

## CAHRS Working Group Future of Work, Impact on HR, and Changing Competency Models for HR Leaders

Hosted by Accenture  
London, UK | March 6, 2018

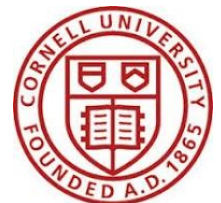
### Participating Organizations:

Accenture  
American Express  
Barclays  
Bloomberg  
Bristol-Myers Squibb  
Cigna  
Cornell University  
General Electric  
Johnson Controls  
JPMorgan Chase  
McKesson  
MetLife  
PGIM Real Estate  
Procter & Gamble  
SC Johnson  
Stanley Black & Decker  
United Health Group

### Key Takeaways:

1. The future of work is being shaped by a number of forces of change, including digitalization, globalization, demographic shifts, organizational redesign, mergers and acquisitions, and senior leadership transitions.
2. Organizations are looking to HR to set the tone for how to manage the increased volatility and ambiguity, which creates a number of new imperatives for the function. Underlying each of these is a need for flexibility, communication, and cultural sensitivity.
3. Changes related to the future of work have put a spotlight on certain capabilities across the HR function, including agility, analytics, coaching, design thinking, and organizational sensing.
4. The future of work is redefining the role of Human Resource Business Partners. Some companies have elevated the position to make it more strategic. Key differentiators include courage, data savvy, digital competency, external engagement, and intellectual curiosity. A variety of approaches are being used to close gaps in these areas, including Chief Executive Officer modeling, local learning, and mobility.
5. Centers of Excellence are also in transition. Business insight has become an increasingly important differentiator for COE leaders, along with analytics, branding, and design thinking. COEs must navigate a number of tensions emerging from the future of work, such as the desire for both tailored solutions and efficiency.

Managing the workforce and workplace of the future will be increasingly challenging in a world that's being turned upside down by technology, globalization, demographics, and environmental challenges. The changing nature of work has enormous implications for how organizations may need to rethink the delivery of HR and the key competencies for HR leaders over the next five to 10 years. In this CAHRS working group, we discussed the future of work, underlying people and HR challenges, and implications for the HR function and competency models. A few of the key themes and insights that emerged during the day are summarized below.



### Key Themes on Future of Work and Its Impact on the HR Function

- The future of work is being shaped by a number of forces of change, including digitalization, globalization, demographic shifts, organizational redesign, mergers and acquisitions, and senior leadership transitions.

- Organizations are looking to HR to set the tone for how to manage the increased volatility and ambiguity, which creates a number of imperatives for the function. For example, how do we shift people’s mindsets so they welcome rather than resist change? How do we help people adapt to changes in their roles and encourage continuous learning and skill updating? How do we communicate change and the opportunity for personal and professional growth so that it presents as a compelling part of the value proposition?
- HR needs to be mindful to bring the business along on these changes. This will require a shift from delivering packaged solutions to co-creating with clients. Also, because the operating model of the business remains volatile and ambiguous, HR will need to be more nimble and agile, build new tools, and adopt more of a consulting role.
- Rigid frameworks, tools, and models have a limited shelf-life given the rapid rate of change. These need to remain nimble and tied to the big picture. The goal should be to provide some structure and direction, while allowing for flexibility.
- Communications is critical for driving change, although it is often under-resourced in HR. It is important to keep the story flexible and thematic.
- In a more interconnected world it is increasingly important to collaborate beyond one’s own ecosystem.
- Globalization adds additional complexity to these issues. It is critical to recognize the cultural nuances that exist across geographies and to avoid one-size-fits-all approaches. It can be more difficult to flex across some geographies (e.g., Europe) than others (e.g., North America) due to greater cultural and institutional heterogeneity.
- Across HR these changes will put a spotlight on certain capabilities:
  - ◇ Agility,
  - ◇ Analytics (for insight and prediction),
  - ◇ Coaching,
  - ◇ Consulting,
  - ◇ Consumerism,
  - ◇ Design thinking, and
  - ◇ Organizational sensing (knowing the organization and building trust).

## Key Themes on Rethinking the Role of HRBPs

- The future of work is redefining the role of HRBPs, so much so that some companies are asking “what is an HRBP?” There are some in the field who hold the title, but are not serving as true business partners.
  - In an effort to make HRBPs more strategic, some companies elevated the position, restricting it to those who are director level and above. Initial efforts often went too far: too lean. This, combined with concerns about the impact on the internal pipeline of HRBP talent, led some companies to expand to the manager level. Companies have also created some hybrid roles that give people some HRBP exposure.
  - Within the HRBP role, changes surrounding the future of work have led to certain capabilities emerging as key differentiators:
    - ◇ Ability to drive innovation,
    - ◇ Agility,
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- ◇ Courage,
  - ◇ Data savvy and analytics,
  - ◇ Deeper business background (which facilitates co-creation),
  - ◇ Digital competency,
  - ◇ Diversity and inclusion,
  - ◇ External engagement (both to promote Corporate Social Responsibility and to stay abreast of trends),
  - ◇ Growth mindset,
  - ◇ Intellectual curiosity, and
  - ◇ Talent architect.
- Companies have adopted a variety of different approaches in order to close critical competency gaps among their HRBPs, including:
    - ◇ Business line experience,
    - ◇ Cross-pollination (i.e., bringing together business and junior HR people),
    - ◇ CEO modeling (e.g., visible adoption of digital tools),
    - ◇ Local learning (e.g., lunch and learns, webinars), and
    - ◇ Mobility (e.g., rotations across businesses and geographies).

## Key Themes on Rethinking the Structures of COEs

- COEs are also in transition and create changes related to the future of work.
- Although COE leaders still need deep subject matter expertise, business insight has become an increasingly salient differentiator. To rapidly infuse this business insight, some companies are having COEs involve HRBPs in discussions so they can work together to satisfy business needs.
- Other critical differentiators for COE leaders include:
  - ◇ Analytics (e.g., insights, strategic workforce planning),
  - ◇ Branding, marketing, and external communications,
  - ◇ Consumerism, and
  - ◇ Design Thinking.
- COEs also face a growing number of tensions surrounding the delivery of solutions. For example, they need to offer tailored solutions while achieving some degree of consistency and efficiency. In addition, COEs need to effectively leverage internal resources while recognizing when it makes sense to partner with external entities (e.g., consultants, universities).
- Some companies have introduced new COEs focused on the employee experience and onboarding.

**This Summary Report was prepared by Brad Bell for use by participants of the Future of Work, Impact on HR, and Changing Competency Models for HR Leaders Working Group.**

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