



Managing the Older Worker: How to Prepare for the New Organizational Order

Peter Cappelli, Bill Novelli

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Your organization needs older workers more than ever: They transfer knowledge between generations, transmit your company's values to new hires, make excellent mentors for younger employees, and provide a "just in time" workforce for special projects.

Yet more of these workers are reporting to people younger than they are. This presents unfamiliar challenges that--if ignored--can prevent you from attracting, retaining, and engaging older employees.

In *Managing the Older Worker*, Peter Cappelli and William Novelli explain how companies and younger managers can maximize the value provided by older workers. The key? Recognize that boomers' needs differ from younger generations - and adapt your management practices accordingly. For instance:

- **Lead with mission:** As employees age, they become more altruistic. Emphasize the positive impact of older workers' efforts on the world around them.
- **Forge social connections:** Many older employees keep working to maintain social relationships. Offer tasks that require interaction with others.
- **Provide different benefits:** Tailor benefits--such as elder-care insurance programs or discount medication--to older workers' interests.

Drawing on research in management, psychology, and other disciplines, *Managing the Older Worker* reveals who your older workers are, what they want, and how to manage them for maximum value.

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