

# HR PREDICTIONS REPORT CARD

The predictions that we made last year for 2005 have in main, been accurate.

**WITHIN THE FIELD OF BUILDING HUMAN CAPACITY THE NEW GLOBAL FOCUS IS NOW HONED EVEN MORE ON ALIGNING THE BROAD HR SERVICE OFFERINGS WITH THE STRATEGIC INTENT OF ORGANISATIONS. WITHIN THE SOUTH AFRICAN ENVIRONMENT THIS IS REFLECTED IN MANY NEW INITIATIVES AS FORWARD THINKING INDIVIDUALS RECOGNISE THAT THE FIELD OF EXPERTISE FOCUSED ON HUMAN CAPITAL DEVELOPMENT IS A KEY COMPONENT IN DRIVING TOMORROW'S BUSINESS SUCCESS.**

Our in-depth current practical experience backed by theoretical insight into the broad based field of people in business enables us to look intently into the year ahead and then change, polish or adapt the original thoughts that were committed to ink this time last year.

The need for enhanced leadership and more mature management styles across all levels has however been the major contributory factor in pointedly focusing HRD back into a more strategic role. Cultural management as a consciously defined set of behavioural competencies is overriding the now fatigued awareness regarding mission and value statements that have been previously utilised as a means of harnessing and focusing the collective consciousness of employees.

## PREDICTION 1

A more integrated model for HR management will become the norm in 2005, a welcome relief from the spasmodic and reactive initiatives of recent years.

## OUTCOME

Many organisations are indeed focusing on the growth of individuals making the change towards recognition of people as people, and further to develop individuals' potential. In 2006 much more focused integration such as cultural management will become the norm as organisations emulate stories of success and focus on differentiating themselves through creating behavioural norms within the organisation that reflect the true intent of the actual business focus. This will commence with a greater amount of facilitated team interaction at the executive level and requires a greater amount of commitment to people development than in any previous era.

## PREDICTION 2

Appropriate skills and management training will continue to ramp up. This will necessitate greater input from HR professionals in the initial assessment of course content, individual and corporate requirements.

## OUTCOME

Under the guidance of professional and strategic HR practitioners, we predict that much more focus will be placed on practical leadership skills as organisations capture and exploit a more effective usage of their inherent leadership skills. A focus on developing a combined strength at the top will necessitate group coaching as huge investments are made in the creation of cohesive leadership teams. The educational OBE structure will be reflected as team objectives and team measurements are set (as opposed to individual

measurement). This necessitates a change in attitude and behaviour. This approach may alienate the traditional managers who will be challenged to deviate away from the old command and control model.

## PREDICTION 3

Executive Personal Coaching, will be in greater demand. Leadership is one of the scarcest resources available today and the focus on uplifting leadership skills at all levels within companies is growing exponentially.

## OUTCOME

Executive Personal Coaching as a true leadership intervention has grown substantially over the last year. As in so many similar professionally focused interventions, there is a huge disparity in the level of experience, qualification and thus impact of effective coaching. This lack of cohesion has led to a deluge of suppliers within the field. Organisations are however tuning into the wastage of substantial investments made in this business service and are now more wisely looking for quality control and proven methodologies backed by exemplary leadership characteristics from the executive personal coaches that they deploy and are thus ensuring a measurable ROI.

## PREDICTION 4

Those companies that combine the upgrading of technical and functional skills within a clearly defined leadership development plan that focuses on a lucid organisational vision will be entering the field of true cultural management.

## OUTCOME

Integrated development programmes incorporating functional managerial skills, a technical and/or functional focus and practical leadership development that is rolled out at all levels will continue to revolutionise personal growth. Through raising the maturity model, executive teams will be thus empowered to create a unity of vision and the cementing of relationship at senior level. This power of purpose will cascade down, filtering through the echelons to the ground level, and will be upheld through the roll out of cohesive and integrated development programmes.

## PREDICTION 5

Diversity management will no longer be a separate field of endeavour for HR professionals as it mainstreams into leadership management.

## OUTCOME

Diversity management continues to be an important focus. For many, providing a much needed education and insight into differences in value systems, outlook and approach is still necessary in enabling a far greater integration of people within the workplace. As new generations enter the workplace the hope is the creation of a fully integrated society. Leadership development that continues to focus on the diversity of each individual will still provide an essential practical tool for the leaders of tomorrow.

**HR<sup>F</sup> Jill Hamlyn is the CEO of The People Business Group ([www.tpb.co.za](http://www.tpb.co.za)) For predictions 6 to 10, please visit [www.hrfuture.net](http://www.hrfuture.net)**