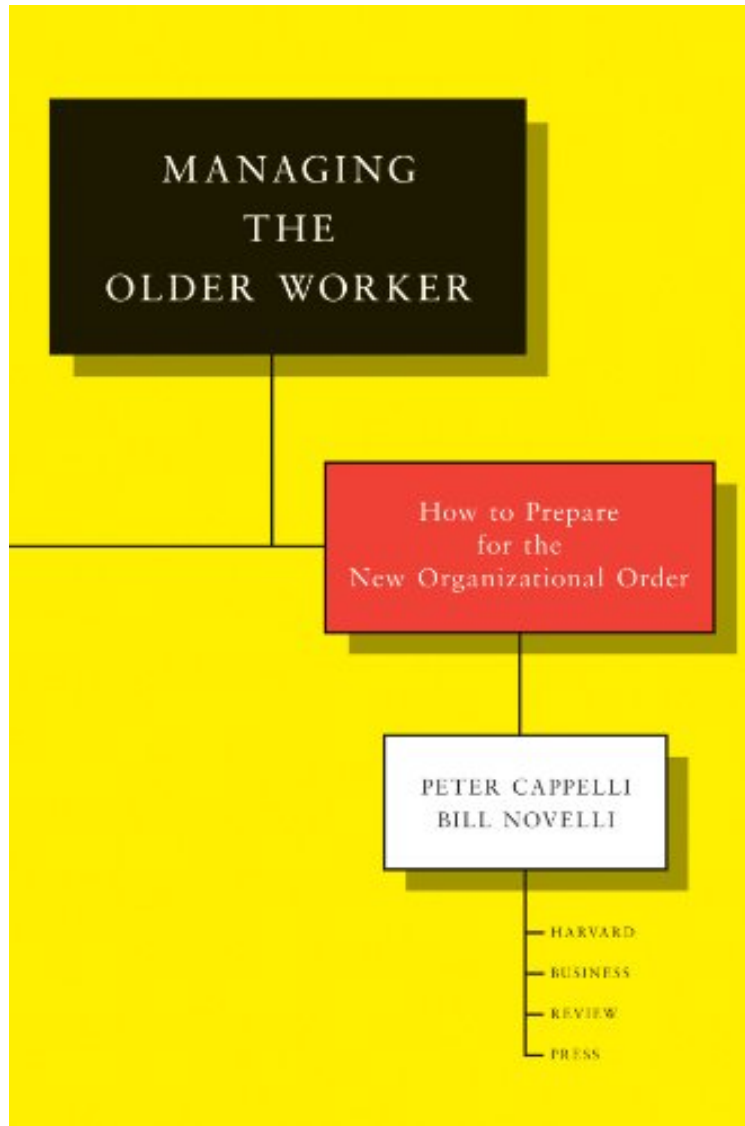


(Pdf free) Managing the Older Worker: How to Prepare for the New Organizational Order

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

*Peter Cappelli, Bill Novelli*

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**Peter Cappelli, Bill Novelli : Managing the Older Worker: How to Prepare for the New Organizational Order** before purchasing it in order to gage whether or not it would be worth my time, and all praised Managing the Older Worker: How to Prepare for the New Organizational Order:

0 of 0 people found the following review helpful. Five StarsBy John Francis Xavier GriffinSo true coming from one of those older workers myself.7 of 7 people found the following review helpful. How to Improve Organizations and the EconomyBy JoAnn BeckerWritten for top executives and HR professionals, Peter Cappelli and Bill Novelli have

brought focus to the strongest force now occurring for why organizations are not employing experienced (i.e., older) talent - the younger supervisors are uncomfortable managing older workers. Their copious research explains: 1. How this illegal age bias in today's market is far greater than the discrimination that occurred when women and minorities entered the workforce 2. Dispels all of the myths for not employing the older worker (e.g., they do not cost more) 3. Explains why all surviving organizations will need to employ the older worker. Finally, they provide many examples of organizations who "get it" and what they are doing, and explain four management practices to be incorporated in organizational cultures for productive workforces. A must read for every leader and HR professional, but also for supervisors and managers (both young and old), and workers of all age groups. The authors have too much research (on white and blue collar jobs, and within and outside of the US) to be ignored. Organizations like Achieving Results from Change assist organizations to align with their findings and recommendations. 0 of 0 people found the following review helpful. A very timely resource

By Robert Selden  
In a great new book "Managing the Older Worker", authors Cappelli and Novelli start out by debunking some of the common myths that abound about older workers. For example, myths such as "older workers will not stay as long" (their turnover rate is actually lower than younger workers); "older workers will have less physical and mental ability" (the authors show that knowledge and experience account for these), are just two. I was particularly impressed with the business case the authors put for employing older workers. For employers, the authors' extensive analysis of various research studies, is well described to define just what an older worker can bring to the workplace and how organisations really do need them. For instance, the things that older workers have in abundance - interpersonal skills and highly tuned cognitive ability - have increased in need in the workplace over recent decades by 36% and 35% respectively. This book is timely. The average age of workers is getting older. Employers and indeed as the authors point out, governments need to be aware of not only what the older worker can bring to the workplace, but also how to best manage this growing workforce segment. The book is well written with sufficient scenarios and short cases to show just how the authors' suggestions have or are, working in practice. It's hard to find fault with this book. If I had to find one, I'd say that there is so much good information here about the older worker, that it takes a while to get through it all. However, if you are an HR, LD person or someone charged with employing, deploying, developing and training your organisation's people, this book is a must read. Highly recommended.

Bob Selden, author What To Do When You Become The Boss: How new managers become successful managers

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.