



?

What does it take to
create diverse and
ageless workplaces?

Quiz question 1

The number of female CEOs in the 350 biggest UK publicly listed businesses (FTSE350) is:

- a) 3%?
- b) 7%?

Source: Hampton-Alexander Review: FTSE women leaders (2018) <https://ftsewomenleaders.com/wp-content/uploads/2018/11/HA-Review-Report-2018.pdf>



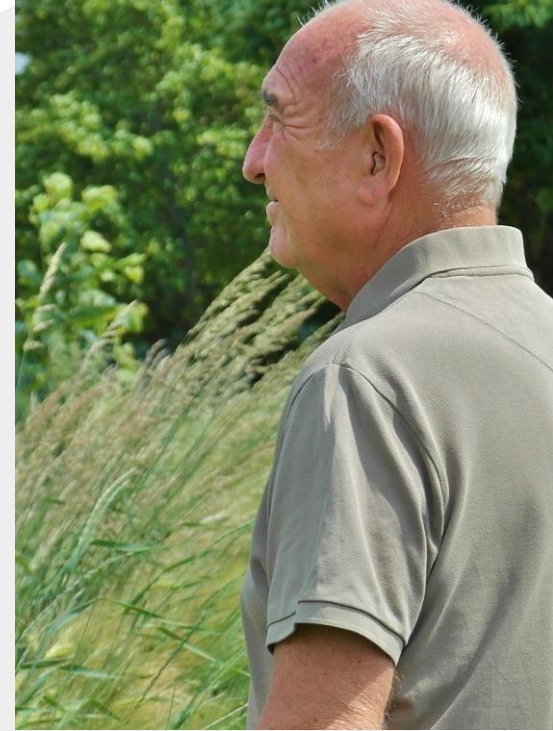
Quiz question 2

In 2018, the number of 65+ year olds in employment in the UK was:

- a) 600,000?
- b) 1.2million?

Source: *Age Discrimination.info* (2019)

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/timeseries/lfk4/lms>



Quiz question 3

Babies born today have *at least* the following chance of living to 100:

- a) 1 in 3 chance
- b) 1 in 4 chance

Source: *Office for National Statistics (2017)*

<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandlifeexpectancies/articles/whatismylifeexpectancyandhowmightitchange/2017-12-01>



Quiz question 4

At which of the following organisations do women earn around 9% more than men?

- a) The British Museum?
- b) Unilever UK?

Source: *Daily Telegraph*, 3 April 2018

<https://www.telegraph.co.uk/women/life/british-companies-no-gender-pay-gap-did/>

The British
Museum



Unilever



?

Diverse workplaces

Why is this interesting for us?



Changes in government migration policy.

The need to recruit scarce and specialised skill-sets.

Greater societal expectation of social mobility.

Commitment to a workforce that reflects the customer base (e.g. age, ethnicity).

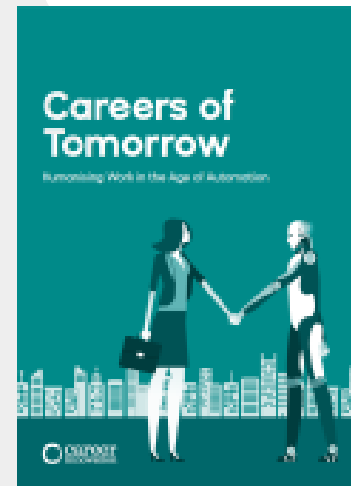
Valuing diversity of experience and perspective as a spur to creativity and innovation.

Desire to understand, and benefit from neurodiversity.

Pressures to improve gender balance, especially at senior levels.

Questioning what people mean by 'talent', where it is found, and how to grow it.


Recognition and desire for new styles of leadership.

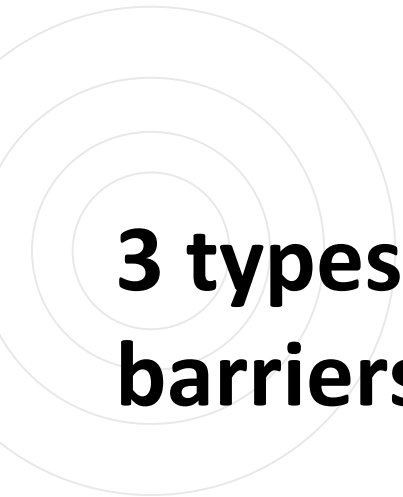


#careersoftomorrow

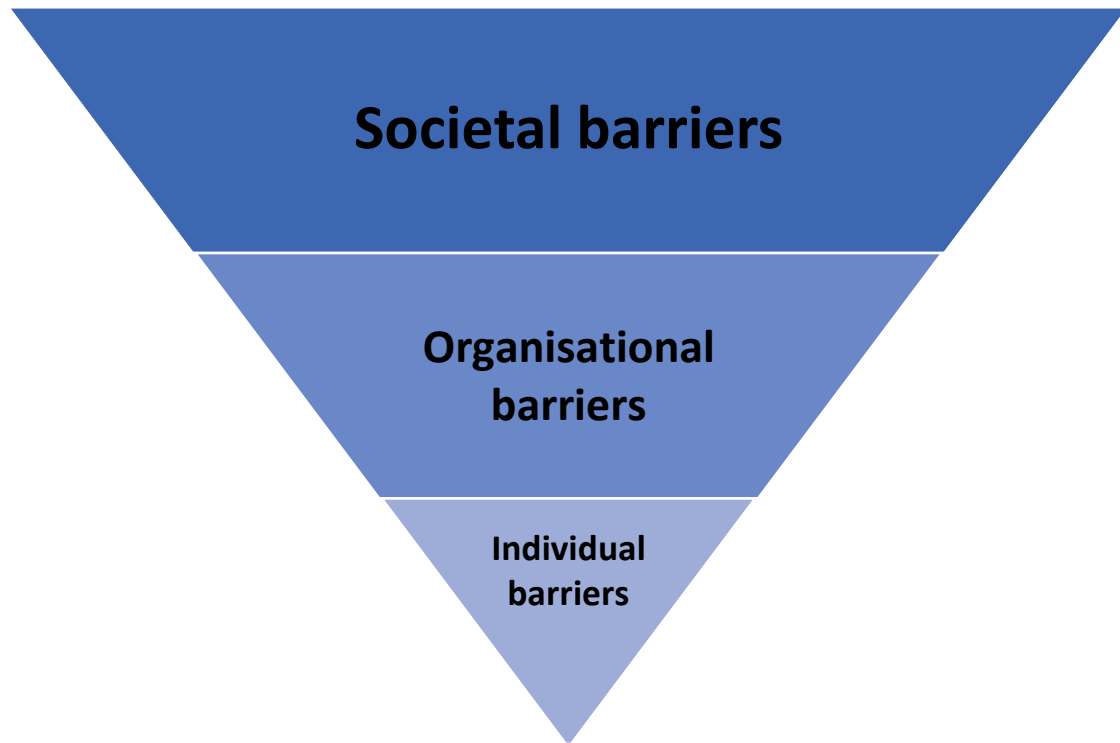
www.careerinnovation.com

Addressing the barriers that affect gender equality in organisations

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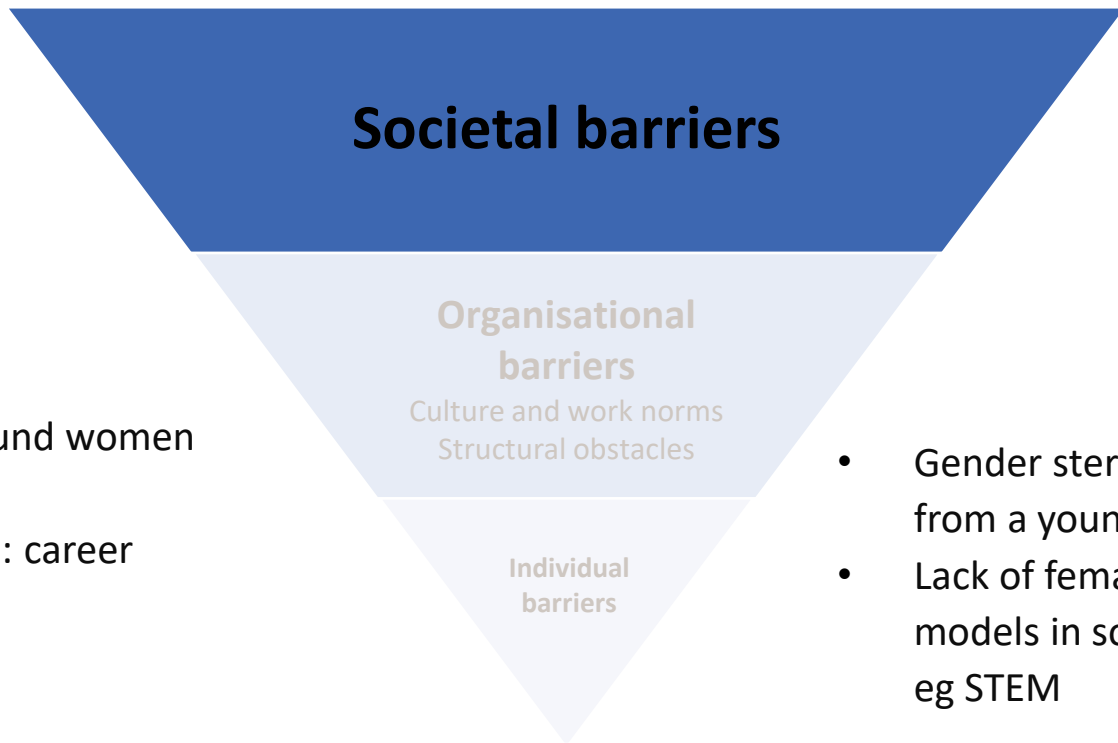


3 types of barriers



3 types of barriers

- Societal norms around women and child rearing
- **The double burden:** career and domestic tasks

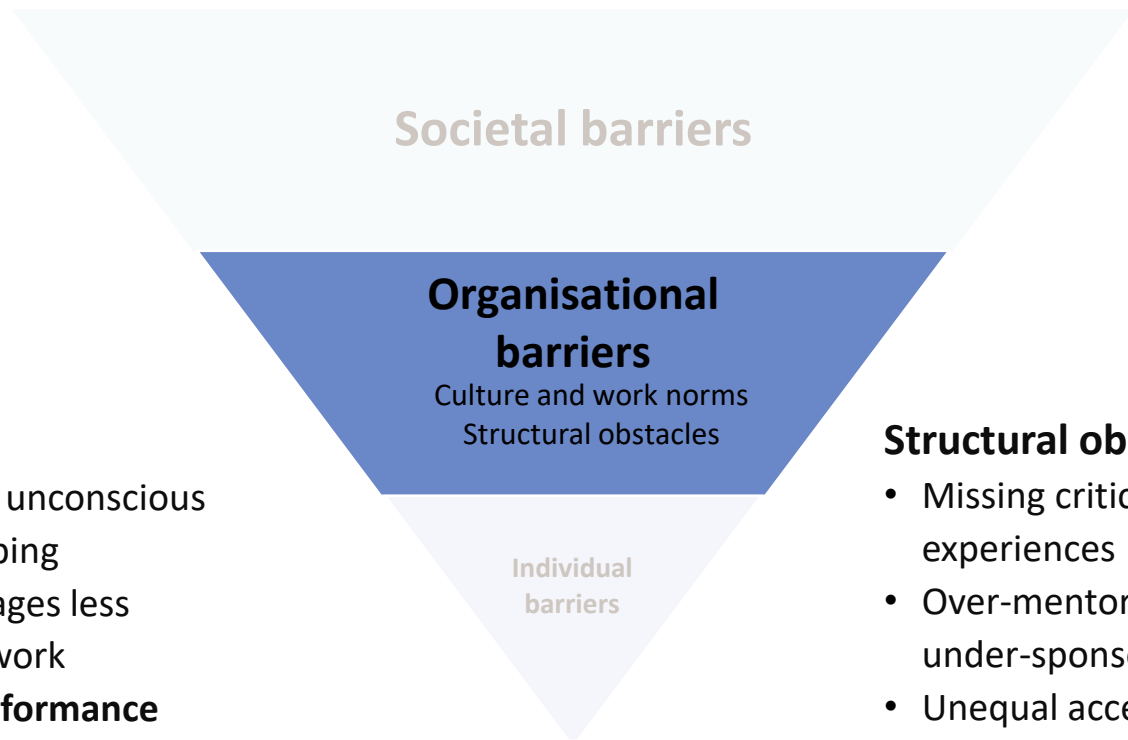


- Gender stereotyping from a young age
- Lack of female role models in some areas, eg STEM

3 types of barriers

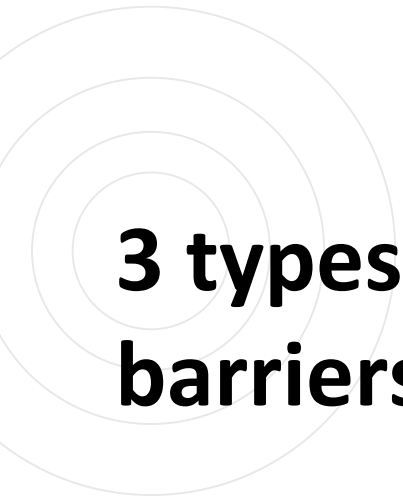
Culture and work norms

- Male dominated cultures, unconscious bias and gender stereotyping
- Men in 'traditional' marriages less supportive of equality at work
- **'Unfailing availability' performance model**



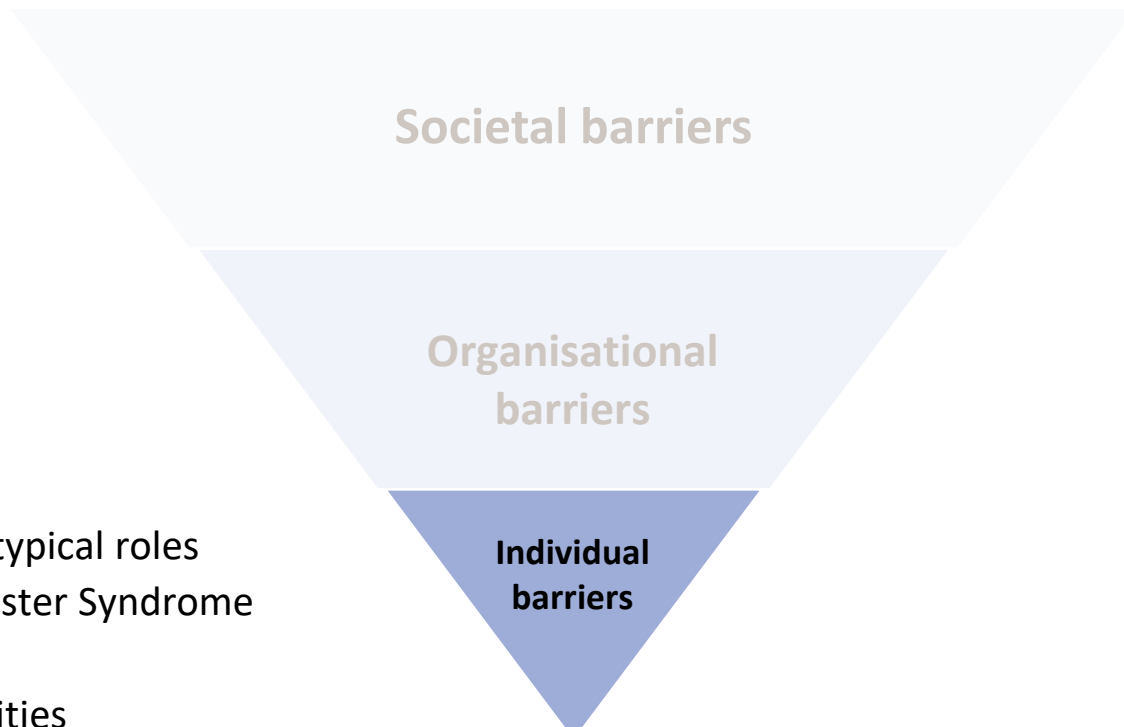
Structural obstacles

- Missing critical experiences
- Over-mentored and under-sponsored
- Unequal access to networks and sponsors



3 types of barriers

- Working in stereotypical roles
- Visibility and Imposter Syndrome
- Likeability
- Belief in opportunities



Implications



Policy makers

- Help break down gender stereotypes by connecting with female role models

Researchers

- What lessons can the private sector learn from other sectors with more success (e.g. NHS, charitable sector)?



Career consultants

- Work with organisations to make systemic changes to culture and remove barriers



Career professionals

- Support and encourage women to enter non-traditional domains
- Help build practical skills (resilience, networking, confidence, political awareness)
- Encourage women to put themselves forward for jobs well, but not perfectly qualified for
- Connect with role models





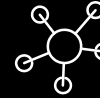
Building an Ageless Workplace

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What's the narrative ?

Generation	Birth Period	Characteristics
Traditionalists or Silent Generation	1925 and 1946	Value authority and a top-down management approach; hard working; respect and status gained by experience and wisdom.
Baby Boomers	1946–1964	Expect some degree of deference to their opinions; strong work ethic, competitive, respect gained by tenure/knowledge, sacrifice home for work. See retirement as freedom.
Generation Xers	1965–1980	Comfortable with authority but want to be listened to; will work as hard as is needed. Respect earned via performance not tenure. Expect development.
Generation Ys or Millennials	1980- 1994	Respect must be earned. Technologically savvy; goal and achievement oriented. Life style important.
Gen Z	1995 +	Digital natives, fast decision makers, highly connected.

(Anick Tolbize 2008)



“Millennials are spoilt, full of themselves, averse to hard work and expect ‘success on a plate’, so what does that mean for society?”

3 Effects on populations attitudes and behaviours over time

Cohort

A cohort has different beliefs, attitudes, and behaviours and these stay the same over time

Period Effect

Attitudes of all cohorts change in a similar way over the same period of time

Lifecycle Effect

People's attitudes change as they age- attitudes are shifted by life stages or events

Challenging the myths

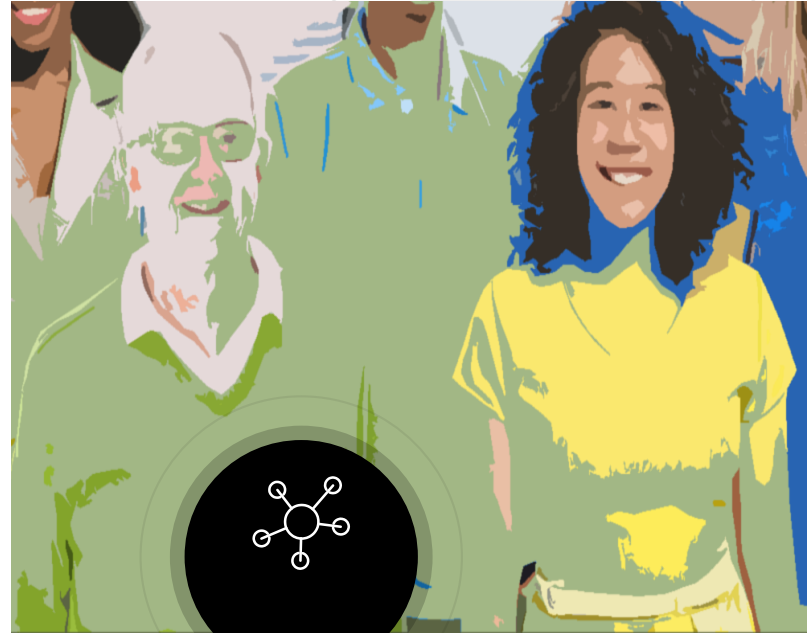
Generations have similar needs at work:-

- Exciting & challenging work
- Need for autonomy & freedom
- Psychological stability

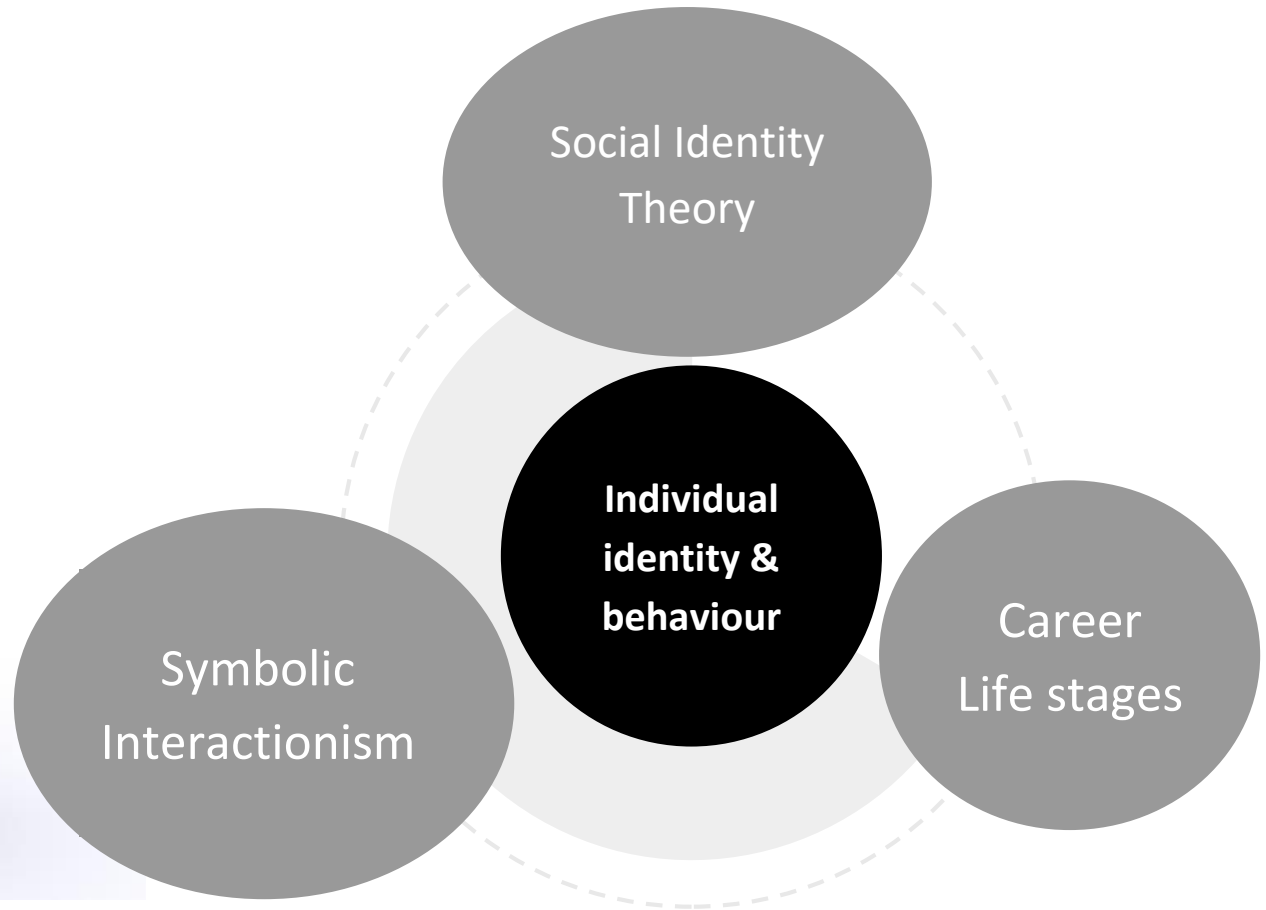
Millennials do not job hop

Older workers don't always struggle with technology

Average hours worked by millennials and other generations is nearly the same



Theorising about this



What is being done?

- Mentoring/reverse mentoring programmes, and project based working that fosters learning across generations
- Programmes that increase participation in the workplace e.g. returners programmes, phased retirement, flexible working, apprenticeships for over 50s



- Review of recruitment and progression processes for unconscious bias around selection criteria

What is being done?

- Equipping leaders to have effective career conversations to challenge their assumptions about the career needs and aspirations of their team
- Build employee voice
- Training of leaders to manage diverse teams
- Provide individuals with support and resources to enable them to navigate career transitions and futureproof their skills for a longer working life.
- Develop a 'career proposition' that speaks to everyone



Implications

Policy makers

- Continue to legislate and impact employer behaviour via targets, incentives
- Taylor Review-Good Work

Researchers

- More research on different aspects of multi-generational workplaces, not just the distinct cohorts
- Consider unconscious bias in research

Career professionals

- Avoid reinforcing stereotypes
- Advocate for the business benefits of multi-generational workplaces
- Help to break down barriers with individual client perceptions



How do mid-career professionals experience challenges to their identity?

And how can career development practitioners support them? 



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Erik Erikson (& friends)

Identity

‘a sense of one’s continuity over time as a being/entity different to others’

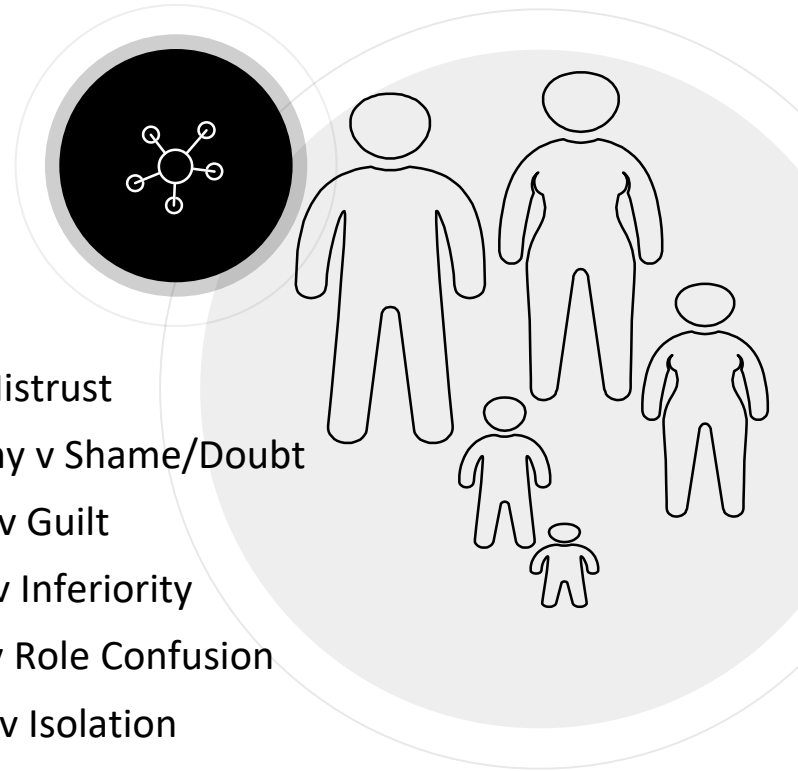
(Hollway, 2009)
(Erikson, 1959)

4 concepts

- Conflict
- Identification
- Relationships
- Practices

8 life stages

- <18m: Trust v Mistrust
- 18m-3y: Autonomy v Shame/Doubt
- 3y-5y: Initiative v Guilt
- 5y-13y: Industry v Inferiority
- 13y-21y: Identity v Role Confusion
- 21y-39y: Intimacy v Isolation
- 40y-65y: Generativity v Stagnation
- 65y<: Ego Integrity v Despair





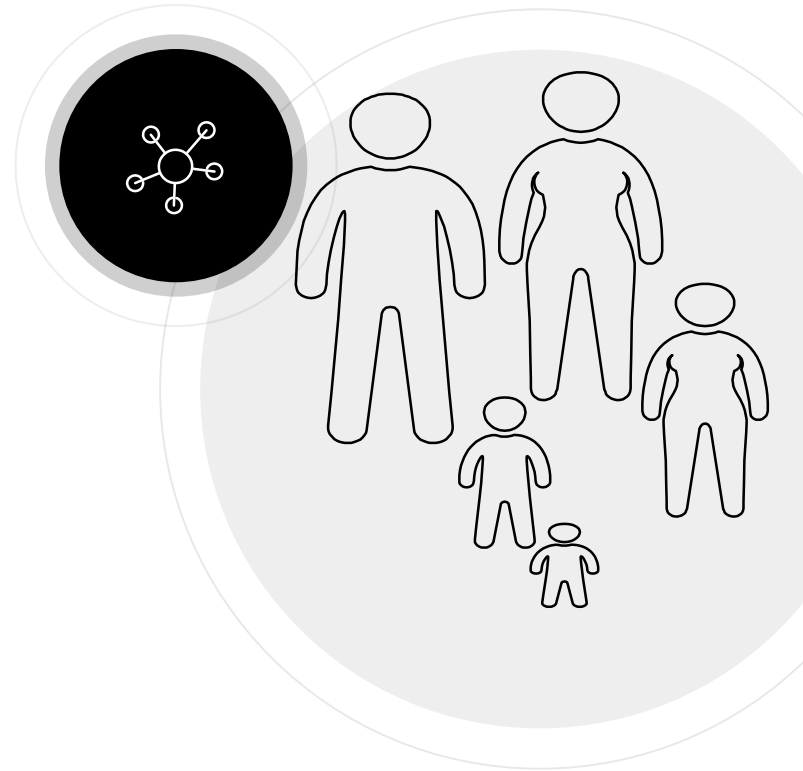
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Journalism was my dream. Being a journalist embodied who I was. Now I'm just embarrassed by it. I haven't changed, but *it* has. I feel I was missold the dream that I could follow my passion. Who should I be now?

Erikson's Life Stages

8 life stages

- <18m: Trust v Mistrust
- 18m-3y: Autonomy v Shame/Doubt
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Mid-lifers & Adolescents

40 – 65 years

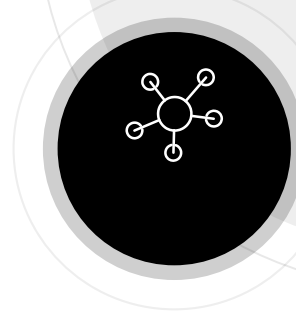
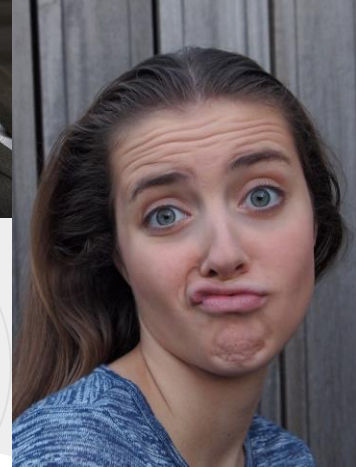
Generativity vs Stagnation

- Find meaning through work
- Seek to contribute/leave a legacy
- Feel unproductive if they fail

13 – 21 years

Identity vs Role Confusion

- Discovery of self
- Looking for meaning
- Identity crisis in transition



Implications

Changing landscapes

- psycho-social crisis of transition from mainstream to diversity

Applying career theory

- starting point to analyse lived experience
- recognition that theory is not context-free

Leaders & organisations

- share unique perspective and experience
- advise on how to enable people to regain sense of self



Plenary questions



- a) What's your key priority in relation to this topic in your practice/research/policy-making?
- b) Which 3 things would make the biggest difference?
- c) What should the career development community be doing?

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Thanks!

Let's connect

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