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Title: **Age related leadership -presentation and discussion of a workshop concept for managers**

Abstract:

The increasing age diversity of the workforce, within organizations, demands leaders to adopt an open attitude towards the ageing process that should be seen as a process of development over the life-course. A non-stereotypical attitude towards an ageing workforce could determine more effective leadership and management behaviors. Individual attitudes and behavior towards the old age are strongly influenced by the cultural context and by the social system.

The leadership concept, the study is based on, is the concept of individualized, age-related leadership (Braedel-Kühner, 2005; Braedel-Kühner & van Elst, 2011). It considers the meaning of the construction of age and ageing in the context of an individual and interactive leader-employee relationship.

The GRUNDTVIG Learning partnership "Age-related Leadership" develops an intercultural workshop and training concept for managers to improve their knowledge and competencies of leading aging employees and for HR managers to apply these workshops and trainings as "train-the-trainer" in their company. In our presentation we shortly want to present the developed workshop concept. The workshop concept focuses on suitable teaching methods which the trainers developed together taking into account cultural characteristics and also considering the needs of older learners. The workshop development is based on an intercultural analysis of age-related leadership and cultural characteristics in the involved countries (Italy, Germany, Finland, Switzerland). We used a mixed method research using a quantitative questionnaire (n=395) study and semi-structured interviews (n=22).

A pilot workshop on "age-related leadership" will be organized in Germany (11th-12th of April 2012) with managers and trainers from all involved countries. If you are interested in participating, please contact Cordula Braedel-Kühner.