Executive Roundtable Summary

WHAT’S NEXT: FUTURE GLOBAL TRENDS AFFECTING YOUR ORGANIZATION

The Changing Nature of Work and the Worker
THE SHRM FOUNDATION EXECUTIVE ROUNDTABLE:
The Changing Nature of Work and the Worker

Background
The Executive Roundtable on the Changing Nature of Work and the Worker was held March 25, 2014, at the University of Southern California. This roundtable brought together leading researchers, thinkers, and practitioners to examine how workers and the nature of work are changing; long-term and near-term implications of these changes; and additional research needs.

This Roundtable is part of the SHRM Foundation’s “What’s Next” thought leadership initiative. This initiative, launched in 2013, is a three-year multi-phase program to identify and analyze critical trends likely to affect the workplace in the next 5-10 years. It involves research conducted in conjunction with the Economist Intelligence Unit (EIU).

The SHRM Foundation and EIU conducted an extensive literature search and analysis to identify major trends impacting the future workforce. The SHRM Foundation and EIU then conducted surveys of more than 500 global CEOs and C-suite executives, and more than 100 senior HR executives from Fortune 500 companies. This was followed by expert peer panels held in New York City and Washington, DC.

Through these activities three critical themes were identified:

1. **Evolution of Work and the Worker.** The globalization of business, changing demographics, and changing patterns of mobility will continue to change the nature of work and the worker. This theme is the SHRM Foundation’s focus for 2014. The first output is *Evolution of Work and the Worker*, published in February 2014.

2. **Engaging and Integrating a Global Workforce.** Cultural integration and clashes/unrest will continue to grow globally, at both societal and corporate levels. This will be the focus in 2015.

3. **Use of Talent Analytics for Competitive Advantage.** Talent shortages will continue to grow globally, requiring HR to become the provider of human capital analytics for input to strategic business decision making. This will be the focus in 2016.

This Executive Roundtable was focused on the first theme—Evolution of Work and the Worker. Specifically, presenters and participants looked at: 1) how the nature of the worker has changed and will change; 2) how the nature of work has changed and will change; and 3) the intersection and implications for the changes in workers and work.

Participants were asked to imagine the world of work in 5-10 years, identify the implications for HR of the coming changes, and identify knowledge gaps and further research needs.

Key Themes
Summaries of each of the three topic discussions follow. Highlights of the entire roundtable include:

- **The nature of the workforce is undergoing significant change.** Due to shifting demographics, the workforce is become more diverse, more female, and older (in developed countries). Younger generations in the workforce are less loyal, more focused on personal fulfillment, and more tech savvy. There is likely to be a “fraying of the workforce,” with distinct workforce segments, having very distinct needs. In many instances, those needs involve greater flexibility.

- **There is likely to be an increase in contingent and variable pay workers.** Participants see an increasing interest among employers in having a core group of full-time employees who are supplemented by contingent workers. The growth in the use of contingent workers—who may be enlisted for a finite period for a specific project—will affect thinking about career paths, investments in training and development, an employer’s brand and value proposition, and whether metrics such as engagement still matter or should be replaced by other measures. Also, current systems and laws—which are geared toward full-time employees—will have to be adapted to support the evolving workforce.

- **Organizations and HR leaders now have more choices and decisions to make than ever before.** The general perception is that the world used to be simpler. Companies had simple strategies and few choices; they developed products, hired full-time employees in the U.S. (who tended to be white men), and conducted business. The world today is far more complex. Employees are very different and employers and HR leaders have far more choices. They must decide what types of workforce to have (employees or contingent), where they are located, what skills they must have, how to measure their performance, and how to incent them. The current situation is a far more exciting but difficult time in HR.

- **Technology will continue to dramatically affect the nature of work.** Automation could result in improved efficiency and productivity, and is likely to result in certain tasks or roles being replaced by technology. Technology can also improve collaboration among employees in disparate locations, and can facilitate information sharing and creation of networks. Through use of crowdsourcing technologies, at very low cost, employers can tap into individuals around the globe for new ideas and solutions.
Use of data and analytics has great potential. There are numerous applications for analytics in HR. At a macro level, analytics can help organizations predict trends and identify future workforce needs. At a more micro level, analytics can be used to better assess individual performance and improve effectiveness.

Implications for HR Professionals

Some of the implications for HR professionals of the major trends related to workers and the nature of work include:

- **The need to understand the changing nature of workers.** This includes understanding the demographic changes taking place and understanding the key characteristics and attributes of different demographic groups. It means understanding the different segments of workers and the needs of each segment.

- **More choices in the organization’s talent strategy.** With more options available in types of workers and geographies of workers, HR professionals have more choices to make in developing and executing organizational talent strategies.

- **The need to shape a compelling employer brand.** In anticipation of an even greater war for high-skilled talent and for contingent workers, HR leaders must take the lead in developing unique and compelling employer brands.

- **Understand how technology will affect the workforce.** Participants see the potential of technology to automate certain tasks, possibly replace certain workers, shift the location of certain jobs, and enable greater collaboration. HR professionals must understand how technology could affect their workforce and think through how to leverage technology in the most optimal way.

- **It is necessary to become familiar with and adept at using and leveraging analytics.** Participants see great potential in using data and analytics to make better, more informed workforce decisions, to make better hiring decisions, and to assess individual and team performance. But deriving value from data and analytics requires having a familiarity and comfort with analytics and being able to analyze data. Even more valuable than analyzing past data is predictive analytics about the future.

- **HR leaders must continue to sell and demonstrate the value of HR to management.** Many top HR people continue to focus on operations and administration as opposed to strategy, and many business people still don’t think of talent and HR in strategic terms. It remains necessary for HR leaders to link the HR strategy to the business strategy and to quantify how HR adds value to, differentiates an organization, and enables an organization to deliver on its goals.

The general consensus is that due to the changing nature of workers and of work, it is a complex, challenging time in HR, with a great deal of change taking place. But it is an incredibly exciting time for the profession, where forward-thinking HR leaders who understand the challenges and take action can add enormous value to their organizations.
Topic 1: The Nature of the Worker Has Changed

Report Highlights

The report *Evolution of Work and the Worker* highlighted that the workforce is changing. Specific changes include:

- **Shifting demographics resulting in a more diverse, more female, and more urban workforce, as well as an aging workforce in developed countries.** By 2050, the number of individuals in the labor force who are age 65 or older is expected to grow by 75% while those who are 25 to 54 are only expected to grow by 2%.

- **Changing values, particularly among Millennials.** The youth population is growing quickly, particularly in emerging markets. This generation is tech savvy and focused on personal fulfillment. They are less loyal, changing jobs more frequently than previous generations.

Challenges for HR related to the changing nature of workers include:

- Adapting to a rapidly changing worker profile.
- Learning and understanding the subtleties of workers’ qualifications.
- Retaining and engaging a changing workforce.

Presenter’s Perspective

Tammy Erickson, who has studied and written about different generations in the workplace, shared a few thoughts on the changing nature of workers.

- **The future workforce will have several new and different characteristics.** Five new attributes of the workforce are:
  1. **Hispanic.** By 2050, the majority of the U.S. workforce will be Hispanic. That is because the Hispanic population is younger and has higher fertility rates than other segments. Interestingly, Hispanics are particularly drawn to larger, well-established firms with recognized brands. One provocative thought: in 20 years the leaders of many large corporations may be Hispanic women.
  2. **Re-generation.** This term for kids born after 1995—who are not Millennials or Gen Y’s—gets at the idea of renewal. They have seen recession and refinancing, along with resource shortages. They defer gratification, are savers who want to avoid debt, are swappers and recyclers, are improvisers and compromisers, and primarily live in China and India.
  3. **Old(er).** In developed countries, including the U.S., the population and workforce are aging. With long life expectancies, lack of economic security, and a generally strong desire to continue working, those who turn 60 might have 20 or 30 more years to work productively. However, while many older workers want to continue working, to date, the supply of jobs for these individuals has been lacking. (Employers have been more focused on graceful exits than retaining older workers.) Longer term this may change, as a shrinking labor market may increase the need for older workers, though some workers may need to become reskilled.
  4. **Entrepreneurial.** Today, many younger individuals don’t want to be in large corporations. They are rejecting the hierarchy, authority, bureaucracy, and structure of companies.
  5. **Mobile.** Use of mobile technology has exploded, particularly among younger generations. It has changed how individuals communicate, live, and work.

- **The workforce is bifurcating and may fray into distinct segments.** Currently, it almost seems as if two distinct workforces are developing: workers who work within large corporations, and an increasingly large group who works more broadly. They may work for large corporations from time to time, may work in smaller companies, or may work independently. Instead of thinking of one homogenous “workforce” it may be more helpful to think of these two distinct groups.

> “I think we are seeing a fraying of the workforce, with a workforce being pulled in multiple directions. We may have a corporate workforce that will have some flexibility built in. It will attract Hispanics and some females, if corporations get their flexible practices right, and some older workers. We are also going to have this growing contingent workforce where companies tap into people on an ‘as needed’ basis. Some will be entrepreneurial; some will contract with large companies. . . my guess is we will see a fraying of the workforce with some distinct needs and divergent segments.”
>
> —Tammy Erickson

In the future, there may be more than just a bifurcation of the workforce; there may be a complete fraying, with multiple distinct segments, with a host of divergent needs.

Discussion Takeaways

- **Growth in variable/contingent labor.** Roundtable participants see interest and growth in variable and contingent labor, which companies are increasingly making as part of the strategy. (A participant said contingent labor now
Changing career paths. As contingent work becomes more accepted, workers may enter into a series of short-term contracts with employers, which may include being rehired by the same employer.

Employer value proposition. In a more competitive, more contingent labor market, where top talent can pick and choose where to work, employers will have to clearly articulate why an individual should choose to work there.

Let’s imagine we have a small core of full-time employees and this contingent labor force. We have to get really good at getting those people in and out, attracting them, and so forth . . . the most efficient way to do that, I think, is to create a very compelling employer brand.”

Participant

Great employer flexibility. With high rates of unemployment, it has been an employer-friendly labor market. But this is unlikely to be the case over the long term. As the economy recovers, employers will have more choices. To attract and retain employees, employers will have to embrace great flexibility.

Outdated employment laws and social policies. Employment laws in the U.S. are based on a clear employer/employee relationship. But this doesn’t take into account many issues in engaging large numbers of contingent workers.

Analytics. Many measures such as turnover rates and retention rates are not necessarily valuable. Of greater value could be analytics that show the degree of fit of a potential candidate to a job.

“We’re going to have to re-do our talent analytics . . . to have a measure of degree of fit or degree of closeness to my ideal candidate.”

— Participant

The need for health care. Lack of health benefits locks workers into their jobs. If health care becomes available, there may be growth in the portion of the workforce that prefers the flexibility of joining the contingent workforce.

Effect of furloughs. In the 2008 recession, instead of laying people off, many companies tried to act with kindness and furlough workers by reducing their days and/or hours. But this created nervousness and uncertainty, causing many workers to look for additional work on the side.

Business/education partnerships. A way for companies to train the workers they need is to partner with community colleges. In doing so, companies can be clear about the skills they need, can participate in shaping the curriculum, and can develop learning standards.

Different skills/behaviors among younger generations. Many kids seem to lack even rudimentary workplace skills and aren’t ready to enter the workplace. This requires learning and training programs at the earliest ages, and also requires employers to anticipate a large wave of individuals who in 10-15 years may lack even basic skills. However, Tammy Erickson challenged this view. She said that kids today behave differently, but that doesn’t necessarily mean they can’t be effective workers. For example, they may not arrive on time, but how important will that be going forward if most work is done virtually? Kids today send texts to coordinate their activities rather than planning in advance, which is different than Boomers. Instead of viewing younger individuals as deficient, employers may consider adapting their own expectations and methods of communication.

Potential Implications for HR

Understand the unique characteristics of the different generations in today’s workforce, as well as those who will be entering the workforce, particularly the re-generation.

Understand the changing ethnic and geographic composition of the workforce, particularly with more Hispanic workers and growth in the Chinese and Indian workforces.

Consider the role of full-time as well as contingent workers, and think through all of the implications of contingent workers, such as attraction, career paths, training.
In a competitive labor market, an employer’s brand matters. Understand your current employer brand and the brand you want.

Assess how to increase your organization’s degree of transparency. In the era of social media, people share more information than ever, including ratings of employers, compensation information, and more. Companies that resist transparency are at a disadvantage versus those that embrace it.

Rethink your performance measurement system by thinking through the best way to measure an individual’s contribution to the company.

Consider partnering with local education institutions, such as community colleges, to shape the curriculum and produce the workers you need.

Additional Research Needs

- What types of workforce skills will be needed in 10 years? What will the work situation be?
- Data on how individuals learn, develop, perform on teams, and progress. This would provide a comprehensive view of an individual’s capabilities far beyond a resume or a LinkedIn profile.
- More insights into the effectiveness of teams, since increasingly teams are how work is done.
- Research on the most appropriate types of performance metrics. Many metrics used today don’t measure how an individual contributes to organizational success. Metrics are needed that are based on how a person’s actions and behavior connect with team success (as in Moneyball).

More research is needed on the different employee segments. What are the segments and the characteristics and needs of each?

Case studies and best practices are needed on contingent staffing. Today, most framing of contingent staffing is negative. Participants want to see success stories.

Best practices are desired in the area of public/private educational partnerships.

“I think most of our HR processes right now are at the individual level, right? We measure an individual on performance. But the real success of organizations is based on teams. We need to get more data on the effectiveness of teams.”

—Participant
Topic 2: The Nature of Work Has Changed

Report Highlights

The report *Evolution of Work and the Worker* highlighted ways in which the nature of work is changing. Specific changes cited include:

- **Technology is changing how work gets done.** Jobs are increasingly automated, there are more remote workers, and there is greater demand for high-skilled labor. A McKinsey report said that routing production and transactions jobs are increasingly being replaced by technology, with 2.7 million production jobs in the U.S. lost between 2001 and 2009, and 0.7 million transactions jobs lost during this time.

- **Work is becoming more global.** Materials and labor are now being sourced across multiple countries, and there is increased use of telecommuting as well as crowdsourcing.

Challenges for HR related to the changing nature of work include:

- Aligning technology best practices with global management strategy.
- Managing the risks of a global operation.

Presenter’s Perspective

Federico Pistono, a social entrepreneur, political commentator, award-winning journalist, founder and CEO of Esplori, and author of *Robots Will Steal Your Job, But That’s OK*, shared his thoughts on critical changes on the nature of work.

Pistono reiterated several of the themes from the SHRM/EIU report.

- **Technology, specifically automation, is dramatically changing the nature of work.** Pistono shared data showing that participation in the U.S. workforce is declining as a portion of the population, while simultaneously, corporate profits are soaring. The aftermath of the 2008 recession is truly a jobless recovery, with automation and technology allowing companies to increase productivity and profits, with fewer employees. (Roundtable participants noted that offshoring of jobs is a contributing factor for corporate profits rising while participation in the U.S. labor force declines.)

Previous, the conventional wisdom was that as new technologies destroyed and replaced some jobs, they created an equal number of new jobs. However, Pistono argued that the number of new jobs being created from innovative new technology is far less than the number of jobs being lost. In one dramatic example, Pistono described how in 1984, photography leader Kodak—which is now bankrupt—had 145,000 employees. In contrast, current photo sharing site Instagram had 13 employees when acquired by Facebook for $1 billion in 2012. It is the exponential power of technology that is changing the nature of work. (Not all Roundtable participants agreed with the premise that this wave of new technology is destroying fewer jobs than are being created.)

“We have seen similar panics over automation in the past. Are we sure automation has caused the dramatic rise in unemployment, or is some other dynamic at work?”

—Participant

Discussion Takeaways

- **Automation affects multiple domains.** Participants provided examples of how both automation and technology are allowing some work to be pushed down to lower-skilled workers, including some of the work of lawyers and doctors, decreasing the demand for lawyers and doctors.

- **Automation may affect parts of jobs.** Much of the discussion focused on how automation and technology may completely replace entire groups of workers. But some participants didn’t see technology in such black and white terms; they view technology being adopted more incrementally to automate certain tasks or parts of people’s jobs.

“Constant lifelong learning is so important. If ten percent or twenty percent of your job keeps being automated, you need to change your skills.”

—Participant

- **Technology makes workers “always on.”** Not only is technology automating and globalizing work, it allows workers to be more mobile, which means that some workers are always connected to work via devices like smart phones. This may enhance productivity but affects stress levels and work/life balance as workers are “always on.”
Positives of technology. While much of the discussion focused on the negatives of technology in displacing and globalizing jobs, technology enables the creation of networks, which makes information sharing easier. Technology allows for more open innovation and formation of communities.

Impact on the population. Pistono shared data showing that as technology replaces jobs—particularly middle class jobs—it will continue to lead to greater inequality in society.

Think of work as “tasks.” Historically, people have been given titles and positions. But a different way to think about the nature of work is task-based. A person wouldn’t be the vice president of xyz; he or she would be charged with a particular task, such as managing the launch of a new product. An employer could post tasks that need to be done, how long they need to be done for, what the compensation is for performing a given task, and the skills and competency that are required. Then, a person’s success in performing the task could be measured. IBM has done this, defining the specific tasks in the organization that need to be done. With task-based work, what could emerge would be workers who have certain badges/certifications/credentials to perform certain tasks. Workers could take on projects to improve their qualifications and earn certain badges, which could have value in the broader marketplace. (Workers might also earn points.) This could include both knowledge workers and other types of work-related skills. (An analogy is development of Six Sigma skills which have meaning in the marketplace.) A person could accrue a “tool belt of badges.” Metrics could be developed to show how much a person was progressing towards achieving a badge.

Engagement motivations. Research has shown that social connections (i.e. having a friend at work) result in higher engagement, better performance, and higher retention. But in a global world with crowdsourcing, telecommuting, and contingent labor, a question arises regarding techniques for boosting engagement. Some participants suggested that many workers, particularly Boomers, need socialization and face-to-face interaction. However, younger workers who are accustomed to communicating via text may be able to feel socially connected through different means.

What to measure? One participant wondered whether, in a world of crowdsourcing and automation, engagement will still matter and is the right measure. If engagement is not the appropriate measure of workplace success, then what is?

Potential Implications for HR

Consider how automation and technology has affected and is likely to affect the nature of work in your organization. What types of work will it affect? In what ways?

Consider how technology has affected your company’s ability to work globally. What opportunities have been realized? What potential opportunities exist that have not yet been realized?

HR professionals need to take stock of the important and time-consuming tasks of different types of employees within the organization, and understand how technology will affect these employees and tasks. Will technology and automation replace any employees? Which ones and why? Will it replace some tasks done by some employees?

Consider how technology can be leveraged positively by workers to share knowledge and best practices, improve connectivity between workers, help the economy expand globally.

Is there an opportunity to shift some responsibilities from being role-based to task-based?
Topic 3: The Intersection and Implications

Report Highlights

The report *Evolution of Work and the Worker* highlighted the implications of the intersection of changes in workers and the nature of work. Ideas highlighted include:

- **Increased pressure to lower labor costs in order to maximize profits.** This means that corporate productivity gains no longer translate into broad pay increases for workers. Also, there is a growing gap between high- and low-skilled workers. A key fact: between 1999 and 2011, the average labor productivity in developed countries increased more than twice as much as average wages.

- **Migrating workers will affect labor supply.** Employers in the U.S. face immigration obstacles in hiring highly skilled workers, and countries are enforcing migration laws to control the flow of migrants in and out of countries.

- **Middle-skilled jobs are disappearing** in developed countries, causing the workforce to become more polarized. This can be seen as half of the 7.5 million jobs lost during the 2008 recession were middle-income jobs, paying $38,000 to $68,000, but only 2% of the jobs gained since June 2009 have been in this pay range.

Challenges for HR at this intersection include:

- Hiring and retaining talent while lowering labor costs.

- Winning the war for talent.

**Presenter’s Perspective**

Professor John Boudreau focused on HR management and the role of HR leaders. He shared research looking at how HR professionals spend their time.

- **HR leaders believe they now spend more time on strategy than in the past, but in reality, there is no difference in how HR leaders allocate their time over the past two decades.** Since 1995, the Achieving Excellence in HR survey has been conducted every three years. It asks HR professionals what portion of their time they currently spend on various HR tasks and how they believe this compares with how they spent their time 5–7 years ago. These tasks include maintaining records, auditing and controlling, acting as an HR service provider, developing HR systems and practices, and serving as a strategic business partner.

The 2013 survey results revealed that HR leaders believe the HR function now spends more time on strategy. They believe they now spend about 27% of their time as a strategic business partner, and believe that 5–7 years ago they spent around 14% of their time on strategic issues. But in reality, almost no change has taken place. In every survey since 1995, the results have been almost identical; when HR leaders attempt to recall the past, they think things have changed, but how their time is currently allocated shows no difference.

There are examples of great HR leaders who demonstrate what great leadership looks like. But, in general, HR needs more of them. It is not clear how to replicate those great leaders who do exist and accelerate the evolution of the function. Most MBA students still don’t understand or value HR, or know what good HR looks like.

- **Perhaps HR could benefit from an HR framework.** Professor Boudreau commented that a great deal of meaty information is included in the report *Evolution of Work and the Worker.* Perhaps this information could be complemented with a framework that organizes the work of HR in an analytically logical way, which could help HR professionals prioritize their work. This framework must start with the business strategy, with all HR strategies, decisions, and priorities supporting the overall business strategy.

Also, this framework could help create a consistent language in HR as well as “logical connections.” For example, in finance, everyone understands the ideas of cash flow analysis and return on investment. HR needs to strive for broad acceptance of HR concepts. What is important about the finance concepts is they have a logical underpinning. What is important are not just the specific measures that are generated, it is the logic underneath these measures.

> “I think if we just look at measurements, we’ve missed the point. In finance, yes, they have standard measurements, but they are built off of a logic model . . . logic, analytics, measurement, and then some sort of engagement process.”

—John Boudreau

**Discussion Takeaways**

- **Two types of HR.** Perhaps the function needs two distinct categories of HR professionals: Leaders who focus on strategic issues, and HR professionals who focus on the daily day-to-day operational and administrative matters. An analogous situation took place previously with CIOs about 15–20 years ago, where roughly 25% of CIOs saw technology as a way to redesign the company, while the other 75% were focused on IT-related operational issues. Perhaps the role of HR could and should be split between administrative/operational and strategic. (Some participants don’t see this as a reality, believing that senior HR people are expected to be both strategic and able to execute at the same time.)
**New HR strategic issues.** Previously, in many companies and industries, all of the players followed the exact same playbook. They developed products, launched them—all with full-time employees based on the U.S. Every company did the exact same thing. But today, companies have seemingly millions of choices related to HR, such as whether talent is a differentiator? Whether to hire full-time or contingent workers? In what countries to hire and locate workers?

**Better linking HR to the business strategy.** Most companies have 3- to 5-year strategic plans, where they project revenues of different businesses, geographies, products, and initiatives. But often those strategic plans are not translated into HR plans, such as how many sales people are needed to achieve those goals? Where should they be located? When do they need to be hired and trained? HR needs to understand the business strategy and then develop very practical plans that support this strategy.

**Analytics on individual performance.** There was a great deal of discussion on collecting data and using analytics to predict future workforce needs and to determine the best types of individuals to hire. Data can also be collected about individual employees along multiple dimensions that is used to help these individuals become more effective.

**Implications for leaders.** As workers and the nature of work change, new leadership skills will be required. One participant said that more sophisticated leaders are required who can deal with this changing landscape. Another participant cited research indicating that 82% of managers today are not skilled enough to be a boss. These individuals already lack necessary leadership skills, and we face even greater challenges in the future. Often leaders are not measured on their leadership or held accountable for it. A great deal of information and numerous tools exist to inform leaders about the changing nature of workers and work, yet few leaders use these tools.

**Worker migration.** Companies and HR professionals need to think about the notion of worker migration in developing their workforce strategy. Issues involved include the laws of different countries and barriers standing in the way of creating the most desirable workforce. One change that is taking place is that as countries realize they are experiencing a talent shortage in a given field, they are changing their laws to open their doors. However, in some geographies trends are reversing as policymakers are exerting more pressure to hire locally.

In general, participants were skeptical about the ability to anticipate actions of policymakers in different countries regarding immigration. For companies, this uncertainty creates greater emphasis on having the flexibility to move talent around and move work. In addition, some countries are requiring that manufacturing be done in the country, which requires creating appropriate local skill sets. Issues related to immigration, migration, and development of local skills just add more variables for HR professionals to consider in developing future workforces.

**Policies and expertise for working virtually.** As organizations build global workforces, add contingent workers, and deal with issues such as migration, it is also increasingly necessary to establish policies and practices related to working virtually. Enabling virtual work may decrease or eliminate the need for moving talent across borders. This is particularly important as 70% of workers indicate that they don’t want overseas assignments.

**Implications for HR**

- HR needs to make sure that leaders are being measured and held accountable, which often doesn’t occur. There need to be measures of a person’s leadership capabilities, and the best and worst bosses need to be identified.

**Additional Research Needs**

- Case studies showing organizations that understand how work and workers are changing, and have found a way to focus and make strategic talent decisions resulting in greater organizational effectiveness. These case studies would be about organizations that identified how their industry and business were going to change and adjusted their talent strategy.
- Research that shows if and how boards are thinking about HR; most are not.
- Research around HR’s role in impacting the sustainability of corporations, which includes the social role, the environmental role, and how employees are treated.
- Research that ties specific HR practices to business success, to show which practices drive the greatest success.
- Research on how predictive analytics can and are being used by organizations on a macro level to help understand where the workforce is headed and on a micro level to identify the best candidates.

“We need to come forward with predictive analytics around the workforce . . . that we can put in front of leaders to change the direction of or influence the strategy.”

—Participant
John Boudreau, Ph.D., is professor and research director at the University of Southern California’s Marshall School of Business and Center for Effective Organizations. Recognized worldwide for breakthrough research on the bridge between superior human capital, talent and sustainable competitive advantage, Dr. Boudreau consults and conducts executive development with a broad range of companies worldwide such as American Express, Boeing, Electronic Arts and The World Bank. Dr. Boudreau has published more than 50 books and articles. His latest book is *Retooling HR: Using Proven Business Tools to Make Better Decisions about Talent*, published in July 2010 by Harvard Business School Publishing. His scholarly research has been published in top journals including *Management Science, Journal of Applied Psychology* and *Asia-Pacific Human Resource Management*. Features on his work have appeared in *Harvard Business Review, The Wall Street Journal, Fortune, Fast Company* and *Business Week*, among others. Professor Boudreau is a Fellow and Foundation Trustee of the National Academy of Human Resources, and he was the recipient of General Mills Award for teaching innovations at Cornell University. A strong proponent of corporate/academic partnerships, Dr. Boudreau helped establish and then directed the Center for Advanced Human Resource Studies (CAHRS) at Cornell University, where he was a professor for over 20 years. He holds a Master’s degree in Management and a Ph.D. in Industrial Relations from Purdue University’s Krannert School of Management.

Steve Brown, CPA, SPHR, is a strategic leader who aligns people, process, and technology to accelerate growth, improve productivity, and drive geographic expansion. As Managing Director at Accenture, Steve collaborates with leaders across internal functions to creatively solve the most challenging business problems. Steve’s expertise includes compensation design, financial modeling, developing people and teams, immigration strategy, compliance, and global deployment of talent for Accenture’s internal employees. He leads a shared services team of 400 people in 25 countries with an operating budget of $35 million, providing HR services for Accenture’s 40,000 employees who work across borders. Steve’s leadership at the company resulted in the design and roll-out of cash and equity compensation programs in 45 countries, the delivery of improved operating margins of $15-20 million per year, an expanded market share, significant gains in employee engagement, reduced inefficiencies, the design and execution of HRIS and IT solutions for employees and development of a 400 member global team. Steve is a frequent presenter at HR conferences on cross-cultural team development, compensation design, workforce planning, immigration policy, compensa-

Kathleen Christensen, Ph.D., directs the Alfred P Sloan Foundation’s *Working Longer* program designed to deepening scholarly and public understanding of aging Americans’ work patterns. The goal is to recognize employer practices by industry and sector, to identify obstacles to continued employment, and to understand the economic consequences for both individuals and the federal budget. In 1994, while a professor of psychology at the Graduate Center, City University of New York, Dr. Christensen was recruited to join the Sloan Foundation. Dr. Christensen established and spearheaded what would become its *Workplace, Work Force and Working Families* program. Under her leadership, the foundation has been credited with pioneering the field of work-family research and helping create a national movement to create more flexible workplaces that effectively meet the needs of employees while also supporting business productivity. Recognized for her expertise on work-family issues and workplace flexibility, Dr. Christensen planned and participated in the 2010 White House Forum on Workplace Flexibility, and the 2005 White House Conference on Aging. In 2010, Dr. Christensen was named by *Working Mother* magazine as one of the “Seven Wonders of the Work-Life Field,” which identified her as the “foremost strategic supporter of work-life research and practices.” In 2004, she was awarded the inaugural Work-Life Legacy Award by the Families and Work Institute for her role in founding the work-life field. Her academic honors include recognition with Danforth, Mellon, Rockefeller and National Endowment for the Humanities fellowships. She is a widely quoted expert and has published extensively on the changing nature of work and family. Christensen earned her Ph.D. from Pennsylvania State University. She began her professional career as a policy analyst at the Urban Institute in Washington, D.C., and later joined the faculty of the City University of New York as a professor of psychology at its Graduate Center.

Tamara J. Erickson is a McKinsey Award-winning author, a leading expert on generations in the workplace, and a widely-respected expert on collaboration and innovation, the changing workforce, and the nature of work in intelligent organizations. She has three-times been named one of the 50 most influential living management thinkers in the world by...
Thinkers50, the global ranking of business thinkers created by Des Dearlove and Stuart Crainer. She has written a trilogy of books on how individuals in specific generations can excel in today’s workplace: Retire Retirement, What’s Next, Gen X? and Plugged In, and is working on a fourth book for the generation under 1.7 today. Tammy has authored or co-authored numerous Harvard Business Review articles and the book Workforce Crisis: How to Beat the Coming Shortage of Skills and Talent. Erickson holds a BA degree in Biological Sciences from the University of Chicago and an MBA from the Harvard Graduate School of Business Administration and has served on the Board of Directors of two Fortune 500 corporations. Tammy is the Founder and CEO of Tammy Erickson Associates, a firm dedicated to helping clients build intelligent organizations.

Ken Goldstein is the Principal at Ken Goldstein Consulting where he provides consulting and expertise in executive coaching, team development, talent management, leadership development, and organizational alignment. Prior to running his own company he was the Director of Organization Development for Mattel where he helped leaders improve their organizations by involving as many people as possible to maximize ownership, commitment, and engagement. This included team building and team development, creating vision and strategy, improving processes, and building business cultures that best support the overall mission of the company. Prior to Mattel, Ken was Vice President of Human Resources for Bowne Business Solutions where he was a member of the senior team that managed the company through an Initial Public Offering. Before Bowne, he was Director of Organizational Development for RR Donnelley & Sons Company. His experiences include IPO’s, mergers and acquisitions, large scale organizational transformations, employee involvement & self-directed initiatives, executive development, talent management and succession planning, organizational design, and human resource systems alignment. Ken holds a Bachelor’s degree in Communication from The Ohio State University and an MS degree from William Paterson College of New Jersey.

Anne Hill is Senior Vice President, Chief Human Resources and Communications Officer for Avery Dennison Corporation. She joined Avery Dennison in April 2007. In her role, Ms. Hill is responsible for providing overall leadership to the company’s global human resources organization and programs, including leadership and organization development, performance management, training, compensation and benefits, staffing, employee relations, HRIS, and affirmative action/diversity. Also reporting to her are the company’s global communications and integrated marketing communications organizations. Prior to joining Avery Dennison, Ms. Hill served as the head of Human Resources for Chiron Corporation, a $2 billion global biotech company based in Emeryville, California. Prior to that, she spent 13 years with Baxter Healthcare, a $9 billion medical device company where her last role was heading global human resources for the BioScience division. Ms. Hill began her career with the John Lewis Partnership, a large British retailer. She holds a Bachelor of Science in Economics degree from the University of Wales.

Edward Lawler, Ph.D., is Distinguished Professor of Business and Director of the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. He joined USC in 1978 and during 1979, founded and became director of the University’s Center for Effective Organizations. He has consulted with over one hundred organizations on employee involvement, organizational change, and compensation and has been honored as a top contributor to the fields of organizational development, organizational behavior, corporate governance, and human resource management. The author of over 350 articles and 43 books, his articles have appeared in leading academic journals as well as Fortune, Harvard Business Review and leading newspapers including USA Today and the Financial Times. His most recent books include Rewarding Excellence (2000), Corporate Boards: New Strategies for Adding Value at the Top (2001), Organizing for High Performance (2001), Treat People Right (2003), Human Resources Business Process Outsourcing (2004), Built to Change (2006), America at Work (2006), and The New American Workplace (2006), Talent: Making People Your Competitive Advantage (2008), Useful Research: Advancing Theory and Practice (Berrett-Koehler, 2011), and Management Reset: Organizing for Sustainable Effectiveness (2011). Ed is the recipient of the highest research awards given by the University of Southern California, The Human Resource Planning Society, the Society for Human Resource Management, the Society for Industrial and Organizational Psychology, the Academy of Management, the American Society for Training and Development, and World at Work. Dr. Lawler has worked with many of the Fortune 500 firms as well as a number of government and non-profit organizations. Dr. Lawler currently serves on the SHRM Foundation Board of Directors. He earned his Bachelor’s degree at Brown University and his Ph.D. at the University of California, Berkeley.

Jim Link oversees Randstad’s human capital strategy and manages the company’s organizational design and strategy, talent acquisition, and employee relations. In his role as Chief Human Resources Officer at Randstad, Jim has enhanced recruiter efficiency, tripled the number of leadership programs, and significantly grown employee participation in professional development programs. Most recently, he was named HR Executive of the year in the 2013 American Business Awards. As HR Executive of the Year, Jim Link oversees also manages and national operations. Jim additionally serves on the Board for the SHRM Foundation Major Gifts Council. He serves as one of Randstad’s primary media spokesperson, with coverage spanning Atlanta Business Chronicle,
Atlanta Journal-Constitution, NPR and FOX Business, among others. Prior to coming to Randstad, Jim held positions as General Manager for Human Resources at Porsche, and Director of Human Resources at The Pillsbury Company. Jim earned his Bachelor’s degree in Public Relations and Master’s degree in Organizational Communication at Murray State University.

Ruth Milkman, Ph.D., is a sociologist of labor and labor movements who has written on a variety of topics involving work and organized labor in the United States, past and present. Her early research focused on the impact of economic crisis and war on women workers in the 1930s and 1940s. She then went on to study the restructuring of the U.S. automobile industry and its impact on workers and their union in the 1980s and 1990s; in that period she also conducted research on the labor practices of Japanese-owned factories in California. More recently she has written extensively about low-wage immigrant workers in the U.S., analyzing their employment conditions as well as the dynamics of immigrant labor organizing. She helped lead a multi-city team that produced a widely publicized 2009 study documenting the prevalence of wage theft and violations of other workplace laws in Los Angeles, Chicago and New York. She also recently co-authored a study of California’s paid family leave program, focusing on its impact on employers and workers. After 21 years as a sociology professor at UCLA, where she directed the Institute for Research on Labor and Employment from 2001 to 2008, she returned to New York City in 2010. She is currently a Professor of Sociology at the CUNY Graduate Center and at the Joseph F. Murphy Institute for Worker Education and Labor Studies, where she also serves as Academic Director. Dr. Milkman held post as the visiting Professor in the Labor Studies Program at the University of Massachusetts, Amherst, for four years. Dr. Milkman earned her Bachelor’s degree in Women and Society and Comparative Literature at Brown University. She earned her Master’s degree and Ph.D. in Sociology at the University of California, Berkeley.

Federico Pistono is social entrepreneur, award-winning journalist, author, scientific educator, activist, and public speaker. He holds a BSc in Computer Science from the University of Verona, and in 2012 he graduated from Singularity University, NASA Ames Research Park. He’s Founder and CEO of Esplori, whose mission is to provide a global, engaging, online learning ecosystem, where anyone can learn anything, anywhere – removing physical, language, and financial barriers; and he’s author of the Amazon best-selling book “Robots Will Steal Your Job, But That’s OK” and the Sci-Fi Novel “A Tale of Two Futures”. Federico has extensive experience with grassroots activism since the age of 19, having co-founded and coordinated social movements and non-profits to promote sustainability around the world. He’s member of the Science Advisory Board of TEDxBologna, Founder and Honorary President of “Association Sustainable Society”, Founder of TEDxVerona, Founder of Axelera, and Founder of The Zeitgeist Movement (TZM) Italy — TZM has half a million activists in more than 100 countries. He routinely tours around the world, lecturing at TEDx events, conferences, universities, and symposia; such as the University of San保罗, the University of Oslo, the International Education and Resource Network (iEARN) Summit, TEDxVienna, TEDxTaipei, TEDxBologna, TEDxTransmedia, and Singularity University. He was interviewed by several newspapers, radios, TV’s, and magazines, among which are The Huffington Post, The Wall Street Journal, Folha de S. Paulo (the most influential newspaper in Brazil), and RAI Italian National TV; while he wrote for the Institute for Ethics and Emerging Technologies, The Work Foundation, and Forbes Magazine. Federico also has ten years of professional experience as IT Manager, System Administration with Unix and Linux systems, Web Developer and Designer, Director, Editor, and Screenwriter.

Jim Schultz is Chevron Corporation Advisor to the Human Resources Vice-President following a 30-year human resources career in a variety of Chevron operating companies and corporate HR staffs and positions. Chevron is one of the world’s largest integrated energy companies conducting business in exploration, production, refining and marketing of oil, gas, chemicals, and renewable energies world-wide. Prior to his current position Jim was Vice-President Global Downstream Human Resources, General Manager HR Strategy & Capability, HR General Manager Technology & Services, Strategic Planning Manager, Labor Relations Counselor and Compensation Manager among other senior positions in seven geographic locations. Jim has also been published, spoken, and referenced in the area of HR business planning. A native of Davison, Michigan, Jim graduated from Central Michigan University with a Bachelor of Science degree in Secondary Education, and Michigan State University with a Master of Business Administration degree prior to joining Chevron’s Human Resource Development Program in 1982. Jim is Chair-Elect of the Board of Directors of the Society for Human Resource Management Foundation, a former Advisory Board member of the HR Institute, GPHR/SPHR, and a SHRM member since 1980.

Lynn Shotwell, Esq., has served as Executive Director for the Council for Global Immigration, formerly the American Council for International Personnel (ACIP), since 2004. She began her career at ACIP in 1996 as Legal Counsel and Director of Government Relations. Ms. Shotwell has served on steering committees and Boards of numerous organizations including the Alliance for International Educational and Cultural Exchange, Compete America, Multinational Employers for Working Spouses, and the Executive Working Group on Global Mobility Policies. She is a frequent lecturer on global mo-
bility policies and practices and has testified before the U.S. Congress, the United Nations, the Organization for Economic Cooperation and Development, the World Bank, the International Organization on Migration and the Global Commission on International Migration. Prior to joining ACIP, Ms. Shotwell practiced immigration law at Arent Fox and worked in the human resource department at Oldsmobile. She received her B.A. in International Relations from Michigan State University and a J.D. from University of Michigan.

Daniel Sonsino joined Polycom in 2012 as Vice President of Talent Management, Learning and Development. In this role, he builds individual, team and organizational capabilities across the globe in order to accelerate the company’s innovation and growth goals. His responsibilities include Talent Management, Talent Acquisition, Organizational Design, Leadership Development, Learning, Diversity, Employee Engagement, and Performance Management. Prior to joining Polycom, Daniel served as Vice President of Talent Management, Learning and Development at Hewlett Packard where he led the Talent organization supporting a 27,000 person/$25B division of the company. Previously, Daniel led the corporate Talent Management function at Raytheon, where he was responsible for building a talent pipeline across the enterprise. His work was recognized externally by leading the first ever placement of the company on Fortunes “Top Companies for Leaders” list. Daniel also brings senior level experience from Bank of America as Vice President, Learning and Organizational Effectiveness, and increasingly complex roles at Sun Microsystems, Click2Learn and Maxwell Technologies. He possesses over 20 years of professional experience and has served in global human resources roles for public, private and consulting companies throughout his career. Daniel holds a Bachelor’s Degree in Sociology from Ithaca College and a Master’s Degree in Educational Technology from San Diego State University. He is based in San Jose, California.

Padma Thiruvengadam, CVP, Strategic Initiatives & Operational Excellence and Chief Human Resources Officer, joined Integra September 2011. As Chief Human Resources Officer for Integra Life Sciences, Padma is responsible for providing leadership in developing and executing human resources strategy in support of the overall business plan and strategic direction of the organization. She also leads the Strategic Initiatives and Operational Excellence functions for the company with a focus on delivering on the company’s long term strategy and improved performance. Prior to joining Integra, Padma was Vice President, Oncology Asia-Pacific/Canada Operations at Pfizer. She also led Business Integration of Wyeth for Oncology globally after starting with Pfizer as the VP, Human Resources for Global Oncology. Earlier in her career, Padma held HR leadership roles at Bank of America, Loral Space & Communication, and Bowne & Co. Padma Thiruvengadam is a senior executive with proven track record in developing and implementing leading-edge business and people strategy solutions by integrating market dynamics, product and process technologies, innovative business solutions and operational excellence to achieve exceptional financial performance and industry leadership. Padma has completed Master’s Program from Madras University and a Bachelor of Arts degree from Osmania University.
About the SHRM Foundation

At the SHRM Foundation, we help predict where the workforce is headed because we have been studying its evolution for over 40 years. Our vision is a world of inspired business leaders implementing the winning combination of employee fulfillment and business success. We offer unmatched workforce knowledge for the benefit of professional workforce leaders with a total focus on studying and reporting the management practices that work. Supporting the SHRM Foundation is a chance to contribute to an ongoing study of the direction of human resources in society. The SHRM Foundation is the 501(c)3 nonprofit affiliate of SHRM. The Foundation is governed by a volunteer board of directors, comprising distinguished HR academic and practice leaders. Contributions to the SHRM Foundation are tax-deductible.

This summary was prepared by Bullseye Resources for the SHRM Foundation.