



the learning loop

COLLABORATION & COMMUNITY



Experience Meets Energy

Harnessing the power of multi-
generational teams

2nd June 2026
12.30pm - 13.45pm
Teams meeting



Our focus

The session explored two connected themes:

- How to help people in their “second 50” thrive at work
- How to enable multi-generational teams to work together with more curiosity and less judgment

We shared the recurring patterns we notice in coaching and leadership development:

- Cross-generational tensions are often showing up as frustration rather than curiosity
- Leaders do not always feel equipped to have the conversations that matter

Key insights

1) More generations working than ever before

Organisations are now managing four, and in some cases five, generations in the workplace, creating both opportunities and friction. The discussion surfaced that many organisations say they value different perspectives, but practical delivery often lags behind that aspiration.

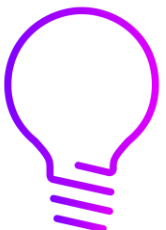
2) Tension often comes from assumptions, not intent

A lack of curiosity, “lazy thinking” and untested assumptions about other generations was raised. It was also noted that differences in expectations about work, hours, flexibility, technology, and communication are often interpreted too quickly as problems rather than explored as perspectives.

3) The “second 50” is being redefined

Our guest speaker, Charlotte Gibson, highlighted that many people over 50 are not thinking in terms of a clean stop to work, but a more flexible and phased transition. This is driven by financial concerns and a need to maintain professional identity. She described a blurred line between working and retiring, with more interest in part-time work, portfolio careers, continued learning, and volunteering.

session notes





Key insights continued

4) This is not only an individual wellbeing issue; it has commercial implications

The group discussed that if organisations don't engage this population well, they risk having people "hanging on" rather than being fully energised, while also holding back knowledge transfer and succession. We noted that this conversation connects to workforce planning, client transitions, talent flow, and retention of expertise.

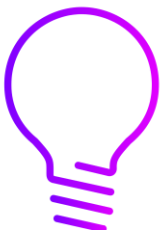
5) Leaders need more confidence and skill for sensitive conversations

A strong theme was that managers need support to discuss later-career choices, motivations, flexibility, learning, and contribution in ways that feel safe and non-discriminatory. These conversations are often avoided because employees do not want to "show their hand," while employers fear mishandling the topic.

6) A broader inclusion lens is essential

Intersectionality was raised - noting that generation should not be the only lens considered. A person's needs and experience may also be influenced by gender, caring responsibilities, life stage, ethnicity, menopause, role type, and other factors. The conversation emphasised seeing people as individuals, not just categories.

session notes





Practical actions

1) Shift the language from judgment to curiosity

Use team conversations, team coaching, or facilitated sessions to help people surface assumptions and ask better questions about one another's drivers, preferences, and constraints. We explicitly framed this as moving teams from judgment to curiosity.

2) Equip leaders to have better conversations

Create skills workshops or practical guidance for leaders on how to discuss expectations, flexibility, later-career aspirations, contribution, and team differences without defaulting to avoidance or "rescuing" - when leaders step in to fix things instead of having the harder but more valuable conversation.

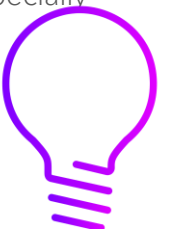
3) Start second-50 career conversations earlier

We suggested opening these conversations from around the age of 50 onwards as part of a broader career and future-of-work discussion, rather than only when "retirement" is imminent. That reframing was linked to greater psychological safety.

4) Use reciprocal learning across generations

Our guest speaker Charlotte Gibson shared examples from employers using mentoring and reciprocal mentoring to preserve experience while enabling learning in both directions, especially around technology, AI, and changing work practices. Other examples included intentionally building teams made of mixed generations to make the most of the positive differences available.

session notes





Practical actions continued

5) Design for visible connection, not just coexistence

Participants suggested social contracting, intentional connection time in meetings, team-building, and reflective tools that help people understand both differences and common ground. The emphasis was on creating shared understanding, especially in hybrid or dispersed teams.

6) Build practical offers around live teams and real work

The session closed with concrete suggestions including: coaching for people in their second 50, leadership skills workshops, and live team sessions to help teams talk openly about cross-generational working and how to thrive together.

Closing takeaway

The strongest message from the session was that organisations do not need to “solve” generational difference; they need to create the conditions for safer, more skilful, more curious conversations. When that happens, the benefits are not only human but operational and commercial: stronger collaboration, better use of experience, more engaged later-career employees, and more inclusive teams.



Take a look at a few resources that are sparking our thinking on this topic...

How to shift your workplace culture as your workforce ages, [Forbes](#), [Julie Klink](#)

Multi-Generational Teams: The untapped advantage hiding in plain sight, [LinkedIn](#), [Mary Gregory](#)

Reverse mentoring: What can Gen z Teach Senior Leadership, [People Management](#), [CIPD](#), [Isabel Jackson](#)

Case study: Five Years of U-Work: Flexibility Meets Agility at Unilever, [Unilever](#)

food for thought 



the learning loop

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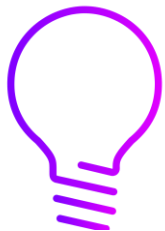
Session slides and
resources

During the session we will explore the following topics together.



- ✓ The trends and 'landscape' surrounding the "Second 50" population
- ✓ How organisations can mobilise and engage their post-50 population
- ✓ How we can support those in their "Second 50" to collaborate with their younger colleagues for mutual benefit
- ✓ The role Learning, Talent and Coaching functions can play in helping talent and leaders make the most of these collective strengths and perspectives

outcomes





A choice for later...

1. How can Learning and Talent enable those in their 'Second 50' to thrive, and make informed choices about their future that work for them and the commercial needs of the business? **(50)**
2. How can Learning and Talent empower multi-generational teams to flourish and make the best of the differences all members bring to the table? **(multi)**

let's get talking





Who are we talking about?

Traditionalists: Might have climbed the corporate ladder in the same organisation for their entire career

Baby Boomers: The generation for whom the term 'workaholics' was coined

Generation X: Known for being independent, and sceptical

Millennials/ Generation Y: Hungry for new experiences, thrive on teamwork and need regular feedback

Generation Z: The true digital natives.

[Sage.com](https://www.sage.com)

the generations





"For the first time in history there are now **four generations in the workplace together** – with those born in the 1960s and 70s working alongside those born in the 2000s.

"Our study shows that employers recognise the benefits of this increasingly multigenerational workforce, **but many are not putting in place age-friendly policies and support mechanisms to support an inclusive and productive workplace culture.**"

Ben Harrison, Director of the Work Foundation at Lancaster University

the generations





Survey of more than 1,000 senior British business leaders, (Survation in May 2024)

- 7/10 senior business leaders in Britain agree their organisation benefits from the diverse perspectives brought by a multigenerational workforce,
- Millennials are the most dominant generation in workplaces today.
- 61% agree there are significant differences in work culture preferences among employees from different generations.
- 39% reported that having a multigenerational workforce leads to difficulties in communication and collaboration.
- Growing consensus that this can be overstated, - instead we should focus on the threads that unite different generations and its benefits.
- An employer 'say-do-gap' in terms of age inclusive policies in the workplace.

Research

the stats





Survey of more than 1,000 senior British business leaders, (Survation in May 2024)

- 31% agree emphasising diversity and inclusion is important in creating a positive work culture for a multi-gen workforce.

However...

- 18% include age in Equality, Diversity and Inclusion policies;
- 16% have a menopause support policy
- 13% have age champion schemes

“say-do-gap”



What we're noticing.

- Cultures and clients demanding longer hours
- Judgement vs curiosity
- Frustration and little shared understanding
- Leaders feeling frustrated but ill equipped to have the conversations that matter

observations 



In your groups share experiences and observations.

- ✓ What trends are you noticing in your organisation?
- ✓ What opportunities and challenges does this bring?

let's get talking





- ✓ Blur of work and retiring
- ✓ Increasing focus on transition and purpose
- ✓ Call to action: 1/3 of UK Workforce is over 50 (Times)

“second 50” trends



How has the landscape changed?

- ✓ Average UK life expectancy now 90
- ✓ Many have inadequate pension 'pot'
- ✓ Complex pensions market drives fear through confusion

...either way - keep working

changing landscape





If not 'old fashioned' retirement –
then what?

- ✓ Work more flexibly
- ✓ Continued learning (AI focus)
- ✓ Maintain identity
- ✓ Need support to define the 'right time' to retire

the alternative





What does this mean for employers?

1. Leverage the experience
2. Foster an environment for generations to compliment each other - without judgement
3. Represent your target market - staff match your clients demographic
4. Find meaningful ways to build engagement

business impact





1. U-work
2. Recruiting process specific for over 55s
3. Reciprocal mentoring
4. Mixing team ages with intent
5. Developing the skills for leaders to confidently have these critical conversations



What would you like to focus on?

1. How can Learning and Talent enable those in their 'Second 50' to thrive, and make informed choices about their future that work for them and the commercial needs of the business?
2. How can Learning and Talent empower multi-generational teams to flourish and make the best of the differences all members bring to the table?

let's get talking



- ✓ Drive curiosity and human connection – create space for multi generations to talk and share experiences and reduce bias
- ✓ Share and promote stories of cross generational working and the joy it can bring
- ✓ Skill leaders for conversations to ensure they don't 'rescue' work
- ✓ Upskill leaders to have conversations about generational differences and the 'second 50' transition
- ✓ Build *shared purpose* to drive connection
- ✓ Coaching: 'Second 50' coaching to support their transition and increase engagement
- ✓ Skills workshops: Skills training to practice and develop confidence in leaders to hold great conversations on this topic
- ✓ Facilitate: Hold team sessions to drive focus on shared purpose and the positive contribution each generation brings



‘The Welsh Nanas

action



the team



Helen Buckwell

Founder, Hidden Strengths Learning

Helen is a sought after executive coach and leadership development consultant with a passion and knowledge for building greater collaboration across organisations, teams and working groups.

With 20 years' experience in Learning and Coaching she brings in depth practical insight into corporate and professional lives - the complex dilemmas, challenges and opportunities such environments bring.



Charlotte Gibson

Associate and Executive Coach, Hidden Strengths Learning

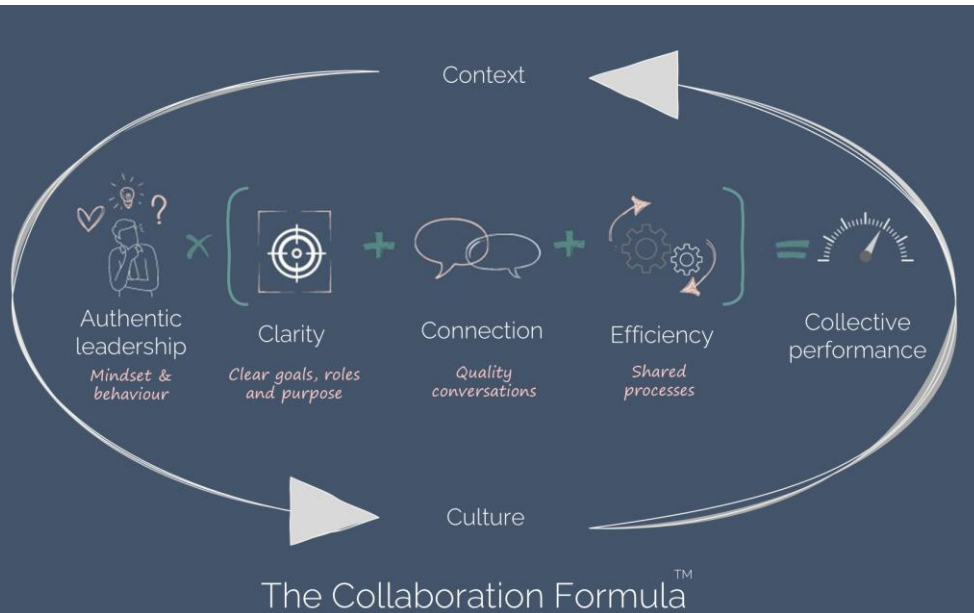
Charlotte is an Executive Coach and Actuary who focuses on retirement support, education and coaching. With 25 years' experience in the retirement industry (most recently as Head of Retirement at NatWest Cushon), she now specialises in how the intersection of retirement and work are changing.

Within this context, she works with individuals and organisations to help people thrive in longer, more varied lives. This often involves new and flexible ways of working rather than simply stepping away from work altogether. She brings an understanding of both the practical and financial landscape, as well as the emotional shifts that accompany this transition.



Hidden Strengths Learning

Collaborating with you



Utilising our unique Collaboration Formula™ to create insight
and commitment to change.

Working in partnership with you to build bespoke interventions that support organisations to build and grow a collaborative environment. We achieve this through three core offerings all of which utilise our unique Collaboration Formula™ to create insight and commitment to change.

Live Teams and Working Groups

Facilitating active groups to reflect on their ways of operating. Shared purpose, group behaviours and trust are all explored alongside how to enhance levels of communication, collective strengths and increase self awareness to build commitment to behavioural change.

Executive Coaching

Space for your leaders to understand their role in creating a collaborative, high performing, trusted environment and the shift they need to make within themselves and those around them.

Leadership Development

Leadership Development Programmes that enhance the skills and mindset in current and future leaders. We create a highly experiential space for reflection and discussion whilst encouraging participants to commit to action.



LEXi LEARN

About Us

We are an experiential learning and development consultancy serving clients around the globe to improve communication, foster collaboration and achieve positive outcomes in the workplace.

Working with small and midsize businesses and some of the worlds most identified brands, we creatively collaborate with our clients to help their people achieve their best performance.

Our History

35+

Years In
Business

Our People

250+

On Our
Team

Our Reach

20+

Countries
Served

Services We Provide

Recognised as a leader in creating interactive, drama based learning solutions that spark behavioural change, we demonstrate how this approach to development delivers impactful and lasting results.



Select Learning Methods

- Skills Practice
- Forum Theatre
- Storytelling
- Simulations & Crisis Management
- Conferences & Presentations
- One-to-One Coaching
- Film & Video



Select Learning Areas

- Performance Management
- Leading in a Hybrid Team
- Empathetic Leadership
- Holding Challenging Conversations
- Coaching Skills for Leaders
- Mental Health & Wellbeing
- DEI & Belonging



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