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### **Overview of the Impact of Technology and Science on HR organizations 4**

By Bruno Querenet, Think Surgical

Technology cannot be just the realm of HRIS teams; it needs to permeate the whole organization to digitally transform each component of the HR function. The HRIS team needs to build a tech culture within HR to enable its digitalization and federate its tech investments. It needs to ensure that processes and data are tied together, creating pathways between process owners and data scientists so that they can feed each other. But it cannot be anymore the unique and focal point for all tech investment.

### **Why Digital Success needs the “Human” to be at the Forefront of HR 7**

By Margaret-Ann Cole, Accenture

As digital transformation takes hold, HR teams will require the development of new roles such as employee experience designer, business change catalyst, adaptive workforce manager and social media specialist. HR will have to be prepared to address and take advantage of the emergence of the adaptive workforce. That means increasing organizational flexibility by understanding how intelligent platforms can allocate and deploy talent more flexibly across a variety of new roles and tasks.

### **Lean Enterprise: Using Agile and Lean Practices to Transform Organizations 9**

By Mariya Breyter, Ph.D and Darshana Z. Narayanan, Ph.D.

Agile and Lean dictate new ways of thinking about our professional ecosystem: collaborative, outcome-oriented, customer value-driven. It is time we updated our framework of thinking. The Lean-Agile mindset calls for a new revolutionary approach to hiring,

recognition, and career growth; and in this brave new world, HR professionals become key players in creating, maintaining, and sharing that forward-thinking ecosystem.

### **HR Data Science: Delivery Model Alternatives 18**

By Jason Ezratty and Michael Benyamin, Brightfield Strategies

Every service delivery model has the potential to be successful in some way, but eventually client demand will exceed the people analytics team’s internal capabilities and/or capacity. You certainly don’t have to spend time building the function one person at a time, which can slow down your ability to deliver additional value quickly. The authors provide five steps to take to figure out how to approach the next evolution in service delivery.

### **The Back Story: 23**

#### **Build for an Unknown Future: Preparing for Digital Jobs that Don’t Yet Exist.**

By Katherine Jones, Ph.D., Mercer

Perhaps the first step in digitization transformation is to get today’s workers the technical tools they need to more easily accomplish the tasks of today. From the HR perspective, however, automating the workers is not the same as creating a truly digitized business. Digital transformation surpasses how work is conducted and with what tools. It is a concept that covers people and technology — but also requires a change in policies: a relook at not just how work is done but what work needs to be done. In this, jobs as we know them today will change. It’s our job to start getting ready.

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