

Age Insights

GLWS Diversity & Inclusion

The analysis of variance (ANOVAs) is the statistical analysis used to investigate the impact of age.

We used ANOVAs to analyse the SWB responses to the questions on the Snapshot page and found on average:

- People 25 years or younger rated their OWB at work significantly lower than 66-75 year olds.
- People aged 26-35 rated their OWB at work significantly lower than all those in older age categories.
- People aged 36-45 rated their OWB at work significantly lower than all those in older age categories.
- People aged 46-55 years rated their OWB at work significantly lower than all those older and significantly higher than those aged between 26-45 years.
- People aged 56-65 rated their OWB at work significantly higher than those in 26-55 age categories.
- People aged 66-75 years rated their OWB at work significantly higher than everyone except 56-65 year olds.

ANOVAs showed significant differences (significant F-ratio) between age groups for **all** domains, meaning GLWS wellbeing domains are influenced by age.



Age Assignment

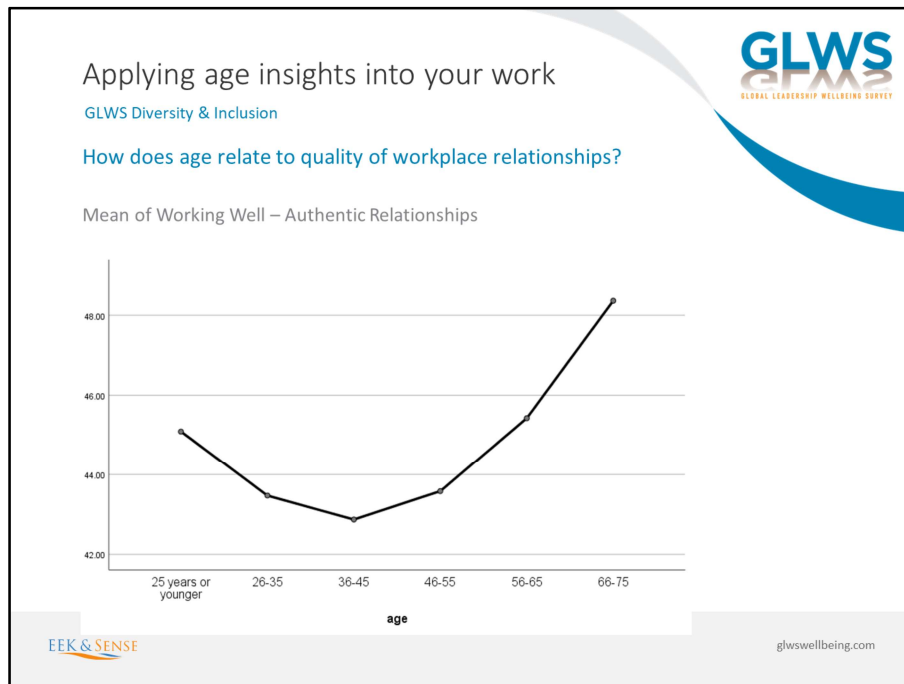
GLWS Diversity & Inclusion

For each of the graphs, have a go at answering these 3 questions:

1. Describe the trend
 - *What* pattern is being shown between age and the specific variable being measured in the GLWS?
2. Explain the trend
 - *Why* do you think this pattern may be occurring?
3. Apply the insights
 - *How* might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

The answers are provided for you below the graph.





- 1. Describe the trend** – What pattern is being shown between age and Authentic Relationships in the Working Well section of GLWS?

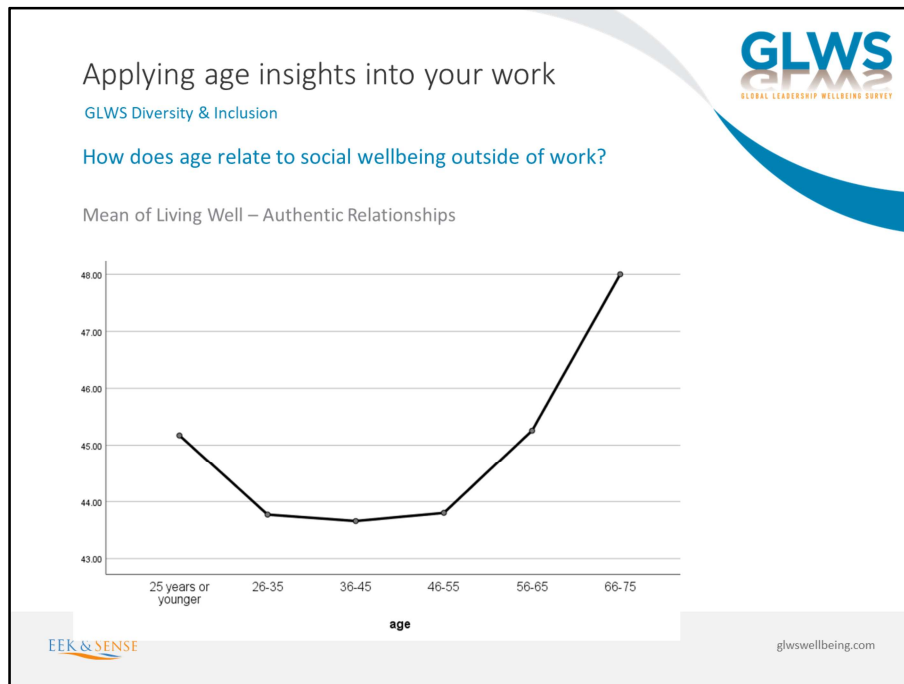
U shaped curve, whereby quality of workplace relationships (fun, sense of belonging, recognition, respect, trust and alignment) are quite high upon starting out a career, then dip steadily over 10 years before resuming to original levels by late 40s and then exceeding where originally entered the workforce at.

- 2. Explain the trend** – Why do you think this pattern may be occurring?

Sense of belonging, fun, and team may be quite high initially upon joining an organisation for young professionals – induction programmes, cadetships, graduate intake and graduate training programs. From mid 20's onwards the focus on relationships wanes as other aspects of career and life take priority. Career wise, this period is associated for many with transitioning into first major people management roles which can radically impact identity, sense of trust, respect v liked etc.

- 3. Apply the insights** – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

Anticipate those in first or early management roles may be experiencing a 'hit' to the quality, ease and security of their workplace relationships and focus on useful models such as balancing between being supportive and challenging as a people leader; 'clear is kind' conversational skill building to facilitate greater authenticity. As people mature, they typically feel more comfortable with who they are and being within their own skin, so may have be less about trying to please other people and more about being secure in their relationships and where they stand.



- 1. Describe the trend** – What pattern is being shown between age and Authentic Relationships in the Living Well section of the GLWS?

Again, similar to Authentic Relationships in a work context we see a U shaped curve, whereby social wellbeing outside of work (sense of belonging, ease, trust, affection, love, openness) are high as a young adult then drop and stay a bit lower from mid 20's through to mid 40s, after which time they have returned to same higher levels of social wellbeing by mid 50's as mid 20's and then continue to climb steadily thereafter with age

- 2. Explain the trend** – Why do you think this pattern may be occurring?

Social wellbeing is possibly at its lowest in the middle decades because that's when most intense and potentially complex or fraught personal relationships are being worked through – it includes lots of transitioning - from being single to being in a committed relationship, possibly seeing that relationship not work out, or another transition for many is becoming a parent, and/or transitioning in their relationships with their own parents through to mid 50s, sandwich generation can take its toll on relationships. Additionally time for socialising and keeping up with close friends is often the first thing to be sacrificed as other roles and identities take over.

- 3. Apply the insights** – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

Anticipate those in life stages with lots of transition and expectations may be experiencing be at risk from increased sense of loneliness, isolation and even damaging relationships.



- 1. Describe the trend** – What pattern is being shown between age and Meaning, Purpose & Direction in the Working Well section of the GLWS?

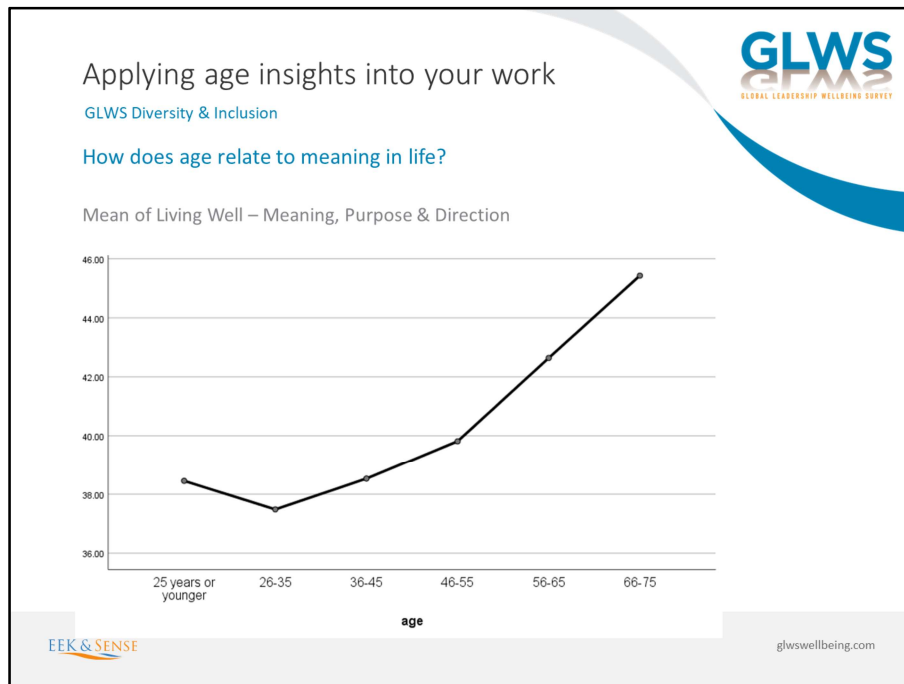
MPD takes a slight dip from mid 20's and stay's there until mid 40's before growing steadily.

- 2. Explain the trend** – Why do you think this pattern may be occurring?

People with more experience may often hold more seniority and be closer to the organisation's mission, vision, values and purpose; they may even be in charge of setting and shaping strategy and direction. In the middle stages of a career those in junior to middle management positions may feel they are 'doers' rather than 'thinkers' and/or feel too their personal contribution and efforts hold little bearing on an organisation's performance or success.

- 3. Apply the insights** – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

Similarly to IEF (see below), leadership from those at or near the top of an organisation might benefit from having and remembering this insight that those 'further down the food chain' typically feel less sense of purpose, less fulfillment and less well aligned to an organisation.



- 1. Describe the trend** – What pattern is being shown between age and Meaning, Purpose & Direction in the Living Well section of the GLWS?

MPD Living Well Follows an almost identical pattern to MPD Working Well, it dips slightly then holds steady for many years before rising sharply in last two decades.

- 2. Explain the trend** – Why do you think this pattern may be occurring?

There can be greater altruism, sense of volunteering and ability / desire to commit to causes outside of one's own self-interest as we age and more time opens up (see Balance & Boundaries below). Similarly, in the early and middle stages of life we can see a lot of people drive and push themselves to be 'successful' without them having a clear sense of what being successful truly means, looks like or feels like. As they age, people tend on average to develop a more selective and discerning picture of what matters most to them, and develop a personal picture of what gives their life meaning.

- 3. Apply the insights** – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

It can take a while for people to 'find their why' and it can take psychological maturing and life experience to realise the choices and freedoms that each of has in life. That said, if coaching older individuals who report low levels of MPD it is important not to downplay this, as it's rather out of synch with the general observed pattern.



- 1. Describe the trend** – What pattern is being shown between age and Resilience & Equanimity in the Working Well section of the GLWS?

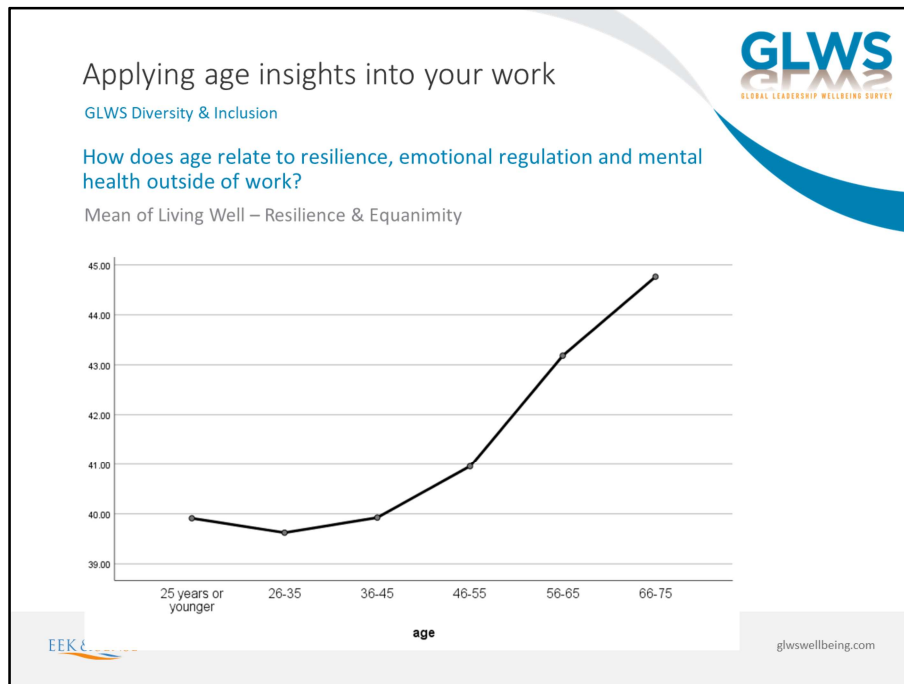
At their lowest in mid twenties but come back up and develop quite sharply over remaining career period to levels slightly higher than that achieved for Living Well.

- 2. Explain the trend** – Why do you think this pattern may be occurring?

Data could be interpreted as suggesting we can train effectively to build resilience and accept or deal with negative or distressing emotions in a way that takes less toll over time than they initially do. Small differences, but in comparison to Resilience & Equanimity changes reported outside of work within home / personal context where the highest rating is less high than it is for Working Well, Resilience at work seems to be a better coping strategy than resilience outside of work.

- 3. Apply the insights** – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

There's quite a big shift between levels of Resilience & Equanimity reported in early and mid stage careers in comparison to mid-late stage careers. It would be helpful if coaches can talk about importance of fast-tracking awareness of other methods and techniques than 'life of hard knocks' approach.



- 1. Describe the trend** – What pattern is being shown between age and Resilience & Equanimity in the Working Well section of the GLWS?

Same as for Resilience & Equanimity Working well, except the highest Living Well point reached is more than one whole point difference than in the Working Well section. Between the ages of 26-35 the total average mean rating across all 11 items on RE in Living Well domain is approx. 38.5 (average rating of 3.5, amber overall domain) whereas for those closer to retirement age, this is much higher at a total average mean of approx. 46.1 (average of 4.2, green overall) domain)

- 2. Explain the trend** – Why do you think this pattern may be occurring?

As people experience life and life's challenges they learn that 'what doesn't kill them makes them more adaptable and resilient'. In addition, many people are becoming increasingly sophisticated consumers of stress management, anger management, counselling, therapy, mindfulness and other such constructive coping strategies which help build up strengths in this area.

- 3. Apply the insights** – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

In general, the data suggest either that we can expect people's resilience, emotional regulation and mental health to improve as they age, or alternatively that what we are seeing with this data is a cross-section illustrative of generational differences.



- 1. Describe the trend** – What pattern is being shown between age and Vitality & Energy in the Working Well section of the GLWS?

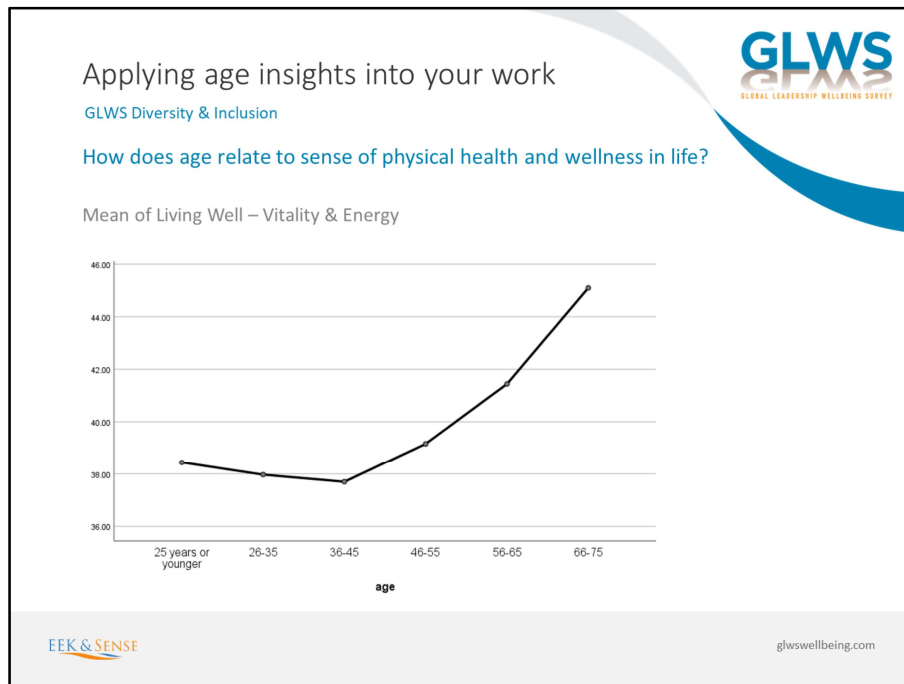
The average mean of Vitality & Energy at work is lower for younger people than for older people. The mean score is approx. 35 across all 11 items for the younger cohorts (averaging a score of 3.2 for the whole domain which is an amber flag). IN comparison, for the older age cohorts, this rises to an average mean of 42, and a mean of 3.8 for the domain which is equivalent to a green flag).

- 2. Explain the trend** – Why do you think this pattern may be occurring?

The older age cohorts may have greater commitment to taking their physical health seriously and be willing to take better self-care and to prioritise getting the right food, exercise, sleep, rest and recovery and be less punitive in pushing themselves too hard at work. The younger age cohorts may be displaying the invincibility of youth and not properly honouring the physical wellbeing, they may be more complacent around their health habits.

- 3. Apply the insights** – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

Be primed to constructively interrogate the lower scoring items in the VE WW domain, and not be too ready to allow them to be dismissed. Challenge any complacency and encourage better and more proactive risk management - act now before your body / health starts to deteriorate as it inevitably will unless changes are made.



- 1. Describe the trend** – What pattern is being shown between age and Vitality & Energy in the Living Well section of the GLWS?

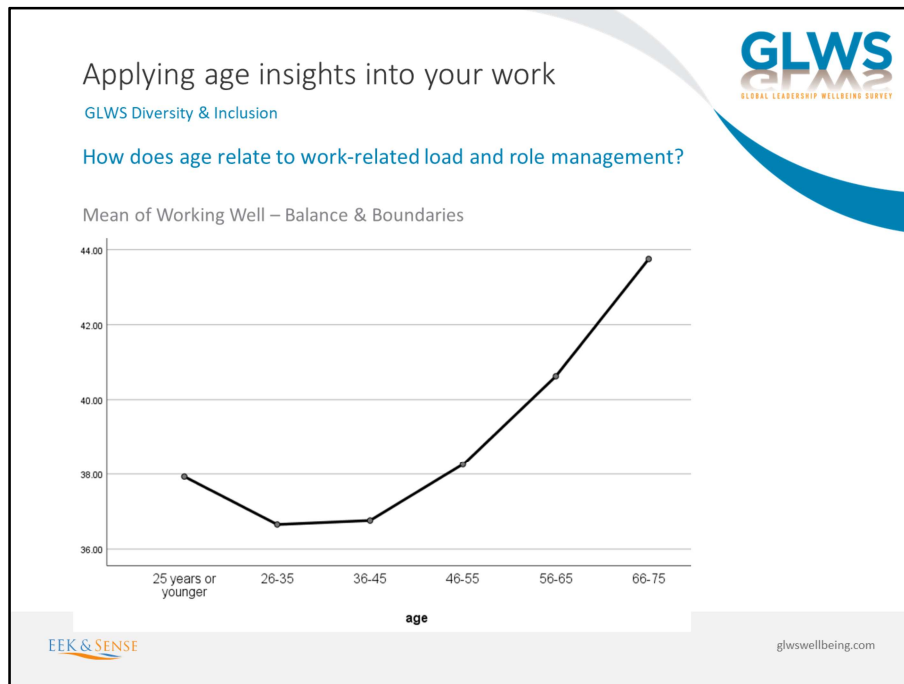
Similar general pattern for VE Living Well as we saw for VE Working Well.

- 2. Explain the trend** – Why do you think this pattern may be occurring?

Broadly the same as for VE Working Well. Older age groups know they have to 'use it or lose it', they prioritise self-care as being important and urgent – the clock is ticking and they can't get away with bad habits any longer?

- 3. Apply the insights** – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

Same as per VE Working Well.



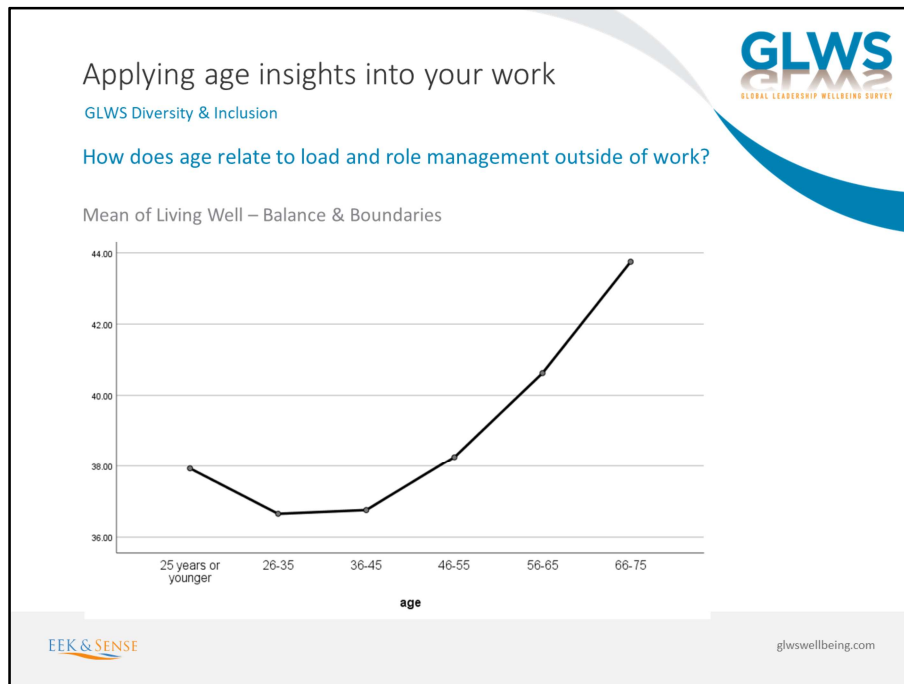
- 1. Describe the trend** – What pattern is being shown between age and Balance & Boundaries in the Working Well section of the GLWS?

The amount of demand, sense of feeling overloaded, not having enough flexibility or having to constantly rush and race, of feeling at risk of burnout is at its worst during the middle career years, and lessens for those in older age cohorts.

- 2. Explain the trend** – Why do you think this pattern may be occurring?

Career demands and challenges increase in the middle years but perhaps are not match by perceived or actual flexibility and scope to push back? In comparison, for those in the older cohorts they may also be in more senior roles with more teams and resources available to help carry the load, they may be calling the shots as opposed to having to “do” the labour and long hours? They may also have more autonomy and freedom to set their own boundaries in more senior roles. Or perhaps it’s just that older people, care less about maintaining the myth of being able to ‘have and do it all’ – they are better about controlling work and home demands and working to what they can and are willing/able to sustain?

- 3. Apply the insights** – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS? *For those in mid-career managerial and leadership positions they may be the ‘meat in the sandwich’ – senior enough to feel under high levels of workload and pressure with lots of things they are accountable for and ‘have’ to do, but not senior enough to be willing/able to renegotiate expectations where things have become unreasonable.*



1. Describe the trend – What pattern is being shown between age and Balance & Boundaries in the Living Well section of the GLWS?

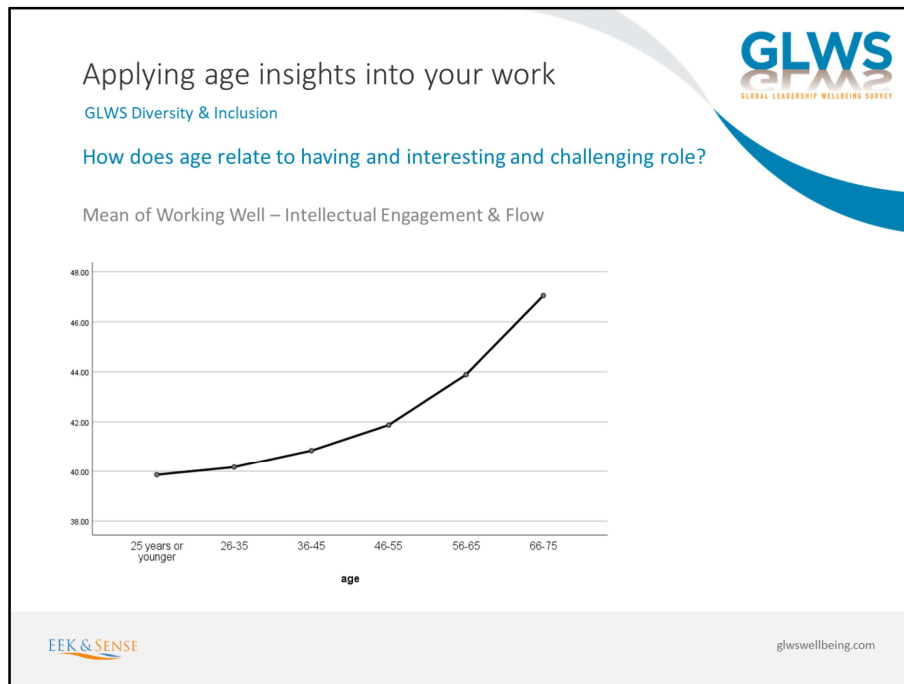
As our roles and identities in life evolve and (for most people) become more complex as we move out of our mid twenties, we take a hit on Balance & Boundaries as life enters two decades of “full-on busy”. However, by mid 40’s we have regained a sense of things being manageable similar to a level we felt in our mid 20s, and this carries on improving over next two decades.

2. Explain the trend – Why do you think this pattern may be occurring?

Life gets very busy in the middle years but returns to a pace and load that feels more manageable, and towards end of career years feels better than ever before. This could be due to life becoming simpler (children more independent, empty nesters) or because older people have more emotional and physical resources (money, cleaners) to alleviate pressure of certain responsibilities.

3. Apply the insights – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

Those in mid-career are most at risk of feeling over-stretched in their personal and home lives. Focus specifically on teaching boundaries and different strategies to protect ‘me-time’.



1. Describe the trend – What pattern is being shown between age and Intellectual Engagement & Flow in the Working Well section of the GLWS?

Steadily goes up across the career lifespan

2. Explain the trend – Why do you think this pattern may be occurring?

Those with most tenure, experience and maturity may also be those with most senior positions and with most complex problems and challenges to solve, and who are afforded most latitude to innovate and work autonomously

3. Apply the insights – How might you incorporate the information about the age at which highest and lowest wellbeing ratings generally occur into your work using the GLWS?

Similarly to MPD Working Well (see above), a coach could help those more senior or older leaders to appreciate that others more junior and less experienced than them tend to generally report significantly lower levels of 'flow', and that there may be a need or an opportunity for senior leaders to provide more autonomy, freedom and stretch to allow others to develop greater expertise and mastery.