

How to Manage **EMPLOYEES** *Who are Older* *Than You Are*



Managing Older Employees

Peter Cappelli, Bill Novelli



Managing Older Employees:

Managing the Older Worker Peter Cappelli, Bill Novelli, 2010-08-17 Your organization needs older workers more than ever. They transfer knowledge between generations, transmit your company's values to new hires, make excellent mentors for younger employees, and provide a just in time workforce for special projects. Yet more of these workers are reporting to people younger than they are. This presents unfamiliar challenges that if ignored can prevent you from attracting, retaining, and engaging older employees. In Managing the Older Worker, Peter Cappelli and William Novelli explain how companies and younger managers can maximize the value provided by older workers. The key: Recognize that boomers' needs differ from younger generations and adapt your management practices accordingly. For instance, Lead with mission. As employees age, they become more altruistic. Emphasize the positive impact of older workers' efforts on the world around them. Forge social connections. Many older employees keep working to maintain social relationships. Offer tasks that require interaction with others. Provide different benefits. Tailor benefits such as elder care insurance programs or discount medication to older workers' interests. Drawing on research in management psychology and other disciplines, Managing the Older Worker reveals who your older workers are, what they want, and how to manage them for maximum value. Managing Older Employees Gordon F. Shea, 1991-10-25 Offers managers and human resource professionals advice on effectively managing older employees from tips supervisors can use in one on one dealings with older workers to guidelines for designing and developing human resource programs. Annotation copyright Book News Inc. Portland, Or. **Working Longer** William J. Rothwell, 2008-06-27 While many employers have traditionally viewed their younger employees as their most precious assets, the truth is that their more seasoned workers are often their most valuable. Written by experts in the field of workforce education and the management of older workers, Working Longer gives recruiters, managers, and trainers the tools they need to nurture and empower these vital employees such as creative strategies for recruiting retirees and developing a senior friendly workplace, career and performance management techniques for effectively motivating and engaging older workers, instructional design facilitation methods that will enable older workers to upgrade their skills. With compassion and wisdom, this is the only book that shows employers how to value, coach, and keep their most experienced people. **The Older Worker** Noreen Hale, 1990-09-28 The growing emphasis on older workers. Meeting the challenge of an aging work force. Understanding older workers, the human factor. Common types of human resource programs for older workers. Case examples of progressive programs at nine corporations. Setting up effective training, education, and development programs. Career development for older workers. Managing older workers: developing needed skills and attitudes. Older women in the workforce: special needs and opportunities. Human resource action planning for older worker issues. Resources for further information: organizations and publications. *Managing Older Employees* Management Information Service, 1980*

Managing the Older Employee Casey Hawley, 2009-06-18 Gen Yers are coming into their own. Now making up the

largest segment of the workforce at 80 million strong many are new managers With so many Baby Boomers holding off on retirement these new Gen Y managers often must direct people their parents age and older Vast differences in communication styles job expectations and management techniques mean that Gen Yers have much to learn when it comes to managing those of their parent s generation including How to respond to an older employee who believes his seniority guarantees a promotion and raise even though his work performance has been below average What to do when a younger manager relies on e mail texting and IMing to communicate with coworkers and his older employee prefers face to face communication How to demonstrate leadership and gain respect from the employees who already have years of rich business experience in the workplace This book is every manager s field guide for managing the new generationally diverse workforce

Age Matters Keren Smedley,2017-11-28 Keren Smedley and Helen Whitten s *Age Matters* provides a comprehensive innovative and positive approach to recent changes in the regulations and in demography The authors explain the advantages and disadvantages of the 2006 legislation and its effect on current retirement practices Packed with statistics and perspectives on the ageing workforce in the UK EU and countries around the world the book includes practical advice models exercises and training activities to help establish an appropriate response for your organisation It is those organisations who can look beyond the legislation to manage the value in their older workforce that will thrive Use this book to understand the implications of demographic change and the employment law issues it raises to help older employees identify articulate and adapt to new ways of working to enable both older and younger employees to work across the generations and to build an age inclusive culture Covering virtually every human resources issue related to the ageing employment pool this is a must have resource for anyone involved in human resources employment planning organisational development and training

Managing Older Workers Gordon F. Shea,1994 This book introduces managers to the concept of an age neutral workplace where hiring training and promotion opportunities are not influenced by age *International Perspectives and Strategies for Managing an Aging Workforce* Ince, Fatma,2022-03-11 Older employees are often seen as an obstacle and not as an opportunity for companies especially regarding the transfer of knowledge and experience Effective development and utilization of older professional and managerial employees is an important issue as most organizations are not prepared to tailor their training methods to the needs and preferences of these employees due to negative stereotypes Managing a rapidly aging workforce and sustaining economic dynamism calls for systematic research to prevent age discrimination due to an incomplete knowledge of older workers and politically challenging policy choices that require strong political commitments robust management leadership and social consensus *International Perspectives and Strategies for Managing an Aging Workforce* examines the differences in stereotypes of older employees compared to younger employees in companies analyzes the impact of the aging workforce on retention productivity and well being and investigates organizational systems processes and practices for managing older workers Covering a range of topics such as retention and

retirement this reference work is ideal for researchers academicians practitioners business owners managers human resource workers instructors and students **The Aging Work Force** ,1994 *Managing the Older Employee* Casey Fitts Hawley,2009 **Managing the Ageing Workforce in the East and the West** Matt Flynn,Anthony Chiva,Yuxin Li,2017-11-21 This book brings together Eastern and Western perspectives to explore human resource interventions into extending working life including phased retirement healthy work environments and lifelong learning It assesses issues of implementation in differing cultural intergenerational institutional and family contexts *Managing Older Workers* Shirley Hoffman Rhine,1984 *Recent Advances in the Roles of Cultural and Personal Values in Organizational Behavior* Nedelko, Zlatko,Brzozowski, Maciej,2019-09-06 The complete understanding of organizational culture and personal values is fundamental for running and improving modern organizations By identifying the underlying building blocks for behavior strategy and actions of organizations and their members companies and researchers may discover innovative techniques to encourage productive and satisfying working environments Recent Advances in the Roles of Cultural and Personal Values in Organizational Behavior is a collection of innovative research on how culture and personal values shape and influence leadership styles decision making processes innovativeness and other management practices While highlighting topics including employee motivation leadership style and organizational culture this book is ideally designed for managers executives human resources professionals recruiters researchers academics educators and students seeking current research on cultural backgrounds and personal values for organizations **Managing an Ageing Workforce** Daniel Smentek,2006-10-12 Inhaltsangabe Abstract Germany s population and consequently its workforce is ageing Fewer young people will enter the workforce and employers will be pressed to draw from an expanding pool of older people As a consequence the working age population is projected to decline significantly while the numbers of organisations depended on them will rise At the same time baby boomers are moving towards retirement and can not be replaced by middle aged or younger workers Facing impending talent shortages and a substantial loss of knowledge and experience companies might have little choice but to implement new employment strategies Primarily based on secondary research and supported by available data from various research institutions this paper considers relevant variables and approaches related to challenges from a German perspective This is done regardless of specific industry conditions and circumstances The paper covers selected peripheral issues like attitudes and retirement intentions of older workers and the myths and stereotypes about them It provides an overview of the German labour market specifically the situation of older people and how public policy has been responding to improve related conditions Finally minor and major interventions are presented to adapt human resource methods work arrangements and framework conditions Recognising that an effective response to the demographic changes requires a broader perspective i e considering all working generations the proposed initiatives primarily focus on the attraction and retention of older people International and more specific German demographic projections clearly indicate

that age management is essential Organisations have to be prepared to cope with the impending labour and skill shortages resulting from a declining population and a likely mass exodus of the baby boom generation from the workplace Future competitiveness of businesses increasingly rests on the performance and productivity of older people Hence understanding retaining and utilising them becomes crucial Considering characteristics of the older workforce segment this paper shows that older workers are ready willing and able to stay employed Medical advancements and other quality of life factors lead to people live longer and healthier Myths and stereotypes about older workers are not upheld by available evidence and replaced by convictions to be a valuable resource for employers and capable

Managing the New Workforce Eddy

Ng, Sean T. Lyons, Linda Schweitzer, 2012-01-01 Millennials the latest generation to enter the global workforce are changing the face of employment This volume represents the most up to date research on the changes and issues from an international cast of generational researchers Shifting demographics around the world have created a unique historical phenomenon in which a large cohort of employees i e post war Baby Boomers are nearing retirement and a new cadre of younger workers are being recruited to replace them These twenty something year olds often referred to as Gen Y or Millennials represent the workforce of the future and come with their own set of expectations demands and work habits The contributors to this volume drawn from countries around the world document the cultural historical and social context surrounding this phenomenon The international perspective makes it possible to examine cross cultural similarities and differences in HRM practices This timely book provides an understanding of the new workforce in multiple countries and settings and a valuable reference as scholars and employers seek to understand the values beliefs and expectations of the next generation of workers While scholars and instructors will find this book indispensable the book will also have implications for domestic and multinational employers managers HR practitioners and career counselors

Managing the Aging Workforce Hanno

Josef, 2010-11-05 Inhaltsangabe Introduction In politics as well as in media and in social linguistic usage aging society is a meaningful term Since many years sociological scientists are warning against the impact of the demographic change This social problem confronts among others governments municipalities welfare services and especially the economy On current trends in the middle of the century 39 5% of the German population will be older than 60 UN population division 2008 People live a longer and healthier life and also birthrates significantly declined over the past 20 years Even migration in developed countries like Germany can only slow down the aging process Subsequently there will be a reduction of the supply of labor and a dramatic change in the age related composition of the workforce Businesses worldwide in developed countries are facing the challenge to manage the aging skilled workforce Executives find out that their companies will encounter a wave of retirements in the next decade as the baby boomers of the post World War II era reach retirement age Simultaneously the younger workforce has different expectations and work values than the older generation Beside these trends businesses face losing significant numbers of experienced employees by retirement and with them lots of skills and qualification potential

disappear Thus a substantial loss of knowledge will take place if nothing will be done against it In order to maintain competitiveness a war of talents will affect businesses worldwide The battle for so called high potentials shows dramatically the consequence of the fact that a skilled workforce will be the scantiest resource for a successful business 1 1 Motivation and objectives Our aging society takes effect on all areas of life on political social and economical areas Hence the aging of the population affects the aging of employees in the companies In spite of this knowledge published many years ago the personnel policy of most companies still orientates towards younger people as a potential workforce Older employees often are discarded when they reach a certain age A study conducted by Bertelsmann Stiftung found out that in 2002 about 10% employees of an age between 55 and 64 were unemployed While innovation and competitiveness are related to the younger generation the older ones have to face prejudices against themselves Decisions of personnel managers affecting older employees come along

Managing Diversity in Organizations María Triana, 2025-05-16 Managing Diversity in Organizations equips students with a thorough understanding of the advantages and challenges presented by workplace diversity suggesting techniques to manage diversity effectively maximize its benefits and build more inclusive organizations Readers will learn to work with diverse groups to create a productive organization in which everyone feels included The author of this book offers a comprehensive survey of demographic groups and an analysis of their history allowing students to develop a deep understanding of the dimensions of diversity From this foundation students are taught to manage diversity effectively on the basis of race sex LGBTQIA religion age ability national origin and intersectionality in organizations and to understand the issues various groups face including discrimination Opening with current case studies and discussion questions to enhance comprehension the chapters provide practical insight into subconscious implicit bias team diversity and diversity management in the United States and abroad Global View examples further highlight how diversity management unfolds around the world Now in its second edition this popular text has been thoroughly revised and updated with new cases throughout It also includes an expanded chapter on intersectionality to cover the advancements in this area as well as more coverage of inclusion mindfulness and mental health and well being as practices that can contribute toward diversity and inclusion in workspaces Offering a fresh look at workplace diversity this book will serve students of diversity human resource management and organizational studies

Older Employees Benson Rosen, Thomas H. Jerdee, 1985 Abstract Information and guidelines on managing older employees are presented in this book for managers Eleven chapters detail the problems of managing older employees age stereotypes and how they influence managerial decisions age discrimination laws career planning and management for older employees assessing performance potential and health reducing obsolescences flexible retirement systems working with senior employees organizational strategies and guidelines for change Graphs data tables and case studies are included mp

Research Anthology on Changing Dynamics of Diversity and Safety in the Workforce Management Association, Information Resources, 2021-07-16 The recent COVID 19 pandemic has emphasized the

importance of safety and ergonomics in the workplace From work life balance and mental health to risk prevention maintaining a healthy and happy workforce has become essential for the progress of every company Moreover ensuring inclusive spaces has become a pillar of business with some worrying that the diversity agenda will be overshadowed by the recent pandemic It is imperative that current research is compiled that sheds light on the advancements being made in promoting diversity and wellbeing in the modern workforce The Research Anthology on Changing Dynamics of Diversity and Safety in the Workforce is a comprehensive reference source that provides the latest emerging research on diversity management and initiatives as well as occupational health and safety practices in the workplace These concepts are necessary for global workplaces to remain safe efficient and inclusive Covering topics such as employee equity human resources practices and worker wellbeing this anthology provides an excellent resource for researchers human resources personnel managers safety officers policymakers CEOs students professors and academicians

Managing Older Employees Book Review: Unveiling the Magic of Language

In an electronic era where connections and knowledge reign supreme, the enchanting power of language has become more apparent than ever. Its capability to stir emotions, provoke thought, and instigate transformation is actually remarkable. This extraordinary book, aptly titled "**Managing Older Employees**," published by a highly acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound effect on our existence. Throughout this critique, we shall delve to the book's central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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