

# Gérer les multiples générations au travail: mythes et réalité!



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Écoutez mon balado  
"Travailler Mieux" diffusé à  
Radio-Canada

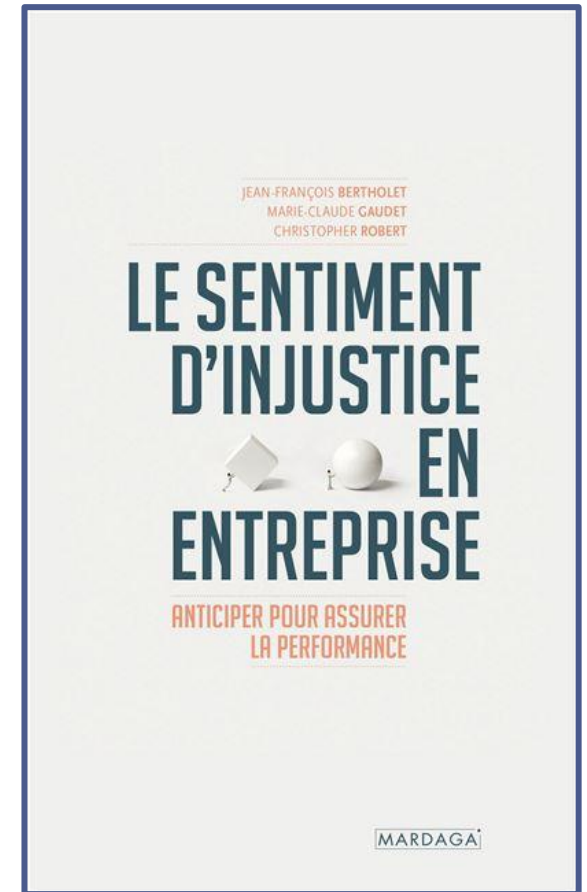
8 épisodes. Plusieurs invités pertinents et percutants.  
Travailler fort, c'est bien. Travailler mieux, c'est encore mieux!



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cours à HEC Montréal

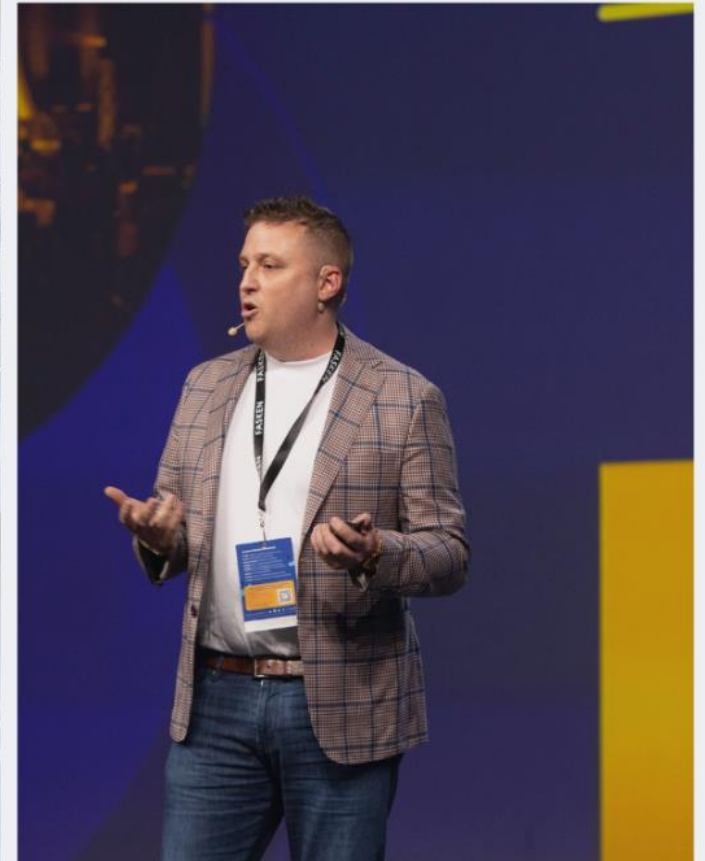
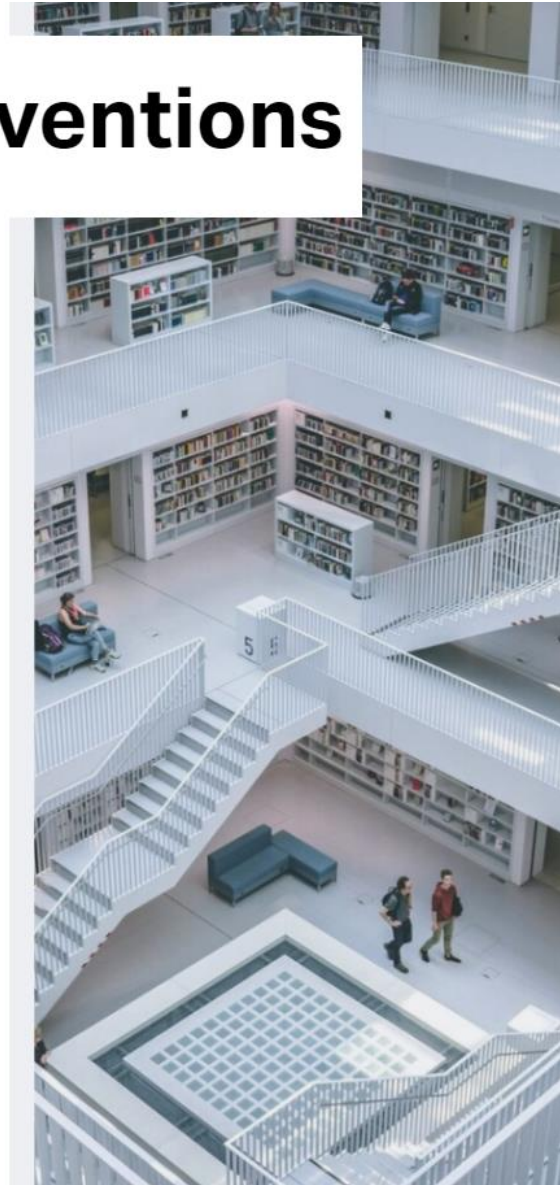
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**les affaires**

# Sujets et thèmes d'interventions possibles

- Mobilisation et engagement des employés.
- Leadership des gestionnaires
- Futur du travail
- Reconnaissance au travail
- Gestion et travail à distance
- Justice organisationnelle
- Gestion du changement
- Plaisir au travail / sens du travail



UNE IMAGE POSITIVE  
UNE IMAGE NÉGATIVE

# Vrai ou faux

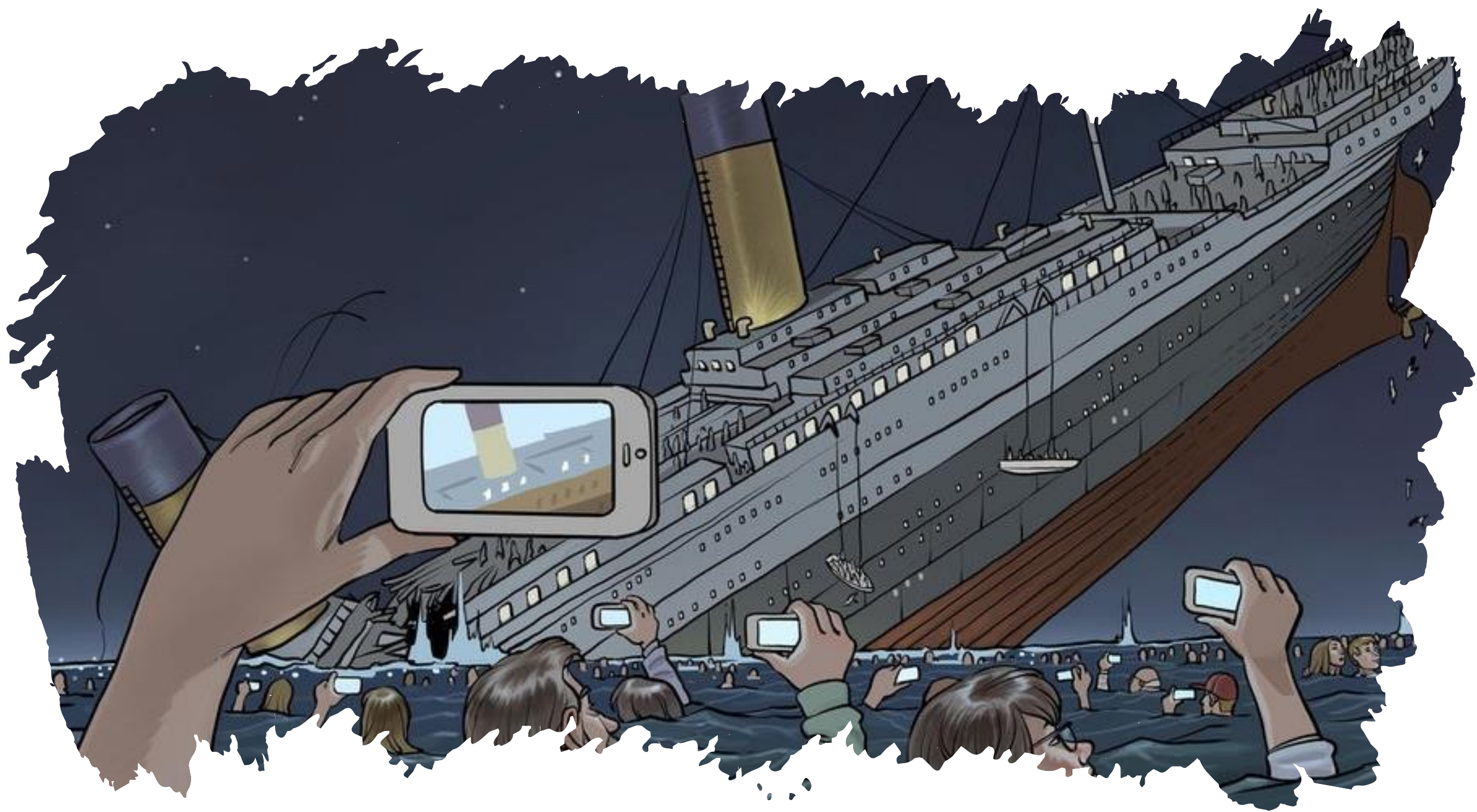
1. Les milléniaux envisagent davantage de changer d'emploi que les autres générations.
2. Les X auront une satisfaction de carrière plus élevée que les milléniaux.
3. Les boomers commettent moins de comportements contre-productifs au travail.
4. Les milléniaux sont plus rapides sur la gâchette; ils veulent tout avoir tout de suite.

# L'IMAGE QUE L'ON SE FAIT













# LA PLUS GRANDE DÉCOUVERTE SUR LES GÉNÉRATIONS



# Generational Differences in Work-Related Attitudes: A Meta-analysis

David P. Costanza · Jessica M. Badger ·  
Rebecca L. Fraser · Jamie B. Severt ·  
Paul A. Gade

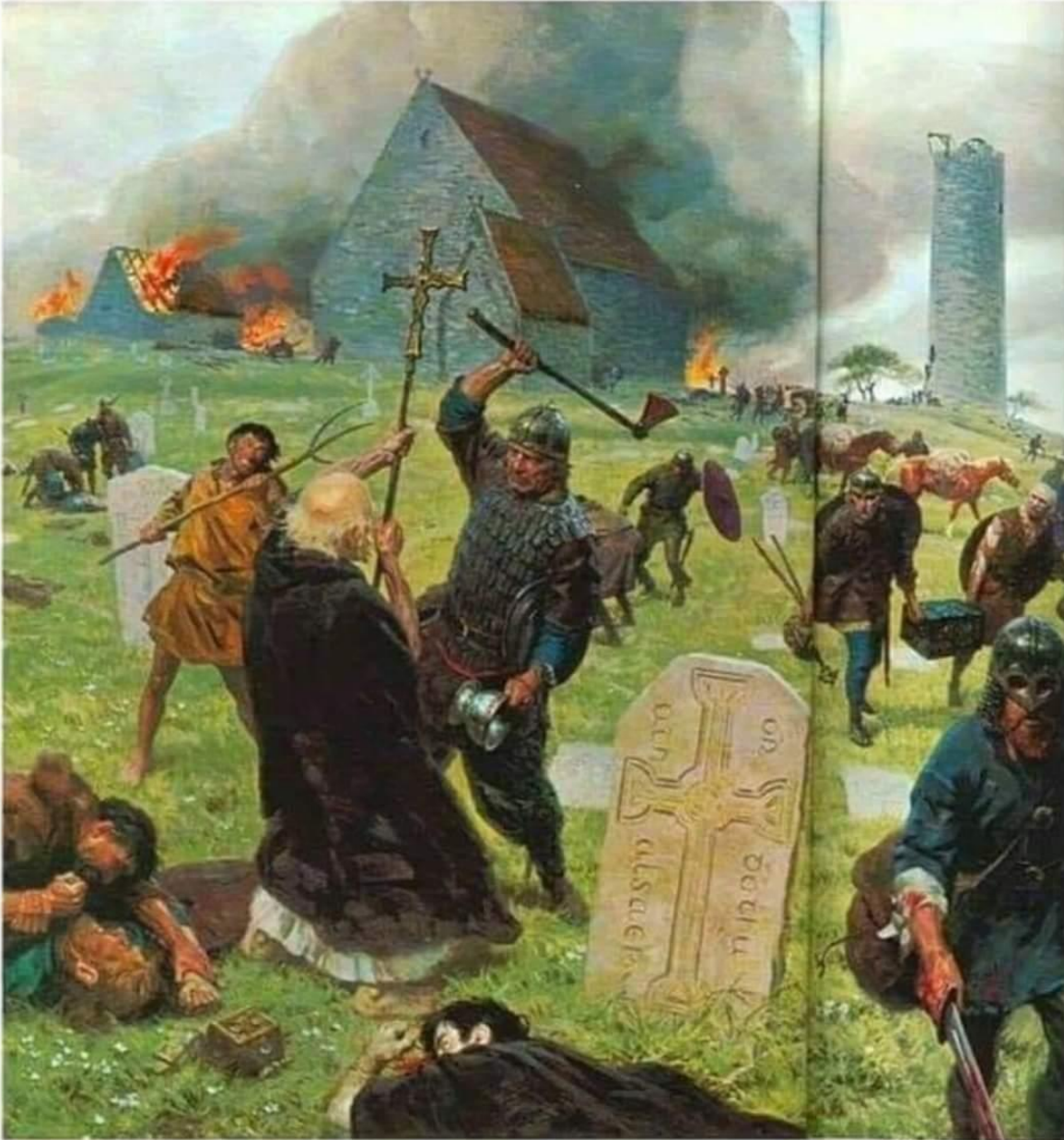
*Implications* The findings suggest that meaningful differences among generations probably do not exist on the work-related variables we examined and that the differences that appear to exist are likely attributable to factors other than generational membership. Given these results, targeted organizational interventions addressing generational differences may not be effective.

*Findings* Corrected mean differences for job satisfaction ranged from .02 to .25, for organizational commitment they ranged from  $-.22$  to .46, and for intent to turnover the range was  $-.62$  to .05. The pattern of results indicates that the relationships between generational membership and work-related outcomes are moderate to small, essentially zero in many cases.





Not a cellphone in sight...  
Just people living in the moment



**BIAIS DU  
DÉCLINISME**



# DES DIFFÉRENCES DANS LE CYCLE DE VIE





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LAND BAKERY PIES PASTRY

PACK A





# Work Motivation Is Not Generational but Depends on Age and Period

Martin Schröder<sup>1</sup> 

Accepted: 10 October 2023  
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## Abstract

Many argue that work motivation varies with year of birth, suggesting the utility of generational labels such as Z, Y, X, or Baby Boomer. This article tests this generational hypothesis by using multilevel regressions with data from 584,217 individuals sampled by the Integrated Values Survey in 113 countries over more than 30 years. The results show that the importance of work first increases and then decreases with an individual's age and that the importance of work tends to decrease for everyone with the passing of historical time. These age and period effects make later-born generations seem work averse, while birth year and thus generational membership hardly explain work motivation after accounting for age and period effects. The article also tests whether ten other work-related attitudes can be explained through generational membership. The results suggest that the historical time period and an individual's life course explain work motivation and work attitudes better than generational membership. This life course and historical explanation is suggested as an alternative to the generational hypothesis of work motivation and attitudes that prevails in much of the literature.

JANUARY 24, 2008

# TIME

THE TRUTH ABOUT  
SOCIAL SECURITY

**MEET THE  
TWIXTERS,**  
young adults  
who live off  
their parents,  
bounce from job  
to job and hop  
from mate to mate.  
They're not lazy...

**THEY  
JUST  
WON'T  
GROW UP**

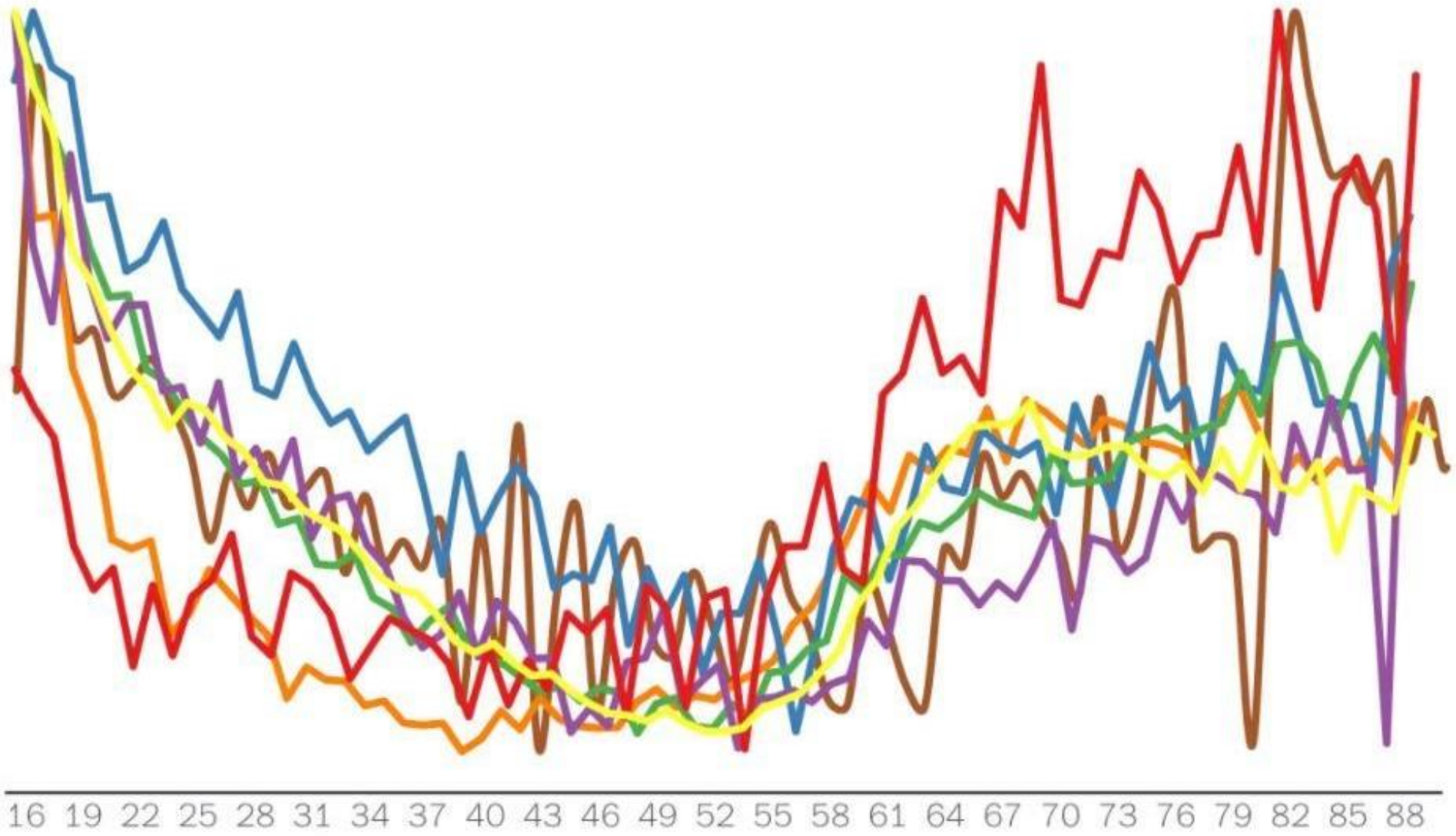
BY LEV GROSSMAN

# Vrai ou faux

1. Les ~~milléniaux~~ **jeunes** envisagent davantage de changer d'emploi que les ~~autres générations~~ **plus âgés**.
2. Les X auront une satisfaction de carrière plus élevée que les milléniaux.
3. Les ~~boomers~~ **travailleurs plus âgés** commettent moins de comportements contre-productifs au travail.
4. Les ~~milléniaux~~ **jeunes** sont plus rapides sur la gâchette; ils veulent tout avoir tout de suite.



Happiness



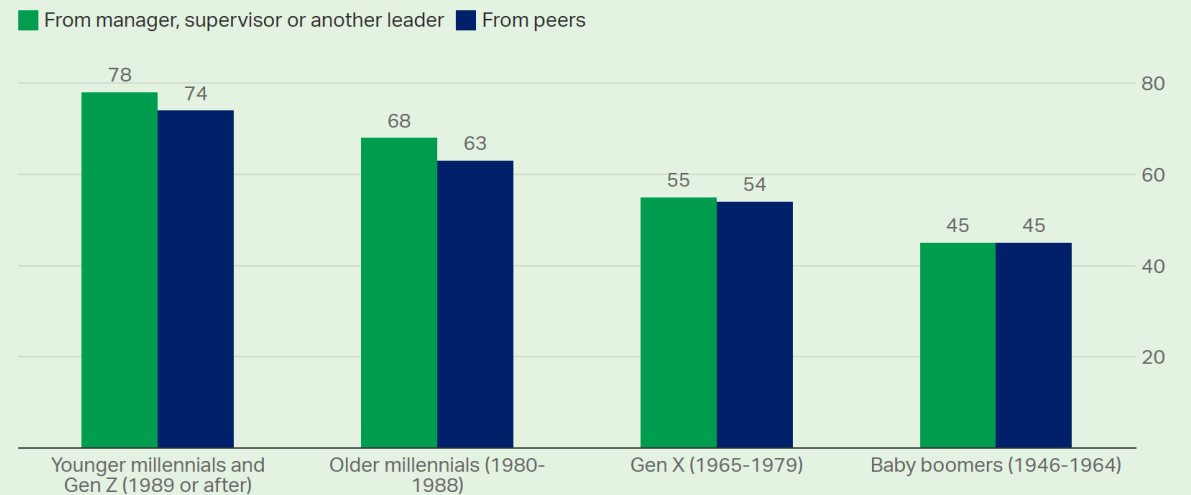
# LE BESOIN DE RECONNAISSANCE DES JEUNES



# LE BESOIN DE RECONNAISSANCE DES JEUNES

## Younger Employees More Likely to Say They Want More Frequent Recognition

% employees who say they want recognition at least a few times a month within each generation







# Tooth Fairy Index™



**Tooth Fairy Gift National Average**

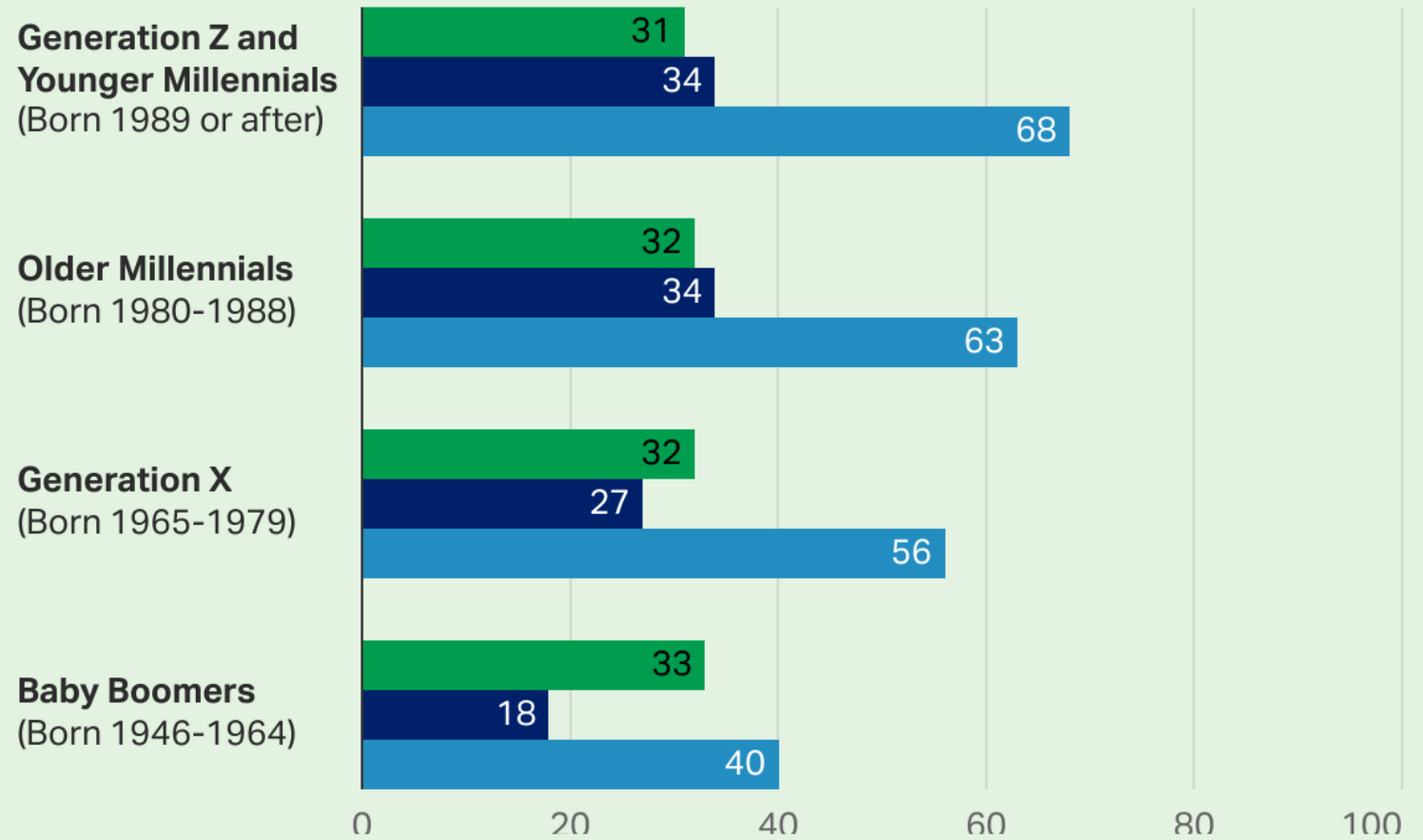
**S&P 500**

\*Reflects S&P average for December 28, 2020 - January 8, 2021, consistent with the timing of the Original Tooth Fairy Poll®.

ENGAGEMENT  
SIMILAIRE...  
STRESS  
DIFFÉRENT

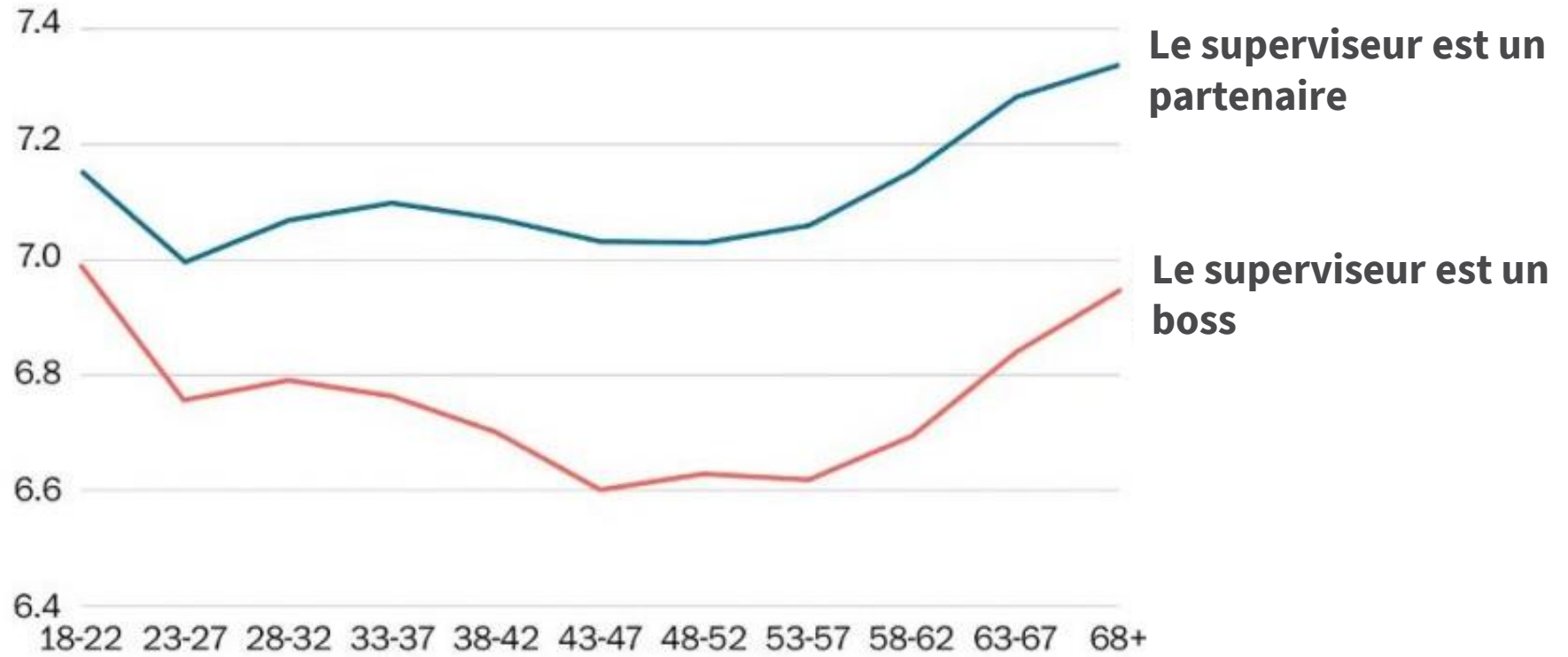
## Engagement, Burnout and Stress, by Generation

■ % Engaged ■ % Burned Out ■ % Stress

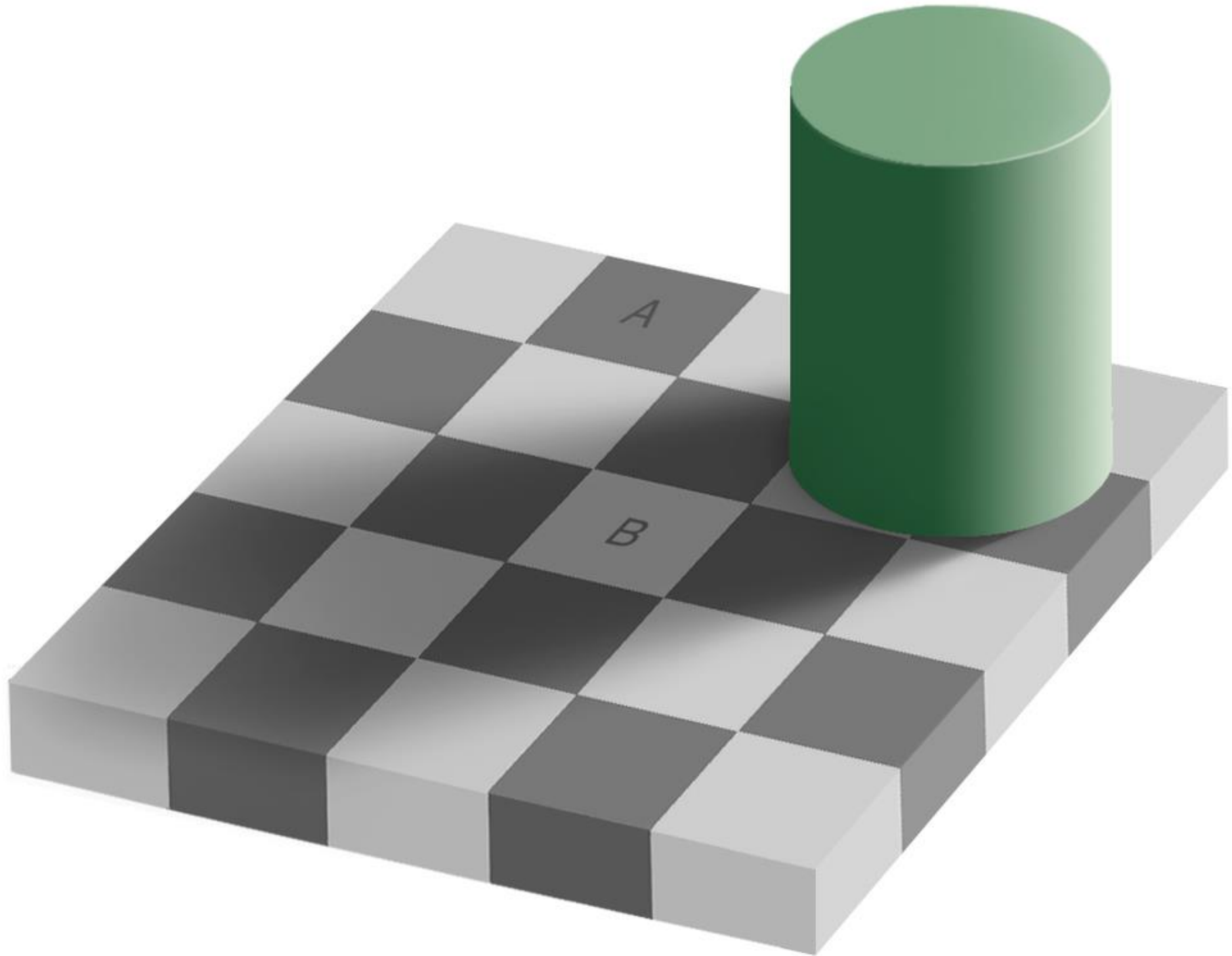


Q1 2022 U.S. Working Population

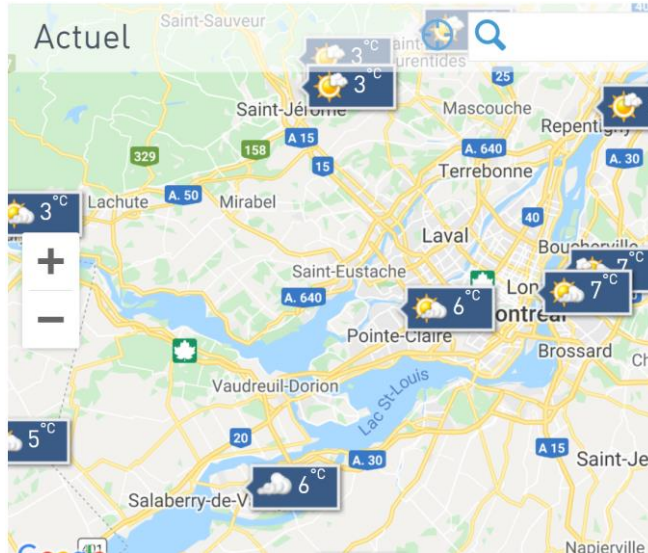
## Satisfaction de vie







# 1. APPRÉCIER LES CONVERSATIONS PROFONDES



Kardas, M., Kumar, A., & Epley, N. (2022). Overly shallow?: Miscalibrated expectations create a barrier to deeper conversation. *Journal of Personality and Social Psychology*, 122(3), 367–398. <https://doi.org/10.1037/pspa0000281>

Hart, Einav and Hart, Einav and VanEpps, Eric and Schweitzer, Maurice E., I Didn't Want to Offend You: The Cost of Avoiding Sensitive Questions (June 24, 2019).

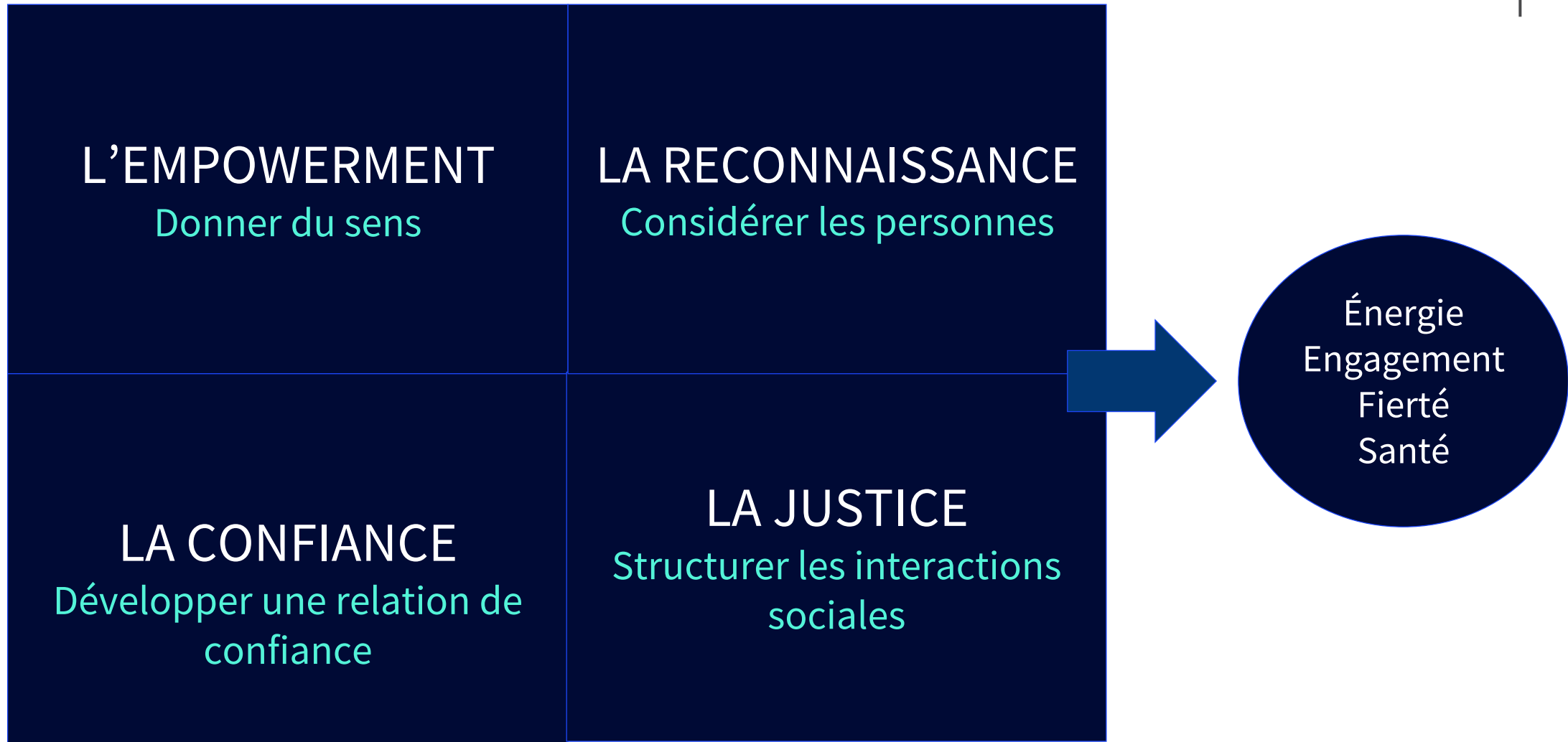
Kardas, M., Schroeder, J., & O'Brien, E. (2022). Keep talking: (Mis)understanding the hedonic trajectory of conversation. *Journal of Personality and Social Psychology*, 123(4), 717–740. <https://doi.org/10.1037/pspi0000379>

## 2. EMPATHIE





### 3. TRAVAILLER AVEC DES MODÈLES VALIDÉS ET UNIVERSELS



70% de la variance expliquée par le gestionnaire!

