


Michael A Potter International Mini Executive MBA Programme



Module 3 Organisational Development and People Management



STRATEGIC ORGANISATIONAL DEVELOPMENT

A SYNOPSIS



12 SEPTEMBER 2018

Background

- ❖ UK born
- ❖ More than 20 Years Experience in Corporate Role
- ❖ 1994 MPA Consulting – www.mpa-consulting.co.uk
- ❖ 2003 Michael A Potter International – www.map-int.com
- ❖ 2015 Michael A Potter Media – www.michaelapottermedia.com
- ❖ Globalist / International Practitioner
- ❖ Writer/Speaker/Trainer/Consultant
- ❖ Fellow of CIPD (UK) and RSA (UK)
- ❖ Not Related to Harry Potter



Agenda

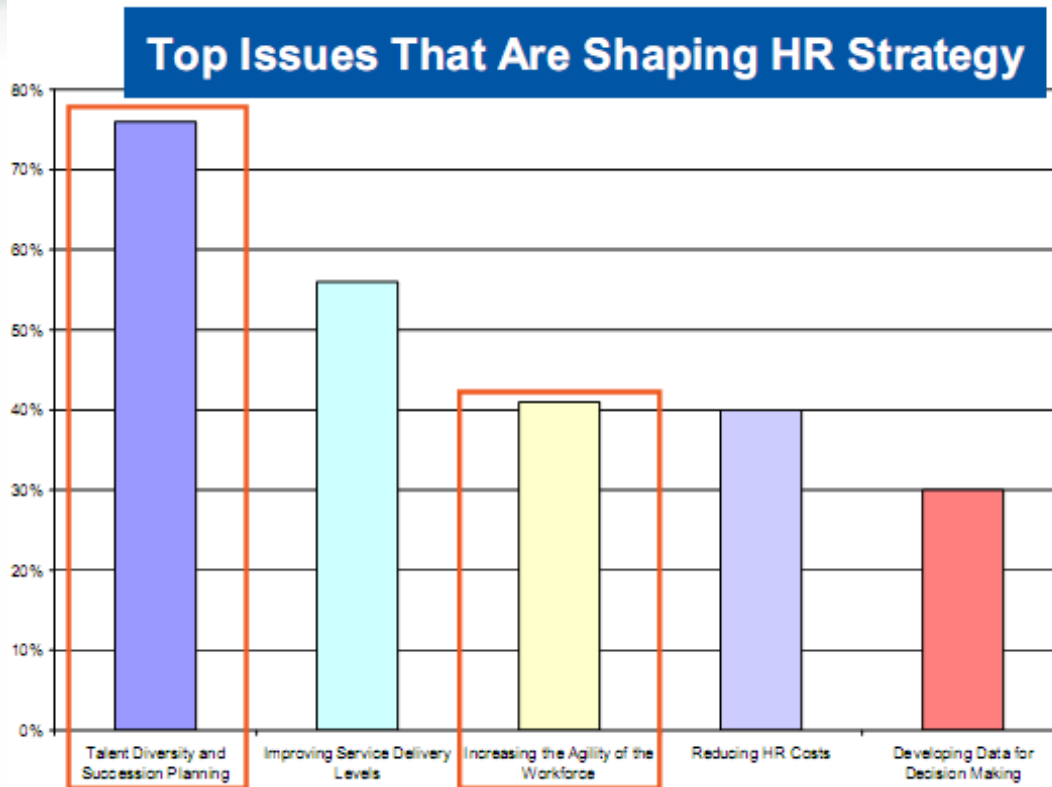
- ❖ TOP ISSUES SHAPING HR STRATEGY.
- ❖ CHANGES IN GLOBAL WORKFORCE AN OUTLOOK 2020 AND BEYOND.
- ❖ ECONOMIC OUTLOOK –VIETNAM.
- ❖ MANAGING A MULTI-GENERATIONAL WORKFORCE.



Session 1

TOP ISSUES SHAPING HR STRATEGY

Top Issues Shaping HR Strategy



Top Issues That Are Shaping HR Strategy	
Talent Diversity and Succession Planning	76%
Improving Service Delivery Levels	56%
Increasing the Agility of the Workforce	41%
Reducing HR Costs	40%
Developing Data for Decision Making	30%

Top HR issues continue to highlight the importance of proper talent management practices and programmes

Source: Saratoga Institute, Benchmarking Report

Barriers and Opportunities to Enhance HR Performance

Barriers

Capability of line managers in management of their people

Skills/competencies of HR staff

Cost constraints

Business perception of value which HR can bring

Opportunities

Skills/competencies of HR staff

Business perception of value which HR can bring

Technology

HR functional leadership

- Pressing need to implement people management & HR capabilities training programmes measured by business outcome results
- While progress is seen with core HR systems HR's customers on the business and workforce are yet to experience its potential

Video

FUTURE STATE 2030



Session 2

CHANGES IN THE GLOBAL WORK FORCE – AN OUTLOOK ON 2020 AND BEYOND

The World of Work is Changing...

Drivers

- Globalisation
- Technology
- Demographics
- Outsourcing
- International mobility
- New labour laws

Challenges

- Loss and lack of talent supply due to ageing population
- Replacing baby boomers
- Attracting and keeping younger workers
- Managing older workers
- Workforce diversity
- Worker loyalty and motivation

Vietnam – Quick Facts



Statistics	2017 / 2018
Population	96,488,000
GDP (PPP)	\$6,256
GDP – real growth rate	6.3%
GDP per capita	\$6,900
Labour force	57.50 million
Unemployment rate	2.2%
Ages 15-24	4.6%
Population below poverty line	11.3% (Final update 2012)
Education expenditure	18.7%

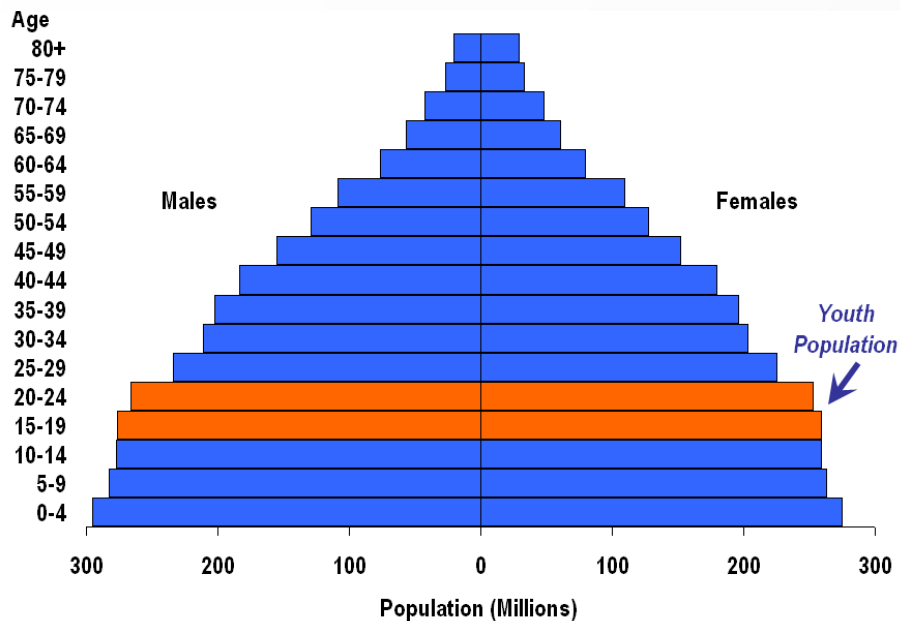


Source: Central Intelligence Agency 2017/18

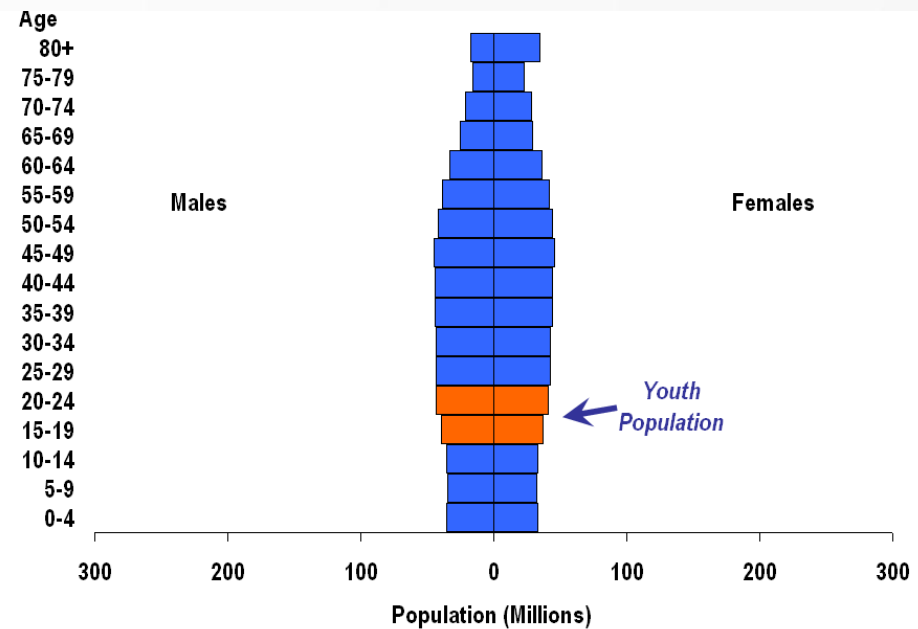
Shifting Demographics

Source: Economist Intelligent Unit

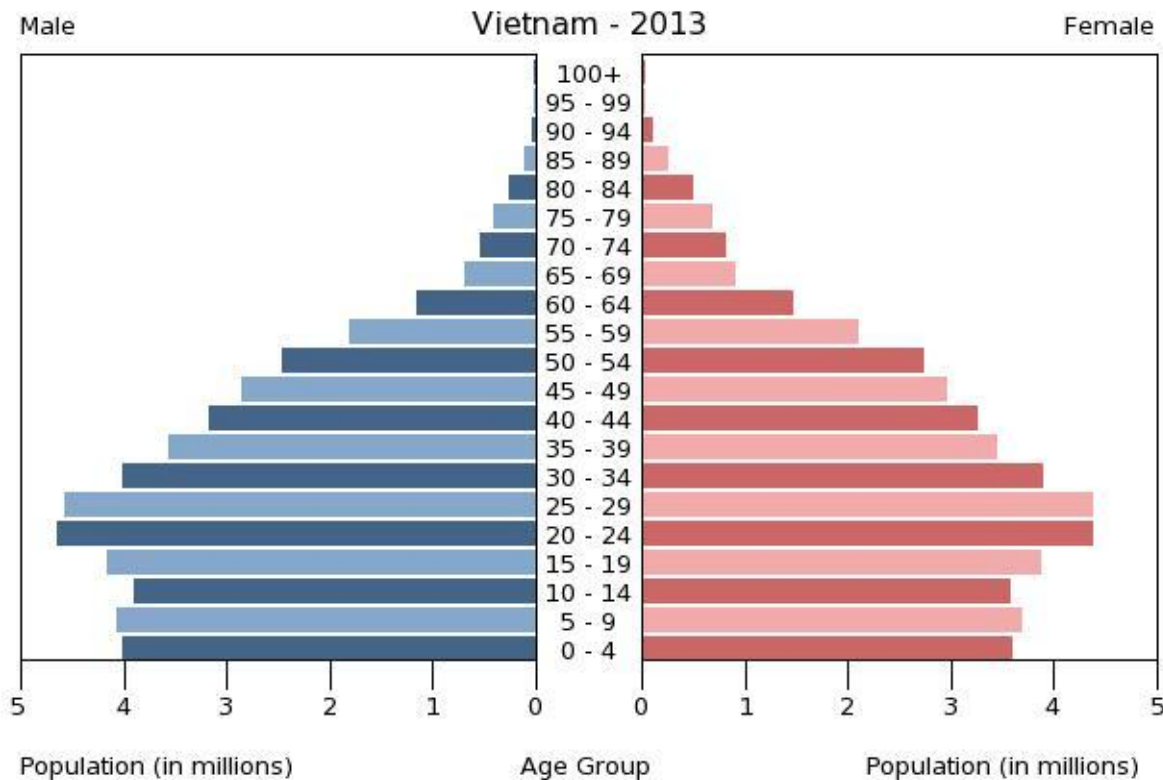
Population in **LESS** developed countries



Population in **MORE** developed countries



Vietnam Population Pyramid



Age Structure

0-14 years: 24.6%

15-24 years: 18.4%

25-54 years: 44.4%

55-64 years: 7%

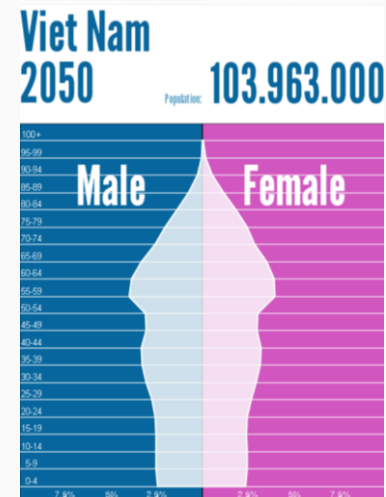
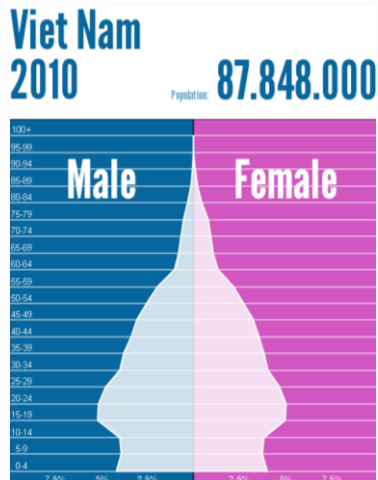
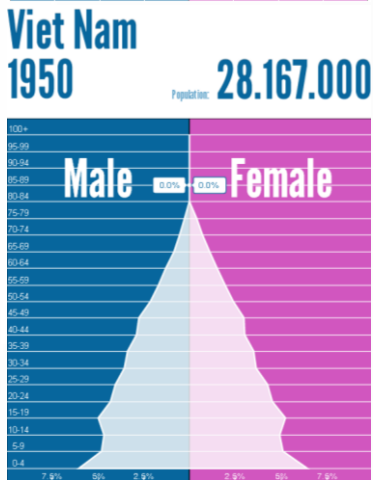
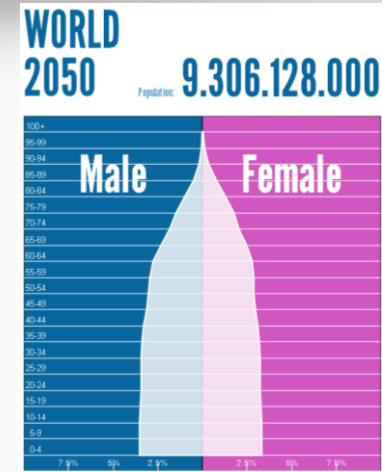
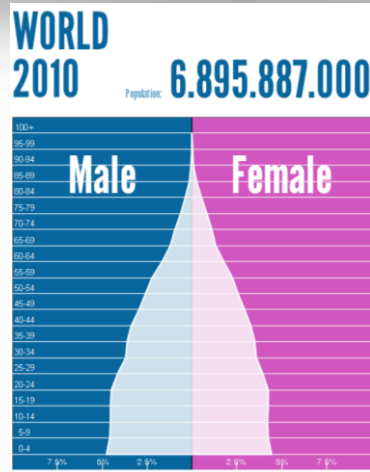
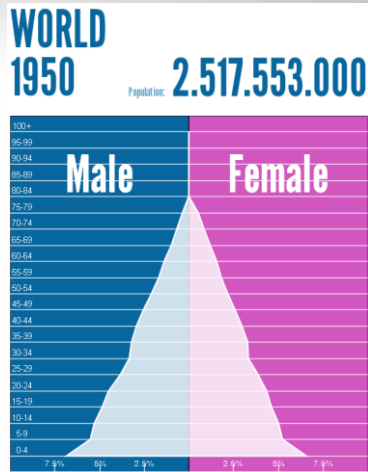
65 years and over: 5.6%

Population growth rate

1.03% (2013 est.)

Source: Central Intelligence Agency 2017/18

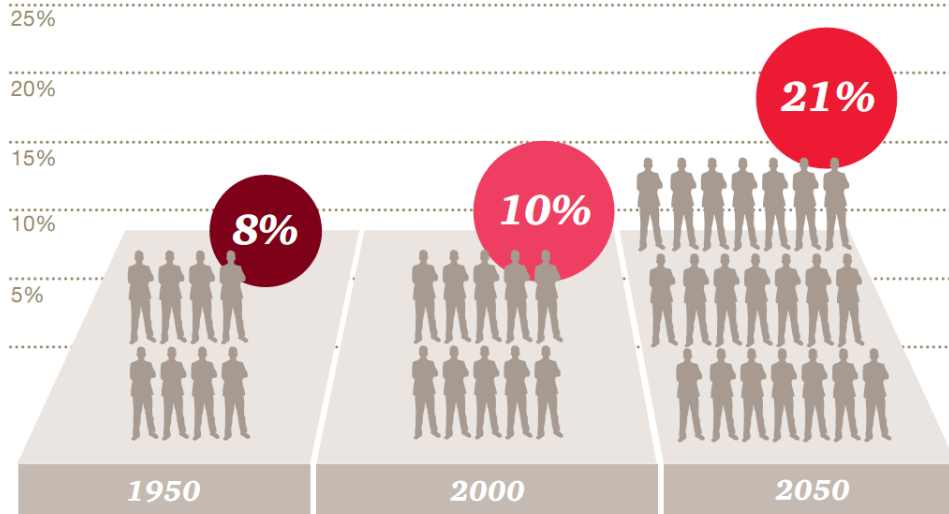
Changing Age Structure



Source: United Nations, Department of Economic and Social Affairs, Population Division (2017/18)

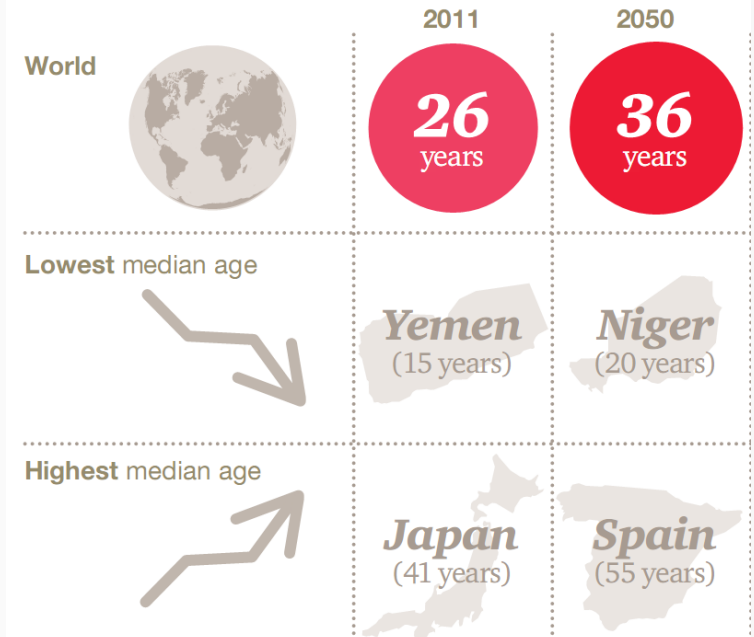
World Ageing Population

Proportion of the world population aged 60 years or more



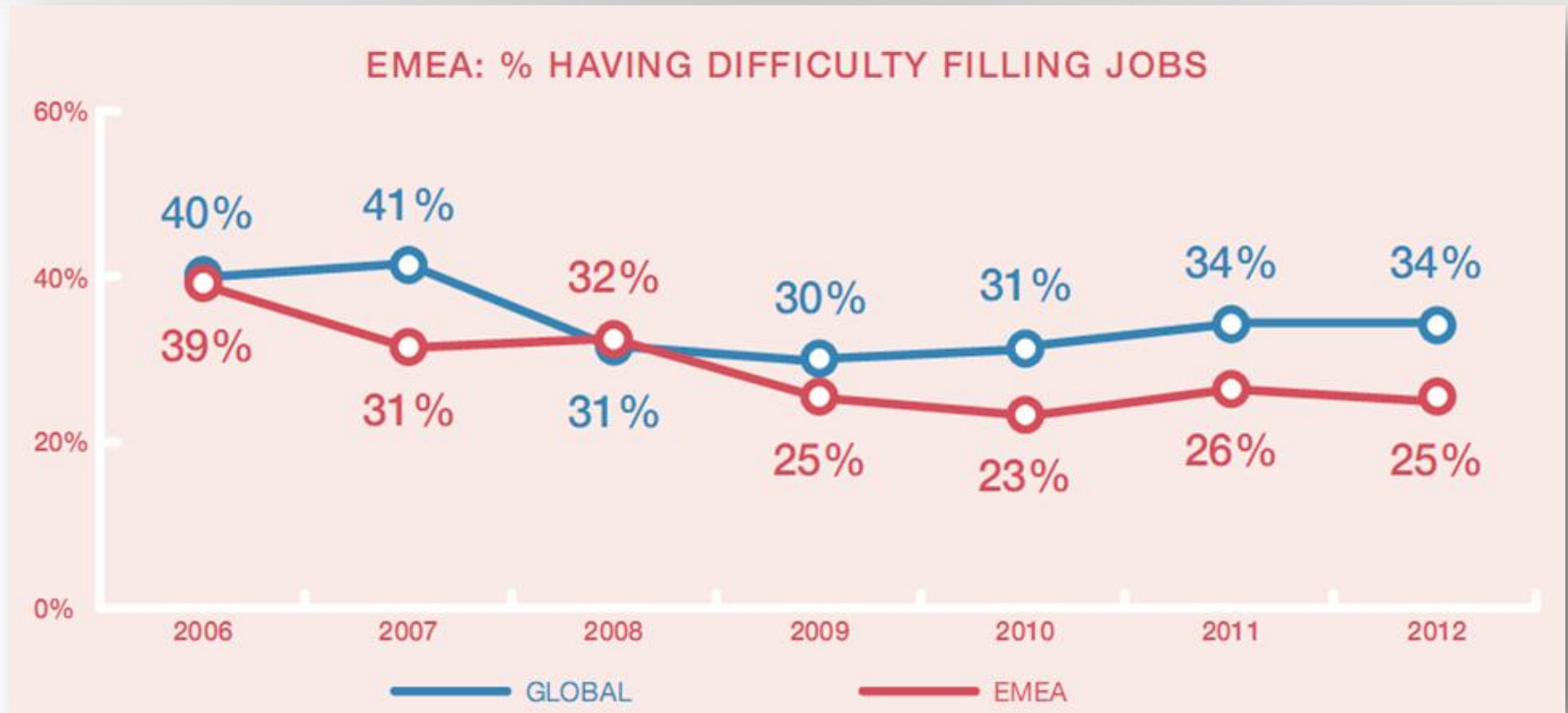
Source: UN report World Population Ageing 1950–2050

Median age



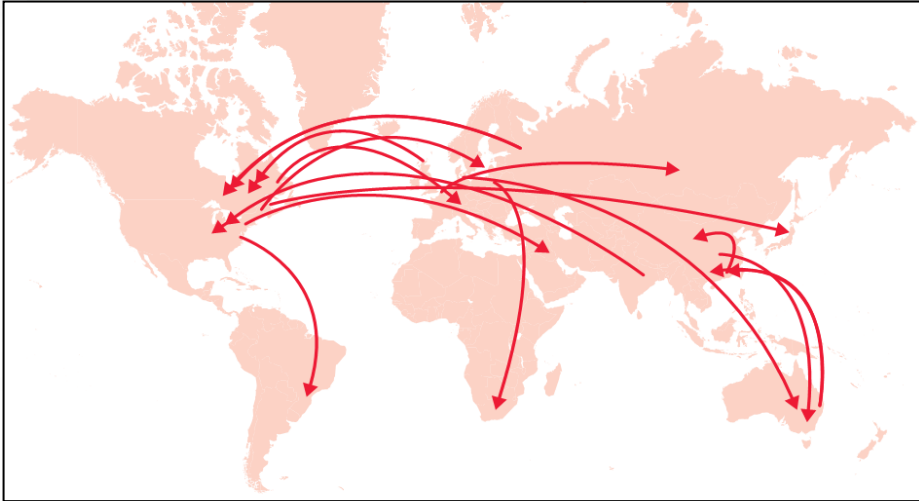
Source: PWC – Talent Mobility 2020 and Beyond

A Global Talent Shortage?



Source: Manpower “Global Talent Shortage Survey 2017/18”

Talent Mobility



1990-2010

- Off-shoring gathers pace
- New breed of workers meet globalisation demands through commuter, rotational, and technology-enabled virtual assignments
- West to East or intercontinental flow of talent



2020 and beyond

- Global mobility continues to grow and becomes part as the new normal
- Mobility of talent is fluid

Source: PWC – Talent Mobility 2020 and Beyond



Workforce Challenges - Vietnam

Source: Tower Watson – “Sustainable Talent Management Strategy – Asia Pacific versus Vietnam’s perspective”

- **Lack of key skills (Sales & Marketing)**
- **Undeveloped cooperation between education/training providers and the industrial sector**
- **High staff mobility/turnover**
- **Engagement, reward and retention strategies**
- **Loss of talent / talent outsourcing**

Solutions

Source: Tower Watson – “Sustainable Talent Management Strategy – Asia Pacific versus Vietnam’s perspective”

- **Establish Employment Value Proposition (EVP)**
- **Develop a total reward strategy beyond just compensation**
- **Make talent management unique to individual organisation/culture – embrace talent management process**



Solutions

Source: Tower Watson – “Sustainable Talent Management Strategy – Asia Pacific versus Vietnam’s perspective”

- **Rethink organisation structure, staffing strategies and management approaches**
- **Define your target talent segments**
- **Differentiate performance and rewards**
- **Engage high performers and transform them into next generation leader candidates**





Session 4

MANAGING A MULTI-GENERATIONAL WORKFORCE

Multi-Generational Workforce

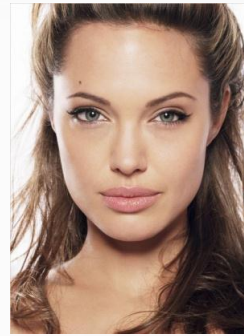
By 2020 Gen Y (Millennials) will form 50% of the global workforce



Matures
(Born 1925-945)



Baby Boomers
(1945 - 1964)



Generation X
(1965 - 1979)



Generation Y
(1980 - 2000)

5-10 years?







Generation Z
(Born after 2000)

25 years?



Generation Z²? (Born
after 2019)

Understanding Different Generations

	Matures	Baby Boomers	Generation X	Generation Y, Z
Outlook	Practical	 Optimistic	Skeptical	Hopeful
Work Ethic	Dedicated	 Driven	Balanced	Ambitious
View of Authority	Respectful	Love/hate	Unimpressed	Relaxed, polite
Leadership by	Hierarchy	Consensus	Competence	Collaboration
Relationships	Personal Sacrifice	Personal gratification	Reluctant to commit	Loyal
Perspective	Civic	Team	Self	Civic
Influencing Messages	<ul style="list-style-type: none"> • Make do or do without • Stay in line • Sacrifice • Be heroic • Consider the common good 	<ul style="list-style-type: none"> • Be anything you want • Change the world • Work well with others • Live up to expectation • Duck and cover 	<ul style="list-style-type: none"> • Don't count on it • Remember – heroes...aren't • Get real • Survive – stayin' • Ask "why?" 	<ul style="list-style-type: none"> • Be smart-special • Leave no one behind • Connect 24/7 • Achieve now! • Serve your community 



Attracting Gen Y (Millennials)

PWC 2011 – Surveyed 4,364 graduates across 75 countries...

- Work/life balance
- Powered by technology
- Money isn't everything
- Reputation matters

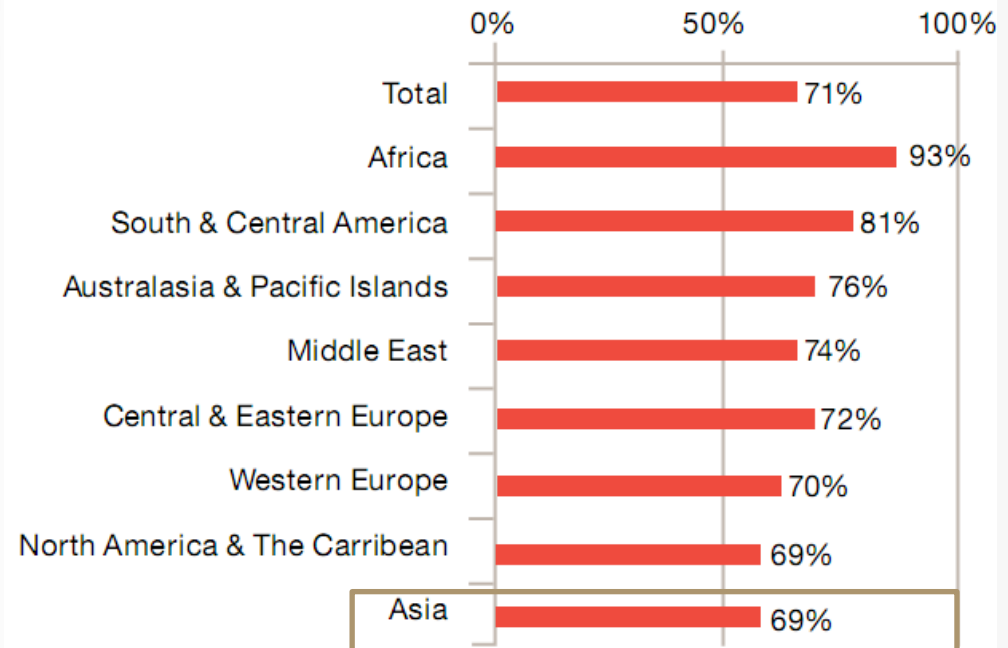
Which of the following things do you believe make an organisation an attractive employer?



Developing Gen Y (Millennials)

- Providing feedback
- Continuous learning
- Global careers

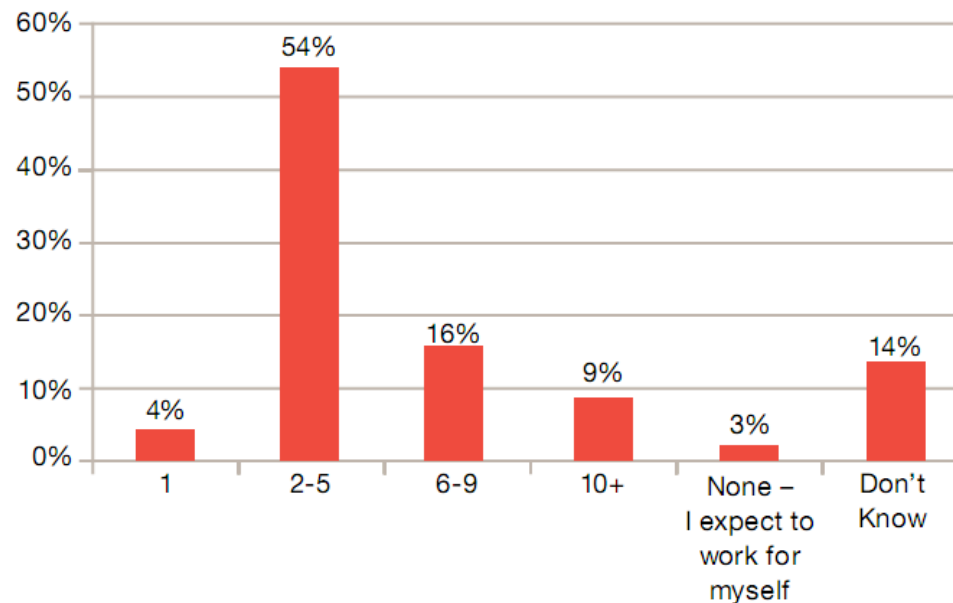
I would like to work outside my home country in my career



Retaining Gen Y (Millennials)

Loyal when it suites them?

How many employers do you expect to have in your career?



Intergenerational Tension

- Senior managers struggle to relate to younger workers
- Personal drive intimidates other generations
- Relationship with technology



What Can People Professionals Do?

Business leaders and People Professionals need to work together to:

Understand this generation

Get the 'deal' right

Help millennials grow

Provide constant feedback

Set them free

Encourage learning

Allow faster advancement

Expect millennials to go



Challenges for People Managers

Discuss:

What future challenges do People Professionals face in managing a multi-generational workplace?

1. Replacing the Boomers
2. Match management style to generational patterns
3. Managing cross-generational conflict
4. Accommodating different workplace needs
5. Support multiple workplaces
6. Link people and place to culture

Bridging the Generational Gap

- Being aware of the differences
- Having employees learn about differences
- Understanding triggers within each generation
- Having communication strategies in place
- Encourage one-on-one building through mentoring
- Find opportunities for employees to share their values and needs
- Fine-tune compensation packages
- Create individual development plans



Future Challenges for People Matrix Managers/Professionals



Thank you very much for your attention



QUESTIONS?

OR

COMMENTS!

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