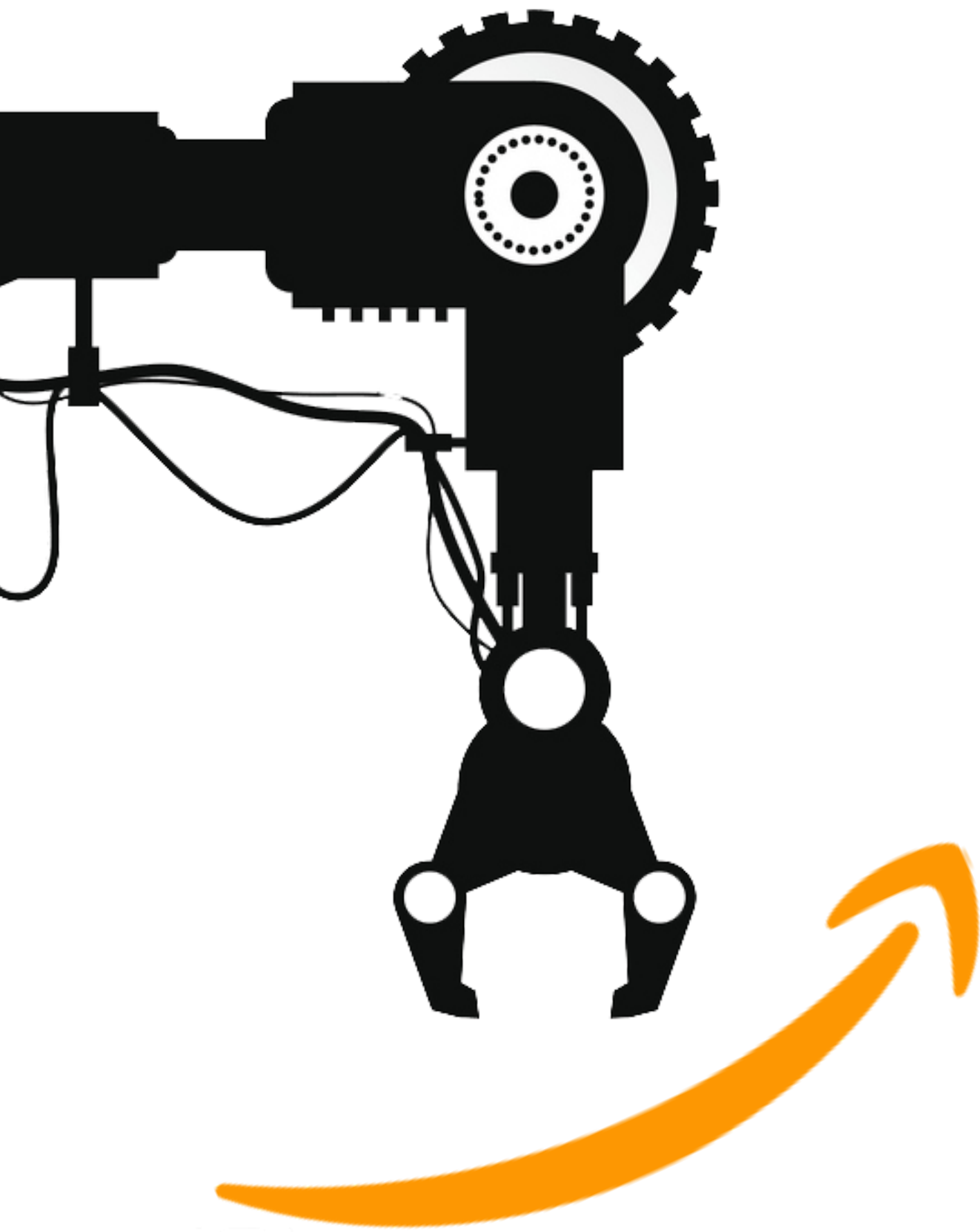


Jiameng Sun
1811693



JOINT SCHOOL
OF ENGINEERING
AND TECHNOLOGY
UNIVERSITY OF SOUTHERN CALIFORNIA

THE FUTURE OF WORK

**AN ECOSYSTEM OF ORGANISATION, TALENT AND
TECHNOLOGY**



Table of Contents

List of Figures	- 2 -
List of Tables	- 2 -
Chapter 1 - PESTLE Analysis	- 3 -
Definition of PESTLE.....	- 3 -
Importance of PESTLE Analysis to Organizations	- 3 -
Environmental Factor Influencing Talent Attraction Strategy in Amazon.....	- 5 -
Reference	- 7 -
Chapter 2 - Labour Market Trends	- 10 -
Global Labour Market Trends	- 10 -
Modern Connotation of Labour Market.....	- 10 -
Labour Market in China and USA	- 11 -
Reference	- 15 -
Chapter 3 - Ted Talk: Technological Impact on Human Resource Planning	- 19 -
Scan to watch:	- 19 -
Reference	- 20 -
Chapter 4 - Executive Review on HR in Liberal and Coordinated Economy	- 23 -
Economic Influence	- 23 -
Interpretation of Liberal Economy and Coordinated Economy.....	- 23 -
Cultural Concerns in Different Economies.....	- 25 -
Reference	- 29 -
Chapter 5 – Presentation on Diversity (Group work by Me and Becky).....	- 32 -
Scan for PPT:	- 32 -
Reference	- 33 -
Chapter 6 – Atkinson’s Flexible Firm Model and Open Talent Economy	- 36 -
Atkinson’s Model.....	- 36 -
Flexibility in the Open Talent Economy.....	- 37 -
Reference	- 41 -
Chapter 7 – Model on Organisational Resilience	- 45 -
Reference	- 46 -

List of Figures

Figure 1. E-V-R model. (Thompson,2014).....	- 4 -
Figure 2. Relationship Between Talent Quality and Performance. (McKinsey, 2012)	- 4 -
Figure 3.Labour Market Infographic in USA. (World Bank,2019; UNESCO, 2015; Census.gov, 2019).....	- 12 -
Figure 4. Labour Market Infographic in China. (World Bank,2019; NBSC, 2019; Trading economics, 2019).....	- 13 -
Figure 5. Classifying Economic System. (Sloman,2018).....	- 23 -
Figure 6. China-US Trade War. (BBC, 2019)	- 24 -
Figure 7. GDP based on PPP. (IMF, 2019)(IMF, 2019).....	- 24 -
Figure 8. Economic Circular Flow. (Knight,1933).....	- 25 -
Figure 9.Hofstede Cultural Dimensions. (HofstedeInsights,2019).....	- 26 -
Figure 10. HR Practice in Amazon (partial). (Amazon, 2019).....	- 27 -
Figure 11.Atkinson's Flexible Firm Model. (Atkinson,1984)	- 36 -
Figure 12.Shrinking Core Group. (Wyman, 2017)	- 37 -
Figure 13.Open Talent Economy. (Deloitte,2013)	- 38 -
Figure 14.Atypical Form of Work. (CIPD, 2019)(CIPD, 2019b).....	- 39 -
Figure 15.Amazon Flex. (Amazon,2019)	- 40 -

List of Tables

Table 1. PESTLE. (CIPD, 2019)	- 6 -
Table 2. Main Component of Liberal Economy. (Harari, 2018)	- 27 -
Table 3.Cultural Determinants of Chinese Individuals. (Yuan, 2013)	- 28 -

Chapter 1 - PESTLE Analysis

Definition of PESTLE

Under the complex and VUCA environment(Bennett and Lemoine, 2014), no single organisations can escape the ‘laws of the jungles’ under fierce competition. The survival of an organisation depends on multiple elements including internal factors like labours, capitals and resources (Anderson, 2013; Barney, 2014; Boxall, 2016). While it is noteworthy that external factors (see Table 1.) are exerting game-changing impact on the organisations’ performance(Kew, 2016). PESTLE is a model that helps the organization to see the ‘bigger picture’, understand the external environment and get prepared for the challenges(CIPD, 2018). Usually being implemented before the decision-making process, PESTLE analysis is conducive to planning on strategies and key factors of SWOT analysis in the next stages(Johnson, 2017). According to Oxford(2016), it is not a once and for all practice and should be conducted with a regular interval to give its function into full play. Though the importance of PESTLE is self-evident, the prominent developing trend of HR from outside-in pushes it to a higher priority(Ulrich and Dulebohn, 2015).

Importance of PESTLE Analysis to Organizations

In the E-V-R congruence model developed by Thompson(2014), the ideally competitive position can be reached when the environment, resources and values of the organisation are mutually reinforced (see Figure 1.). Except that, according to McKinsey(2017), there is a huge efficiency gap between the higher performers and those ordinary ones(see Figure 2.), particularly for organizations involve higher degrees of complexity in their product, service and customer relationship. Therefore, for giant multinational corporations (Edwards, 2017) with higher uncertainty and complexity from the global range(Garner, 2018), it is urgent to consider the external factors influencing on resourcing talent(Taylor, 2019; Eker, 2019) to

enhance organisational competitive advantages and add value to the organisation (Bethke-Langenegger, Mahler and Staffelbach, 2011).

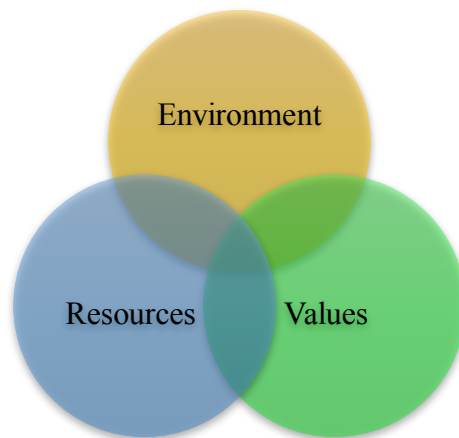


Figure 1. E-V-R model. (Thompson, 2014)

Exhibit 1

The relationship between quality of talent and business performance is dramatic.

Productivity gap between average performers and high performers, by job complexity, %



McKinsey&Company | Source: "McKinsey Global Survey: War for talent 2000," refreshed in 2012

Figure 2. Relationship Between Talent Quality and Performance. (McKinsey, 2012)

Environmental Factor Influencing Talent Attraction Strategy in Amazon

The “Environmental” factor in PESTLE (see Table 1.) is chosen here partly because some other elements will be discussed in the following sections. But more importantly, environmental responsibility is a part of the corporate social responsibility (Kew, 2016) that has been regarded as a critical factor that affecting the employer image (Puncheva-Michelotti, Hudson and Jin, 2018). Environmental consideration in organisational mission and value proposition helps to build up a positive employer brand in recruitment because the new generation of talents - well educated - have a higher sense of social responsibility and care about the meaning of a career (Coughlin, 2019). Besides, environmentally ethical culture contributes to an employer of choice in the long run, which attracts more talent and thus forming a sustainable and virtuous cycle (Carlini *et al.*, 2019; Higgs, Rees and McBain, 2004).

In response to climate change, Amazon benefits by revealing strategic policies on environmental protection, such as “Shipment Zero” and establishing solar-powered roof in fulfilment centres in U.S.A, aiming at net-zero carbon emission 10 years earlier than that of Paris Agreement (Amazon, 2019; Regan, 2019). On the other hand, It is worried that the counter-effect caused by the fast delivery will indulge shorter-term buying habit while yield longer logistics driving distance and higher carbon footprint (Nguye, 2018). As a result, measurements have been taken such as abandoning non-recyclable packages and designing reusable boxes (Iyengar, 2019).

However, it should be realized that all the PESTLE factors are interlinked to each other and should not be analysed in a silo, just like other analysis tools should be combined when tackling the internal and external environment issues (Johnson, 2017).

Table 1. PESTLE. (CIPD, 2019)

<i>External factors affecting talent attraction (list to be continued)</i>	
<i>Political (CNBC, 2019)</i>	Government policy Political stability Tax and tariff (Sino-US trade war) Industry regulations Global trade agreements / restrictions
<i>Economic (Bergvall-Kåreborn, 2014)</i>	Globalisation Economic growth / decline Exchange rates / currency Cost of living Labour costs Consumer spending habits
<i>Social (Pyöriä et al., 2017)</i>	Population and demographics (Aging society) Labour market (College graduates) Career attitudes Work-life balance Psychological contract Skill gap
<i>Technological (BBC, 2018)</i>	Automation / Robotics Disruptive technologies Social networking Upgrades Artificial Intelligence Cyber Security
<i>Legal (Sainato, 2018)</i>	Employment law Common law Local labour law Health and safety regulations Union
<i>Environmental (Gunther, 2016)</i>	Environmental restrictions imposed by government Sustainable resources CSR (Corporate social responsibility) Ethical sourcing Transportation Procurement Supply chain management

Reference

Amazon (2019) *The Climate Pledge*. Available at:

<https://blog.aboutamazon.com/sustainability/the-climate-pledge> (Accessed: 25th, October 2019).

Anderson, V. (2013) *Research methods in human resource management*. 3rd edition. edn.: London : Chartered Institute of Personnel and Development.

Barney, J. B. (2014) *Gaining and sustaining competitive advantage*. Pearson higher ed.

Bennett, N. and Lemoine, G. J. (2014) 'What a difference a word makes: Understanding threats to performance in a VUCA world', *Business Horizons*, 57(3), pp. 311-317.

Bethke-Langenegger, P., Mahler, P. and Staffelbach, B. (2011) 'Effectiveness of talent management strategies', *European Journal of International Management*, 5(5), pp. 524-539.

Boxall, P. F. (2016) *Strategy and human resource management*. Fourth edition. edn.: London ; New York : Palgrave Macmillan.

Carlini, J., Grace, D., France, C. and Lo Iacono, J. (2019) 'The corporate social responsibility (CSR) employer brand process: integrative review and comprehensive model', *Journal of Marketing Management*, 35(1-2), pp. 182-205.

CIPD (2018) *PESTLE analysis*. Available at:
<https://www.cipd.co.uk/knowledge/strategy/organisational-development/pestle-analysis-factsheet> (Accessed: 16th September 2019).

Coughlin, J. (2019) *Greener Than You: Boomers, Gen X & Millennials Score Themselves On The Environment*. Available at:

<https://www.forbes.com/sites/josephcoughlin/2018/05/05/greener-than-you-boomers-gen-x-millennials-score-themselves-on-the-environment/#ec30d214d8b4> (Accessed: 25th, October 2019).

- Edwards, T. (2017) *International human resource management : globalization, national systems and multinational companies*. Third edition. edn.: Harlow, England : Pearson.
- Eker, M. (2019) 'Exploring the Relationships between Environmental Uncertainty, Business Strategy and Management Control System on Firm Performance', *Business & Economics Research Journal*, 10(1), pp. 115-130.
- Garner, B. A. (2018) 'Amazon in the Global Market', *Journal of Marketing & Management*, 9(2), pp. 63-74.
- Higgs, M., Rees, D. and McBain, R. (2004) *People management: challenges and opportunities*. Palgrave Macmillan.
- Iyengar, R. (2019) *Amazon and Walmart are now racing to reduce plastic pollution in India*. Available at: <https://edition.cnn.com/2019/09/04/business/amazon-india-single-use-plastic/index.html> (Accessed: 26th, October 2019).
- Johnson, G. (2017) *Exploring strategy : text and cases*. Eleventh edition. edn.: Harlow : Pearson Education Limited.
- Kew, J. (2016) *Human resource management in a business context*. 3rd edition. edn.: London : Chartered Institute of Personnel and Development.
- McKinsey (2017) *Attracting and retaining the right talent*. Available at: <https://www.mckinsey.com/business-functions/organization/our-insights/attracting-and-retaining-the-right-talent> (Accessed: 17th September 2019).
- Nguye, N. (2018) *The Hidden Environmental Cost of Amazon Prime's Free, Fast Shipping*. Available at: <https://depts.washington.edu/sctlctr/news-events/in-the-news/hidden-environmental-cost-amazon-prime%E2%80%99s-free-fast-shipping> (Accessed: 26th, October 2019).

- Oxford (2016) *What is a PESTEL analysis?* Available at: <https://blog.oxfordcollegeofmarketing.com/2016/06/30/pestel-analysis/> (Accessed: 17th September 2019).
- Puncheva-Michelotti, P., Hudson, S. and Jin, G. (2018) 'Employer branding and CSR communication in online recruitment advertising', *Business Horizons*, 61(4), pp. 643-651.
- Regan, P. (2019) *INSIGHT: Did Amazon Consider Climate Risk for Its New Headquarters?* Available at: <https://news.bloombergenvironment.com/environment-and-energy/insight-did-amazon-consider-climate-risk-for-its-new-headquarters> (Accessed: 25th, October 2019).
- Taylor, S. (2019) *Resourcing and talent management*. Seventh edition. edn.: London, United Kingdom ; New York, NY : Kogan Page Limited.
- Thompson, J. L. (2014) *Strategic management : awareness and change*. Seventh edition / John Thompson, Jonathan M. Scott, Frank Martin. edn.: Australia : Cengage Learning.
- Ulrich, D. and Dulebohn, J. H. (2015) 'Are we there yet? What's next for HR?', *Human Resource Management Review*, 25(2), pp. 188-204.

Chapter 2 - Labour Market Trends

Global Labour Market Trends

To understand the labour market, a preview on the macro-economic environment should be considered in the first place(CIPD, 2019c). The global demographic trend shows new momentum towards “aged while younger” workforce as a result of lower birth rate and an ageing population that generation Y and Z entering the workplace(PwC, 2017; CIPD, 2019a). In the business world, Future of Jobs 2018 report(WEF, 2018b) suggests global organisations should be highly alert to the workforce challenges that automation replacement on full-time employees may happen early in 2022. Besides, it is anticipated by organisations including CIPD(2019b) and Deloitte(2019) that the megatrends may trigger a bunch of new super-jobs and behaviours, such as crowdsourcing and Internet of things as well as Super-consumers(Flynn and Goldsmith, 2016) that is a game of survival for multinational corporation like Amazon.

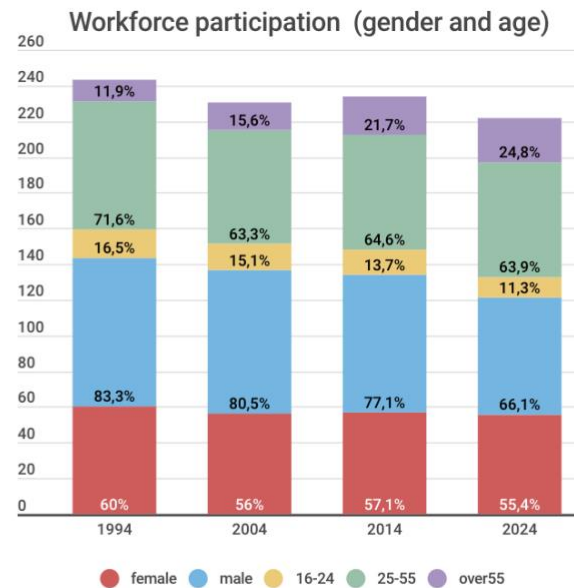
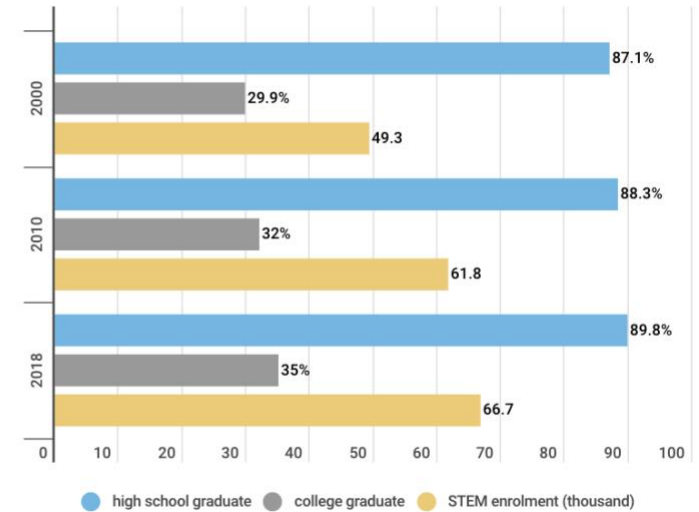
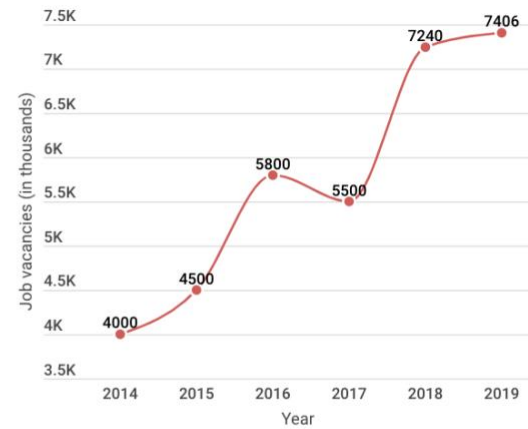
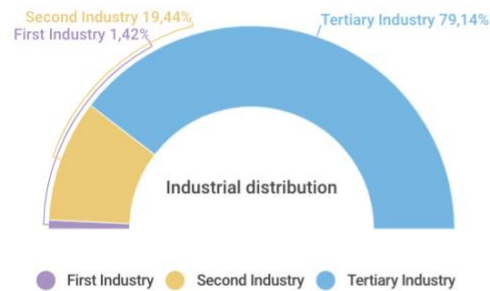
Modern Connotation of Labour Market

Labour markets also find different manifestation at the national and local level, for employment markets in specific industries and sectors. According to Taylor(2019), labour market refers to the place where organisations compete to acquire employees for organisational development, which is usually categorised by the relationship between labour supply and demand(Clegg, 2016). However, it should be recognised that neither the tight nor loose status is permanent, because it changes contingently according to the economic situation (CIPD, 2019c) and different industrial connection to technologies(EY, 2019), educational levels, as well as to the number of people with expected knowledge and skills --- the labour of talent(Beechler and Woodward, 2009).

Labour Market in China and USA

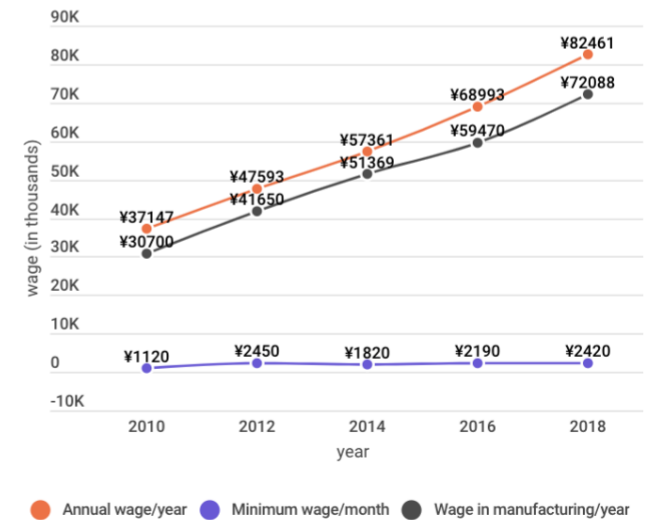
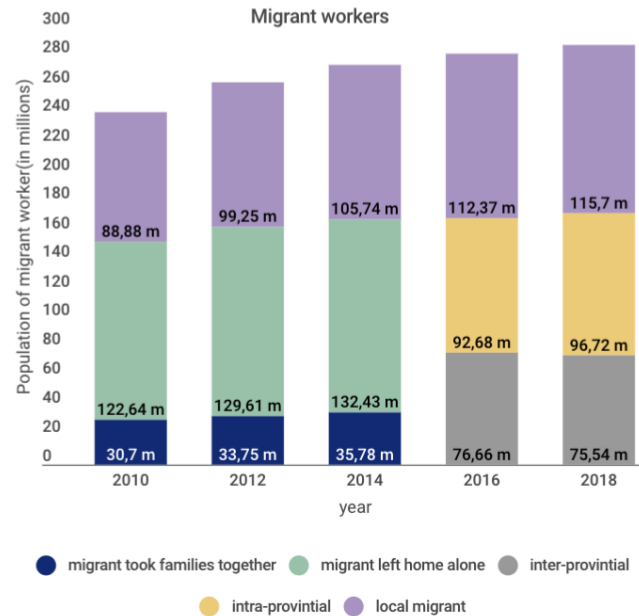
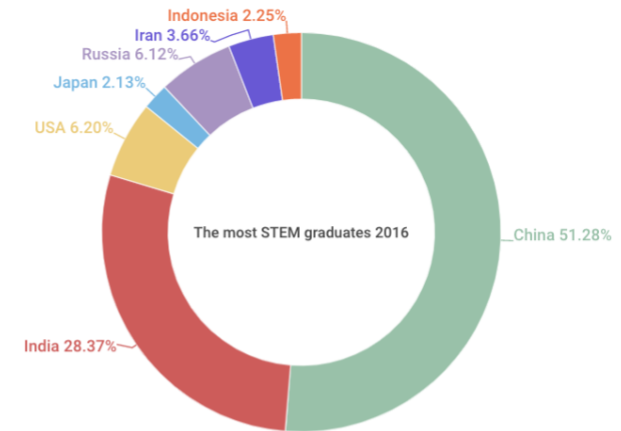
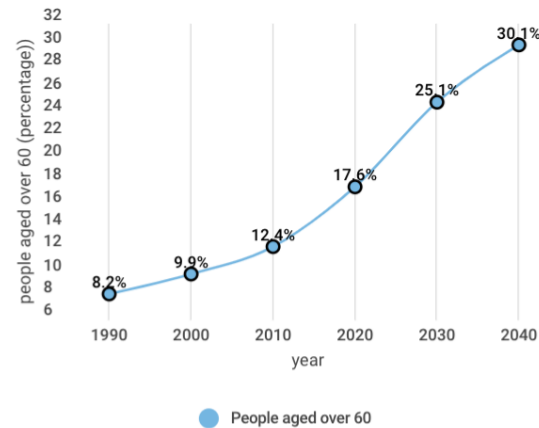
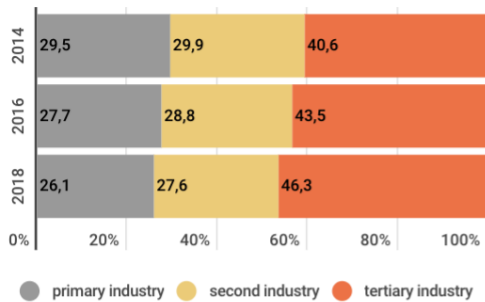
Currently, America has been experiencing a relatively tight market(see Figure 3.), hitting its lowest unemployment rate since the past five decades(BBC, 2019). Despite its stable economic growth, the labour participation declined with the aged re-entering the workplace. One of the non-demographic contributors might be the gig economy that 42 million self-employees are predicted by 2020, which poses a challenge to the employer in talent attraction(Monahan, Schwartz and Schleeter, 2018; Wang, 2018). Besides, a paradoxical phenomenon reveals a lift in STEM graduates (with 60 per cent from China)(Herman, 2018) but at the same time an increasing number of job vacancies, which might be a result of skill gap caused by the rapid technological demand in the workplace and the lack of supply in skilled graduates(News, 2018). Also, it is accompanied by the larger gap between tertiary industries and non-tertiary sectors, low-skilled employee and their higher-skilled counterparts, which may aggregate to further payroll inequality(McCarthy, 2019).

Though more people welcomed the second-baby policy, data in the Chinese labour market (see Figure 4.) displays similar ageing trends (Moss, 2018; Xiaodong, 2019) and tightening workforce especially in STEM-related areas, with drastic transformation from the primary and the second industry to the tertiary industry(Mohrss.gov.cn, 2018). According to the World Economic Forum(2018a), migrant workers are anticipated to heat urbanization in the next decade, which poses bigger challenge to foreign employers like Amazon to train low-skilled workers while growing higher-skilled talents(Cyrill, 2019). With the transformation to short-distance migration (NBSC, 2018) and a high number of overseas returnees coming back to China(ChinaDaily, 2017), the employer also needs to consider the localization of employees and both the hygiene factors and motivators(Armstrong, 2017) in terms of talent management.



Labour Market in USA

Figure 3. Labour Market Infographic in USA. (World Bank, 2019; UNESCO, 2015; Census.gov, 2019)



Labour Market in China

Figure 4. Labour Market Infographic in China. (World Bank, 2019; NBSC, 2019; Trading economics, 2019)

It can be seen that although some features vary through countries, some labour market trends coincide: less loyalty to one job, increasing demand for high-skilled talent and anxiety on future skill gap(Frey and Osborne, 2017). Of course, Information above is collected from current reports and presented within limited range on those highly relevant elements links to modern labour market changes, and there are other factors like diversity of talent(Frost and Kalman, 2016), inbound and outbound immigration, environment and trade relationship(Dicken, 2011) that impacting talent management in different countries. Labour market largely decides the human capacity of the organisation, but it is always necessary to cultivate a growth mindset in the progress of globalisation and less brick-and-mortar dependent talent resourcing environment(Edwards and Rees, 2016; Shorrocks, 2008).

Reference

Armstrong, M. (2017) *Armstrong's handbook of human resource management practice. Handbook of human resource management practice* 14th edition. edn.: London ; New York, NY : Kogan Page.

BBC (2019) *US unemployment rate falls to 50-year low of 3.5%*. Available at: <https://www.bbc.co.uk/news/business-49934309> (Accessed: 22nd, October 2019).

Beechler, S. and Woodward, I. C. (2009) 'The global “war for talent”', *Journal of international management*, 15(3), pp. 273-285.

ChinaDaily (2017) *Better career opportunities back in China trigger a wave of overseas returnees*. Available at: http://www.chinadaily.com.cn/weekend/2017-03/11/content_28517284.htm (Accessed: May 10 2019).

CIPD (2019a) *Labour Market Outlook 2019 Summer*. Available at: https://www.cipd.co.uk/Images/labour-market-outlook-summer-2019_tcm18-62411.pdf (Accessed: 25th, September 2019).

CIPD (2019b) *Megatrends report: flexible working*. Available at: <https://www.cipd.co.uk/knowledge/work/trends/megatrends/flexible-working> (Accessed: 24th, September 2019).

CIPD (2019c) *Understanding the economy and labour market*. Available at: <https://www.cipd.co.uk/knowledge/work/trends/economy-labour-market-factsheet> (Accessed: 17th, September 2019).

Clegg, S. (2016) *Managing & organizations : an introduction to theory and practice. Managing and organizations* Fourth edition. edn.: London : SAGE.

Cyrill, M. (2019) *China Labor Market: Hiring Costs, Job Preferences, Talent Acquisition*. Available at: <https://www.china-briefing.com/news/china-labor-market-hiring-costs-job-preferences-talent-acquisition/> (Accessed: 7th, October 2019).

Deloitte (2019) *Leading the social enterprise: Reinvent with a human focus-2019 Deloitte Global Human Capital Trends*. Available at: <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html> (Accessed: Sep 6, 2019).

Dicken, P. (2011) *Global shift mapping the changing contours of the world economy*. 6th edn. New York: New York : Guilford Press.

Economics, T. (2019) *United States Job Vacancies*. Available at: <https://tradingeconomics.com/united-states/job-vacancies> (Accessed: 27th, October 2019).

Edwards, T. and Rees, C. (2016) *International human resource management : globalization, national systems and multinational companies*. Third Edition. edn.: Harlow : Pearson.

EY (2019) *How do we plan for the now, the next and what lies beyond?* Available at: https://www.ey.com/en_gl/innovation-realized/how-do-we-plan-for-the-now-the-next-and-what-lies-beyond (Accessed: 27th, September 2019).

Flynn, L. and Goldsmith, R. (2016) 'Introducing the super consumer', *Journal of Consumer Behaviour*, 15(3), pp. 201.

Frey, C. B. and Osborne, M. A. (2017) 'The future of employment: How susceptible are jobs to computerisation?', *Technological forecasting and social change*, 114, pp. 254-280.

Frost, S. and Kalman, D. (2016) *Inclusive talent management: How business can thrive in an age of diversity*. Kogan Page Publishers.

Herman, A. (2018) *America's High-Tech STEM Crisis*. Available at: <https://www.forbes.com/sites/arthurherman/2018/09/10/americas-high-tech-stem-crisis/#2a33242af0a2> (Accessed: 28th, September 2019).

McCarthy, N. (2019) *The Countries With The Most Millionaires*. Available at: <https://www.forbes.com/sites/niallmccarthy/2019/10/22/the-countries-with-the-most-millionaires-infographic/#1d5f61d765fa> (Accessed: 20th, October 2019).

- Mohrssh.gov.cn (2018) *MHRSS Statistical Release of 2018*. Available at: <http://www.mohrssh.gov.cn/SYrlzyshshbz/dongtaixinwen/buneyaowen/201906/P020190610566694719241.pdf> (Accessed: 30th, September 2019).
- Monahan, K., Schwartz, J. and Schleeter, D. T. (2018) *Decoding millennials in the gig economy* 26th, October. Available at: <https://www2.deloitte.com/us/en/insights/focus/technology-and-the-future-of-work/millennials-in-the-gig-economy.html> (Accessed: 2019).
- Moss, D. (2018) *China Must Grow Its Shrinking Workforce to Keep Up*. Available at: <https://www.bloomberg.com/opinion/articles/2018-05-21/china-must-grow-its-shrinking-workforce-to-keep-up> (Accessed: 20th, September 2019).
- NBSC (2018) *China Statistical Yearbook 2018*. Available at: <http://www.stats.gov.cn/english/statisticaldata/annualdata/> (Accessed: 11th, September 2019).
- News, N. (2018) *Are U.S. Students Ready For A Changing Job Market?* Available at: <https://www.youtube.com/watch?v=u6PNnWnZq2s> (Accessed: Sep 3, 2019).
- PwC (2017) *Megatrends: 5 global shifts changing the way we live and do business* [Video]. Available at: <https://www.youtube.com/watch?v=V6sEDtTOzW8> (Accessed: 25th, September 2019).
- Shorrock, A. (2008) *The international mobility of talent: Types, causes, and development impact*. Oxford University Press on Demand.
- Taylor, S. (2019) *Resourcing and talent management*. Seventh edition. edn.: London, United Kingdom ; New York, NY : Kogan Page Limited.
- UNESCO (2015) *UNESCO science report: towards 2030*. Available at: <https://unesdoc.unesco.org/ark:/48223/pf0000235406> (Accessed: 27th, October 2019).
- Wang, A. X. (2018) *The number of Americans working for themselves could triple by 2020*. Available at: <https://qz.com/work/1211533/the-number-of-americans-working-for-themselves-could-triple-by-2020/> (Accessed: 27th, October 2019).

WEF (2018a) *Future of Consumption in Fast-Growth Consumer Markets: China*. Available at: http://www3.weforum.org/docs/WEF_Future_of_Consumption_in_Fast_Growth_Consumer_Markets_China.pdf (Accessed: 15th, October 2019).

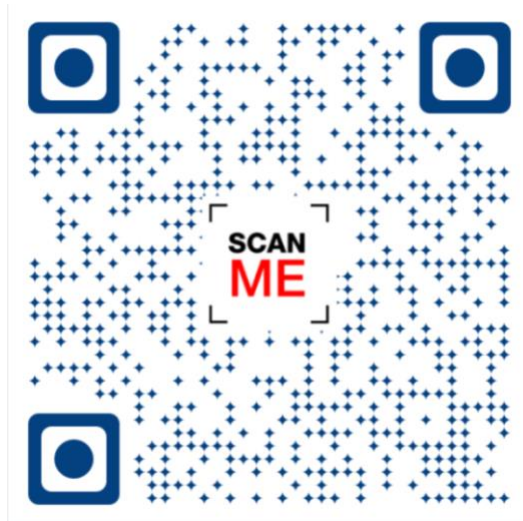
WEF (2018b) *The Future of Jobs Report 2018*. Available at: <https://www.weforum.org/reports/the-future-of-jobs-report-2018> (Accessed: 15th, September 2019).

Wordbank (2019) *The Little Data Book on Gender*. Available at: <https://openknowledge.worldbank.org/bitstream/handle/10986/31689/LDB-Gender-2019.pdf?sequence=2&isAllowed=y> (Accessed: 25th, October 2019).

Xiaodong, W. (2019) *Birth rate fall on horizon*. Available at: <https://www.telegraph.co.uk/china-watch/society/china-birth-rate-fall/> (Accessed: 21st, October 2019).

Chapter 3 - Ted Talk: Technological Impact on Human Resource Planning

Scan to watch:



Or click: <https://www.youtube.com/watch?v=sIJJVbYOhNY>

Reference

- Aeppel, T. (2015) What Clever Robots Mean for Jobs: The Wall Street Journal. Available at: <https://www.wsj.com/articles/what-clever-robots-mean-for-jobs-1424835002> (Accessed: 21st, September 2019).
- BBC (2018) Amazon scrapped 'sexist AI' tool 23rd, September. Available at: <https://www.bbc.co.uk/news/technology-45809919> (Accessed: 2019).
- Brinker, S. (2016) 'Martec's Law: the greatest management challenge of the 21st century', Chiefmartec. com.
- Brown, T. (2009) Change by design : how design thinking transforms organizations and inspires innovation. New York: New York : Harper Business.
- bsi (2018) Organizational Resilience Index Report 2018. Available at: <https://www.bsigroup.com/en-GB/our-services/Organizational-Resilience/> (Accessed: Sep 8, 2019).
- Cappelli, P. (2015) 'Why We Love to Hate HR...and What HR Can Do About It', Harvard Business Review, 93(7/8), pp. 54-62.
- Cascio, W. and Montealegre, R. (2016) 'How Technology Is Changing Work and Organizations', Annual Review of Organizational Psychology and Organizational Behavior, 3, pp. 349-375.
- CIPD (2018) Preparing for Brexit through workforce planning. Available at: <https://www.cipd.co.uk/news-views/brexit-hub/workforce-planning> (Accessed: 21st, September 2019).
- CIPD (2019) Workforce planning. Available at: <https://www.cipd.co.uk/knowledge/strategy/organisational-development/workforce-planning-factsheet> (Accessed: 19th September 2019).

Deloitte (2019a) Closing the Talent Gap. Available at: https://www2.deloitte.com/content/dam/insights/us/articles/4697_Workforce-reinvention/DI_Workforce-reinvention.pdf (Accessed: 2nd, October 2019).

Deloitte (2019b) Future in the balance? How countries are pursuing an AI advantage. Available at: <https://www2.deloitte.com/us/en/insights/focus/cognitive-technologies/ai-investment-by-country.html> (Accessed: 8th, October 2019).

Deloitte (2019c) Leading the social enterprise: Reinvent with a human focus-2019 Deloitte Global Human Capital Trends. Available at: <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html> (Accessed: Sep 6, 2019).

Dyer, L. and Ericksen, J. (2006) 'Dynamic organizations: Achieving marketplace agility through workforce scalability'.

Ericksen, J. (2017) 'High-performance work systems, dynamic workforce alignment, and firm performance'. Academy of Management Proceedings: Academy of Management Briarcliff Manor, NY 10510, 1-6.

Faragher, J. (2017) How to solve workforce planning – before you become the next Ryanair. Harvard Business Review. Available at: <https://www.peoplemanagement.co.uk/long-reads/articles/ryanair-workforce-planning> (Accessed: 22nd, September 2019).

Ford, M. (2015) The rise of the robots: Technology and the threat of mass unemployment. Oneworld publications.

Gannon, M. J., Flood, P. C. and Paauwe, J. (1999) 'Managing human resources in the third era: Economic perspectives', Business Horizons, 42(3), pp. 41-48.

Griffiths, D. A., Inman, M., Rojas, H. and Williams, K. (2018) 'Transitioning student identity and sense of place: future possibilities for assessment and development of student employability skills', Studies in Higher Education, 43(5), pp. 891-913.

- Harari, Y. N. (2018) 21 Lessons for the 21st Century. Random House.
- Hill, A. (2019) Amazon offers cautionary tale of AI-assisted hiring. Available at: <https://www.ft.com/content/5039715c-14f9-11e9-a168-d45595ad076d> (Accessed: 19th, October 2019).
- Rothwell, W. J. and Sredl, H. J. (2000) The ASTD reference guide to workplace learning and performance: Present and future roles and competencies. Human Resource Development Press.
- Schwab, K. (2017) The fourth industrial revolution. Currency.
- Snowden, D. J. and Boone, M. E. (2007) 'A leader's framework for decision making', Harvard business review, 85(11), pp. 68.
- Taylor, S. (2019) Resourcing and talent management. Seventh edition. edn.: London, United Kingdom ; New York, NY : Kogan Page Limited.
- Ulrich, D. and Dulebohn, J. H. (2015) 'Are we there yet? What's next for HR?', Human Resource Management Review, 25(2), pp. 188-204.
- WEF (2018) The Future of Jobs Report 2018. Available at: <https://www.weforum.org/reports/the-future-of-jobs-report-2018> (Accessed: 15th, September 2019).
- Weiser, M. (1999) 'The computer for the 21 st century', ACM SIGMOBILE mobile computing and communications review, 3(3), pp. 3-11.
- Wyman, O. (2017) Delivering the Workforce for the Future. Available at: <https://www.oliverwyman.com/our-expertise/insights/2017/oct/delivering-the-workforce-for-the-future.html> (Accessed: 19th, October 2019).
- Zula, K. J. and Chermack, T. J. (2007) 'Integrative literature review: Human capital planning: A review of literature and implications for human resource development', Human Resource Development Review, 6(3), pp. 245-262.

Chapter 4 - Executive Review on HR in Liberal and Coordinated Economy

Economic Influence

Statistics show that the lifespan of S&P 500 companies shortens from 60 years to under 20 years because of new and disruptive factors(CNBC, 2017). And the ushering of globalisation in the 21st century has made the world flatter than ever that individuals and firms from different countries all share the tickets into the global arena(Nolan, 2008; Dicken, 2007). However, among all the uncertainty and complexity, globalisation does not lead to homogeneity but rather brings integration challenges to multinational corporations in their operated countries(D'aunno, Succi and Alexander, 2000).

Interpretation of Liberal Economy and Coordinated Economy

It is argued that in the 21st century, both USA and China are in the mixed economics that neither planned nor free (see Figure 5.)(Sloman, Garratt and Guest, 2018). These two countries have been long in economic comparison (see Figure 6 & Figure 7.) and are analysed here as a liberal market economy and a coordinated market economy based on this mixed-economy premise(Soskice and Hall, 2001). Evaluated by the World Bank(2019), China has been transformed from a central controlled economy into a more market-based economy during the past 40 decades with its own characteristics, but still remain relatively higher degree in terms of intervention from non-market factors, therefore regarded as the coordinated economy(Peck and Zhang, 2013).

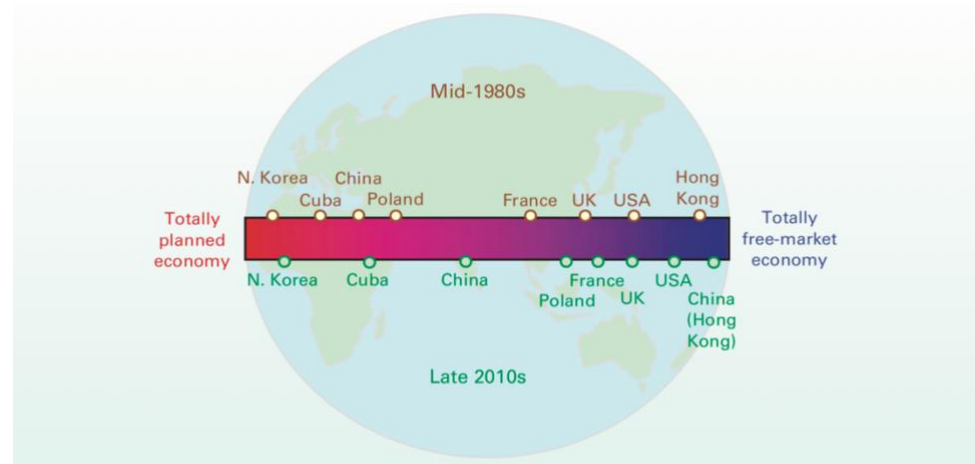
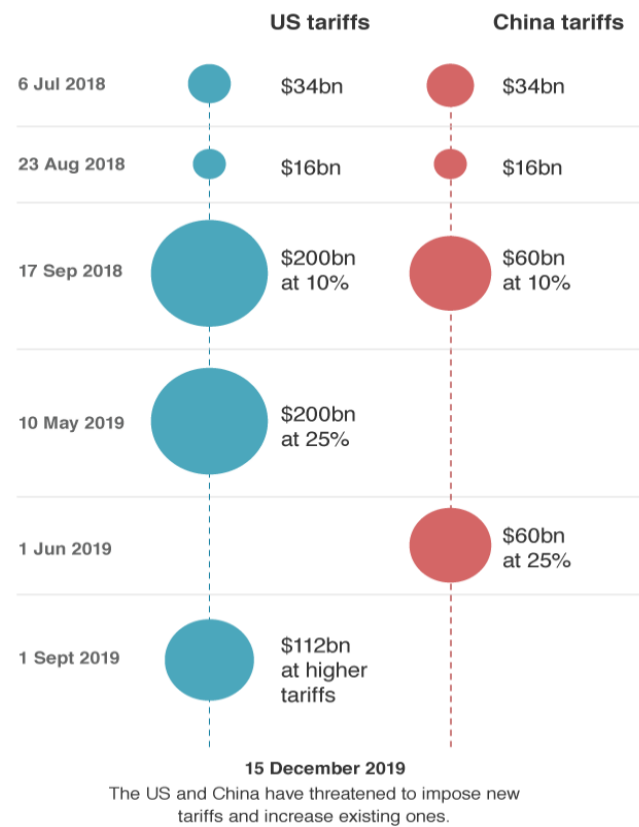


Figure 5. Classifying Economic System. (Sloman,2018)

How the US-China trade war has escalated

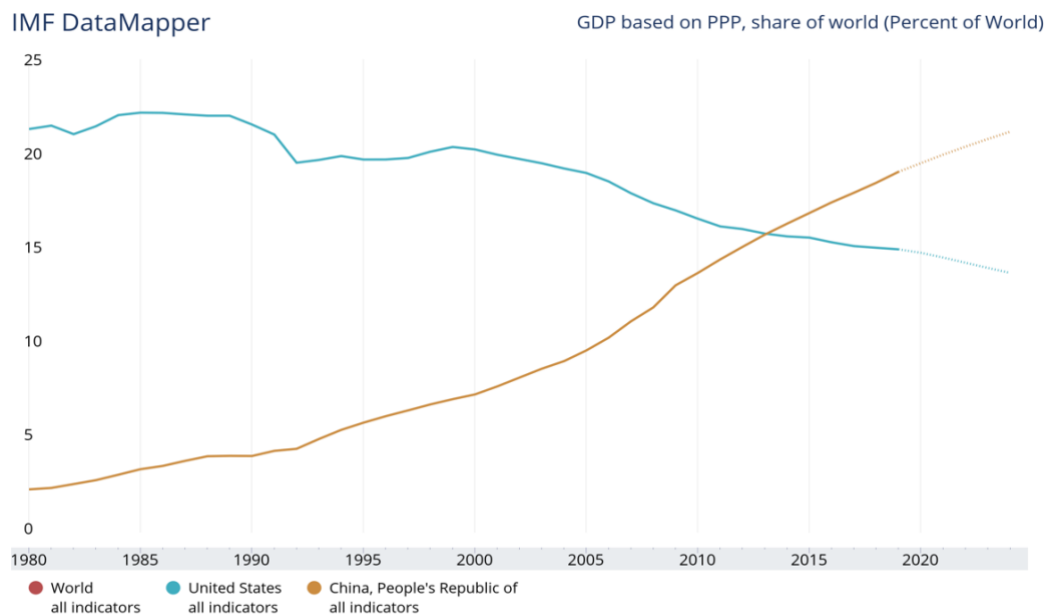


Note: Data as of 2 September 2019

Source: Peterson Institute for International Economics, BBC research

BBC

Figure 6. China-US Trade War. (BBC, 2019)



©IMF, 2019, Source: World Economic Outlook (October 2019)

Figure 7. GDP based on PPP. (IMF, 2019)

Generally speaking, the major difference between liberal and coordinated markets can be analysed through the flow model of economics(see Figure 8.)(Knight, 1933), which reflects the degree of government intervention from laws and legislation, reallocation of resources, relationship between the market and business, i.e. the employer-employee relationship(Kew, 2016; Sloman, Garratt and Guest, 2018).

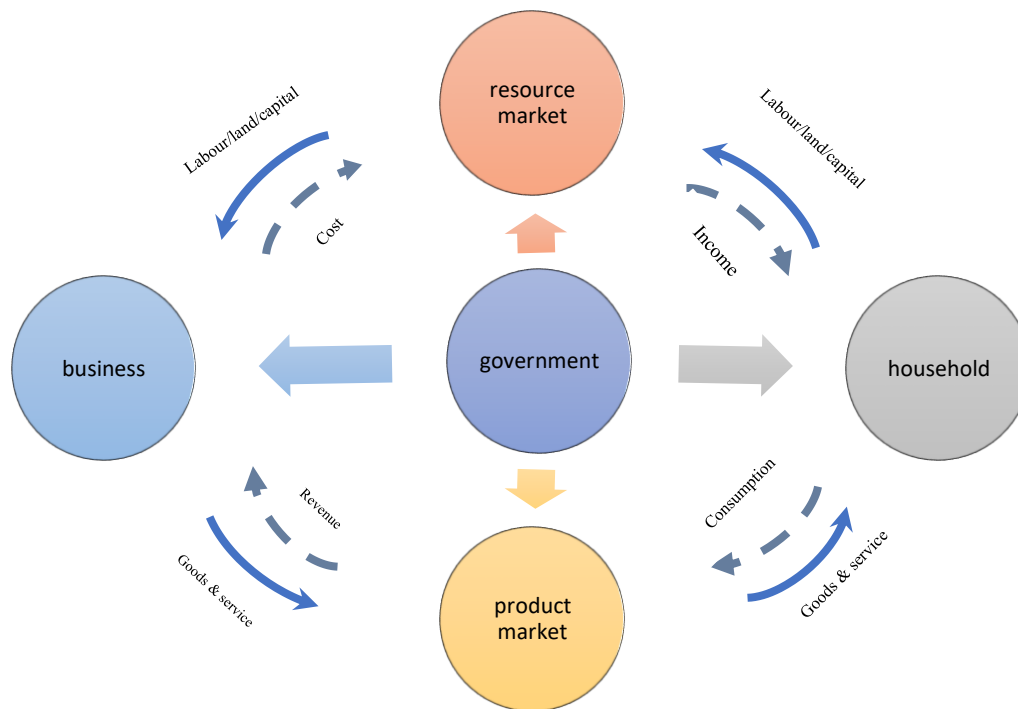


Figure 8. Economic Circular Flow. (Knight,1933)

Cultural Concerns in Different Economies

Besides, according to Hofstede(2001), cultural conducts may also influence human management practice in different countries of operation(see Figure 9). However, it should be kept a critical eye on equating the economic environment to cultural philosophies, that codes of conducts at the national level could not be perceived the same to individuals and organisational performance (ecological fallacy) and reversely, specific HRM practice is not compatible according to different industries and companies (Baskerville, 2003; Hofstede, 2001).

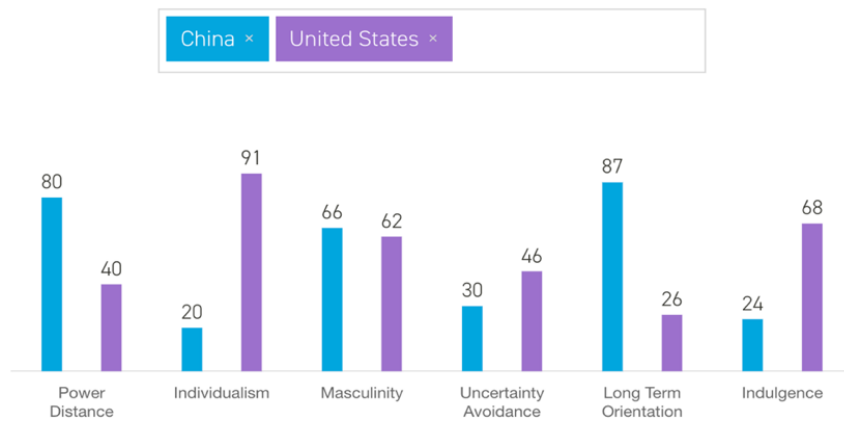


Figure 9. Hofstede Cultural Dimensions. (HofstedeInsights, 2019)

In a liberal economy like America (see Table 2.), organisations are affected more by the competition and the invisible hand in the market (Smith, 1963). Amazon’s “customer-obsessed” value-orientation just illustrates its vital reliance on the decisive market share. Though its current HRM practices (see Figure 10.) have been criticized for being over profit-driven and less employee-concerned, especially burnout pressure on low-skilled employees in fulfilment centres (Chamberlain, 2018), Amazon continues to lead the game because of its advantageous production in human, natural and capital resources (Sloman, Garratt and Guest, 2018). However, despite its aggregated profit and employer brand, tight and fierce competition in the labour market requires more proactive HRM practices, especially on tapping the motivation of talent, by giving higher trust and autonomy, training and cultivating a learning culture inside (Armstrong, 2017).

Table 2. Main Component of Liberal Economy. (Harari, 2018)

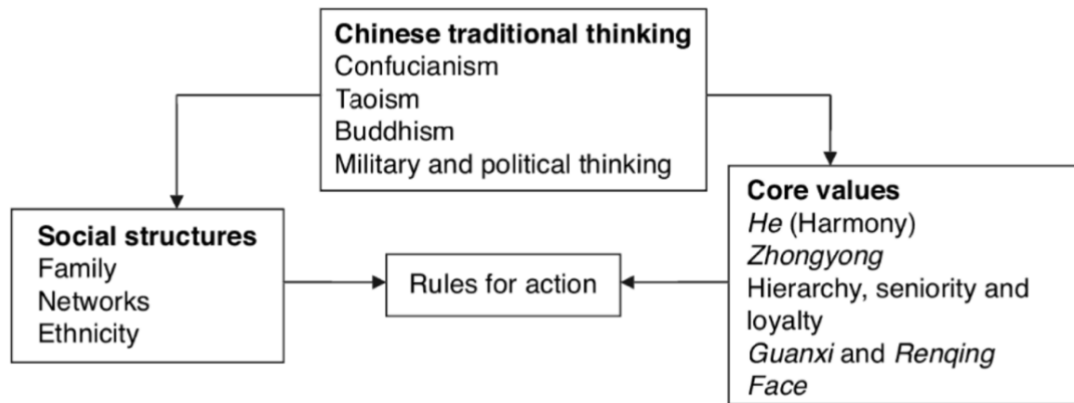
	National level	International level
Political field	Free election, rule of law, minority rights; multiple political party	Multilateral cooperation, international laws and organisation
Economic field	Free markets, privatization, low tax	Free trade, global integration, low tariffs
Personal field	Free choice, individualism, diversity, gender equality	Ease of personal movement and immigration

		
Recruitment • bar raiser • sophisticated procedure • preparatino for interview guidance	Retention and development • Connections • Career Choice program • upskilling 2050 • The sphere	Dismiss • The Offer • Pivot

Figure 10. HR Practice in Amazon (partial). (Amazon, 2019)

In a coordinated economy, it supposed to be low-cost in labour and competition(Akkermans, Castaldi and Los, 2009). However, the situation in China shows, on the one hand, fast economic development leads to a skill shortage in senior managerial talents(Edwards, 2017). On the other hand, multinational organisations suffer from high employee turnover, lack of understanding on local policies and regulations and less power in leveraging employee-employer relationship(Ferner, 1997; Farndale, Brewster and Poutsma, 2014). Amazon announced quitting online shipping business in China because of deficit in competition against local e-commerce like JD and Alibaba(Weise, 2019; Cooke, 2009). Therefore, except HRM practices suggested to America, it is the changing cultures should be considered (see Table 3.).

Table 3. *Cultural Determinants of Chinese Individuals.* (Yuan, 2013)



Generally speaking, when considering entry to different economies, there is a paradox between best-fit or best-practice HRM for multinational corporations. Universal practices crossing the borders might be beneficial to organisational alignment but causes conflicts in the local culture and business context(Sparrow, 2013; Paauwe and Boselie, 2005). The “best fit” practices require critical reassessment about the external economic norms as a precondition of adding value, maximizing profit of shareholders through methods that aligned with the business strategies at large. Just like there is no one size fits for all scheme, neither there exists chameleon magic that fit into different economic market but throws away all the core values and business strategies in the long run(Taylor, 2019).

Reference

- Akkermans, D., Castaldi, C. and Los, B. (2009) 'Do 'liberal market economies' really innovate more radically than 'coordinated market economies'?: Hall and Soskice reconsidered', *Research Policy*, 38(1), pp. 181-191.
- Amazon (2019) *Working at Amazon*. Available at: <https://www.aboutamazon.com/working-at-amazon> (Accessed: 11th, October 2019).
- Armstrong, M. (2017) *Armstrong's handbook of human resource management practice*. *Handbook of human resource management practice* 14th edition. edn.: London ; New York, NY : Kogan Page.
- Baskerville, R. F. (2003) 'Hofstede never studied culture', *Accounting, organizations and society*, 28(1), pp. 1-14.
- BBC (2019) *Trade war: US hits China with new wave of tariffs*. Available at: <https://www.bbc.co.uk/news/business-49505781> (Accessed: 24th, October 2019).
- Chamberlain, G. (2018) *Underpaid and exhausted: the human cost of your Kindle*. Available at: <https://www.theguardian.com/technology/2018/jun/09/human-cost-kindle-amazon-china-foxconn-jeff-bezos> (Accessed: 25th, September 2019).
- CNBC (2017) *Technology killing off corporate America: Average life span of companies under 20 years*. Available at: <https://www.cnbc.com/2017/08/24/technology-killing-off-corporations-average-lifespan-of-company-under-20-years.html> (Accessed: 28th, September 2019).
- Cooke, F. L. (2009) 'A decade of transformation of HRM in China: A review of literature and suggestions for future studies', *Asia Pacific Journal of Human Resources*, 47(1), pp. 6-40.
- D'aunno, T., Succi, M. and Alexander, J. A. (2000) 'The role of institutional and market forces in divergent organizational change', *Administrative Science Quarterly*, 45(4), pp. 679-703.

- Dicken, P. (2007) *Global shift: Mapping the changing contours of the world economy*. SAGE Publications Ltd.
- Edwards, T. (2017) *International human resource management : globalization, national systems and multinational companies*. Third edition. edn.: Harlow, England : Pearson.
- Farndale, E., Brewster, C. and Poutsma, E. (2014) 'Coordinated vs. liberal market HRM: the impact of institutionalization on multinational firms', *International human resource management*: Routledge, pp. 20-39.
- Ferner, A. (1997) 'Country of origin effects and HRM in multinational companies', *Human resource management journal*, 7(1), pp. 19-37.
- Harari, Y. N. (2018) *21 Lessons for the 21st Century*. Random House.
- Hofstede, G. (2001) *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. Sage publications.
- HofstedeInsights (2019) *Compare United States and China*. Available at: <https://www.hofstede-insights.com/product/compare-countries/> (Accessed: 3rd, October 2019).
- IMF (2019) *World Economic Outlook, October 2019*. Available at: <https://www.imf.org/en/Publications/WEO/Issues/2019/10/01/world-economic-outlook-october-2019> (Accessed: 30th, October 2019).
- Kew, J. (2016) *Human resource management in a business context*. 3rd edition. edn.: London : Chartered Institute of Personnel and Development.
- Knight, F. H. (1933) *Capitalistic production, time and the rate of return*.
- Nolan, P. (2008) *Integrating China: towards the coordinated market economy*. Anthem Press.
- Paauwe, J. and Boselie, P. (2005) 'HRM and performance: what next?', *Human Resource Management Journal*, 15(4), pp. 68-83.

Palumbo, D. and Costa, A. N. d. (2019) *Trade war: US-China trade battle in charts*. Available at: <https://www.bbc.co.uk/news/business-48196495> (Accessed: 22nd, October 2019).

Peck, J. and Zhang, J. (2013) 'A variety of capitalism... with Chinese characteristics?', *Journal of Economic Geography*, 13(3), pp. 357-396.

Sloman, J., Garratt, D. and Guest, J. (2018) *Economics*. Tenth edition. edn.: Pearson Education.

Smith, A. (1963) *An Inquiry into the Nature and Causes of the Wealth of Nations*. Wiley Online Library.

Soskice, D. and Hall, P. (2001) 'Varieties of Capitalism: The Institutional Foundations of Comparative Advantage', in *Peter Hall and David Soskice (eds)*, 28.

Sparrow, P. (2013) 'Strategic HRM and employee engagement', *Employee engagement in theory and practice*: Routledge, pp. 113-129.

Taylor, S. (2019) *Resourcing and talent management*. Seventh edition. edn.: London, United Kingdom ; New York, NY : Kogan Page Limited.

Weise, K. (2019) *Amazon Gives Up on Chinese Domestic Shopping Business*. Available at: <https://www.nytimes.com/2019/04/18/technology/amazon-china.html> (Accessed: 30th, October 2019).

worldbank (2019) *The World Bank in China*. Available at: <https://www.worldbank.org/en/country/china/overview> (Accessed: 30th, October 2019).

Yuan, L. (2013) *Traditional Chinese thinking on HRM practices: Heritage and Transformation in China*. Springer.

Chapter 5 – Presentation on Diversity (Group work by Me and Becky)

Scan for PPT:



Or click:

<https://uowtsd->

[my.sharepoint.com/:p:/g/personal/1811693_student_uwtsd_ac_uk/EbuUUbLQP6pCkhLCEIwN9MEBGHkqPa3RdWZJ5cH6b9Ki5A?e=IPGhXx](https://uowtsd-my.sharepoint.com/:p:/g/personal/1811693_student_uwtsd_ac_uk/EbuUUbLQP6pCkhLCEIwN9MEBGHkqPa3RdWZJ5cH6b9Ki5A?e=IPGhXx)

Reference

Armstrong, M. (2006). *A handbook of human resource management practice*, London, London: Kogan Page.

Baral, N., (2013). What makes grassroots conservation organizations resilient? An empirical analysis of diversity, organizational memory, and the number of leaders, *Environmental management*, 51(3), pp. 738-749.

Barrionuevo, A., (2008). Salmon virus indicts Chile's fishing methods. *The New York Times*, 27.

Bass, B. M. and Avolio, B. J., (1994). *Improving organizational effectiveness through transformational leadership*. Sage.

Bridgstock, R., Lettice, F., Özbilgin, M.F. and Tatli, A., (2010). Diversity management for innovation in social enterprises in the UK. *Entrepreneurship and Regional Development*, 22(6), pp.557-574.

BSI. (2018). *Organizational Resilience Index Report 2018* [Online]. Available: <https://www.bsigroup.com/en-GB/our-services/Organizational-Resilience/> [Accessed Sep 8, 2019].

Christensen, C. M., (2013). *The innovator's dilemma: when new technologies cause great firms to fail*. Harvard Business Review Press.

CIPD, (2019). *Diversity and inclusion in the workplace*. [Online]. Available: <https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet> [Accessed Sep 8, 2019].

Cox Jr, T., (2001). *Creating the multicultural organization: A strategy for capturing the power of diversity*. Jossey-Bass.

DELOITTE. (2019). *Leading the social enterprise: Reinvent with a human focus-2019 Deloitte Global Human Capital Trends* [Online]. Available:

<https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html> [Accessed Sep 6, 2019].

Duchek, S., Raetz, S. and Scheuch, I., (2019). The role of diversity in organizational resilience: a theoretical framework, *Business Research*.

Frost, S. and Kalman, D., (2016). *Inclusive talent management: How business can thrive in an age of diversity*. Kogan Page Publishers.

Guillaume, Y. R., Dawson, J. F., Otaye-Ebede, L., Woods, S. A. and West, M. A., (2017). Harnessing demographic differences in organizations: What moderates the effects of workplace diversity? *Journal of Organizational Behaviour*, 38(2), pp. 276-303.

Hammonds, K.H., (2000). Difference is Power. *FastCompany.com*, 36, p.58.

Homan, A. C. and Greer, L. L., (2013). Considering diversity: The positive effects of considerate leadership in diverse teams, *Group Processes & Intergroup Relations*, 16(1), pp. 105-125.

Law, J., (1992). Notes on the theory of the actor-network: Ordering, strategy, and heterogeneity, *Systems practice*, 5(4), pp. 379-393.

Lee, A.J., (2005). Unconscious bias theory in employment discrimination litigation. *Harv.CR-CLL Rev.*, 40, p.481.

Litvin, D.R., (1997). The discourse of diversity: From biology to management. *Organization*, 4(2), pp.187-209.

McCord, P., (2018). *Powerful: Building a culture of freedom and responsibility*. Tom Rath.

McDaniel Jr.R.,(2007). Management Strategies for Complex Adaptive Systems Sensemaking, Learning, and Improvisation, *Performance Improvement Quarterly*, 20(2), pp. 21-41.

Michael, M., (2017). *Actor-Network Theory: Trials, Trails and Translations*. 55 City Road, London: SAGE Publications Ltd.

Northouse, P.G., (2018). *Leadership: Theory and practice*. Sage publications.

Page, S.E., (2008). *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies-New Edition*. Princeton University Press.

Pless, N. and Maak, T., (2004). Building an inclusive diversity culture: Principles, processes and practice. *Journal of business ethics*, 54(2), pp.129-147.

PWC. (2018). 5 MegaTrends Affecting Your Business [Online]. Available: <https://www.pwc.co.uk/issues/megatrends.html> [Accessed Sep 4, 2019].

Sachs, G., (2019). Disruptive Technology Symposium 2019: What's the Next Big Tech Trend? [Online]. Available at: <https://www.youtube.com/watch?v=O2f3vKrJTzI> (Accessed: Sep 9, 2019).

Sarpong, J., (2017). *Diversify: An award-winning guide to why inclusion is better for everyone*. HarperCollins UK.

Taylor, S., (2019). *Resourcing and talent management*. Seventh edition. edn.: London, United Kingdom ; New York, NY : Kogan Page Limited.

Thomas, D.A., (2004). Diversity as strategy. *Harvard business review*, 82(9), pp.98-98.

Turner, P.A. and Kalman, D., 2014. Make your people before you make your products. *People Management*, 55.

Williams, T. A., Gruber, D. A., Sutcliffe, K. M., Shepherd, D. A. and Zhao, E. Y., (2017). Organizational response to adversity: Fusing crisis management and resilience research streams, *Academy of Management Annals*, 11(2), pp. 733-769.

Chapter 6 – Atkinson’s Flexible Firm Model and Open Talent Economy

Atkinson’s Model

The emergent call for flexible organisations appeared against the backdrop of the 1980s economic recession in Japan (Atkinson, 1984) primarily in the manufacturing sector. Since then, Atkinson’s Flexible Firm Model (see Figure 11.) became an influential guide for modern organisations to enhance business resilience by resourcing talent in the VUCA environment (Taylor, 2019; Christidis, 2018). Owing to globalisation, demographic change and technological development, new behaviours emerged in accompany with higher mobility in the workplace and people no longer have to commute to brick-and-mortar offices and tend to change jobs more frequently than the previous generations (Johns and Gratton, 2013; PwC, 2017).

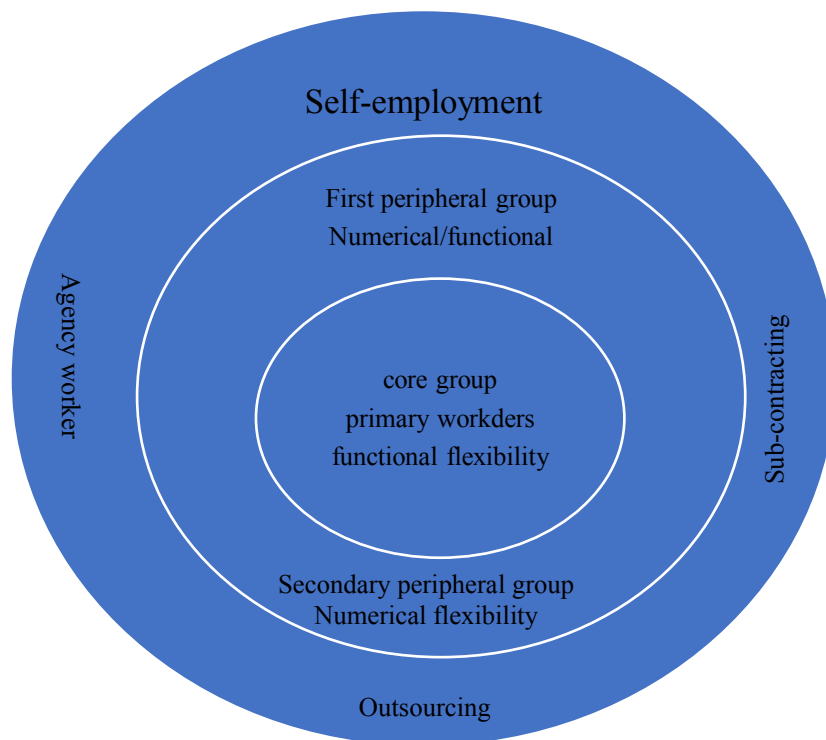


Figure 11. Atkinson's Flexible Firm Model. (Atkinson, 1984)

Flexibility in the Open Talent Economy

In the wake of that, the open-talent economy came into being, prioritizing talents in today's competition, whereas challenging the traditional perception of "being flexible" (Kraaijenbrink, Spender and Groen, 2010). In the Atkinson's model, employees in the "core group" are "owned" by the organization with full-time permanent contract (functionally flexible), while the "peripheral group" and the "third group" consists of smaller proportion of people both in the organisational balance-sheet but not central, and external labour that "bought" or "borrowed" on short-term demand (functional and numerical flexibility) (CIPD, 2019c). However, with the technological impact on human resource management discussed previously, the shape, size and skills of organisations may witness enormous shift: core group shrinks and the out-layers expand (Wyman, 2017) (see Figure 12.).

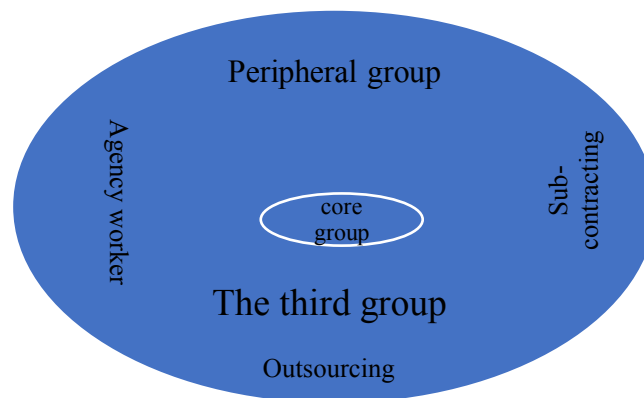


Figure 12. Shrinking Core Group. (Wyman, 2017)

It can be seen at the open talent economy framework and talent lifecycle (See Figure 13.) that it is the economic environment allowing unrestricted flow between resources and atypical work-form (see Figure 14.) (CIPD, 2019a), which forms a new employment ecosystem that the relationship became more of a reciprocal choice between employee and employers (Deloitte, 2013; Ahmad, 2015).



The Talent Lifecycle in the Open Talent Economy

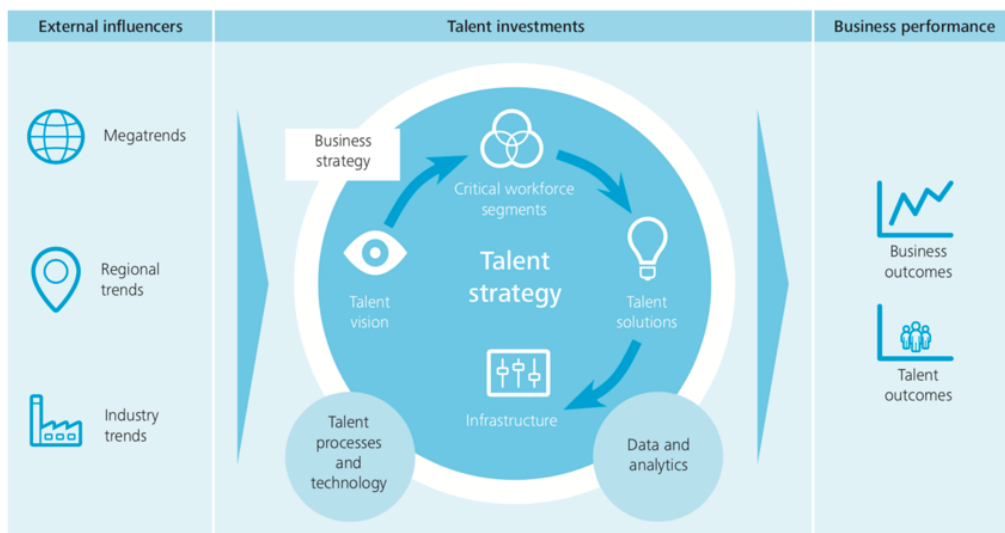
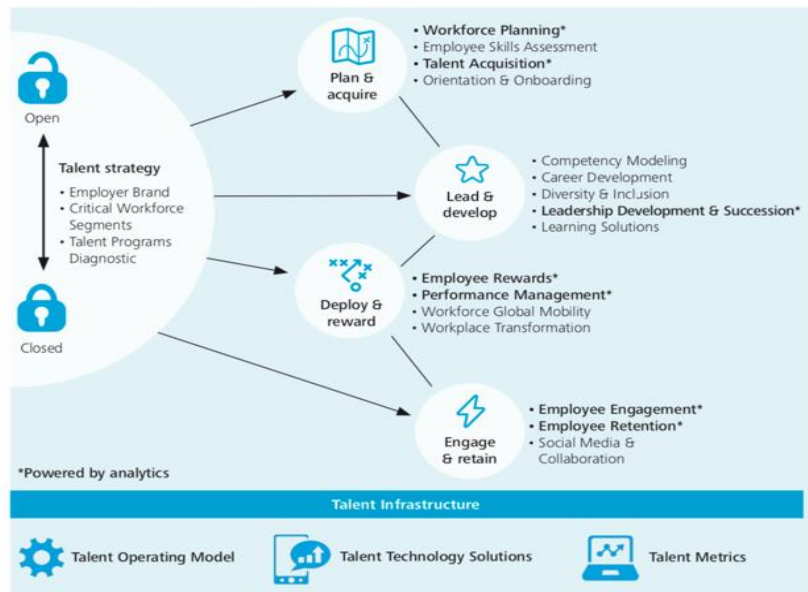


Figure 13. Open Talent Economy. (Deloitte, 2013)

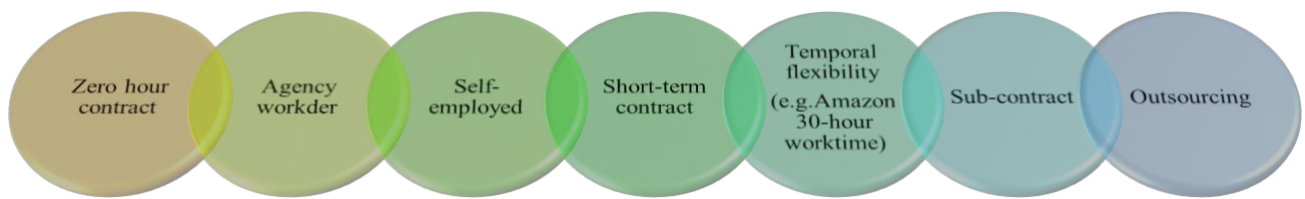


Figure 14. Atypical Form of Work. (CIPD, 2019)

In terms of benefits, though there are still lots of companies stick to the “core group” employees, it is undeniable that structural flexibility helps to extend the border of the talent pool and reduce redundancy for resource reallocation in people management (Taylor, 2019). Meanwhile, cultural flexibility encourages cultivates flexible mindset inside the company, triggers a mutually-trusted psychological contract for a positive brand image (Cannon, 2017; Guest and Conway, 2002). On the other hand, for employees, taking flexible working largely reduces burnout stress by improving work-life balance, especially for those who have family-caring concerns (CIPD, 2016; Clark, 2000). Besides, the ongoing external trends of mutually flexible working are conducive to keep people on a learning trajectory while enhancing employability (Griffiths *et al.*, 2018; Reilly, 2001).

However, the other side of the coin raises concerns and criticism. Firstly, job insecurity forges a conflict between flexibility of peripheral employees and higher expectation of commitment (Taylor, 2019). Engagement in the 21st century doesn’t come as a result of financial rewards, but more empowerment, mastery, purpose and autonomy are pursued by the higher-skilled talents, which is hard to realize among the short-term employees (Pink, 2011; Sachau, 2007). Moreover, flexibility may cause income instability for the “gig workers” (see Figure 15.) (CIPD, 2017), inequality and protection for traditional full-time employment

relationships(Clarke and Holdsworth, 2017), and taxation and health insurance issues at the societal level (Worldbank, 2019).



Figure 15. Amazon Flex. (Amazon, 2019)

In Amazon, they have flexible working hours for core employees who are in the core group, but as automation keeps thriving, the peripheral short-term workers are easy to be lost which should be taken seriously(Amazon, 2019b). Therefore, to be prepared with higher resilience, Amazon should adjust HR practices to deal with the complex business environment. Here Atkinson's Flexible Firm Model is endowed with new connotations and will continue to be upgraded. On the one hand, organisations can utilize to improve profitability by attracting and retaining talent from outside(Ulrich, 2016), but on the other hand, investment should be made on smart workforce planning, segmentation and talent career development as well as leadership development (Storey, Ulrich and Wright, 2019; Kew, 2016). Just as the senior leader of PwC Donovan(2019) said, organisations should not rely too much on the programming of "flexible" policy while ignoring the importance of cultivating a culture of learning, agility and diversity in the first place(Morgan, 2014; Dweck, 2015).

Reference

Ahmad, H. (2015) 'A critical examination of the advantages and disadvantages of adopting flexible working practices in relation to the employer and employee'.

Amazon (2019a) *Flex Amazon*. Available at: <https://flex.amazon.com/> (Accessed: 1st, November 2019).

Amazon (2019b) *Working at Amazon*. Available at: <https://www.aboutamazon.com/working-at-amazon> (Accessed: 11th, October 2019).

Atkinson, J. (1984) 'Manpower strategies for flexible organisations', *Personnel management*, 16(8), pp. 28-31.

Boxall, P. F. (2016) *Strategy and human resource management*. Fourth edition. edn.: London ; New York : Palgrave Macmillan.

Cannon, F. (2017) *The Agility Mindset: How reframing flexible working delivers competitive advantage*. Springer.

Christidis, A. (2018) *Building a Talent Ecosystem*. Available at: <https://www.mercer.com/our-thinking/building-a-talent-ecosystem.html> (Accessed: 29th, October 2019).

CIPD (2016) *Commuting and flexible working*. Available at: https://www.cipd.co.uk/Images/employee-outlook-focus-on-commuting-and-flexible-working_tcm18-10886.pdf (Accessed: 4th, October 2019).

CIPD (2017) *To gig or not to gig? Stories from the modern economy*. Available at: https://www.cipd.co.uk/Images/to-gig-or-not-to-gig_2017-stories-from-the-modern-economy_tcm18-18955.pdf (Accessed: 28th, September 2019).

CIPD (2019a) *Atypical Working-A guide to successfully implementing atypical work in your organisation*. Available at: https://www.cipd.co.uk/Images/7904-atypical-working-guide-web_tcm18-61555.pdf (Accessed: 17th, October 2019).

CIPD (2019b) *Fact sheet: Zero-hours contracts*. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/terms-conditions/zero-hours-factsheet> (Accessed: 14th September 2019).

CIPD (2019c) *Megatrends report: flexible working*. Available at: <https://www.cipd.co.uk/knowledge/work/trends/megatrends/flexible-working> (Accessed: 24th, September 2019).

Clark, S. C. (2000) 'Work/family border theory: A new theory of work/family balance', *Human relations*, 53(6), pp. 747-770.

Clarke, S. and Holdsworth, L. (2017) *Flexibility in the Workplace: Implications of flexible work arrangements for individuals, teams and organisations*. Available at: <https://m.acas.org.uk/media/4901/Flexibility-in-the-Workplace-Implications-of-flexible-work-arrangements-for-individuals-teams-and-organisations/pdf/Flexibility-in-the-Workplace.pdf> (Accessed: 11th, October 2019).

Deloitte (2013) *The open talent economy-People and work in a borderless workplace*. Available at: <https://www2.deloitte.com/global/en/pages/human-capital/articles/open-talent-economy1.html> (Accessed: 10th, October 2019).

Donovan, A. (2019) *What PwC Learned from Its Policy of Flexible Work for Everyone*. Available at: <https://hbr.org/2019/01/what-pwc-learned-from-its-policy-of-flexible-work-for-everyone> (Accessed: 15th September 2019).

Dweck, C. (2015) 'Carol Dweck revisits the growth mindset', *Education Week*, 35(5), pp. 20-24.

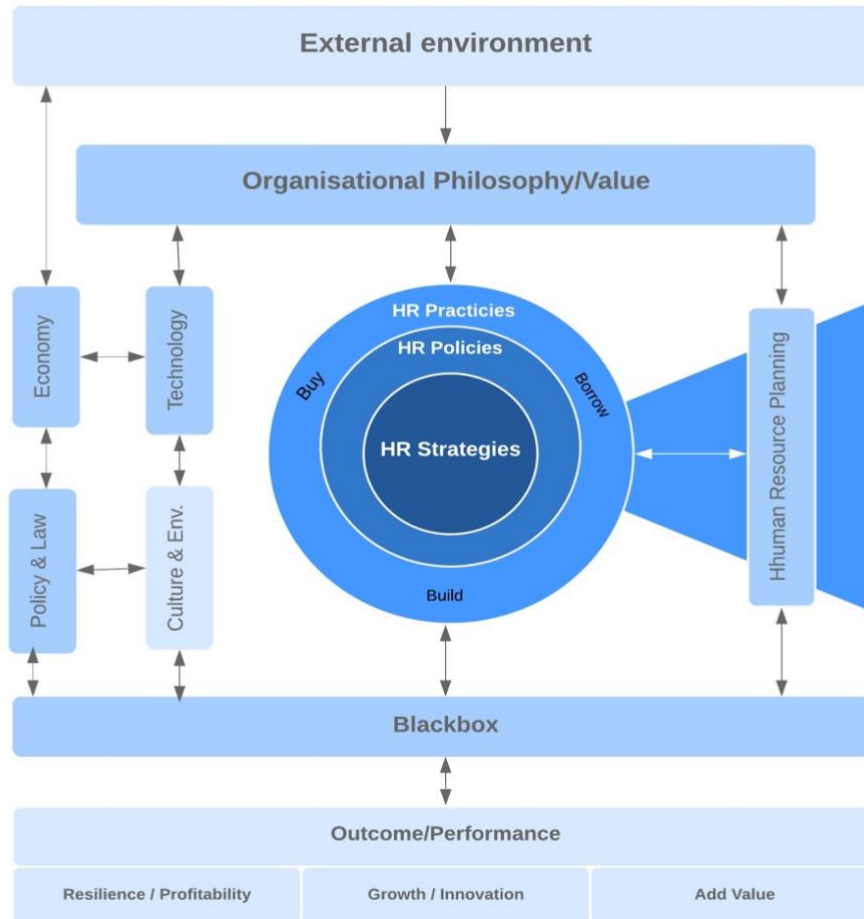
Griffiths, D. A., Inman, M., Rojas, H. and Williams, K. (2018) 'Transitioning student identity and sense of place: future possibilities for assessment and development of student employability skills', *Studies in Higher Education*, 43(5), pp. 891-913.

- Guest, D. E. and Conway, N. (2002) 'Communicating the psychological contract: an employer perspective', *Human resource management journal*, 12(2), pp. 22-38.
- Johns, T. and Gratton, L. (2013) *The Third Wave of Virtual Work*. Available at: <https://hbr.org/2013/01/the-third-wave-of-virtual-work> (Accessed: 29th, September 2019).
- Kew, J. (2016) *Human resource management in a business context*. 3rd edition. edn.: London : Chartered Institute of Personnel and Development.
- Kraaijenbrink, J., Spender, J.-C. and Groen, A. J. (2010) 'The resource-based view: a review and assessment of its critiques', *Journal of management*, 36(1), pp. 349-372.
- Morgan, J. (2014) *The future of work: Attract new talent, build better leaders, and create a competitive organization*. John Wiley & Sons.
- Pink, D. H. (2011) *Drive: The surprising truth about what motivates us*. Penguin.
- PwC (2017) *Megatrends: 5 global shifts changing the way we live and do business* [Video]. Available at: <https://www.youtube.com/watch?v=V6sEDtTOzW8> (Accessed: 25th, September 2019).
- Reilly, P. A. (2001) *Flexibility at work: Balancing the interests of employer and employee*. Gower Publishing, Ltd.
- Sachau, D. A. (2007) 'Resurrecting the Motivation-Hygiene Theory: Herzberg and the Positive Psychology Movement', *Human Resource Development Review*, 6(4), pp. 377-393.
- Storey, J., Ulrich, D. and Wright, P. M. (2019) *Strategic Human Resource Management: A Research Overview*. Routledge.
- Taylor, S. (2019) *Resourcing and talent management*. Seventh edition. edn.: London, United Kingdom ; New York, NY : Kogan Page Limited.
- Ulrich, D. (2016) *The Future of HR* [Video]. Available at: <https://www.youtube.com/watch?v=57PmDk73u7I> (Accessed: 23rd, September 2019).

Worldbank (2019) *The Changing Nature of Work*. Available at:
<http://documents.worldbank.org/curated/en/816281518818814423/2019-WDR-Report.pdf>
(Accessed: 25th, October 2019).

Wyman, O. (2017) *Delivering the Workforce for the Future*. Available at:
<https://www.oliverwyman.com/our-expertise/insights/2017/oct/delivering-the-workforce-for-the-future.html> (Accessed: 19th, October 2019).

Chapter 7 – Model on Organisational Resilience



Eco-Employment Model

jiameg sun | November 2, 2019



Reference

Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H. and Saks, A. M. (2015) 'Employee engagement, human resource management practices and competitive advantage: An integrated approach', *Journal of Organizational Effectiveness: People and Performance*, 2(1), pp. 7-35.

Allen, P., Maguire, S. and McKelvey, B. (2011) *The SAGE handbook of complexity and management. Handbook of complexity and management* London: London : SAGE.

Armstrong, M. (2017) *Armstrong's handbook of human resource management practice. Handbook of human resource management practice* 14th edition. edn.: London ; New York, NY : Kogan Page.

Armstrong, M., Brown, D. and Reilly, P. (2010) *Evidence-based reward management: Creating measurable business impact from your pay and reward practices*. Kogan Page Publishers.

Barney, J. B. (2014) *Gaining and sustaining competitive advantage*. Pearson higher ed.

Boxall, P. F. (2016) *Strategy and human resource management*. Fourth edition. edn.: London ; New York : Palgrave Macmillan.

bsi (2018) *Organizational Resilience Index Report 2018*. Available at: <https://www.bsigroup.com/en-GB/our-services/Organizational-Resilience/> (Accessed: Sep 8, 2019).

CIPD (2015) *Changing HR operating models*. Available at: <https://www.cipd.co.uk/knowledge/strategy/hr/operating-models> (Accessed: 21st, September 2019).

Coopey, J. and Hartley, J. (1991) 'Reconsidering the case for organisational commitment', *Human resource management journal*, 1(3), pp. 18-32.

Hakanen, J. and Schaufeli, W. (2006) 'Burnout and Work Engagement Among Teachers', *Journal of School Psychology*, 43, pp. 495-513.

Marchington, M. (2016) *Human resource management at work*. 6th edition / Mick Marchington, Adrian Wilkinson, Rory Donnelly, Anastasia Kynighou. edn.: London : Chartered Institute of Personnel and Development.

Maslach, C. (2017) 'Burnout: A multidimensional perspective', *Professional burnout*: Routledge, pp. 19-32.

McDaniel Jr., R. R. (2007) 'Management Strategies for Complex Adaptive Systems Sensemaking, Learning, and Improvisation', *Performance Improvement Quarterly*, 20(2), pp. 21-41.

Mintzberg, H. (2000) *The rise and fall of strategic planning*. Pearson Education.

Nunn, J. (2018) *How AI Is Transforming HR Departments*. Forbes. Available at: <https://www.forbes.com/sites/forbestechcouncil/2018/05/09/how-ai-is-transforming-hr-departments/#11b7944e1c0f> (Accessed: 23rd, September 2019).

O'Reilly III, C. A. and Tushman, M. L. (2013) 'Organizational ambidexterity: Past, present, and future', *Academy of management Perspectives*, 27(4), pp. 324-338.

Purcell, J. (2003) *Understanding the people and performance link: Unlocking the black box*. CIPD Publishing.

Richard, O. C. (2000) 'Racial diversity, business strategy, and firm performance: A resource-based view', *Academy of management journal*, 43(2), pp. 164-177.

Schuler, R. S. and Jackson, S. E. (2007) *Strategic human resource management*. 2nd ed. edn. Malden, Mass. ; Oxford: Malden, Mass. ; Oxford : Blackwell.

Soane, E., Truss, C., Alfes, K., Shantz, A., Rees, C. and Gatenby, M. (2012) 'Development and application of a new measure of employee engagement: the ISA Engagement Scale', *Human resource development international*, 15(5), pp. 529-547.

Sparrow, P. (2013) 'Strategic HRM and employee engagement', *Employee engagement in theory and practice*: Routledge, pp. 113-129.

Storey, J., Ulrich, D. and Wright, P. M. (2019) *Strategic Human Resource Management: A Research Overview*. Routledge.

Tricker, R. B. and Tricker, R. I. (2015) *Corporate governance: Principles, policies, and practices*. Oxford University Press, USA.

Ulrich, D. (2016) *The Future of HR* [Video]. Available at: <https://www.youtube.com/watch?v=57PmDk73u7I> (Accessed: 23rd, September 2019).

Walton, R. E. (1985) *From Control to Commitment in the Workplace*. Available at: <https://hbr.org/1985/03/from-control-to-commitment-in-the-workplace> (Accessed: 24th, September 2019).