

# Tea & Toast: Fighting Ageism

Presented by: Kristen Gyorgak



## Thankful to be ageing

Kristen here. Just a quick personal note or two before we dive in. I began looking at age from a generational diversity and inclusion lens. It's impossible to talk generational inclusion without focusing on ageism.

But the topic became much more personal when my internal monologue about my ageing became increasingly negative and damaging. My self-talk was disparaging, fearful and sprinkled with a solid amount of body and age shame. Ageist self-talk is not healthy.

Of course I'm not alone. Whole industries tell people - particularly women - that ageing is something to be dreaded. The message that is reverberated across society is that by ageing, or more particularly, by looking like you are ageing, you are ugly, burdensome and less than.

These insidious messages have created a global fear of what is fundamentally human. It would almost be funny if it wasn't so sad and damaging. **Enough is enough.**

I refuse to regret waking up a day older. I hope you'll join me.

There has to be a mindset shift when it comes to ageing - from one of fear and despair to one of gratitude and positivity. Our lives depend on it.

This leads me to my second point and explains the turkey in our logo at the top. This webinar was originally presented on Thanksgiving - an American holiday which encourages an attitude of gratitude. (I'm American). It's a day to celebrate and give thanks for all the great things in your life whilst overeating.

Let's celebrate and give thanks for our age, stage and experiences in life. They're the most human thing about us.

## A bias against our future selves

Ageism is quite a weird 'ism'. Most prejudices are built on the idea of *'the other.'* But ageism is a prejudice you may hold against your future self.

Ageism happens when we make assumptions about people, or discriminate against them solely based on their age. And it has devastating impacts. Ageing is a sign that you're living. Ageism makes our life a lot harder.

*"We blame our own ageing, instead of the ageism that renders these natural transitions shameful and the barriers acceptable. Discrimination - not ageing - is the barrier to full participation in the world around us."*

—ASHTON APPLEWHITE

People of all ages can experience ageism - but it becomes inescapable and more damaging the older we get. In the following pages you'll find:

- facts about ageing and ageism
- examples of ageism at work and people's experiences with ageism
- reflections on why ageism is allowed to flourish
- thoughts about our role in perpetuating ageism
- actions we can take to fight back against this ridiculous bias.



# The human journey: ageing



Regardless of who you are, what you do or where you live – everyday you get older. It's one of the experiences that unites all humanity. "Ageing is not a problem to be fixed or a disease to be cured. It's natural, powerful, lifelong process that unites us all. (Applewhite). Here are some things to consider about this journey.

## We've doubled our lifespans

In 1880, the average person lived to 40 years old. In 2020, the average lifespan was almost 80. In a relatively short amount of time, we've added almost another life to our lives!

What a sign of success! One which has significantly impacted our lives, expectations and the generational divide. People are not only living longer, they're working longer. This has added a new height of workplace competition and intergenerational tensions.

## Age ain't nothing but a number...right?

Our age, stage and generation matters. According to Pew Research Center in 2015, it's integral to our attitudes, behaviours and outlook:

An individual's age is one of the most common predictors of differences in attitudes and behaviours... Age denotes two important characteristics about an individual: their place in the life cycle – whether a young adult, middle-aged parent or retiree – and their membership in a cohort of individuals who were born at a similar time.

## 'Normal' age and stage

Like many things, society has a standard of what 'normal' looks like when it comes to your age and stage in life. As psychologist Daniel J Levinson puts it *"Individuals go through the periods of adulthood in infinitely varied ways, but the periods themselves are universal."*

## Olders: A big group facing big stereotypes

Most ages and stages are very specific (think infant, toddler, childhood, pre-teen, teenage, young adult). But then, after a certain age we group everyone into one 'seniors' group. It's as if a 60 year old is the same as an 80 year old. It's lazy – and unhelpful.

## Facts about ageing

- **Concerns about ageing appear to decrease with age.** Millennials (at the time aged 18-34) are more concerned about all aspects of ageing than their 75+ generation counterparts.
- **Olders are more independent than we give them credit for.** Less than 2% of Americans over 65 live in an aged care facility.
- **90% of people do not get dementia at all.** Alzheimer's rates are dropping and lower than ever before. Of the 10% that do, it's coming on later in life and affecting them less than ever before (*US Alzheimer's Association*)



# Ageism is alive and unwell

The problem is not that we are ageing. The problem is that ageism and discrimination makes our ageing harder and shameful.

We live in a youth-centric culture. Ageist sentiments have been perpetuated and monetised by industries. Take the beauty industry for example. According to Statista, in 2020 the global anti-ageing market was estimated to be worth about \$194b USD. By 2030 this is estimated to be \$422.8b.

Anti-ageing. I'll say it again: anti-ageing. THIS IS ABSURD! The only way to stop ageing is to die. These messages are not only ridiculous but extremely damaging physically, mentally and emotionally.

Ageist messages reinforce the idea that ageing is shameful and something to be avoided. Because ageing is unavoidable, so is the stress that comes with it. And this stress is bad for you. It negatively affects how your minds and bodies function at a cellular level.

**Enough is enough.**

## What 1.1 billion words told us

Reuben Ng wanted to provide a comprehensive view of ageism. He conducted a study analysing a 1.1-billion-word media database (from the UK and US) with genres including spoken/television, fiction, magazines, newspapers.



The key finding is consistent, though no less alarming: **Negative descriptions of older adults outnumber positive ones by six times.** Negative descriptions tend to be physical, while positive ones tend to be behavioural. Magazines contain the highest levels of ageism, followed by the spoken genre, newspapers, and fiction.

**Ng's study is consistent with the results of The University of Michigan 2020 Healthy Ageing poll:**

- 82% of people have reported experiencing everyday ageism in their day-to-day lives
- 65% of people are exposed to ageist messages in their day-to-day lives
- After ageist experiences, people experience confidence and self-esteem issues.

Te Tari Kaumātua | Office for Seniors has published a variety of reports about ageing in New Zealand as well. **Here are some of their key findings:**

- 31% of respondents of all ages have been shown a lack of respect due to their age at least occasionally.
- One in ten older people did report some form of abuse (most closely linked to vulnerability and coercion)
- There were significant differences between women and men. Women experienced a greater sense of vulnerability, dependence and dejection. However men experienced higher levels of coercion.
- Older Māori experienced a significantly greater level of abuse (2.5x) than non-Māori. This means they were forced to do things they don't want to do and people take things from them without their permission.
- Failure to address current levels of elder abuse is likely to have significant effects in the future.

# The negative effects of ageism

Ageism is literally killing us. A Yale University research paper, *Longevity Increased by Positive Self-Perceptions of Aging*, published in 2002 found that **people with positive and realistic perspectives of their ageing lived 7.5 years longer** than those with less positive self-perceptions. If living longer isn't enough to convince you, here are other damaging affects ageism causes:

## Self-esteem issues due to myths about older people / workers

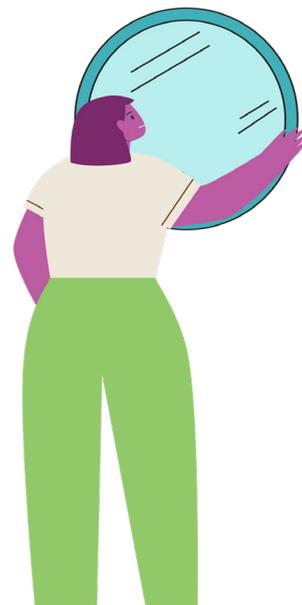
When myths about older workers and their abilities are unchecked, and worse reinforced, it leads to self-confidence and self-esteem issues. In *This Chair Rocks*, Applewhite describes seven myths about old job seekers:

- They can't master new skills
- They aren't creative
- They can't handle stress
- They slow things down
- They miss work because of illness
- They can't handle physically demanding tasks or the risk of injury is too great
- They are burnt out.

**Have you been fooled by any of these myths?** The facts just don't support them.

## Ageing: Our Invisibility Cloak

Olders report feeling invisible and being ignored quite often. Richard Eisenberg writes: *It might feel like people aren't taking you seriously as much as they used to. You're left out of meetings. You might get talked over. Your opinion might get missed.* This is a common sentiment.



## Threat response: Covering

When we feel threatened we either go into Fight, Flight, Freeze or Feign mode. In inclusion contexts, feigning often shows up as 'covering'. Covering is downplaying or hiding certain aspects of yourself so you don't appear different. It's a defense mechanism to avoid exclusion.

When ageism is present, people have to spend mental, emotional and physical resources covering. This is all bandwidth that is focused on feigning, instead of being focused on the work. People cover aspects of themselves in multiple ways:

- **Appearance:** Individuals change how they look and behave to blend in with the mainstream.
- **Affiliation:** Individuals may avoid behaviours widely associated with their identity, culture or group.
- **Advocacy:** Individuals may avoid engaging in advocacy on behalf of their group.
- **Association:** Individuals may avoid associating with other individuals in their own group (or participate in criticism of a group they belong to, thus disassociating).



The social obsession with youthfulness and a worry that older workers are 'past their use-by date' have led people to cover from changing how they look (hair dye / clothes) or not sharing stories for fear of sounding 'too old' or 'too young.' We get the best out of people when they can proudly be themselves. Covering is the opposite of that.

# Too young to retire, too old to be hired

Ageism is so powerful it affects the bottom line. Numerous studies across New Zealand and similar countries indicate that workers over 50 have a much harder time getting a job than younger workers. But statistics show that when Olders are employed it's better for everyone. There's a strong correlation between Olders staying employed and economic boost (check out Te Tari Kaumātua | Office for Seniors report referenced before). We need to question is why it's so hard for people to find work after a certain age.

## Ageism becomes normalised

### Is this ageist?

Ageism is so ingrained in our society that it's likely we've all been ageist without intending to be. Any of these sound familiar?

- "You look good for [your age]"
- "I would never have thought you were [your age], you [look/act] way younger!"
- "You're young at heart"
- "You can't teach an old dog new tricks"
- Anything that reinforces that feeling good = feeling young, and feeling bad = feeling old
- "You're too old to do that" or "They're too old to learn that"
- "All [name generation] act like [description]"
- Name calling: *geezer, old fart, grumpy old man, little old lady, fuddy duddy*
- ANY anti-ageing product or service
- Most birthday cards - which mock age and frame ageing as terrible
- Describing any moment of forgetfulness as a "senior moment"
- Speaking louder to someone who is older before any indication has been given that that's needed
- Using patronising language (*darling, sweetie, dear, isn't she cute?*)
- Acting shocked that older people still swear, have sex, talk about sex, explore recreational activities
- Assuming younger people are tech geniuses and Olders are tech illiterate

*(This list was compiled from a variety of sources referenced at the end of the notes)*



# The social and practical causes of ageism

If ageism is damaging and we're all planning on ageing, then why does it still happen? Here are just a few of the social and practical causes of ageism.

<p>Fear stemmed from ignorance about ageing</p>	<p>As with most prejudices, ageism stems from ignorance and fear. While ageing is something everyone goes through, it doesn't get the airtime it deserves. Education and discussion about ageing is sparse, and rife with ageist attitudes. Therefore impressions are created from media and culture, which we know are not accurate.</p> <p>As noted previously, younger generations have more overall concerns about all aspects of ageing than those who are actually going through it.</p> <p>Research shows on average, people go through a <b>"U-curve of happiness"</b> - often experiencing the most happiness early and later in life. The best really is yet to come - so why are we fighting it so much?</p>
<p>Fears are out of proportion from the facts</p>	<p>There are some aspects about ageing which are hard. At some stage you'll experience a physical or mental decline connected to your ageing. And the older you get the more friends and loved ones you'll see pass away.</p> <p>Both of these things are extremely hard, let's not deny that. But the monsters under the bed are a lot less scary if we lift up the bedsheets and confront them head on. Less than 10% of people over 65 have dementia. I'd wager most people would guess a lot higher based on what we see.</p>
<p>Shame and fear of losing 'societal currency'</p>	<p>There's been a very conscious coupling of words with old and young that create conscious and unconscious biases about people based on their age.</p> <ul style="list-style-type: none"><li>• <b>Old:</b> ugly, senile, dependent, burdensome, rigid</li><li>• <b>Young:</b> sexy, independent, free, value add, agile</li></ul> <p><b>Terror Management Theory</b></p> <p>Terror management theory <i>claims that humans possess cognitive abilities that allow them to be self-conscious, and that this self-consciousness is reflected in humans' awareness of their vulnerability and mortality, which creates the potential for a paralysing terror...in order to manage the anxiety brought about by the awareness of mortality, humans unconsciously sustain faith in cultural worldviews, which enable them to portray human life as meaningful, important, and enduring.</i> (Rana and Tumanishvili, p. 45)</p> <p>The problem of course is that our cultural currency at the moment is invested in being young. And that's a losing battle for everyone.</p>
<p>Compartmentalisation and categorisation</p>	<p>Simply put - our brains are lazy. It's too hard to see people as individuals so we like to conveniently clump and group people together. We overgeneralise and paint millions (billions) of people with the same brush. As previously mentioned Olders get lumped into one broad category despite their differences.</p> <p>This means one negative experience with an Older can affect how we treat other Olders.</p>

<p>Stereotypes and discrimination</p>	<p>Stereotyping is an oversimplified opinion, prejudiced attitude, or uncritical judgement of a certain group. When we stereotype someone or something we create a standard mental picture of what we expect them to be like, instead of taking the individual at face value. That boxes people in and can create harmful assumptions that don't match.</p> <p>This not only becomes an unfair expectation but also leads to discrimination and unjust treatment of certain people.</p>
<p>Lack of association with diverse people</p>	<p>When we have trusted friendships with people across different generations, we gain generational empathy and understanding. But according to a study done in the US, less than 10% of people have a trusted friend who has a 10 year + age gap with them.</p>
<p>Longer working lives = more intergenerational competition</p>	<p>I read a book recently <i>Smashed Avocado and the Quarter-Life Crisis: A Millennial Survival Guide</i>. Author Jacqueline Cripps states one of the major challenges Millennials are facing at work is the "Please retire already" problem.</p> <p><i>"The ageing population hasn't helped like we might have predicted a decade or so ago. There is a growing share of workers older than fifty-five years, who are not retiring – and it's not because of a want. While money has never grown on trees, it's become a darn side harder to cultivate, especially in a world of stagnant wages and rising costs of living. This clearly compounds the job scarcity issue."</i> (Pgs 54-55)</p> <p>This increases the competition between generations - with Olders feeling pushed out and Youngers feeling stagnant. Companies can exploit this problem by pitting Olders and Youngers against each other. But it's not an ageing problem it's a labour market problem.</p> 
<p>Technology has increased a perception of the generational divide</p>	<p>There's no doubt about it, technology has transformed our work in an unimaginable way. Previously workplace knowledge was always transferred down - from the Olders with experience to the new Youngers. This changed with the technological revolution and Gen-Xers / Millennials became the first generations to join the workforce with skills and abilities that previous workforces didn't have.</p> <p>Youngers, who grew up helping their parents and teachers with technology got understandably upset when they felt they weren't being heard or consulted at work. Olders, who never worked with this technology, were understandably upset when there were rapid shifts in ways of working without the support and training needed to make this accessible to them.</p>
<p>Covid-19 has reinforced the frailty mentality</p> 	<p><i>"Older adults are actually the most diverse age group, but they are often seen as unilaterally frail, vulnerable or even expendable," says Diehl. "The COVID-19 crisis is further reinforcing those existing stereotypes."</i></p> <p>Ageing changes things and slows some things done. But blaming and shaming people for this inevitable reality is pretty rough. And it's a losing battle because that will be all of us one day.</p>

# Ageism and Intersectionality

There are so many things that make you, you. Your age, ability, accent, education, family, gender, hobbies, hometown, language, looks, religion, sexuality and socioeconomic status are just some of these things. There's tons more.

Every identity we have has a dominant culture. Each dominant culture has associated norms, attitudes, success metrics, behaviours, values, positive and negative associations, triggers and traditions.

Kimberle Crenshaw, a feminist scholar, coined the term intersectionality to describe how different forms of oppression (and privilege) compound and reinforce each other.

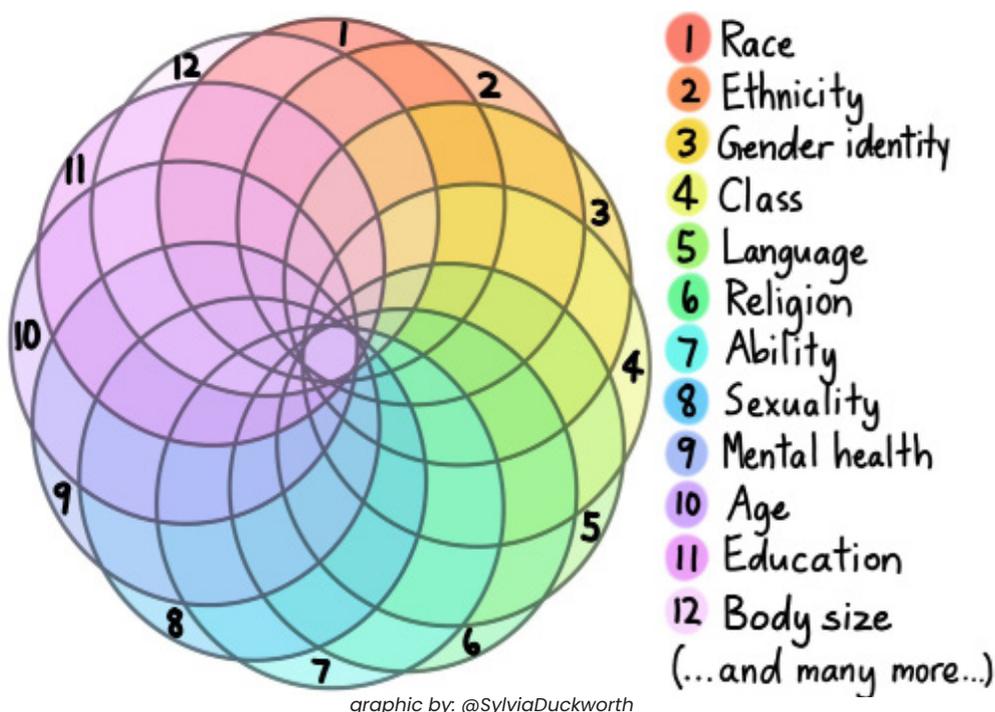
Our intersectionality is how all of our different identities connect to shape our individual perspectives and experiences.

Your intersectionality also shapes other people's perceptions of you.

Like so many other things, ageing and ageism is not experienced equally by everyone. Ageism intersects and exacerbates other forms of disadvantage (like those caused by racism, sexism, ableism).

Here are some examples of how age might intersect with our other identities:

- **White, male, middle-upper class, Older:** Ageism may be the first major form of discrimination this person has faced. This can be quite jarring and draining. Personal focus may include negativity about a loss of physical strengths.
- **Women, older:** Women's value has been tied to their looks for far too long. And thus, in our youth-obsessed culture, women are not allowed to age. Women's experience with ageism starts earlier and is much more focused on appearance.
- **Poverty, older:** *"The cumulative effects of poverty, stress, and harsh work environments manifest over time in illnesses that are often attributed to ageing but actually reflect persistent disadvantage. As they mount, the personal and financial consequences reflect the growing cost of gross social inequality"* (Applewhite, This Chair Rocks, p 23)



# Your mindset matters

Many cultures and religions recognise the importance and power of the mind - body connection.

*Think about a time you've heard bad news and your stomach lurches and your mouth gets dry. That's an example of the connection.*



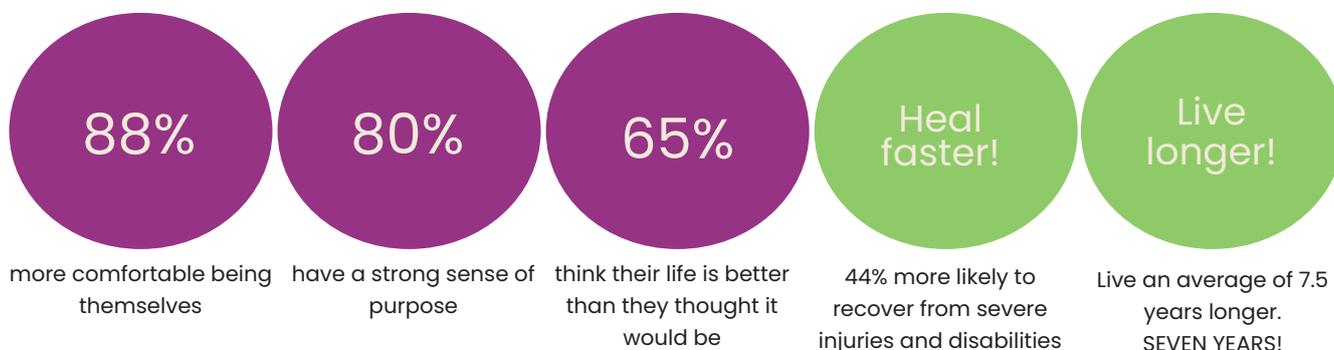
Attitudes are a secret power working twenty-four hours a day, for good or bad.

—Irving Berlin

More recently, scientific analysis has quantified what cultural and experiential wisdom passed down centuries before. Our attitudes about ageing are so powerful it's a matter of life or death.

These jaw-dropping numbers from the journal of The American Medical Association and the American Psychological Association illustrate just how powerful our mindset about ageing is to our actual ageing.

## People with more positive and realistic views of ageing:



## Own the control you have

There's a myth that changes associated with aging are largely outside of our control. Psychologist Manfred Diehl notes that *"many people think the way we grow older is genetically determined. That misconception is dangerous because it prevents many adults from taking action that could help them age in a more positive way."*

Studies show that lifestyle factors—including alcohol and tobacco use, physical activity and cognitive engagement—can account for as much as 70% of the variance in age-related memory and cognitive changes (Tucker-Drob, E.M., & Briley, D.A., Psychological Bulletin, Vol. 140, No. 4, 2014).

New evidence also suggests that older adults' cognitive losses, as well as physical problems, such as osteoporosis, can be reduced, delayed or even reversed with early intervention.

A study published in the Journal of The American Medical Association found that people with positive and realistic views of ageing were less likely to develop Alzheimer's or dementia even if they have the gene for it! **Our mindset matters so much, and we control our mindset.**



### Ask yourself:

- What's your ageing self-talk? What associations do you make with ageing?
- How does this affect your biases of colleagues of all ages?
- What would change for you if you turned your fear of ageing into gratitude?

# Actions we can individually take

The unfortunate part of societal biases is how much they internalise. Because of this, as we fight for workplaces and society to become more age inclusive - we ourselves have to be more age inclusive first.

Check yourself	<p>The previous page highlighted the importance of your own mindset. Reflect on the assumptions you make about yourself and others based on age. Is it helping you? Is it helpful to them?</p> <p>Check your own bias. Are you uncomfortable about a boss who's younger? Or much older? Age alone doesn't qualify or disqualify you.</p>
Fight fear with facts	<p>Educate yourself and learn about the natural ageing process and what you can expect. Recognise what's true and what's a perpetuated myth.</p>
Get healthy	<p>By this I mean focus on what's in your control. As mentioned on the previous page, you have a lot of personal control when it comes to ageing. As cited before lifestyle factors - diet, exercise, drug use, mental stimulation - is one of the biggest variables in age-related memory and cognitive changes.</p>
Stop being age-shameful	<p>When we age-shame ourselves, we reinforce that ageing is shameful. When we try to conceal or cover our ageing (sorry ladies, but it's mostly us!) we tell other ageing people that they should also feel shame about their age.</p> <p>I'm not trying to victim blame, just highlighting that we can't change the societal currency if we're still buying into it.</p>
Strive for life-long learning	<p>Don't box yourself in. You're never too old to learn new tricks. Whether this is embracing new technologies or developing new skills at work, there is no age limit on learning. In fact, keeping your brain engaged by learning is one of the best things for your ageing!</p> <p>AND - empathise with other people's learning journey. This might be new to them - give everyone the safety and time to learn without judgement.</p>
Just to be safe - don't comment on people's appearance at work	<p>I think this is a pretty good rule of thumb in the workplace. But if you must comment on someone's appearance (??) - make sure it's positive and has nothing to do with their age.</p>
Push back	<p>Educate yourself about age discrimination. Know your rights and the expectations of your employers. Don't keep quiet if you do encounter something at work - likely you aren't the only one being affected by it.</p> <p>Also, you can educate others through powerful questions (calling them into the conversation). <a href="#">Here are some examples</a> adapted from the Oregon Center for Educational Equity.</p>
Make friends of all ages	<p>Intergenerational relationships can require more effort to initiate but they're worth it. Contact engenders empathy and curiosity. This is good for everyone.</p>

# Generationally inclusive organisations

Workforces are changing. They're slowly getting older. People are living and working longer. As part of your inclusion strategy your workplace should reflect on the age demographics and needs amongst them.

<p>Include age / generation / life stage in your workplace DE&amp;I strategy.</p> 	<p>Your workplace's inclusion strategy should centre on making people of all ages and stages of life feel included at work.</p> <p>Our age, stage and generation is so important to how we show up at work. Have conversations with your people to understand what they need in order to show up as their best selves. Recognise the challenges people will have at different life stages and what you can do to make things more accessible for everyone.</p>
<p>Avoid tokenistic gestures by engaging directly</p>	<p>Talk to the people you're trying to include. This means getting a variety of opinions from all ages. Create personas that represent the different ages and stages of your organisation. Then apply the same customer experience and service design principles to your people that you do for your customers.</p>
<p>Actively educate your workforce</p>	<p>The same vigour that's put into sexism and racism campaigns should be applied to ageist ones. Microaggressions from everyday ageism take the same toll that other forms of discrimination do.</p> <p>Everyday ageism shows up in roughly three ways:</p> <ul style="list-style-type: none"> <li>• Ageist messages (advertisements/marketing, characters)</li> <li>• Interpersonal relationships - things people you know say</li> <li>• Internalise ageism - what do you tell yourself?</li> </ul> <p>The discussion is not meant to chastise people, but to educate them.</p>
<p>Increase intergenerational mentoring programmes</p>	<p>Intergenerational mentoring has benefits for both parties. New skills, knowledge, experience, passion and perspectives can be shared by both the Youngers and the Olders.</p>
<p>Update workplace ergonomics</p>	<p>Assess whether your environment and tools are accessible to all ages. Check out "<a href="#">Becoming an Age Friendly Business Self-Assessment</a>" from <a href="#">Aspiring To Be Age Friendly Aotearoa New Zealand</a>.</p>
<p>Adapt roles or create new ones if needed</p>	<p>Inclusion doesn't mean things need to be the same for everyone. It means that the work is accessible to them. Flex the areas you can. If it's not a business necessity, it can be flexed.</p>
<p>Lead a mindset shift; change the narrative</p>	<p>If the myths of older workers (p.4) are running rampant in your organisation, change the narrative. Focus on the capabilities you're looking for and look past the age of the person that it comes in. Creativity, problem solving, collaboration, agility - those aren't age related. The tools used to do these things however, might be. This is where training and mentoring programmes comes in.</p>
<p>Have training programmes designed for mid-late career, not just 'young professionals'</p>	<p>Training sessions and development opportunities should be available to everyone that's interested in learning - regardless of age or position. Everyone should be able to keep their skills fresh.</p>
<p>Provide digital skills training</p>	<p>Older workers didn't grow up with the technology younger generations have. That isn't their fault and it shouldn't be perceived as such.</p>

# Generational inclusion

A 2021 article published by Stanford University Business School had this headline: *Workplace Equality for All! (Unless They're Old)*.

It's 2021. A time where the global workforce is demanding more equality and inclusion for all. So why are our elders being left behind?

The Diversity Council of Australia's inclusion definition works well here:

- **RESPECTED** for who they are and the ability to be themselves;
- **CONNECTED** to their colleagues and they feel they belong;
- **CONTRIBUTING** their perspectives and talents to the workplace; and
- **PROGRESSING** in their career at work (i.e. have equal access to opportunities and resources).

To truly make people feel included, we need to humanise people's experiences at all ages and stages of life. This helps us empathise and show compassion.

## Generational Diversity

What stops inclusion at work? Many things. But a big one is not understanding generational diversity which can lead to a lack of respect of generational differences. We should celebrate our diversity. But we also need to recognise the different values and expectations these bring.

Researcher Haydn Shaw identified twelve generational sticking points that can cause tensions if not addressed:

communication	decision-making	dress code
feedback	fun at work	knowledge transfer
loyalty	meetings	policies
respect	training	work ethic

*Shaw, Haydn. Sticking points: how to get 4 generations working together in the 12 places they come apart.*

Don't shy away from discussing these differences. Build awareness and understanding - then show empathy and inclusion by flexing what you can.

## Gartner's Inclusion Index

Gartner's research identified seven key dimensions of inclusion: *fair treatment, integrating differences, decision-making, psychological safety, trust, belonging, diversity*.

The more employees that agree with the seven statements below, the more inclusive the organisation.

Put an age lens on these seven elements:

1. **Fair treatment:** Employees at my organisation who help the organisation achieve its strategic objectives are rewarded and recognised fairly.
2. **Integrating differences:** Employees at my organisation respect and value each other's opinions.
3. **Decision-making:** Members of my team fairly consider ideas and suggestions offered by other team members.
4. **Psychological safety:** I feel welcome to express my true feelings at work.
5. **Trust:** Communication we receive from the organisation is honest and open.
6. **Belonging:** People in my organisation care about me.
7. **Diversity:** Managers at my organisation are as diverse as the broader workforce.

## Recognise age as the asset it is

The narrative that age is a burden is destructive and false. Highlight and appreciate the value people of all ages bring in.

What capabilities are needed to solve your organisational challenges? What experience demonstrates this? As mentioned on the previous page, creativity, problem solving, collaboration, agility - those aren't age related. The tools used to do these things however, might be. Let's make sure we make to distinction.

Workplace inclusion for all ages and stages always starts with awareness, understanding and empathy. The hows and the whats can follow from there.

# Thanks for coming!

From The Training Practice team - *Kristen, Hilary, Dinah, James and Kiera*

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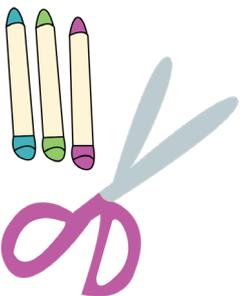
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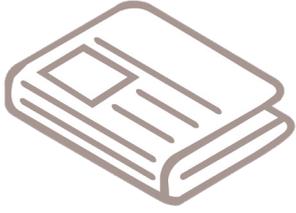
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