We will see...

- Life Values
- Work Values
- Leadership Values

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Designed & Conducted exclusively for today's Forum

1. **A Large-Scale Quantitative Survey**

   - Via YouGov Online Panel
   - Fully Structured Questionnaire
   - Universe : Working Men & Women, 18-74, National
   - Sample : 998 population representative
   - Fieldwork : March 1-6, 2023

2. **A Small-Scale Qualitative Survey**

   - A total of 8 In-Depth Interviews
   - Two with each generation (one man, one woman)
   - All C-Suite/entrepreneurs ("Experts' Opinion")

Thank U!

The Surveys Basic Specifications

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Important note : value, role and contribution of each method

The Quantitative

The Qualitative

- Valuable Statistics
- National Coverage
- Total working population
- "Rational" replies

- In-depth interviews
- Open, free discussion
- Wider, deep exploration
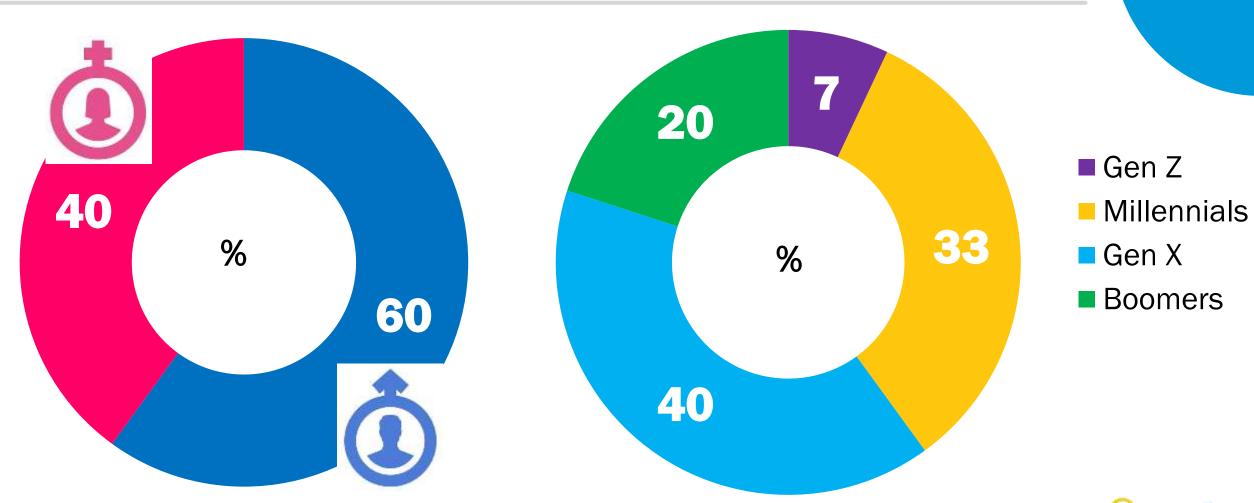- "Emotional" replies

"Logic"   **"Magic"**

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Our Sample Profile
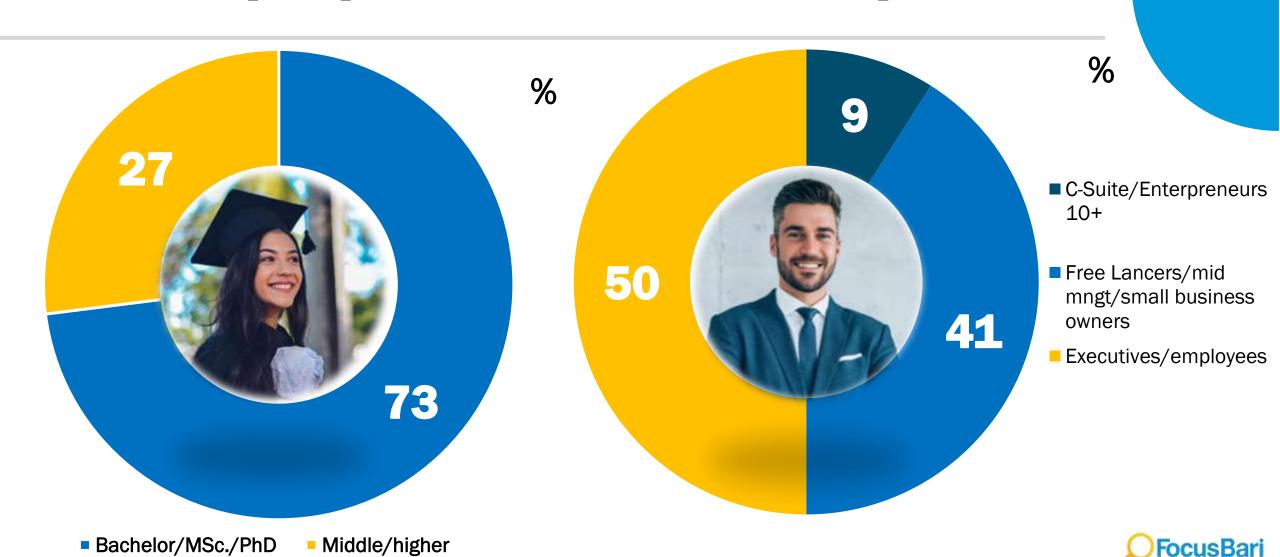
Our sample profile : gender & generation

40

60

7

33

20

40

%

%

Gen Z

Millennials

Gen X

Boomers

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Our sample profile : education & position

%   %

27

73

9

50

41

- C-Suite/Enterpreneurs 10+
- Free Lancers/mid mngt/small business owners
- Executives/employees

- Bachelor/MSc./PhD - Middle/higher

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The four generations
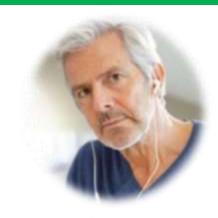
Gen Z 18-26

They have been exposed to social media, and were the first population to cope with cyber-bullying and other internet related issues, It was also during this time that school related violence and climate crisis have become more prevalent.

Millennials 27-42

Millennials are greatly misunderstood and often mislabeled. Older folks can tend to blame someone younger for being a "Millennial" when they don't understand the values of older times and hold the same views as they did when they were young.

Gen X 43-57

The most relevant generation of modern times, in relation to technology and serve almost as a bridge from older populations to younger ones. They were present for the inception of the internet, video games, AI and is the population that has created many of these advances.

Boomers 58-76

Baby boomers are actually one of the most *relevant* groups in modern society as they were integral and present for many of the technology advances in the last 50 years. They have been more adaptable to modern growth and learning how to function in today's technological age.

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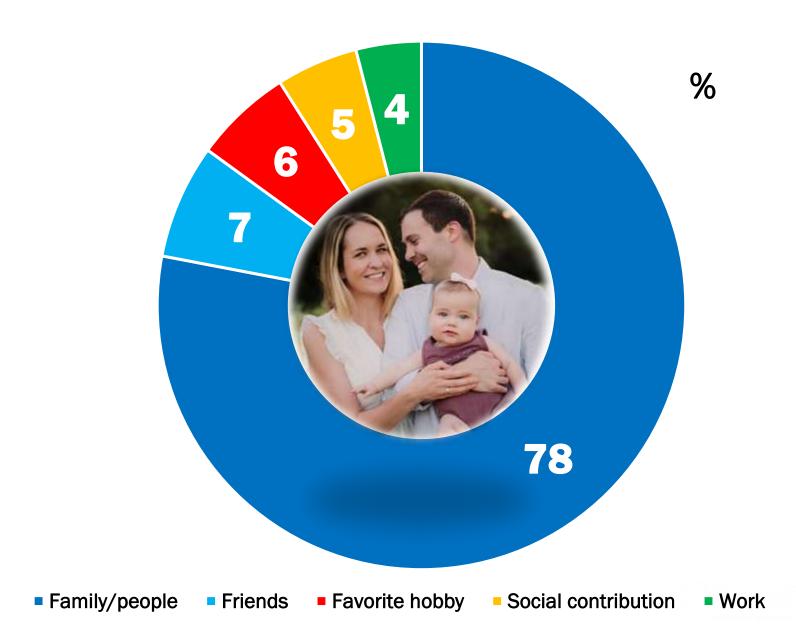
Four out of five say their family gives meaning to their lives! Adding friends, it is **human connection** that comprises the No.1 life meaning for all

"*What gives meaning to your life? Please rank in priority order : The No.1*"

%

78
7
6
5
4

■ Family/people ■ Friends ■ Favorite hobby ■ Social contribution ■ Work

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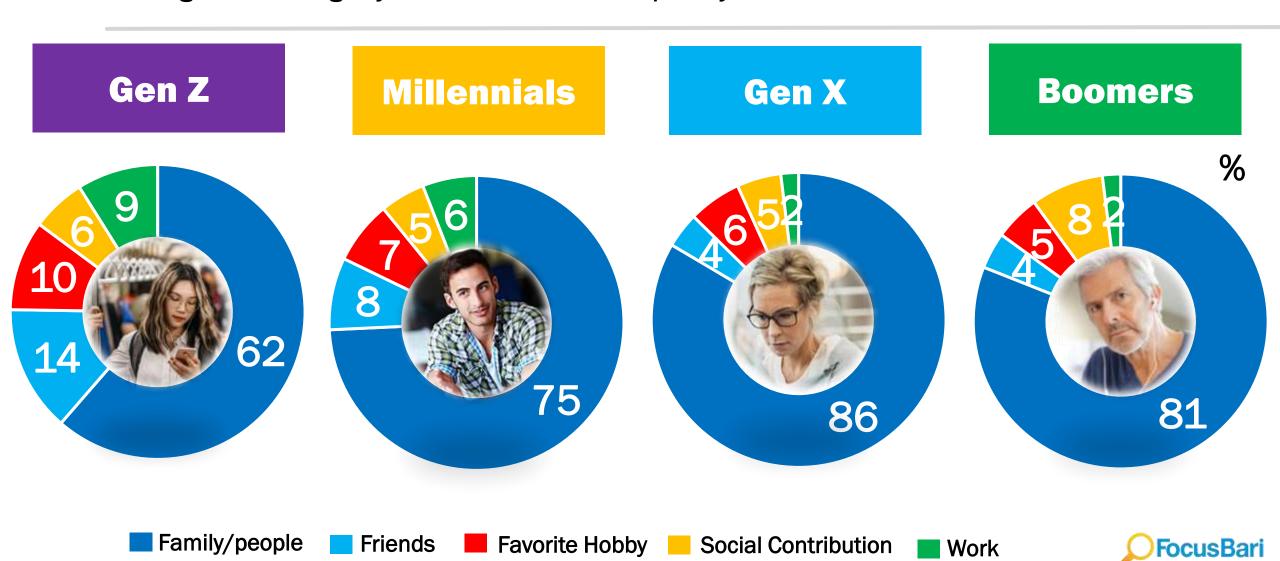
The older the age, family becomes even more valuable

"What gives meaning to your life? Please rank in priority order : The No.1"

Gen Z

Millennials

Gen X

Boomers

%

Gen Z:
- 62
- 14
- 10
- 6
- 9

Millennials:
- 75
- 8
- 7
- 5
- 6

Gen X:
- 86
- 4
- 6
- 5
- 2

Boomers:
- 81
- 4
- 5
- 8
- 2

Family/people   **Friends**   **Favorite Hobby**   **Social Contribution**   **Work**

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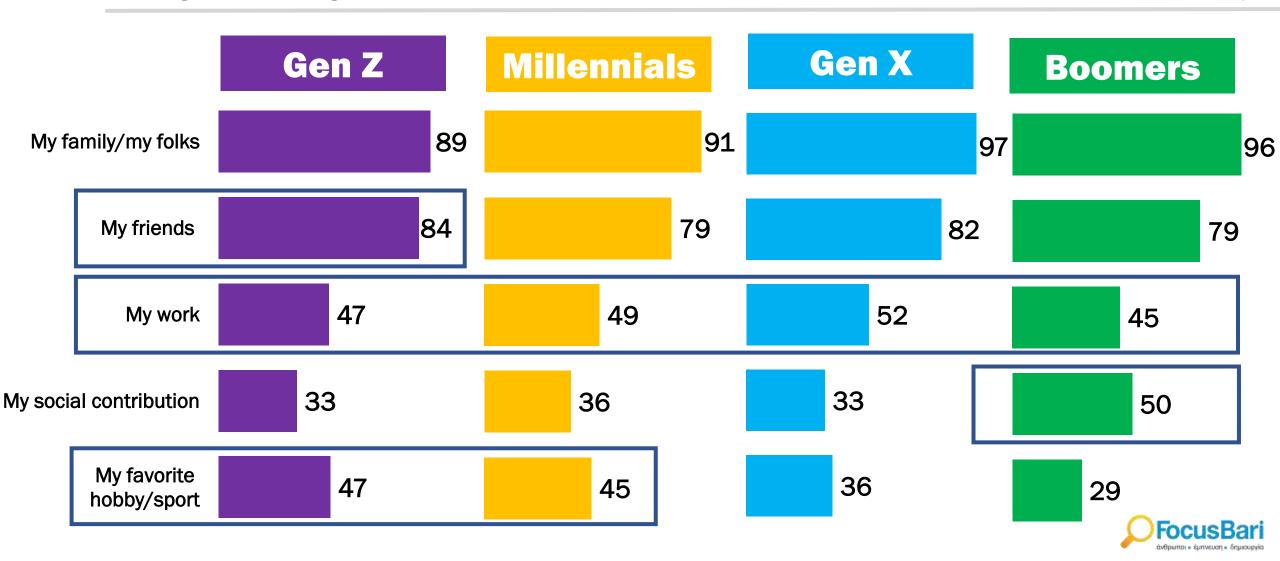
Summing up the life-meaning Top 3:

"What gives meaning to your life? Please rank in priority order" %

	Gen Z	Millennials	Gen X	Boomers
My family/my folks	89	91	97	96
My friends	84	79	82	79
My work	47	49	52	45
My social contribution	33	36	33	50
My favorite hobby/sport	47	45	36	29

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#1. Takeaway

Family / "my people" is the No.1 life meaning among all – work included in top 3 for 1 in 2

Personal contribution is primarily perceived to be support and encouragement of others

"What is your contribution to others, to the world? Select all that apply"

%

I support & encourage others	69
I give hope, joy & inspiration	45
I recycle/environmental activities	45
I contribute through my work	41
I volunteer for people in need/charity	41
I am a role model of courage & personal development	38

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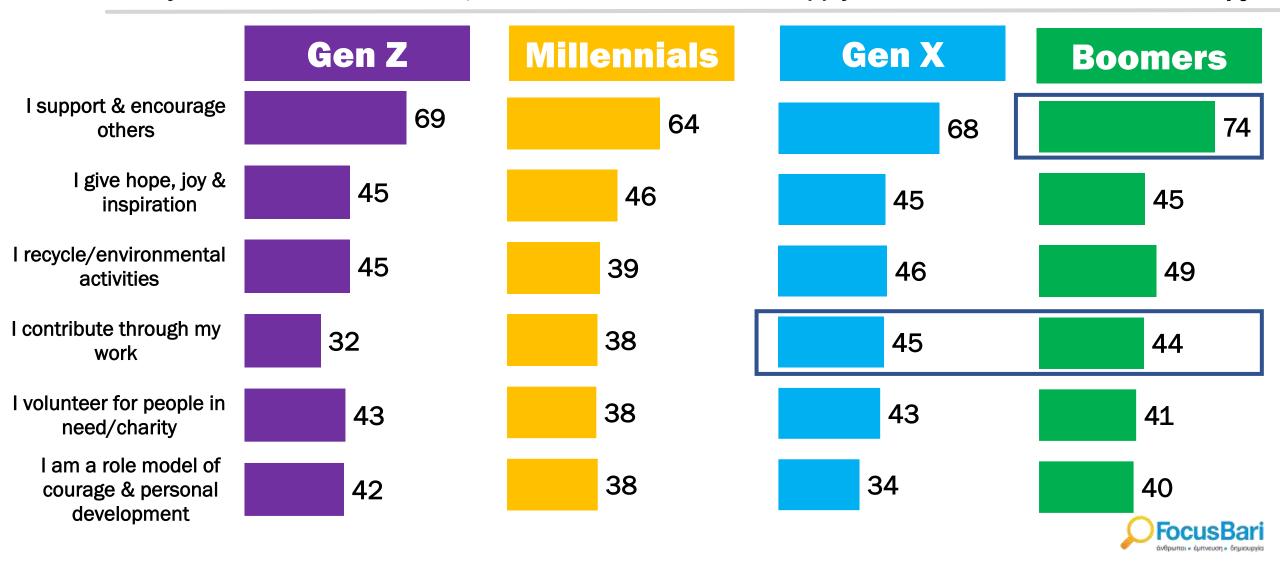
Small, indicative differences among gens

"What is your contribution to others, to the world? Select all that apply" %

	Gen Z	Millennials	Gen X	Boomers
I support & encourage others	69	64	68	74
I give hope, joy & inspiration	45	46	45	45
I recycle/environmental activities	45	39	46	49
I contribute through my work	32	38	45	44
I volunteer for people in need/charity	43	38	43	41
I am a role model of courage & personal development	42	38	34	40

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#2. Takeaway

Encouraging / supporting peers is the main contribution to others / to the world; contribution through work is expressed by 2 out of 5
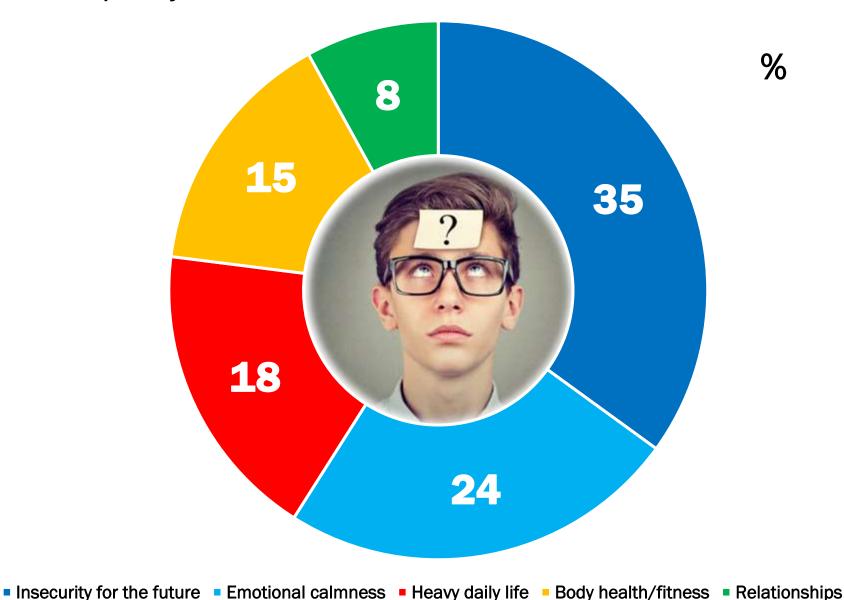
Insecurity for the future and mental health/calmness are today's main life challenges
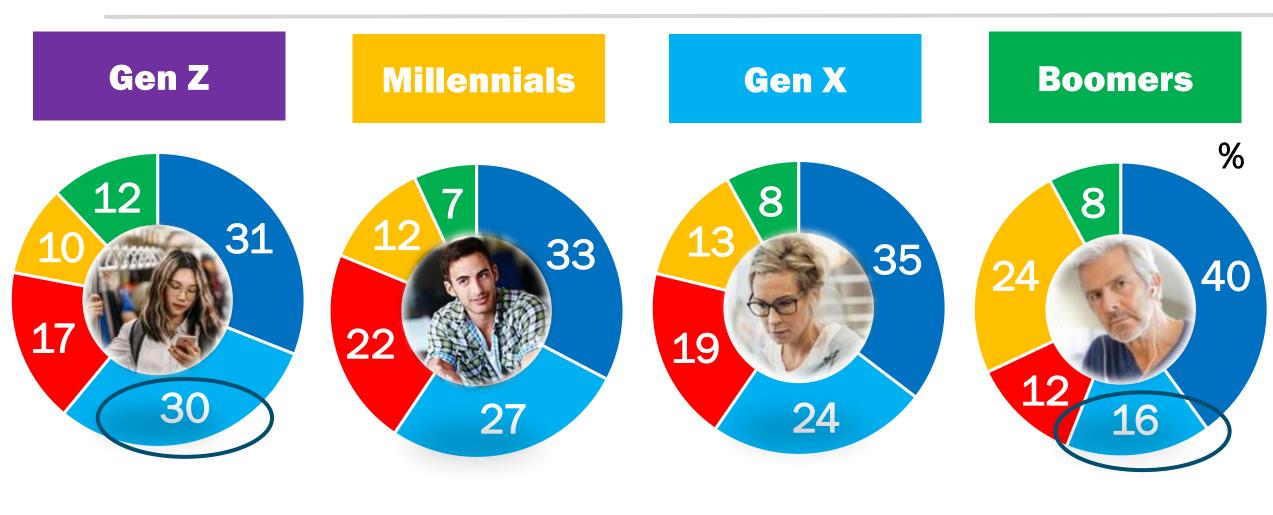
"What are the main life challenges you face today? Please rank in order of priority" THE NO.1 :

%

- ■ Insecurity for the future
- ■ Emotional calmness
- ■ Heavy daily life
- ■ Body health/fitness
- ■ Relationships

35 · 24 · 18 · 15 · 8

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Small, yet interesting differences between generations: mental health becoming bigger as age gets younger!

"What are your biggest life challenges nowadays? Please rank in priority order" THE No. 1 :

Gen Z

Millennials

Gen X

Boomers

%

Gen Z: 12, 10, 17, 30, 31

Millennials: 7, 12, 22, 27, 33

Gen X: 8, 13, 19, 24, 35

Boomers: 8, 24, 12, 16, 40

■ Fear for the future   ■ Mental health/calmness   ■ Heavy daily life   ■ Body health/fitness   ■ Relationships

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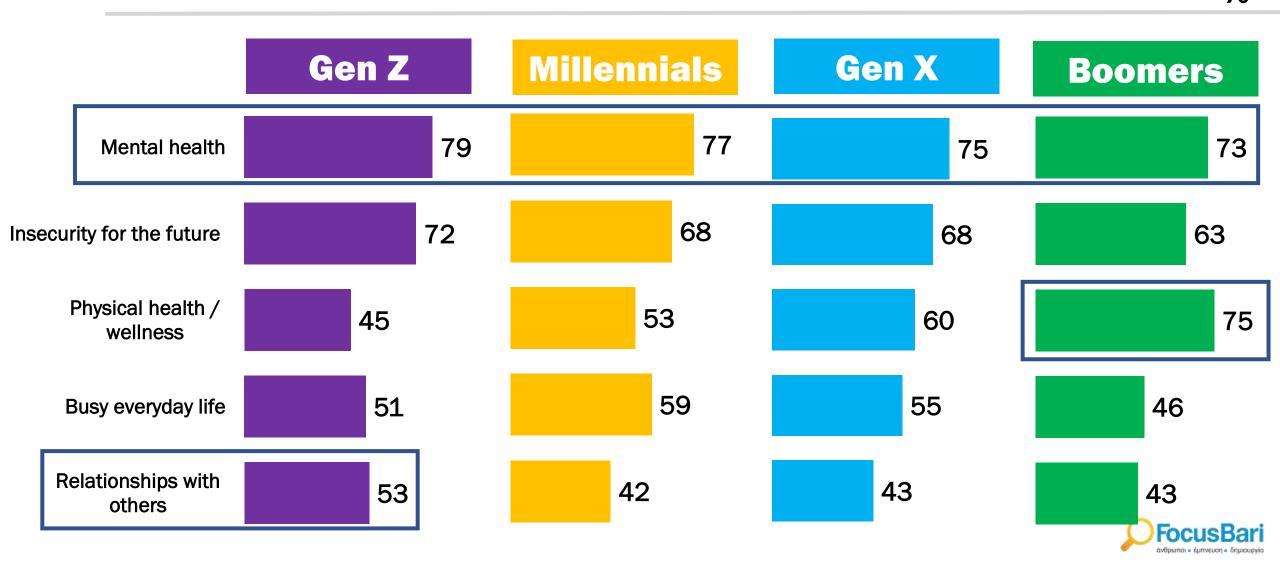
Summing up the top 3 life challenges:

"What are your biggest life challenges nowadays? Please rank them in priority order" %

	Gen Z	Millennials	Gen X	Boomers
Mental health	79	77	75	73
Insecurity for the future	72	68	68	63
Physical health / wellness	45	53	60	75
Busy everyday life	51	59	55	46
Relationships with others	53	42	43	43

#3.
Takeaway

Insecurity for the future and mental health/ calmness are today's biggest life challenges, the latter being particularly high among the young

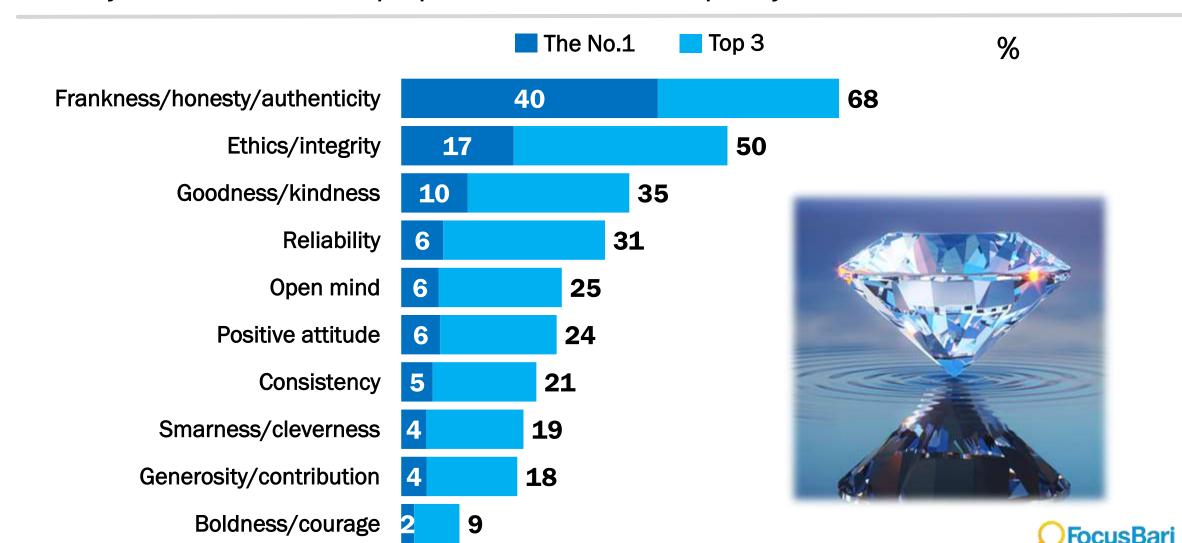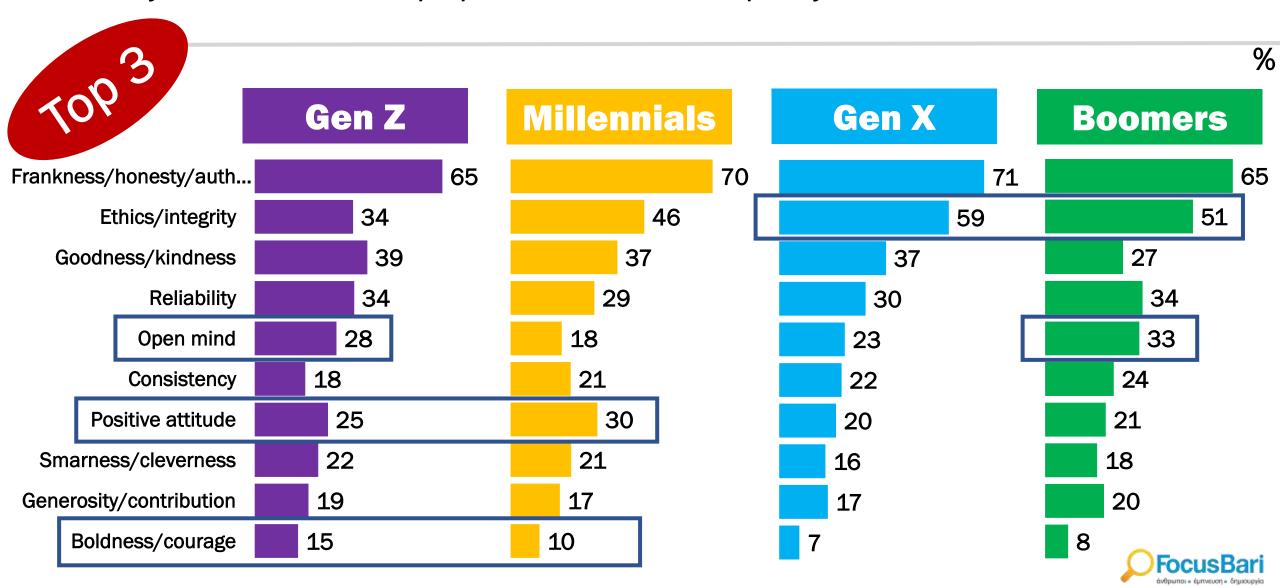# Authenticity is valued most in other people

"What do you value most in other people? Please rank them in priority order"

| | The No.1 | Top 3 | % |

Frankness/honesty/authenticity: 40 | 68
Ethics/integrity: 17 | 50
Goodness/kindness: 10 | 35
Reliability: 6 | 31
Open mind: 6 | 25
Positive attitude: 6 | 24
Consistency: 5 | 21
Smarness/cleverness: 4 | 19
Generosity/contribution: 4 | 18
Boldness/courage: 2 | 9

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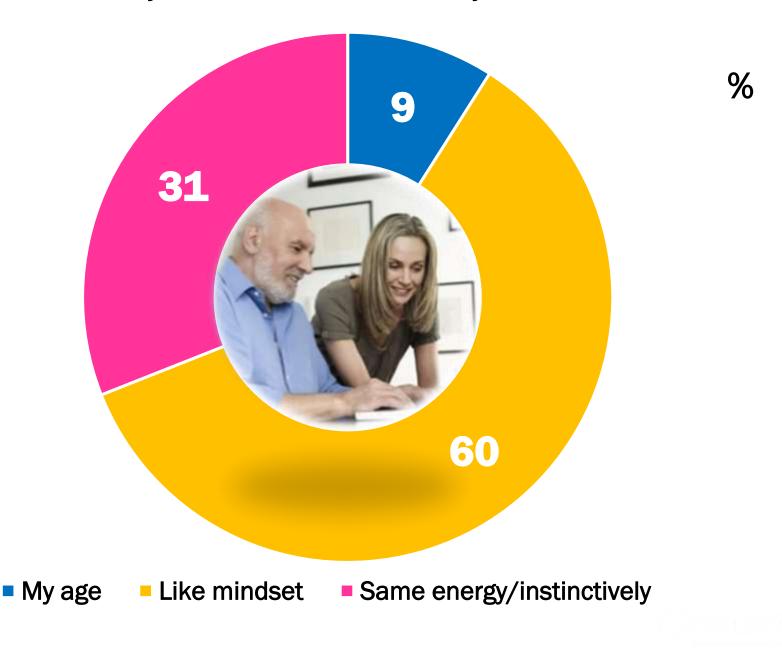
Interesting differences between gen's

"What do you value most in other people? Please rank them in priority order"

Top 3

%

	Gen Z	Millennials	Gen X	Boomers
Frankness/honesty/auth...	65	70	71	65
Ethics/integrity	34	46	59	51
Goodness/kindness	39	37	37	27
Reliability	34	29	30	34
Open mind	28	18	23	33
Consistency	18	21	22	24
Positive attitude	25	30	20	21
Smarness/cleverness	22	21	16	18
Generosity/contribution	19	17	17	20
Boldness/courage	15	10	7	8

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Nine in ten say they communicate better with like mindset / energy people irrespective of age!

"With whom do you communicate more easily?"

%

9
31
60

■ My age   ■ Like mindset   ■ Same energy/instinctively

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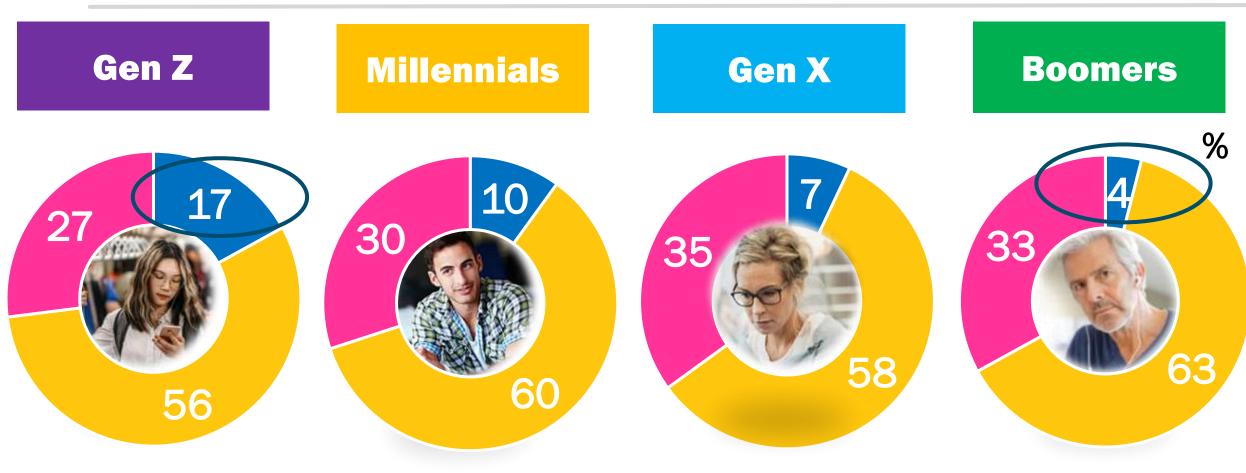
Younger generations show a slightly higher preference to communicate with their own age:

"With whom do you communicate more easily?"

Gen Z	Millennials	Gen X	Boomers

%

Gen Z: 17, 27, 56

Millennials: 10, 30, 60

Gen X: 7, 35, 58

Boomers: 4, 33, 63

■ People my age   ■ Like mindset/way of thinking   ■ Same energy/instinctively
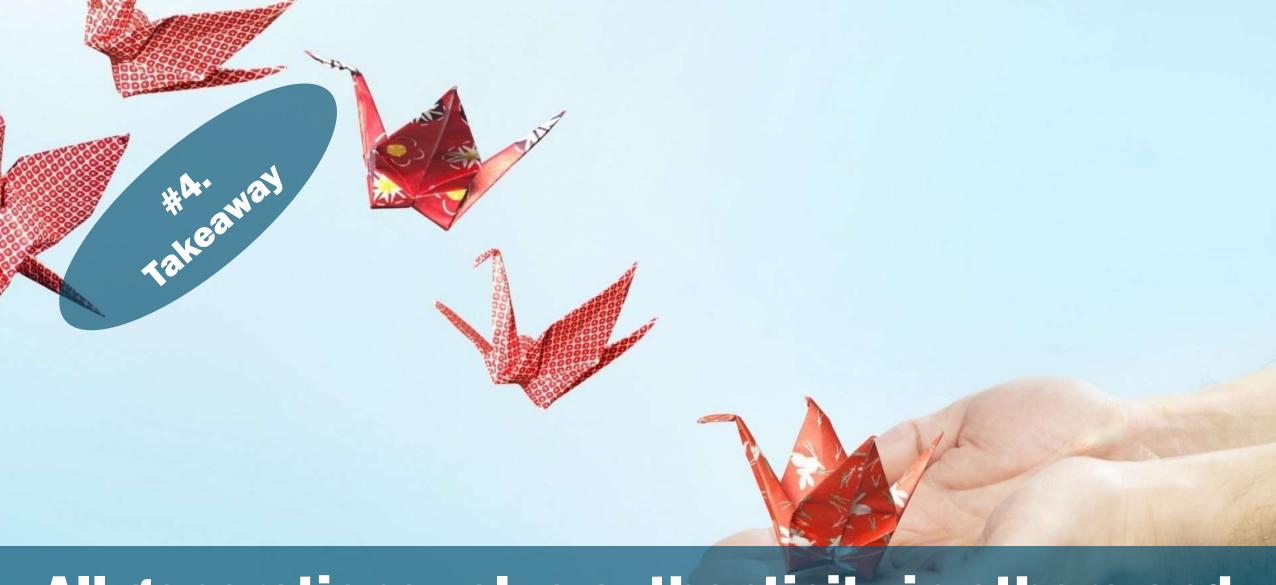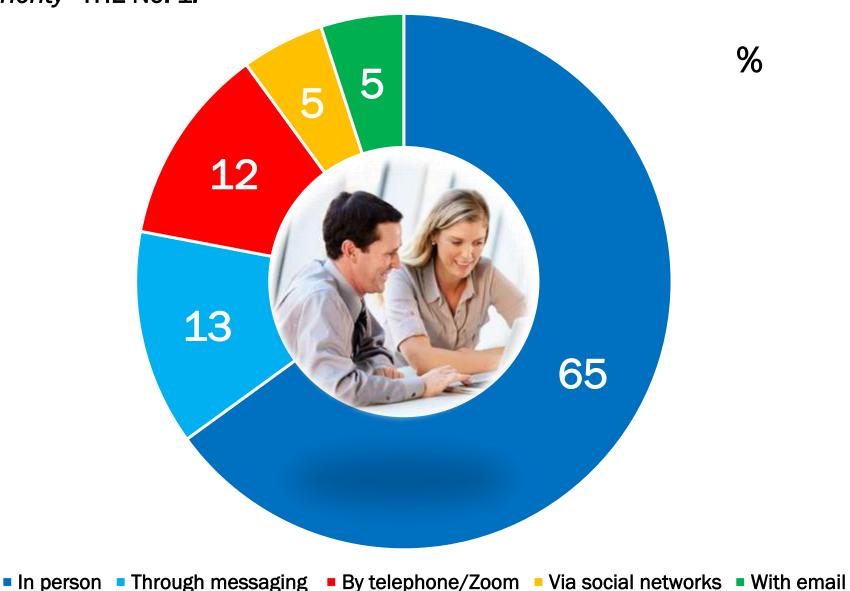
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#4.
Takeaway

All generations value authenticity in others and want to relate with like mindset people

Communicating **in person** is by far the most preferred way, yet other forms are also "present"…

"How do you prefer to communicate with others? Rank in order of priority" THE No. 1:

%

- 65 — In person
- 13 — Through messaging
- 12 — By telephone/Zoom
- 5 — Via social networks
- 5 — With email

■ In person ■ Through messaging ■ By telephone/Zoom ■ Via social networks ■ With email

Note : Zoom comprises only 1%

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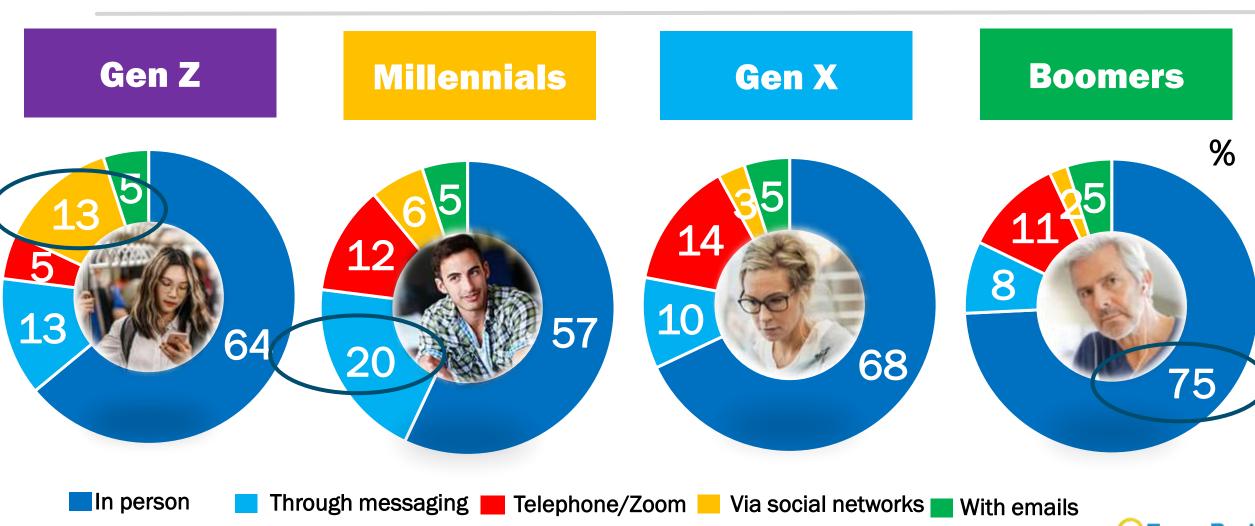
...with characteristic differences between generations

"With which of these ways do you prefer to communicate with others? Please rank in priority order : The No.1"

Gen Z	Millennials	Gen X	Boomers

%

Gen Z: 13, 5, 5, 13, 64

Millennials: 12, 6, 5, 20, 57

Gen X: 14, 3, 5, 10, 68

Boomers: 11, 2, 5, 8, 75

■ In person ■ Through messaging ■ Telephone/Zoom ■ Via social networks ■ With emails

Note : Zoom comprises only 1%

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All generations value and prefer to communicate with others in person, yet social networks and messaging are more popular among the young

The "Quali" reveals :

- Distinct differences between generations

- Became obvious with the **appearance of millennials**

- X'ers and Boomers are similar, forming one trend, and...

- Millenials & Z'ers forming another

The "Quali" reveals : different life values & life perspective

Impatience, "Here and Now"

Long term perspective, patience

- Speed
- Work-life balance
- Variety
- Change
- Fearless

- Security
- Stability
- Status
- Wealth
- Resilience

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The "Quali" reveals : a representative expression

"We want a better world!"

"I want to have a life for me!"

"I need to catch up and make it!"

Two typologies

"The world has changed completely!"

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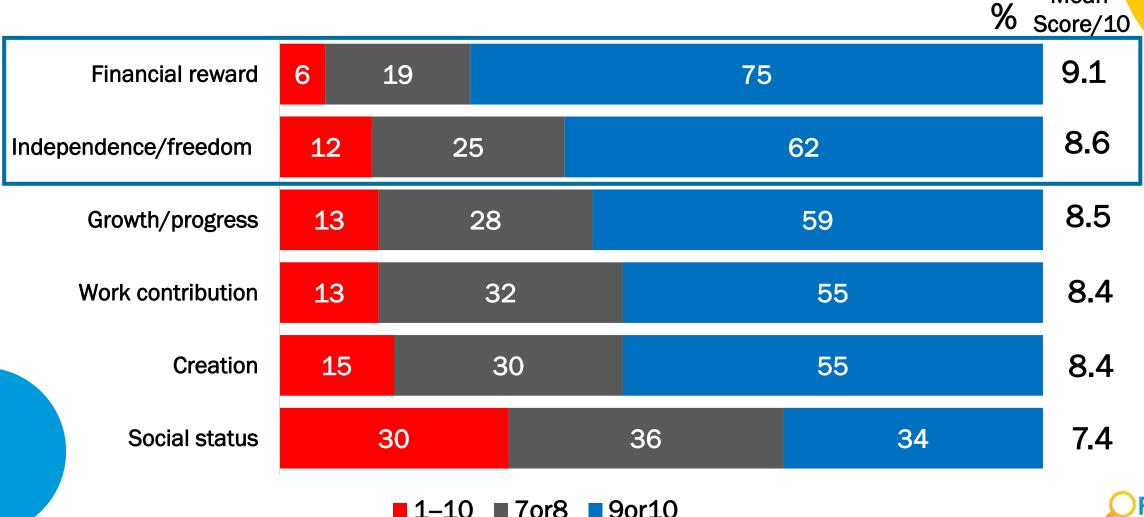
For all, work is primarily related to financial reward and independence/freedom

"What does work mean to you? Give each one a score between1-10"

	%	Mean Score/10
Financial reward	6 / 19 / 75	9.1
Independence/freedom	12 / 25 / 62	8.6
Growth/progress	13 / 28 / 59	8.5
Work contribution	13 / 32 / 55	8.4
Creation	15 / 30 / 55	8.4
Social status	30 / 36 / 34	7.4

■ 1–10   ■ 7or8   ■ 9or10

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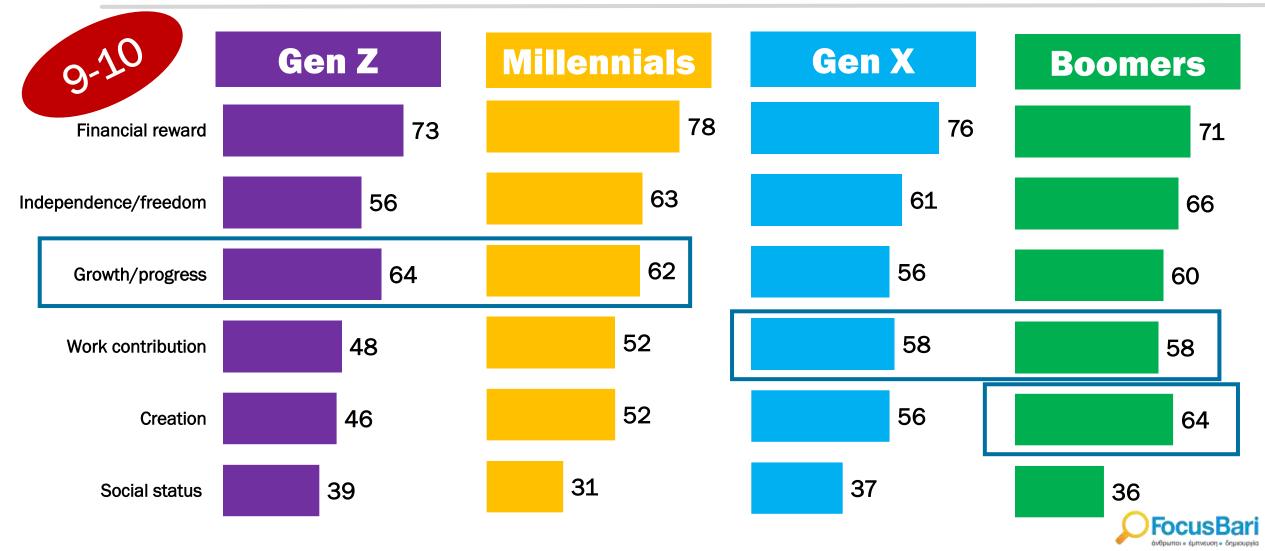
Indicative differences between generations:

"What does work mean to you? Give each one a score between 1-10" %

9-10

	Gen Z	Millennials	Gen X	Boomers
Financial reward	73	78	76	71
Independence/freedom	56	63	61	66
Growth/progress	64	62	56	60
Work contribution	48	52	58	58
Creation	46	52	56	64
Social status	39	31	37	36

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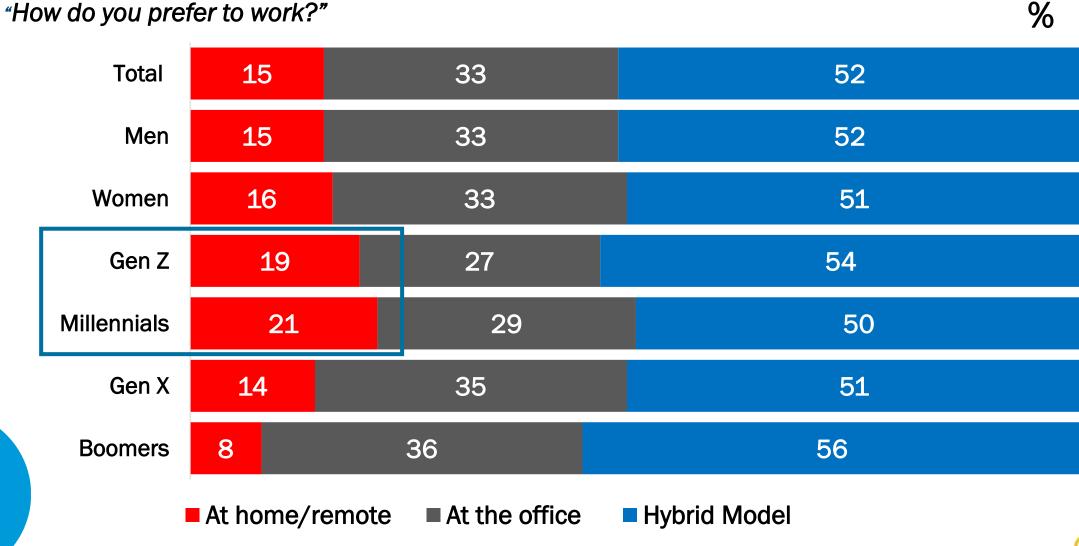
For all, the hybrid work model is preferred
Z'ers and Millennials prefer remote work/from home comparatively more

"How do you prefer to work?" %

	At home/remote	At the office	Hybrid Model
Total	15	33	52
Men	15	33	52
Women	16	33	51
Gen Z	19	27	54
Millennials	21	29	50
Gen X	14	35	51
Boomers	8	36	56

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The two most important aspects in a job position among all are...

"What is most important to you in a job position?"
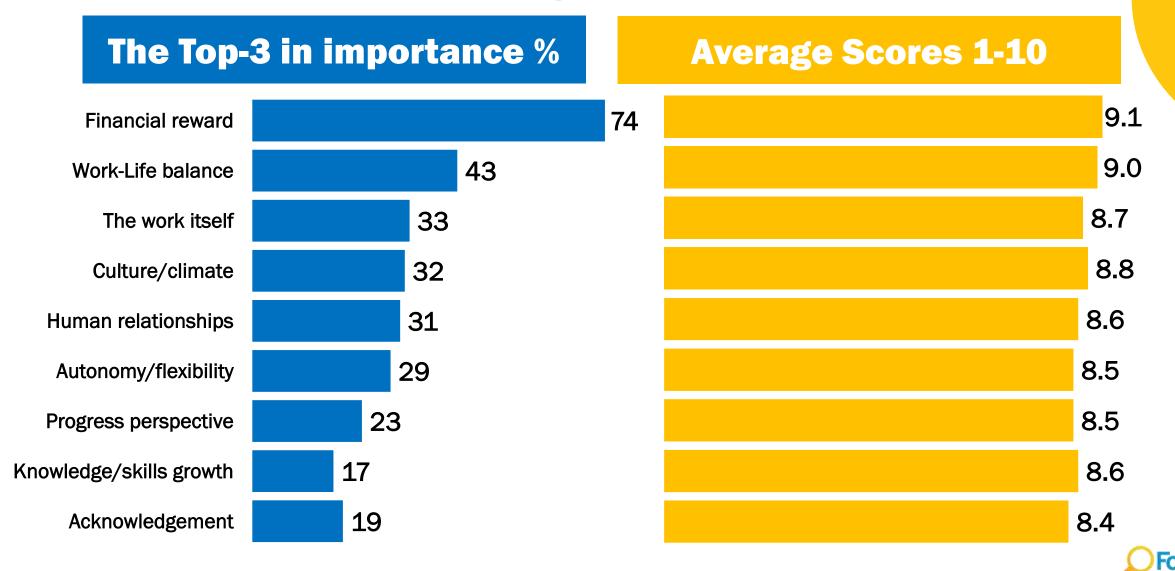(Ranking and importance score 1-10)

37%*
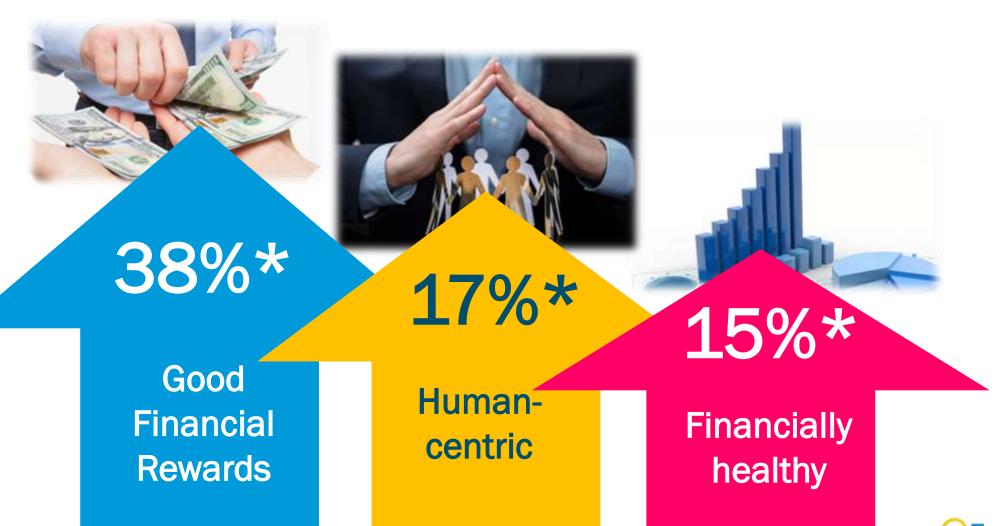**9.1/10**

Financial Rewards Salary / "package"

17%*
9.0/10

Work Life Balance

*Consider as the No.1 in importance in a job position

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... however, ALL items in the list are important and score extremely high on the 10-point scale!

The Top-3 in importance %		Average Scores 1-10
Financial reward	74	9.1
Work-Life balance	43	9.0
The work itself	33	8.7
Culture/climate	32	8.8
Human relationships	31	8.6
Autonomy/flexibility	29	8.5
Progress perspective	23	8.5
Knowledge/skills growth	17	8.6
Acknowledgement	19	8.4

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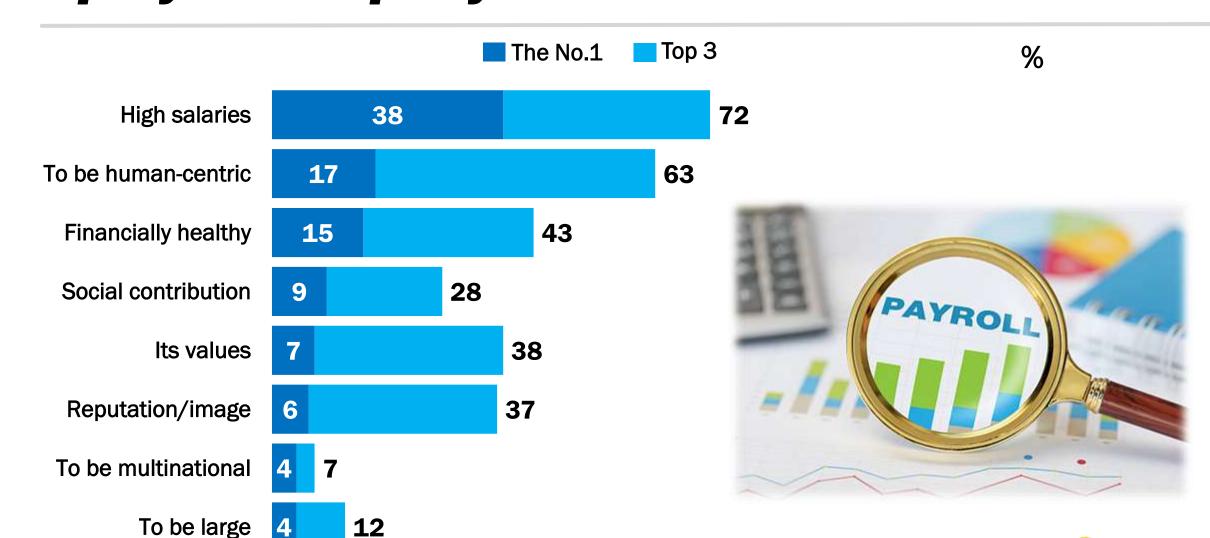
The three most important aspects in an employer company among all are :

38%* Good Financial Rewards

17%* Human-centric

15%* Financially healthy

*Consider as the No.1 in importance for an employer company

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"What is most important to you in an employer company?"

Legend: ■ The No.1　■ Top 3　%

Category	The No.1	Top 3
High salaries	38	72
To be human-centric	17	63
Financially healthy	15	43
Social contribution	9	28
Its values	7	38
Reputation/image	6	37
To be multinational	4	7
To be large	4	12

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Indicative differences between generations:

"What is important for you in an employer company? Rank in order of importance" %

Top-3

	Gen Z	Millennials	Gen X	Boomers
High salaries	70	73	75	67
To be human-centric	60	62	64	62
Financially healthy	36	41	44	49
Social contribution	31	30	29	25
Its values	44	35	36	44
Reputation/image	33	34	39	40
To be multinational	14	10	4	3
To be large	13	15	11	8

Financial rewards, work-life balance, and a human-centric culture are mostly sought by all in a job position and an employer company

#7.
Takeaway

An employer currently needs to provide a good balance between all important characteristics in order to be become an attractive workplace

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The biggest challenge currently faced...

"What are the biggest challenges you currently face at work?"
(Ranking and importance score 1-10)

28%*
7.5/10

"Low financial rewards for what I offer"

...followed by a series of challenges, both self, work and employer-related challenges

*Consider as the No.1 challenge currently at work

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"What are the biggest challenges you face currently in your work?"

	The No.1	Top 3	%	Mean Score/10
Low reward for what I offer	28	54		7.5
Lack of time/pressure	13	38		7.2
No progress perspective	9	30		7.5
Uncertainty of external environment	9	28		7.0
Multiple responsibilities	9	33		7.2
Internal climate/environment	8	26		7.1
Poor internal communication	7	27		6.8
Limited use of my skills	7	27		6.8
Asked to do tasks above my skills/capabilities	5	19		6.3
Continuous need for new skills/knowledge	5	20		7.0

Indicative differences between generations:

"What are the biggest challenges you currently face at work? Rank in order of importance" %

Top-3

	Gen Z	Millennials	Gen X	Boomers
Low reward for what I offer	43	54	55	53
Lack of time/pressure	34	38	37	40
No progress perspective	33	33	31	32
Uncertainty of external environment	21	29	26	34
Multiple responsibilities	40	33	33	29
Internal climate/environment	26	26	26	23
Poor internal communication	26	27	28	24
Limited use of my skills	30	23	25	36
Asked to do tasks above my skills/capabilities	29	23	18	10
Continuous need for new skills/knowledge	19	18	21	20

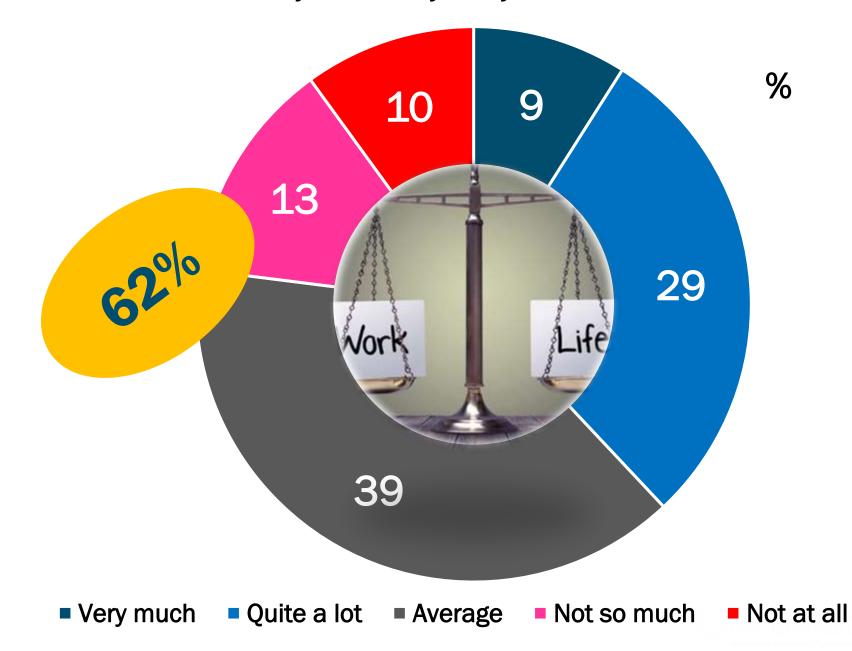FocusBari
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#8. Takeaway

Low remuneration for what they offer is the No.1 challenge currently faced at work by all

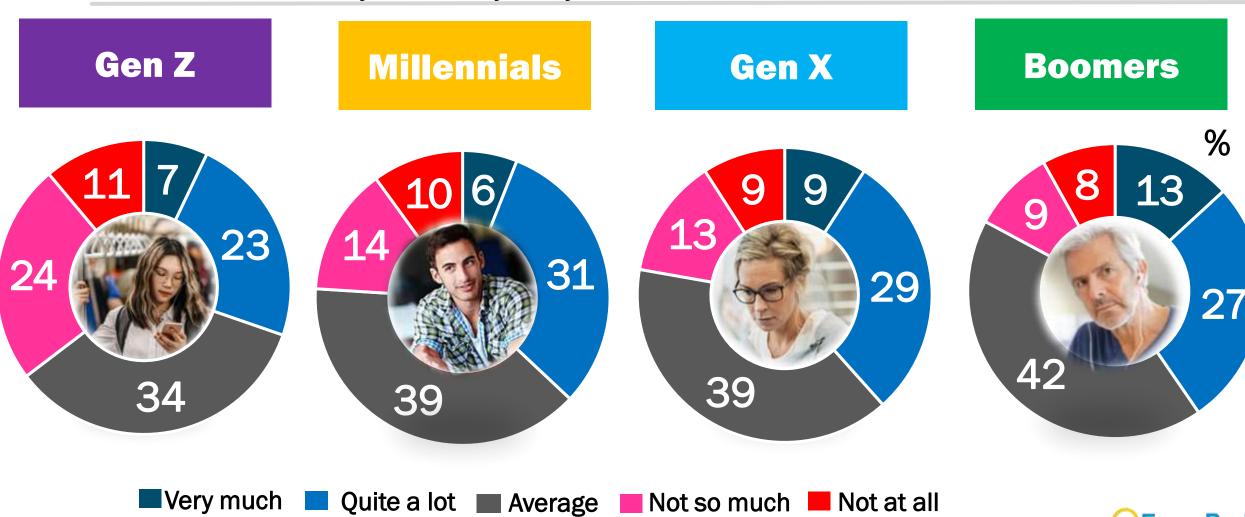**Almost two out of three are not so happy with their current work-life balance**

"How satisfied or not are you currently with your work-life balance?"

%

62%

9

29

39

13

10

■ Very much ■ Quite a lot ■ Average ■ Not so much ■ Not at all

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Gen Z presents the lowest degree of satisfaction with work-life balance, while Boomers note the highest

"How satisfied or not are you currently with your work-life balance?"

Gen Z	Millennials	Gen X	Boomers

%

Gen Z
- 7
- 23
- 34
- 24
- 11

Millennials
- 6
- 31
- 39
- 14
- 10

Gen X
- 9
- 29
- 39
- 13
- 9

Boomers
- 13
- 27
- 42
- 9
- 8

■ Very much ■ Quite a lot ■ Average ■ Not so much ■ Not at all

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Combining Quali & Quanti findings, differences between generations show that...

- Lack a long-term vision, disappointed with salary levels
- Seek skills, knowledge, growth, acknowledgement, and...
- A sense of purpose and personal impact.
- **Impatience makes them move fast from job to job, if not heard, understood, appreciated.**
- *"If they don't respect and acknowledge me, why should I give my best?"*

- Give more importance to financial rewards, and...
- **Work-life balance more than other generations**
- Squeezed between work, family obligations, and their desire to travel and enjoy life experiences.

Combining Quali & Quanti findings, differences between generations show that…

- Top importance to financial rewards (family obligations)

- **Job security is their main concern**

- Fear of needing to catch up with **fast technology changes**, with which they feel unfamiliar and **not adequate enough**, trying not to show it.

- The majority are "one step before retirement"

- Frustrated with rapid changes and youngsters.

- A small, "elite" proportion of boomers are extremely open-minded, constructively creative and form a source of inspiration for the young, from whom they gain a new air of novelty, motivation and joy, encouraging them and being happy to be their mentors!

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Nine out of ten engage in at least one training/activity to increase their skills/knowledge/development
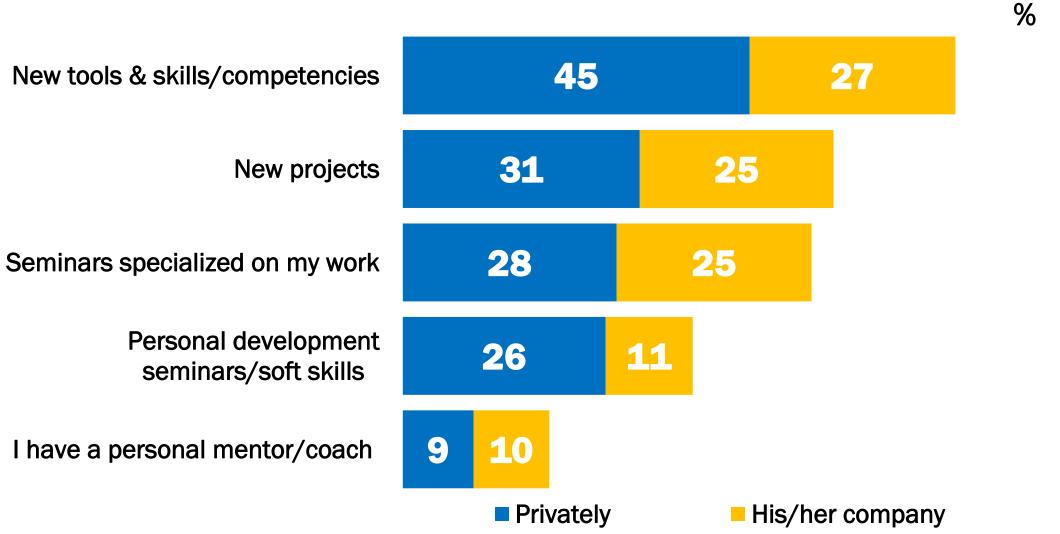
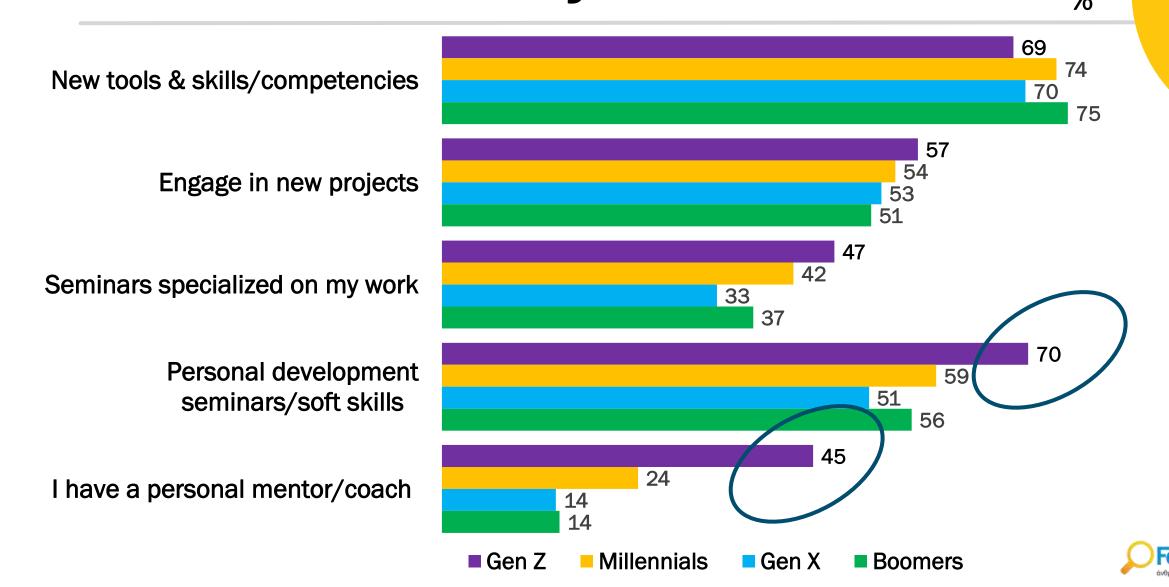*"What are you currently doing to acquire new skills & competencies?"*

%

Total	87
0	
Men	85
Women	88
0	
Generation Z	90
Millennials	88
Generation X	85
Boomers	86

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Respondents engage in trainings that they either pay privately, or offered by their company

%

Category	Privately	His/her company
New tools & skills/competencies	45	27
New projects	31	25
Seminars specialized on my work	28	25
Personal development seminars/soft skills	26	11
I have a personal mentor/coach	9	10

■ Privately   ■ His/her company

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"What are you currently doing to acquire new skills & enrich your CV?"

%

New tools & skills/competencies
- Gen Z: 69
- Millennials: 74
- Gen X: 70
- Boomers: 75

Engage in new projects
- Gen Z: 57
- Millennials: 54
- Gen X: 53
- Boomers: 51

Seminars specialized on my work
- Gen Z: 47
- Millennials: 42
- Gen X: 33
- Boomers: 37

Personal development seminars/soft skills
- Gen Z: 70
- Millennials: 59
- Gen X: 51
- Boomers: 56

I have a personal mentor/coach
- Gen Z: 45
- Millennials: 24
- Gen X: 14
- Boomers: 14

Gen Z   Millennials   Gen X   Boomers

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#9. Takeaway

Training on new skills--technical & soft--are a strong value & practice among all generations

Leadership Values

Generation/age affects the leadership model preferred

"Which leadership model do you prefer?"

| Gen Z | Millennials | Gen X | Boomers |

%

Gen Z: 43 / 57

Millennials: 32 / 68

Gen X: 27 / 73

Boomers: 15 / 85

■ Someone higher, who guides & leads the way   ■ Builds teams, inspires & helps them grow

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The two most important characteristics of a leader are...

"What is important to you in a leader?"
(Ranking and importance score 1-10)

24%*
9.2/10
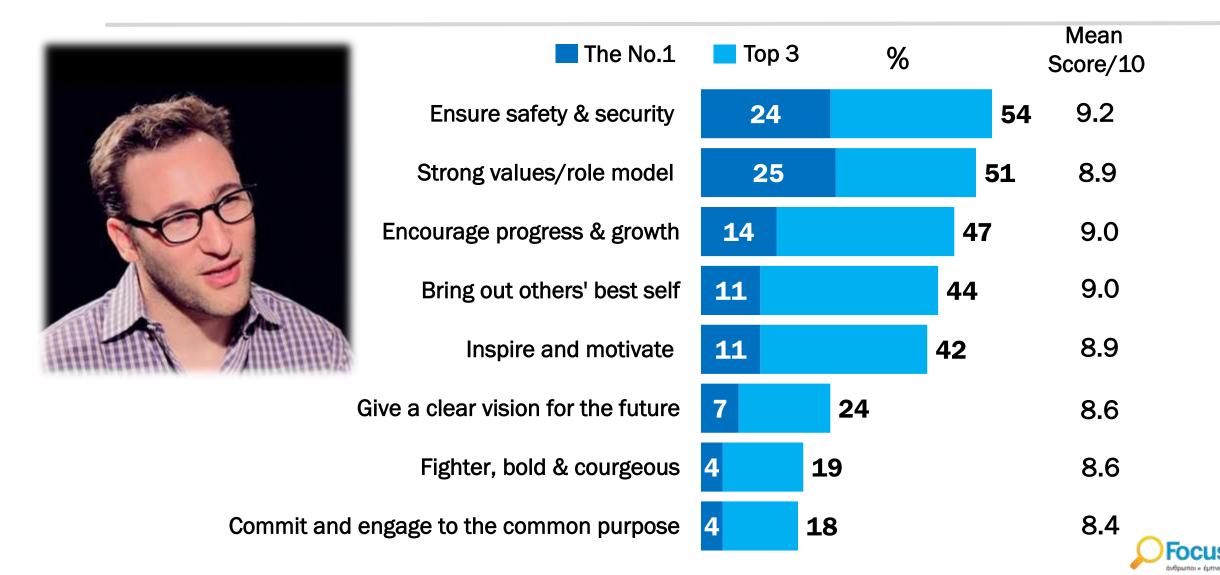
Inspire security & safety

25%*
8.9/10

Adopt strong values & be a role model

*Consider as the No.1 in importance in a leader

FocusBari

Interesting differences between generations:

"What is important for you in a leader? Rank in order of importance" %

Top-3

	Gen Z	Millennials	Gen X	Boomers
Ensure safety & security	57	54	56	47
Strong values/role model	33	50	55	50
Encourage progress & growth	33	48	47	46
Bring out others' best self	49	44	46	41
Inspire and motivate	34	45	41	42
Give a clear vision for the future	31	24	18	33
Fighter, bold & courgeous	22	16	20	21
Commit and engage to the common...	20	19	16	20

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#10. Takeaway

All generations want a leader providing emotional safety, who is a role model & builds strong teams

#1. There are clear, distinct differences between generations in terms of mindset, life and work values, upbringing and tech-based qualities

#2. The four generations can be grouped into two, with millennials being the first to launch a new "work-life" perspective, enjoying work, yet refusing to sacrifice their current life experiences for the future

#3. Z'ers are well equipped, tech-savvy, fearless and secure, seek for a purpose-driven work with fast advancement and personal impact. They are not willing to "wait for ever" or sacrifice life experiences for work

#4. X'ers need to keep things as they are, need job security and feel the burden of a constant need to catch up with technology

#5. The dynamic typology of Boomers could be perfect mentors for Z'ers who value their experience, love their open-mindedness and both feel they have to benefit from each other!

#6. After all, all generations, despite their differences, seek for connection, psychological security, respect, acknowledgement and fair reward. In the end, we are all humans on a road to happiness.