

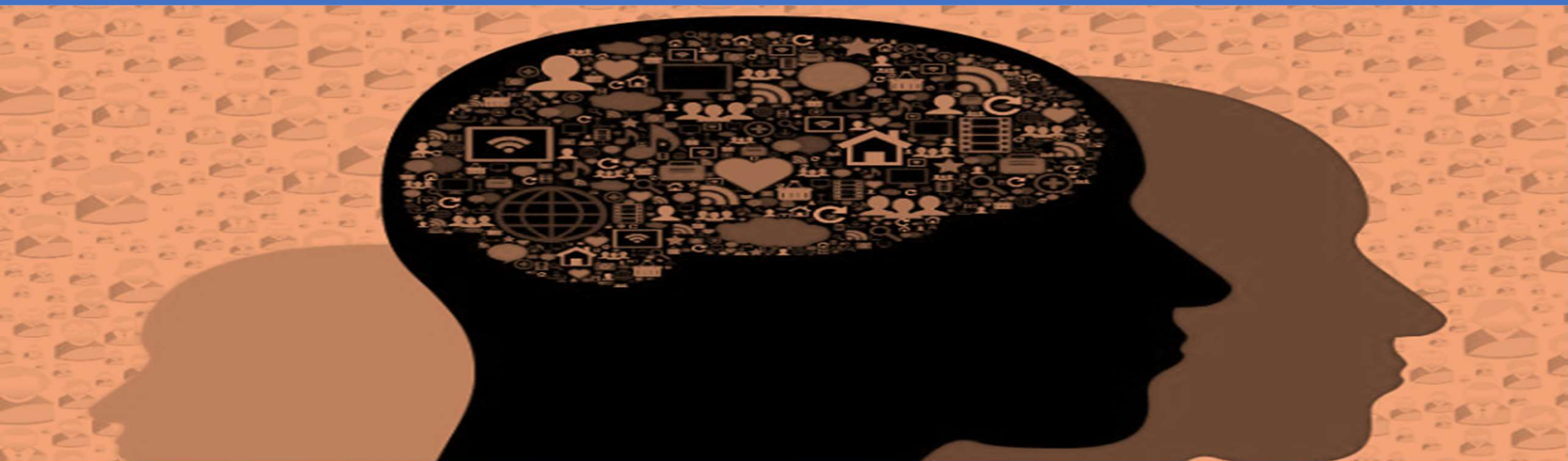
Revisiting Organization and Employment Models for the Millennial Workforce

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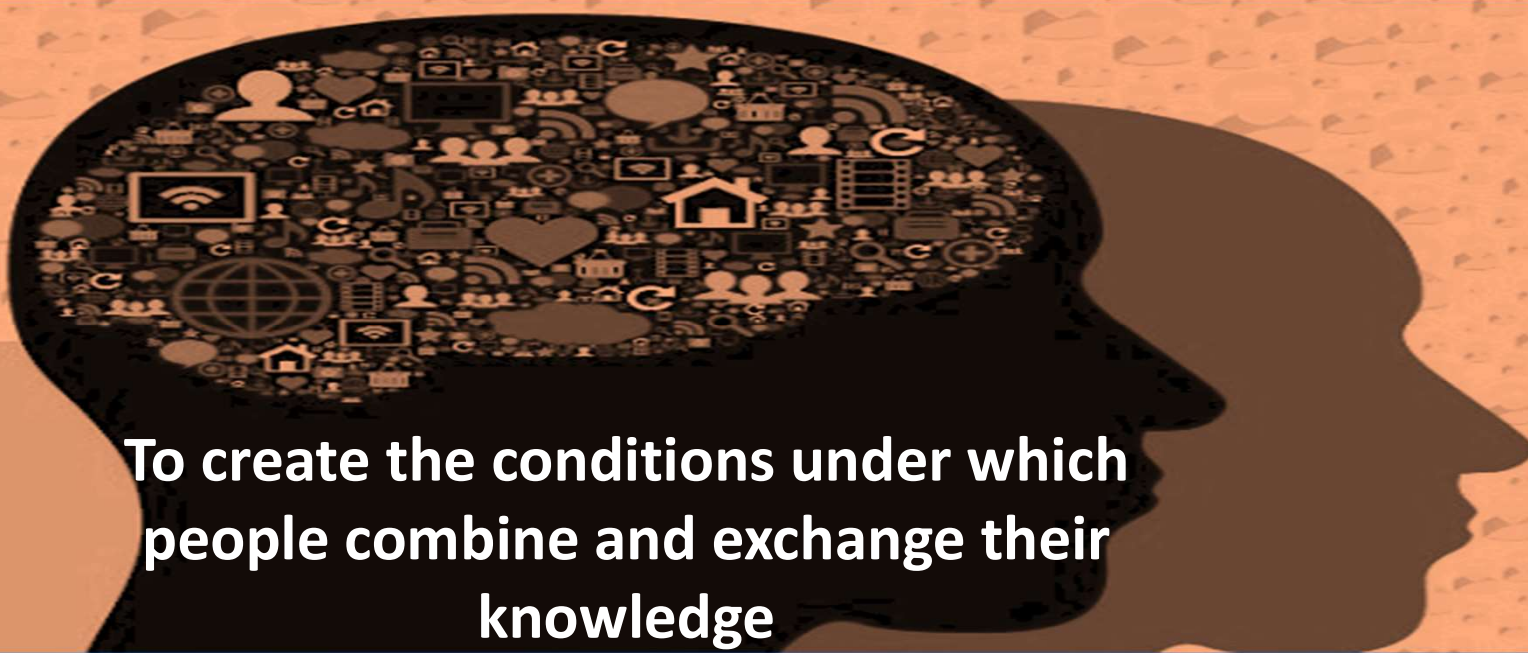
The managerial challenge that was and that remains...



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The Managerial challenge that was and that remains...



To create the conditions under which
people combine and exchange their
knowledge

The persistence of the future...



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The persistence of the future...



FOCUSED



FLEXIBLE



FAST



FRIENDLY



FUN

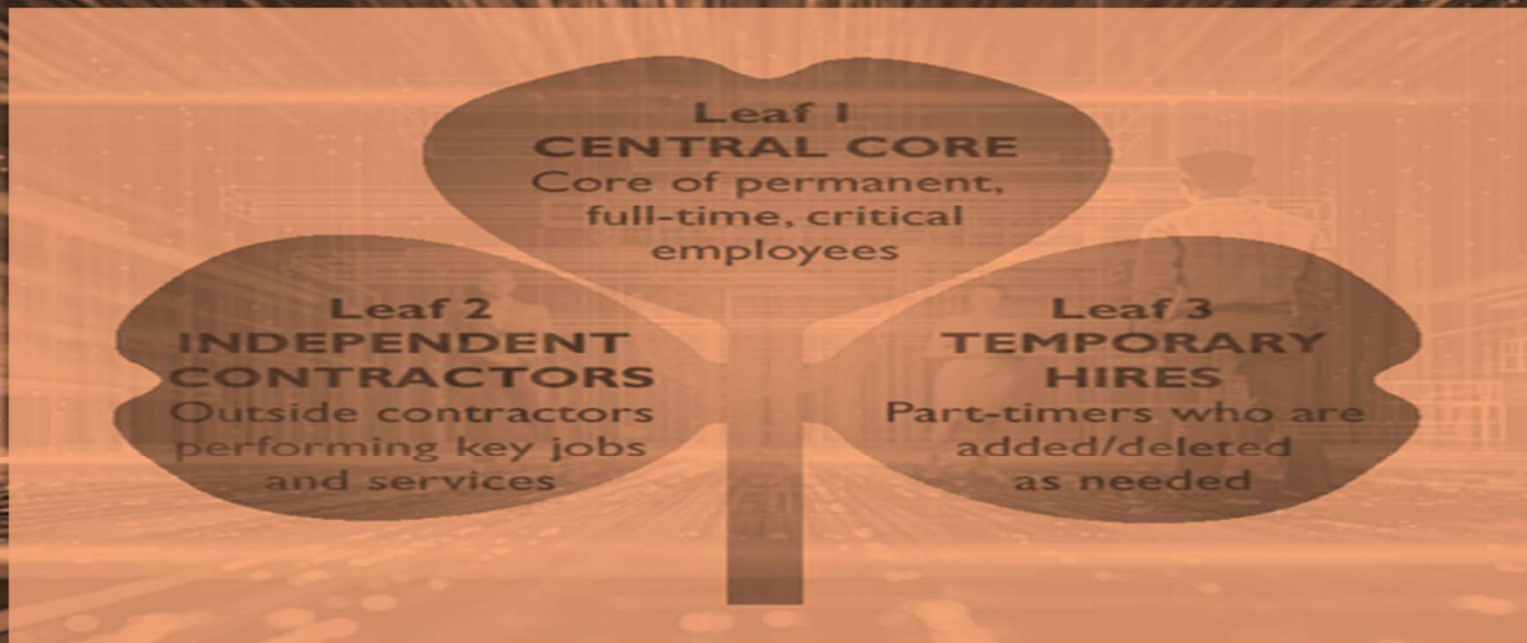
The persistence of the future...



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The persistence of the future....



The Pandemic and the reset...

Gender & Work
Identity; Inequality;
Family Responsibilities

Wellbeing & Work
Anxiety; Burnout;
Stress

Occupational Health
Health & Safety;
Occupational
Practices; Hygiene

Technology & Health
Access; Information
Processing; Work-Life
Interface

Technology Adoption
User Adoption; User
Acceptance;
Productivity

Individual Resilience
Self Regulation;
Personality;
Commitment

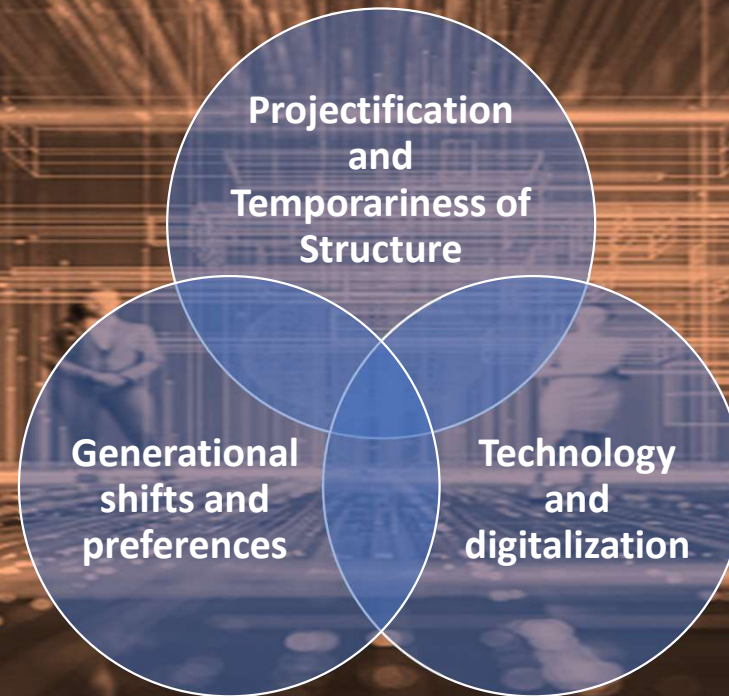
**Organizational
Resilience**
Knowledge;
Governance; CSR

**Innovation and
Capability**
Uncertainty; Decision
Making; Risk

Managing in Crisis
Social Distancing;
Remote Work;
Community

Leader Challenges
Policies; Self-Efficacy;
Social Support

New Organization and Employment Models



New Organization and Employment Models

Despite the extensive discussion of changes in these and related domains, much HRM thinking is still predicated on a traditional form of organizing work

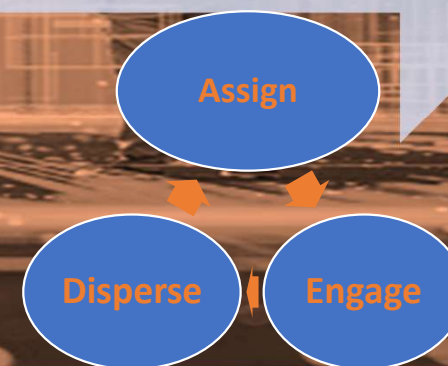
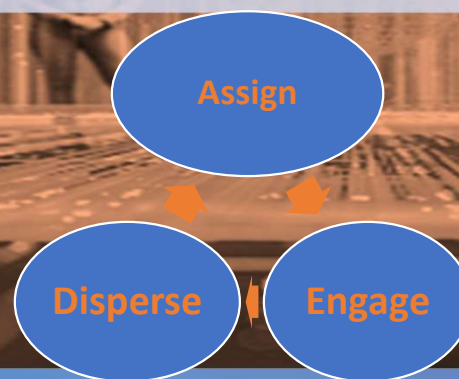
Attraction → Recruitment → Onboarding → Retention → Exiting

New Organization and Employment Models

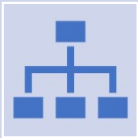
Rising of temporary forms of organizing.

Increase in atomism, fluidity, flexibility, speed, and dynamism on the complex landscape of contemporary business.

Challenges for HRM in terms of how work, workers and collective effort are understood and practiced.



New Organization and Employment Models

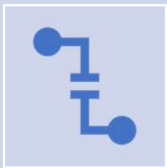


The total GDP of projectized industries globally is estimated to increase from US\$24.7 trillion in 2019 to US\$34.5 trillion in 2030.

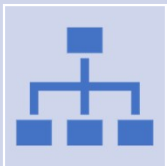


Need to broaden our focus from the organization to the enfolding Ecosystem of Work involving organizational and non-organizational actors working and co-evolving in temporary clusters of semi-fluid relationships which span traditional boundaries.

New Organization and Employment Models



Defined as “temporally bounded collectives of interdependent actors, in pursuit of a mandate, embedded within multiple contexts simultaneously which set the boundaries and constrain the entity.



The HR Ecosystem is an *adaptive, dynamic and open constellation of interdependent and distributed HRM and non HRM actors, from within and beyond the organization, operating at multiple levels, whose interactions result in patterns of HRM activities through which both individual and collective goals are pursued.*

New Organization and Employment Models

Key Defining Features:

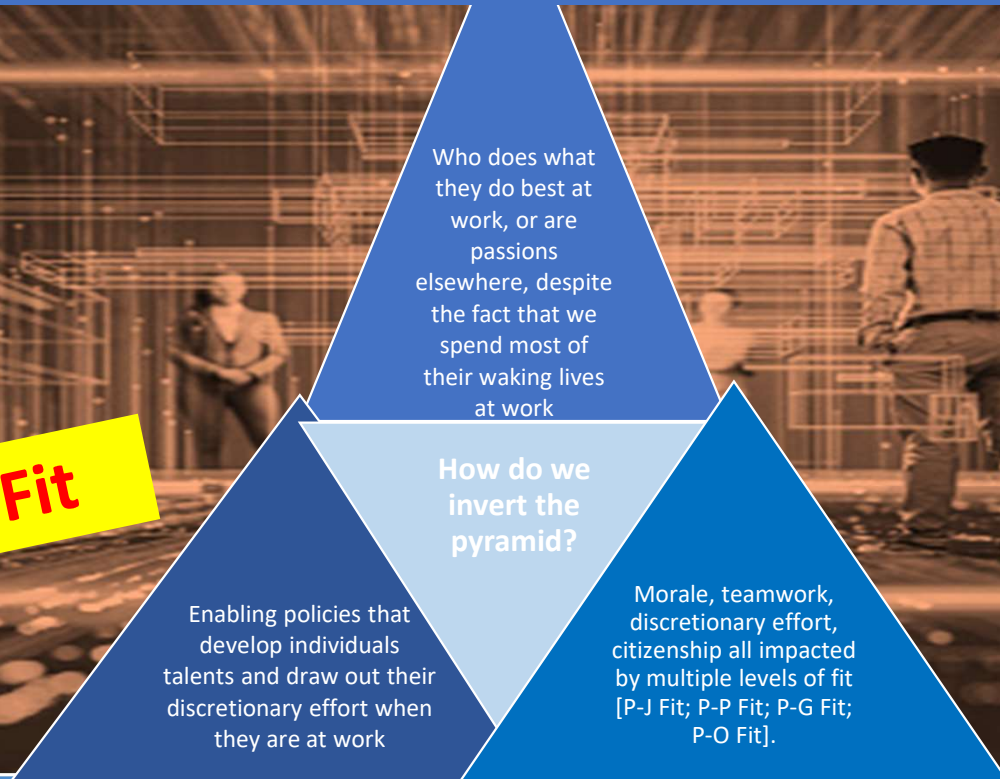
- Temporariness of organization
- Alternative temporal dynamics
- Fluidity of boundaries
- Temporary value proposition
- Diminution of the employment relationship

New Organization and Employment Models

Conventional Model	Contemporary Development	Implication
Resource value, capabilities and workforce are internal	Resource value, capabilities and workforce are ecosystem wide	A broader definition of the workforce includes all talent models
Functional and permanent perspective on roles, actor constellations, careers	TOs created and disbanded, and the assignment of human resources to those agents is constantly changing	HR actors encourage agile and adaptive behaviours e.g. spontaneous collaboration with others, improvising solutions to remove obstacles
Functional/hierarchy of roles and management of jobs	Management of the short and longer term portfolio of specific value propositions and requisite actors/skills	HR actors act as boundary spanners with bridging, integrating and shaping collaboration between disciplines, functions and actors

As a HR Professional, maintain a focus on...

A Focus on Fit



As a HR Professional, maintain a focus on...

Reflect on messaging. Avoid the creation of false expectations or ambiguity.

Develop knowledge of expectations.

Design systematic encounter processes which facilitate the elimination of role ambiguity/conflict, help to reduce stress and allow for the acquisition of new skills.

A Focus on Socialization

As a HR Professional, maintain a focus on...

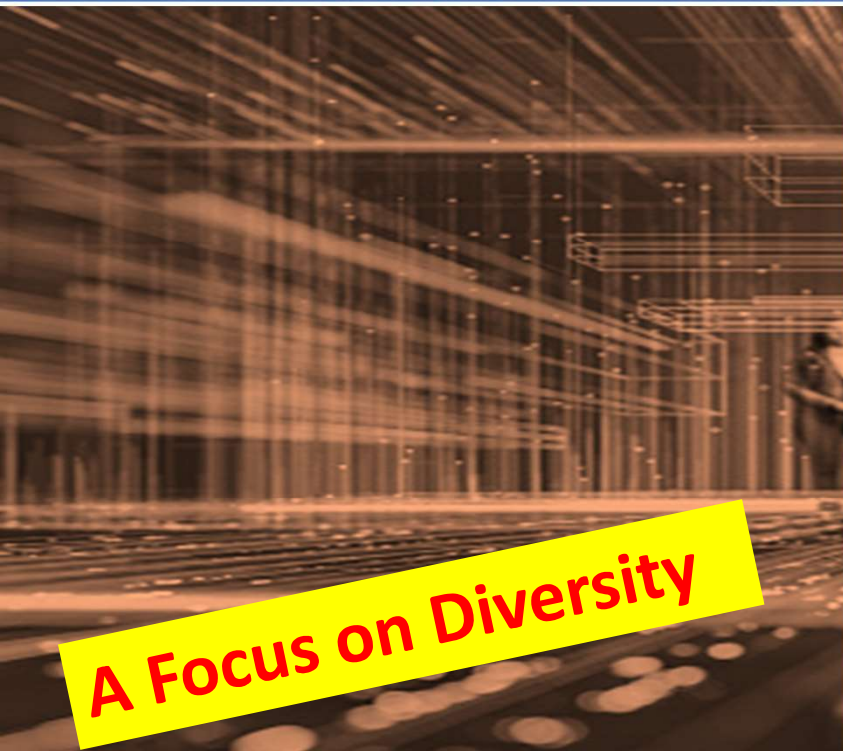
Balancing the emphasis on individual and team performance

Balancing the emphasis on organizational and ecosystem talent

Avoiding the self fulfilling prophesy where those labelled less able become less able

A Focus on Messaging

As a HR Professional, maintain a focus on...



A Focus on Diversity



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Thank you and good luck!

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