

# 11 PREDICTIONS TO GUIDE YOUR TALENT STRATEGY IN 2017



The need to “be digital” is prompting organizations to completely rethink ways to manage, engage, lead, and develop people. In latest research, Bersin by Deloitte observed 11 rapid technological, structural and cultural changes that we expect reshape the way we work in 2017.

## **Prediction 1: Organizational Design Will Be Challenged Everywhere**

The redesign of your organization does not mean doing a spans and layers analysis; it means looking at the way work gets done, study organizational networks you have (using organizational network analysis), and then designing work to support cross-functional success cases, it means making teams smaller, creating more open office spaces, creating new cross-team roles, and often changing functional leadership.

## **Prediction 2: Culture and Engagement Will Remain Top Priorities**

Sixty-four percent of companies measure engagement once per year, 11 percent once per quarter, and 7 percent more frequently than per quarter—but 18 percent never measure engagement at all, so the market still has a way to go. (Surprisingly, only 4 percent of companies measure social media to understand their employees' sentiment, a number which is far too low.)

## **Prediction 3: Real-Time Feedback and Analytics Will Explode in Maturity**

Driven by the need to understand and improve engagement, and the continuous need to measure and improve employee productivity time feedback and analytics will explode. The feedback tools market is now more than \$300 million in size and growing at more than 1 percent annually.

Most major HR software tools are now embedding pulse survey tools, activity streams, and other techniques for feedback. Most new performance management tools are including these features as well.

## **Prediction 4: A New Generation of Performance Management Tools Will Emerge**

Today's performance management practices are being integrated with disciplines, like engagement surveys, social recognition, career management, and continuous learning. The whole process of “managing and assessing performance” is one of setting goals, discussion progress, and coaching people to improve. As part of that process, we want to capture feedback (for the leader), plan for the next role, help people to plan their careers.

## **Prediction 5: A Focus on “Human Performance” and Wellbeing Will Become a Critical Part of HR, Talent, and Leadership**

The prediction here is not that the technology vendors will come together—the real prediction is that you, as an HR leader or practitioner have no choice. You should consider things like email policies, nap rooms, exercise programs, and hundreds of other environmental programs as part of your “human performance” strategy. Even the L&D organization, which is going through a disruption of its own, should redefine its role as one of “helping people to perform,” not just “delivering great training.”

### **Prediction 6: Focus on Employee Experience Will Overcome Process Design in HR**

Today, in the “overwhelming” always-on technology environment of work, there is no way to do this by designing another “training program” “on-boarding program.” You have to study and design the “learning experience” and “on-boarding journey.” We have many examples of this research library; in 2017, it will become central to your role, your mission, and your function.

### **Prediction 7: Digital HR and Learning Will Help Us to Reinvent L&D and HR Systems**

The part of HR that seems to be most under stress is the way we train and coach our teams. You have to seriously think about what “digital learning” experiences mean—and apply the disciplines of design thinking to the way people learn. We are going to be reintroducing our new High-Impact Learning Organization research in 2017, so stay tuned for more on that topic.

### **Prediction 8: The Leadership Market Will Start a Steady Process of Reinvention**

Remember that leadership is learned by doing. We should push young people into leadership roles, give them the support they need, and coach them so they can grow and improve. The traditional model of identifying leaders through a nine-box grid and then waiting until they are “ready to lead” is simply too slow. Today’s teams need leaders who can lead projects, customer situations, and service teams. These are often individuals who have natural leadership skills or inclinations. If we can redesign our leadership strategies to empower and support these people earlier, and focus on the “digital skills” of leadership, this market can reinvent itself.

### **Prediction 9: Diversity, Inclusion, and Unconscious Bias Will Become a Top Priority**

The most “highly inclusive organizations”:

- Generate 2.3 times more cashflow per employee
- Generate 1.4 times more revenue
- Rate themselves 170 percent better at innovation
- Are 180 percent better in their ability to adapt to change
- Are 120 percent more capable of meeting financial targets

So the bottom line is pretty simple—building an end-to-end inclusion focus (including sourcing, hiring, assessment, development, lead selection, compensation, and career progression) is just good business.

### **Prediction 10: The L&D Function Will Continue to Struggle**

What has really changed for 2017 is the fact that today L&D should embrace “selfdirected learning” and truly build a “learning experience helps individuals at all levels to learn all of the time. This means adopting microlearning and an open video learning platform:

- Highlighting the issues of learning culture for leaders
- Prompting people to look at job rotation and continuous onboarding programs
- Helping leaders to understand that coaching, developmental assignments, and career conversations are the foundation of building a organization

### **Prediction 11: The Future of Work Is Here and HR Is in the Hot Seat**

The future of work is not simply about using technology to replace people. The real “future of work” issue is all about making jobs “more human”—redesigning jobs, redesigning work, and redesigning organizations so that the “people side” of work has even more important focus than ever.

Click here (<http://www.berstein.com/uploadedFiles/predictions-for-2017-Source: Bersin by Deloitte>)