



STUDENT BRIEF

DEVELOP LEADERSHIP STRATEGIES FOR MULTIGENERATIONAL TEAMS

Harrods

Summary

Harrods is one of the world's most famous department stores, known for luxury products and exceptional customer service. With a 50-person team made up of people from different generations, they face the challenge of keeping everyone engaged and working well together. Generational groups often have different expectations for work, which makes leadership more complex. Your task is to explore how Harrods could better manage these mixed teams, balancing traditional approaches with modern tools like AI and digital platforms.

KEY WORDS

Luxury retail, generational traits, workplace engagement, leadership strategies, digital tools, AI in HR.

INDUSTRY

Retail, Luxury Goods, Human Resource Management.

FOCUS

- Managing multigenerational workplace dynamics.
- Generational differences in workplace expectations.
- Leadership strategies for team engagement.
- Digital and AI tools for employee communication.
- Risks of introducing new engagement methods.

Brief

I work in the HR team at Harrods, focusing on how we make this a great place to work for everyone. We've got a 50-person team that spans different generations, from Gen Z just starting out to those who've been part of the company for decades. People's expectations about work are changing, and it's clear that what motivates one group might not work as well for another. For example, younger employees often want flexibility and opportunities to grow quickly, while older team members might value stability or prefer face-to-face communication.

We want to understand how to lead such a mixed group in a way that keeps





everyone engaged and productive. That's where you come in.

1. Start by researching how Gen Z, millennials, Gen X, and baby boomers tend to differ in their workplace expectations. Look at things like communication styles, career goals, and attitudes toward technology. Summarise these traits in a clear and organised way.
2. Next, find examples of how other retailers — especially ones in the luxury sector — have successfully managed multigenerational teams. What strategies or tools have they used? Could any of them work for Harrods?
3. Explore how digital tools, like team collaboration platforms or AI-driven sentiment analysis, could improve communication or engagement within these teams. Think about what might suit a high-end, customer-focused business like Harrods.
4. Finally, consider the potential risks or downsides of introducing new methods or tools. For example, would some team members feel left out if they're less comfortable with technology? How could a leader address these challenges?

The best piece of work will be practical and realistic, not just theoretical. Show how your ideas could actually be used at Harrods, with specific examples and evidence from your research.

Looking forward to seeing how you'd tackle this challenge.

