

# Motivating an aging workforce - How to motivate and inspire people who are looking to retire

## Context

Two professional support teams within BU which containing a high percentage of members who were near retirement.

Team structure changes causing risk of demotivation in this group.

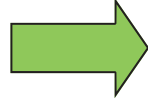
## Action

- Team workshops were conducted with and without management intervention
- Employees allowed to take more ownership of the changes that were happening
- Full access to planning information was given



## Motivation

**Pink (2009) - *Intrinsic Motivation—Autonomy, Mastery, Purpose Maslow (1954) - *Quest for self Actualisation Herzberg (1959) - Hygiene Factors and True Motivators****



### Environment

Climate of Accommodation and Climate of development (Bal 2012).

People are more comfortable in accommodation but more motivated in climate of development



### Team Dynamics

Team dynamics can be highly influential in motivating individuals

Team given ownership of changes and asked to work as a team to create solutions

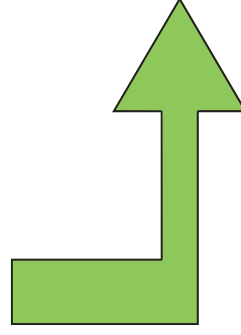
Employees near retirement felt that their experience and knowledge was appreciated.



### Recognition and Reward

Social recognition within the team,

Recognition by manager by giving trust



### Role of the leader

- Recognise anxieties and manage risks in team.
- Analyse own behaviours—what things motivate and what demotivate your employees?
- Recognise individual differences and cultivate team identity
- Allow some autonomy to recognize employees knowledge

