



MOČ GENERACIJ

Starostna raznolikost in medgeneracijsko sodelovanje na delovnem mestu

Večina podjetij ima dandanes med svojimi zaposlenimi bogato mešanico generacij. Z vsako generacijo, ki vstopa na trg dela, prihajajo drugačni odnosi, delovna etika, življenjske izkušnje in cilji. Upravljanje delovnega okolja z generacijsko raznolikostjo, kot smo ji priča danes, predstavlja tako priložnost kot izziv: priložnost vključiti skupino ljudi, ki s seboj v podjetje prinašajo edinstvene izkušnje in znanja ter izziv usklajevanja generacijskih razlik, ki jih opredeljujejo. Prav tako je prisoten riziko, da bodo z zgodnjim upokojevanjem izgubljene spretnosti in znanja, kar bo imelo negativen vpliv na gospodarstvo, podjetja in mlajše generacije. Številne strategije razvoja zaposlenih in upokojevanja v podjetjih nezadostno prepoznajo, vrednotijo in izkoriščajo človeški kapital. Kot posledica so starejši zaposleni velikokrat videni kot zreli za upokožitev namesto kot bogat vir znotraj podjetja. Hkrati podjetje z upokojevanjem izgublja tacitno znanje, mlajše generacije niso deležne koristi takšnih znanj za svoj karierni razvoj, prav tako pa niso izkoriščene motivacijske in produktivne koristi medgeneracijskega učenja, kar škodi razvoju posameznikov, podjetij in gospodarstva.

Na potrebo po učinkovitem upravljanju medgeneracijskega delovnega okolja pa ni potrebno gledati iz negativnega vidika. Zaposlovanje starostno raznolike delovne sile, ki s seboj prinaša različne perspektive in znanja, podjetju omogoča rast in raznolikost. Vendar, če želijo delodajalci to kar najbolje izkoristiti, morajo razumeti značilnosti generacij, poznati njihova pričakovanja na delovnem mestu, znati iz njih potegniti najboljše kar premorejo in vzpostaviti vzajemno sodelovanje.

Generacije, ki se danes pojavljajo na trgu dela so znane kot veterani, otroci blaginje ter generaciji x in y. Skupaj predstavljajo velik bazen talentov in znanj, ki so najpomembnejši vir podjetja. Razumevanje in cenjenje faktorjev, ki označujejo posamezno generacijo, oz. vse generacije, nam lahko pomaga v vseh procesih zaposlovanja in razvoja zaposlenih. Prav tako nam pomaga pri prepoznavanju njihovih prednosti ter vključevanju v aktivnosti, kjer bodo lahko uporabili vse svoje potenciale. In ker je finančno poslovanje vsake organizacije močno povezano s stopnjo vključenosti zaposlenih, je na kocki veliko, nagrade pa precejšnje.

Upravljanje s starostno raznolikostjo v delovnem okolju namesto krepitve starostne segregacije s pomočjo ciljno usmerjenih politik in ukrepov, ki krepijo stereotipe, lahko podpre prenos znanja v obe smeri, vzajemno priznavanje in zaupanje ter nenazadnje socialno kohezijo.

Delodajalci se morajo zavedati sprememb, povezanih s starostno raznoliko delovno silo, in oblikovati delovno okolje, v katerem znajo prepoznati in zadovoljiti edinstvene potrebe in zmožnosti vseh zaposlenih tako, da bodo le-ti ostali aktivni in motivirani. Pomembno je, da znajo delodajalci ustvariti prostor, čas, priložnost in motivacijo za učenje drug od drugega ali skupaj.

Evropsko leto aktivnega staranja in medgeneracijske solidarnosti 2012 predstavlja odlično priložnost za prepoznavanje in izmenjavo dobrih praks ter dvigovanje ozaveščenosti delodajalcev za spodbujanje aktivnega staranja in podporo večji vključenosti in solidarnosti med generacijami. K temu prispeva tudi projekt »POVEŽIMO ZNANJE« Dobre prakse prenosa znanja in izkušenj med generacijami na področju dela, ki je ena izmed akcij partnerstva med Evropsko komisijo, Vlado Republike Slovenije in Evropskim

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parlamentom pri komuniciranju evropskih vsebin. Hkrati predstavljajo ugotovitve in primeri dobre prakse iz raziskovalnega dela kakovostno podlago za razvoj in izvedbo programov usposabljanja v okviru mednarodnega projekta "CE Ageing Platform". Oba projekta izvaja oziroma sodeluje pri izvedbi Ekonomski inštitut Maribor, Center razvoja človeških virov.

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POWER OF GENERATIONS

Age Diversity and Intergenerational Cooperation at Workplace

Most companies today have a rich mix of generations within their workforce. With each emerging generation come new attitudes, work ethic, life experiences and set of goals. Managing a workplace with the generational diversity that we are seeing today presents opportunity as well as challenge: opportunity to involve a group of people that are bringing in unique experiences and knowledge and the challenge of managing generational differences defining them. Also the risk of losing skills and knowledge with early retirement is present, which can negatively affect economy, business and younger generation. Many company strategies for employee development and retirement insufficiently recognise value and exploit human capital. As a result, older workers are often seen as ready for retirement rather than resourceful people within the company. At the same time tacit knowledge tends to be lost for the company, younger workers do not benefit from such skills for their career development, and the motivational and productive benefits of intergenerational learning in organisations are not exploited, which is detrimental to the development of individuals, organisations and the economy.

The need to effectively manage an intergenerational workplace should not be looked at in a negative light however. Having a variety of workers who bring differing perspectives and skills allows your company to grow and diversify. However, to get the most out of employees, managers must understand each of these generations, what brings out the best in them, what each generation requires in the workplace to perform at their highest levels, what their expectations are, and establish mutual cooperation.

Generations, which are now on the labour market, are known as veterans, baby boomers, generation X and Y. Together they represent a large pool of talents and skills, which are the main source for company. Understanding and appreciating factors that characterize each generation, i.e. all generations, can support all processes of employment and employee development. It also helps to recognise their strengths and involvement in activities where their potentials can be fully used. And since financial operations of each organisation are strongly linked with the degree of employee involvement, a lot is at stake and the award is significant.

Management of age diversity in the workplace instead of building age segregation through targeted policies and actions that reinforce stereotypes can support knowledge transfer in both directions, mutual recognition and trust, and ultimately social cohesion.

Employers should be aware of changes associated with age-diverse workforce, and create a working environment in which they can identify and meet the unique needs and abilities of all employees so that they stay active and motivated. It is important that employers are able to create space, time, opportunity and motivation for learning from each other or together.

European Year for Active Ageing and Solidarity between Generations 2012 offers a great opportunity to identify and share good practice as well as raise awareness of employers to promote active ageing and support stronger inclusion and solidarity between generations. The project "Connecting knowledge" Good practice of sharing knowledge and experiences between generations in working environment, that is one of the actions of partnership between European Commission, Government of the Republic of Slovenia and European Parliament in communicating european content, is also contributing to that. At the same time

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the findings and examples of good practice from the research represent a quality base for development and delivery of training programmes within the international project “CE Ageing Platform”, both implemented by Economic institut Maribor, Human Resource Development Centre.

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