

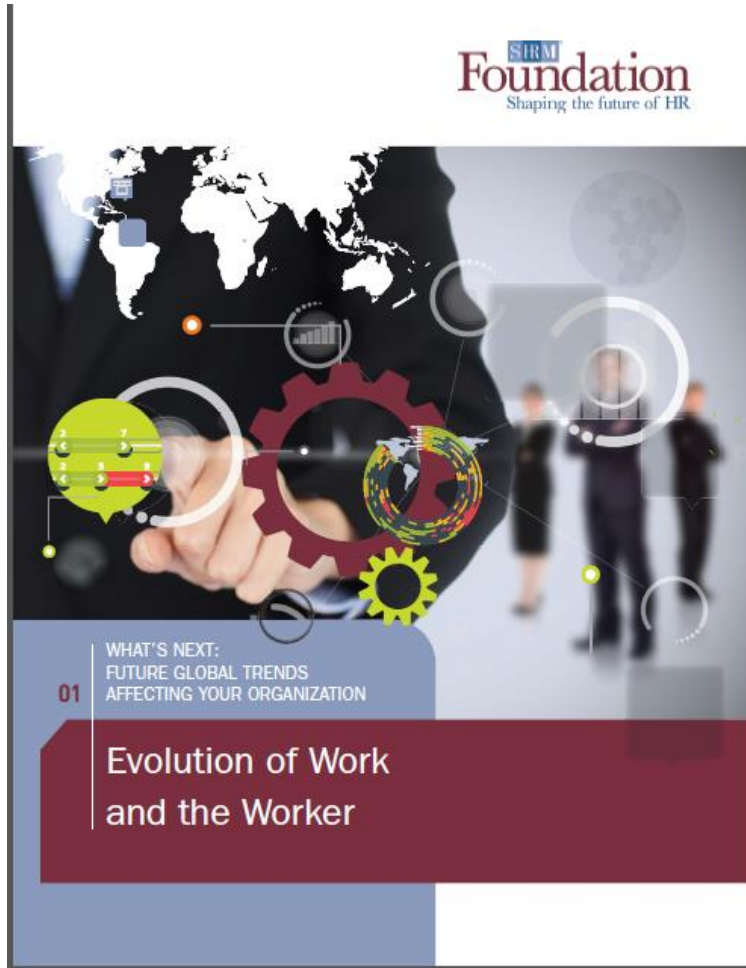
# **The Future of HR: Promoting Business Success in a Changing Global Workplace**

Nancy Conway, SHRM-SCP  
March, 2017



*“People ask me what’s the most important function when you’re starting an organization or setting up the kind of culture and values that are going to endure. The discipline I believe so strongly in is HR....”*





## SHRM Foundation - EIU Study

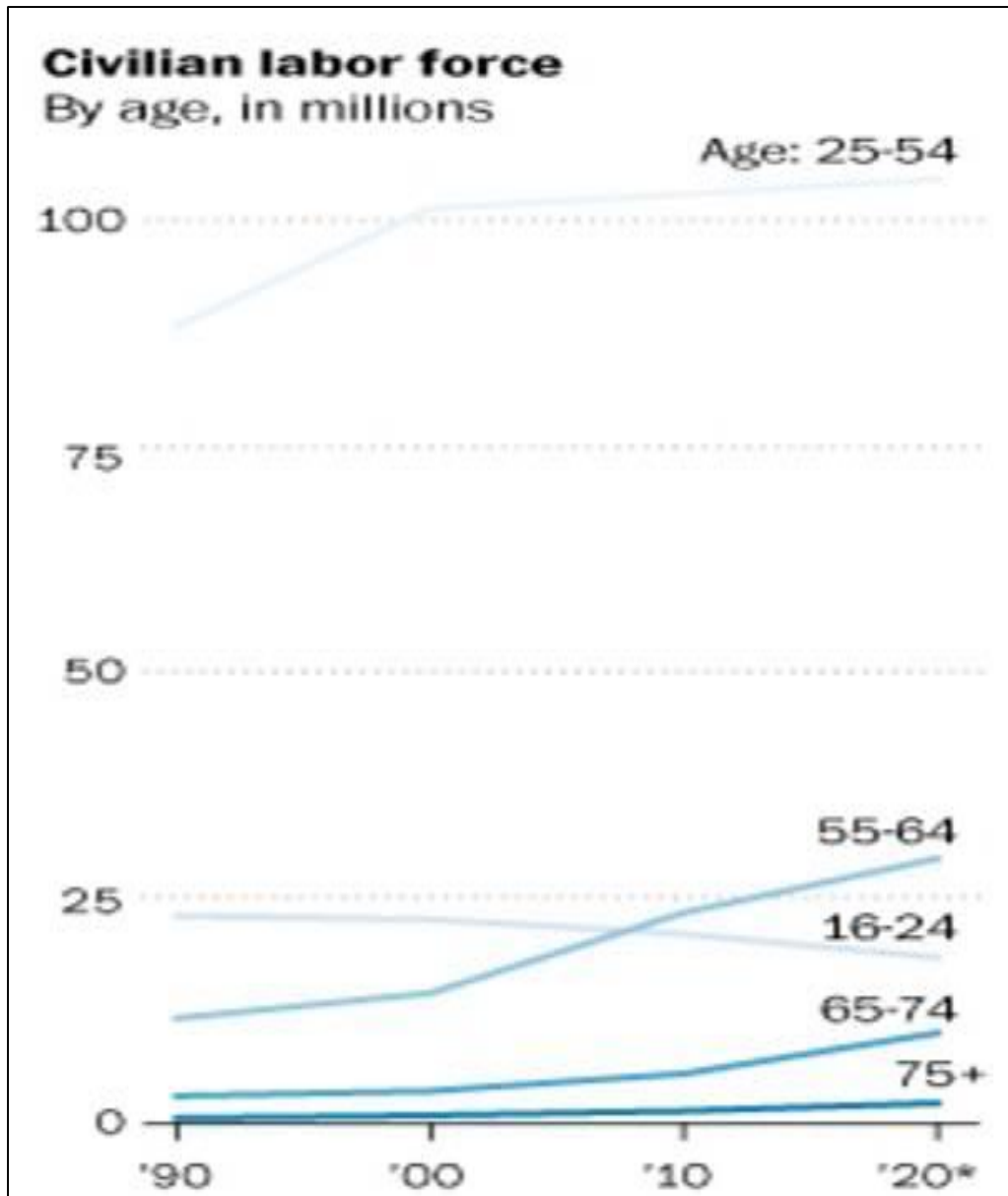
## **Developed countries concerned with:**

- aging workforces

## **Developing countries concerned about:**

- education systems to prepare youth for work

# Changing Global Workplace



## 2020:

- older workers increase
- younger workers decrease

## 2016:

- 1/3 workforce 50+

Source: US Labor Department

## Growing Diversity

Workforces more diverse as movement within countries & across national borders

Developing countries: large numbers of women entering the workforce



## Increased Mobility

Global talent is increasingly flowing to developed countries

Global businesses are streaming to emerging markets with growing populations



## Global War for Talent

Companies competing for top talent

CEO Survey:

companies = talent difficulty

1 in 4 CEOs: unable to pursue market opportunity or cancel /delay a strategic initiative because of talent challenges





## Better Educated/Skilled Workers

World more educated

China & India by 2020

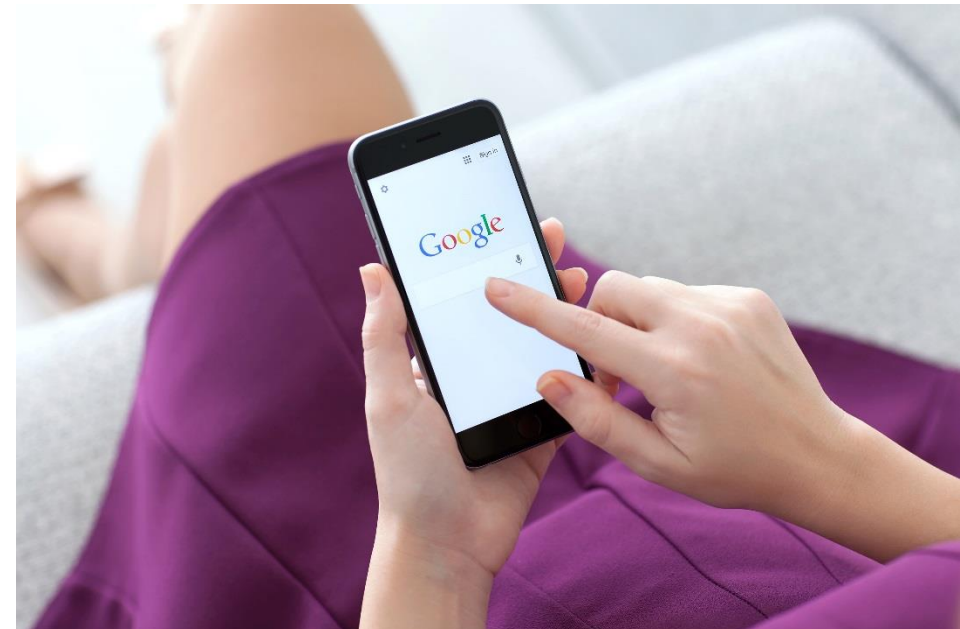
- 40% of young people with a post-secondary education

## You-Tube Video: 2016 Did You Know?

<https://www.youtube.com/watch?v=uqZiIO0YI7Y>

Companies deliver customized products & services to hand-held devices

Previously isolated countries participate in global business



# Advances in Technology

There's an app for that.....



# Advances in Technology



# How Can HR Promote Business Success?

## **Understand & Support Business Strategy**

Credible business leaders understand business strategy & environment

Align HR & business plans, develop & communicate core values, & establish strategic relationships

$$\text{Supply} - \text{Demand} = \text{Gap}$$

↓

$$\text{Solution}$$

Source: “Practicing the Discipline of Workforce Planning” SHRM Toolkit



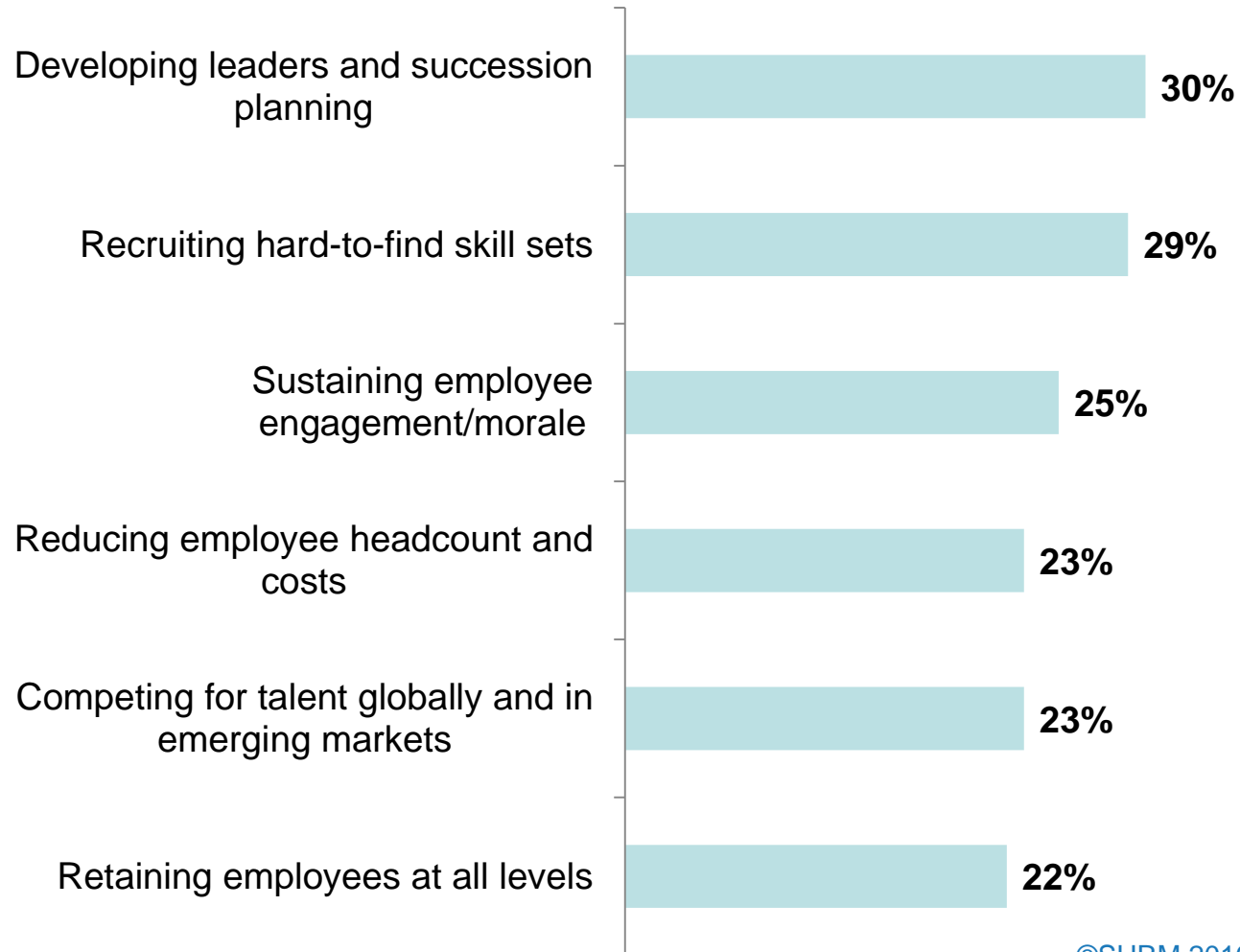
## **Retain, engage, & develop critical talent**

Hiring is expensive

Keeping talent is key

Talent management plan must be  
aligned with organizational plan

## Top concern in Deloitte's Talent Edge 2020 Survey:



Development: more than traditional classroom or online education

“Real-life” learning: stretches employee capabilities

People: learn most from those they trust

Mentoring & coaching: crucial to development strategy

## SHRM Workforce Analytics Model

- Assess & Plan
- Link & Align
- Identify & Build
- Implement & Execute

**Metrics** gather information in reports – often from an accounting perspective

**Analytics** use information to ask relevant questions & feed strategic decisions

# TALENT



## Work Flex

Valued benefits by all ages

Employers – competitive advantage

Employees in the Middle East & Africa, Latin America, & Asia-Pacific more likely than North America & Europe to telecommute frequently

## **Flex-Time**

- Traditional flextime
- Daily flextime
- Compressed work week

## **Reduced Time**

- Part-time work
- Part-year work

## **Flex-Leaves**

- Time off during the workday
- Time off for personal illness
- Paid time off to care for children
- Parental Leave/ Elder Care

## **Flex-Careers**

- Sabbaticals
- Options for moving on and off the “fast track”

## **Flex Place**

- Telecommuting on an occasional or regular basis

## **Phased Retirement**

- Arrangement for employee nearing retirement age to work reduced hours to transition into full-time retirement

## Workplace flexibility delivers bottom-line results



- ▶ Attract talent
- ▶ Employee loyalty
- ▶ Employee engagement
- ▶ Customer satisfaction
- ▶ Customer retention
- ▶ Customer service levels
- ▶ Continuity/disaster readiness
- ▶ Productivity
- ▶ Profitability
- ▶ Employee health and wellness



- ▶ Absenteeism
- ▶ Turnover
- ▶ Real estate costs
- ▶ Utilities
- ▶ Expenses





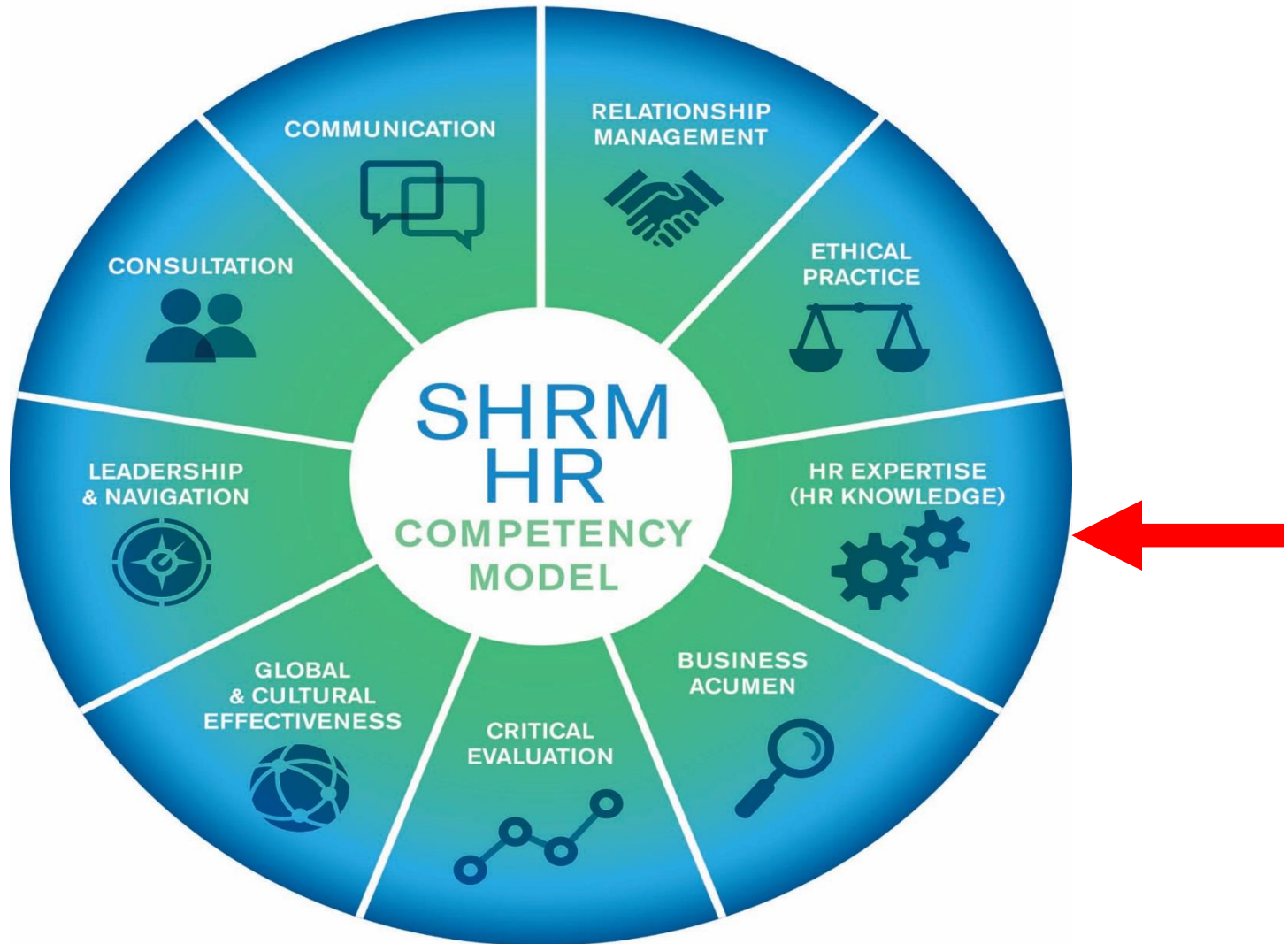
[www.whenworkworks.org](http://www.whenworkworks.org)



[www.shrm.org/workflex](http://www.shrm.org/workflex)



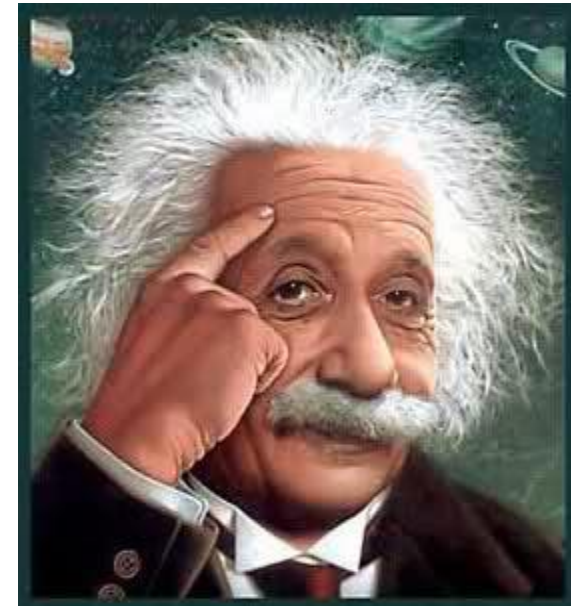
[www.familiesandwork.org](http://www.familiesandwork.org)



Think in terms of the business & **operations first** & then apply HR

Systems thinking & economic awareness based upon 4 areas of knowledge:

- Business administration
- Finance
- Marketing
- Operations



70% of organizations

- \* HR leader on board of directors
- \* 41% in 2004

76% of HR departments involved in development of business strategy from the outset or through consultation

2015 SHRM-Cranfield Network on International HRM Survey

## HR Manager ranks #6!

3,468 job openings

\$85,000 median salary

3.7 career opportunities ranking

4.6 job score

Jobs ranked on job openings, salary  
& career opportunities

Data Scientist #1 job for 2016

Glassdoor 2016 Best Jobs in America Survey



## **Initiative by SHRM, National Academy of Human Resources, PWC, and HR People + Strategy**

- Organizational Engineer
- Virtual Culture Architect
- Global Talent Scout, Convener, Coach
- Data, Talent & Technology Integrator
- Social Policy/Community Activist

[www.shrm.org/publications/hrmagazine](http://www.shrm.org/publications/hrmagazine)

# Organizational ENGINEER

- Expert in new ways of working
- Facilitator of virtual team effectiveness
- Developer of all types of leadership
- Expert at talent transitions





# Virtual Culture ARCHITECT

- Culture advocate & brand builder
- Connector of *employee* purpose to company purpose





# Global Talent SCOUT, CONVENER & COACH



- Talent scout & talent matcher
- Talent developer
- Talent platform manager
- Talent contract manager
- Life coach

## Social Policy & Community

# ACTIVIST



- Corporate social responsibility leader
- Influencer for shaping or adding policies & laws supporting a new world of work
- Talent & community engager

# Data, Talent & Technology

# INTEGRATOR



- Forecaster of skills, driven by technology
- Effective adoption of productivity technology
- Talent data/analytics modeler, & decision-making

“I believe 2016 will be a year of transformation and very positive changes in all areas of HR. Even more important than this is the emergence of more young, innovative, creative people into our profession.

The function of HR has become “sexy” and “important” to business. It appears in the press almost every week. I am now talking with business school leaders who want to add strategic HR and talent topics to their curricula. I think 2016 will bring a new breed of innovative young HR leaders to the forefront—and you likely have many of them right in your own midst.”

*Josh Bersin  
Bersin by Deloitte  
Predictions for 2016*



# Keep Relevant

Know your organization

Keep your skills sharp

Become certified or upgrade

Continued education

# For Consideration

Has HR in your organization become a strategic business partner?

What lends to HR becoming more of a strategic partner?

Does spending time on strategic partner activities help increase effectiveness of HR? Why/Why not?

# What do you think?

What does the future of HR look like in your organization?

What do you wish it would look like?

How can HR be innovative?

# Be Flexible to Remain Competitive

**Recruitment**

**Employee  
Engagement &  
Satisfaction**

**Retention**

**Strategy**





# Thank You!

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