



# Engaging the Multigenerational Workplace

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Mark Reckmeyer, Ed.D Senior Education Consultant

CliftonStrengths: **Strategic** | **Competition** | **Activator** | **Woo** | **Communication**

JunJun Feng, Ed.M Education Consultant

CliftonStrengths: **Achiever** | **Responsibility** | **Relator** | **Individualization** | **Learner**

## Agenda

The Multigenerational Workplace

Employee Engagement

Engagement Trends

Key to Engagement: Manager Conversations

Decreasing Burnout Through Strengths



# Meet Lisa and Meet Emily



“It’s a generational thing.”

Generation	Stereotypes	
<b>Silent Generation (born 1928-1945)</b>	Loyal	Rigid
<b>Baby Boomers (born 1946-1964)</b>	Collaborative	Workaholic
<b>Generation X (born 1965-1979)</b>	Self-reliant	Cynical
<b>Millennials (born 1980-1996)</b>	Driven	Entitled
<b>Generation Z (born 1997-2012)</b>	Progressive	Disloyal

A woman with curly hair, wearing a blue blazer and large hoop earrings, is smiling and shaking hands with an older man with a white beard and glasses, wearing a dark sweater. They are in an office setting with large windows and brick walls. A black circle is overlaid on the image containing text.

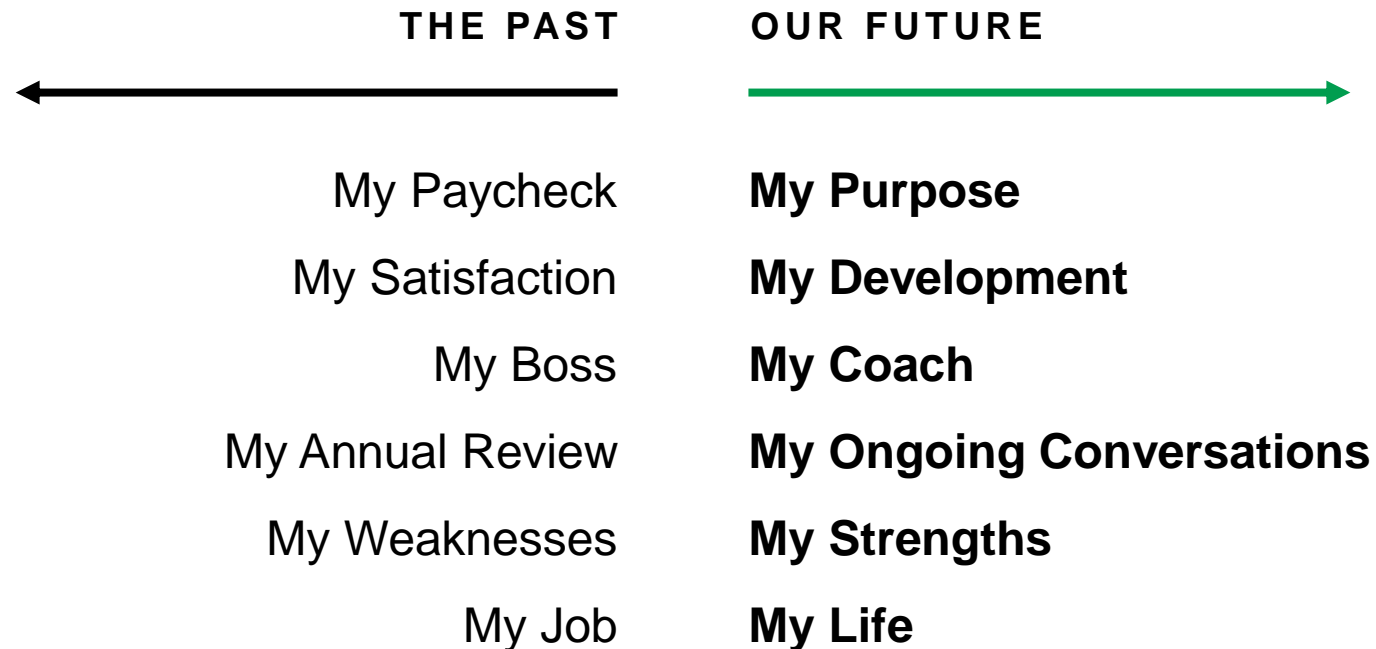
**For the first time in  
modern history,  
there are five  
generations  
working in the same  
office space.**

**Treat others the way they want to be treated.**



# Employee Expectations Are Shifting

Today's workers care less about job satisfaction and more about personal growth.



## What Employees Look for In Their Employer, by Generation

### Young Millennials & Gen Z:

**1989-2001**

**Older Millennials: 1980-1988**

**Gen X: 1965-1979**

**Baby Boomers: 1946-1964**

1. The organization cares about employees' wellbeing.

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1. The organization's leadership is ethical.

1. The organization's leadership is ethical.

2. The organization's leadership is ethical.

2. The organization's leadership is ethical.

2. The organization cares about employees' wellbeing.

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3. The organization is diverse and inclusive of all people.

3. The organization's leadership is open and transparent.

3. The organization's financial stability.

3. The organization's financial stability.

GALLUP



# Employee Engagement Shapes Wellbeing

## The Employee Experience

*Engaged vs. Not Engaged or Actively Disengaged Employees*

### Engaged employees are:

- 70% less likely to feel **burned out** at work always or very often
- 51% less likely to be actively looking for **another job** or watching for opportunities
- 6.3 times as likely to strongly agree they would **recommend their organization** as a great place to work

## Life Experiences

*Engaged vs. Not Engaged or Actively Disengaged Employees*

### Engaged employees are:

- 59% more likely to be **thriving** (based on their life evaluation)
- 25% less likely to say they experienced **worry** during a lot of the previous day
- 20% less likely to say they experienced **stress** during a lot of the previous day

Analysis based on WF Q1 2022 survey

# Employee Engagement

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Employee engagement is the involvement and enthusiasm of employees in their work and workplace. Employees can become engaged when their basic needs are met and when they have a chance to contribute, a sense of belonging, and opportunities to learn and grow.

## Engaged employees:

- know the scope of their job
- thrill in the challenge of their work every day
- are in roles that use their talents
- always look for new and different ways of achieving the outcomes of their role

**ENGAGEMENT**

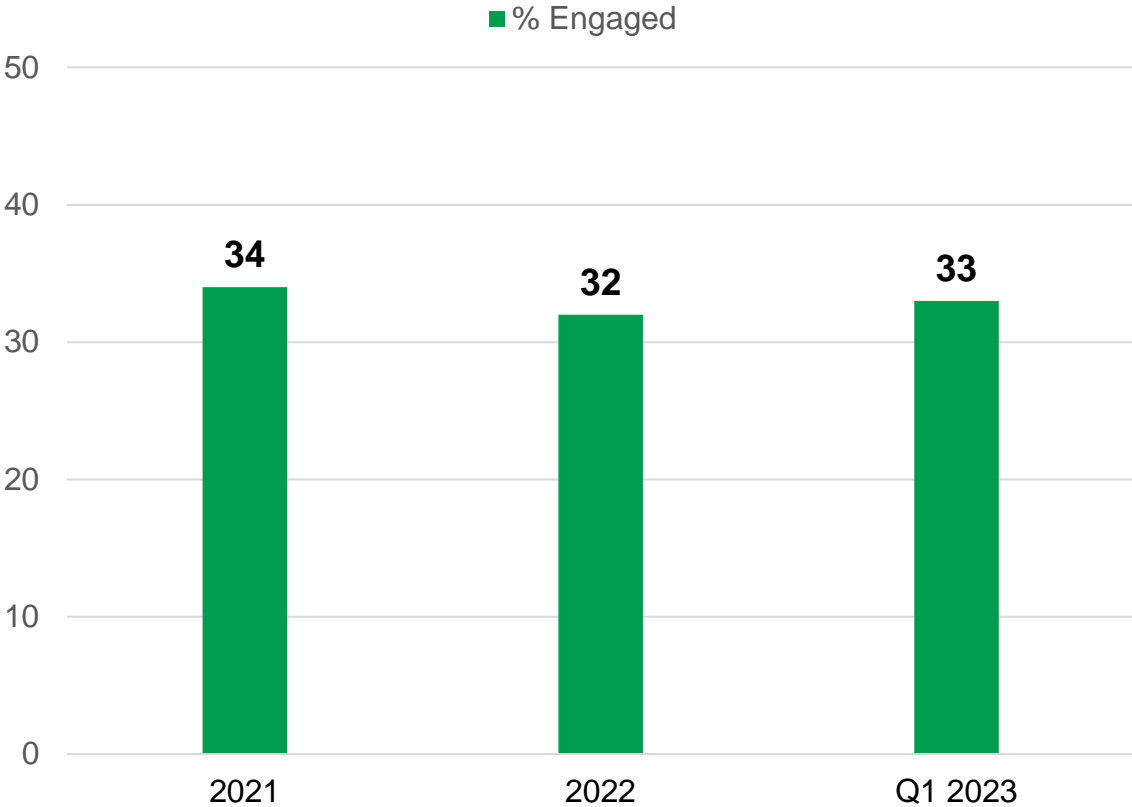


**SATISFACTION**

# Employee Engagement and Overall Satisfaction, 2021-2023

### Recent U.S. Employee Engagement

Based on Gallup's Q<sup>12</sup> survey



### Recent Overall Satisfaction in the U.S.

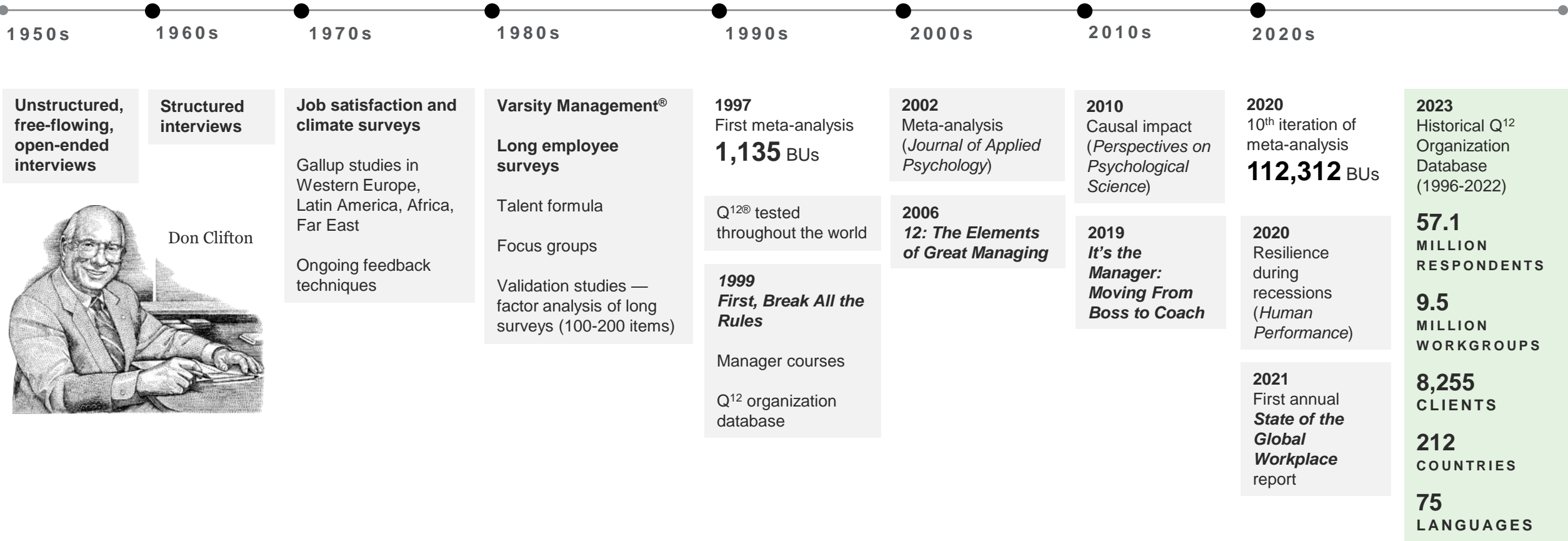
How satisfied are you with your place of employment as a place to work?



WF Q1 2023, U.S. Employees MOE: ±1 point

# Gallup Employee Engagement Science

Science-based focus on the study of excellence in the workplace



Unstructured, free-flowing, open-ended interviews



Structured interviews

**Job satisfaction and climate surveys**  
 Gallup studies in Western Europe, Latin America, Africa, Far East  
 Ongoing feedback techniques

**Varsity Management®**  
**Long employee surveys**  
 Talent formula  
 Focus groups  
 Validation studies — factor analysis of long surveys (100-200 items)

**1997**  
 First meta-analysis  
**1,135** BUs  
 Q12® tested throughout the world  
**1999**  
*First, Break All the Rules*  
 Manager courses  
 Q12 organization database

**2002**  
 Meta-analysis (*Journal of Applied Psychology*)  
**2006**  
*12: The Elements of Great Managing*

**2010**  
 Causal impact (*Perspectives on Psychological Science*)  
**2019**  
*It's the Manager: Moving From Boss to Coach*

**2020**  
 10<sup>th</sup> iteration of meta-analysis  
**112,312** BUs  
**2020**  
 Resilience during recessions (*Human Performance*)  
**2021**  
 First annual *State of the Global Workplace* report

**2023**  
 Historical Q12 Organization Database (1996-2022)  
**57.1** MILLION RESPONDENTS  
**9.5** MILLION WORKGROUPS  
**8,255** CLIENTS  
**212** COUNTRIES  
**75** LANGUAGES

# Gallup's Q<sup>12</sup>® Database

## 2023 Q<sup>12</sup> Database (2018-2022)

**72M**  
RESPONSES

**19.9M**  
RESPONDENTS

**5.1M**  
WORKGROUPS

**127**  
INDUSTRIES

**5,375**  
CLIENTS

**191**  
COUNTRIES

**62**  
LANGUAGES

**7**  
REGIONS

Higher Education: **214K** respondents, **76K** workgroups,  
**180** clients

## Historical Q<sup>12</sup> Database (1996-2022)

**1.1B**  
RESPONSES

**57.1M**  
RESPONDENTS

**9.5M**  
WORKGROUPS

**127**  
INDUSTRIES

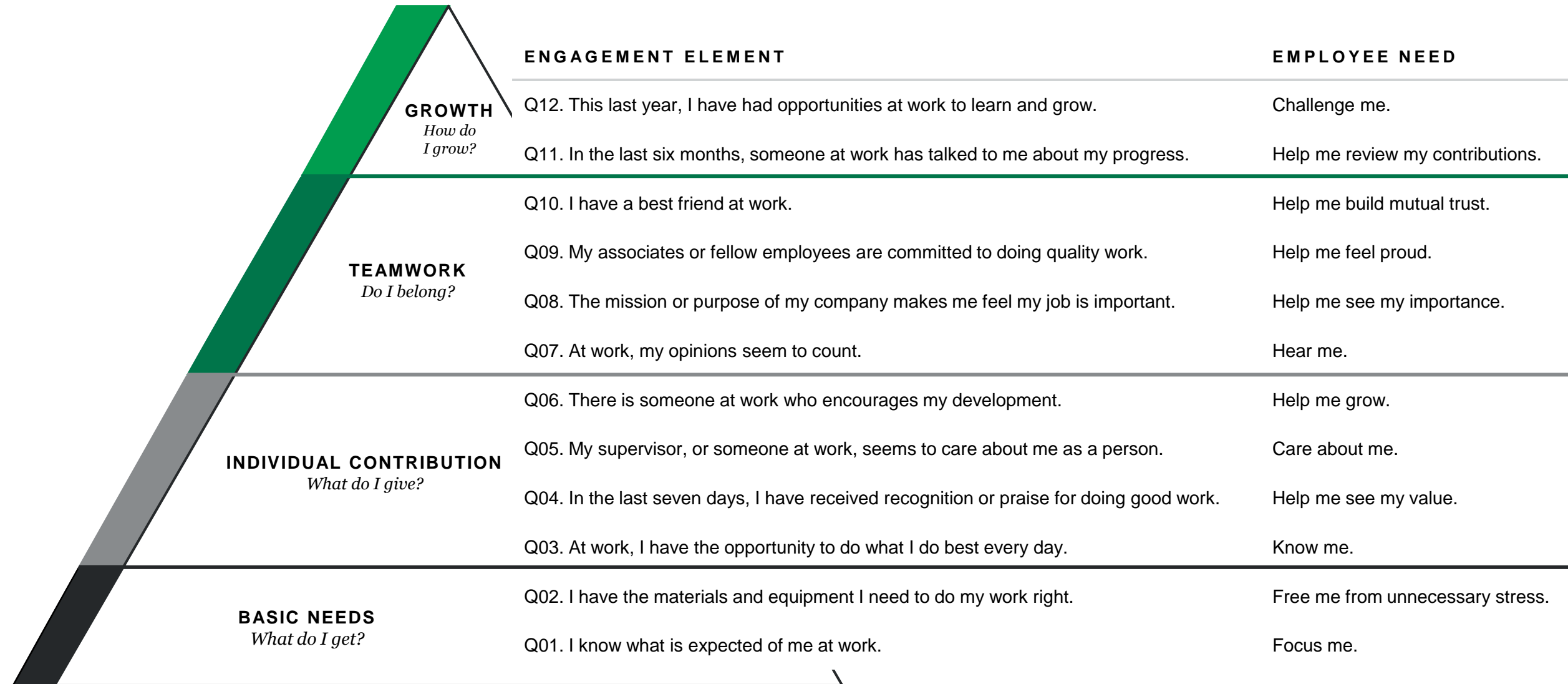
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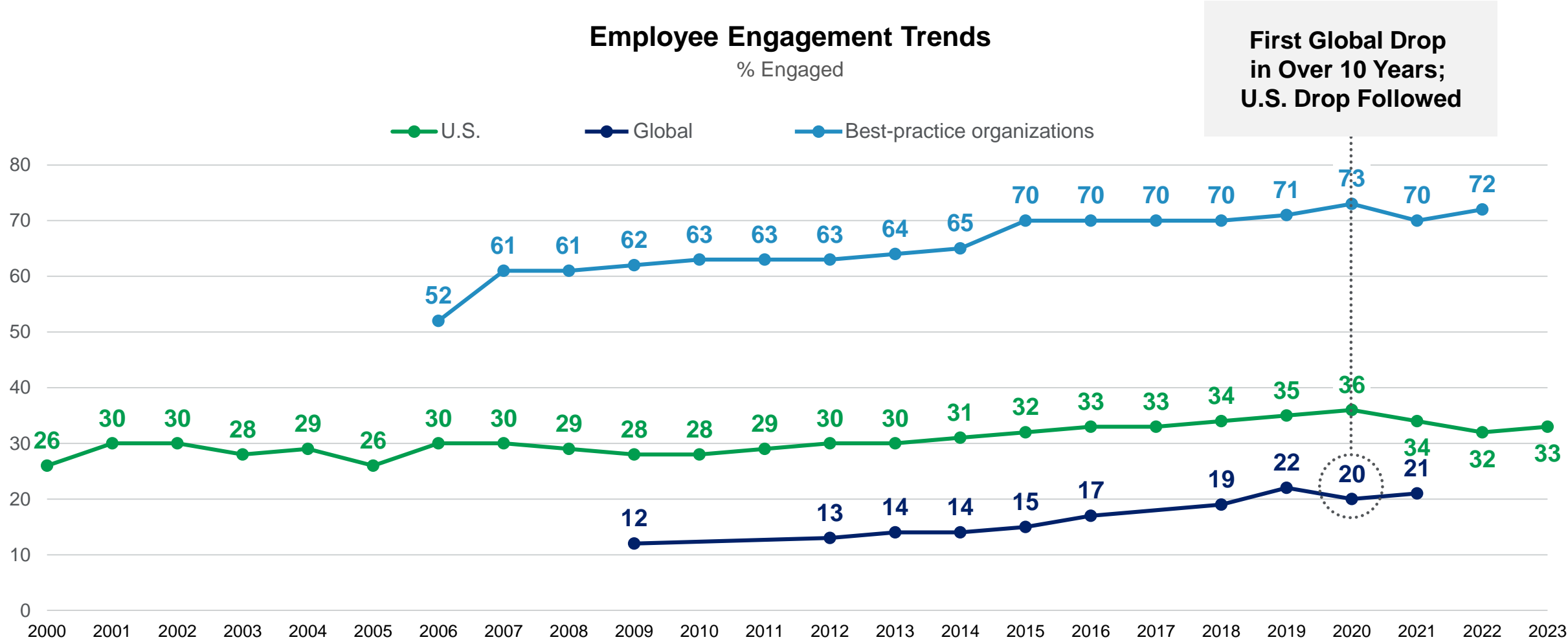
**75**  
LANGUAGES

**7**  
REGIONS

# The 12 Key Drivers of Engagement — Gallup's Q<sup>12</sup>®



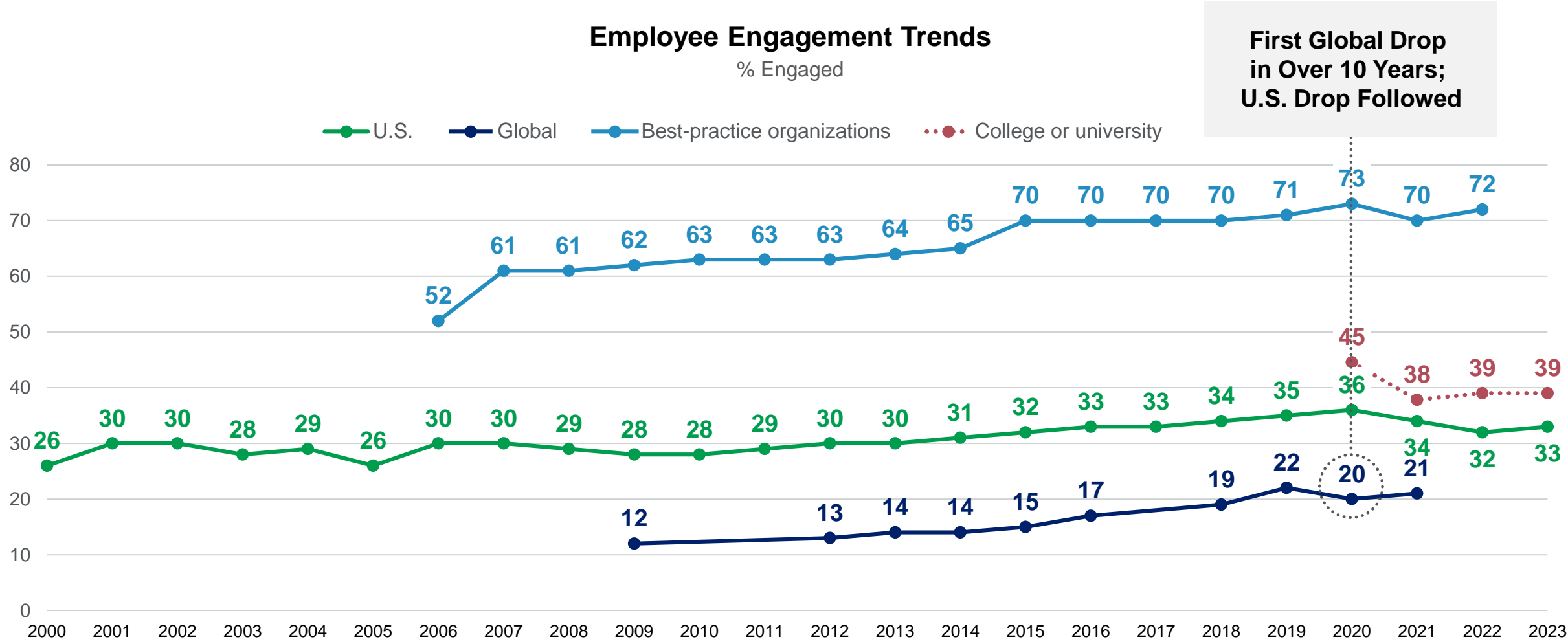
# Employee Engagement in the U.S., World and Best-Practice Organizations



**First Global Drop in Over 10 Years; U.S. Drop Followed**

WF Q1 2023, U.S. Employees MOE: ±1 point. 2021 Gallup World Poll, Global Employees MOE: ±1 point. Percentages for best-practice organizations are average percentages of engaged employees across annual Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners' engagement data — not the year that Gallup named the award winners.

# Higher Ed Employee Engagement Trends Similar to U.S.

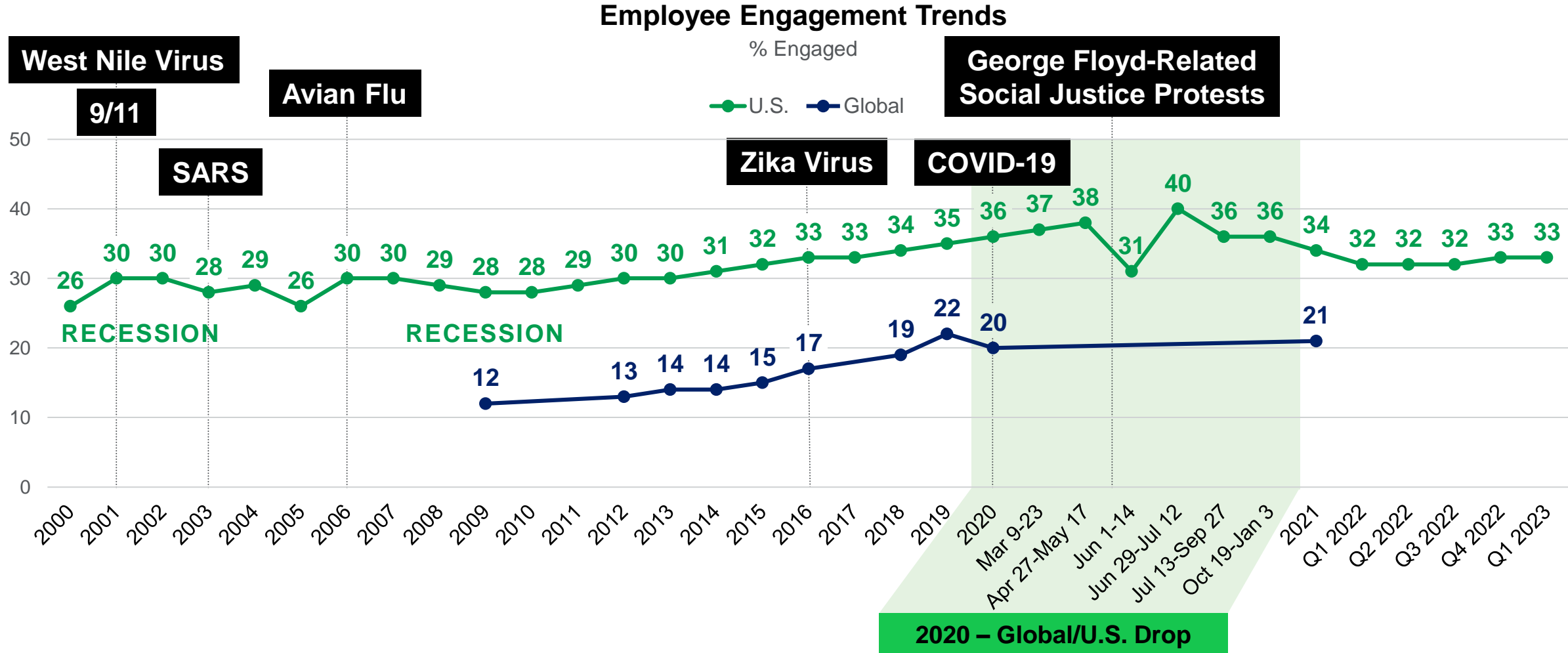


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# U.S. Employee Engagement Amid Widespread Challenges



WF Q1 2023, U.S. Employees MOE: ±1 point; 2021 Gallup World Poll, Global Employees MOE: ±1 point

# 2023 Engagement Segments Within U.S. Workplaces

Employees can be segmented into three fundamental psychological conditions of engagement that are behaviorally predictive.

16%

ACTIVELY DISENGAGED

*Actively disengaged employees aren't just unhappy at work — they are **resentful** that their needs aren't being met and are **acting out their unhappiness**. Every day, these workers potentially undermine what their engaged coworkers accomplish.*

51%

NOT ENGAGED

*Not engaged employees are **psychologically unattached** to their work and company. Because their engagement needs are not being fully met, they're putting time — but not energy or passion — into their work.*

33%

ENGAGED

*Engaged employees are **highly involved in and enthusiastic** about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.*

BEST-PRACTICE ORGANIZATIONS

4%

24%

72%

WF Q1 2023, U.S. Employees MOE: ±1 point. Percentages for best-practice organizations are averages across 2023 Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners' engagement data (2022) — not the year that Gallup named the award winners.

# The Great Resignation = The Great Discontent

Just One-Third of U.S. Employees Are Engaged at Work

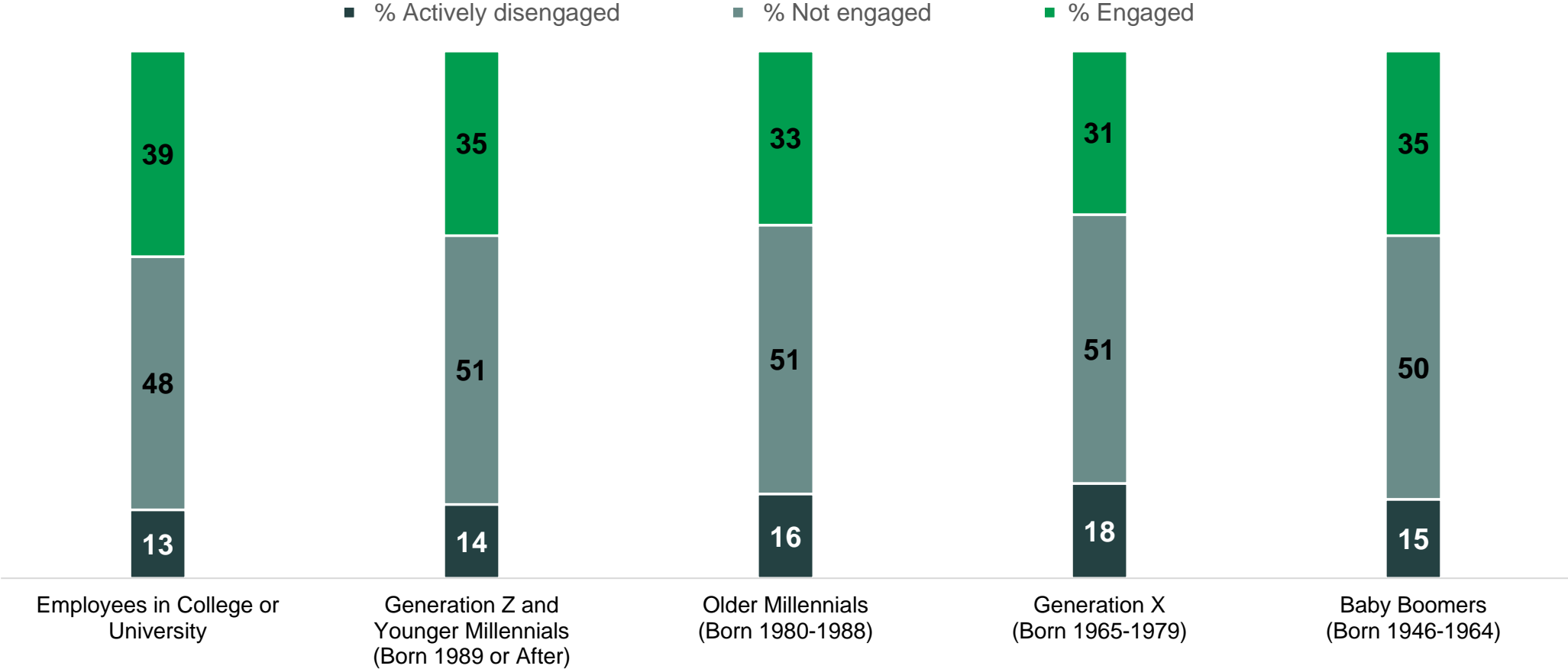
67%

OF EMPLOYEES NATIONWIDE

are not engaged or are actively disengaged at work.

Source: Gallup's *State of the Global Workplace: 2022 Report*

# Performance Challenge of the 21<sup>st</sup> Century: More Than Half of Employees, Regardless of Age, Are Not Engaged or Actively Disengaged



WF Q1 2023, U.S. Employees; Gen Z and Younger Millennials MOE: ±3 points, Older Millennials MOE: ±3 points, Gen X MOE: ±2 points, Baby Boomers MOE: ±2 points

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ONE OF GALLUP'S  
BIGGEST DISCOVERIES:

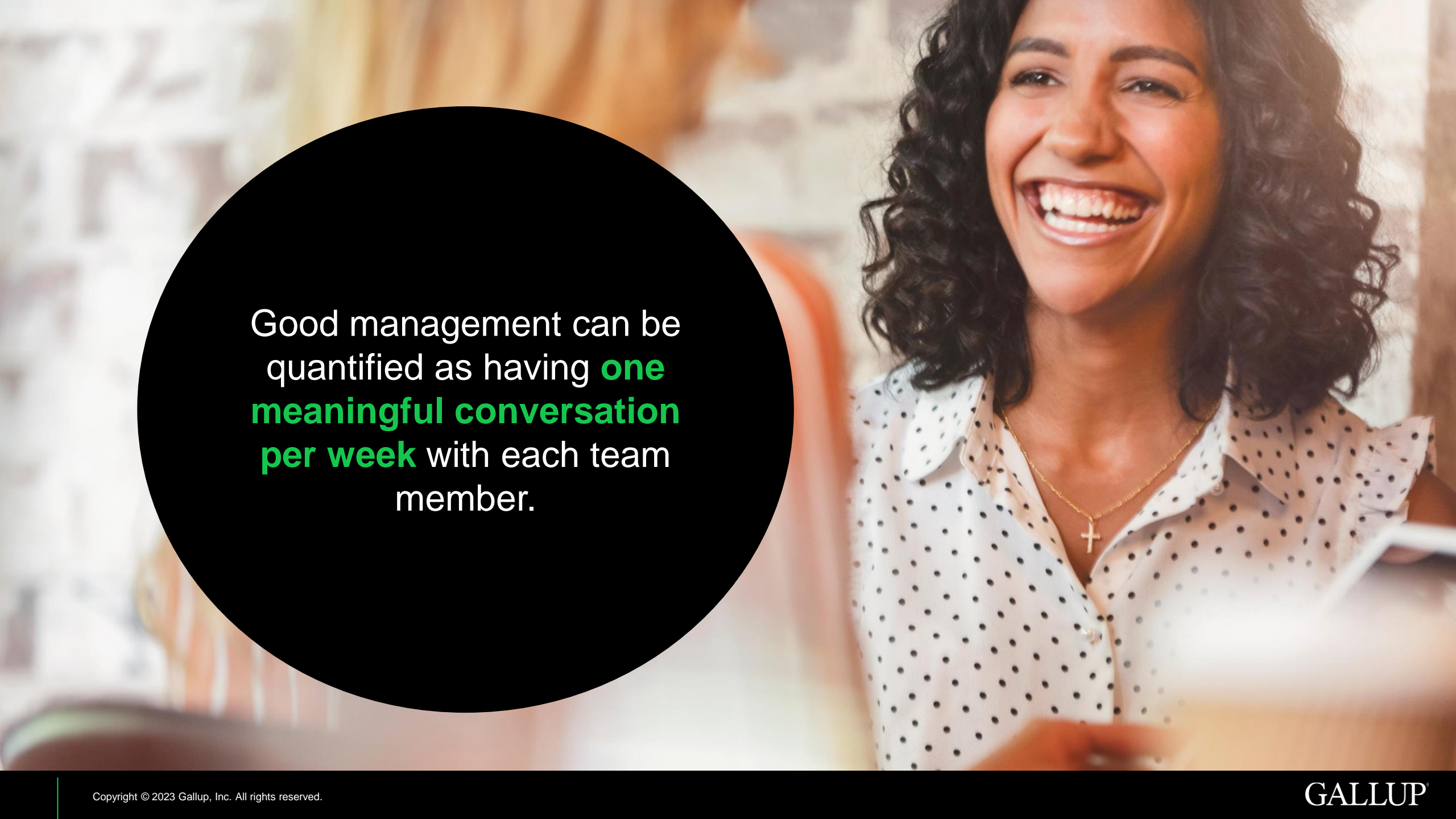
The manager or team leader plays the  
most significant role in driving  
employee engagement.

The manager accounts for

**70%**

of the variance in  
team engagement.



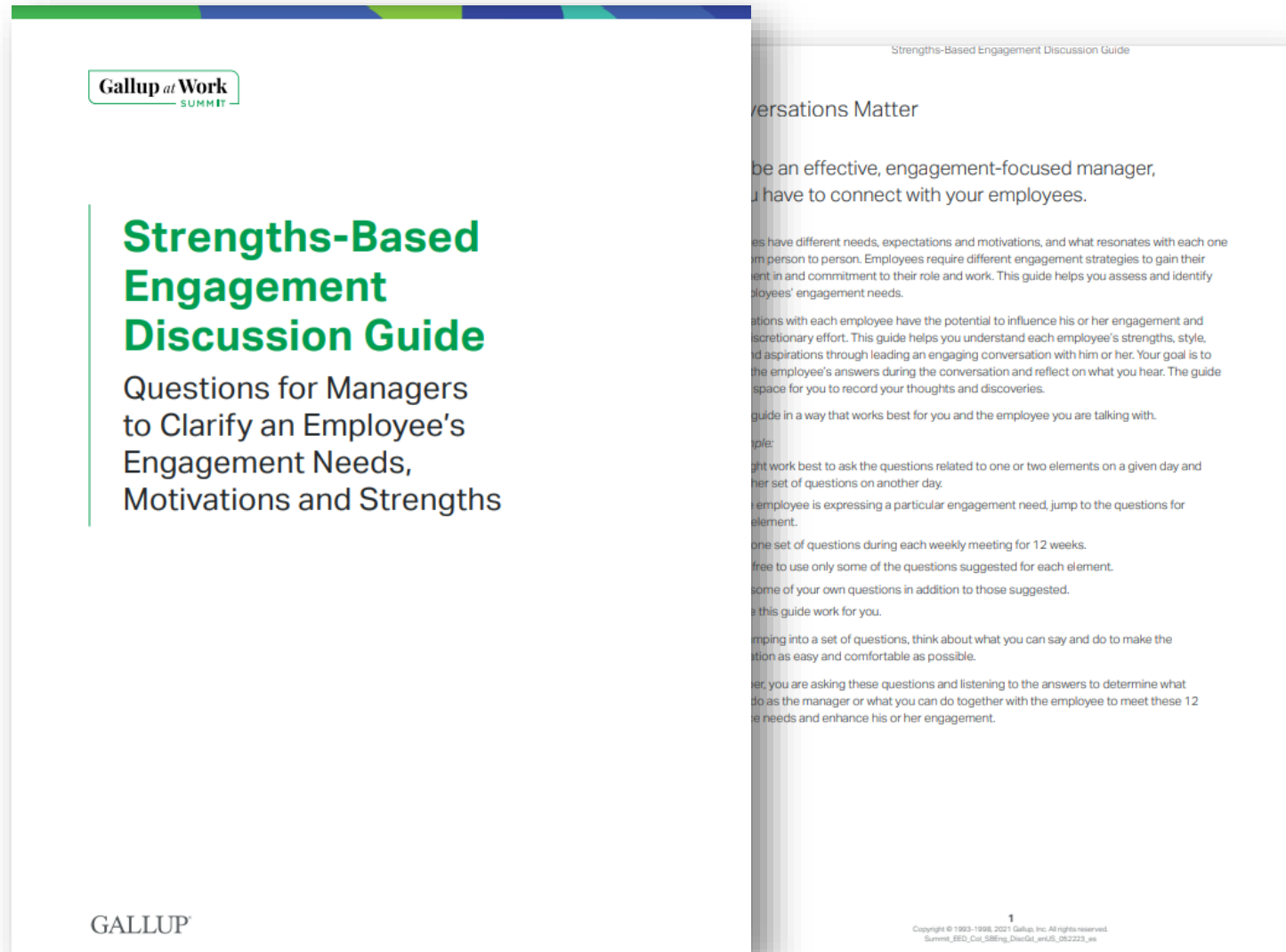
A woman with dark, curly hair is smiling broadly, showing her teeth. She is wearing a white button-down shirt with black polka dots and a gold necklace with a small cross pendant. The background is a warm, out-of-focus indoor setting.

Good management can be quantified as having **one meaningful conversation per week** with each team member.

- When a manager gives little or no feedback, the manager **fails to engage 98% of employees**
- Four out of ten employees who receive little or no feedback **become actively disengaged.**
- Managers who concentrate on strengths when giving feedback are **30 times more likely to engage their employees** than those giving no feedback.



To be an effective, engagement-focused manager, you have to connect with your employees.





# Q04. In the last seven days, I have received recognition or praise for doing good work.

## Questions to Ask

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When you achieve success at work, how do you like to be recognized?

How do your CliftonStrengths explain the way you like to be recognized?

## Reflections to Consider

*Listen for the kinds of recognition this person enjoys most.*

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What is the best recognition you have received?

What made this recognition special?

*Listen for the types of recognition that would be meaningful for this person. Consider the timing and how (e.g., public vs. private) this person prefers to be recognized.*

**Gallup at Work** SUMMIT

### Gallup's Employee Engagement Hierarchy

**GROWTH**

Q12. This last year, I have had opportunities at work to learn and grow.  
Q11. In the last six months, someone at work has talked to me about my progress.

**TEAMWORK**

Q10. I have a best friend at work.  
Q09. My associates or fellow employees are committed to doing quality work.  
Q08. The mission or purpose of my company makes me feel my job is important.  
Q07. At work, my opinions seem to count.

**INDIVIDUAL**

Q06. There is someone at work who encourages my development.  
Q05. My supervisor, or someone at work, seems to care about me as a person.  
Q04. In the last seven days, I have received recognition or praise for doing good work.  
Q03. At work, I have the opportunity to do what I do best every day.

**BASIC NEEDS**

Q02. I have the materials and equipment I need to do my work right.  
Q01. I know what is expected of me at work.

These 12 elements of engagement are the factors most powerful in explaining employees' productive motivations on the job.

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Implement questions to help you increase engagement through the strengths of team members.



Use it one-on-one or with a team.

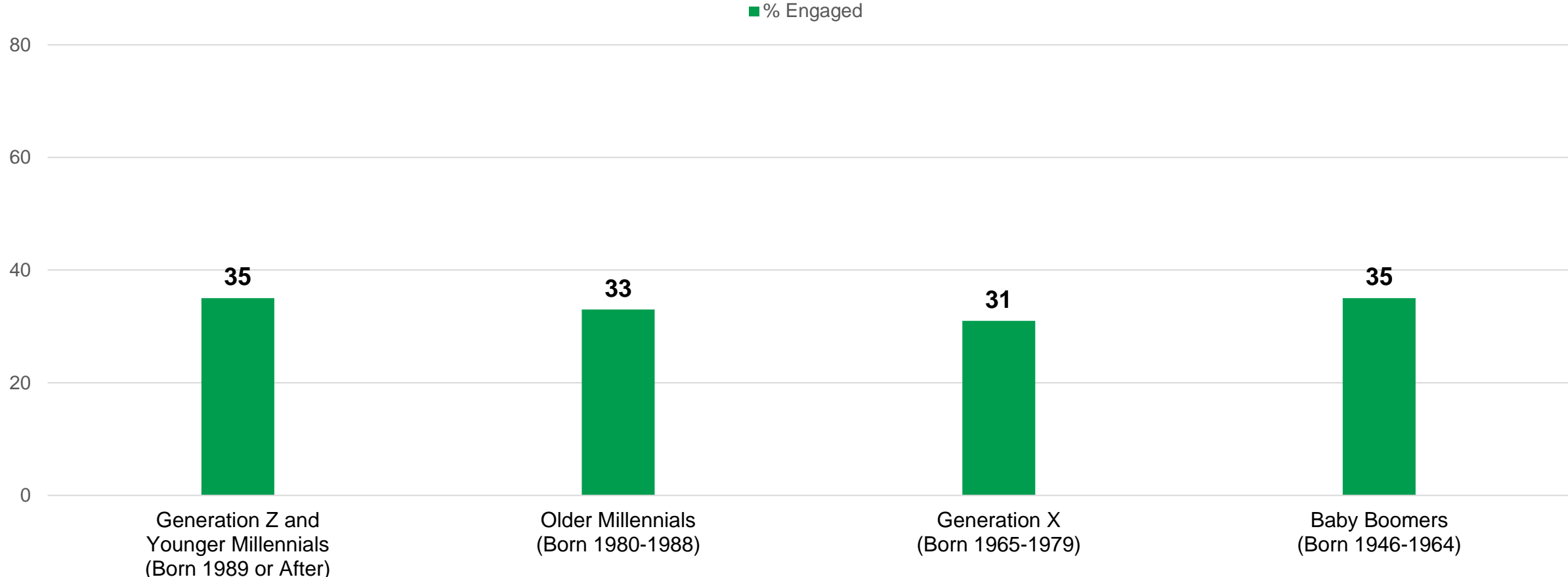


Leverage the questions as ways to create meaningful conversations in brief, frequent ways.



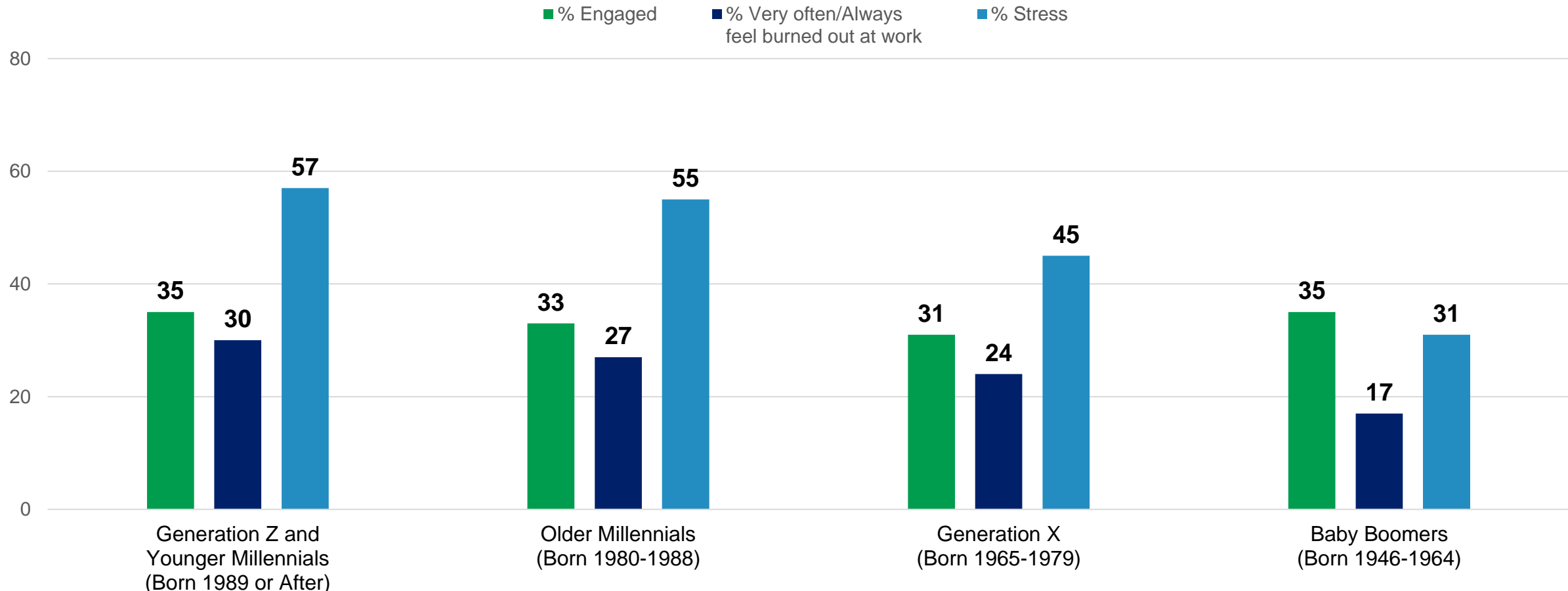
Utilize the guide to start your performance development conversations.

# Engagement Highest When Entering or Leaving The Workforce



WF Q1 2023, U.S. FT Employees; Gen Z and Younger Millennials MOE: ±3 points, Older Millennials MOE: ±3 points, Gen X MOE: ±2 points, Baby Boomers MOE: ±2 points

# Stress and Burnout Highest Among Gen Z and Younger Millennials



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# Employee Burnout

A syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.



1

feelings of energy  
depletion or exhaustion



2

increased mental distance  
from one's job, or feelings  
of negativism or cynicism  
related to one's job



3

reduced professional  
efficacy

**Sources:**

World Health Organization. (2019). Burn-out an "occupational phenomenon": International classification of diseases. Retrieved from [https://www.who.int/mental\\_health/evidence/burn-out/en/](https://www.who.int/mental_health/evidence/burn-out/en/)

What are examples of words, phrases or sentences you have heard your employees say that **may** indicate burnout?

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# How Burnout Is Manifesting in the Workplace



## CARRYING MENTAL AND EMOTIONAL WEIGHT

*“I get to the end of a long work day and feel like I barely made progress.”*

## LACK OF CONFIDENCE IN NEW PROCESSES AND APPROACHES

*“Departments have competing priorities, processes and expectations that make it hard to know what the true focal point or process is.”*



## UNYIELDING WORKLOAD

*“There’s so much work and not enough time in the day.”*

## NOT GETTING TO DO WHAT I DO BEST

*“I’ve taken on an interim role while we hire new people and it has pulled me away from my day-to-day job and what I love to do most.”*

## COMPETING AND CHANGING PRIORITIES

*“If everything is a priority than nothing is a priority.”*

## Managers Are Crucial in Preventing Burnout

- Employees who strongly agree that they **feel supported** by their manager are about **70% less likely** to experience burnout on a regular basis.
- Employees whose manager is always **willing to listen** to their work-related problems **are 62% less** likely to be burned out.
- Managers play a significant role in fostering positive employee experiences and addressing stressors at work.





# Root Causes of Burnout at Work

Five factors correlate most highly with employee burnout. We call these “root causes” because they have the greatest effect on burnout.

- 1 UNFAIR TREATMENT AT WORK
- 2 UNMANAGEABLE WORKLOAD
- 3 UNCLEAR COMMUNICATION FROM MANAGERS
- 4 LACK OF MANAGER SUPPORT
- 5 UNREASONABLE TIME PRESSURE

**YOUR TOP PRIORITY:**

Address the root causes of burnout.

Create a culture where employees can do their best work.

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**What are your coping strategies to  
reduce burnout when faced with  
it in the workplace?**

# Our Burnout Study

Gallup asked over 3,000 employees in early 2022 what they do to help themselves feel more productive when they are overwhelmed or frustrated by their job.

I ALMOST ALWAYS DO THIS.	COPING STRATEGY	I RARELY EVER DO THIS.
<input type="checkbox"/>	I spend more time with family and friends outside of work.	<input type="checkbox"/>
<input type="checkbox"/>	I start getting back to work as quickly as possible.	<input type="checkbox"/>
<input type="checkbox"/>	I think about how my work affects others.	<input type="checkbox"/>
<input type="checkbox"/>	I take more breaks during the workday to relax.	<input type="checkbox"/>
<input type="checkbox"/>	I exercise or engage in physical activity.	<input type="checkbox"/>
<input type="checkbox"/>	I think about how my work contributes to my future goals.	<input type="checkbox"/>
<input type="checkbox"/>	I think about how others I work with might feel about the same situations.	<input type="checkbox"/>
<input type="checkbox"/>	I stop and take my time to think through my situation.	<input type="checkbox"/>

Sources: Prevent and Overcome Burnout: A Strengths-Based Guide

# Most Frequent Coping Strategies by Domain

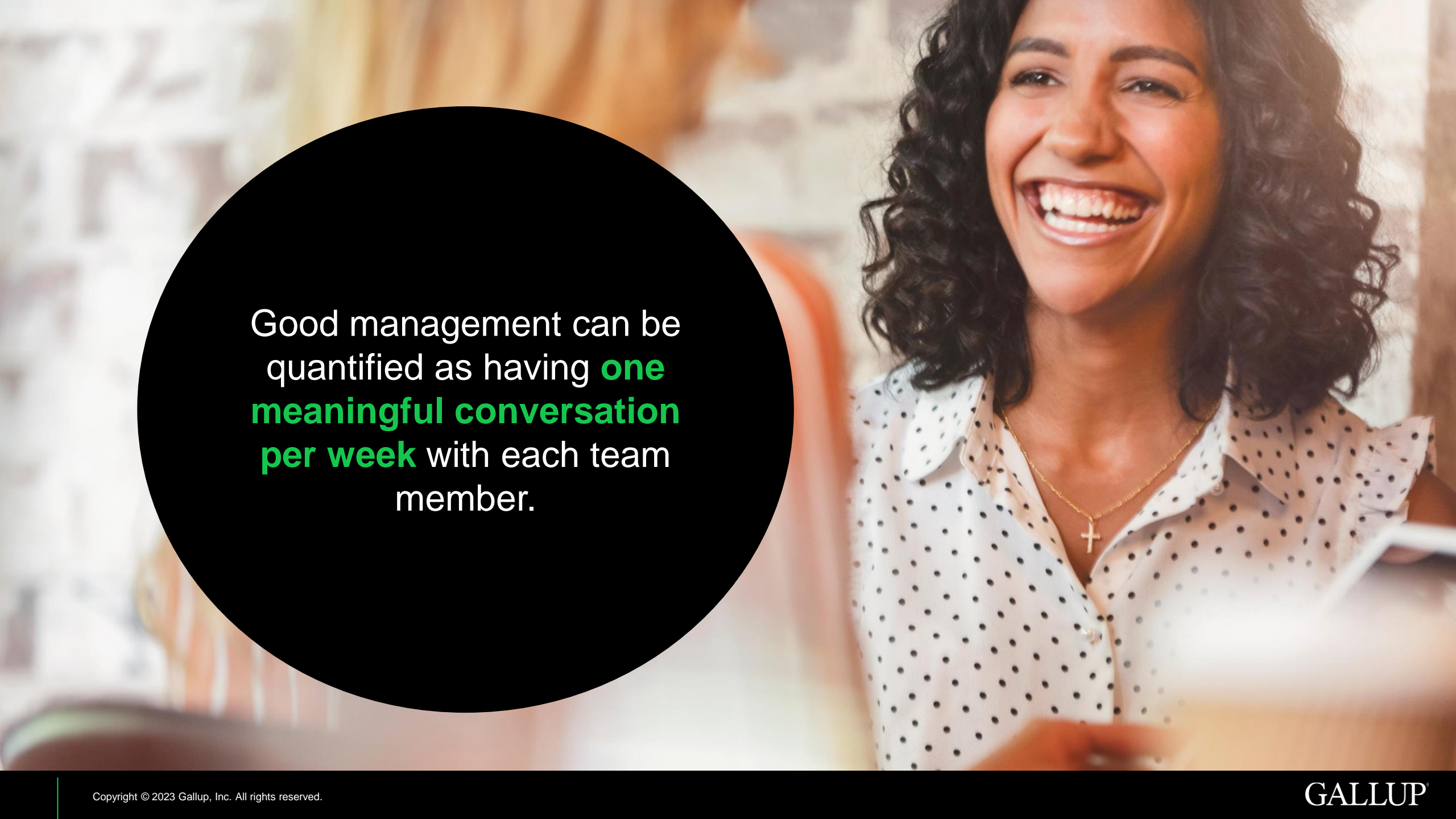
How we tend to respond to feeling burned out is a clue to our innate talents — those natural patterns of thinking, feeling and behaving.

		Executors	Influencers	Relators	Thinkers
Executing	Start getting back to work as quickly as possible.	71%	62%	56%	55%
	Exercise or engage in physical activity.	66%	65%	59%	61%
Influencing	Spend more time with family or friends outside of work.	50%	55%	50%	46%
	Think about how their work contributes to their future goals.	65%	73%	63%	68%
Relationship Building	Think about how others they work with would feel about the same situations.	59%	60%	61%	52%
	Think about how their work affects others.	68%	70%	71%	67%
Strategic Thinking	Stop and take time to think through their situation.	72%	74%	74%	80%
	Think about how their work contributes to their future goals.	51%	58%	52%	62%

# Strengths-Based Coping Strategies: Instinctual vs. Recommended

EXECUTING DOMAIN			
INSTINCTUAL BURNOUT COPING STRATEGIES		RECOMMENDED BURNOUT COPING STRATEGIES	
	% change in burnout symptoms		% change in burnout symptoms
I start getting back to work as quickly as possible.	-15%	I stop and take my time to think through my situation.	-48%
I exercise or engage in physical activity.	-20%	I try to find what is positive about my current work situation.	-46%
INFLUENCING DOMAIN			
INSTINCTUAL BURNOUT COPING STRATEGIES		RECOMMENDED BURNOUT COPING STRATEGIES	
	% change in burnout symptoms		% change in burnout symptoms
I spend more time with family and friends outside of work.	-34%	I exercise or engage in physical activity.	-48%
I think about how my work contributes to my future goals.	-28%	I think about how I approached similar situations before.	-4%

RELATIONSHIP BUILDING DOMAIN			
INSTINCTUAL BURNOUT COPING STRATEGIES		RECOMMENDED BURNOUT COPING STRATEGIES	
	% change in burnout symptoms		% change in burnout symptoms
I think about how others I work with might feel about the same situations.	+35%	I think about how I approached similar situations before.	-43%
I think about how my work affects others.	-13%	I use relaxation or mindfulness exercises such as meditation, prayer or yoga.	-33%
STRATEGIC THINKING DOMAIN			
INSTINCTUAL BURNOUT COPING STRATEGIES		RECOMMENDED BURNOUT COPING STRATEGIES	
	% change in burnout symptoms		% change in burnout symptoms
I stop and take my time to think through my situation..	-16%	I think about my current situation as a challenge to find a way to succeed.	-42%
I take more breaks during the workday to relax.	-21%	I spend more time with family and friends outside of work.	-34%

A woman with dark, curly hair is smiling broadly, showing her teeth. She is wearing a white button-down shirt with black polka dots and a gold necklace with a small cross pendant. The background is a warm, out-of-focus indoor setting.

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# Questions?

**Mark Reckmeyer, Ed.D** Senior Education Consultant

CliftonStrengths: **Strategic** | **Competition** | **Achiever** | **Woo** | **Communication**

Email: [Mark\\_Reckmeyer@gallup.com](mailto:Mark_Reckmeyer@gallup.com)

**JunJun Feng, Ed.M** Education Consultant

CliftonStrengths: **Achiever** | **Responsibility** | **Relator** | **Individualization** | **Learner**

Email: [JunJun\\_Feng@gallup.com](mailto:JunJun_Feng@gallup.com)

