

# NEAR FUTURE *at* WORK



ENGAGEROCKET

**SHRI**  
*Powering Human Capital*

Foreword by  
Terence Quek, CEO of Emergenetics APAC

# Foreword

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Stay current; be relevant; add value.

That's one piece of advice I give my clients for their organizations to be, so as to continue existing into the future. If you're outdated, or what you offer is no longer relevant, or if you no longer add value – it's going to be hard to justify your existence.

I'll argue that the same applies to individuals too. Whether we are an organizational leader, or “just an employee”, we all need to stay current, be relevant, and add value.

In this age where “digitalization” and “disruptions” are no longer buzzwords but the norm, the question is how – how do we continue to be current, stay relevant, and be of value? That's where we turn to research and analysis to identify potential opportunities and pitfalls, so we can act now. For busy executives and decision-makers in Singapore, you don't just want to know about global or future trends. You want to know how these trends actually affect us in Singapore, and what to do about them today.

That's why I appreciate the approach taken by EngageRocket and SHRI for the “Near Future of Work”. The two collaborators have focused their research on Singapore to help us see in just how the near future of work in Singapore may look like as

conceived by fellow Singaporeans.

As a people analytics tech company that understands all too well the short lifespan of information, and an authority on progressing the HR practice in Singapore respectively, EngageRocket and SHRI have together plugged an information gap so that organizational leaders and HR practitioners can determine for themselves how they want to respond to disruption trends. While it's still important to keep an eye on what's going on in the world, I think this paper is a must read especially if you only have limited time.

I have found the research findings to be insightful and the recommendations practical and useful. I'll be tapping on this research when designing and implementing solutions in people and organization development for my clients. I hope you, too, will use the information to poise yourself and your organization for success in the near future of work.

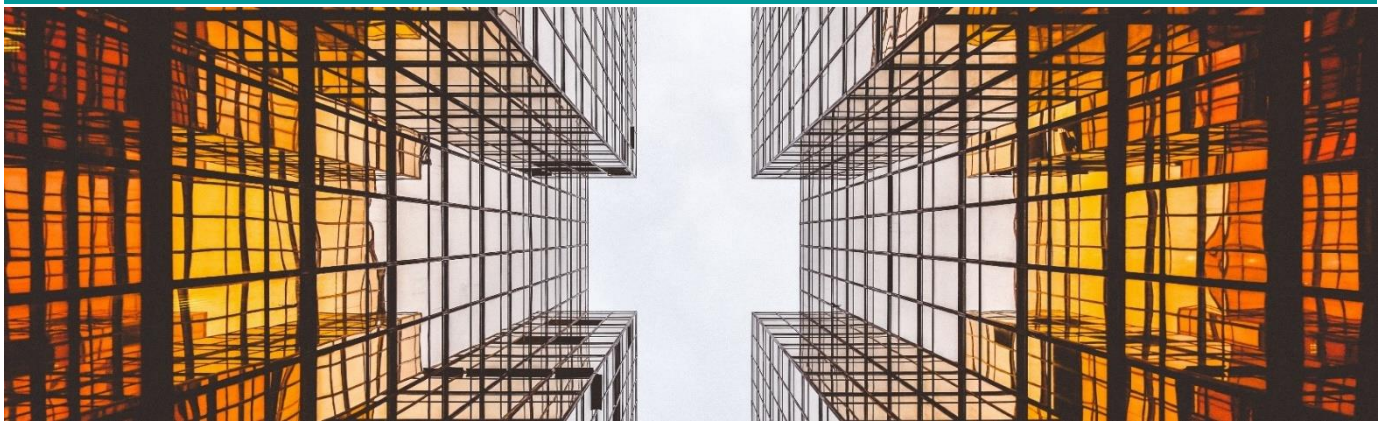
At the very least, you now have in your hands a way to stay current, be relevant and add value.

**Terence Quek**, PBM  
CEO, Emergenetics Asia Pacific





# INTRODUCING THE NEAR FUTURE OF WORK 2018



Throughout our lives, we constantly adapt to the rapid digitalisation and demographic movements. They have changed the way our companies interact and reshaped our nine-to-fives.

As stakeholders in the people business, we continue to embrace these trends and many more – the disruptors to the existing flow.

And the best way to prepare for these disruptions is to understand what is driving them and find out which trends are the most salient as we strive to optimise human capital productivity and keep our organisations relevant.

This “Near Future of Work” report is a collaborative effort between EngageRocket and the Singapore Human Resource Institute (SHRI), to tap on the pulse of industry leaders and dissect the next wave of HR disruptions.

Without pontificating too far into the future, we train our lenses on the near future, and the imminent impact of workplace trends.

We made it a point to focus on our experience in Singapore, to put these global trends into our national context.

We explored the attitudes, perceptions and expectations with regards to work and learning experiences. These initial insights are a springboard for organisations to begin understanding the major trends that will affect the workplace, since these factors are already creating new opportunities and markets of tomorrow.

It has been a humbling experience where many leaders from 42 different industries have shared our enthusiasm to this pursuit. In all, we asked a total of 113 HR and business leaders, where 82% of them comprised of senior level HR management and C-Suite executives.

Now, let us jump into the not-too far future of the Singapore workplace.



**82%**  
are HR leaders



Respondents were from  
**42 INDUSTRIES**  
in Singapore



**7 HR FUNCTIONS**  
participated in the study

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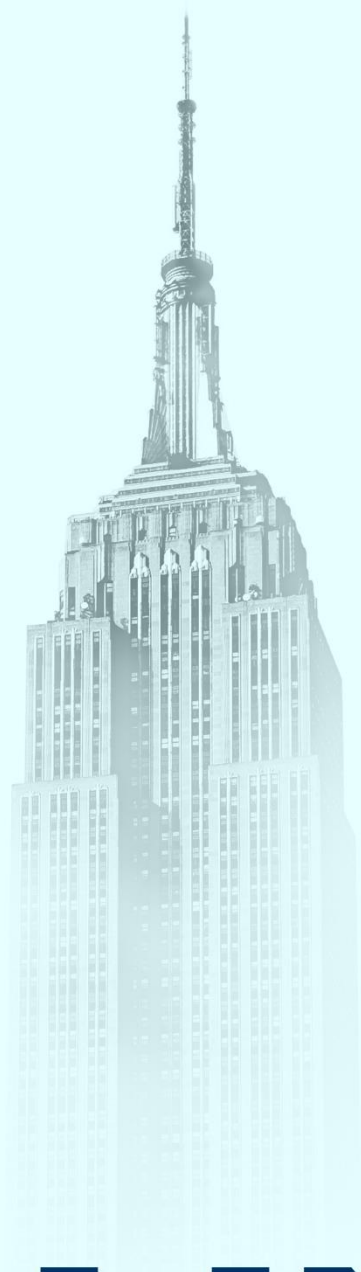
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# **TOPLINE INSIGHTS**

# TOP TRENDS HIGHLIGHT



## Overview

Without a doubt, cultural factors will play an instrumental role in influencing the disruptive trends on the local level. Our teams conducted our own study of HR and business leaders on which HR trends would be disruptive in Singapore in the next few years.

Amongst all the various factors, our research has shown that Singapore HR Executives are concerned about:

1. Multi-Generational Workforce Management;
2. Data Driven Trends - IoT, HR Analytics, Big Data;
3. Continuous Performance Management.

## TOP 3 HR CONCERNS



Multi-generational Workforce



Big Data & Analytics



Continuous Performance Management

The biggest challenge posted to HR leaders in Singapore could very well be managing a workforce that may already consist of employees aged anywhere from 18-70.

# TOP TRENDS HIGHLIGHTED

## What to Expect

First, we will introduce the 10 disruptive trends in our study. We will discuss what these trends are and highlight various reasons why each individual trend has the potential to be disruptive.

Following that, we will present insights found in the collected data. These include how business leaders, representatives of different HR functions, and size of the organisation offer a unique perspective on which trend would be disruptive in the coming years.

Lastly, we will dive to the top three majors disruptors, the evolution in recent years, and what organisations should look at to embrace the changes that will surely come.

## WHAT'S GOING TO DISRUPT US TOMORROW?





# DISRUPTOR: MULTI-GENERATIONAL WORKFORCE MANAGEMENT



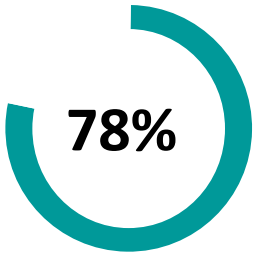
## Multi-Generational Workforce Management - Embracing Diversity

As organisations become more and more team-centric, HR departments will need to focus on enabling teams to work better together, and to enhance productivity.

With tech-savvy millennials making up an increasing proportion of the workforce, work teams now consist of people with potentially polarising approaches and perspectives.

It is not surprising to see 78% of HR and business executives in our study predicting multi-generational workforce management to be a source of HR disruption for Singapore.

An [article by Population.sg](#) states that Singapore’s high life expectancy and unique age demographic has led to a rising number of mature workers joining the workforce, with 60% of residents aged 60-64 still working or searching for jobs.



Perceive the **multi-generational workforce** trend as the **most disruptive**



**6 in 10** Singapore residents aged 60-64 still working or searching for jobs

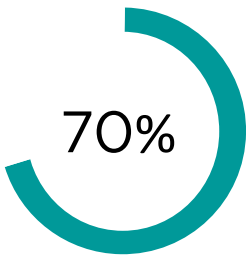
# DISRUPTOR: INTERNET OF THINGS (IoT)

**Internet of Things - Everything is connected, everything is quantified.**

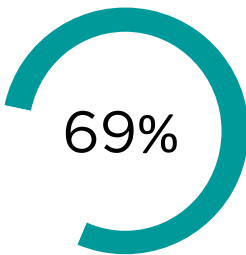
Fitness trackers have been all the rage in recent years, as people enjoy the ability to visibly see their output and performance on their phone screens in real-time. This has led to increased athletic performance as people are able to better monitor progress and improvements. Being able to quantify and display such data is an example of the internet of things (IoT).

What if IoT can be brought to the office? Will employers be able to use the collected data to develop an improved work space and environment that fosters growth and productivity?

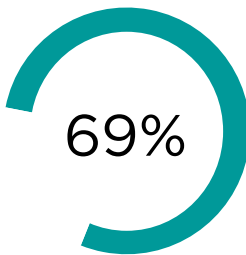
These are the questions that 70% of HR executives are trying to answer. By being able to quantify the workplace, leaders and HR departments can potentially come up with solutions to boost productivity, employee engagement, and to drive better performance.



Perceive the IoT trend as the source of HR disruption in 2018



Perceive HR analytics as the source of HR disruption in 2018



Perceive big data as the source for HR disruption in 2018

# DISRUPTORS: BIG DATA & HR ANALYTICS

## Big Data

Big data has a big appeal. According [Entrepreneur](#) magazine, there are 4 main reasons for HR to utilise big data; valuable insights, better employee retention, better training, and better hires. All of which serve to increase the return on investment (ROI) spent on people and productivity.

HR analytics encapsulates domains like employee churn data and performance analytics to obtain a more solid understanding of how to optimise processes.

Analysing and making sense of such data is the key to uncovering valuable insights that can enhance productivity and efficiency by providing management teams with a better understanding of what drives the people within their organisations.

## HR Analytics

With the advancement of IoT and big data, we are already swimming in people data oceans. To navigate that body of data meaningfully, a revolution in HR analytics is at hand. The success of HR departments now lie in their ability to utilise the totality of data that they can tap into.

### 4 MAIN REASONS WHY HR WILL UTILISE BIG DATA



Valuable  
Insights



Better  
Employee  
Retention



Better  
Training



Better Hires

*Adapted from Entrepreneur, 2017*

## A REVOLUTION IN HR ANALYTICS IS AT HAND

# DISRUPTOR: CONTINUOUS PERFORMANCE MANAGEMENT

## Continuous Performance Management

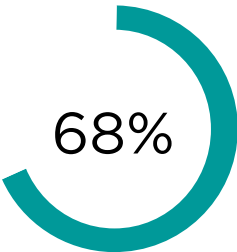
The last 5 years or so has seen momentous change in the performance management landscape. Long gone are the days of relying on annual performance reviews; tools such as agile goal management, continuous feedback, and pulse surveys are solidifying their place on the scene.

68% of HR executives in Singapore expect to see further disruptions in continuous performance management which suggests that there is still more change to come.

Having bleeding-edge talent and performance management tools and methods will go a long way in helping Singapore maintain its status as the leading economy in the region.

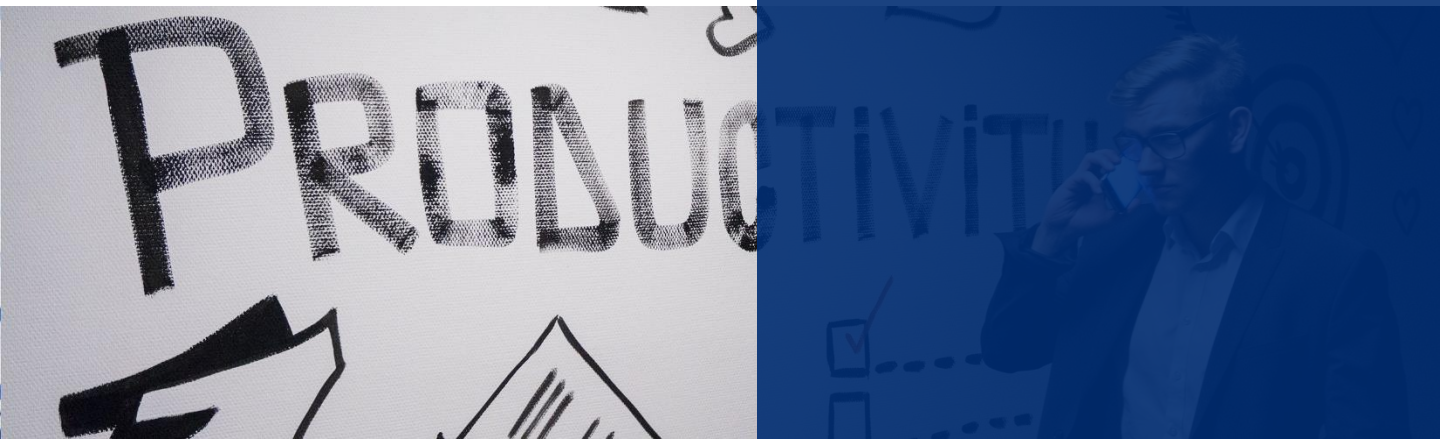


**6 in 7 HR functions  
(85%)** identify performance management in their top 5 disruptive trends for 2018



Perceive further disruptions in continuous performance management

Agile goal management, continuous feedback and pulse surveys solidifies its place at the top.



# OTHERS: GIG ECONOMY, AI & GAMIFICATION

## Gig Economy - Short term contracts, freelance work

58% of executives see the gig economy as a likely disruptive trend in the coming years.

This could be an indication that freelance work and short-term contracts are beginning to gain traction in Singapore. Abroad, a [LinkedIn study](#) stated that freelancers could potentially make up 43% of the US workforce by 2020.

The same study highlighted issues such as economic uncertainty, extra income, and a better work-life balance as drivers behind the gig economy; factors that are very relevant to Singapore's context.

## Artificial Intelligence (AI)

Artificial intelligence is slowly permeating into our everyday lives. Apple's Siri, Tesla's driverless cars, and Facebook's many chatbots are just a few examples of what AI can do.

AI has also already reached its tendrils into the HR space. For instance, [local banks are using AI](#)

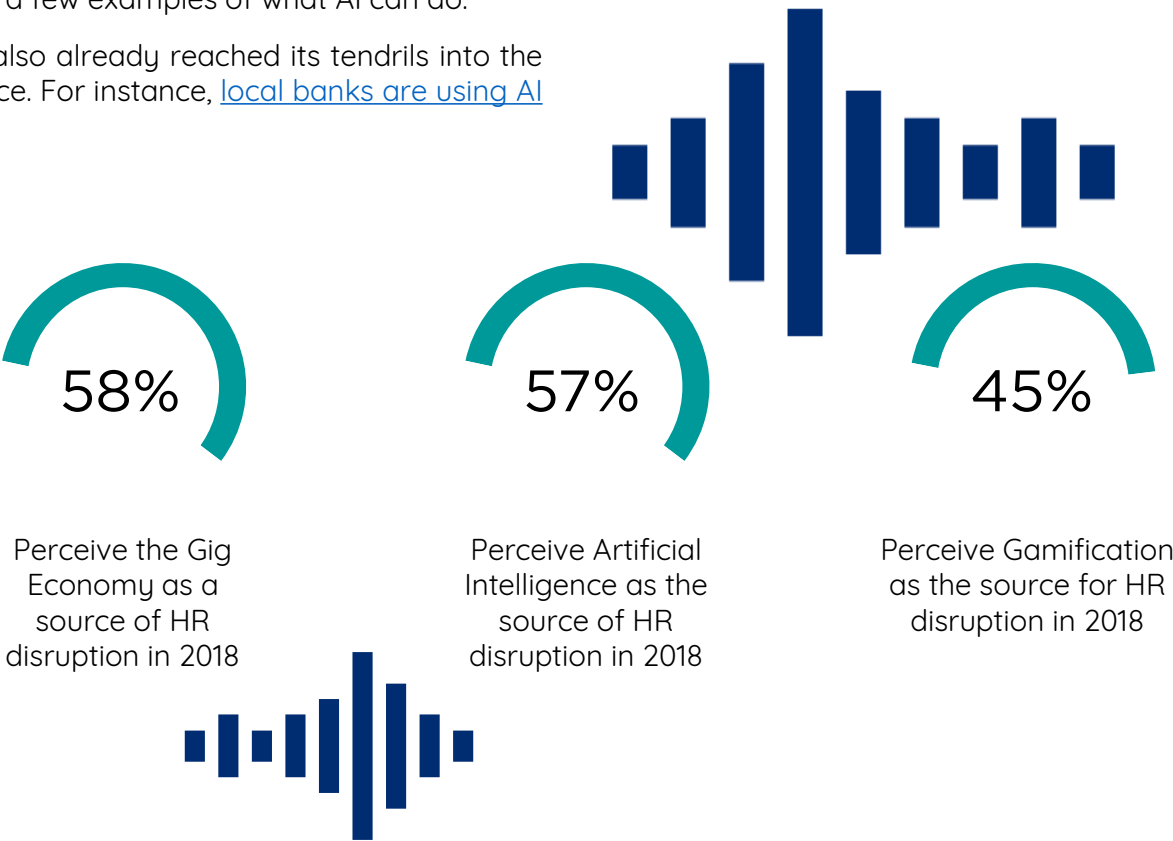
to automate back-end processing tasks that has made work more enjoyable and engaging for their staff.

With Singapore becoming increasingly digitised, AI is a burgeoning trend that is poised to see immense change in the future.

## Gamification

In a nutshell, Gamification is the incorporation of gaming elements into the workplace. This can come in the form of point systems and internal competitions to foster employee engagement and team cohesion.

Gamification has been around the HR scene for quite a few years and seems to be taking the backseat with only 45% of HR executives expecting it to cause disruptions in 2018.



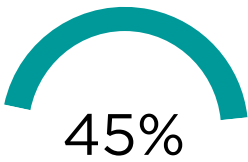


# OTHERS: REMOTE WORK & ROBOTICS

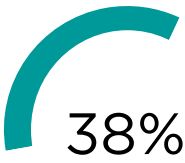
## Remote Work

Only 45% of HR leaders in Singapore identify remote work as a disruptor – a global HR trend that does not seem to have the same traction in Singapore.

It may be that remote work practices are already in place as an [article](#) published in 2016 noted that 5 out of 10 private sector employees have some form of flexible work arrangement.



Perceive the remote work trend as a source of HR disruption in 2018

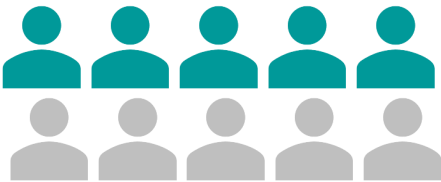


Perceive robotics as a source of HR disruption in 2018

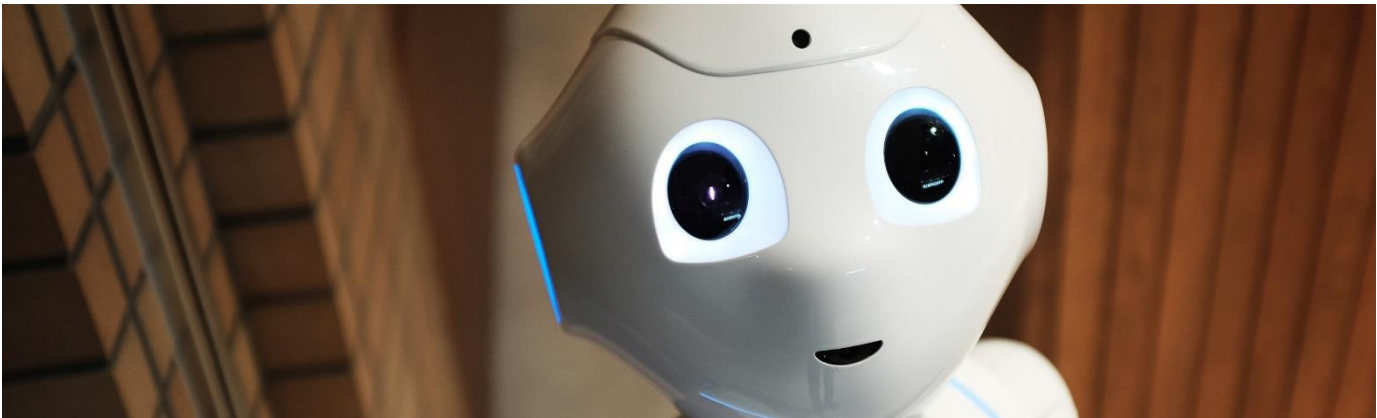
## Robotics

The trend that is rated least likely to be disruptive in 2018 is robotics, with only 38% of HR leaders predicting it to be disruptive.

This could be due to the “massive shift from automation to productivity” which was mentioned in Josh Bersin’s [Top 10 HR tech disruptions for 2018](#).



**5 out of 10 employees** in Singapore’s private sector have some form of flexible work arrangement in place



# WHERE YOU STAND DEPENDS ON WHERE YOU SIT



7

HR  
functions  
in the  
study

Business  
Partners

Compensation  
& Benefits

Labour  
Relations

Learning &  
Developments

Organisational  
Development

Recruitment

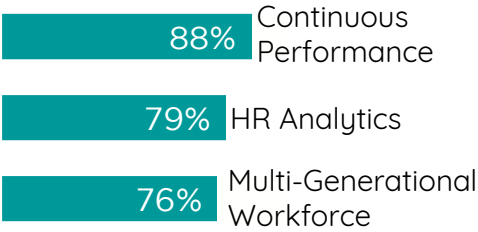
Talent  
Management

## Do all functions think the same?

All functions identified multi-generational workforce as the major source of disruption, with 75% averaging more than 4 on a 5 point scale, where 5 is “**Extremely Likely**”

### Business Partners

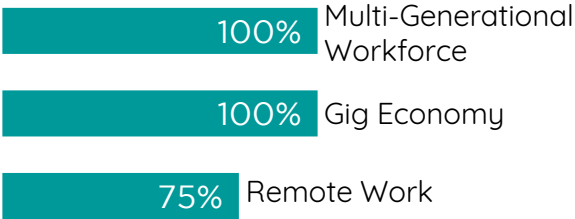
Business Partners expect to see continuous performance management, multi-generational workforce management, and HR analytics as the top 3 disruptive trends in 2018.



# WHERE YOU STAND DEPENDS ON WHERE YOU SIT

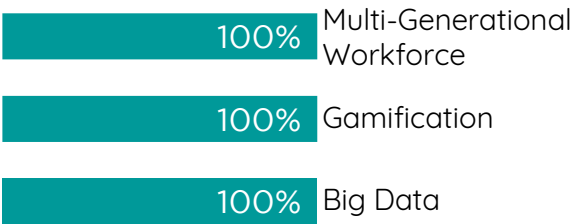
## Compensation & Benefits

Compensation and benefits respondents are the only HR function to predict remote work and as a likely disruptive trend.



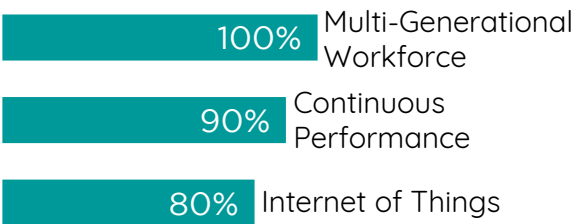
## Labour Relations

Labour relations expect to see big data, gamification, and multi-generational workforce management to undergo change.



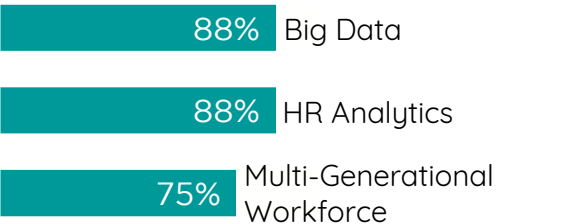
## Learning & Development

The learning and development division sees multi-generational workforce management, continuous performance management, and IoT as likely disruptive trends



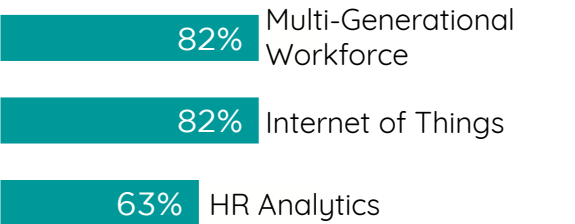
## Organisational Development

The organisation development division identifies big data, HR analytics and multi-generational workforce management as top disruptors.



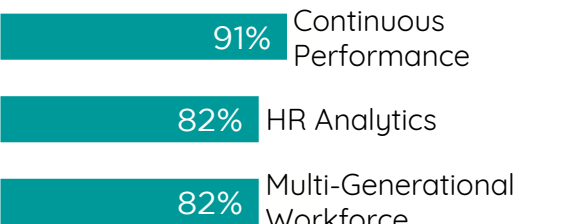
## Recruiting

Recruiting teams expect to see disruptions in multi-generational workforce management and IoT, though AI is increasingly being used to facilitate talent acquisition.

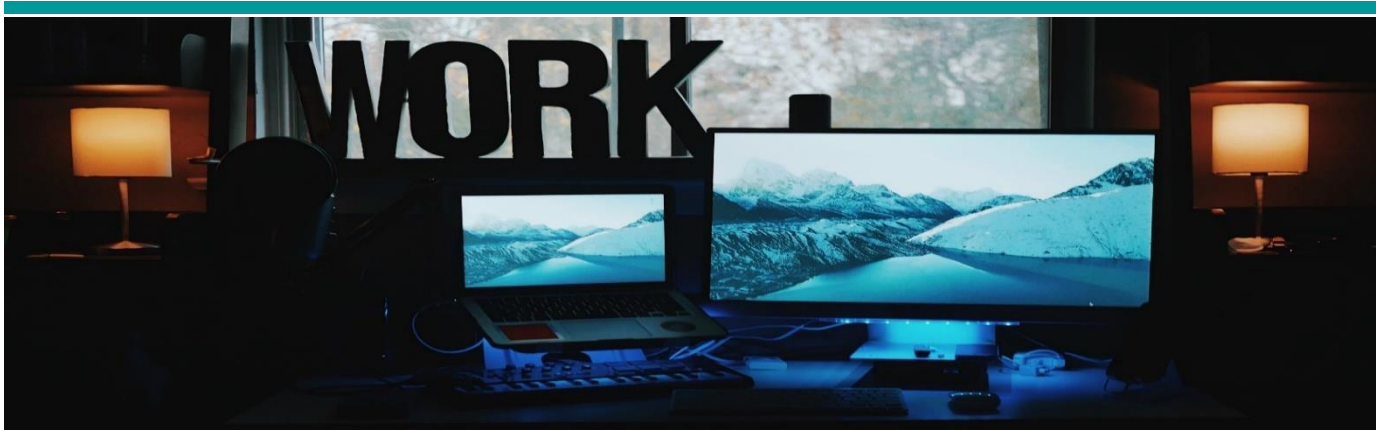


## Talent Management

Respondents from the Talent Management division of HR identify disruptors in continuous performance management, multi-generational workforce management, and HR analytics.



# DATA DRIVEN DECISION MAKING

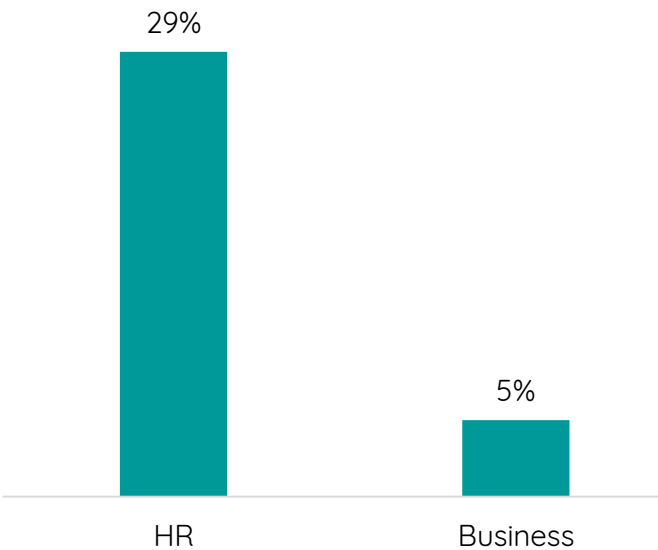


## Data Driven Decision Making

29% of HR respondents agree that HR uses data analytics to make decisions, as compared to 5% of their business counterparts. This suggests two underlying points:

- (i) There is a significant gap between the efforts HR teams believe they make in using data to drive business decision-making, and business leaders who are recipients of their efforts.
- (ii) There is a recognition that significant opportunities exist to improve the degree to which decision making is supported by analytics.

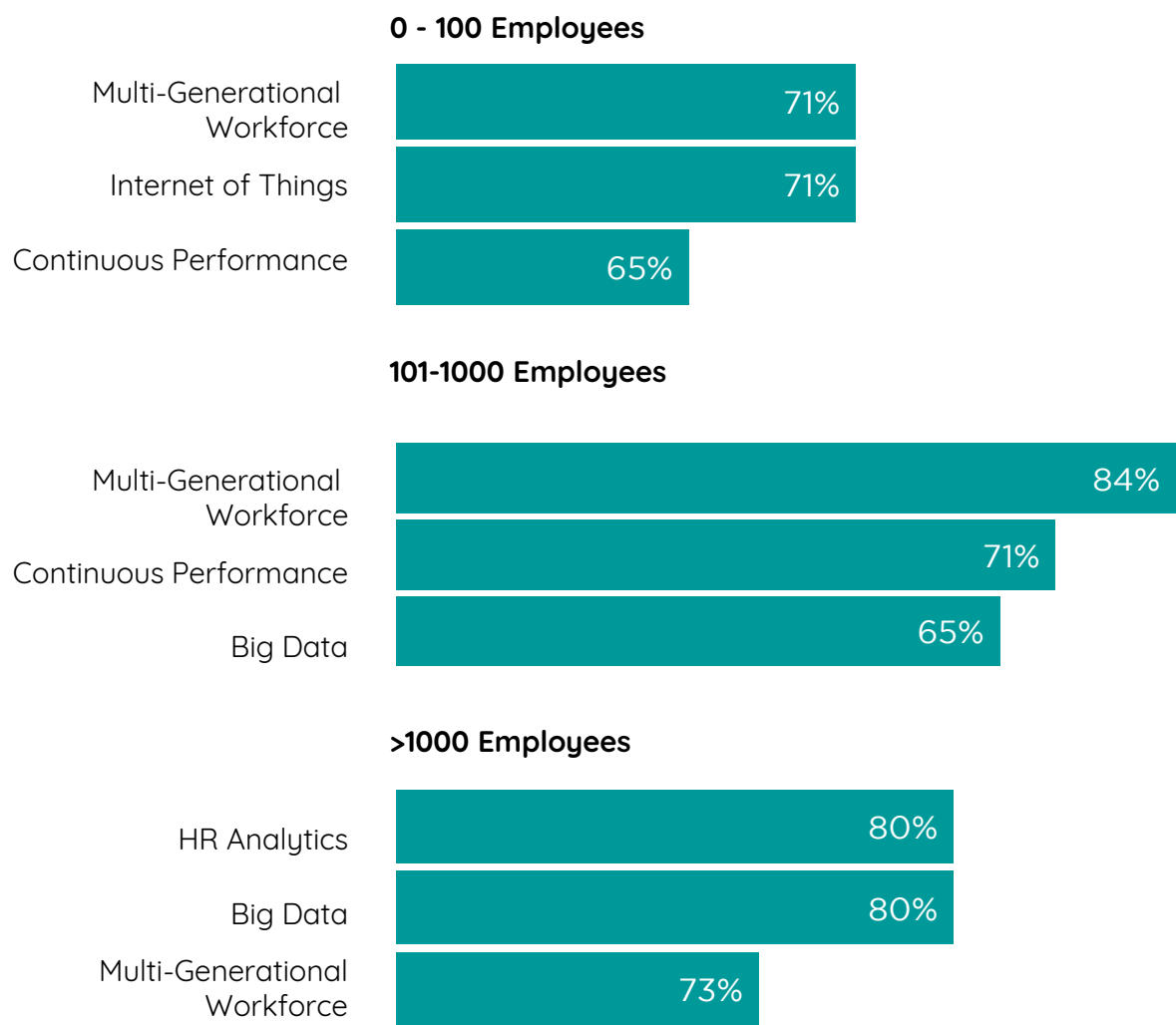
## % agree that HR Uses Analytics in Decision-Making



With only 29% of HR professionals who agree that HR uses data analytics to make decisions, significant **opportunities exist to improve the degree to which decision making is supported by analytics.**

# DOES SIZE MATTER?

## TOP 3 DISRUPTORS BY SIZE SEGMENT



The graphs above depicts the top 3 trends that are predicted to be disruptive in the HR scape, based on the size of the organisation:

- Organisations with less than 100 employees identify disruptions likely to be in managing multi-generational workforce, IoT, and continuous performance management.
- Medium sized organisations with 101-1000 employees predict that there will be disruptions in multi-generational workforce, continuous performance management, HR analytics, and big data.
- Large organisations with more than a

thousand employees identify HR analytics, big data, and multi-generational workforce.

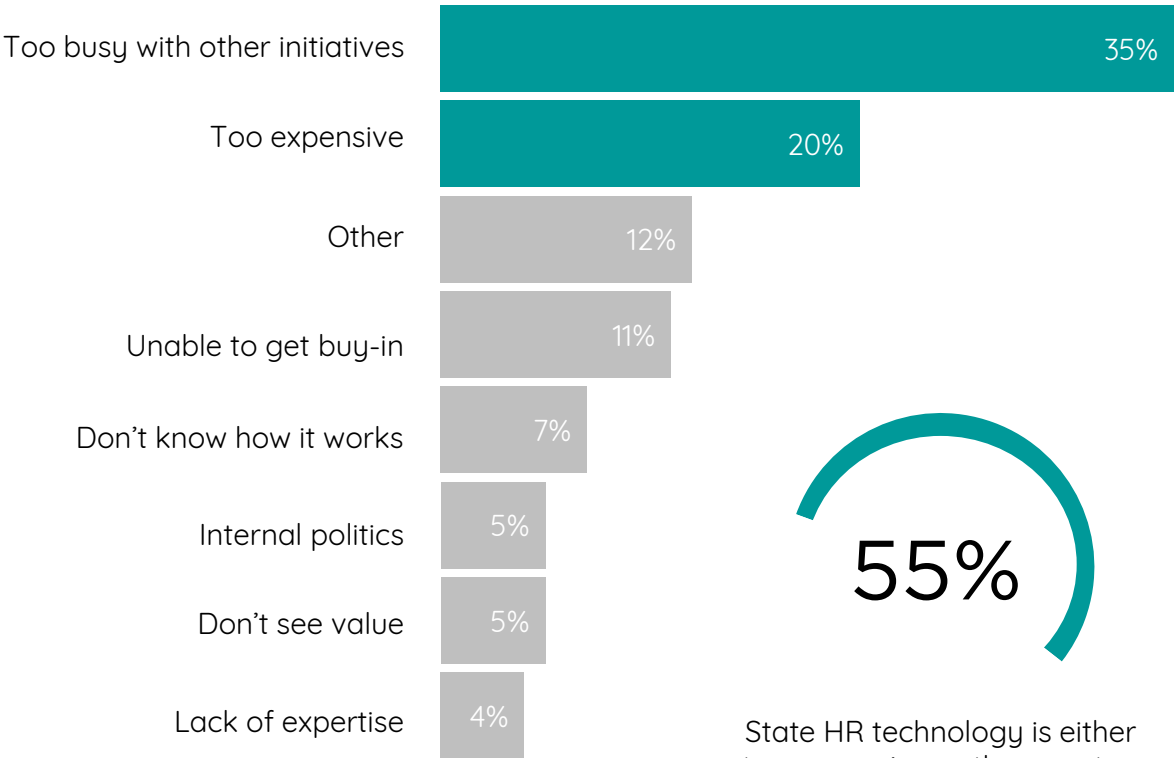
Based on the data, it seems that the focus or attention on HR analytics increases together with the size of the organisation.



# BARRIERS TO ADOPTING HR TECHNOLOGY



What is stopping us from digitalising?



55%

State HR technology is either too expensive or they are too busy with other initiatives

the  
**NEAR  
FUTURE  
of WORK**



# MULTI-GENERATIONAL WORKFORCE



## Why Is This Important?

You have probably seen it — the constant chatter online about multi-generational workforces, particularly about Millennials. Otherwise known as “those digital natives”, “easily distracted” and “Generation Why (Y)”.

It is not surprising that some HR professionals view this kind of diversity as an impediment to growth. For managers who have four generations of employees sitting in a meeting or working on a project, it can seem like each generation has its own world views, motives, career models and methodologies.

As the famous George Orwell noted that every generation sees itself as more intellectually capable, progressive or intuitive as compared to the others.

It is often frustrating, but it is mission critical for today’s managers to understand unique generational characteristics and the impact of today’s management practices on these groups. Needless to say, those leaders who are best able to leverage these opportunities for growth, engagement and collaboration between generations will thrive.

### Baby Boomers



Born  
1946 - 1964

### Generation X



Born  
1965 - 1976

### Generation Y (Millennials)



Born  
1977 - 1995

### Generation Z (iGen)



Born  
From 1996

# MULTI-GENERATIONAL WORKFORCE

## Trend 1: The rising adoption of new technologies to communicate

Technology has made things possible that simply were not in the workplace before, enabling us to connect with anyone and everyone, anywhere, anytime. Research has shown that millennials thrive in a team environment and engage frequently through social media and modern communication apps like Slack and Trello. Members of this generation may feel that older workers are unable to grasp technology and are perceived to be more resistant to change, thus having less to offer.

However, corporate giants like Microsoft and Target have taken measures to address this knowledge gap. Ongoing initiatives like reverse mentoring has allowed a younger employee and an older employee to help each other learn new ideas, whether it is technological insights or a seasoned business intuition cultivated over the years. By leveraging the unique strengths of each generation and enabling them to learn from each other, they create a more collaborative, engaging environment.

## Trend 2: Did someone say work-life balance?

Gen X spearheaded this movement towards work-life integration, which has become increasingly important in the last few years due to the growing influence of millennials entering the workforce. However, Boomers too are beginning to seek more flexibility as they find themselves “on the fence” between caring for children and elderly parents, or as they consider working beyond a traditional retirement age.

### Baby Boomers



Born  
1946 - 1964

#### Unique Traits:

- Witnessed Singapore’s growth from third-world to first; lived through an uncertain period of Singapore’s past
- Tend to be optimistic
- Often “characterised” by their job
- Believe in dedication, hard work, commitment and sacrifice.

#### Workplace Characteristics:

- Work was performed in the office
- Work was measured by hours worked
- No discussion of work life balance
- With regards to benefits, there is greater interest in extended medical coverage

*Source: Adapted from TAFEP, Harnessing the potential of Singapore’s Multi-generational workforce; Don Tapscott, Grown Up Digital (New York, NY: McGraw-Hill, 2009), 40*

Work-life flexibility is now being sought by all four generations, not just Gen X or Millennials.

# MULTI-GENERATIONAL WORKFORCE

It has become a reality for employers to ignore at their own peril. Work-life flexibility is now being sought by all four generations, not just Gen X or millennials. To attract and retain top employees, it is essential for organisations to create a work culture that embraces work-life flexibility, such as employing combinations of telecommuting, virtual teams, and flexible benefit schemes.

### Trend 3: Emphasis in engaging the multi-generational workforce

As managers build cross-generational bridges, they will simultaneously stimulate employee engagement, thereby further fostering both of these critical areas. According to Gallup, highly engaged teams show dramatically higher job retention rates and lower absenteeism, higher productivity, and greater profitability.

Engaged employees demonstrate behaviours that have a direct relationship to the bottom line and the organisation’s success. However, while there are desirable behaviours of engaged employees regardless of their generation, each of these unique groups responds to different motivations.



### Generation X



Born  
1965 - 1976

#### Unique Traits:

- Grew up during Singapore’s rapid economic growth in the 1970s to early 1980s
- Comfortable with change
- High degree of self-reliance
- Tend to be cynical, sceptical and pessimistic

#### Workplace Characteristics:

- Work was performed in and out of the office
- Greater emphasis on work-life balance
- Progressing from “life long employment” to a “portable career”
- This category possesses the largest group of supervisors.

*Source: Adapted from TAFEP, Harnessing the potential of Singapore’s Multi-generational workforce; Don Tapscott, Grown Up Digital (New York, NY: McGraw-Hill, 2009), 40*



# MULTI-GENERATIONAL WORKFORCE

## Trend 4: Increasing expectations for training & development

The more organisations provide opportunities for employees to develop their skills, the more employees of all generations will become engaged. With four generations in the workplace, different training approaches and venues are needed to address the different learning. Table 1.0 shows the predominant learning style of each generation.

Digitalisation will play an increasingly important role in future workplaces, especially among the Millennials and Gen Z. Members of these generations are adept at harnessing social media and digital apps for information, feedback and collaborative work. This new paradigm has inevitably disrupted HR learning systems and drive leaders to incorporate a digital approach into their business strategy such as the usage of e-learning, gamification and virtual reality (VR).

There is also a growing demand by Millennials to be coached, developed and mentored.

Types	Pre-dominant learning styles
Baby Boomers	Traditional, group effort, expert-driven, self-driven, tech-latecomers <b>“Lead me to information”</b>
Generation X	Team driven, collaborative, peer to peer, tech-adept <b>“Connect me to people”</b>
Generation Y	Give context and meaning, make it fun, search and explore, entertain me, tech-savvy <b>“Connect me to everything”</b>
Generation Z	Born digital, active learners, energise and engage me, entrepreneurial spirit, tech-dependence <b>“Connect me anywhere, anytime”</b>

Table 1.0: Understanding each generation’s learning styles

### Generation Y (Millennials)



Born  
1977 - 1995

#### Unique Traits:

- Born in an electronics filled, increasingly online and socially-networked world
- Technology savvy and active in social media networking
- Comfortable with multi-tasking
- Expect instant rewards and gratification
- Socially conscious; believe in serving communities

#### Workplace characteristics:

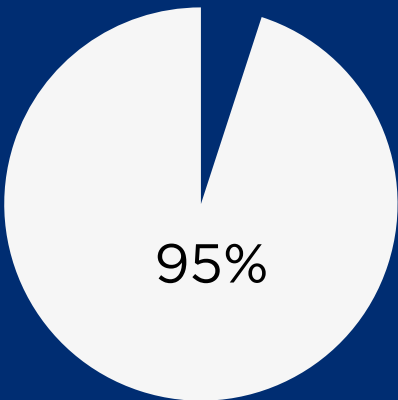
- View changing jobs as a natural process
- Actively seeks work-life balance
- Goal oriented; believe that work should be measured by results, not hours
- Instils a sense of fun and play into work

Source: Adapted from TAFEP, *Harnessing the potential of Singapore’s Multi-generational workforce*; Don Tapscott, *Grown Up Digital* (New York, NY: McGraw-Hill, 2009), 40

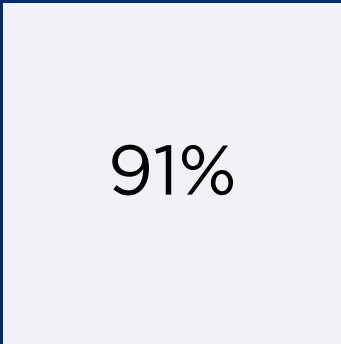
# MULTI-GENERATIONAL WORKFORCE

Companies that offer their young employees the ability to grow within their organisation are more likely to hang on to them or prevent job-hopping. According to the 2016 Deloitte Millennial Survey, 63% of millennials stated their leadership skills are not being fully developed. What’s more interesting is that those intending to stay with their organisation for more than five years are twice as likely to have a mentor (68%), than not (32%).

## DO YOU KNOW ...



Already work in multi-generational teams; either continuously (53%) or most of the time (42%)



Percentage of employees who view that multi-generational teams improve organisational performance

Source: Adapted from TAFEP “Harnessing the Potential of Singapore Multi-generational Workforce” (2014)

## Generation Z (iGen)



Born From 1996

### Unique Traits:

- Grew up in a digital age where information is greatly accessible
- The “true” digital natives; connected 10+ hours a day
- Proactive in online research and learning
- Entrepreneurial and innovative spirited

### Workplace characteristics:

- Value opportunities for career growth, followed by work-life balance
- Highly engaged and adaptable towards technology in the workplace
- Better prepared, less entitled, more equipped for the workplace (after seeing how their Gen Y counterparts have struggled during the recession)
- Yearn to make a difference in the workplace and the world

Source: Adapted from TAFEP, *Harnessing the potential of Singapore’s Multi-generational workforce*; Don Tapscott, *Grown Up Digital* (New York, NY: McGraw-Hill, 2009), 40

# BIG DATA & ANALYTICS



**“Analytics is no longer a ‘good idea’ for HR, it is now mandatory.”**

-Josh Bersin

Right from the business world to the service sectors, data analytics is the frontrunner when it comes to conversations about improved processes and smooth operations. With tech innovations giving birth to revolutions, data analytics is turning into a crucial necessity for businesses.

would be a more efficient business and improved customer experience.

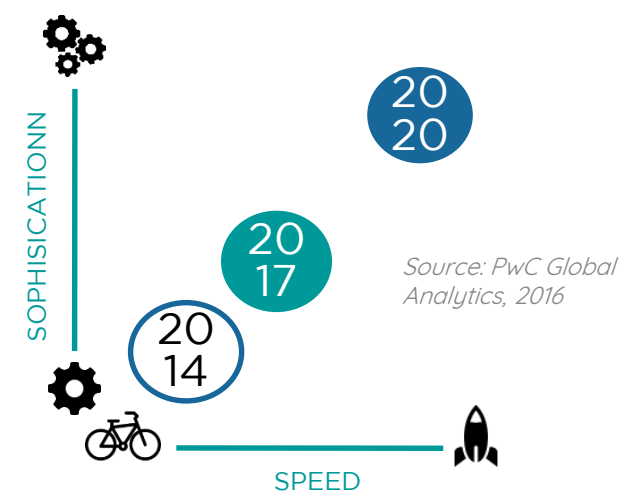
## Let’s Talk People Analytics

“Analytics is no longer a ‘good idea’ for HR, it is now mandatory.”

According to Josh Bersin, Principal of Bersin Deloitte, 2017 has seen people analytics arrive “with a vengeance”: 69% of companies studied have been actively taking steps to improve the way they look at people data, compared to only 10-15% before.

Traditional HR organisations set up an analytics team as a separate group of specialists. Today, companies are rethinking HR as an “intelligent platform” and embedding analytics into their entire workforce management process and operations.

In other words, rather than being seen as a separate source of information, people analytics will be fully integrated into work systems and always in the background. Table 2.0 illustrates the paradigm shift of the role in people analytics.



2017 was a year where new and improved business intelligence tools had hit the market every day to help organisations better understand their operations, competitors and consumers. Augmented reality, artificial intelligence and machine learning will be integrated into big data analytics and the result

# BIG DATA & ANALYTICS

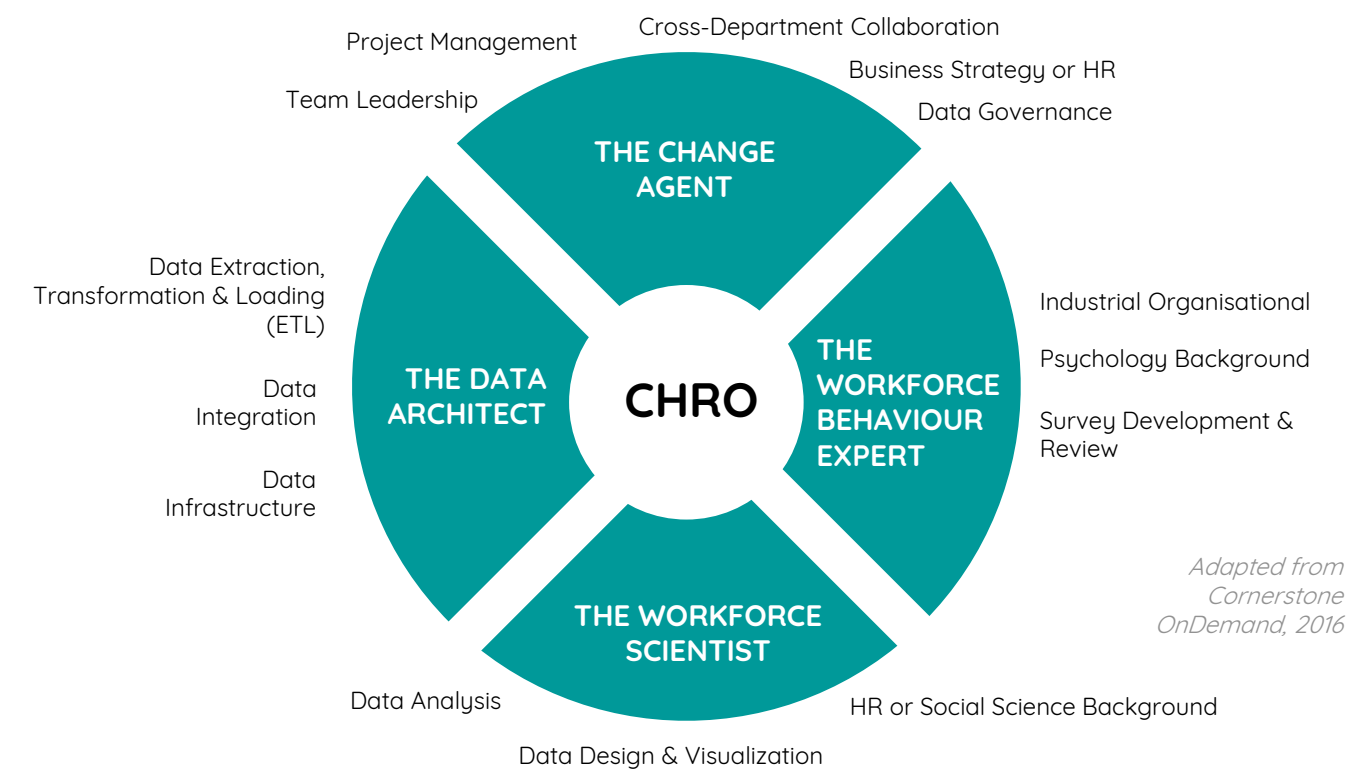
Old Rules	New Rules
People analytics is viewed as a HR team focused on advanced analytics within HR	People Analytics is viewed as a business analytics team that works across the business to drive business results
Analytics focuses on HR topics such as retention, engagement, learning and recruitment metrics	Analytics focuses on business problems such as sales productivity, workforce effectiveness, high-potential retention, fraud and other operational needs
The organisation makes a business case for better data integration, quality and tools	The organisation has already committed to accurate and integrated data, and has tools and processes to ensure quality and ease of analysis
The people analytics has a strong understanding of HR data	The people analytics team understands HR data, financial data and customer data, and it has relationships with all the other analytics groups in the company
The people analytics teams lives in HR operations and reports to HR technology, or in functional areas	The people analytics team operates at a senior level, reports to the CHRO, and serves business leaders across the company
The people analytics team is a small set of technical experts with data management and statistical skills	The people analytics team is a multidisciplinary team, with a focus on business consulting, visual communications and problem solving
People analytics is staffed by PhD statisticians whose primary focus is the development of models and data warehouses	People analytics is a consulting function that helps business leaders solve problems
People analytics focuses on employees	People analytics focuses on the entire workforce, including employees and contingent labor
The people analytics team focuses heavily on engagement survey data and employee happiness and culture	The people analytics team moves beyond engagement to understand the detailed drivers of engagement and builds culture models to understand what drives the workforce

Table 2.0: People Analytics: Old Rules vs New Rules

Source: Adapted from 2017 Deloitte Global Human Capital Trends “People Analytics: Old Rules vs New Rules” Michael Stephan, and Brett Walsh, Global Human Capital Trends 2017: Rewriting the rules for the digital age, Deloitte University Press, 2017, <https://dupress.deloitte.com/dup-us-en/focus/human-capital-trends.html>.

# BIG DATA & ANALYTICS

## BUILDING A PEOPLE ANALYTICS TEAM: POSSIBILITY OF THE NEAR FUTURE



### People Analytics As A Nascent Discipline

With such integration, silos will gradually break down and we will witness higher cross-collaboration between data and HR teams. The people analytics team would be responsible for developing models and dashboards that will bridge communication gaps between team leaders and senior management. Governance teams will be erected to ensure the security and privacy of employee data, as well as coordinating people data. HR will be challenged to go beyond producing fancy data visualisations and reporting, to generate real actionable insight to support people decisions.

### It's Going To Be A Busy Year for HR

Artificial Intelligence and machine learning tools like GetLinks or Arya have disrupted recruitment practices, effectively lowering costs and obtaining candidates with the better fit.

Beyond recruitment, real-time tools to analyse employee engagement and retention like EngageRocket are even more prevalent; it has empowered HR teams with a more detailed view of management issues to workplace culture and operations.

It will be an exciting yet busy period for HR. While the analytics strategy in maturing organisations will provide a significant opportunity in 'leapfrogging' legacy systems, success in analytics will require a prolonged time commitment and continued investment. Aside from continuously experimenting different cloud-based analytics software in the market, it is imperative to source for talents that possess multidisciplinary skills to complement with the technology. Skills like data function, data quality, business knowledge, data visualisation, and consulting skills are all critical to success.

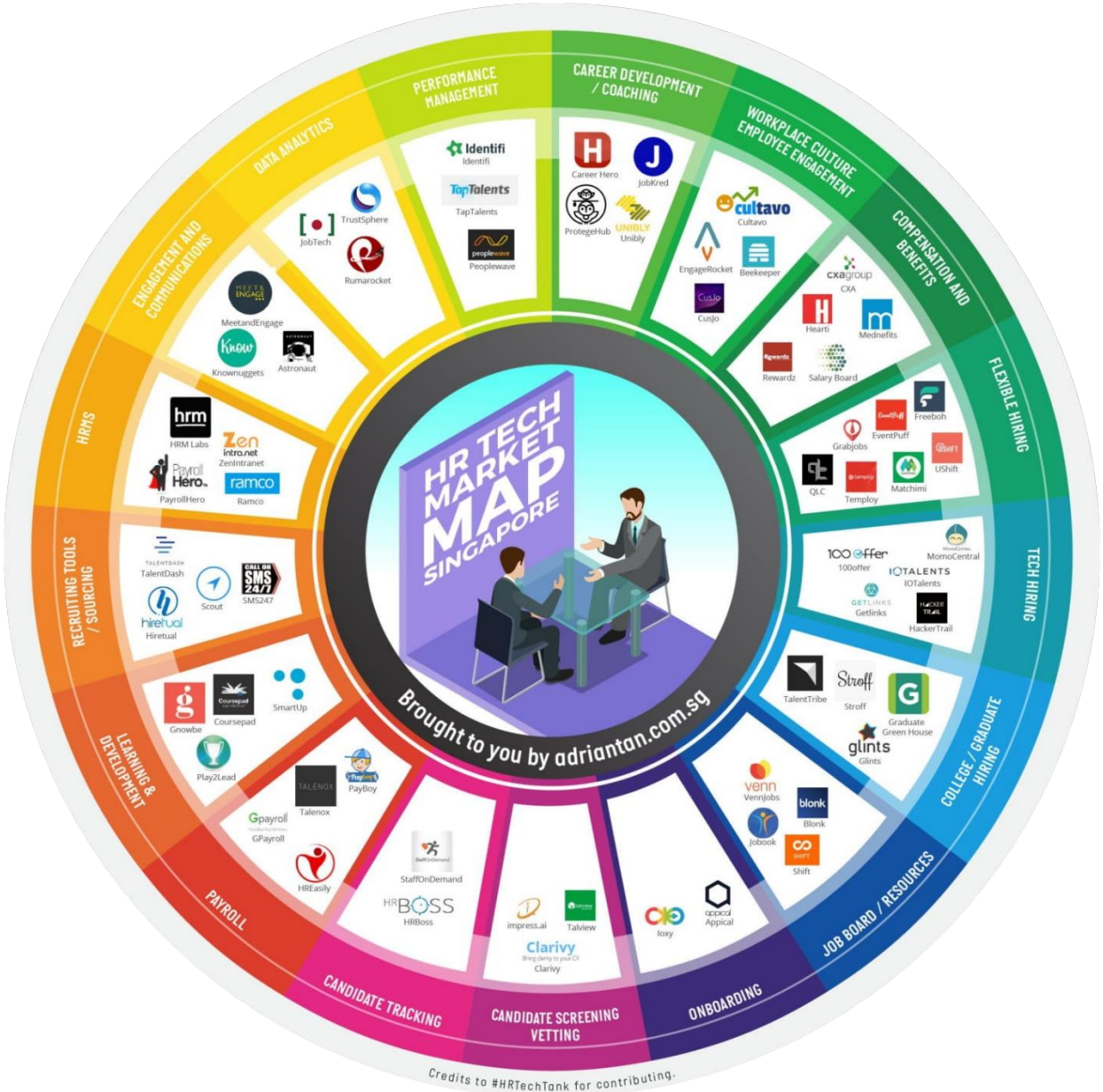


# BIG DATA & ANALYTICS

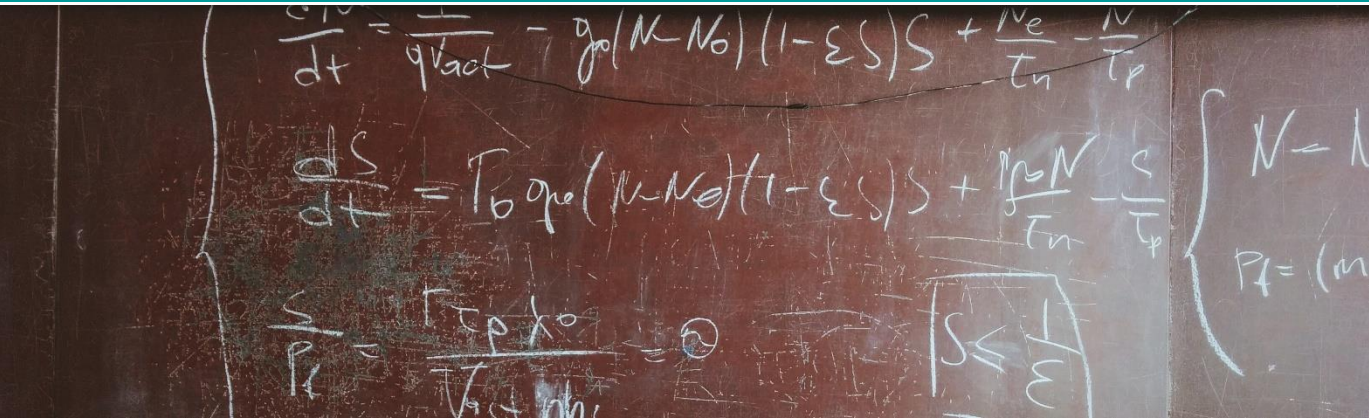
Thankfully, an entire industry of new HR tech and analytics tools has been created (a roundup has been attached below, courtesy of [Adrian Tan](#)). Here is a sample listing of some of the providers across various functions in the HR tech space.

## SINGAPORE HR TECH MARKET MAP

by Adrian Tan



# CONTINUOUS PERFORMANCE MANAGEMENT



## Reinventing Performance Management

Just 10 years ago, and even in many quarters now, the idea of abandoning the traditional appraisal process seemed heretical. Yet, few people look forward to these annual performance reviews. For managers, filling out lengthy forms is an arduous chore, and for employees, infrequent, biased appraisals can be a cause for dread.

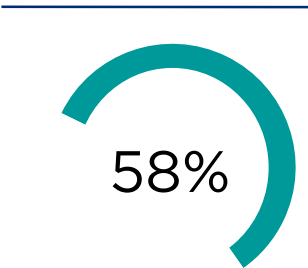
A recent [public survey](#) conducted by Deloitte revealed that more than half the executives questioned (58%), believe that their current performance management approach drives neither employee engagement nor high performance.

In a recent [article](#), a Deloitte manager described the annual review process as 1.8 million hours wasted on business needs that were no long essential.

Bersin Deloitte has illustrated how today's companies are progressively replacing the annual rating and ranking process with more-timely capture of critical incidents, two-way feedback systems, authentic yet informal check-ins, agile goal practices and OKR (objective goal practices) between managers

and employees. Driven by innovation, a number of technology firms like Adobe, Dell, IBM, Microsoft and GE are leading the way in re-inventing their performance management methodologies and are gradually adopting performance management tools.

And in today's digital age, it is no surprise that technology is at the core of this reinvention.



Percentage of executives who believe their current performance management approach do not drive performance or engagement

# CONTINUOUS PERFORMANCE MANAGEMENT

## THEN: THE NETWORKED HIERARCHY

Performance management **involves:**

- Goal Management
- Cascading Goals
- Self-Assessments
- Manager Assessments
- 360 Assessments
- Development Plans
- Skills & Competency Management



### Using:

- Assessment of Performance
- Assessment of Contribution
- Assessment of Capabilities



### Resulting in:

- Performance Appraisal
- Development Plan
- Succession Plans
- Performance Rating
- Competence Rating
- Forced Pairing

*Source: Circa, 2003 - 2005*

## NOW: THE DIGITAL organisation

- 1 Agile, Transparent goals (OKR)
- 2 Check-ins (coaching)
- 3 Feedback (goals, pulse, open)
- 4 Continuous Learning
- 5 Performance Review & Discussion
- 6 Compensation Review
- 7 Development Plan, Next Assignment

*Source by Bersin, 2016*

*Table 3.1 Performance Management - Then and Now (By Bersin, Deloitte)*

## A Regular, Two-Way Feedback System

Today’s employees, in particular the millennials want to be “empowered” and “inspired,” not told what to do. They want to provide regular feedback to their managers, not wait for a year to merely receive feedback from their managers. They want to discuss their goals on a regular basis, share them with others, and track progress from peers.

Take Pixar for example. This company is known for a creative culture that produces hit after hit. Co-founder Ed Catmull notes that they conduct dialogue with employees on a monthly basis to receive feedback and ideas about anything. Giving everyone in your company a voice allows them a sense of autonomy and the feeling they’re part of something bigger.

## Real-time Analysis to Aid Coaching

As more millennial workers demand quick and regular feedback, real-time analytics provide managers with the agility to readjust objectives rapidly throughout the year, so that employees feel challenged, encouraged and gain a sense of ownership and purpose. Quantitative data will aid coaches in identifying the relevant training that each employee wants and needs guide them in their career growth.

Developing this capability, however, is also foreseen to be a major challenge; managers need to tap into the technology available in the market to develop this new generation of enthusiastic, tech-savvy and confident individuals – it will underpin their growth and allow leaders to address organisational issues before they become a problem.

# CONTINUOUS PERFORMANCE MANAGEMENT

## INTRODUCING PULSE SURVEYS

Annual surveys are:

- Long
- Poll all or most employees across a broad range of subjects
- Contain questions that may be irrelevant

Pulse surveys, on the other hand, are:

- Short (1 - 20 or more questions)
- Frequent (weekly, monthly or quarterly)
- Narrowly targeted - focuses on a particular issue or a set of employees

Traditional annual surveys give leadership a one-time snap shot of how employees feel about the company.

Can it help them identify shifting trends or emerging problems? Highly unlikely! Do the long set of questions help in participation rates? Absolutely not!

[Harvard Business Review](#) research has shown that short and targeted pulse surveys take less time to complete, induce high participation rates and stay relevant. Thus, you have a better chance of finding out how to really engage your employees

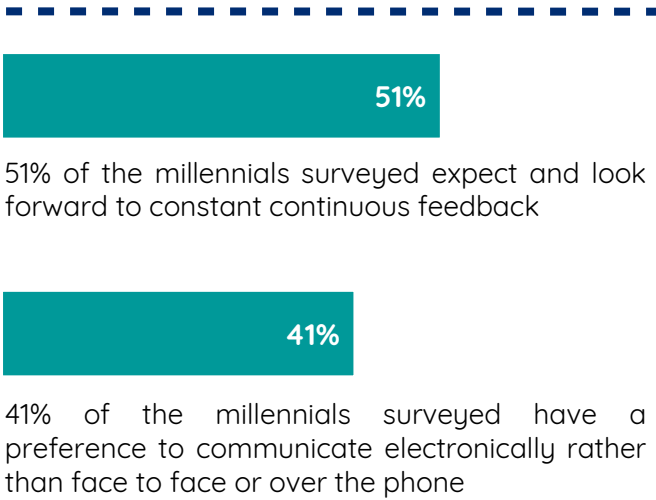
## The Emergence of Frequent, Instantaneous Feedback Tools for Today’s Workforce.

Real-time feedback tools that spur regular communication helps build a culture of recognition for good work, inspires employee loyalty and a greater desire to produce even better work in the future. Today’s leaders leverage on millennial-friendly apps to transform their continuous feedback methodology into a pulse feedback system.

In a PwC study on how millennials are reshaping the workplace, it was highlighted that millennials appreciate and expect concise, constant feedback and praise whenever a job is done well - 51% of the respondents mentioned that continuous feedback should be given on the job. The same survey also found that 41% of millennials prefer to communicate electronically than in person, or even over the phone.

Firms such as Adobe, GE, Goldman Sachs, and

Microsoft have already begun utilising survey-based performance measurement apps that enables managers to communicate directly with their staff on a regular basis, with minimal time overheads and maximum engagement from their talents.



Source: PwC NextGen Study, 2017



# CONTINUOUS PERFORMANCE MANAGEMENT

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## Decoupling Compensation from Performance Evaluation

It may seem like a HR paradox but by directly linking performance evaluation to compensation, the motivational tool that was supposed to encourage workers to work harder may have the opposite effect.

According to a Mckinsey & Co research report, the better and more motivating way to handle compensation is to offer a competitive base salary and peg bonuses (sometimes paid in shares or share options).

By doing so, employees can better focus on doing great work, to develop, and even to make mistakes—without having to worry about the implications of marginal rating differences on their compensation.

## Conclusion: The New World of Performance Management

Performance management practices are now being integrated with disciplines, like engagement surveys, social recognition, career management, and continuous learning. The whole process of “managing and assessing performance” is one of setting goals, discussing

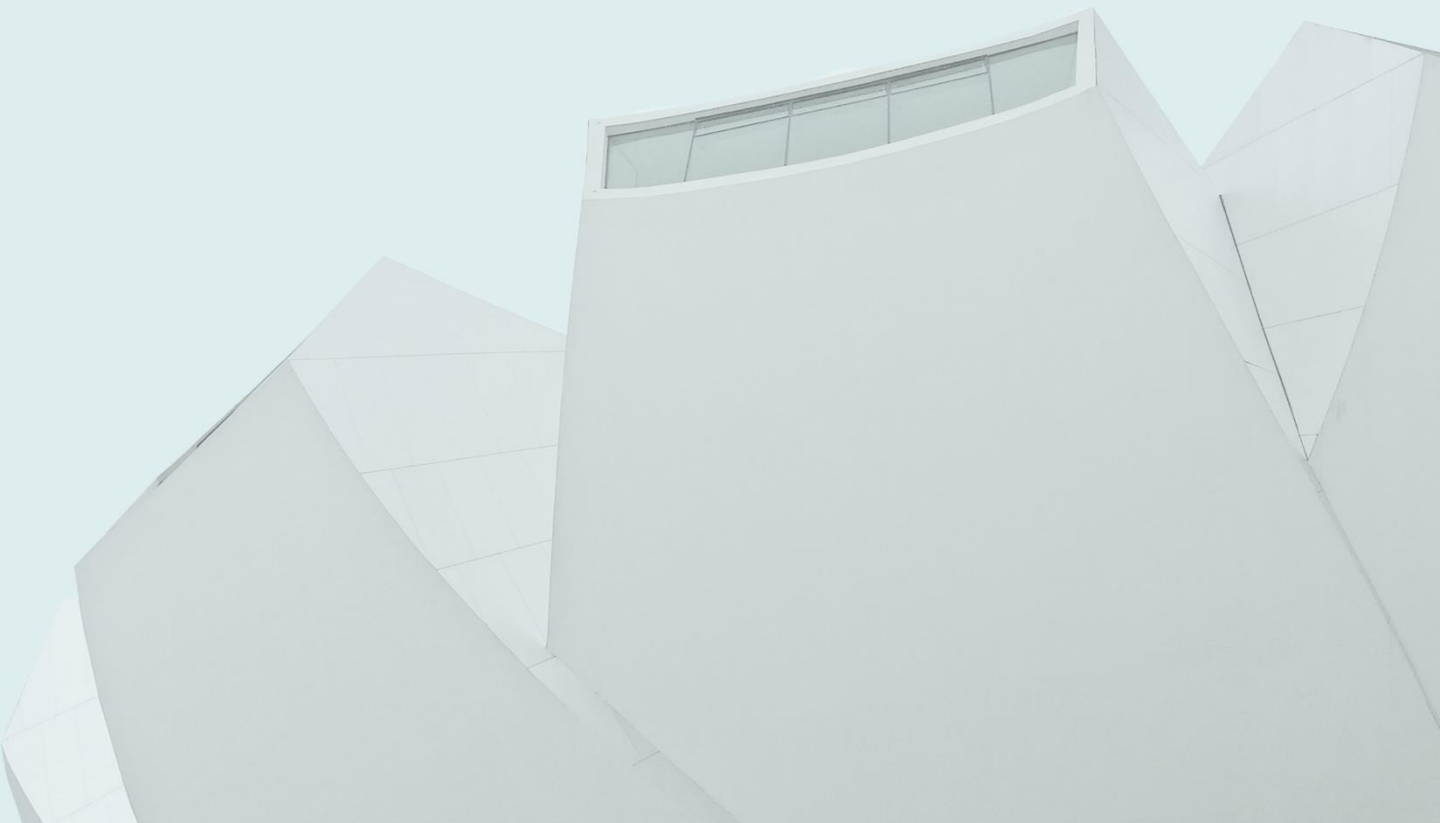
progress, and coaching people to improve.

That being said, our research finds that the revolution of removing forced rankings and numeric systems is still in its early phases in Singapore - where the core challenge is for leaders to move away from the annual, manager-driven process toward one that is continuous, developmental, open, and data-driven.





# CONCLUSION



# CONCLUSION

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## HR in the Hot Seat

It will be exciting, and transformational year for HR and business leaders, both in Singapore and globally. Disruption topics like the multi-generational diversity, people analytics and continuous feedback will prompt HR to stretch their thinking, expand their roles, and drive people closer to the business.

It will be critical for organisations to have an enterprise “future of work” or “augmented workforce” roadmap combining different business functions like HR, IT, business strategy, and finance. This plan should include an actionable view of talent, training and development, communication, leadership, culture, and organisational impacts.

Interestingly, we have seen many successful organisations like Microsoft, Amazon and Deloitte, placing greater emphasis on talent management to address similar disruptive trends. Much like these corporations, we see our Singapore HR playing a significant role in:

- Investing in critical human skills - Problem solving, creativity, design thinking, project management, listening, decision making are essential human skills that every organisation needs now more than ever. When planning for the future workforce, do consider these “human” skills needs
- Engage and retain - HR will support organisations in their retention strategy by devoting their resources towards employee engagement and making the workplace appealing to the right talents at the right time. It is essential for leaders to adopt innovative techniques and encourage the use of digital platforms, providing talents the freedom and flexibility to work while optimizing productivity. Some employees, however, may see this as burdensome since they will be connected constantly. HR’s role would then be monitoring the overall well-being and satisfaction of the employees.

- Enabling the leaders of tomorrow - HR will be the driver in equipping leaders of the future workforce with adequate capabilities to lead the journey. This will include furthering their leadership capabilities; develop their ability to make quick, analytics based decisions; the use of digital tools to empower their team, and removing any barriers to progress to help them succeed.

## Fast Forward

Given the dynamism of these disruptive trends and their level of impact at the workplace, we foresee the future of work likely to accelerate the fastest in the next five years. It will no doubt, require major cross-functional attention, effort and collaboration.

Moving forward, we hope that you are able to see that the future of work is not merely about using technology to replace people. The real “future of work” issue is all about making jobs “more human”—redesigning jobs, redesigning work, and redesigning organisations so that the “people side” of work has even more importance and focus than ever.

# ABOUT ENGAGEROCKET





EngageRocket is a cloud-based software that helps leaders and organisations make better people decisions using real-time data.

Through cultural change, organisational transformation, mergers and acquisitions and other key events, companies use EngageRocket to analyse and act on employee feedback. This raises their employee engagement and productivity, and serves as an early warning system for talent attrition.

As of today, EngageRocket has analysed over 325,000 responses in 7 languages from over 10 different industries across 13 countries in APAC.

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# ABOUT SHRI



Established in 1965, Singapore Human Resources Institute (SHRI) is a not-for-profit professional HR body, representing a strong network of members comprising individuals and organisations. Committed to promulgating and maintaining high standards of professionalism in human resource management and development, SHRI drives the HR agenda.

With a wide-ranging educational curriculum and adult training courses, the firm advocates a culture of continual life-long learning and skill-upgrading to enhance and enable knowledge acquisition and skills development at both corporate and individual levels.

Some of the organisation’s core initiatives include: National Workplace Happiness Survey, Singapore HR Awards, Singapore HR Challenge and Singapore HR Congress & Business-Connect Exposition.



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