

An Exploratory Study of the Means to Implement for Talent Management in a Remote Work Environment for the Millennials and Gen Z Now and Post-Pandemic.

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(Presentation PPT)

Background:

- Remote work has been a hot topic amongst the millennials & Gen-Z's in the last two decades. EY Global. (2020)
- What started as a trickle towards remote work prior to the Covid-19 pandemic has manifested into a flood overnight.
- The pandemic is causing employers and management of organizations around the globe to establishing a new work culture to include a long term and solid remote work environment for their employees for now and post-pandemic. Zaharee et al (Vol 61, 2018-Issue 5)

Background (Con't):

- Senior management must forgo industrial-age talent management practices to accommodate the Millennials and the Gen Z. Tucker, E. Kao, T. Verma, N. (2005)
- Scholars emphasized that supervision and control are a primary concern for management staff and this is causing serious barriers for the adoption and diffusion of remote work arrangement. Errichiello, L. and Pianese, T. (2016)
- A conceptual framework of new talent management practice needs to be realized to suit remote work environment. Errichiello, L. and Pianese, T. (2016)

Survey: 2 waves from April 1-5, 2020 and May 2-8, 2020 Brynjolfsson et al. (2020)

“Of those employed pre-Covid-19:

- about half are currently WFH
- amongst that 35.2% reported that they were commuting and recently switched to WFH
- 10.1% reported being laid-off or granted leave of absence since the start of the pandemic
- strong negative relationship between the fraction in a state still commuting to work and the fraction working from home
- the portion of people converting to remote work is largely predictable by the pandemic
- younger people have the higher likelihood to switching to remote work
- a higher share of employment in information work including management, professional and related occupations were more likely to shift toward WFH and had fewer people laid off or temporarily released
- results from the two waves appear identical, suggesting that most changes to remote work manifested by early April” Brynjolfsson et al. (2020)

Current Situation:

- How, and even whether, people work is largely transformed by the Covid-19 pandemic. Brynjolfsson et al. (2020)
- A majority of people are working from home at this point around the world.
- The pandemic has both changed the work and employment situation and shocked the economy with immediate implications that could well create significant and permanent shifts that outlast the pandemic. Brynjolfsson et al. (2020)
- As opposed to ‘work of the future’, remote work is the ‘work of today’. MacRae and Sawatzky. (2020)

Current Situation (Con't):

- The global business community has been thrust into this current remote work experiment without much preparation or warning and is being left in a survival mode. Distribute Consulting, Zoom (2020)
- Organizations are reacting to this unprecedented impact of coronavirus pandemic on sudden demand for WFH and the subsequent push for the digital transformation of the workforce. Savić (2020)
- “Location irrelevancy is the future of work, and the future is now”. Distribute Consulting, Zoom (2020)

Current Situation (Con't):

- Firms of high WFH index values perform better compared to low-WFH firms during the COVID-19 crisis on a number of dimensions ranging from stock returns and return volatility to financial performance. Bai et al (2020)
- As recommended by scholars from Northeastern University, MIT, MIT Sloane School of Management and University of Massachusetts Boston (as at 2 June 2020):
 - Further investigation into the exact mechanisms through which WFH are linked to performance is a fruitful area for future research. Bai et al (2020)
 - A deep understanding of these underlying issues is particularly valuable to ensure a more efficient and smooth adoption of and transition into WFH as employers and employees alike embrace the new reality in the aftermath of the crisis. Bai et al (2020)

The Question:

What means are to be implemented for Talent Management
in a Remote Work Environment for the Millennials and Gen Z
Now and Post-Pandemic?

Anticipated Findings:

- A deep understanding of the underlying issues that drives the means implemented for talent management in a remote work environment in today's situation and beyond;
- These issues, after analyzations and compilations, would produce focused, abstract and conceptual theories. They would subsequently develop a theoretic explanatory model explaining the studied phenomena, which is the reasonings behind the means implemented for talent management in a remote work environment;
- The findings shall constitute a new theory, and such shall produce new perspectives to organizations to efficiently and smoothly transition into a secure, safe and beneficial remote work/WFH environment on top of existing practices;
- The theory shall assist the business community to instigate mutual collaboration between employers and employees to embracing and benefiting from the new reality in the aftermath of the crisis.

Anticipated Limitations:

- Hong Kong Talent Management culture might differ from the West
- Hong Kong is a small city so the magnitude of remote work might be different from the West, such as commute distance
- It might take a few more years for Asia to fully embrace the idea of remote work as going to a 9-5 job is still the norm
- Digital nomads are still scarce in Asia

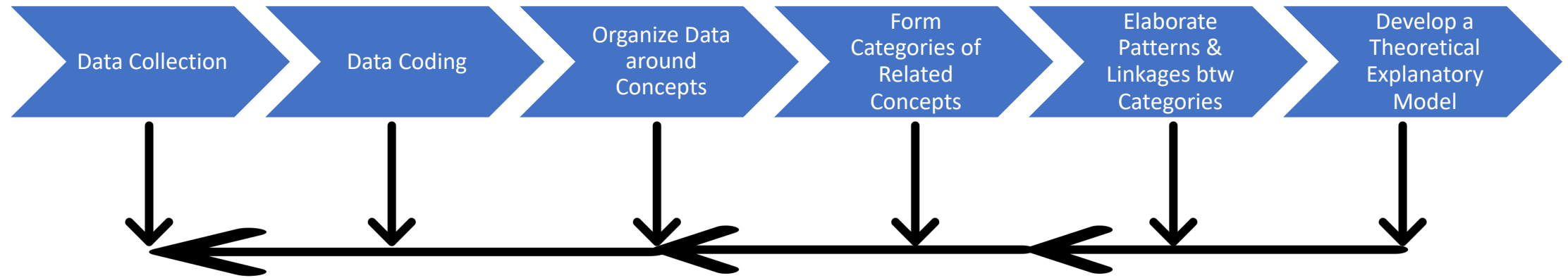
Why Grounded Theory Qualitative Research?

- The researcher requires a largely conductive method in developing the theory through close-up contact with the empirical world;
- The researcher aims at using a phenomenological inquiry to describe the essences of the phenomenon.
- The researcher intends to uncover and interpret the inner essences of participants' cognitive processing pertaining to talent management in times when remote working / WFH becomes necessary;

Grounded Theory – The 6 Phases of Research:

1. Data Collection
2. Data Coding
3. Organize Data Around Concepts
4. Form Categories of Related Concepts
5. Elaborate Patterns & Linkages Between Categories
6. Develop a Theoretical Explanatory Model

Grounded Theory – The 6 Phases of Research:



The 6 Phases of Research – The Timeline:

1. Data Collection (Interviews - 8 participants) [4 months]
2. Data Coding [2 months]
3. Organize Data Around Concepts [2 months]
4. Form Categories of Related Concepts [2 months]
5. Elaborate Patterns & Linkages Between Categories [2 months]
6. Develop a Theoretical Explanatory Model [6 months]

Literature Review:

- Focus only on literature published between 2010 and 2020 for most relevancy (i.e., latest computer applications, internet speed such as 3G Vs 5G, composition of work force to reflect a higher number of Millennials and Gen Z's, etc.)
- Focus mainly on literature pertaining to the US, Europe and E/SE. Asia
- Since appropriate literature is rather limited due to relevancy (i.e. Covid-19), articles from The Big 4 consultancy firms would also be made reference to and accounted for.

Participant Requirements:

- Senior Managerial Level
- Work for Company with international exposure
- Have remote work / WFH staff as underlings (min. 20pax)
- Personal experience with remote work / WFH
- Tech savvy
- Tertiary educated

Survey (when needed):

- To be sourced from the participants' companies
- Around 20-30 from each of these companies, i.e. around 160-240 pax
- More focused on millennials (w/wo family) and Gen Z's
- With prior experience needed

Miscellaneous:

- All recording (vocal & visual) would be produced digitally.
- All images and other obtained data would be stored on Google Drive for security and easy retrieval.
- All data (raw and processed) would be kept for a minimum of 7 years from the date the research is released.
- Will cap a total spending of HK\$5,000.00.

Declaration:

- This presentation and the subsequent proposal submitted as assignment to HKBM7000 shall be the framework for the student's final research
- The student reserves the right to amend the idea and/or the research method subject to supervisor's recommendations

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