MODULE OVERVIEW

Team members over 50: Keep their engagement and expertise

Adaptive module | ~20 min

Older workers are no longer a side issue: demographics, longer careers, and new French legal duties (2025 Loi seniors) make them central to management. Beyond good intentions, this module offers practical tools (adult-to-adult stance, facts to counter stereotypes, and motivation sustained until knowledge transfer) to turn an older worker you put up with into one who drives the team.

LEARNING OBJECTIVES

01 Adopt an adult-to-adult stance with older workers: the same management tools, consideration without condescension.

02 Challenge age-related stereotypes with facts by getting to know each older team member as an individual.

03 Value older team members' experience, network, and job knowledge through mentoring and intergenerational groups.

04 Sustain motivation and performance over time: prospects, flexibility, physical and mental strain, end-of-career knowledge transfer.

WHO IT'S FOR

Managers who lead older team members today, or who will in the future.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

Brigitte, 58, used to be highly engaged in your team. For the past year, she has done the bare minimum and turned down every new initiative with "that's not for me anymore." She retires in five years and seems to have sidelined herself. How do you respond to this withdrawal?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Situational Leadership – Hersey & Blanchard (1969)
- Adult-to-adult stance – Eric Berne's transactional analysis
- Reverse mentoring – Jack Welch / General Electric
- Loi seniors (France, 2025), a law on older workers – mid-career and end-of-career reviews

SOURCES & REFERENCES

- SHRM, the Society for Human Resource Management – "Age of Opportunity: Redefining Talent with the 65-and-Over Workforce" (2025): 83% of HR professionals recognize exceptional loyalty in older workers, 82% specialized expertise
- France – the Loi seniors of 24 October 2025: Entretien de Parcours Professionnel, mid-career review at 45, and end-of-career review
- Japan – continued employment up to age 65 and incentives to extend it to 70 (latest revision 2021)
- Thomas Ng & Daniel Feldman, "Evaluating Six Common Stereotypes About Older Workers with Meta-Analytical Data," Personnel Psychology (2012): a meta-analysis refuting five of the six stereotypes, including lower motivation and greater resistance to change among older workers

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