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Human Resource Management

The Future of HRM
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(Slide adapted from Wiley Lecturer Resources)


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Today:

- Brief Seminar on the Future of HRM
- Review of Unit Part A (part B Next Week)


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Context of HR

Three interrelated levels of HR context:

- Environment
- Profession
- Theory



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Generations & Values

The employee and organisations of the future will emerge from the values that employees hold.

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Generational differences in values

	Veterans (1922-1945)	Baby boomers (1946-64)	Generation X (1965-81)	Generation Y (1982-2000)
Work ethic and values	Hard work, respect, authority, sacrifice, duty before fun, adhere to rules	Workaholics, work efficiently, crusading causes, personal fulfillment, desire quality, question authority	Eliminate the task, self reliance, sceptical	What's next?, multitasking, tenacity, entrepreneurial, goal oriented
Work is ...	An obligation	An exciting adventure	A difficult challenge, a contract	A means to an end, fulfillment
Leadership style	Directive, command and control	Consensual, collegial	Everyone is the same, challenge others, ask why	Research still to determine
Interactive style	Individual	Team player, enjoys having meetings	Entrepreneur	Participative
Communications	Formal, memo	In person	Direct, immediate	Email, voicemail
Feedback and rewards	No news is good news, satisfaction in a job well done	Don't appreciate it, money, title recognition	"Sorry to interrupt but how am I doing?", Freedom is the best reward	Whenever I want it, at a push of a button, meaningful work
Messages that motivate	Your experience is respected	You are valued, you are needed	Do it your way, forget the rules, balance	You will work with other bright, creative people
Work and family life	He'r the twin shall meet	No balance, work to live	Balance	Balance


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Drivers for Change


- Technology
- Knowledge based workforce
- These are shaping the future of all employees and the organisations in which they work.

 **Flexibility**

- Organisations must be fully flexible
- Learning process are needed to be able to contend with the forces of change

 **HRM Moving Forward**

- Emphasise the strategic function of HRM professionals (as business partners)
- Image change from a bureaucratic view of HRM to a HRM partner view
- Integrate business problems with HR solutions

 **HRM Customers**

- HRM professional must identify their 'customers'.



HRM Decentralised

- HRM must decide what to hold on to and what to decentralize

Eg

- Central = overall strategy and policy advice
- Decentralise = most day to day HR activities.
