**Gender, Generations and the Good Workplace : Sustainable Talent Strategies**

Abstract

Purpose - This paper aims to develop a conceptual framework of analysing strategies for HumanResources Management to be inclusive of gender across generations. Specifically, we identify strategies and the way in which HR should support talent sustainability across gender and generations at the workplace.

Design – A literature study offers a brief overview of emerging talent landscape and specifically the challenges in India. The research specifically examines the organizations in India, which have created shifts in their specific strategies and are flourishing.

Findings - We propose sustainable relationships in this constantly evolving society, demographics, and complex paradigms. The evolving nature of business and the need to be in good business necessitates the creation of a ‘step-up’ design for each organization. The expected employee behaviours necessitate a system of HRM practices that should be defined and oriented towards sustainability, in order to actualize the ‘Triple Bottom Line’ (Elkington, 1998), which creates value add with a Whole Systems approach (Bradbury,2003) .

Originality - This paper conceptually develops the links between sustainable talent management practices and business. In the last section, we draw out best case examples from unique organizations in India.

Key words : *gender, generations, good workplace, good business, sustainable talent strategies, talent management, sustainability, triple bottom line, whole systems , gig-economy.*

The World Economic Forum’s Human Capital Report 2013 had rightly argued that while, “long-term thinking around human capital often does not fit political cycles or business investment horizons, the lack of such long term planning can perpetuate continued wasted potential in a country’s population and losses for a nation’s growth and productivity” (WEF 2013: 3).Apart from economic prosperity, sustainable development is based on social equity and environmental integrity (Elkington,1998), referred to as the Triple Bottom line. This brings attention to the fact that financial gains are narrow and meagre perspectives when it comes to long term prosperity. Majority of the existing organizations today have conveniently ignored this facet , in the rush to gain market share and customer delight .

High turnover rates along with a dearth of talent in Indian organizations are presenting unsurmountable challenges and organizations are grappling with sourcing and engaging the right mix of talent in today’s fluid workforce environment. Strategic human resource systems must be geared towards attracting and nurturing and retaining talent who contribute, ideate, work with new technology and newer business models. Indian companies and the government need to invest more in making its workforce more employable and equipping them with the right skills that will be needed by 2030 ( Korn Ferry Report, 2017)

**Lets broaden our horizons**

Our society, demographics, and paradigms are constantly shifting. Post pandemic, individuals are intensely seeking meaning, health , joy in life and at work . The pandemic has sharpened the focus on the essence, role, and purpose of business. The old ways must give way to new strategizing for swift actions. The answers must be meaningful and decisive by organizations to attract and retain talent. There is a critical need for organizations to be agile and evolve, to be good workplaces, meaningful, caring, inclusive and at the same time energetic, productive , profitable and adding value.

Ulrich (2015) proposes that the organization’s role has immense importance for a victory in a talent war and victory does not come from talent alone. It is critical to operationalize organization into a series of conscious choices for long-term success (Ulrich, 2015).In an era of chronic skills shortages, rapid automation, and digital transformation, if organizations are challenged with talent , it could become a strategic bottleneck ( Fuller et.al ,2020). As the nature of jobs change , the knowledge and skills get a half-life. Organizations must embrace and acknowledge the full potential of the major demographic changes .As we researched on this topic, we were impressed by some organizations who have taken the leap of faith and are leading the way.

**Gender**

The equal contribution of women and men in the process of deep economic and societal transformation is critical. More than ever, societies cannot afford to lose out on the skills, ideas, and perspectives of half of humanity, failing to realize the promise of a more prosperous and humancentric future that well-governed innovation and technology can bring. (Global Wage Report, ILO, 2018/2019).

Global Gender Gap report, World Economic Forum 2018 ranked India 108 out of the 149 countries in the globe. Since then, the gender gap in India has widened to 62.5%. India in 2021 has slipped 28 places and has been ranked 140. The Global Gender Gap report, 2021 index has benchmarked 156 nations across the globe in 2021 and the gender gap in economic participation and opportunity remains the second-largest of the four key gaps tracked by the index. The data revealed that it will take 267.6 years to bridge the gender gap worldwide vis-à-vis 135.6 years predicted in 2018-2019 .The pandemic has impacted women more severely than men. However, the gap on educational attainment and health and survival has been practically bridged.

Sex is defined by biological differences between men and women, while gender refers to the socially learned behaviors and expectations that are attributed to masculinity and femininity (Anderson 1988; Peterson and Runyan 1999). Barriteau et al. (2000) defines gender relations as “societies socially constructed relations between men and women” (p. 205). In general, traits that define masculinity are assertiveness, leadership, physical strength, and dominance. In contrast, feminine traits are described as emotional, supportive, nurturing, and submissive., These traditional roles remain deeply rooted at all levels of society irrespective of modernization and technological development, even todayt.

Amartya Sen (1999) has argued that development is linked to the freedoms one enjoys and that the lack of women’s empowerment affects all members of a society, stating that “the most immediate argument for focusing on women’s agency may be literally the role that such agency can play in removing inequities that depress the well-being of women” (p. 91). Martha Nussbaum (2000) focused on women’s capabilities, using India as a case study, with the primary question, “What is a woman actually able to do and to be?” versus how satisfied a woman is or how much in the way of resources a woman is able to command. Mehra (1997) says that it is easier to expand women’s capabilities than their opportunities” (p. 139). While women are capable of being educated, the social structure in place may not provide them with the opportunities to apply their education to its full potential in the paid labor force.

Men and women are progressively moving into gender atypical roles ( Hakim , 2000). In gender equal societies the male advantage and the female disadvantage must disappear (Halpern, 2012). Our systems for evaluating employees are skewed in unintended ways by biases that work against women and minorities (Kaplan,2017). ‘Token’ women are severely disadvantaged by their minority status through negative stereotyping (Kanter,1977). Neo-sexism has an effect on the job fit, as it permits the denial of the existence of discrimination and also upholds the belief that inequality is not a problem. The effect of gender roles on gender awareness is mediated by neo-sexism. In women this effect was total, while in men it was partial.

Despite improvements in overall economic welfare and the passing of significant equality-focused legislation, gender-based inequalities remain a persistent feature of modern capitalist societies. India has more working women than any other country in the world. Of the entire workforce of 400 million, 30-35% is women. In all 20 million women are in urban jobs. Among Indian graduates in 2018-2019, 53.0% of women had undergraduate degree, 69.6% women had MPhil degrees, 41.8% of women had PhDs (Catalyst, 2019).India’s low labor force participation rate for women is due in part to restrictive cultural norms regarding women’s work, the gender wage gap, an increase in time spent for women continuing their education, and a lack of safety policies and flexible work offerings.

Multigenerational workplaces

Social scientists contend that there are five generations in the society today: the silent generation (Matures), the Baby Boomers, Generation X, Generation Y and Gen Z . Gen Y is also known as the ‘Millennial’ generation (Meredith and Schewe, 1994; Strauss and Howe, 1991). The Silent generation or Matures were born between 1930 and 1945. The Baby boomers were born between 1946 and 1964. Gen X were born between 1965 & 1979. The Millennials or Gen Y were born between 1980 and 1996 and Gen Z are born after 1996.

A generation is a group of individuals who have shared experiences and events in their formative years that could lead to similar attitudes and behaviors for the rest of their lives. The collective memory is embedded with an identifiable group of individuals that share common birth years, location, age, major life events, and social changes at critical developmental period (Kupperschmidt, 2000).

Table 1. Distribution of the Indian Population, by Gender and Generation, India Census 2011

*Male(million) Female(million)*

Matures 2.9 3.3

Baby Boomers (1946-1964) 12.2 12.9

Generation X (1965-1979) 25.6 25.9

Generation Y ( 1980-1999) 29.1 29

Generation Z (2000- till date ) 30.2 28.9

*Source:*[*http://www.indiastat.com.mdilibrary.remotexs.in/demographics/7/agegroupwisepopulation/330675/agegroupwisepopulationasper2011census/817506/stats.asp*](http://www.indiastat.com.mdilibrary.remotexs.in/demographics/7/agegroupwisepopulation/330675/agegroupwisepopulationasper2011census/817506/stats.asp)

The sex ratio has been 1000 males ; 940 females.(Census India, 2011). [Transgender](https://en.wikipedia.org/wiki/Transgender) population was counted in population census in India for first time in 2011. The official count of the third gender in India is 4.9 lakh. Organizations that understand generational trends are well-positioned to create inclusive workplaces. By 2025, Generation Z will account for a quarter of the population of the Asia-Pacific region.

Fewer than half of Gen Zs view business as a force for good in society. Still, the underlying data suggests that negative feelings toward business may be turning a corner. Seven in 10 millennials feel that businesses focus on their own agendas rather than considering the wider society. 62% of millennials agreed that businesses “have no ambition beyond wanting to make money,”

Fluid Gender Identity

One of the most striking differences in millennials is their tolerance for, and performance of, a wide variety of gender identity and sexual orientation combinations (B. E Wells & Twenge, 2005). There is evidence that the millennial generation of adolescents and young adults regards gender identity and sexual orientation as much more fluid and changeable compared with previous generations (Galinsky, Aumann, & Bond, 2012).

Hybrid roles

Technology is augmenting roles done by us at home and at work. Artificial Intelligence algorithms and intelligent machines are co-workers at the workplace. Hybrid jobs combine skill sets, traditionally viewed as dissimilar, into single job roles. For example, marketing jobs that require data analysis or programming jobs incorporating design skills. HR have to upskill existing workers and develop more effective talent pipelines , as traditional jobs get mutated by new skills and evolving technologies. (Sigelman et. al, 2019).

Peter Drucker (2001), for example, has called technology the “great equalizer” as it can be used on an equal basis by both men and women. Fountain (2000) explains that the IT Revolution is characterized by economic competitiveness, whereas physical power, associated primarily with masculinity, was more important during the Industrial Revolution. It is a common belief that technology is an agent for advancing the status of women. This betterment should translate to positive changes in gender relations. Data collected in 1992 and again in 2002 by the Indian Institute of Technology suggest that not only does women’s participation fail to occur at the same speed as IT advancement, but that women’s participation is based on a continuation of traditional gender roles, which assign them on the periphery of an employers (Patel & Parmentier, 2005).

Gig Economy

Roles and responsibilities are more fluid and evolve as the business models and business processes change . The gig economy is approaching workplaces at a fast pace. Professionals and experts onboard as contractors and freelancers and move on to the next gig ( Friedman, 2014 ). Organizational structures will evolve around project based teams , sometimes remotely located. The gig-economy is usually understood to include chiefly two forms of work: “crowdwork” and “work-on-demand via app.”( DeStefano , 2015 )

Gig work is broadly referred to on-demand jobs with little to no formal contracting. Globally, over 200 million are considered involved in the gig economy. India’s gig economy has evolved in the past few years with the growth of start-ups and internet companies . The transaction value of the volume of work performed by gig workers could be worth more than $250 billion while the overall gig economy could contribute an incremental 1.25 per cent approximately to India’s GDP, according to a report by Boston Consulting Group and Michael & Susan Dell Foundation (2021). This report consolidates the estimates for gig jobs spanning to other sectors of the economy and estimates that the gig economy has the potential to service up to 90 million jobs in India’s economy.

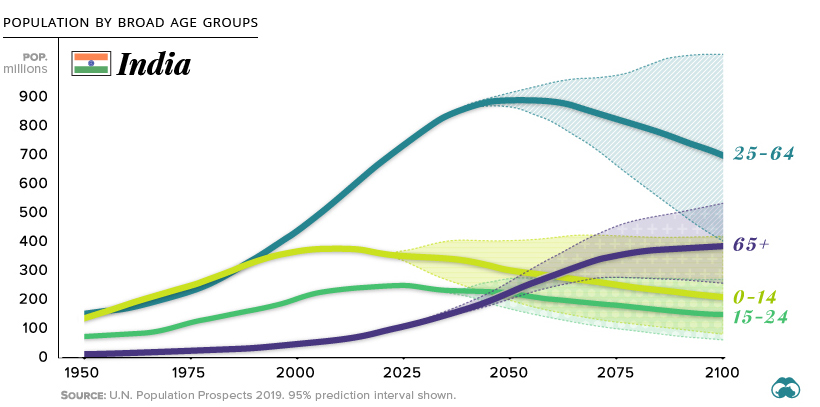
Protean Careers

Individuals are ambivalent about their desires and plans for career development. The protean career concept is based upon the degree of self-directed and values driven career orientations an employee manifests. The protean career is one that emphasizes a self-directed approach . The boundaryless career emphasizes the numerous possibilities that a career offers (Arthur & Rousseau,1996; Arthur, Inkson, & Pringle, 1999; Jones & DeFillippi,1996) The boundaryless career concept (Sullivan and Arthur,2006) categorizes psychological and physical boundarylessness.

Geographic locations

Urbanization in India is on a constant rise. Young generations migrating from rural and semi-urban towns to live and earn in the cities. The cities are overpopulated, pollution is at dangerous levels and resources are limited.

Fig -1.Population in India by broad age groups and predicted numbers



**Sustainable Talent Strategies**

Our study of organizations revealed that Organizations that have been reactive in their sustainable strategies are laggards. Organizations that have been proactive towards this issue have developed unique and contextual innovative strategies. The talent strategies and planning processes depend on the organizational strategy and Leadership (Martin-Alcazar et al.,2005). The Fourth Industrial Revolution necessitated the urgency to create workplaces, where the energies of Gen Z and Millennials are harnessed . These organizations collaborated and co-created, to gain the trust of this critical cohort.

Table 2. Sustainable Talent Strategies -A Step-Up Approach

|  |  |  |  |
| --- | --- | --- | --- |
| Employer-Employee relationship | **Talent strategies** | **Culture** | **Talent in the organization** |
| **1.**  **Short term orientation** | Separate processes for each incoming talent generation | Maintain the existing culture | The new generations feel like outliers and accommodate |
| **2.**  **Medium term orientation** | New processes and compliance w.r.t stakeholders | Shift to Intended culture | All generations co-exist |
| **3.**  **Long term orientation** | Processes aligned for Whole Systems Thinking and Triple Bottom Line | Sustainable Integrated culture | Gender and Generations thrive and flourish |

In the start-up organizations Baby boomers and Gen X may have to report in to Millennials and in some cases to Gen Z. Each generation will have to work along with the other generation without a hierarchical perspective and a culture which is growth oriented.

The reality of intergenerational differences is an opportunity and a challenge to be leveraged by organizations. Reducing polarization and occupational segregation requires changing perceptions and stereotypes ( Global Wage Report , ILO, 2018/2019 ).While 40 per cent of all countries have adopted the full principle of “equal pay for work of equal value”, the remaining countries focus instead on the narrower principle of “equal pay for equal work”.

**A good workplace**

Good workplaces ensure that individuals are to be able to develop their talents and capacities, to actively participate in society, and to enjoy a wide-ranging and equal life-chances. Employment is rightly seen as a critical source of income and of personal well-being, of access to economic resources as well as capabilities for individual development within a society.(Jackson, 2003). There is critical importance is social inclusion to provide for high rates of participation of the working-age population in paid employment.

Our study of various organizations in India to understand what organizations acted upon, prompted us to share the following findings,

**Invested in Inclusion & sustainability**

In the last decade, the rise of millennials, with a focus on ethical and environmental considerations, has forced businesses to transform. In 2019, for instance, the European Union passed legislation to ensure full Environment, Social and Governance (ESG) disclosure by listed companies and investment funds. Goldman Sachs even declared that it would cease supporting the IPOs of companies that have an all-male board of directors.

Do you declare your mission on Inclusion and sustainability ? Do you voluntarily declare your budgets for inclusion and sustainable talent practices?

**Expanded the circle of Inclusion**

Organizations had a genuine intention to be inclusive of gender , generations, LGBTQIA, gig workers. They reached out to their internal and external stakeholders and sought their affirmation , support and collaboration.

**Created new metrices**

These Organizations measured inclusion . They engaged in timelines to gain critical mass and momentum.

**Changed job descriptions**

The job descriptions were worded in a gender neutral terms . They transparently explained the roles and responsibilities without supporting gender specific traits and attributes

**Turned Hierarchy to Humanocracy**

Dynamic and inventive institutions believe that human beings deserve more from their jobs. There is a need to create new management models that are radically different (Hamel, G. and Zanini, M., 2020). Hamel has emphasized on building human-centered organizations where people are willing to bring their gifts of creativity, passion, and mission to work every day. Innovation cannot be commanded and is a product of individual creativity, of proactive people who are encouraged to challenge all assumptions, to try new things and have a passion for making a difference in the world (Hamel and Euchner, 2020). If you do believe so, cross the bridge .

The new hybrid work culture which has evolved during the pandemic is forcing organizations to exercise flexibility and agility to transition into this new culture and retain engagement and performance. There are opportunities to hire untapped talent where there are no geographical requirement for location. This aspect has opened up a whole new range of possibilities for organizations to recruit and engage .the profile of demand will change the skills required for hiring has changed ( both soft skills and hard skills ).In India, 75 % to 85 % of the workforce will consist of millennials who are technology oriented. Experimenting and flexibility is the norm and organizations are experimenting. To enhance competitive edge , organizations should look at long term quality metrices, user friendly processes for good stakeholder experience along with speed and agility.

The following case in example are of organizations whose policies were based on creating respect for the employee. They took up difficult conversations irrespective of stereotyping, taboos, and myths.

Mahindra & Mahindra

The Mahindra group is an Indian multinational group which has evolved from a predominantly manufacturing company into a global federation with interests across sectors. They have created employment opportunities to almost five generations of talented people. According to their employees, one can start in a small company in some corner of the world and head another company in another part of the Group’s global operations. Mahindra & Mahindra (M & M ) call out ' Alternativism’ (the rejection of a social normality through the pursuit of alternatives), which is their commitment to innovate their products and processes sustainably. Efforts at sustainability extend to the processes and the organization has taken on commitments on issues like being materiality oriented, measurable, consistent and in line with commitments towards the planet, people, and profit.

The Mahindra Group has recently launched India's first all women run automobile workshop in Jaipur, Rajasthan, as part of the #pinkcollar initiative. They are determined to encourage women in their workplaces. M&M is ranked 10th on the list of India's Best Workplaces in Manufacturing 2020 by Great Place to Work®. In 2018 -2019 the organization created Sector-level Diversity Councils, and launched a Women Leaders Program(WLP) to enhance gender diversity . The need was to build a robust pipeline of mid-level women leaders across the Group. We work to empower not only our employees, but also local communities. The human capital data of 2018 says that only 10 percent of the employees below 30, and just three per cent of those above 50 left the company voluntarily which showcases high retention rates across age groups. Mahindra is proud of the fact that a stint at Mahindra is not just a job, but an opportunity to build a career.

As part of our 75th celebrations, the Mahindra Group launched a public conversation on what constitutes good business. The results clearly reflect the shifting sentiments regarding business’s role, and what really constitutes a good deal, or job, or investment. According to Mahindra’s Good Business Study, covering over 2,000 Indian citizens, 62.42% of respondents cited society and community as critical to their idea of good business. From an employee perspective, nearly half (49.35%) the respondents believe that equality of opportunity, diversity, flexible working and an innovative environment are the top qualities of a good employer. Such new definitions of what constitutes good business are even reflected in investment choices. 70.27% of respondents claim that they would never invest in a business they did not consider to be genuinely good.

Anand Mahindra, the chairman of the Mahindra group , declared that the overwhelming priority for many traditional and existing businesses has been to ensure that they are genuinely good. Though he agrees that the nature of business will be inherently good by design, Good and business should become synonymous. For example, minimizing the environmental impact of the production and use of products, ensuring transparent and fulfilling careers for employees, and communicating the same to investors and the wider community are factors that contribute to companies making it to the Great Places to Work lists*.*

Mahindra eagerly engages with Millennials and Gen Z in his tweets. He wonders about this generation of consumers who will bring about an increase in their per capita spending by more than 70% in the next five years. How will they impose their perceptions of “good” business on the way they consume, work, and invest?

TechMahindra

Tech Mahindra is a subsidiary of the Mahindra Group, that provides information technology and business process outsourcing services. At Tech Mahindra gig workers work on across certain projects, including internal schemes. The company split work related programs into smaller components based on skills, which are highly niche ,to be done through part-time employees. A typical area where a freelancer fitted in at Tech Mahindra , was a module which required an expert in aerodynamics to work for 10 days for one of our aerospace customers. The programme was split into smaller logical boxes and then put out in the gig economy and gig ecosystem.

Other Tech companies

Tata Consultancy Services (TCS ) is an Indian multinational information technology services and consulting company. [TCS](https://www.moneycontrol.com/india/stockpricequote/computers-software/tataconsultancyservices/TCS) and [Tech Mahindra](https://www.moneycontrol.com/india/stockpricequote/computers-software/techmahindra/TM4) have already started monitoring projects involving gig workers. While Indian IT services had traditionally employed many subcontractors, the workforce had mostly been sans freelancers. The acceptance of freelancers was low among clients, triggered mainly by data security concerns. The Pandemic helped changing this discernment. While IT firms are have hybrid work model, some companies like TCS plan to make Work From Home (WFH) permanent and has major plans to have 75 percent of its employees working from home by 2025.

HCL Tech ( an Indian multinational information technology services and consulting company) identified roles that requires work-from-home and those where one needs to come to office and interact with people. They have assigning roles that can be freelanced without compromising on client data protection needs and demands. Tech has rolled out a dedicated policy for gig workers. They enabled ‘gigs’ from a policy perspective to enable working four to five hours a day .These models will attract more women , Millennials and Gen Z into the workplace.

Zomato

Zomato is an Indian multinational restaurant aggregator and an online food delivery company founded in 2008. A delivery partner in such organizations make himself/herself available to undertake delivery Services as and when a request for the same is placed by User through the Zomato app .At present they have 0.5 % of their delivery partners as women . Zomato CEO and co-founder , Deepinder Goyal has taken up a goal to ensure that the participation of women food delivery partners increases to 10 % by the end of 2021 in the three pilot cities of Bangalore, Hyderabad and Pune.

To be able to achieve this they are relooking and changing their policies to attract and retain more women for such roles. Zomato is working on four key initiatives: access to safety-related education and tools; contactless deliveries by default; extended support from restaurant partners; and SOS button and dedicated support. As a policy therefore, Zomato has decided to ensure that late evening deliveries are contactless . They have reached out to their restaurant partners to ensure access to basic facilities such as separate washrooms for women delivery partners. Zomato will highlight these restaurants with a #GirlPower tag (tag subject to change) on their ordering app to showcase their support towards an equitable society. Delivery partners rate restaurants on ease and safety and these ratings are taken into account , to improve working conditions .  
  
Zomato has also set up a 24x7 helpline which are dedicated support team for its women partners to enable expediting emergency requests to prioritize safety. Once triggered, the SOS button, on the delivery partner app, shares live location with on-ground Zomato teams, central rider support, and other delivery partners in the vicinity. As a more inclusive organization, Zomato had a need to stop stereotyping this role as delivery boys, and see them for what they truly are, which is delivery partners .

In August 2020,Zomato declared, all women (including transgender people) at Zomato can avail up to 10 days of period leaves in a year. There should not be any shame or stigma attached to applying for a period leave. You should feel free to tell people on internal groups, or emails that you are on your period leave for the day. Nurturing a culture of trust, truth and acceptance Zomato stated that men and women are born with different biological realities and they wanted to make sure that they accommodated the biological needs, while ensuring the quality of work. They made sure that in case of distasteful comments from men or women about applying for a period leave, they should be vocal and report and the prevention of sexual harassment (POSH) team would take the necessary action

A mail from the co-founder specifically mentioned the following**, “A note for men** – our female colleagues expressing that they are on their period leave shouldn’t be uncomfortable for us. This is a part of life, and while we do not fully understand what women go through, we need to trust them when they say they need to rest this out. I know that menstrual cramps are very painful for a lot of women – and we have to support them through it if we want to build a truly collaborative culture at Zomato.”

In May 2019, Zomato rolled out a new tag ‘LGBTQIA Friendly’, on their app.This tag was visible on individual restaurant pages across several restaurants. With the addition of the tag, Zomato emphasized on educating and encouraging Indian restaurants, cafes and other facilities to welcome people’s sexual orientations and to make everyone comfortable in the space that they provide for public recreation. Zomato claims that, this isn’t just about good business. “ It is about doing what is right, about altering hearts and minds. They wish someday this tag becomes redundant and we are a much more inclusive society. In the meantime, Zomato will lead by example” , the company said in its statement. Earlier in a separate incident, Co-founder and CEO Goyal has openly declared that he was absolutely fine to let go of any business that comes in the way of their values.   
  
Philips India  
  
Through research and employee feedback Philips had found that today’s generation values a comprehensive rewards package revolving around work-life balance, flexibility, autonomy and monetary benefits. The company offers a child adoption policy of up to eight weeks for women employees and two weeks for men. The paternity leave policy gives leave of two weeks. The company has higher education policy for GET (graduate engineer trainees), gym/fitness centre tie-ups and reimbursements, flexi-benefit plans, flex working and work from home and short-term international assignments. There are even workshops around health and well-being.  
"Every employee looks for three things in a job — challenge and learning, an opportunity to make a significant contribution and be recognised for it, and an empowering work climate that enables camaraderie, collaboration and openness. Millennials expect all of these in ‘significant doses’— and every company needs to raise the bar to provide an environment that delivers these," says Krish Shankar, head of HR for South Asia, Philips.An employee at Philips claims that the feeling of care around you in the organization, apart from the awareness creation workshops was nurturing. The organic food at the café and a gym fee reimbursement to encourage one to work out.

**Conclusion**

A comprehensive review of journals from 1991-2018 by Yadav & Lenka (2020) reveals that diversity dimensions with most coverage are race/ethnicity ( 60 times), gender (49 times ) and age (41 times) and conclude that maximum studies in diversity management research focused on relationship oriented diversity ( Yadav & Lenka , 2020). This also reveals that there is a huge scope to explore generational diversity and study their cohabitate existence to create good workplaces .

When it comes to building good workplaces, understanding what other companies are doing and emulating them is important , but more important is reexamining the purpose itself.More and more organizations are hiring young and are preferring skills over education. For high performing millennials learning is a continuous activity as there are no blueprints for most of the knowledge services and new products being developed today.

Whole Systems Thinking is a method to understand how things (elements and systems) are related, and how they influence one another within a whole. Systems thinking is aware of the circular nature of the world we live in and acknowledges the entropy within systems that often leads to unintended consequences. A realist whole systems approach is fundamental to tackle the interdependency of economic, social, and ecological realities that currently confront humankind. We need to successfully blend and align talent strategies for developing a wholistic talent management practices in our businesses. These conditions are all related and need a whole systems perspective to create sustainable talent strategies across gender and generations. Organizations must actively recast their talent strategies and respond proactively to these complexities. A few Indian organizations have made transformational strides and rewriting the playbook.

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