Next Frontier for Human Resources – Future Workplace

Dr. M.R. Jhansi Rani

Head-HR, Associate Professor

ISBR Business School, Bangalore

Mail ID: dr.mr.jhansirani@gmail.com

Abstract:

Over the last decade, we have observed and sometimes been involved into the strong debate on the technological transformation that is taking place in today's business world and how it is impacting human's life at a quick pace. This is observed and experienced more significantly in the workplace where works or jobs that presented a decade back are wither vanished or changed. While there is no contradicting fact that technological transformations has been replaced most of the jobs and developing a unique space in people's careers itself is nothing new. But, if it is thought deeply, jobs and opportunities are not getting evaporated. Instead, demand for valued jobs is getting enhanced up. So, the present study highlights the fast changing technology and its impact on workplace and the challenges and opportunities of workforce.

Key Words:

Technology, Artificial Intelligence, Disruption, Convergence and Transformation

Introduction

"Transformation is not a future event. It is a present activity"

Jillian Michaels

As it is rightly proposed by Mr. Jillian, change and innovation is not new to the universe and even to the people. Hence, the future is not a new phenomenon. But, reinventing people selves is a new phenomenon. There's been gigantic disruption, adaption and transformation in the last few

years with technology impacting virtually in every moment and aspect of life. Automation has created virtual process in almost all the inventions in serving customers with reduced inefficiency and influencing bottom lines. It's apparent that the next sign of technology will impact on the total functioning process of jobs; massive layoffs of outdated skills and massive opportunities for the updated skills could be taking place impacting directly on the economy.

Time has a way of turning assets into liability. In the similar way everyone's knowledge has its own shelf life. There no option of resistance for any species or business organization and evolving every moment in line to transformation is obvious. Hence, The future is only for a learning mind. So what is the secret of transformation management? The answer could lie in systems thinking i.e. focusing on the inter-connectivity of systems and balancing the resisting and harder factors of change with the softer facets of mindsets and culture.

If we look into the theoretical models, 7s Framework of McKinsey presents one such organized model that can lend us to manage transformation in a holistic approach. This model categorized seven elements into Hard Elements and soft elements. Hard elements are strategy, structure, systems and the Soft Elements are shared values, Style, Staff and Skills. This provides an insight to forecast and evaluate present skills and competencies and the flexibility to adapt change.

It is not necessary to say that, majority of the organizations invest more effort on hard elements to fix up with the codes. When it comes to the soft elements, they don't pay much attention because, the soft elements are complex to quantify and even trickier to implement as they as they profoundly injected into people thoughts and attitudes. Therefore it is very much important that organization along with HR isolate these procedures while formulating the intervention for HR development.

Every now and often, Prophecies of vanishing jobs through automation and technology, coupled with news of lay-offs, create a hallucinogenic cocktail, strong enough to blur the vision of HR professionals. With every passing decade, the pace of change gets faster, and the key driver has been Technology! Defining and redefining business process has become critical factor since from the last few decades and has become imperative to people to adapt changes came out of disruptive innovation. Event the same will continue to evolve since it has become a constant play for the workforce. Here the question to consider is, with quick swift of AI/automation, system

take over and elimination of surplus manpower, while saving significant Cost/time, is the "technology will replace jobs", "robots" and "chat bots - the job killer theory" justified.

These predictions are not valid if look at them from 'Future or work - the evolution at workplace' perspective. However, the biggest disconnect in such studies is the assessment of future job roles. The hypothesis is that the number of jobs is fixed - which details the concept. a new study by Consulting firm McKinsey and company, *jobs lost jobs gained workforce transitions in a time of automation* recognizes that automation will be a creeping process. Based on its analysis spanning 46 countries, McKinsey projects that up to one-third of all work activities will be automated by 2030, with a midpoint of 15 percent. The profession will vary across countries.

One can't escape it! Everywhere you turn AI applications bound. If we look back job displacement has been the sign of evolution. The workforce shifted away from labor-intensive assembly-line manufacturing to cognition-based activities and services. Any monotonous job is at the jeopardy/advantage of being programmed. For example, the case of Foxconn in China, which produces the iPhone, has specified that robots have already been replaced in the place of about 60,000 workforces and will replace 70 percent of the organization's assembly-line work by the next year.

Is Artificial Intelligence a Threat for Employment?

The key recommendation of the McKinsey study posits, "Automation Technologies including Artificial Intelligence and Robotics will create significant benefits for users, businesses, and economies, improving growth in economy and productivity. The impact of these technological changes on employment is completely depending on the consideration and the intensity level of adoption and development, development of economy and growth in work demand. Reason being, for every change in technological to bring functional progression, there will be an equal need for high contemporary and creative skill-set to manage, plan and organize it for the next move of disruptive innovation. When it comes to the ever evolving technology manpower will also change to evolve and while few will be replaced, there will be new job roles and job categories to take over. Even as it causes declines in some occupations, automation will change many more 60 percent of our occupations have at least 30 percent of constituent work activities that could be

automated. It will also create new occupations that do not exist today, much as Technologies of the past have done."

According to one of the popular survey, it is found that 65 percent of the school children who are starting their schooling will end up with completely a different job role that which is not existed today. The world is imbibed with such transformations which will soon introduce the fourth Industrial Revolution to the fullest extent.

Now, one should get a strong question that what is the future of next generational employees?

The answer is partnering skills with transformation to be consistent with the innovation. The transformation brought huge debate among the people which segregated employees into two categories. One category who show willingness to adapt the changes and to compete with the world. The other The debate on these transformations is often divided between those who think there will be plenty of new future opportunities and those who think there will be plenty of layoffs due to redundancy of current job roles. According to a report by World Economic Forum, the reality is highly specific to the industry, region and occupation in question as well as the ability of various stakeholders to manage change.

When it comes to now, what does human resources industry as its role?

A significant one for sure….

Role of HR to be a Future Frontier

Change Adaptation is great solution and early one at that will provide organization the competitive advantage! Business consistent survival or sustainability would denote one and one thing only – being ready for the future by foreseeing it! And how that could be obtained? By molding the workforce in accordance to the future! This is where HR will be the essential power in imparting and leading the change among the employees.

HR is the direct resource which has been experiencing critical transformations. Thanks to the great evolution of IT since from the last two decades which has been taken place. Today, Artificial Intelligence is restructuring the way that organizations administer their people and make workforce strategies, which enhances the outcome and effective engagement of employees in general. While companies realize that to get ready for the future is to invest on both technology and their workforce, human resources will have to associate with technology and employ it as the critical enforcer for skill development

There are lots of ways people resources can take the advantage of AI to be future prospective. The artificial intelligence has significant influence on HR in accordance to IBM's survey on HR executives, which inferred that 46 percent of the respondent believe that AI will change their HR acquisition means while will AI substitute HR

Several survey and cutting edge logic will point out that Technology of AI will be helpful rather than being a replacement of people. Here are few specific function where AI can aid people and make knowledgeable decisions one unbiased candidate selection scrutiny to candidate orientation, outreach program and appraisal 3 different HR insights and training & development for effective performance & compliance and legal counsel 5 career enhancement 6 real-time dashboards and reporting 7 projective attrition rate and retention strategies 8 fair, equity and cognitive reward.

AI aided techniques attached with the people touch would deliver about more influential and smart HR solution in the future AI has the power to generate more HR oriented work environment or workplace. Human resources role turns into progressive and responsible for driving organizational productivity and enriching the potential AI is one of the vital and significant technological trends that human resource leaders and managers can embrace to manage HR efficiently.

HR plays a very crucial role in creating conducive environment for the organizations to adapt the changes that which exists due to technological innovation and disruptions. Such a transformation not only stresses a new talent sets of people but also a Paradigm transfer in the values and culture of business organizations altogether do mean that business organizations require to change and evolve their core culture and values. Not really the transformation fundamentally means evolution of new policies, procedures, strategies, structure and allowing young ones who could manage the change by being leaders and the developers to train the existing employees in accordance to the changed requirement.

While certain skills are at risk by retrenchment or layoffs and certain jobs are having huge demand, present jobs are also undergoing a transformation in the talents and/or skills necessary to do them. The HR specialists should focus at both the potential areas that which can be and that

which cannot be replaced. For the skills or jobs that bring a threat of computerization and automation, effort to exert has to be made to discover what the future required skills are in order to be contemporary and how to be advanced and to redefine the HR accordingly. So what about those skills that cannot be replaced in accordance to the changes that have been taking place? Why do they require our attention on these changes? The answer again would be to prepare for the next disruption, the future. We cannot conclusively predict that what a critical skill is set now and will remain critical over the next few decades. Change evolution and adaptation is compelling us to learn perpetually in order to build the required skills and competencies for the future.

Up brought significance of Artificial Intelligence is throwing a challenge on people and putting HR into dilemma to make cognitive and creative discretions to turn that as opportunity. But, people are the once who are disrupting the innovation with differentiation, which clearly shows that business organizations have to keep investing on people to run out of the risk to be future ready and also to continues to evolve.

HR into Digital & Analytics

The convergence of digital and analytics for HR systems are already here and the C suite requires identifying that as quickly as possible, effort to adopt the change and fastening its execution. An effective structure to approach this is to select customer use cases and imply them to HR and HR systems i.e. think of your workforce and employee ecosystem as "customers". For e.g. deploying machine learning models that predict and answer productivity and attrition linked questions such as productivity drop risk in front line sales or attrition in high risk categories, based on people variables such as demographical factors, qualification criteria, work tenure, pay structure, performance assessment data etc. or constructing a place for better sales incentive.

Conclusion:

Therefore, it is well known that an intersection of fast transforming technology and human flexibility and adoptability; however, there is a gap. To bridge this, organizations have to be fastening to evolve to stay futuristic and ahead of the curve. Organizations that conducive for learning and development in accordance to the transformations could faster and govern smarter will to inculcate a consistent growth for their survival.

So what should we tell our future HR?

- In order to sustain in the game of change they need to create a culture to adapt, be agile in learning, engage with diversified people, be updated with data and technology, and yet be a human value centric.

- It's not just about what they learn but about how to learn.

- Learning not just new jobs but educating new ways of thinking will be a enduring asset.

- Have many multi talents (skills) – not be a one trick pony.

Looking at the ever changing job environment, the ingredients such as ever learning attitude, refactoring talent and analytics, developing dynamic and digital platform, adapting flexi-work and remote working to retain talents, attractive collaborative work environment, alliance and co creation and sustainable growing organizational culture would be the most demanding practices for both organizations and individual.

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