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.

**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.

**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

**Motivation**

*Pink (2009) - Intrinsic Motivation—Autonomy, Mastery, Purpose*

*Maslow (1954) - Quest for self Actualisation*

*Hezberg (1959) - Hygiene Factors and True Motivators*

**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

**Recognition and Reward**
Social recognition within the team,
Recognition by manager by giving trust

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