



Annual Fellows and Provocation

Intergenerational differences

**Broadway House, Tothill Street, London,
SW1H 9NQ**

Facilitators:

Nigel Meager, Institute Director

Penny Tamkin, Director, Employer Research and Consultancy

17 November 2016

Delegate pack

Programme

15.00 The Fellows reception: *Arrival and refreshments*

15.15 *Welcome and introductions*
Nigel Meager, Director, IES

15.30 Annual fellows key note presentation by
David Willetts, Executive Chair, the Resolution Foundation

16.15 The Provocation: *Arrival and refreshments*

16.30 *Welcome and introductions*
Penny Tamkin, Director, Employer Research and Consultancy, IES

16.45 An opportunity for discussion and debate, led by
Emma Parry, Professor in Human Resource Management, Cranfield School of Management, and

Natalie Greenwell, HR Director Corporate Functions, Network Rail

Questions and answers

18.30 Drinks and canapés to end

19.30 *Depart*

Intergenerational differences

Intergenerational differences have created a considerable amount of press coverage and a not insignificant degree of potential discord (for example, David Willetts' book *How the Baby Boomers took their Children's Future*). The Centre for Creative Leadership found that there were concerns with Generation Y's strong sense of entitlement, inability to communicate face-to-face, lack of decision making skills, poor self-awareness, low work ethic and tendency towards overconfidence. Others have suggested the whole thing has been overblown and young people will eventually grow up and become just like the rest of us.

Our provocation will explore just what the evidence tells us about intergenerational differences, whether organisations are right to be concerned and what those differences might mean for the way we manage young people in the workplace.

Topics we will cover include:

- Is there a generational difference or are any differences we observe down to age and regardless of generation, we grow up to be much the same
- Where do generational differences appear; in work values? In resilience? in mental wellbeing?
- What is the impact on organisations and what are they doing about it?

This event will provide a rare opportunity for thoughtful reflection on one of those HR topics where the rhetoric often runs ahead of the evidence. You will go away with a better understanding of what we really know about the work values, aspirations and behaviours of young people and how this is affecting organisational behaviour.

Welcome and introductions

Nigel Meager Institute Director, IES



Nigel Meager, BA, MPhil, FAcSS, FRSA, is a labour economist by training, and an established international expert on labour market and employment policy issues. He has worked at IES since 1984, following posts at the Universities of Bath and Glasgow. He has been Director of the Institute since 2004. In 1990-91 he was a senior research fellow at the Social Science Research Centre (WZB) in Berlin.

He has a long and varied research track record covering the functioning of national, regional and local labour markets, unemployment, skill shortages, labour market flexibility, changing patterns of work and equal opportunity policies and practices.

He has, since the late 1980s, had a particular interest in the role of self-employment and small businesses in the labour market, and has published widely on this topic.

A major strand of his work has focused on the evaluation of public training and employment programmes and active labour market measures, with a particular focus on the participation of disabled people and other disadvantaged groups in the labour market. He recently led the official evaluation of the UK government's Work Programme, for the Department of Work and Pensions. Much of his work has an international emphasis and he is especially interested in the comparison of labour market policies between European countries, and in the identification and transfer of good practice in policy development.

He has been (1996-99 and 2003-04) the UK expert on the European Commission's 'Employment Observatory' and a Thematic Expert for the Observatory (2011-13). In partnership with ÖSB Consulting in Vienna he jointly led (2003-08) the Mutual Learning Programme of the European Employment Strategy, and the Peer Review and Assessment in Social Inclusion (2006-2016), both on behalf of the European Commission.

He has been a specialist advisor to various select committees of the British House of Commons: the Education and Employment committee (in 1996-97, and 1998-99), the Trade and Industry committee (2004-05) and the Work and Pensions committee (2008-09). He has been the UK representative on the European Commission's Expert Group on the Employment of Disabled People and a member of the Employment and Training Committee of the Royal National Institute of Blind People. He has been a member of the Advisory Group on the Impact of Employment Regulation of the UK Department for Business, Innovation and Skills, and the expert advisory

panel of the UK Commission for Employment and Skills (UKCES). He was also a Visiting Fellow of the UKCES (2011-12). From 2008-2012 he was chair of the Executive Committee of the UK Association of Research Centres in the Social Sciences (ARCISS). He is a Trustee of the Social Research Association and in October 2016 he was conferred as a Fellow of the Academy of Social Sciences in recognition of his contribution to social science.

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Penny Tamkin

Director, Employer Research and Consultancy, IES



Penny Tamkin, BSc, PhD, CIPD Diploma, Dip Econ, has over 20 years' experience of what helps people perform better at work and the contribution of management and leadership, human capital and learning and development. She initially joined IES in 1993 and for 13 years worked on projects related to human capital, management and leadership, the impact of workforce/management development and race issues in organisations.

Penny has published and spoken widely on these subjects, conducted research and evaluation studies and worked with UK policy makers and organisations of all sizes to develop new thinking, understanding and practice. In 2007 Penny joined The Work Foundation where for three years she headed up their programme of research and consultancy on leadership and people effectiveness. Penny returned to IES in 2010.

Penny has conducted numerous studies into how organisations train and develop their employees, and what difference development makes to individuals or organisations. She has undertaken major evaluations of development activity within the health and social care sectors and for the Clore Social Leadership foundation. Penny has published and spoken on the evaluation of development interventions many times.

A major stream of Penny's work has been on management and leadership issues. This work has included an initial review into the measurement of UK management and Leadership capability as part of the CEML initiative and a further two studies along similar lines for the DTI. She has previously reviewed the status of existing research on management and leadership to develop a management research strategy for DTI and DfES and most recently has been working as a member of the BIS Leadership and Management Network Group leading work on the evidence base on the importance of management and leadership for organisational performance. Penny led a major investigation into the characteristics of outstanding leadership. This research has explored the differentiating factors between outstanding and good leadership across a range of major employers and resulted in a well-received report. Evaluation of whether the identified characteristics are developable led to encouraging results.

Penny has a considerable track record on researching High Performance Working Practices and skills utilisation including major work for IIP UK, Eurofound and UKCES.

Penny originally joined IES from a local authority where she was Head of HR.

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Intergenerational differences: Keynote presentation

Rt Hon. Lord David Willetts Executive Chair, Resolution Foundation



The Rt Hon. Lord David Willetts is the Executive Chair of the Resolution Foundation. He served as the Member of Parliament for Havant (1992-2015), as Minister for Universities and Science (2010-2014) and previously worked at HM Treasury and the Number 10 Policy Unit.

Lord Willetts is a visiting Professor at King's College London, Governor of the Ditchley Foundation, Chair of the British Science Association and a member of the Council of the Institute for Fiscal Studies.

Lord Willetts has written widely on economic and social policy. His book 'The Pinch' was published by Atlantic Books in 2010. John Ballard has been researching and writing on OH and disability issues for over 20 years. John edits The At Work Partnership publication, Occupational Health (at Work) and is an honorary fellow of the Faculty of Occupational Medicine, and an honorary senior lecturer at the University of Birmingham's IOEM.

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Intergenerational differences: Discussion and debate

Emma Parry Professor in Human Resource Management, Cranfield School of Management



Emma Parry is a Professor in Human Resource Management (HRM) at Cranfield School of Management. Her research focuses on the impact of the changing context on managing people, specifically the impact of national context, changing demographics and technological advancement on workforce attitudes and HRM. Emma is an Academic Fellow of the Chartered Institute of Personnel and Development, an Honorary Fellow of the Institute for Employment Studies and a Visiting Fellow at Westminster Business School.

She has a leading role in a number of global research projects including: “Cranet” a worldwide network of over 40 business schools that conducts comparative research into HRM and “5C”, a global research project conducted with academics from around 30 institutions around the world, examining cultural differences in attitudes towards careers. Emma has conducted a wide range of research for a number of clients, including the Ministry of Defence, Department of Work and Pensions, National Health Service, Chartered Institute of Personnel and Development and several private sector organisations.

Emma is the author or editor of six books including “Generational Diversity at Work: New Research Perspectives” and “The Palgrave Handbook of Age Diversity and Work” She also publishes regularly in high quality academic journals and speaks at academic and practitioner conferences. is an accomplished Health and Wellbeing Business Partner for Mars with 20 plus years’ experience in health & wellbeing.

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Intergenerational differences: Discussion and debate

Natalie Greenwell HR Director Corporate Functions, Network Rail



Natalie is HR Director at Network Rail, which operates maintains and develops Britain's rail network, which includes 20,000 miles of track (and infrastructure), 40,000 bridges and tunnels, 19 major stations, 2,500 other stations - leased to train operators and 8,200 commercial properties. Passenger miles are greater than at any time in the last 60 years on a network of roughly half the size and it is the fastest growing railway in Europe.

Natalie leads two teams for Network Rail, a generalist HR team supporting both UK operations and all international contracts and assignments. Natalie also leads the group recruitment centre of expertise, which is multi-award winning for its graduate and apprenticeship schemes as well as for strategic recruitment partnerships and which delivers on Network Rail's ambition to recruit, attract and retain a diverse workforce of 36,000 employees.

Natalie joined Network Rail in 2005 and has built her career having worked in all functions of the business and all over the country in both HR and business roles. Prior to joining Network rail, Natalie worked in the Jaguar Halewood plant providing both employment and HR advice to the automotive industry.

Natalie is a member of the Chartered Management Institute and has a post graduate degree in Business Management from Warwick Business School. Natalie is a graduate of Liverpool John Moore's University having studied Law, specialising in family and employment law and spent the first few years of her career in private practice specialising in family law with a particular interest in child protection legislation. It is this passion that led Natalie to undertake a trustee role for a charity whose work supports those affected by domestic violence.

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About IES

IES is widely respected for its knowledge, insight and practical support in HR, OD, L&D and people management issues. The Institute combines expertise in research with its practical application through our consultancy work. Our approach is based on:

- building, exploiting and sharing the evidence base
- independence, objectivity and rigour

- considering the whole people system, not just the individual parts
- delivering practical, sustainable business benefits
- building our clients' capabilities rather than their dependence.

Whatever your professional and HR needs, get in touch:

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