

# Center for Creative Leadership Emerging Leaders Research Survey Summary Report European Countries<sup>1</sup>

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## Background

The CCL Emerging Leaders Project Research Questionnaire was a comprehensive survey containing both quantitative and qualitative questions. The purpose of the research is to investigate the similarities and differences between generational groups in the workplace. The final European sample had valid responses from 1364 respondents (865 from Western Europe and 499 from Eastern Europe).

The sample was divided into four generational cohorts based on year of birth:

- **Gen A** (born 1946 - 1951) 5,6% (76)
- **Gen B** (born 1952 - 1959) 23% (314)
- **Gen C** (born 1960 - 1970) 45,2% (617)
- **Gen D** (born 1971 - 1980) 26,2% (357).

## Distinguishing Between Western and Eastern European Countries: Framework and Rationale

In 1992 Monnier and Rychtarikova<sup>2</sup> argued that a multitude of national and international boundaries are present in Europe, but that the primary division in Europe being between two basic geo-political blocks: Eastern Europe and Western Europe.

Western Europe is that area extending from North Cape to the Straits of Gibraltar, also including Greece (because of the history and socio-political system rather than because of its geographical location.) This geographical division is accompanied by a recognizable socio-political one.

Eastern Europe includes Poland, the Czech Republic, Slovakia, and Romania (all of which are in fact in the centre of Europe), Russia (and the countries nearby including Latvia and Estonia), as well as the Balkans (Albania, Bulgaria, Croatia, Bosnia-Herzegovina, Slovenia, Serbia & Montenegro, and Macedonia).

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<sup>1</sup> Acknowledgements. A number of people contributed to the project that has produced this report. Kim Lafferty worked to get this research extended so we could get a good sample in Europe. Antonija Pacek was of invaluable assistance in working with clients to increase participation - we wouldn't have had a large enough sample to do this work without her tireless efforts. Rudi Plettinx, Ellen Van Velsor, and David Altman were consistent supporters of our work. The Clients Assessment Services Group ran the Helpdesk, answering questions at all hours of the day and night from participants all over the world. Also, Karen Bryson, Stephanie Trovas, David Berke, Ellen Conley, Uyen Tran, and Alissa Nadel assisted with this work in a variety of different ways, both large and small.

<sup>2</sup> Monnier, A., Rychtarikova, J. (1992). The division of Europe into East and West. *Population: An English Selection*, 4, 129-160.

**Tab.1 : European Countries distribution. Criteria: geographical location & socio-political system (Monnier, Rychtarikova, 1992).**

Western Europe	Eastern Europe
Denmark, Finland, Norway, Sweden, Iceland, Greece, Italy, Portugal, Spain, Andorra, Cyprus, Austria, Belgium, France, Luxembourg, Ireland, Germany, Netherlands, Switzerland, UK & Northern Ireland	Albania, Bulgaria, Czech Republic, Hungary, Poland, Croatia, Slovenia, Bosnia & Herzégovina, Serbia & Montenegro, Macedonia, Romania, Slovakia, Ukraine, Belarus, Estonia, Latvia, Lithuania, Russia

This grouping is different from the one used by the United Nations, in which the only criterion for categorization was the geographic position (cfr. <http://esa.un.org/unpp/index.asp?panel=5#Europe> ).

## Age Cohorts: Developing a European framework

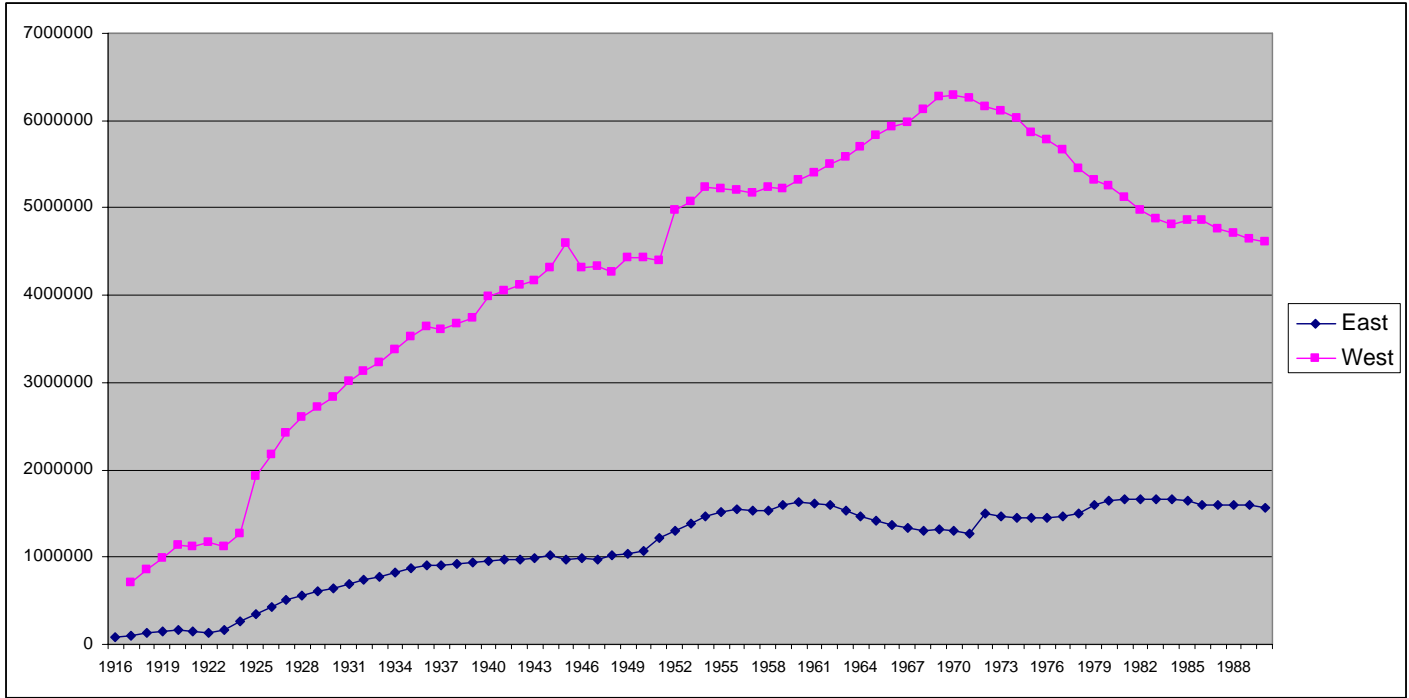
It is common to read that generations have their own well-defined and unmistakable characteristics, including values and principles, sense of purpose, sense of loyalty, desire for job security, respect for positional power, view on career development, desire for work/life balance, desire for learning and development, and expectations of management (Anne Hutton, Hudson initiative).

A generational cohort is described as a group of people who come to share a common *habitus*, *hexis*, and *culture*, a function of which is to provide them with a collective memory that serves to integrate the cohort over a finite period of time. From a marketing perspective a birth cohort is a group of people born during a given time period who share the same historic environment and many of the same life experiences, including tastes and preferences (Schewe, 1994). As Edmunds & Turner (2005) pointed out, “it is the interaction between historical resources, contingent circumstances and social formation that makes generation an interesting sociological category”.

Information about the generations and their grouping is quite sparse in Europe. Therefore we have created cohorts based on a combination birth rate patterns over time obtained from the EU Census, and an understanding of relevant historical and political events.

There are similarities in the population trends in Western and Eastern Europe (see Figure 1).

**Fig. 1. Eastern and Western Europe: Birth Rates (source: ISTAT website).**



From the previous graph (Fig. 1) four different age groups can be distinguished<sup>3</sup>:

- ✓ From 1946 to 1951 – relative stability across the four groups;
- ✓ From 1952 to 1959 – raise in both Western and Eastern Europe;
- ✓ From 1960 to 1970 – raise in Western Europe and decline in Eastern European countries;
- ✓ From 1971 since 1980 – sharp decline in birth rate in Western European countries and slow increase in Eastern Europe.

<sup>3</sup> Because of the goal of this study was to generate cohorts for the workforce, we are only taking into account the population born between 1946 and 1980.

## Respondents to this Study

In our sample, we found significant differences in distribution in the four generational groups between the Eastern and Western Europe. For Gen A, Gen B and Gen C, the observations are fewer than expected for the Eastern European participants, while for Gen D more than expected. The detail of the generations for Western and Eastern Europe is provided below:

### West Europe

- **Gen A** (born 1946 - 1951) 7.6% (66)
- **Gen B** (born 1952 - 1959) 30,5% (264)
- **Gen C** (born 1960 - 1970) 49,6% (429)
- **Gen D** (born 1971 - 1980) 12,3% (106)

### East Europe

- **Gen A** (born 1946 - 1951) 2% (10)
- **Gen B** (born 1952 - 1959) 10% (50)
- **Gen C** (born 1960 - 1970) 37,7% (188)
- **Gen D** (born 1971 - 1980) 50,3% (251).

The reason for the low number of people for Gen A and Gen B in Eastern Europe is because there are fewer people in those cohorts working in the types of organizations who participated.

## Participating Organizations

Organizations who participated were from the following sectors: pharmaceuticals, IT, banking, consultancy, consumer goods (food, beverages, tobacco, bathroom suppliers, colors, videotapes and films), education, chamber of commerce, economy. They were more or less equally distributed in Western and Eastern European countries.

## The Survey

The survey items focused on the following topic areas:

- **Demographics:** Who are the respondents? What are their educational backgrounds? Do they have children, mortgages, spouses, etc.?
- **Respondents' International Experience**
  - **Life:** How much international experience has people had in their life?
  - **Work:** How much international work do people do in their current position?
- **Respondents' Work Pattern:** How do people actually work? How many hours do they work? Do they telecommute?
- **Respondents' Career Pattern:** What do careers look like now? Do people intend to stay with their current employers? If so, for how long? How long do people think they should stay with an employer?
- **Respondents' Management Experience and Issues:** How much experience do people have with management, what types of responsibilities do they think they have, and what types of management challenges do they see themselves having?
- **What Respondents Want to Learn:** In what areas/topics are people most interested in getting development?
- **How Respondents Want to Learn:** How do your people prefer to learn different types of information and skills?

- **Respondents' Coaching/Mentoring Preferences:** Do people think coaching/mentoring is useful? What do they want from a mentor/coach?

The following is a description of the basic findings in the above areas. This description is not exhaustive, and is a brief explanation of some of the interesting findings about generational and regional similarities and differences.

## Demographic Summary of Respondents

The total European sample of the CCL Emerging Leaders Research Project has 1364 valid observations. The gender composition of the sample is 42.6% females and 57.4% males. Men and women were not equally distributed across the cohorts in this sample:

- **Gen A** (born 1946 - 1951) 81,6% male, 18,4% female,
- **Gen B** (born 1952 - 1959) 81,5% male, 18,5% female,
- **Gen C** (born 1960 - 1970) 69,7% male, 30,3% female,
- **Gen D** (born 1971 - 1980) 57,4% male, 42,6% female.

There are not significant differences between Eastern and Western Europe with regard to Gen A, Gen C and Gen D. The only differences are in Gen B where there are fewer men than expected in the Eastern European sample, and fewer women than expected in the Western European sample.

There are 865 respondents from Western Europe. The gender composition of the sample is 24,9% females and 75,1% males. Men and women were not equally distributed across the cohorts in this sample:

- **Gen A** (born 1946 - 1951) 18,2% female, 81,8% male,
- **Gen B** (born 1952 - 1959) 14,4% female, 85,6% male,
- **Gen C** (born 1960 - 1970) 28,9% female, 71,1% male,
- **Gen D** (born 1971 - 1980) 38,7% female, 61,3% male.

There are 499 respondents from Eastern Europe. The gender composition of the sample is 39.3% females and 60.7% males. Men and women were not equally distributed across the cohorts in this sample:

- **Gen A** (born 1946 - 1951) 20% female, 80% male,
- **Gen B** (born 1952 - 1959) 40% female, 60% male,
- **Gen C** (born 1960 - 1970) 33,5% female, 66,5% male,
- **Gen D** (born 1971 - 1980) 44,2% female, 55,8% male.

One possible explanation for finding more women in the respondents from Eastern Europe is that communism encouraged the equality among the genders, women were expected to work (not to stay at home) and this may be visible in the difference between Western and Eastern Europe. Another possible explanation is the greater percentage of respondents in Eastern Europe from the younger generations, who are more likely to be represented in the workforce.

More than 80% of the overall sample report that they hold at least a Bachelors Degree. The respondents report highest degree obtained at the following aggregated response levels:

- 9,1% less than Bachelors Degree
- 32,5% Bachelors Degree (BA, BS),
- 42,4% Masters Degrees (MA, MS, MBA),
- 6,9% Professional Degree (MD, JD, DDS),
- 3,4% Doctorate (Ph.D.)
- 2,0% Others.

Significant differences between Eastern and Western Europe emerge in Gen C, where respondents from Eastern Europe are more likely than expected to hold a Diploma or a Masters, and less likely than expected to hold a Bachelors Degree. In Eastern Europe there is a lower chance than expected for respondents from Gen D to hold a Bachelors Degree.

Respondents from Gen B and Gen C from Eastern Europe are more likely to report pursuing further education in comparison with Western European countries.

More than 90% of the Western European sample report that they hold at least a Bachelors Degree. The respondents report highest degree obtained as follows:

- 8,8% less than Bachelors Degree
- 39,4% Bachelors Degree (BA, BS),
- 37,3% Masters Degrees (MA, MS, MBA),
- 8,6% Professional Degree (MD, JD, DDS),
- 3,6% Doctorate (Ph.D.).

No significant differences were detected among age groups in the respondents from Western Europe. However, respondents indicate that the youngest generation is significantly more likely to be involved in further education (26.7% of the total sub-sample) compared to cohort C, B and A (respectively 12,8%, 16,3% and 6,3%).

More than 80% of the Eastern European sample report that they hold at least a Bachelors Degree. The respondents report highest degree obtained as follows:

- 19,5% less than Bachelors Degree
- 20,5% Bachelors Degree (BA, BS),
- 51,3% Masters Degrees (MA, MS, MBA),
- 4% Professional Degree (MD, JD, DDS),
- 3,2% Doctorate (Ph.D.).

Significant differences within the Eastern European sample have been shown at the level of Master Degree. 57% of Gen C and 64% of Gen D report having at least a Master Degree, while it is below and equal to 31% for Gen A and 43% for Gen B. All of the generations but Gen A report being involved in further education (Gen A=0%, Gen B=30%, Gen C=26,6%, and Gen D=29,3%).

Overall, responses on marital status were as follows for the population of this study:

- 15,1% Single/Never married
- 72,8% Married
- 5,3% Divorced

- 6,3% Domestic partnership
- 0,4% Widow/Widower

Comparing Eastern and Western European participants, the only difference we found was a higher likelihood than expected for Western European respondents to be divorced.

The four generations were roughly equally likely to report having children. Gen C in the Eastern European respondents had greater likelihood than expected of providing financial support for the children. In Eastern Europe, Gen B, Gen C, and Gen D were more likely than expected, (compared to the Western European respondents), to be caring for family members other than children.

## **Respondents' International/Multi-Cultural Experience**

In this sample, 53,3% of all respondents had been living in only one country for most of their life, while 26,4% had been living in two countries, and 20,3% in three countries or more. The only significant difference between Eastern and Western European countries was in Gen D, where the likelihood of having lived in just one country was higher than expected for the Eastern European. Among Eastern European participants, Gen A is slightly more likely to have lived in two (44,4%) or three or more countries (33,3%).

Across all respondents, 52% report speaking one language by the age of 13, 41 two languages, and 7% three or more languages. Comparing the Eastern and Western samples, significant differences only appear for Gen C. In Gen C, Eastern European respondents are more likely to speak two or three languages, while Western European respondents are more likely to speak one language.

Currently 19.6% of respondents speak only one language, 33.9% two languages and 46.5% three or more languages. Among Eastern European respondents overall, statistically fewer people speak only one language, and more speak four or more languages. In Gen C, statistically fewer respondents speak only one language, and statistically speak three, four, or more languages. Within respondents for Gen D, the only significant difference was that respondents within this generation from Eastern Europe were more likely to speak more than one language than were respondents from Western Europe.

Respondents from mainland Western Europe who were born between 1952 and 1970 were more likely to speak multiple languages than were those from the UK and Ireland. Interestingly, this difference disappears in respondents born after 1971. This means that younger people from the UK and Ireland are more likely to speak multiple languages early in life than the older generations were.

Furthermore, respondents from mainland Western Europe are more likely to speak multiple languages as adults than are those from the UK and Ireland. Typically people from all generations from the UK and Ireland are likely to speak only one language in their adult life.

Overall, 60% of respondents traveled beyond their own country before the age of 18, with no significant differences among the age cohorts or Eastern and Western European participants.

98,4% of all respondents traveled internationally after the age of 18, again with no significant differences between the generations or Eastern and Western European participants.

44% of respondents say that they conduct business in one language, and 56% in two or more languages. Overall, respondents in Eastern Europe report conducting business in more than one language more often than do those from Western Europe.

42% of the sample report that their work span in one country, 10% in 2 or three countries, 35% in four to nine countries and 17% of the sample report that their work spans in 10 countries. Differences between Eastern and Western Europe showed for Gen B, Gen C and Gen D in the work span. People in Gen B people are less likely to have a work which spans in one country when they are from Eastern Europe and more likely that their job spans in 3 countries, compared to the Western counterparts. People in Gen C and from Eastern Europe are less likely that their work spans in one country and in eight countries and more likely that their job spans in 2 and three countries, compared to their Western counterpart. As for Gen D, people from the Eastern Europe are less likely to have a job which spans in one country compared to the Western counterparts.

Overall, 20,7% of respondents say that they do not travel at all for their work. 17,1% travel once a year, 22,5% travel two to four times a year, 21,8% travel four to ten times per year, and 17,8% travel more than ten times per year. Respondents from Eastern Europe in Gen B, Gen C, and Gen D, are more likely to report travel than do their Western European counterparts.

In this sample, only 6,3% of respondents are currently living as expatriates. In Gen B, respondents from Eastern Europe are more likely to report living as expatriates than are respondents from Western Europe.

## **Respondents' Work Patterns**

Overall, 11% of respondents report working 40 hours or less per week, and 54% between 41 and 50 hours and the rest of the sample (35%) more than 50 hours per week. Within Gen A, participants from Eastern Europe are less likely to report working 41 to 50 hours a week, and more likely to report working more than 50 hours a week. There were no differences between Eastern and Western European respondents from Gen B. Within Gen C, participants from Eastern Europe are less likely than those from Western Europe to report working fewer than 40 hours a week. Finally, within Gen D respondents from Eastern Europe are less likely to report working fewer than 40 hours a week and more likely to be working between 40 and 50 hours a week than are those from Western Europe.

36% of respondents reported that they work one week-end a month, 13% work two week-ends a month, 5% three week-ends a month, 4% four week-ends a month and 42% that they never work on week-end. People in Gen B from Eastern Europe are more likely to report working one week-end a month and less likely to report never working on week-ends than are those from Western Europe. Western Europeans from Gen D are more likely to be working 3 week-ends a months than are those from Eastern Europe.

## Respondents' Career Patterns

There are differences among the generations in how long on average each has been with their current employer. A typical respondent from Gen A and Gen B has been working with their current employers for longer than 21 years (respectively 33,6% for Gen A and 27% for Gen B), Gen C for 6-10 years (26,4%) and Gen D for 1-3 years (31%).

Respondents from Gen A are less likely than those from other generations to have been working for a period shorter than 20 years. Gen B is less likely to have been working for a period shorter than 15 years. Gen C and Gen D are more likely to have been working for 10 years or less.

In Western Europe, Gen A and Gen B are more likely to have been working with their current employer for more than 21 years (77% and 60% respectively within Gen A and Gen B). While Gen A is more likely to have been in the current position 3 to 5 years, Gen B is likely to have been in the position 1 to 3 years (35%) ,and 3 to 5 (28%). 60% of Gen C has been working between 6 and 15 years with the current employer, and they are more likely to have been in the same position 1 to 3 years (41%). Gen D is more likely to have been working for the current employer up to 10 years and to be in the current position up to 3 years.

In Eastern Europe, Gen A is more likely to have been working with their current employer 6 to 15 years (70%), and to have been in the current position 1 to 3 years (40%) or 6 to 10 years (40%). This is shorter compared to the West Europeans. Gen B is more likely to have been with the current employer 11 to 15 years (27%) and to have been in the current position 3 to 10 years (42%). Again this is shorter than West Europeans. Gen C to have been with the current employer 6 to 10 years (38%), and they are more likely to have been in the same position 1 to 3 years (45%). Gen D is more likely to have been working for the current employer up to 10 years and to be in the current position up to 3 years (70%).

65% of the participants expect to be with their organization in 3 years time. 26% are not sure, and 9% are sure that they will have left their organization within 3 years. Eastern and Western European respondents from Gen D (the youngest generation) respond different from each other. Eastern European participants are more likely to say they would be with their organization in three years, while those from Western Europe are less likely to say that they would be with their organization in three years.

The following summarizes specific attitudinal items related to career patterns:

- 86% of the participants say they like their work. There are no significant differences between Eastern and Western European respondents, or across generations (though Gen A is slightly more likely to strongly agree with this item).
- 72% of the participants say they are happy in their job. There are no significant differences between Eastern and Western European respondents. There are differences across generations such that Gen A is more likely to strongly agree with this item, and Gen D is less likely to strongly agree with this item and more likely to neither agree nor disagree.
- 74% of participants agree or strongly agree with the item, “To me the most rewarding part of my job is what I do”, and show therefore an intrinsic interest in the job. There are no significant differences between Eastern and Western European respondents, or across generations.
- 74% of participants agree or strongly agree with the item, “To me the most rewarding part of my job is who I work with”, and therefore show an intrinsic interest in relationships at work. There

are no significant differences between Eastern and Western European respondents, or across generations.

- With regard to the question, “To me the most rewarding part of my job is my paycheck”, 47% of respondents agree or strongly agree, 34% neither agree nor disagree, and 19% disagree or strongly disagree. There are no significant differences between Eastern and Western European respondents, or across generations.
- When asked whether their greatest satisfaction comes from their accomplishments at work, 69% of the whole sample agree or strongly agree, 23% neither agree nor disagree, and 8% disagree. There are no differences between Eastern and Western European respondents, and only small significant differences with regard to generations. Gen B is more likely to neither agree nor disagree with this item, and Gen C more likely to agree and less likely to neither agree nor disagree.
- When asked whether their greatest satisfaction comes from their accomplishments outside of work, overall 60% of the whole sample agree or strongly agree, 31% neither agree nor disagree, and 9% disagree. There are differences between Eastern and Western European respondents, such that respondents from Western Europe are more likely to agree with this item (65% for Western Europe and 54% for Eastern Europe). There are also differences among the generations, such that Gen B is less likely to strongly agree and is more likely to strongly disagree, while Gen C is less likely to neither agree nor disagree and more likely to strongly disagree.
- 75% of respondents disagree or strongly disagree with the item “I am dissatisfied with my current job because I feel like I’m not contributing to society”. There are no significant differences between Western and Eastern European respondents, and only small differences among generations are visible (Gen A is less likely to agree and more likely to strongly disagree, and Gen C is more likely to disagree.)
- About the 28% of respondents would like to start their own company, while 36% say they would not like to, and 36% are neutral. There are no differences between Eastern and Western European respondents. There are a few differences among the generations: Gen A (the oldest group) is more likely to strongly disagree, and Gen D (the youngest group) is more likely to neither agree nor disagree and less likely to strongly disagree.
- Overall, 63% of respondents agree or strongly agree with the item “I feel I have job security”, while 13% disagree, and 24% are neutral. There are differences between Western and Eastern European respondents, as well as among the generations. 71% of Western European respondents agree or strongly agree with this item, while this is true for only 54% of the Eastern European respondents. With regard to generation, Gen A and Gen B are more likely to agree and less likely to neither agree nor disagree; Gen C and Gen D are less likely to agree with this item. Differences among generations are stronger in the Western European sample.
- Overall, 64% agree or strongly agree with the item “I trust my organization to keep its promises,” while 25% are neutral, and 11% disagree or strongly disagree. There are no differences between Eastern and Western European respondents, but some differences show across generations: Gen B is more likely to strongly agree, Gen C less likely to strongly agree, and Gen D more likely to neither agree nor disagree.
- Overall, 69% agree or strongly agree with the item “I believe my organization will develop me as an employee,” while 77% are neutral, and 8% disagree or strongly disagree. There are no significant differences between Eastern and Western European respondents, or across generations.
- In response to the question, “An individual should only stay at a company for as long as it is useful to the individual,” 54% of respondents agree or strongly agree, 31% were neutral, and 15%

strongly disagree or disagree. There are no significant differences between Eastern and Western European respondents, and the only difference among generations is that Gen D is more likely to disagree.

- Overall, 52% of the participants agree or strongly agree with the statement, “I could happily stay with the current organization for the rest of my working life”, while 29% disagree or strongly disagree, and 19% were neutral. There are no differences between Eastern and Western European respondents, but there are significant differences among the generations. Gen A and Gen B are more likely to agree or strongly agree, Gen C is less likely to strongly agree, and Gen D is more likely to be neutral or to disagree/strongly disagree.
- Overall, 57% of respondents agree or strongly agree with the statement, “In my company, people get ahead because of how they perform,” while 14% disagree or strongly disagree, and 29% were neutral. There are no differences between Eastern and Western European respondents, but slight differences have been registered across generations: Gen C is more likely to agree and less likely to be neutral, and Gen D is more likely to be neutral.
- Overall, 43% of respondents agree or strongly agree with the statement, “In my company, people get ahead because of their skills at the office politics,” while 19% disagree or strongly disagree, and 38% were neutral. There are differences between Western and Eastern European respondents, as well as among the generations. Overall, 47% of Western European respondents agree or strongly agree, compared with 38% of the Eastern European respondents. Eastern European respondents from Gen A are more likely to disagree than are Western European respondents from Gen A. Western European respondents from Gen C are more likely to agree and less likely to disagree than are Eastern European respondents from Gen C.

## **Respondents’ Management Experience and Issues**

Overall, 81% of respondents hold management positions, although respondents from Gen D were less likely to hold management positions than were other generations. Older respondents from both Western and Eastern Europe are more likely of having been in a managerial position for a longer period than younger respondents.

Percent in management:

- Gen A: 95%,
- Gen B: 94%,
- Gen C: 88%,
- Gen D: 60%.

There were differences between our Eastern and Western Europe samples for Gen B, C, and D (but not for Gen A).

In general, younger people in Western Europe are likely to have been in management longer than those of the same age in Eastern Europe. For Gen B, Eastern European participants are more likely than Western European participants to have been in management positions for 6 to 10 years, and less likely to have been in management over 20 years. Gen C participants from Eastern Europe are less likely to be in management positions for 16 to 20 years compared to the Western counterpart. Gen D participants from Eastern Europe are less likely to have been in management positions for 6 to 10 years.

With regard to what the managers do, 16% of managers report managing people, 16% report managing project, and 62% report managing both people and projects. There were not differences between Eastern and Western Europe.

The following summarizes specific attitudinal items related to management issues:

- In the response to the question whether they do NOT want to be in a senior decision making role in the organization, no differences exists between the Western and Eastern European samples, or among the generations. 78% of the respondents disagree or strongly disagree with this item, while 9% agree or strongly agree, and 13% were neutral.
- Overall, 40% of the sample agree or strongly agree that they would like to stay with their current boss for as long as they can, while 21% disagree or strongly disagree, and 39% were neutral. Overall, Eastern Europeans were more likely to agree with this item than were respondents from Western Europe. Also, Gen D is more likely to agree, and Gen C is more likely to disagree..
- When asked whether they trust their current boss, 73% of respondents agree or strongly agree, 18% were neutral, and 9% disagree or strongly disagree. There are no significant differences between Eastern and Western European respondents, or across generations.
- Overall, 56% of respondents agree or strongly agree with the item, “Upper management of my company clearly articulates its goals and priorities,” while 18% disagree or strongly disagree, and 26% were neutral. There are no significant differences between Eastern and Western European respondents, but there are significant differences among the generations. Gen B is more likely to strongly agree, and Gen D is less likely to do so.
- 6% of respondents agree or strongly agree with the statement, “It is often difficult working with people who are older than I am.” There are no significant differences between Eastern and Western European respondents, but there are significant differences among generations. Gen A (the oldest generation) is more likely to disagree with this item, and Gen D (the youngest generation) is significantly more likely to agree.
- 3% of respondents agree or strongly agree with the statement, “It is often difficult working with people who are younger than I am.” (84% disagreed, and 13% were neutral.) There are no significant differences between Eastern and Western European respondents, or across generations.
- Overall, 86% of respondents disagreed or strongly disagreed with the statement, “It is often difficult working for someone who is older than I am.” There are no significant differences between Eastern and Western European respondents, but there is a small difference among the generations such that Gen D is more likely to agree than other generations are (13%).
- Overall, 11% of respondents agreed with the statement, “It is often difficult working for someone who is younger than I am,” (69% disagreed, and 20% were neutral. There were no differences between Western and Eastern European respondents, but there is a small difference among the generations such that Gen D is more likely to agree, and Gen A and B more likely to disagree.
- Overall, 15% of respondents agreed or strongly agreed that “It is often difficult managing someone who is older than I am” (68% disagreed, and 17% were neutral.) There were no differences between Western and Eastern European respondents, but there were differences among the generations such that Gen D is more likely to agree or strongly agree, Gen B is less likely to agree and more likely to strongly disagree, and Gen A is more likely to strongly disagree.
- Overall, only 10% of respondents agreed or strongly agreed that “It is often difficult managing someone who is younger than I am” (77% disagreed, and 13% were neutral). There were no

differences between Western and Eastern European respondents. The only difference among generations detected was for Gen C, which was more likely to disagree and were less likely to be neutral.

- 19% of the sample agree or strongly agree with the statement “I see tension between people of different generations” (54% disagreed, and 27% were neutral). There were no differences between Western and Eastern European respondents, but there were differences among the generations such that Gen A is more likely to strongly disagree, Gen B is less likely to agree, Gen C is less likely to strongly disagree and Gen D is more likely to agree.

## **Do Respondents Think Learning is Important?**

The following summarizes specific attitudinal items related to learning issues:

- 91% of respondents agree or strongly agree that they are learning on their job. There are no significant differences between Western and Eastern Europe or among the generations.
- 98% of respondents agree or strongly agree that it is important for them to learn on the job. 98% of respondents from Eastern and Western Europe. 98% of people from all generations.
- In response to the item, “On the job, I am developing the skills I need for the future” there are significant differences between Western and Eastern European respondents. Eastern European respondents are significantly more likely to agree (88%) than are respondents from Western Europe (74%). With regard to generations, Gen B is less likely to strongly agree and more likely to be neutral or to disagree; Gen D is more likely to agree or be neutral.
- There are significant differences between Eastern and Western European respondents with regard to the item “My job is aligned with my interests”: 77% of the Eastern European respondents agree or strongly agree with this item, and 68% of the Western European participants. No significant differences emerge across generations.

## **What Do Respondents Want to Learn?**

Respondents were asked to rate the likelihood that they would seek development in a variety of topic areas using a five point Likert-type scale (anchors were Very likely, Likely, Neither Likely nor Unlikely (neutral), Unlikely, and Very Unlikely).

### **Likely**

45% of the people said they would seek development in the following areas in the next year.

The table above summarizes the results for Western Europe (left) and Eastern Europe (right):

#### **WESTERN EUROPE**

- Leadership,
- Vision,
- Performance appraisal,

- Team building,
- Problem solving/decision making,
- Managing change,
- Strategic planning,

- Management business skills,
- Communication skills,
- Skills training in their area of interest.

- Performance appraisal,
- Team building,
- Problem solving/decision making,
- Public speaking,
- Time management,
- Quality/process improvement,
- Managing change,
- Strategic planning,
- Self-awareness,
- Career coaching skills,
- Conflict management
- Management business skills,
- Communication skills,
- Career planning,
- Life balance,
- Foreign language,
- Skills training in their field,
- Presentation skills,
- Creativity.

#### **EASTERN EUROPE**

- Leadership,
- International business knowledge
- Vision,

### **Neutral**

Though a small percentage of respondents said they either were or were not interested in the following areas of development, the largest percentage were neutral about seeking development in the following areas in the next year.

The table above summarizes the results for Western (left) and Eastern (right) Europe:

#### **WESTERN EUROPE:**

- International business knowledge,
- int. customs/cultural adaptability,
- entrepreneurialism,
- diplomacy/politic at work,
- hiring and interviewing,
- Public speaking,
- time management,
- quality/process improvement,
- diversity,
- self-awareness,
- conflict management,
- career coaching skills,
- career planning,
- life balance,

- creativity,
- ethics,
- foreign language,
- computer training
- Presentation skills.

#### **EASTERN EUROPE:**

- International customs/cultural adaptability,
- entrepreneurialism,
- diplomacy/politic at work,
- hiring and interviewing,
- diversity,
- ethics,
- sales,
- computer training.

#### **UNLIKELY**

Overall, 45% of respondents said they were Unlikely or Very Unlikely to seek development in “Sales” but only when they were from Western Europe.

#### **Western Europe: Differences among the Generations in Desired Development**

- Gen B, C, and D all wanted Leadership Development more than did Gen A (66% to 82% compared with 60% for Gen A)
- The younger the age cohort, the greater the interest in international business knowledge
- Development in Team Building is more important to Gen C and Gen D than to the older age cohorts.
- Problem solving/decision making, skill development, and strategic planning and development are more requested by the younger generations than by the older generations. Overall, approximately 50% of the sample is interested in development in these areas.
- Public speaking and presentation skills were desired as development by all cohorts, with greater interest shown by the youngest generations (Gen C and Gen D.)
- Development in management and business skills was desired more by the younger generations (Gen B at 54%, Gen C at 61%, and Gen D at 61%), than the oldest generation (Gen A at 36%.)
- Career planning and skills training in the field of expertise were desired more by younger generations than by older generations. This result is as expected given the relationship between age cohorts and career development and the usual concordance between age and tenure.

## **Eastern Europe: Differences among the Generations in Desired Development**

- The interest for development in international business knowledge is greater for the younger generations (about 70%) than for the oldest generation (Gen A at 30%.)
- Gen A and Gen B are the most interested in development in Problem solving/decision making skills.
- Public speaking and presentation skills is a relevant topic for the all groups (up to 87% would like to take development actions) though the specific average is only about 75% for Gen C and Gen D.
- Time management skills, management and business skills, self-awareness, conflict management skills, communication skills, and career planning are all of significantly more interest to Generations B, C, and D than they are to Gen A (the oldest generation).

## **How Respondents Want to Learn Soft Skills**

Overall, respondents from both Eastern and Western Europe and from all age cohorts prefer to learn “soft skills” through:

- On the job interaction
- One-on-one coaching
- Assessment and feedback
- Peer interaction/feedback
- Discussion groups
- Classroom instruction (live)
- Case studies
- Outdoor experiential program
- Books/reading

They do NOT want to learn soft skills through:

- Satellite/broadcast TV/distance learning programs
- Computer based training
- Computer based games or simulations
- Web based training
- Workbooks/manuals

Eastern European participants are more likely than are Western European participants to say they want to learn soft skills through:

- Games or simulations (non computer based)

## **How Respondents Want to Learn Hard/Technical Skills**

Overall, respondents from both Eastern and Western Europe and from all age cohorts prefer to learn “hard/technical skills” through:

- On the job interaction
- Classroom instruction (live)
- Case studies
- Workbooks/manual
- Books/reading
- One-on-one coaching
- Discussion groups
- Assessment and Feedback
- Peer interaction/feedback

They do NOT want to learn “hard/technical skills” through:

- Web based training
- Outdoor experiential program
- Computer games or simulations
- Satellite/broadcast TV/distance learning programs
- Games or simulations (non computer based)

Eastern European participants are more likely than Western European participants to want to learn “hard/technical skills” through:

- Computer based training

## **Respondents’ Coaching/Mentoring Preferences**

Overall, 85% of respondents believe that having a mentor/coach is useful for career development. There were no significant differences between respondents from Eastern and Western Europe or among the generations.

The preferred choices overall for a coach/mentor are:

- an expert in the field (16%),
- their boss (15%),
- a chosen coach (12%)
- a professional outside of the organization (11%).

A senior colleague is less preferred by respondents from Gen A in Eastern Europe than by respondents from Gen A in Western Europe.

An assigned coach is less preferred by respondents from Gen B in Eastern Europe than by respondents from Gen B in Western Europe.

Eastern European participants from Gen C are more likely to prefer an expert in the field than are those from Western Europe. Eastern European participants from Gen C are less likely to want a senior colleague as a coach than are those from Western Europe.

Eastern European participants from Gen D are more likely to choose their boss and less likely to choose a senior colleague compared to participants of the same generation from Western Europe.

Overall, 92% of respondents prefer face-to-face meetings as the primary interaction medium with their coach/mentor, and 41% express the desire for monthly meetings with their coach.

Overall, respondents want their coaching to focus primarily on leadership development (38.4%), career (31.1%) and job (17.9%). Life is chosen by the 9.2% of the whole sample and the remaining sample answered other (3.4%).

Respondents from Eastern and Western Europe were equally interested in coaching in the areas of leadership development and life. Eastern European respondents of all generations wanted their coaching to focus more on the job and less on the career, while Western European respondents were comparatively more interested in career coaching.