

# ACROSS GENERATIONS

## BEST PRACTICES

of intergenerational  
cooperation in a workplace






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# CZECH REPUBLIC

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## 1 Title of the tool: Young and Experienced Albert

### Organiser

Albert Česká republika

### Participants

20.000 employees can be involved

### Learning objectives

With 20,000 employees, Albert CR has a diverse employee base and offers employment and support opportunities for people of all ages. The company strives to create a diverse work environment with respect for all employees and their needs in their work and personal lives. At Albert CZ, we have representatives of four generations - from baby boomers, generation X, millennials to the youngest generation Z. The company strives to bring all these age groups together, to discuss, understand and cooperate openly.

### Topics covered in this activity:

Age management, diversity management, work-life balance, intergenerational communication.

### Implementation

Young and Experienced Albert is an intergenerational project in Albert Česká republika, where all employees can be involved in many activities focusing on intergenerational support. All employees were divided to groups of young or experienced based on age and experience in Albert. The project includes many activities offered individually by email to each employee. The parts are the workshops supporting intergenerational communication, workshops of sharing best practices on various topics at the workplace, storytelling on the topic of sharing a career path and many trips to the interesting places with the social impact.

## Methods

- Intergenerational communication: workshops across generations
- Sharing of best practices between generations
- Storytelling: career path from young to old age at workplace
- Trips to some children's home, home for the elderly – participants are from different generations and have an opportunity to share the impressions and experiences
- Mentoring/shadowing

## Resources/ materials/ setting needed

Project manager with project team for organization of activities and promoting to the employees, planned budget per project or year.

## Transferability to the AcrossGen project

Story telling – sharing of career path is excellent methods to AcrossGEN methodology, we can include this kind of method to our developing methodology.

## Approximate length of the activity

Since 2021. The project started in 2021 and is growing up during the years. It is an example of the long-term intergenerational project which include many activities. The appropriate budget and team is necessary to have the long-term impact to the company culture.

# 2

Title of the tool: Kudykampus



## Organiser

Butterflies for future

## Participants

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## Learning objectives

- Education for GEN Z by learning by doing
- Mentoring from the experienced inspirators
- Workshops from the various topics focused on Future of work, Soft skills, Digital skills, Democratic education and Sustainability

## Topics covered in this activity:

generational differences, generational stereotypes, dialogue, company's improvement.

## Implementation

- STEP 1: preparation and organization of workshops (agreement with inspirators/experienced people)
- STEP 2: realization of the workshops on the various topics
- STEP 3: mentoring, sharing experiences, international communication

The workshops are for young people from 14-26 age which can find their career path or to study some topic to the depth. Experienced generation share the know-how, experiences and is a guide or support for younger generations.



## Methods

Mentoring, workshops, coaching

## Resources/ materials/ setting needed

Spaces for workshop realization

## Transferability to the AcrossGen project

We can use the concept of this workshop for intergenerational communication. It is a inspiration for us for workshop syllabus development.

## Approximate length of the activity

Since 2021. In Spring 2021, the first pilot semester. The length of the activity depends on the topic and number of the workshops. In Kudykampus usually, 1 workshop lasts 4 hours. One semester usually consists from app. 40 workshops and one semester lasts 3 months.

Further information on both projects can be found here:

[www.kudykampus.cz](http://www.kudykampus.cz)

## 3

### Title of the tool: TALENTS FOR COMPANIES (T-PROFI)

#### Organiser

Chamber of Commerce CR

#### Participants

Primary school students, secondary school students and company representatives (mixed teams)

#### Learning objectives

- Team cooperation and communication
- Intergenerational cooperation in teams
- Diversity teams (different backgrounds of participants: Schools/workplace) and finding common teamwork and communication.
- Find a way to reach the same goal via diversity teams
- Connection of schools and work environment
- Finding the young talents for future cooperation in companies

#### Topics covered in this activity:

Generational differences, generational stereotypes, dialogue,

#### Implementation

The project aims to present and promote vocational training to the general public and connect different generations.

The main idea of the project was to make secondary vocational education more visible to the general public and to show that it is not a bad choice for a career path. This idea was translated into multigenerational competition.

Every year, teams made up of primary school pupils, secondary school students and representatives of companies compete at the regional level, with the best team from each region advancing to the national round.

The teams' aim, which always compete in the company's colours from which the captain - a representative of the company's captain- is to build and move a model according to the technical documentation.



## Implementation

The model is based on the Merkur polytechnic kit, which each team receives at the beginning of

The team starts the competition with the documentation used to create the model. Each team member has his or her 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 monitor the time limit by which the work must be submitted.

The competitors and the judging panel are briefed at the beginning on the rules to be followed during

the competition, as well as any penalties in the event that they are violation. At the same time, the evaluation criteria are communicated in advance, according to which the final model is judged.

## Methods

Competition of mixed intergenerational teams from school and company's environment

## Resources/ materials/ setting needed

Cooperation companies and schools spaces for the realization of competition.

## Transferability to the AcrossGen project

We can propose to the companies to open the cooperation with schools and realize such a type of competition.

## Approximate length of the activity

The first competition was realized in 2015. The competition is supposed to have some preparation team for the organization and the event lasts 1-2 days, according to the number of teams and contemporary programme.

## More information:

<https://www.komora.cz/vzdelavani/7-celorepublikove-kolo/>

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BELGIUM

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# 1

## Title of the tool: DRAGONS DEN'S ACTIVITY (workshop)



### Organiser:

Generationsworkingtogether.org

### Participants

Co-workers

### Learning objectives

To work hand in hand across the different generations existing on the organization. The idea is to show how working together, with their diverse insights, skills, and outcomes, can enrich the organization's work.

### Topics covered in this activity:

- Creative thinking
- Time management
- Presentation skills
- Cooperation across generations
- Planning and delegation

### Implementation

The main task is to create and design a new market product and present it to the "Dragons Den", which are the managers of the organization. The activity is based on working together as a team, showing the participants how intergenerational practice is important to achieve targets in different areas of your own work.

In this activity, there must be ideally between 12 and 20 people, split into smaller groups, of 3 to 5 participants each.

The groups will have 5 minutes to brief and set up their ideas. Then, another 50 minutes for planning and preparing for the presentations.

Finally, the presentations should last around 20 minutes and to end the activity a review should be done.



## Methods

It is a workshop led by the manager of the organization or educators.

## Resources/ materials/ setting needed

For this activity it is only necessary to have pens, paper and some kind of presentation resources.

## Transferability to the AcrossGen project

This activity not only allows creating new paths and connections between co-workers of different ages but also, to create a brand-new idea, according to the positive resources that each generation has to offer, coming into richer outcomes for the organization.

It also brings more cohesion to the group, based on better relationships between them.

## Approximate length of the activity

The activity should last around 80 minutes.

**Links:** [https://generationsworkingtogether.org/downloads/5cde5c13d2fb7-Training%20Manuel%20edition%202%20final.pdf%20%20\(pg%2011\)](https://generationsworkingtogether.org/downloads/5cde5c13d2fb7-Training%20Manuel%20edition%202%20final.pdf%20%20(pg%2011))

## More information available at:

<https://ventureteambuilding.co.uk/dragons-den-team-building/>

# 2

## Title of the tool: **WOMEN ON TRACK INTERGENERATIONAL MENTORING PROGRAM**



### Organiser:

Women on Board (WoB), a non-profit association aimed to promote female access to directorship roles within Belgian companies and organizations.

### Participants

1. The mentees: those who have the ambition to develop leadership skills to become a board member. They can be either:
  2. Women on Track
  3. Member of WoB (not yet of the pool of board members)
  4. Women (member of WoB and of the pool, looking for a first board mandate)
  5. Talented women working at a Diamond or Gold Corporate Partner of Women on Board, with experience on managing teams and budget.
6. The mentors: those who have the ambition to develop mentoring skills, digital competences, and personal branding. They can be either:
  7. Experienced board members
  8. Members of WoB
  9. Pool members

### Learning objectives

The final objective is to provide intergenerational training, where both mentees and mentors were able to work together and learn from each other's experience. The mentees were supposed to develop leadership skills and learn from role models. This was done by taking up a board member responsibility, helped by the mentor to define her personal board project to be ready for a first board mandate.

On the other hand, the mentor also had the opportunity to broaden mentoring skills, sharing, and discussing about her experience of becoming a board member, helping the mentee to develop her personal project.

### Topics covered in this activity:

It was an intersectional program, aimed not only to bridge the intergenerational cooperation, but also especially oriented to female and to support gender diversity in the boardroom.



## Implementation

This program called for candidates to WoB-members and corporate partners, there's taken a selection of the participants. It was aimed to be composed of eight pairs, which means a total of 8 mentees and 8 mentors.

The program was structured as it follows:

1. It first starts getting to know each other (both mentor and mentee).
2. Then they organize at least 4 to 5 meetings or calls between mentees and mentors during the whole year.
3. Participants are enrolled in workshops on personal branding, corporate governance, how to maximize your chances to get a board mandate, and digital transformation, while providing business cases and reading material.
4. The program ends with a closing event with an interactive session with all the mentors and mentees.

## Methods

It ran different workshops in Brussels during 2019, providing content material for improving participants' expertise. Also, the participants were supposed to have at least 4 to 5 calls or meetings between mentor and mentee, at the place of their own election.

## Resources/ materials/ setting needed

The program offers content material to refresh and improve knowledge and expertise. Workshops were also facilitated by WoB-members, Corporate Partners of WoB, and an executive search firm.

## Transferability to the AcrossGen project

This program was aimed to support the development of the next generation of board members, while offering a continuous learning opportunity for experienced board members. This means that it offered an intergenerational bilateral learning opportunity for mentees and mentors.

## Approximate length of the activity

This program was implemented in 2019, and it was supposed to last the whole year.

## More information on their website:

<https://womenonboard.be/wpcontent/uploads/2019/01/WOTIntergenerationalMentoringProgram-1.pdf>

## 3

### Title of the tool: DUO FOR A JOB - INTERGENERATIONAL COACHING

#### Organiser:

DUO for a JOB

#### Participants

The participants of this program are both young people with migrant background in Belgium, and people over 50 years old in Belgium. The establish a relationship between the experienced person (mentor), who shares knowledge and expertise, with a young unexperienced person (mentee), in order to develop professional skills and autonomy, helping them to achieve professional objectives.

#### Learning objectives

The main objectives of the program are:

1. It aims to mitigate the inequalities in access to the labour market for young people with a migrant background.
2. It aims to recognize the knowledge of the over 50 years old Belgian people.
3. To combat discrimination, by providing social cohesion, understanding and local solidarity.

#### Topics covered in this activity:

DUO for a JOB organizes intergenerational and intercultural mentoring to facilitate access to the job market for the youngest jobseekers, while recognizing the value of the over 50 years old people's experience.

#### Implementation

The implementation of this project is made by 8 concrete steps:

1. Information session: to present the project, clarify the roles and answer possible questions.
2. Individual interview: Future mentors and mentees meet the association coordinator to learn more about their experience and expectations.
3. Mentor training: new mentors must do an initial training course, to provide them with the basic tool kit for mentoring.

## Implementation

This program called for candidates to WoB-members and corporate partners, there's taken a selection of the participants. It was aimed to be composed of eight pairs, which means a total of 8 mentees and 8 mentors.

The program was structured as it follows:

1. It first starts getting to know each other (both mentor and mentee).
2. Then they organize at least 4 to 5 meetings or calls between mentees and mentors during the whole year.
3. Participants are enrolled in workshops on personal branding, corporate governance, how to maximize your chances to get a board mandate, and digital transformation, while providing business cases and reading material.
4. The program ends with a closing event with an interactive session with all the mentors and mentees.
5. Matching: considering respective need and skills, the coordinators constitute the new pairs.
6. First meeting: is the opportunity to meet each other, after this session, both mentor or mentee can decide if they want to work together or not.
7. Signing of the Agreement and the Charter: If they decide to work together, they hold a second meeting to clarify the frameworks and the commitments of each part, and it constitutes the official starting of the project.
8. Period of mentoring: the pairs will meet once a week for two hours, for the next six months, accompanied by a coordinator from the association.
9. Evaluation: after six months, the duo are invited to evaluate the program and the outcomes.

## Methods

The methodology used by this program is based on the step by step implementation, providing a qualitative and effective support based on the eight steps described above.

## Resources/ materials/ setting needed

Not specified.





## Transferability to the AcrossGen project

This intersectional program pretends to promote intergenerational learning cooperation between young migrants in Belgium, and experienced senior citizens in Belgium.

## Approximate length of the activity

6 months

More information on their website:

<https://www.duoforajob.be/en/our-mission/>



# BEST PRACTICES

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# SPAIN

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# 1

## Title of the tool: Intergenerational Mentorship Program

### Organiser:

HR Department

### Participants

Employees of all age groups

### Learning objectives

- Facilitate knowledge sharing and transfer between generations.
- Foster a sense of camaraderie and understanding among employees of different age groups.
- Enhance career development and skill-building opportunities for both mentors and mentees.

### Topics covered in this activity:

- Effective communication in the workplace.
- Professional growth and development.
- Adaptation to changing work environments.
- Collaboration and teamwork.

### Implementation

#### 1. Planning Phase:

- Identify potential mentors and mentees from various age groups within the company.
- Set clear objectives and expectations for the mentorship program.
- Create a mentorship matching process based on individual preferences, skills, and goals.



## 2. Orientation Session:

- Organize an orientation session for all participants to introduce them to the program's purpose and guidelines.
- Provide resources, such as handbooks or online materials, to support mentors and mentees.

## 3. Regular Meetings:

- Encourage mentors and mentees to meet regularly, either in person or virtually, to discuss topics related to the workplace.
- Offer guidance on effective communication and goal setting.

## 4. Feedback and Evaluation:

- Conduct periodic evaluations to assess the progress of mentorship relationships.
- Gather feedback from participants to make improvements.

## 5. Recognition and Rewards:

- Recognize and celebrate successful mentorship stories within the organization.
- Offer incentives or rewards for active participation in the program.

## Methods

**Mentoring:** Mentors provide guidance, advice, and knowledge sharing to mentees.

**Regular Workshops:** Organize workshops and seminars led by experienced employees to address specific workplace topics.

## Resources/ materials/ setting needed

- Meeting rooms for mentorship meetings.
- Access to video conferencing tools for virtual meetings.
- Mentorship handbooks or digital resources.

## Transferability to the AcrossGen project

This Intergenerational Mentorship Program serves as a valuable tool for the AcrossGen project, as it encourages meaningful interactions and knowledge exchange between employees of different age groups. It promotes an inclusive workplace culture that values the expertise and experiences of all generations.

## Approximate length of the activity

The program can run continuously throughout the year, with mentorship relationships typically lasting several months to a year. Workshops and seminars can vary in length but are usually half-day or full-day events.

## 2

### Title of the tool: Intergenerational Diversity Workshops



#### Organiser:

Diversity and Inclusion Committee

#### Participants

All employees, organized into diverse age groups

#### Learning objectives

- Increase awareness and understanding of generational differences and their impact in the workplace.
- Promote open dialogue and empathy among employees of different generations.
- Develop strategies for better collaboration and conflict resolution.

#### Topics covered in this activity:

- Generational differences and stereotypes.
- Effective communication across generations.
- Building multi-generational teams.
- Resolving intergenerational conflicts.

#### Implementation

##### 1. Planning and Preparation:

- Form diverse age groups within the organization, ensuring representation from each generation.
- Identify facilitators or trainers with expertise in intergenerational diversity.
- Schedule workshops at convenient times for participants.

##### 2. Workshop Sessions:

- Conduct interactive workshops where participants discuss generational differences and challenges.



## Implementation

- Encourage open conversations, sharing of experiences, and brainstorming of solutions.
- Use case studies and role-playing to simulate workplace scenarios.

**3. Feedback and Reflection:**

- Gather feedback from participants after each workshop to assess their learning and engagement.
- Encourage participants to reflect on their own biases and preconceptions.

**4. Action Plans:**

- Collaboratively develop action plans to implement changes or improvements based on workshop insights.
- Assign responsibilities for implementing these plans.

**5. Follow-up Sessions:**

- Organize follow-up sessions to track progress, share success stories, and address any ongoing challenges.
- Continuously assess the impact of the workshops on workplace dynamics.

## Methods

**Workshops Guided by Facilitators:** Skilled facilitators guide participants through discussions and activities.

**Group Discussions and Role-Playing:** Participants engage in group discussions and role-playing exercises to explore generational dynamics.

## Resources/ materials/ setting needed

- Meeting rooms or virtual conferencing tools for workshops.
- Workshop materials, including presentations slides, handouts, and case studies.

## Transferability to the AcrossGen project

The Intergenerational Diversity Workshops are directly aligned with the objectives of the AcrossGen project. They promote understanding and collaboration among employees of different generations, contributing to a more harmonious and productive workplace for all.

## Approximate length of the activity

Each workshop session can range from a half-day to a full day, with multiple sessions scheduled over a defined period to cover various aspects of intergenerational diversity. Follow-up sessions can be held at regular intervals to assess progress.

# BEST PRACTICES

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# ITALY

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# 1

## Title of the tool: GenerAzioni



### Organiser:

Gruppo Hera - University of Bologna's Psychology Department

### Participants

400 employees of the company aged between 35 and 50 years old

### Learning objectives

- Identifying age-related stereotypes and prejudices on the workplace
- Development and improvement of strategies for tackling the issue
- Development of strategies to enhance and promote age diversity and generational dialogue
- Monitoring of the enacted strategies
- Development of better strategies of work-life balance and safety and security on the workplace

### Topics covered in this activity:

Age management, diversity management, work-life balance, intergenerational communication.

### Implementation

- STEP 1: dividing the 400 people group into 2 smaller groups according to their age: under 35 and over 50.
- STEP 2: submitting to the participants a survey about age differences, prejudices, stereotypes and different generations' behaviours.
- STEP 3: according to the survey's outcome, organising 3 different focus groups. One with under 35 participants, one with over 50 participants, and the last one with a mixed age group.
- STEP 4: individual interviews to the heads of the company.

The outcome of the research as a whole: the dominant group in terms of power in the company was the 'seniority' one, namely the over 50 group. This means





## Implementation

valuing the boomer generation at the expenses of the younger ones. Furthermore, some stereotypes are still rooted in the company's employees, while some others are questioned. Most of the employees corresponds to one of the groups, except a few ones who do not belong to any group of thought: these people tend to be more "suitable" and can get along with anyone, no matter the age or the position in the company.

On these outcomes basis, an action plan was developed.

## Methods

Mentoring, coaching, tutoring, reverse-mentoring, monitoring, focus-groups, survey, interviews, outcomes analysis, action planning, benchmarking.

## Resources/ materials/ setting needed

Survey, single rooms for interviewing, big rooms for focus-groups.

## Transferability to the AcrossGen project

This project could be implemented in every company, and AcrossGEN project could introduce the practice and strategies based on GenerAzioni. In particular, a survey is extremely helpful to bring to light issues that might not be easily visible.

## Approximate length of the activity

Since 2012. A few weeks for the first steps. The activities implemented have been developed throughout the years and are still running.

Further information on the company:

<https://www.gruppohera.it/gruppo/lavora-con-noi/perche-lavorare-in-hera/diversity-inclusion>

## Title of the tool: **Modello Generazionale 2.0** **Generazioni senza frontiere - The EngAGEMENT**



### Organiser:

Reale Mutua Assicurazioni (Gruppo Reale Mutua) - Academy (Reale Mutua educational school) - University of Pavia

### Participants

140 employees (phase 1)

150 employees (phase 2)

### Learning objectives

- Identifying the educational necessities and abilities development of employees
- Valuing the generational differences
- Developing and promoting an intergenerational dialogue
- Age management strategies development

### Topics covered in this activity:

Age management, diversity management, strategies, generational differences, generational stereotypes, dialogue, company's improvement.

### Implementation

- STEP 1: dividing the group of 140 employees into two smaller groups: 70 over 55 and 70 under 30.
- STEP 2: submitting to the participants a survey about stereotypes, prejudices, generational discrimination, work-place issue in general, work methods and educational necessities
- STEP 3: Generazioni senza frontiere - The EngAGEMENT. A workshop in which 150 employees partook: 100 under 30 and 50 over 55. The workshop, set in the Torino Planetarium, was divided into 2 phases:
- Phase 1: a short scientific presentation about planets and space exploration.
- Phase 2: several focus-groups, composed of homogenous and mixed age groups, to discuss the different generations' features.



## Implementation

The outcome of the project: generational stereotypes were not found in this company. The Boomer generation is not a victim of prejudice and, on the contrary, appear to be very open-minded towards change. Nevertheless, they manifest the need for further education, especially on certain topics such as technology and tools. Both generations would like to be more involved in decision-making in the company, because they feel ready to take responsibilities. After the workshop, it has emerged the need to create mixed-age work-groups and units, to implement activities such as mentoring, tutoring and communities.

## Methods

Mentoring, reverse mentoring, survey, focus groups, workshop, action-planning

## Resources/ materials/ setting needed

Big spaces. In this case, an external venue was picked to carry on the project: in fact, the second was set in the Planetarium of Turin, Piedmont.

## Transferability to the AcrossGen project

Submitting a survey to bring to light issues linked to diversity in the company could be particularly useful. Furthermore, the implementation of a workshop with mixed-age groups of employees and that does not have a common topic - such as work-environment, development, business and so on, but has a completely different topic such as planets and astrology as a metaphor for diversity - could result to be a good practice to let employees bond and reflect on working relationships and differences.

## Approximate length of the activity

Since 2012. A few weeks for the first steps. The activities implemented have been developed throughout the years and are still running.

Further information on both projects can be found here:

“L’age management nelle grandi imprese italiane: i risultati di un’indagine qualitativa”, ISFOL; Aversa, Maria Luisa; D’Agostino, Luisa; Parente, Maria, 2015

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