

INTRODUCTION	6
PRESENTATION OF THE LABOUR MARKET TRENDS	10
1. Trends affecting the European labour market	10
2. Qualification needs	11
3. Employment and unemployment	13
4. Imbalances and mismatches in labour market trends	14
5. Trends in labour mobility and migration	15
6. EU market trends in a brief overview	17
GENERATION Z AT WORK	18
1. GEN Z	18
2. GEN Z at the workplace	19
3. Companies' perspective	21
4. Impact on education and training needs	23
5. Mentoring	23
TOOLS AND METHODS FOR HR MANAGEMENT	25
1. Recruitment	25
2. The recruitment process	27
3. Selection process	29
4. The on-boarding process	33
5. Retention strategy	34
CASE STUDY 1: THE STAVARM RETENTION STRATEGY	36
USEFUL APPLICATIONS	40
1. Introduction	40
2. Google Apps	40
3. Office 365	41
4. Dropbox	42
5. TRELLO	44
6. Evernote	45
7. Slack	46
8. Timely	47
9. Team Pomodoro	48

10.	Noisli and Coffitivity	49
11.	Other communication, productivity and performance enhancing tools	49
12.	Do implement IT today – do not stay behind	50

LEADERSHIP 52

1.	Leadership in the corporate world	52
2.	Global leadership	53
3.	Challenges	55
4.	How to deal with generational diversity in the workplace	56

CASE STUDY 2: THE PALIBEX OFFERS A FRIENDLY WORKING ENVIRONMENT 58

ATTRACT AND ENGAGE OF EMPLOYEES 61

1.	Trends and drivers of change in employment	61
2.	Prioritise Social Impact	62
3.	Attract and engage GEN X	63
4.	Attract and engage Boomers	63
5.	Attract and engage GEN Z	64

HOW TO CREATE A CREATIVE WORKING ENVIRONMENT FOR GEN Z 66

1.	The building of friendly work space	66
2.	Support creativity and friendly environment	66
3.	Break the ice	67
4.	Build an inspired workspace	68
5.	Flexible timetable	69
6.	Provide regular feedback and make them feel valued in the company	70
7.	Corporate volunteering	71
8.	Group exercises to solve company problems	72
9.	How to enable young people to focus on precise and repetitive tasks	73

CASE STUDY 3: THE VALVE HANDBOOK 76

MENTORING FOR EMPLOYERS 79

1.	Mentoring in the Workplace	79
2.	Benefits of Mentoring at Work	81
3.	Features of Mentoring	83

4.	Key Roles Involved in Mentoring	84
5.	Key Mentoring Skills	89
6.	The Mentoring Relationship	89
7.	Clarifying the Relationship	89
8.	Open the Relationship	90
9.	Develop the Relationship	90
10.	Potential Mentoring Pitfalls	92

COMMENTS

93