CONCEPT

Managing a Multigenerational Workforce: Age-Inclusive Talent Management

7 – 11 December 2026
Paris - Right Bank business hotel



Managing a Multigenerational Workforce: Age-Inclusive Talent Management

Ref: 588_17715 **Date:** 7 – 11 December 2026 **Location:** Paris - Right Bank business hotel **Fees:** 23500 SAR

Introduction:

Managing a multigenerational workforce well is now a practical necessity: many organisations employ people from their late teens to their late sixties, while experienced specialists approach retirement and early-career staff leave within a few years. Popular generational labels offer easy explanations, yet the evidence shows that life stage and individual differences often matter more than birth year. This Core Concept course equips managers and HR professionals to read their workforce age profile, avoid stereotypes and design mentoring, knowledge retention, hiring, reward and engagement practices that work across ages. Participants finish with an Age-Inclusive Talent Plan for a case organisation.

Course Objectives:

- Distinguish genuine age, period and cohort effects from generational stereotypes when interpreting research and workplace claims
- Analyse an organisation's workforce age profile to locate retirement exposure, early-career turnover and age concentration in critical roles
- Adapt communication, feedback and flexibility arrangements to the career and life stage of each employee rather than to a generational label
- Design reverse and cross-generational mentoring schemes that close digital and professional skills gaps in both directions
- Plan the capture and transfer of tacit knowledge from experienced employees before they retire
- Produce an Age-Inclusive Talent Plan with engagement measures by age cohort, owners and priorities

Target Audience:

- Line managers leading teams whose members span several age groups and career stages
- HR business partners advising managers on hiring, reward and flexible working decisions
- Talent management and succession professionals responsible for critical role coverage
- Learning and development professionals who design mentoring and career development programmes
- Employee engagement and people analytics professionals who report survey results to leadership

Course Outline:

Day 1: The Evidence on Generations at Work

- Generation, Birth Cohort and Mannheim's Theory of Generations
- Age, Period and Cohort Effects in Workplace Research
- Generational Stereotypes Versus Life Stage and Individual Differences
- Workforce Age Profile Analysis from HR Records
- Age Diversity Heat Map by Function, Grade and Critical Role

Day 2: Expectations, Motivation and Communication Across Age Groups

- Work Values, Purpose and Meaning Across Career Stages
- Flexibility and Work-Life Priorities Across Life Stages
- Career Expectation Mapping from Early Career to Late Career
- Communication Channel and Feedback Preference Survey
- Age Stereotype Audit of Manager Language and Decisions

Day 3: Mentoring, Digital Skills and Knowledge Retention

- Reverse Mentoring Programme Design and Pairing Criteria
- Cross-Generational Mentoring Agreements and Learning Goals
- Two-Way Digital Skills Gap Assessment
- Tacit Knowledge Capture Before Retirement: Expert Interviews and Job Shadowing
- Critical Knowledge Risk Register for Roles Nearing Retirement

Day 4: Age-Inclusive Talent Processes and Team Friction

- Age-Inclusive Job Advertisement and Selection Criteria Review
- Learning Pathways and Career Lattices for Every Career Stage
- Life-Stage Reward, Benefits and Flexible Working Menu
- Intergenerational Team Conflict Diagnosis and Mediation Steps
- Engagement Survey Analysis by Age Cohort and Tenure

Day 5: Case Work: The Age-Inclusive Talent Plan

- Case Brief: Organisation Facing Retirement Exposure and Early-Career Turnover
- Age Profile and Engagement Data Interpretation Exercise
- Intervention Prioritisation Matrix: Impact Versus Effort
- Age-Inclusive Talent Plan Drafting with Measures and Owners
- Plan Presentation and Peer Challenge Panel

Skills You Will Gain:

- Workforce Age Profiling
- Generational Evidence Appraisal
- Life-Stage People Management
- Reverse Mentoring Design
- Tacit Knowledge Retention
- Age-Inclusive Recruitment
- Cohort Engagement Analysis
- Intergenerational Conflict Mediation

Why Attend This Course:

- Return with an Age-Inclusive Talent Plan built on a realistic case and tested by peers
- Challenge generational myths in your organisation with a clear account of what the evidence does and does not show
- Reduce the risk of losing critical know-how when experienced colleagues retire
- Compare approaches with managers and HR professionals from several sectors who face similar age mixes

Conclusion:

A multigenerational workforce is an asset when managers treat people as individuals at different life and career stages rather than as members of labelled generations. The course moves from the research on cohorts and its limits, through expectations, communication and feedback, to mentoring in both directions, knowledge retention, age-inclusive hiring, learning paths, reward, team conflict and engagement measurement by age cohort. The final day turns this material into an Age-Inclusive Talent Plan that participants can adapt to their own organisation.