

EUROPEAN DIGITAL WEEK 2020

The Future of HR & Talent Management

Special Edition

Vol.1



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YORDAN ANGELOV



Editor-in-Chief
DiTech Media

Dear readers,

This is a special edition of the electronic magazine for digital technologies “Digital Technology”, on the topic “The Future of HR & Talent Management”. It’s been talked and written about digital transformation for years. The COVID-19 pandemic very clearly marked the importance of digital technologies not only for the business but in every part of life.

The digital transformation of the business is not just another marketing definition – it is a new reality which requires a radical change of the working processes of the business and the customer approach. It’s important to realise the result of this transformation is not just using the digital technologies in the exciting products and business processes but creating conceptual new ones. Having that in mind DiTech Media contacted representatives from different companies to gather their opinion on digital transformation matters that concern the business.

We hope we can be useful!

REGARDS,
Yordan Angelov

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CEO
Lyubomir Atanasov

EDITOR-IN-CHIEF
Yordan Angelov

EDITORS
Stanislava Angelova
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**THE
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The Future of HR & Talent Management CONTENT

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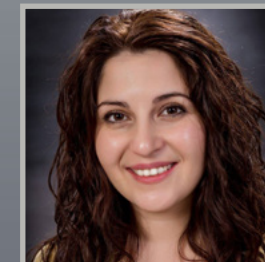
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Interview with Bharathan Prahalad
Position/ Company:
Assistant Vice President, Human Resources
(Head of Tech & Geo HR) with FSS

BHARATHAN PRAHALAD

FROM HR TO TECH HR

Can you tell me a bit about your background and your current role?

I head the Global Tech-HR function and Overseas HR for FSS and am part of the HR leadership team at FSS.

Prior to this I have had the opportunity to transform the People Practice for companies like KLA, CG Maersk (technology arm of Maersk), Standard Chartered bank's technology division (Scope International), Polaris and Tech Mahindra. I consider myself fortunate to be an alumnus of XLRI and the Madras School of Social Work (MSSW).

During the course of my career I have also acquired the following certifications - Certified Leadership Architect from Korn Ferry Lominger (USA), Certified Situational Leadership Coach from Ken Blanchard Institute (San Diego, USA) and a Certified Change Management Expert from PROSCI (Professional Sciences Institute, Colorado, USA)

I am currently involved in transforming the Tech-HR practice for FSS and working to create HR products using Data Science, AI & ML leveraging Agile and Design Thinking

How to transform from HR to Tech HR?

The answer to this might sound simple when I say move from "Data" to "Insights" but it is easier said than done. The key lies in understanding the basics of the business you are a part of.

The basics are – Understand why your organization exists – "The Purpose Motive" What kind of people and behaviors do you need for achieving this Purpose? – Answers to these questions will help you go after data in a way that will help you get the right insights to leverage decision making using Tech HR.

Which are Key Areas to focus in Tech-HR?

The key will be to focus on the "Effort vs Impact" Matrix – Put Effort on X axis and Impact on Y axis and focus on all the action items that appear in the top left corner – The "Low Effort, High Impact" quadrant is where you

get your "Bang for the Buck" and then your top right quadrant for all your long term high impact strategic action items "High Effort & High Impact" – once you figure this out, then you can decide what tools to use, whether it is Data Science, AI, ML or a combination of all three.

Design Thinking vs Product Design framework - from your perspective which is better?

Both Design Thinking and Product Design framework are important and they have interdependencies as well. However, I feel Design Thinking is the key to accelerating positive change. Design thinking is all about the convergence of Feasibility (Can it be done?), Viability (Does it have business value?) and Desirability (Do people really need / want it?) – if you get this right on all three questions, then, you can move to the Product Design framework, so, in essence, the effectiveness and success of your Product Design is dependent on how good you are in your Design Thinking.

Agile Tech-HR. What does this mean and how this can be implemented?

Agile is all about making improvements "on the go" without stopping other "moving parts" and here Tech HR will be key to ensure speed and give you the tools that help you stay agile and keep innovating as you move forward.

To implement this you first need to embrace technology as a partner and not as a "add-on" – what I mean by this is that, you need to have Data Scientists and techies in the HR team, techies who can make portals, apps and tools while understanding what HR means to the organisation and not just as a function, and this part is really key because when technology folks are in the HR team, then the possibilities for accelerating change becomes 3X. While you do this, it is also

important for traditional HR folks within the team to expose themselves to technology and do tech programs that make them appreciate and understand how techies think and then you can start the transformation to becoming an Agile Tech HR team.

What trends will shape Human Resource departments over the next five years?

In today's world of rapid technology 5 years is a long time and we can imagine that IOT will be in vogue at our physical and virtual workplaces by then. IOT will leverage, AI, ML and Data Science connecting every part of your organization to monitor behaviors, engagement, performance, potential to share key insights on how your workforce is morphing and also will have the capability to tell you what will be the future workforce based on current trends – this will help HR and Business leaders to take key decisions.





Interview with Ketaki Mistry
Position/ Company:
Founder and Strategic Designer / The
Image Consulting Studio by Ketaki Mistry

KETAKI MISTRY

JOURNEY FROM HR TO AN ENTREPRENEUR

Can you tell me a bit about your background and your current role?

Ans: I have been an HR professional over 10 years in various organizations and working as an Image Consultant and Coach from last 5 years.

My educational background is as follows - An USA certified Image Consultant, Certified Emotional Intelligence Coach, Behavioral Skill Trainer and Psychology Counsellor and Master's in Philosophy (M.Phil.) – HRM, Master's in Business Administration (MBA) – HR and Master's in Computer Management. With my passion of knowing people and understanding their psychology I have started the organization named The Image Consulting Studio for which I am the founder and Strategic Designer.

I have been working to enhance the personality, psychology and emotional intelligence aspects of C-Level Corporates, Working Professionals, Students, Self Employed Professionals, Home Makers and Individuals, and they have been able to carve their leadership skills, confidence, personal brand, perception and much more with #KetaKey2Success! Corporate Social Responsibility (CSR) - Businesses are not built only for profits, but also to give back to the society!

With this strong belief, The Image Consulting Studio reaches out to underprivileged students by providing them Career, Personal Counselling & Guidance focusing on their decision-making capabilities to ensure their financial independence.

How can we Recognize the digital challenges faced as a HR as well as an Entrepreneur?

Ans: During my tenure as HR, I have handled the end to end life cycle of HR. Right from Talent Management, Onboarding, Training & Development, Performance Appraisal, Learning & Development, Policy Designing, Employee Engagement to Employees Grievance handling.

While working with various organizations I realized that, though the ways of working of organizations

are different however the challenges of employees were pretty much the same. As well as related HRM activities tough partially set in most of the organizations, yet lot of basic digitalization required in HRM domain.

HR as a domain, focuses on lot of aspects of employee life cycle, but in my experience, I trust, that lesser attention is provided on Mental, Emotional and Physical wellbeing and well as emotional quotient, which I believe are critical factors for employee's success or failure for their growth in the organization.

Employee Engagement & Grievance Handling – that resulted into my understanding of importance of Emotional Quotient

This became more evident in my role in HR managing the Employee Engagement and Employee Grievance Handling.

I realized; the focus of these processes should be Counselling & Understanding Psychological Effects on the employees.

Policy Structuring – that resulted into my understanding of role of Image Consultation And while Policy Structuring, I realized – focus was on designing policies like Dress Code Policy, Corporate Etiquette & Grooming, Code of Conduct etc., but less focus on actual employee awareness of these policies and its impact on their Personality Development and Psychological wellbeing. That is when my transition from core HR to understanding of deeper HR psychology began. For the same reason I have pursued M.Phil. in HR research and further evolved as an Image Consultant as my core areas of expertise.

How to identify technological adaptation points?

Ans: In the field of HRM and Image Consulting following are the basic area's where technological adaptation is possible:

- Personality Development
- Real Time Outlook Feedback through Virtual Reality
 - Clothing & Grooming
 - Body Language
 - Communication
- HR Operations
 - Social Media Integrated Tool – Background Verification & Selection AI tool - HR Interviews, Selection & Onboarding Processes
- Online Sessions
 - Inbuilt Virtual Assistance
 - Aesthetic Picture Tool

Tell us how we can integrate the tools suggested for transformation in their respective domains?

Ans: also discovered few opportunities for digital transformation to cater to these challenges

- Personality Development:

Effective use of Social Media presence through Social Media Analytics and Integration. Its potential is already being tapped to a great extent for individual as well as corporate branding but more work is expected in this area.

- Real Time Outlook Feedback through Virtual Reality:

There are four main elements of every individuals Image which are inevitable to overlook. These are Clothing, Grooming, Body Language and Communication. It is imperative to know these four elements in detail which will ensure the success of individuals in their professional and personal life.

1st : Clothing including Accessories, Hairstyles and other Grooming aspect, which communicate a lot about respective personality, could be gauged with virtual reality tool to check whether the individual



fits into the respective Dress Code criteria.

2nd: Body Language, Posture, Facial Expressions, gestures. How the individual is walking (straight/slouching) etc .will communicate about his personality. An intuitive tool would help us to measure this.

3rd: Communication, Language & Accent Training through language and accent APP. This is another important aspect of Image consulting and usage of such app with contribute greatly.

- **HR Operations:**

1. Social Media Integrated Tool to identify alignment of personal values with organizational core values and beliefs. This can also be used for assisting in background verification.

2. Interview process:

Real time picking up of right words and updating the respective mandatory information by Artificial Intelligence tools for HR Interview, Selection till Onboarding process.

This scenario will ensure; the interviewer is free from the manual process of mandatory paper documentation and focus more on the candidate's body language and other important aspects required for successful selection.

- **Online Sessions and Aesthetic Picture Tool:**

1. Online Sessions: The essential composites of virtual live session are : Attendance, Live Chats, Microphone muting/unmuting, Camera on/off, Auto Recording, Creating Polls, Questionnaires, Feedbacks.

Focus on integration of the above requirements of Live session which is currently available in bits and pieces. An Inbuilt Virtual Assistant tool which will include all the above requirements thereby helping in maximizing presenter's focus on delivering the live session effectively and efficiently.

2. Aesthetic Pictures Tool: Random aesthetic pictures should be clicked by the platform ensuring

evidence for the presenter which should be integrated with professional platforms with minimal presenter interference. The objective of this activity is to help the host in updating clear/appealing pictures of the sessions of social/professional platforms.

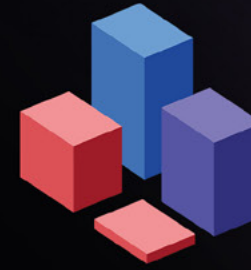
How we can apply the experience in HR to become an Entrepreneur?

Ans: Human Resource is all about Human capital, which is the most important asset of organization and organizations success or failure is dependent on it. When you know how to deal and take care of your employees emotional and mental wellbeing by gaining their trust and connecting their personal values to organization's core values it is quite possible to achieve targets with much more ease. So, focusing on understanding human psyche and how to deal with emotions in different situations, which you learn as HR dealing with employees will form a foundation to become an Entrepreneur. As ultimately any kind of product or service you will work with as an entrepreneur, you will be ultimately going to deal with humans as customer or client to buy that product or service.

What is the single biggest challenge facing the HR department today?

Ans: As I have already mentioned, working as HR and dealing with people is ultimately working with Emotions, so focusing more on their Mental and Emotional wellbeing is the need of the hour. As well as making many physical driven, paper documentation and filing activities automated as suggested above, will give leverage to HR to focus more on real time employee engagement and their wellbeing which will automatically help in increase in end result and productivity of the organizations.

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Interview with Venkatesh Neelam,
Position/ Company: Volvo Group

VENKATESH NEELAM

THE FUTURE OF INBOUND HIRING STRATEGIES

Can you tell me a bit about your background and your current role?

I am a Creative Talent Acquisition professional with over a decade of experience in managing the full spectrum of Talent Acquisition, Talent Branding, and Talent programs. I am a social media expert and enjoying working on special initiatives, like #Candidate experience # Diversity hiring # Employee referral program # Employer branding #Talent branding #Quality of Hire #Social media Hiring.

Expertise In:

- Talent Sourcing through social media channels
- Diversity & Inbound hiring strategy
- Transforming hiring via AI/ML/ RPA Tools.
- Implementation of HR tools.
- HR Bots and RPA Implementation.

At Volvo Group, I am part of the Tech. & Engineering hiring team and developing recruitment strategies, plan for hiring cycles across multiple levels. Partnering with the management team to arrive at the desired talent and analyzing hiring trends and proposing improvements based on current trends and future projection.

What is The Future of Talent Acquisition & Inbound Hiring Strategies?

At the current state, we are in connected recruitment using social media, Job boards, and cloud computing tools along with ATS. The future is Intelligence recruitment. We are going to use and rely on Artificial intelligence, Data Science & Analytics, Automation tools with more emphasis on candidate experience. We have already seen some of the AI & CRM tools are in the market.

In today's digital world, Candidates aren't attracted, sourced, and recruited the same way they were a decade ago. Modern talent has different motives, more choices, and greater control when considering jobs. So, In-bound recruiting creates a remarkable candidate experience through employer branding content and

marketing strategies that help companies build relationships with top talent. By taking an inbound marketing approach to recruit, companies can connect with passive and active jobseekers, engage with their network, and delight candidates throughout the application process.

What sort of TA technology is there?

In my opinion, The talent acquisition technology landscape is growing in complexity. Many companies are thinking more strategically about their technology investments with a emphasis on efficiency and innovation and reducing the Time, efforts and Cost.

Recruitment leverages AI and Data faster than ever. The most innovative in TA tech in Recruitment Automation, Talent Sourcing, AI Recruiting tools & ChatBots, Recruitment Marketing and Assessments.

Today's modern ATS has robust analytics, open APIs, a great candidate experience, and capabilities that help source/engage talent. Few new age ATS's are Smartrecruiters, Avature, Clearcomany, Greenhouse etc...

AI-based sourcing tools are hotter than ever. While some of the early vendors didn't survive, companies such as Entelo, TalentBin, Gloat, Loxo, Textio, and Hiretual are helping companies find hard-to-locate candidates.

AI and neurological assessments are here. Companies such as Pymetrics, HiredScore, HireVue, Imbellus, SHL and Talview are making a huge dent in the market.

How to build Inbound Recruitment strategies?

We are all conscious that most Candidates are no longer job seekers nowadays. Due to COVID-19 candidates are become more selective and they have become consumers with choices in employment brands,

company culture, and recruiters.

Inbound recruiting is a very different approach and the results aren't as immediate. It's about using your employer brand as candidate management, some of the top companies, Google, Facebook, Twitter, and Volvo are a few companies who have rocked inbound recruiting.

I follow below inbound recruiting strategy
Defining candidate persona / Target Audience: You must first know about whom you speak. Where do they hang out, what do they want, what don't they want in an employer, etc.

Content Marketing: "Content is king" and every word counts,

The biggest value proposition of inbound recruiting is that efforts are scalable and predictable. Over time, as you build up your content program, you'll be able to build forecasting models around your transaction cycles—in this case, the path that candidates take to submitting applications for roles.

Share company culture, benefits, and news updates on career sites and social media. Do share your leader's thoughts, technology trends, and most importantly employee's blog about all the great things your company is doing and how wonderful it is to work there or when post pictures of your last team building event, this is considered inbound recruiting.

Define Talent Acquisition Strategy & Focus on Talent Networking:

The biggest benefit of inbound recruiting is that you build direct relationships with potential hires all over the world. Engage target audience by sharing Newsletters, unique offerings for each different skills and people, Email campaigns, branding career, and social media pages, etc.

Keep the engine running: Inbound recruiting isn't a one-time thing. You can't focus on this when you need to hire. You have to start way before you need candidates and keep ongoing. Content creation, SEO, and social media are ongoing.



The most important Talent Acquisition trends of 2020?

Very difficulty to say to exact trends in rapidly changing world, every year new Tech in place and trends are getting changed but

- Culture Will Continue to Play a Key Role in Recruiting
- Artificial Intelligence Will Become Even More Important
- Diversity And Inclusion Will Take a Front Seat
- Evolving AI & Automation in TA
- Leveraging Data & Analytics
- Personalization & Flexibility
- Employer Branding

What trends will shape Human Resource departments over the next five years? What do you think?

From my experience,

AI and humans compete for each other but AI doesn't devalue human work rather AI enables HR work to be more focused and strategic.

The Candidate and Employee experience boom continues

The current trend so many tools & technologies has implemented in the Employee life cycle. HR & companies will emphasize integration to break silos and try to give the best experience.

We are seeing the current pandemic and Covid-19 has not given any chance to prepare for recession overnight things have changed. So Millennials and Gen Z are therefore involved in the Gig Economy and interested to work for full-time roles and choose the best employer brands.





Organizational & Talent Development Manager, Visiting Lecturer, Executive Coach

DEJAN MADJOSKI

KEY ELEMENTS FOR WINNING IN THE NEW WORLD

Can you tell me a bit about your background and your current role?

Yes, but first let me thank you for inviting me to give this interview for DiTech Media.

Talking about my background and career, I can divide it in two separate paths that interconnect with each other for more than 15 years within the areas of HR management, corporate culture, organizational and leadership development. The first path is connected to the companies I have been working for, starting from specialist to managerial roles. Here, in different periods I touched various aspects of the contemporary HR management. The second one, closely follows the first one and is more into researching, lecturing, consulting, coaching and leadership mentoring. This journey led me to the present roles of Organizational development and talent development manager for a leading FMCG company, Visiting lecturer at postgraduate studies in operational and strategic management, advisor and coach to CEOs and senior leaders from different industries.

Having said that research is part of what I do, in the last couple of years I worked on the development of different models of organizational culture, employee engagement, leadership competencies and coaching, embraced under one umbrella called the STAR Concept.

Taking part at the International Digital HR Conference you spoke about the upcoming New World. Can you tell us more about that?

How I see it is that what happened to us, to our environment and the world in general with the Covid crisis, is like a fast forward into the future. Many things changed, and they changed very fast, giving us very little time to think and adjust to what we didn't see coming or we didn't expect it that soon. This touched and influenced almost every aspect of our lives causing a series of changes. While some of the changes were more technical or operational such as remote working, digitalization and increased use of technology, others

were connected to people as human beings such as habits, personal values and priorities. The crisis also caused global restructuring and repositioning within many industries. While one kind of industries collapsed due to closed borders, lockdowns and quarantines, other faced increased demands. Thus, many companies had to switch directions overnight.

So, many things changed, and they changed very fast. But what is even more important, many of these changes will stay after the end of the crisis. This creates a new world, one that was born in just couple of months without any warnings or early signs.

How organizations need to adjust and change to win in the New World? Can we call it a New Digital World?

All those changes that I mentioned demand that companies make a number of structural and operational changes. And I am not talking about small changes and tweaks here and there, but about crucial changes that will alter the way companies operate.

For the start, companies will need to redefine their priorities and rewrite their strategies. While the business plans that they had in place for 2020 were gone by as early as March, their mid and long-term plans need to be revised as well. Still from today's perspective, it can be very difficult to make a solid three to five-year plan.

Taking it from there, many companies will need to make structural changes and change the way they operate to become leaner, faster, more agile and focused to what really matters to them and their business at the moment.

To become faster, companies will need to give more freedom and decentralize decision making. In that sense, global organizations will need to give more freedom to their local companies, and CEOs will need to give

more freedom in decision making to their middle management.

Operating in the new environment that is, in so many aspects, different than the one that we had until February, and keeps on changing on daily basis, companies will not be able to rely on forecasts and predictions as much as they did until now. Their planning processes will need to be simplified and their plans will need to be more flexible and adaptable. Dealing with changed customer needs and behaviors, companies will need to think about developing new products and services, entering new markets and sizing opportunities.

Eventually, they will need to rethink and change their approach towards people to increase their wellbeing, engagement and connection to the company. My latest research showed that 41% of people feel less connected to their companies and 53% feel less connected because of the way their company handled the Covid crisis. About one third feel less engaged, and almost one-half plan to continue working from home after the crisis.

Answering the second part of the question, i.e. if we can call it a New Digital World, yes we can, by all means. Just take a look how much the use of technology and digitalization speeded up in the last months. Our offices are remote, conferences, workshops and trainings are online. The number of online shops multiplied by several times. Children and students study through specialized web platforms. Coffee bars and restaurants moved their menus online etc. All this set the dawn of a new digital era, where technology will overtake the old ways of working.

What are the key elements to winning in the New World?

Taken that this is an era of changes, companies will need to adjust and change themselves. Many of the changes will be



crucial for their future success. This brings us to the three key elements for winning in the new world. The first element are people. While they are the key element for the success of the companies in any given point of time, in times such as this one the importance of engaged, connected and capable employees is magnified. Without people with these characteristics, changes will not be possible.

Another element that will make or break the success of the companies is their culture. Being simply defined as 'the way we do things in the organization' organizational culture has big influence on everything we do within the company. Based on a set of common values, habits and behaviors it defines the way people work, communicate and collaborate within the organization.

The third one, having influence on both people and culture are the leaders of the organization. They need to make sure that their people are been taken care of, engaged and equipped with the right competencies. And they are the ones that need to draw the contours of the organizational culture and give it life by role modeling.

What can we do about people?

There are two things that companies need to do. The first one is to protect their people, and the second one is to prepare and equip for tomorrow.

When we speak about protecting the people, organizations need to divide their actions and measures in two groups. The first are the measures for the protection of all employees within the company. The second, should be focused on protecting the talent.

Having all their employees in focus, companies need to protect them and keep them safe by taking care of their safety, physical and mental health, and wellbeing. Then they need to keep them connected and informed, unified under one mutual cause, understanding the direction the company is going towards.

Narrowing down their focus to the talents, organizations need to make sure that they are engaged,

dedicated and feel connected to the company because if there is one thing that competitors are looking for in turbulent times, it's talented, capable, high performing professionals and managers that will help them go through the crisis and prepare for tomorrow.

After we have made sure that people are protected, then the next thing to do is to prepare and equip for the future. Companies can do this in several steps. First, rethink and redesign the organizational structure and processes in order to make them leaner, simpler, faster and more agile. Then, decentralize decision making and empower people to make decisions in their scope of work.

Capabilities are next on the list. companies can start by making a shortlist of skills and competencies that will be crucial for winning in the New World; then taking a look what kind of people and capabilities they need, what they currently have and how big is the gap they need to bridge.

Eventually, equip the teams with people with the right mindset and capabilities, and align them over a mutual purpose and vision.

How can we build a unifying, strong and adaptable organizational culture?

One thing that I constantly highlight is that culture is the hearth and the soul of the organization. Companies with strong, positive and winning cultures achieve significantly more than the ones with weak or negative cultures. They also handle crisis and challenges faster and more successfully.

In that direction, the first step in building a unifying, strong and adaptable culture is setting the foundations. This means defining the purpose (why does our organization exist), values (what do we stand for) and translating those values into specific behaviors that will drive actions, set principles and create habits (how are we going to do it).

When defining the purpose and values, it is important that companies explore more deeply in order to find what are those things that are unique to them and what they really stand for. Only that kind of purpose and values will be able to unify the employees under one mission and vision. It is

very important not to copy something that is out there defined by other organizations, or to set foundations that people will have hard time connecting to.

After the foundations are set, the next step is to put up a culture shaping plan that will help the organization inspire and align people to join them on the journey towards the new culture. Role modeling and promoting by the managers here plays a critical role.

Eventually, such as it is with most of the change processes, it is beneficial to the success of the process to recognize, promote and celebrate culture champions, i.e. positive examples coming both from the line of the managers and employees.

You mentioned the role of the leaders. What is the new type of leaders?

Leaders play a crucial role to the overall success, and they are the ones that will make the other two elements work or not. To be able to win in the New World companies will need the best leaders in terms of values, personal engagement and dedication, mindset, skills and competencies. Repeating that what worked until 2019 will not work in 2021, for the New World companies will need a new type of a leader. The first leadership trait should be authenticity, which means that each leader should explore and find out who he or she really is and build their leadership style around that. Next to it is empathy as a core component of emotional intelligence. Leaders should be able and focused to understand and feel people's emotions and moods in order to adjust their actions. Looking at the broader picture, the new environment demands for resilient and adaptable leaders. This means leaders that will not be easily demotivated, discouraged or disheartened, and also leaders that will be able to easily adapt to the changing conditions and circumstances. Going a step further from there, another important leadership characteristic for the future is agility, which beside resilience and adaptability also includes courage,

simplicity and fast decision making. Eventually, going towards remote working and global workforces an important trait for the leader of tomorrow will be inclusiveness.

What is the single biggest challenge facing the HR department today?

Working in HR at the moment looks like juggling with burning challenges. Still, if I need to point out one single biggest challenge, that would be ensuring business continuity. To achieve this the HR department, first, has to make sure that the organization takes care of employees' physical and mental health and wellbeing. Then they need to keep people informed, connected, engaged and unified around the company purpose and values so that they can contribute with passion and eagerness to survive and succeed.

What would be the competencies and skills required by future jobs according to you?

This is not a definite list, still there are some skills and competencies that came to the surface and became more important than previously. The most obvious one with the new way of working is the digital or technology savvy. Beside this, remote working and virtual teams require enhanced communication and collaboration skills. Working in adverse, volatile, changing and uncertain environment people will also need to upskill in adaptability and resilience, as well as become more courageous, entrepreneurial and solution focused. Emotional intelligence, especially empathy, will also be important as much as will be the intercultural skills, inclusiveness and diversity awareness.





Business Faculty

DR. AFTAB ARA

IMPACT OF DATA ANALYTICS ON HR PRACTICES

Can you tell me a bit about your background and your current role?

I'm an aspiring Educationalist and futurist and keynote speaker. My mission is to uplift people to ideas so they can unlock potential and achieve the impossible. And create one-of-a-kind development experiences and high impact learning tools that promote productivity, innovation, and collaboration in the workplace.

I have delivered several courses in areas including IT and Business Courses such as Human Resource management, customer experience, coaching for success, digital transformation, direct sales, professional development, leadership development, delivering feedback, email etiquette, performance management, and several faculty training programs. Besides, I have published several research papers in reputed journals and have been a keynote speaker at several conferences. My interests are in the upcoming latest technology and its impact on business today.

My journey starts with inspiring people to learn, develop, and grow, unlocking human potential to contribute and achieve greatness. To do this, I constantly ask questions, challenge traditional thinking, imagine endless possibilities, and never stop learning from the greats!

What is the role of HR?

Each organization, huge or little, employs an assortment of capital to form the trade work. Capital incorporates cash, resources, or merchandise used to produce wage for commerce. No matter the industry, all companies have one thing in common: they must have individuals to create their capital work for them. Human Resource Management (HRM) is the method of utilizing individuals, preparing them, compensating them, creating arrangements relating to them, and creating methodologies to hold them. As a field, HRM has experienced many changes over the final twenty years, giving it a more vital part in today's organizations.

The role of HR could be a bunch mindful for overseeing the worker's life cycle – Recruit candidates according to the needs of the organization and making sure that the right candidate is selected.

Hire the right candidates by conducting interviews, planning enlisting endeavors, and onboarding unused representatives Process payroll by calculating each payday and hours collected. Costs got to be repaid and raises and rewards ought to be included. Conduct disciplinary action for employees going against the company policies thus leading to the misfortune of a profitable worker. Sometimes disciplinary actions may not be the best course so it's up to the HR to create a solid sufficient relationship with supervisors and workers alike to distinguish the cohesiveness and wellbeing of a group. Update the policies is HR's work to form official overhauls to approaches and to propose changes to approaches when they do not serve the company or the representatives.

Record keeping to offer assistance to managers for recognizing skills gap, to assist with the hiring process, and to analyze statistics according to regulations. Conduct benefit analysis routinely by investigating similar companies to check if they are in trend and are attracting the best talent.

What is HR Analytics?

The human Resource team is vital for the success of any company. There is a shift happening in the human Resource Industry and that shift is from intuitive decision-making to a data-driven approach. The human Resource team is generating data at a phenomenal rate and it has been found that they often struggle to convert this data into valuable insights. This is where People Analytics / HR Analytics/Workforce Analytics comes in.

"HR analytics also known as People analytics and workforce analytics is the use of people-data in analytical processes to solve business problems. People analytics uses people-data, collected by HR systems (such as payroll, absence management, operations performance data) to achieve organizational objectives in the making. HR analytics is a data-driven approach for solving people issues like- Hiring, Performance Management, Compensation, and Retention.

HR Analytics helps in leveraging HR data by making better business decisions. It is a data-driven decision making in HR. HR analysis is systematically identifying and quantifying people drivers of business outcomes.

By utilizing individuals analytics there is no need to rely on gut feeling any longer for making decisions as HR usually does. Analytics empowers HR experts to form data-driven choices. Besides, analytics makes a difference to test the viability of HR policies and diverse intercessions.

Why do we need HR Analytics?

HR Analytics potential is beyond imagination it can be used to drive better business outcomes to improve employees' experience and well-being. It supports Organizational strategic planning, prioritizes HR investments, and actions. demonstrates the bottom-line impact of HR practices and programs and align HR strategy with corporate strategy.

HR analytics is changing HR. It empowers HR in various aspects like Make way better choices utilizing data, create a trade case for HR interventions, testing the viability of these interventions, and moving from an operational accomplice to a strategic, or indeed key partner

Today, HR's role is not limited to save employees' information. This doesn't suffice in today's data-driven economy. Instead as quoted by Carly Fiorina, "The goal is to turn data into information and information



into insight". Hence this is applied to HR.

How complex statistical Analysis can shape the future of the Workforce?

To start using data analytics for predicting business decisions is a big deal. According to research by Tata Consultancy Services in 2013, organizations see the improvement of employee retention as the greatest potential benefit. This report indicated which employees are most likely to resign in the short term and which factors make this disruptive departure of irreplaceable employees more likely. After all, it is very expensive to recruit and train adequate replacements.

To shape the future of workforce analytics is quite beneficial in various aspects: Identify the employees with the right knowledge to deal with a company issue, discovering information in the company's digital archives, identifying the internal mentors to coach other employees. It is also useful in defining the most appreciated employees by evaluating employee morale/engagement and shaping the best job candidates for a definite job/building more predictive profiles for hiring and Identifying employees for promotion and providing them rewards. Hence by identifying the efficacy of recruiting campaigns by Improving employee retention by finding out who is likely to leave and try to discourage them from leaving proves to be quite productive for organization success and prevents loss.

HR Analytics - Challenges and Opportunities?

Workforce analytics will certainly experience a few bumps in business. The fruitful business about from the use of analytics will do much to gather the fundamental support for surmounting these deterrents, whereas too driving to further venture. Challenges and opportunities of HR Analytics are: Establishing the right technology to bridge the knowledge gap when starting HR Analytics

- i) Find the right technology to cater to your needs for data analysis.
- ii) Communicating well about achieving your wider business goal
- iii) Creating clear standards in the organization to produce

quality data to get the most out of HR Analytics
iv) Analyzing discrete, dissimilar, and specialized data by owning the data centrally and not separately by different business units.

v) A strategic partnership with key stakeholders is vital for effective HR big data analytics and the collaboration of HR and line managers will lead to an improvement in overall firm performance.

What trends will shape Human Resource departments over the next five years?

Expressions like the "Fourth Industrial Revolution" have been utilized to portray the social and financial changes we are encountering within the 21st century, driven in huge portion by the innovative transformation due to the internet, information, social media, big data, artificial intelligence, etc. These new technological advances have changed the way we live and think. It is also changing the world of business. Similarly, Human Resource also has a new challenge to face with its new role.

The majority of organizations are looking for a more agile and dynamic reorganization, and leaving behind the bureaucratic frameworks. Companies are being structured into small work teams which are set up rapidly, work together for one or two years and then move on to other projects within the organization.

With the pace of technological change and plan for what is likely to happen in the coming decades. The approach is to learn constantly. We can no longer content ourselves with going to university and building our future careers on what we have learned in those years. Our career has become a path of continuous learning.

Talent development is vital for a knowledge-based economy. To attract and then retain the best people, human resources executives are using social networks, new computational technology, and big data has spread like a wildfire, accelerating recruiting, and lowering costs.

Human resources executives are committed to preserving the organizational culture of businesses, enhancing the morale and dedication of employees, keeping up with the expectations of the new Millennials, and providing employees

with better learning opportunities.

The way to achieve a promotion within the company or a raise is changing. Experience, seniority, and examinations are no longer the primary method of appraisal and there has been a shift towards a faster and more flexible model.

Companies around the globe are looking for a new type of leader, one that is capable of adapting to the economic and social changes taking place. The trend is towards younger and more diverse leaders who can run businesses the digital way.

Organizations are becoming digital and human resources departments must also follow suit. The department's responsibility is to roll out new digital initiatives to the entire workplace, implement new mobile applications like Slack, Workplace, Microsoft Teams, Gamelearn, etc. software and tools that help change the way the company works. Even chatbox services are used as artificial intelligence for recruitment in the most innovative companies.

More companies are using data about their employees to improve staff recruitment processes, increase company productivity, and detect logistics errors. These new trends have led to the coining of the popular term "people analytics": the intensive use of data to make decisions that affect people at work (who to hire, who to promote, etc. By combining workers and machines (which some people call the "augmented workforce") may create new jobs, boost productivity, and allow workers to focus on the human aspects of work.



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PSYCHOLOGY IN THE WORKPLACE

Can you tell me a bit about your background and your current role?

I'm a people-oriented professional, with around 20 years working experience in the Human capital management industry. I started my career as a headhunter, and have gone through the human capital management journey. Now I am a managing partner for Rawaj HCM, and founder of Z-Coach foundation that's concerned with linking the graduates with the labour market.

Why is it important to study and to know human behavior?

The study of human behaviour has played an important role in improving the lives of people in general. It has also facilitated advancements in areas such as organizational behaviour management. We need to know why people make decisions, with the goal of better understanding the decision-making process. We also are concerned with the human interaction inside organizations and why conflict occurs among co-workers and how can we avoid this and link people to a common goal. Employers hire psychology professionals to better understand personality types of their employees and encourage personality shifts to avoid personality clashes. Perhaps you have heard many times that there is always a misunderstanding between a manager and his/her team. It's not necessarily related to the type of work itself, but in many cases it could be related to the different personality types.

How this will affect performance & productivity?

Studies have shown that applying psychology at work can help solve problems and create improvements in the workplace. Understanding self and others more clearly will definitely improve communications, and will increase success in all relationships. For me, it's very important to know deeply about my behaviour and my own thinking and gain more insights and better understanding of those around me. I think the results

will be spectacular on performance and productivity once we come to a common ground and understanding.

Give some advice to our readers – How can we have better and healthy workplaces?

We are living in a volatile and uncertain world. And I believe most of us have gone through different pressures inside our workplaces; speed up your productivity, maximize your efficiency, cope up with the fast demands, etc. And we are constantly given a lot of work to do in a very short time. All these pressures can actually harm our bodies, physically and mentally. So my advice is to try hard to improve your work environment. It's a simple advice, but needs a lot of effort to apply.

To make sure that I drove my message home, I meant by improving work environment not only the building structure and office interiors, but the most important is the people around you. If there is a kind of harmony among people inside any organization, this will definitely let one feel focused, happy, and more productive. I.O Psychologists will play a great role in fulfilling this task. So do not underestimate their role. I also urge HR professionals to take part in improving the workplace environment.

What do you like least about the world of human resources?

I do not really like the wording "Human Resources". I tend to say "Human Capital", because I see people as assets not resources.

What is the single biggest challenge facing the HR department today?

Oh! A very difficult and challenging question Stanislava! Really there are many challenges that are facing the HR department today. To nominate a number of them, I will begin with the ever challenging one that is Talent. When

it comes to acquiring high quality talents, the game has changed. As the tight labour market continues to create significant challenges for HR departments. In a recent survey for XpertHR, HR professionals reported hiring as their most critical challenge. It's a challenge because of the talent war and lack of high quality talents, and because of the obsolete methods used to attract talents.

On the other hand, I believe that leadership development is one of the biggest challenges for the HR professionals. SHRM 2020 poll indicated leadership development as a key challenge for HR professionals. I see this clearly in most of the companies we are working with. As the workforce are aging quickly and companies are expanding and growing, it has become more important than before to apply leadership programs and put succession plans into quick action. Also HR professionals have to take great strides in applying retention plans to stop the talent leakage.

Finally, I see that digital transformation and the application of human sciences inside organizations is also another big challenge for HR professionals. HR professionals need to exert more efforts to cope up with the transformation taking place day after day.

What would be the competencies and skills required by future jobs according to you?

There seems to be a consensus that digitalization will continue to transform the competency requirements for employees over the years to come. However; it's quite difficult to predict exactly how the importance of each specific individual competency will change, or which competencies have a low capacity for automation and will therefore be in demand in the labour market. So, I am concerned with the competencies that give humans the edge over machines and are almost impossible to automate.



Of course each position requires a different set of competencies and skills. However; if we speak in general about the common ground that all talents inside an organization need and will be difficult to automate, I think that communication is the most outstanding competency that is required today and in the future. Being able to communicate effectively and spread an atmosphere of harmony will definitely be required.

Also competencies related to competitiveness, decision making, creativity, complex problem solving are all required in the future jobs. Moreover; I do believe that creativity and social intelligence competencies are likely to gain greater importance in the future.

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Head of Performance, Training and Talent

ALI KHURSHEED AHMAD

AUTOMATION ARGUMENTS FOR HR

Can you tell me a bit about your background and your current role?

Thanks for having me for this interview, it's a pleasure.

Professionally, I'm an experienced Human Resources Leader passionate about driving Strategic HR Transformation, Organizational Development, Corporate Learning, and Performance Management projects while working with diverse teams and inspired leadership. In my current role, I'm heading the Group Performance, Training & Talent Management vertical for my company with the accountability of our Middle Eastern and South Asian geographies. I am also the Founder of the Human Resources Group, a vibrant global community of HR Leaders, Specialists and Pros. Finally, I'm also engaged as Business Intelligence Board Member at Chief Learning Officer Media.

Personally, I'm blessed to have a wonderful family support system. I take pride in being Mama's son and am fortunate to draw real-time leadership lessons from my father. In leisure, you would find me to be a creative wanderer who enjoys drifting amongst the imaginary, the perceived, and the unknown. When at home, I can be spotted fueling my creative appetite by composing poetry, penning short stories or sketching-à-loisir.

So, that's a little bit about me. Feel free to follow me on Twitter @alikhursheeds, Email me at dr.alikhursheed@gmail.com or find me on LinkedIn to discover more about my professional bio and continue the conversation: <https://www.linkedin.com/in/alikhursheed/>

What according to you, are the benefits of HR automation projects?

Technology is best when it brings people together. The most appealing thing about HR automation projects for me is their ability to connect all dimensions of the business and the respective functional stakeholders.

A successfully implemented HR Automation project surely promises this human-to-human and

human-to-technology connection, in addition to helping the organization reap benefits in terms of optimized processes, better utilization of resources, faster speed in service delivery and eventually, lesser operational costs.

The benefits of automating HR, either as a whole function or partially far outweigh any disadvantage that it may have. The ongoing successful HR automations around us are definitely helping to solidify the faith leaders and organizations have in the technology of today.

As Steve Jobs put it, "It's not a faith in technology. It's faith in people!"

How can we solidify the Link between HR Automation Planning and Implementation? Please share your thoughts.

That's a powerful question. In most strategic projects like HR Automation or digital transformation, we often find a mismatch between effective planning and final execution. A key reason for this is that planning happens in isolated executive citadels and execution on the floor. This creates silos and the project stops belonging to all stakeholders.

To establish and strengthen the link between HR automation planning and eventual implementation, we need to be avoiding silos and making HR digital transformation every stakeholder's business as an important success factor. It is also important to ensure these initiatives have the buy-in of relevant stakeholders by showcasing value and managing perception, especially where automation is involved.

We're not just talking here about linking HR and technology, but also about solidifying their collective link to organizational culture, processes, and people. Planning and implementation must be designed to go

hand-in-hand and all such projects should begin with a carefully curated business strategy that binds these aspects together before investments are made into any such initiative. This is necessary for success and will ensure a cohesive approach to driving the overall HR automation project.

Why do HR Automation Projects often Fail?

Let's think about ourselves first. The biggest obstacle to transformation is the human mind which is hard-wired to repeat past actions. We're biologically compelled to uphold the status quo even when it's not the best option, a condition known as "repetition compulsion." In practice, humans and habits go together like bread and butter. Even when those habits are detrimental, people have a hard time altering their behaviors.

The same applies to HR Automation projects, which in essence, are Change Management projects. We're hard-wired to resist change and hence, resist them without weighing in if they're useful to the organization or otherwise. Hence, it isn't surprising why almost 70% of all such change initiatives fail.

Talking specifically about HR Automation, I believe most projects are not able to meet the expectations set for them either because they lack an actionable strategy, are launched prematurely, or face a lack in commitment to see started projects through. We need to visualize these problems as an Iceberg, where a part of it is visible like missing deadlines, going over-budget, or not being adopted by internal business functions. More important to see and find out in this iceberg is all those hidden problems that do not let these projects succeed, which can be as basic as an inherent failure to draw the right strategy or assess requirement for such HR automation or as calculated as failing to justify returns on any such investments.

So, we need to make sure that all stakeholders



in the HR Automation projects stop being misguided by what form digital transformations take in an organization. In essence, it is not only linked to the integration of digital technology, it is also a cultural change that requires organizations to continually challenge the status quo, experiment with possibilities, and get comfortable with failure until success eventually shows up!

What trends will shape Human Resource departments over the next five years? What do you think?

Even personally, we see digital transformation seamlessly permeating throughout our daily lives, perhaps not in the way one may expect but certainly at an accelerated pace as compared to the past. In the future, this is surely going to become more integrated and business-critical.

Similarly, today's HR workspace is faced with inevitable evolution and will continue to rapidly change, both in terms of functional flourish as well as accelerated automated transformations. Data and privacy will be another important area

of focus for HR followed by initiatives centered on managing diversity, belonging and inclusion. I believe HR will no longer serve as a mere support function but become one of the most strategic partner to all kinds of businesses.

As per the recent KPMG research, almost all HR services are being automated either fully or partially, from employee data management all the way to HR analytics and predictive modelling. This seems all set to be followed by the advent of widespread artificial intelligence at the workplace in the very near future.

In conclusion, I believe this Stewart Brand quote sums it up quite neatly, "Once a new technology rolls over you, if you're not part of the steamroller, you're part of the road!"

People at work must constantly learn and adapt to new skills, technology and procedures to be competitive and stay relevant. It's no longer a matter of choice. We have crossed over into the age of excellence.



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Leadership Coach&Trainer
at Light Coaching

LILIANA PADURARU

THE POWER OF COACHING

Coaching is my passion. Coaching is a lifestyle.

Coaching is an awakening conversation with a professional that can guide you to find your best answers, in a safe and non-judgmental space.

Coaching is about human connection, presence, and new possibilities.

The coaching conversations can revolutionize your mind, your understanding of life, your beliefs system, your relations. And many people that experienced coaching said these conversations are powerful and transformative and that changed their lives for better.

I love coaching because for me was like a new birth. Coaching gave me so much meaning about my potential, about my talent, and what I can create in this world to also support people to follow their most inspiring goals or dreams and turn them into reality.

Basically speaking, a coach can help you to discover your authentic self and unleash your potential to create a better life, both personally and professionally.

The coaching process is an in-depth one, working with the conscious mind but also with the subconscious mind. A coach will explore the mental, emotional and behavioral patterns that block your way to achieve success and to be yourself.

In the book "Coaching for Performance", the author John Whitmore states that "true performance goes beyond what is expected, it means determining the highest standards that one can have. Therefore, **coaching is a tool for optimizing people's potential and performance.** "

Coaching is an authentic conversation, through which you can experience profound changes or "insights", you can discover new perspectives, you can get new solutions and answers to important questions for you.



Coaching is the right solution for you if you have started asking yourself "different" questions, such as "Who am I really"?, "What is the meaning of my life"?, "What can I do better"?, "How can I follow my vocation"?. If these questions have resonated with you, that means that you are ready to start the change. You are already to step into the path of personal evolution and self-discovery.

Coaching will help you to become the leader of your life and you will be able to optimize your career and personal life from all points of view.

In other words, coaching is a process of personal empowerment.

I can say that for me, coaching is a love

story with myself and a passion that has also improved the quality of the people I am working with, both personally and personally.

I warmly invite you to experience the power and magic of a coaching session.

"Stop being who you were and start being who you are" Paulo Coelho

If you want to get in touch with me, please visit my LinkedIn professional page.

Liliana Paduraru, Leadership Coach&Trainer at Light Coaching

[LinkedIn](#)





Independent Consultant, Coach,
SHRM-SCP and Instructor

MAGGIE SUN

HR LEADING THROUGH THE PANDEMIC RECOVERY

Can you tell me a bit about your background and your current role?

Sure, here my personal highlights as follow:

- **Business Focus.** Fifteen years of HR Business Partner experience in MNC with various industries both in Fortune 500 and startups, strong business acumen and solid business player, with entrepreneurial mindset.
- **Big Achiever.** Strong strategic thinking and business acumen and able to drive and implement change, led numerous change initiatives and projects with deliverables exceeding expectations.
- **Customer Focus.** Excellent communication skill and fully bilingual, versed in coaching own team and line managers to elevate their career development, with strong sense of commitment.
- **Enable Others.** 10 Years of people manager experience in matrix and flat organizations, convincing and transformational leader, empower and encourage team members, equip necessary resources with envisioning the company and HR strategy.
- **Self-dedication.** Proactively and can-do attitude, very solid sense of responsibility and reliability. Self-motivated, result-oriented and keep up diligent, decent and dynamic image.
- **Three months job rotation as Corporate HRD in Silicon Valley,** leading a very diverse HR team, finishing PMP (annual performance management) and other 4 HRIS rollout on time with high quality deliverables.
- **Primary project leader** for several Organizational Design Projects, proficient in job mapping (Hay Points, Radford, Mercer IPE), talent auditing, salary structure optimization and review.
- **Setup whole HR management system, process, policy and regulations from the scratch, with full spectrum in the fully compliant and legal manner, qualified for rounds of due diligence.**
- **Proficient in employee and labor relations,** such as special case handling without any litigation and arbitration, terminated 300+ staff by person of 10 nationalities from desk level to C-suites.

Current role: Independent Consultant, Coach, SHRM-

- Mainly due to the pandemic and oil price crash in the North America, my previous company- GlassPoint Solar was undergone the voluntary liquidation in this April already. In this transition period (still seeking for my in-house HR VP or HRD's role, but the employment market was severely impacted by COVID and the very tough relationship between US and China, so it takes much longer period of time than ever before), I am **working as an independent consultant** providing global HR consulting services, not only on facilitating the HR management related training (in English and Mandarin) but also handling the Executive Hiring, compensation and benefits, Organizational Development, People Analytics and other consulting services for clients, mainly for Chinese company with multi-national business.
- Providing coaching service both with project-based or individual problem-servicing based program mainly to HR practitioners in various HR functions/ modules: Meantime, as the instructor of SHRM(Society of Human Resources Management, largest HR professionals association with 300,000+ members in 100+ countries) credentials study with good passing rate both in CP and Senior CP.

Which are the top 5 initiatives in post-COVID-19 for HR leading?

Top 1-5 (refer to the snapshot) Future of work, Critical skills and competency development, organizational design and change management, employee experience, current and future leadership.

HR's Role in Leading Through Recovery 疫情恢复期的HR角色



In your topic For European Digital Week 2020 you said there are Three dimensions of managing and measuring Employee Engagement - which are they?

Details per the snapshot, three dimensions are from Gartner's study, which are: **Organizational Trust, Commitment to Coworkers and the Right Capabilities.**



Evaluate Employee Experience through Pandemic

9 Questions to Manage and Measure Employee Experience Through Disruption

- Do you believe the organization has your best interests in mind when making business decisions?
- Are you satisfied with the way your organization has managed both its business and people during this time?
- Has your organization maintained adequate communication with all its employees?

Organizational Trust

The extent to which employees believe the organization values people and is working to ensure well-being.



- Have you continued to collaborate with your team during this time?
- Does your team inspire you to do your best work?
- Does your team help you complete your work?

Commitment to Coworkers:

The degree to which employees are collaborating with and learning from team members



- Do you have the appropriate amount of information to make correct decisions about your work?
- When something unexpected comes up in your work, do you usually know who to ask for help?
- Do you have a good understanding of informal structures and processes at the organization?

The Right Capabilities:

Employees' understanding and use of resources to help navigate work (e.g. skills, networks, expectations)



Reference: Gartner

"Leading flexibility" - can you explain a bit more about it?

I suggest you would call it "leading with flexibility" instead of "leading flexibility" it is **one of the key leadership trait/characteristics for senior managers especially for executives, facing current unprecedented uncertainties or we call VUCA times.** Since they will lead or encounter numerous change initiatives, possessing such characteristic will definitely be beneficial to them and their teams' successful going through the changes to some extent.

What is the single biggest challenge facing the HR department today?

- This is a great question, but I suggest you could provide more context or adding a few background information. However, I would like to hold an opinion after the post-pandemic period and everything back to new normal (and we should adapt to it in the near future) overall speaking the single biggest challenge facing the HR department is: **Improve employee engagement and stimulate organizational vitality by proactively boosting employee experience,** despite of excellent change management related skillsets such as resilience, growth mindset, positive mindset, emotional intelligence, risk taking, etc.

What trends will shape Human Resource departments over the next five years?

That's a fantastic question as well and I would like to make a bit of prediction for the following five years shaping HR professionals as follows:

- **HR Technology** should permeate into almost every corner of HR's daily job and **increase the organizational productivity and vitality**, such as people analytics, personalization, upgraded digital transformation.
- **Employee Experience** could be the new focus which is **future-oriented employee engagement upgrade**, especially the workplace is becoming more diverse with 5 generations with respective needs, and the employee experience will be applied to the full employee lifecycle from recruiting to exit from the organization.
- E-learning or mobile learning would be replaced by the traditional classroom training to large extent due to lots of factors, **and HR should be the champion of lifelong learning organization.**
- **Genuine HR BP's role** will be more complicated and diverse, incorporating coach, counselor, cultural ambassador into professional expert with better business acumen, service-oriented mindset, facing and leading with numerous change initiatives.
- **More and more SME or COE professionals** specialized in **organizational development and talent management** will be more popular and with higher package, in align with the internal and external environment demand.



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NATALIA GARSHINA

THE ART OF MOTIVATION

Can you tell me a bit about your background and your current role?

I have been working in the field of HR and organizational development since the end of the last century (since 1999). Before that, I had experience in marketing, sales, and even my own business. Then I worked my way up from HR manager to Director of Organizational Development and HR. For more than ten years I worked in consulting, developed the direction of "Organization Development". I am currently combining HR Director and Organizational Development Consultant positions, teaching courses for managers and entrepreneurs. I compare my current status to the work of a practicing surgeon who sometimes lectures and mentors students. So far, this experiment inspires me a lot.

Why is the staff incentive system not effective?

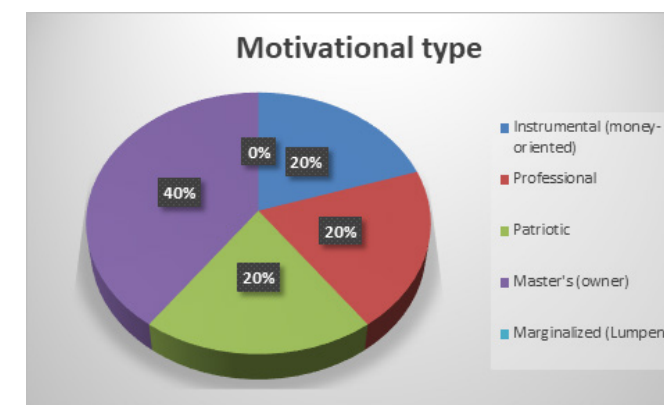
The staff incentive system is often ineffective due to the fact that it does not take into account the individual motivational needs of a person. A great example can be given from the field of cinema. Jim Jarmusch has the film "Night on Earth". There is a funny story there. One day, a passenger - a producer of a famous movie studio - got into a taxi. There was a girl-cab driver. The producer saw something interesting in this girl and offered her a career as a film actress. The cabbie girl refused. She said she didn't want to be an actress. She loves her job and dreams of becoming a mechanic. And she's not interested in being an actress. This is a great case for motivation. It seems to me that this story is a perfect illustration of the different motivations that people have. Meanwhile, business organizations often try to create one-size-fits-all motivational systems, without considering the individual needs of people, but it doesn't work. Motivation is within every person. Motive is what prompts a person to perform functions at their maximum. This motive is often difficult to discern. But if this succeeds, then everyone wins - both the employee and the employer.

How typology can be used to select the most effective ways to influence employees in order to adjust their behavior and attitudes towards work?

Man is a very complex creature. No theory will make it possible to predict human behavior with high precision. Too many factors influence human behavior, but the theory of motivational types of V.I. Gerchikov makes it possible to identify the leading motives of a person and correct the behavior of the employee.

Let me remind you that there are 5 main motivational types in Gerchikov's theory: money-oriented, master's, professional, patriotic and marginalized (lumpen). (I explained how to recognize these types in my speech at HR & Talent Management / European Digital Week.) So, how can you adjust the employee's behavior when you know his motivational profile? A motivational profile is a set of all motivational types expressed in various proportions. Let's take a look at the profile in the Figure/Illustration.

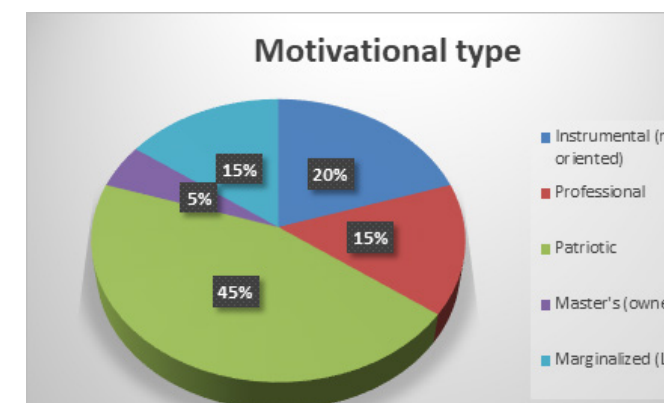
This is the motivational profile of one department head of one company. We see that this person has a leading motive - independence, autonomy in work. This is a typical master's type. I remember this employee all the time repeating: "I am fulfilling the plan. What's the difference how? Why should I write plans, reports and explain how my business process works?"



I could not agree with that position of the leader. The basis of a successful business is a regular management system, which includes plans and reports. I knew that employees with that kind of motivation could not be forced to obey the rules. They hate rules that were not invented by them. You can only negotiate with them. Therefore, I invited this employee for a conversation and explained to him that the freedom of the employee in the organization should be balanced by his responsibility. Only then comes the balance. Then, in the course of lengthy negotiations, we managed to agree on such a balance by defining the limits of his freedom and the degree of responsibility for the decisions taken.

Here is an example of a different situation. This figure has the motivational profile of an employee who, on the contrary, is not ready to take responsibility. His leading motivator is patriotism.

It's very stressful for him to make decisions on his own. Therefore, I would not put this in the position of a leader, but such staff members are indispensable when you are implementing organizational changes and you need people to guide your ideas. These people are also team players. They are motivated by collective performance. There are many examples when the theory of motivational types helps to build the right communication with an employee. For example, a money oriented employee might be told, "If you fail to submit the report on time again, you won't get an award." And he will submit



the report on time! He will not even be offended by you. But if you say the same to a professional type, he will be offended and his efficiency will be reduced.

Is it possible to use an individual approach to management?

I would say that only an individual approach is appropriate in management. Especially now, when the Z generation comes to work. I see this trend. For many young employees, personal professional development and work-life balance are the leading motivators. And this is much more important for them than orientation towards money or a career. They are interested in forming a personal brand, in self-expression. They are not ready to show patriotism towards the employer. And for them, a personal brand is more important than involvement in some great idea or in someone else's company.

All this must be taken into account, and not only that. When you have a big company and people of different ages, with different mentality and different motivational profiles work in it, you need to be able to create an inclusive environment in which people will complement each other.

By the way, the theory of motivational types proves that there are no one-size-fits-all methods of managerial influence on an employee in order to correct his behavior, increase efficiency or convince him of something. Even feedback should be provided on the basis of individual characteristics and personal motives.

V.I. Gerchikov's theory of motivation and its practical applicability. Tell us more about it.

Gerchikov's theory of motivation can be used in different situations: in recruitment, in career planning, to increase the efficiency of work.

This theory opens up useful tools for managerial influence and an individual approach to the employee.

The professional type is motivated by a job that has a professional challenge, something new and interesting. These people can get carried away and then lose interest. By knowing this, you can prevent burn-out or loss of efficiency. When you see the professional type get bored, but you have to finish the project, you can help him finish the job, if necessary, strengthen the control.

The money-oriented person will be motivated by a job in which he can earn additional income. The content of the work is not important for him. But the professional type will not undertake an uninteresting job, even if it is paid well for it.

The patriotic type needs to be praised publicly, but the money-oriented one will not appreciate it. As they say, money is better.

It is better not to entrust a patriot with autonomous work with a high level of responsibility - he will get stressed and fail everything. But the master's type loves sovereignty, he is a loner. It is better to entrust him with work that involves an individual result.

How we can use the theory of motivational types when recruiting personnel for various positions?

When hiring, theory generally helps a lot. For example, if we want to find good sellers, then the focus on money should be very strong in the motivational profile.

We invite a professional to those vacancies where it is needed to constantly learn new things, but we do not hire him for routine and monotonous work. It won't be effective there.

The master's type will show better itself, where it is required to provide an individual result. If the vacancy presupposes a team result, the master's type is not very suitable.

If the marginalized type is strongly expressed in the motivational profile, it is better not to hire such an employee at all.

What would be the competencies and skills required by future jobs according to you?

I think the future has already arrived, and the world has already changed a lot. In my view, already now it is important not only to have knowledge, but to be able to use knowledge in practice. In the Internet era, any information can be found quite easily. But learning from it is what you need to be able to do. And this is exactly the skill that allows a person to win the fight with artificial intelligence. We will never be able to compare with a robot in terms of the volume and speed of information processed. But a human is still invincible where, in addition to knowledge, intuition, empathy and irrational, not linear thinking are needed. By the way, it is these qualities that make it possible to recognize the personal motives of the employees and choose the correct communication strategy, and not act upon a general-purpose algorithm.





Head L&D (Fashion & Lifestyle Businesses) – Reliance Retail Ltd.

RANJIT KHOMPI

HR MINDSET ON ROI

Can you tell me a bit about your background and your current role?

I am Electronics Graduate with MBA in Marketing and then consciously shifted to HR with SHRM-SCP and CPHR credentials. I have applied these learnings over my 24 years' experience across Marketing, Consulting and HR. I am on SHRM's panel of global SMEs and an assessor on apex Indian Business Chamber of Commerce (CII) HR Excellence Awards panel. Currently I am heading L&D for one of India's largest retailers driving business outcome focussed HR-L&D interventions.

What is ROI?

ROI is acronym for 'Return On Investment'. It is a ratio between net profit and cost of investment. It is a financial metric that is widely used to measure efficiency of an investment or the probability of gaining a return from an investment. ROI has a wide range of applications; from measuring profitability of a stock investment, or deciding business acquisitions, or evaluate the results of a real estate transaction, or CXOs approving budgets for a business case presented by their teams. ROI is the ultimate measure of efficiency of vision, solutioning and efforts.

Why HR must think ROI even before designing interventions?

ROI is a top executive requirement from all functions and it's decisions. HR like other functions, must produce value from it's policies, processes, structures and interventions. Gone are the days of blindly increasing HR investments with no visibility on their financial payoff. The global recession has intensified this expectations from HR budgets.

CEOs and other C-suite executives funding our initiatives intuitively believe that these programs add value to the organisation. At the same time, the way they evaluate all other business decisions, they want to see the impact of their investments even in these initiatives. Instead, most of the time they receive only activity and satisfaction data and sometimes impact data.

Historically, many HR leaders assumed ROI measurement in HR was impossible and many more HR leaders argued that ROI could & should not be applied to their function focussed on taking care of people. These beliefs limit HR's ability to measure and showcase it's contribution to the organization's business goals. Thus, moving from faith-based management to fact-based measurement and management of its initiatives, HR leaders can use latest analytics, AI and HR platforms, to demonstrate positive ROI calculation for it's initiatives.

Using ROI approach HR can;

- Enhance it's design, proposal, implementation and evaluation of it's efforts
- Revise/update less efficient interventions
- Project HR cost as source of value than just an expense

In addition to improving credibility of HR as a profession, this approach enables upper management start respecting HR on the efficient outcomes benefitting the organisation and not just the intent.

Give us an example of ROIs driven successfully.

HR teams across the world and industries have driven ROI approach across the employee life cycle in selection and onboarding, engagement, compensation and benefits, Training and Development, Safety, Diversity, culture change and automation. I would like to share about ROI being successfully driven for big capital expenditure like HCM platform.

Facing a costly and necessary upgrade of Information technology for HCM software, a US-headquartered global manufacturer decided to explore a cloud-based solution. The HR team calculated all the direct costs like, implementation and software-as-a-service (SaaS) subscription fees for platform provider, as well as the fees to purchase and

maintain extra hardware needed. Indirect expenses included internal personnel costs to implement, support and maintain the new system as well as employee cost of undergoing training for platform usage. The Team then listed possible direct benefits of reduction in payroll error rate, cost avoidance of printing and mailing employees' checks, as well as yearly upgrade cost. Indirect benefits included productivity improvement in pay processing, finance team time saved in checking quarterly tax calculation, Employee self-service and Manager self-service modules saving time for employees and Managers respectively. They presented these benefits and ROI calculation against 2 million USD investment to the leadership for budget approval. They drove change management through the organisation by employing best practices of optimally using this platform and kept watch on the effectiveness across all levels of implementation (Level 1 - Employee feedback, Level 2 - Knowledge internalisation, Level 3 - Application, Level 4 - KPI Impact and finally Level 5 - ROI).

After implementing this platform, HR and finance team calculated all these costs and benefits to arrive at ROI of 367%, giving payback within first 2.4 months of implementation and continued average annual benefit: \$3,305,668 over next 4 years of implementation.

What is the single biggest challenge facing the HR department today?

I think HR's biggest challenge today is, being able to match steps with business leaders who are focussed on responding to fast changing market dynamics. Many HR teams are not mentally programmed nor are they designed for agility to work in short cycles, regular reflection and course correction. In most organisations, HR regularly works in long cycles- annual or at best quarterly like annual appraisals. In an evolved HR team,



everyone needs to be passionate with delivering more value to customers with 'outside-in' view and approach. They need to adjust everything from goals, processes, systems, data flow, incentives and communication to drive continuous new value for customers and eliminate anything that doesn't contribute. ROI is one of the best tools HR can use to check value brought in-to business. Frequent two-way communication with business and transparency with employees before, during & after change can be excellent backbone for building this responsiveness.

What trends will shape Human Resource departments over the next five years? What do you think?

Over next five years, HR will have to symbiotically integrate the fast-evolving business and varied demography talent for organisation's goal achievement. I consider following main trend areas in this evolution:

- Developing a strong and compelling company culture to reinforce the collective dimension, especially when employees increasingly want to express their individuality.
- Leadership development will have to be redesigned to manage increasingly open, interactive and differentiated ecosystem evolving by the day, which can't be guided by the current hierarchical authority alone.

- Innovative Talent management needed to support increased flexibility at work – mobility - Job design - diverse career models- varied motivators across generations, including employees working for more than one employer at a time.

- Vast generation gaps in employees would necessitate differentiated HR value proposition to manage their diverse worlds across employee lifecycles.

- Help employees through change management as jobs/roles are fast evolving and 20-30% of jobs are estimated to become obsolete due to digitization & automation.

HR leaders can envision leading their teams by optimising and digitising current approaches, transforming existing activities and proactively build capabilities to roll out beyond the horizon activities.



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Founder and CEO at Remote IT World

YANISLAVA HRISTOVA

AUTOMATION ARGUMENTS FOR HR

Can you tell me a bit about your background and your current role?

I'm Yanislava Hristova and I'm a Founder and CEO at Remote IT World. We are a global citizen company and the preferred HR and Staffing partner of the remote employers. We help business and talent worldwide to work remotely. Our partners are fintech, technology and blockchain companies based across Europe, The US and Asia.

I've been an HR in Tech for over a decade. My passion in HR started when I joined the international students run organization AIESEC. My experience there shaped me to perceive the world as a global village. A village with unique human beings manifesting diverse cultures, nationalities, rituals, religions united around a common mission. Meeting and collaborating with passionate coworkers and organizations from all around the world sparked my curiosity in humankind's uniqueness so much that I embraced a cosmopolitan mindset and people-first approach ever after.

My commercial experience started as an HR Consultant in the First IT Recruitment Agency in Bulgaria doing technical recruitment in Bulgaria. Next I hold a position of a Director of HR/ People Operations at a US-based product development company. 5 years later, this same company employed over 100 employees across 19 different countries all working fully remotely. Organizational development is my strong suit and technical recruitment is my sweet spot. I've experience in domestic and international startups building HR Tech products, advising on remote culture and nurturing the communities around them.

My mission to empower and connect business and talent worldwide to work remotely.

What remote work means?

Short answer is that Remote work means work from anywhere.

Detailed answer is that remote work is a model of fully decentralized and distributed operations. Remote work is not working from home. It's possible beyond

the traditional office location boundaries. The nature of remote work is that it elevates the power of technology and is done completely online via the internet. Remote work is about being connected while being fully distributed.

It's core values are trust, transparency and ownership mentality. It heavily relies on well defined processes, clear vision and goals to unleash the promised results of business agility, high productivity and high engagement.

This new model brings a paradigms shift. In comparison to traditional organizations, we focus on the human factor and it's the contribution that matters not the attendance. The 9 to 5 concept is not applicable but instead the individual has flexibility and feels better work-life balance. It's a new leadership style that empowers people to create and be engaged instead of micromanagement and control.

Which are the first steps towards embracing remote work?

The steps of embracing remote work are to be very clear and specific of what you want to accomplish, how you are gonna get there and how you are gonna know when it's accomplished. This is the high level idea.

In the execution layer a predefined clear set of rules is what makes the operation successful or not. Using project management tools, writing things down, unlearning to talk all the time and start writing things instead. This is the first and most value adding things to embrace remote work. Everyday working with clients, we see amazing product companies overwhelmed by so many apps and integrations which is not the point. The technology is just a tool, keep it simple, focus on the process, connectivity and the delivery.

What are the long-term and short-term benefits of going global?

When talking about the benefits of remote work I have a reason to believe we know a few of them and we are sure that we are about to discover even more in the near future.

The most popular short-term benefits of going global are cost effectiveness, access to larger talent pool, higher productivity, higher retention rates.

The long term benefits of remote work are business agility, sustainable growth opportunities, faster market expansion for both products and services. Last but not least more favourable conditions for employers and employees.

Going global is a serious move and shall be a conscious choice. Remote work is the most adopted competitive advantage in 2020 :) The need for a change in the traditional office based models is inevitable and thus the need to change and adapt. The organizations that adapt will continue existing.

What is the single biggest challenge facing the HR department today?

There are many challenges in the HR department today. I can only admire the flexibility, openness and stamina all my fellow HR Business Partners demonstrated during the past few months.

And yet, one of the biggest challenges is to reduce our bias. An HR professional by default shall be open-minded, objective and of service to its employees. Regardless of the occasion, is it when hiring or when building a company culture, knowing our bias and overcoming them in a globally connected environment is a must do.



What trends will shape Human Resource departments over the next five years? What do you think?

A few trends we already start to notice.

In the area of recruitment in particular, I think, they see a surge to digitalize the processes and workflows. For example by implementing unified ATSs, author mission driven career pages, delivering stellar candidate experience.

The HR departments are already starting to see generation Z applicants coming into the market. These brilliant individuals are influenced by storytelling and authentic employer branding. Also, as HRs, we need to take into consideration their specific demands for flexibility and autonomy and create jobs and programs that utilize them in the best possible manner.

Another trend, where the conversation is starting to get more active is Diversity and Inclusion programs. The good news is that with opening up for remote work, the chance to build a diverse team gets higher. And the aim of an inclusion program is to personalize the experience of each employee in the company in a way that can help them feel valued, appreciated and their effort recognized. By caring for our employees, we ensure business success. And especially today, just simply allowing them to work from home can be a huge gesture of care.



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Manager (Training & Marketing)

VENKATESH BALASUBRAMANIAN

SMART FLEXIBILITY FOR DIGITAL TRANSFORMATION

Everybody knows about the Ford Model-T. Over a hundred years ago, Henry Ford was sure to have a product market fit. Nowadays it could sound very flashy, but those times were different. Throughout the 20th century, manufacturers held the authority on deciding what to place on the market, without having to actually cater really for the customer's whims and wishes. The tables have turned now and the industry has grown to become customer centric from mass production to mass customization. A new manufacturing philosophy with many surnames, Industry 4.0, Factory of the Future, or Digitalization has evolved. Today's customers, demand individual, custom-made, high-quality products. The suppliers, strive to provide unique value to their customers in a cost-effective and fast way, so they can be more efficient.



Ford Model-T

In order to understand the concept of Industry 4.0 and Digitalization, one needs to understand the automation pyramid. Since the beginning of industry, the automation of manufacturing and production processes has constantly been evolving. This evolution is made possible due to the integration of classic technologies like mechanical and electrical with other more modern ones such as electronics, computer science, communications, etc. playing a greater part day by day. Integration of these technologies is illustrated beautifully by using a "Pyramid of Automation", which includes the five technological levels which can be considered in any industrial scenario. The technologies interrelate, both within each level and between the different levels by using industrial communications. Pyramid of Automation

- The first level is the "field level" which comprises the physical devices that are used in the industry such as actuators and sensors.



Pyramid of Automation

- The first level is the "field level" which comprises the physical devices that are used in the industry such as actuators and sensors.
- The second level is called the "control level" which includes logical devices such as PCs, Programmable Logic Controllers, Proportional Integral Derivatives, etc.
- The "supervisory level" is the third level which corresponds to control and data acquisition systems (SCADA). The Human Machine Interface which enable monitoring and issuing of process commands, like changing the set point of a controller, are managed through the SCADA system.
- The manufacturing execution systems or MES is the "planning level". A manufacturing execution system (MES) is an information system that monitors, connects and controls complex manufacturing systems and flow of data on the factory floor. The main aim of MES is to ensure that manufacturing operations are executed effectively and production output is improved.
- The top of the pyramid ("management level") is comprised of the company's integrated management system (ERP).

Everybody is talking about Industry 4.0 these days. But what do we understand by this and how do we bring about the change? The term Industry 4.0 was coined initially by the German government in 2011. There is no clear definition of this and it is just a

buzz word or concept. It basically refers to the **intelligent** and **permanent linking** and **networking** of **machines** and **machine-operated processes** in an industry. With the use of modern solutions from the field of digitization, Information Communication Technology can be used to network people, machines and the resulting products with each other to achieve greater productivity. But, Industry 4.0 is not an item that can be simply ordered from a catalogue. It requires competent industrial automation manufacturers and solution providers, who are working together with customers in order to fulfill the current customer-centric markets. For SMC Corporation (India) Pvt Ltd, it is about helping our customers building the flexible machines that will bring about adaptability, speed and customization. SMC's smart flexibility **means flexibility in industrial networking** for communicating with machines and devices, **smart maintenance** with predictive maintenance and condition monitoring, **flexibility in machine adjustment** for a quick reaction to an ever-changing market demand, **smart energy efficiency** as our commitment to the environment and **smart training** with an all rounded blended learning style of pedagogy.

Flexibility in industrial networking. In smart factories everything will be connected wirelessly. Everything would be on the cloud. This is the vision of tomorrow's manufacturing. Products will find their way independently through the production process. In smart factories, machines, devices and raw materials will communicate and control each other cooperatively, through sensors and communication technologies.

Smart Maintenance. In the modern industry it is not enough to just maintain, but to do it smartly, making more efficient use of resources and engineering assets. Being able to analyze status data and its changes, allows us to make predictions about the possibility of failing in the future,



thus dramatically improving the production process from being merely preventive to being predictive. Monitoring, detection, diagnosis or in two words Smart Maintenance is the ability to intelligently support the complete life cycle of a product and substantially enhance quality to the maximum. Flexibility in sensing and monitoring can be achieved using analogue or digital, pressure or flow sensors and switches that provide you with information about what is happening in your production line and its surroundings. Flexibility in diagnosing through proper and agile detection of failures makes it possible to act without delay, thus increasing efficiency and improving quality. And finally, it is no use investing time in a detailed and in-depth maintenance if its implementation requires great investment in time or disassembly of a machine, for example. Therefore, it is vital that the design of a component facilitates its replacement, parametrization and adjustment.

Flexibility in Machine Adjustment. The increase in individualized products requires flexible, effective and intelligent manufacturing. Confining machines to closed and unmodifiable designs are not the way forward: machines must combine flexible and quick format changes with high cycle rates and low life cycle costs. A number of SMC's products like electrical actuators and digital gap checkers assist in achieving this goal.

Smart Energy Efficiency. SMC approaches energy efficiency with two commitments: commitment to the customer and their efficiency, and commitment to sustainability. We work towards sustainable development based on our five cornerstones: **generate just what you need, recover what you generate, monitor your consumption, use only the essential and think efficiently.** Many of our products like air saving vacuum generator, booster regulators, air saving speed controllers etc help in realizing these aims.

Smart Training. A very important, but neglected area, is the training. SMC has incorporated the SMC Program for Internship and Competence Enhancement (SPICE) model for transforming students into smart industry professionals. SPICE has been thoughtfully designed using the vast knowledge and experience of SMC trainers, applications engineers, R&D specialists and academicians in the field of automation technology. The duration of the internship is for 4 weeks and the selection of the

students is done through an entrance test. With a blended learning style of pedagogy, the intern is not only given theoretical understanding of the concepts of technologies of mechatronics and futuristic technologies of Industry 4.0 like Cloud computing, cyber security, additive manufacturing, IIoT, Augmented reality etc. but a hands-on experience on our state-of-the-art training equipment is also provided. When it comes to training on Industry 4.0, the Smart Innovative Factory training system simulates a highly automated smart factory, including Industry 4.0 technologies, advanced manufacturing concepts and the reality of the connected enterprises

With digitization of the manufacturing operations, one can imagine a factory to be running something like this. Machines used in the plants will be highly automated and interconnected on a base network. Data will be collected and analyzed on continuous basis. Machine parameters will be adjusted based on quality requirements and historical data. Condition based monitoring will be important part of maintenance activity. Predictive maintenance will dominate over preventive and reactive maintenance. So, just before the break down of the machine, maintenance personnel will be informed about the maintenance job. Supply chain will be more effective and efficient. From the time the raw material comes to the store to the time the final product is dispatched, production and product will continuously be tracked. Production plans will be developed based on customer demand and inventory levels at distribution centres and retail stores. Organization Structure will become more flat, flexible, decentralized and changeable. Production areas will be interconnected. Workers capable of handling data and using IT will not necessarily be bound to a certain area like paint shop or weld shop but will be able to move from once shop to the other. Job rotation and Job enrichment will be there due to increase focus on using IT.

Industry 4.0 is poised to revolutionize the manufacturing around the world as did the first three Industrial revolutions. This emphasizes the need for a highly skilled and flexible workforce and production capacity that can answer the industry needs of today as well as those of tomorrow.

"In times of change, learners inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists"

-Eric Hoffer



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