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workforce of the

**FUTURE**

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“As the market becomes increasingly demanding, we believe that the next wave of recruiting lies in the use of data-driven insights to power talent decisions.”



# Trends shaping the Workforce of the Future

Remember your dream company while growing up? Chances are it's transformed, sold off, or resting-in-peace at the corporate cemetery. Speed and relevance have never been more important to businesses than now.

During factory visits over the last year, we have often stopped to ask: “Where are the workers?”

**Automation and Artificial Intelligence (AI)** are changing the pecking order of organizations, individuals, and countries. The World Bank predicts that 69 percent of jobs in India are threatened by automation. And this impact is likely to cut across industries such as IT, healthcare, logistics, education, and others.

The race for AI is global, as companies and countries compete to make AI general purpose and establish their leadership. The focus and agility of companies like the Chinese corporate trinity – Baidu, Alibaba, Tencent, fueled by access to copious amount of data, is nothing short of inspiring. As Kai-Fu Lee, Co-Founder and CEO of Sinovation Ventures says: “Whoever has the most data wins.” Little wonder that ABC- Artificial intelligence, Big data, Cloud computing are the most in-demand digital skills in India, as per LinkedIn data.

What this has caused is a wide **skills-gap**.

As Jeff Weiner, CEO of LinkedIn says: “there isn't just one skills gap; instead, there are multiple skills gaps that exist across cities, for specific skills, at specific points in time.” Resulting in Indian talent leaders waking up to the need to look at talent management more holistically and doing so early.

We've heard a lot more of this in 2017 than we have in the past: How do I attract talent to my multi-million dollar setup in a tier 2 city? Am I investing in the right skills? Do I build or acquire skills? Where can I find full-stack developers for an immediate project? Can you help create personalized learning paths, at scale? With in-demand skills having shorter shelf lives, this is likely to be a continuous conversation.

The other big trend that'll shape the workforce is the **rise of the independent worker**, defined as freelancers, short-term contractors, and gig economy workers. Amazon India announced creation of 7500 temporary jobs before the Great Indian Sale in Jan 2018. Why is this happening? It's largely due to 3 reasons:

**1. Rise of Millennials** - Expected to comprise 75 percent of the global workforce by 2025, they are looking for 'autonomy' and 'a good side-hustle'.

**2. Growth of Online Marketplaces** – Services such as Uber, Ola and Flipkart require tons of independent workers. Start a conversation with your next Uber/Ola cab driver on why she joined the gig economy - it will be a true validation of this trend.

**3. Cost efficiencies**

As the market becomes increasingly demanding, we believe that the next wave of recruiting lies in the use of data-driven insights to power talent decisions. It's no longer about knowing who has done what or who lives where - that's the old game - but having insights at your fingertips into who has already thought about working for your company, who's passionate about your industry, who might work well with your teams and who is open to relocating. This is the idea behind **talent intelligence**. Success lies in amalgamating both good instincts and solid data-based insights. Are you ready to embrace it?





LAKSHMI MURTHY  
ITM Group

The Digital Workforce  
The Future

CHANGE  
is HERE



“ In the last few decades, we bought in concepts of personnel management and labour relations to manage humans. This was followed by managing our workforce with the aid of technology. Today, we are discussing management of technologies for human beings. Finally there would be a revolution where technology would be managed by technology. This is a paradigm shift.”

**Sunil Somarajan**

CHRO

Reliance Capital Limited







## Dr. Jayant Kumar

CHRO

Tata Power

“ *Technology impacts all industries. We take great pride in having engineers who are always ahead of the curve. Presently, we have large format power plants, but tomorrow the size of the power plant may be smaller and decentralized with many plants using renewable energy. Consumers will also become producers as each house may have a mini power plant. These changes will have a far reaching impact on how we manage our business and hence, our workforce.* ”



“*Repetitive tasks within organizations have started vanishing. Only those that can add value through dextrous creativity or influential interpersonal skills will continue to thrive. However, it is critical to aid the development of individuals, ahead of time, with adequate training.*”

## **RCM Reddy**

MD & CEO

IL&FS Education &  
Technology Services







## Satyajit Iyer

Senior VP and Head  
Talent Acquisition Group  
Reliance Industries Limited

“Disruption is happening at a rate where one does not know which technology may hit you when. Do you invest in technology which you foresee or outsource it? That is the battle to fight.”



“Thanks to the effective use of technology, organizations are able to determine the core activities which have to be performed in-house and the tasks which need to be outsourced. Work of the future will play a critical role in shaping responsibilities for the workforce of the future.”

## Narendren Nair

Executive VP & CHRO  
Voltas Limited  
(A TATA Enterprise)







## Ram Honap

Head - HR

Force Motors Ltd

“With technology changes and increasing government focus in areas like IoT, electric vehicles, robotics, etc - the need of the hour is to not just search for talent externally, but also rapidly build capabilities in-house. Organizations must be agile and look at talent management holistically - keeping their one eye on the future, and the other on present proceedings.”





“From launching training programs to preparing workplaces that accommodate the demands and needs of a remote workforce - this is the time to rethink processes, technology infrastructure and business models to succeed in the unrelenting future.”

**Ester Martinez**  
CEO & Editor-in-Chief  
People Matters

## Anticipate to Innovate

“The past cannot be changed; the future is yet in your power.” - Mary Pickford

What's unique about humans is that we can visualize something and then make it real. And this human ability has challenged, instigated and provoked humans to innovate since time immemorial. The result is that innovation's path to progress has been astounding. We have envisaged and have created. But while the intuitively driven practice of innovation has enabled us to reach where we are, the pursuit of innovation is more than just a simple process. It's both — a science and an art. But it is something that cannot be dictated. Today, every organization in the world wants to design, construct and concoct an innovation process, build a culture of innovation, breed and cultivate the creative spirit of the people in their organizations. All this to stand at the forefront of change, to be in the vanguard when disruption hits, to be future-ready and equipped to absorb the changes and lead. It is about owning the future when it has not yet unfolded.

Changing technologies, altering market structures, evolving customer preferences and cutting-edge trends, businesses need to respond by innovating and creating. The ripple effects of transformation in all spheres of life are instigating reconstruction of the 'normal' that we start our days with. The ecosystems have metamorphosed, the coping skills have mutated, and we are constantly consuming information that in turn provokes our modes and means of thinking and working. From digital disruption to the evolution of intelligent systems,

technology has come a long way and its impact on the business ecosystem has been more than its impact on the society or politics. We all know that the nature of work has changed — the jobs of tomorrow won't be the same as jobs of today. And we need to embrace this future reality and start preparing ourselves. Things are changing, the process of adapting is difficult, uncertain, and cumbersome to internalize. But we need to prepare for the uncertain future by anticipating future trends and prerogatives, and preempting what would be required or not, as the

future unfolds itself. This is the time for organizations to equip themselves for the anticipated changes, from launching training programs to preparing workplaces that accommodate the demands and needs of a remote workforce — this is the time to rethink processes, technology infrastructure and business models to succeed in the unrelenting future.

### This is the time to ANTICIPATE THE FUTURE.

It would not be wrong to say that one can apprehend some of the trends or predictions when it comes to imagining the future. You may ask how? The answer is: because 'future' is less a matter of imagination and more of observation. It's about comprehending the challenges today, anticipating tomorrow's needs and extending the current trends to design innovative solutions for future. One can actually accurately predict the future on the basis of the paths that are being forged today. All you need to do is to build your own anticipation engine - to prepare yourself for the changes.

Broader contexts, a possible convergence of long-term trends, the ability to develop a long-term, consistent strategy and vision beyond mere day-to-day tactics, all combine to form the strategy for the future. It is about agility, resolve, and resilience in a highly complex and uncertain landscape. It is about time we take a peep into the future and assess what the future will look like. From the incremental changes organizations need to make today, to the trends that will influence both the employees and the employers, individuals, leaders, and organizations will need to compete in the “race against time”.

*Co-Author:*  
**Suparna Chawla Bhasin**  
Senior Editor  
People Matters







the CURIOUS  
will THRIVE



“Workplace of the future will be skewed towards life. It will be more about being, than doing. People will not only seek fun, happiness, and wellness in their personal lives, but also in their professional pursuits. Companies need to enable employees to fulfill their ambitions. It calls for a huge mindset change.”

## **Rajesh Padmanabhan**

Director & Group CHRO  
Welspun Group







## Naveen Kumar

VP & Head - HR  
JSW Group

“The change in mindset on learning and talent management needs to start at the leadership level. Leaders will have to adapt and build a learning culture. Going forward, the CEO will become the Chief Learning Officer for the organization.”



“Earlier, one could spend their entire career with limited expertise. Now, an individual has to be curious and versatile enough to add new capabilities or face the risk of being redundant. We need to be ready for more than one career during our lifetime.”

## Rituranjan Goswami

Vice President - HR  
Hinduja Group







## Rajendra Ghag

Senior EVP & CHRO  
HDFC Life

“Convenience to the customer is no longer a choice. We believe that we are a technology company selling insurance and we are already preparing for the future. This year we will have 100 bots throughout the organization in sales and support. In the future, we are looking at TAT reduction, and accuracy in offering our solutions for the customer, thanks to Artificial Intelligence.”





“Organizations must rapidly re-skill the existing workforce to make them future ready and focus at the intersection of digital and human skills across all levels.”

**Sandeep Chatterjee**  
Principal Director  
Accenture Strategy

## The Future of Human and Machine

**Q. What according to you are talent leaders going to be dealing with in the face of automation and digital disruption?**

While the first waves of industrial revolution generally replaced a lot of the dull, dirty and the dangerous work, the “fourth industrial revolution,” is giving rise to machines that are impacting knowledge and professional work.<sup>1</sup> Organizations must act now to capture the value that is possible to achieve with the emergence of these new digital technologies. This means not just implementing new technologies, but fundamentally transforming work and the workforce.

**Q. How will AI/digital change the way we work in the next 10 years?**

- Functional roles and rigid job descriptions are increasingly giving way to people coalescing around joint goals and forming just in time teams, enabled by hyper connected workplaces.
- Platforms and ecosystems enabled by digital are giving rise to new business models with new ways of working.
- New digital advances in AI and AR/VR are reshaping work practices, enabling greater experimentation and empowerment through strategic decisions and innovation at a local level.
- Leadership is getting redefined into “horizontal leadership”—that is, the ability to exercise influence without formal authority that encourages collaboration and decentralized decision-making—vital elements of the digital enterprise.<sup>2</sup>

**Q. Which skills and jobs will become obsolete, and which will grow in demand?**

There has been a lot written on the fact that there will be large number of jobs that will be eliminated by the increasing use of AI. However, this has been the case in each of the preceding industrial revolutions. The key question therefore is will there be a net decline, or will the new jobs balance out the losses?

In a recent global study of large companies already using or testing AI and machine-learning systems, Accenture

has identified the emergence of new categories of uniquely human jobs.<sup>3</sup> These jobs range from teaching AI systems how to perform; to explaining the working of AI systems to business leaders; to ensuring that AI systems are operating as designed. Besides indicating the rise of whole new category of jobs, this also indicates that the key in-demand skills will be at the intersection of digital (e.g. data science, machine learning etc.) and human (e.g. empathy, ethics, culture etc.)

**Q. In light of these changes, what are the top three things HR leaders and organizations need to consider?**

Organizations need to build the “Future Workforce” today.<sup>4</sup> This is not just an HR Challenge, but a challenge for business leaders to be able to succeed in the digital age.

The first call to action is to rapidly reskill the existing workforce to make them future ready. Research indicates that overwhelming majority of workforces today are willing to invest in themselves to be able to reskill for the future.. This reskilling effort needs to focus at the intersection of digital and human skills across all levels.

Second is to redesign work and the workforce experience to attract and retain the new generation of workforce with critical skills and very different aspirations.

And thirdly from a longer-term perspective, strengthen the future talent pipeline at the source through collaboration with academia, government and industry forums.

<sup>1</sup> Sources: Words dirty and dangerous; dull; decisions: Only Humans Need Apply: Winners and Losers in the Age of Smart Machines by Thomas H. Davenport and Julia Kirby, HarperCollins, 2016. Drivers on inflection point: The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies by Erik Brynjolfsson and Andrew McAfee, W. W. Norton & Company, 2014

<sup>2</sup> WORKFORCE OF THE FUTURE: HUMANIZING WORK THROUGH DIGITAL <https://www.accenture.com/in-en/insight-workforce-future-humanizing-work-digital>

<sup>3</sup> The Jobs That Artificial Intelligence Will Create by H. James Wilson, Paul R. Daugherty, and Nicola Morini-Bianzino. <https://sloanreview.mit.edu/article/will-ai-create-as-many-jobs-as-it-eliminates/>

<sup>4</sup> [https://www.accenture.com/t20170405T210857Z\\_w\\_/in-en/\\_acnmedia/PDF-40/Accenture-Strategy-Harnessing-Revolution-POV.pdf#zoom=50](https://www.accenture.com/t20170405T210857Z_w_/in-en/_acnmedia/PDF-40/Accenture-Strategy-Harnessing-Revolution-POV.pdf#zoom=50)



“ For professionals, learning all the time rather than taking out time to learn is the new mantra. People are getting empowered and enlightened by curating learning through books and platforms. We are aware that our workforce not only has to deliver results for business as usual, but also needs to skill itself for the future. I foresee that bureaucratic strangleholds within organizations will be replaced by agile teams. ”

## **Rajkamal Vempati**

Head - HR  
Axis Bank







## B Srikanth

Global CHRO

Airtel

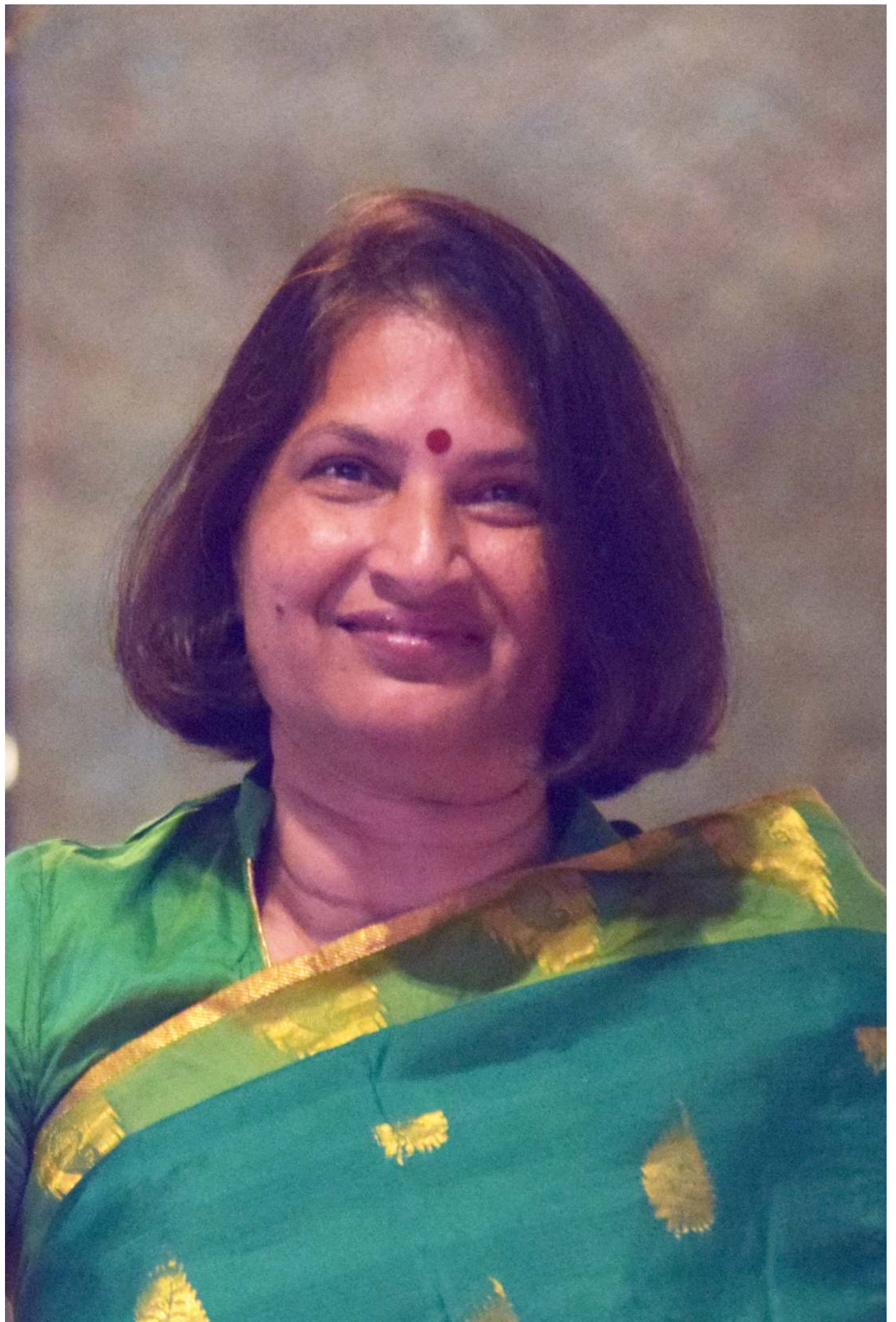
“ Personally, I believe in preparing the workforce for the future, even as we think about the workforce of the future. The fundamental human quality of curiosity is critical for the future. If we can motivate the current generation to be more curious, more generations of human excellence will follow. At Airtel, we have created simple opportunities for every employee to ask or answer questions related to the industry or technology. Questions can be advanced or elementary – what’s important is to ask or answer. This initiative has generated a great response.”



“Students are keen to step up by going beyond the classroom and augmenting themselves with skills and experiences which make them attractive to the industry. Organizations will have to involve students and academic fraternity in real-life business scenarios and projects with actual deliverables, in order to ensure impactful learning integration.”

## Lakshmi Murthy

Chief People Officer  
ITM Group of Institutions







“HR leader of the future will be no less than a Marvel or DC comic superhero!”

**Sunil Puri**

Head of Research - Asia Pacific  
Center for Creative Leadership

## CHRO of the Future

To stay relevant in a function that is undergoing a paradigm shift, with the likelihood of morphing into a completely different avatar in a decade from now, HR leaders of the future will have to deal with several competing and conflicting priorities. Drive digital agenda while preserving the 'human' element; be able to speak-like-a-CFO, while also leaning on people sciences to maintain HR's unique identity; play trusted 'consigliere' to business, yet pushback on (unreasonable) business demands.

What can HR leaders do to address these new realities, and get ready for the future?

According to Center for Creative Leadership research, incumbent HR leaders need to quickly move the dial on two fronts – shift their 'mindset' towards business, technology, and new-age HR responsibilities; and fine-tune their capabilities by getting the 'right' set of experiences under their belt. Mindset shifts however must precede capability development.

Since technology and analytics will be HR's backbone in the future, HR leaders need to make-friends with technology. Being tech-savvy does not necessarily mean playing a technologist; all HR leaders need to know is the 'what' (what is the technology about?), 'why' (why do we need it now?), and 'how' (how will it help business; how to make a business case to get funding?) of technology. On the analytics front, HR leaders need to shift their thinking from metrics to insights and from data to asking-the-right-questions. HR leaders often have a 'weatherman' approach to data, describing what's happening. They must however be able to marry different streams of data to tell a compelling story!

The other transformation is to graduate from playing chief HR (process) officers to chief employee experience officers. Most rule-based processes or systems with standard operating procedures will be automated in the future. Besides there will be little need for HR to play the 'nanny' function telling employees what they can and

cannot do; system permissions will take care of that. HR's role will be akin to a customer experience department's role providing seamless experience to the employee (customer in this case), while managing all the back-end inter-department coordination, conflicts, and confusion.

Something that is really worth highlighting and often gets forgotten is that HR leaders must also get more protective of their own and their teams' time and efforts. To take on new responsibilities, CHROs must get some 'stuff' off their desk, especially activities where they have fuzzy responsibility, unclear accountability, and little opportunity to add value.

To stay relevant, HR leaders of tomorrow will need to stop playing a “helper” role and start playing a “doctor” to business. Instead of being an order-taker from business, the HR leader (and her team) must evaluate outside economic/talent trends and best practices, and advise business on ways to maximize returns on talent investments.

Incumbent HR leaders can best position themselves to stay relevant in the future by investing in building five fundamental capabilities. They need to be self-aware about their strengths and development needs. Rather than learning new technologies or functional skills, HR leaders need to learn how to learn quickly and efficiently – learning agility. To play in a complex environment where a lot of HR may happen outside the four walls of the HR function, leaders will need to influence down, sideways, and up; collaborate effectively; and communicate succinctly and clearly.

The HR function is undergoing metamorphosis of sorts. Leaders who are not willing to acknowledge the shift are putting their careers on the line. They must start preparing for the future now, otherwise their best bet may only be to drape a cape around their neck (as they play superheroes), and even that may not help!



“Creating creative corners within organizations encourages people to innovate and collaborate. Workforce of the future would like to come, experiment, and learn something new rather than spending many years doing the same thing. Firms that invest in building supportive conditions for their people to be inventive will prosper. For instance, our people are encouraged by our leaders to conceive new ideas and see them through to execution.”

## Rajesh Hurkat

Head - HR  
Mattel India







## Maninder Kapoor Puri

Group Chief People Officer  
Mastek Ltd.

“ We encourage the philosophy of learning anytime, anywhere. The onus is on employees to make themselves relevant and the organization can provide the opportunities. It is imperative to educate employees that what is relevant today, won't be tomorrow. We believe that future belongs to the curious, the ones who are not afraid to try, explore, seek... ”



“By 2020, 35% of core skills will change across industries, and upskilling will be the only way forward for professionals to counter skills disruption. To keep up with a dynamic marketplace, recruiters will give preference to hybrid digital skills in AI, Big Data, and Cloud Computing and an agility to adapt to new technology while assessing talent. Moving forward, strong soft skills in leadership and communication will be as important as domain skills for career success.”

## **Irfan Abdulla**

Director - India & South Asia  
LinkedIn Talent &  
Learning Solutions





# TALENT INSIG

LinkedIn

HR TrendIn 2018



## INDIA

446,938

HR Professionals on LinkedIn

### TOP EMPLOYERS

1. Accenture
2. IBM
3. Wipro Limited

### GROWING COMPANIES

1. Tenpath
2. Universal Hunt
3. PeopleStrong

### TOP SKILLS

1. Recruiting
2. Human Resources
3. Employee Relations

### EMERGING SKILLS

1. Diversity & Inclusion
2. M&A
3. Org. Design

### TALENT CARES ABOUT

1. Comp & benefits
2. Strong career path
3. Work/life balance

### OPEN JOBS

1,894

Reset



# THE ERA OF talent intelligence





“With the democratization of information, the battle for talent will be won by those who use data in a strategic manner, thereby ushering in the era of talent intelligence - where insights are used to reinvent and improve every step of the talent acquisition and management process.”

**Sankar Venkatraman**  
Global Product Evangelist  
LinkedIn

Machine Learning (ML) and Artificial Intelligence (AI) driven technological disruption is happening faster than ever before across geographies, industries, functions, and roles. This trend will continue into the foreseeable future as AI establishes itself as a General-Purpose technology, much like electricity did several decades ago. Unlike previous technological revolutions, experts predict that AI and automation will start by impacting white-collar professions (like talent acquisition) before cascading to blue-collar roles.

**What does this mean for leaders in the talent industry?**

AI revolution will transform the role of not just sourcing experts but of talent leaders as well. For recruiters, activities that entail repeatable tasks such as collecting resume or analyzing/de-duping profiles or social media aggregation, will be the first to get automated. But for talent leaders, it would be about rethinking their approach to talent acquisition.

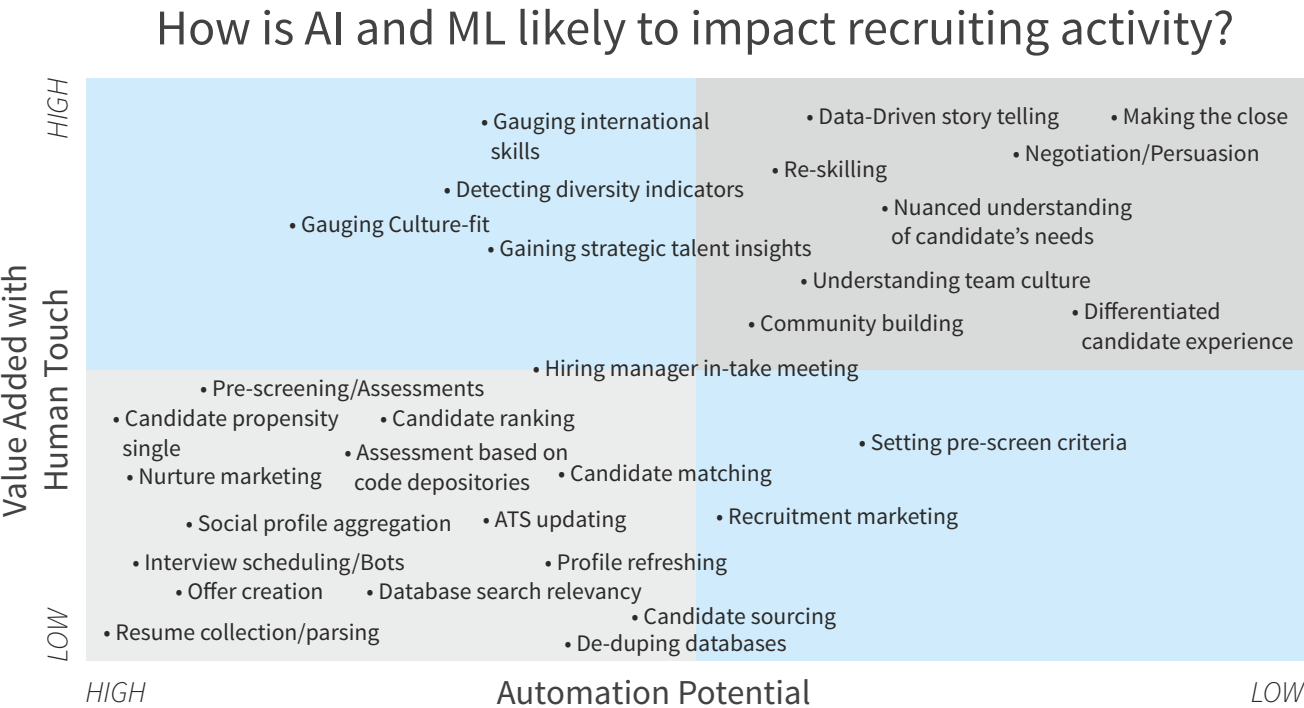
To help you and your recruiting organization prepare for the upcoming changes, we have created an easy-to-use reference chart that maps “Automation Potential” (from High to Low) in the X-axis against the “Value Added with Human Touch” in the Y-axis. The bottom left quadrant refers to those activities that add little incremental value with human touch and the top right quadrant refers to recruiting activities where human touch is required to interpret or augment AI-driven information.

Front-end recruiting activities would broadly result in the area in the bottom left quadrant. These are the activities that are likely to be automated first, given that computational abilities are out-pacing efficiencies of human

decision making in the recruiting process. In fact, there is a justifiable argument that automating many of these activities would streamline the front-end process, remove mundane and repeatable tasks from the system and ultimately improve candidate experience.

As you move towards the recruiting activities listed in the top right quadrant, the need for and value of human touch becomes more obvious. These are activities geared towards delivering high-value services expected of recruiters in any organization. Empathetic interactions such as understanding the nuanced needs of candidates, negotiating with clients and internal stakeholders, and eventually making a hire demand the human touch. These are the ones that will be hard to be automated using algorithms in the foreseeable future.

This means that talent leaders need to re-assess the skills set of their recruiting teams and lead in transforming the recruiters of today into talent consultants and advisors of tomorrow.





Meanwhile, for CHROs and TA leaders, machine learning and predictive algorithms will help provide key talent insights that will inform broader talent strategies. These will assist talent leaders in tackling complex issues in both, Talent Acquisition and Talent Management, ultimately bringing their voices all the way up to the C-Suite, where talent discussions are happening in a way that they never have before.

With the democratization of information, the battle for talent will be won by those who use data in a strategic manner thereby ushering the era of Talent Intelligence - where insights are used in new ways to reinvent and improve every step of the talent acquisition and management process.

#### So what role can LinkedIn play?

LinkedIn's data on over 530 million members allows us to provide deep insights not only on the identity of the talent you are looking for, but also the member's affinity towards your organization, their intent in working for you and the potential of the hire to transform your business. LinkedIn delivers on this promise with our proprietary machine learning algorithms that captures and translates member identity (what they say), behavior (what actions they take) and intentions (what their words and actions say about them) on the platform into explicit, implicit and inferred signals. For example, feeding millions of new data points into the machine learning algorithm helps LinkedIn Jobs to learn a customer's preferences for candidates and continually improve relevance over time and deliver precisely the right talent for the organization.

On the sourcing front, **LinkedIn Recruiter** spotlights help prioritize candidates based on their identity, affinity, and intent data, such as the type of role they are looking for and whether they are open to hearing from your recruiter.

Soon to be launched, **LinkedIn Talent Insights** is a solution designed to give you self-service access to two types of reporting that will help inform immediate, and long-term talent decisions: the Talent Pool report and the Company report.

Through the **Talent Pool report**, you'll be able to precisely define and understand specific populations of talent you're interested in as well as talent you have not considered before but will fuel company growth. Here are just a few of the questions this report will help answer:

- Where does the target talent live
- What companies and industries does this talent work in
- What schools are producing this talent
- How is this talent engaging with your company on LinkedIn

The **Company report** on the other hand takes your strategy further and analyzes your talent at the company level, so you can see how well you're doing in attracting and retaining employees, and develop branding and recruiting strategies to better position your organization for long-term success.

Access to this data will help elevate the TA team's role as a strategic advisor to the Executive Level when thinking about where to next open a new office, what salary ranges to offer and where to invest in learning and development.

As we continue to infuse LinkedIn's data with cutting-edge AI and machine learning capabilities, we believe it has the potential to change everything – a recruiter's effectiveness, the candidate experience and the role of talent leader within any organization.

We believe, it will truly be an era of **talent intelligence!**



## LinkedIn Talent Solutions

LinkedIn Talent Solutions provides the data and tools talent professionals need to identify and engage talent with the highest potential and empower their organizations.

Coming from the most experienced and successful people practitioners in the country, the insights in this book are the leading thoughts in talent management today.

If you are looking for a winning talent strategy, allow us to help you create a competitive edge. Contact us on [lnkd.in/ltsindia](https://lnkd.in/ltsindia) or email us at [india\\_talent@linkedin.com](mailto:india_talent@linkedin.com)



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2018 EDITION

LinkedIn Talent Solutions