HR departments provide much more than internal services like recruitment and employee development. The effective ones also contribute to companies’ general decision making processes regarding working conditions and culture - ensuring further company growth.

However, to guarantee company development, it’s critical that employees are provided with the space and tools to organize not only their work load, but also other commitments like team management and project management. Unfortunately, HR departments are not always best equipped with the resources and tools to meet these employee requirements. There needs to be a significant amount of industry change to fully address the departmental shortcomings on this front.

Fortunately, change regarding businesses’ organizational designs and the way they manage talent is already taking place in a wide variety of forms. However, what are the main factors driving these changes? How are these factors driving the process? What will company structures look like in the future?

This whitepaper outlines some ideas and thoughts from our experts, revealing future trends and possible scenarios regarding industry change within the human resources and talent management fields.
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WHAT WILL HUMAN RESOURCES LOOK LIKE IN THE FUTURE?

Which role will HR departments play in the future as partners in employee development? How will they drive organizational change? What will HR departments look like in the future and where will they sit within organizational structures in 2020? These are just a few of the questions facing the industry today.

A weight off your shoulders

In the future, HR managers’ job descriptions will continue to include responsibilities such as co-designing and actively supporting organizational processes. They will also be under growing pressure to justify and deliver revenue and added value for the company. However, this will only be realistically achievable if each department has the necessary tools and capabilities to perform at their best. This highlights the strategic importance of HR – particularly at the upper management level.

The use of software tools as HR support (only if designed with a user-friendly interface and functionality) will also enhance managers’ capabilities and skills, lifting a weight off their shoulders even at an operational level, by providing assistance for both employees and the company as a whole.
More than a point of contact – an advisor

Our experts have identified a developing trend during recent years: core processes, such as payroll and HR administrative tasks, are increasingly outsourced. This approach grants HR departments with the time and capabilities to be more independent and prove what they are really made of – as long as KPIs for outsources are specified and adhered to.

The major focus of HR will remain on its organizational responsibilities though, providing the required structure and tools for the efficient management of employees. HR departments will also continue, as they currently do, to take care of technical tools and company organizational matters that could affect the development of human resources.

For example, HR will continue to seek, identify and pursue new employees, in partnership with each professional department, to not only hire the best teams, but ensure all company members can appropriately develop within the organization, across varied disciplines. This could be achieved through the implementation of company activities such as employer branding, procurement of external and internal training programs, optimization of personnel-related processes, selection and provision of software solutions, etc.

Needless to say, HR departments should always be the main point of contact and a central hub for internal communications regarding all HR related topics. If any employee needs to discuss, communicate or ask a question pertaining to the realm of human resources, he/she should be certain that the HR team will be composed of experts on the matter – not only capable, but willing to help.
WHO WILL BE RESPONSIBLE FOR TALENT MANAGEMENT IN THE FUTURE?

What organizational frameworks and processes will be put in place in upcoming years regarding Talent Management? What role will networking communication tools play within this context? To what extent will employees be able to make autonomous decisions regarding their growth and development within their companies?

Open communication minimizes complexity of processes...

Networking and communication capabilities of teams will increase in the future, ultimately having an impact on operational structures. Efficient communication will also help break down established institutional hierarchies. However, managers will be required to find new ways to communicate and handle the exchange of information, as employees will also be able to communicate amongst themselves quicker and more effectively. All these developments should result in the creation of new company cultures that will encourage the flow of feedback via the HR department – not as a filter or barrier, but as a moderator in all employee discussions.

Thanks to this open flow of communication encouraged by such cultural and operational changes, more knowledge will be shared and absorbed by employees, who will
also support and encourage their peers to take onto new training and further learning – seeding the ground for the Talent Management of the future.

HR managers will still be responsible for providing training and classes that enable employees to use new communication tools appropriately, minimizing the possibilities for miscommunication and process complexities. In this manner, “social learning” and “organizational learning” will become a (unified) reality and part of companies’ daily routine.

...and benefits all parties involved

What could be better than being able to create an environment where all employees feel at home? This can be achieved through motivating employees by providing them with the appropriate tools, space to grow and a flexible approach to work.

This focus on improving communication channels will bring many advantages for companies: from increased productivity and revenue, to stronger employee loyalty and business innovation. Moreover, better communication could also improve the overall company reputation as an employer, attracting more prospective employees and reducing tensions regarding recruitment processes. The business of the future - the Enterprise 2.0 - will be here to stay, benefiting all parties involved.
HOW WILL TALENT MANAGEMENT INFLUENCE BUSINESS STRATEGIES?

Successful Talent Management can have a significant impact on a company’s strategy, and should be studied within this context. However, the most important question is which role will Talent Management play within the scope of strategic corporate decisions?

Use existing tools!

HR departments in the future will be further involved in processes, products and services provided by their companies. However, their main contributions will still take place with regards to Talent Management and its measurability, particularly in terms of its accuracy and impact.

The tools for its assessment are actually already available – companies just need to utilize them! By making use of data at hand, such as HR IDs, existing tools can help with HR planning, HR cost management, tracking training programs with simplified codes, etc. If needed, these tools can also act as preventive and corrective measures to support and drive business strategies in the right direction.
Take advantage of collective company intelligence

It’s of paramount importance for companies to apply methods and tools that enable them to make use of internal collective intelligence, even though the pertinent, qualified personnel should still make ultimate decisions. However, it could be of help for businesses to form interdisciplinary teams— for either specific projects or just brainstorming— that could also deal with employee issues and any staffing related matters. These teams could be dissolved as quickly as they were formed and even become active within managerial functions.

It’s quite obvious (and not particularly revolutionary) that old-school department specific mentalities should be transformed. Free flow of communication and feedback are once again key, as innovation cannot be achieved through applying old-fashioned ways of thinking and methods.
WHAT’S NEXT?

The new enterprise, with its use of social media, enhanced networking and a new generation of proactive employees, will restructure companies within, changing their entire disposition. However, how will all of these factors and the application of new technologies impact individual processes and experts’ know-how?

Technology should help simplify processes

Companies will undergo internal changes as result of the evolution of their communication channels – although this might still look like a utopia nowadays. However, the changes are already well on their way across corporate divisions and departments, including human resources and many of its sub-divisions.

Technology should help simplify processes, rather than complicating them further. A good example are international companies with operations across the globe, which often use the support of technology tools to aid in the standardization of processes, not only to improve consistency, but also accelerate processes, reduce complexity and lower costs.

It should be mentioned that technology is a mere vehicle for innovation. The people who are using it will make a real difference at the operational level. Thus, it is very important that technology tools are intuitive and user friendly, allowing for the easy comparison of documents across different regions.
Social tool experts

HR managers will also play a role as “Social Moderators,” by advising on and selecting communication tools, while facilitating their correct application and use.

Therefore, before any of these advancements can actually take place, HR managers need to be able to use the tools efficiently themselves - not only at the functional level, but also understanding their use, benefits and main applications to ultimately enhance overall work performance. This is achievable through internal and external training with experts who could pertain to different fields, such as education, sociology, psychology, communication experts and coaches.

It is necessary to highlight that in the future, IT departments will most probably take a step back, as they will no longer be fully responsible for IT communication tools, their deployment and application. IT teams will focus more on the administration and maintenance of the existing IT infrastructures and software development, as the IT infrastructure itself functions more autonomously.
How can companies draw attention to the importance of Talent Management, internally and externally? How can Cornerstone OnDemand help?

The importance of unity

Companies have significant power as a whole, but employees often struggle within silos, not realizing that resources exist elsewhere. Consequently, it’s key for companies to identify and demonstrate the connections and interdependencies between internal departments and sub-divisions, in order to transparently reflect the company as a whole, for example, by illustrating how decisions in one division affect other divisions.

If employees manage to fully understand the intricacy of their own companies, it will not only help them better understand their jobs, but it will also help them take into careful consideration how their actions affect the entire organization. If the appropriate communication platforms and tools support this approach, it will result in the creation and sharing of collective knowledge that will ultimately contribute to a more holistic method of management and a more focused, productive organization.
Some organizations’ leadership teams understand the value of talent management and others do not. Cornerstone OnDemand experts can help walk you through how to build the business case by aligning smart people management practices to the proverbial thorns in your company’s side, whether that be an insufficient pipeline of leaders, widespread skill gaps, or trouble with hiring the right candidates. We’re also glad to share customer stories of how they achieved hard, bottom-line benefits like increased employee retention, reduced hiring costs, and mitigated compliance risk through better talent practices. Just let us know how we can help.

Cornerstone OnDemand is a leader in cloud-based applications for talent management. Our solutions help organizations recruit, train, manage and connect their employees, empowering their people and increasing workforce productivity. To learn more, visit csod.com.