ISABELLE CHAPPUIS & GABRIELE RIZZO

HR Futures 2030

A Design for future-ready Human Resources

ROUTLEDGE

HR Futures 2030

A Design for Future-Ready Human Resources

ISABELLE CHAPPUIS AND GABRIELE RIZZO

Routledge
Taylor & Francis Group

Table of contents

Preface

Now more than ever companies need to be creators of talent, not users of talent.

Rapid technological evolution, changing demographics and shifting workforce expectations are leading us to ramp up the way we work, learn and serve our customers. As a global business-to-business powerhouse, Firmenich is the largest privately-owned fragrance, taste and ingredients leader, delighting thousands of clients who are, in turn, responding to rapidly changing consumer needs.

Creating an agile organization and an ecosystem that puts these changing customer and consumer needs center stage and empowers employees to be aware of critical megatrends is pivotal to be set up for future success.

MIEKE VAN DE CAPELLE
Firmenich
Chief HR Officer

Automation, digitization, and data will significantly impact 30% of our global workforce in the next 5 years, a figure that will only increase over the next decade. For Firmenich, our commitment as a leader in responsible business is to make this impact positive by proactively deploying upskilling initiatives to sustain the capabilities, productivity and retention of our talent.

Every responsible company has an activist role to play in the fight against human obsolescence. Understanding how technology and societal changes will impact skills across a variety of roles in the organization is a difficult but necessary task if we want to adequately prepare our workforce to remain the driving force behind our success.

Foresight thinking is a critical muscle every business leader needs to develop; not tomorrow, today.

I very much applaud the Futures series launched by Isabelle Chappuis and Gabriele Rizzo under the Futures umbrella of HEC Lausanne. Not only do they provide the right case for change, their approach offers a very practical, actionable framework for organizations to assess their gaps and strengths. Foresight thinking is a critical muscle every business leader needs to develop; not tomorrow, today. This HR Futures 2030 is only the beginning of the journey. Many of the new skills are interconnected into a larger universe of capabilities that span functions and organizational processes. This is what makes this work not only pioneering, but truly impactful when accompanied by a clear vision of the future. Are you ready?

We are called to be architects of the future, not its victims.

Richard Buckminster Fuller
Architect, 1895–1983

Executive summary

Technology is impressing change onto society at a speed we cannot grasp. Technology grants impressive feats and extraordinary gains: a Maasai Warrior on a mobile phone has better mobile communications than President Reagan did 32 years ago; and, if he were on Google, he would have access to more information than President Clinton did just 20 years ago. In this accelerated and evolving world, fractally multifaceted and in persistent metamorphosis, the dimension of market and business has to chart a new course to keep thriving in complexity, uncertainty, and the unknown. It is not so much a choice as a tenet; since the birth of society, business has been fundamental for it to sustain and grow. Organizations are the capstone here, being the crossroads where work meets economy. The function of HR is the key ambassador in this journey, as the boundary between the human dimension and the industrial complex.

As the sheer reach of the incoming tidal wave of transformation is revealed by the changes we are experiencing today, we need not to consider it as a wave, but as a warm-up instead. To anticipate, understand and channel the forces at work in the impending landscape ten years out, we need to field all our capacity to foresee, and to be prepared for, the unforeseen.

Why a "design"? The scope and complexity of the challenges lying ahead in the world of work demand a different approach than that offered by a classic "strategy". This book aims to

frame the problem and present a way forward while acknowledging that there is inherent and fundamental uncertainty in both the problem definition and the proposed solution.

Accordingly, leaders will make their best initial assessment of the environment, formulate a way ahead, and move out. But as they move, they will continually assess the environment to ensure that it responds in a way that is consistent with achieving their goals. Where necessary, they will need to make adjustments, thereby challenging themselves to approach the limits of performance.

A common misconception regarding futures thinking (say 10 years out) is that decisions only exist in 2030. Decisions do not accumulate at the further end of the time horizon.

This Design for Future-Ready Human Resources is a guide for this endeavor. It aims to provide the right lenses through which to focus behaviors and investments, looking out to 2030 but with actionable decision cues in the present. A common misconception regarding futures thinking (say 10 years out) is that decisions only exist in 2030. Decisions do not accumulate at the further end of the time horizon. Some decisions might need to be made today, or in three years' time, to have the desired effect in 10 years. And maybe other factors need attention, or a refocus, to prepare the ground for that decision

to be made in three years, both this year and in the years to come. More details about programs, funding, timelines, and industry-specific tailoring are part of a detailed execution of this Design into a Strategy that we try to prepare the reader for in the chapter about Constellations.

We explored a multitude of futures employing state-of-the-art foresight methodologies used in the world of Defense, combined with the expertise of the Authors and HEC Lausanne at the University of Lausanne.

The results are a mythology (keep reading for more details), a selected assessment of Traits of Futures, a detailed description of the disciplines envisioned in a future-ready HR, and an actionable plan to prepare future HR leaders with the skills they need.

A NEW MYTHOLOGY OF THE ORGANIZATION
Our work starts with the definition of five mythological figures – the Demigod, the Centaur, the Knight, the Minotaur and the Monk – to provide metaphors representing the different levels of integration (in their functional, physical, or other meanings) between human and autonomous, intelligent machines. By offering a chance to relate to the appropriate archetype, the Mythology is an atlas to situate oneself in the evolving geography of the HR function and navigate its changes without being in uncharted waters.

10 TRAITS OF FUTURES FOR WORK AND HR
"The" future does not exist: there are infinite possible trajectories from today to 2030, and thus the future comes in many guises, what futurists call "images of the futures". We explored eight possible futures combined in 32 variants to pinpoint the characteristics in them most compelling, urgent, and transversal across the range of futures. These Traits of Futures have a connection to weak signals surfacing in the present, making them relatable and forward-looking at the same time, to provide a strong drive to long-term thinking for the futures of work and HR. The 10 Traits are:

- **More, Faster**: the speed and impact of technology, exerting a change on skills and upskilling, stages of working life, and organizations' processes conducted organically, from recruitment to retirement.

- **Digital's Cleaving Power**: the re-ontologizing might of digital technologies that allows to "cut and paste" meaning in our reality.

- **Community**: the self-organized human response to transitions happening at a very high speed, mediated by cyberspace and technology.

- **Trust**: the intangible enabler for organizations to surf the tidal waves of disruptions through the empowerment of individuals and the technology they are using and developing.

- **Centaurs & Knights**: the new and different ways in which the compression of time brought by exponential technologies forces different generations to integrate the best of human and machine intelligence.

- **Dematerialized Work**: transformational takeaways for new strategic setups of organizations facing taskization, pulverization, and servitization of work and economy.

- **AI & Humans**: the capacity of artificial intelligence and machine cognition to scale individuals up, out, and within.

- **Opportunities**: technology-mediated potentials to overcome boundaries of careers, positions, education, gender preconceptions and the physical presence of individuals and even institutions.

- **Enabling Laws**: the jurisprudence enabling a new enforcement of ethics in data, social security and cyber security, bringing fairer and more equitable access to abundance.

- **New Value Schemes**: the new generation's posture towards business encompasses trust, responsibility, attention, merit, and sustainability as part of the most privileged core assets for companies.

22 DISCIPLINES FOR A 22ND-CENTURY-ORIENTED HR

The Traits of Futures are the main forces to be factored in the equation of the futures. They model, like incorporeal potters, the clay describing the future landscape. Depending on their combination, the resulting "vase" has a different form, fit, and function. In this book, we identify 22 Disciplines, some evolving as bifurcation and recombination of existing HR roles today under the drive of the Traits, others blossoming just in the fertile terrain of the futures. The initial cues for this analysis emerged from more than 350 future ideas and concepts across the range of futures.

As new disciplines will surface, aggregate and develop in uncharted waters of the futures, new HR leaders will need to grow their skills to understand this sea, navigate its waves of change, and make the team thrive in a solid ship.

We designed these disciplines as support for the assessment of organizations' current level of future-readiness, as a potential lever to empower their evolution, and as a guide for HR leaders to prepare and anticipate the change. To support readers towards targeted actions, we also propose visual guidelines towards becoming more future-enabled both for individuals (according to their archetype in the mythology) and for three tiers of organizations (small and medium-sized enterprises (SMEs), Public Administration, and Multinationals).

A PLAN FOR FUTURE HR LEADERS

As new disciplines surface, aggregate and develop in uncharted waters of the futures, new HR leaders will need to grow their skills to understand this sea, navigate its waves of change, and make the team thrive in a solid ship. To undertake this endeavor, we identify four key areas of a learning plan:

- Hard and functional skills: develop business knowledge and leverage technology, being knowledgeable in the traditional "art" of HR but enhancing it with a competence in science, data, and sustainability

- Soft and fusion skills: build, grow and radiate trust for engagement, developing competence to be at the interface of both human and machine cognition, and mastering their blending

- Amplifying and inspirational skills: set the example, respect and gain respect for effective impact, leading from above and from within

- Transformative and evolution skills: lead culture and knowledge development for sustained change, integrating what drives the current and the emerging workforce into a single, holistic narrative.

Although this study has no claim of exhaustiveness, we trust that – through thorough research of human, collective, fictional and artificial intelligence, and having brought brilliant minds and ideas together during our foresight event – we have shed some new light on the HR function. This volume aims to be both a wake-up call and a toolbox for HR leaders, to enable them to anticipate the future and prevent a "strategic shock" in a future unfolding to shape their world without them having a plan.

While some of the concepts found in this volume may seem already known or even mainstream to some, they may be perceived from others as totally futuristic and unorthodox or detached from reality. We hope, however, that through the visions, designs, and guidelines in this book, all our readers will be able to bridge the chasm that is separating their potential from their agency.

This volume aims to be both a wake-up call and a toolbox for HR leaders, to enable them to anticipate the future and prevent a "strategic shock" in a future unfolding and to shape their world without them having a plan.

MYTHOLOGY

Mythology
of your organization

14   Diamandis, P.H. & Kotler, S. (2012). *Abundance – The future is better
     than you think*. New York, NY: Free Press.
15   Rizzo, G. (2019). Disruptive technologies in military affairs.
     In F. Rugge (Ed.), *The global race for technological superiority*.
     Washington, DC: ISPI and Brookings Institution.
16   Kurzweil, R. (2001). *The law of accelerating returns*. Kurzweil Essays.
17   Dante Alighieri's Divine Comedy – *Paradiso*, Canto XXXIII, lines 112–120.
18   "The limits of my language are the limits of my mind. All I know is what
     I have words for". Wittgenstein, L. (1921). Tractatus Logico Philosophicus.
19   We picked the Phylum of Chordata, broadly speaking animals with a
     dorsal nerve cord that are bilaterally symmetric.

WHY A "MYTHOLOGY"?

We stand on the brink of a technological revolution that will fundamentally alter the way we live, work, and relate to one another. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before. Technology is undoubtedly the mightiest force when it comes to innovation and the modification of the current landscape. Technology is a powerful exponential thread intertwined with the broader evolutionary forces of our scenario – the enabling woof of the innovation warp in the developing fabric of future univocal advantages. Technology grants impressive feats and extraordinary gains: a Maasai Warrior on a mobile phone has better mobile communications than President Reagan did 32 years ago; and, if he were on Google, he would have access to more information than President Clinton did just 20 years ago.[14] Technological change is on a strong exponential track, with a consistent record over the last few decades.[15] During the last 20 years especially, we have witnessed a technological acceleration unlike anything the world has ever seen. Exponential progress has occurred in artificial intelligence, robotics, infinite computing, ubiquitous broadband networks, digital manufacturing, nanomaterials, synthetic biology, just to name a few. If this becomes a foundational characteristic of this era and this century in particular, contrary to the "common sense" intuitive linear growth, we will not experience 100 years of progress in the 21st century – it will be more like 20,000 years of progress.[16]

It is then manifest that the extraordinary and unprecedented incoming shifts are of a sort resembling those involving supernatural beings or forces that we find for instance in lore, stories, or legends of Ancient Greece.
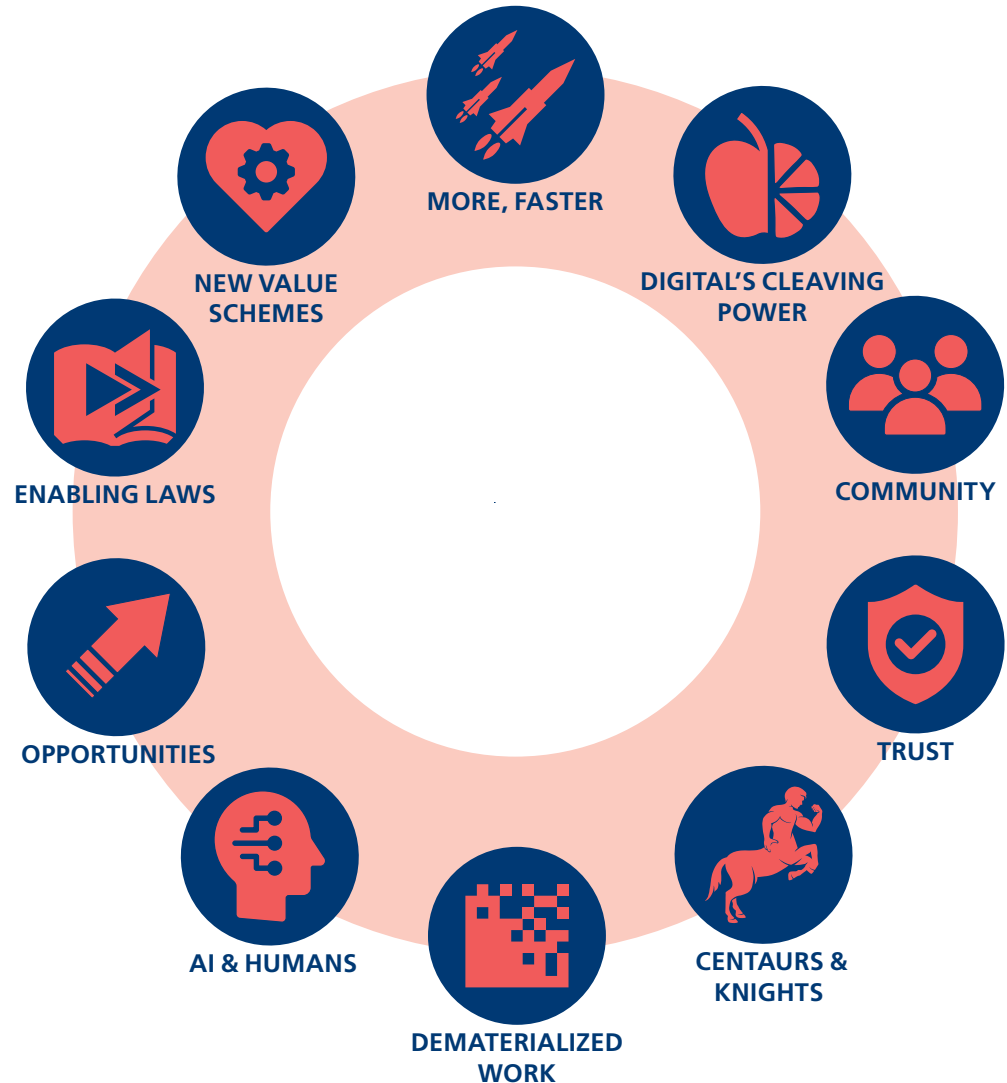
TRAITS OF FUTURES

The problems of the world cannot possibly be solved by skeptics or cynics whose horizons are limited by the obvious realities. We need men who can dream of things that never were and ask 'why not?'

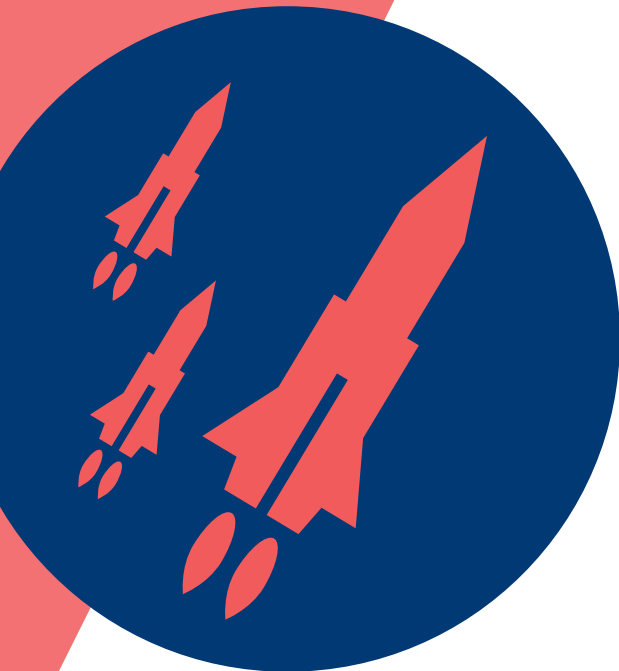John F. Kennedy, 35th President of the United States (1917–1963)

10 Traits of Futures

The 10 Traits of Futures are a collection of characteristics that we believe 2030 will have. Their weak signals surface in the present time, and in fact emerged from the brainstorming sessions centered on several plausible futures. These signals were identified, highlighted, amplified and described earlier during Step 6.

The list is obviously non-exhaustive. However, we find these 10 traits to be the main ones most relevant for the HR function in 2030, and at the source of the emergence of new HR disciplines, which are described in the next chapter.

MORE, FASTER

DIGITAL'S CLEAVING POWER

COMMUNITY

TRUST

CENTAURS & KNIGHTS

DEMATERIALIZED WORK

AI & HUMANS

OPPORTUNITIES

ENABLING LAWS

NEW VALUE SCHEMES

1. More, Faster

Over the last two decades, the speed and impact of information technologies have changed every landscape in deep, radical ways. Every two days during 2010, we created as much information as we did from the dawn of humankind up until 2003.[26] In 2017 we have crossed the line to enter the Zettabyte Era[27]: more data were created in that year than in the previous 10,000 years of civilization. The type of data created is expanding rapidly across a wide range of industries: biotech, energy, healthcare, automotive, space and deep-sea explorations, cybersecurity, social media, telecom, consumer electronics, manufacturing, gaming and entertainment – and the list goes on. Underpinned by 2030, access paradigms like 6G are able to provide the technology stratum to carry our five senses across the globe and out to the stars. New converged architectures for privacy and security, new and improved access to data and information, as well as the immense number of devices around the globe topping 1 trillion[28], the sheer volume of data in 2030 will hardly be commensurable by any human mean. With Data Lakes widely flooded, the paradigm will move towards "Data Oceans".[29] More data, more bandwidth, more access, and more transparency will provide access to more knowledge at our fingertips, but with tightly compressed timescales to be able to acquire it. High-value upskilling loops in 2030 will not just be about more content, but chiefly about faster times to go through them with success (not just profit). More knowledge, less time to acquire it, and more pressure to be on the edge will be factors pushing new professional profiles oriented at anticipating and executing several steps of learning and development as much in advance as possible. Conversely, due to the dramatically increased surface of knowledge mastery necessary to remain relevant as a generalist, a strong drive towards uber-specialization

will take place especially in the less privileged working environments. With more specialization called upon in faster cycles, and the transformative support of more, faster technology, we will assist a flourish of jobs and platforms born from the servitization of the economy[30] and the "taskization" of certain classes of profiles, namely the tech-enabled pulverization of higher-level profiles into tasks.[31]

"Pulverization" is the unbundling of jobs and profiles in simple and disconnected tasks and skills. "Taskization" is the re-building of different new profiles unimaginable before, giving rise to new jobs. "Servitization" is the globalization of the target market, available offer, and value-added services on a worldwide platform.

On the other hand, wealthier profiles will be able to cope with this faster and more challenging panorama with simply more brainpower, through augmentation or integration with autonomous or intelligent systems as companions. Due to the accelerated rate of lifecycle of skills, obsolescence will be a shock to be experienced many times over one's life – dismantling the idea of a three-stage-life (study–work–retire). These psychological shocks will be plentiful, and closer, due to more job uncertainty, more workload, and faster work cycle from taskization, resulting overall in more job transitions.

The pervasive presence of autonomous, intelligent, even neural technology will enable a knowledge and skill version of the quantified self[32], resulting in a quantified "learning" self that is able to support and anticipate the upskilling and reskilling of individuals, adaptively, bringing of the paradigm of predictive

human maintenance into realization. For those who will buy into this process, the upside might be seismic. Through the quantified learning self, obsolescence shocks might be mitigated well in advance by putting in action gradual, constant and painless knowledge-skill "upgrades" guided through predictive, personal obsolescence-contrasting algorithms. Conversely, all the effort put into maintaining high employability, continuous learning, and an attractive education, learning and development portfolio, will make individuals more exacting in terms of remuneration and gratification.

More data, more bandwidth, more access, and more transparency will provide access to more knowledge at our fingertips, but with tightly compressed timescales to be able to acquire it.

The global dimension and total interconnectedness of the labor market will push companies to provide quick to immediate gratification through holistic, and even gamified, types of remunerations. Other in-kind types of benefits might be offering a tailored access to more, specific high-value or fast-track learning and upskilling, or dedicated attention to the individual's skill segmentation for more, faster, better improvement and learning tracks. Worldwide competition on the labor market will also call for faster response times in recruitment, leading to improvements on its process and technologies employed. Gamification, virtual reality (VR), and de-humanization of recruitment,

in the sense of mediating every exchange through virtual Avatars of human interlocutors will not only bring faster, instant access to a hugely broader talent pool, but will also open new market niches from fashion, to virtual architecture, to platforms. HR functions will be faced with such a degree of speed, complexity and volatility that "old-school" processes will not work anymore. The function, as well as its processes, will have to be re-conceptualized and re-engineered to be effective with a broad range of stakeholders, either in person, remote or even virtual; AI-augmented, neuro-linked, or "purely" human.

26   Siegler, M. G. (2010, 5 August). Eric Schmidt: Every 2 days we create as much information as we did up to 2003. *Techcrunch*.

27   Cisco Blogs. (2016, 9 September). *The zettabyte era officially begins (how much is that?)*.

28   Sparks, P. (2017). *The route to a trillion devices. The outlook for IoT investment to 2035*. ARM White Paper.

29   Artin, C. (2016, 8 July). When data lakes become data oceans, approximation will rise. *IoT Revolution*.

30   This is the phenomenon of hiring independent contractors or freelancers instead of employees, based on flexible, temporary, or freelance jobs, often involving connecting with clients or customers through an online platform offering a service – thus the "servitization". It is the paradigm also known as "Gig economy".

31   We explore the "three -zations" in more detail in *Dematerialized Work*, p. 64.

32   The cultural phenomenon of self-tracking with technology opening the possibility of "self-knowledge through numbers". See Ferris, T. (2013, 3 April). *The first-ever quantified self notes.* https://tim.blog/2013/04/03/the-first-ever-quantified-self-notes-plus-lsd-as-cognitive-enhancer/.

2. Digital's Cleaving Power
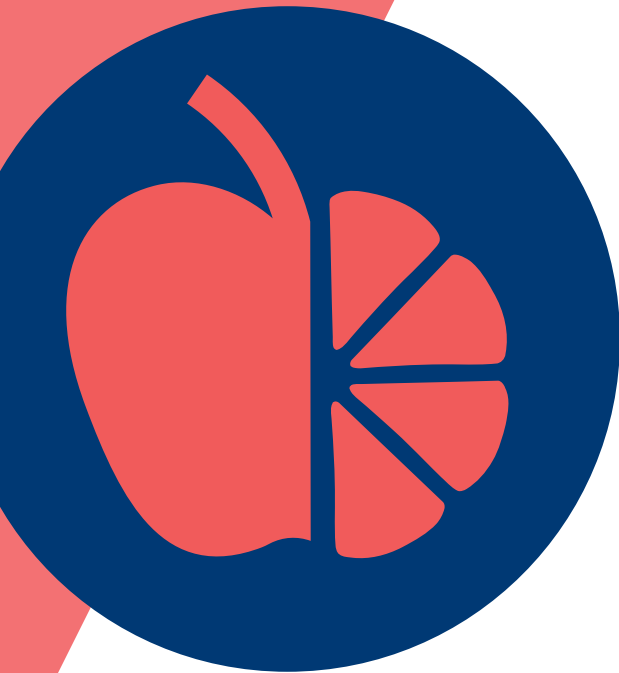
The digital "cuts and pastes" reality, in the sense that it couples, decouples, or recouples features of the world, and consequently our assumptions about them, which we always assumed as monolithic and indivisible.[33] It acts by splitting apart and re-fusing in new ways the "atoms" of our experience and culture. Two examples convey the idea clearly. The first example concerns location and presence, and their decoupling. In a digital world, it is obvious that one may be physically located in one place, like at a bus stop, and interactively present in another, like on Twitter or LinkedIn. Yet, all past generations that lived in an exquisitely analogue world conceived and experienced location and presence as two inseparable sides of the same human condition: being situated in space and time, here and now. Action at a distance and telepresence belonged to magic or science fiction. Today, this decoupling simply reflects ordinary experience in any information society. We are the first generation for which "where are you?" is not a merely rhetorical question. The second example is about re-coupling: the blurring and merging of the role of producers and consumers.[34] The highly saturated marketplace and mass production of standardized products brought to a process of mass customization, and thus an increasing involvement of consumers as producers of their own customized products – the consumption of information produced by the same population of producers[35], for instance.

We are the first generation for which
"where are you?" is not a merely rhetorical question.

The Digital will operate at least three fundamental "cuts and pastes" in the world of labor in 2030.

First, technologies will cleave identity from corporeality. With widespread availability and improvement in bandwidth of several orders of magnitude, the consequent implementation of a deeply integrated digital infrastructure will be straight-forward. The circumstances that until now are conceived as entangled with a physical presence will be relaxed, and most of them will be thought of as experienceable in a virtual setting. Through this enabler, and under increased peer pressure and faster market cycles, organizations will either transform their processes to make room for this gargantuan shift in the approach to "presence", or undergo a fragmentary meta-morphosis through the revolution of working-level praxes within the organization. The prestige and renown of firms, organizations and companies will be weighted by the branding and the "cool factor" of their digital infrastructure, too. With the advent of extensive VR, identity and corporeality will be cleaved to adhere in the new concept of "virtual existence" through virtual conference centers and virtual convention buildings to host virtual symposia, virtual exhibitions[36] and virtual summits. To navigate these realities in VR, Avatars will be mainstream, together with their market niche of fashion, clothing, accessories, and luxury, providing designer outfits both in virtual and in person. Mind that events will still be attended in person and business travel will still maintain its attractiveness; events will simply be experienced in all versions of reality – augmented, virtual, mixed and extended. Avatars and VR will be an irresistible force for *Dematerialized Work* to happen, sustained by the branded digital infrastructure and the reputation factor coming with the VR presence in business events. Connecting through Avatars in 2030 will be the equiv-alent of connecting through WhatsApp in 2020. With a perma-nent online presence, the two parts of identity and corporeality originally cleaved together for job interviews and contracts will be cut, and work will possibly be given to Avatars in a process never leaving cyberspace.

Second, technologies will sever nationality from territoriality. Modern countries rest on the concept of Westphalian "nation-states", places composed of ethnic group histories, limited by physical geographic borders, and based on centralized governance. Depending on your citizenship, you may be subjected to certain duties (such as taxes or laws) for which, in exchange, you may receive public services – including to some extent general welfare and protection. The so dear Westphalian sover-eignty, with each state having exclusive sovereignty over its territory, will have to be re-thought in a world where space has not the same meaning and sometimes has no meaning, such as in cyberspace. In this concept of the world, laws and regulations can seep in from paths never thought possible until 2030. Since there is, in all respects, an overlay from cyberspace to the territorial governance, nationality is no longer bound to physical constraints. Digital nations could be on the rise. Look at Estonia, as an example. This Baltic state is the first nation in the world to provide "e-Residency", a digitally issued ID which empowers any global citizen to run a location-independent business, pay taxes, and to access a wide range of government-related services. Another innovative state, Bermuda, is experimenting along the same lines with the idea of Citizen Authentication. They will provide Identity-as-a-Service, in

33   Floridi, L. (2017). Digital's cleaving power and its consequences. *Philosophy & Technology*, 30, 123–129.

34   Toffler, A. (1980). *The third wave.* London: Collins.

35   For example, on YouTube.

36   E.g. https://www.leonardodrs.com/naval-forces-virtual-tech-expo/.

37   Stalnaker, S. (2019). Crafting virtual nations. *Maize.io.*

38   Despite the clear implications for non-state actors.

39   Baldwin, R. (2019). Digital technology and telemigration. The future of services trade. (p.126). *World Trade Report 2019.*

40   Vandergheynst, P. (2020). EPFL Applied Machine Learning Days Event, AMLD 2020.

41   Diamandis, P.H., Kotler, S. (2012). *Abundance – The future is better than you think.* New York, NY: Free Press.

42   Minerva – Schools at KGI. https://www.minerva.kgi.edu/.

43   The spatio-temporal representation of the skills and competencies, their interaction with other professional and life experiences, in-loops and out-loops of postgraduate, postdoctoral, professional or executive education. The natural extension of the concept of skill-prints from Stanford 2025, described "As a unique, living artifact of competencies" – moving from bidimensional "prints" to 3D "sculptures", thus able to capture the temporal dimension of interconnections. Retrieved from http://www.stanford2025.com/axis-flip.

44   Like what happened to Klout, that had to restructure its business completely due to GDPR.

which they become an authenticator of identity data so that system participants inside or outside their country can access an array of services. Projects such as these are setting the first boundaries in a race towards virtual nations – a system of cloud-scale services provided by governments to stakeholders beyond their national or ethnic citizenship.[37] It is crucial to note here that a virtual nation will not necessarily overthrow the current nation-state system[38]; it could integrate it with different "layers of service". For instance, nothing would stop anybody to be a Swiss citizen and a virtual nation resident at the same time. Pension service could be provided by Switzerland, healthcare assistance by a virtual nation, and travel visa documentation by another. Or (as it is possible already) be a Brazilian citizen with an e-Residency that gives your business access to the European market. Individuals may choose which virtual nation(s) to be part of, depending on their specific needs and on available options. A virtual state population could be ultimately self-selecting communities already gathering digitally through platforms to manage themselves. Some even vote or maintain governance systems, just like physical states do. The new virtual nations will need a complex platform offering digital identity, currency, distributed governance systems, an economy, community services, even an identifiable culture. If it sounds familiar, that is because it is. With its 2.5 billion users, Facebook is the largest digital platform worldwide, offering a currency (Libra), a distributed governance service (bot and moderators enforcing Facebook rules of conduct and Facebook community standards), an economy (the Marketplace), community services, and a distinct culture – it can be a short step to rebrand from a digital corporation to a digital nation. When physical distance is overcome, and there are no borders to stop

outsiders from coming, the concept of migration will wear a completely different meaning, to become "Telemigration".[39]

The so dear Westphalian sovereignty, with each state having exclusive sovereignty over its territory, will have to be re-thought in a world where space has not the same meaning and sometimes has no meaning, such as in cyberspace.

Third, technologies will disentangle education, learning, and academic degree. We no longer live in a world of asymmetrical and top-down information controlled by a few, but rather in a democratized knowledge abundance. Google has flattened the information resource chain, with a one-sided supply model no longer in existence. Learning is on the way toward breaking the classical unities of drama – unity of action, unity of place, and unity of time.[40] It will not need to take place in a classroom, and it might not even require teachers. On-demand knowledge is available, it is free, and it is fast. Technology now changes at a pace so rapid that even some skills taught in college become redundant or outdated by the time of graduation. This will be a Sputnik moment for education systems still rooted in conceptions dating back to the Eighties or even the Sixties, when the main concern pertaining to education was offering widespread access, not tailored refinement. In this sense, living this shift will be another indicator of global wealth and abundance in the sense of Diamandis.[41] Learning could be achievable without education, as information and structure are available

out in the open. Education could be obtained outside the aegis of academia, through the countless new ways of transfer of knowledge, such as e-learning and MOOCs (massive open online courses), immersive virtual and augmented reality training experience, mentoring and reverse mentoring, and work shadowing or community of practice to name only a few. To compete in the future economy, professionals will need to be equipped with an elaborate list of soft skills, such as nuanced communication and negotiation, abstract problem solving, interdisciplinary learning, and civic responsibility – an argument so strongly contended that Minerva, a new four-year college program[42], teaches its students precisely such skills. It will be crucial for people to learn their multiplier skill, their meta-skills, the skills they possess that can be transferrable to new businesses that have not yet been conceived. Academic degrees, conversely, could be obtained without the traditional meaning of "learning" and "education". Universities will have to evolve towards a different meaning of the certification they are giving, meaning less "education" and more "passport for the world of work". The concept of a skills portfolio will only be reinforced by the dynamic of tech-enabled pulverization of complex profiles, platformization of the economy and taskization. Equally, these drivers will underpin the emerging concept of talent curation and "skill-ptures"[43], to bring skills development as easy and accessible as exploring new suggested songs on Spotify or new TV series "for you" on Netflix, to bring up profiled notifications like "You know X, Y, Z: others who know X, Y, Z also know W" or "Based on your skills fingerprint, why don't you learn X?". In such a manifold scenario, influence and peer recognition will be more important than ever, up to the point of becoming a metric, while keeping in mind the lessons of the past[44] to be privacy- and identity-preserving.

22 NEW HR DISCIPLINES

Towards the 22ⁿᵈ century

Influenced by one or many Traits of Futures as introduced previously, the 22 Disciplines described in this volume are variants of today's HR work or radically new roles. They should be regarded as help for assessing the organizations' current level of future-readiness, a potential lever to allow for the organization to evolve, and as a guide for HR leaders to prepare and anticipate for change.

While some of the concepts and disciplines presented in this volume may seem futuristic or even science-fiction-like, others already exist today or will in the very near future.

Futures may come in many guises and may develop differently in different places, and at different paces.

Regardless of the level of future-readiness of organizations, their size or type of industry, it is essential for them to keep anticipating, dreaming, imagining and always staying one step ahead.

HR leaders are the cornerstone to navigate the future and to set a solid foundation for organizations to thrive towards the 22ⁿᵈ century. We need to empower them.

Cross-correlation analysis

The 22 Disciplines presented hereafter have a solid anchoring in the current observable 10 Traits of Futures. The traits, although distinct from one another, are very much intertwined in the impact they have on the world of work. The 22 Disciplines designed find ground and meaning in many of them as clearly visualized by this chord diagram.

10 TRAITS OF FUTURES

MORE, FASTER
DIGITAL'S CLEAVING POWER
NEW VALUE SCHEMES
COMMUNITY
ENABLING LAWS
TRUST
OPPORTUNITIES
AI & HUMANS
DEMATERIALIZED WORK
CENTAURS & KNIGHTS

1 Dynamic Workforce Engagement
2 Aspirations & Life Design
3 Know Your Employee (KYE)
4 HR Transformation
5 HR Adaptation
6 HR Process Re-Engineering
7 Diversity Advantaging
8 HR Predictive Analytics
9 Trust Portfolio Management
10 Art of Rewarding
11 Employee Branding & Avatars
12 Organization Influencer Management
13 HAT Capital Management
14 Skills Curation & Brokering
15 Human Predictive Maintenance
16 XR Presence Management
17 Transgenerational Bridging
18 Strategic Sustainability In-Casting
19 A-Z Resilience
20 Health, Hope & Happiness Empowerment
21 Onlife Performance Management
22 HR Hacktivism

2. Aspirations & Life Design

PURPOSE
With career transition being a painful crisis for both the employee and the employer, it is important to anticipate and ease changes within the organization and outside, to improve the employee experience before, during and after the employment contract, and thus improve the organization's brand and attractiveness.

EVOLVES FROM   —

TRAITS OF FUTURES
1. More, Faster
5. Centaurs & Knights
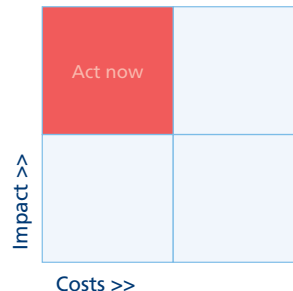6. Dematerialzed Work
9. Enabling Laws
10. New Value Schemes

Quote by:
FRÉDÉRIC ROGER
AIR HR Global Solutions
CEO & Founder

MYTHOLOGY

Centaur   Knight   Monk

AT A GLANCE   Impact: 7/10
                        Costs: 3/10

Act now

Impact >>

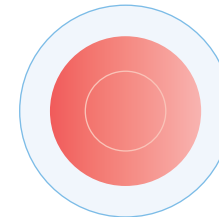Costs >>

REAL SCALE

Real awareness

Enabling ecosystem

Available technologies

Laid-out action

Total: 5/10

The 21st century has disrupted the concept of employability and what defines it. Organizations now need to help employees be the architects of their own careers, offering coaching and education in exchange for high engagement and motivation.

SIGNALS AND TRENDS

In a world of work defined by growing blurred lines between private life and professional life, by evolving skills requirements, and by the end of the three-stage-life (study–work–retire), the psychological contract exchanging stability for security is giving way to new contracts based on the exchange of performance for a promise of increased employability and career guidance.[175]

In the era of the Gig economy, where career trajectories are now Z-shaped vis-à-vis linear, evolving into anxiety and insecurity for the former generation, the very concept of "employability" must be redesigned to fit the novel and unsaid rules of this new world of work. Although organizations have been offering transition support (such as outplacement or coaching) in various intensities or forms for a long time, the inherent motivations usually are to prevent risks related to legal or public opinion and have little to do with employees themselves.[176]

In this redefined scenario, an ideal employer has to strive to become a partner all along one's career – to adapt to *New Value Schemes*.

The HR function must integrate life and professional coaching and offer to manage the employee-employer relationship before, during and after their employment – and back. Whereas the cycle was formerly inherently one-dimensional, with a beginning (recruitment), an evolution, and an end (retirement/lay off), it has now transformed into a two-dimensional journey. The employee's path may come across the employer's space several times in various places or roles (trainee, employee, coach, independent consultant, alumni, etc.).

RESPONSIBILITY

Build organization-wide awareness on employees' profiles, needs and preferences to anticipate their potential internal trajectories and propose career mobility. Follow labor market evolutions in order to support employees' life trajectories, including guidelines for up-/reskilling. Create and run an alumni program to keep the relation alive. Extend employee experience from recruitment to termination and further.

175 Cadin L. (2005). Les cadres français ont-ils bouleversé leur modèle de carrière ?. *Actes de la journée no 10 du GDR Cadres, CEVIPOF*, pp. 45-57.
176 Roger F. & Hayot E. (2020). La transition de carrière au 21ème siècle. Master thesis, MAS "Human Systems Engineering". HEIGVD.

9. Trust Portfolio Management

PURPOSE
Build trust to allow for sustained productivity. If trust is the new gold, it will be scrutinized and monetized. Organizations must become data-driven on employees' trust.

EVOLVES FROM   —

TRAITS OF FUTURES
2. Digital's Cleaving Power
3. Community
4. Trust
6. Dematerialzed Work
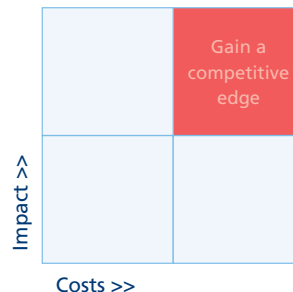9. Enabling Laws
10. New Value Schemes

MYTHOLOGY

Demigod   Centaur   Monk

AT A GLANCE   Impact: 10/10
                         Costs: 6/10

Impact >>

Gain a competitive edge

Costs >>

REAL SCALE
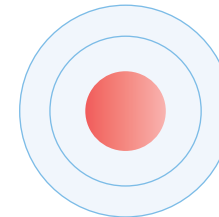
Real awareness

Enabling ecosystem

Available technologies

Laid-out action

Total: 3/10

Quote by:
BETTINA HUMMER
UNIL | School of Law
Professor

In a world of increasing individualism, overflow of information and post-factual era, knowing who to rely on and creating rules to assess reliability will be a clear advantage.

SIGNALS AND TRENDS

Trust has a deep impact on the organization's value, both for its shareholders and its stakeholders. "Trust is the conduit of influence; it is the medium through which ideas travel".[196] In fact, the level of trust in business relationships, whether internal with employees or colleagues, or external with clients and partners, is the greatest determinant of success.[197]

Studies have shown that employees who feel trusted are more likely to feel like a useful and important part of an organization and are more likely to stay engaged.[198] Employee trust was shown to be positively related to employee commitment. Both employee engagement and commitment are very strong markers of a sustained productivity.

Conversely, besides reducing workforce productivity, and dramatically increasing turnover, lack of trust will hamper the recruitment of talent, and reduced feedback culture and communication will conceal potential problems.

Yet, in a VUCA world, it is not enough to say that employees always trust leaders when they are consistent between their words and actions, and openly communicate opinions, ideas and information. Undoubtedly, structured work processes with weekly bilateral meetings, quarterly gatherings or regular phone meetings help prevent gaps in communication, increasing trust between employee and manager. "But trust takes on a different meaning in the digital age as many organizations are relying more heavily on virtual teams".[199]

Trust is so paramount that it will eventually be among the characteristics being scrutinized by analysts for ratings, earning calls, and dividends. Organizations will have to build a business case for developing trust[200], as reduced employee trust level will be quantified in share value.

Trust Portfolio Management is an art. A leader has to excel in it. Trust has manifold components adding to its value (such as credibility, reliability and intimacy) and abhors self-orientation."[201] Data is the new oil – trust is the new gold".

RESPONSIBILITY

Run "trust surveys". Develop a business case for increasing trust. See trust as an equation that leaders can optimize, assess the "trust" level of leaders by breaking it down to its constituent variables and design individual upskilling pathways to reach the ideal Trust Portfolio.

196 Cuddy, A. (2017, March 27). *Trust is the conduit of influence: It is the medium through which ideas travel*. Retrieved from https://twitter.com/amyjccuddy/status/846352108018393088.
197 Understanding the trust equation. Retrieved from https://trustedadvisor.com/why-trust-matters/understanding-trust/understanding-the-trust-equation.
198 Woodruffe, C. (2006). The crucial importance of employee engagement. *Human Resource Management International Digest*.
199 Bosch-Sijtsema & Sivunen, (2013); Crowley, (2016); Ferenc, (2015); Kock, (2000).
200 Sullivan. J. (2018). HR, We have a problem: Up to 80% of employees don't trust us. *Talent Management & HR*.
201 Having a conceptual framework and analytical way of evaluating and understanding trust – such as "The Trust Equation" introduced in 2000 by Harvard professor David Maister – allows for targeted improvement of the overall organization's trustworthiness. Maister, D. H., Green, D. H. & Galford, R. M. (2000). *The trusted advisor*. New York, NY: Free Press.

11. Employee Branding & Avatars

PURPOSE
Transform your employees into "employer's brand" ambassadors for a broader and more effective visibility and impact – in physical reality and in extended realities.

EVOLVES FROM
HR marketing

TRAITS OF FUTURES
1.   More, Faster
2.   Digital's Cleaving Power
3.   Community
6.   Dematerialzed Work
10. New Value Schemes

MYTHOLOGY

Demigod   Centaur

AT A GLANCE   Impact: 7/10
                          Costs: 8/10
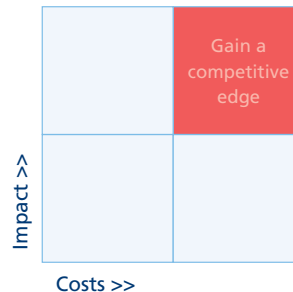
Gain a
competitive
edge

Impact >>

Costs >>

REAL SCALE
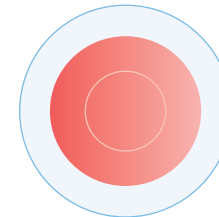
Real awareness

Enabling ecosystem

Available technologies

Laid-out action

Total: 6/10

Quote by:
TARA YIP
Swissquote Bank
Head of Human Resources

The business of banking moved online years ago. Offering clients the best online experience is key and employees are our best ambassadors, so we need them to proudly represent their institution also in extended and digital realities.

SIGNALS AND TRENDS

If social media shifted marketing power from the brand to the customer, the brand power has also shifted from employers to employees. In a 2018 Randstad survey, 86% of the individuals[207] would not apply or keep working for a company that has a bad reputation with former employees or the general public.[208]

If organizations have worked hard at developing their employer branding strategies, a keystone to attract and retain the right talents, they now must exploit their best source of impact: their employees.

In a world where people trust peers over institutions, in which the borders between private and professional life are blurred, and where individuals "slash" between multiple jobs, Employee Branding aims at influencing and shaping the behavior of an organization's employees so that they project the brand identity in their daily activities – wherever they spend most of their time, be it at work, on social media or sooner in XR.

Since most organizations will all have their digital infrastructure to allow for extensive VR placement, business will happen increasingly in virtual conference centers and virtual convention buildings. To best exploit these realities, HR will manage the branded digital infrastructure and the reputation factor coming with VR presence in business events. Virtual existence in these dematerialized worlds will be rendered possible through the presence of employees under cover of Avatars. Moving beyond employer's and then employees' branding, HR will launch Avatars branding in the Human Cloud[209] and provide employees with branded uniforms or accessories both in the virtual and physical worlds. However unlikely and far-fetched this may seem, it is not. In 2019, a one-of-its-kind digital piece of clothing from a Dutch digital fashion house sold for $9,500.[210]

It has become even easier to imagine purchasing a virtual outfit to wear to a Zoom party now that the COVID-19 crisis has virtualized many reunions and from there to imagining virtual avatar branding is just a step away.

Presenting the organization's colors and visual identity equally in the physical and in the digital slashers' world will increase employer's brand consistency and trust.

RESPONSIBILITY

Support and coach employees on designing and managing their public presence on social networks and in XR, so that they can present the organization's brand in the best possible light. This can mean helping them optimize their LinkedIn profiles – by proposing to standardize and unify images and giving them a corporate visual identity twist – or, in a near future, offer to create effective and branded Avatars to employees to exploit their existence in XR.

---

207 Which a 2018 Randstad survey clearly confirms. *Your best employees are leaving: But is it personal or practical?* Retrieved from https://rlc.randsta-dusa.com/press-room/press-releases/your-best-employees-are-leaving-but-is-it-personal-or-practical.

208 *Ibid*.

209 Staffing Industry Analysts. (2017). The Human Cloud is an emerging set of work intermediation models that enable work arrangements of various kinds to be established and completed (including payment of workers) entirely through a digital/online platform. In *The Human Cloud, the Gig economy & the transformation of work*. Crain Communications.

210 Marchese, K. (2019). Designers are now selling 'digital clothes' that don't actually exist. *designboom*.

15. Human Predictive Maintenance

PURPOSE
Turn the tables on AI. As much as AI can be considered the very source of the rampant skills obsolescence, AI-enabled human predictive maintenance could and should be the solution to upskill or reskill towards the right skills set and to foster a lifelong learning culture.

EVOLVES FROM
Learning & development, evaluations

TRAITS OF FUTURES
1. More, Faster
5. Centaurs & Knights
7. AI & Humans
9. Enabling Laws

MYTHOLOGY

Knight   Minotaur

AT A GLANCE   Impact: 8/10
                         Costs: 10/10
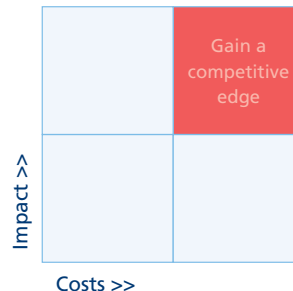
Gain a competitive edge

Impact >>

Costs >>

REAL SCALE

Real awareness

Enabling ecosystem

Available technologies

Laid-out action

Total: 4/10
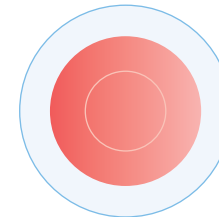
Quote by:
DANIEL SAMAAN
International Labour Organization
Senior Economist

We will have to embrace the new capabilities of AI to make sense of HR data. Human resource management in 2030 will include data scientists and strategic thinkers who advise the CEO about the organization's skills portfolio and how to steer it.

SIGNALS AND TRENDS

If Human Skills Obsolescence represents a national security threat, it also represents a threat to businesses, where jobs have become digitalized and automated, and where humans are increasingly "augmented" and have naturally integrated machines into their daily lives. Machines and humans are increasingly connected. Greater human-machine collaboration is inevitable and necessary. In the short term, the Future of Work is "job-sharing" with machines, whereas humans – in order to remain relevant – must identify and constantly offer new added value to their organizations.

In the same way as industry performs "machine predictive maintenance" to compute the Remaining Useful Life (RUL) of machines and to target maintenance to extend the life of a product, the HR function will be led to run "Human predictive maintenance" with the objective to compute the Remaining Relevant Life (RRL) of employees. It will also find ways to extend the period of prevalence of individuals in the organization by developing and offering targeted re-skilling or upskilling.

As already stated by McKinsey in 2017,[222] the challenge for the coming decades will be to create effective large-scale career transition programs. The urgency of work will invariably trump the luxury of learning. Considering that 80% of CEOs now believe the need for new skills is their biggest business challenge[223], we will need new ways of making lifelong learning work. "Learning in the flow of work" is a way to realize the objective of learning while inflecting it with the boundary conditions of the world of work: for learning to really happen, it must be aligned and fit into working days and lives,

proposing tailor made content.[224] Cutting-edge technology today allows the curating and pushing of content that is relevant, rich, and timely, to build solutions and experiences that make learning almost invisible in our jobs.

Yet part of the challenge is that executives in most cases are still lagging behind when it comes to identifying the skills necessary to succeed in an ever-changing world of "4.0". Understanding the skills that will be needed tomorrow is a high priority for the 60% that are heavily investing in trying to understand where to develop their staff [225] to maintain their pertinence within the workforce.

By 2030, services using natural language processing will be able to capture an employee's skills DNA in real-time and assess it against the needs of the organization and immediately infer skills gap and reskilling needs.

RESPONSIBILITY

Capture employee's skills and assess them with the organization's current or future needs. Maintain a database of skills and ensure evolution of the used taxonomy. Link continuing education initiatives with the identified skills gaps to avoid employees falling into obsolescence and lack of pertinence.

222 Manyika, J. et al. (2017). Jobs lost – jobs gained. *McKinsey Global Institute*.
223 Moritz, B. E. (2020). PricewaterhouseCoopers 23rd annual global ceo survey – navigating the rising tide of uncertainty. *PricewaterhouseCoopers*.
224 Bersin, J. & Zao-Sanders, M. (2019). Making learning a part of everyday work. *Harvard Business Review*.
225 Renjen, P. (2020). Industry 4.0: At the intersection of readiness and responsibility. *Deloitte Insights*.

...

DEVELOPMENT GUIDELINES

FOR ORGANIZATIONS

*Do what you do best
and outsource the rest.*

Peter Drucker, Professor of Management, 1909–2005

Constellations

Just as with facing the COVID-19 crisis, depending on the size and type of their organizations, HR leaders are not all armed in the same way to deal with unexpected situations the new world of work is bringing along.

The avalanche of change that is waiting just out of our doorstep, like the rise of the Gig economy, the datafication of employees, or the impact of new societal value schemes are changing the landscape in which organizations and especially HR operate. Just as with facing the COVID-19 crisis, depending on the size and type of their organizations, HR leaders are not all armed in the same way to deal with unexpected situations the new world of work is bringing along.

Whereas SMEs can hardly implement cost-intensive HR systems, Public Administrations (PAs) and Multinationals (Multis) are more likely to launch long-term initiatives with little short-term return on investment. While PAs are more limited in their HR innovation scope, since they have stricter reporting and legal constraints, SMEs and Multis enjoy much more freedom.

The following chapter introduces HR specificities of SMEs, PAs and Multis to help define three different and tailored HR development strategies. Indeed, depending on the size and the type of the organization and subsequently the most likely level of complexity of its HR department, the skills available and required in the business, the specific legal or organizational constraints imposed on an industry and on specific companies, will greatly differ.

Regardless of their size, several employers manage HR operations themselves. However, the rise of the complexity linked with internal HR handling in times of disruptions is extremely time-consuming, and distracts leadership from managing core business matters. Smaller companies will find it increasingly difficult to direct growth issues or fast-evolving novelties eroding

their core business and at the same time integrating the latest HR developments. To minimize the growing challenges linked with HR management, organizations can outsource almost all or part of their HR activities. Today HR outsourcing companies offer HR services that support organizations throughout the entire employee lifecycle, and typically can take care of services such as payroll, employee benefits, recruiting, etc. With new HR disciplines arising, we will see current HR outsourcing service companies and new startups tackling those new challenges and offering brand new outsourced HR services.

For sure, the option of the qualified hire from these highly skilled and exclusive gardens to grow a full-fledged future-proof HR is always available, but due to time or cost constraints might not be feasible for all organizations, neither meaningful for smaller companies. Outsourcing HR could show two immediate perks: first, providing more time to address issues outside HR; and second, especially for smaller employers, staying up-to-date with the new rules and regulations, and reducing compliance risks. HR outsourcing could mean having an external compass aligning HR operations with business strategy, thus setting a course for future growth.[254]

Consequently, the selection criteria chosen to define the scope and size of each of the following constellations is the estimated level of potential outsourceability of each new discipline and their REAL scale level presented earlier in the book; both these criteria appeared to be pertinent and relevant to propose an insightful choice among the new HR disciplines to be implemented as a priority depending on the status of the organization.

The rise of the complexity linked with internal HR handling in times of disruptions is extremely time-consuming, and distracts leadership from managing core business matters.

254 Dembrowski, P. (n.d.) Benefits of HR outsourcing – why it may be a smart decision. *Connecticut Innovations.*

11 Employee Branding & Avatars

1 Dynamic Workforce Engagement

5 HR Adaptation

13 HAT Capital Management

12 Organization Influencer Management

3 Know Your Employee (KYE)

14 Skills Curation & Brokering

2 Aspirations & Life Design

4 HR Transformation

15 Human Predictive Maintenance

10 Art of Rewarding

16 XR Presence Management

7 Diversity Advantaging

6 HR Process Re-Engineering

17 Transgenerational Bridging

18 Strategic Sustainability In-Casting

19 A–Z Resilience

9 Trust Portfolio Management

20 Health, Hope & Happiness Empowerment

22 HR Hacktivism

8 HR Predictive Analytics

21 Onlife Performance Management

SME constellation

There are various definitions of SMEs which differ from country to country. In Switzerland a number of employees below 250 is what defines an SME.[255] However, it is recognized that in addition to enterprise size, the field of industry, the enterprises' scope of activity, the age of the enterprise, the owner's personal as well as other characteristic features all influence the operations of SMEs and, within it, SMEs' HR resource use and management.[256]

More than just definitions, it is key to understanding that SMEs make up over 99% of commercial companies in Switzerland and create two-thirds of the jobs in the country.[257] SMEs are also very important in other European countries, making up for 70–80% of European enterprises, thus signaling the global economic weight of such businesses.[258]

It seems logical that SMEs enjoy a greater ability to make rapid organizational and strategic changes due to their small size, which will be increasingly relevant and essential in a VUCA[259] world, yet SMEs naturally possess fewer HR technical skills and have less time than larger firms.[260] That is why for some SMEs the issues of HR practices still focus on survivability, reducing its scope to the mere administration of employees – and thus implicitly giving HR a non-strategic role rather than the mission to achieve competitive advantages and alignment. However, and despite the evident constraints, it is clear that ideally SMEs should not ignore the importance of their people or that they ought to continuously

improve their HR management.[261] It is then paramount to identify the human and financial resources that need to be mobilized to run a successful HR activity in an SME.

Interestingly, it appears that most HR activities can be outsourced. While specific activities – which require considerable knowledge of the existing human capital and the organization structure, processes and culture – may be best handled internally, the trend to outsource HR services to outside labor market intermediaries is increasing.[262] We will see a growing number of startups and SMEs tackle these emerging markets in the outliers Disciplines.

With the following SME constellation, we propose to delimit an HR upgrade to activities that are paramount for future success and not easily outsourceable.

255 Swiss SME Portal. (2020). *Facts and figures on SMEs in Switzerland*. Retrieved from https://www.kmu.admin.ch/kmu/en/home/facts-and-trends/facts-and-figures.html.
256 Csillag, S., Csizmadia, P., Hidegh, A. L. & Szászvári, K. Á. (2019). Typical features of family-owned SME's HR practices. *Prosperitas, 6*(1), 54–75,140.
257 Swiss SME Portal. (2020). *Facts and trends*. Retrieved from https://www.kmu.admin.ch/kmu/en/home/fakten-und-trends.html.
258 Mandl, I. (2008). Overview of family business relevant issues. Austrian Institute for SME Research in Co-operation with WVO-EHSL Brussels and Turku School of Economics, p.2.
259 Volatile, Uncertain, Complex, and Ambiguous.
260 Swiss SME Portal.(2020). *Necessary resources for digital transformation*. Retrieved from https://www.kmu.admin.ch/kmu/en/home/fakten-und-trends/digitalisierung/notwendige-ressourcen-fuer-die-digitale-wende.html.
261 Csillag, S., Csizmadia, P. Hidegh, A.L. & Szaszvari, K. (2019). Typical features *of family-owned SME's HR practices*.
262 Wallo, A. & Kock, H. (2018). HR outsourcing in small and medium-sized enterprises. *Personnel Review, 47*(5), 1003–1018.

11 Employee Branding & Avatars

1 Dynamic Workforce Engagement

5 HR Adaptation

13 HAT Capital Management

12 Organization Influencer Management

3 Know Your Employee (KYE)

2 Aspirations & Life Design

14 Skills Curation & Brokering

4 HR Transformation

15 Human Predictive Maintenance

16 XR Presence Management

10 Art of Rewarding

7 Diversity Advantaging

6 HR Process Re-Engineering

17 Transgenerational Bridging

18 Strategic Sustainability In-Casting

19 A–Z Resilience

9 Trust Portfolio Management

20 Health, Hope & Happiness Empowerment

22 HR Hacktivism

8 HR Predictive Analytics

21 Onlife Performance Management

HR LEADER 2030

A leader is a dealer in hope.

Napoleon Bonaparte (1769–1821)

The future cannot be predicted, but futures can be invented.
It was man's ability to invent which has made human society what it is.

Dennis Gabor (1900–1979), 1971 Nobel Prize in Physics

Understand what and how to transform to take and keep the lead in the Futures of Work. A foresight-enabled perspective for HR leaders and executives to navigate the Great Reset, build resilience in their organizations, foster opportunities for their human capital, and take advantage of long-range strategy and long-term thinking — today.

"A Design for future-ready Human Resources, an essential tool for forward-looking managers and leaders."

Why a "Design"?
The scope and complexity of the challenges lying ahead in the world of work we face demand a different approach than that offered by a classic "strategy". A common misconception regarding futures thinking (say 10 years out) is that decisions only exist in the target future. Decisions do not accumulate at the further end of the time horizon. Some decisions might need to be made today, or in three years' time, to have the desired effect in 10 years. And to prepare the ground for that decision to be taken in three years, maybe other factors need attention, or a refocus, both in the present year and in the years to come. This Design for Future-Ready Human Resources wants to be a guide for this endeavor. It aims to give the right lenses to focus behaviors and investments, looking out to 2030 but with actionable decision cues and points in the present.