

LEADERSHIP CHALLENGES IN HUMAN RESOURCE MANAGEMENT: A
COMPARATIVE ANALYSIS OF PAST AND CONTEMPORARY ERAS

Author: PhD Candidate Mr. **Omar Ashurbayev**, Lecturer, MDIS in Tashkent

Abstract: The trajectory of Human Resource Management (HRM) from its embryonic stages in the early twentieth century to its current strategic centrality represents a profound metamorphosis in organizational governance. At the heart of this transformation lies the evolving nature of leadership within HRM, which has transitioned from predominantly administrative and transactional responsibilities to strategic business partnership (Wright and Ulrich, 2017). This article undertakes a comprehensive comparative examination of leadership challenges confronting HRM professionals across distinct historical epochs, with particular attention to juxtaposing past challenges (1960s-1990s) against contemporary issues (2020s). Such analysis yields critical insights for practitioners and scholars navigating the increasingly complex terrain of human capital management.

Key words: leadership, human resource management, transformation, challenges.

Historical Context: The Evolution of HRM Leadership

The formalization of HRM commenced in the early 1900s through the establishment of personnel management departments, initially conceived to address working conditions and ensure compliance with nascent labor legislation (Nankervis et al., 2015). The Welfare and Labour Era (1890-1940s) witnessed HRM leadership concentrated predominantly on employee welfare, occupational safety, and the management of labor unrest—responses to the deplorable working conditions that characterized Industrial Revolution factories (Ochieng et al., 2023). A watershed moment arrived with Mayo's Hawthorne Studies in the 1930s, which fundamentally reconceptualized workers as complex individuals profoundly influenced by organizational structures, thereby establishing the conceptual foundation for contemporary notions of work-life balance, organizational culture, and employee engagement (Ali Ahsan, 2024).

The post-World War II period inaugurated the Personnel Management Era (1945-1980s), distinguished by acute talent scarcities, the ascendance of trade unions, and the professionalization of HR processes designed to enhance operational efficiency (Qandle, 2025). This era coincided with momentous social transformations, including the Civil Rights Movement, which fundamentally reshaped management philosophy. Legislative milestones such as the Equal Pay Act of 1963 and the Civil Rights Act of 1964 introduced affirmative action and anti-discrimination policies, fundamentally reconfiguring the HRM landscape and generating novel leadership challenges concerning compliance and equal opportunity employment (Ochieng et al., 2023; Nankervis et al., 2015).

The 1980s heralded a transformational epoch with the emergence of Strategic Human Resource Management (SHRM). Beer et al. (1984) developed the seminal Harvard Framework, which posited that personnel management challenges could only be adequately addressed when general managers cultivated a coherent vision of employee



Date: 11th November-2025



involvement and development within the enterprise (Plum HQ, 2024). This framework underscored the fundamental SHRM principle that human resource management constitutes a line management responsibility requiring long-term perspectives in managing people, conceptualizing them as potential assets rather than merely variable costs (Humaans, 2025). Concurrently, the field commenced integrating nascent technologies and information systems into HR operations, initiating a revolution in HR work across numerous organizations (ATOSS, 2024).

Leadership Challenges in the Past Era (1960s-1990s)

Administrative and Operational Focus

Throughout the Personnel Management Era, HR leadership remained overwhelmingly administrative and operational in character. Personnel departments concentrated on hiring, payroll administration, labor law compliance, and employee record maintenance. Leadership challenges centered primarily on transactional excellence and expanding the personnel function's remit by aligning HR activities with business requirements (Wright and Ulrich, 2017; Omnitias, 2023).

Command-and-control leadership paradigms dominated this period, characterized by hierarchical structures and top-down decision-making processes. Leaders functioned within rigid hierarchies featuring unambiguous chains of command and departmental silos that constrained cross-functional collaboration (SLM MBA, 2024). While this organizational architecture provided clarity regarding roles and responsibilities, it frequently resulted in inflexibility and sluggish responses to evolving business conditions.

Generational Management Challenges

A salient leadership challenge during the 1960s and 1970s involved managing intergenerational tensions. Baby Boomers' workforce entry generated friction with the older cohort, shaped by the Great Depression and wartime experiences. Communication barriers and mutual incomprehension between these groups were palpable, compelling HRM to afford younger employees greater decision-making participation, regular feedback, and enhanced learning and development opportunities (UNC Executive Development, 2021). This early confrontation with generational diversity, though challenging, paled in comparison to the multi-generational complexities that would subsequently emerge.

Compliance and Equal Opportunity

The Civil Rights Movement of the 1960s and 1970s fundamentally transformed HRM leadership imperatives. Leaders confronted novel legal requirements concerning discrimination and equal opportunity employment. The introduction of the Equal Pay Act of 1963 and the Civil Rights Act of 1964 signified merely the initial step; HR leaders bore responsibility for actualizing these laws within organizational contexts (Nankervis et al., 2015). This necessitated developing new competencies in fairness, equity, and compliance management that had not previously constituted elements of the HR leadership skillset.

Technology Integration

The late 1980s and early 1990s witnessed the introduction of rudimentary Human Resource Information Systems (HRIS), which initiated the automation of certain HR

Date: 11th November-2025



processes. Nevertheless, technology adoption remained circumscribed compared to contemporary standards, with numerous HR functions persisting as manual and paper-based (PocketHRMS, 2025). Leadership challenges related to technology primarily involved adapting to these nascent systems and ensuring their effective implementation, though the pace of technological change remained relatively gradual.

Globalization and Cost Pressures

As globalization intensified throughout the 1980s and 1990s, HR leaders confronted escalating pressures concerning cost-effectiveness and operational efficiency. The emergence of Strategic HRM during this period reflected the imperative to balance "hard" HR approaches (emphasizing cost reduction and efficiency) with "soft" HR approaches (emphasizing employee development and engagement) (Online KCL, 2025). Organizations increasingly recognized that effective HR management could furnish competitive advantage, generating heightened expectations for HR leadership to demonstrate measurable value.

Contemporary Leadership Challenges (2020s)

Digital Transformation and AI Integration

The Digital HRM Era (2015-Present) has fundamentally reconfigured the leadership challenge landscape. Digital transformation represents among the most significant contemporary challenges, requiring HR leaders to navigate rapid technological change, AI integration, and cybersecurity concerns. Research indicates that 74% of HR managers recognize the imperative for skills-based approaches to HRM, yet merely 17% utilize a skills taxonomy and only 12% conduct employee skills audits (Workday, 2025).

Artificial intelligence and automation adoption in HRM processes has generated anxiety regarding job displacement and evolving workplace dynamics. HR leaders must address these apprehensions directly while concurrently implementing AI-driven workforce management systems. Research suggests that AI adoption in HR necessitates meticulous planning and ethical considerations, with only 48% of respondents perceiving substantial potential in utilizing AI and automation to enhance HR functions (Barišić et al., 2021).

Barišić et al. (2021) emphasize that although digitalization profoundly affects HR practices and procedures, particularly through human resources information systems, HR's role in contributing to digitization strategy remains insufficiently emphasized. This creates a significant lacuna wherein HR leaders must simultaneously adopt new technologies and position themselves as strategic contributors to the organization's overarching digital transformation endeavors.

Multi-Generational Workforce Management

Contemporary workplaces now encompass up to five generations simultaneously—Silent Generation, Baby Boomers, Generation X, Millennials, and Generation Z—each manifesting distinct values, communication styles, and work preferences (CCL, 2025). This unprecedented generational diversity presents complex leadership challenges far exceeding those confronted in previous eras. Research demonstrates that generational

Date: 11th November-2025

diversity can trigger both cognitive conflict, potentially beneficial for innovation, and affective conflict, which poses risks to team performance (AACSB, 2022).

Baby Boomers prioritize loyalty and career advancement, Generation X values work-life balance and flexibility, Millennials thrive on collaboration and purpose-driven work, while Generation Z desires security and stability (AHA, 2013). HR leaders must bridge these generational divides through flexible communication channels, personalized learning opportunities, and career development plans accommodating diverse preferences (CCL, 2025; UNC Executive Development, 2021).

The leadership challenge extends beyond mere accommodation; it requires creating environments where generational diversity becomes an innovation source rather than a conflict catalyst. Research indicates that shared leadership can amplify cognitive conflict's positive effects on team innovation, though it possesses limitations in mitigating affective conflict arising from generational differences (AACSB, 2022).

Remote and Hybrid Work Leadership

The COVID-19 pandemic accelerated a fundamental shift toward remote and hybrid work arrangements, creating entirely novel categories of leadership challenges. Leading distributed teams requires mastering virtual collaboration, building trust remotely, and monitoring performance without micromanaging (OfficeSpace, 2022). Traditional management styles relying on presenteeism and direct observation simply fail to translate effectively to hybrid environments.

Communication challenges prove particularly acute in remote settings. Research reveals that 20% of remote workers cite communication difficulties as among their primary challenges, exacerbating issues such as project delays and misunderstandings (OfficeSpace, 2022). Additionally, physical presence absence complicates performance management, as HR managers face difficulties tracking productivity and ensuring accountability (ActivTrak, 2025).

The blurring of boundaries between home and work life represents another significant challenge. Organizations must develop strategies to enhance work-life balance, including flexible work arrangements, though these policies may inadvertently perpetuate gender stereotypes and reinforce traditional gender roles (Harvard Business, 2025; MIT Sloan Review, 2025).

Employee Engagement Crisis

Contemporary HR leaders confront an unprecedented employee engagement crisis. Gallup data from 2025 demonstrates that only 31% of employees are engaged in their work, representing a decade-low that points to deeper organizational challenges (Gallup, 2025). This proves particularly concerning given that disengaged leaders are four times more likely to struggle with burnout and lack of purpose.

The crisis extends beyond simple disengagement. Research by Blu Ivy Group indicates that 75% of surveyed leaders feel misaligned with their organization's culture and strategy. Deloitte reports that 70% of C-suite leaders contemplate leaving their roles within 18 months, citing organizational stagnation and misalignment with personal values (Blu Ivy Group, 2025). When leaders disengage, they trigger a ripple effect—burnout spreads,



Date: 11th November-2025

turnover climbs, and company performance suffers (Reworked, 2025; HR Daily Advisor, 2025).

Research suggests that remote workers are 67% more likely to feel disconnected from their teams compared to in-office employees. This disconnection creates significant challenges for HR leaders attempting to maintain organizational culture and employee motivation in increasingly distributed work environments (Inspiring Workplaces, 2025).

Mental Health and Employee Wellbeing

Employee mental health and wellbeing has emerged as a critical leadership challenge in contemporary HRM. Research finds that approximately half of workers feel depleted and burned out, with HR leaders themselves facing mental health struggles (SHRM, 2024; CDC, 2024). Almost 85% of employees feel emotionally drained from their work, and 85% reported their overall well-being deteriorated, feeling isolated, lonely, and often too stressed to address basic needs (Mental Health America, 2024).

However, HR leaders confront significant obstacles in addressing mental health. A wellbeing paradox has emerged: despite 83% of companies possessing a wellbeing strategy and 45% expecting to increase investment in employee health, most employees report their mental and physical health worsened or remained unchanged from 2022 to 2023 (Gallup, 2025; Headspace, 2024). This disparity creates significant blind spots for leaders making strategic decisions regarding wellbeing initiatives.

Compounding this challenge, many front-line managers face a mental health double bind: they struggle with their own mental health issues while being called upon to support their employees, despite not being counselors, therapists, or psychiatrists (CDC, 2024; Mental Health America, 2024). Leadership training and development in mental health recognition and response has become imperative.

Diversity, Equity, and Inclusion

Contemporary diversity, equity, and inclusion (DEI) challenges extend far beyond the compliance-focused equal opportunity issues of previous eras. Modern HR leaders must manage diversity across multiple dimensions: gender, race, ethnicity, sexual orientation, age, disability, and cultural background, while simultaneously addressing systemic barriers and unconscious bias (Diversity Resources, 2024; Flexa Careers, 2025).

More than 75% of job seekers indicate they consider diversity and equity practices when evaluating potential employers, placing additional pressure on HR leaders to demonstrate genuine commitment to DEI initiatives (Diversity Resources, 2024). The challenge extends to creating equitable opportunities across all diversity dimensions. Organizations must eliminate discriminatory practices, establish mentorship programs, and create advancement opportunities while ensuring that work-life balance policies do not inadvertently reinforce stereotypes (Achievers, 2025; Civil and Human Rights, 2025).

Talent Management and Succession Planning

Talent management has become exponentially more complex in the contemporary era, characterized by record turnover rates, global talent shortages, and heightened employee expectations. Research indicates that only 23% of HR managers believe current leaders are prepared to respond to future organizational needs (Odgers Berndtson, 2024).



Date: 11th November-2025

Major succession planning challenges include identifying suitable candidates without bias, managing resistance to change, inadequate leadership development programs, balancing short-term versus long-term needs, ensuring knowledge transfer, and measuring effectiveness (N2Growth, 2024; Betterworks, 2025; Brian Heger, 2025).

Leadership bench strength has been repeatedly cited as a pressing issue. Many organizations struggle with leadership buy-in for training programs, aligning leadership competencies with future needs, and preparing leaders to manage change effectively (Odgers Berndtson, 2024). The challenge is compounded by the fact that only a small percentage of organizations have formal succession planning processes in place.

Change Management and Organizational Agility

Change management has emerged among the top five priorities for HR managers in 2025. Research demonstrates that 74% of HR managers believe managers are unprepared to lead change, and 73% believe employees are saturated with change (Workday, 2025; EngageRocket, 2024). Between 2016 and 2022, support for change plummeted from 74% to merely 43%, highlighting the real struggle employees experience with organizational change.

Contemporary HR leaders must manage continuous organizational transformation while maintaining employee confidence and trust. Rising concerns about job displacement, shifting roles, and other changing workplace dynamics often lead to resistance, requiring HR to address these fears directly (Pharmuni, 2024). The challenge extends beyond managing individual change initiatives to building organizational cultures characterized by agility and adaptability (Ignite HCM, 2025; Hacking HR Lab, 2024).

Strategic Business Partnership

The transformation of HR from an administrative function to a strategic business partner represents both an achievement and an ongoing challenge. Wright and Ulrich (2017) note that as HRM became increasingly integrated in business, the need to align the function with business strategy was recognized, with authors increasingly calling for aligning HRM with organizational strategy.

However, execution of this strategic role presents significant challenges. While 87% of HR leaders recognize the need for HR transformation in 2025, only 27% possess a fully integrated strategic plan (Workday, 2025). This gap between recognition and execution highlights a fundamental leadership challenge: translating strategic intent into operational reality (Indeed, 2025; Quantum Workplace, 2024; People Managing People, 2024).

Evolution of Required Leadership Competencies

The transformation of HRM from personnel management to strategic business partnership has necessitated a dramatic evolution in required leadership competencies. While past eras required primarily administrative and operational skills, contemporary HR leaders must possess a multifaceted competency profile spanning digital literacy, strategic thinking, emotional intelligence, and data-driven decision making (HR Education Network, 2024; 365 Talents, 2025).

From Functional to Strategic Competencies



Date: 11th November-2025

In the past era, HR leadership competencies centered on functional expertise: recruitment, compensation, labor relations, and basic administrative capabilities. Contemporary HR leadership, by contrast, requires strategic competence—the ability to understand and contribute to organizational strategy while executing HR functions (Venegas et al., 2017).

Ulrich et al. (2021) propose an HRM competency model consisting of five major roles: accelerating business by generating competitive insights, advancing human capability by elevating talent, simplifying complexity through critical thinking, mobilizing information by leveraging technology, and fostering collaboration through self-management and relationship building (HRM Handbook, 2023; Herdr, 2024). This comprehensive framework illustrates the dramatic expansion of required competencies compared to historical norms.

Digital and Analytical Competencies

Perhaps no competency area has evolved more dramatically than digital and analytical capabilities. Contemporary HR leaders must possess critical competencies in AI integration, people analytics, cybersecurity awareness, and digital transformation leadership (365 Talents, 2025; Beamery, 2025). The challenge extends beyond technical skills to strategic application. HR leaders must leverage people analytics not merely to track metrics but to inform strategic workforce planning, predict turnover, identify high-potential talent, and optimize organizational performance.

Emotional Intelligence and Interpersonal Competencies

While interpersonal skills have always been relevant in HRM, their importance and application have expanded dramatically. Contemporary HR leaders must demonstrate high levels of emotional intelligence to manage diverse emotional needs, prevent burnout, and create psychologically safe environments (HR Education Network, 2024; Beamery, 2025; Psico-Smart, 2025).

The competency extends to self-management. Ulrich et al. (2021) emphasize that HR professionals need to be self-aware and manage themselves effectively, relating with others and managing people skillfully (HRM Handbook, 2023). This proves particularly critical given research showing that HR leaders themselves face significant mental health challenges while being expected to support others.

Change Leadership and Agility

Change leadership has evolved from a moderate priority to a critical competency. Contemporary research emphasizes the need for HR leaders to guide organizational change initiatives, build resilient cultures, and foster adaptability at all organizational levels (Hacking HR Lab, 2024; Pharmuni, 2024). The competency requirement extends beyond managing discrete change projects to cultivating organizational cultures characterized by continuous learning and adaptation.

Contemporary Solutions and Best Practices

Despite the formidable challenges facing contemporary HR leaders, research has identified numerous effective strategies and best practices for addressing these issues.

Digital Transformation Strategies



Date: 11th November-2025

To address digital transformation challenges, HR leaders should embed digital capabilities throughout the organization while maintaining human-centric approaches. Julhiet-Sterwen (2019) emphasizes three key HR challenges: developing a digital corporate culture through awareness-raising and immersive experiences, helping managers with their own digital transformation by supporting them in updating management styles, and reinventing HR practices themselves to leverage technology effectively. Success requires approaching digital transformation through a comprehensive change management lens (Mondo, 2024).

Multi-Generational Workforce Strategies

Leading multigenerational workforces effectively requires versatile, inclusive, team-based leadership styles that encourage idea-sharing and recognize each generation's unique strengths. Solutions include establishing clear communication guidelines that accommodate different preferences, encouraging adaptation across communication channels, providing personalized learning opportunities, and implementing flexible career development plans (CCL, 2025; AACSB, 2022).

Remote and Hybrid Work Solutions

Successfully leading remote and hybrid teams requires fundamental shifts in management philosophy and practice. Best practices include establishing clear organizational structures with well-defined roles and responsibilities, maintaining frequent communication through specified periods for quick conversations, aiming for fairness between in-person and remote workers in terms of benefits and opportunities, and focusing on outcomes rather than activity-based management (OfficeSpace, 2022; MIT Sloan Review, 2025; Harvard Business, 2025).

Employee Engagement Solutions

Addressing the employee engagement crisis requires multi-faceted approaches. Research suggests that high-impact organizations promote choice and autonomy through flexible working arrangements, tools and technology to facilitate work, cultures of inclusion, prioritization of health and wholeness, and enablement of collaboration and connection (Gallup, 2025; Blu Ivy Group, 2025).

Mental Health and Wellbeing Strategies

Research identifies five proactive steps HR leaders should take to address mental health challenges: invest in awareness and education about available resources, normalize conversations around mental health by fostering open environments, enhance support systems by expanding benefits and flexible policies, address organizational culture by aligning values with actions, and promote self-care and boundaries for both employees and leaders (CDC, 2024; Mental Health America, 2024).

Succession Planning Solutions

Effective succession planning requires systematic approaches that overcome common challenges. Organizations should embed succession planning into company culture by integrating it with performance reviews, leadership training, and daily processes. Leveraging data-driven assessments through objective tools, psychometric tests,



Date: 11th November-2025

and 360-degree feedback minimizes bias and provides clear foundations for selection and development (Betterworks, 2025; N2Growth, 2024; Brian Heger, 2025).

Implications for Practice and Research

The comparative analysis of leadership challenges across eras reveals several critical implications for both HR practitioners and researchers.

For Practitioners

Contemporary HR leaders must recognize that the role has fundamentally transformed from administrative and operational functions to strategic business partnership requiring dramatically expanded competency sets. Success requires continuous learning and development in areas such as digital literacy, data analytics, emotional intelligence, strategic thinking, and change leadership (People Managing People, 2024; Hacking HR Lab, 2023).

Organizations should invest heavily in leadership development programs that address contemporary competency requirements, recognizing that only 23% of HR managers currently believe leaders are prepared for future organizational needs (Odgers Berndtson, 2024). This investment should extend beyond traditional training to include coaching, mentorship, stretch assignments, and experiential learning opportunities.

For Researchers

This analysis reveals several important directions for future research. First, longitudinal studies examining how HR leadership competencies continue to evolve in response to technological disruption, generational shifts, and changing work arrangements would provide valuable insights for leadership development programs. Second, research examining the effectiveness of various interventions for addressing contemporary challenges—particularly employee engagement, mental health, and succession planning—would help organizations make evidence-based decisions about resource allocation (IJMEM, 2024).

Conclusion

The evolution of leadership challenges in HRM from past eras to the present represents a fundamental transformation in scope, complexity, and strategic importance. Past challenges centered primarily on administrative efficiency, compliance with labor laws, managing relatively homogeneous workforces, and gradually integrating HR practices with business strategy. Contemporary challenges encompass digital transformation, AI integration, managing multi-generational distributed workforces, addressing unprecedented employee engagement and mental health crises, driving strategic business outcomes, and leading continuous organizational change.

This comparative analysis reveals that while some core aspects of HR leadership—such as talent management, employee relations, and organizational development—persist across eras, their manifestation and required responses have evolved dramatically. The competencies required for effective HR leadership have expanded from primarily functional expertise to encompass strategic thinking, digital literacy, data analytics, emotional intelligence, change leadership, and business acumen (Ulrich et al., 2021; HRM Handbook, 2023; Criterion HCM, 2025).



Date: 11th November-2025



Looking forward, HR leaders must embrace continuous learning, develop versatile competency profiles, leverage technology while maintaining human-centered approaches, and position themselves as true strategic business partners capable of driving organizational performance in increasingly complex environments (Quantum Workplace, 2024; People Managing People, 2024). The transformation from personnel management to strategic HRM leadership represents not merely an evolution in job responsibilities but a fundamental reconceptualization of the role's purpose, scope, and contribution to organizational success.

Organizations that invest in developing HR leaders with the competencies required for contemporary challenges will be better positioned to attract and retain top talent, maintain high levels of employee engagement, navigate digital transformation successfully, and achieve sustainable competitive advantage (Wright and Ulrich, 2017). Those that fail to recognize the transformed nature of HR leadership and continue to treat it as primarily an administrative function will struggle to meet the demands of the modern business environment.

REFERENCES:

- 365 Talents (2025) 'The new HR series: HR new skills, new roles, employee experience', Available at: <https://365talents.com/en/resources/the-new-hr-new-skills-roles-employee-experience-people-analytics/> (Accessed: 27 October 2025).
- Achievers (2025) 'Diversity and inclusion: Benefits and challenges', Available at: <https://www.achievers.com/blog/diversity-and-inclusion/> (Accessed: 27 October 2025).
- ActivTrak (2025) '13 Challenges of a hybrid work environment and how to overcome them', Available at: <https://www.activtrak.com/blog/hybrid-work-environment-challenges/> (Accessed: 27 October 2025).
- AHA (2013) 'Managing an intergenerational workforce: Strategies for health care transformation', American Hospital Association. Available at: <https://www.aha.org/aharet-guides/2014-01-01-managing-intergenerational-workforce-strategies-health-care> (Accessed: 27 October 2025).
- Ali Ahsan, M.D. (2024) 'The evolution of human resources: A journey through eras', LinkedIn. Available at: <https://www.linkedin.com/pulse/> (Accessed: 27 October 2025).
- American Association of Collegiate Schools of Business (AACSB) (2022) 'Managing the multigenerational workforce', Available at: <https://www.aacsb.edu/insights/articles/2022/11/managing-the-multigenerational-workforce> (Accessed: 27 October 2025).
- ATOSS (2024) 'The evolution of Human Resource Management (HRM)', Available at: <https://www.atoss.com/en/human-resources/> (Accessed: 27 October 2025).
- Barišić, A.F., Agić, E. and Nikolić, M. (2021) 'Digital transformation: Challenges for human resources management', ENTRENOVA - ENTERprise REsearch InNOVation, 7(1), pp. 357-366. doi: 10.54820/GTFN9743.

Date: 11th November-2025

Beamery (2025) 'What skills will talent professionals need in 2030?', Available at: <https://beamery.com/resources/blogs/what-skills-will-talent-professionals-need-in-2030> (Accessed: 27 October 2025).

Beer, M., Spector, B., Lawrence, P.R., Mills, D.Q. and Walton, R.E. (1984) Managing human assets. New York: Free Press.

Betterworks (2025) '7 Succession planning challenges stopping your growth', Available at: <https://www.betterworks.com/magazine/succession-planning-challenges/> (Accessed: 27 October 2025).

Blu Ivy Group (2025) 'The leadership engagement crisis: Disconnection is everywhere', Available at: <https://bluivygroup.com/blog/> (Accessed: 27 October 2025).

Brian Heger (2025) 'Succession planning: Tackling 3 critical challenges', Available at: <https://www.brianheger.com/succession-planning-tackling-3-critical-challenges-brian-heger/> (Accessed: 27 October 2025).

Center for Creative Leadership (CCL) (2025) 'Tactics for leading across generations', Available at: <https://www.ccl.org/articles/leading-effectively-articles/the-secret-to-leading-across-generations/> (Accessed: 27 October 2025).

Centers for Disease Control and Prevention (CDC) (2024) 'Supporting mental health in the workplace', Available at: <https://blogs.cdc.gov/niosh-science-blog/2024/04/15/workplace-mental-health-resources/> (Accessed: 27 October 2025).

Civil and Human Rights (2025) 'The new reality for DEI leaders in 2025: Challenges and opportunities', Available at: <https://www.civilandhumanrights.org/the-new-reality-for-dei-leaders/> (Accessed: 27 October 2025).

Criterion HCM (2025) '2025 Strategic HR guide: Models, KPIs, and tech stack', Available at: <https://www.criterionhcm.com/white-papers/strategic-human-resource-management> (Accessed: 27 October 2025).

Diversity Resources (2024) 'DEI issues in the workplace and how to resolve them', Available at: <https://www.diversityresources.com/dei-issues-in-the-workplace-and-how-to-resolve-them/> (Accessed: 27 October 2025).

