



BEYOND GENERATION : HRD FOR DIVERSITY AND INCLUSION

2020. 10. 23 (Fri) AM 09:00~13:00



Seoul National University
Vocational Education Workforce Development
Professor Chan Lee

CONTENTS



I . Balanced Personnel Management in Public Sector

II . Generational diversity and inclusion in HRD

III . Policy implication

CONTENTS



I . Balanced Personnel Management in Public Sector

II . Generational diversity and inclusion in HRD

III . Policy implication

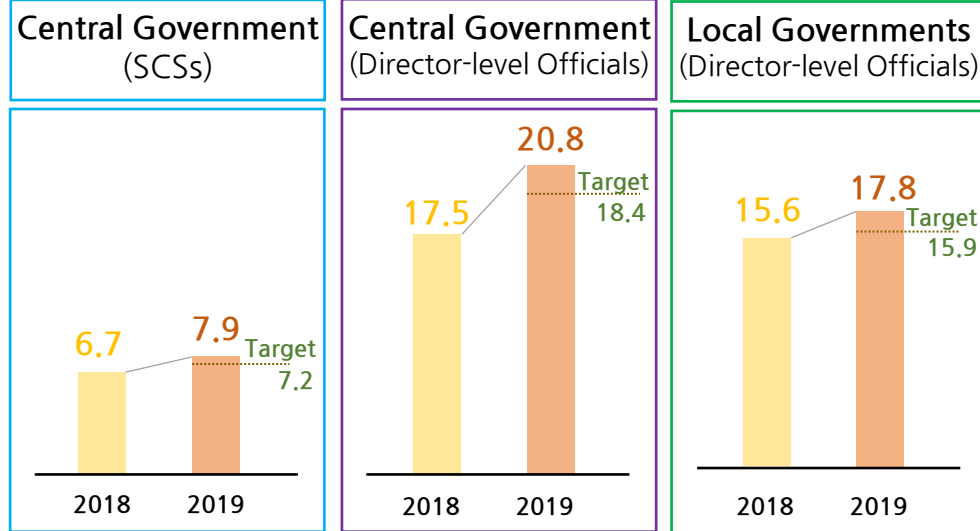
I . Balanced Personnel Management in Public Sector

The Status of Balanced Personnel in the Public Sector (1/2)



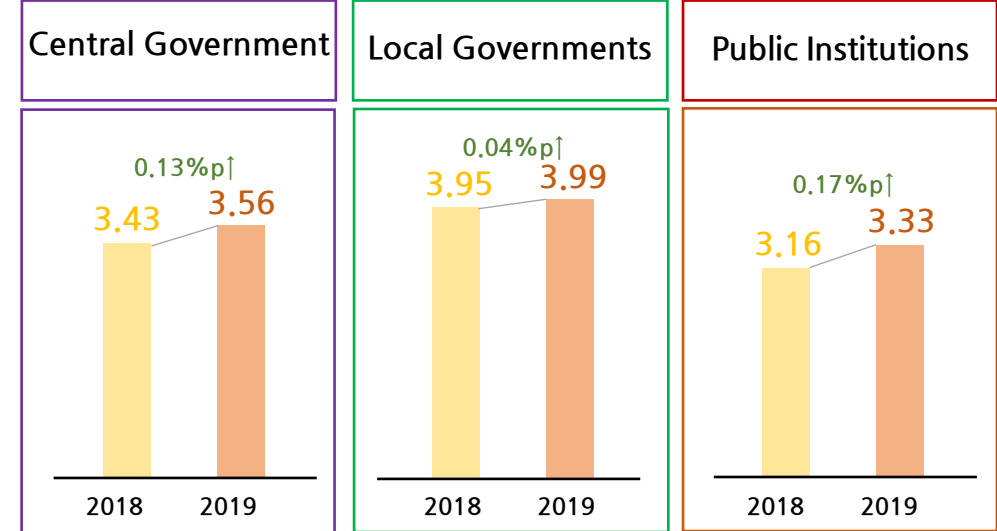
Gender equality

Increase in female officials at managerial level



Individuals with disabilities

Increase in employment of individuals with disabilities



Continuous efforts are in progress to eliminate discrimination factors in personnel management

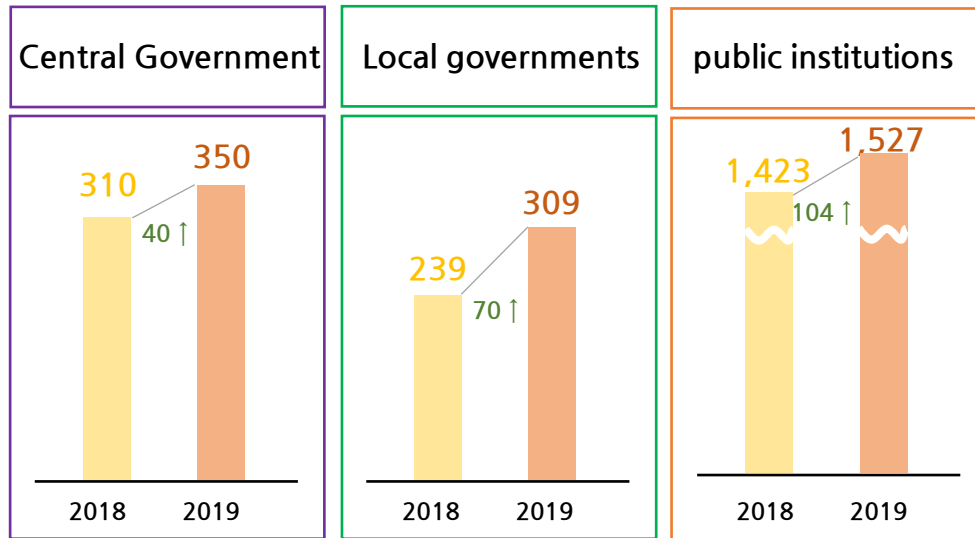
I . Balanced Personnel Management in Public Sector

The Status of Balanced Personnel in the Public Sector (2/2)



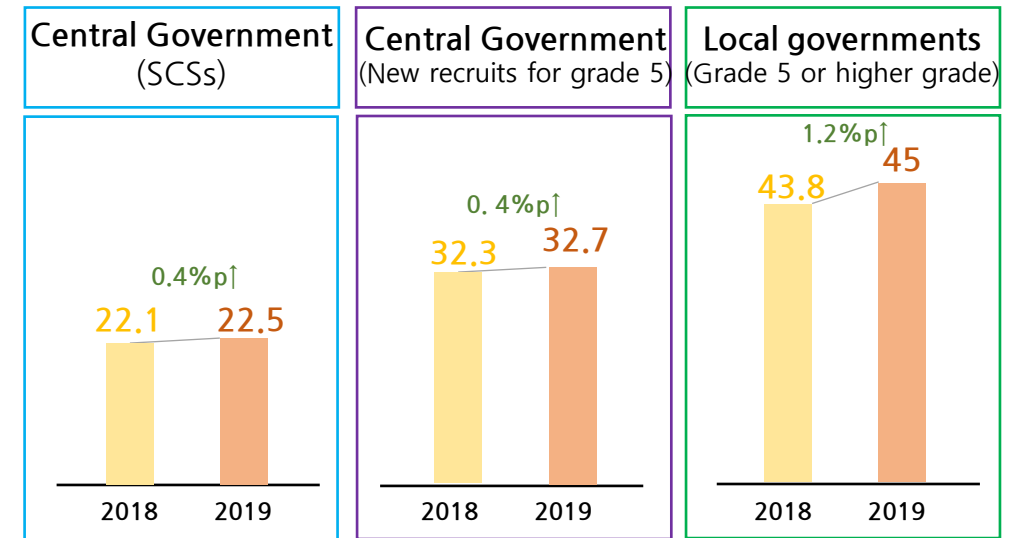
Employment of local talent

All Employment of local talent for balanced national development is increasing



Proportion of Science & Engineering Graduates

SCSs and Grade 5 or higher grade director-level officials ratio increased year-on-year



Improving performance through diversity and inclusion practices in public sector personnel management

CONTENTS



I . Balanced Personnel Management in Public Sector

II . Generational diversity and inclusion in HRD

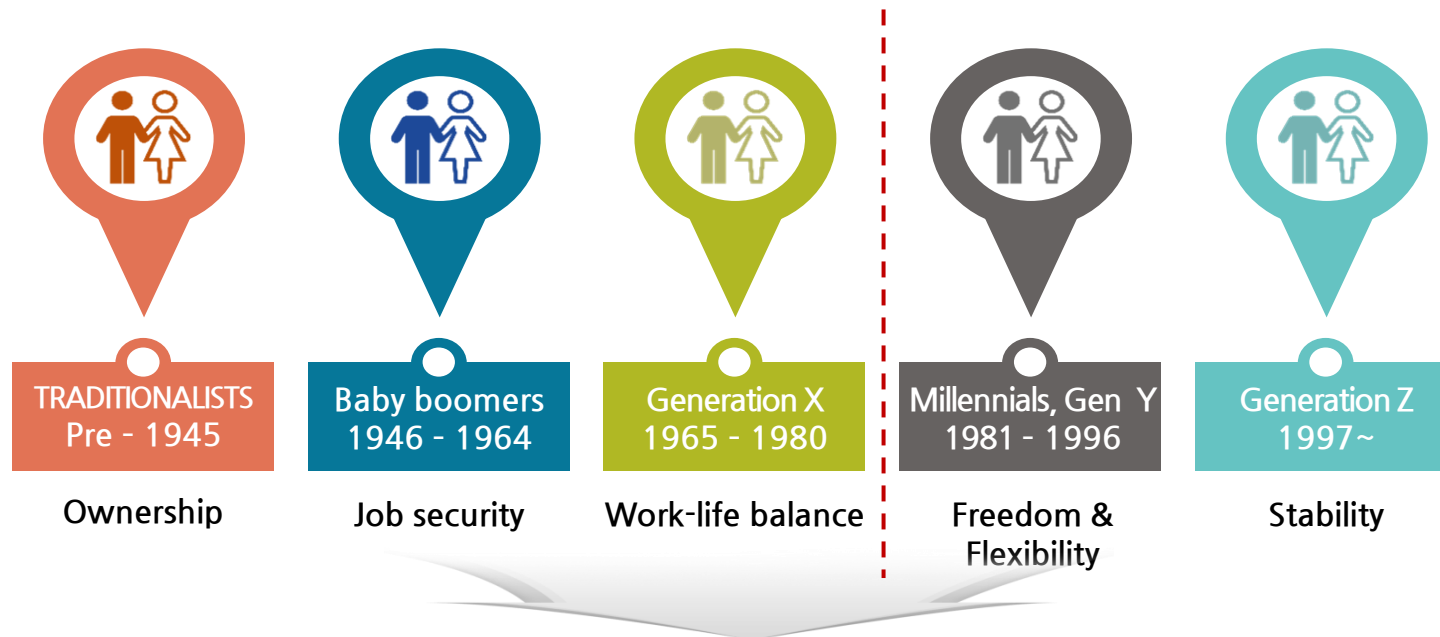
III . Policy implication

II. Generational diversity and inclusion in HRD

Here Comes Generation MZ : Changes in workforce composition



Baby boomers with high knowledge and expertise decrease
Millennials account for 35% of the world's workforce, the largest share since 2020



Various generations within the organization

Need a communicative leadership strategy to coexist with the MZ generation, especially with a new lifestyle.

Source : Seb Murray. (2020, 5) The other 5G: learning to lead the five-generation workforce. Financial Times, <https://www.ft.com/content/8e849486-8173-11ea-b6e9-a94cffd1d9bf>

Na Rae Lee. (2019). The Moderating Effect of Career Development Support on the relationship between Job Autonomy and Affective Organizational Commitment of Millennials in Large Corporations. Journal of Humanware, 2(2), 45-73.



II . Generational diversity and inclusion in HRD

Here Comes Generation MZ : Characteristics of Generation MZ

Baby boomers, Gen X



“only looking at your smartphone, so how can I communicate!”

▶ Digital vs Analog

- A basic understanding of information technology
- Familiar with one-way channel (ex. Book, TV)



▶ Security insensitivity to personal information leakage

- My personal information is public goods...



▶ Listening rather than speaking

- Familiar with hiding my thoughts.
- Safely respond after looking at other people's reactions



MZ Generation

“But I'm communicating with more people on my smartphone !”



▶ Digital native

- No distinction between online and offline
- Extremely fond of interactive media (ex. SNS, Live broadcasting)

▶ Security sensitivity to personal information leakage

- Pursuing a virtual free persona

▶ Confidently expressing one's intentions

- Familiar with anonymous-based frank communication
- Indirect speech is not preferred

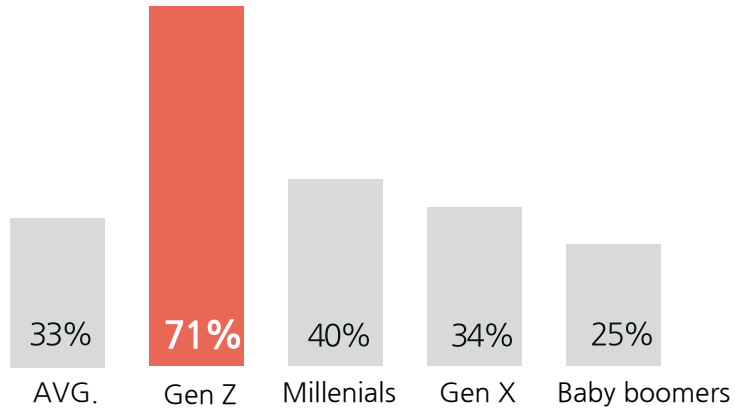
Non-face-to-face feedback, maybe the leader is the only one who finds it difficult.?

II. Generational diversity and inclusion in HRD

Here Comes Generation MZ : Characteristics of Gen Z

“ Gen Zers have quickly found a way to spend time at home online after the coronavirus outbreak. But they are in a situation where they feel tired of continuing online communication. ”

Have you discovered a new hobby after the coronavirus outbreak?



71% of Gen Zers have discovered new ways to spend their time as COVID-19

▶ I spend too much time online and can't wait to get back to reconnecting with people in real life.

71%

▶ I really miss spending time with my friends the way I used to.

78%

Keywords :

Friends

School

Movie theater

Outing

In addition to missing their friends, Gen Zers also miss connecting IRL(In real life)

“

Despite new past times and digital savviness, Gen Zers miss in person interaction more than anything.

”

II. Generational diversity and inclusion in HRD

MZ is coming to workplace : Work life of generation MZ

Work life of generation MZ

- Invest in myself, not in company loyalty
- FIRE movement (Financial Independence, Retire Early), Dream of economic freedom.
- 'Work-Life balance?' → 'Work-Learning balance!'
- Continuously searching for the right choice, An ever-changing 'Floating generation'
- Despite being digital native, offline experience is also important.

“

Most managers do not understand the characteristics of the MZ generation,

→ **Conflict within the organization**

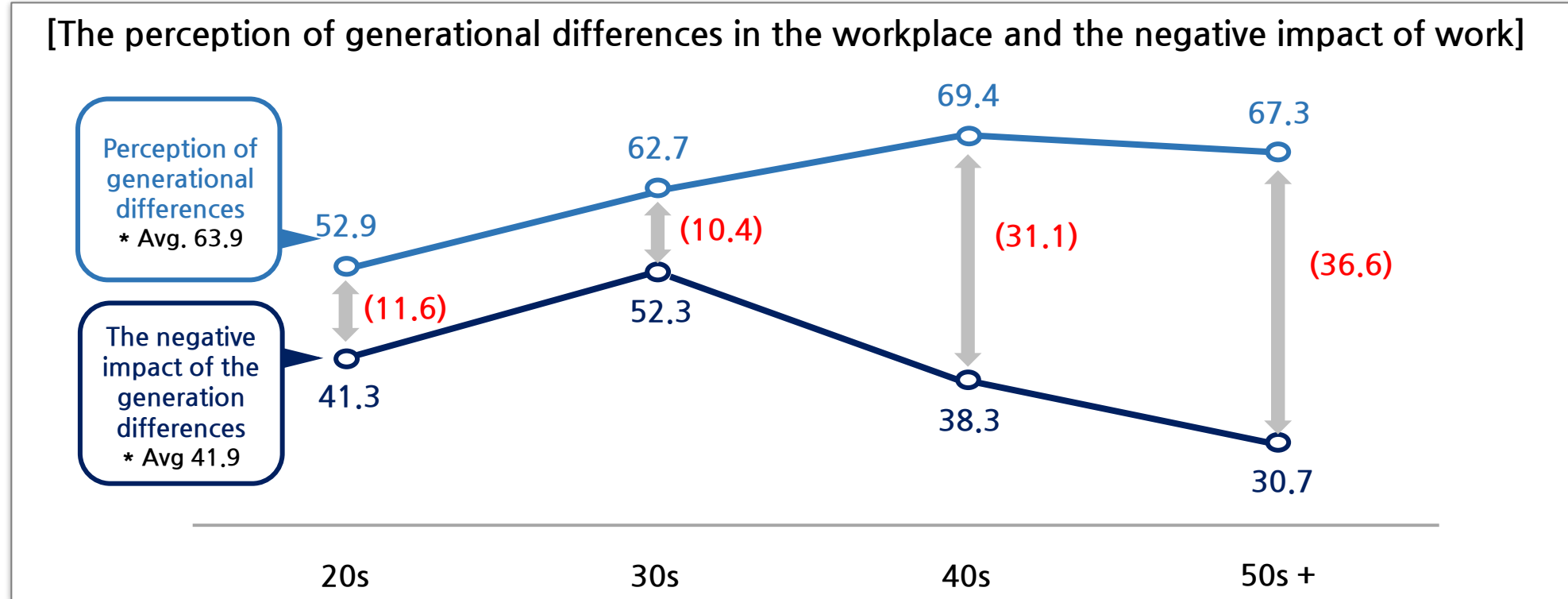
”



II. Generational diversity and inclusion in HRD

Generational conflict in the workplace (1/2)

Investigation of generational differences in the workplace

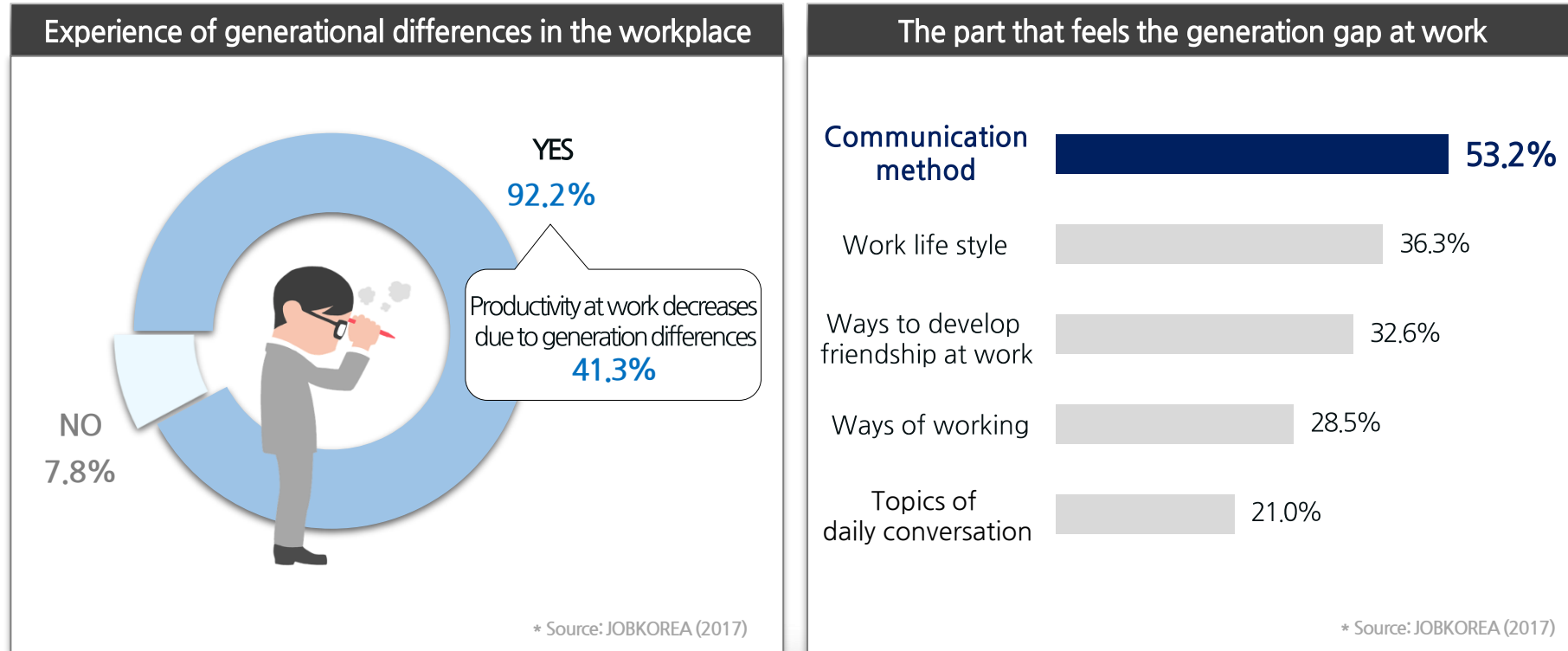


Older generations have a higher Perception of generational differences.
However younger generations **feel more of the work inconvenience caused by it.**

Source: the Korea Chamber of Commerce and Industry. (2020). Report on the Generation Conflict in the Workplace and the Comprehensive Diagnosis of Corporate Culture

II . Generational diversity and inclusion in HRD

Generational conflict in the workplace (2/2)



A boss who forces norms unilaterally is treated like a 'KKONDAE' *

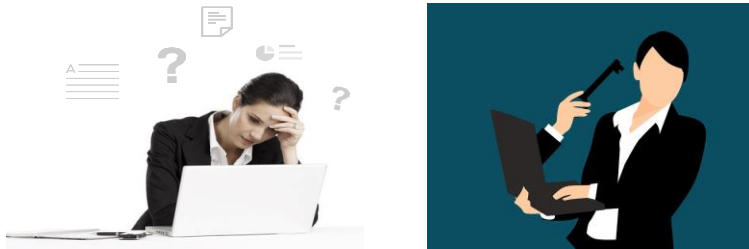
* KKONDAE : An older person who believes they are always right. (And you are always wrong.)

- BBC Official Facebook Page -

II . Generational diversity and inclusion in HRD

■ Tips for nurturing the generation MZ ! (1/2)

Boss's perspective



What on earth are these guys thinking?

Subordinates' perspective

What millennials want in the workplace

1. **Respect** : Nobody's, nobody anywhere, just me
2. **Meaning** : If you don't understand, you won't move.
3. **Fun** : I want to make work as fun as play
4. **Fast** : You want immediate and forward-looking feedback from your boss
5. **Admittance** : Well, you're doing well, right? I want to be confirmed
6. **Transparent** : I want it as it is, without hiding it
7. **Connection** : It is worthwhile to work together, but only between us.

“Employees born in 90's can leave the organization at any time if they can't find a reason to remain in the organization.
The only way to prevent their quit is to help them grow..” (source : The 90s are coming)

II . Generational diversity and inclusion in HRD

■ Tips for nurturing the generation MZ ! (2/2)

“What generation MZ wants”

Opportunities to speak up, get noticed, and perform

- Offers opportunities to fully demonstrate fresh senses
- Provides motivation with immediate and positive feedback on performance
- Create an environment where you can actively help you adapt to your organization and grow.

In order to foster the MZ generation,
strategies are needed to **take an interest in their overall lives, actively understand and maximize their strengths**

CONTENTS



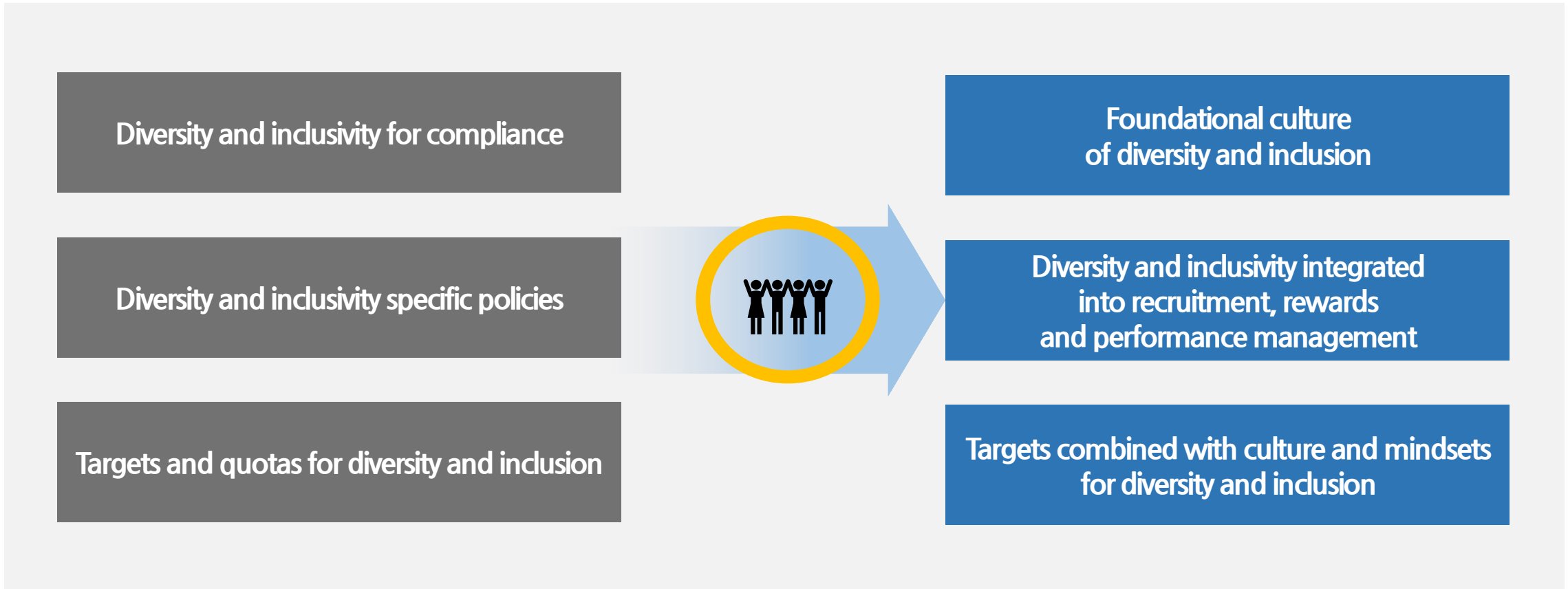
I . Balanced Personnel Management in Public Sector

II . Generational diversity and inclusion in HRD

III . Policy implication

III . Policy implication

Policy implication





Seoul National University, Vocational Education Workforce Development

Professor, Chan Lee Research team


 chanlee@snu.ac.kr

 <http://twitter.com/hrdream>

 <http://hrdream.snu.ac.kr/>

 <http://facebook.com/hrdream>

 <http://kr.linkedin.com/in/hrdream>

 <http://Instagram.com/prof.chanlee>

2104, Building 200, Seoul National University, 1 Gwanak-ro, Gwanak-gu, Seoul
02-880-4840