Future-proofing HR

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Upskilling, Mentorship, and Career Growth for HR Leaders

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The Josh Bersin Company

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Theme 1: Labor shortages will force companies to deal with employee activism, hybrid work, pay equity, and leadership development. "Hire to grow" will no longer work, replaced by "productivity" and redesign.

Theme 2: Organizational change. Organizations are now highly connected, and a new dynamic structure will impact every company, redefining careers, mobility, work arrangements, performance management, HR, and more.
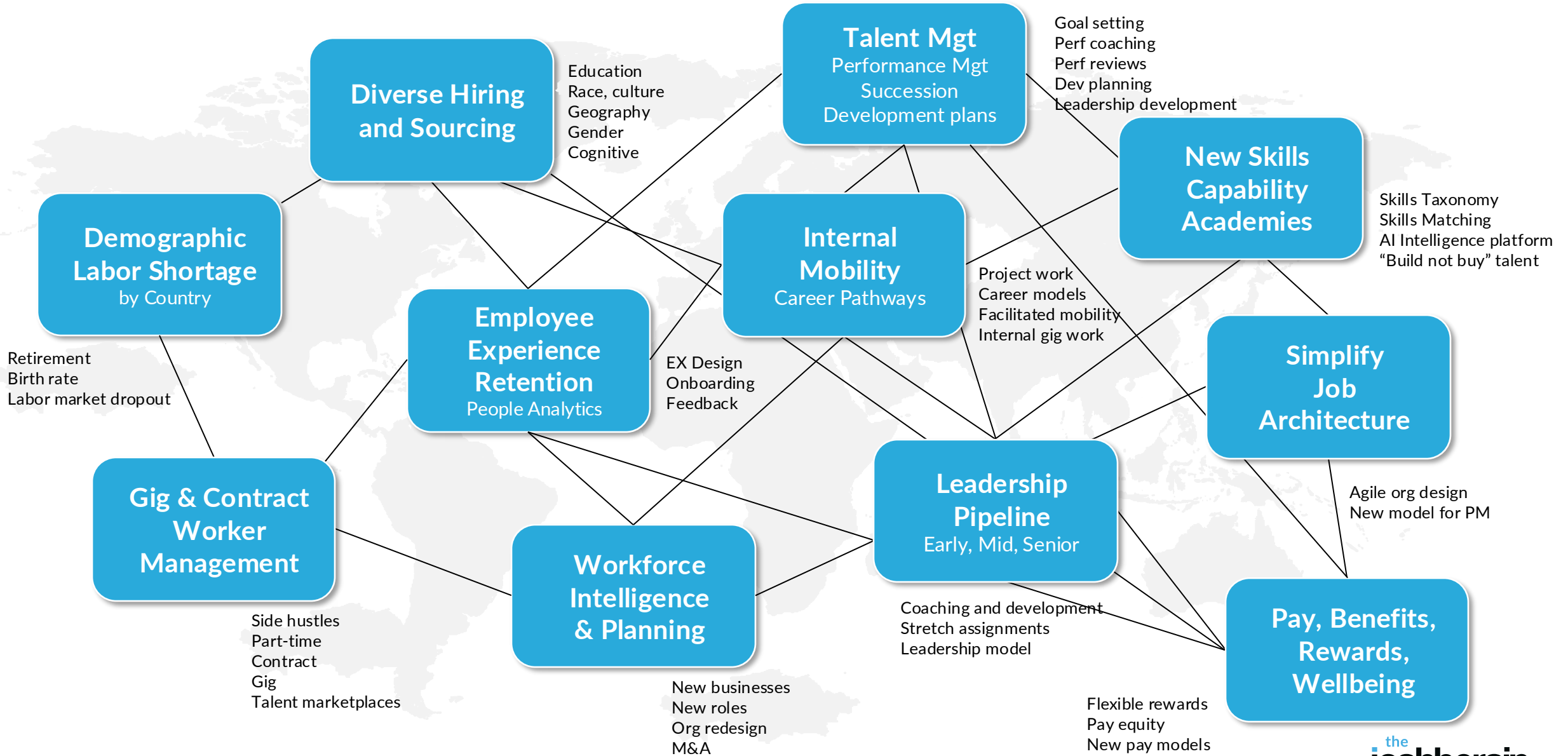
Theme 3: AI will transform our products, companies, work, jobs, and every aspect of HR, changing the HR Tech Stack, the role of HR professionals and increase urgency to transform company operations.

Theme 4: Employees expect more. It is now time to move beyond "employee experience" to a new theme we call *Employee Activation*.
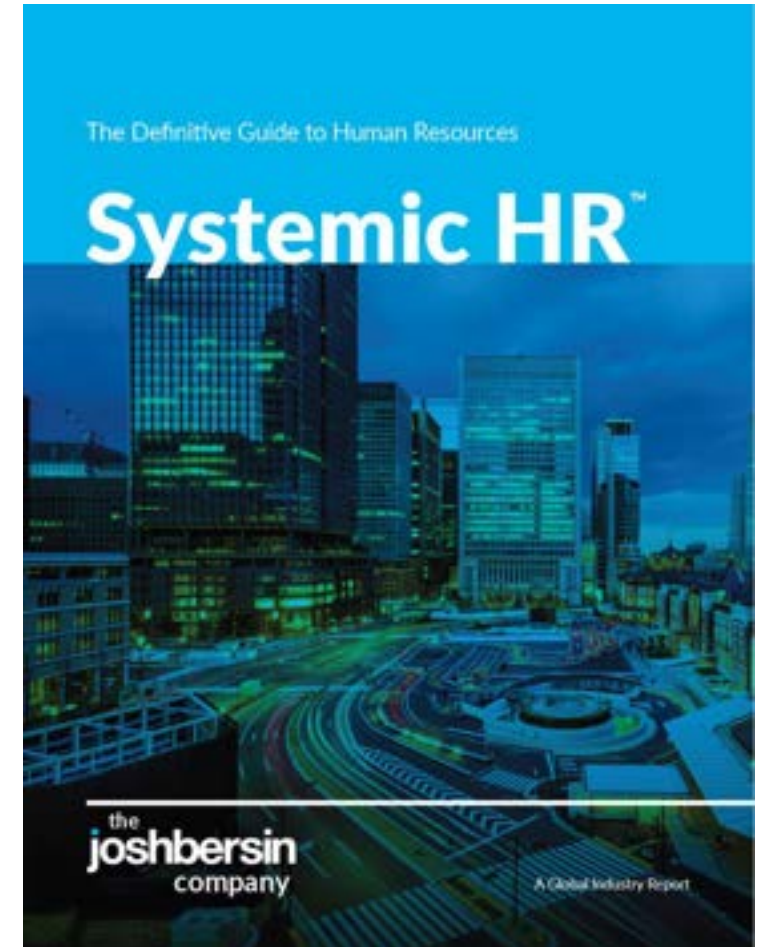
HR Predictions for 2024
Imperatives for the Year Ahead

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Everything Is Now Interconnected

Diverse Hiring and Sourcing

Education
Race, culture
Geography
Gender
Cognitive

Talent Mgt
Performance Mgt
Succession
Development plans

Goal setting
Perf coaching
Perf reviews
Dev planning
Leadership development

New Skills Capability Academies

Skills Taxonomy
Skills Matching
AI Intelligence platform
"Build not buy" talent

Demographic Labor Shortage
by Country

Internal Mobility
Career Pathways

Retirement
Birth rate
Labor market dropout

Employee Experience Retention
People Analytics

EX Design
Onboarding
Feedback

Project work
Career models
Facilitated mobility
Internal gig work

Simplify Job Architecture

Agile org design
New model for PM

Gig & Contract Worker Management

Leadership Pipeline
Early, Mid, Senior

Workforce Intelligence & Planning

Coaching and development
Stretch assignments
Leadership model

Pay, Benefits, Rewards, Wellbeing

Side hustles
Part-time
Contract
Gig
Talent marketplaces

New businesses
New roles
Org redesign
M&A

Flexible rewards
Pay equity
New pay models

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The **HR organization** evolved from **service delivery to product offerings to consulting** and must now be **agile and dynamic,** mobilizing skills and technologies to address major talent challenges.

HR staff must be **cross-trained**. The **org** must be **flatter**, and people must be rewarded to work in **cross-functional teams** and to **rotate into and out of the business**.

It is "**Systemic**" in that the HR function operates as an "**integrated system**", not a set of disconnected parts.

The Definitive Guide to Human Resources

Systemic HR™

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A Global Industry Report

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Traditional HR Operating Model	Systemic HR™ Operating System
Service delivery	Consulting & product offerings
Low cost	High value
Independent centers of excellence	Integrated cross-functional teams
HRBPs as advisors	HRBPs as consultants
Staff trained in individual disciplines	Staff trained as "full stack" professionals
Users drive demand	Data and intelligence drives demand
Goal: operations and compliance	Goal: transformation, productivity, growth

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The Depth Of The Problem

HR Skills and Professional Development	Only 7% have formal professional development for the HR teams	Only 8% have career paths defined for HR professionals	Only 8% rotate HR staff across HR and 3% outside of HR
HR Operating Model and Solutions	Only 17% have a process to prioritize resources to problems	Only 14% have "solution owners" for offerings and products	Only 18% have "solution centers" to align COEs to solve problems
HR Solution Design Capabilities	Only 11% practice design thinking to build and deploy solutions	Only 17% measure user satisfaction for HR solutions	Only 11% have long term roadmaps for HR solutions
HR Business Partners	Only 24% partner with business leaders on solution design	Only 12% train HRBPs on offerings and issues	Only 15% believe HRBPs can redesign work or organizations
HR Tech and Data Capabilities	Only 17% have high quality employee data and talent info	Only 18% believe HR tech is focused on employee experience	Only 10% have full 2-3 year roadmap for all areas of HR tech

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The Human Resources Profession

Highly educated, Millennial, predominantly female, with *hundreds of job titles and skills*

66% women

51% Millennial

96% Bachelor degree or higher
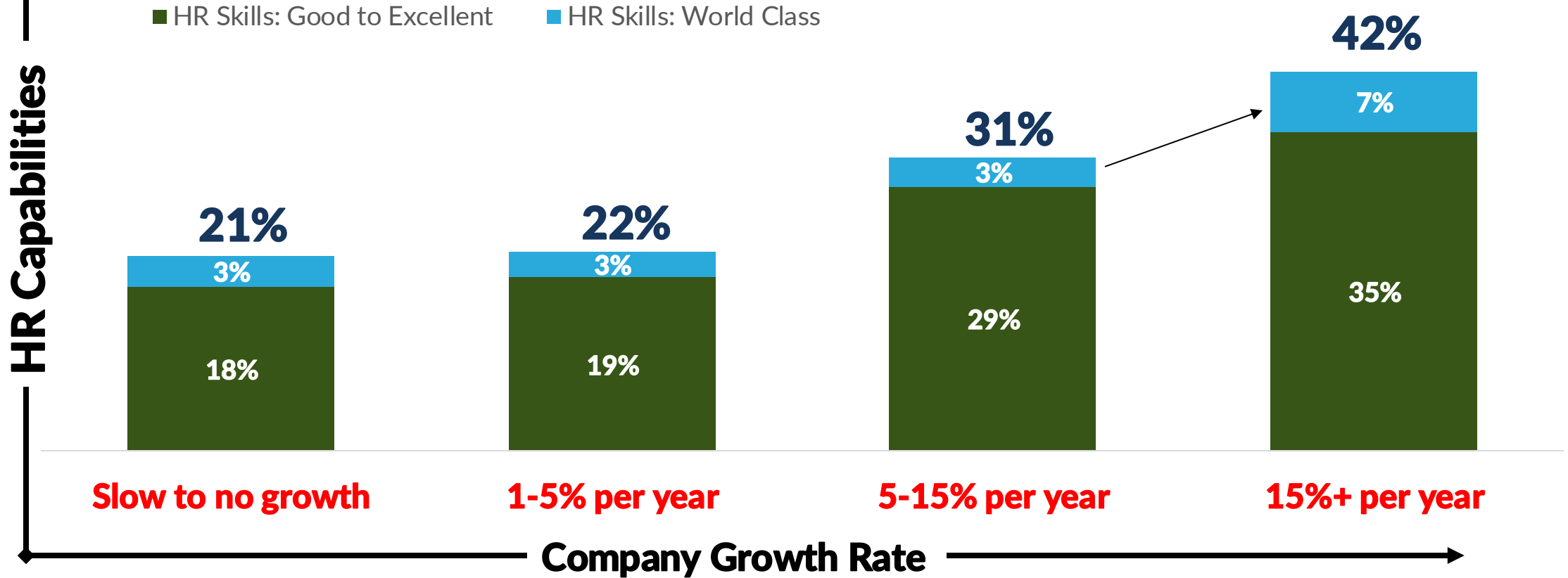
1.6 years tenure

400 HR skills (+33% in 5 years)

250 HR roles (+25% in 5 years)

19% HR Specialist role

Source: LinkedIn Thought Leadership Insights and The Josh Bersin Company, 2023

A Complex Profession: Our HR Capability Model

Rewards & Recognition

Pay & Recognition systems
Recognition vendors / tools
Reward strategies

Labor Relations

Labor/union relationships
Harassment and discrimination
Senior level terminations

Communications

Employee communications
Crisis communications

HR Solution Design

Design thinking
Agile/ methods
User experience
Product management

Change & Transformation

Change management
Mergers and acquisitions
Layoffs and divestiture

Compensation

Compensation models
Compensation benchmarking
Internal pay equity
Executive compensation
Total rewards strategy

Leadership Succession

Leadership models
Identifying potential leaders
Developing early leaders
Developing senior leaders
Succession management
Board management

Org Design and Culture

Managing organizational culture
Global cultural issues
Organization design
High performance organizations

HR Tech, Service Delivery

Core HR systems
Employee portals
Chatbot Design & Implmnt
AI Architecture
Prompt Engineering
Case management
Service center design

Working w/Sr. Leadership

Consulting with C-Level executives
Selecting and assessing senior leaders
Leadership Development
Board Governance

Benefits and Wellbeing

Implementing benefits programs
Employee wellbeing programs
CSR and volunteer programs

Learning & Development

L&D needs assessment
Competency models
Video, other content design
L&D tools and technology
Leading L&D function

Employee Experience

Measuring engagement
Acting on survey results
Survey vendors and tools
Employee Experience strategy
Digital employee experience

Facilities and Workspace

Sustainable workspaces
Moving to new facilities
Health and safety
Flexible workspace policies

Leadership of HR

Leading HR
Leading functional areas within HR
Senior business partnership
HR operating models

Talent Acquisition

Employment brand
Mobile and social media
Sourcing
Recruiting AI
Job descriptions
Onboarding
Interviewing
Recruitment tools
Talent acquisition leadership

Performance & Career

Performance management design
Engaging leaders in development
Career progression models
Global mobility programs
Performance management tools

People Analytics

Types of people data
Statistical analysis
Using analysis tools
Data visualization
Data quality
Data privacy and ethics
Network analysis (ONA)
Text analysis (NLP)
AI implementation

Diversity and Inclusion

D&I strategy
D&I measurement
Improving workforce representation
Driving cultural D&I improvements
Board diversity

Workforce Planning

Global economic trends
Budgeting
Sales and marketing
Customer support
Manufacturing and operations
Talent Intelligence

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Percent of HR Professionals
With Skills of "Good, Excellent, World-Class"

■ HR Skills: Good to Excellent   ■ HR Skills: World Class

HR Capabilities

21%
3%
18%
Slow to no growth

22%
3%
19%
1-5% per year

31%
3%
29%
5-15% per year

42%
7%
35%
15%+ per year

Company Growth Rate

HR 4.0 Impact and Maturity Study, conducted with IBM, 2021, n=1400

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What HR Capabilities Matter Most?

Individual HR Capability	High Growth Companies	Low Growth Companies	Impact	Impact Relative to All Capabilities
Developing Leaders and Managers	3.4	2.3	Extremely High	151%
Change Management and Communications	3.4	2.4	Extremely High	119%
Applying the Principles of Organization Design	3.1	2.2	Extremely High	115%
Coaching Individuals For Performance	3.9	2.8	Very High	93%
Operating as a Senior HR Business Partner	3.2	2.4	Very High	91%
Understanding Global Cultural Issues	3.1	2.4	Very High	67%
Terminating Senior executives	2.9	2.2	Very High	67%
Working with C-Level Execs	3.3	2.6	High	60%
Gaining Senior Leadership Buy-in for DEI Efforts	2.9	2.2	High	60%
Implementing Strategy for Contingent and Gig Workers	2.3	1.8	Significant	54%
Supporting Employee Mental, Emotional, Family Needs	3.2	2.5	Significant	41%
Leading the HR function (as CHRO or VP)	1.9	1.5	Significant	40%
Consulting with Business Leaders on Workforce Data	3.2	2.5	Significant	36%
Implementing Targeted Employee Communications	3.6	2.9	Significant	31%
Designing the HR Operating Model	2.4	2.1	Less Significant	17%

Numbers are average capabilities of all surveyed HR professionals on a 1 (novice) to 5 (expert) scale

Source: 7,100 HR professionals in the JBC Global HR Capability Assessment

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The HR Profession Is Becoming More Complex and Strategic

2017

300 skills

+ 33%

200 roles

+25%

2022

400 skills

250 roles

Emerging HR Roles (2017-2022)
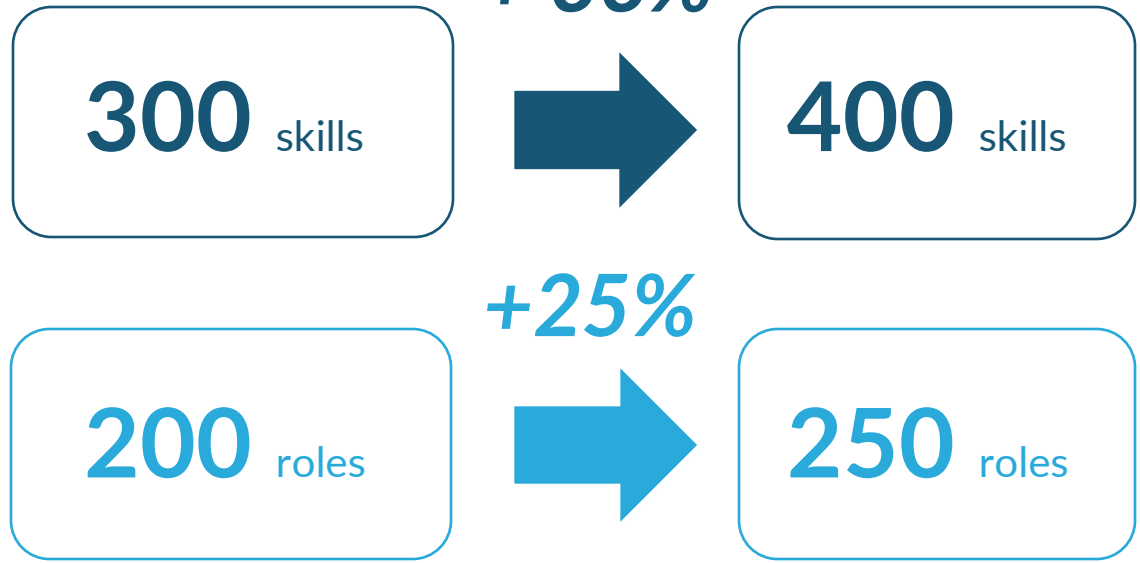
50 new HR roles have emerged, including many leadership roles and roles in strategic domains.

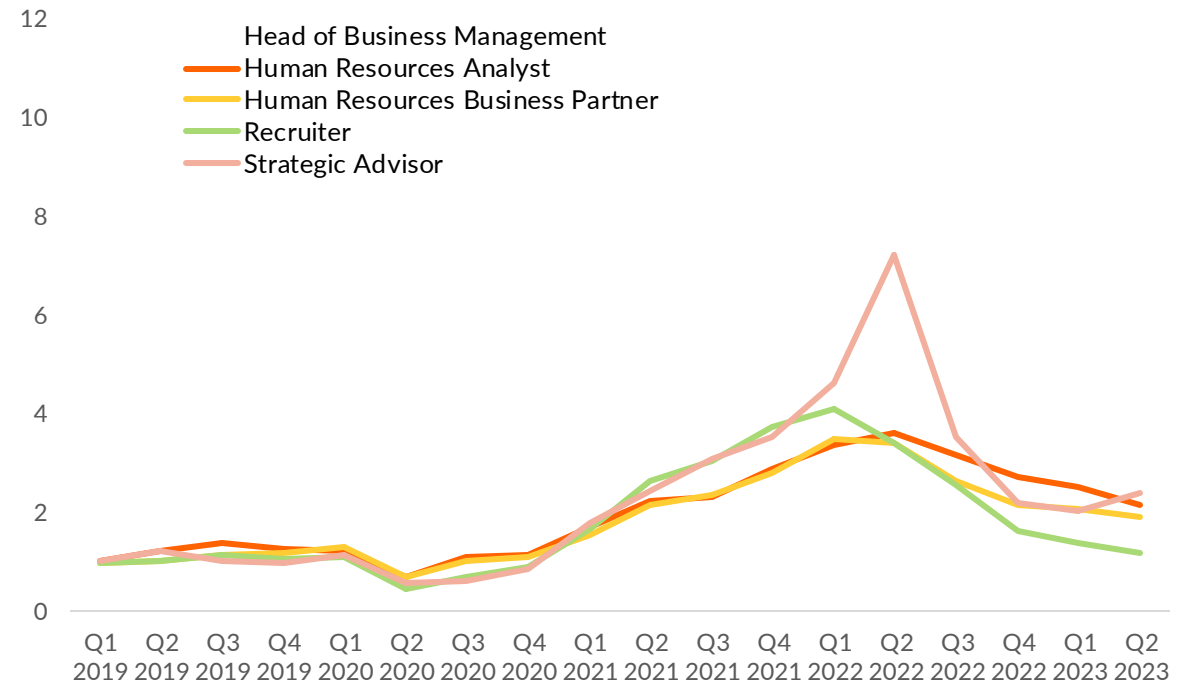|	
▪ Training Development Supervisor	▪ Director Change Management
▪ Placement Executive	▪ Payroll Benefits Coordinator
▪ Business Development Recruiter	▪ Compensation Coordinator
▪ Human Capital Analyst	▪ Learning Strategist
▪ Driver Recruiter	▪ International Recruitment Manager
▪ Employee Relations Coordinator	▪ Human Resources Analytics Manager
▪ Human Resources Superintendent	▪ Account Recruiting Manager
▪ International Recruitment Consultant	▪ HR Development Assistant
▪ Director Total Rewards	▪ HR Benefits Coordinator
▪ Technical Recruitment Consultant	▪ HR Operations Coordinator
▪ Employee Experience Manager	▪ Employee Relations Officer
▪ Human Resources Benefits Manager	▪ Director of Employee Experience
▪ Benefits Supervisor	▪ Payroll Benefits Manager
▪ Compensation Benefits Specialist	▪ Head Human Resources Development
▪ Medical Recruiter	▪ Human Resources Payroll Assistant
▪ Employee Relations Advisor	▪ HR Management Assistant
▪ Payroll Benefits Specialist	▪ Head of Diversity and Inclusion
▪ Rewards Analyst	▪ HR Benefits Administrator
▪ Management Recruiter	▪ Employee Relations Consultant
▪ Legal Recruiter	▪ Director Talent Development
▪ Employee Experience Specialist	▪ Human Capital Director
▪ Head Organizational Development	▪ Manager Total Rewards
▪ Clinical Recruiter	▪ Technical Recruiting Specialist
▪ Recruitment Agent	▪ Head of Payroll

Leadership role

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Administrative Roles Are Fast-Rising, Strategic Roles Are Declining


Top 5 Rising HR Roles
(Normalized against Q1 2019)

- Accounting Officer
- Accounting Specialist
- Administrative Assistance Specialist
- Human Resources Executive
- Human Resources Technician
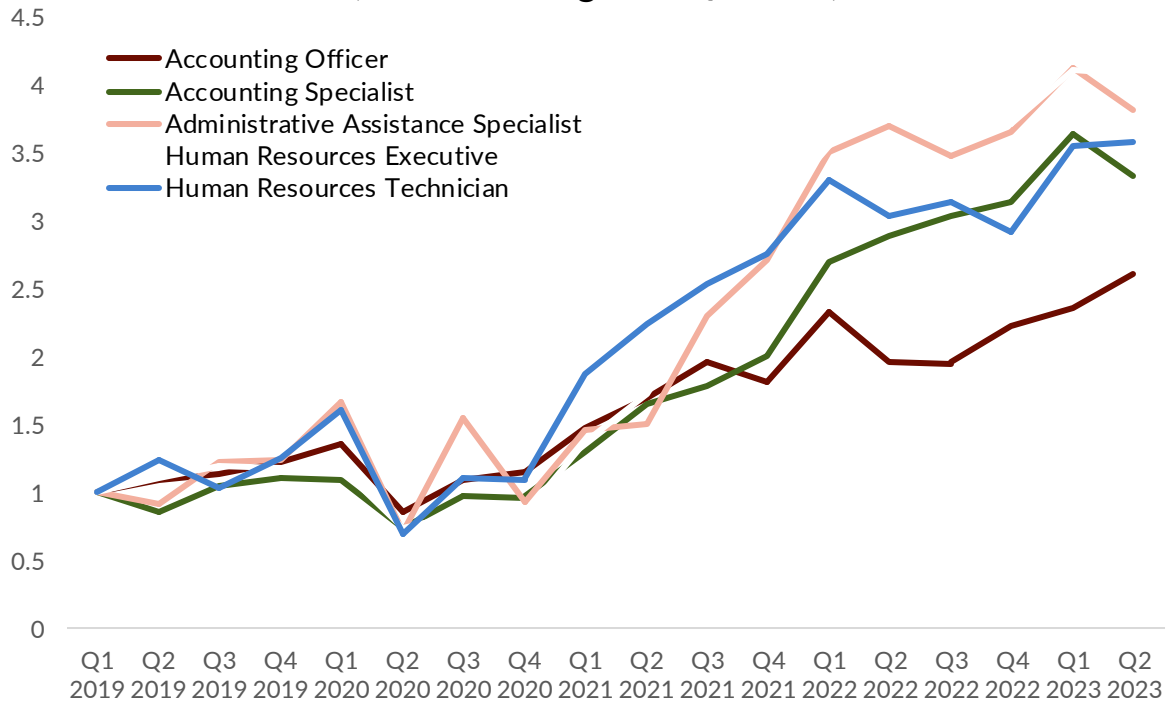
Top 5 Declining HR Roles
(Normalized against Q1 2019)

- Head of Business Management
- Human Resources Analyst
- Human Resources Business Partner
- Recruiter
- Strategic Advisor

> **Fastest rising roles are in accounting and administration, while HRBP and strategic advisor roles are rapidly declining.**

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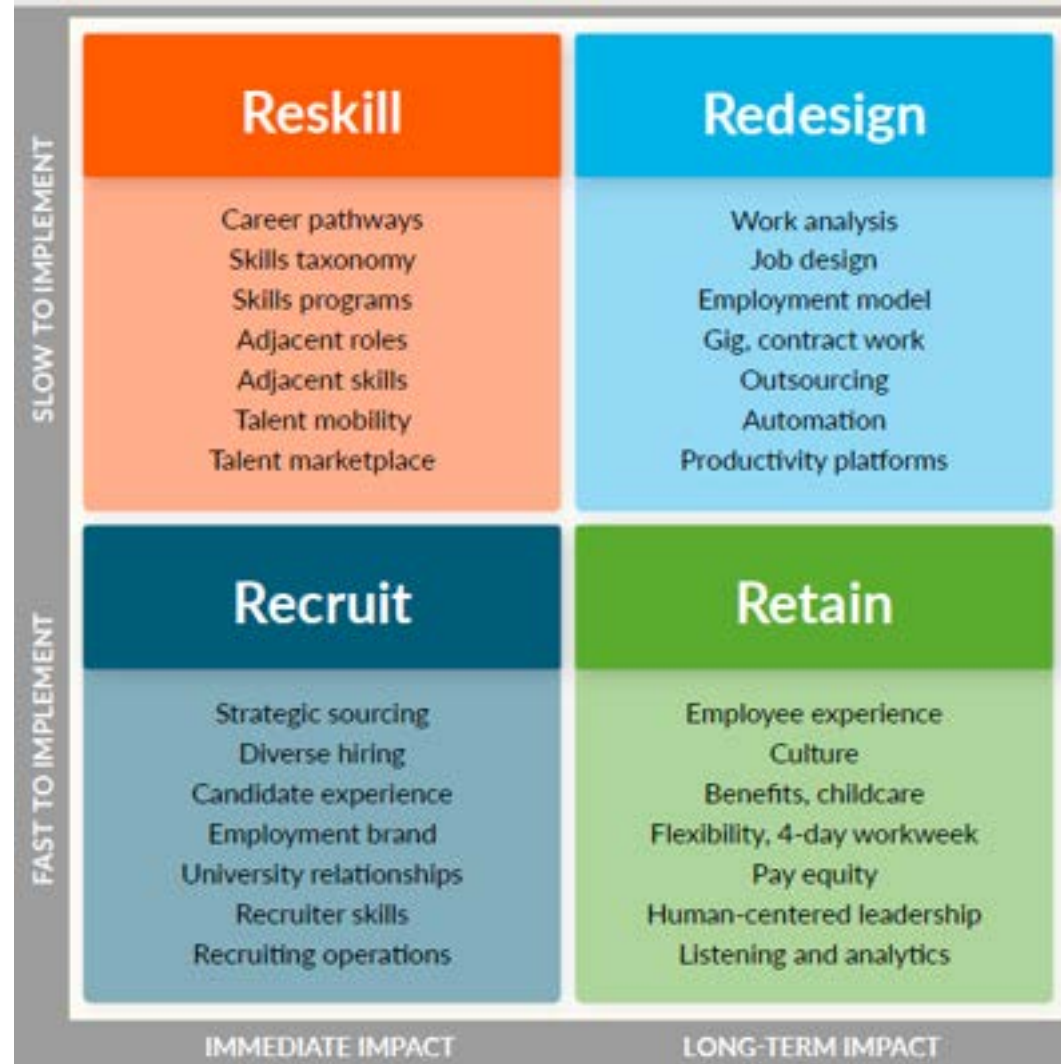
The HR Function Is Becoming More Systemic

Top 5 Skills

Reskill
- Training and Development
- Training
- Employee Training
- Learning & Development
- Coaching

Recruit
- Recruiting
- Sourcing
- Interviewing
- Hiring
- Technical Recruiting

Common Skills

Recruiting
Sourcing
Talent Management
Interviewing
Technical Recruiting
Human Resources
Training and Development
Hiring
IT Recruitment
Applicant Tracking Systems
Screening Resumes
Onboarding
Executive Search
Staffing Services
Employer Branding
Full Life Cycle Recruiting
Compensation & Benefits
Human Resources Information Systems
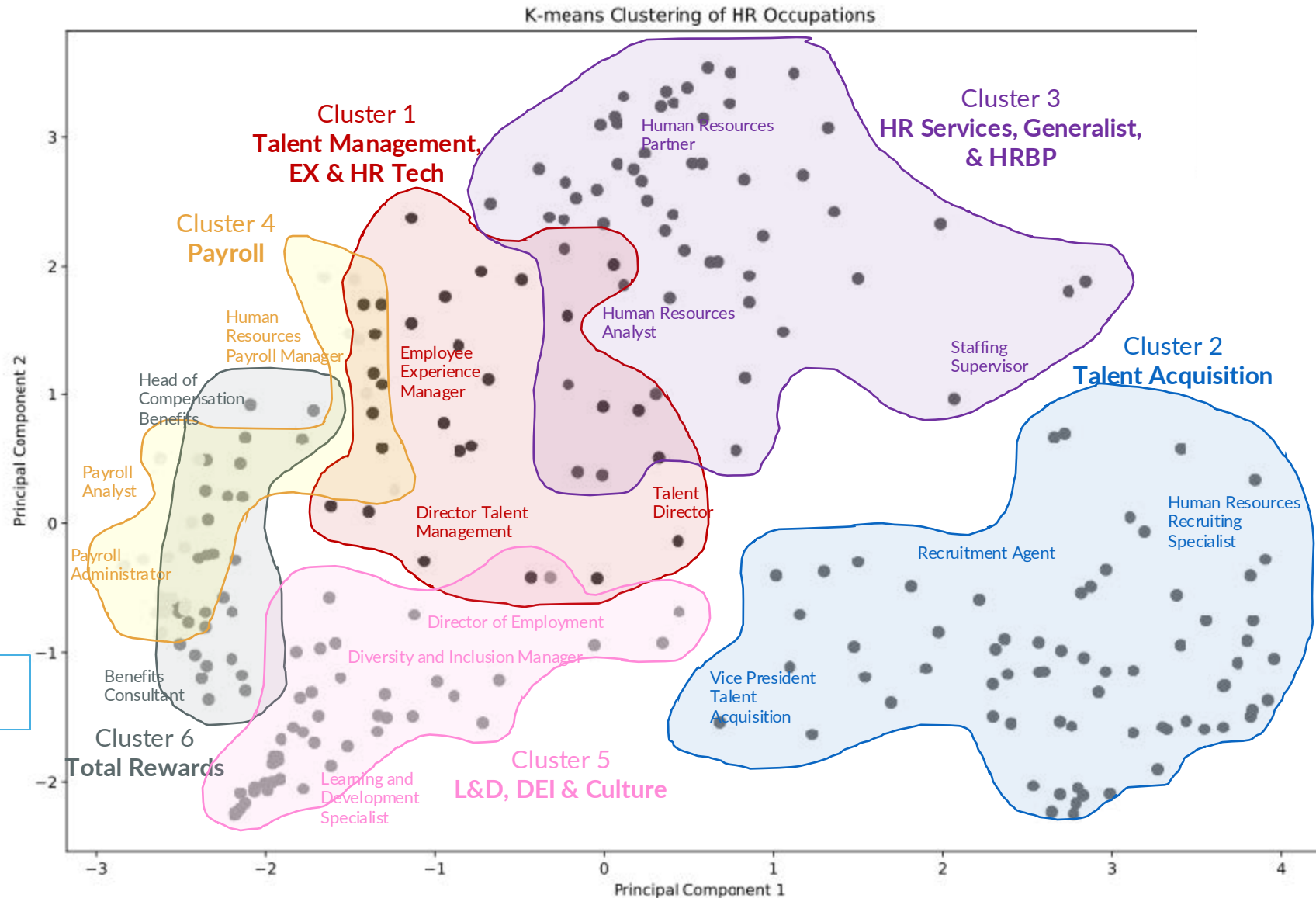Contract Recruitment
Internet Recruiting

Redesign
- Training and Development
- Change Management
- Organizational Development
- Leadership Development
- Talent Management

Retain
- Compensation & Benefits
- Benefits Administration
- HR Policies
- Employee Benefits Design
- Analytical Skills

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K-means Clustering of HR Occupations

Cluster 1
Talent Management, EX & HR Tech

Cluster 3
HR Services, Generalist, & HRBP

Cluster 4
Payroll

Cluster 2
Talent Acquisition

Cluster 6
Total Rewards

Cluster 5
L&D, DEI & Culture

Human Resources Partner

Human Resources Analyst

Staffing Supervisor

Human Resources Payroll Manager

Head of Compensation Benefits

Employee Experience Manager

Payroll Analyst

Director Talent Management

Talent Director

Human Resources Recruiting Specialist

Recruitment Agent

Payroll Administrator

Director of Employment

Diversity and Inclusion Manager

Benefits Consultant

Vice President Talent Acquisition

Learning and Development Specialist

Principal Component 2

Principal Component 1

Dots = roles
Proximity of dots = skill similarity
Clusters = groups of roles with similar skills

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What Development Opportunities Are Most Impactful?

■ % of HR Professionals

Coaching and mentoring	48
In-depth courses	42
More responsibility	39
Rotational assignments	36
External networking/conferences	32

0%   25%   50%

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The LEGO Group Builds a New HR Function from the Inside Out

Building on the success of the "Leadership Playground," grounded in LEGO's core belief that children are role models, LEGO reinvented the HR function:

- Redefined the role senior-most HR business partners to operate like consulting partners

- Reskilling HR business partners on change management, transformation readiness, leadership coaching, business acumen, and organization design

- Assigned HR professionals in a pool of agile teams so they could work on the most pressing business priorities

- Reimagined Centers of Expertise as "Communities of Excellence" with business leaders and employees participating as core team members

For Your Organization

- Benchmark your HR function against the Systemic HR™ Maturity Model

- Evaluate how you can cross-connect your COEs and HRBPs

- Build a team to focus on products and solutions across HR

- Review your organizational structure to make it more team-based and agile

- Revisit your HR tech roadmap with an employee focus

For You as a Professional

- Create your profile in the HR Career Navigator to identify your skills and career aspirations

- Pick adjacent areas to learn more, focus on, and develop in

- Look for rotations, projects, or mentors in other HR domains

- Connect with others outside of your domain to learn, find mentors, and exchange best practices

- Dive into an HR technology project as lead project manager

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