



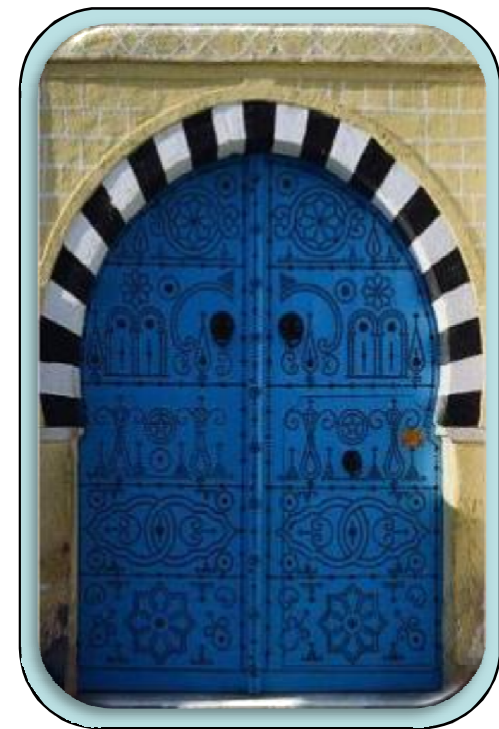
*Opening doors  
around the world...*

***New Multi-Dimensional Talentforce:***

*Implications for Managing the Emerging Multi-Generational, Multi-Cultural, Multi-Contractual, and Multi-Environmental Workforce*

**Karen Beaman**

*IHRIM Pacific Southwest Chapter Webinar  
14 May 2009*



Cairo, Egypt

***...making global  
business possible!***

# About Karen Beaman



## Jeitosa Group International

Home Base: San Francisco, USA

Global Cell: +1.415.690.5465

[karen.beaman@jeitosa.com](mailto:karen.beaman@jeitosa.com)

- Founder and CEO of Jeitosa, a global business consultancy focused on making global business possible.
- Responsible for leading the team to build the global strategy for Workday's new Human Capital Management offering.
- Previously responsible for ADP's professional services across the Americas, Europe, and Asia/Pacific.
- Co-founder and Editor-in-Chief of the *IHRIM Journal* and Program Chair for IHRIM's Global HRIT Forum.
- Published works in the fields of Linguistics, Humanities, Human Resources, and Information Technology:
  - *Boundaryless HR: HCM in the Global Economy* (2002)
  - *Out of Site: An Inside Look at HR Outsourcing* (2004)
  - *Common Cause: HR Shared Services Delivery* (2006)
  - *HR Frontiers: Shifting Borders and Changing Boundaries* (2008)
- Recipient of IHRIM's Summit Award in 2002, honoring her lifetime achievements in the field of HR and HRIT.
- B.A. from Old Dominion and an M.S. from Georgetown University; Ph.D. candidate in Sociolinguistics.
- Fluent in English, German, and French; conversational Spanish and Portuguese.



# About Jeitosa Group International

***Jeitosa*** [zhay-taw-za] (Brazilian Portuguese) adj.

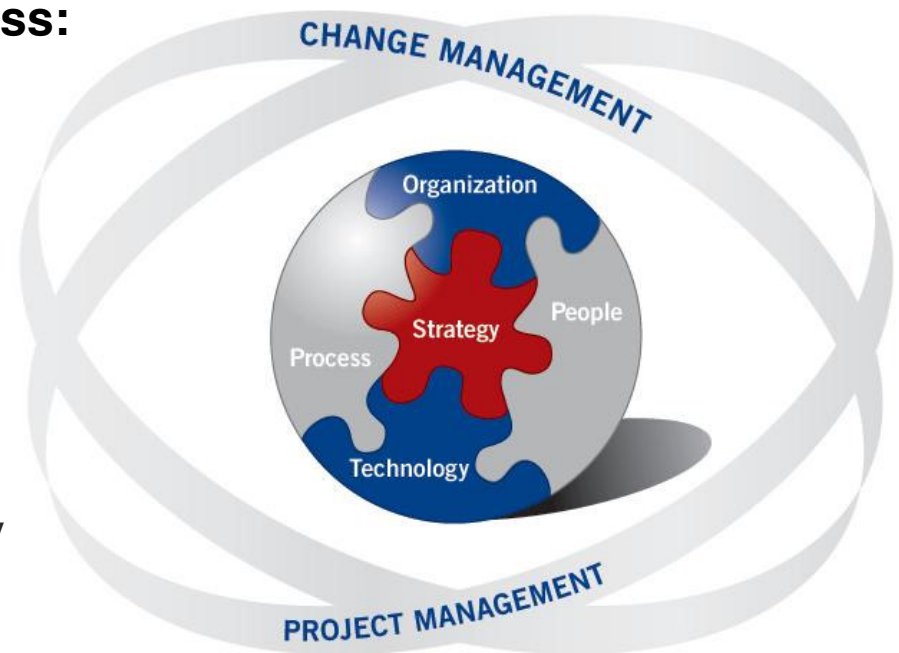
agile, skillful, adroit, innovative, solution-oriented

## Three main cornerstones of our business:

- Enterprise Business Strategy
- Systems Deployment
- Communities and Research

## Four key competencies of our people:

- Local Expertise – Global Approach
- Business Agility – Tailored Engagements
- Modern Solutions – Leveraged Technology
- Knowledge Sharing – Global Mentors



# Contents

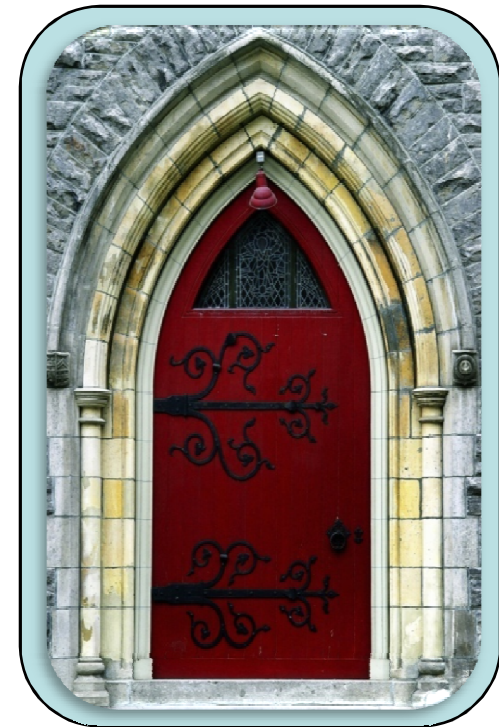
## • Modern, Multi-Dimensional Workforce

- Multi-Generational
- Multi-Cultural
- Multi-Local
- Multi-Contractual

## • Understanding & Managing Change

- Human Process of Change
- A Model for Change

## • Some Thoughts for the Future



Montreal, Canada



# Do You Know?

If we could shrink the earth's population to a village of precisely 100 people, with all the existing human ratios remaining the same, there would be something like the following:

57 Asians

21 Europeans

14 from the Western Hemisphere, both north and south

8 Africans

52 would be female

48 would be male

70 would be non-white

30 would be white

70 would be non-Christian

30 would be Christian

89 would be heterosexual

11 would be homosexual

# Modern, Multi-Dimensional Talentforce

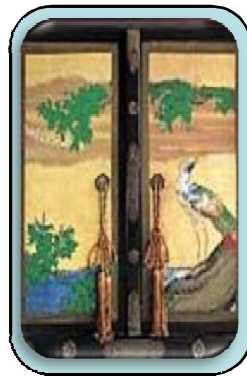
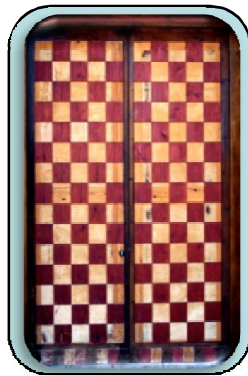
Source: Beaman 2008

Multi-Generation	Multi-Culture	Multi-Locality	Multi-Contract	Multi-Organization	Multi-Situation	Multi-Personality
Veterans Boomers Gen X New Mils	Individualism Egalitarian Directness Power Distance Task-Oriented Time Horizon	Onsite Offshore Remote Virtual Digital	Full-Time Part-Time Contingent Trainee Expat Retiree	Multinational Global International Transnational	Family/Spouse Job/Position Boss/Peers Infrastructure Support	Risk Tolerance Extroversion Flexibility Awareness Humility

*“The first problem for all of us... is not to learn, but to unlearn.” –Gloria Steinem*

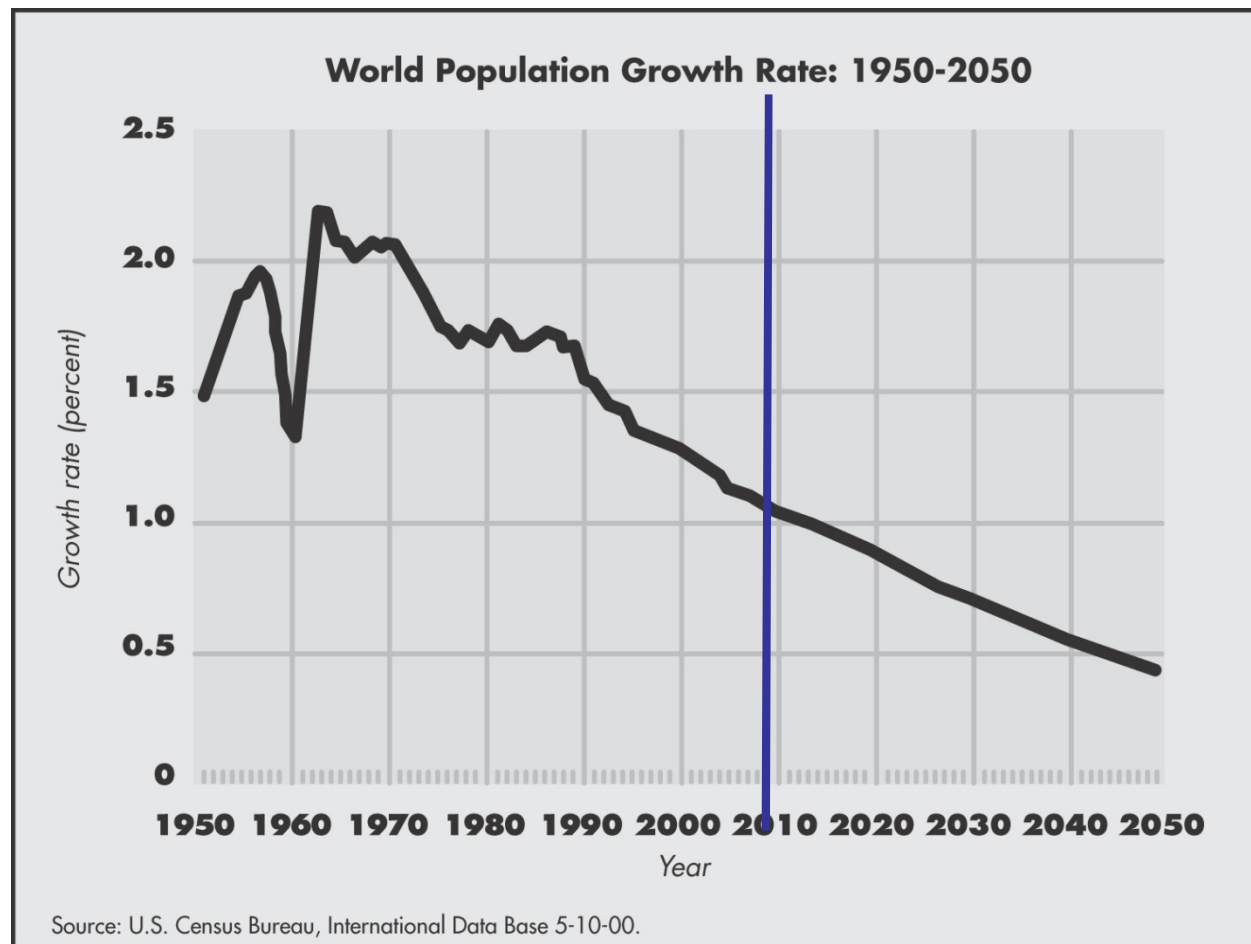
# The New Multi-Dimensional Talentforce:

## *Generational Dimensions*



# Shrinking Global Workforce

Source: US Census Bureau 2000

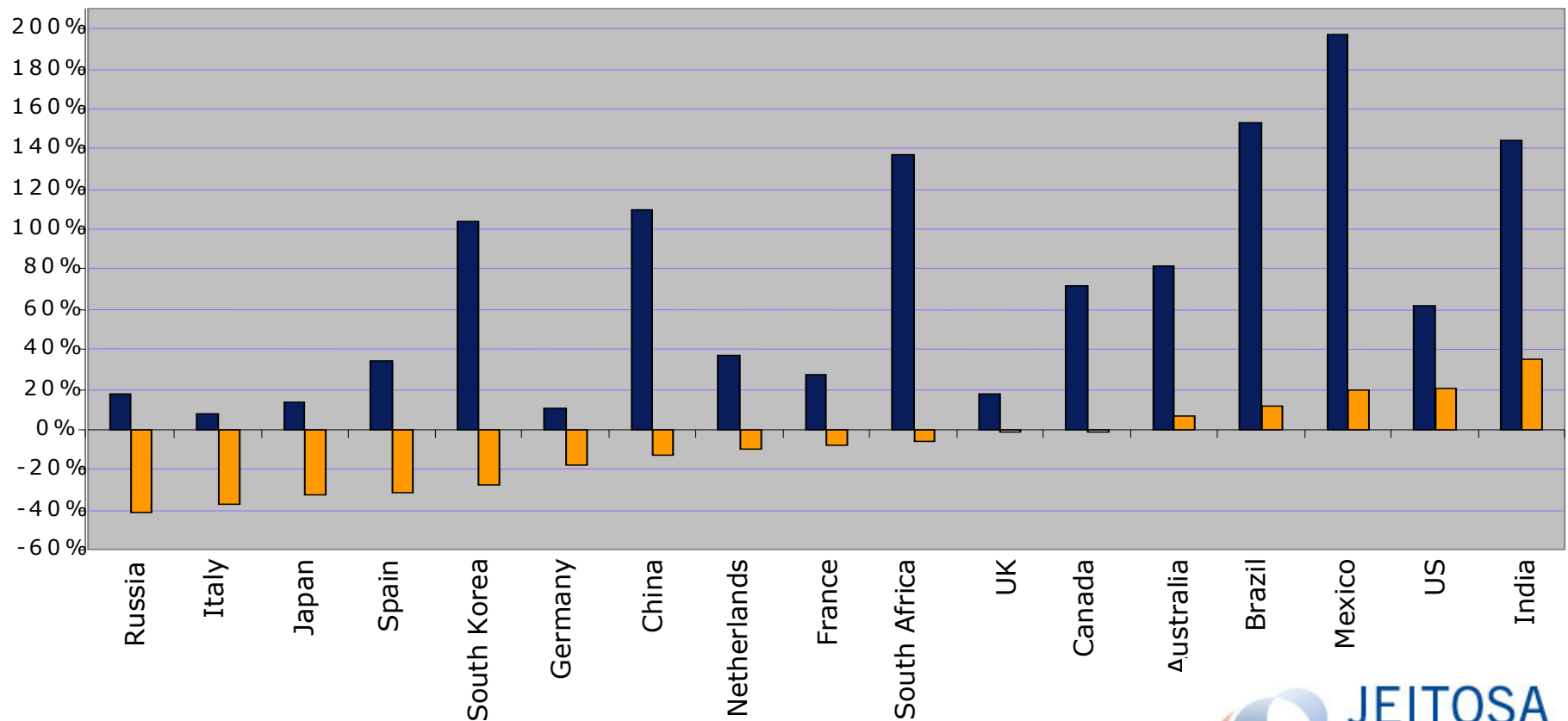


# Shrinking Workforce Around the World

## A Shrinking Workforce

### *Projected Change in Working Age Population (15-64) 2010-2050*

■ 1970-2010 ■ 2010-2050

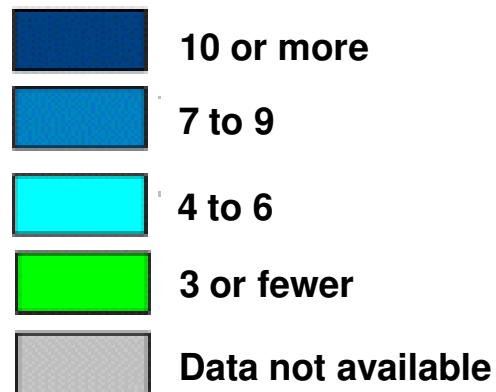




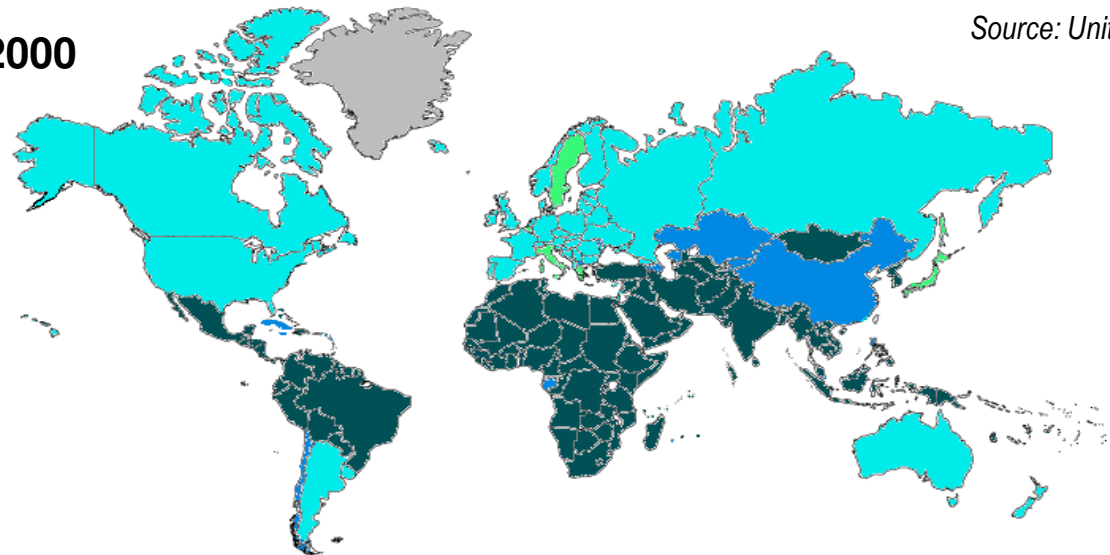
# Aging Global Workforce

Source: United Nations

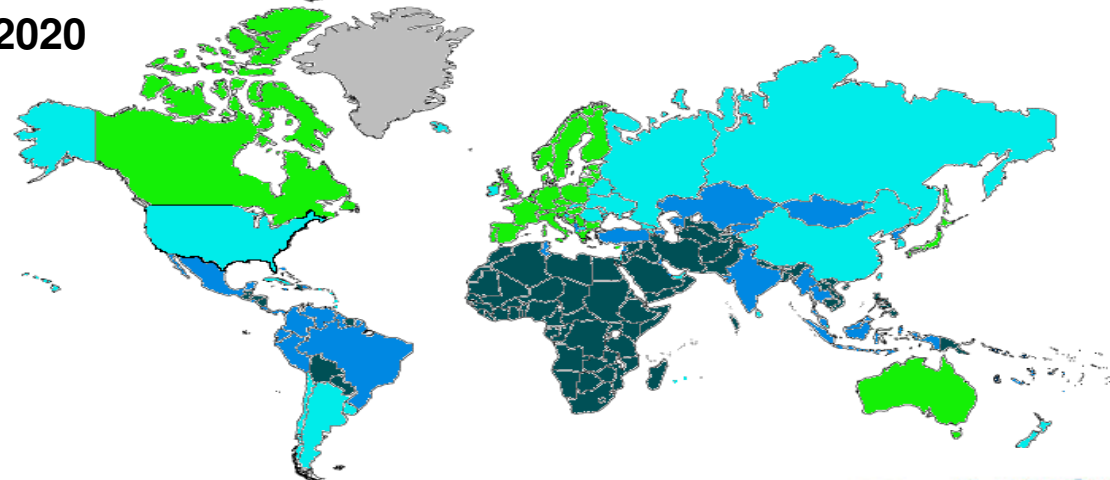
Number of persons aged  
15 to 64 for each person  
aged 65 or older.....



2000



2020



Note: Some smaller countries  
are not shown.

## Generational Dimensions

# Differing Generational Views

	Veterans	Boomers	X'ers	New Mils
<b>Born</b>	<b>1920-1940</b>	<b>1940-1960</b>	<b>1960-1980</b>	<b>1980-2000</b>
<b>General Outlook</b>	Practical	Optimistic	Skeptical	Hopeful
<b>Work Ethic</b>	Dedicated	Driven	Balanced	Self-fulfillment
<b>View of Authority</b>	Respectful	Rebellious	Unimpressed	Polite
<b>Leadership By</b>	Hierarchy	Consensus	Competence	Collaborative
<b>Relationships</b>	Sacrifice	Gratification	Reluctance	Inclusive
<b>Compensation</b>	My Job	My Achievements	My Skills	My Work
<b>Communication</b>	Memorandum	Email	SMS	MySpace
<b>Technology</b>	Mainframe	Personal Computer	Client / Server	Web Services
<b>Skills &amp; Competencies</b>	Transportation & Telecommunications	Information / Data	Technology	Integration of Information & Technology
<b>View of change</b>	Get it over with	Create it	Make it work for you	Inevitable & increasing
<b>Employer Relationship</b>	Company Loyalty	Career Loyalty	Selective Loyalty	Balanced Loyalty
<b>Employee Desires</b>	Fair wage Stable employment Secure retirement	Competitive wage Meaningful work Comfortable retirement	Wealth Work-life balance Early retirement	Wealth accumulation Indulge interests Work in retirement

Source: Beaman 2008



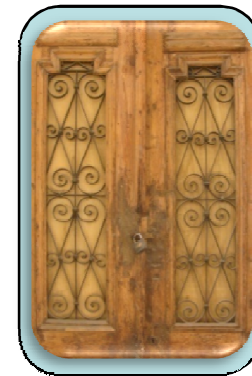
# Changing Workforce – Age



- Global workforce is getting smaller & older
- Shrinking populations throughout Europe, Russia, Japan, and China
- Near zero growth projected in UK, Canada, and Australia
- Projected growth in the US and Canada primarily through immigration
- Four generations working side-by-side
- Boomers make up 43% of workforce and most of middle and upper management
- Gen X is 50% the size of the Boomers
- Need for differing methods to attract, retain, engage, motivate, compensate, and sustain workers

# The New Multi-Dimensional Talentforce:

## *Cultural Dimensions*



## Cultural Dimensions

# A Cultural Model – The “Iceberg”

Sources: Hofstede 1980,  
Trompenaars 1998, Hall 1976

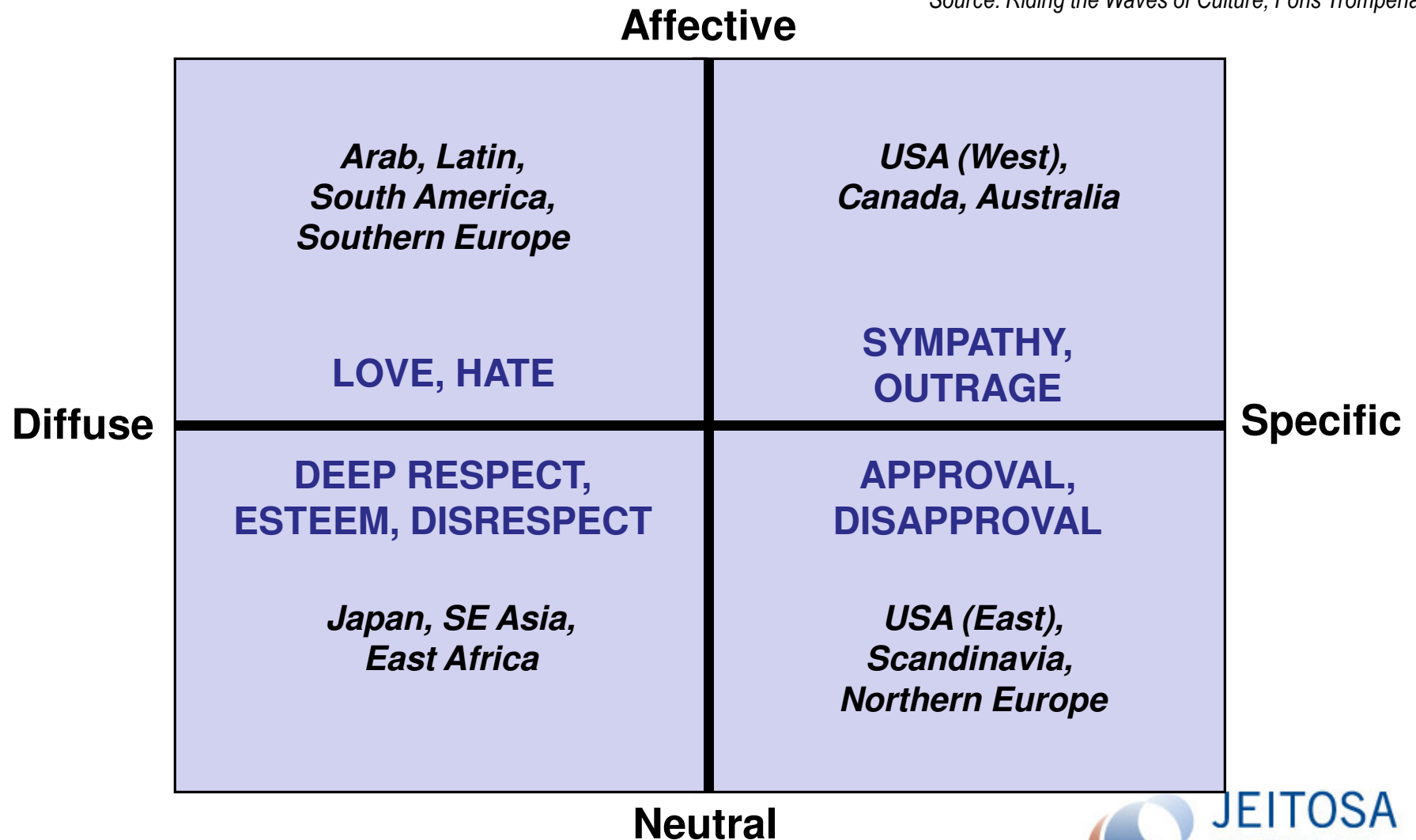


- *Independent versus Interdependent*
- *Individualism versus Collectivism*
- *Egalitarian versus Status / Hierarchy*
- *Aggressiveness versus Accommodation*
- *Direct versus Indirect Communication Styles*
- *Neutral versus Affective Relationships*
- *Specific versus Diffuse Relationships*
- *Task- versus Relationship-Orientation*
- *Universalism versus Particularism*
- *Risk Tolerant versus Conservatism*
- *Short-term versus Long-term*
- *Mono-chronic versus Poly-chronic Sense of Time*
- *Differences in Sense of Space / Proxemics*
- *Tolerance versus Resistance to Change*
- *Receptivity versus Resistance to Diversity*
- *Acceptance versus Resistance to New Ideas*



# Regional Cultural Differences

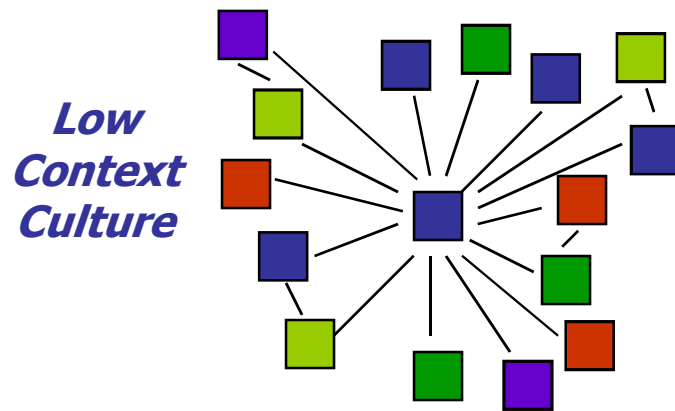
Source: *Riding the Waves of Culture*, Fons Trompenaars



# High and Low Context Cultures

Source: Hall 1959, 1969

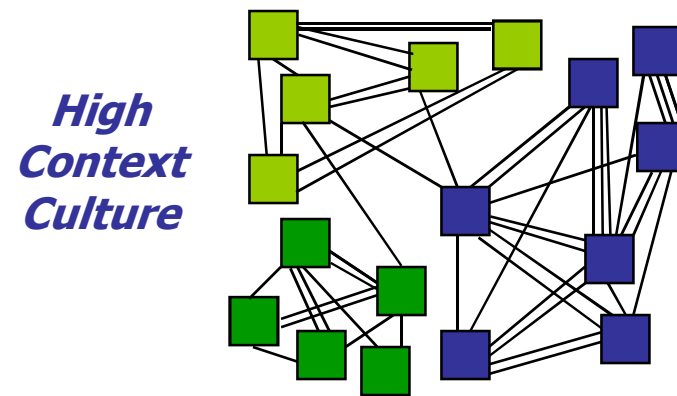
## Low-Context Cultures



Societies where people tend to have *many connections but of a shorter duration*.

Many aspects of cultural behavior and beliefs are explicit within the context so that new individuals coming into the environment know how to behave.

## High-Context Cultures



Societies where people tend to have *close connections over a long period of time*.

Many aspects of cultural behavior and beliefs are implicit and do not need to be spelled out because members know what to do and think from years of interaction with each other.

# High and Low Context Cultures

Source: Hall 1959, 1969

## Low-Context Cultures

Societies where people tend to have *many connections but of a shorter duration*.

Aspects of cultural behavior and beliefs are explicit in the culture

### Characteristics:

- Individualistic
- Shorter term, compartmentalized relationships
- Tasks more important than relationships
- Logical, linear, rule-oriented
- Reliance on the verbal over the nonverbal
- Knowledge is transferable (above the waterline)
- Explicit knowledge, consciously organized
- Competitive; short interpersonal connections
- Change over tradition; present & future-oriented

### Examples:

- Large US Airports, supermarket chains, cafeterias
- US, UK, Canada, Germany, Denmark, Norway

## High-Context Cultures

Societies where people tend to have *close connections over a long period of time*.

Aspects of cultural behavior and beliefs are implicit in the culture

### Characteristics:

- Collective
- Long-term relationships
- Relationships more important than tasks
- Intuitive and relational
- Reliance on the non-verbal over verbal
- Knowledge is situational (below the waterline)
- Implicit knowledge, patterns not fully conscious
- Cooperative; long-term relationships
- Tradition over change; past-oriented

### Examples:

- Family gatherings, neighborhood restaurants
- Japan, China, Egypt, Saudi Arabia, France, Italy, Spain

# Individualistic and Collectivist Cultures

Source: Hofstede 2004, 1980

## Individualistic Cultures

Individuals are seen as independent, self-directed, and autonomous; able to make proposals, concessions, and maximize gains in their own self-interest. Duty, honor, and deference to authority are less prominent.

### Characteristics:

- Independence and individual achievement
- Self-expression, individual thinking, personal choice
- Egalitarian relationships, flexibility in roles
- Achievement involves individual goal-setting & action
- Autonomous, decisions based on individual opinion
- Accountable to self
- Belief in equality and personal choice
- Private property, individual ownership

### Examples:

- US, UK, Canada, Australia, Denmark

## Collectivist Cultures

Individuals are seen as part of a circle of relations. Identity as a member of a group comes first, members are rewarded for allegiance to group. When conflict arises, behavior and responses are jointly chosen.

### Characteristics:

- Interdependence and group success
- Adherence to norms, respect for authority, consensus
- Hierarchical roles (gender, family, background, age)
- Decisions should not disrupt group harmony & cohesion
- Choices made in consultation with family & authority
- Accountable to the group
- Respect for hierarchy and acceptance of higher status
- Shared property, group ownership

### Examples:

- Singapore, Japan, France, Italy, Spain

# Multi-Cultural Issues

Source: Beaman 2008 based  
on Edward Hall's typology

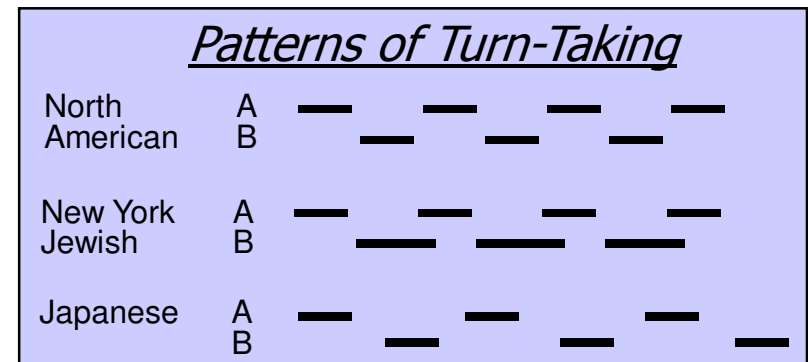
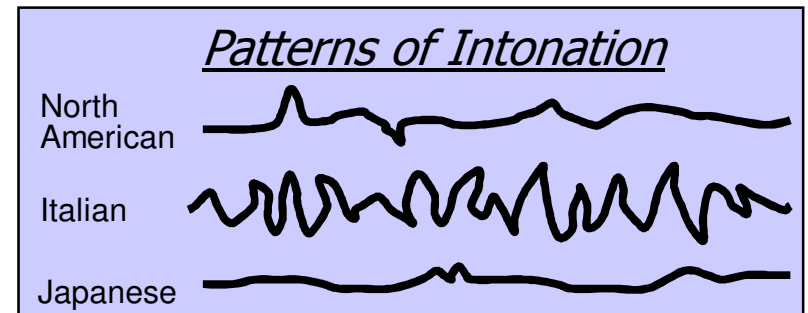
	Low-Context	High-Context
<b>Example Countries</b>	US, UK, Canada, Germany, Denmark, Norway	Japan, China, Egypt, Saudi Arabia, France, Italy, Spain
<b>Business Outlook</b>	Competitive	Cooperative
<b>Work Ethic</b>	Task-oriented	Relationship-oriented
<b>Work Style</b>	Individualistic	Team-oriented
<b>Employee Desires</b>	Individual achievement	Team achievement
<b>Relationships</b>	Many, looser, short-term	Fewer, tighter, long-term
<b>Decision Process</b>	Logical, linear, rule-oriented	Intuitive, relational
<b>Communication</b>	Verbal over Non-verbal	Non-verbal over Verbal
<b>Planning Horizons</b>	More explicit, written, formal	More implicit, oral, informal
<b>Sense of Time</b>	Present/Future-oriented	Deep respect for the past
<b>View of Change</b>	Change over tradition	Tradition over change
<b>Knowledge</b>	Explicit, conscious	Implicit, not fully conscious
<b>Learning</b>	Knowledge is transferable (above the waterline)	Knowledge is situational (below the waterline)



# Verbal Communication Differences

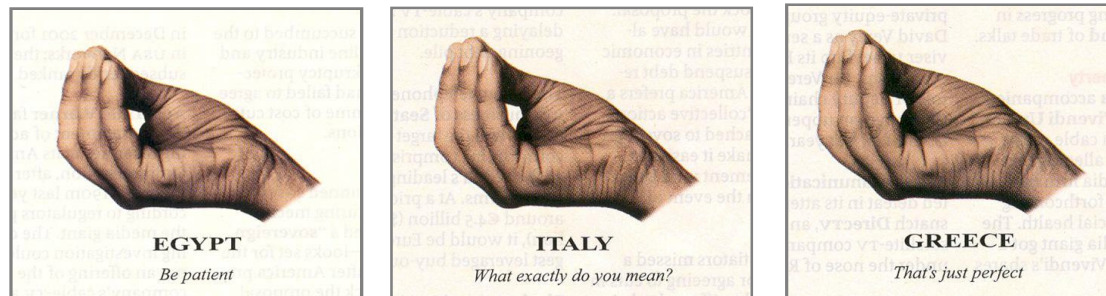
Source: Ferraro, 2002

- Intonation – patterns of variation in the frequency of a speaker's voice
- Turn-taking – social convention governing who speaks when in a conversation
- Greetings – social conventions on to greet people – e.g., “kiss, bow, or shake hands”
- Terms of Address – Tu/Vous; John vs. Monsieur vs. Herr Doktor Professor
- Directness/Indirectness – vagueness versus exactness
- Agreement/Disagreement – methods/ words for yes, no, maybe, don't know
- Lexical – use of borrowings, slang, euphemisms, proverbs, word forms
- Humor – use of humor, jokes, small talk in conversations



# Non-Verbal Communication Differences

- Paralinguistics – the nonverbal elements in speech, such as body language, intonation – more than 70% of the communication channel
- Kinesics – study of the role of body movements: winking, shrugging; includes gestures, facial expressions, touching, posture, eye contact
- Proxemics – study of spatial interrelationships and its role in communications
- Silence – social conventions around timing and turn-taking
- Clothing/Hairstyles/Cosmetics – influence our perception as to status, personal/ political/ religious leanings, etc.



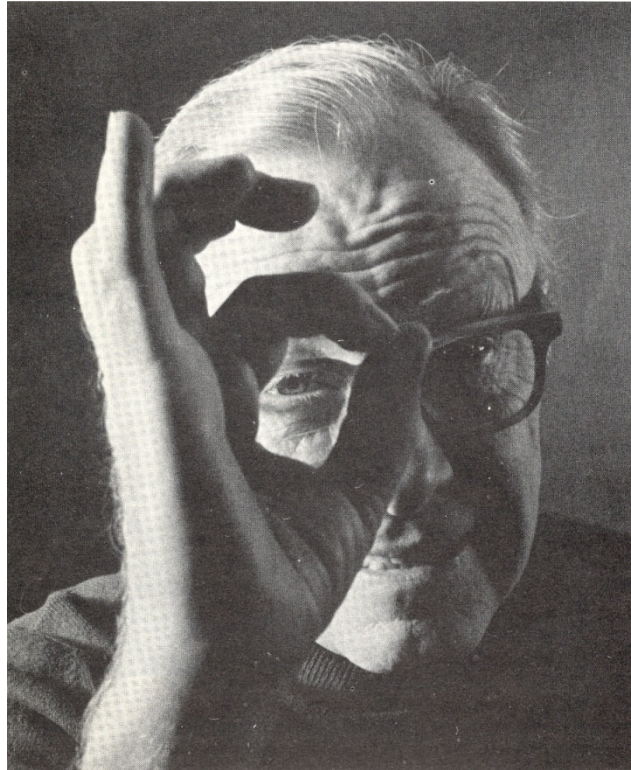
***“Never underestimate the importance of local knowledge.”***

# Differences in Gestures

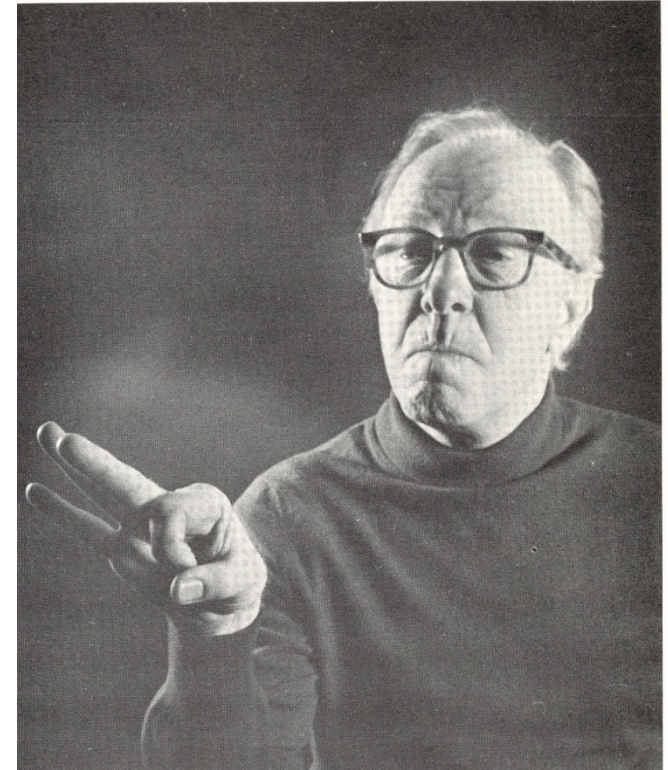
*Laurence Wylie. 1977. Beaux Gestes.*



*Au Poil! Perfect! OK!*



*Zéro! Worthless!*



*Du menu fretin! Rubbish!*



# Lexical Differences

Ferraro. 2002. *The Cultural Dimension of International Business*.

<u>Lexical Item</u>	<u>American English</u>	<u>British English</u>
🌐 “homely”	→ “plain” or “ugly”	→ “warm” and “friendly”
🌐 “rubber”	→ “condom”	→ “eraser”
🌐 “knock up”	→ “get pregnant”	→ “stop by the house”
🌐 “table something”	→ “defer indefinitely”	→ “give prominent place”

Note: More frequently two different words refer to the same thing. E.g, the British live in “flats” not “apartments”, they “queue up” rather than “line up”, and wear “plimsoles” rather than “sneakers.” To the British, the “trunk” is the “boot”, the “hood” is the “bonnet”, the “windshield” is the “windscreen”, the “horn” is the “hooter”, and the vehicle runs on “petrol” not “gas.”

# Communication Styles in Meetings

Source: Nemelka, 1998

## **North American Culture**

- Direct
- Drive to be explicit:
  - Give / get the facts
  - State a clear position and rationale
  - Decide on the merits or rely on position of authority
- Giving and taking negative feedback is a sign of strength
- Confront when necessary with logic and persuasion skills

## **Asian Culture**

- Indirect
- Drive to reach consensus:
  - Explore interest of all parties
  - Reserve stating a firm position
  - Achieve consensus
- Protect the dignity and self esteem of yourself and others
- Avoid confrontation
- Strive to develop harmonious, trusting business relationships



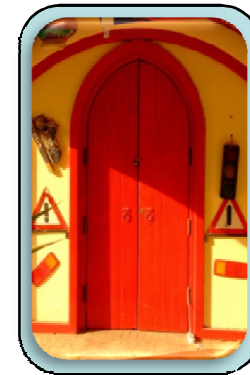
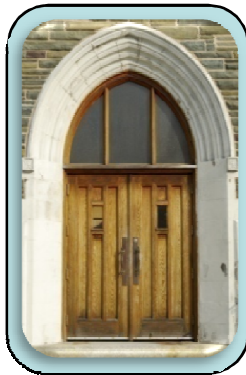
# Changing Workforce – Culture



- Increase of women and minorities in the workplace
- 50% of the modern workforce will be “minority” by 2050
- Differing views of the world and varying work / life practices
- Challenges with differing styles in communicating, conducting meetings, making decisions, etc.
- Diverse teams create better, more effective, longer lasting solutions
- Are we seeing the emergence of an international business culture ?

# The New Multi-Dimensional Talentforce:

## *Contractual Dimensions*



# Rise of the Contingent Workforce

Source: Row Henson, 2007

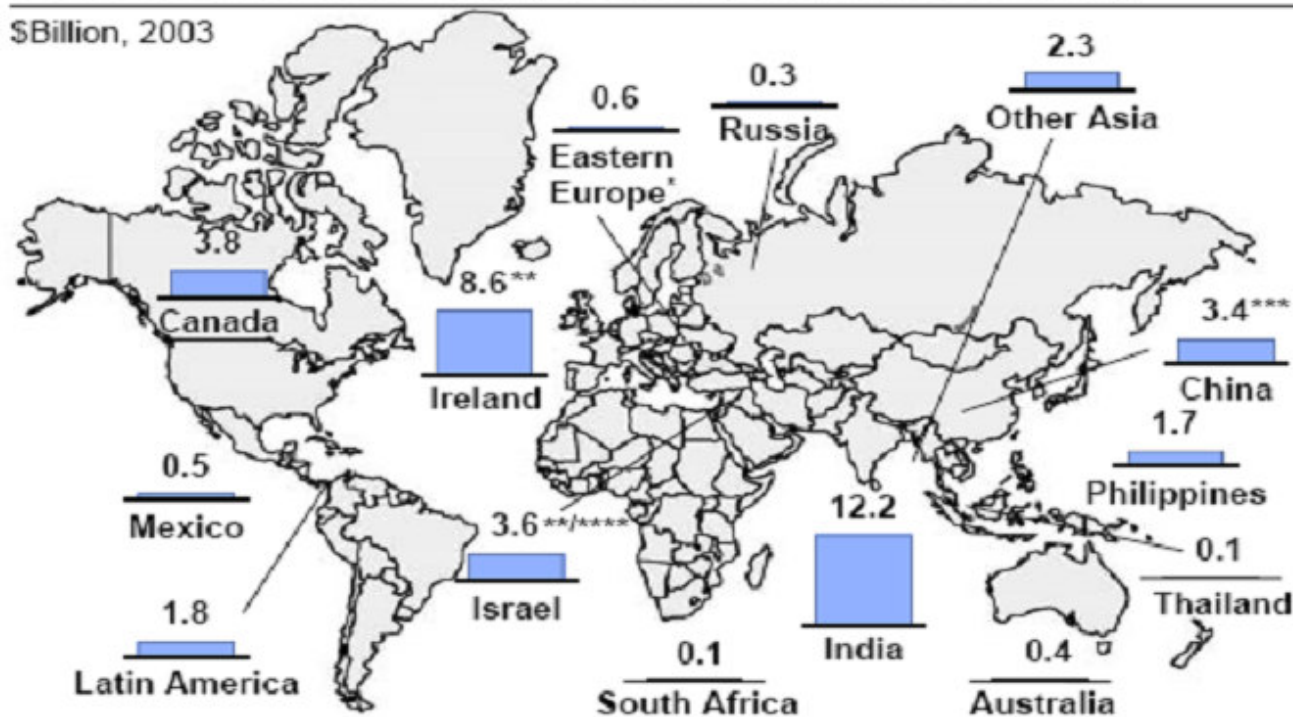
- Expanding use contingent workers beyond traditional 35- to 40-hour per week employees receiving company benefits
- Contingent workers include:
  - Temporary Employees / Part-Time Employees
  - Interns / Students / Exchange Programs
  - Consultants / Contractors / Freelancers
  - Outsourced / Offshore Workers
  - Partners / Third-Party Vendors
- In 2006 US GAO estimated contingent workers at 31% of US workforce
- Depending definitions, general estimates indicate that contingent workers can make up from 25% to 45% of the global labor pool
- Advances in technology and the need for economic flexibility are primarily responsible for the rise of the contingent workforce

## Contractual Dimensions

# Growth in Offshore Services

Offshored services market size (BPO and IT, captive and outsourced)

\$Billion, 2003



\* Includes Poland, Romania, Hungary, Ukraine, and Czech Republic.

\*\* Primarily composed of MNC captives.

\*\*\* Estimate, based on total Chinese BPO and IT services revenue (7.8) minus domestic demand for IT services (4.4).

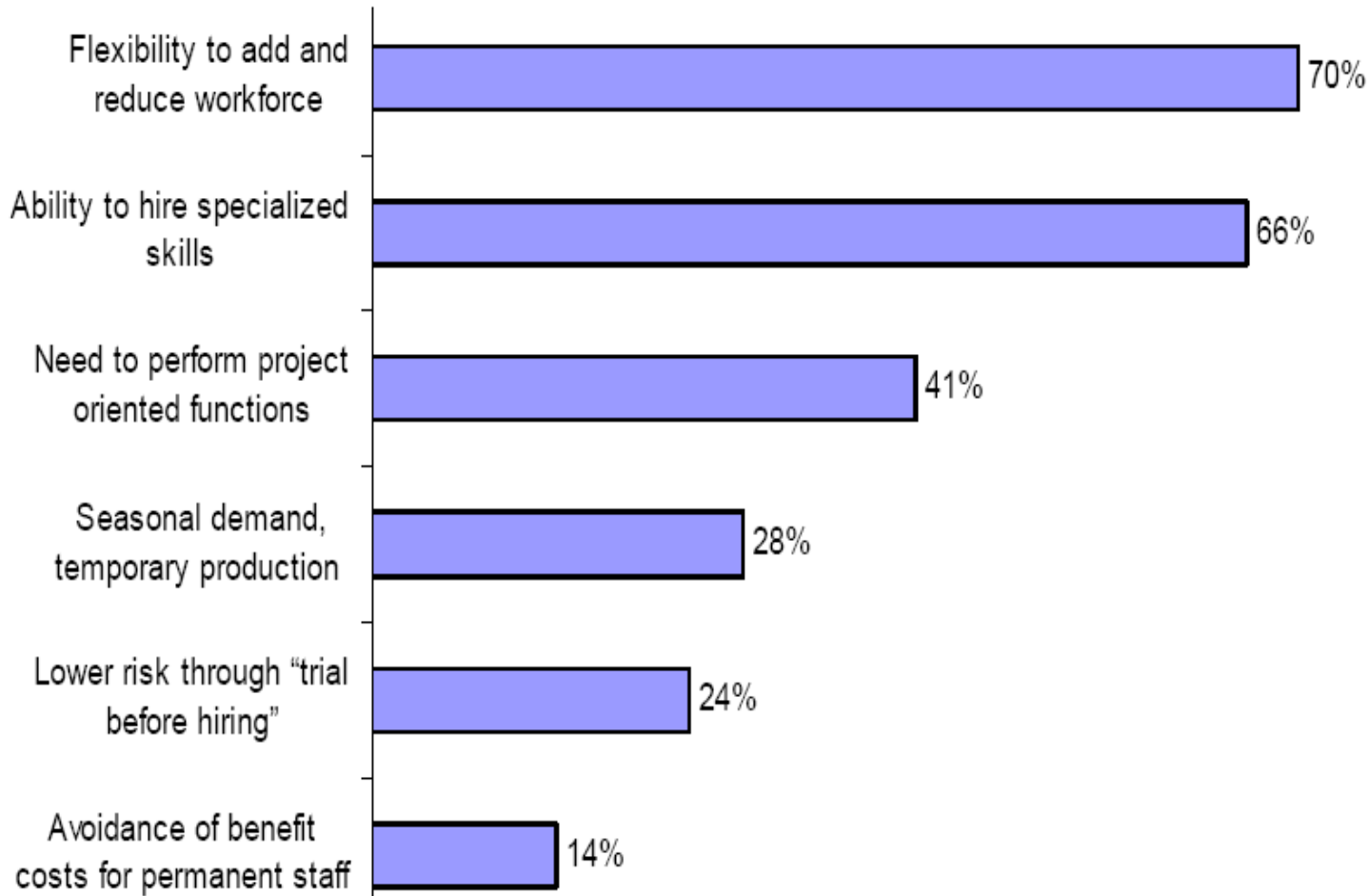
\*\*\*\* Estimate, based on 2001 market size of 3.0 and assumed growth rate of 20% p.a.

Source: Software Associations; U.S. country commercial reports; press articles; Gartner; IDC; Country government Web sites; Ministry of Information Technology for various countries; Enterprise Ireland; NASSCOM; McKinsey Global Institute analysis

Source: McKinsey Global Institute Offshoring Report - Introduction

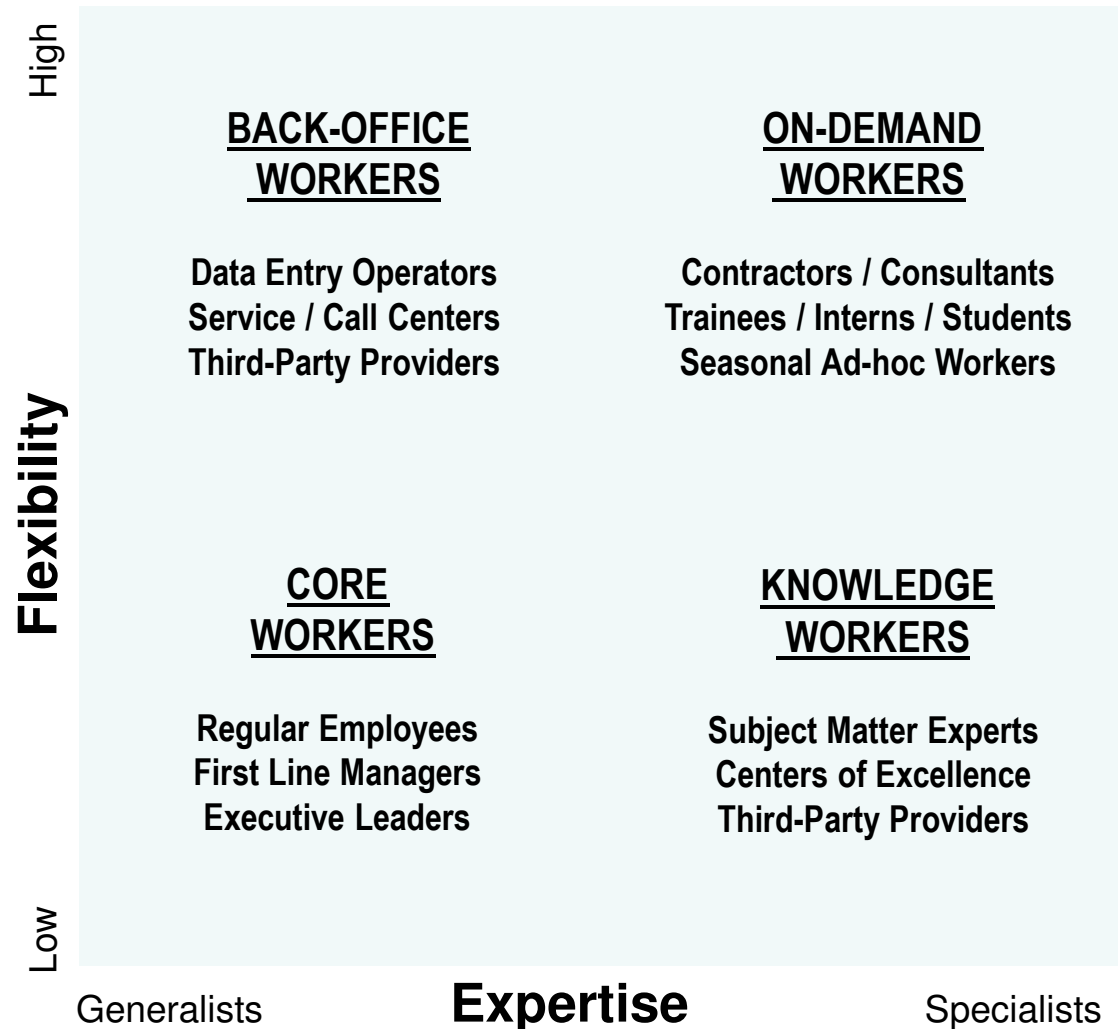
# Benefits of Contract Labor

Source: Aberdeen Group, 2006



# Multi-Contractual Workforce

Source: Beaman 2008



## Contractual Dimensions

# New Skills and Competencies

Source: Beaman 2008

<b>SKILLS AND COMPETENCIES FOR THE MULTI-CONTRACTUAL TALENTFORCE</b>	<b>CORE WORKERS</b>	<b>BACK-OFFICE WORKERS</b>	<b>KNOWLEDGE WORKERS</b>	<b>ON-DEMAND WORKERS</b>
1. Cultural Awareness / Global Mindset	✓	✓	✓	✓
2. Collaboration / Teamwork Skills	✓	✓	✓	✓
3. Communication / Interpersonal Skills	✓	✓	✓	✓
4. Customer-Focused / Business Advocate	✓	✓	✓	✓
5. Technology Literacy / Internet Savvy	✓	✓	✓	✓
6. Business Process / Industry Knowledge	✓		✓	✓
7. Financial Acumen / ROI & TCO Analysis Skills	✓		✓	✓
8. Data Analysis / Business Intelligence / Metrics	✓		✓	
9. Program / Project Management Skills	✓			✓
10. Change Management / Transformation Skills	✓			✓



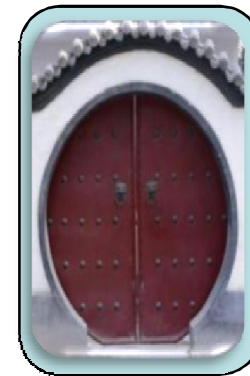
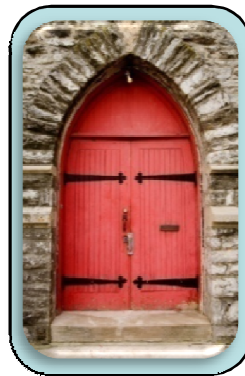
# Changing Workforce – Contracts



- Increasing use of the “contingent workforce” comprising part-timers, freelancers, offshore workers,
- Breaking down the traditional four walls of the organization
- Movement from internal functional silos to extended, global networks
- More collaboration between customers, partners, other third-parties, and even competitors
- Greater economic flexibility to tailor the workforce to specific economic and project conditions

# The New Multi-Dimensional Talentforce:

## *Locality Dimensions*



# Changing Work Environment

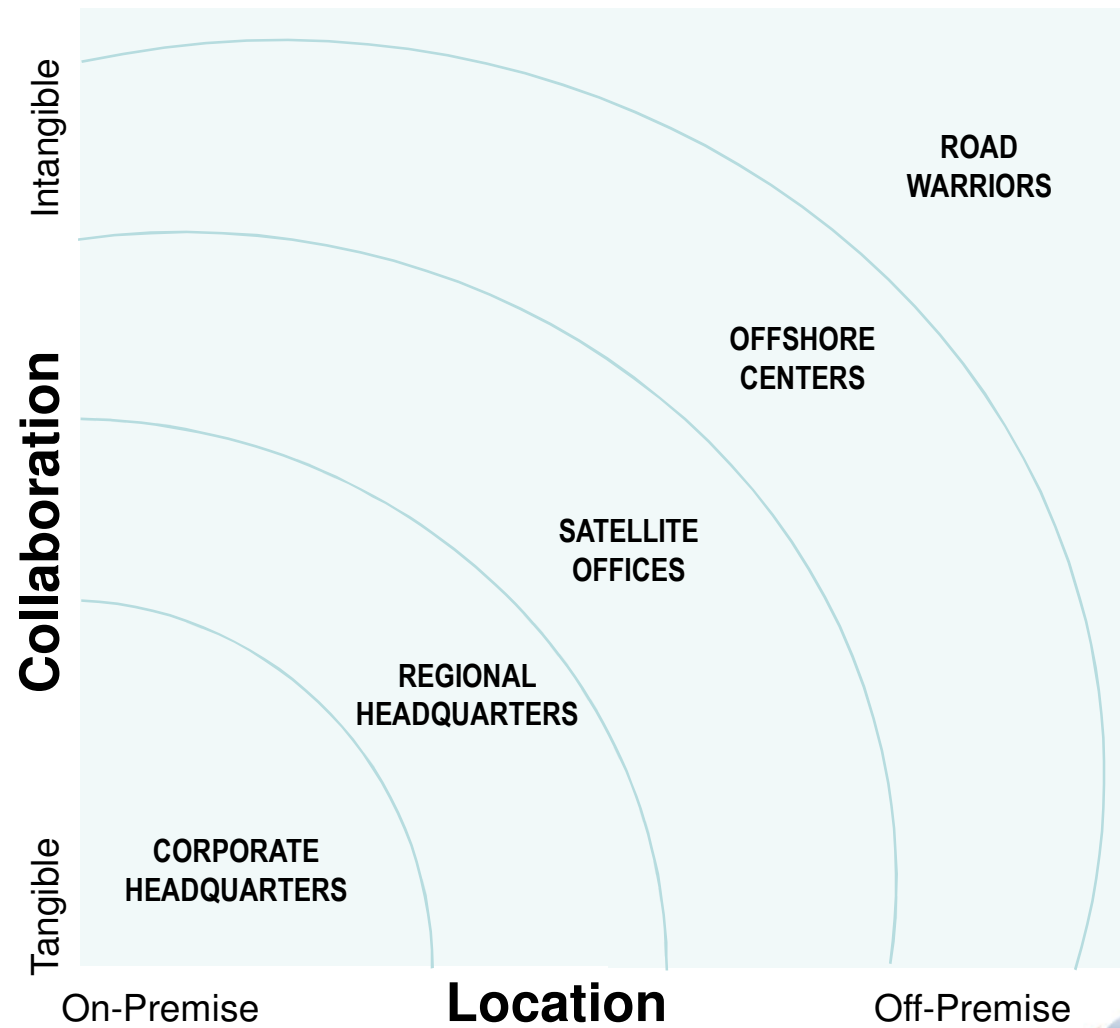
Source: *World is Flat* 2006 and *Wikinomics* 2007

- *Age of Connectivity* – technology enhancements and the growth of the Internet enabling work any time, any where, and any how.
- *Flattening of the World* – increasing globalization bringing dispersed workers together across space and time
- *Emergence of Open Standards* – developing software that allows workers to collaborate on projects from any location at any time
- *Birth of Collaboration Tools* – creating tools and social software to facilitate collaboration: wikis, blogs, RSS, IM, Mashups, Facebook, etc.
- *Growth of Outsourcing and Offshoring* – generating less expensive, more efficient, and more effective staffing options
- *Increasing Mobility* – allowing workers greater flexibility to make choices about their private residence versus work location

# Locality Dimensions

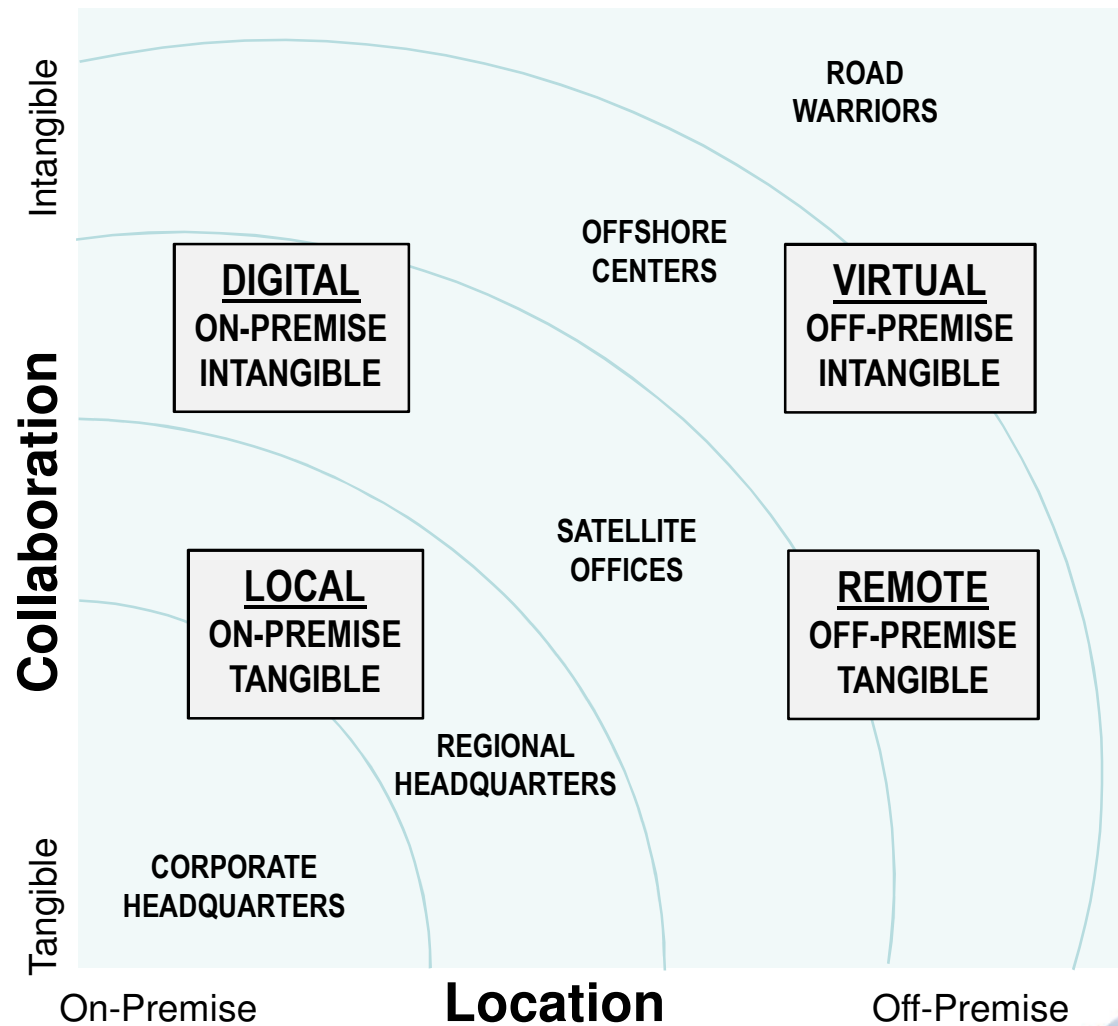
## Multi-Locality

Source: Beaman 2008



# The Multi-Local Talentforce

Source: Beaman 2008



# Multi-Local Communication Methods & Tools

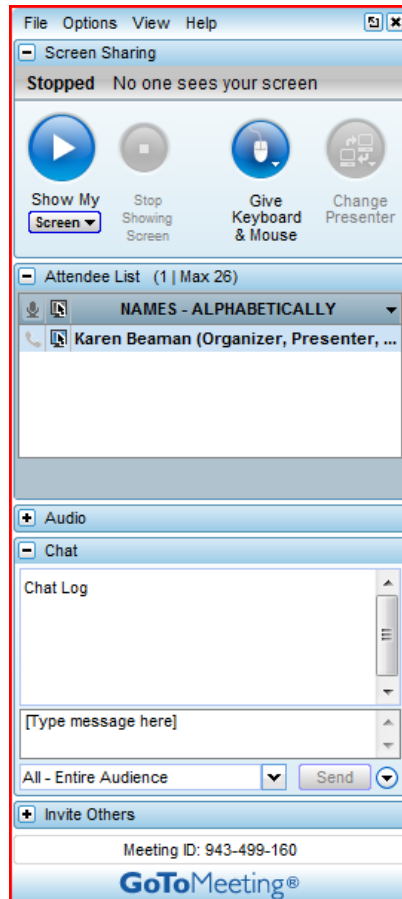
[illegible]

## Locality Dimensions

# Multi-Local Communication Methods & Tools

Wikis Blogs

Web Meetings



File Options View Help

Screen Sharing  
Stopped No one sees your screen

Show My Screen Stop Showing Screen Give Keyboard & Mouse Change Presenter

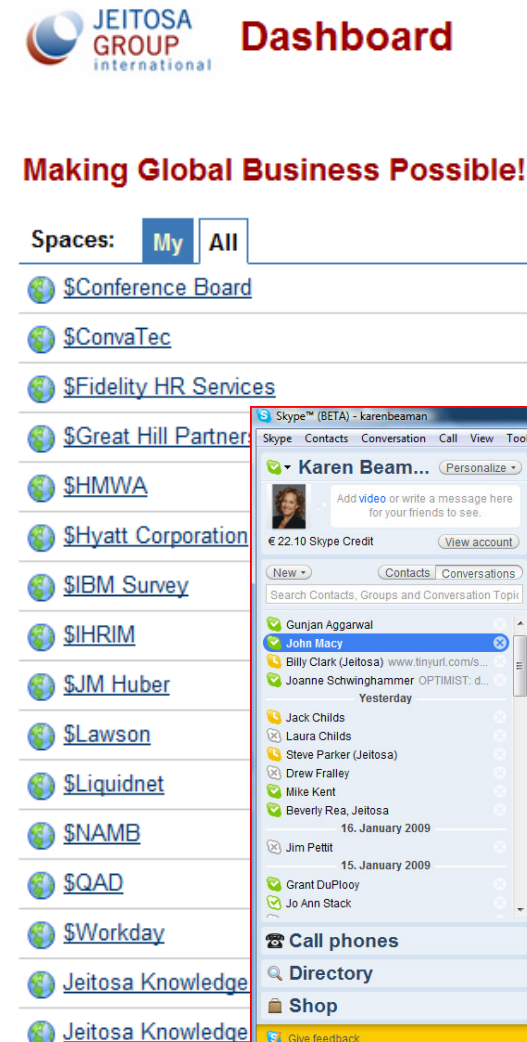
Attendee List (1 | Max 26)  
NAMES - ALPHABETICALLY  
Karen Beaman (Organizer, Presenter, ...)

Audio

Chat  
Chat Log  
[Type message here]  
All - Entire Audience Send

Meeting ID: 943-499-160  
GoToMeeting®

Dashboard



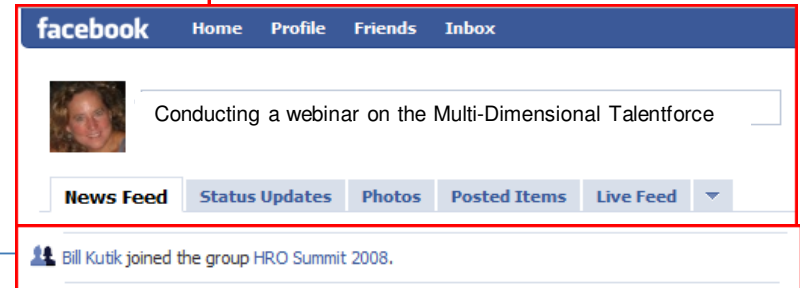
JEITOSA GROUP international Dashboard

Making Global Business Possible!

Spaces: My All

- \$Conference Board
- \$ConvaTec
- \$Fidelity HR Services
- \$Great Hill Partners
- \$HMWA
- \$Hyatt Corporation
- \$IBM Survey
- \$IHRIM
- \$JM Huber
- \$Lawson
- \$Liquidnet
- \$NAME
- \$QAD
- \$Workday
- Jeitosa Knowledge
- Jeitosa Knowledge

Social Networks



facebook Home Profile Friends Inbox

Conducting a webinar on the Multi-Dimensional Talentforce

News Feed Status Updates Photos Posted Items Live Feed

Bill Kutik joined the group HRO Summit 2008.

Chat/IM

VOIP

Feeds



Skype™ (BETA) - karenbeaman

Karen Beam... Personalize

€ 22.10 Skype Credit View account

New Contacts Conversations

Search Contacts, Groups and Conversation Topics

Gunjan Aggarwal  
John Macy  
Billy Clark (Jeitosa) www.tinyurl.com/s...  
Joanne Schwinghammer OPTIMIST: d...  
Yesterday

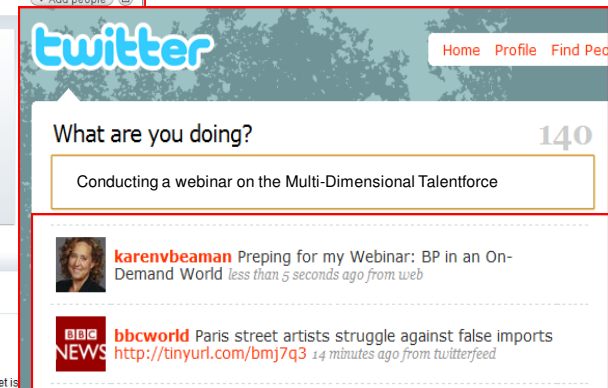
Jack Childs  
Laura Childs  
Steve Parker (Jeitosa)  
Drew Fralley  
Mike Kent  
Beverly Rea, Jeitosa  
16. January 2009

Jim Pettit  
15. January 2009

Grant DuPlooy  
Jo Ann Stack

Call phones  
Directory  
Shop

Give feedback



twitter Home Profile Find Peo

What are you doing? 140

Conducting a webinar on the Multi-Dimensional Talentforce

karenvbeaman Preparing for my Webinar: BP in an On-Demand World less than 5 seconds ago from web

bbcworld Paris street artists struggle against false imports http://tinyurl.com/bmj7q3 14 minutes ago from twitterfeed

Microblogs





# Multi-Local Communication Strategies

Source: Beaman 2008

Collaboration	Intangible	<u>DIGITAL</u> ON-PREMISE, INTANGIBLE		<u>VIRTUAL</u> OFF-PREMISE, INTANGIBLE	
		Informal	Hallway/Lunch	Informal	VOIP / IM
		Communication	Email	Communication	Twitter
		Documentation	Intranet/Filesharing	Documentation	Internet/Wikis
		Meetings	PowerPoint Slides	Meetings	Web Meetings
		News/Updates	Online Newsletter	News	Blogs/RSS Feeds
		Networking	Online Directory	Networking	Online Community
	<u>LOCAL</u> ON-PREMISE, TANGIBLE		<u>REMOTE</u> OFF-PREMISE, TANGIBLE		
	Tangible	Informal	Cube-mates	Informal	Telephone
		Communication	Face-to-Face	Communication	Memoranda
		Documentation	Manuals/Books	Documentation	Newspapers
		Meetings	Conference Room	Meetings	Teleconferences
		News/Updates	Printed Newsletter	News/Updates	Direct Mail
		Networking	Water Cooler	Networking	Company Picnic
On-Premise		Location		Off-Premise	

# Changing Workforce – Location



- *Telecommuting* – work is time-driven, but no longer time-bound
- *Everywhere* – Internet ubiquity means work can be done any time, any where
- *Projects* – more work organized in project teams, autonomous work groups, in conjunction with third-parties
- *Digital* – work is moving completely digital with wikis, blogs, RSS, podcasts, twitter, etc.
- *Virtual* – communication is real-time, face-to-face – not in person – using tools such as Skype, Web meetings, streaming video



# Understanding and Managing Change



# Some Thoughts on Change

*“There is nothing more difficult to carry out nor more doubtful of success nor more dangerous to handle than to initiate a new order of things.”*

*-Niccolo Machiavelli*

*“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”*

*-Charles Darwin*

*“We must be the change we wish to see in the world.”*

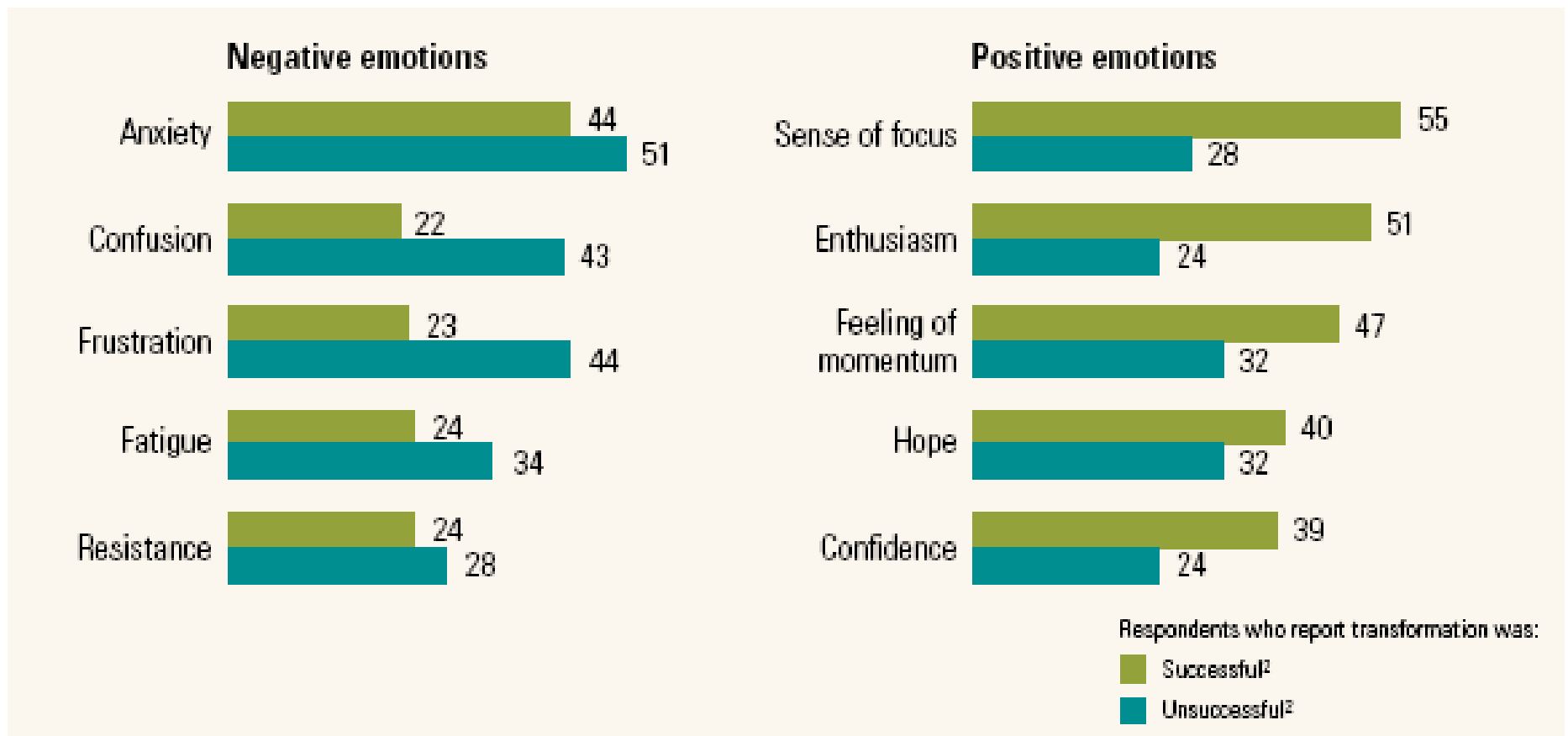
*-Mahatma Gandhi*

# Change Management

## The Many Moods of Change

Source: McKinsey, 2006

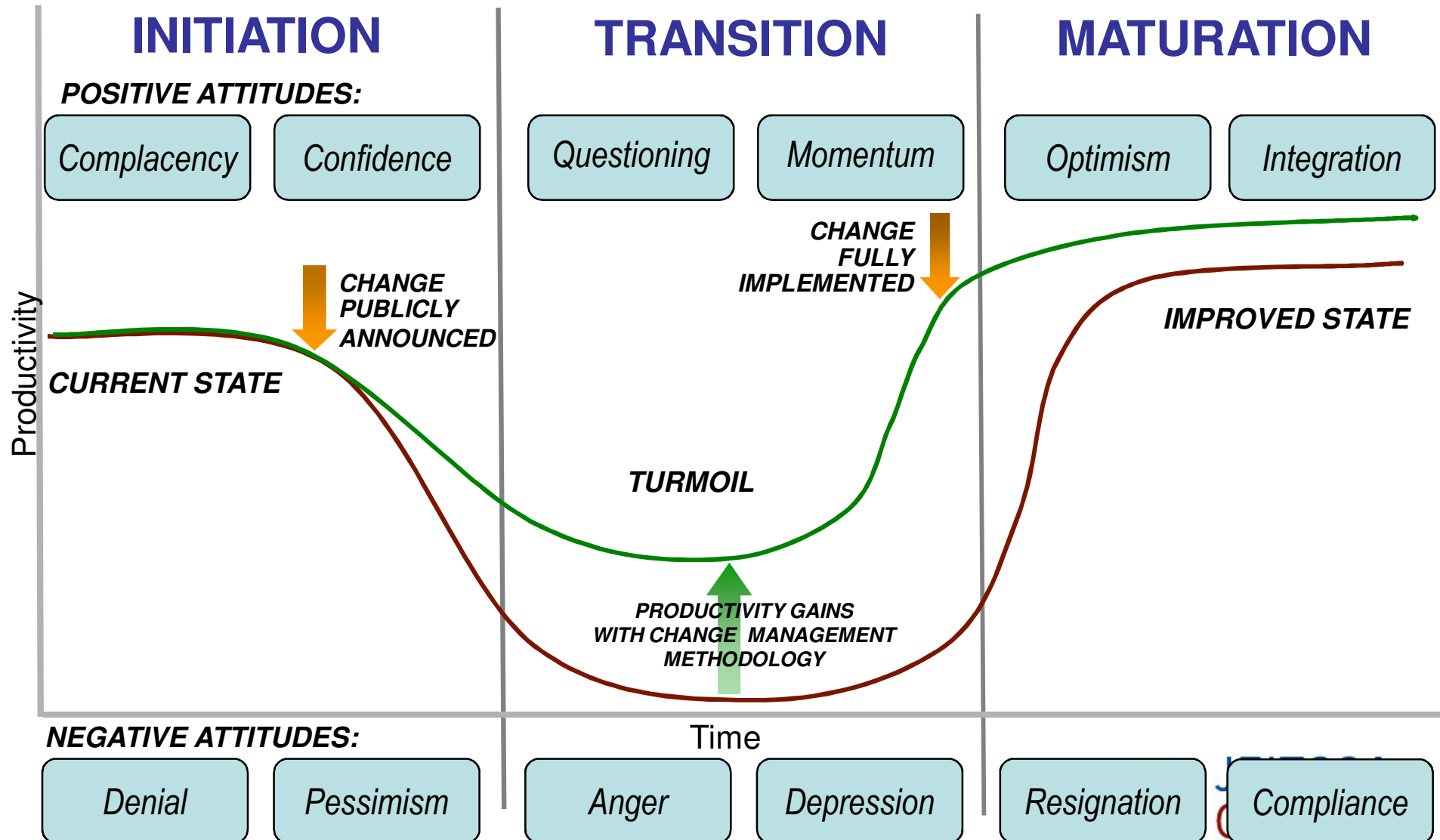
*Roughly evenly split between positive and negative emotions*



# Change Management

## Human Process of Change

Source: Jeitosa, 2008

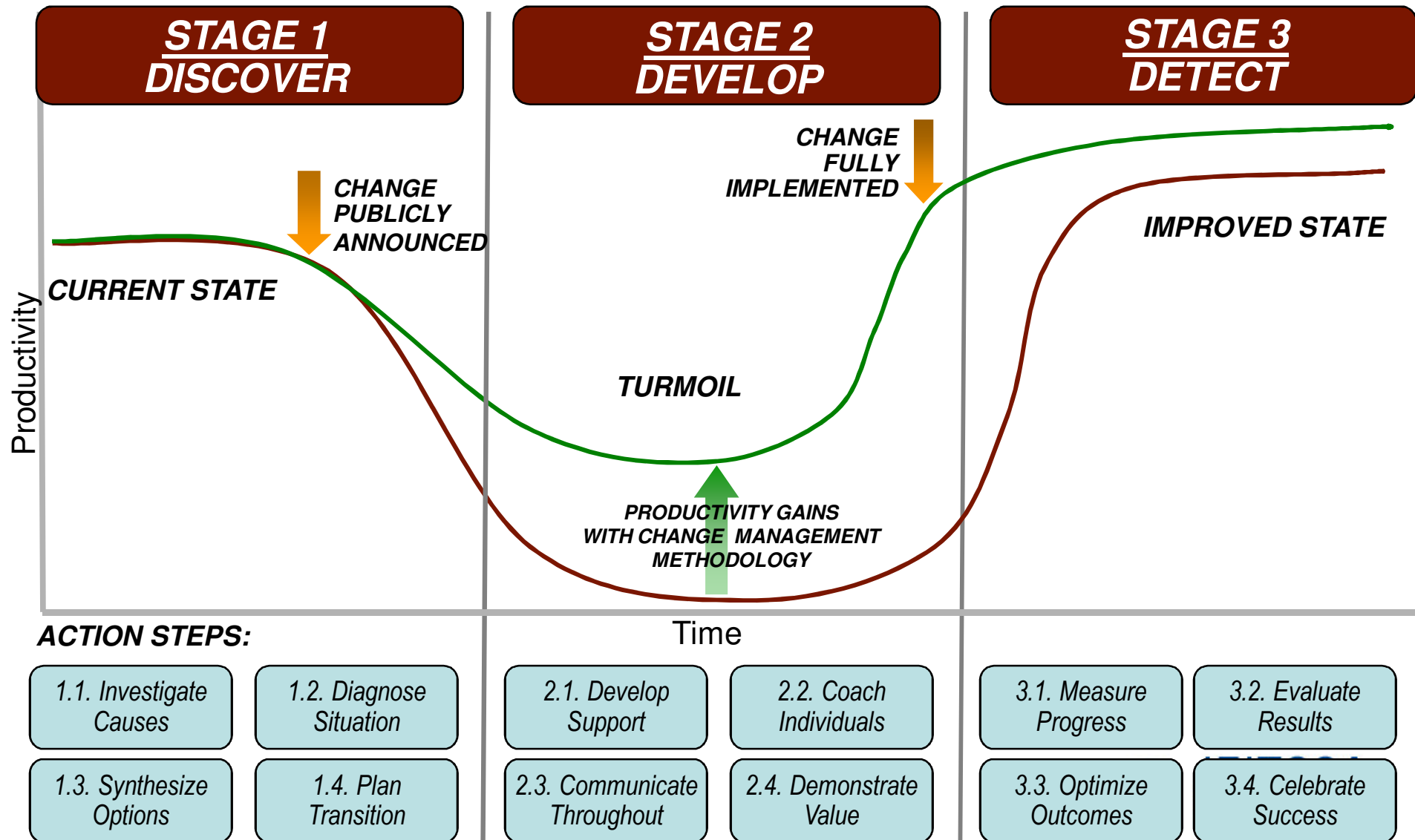




# Change Management

## A Change Methodology

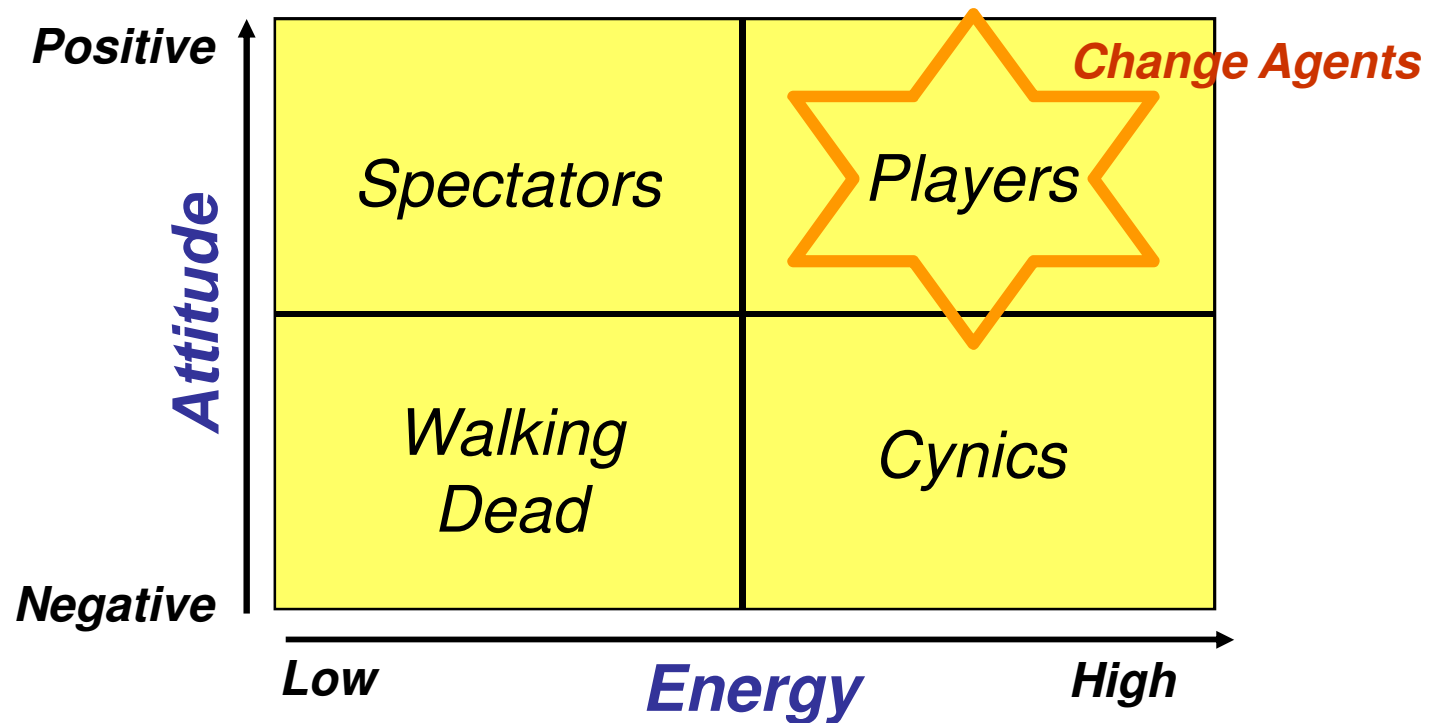
Source: Jeitosa, 2008



# Change Management Energy Investment Model

Source: Don Tosti

*Identify stakeholders and develop strategies for each*



# Developmental Model of Change

Source: Milton Bennett, 1993

## *THE ETHNOCENTRIC STAGES*

### I. DENIAL

- A. Isolation
- B. Separation

### II. DEFENSE

- A. Denigration
- B. Superiority
- C. Reversal

### III. MINIMIZATION

- A. Physical Universalism
- B. Transcendent Universalism

## *THE ETHNORELATIVE STAGES*

### IV. ACCEPTANCE

- A. Respect for Behavioral Difference
- B. Respect for Value Difference

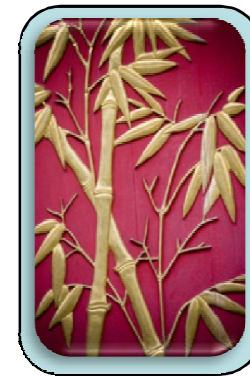
### V. ADAPTATION

- A. Empathy
- B. Pluralism

### VI. INTEGRATION

- A. Contextual Evaluation
- B. Constructive Marginality

# Some Thoughts for the Future



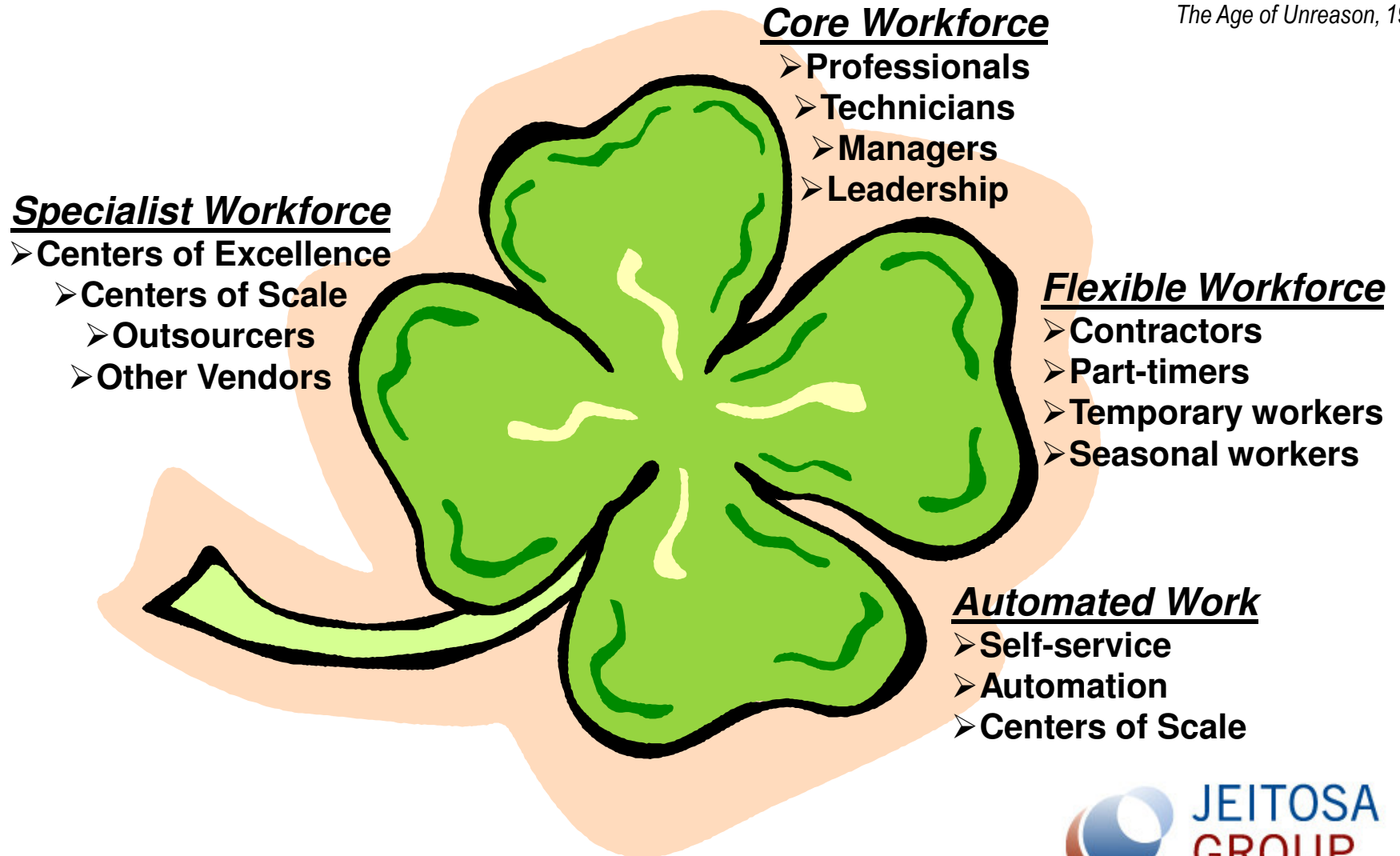
# Questions Your CEO should be asking...



- What workforce segments create the most value for the company?
- How will we be impacted by impending retirement and are we prepared?
- Where is talent demand outpacing supply?
- What skills will we need in next five years that we don't have today?
- Turnover? How much is it costing in customers? In productivity? In innovation? In quality?
- Do we have a workforce plan to measure the financial consequences of talent decisions on our business?

# The Talentforce of the Future

Source: Charles Handy,  
*The Age of Unreason*, 1991





# Ten Competencies for the New World

- *Collaboration* – team work and relationship skills
- *Agility* – flexible and adaptable to change
- *Velocity* – ability to react quickly and effectively
- *Business Savvy* – operational and financial knowledge
- *Global* – geocentric, multicultural approach
- *Technical* – ability to embrace new technologies
- *Analytical* – critical, analytical, problem-solving skills
- *Forward-Looking* – predictive, proactive skills
- *Decision-Making* – action- and solution-oriented
- *Accountability* – ownership and performance-based



# A Parting Thought...

***“The most universal quality is diversity.”***

**Michel de Montaigne**

***The Essays, 1580***

*Age • Gender • Ethnicity • Nationality • Location •  
Salaried • Contingent • Religion • GLBT •*

# Thank You

*Merci*

*Obrigada*

*Ευχαριστώ*

*Danke schön*

*Kiitos*

*Tack*

*Gracias*

*Dank u*

*Grazie*

*Shukriya*

*Tesekkür ederim*

*Takk*

*Terimah Kasih*

*Krop Kuhn Kah*

*Dziêkujê*

*Arigato*

*Asante Sana*

*Go Raibh Maith Agat*

*धन्यवाद*

谢谢

[karen.beaman@jeitosa.com](mailto:karen.beaman@jeitosa.com)

[www.jeitosa.com](http://www.jeitosa.com)