Worksheet: Be curious about obstacles and hesitancy

How to use this worksheet:

Take a moment to assess your messaging to teams who did/ did not participate in age inclusion efforts. Be curious about why they did not participate fully when they were invited to do so. Are they skeptical of the value of age inclusion? Have they bought into the value of a multigenerational workforce, but felt they didn't have bandwidth to participate in the recent age inclusion efforts? Is something else going on? Listen and learn so you can apply those insights when you design your next round of age inclusion actions.

Who to include in the conversations:

Human Resources leaders, key senior leaders who have been engaged in the recent age inclusion efforts, and/or staff who led execution of key recent age inclusion efforts.

After you've taken action(s) to more fully leverage a multi-generational workforce, it's also important to take a moment to reflect on and be curious about any obstacles or hesitancy that your teams encountered. This is key to designing your next steps to fully engage the organization.

Step 1: Discuss key reflection questions:

1. What action(s) did we take to boost age inclusion and better leverage the power of our multigenerational workforce? (If you completed the worksheet Map Outcomes of Recent Age Inclusion Efforts, you can use the list you created there.)

2. For each action/ initiative, discuss and fill out these questions:
   a. What was the action/ initiative? _____
   b. Where did we see pockets of hesitancy or lower than anticipated participation and support?
      i. _____
      ii. _____
      iii. _____
   c. What may have contributed to this hesitancy to participate or support these efforts?
      i. _____
      ii. _____
      iii. _____
   d. How did this hesitancy/ lack of participation or support roll up to affect the organization's ability to achieve its goals?
      i. Employee engagement goals: _____
      ii. Talent acquisition goals: _____
      iii. DEI goals: _____
      iv. Benefits goals: _____

v. Team performance goals: _____

vi. Team productivity goals: _____

vii. Financial goals (revenue or profit): _____

viii. Financial goals (cost savings, avoidance of costs of attrition, etc.): _____

_____

_____

ix. Other goals (please describe): _____

e. What did we learn about how to implement an initiative like this to better anticipate and address hesitancy, lack of participation, and lack of support? _____

_____

f. Are there any individuals with whom we'd like to speak to better understand their experience and perspective? _____

g. Are there clear next steps to encourage greater support for/ adoption of this action/ initiative, or to build on it with a follow-up action? If so, please describe. _____

_____

3. If our organization completed the "Find Your Why" and/or "Chart Your Path" actions in the Generations at Work Tool, how did these obstacles and/or hesitancy among team members affect our ability to achieve the organizational priorities that were initially defined by senior leadership?

a. _____

b. _____

c. _____

Step 2: Distill 3-5 key learnings from any obstacles or hesitancy in the overall effort this year, which should inform future planning for the next set of initiatives to help our organization leverage the power of a multi-generational workforce:

1. _____

2. _____

3. _____

4. _____

5. _____