

FEATURES

7 Managing an Aging Workforce

By Tamara Erickson, Concours Institute and Robert Morison, Concours Group

In the most fundamental ways, your older employees (especially those whose skill and experience you most need to retain) are no different from their younger selves. They still want the same things that drew them to their jobs in the first place – inherently interesting, meaningful and important work, variety in what they do, a congenial workplace with bright and interesting colleagues, and the continuing opportunity to try new things, to learn and to grow (personally, if not hierarchically).

10 Managing Your Generational Supply Chain: A Model for Talent Succession Planning

By Bob Kustka, CHR Partners

The talent supply chain framework begins with a consideration of the factors that influence the supply and demand for talent. For those individuals entering the workforce, we not only consider whether we have the right number of people with the skills we need, but also whether employees can grow professionally to bring long-term value to the business. In other words, can we get the right people for the job – those with the right skills – and will we be able to develop them to meet our long-term business plan?

14 Navigating Workforce Changes Resulting from Mergers and Acquisitions

By Judith E. Glaser, Benchmark Communications, Inc.

We-centric leadership during an M&A can mean the difference between success and failure. Getting your team in place and ensuring they set a “we-centric” context precedes everything. You are not alone on this new leadership journey, and each of your key people will make a difference in the organization’s overall success. Talk about what success looks like – define it with others – take it out and look at it from all angles, rather than assuming that everyone knows what it is.

18 Revisiting Past Views of the Future

By Jim Spoor, SPECTRUM Human Resource Systems Corporation

The biggest unknowns are the unknowns. None of us, as authors of *21 Tomorrows*, were (nor are we today) able to anticipate what events, what social or political or economic forces, what natural or human caused disasters, what technological breakthroughs, or what shifts in the global economy will again cause the actual direction of the future to change. But, regardless of these influences, technology is going to continue to facilitate the changes that strategically focused HR professionals will actually be wise enough, courageous enough, and influential enough to implement within their organizations.

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