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Diversity and the Future of Work: Examining the Future Workplace Through a Generational Lens

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HUMAN CAPITAL ANALYTICS CONFERENCE

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BETTER DECISIONS, BETTER ORGANIZATIONS,
BETTER RESULTS

**Diversity and the Future
of Work:
Examining the Future
Workplace Through a
Generational Lens**

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Background

- Talent management is a critical consideration for organizations in the increasingly uncertain and competitive business environment
- Human Resource Management is critical to the success of any organization operating in the current service and knowledge economies
- Ignoring generational differences can lead to an ineffective organization

The Multigenerational Workforce

Traditionalists (1922 – 1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1979)	Millennials (1980 - 2000)	Generation Z (2001 -)
<ul style="list-style-type: none">➤ The brick builders for corporate culture➤ Possess a solid work ethic➤ Do not understand those who do not sacrifice to improve the organization	<ul style="list-style-type: none">➤ Focus on the organization's mission➤ Enjoy learning and taking on new responsibilities➤ Believe in money, title, and recognition and are loyal team members	<ul style="list-style-type: none">➤ Loyal to their supervisors➤ Focus on achieving results while demanding work–life balance➤ Have a spirit of mentoring and entrepreneurship	<ul style="list-style-type: none">➤ Aspire to make an immediate impact➤ Need meaningful work to accomplish goals➤ Require continuous feedback	<ul style="list-style-type: none">➤ Affinity with the digital world➤ Expect instant access to information➤ Emphasize personal needs over organizational goals

General Problem

- Graduates are often seen as an enigma because their potential is offset by specific challenges such as poor work readiness and unrealistic expectations about the world of work
- In recent decades, a growing body of literature has emerged to illustrate the strong pressure on higher education institutions to prepare graduates for the world of work

Balanced Scorecard Approach



Purpose of Study

- Using Qualitative Analytics, the goal is to better ensure our HRM curricula are providing students with the KSAs needed to be job-ready



Population Sample & Method

- The sample included of 15 HR professionals from different industries
- Interviews conducted using Zoom videoconferencing



Benefits of Qualitative Analytics

- Convenient collation of responses by theme or respondent characteristics
- Easy to maintain an analytic audit trail increase transparency and conduct checks for validity and reliability



Findings

What Our HR Professionals Said



Qualitative Feedback





Feedback

Thoughts? Reactions? Input?

We Thank You

Gordon Haley



Tom Henkel



