

The Knowledge-Oriented Age Diversity Training helps organizations to realize the benefits of age diversity by “speaking to the mind” of age-diverse coworkers

Burmeister, A., Gerpott, F.H., Hirschi, A., Scheibe, S., Pak, K. & Kooij, D.T.A.M. (in press). Reaching the heart or the mind? Test of two theory-based training programs to improve interactions between age-diverse coworkers. *Academy of Management Learning & Education*. doi: 10.5465/amle.2019.0348



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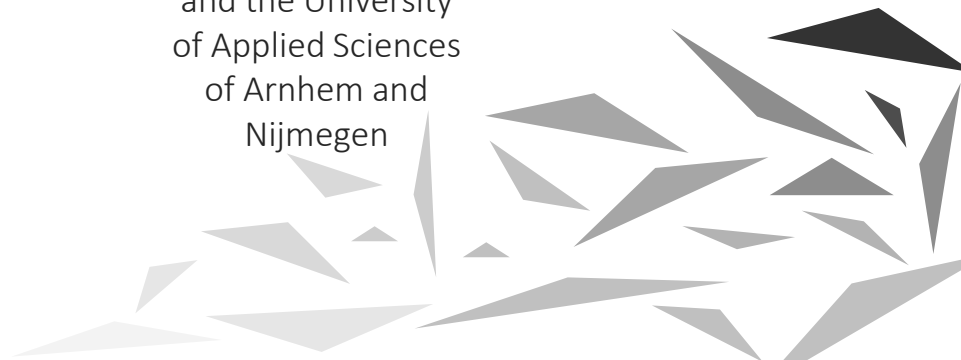
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Nijmegen



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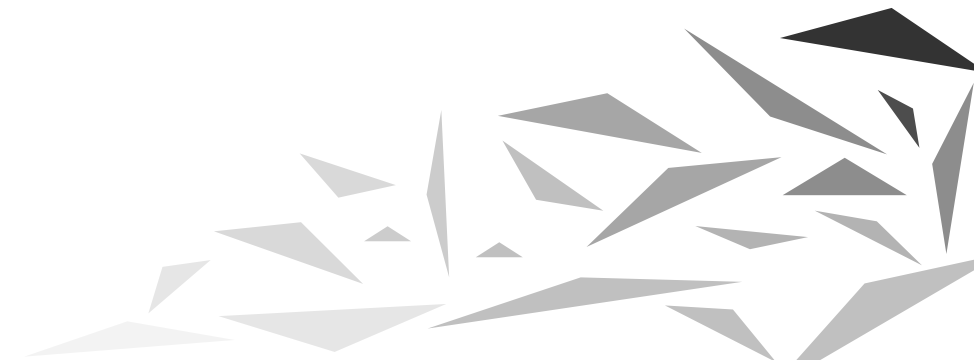


KNOWLEDGE-ORIENTED AGE DIVERSITY TRAINING


Realizing the benefits of age diversity

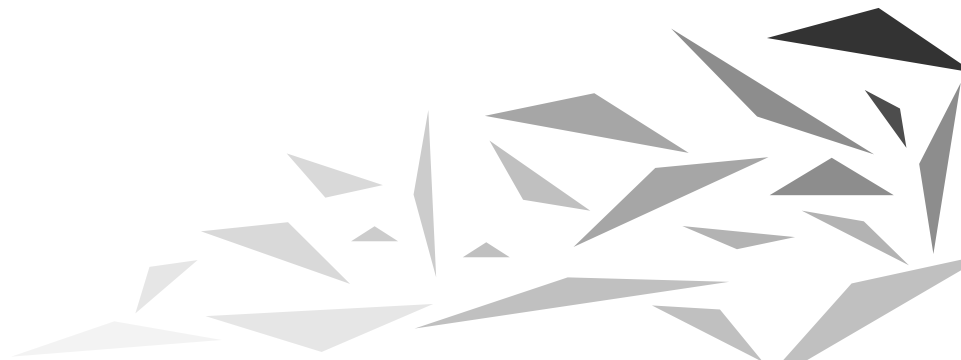
Agenda

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1. Agenda and welcome [~15 mins]
 2. Introduction to age diversity [~30 mins]
 3. Knowledge, types of knowledge and age diversity [~30 mins]
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 7. Knowledge integration [~30 mins]
 8. Action plan [~30 mins]
 9. Reflection and goodbye [~15 mins]

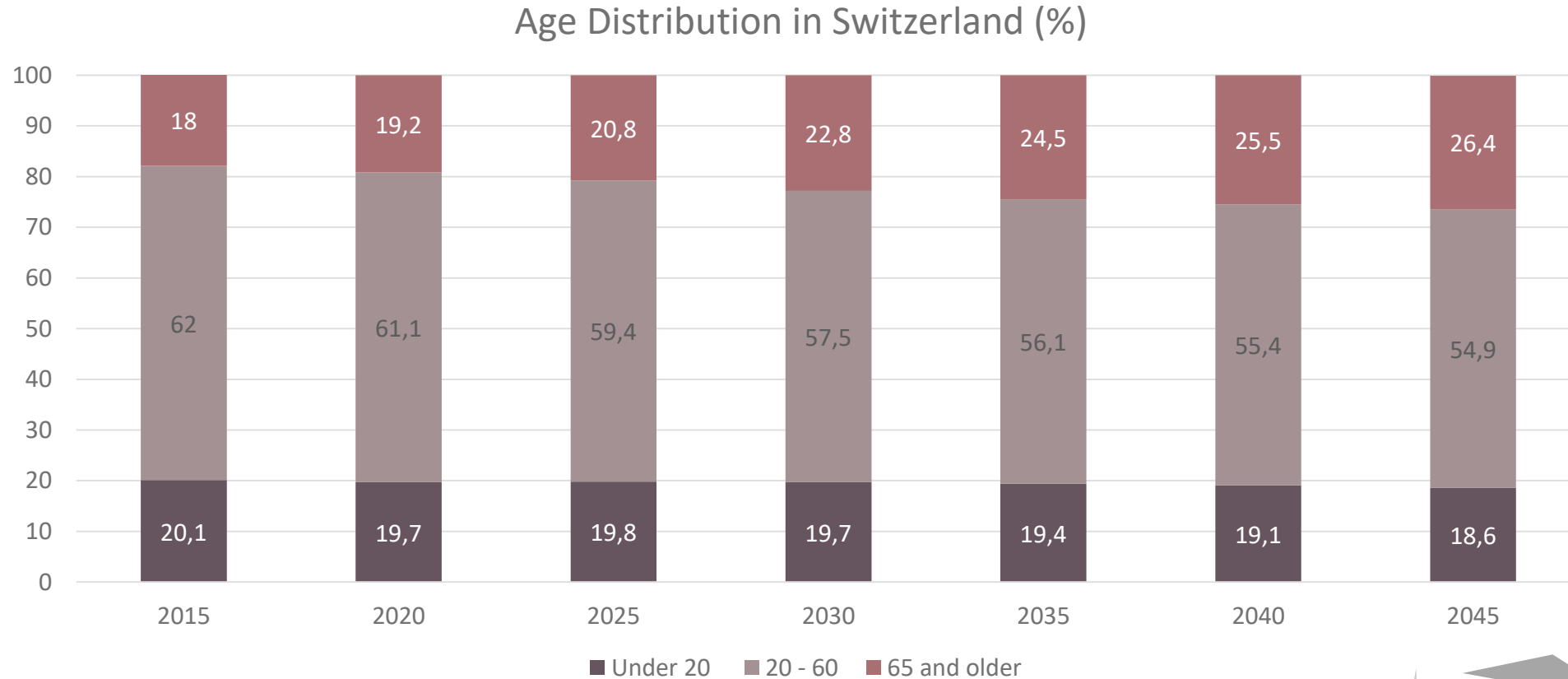


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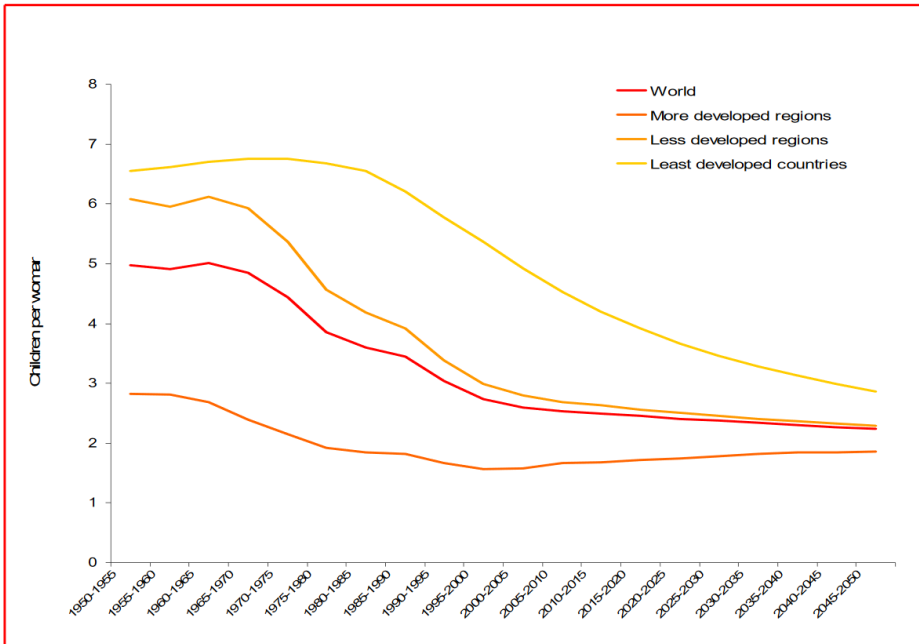
Demographic change affects the age structure in Switzerland



... As birth rates are decreasing & life expectancy is increasing

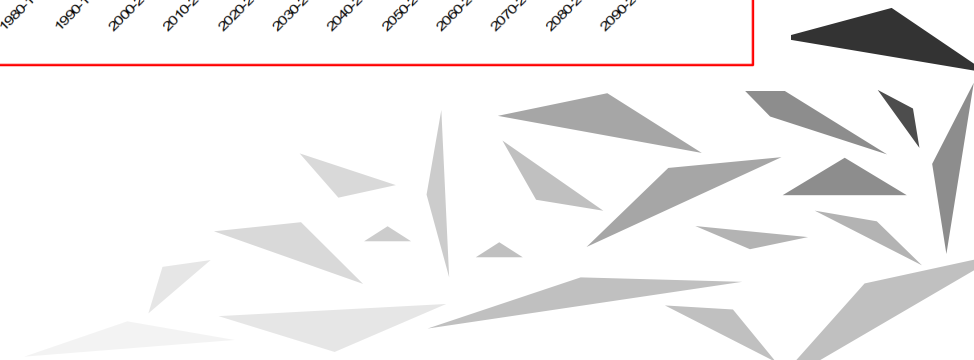
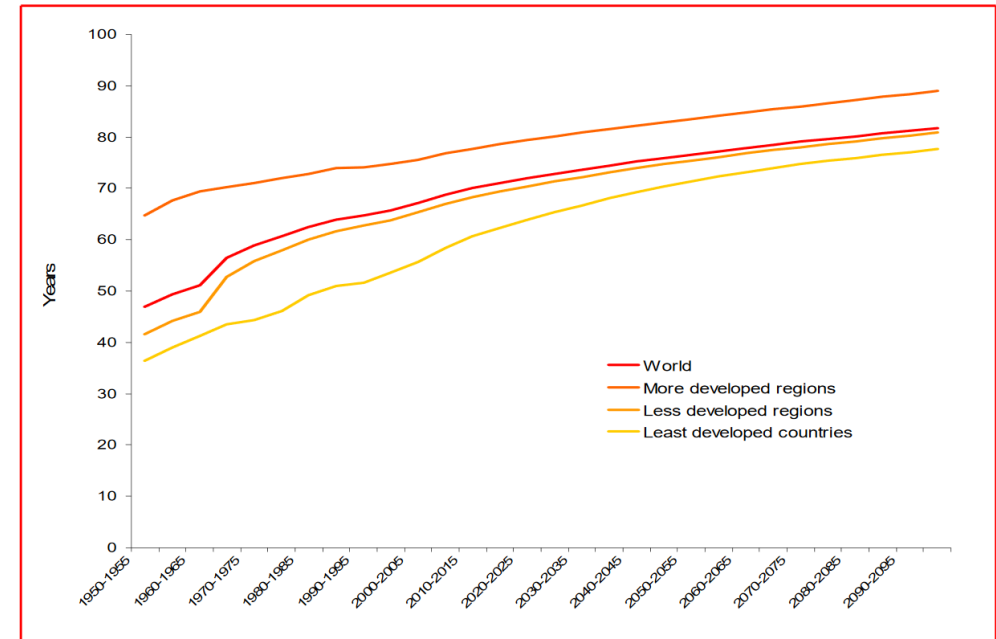
Birth rate

Figure 1.1
Total fertility rate: world and development regions, 1950-2050



Life expectancy

Figure 1.3
Life expectancy at birth: world and development regions, 1950-2050



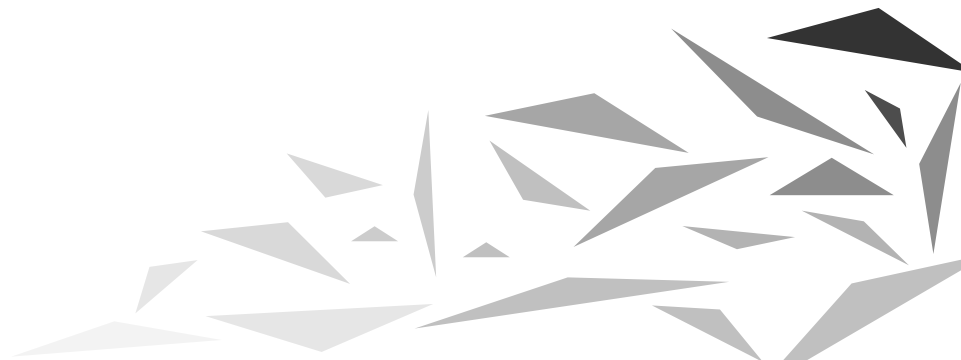
More older workers and higher age diversity in companies 1/2

Age diversity refers to age differences in companies and is particularly relevant nowadays because:

For the first time, up to **four different generations** / age groups work together

Employees of different ages have **different needs and different knowledge**

New, more independent forms of work require a **high degree of cooperation** from all employees



More older workers and higher age diversity in companies 2/2

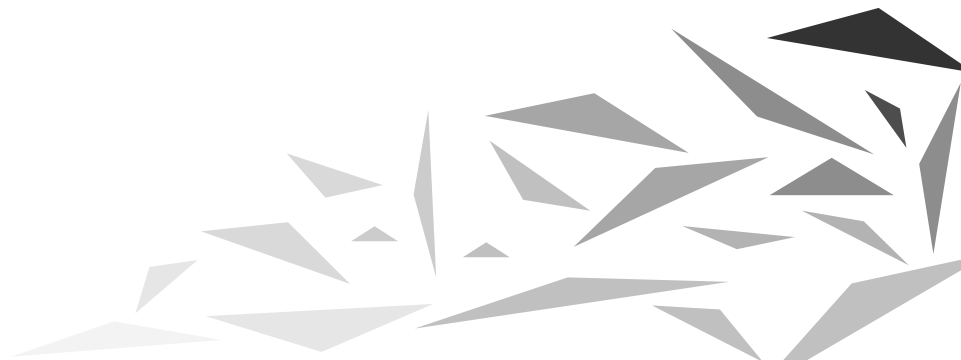
Higher age diversity leads to new challenges for companies

Management of
different values and
needs

Knowledge
management

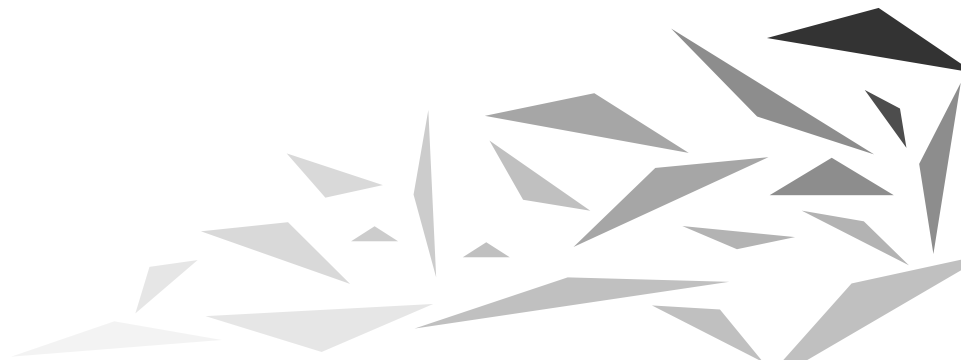
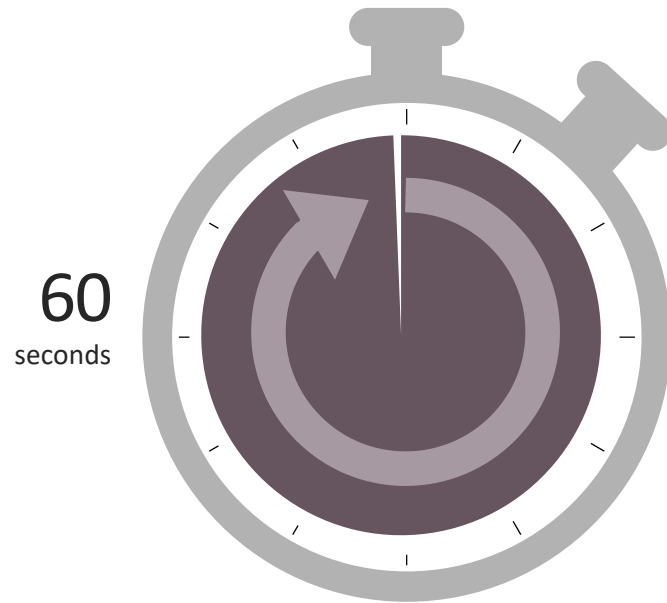
Management of
prolonged and
changed career paths

Health management



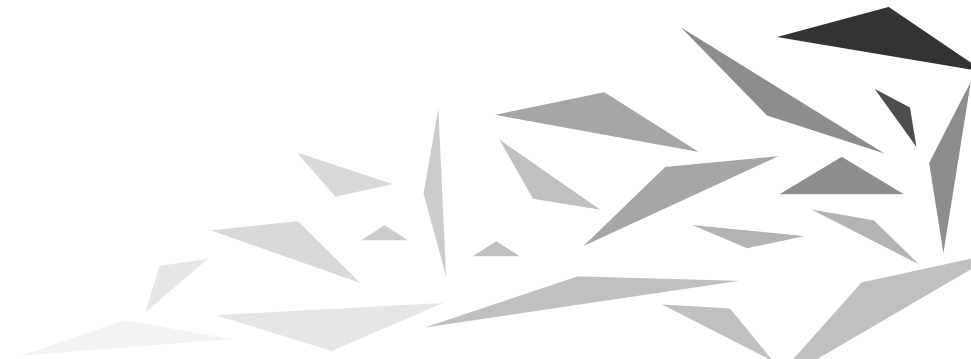
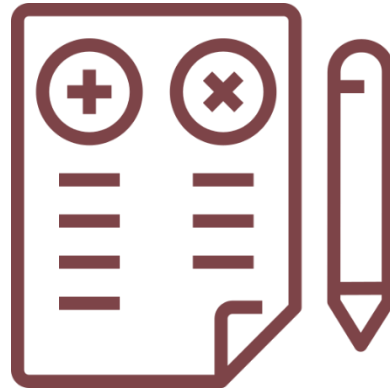
Speed dating: Benefits and challenges of age diversity

What benefits and challenges are associated with age diversity in companies for you?



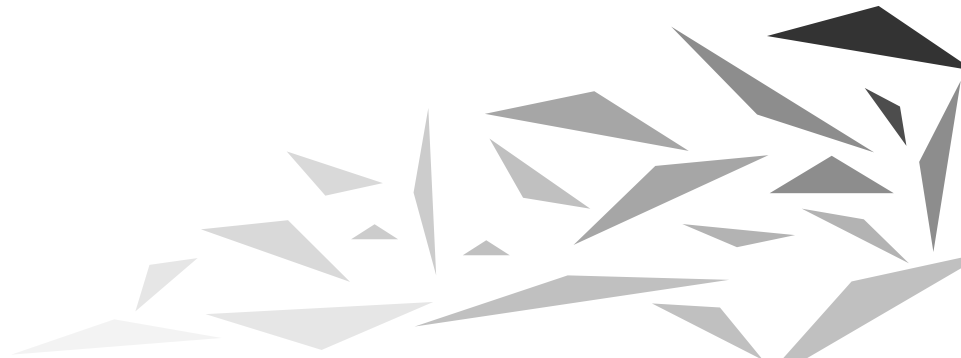
Integration: Benefits and challenges of age diversity

Please note two benefits and two challenges and pin them on the pin boards.

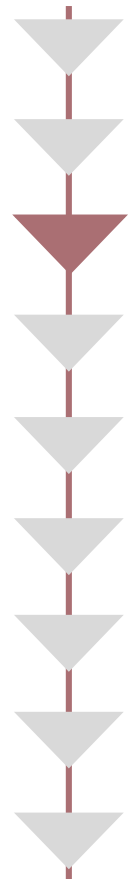


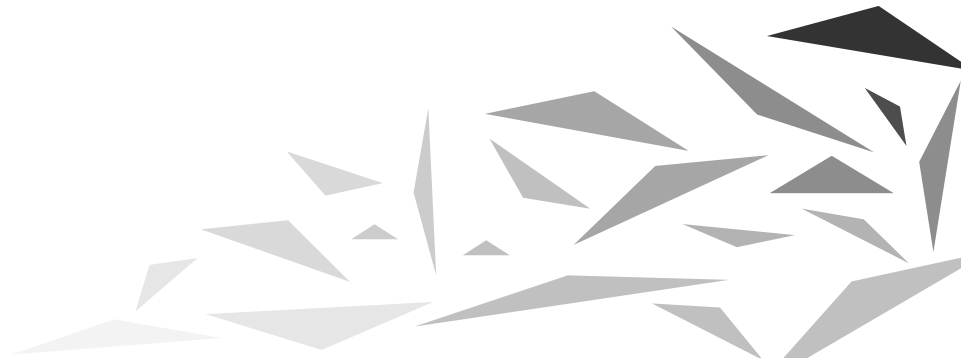
Integration: Benefits and challenges of age diversity

Which topic blocks can you identify? Can you cluster them? What does that mean?



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Age diversity can enhance performance through in-depth discussion



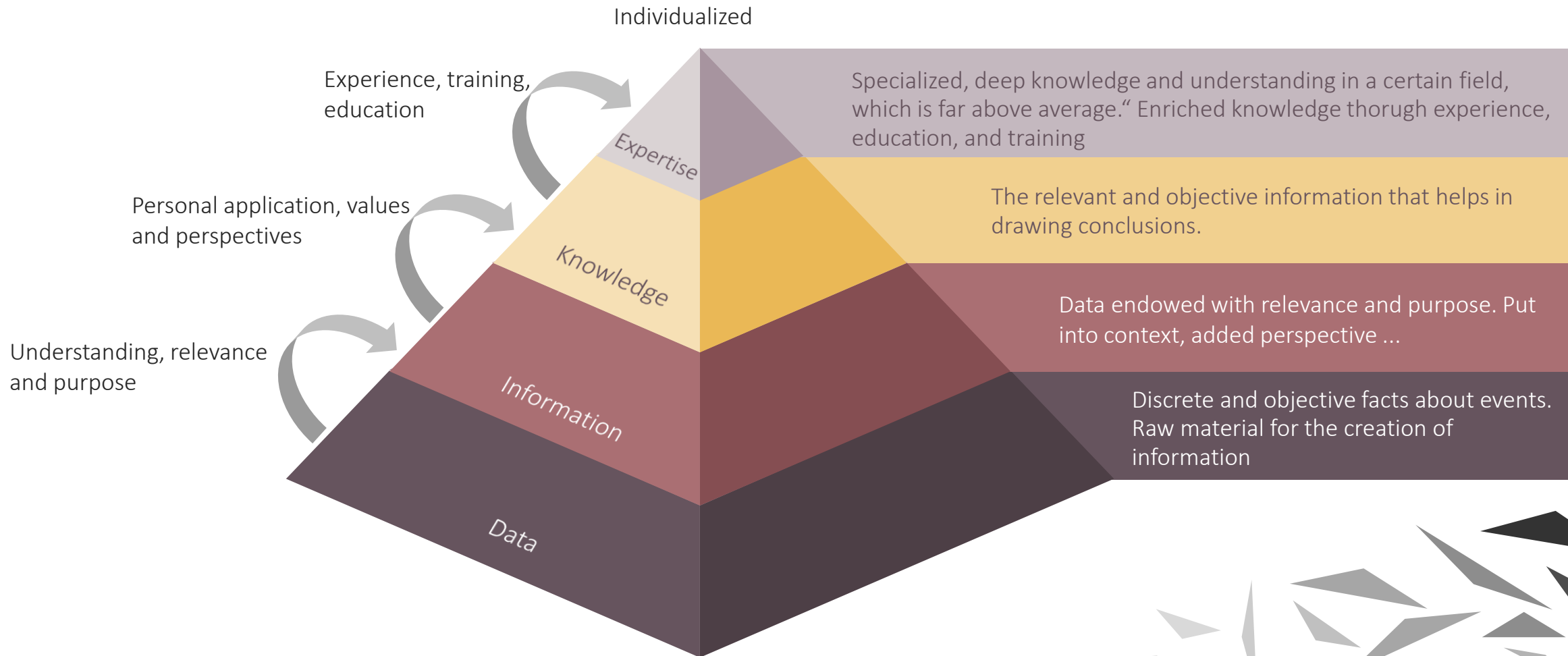
Age diversity can have advantages

People of different ages have different knowledge, opinions and perspectives.

When colleagues of different ages work together, these differences must be discussed and processed.

This in-depth discussion can lead to better results (e.g. creativity, innovation).

What does science mean by the term, knowledge?



Employees have different types of knowledge

Social knowledge ("know-who")

Knowing of social groups and rules of togetherness
i.e. conflict resolution

Practical knowledge

Knowing how tasks can be done
i.e. operating software / machines

Expert knowledge ("know-what")

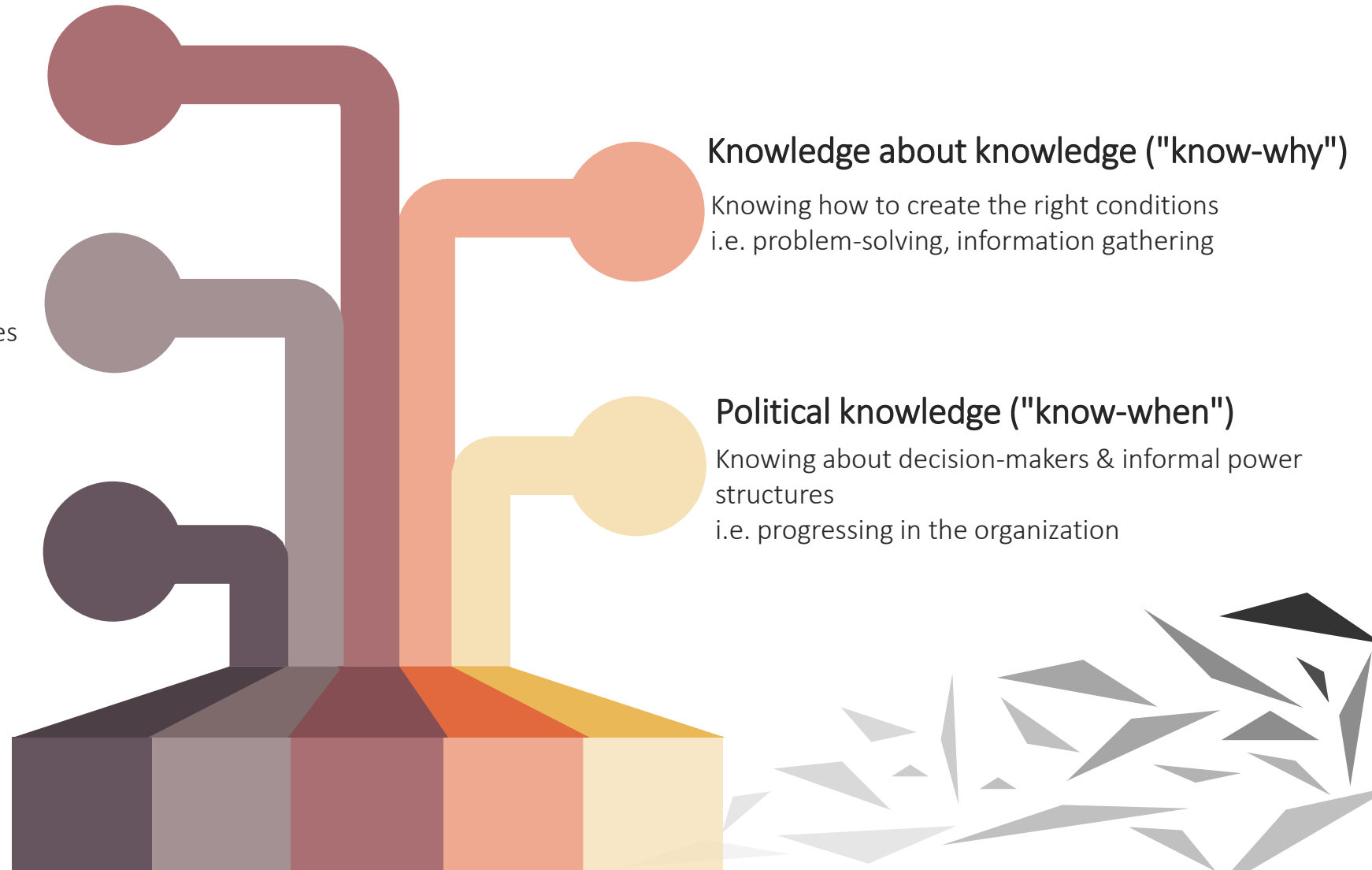
Knowing facts that are necessary to do the job
i.e. products, customers

Knowledge about knowledge ("know-why")

Knowing how to create the right conditions
i.e. problem-solving, information gathering

Political knowledge ("know-when")

Knowing about decision-makers & informal power structures
i.e. progressing in the organization



Study finds differences between older and younger



Expert knowledge

School knowledge (math, languages), technical understanding

Company-specific knowledge, knowledge of materials

Practical knowledge

Search, process and absorb information

Working techniques, use of tools / materials

Social knowledge

Dealing with diversity

Conflict management, importance of integrity

Political knowledge

Openness to different opinions

Building and maintaining networks

Knowledge about knowledge

Learning strategies, knowledge acquisition

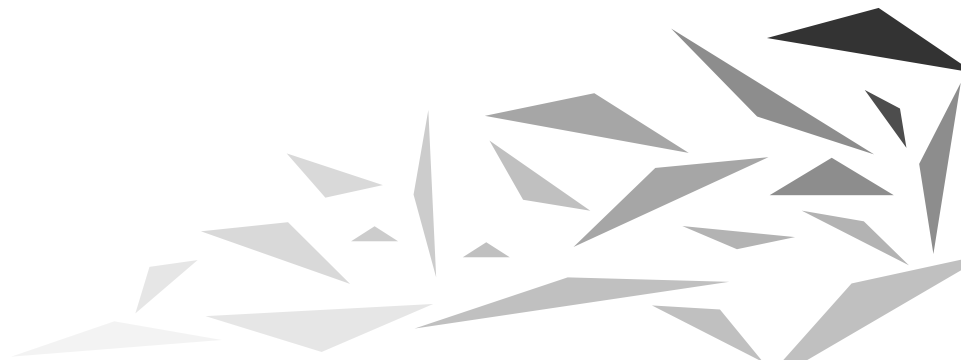
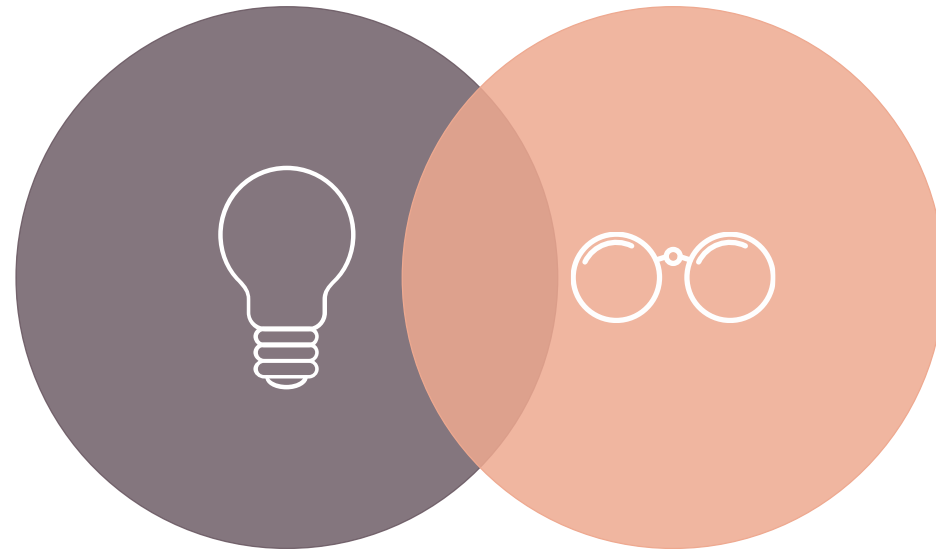
Stress management, work structure, self-motivation

(Gerpott et al., 2017)




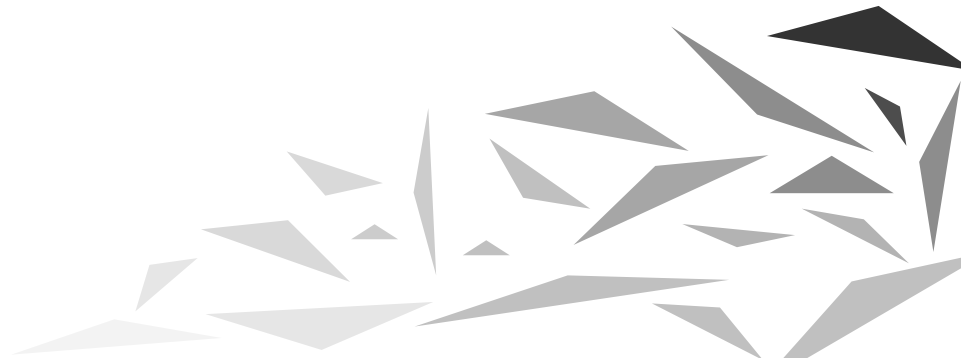
Does this match your experience?

In your view, are any types of knowledge missing?



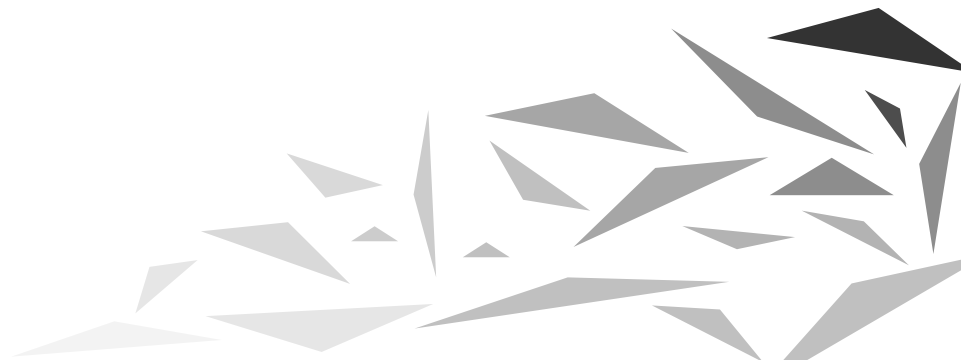
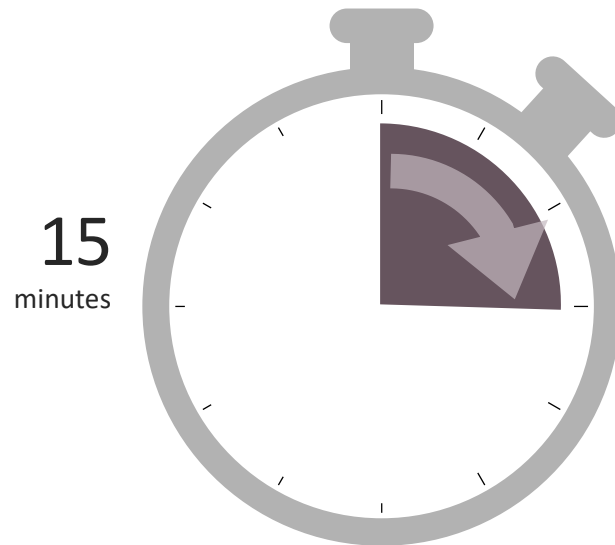
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Reflection: What types of knowledge do you have personally?

- Please use the worksheet with the different knowledge categories to reflect upon your own knowledge that is relevant in the work context.
- In doing so, consider what knowledge others at work would request from you.

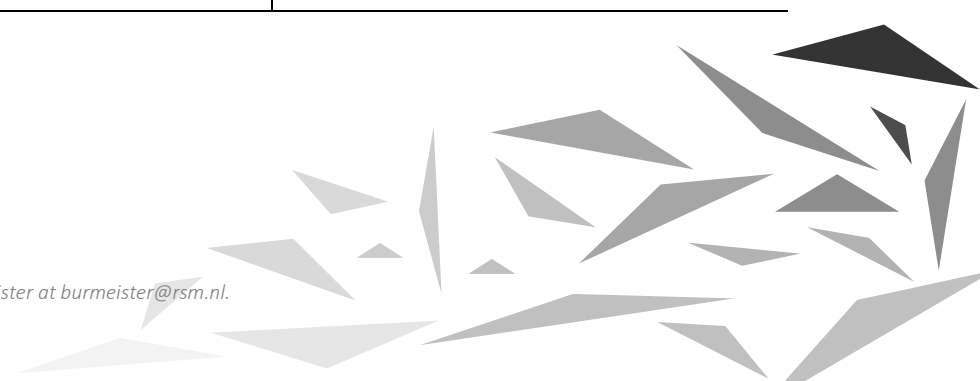


DIVERSITY TRAINING

Knowledge-Oriented Age Diversity
Training
Reflection on your own knowledge

What work-related knowledge do you have?

Knowledge	Application example / comment
Expert knowledge (knowing facts that are necessary to do the job)	
Practical knowledge (knowing how tasks can be done)	
Social knowledge (knowing of social groups and rules of togetherness)	

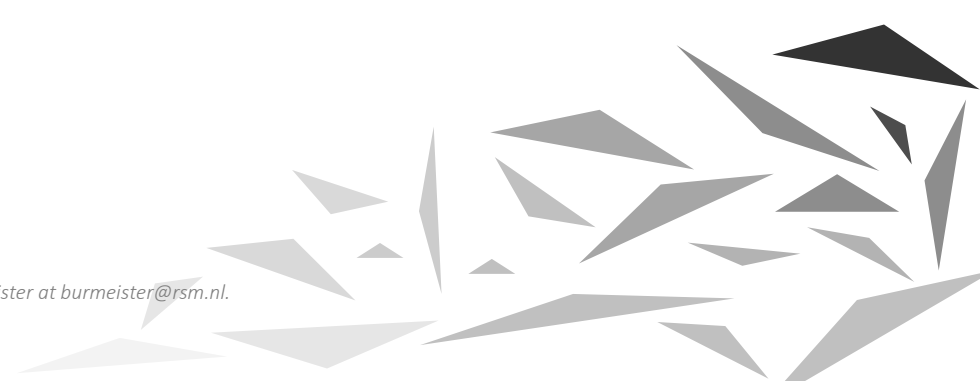


DIVERSITY TRAINING


Knowledge-Oriented Age Diversity
Training
Reflection on your own knowledge

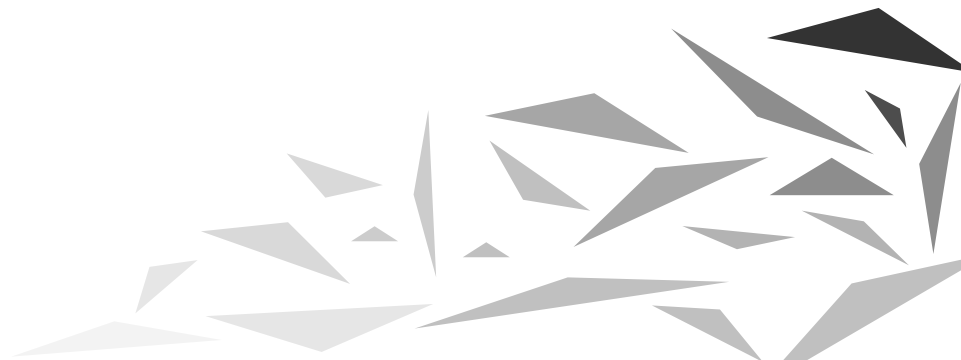
Political knowledge (knowing about decision-makers and informal power structures).	
Knowledge about knowledge (knowing how to create the right conditions).	
Other knowledge	

Further comments on your own knowledge:



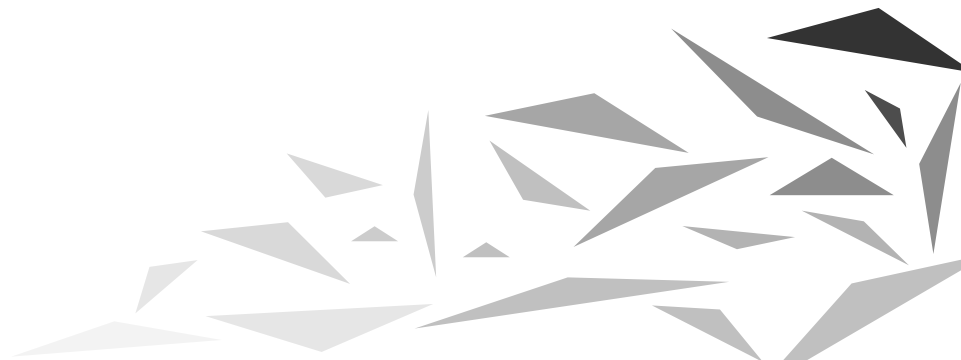
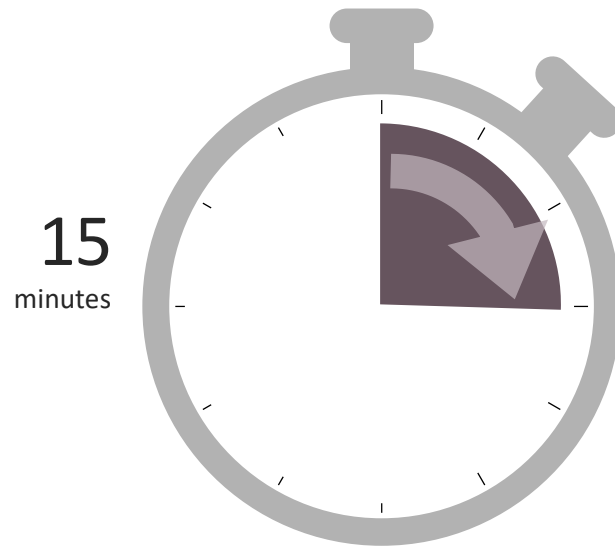
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 9. Reflection and goodbye [~15 mins]



Reflection: What types of knowledge does your colleague have?

- Please use the worksheet with the different knowledge categories to reflect upon the knowledge of your colleague that is relevant in the work context.
- In doing so, consider what knowledge others at work would request from your colleague.

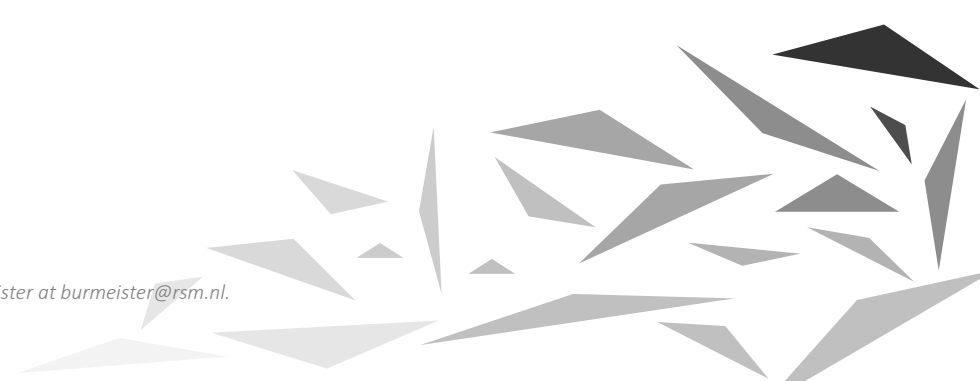


DIVERSITY TRAINING

Knowledge-Oriented Age Diversity
Training
Reflection on colleague's knowledge

What kind of work-related knowledge does your colleague have?

Knowledge	Application example / comment
Expert knowledge (knowing facts that are necessary to do the job)	



DIVERSITY TRAINING

Knowledge-Oriented Age Diversity
Training
Reflection on colleague's knowledge

Political knowledge (knowing about decision-makers and informal power structures).	
Knowledge about knowledge (knowing how to create the right conditions).	
Other knowledge	


Further comments / thoughts regarding the knowledge of the colleague:

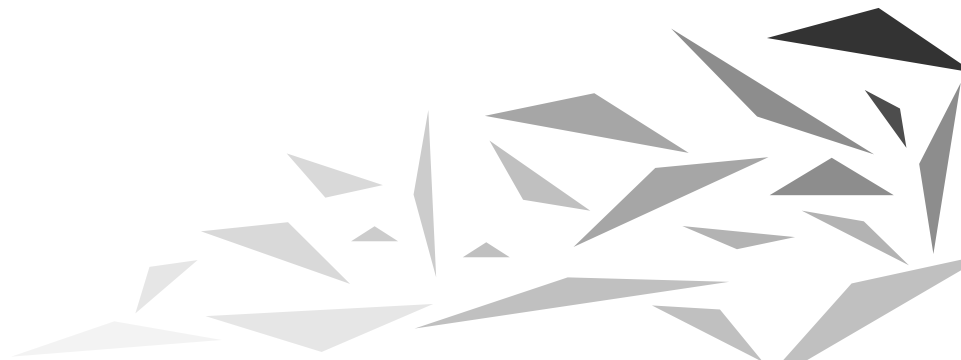


Break



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Integration: What knowledge do you have as a dyad?

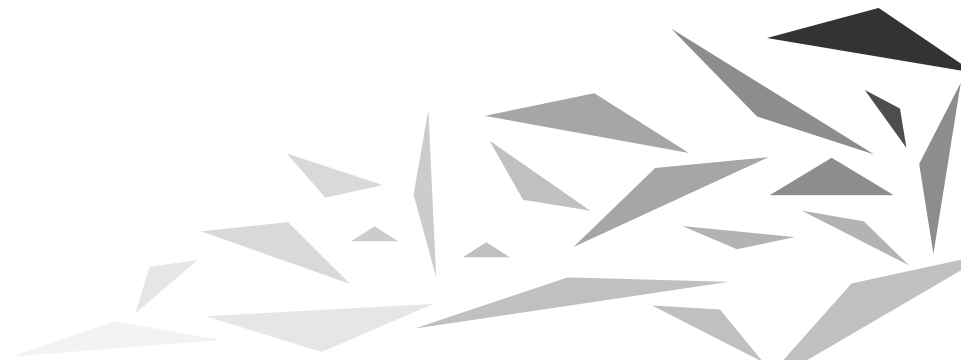
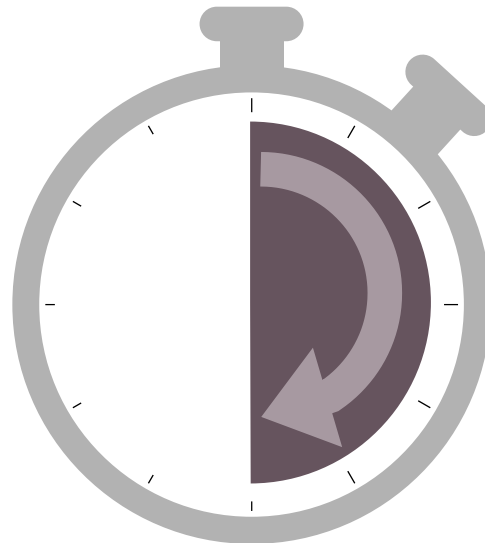
Use the worksheets you have filled out with the different knowledge types to create a joint knowledge tree.

Knowledge that only
colleague 1 has

Knowledge that only
colleague 2 has

Knowledge that both have

30
minutes

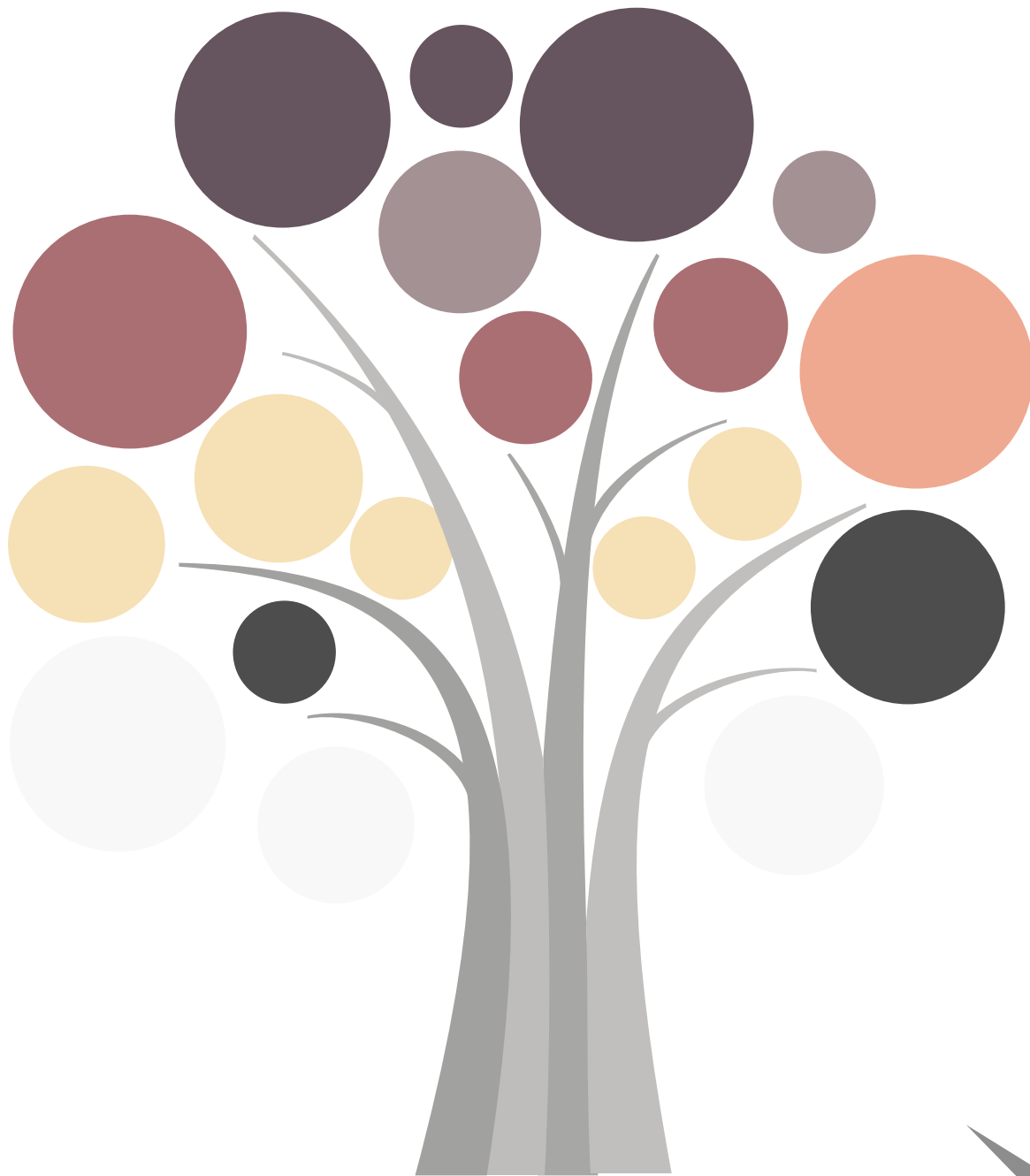


DIVERSITY TRAINING

Knowledge-Oriented Age Diversity
Training

Knowledge integration: Knowledge tree

Together with your training partner, please visualize your knowledge in a knowledge tree. Think about the stem, branches, and leaves of your knowledge tree.



This exercise is based on Wilke, H. (2004). *Einführung in das systemische Wissensmanagement [Introduction to systematic knowledge management]*. Heidelberg: Carl-Auer Verlag.

Reflection: How could you optimally use the identified knowledge?

Discuss how you could optimally use the identified knowledge based on the following key questions

What tasks could you best do together based on your knowledge



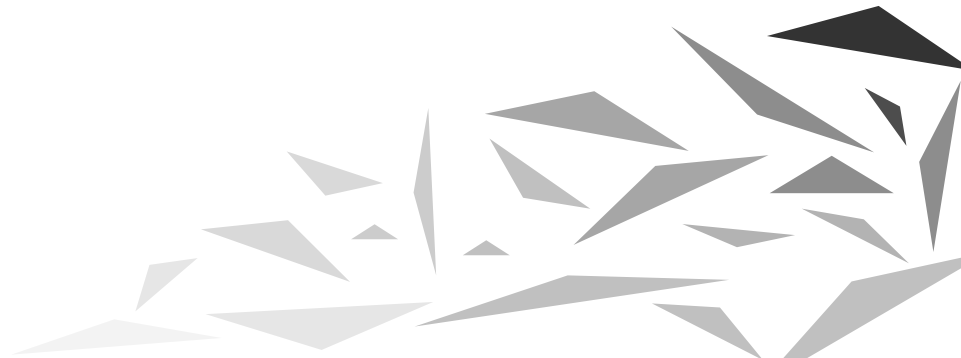
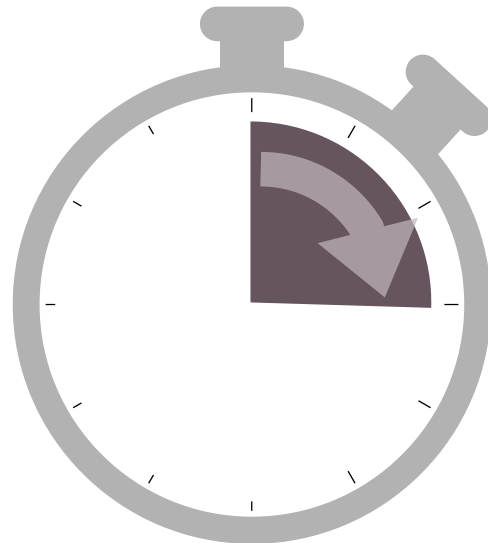
In which tasks can you make greater use of the knowledge of your colleague in the future



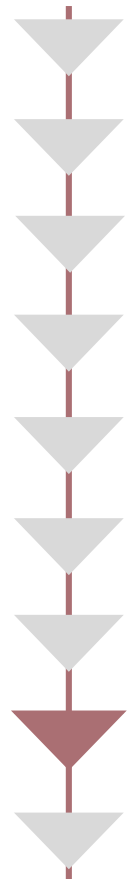
Is there any knowledge that you both don't have but need? Where could you get this knowledge from

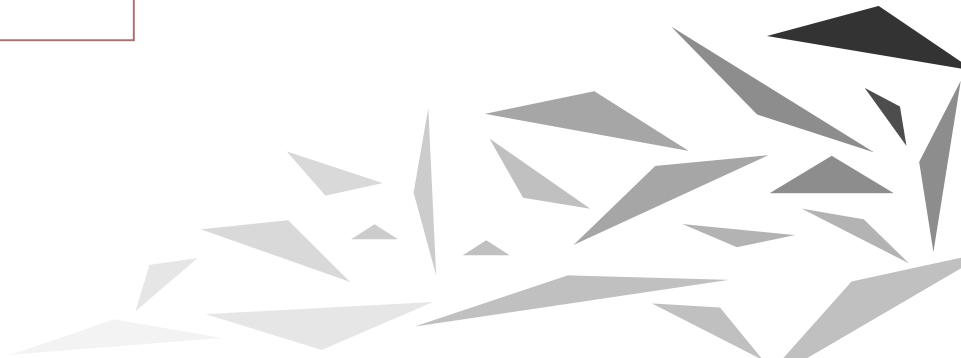


15
minutes



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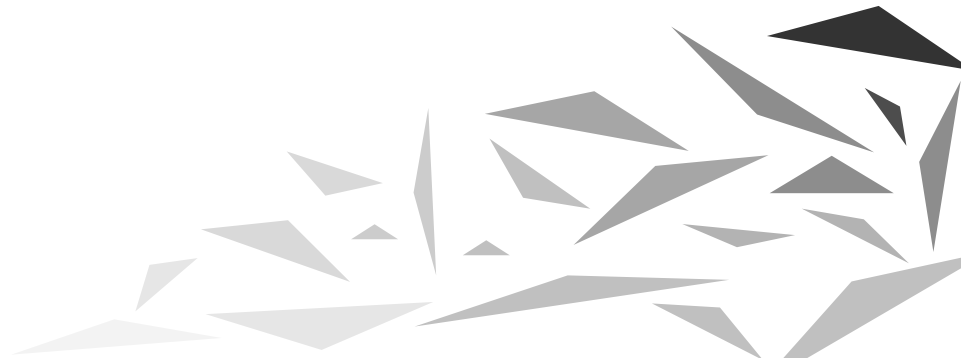
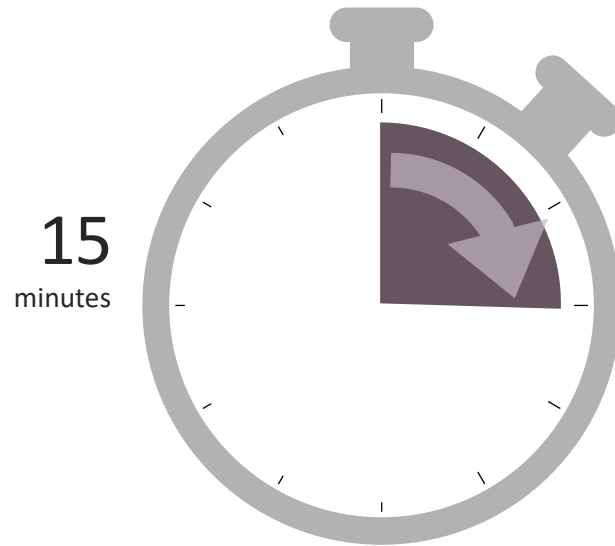


Integration: Which measures could you use in everyday work?

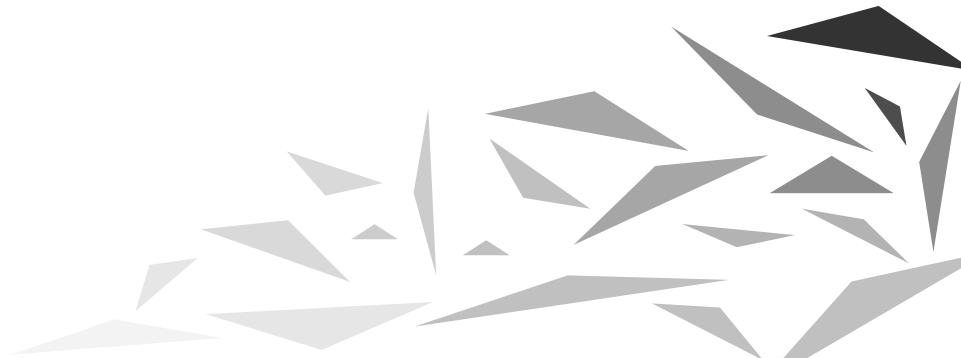
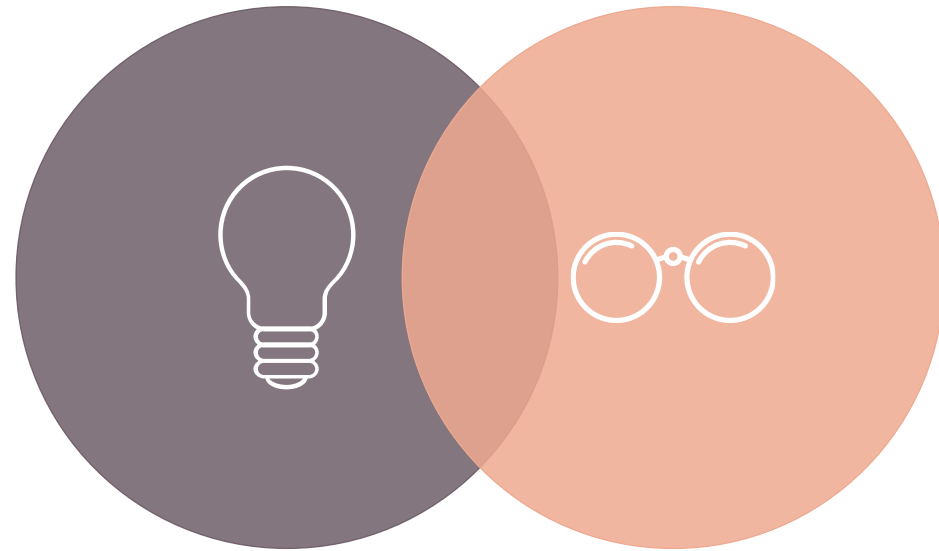
Please consider measures together that:

1. Foster collaboration
2. Facilitate use of shared knowledge
3. Make knowledge accessible to each other

Write down your ideas on moderation cards and put them on the pin board.



Discussion: Which measures are particularly useful?



Integration: Creation of an action plan

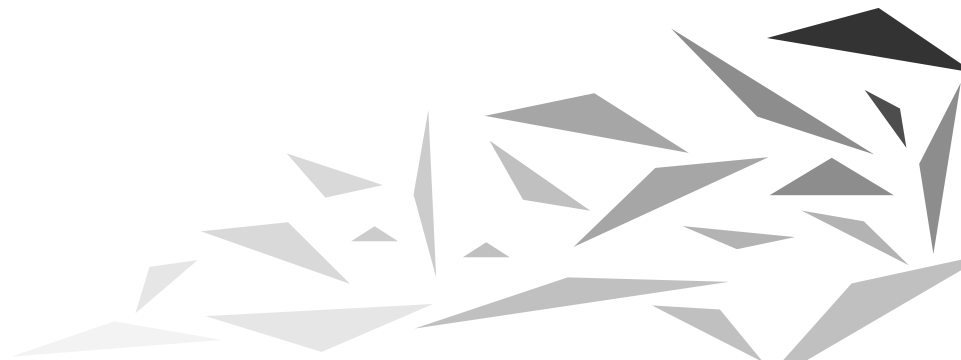


Please create an action plan together that will translate the activities into concrete behavior in the next month.



15
minutes

Use the worksheet for this. **Sign the action plan.** Set up an appointment in 3-4 weeks for joint reflection.



DIVERSITY TRAINING

Age Diversity Training Programs
Action plan

Please create an action plan together that will translate your learnings during the training into concrete behavior in the next month.


#	Name of the measure	Description of the measure	Date/time
1			
2			
3			
4	Reflection meeting	Meeting of approximately 30 minutes in the coming 3-4 weeks, during which the agreed measures 1-3 are discussed.	

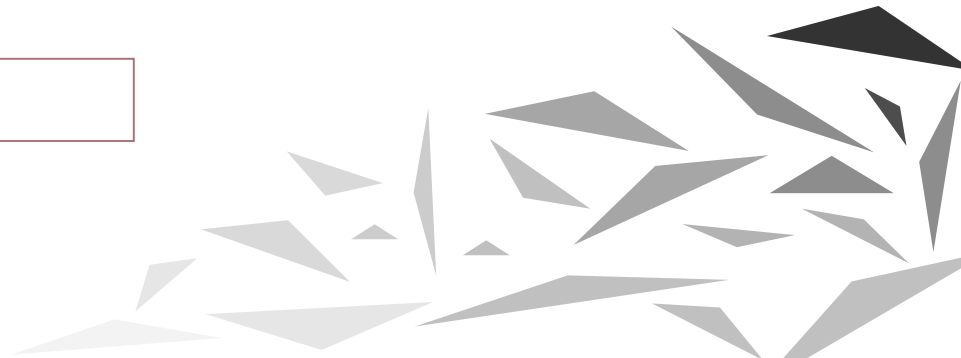
Participant 1: _____

Participant 2: _____

_____, _____ 2020

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Reflection

Knowing, understanding



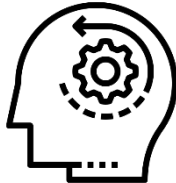
I have learned / dealt with the fact that ...

Emotions, social relations



I was amazed / pleased / annoyed / touched / that ...

Skills, methods



I can and want to do more / less in the future ...

