Future of work and future of HR

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CyHRMA
partnering people and business

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Filoxenia, Nicosia

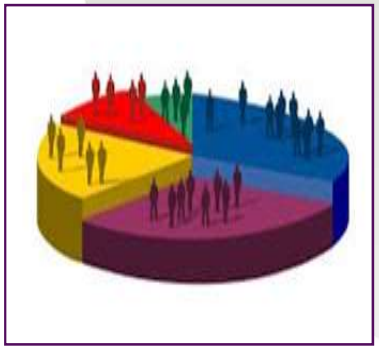
Forces shaping the future of work

Globalisation and Political change

Economic Uncertainty

The Changing Context of Work, Workforce & Workplace

Social & Demographic change



Technological change

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Changing jobs, careers, organisations

- Changing nature of jobs and careers
- Jobs growth in SMEs and micros
- Growing contractor and contingent workforce
- More flexible and agile working
- Many emerging business and organisational models
- Adaptability becomes critical

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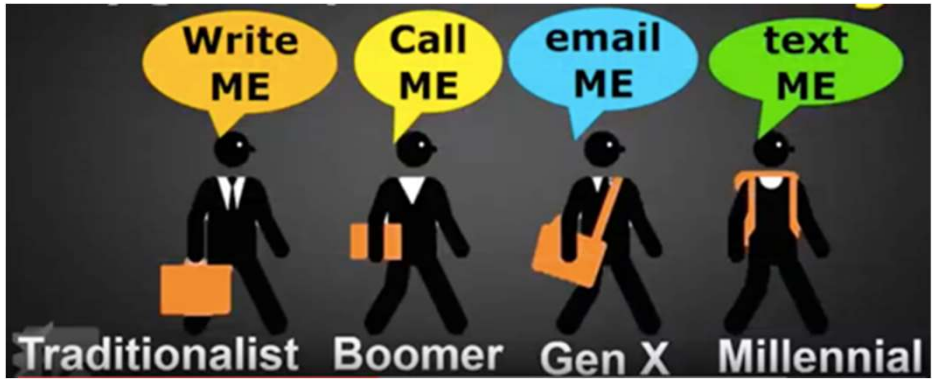
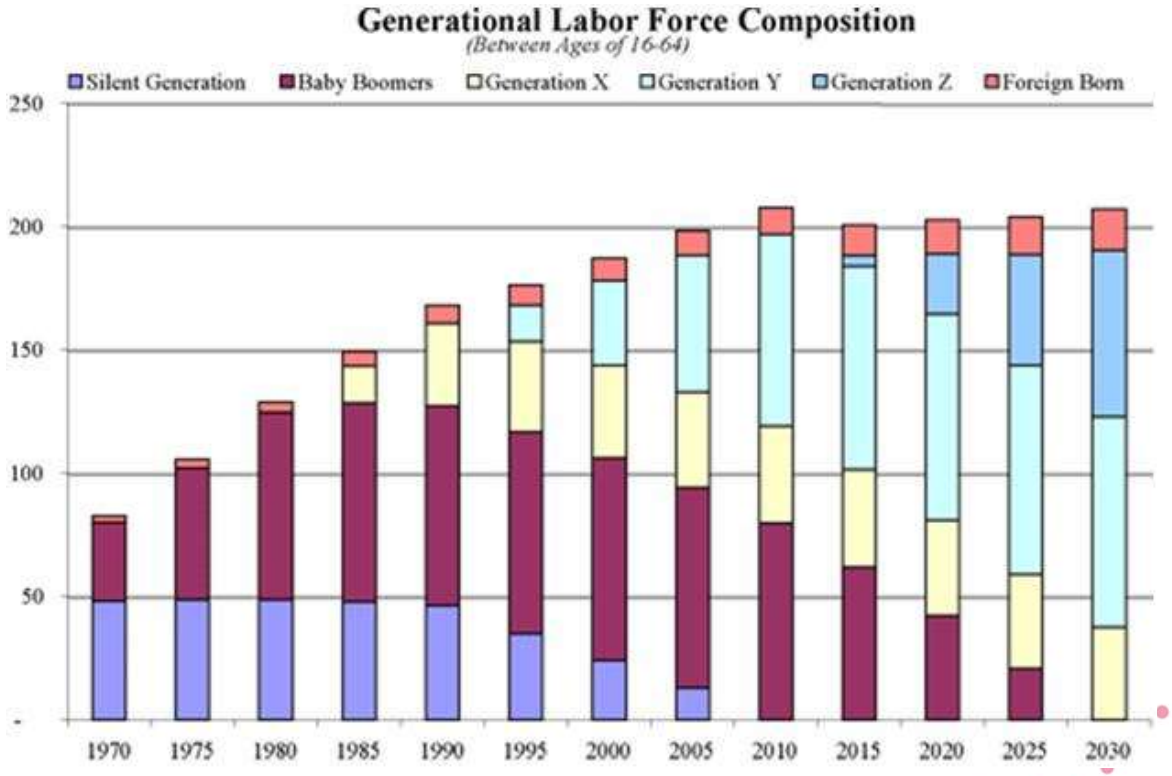
Generational shifts



… and now Gen Z



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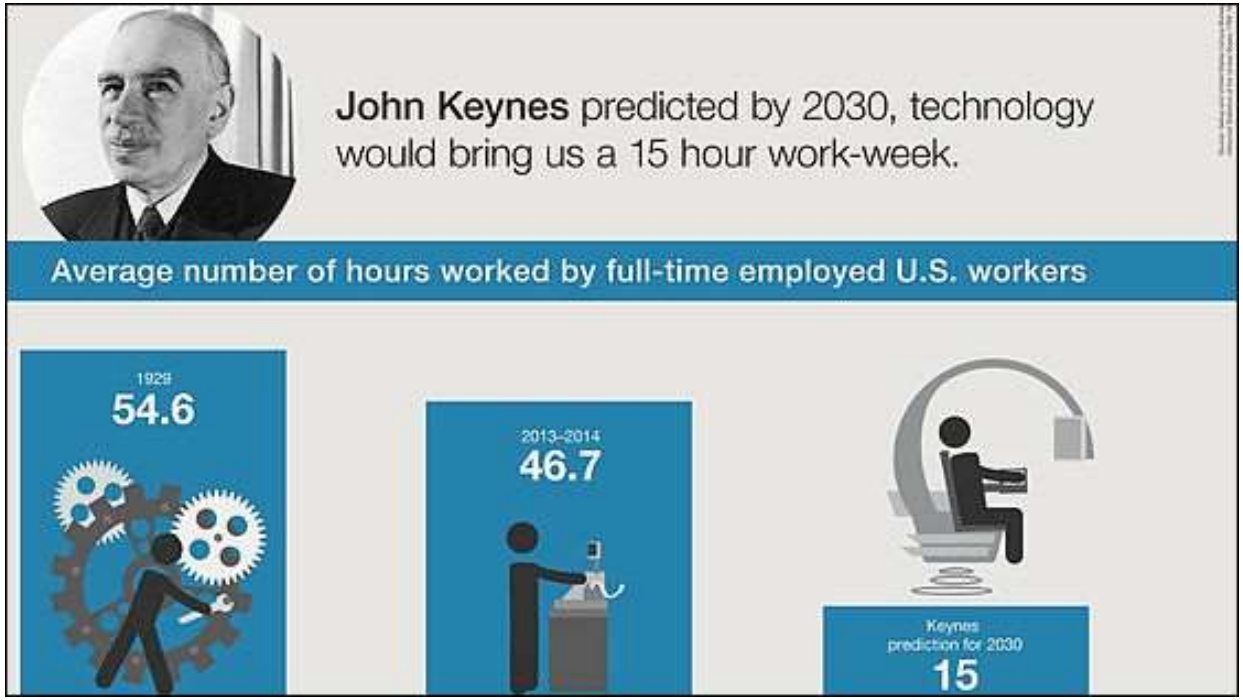
The future is flexible



- Hours
- Schedule
- Location
- Role sharing

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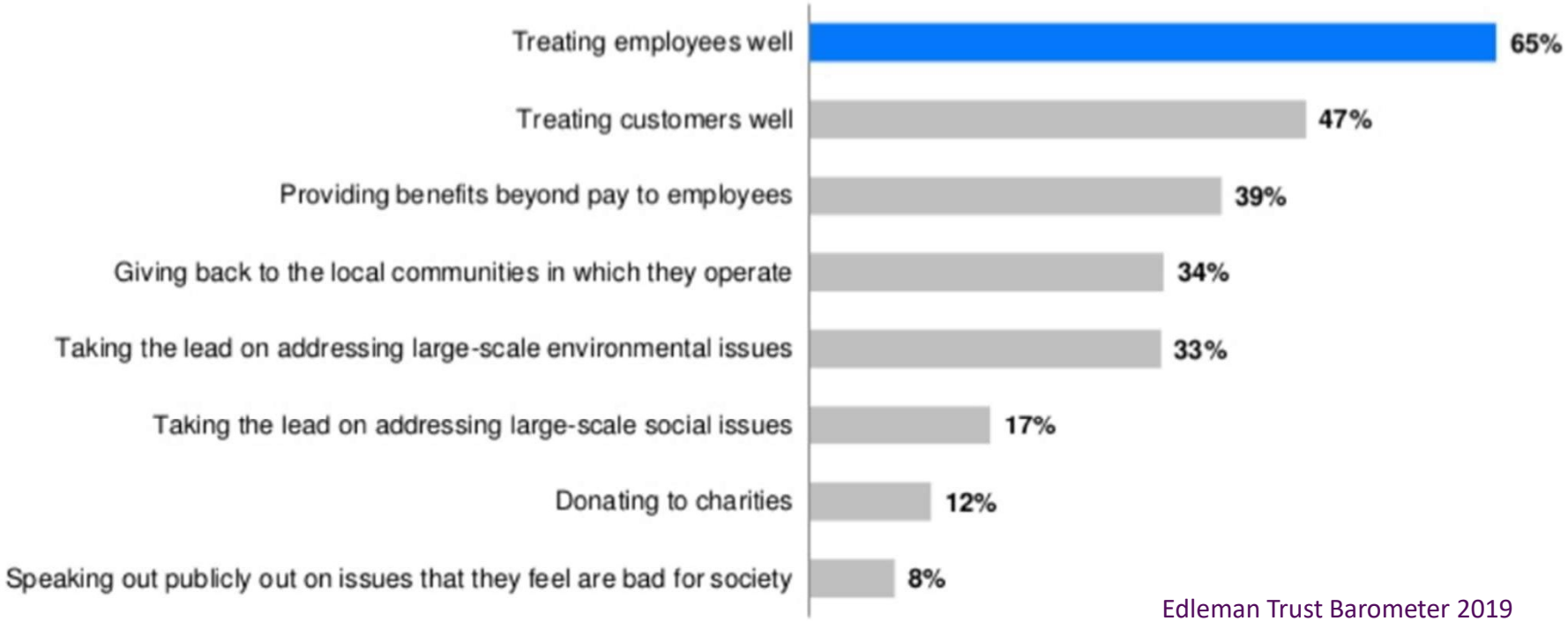
Importance of responsible business



Edleman Trust Barometer 2019

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Putting the human back in to Human Resources – people centricity

Voice **Empowerment**

Recognition Inclusion ***Purpose***

Well-being *Alignment* ***Fairness***

Shared values Worklife integration

Compassion

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Developing people management at every level

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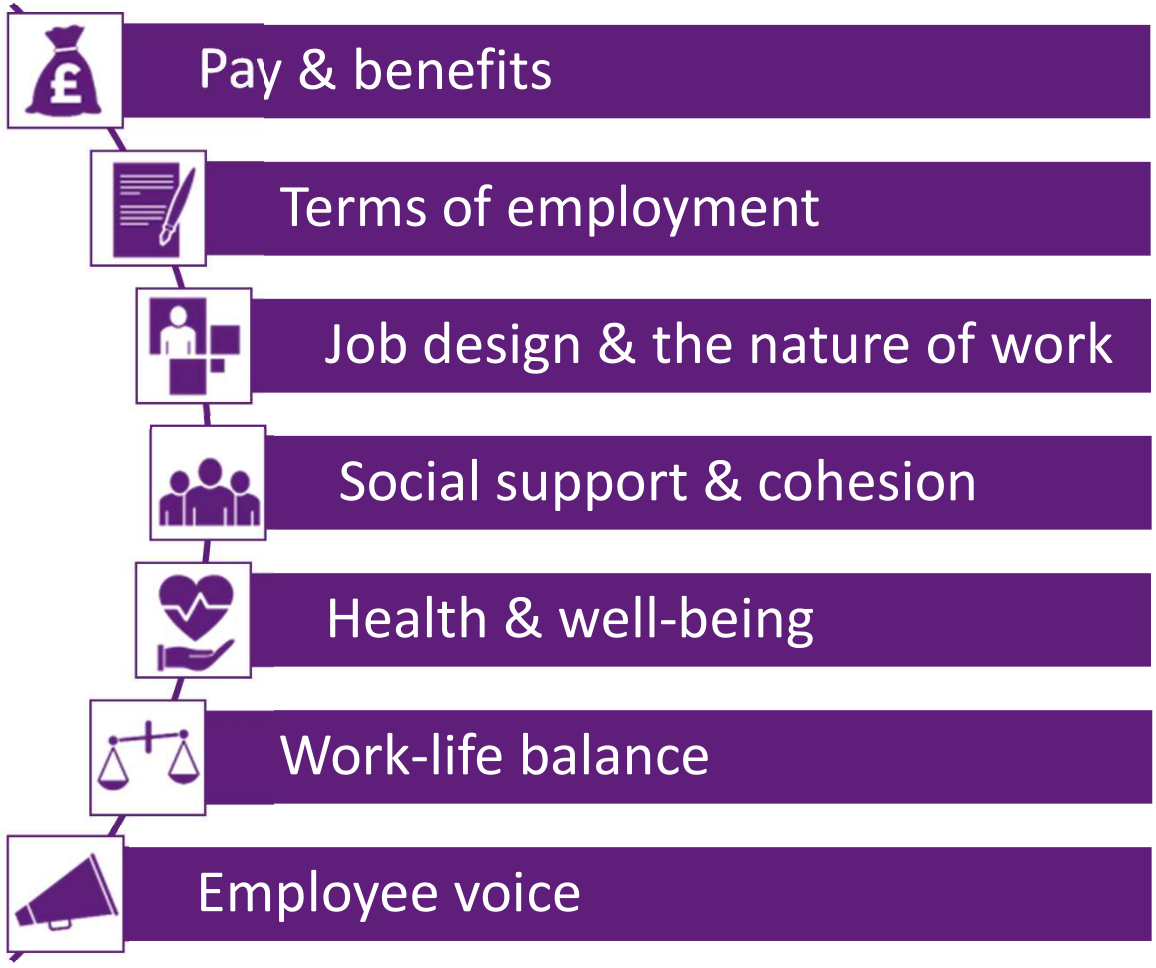
Focus on good work or people centric job design



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What skills will we need?

WEF Research on top 10 skills for the future

- Complex problem-solving
- Critical thinking
- Creativity (would include curiosity)
- People management
- Coordinating with others
- Emotional intelligence
- Judgement and decision making
- Service orientation
- Negotiation
- Cognitive flexibility (would include ability to learn)

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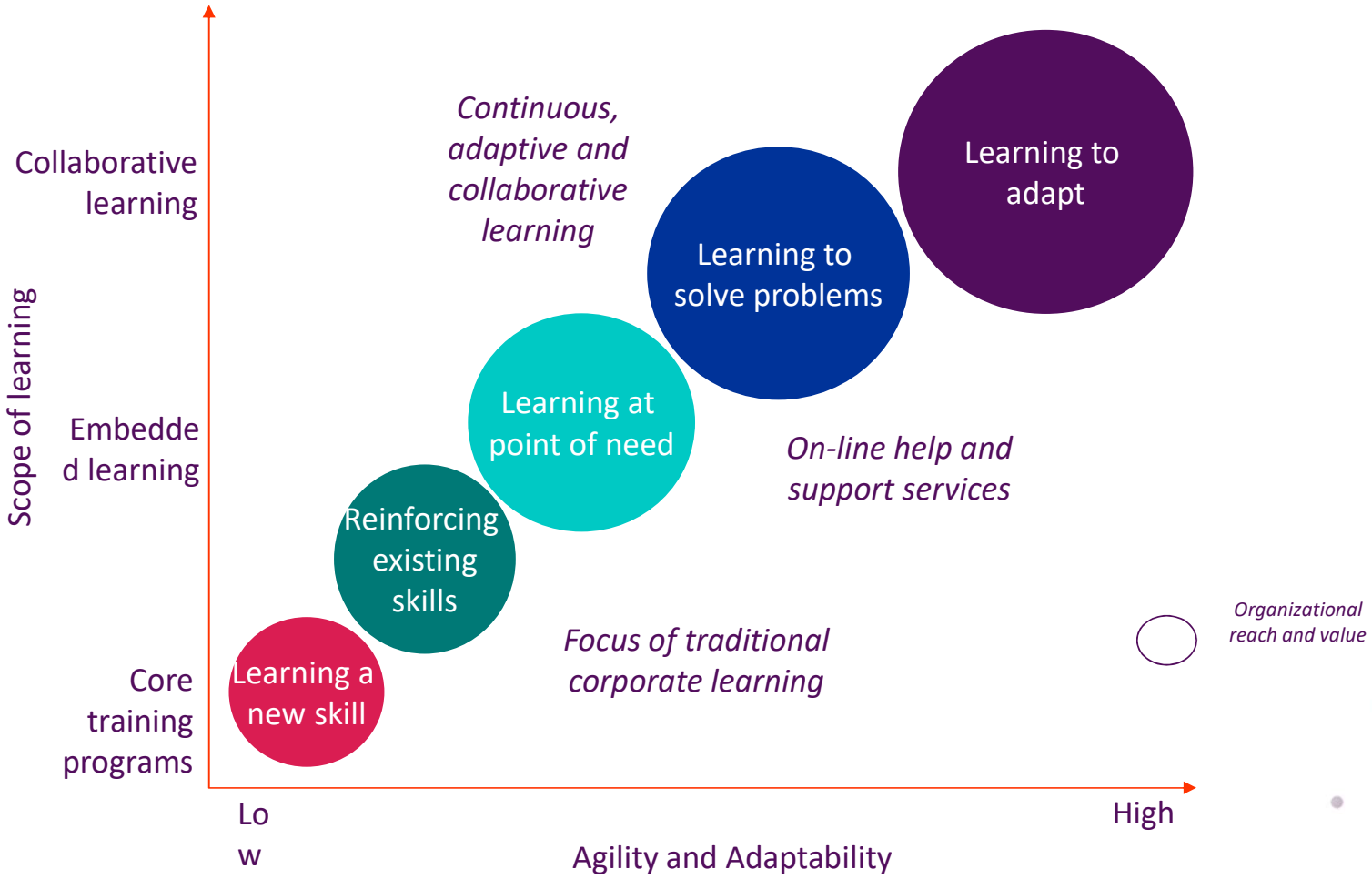
Learning at the heart of agility



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Diversity and inclusion is now a critical business agenda

Access to skills

Innovation and creativity

Community and customer connection

Future proofing

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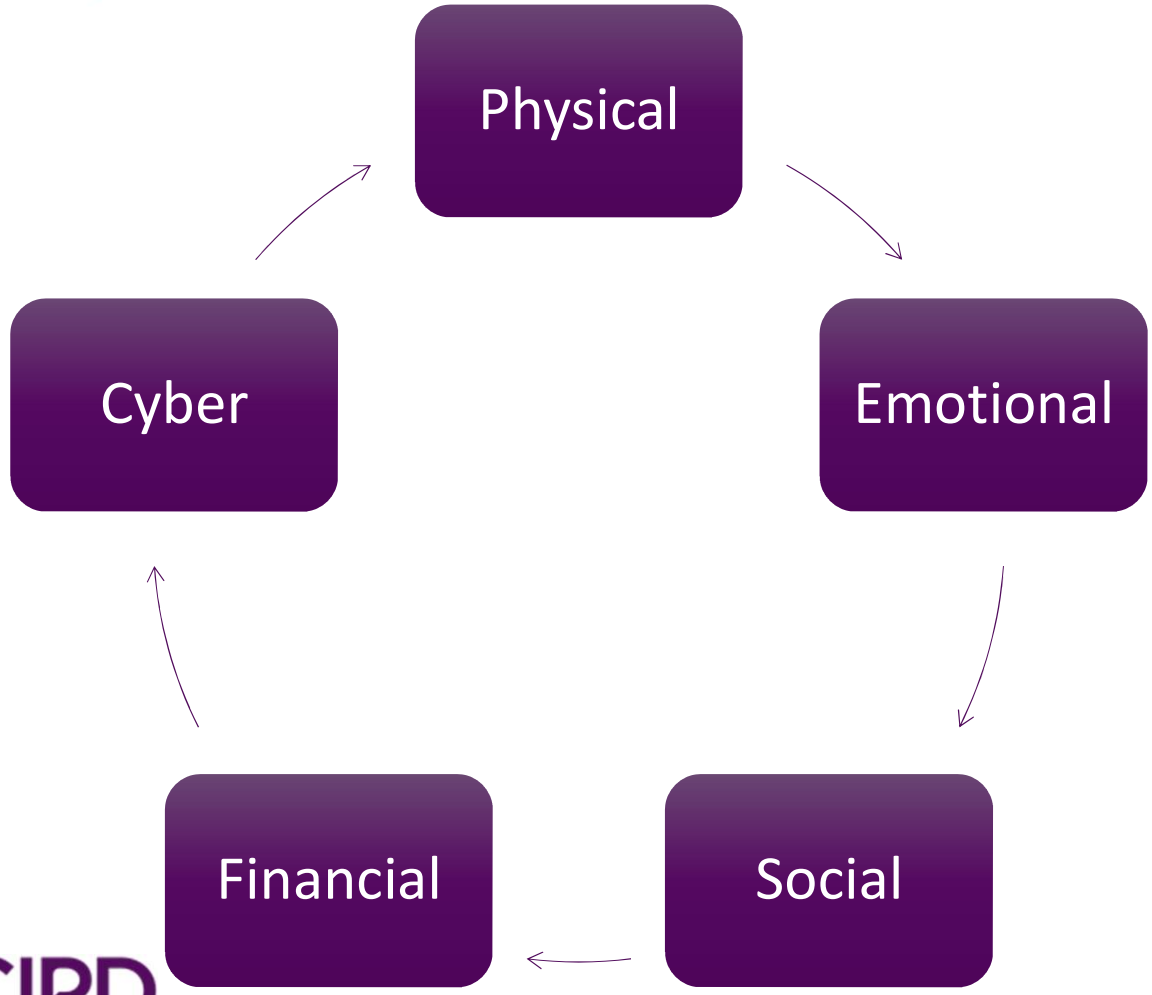
Wellbeing as an outcome



- Mental health costs the UK £70bn per year, equivalent to 4.5% of GDP
- Mental ill-health costs each employer £1,035 per employee, per year
- 15.2m sick days per year due to stress, anxiety or depression
- Failure to unlock discretionary effort costs UK business £6bn
- Only 2 in 5 employees working at peak performance

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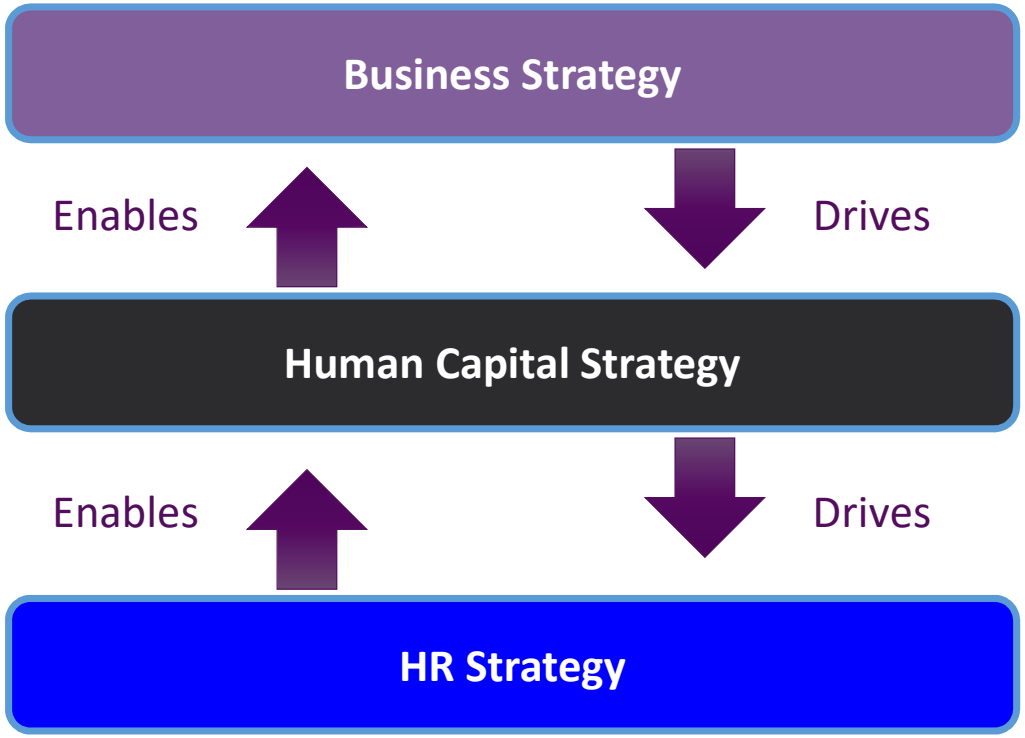
In summary - need for a strategic response



- *Business priorities*
- *Business needs*

- *Talent and skills*
- *Leadership*
- *Organisation and operating model*
- *Culture*

- *HR capabilities*
- *HR structure and operating model*
- *Practices, policies & processes*

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Mindset shift from rules and policies to principles and evidence

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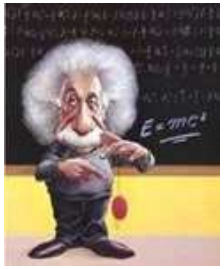
Evidence based HR

Data and analytics

Scientific research

Ask
Acquire
Appraise
Aggregate
Apply
Assess

Experience



Stakeholder perspectives

Centre for Evidence Based Management

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Fit for purpose People Management practices

From ‘best practices’ to ‘best fit’ practices

Outcomes driven and evidence based

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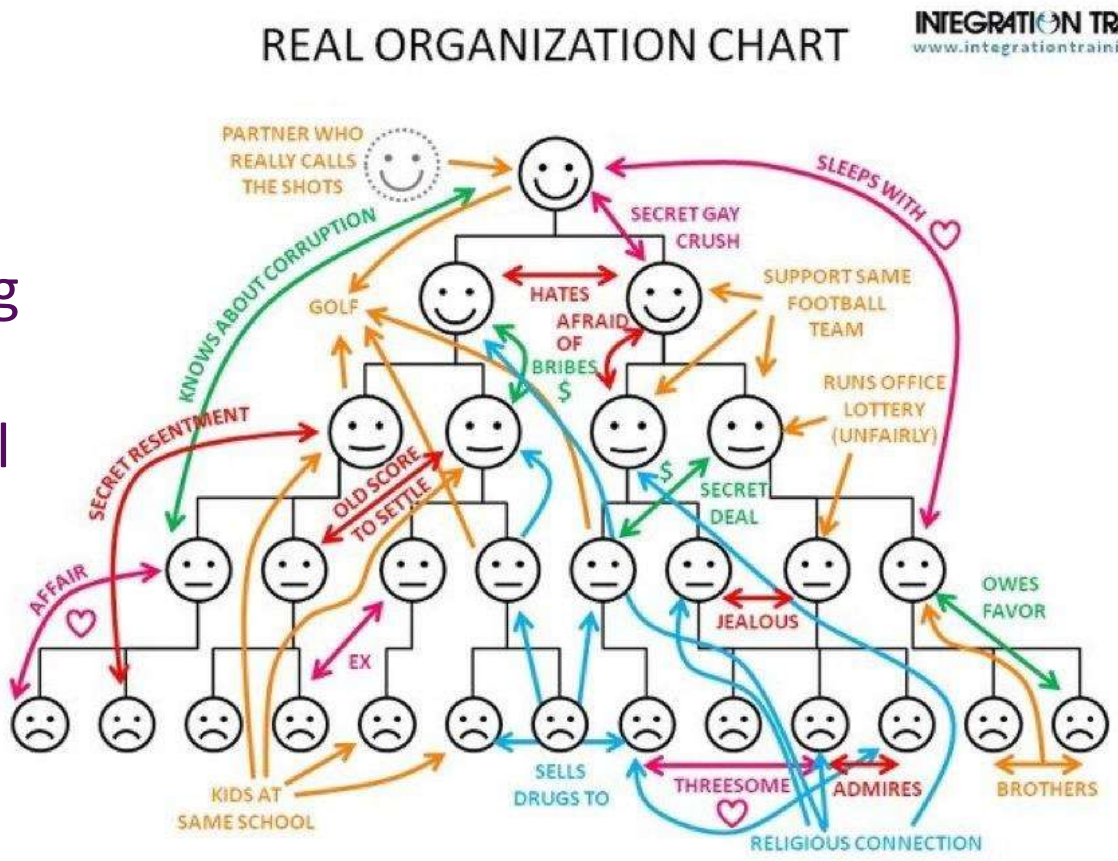
A focus on organisation, culture and governance

Understanding culture and organisational dynamics



Operating models and organisation strategy

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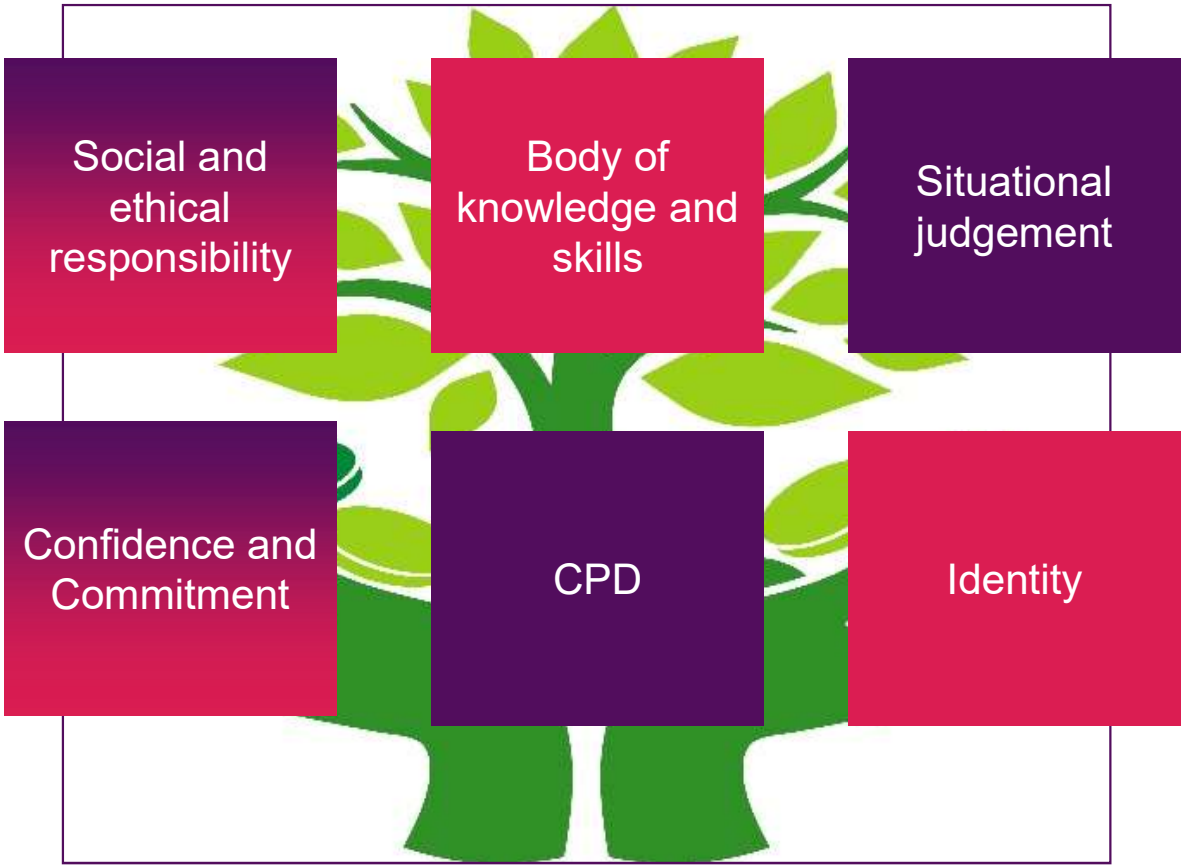
Building HR as a profession and professional capabilities



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