


# Chapter 5

# Talent Management and Generation Alpha

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## **ABSTRACT**

*Talent management strategies may vary across generations. For instance, the methods used to motivate Generation X employees can differ significantly from those applied to Generation Z. This section will examine the concept of talent management within the context of Generation Alpha. As Generation Alpha includes individuals born in 2010 and beyond, they are not yet widely represented in the workforce. However, since their personality traits are just beginning to take shape, this section will explore the relationship between Generation Alpha and talent management based on these emerging characteristics. The chapter will provide detailed insights into management strategies that support a strong organizational culture, approaches to managing individuals from this generation, the influence of Generation Alpha in shaping organizational culture, and their potential role in future talent management processes.*

## **INTRODUCTION**

Today, working life is undergoing a dynamic process of change, and one of the most significant triggers of this transformation is the integration of new generations into the business world. Each new generation carries values, expectations, and communication styles that hold the potential to reshape organizational culture. In this context, McCrindle (2020) defines the new Alpha Generation as those born in 2010 and beyond, who are natural inhabitants of the digital world. With their

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inclusion in working life, it is anticipated that research topics focusing on the extent to which they will influence the organizational culture of the future will steadily increase. This study aims to examine the characteristics of talent management, the Alpha Generation, and organizational culture, as well as the changes expected in talent management processes with the involvement of the Alpha Generation and their potential influence on organizational culture. Unlike Generations X, Y, and Z, the Alpha Generation has grown up immersed in mobile technologies and has been familiar with concepts such as artificial intelligence and automation from an early age. This has fundamentally transformed their approaches to accessing information, problem-solving, and collaboration. It is argued that existing organizational cultures—dominated by traditional hierarchical structures and static work processes—may struggle to meet the dynamic and flexible expectations of this new generation (Schein, 2017). Therefore, the degree to which organizations can adapt to the values of the Alpha Generation will directly determine their capacity for adaptation, innovation, and competitiveness. Consequently, it would not be an overstatement to predict that organizational culture will inevitably be reshaped. The primary aim of this study is to analyze, from a forward-looking perspective, the effects of the Alpha Generation—who will constitute a significant portion of the future workforce—on organizational culture. Although the oldest members of this generation are currently only 15 years old, their potential influence on organizational culture and participation in talent management processes can already be anticipated through their characteristic traits identified in existing research. Within this scope, the study will examine the concept of talent management, the prominent characteristics of the Alpha Generation, and the interaction between the fundamental elements of organizational culture. In the conclusion, strategic recommendations will be presented to organizational leaders and human resources specialists with the goal of shaping the future work environment and building a sustainable organizational culture.

## **THE CONCEPT OF GENERATIONS AND THEIR TYPES**

The concept of a generation can be defined as a group of individuals born within a similar time frame, who have encountered comparable social and cultural factors and thus share common values (Alptekin et al., 2021). Another definition describes a generation as the classification of nations based on birth years (Taş et al., 2017). Beyond these definitions, the concept of generation is considered a valuable resource for understanding the relationship between individuals and societies (Alwin and McCammon, 2007). Accordingly, the generation concept serves to distinguish individuals from one another in terms of values (İnal, 2023). Each generation possesses

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