

The Future and Changing Nature of Human Resources Management

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New Business Realities...Getting More Real..



- ❑ Jagged Market. Today, companies should find ways to operate successfully in markets that are **worlds apart in every way** – socially, technologically, and economically
- ❑ Perpetual uncertainty. In an increasingly complex and fast-paced business world, businesses know that **the future is unknown** and **unknowable**
- ❑ Instant obsolescence. Today, **disruptive innovation** is the rule, not the exception. Virtually any company could be weeks or months away from facing potential breakthroughs and new competition that could make its entire business obsolete

Eight Global Mega Trends...Continue to revolutionize the World!!

**Demographic
Patterns**

**Empowered
Individuals**

**Resources
Crunch**

Political Change

Technology

**Global
networks of
Knowledge**

**Unstable and
abrupt change**

**Prosperity and
wealth**

With a View to the External Factors Impacting Our Current and Future Workforce

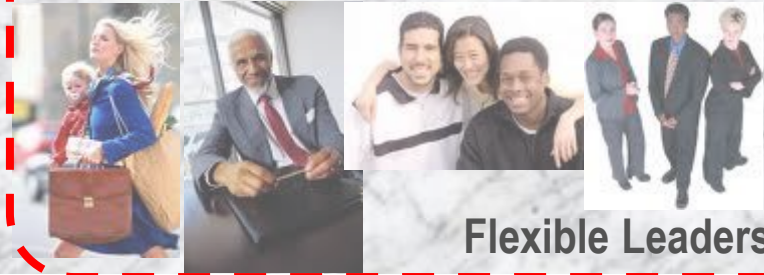


The New War For Talent

Knowledge workers on high demand

Multi Generations

Millennials; Xers; Boomers; Traditionalists



Flexible Leadership



Women in Leadership

40% women in global workforce

Emerging Values

Sustainability and Social Reputation



Urbanization



Multicultural, multilingual associates



New ways of Connecting & Working

Digital redefining how we communicate and work



Future Proofing HR....

- ❑ What are we doing today to get in front of these trends?
- ❑ How do we make them work for us, rather than against us?
- ❑ In short, what are we going to do differently and how are we going to do it?

“ You can’t do *today’s* job with *yesterday’s* methods and be in business *tomorrow!*”

...George W Bush

“We can’t do *tomorrow’s* job with *today’s* methods and be in business in the *future!*”

...David Ssegawa 😊

Gen Y



They are leading the transition to a fully wired and mobile nation

Gen Z

Digital
migrants

Digital
natives



*"No, you weren't downloaded.
You were born."*

...Three Key emerging insights on the Future HR...

Embedded Human Resources..

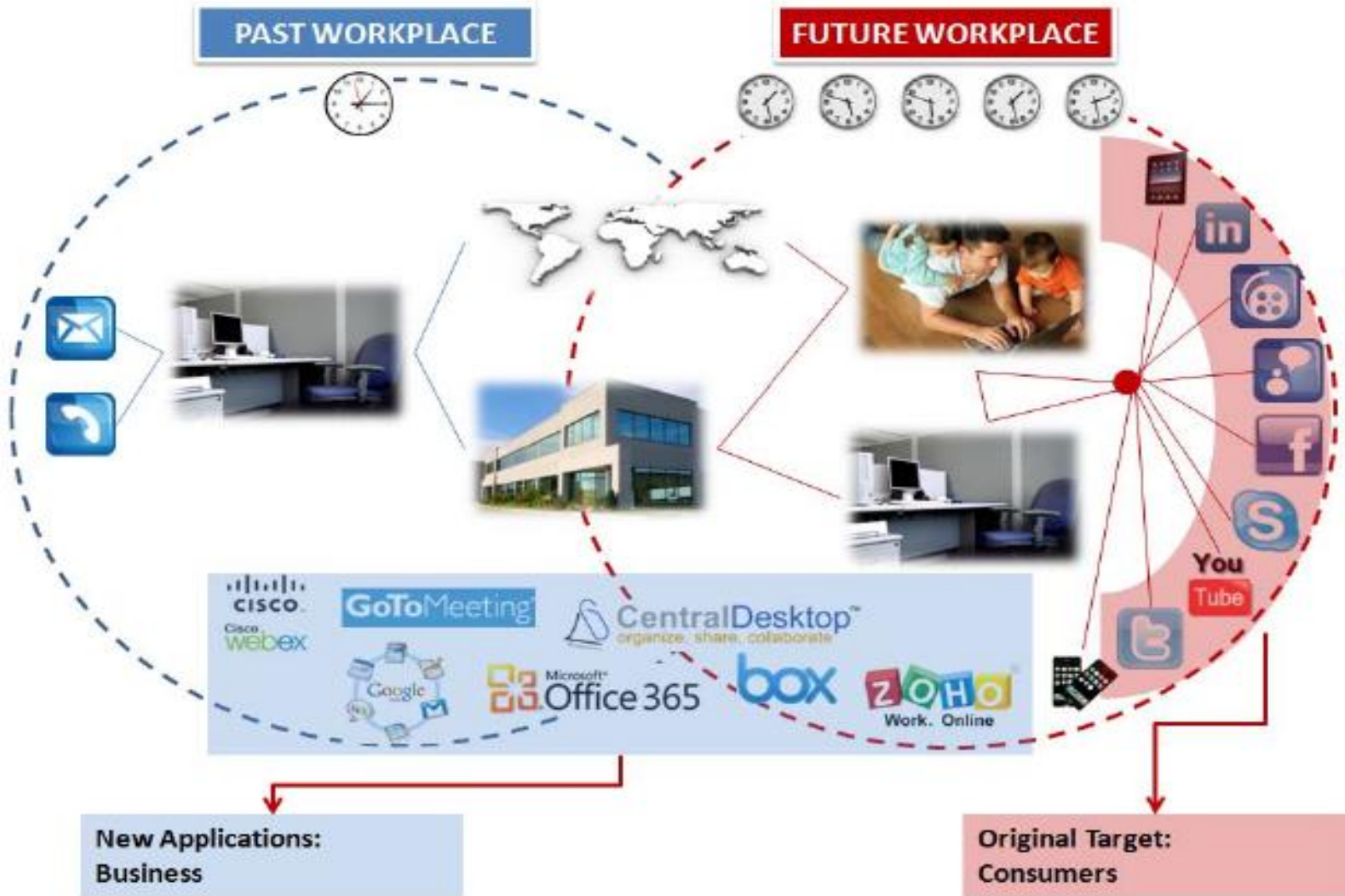


New Breed of Business Savy HR Leaders

Business Digitization

The Changing Workplace

The Future of Work



Source: GigaOM Pro

The Future Workplace...

Workers will be....

- More diverse and individually empowered
- Highly valued for their connections across business, industries and the globe

Work will be...

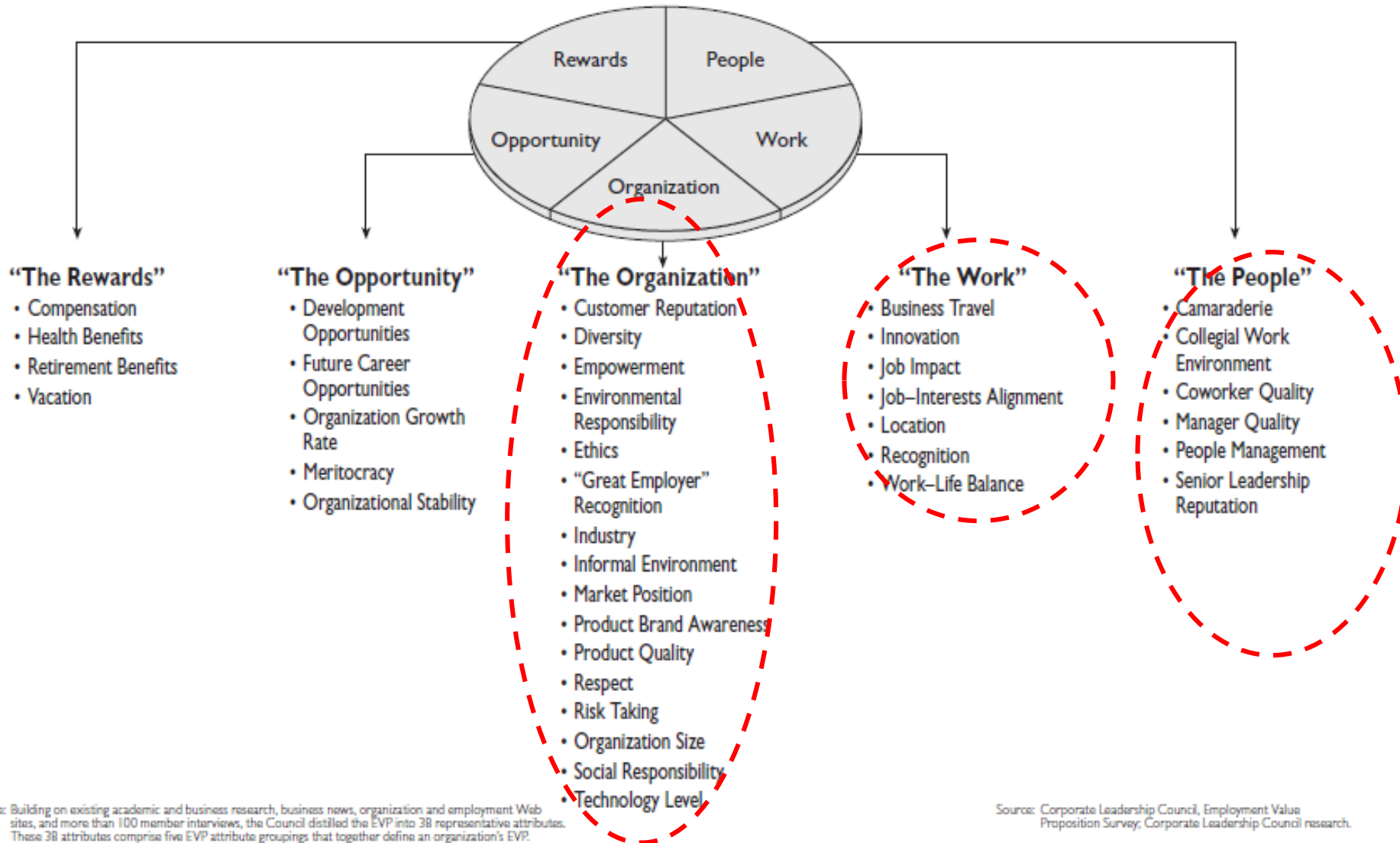
- Less about time and more about insight through data and collaboration. *Core hours Vs Compressed week = Flexi-time*
- More virtual and global...driven on business projects...not Job Descriptions = blurred org structures

Workplaces will

- Enable people to work in the cloud and have their feet on the ground
- Be adapted to multiple needs and purposes
- Be in multiple places

NOW NEED TO BUILD AN EMPLOYEE-CENTRIC WORK-PLACE..

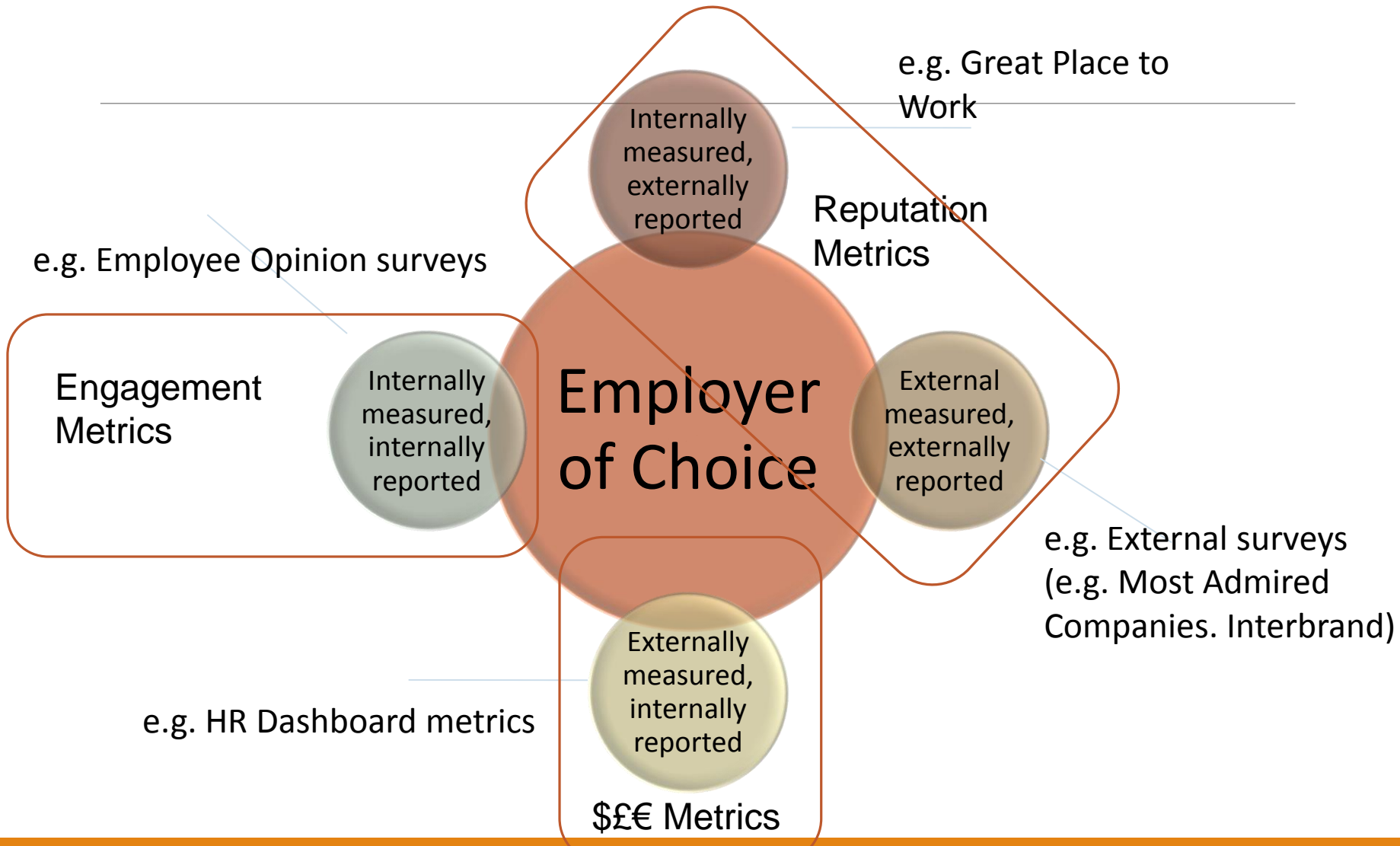
..And the Employee Value Proposition is evolving fast...



Note: Building on existing academic and business research, business news, organization and employment Web sites, and more than 100 member interviews, the Council distilled the EVP into 38 representative attributes. These 38 attributes comprise five EVP attribute groupings that together define an organization's EVP.

Source: Corporate Leadership Council, Employment Value Proposition Survey; Corporate Leadership Council research.

EVP Score-Card: ROI Measurement...





Leveraging Talent Big Data to Drive Org Productivity



How well do organizations truly understand what drives performance among their workforces?

The answer: *not really very well.*

- Do we know why one sales person outperforms his peers? Do we understand why certain leaders thrive and others flame out? Can we accurately predict whether a candidate will really perform well in your organization?
- The vast majority of hiring, management, promotion, and rewards decisions are made on gut feel, personal experience, and corporate belief systems
- HR Leaders need to understand the power of BIG DATA Analytics and the potential of HR technology (Integrated HRIS..)
- Success includes a great employee experience and empowerment: Social e-Performance, e-Learning on-the-go, etc...

Building a Big Data Analytics Dash-Board

HR BUSINESS KPIS

Revenue /employee

Customers /employee

Ebitda/PAT per employee

Opex/employee

HR Opex/NR

Compa-ratio

iGR/iTraining Cost (ROI)

Teeth/Tail ratio

HR QUALITATIVE KPIS

Employee Engagement

Customer satisfaction

Succession readiness/Ready now/1 yr/3 yrs

Training days /employee

Safety data (Near miss/fata accidents)

TTF

Performance rating/new hires

Attrition rate/Top Talent

Lead/turn-around time

Stress levels

A Fusion of the Art and the Science.....

STRUCTURE

- Does the structure support the work required to **implement strategy** and drive business results?
- Are management and reporting relationships clear? Do they facilitate clear accountabilities?
- Are business models designed to **support long-term growth**?

Business Strategy

ENVIRONMENT (Culture & Leadership)

- Does the culture support the strategy and required organization capabilities?
- Are the stated values understood and shared?
- Do you have the **right leadership style and competencies**?
- Are the direction, strategic priorities and goals clear and understood in the business unit?

MEASUREMENT

- Do you have the **right tracking and measurement systems** in place to understand how you are performing against strategy and performance objectives? Are you measuring right things?
- Do you use measurement information as feedback for continuous management?
- What are the indicators of interim success?

WORK PROCESSES/SYSTEMS

- Do you have well-defined work processes? Do they facilitate integration/coordination between functions? With KDs/customers/suppliers? Do they support the results required?
- Are the work **processes efficient and effective**? Do they allow for flexibility and innovation? Are they supported by appropriate technology?
- Do you have **information systems** that provide the right information at the right time?

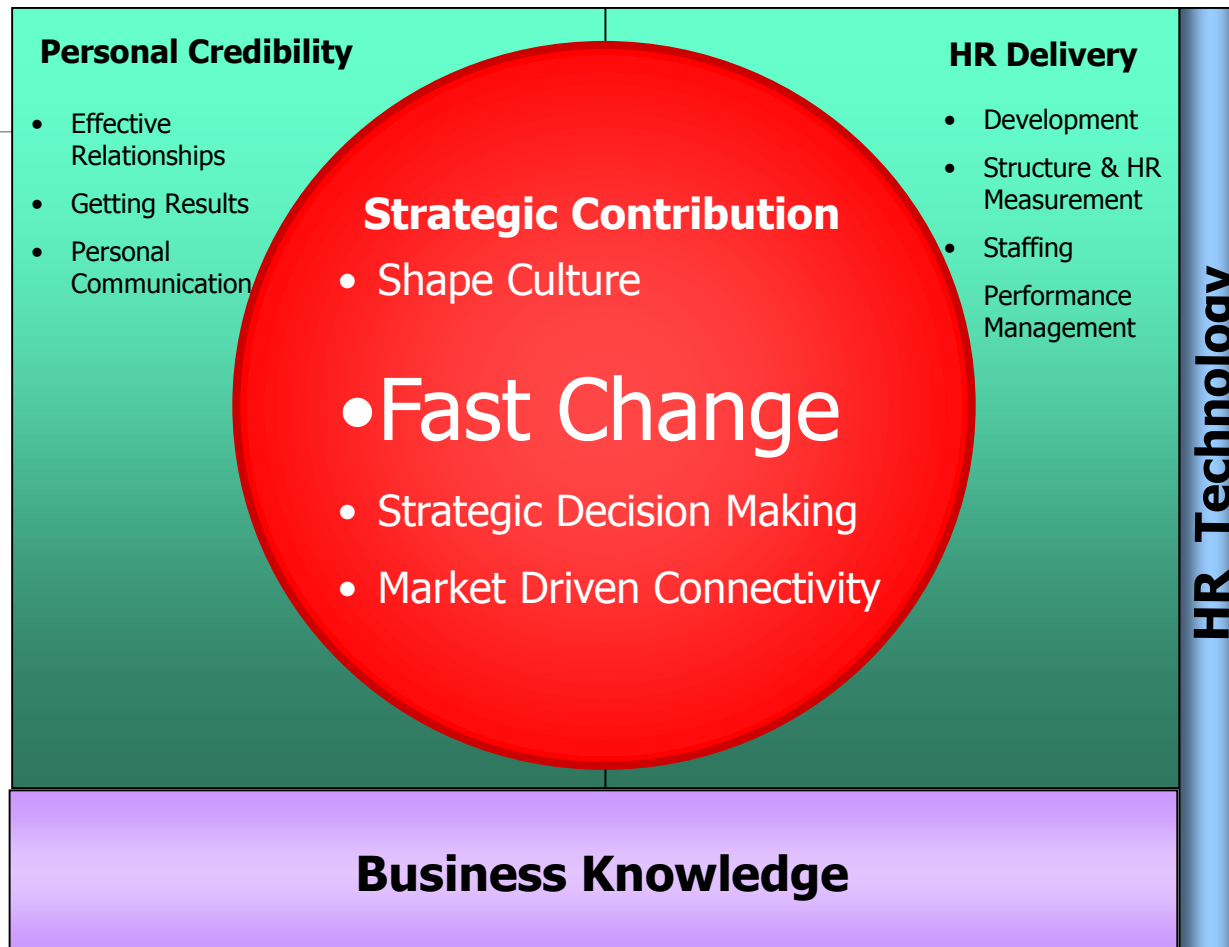
PEOPLE

- Do you have the right people and competencies required to implement the strategy and deliver results?
- What are your key competency/knowledge gaps?
- Do you have the right number of people, where you need them (capacity)?
- Do you have the **people systems** (rewards, performance management, development) to drive performance, retention and engagement? Are goal alignment and clear accountabilities in place?

Managing Information and Change

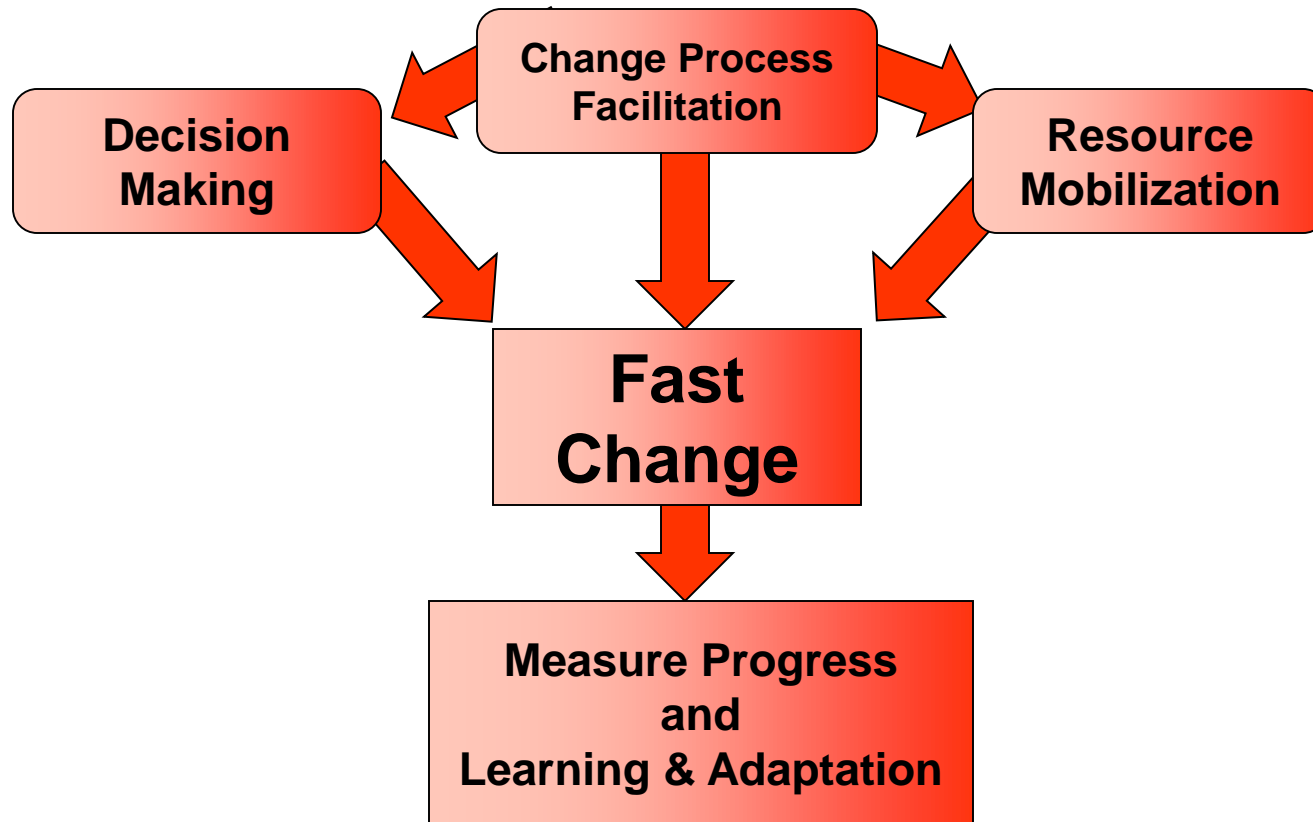
Session 2

Managing Change transforms the HR BP's role into a Business Player...



Source: *International HR Competency Study, University of Michigan 2002*

Strategic Contribution: Fast Change



Communication is the oil for the Change Engine...

- Few Changes are FAST and RIGHT...50% fail flat and 16% mixed results = only 34% clear successes (*CEB survey*)

WHY?

- Because Communication is just not working; The traditional Top Down Communication (Telling..) is built around;
Town Halls + CEO Blogs + Leader Videos + Director Q& A
- Basically, Management **tells** the **positive** story.....the achievements and what the **Employees** need to do or how they should change for greater change success

A Better Alternative...Open Source Strategies

From “Tell” to “Talk” Communication



Finally.... the Challenge for the IPMM..

Partner with Government to reduce unemployment and poverty

The observance of Human and Workplace rights even with ambitious profit targets

Drive and measure Productivity...at the workplace

Accelerate Professional Growth and make HR Truly AspirationalA professional certification framework helps

Benchmark Global and Regional Best Practices to scale-up excellence fast..

Bonne Chance!!!!