

by Dr Tony Miller 2/2022

**The end of H.R.?**

A person in a pink shirt and tie

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With the introduction of Artificial Intelligence (A.I.) and the worldwide mass shift in the way organisations work, does this herald the end of the H.R. era?

Reports in the Harvard Business review indicate that 83% of all H.R. work can and is being done by A.I. This begs the question what use will existing H.R. have, and will we see the end of H.R. as we know it?

There has been growing concern in organisations that H.R. has in many cases been unable to articulate and show its value in financial terms. Even though; the tools exist to measure every aspect of H.R. activities. H.R. professionals are in the minority at strategic planning meetings. Often a tactical implementer of strategy rather than a strategic partner and a creative contributor.

What then is the future for this function? The success of the H.R. professional is to become a master of change and innovation. There has never been a more critical time for H.R. to excel. What is needed is a new set of skills and abilities with a focus on the future rather than clinging onto "Best practice", which is often years old. The world of change is moving at an incredible pace – so what's needed?

Training and Education are of critical importance. I have listed some of the essential attributes that the most successful International H.R. functions are using.

\* Embracing home working (remote working) We know it works, and we know there are massive efficiency and financial benefits for the employer and employee. The productive improvement figures are available from extensive case studies done in 2021/22. Benefits to employees are massive.

\* Being able to calculate the value of change – the formulas exist; there is nothing that moves change faster than financial and efficiency improvements. This equally applies to the Public Sector.

\* The employment cost factor indicator has changed and will need to be shown in workforce planning calculations to display the value of change accurately.

\* Recruitment, the use of Personality profiles is now essential when recruiting remote workers. The best profile for the home worker is now known and has been used by the most successful companies for the past two years. The profiler currently used by A.I. is the OCEAN model.

\* Efficiency from A.I. and remote working allows a complete rethink of how organisations need to work in the future. The future structure and the critical need for right-sizing. Formulas exist to calculate this as a desktop exercise and show the organisation's financial benefit.

\* The move from Managing the organisation to H.R. demonstrating the critical leadership skills for 2022 and beyond. There is a new set of Leadership competencies that fit the current world of change.

\* Shrinking workforce numbers will mean the way forward will be to employ talented people at every level. There has never been a better time to instigate this. Recruit, pay, bonusing, and retaining talented people will require successful organisations to think out of the box. Bonus schemes of 800% are no longer a fantasy.

Look around you; massive change has happened already. In most cities, you can see reduced office space requirements. In the U.K., Retail banking premises have shrunk by an estimated 40% already. People working remotely have felt the positive swing in their work-life balance and are unlikely to return to the old way of working.

H.R. will need to change, or it risks becoming extinct – the change can be made by those willing to embrace the future. The methodology is to participate in a training and education program – focusing on the points shown in this short paper.

**References**

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