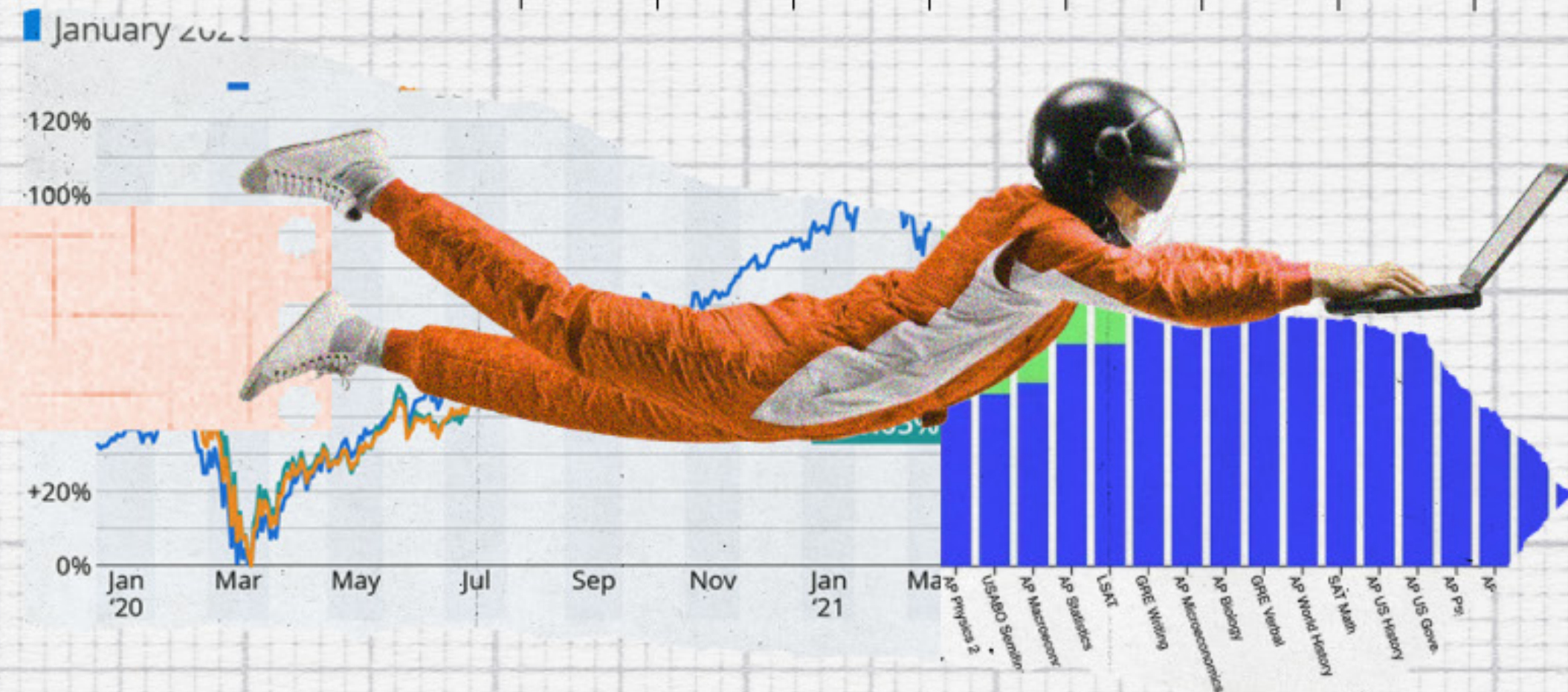
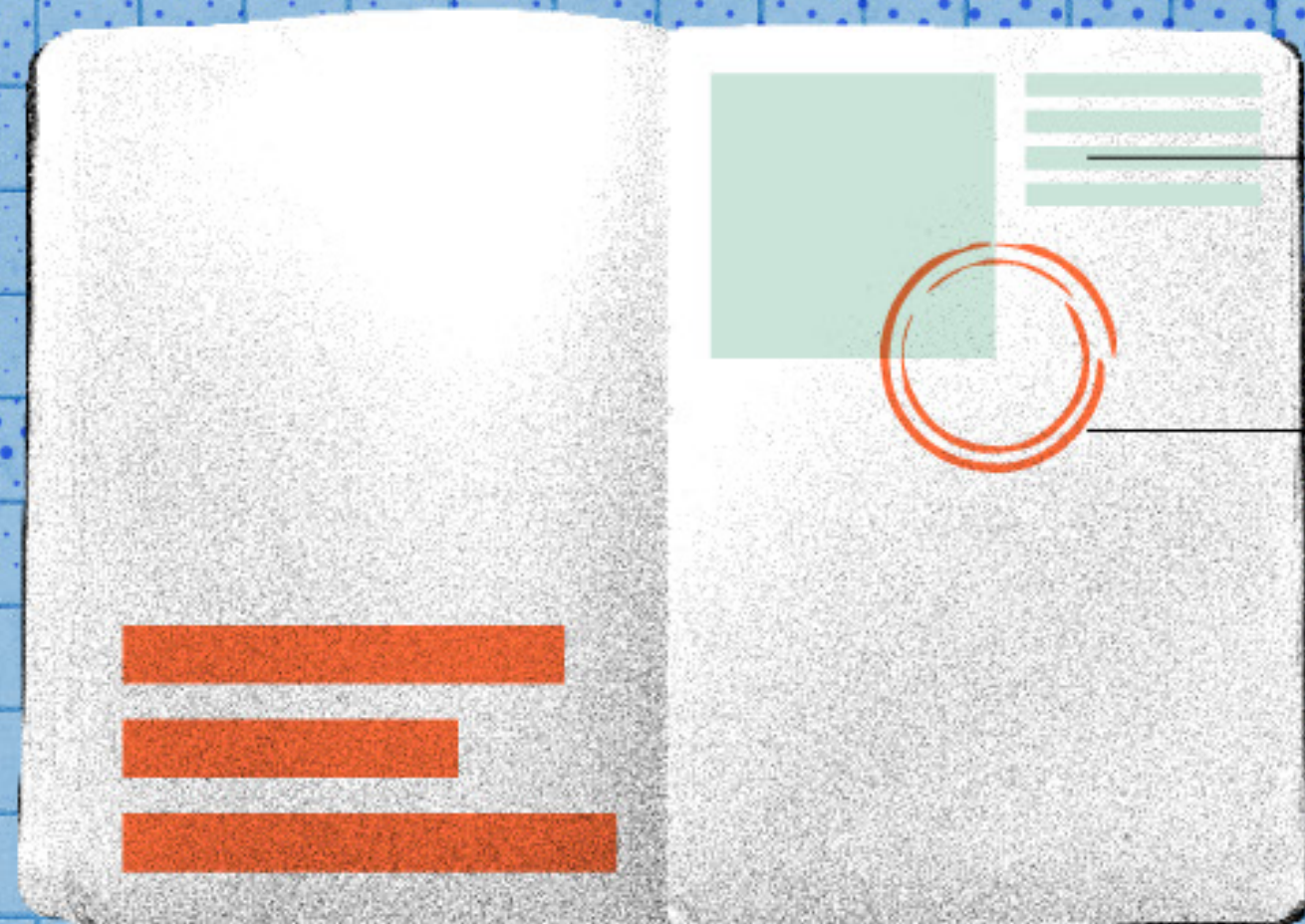
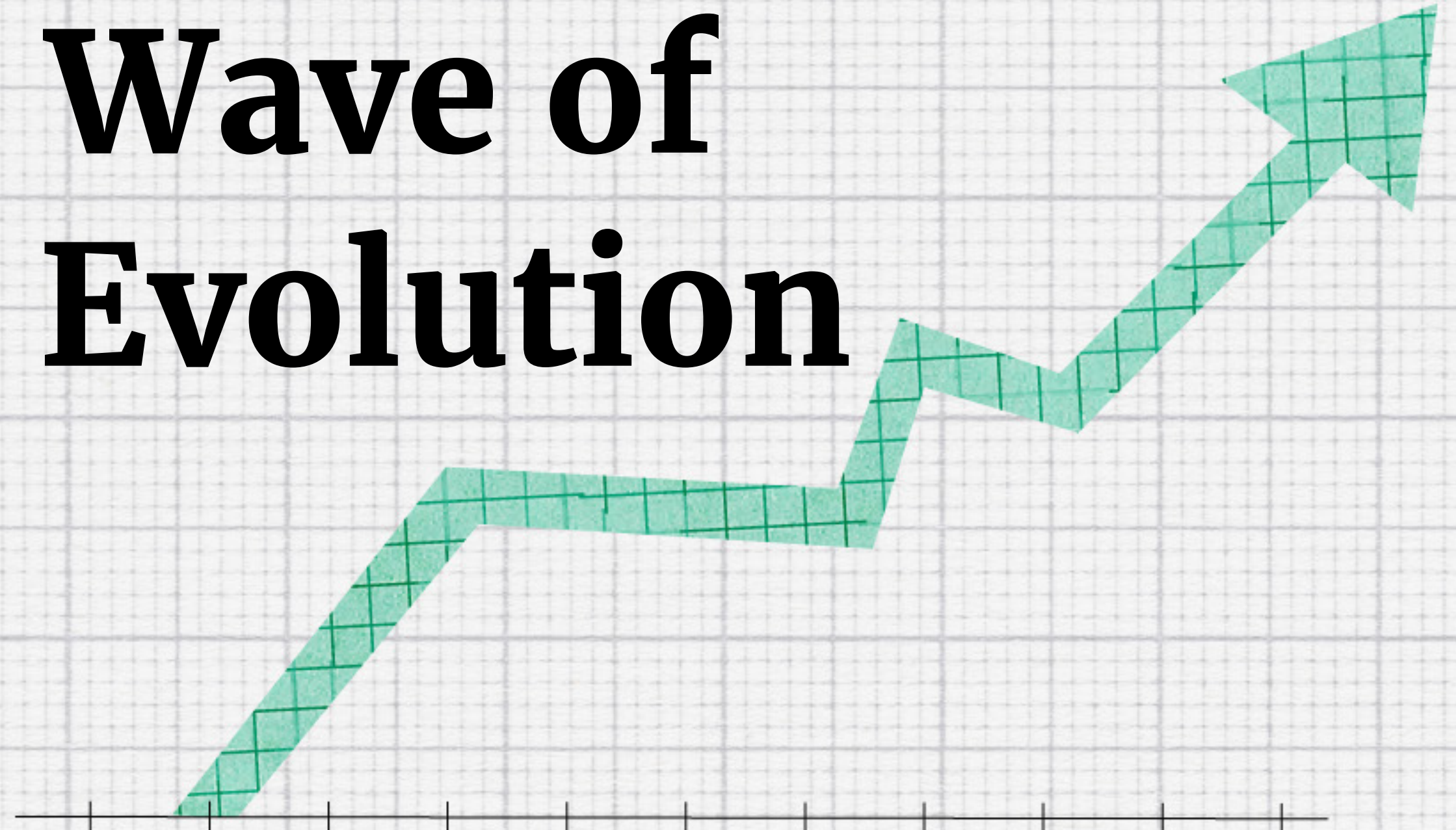
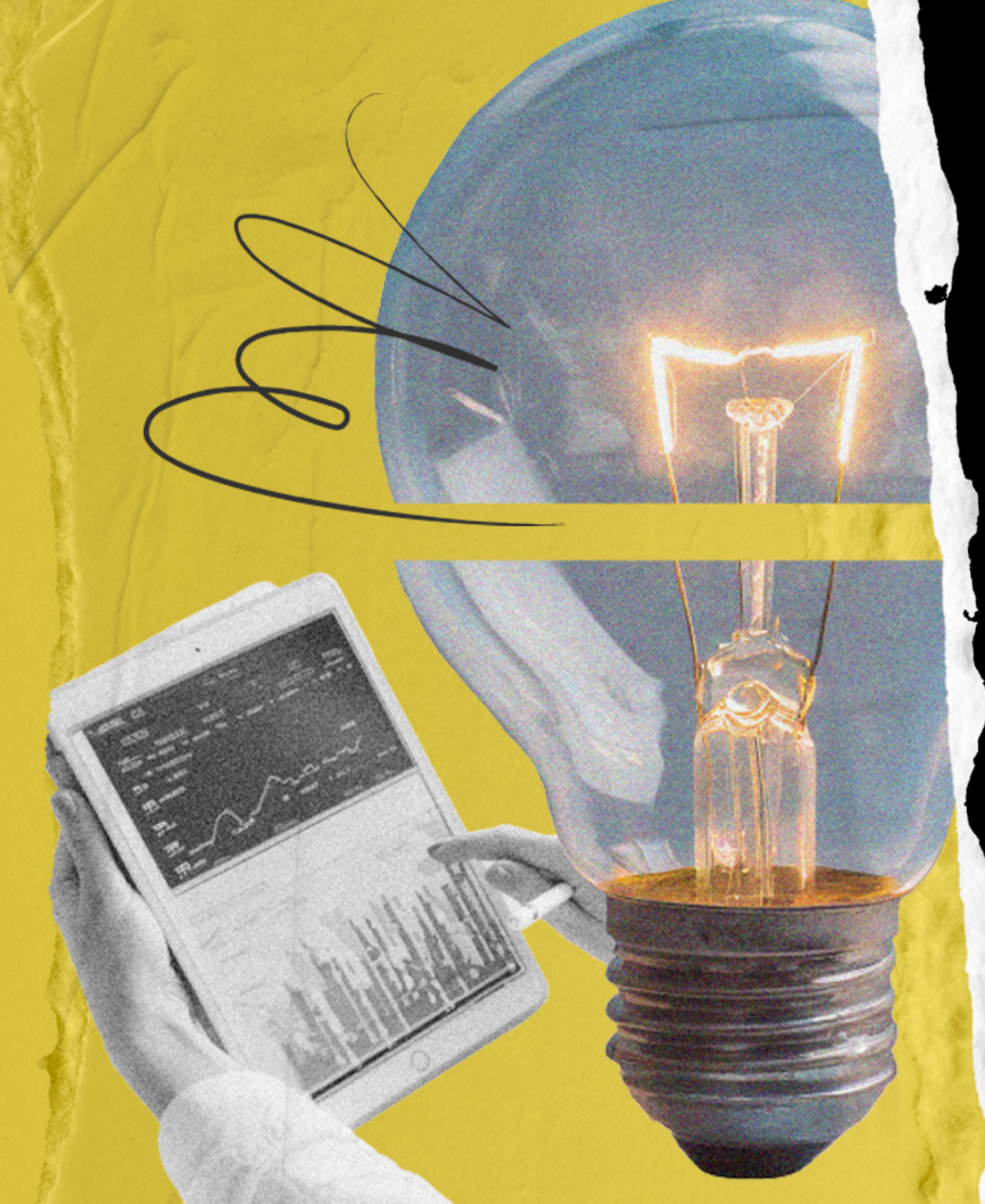


What HR Leaders Predict for The Next Wave of Workplace Evolution



people
managing
people



Contents

Introduction	03
What We Asked	04
What Concerns Hr Leaders In 2024?	05
What Trends Do Hr Leaders Feel Positive About In 2024?	18
Leading Trends In HR/People Operations	28
The Next 10 Years	32
Who Participated In This Report	40

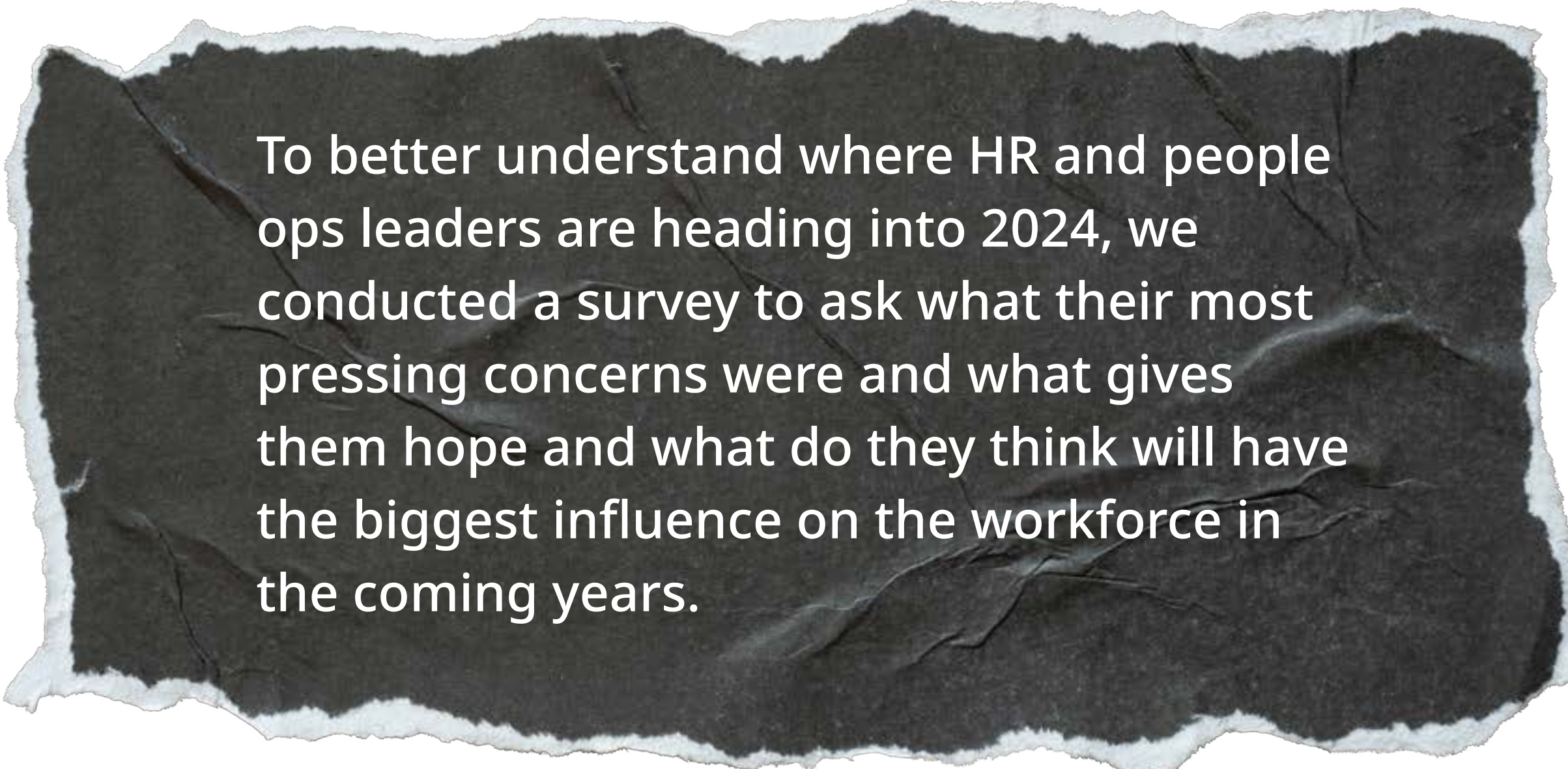
Introduction

The post-pandemic workplace hasn't been a smooth transition back to the old normal by any means, but some key challenges that people operations and HR professionals have been battling for years continue to present the biggest challenges.

With the talent marketplace proving as unpredictable as the global economy over the course of 2023, it left people leaders with no shortage of challenges. Whether it was navigating layoffs, return-to-office mandates, hybrid

working models, technology disruption, economic uncertainty, or continuing to figure out how to overcome skills gaps, things did not get any easier for leaders and decision-makers.

As artificial intelligence (AI) finds its way into more people's workflows and asks questions of workforce planning teams around what skills are needed and what the work of the future looks like, these challenges will only grow more complex and interconnected.



To better understand where HR and people ops leaders are heading into 2024, we conducted a survey to ask what their most pressing concerns were and what gives them hope and what do they think will have the biggest influence on the workforce in the coming years.

The following report is built on the results of that survey and corresponding interviews that we conducted with experts from a variety of industries and organization sizes. The aim is to provide you with insights into the challenges of other people leaders alongside advice from experts who are consulting, coaching and leading organizations through the same challenges you face.

David Rice | People Managing People

What We Asked



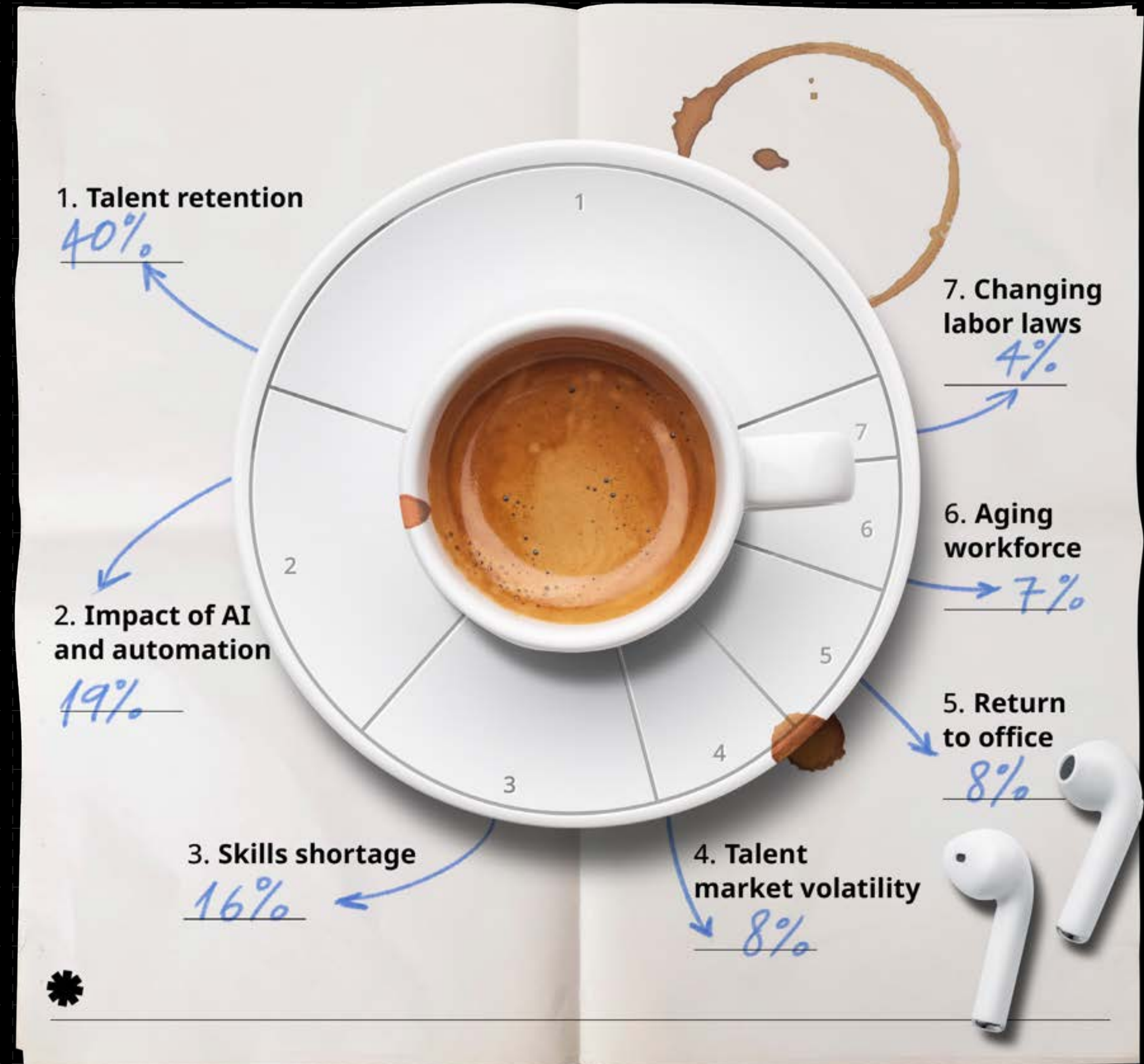
In 2023, the introduction of AI into the workplace has seen organizations entrust an increasing amount of work to machines, many of which are still in the developmental stages.

The discourse around technology in the workplace right now inevitably comes around to AI. So as we sat down to craft this year's survey, we couldn't help but wonder where AI would rank as a concern for leaders heading into 2024. Would it usurp the concerns about skills and talent retention.

But how did that compare with the other rising concerns for workplace leaders, whether it was changing labor laws or an aging workforce?

The talent market saw a great deal of turnover in 2023, particularly as return-to-office mandates drove a significant number of employees to look for work elsewhere.

What Concerns HR Leaders In 2024?

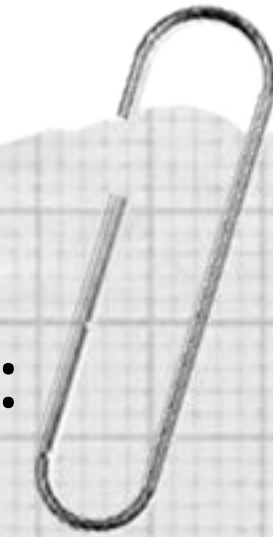


We asked them to rank what concerns them the most going into 2024. The majority (40%) cited talent retention as the most concerning.

- 40%** Talent retention
- 19%** Impact of AI and automation
- 16%** Skills shortage
- 8%** Return to office
- 8%** Talent market volatility
- 7%** Aging Workforce
- 4%** Changing labor laws

Averaged out, the results look like this:

1. Talent retention - #2.35 average
2. Skills shortage - #3.34 average
3. Impact of AI & automation - #3.71 average
4. Talent market volatility - #3.82 average
5. Aging workforce - #4.68 average
6. Return to office - #4.89 average
7. Changing labor laws - #5.21 average



The Talent Conundrum

When we asked why they're concerned about retention, answers included workers' demands, such as greater flexibility and higher wages, and fierce competition from rivals.

So, the war for talent rages on as strong as ever!

But wait a second.

As **Weronika Niemczyk-Savage**, Chief People and Culture Officer at tech startup Cyncly, points out, a volatile job market means that, in certain instances, talent that would

normally move on is choosing to stay put. ***"There's a fear of layoffs impacting people's sense of job security, so I think a lot of people right now are staying in jobs that they don't generally enjoy doing, or at companies that they don't want to work for, simply because there's a fear of it being harder than another job,"*** she said.

That sentiment is mirrored across larger organizations and consultancies. While The Great Resignation lasted longer than many anticipated, The Great Stay is here in full effect to kick off 2024. And many experts don't expect it to go anywhere.





A lot of (what we saw during the pandemic) was because of the suppressed lateral movement of talent. You had pent-up turnover within organizations and desire for change among employees.

Today, every organization I talk to is seeing turnover drop off and now it's a shift to a skills-based organization that is on a lot of people's minds. Ensuring that an organization has the skills it needs to thrive in this next era which is going to be very different. Every organization is going to be very different from what it was traditionally."



Mary Alice Vuicic | Chief People Officer at Thomson Reuters



I worry about the talent supply. I also worry about whether we have the adequate leadership supply, either externally or internally, that we need to fuel the growth in our business?"

While some organizations are finding it difficult to keep the talent they need, others are overly burdened with people who aren't engaged in their current roles. This is to say nothing of the view of job seekers.

In the wake of continued layoffs, a growing percentage of knowledge workers find themselves struggling as they look for their next job. Struggling with committing to another employer, with maintaining trust in traditional full time employment and with re-thinking their careers.

"We're in a bit of a paradox where it's like you talk to talent who's looking for a job and they're sort of saying jobs aren't very plentiful, but then you talk to a company

and it's struggling with finding and retaining the talent that they need for a business," says **Bill Huffaker**, Vice President of Talent Management at Workday. ***"I worry about the talent supply. I also worry about whether we have the adequate leadership supply, either externally or internally, that we need to fuel the growth in our business?"***

As you make your way down the list of concerns, you find that the top four results really couldn't be more closely tied together. Talent market volatility, the need for skills, and the implementation of AI across workflows result in more talent than ever considering whether a career as a freelancer might be the solution.



AI is going to be the fastest technological transformation we've seen in our lifetime. So change management to help people understand how they need to adapt, how they develop the skills and the way that companies are organized so that org structure is more dynamic.

"That's what keeps me up at night," Huffaker says. "We still have historic low levels of unemployment, but there's this big question mark over the economy. So companies have fits of starts and stops with talent and the talent marketplace feels very volatile right now. It's a lot of uncertainty, particularly going into the election cycles in the US. I think that we're in for a lot of drama with that too."

Whether the organization is lacking skills or has skills that aren't being properly utilized, it's no wonder HR leaders we spoke to are doubling down on a skills-based approach to talent management.

Vuicic advises that for HR, the biggest challenge in 2024 is likely no longer out in the talent market, but in how talent is managed and refined to suit business needs.

"AI is going to be the fastest technological transformation we've seen in our lifetime," Vuicic said. "So change management to help people understand how they need to adapt, how they develop the skills and the way that companies are organized so that org structure is more dynamic. A system where people are organized around the skills people have and coalesce around problems to solve. HR is leading on this as the driver of organizational adaptability."

The Move To Become Skills-Based

After talent retention, skills shortage was on average the second most concerning issue for HR leaders in 2024.

With competition for talent still high in many sectors such as tech, organizations are looking to maximize the potential within their current talent pool.

“We want to be able to identify what our employees learned over time, what they’re interested in doing, if we have the right resources for a particular project, etc,” said **Victoria Myers**, Global Head of Talent Attraction at Amdocs. ***“What we’re trying to do as an organization is move to what we’re calling a skills-based approach. It means moving from being job and role-based to looking at what skills we need for a project or initiative and what skills are currently available in the workforce.”***





There's a tremendous opportunity when we think about becoming skills-based and what that can do to make organizations more agile, increase the speed to adoption, and increase employee development and engagement as they take on new skills and experiences across the organization."

Alex Link | Director, Talent Strategy, CVS Health



Advantages And Challenges Of Becoming A Skills-Based Organization

Advantages

Granular visibility into the workforce

More focused training and development

Enhanced agility and flexibility

Better hiring and retention

Promotes internal mobility

Challenges

Creating a skills taxonomy

Adequately assessing skills

Changing mindsets from roles to skills

Focusing on skills vs roles provides more granular visibility into the workforce, helps guide training and development, and drives internal mobility.

“There’s a tremendous opportunity when we think about becoming skills-based and what that can do to make organizations more agile, increase the speed to adoption, and increase employee development and engagement as they take on new skills and experiences across the organization,” said **Alex Link**, Lead Director, Talent Strategy, CVS Health.

And becoming skills-based will also change the way organizations hunt for talent.

“As far as the next year goes, the companies that will be able to move the fastest, get these skills taxonomies together and more accurately predict what kind of skills that they need, they’ll be revolutionizing talent acquisition by focusing on skills rather than titles or previous experiences,” said **Felicia Shakiba**, Founder of CPO Playbook.

It’s not as if HR professionals don’t have enough on their plates to stay busy. So how are they meant to lead a major organizational shift like the move to becoming skills-based while simultaneously recruiting the talent the organization currently lacks and keeping up with all the other duties they’re juggling?

“Working with the right partners to make sure that they can help source that specific talent that they’re looking for is going to become increasingly important,” **Tina Wang**, Divisional Vice President of HR at ADP said. ***“It also helps in terms of the employees of that company, really thinking about taking recruiting off of their plate, and letting somebody else do that for them so they can focus on reskilling and upskilling the people they have.”***



There’s a tremendous opportunity when we think about becoming skills-based and what that can do to make organizations more agile, increase the speed to adoption, and increase employee development and engagement.”

Keeping Up With AI And Automation

It shouldn't come as a surprise to anyone that AI & automation are concerning for HR folks as organizations scramble to keep up with their rivals when utilizing these tools.

Few things have the potential to disrupt the way we work and what people are qualified to do the way AI will.

“When we think across the enterprise, it's helping people understand the importance of this, because it will impact every single

role, and that not only for business success is it essential that people understand the technology and start using it, adopting and experimenting with it, but also their career resilience,” Vuicic says.

For a profession focused on the human experience in the workplace, the AI question can sometimes feel existential. But the value of it to businesses and the necessity of integrating it into workflows and company practices simply can't be ignored.



“One area where HR has a huge role to play is helping the organization through that journey of responsible adoption.”

“We already feel the pressure of internal costs due to limited automation. If we do not incorporate AI and other automation practices we will not be competitive.”

“AI and automation have immense business value, but a lot of orgs are woefully underprepared for it and over-index on off-the-shelf solutions without investing in data science capabilities.”

But as every part of the organization adopts AI into the way it works, HR has an enormous responsibility around ethical adoption of AI. It begins with ensuring they have the right data and data policies to ensure a

work model is built that mitigates bias and aligns the technology use with organizational values tied to its people practices.

“One area where HR has a huge role to play is helping the organization through that journey of responsible adoption,” Vuicic said. ***“Everything we’ve gone through the last four years, from the pandemic to acceleration of digital to the talent war, the great resignation, all of it has been preparing us for this because this next phase is going to require a lot of strategic workforce planning and understanding that the greater opportunity is augmentation.”***

Helping the organization see where tasks can be automated, opportunities for augmentation and upskilling people for a greater business impact is where HR will have its biggest impact on the business.

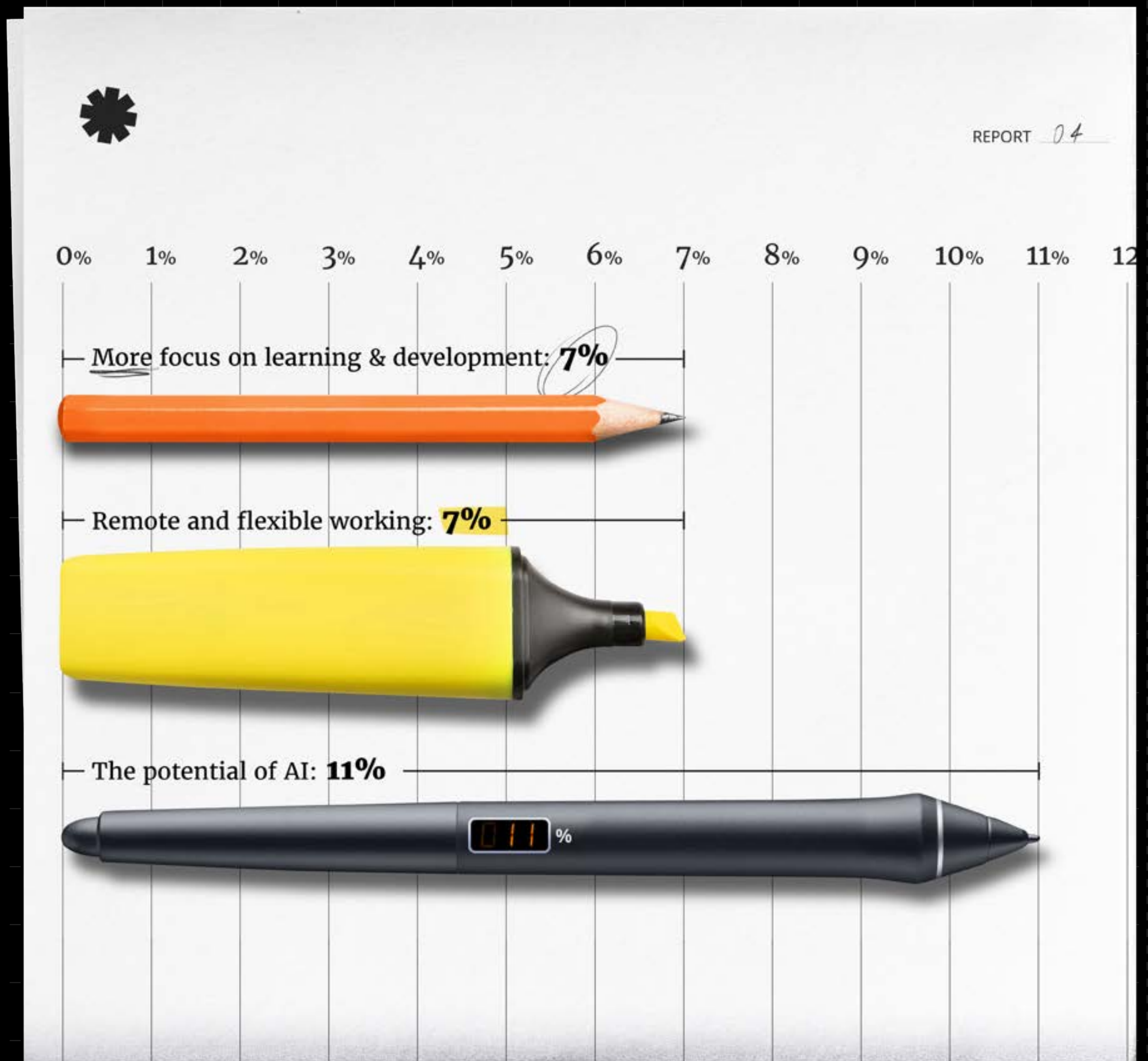
The potential of these technologies is also a source of positivity for HR leaders. Tasks in which data entry, scheduling and record keeping are a core component will soon be altered by automation, a welcome development for professionals looking to focus on more on people practices and less on administrative tasks.

“The capabilities of AI for automation and reducing administrative-level tasks to open up time to focus on more strategic and transformative initiatives.”

“AI’s potential to alleviate the work/life balance challenges that reduced headcounts and increased deliverables have created.”

“Work is going to be challenging but also exciting. With AI, people will now have the time to complete regular tasks faster and look towards innovation and hence bring in a new perspective to the way we find solutions to pressing/challenging problems.”

What Trends Do HR Leaders Feel Positive About In 2024?





While there are plenty of challenges to navigate, there's a lot to feel positive about too. The mentality of never letting a good crisis go to waste may yet prevail as many people ops leaders look at technology developments as an area of opportunity.

To dig deeper into this, we asked leaders what they feel most positive about in the coming year. The answers varied so widely that it's difficult to capture in a graphic, but the most prevalent answers are included below.

What HR leaders are feeling positive about in the coming year.

- 11%** mentioned the potential of AI
- 7%** mentioned more focus on learning and development
- 7%** remote and flexible working

Other sources of optimism centered around economic recovery, investments in DEI, and a general cultural shift in how people view work.



Understanding, of course, that work is work, but how are you contributing? Are you aligned with company values?

For Huffaker at Workday, he's happy to see the post-pandemic trend of people re-evaluating what the meaning of work is to them and prioritizing doing that work in a place they feel good about.

"There's been a bit of a reexamination of work and people have been thinking through what's important to them," he says. ***"Understanding, of course, that work is work, but how are you contributing? Are you aligned with company values? I see many companies, including ours, really emphasizing the vision of the company, the purpose, and the values. And I think that that's a really great thing."***

While Huffaker thinks we'll never break away from the paradigm of efficiency and the financial expectations Wall Street places upon us, he feels good about the positivity that's coming out of helping people as they opt in and out of what's important to them.

"I think it raises the bar for companies to be clear and sincere in their messaging when they go out to market to hire people," he says.

The AI Opportunity

Despite a great deal of concern about ethical implementation and workforce disruption, there is a great deal of anticipation and optimism around what comes next for AI in the workplace. Vuicic is among these optimists, believing that HR is on the verge of playing a key role in making the business more resilient.

“I think it will create abundance,” she said. “But I think it requires governments, employers, institutions, and individuals to all play their role. As organizations, that adaptability quotient (AQ) will be as or more important than IQ or EQ going forward. Building adaptability and resilience will be a hallmark for every organization and individual.”



Of course, it's still early days for AI in the workplace, and leadership in many organizations are learning at a similar pace as their employees about what AI can do and what challenges will come along with its arrival.

"I think there is a great opportunity to impact productivity but there's also a lot of potential for creating a productivity divide," **Amanda Halle**, Founder & CEO of Mindful Growth Partners said in a recent interview on the People Managing People podcast. ***"Even leaders are asking themselves 'Should I do this or should a machine do this?' It's really important to have a thoughtful approach that is human-centered?"***

Halle thinks of AI impacting work in two key areas: summarizing and synthesizing information. AI's ability to take a large amount of information and break it down into

more digestible bits will have a significant impact on learning and development and, therefore, efforts to reskill and upskill the workforce.

When it comes to synthesization, she gives the example of performance reviews. The data that is collected over time can be analyzed by AI to identify performance trends and to reduce recency bias.

"AI is not a solution to a challenge, it's a tool," Halle said. ***"When you look at roles and responsibilities, you kind of have to plot it on an axis of highest and lowest amount of automation potential and what requires the greatest and least amount of human touch. It's a complex set of exercises but really important to do if you want AI to be an aid for productivity."***

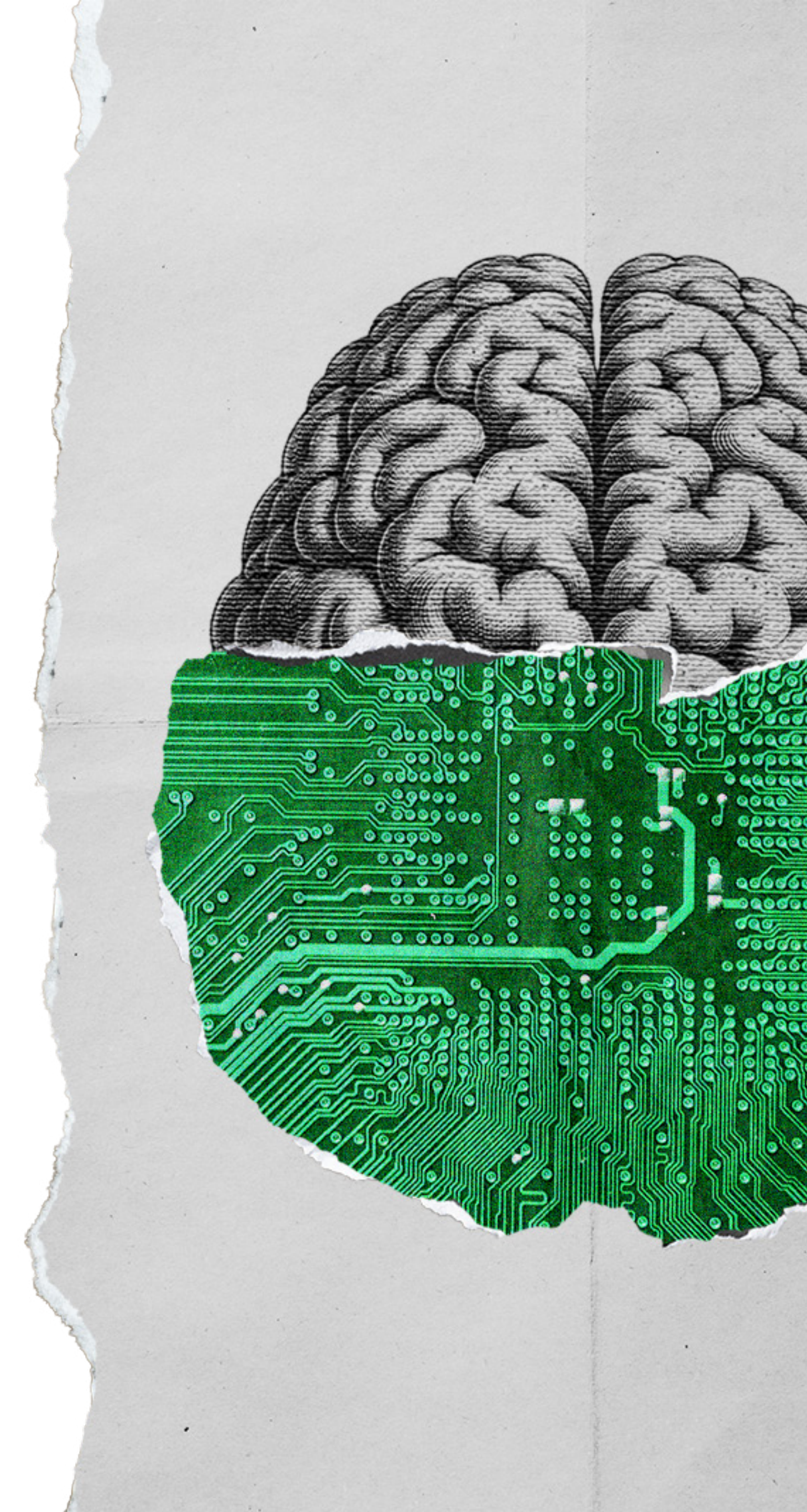
Focus on Learning and Development

AI's impact on L&D will be extensive, whether it's making learning more accessible or replacing some types of training altogether. Among the benefits that Vuicic shares, however, is the speed at which training can occur.

"It's the speed with which we're upskilling our people, adopting new technology and fostering this culture of experimentation with rapid testing," she said. "We're adding people in our labs and like a lot of organizations, we're hiring people with

deep experience and education in AI learning experience in our Engineering Technology Group. So training people, educating them on how to use large language models, and experimenting with the technology. That's probably our number one focus."

Now is the time for L&D to come into focus. With AI and other technologies helping ease the burden of analysis on many leaders, there's perhaps never been a better time to re-examine how talent is identified within the organization.





We have a lot of data about you as an employee, how do we synthesize this into intelligence and perhaps use AI or machine learning to auto-detect people's potential?

Today, in many organizations, you still have to be noticed by a leader, a process subject to gamification and what Huffaker calls “the popularity and beauty contests.”

“What I’d like to see over the short term would be more focus on how we use the data that we have,” Huffaker said. ***“We have a lot of data about you as an employee, how do we synthesize this into intelligence and perhaps use AI or machine learning to auto-detect people's potential?”***

“We’re about to get to a place where we’re able to pick up signals that someone has potential and help them manage their career. While I don’t think we should ever remove human judgment in that process, I’d love for us to lean more into technology

and smartly use it to pick up some of these signals that, historically, we have relied upon leaders alone to judge.”

A lot of attention is paid to how AI can help with identifying training opportunities or new learning models that work better for a specific audience, but to Vuicic’s point, part of the next era is learning how to work with AI as a collaborator in the workflow of a growing number of roles.

According to **Bendikt Dischinger**, Vice President of Finance, People and Culture at DocuWare, HR’s ability to keep up with AI and shifts in how people work is critical for both the business and the culture of the workplace.



Critical to navigating the impending technological disruptions is the cultivation of a corporate culture that places a premium on continuous learning and adaptability. This for me goes beyond survival. No matter the size of your business or industry you are in, successfully nailing strategic initiatives hinges on keeping up with the fast-paced changes in technology and workforce dynamics.



Bendikt Dischinger | Vice President of Finance, People and Culture at DocuWare

Remote and Flexible Working

While return-to-office mandates proliferated in 2023, early data is revealing that it isn't having a big impact on the bottom line. While there are perhaps some perceived gains in productivity or collaboration, it hasn't quite translated into dollars and cents, a fact that only helps the case for maintaining flexible work arrangements that benefit employees.

“COVID changed a lot of things for people post-pandemic and I think that continuing to offer that flexibility in that hybrid world is going to be key. This builds trust between the employer and the employee and that organization,” Wang said.





Employers need to invest in technologies that support remote work, and that's where things like content management solutions come into play.

That flexibility goes back to the question of what work means to people. As it turns out, how and where they do it matters a great deal. What employers are offering and what people expect following the years of the pandemic hasn't necessarily aligned, but as time goes on and management of remote and hybrid processes continues to improve, it's likely that more employers will change their tune.

"More and more, the workforce is leaning towards having control over their work schedules and where they work from," says Dischinger. ***"Employers need to invest in technologies that support remote work, and that's where things like content management solutions come into play."***

Increased digitalization of processes, performance management practices and HR tasks, Dischinger believes, will create more

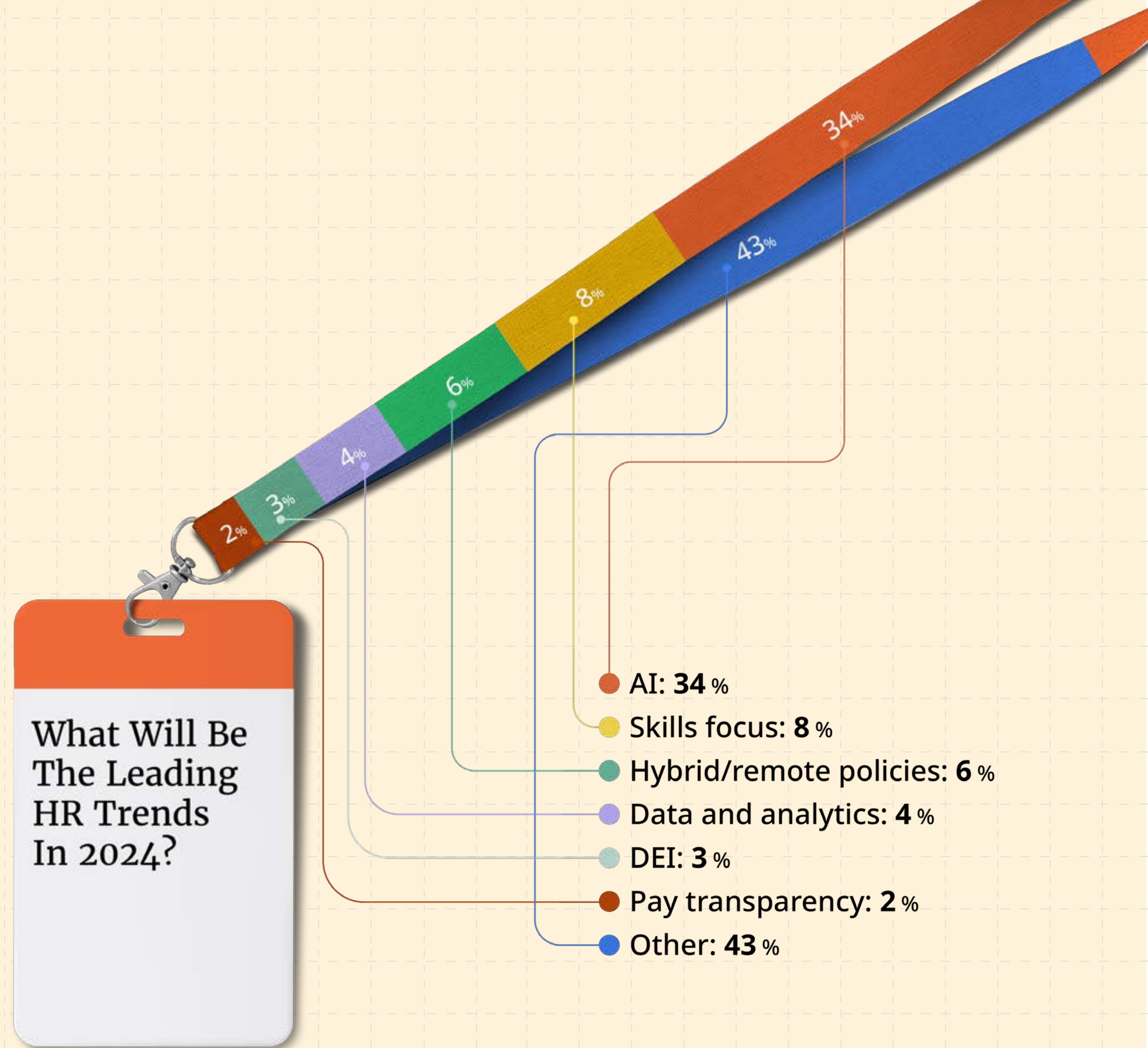
opportunity for flexibility in working arrangements, thus serving a more diverse mix of employees.

"Putting a spotlight on digitisation, especially in HR processes, works wonders," he says. ***"It streamlines record and contract management, enhances diversity in hiring, and improves the onboarding process."***

This not only arms teams with smart, data-driven insights to tackle employee needs but also sparks engagement throughout an organization. And now with companies embracing automation tools and cloud-based platforms for remote document access, it not only amps up collaboration but also stacks organizations up against their competitors by drawing in a diverse and talented workforce."

Leading Trends in HR/People Operations

What about the work of HR itself?



In recent years, we have heard a great deal about the war for talent and the struggles companies have had with retention. But now, with the talent market shifting toward lower attrition rates and employees staying put longer, how will HR's priorities shift?

So we asked: What do you think will be the leading trends for HR in 2024?

- 31%** AI
- 8%** Skills focus
- 6%** Hybrid/remote policies
- 4%** Data and analytics
- 3%** DEI
- 2%** Pay transparency
- 43%** Other

Unsurprisingly, AI led the way. As we've noted, few developments are expected to upend the way people work, what they do and why as much as AI is. And, as you might expect, the next closest thing behind that is a greater focus on skills and providing the flexibility people are looking for through remote and hybrid work.

But what's interesting is what comes after that.

Following a year where DEI took a beating from the board room, in many cases being torn down and folded back up under HR, some leaders are expecting a resurgence to take place. Among the 3% that mentioned diversity, the graphic below shows a few examples of what they had to say about what the priority would be for DEI.



Diversity and representation in mid to senior leadership, but not executive.”

International talents for diversity and advocating for women leading roles like never before.”

Resurgence of DEIB Strategies, RTO alternatives and better benefits programs.”

Gender diversity and inclusive workplaces will be a top priority for businesses that seek to be relevant.”

Pay transparency earned 2% of responses courtesy of changing laws requiring employers to post pay ranges in job ads, increasing transparency on how the company values the role, determining compensation and holding itself accountable for pay equity practices. It's an important motivator for companies to practice pay equity, and a core component in many companies' DEI philosophy.

“You're seeing more and more states pop up with pay transparency regulations,” Wang said. ***“It's continuing to focus in terms of how employers can be more transparent, more aligned to that human to human connection in terms of pay conversations.”***

A spat of research over the last five years has shown that between 60% and 70% of companies believe achieving pay equity is a crucial priority for the success of the business. Despite this, the vast majority of the same companies who highlighted its importance are still some ways from achieving pay equity.

The Role of Data and Analytics

Employee data is everywhere within a modern organization, collected by every technology used and analyzed by machines and people alike. Practically every response we received in response to the question of important HR trends involves a practice or technology that relies heavily on data. For this reason, Wang believes that data and analytics will be at the center of HR's efforts to implement these initiatives and technologies.

“From an HR perspective, how we collect the data, how we organize it, how we manage it, and how we actually use that data in making decisions,” Wang said. ***“We’re talking about finding the right talent, but do we have the data to make sure that we can find the right talent in the right location, the right experience, what’s the pay look like? We need the right data to do compensation benchmarking and that we can leverage in order to ensure that we’re doing the right thing for the business.”***

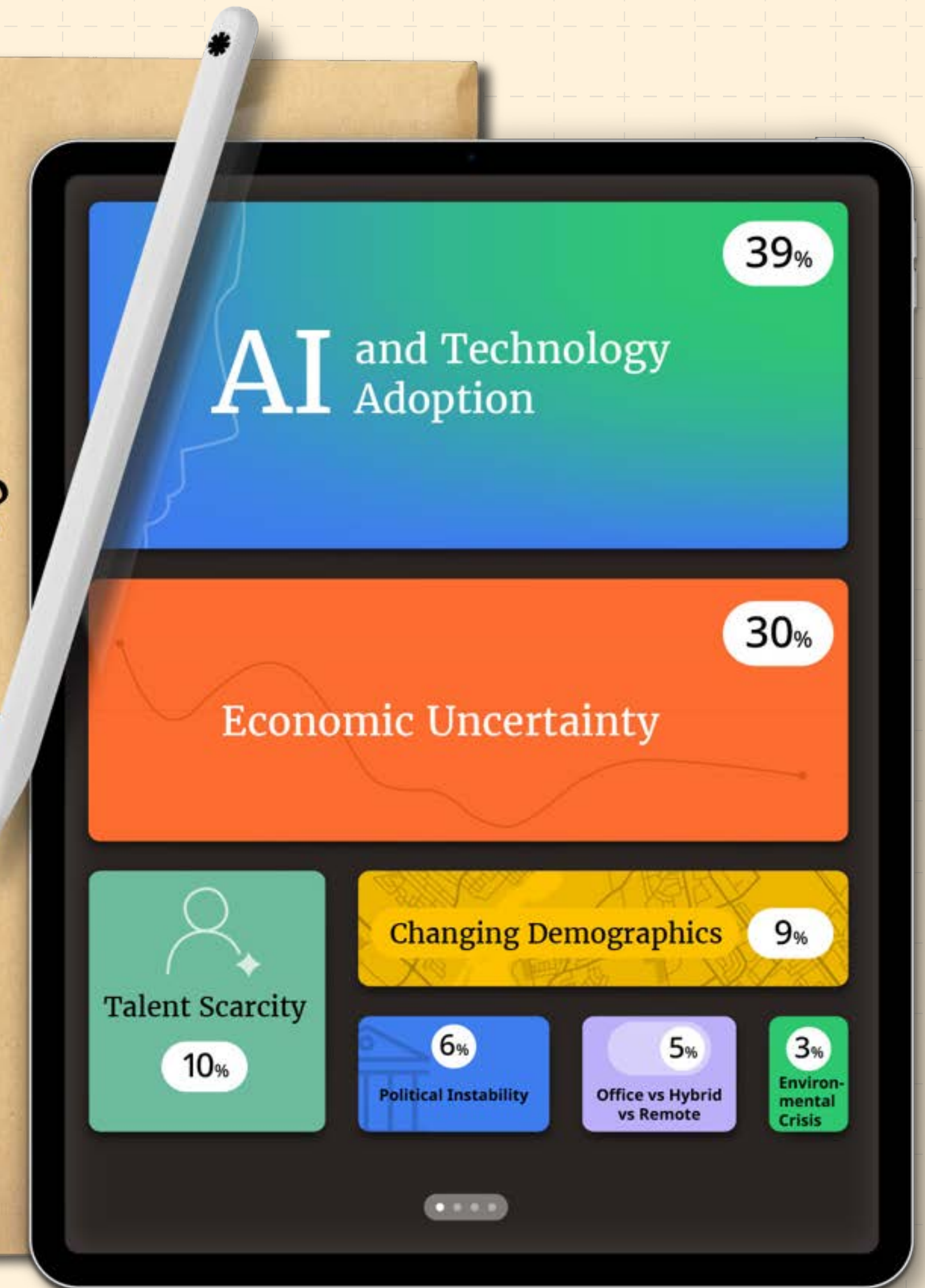


The Next 10 Years

Looking back to 2014, how many workforce predictions came true? How has the world of work changed since then?

What Will Be The Biggest HR Workforce Disruptors Over The Next 10 Years?

People managing people



Well, we took a sneak peek at some old articles and AI wasn't mentioned even once! Contrast that to today x 39% of those we asked think it's going to cause the biggest disruption to the workforce in the next 10 years, ahead of economic uncertainty.

39% AI and technology adoption

30% Economic uncertainty

10% Talent scarcity

9% Changing demographics

6% Political instability

5% Office vs hybrid vs remote

3% Environmental crisis





Preparing for an AI Future

To prepare for more advanced AI as best they can, HR leaders are remaining open to the possibilities and leveraging the aforementioned skills-based approach to ensure that the workforce is ready for what's to come.

"In 10 years, who's to say what innovations will have occurred and how they'll reshape workforce dynamics and the job requirements? So the challenge is going to lie within organizations on how they reskill and upskill their employees," Victoria Myers, Global Head of Talent Management, Amdocs said. ***"If the pace of innovation is so fast, the skills of today will become obsolete and we're all going to have to continuously be learning."***

One thing is clear, AI is going to be entrusted with a greater amount of work and influence within the organization. Whether it's the analysis of proprietary data, performing customer facing services or informing the strategic direction and creation of company content, AI's role will move beyond that of a tool or a chatbot and into the realm of active collaborator.



How do we incorporate them into our company or culture? How do humans interact with those digital workers? How do you regulate and work more efficiently and effectively with them?

“We’ll have a lot of digital workers in the future, so the question is how do we incorporate them into our company or culture? How do humans interact with those digital workers? How do you regulate and work more efficiently and effectively with them?” asks **Annette Vandamas**, Director and People Partner at ABBYY.

Vandamas’ questions are valid. How humans interact with machines is going to reshape not just the nature of work but how we view what a job is. Both Huffaker and Vuicic believe that the old idea of the career ladder is a thing of the past in light of the reskilling ecosystem that will come out of an age of AI.

“You could see a world where in 10 years, the construct of jobs could become obsolete and they’re deconstructed into elemental skills,” Huffaker said. *“This will open up as companies kind of x-ray jobs and think about the skills that are required to do those and then assess people’s capabilities around that.”*

This could open up opportunities to transition careers that never existed before. Huffaker gives the example of someone with a career in finance. Upon examination of what they do on a typical day, things like managing budgets and timelines, a skill level analysis could reveal that this person could have a career in sales, opening a possibility they previously never thought of.

“It’s really about how somebody builds more breadth and not just depth in their experience.”

In this next era of work, companies will likely remove barriers to those transitions. Wang believes that this will spark an evolution in how people think about their career journeys.

“I think all of that will actually change how we look at career pathing,” Wang said. **“It’s really about how somebody builds more breadth and not just depth in their experience. Thinking about making different shifts and moves to help with either reskilling or upskilling and making them more valuable to the organization.”**

There are some baseline things that organizations can do now to help get prepared.

“Something that we did early on was pull together a governance process and a governance committee that is accountable for overseeing the safe, secure, and ultimately ethical use of AI within our organization,” says Alex Link. **“It’s important to have those bumpers or guiding principles associated with how you strategically want to leverage these emerging technologies in a way that’s compliant, secure, and makes sense for your people.”**

As noted earlier, Vuicic and Thomson Reuters were quick to get ahead of the learning curve on AI. While it's early days for the technology in the workplace, there's not better moment than the current one to get the organization ready for each step of its evolution.

“We’ve gone out front footed on this early on with our very first global learning day for all associates or colleagues on AI and machine learning, including generative AI, what we’re doing internally, what customers are doing and what we see in the market,” Vuicic said. ***“On the heels of that, we launched six hours of learning for everybody in the enterprise. Then we followed on a couple months later with more specific technology training for the tech organizations on AI and ML, that’s about eight hours for everybody.”***

The key part of what will drive Thomson Reuters success is the fact that the training is applied to everyone. This sort of inclusive training has more potential for yielding innovative approaches to AI implementation. Put simply, it can't be left to your tech team.

According to Link, every person in the organization needs to consider what sort of upskilling they need to build their career path.

“I think every single individual within your employee population needs to be ups within AI,” he said. ***It’s not just your technologists, everyone needs to have some level of baseline understanding of what AI is, what your policies are associated with it, and how your organization is leveraging it strategically.”***



Utilizing a Multigenerational Workforce

According to research by the US government, the share of employed workers over 60 in the U.S. doubled during the two decades between 2000-2020 and this trend is set to continue over the next decade even as Gen Alpha begins to enter the workforce.

The arrival of another new generation into the workforce means organizations will be increasingly tasked with managing talent that grew up in very different eras.

“Managing a multigenerational workforce is going to be a key challenge over the next 10 years,” Myers said. ***“They have different expectations, they’re going to have different work styles. We don’t even know what Gen Alpha’s work style is going to be yet because they haven’t joined.”***

Given the sort of cultural tension that exists between Baby Boomers and Gen Z - the oldest and youngest generations in the workforce, respectively - adding Gen Alpha to the mix is likely to complicate things even further at a time when the workforce is already dealing with the biggest industrial change of the last hundred years.

Key to transitioning each generation through this new era will be placing a value on diverse perspectives, regardless of age or experience.

“Emphasize the positive qualities of older workers,” says **Robert Bird**, professor of Business Law at the University of Connecticut. ***“Older workers tend to have a wisdom that younger workers might not have. They have the benefit of more past knowledge that can help them kind of predict the future. They’ve seen crises happen before and they’ve dealt with periods of instability, so they can address those questions perhaps more effectively.”***

This is not to say that younger voices should take a back seat. For Shakiba, the biggest and perhaps most important part of creating an organization that is future-ready, is incorporating the perspectives of younger cohorts with the longest way to go in their careers.

“Empower them [younger generations] to bring insights to the table,” she said. ***“Not a lot of organizations can do that very well. Companies that can embrace new generations, and listen and learn from them, will be much more malleable and powerful in the years to come because they’re taking advantage of new ideas.”***

Who Participated in This Report





Bill Huffaker

Vice President of Talent Management at Workdayple and Culture at DocuWare

Bill Huffaker (he/him/his) is a talent leader who is known for transforming talent, performance, and culture in global companies. He has delivered results across an array of industries, geographies, brands, and sizes of organizations over the span of his 25+ year-career. Bill is a trusted advisor and a certified executive coach to C-suite leaders and boards of directors. He is passionate about reimagining traditional human capital approaches to enable the future of work.



Mary Alice Vuicic

Chief People Officer at Thomson Reuters

Mary Alice joined Thomson Reuters in November 2017 and leads both the Human Resources and Communications functions. She has over 20 years of experience working in senior human resources positions at leading international organizations. Previously, she served as the Chief Human Resources Officer for L Brands, a portfolio of retail brands with nearly 90,000 associates.



Tina Wang

Divisional Vice President of HR at ADP

The daughter of a small business owner with 24+ years of HR experience, Tina Wang currently serves as Division Vice President, Human Resources for Small Business Services, Retirement Services and Insurance Services, Major Accounts, and ADP Canada at ADP. Starting her career with ADP in 2000, Tina excels in working throughout the organization to deliver people-driven results.



Alex Link

Lead Director, L&D, at CVS Health

Alex is the Lead Director, Learning and Development at CVS Health. He has an MS in Human Resources and Labor Relations and extensive experience in HR, leadership development, talent management, and learning and development. He's currently transforming CVS Health's technology organization into a skills-based org positioned to utilize the latest technologies to build a better healthcare system.



Benedikt Dischinger

Vice President of Finance, People and Culture at DocuWare

Benedikt is VP Finance and People & Culture. He is responsible for global budgets, and the planning and roll out of DocuWare's strategic initiatives. He and his team are committed to accelerating the performance and growth of the company through its culture and people, because talent development and a supportive corporate culture is what empowers employees to be their best. Benedikt joined DocuWare in 2016.



Weronika Niemczyk-Savage

Chief People & Culture Officer, Cyncly

Weronika leads the global People function and strategy to enable the company's vision and goals. With over 15 years of experience in the human capital practice as tech companies such as Google and ABBYY, she has a strong track record of driving organizational transformation, talent management, and employee experience across diverse and dynamic industries, such as information services, technology, and travel.



Amanda Halle

Founder & CEO of Mindful Growth Partners

Over the last 15 years, Amanda Halle has built, operated, consulted, and advised over 50 diverse companies, including Google, Warburg Pincus, Jane Technologies, and LifeLabs Learning. In 2021, she founded Mindful Growth Partners with a mission to transform individuals, teams, and organizations into future-ready, adaptive systems that thrive amidst constant change. Her approach is anchored in fostering transparency, adaptability, and conscious decision-making, ensuring individuals and teams not only navigate but excel amidst change.



Victoria Myers

Global Head of Talent Management, Amdocs

Victoria is the Global Head of Talent Attraction at Amdocs, where she spearheads efforts to attract new employees while driving impactful programs and initiatives that elevate the growth and well-being of Amdocs' current workforce. As the driving force behind effective employer branding campaigns, Victoria showcases Amdocs' vibrant culture and unwavering values to talent communities. Her strategic vision and dynamic approach create an amazing environment that attracts the industry's brightest minds, ensuring Amdocs remains at the cutting edge of innovation.



Annette Vandamas

Director, People Partner, ABBYY

Annette Vandamas is Senior Director and People Partner at ABBYY, a global AI company with headquarters in Milpitas, CA and offices in 12 countries. She is an international HR leader with extensive experience supporting teams across North and Latin America as well as globally. A strategic thinker, she excels in managing change and challenging situations in diverse environments, from start-ups to 10,000+ multinational companies. With a keen business acumen spanning finance, banking, tech, SAAS, and cloud-based platforms, Annette is passionate about developing talent management strategies that drive employee and organizational success.



Felicia Shakiba

Fractional CPO, CPO Playbook

Felicia Shakiba is the Founder, Podcast Host, and Leadership & HR Consultant for CPO Playbook. Former Head of Performance Management of the \$12B multinational advertising and PR technology giant, WPP, she has led several international HR teams as the VP of People & Culture for clients in industries such as fintech, biotech, ad tech, and more. She has over 16 years of experience in people strategy and has impacted over 130,000 employees in her career.



Robert Birdage

Professor of Business Law at the University of Connecticut

Robert Bird is a professor of Business Law at the University of Connecticut and the Eversource Energy Chair in Business Ethics. He focuses on legal strategy, employment law, business ethics, business and human rights, compliance, and related fields.



people managing people

in : [people-managing-people](#)

ig : [peoplemanagingpeople](#)

f : [peoplemanagingpeople](#)

X : [pplmanagingppl](#)

[peoplemanagingpeople.com](#)

People Managing People © 2024. All Rights Reserved.