Transformation of Human Resources Management to meet Current Business Realities – Synopsis

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In the year of 1997 Professor Dave Ulrich from the Harvard University introduced the next agenda of roles to be played by a Human Resources professional such as Being a Strategic Partner, an Administrative Expert, an Employee Champion and a Change Agent (Ulrich, 1997). Since then the business dynamics and the work force dynamics that closely coincide has influenced Human Resources Management to go through tremendous change and Transformation. The mandate for Human Resources Management function and the role of a Human Resources Executive sitting in the Senior Leadership teams of organizations had drastically changed.

The transformation of Human Resource Management can been seen in three phases such as initial focus era, early focus era and the current focus ear.

Initial Focus Era
During the initial focus era, Human Resources function was used as a means of enhancing the operational excellence, improving the service delivery through performance management and accountability mapping and assisting in technical process enhancements through proper HR planning.

Early Focus Era
In the early focus era, Human Resources function was instrumentalized in delivering on the organizational operational expectations through timely recruitment, retention and employee engagement. Also getting the house in order such HR could focus on more strategic aspects of the business.

Current Focus Era
The current agenda of Human Resources focuses on devising strategies to manage organizational talent, optimizing the efficiency of the organization through the separate focus on the strategic and transactional work. Also the time has come for HR to take a look at itself in upgrading its skills set which are needed to manage the current organizations and workforce dynamics. One of the most predominant contributions of Human Resource Management has been on the development and partnering with leadership.

Why Transform?
The need for the transformation of HR has been positively influenced through the below mentioned reasons.
- To reduce cost and better manage cost of internal process
- To improve the service levels to line management and employees
- To align the organizational with common objectives
- To benefit from technology and empower line management and employees
- To free internal management to focus on strategic issues
- To concentrate on core business and sustaining core competences of the organization

The following realities as much as charactering the current business realities have also changed how organizations and employees are managed in meeting market and business demands. This transformation has been necessitated by not only of the changes of the workforce demographics, but also the demands and the expectations of the workforce.

- Globalization remains to be a key catalyst in shaping how we do business

By the year 2013 the developing countries accounted for 50% of the Worlds GDP, where it is projected to grow to 55% contribution by the year 2018, centering businesses in the newer economies. Trends such as leadership, Talent acquisition, developing capabilities, analytics and HR transformation has been influenced by the globalization. Organizations would seek to source for their talent requirements from global labour markets whilst localizing to match the local cultures.

- Mobile and cloud computing

Technologies such as mobile and cloud computing has change our access to information. Technology has changes the way we work and collaborate. No more is it required for teams and individuals to operate in the same location at work. Teams and individuals could operate from remote location but collaborate in the same manner as if they were working physically present together. Technology also has made tremendous advances in analytics and how we make decisions. Machine learning and artificial intelligence has disrupted areas such as manufacturing, engineering and investment decision making.

- The changes in the work force with the entrance of the millennial

The characteristics of the baby boomers and the Gen X of having long commitments to their jobs and specialization in one chosen focused area has changed over time with the entrance of the millennial. The millennial workforce is more free to choose on what they like to do as opposed to what is available, not being committed to one organization or career, but rather committed to their aspirations. The management styles of command and rule would no longer apply to the management of millennial. Also long term career ladders, plans or structure would not appeal as they can be perceived as trapping or time consuming.

The focus on work would premise on opportunity and learning.

Human Resources Management Trends
The trends of transformation and focus of HR in the 2014 can be clusterised into three main areas.

1. Lead and Develop
The quality and the maturity of leadership have been diminishing over a period of time with the entrance of new leaders being bestowed with leadership roles early in their lives. As a result the need to broaden, deepen and accelerate leadership development at all levels of the organization has become a predominant agenda for organizations. Also developing the skill set for leaders to operate in a more global landscape understanding global workforce dynamics and capabilities. Also the need to reorganize way organizational learning takes place in a more autonomous and automated environment (Canwell, et al., 2014).

2. Attract and Engage
The needs to innovate the way organizations attract, source and recruit talent and access talent all levels of the organization and how to proliferate the organizational brand image. Use engagement in work force and drive passion for business and manage through workforce

diversity and seek out way to help overwhelmed employees deal with the flood of information and distractions in the workplace (Barry, et al., 2014).

3. Transform and Reinvent
The need to create a HR platform to cater to a diverse global workforce whom is both robust and flexible enough to adapt to the local needs as well. Upgrade and re-skill the HR teams with skills required to manage the new agenda of business and workforce. Re-innovate the HR strategies and frameworks in line with the business dynamics and workforce dynamics (Benko, et al., 2014).

Lead and Develop
The need to develop leaders as all levels

- Organization feel the need to develop leadership and leaders at all levels as a result of bringing younger leaders faster and developing leaders to operate in more global platforms. The younger leaders would certainly posses the functional knowledge and expertise, but may not have the tacit knowledge of situational management or the maturity to manage followers.
- Leadership development remains the biggest talent issue faced up with organization today with lot more younger leaders moving across organizations and industries. In a global survey that was conducted 86% of organization cited leadership development as a urgent requirement in fulfilling the readiness gap of leadership.
- The 21st century leadership is different. Organizations are facing leadership challenges such as developing millennials, meeting up with demands of leaders with global fluency and flexibility, building the ability to innovate and inspire others to perform, understanding the rapidly changing technologies and new disciplines and fields.

1. Leadership
One of the biggest impediments for organizations to grow and face the challenges of the future is the shortage of leadership. Not only organizations are developing adequate leadership, but the leadership they develop is also not equipped with the required set of skills they need to succeed.

Competencies of a 21st Century Leaders
Given below are the competencies that leaders of the 21st century should posses in meeting business and organizational dynamics.
- Business Acumen (Ability to understand the core business and contribute to same)
- Collaboration (Having the ability to build cross functional and cross geographical teams)
- Global Cultural Ability (The ability to manage diversity and inclusion)
- Creativity (Driving innovation and entrepreneurship)
- Customer Centricity (Enhance effective customer relationship and customer experience)
- Influence and Inspiration (Setting direction and driving individuals and teams to achieve organizational goals)
- Building Teams and Talent (Developing people and creating effective people) (Canwell et al., 2014).

2. Developing Talent

The biggest impediment in developing talent in the current organizational context is un-coordinated structure of Learning and Development focused towards organizational business goals.

The need to redefine Corporate Learning
- The traditional training is being revolutionized by flipped classrooms, through learning centric models, and an explosion of content delivered over a variety of new online and mobile platforms.
- Online learning through content and technology to be a compelling experience for employees.
- By empowering employees to become equal partners in the learning process, HR organizations can foster a culture of development and growth.

Moving from Training as a "Push" stance to a "Pull" Stance
Traditional training focused on identifying the training needs of employees as per their role expectations and allocating them to appropriate training interventions and push down the content either through a class room or conference oriented setup. Today the millennials expect a continuous learning process where they seek to learn on their own with the requirements of their roles. And for that content and accessibility for learning should be available. Learning portals, digital knowledge centers and knowledge hubs have redefined the way the millennial employees learn.

Redefining performance Management
Replacing the performance Management processes that focus on rank and yank to a more coaching and development based performance management. Also manage performance through a social media setup where performance management is used as a tool for motivation and encouragement.
- The rating and ranking based performance management is damaging employee engagement, and alienating high performers expending managers' valuable time in managing employee expectations.
- Leading organizations are scrapping their annual evaluation cycle and replacing performance evaluation with ongoing feedback and coaching designed to promote continues employee development.

Attract and Engage
   1. Attract
There is a need to deploy new approaches to attract talent in the new battlefield of Labour Markets. Organizations need to give candidates a reason to join them and be a part of their teams (Barry et al., 2014).
- Organizations battling in the labour markets to recruit and acquire talent must compete on global talent networks, social media and on employer brands.
- Organizations failing to embrace the new realities of attracting employees would fail to acquire the required skills and the best talent from the market.

The Transition from Recruiting to Marketing
 Organizations are to deploy candidate engagement tools from the point of being notices as a potential organization to the point where the candidate takes the decision of joining the organization. Organizations are to make their presence in channels such as social media, and knowledge communities to showcase their core competencies in attracting the potential

talent. Organizations are forced to treat their employer brand like a consumer brand (Barry et al., 2014).

2. Engagement
Organizations need to focus on retaining employees as the job roles increasingly become knowledge intensive.

Employee engagement is multi fold
- Work Engagement
- Social Engagement
- Intellectual Engagement
- Seek Development as part of the job, but not a perk
- Involvement in the bigger picture

Transform and Reinvent
The re-skilled HR Team
1. The need to transform HR Professional to Business Consultants

The impression of the business leaders is that their HR Teams are underperforming or just getting by in terms of the expectations of the organization and also adding value to the business. To become an effective HR Business Partner, HR teams need to develop deeper business acumen, build analytical skills to underwrite their leadership and to learn to operate as performance advisors.

The HR Skills that needs to be possessed by a 21st Century HR Specialist are (Benko, 2014);
- Technical HR Skills
- Labour Market and workforce knowledge
- Managing service operations
- Technology and Analytics
- Business and industry acumen
- Global insights
- Management and leadership
- Project and change management skills

2. Talent Analytics in Practice

HR professionals need to gather and analyze data relating to Talent in the organization in order to enable business make more informed decisions relating to Talent. HR needs to evolve into a data driven function where the information and insights would enable predictions pertaining to talent which will enable advanced workforce planning. More and more organizations are investing in a new role that sits in the HR department as an HR Analyst.

Conclusion
The transformation of Human Resources in the current dynamics necessitate not only warranting to add value to the core business, but also provide the required business consulting which will give the organization insights as to how it has to transform in meetings future challenges. Hence the role of a partner and a guide.

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