

The Future of HR

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Fundamental shift taking place

- Employment market
- Business environment
- Ethos of work

All changed dramatically in last decade

1. *Demographic upheavals* have made the workforce both younger and older, as well as more diverse

Are we ready for the four-generation workforce?

Young people anticipate working for many employers and demand an enriching experience at every stage. This leads to expectations for rapid career growth, a compelling and flexible workplace, and a sense of mission and purpose at work.

Baby Boomers working into their late 60's and 70s are being challenged to adapt to new roles as mentors, coaches, and often subordinates to junior colleagues

- the global nature of business has made the workforce more diverse, demanding a focus on inclusion and shared beliefs to tie people together.
- Issues of cultural preferences in policies, work design, pay and benefits

2. Digital technology is now everywhere

- Radically changing the workplace and the way work is done
- HR will need to manage a newly defined talent system that supports a distributed workforce

3. The *rate of change* has accelerated

Rapid business-model innovation is forcing organizations to respond and reposition themselves quickly to meet new challenges.

HR must be equipped to manage flexible and transient workforces that can adapt to continual change including frequent job loss and obsolescence of skills

4. *A new social contract* is developing between companies and workers, driving major changes in the employer-employee relationship.

HR need to source and engage talent in diverse work arrangements including more part time, freelance

Democratization of work will shift power away from traditional hierarchies towards more balanced organisations. Work relationships become more project based – HR need to source and engage talent in diverse work arrangements including more part time, freelance

HR needs to show we are up to the challenges posed by today's world

“As the business world evolves to become more complex and global, HR will not be about just HR anymore” DeCamp, 2015

HR will need skills in:

- Marketing
- Brand management
- Information technology
- Finance
- Corporate relations

HR can take the reins now

Set the agenda

- Show why the issues it addresses matter to the business and has ways to manage them

Focus on issues that matter now

- Make the case for the initiatives that matter-compelling and evidence based
- Cut loose pet programmes that lack impact

Eg. Performance appraisal

- 61% of performance assessment reflects the person assigning the rating rather than the one being evaluated (Global Human Capital Trends, 2015).

Eg. employee engagement?

- 1/3 workers engaged (Gallup, 2015) but companies continue to give out annual engagement surveys that don't fully probe the issues or correlate with retention and improved performance
- Highly engaged companies conduct weekly pulse surveys, open tools for feedback
- Ask the questions that drive the outcome that we want


Analyse emerging trends

- Scanning the environment-Identifying new challenges and designing tools to meet them
- Eg what capabilities do we need to retain and develop?
- Tech companies such as Google, Microsoft and Apple are now at the forefront of HR innovation mainly because they have an acute need for specialised talent. It is practically their only major asset. Talent is in short supply and competitors are eager to lure employees away.
- JPMorgan is using an algorithm to identify employees who are likely to break the rules


Develop design thinking

The “overwhelmed employee”

Design thinking is emerging as a major new trend in HR.



Workers look
at mobile
phones 100+
times a day



workers
spend 40% of
time
answering
emails

Simplify the work environment

- HR is being asked to simplify its processes, help employees manage the flood of information at work, and build a culture of collaboration, empowerment, and innovation
- Instead of building “programs” and “processes,” leading HR organizations are studying people to help develop interventions, apps, and tools that help make employees less stressed and more productive.

Big Data

- As technology makes data-driven HR decision making a possibility, 77% of executives now rate people analytics as a key priority, up slightly from last year. In response, companies are building people analytics teams, rapidly replacing legacy systems, and combining separate analytics groups within HR into one strategic function. In 2016, 51% of companies are now correlating business impact to HR programs, up from 38 percent in 2015.

Develop competency in analytics

- so we can have answers to fundamental HR questions otherwise answers will come from elsewhere in the business
- Mining data to analyse effective recruits, identify best performers, create effective project teams and to highlight financial benefits

Digital HR

1. How will HR help business leaders and employees shift to a “digital mind-set”—a digital way of managing, organizing, and leading change?
2. How will HR itself revolutionize HR processes, systems, and organizations to adopt new digital platforms, apps, and ways of delivering HR services?


App based HR

- Innovative HR organizations are integrating mobile and cloud technologies to build an app-based set of services designed to incorporate HR programs into an employee's daily life.
- More than simply replacing old HR systems, digital HR means creating an entire platform of services built around ease of use. By bringing together design thinking and mobile technology, companies can now develop their own custom apps to make work easier, more productive, and more enjoyable.

Work place flexibility

- To attract and retain the best talent companies must think of employees as whole people
- Flexibility no longer seen as a perk
- 88% surveyed said flexibility as “extremely” or “very” important in considering job offer

- **Vodafone**



Offer 30 hour weeks
at full pay to
returning mothers
for 6 months

KPMG research suggests global business could save 19 billion dollars annually

Supporting a distributed workforce

Mobile and cloud technology allows work to be done anywhere at any time

HR need to manage a newly defined talent system that supports a distributed workforce

- Help reinvent HR
- Drive business value
- Make our careers more fulfilling
- Time to boldly move forward!

Embrace the evolution of HR

Instead of detonating HR, let's embrace the evolution of its mandate. It's growing just like all the other functions of business in our rapidly changing world. That can't happen without a little pain along the way.

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