

# WP2 Modular Curriculum AcrossGEN



## BENCHMARKING REPORT

**/SUMMARY/**

**Conclusions from national data analysis**

**BY**





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This report is part of WP2 that aims to develop an Across GENERation curriculum with clear objectives and units. It includes information from:

<p><b>DESK RESEARCHES</b></p> 	<p>Each partner carried out a desk research in their country in order to explore workforce age comparison, intergenerational education initiatives (both public and private), activities and strategies implemented by companies, and the required skills.</p>
<p><b>SURVEYS</b></p> 	<p>The partnership devised a survey to collect insights from 40 HR professionals on various aspects, including the consideration of age, competence in managing age diversity, equitable treatment, activities promoting intergenerational cooperation, employee retention and burnout prevention, training opportunities, knowledge transfer strategies and support programs.</p>
<p><b>INTERVIEWS</b></p> 	<p>During May 2023, the consortium partners conducted a total of 36 interviews with individuals from Baby Boomers (1950-1969), GenX (1970-1980), GenY (1981-1996), and Generation Z (1997-2010). Each generational group was ensured representation through a minimum of two interviewees.</p>
<p><b>FOCUS GROUPS</b></p> 	<p>Diverse focus groups were organized with 49 professionals from various sectors to gather perspectives on intergenerational cooperation. Topics discussed included the benefits and challenges of collaboration across generations, necessary skills, learning program content, session duration, effective information presentation, and suitable didactic methods.</p>

Furthermore, the report incorporates eight best practices that pertain to intergenerational cooperation within the partner countries.

<p><b>CZECH REPUBLIC</b></p>	<p><b>1- PRIVATE COMPANIES/INTERNAL INTERGENERATIONAL MENTORING</b> <b>2- TALENTS FOR COMPANIES</b></p>
<p><b>SLOVENIA (By EVTA)</b></p>	<p><b>3- SHADOW BOARD</b> <b>4- FRIDAY WISDOM</b></p>
<p><b>ITALY</b></p>	<p><b>5- DIGITAL RESTART/TALENT GARDEN</b> <b>6- RECIPROCAL MENTORING</b></p>
<p><b>SPAIN</b></p>	<p><b>7- MOTIVATIONAL ANALYSIS</b> <b>8- AGEING PROJECT BY MAPFRE</b></p>

The benchmarking report's conclusions are as follows:

- 1)** There is a consistent pattern across the studied countries, where the older generation has a smaller active population compared to younger generations. This disparity is attributed to factors like a lack of initiative and limited public initiatives. It can also be explained by the different age of retirement of involved countries: Italy 67 years and Belgium, Spain, and Czech Republic 65 years. It is important to address these disparities and encourage active participation of older generations in the workforce.
- 2)** Companies show a positive trend in being open to managing age diversity due to the numerous benefits. Strategies are being implemented to bridge the age gap among employees, reflecting recognition of the advantages associated with intergenerational cooperation.
- 3)** Miscommunication is a significant problem stemming from differences in language, communication styles, and perceived competencies among different generations. Barriers and misunderstandings hinder effective communication. Work expectations, stereotypes, biases, and technological proficiency gaps further complicate intergenerational interactions.
- 4)** Adapting older employees to new working standards, particularly in relation to office versus remote work, is a significant challenge. Older generations may struggle with technology and remote collaboration tools, affecting their ability to communicate and collaborate with younger colleagues.
- 5)** Open communication and empathy are crucial for intergenerational cooperation. Stereotypes and trust issues exist between older and younger generations. Overcoming these barriers requires fostering open communication and empathy, along with addressing organizational rigidity.
- 6)** Strategies such as individual development plans, succession planning, mentoring programs, and customized approaches are adopted by companies to address intergenerational challenges. Intergenerational training and mentoring programs are crucial, and soft skills are in demand across generations.
- 7)** Companies should review and adapt policies to create inclusive environments that value and appreciate contributions from all generations. Collaboration and teamwork skills among employees of different generations are crucial.
- 8)** Recommendations for the training program include covering digital skills, intergenerational communication, mentoring and knowledge transfer, teamwork, and soft skills. Areas such as stress management, mental health, leadership, diversity management, creativity, and innovation should also be addressed.
- 9)** The duration of training sessions should consider specific topics, participant familiarity, activities, and profession. Session recommendations range from a couple of hours to condensed or longer programs spanning months.

**10)** Presenting information and selecting suitable teaching methods should be flexible and adaptable, considering preferences of different generations. A combination of approaches, such as hybrid methods and Massive Open Online Courses (MOOCs), can be effective.

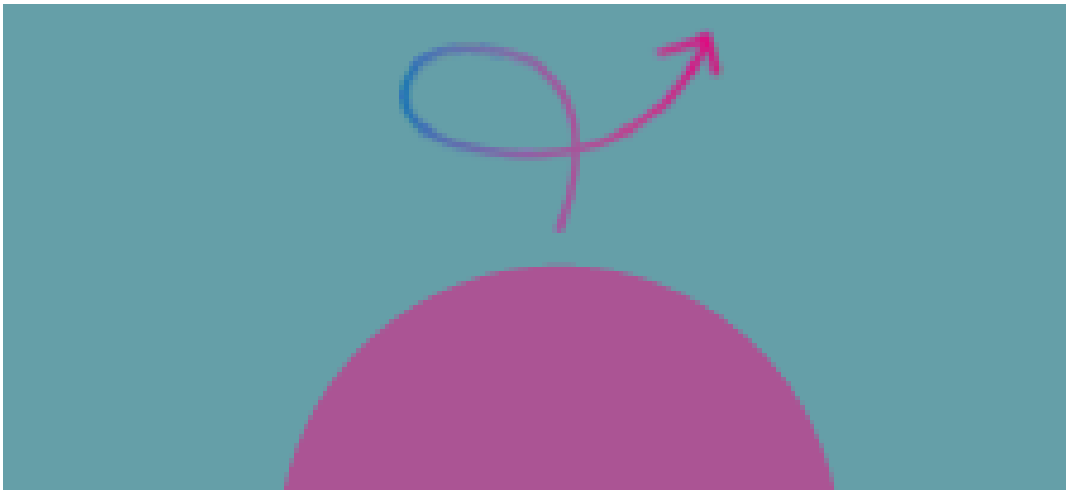
**11)** Building awareness of intergenerational cooperation and communication should be an important part of the prepared methodology. Any misunderstandings may be caused or influenced by preconceptions about the attitudes and values of different generations. It is compulsory to know the relevant data directly from members of the generations and not prejudge what they think and feel.



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