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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.

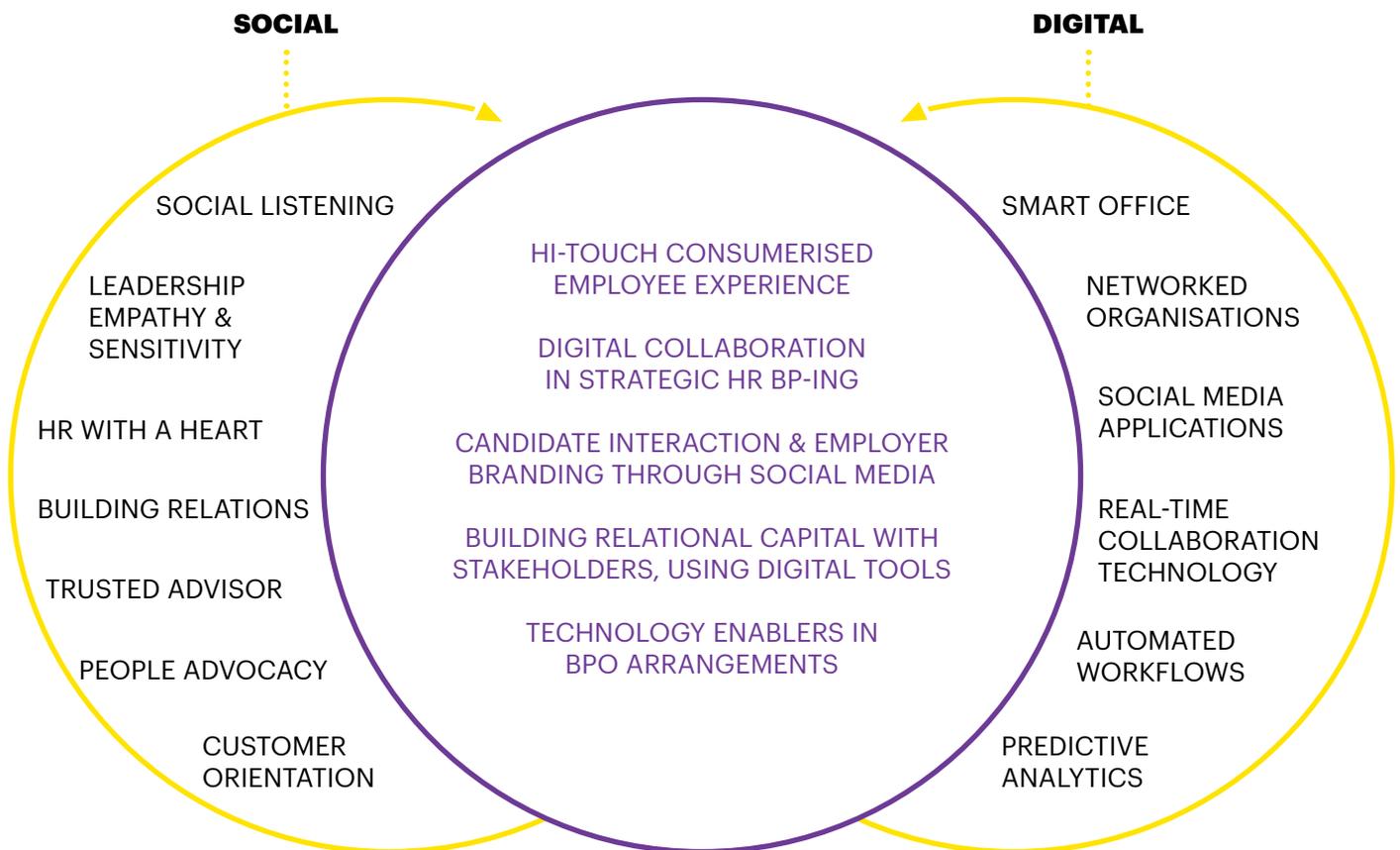
All this is playing out in a digital world. New employee demographics, the rise of the gig economy, demand for consumerised employee experiences and pervasive new technologies are fuelling the emergence of the 'liquid workforce'. HR roles must adapt to tackle the challenges and realise the opportunities created by this phenomenon.

Based on Accenture's experience in HR transformation projects across industries and 'Workforce of the Future' studies, we've set about answering "so what's next?" – offering a practical view of future HR by focusing on the three emerging HR roles that, we believe, will be essential from now on.



THREE EMERGING SOCIO-DIGITAL HR ROLES

Social and digital forces are converging to shape the workplace of the future – and the intersection between them is the crucible in which best-practice new HR approaches and capabilities are being forged (see graphic):



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:



1. SOCIAL INTEGRATOR

The upsurge in ASEAN M&A is happening alongside rapid growth in startups in growth economies across the region. New challenges – from workforce harmonisation, pre-boarding and post-separation of employee lifecycles – are being created. To address these, traditional HR roles will evolve into the ‘Social Integrator’ with attributes including: social listener, integration accelerator, Diversity & Inclusion (D&I)

champion and mentor. For this evolution to take place, HR teams will adopt and master new digital communications capabilities and social skills, overhauling the traditional shared services HR manager role and moving away from siloed Business Unit (BU) talent management consultancy to actively drive new initiatives and champion programmes across the enterprise.

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.

2. TALENT INTELLIGENCE ADVOCATE

Replacing traditional talent sourcing and recruitment activities, the Talent Intelligence Advocate (TIA) will play a key role in a competitive marketplace: acting as the employer brand ambassador, identifying hard-to-find talent, and attracting it into the business by supplying a high-touch

pre-boarding experience. Fulfilling a hybrid function spanning mastery of digital talent tools and people skills, the TIA will leverage analytics on the ‘digital crumbs’ of high-calibre candidates to scan and track talent movement across geographies, industries and workforce types.

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

3. (EVOLVED) STRATEGIC HR BUSINESS PARTNER

Post-HR transformation, new operating models in combined organisations demand more strategic HR roles – performed by evolved HR business partners. Using digital tools to collaborate and communicate across geographies, these key individuals will be trusted advisors to business leaders. Outcome-driven (rather than headcount-focused), and equipped to manage the complexities of a liquid workforce in highly

dispersed operations, strategic HR business partners will have a ‘glocal’ mindset, addressing local issues within the broader context of the business as emergency responder, coach, operator and relationship builder. Crucially, their mastery of digital capabilities will equip them to deliver on employee expectations for increased personalisation.

KEY CAPABILITIES INCLUDE:



BROAD BUSINESS PERSPECTIVE AND STRATEGIC MINDSET



DIGITAL SKILLS TO COMMUNICATE AND COLLABORATE ACROSS GEOGRAPHIES



EVOLVED FROM HEADCOUNT-DRIVEN TO OUTCOME-FOCUSED



SPANNING EMERGENCY RESPONDER, COACH, OPERATOR AND STRATEGIC PARTNER ROLES

EVOLVING INTO THE NEW HR

HR leaders are operating in a new world. The convergence of new operating models, digital technologies and enhanced employee expectations calls for new capabilities, new skills and new mindsets. As a launchpad for the transformations that lie ahead, HR leaders should begin by examining the current socio-digital capabilities of their teams and assessing existing HR strategies, before moving to redefine roles for the future. The benefits? Being equipped to add real value to their businesses in a challenging and dynamic new ASEAN marketplace.



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 with 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 half of the image has a dark background with a faint, light-colored network diagram pattern.

CONTACT

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ABOUT ACCENTURE

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