



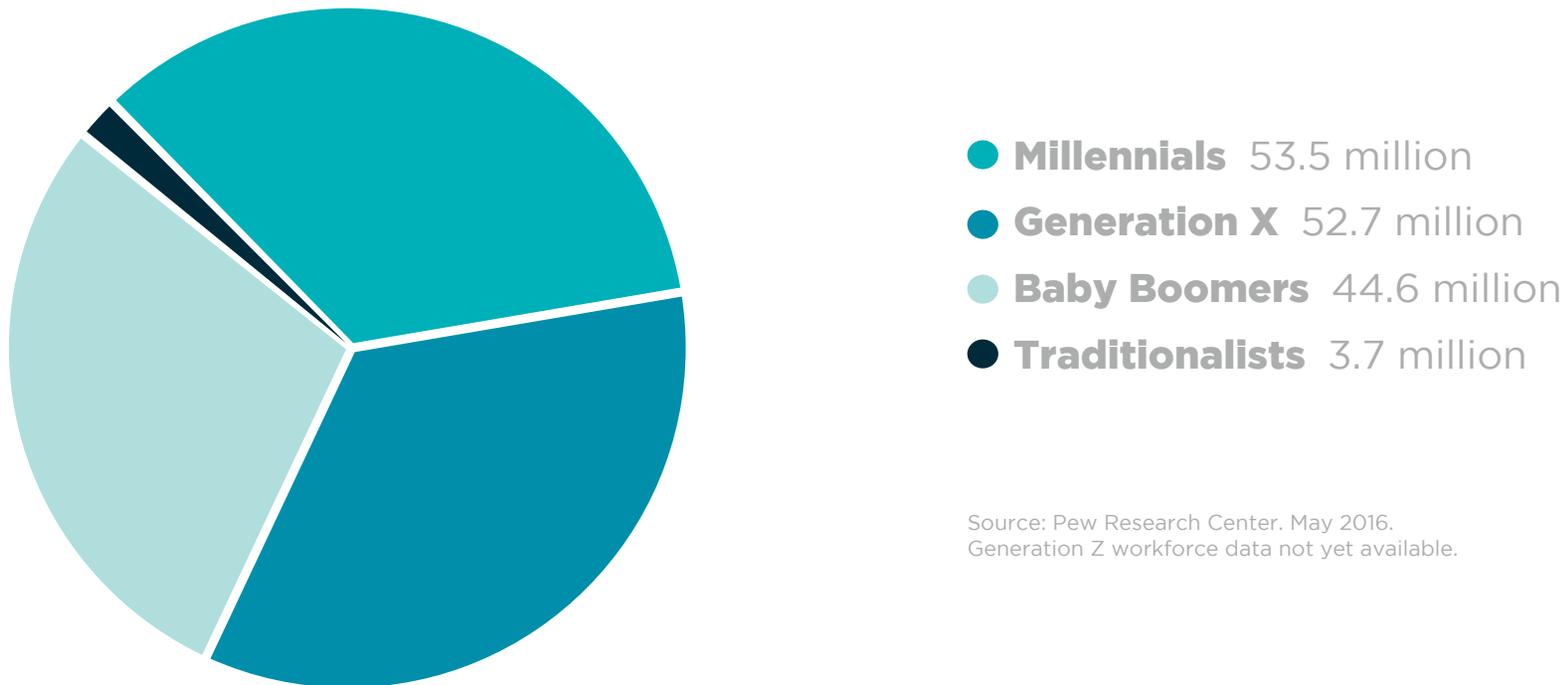
THE 4 FITNESS PERSONAS AT YOUR COMPANY, AND HOW TO BRING OUT THEIR BEST

■ For the first time ever, the U.S. workforce spans five generations.¹ But age isn't enough to understand what makes your employees tick. Everyone has different needs and motivations that influence how they approach fitness and work toward goals. Inside this report, you'll get to know your employees better and learn how you can bring out the best in each of them.

■ The multi-generation workforce

According to Pew Research, Millennials recently surpassed both Generation X and Baby Boomers as the largest group in the American workplace²—their presence is expected to hit almost 70 million by 2030³. So when it comes to compensation, benefits design and corporate wellness programs, catering to Millennials makes sense.

But looking at the entire breakdown of the U.S. workforce, we see that Millennials are just one slice of the pie. These 20- and 30-somethings can't be your only target—especially since most of them already care about living or working in a healthy environment.³ To maximize engagement in your wellness programs, you need to consider your whole population.



Source: Pew Research Center. May 2016.
Generation Z workforce data not yet available.

■ The multi-generation workforce: a closer look

Let's dig into some of the qualities that characterize each generation.

Generation Z (born after 1997²)

Although the oldest are still teens, most Gen Z'ers have bought into the idea that exercise is key to a healthy lifestyle.⁴ They're tech-savvy, active on social media and will readily turn to technology for fitness guidance.

Millennials (born 1977–1997)

Striving for work-life balance, Millennials on the whole are more health-conscious than other generations and are more likely to find workplace wellness more appealing.³

Generation X (born 1965–1976)

Many Gen X'ers hold leadership positions, so they can be key wellness influencers at work. They're actually more likely than Millennials to do biometric screenings and nearly half of them believe workplace wellness is a good business investment.³

Baby Boomers (1946–1964)

For these folks, wellness programs can help maintain good health. Research has shown that even among sedentary adults, healthy habits such as exercise can reduce the risk for disability.⁵

Traditionalists (pre-1946)

Now in their 70s, Traditionalists often appreciate benefits like 401k-matching and flexible schedules. Their company loyalty makes them great mentors for new employees.¹ They're also at higher risk of illness and injury, so participation in wellness programs can have a big impact.

Popular Activities by Generation

Fitbit surveyed 10 million users to see if different age groups prefer certain fitness activities:



Millennials are more likely to engage in trendy workouts like **barre** and **rock climbing**, perhaps reflecting an openness to try new activities and push their limits.



Group exercise like **aerobics**, **bootcamp** and **in-home video workouts** are more common among **Gen Xers**, suggesting they enjoy being coached through a good workout.



For **Baby Boomers**, low-impact, outdoor exercises like **biking**, **gardening**, **golf** and **tennis** become more popular.

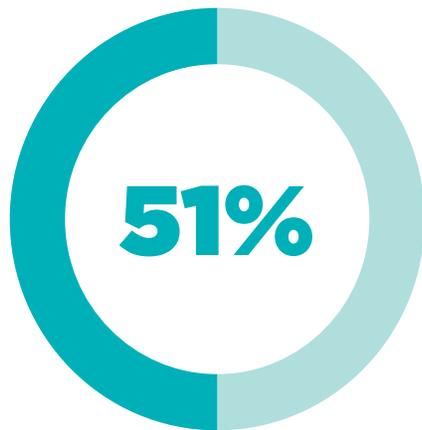
Source: Fitbit Health & Activity Index (2016).
<https://www.fitbit.com/activity-index>

■ Engagement in workplace wellness could use a boost

The diverse population at work may help explain why not everyone finds their wellness program appealing.

A recent study by the Harvard School of Public Health found that 51% of working adults have a formal wellness or health improvement program at work. Unfortunately, only 20% of employees participate. On the bright side, of those who do participate, 88% consider these programs somewhat or very important to their health.⁶

So how can you fine tune your wellness program that has to speak to five different generations? For starters, realize that age isn't always the answer.



51% of employees have a formal wellness program at work



Of these, only 20% participate



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Source: Harvard University T.H. Chan School of Public Health. July 2016.

■ Shifting from generations to personas

While it's certainly useful to understand your workforce's generational differences, remember that there are exceptions to every rule. Not every Traditionalist has a high risk of injury, and not all Gen Z'ers are social media mavens.

What this means is, fitness level doesn't necessarily correlate with age. So it may make more sense to define your workforce according to fitness personas, rather than generations. This perspective can help you connect with employees based on their health and fitness goals, regardless of what age they are.

CASE STUDY SPOTLIGHT: RTA

Treat employees as individuals

Before you can help someone get healthy, you need to understand their personality and lifestyle. Take a cue from RTA, Dayton's public transit agency. After launching Fitbit Health Solutions, they learned many of their employees were Concerned Changemakers who wanted to be fit enough to run around and play with their grandchildren. RTA's wellness supervisor worked directly with each employee to craft personalized fitness goals.

RTA's wellness supervisor also helped set a special goal for one employee with spina bifida. Since she couldn't walk, they gave her a goal of 700 steps a day, which equated to using a Burn Machine for 20 minutes. After a few months, the employee lost 20 pounds and felt so much healthier and fitter.

| 17 points

average decrease in employees' glucose levels*

*Average decrease in glucose levels among pilot program participants in 2015. n = 100

■ The 4 fitness personas at your company

Through extensive research on the various health and fitness needs of Americans and their motivations, Fitbit identified 4 main fitness personas that people fall into. Read on—we bet you'll recognize some of your employees in these descriptions.



Active Athletes

They're off on a run during lunch, and they never miss a gym day. It seems like they're always training for their next race. For them, 10,000 steps is a walk in the park. While they tend to skew Millennial or Gen X, Active Athletes can be any age, and can be externally or internally driven to excel.



Motivated Movers

They don't always set aside time to work out, but they're likely to walk, dance, or take the stairs. They might be busy with family, social life, or don't want to commit to a formal fitness program. But they're open to new ideas for getting moving, especially one that fits easily into their routine.



Concerned Changemakers

These people have realized they're not active enough, and they want to change that—but perhaps balancing careers or personal lives makes this challenging. They've gotten out of the exercise habit, have a hard time staying motivated, and need a push to get moving.



Idle Avoiders

These folks just don't feel ready or motivated to start a fitness regimen. They may have suffered from an injury or other health setback, which could be keeping them from returning to a regular fitness routine.

■ Intrinsic vs. extrinsic motivation

No matter what your personality, to succeed in any fitness program you have to feel motivated. To understand what gets your employees pumped, let's examine the two types of motivation.⁷



Intrinsically motivated people are driven by their internal values and desires. They find working out or competing in sports to be self-satisfying or stimulating—fun for its own sake. These people may want to gain new skills or improve their performance just to feel like they're growing or making progress.



Extrinsically motivated people look outward for encouragement. Fitting into a smaller size, winning a medal, or being cheered on by friends are what makes it all worth it. During training, these types might be thinking about turning heads at the beach, or seeing their name on the list of race finishers.

Intrinsic ←-----→ Extrinsic



Active Athletes

Motivated Movers

Concerned Changemakers

Idle Avoiders

Active Athletes and **Motivated Movers** are largely intrinsically motivated. For them, fitness is core to their lifestyle—whether it's because they need to feel fit and strong, or they're simply committed to living a healthy life.

For **Concerned Changemakers** and **Idle Avoiders**, their motivating factors are largely extrinsic. They don't get much satisfaction out of hitting the treadmill alone. It's something external—dropping 20 pounds, or getting their blood sugar back into range—that gets them off the couch.

■ 3 incentives for the intrinsically motivated

1. Fun with photos.

During your next activity challenge, do a photo contest. You can award the most creative activity or most beautiful view.

2. Leaderboard.

Even if you have a digital way of tracking activity, use a whiteboard to recognize top steppers or the most active participants. This is a fun way to engage both intrinsically and extrinsically motivated types.

3. Guided runs/walks.

Boost office camaraderie by hosting group walks or runs—even if it's just for 15 minutes. Since these people are motivated, the social element is an added perk.



■ 3 incentives for the extrinsically motivated

1. Personalized recognition.

If you notice someone's made big strides, show your support! Words of encouragement can really have an effect on these people.

2. Give brownie points.

Try awarding points based on steps achieved (e.g. 5,000 steps = 10 points, 7,500 = 15 points, 10,000 = 20 points). Then make employees with the most points eligible for a raffle prize.

3. Prizes go a long way.

It doesn't need to be expensive. Try company swag or a \$5 gift card for coffee. Sometimes just having a physical prize is what makes people feel supported.



■ Use industry-tested communication tactics

Now that you've got a handle on what motivates your employees, you can apply what you've learned to craft targeted communications and attractive incentives to get people moving.

Chances are, most of your employee communications are done via email. To ensure your emails are on point, turn to these tried-and-true tips from the marketing communications industry.

Keep it simple. Start with a succinct headline that conveys your key message. Follow with supporting details: why employees should care, and any actions they need to take. Then end with a quick recap that briefly summarizes all of the above.⁸

Get straight to the point. Most people receive dozens of emails per day, so make yours concise and easy to read. Break up text into short paragraphs or quick bullet points. Shorten your copy, then shorten it again.

Timing is everything. Before you hit the “send” button, consider what day and time it is. Generally, it's best to send in the middle of the work week (when employees are most likely to be at their desks), the sweet spot being 1-3pm.⁹

Write for your audience. Tailor your language based on your readers. For example, if Concerned Changemakers dominate your company, use approachable, encouraging language, and emphasize external rewards for being active.

■ Craft your emails more like this

Here's an example email that could work well for a group of Motivated Movers:

Calling all West Coasters,

It's time to step up to the challenge—HOPTober is here!

All you have to do is get moving, and you and your team could be eligible to take home the gold: our 4-foot company trophy. Plus major bragging rights, of course.

To join, sign up by the end of this week. Then charge your tracker, put it on, and get stepping for the whole month of October.

Remember, you have until Friday to join the challenge. Let's move!

[SIGN UP NOW](#)

This email works because it clearly states who the email is for, what they need to do, why it's important, and the last sentence recaps the most important instruction. The incentives, which tap into intrinsic (the joy of exercise via the step challenge itself) and extrinsic (the trophy and bragging rights) motivations make this great for a Motivated Mover. Plus, the email communicates all this in under 100 words.

■ See your employees in a new light

By now, you should have a much more vivid picture of your employees: the different generations at work, 4 fitness personas, motivation types, and how to communicate better. Refer back to this guide when you're looking for tips on how to connect with your team. The most important takeaway? When it comes to health and fitness, one size doesn't fit all.

CASE STUDY SPOTLIGHT: EMORY UNIVERSITY

Use data to understand employees' needs

Not sure what your people want? Ask them. After learning that many of their employees were Concerned Changemakers and Idle Avoiders, Emory University took a personalized approach. They conducted surveys before and after their activity challenge to better understand how they could give employees what they want. The insights paid off. 96% of employees said the challenge was a valued benefit, and 92% said their Fitbit devices motivated them to be more active.

90%

of employees said the activity challenge was a valued benefit

92%

of employees said their Fitbit devices motivated them to be more active

Want to enable your company to take steps toward better health?
Learn how Fitbit can help at www.healthsolutions.fitbit.com.

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