

The Future of HR

Lucas van Wees
President EAPM

What we are?



- *The* **European Association for People Management**
- **An independant network organization and European umbrella body of national HR organisations** without any profit-related objectives



Who we are?



- **Founded in 1962**

*Founding members from UK,
FR, GER, SWE and SUI*

- **2017**

*29 full members (1/country)
2 corresponding members*

→ from North, West, South and
East Europe



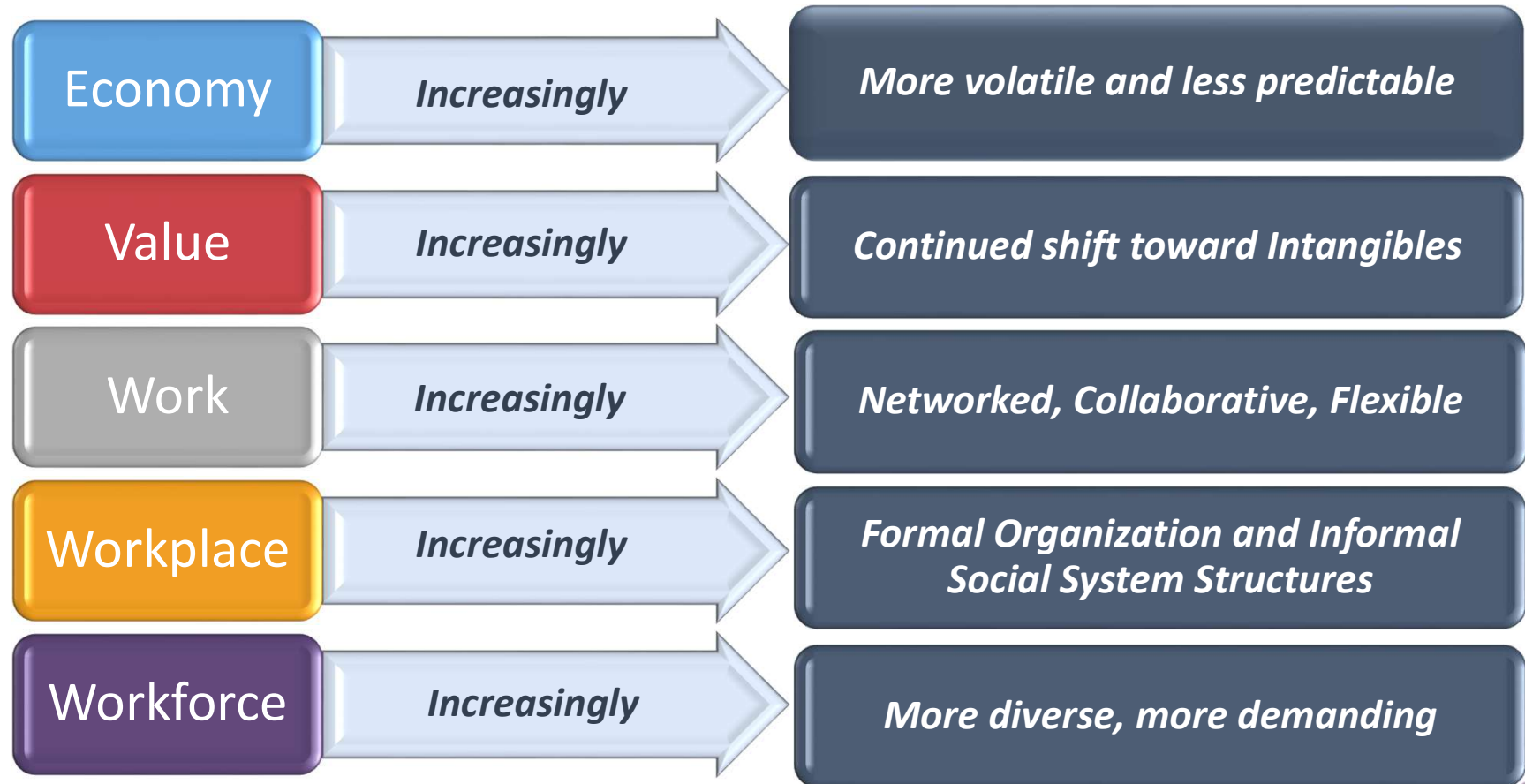
What we do?



- Promotion of human resource issues and activities
- International networking, experience exchange and knowledge sharing
- Research in HR across Europe
- Publication of the EAPM newsletter
- Support to organizational development of national HR associations



Working in the context of new 'norms'



Key themes shaping the future of work

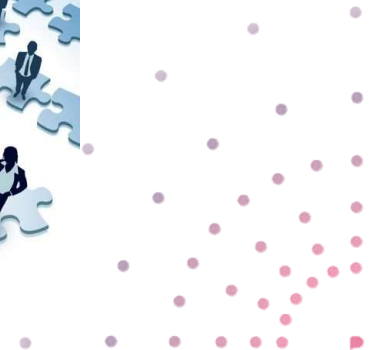
- Globalisation and economic change



- Workforce and demographics



- Technology and digital



The rise of social media...

67%

of all social networking traffic emanate from the workplace

50%

of 21 year-olds have created content on the web

1 in 8

marriages result from an initial contact on the web



2.7B

billion Google searches are conducted each month

25%

of people will "Google a person" before meeting them

36%

of all adults online use Wikipedia

Future Workforce - new levels of diversity

Traditionalist



Born 1928-1945

Boomer



Born 1946-1964

Generation X



Born 1965-1979

Generation Y



Born 1980-2000

**Each generation with different assumptions
about how the world works**

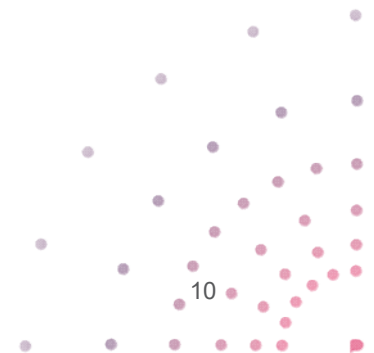


Beyond Gen Z – Gen α - Digital DNA



Managing tomorrow's workforce

‘Some of the most important innovations of coming decades will not be new technologies, but new ways of working together that are made possible by these new technologies’



The changing nature of work

“Computerisation could replace up to 47% of jobs in the US”

Top 10 in demand jobs in 2010 didn't exist in 2004

65% of school children today will end up doing jobs not yet invented

“Who will train the plug and play employees?”

Probability of computerisation	Occupation
99%	Mathematical technicians
99%	Insurance underwriters
98%	Loan officers
98%	Credit analysts
98%	Legal secretaries
97%	Dental laboratory technicians
96%	Surveying and mapping technicians
96%	Compensation and benefits managers
95%	Nuclear power reactor operators
94%	Paralegals and legal assistants
94%	Accountants and auditors
93%	Tax examiners and collectors, and revenue agents
86%	Real estate sales agents
65%	Librarians
61%	Market research analysts and marketing specialists
58%	Personal financial advisors

Source: Frey and Osborne (2013)

The War for Talent 2.0

40 MILLION

**THE DEFICIT OF HIGH-SKILLED
WORKERS IN ADVANCED ECONOMIES**

90 MILLION

**THE SURPLUS OF LOW-SKILLED
WORKERS IN ADVANCED ECONOMIES**

SOURCE: MCKINSEY & COMPANY



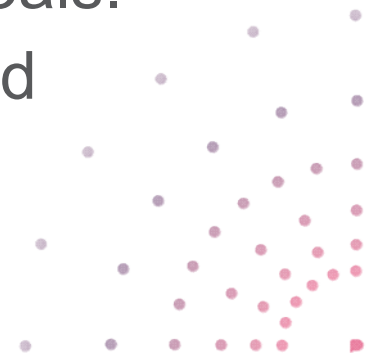
‘Rethinking’ the workforce relationship

Voice **Empowerment**
Recognition **Support** *Playing to*
strengths **Meaning** *Purpose*
Well-being **Energy!** **The extra mile**
PASSION *Alignment* *Collaboration*
Shared values **Commitment**
Trust



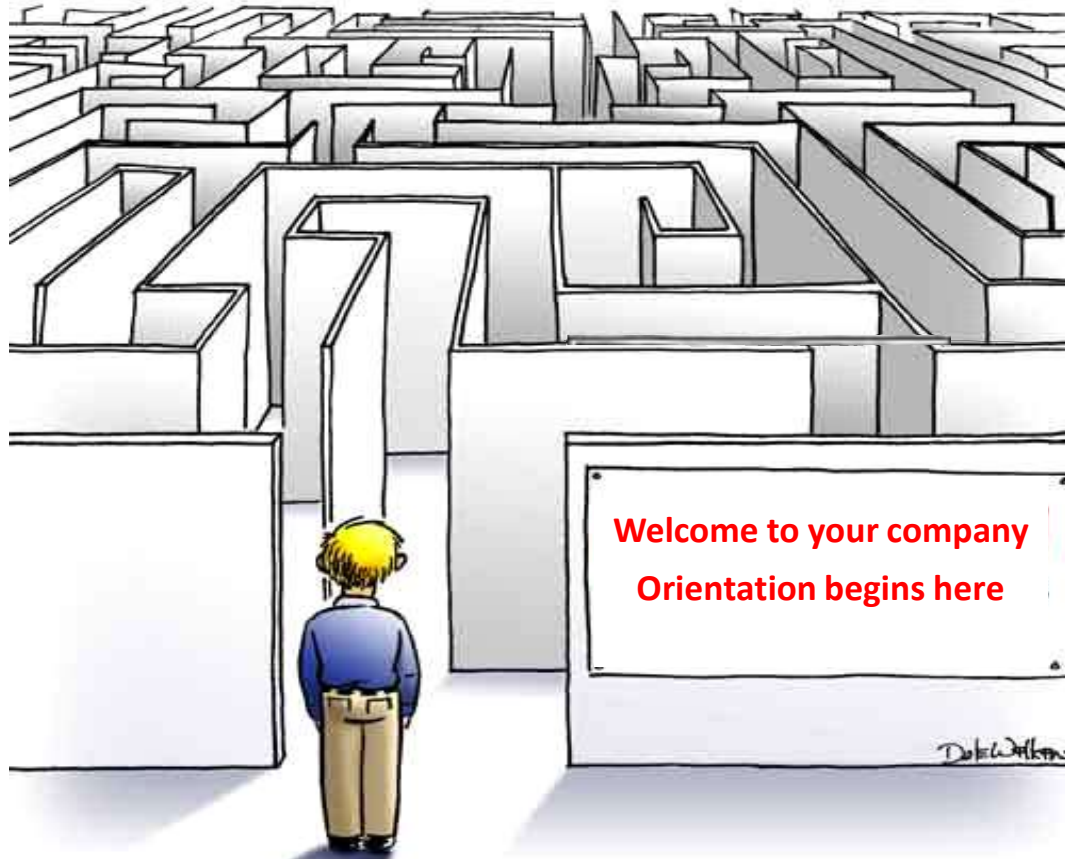
Strategies

- **Right size:** ensure you have the right number of people in the right roles spending the right amount of time achieving given outcomes.
- **Right shape:** identify duplication and inefficiency to establish the right balance of support to professionals, juniors to seniors, experienced staff to new hires.
- **Right place:** ensure the required people resources are available in the right location to meet the current and future workload.
- **Right skills:** assess the gaps in the competencies and skills that will be needed to meet future goals.
- **Right relationships:** foster a collaborative and positive working environment



So are our People Management practices fit for purpose?

- Source
- Attract
- Select
- Orient



- Train
- Develop
- Reward
- Move through the Organization

Where are your biggest challenges today?
Where will they be tomorrow?



Are we focused enough on organisation and culture?

- Job design
- Roles
- Org structures
- Operating models

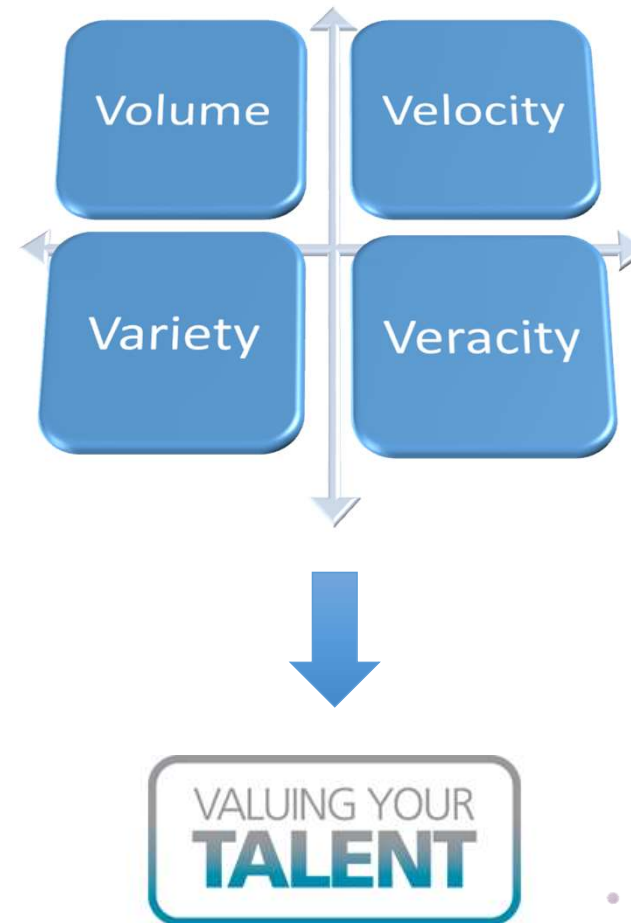


- Managing change
- Culture
- Leadership
- Capabilities



Too much data, not enough information

- Most business leaders believe that analytics is vital to identifying current and future skill gaps
- But only 15% believe HR is providing insightful analytics (KPMG survey 2013)
- Must be a key focus and requires HR to work closely with Finance, IT, and from the business in



But not everything that can be counted counts, and not everything that counts is counted



Getting back to our roots...

Understanding human and organisational behaviour...



Neuroscience
Positive Psychology
Behavioural Economics
Systems thinking
Values and ethics

....



A framework for HR to manage the future workforce

