Workplace Priorities, Beliefs & Practices: A Generational Snapshot

By Julie Winkle Giulioni & Olivia Gamber
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Executive Summary

Over the past several years, much has been written about generational difference. Numerous reports have been published suggesting that Millennials have different priorities and wants when it comes to work compared to other generations. However, these studies have failed to delve into differences in beliefs that influence these preferences. So, we commissioned our own study with a professional research firm, The Insight Advantage, from December 2015 to January 2016, focused on identifying differences in beliefs and preferences across generations and around the world.

Ultimately, the study dispels some of the conventional wisdom and perceptions about Millennials and the significantly different preferences and beliefs they hold about work and their career. In fact, the current study identifies more similarities than differences in:

- Satisfaction with career development
- Career priorities
- Career beliefs

Survey Methodology

We conducted a web-based survey that was distributed via personal and professional connections as well as through a variety of social media channels between December 7, 2015 and January 13, 2016. We offered an incentive drawing for one of three $100 USD Amazon gift certificates to encourage participation.

Participants rated their career beliefs and priorities, and answered open-ended questions to provide their insights about a range of workplace and career issues. Appendix A contains the entire content of the web survey.

We received 779 responses from participants in Asia, Europe and North America. The study included respondents distributed across four generations:

- Young Millennials (18 – 26 year olds)
- Older Millennials (27 – 34 year olds)
- Gen Xers (35 – 50 year olds)
- Baby Boomers (51 – 69 year olds)
Our analysis of the data focuses entirely on North American respondents, allowing us to focus on age differences only vs. potentially mixing in the impact of geographical/cultural differences also.

See Appendix B for more information about the demographics of the North American respondents. Throughout this report, we use the term ‘significant’ to refer to statistically significant differences. While some results may not be statistically significant, they are notable. Additionally, some elements are identified as ‘surprising’ because they challenge conventional wisdom about generational differences at work.
Survey Results

Satisfaction with Career Development

There is no significant difference in the level of career development satisfaction of workers based on age. The percent that are ‘somewhat’ to ‘very satisfied’ range from 66% and 72%; and the difference in level of dissatisfaction with career development is insignificant. There is no shift here when input from Young Millennials and Older Millennials is combined into an All Millennials total.

Career Priorities

A set of 15 career priorities was presented in the study and respondents were asked to indicate how important each one was to them.

See below for details on the items that were rated as most important overall and see Appendix C for details about the Top 2 Box ratings for each of the 15 career priorities.

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1 Based on the following question: "How satisfied are you with the career development available to you in your current role?", 5 point scale: Not at All Satisfied to Very Satisfied.
2 Based on the following question: “How important are each of the following relative to your career/work?”, 7 point scale: Not at All Important to Very Important.
**Top Five Priorities**

*Top 2 Box - % who rated each item as Somewhat to Very Important*

#### Young Millennials – Highs and Lows

**Most Important Priorities**

- Having a boss you respect and trust (88%)
- Achievement and accomplishment (85%)
- Growth and learning (85%)
- Interesting work (83%)
- Fair treatment and respect (81%)

**Least Important Priorities**

- Promotions (52%)
- Appreciation (52%)
- Security (59%)
- Coaching/mentorship (60%)
- Empowerment (73%)

#### Older Millennials – Highs and Lows

**Most Important Priorities**

- Having a boss you respect and trust (90%)
- Growth and learning (84%)
- Interesting work (83%)
- Achievement and accomplishment (81%)
- Fair treatment and respect (80%)

**Least Important Priorities**

- Promotions (49%)
- Security (59%)
- Coaching/mentorship (60%)
- Compensation (67%)
- Empowerment (73%)
## Gen Xers – Highs and Lows

**Most Important Priorities**  
*Top 5 – decreasing in order of importance*
- Having a boss you respect and trust (88%)  
- Open/transparent communication (84%)  
- Growth and learning (82%)  
- Interesting work  
- Fair treatment and respect (80%)

**Least Important Priorities**  
*Bottom 5 – increasing in order of importance*
- Promotions (47%)  
- Coaching/mentorship (55%)  
- Security (57%)  
- Compensation (67%)  
- Empowerment (73%)

## Baby Boomers – Highs and Lows

**Most Important Priorities**  
*Top 5 – decreasing in order of importance*
- Fair treatment and respect (90%)  
- Interesting work (88%)  
- Opportunity to make a difference (88%)  
- Connections and relationships with others (87%)  
- Open/transparent communication (83%)

**Least Important Priorities**  
*Bottom 5 – increasing in order of importance*
- Promotions (28%)  
- Coaching/mentorship (46%)  
- Security (52%)  
- Compensation (66%)  
- Empowerment (74%)

## Surprises and Observations of Interest

Similarities overwhelmingly outweigh differences across the generations relative to both what’s most and least important to people.

**Promotions, Compensation, and Empowerment** show up in every age group’s bottom 5 priorities.

No significant difference exists in the importance of **Fair Treatment/Respect or Interesting Work** among age groups and it’s of high importance to all.

While it’s of lower importance to all, **Empowerment** is even less important the younger respondents.

**Opportunity to Make a Difference** is significantly less important to All Millennials than it is to older segments. In fact, it’s of high importance only to Baby Boomers.

**Open/Transparent Communication** is less important the younger the respondent.

**Security** is more important the younger the respondent, reflecting low importance for everyone except Young Millennials.

**Connections and Relationships with Others** is more important to Baby Boomers than to any other group.
Appreciation is significantly less important to Young Millennials than to Gen Xers and Baby Boomers. It appears to become increasingly important with age.

Job Flexibility is less important to Young Millennials than to all others, appearing in the bottom 5 only for Young Millennials.

Coaching/Mentorship becomes increasingly important to the younger the respondent.

There’s little difference in terms of the top priorities of the Younger and Older Millennials with both sharing the same top five priorities.

Beliefs About Career/Work

Next, respondents were asked to gauge their agreement with a series of 14 career beliefs; and again, similarities outweigh differences.

See below for details on the beliefs that were most likely to be held across all respondents and see Appendix D for details about the Top 2 Box ratings for each of the 14 career beliefs.

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**Top Five Work-Related Beliefs**

*Top 2 Box - % who Highly or Totally Agree with each statement*

<table>
<thead>
<tr>
<th>Belief</th>
<th>Young Millennials</th>
<th>Older Millennials</th>
<th>Generation Xers</th>
<th>Baby Boomers</th>
<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>One of a manager’s fundamental roles is to support his/her employees’ career development.</td>
<td>69%</td>
<td>61%</td>
<td>69%</td>
<td>69%</td>
<td>67%</td>
</tr>
<tr>
<td>Respect should be based upon performance not organizational level.</td>
<td>69%</td>
<td>65%</td>
<td>72%</td>
<td>69%</td>
<td>63%</td>
</tr>
<tr>
<td>Managers should show interest in their employees as people.</td>
<td>66%</td>
<td>62%</td>
<td>75%</td>
<td>72%</td>
<td>67%</td>
</tr>
<tr>
<td>Being able to question your manager on a decision is the sign of a healthy workplace</td>
<td>52%</td>
<td>63%</td>
<td>80%</td>
<td>72%</td>
<td>67%</td>
</tr>
<tr>
<td>Once I’ve mastered a task, I should/I owe it to myself to take on the next challenge</td>
<td>58%</td>
<td>67%</td>
<td>67%</td>
<td>67%</td>
<td>63%</td>
</tr>
</tbody>
</table>

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3 Based on the following question: “To what extent do you agree with each of the following statements?”, 7 point scale: Completely Disagree to Completely Agree.
<table>
<thead>
<tr>
<th>Young Millennials</th>
<th>Weakest Beliefs</th>
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</thead>
<tbody>
<tr>
<td><strong>Strongest Beliefs</strong></td>
<td><strong>Weakest Beliefs</strong></td>
</tr>
<tr>
<td><em>Top 5 – decreasing in order of importance</em></td>
<td><em>Bottom 5 – increasing in order of importance</em></td>
</tr>
<tr>
<td>• One of a manager’s fundamental roles is to support his/her employees’ career development (69%)</td>
<td>• Work is meant to be a way to express one’s authentic self (15%)</td>
</tr>
<tr>
<td>• Respect should be based upon performance not organizational performance (69%)</td>
<td>• Individuals should put their career development above the needs of an organization (27%)</td>
</tr>
<tr>
<td>• Managers should show interest in their employees as people (62%)</td>
<td>• The ability to access information and learn is more valuable and important than experience (33%)</td>
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<td>• Everyone with the capacity to contribute should have a voice in key decisions that affect them (60%)</td>
<td>• Companies should provide career paths that allow for rapid career growth for employees (37%)</td>
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<td>• Once I’ve mastered a task, I should/I owe it to myself to take on the next challenge (58%)</td>
<td>• Time in a role/seniority has no impact on ability to lead (37%)</td>
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<td><strong>Weakest Beliefs</strong></td>
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<tr>
<td><em>Top 5 – decreasing in order of importance</em></td>
<td><em>Bottom 5 – increasing in order of importance</em></td>
</tr>
<tr>
<td>• One of a manager’s fundamental roles is to support his/her employees’ career development (74%)</td>
<td>• Individuals should put their career development above the needs of an organization (14%)</td>
</tr>
<tr>
<td>• Respect should be based upon performance not organizational performance (69%)</td>
<td>• Work is meant to be a way to express one’s authentic self (27%)</td>
</tr>
<tr>
<td>• Once I’ve mastered a task, I should/I owe it to myself to take on the next challenge (67%)</td>
<td>• The ability to access information and learn is more valuable and important than experience (34%)</td>
</tr>
<tr>
<td>• Managers should show interest in their employees as people (66%)</td>
<td>• Time in a role/seniority has no impact on ability to lead (43%)</td>
</tr>
<tr>
<td>• Being able to question your manager on a decision is the sign of a healthy workplace (63%)</td>
<td>• Supervisors should act as supportive peers vs. authority figures (47%)</td>
</tr>
</tbody>
</table>
Gen Xers

**Strongest Beliefs**
*Top 5 – decreasing in order of importance*

- Being able to question your manager on a decision is the sign of a healthy workplace (80%)
- Managers should show interest in their employees as people (75%)
- One of a manager’s fundamental roles is to support his/her employees’ career development (75%)
- Once I’ve mastered a task, I should/I owe it to myself to take on the next challenge (67%)
- Respect should be based upon performance not organizational performance (65%)

**Weakest Beliefs**
*Bottom 5 – increasing in order of importance*

- Individuals should put their career development above the needs of an organization (8%)
- Work is meant to be a way to express one’s authentic self (27%)
- Companies should provide career paths that allow for rapid career growth for employees (27%)
- The ability to access information and learn is more valuable and important than experience (41%)
- Time in a role/seniority has no impact on ability to lead (43%)

Baby Boomers

**Strongest Beliefs**
*Top 5 – decreasing in order of importance*

- Respect should be based upon performance not organizational performance (72%)
- Managers should show interest in their employees as people (72%)
- Being able to question your manager on a decision is the sign of a healthy relationship (72%)
- Work should be a way to improve conditions beyond an organization’s bottom line (67%)
- One of a manager’s fundamental roles is to support his/her employees’ career development (61%)

**Weakest Beliefs**
*Bottom 5 – increasing in order of importance*

- Individuals should put their career development above the needs of an organization (9%)
- The ability to access information and learn is more valuable and important than experience (16%)
- Companies should provide career paths that allow for rapid career growth for employees (25%)
- Work is meant to be a way to express one’s authentic self (27%)
- Once goals are clear, employees should decide how to do the work (39%)

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Surprises and Observations of Interest

The following beliefs had the lowest level of agreement from all respondents, regardless of age group:

- “Individuals should put their career development above the needs of an organization.” Regardless of age, there’s a sense that we’re at work to make a contribution to the organizations and that career development must fit within that context.
- “Work is meant to be a way to express one’s authentic self.” While we may want to find meaning in our work, we understand that work doesn’t have to define us.
- “The ability to access information and learn is more valuable and important than experience.” Experience Is alive and well and valued across generations.

No significant difference exists among age groups relative to:

- “One of a manager’s fundamental roles is to support his/her employees’ career development” as it appears as a top 5 belief across generations.
- Managers should show interest in their employees as people” as it appears in the top 5 for all age groups.
- Respect should be based upon performance not organizational level” as it appears as a top 5 belief for all age groups.
- “Companies should provide career paths that allow for rapid career growth for employees.” It appears as a bottom 5 belief for all but Older Millennials.

The older the respondent, the higher the level of agreement with: “Work should be a way to improve conditions beyond an organization’s bottom line” (with it appearing in the top 5 only for Baby Boomers.)

The younger the respondent, the lower the level of agreement with: “Time in a role/seniority has no impact on ability to lead,” In fact, it’s in bottom 5 for everyone but Baby Boomers, suggesting that experience may be more appreciated and honored than conventional workplace wisdom might suggest.

In a similar vein, Millennials have lower agreement than Gen X or Baby Boomers with: “Being able to question your manager on a decision is the sign of a healthy workplace”, suggesting a level of respect for authority that doesn’t garner much attention in the popular media.
Additional Perspectives

In this same study, we asked individuals to respond to several open-ended questions. And even when they share thoughts in their own words rather than clicking multiple-choice answers, the similarities among Millennials, Generation Xers and Baby Boomers are striking.

When asked about the biggest issues they have with the career development that’s available to them, the overwhelming and most common response for each generation revolves around the lack of opportunities for growth. New entrants to the workforce, mid-career professionals, and those who are edging toward retirement all share a deep need to continue developing.

And when asked about the most powerful and helpful things a manager or supervisor has ever done to support their career development, respondents shared very similar thoughts.

<table>
<thead>
<tr>
<th>Young Millennials</th>
<th>Older Millennials</th>
<th>Gen X</th>
<th>Baby Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offered opportunities</td>
<td>Offered opportunities, experiences, and projects</td>
<td>Offered opportunities, challenges, and projects</td>
<td>Ensured ongoing learning, training, skills development</td>
</tr>
<tr>
<td>Set goals</td>
<td>Made sure I kept learning</td>
<td>Provided support</td>
<td>Offered opportunities, chances, challenges, and tasks</td>
</tr>
<tr>
<td>Helped me learn</td>
<td>Provided support and encouragement</td>
<td>Ensured ongoing learning and skills development</td>
<td>Provided support and encouragement</td>
</tr>
</tbody>
</table>

Color key to themes in the table above:

- Opportunities
- Goals
- Support and encouragement
- Learning and development

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4 Based on the following questions:
“What are the biggest issues with the career development current available to you?”
“What is the most powerful thing a manager/supervisor/mentor has ever done to support your career development?”
“What are the most pressing reasons you have had/or could have for leaving a job or organization?”
About the Authors

Julie Winkle Giulioni has spent the past 25 years improving performance through learning. She’s partnered with hundreds of organizations to develop and deploy innovative leadership training solutions that are in use worldwide.

Prior to co-founding DesignArounds 15 years ago, Julie was director of product development for AchieveGlobal, one of the world’s largest commercial training companies. She also held multiple training leadership roles and was a department chair and professor at the Southern California University.

Julie was named one of Inc. Magazines top 100 leadership speakers and holds the Global HR Excellence Award for Strategic Leadership from the World HR Congress.

She is the co-author of the Amazon and Washington Post bestseller, Help Them Grow or Watch Them Go: Career Conversations Employees Want, a respected speaker on a variety of topics, and a regular contributor to many business publications.

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Olivia Gamber is the author of The Career Upgrade Roadmap: 90 Days to a Better Job and a Better Life.

She is the Founder of Occupational Olivia, where she helps professionals explore innovative approaches to advancing their career. Olivia is a career acceleration expert, industrial/organizational psychologist, and career coach.

She has experience leading teams in recruiting and talent development for Fortune 500 and mid-sized organizations.

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APPENDIX A: Web Survey Content

Thank you for taking this survey to provide your perspective on various career issues. This information will be used to write an article early in 2016.

Upon completing this brief survey, you will be entered in a drawing for one of three $100 Amazon gift cards.

Q.1 What is your current employment status? (check all that apply)

- Employed full-time
- Employed part-time
- Self-employed or contractor
- Student
- Military
- Unemployed/not looking for employment
- Unemployed/looking for employment
- Retired

Q.2 How satisfied are you with the career development available to you in your current role?

- Not at All Satisfied
- Somewhat Dissatisfied
- Neutral
- Somewhat Satisfied
- Very Satisfied

Q.3 What are the biggest issues with the career development currently available to you?

Q.4 Career/Work Priorities - Part I

How important are each of the following relative to your career/work?

<table>
<thead>
<tr>
<th></th>
<th>1 Not at All Important (-)</th>
<th>2</th>
<th>3</th>
<th>4 Neutral/No Opinion</th>
<th>5</th>
<th>6</th>
<th>7 Extremely Important (+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achievement and accomplishment</td>
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<td>Appreciation</td>
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<td>Having a boss you respect and trust</td>
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<td>Promotions</td>
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<td>Coaching/mentorship</td>
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<td>Compensation</td>
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<td>Connections and relationships with others</td>
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<td>Empowerment</td>
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</table>
### Q.5 Career/Work Priorities - Part II

**How important are each of the following relative to your career/work?**

<table>
<thead>
<tr>
<th>1 Not at All Important (-)</th>
<th>2</th>
<th>3</th>
<th>4 Neutral/No Opinion</th>
<th>5</th>
<th>6</th>
<th>7 Extremely Important (+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair treatment and respect</td>
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<tr>
<td>Growth and learning</td>
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<tr>
<td>Interesting work</td>
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<td>Job flexibility</td>
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<td>Opportunity to make a difference</td>
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<tr>
<td>Security</td>
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<tr>
<td>Open/transparent communication</td>
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</table>

### Q.6 Your Perspectives on Work - Part I

**To what extent do you agree with each of the following statements?**

<table>
<thead>
<tr>
<th>1 Completely Disagree (-)</th>
<th>2</th>
<th>3</th>
<th>4 Neutral/No Opinion</th>
<th>5</th>
<th>6</th>
<th>7 Completely Agree (+)</th>
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<tbody>
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<td>Work is meant to be a way to express one’s authentic self.</td>
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Q.7 **Your Perspectives on Work - Part II**

To what extent do you agree with each of the following statements?

<table>
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<tr>
<th></th>
<th>1 Completely Disagree (-)</th>
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</tbody>
</table>

Q.8 **What is the most powerful thing a manager/supervisor/mentor has ever done to support your career development?**

Q.9 **What are the most pressing reasons you have had/or could have for leaving a job or organization?**

Q.10 **ABOUT YOU:**

    **Gender**
    
    Male
    Female
Q.11 **Age range**

- 18-26
- 27-34
- 35-50
- 51-69
- 70 or older

Q.12 **Which of the following best describes where you live?**

- Africa
- Asia-Pacific
- Europe
- North America
- South America
- Other

Q.13 **How would you classify yourself?**

- Asian
- Black
- Caucasian/White
- Hispanic or Latino
- Indigenous or Aboriginal
- Multi-racial
- Decline to answer
- Other (please specify)

Q.15 **Highest level of education you have completed**

- High school graduate
- Some college credit, no degree
- Trade/technical/vocational training
- Associate (2-year) college degree
- Bachelor’s (4-year) college degree
- Master’s degree
- Professional degree
- Doctorate degree

Q.16 **Role/title**

- Executive
- Vice president or director
- Manager
- Supervisor or lead
- Individual contributor

Q.17 **Do you currently manage other people in your job?**

- Yes
Q.18 What’s the longest time you’ve spent in a job?

Less than a year
1-2 years
3-5 years
6-10 years
11 or more years

Q.19 Thank you for your input!

Please check all that apply:

I'm interested in being entered into the prize drawing
I'm open to being contacted for a follow-up conversation about my input
I'd like to receive a link to the article when it is published
None of the above

Q.20 Name:

Q.21 Email Address (required if you would like to be entered in the drawing and/or receive the article):

Q.22 Phone Number (optional):

Thanks again for your input.

If you one of the 3 winners of the prize drawing, we will notify you by January 15, 2016.
APPENDIX B: Respondent Demographics

See below for the demographics of North American respondents:

### Ethnicity

- **Asian:** [Graph Data]
- **Black:** [Graph Data]
- **Caucasian/White:** [Graph Data]
- **Hispanic or Latino:** [Graph Data]
- **Multi-racial:** [Graph Data]
- **Decline to answer:** [Graph Data]
- **Other:** [Graph Data]

### Role/Title

- **Executive:** [Graph Data]
- **VP or Director:** [Graph Data]
- **Manager:** [Graph Data]
- **Supervisor or lead:** [Graph Data]
- **Individual contributor:** [Graph Data]
Currently Manage Others?

Current Employment Status
APPENDIX C: Career Priority Ratings

See below for the Top 2 Box importance ratings for each of the 15 career priorities that participants rated.

### Achievement and accomplishment

- Young Millennials: 85%
- Older Millennials: 81%
- Gen X: 76%
- Boomers: 83%
- All Respondents: 82%

### Appreciation

- Young Millennials: 52%
- Older Millennials: 66%
- Gen X: 73%
- Boomers: 74%
- All Respondents: 67%
Having a boss you respect and trust

<table>
<thead>
<tr>
<th></th>
<th>Young Millennials</th>
<th>Older Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>88</td>
<td>90</td>
<td>88</td>
<td>77</td>
<td>85</td>
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</tbody>
</table>

Promotions

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<thead>
<tr>
<th></th>
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<th>Boomers</th>
<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>52</td>
<td>49</td>
<td>47</td>
<td>28</td>
<td>42</td>
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</tbody>
</table>

Coaching/mentorship

<table>
<thead>
<tr>
<th></th>
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<th>Older Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>73</td>
<td>60</td>
<td>55</td>
<td>46</td>
<td>57</td>
</tr>
</tbody>
</table>
### Compensation

- Young Millennials: 63%
- Older Millennials: 63%
- Gen X: 67%
- Boomers: 66%
- All Respondents: 65%

### Connections and relationships with others

- Young Millennials: 77%
- Older Millennials: 66%
- Gen X: 73%
- Boomers: 87%
- All Respondents: 77%

### Empowerment

- Young Millennials: 60%
- Older Millennials: 64%
- Gen X: 73%
- Boomers: 74%
- All Respondents: 68%
Fair treatment and respect

- Young Millennials: 81%
- Older Millennials: 80%
- Gen X: 80%
- Boomers: 90%
- All Respondents: 84%

Growth and learning

- Young Millennials: 85%
- Older Millennials: 84%
- Gen X: 82%
- Boomers: 76%
- All Respondents: 81%

Interesting work

- Young Millennials: 83%
- Older Millennials: 83%
- Gen X: 82%
- Boomers: 88%
- All Respondents: 85%
### Job flexibility

<table>
<thead>
<tr>
<th>Group</th>
<th>Young Millennials</th>
<th>Older Millennials</th>
<th>Gen X</th>
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<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>63%</td>
<td>70%</td>
<td>76%</td>
<td>81%</td>
<td>74%</td>
</tr>
</tbody>
</table>

### Opportunity to make a difference

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>65%</td>
<td>66%</td>
<td>80%</td>
<td>88%</td>
<td>76%</td>
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</table>

### Security

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<tr>
<th>Group</th>
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<th>Older Millennials</th>
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<th>Boomers</th>
<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>65%</td>
<td>59%</td>
<td>57%</td>
<td>52%</td>
<td>57%</td>
</tr>
</tbody>
</table>
Open/transparent communication

- Young Millennials: 75%
- Older Millennials: 71%
- Gen X: 84%
- Boomers: 83%
- All Respondents: 79%
APPENDIX D: Career Belief Agreement Ratings

See below for the Top 2 Box agreement ratings for each of the 14 career beliefs that participants rated.

1. Work is meant to be a way to express one’s authentic self

<table>
<thead>
<tr>
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<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>27%</td>
<td>27%</td>
<td>27%</td>
<td>25%</td>
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</table>

2. Once I’ve mastered a task, I should/I owe it to myself to take on the next challenge

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>58%</td>
<td>67%</td>
<td>67%</td>
<td>60%</td>
<td>63%</td>
</tr>
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</table>

3. Work should be a way to improve conditions beyond an organization’s bottom line

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</tr>
</thead>
<tbody>
<tr>
<td>56%</td>
<td>59%</td>
<td>61%</td>
<td>67%</td>
<td>61%</td>
</tr>
</tbody>
</table>
The ability to access information and learn is more valuable and important than experience

Time in a role/seniority has no impact on ability to lead

Everyone with the capacity to contribute should have a voice in key decisions that affect them
Supervisors should act as supportive peers vs. authority figures

Respect should be based upon performance not organizational level

Once goals are clear, employees should decide how to do the work
Individuals should put their career development above the needs of an organization

- Young Millennials: 27%
- Older Millennials: 14%
- Gen X: 8%
- Boomers: 9%
- All Respondents: 14%

Being able to question your manager on a decision is the sign of a healthy workplace

- Young Millennials: 52%
- Older Millennials: 63%
- Gen X: 80%
- Boomers: 72%
- All Respondents: 67%

Managers should show interest in their employees as people

- Young Millennials: 62%
- Older Millennials: 66%
- Gen X: 75%
- Boomers: 72%
- All Respondents: 69%
Companies should provide career paths that allow for rapid career growth for employees

<table>
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<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>37</td>
<td>49</td>
<td>27</td>
<td>25</td>
<td>34</td>
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</table>

One of a manager's fundamental roles is to support his/her employees' career development

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</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>69</td>
<td>74</td>
<td>75</td>
<td>61</td>
<td>69</td>
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