

## Managing The Workforce And Talent In Comming Future

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### Abstract

*Over the next several years, the workforce will undergo the most dramatic changes it has experienced in more than half a century. Given that people costs account for some 65 percent of corporate spending, and that workforce optimization has a direct impact on shareholder value and a company's bottom line, those changes are critical to the future success of organizations in every sector of the economy, public and private.*

*As the importance of people to the bottom line grows, the rules for managing people are dramatically changing. Demographic, economic, technological, and sociopolitical phenomena are driving the most drastic workforce changes in decades, creating a workforce that's more diverse, mobile, informed, and in demand than ever before. Most organizations aren't prepared to manage new generation of talent. Most large organizations are currently underutilizing their managerial and professional talent, are failing to understand the kind of support knowledge workers need to perform at their best, and are continuing to use industrial-age talent management practices despite receiving less than optimal results. Understanding the above scenario, to help the HR managers, this paper focuses discussion on reinventing various features of the today's workforce and highlights the importance of workplace for this kind of workforce. Also this paper discusses on some possible implications for managing the workforce talent. This paper may help and guide HR managers to reinvent, manage, attract and retain talent from the today's workforce.*

### Introduction

The accelerating pace of change has affected all industries and is changing the nature of work. Shifting demographic patterns, the rapid pace of technological advancements, shift to knowledge-based economies and increasing pressures for innovation, productivity and cost-containment will set the pace for work of the future. Globalization is impacting MNC's, local businesses and even government agencies as a number of competitive outsourcing opportunities present themselves to agencies facing markedly reduced funding and tax sources. Over the next 10 to 15 years these factors will shape the future of work and will impact key aspects of the workplace including workforce size, composition, compensation, work design and management practices.

The workforce for the next decade will require a significant investment in people. Many components of a talent management system must work together to ensure that organizations has the right people for the right jobs with the right skills at the right time. These components require a coordinated and consistent approach that

accomplishes the intended results without increasing exposure to litigation or violation of regulations while also ensuring that organizations investment in the people it hires yields engaged and enabled employees who continuously add value to the business throughout their careers.

To attract, engage and retain Workforce, organizations must understand what types of work environment and learning experiences they want? What are the features of today's workforce? and what is the importance of workplace for this type of workforce . The key implications of this paper provide good insights to the Indian company management enabling them to better plan and design the future workplace for this kind of workforce. When the workplace better supports workers, business results improve, and so do worker attraction, engagement, satisfaction and retention.

### Objectives Of The Present Paper

The important objectives of the present paper which covers reinventing the workforce and managing the talent are:

- 1] To understand the features of today's workforce.
- 2] To know the importance of workplace for today's workforce.
- 3] To know the implications for managing the talent.

## **Content**

### **A] Features Of Today's Workforce**

Understanding the following feature of the today's workforce may help HR managers to manage them and empower their organization.

#### **I] Digital, Connected, Social**

They have grown up with the Internet and mobile communications. They are digitally, globally and constantly connected. They are driving how mobile communication technologies are used, initiating social behaviors that are transmitted to other workforce generation. Today's workforce is supposed to be able to navigate vast amounts of data, use multiple digital devices simultaneously and parallel process multiple stimuli. They are networked, collaborative and highly social, expecting to be constantly connected to their social networks, within and beyond company boundaries, and to work within a sociable environment with other people. This workforce's rapid take-up of digital technologies, how they use them, and how they prefer to work is challenging for business.

#### **II] Challenging**

Part of the challenge is to manage practices. The today's workforce is said to appreciate clear direction, demand immediate feedback on performance, expect to be consulted and included in management decisions, and demand constant intellectual challenge, opportunities for learning, and meaningful work. Part of the challenge is to manage attitudes. This workforce is demanding a new reality from work. They want to work flexibly, choosing when and where to work.

#### **III] Scarce**

In all countries around the world, there are not enough of them. This is true even in countries like the US, where they are the largest workforces since the Baby Boomers- The post World War II workforce was responsible for social change and unprecedented wealth creation. The problem was

that the first of the Baby Boomers were due to retire in large numbers starting in 2008, and are taking their knowledge and experience with them.

In India, the today's workforce makes up more than half of the population. Also, as economies and businesses become more knowledge-intensive, knowledge and skills are at a premium. The fact that there are not enough of them only makes their talents even more attractive than they already are.

#### **IV] Transformational**

Wherever they are in the world and no matter how large or small their numbers, the signs are that they are setting off a new wave of social and business transformation that will equal or surpass what the Baby Boomers achieved. This is because they have grown up with the Internet and mobile communications and are digitally, globally and constantly connected. They are driving how mobile communication technologies are used, and they are setting behavioral trends that ripple through and influence social behavior in other generations.

#### **B] The Importance Of The Workplace For Today's Workforce**

To understand the importance of the workplace in attracting, recruiting and retaining the today's workforce, Human Resource managers should know the following:

#### **I] Workforce's Preferences about Their Future Workplace**

People are most likely attracted to a company where values are clearly communicated. Workforce members in particular are 'ready to engage in companies that provide the environments in which they can grow and evolve. Those environments will include the physical space. Workplace design is likely to become a strategic weapon in the battle to attract and retain scarce young talent in today's increasingly competitive global economy. Work colleagues, opportunities for learning and quality of life are considered to be amongst the most important factors in choosing a company.

#### **II] Choice Of When and Where To Work (Location)**



The demand from the next generation workforce is for an urban to slightly urban location, with easy access to a transport infrastructure – access by road or by public transport and good access by walking to work. India has the highest demand for office spaces in urban areas and the lowest for rural locations.

### **III] Travel Preference to Get To and From Work**

For this kind of workforce, industry may offer easy public access to the office, encourage young employees to cycle to work and plan for bike facilities on site. (Safe parking spaces, showers) and promote a green travel schemes.

### **IV] Choice of Ways of Working**

Flexible and mobile ways of working are becoming more common nowadays rather than the conventional and stationary working pattern. With the younger generation entering the workforce, demand for such a way of working is increasing.

### **V] Factors Which Would Enhance Productivity and Creativity**

Productivity of today's workforce is triggered by three factors:

1. The people around the workplace.
2. The ambiance and atmosphere within the workplace.
3. The technology they are provided with.

While Creativity of today's workforce is triggered by the same three factors, but not in the same priority:

1. The technology they are given to carry out our work.
2. The ambiance and atmosphere around them.
3. The people they work with.

### **VI] Preference to Facilities Management Support Services**

The today's workforce employees always prefer having on-site facilities ranging from a reception to catering services and even access to a range of social facilities, such as shops and gymnasiums. The proximity of the workplace to a wide range of social facilities is often favoured by the next generation workforce.

### **VII] Preference to Environmental Issues**

Enhancing a more sustainable way of working and a 'greener' workplace environment is favored by today's workforces. Walking to work, recycling, on-site wind farms, relying on natural light rather than artificial are among many ways of working in a 'greener' workplace environment.

### **VIII] Choice of Workplace**

Subtle colours, wooden floors and natural lighting are often favoured in their workspace. The psychology of the working environment can have major influences on today's workforce's well-being in the workplace.

### **IX] Selection of Workspace**

Within the working environment today's workforce employees would like to have their own desk. People feel that by having a desk it provides them with a sense of status and a form of identity. In recent years, organizations have introduced clean desk policies and are encouraging their next generation employees to depersonalize their space.

### **X] Preference to Collaborative Work Environment**

Today's workforce is a social and collaborative workforce. Their relation to space is visible and open. They are far more comfortable in large and open environments and feel comfortable, small and confined spaces do not appeal to them as much. Today's workforces are social animals and are at ease about communicating remotely and using web 2.0 technologies.

### **XI] Choice of Technology they want to use**

It is important to consider the role of technologies in tomorrow's workplace and for the workforce. This workforce of 18-25 years old has grown up with technology in their day-to-day environment and it is 'normal' and 'expected' for them to have technologies at work, as good as what they have at home, if not better.

### **C] Repercussions For Managing Talent**

The future of business is impossible to foresee; too many uncertainties remain. The new workforce will be smaller and less sufficiently skilled. It will be increasingly global, highly virtual, and vastly diverse. Autonomous and empowered, it will demand a new generation of talent management, one that clinches:

1. Predictive Workforce Monitoring and Strategic Talent Decision Making
2. Flexible and Anticipatory Talent Sourcing
3. Customized and Personalized Rewards and Communications
4. Distributed and Influential Leadership
5. Unified and Compassionate Cultures

### **I] Predictive Workforce Monitoring and Strategic Talent Decision Making**

The scarce, global, and empowered workforce of the next generation will require that organizations embrace predictive workforce monitoring and strategic talent decision making. Together, these practices will form the foundation of next-generation workforce talent management and ensure that organizations will have enough workers with the right skills, motivated to deliver desired results.

#### **a) Embrace Predictive Workforce Monitoring**

In the next generation of talent management, organizations will practice predictive workforce monitoring to anticipate future talent needs. Organizations will regularly gather information on workforce demographics, as well as worker attitudes, behaviors, and skills. They'll rely on both quantitative and qualitative information and will tap a range of information sources-including internal databases, email, the Internet, internal and external Web logs, newspapers, and internal business intelligence systems. Organizations will track broad workforce trends, as well as details on specific workforce segments.

#### **b) Promote Strategic-Talent Decision Making**

To take action on the issues and opportunities that real-time workforce monitoring provides, organizations will use a variety of strategic decision-making techniques. They'll identify a relatively small number of critical talent measures and tie them directly to business performance outcomes. Moving beyond centrally appointed HR prevalence and cost metrics, organizations will measure key talent inputs and outcomes that have been identified by the talent decision makers who rely on them.

Talent decision makers will establish measures of "at-risk talent"- employees who have a higher likelihood of leaving the organization. They might consider how much the early retirement of a certain executive would cost department sales per year. Talent decision makers will also use measures of "pivotal talent"-groups of employees with the greatest potential for improving business results. Decision makers might

look at how a change in a certain employee group's behavior would boost productivity per quarter.

### **B] Flexible and Anticipatory Talent Sourcing**

The rigid and reactive staffing practices of the past will be grossly insufficient for tackling the staffing challenges posed by a smaller, more global, diverse, and empowered workforce. Going forward, organizations will need to abandon these practices for more flexible, anticipatory talent sourcing strategies.

#### **a) Take a Flexible Approach to Talent Sourcing**

To meet talent needs, organizations will leverage a broader spectrum of workers and employment relationships. From the external labor market, they'll recruit older workers, retired workers, and former employees.

#### **b) Adopt Anticipatory Sourcing Strategies**

In addition to using more flexible staffing models to secure next generation talent, organizations will also adopt anticipatory sourcing strategies. They'll prepare workers in advance for potential roles and offer "learning opportunities for people on a purposeful and continuous basis, thereby creating competency pools and talent reserves for later use." They'll help employees prepare long-term development plans and match these plans with existing work opportunities. They'll even create new job opportunities for employees whose development plans require them. Various companies are using such talent supply chains as a common practice at companies that consistently achieve double-digit growth in profits. These companies have highly integrated processes that yield a steady stream of talent. They stockpile talent and hire for current capability, as well as future potential. [6]

### **III] Customized and Personalized Rewards and Communications**

Traditional, one-size-fits-all rewards and communications programs just won't cut it in the next generation of talent management. A workforce that's in short supply, empowered to switch jobs, and demographically and lifestyle diverse will require, and in many cases demand, that organizations take more than one approach to rewarding and communicating. It will require that rewards and communications not only be customized with high-tech tools, but also personalized in high-touch ways.

#### **a) Use a High-Tech Approach to Customize Rewards and Communications**



In the next generation of talent management, organizations will use consumer-marketing technologies to customize total rewards packages. Through personalized Web portals, organizations will offer rewards menus and associated cash credits that are tailored to groups of workers and even individual workers. Cash amounts will be tied to role and performance as opposed to age or seniority. Options offered will go beyond the traditional flexible benefits fare to include choice in work assignments and location, time and money for training, and working time flexibility. With customized rewards menus, organizations will attract, motivate, and retain a broader spectrum of workers without increasing total rewards budgets.

#### **b) Use a High-Touch Approach to Personalize Rewards and Communications**

Organizations will use a number of high-touch approaches, including the manager-employee relationship and the organization culture, to personalize rewards and communications. Next-generation managers will develop personalized employment agreements with workers, outlining project details, deadlines, and personal development plans.

#### **IV] Distributed and Influential Leadership**

Out of the next-generation workforce, a radically transformed leadership model is emerging. To get the most from a workforce that's short on experienced talent, globally dispersed, virtually connected, and prepared to be authoritative on the job, organizations will distribute leadership responsibilities throughout the organization and transition traditional leaders from commanding to influencing.

#### **a) Distribute Leadership Responsibilities throughout the Organization**

As we move into the next generation of talent management, leadership will increasingly be viewed as an action that any worker or group of workers can take to meet the needs of specific business situations. Decision making will grow highly decentralized. Deciding what to do and how to do it will be the responsibility of the average worker, as opposed to the sole privilege of executives and managers. Workers will make the decisions that are best made by them given their expertise and closeness to the issues at hand.

#### **b) Transition Traditional Leaders from Commanding to Influencing**

With the advent of distributed leadership, the roles of traditional leaders will dramatically shift.

Executives and managers will stop commanding and start influencing. They'll promote a common organizational mission, using their passion for the business to excite employees. And they'll work to ensure that employees understand how they can contribute to the organizational mission. Next-generation executives and managers will promote a few suggested protocols for how work gets done in the organization. They might put forth stringent hiring standards aimed at hiring only those capable of working in a decentralized organization. Or they might promote the regular practice of giving advice and seeking guidance.

#### **V] Unified and Compassionate Cultures**

As the next-generation workforce emerges, threats to employee engagement are mounting. A workforce that's scarce in number and skills, globally and virtually dispersed, demographically and lifestyle diverse, and empowered in the job market is one for which the opportunity for organizational conflict and job-related stress is high. Organizations that want to motivate and retain next-generation workers will need to build unifying and compassionate cultures to combat the disengaging impacts that new sources of organizational conflict and job-related stress would otherwise have.

#### **a) Build a Unifying Organizational Culture**

Organizations will minimize self-interest, worker difference, and distance; build an organizational fabric; and work to make participation in these cultures more salient than membership in any demographic, geographic, or departmental subgroup.

#### **b) Create Cultures That Minimize Stress from Work/Life Conflict and Job Insecurities**

Global competition for jobs, workers' growing responsibility for their own careers, and expanding life choices are creating a workforce that is highly stressed. Organizations will take steps to minimize this stress by putting workers in charge of arranging workdays and work weeks according to both work and personal demands.

In the end, efforts to counter next-generation threats to employee engagement by building a unifying and compassionate culture will stave off what could be a huge drain on corporate bottom lines—disengaged workers, often star performers, withholding talent due to mounting dissatisfaction.

Talent retention can be improved through different approaches to communicating and rewarding employees, using high-tech tools and employing a more

high-touch approach where the manager-employee relationship is focused on more personalized rewards. By developing more unified and compassionate workplace cultures, organizations will be more attractive to people of all generations.

### Conclusion

Today's workforce is inherently social, team focused and embraces flexibility. HR Managers now have the opportunity to view the potential in this kind of workforce at work, embrace their environmental consciousness and consider their emotional engagement with their workplace as a source of business advantages. It is conceivable that there might come a day when offices are no longer considered necessary. For the moment though, the provision of appropriate workplaces remains largely with employers. We can say that today's workforce engage with their working environments and the people around them. The factors contributing to talent attraction and retention can be expressed via: having the right workplace-location and access, having the right workspace-design, layout, furniture and colours and style, having the right atmosphere- meeting and social spaces for interaction and ambiance, having the right technological platform-technology provisions, mobile devices.

Organizations now have the opportunity to view the workforce sociability as a source of business advantages, giving them access to the collective intelligence available across organizational boundaries and contained within workforce's extended personal networks. Recognizing the value of networked sociability and enabling it through the design of the workplace and organizational support environments may allow businesses to tap into the powerhouse of the workforce's energy, innovation, knowledge and creative potential. The workplace may directly support and influence the above through an office environment that enables individuals and teams to collaborate and engage with each other. This paper gave idea about the prime features that are attributed to next generation workforce. There are following aspects where employers, human resource managers and Indian industry can draw attention on today's workforces:

- Desires and expectations of mobility and flexible working.
- Focus on team working and collaboration (both formal and informal).
- The high value they place on opportunities for learning.
- The importance of the physical environment in which they work.
- How strongly environmentally conscious they are.
- Their sociability.

With this we can say for the today's workforce, human resources managers and employers must consider the workplace as a recruitment factor to empower themselves. Employers must not neglect the impact of their workplace to attract, recruit and retain talent, the way of working is tightly linked to the way people prefer to live and the workforce privileges colleague's relationships rather than financial compensations.

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