ExecutiveNetworks

The Future of HR
Top Trends for 2020

A brief look at the biggest trends shaping the future of human resources

Get a glimpse of the future HR executive and their HR philosophy

Review top trends and key takeaways to prepare for industry change

Discover tools for achieving accelerated career growth

Introduction

Human resources is constantly facing new challenges, but the pressure on today's Chief Human Resources Officers and other HR leaders has rapidly increased as the long-term success of the most innovative businesses stems from the success of its people. Keeping abreast of the tools and techniques HR executives can use to promote growth is difficult yet necessary in a corporate culture of changing business models and integrated company structures.

See where the industry is headed in 2020 and beyond, and prepare for change by reviewing the trends that will impact your organization and the role of human resources.

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From Resources to People

Forward-thinking companies are combining the traditional roles of operations teams and human resources teams to create people operations. The people operations HR philosophy is the product of organizations recognizing the autonomy and individual attention today's employees need in order to power their own success and support their employers' competitive goals, which more often include building a genuine culture that attracts and retains top talent.[1]

This philosophy considers people the powerhouses behind successful companies; employees aren't simply resources to be used and replaced. This view marks a shift in the way organizations approach the management of employee recruitment, engagement and culture to ensure long-term business growth.

People Are Investments, Not Expendable Resources

Having a Talented, Dedicated Team is a Competitive Advantage

Growth at the Individual Level Leads to Growth at the Organizational Level

Engaged Employees Need Supported Autonomy & Guided Growth

Companies Must Balance Overall Goals with Employee Well-Being

The Enterprise of the Future

Although new business models and technologies are impacting the way enterprises evolve, HR leaders are finding themselves "straddling the needs of the legacy organization while planning to address the needs of the future." This allows them to play a large part in managing how companies manage talent, differentiate their brand and get work done.[2]

The new half-life of skills is between 2 and 5.5 years and more than 40 percent of the workforce will be contingent by 2020.[2]

A recent examination of the future of human resources by Deloitte shared several opportunities for HR executives to step into the role of strategist and catalyst in shaping the growth and trajectory of enterprises in 2020:[2]

- ✔ Shift the company to a social enterprise
- ✔ Invest in creating a partnership ecosystem
- ✔ Seek to include nontraditional talent
- ✔ Utilize a fit-for-purpose operating model

Deloitte pinpoints four specific areas that require big changes from human resources: mindset, focus, lens and enablers. These address trends HR cannot ignore, including the digital age, customer-centricity, communities of expertise, company culture, workforce engagement and unified engagement platforms.[2]

New Backgrounds & Expectations

To suit the industry's philosophy shift, organizations are expecting more from their human resources team. They're looking for experts who bring something new to the table, moving beyond traditional HR practices to introduce innovative approaches to the management of people and processes.

Chief Human Resources Officer ➜ **Chief People Officer**

Experience

Many well-known companies recruit talented professionals to lead their HR efforts who don't have long careers in HR. This trend of bringing team members with varied backgrounds on board is an effective way of supporting larger company goals, such as overcoming difficulties with brand reputation, digital transformation, employee engagement, diversity and innovation. The administrative-focused, traditionally educated HR job seeker is now faced with competition from those with well-rounded and unique histories in and out of the HR landscape.

New HR jobs also exist that require specific area expertise, making the field more specialized. Those new to the industry may not always need traditional experience but will improve their chances of success with a good grasp on HR basics and an area of specialization that aligns with greater organizational goals.

Skills[3]

• Process automation and strategic decision-making

• Industrial and organizational psychology

• Data collection, data organization and statistics

• Quality vs. quantity and initiative impact prioritization

• Employee engagement, loyalty and growth support

• People and process change management

• Culture and relationship development

The Evolving Roles of HR

AI, Data & Analytics:

AI and machine learning are changing the way we recruit, and HR executives must know how to use insights from data and analytics to create real change. Understanding how to use new technologies is essential for HR leaders looking to connect with top talent in meaningful ways and find new methods of managing their department in changing times.[4]

Automation:

Automation shouldn't be viewed as a cost-cutting tool in the year ahead; its main purpose will be redirecting the time, energy and skills of teams to accomplish more complex tasks or those of greater value. Ravin Jesuthasan, co-author of Reinventing Jobs: A Four Step Approach for Applying Automation to Work, reminds us that automation is also leveraged to limit functions at which people are inefficient, inconsistent or exposed to risk.[5]

John Boudreau, Ph.D., Professor and Research Director at the University of Southern California's Marshall School of Business and Center for Effective Organizations, says companies should be considering how to achieve "the 'and' of automation, not just the 'either/or'" because "it's not man versus machine, but man and machine working together."[6]

Agility & Flexibility:

Organizations are looking to human resources to lead efforts for greater agility and flexibility. This means driving greater productivity and making room for contingent work forms that can fill a team's absent roles and solve new challenges as they arise.[4]

Culture & Transparency:

Corporate social responsibility and transparency hold more weight in the world of social media and the always-on consumer. Employees are also searching for diverse workplaces home to a trusted and approachable management team.[4] HR is responsible for creating this environment and help the company uphold the values that matter most.

Empathetic Management:

Managers must be able to empathize with their teams' experiences and perspectives in order to provide them with the tools and support they need to stay happy, healthy and productive in their roles. HR needs to supply the education and training to power good workforce relationships and encourage better employee experiences and outcomes.

The Successful HR Leader Stays Connected

It can be difficult to keep up with best practices, let alone develop next practices, at your company as an HR executive. Adopting a holistic, strategic view to effectively solve complex people and organizational issues is not possible without the experienced support and camaraderie of likeminded professionals. The successful HR leader now and in the future is one who stays connected with peers and effortlessly in tune with the industry and its direction through their community.

Trusted Career Growth

There are many ways to stay up to date with trends to shape your department's processes and your career's trajectory. Working with analysts and consultants is a common option but often results in mainstream advice and high costs. And although having a strong trust factor in your connections is important as an HR professional, seeking help from a personal circle of friends has its limitations. Opt for a more exclusive community to find peers that can offer you deeper, productive insights and relevant content.

What HR Peer Networks Can Offer

New Perspectives for Supported Strategy & Innovation

An Antidote to Industry Isolation & Stagnant Growth

Advice on Implementing Next Practices & Trends

Best Practices vs. Next Practices	
Imitate	Innovate
Increase performance	Add capabilities
Maintain a steady pace	Grow more competitive
Keep up with current trends	Explore and establish new trends

Join EN, a trusted community for forward thinking HR leaders

EN connects HR leaders like you from across the largest, most complex and well-known global businesses through a valuable, always-on community so you never operate on an island. Learn from other HR leaders what works and what doesn't to stay on top of techniques that drive more value for yourself and your team.

An HR True Peer Community Built for You

Exclusive Leader Events:

Connect with true peers in an inclusive, confidential and vendor-free environment with in-person meetings and virtual events for endless opportunities to drive innovative HR approaches to your organization.

Community Curation:

Build a powerful external human resource network through an always-on, real-time curation service to define your needs, identify valuable contacts and share your expertise with others.

Invaluable Insights:

Uncover insights from a passionate community and on-demand content library to overcome challenges, manage change and improve your HR approach.

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or help getting started, contact us at:

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About EN

EN is a collection of exclusive, invitation-only member communities, specifically for People and Culture leaders from the world's largest, most complex organizations. With EN, you get access to a hand-picked collection of HR leaders, all helping one another navigate the unique challenges each face. The result? True peer connection, better business decisions, reduced corporate risk, and increased innovation. For more, visit executivenetworks.com.

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Endnotes

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