



Gartner for Supply Chain

4 Actions to Bridge the Logistics Talent Gap

What impact would it have on operations if 50% of your senior logistics management team retired in the next two years?

Is your business prepared for this outflow of talent?

Gartner recommends supply chain logistics organizations take the following four actions to address the potential knowledge gap resulting from baby-boom generation talent retiring and Generation X, millennial and Generation Z talent assuming leadership roles.

Action No. 1

Collaborate with your HR partner to initiate discussions with baby boomers on their plans for retirement. You may learn that employees are able and willing to work longer past the traditional retirement age. HR is also critical in creating and executing plans for knowledge transfer from individuals nearing retirement to those identified as their second-in-command.

Action No. 2

Promote from within to fill leadership positions vacated by retirees. Outline your requirements with HR and review potential successors from existing talent pools. Identify smart, ambitious, midlevel executives ready for senior management, and give them the cross-company exposure they need to make executive-level decisions. Ensure a supply of talent is in place to replenish midlevel executive talent as it moves through the ranks.

Action No. 3

Understand the issues that matter to millennials and members of Gen Z, and the actions they value from employers. These demographics will manage the logistics function of the future, so it is critical that your strategic objectives align with their unique value propositions, which tend to focus on compensation, future career progression, people management and authentic leadership. The logistics organizations that successfully attract and retain this talent pool will demonstrate internally and externally advancement on corporate social responsibility (CSR), social issues and environmental sustainability. And they will expand the potential for diversity and autonomy within logistics roles.

Action No. 4

Equip your current and future talent pools with the skills required by logistics technology game changers. (Re)training and upskilling may be necessary for talent currently employed in logistics; conduct a skills gap analysis for each area that will face disruption due to emerging technologies. Younger generations on the precipice of entering the logistics field, on the other hand, will benefit from logistics leaders proactively working with universities and other educational institutions to embed digital skill building in their curricula. All talent will benefit from a culture of continuous learning on emerging logistics technologies, as well as a robust change management strategy to accommodate the actual technology changes for logistics operation roles.

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