STRATEGIC HUMAN RESOURCE TENETS FOR THE NEXT DECADE
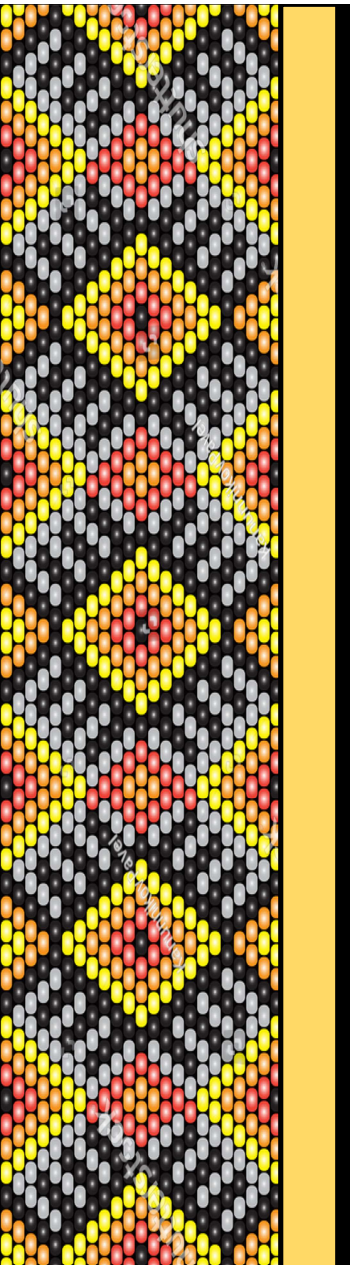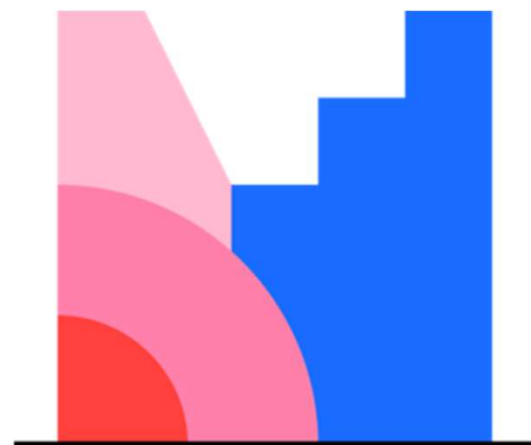
Dr. Salome Gitoho -BA (Hons) MBA, DBA

CPS(K) CPM, FHIRM, FKIM, MIODK,

Salome Gitoho

https://www.menti.com/xe9m7rij1q

The voting code **1535 5356**

https://www.menti.com/xe9m7rij1q

Mentimeter

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OUTLINE

- Workforce planning and employee engagement as a top priority for the C-Suite

- Effective succession planning principles

- Overview of performance contacting

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HR Trends 2021

- Shift towards more full-time remote work post pandemic
- Technology adoption and deployment has been prioritized
- Employees need to be heard
- Increased support for mental health
- Data is the new currency and core to HR operations
- Business leaders prioritize skill development

Sources: Deloite/ KPMG/Gartner/MHA/Qualtrics/David Milliner

Top Actions Required to Transform Work

45% Building an organization culture that celebrates growth, adaptibilty and resilience

41% Building workforce capability through upskilling, reskilling and mobility

35% Implementing new technology

SelectHub

Top Factors in Creating a Sustainable Remote Work Environment

39% Introducing digital collaborative platforms

36% Allowing personal choice in determining how work gets done

31% Establishing new scheduling and meeting norms

Source: 2021 Deloitte Global Human Capital Trends

SelectHub

THE NOW OF WORK

- It is no longer the future of work but the '*now of work'* because that future we talked about so many years ago is here with us now, thanks to COVID-19.

- Overnight the workplace ceased to exist **temporarily** and in its place came the **workspace.**

- The term new normal took yet another definition in the people space.

- **What does it mean to you?**
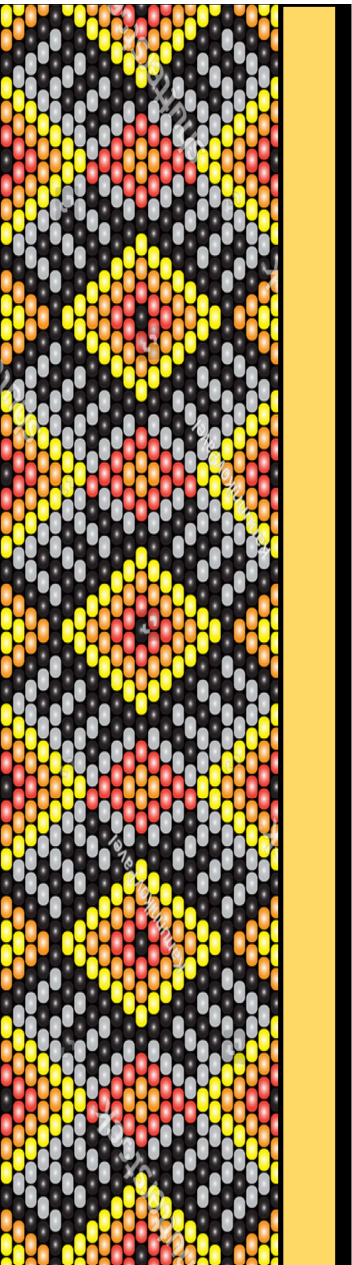
- Work: What will it look like?

- Workforce: Rethinking talent models

- Workplace: Rethinking where work gets done
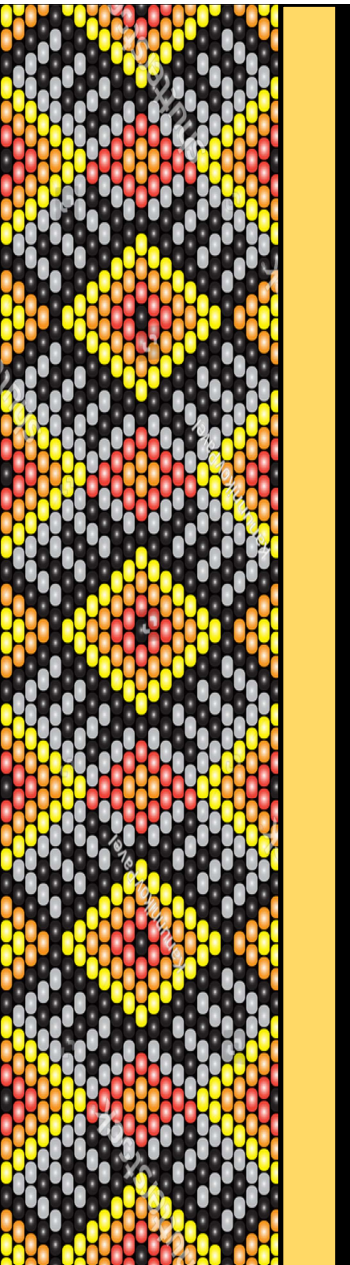
- From Workplace to Workspace

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FIGURE 1

The future of work encompasses changes in work, the workforce, and the workplace

△ Current work options   △ Future work options

Workforce

2 Who can do the work?

With new talent platforms and contracts, who can do the work? How do we leverage the continuum of talent from full-time, to managed services, to freelancers, gig workers, and crowds?
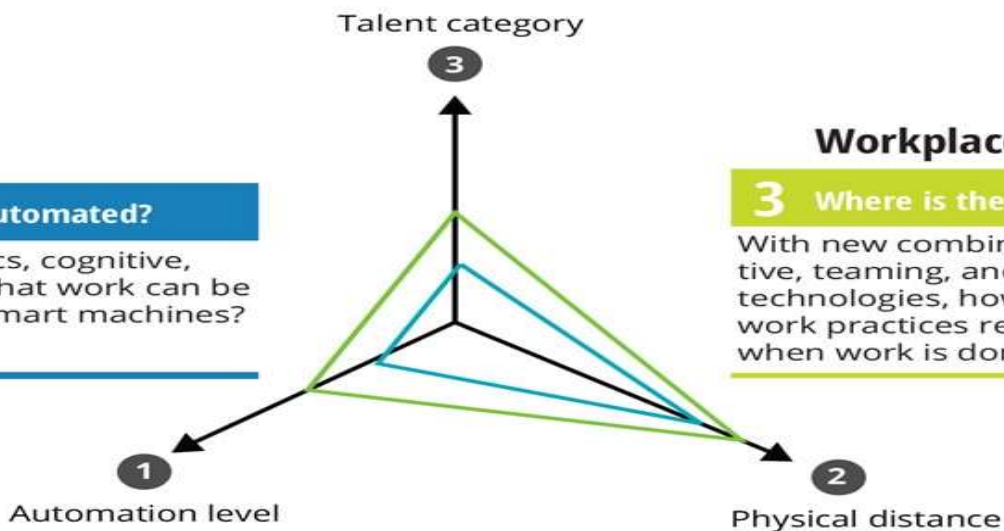
Work

1 What work can be automated?

With increasing robotics, cognitive, and AI technologies, what work can be done by—and with—smart machines?

Workplace

3 Where is the work done?

With new combinations of collaborative, teaming, and digital reality technologies, how are workplaces and work practices reshaping where and when work is done?
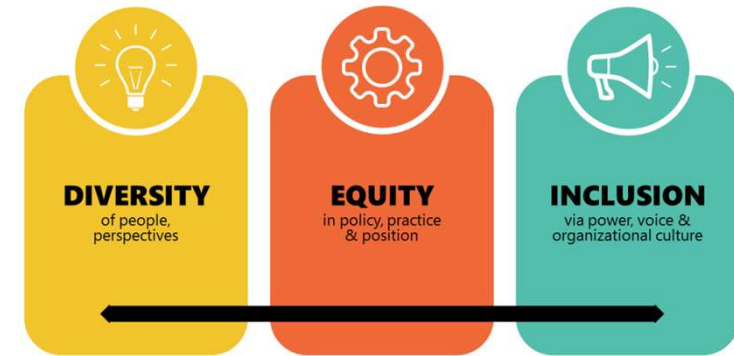
Talent category **3**

Automation level **1**

Physical distance **2**

Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights

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Workplace in 2025

- More employees will work from home
- Companies will invest heavily in health, hygiene and safety
- Organizations will strive for DEI
- Workers will demand better treatment of themselves and their communities
- Organizations will re-examine how they impact the environment
- Technology and rapid expansion will continue forcing companies to rethink how to integrate people with machines

Source: SHRM Dec 2020

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VUCA World - VOLATILE - SPEED OF CHANGE

- A fusion of technologies that is blurring the lines between the:

- physical, digital and biological spheres to create high quality productive jobs.

- The more volatile the faster the change

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vUCa World - UNCERTAIN - THE FUTURE SEEMS UNPREDICTABLE

- Changing dynamics every day:
- • Climate change.
- • Pandemic.
- • Politics.
- • Religion.
- ?????

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VU**C**A World COMPLEXITY

- -TOO MANY THINGS TO UNRAVEL
- Changing factors
- The more complex it is the harder it is to understand

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VUCA World AMBIGUITY

LACK OF CLARITY

Lack of clear information to predict outcomes

The more complex a situation is, the harder it is to understand

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Agile processes require

Well coordinated and nimble teams

Systems and processes to monitor progress

 Appropriate controls

SCRUM Theory Ken Schwaber & Jeff Sutherland 1990

A lightweight framework that helps people, teams, and organisations generate value through adaptive solutions for complex problems

Living five values: **Commitment, Focus, Openness, Respect and Courage**

Agility Mindset Gallup -• Speed & Efficient - decisions & tech accelerator
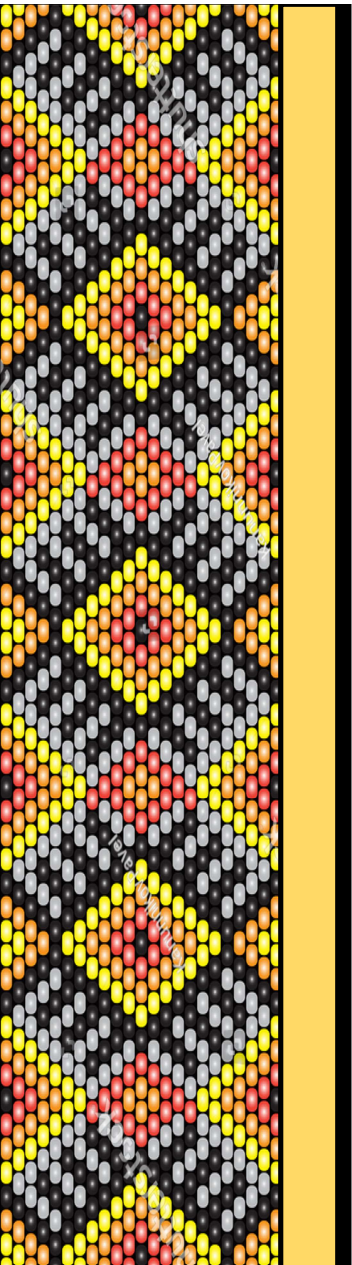
Salome Gitoho
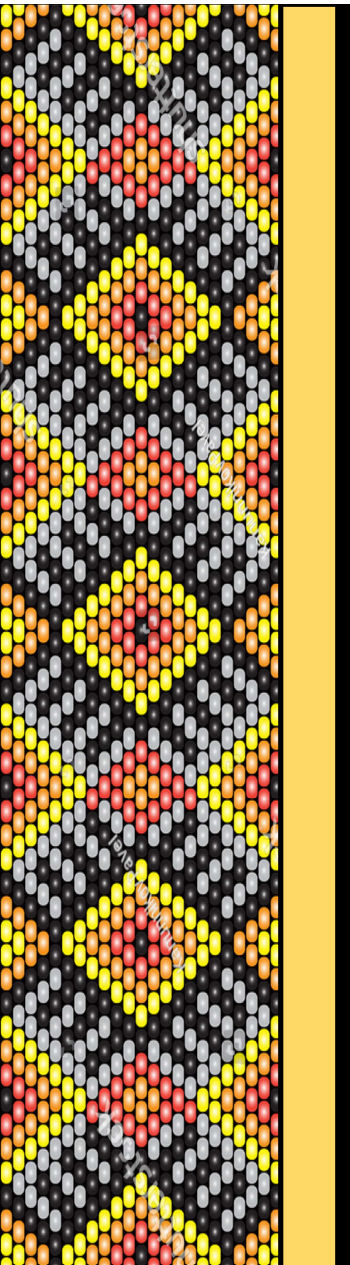
- Disruption is guaranteed

- Accelerating connectivity, new talent models, and cognitive tools,

- Work as we know it has changed, isolated locations, bubbles /hot points

- Internet of things, robotics, AI, big data, the gig economy,

- New jobs reinvented,

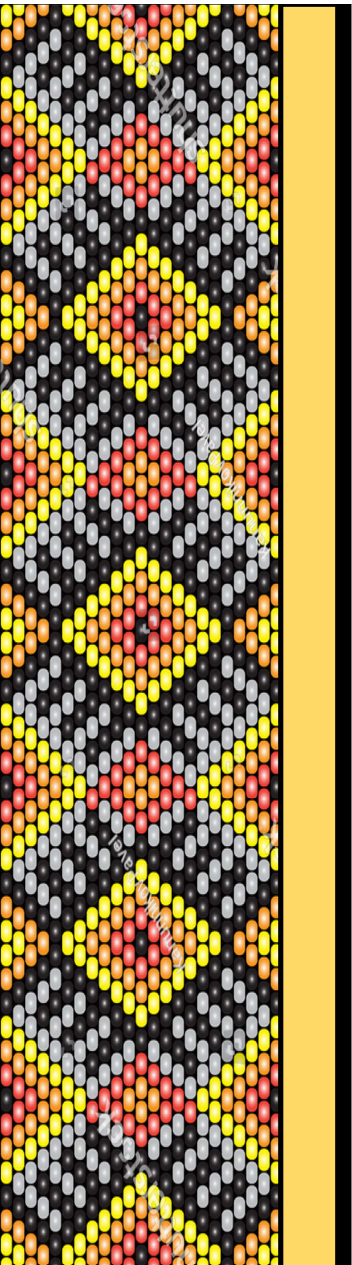- Redesigning jobs and work to adapt and learn for future growth.

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https://youtu.be/ALGh8pl5ThU
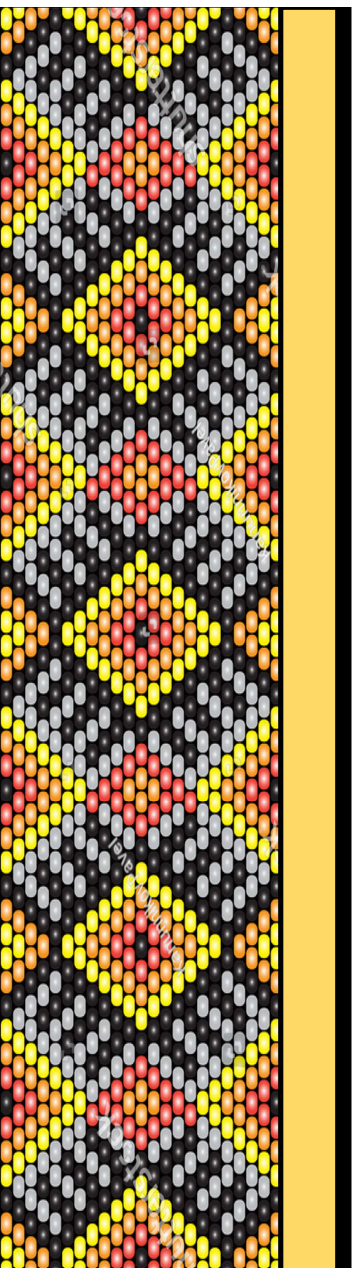
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Discussion

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SUCCESSION PLANNING

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What is Succession Planning?

Succession Planning can be defined as a purposeful and systematic effort made by an organization to ensure leadership continuity, retain and develop knowledge and intellectual capital for the future, and encourage individual employee growth and development.

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Succession Planning Components

The 7 Key Principles of Succession Planning

1. Align Succession Planning Programs with the Organization's Strategy
2. Combine Succession Planning and Leadership Development
3. Include All Levels of the Organization
4. Create Opportunities for Practice, Feedback, and Reflection
5. Promote Openness and Transparency
6. Develop Simple, Flexible, and Decentralized Processes and Tools
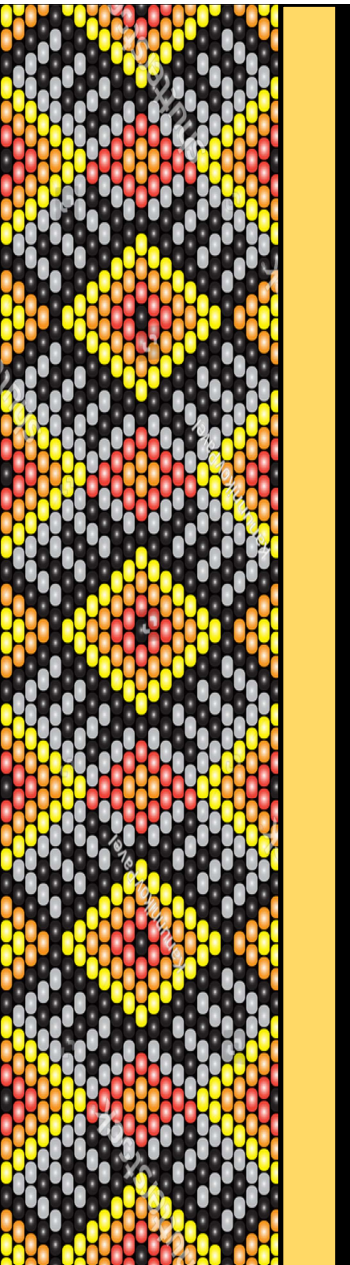7. Continuously Monitor and Evaluate

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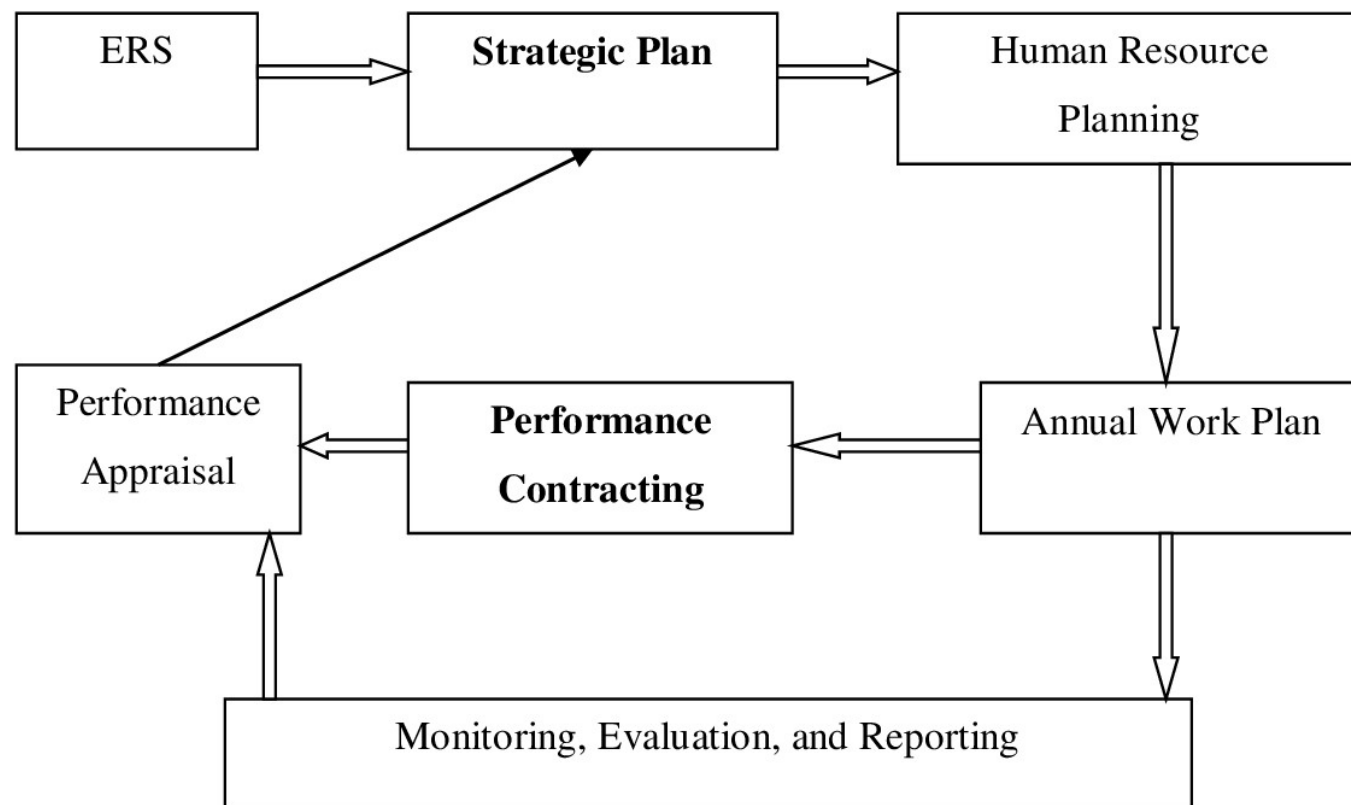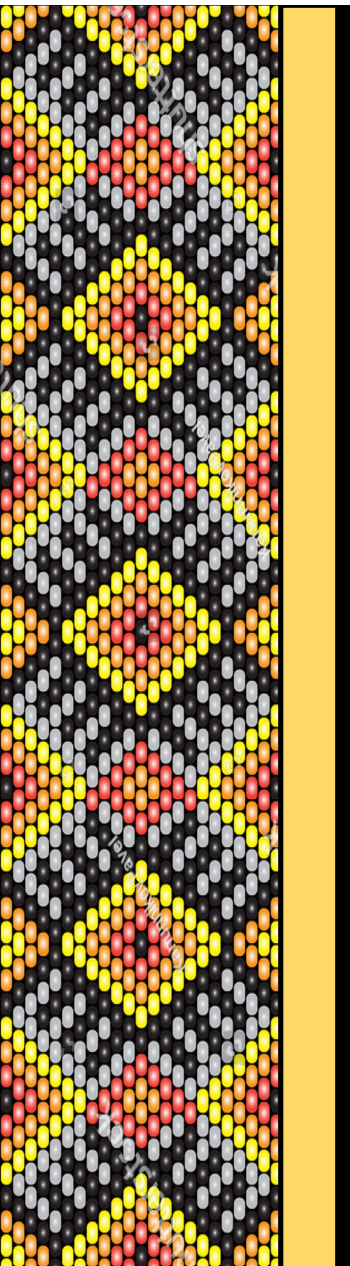# PERFORMANCE CONTRACTING

What is it?

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- A Management tool in Kenya's public sector

- A tool for improving public budgeting, promoting a better reporting system and modernizing public management while enhancing efficiency in resource use and effectiveness in service delivery.

- To ensure peak performance of employees continuously

- To compete and survive at the market place effectively.

- Improve external accountability and increase internal efficiency and effectiveness.
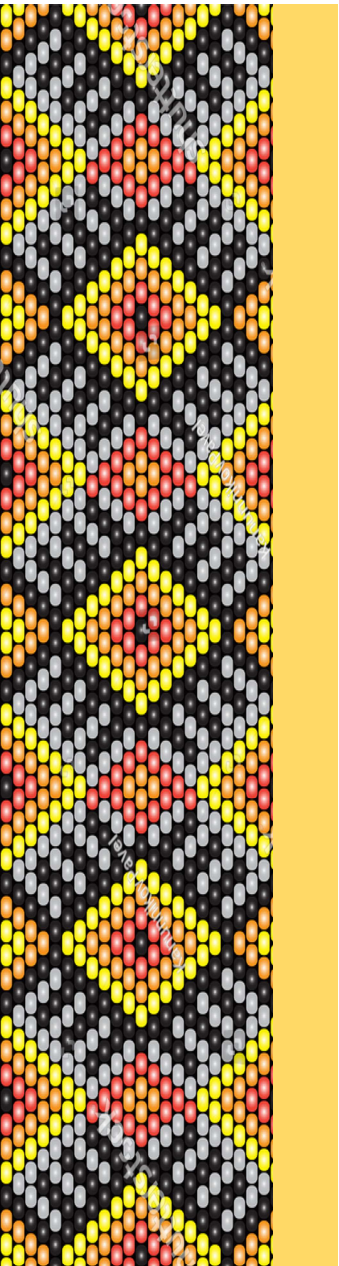
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Chat / discussion

What is the effect of VUCA in the public service?

How will this affect the performance contracting?

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Thank you

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