HR FORECAST 2014:
Experts Analyze the Key Trends, Challenges and Opportunities for the Year Ahead

A PEOPLEFLUENT WHITE PAPER
It’s worth noting these experts include professional analysts, practitioners, providers and end users, thus representing a variety of perspectives. The experts we engaged are:

Josh Bersin  
Founder and Principal, Bersin by Deloitte

William Tincup  
SPHR and CEO, Tincup & Co.

Christa Degnan Manning  
Senior Vice President of Global Workforce and Talent Strategies at HfS Research

Laci Loew  
Vice President Talent Management Practice, Principal Analyst at Brandon Hall Group

Meghan M. Biro  
Founder and CEO of TalentCulture Consulting Group, LLC

Jessica Miller-Merrell  
SPHR, Author & CEO of Xceptional HR

Bonny Simi  
Vice-President of Talent, JetBlue Airways

Kevin W. Grossman  
Director of Product and Content Marketing, Peoplefluent
We asked these authorities to share their opinions on an assortment of trending topics including HR technology trends, data management, mobility, talent sourcing and performance management, among others.

To see their unabridged, sometimes-surprising, always-intriguing answers, just read on!

Question #1: What effects will increased adoption of video and collaboration technologies have on the employee lifecycle, from recruiting to learning and development?

Josh Bersin: There's no question that video and self-authored content (blog posts, tweets, and other comments) are growing in importance by the minute. The legacy “email-dialogue” which forces us to send messages back and forth is now obsolete, and young people now greatly prefer text messaging and other forms of communication.

The problem of course is that our systems and internal tools have not adapted, so we send too many emails, too many attachments, and don’t use online portals enough. Applying these new tools to HR has transformed every process: recruiting is now highly influenced and enhanced by social tools, including video interviewing, social sourcing, mobile advertising, and the use of Big Data to assess and find candidates.

Learning companies are just beginning to see the power of expert-authored video, enabling the organization to share information more easily. Our research on learning and development shows a continued need for highly structured content to build deep skills—but a much more powerful solution is to find experts, figure out what they know (this isn’t as easy as it sounds) and encourage them to share their expertise. This requires a whole culture of learning and knowledge sharing, and part of that process is making the tools incredibly easy to use.

Other parts of HR (onboarding, performance management, employee communications, employee directory) are all being transformed by video and social technologies—and today companies finally have enough infrastructure (and the tools are more integrated) to bring more agile communications tools together into an integrated set. What holds companies back is a mess of disconnected tools and a
lack of standards. So anything vendors can do to provide more integrated collaboration and video-authoring systems will help all this transformation take place.

**William Tincup:** Video gives us options. It’s not the be-all, end-all but it gives us another medium to use. In the interviewing process, it gives us another option. In the outplacement world, it gives us another option.

With advances in collaboration software, we’re seeing growth in our ability to meet users where they are. For years collaboration has failed us, mostly because it forces users to behave a certain way. Now we’re seeing collaboration working mostly because the software is less rigid.

**Christa Degnan Manning:** This year HfS conducted unique workforce research and specifically asked nearly 5,000 workers worldwide their perceptions about video collaboration solutions in place at their organizations. Employees reporting they were highly engaged (engaged frequently or all the time) were twice as likely to report they had a “very good” video collaboration solution in place than workers with low engagement (those who reported they were engaged half the time or less). The low engaged employees were also twice as likely to report they had a “very poor” video collaboration solution in place than those with high engagement. So, clearly, video technologies are and will continue to have a significant impact in employee engagement.

**Meghan M. Biro:** The typical recruiting process is often inefficient and time consuming. The need for recruiters and hiring managers to manage technology and communication tools to take advantage of new innovation is growing daily. Recorded interview videos make the process more efficient and cost effective for busy or distributed teams. Video collaboration tools are transforming how recruiters track hiring data, personality/role fit and allow people to evaluate the employer brand and culture synergy much earlier in the recruiting lifecycle. Candidates are often ruled out before going through a live in person interview person, saving everyone time. This technology is allowing brands to humanize the hiring process and improve the overall candidate experience.

**Jessica Miller-Merrell:** The employee process is more fluid and connected than ever. Employees have more access to technology to help facilitate learning, communication and the sharing of information. Employees who can toggle the tech will have a substantial career advantage.

**Bonny Simi:** Video interviewing will become standard across most companies, especially for high volume hiring, and also in conjunction with selection assessments. We believe that social learning will be in the “early adoption” phase in 2014 and 2015, with more mainstream adoption in 2016 and beyond. Gamification will become an integral part of social learning.

**Kevin W. Grossman:** First of all, workplace adoption of video and collaboration isn’t a one-size-fits-all activity. It’s an incremental, ongoing, continuously adapting, one-size-fits-one set of engaging activities. Video is a very powerful medium with millions being consumed daily online for entertainment, but more importantly for learning, from the rise of massive online open courses (MOOCs) to YouTube to many other relevant news
and information sites to internally created development videos. Video is also making an impact on recruiting practices with the going prevalence of candidate questionnaires and interview screening.

Collaboration technologies are giving employees access to one another regardless of their physical locations, allowing for improved communication (over archaic e-mailing), knowledge sharing, problem solving and mentoring. Collaboration technologies combined with video are formidable and can give businesses a competitive edge in 2014 and beyond.

**Question #2: What competitive advantages will companies gain from better aggregating, maintaining and analyzing their Big HR Data? What processes and systems does HR need to accomplish this?**

**Josh Bersin:** We’ve just completed several years of research in this area and there is a huge chasm between the companies who “get” talent analytics and those who have not yet invested in this area. Only 14 percent of the companies we studied are even starting to analyze people-related data in a statistical way and correlate it to business outcomes. The rest are still dealing with reporting, data cleaning, and infrastructure challenges.

We have found that these forward thinking companies (and they have invested in data-based HR solutions for several years) are far outperforming the others. For example, their recruitment efforts are two times more effective and their stock returns outperformed their peers by 30 percent over the last three years. But this takes focus, investment, and time—and we believe it is time for HR to create an integrated “center of excellence” around talent analytics.

**William Tincup:** None initially. We’re sitting on a ton of crappy data that is in databases that aren’t really tied together in a standard way. So, more crap doesn’t yield insight. First thing we need to do is clean the data we have. Create recognizable standards. Once that is done, then we’ll be able to start the (long and painful) process to learning what we don’t know. I think Big Data is mostly hype and will be for three to five years. Mostly what
we’ll learn is about turning Big Data into something small and actionable.

**Meghan M. Biro:** Leadership must be in a position to buy into HR Big Data for starters. This means an investment of time and resources to allow these systems to flourish. This is a vast storehouse of information that—with the right strategy and filters—can be turned into actionable and productive behaviors that benefit company goals. Big Data's greatest HR value is likely as a predictive tool. By analyzing the skills and attributes of high performers and best culture fit, Big Data allows organizations to build a template for current and future hires.

**Jessica Miller-Merrell:** Big Data is great and allows for more connection points to be understood, modified and monitored ongoing. This is a challenge because technology and the information obtained can be overwhelming. Also there’s an increased desire for information to be up-to-the-minute to continue to be effective. Even data that is one week old is still old information. HR will need to employ data strategists and technologists to sift through this data, making it even more important for these individuals to understand the nuances of HR’s role and importance as related to employment law, the bottom line and human capital.

**Bonny Simi:** HR data is useful if it is fully integrated and aggregated across all systems, from talent acquisition, talent management, learning and development, and general HRIS. This goes beyond just tracking attrition, but includes deeper analysis and reporting of what kind of candidates apply, are successful, are productive and engaged—then applying this knowledge to the next group of hires. It also will help identify high performers and mobility.

**Kevin W. Grossman:** Data management is a headache for any size business today but especially for larger enterprises. This includes managing disparate data systems, significant data cleansing tasks, managing multiple administrative feeds and maintaining complex SQL/SQR databases. This is why more than ever before data integration, transformation and management solutions across systems are becoming a bigger priority for organizations in 2014 and beyond. According to Gartner Research, at least 35 percent of large and mid-size organizations will be using iPaaS (integration platform as a service) offerings by 2016, allowing for cleaner data through any software ecosystem. HR software solutions that allow for data transformation, integration and consistent management can and will lower overall implementation and ongoing maintenance costs by 60 to 70 percent, regardless of new systems being added and/or upgrades to existing systems, because of lowered data complexity and the business-as-usual implementation frustrations.
**Question #3:** What are the risks and opportunities associated with mobile accessibility on the employee lifecycle (both internally and externally)? How will companies continue to innovate with mobile technology?

**Josh Bersin:** Mobile is transforming HR technology just like the cloud did. “One button to apply” is the next big step in recruiting, and lots of companies have told us that their best candidates now come from mobile sites. So for now there is a major need to re-engineer the recruitment and job application process so people can apply on a mobile device and not have to fill in a web form on their tiny mobile display.

Other key areas for mobile include time and attendance (most HR vendors now offer this), expense accounting, and mobile employee directory. Generally HR has to make sure their selected vendors have multi-platform mobile applications, that the apps are secure and scalable, and that the vendor is making a significant and long-lasting investment in the design and implementation of mobile apps. Mobile apps are totally different from web applications and need a focused and dedicated design team. Many vendors tell me they design for mobile first and then “redesign” for web second.

The bigger trend in this area is a steady but slow shift away from email toward more messaging-based collaboration solutions. Quite a few HR leaders tell me that their younger employees don’t like to use email. They grew up with mobile text messaging and Facebook and are looking for similar tools to help with corporate communications. Does the IT and HR department monitor employee-to-employee text messaging? Probably not. But that is becoming the preferred mode of communication. Twitter is just...

**William Tincup:** Let’s focus on the positives here. Meeting users where they are is a good thing. Web, check. Tablet, check. Smart phone, check. If we can get users of HR technology to truly use our technology—the good far outweighs the bad.

**Jessica Miller-Merrell:** Access to information immediately is great as it allows for the most recent information and data to be used to make business decisions.

The problem is that the access to this information will accelerate business decisions, making the desire to make a decision quickly more likely, which can lead to mistakes that time and perspective often keeps from occurring. I’m thinking about terminations or employee situations and investigations where the big picture often doesn’t come to light in 24 or 48 hours after allowing time for things to settle, emotions to calm and time to really evaluate what the best decision is.

**Bonny Simi:** Employees are becoming untethered from their PCs and are using smart phones more and more for everyday life. As such, companies need to make all their talent acquisition, talent management, and learning programs accessible by mobile devices. Security will be the main concern, along with creating platform-agnostic programs.
Question #4: What steps will companies take to more fully implement real-time performance management and appraisals? What internal processes must be changed in order to become a boss-less process? What system functionality will help empower continuous 360 evaluations—and is it realistic?

**Josh Bersin:** This is a huge topic. More than 70 percent of the companies we talk with are considering a redesign of their performance process over the next several years. The process redesign is not to become “boss-less” but rather to remove all the overhead and time consuming year-end process and make it more dynamic and continuous. We know managers should be operating as a coach, and should be revisiting goals and projects every week—the year-end review has become too burdensome and complex and in most cases creates animosity.

We also see a trend away from a single year-end rating, and shifting the compensation process to a very separate program that uses performance information but focuses on other factors as well. People’s compensation should be related to the demand for their skills in the outside market, the risk or potential loss if they leave, their potential to move and grow in the organization, and their current period contribution and performance. Performance rating is only one factor—and it has become too important in compensation, making the rating far too critical and difficult to manage.

**Christa Degnan Manning:** I expect companies to start making performance management more dynamic and automatic, in terms of prepopulating information on employee achievements and documenting feedback from disparate company communication sources and business systems to make it less burdensome on workers and managers alike. HfS research shows that more than 80 percent of traditional full-time workers are spending 25 percent or more of their time on administrative tasks these days. Real-time, on-going 360-degree feedback would be a distraction to these workers, who want to be focused on more strategic tasks. Furthermore, performance management should be about managers acknowledging contributions and providing job coaching and career development guidance, so it should never be a boss-less process.

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**William Tincup:** It comes down to the expectations of the employees and managers AND the values of the firm. If performance management is “has to” type of work, it will always be a pain in the $@! to all involved. But, if performance management can become “want to” type of activity, then it has a chance of being really helpful to all involved.

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**Jessica Miller-Merrell:** Real time appraisals allow for instant feedback but pose great risk in some cases. Companies will have to provide greater training for employees and leaders to make sure that the real-time feedback is helpful, accurate and timely. Technology will
need to be built to help facilitate the real-time feedback and performance management but in my mind training and development will continue to be the focus.

**Bonny Simi:** We do not believe in “boss-less” performance reviews. Real-time feedback is best used in a recognition platform, which can then be integrated into a talent system.

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**Question #5:** What are the competitive advantages of sourcing from any talent pool at any time, full-time and contingent? What interesting or innovative methods and/or systems will companies employ to improve just-in-time sourcing?

**Josh Bersin:** New tools for sourcing are appearing every day. Beyond LinkedIn, which is the granddaddy of sourcing tools, new companies like Identified, TalentBin, Gild, and Entelo are now offering even more refined sourcing tools, creating what we call the “Google of People.” So technology is making sourcing easier than ever.

The second major new form of sourcing is the talent network. Smart companies are using their own “content marketing” teams to build talent networks—large communities of people who follow the company, learn about products and services, and essentially self-select as interested constituents. When a good job becomes available, they are excellent fits for top candidates.

**William Tincup:** Sourcing is an activity that is best served proactive. Most of what is done in sourcing is completely reactive. We find out about a rec, we cast nets, we use all the tricks and tools but we’re still behind the eight ball because the clock is running. The best sourcing teams work in tandem with the workforce planning teams. They know what’s coming around the corner. And, thusly, they can deliver in close to real time at an extremely high quality level.

**Christa Degnan Manning:** With the globalization, virtualization, and mobilization of work, companies absolutely have to start considering flexibility in the talent sourcing process to simply be able to get the best people when and where they want them. The “how” is becoming increasingly irrelevant. This will be true from both the supply and demand sides of the equation—companies may not want to hire full time workers so they’ll have
to go contingent to meet a pressing business need. Or they may want talent in high demand and those folks just won’t see the value in committing their talents to one employer. Company loyalty rewards and benefits top the list of the worst policies in the workplace today, according to the nearly 5,000 workers worldwide HfS surveyed in 2012. So this reality will gain even more momentum in 2014.

Jessica Miller-Merrell: Companies should always be recruiting and building relationships with job seekers that fit hard-to-fill positions for the long term, meaning 12 to 48 months. This makes data and forecasting even more important, as recruiters can be in the right places at the right time to facilitate pools of talent for all different types of employees, including full-time as well as contingent workforces. Contingent workforces are more fluid, meaning we can flex up and down as our forecasting and sales dictate. But it also means that our talent pools should be more focused and have higher touches to keep tabs on when our top contingent workers are available for projects.

Just-in-time sourcing means building a community of talent that you can search from at any time without relying on outside tools and resources to fill those openings.

Bonny Simi: The most innovative and needed sourcing method is to truly source internal talent. It is imperative to have fully integrated talent acquisition and management systems so that recruiters can assess internal talent for posted roles.
Question #6: What benefits beyond regulatory compliance does diversity have within the organization? How should organizations define the concept of diversity—beyond gender—to maximize the benefits they receive? And what benefits—beyond regulatory compliance—does diversity offer to an organization?

**Josh Bersin:** All our research shows that diverse workgroups outperform non-diverse teams, so diversity is much more than a compliance issue. Not only does it drive performance but, in most industries, the candidate pool is diverse so you won’t even be able to tap into top quality candidates unless you have a diverse image and diverse work environment.

Diversity creates engagement, freedom of thought, innovation, and it drives retention. It’s good business in every possible way—especially important today as companies become more and more globalized in their operations.

**William Tincup:** Diversity equals conflict. Conflict is friction. Friction causes innovation. If you’re not innovative, you don’t have a future. It’s just that simple.

**Jessica Miller-Merrell:** Diversity is not just about hiring or recruiting diverse candidates in the traditional sense regarding protected classes. It’s about diversity of thought, experiences, relationships and career pathing. Career paths and experiences are changing the workforce. I believe that candidates from all backgrounds should be recruited and be representative of your organization. Diversity is more than just what we see—race, gender and physical or mental impairment. Different backgrounds, experiences and ideas make an organization more well-rounded and flexible to anticipate changes in the marketplace they are competing in.
**Question #7:** How do you leverage compensation management to attract, retain, and motivate employees to achieve business goals?

**William Tincup:** Pay folks at or above market rates. Communicate internally and externally that that's what you do and the motivation shit gets settled. Compensation is easy ... just pay people.

**Laci Loew:** It is no surprise that this year brought no relief in the war for talent. Senior leadership everywhere complained of the critical leader and skill gaps that existed in their global workforces. The landscape next year, unfortunately, will look the same and likely worse with critical gaps continuing to widen. One way to attract, motivate, engage, sustain, and retain key talent and a competitive workforce will be via an innovative compensation reward strategy.

We will see companies re-strategize and revise their incentive compensation structures. We will see a migration away from the common “pay for performance” model to a “pay for business impact model.” The latter model accounts not only for an employee’s prior performance (typically assessed over the prior year) but also ties in an employee’s potential, critical skills, risk of loss, domain knowledge, business-critical networks and contacts, and experiences—all of which can be leveraged to accelerate business performance.

The “pay for business impact” compensation reward approach differentiates compensation by rewarding those employees who offer the most value and opportunity to an organization to meet its current and future business goals. This approach enables organizations to optimize their compensation budget in a way that boosts achievement of business goals and separates those employees who do and will make a measurable impact on the business from those who don’t and won’t. This is a win-win for top talent and organizations. For top talent, it reward A performers and high potentials, and for organizations it drives top and bottom-line results and sustains competitive advantage.

**Jessica Miller-Merrell:** It starts with first understanding what’s important to your employees and creating a plan and strategy that speaks to them with specific levers, goals and measurements to track your business success of the program.
Question #8: How do you train employees to execute more effectively and increase retention at the same time?

Josh Bersin: Training is a big topic. The simple answer is that in 2014 we believe companies have to look at training and development as a “capability development” problem. We have to continuously develop people at all levels (technically, professionally, and managerially) and provide many forms of learning. It often takes several years for an employee to become fully productive or “autonomous” in a new role, so these learning programs and offerings have to be rich, available on-demand, and supported by management.

Of course learning always improves retention. People who don’t feel they can develop themselves or improve their own career are the first to leave. I have always felt that one of the biggest “undiscovered” ROI’s of training is retention.

William Tincup: The only way to do both (train employees to execute more effectively and increase retention) is if the employee actually wants said training. If they do, then you are golden. If they don’t, then you can’t reach both goals.

Jessica Miller-Merrell: You can do both by talking to your employees and treating them like people who are important assets to the company. One recent example is the general manager of the Pizza Hut franchise who refused to open his restaurant and work on Thanksgiving. The manager had been with the organization for a number of years and grew with the company. By talking, getting to know your people and treating them like important stakeholders even before a news story goes viral, you are rewarding your best workers and keeping them engaged and excited to work for your company.

Bonny Simi: The only scalable way to do both is through blended learning that recognizes strong performers (such as using social learning programs with gamification).
Question #9: What other “people development” trends do you anticipate seeing more of in 2014? And what HR processes and technologies will transform the enterprise in 2014?

**Josh Bersin:** The biggest trend we see is a movement away from “integrated talent management” toward a focus on what we call the “integrated talent system”—not software but an integrated set of talent programs that are customized together to solve particular problems. There are no people-related problems that can be solved with one standalone HR program alone. When a utility wants to attract new engineers to work in a nuclear plant, for example, they need to look at employment brand, recruiting, compensation, assessment, and internal mobility as an integrated set of tools. Every major talent challenge is now this way. We have to build HR teams and skills that stitch the different disciplines of HR together into these “solution sets”—and it is the combination of practices together that drives business results. Our upcoming 2014 Predictions report describes this in more detail.

**Christa Degnan Manning:** As more and more companies keep traditional full time workforce levels low and supplement with contingent workers and third party service providers, they are having to adjust their traditional HR policies, processes, and philosophies. More and more companies have to consider how to develop teams that manage and motivate workers that may not actually work for them to drive business results and this is having profound effects on the HR systems they deploy. Those solution providers that consider this “extended enterprise” reality and offer flexible support will be both differentiated in the marketplace and more relevant to how work is getting done in the future.

**William Tincup:** The killer app of 2014 is the employee with options. We’re past the recession. Boomers will indeed retire. Millennials are entering the workforce in droves. We’re not ready to have an adult succession discussion. Outplacement is broken. Internally, mobility is an afterthought at best.

How do you unlock the potential of the great employees who are currently on staff? How do you meet them where they are? How do you allow them to work on what they want to? Where they want to? The killer app is now—for the first time in years—your talented B and C teamers have options. The A players always have options. In my humble opinion, technologies and processes that help you accomplish this goal are priceless.

**Laci Loew:** 2014 is the year of social, social and more social. Social media and tools will define every talent process. Motivation and engagement will stem more and more from development opportunities, employer branding, and quality of work experiences. Social media underscores these trends and represents a lifestyle tool that is an inherent part of today’s workforces. High-performing
organizations will create or evolve their talent strategies around social tools. The right use of social tools will boost business impact of organizations’ approach to managing talent. The tools will create and sustain collaborative, connected and cooperative work environments regardless of where the employees physically sit.

In talent acquisition, social referrals will trump applicant-tracking systems all year long. Great people have great friends. Organizations who have taken care to acquire top talent can now rely on their employees’ personal and work networks to recruit more A players. Brandon Hall Group research shows that quality of hire is far superior with an employee referral program than if HR goes it alone or hires a recruiter.

In learning and development, social media tools will be further integrated into existing learning opportunities combining social learning with blended learning to take learning to the next level. Social learning—learning from and with others—can and will take the form of independent learning, on-demand learning, informal and collaborative learning supported mostly by user-generated content in the form of YouTube-like videos and other social platforms. Social learning optimizes the opportunity to embed learning in work and appeals to the learning expectations and demands for today’s workforce.

In performance management, social tools will define and monitor employee objectives, goals and feedback. We will see employee-generated updates with options to share performance goals confidentially or by manager request. We will see publishable task lists by goal viewable by others who may be part of a network or group working collaboratively towards achievement of a goal. Finally, we will see a crowd-sourced performance management process. Via social recognition programs and tools, employees will garner the input and feedback from all colleagues with whom the employee interacts on a regular basis to ensure the “voice of the customer” is heard when rating the employee’s performance against a particular goal or objective.

In succession planning, competency profiles and talent profiles will be made transparent to the enterprise via social platforms. This transparency transformation equates to the birth and growth open talent markets where employees have the freedom to search independently for open positions and career options and raise awareness of their interest in a particular position using these public profiles. Employers will rely on social media platforms to expose interested and qualified talent for key positions across the enterprise.

While we will see increased utilization of individual social tools and platforms over 2013’s usage levels, the greater shift will be to enterprise-wide social applications, particularly from mobile devices, to optimize talent acquisition, development, performance, and succession.

Meghan M. Biro: Real-time talent management and leadership are essential in 2014. Tools that allow continuous monitoring of employee performance and social engagement will become more prevalent in the enterprise. A formal employee review every six months is no longer on trend. What is far more important is technology that enables teams to thrive and engage on a regular basis.

Leadership tools such as social recognition,
management and learning programs, processes and tools. We operate a “Hire, Inspire, Grow” program that creates a fully integrated talent system. Our goal is to fill 80 percent of our non-frontline positions internally—and that requires a fully integrated talent system.

Kevin W. Grossman: We’re going to continue to see a rise in the contingent and flexible full-time workforce, driven by both employers and employees, regardless of generation or location. Work will be more and more based on creative problem-solving—what needs to get done and the skills needed to get it done—and how that affects business growth and talent retention, creating a flex-world of work where “life integration,” flexibility and real-time performance are valued more than “doing time.” Granted that companies won’t want to hire as many full-time employees in a perpetually uncertain global economy, and will continue to focus on more project-based work, but many professionals are also creating their own career destinies as well and adapting to the new rules of employment. I predict that a greater emotional commitment to our workplace “motherships” will occur, whether full-time or contract, when we’re encouraged and allowed to be committed to the work we do well and those we do it well with and around—whether we’re in the office, at home or on the road.

Jessica Miller-Merrell: An increased value on knowledge workers will continue. As the divide for skills, experiences and special expertise grows, companies will continue to seek out these talented candidates for long-term contracts. Companies will fight to keep these individuals at their organizations through development, technology and data to help substantiate the gut feelings that managers and business leaders finally being validated.

Collaborative learning by peers will continue to grow to help increase knowledge sharing and engagement among those key employees. The workforce will remain fluid, which makes knowledge and information sharing so much more important. All of this is facilitated through technology and the company’s culture that values these things.

Bonny Simi: The biggest development will be the integration of talent acquisition, talent active online learning, gamification and rewards are in place to offer more productive employee relationships that can be nurtured. No more playing catch-up with your talent “every so often” for appraisals. This is so very 2013. Real-time monitoring gives HR and leaders more power to play an active role in order to build trusting relationships and select out the people who are not a good fit for your unique workplace culture proactively.

peoplefluent®
HR FORECAST 2014: EXPERTS ANALYZE THE KEY TRENDS, CHALLENGES AND OPPORTUNITIES FOR THE YEAR AHEAD
In Summary ...

Well, there you have it. Pearls of wisdom from some of the best thinkers in the HR industry, all of whom we thank profusely for their contributions to this 2014 Forecast.

While it would be pointless to try adding “value” to such a rich collection of insights, we would be remiss if we didn’t highlight just a few key observations.

It’s clear from a number of our experts’ answers that HR has a busy and opportunity-laden year ahead, which is good news. Even better news—none of us have missed opportunities, even on such quickly evolving trends as mobile technology, integrated talent management systems, social media, the pervasive use of video in learning and development and the like. However, as our panel pointed out, we need to adopt these trends now while the getting’s good.

Data integration and data management across all HR systems have become business imperatives. In fact, as one of our experts pointed out, forward-thinking companies have been steadily making investments in HR solutions that transform ongoing data management into high-return business integration platforms—and they’re already outperforming companies that haven’t invested similarly.

While the promise of Big Data has yet to be fulfilled, the payoff is within sight for some organizations—particularly those that have invested in solutions for integrating and managing their data. Of course, to reap the payoff, employers must be prepared to overcome the challenges that surround reporting, data cleaning, transformation and infrastructure.

When it comes to HR software, the overall user experience is crucial to adoption and utilization. Software that aids performance reviews, for example, must be increasingly dynamic and accessible through an array of devices or it can negatively impact the quality of the reviews and the review process.

The issues of learning and development and data-centered analysis bubbled up in several different places throughout this forecast, indicating the kind of ubiquity that has us thinking these topics bear your special attention as the year unfolds.

So farewell to 2013. May the New Year of 2014—and our experts’ insights—bring your organization great success!
About Peoplefluent

Peoplefluent is the leading provider of talent management solutions designed to support the entire workforce. We provide the mobile enablement, social collaboration, information visualization and the domain expertise required to empower strategic decision-making and true employee engagement. Our talent management software enables organizations to unlock each individual’s potential by removing the boundaries that limit the performance and productivity of your workforce.

With the most comprehensive talent suite in the industry including solutions for talent management, workforce compliance and diversity, contingent workforce management, analytics and workforce planning, Peoplefluent offers a solution to optimize every step of the talent lifecycle. Our solutions have helped over 5,100 organizations in 214 countries and territories successfully achieve their talent aspirations. Today, 80% of the Fortune 100 relies on Peoplefluent solutions as part of their talent management delivery strategy.

For more information, visit peoplefluent.com.