



INSIGHT. EVIDENCE. INSPIRATION.

How Different Generations will face Digital Development

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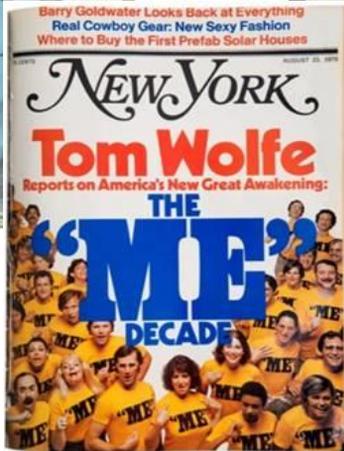
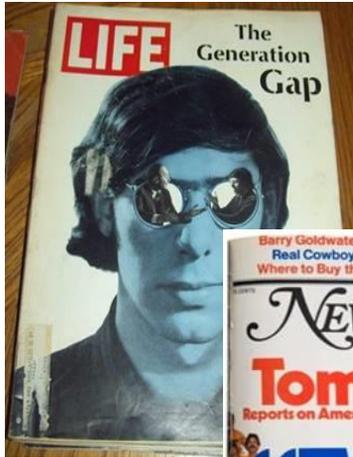
INSIGHT. EVIDENCE. INSPIRATION.

Management Research Group is a global leader in designing assessments that foster a deep self-awareness and impact people in profound and meaningful ways with solutions for Leadership and Personal Development, Sales and Service.

MRG assessments give you the tools to support unique leaders as they chart their personal paths to success and fulfilment.



1968



1976

1985



1990

2013



“The young people of today think of nothing but themselves.

They have **no reverence** for parents or old age.

They are **impatient.**

They talk **as if they alone knew everything** and what passes for wisdom with us is foolishness with them.”

*~ Socrates
470-390 BC*

Generations at Work

Baby Boomers *born 1946-1964*

Gen X *born 1965-1980*

Gen Y (Millennials) *born 1981-1994*

Gen Z *born 1995-2012*

Researching the generation gap

Using data to understand the reality of generational differences



MRG

Food Inc.

Measuring Motivation: Individual Directions Inventory™

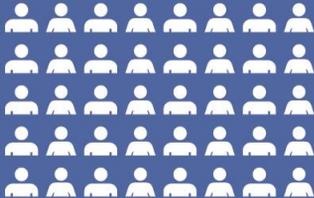
The IDI explores hidden drivers and untapped sources of energy, connecting motivation and behavior in innovative new ways to empower individuals and organizations to make unprecedented progress toward their goals.

- Surfaces subtle drivers to reignite individual energy and illuminate opportunities for growth
- Highlights aspects of an individual's ideal environment and strengthens team Dynamics
- Builds a roadmap for channeling motivational energy to support organizational objectives
- Supports organizational change, coaching, executive transition and candidate selection



Participants

9,450
Participants



66%
Male



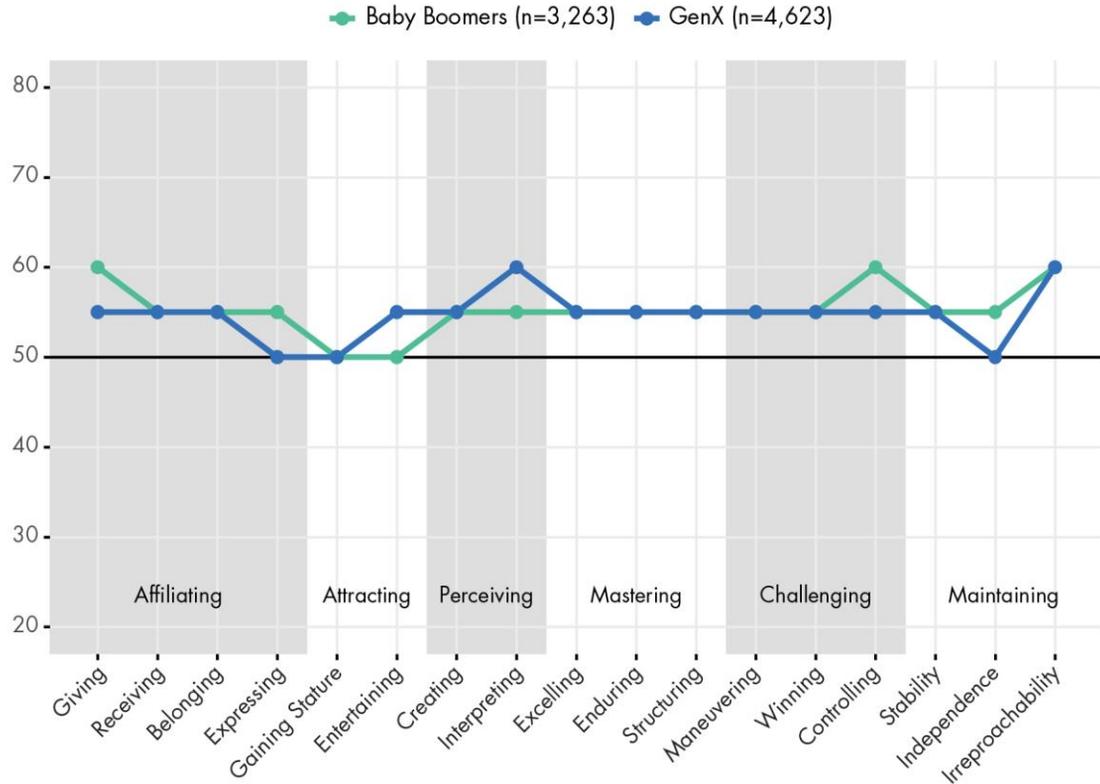
34%
Female



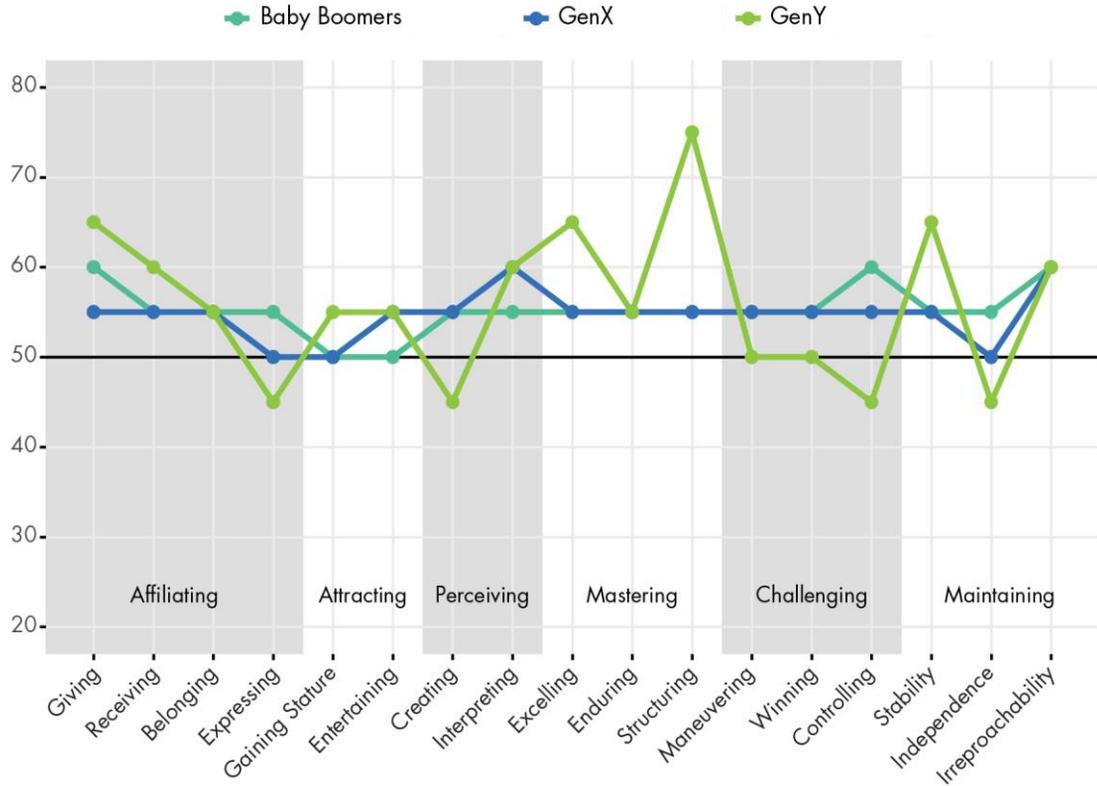
10+ European
Countries



Generational Differences on the IDI (Europe)



Generational Differences on the IDI (Europe)



Millennials vs. Older generations

Higher informational needs

- Receiving (how much): keep me informed (non-specific need)
- Structuring (how to): need to know how
- Stability (when): need information well in advance

Digital technology can enable the above *very* effectively, and is a natural comfort zone for Millennials

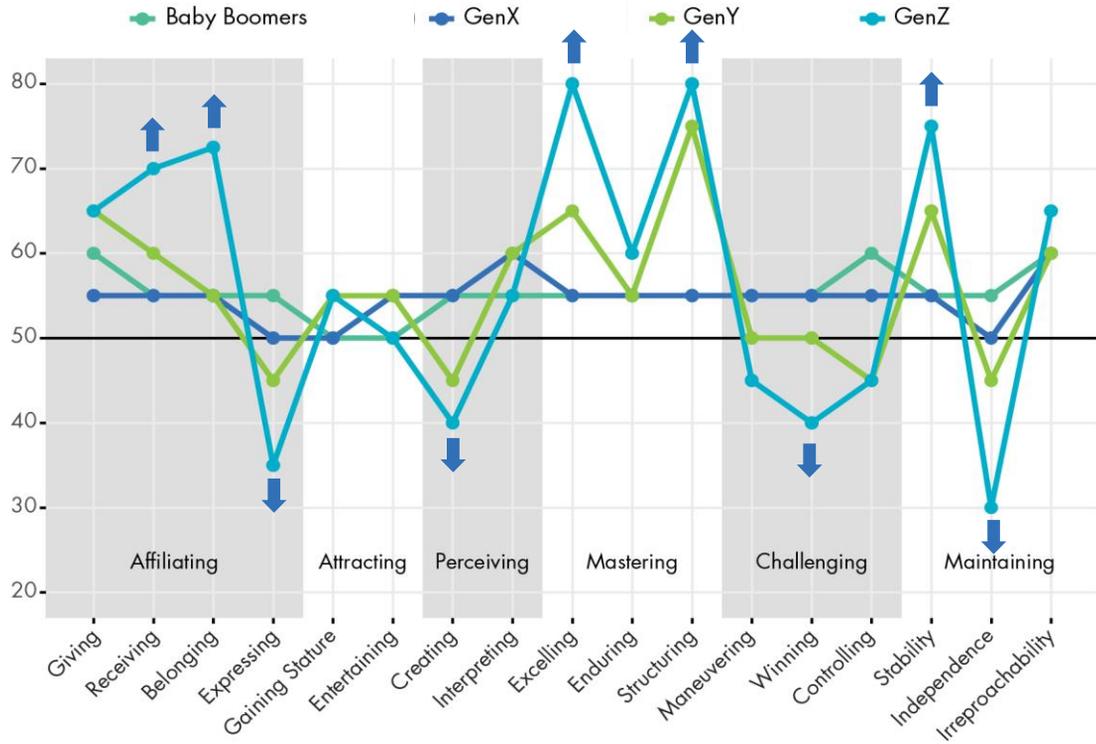
Less energized by

- Working autonomously (independence)
- Innovating (creating)

Gen Z – brace yourself.....



Generational Differences on the IDI (Europe)



Gen Z vs. Older generations

- Very similar directionality to Millennials, but more extreme median scores
 - Even higher expectations of achievement (excelling)
 - Greater need for predictability (stability)
 - Less motivated by working autonomously (independence)
- Different from the other three generations on
 - Energized by receiving support from (receiving) and developing bonds with others (belonging)
 - Less energized by opportunities to be competitive and aggressive (winning), and to be spontaneous and uninhibited (expressing)

Practical leadership approaches to Gen Y/Z

- Democratic, inclusive decision making is their clear preference. They prefer to decide together and to seek input actively
- Clear and ongoing flow of information is essential. Be specific and tangible, not conceptual. They really need to know the “how to”.
- Millennials and Gen Z don’t like surprises. Last minute situations and communication can be quite disruptive
- Feedback to Millennials and Gen Z is critical; delivering it frequently and sensitively will help
- Building community and a collaborative culture will help them to feel like they fit in.
- **Digital technology and community building don’t always work together, in fact they can undermine each other**



Questions

