



He soaks up new things
like a sponge.

She helps me look at
things in a new light.

We are responsible
for each other.



EY ALTER

You can find out about yourself.

The exhibition magazine

EY ALTER



You can find out about yourself.

What's in a number? Is this about being young or old, or what? It's a fact, we are all getting older every single day. Germany is already one of the oldest nations in the world. And what now? Will we keep our get-up-and-go or will it have got up and gone? "Demopportunity" or "Democalypse"? How do you see yourself at your current age? It's time to take another look at ageing. Individually, as a society and at work. After all, age has many faces.

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WELCOME

by Markus Schäfer

Dear readers,


Talking about age is a taboo – isn't it? Just asking someone how old they are can result in an embarrassing silence. Yet your age shouldn't have to be a secret. Regardless of whether you are 14 or 63, there is no need to feel awkward. The opposite is true in fact!

Just like the rest of society, we at Mercedes-Benz are facing a shift in age structures. Demographic change is a megatrend of the 21st century which has certainly not bypassed us. But what does it mean for us as a company and for society as a whole?

Demographic change is regarded by many as a nightmare scenario. However, many of the preconceptions linked with ageing are obsolete. Scientific research has shown that every age offers value and potential. That is why we at Mercedes-Benz put the focus firmly on the individual and not on age. A range of generations equates to a wealth of experience, perspectives and new impulses. We believe that this diversity makes us stronger, in our private lives, in society and in the world of work. It is our duty to recognise this potential and actively encourage the exchange, networking and mutual support between generations. We see demographic change as an opportunity! A historic opportunity to blaze new trails. And maybe, to a small degree, to reinvent the way we work too.

"EY ALTER", which translates literally into English as "Hey old-timer!" but is also a pun which can mean "What's up, dude?", is a rather unusual name for an exhibition. Maybe it surprised you: it's a little unconventional, somewhat provocative, but also open, honest and doesn't take itself too seriously. That is precisely the approach we aim to take when talking about age. The "EY ALTER" exhibition is a product of our demographics initiative "YES – Young and Experienced Together Successful", which works to set an example and encourage a new way of thinking. It presents scientific facts, highlights the strengths of each generation and questions common stereotypes. "EY ALTER" hopes to inject fresh momentum into the debate on age, everyday life and the working world!

This magazine is a wonderful addition to this exhibition. It offers an overview of the most important facts at a glance and also gives you a unique look behind the scenes. I hope you enjoy your visit to the exhibition as well as this magazine!


Markus Schäfer



Markus Schäfer,
Member of the Divisional Board of
Mercedes-Benz Cars, Production
and Supply Chain Management



THE AGE OF OPPORTUNITY

The EY ALTER exhibition was the brainchild of Heino Niederhausen, Head of HR at the Mercedes-Benz factory in Bremen, and Prof. Dr. Sven C. Voelpel of Jacobs University Bremen. For both of them it was about a paradigm shift in the way of thinking: away from negative preconceptions about age and demographic change towards understanding the myriad of opportunities that new age structures offer society and companies alike.

How old are you, and how old do you wish you were?

— Heino Niederhausen (HN): I was born in 1969, in the early years of Generation X. I'm happy with my age, although I admit it would be exciting to take a look at the future or experience the past again with the knowledge I possess now.

— Sven Voelpel (SV): 41, 41. I presume that these two continually incrementing ages will continue to be identical my whole life long. I'm also a representative of Generation X or the German concept "Generation Golf", although I've never had a VW Golf, and I also don't think much of generational and age stereotypes. It would be exciting to live the past again with the knowledge of the future though.

What does age mean to you?

— HN: When I started to take a look at the topics of age and demographic change professionally. So to speak, almost ten years ago, both of the terms were largely associated with negative connotations. To be honest, my first impressions of age weren't much more positive either. Since then I have spent a great deal of time working with the concept of age and have become aware of the enormous flexibility available to each and every individual when it comes to leading an active life at any age. Ever since I realised that I have considerable influence over my own age, it has simply become a number to me – nothing more, nothing less.

— SV: An increase in experience, composure and happiness: Academic studies confirm time and time again that emotional experience changes as we age. On the one hand, as Ross and Mirowsky published in Social Science & Medicine, emotional situations are handled with a higher degree of composure. On the other hand, older people on average report that they do not have

as many strongly negative moods, are less anxious and experience symptoms of depression less frequently. Charles and Carstensen stated in the Annual Review of Psychology that older people pay more attention to positive signals than younger people and redirect their attention away from negative experiences. In other words, we don't need to do anything: we can simply wait until we grow old and automatically become more composed and happier.

Dr. Voelpel, how can I live to be 100?

— This seems like the perfect opportunity to recommend to everyone our book "Mentale, emotionale und körperliche Fitness. Wie man dauerhaft leistungsfähig bleibt" (Currently only available in German: Mental, emotional and physical fitness: how to stay fit and active in the long term), which describes the best ways to eat healthily, exercise and develop resilience in your professional and private lives. In addition, I would personally recommend complementing this with superfoods like moringa, chlorella and chia. Disease can be avoided through healthy eating and behaviour. Shaolin monks are almost never ill. Why not utilise this knowledge for our own benefit too?

Mr Niederhausen, what are you looking forward to when you're 100?

— First of all: I can really recommend chia. With the speed at which technological advances are happening today, I'm really looking forward to advances in medicine and healthcare continually improving our everyday private and professional lives. Above all, I'm looking forward to a radical change in the way society perceives age. By the time I'm 100, the term "old" might even have become completely archaic and people will be defined

on the basis of their personal interests and talents. For example, when names are given in newspapers, it might become customary to add a particular aspect of the personality in brackets instead of their age – charming for example.

“By the time I’m 100, the term “old” might even have become completely archaic and people will be defined on the basis of their personal interests and talents.”

You came up with the idea for the EY ALTER exhibition together. How did that come about?

— SV: Mercedes-Benz has been researching a number of different issues concerning the topic of demographic change with me and my WISE research group since 2004 and with the WDN – WISE Demographic Network since 2007. Despite the relatively high average age, the site is one of Mercedes-Benz' most productive around the world. This basis and the long-term cooperation with the other WDN partner companies inspired my talk "Lebenslange Leistungsfähigkeit: Mentale, emotionale und physische Fitness" (English: Life-long capability: mental, emotional and physical fitness). Heino Niederhausen was so taken with the subject matter that he suggested meeting for a drink one Sunday at the beer garden in the city park, where he jotted down the first ideas for the exhibition on a piece of paper and we both began discussing it enthusiastically. We tended the seedling with a great deal of self-efficacy on both sides, as it was clear from the beginning in our minds that the exhibition was going to happen. After countless presentations, meetings and workshops, it now really has become a reality.

— HN: I've still got that piece of paper. It has a picture of the Universum museum and one of our former mayor Henning Scherf, who particularly inspired me with the idea for the exhibition. That was about two years ago. We had already initiated a range of measures concerning demographic change at Mercedes in Bremen. For example, in 2012 we founded a team which functions on the basis of age structure analyses as an impulse generator for strategic HR restructuring processes. As such, we had already come into contact with the issue of attitudes towards ageing at various locations.

What is the main aim of the exhibition? What are visitors supposed to take away with them?

— The aim is to provoke a change in attitude among the general population. For example, we want to do away with negative

statements about ageing, which assume that ageing automatically involves processes of deterioration. That is not true, scientifically speaking. Our attitude has a much greater bearing on our life. Replacing these negative associations surrounding the topic

of ageing with a differentiated, positive perspective, which describes the deterioration and growth processes equally, will make it possible to effect a change in attitude and thus achieve a positive life course with multiplied growth processes – in old age too.

— HN: Today efforts are being made on the part of academia and public institutions to change the perception of ageing in society

based on more recent findings. However, they often take the form of informative material and brochures with only a limited reach.



Heino Niederhausen is ...

Head of HR at the Mercedes-Benz factory in Bremen, which has received a number of awards for innovative HR management initiatives. In addition, he is also the project manager of the Mercedes-Benz-wide initiative Y.E.S. (Young and Experienced together Successful).

Prof. Dr. Sven C. Voelpel is ...

the founder of the WDN – WISE Demographic Network and Professor of Business Administration at Jacobs University Bremen.

Our starting point was to create a medium which takes an entertaining approach to the issue of ageing. It is an interactive exhibition where visitors can experience first-hand at numerous creative and interesting stations the opportunities that arise as one grows older; an exhibition which is thought-provoking without seeming to lecture. I believe that the key to a more positive attitude towards ageing lies in the didactically clever communication of a contemporary notion of age. With this in mind, our own employees are an important target group who we want to reach through this new medium and give them a positive self-image – regardless of their age.

Mr Niederhausen, why Mercedes-Benz? Developing exhibitions is not exactly one of the core areas of expertise for a car manufacturer ...
— I am pleased to say that we have a very low level of staff turnover in all our German plants. This means that employees at an advanced stage of their careers also wish to remain with us in the automobile sector. This is undeniably a challenge, but also a great opportunity.

For us it is important to support staff in using and developing their skills, irrespective of their age. I am convinced that motivation is all-important here. For this reason, we have incorporated a commitment to raise awareness for demographics as a cornerstone of a superordinate executive initiative throughout Mercedes-Benz. This initiative takes in the entire Mercedes-Benz production function, headed by Mr Schäfer. We want to use this exhibition as a platform to question one's own attitudes towards ageing. After all, these attitudes are ultimately reflected in one's managerial style.

The exhibition is part of a large-scale demographics initiative by Mercedes-Benz. The project YES stands for Young and Experienced together Successful. Mr Voelpel, what strengths can younger people offer and what strengths older people? And has this been scientifically confirmed?

— Young and old staff members complement each other perfectly. Younger employees often bring into the mix the new know-how from their training, a higher level of enthusiasm and more innovative ideas. Older employees, on the other hand, offer experienced-based knowledge, emotional stability and strength of judgement. This, in turn, has a positive effect on ideas. Together, the two groups form an ideal network for jointly implementing these ideas. This has been confirmed in numerous scientific projects sponsored by the Federal Ministry of Education and Research, the German Research Foundation and the Volkswagen Foundation.

Mr Niederhausen, what is your experience of the potential offered



Demographics initiative YES

The Mercedes-Benz-wide demographics initiative, YES, is a comprehensive approach which aims to bring about a paradigm shift and which comprises strategic, structural and communication measures.

by younger and more experienced employees?

— Extremely positive. Let me give you an example. At the Mercedes-Benz site in Bremen, experienced employees who have been at the company for many years work alongside younger trainees to gain qualifications in new professional fields; they even go to technical college together. The more experienced employees completed their initial professional training, for example in car mechanics, many years ago and are highly motivated to learn together with the younger trainees who have only just left school. The aim of both groups is the same: to get a qualification to allow them to work as toolmakers – a key profession of the future. We refer to this approach as “intergenerational qualification” or “IQ” for short.

What emotions do you feel when you think about the demographic developments in German: panic, calm, hope ...?

— SV: A sense of calm and hope as, with the WISE Research Group, we have been able to develop solutions for these challenges which are now being put into practice via the WDN.

— HN: In my view, demographic change offers the chance to take a new look at the status quo and approach things differently. We need to distance ourselves from the traditional pigeonholing of people as either young or old and take this opportunity to redefine and shape the future and the way we deal with ageing.

How can companies prepare for demographic change?

— HN: I think it would be presumptuous to recommend a one-size-fits-all solution. As far as I know, there isn't one. The requirements vary from sector to sector and from company to company. It is, however, very important to establish a strategy based more on facts and less on perceptions. Moreover, we are continuously looking to align ourselves with leading experts to learn more, and we support various academic projects focusing on cooperation between younger and more experienced employees.

— SV: Within the WDN, following the foundation of the network at the World Business Dialogue in 2007 with partners including ArcelorMittal, Mercedes-Benz, Allianz, Deutsche Bank, Deutsche Bahn, EnBW and Vorwerk, we have developed robust solutions to tackle the challenges posed by demographic change. These companies are thus ideally prepared for the future.

Mr Voelpel, which important questions in connection with ageing has research yet to answer?

— The more questions are answered, the more questions arise. That is what makes research so fascinating. And it also means that our work is never done, but is rather a process which continues to develop and improve. As such, in the future, we will be able to improve the quality of our working lives and lifestyles in a manner which is inconceivable today.

The exhibition addresses the individual: “your age, your potential, your team ...” How important is it in your view to make the individual more aware of ageing, and what needs to change in terms of politics, industry and society as a whole?

— SV: Visitors to this exhibition will change their attitudes towards ageing and in turn apply this new philosophy to their professional and private lives. As such, these attitudes will gain a firmer foothold in society and also become tangible in politics and industry.

— HN: For me, it is essential that society as a whole changes the way it thinks. This is why we decided to open the exhibition up to the public. We will not achieve a sustainable rethink in the workforce if the company only takes individual measures.

Which elements of the exhibition are you particularly looking forward to?

— HN: In the time since we first came up with the idea for the exhibition, I have been closely involved with all the content,

which makes it really difficult for me to choose a favourite. However, I am particularly pleased that the team generator made it into the exhibition. This idea was born in one of the early brainstorming sessions with my staff, and, if I am being honest, my role here was not insignificant. In its early version, the aim was to work as a team to get a horse down from the roof of a high-rise building. Don't ask me how the horse got there in the first place! In any case, visitors can look forward to seeing what tasks await them instead of saving a horse.

— SV: The core of the exhibition: the brain. After all, age is all in the mind. And of course I am looking forward to every single visitor who changes not only his or her life, but also the lives of their colleagues, employees, friends and acquaintances.

Have you got a tip for visiting this exhibition?

— HN: To go to the exhibition with an open mind and to get the

“Age is in the mind. And of course I am looking forward to every single visitor who changes not only his or her life, but also the lives of their colleagues, employees, friends and acquaintances.”

most out of each exhibit; I guarantee it will change you.
— SV: To take the time to ponder and reflect on the impressions you get from the exhibition – you will get more than twice this time back in return! ʘ

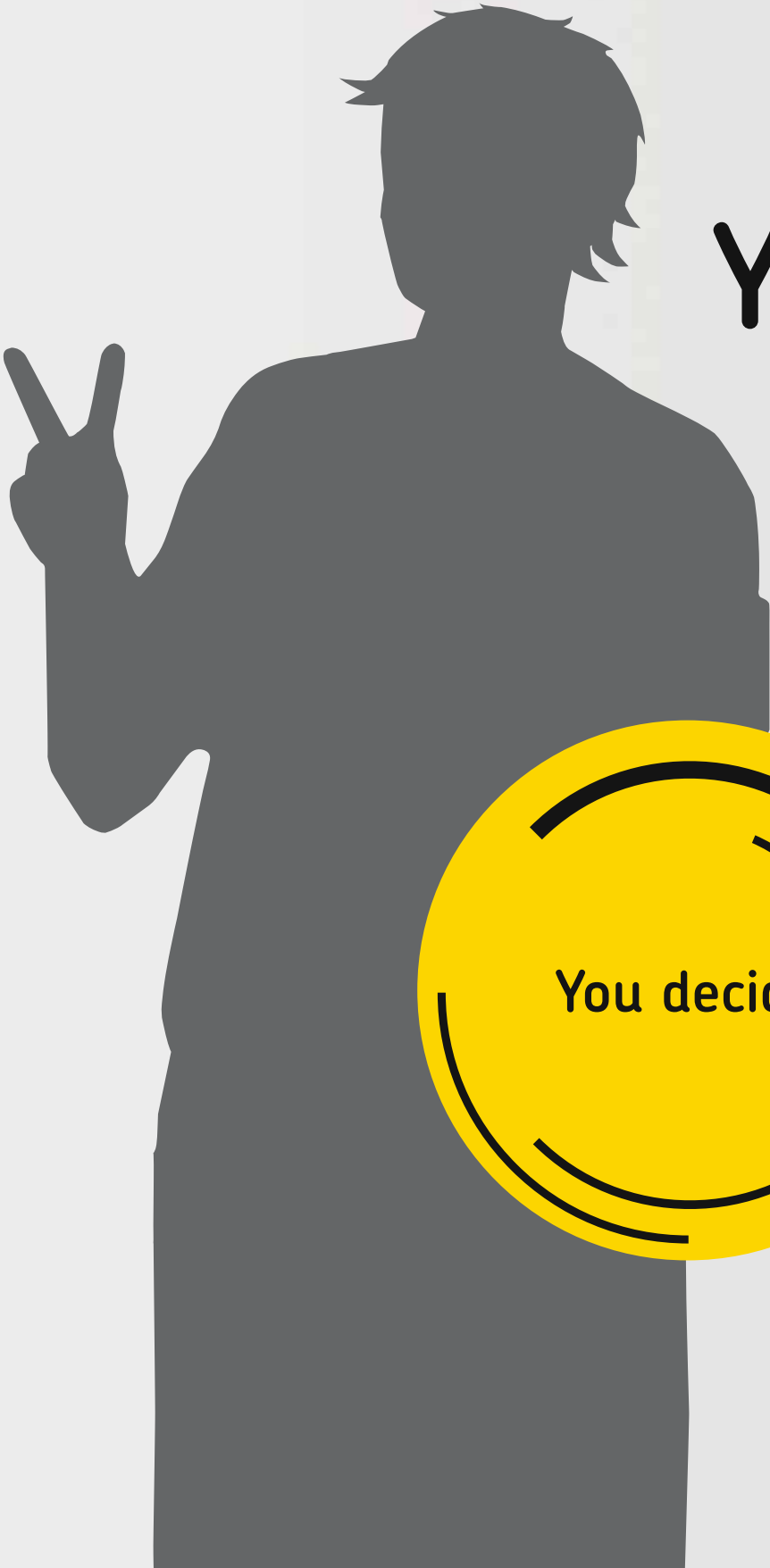
OLD



Old or young, or what are we actually asking here?

Off the top of your head: what do you associate with being old? And what with being young? The fact of the matter is that almost everyone falls back on stereotypes. The old fogey who thinks he knows better versus the cheeky young whipper-snapper. When one generation regards another, it's not rare for prejudices to come into play. Psychologists call this phenomenon age stereotypes. To get beyond it, you first have to address the issue thoroughly.

YOUNG



Your best days are well behind you.

Road block!

Constant nagger!

OLD

Sloooooooooow

Square

Don't be so rigid!

Well, at your age ...

No one wants to hear your stories any more.

Know-it-all

Old news!

You're so 1.0

You think a "browser" is somebody looking through a catalogue.

Can you honestly say that you are free from prejudices?

The phenomenon of age stereotypes describes the automatic association of age with certain characteristics, for example that older people are "forgetful", "slow" or "snobbish".

In fact, it has actually been possible to show in experiments that the subconscious perception of the word "old" automatically evokes negative associations and influences behaviour. Participants in studies walked along the corridor slower and worked slower after being confronted with negative age stereotypes. Elder participants also performed worse in memory tests as a result of subliminal activation of corresponding stereotypes. In short: age stereotypes have a negative effect on us – on our mental capacities, self-image and possibly even on the health of older people.

Listen to me when I'm talking to you.

You haven't got the necessary experience

Life's not easy at the bottom.

YOUNG

Spoilt!

Now go and do it properly.

Unreliable

No, La Traviata isn't by Beyoncé.

It's all about fun, eh?

Is that phone glued to your hand?

Brush your hair for goodness' sake!

The cheek of it!

ALL IN YOUR MIND

Age, thought and interdependency

Age is in your mind. Naturally, you age every day just as everyone else does. But what does “old” actually mean to you? What is “ageing”? Above all, ageing is development. It is a continuous process touching all aspects of life; your personality, your values, your feelings and your brain all develop as you age. So is ageing a good or a bad thing? The fact is that many of the developments associated with ageing are thoroughly positive. What’s more, you’re in control. Or more precisely: your head is! Ageing affects the way we think. And the way we think determines our age – it’s all in your mind.

FLUID INTELLIGENCE

Fundamental and mechanical



The dimensions of fluid intelligence

- Speed of information processing
- Memory including working memory
- Spatial orientation
- Logical thinking

CRYSTALLIZED INTELLIGENCE

Acquired and cultivated



The dimensions of crystallized intelligence

- Gathered experience
- Acquired knowledge
- Vocabulary
- Expression, reading and writing skills

FLUID AND CRYSTALLIZED INTELLIGENCE

Young and old may be different, but they are both switched on!

an individual is lower than comparisons of differently aged persons at one point in time suggest.

Crystallized intelligence – acquired and cultivated

The crystallized part of intelligence is understood as acquired knowledge. This is content-rich, culture-dependent and based on experience. Typical examples of crystallized intelligence are general knowledge, vocabulary, reading and writing skills and certain mathematical abilities.

While fluid intelligence normally decreases with age after reaching a peak in young adulthood, according to US American psychologist John L. Horn, it is often true that crystallized intelligence continues to grow over our entire lifespan before showing signs of age-related decline at a very late stage in life.

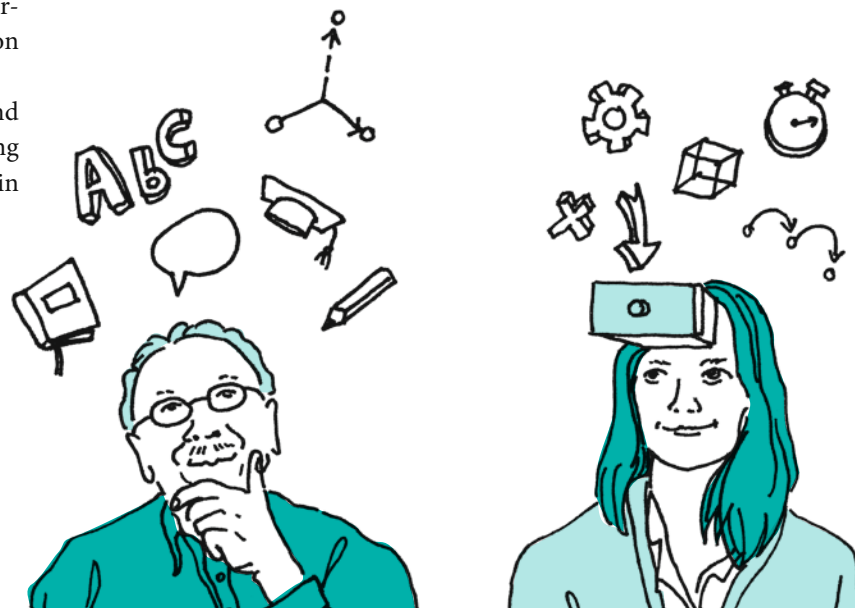
Crystallized and fluid intelligence are not independent of one another; indeed their interaction enables us to cope with life. Can I find the appropriate words in a certain situation? Two processes are necessary for this: the ability to grasp the situation quickly is down to fluid intelligence, while crystallized intelligence is responsible for finding the right words. 🔄

Fluid intelligence – fundamental and mechanical

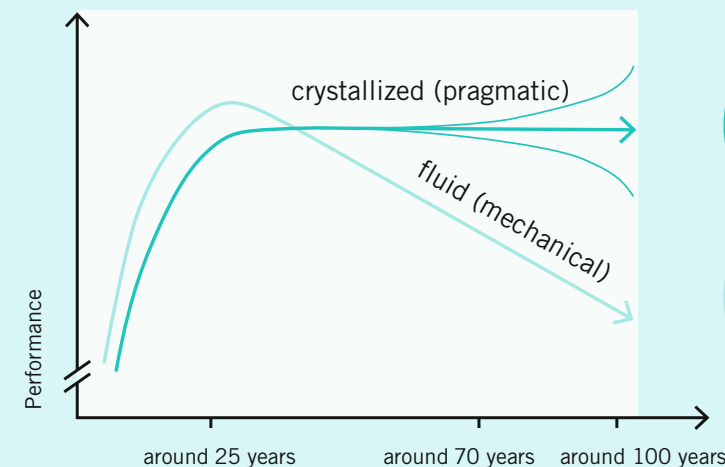
Fluid intelligence gives us the ability to reach logical conclusions and solve problems, and is responsible for the processing speed at which these thought processes occur. The “working memory” acts as a short-term or cache memory. There, new content is actively stored and possibly processed before being passed into the actual memory. Spatial thinking is also ascribed to fluid intelligence.

Although we can train it at any age, our intelligence is strongly influenced by our genes and is closely connected to the biological and neurophysiological conditions in the brain. As such, it reflects the fundamental “mechanical” information-processing systems in our brain. It is assumed that fluid intelligence determines in particular the speed, the precision and the coordination of fundamental thought processes.

Fluid intelligence normally increases in our childhood and youth before decreasing over the rest of our life after reaching young to middle age. Studies indicate that the level of decline in



DEVELOPMENT OF FLUID AND CRYSTALLIZED INTELLIGENCE OVER OUR LIFE SPAN



crystallized

fluid

The balance of fluid and crystallized intelligence changes over the course of our life. While the curve of fluid intelligence drops after approximately the age of 25, the level of crystallized intelligence remains constant or may even increase up to old age. However, studies show that fluid intelligence can also be trained.

Crystallized intelligence:

- Content-rich
- Culture-dependent
- Experience-related differences

Fluid intelligence:

- Lacking in content
- Universal, biological
- Genetic differences

WHAT IS INTELLIGENCE? – FOUR ANSWERS!

“Intelligence is the aggregate or global capacity of an individual to act purposefully, to think rationally and to deal effectively with his environment.”

David Wechsler, American Psychology, 1896–1981

“Intelligence has a double role: firstly, registering and understanding (...), secondly, further processing of what has been registered.”

Dorsch – Lexicon of Psychology

“The speed of information processing is the decisive, performance-limiting factor.”

Francis Galton, British natural scientist, 1822–1911

“Intelligence is the general ability of an individual to consciously adapt his thinking to new requirements. It is the mental adaptability to new tasks and circumstances of life.”

William Stern, German psychologist, 1871–1938

$$IQ = \frac{MA}{CA} \cdot 100$$

MA = mental age
CA = chronological age

In 1912, William Stern introduced the IQ as a measurement unit for the quantification of intelligence.

PRIMING

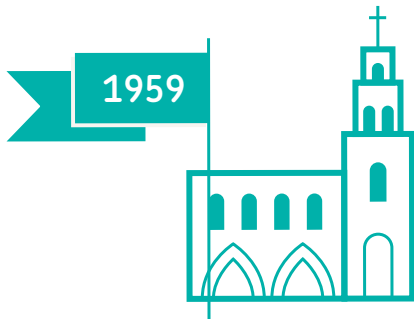
It's all about attitude.

Beautiful, clever and wise or ugly, forgetful and stupid. These are just words, aren't they? In actual fact, they are words with impact. If they influence behaviour, this is known as priming. This refers to a type of mental default setting or sensitisation that influences the action subsequently taken. Neurologists describe this as a sequence of stimuli. The first stimulus opens the gates for certain pictures in the mind. The second stimulus is overlapped by these images and – depending on the image – processed and interpreted differently. These processes inside the mind generally take place entirely subconsciously in the space of just a few minutes. And it is not just words that can “prime”. Smells and sounds, and all sensory impressions, evoke memories which have positive or negative effects on our actions.



Enhanced performance – the wholesale study
This study is still very young and proves what many managers have experienced: compliments and praise drive motivation and lead to improved performance.

In a wholesale company, a pool of older employees was divided into two equally sized groups. Both groups were asked to perform the same task of comparing invoices with package contents. The subtle difference: one group was primed with positive terms such as “experienced” and “wise” before conducting their work, the other group was not. The primed employees worked faster and more effectively. Their results after a good four minutes were better than those of the control group which took seven minutes to finish its work.



Rejuvenation – the monastery experiment
In 1981, an experiment which took place in a monastery in New Hampshire, USA, became a talking point. A set was constructed in the monastery which made it look exactly as it did in the year 1959. The eight male inhabitants aged 70 and above watched films from that time, listened to music from 1959 and had no possibility to look in a mirror. No one treated them as 70-year-olds and they were asked to take themselves back to how they were at that time. After five days in this enclosed environment from “back then”, tests of all participants revealed a considerable improvement in their physical and mental ability. They saw themselves as 50 to 60 year olds again and accordingly demonstrated enhanced performance.

PLASTICITY

Trainable and flexible over our entire lifetime.

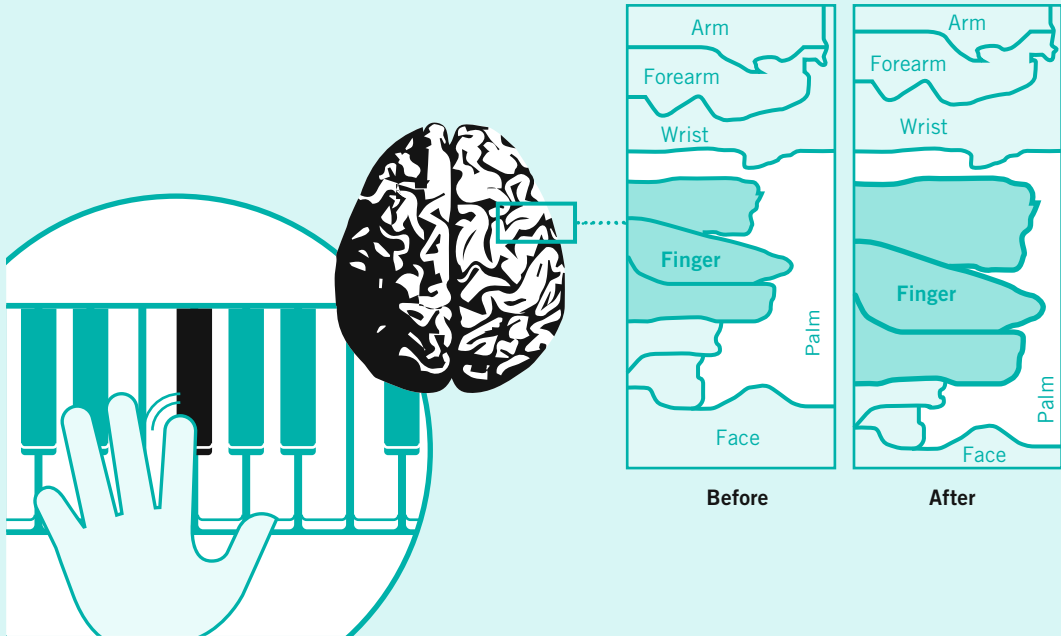
It's certainly undeniable that age is linked to a certain degree of deterioration. As we age, the weight, structure and also the way in which our brain works all change. The neuronal exchange of information also starts to flag. Typical statements which supposedly indicate these changes include: “I used to find that much easier” and “I have to make notes otherwise I forget things”. Our ability to remember and the speed of our reactions deteriorate with age. But it is not all bad news! In order to make up for neu-

ronal losses, we have developed certain compensation strategies, little notes for the brain so to speak.

This is possible thanks to the fact that specific areas of the brain can be trained and are therefore flexible – this is referred to as neuronal plasticity. Our brain is constantly put to the test. It reacts to the countless different stimuli to which we are exposed: to touch, smells and even our body's movements. The brain changes in the short or long term as a result of every experience. It adapts to the demands of the environment. Neuronal plasticity is also the reason why we learn, remember things and replace lost skills with others. The good news: this is possible at any age.

The brain keeps learning throughout its entire lifespan, provided that we don't grind to a standstill.

THE FINGER EXERCISE



Alvaro Pascual Leone, Spanish professor for neurology at Harvard Medical School, discovered that the cortical maps for the fingers increased considerably in size after a week of practising a finger exercise for piano for two hours every day. The amazing thing about this was that it was not only the purely mechanical practice which got the brain going. Even just imagining the exercise resulted in enlargement of the finger area of the cerebrum.

YOUR AGE

Age is (not) just a number

Are you young or old? It's not so easy to answer, is it? Are you old because you have grey hair? Or young because you lack experience? When does someone belong on the "scrap heap" and how long does someone remain "wet behind the ears"? It depends? Actually, it does: age is a matter of opinion. And different for everybody. And, of course, it depends on how you live and how you feel. One thing is for certain – your age is much more than just the time between when you were born and now.

Singer Sayo Miyagi lives in Ogimi on the Japanese "island of the centenarians" Okinawa.

AGE WITH NO END!

We are getting older and older – and if it keeps on going ... who knows where it will end? When some people believed the maximum age from a biological and genetic perspective to be 120 years, Jeanne Calment sailed past the limit gracefully, leaving astounded researchers in her wake.



The longest life – full of enjoyment and vegetables

France. At 122 years of age, she currently holds the title of the world’s oldest person: Jeanne Calment (1875-1997) learned to fence when she was 85, was still cycling her bike when she turned 100 and lived independently until she was 110. She retained her faculties right up to the end of her life. At the age of 117, she tried to give up the habit of smoking that she had taken up at an early age – to no avail. It doesn’t really seem to have hurt her though! Her secret? The Frenchwoman put her longevity down to enjoying plenty of olive oil, garlic, vegetables and port.



The male record is held by a Japanese man.

Japan. Reaching the ripe old age of 116 years and 54 days, Jiroemon Kimura (1897–2013) has held the record for a man since 2012. Having worked in the postal service for 40 years, he stayed fit with arable farming until the age of 90. When 113-year-old James Sisnett died in May 2013, Kimura became the last man alive to have lived in three different centuries. Whether it’s the physical conditioning from working the land or the tightly

woven family bonds which help the Asians reach such lofty ages, Kimura will almost certainly be succeeded by one of his countrymen – the top seven places in the list of the oldest living men in the world are occupied by six Japanese men and one Spaniard.

Who’s the oldest living person in the whole world then?



Italy. At 116 years of age, Emma Morano from the town of Verbania on Lake Maggiore is the world’s oldest person (as at July 2016). She was born in November 1899 in Piedmont in Northern Italy, making her the last living person to have been born in the 19th century. Morano puts her longevity down to the fact that since the age of 20 she has eaten two raw eggs every day. However, longevity runs in the Morano family. One of her sisters also lived to be more than 100 years old.

WHAT CAN WE DO WHEN, AGAIN AND THEN NO MORE?

	What you can do for the first time	What you can do again	What you can't do any more
+			Have a snub nose At the age of 97, your nose is 0.8 cm longer than it was at the age of 30 on average according to the research of Swiss geneticist Andreas Zankl. Our ears also grow approx. 0.22 mm longer every year.
90	Make Methuselah look old The oldest biblical figure is alleged to have lived to the ripe old age of 969. However, researchers believe that his age was given in lunar months and that in all reality he was no older than 80.		
80	Loosen your belt According to an American study, unlike the rest of the skeleton, our hip bones never stop growing. At the age of 80, the pelvis is a whole two centimetres wider than when we were twenty, which translates to a hip measurement which is seven centimetres larger.	Make the night your day Whilst young people have no problem partying all night, older people often lie awake at night, with many people sleeping less than six hours. Researchers believe that the cause lies in our hormones.	Work as a notary public A notary public is appointed for life and can apply for the post up until the age of 60. When he turns 70, the post expires and the notary public enters retirement.
70	Design a museum Frank Gehry designed the futuristic Guggenheim museum in Bilbao at the age of 60 and today, at the age of 85, he is busy on the Guggenheim Abu Dhabi. Frank Lloyd Wright designed the New Yorker Museum at the sprightly age of 74.	Study Many universities in Germany offer older people the opportunity to attend university seminars and lectures. Participants do not have to meet the entrance conditions for study but also do not receive an academic qualification. What do you think of this?	Give blood According to the German Transfusion Act, this is no longer possible after you turn 68 unless you have permission from your GP.
60	Forget the pill The average age for onset of menopause is just over 50.	Work as an au pair abroad “Granny au pairs” are in high demand and there are a large number of agencies helping older people find a position abroad in a family.	Get called up In a state of defence, women aged over 55 can no longer be called up for civilian service.
50	Become President of Germany The requirements are that you are a German citizen and above the age of 40.	Be happy Your personal happiness begins to decrease in your mid-30s and people start feeling increasingly old and are unhappy. On average, personal well-being is at its lowest around the age of 46 and then people start feeling more satisfied and relaxed again.	Donate semen As increased age brings with it an increased risk of genetic problems with embryos, this should only be done up to approx. 40 years.
40	Become Pope The requirements are baptism in the Catholic faith and being over 35 years of age, although the average age of election as cardinal is 72.	Gamble The users of popular gaming portals such as Bigpoint and King.com are in their early or late 30s respectively on average.	Grants to study in Germany Only possible until the age of 30 when starting a Bachelor's and 35 for a Master's.
30	Jury duty in Germany Paragraph 33 of the German Judicature Act specifies the minimum age as 25.	Stand strong smells In the first three months of pregnancy, women find strong smells particularly unpleasant; the intensity of the olfactory perception reduces again as of the 4th month.	Hear a dog whistle As of around the age of 25 years, we stop being able to hear these and other similarly high frequencies.
20			

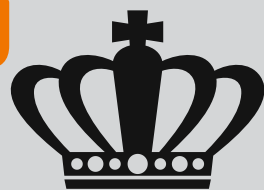
ANYTHING IS POSSIBLE REGARDLESS OF AGE!

golden feet
at **100**



Golden feet. At 100 years of age, the Englishman Frederick Salter (born 1911) became the oldest competing dancer in the world. In 2011, he passed the IDTA Gold Level 3 in Latin and Ballroom Dance with a distinction.

King
at **3**
years old



The little king. King Oyo (born 1992) was just three years old when he inherited the throne to the kingdom of Toro in Uganda, East Africa, although the symbolic ruler wasn't officially crowned until he turned 18.

around the world
aged **16**



Queen of the Waves. 16-year-old Laura Dekker from the Netherlands is the youngest person to circumnavigate the world alone. In 2012, after around 50,000 kilometres and a whole year alone at sea, she finally reached the end of her journey.

26 miles
at **100**
years of age



Keep on running. The Indian Fauja Singh (born 1911) completed the marathon distance at the age of 100. He retired from professional competitions in February 2013.

at
conquering **80**
MOUNT
EVEREST



A lofty age. Yuichiro Miura from Japan made it to the peak of Mount Everest at the age of 80. In 2003, at the age of 70, he took the record for the oldest man to climb the world's highest mountain.

Nobel
Peace Prize
at **17**



Campaigning for peace. The Pakistani children's rights activist Malala Yousafzai was awarded the Nobel Peace Prize at the age of 17, making her the youngest person ever to be awarded the prestigious accolade.

longest
(**86**) marriage



USA. Herbert Fisher (died 2011) and Zelmyra Fisher (died 2013) were wed on 13th May 1924 and married for 86 years.

at **18**
university
professor



Teaching from an early age. The Advanced Technology Fusion chair at Konkuk University in South Korea was awarded to Alia Sabir of the USA (born 1989) at the age of 18, the youngest age to be appointed university professor to date.

North Pole
visit
at **89**



Late visit to the North Pole. Dorothy Davenhill Hirsch of the USA journeyed to the North Pole on 28 August 2004 at the age of 89, the oldest person ever to visit it.

4
youngest
drummer



Rhythm of life. Following in Mozart's footsteps, Julian Payone of the USA (born 2004) played his 20th concert as a professional drummer at the age of 4.

oldest
spaceman
77



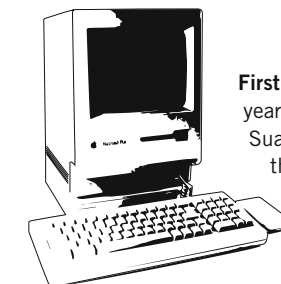
An out-of-this-world record. In 1998, the American John Herschel Glenn Jr. orbited the Earth 134 times at the age of 77, making him the oldest astronaut ever.

doctoral
examination
at **102**



Better late than never. Ingeborg Syllm-Rapoport passed her doctoral examination in 2015 at the age of 102. She had not been allowed to take the exam in 1938 because of her Jewish heritage.

12 youngest
programmer



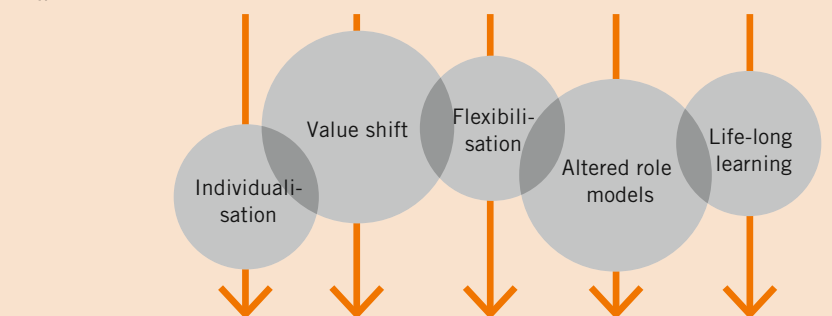
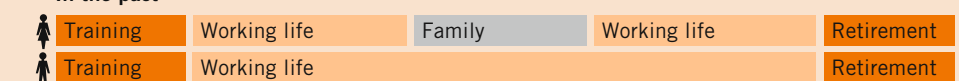
First program. At 12 years old, Thomas Suarez (born 1999) of the USA is the youngest in the world of programmers. His company, Carrot-Corp Inc., develops apps for iOS and Android applications.

THE NEW, PERSONALISED CV

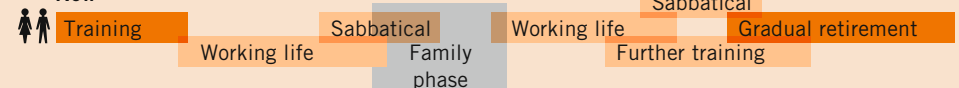
Structured life – no such thing any more!

School, training, start of working life, career with or without time out for family and then finishing with retirement. The professional path is already established, or is it? In recent years, CVs have become more fluid. Values have altered, as has the way different role models are appreciated. Instead of one career, we pursue several; we continue to earn qualifications and learn; we try, study and take creative breaks. And when we get to 65? Who says that it's all over?

In the past



Now



WHERE DO YOU LIVE?

Five “Blue Zones” – where people live for longer.

Demographic researchers Gianni Pes and Michel Poulin initially identified a Sardinian province with the highest concentration of men who lived to be one hundred years old or more. Later, on behalf of National Geographic, Dan Buettner took up the search for the hotspots for long lives – and found them. These so-called “Blue Zones” are now a trademark and a research project. Do they hold the key to a long life? 🍌

Loma Linda,
California

1 Loma Linda, California

For members of the Seventh-day Adventist Church in Loma Linda, California, the body is a Temple of God which is cherished and cared for accordingly – with a vegetarian diet and plenty of exercise.



Nicoya Peninsula,
Costa Rica

2 Nicoya Peninsula, Costa Rica

The groundwater in the Nicoya Peninsula in Costa Rica is characterized by its high magnesium and calcium content which likely contributes to the high life expectancy here – on top of the healthy traditional cuisine.

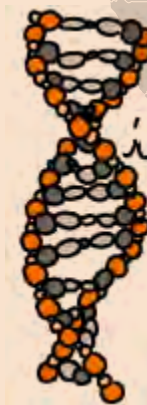


Ogliastra/Nuoro,
Sardinia

Ikaria,
Greece

3 Ogliastra and Nuoro, Sardinia, Italy

Fourteen mountain villages in the Ogliastra and Nuoro provinces in the east of the Italian island of Sardinia are home to an above-average number of 100-year-olds. A genetic variation seems to be responsible for the long lives of the Sardinians.



5 Ogimi, Okinawa, Japan

Perhaps it's down to the “Goya” cucumber in combination with ginger and seaweed, but perhaps not. Whatever the case, in the village of Ogimi on the Japanese “island of centenarians” Okinawa, 15 of the 3,500 inhabitants are between 100 and 109.



Ogimi,
Okinawa



4 Ikaria, Greece

Tea with extraordinarily large amounts of anti-oxidants, pulses, vegetables, herbs, fish, olives, fruits, feta cheese, goat's milk – the diet in Ikaria, Greece, is the reason for the higher number of people over ninety: ten times higher than the European average.

HOW OLD YOU FEEL

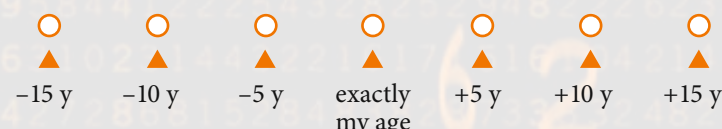
What do years even mean? A couple more, a couple less:
It's all a question of how you feel on the inside.

The difference between your chronological age and the age you feel is often most distinct in the second half of your life. For example, people over the age of 70 on average feel 13 years younger than they actually are. And what about you? Where would you put yourself? Answer each question and then add up all the plus and minus years before dividing the total by five. Do you feel younger/older or are you as old as you feel?

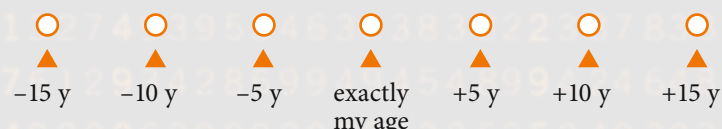
When I climb stairs, I feel ...



When I look in the mirror, I feel ...



When I think about my interests and hobbies (films, music, sports, politics, etc.),
I generally feel ...



Compared to other people my age, I feel ...

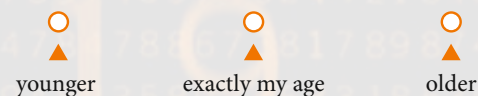


When I think about what I have already seen and done in my life,
I feel ...



On the whole, I feel ...

Enter your result here!



YOUR AGE – ONE OR MANY?

“Anyone who stops learning is old,
whether at 20 or 80.”

Henry Ford

“Those who don’t understand how to age are
the same ones who never understood how to
be young.”

Marc Chagall

“Everything that’s fun
keeps you young.”

Curd Jürgens

“At 20 everyone has the face that God gave
them, at 40 the face that life gave them and
at 60 the face they earned.”

Albert Schweitzer

When asked about our age, we tend to answer the number of years we have been alive. But what does it actually mean? If we forget about time and numbers when considering our age and instead look at the type of clothes we wear, scrutinize our lifestyles and gauge our physical well-being, one thing soon becomes clear: age is a matter of perception and the answer is multifaceted.

This means you can’t just talk about your chronological age, you also need to consider your biological age, social age and the age represented by your experience. And now? Put it to the test! How old do you feel? Perhaps the age you felt so sure about is not that clear after all? 🤔

“The problem isn’t age itself,
but rather our attitude towards it.”

Cicero

“Basically, people want two things: to grow
old and to stay young at the same time.”

Peter Bamm

YOUR POTENTIAL

All in

What are you particularly good at? What did you used to be better at and what would you like to practise? We can't really do very much at all when we are first born, but our abilities develop over the years. More and more things become possible and some things become easier. Life becomes more complex, the demands increase and you grow along with them. One door opens as another one closes. The stairs get higher, your lazy side comes more and more to the fore and the television is always too quiet. Does it have to be that way? Fortunately, our potential does not necessarily wane as we grow old. The secret: training. So let's get going!

TRAINING IS KEY – WHATEVER YOUR AGE

Change is a constant phenomenon. Some changes are for the better and others we influence ourselves.



Life is not a one-way street, nor is it a steady decline. But one thing is certain, it's not just downhill from here.

Ageing is a change. As such, the road ahead is never predetermined. It's never a one-way street nor all downhill from here. Rather, every individual has a certain amount of freedom and influence over their chosen path. Environmental influences, biology and genes may impose limits

its on our development, but there is a great deal of to and fro within these limits. You're in control. Tap your potential! The key: training.

Mental example: Over the past few decades, investigators have managed time and time again to furnish impressive evidence of the mental capacity for learning of “elder” people. For example, it proved possible to show that a group of 70- to 80-year-olds were admittedly worse at remembering things compared with 20- to 30-year-olds at the beginning of their training, but the “old” group was able to catch up remarkably over the course of the intensive sessions. After 40 training sessions, the “old” group was only slightly behind the “young” group in terms of its memory skills. Its performance improved by more than 15 per cent. In another famous experiment, 60- to 85-year-olds received training in multi-tasking. After just four weeks their test performances

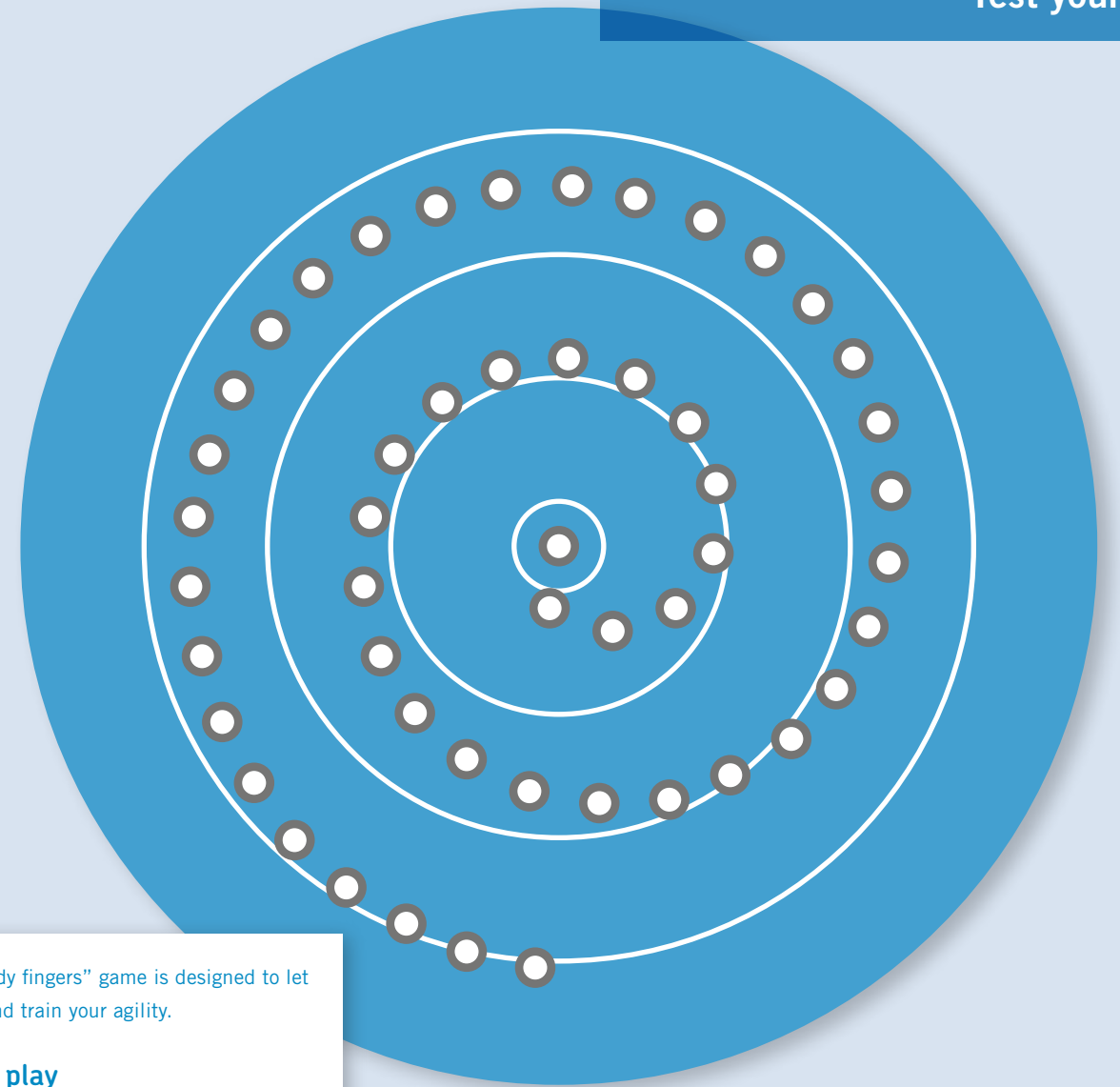
exceeded those of 20-year-olds. Even six months after the end of their training they were still performing as well as the 20-year-olds.

Physical example: Scientific studies have shown time and again that our bodies can be trained at any time of life. For example, 86- to 96-year-old participants in a study on leg training displayed an increase in muscle strength of 170 per cent after just eight weeks (even though they were suffering from multiple concomitant conditions at the time of the study). In addition, their speed and steadiness when walking also improved considerably. Another study conducted by the Jacobs University Bremen proved that a group of 63- to 79-year-olds who underwent weekly endurance training over a period of twelve months were able to improve their stamina by more than 15 per cent. Interestingly, the scientists also investigated the effect the endurance training had on the mental capability of the participants and determined that this had improved by up to 40 per cent.

Regular training can improve stamina even in people aged 60 and above – and also has a positive effect on mental performance.

SPEEDY FINGERS

Test your agility



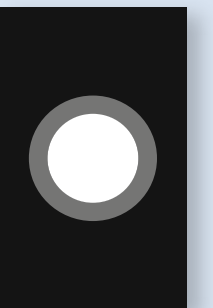
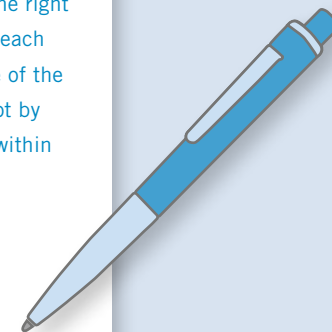
The “speedy fingers” game is designed to let you test and train your agility.

How to play

Using a pen, try to hit as many dots as you can within 30 seconds. When doing so, you should always touch the big dot on the right first and then a dot within the spiral each time. Start with the dot in the centre of the spiral and work your way outwards dot by dot. Can you make it to the last dot within 30 seconds?



30 seconds



A ROLLING STONE GATHERS NO MOSS!

There are no excuses. If you push yourself a little, you will increase your quality of life.

Intellectual capacity

I think, therefore I am. That remains true, but the extent changes throughout our lives. For example, our know-how continues to grow with us over the years, reaction times and other coordination skills can be trained, but for many people, the speed at which the brain processes thoughts and the capacity for logical thought tend to wane as they advance in years. Luckily, there are things that can be done to combat this.


Emotional state

How do you feel? How we feel has a considerable effect on our lives. Naturally, it's a constant flurry of ups and downs. The good thing is: as we get older, we perceive fewer things negatively and thus get annoyed less. Combine that with an optimistic outlook and a cheery disposition, and the motivation comes all on its own. People who are confident in themselves and their abilities also lead much more relaxed lives.

Body control

Nothing is put under as much pressure as our bodies. As the years go by, our strength fades, journeys become more tiring and we get out of breath more quickly. Do you agree? Yet whilst our muscular strength decreases with time, our musculature is highly malleable in old age. In other words: you can train strength. Just like stamina and dexterity. So ... practise, practise, practise – then you won't have any problems with long distances and threading needles when you're older!

Perception

We use a range of different skills and factors as we navigate our way through life. Acoustic information, our perception of time, our geographical position and the overview of spatial dimensions make us independent and self-determined. As we age, one thing or another may change, because even if we do not suffer from "natural" age-related hearing loss and our temporal perception is merely a question of our internal wiring, we still prefer to follow the paths and routes we are familiar with. 

LET'S GET STARTED!!

Circuit training for your brain

Even if our lazy side doesn't want to accept it: daily exercise keeps us fit. The same applies for our brains. It's not like our knee, for example, which can become worn out if overloaded. There simply aren't any excuses. Practical combinations and variety keep the system in our head running smoothly – and remembering PINs, telephone numbers and shopping lists becomes child's play

Sport in your break

Weight control, healthy muscles, a strong skeleton, action to prevent cardiovascular diseases, improve your mood, boost your immune system and reduce the risk of lifestyle diseases such as cancer, diabetes and strokes – in short: sport is good for you! We all know it. Deep down. If only it wasn't so nice just to relax and do nothing. So how can we manage to bring movement into our everyday lives without getting our diaries out? We've got a couple of ideas.

Give your soul a break

In addition to physical, spiritual and social well-being, health also refers to our spiritual and psychological state. How can we keep our souls fit? It's simple: with daily routine, including a dose of happiness every day, setting realistic goals, eating healthily and relaxing. That's all. Here are some ideas for inspiration.

The bottle labels on the right offer a few ideas on how you can train your potential simply.

TIPPS TO GO

TAKE THE STEPS

Every step you climb extends your life. Give the lift a miss in future.

PERSONAL TOUCH

It doesn't always have to be a phone call or e-mail. Popping over to the office next door can be nice too.

TAKE A STAND

You should stand up at least once every 45 minutes. Put the kettle on, go to the toilet – it really doesn't matter where you go.

GET OUT MORE

Walking is good for you. Why not get off the bus a stop early or park your car around the corner?

STANDING

No one's saying that sitting isn't comfortable, but you can also stand and walk around when on the phone.

EXERCISE

Nice weather? Then jump on your bike and cycle to work.

5,000 PACES

Instead of staying still, aim for 5,000 paces a day – that should be easily manageable.

MAKE YOUR HEART RACE

Really get your heart beating at least once a day. It'll thank you for it!

LEARNING

We learn for life. It increases the flexibility of our thinking apparatus and makes us happy.

READING

Reading lets your imagination run wild. Just 15 minutes a day gets the grey cells going.

MEMORY

Don't be so lazy! Remembering things instead of making notes keeps your head running at full speed.

LEARNING BY HEART

Learning facts by heart trains the brain. Don't always dial a number from your address book.

NUTRITION

Healthy eating also keeps our heads strong and our cells in motion.

COMMUNICATION

It's more fun to share. Actively communicating with others increases our mental capacity.

CHANGE HANDS

Do you normally do that with your left hand or right hand? It doesn't matter – try using the "wrong" one for a change.

TOUCH

Close your eyes! Can you dress yourself without looking?

TAKE A BREAK

Strength is derived from regeneration. Regular breaks help us to recharge our batteries.

FOOD

Your body needs a meal every 3-4 hours. Take your time and enjoy it!

STRETCH

The same movements over and over again? Stretching and flexing helps keep our limbs supple.

MOVEMENT

A walk in the fresh air can work wonders and clear your head at the same time.

A DAY OFF

A full day with no work or obligations should be possible and is great. The world will still be there tomorrow.

HAPPINESS

Sports, gardening, social contact or meditation – simply include a little happiness in your day!

GOALS

Setting goals is important, but they should be realistic! Nobody likes stress.

LITTLE THINGS

It's the little things that make life what it is. Enjoy them!

YOUR TEAM

You and the others

Are you a team player or a lone wolf? What role do you play when interacting with others? Are you an inventor, a signalman or a doer? Do you prefer to be surrounded by similar people or in the midst of diversity? Whatever you do, there is always someone else involved. You are a member of society, belong to a generation, a family, a company or the voluntary fire brigade. In the workplace, those just starting out in their careers work alongside experienced senior staff and together they progress optimally – as long as the team has the right mix. Try it for yourself!

TOGETHER WE ARE MORE

What does our age have to do with good teamwork?

Experienced and easy-going

With age comes practical knowledge. This helps us to take a more calm and collected view of things. We are familiar with many ways of solving problems and can rely on our judgement. We are now able to make reliable estimates as to how feasible something is and we can deal with conflicts in a confident manner. Quality awareness and a sense of responsibility are important to us and we are characterised by our ability to achieve consensus. We are a pillar of strength.

Great together

Old hands and young pups – together, they spot problems sooner, find solutions more quickly and find it easier to make complex decisions. Additionally, there is far greater potential for coming up with new ideas.

A good mixture of age groups also has an effect on team spirit: once the prejudices have been cleared out the way, employees enjoy greater job satisfaction and a higher level of motivation. Provided, of course, that the boss keeps an eye on the needs of all employees.

Young and dynamic

Nothing is impossible. We meet challenges fearlessly and head-on, free from traditional structures and processes. We grew up with modern technologies, can quickly process new information and apply it immediately. As a result, solutions to problems can be found in a flash. Moreover, physically nothing's a problem for us anyway. Watch out world, here we come!



HOW DO MIXED-AGE TEAMS WORK?

Then

Aside from scientific studies and findings, the advantages of mixed-age teams have been exploited for as far back as anyone can remember. The cohesion and survival of the family was dependent on such teams and village communities were founded on the distribution of tasks among the generations. In professional teams, too, mixing age groups was a matter of course. Together, practical knowledge and specialist expertise were a plus and led the mixed-age team to success.

Now

Against the backdrop of demographic transformation, mixing age groups in a work context takes on new significance. The special strengths of young and old are deliberately exploited – for the benefit of all team members. The advantages are evident in particular when faced with complex tasks. However, we cannot simply take it for granted that mixed-age teams will always be a success. A few basic prerequisites should be fulfilled in order to create a well-functioning and effective team consisting of different generations:

- A good team atmosphere
- Appreciation of differences
- Eradication or prevention of age discrimination
- Age-appropriate and appreciative team management

It's all in the mix

A calm anchor with a wealth of experience or a whirlwind with bags of creativity. We all form our society together and, in doing so, create the basis for a diverse, vital and future-proof culture.

In the workplace, too, the mix of generations and types is a very practical advantage. The combination of the know-how, experience and skills of younger and older employees offers age-mixed teams a variety of advantages. Loyalty, flexibility, patience, resilience, stamina, innovation – it's all there. Put together, that is a major plus.

Closing ranks

While the number of experienced members of the working population is increasing, the number of junior employees is declining. This wasn't always the case. This change in the age ratios in the workplace is bringing the generations closer together – and requires a new approach to collaboration. An unprejudiced, fair and encouraging management style, working conditions that help to maintain the health of employees and appreciation of all employees are all factors which are required for mixed-age teams to exploit the added value and reap the benefits of age diversity. 🌈

Football team



The current German national squad has an age span of 13 years. Experienced experts together with intuitive go-getters – this has always been a recipe for success.

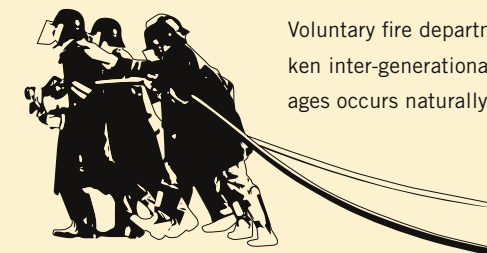
Orchestra

The ability of everyone to play well together is what an orchestra is about and what makes it good or bad. Age is less important than ability. For this reason, all good players are respected, regardless of their age.



Fire brigade

Voluntary fire departments live from an unspoken inter-generational contract. A mixture of ages occurs naturally and enriches the team.



WHAT DOES YOUR GENERATION CONTRIBUTE?

When we were born also influences who we are and how we interact with others. Whether we're part of the post-war generation, the Baby Boomers, Generation X, Y or Z – the socio-political phase of events to which we belong determines our system of values and our awareness. Living in different worlds and with different stages of technological development shapes our experiences, what we take for granted, our difficulties and our happiness. This can mean friction between the generations. Friction which can be eased by mediation and understanding in particular. 🧘



POST-WAR GENERATION (1946–1955)

Wars leave their mark. Children of this time therefore learn that the only way to make progress is through hard work, discipline and thriftiness. The result: the economic miracle.

- Traditional
- Aware of history
- Loyal
- Hard-working



BABY BOOMERS (1956–1965)

In a time of peace and social security, the birth rate rises. And because there are so many babies, they learn to cooperate and to assert themselves. Life revolves around work and people are extremely willing to make sacrifices to achieve success.

- Career-oriented
- Excellent social skills
- Well-connected
- Assertive



GENERATION X (1966–1980)

They have a sheltered upbringing or are “latch-key kids” to busy parents. This generation is shaped by an individualistic attitude towards life. Increasing unemployment, however, leads to uncertainty, as does the power of the markets.

- Aspiring
- Open to new things
- On an equal footing
- Ambitious



GENERATION Y (1981–1995)

Television, video games and globalisation are part of everyday life. Multi-cultural and liberal-minded, generation “why” takes a critical view of the future.

- Well-educated
- Flexible
- Searching for meaning
- Striving for balance



GENERATION Z (from 1996)

The World Wide Web and digital communication shape the so-called iGeneration's attitude towards life. New possibilities for communication and self-presentation are being discovered. Access to knowledge is quite literally a matter of fact.

- Confident command of digital media
- Pragmatic
- Striving for recognition
- Connected globally



THE GENERATION OF TOMORROW

So what comes next? Germany will become the oldest nation in the world. Social networks will assume the function of family. Business will only be conducted virtually and employees will meet in cyberspace instead of in the office or factory. Technical progress will grow exponentially – forcing both young and old to keep up. Those are just a few of many possible scenarios. One thing is certain: there will be plenty of challenges in store for the coming generation, too.

WHICH TEAM ROLE IS YOURS?

Take this survey to find out!

Read the following twenty-four statements and assign a number of points from 0 to 4 to each (important: you should not take more than four minutes to assign the points):

- 0 points – **not** applicable to me

1 point – **barely** applicable to me

2 points – **partly** applicable to me
- 3 points – **more or less** applicable to me

4 points – **totally** applicable to me

- 01 Compared with other people I always work very conscientiously. _____

02 I don't like to leave things undone. My motto is: “Don't put off to tomorrow what you can do today.” _____

03 I keep accurate documentation and records of processes, decisions, meetings, etc. I always know where things are. _____

04 I always find it easy to get people to respect me. _____

05 If I'm concentrating on my work, I don't hear or see anything else. Sometimes I even forget to stop for lunch. _____

06 I don't always insist on being right when it comes to making decisions if I know it's for the “greater good”. _____

07 I love playing and experimenting. _____

08 I always have so many ideas that I never get around to implementing them all. _____

09 The more information and materials you have available to you, the better equipped you are. _____

10 I get on well with all of my colleagues and superiors. _____

11 Completing my work properly, correctly and efficiently is very important to me. _____

12 I enjoy competition. _____

13 My way of thinking is sometimes quite erratic. _____

14 I always keep a level head even in times of chaos and crisis. _____

15 Once I have achieved or finished something, I generally lose interest in it. _____

16 When conflicts arise within the team, I always attempt to mediate between the parties. _____

17 Compared with others, I get my work done in less time. _____

18 Resistance spurs me on. I'm even good at getting my way with my superiors. _____

19 Not all of my ideas are practical, but that doesn't bother me. _____

20 Compared with other people I always keep a keen eye on priorities. _____

21 I often feel like I would like to change my life completely (new job, new career, new home, etc.) and start from scratch. _____

22 Other people often come to me with their personal problems. _____

23 I like to save newspapers, articles and other documents that seem interesting to me. _____

24 Professional correctness and quality down to the last detail are very important to me. _____

TEST RESULTS

Now transfer your points for the respective questions across to the eight lists in the right-hand column and add up your totals. The role with the highest number of points indicates your strength at work and the position you adopt within a team.

Type 1 The Specialist

- Question 3 _____

Question 9 _____

Question 23 _____

Sum _____

Type 5 The Shaper

- Question 4 _____

Question 12 _____

Question 18 _____

Sum _____

Type 2 The Plant

- Question 8 _____

Question 13 _____

Question 19 _____

Sum _____

Type 6 The Implementer

- Question 2 _____

Question 11 _____

Question 17 _____

Sum _____

Type 3 The Monitor Evaluator

- Question 6 _____

Question 14 _____

Question 20 _____

Sum _____

Type 7 The Completer

- Question 1 _____

Question 5 _____

Question 24 _____

Sum _____

Type 4 The Resource Navigator

- Question 7 _____

Question 15 _____

Question 21 _____

Sum _____

Type 8 The Teamworker

- Question 10 _____

Question 16 _____

Question 22 _____

Sum _____

WHO DO YOU WANT IN YOUR TEAM?

Discover which team roles are particularly suited to the task “Camping trip with bear”.

Shaper or specialist?
Networker or inventor?

Whatever strengths or talents individuals have, the important point for the team is to have a good mixture. According to the British professor of psychology, Meredith Belbin, teams work most effectively when they include different types of personalities and roles. He identified nine team roles which can be roughly split into three main categories: the thought-oriented, the action-oriented and the people-oriented.

Situation “Camping trip”

Imagine the scene: you’re on a camping trip in the woods when suddenly a bear appears. Which four people would be best suited to deal with this situation? Choose four people from the selection on the right and mark them with a cross.

The thinking-oriented role ...


- contributes surprising ideas
- has an eye on feasibility
- is competent and has stamina.

The action-oriented role ...

- can overcome obstacles
- uses organisational talent to put plans into action
- avoids mistakes


The people-oriented role ...

- brings good prerequisites for leading a team
- reduces friction loss
- brings people and ideas together




Liang / 24
Engineer

solves every problem




Stefan / 45
Computer scientist

loves numbers




Adam / 54
Laboratory assistant

unbeaten in his field




Susan / 65
Product developer

likes thinking creatively




Laura / 21
Physiotherapist

gets stuck in




Mona / 34
Systems mechanic

works well to deadlines



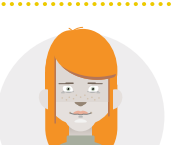
Marco / 42
Sales Director

makes everything possible



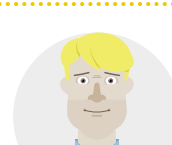
Serkan / 63
Mechatronics engineer

puts plans into action



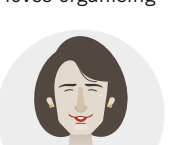
Lisa / 19
Business studies student

loves organising



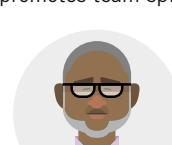
Peter / 25
Logistician

promotes team spirit



Petra / 37
Event manager

knows everybody



Mike / 60
Management consultant

convinces sceptical people



The team is put together perfectly if...

- you correctly focused on action. You should have picked three people from this group.
- you also picked a people-oriented individual to ensure everyone understands each other even under stress.
- you even paid attention to a good mix of ages. Have you got someone from each generation in your team?

CAFÉ FUTURE

The future – from transformation to opportunity?

An increase in life expectancy, a longer working life, an ageing population. This is the face of demographic change. But what does it mean for our society? How is the economy reacting to a new age mix? How will corporate cultures change? The transformation offers opportunities to reshape the future. There are more than enough ideas around in this respect – including at Mercedes-Benz.

DEMOGRAPHICS – OPPORTUNITIES WITHIN THE COMPANY

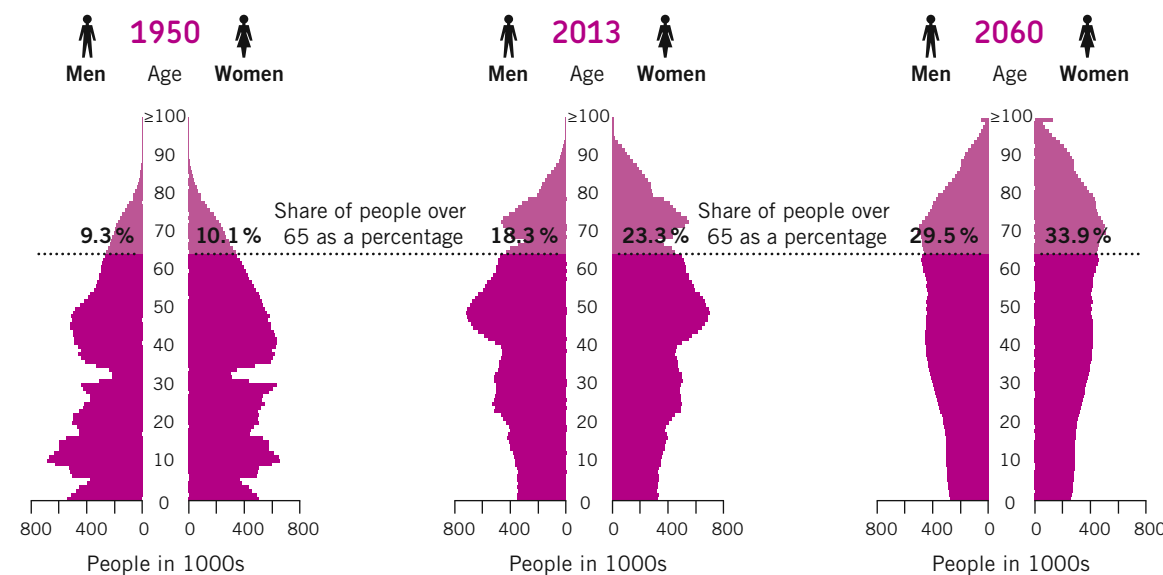
Demographic change in society

Life expectancy is continually increasing – a significant factor of demographic change. In 1950, one in ten people in Germany was at least 65 years old. Today, it is one in five. By 2060, it could even be one in three. However, today's 75-year-olds are considerably mentally and physically fitter than their contemporaries 20 years ago. These bonus years can prove extremely valuable – for each individual and for society as a whole.

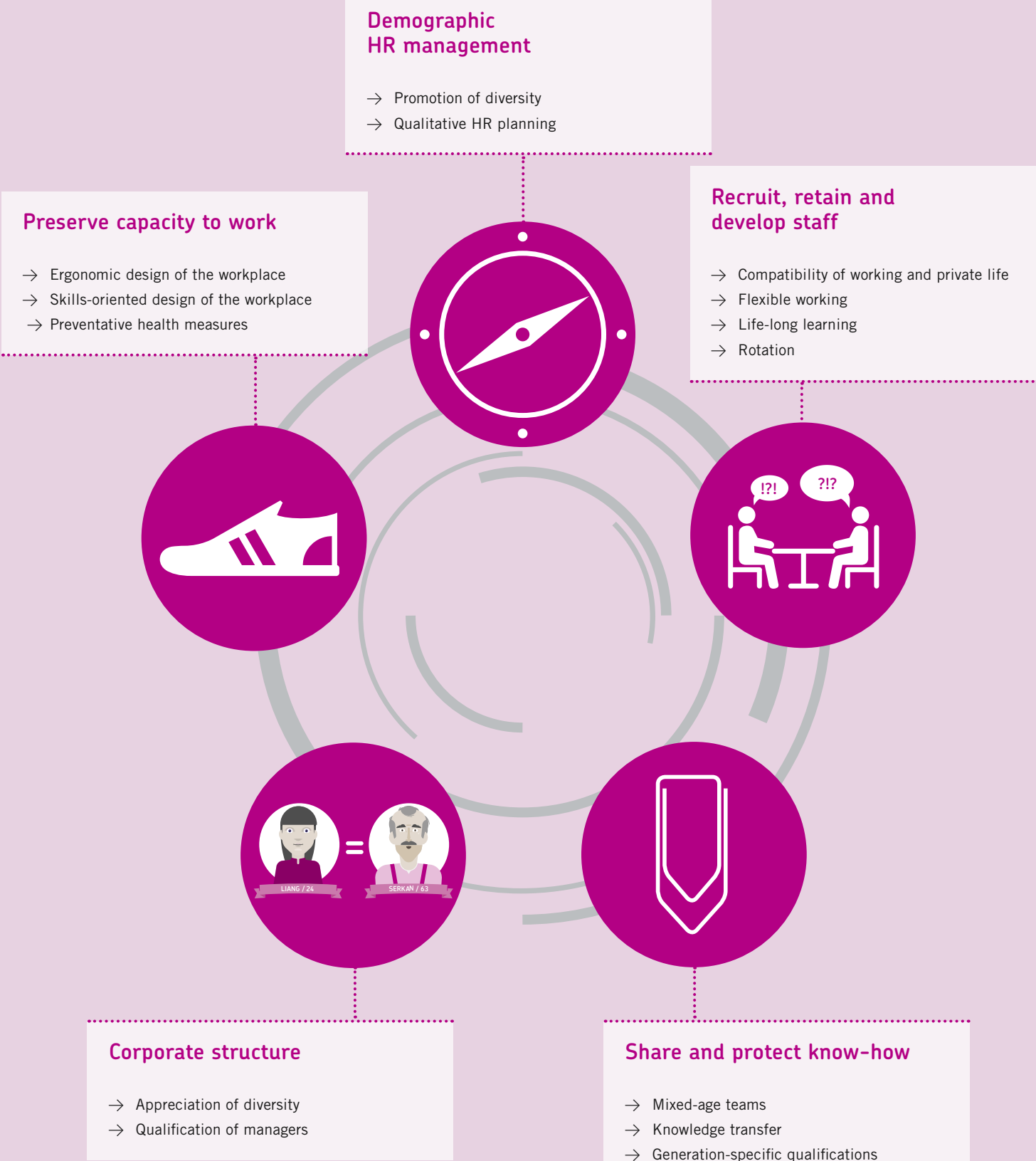
Demographic change in the world of work

The baby boomer generations are ageing and the birth rate has remained consistently low since the mid-1970s. Demographic change is also evident on the labour market in the form of a labour shortage and an ageing workforce. One consequence of this is a longer working life. But a rethink is required before we are capable of and willing to work for longer. The incipient transformation of the working world offers great potential – for both young and old.

Age structure of the German population, 1950–2060



HOW COMPANIES RESPOND TO DEMOGRAPHIC CHANGE



WHAT DOES WORK LOOK LIKE IN THE FUTURE?



PARADIGM SHIFT RETHINKING AGE

Age is all in the mind. This is true for all employees as well as for managers, who must not allow themselves to be swayed by negative age-based stereotypes. In order to change attitudes towards older employees, we need to take a closer look at what age means. The aim is to create an appreciative and motivating working environment for all age groups where the focus is on the potential of all individuals of all ages.

EY ALTER provides the ideal platform for raising awareness of this issue. As such, this exhibition is the starting point for executive events on all aspects of demographics. The superordinate goal is to bolster a management culture at Mercedes-Benz which embraces age. After all, our formula is: “Young and Experienced together Successful”.

The advantages

- Successful teamwork based on mutual respect between young and old
- The strengths of each age group are identified, promoted and applied



DEMOGRAPHICS MIRROR SETTING NEW GOALS

What is needed to preserve the health and motivation of employees over their entire working lives? What is the status quo and where do we want to go?

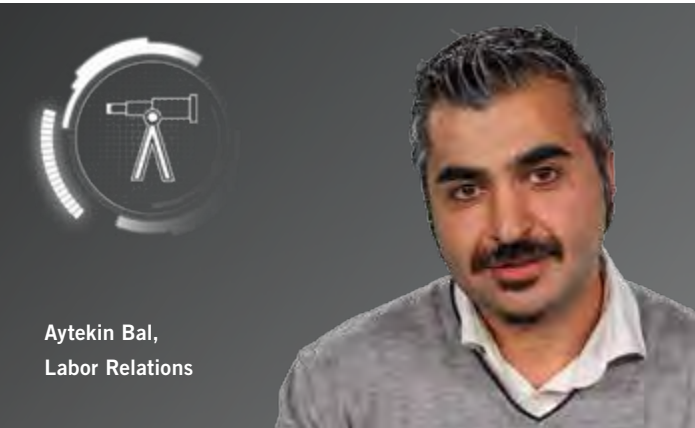
All the issues of relevance for demographics, e.g., personnel, health, career and knowledge transfer are considered. Goals and priorities are set which are tailored to the specific department. Over the course of two and a half days, staff and managers engage in discussions and agree upon joint measures which are adopted immediately afterwards. The workshops are moderated by qualified demographics managers.

The demographic mirror forms part of the YES demographics initiative to which EY ALTER also belongs. A positive attitude towards ageing – a change in thinking – must also be evident in the form of specific measures in the workplace.

The advantages

- All the relevant players come together to develop specific measures which are tailored to the department and which are implemented straight away
- Communicating the results allows the production sites to learn about successful measures from each other

Employees of Mercedes-Benz present their recipes for the future.



PERSONNEL PLANNING INTELLIGENTLY

The resource management methodology is employed to simulate workforce developments in the next 10 years. A variety of scenarios are developed, changes in markets and technologies are taken into account. Action areas become evident when actual staff qualifications and requirement profiles are contrasted with future needs. These can be managed by employing qualitative personnel measures, but only if a far-sighted approach is taken. This is how intelligent personnel restructuring works: it binds and integrates staff into corporate change.

The advantages

- Knowledge of what to expect: strategic personnel planning as opposed to ad hoc measures
- Changes on the labour market are mastered with the existing workforce



LIFE-LONG LEARNING CONNECTING GENERATIONS

All employees can continue to train throughout their entire working lives. For a period of 18 months experienced staff at the plant in Bremen train side by side with new trainees to become tool-makers; they even attend vocational college together. This intergenerational qualification is an unusual learning situation for all those involved, yet one from which everyone benefits. Young people assist their elders in the college setting whilst more experienced staff help out the younger generation with challenging technical tasks.

The feedback on this innovative learning format has been overwhelmingly positive. This concept has now been expanded to a number of professional qualification courses, e.g., welding, pneumatics and robot technology, that are offered to mixed-age groups comprising trainees and production staff.

The advantages

- Intergenerational learning promotes motivation and a willingness to learn
- Exchanges between generations are encouraged
- A great willingness to learn and excellent cooperation are reflected in the working environment
- Lifelong learning: Even after 40 you can start learning something new

Employees of Mercedes-Benz present their recipes for the future.



Emil Kniel,
Senior Expert

SENIOR EXPERTS
INTEGRATING EXPERIENCE

The concept couldn't be simpler: departments require additional expertise for short-term projects and tasks. Former employees want to remain active in retirement and utilise their great wealth of experience. The department Daimler Senior Experts reconciles these interests. The concept has proven a success; there have been over 400 deployments since spring 2013 and there are more than 600 experienced experts in the senior expert pool.

The advantages

- The company can make flexible use of existing expert know-how, networks and resources
- High degree of motivation and only a short training period for senior experts
- Senior experts remain active even in retirement and feel appreciated and valued
- Exchanges between generations are a source of new impetus



Kim Scheller,
Industrial Engineering

ERGONOMICS MAKE WORK
MUCH EASIER

Ergonomically designed workplaces ensure the long-term health and performance of staff over their entire working lives. That is why when monitoring and realising new ergonomic standards in development, planning and production the goal is always to improve the ergonomics of workplaces and work organisation.

Staff can also play a role here. Employees receive training on ergonomic behaviour in specially developed ergonomic learning platforms and learn how to identify possible action areas. It is often just simple solutions, such as tilting loading aids and adjustable working heights, which have a major positive impact.

Yet innovative solutions are also being developed for more complex cases, e.g., the "Chairless Chair", a mobile assembly platform and the use of robots for human/robot cooperation.

The advantages

- Strain is taken out of physically demanding jobs
- Preservation of health throughout one's entire working life



Raphael Ulmer,
Mechatronics Trainee

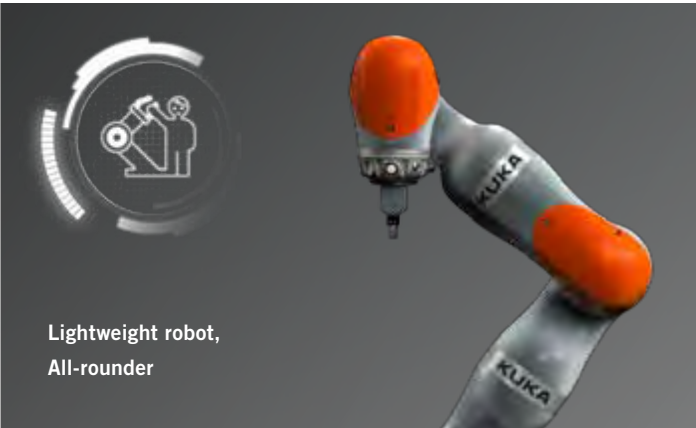
DIGITAL LEARNING
USING NEW MEDIA

Demographic change and digitalisation – two parallel future trends which also work in harmony. Virtual worlds are beginning to find their way into training programs. The advantages of this are obvious: virtual welding and painting require minimal materials, there is no waste, complex tasks can be tackled without fear and risk of accidents. Detailed feedback is given immediately after the task is completed, which ensures rapid learning successes.

Digital methods allow individuals to learn at their own pace. In the future, knowledge will be more frequently available directly where it is needed. This also makes it interesting for long-serving employees. Digitally supported life-long learning!

The advantages

- Individual learning
- Simple practising of complex tasks
- Satisfaction derived from quick success



Lightweight robot,
All-rounder

HUMANS AND ROBOTS
CONNECTING STRENGTHS

Humans and robots both have their own special skills. Intelligent cooperation under the leadership of humans makes it possible to combine the strengths of both groups: the cognitive superiority and flexibility of humans with the power, endurance and reliability of robots. This not only produces high-quality results, but also takes the strain out of monotonous and physically demanding work.

The latest generation of robots are particularly ideal for this sort of work as they are mobile and sensitive. They can react to resistance and adapt their motion sequences accordingly. This not only makes them reliable but also "good colleagues" when it comes to safety.

The advantages

- Ergonomic production with the focus on the individual
- Intelligent distribution of work between humans and robots
- Mobile use of robots and intuitive interaction
- Proven occupational safety
- New tasks and profiles for staff

PARTNERS

Wouldn't it be nice if everyone did their bit?

EY ALTER aims to provoke discussion both in Stuttgart and far beyond the city limits. The exhibition provides new stimuli for positive discussions about the topic of age. Here at Mercedes-Benz, we are certain that it will have a wide-reaching impact. Our initiative is already being supported by a widely branched network and we have been able to acquire important partners in both the employee and employer camps. Who's in?

MERCEDES-BENZ MUSEUM

“The exhibition which takes a fresh look at age and ageing encourages us to rethink preconceptions. Visitors have the opportunity to learn a lot about themselves.”

Excellence results when young and old work together!

The Mercedes-Benz Museum is a unique treasure trove. Over the past ten years, more than seven million visitors have already been enthralled by the 160 vehicles, a building designed as an architectural masterpiece and the presentation of an impressive history which dates back to the invention of the automobile and looks forward to its future. What's more, with changing exhibitions and presentations, the museum keeps on reinventing itself.

And now an exhibition which doesn't feature a single car is set to debut. Nevertheless, the exhibition “EY ALTER – You can find out about yourself” embodies the spirit of Mercedes-Benz. It focuses on demographic change and the associated major problems which this presents to society. It demonstrates clearly that the best results are achieved and ergo that the very best cars are designed and manufactured when young and old work together. On the basis of the knowledge that mankind is the driving force behind engineering excellence, the exhibition is right at home in the Mercedes-Benz Museum. After all, this is where the biography of the automobile, one of the very best stories of mankind and technology, is told.

www.mercedes-benz.com/museum

Monja Büdke, together with Alexandra Süß, has been managing the Mercedes-Benz Museum since 2016. Following the great success of EY ALTER in Bremen, this exhibition has now been brought to Stuttgart.



Mercedes-Benz
Museum

JACOBS UNIVERSITY

“The challenges presented by demographic change can only be solved with the ideal transfer of knowledge between research, academia and society.”

A productive dialogue between academia and industry

Prof. Dr.-Ing. Katja Windt President of Jacobs University Bremen. The logistician is a member of the German National Academy of Science and Engineering (acatech) and member of the board of the BVL (Bundesvereinigung Logistik).



Diversity is omnipresent on the campus of Jacobs University Bremen – in day-to-day life, in the context of research and teaching and also in extramural cooperations. For us, diversity means acknowledging cultural, social, psychological and professional differences as well as the experiences of different generations; it also means integrating these differences and using them as an impetus for urgently needed innovation. We view ourselves as an international university offering answers to the most important questions of our time. To this end, we take a transdisciplinary approach to focus areas which concentrate on the three future fields of health, mobility and diversity. Psychologists work on projects with engineers and business experts, talented students and experienced academics conduct joint research. This productive exchange leads to cooperations with global players from the worlds of science, business and civil society in joint research projects and executive education programmes. The interactive EY ALTER exhibition is one such project. Our aim is to establish innovative management structures and facilitate sustainable personnel management.

www.jacobs-university.de

 JACOBS
UNIVERSITY

BDA – DIE ARBEITGEBER

“A growing number of older people remain in employment and enjoy working. Companies benefit from this as key specialist workers remain in operation and can share their expertise and experience.”

A recognition of diversity – at every age

The Confederation of German Employers' Associations (BDA) is the social policy umbrella organisation for the entire German trade and industry sector. We advocate an industrial and social model based on a social market economy which combines entrepreneurial freedom with a sense of responsibility for the common good. We foster good relationships with companies, member associations, trade unions, policy makers, the press and the public. Within the Confederation, too, we value each individual highly. We believe that recognising and valuing diversity is central to enabling existing talents to develop to the best possible effect. The BDA's recruitment and promotion policies are based solely on technical and personal suitability. Just like other possible distinguishing features including gender and ideology, the age of candidates is of no importance to us. As such, we welcome Mercedes-Benz's demographics initiative and are proud to be a partner of the EY ALTER exhibition.

www.arbeitgeber.de

Ingo Kramer has been the President of the Confederation of German Employers' Associations (BDA) since 18 November 2013. The Confederation represents the interests of small, medium-sized and large companies from all sectors on issues relating to social and tariff policies, employment law, labour market policies and training.



IG METALL

“Whether young or young at heart, today and in the future, the focus must be on the individual.”

Every employee is equally important – regardless of his or her age

Jörg Hofmann has been the Chairman of IG Metall since 2015. Prior to that, he was the Vice Chairman. During his many years as head of IG Metall in Baden-Württemberg, the graduate economist successfully concluded numerous ground-breaking collective agreements.

With some 2.3 million members, IG Metall is the largest trade union in Germany. Here age is irrelevant and every employee is equally important. Yet what employees of all ages want to know is what good work will be like in the future. Just as in other industrial nations, the age structure in Germany has changed fundamentally over the past decades – and indeed will continue to change. This development presents huge challenges and poses questions with regard to the growing lack of specialist workers, ensuring a sufficient pool of young talent, age-appropriate workplaces, social retirement schemes and technical advances. The latter in particular makes no allowances for age. We use tablets, notebooks and smartphones as a matter of course in our private and professional lives. This has consequences for the individual and the way we work since the boundaries between the living room and the office are becoming increasingly blurred. It is the task of the unions to ensure that this is not a threat but rather represents an opportunity for the individual and society as a whole, whilst still placing the emphasis on the individual, regardless of his or her age.

www.igmetall.de



THE DECISION GATE

Young or old? You choose!

Schlossplatz in Stuttgart: it's decision time! Are you going to go through "YOUNG" or "OLD"? How are you feeling today? Be quick and go with your instinct. It's not that easy, is it?

With an experiment on the streets and in a variety of urban spaces, we set the stage for EY ALTER. We asked citizens: What does 'old' mean to you? How old would you like to be? The answers? Diverse and surprising. Why not see for yourself?

VIEWS AND UNDERSTANDING OF AGE

Age is a multifaceted phenomenon – there’s no doubt about it:

Who says what about age? We asked some people and coaxed responses from them. Here you can find a small selection of the answers we received from people of different ages we met on the street and who reflected upon the question.

“Being old has nothing to do with one’s age.”



Ben Wosilaties

“In my view, those who stop learning new things and cease developing are old.”



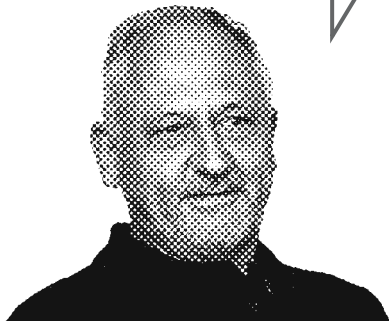
Marco Santelli

“Maybe we don’t get more beautiful as we age, but that doesn’t stop us becoming wiser, more articulate and more tolerant.”



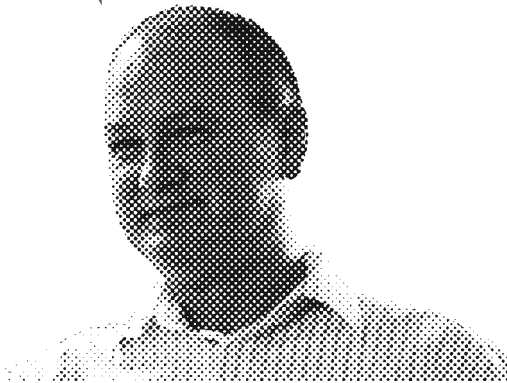
Anja Oden

“When I look at the guy in the mirror when shaving, I realise that I am old, but I still feel young at heart.”



Thomas Häberle

“I feel young, so I am young. It’s all a matter of attitude.”



Klaus-Michael Trommler

“What matters is how you feel; the age on my ID card is irrelevant.”



Ruben Gomez

“A healthy mix of young and old is ideal for work. Older team members offer experience whilst the younger ones provide a breath of fresh air.”



Tizia Kubicek

THE PEOPLE BEHIND THE EXHIBITION



MERCEDES-BENZ WERK BREMEN
Idea, project management, editing

Back row (l to r): Dr. Jan Oltmanns, Jan Rektorik,
Front row (l to r): Barbara Harttgen, Sylvia Hütte-Ritterbusch, Dr. Antje Kurdelbusch.

www.eyalter.com / Project management:
Sylvia Hütte-Ritterbusch / Daimler AG/Werk Bremen / sylvia.ritterbusch@daimler.com



GfG/GRUPPE FÜR GESTALTUNG
Conception, scenography, interactive design, communication, marketing

On left (back to front): Thomas Kleiner, Carsten Koralewski, Carsten Dempewolf, Sean Roller, Marissa Kimmel, Asja Beckmann, Anja Rose, Katrin Johnsen, Rita Rentzsch, *Centre (top to bottom):* Neele Graef,

Hanke Homburg, Tanja Büsching, On right (back to front): Benjamin Buck, Nico Möllers, Michael Rommel, Tina Müller (textpr+), Dörte Mahlstedt, Peter Biendara, Hayat Derfoufi, Björn Voigt, (Missing from photo): Timo Novak, Michel Iffländer.

www.gfg-id.de / info@gfg-id.de / +49 (0) 421.3 38 68 00



ARCHIMEDES
Exhibition construction, hands-on and interactive exhibits

Back row (l to r): Henrik Thoms, Johannes Hafner, Frank Spenling, Konrad Klenz, Simon Gleisner, Phillip Schreiter, *Centre (l to r):* Murray Coburn, Marcel Schwittlick, Michael Pohl, Mirko Zeggel, Jan

Meencke, Martin Bramer, Dirk Schirrmann, Marco Merkel, Josua Putzke, Ludwig, Malte Licht, Stephan Spenling, Yasin Schmidt, Dennis Radtke, Sibylle Schmidtsiefen.

www.archimedes-exhibitions.de / info@archimedes-exhibitions.de / +49 (0) 30 2000 577 00

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P. 21: Figure: Lifespan research on two components of cognition aus Baltes, P. B., Lindenberger, U., & Staudinger, U. M. (2006). Lifespan theory in developmental psychology. In R. M. Lerner (Ed.), Handbook of Child Psychology (6th Ed., S. 569–664). New York: Wiley.

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P. 27: Was geht wann, wieder und nicht mehr / Kerstin Düring, Rike Uhlenkamp. ZEIT Wissen Nr. 6/2014.

P. 29: Der Neue individuelle Lebenslauf, Quelle: eigene Abbildung.

P. 30/31: Buettner, D. (2012). The blue zones: 9 lessons for living longer from the people who've lived the longest (2nd ed.). National Geographic Books.

P. 32: Test: Dein gefühltes Alter, eigener Test.

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P. 45: Welcher Teamtyp bist du? / Fragebogen aus Kellner, H. (1997). Die Teamlüge – Von der Kunst, den eigenen Weg zu gehen. Frankfurt am Main: Eichborn.

P. 50: Figure: Altersstruktur der Bevölkerung in Deutschland, 1950–2060. Variante 2 aus Bundesinstitut für Bevölkerungsforschung (2015). 13. koordinierte Bevölkerungsvorausberechnung. Available online at: www.demografie-portal.de.

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A big thank you goes out to the **employees** of the Mercedes-Benz factory in Stuttgart and Sindelfingen for taking part in the photo shoot to publicise the exhibition "EY ALTER – You can find out about yourself." 16 of the 40 portraits have been used in the exhibition posters. It was great that you all spontaneously agreed to take part – whatever your age.

Robert Michler, Diana Bejzel, Kevin Seidel, Erwin Unger, Yanqing Chen, Carmen Schäfer, Dr. Frank Weber, Wolfgang Weiler, Dana Dammel, Debora Bohn, Makele Tecklay, Doris Bimek, Sandra Wnendt, Markus Gerlinger, Robin Schmitt, Marc Wozniak, Daniel Johner, Heike Schwieger, Adriano Di Vincenzo, Constanze Heidbrink, Felicitas Haas, Franz Weininger, Melanie Grohmann, Daniel Haigis, Ramona Hagg, Ricarda Saria, Erdal Ak, Dr. Manfred Beck, Nina Müller, Wolfgang Hell, Cem Niflioglu, Remy Dolt, Keven Tuscher, Carmela Palumbo, Monika Müller-Bertrand, Fotini Kiosse, Sinem Kul, Fasahazion Negusse, Ewald Benninger, Dilek Cetintas.

The image features three concentric circular arcs. The outermost arc is teal and spans from the top to the bottom right. The middle arc is orange and spans from the top left to the bottom. The innermost arc is yellow and spans from the top left to the bottom right. In the center of these arcs, the word "BYE!" is written in a bold, black, sans-serif font.

BYE!



*I decide based on expertise,
and not on age!*



*Facing the
future together!*



*For us age is a prospect,
and not a problem.*

