Today's Challenges for HRM
A New Interpretation

By: Shivani Sharma

Disruptions: The New Normal

Linkedin disrupted Recruitment industry
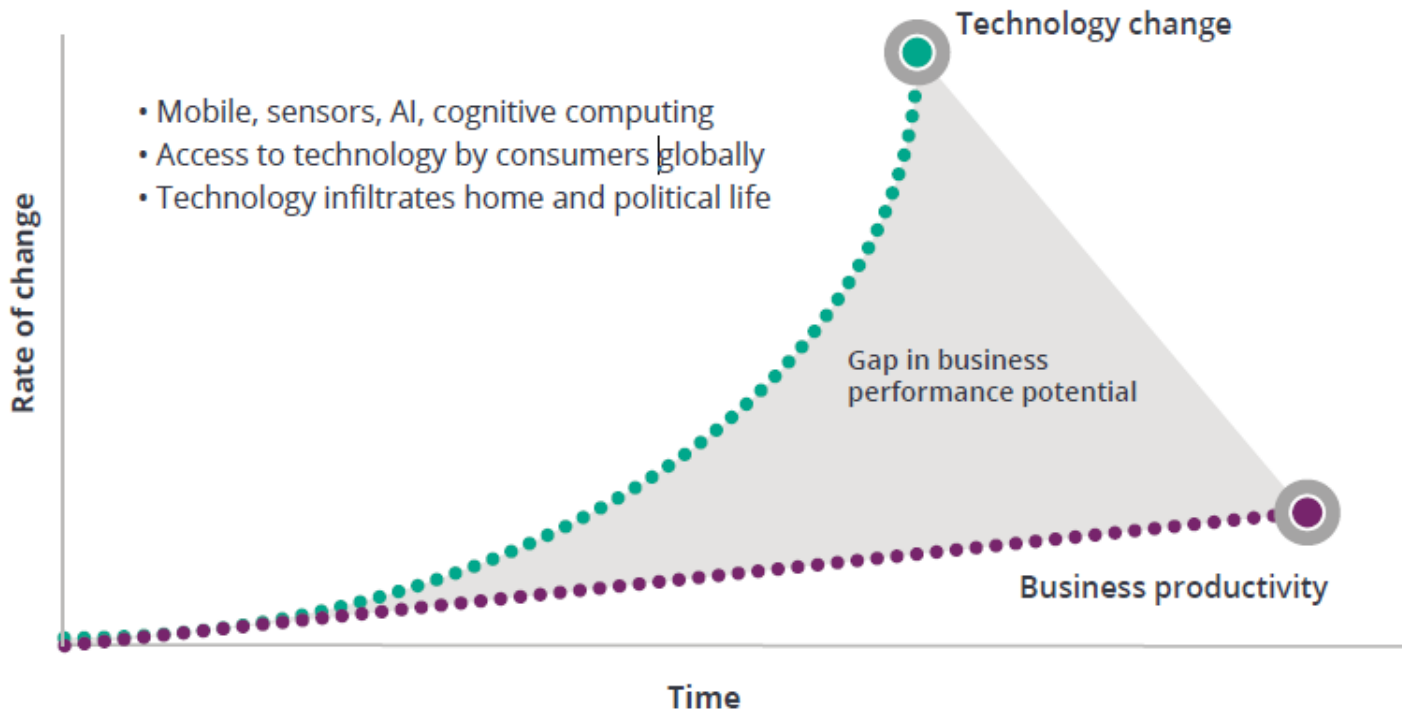

AirBnb disrupted Hotel Industry

Uber disrupted the Taxi industry

Organizations face a radically shifting context for the workforce, the workplace, and the world of work.
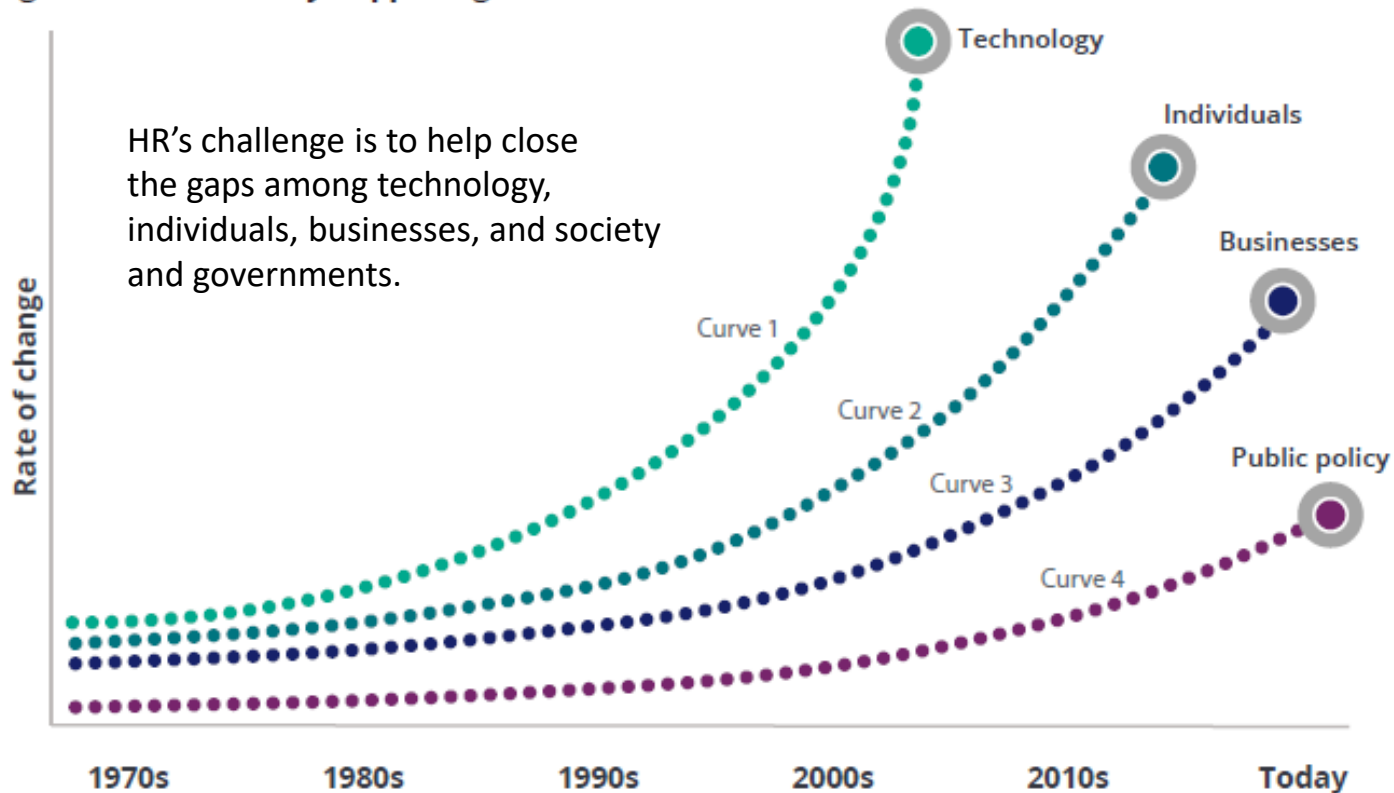
Business Productivity has not kept pace with Technological Progress

Figure 1. What *appears* to be happening

- Mobile, sensors, AI, cognitive computing
- Access to technology by consumers globally
- Technology infiltrates home and political life

Rate of change

Technology change

Gap in business performance potential

Business productivity

Time

Source: Predictions for the future 2017 Bersin Deloitte

Closing the Gaps: An HR Challenge

Figure 2. What is *really* happening

HR's challenge is to help close the gaps among technology, individuals, businesses, and society and governments.

Source: Predictions for the future 2017 Bersin Deloitte

HR : A New Role

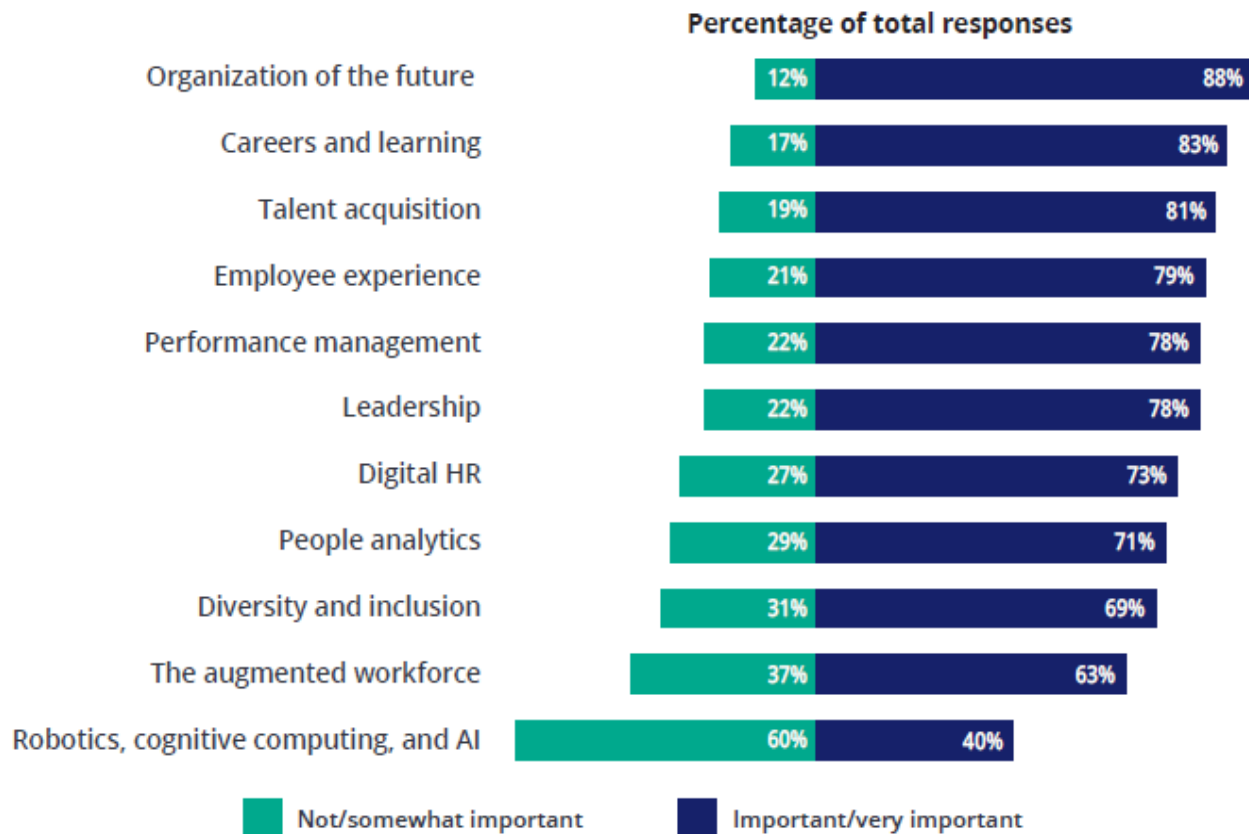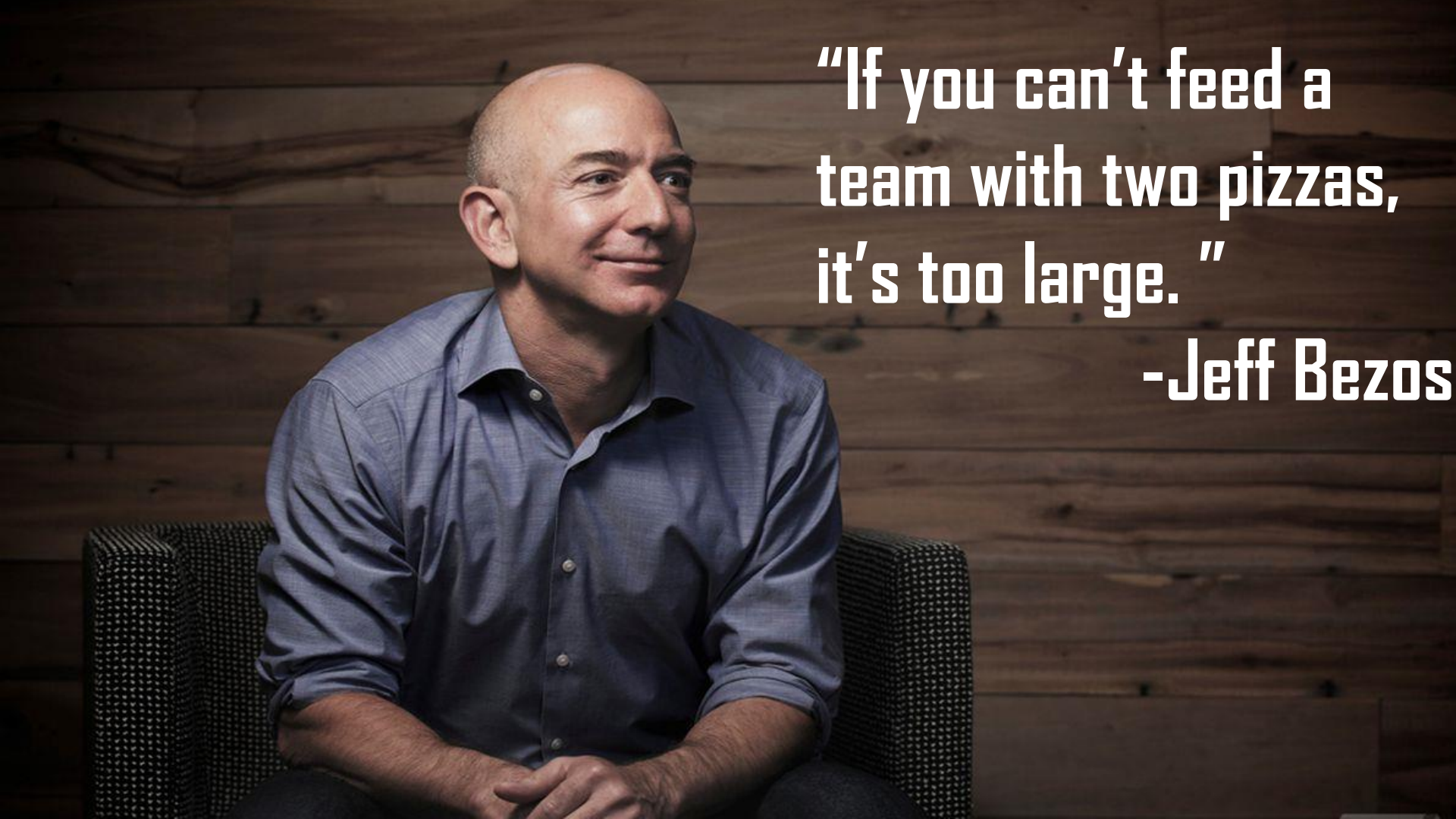Enable Leaders and Organizations embrace & adapt to changes in technology & policy

Help people adapt to new models of work and careers

Encourage changes in society, regulation, and public policy

Source: Predictions for the future 2017 Bersin Deloitte

Setting Priorities

Percentage of total responses

Category	Not/somewhat important	Important/very important
Organization of the future	12%	88%
Careers and learning	17%	83%
Talent acquisition	19%	81%
Employee experience	21%	79%
Performance management	22%	78%
Leadership	22%	78%
Digital HR	27%	73%
People analytics	29%	71%
Diversity and inclusion	31%	69%
The augmented workforce	37%	63%
Robotics, cognitive computing, and AI	60%	40%

Legend: ■ Not/somewhat important   ■ Important/very important
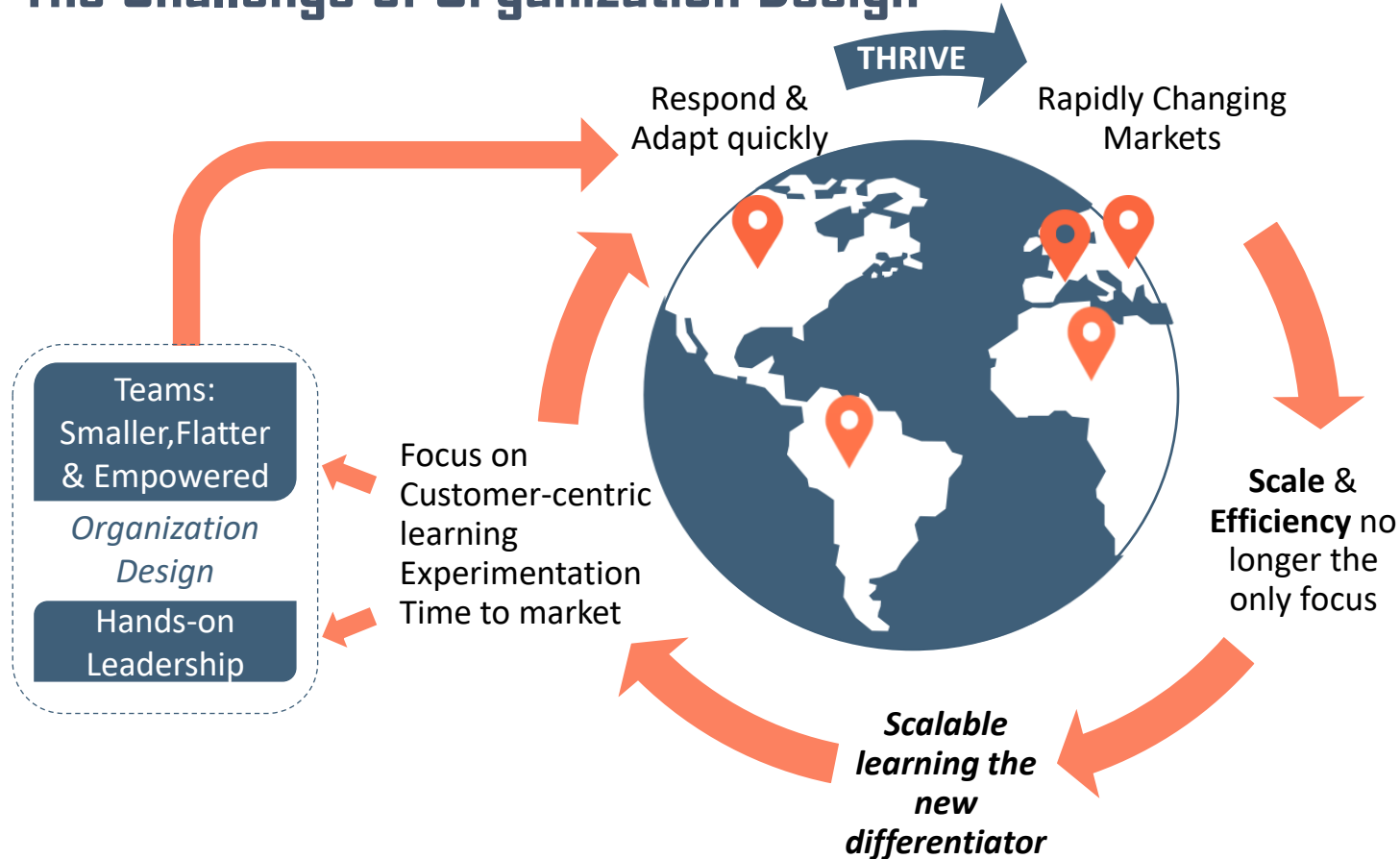
Source: Predictions for the future 2017 Bersin Deloitte

"If you can't feed a team with two pizzas, it's too large. "
-Jeff Bezos
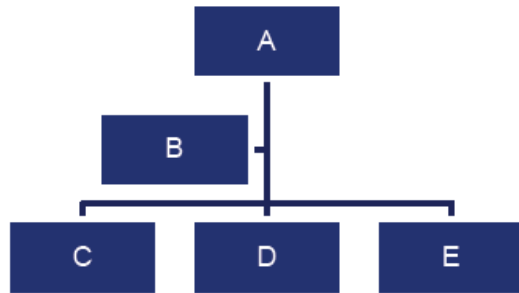
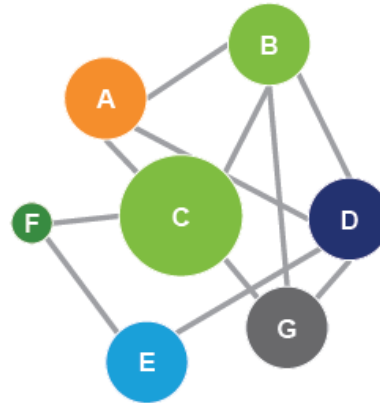# Organizational Design:
For Agile & Digital Organizations

The Challenge of Organization Design

THRIVE

Respond & Adapt quickly

Rapidly Changing Markets

Scale & Efficiency no longer the only focus

Scalable learning the new differentiator

Focus on Customer-centric learning Experimentation Time to market

Teams: Smaller, Flatter & Empowered

Organization Design

Hands-on Leadership

What does this mean?

How things were

How things are

How things work

Shared values & culture

Transparent goals & projects

Free flow of information & feedback

People rewarded for their skills & abilities, not their position in a hierarchy

Source: Predictions for the future 2017 Bersin Deloitte
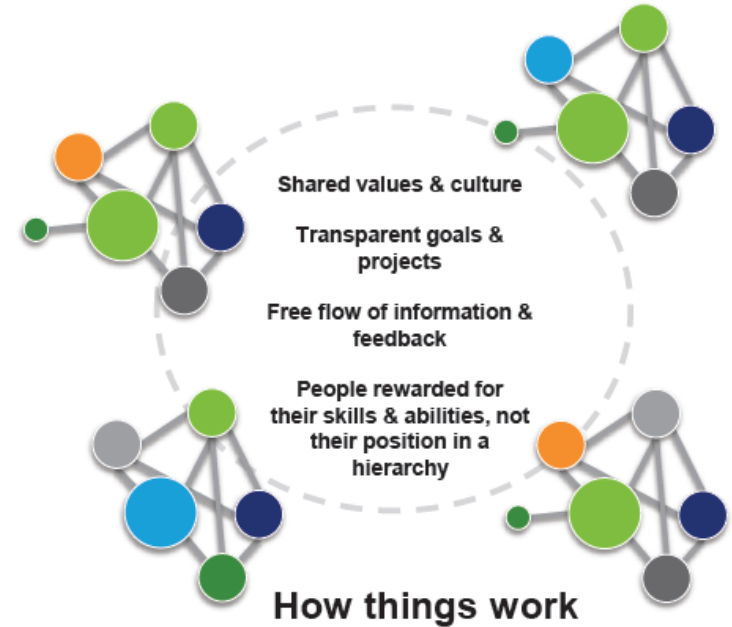
This means

Old rules	New rules
Organized for efficiency and effectiveness	Organized for learning, innovation, and customer impact
Company viewed as a hierarchy, with hierarchical decision rights, structure, and leadership progression	Company viewed as an agile network, empowered by team leaders and fueled by collaboration and knowledge-sharing
Structure based on business function with functional leaders and global functional groups	Structure based on work and projects, with teams focused on products, customers, and services
Advancement through promotion upward with many levels to progress through	Advancement through many assignments, diverse experiences, and multifunctional leadership assignments
People "become leaders" through promotion	People "create followers" to grow in influence and authority
Lead by direction	Lead by orchestration
Culture ruled by fear of failure and perceptions of others	Culture of safety, abundance, and importance of risk-taking and innovation
Rules-based	Playbook-based
Roles and job titles clearly defined	Teams and responsibilities clearly defined, but roles and job titles change regularly
Process-based	Project-based

Source: Predictions for the future 2017 Bersin Deloitte

What can organizations do?
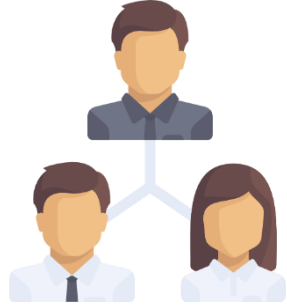
Team Structure

- Formally creating small team structures
- Radically reducing the number of job levels to incent people to strive for results and learning, not just promotions, as they move from job to job

Performance Management

- Redesigning goal management, so that goals can be updated quarterly, not annually,
- Goals are transparent and shared publicly

Reward Systems

- Changing reward systems to reward team success, not just individual success

Source: Predictions for the future 2017 Bersin Deloitte

What can organizations do?

Leadership

- Promoting young professionals into leadership early, so they can rapidly contribute to team success
- Teaching managers to manage "projects" not "people"
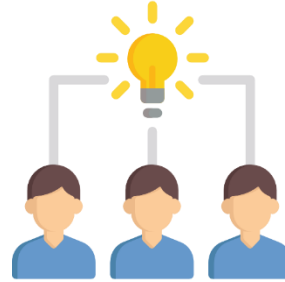
Innovation Culture

- Creating always-on learning, and a culture of exploration and discussion to enable continuous invention
- Sponsoring hackathons and other collaborative development programs to let people at all levels contribute

Information Systems

- Implementing information systems that deliver real-time dashboards and reports, so that all teams can operate with the same insights and perspectives

Culture:
To survive & thrive

Travis Kalanick
Former CEO, Uber
Forced to resign amidst mounting allegations of workplace culture and sexual harassment rampant at Uber, which he was accused of having done little to stop

John Stumpf
Former CEO, Wells Fargo
Stepped down following a scandal involving customer accounts (opening of two million checking and credit-card bank accounts without customer consent) and subsequent pressure from the public and lawmakers

Culture is now Transparent

Unhappy Employee or Customer

Customers/ Potential Customers

Investors

Potential Employees

THE WORLD

Case Study: Culture is now Transparent

Mukund Trivedy
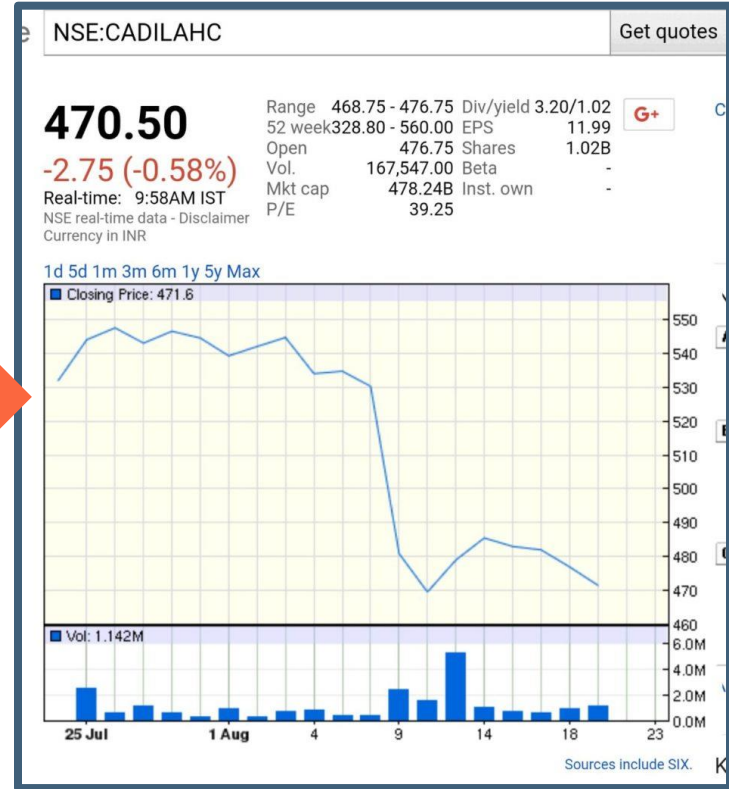Independent Thought Leader at Grit. Respect. Dignity
2w · Edited

Friends, I am glad to inform you all that I quit Cadila Pharmaceuticals yesterday. I chose self-esteem over job. This is the company where the CMD, Rajiv Modi routinely abuses, humiliates and misbehaves with his employees. No one can disagree with him. He openly says, "Either get aligned to my thinking or leave tbe company." He calls people to office at 10pm or 11pm for meetings which at times continue well past mid night till 2 and then he would ask them to first send minutes of the meeting before they leave for home. Now a days, his son who is 15 year old, comes to office to review business performance. Am glad to have opted out. I walked off a meeting. Every single senior officer of the company called me to say, "We are proud of you."

Let's spread the message so that no other person is misled to join this unethical and toxic organisation.

19,361 Likes · 2,571 Comments

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NSE:CADILAHC   Get quotes

470.50   Range   468.75 - 476.75   Div/yield 3.20/1.02
              52 week 328.80 - 560.00   EPS   11.99
-2.75 (-0.58%) Open   476.75   Shares   1.02B
              Vol.   167,547.00   Beta   -
Real-time: 9:58AM IST   Mkt cap 478.24B   Inst. own   -
NSE real-time data - Disclaimer   P/E   39.25
Currency in INR

1d 5d 1m 3m 6m 1y 5y Max

Closing Price: 471.6

Vol: 1.142M

25 Jul   1 Aug   4   9   14   18   23

Sources include SIX.

Source: http://impas.in/the-modi-effect-in-cadila-pharma-ex-employee-went-hammer-tongs-on-linkenin/

What can organizations do?

Leaders set example

- Leaders are role models of the culture and need to behave as such

Actively Gauge Culture

- Actively listen to what your employees/ ex-employees are saying on different platforms to gauge the culture

Reward correct behaviors

- Ensure that organization systems reward the right behaviors

Source: Predictions for the future 2017 Bersin Deloitte

People Analytics

People Analytics in every sector

Several banks now use proprietary risk analytics models to identify communication patterns, and potential threats of compliance risk and fraud, based on patterns of communication and past history.

An energy utility found that an accident it incurred could have been predicted if the company had more carefully used text analytics to monitor employee feedback in emails and surveys over the prior years.

A fast-growing telecommunications company in India now uses real-time dashboards to measure candidate flow, candidate quality, and time to productivity for all of its hiring in more than 100 different sales and business locations.
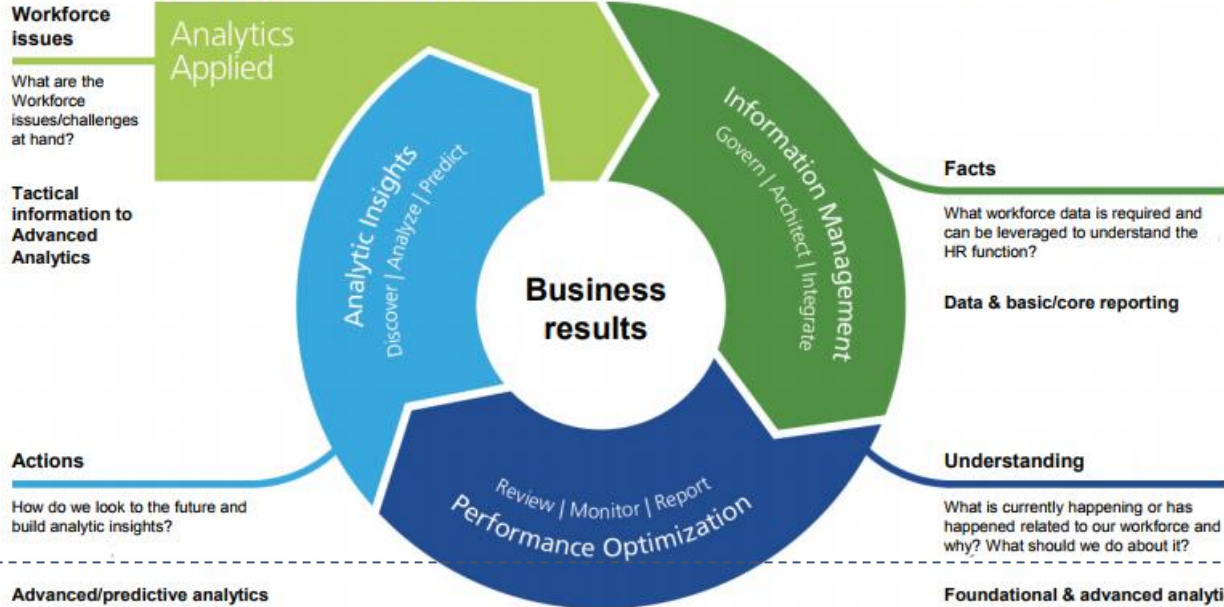
Another services company now gives its employee a "nudge" app that monitors their travel, time billed, and miles flown to help them to cut down on excess stress and overwork, without alarming their managers.

Source: Predictions for the future 2017 Bersin Deloitte

What can organizations do?

Data → Insights → Actions

Source: Deloitte Consulting LLP, 2011

Workforce issues

What are the Workforce issues/challenges at hand?

Tactical information to Advanced Analytics

Analytics Applied

Analytic Insights
Discover | Analyze | Predict

Information Management
Govern | Architect | Integrate

Business results

Facts

What workforce data is required and can be leveraged to understand the HR function?

Data & basic/core reporting

Actions

How do we look to the future and build analytic insights?

Review | Monitor | Report
Performance Optimization

Understanding

What is currently happening or has happened related to our workforce and why? What should we do about it?

Advanced/predictive analytics

Foundational & advanced analytics

- Understand the business goals and values to formulae the right metrics
- Set up systems and mechanisms of capturing meaningful data
- Train employees especially the ones on the frontline who capture the data, to understand the impact of the established processes & mechanisms
- Build analytical and data interpretation capability within the team members

Artificial Intelligence
&
Automation

Age of Automation

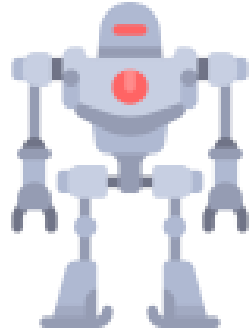Bank of America opens branches without employees

Age of Automation

Chinese factory replaces 90% of human workers with robots.
Production rises by 250%, defects drop by 80%

Source: ://www.zmescience.com/other/economics/china-factory-robots-03022017/

Age of Automation

ROBOT	WORKER

For **10,000** human workers

China: 30
Japan:323
Germany:282
USA: 152

Source: ://www.zmescience.com/other/economics/china-factory-robots-03022017/

Artificial Intelligence

- AI has become a mainstream technology.
- Our phones and computers can understand our voice, respond to commands, recommend and solve problems, and, through robotics, automate many jobs we never before thought possible.
- Oxford University believes 47 percent of today's jobs will be redefined within 20 years and this does not seem unreasonable at all

Example of AI in Business

Data & Analytics Being Used to Automate Minor Injury Claims

21%

33%

46%

Emotion
Facial Expression

Language Patterns
Word Choice

Insurance companies now have tools that can scan photos of your accident and almost immediately size your claim

Healthcare workers and X-ray technicians are now aided by smart software that can help to diagnose disease, read X-rays, and recommend drugs with high degrees of accuracy
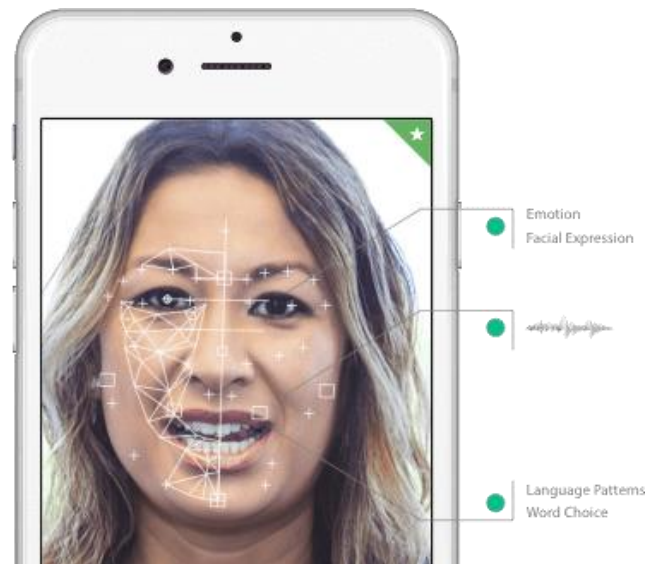
HireVue, for example, can view interview videos, and determine when someone is likely to be lying, exaggerating, or perhaps is just not a cultural fit. Its reliability is good enough that major companies are now replacing dozens of interviews with such AI / analytics tools

What organizations/HR can do?

- ✓ Organizations that thrive in the digital age just act differently, need to learn to "be digital," not just "do digital."
- ✓ 70 percent organizations believe that they do not have the right leadership, skills, or operating models to adapt to the advent of AI & Automation
- ✓ HR's challenge will be redesigning jobs, redesigning work, and redesigning organizations so that the "people side" of work has even more importance and focus than ever

Source:Predictions for the future 2017 Bersin Deloitte

What you can do to improve your employability?

- ✓ **Improve your Communication skills**
- ✓ **Demonstrate the ability to work & lead teams**
- ✓ **Engage with people from diverse cultures to gain cultural sensitivity**
- ✓ **Learn to be an influencer**
- ✓ **Constantly learn new skills**
- ✓ **Focus and develop skills for the future**

SUCCESS

Q&A