

WP2 Modular Curriculum AcrossGEN



BENCHMARKING REPORT

Conclusions from national data analysis

BY

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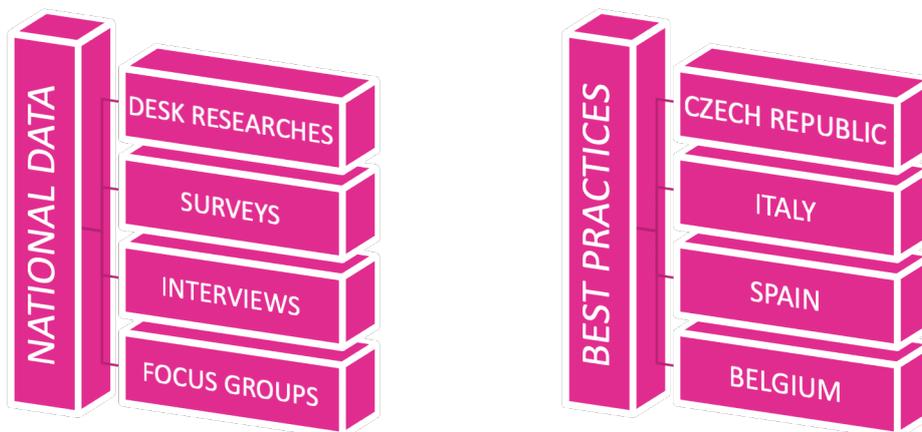
ABSTRACT

This benchmarking report is part of Work Package 2 (WP2) of the project that aims to develop an Across GENERation curriculum with clear objectives and units, and a certification process to validate learners' achievements. The report includes information from four desk research studies, an online survey carried out in the countries of the consortium with 40 human resources experts, four focus groups with 49 human resources experts, and 36 interviews with employees from diverse generations. By gathering this information, the consortium will customize the curriculum to the needs of each target group and identify best practices and case studies related to intergenerational cooperation from partner countries.

KEYWORDS

Baby Boomers, communication, Generation Y, Generation X, Generation Z, intergeneration.

STRUCTURE



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1. INTRODUCTION

The changing demographics of the workforce are creating new challenges, such as an aging workforce, waves of retirement resulting in loss of knowledge retention, succession planning, skilled labour shortages, digitalization, and varying needs of different generations. It is important to ensure equal access to work and education for all individuals while respecting their unique personalities. To increase employment opportunities for older adults, European states must support them in enjoying longer, fulfilling careers, despite challenges such as health limitations and skills obsolescence.

The "Across-GEN" project aims to develop an innovative, non-academic basic education across generations, enabling participants to understand specific educational needs, values, and attitudes across generations, support team diversity, prevent burnout, and work effectively with high-potential workers. In other words, the goal of the project is to provide a standardized basic training system for employers, employees, HR experts, and trainers as a transversal skill for Europe.

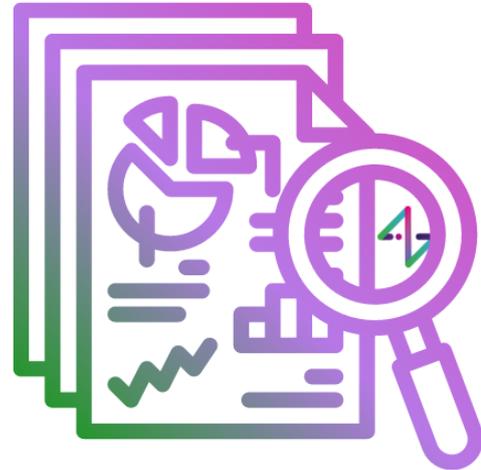
The compilation of this benchmarking report bears within the Work Package 2 (WP2) of the project, dedicated to developing a comprehensive Across GENeration curriculum with clear objectives and units, and a certification process to validate the learners' achievements. This benchmarking report will draw on four desk research studies conducted in partner countries (Czech Republic, Belgium, Italy and Spain); an online survey with 40 human resources experts (10 per country); four focus groups with 49 human resources experts; and 36 interviews with employees from diverse generations (Baby boomers, and Generations X, Y and Z). On that way, the consortium would gather national information in order to customize the AcrossGEN curriculum according to the needs of each target group. Furthermore, it will identify best practices and case studies from partners' countries related to intergenerational cooperation.

Finally, it is important to highlight that the age ranges used to examine the various generations include Baby Boomers (born between 1950 and 1969), Generation X (born between 1970 and 1980), Generation Y or Millennials (born between 1981 and 1996), and Generation Z (born between 1997 and 2010). Additionally, we examined the retirement ages in the specific countries. In Czech and Belgium, the retirement age is 65, while in Spain and Italy, it is 67. By understanding the age demographics and retirement trends, we aim to gain valuable insights into the evolving dynamics of different generations and their impact on the workforce and society as a whole.

2. NATIONAL DATA: RESULTS FROM PARTNER COUNTRIES

2.1 DESK RESEARCHES

Each partner carried out desk research in their country. The reports should include information on the generations currently active in the labour market in the country, such as the percentage of active people in each age group for Gen X, Gen Y, Gen Z, and baby boomers. It also discussed how the topic of intergenerational cooperation and communication is implemented in the national educational curriculum, including any implemented topics or the general situation.



Additionally, the researches detailed the activities and strategies that companies, and employers are already implementing to support intergenerational cooperation among their employees, such as skill development and knowledge transfer.

Finally, the reports presented statistical data to identify the skills that particular generations lack in the country, justifying which competences require support.

These are the main results extracted jointly:

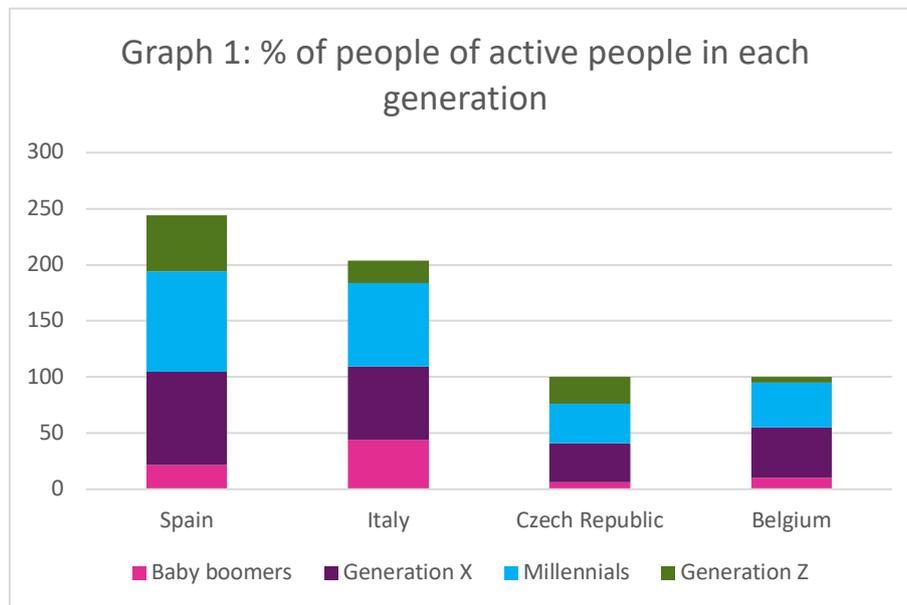
2.1.1 Workforce age comparison

After studying the conditions of the labour market in the different countries, we can conclude that the difference between generations that are active in the market are common (more or less) in all the studied countries. The lack of more specific data in Belgium gives us a margin of error that needs to be taken into account, but we could assume that the thing that repeats in the other countries, is also happening in this country.

First, something common to every country – except Italy – is that the older generation is the one who has a less active population, the difference is bigger in the Czech Republic than in Spain, nevertheless, this seems a product of the different composition of the general Czech population compared to the Spanish one, and not a particularity of its labour market. Italy on the other hand has almost double the active population in the older generation than in the younger one (44% and 20%, respectively), these results can be by a number of reasons, the most likely one being the lack of real research on the age of active population on the country. Finally, in Belgium, we see a different approach when analysing the data, instead of four different age groups, we see three and limit the maximum studied age to 64, whilst in other countries this number is bigger, reaching 69 in some cases. The “old” age group goes from 50 to 64 years old, while in the rest of the countries, these ages are divided into two

different groups, Gen X (45-59) and Baby Boomers (60-69) and, as explained before, the older the age group, the smaller the percentage of the active population.

With all this information, we could assume that a big part of the 62,4% of active population inside this “old” age group is, probably, in the 50 to 59 age range, and that the Belgian case is closer to the Spanish and Czech one, than to the Italian.



Something common to every country (except Italy, for now) is the shape of the active population pyramid, with a medium size base (the younger generation) a bigger medium part (the adult generations) and a smaller top of the pyramid (the older generation).

2.1.2 Intergenerational education

It seems like there are no real public initiatives regarding some kind of intergenerational education at a state level in any of the countries, the initiatives we see are the local application of European initiatives, like in the University of Extremadura (Spain) or as a secondary aspect of other subjects taught in certain disciplines, as we can see in the Czech Republic. In Italy we find a situation closer to the Czech one, individuals and little groups in cultural and educational institutions carry out initiatives in this regard, but nothing official at a state level. Belgium seems to recognize the lack of these initiatives and carries out some projects but looks like none of them are aimed at the workplace.

2.1.3 Activities and strategies carried out by companies

Companies around the world are carrying out strategies to cope with the age gap existing between their workers, and the researched countries are not different. In Spain we find different companies, mainly big multinationals, that developed plans to research and act on the age gap between the workers within the company, trying to take the best of each generation and making everyone learn from their co-workers. The same thing we can see in

the Czech Republic, where the education in the workplace consists in a sharing of the older workers experience to the new ones. In Italy we see that companies are asking for a specific young profile with a good education and experience, which is expected to change the age composition of its workforce, making it similar to the rest of the countries and, therefore, making possible some of the above-mentioned strategies. Regarding Belgium, we don't have enough data in this aspect, only the difference in digital knowledge and access between regions and ages, being the oldest generation (above 55) the one with more risk of falling for digital scams due to the poor digital education.

2.1.4 Skills

Most of the reports talk about two types of skills, soft and hard. The first ones are skills related to personality, things people learned through their life experiences, while the latter refers to the skills learned at school and universities. Generally, seems like one of the key aspects for companies in all the countries is to focus on the soft-skills of their future workers, probably because the hard-skills can be taught much easier than the soft-skills, which are things that must be learned and applied in a broader context than just the company.

In this sense go the Czech and Italian reports, the Spanish one goes further defining some of the skills shared by the different generations, or more specifically, what they lack, in this sense seems like the younger generations lack emotional intelligence, while the older ones lack digital literacy and flexibility in their work life and work-life balance. These affirmations shouldn't be taken too seriously since the same report confirms that information regarding this topic in Spain was complicated to find. The Belgian case looks very similar to the previous ones but is very limited, so far it only states that it lacks real preparation for future need for skills.

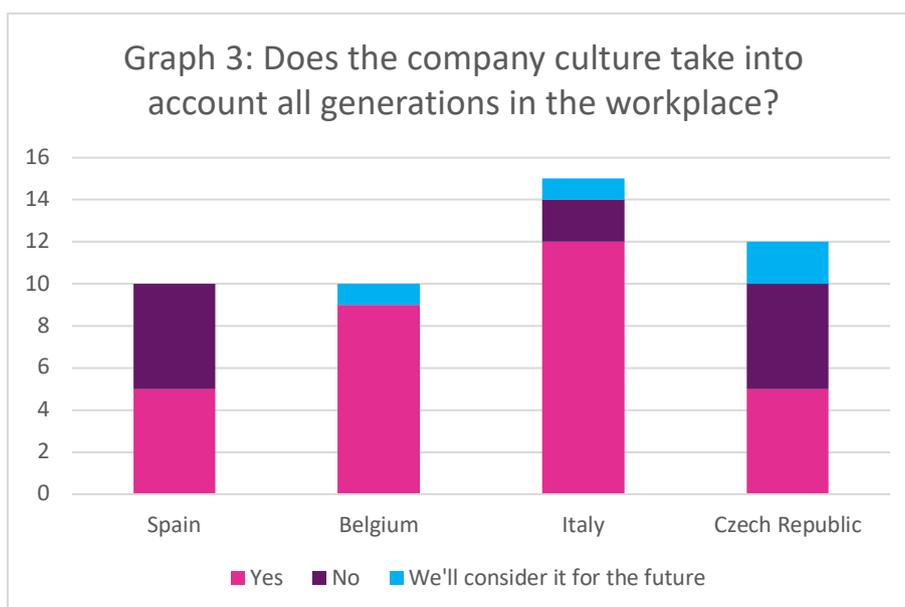
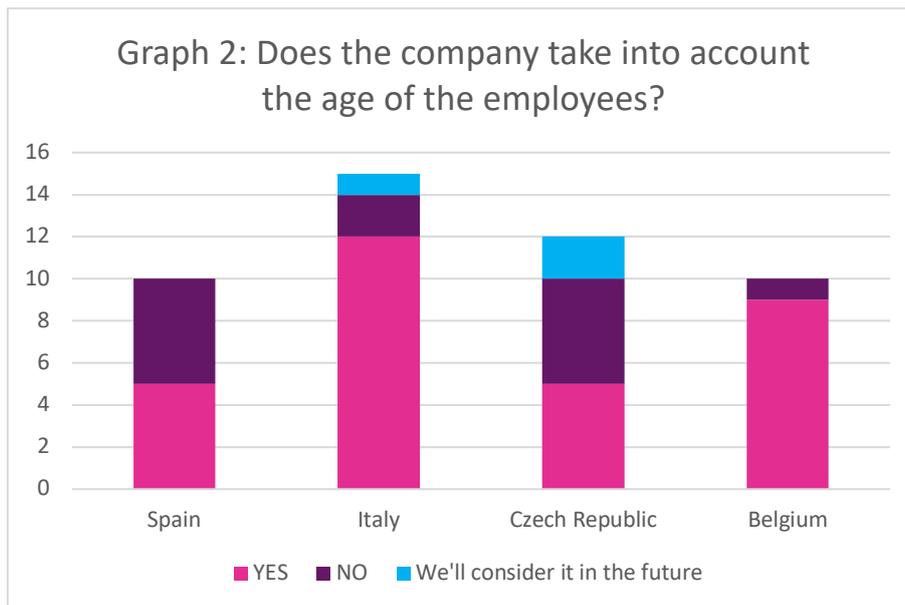
2.2 SURVEYS

The partnership created a research approach in each partner country to gather input from HR professionals and those accountable for HR in private enterprises. This method involves a survey using Google Forms, containing questions aimed at acquiring a better understanding of the existing strategies utilized by companies to manage age diversity and intergenerational cooperation. Additionally, it intends to identify the specific requirements of the labor market concerning cooperation and communication among employees from different age groups. Here there is a compilation of answers collected.

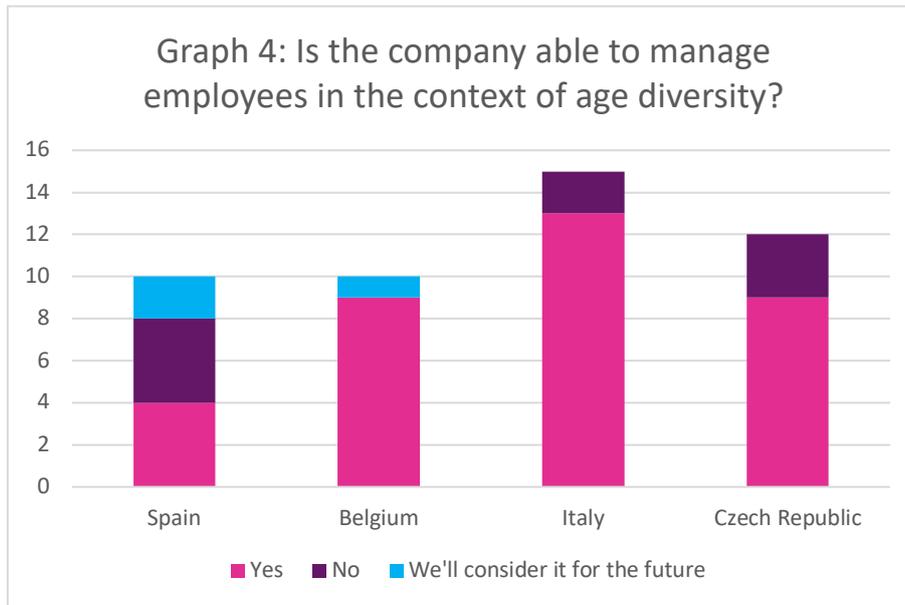
The initial two questions of the questionnaire aimed to determine if the company considered the age of its employees and if the company culture acknowledged the



various generations in the workplace. Based on the graph, the majority of respondents answered affirmatively to both questions, particularly in Italy and Belgium.

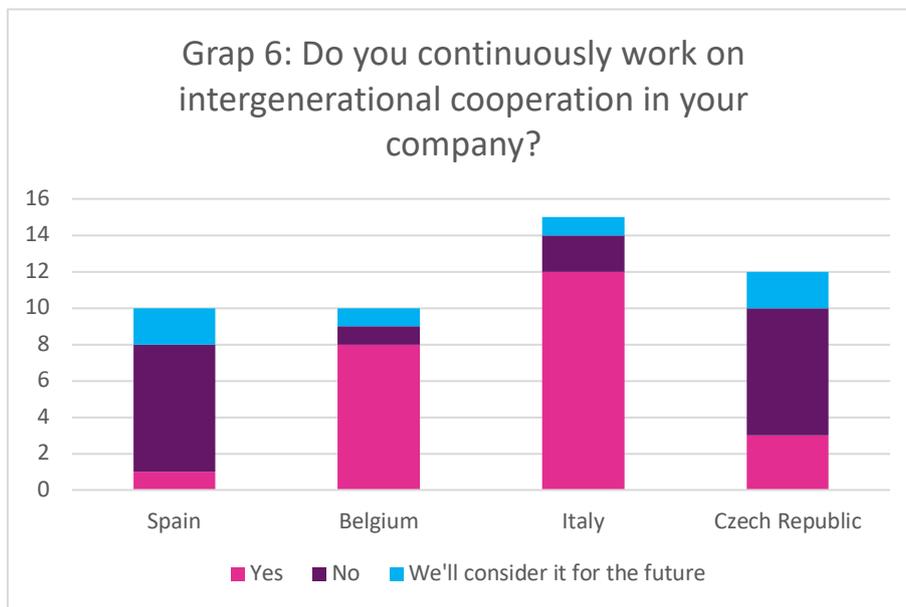
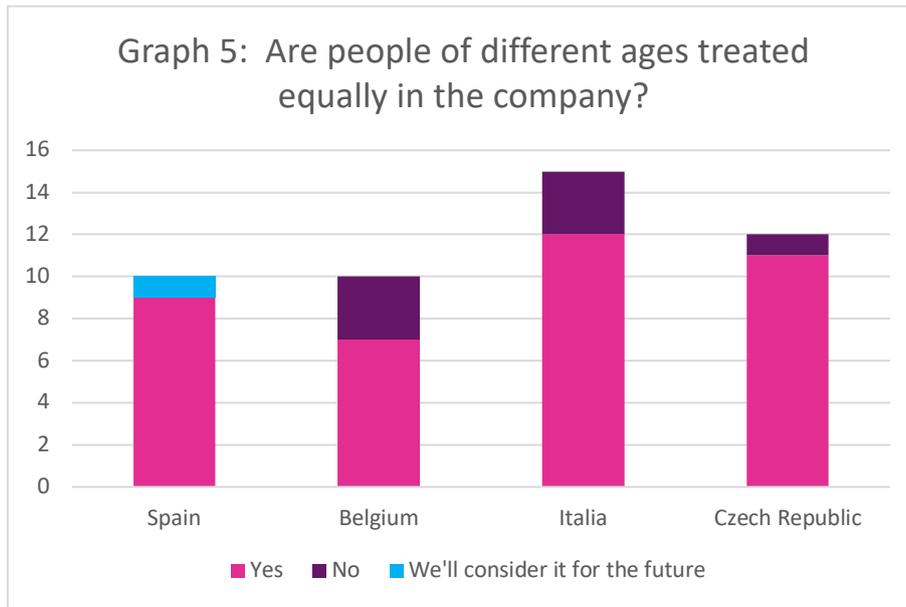


Subsequently, the participants were asked about their competence in managing employees within the context of age diversity. Although all countries were quite open, we observed a certain reluctance on the part of the Spanish companies.



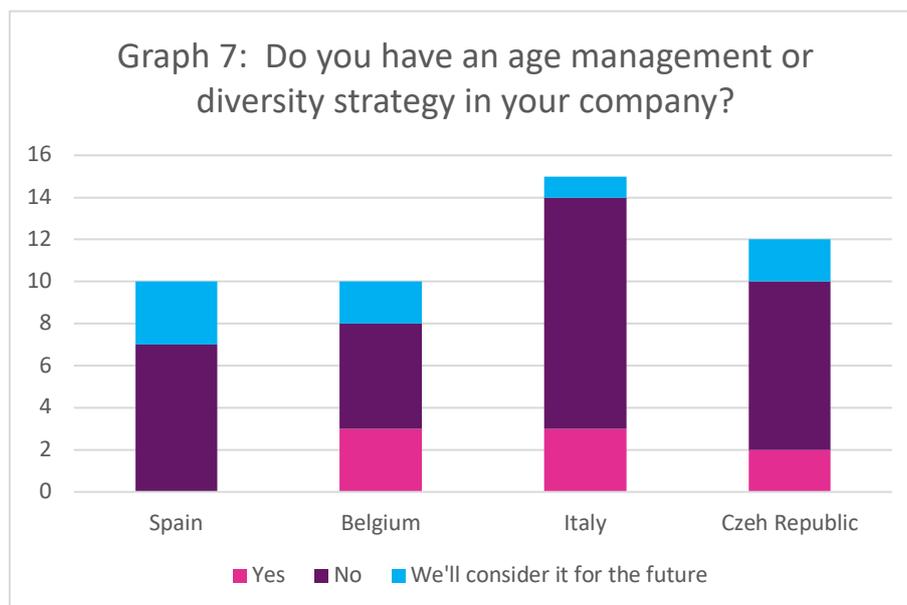
The fifth question sought to understand how managers cater to the specific requirements of employees. Responses varied, including the implementation of individual development plans, succession planning, and mentoring programs. Others emphasized an individualized approach based on interviews with employees and the ability to substitute job positions. Some mentioned the existence of individual development plans, mentoring, and know-how transfer - though not necessarily linked to intergenerational cooperation -. Other response, mainly from Czech Republic, emphasized people development, career maps, corporate training, integration support for colleagues with disabilities, and succession planning. Generally, it is more usual to see a transfer of knowledge process between young and veteran members of the company in Italy and Czech Republic compared with Belgium and, specially, Spain.

After that, we inquired whether individuals of different ages were treated equitably in their respective companies. The results were encouraging, with Spain reporting zero negative answers, and the remaining countries showing a high percentage of positive responses. However, this trend was not evident when participants were asked about the continuation of intergenerational cooperation in their respective companies. The responses varied greatly, with Spain and the Czech Republic reporting mostly negative answers, while Belgium and Italy indicating a positive outlook.



For the seventh question, participants were once again asked to provide a statement, this time regarding the activities utilized to promote intergenerational cooperation. Across most countries, respondents noted the importance of meetings, collaboration, and additional activities such as coffee breaks, social lunches or dinners. Social outings, team building exercises, working in teams, and sharing experiences were also frequently mentioned.

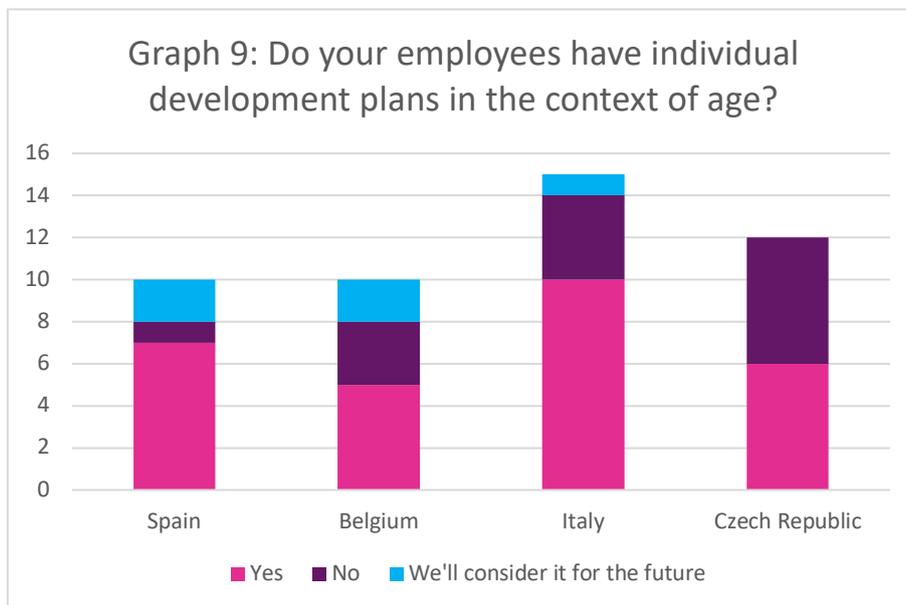
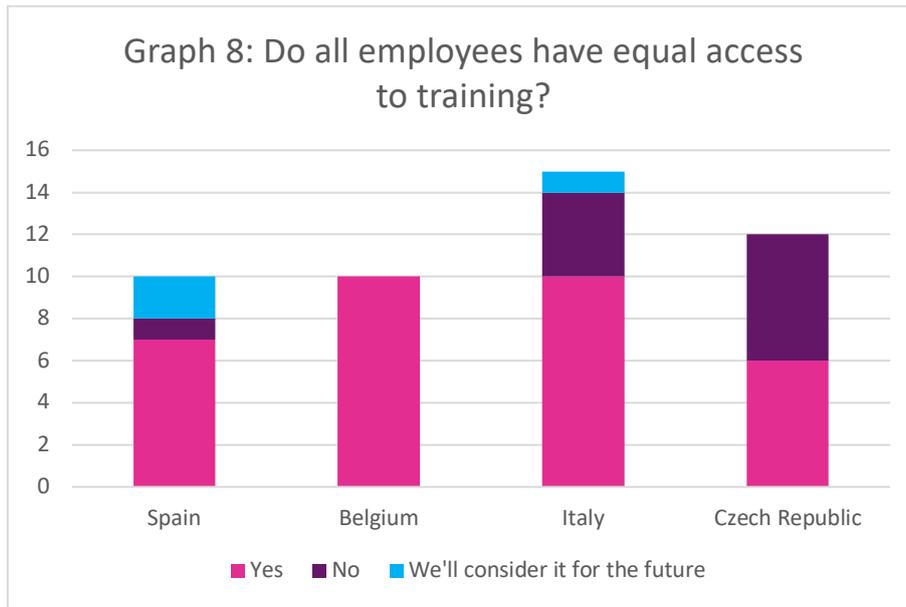
It is notable that despite the various ideas provided for fostering cooperation, there is a significant lack of age management or diversity strategies within companies in all four countries. The participants were then asked to describe shortly which are or should be the objectives of said strategies, and they were incapable of giving strategies. Just few of them from Belgium marked some objectives like motivation, annual goals, or self-training.



The following question inquired about the activities used by companies to promote employee retention. The responses indicated that Spanish companies generally prioritize fostering good relationships with employees, while Italian companies utilize a more team-based approach. Czech companies improve working conditions through reward systems, and Belgian companies take a multifaceted approach, maintaining good communication and contact with employees in various situations. Regardless of age category or situation, motivation and job satisfaction were identified as crucial considerations.

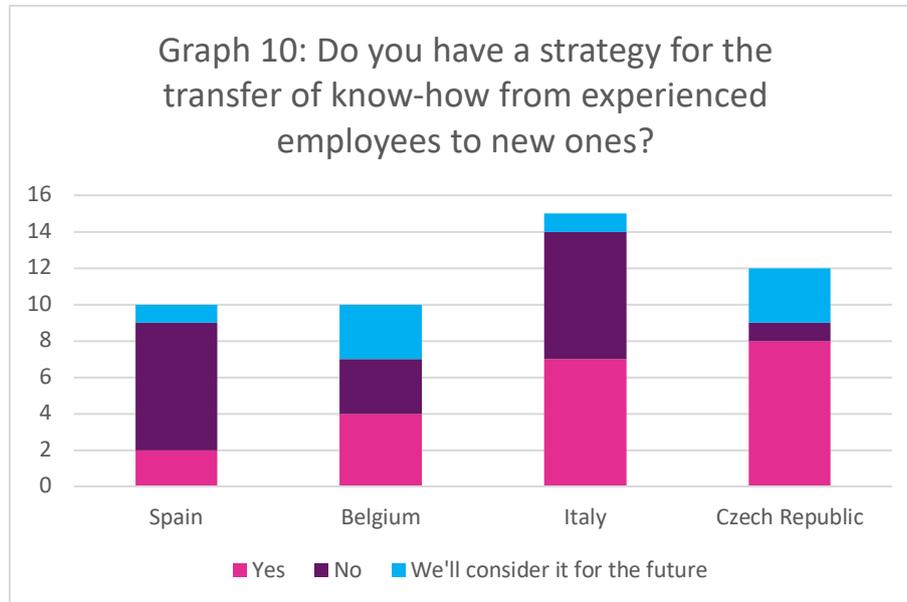
Another important topic explored by the A-Cross Curriculum project is burnout. Participants generally agreed that the median age at which employees experience burnout remains consistent at around 40. When asked about the activities implemented by their companies to prevent burnout, Spanish participants provided only one answer, incentives, while respondents from the other countries suggested various strategies, ranging from changes in job settings to individualized approaches that prioritize the employee's needs. These strategies include offering support, actively listening to employees' personal issues, providing space to work on personal matters, reducing pressure as needed, involvement in new projects, and working with younger colleagues. Overall, the trend is to provide support and address individual needs to prevent burnout.

Shifting to an individual approach of the employee, the questionnaire asked whether all employees in the company have equal access to training opportunities and whether individual development plans are provided based on age. The responses were consistently positive across all countries, except for the Czech Republic, which gave a mixed 50/50 feedback.

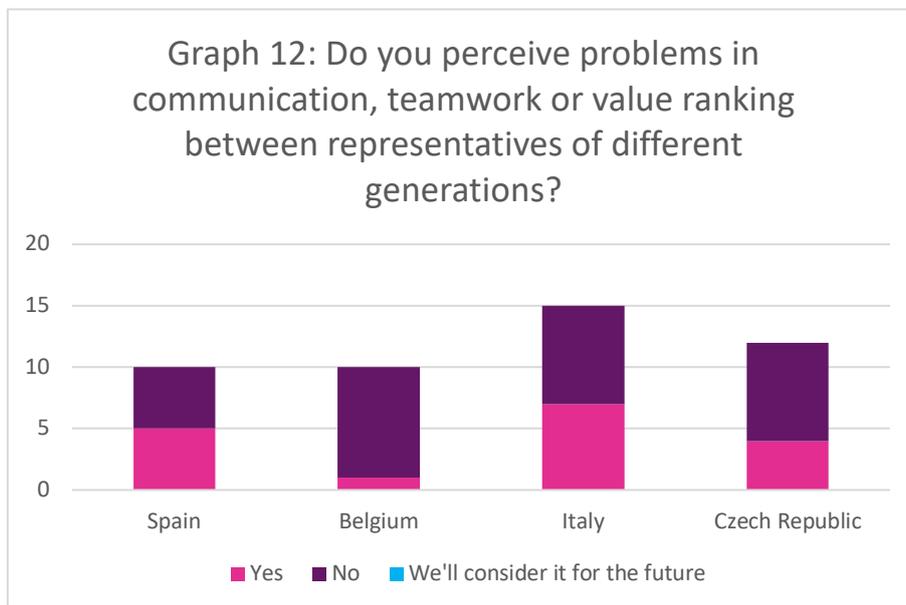
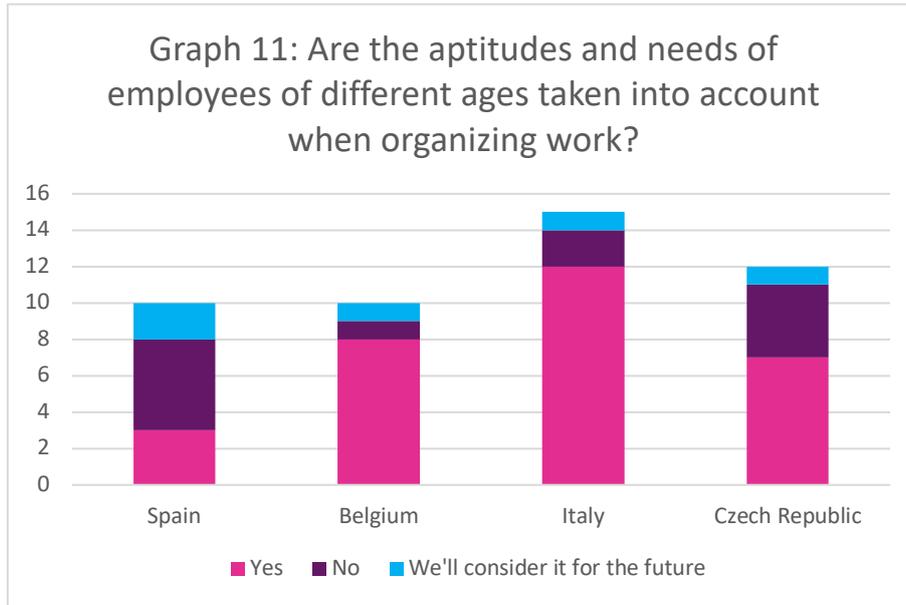


The following question took a different approach when it comes to format, asking the participants to select which generation needed more training in different fields. The results show that every country feels like the older generation need to train their IT skills, change management and their willingness to learn. Sometimes creativity is also a highlighted topic to train, especially for Baby Boomers. On the other hand, the younger generations need to focus their trainings in expert knowledge, business skills and teamwork. The remaining fields are equally important (or unimportant for that matter) for every generation, these are leadership (even though some countries feel that this should be trained more by younger generations), communication and presentation skills. Then participants were asked for extra skills they felt were important, to which the most repeated answers were ethic values, knowledge transfer, and problem-solving.

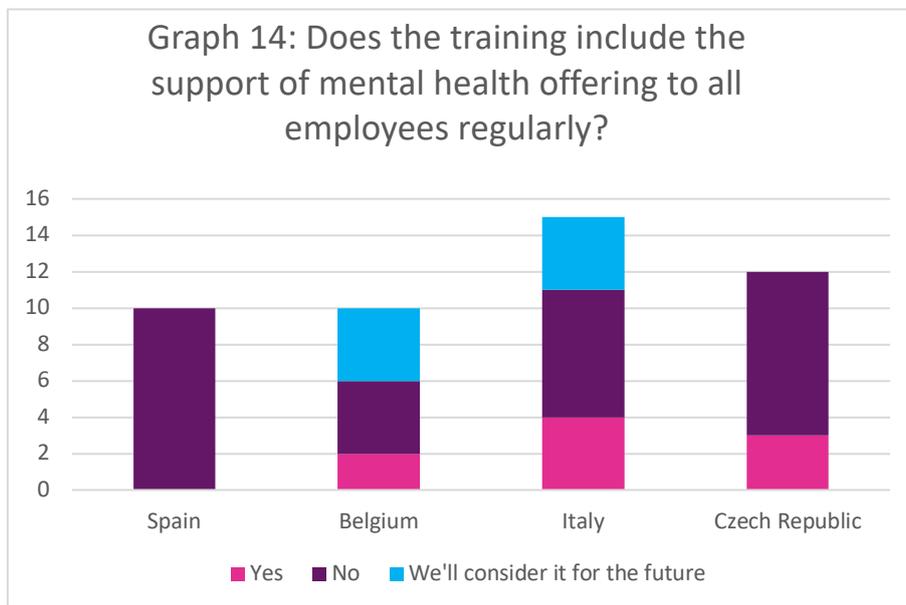
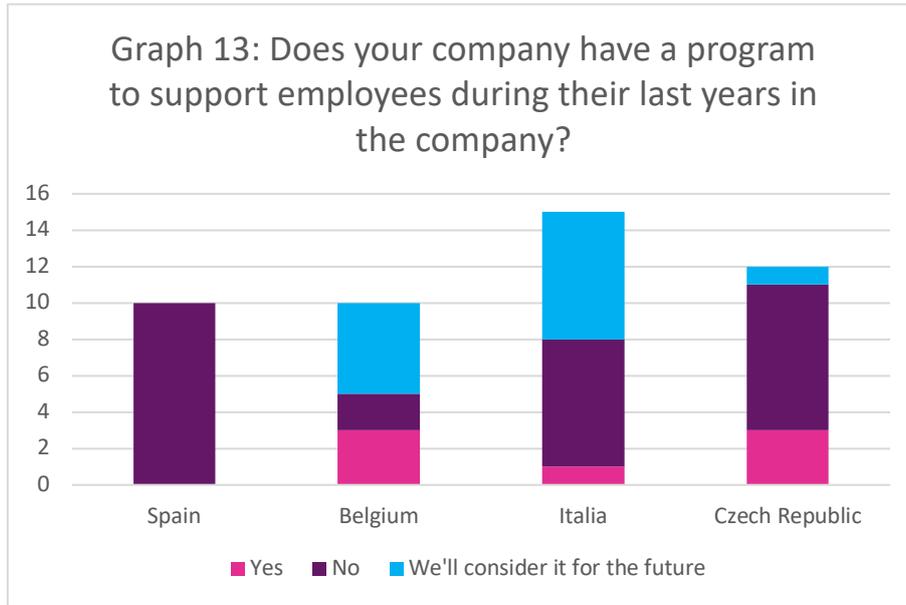
The following question asked the participants if their companies had any strategies in place for the transfer of knowledge between different generations. The feedback was positive, with particularly favorable responses from the Czech Republic, and comparatively unfavorable feedback from Spain. Italy and Belgium provided more balanced answers. In response to the question about the methods used for the transfer of knowledge, participants mentioned the use of focus groups and mentoring programs.



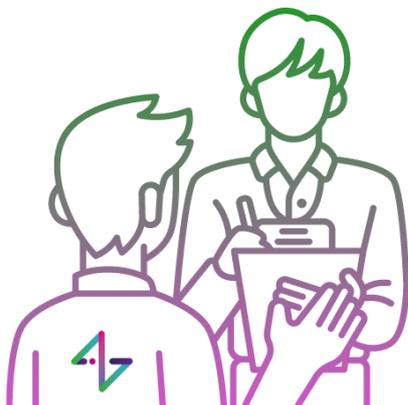
The subsequent query sought to determine if the skills and requirements of employees from diverse age groups were considered when scheduling work, receiving generally favorable responses in all countries except Spain. In line with this, the following question inquired whether participants noticed any issues between various generations, with only Belgium offering a mostly balanced response. Those who replied in the affirmative cited specific difficulties such as poor communication by older workers, issues with comprehension, rigidity in managing procedures and resources, varying perspectives on personal relationships, and differing evaluations of the significance of work.



The questionnaire concluded with a series of questions that elicited mostly negative responses across all countries. The first one pertained to the presence of a support program for employees approaching retirement, which received largely negative results. The following question asked participants whether the training offered by their company included any mental health support system, and once again, the majority of responses were negative.



2.3 INTERVIEWS



In May 2023, the consortium partners conducted 36 interviews with individuals representing different generational groups. The interviews encompassed the following generations: Baby Boomers (born 1950-1969), Generation X (born 1970-1980), Generation Y or Millennials (born 1981-1996), and Generation Z (born 1997-2010).

Each generational group was represented by two interviewees from various target groups, including

employees, freelancers, educators, educators-to-be, and students preparing to enter the workforce. The interviewees were selected from diverse fields such as law, agriculture, industrial companies, marketing, services, and education. Both employees and employers were included in the interviews.

The respondents consisted of individuals of different genders, hailing from various regions in Italy, Spain, Belgium, and the Czech Republic. The participants were geographically balanced, representing both urban and rural areas.

During the interviews, the participants shared their beliefs and perspectives in response to a series of questions.

1. *Do you think employees should have/develop specific skills in order to effectively achieve communication in the workplace?*

Baby Boomers	In general, all participants agree on the importance of possessing core communication skills and fostering an inclusive mindset that embraces diversity for effective workplace communication. It is interesting to note that Spanish participants believe that the skills required today are essentially the same as before but require adaptation. For instance, the role of a traditional boss has transformed into that of a leader. In contrast, Italian participants mention that these skills were not taught in school. On the other hand, Czech participants believe that skills should be tailored to specific industries and workplaces, emphasizing that it is not about age but about individual development.
Gen X	Social and communication skills are considered the most crucial by the participants, acknowledging that their relevance may vary depending on the specific job environment, such as an office, warehouse, or fieldwork. However, regardless of the work setting, GenX individuals agree on the importance of acquiring and developing these skills to facilitate effective communication. The skills mentioned range from soft skills like effective communication, team cooperation, problem solving, and assertiveness to hard skills and leadership abilities, which are contingent on the type of job.
Gen Y	Millennials underscore the necessity of employees developing a wide variety of skills to ensure successful communication. Development should be a life-long process, skills focused on communication and cooperation: team motivation – direction to common goals, empathy, assertivity, team cooperation, communication skills and specific skills related to job position.
Gen Z	GenZ individuals believe that good communication skills are essential not only for the purpose of effective communication itself but also for performing well in their jobs. They emphasize that it is the collective responsibility of all members in the

	workplace to prioritize and prioritize effective communication with their colleagues. Key aspects highlighted by GenZ participants include adaptability and flexibility to the work environment, active listening, cross-generational knowledge sharing, and utilizing functional communication tools such as Jira, Asana, and Slack.
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2. *What differences do you think can be found when it comes to communication between different generations?*

Baby Boomers	<p>Baby Boomers from Belgium have come to believe that the older generation's involvement in rule-making and the potential generation gap in language usage contribute to intergenerational differences in communication.</p> <p>In Italy, participants noted that the ways of communicating between different age groups remain the same, but the tools and instruments used have changed due to the introduction of digital technology. They highlighted the presence of intergenerational mistrust, with generations focusing on each other's weaknesses rather than recognizing the benefits they bring. This creates communication barriers influenced by prejudices.</p> <p>The participants in Czech Republic also emphasized the shift in language usage, pointing out that certain words or phrases have evolved or taken on different meanings. They also mentioned the limited personal connections and friendships across generations. This aspect was also highlighted in Spain, where participants discussed how communication used to be hierarchical, with messages primarily flowing from the top-down. However, there is now a shift towards more horizontal communication approaches.</p>
Gen X	GenX acknowledges that there are differences in communication between generations due to changes in communication channels and tools. Technological advancements have also influenced the style and tone of communication. They perceive that GenX and GenY are more focused on clear and results-oriented communication. Baby Boomers, on the other hand, tend to rely on persuasion based on their own experiences. GenZ is sometimes characterized as being fast-paced, incomprehensible, and superficial in their communication style.
Gen Y	Participants from GenY agreed on the multifaceted nature of communication differences that exist across generations, encompassing cultural, technological, social, and work-related aspects.

	<p>In Italy, participants highlighted that communication differences are influenced by the changing times and the natural evolution of an individual's communication style as they grow and mature.</p> <p>Participants from the Czech Republic expressed concerns about a communication problem rooted in the acceptance of older generations' experiences by younger individuals. Conversely, they noted that older generations often rely solely on their own experiences without being open to trying new approaches, which younger generations may find appropriate. They also mentioned the presence of unfounded self-confidence and self-centeredness among the younger generation, which they unfortunately perceive as a widespread phenomenon with consequences across various domains.</p> <p>In Spain, participants observed differences in language usage, both in terms of formality (informal vs. formal) and the interpretation of communicated messages. They stated that GenY tends to use more informal language, while GenX and Baby Boomers are accustomed to more formal communication styles. As a result, misinterpretations can occur during intergenerational communication.</p>
Gen Z	<p>GenZ recognizes a significant difference in communication formality within the workplace, particularly between themselves and Baby Boomers. Older individuals often view certain forms of communication as too informal and potentially rude. Additionally, younger generations are still navigating their roles in the workforce and may struggle to determine when it is appropriate to speak up, leading to potential overwork and unhappiness.</p> <p>On the other hand, older generations may label younger individuals as not being serious. This discrepancy arises from the more conservative nature of older generations compared to the open-mindedness of GenZ. For instance, when GenZ communicates in a straightforward manner, older individuals may perceive it as disrespectful. However, in Spain, a participant from the legal sector argued that communication style depends on the job position, as the legal sector maintains a formal language regardless of age.</p> <p>Another aspect of intergenerational communication differences lies in the varied experiences, ideas, preferences, and values held by different generations, making reconciliation challenging. Older generations tend to prefer personal contact and phone calls, while younger generations lean towards SMS and email communication.</p> <p>Furthermore, GenZ perceives a disregard for new trends in money-making opportunities from older generations. They observe that older individuals may underestimate the potential of internet/mobile-based services/products, despite</p>

	the significant time investment required. Additionally, older generations may prioritize working for money and social status, whereas younger generations seek meaning and purpose in their work
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3. *Considering these differences between generations, what skills do you think are necessary for employees in order to properly communicate with each other?*

Baby Boomers	<p>Baby Boomers believe that both generations, regardless of their age, should prioritize certain qualities to foster effective communication. These qualities include active listening, open-mindedness, flexibility, and a willingness to learn from individuals of all generations. They particularly highlight the importance of acquiring digital skills, as younger generations are adept at using digital tools and have a different digital language. However, Baby Boomers also express the concern that face-to-face communication is being overlooked.</p> <p>They perceive a lack of authenticity in telework, as they feel that the home environment is not seen as a dedicated workspace. They also emphasize the importance of cultivating a sense of teamwork, which they believe is difficult to achieve when colleagues are not physically present in the same office.</p> <p>Baby Boomers recommend developing intergenerational respect, curiosity, and interest in others. They emphasize the significance of positive thinking, sharing experiences, and openly expressing opinions. They believe that older generations should demonstrate self-confidence while also showing humility towards younger individuals.</p> <p>Furthermore, they propose the use of unambiguous concepts in communication to avoid misunderstandings and promote clearer and more effective dialogue.</p>
Gen X	<p>GenX believes that the essential skills for effective communication encompass empathy, respect, and humility, as they recognize the importance of understanding and valuing the perspectives of others. Additionally, they emphasize the significance of adaptability, cooperation, collaboration, and the ability to work collectively on projects. GenX perceives team diversity as crucial, as it allows for the exploration of different approaches and the utilization of the unique strengths of each generation. Therefore, understanding the values and attitudes of all generations becomes imperative in order to work towards common goals successfully.</p>
Gen Y	<p>Millennials place great importance on having a diverse skill set that encompasses both fundamental communication skills and specific abilities required to navigate intergenerational dynamics. This skill set includes adaptability, assertiveness, team cooperation, empathy, active listening, cultural awareness, and a</p>

	<p>commitment to continuous learning. Millennials recognize the value of consistently expanding their knowledge and staying updated in order to effectively engage with different generations in the workplace.</p>
Gen Z	<p>GenZ believes that employees should prioritize setting and respecting boundaries within the workplace. They emphasize the importance of practicing patience, honesty, and maintaining a neutral perspective. In Italy, GenZ values qualities such as sympathy, empathy, and team-building skills. They perceive an overemphasis on formal education within institutions.</p> <p>According to GenZ, it is crucial for employees to be responsible, autonomous, and, whenever possible, flexible. This generation has, at times, felt undervalued by older generations such as GenX or Baby Boomers. Therefore, they suggest the promotion of mutual respect and appreciation through education. They emphasize the need for employees to be reliable, voice their opinions, and never hesitate to share their ideas.</p> <p>GenZ also appreciates when older generations are understanding and adapt to the changing times. They value clear explanations from older individuals and appreciate when different generations work together harmoniously. GenZ is open to embracing new technological gadgets and encourages others not to dismiss them without giving them a fair chance.</p>

4. *Do you think the X generation should develop some specific skills different from those that the Y or the Z generation should work on?*

Baby Boomers	<p>Baby Boomers recognize the importance of continuously learning new things, especially technology. They view this training as essential, although it is slightly less emphasized for Generation X. Generally, older generations should prioritize improving language skills and adapting to the use of new technologies. They also stress the significance of respecting intercultural and intergenerational differences.</p> <p>According to Baby Boomers, the Generation X could benefit from cultivating traits such as openness, flexibility, and active listening. They suggest that younger individuals should slow down and avoid excessive multitasking. Additionally, they express concerns about the potential addictive nature of media, social media, and digital platforms in general, as these influences can shape one's personality, individuality, and critical thinking abilities.</p>
Gen X	<p>GenX participants recommended that while there are some skills that all generations should work on, there are also specific areas where the Generation X could particularly benefit from development. These areas include digital agility</p>

	<p>and analytical approaches. They emphasized that older generations should focus on improving their proficiency in using new technologies, enhancing their effectiveness in work processes, and adapting to change management.</p> <p>For younger generations, GenX suggested that they should prioritize the acquisition of expert/professional skills and foster a strong focus on team cooperation, tolerance, and respect for diverse perspectives. Additionally, they emphasized that all generations should regularly work on developing soft skills such as assertiveness, emotional intelligence, and empathy.</p> <p>Furthermore, GenX noted that there is a need for training in technological vocabulary, as even Generation Y may lack proficiency in certain digital technicalities such as searching for information online, troubleshooting, or navigating social media platforms.</p>
Gen Y	<p>Millennials believe that while there may be specific skill areas that are particularly relevant for the Generation X, such as technological adaptation, each generation can benefit from developing skills that are tailored to their respective contexts and individual needs. They emphasize that the skills needed may vary because of the need to adapt to tools and technologies that were not available before.</p> <p>According to Millennials, older generations should prioritize supporting the development of IT and digital skills, embracing innovations, enhancing effectiveness, and implementing new processes. They also note that the differences in skills are not solely observed between generations but also within the same generation. For example, even within the Generation Y group itself, differences can be observed between individuals who are currently aged 30 and those who are nearing 42 years old.</p>
Gen Z	<p>GenZ perceives that older generations tend to have a fixed mindset and are resistant to changing their established habits in the workplace. They also observe that their millennial colleagues often overexert themselves and unintentionally transfer that stress onto their co-workers. They believe that older generations should focus on improving their IT and digital technology skills, and be open to learning from and trusting the younger generations in successfully implementing these technologies.</p> <p>However, GenZ also acknowledges that if we consider face-to-face (f2f) communication, the dynamic may be reversed. In this context, young people who are accustomed to digital communication may benefit from training in face-to-face communication skills, such as public speaking, formality, and interpersonal</p>

	skills. They emphasize the importance of finding a balance and recognizing that different communication channels may require different skill sets.
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5. *What generational obstacles could be found in the workplace?*

Baby Boomers	<p>Baby Boomers acknowledge the presence of several obstacles stemming from generational differences. These obstacles encompass hierarchical age-based dynamics, variations in communication preferences, and diverse learning styles. Baby Boomers recognize that younger generations have demonstrated proficiency in IT and digital technologies, as well as online communication.</p> <p>However, Baby Boomers also raise a concern regarding the heavy reliance of younger generations on internet-based knowledge. They observe that younger individuals often rely on information obtained through online searches, and they may face challenges in performing tasks without the aid of the internet. This reliance on the internet poses a unique challenge that needs to be addressed.</p>
Gen X	<p>According to their perspective, the primary obstacles revolve around communication and technology-related skills, as well as interpersonal challenges stemming from biases and trust issues. Specifically, during interviews conducted in Italy, participants highlighted the resistance of older individuals who are accustomed to working in a certain way and are reluctant to embrace change. Baby Boomers are encouraged to develop senior skills to bring a fresh perspective and adapt to new trends, rather than solely relying on past experiences.</p> <p>The need for continuous development of patience and essential skills among younger generations was also emphasized. For both Generation X and Generation Y, a combination of the aforementioned challenges was identified. They expressed concerns about a lack of education in technological processes and online communication. While acknowledging the technical expertise of older generations, it was noted that they may lack creativity and tend to cling to traditional methods instead of adapting to evolving times and emerging trends.</p>
Gen Y	<p>Millennials acknowledge the expertise of older generations in terms of professional skills, while recognizing the need for them to improve soft skills such as communication and presentation. The main obstacles identified are resistance to change, power dynamics, and differing opinions or perspectives across generations. Millennials also highlighted a concern about younger individuals who may be adept at self-promotion without possessing substantial knowledge or experience.</p>

	<p>A key emphasis is placed on the importance of embracing education as a lifelong learning process, rather than viewing it as a mere buzzword. The participants discussed different learning methods, with face-to-face learning being preferred by older generations and blended learning being favored by younger generations.</p> <p>The conversation in Spain specifically focused on the significance of soft skills for Baby Boomers and Generation X. While these skills were not traditionally valued in the past, they have now become essential for hiring processes and are expected in all positions.</p>
Gen Z	<p>Gen Z believes that there can be a power imbalance between younger and older generations, leading to feelings of frustration. They attribute these differences to variations in institutional education, where the focus now revolves around subjects like technology and second language proficiency (e.g., English). In the past, education placed more emphasis on practical skills for everyday life, such as gardening, cooking, and mathematics. Gen Z advocates for a balanced approach to education that caters to the needs of all generations.</p> <p>They also observe that older generations sometimes forget that they had to acquire work-related skills when they were younger, highlighting a difference in learning approaches. The older generation tends to prioritize memorization, whereas the younger generation values the enjoyment of their chosen field and the practical application of acquired knowledge.</p> <p>In Spain, interviewees note that the dynamics of power and communication vary depending on the workplace. In hierarchical environments like offices, younger individuals may have limited interactions with older ones due to the established chain of responsibility. However, there are instances where younger individuals may feel undervalued and unheard (these dynamics can vary within different departments).</p>

6. *How do you think these obstacles should be overcome?*

Baby Boomers	<p>According to Baby Boomers, addressing these challenges requires a comprehensive approach. Firstly, it involves cultivating a culture that values open-mindedness, embraces change, and promotes a continuous learning mindset. Secondly, they recognize the differences in information gathering, sorting, and processing among different generations, which can impact the quality of information sharing and transfer. They observe that older generations have learned new trends through experience, while younger generations have acquired this knowledge through formal education. To bridge this gap, they suggest implementing training programs that do not solely rely on the internet, or at least use it as an auxiliary tool. The goal is to prevent dependence on the</p>
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	internet as the sole source of knowledge and encourage more intergenerational interactions for finding innovative solutions.
Gen X	GenX suggests focusing on managerial leadership and enhancing personal time management skills. They value effective planning and believe that they excel in professional skills, while younger generations are often more adept at self-presentation. They recommend implementing strategies that facilitate the sharing of knowledge and experiences among different generations. This can help create a collaborative and inclusive work environment where insights and expertise can be shared for the benefit of all.
Gen Y	Millennials believe that overcoming generational obstacles in the workplace requires fostering effective communication, understanding, adaptability, and empathy. However, they acknowledge that it can be challenging as each individual has a unique work experience. In Spain, an employer's recommendation stands out, emphasizing the importance of not everyone needing to communicate with each other or carry the same burden. Instead, the focus should be on making employees aware of whom they need to communicate with and how. To achieve this, the employer divides the company into teams and appoints and trains team leaders. These team leaders play a crucial role in guiding staff interactions, communicating problems, and establishing the overall communication approach within the organization.
Gen Z	<p>GenZ holds the view that the challenges they face in the workplace cannot be effectively resolved solely through policy changes or intentional efforts. They believe that many of these issues stem from inherent human behavior and causality. They emphasize that practical experience and real-life application of knowledge often outweigh the importance of specific skills. They also observe variations in the use of digital tools and new technologies in professional education.</p> <p>To address these challenges, GenZ suggests several proposals, including promoting intergenerational collaboration by pairing younger individuals with older ones in team projects. They emphasize the importance of engaging in skill-building activities and initiatives that facilitate learning and growth across generations. By combining different perspectives and experiences, they believe that organizations can navigate these obstacles more effectively.</p>

7. What challenges have you personally faced in terms of across-generation communication in the workplace?

<p>Baby Boomers</p>	<p>Baby Boomers from Belgium have often felt like they don't have enough energy or self-confidence to work alongside younger ones. They often experienced issues with digital tools and technology. In Czech Republic, one person stated some underestimation in the field of internet communication.</p>
<p>Gen X</p>	<p>In Belgium, GenX interviewees told us that they suffered challenges related to managing transitions, adapting to diverse communication preferences, and promoting effective intergenerational communication in the workplace. Meanwhile, in the Czech Republic, one person highlighted the issue of performance expectations when a worker is no longer capable or not yet capable of meeting them. Another common occurrence among the younger generation is their tendency to refuse overtime work, even at the expense of leaving tasks incomplete. Additionally, when they perceive a threat to their integrity, they often choose to quit instead of addressing and resolving the situation, sometimes disregarding the potential consequences for their employer. This behavior can give the impression that they are indifferent or apathetic.</p>
<p>Gen Y</p>	<p>In Belgium, one of the interviewed Millennials expressed concerns about potential challenges related to limited communication and skill gaps when interacting across generations.</p> <p>In Italy, the two Millennials had differing perspectives. Alessandro, an employee in a company, stated that he can communicate better with older individuals compared to people of his own age. On the other hand, Simona, a content creator and influencer, shared her experience of older individuals not understanding her job and criticizing it, as they do not consider it a legitimate profession.</p> <p>In Spain, one interviewee mentioned a tense situation that escalated into a physical altercation between two workers from different generations.</p>
<p>Gen Z</p>	<p>In Belgium, one of the participants encountered difficulties with micromanaging bosses, which made it challenging for her to assert herself as a lower-level employee. Mariana, on the other hand, faced communication problems as her boss was unresponsive and rarely checked emails and chats.</p> <p>In the Czech Republic, one interviewee pointed out that the biggest challenge lies in online marketing, as the older generation prefers traditional methods like leaflets and face-to-face meetings, while the younger generation emphasizes the importance of digital promotion. Another participant mentioned encountering outdated structures and routines that felt unnatural but managed to bring some innovative ideas to the table. One person expressed their frustration with the lack of trust in internet promotion among the older generation, while another felt</p>

	<p>distrusted and subjected to excessive questioning and control due to their young age.</p> <p>In Spain, an interviewee described a tense situation with a partner who was significantly older, highlighting the partner's dismissive attitude towards their role in coordinating a team project.</p>
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8. *How have you solved them?*

Baby Boomers	<p>Baby Boomers made personal development efforts, looked for external support or guidance, engaged in open dialogues, and adopted strategies to optimize productivity and work efficiency. For instance, some of them said that they were attending courses, workshop or non-formal education.</p>
Gen X	<p>GenX have addressed these challenges through proactive leadership, knowledge sharing, adopting a problem-solving mindset and developing listening skills.</p>
Gen Y	<p>Millennials suggest that addressing cross-generation communication challenges can involve a combination of active communication, understanding, building relationships, and seeking assistance when needed. The Italian girl, Simona, said that she tried to explain what she did in other terms that could be understood by older people.</p>
Gen Z	<p>In Belgium, the interviewee who shared their experience of facing a problem with her boss highlighted the significance of open communication and expressed the importance of discussing concerns openly with their superior, especially when urgent matters arise.</p> <p>The Czech participant said that they ignored the problem with their superior due to their higher position within the hierarchy.</p> <p>And the Spanish interviewee mentioned that the remaining colleagues provided support and implicitly conveyed their acceptance of her coordination efforts.</p>

9. *What do you think your company/organization should act to respond to these challenges?*

Baby Boomers	<p>Baby Boomers concur that organizations should cultivate an inclusive culture that values input from employees across all generations. They stress the importance of avoiding job discrimination based on age and instead focusing on skills, while also encouraging skill development for those who may be lacking in certain areas.</p>
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	<p>They propose several activities to foster intergenerational understanding and collaboration:</p> <ol style="list-style-type: none"> 1. Raising awareness of potential differences in perspectives on various issues and promoting the art of active listening and patience. They believe that patience and empathy are essential traits for this generation to cultivate in their interactions with all workers. 2. Emphasizing experiential learning through mixed workshops that allow participants to gain practical knowledge while increasing sensitivity to generational differences. They suggest providing targeted explanations of why different generations may have unique perspectives and showcasing concrete case studies that demonstrate how each generation can contribute to achieving common goals within mixed teams. 3. Implementing targeted activities and initiatives that influence company culture to facilitate intergenerational collaboration. This includes creating a supportive environment that encourages the sharing of both soft and hard skills, as well as conducting individual interviews to better understand the needs and aspirations of employees from different generations.
Gen X	<p>GenX believes that companies and organizations should take certain actions to promote a more inclusive and collaborative work environment. Their suggestions include:</p> <ol style="list-style-type: none"> 1. Implementing collaborative learning approaches: This involves creating opportunities for different generations to learn from each other, fostering mutual understanding, and enabling effective cooperation. By explaining the attitudes and values of different generations, companies can promote empathy and bridge the generation gap. 2. Creating inclusive events and fostering diversity: It is crucial to promote diversity within teams and eliminate biased language or stereotypes in advertisements. Establishing groups and facilitating dialogues between generations can help break down barriers and build understanding. Employers should actively support the formation of diverse teams and provide training to promote inclusivity. 3. Encouraging knowledge sharing: Organizing workshops where experiences can be shared and exchanged between generations can be a valuable initiative. Facilitating open communication about the preferences and perceptions of different generations can significantly contribute to mutual understanding and effective collaboration. Raising awareness about the need to challenge prejudices, such as assumptions that younger individuals are incapable or solely

	<p>motivated by money, or that older individuals are resistant to change, is essential for fostering a more inclusive workplace.</p>
<p>Gen Y</p>	<p>Millennials emphasize the importance of companies and organizations taking proactive steps to address communication challenges between different generations, and they believe that education plays a key role in finding solutions. Their suggestions include:</p> <ol style="list-style-type: none"> 1. Organizing informal initiatives: Creating opportunities for informal interactions and initiatives can foster better understanding and communication between generations. This can include activities like team-building exercises, social events, or mentorship programs that encourage knowledge sharing and relationship building. 2. Employee development and targeted education: Providing opportunities for employees to enhance their skills and knowledge through targeted education programs is crucial. This can involve offering training in areas where individuals are willing to improve themselves, promoting self-reflection, and addressing weaknesses. Explaining the advantages of new practices compared to established ones (such as transitioning from manual paperwork to digital tools) can also help drive acceptance and change. 3. Strategic partnerships and social responsibility: Companies should strive to have a diverse employee mix whenever possible and actively connect different generations through targeted outreach, education, and activities. Employers need to explain and convince employees that cross-generational collaboration brings mutual benefits, creating a win-win situation. Implementing a well-defined cooperation plan can lead to improvements, increased satisfaction for all employees, and ultimately better results for the company.
<p>Gen Z</p>	<p>The younger participants in these interviews propose several recommendations to improve communication and collaboration among team members of different generations. These include:</p> <ol style="list-style-type: none"> 1. Fostering group dynamics: They suggest organizing team-building sessions, outings for dinner, company meals, after-work gatherings, excursions, and trips. These activities can help create a sense of camaraderie and closeness within the team, fostering better communication and understanding. 2. Having a strong HR team: They emphasize the importance of having a competent and supportive HR team that can facilitate effective communication and address any concerns or conflicts that arise between different generations.

	<p>HR professionals can play a crucial role in promoting a collaborative and inclusive work environment.</p> <p>3. Eliminating hierarchy and promoting collaboration: The younger participants express the need for a flatter organizational structure where instructions are not given unilaterally but instead encourage everyone to work collaboratively as a team. They believe that removing hierarchical barriers can facilitate open communication and idea-sharing across generations.</p> <p>4. Building awareness for open-mindedness and respect: They recommend promoting communication and fostering trust and respect among team members of different generations. This can be achieved through regular internal meetings, team-building activities, and creating a culture of open dialogue and understanding. Embracing team diversity across generations is seen as a way to foster inclusive and innovative work environments.</p>
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10. *Do you perceive any differences of educational needs of various generations (Baby boomers, GEN X, Y, Z)? If yes, please name the examples.*

Baby Boomers	Baby Boomers perceive that there is a potential difference in preferred learning styles between generations.
Gen X	GenX participants confirm that the educational needs of different generations can vary, requiring tailored approaches to education, personalized courses for example.
Gen Y	Millennials interviewees agreed on this topic, implying that different generations may require specific educational approaches and resources to meet their unique learning needs.
Gen Z	No answers reported.

11. *What kind of training do you usually need for your profession? Where is your biggest gap comparing you with members of another generation?*

Baby Boomers	While Baby Boomers did not directly address the comparison of their training needs with members of other generations, they highlighted a potential gap in knowledge and adaptability that may exist between generations
Gen X	GenX acknowledge that younger generations are more adept at navigating the web and utilizing digital platforms more efficiently.

Gen Y	Millennials think that the biggest gap, compared to members of another generation, lies in digital skills and potentially the years of experience or technological proficiency, depending on the specific comparison.
Gen Z	GenZ answered that this will depend on the profession and the context

12. *What do you think the younger or older generation could teach you? What could you learn from them? How are they better than you?*

Baby Boomers	Baby Boomers emphasized the significance of embracing diverse perspectives and recognizing the unique strengths and knowledge that each generation brings. They acknowledged that the younger generation excels in utilizing digital technology, computing, and data retrieval. Baby Boomers also acknowledged that the younger generation can contribute to increasing intercultural sensitivity and placing emphasis on self-confidence and assertiveness. They mentioned that the younger generation has expertise in languages and can help older individuals overcome fear. Baby Boomers recognized that the younger generation is well-educated in new trends and exhibits adaptability in various contexts. They noted that although it can be challenging for Baby Boomers to change their ways of doing things, the younger generation demonstrates a remarkable ability to learn and adapt quickly, often surpassing Baby Boomers in this regard.
Gen X	GenX individuals understand the importance of acquiring knowledge from both older and younger colleagues in the workplace. They recognize the value of learning from older employees, who bring valuable attributes like patience, formal communication skills, expertise in cost analysis, and a wealth of accumulated experience and insights. Additionally, GenX individuals appreciate the strengths of younger generations, such as their assertiveness, proficiency in self-presentation, ability to maintain work-life balance, and adeptness in leveraging technological tools effectively. Younger employees often possess specialized knowledge and excel in specific job roles, allowing GenX individuals to benefit from their focused expertise.
Gen Y	Millennials believe that there is valuable knowledge to be gained from older generations, particularly in areas such as face-to-face interaction, life experience, ethics, moral values, and gaining insightful perspectives. They acknowledge that older generations have a wealth of wisdom to offer. On the other hand, Millennials recognize their own strengths and the contributions they can make to the workplace. They excel in technology proficiency, assertiveness, language skills, and understanding how to effectively interact with bosses and managers.

Gen Z	<p>GenZ participants recognize the value of learning from older generations due to their extensive experience, although they do not believe that older generations are inherently superior. They express some criticism, attributing blame to older generations for certain aspects of the current state of the world. Despite this, GenZ acknowledges that older generations have worked in various roles and can offer different perspectives, which can be beneficial for younger individuals. They appreciate the opportunity to receive lessons and information from their elders, which they would otherwise have to search for or figure out independently. Additionally, younger generations bring fresh technological knowledge to the table, contributing to a dynamic exchange of ideas and insights between generations.</p>
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13. *What do you think is your advantage for employers compared to other generations?*

Baby Boomers	<p>Baby Boomers propose that their generation is characterized by a robust work ethic. They tend to demonstrate a greater willingness to invest extensive time and effort in performing tasks or acquiring new skills. They emphasize their wealth of experience, knowledge, and loyalty, highlighting their readiness to go above and beyond their job descriptions. Furthermore, they possess valuable insights across multiple branches and have established extensive connections.</p>
Gen X	<p>GenX believes that their strength as individuals from older generations stems from their extensive experience, adaptability, and the expertise they have accumulated throughout their careers. They highlight the diverse range of experiences they have gained from various branches, emphasizing their personal commitment and ability to multitask effectively. GenX individuals are known for their attention to detail and their ability to view situations from a broader perspective.</p>
Gen Y	<p>Millennials believe that their unique contributions in the workplace stem from their fresh perspective because of their willingness to embrace innovation. Their advantage lies in their youth, which brings an open-minded and "woke" approach, as well as their dedication and experience that surpasses that of Generation Z. They foster a more inclusive and collaborative work environment by leveraging their familiarity with both older and younger generations. Furthermore, they are effective collaborators with all generations, showcasing flexibility, adaptability, and proficiency in digitalization.</p>

Gen Z	<p>Their advantage lies in their proficiency in digital skills and their open-mindedness, as they are constantly embracing new innovations and staying updated. Being digital natives, they excel in languages, new technologies, and have a natural adaptability to changing circumstances. They are skilled in efficiently searching for information and possess effective communication abilities. Additionally, their soft skills, such as adaptability, contribute to their overall advantage in the modern workplace.</p>
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14. *Is there any suggestion or recommendation that you would like to make in this regard to improve communication across generations?*

Baby Boomers	<ul style="list-style-type: none"> • Creating opportunities for open dialogue. • Leveraging external expertise. • Fostering team cohesion. I.e.: through intergenerational workshops aimed at understanding the specific characteristics of the generations, acknowledge differences of perspective, listen, have patience and respect for others. • Conducting exit interviews to gain insights.
Gen X	<ul style="list-style-type: none"> • Sharing ideas, knowledge, and experiences. • Promoting a collaborative mindset and carrying out awareness-raising events. • Accepting perceptions of other generations. • Removing prejudices, especially in HR, who select employees and form teams.
Gen Y	<ul style="list-style-type: none"> • Promoting a culture of openness and understanding. • Focusing on continuous skill development. • Offering training to explain the differences between the generations, their position on life values, work, property, money. • Building values on mutual respect for all positions, self-reflection and the importance of the skills and contribution that the employee brings to the company. • Providing recommendations to everyone, not just reprimanding the younger or older individuals, to avoid creating stereotypes
Gen Z	<ul style="list-style-type: none"> • Promoting open dialogue, understanding, and empathy among team members. Encourage everyone to actively listen to each other's perspectives and experiences. • Finding a balance between traditional and modern communication methods. Incorporate both face-to-face interactions and online communication platforms to accommodate different communication preferences and bridge the generation gap.

- For teams with mixed generations, consider incorporating a combination of in-person interactions and online platforms to foster deeper connections and understanding.
- Establishing regular company meetings or forums where employees can openly discuss both work-related and personal matters. This can create a sense of unity and build stronger relationships within the team.
- Encouraging collaboration and problem-solving by working together on specific tasks or projects. Emphasize the importance of perseverance and learning from mistakes along the way.
- Avoiding creating taboos or overly relying on experience as a solution for every problem. Instead, focus on adapting to the context and considering different perspectives.
- Providing training or workshops that promote effective communication and active listening skills, allowing individuals to better understand and connect with each other.
- Considering team-building activities that encourage communication and collaboration across generations. For example, the walkie-talkie dynamic (two people have walkie-talkies, one person reads instructions from a significant distance away from the group, while another person with closed eyes in a different room listens to the instructions and relays them to the rest of the team to assemble a chair).

2.4 FOCUS GROUPS

This section of the report presents the findings and insights gathered from a series of focus groups conducted to explore the topic of intergenerational cooperation in the workplace. The focus groups were organized both online and face-to-face, with participants from Belgium, Spain, Italy, and the Czech Republic. The aim of these sessions was to gather diverse perspectives from professionals representing various sectors and roles, including vocational training institutes, employment agencies, private sector companies, non-governmental organizations, HR experts, educational experts, CEOs, managers, trainers, researchers, and entrepreneurs.



The composition of the focus groups was as follows:

Belgium: Nine participants took part in the online sessions, with three representing vocational training institutes, one from an employment agency, one from a private sector company, and the remaining four working for non-governmental organizations. All

participants in this group were actively involved in HR-related activities, bringing valuable insights from their respective domains.

Czech Republic: Ten participants, comprising HR and educational experts, as well as CEOs from different organizations, were engaged in face-to-face discussions. The diversity of roles ensured a comprehensive understanding of intergenerational cooperation from multiple perspectives.

Italy: The focus group in Italy consisted of ten participants, including company managers, entrepreneurs, adult and vocational education educators, trainers for trainers, and a researcher in Pedagogy. This varied composition facilitated a holistic examination of intergenerational dynamics in different professional settings.

Spain: Twenty HR professionals participated in the focus groups conducted online. Their expertise and experience provided valuable insights into the benefits, challenges, and strategies for fostering intergenerational cooperation within the workplace.

The combination of online and face-to-face formats allowed for a broader range of perspectives and facilitated in-depth discussions on intergenerational cooperation. The following sections will summarize the key findings and recommendations derived from the focus group sessions, providing valuable insights for organizations seeking to enhance collaboration among different generations in the workplace. The questions were the following:

1. *From your point of view, what are the benefits of intergenerational cooperation for companies?*

According to the participants, intergenerational cooperation offers numerous benefits for companies. They unanimously agreed that the exchange of competencies, the formation of intersectoral teams, and the mutual sharing of knowledge and experience between generations significantly enhance the expertise of all collaborators. Additionally, they highlighted the following benefits:

Participants from Spain emphasized that intergenerational cooperation fosters a pleasant work environment and promotes a sense of community within the company, leading to improved communication.

Italian participants pointed out that intergenerational cooperation can result in cost savings for professional training. For example, younger workers can organize digital courses for older employees. They also noted that intergenerational cooperation helps dismantle stereotypes, prejudices, and ageism.

Belgian participants highlighted the advantages of combining the technical skills of younger employees with the experience of older ones. Younger employees can learn about the company or organization from older employees, while older employees can gain insights into

reaching a younger generation of talent. They also emphasized the importance of communication between different leadership profiles and approaches.

In the Czech Republic, participants echoed similar views, mentioning enhanced creativity and innovation as a result of collaboration across generations. They highlighted that combining fresh ideas with established wisdom leads to innovative problem-solving approaches. The participants also highlighted that creating intergenerational and diverse environments can attract talented individuals who appreciate such environments. They noted that this diversity can enhance company productivity by leveraging the energy and technological expertise of younger employees alongside the wisdom and experience of older workers. Additionally, having a workforce spanning different generations enables better customer understanding, as employees can relate to and cater to the needs and preferences of customers across all age groups.

2. What do you think are the main problems that arise when employees from different generations have to cooperate in the workplace?

In both Spain and Italy, the main problem identified when employees from different generations cooperate in the workplace is miscommunication. This can arise due to differences in language, communication styles, and the perceived expertise and competencies of younger workers by older generations. This miscommunication leads to missed opportunities for knowledge transfer and can result in misunderstandings and conflicts.

In Belgium, the challenges highlighted include the need for older employees to adapt to new working standards, such as technology usage, and the differing preferences regarding office work versus remote work among different generations. Proper communication is emphasized to avoid creating wrong impressions.

In the Czech Republic, participants acknowledged that problems cannot be solely attributed to intergenerational issues but can be caused by individual characteristics within teams. They stressed the importance of breaking down prejudices and avoiding generalizations. The challenges mentioned include communication barriers, differing work expectations, stereotypes and biases, technological proficiency gaps, varied problem-solving approaches, resistance to change, and limited mentoring opportunities. To address these challenges, organizations should focus on fostering open communication, promoting empathy, providing intergenerational training and mentoring programs, implementing inclusive policies, and encouraging collaboration and understanding among employees from different generations. It is important to recognize individual personality traits rather than making assumptions based solely on generational categories.

4. What are the skills needed for each age group to ensure that this cooperation between generations goes well?

In Spain, the skills identified for successful intergenerational cooperation were mainly focused on digital skills. Participants highlighted the lack of knowledge and training among the older generations, making it challenging in the workplace. On the other hand, younger generations expressed the need to improve skills in time management, leadership, and mental health. Teamwork and team-building skills were identified as beneficial for all generations, enhancing intergenerational communication.

In Italy, participants emphasized the importance of both hard and soft skills for effective cooperation. Hard skills included technical capabilities related to computers, digital devices, and new technologies, while soft skills encompassed problem-solving, decision-making, conflict management, patience, flexibility, motivation, empathy, and creativity. Understanding different generations' perspectives and being able to delegate, plan, and cooperate were also considered essential skills.

In Belgium, participants highlighted the need for older generations to develop technology-related skills and emphasized the importance of pedagogical skills, empathy, open-mindedness, and understanding in the workplace. Flexibility and creativity were mentioned as important skills for older generations to adapt to constant changes and unexpected scenarios.

According to participants from the Czech Republic, the skills needed for each age group are as follows. For younger employees (such as Generation Z and Millennials), it is important to emphasize: technological proficiency to effectively leverage technology in the workplace; adaptability and flexibility in embracing change and different perspectives; strong communication skills, including active listening and respect for older colleagues' expertise; collaboration and teamwork in cross-generational settings; cultivation of emotional intelligence, including empathy and self-awareness. For older employees (such as Generation X and Baby Boomers), the focus should be on: developing basic digital skills and familiarity with technology for enhanced productivity and collaboration; highlighting the importance of mentoring, knowledge sharing, and active participation in succession planning; cultivating openness to new ideas, continuous learning, and embracing change; enhancing communication skills, including effective use of digital platforms and adapting communication styles; nurturing resilience, adaptability, and the ability to navigate challenges.

To sum up, all participants agreed that by fostering these skills across generations, employees can bridge the generation gap, foster effective collaboration, and create a harmonious work environment that leverages the strengths and experiences of each age group.

5. What topics should be included in the learning program?

In terms of the topics that should be included in the learning program for intergenerational cooperation, the suggestions from the different countries can be summarized as follows:

Spain:

- Digital skills and content creation for business purposes.
- Sharing best practices about intergenerational communication from other companies.
- Mentoring and knowledge transfer from more experienced individuals.

Italy:

- Common meeting to discuss differences and similarities between generations.
- Digital skills, including popular tools for communication and collaboration.
- Soft skills such as communication, critical thinking, conflict management, active listening, and team building.

Belgium:

- Inclusive working environment as a prerequisite for intergenerational cooperation.
- Technology topics, including meeting management and collaboration platforms.
- Additional topics suggested: stress management, mental health, leadership profiles, marketing/communications, diversity management, and creativity/innovation.
- Emphasizing the gender perspective in intergenerational cooperation.

Czech Republic:

- Generational awareness: Understanding different generations' characteristics, values, and work preferences.
- Communication and collaboration: Effective communication techniques, active listening, adapting communication styles, and building rapport across generations.
- Conflict resolution and constructive feedback: Resolving generational conflicts and providing/receiving feedback respectfully.
- Mentoring and reverse mentoring: Transferring knowledge and skills between generations, including technology mentoring.
- Emotional intelligence and empathy: Enhancing self-awareness, empathy, and understanding of different perspectives.
- Team building and collaboration: Fostering teamwork, collaboration, and appreciation for diverse skills.
- Technology skills development: Enhancing older employees' digital literacy and bridging the technological gap.
- Leadership and succession planning: Training on leadership development, succession planning, and knowledge transfer.
- Diversity and inclusion: Promoting an inclusive work environment that values diversity and equal opportunities.
- Work-life balance and flexibility: Addressing different generational needs and preferences regarding work-life balance.

Overall, these topics reflect the importance of both technical and soft skills, communication and understanding, and creating an inclusive environment for effective intergenerational cooperation.

6. *What do you think would be the appropriate time a student should spend on completing a session?*

There was not a unique response to this question. Participants are aware that the time spent on each session depends on factors such as the topic, the participants' familiarity with the subject, the nature of the activities, and the profession of the participants. Here are some of the suggestions provided by each country.

In Spain, a participatory session with dynamic activities would ideally last a couple of hours, while more theoretical sessions or those involving the explanation of information or display of videos/media content could be condensed into an hour. Participants agreed that they preferred multiple shorter sessions rather than a few lengthy sessions to maintain productivity and avoid intensity.

In Italy, the suggested timeframe varied depending on the type of activity. Short courses could be completed in less than two months, long-term programs could span around six months, and small workshops could be conducted monthly. It was recommended that these activities be carried out during work hours, preferably at the workplace itself. Some participants also proposed additional extracurricular activities outside of working hours.

In Belgium, it was mentioned that a course should typically take around 8-10 hours, divided into modules, with short videos of a maximum duration of 15 minutes. The implementation of the course should follow a hybrid approach, incorporating online videos and interactive sessions where participants can engage in debates, exchange ideas, and participate in practical exercises facilitated by an instructor.

In the Czech Republic, the discussion revolved around blended learning and the flipped classroom method as suitable approaches. The consensus was that providing theoretical skills through MOOCs/e-learning would be beneficial, allowing learners to engage in self-study with support from a teacher or consultant. Synchronous sessions could be conducted online or through face-to-face meetings. The program should be divided into modules to enable flexible and individualized study. Interactive elements such as videos, gamification, podcasts, and sharing best practices across generations were recommended. One participant suggested a structure of 10 units, with approximately 2 hours dedicated to self-study, at least 1 or 2 days of workshops for each unit, and at least 30 minutes of interactive content to support the theory.

7. *How do you think the information should be presented in order to be as beneficial as possible? Which didactical methods do you think are the most suitable for intergenerational cooperation for each generation (Gen X, Y and Z)? For instance, MOOC, microlearning, videos, gamification, face-to-face workshops, quizzes, case studies, etc...*

The consensus among all participants was that in order to improve intergenerational cooperation in the workplace, it is essential to give priority to flexibility and adaptability when choosing appropriate didactic methods. These methods should be aligned with the specific context and cater to the unique needs of the learners.

In Spain and Italy, the methods varied according to two age groups: "older" people and "young" people. The participants in both focus groups agreed that the older group preferred in-person interactions while younger generations favoured online courses and digital content. Spanish participants proposed a hybrid method that incorporated both online learning and in-person group activities, while Italians suggested a practical approach with hands-on and experiential methods.

The participants in Belgium took a different perspective suggesting tailoring the presentation of information based on the specific skills involved. Pedagogical skills, such as listening, empathy, and interpersonal communication, were recommended to be addressed in a personal manner, preferably through face-to-face sessions or post-module discussions. Case studies, practical discussions, and opportunities for personal workplace experiences to be shared were deemed interesting for all generations. And as distinct age-specific methods, they highlighted interactive activities utilizing platforms like Slido, Mentimeter, and Padlet for younger, and the inclusion of certificates for older generations.

The participants from the Czech Republic delved deeper into the topic and provided a summary of the most appropriate methods for each specific generation. In the case of Baby Boomers, they suggested instructor-led training, utilizing case studies that resonate with their professional experiences to facilitate the connection of new concepts with their existing knowledge. They also recommended incorporating lectures, providing printed written materials for their review, implementing mentoring programs, encouraging face-to-face interactions, designing structured learning paths, and creating opportunities to acknowledge and value the experience and expertise of Baby Boomers, such as through presentations, workshops, or guest speaking roles.

For Generation X, it is recommended to implement collaborative learning methods such as group discussions, case studies, and problem-solving activities that foster teamwork and encourage the sharing of experiences. Additionally, offering mentoring and coaching opportunities to Generation X employees allows them to leverage their expertise and experience in guiding younger generations. To accommodate their preference for self-directed and independent learning, a blended learning approach combining in-person and online resources can be employed.

To cater to Generation Y or Millennials, technology-enabled learning strategies are effective. This involves incorporating digital tools, interactive online platforms, and mobile learning apps to engage and facilitate their learning process. Introducing gamification elements like quizzes, challenges, and rewards can enhance their motivation and engagement. Moreover,

providing opportunities for experiential learning, such as hands-on experiences, simulations, and real-world projects, allows Millennials to apply their skills and learn through practice.

When it comes to Generation Z, microlearning is an appropriate method. Breaking down learning content into bite-sized modules that can be easily accessed on-demand through mobile devices is key. Utilizing multimedia and visual learning resources such as videos, infographics, and interactive visual content is effective in engaging and effectively conveying information to Generation Z, who are accustomed to consuming media-rich content. Lastly, encouraging social learning through the use of social media platforms, online discussion forums, and collaborative platforms facilitates peer-to-peer learning and knowledge sharing for Generation Z.

8. Do you have any additional comments or suggestions?

An attendee from Italy proposed adopting practices observed in Vietnam, such as arranging informal get-togethers outside of work hours to encourage camaraderie among employees. They also recommended that companies organize trips, holidays, and celebrations for their staff, including activities like camping, celebrating International Women's Day, and providing cooking classes.

In Belgium and the Czech Republic, participants emphasized the significance of reshaping organizational culture to be more inclusive towards non-standard workers, as well as fostering diversity and cooperation within teams. Belgian attendees pointed out that addressing discrimination necessitates considering various forms of marginalization beyond age, such as ethnicity, disabilities, origin, and gender. The Czech participants emphasized that the core focus of the methodology should be on respecting individuals.

3. BEST PRACTICES

As societies become increasingly diverse in age, the importance of intergenerational cooperation in the workforce becomes more evident. In response, various initiatives and practices have been introduced to enhance communication, knowledge transfer, and skill development between different generations in the labour market. This section brings together partners from different countries to share their best practices in promoting intergenerational cooperation in the workforce. There it will be found practices that have been implemented in the labour market within recent years, providing insights for companies and organizations looking to improve intergenerational collaboration in their own workplace.



The partners in each country were responsible for collecting the cases. Furthermore, the European Association for Vocational Training (EVTA), a network organization that represents Vocational Education and Training throughout Europe, gathered best practices from its members with a focus on Slovenia.

3.1 CZECH REPUBLIC



3.1.1 BEST PRACTICE N° 1. – PRIVATE COMPANIES/INTERNAL INTERGENERATIONAL MENTORING

Title	Private companies – Internal Intergenerational Mentoring
Location	Czech Republic
Time/date	2018 - 2020
Description of the case study (what, who, why)	<p>Specifics of internal intergenerational mentoring</p> <p>1) It is internal, i.e. it relies exclusively on personnel resources within the company.</p> <p>2) It is intergenerational, i.e. it consistently involves people over 50 years of age as mentors, whose specific knowledge and experience are of immeasurable value to the organisation, but who paradoxically often fall victim to ageism.</p>

	<p>3) It is mentoring - as such, it draws fully on its methodology and multiplies its benefits</p>
<p>Impact and key success factors</p>	<p>How can mentoring help an organisation?</p> <ul style="list-style-type: none"> • Valuing the untapped potential of men/women 50+ • Increasing productivity at work • Promoting teamwork and inter-team cooperation • Integrating new employees into the organisation more effectively • Time savings for HR staff and managers • Faster understanding of the competencies of the new employee • Satisfied and motivated employees do better work • Preventing quality employees from leaving during the adaptation process • Developing company culture • Strengthening internal and external PR for a socially responsible company <p>How can mentoring help mentees?</p> <ul style="list-style-type: none"> • support and assistance when starting a job or returning after a long absence • informal training • support for initiative and motivation • reduced stress in the adaptation process • gaining experience • avoiding failure (in case of misunderstanding of the task, ignorance or lack of knowledge), reducing errors • familiarisation with the organisation, staffing, structure, company culture • orientation to the informal environment of the organisation • quick understanding of key skills and professional competencies • establishing relationships in the new workplace • getting feedback on performance • confidence in own abilities - more confidence <p>How can mentoring help mentors?</p> <ul style="list-style-type: none"> • empowerment within the company

	<ul style="list-style-type: none"> • avoiding stereotyping • increasing self-esteem • the need for self-development • eliminating the risk and consequences of unconscious ageist stereotypes and prejudices
Contact Information	https://centrum-kaspar.cz/wp-content/uploads/2021/03/Ruzne-generace-lepsi-spoluprace.pdf



3.1.2 BEST PRACTICE N° 2. – TALENTS FOR COMPANIES

Title	Talents for companies
Location	Česká republika
Time/date	2019
Description of the case study (what, who, why)	<p>The main idea of the project was to make secondary vocational education more visible to the wider public and to show that it is not a bad choice for a career path. This idea was translated into a multigenerational competition.</p> <p>Every year, teams made up of primary school pupils, secondary school students and representatives of compete at the regional level, with the best team from each region advancing to the national round.</p> <p>The aim of the teams, which always compete in the colours of the company from which the captain - a representative of the company's captain, is to build and move a model according to the technical documentation.</p> <p>The team starts the competition together with the documentation used to create the model. Each team member has his or her own role, the youngest team members are tasked with assembling the mechanical parts, the high school students and programming, while helping and supporting the younger ones and support the younger members of the team. The captain's job is to manage the team, assign work, motivate, teach and keep an eye on the time limit by which the work must be submitted.</p>

Impact and key success factors	<p>Since its first round, this competition has gained many fans and supporters from the ranks of companies, schools and the general public.</p> <p>In some regions, strong partnerships between schools and companies have been established, as well as enthusiastic individuals who enjoy it so much that they dedicate their free time to the children. and pass on their knowledge and expertise.</p> <p>Another benefit is the intergenerational connection, which sometimes brings with it novel solutions problems (so-called "off the beaten track")</p> <p>And last but not least, the competition is open to the public and parents who can come and "cheer", which means they can be shown that the vocational education route is just as good choice for a career path as well as, say, a comprehensive school.</p>
Contact Information	https://www.komora.cz/vzdelavani/4-celorepublikove-kolo-2/

3.2 SLOVENIA



3.2.1 BEST PRACTICE N° 3. – SHADOW BOARD

Title of best practice	SHADOW BOARD
Location	Ljubljana, Slovenia
Time/date	2020-2022
Description of the case study (what, who, why)	<p>The company developed an internal project that aims to improve management skills in young people at the company, with the support of the older people.</p> <p>They focus in good talent management practice in the form of a young board. The basis of this is intergenerational cooperation in the form of reverse mentoring, so young people can bring fresh ideas to management, and develop their own skills.</p> <p>They work intensively on the integration of younger generations into the labour market through scholarships, work practices and the activities of young professionals in the innovative project Shadow board ("junior</p>

	<p>board of directors"), and with the sustainable development of the entire company we contribute to the quality of life of our employees and the entire society.</p> <p>A broad group is created with "senior" and "junior" administration with the aim of creating new business models, sharing knowledge, networking and a strategic approach to changes in the future.</p>
Impact and key success factors	N/A
Contact Information	Manca Bašelj, HR Director
Other information	<p>This best practice was found on the website of the project SODELOVALNICA, which focuses in intergenerational cooperation, and is funded by the EU and the government of Slovenia. Website: https://sodelovalnica.si/en/about-us/#</p> <p>They won the MEGA 22 AWARDS, which is part of this project, and more Slovenian companies with intergenerational cooperation programs can be found here: https://sodelovalnica.si/novice/osem-delodajalcev-navdusilo-z-dobrimi-praksami-medgeneracijskega-sodelovanja/</p> <p>Social media posts about the Shadow Board Project:</p> <p>https://www.linkedin.com/posts/iskra-d-d_iskrateam-shadowboard-project-activity-6721414658445631488-t5Rk/</p> <p>https://www.facebook.com/profile/100063491236312/search/?q=shadowboard</p>


3.2.2
BEST PRACTICE N° 4. – FRIDAY WISDOM

Title of best practice	FRIDAY WISDOM
Location	Ljubljana, Slovenia
Time/date	Implemented since 2016

Description of the case study (what, who, why)	<p>The company in charge of this best practice, called Eurosender, organizes Friday get-togethers, known as Friday Wisdom, where they initially intended to connect the whole teams, and later they started to use this time to share knowledge as well.</p> <p>They have provided social gatherings with various lectures and interactive workshops, which allows the older generations to pass on their life experiences and knowledge on young people, while they benefit from young people energy for further work.</p>
Impact and key success factors	N/A
Contact Information	Klara Tomažič, HR specialist
Other information	The information about this best practice was found in the article here: Friday Wisdom – Best Practice

3.3 ITALY



3.3.1

BEST PRACTICE N° 5. – DIGITAL RESTART/TALENT GARDEN

Title	Digital Restart – Talent Garden
Location	Lombardy, Italy
Time/date	13 weeks programme (November, 2022 – March, 2023)
Description of the case study (what, who, why)	A free Digital Reskilling project financed by Fideuram - Intesa Sanpaolo Bank. This programme was thought out for 40 – 50 years old professionals who lost their jobs after COVID-19 and want to learn how to use data, in order to be hireable also for young companies.
Impact and key success factors	Development of useful skills, increasing employability, social and professional reintegration, tackles senior unemployment.
Contact Information	https://digitalrestart.talentgarden.org/ https://www.fideuram.it/media/5523/cs_digital_restart_iii_edizione.pdf

Other information	There have been 3 successful editions so far.
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3.3.2 BEST PRACTICE N° 6. – RECIPROCAL MENTORING (RM): A PROGRAMME OF INTERGENERATIONAL DIALOGUE BY WISE GROWTH COMPANY

Title	Reciprocal Mentoring (RM): A programme of intergenerational dialogue by Wise Growth Company
Location	Milan, Italy
Time/date	3-4 months
Description of the case study (what, who, why)	A mentoring project designed by the Italian company Wise Growth based on the “Dialogue between Generations”. The programme is structured to include up to ten pairs of employees, and entails alternating group work and directed conversations between the pairs.
Impact and key success factors	Mutual learning opportunity, training, personal and professional development, mentors and mentees.
Contact Information	https://www.wise-growth.it/en/development-areas/generations/
Other information	<i>“For the first time in history, four generations find themselves working together: Baby Boomers, Generation X, Millennials and Generation Z. It is not always easy...”</i> Wise Growth

3.4 SPAIN



3.4.1

BEST PRACTICE Nº 7. – MOTIVATIONAL ANALYSIS BY REPSOL

Title	Motivational Analysis by Repsol
Location	Spain
Time/date	2015
Description of the case study (what, who, why)	The Spanish energy and petrochemical company carried out an analysis amongst its staff to find out what their motivations are according to their age and create management strategies for employees of different generations taking into account that they all work together.
Impact and key success factors	This allowed the company to take into account all their employees and offer, on the one hand, training and internships for the younger generations and, on the other hand, offer labor mobility for the senior employees.
Contact Information	https://www.repsol.com/es/index.cshtml



3.4.2

BEST PRACTICE Nº 8.- AGEING PROJECT BY MAPFRE

Title	Ageing Project by Mapfre
Location	Spain
Time/date	2019
Description of the case study (what, who, why)	The Spanish insurance company Mapfre designed the Project Ageing, with the main objective to create a workplace in which all talent is valued, regardless of their age. After a thorough demographic and organizational analysis of the company, they produced the plan, which has three main

	<p>areas of action: promotion of senior talent, transition to retirement and flexibility in the working conditions.</p> <p>They value senior knowledge. Therefore, they have a mentoring program, which works both ways. That means that senior employees can learn from younger employees and vice versa. They also have the Eureka platform, in which all employees can share their knowledge.</p> <p>The company also recognises employee performance and seniority, as well as pays special attention to the health of all their employees.</p>
Impact and key success factors	<p>This program has had a big impact in the company. The mentoring program had a total of 98 mentors and 173 participants in 2021. The Eureka platform was used by 1400 and 2000 pieces of knowledge shared.</p>
Contact Information	<p>https://www.mapfre.com/sostenibilidad/compromiso-social/inclusion-y-diversidad/envejecimiento/</p>

4. CONCLUSIONS

The conclusions drawn from this study are based on a comprehensive analysis of multiple data sources, including national research, focus groups, interviews, and surveys. By examining these diverse perspectives, a comprehensive understanding of intergenerational cooperation and communication in the workplace has been achieved. The findings shed light on the prevailing trends, challenges, and opportunities in managing age diversity and fostering effective collaboration between different generations. These ten conclusions serve as a foundation for developing actionable recommendations that can help the consortium to develop the Across GENerations Curriculum.

- 1) To begin with, the analysis done on the desk research reveal a consistent pattern across the studied countries, except for Italy, where the older generation had a smaller active population compared to younger generations. This disparity can be attributed to various factors, including a lack of initiative and limited public initiatives specifically focused on intergenerational education. 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) Nonetheless, the research findings - then cross-checked with interviews – indicate a positive trend of companies being open to managing age diversity. It is crucial for companies to foster a culture of inclusivity and embrace the advantages that a diverse workforce brings. The participants in focus groups and interviews unanimously acknowledged the numerous benefits of intergenerational cooperation for companies. These include the exchange of competencies, knowledge, and experience between generations, the formation of intersectoral teams leading to improved communication and a sense of community, cost savings through digital training organized by younger workers for older employees, the dismantling of stereotypes and ageism, the combination of technical skills of younger employees with the experience of older ones, enhanced creativity, innovation, and problem-solving, and better understanding and catering to the needs of all age groups of customers. Therefore, the companies of the consortium countries seem to be implementing strategies to bridge the age gap among employees, signaling a recognition of the benefits associated with intergenerational cooperation.
- 3) On the other hand, they are also aware of the problems managing with international cooperation. The main problem is miscommunication, which stems from differences in language, communication styles, and perceived competencies among different generations. These differences can create barriers and misunderstandings that hinder effective communication. Additionally, there are communication barriers related to work expectations, stereotypes, biases, and technological proficiency gaps, which further complicate intergenerational interactions.

- 4) Another significant challenge is the adaptation of older employees to new working standards, particularly in relation to differing preferences regarding office work versus remote work. With the rise of remote and flexible work arrangements, older generations may struggle to adapt to new technologies and remote collaboration tools, which can affect their ability to effectively communicate and collaborate with younger colleagues.
- 5) Open communication and empathy are crucial aspects of intergenerational cooperation, yet stereotypes and trust issues exist between older and younger generations. Older generations may exhibit a lack of trust in the abilities and work ethic of younger employees, while younger generations may find it difficult to relate to and understand the perspectives of older colleagues. Overcoming these barriers requires fostering open communication and empathy to bridge the generation gap and promote mutual understanding. Furthermore, organizations often face rigidity in managing procedures and resources, which can hinder the implementation of effective intergenerational programs.
- 6) To address these challenges, companies have adopted various strategies, including individual development plans, succession planning, mentoring programs, and customized approaches. Intergenerational training and mentoring programs play a crucial role in addressing these challenges. It is important to develop specific training programs tailored to address the skill gaps in each generation. Research findings indicate that soft skills are particularly in demand, as they are considered crucial for success in a broader context. Emotional intelligence is identified as a skill gap among younger generations, while older generations may benefit from developing digital literacy and work-life balance flexibility. Moreover, the survey respondents said that the scheduling of work should take into account the skills and requirements of employees from diverse age groups. Finally, according to the consensus among participants in focus groups and interviews, it is recognized that different age groups require a specific set of skills to facilitate successful cooperation and effective workplace communication. For younger employees, strong communication skills, both in face-to-face and digital contexts, along with collaboration and emotional intelligence, are crucial. On the other hand, older employees benefit from acquiring basic digital skills, engaging in mentoring relationships, being open to new ideas, enhancing communication skills, developing resilience, and cultivating adaptability. In general, there is a clear need for each generation to cultivate a range of specific competencies, including IT and digital skills, language proficiency, self-confidence, effective self-presentation, openness to innovation, flexibility, adaptability, work-life balance, professional expertise, humility, respect, patience, insight, and loyalty to employers. This can foster a culture of learning and collaboration that benefits all employees.
- 7) Going beyond that, companies should review and adapt their policies. Inclusive policies and collaboration are vital for bridging the generational gap in the work environment. It is essential for companies to create inclusive policies that value and appreciate the contributions of all generations. This involves promoting diversity, equity, and inclusion practices that recognize the strengths and experiences of each generation. Furthermore,

fostering collaboration and teamwork skills among employees of different generations is crucial for optimal communication and effective problem-solving.

- 8)** In terms of recommendations for our training program, it is crucial to cover a range of topics that foster intergenerational cooperation. These topics include digital skills, intergenerational communication, mentoring and knowledge transfer, teamwork, and a focus on soft skills such as communication, critical thinking, and conflict management. Additionally, addressing areas like stress management, mental health, leadership, diversity management, and fostering creativity and innovation are essential. To bridge the identified skill gaps, efforts should be directed towards promoting digital literacy and work-life balance flexibility among older generations, while enhancing emotional intelligence among younger generations.
- 9)** The duration of training sessions should be determined based on factors such as the specific topic, participants' familiarity with the subject matter, the nature of activities involved, and the profession of the individuals involved. Recommendations for session duration range from a couple of hours for dynamic sessions to condensed sessions lasting an hour. Short courses completed in less than two months can also be effective, while longer programs spanning six months with small monthly workshops allow for more comprehensive learning.
- 10)** When it comes to the presentation of information and selecting suitable teaching methods, flexibility and adaptability are key. Recognizing that different generations have varying preferences, older generations may prefer in-person interactions, while younger generations gravitate towards online courses and digital content. Therefore, a combination of approaches, such as hybrid methods, practical hands-on activities, case studies, interactive sessions, blended learning, flipped classroom models, Massive Open Online Courses (MOOCs), microlearning, videos, gamification, face-to-face workshops, quizzes, and additional case studies can be employed to cater to diverse learning preferences.
- 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.

Above all, it is essential to ensure equal access to training opportunities for employees of all ages. This inclusivity will foster good communication and understanding between different generations, enabling us to effectively address intergenerational issues and promote a harmonious work environment.

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