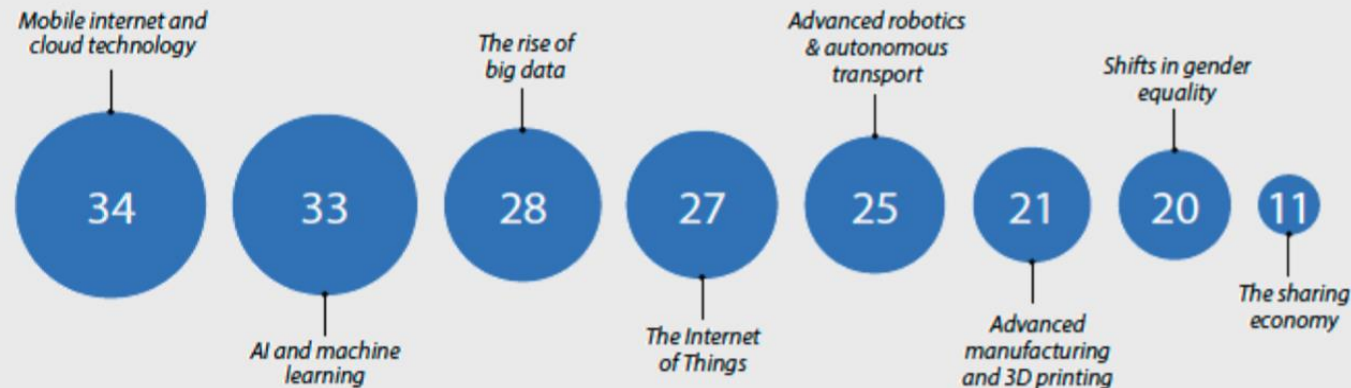


Forces Shaping the Future HR

- ◆ A worldwide shift in demographics ♠
- ◆ The knowledge economy
- ◆ Globalization and cultural diversity
- ◆ The digital workplace
- ◆ The ubiquity and omnipresence of mobile technology ♠
- ◆ A culture of connectivity ♠
- ◆ Corporate social responsibility ♠

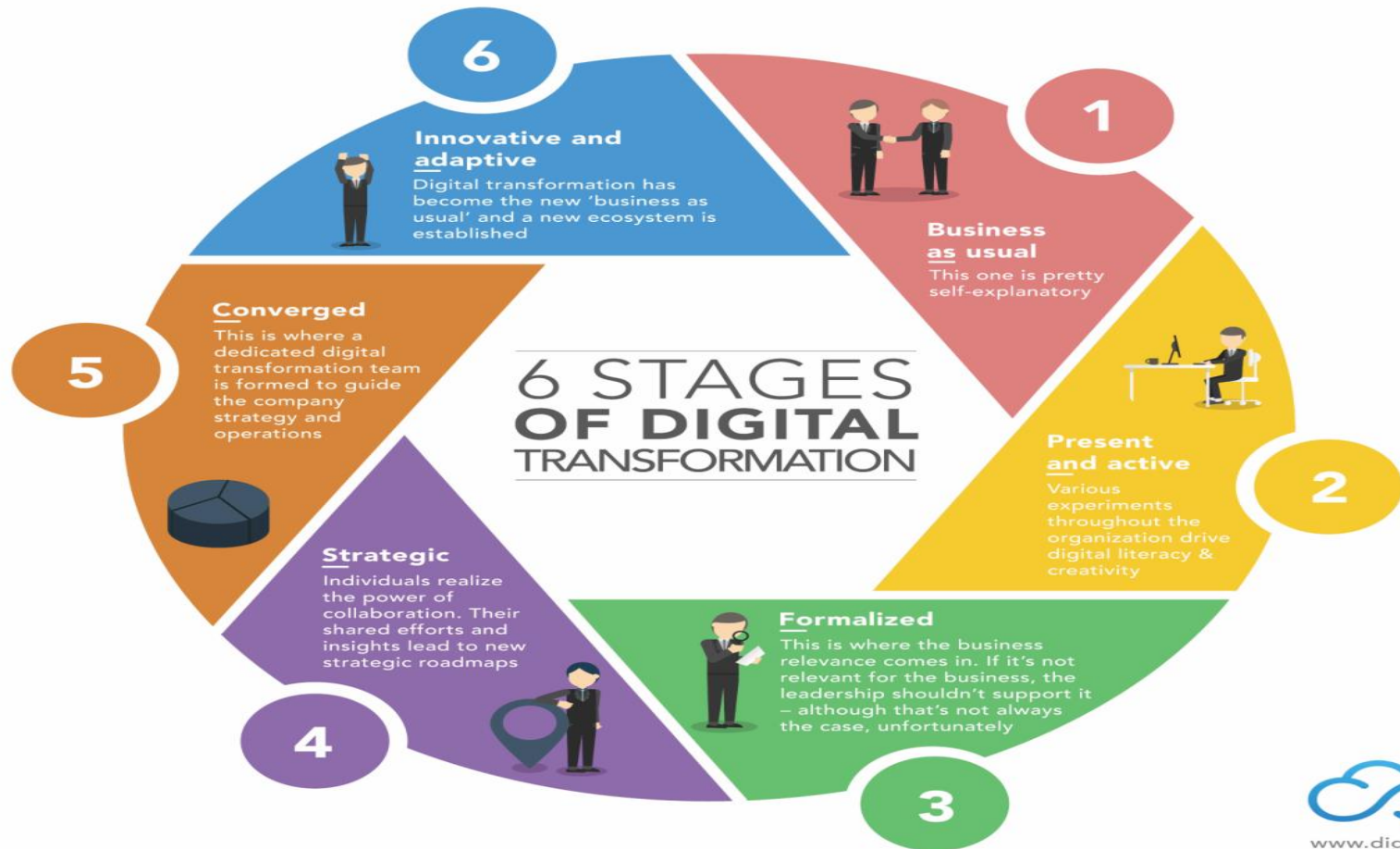
■ **The ongoing shift towards more specialized and technology-led economies will increase demand for a highly tech-enabled and digitally skilled workforce.**

“What do you see as the three most significant drivers of change that will impact your future working life up to the year 2020?” | % who ranked the driver in their top three



The impact of the digital era on HRM

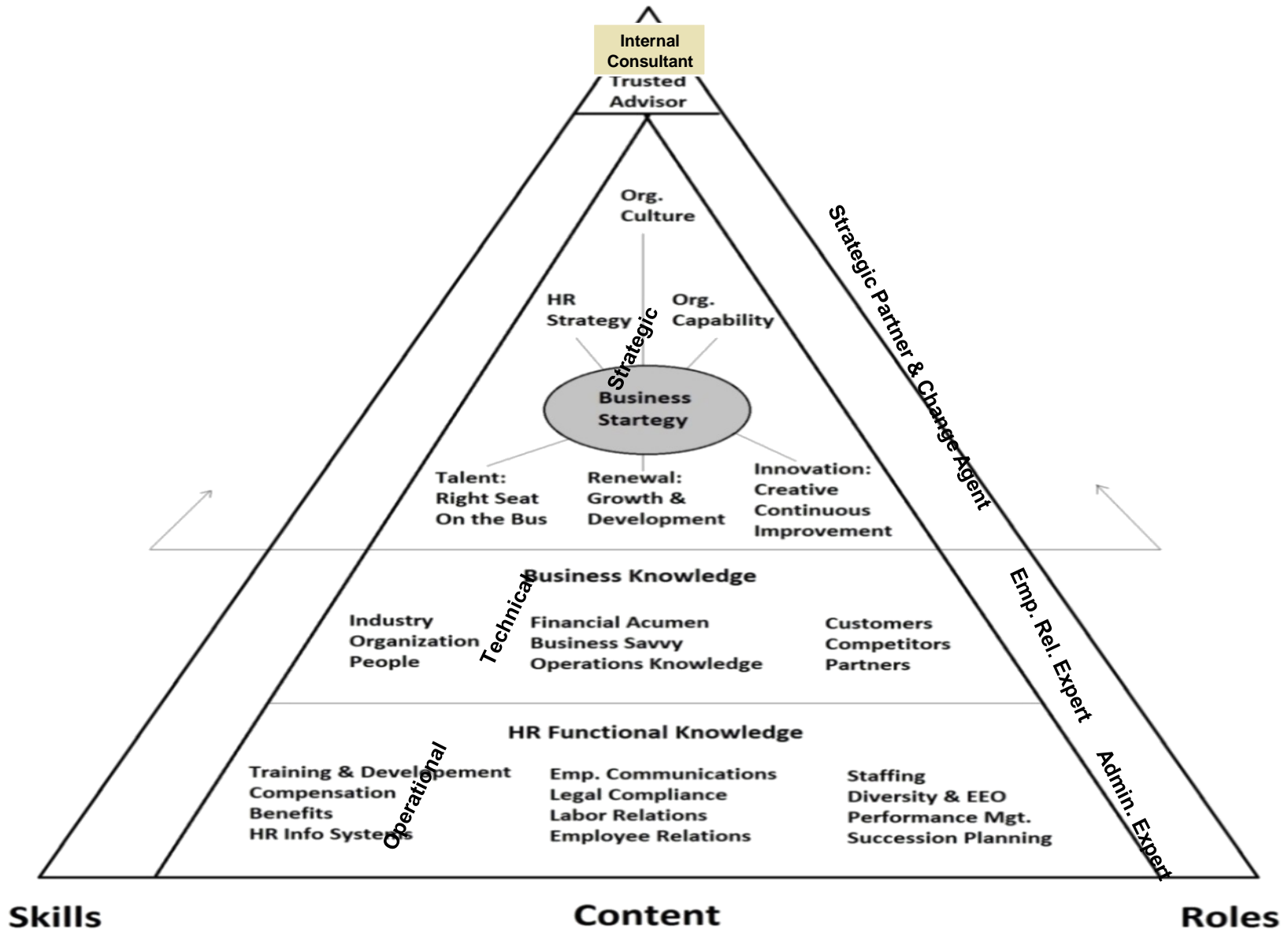
- Web-technology is changing every aspect of the way a company conducts its business
- also transforming the way in which companies manage their employees
- changing the way HR professionals do their job, and as a result, human resources has become the latest partner in the Web development known as digital HR



Advances in Human Resource Management

1. A new philosophy of action
2. A rapid transformation from staff services to internal consultation ♠
3. A gradual transfer of functions and decision-making to middle managers
4. A close connection with the company's Vision Mission Values ♠
5. A strong concern with knowledge management and generating intellectual capital
6. An overriding concern with preparing the organization and its employees for the future ♠
7. A strong concern for adding value within the organization
8. A clear and accelerating tendency toward rightsizing
9. Emphasis on a participative & democratic culture ♠
10. Strong use of motivational tools and personal achievement ♠
11. Flexibility of HR policies and practices across cultures
12. Literacy in mobile technology ♠

Developing HR as Internal Consulting Organization

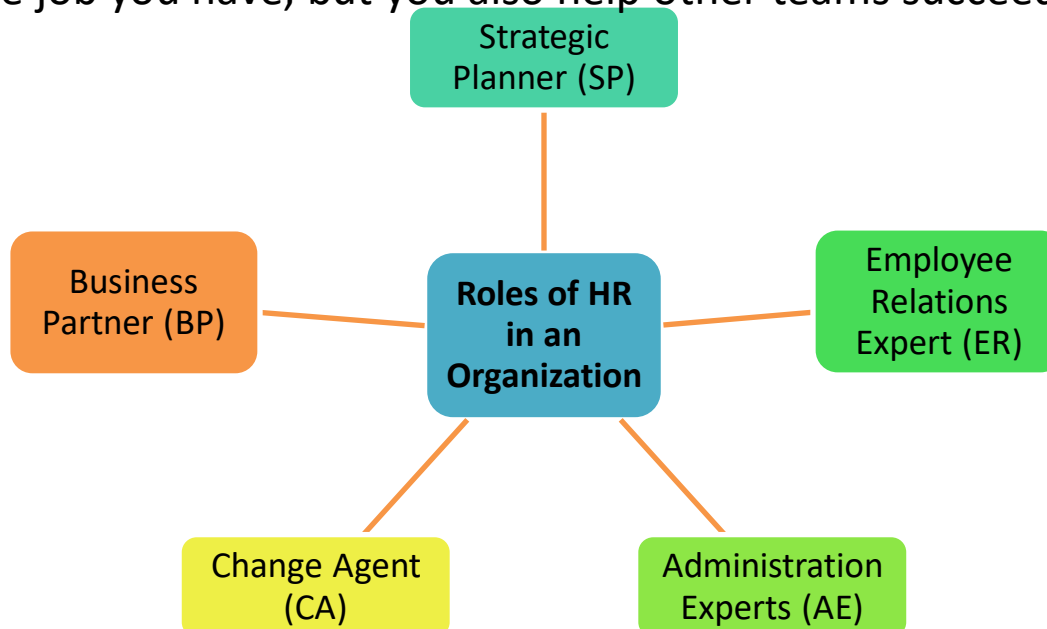


The New Idea: Company As A Talent Network

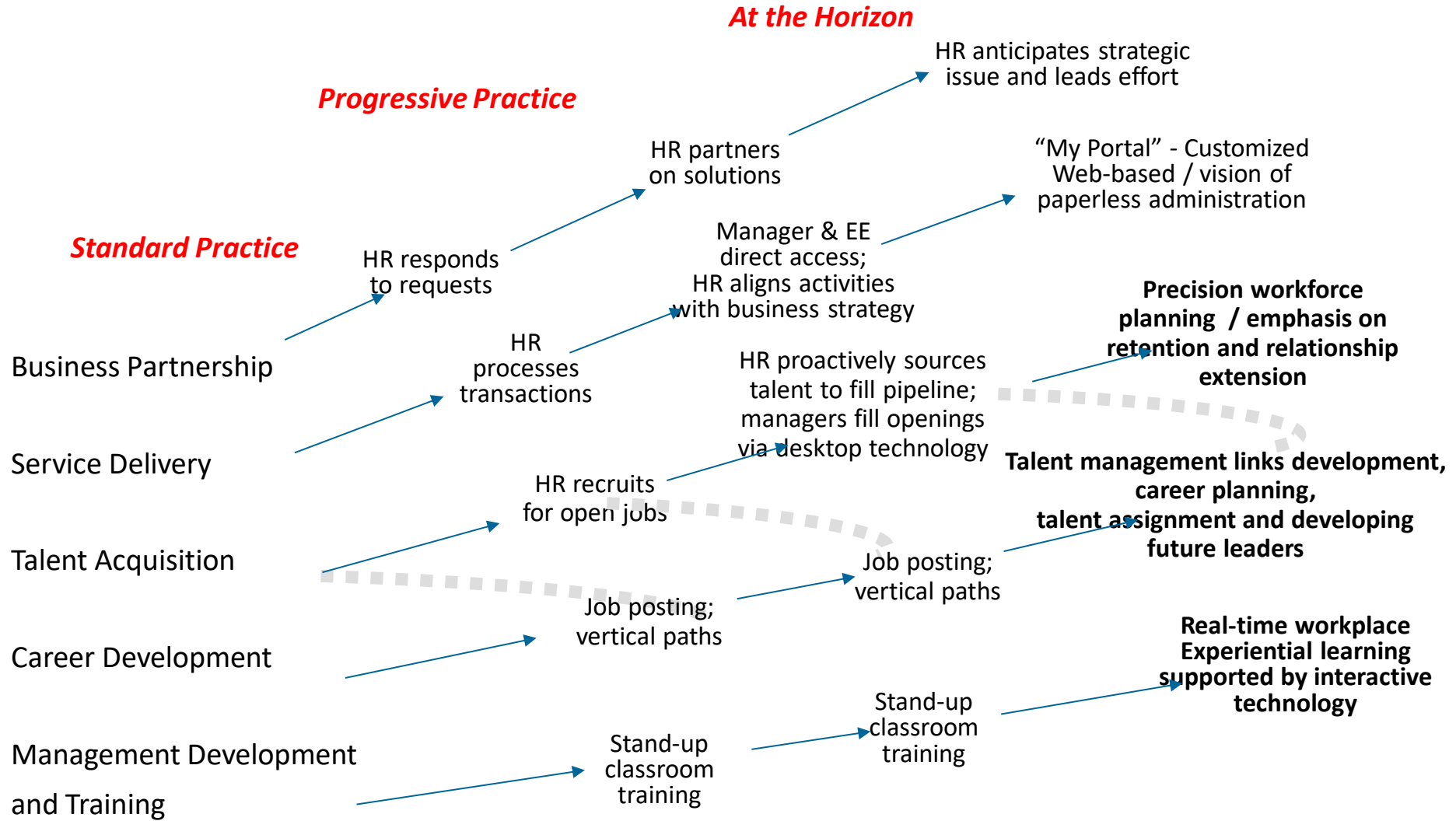
In the old model of work, everyone had a job and a level, and each job reported to another. Managers were put in place to take responsibility for these hierarchies, and the managers are paid to make things happen.

As an employee, you have a job in this hierarchy – and over time you progress through execution, growth, and relationships. You may work on cross-functional teams, but often these are “side jobs” and it’s your success in your main role that drives your promotion.

In a highly innovative company, however, we need things to happen faster. Google, for example, told everyone to take “20% time” so people could invent, create, and team on new ideas. So ten years ago or so we started the idea that **companies are not really hierarchies, they’re networks**. You do the job you have, but you also help other teams succeed as you go.

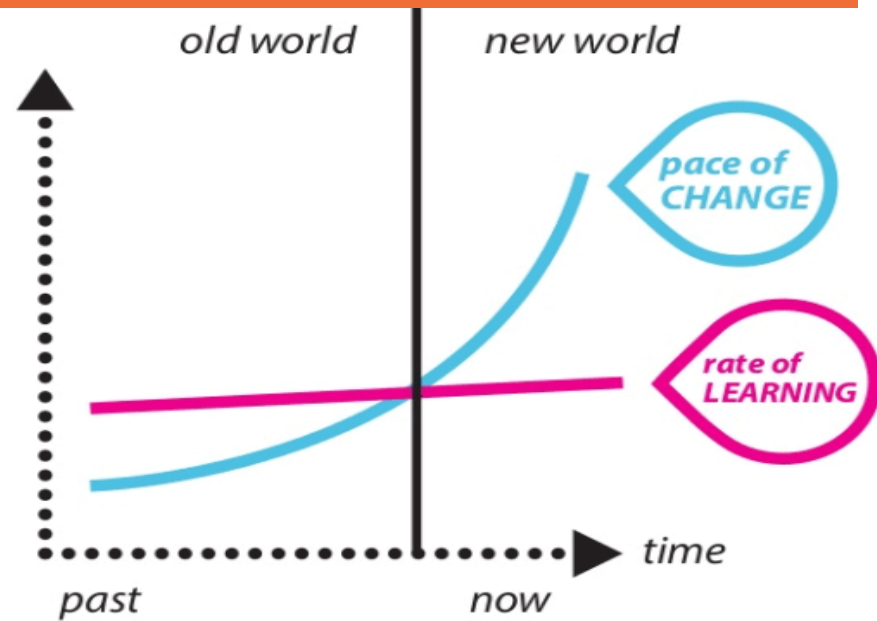
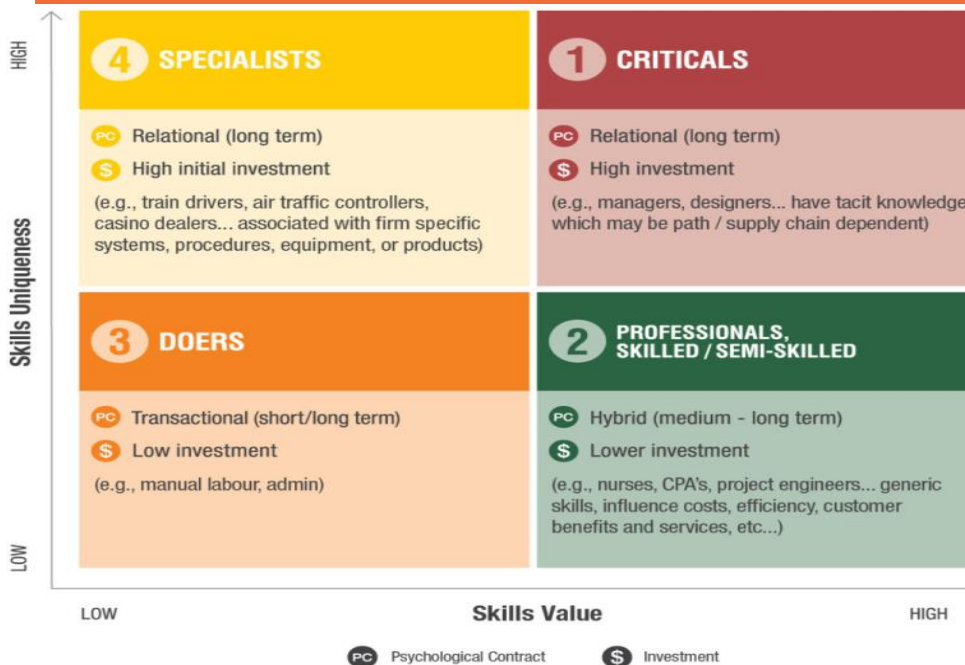


The Horizon of Practice 1/2 : Planning and Talent Management



The Horizon of Practice 2/2 : Retention of Criticals and Rate of Learning

Lepak & Snell (2002) offer a good model to assess how important individual employees are. As an organization, you want to specifically retain your “Criticals”. They are people with unique skills (i.e. hard to replace) who are very valuable to the business. That’s why senior managers, most of which fit this category, are often offered more compensation benefits.



After recruiting the best people, you need to ensure that they remain the frontrunners in the field. As the rate at which technology is developing is growing exponentially, how do we create an organization in which the rate of learning matches the pace of change? Learning has become a way to stay innovative, grow faster, and sustain a competitive advantage.

Predictions for the 2020 Workplace

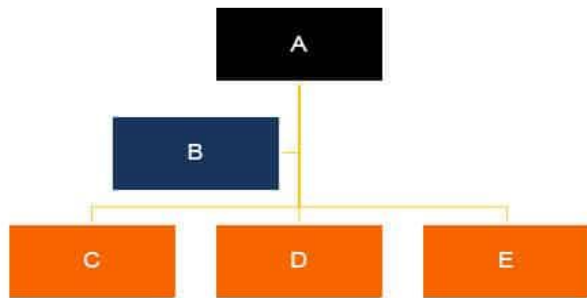
1. Career advancement based on reputational capital
2. Mobile device become office, classroom, concierge
3. Global talent shortage will be acute ♠
4. Recruiting through social networking sites ♠
5. Web commuters force companies to reinvent
6. CEOs must know blogging ♠
7. Corporate curriculum uses video game & simulation ♠
8. Move from outsourcing to crowdsourcing ♠
9. **Leaders are elected**
10. Lifelong learning will be a business requirement
11. Work-life flexibility replace work-life balance ♠
12. Use CSR to attract and retain talents ♠
13. Cultural diversity is a business issue not HR issue
14. The lines among marketing, communication, and learning will blur
15. Social media literacy is required for everyone ♠
16. Permanent full-time employment fades out ♠

Predictions for the 2020 Workplace

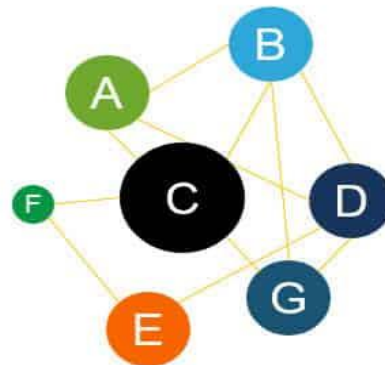
In 2017, around 6% of companies defined themselves as the picture on the right. Today it's almost 35% of companies, and nearly everywhere people talk about **“team-centric leadership,” “empowerment,” “network-based leadership,”** and the need to build **followership, agility, and project-based teams.**

And organizations must redesign themselves

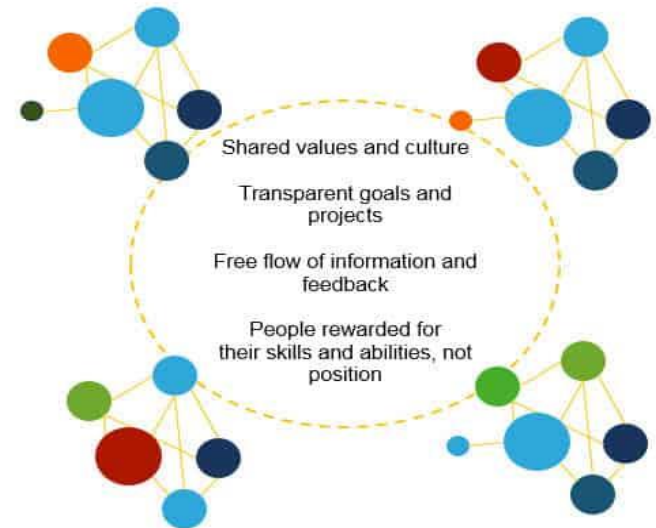
A network of teams



How things were



How things “are”



How things work

Predictions for the 2020 Workplace : Jobs created by AI will outpace jobs eliminated (starting 2020)



Key Findings:

- AI-enabled decision support is the greatest contributor to business value creation, overshadowing AI process automation throughout the entire forecast period of 2015 through 2025, globally.
- 2020 will be the pivotal year in AI jobs dynamics: AI will eliminate more jobs than it created through 2019 (mostly in manufacturing). Starting in 2020, AI-related job creation will cross into the positive territory, reaching 2 million net-new jobs in 2025.
- The number of jobs affected by AI varies by industry: healthcare, public sector and education will see continuously growing job demand; manufacturing will be hit the hardest.

Near-Term Flags:

- Healthcare providers, public sector, banking and securities, communications, media and services, retail, and wholesale trade will benefit from AI without ever suffering annual net job loss.
- Manufacturing and transportation are disproportionately big contributors to job losses: 938,000 manufacturing jobs will be eliminated due to AI by year-end 2019. The transportation industry will see net job growth from AI for the first