

ASEP - Austrian Senior Experts / Erasmus+ projects "Keeping employees on board" (KEOB) and "Taking control of your own career" (TCOYOC): Summary Interviews with a pilot company

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KEOB and TCOYOC project with a private Austrian savings bank with 320 employees approx.: findings from 16 interviews:

- Communication problems exist not only between employees of different generations, but also between employees of the same generation, between employees who have been with the company for many years and those who have only recently joined, and between employees at different levels of the hierarchy. There is also often a lack of communication between management and employees at lower levels of the hierarchy. Here, companies could be encouraged to hold internal workshops on this topic.
- Older employees have experience and routine. They are therefore more resilient than younger employees. Younger employees increasingly ask themselves the question of meaning. In a buddy setting, older employees could be available to younger employees for such questions.
- Older employees often feel inferior and insecure compared to younger employees. They repeatedly have the feeling that they no longer have their finger on the pulse. They also want more recognition and appreciation from superiors and younger employees. Younger employees have grown up quite differently and therefore tend to have higher self-confidence and self-esteem than older employees. It would be desirable for the latter to become more aware of their own skills and abilities and to (further) develop them through coaching / mentoring / sparring. The more self-confident an employee is, the less he or she is at risk of becoming or feeling lonely. Appropriate offers should be developed.
- Few employees want to work in sales. Many employees who used to work in sales no longer want to do so later. Only a few employees who were not previously active in sales would like to switch to this area later. This raises the question of how older employees can be motivated to become involved in sales. Through mentoring/sparring/coaching, the "sales refuseniks" could learn to leave their comfort zone and broaden their horizons. Appropriate offers should be developed.
- There is a lot of upside potential in the area of "learning at an older age". The main focus here is on recruiting older employees. Here, it is important to develop a motivation method that makes older employees more open to the topic.
- Opportunities for job rotation and job changes at older ages should be encouraged.

- Older employees tend to have difficulties in dealing with electronic and social media as well as Google, ChatGPT and artificial intelligence. Training tailored to them would be desirable. A corresponding offering should be developed.
- Especially among older employees, creativity and curiosity have been lost over the years. Everything runs along well-trodden paths, it is comfortable and the view of the world from the outside with wars, climate change, pandemics, etc. is not motivating to change something in one's own attitude. This is where Lego Serious Play in the form of Lego Creative Play could come in.