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**DIGITALLY-
POWERED
HR**

EMERGING SOCIO-DIGITAL HR ROLES

DIGITALLY-POWERED HR

ACROSS ASEAN, BUSINESS CONSOLIDATION IS BRINGING PEOPLE TOGETHER IN LARGE, HIGHLY MATRIXED ORGANISATIONS. IT'S A TREND THAT'S ACCOMPANIED BY A LASER FOCUS ON VALUE. IN THIS ENVIRONMENT, HR TRANSFORMATION IS THE EXPECTED NORM. THE PRESSURE'S ON FOR HR TO EVOLVE FROM COST CENTRE TO VALUE CREATOR – FROM SUPPORT SERVICE TO INTEGRATED BUSINESS PARTNER.

All this is playing out in a digital world. We're seeing new employee demographics, the rise of the gig economy, escalating demand for consumerised employee experiences and pervasive new technologies – all fuelling the emergence of the 'liquid workforce'. Integral to this phenomenon are shrinking employee lifecycles, with frequent talent turnover and a new employment marketplace where agility takes precedence over loyalty.

There's an urgent need for end-to-end experienced HR teams that can address the seismic changes now taking place by harmonising digital capabilities with in-demand social skills. Based on Accenture's experience in HR transformation projects across industries and 'Workforce of the Future' studies, we've set about

answering the question: "So what's next?". In this Point of View, we provide a practical view of future HR by focusing on three emerging HR roles that, we believe, will be essential from now on:

- **SOCIAL INTEGRATOR**
- **TALENT INTELLIGENCE ADVOCATE**
- **EVOLVED STRATEGIC HR BUSINESS PARTNER**

Digital is enabling talent management to become less of a centralised HR activity and more of an activity that's embedded in the fabric of everyday business. Embodying this shift, each of these roles calls for a radical reshaping of the competencies required in HR leadership and operations.

DIGITAL MAKES HR TRANSFORMATION (HRT) THE EXPECTED NORM...

New digital technologies enable unprecedented integration and flexibility in how businesses interact with and manage their people. They also give employees a far greater share of voice, along with the ability to participate in defining and even creating their own work experiences. As such, digital is an enormously powerful force that's poised to radically redefine the future of HR in the coming years.

Drilling down, the impact of digital is already starting to play out in a number of ways in organisations across ASEAN:

'GIG' EXPERIENCE BECOMES THE PULSE OF BUSINESS:

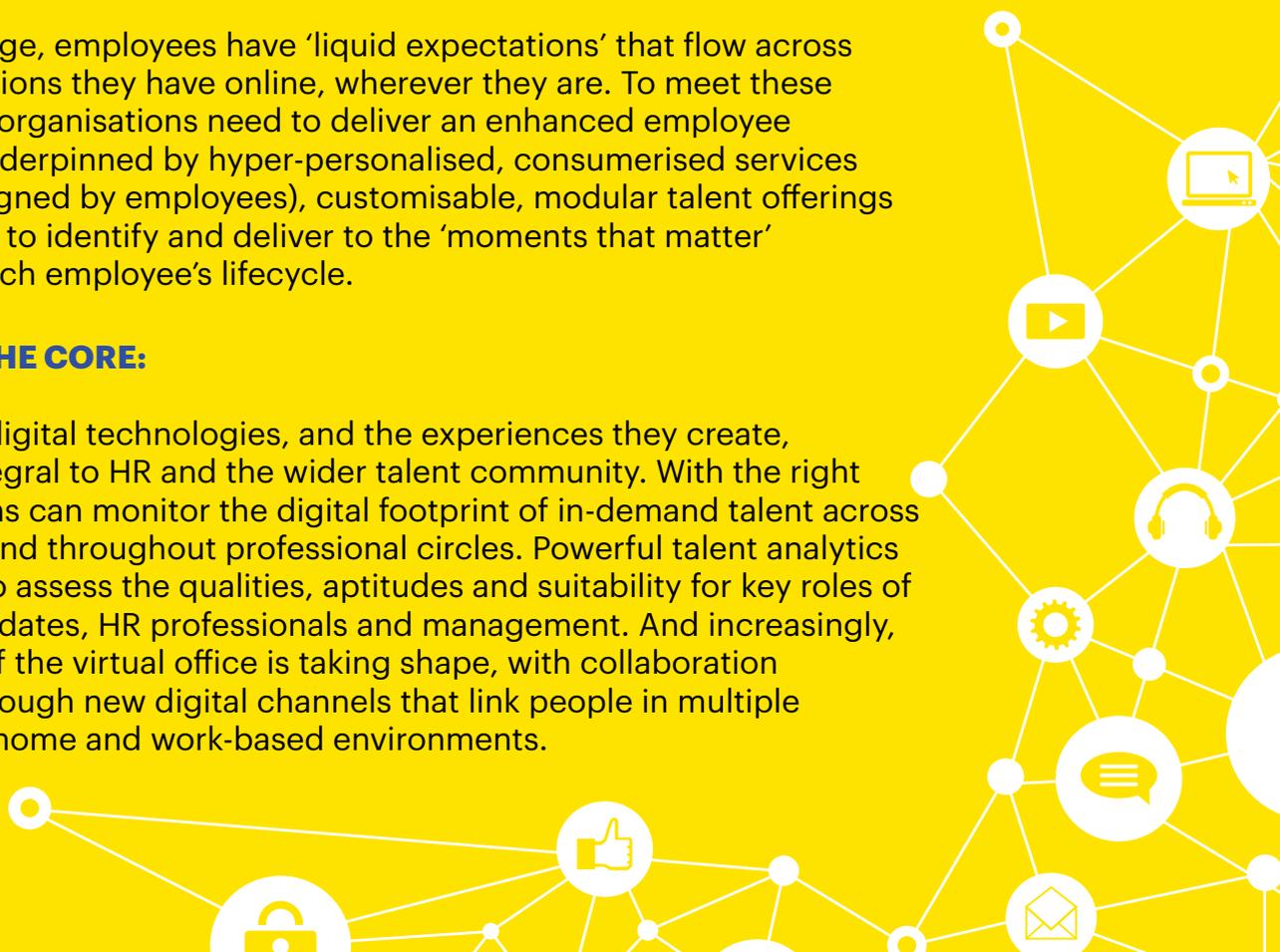
Business leaders recognise the power of technology to enable new, adaptable, change-ready 'liquid workforces.' Comprised of millennials, silver talent and career parents, these workforces constitute a dynamic set of demographics with new life priorities, preferences and ambitions. The new normal will see increased employee turnover and an emphasis on agility over loyalty. It's a fundamental shift, where service years and relationships are replaced by project-focused working groups and outcome-driven assignments. As freelancing becomes increasingly prevalent, the workforce will expand beyond the organisation to embrace external talent including both formal contractors and crowd platforms. HR teams will have to adapt by developing new competencies for continuously tracking ebbs and flows of talent throughout the marketplace. There's plenty of ground to catch up. Research for Accenture's 2016 Technology Vision revealed that 53 percent of business leaders are currently struggling to attract and retain digital talent.

ENHANCED EMPLOYEE EXPERIENCES (E³) ARE NON-NEGOTIABLE:

In the digital age, employees have 'liquid expectations' that flow across all the interactions they have online, wherever they are. To meet these expectations, organisations need to deliver an enhanced employee experience underpinned by hyper-personalised, consumerised services (often co-designed by employees), customisable, modular talent offerings and the ability to identify and deliver to the 'moments that matter' throughout each employee's lifecycle.

DIGITAL AT THE CORE:

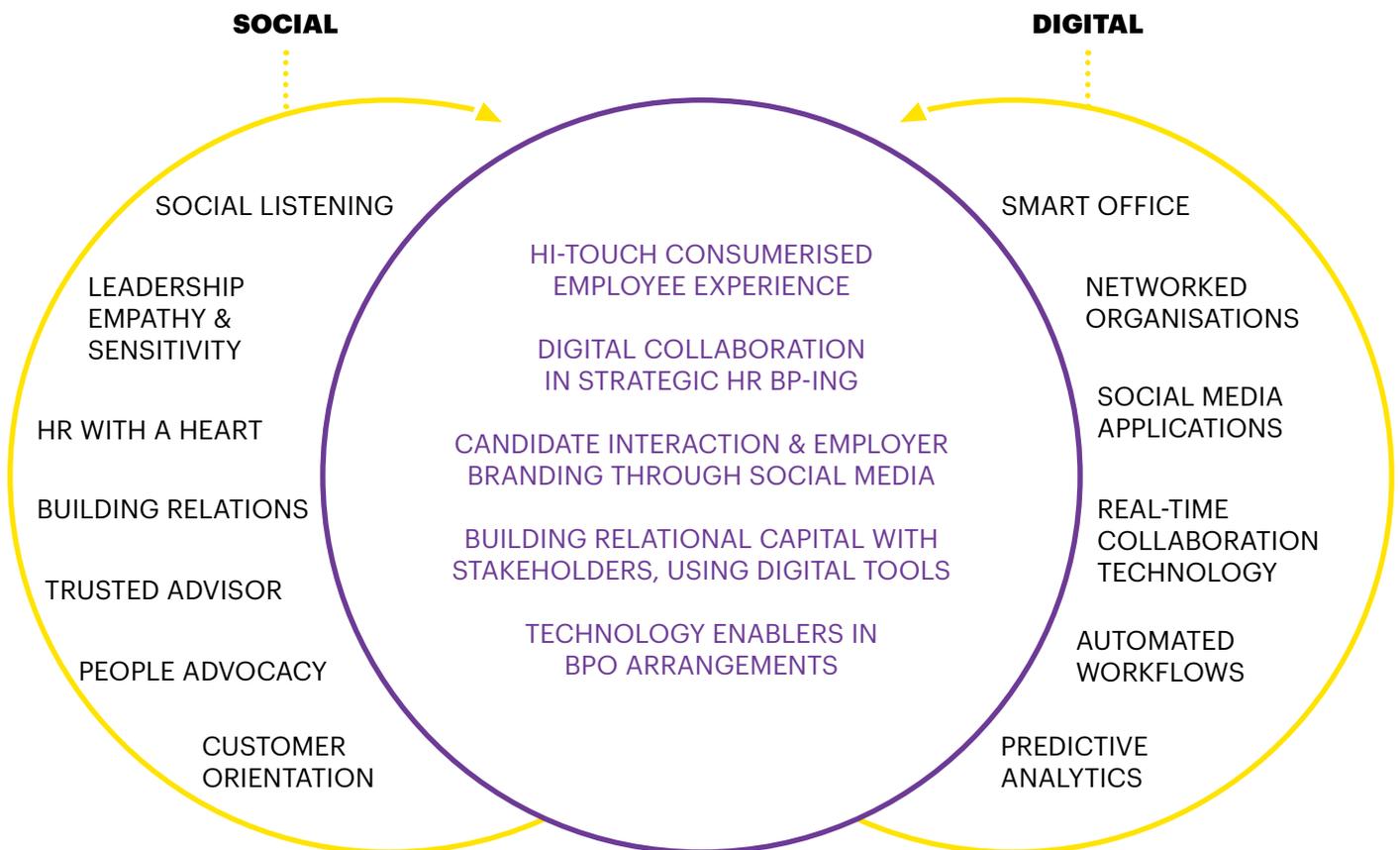
We're seeing digital technologies, and the experiences they create, becoming integral to HR and the wider talent community. With the right tools, HR teams can monitor the digital footprint of in-demand talent across social media and throughout professional circles. Powerful talent analytics can be used to assess the qualities, aptitudes and suitability for key roles of external candidates, HR professionals and management. And increasingly, the concept of the virtual office is taking shape, with collaboration happening through new digital channels that link people in multiple geographies, home and work-based environments.



In companies across the region, a rigorous emphasis on zero-based budgeting means HR teams are expected to be the right size, delivering services at the right cost and through the right organisational structures. New operating models, M&A, and increased reliance on business process outsourcing (BPO) and shared services mandate organisational redesign, with a growing emphasis on HR to prove itself and add value as a strategic partner and value creator.

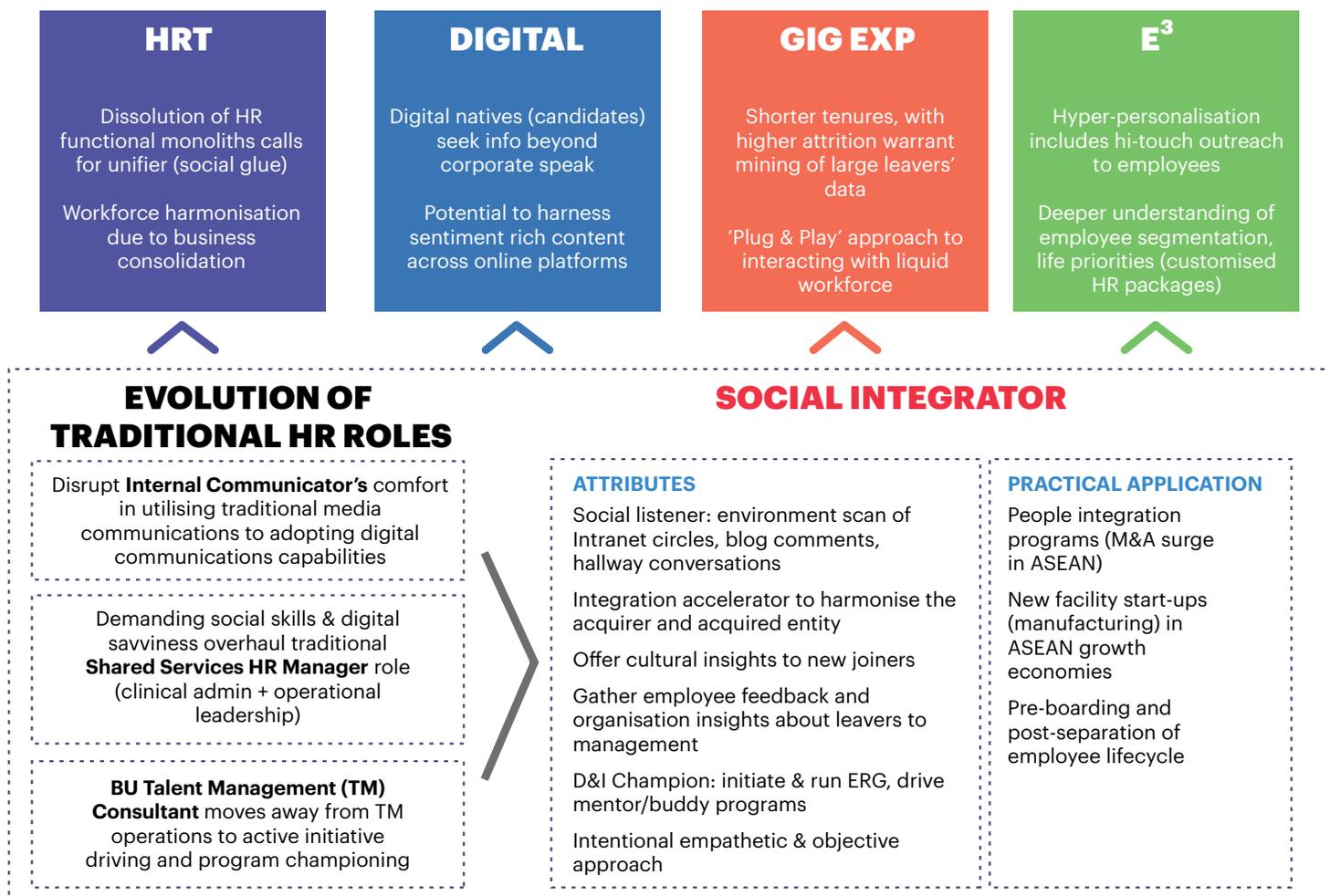
At a high level, we'll increasingly see HR, talent processes, and the technology that enables them, no longer constituting their own domain or being performed by a central HR function. Instead, more and more elements of HR and talent management will become deeply embedded in how work gets done throughout the enterprise. HR will, in other words, be integral to business as usual.

SOCIAL AND DIGITAL FORCES CONVERGE...



As this convergence gathers momentum, three new HR roles are emerging. Each of them will play a vital role from now on, harmonising digital capabilities with in-demand social skills to create and sustain human capital within the business. Let's take a closer look.

1. THE EMERGENCE OF THE 'SOCIAL INTEGRATOR'



We've already provided an overview of the megatrends in play across the region. At a more granular level, the emergence of the 'Social Integrator' role is being driven by a number of factors. The dissolution of HR functional monoliths in combined organisations calls for people who can act as unifiers, providing the social glue needed for workforce cohesion and harmonisation.

Meanwhile, digital natives expect information that makes sense to them as individuals. Corporate speak is out for these in-demand candidates. To deliver on these expectations and differentiate themselves in a competitive recruitment marketplace, HR must be able to harness, analyse and act upon sentiment-rich content across online platforms. At the same time, shorter job tenures, with higher attrition rates, mean HR must be equipped to mine leavers' data for indicators that will help them to attract and retain future talent. A 'plug and play' approach to interacting with the new liquid workforce is also essential, along with the ability to deliver hyper-personalised services and interactions across the employee lifecycle, from high-touch outreach during pre-boarding to a deeper understanding of employee segmentation and life priorities.

As these factors converge, traditional HR roles will evolve. The comfort zone for internal communicators will have to migrate from traditional media communications to adopt digital communications capabilities. Traditional shared-services HR manager roles will be overhauled by the need for social skills and digital savviness. And business unit talent management consultants will transition from talent management operations to active initiative driving and programme championing. HR directors will find it hard to justify one full headcount for each of these traditional HR roles.

KEY CAPABILITIES INCLUDE:



HARNESSING
EMPLOYEE
SENTIMENTS
ACROSS ONLINE
PLATFORMS



HIGH-TOUCH
OUTREACH/
HYPER-
PERSONALISATION



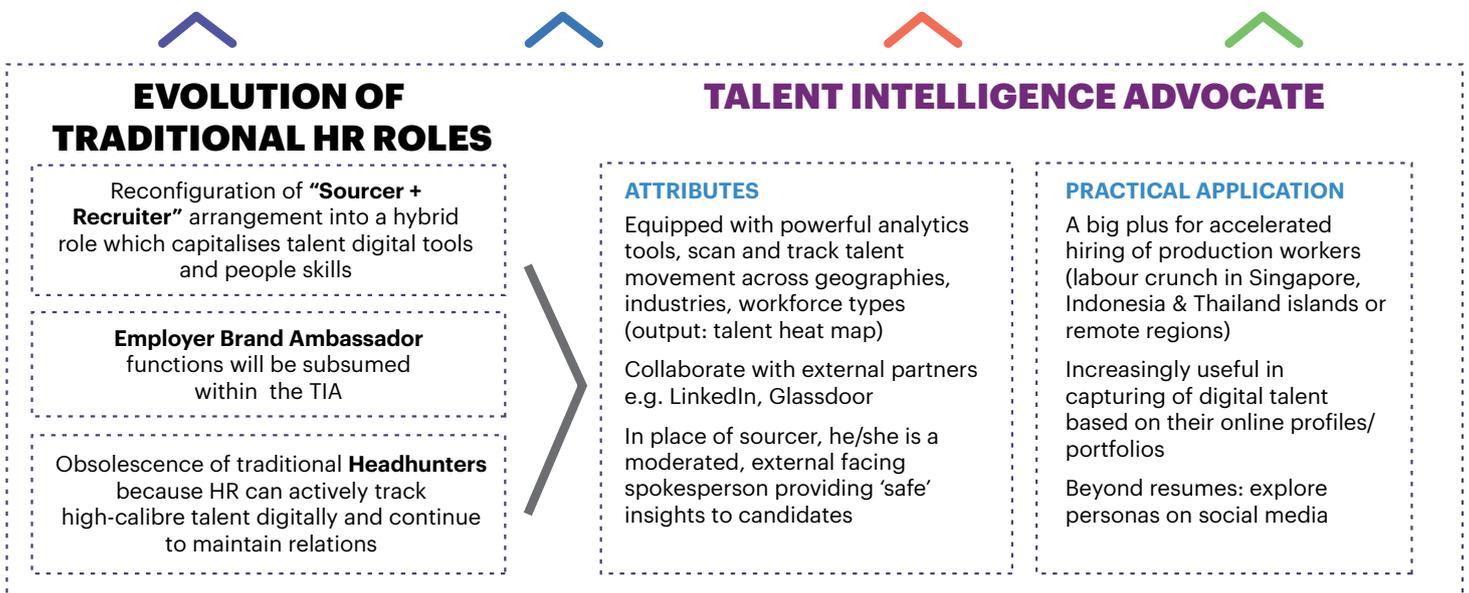
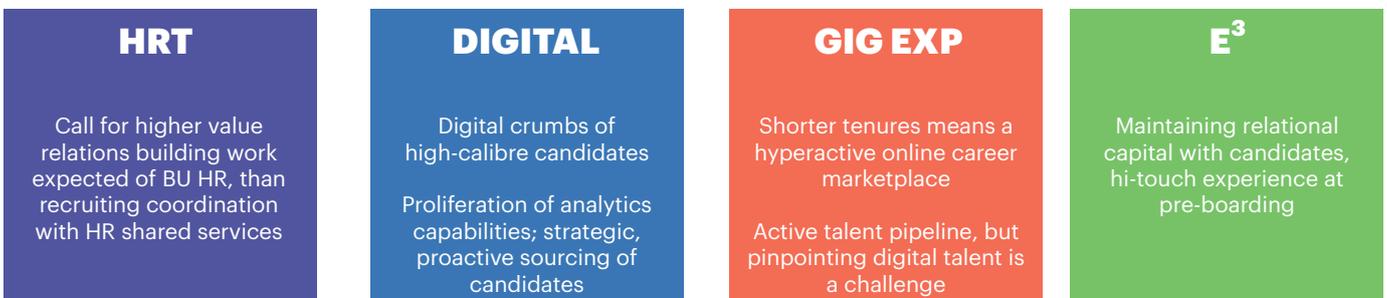
'PLUG AND PLAY'
APPROACH TO
WORKFORCE
INTERACTION



MINING EMPLOYEE
DATA TO
UNDERSTAND
SEGMENTATION/
LIFE PRIORITIES ETC.

To supply these capabilities, the Social Integrator will have an empathetic and objective approach, as well as being an adept social listener, continuously scanning intranet circles, blog comments and hallway conversations. They will be integration accelerators, skilled in harmonising the operations and people of the acquirer and acquired entities post-merger. They'll be on hand to offer cultural insights to new joiners and, when people leave the organisation, they'll gather feedback about them and communicate it to management. People occupying this role will also need to be Diversity & Inclusion (D&I) champions, ready to initiate and run Employee Resource Groups (ERGs) on various causes and interests, and drive mentor/buddy programmes.

2. THE EMERGENCE OF THE 'TALENT INTELLIGENCE ADVOCATE' (TIA)



KEY CAPABILITIES INCLUDE:



HIGH-VALUE
RELATIONSHIP
BUILDING
WITH IN-DEMAND
TALENT



MASTERING ANALYTICS
CAPABILITIES FOR
STRATEGIC/
PROACTIVE SOURCING
OF CANDIDATES



PINPOINTING
IN-DEMAND
DIGITAL TALENT



BUILDING AND
SUSTAINING
RELATIONSHIP
CAPITAL WITH
CANDIDATES

The arrival of the 'liquid workforce' heralds a new dynamic: continuous turnover of millennials replacing old assumptions of jobs for life, and greater involvement of the silver workforce. In the 'gig' economy that will soon be the norm, it will be much harder for HR to keep track of talent by career and industry/geographical movement. Representing the employer and maintaining relational capital with candidates (keeping them 'warm') will be an expanding challenge.

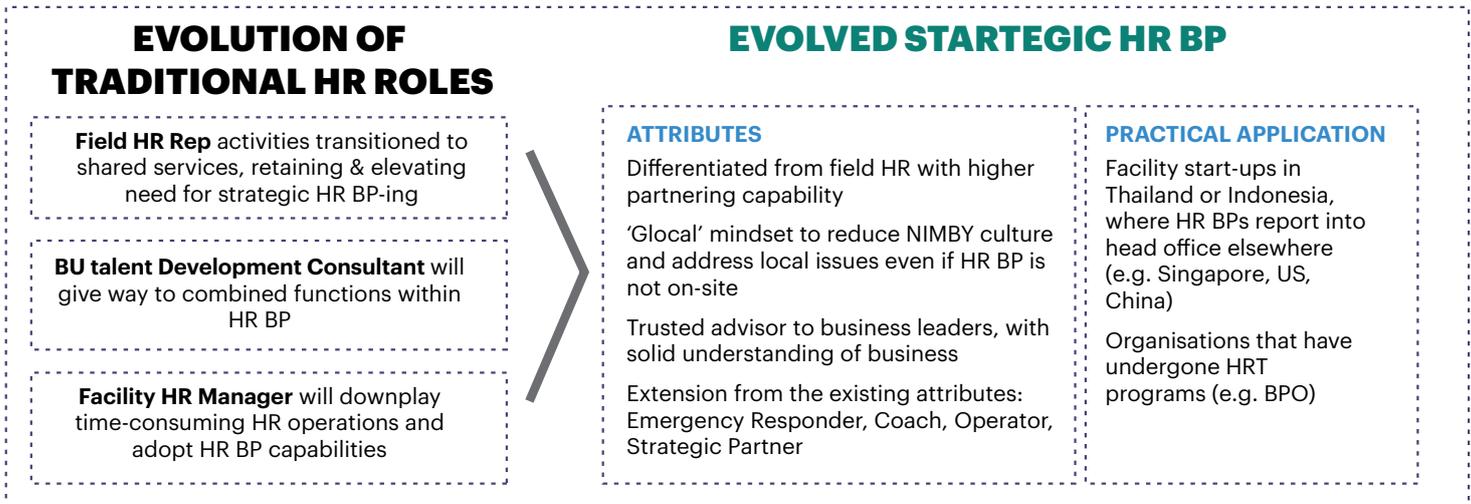
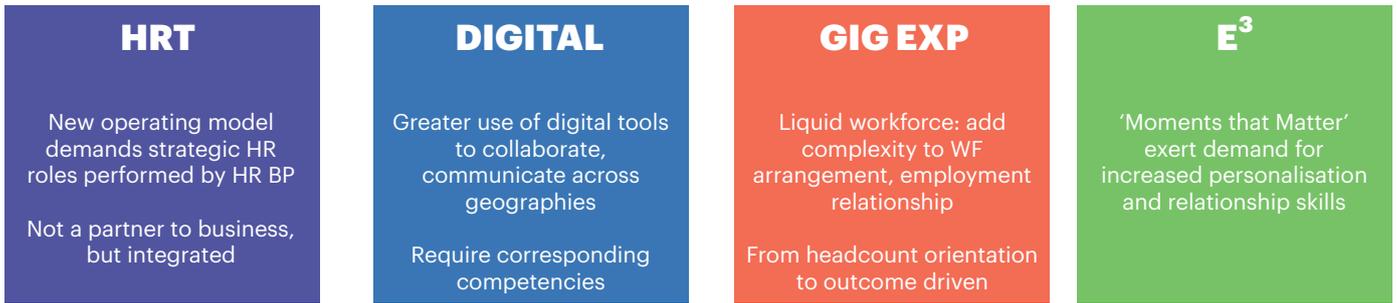
While companies are going headlong into hiring digital talent – some MNCs are struggling to identify the right talent, understand seemingly strong candidates and ensure the best possible fit with their own businesses.

In this environment, the TIA will emerge to replace traditional talent sourcing and recruitment activities, playing a vital role through strategic, proactive sourcing of candidates, complemented by employee referral programmes. To achieve this, the TIA will leverage predictive analytics tools on the 'digital crumbs' of high-calibre candidates to investigate their social personas, scanning and tracking social footprints and talent movement across geographies, industries and workforce types – whether that's digital talent for the corporate office or production employees for manufacturing facilities in emerging southeast Asian economies.

Acting as the employer brand ambassador, the TIA will attract this hard-to-find talent into the business through a high-touch pre-boarding experience. Fulfilling a hybrid function spanning mastery of digital talent tools and people skills, the TIA will use analytics capabilities to circumvent the functions of headhunters and commercial online job platforms, acting as a moderated, external-facing spokesperson providing 'safe' insights to candidates on behalf of the business.



3. THE EMERGENCE OF THE EVOLVED 'STRATEGIC HR BUSINESS PARTNER'



New operating models in combined organisations, including shifts towards HR BPO, are reducing the need for field HR (administrative) work. As this trend continues, we're seeing increasing emphasis on strategic HR competencies, with HR leaders acting as trusted advisors directly interfacing with business leaders. Crucially, HR will not partner with business, it will become part of business.

HR will need to be able to demonstrate the business value that's being created through this new relationship. To meet these high expectations, evolved strategic HR business partners will be outcome-driven by deliverables, using flexible manpower to achieve their objectives. The traditional approach of filling in headcounts for roles will be diluted. Using digital tools to collaborate and communicate across geographies, they'll be equipped to manage the complexities of a liquid workforce in highly dispersed operations.

KEY CAPABILITIES INCLUDE:



As strategic HR business partners, they'll have a 'glocal' mindset, addressing local issues within the broader context of the business – as emergency responder, coach, operator and relationship builder. Importantly, their sensitivity to local contexts will incorporate in-depth understanding of compliance issues in each location, keeping in mind enterprise policies and programmes. Keeping on top of all this won't require continuous travel for face time. Weekly touchpoints with direct reports, backed by online communications, should suffice.

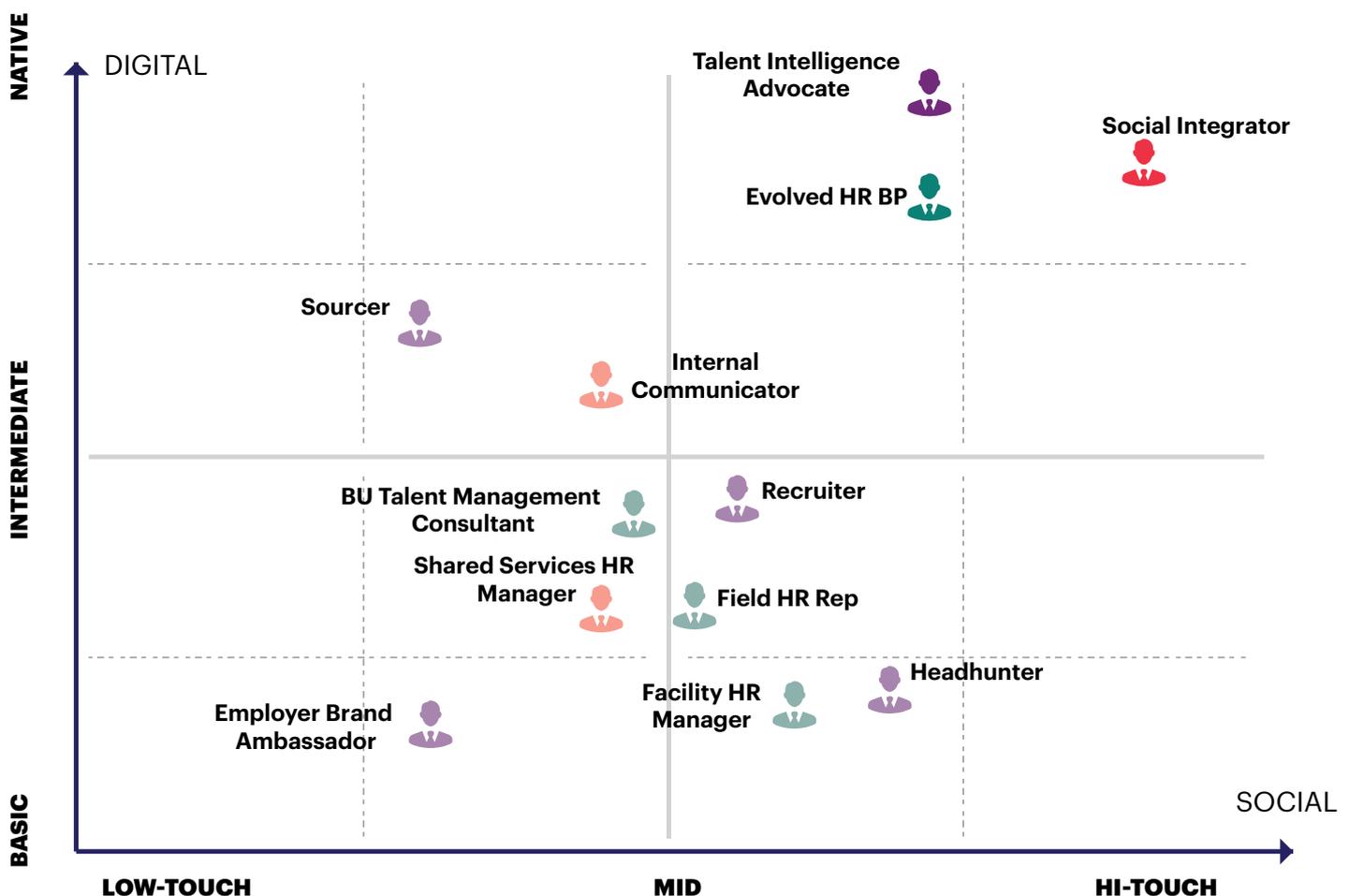
Their mastery of digital capabilities and relationship skills will equip them to deliver on employee expectations for increased personalisation, tailoring services to address the 'moments that matter' for individuals from the moment they join the company.

EVOLVING INTO THE NEW HR

HR leaders with direct headcount responsibilities need to start preparing for these emerging HR roles. Doing so will be key to tackling the demands of business and the needs of employees, as well as staying in the forefront of talent competition.

These new roles are clearly differentiated from traditional HR roles across social and digital dimensions (see graphic below):

SOCIO-DIGITAL ROLE MATRIX

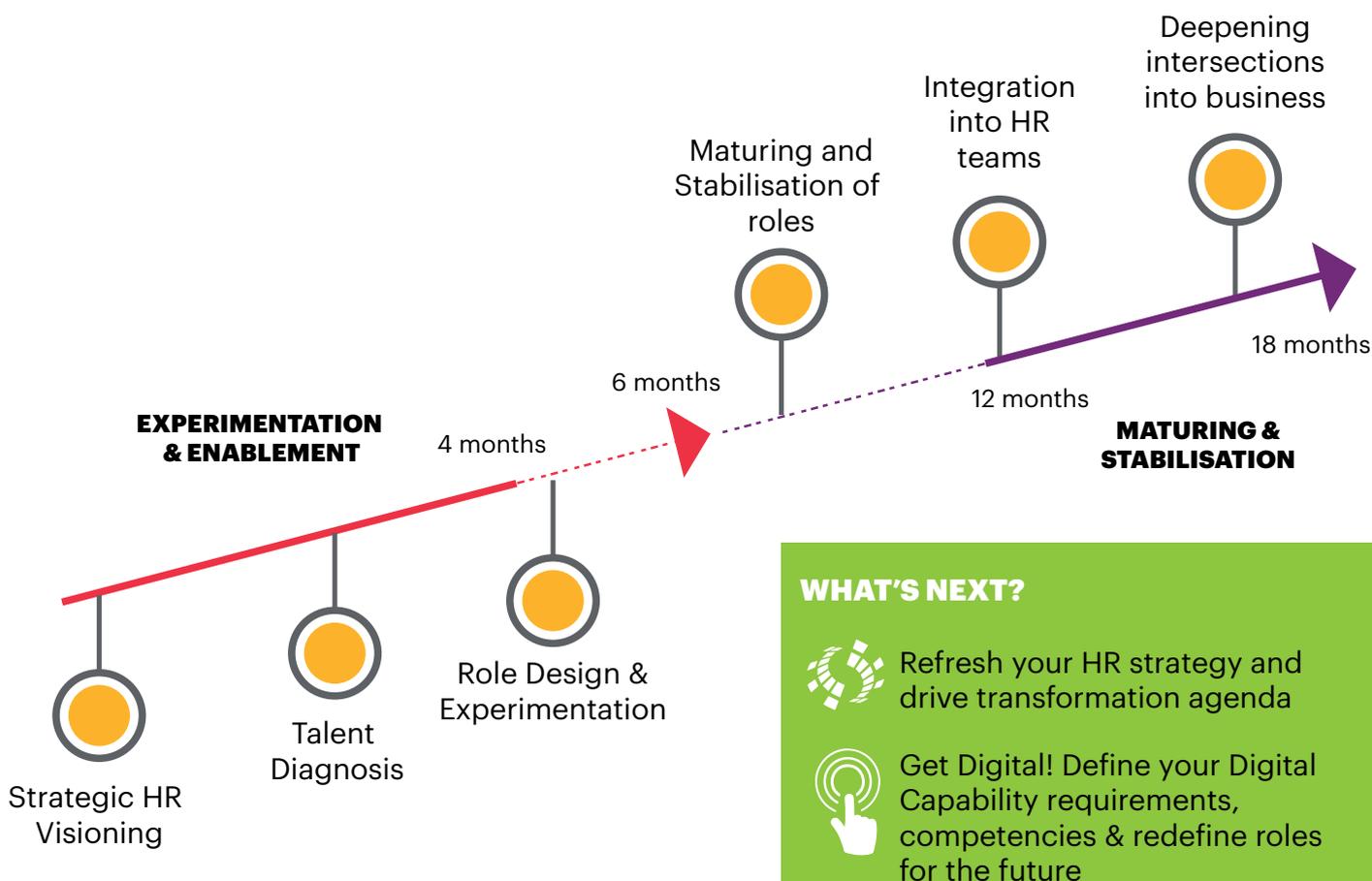


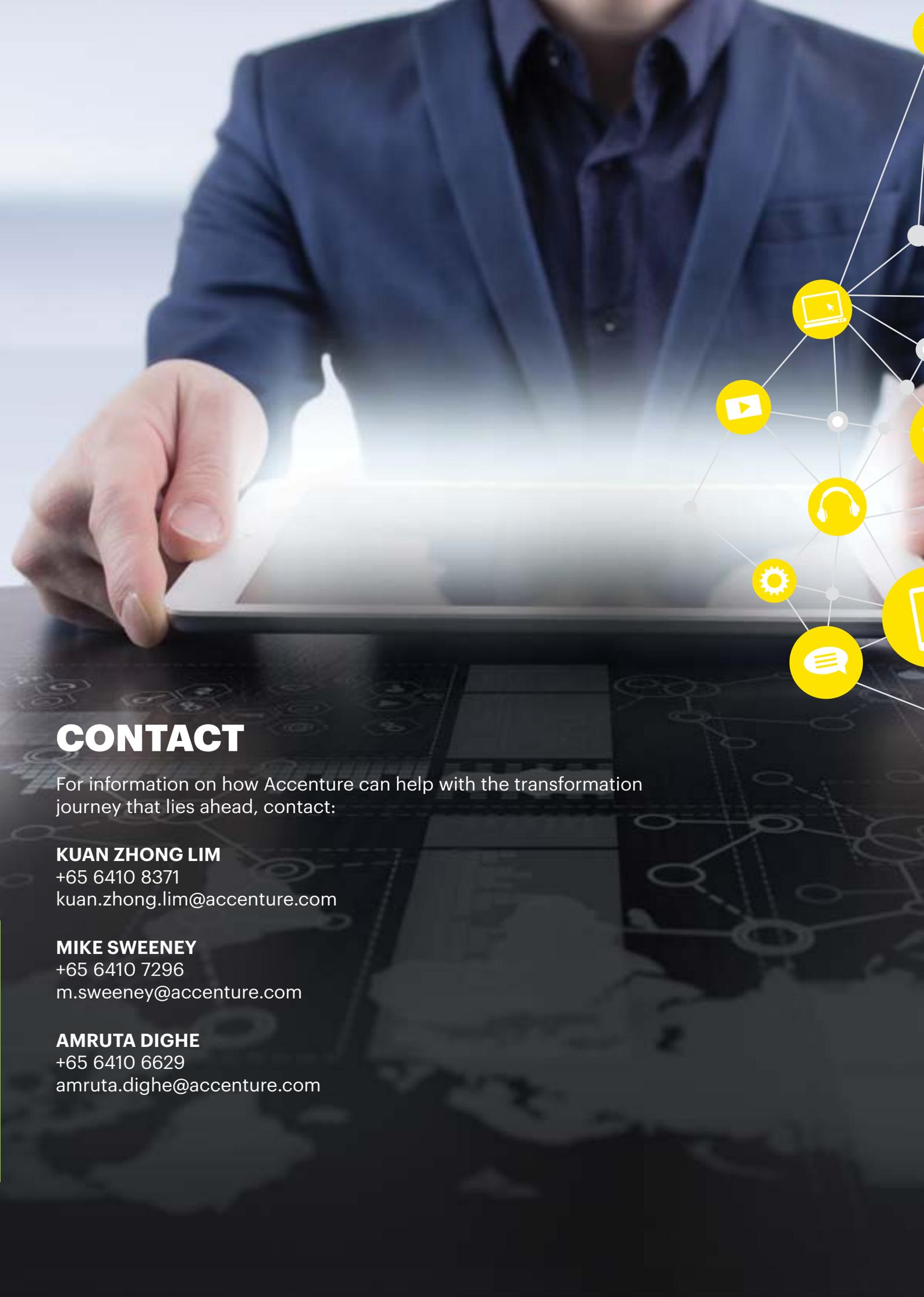
HR leaders will see these existing HR roles most impacted and morph into the three socio-digital HR roles emerging on the scene:

- FROM INTERNAL COMMUNICATOR, HR MANAGER, TALENT MANAGEMENT CONSULTANT... **TO SOCIAL INTEGRATOR**
- FROM SOURCER & RECRUITER, HEADHUNTER, EMPLOYER BRAND AMBASSADOR...**TO TALENT INTELLIGENCE ADVOCATE**
- FROM FIELD HR REP, TALENT DEVELOPMENT CONSULTANT, HR MANAGER...**TO THE EVOLVED STRATEGIC HR BP.**

As they prepare for the evolution that lies ahead, HR leadership will need to take a fresh look at the existing HR 'state of affairs'. Assessing their teams' current socio-digital competencies is the recommended starting point (and enabler) for harmonising digital capabilities and organisational savviness around employee experiences. The benefits? Being equipped to add real value to their businesses in a challenging and dynamic new ASEAN marketplace.

Accenture can help with this process. Through structured assessments, we work with HR leaders across ASEAN, helping them embark on and continue their change journeys – from initial strategic HR visioning and talent diagnoses, through role design and experimentation to maturing and stabilisation of the new capabilities.



A person in a blue suit is shown from the chest down, holding a tablet. The background is a blurred office setting. Overlaid on the right side of the image is a network diagram consisting of yellow circular icons connected by white lines. The icons include a laptop, a play button, a headset, a gear, and a speech bubble. The bottom of the image features a dark, textured background with faint, light-colored network diagrams and a world map.

CONTACT

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