



Jan Haines, 09.11.2017

**Erinevate põlvkondade koostöö ja muutunud ootused töö korraldusele nii ruumis kui ajas**

**The cooperation of different generations and the changing expectations of the organization of work both in space and time**

Let's talk about CHANGE

- A.) Different generations
- B.) Leading styles
- C.) Change of work environment

# Vanemaealiste hulgas on hõive suurenenud

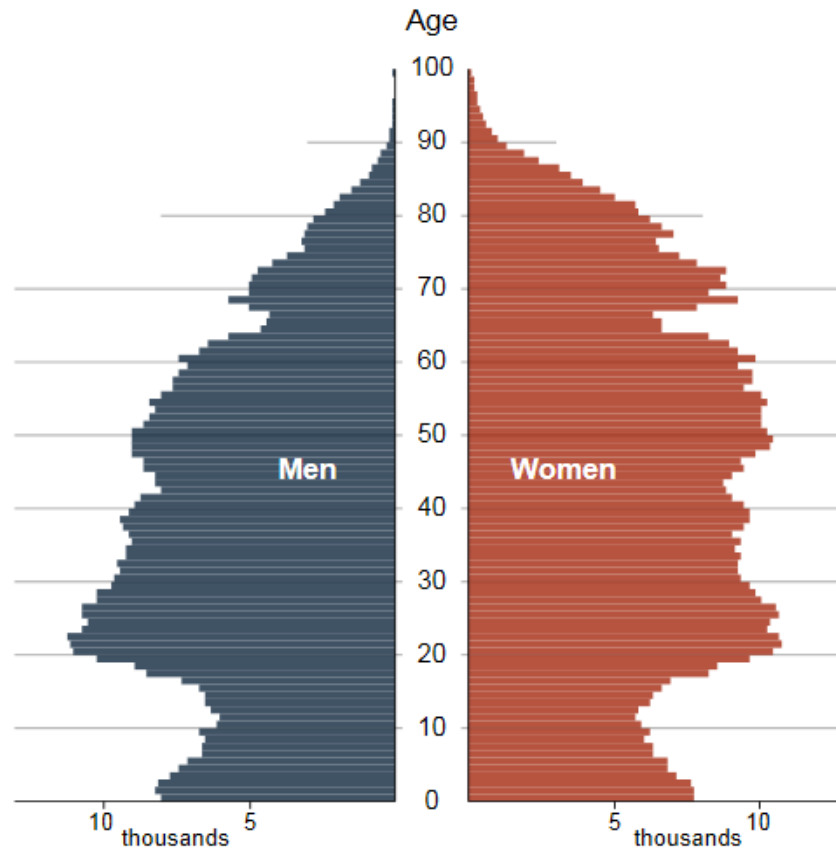
## *Employment has increased among the elderly*



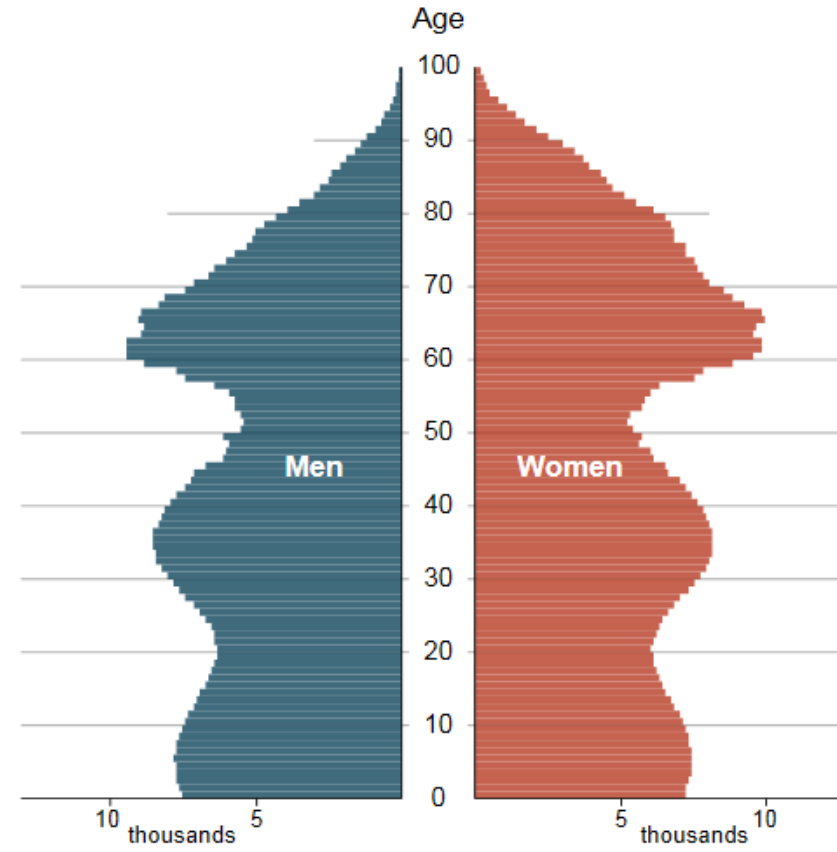
Eesti rahvaarv on aastatel 2000–2015 järjest vähenenud, ent vanemaealiste arv ja nende osalemine tööhõives suurenenud. Naiste pensioniea tõusu tõttu on vanemaealiste naiste tööhõive määr kasvanud kiiremini kui meestel. Kui 2000. aastal töötas kümnest 55–64-aastasest mehest viis ja kümnest samas vanuses naisest neli, siis 2015. aastal kümnest mehest kuus ja kümnest naisest seitse.

*In 2000–2015, the population of Estonia was in constant decline, but there was an increase in the number and employment of the elderly. Due to the rise in the pensionable age of females, the employment rate of females has increased faster than that of males. While in 2000 five out of ten males aged 55–64 and four out of ten females of the same age were employed, in 2015 the corresponding figures were six out of ten for males and seven out of ten for females.*

Population pyramid of Estonia: 2010



Population pyramid of Estonia: 2050






















Age groups			
<20	3,6	Total	
284,1		0,100	
		100	%

Age groups			
<20	2,1	Total	
283,000		0,100	
23		100	%



Chart 1: An overview of the working generations

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Gorbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Glastonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" — entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	 Automobile	 Television	 Personal Computer	 Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	 Formal letter	 Telephone	 E-mail and text message	 Text or social media	 Hand-held (or integrated into clothing) communication devices
Communication preference	 Face-to-face	 Face-to-face ideally, but telephone or e-mail if required	 Text messaging or e-mail	 Online and mobile (text messaging)	 Facetime
Preference when making financial decisions	 Face-to-face meetings	 Face-to-face ideally, but increasingly will go online	 Online — would prefer face-to-face if time permitting	 Face-to-face	 Solutions will be digitally crowd-sourced

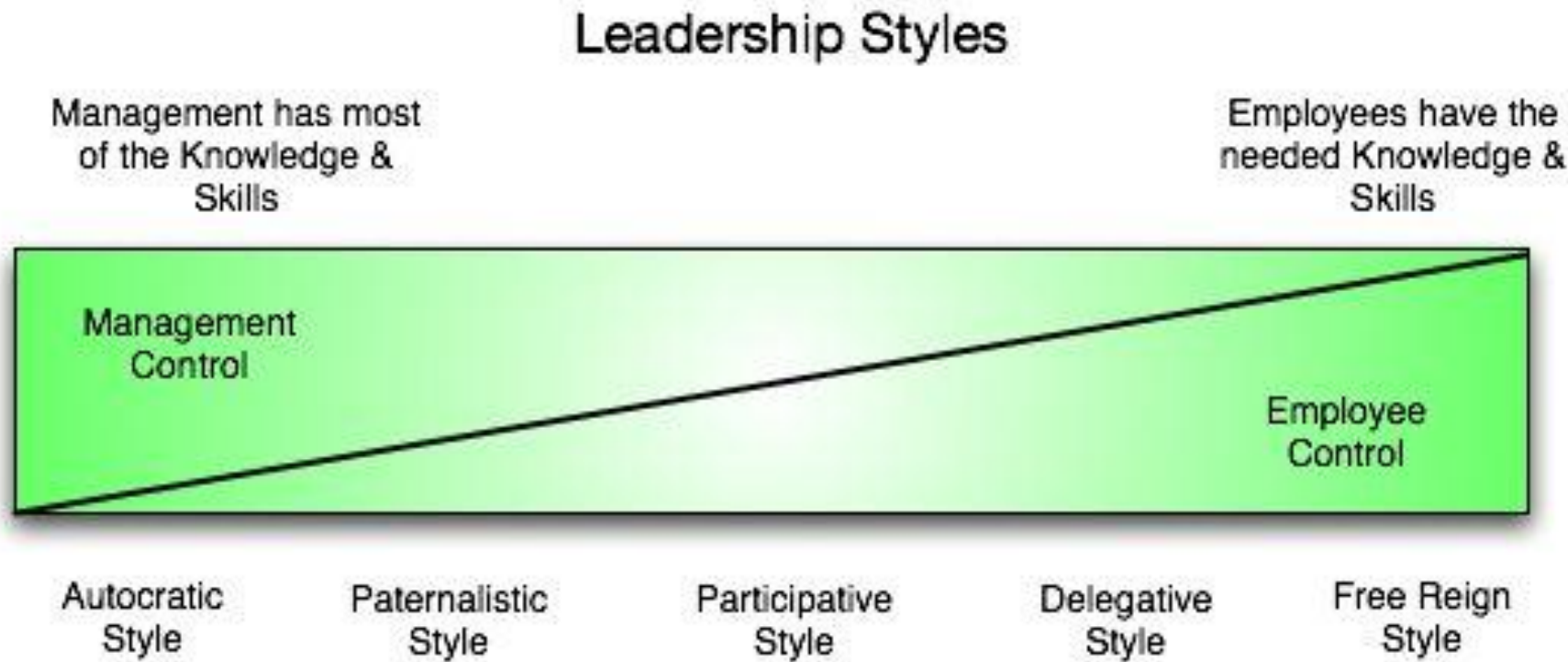
\*Percentages are approximate at the time of publication.

Lets have a look at Gen Z

# Learning in companies - Demand for change

adidas

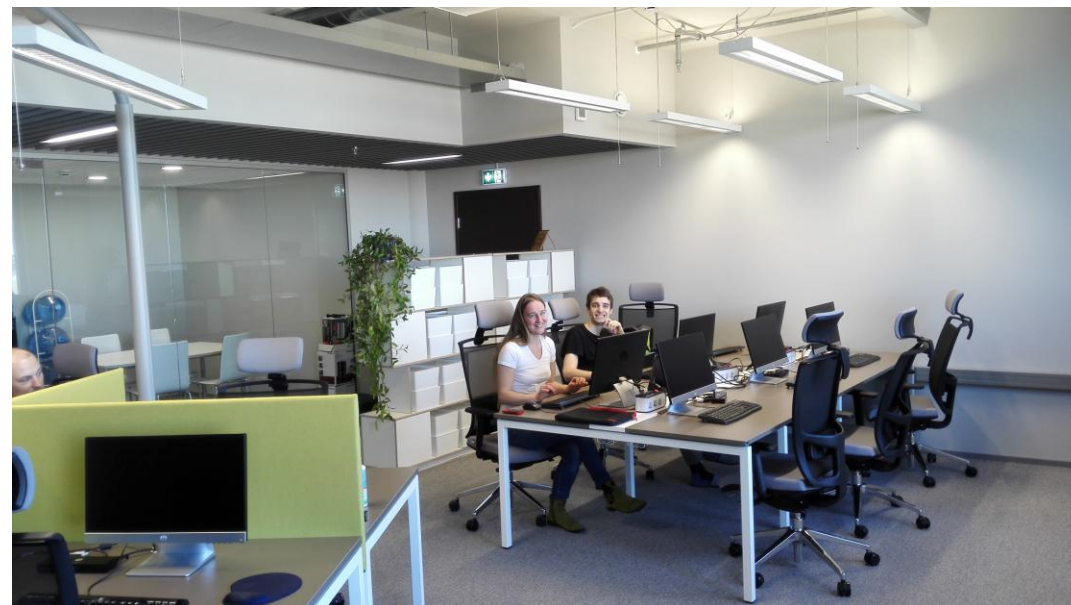
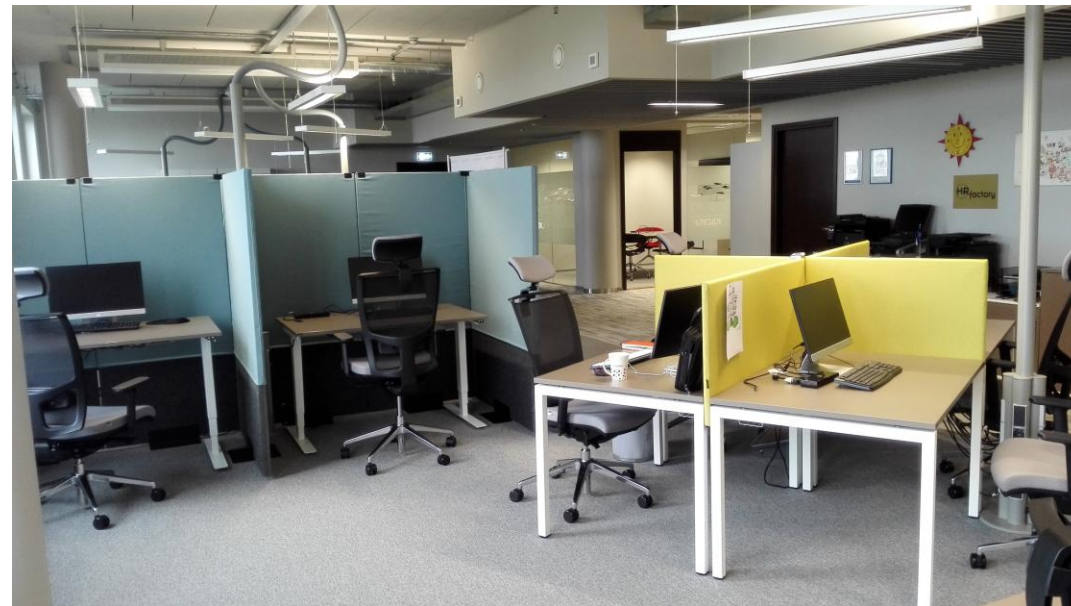




Manager makes and announces decisions	Manager „sells“ decision	Manager presents ideas & invites questions	Manager presents tentative discussion subject to change	Manager presents problem, gets suggestions , makes decisions	Manager defines limits; asks groups for desicion	Manager permits subordinate s to function within superior defined limits	Manager allows full freedom
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Work environment (By design) (B: Modern world)

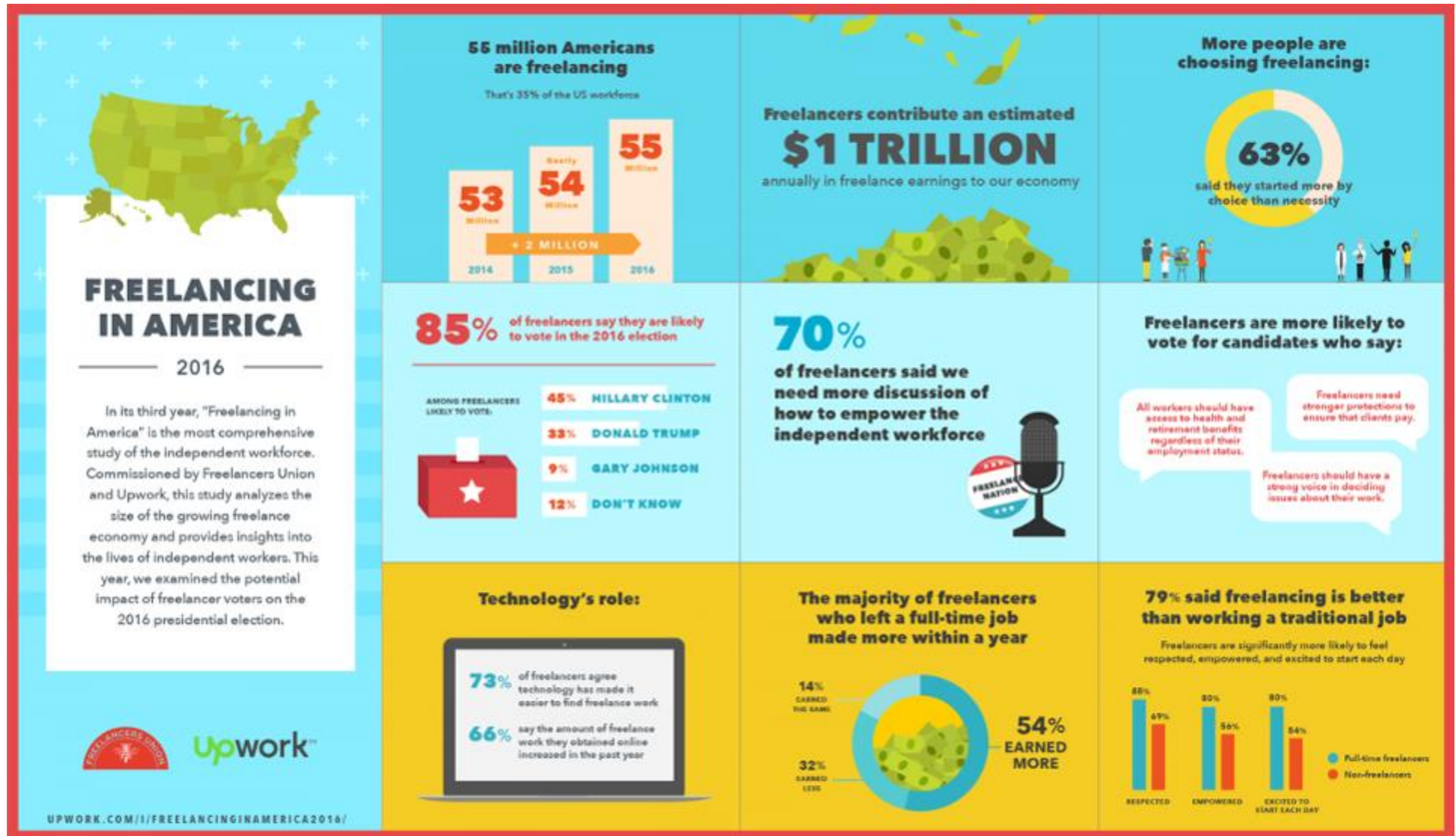


# Creating work environment - ROWE

Rowe



## Developments





What to do?

<i>From Organisation's perspective</i>	<i>From Job perspective</i>	<i>From Leadership's perspective</i>
<ul style="list-style-type: none"><li>• Organisation culture is the key</li><li>• Good corporate responsibility reputation</li><li>• Organization's commitment to the environment</li></ul>	<ul style="list-style-type: none"><li>• Inculcate Flexibility in Jobs</li><li>• Provide opportunities for specialization &amp; development</li><li>• Assign challenging assignments</li><li>• Give competitive and lucrative compensation</li><li>• Provide a launch pad for International career and overseas trips</li><li>• Flexibility for transition between jobs.</li></ul>	<ul style="list-style-type: none"><li>• Encourage competency development – for future needs</li><li>• Facilitate speed induction and integration through mentors</li><li>• Provide a collaborative &amp; participatory work environment</li><li>• Encourage empathetic leadership through constant feedback, coaching and mentoring</li><li>• Develop binding communication</li><li>• Create customized career paths</li></ul>

HR – Change (Delloite)



.... About to end this session  
– Any Questions?



Thank you!



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