



KENNEDYFITCH

Executive Search &
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BERSIN PREDICTIONS 2017

ORGANISATION DESIGN
Organizational Design Will
Be Challenged Everywhere

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Organization design, including structure, roles, talent mobility, and the role of leadership, must become flexible and adaptive—changing many elements of HR. The redesign means looking at the way work gets done, studying the organizational networks and then designing work to support cross-functional success.

**CULTURE AND
ENGAGEMENT**
Culture and Engagement Will
Remain Top Priorities

2

The biggest trend in 2017 is not that engagement and culture are an issue—but rather how organisations are dealing with it. Today, like never before, companies need to adopt the right “listening culture” and build a “feedback-rich culture,” they will not only enhance engagement but adopting “always-on” listening tools to monitor engagement.

**FEEDBACK AND
ANALITICS**
Real-Time Feedback and
Analytics Will Explode in
Maturity

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For 2017, it is critical for companies to build a strategy to automate and instrument the entire range of employee experiences—and develop a “feedback architecture”. Consider people analytics as business analytics – to understand what a company knows about their employees that can help them to improve performance, reduce risks, or cut cost.

**PERFORMANCE
MANAGEMENT**
A New Generation of
Performance Management
Tools Will Emerge

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The core change is moving away from the annual, manager-driven process towards one that is continuous, developmental, open, and team-centric. In 2017, new vendors will break away from “the pack” and become the next “big HR platforms” out there - we will see a brutal war between software companies.

HEALTH & WELLNESS
A Focus on “Human
Performance” and Wellbeing
Will Become a Critical Part of
HR, Talent, and Leadership

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The strategy for 2017 is to rethink this problem—and move HR from “personnel department” to a new role as “consultant in human performance”. One of HR’s biggest opportunities in 2017 is to get away from designing more programs to focusing on “making work-life better.

**EMPLOYEE
EXPERIENCE**
Focus on Employee Experience
Will Overcome Process Design
in HR

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In 2017, the disciplines of design thinking, experience design, and digital app design will start to go mainstream within HR. Companies need to be focused on what each individual employee experiences. In 2017, most HR teams will stop designing “programs” and start designing “experiences.”

DIGITAL HR
Digital HR and Learning Will
Help to Reinvent L&D
and HR Systems

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HR organizations now have to learn how to “be digital,” not just “buy digital products.” Digital solutions in HR (and learning) mean several things as Hackathons, adoption of digital tools and design or bringing heterogeneous platform experiences together.

LEADERSHIP
The Leadership Market Will
Start a Steady Process of
Reinvention

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Leadership development remains a high priority for HR and continues to be a challenge every year. In 2017, a focus on “digital leadership” & rethinking the leadership pipeline will be critical to addressing this problem.

DIVERSITY
Diversity, Inclusion, and
Unconscious Bias Will Become
a Top Priority

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In 2017, HR teams need to put this topic high on the agenda and make sure that organisations are capturing the right information, sharing it formally, and developing a holistic inclusion and diversity program which touches all of the talent practices. “Building a culture of inclusion” is one of the very top practices that drives financial business outcomes among all of the HR practices.

**LEARNING &
DEVELOPMENT**
The L&D Function Will
Continue to Struggle

10

In 2017, we will see a real revolution start to happen. Today L&D should embrace “selfdirected learning” and truly build a “learning experience” that helps individuals at all levels to learn all of the time. This means adopting microlearning and an open video learning platform.

AI & COGNITIVE
The Future of Work Is Here
and HR Is in the Hot Seat

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AI, robotics, and cognitive systems are augmenting and changing jobs, professions and careers. HR needs to learn about the future of work and help to redesign the organization faster than ever.

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