanager.substack.com/>