Leadership Capabilities to Maximize Multigenerational Teams:

Bridging the Generational Talent Gap

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FUSION WEEK
Changing with the Times

Speaker



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Learning Outcomes

After attending this session, you will be able to…

- Describe key emerging technologies in the healthcare supply chain
- List steps organizations can take to bridge the generational talent gap
- Explain ways to navigate the talent rock

Agenda



- **C**larity
- **O**pportunity
- **R**eality
- **E**nd-game

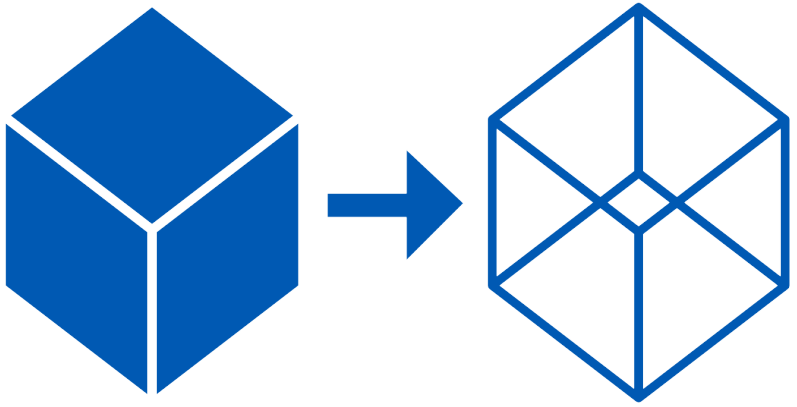
CLARITY



Understanding Digitization

Traditional View

- Creating digital copies of analog capabilities/assets



Contemporary View

- Realizing product/service value/revenues through tech





I Continue To See…

- IT and SC/procurement functions treated as commodities
- Insufficient business-savvy IT and analytics staff
- SC /procurement professionals lack requisite IT and analytical knowledge
- Digital business journeys hampered

OPPORTUNITY

Organizational Resolve ≠ Organizational Agility

- Is your organization flexible enough to take advantage of the opportunities it's presented with and is it willing to take risks?
- Does your organization have a strong digital strategy?
- Does your organization have the right capabilities to meet its customers' needs?
  - Are you using data to make better decisions?
- Does your organization have the right organizational practices?
  - Digital recruitment and performance management

Talent: Consistently A Top SC Challenge

- Hiring qualified works
  - #2 (PwC, 2014)
  - #2 (MHI/Deloitte, 2018)
  - #1 (MHI/Deloitte, 2019)

- Hiring and retaining qualified workers
  - #1 (MHI/Deloitte, 2020)

REALITY



Profiles of the Sought-after

Profile #1

- KPMG – 1 yr
- Consumer electronics company – 3.5 yrs
- Large metropolitan newspaper – 1 yr
- Large restaurant franchise – 1.75 yrs
- Major beauty and fashion – 1.5+ yrs

Profile #2

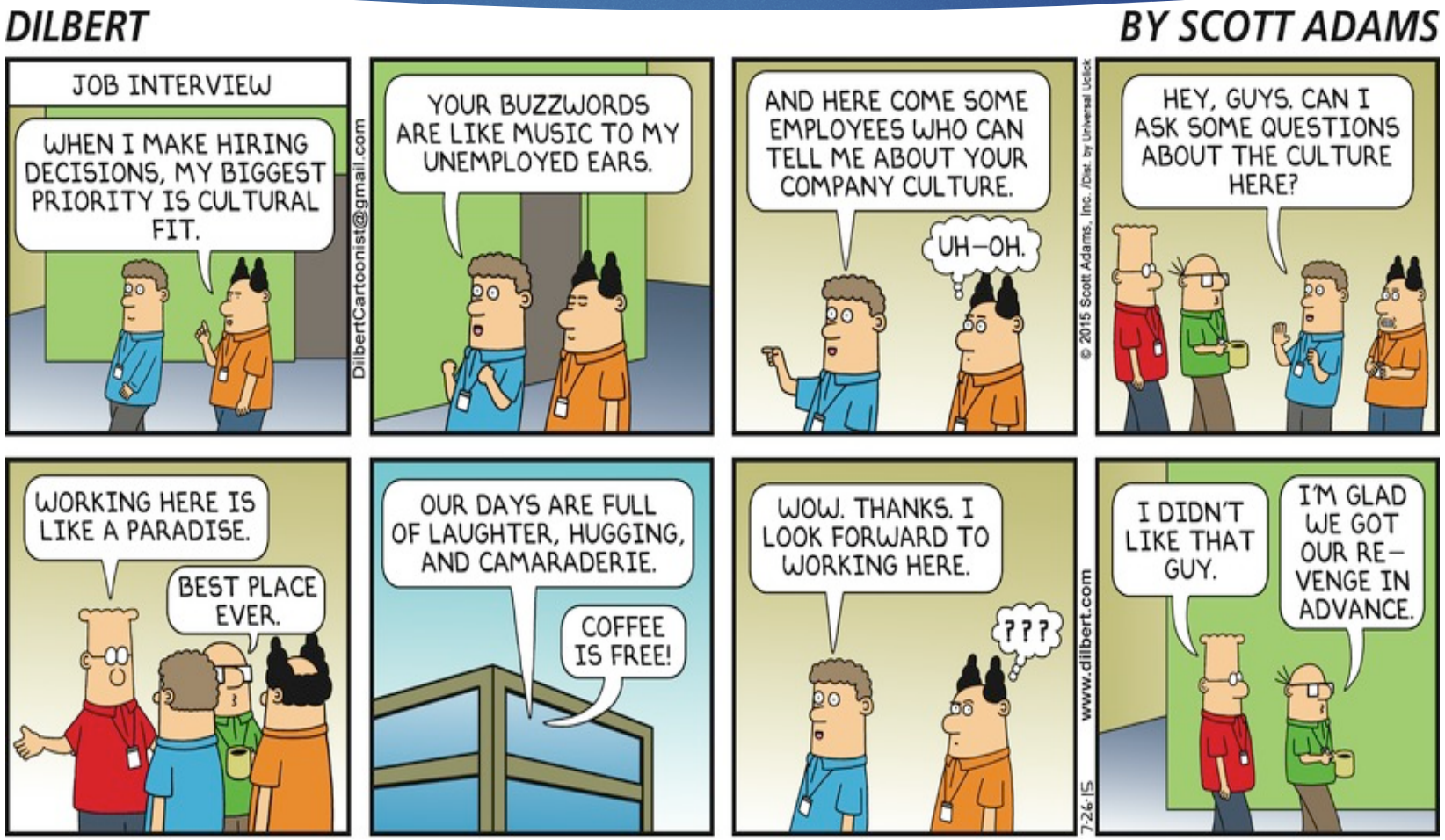
- Amazon – 1.5 yrs
- Private SMB #1 – 1.75 yrs
- Private SMB #2 – <1 yr
- Entrepreneurial venture – 5 months+
  - Side gig/real estate consultant
- Telecom and automotive sales – 1.75+ yrs

STEMpathy

Paradigm Shift: Skills-based to Talent-driven

Problems Over Backstory

Culture Check or Culture Shock?



"He would rather lose me and keep me than keep me and lose me."

~Anonymous Millennial

END-GAME:
Change The Game



Do You Have A Culture of Innovation or Stagnation?



How would you react to someone wanting to reinvent their job or position?



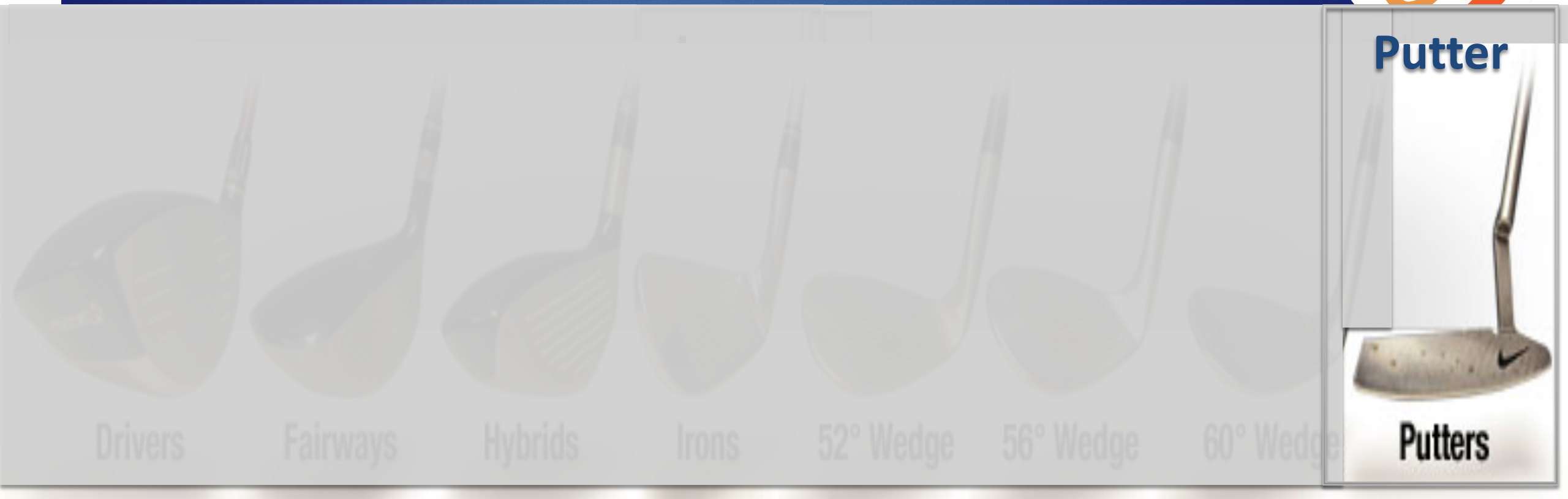
"People do not quit [organizations], they quit their managers."

~Anonymous Baby Boomer

"I used to think [the previous quote] was true, but with this generation…they love their [organizations], they love their managers, they're fine with the compensation package, yet they still leave…"

~EVP HR, Large Advisory Firm

Millennials Are All Alike, Right?



GenZ

Which Do You WANT?



Early Millennials

Recessionist Millennials

Generation Edge/GenZ

Which Do You NEED?



Early Millennials

Recessionist Millennials

Generation Edge/GenZ

For Which Do You Have An AFFINITY?



Early Millennials

Recessionist Millennials

Generation Edge/GenZ

"Your Organization NOW"

"Bridging the Generational Divide"

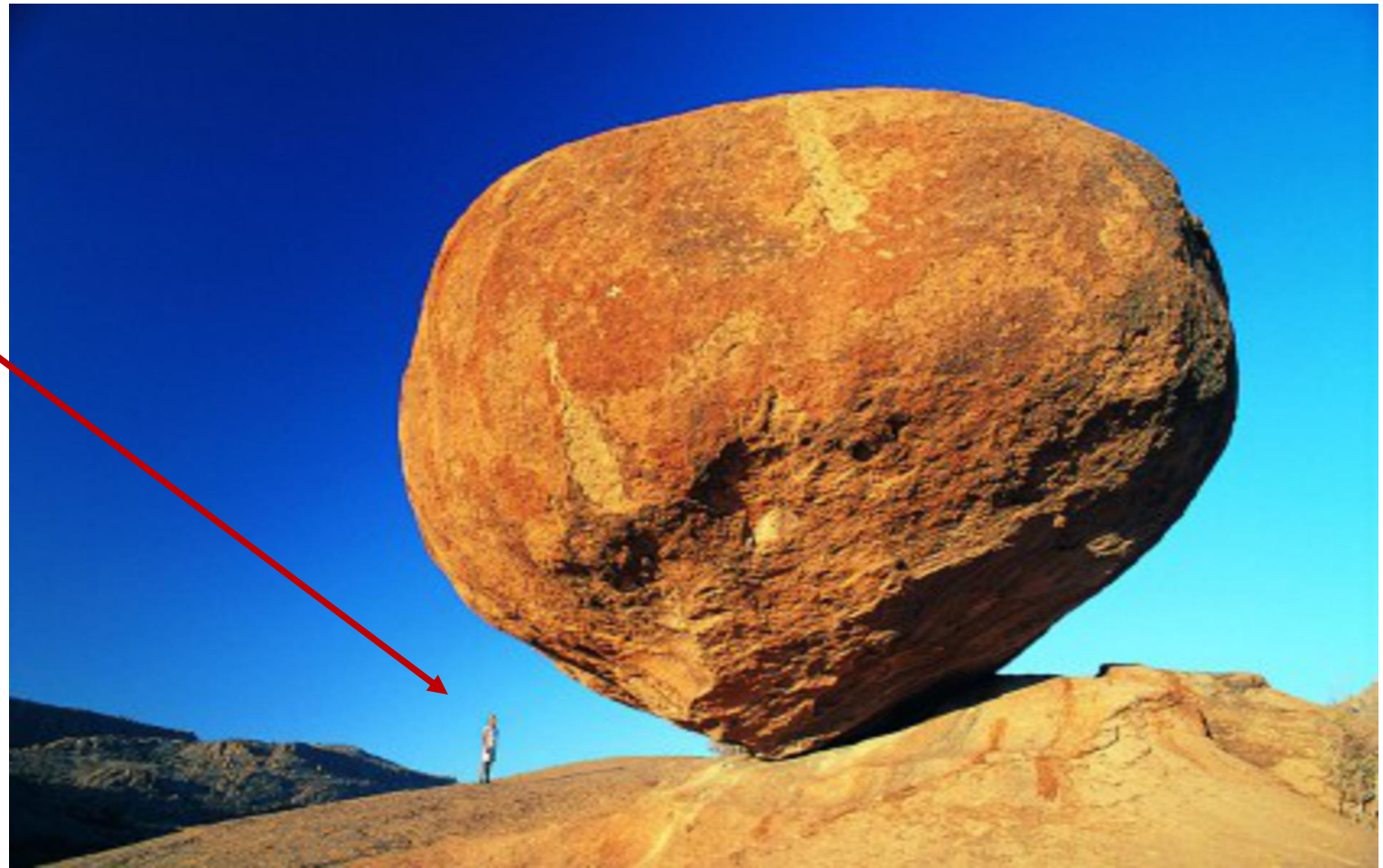


"Your Organization Next"

"Leveraging Generational Differences"



How Do You Deal With The "TALENT Rock"?



Do You Push Against The Rock?



Do You Climb The Rock?



Do You Look Under The Rock?



Do You Leverage The Rock?



To do the latter…
you must have first done the others!



How Do You Reach and Keep (Them)?

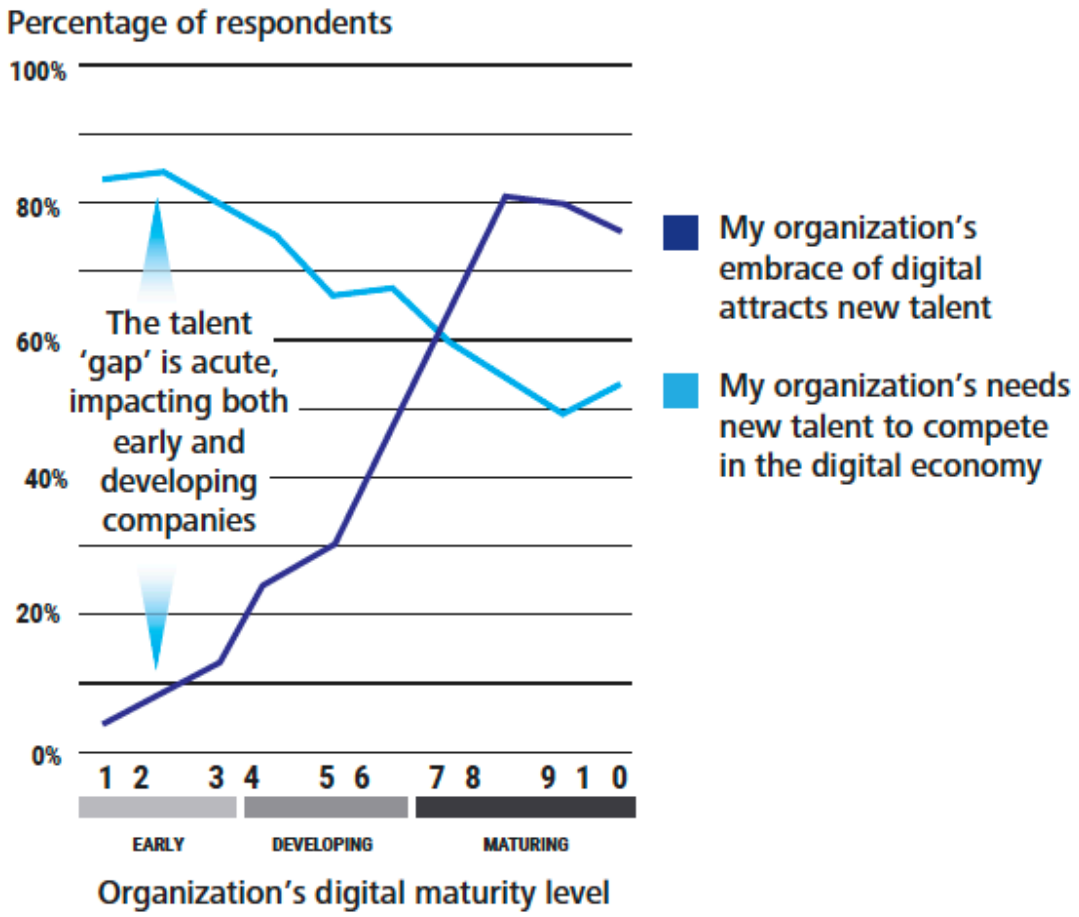


- Lead them…don't manage or "babysit" them
  - With
  - Before
  - Above
- Change the work, not the workforce
  - Dream job seeker
- Educate them, don't train them
  - Career growth
- Respect their "natural" gifts…don't fear/fret their "awkwardness"

Skills Needed To Lead Next Gen Talent

- Surveyors
- Purveyors
- Aggregators
- Comfort and Confidence

Digital Talent Needs vs Ability to Attract



Source: MIT Sloan Management Review, 2016

Action Item/Take-away for Tomorrow

- What can you do better and differently to develop your people?
- Which promotable people can you NOT promote?
  - Emotional intelligence deficiency
- Which people are NOT promotable due to skill degradation?
  - Low/Absent digital consciousness

Thank You!



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