



Uncomfortable Conversations About Ageism

Post Event Resource Package

Creating a diverse, age-equitable workplace requires ongoing, proactive management. The links below have been selected specifically for all employees. They can help inform next steps and continue to build EditShares awareness and understanding for the implications of workplace ageism.

Subscribe for monthly updates on research and curated articles on workplace age and aging.

Suggestions for how to use this package:

- 1) Include in leadership training. It's important that those responsible for shaping and role-modeling a diverse, equitable, and inclusive organization can first understand how age bias, stereotypes, assumptions, and discrimination show upon the workplace, across the age spectrum.
- 2) Post on your intranet for company-wide sharing. Include a question for the reader to consider along with a call to action.
- 3) Use these articles as part of team building and training. It's important to create a space for everyone's perspective to know best next steps.

Short Videos

AGE EQUITY ALLIANCE HOSTS MORE THAN 100 TRAINING AND EDUCATION VIDEOS ON THEIR YOUTUBE CHANNEL. SUBSCRIBE TO RECEIVE UPDATES.

[How a Multigenerational Workplace Benefits Business](#)

[Myth Busting the Generational Wars](#)

[Multigenerational Success Depends on Understanding the Individual](#)

[Aging is a Spectrum And We All Do It Differently](#)

[Generational References Perpetuate Workplace Bias and Discrimination](#)

Online Articles and Studies

World Health Organization ‘Global Report On Ageism’ Outlines Framework For Action

In collaboration with the United Nations, the World Health Organization released its “Global Report on Ageism” and issued a call-to-action for all ages. The 200-page report defines a myriad of ways ageism manifests in both younger and older people. It summarizes the most effective strategies known to reduce ageism and concludes with three recommendations for action.

Many Recruiters See Younger Candidates as the Best Fit, Hurting Mid-Career Workers

Just when they should be reaching the age when their experience helps them earn more money, many mid-career workers are hurt by age bias in the hiring process, according to a new survey of employers and workers around the world.

Am I Old Enough to Be Taken Seriously?

Young adults are more likely to report experiencing ageism at work than their middle-aged and older counterparts. So what if you are facing this situation? Start or join a working group for young professionals.

Generational Differences At Work Are Small. Thinking They’re Big Affects Our Behavior

There’s very little evidence that people of different generations behave markedly different at work, or want markedly different things. And yet because we have stereotypes about people of different ages — and because we have stereotypes about what we think people of different ages believe about us — our ability to collaborate and learn is negatively affected.

The Most Needed Workplace Disruption Requires This Key Strategy To Ensure Competitive Edge

At both ends of the age spectrum, employees are expressing frustration with the lack of development opportunities. Younger employees hear they need more experience. On the other, older workers are deemed out-of-touch. In both scenarios, ageism is preventing organizations from fully leveraging their most valuable investment—talent.

Leaders Addressing Workplace Equity Need More Than Emotional Intelligence

In today's divided landscape, leaders who understand the challenges and power of organizational equity will come out on top. Demographics shape the workforce, and the data is obvious—the talent pool is not only becoming increasingly diverse, it's also becoming older.

References to Event Training: Uncomfortable Conversations About Ageism

1. FitzGerald, C., & Hurst, S. (2017). Implicit bias in healthcare professionals: a systematic review. *BMC medical ethics*, 18(1), 1-18.
2. Correll, J., Urland, G. R., & Ito, T. A. (2006). Event-related potentials and the decision to shoot: The role of threat perception and cognitive control. *Journal of Experimental Social Psychology*, 42(1), 120-128.
3. Eberhardt, J. L., Goff, P. A., Purdie, V. J., & Davies, P. G. (2004). Seeing black: race, crime, and visual processing. *Journal of personality and social psychology*, 87(6), 876.
4. Ross, C. T. (2015). A multi-level Bayesian analysis of racial bias in police shootings at the county-level in the United States, 2011–2014. *PLoS one*, 10(11), e0141854.
5. Carlsson, M., & Eriksson, S. (2019). Age discrimination in hiring decisions: Evidence from a field experiment in the labor market. *Labour Economics*, 59, 173-183.
6. Jolles, D., Juanchich, M., & Piccoli, B. Too old for the job? SJDM Conference Poster, 2020 <https://dlab.sauder.ubc.ca/sjdm/presentations/2020-Poster-Jolles-Daniel-hiring-age-diversity~.pdf>
7. Kaufmann, M. C., Krings, F., & Sczesny, S. (2016). Looking too old? How an older age appearance reduces chances of being hired. *British journal of management*, 27(4), 727-739.
8. Singal, J. (2017, January 11). Psychology's Favorite Tool for Measuring Racism Isn't Up to the Job. *The Cut; The Cut*. <https://www.thecut.com/2017/01/psychologys-racism-measuring-tool-isnt-up-to-the-job.html>
9. Bezrukova, K., Spell, C. S., Perry, J. L., & Jehn, K. A. (2016). A meta-analytical integration of over 40 years of research on diversity training evaluation. *Psychological Bulletin*, 142(11), 1227–1274. <https://doi.org/10.1037/bul0000067>
10. Chang, E. H., Milkman, K. L., Gromet, D. M., Rebele, R. W., Massey, C., Duckworth, A. L., & Grant, A. M. (2019). The mixed effects of online diversity training. *Proceedings of the National Academy of Sciences*, 116(16), 7778-7783. <https://doi.org/10.1073/pnas.1816076116>

11. Noon, M. (2018). Pointless diversity training: Unconscious bias, new racism and agency. *Work, employment and society*, 32(1), 198-209. <https://doi.org/10.1177/0950017017719841>
12. Office for National Statistics (2019). Employment in the UK: September 2019
13. World Economic Forum. We'll Live to 100 — How Can We Afford It? May 2017, available at http://www3.weforum.org/docs/WEF_White_Paper_We_Will_Live_to_100.pdf.
14. Mercer (2019). Are you age ready? [White paper]. Mercer LLC: <https://www.mercer.com/our-thinking/next-stage-are-you-age-ready.html>
15. World Health Organisation (2021). Global report on ageism. <https://www.who.int/publications/i/item/9789240016866>
16. Korn Ferry. (2022, January 25). Now it's the 'Great retirement'. Korn Ferry | Organizational Consulting. <https://www.kornferry.com/insights/this-week-in-leadership/now-its-the-great-retirement>
17. Bajorek, Z. (2021, November 29). The great resignation vs the great retirement: Where should employers' attention lie? Institute for Employment Studies (IES). <https://www.employment-studies.co.uk/news/great-resignation-vs-great-retirement-where-should-employers%E2%80%99-attention-lie>
18. OECD (2020), Promoting an Age-Inclusive Workforce: Living, Learning and Earning Longer, OECD Publishing, Paris, <https://doi.org/10.1787/59752153-en>.
19. Centre for Ageing Better (2021). Too much experience: Older workers' perceptions of ageism in the recruitment process [Whitepaper] <https://www.ageing-better.org.uk/publications/too-much-experience-older-workers-perceptions-ageism-recruitment-process>
20. Ansari, K. (2020, March 9). Diversity & Inclusion at 10 Top Tech Companies. Link Humans. <https://linkhumans.com/diversity-inclusion-tech-companies/>
21. Abrams, D., Swift, H. J., & Drury, L. (2016). Old and unemployable? How age-based stereotypes affect willingness to hire job candidates. *Journal of Social Issues*, 72(1), 105-121.
22. Carlsson, M., & Eriksson, S. (2019). Age discrimination in hiring decisions: Evidence from a field experiment in the labor market. *Labour Economics*, 59, 173-183.

23. Lössbroek, J., Lancee, B., van der Lippe, T., & Schippers, J. (2021). Age Discrimination in Hiring Decisions: A Factorial Survey among Managers in Nine European Countries. *European Sociological Review*, 37(1), 49-66.
24. Kaufmann, M. C., Krings, F., & Sczesny, S. (2016). Looking too old? How an older age appearance reduces chances of being hired. *British journal of management*, 27(4), 727-739.
25. Chang, E. H., Kirgios, E. L., Rai, A., & Milkman, K. L. (2020). The Isolated Choice Effect and Its Implications for Gender Diversity in Organizations. *Management Science*. 15.
- Jolles, D., Juanchich, M., & Piccoli, B. Too old for the job? SJDM Conference Poster, 2020 <https://dlab.sauder.ubc.ca/sjdm/presentations/2020-Poster-Jolles-Daniel-hiring-age-diversity~.pdf>
26. North, M. S., & Fiske, S. T. (2013). Act your (old) age: Prescriptive, ageist biases over succession, consumption, and identity. *Personality and Social Psychology Bulletin*, 39(6), 720-734.
27. North, M. S. (2019). A GATE to understanding “older” workers: Generation, age, tenure, experience. *Academy of Management Annals*, 13(2), 414-443.
28. Martin, A. E., & North, M. S. (2021). Equality for (almost) all: Egalitarian advocacy predicts lower endorsement of sexism and racism, but not ageism. *Journal of Personality and Social Psychology*.
29. Akinola, M., Opie, T., Ho, G., Unzueta, M., Castel, S., & Brief, A. (2019). Diversity isn't what it used to be: The consequences of the broadening of diversity. Working Paper: Columbia Business School.
30. King, S. P., & Bryant, F. B. (2017). The Workplace Intergenerational Climate Scale (WICS): A self-report instrument measuring ageism in the workplace. *Journal of Organizational Behavior*, 38(1), 124–151. <https://doi.org/10.1002/job.2118>
31. Jolles, D., Berry, Z., Juanchich, M. (2022). Better workplace intergenerational diversity climates could help prevent early retirements, but may not be enough to prolong careers beyond retirement age. Manuscript in prep.

Additional Resources

[100 year Life Video](#): (2:28 mins)

[Why Does Social Exclusion Hurt? The relationship between social and physical pain](#)

[Ostracism more damaging than bullying in the workplace](#)

[Does Rejection Hurt? An fMRI Study of Social Exclusion](#)

[Generational Labels Mean Nothing: It's Time to Retire Them](#)

[Open Letter to Pew Research Center: Why We Need to Stop Using Generational Labels](#)

[2019 Glassdoor Diversity Survey](#)

[AARP Employer Age Diversity Survey](#)

[HBR: How Old Is Old Enough?](#)

[HBR: Generational Differences at Work are Small - Thinking They're Big Affects Our Behavior](#)

[Forbes: The Most Needed Workplace Disruption Requires This Key Strategy to Ensure Competitive Edge](#)