

## Worksheet: Encourage managers to reflect on how age-based assumptions affect their team

### How to use this worksheet:

In your own annual plan goals, and for your direct reports, identify ways your efforts to build an age-inclusive, mixed-age team can contribute to achieving your existing performance goals. This worksheet can get you started.

### Who to include in the conversations:

Share and use this worksheet with all of your people managers. Encourage managers of people managers to use this worksheet with their direct reports to frame conversations about how and why adoption of best practices for leading and working on mixed-age teams should be embedded in their goals.

### What to do next:

**Step 1: Identify any goals/metrics in your own annual plan that address: leading a team effectively, working with colleagues effectively, working in alignment with the organization's stated values, and/or advancing the organization's DEI goals.**

Copy them here, with one on each numbered line:

1. Goal: \_\_\_\_\_
  - a. Describe one action you can/did take to use a best practice for mixed-age teams in your work, which will help you achieve the goal above: \_\_\_\_\_
2. Goal: \_\_\_\_\_
  - a. Describe one action you can/did take to use a best practice for mixed-age teams in your work, which will help you achieve the goal above: \_\_\_\_\_  
\_\_\_\_\_
3. Goal: \_\_\_\_\_
  - a. Describe one action you can/did take to use a best practice for mixed-age teams in your work, which will help you achieve the goal above: \_\_\_\_\_  
\_\_\_\_\_

**Step 2: For each goal that you listed above, think of one specific action or use of a best practice for mixed-age teams that will help you achieve that goal.**

1. Write that action/ best practice above under the goal it will help you achieve.
2. If you need additional ideas on actions and best practices, check out AARP's Managing Mixed Age Teams Guide

**Step 3: Do this same exercise with each of your own direct reports. This ensures that your team's individual annual plans all align with a shared effort to leverage the power of a mixed-age team. Knowing that everyone is going through the same exercise can make it more likely that team members of all ages feel valued.**