

HR OF THE FUTURE

TECH VS PEOPLE

Today's megatrends are shaping the future of our workforce

Given the scope of change occurring across industries and functions, organisations need to understand and respond to four key pillars of the enterprise...

100 Year life Cycle

- Living longer impacts the Employee Value Prop and organisation culture



Contingent and gig workers

- With contingent, gig, and intelligent automation, there is more than one right answer to the shape and size of the workforce



Intelligent automation and the workforce

- Automation and Augmentation
- Talent Gaps
- Contingent Workforces
- Partnerships and Collaboration



Customer and employee engagement

- Personalisation
- Customisation
- Signature experiences
- Co-creation



Reinvention of the Workforce: Imperative



... and the HR function is therefore having to re-think it's focus

1. Be more evidence-based, supported by cognitive enablement of workforce insights and analytics.

5. Deliver a rapid reskilling of the workforce as an organisational critical success factor, focusing on job creation and reconfiguration (i.e., define, dissolve, redefine) as opposed to job management.



The Future of HR

2. Be characterised by an 'outside in' operating model which is driven by business, customer, and **employee** insights and powered by technology and talent.

3. Acquire fundamentally different skills to what it needs today, e.g. behavioural insights/economics, digital, analytics and data, design thinking, and AI management.

4. Achieve competitive advantage through the workforce experience by attracting, engaging, and retaining top talent by strengthening the employer brand and maximizing the psychological contract.

Questions we need to ask ourselves

Do you have a strategic HR plan in place to drive your digital HR transformation?

To what extent do you believe Workforce Insights, Data and Analytics are critical to enhanced decision-making?

How much has your organisation invested in and thought about what happens to your people after this digital transformation ?



Digital transformation for HR in name only?

Few HR leaders have a digital workplan in place...

While about two-thirds of HR executives agreed that HR has undergone or is undergoing a digital transformation,

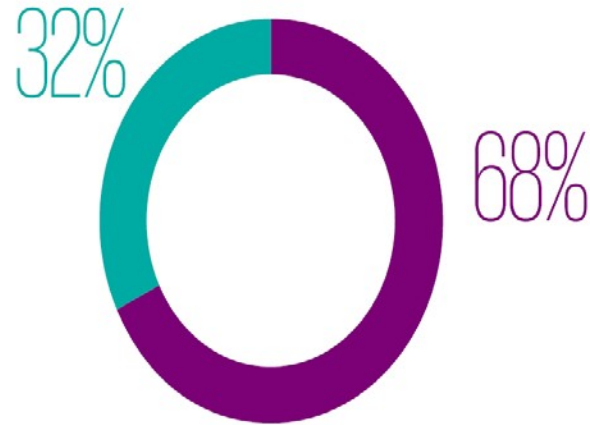
Less than **40%**

Actively have one in place at the enterprise or HR level.



The C-Suite is struggling to find the balance between investing in new technologies and upskilling the workforce

Chart 9: Investing in new technology vs. workforce upskilling



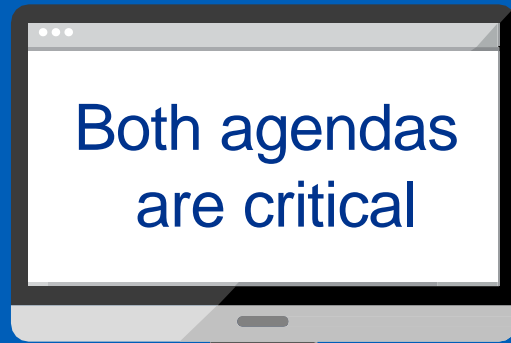
■ Buying new technology
■ Developing workforce's skills and capabilities

Source: 2019 Global CEO Outlook

“
You need to win over
people's hearts and minds to
accept that while technology
is going to change their role,
that's a good thing.”



Digital strategies therefore need to be as people-focused as the technology itself



Both agendas
are critical

People

The major impact of technology is going to be to **augment** human capacity provided you have the skills necessary to take advantage of it.

Tech

Today's organisations need to be fast-learning and fast-moving entities that **adapt quickly** from a technology point of view but also from a people point of view



Data, analytics... and disbelief?

Data analytics not featuring as an HR priority

Despite data's remarkable ability to deliver critical new insights, enhanced decision-making, barely one in five HR leaders for them over the next one to two years

12% – Cited analytics as a top management concern as unchanged

20% – Said they believe analytics will be a primary HR initiative



Changing the shape of the workforce requires HR to be more evidence-based...



My view

HR needs to replace the relative certainties of supply and demand forecasting that traditionally occurred under the heading of 'Strategic Workforce Planning' and instead iteratively evaluate their workforce

New capabilities



HR facilitate workforce assessment conducted by the business

Ongoing re-examination of the workforce model leveraging 5 C framework

Will require changes to:



Business focusing on new required capabilities, to-be-tasks and critical skills for workforce



Continuous analysis of workforce and skills impacts

Team-based, end-to-end process view of work driven by skill scarcity and value-add to business



Consideration of 'workforce' to include human (full-time, alternate) and bot workers



Dynamic scenarios with associated probabilities

Horizon scanning and an 'outside-in' mind set
Identifying impact to cost, capability, capacity, connectivity, and compliance



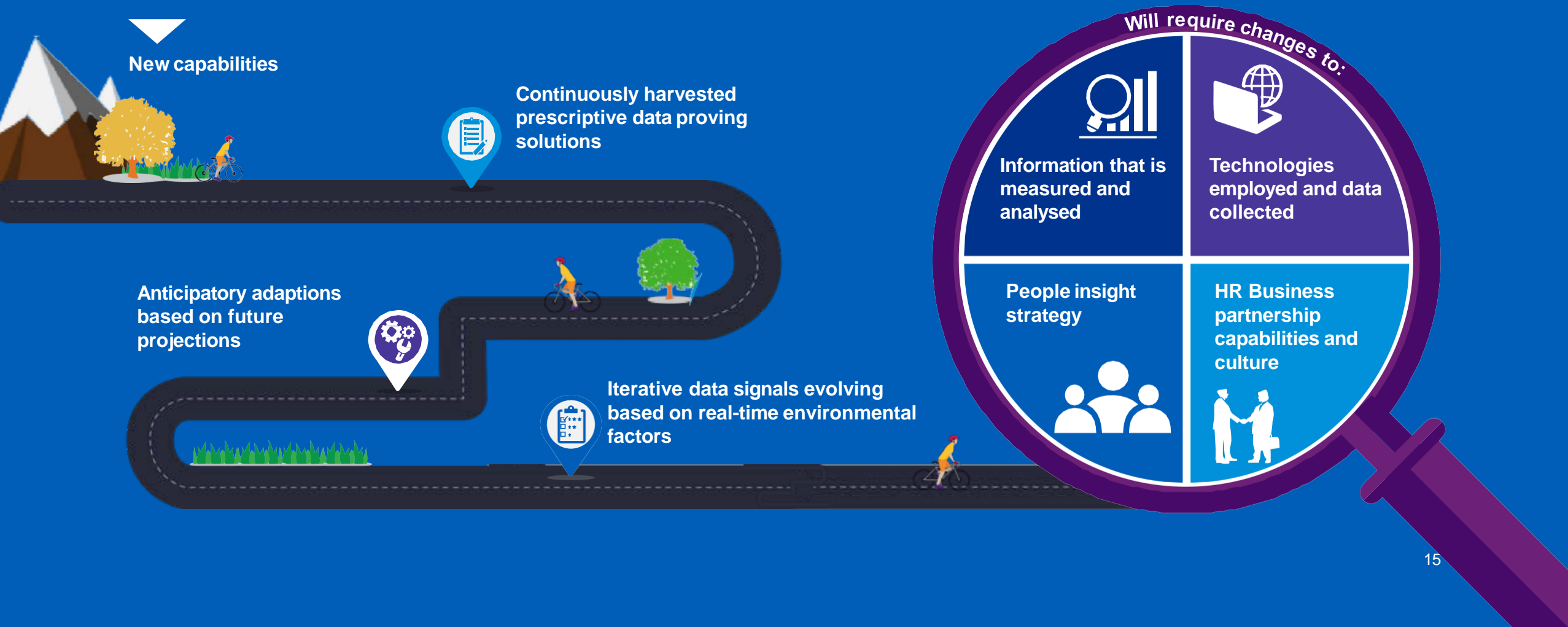
Constant evaluation of workforce model

HR must drive its performance and value through delivering impactful workforce insights



POINT OF VIEW

HR must transcend its role as the 'People – People' and drive performance and value through delivering impactful workforce insights at the point of need



Thank you

