

HR AS DESIGNERS AND ARCHITECTS OF NEW EMPLOYEE EXPERIENCE: LEARNING FROM THE FUTURE OF WORK

HUMAN CAPITAL MANAGEMENT

At the turn of each year, countless trend reports forecast how the workplace will change in the near future. In fact, it has become a big trend of its own for researchers to pay attention to future signals and to announce the upcoming “trends.” On balance today, there is much less attention being paid to analyzing what happened in the past than refocusing on the future. Are we learning from the mistakes we have made in the past? We hope we are. But more and more organizations and their leaders want to know what is coming next and how they should prepare their business and people for what they need to be doing to sustain and grow with the times.

When it comes to human capital trends, Deloitte is the key influencer and opinion-shaper in this critical domain. For the last four years, Deloitte’s researchers have polled their global clients and subscribers to discover and validate how and where organizational shifts would occur, agree on the priority order, and inform business leaders and their HR partners of the future they need to prepare for. This year, Columbia University has collaborated with Deloitte to translate current trends into teachable points of view.

As Deloitte’s Global Human Capital Trends 2016 report reveals, this year marks a noticeable break from the years past. Organizations are gradually but steadily

moving away from Talent Management (TM) to Employee Experience (EX) model of HR. Companies are reimagining and recreating how they run their people practices to align with new business models. HR executives are expected to guide the redesign of their internal cultures into agile, employee-focused and transparent ecosystems based on their new purpose.

Where is then the big shift?

- Markets have changed. The shelf life of an average S&P company has shrunk from 67 years in the 1920s to just 15 years today.
- Employment contracts have changed. Career paths are no longer ascending ladders. Employees are crafting their own careers as a series of projects or “gigs.” Each new employer is a stepping stone to establishing a self-determined personal path. What is valued most is the building of the sustainable critical skills sets as an investment into a personalized professional brand.
- HR professionals are called upon to step up to the mission of becoming the curators of employee experience of the future.

Organizations up until now have run their people practices on the centralized supply chain model of talent management. Now that the mission of HR leaders is changing, HR needs to rethink almost everything it does—from recruitment to onboarding, performance management, promotions and not the least, rewards systems. **What does it all mean to HR practitioners?**

- HR is expected to operate on evidence-based principles, be conversant in the analysis of workforce data and employment trends.
- HR needs to master the fundamentals of design thinking and bring those skills in-house.

- HR needs to simplify people's processes from the vantage point user experience.
- HR is being called upon to help shape new cultures of engagement, collaboration, and innovation.
- HR needs to lead the charge for continuous skills upgrade and employee learning.
- HR needs to operate aptly within the broader employment ecosystem sourcing work both on the inside and outside of the organization.

In the age of speed and innovation, work needs to refocus from transactions to purposeful interactions. Organizations and workplaces designed for optimal human interactions encourage transactions and have many other benefits. For example:

- **Employee engagement becomes employee empowerment.** No one wants to be a part of a machine any more. One should not be daunted to take an initiative because of the rigid protocols. Autonomy will breed engagement and innovation.
- **Rewards become recognition.** Money is not the only motivator. People need to be acknowledged, recognized, developed, and supported for growth. Personal and professional growth has surfaced in engagement surveys as the number one motivator at work for the new generations.
- **Digital technology expands as the medium of choice for communication** with employees inside the organization and with customers and suppliers outside the organization. Are conference calls more productive than meetings? Can travel be scaled back in favor of virtual collaboration? Can an employee be effective on-site while working off-site?
- **An organizational culture designed from within is a crucial and unique competitive advantage.**

Deloitte's Global Human Capital Trends 2016 report calls for HR to reinvent itself and embrace the dynamics of a new workplace. Human capital management professionals can respond to this call by taking leadership roles within their organizations to reinvent competitive, future-focused cultures. Institutions like Columbia University have positioned themselves to prepare HR professionals with the leadership skills, strategic mindsets, and analytic tools to take key roles in the architecture and design of the new employee experience.

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How Can Your Organization Address These Global Trends?

Columbia University's School of Professional Studies is proud to announce the Human Capital Global Trends Course, a free online offering that will open in June 2016.

Developed in collaboration with Deloitte, the consulting services leader in the human capital space, this course represents Columbia's pioneering work in human capital management education and will cover the top-10 trends in global talent management, from developing a flexible team-based organizational structure to enhancing employee positivity and productivity. Course participants will learn the implications of these trends and how their organization can address each effectively. Open to all, the Human Capital Global Trends Course is ideal for HR and other business professionals.

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