



Helping Leaders Point the Way

For Immediate Release

Is Your Manager Motivating?

**TIRED OF BEING RAGGED ON AT WORK? YOU'RE NOT ALONE:
MORE THAN 40 PERCENT OF YOUNG WORKERS ARE DEMOTIVATED BY MANAGERS,
NEW SURVEY FROM TRUE NORTH LEADERSHIP REVEALS**

Nearly a Third of Workforce Overall Agrees That Demotivation is Common in the Workplace

SANTA BARBARA, Calif. (June 4, 2002) – As the thousands of bright-eyed, optimistic college students comprising the Class of 2002 now join the job market, a new nationwide survey reveals a sobering statistic: throughout the next decade – a critical period in the advancement of their careers – more than 40 percent of the workforce's newest members will experience the bitter taste of demotivation, courtesy of their managers.

While this talent pool would seem ripe to receive extra attention from their supervisors to ensure maximum productivity and growth, the study – conducted by MarketFacts TeleNation of Chicago for True North Leadership, a premier consulting and training company– reveals that a hefty percentage of young workers is more likely to receive blows than strokes.

According to the survey, nearly 41 percent of respondents between the ages of 25 and 34 said they have been demotivated by their managers “frequently” or “sometimes.” Although this percentage gradually decreases as workers age and gain more experience, the tendency to undermine is widespread. Overall, slightly less than a third of the working population agreed that demotivation from above happens “frequently” or “sometimes.”

*The True North Leadership Study *Are We Demotivated?* asked more than 660 full- or part-time American workers whether they have been undermined by their manager in the workplace.*

Aside from youthful workers, a demographic breakdown reveals that demotivation is most frequently encountered among workers within the upper-income brackets, those in the Northeast,

and employees with at least some college education. By seniority, demotivation afflicts nearly 30 percent of those between the ages of 35 and 44, 18 percent of workers between 45 and 54, 22 percent of the 55-64 group, and just six percent of workers over the age of 65, the nominal retirement age.

“The survey results reveal a surprising lack of awareness among managers of how to effectively transform employees with raw talent into star performers and innovators,” said Dr. Relly Nadler, True North Leadership’s managing partner in charge of Coaching and Training. “People just entering the workforce need the highest level of guidance and motivation from their superiors. But new workers clearly aren’t getting what they need from their bosses, particularly across the generational divide. Rather than shaping and nurturing new hires, managers -- and their employers -- simply aren’t tuned to what employees want. They’re missing opportunities to create leaders and innovators within their organizations, breeding a generation of employees who are neither loyal nor enriched by the work environment. These are hardly the ingredients for a successful organization.”

“These findings reinforce our conviction that team-building and leadership development simply don’t register as top priorities with senior management,” said Nadler. “As the data suggests, most companies either don’t understand this, or don’t believe in these priorities strongly enough to invest in them at an appropriate level. All too often, organizations promote workers into management, but they don’t grow them – and the cycle starts anew. Of course, management skills and strategies need to be taught. Our study reveals the consequences of poorly trained managers: demotivated employees.”

Other key findings:

- *Money matters:* Put another way, the more you matter to your organization, salary-wise, the more you feel a sense of entitlement – and the more you perceive that the organization is giving you a hard time. Demotivation from above is more widespread among workers with higher household incomes. Workers earning less than \$25,000 report significantly fewer incidents of demotivation when compared with the next highest income bracket (\$25,000-\$50,000), with 17 percent “frequent” or “sometimes” vs. 26 percent. The numbers go up from there: 28 percent of those earning between \$50,000 and \$75,000; and 31 percent of employees earning more than \$75,000 per year.
- *It’s not one country:* Given the region’s heavy reliance on knowledge workers, the pressure may be getting to everyone; employees in the Northeast are most likely to experience demotivation from their managers, with 32 percent of respondents saying it happens “frequently” or “sometimes,” while only 23.5 percent of those in the Midwest agree. Workers in the South and West fall in between, with 26 and 30 percent, respectively.

- Reports of demotivation vary by race: Twenty-eight percent of white workers say they have experienced demotivation at the hands of a manager at work, compared with 23 percent of non-white employees.
- Advanced degrees are no exemption: Employees in the top two educational levels – some college/graduate and post-graduate categories – are de-motivated by managers at much higher rates than are those with education levels of high school or less (31 and 29 percents, compared with 20 percent, respectively).
- Part-timers elude the wrath: Absence may in fact make the heart grow fonder – or at least, part-time workers are less likely to feel the brunt of a corrosive manager. Full-time employees are more likely to have been demotivated, with 29 percent saying it happens “frequently” or “sometimes” – while only 21 percent of part-time employees agree.
- No gender gap here: Men are only slightly more likely to be demotivated by managers, with 28 percent (compared with 27 percent of women) saying it happens “frequently” or “sometimes.”

The True North Leadership Study: Are We Demotivated? queried 669 Americans between April 19-21, 2002. The margin of error is +/- 3 percentage points.

About True North Leadership

True North Leadership is a premier coaching and training company, enabling organizations to meet business objectives through executive coaching and leadership development. The company creates and implements innovative leadership programs that integrate proven human performance technologies to solve real-time, real world business problems. Founded in 1994 with corporate offices in Santa Barbara, Calif. and a team of consultants positioned throughout North America, True North managing partner Dr. Relly Nadler deploys best practices of Emotional Intelligence training that can be custom-fit to a broad cross-section of organizational performance programs, executive coaching and team-building. Nadler, a clinical psychologist, executive coach and best-selling author with 20 years' experience in the corporate world, is a pioneer in applying the concept of Emotional Intelligence (EI) to create powerful teams and leaders. Covering the full spectrum of business -- with an emphasis on health care, entertainment, financial services and manufacturing — True North clients include Anheuser-Busch, BMW, DreamWorks SKG and EDS, among others.

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Note to editors: Raw survey data and an Excel pie chart highlighting survey findings are available on request.