



HR Trends from Bersin.Deloitte Conference

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IN A GLANCE

- Employee experience = customer experience=workforce experience
- Коллективизм, команды
- Design thinking
 - Сотрудники хотят принимать участие в дизайне и внедрении решений
 - Два лучше чем ноль
 - Networks communications – от того, с кем ты обсудишь идею зависит, взлетит ли она
 - Чувства (ощущения) важнее статистики – картинки, истории, впечатления
 - Recognition experience, задавайте вопросы, кастомизируйте бенефиты
 - Personality of soft
- Humanizing HR

WORK IN THE AGE OF MACHINE - НОВЫЙ РЫНОК ТРУДА



Chapter 1:

A new economy

Work in the age of machines

The alternative workforce: It isn't alternative any more



More than 35% of the US workforce is freelancers (57 million),
42% of people under the age of 34.

90% of freelancers think "freelancing's best days are ahead."

And.. independent workers are *24% more engaged*
than the best internal employees (IBM)

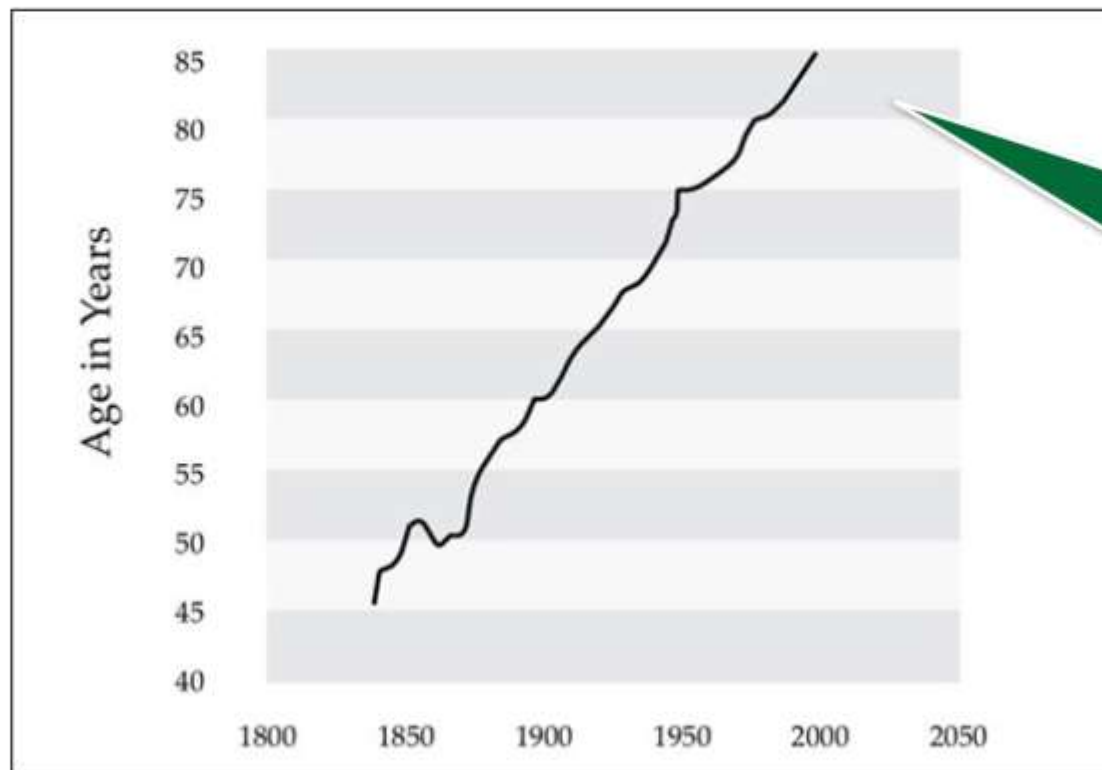
Source: <https://www.upwork.com/freelancing-in-america/2018/>

Longevity: A blessing and a curse

“Since 1840 there has been an increase in life expectancy of three months for every year.”

Gratton, Lynda; Scott, Andrew.
The 100-Year Life

5 generations at work!

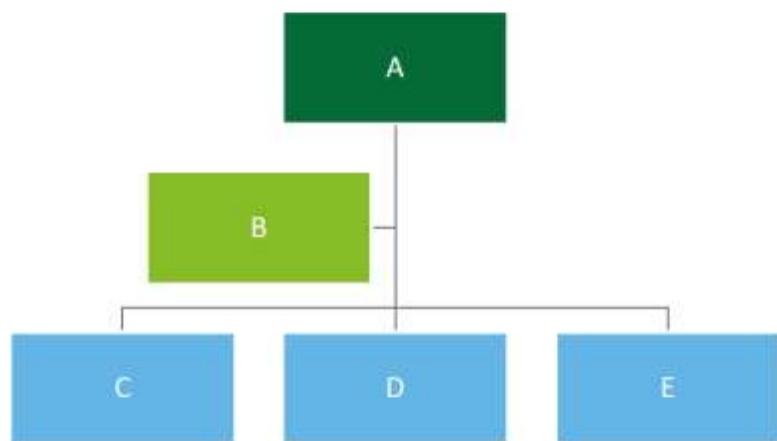


Careers will last for 60 years and longer, ..are we ready?

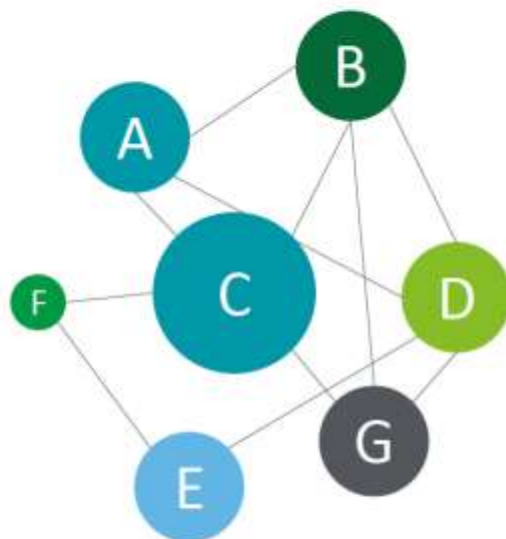
Increase in Life Expectancy Over Time

Source: <http://www.mortality.org/>

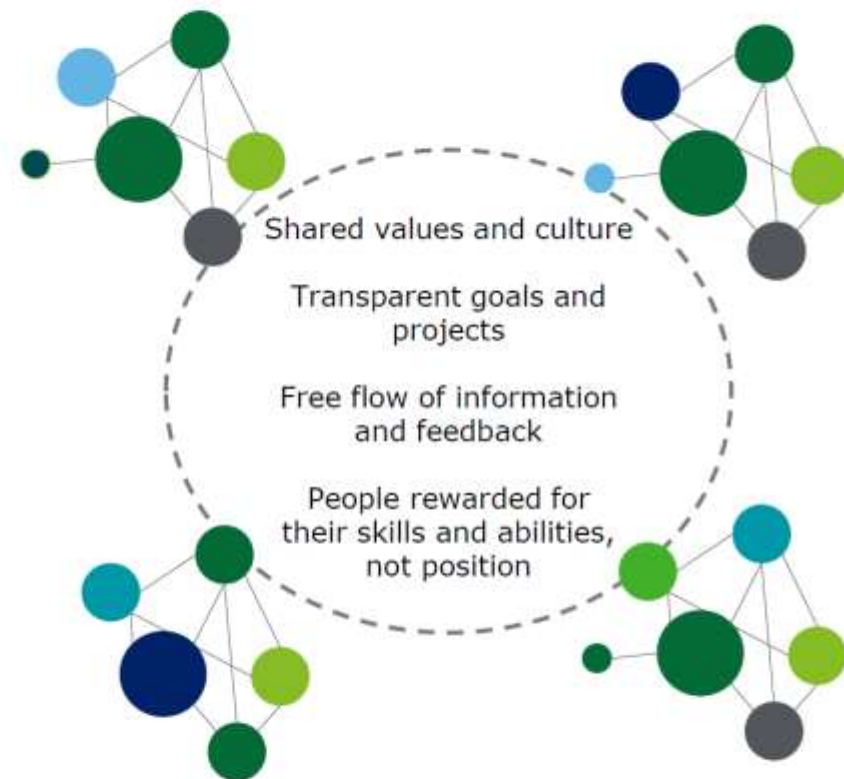
And organizations are changing. Is this taking hold?



How things were



How things “are”



How things work

Chart circa 2016

HUMANIZING WORKPLACE,
EXPERIENCE RECOGNITION,
WORKFORCE SENSING

Biggest problem at work today? Time. We suffer a Time Famine.



The "average" US worker spends 25% of their day reading or answering emails

The average mobile phone user checks their device 200 times a day.

80% of all companies rate their business "highly complex" or "complex" for employees.

40% of the US population believes it is impossible to succeed at work and have a balanced family life.

Fewer than 16% of companies have a program to "simplify work" or help employees deal with stress.

The "average" US worker works 47 hours and 49% work 50 hours or more, 20% at 60+ hours

49% of workers would rather have more time than more money

“
”

Approach your employees just like you do your customers...

Do things WITH and FOR, not TO them.

– Mark Levy,
*formerly global head of
Employee Experience,*
Airbnb

Workforce & Employee Experience | Trends



Always On



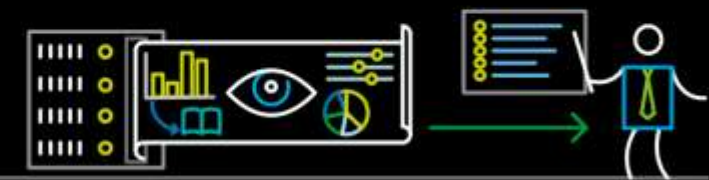
Untethered Workforce



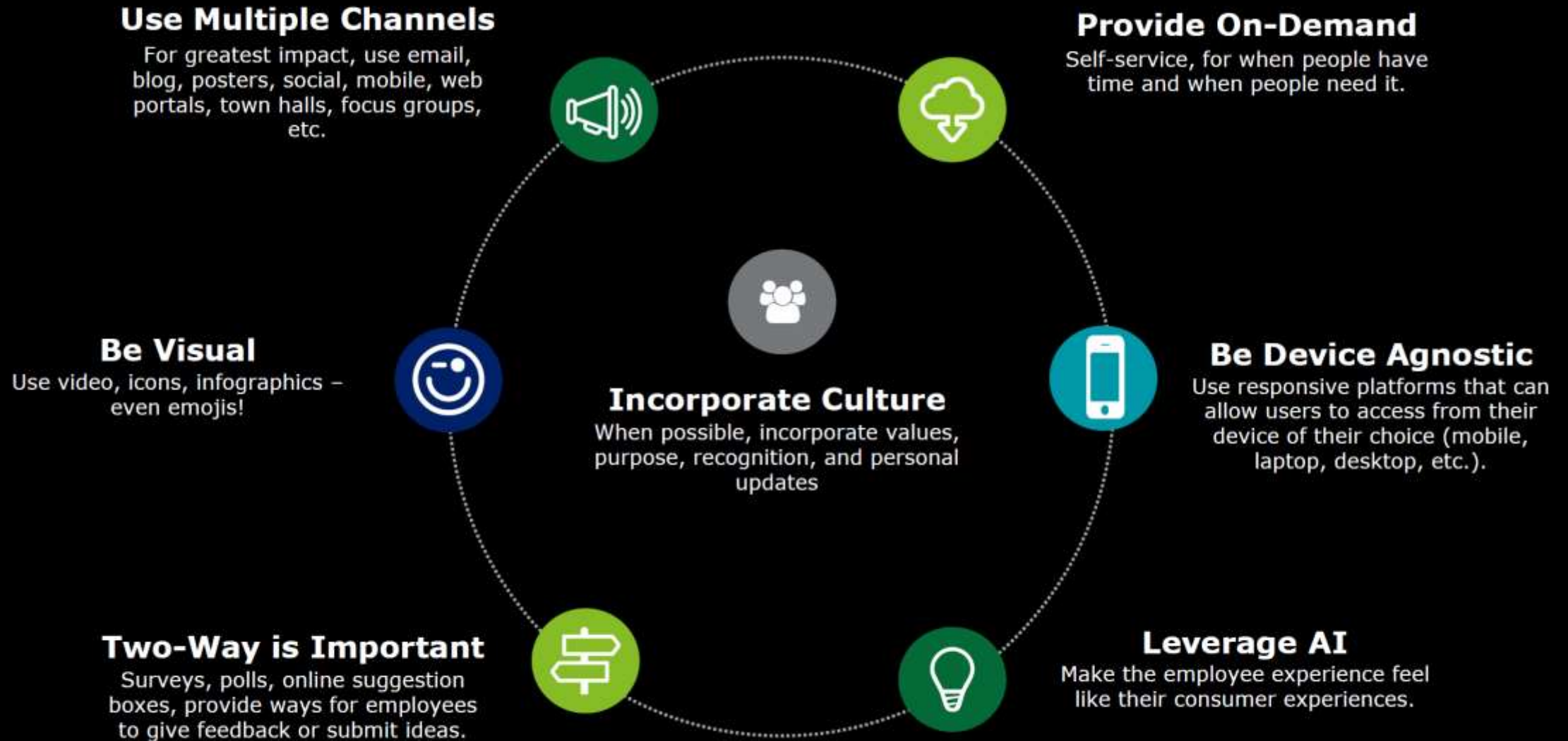
Geographically Dispersed



Technological Advances



Engaging Digital Communications | **Lessons Learned**



NEW HR CAPABILITIES MODEL

HR is pivoting - delivering value in new ways, building a fresh set of capabilities and rewriting the rules to transition from...

EMPLOYEE TO	CUSTOMER
USABILITY TO	PRODUCTIVITY
SYSTEM TO	PLATFORM
COST TO	VALUE
VENDOR TO	PARTNER
GENERALIST TO	ADVISOR
TEAM TO	NETWORK
TRANSACTION TO	INTERACTION
SELF-SERVICE TO	ENABLEMENT
STRATEGIC TO	SUSTAINABLE



HR Capability Model

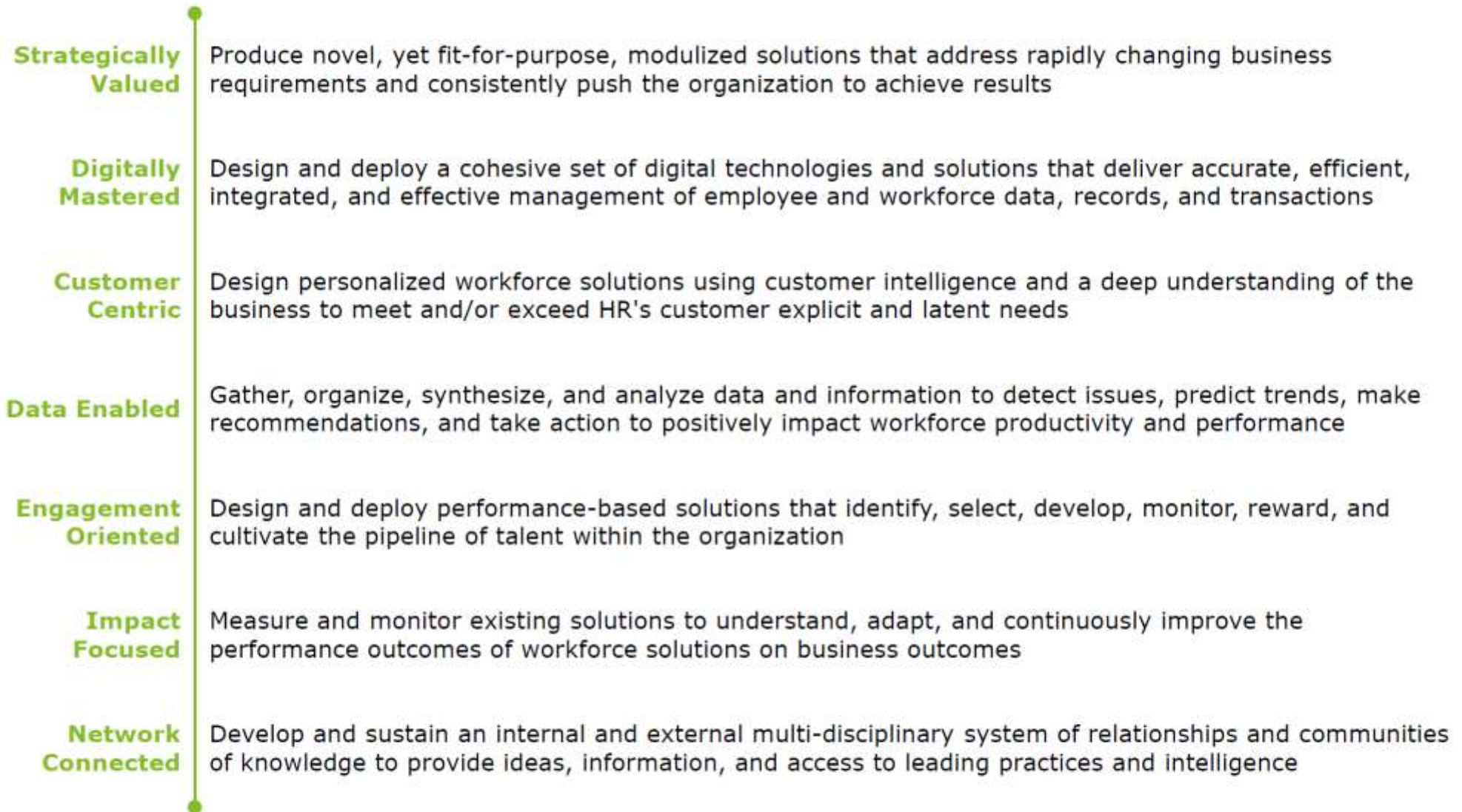
To pivot to high impact, HR needs to be, or perform with a...



These 7 capability groups and 21 capabilities comprise the behaviors and abilities inherent to high impact HR.

HR Capability Groups Defined

Guide the strategic direction of the HR function



HR Capability Groups Defined

	Capability Group	Capability Name	Capability Definition
DESIGN	Strategically Valued	Business Aligned	<ul style="list-style-type: none"> Design a People Strategy to position the HR organization to continuously support the business strategy and develop the workforce
		Agile & Efficient Operations	<ul style="list-style-type: none"> Employ minimum viable product (MVP), iteration, and experimentation techniques to design module-based offerings that can be configured to rapidly changing customer and business requirements and objectives
		Integrated Services	<ul style="list-style-type: none"> Design a comprehensive set of workforce services that, when integrated together, meet organizational needs and drive performance results
	Digitally Mastered	Digitally Enabled	<ul style="list-style-type: none"> Leverage a cohesive set of digital technologies that promote workforce and talent productivity, engagement, and insights for decision-making
		Digital Mindset	<ul style="list-style-type: none"> Leverage traditional and digital technologies to become more synchronized and less siloed—with more advanced changes to current operating and talent models that are leveraged for digital and profoundly different from prior operating and talent models
		HR Consumer Grade Tools	<ul style="list-style-type: none"> Design & provide digital solutions that keep a quality customer experience at the forefront of development
	Customer Centric	Business Customer Intelligence	<ul style="list-style-type: none"> Deploy workforce services, with a deep understanding of the business products, services, and customers, that enables the workforce to better develop and deliver the business products and services to the external customer and meet business targets
		Business & Financial Acumen	<ul style="list-style-type: none"> Use knowledge of financial management and business operations principles and the business' financial and operational targets (i.e., assets, liabilities, expenses, cash flow, margin, balance sheet, accounts receivable, accounts payable), to ensure decisions and workforce services are fiscally and operationally sound and responsible
		Design Thinking	<ul style="list-style-type: none"> Design HR services, programs and solutions that are customer-centric and desirable by focusing on the solution from the HR customer perspective, deeply and empathetically understanding his/her needs, obtaining input from multiple resources, rapidly creating potential solutions, iteratively testing and refining the solutions until arriving at the preferred future state
	Data Enabled	Data Tested Solutions	<ul style="list-style-type: none"> Formulate hypotheses, build prototypes, pilot, test, and conduct statistical analysis to make recommendations on the validity and reliability of a given workforce service
		Actionable Workforce Trend Analysis	<ul style="list-style-type: none"> Synthesize a variety of disparate sources to statistically detect, predict, and take action on trends that impact workforce performance
		Storytelling with Data	<ul style="list-style-type: none"> Present data in pictorial and graphic formats to clearly and effectively communicate insights and/or recommendations to a diverse set of audiences in a way that moves them to action

HR Capability Groups Defined

	Capability Group	Capability Name	Capability Definition
DELIVER	Engagement Oriented	HR Customer Experience Driven	<ul style="list-style-type: none"> Deploy the highest quality of workforce services, using data and feedback to generate creative, advanced, and original solutions designed with the customer at the center to delight the workforce and ensure efficiency and effectiveness
		Talent Planning, Supply and Management	<ul style="list-style-type: none"> Deploy a method and tools to use workforce data and analysis for effective talent planning, sourcing, and management services that mitigate organizational risk and cultivate future talent within the organization
		Organization & Workforce Information Accuracy	<ul style="list-style-type: none"> Deploy a strategy and suite of technology tools to ensure accurate, efficient, integrated and effective management of employee and workforce data, records, and transactions
	Impact Focused	Business Outcome Measured with Continuous Innovation	<ul style="list-style-type: none"> Use data and formal measurement channels track the performance impact of workforce solutions on business outcomes and continuously improve and adapt services/offerings to meet the changing requirements of the business
		Ethically and Compliance Dedicated	<ul style="list-style-type: none"> Interpret employment law and policies, apply compliance knowledge and management offerings to protect organization, mitigate people-related risks, ensure ethical standards and behavior are upheld and practiced
		Capability Development Invested	<ul style="list-style-type: none"> Deploy workforce and talent capability development services/offerings that recognize and cultivate enhanced potential in others, and motivate, accelerate, and effectively prepare talent for future jobs
SUSTAIN	Network Connected	Internal/External Partnerships	<ul style="list-style-type: none"> Develop and maintain a cohesive system of internal and external relationships to provide continuous feedback, ideas, information, and access to HR leading practices and intelligence
		Inclusive & Multi-disciplinary	<ul style="list-style-type: none"> Enable a culture of inclusion and develop and maintain internal and external communities of knowledge where multi-disciplinary resources with different perspectives can collaborate on the design, development, and deployment of HR services
		Cross Functional Teaming	<ul style="list-style-type: none"> Enable the organization, team leaders and team members to create and lead high performing teams with cross functional perspectives, capabilities, and experiences to facilitate better business outcomes

THANK YOU

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