

Motivational Survey Results

16 June 2017



Executive Summary

Our study found that 20 year olds are the least motivated workers in Britain.

Key work turn-offs that make 20 the golden age of demotivation include little work/life balance (33%), too much stress (25%), workplace bureaucracy (22%), conflict and tension (20%). Scoring just 5.9 out of a maximum ten, these young Gen Z-ers are also demotivated by job insecurity and uncertainty, and the team they work with.

The UK's most motivated workers are 51 years old, scoring 7.7 out of a ten on average. These enthusiastic workers are driven by flexible working options work that stretch and challenge them, opportunities to learn and develop their, or their team's expertise.

Our 'Motivation at Work report' surveyed 2,000 workers aged between 20-65 years old to identify the most and least motivated workers in Britain. Working parents were also shown to have some of the highest levels of motivation, scoring 6.7 for working mothers and 6.6 for working fathers, while lower ranking bosses showed higher levels of motivation at 6.8, compared to their senior bosses at 6.7.

Top workforce motivators

Researchers found that for all age groups the biggest motivators at work are flexible working options (67%), work that stretches and challenges (46%), and the freedom to make your own decisions (44%) – this rose to 68% for working mums as the most important motivator.

Interestingly for bosses, employee perks weren't ranked in the top three motivators at work, such as salary (33%) duvet days or days off for birthdays 35%), promotion (28%) and company benefits including car, pension and healthcare (24%).

Biggest demotivators

The biggest demotivators for everyone surveyed were lack of work/life balance (33%), the inability to work remotely (26%) and job uncertainty (25%). While other big turn offs include a lack of recognition or reward (22%), the team they work with or manage (21%), and stress and no flexible working time (18% equally).

Increasing motivation at work

Our Founder and CEO, Carole Gaskell, said: "People might be surprised that 20 year olds were found to be the least motivated workers in Britain, but many bosses and leaders are getting it wrong by trying to motivate their young workforce in the same way that they motivate themselves, assuming they are identical to them. But times have changed and now the younger generation is less motivated by money or material awards but more by autonomy and a work/life balance.

"The truth is long term workplace motivation isn't fuelled by perks or policies, but by whether our own individual motivators are being met. Regardless of age or title, we are all driven by a unique blend of motivators and it's the strength of these that illustrates our individual motivational blend.

"For example, 'The friend' motivational driver likes to be connected with their business and team. They like teamwork and need to feel supported and involved. 'The builder' likes an above-average standard of living and is target driven and likes to feel like they

are achieving things, for them pay is a key motivator, along with goals and targets.

"By knowing our own work motivators, we can really understand what makes us tick, while bosses need to understand their own drivers and those of their teams so they can boost workplace motivation and help fix energy levels."



Q1. How motivated are you at work?

On a scale of 1-10 (1 being the lowest score / least motivated and 10 being the highest score / most motivated)

Q1 Response				- All	Resp	onde	nts			
Mean Average Score			6.74							
Q1 Response – - Parental Status	Wor	king F	athers	Wo	r <mark>king </mark>	Mothe	rs M	<mark>aterni</mark>	ty Ret	<mark>urners</mark>
Mean Average Score	2	6.63	L		6.	78			6.79	
Q1 Response – - Management Level			Low		Middle		High	1		
Mean Average Score			6.81		6.	69		6.72		
Q1 Response -	0	2 1	22	2 3	2 4	2 5	<mark>26</mark>	<mark>27</mark>	<mark>28</mark>	<mark>29</mark>
- Age Mean Average Score	5.96	6.93	6.89	7.16	6.89	6.42	6.51	6.76	6.74	6.48
Q1 Response – - Age	0	3 1	32	3	3 4	5	<mark>36</mark>	<mark>37</mark>	<mark>38</mark>	<mark>39</mark>
Mean Average Score	7.02	7.03	6.27	6.41	6.56	6.65	6.28	6.95	6.63	6.59
Q1 Response –	4 0	4	42	4 3	44	4 5	<mark>46</mark>	<mark>47</mark>	<mark>48</mark>	<mark>49</mark>
- Age Mean Average Score	7.47	6.95	7.00	6.31	6.69	6.16	6.58	6.55	7.17	7.00
	1	10.00	1	10.02		10.20	10.00	10.00		1
Q1 Response –	5 0	5 1	52	5 3	5 4	5	<mark>56</mark>	<mark>57</mark>	<mark>58</mark>	<mark>59</mark>
- Age Mean Average Score	7.06	7.71	7.05	6.93	6.80	6.73	7.13	6.68	6.02	6.59
Q1 Response -	6	6 1	62	6 3	6 4	6 5				

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6.76 7.05 6.67

Mean Average Score 6.42



Q2. What motivates you most at work? *Please tick all that apply.*

Q2 Response	All
-	Respondents
a) A family friendly culture	26
A nice office environment (e.g. technology,	
furniture, facilities,	
location etc).	42
Perks like duvet days or days off for	
birthdays	35
d) The people/team I work with	33
e) Salary	33
Vork that stretches and challenges me	
	46
g) Having a clear career path	26
Seeing the results of my hard work	
	33
i) Promotion	28
pportunities to learn and develop mine or	
my team's expertise	42
The opportunity to develop my expertise	
	26
Company benefits – e.g. car,	
pension, healthcare	24
m) Job security	33
n) Recognition & reward for my work	25
Being able to make a difference at work	
	20
p) Authority and power	14
Freedom to make my own decisions	
·	44
r) My boss	15
s) Having a good work/life balance	33
t) Flexible working options	67
u) Other	0



Q2 Response - Parental Status	<mark>Working</mark> Fathers	Working Mothers	Maternity Returners
a) A family friendly culture	28	25	24
A nice office environment (e.g. technology, furniture, facilities,			
location etc).	45	41	40
erks like duvet days or days off for			
birthdays	32	36	37
d) The people/team I work with	31	36	31
e) Salary	35	32	32
Vork that stretches and challenges me	47	47	46
g) Having a clear career path	26	29	27
Seeing the results of my hard work	35	32	32
i) Promotion	25	27	31
opportunities to learn and develop mine or my team's expertise	45	41	40
k) The opportunity to develop my expertise	25	27	27
Company benefits – e.g. car, pension, healthcare	25	22	25
m) Job security	35	32	32
n) Recognition & reward for my work	25	22	27
Being able to make a difference at work	21	17	19
p) Authority and power	14	13	16
Freedom to make my own decisions	42	46	42
r) My boss	13	17	15
s) Having a good work/life balance	31	36	31
t) Flexible working options	65	68	68
u) Other	0	0	0



Q2 Response	Low	Middle	High
Management Level			
a) A family friendly culture	25	29	25
A nice office environment (e.g. technology,			
furniture, facilities, location etc).			
	45	43	41
c) Perks like duvet days or days off			
for birthdays	35	37	36
d) The people/team I work with	35	34	32
e) Salary	34	34	33
Vork that stretches and challenges me			
	48	47	46
g) Having a clear career path	24	26	26
Seeing the results of my hard work			
	34	34	33
i) Promotion	28	28	30
pportunities to learn and develop mine or			
my team's expertise	45	43	41
k) The opportunity to develop my			
expertise	24	29	28
Company benefits – e.g. car, pension,			
healthcare	27	26	23
m) Job security	34	34	33
n) Recognition & reward for my work	26	26	25
Being able to make a difference at work			
	21	19	19
p) Authority and power	13	14	14
Freedom to make my own decisions			
,	45	46	43
r) My boss	16	13	16
s) Having a good work/life balance	35	34	32
t) Flexible working options	67	66	67
u) Other	0	0	0
s) Having a good work/life balance t) Flexible working options	35 67	34 66	32 67



Q2 Response - Age	<mark>20</mark>	21	<mark>22</mark>	<mark>23</mark>	<mark>24</mark>	25	<mark>26</mark>	<mark>27</mark>	<mark>28</mark>	29
a) A family friendly culture	35	20	28	38	17	21	32	39	14	23
A nice office environment (e.g. technology, furniture, facilities, location etc).	51	31	47	38	43	42	42	28	45	33
Perks like duvet days or days off										
for birthdays	51	29	36	43	33	28	38	43	24	30
d) The people/team I work with	31	40	28	19	26	19	21	17	40	40
e) Salary	33	29	17	57	35	23	30		36	33
Vork that stretches and challenges me	45	47	50	41	30	49	47	59	67	48
g) Having a clear career path	25	31	36	11	37	35	23	15	26	33
Seeing the results of my hard work	33	29	17	57	35	23	30	37	36	33
i) Promotion	33	29	22	35	15	40	30	28	29	29
pportunities to learn and develop mine or my team's expertise	51	31	47	38	43	42	42	28	45	33
k) The opportunity to develop my expertise	33	24	33	30	24	23	30	33	12	20
Company benefits – e.g. car, pension, healthcare	24	24	25		30	30	17	20	24	38
m) Job security	33	29	17	57	35	23	30	37	36	33
Recognition & reward for my work	27	27	25	27	17	19	23	22	24	33
o) Being able to make a difference at work	24	24	22	16	17	19	17	24	17	15
p) Authority and power	12	13	14		7	9	9	20	5	13
Freedom to make my own decisions	39	44		35	52	51		43	45	45
r) My boss	16	16	17	19	26	19	21	17	40	40
laving a good work/life balance	31	40	28	19	26	19	21	17	40	40
t) Flexible working options	67	71	83	43	65	77	70	63	64	68
u) Other	0	0	0	0	0	0	0	0	0	0



Q2 Response	<mark>30</mark>	<mark>31</mark>	<mark>32</mark>	<mark>33</mark>	<mark>34</mark>	<mark>35</mark>	<mark>36</mark>	<mark>37</mark>	<mark>38</mark>	<mark>39</mark>
- Age	10							0.4		40
a) A family friendly culture	18	20	27	33	29	23	20	24	23	18
A nice office environment (e.g.										
technology, furniture, facilities,										
location etc).										
	52	51	41	41	60	38	41	49	46	36
c) Perks like duvet days or										
days off for birthdays	30	34	50	37	36	30	39	49	23	18
The people/team I work with										
	41	37	27	39	36	35	50		34	33
e) Salary	25	34	43	33	33	28	35	38	23	28
Vork that stretches and										
challenges me	39	40	39	52	53	43	52	41	46	49
g) Having a clear career										
path	18	26	23	24	22	33	37	24	46	31
Seeing the results of my hard										
work	25	34	43	33	33	28	25	38	23	28
i) Promotion	32	40	30	15	18	18	20	24	29	28
pportunities to learn and										
develop mine or my team's										
expertise	52	51	41	41	60	38	41	49	46	36
k) The opportunity to										
develop my expertise	20	26	39	35	31	30	28	32	30	13
Company benefits – e.g. car,										
pension, healthcare	27	23	20	28	18	10	17	27	34	28
m) Job security	25	34	43	33	33	28	35	38	23	28
Recognition & reward for my										
work	25	31	14	37	27	25	33	24	14	26
o) Being able to make a										_
difference at work	20	14	16	20	18	15	26	16	20	21
p) Authority and power	18	11	16		11	18	13	14		10
reedom to make my own										
decisions	43	43	48	39	40	40	35	43	57	56
r) My boss	5	14	20		13	8	9		17	10
laving a good work/life balance	+	- '	20		+-			- '	-,	
laving a good work/life balance	41	37	27	39	36	35	50	38	34	33
t) Flexible working options	75	66	57		67	73	65	62	77	72
u) Other	0	0	0		0	0	0	02		0
u) Other	L	U	U	U	U	U	U	U	U	U



Q2 Response - Age	<mark>40</mark>	<mark>41</mark>	<mark>42</mark>	<mark>43</mark>	<mark>44</mark>	<mark>45</mark>	<mark>46</mark>	47	<mark>48</mark>	<mark>49</mark>
a) A family friendly culture	26	37	30	27	31	26	18	18	35	21
A nice office environment (e.g. technology, furniture, facilities, location etc).	49	45	26	53	37	49	39	32	31	45
Perks like duvet days or days off for	20	47	25	21	24	27	20	45	20	47
birthdays	30		35	31	24	37	30	45	28	47
d) The people/team I work with	32		26	29	33		45	34	33	39
e) Salary	23	26	39	31	41	33	39	34	33	21
Vork that stretches and challenges me	45		52	49	57		45	26	35	53
g) Having a clear career path	26	16	22	36	24	28	24	16	24	34
Seeing the results of my hard work	23	26	39	31	41	33	39	34	33	21
i) Promotion	26	29	22	31	24	26	27	26	24	26
j) Opportunities to learnand develop mine or my team's expertise	49	45	26	53	37	49	39	32	31	45
The opportunity to develop my expertise	21	37	28	24	16	30	27	29	17	37
Company benefits – e.g. car, pension, healthcare	21	16	26	20	33	26		16	24	26
m) Job security	23	26	39	31	41	33	39	34	33	21
Recognition & reward for my work	17	26	26	27	27	30	42	18	30	21
Being able to make a difference at work	13	21	20	22	16	9	30	18	22	16
p) Authority and power	13	18	20	18	18	21	6	13	7	16
Freedom to make my own decisions	55	42	52	36	43	49	27	55	50	50
r) My boss	11	11	9	11	14	16	9	16	22	26
laving a good work/life balance	32	32	26	29	33	28	45	34	33	39
t) Flexible working options	77	74	61	69	59	67	61	66	67	79
u) Other	0	0	0	0	0	0	0	0	0	0



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Q2 Response - Age	<mark>50</mark>	51	<mark>52</mark>	<mark>53</mark>	<mark>54</mark>	<mark>55</mark>	<mark>56</mark>	<mark>57</mark>	<mark>58</mark>
a) A family friendly culture	26	31	14	27	30	25	28	29	21
A nice office environment (e.g.			-					_	=
technology, furniture,									
facilities, location etc).	56	43	41	45	50	35	49	54	38
Perks like duvet days or days off for									
birthdays	38	31	36	32	35	35	36	27	31
d) The people/team I work with	36	29	41	37	50	35	30	37	36
e) Salary	32	34	20	42	26	28	36	24	24
Vork that stretches and challenges me	58	49	48	45	54	48	53	54	38
g) Having a clear career path	42	26	25	20	28	25	15	29	31
Seeing the results of my hard work	· <u>-</u>								
Some the results of the flate work	32	34	20	42	26	28	36	24	24
i) Promotion	32	26	34	23	30	23	23	20	26
j) Opportunities to learn and	<u> </u>								
develop mine or my team's expertise									
	56	43	41	45	50	35	49	54	38
The opportunity to develop my									
expertise	32	11	20	22	30	28	30	22	17
Company benefits – e.g. car, pension,									ا آ
healthcare	34	20	27	22	24	28	30	20	26
m) Job security	32	34	20	42	26	28	36	24	24
Recognition & reward for my work	ا م د				2 -				1 _
	24	26	36	23	26	30	21	24	17
Being able to make a difference at	1 .	36		4-	2.0	20	36	22	ا م
work	18	26	23	15	20	20	26	32	14
p) Authority and power	8	6	14	28	13	15	17	20	21
Freedom to make my own decisions	40	27	44	E2	27	20	4 F	11	36
r) My boss	48	37 17	41	52 12	37	38 5	45 13	44 5	36
r) My boss	26	T/	11	12	20	5	13)	19
laving a good work/life balance	36	29	41	37	50	35	30	37	36
t) Flexible working options	68	66	80	58	74	73	64	76	76
u) Other	0	0	0	0	0	0	0	0	0



Q2 Response	<mark>60</mark>	61	<mark>62</mark>	<mark>63</mark>	<mark>64</mark>	<mark>65</mark>
<mark>– Age</mark>						
a) A family friendly culture	20	24	30	26	19	36
A nice office environment (e.g.						
technology, furniture, facilities, location						
etc).	40	38	28	40	51	34
Perks like duvet days or days off for						
birthdays	42	40	40	47	26	40
d) The people/team I work with	38	36	38	19	28	34
e) Salary	31	53	48	37	38	34
Vork that stretches and challenges me						
	44	40	40	47	40	50
g) Having a clear career path	24	20	15	26	23	20
Seeing the results of my hard work						
	31	53	48	37	38	34
i) Promotion	36	36	43	26	28	32
pportunities to learn and develop mine or						
my team's expertise	40	38	28	40	51	34
k) The opportunity to develop my						
expertise	33	31	33	33	21	36
Company benefits – e.g. car, pension,						
healthcare	22	31	20	23	23	20
m) Job security	31	53	48	37	38	34
n) Recognition & reward for my work	22	24	20	28	26	28
Being able to make a difference at work						
	20	27	23	16	21	12
p) Authority and power	5	20	10	12	17	22
Freedom to make my own decisions						
,	44	42	55	44	51	40
r) My boss	15	20	15	12	11	16
s) Having a good work/life balance	38	36	38	19	28	34
t) Flexible working options	69	47	53	63	62	66
u) Other	0	0	0	0	0	0



Q3. What demotivates you the most at work? Please tick all that apply.

Q3 Response	All
	Respondents
a) An unfriendly family culture	15
b) Performance appraisals	5
c) Meetings	13
d) Routine	4
e) Being told what to do	4
f) Stress	18
Hot desking – not having a desk specifically allocated to	
me	3
h) Too much bureaucracy	16
i) Internal politics	11
j) My boss	12
k) The team I work with /or manage	21
Inadequate, out-of-date office	
environment/equipment/technology	6
m) Conflict & tension	15
n) Job insecurity and uncertainty	25
A lack of recognition or reward for the job I'm doing	
	22
p) Lack of feedback	2
q) Too few promotional opportunities	14
r) Little work/life balance	33
s) No flexible working time	18
t) Not being able to work remotely	26
u) Other	0



Q3 Response	Working Fathers	Working	Maternity
- Parental Status		Mothers	Returners
a) An unfriendly family culture	14	15	15
b) Performance appraisals	4	5	7
c) Meetings	13	12	13
d) Routine	4	4	3
e) Being told what to do	5	3	5
f) Stress	16	17	18
Hot desking – not having a desk			
specifically allocated to			
me	4	2	4
h) Too much bureaucracy	18	17	18
i) Internal politics	10	9	14
j) My boss	10	11	12
The team I work with /or manage			
	19	22	20
Inadequate, out-of-date office			
environment/equipment/techn ology			
	7	4	8
m) Conflict & tension	18	14	13
n) Job insecurity and uncertainty	23	26	28
A lack of recognition or reward for the job			
I'm doing	21	21	21
p) Lack of feedback	1	2	2
Too few promotional opportunities			
	15	13	15
r) Little work/life balance	35	32	34
s) No flexible working time	17	20	15
lot being able to work remotely			
	27	27	27
u) Other	0	0	0



Q3 Response	Low	Middle	High
 Management Level 			
a) An unfriendly family culture	13	15	17
b) Performance appraisals	7	5	4
c) Meetings	13	13	13
d) Routine	4	5	4
e) Being told what to do	3	4	3
f) Stress	17	18	18
Hot desking – not having a desk			
specifically allocated to			
me	3	3	3
h) Too much bureaucracy	18	15	15
i) Internal politics	14	12	10
j) My boss	11	12	11
The team I work with /or manage			
	22	21	22
Inadequate, out-of-date office			
environment/equipment/techn ology	0		
Conflict 0 housing	8	6	6
m) Conflict & tension	13	14	19
n) Job insecurity and uncertainty	23	29	24
A lack of recognition or reward for the job	10	24	22
I'm doing	19 3	24	23
p) Lack of feedback	3	1	2
Foo few promotional opportunities	10	1.4	15
r) Little work/life balance	12 30	14 32	34
	18	18	16
s) No flexible working time	10	10	10
lot being able to work remotely	26	25	26
u) Other	0	0	0
u) Other	<u> </u>		l 0



Q3 Response	<mark>20</mark>	<mark>21</mark>	<mark>22</mark>	<mark>23</mark>	<mark>24</mark>	<mark>25</mark>	<mark>26</mark>	27	<mark>28</mark>	<mark>29</mark>
<mark>– Age</mark>										
a) An unfriendly family culture	16	11	8	14	15	28	17	17	10	18
b) Performance appraisals	0	4	3	5	7	2	2	11	0	5
c) Meetings	10	13	8	16	17	9	9	13	10	15
d) Routine	0	0	0	3	0	9	4	4	-	0
e) Being told what to do	2	11	3	3	7	0	9	4	2	10
f) Stress	25	16	19	16	11	19	17	24	24	15
Hot desking – not having a desk specifically										
allocated to me	2	0	6	0	2	2	8	4	2	8
h) Too much bureaucracy	22	20	17	11	13	14	21	15	24	13
i) Internal politics	10	20	11	5	7	2	6	22	10	13
j) My boss	6	16	6	8	11	7	11	17	24	10
k) The team I work with /or manage										
	20	16	19	24	20	23	25	13	21	15
Inadequate, out-of-date office										
environment/equipment/technology	8	2	11	5	2	2	4	13		5
m) Conflict & tension	20	13	11	16	15	14	15	13	19	23
n) Job insecurity and uncertainty	18	29	19	24	20	37	25	26	19	15
A lack of recognition or reward for the job I'm										
doing	16	16	6	32	35	14	9	17		25
p) Lack of feedback	0	4	0	0	2	0	2	0	5	0
q) Too few promotional opportunities	10	9	11	19	15	19	13	22	10	10
r) Little work/life balance	33	33	28	43	46	30	34	30	31	38
s) No flexible working time	10	27	8	16	15	14	15	11	19	8
t) Not being able to work remotely	22	24	36	24	20	28	28	22	24	28
u) Other	0	0	0	0	0	0	0	0	0	0



Q3 Response	<mark>30</mark>	31	<mark>32</mark>	33	<mark>34</mark>	35	<mark>36</mark>	<mark>37</mark>	<mark>38</mark>	<mark>39</mark>
- Age										
a) An unfriendly family culture	7	11	9	13	22	20	13	11	17	10
b) Performance appraisals	9	6	7	4	11	8	9	5	6	8
c) Meetings	11	3	11	17	13	10	15	11	9	13
d) Routine	11	9	2	4	4	5	2	5	0	8
e) Being told what to do	7	0	0	2	2	5	9	8	9	0
f) Stress	18	14	14	26	24	13	9	11	9	15
Hot desking – not having a desk specifically										
allocated to me	2	3	2	4	4	3	2	3	6	0
h) Too much bureaucracy	14	14		26	16	15	9	11	20	18
i) Internal politics	16	14		13	11	8	11	14	6	13
j) My boss	18	20		11	13	5	9	11	3	15
k) The team I work with /or manage	27	26	16	39	22	20	24	16	11	23
Inadequate, out-of-date office										
environment/equipment/technology	11	14		11	4	3	7	11	0	5
m) Conflict & tension	14	11	20	11	16	20	20		14	15
n) Job insecurity and uncertainty	34	17	39	24	36	33	26	32	23	10
A lack of recognition or reward for the job I'm										
doing	23	23		26	11	23	11	16	29	18
p) Lack of feedback	0	6	2	0	4	3	2	0	3	0
q) Too few promotional opportunities	14	17	14	20	18	23	7	16	17	13
r) Little work/life balance	36	31	45	20	27	28	39		31	23
s) No flexible working time	18	23		15	22	25	17	14	34	18
t) Not being able to work remotely	39	23	25	28	29	33	17	32	31	28
u) Other	0	0	0	0	0	0	0	0	0	0



Q3 Response	40	41	<mark>42</mark>	<mark>43</mark>	<mark>44</mark>	45	<mark>46</mark>	47	48	49
- Age	'				'			'	1	
a) An unfriendly family culture	26	8	9	13	2	12	12	29	13	13
b) Performance appraisals	2	5	7	0	8	2	3		6	0
c) Meetings	15	18	7	16	16		21	11	. 13	13
d) Routine	6	3	2	7	4	2	15	3	0	8
e) Being told what to do	2	0	7	2	4	0	6		0	5
f) Stress	23	18	15	18	20	5	15	18	11	18
Hot desking – not having a desk specifically	'							<u> </u>	'	
allocated to me	'				_ '			_ '	1 _ '	_!
	4	3	0	4	2	0	0		2	3
h) Too much bureaucracy	15		22	24	10			21		13
i) Internal politics	15	8	7	13	8		15	13		11
j) My boss	11	13	9	11	6	9	12	8	7	11
k) The team I work with /or manage	23	21	20	18	27	12	15	26	26	24
Inadequate, out-of-date office	<u> </u>							<u> </u>	'	
environment/equipment/technology	2	3	2	4	14		3	8	6	5
m) Conflict & tension	15		24	7	18	14				24
n) Job insecurity and uncertainty	21	26	22	20	24	30	36	32	22	21
A lack of recognition or reward for the job I'm	<u> </u>							<u> </u>	'	
doing	17		26	22	22			13		21
p) Lack of feedback	0	3	0	0	2	2	3		0	5
q) Too few promotional opportunities	11		26	27	8	16	9	_	13	8
r) Little work/life balance	38		46	42	33			39		21
s) No flexible working time	6		26	16	20			21		18
t) Not being able to work remotely	23			29	22		45	24	30	24
u) Other	0	0	0	0	0	0	0	0	0	0



Q3 Response - Age	<mark>50</mark>	<mark>51</mark>	<mark>52</mark>	<mark>53</mark>	<mark>54</mark>	<mark>55</mark>	<mark>56</mark>	<mark>57</mark>	<mark>58</mark>
a) An unfriendly family culture	20	26	16	12	17	10	11	12	17
b) Performance appraisals	4	9	2	7	4	8	2	2	12
c) Meetings	10	20	18	15	7	13	11	10	21
d) Routine	0	3	0	3	2	8	4	5	12
e) Being told what to do	0	3	2	5	2	13	9	7	0
f) Stress	22	23	18	25	17	20	19	15	21
Hot desking – not having a desk specifically allocated to me	2	6	5	3	9	3	9	5	2
h) Too much bureaucracy	22	9	25	15	22	8	13	10	10
i) Internal politics	12	9	9	12	9	18	9	12	19
j) My boss		14	2	10	9	10	15	10	17
k) The team I work with /or manage		29	30	12	20	20	23	27	14
Inadequate, out-of-date office									
environment/equipment/technology	6	9	11	5	0	5	4	7	0
m) Conflict & tension	16	14	11	13	13	13	19	27	17
n) Job insecurity and uncertainty	20	37	16	35	20	25	32	22	21
A lack of recognition or reward for the job									
I'm doing	28	3	20	17	17	40	21	32	31
p) Lack of feedback	2	0	0	0	23	2	2	2	2
q) Too few promotional opportunities	14	3	11	17	15	5	15	15	17
r) Little work/life balance	28	26	34	42	28	20	30	20	36
s) No flexible working time	14	11	18	20	22	18	21	20	24
t) Not being able to work remotely	26	29	11	10	24	30	32	20	33
u) Other	0	0	0	0	0	0	0	0	0



Q3 Response	<mark>60</mark>	<mark>61</mark>	<mark>62</mark>	<mark>63</mark>	<mark>64</mark>	6
<mark>– Age</mark>	'		·			'
a) An unfriendly family culture	13	13	18	16	15	_1'
b) Performance appraisals	2	9	8	9	2	e
c) Meetings	7	16	20	12	11	1'
d) Routine	5	2	3	7	2	e
e) Being told what to do	4	2	13	2	2	
f) Stress	16	18	10	12	17	1
Hot desking – not having a desk specifically						
allocated to me	4	4	3	5	4	(
h) Too much bureaucracy	16	20	25	9	17	8
i) Internal politics	5	11	8	16	9	2
j) My boss	9	18	13	9	15	1
k) The team I work with /or manage	25	16	23	12	23	2
Inadequate, out-of-date office						T '
environment/equipment/technology	9	4	8	14	6	-8
m) Conflict & tension	11	13	8	19	9	1
n) Job insecurity and uncertainty	25	27	25	40	23	2
A lack of recognition or reward for the job I'm						
doing	25	31	28	30	30	1
p) Lack of feedback	4	2	3	2	2	7
q) Too few promotional opportunities	13	11	8	12	15	2
r) Little work/life balance	29	44	25	44	38	2
s) No flexible working time	22	16	15	9	17	1
t) Not being able to work remotely	29	22	33	16	36	1
u) Other	0	0	0	0	0	(



Methodology: The research questioned a total of 2,000 workers aged between 20 and 65 years old, with a 50/50 split between blue and white collar workers and across a range of sectors including retail, finance, pharma, tech, transport and logistics, property and construction.

About Full Potential Group

Carole Gaskell founded Full Potential Group in 1997, a company specialising in high-impact coaching, team and leadership development. She and her team are one of the few organisations accredited in Motivational Maps, a unique process based on 10 years of research that, for the first time, defines and measures the motivation levels of individuals, teams and organisations. The company has developed over 250,000 individuals in over 250 organisations, including companies such as Nationwide, Tesco, Heinz, United Utilities and Diabetes UK.

Sample

2,000 workers (age between 20 and 65 years old)

participated in the survey between 08 June 2017 and 14 June 2017