Keeping People Connected:

Re-imaging the future of work

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Agenda

1. Essential HR roles and skills

2. Enhance employees experience

3. Build future ready workforce

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ประวัติการศึกษา

- ปริญญาเอก สาขา Organization Development มหาวิทยาลัยอัสสัมชัญ

- ปริญญาโท สาขาการบริหารจัดการ, Asian Institute of Technology (Outstanding Award)

- ปริญญาตรีวิศวกรรมศาสตร์ สาขา วิศวกรรมคอมพิวเตอร์ (เกียรตินิยม อันดับสอง) จุฬาลงกรณ์มหาวิทยาลัย

Profile

- For almost 20 years, Dr. Pirata has been working with large enterprises, multinational companies in government sectors in Thailand, Asia, Europe and USA. She also led various projects which involve with organization transformation, re-designing and planning workforce, developing strategies, advising the improvement of performance.
- Pirata has an Executive Master of Business Administration from Asian Institute of Technology, Thailand and a PhD In Organisation Development from Assumption University, Thailand

Core Competencies

- Organisation transformation
- HR transformation
- Culture and Change Management
- Organisation Development

Key Experiences

- จัดทำ Organisation transformation ให้กับรัฐวิสาหกิจขนาดใหญ่ของไทย ตั้งแต่วางโครงสร้างองค์กร วางแผนอัตรากำลัง ออกแบบสมรรถนะความสามารถ และ โครงสร้างตำแหน่งงาน

- จัดทำ Operating model ของปิโตรเคมีขนาดใหญ่ ในส่วนของ HR, Finance Accounting, Legal, Procurement, IT และ Admin เพื่อรองรับการขยายของบริษัท

- จัดทำแผนกลยุทธ์ Social Business Strategy สำหรับบริษัท Conglomerate ขนาดใหญ่ของประเทศไทย โดยเริ่มจาก Vision Statement, Strategy, Roadmap, Governance และ Change Management เพื่อเพิ่มการ Collaboration, Operation Excellence และ Innovation

- จัดทำ Change Management Plan ขององค์กรภาครัฐ

- จัดทำ Social Collaboration โดยรวมถึง Vision Statement, Strategy, Roadmap, Governance และ Change Management เพื่อเพิ่มการ Collaboration, Operation Excellence และ Innovation สำหรับโรงพยาบาล และสำหรับหน่วยงานด้านน้ำมัน

Published article

Future of Work and the role of HR	**Boost Employee Engagement and Productivity with Gamification**
Talent Trends	**How to enhance knowledge management through social media**

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PwC has a comprehensive human resource services and experiences

Reward management
We help you develop your reward strategy, benchmark compensation competitiveness, and design a salary structure and benefit scheme to effectively motivate your people.

HR strategy & programme delivery
We help you with HR assessment, HR strategy development, performance dashboards, and policy and programme design and implementation.

Leadership & culture
We help you with leadership assessments, programme design and delivery, alignment, and succession planning, and cultural and employee engagement assessments, cultural change, and diversity and inclusion.

HR operations & technology
We help you improve and implement HR processes, develop a technology roadmap, conduct software selection, and implement technology covering SAP, Oracle, Workday, SuccessFactors, and many others.

Capability & training
We help you with competency model development, skills and competency assessment, training needs assessment, training strategy, training design for courses, workshops, and e-learning, and training delivery and evaluation.

Change management & communications
We provide impact, readiness, and stakeholder assessments, change management and communications strategies, plans, and implementation assistance, communications development and delivery, and effectiveness assessments.

Workforce planning & performance
We help you with workforce strategy and planning, workforce measurement and benchmarking, job design, performance management, reward and incentive frameworks, and recruitment and retention.

Organisational design
We help you with organisational assessments, operating model development, organisation modelling, organisation structure design, and defining roles and responsibilities.

Circle diagram segments:
- Reward Management
- HR Strategy & Programme Delivery
- Leadership & Culture
- HR Operation & Technology
- Capability & Training
- Change Management & Communication
- Workforce Planning & Performance
- Organizational Design

Center: **Workforce Transformation**

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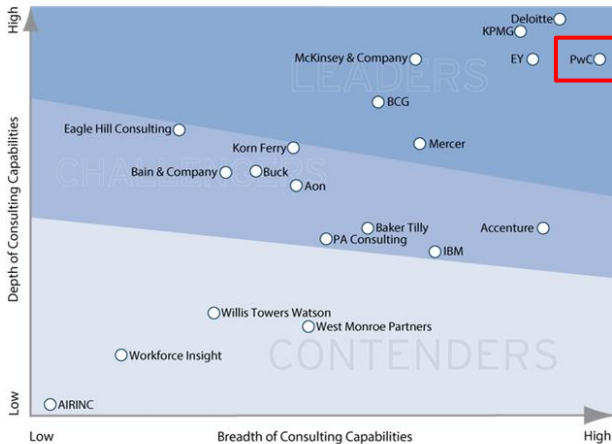# We are a recognised global leader in shaping the Future of Work

Leader in Workforce Management Consulting
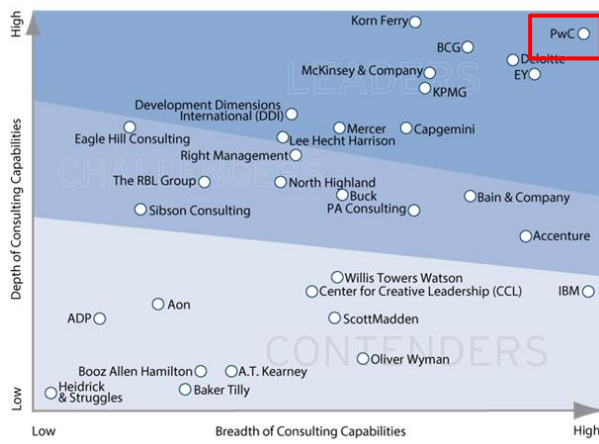
Leader in Talent and Leadership Consulting

Leader in HR Operations Consulting

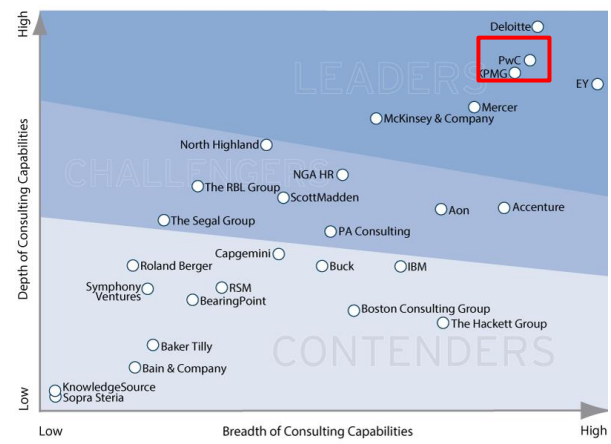ALM Vanguard of Workforce Management Consulting Providers

Source: The *ALM Vanguard*: Workforce Management Consulting 2019, ALM Intelligence

ALM Vanguard of Talent & Leadership Consulting Providers

Source: The *ALM Vanguard*: Talent & Leadership Consulting 2019, ALM Intelligence
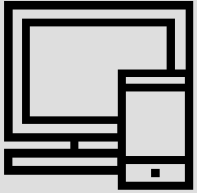

ALM Vanguard of HR Operations Consulting Providers

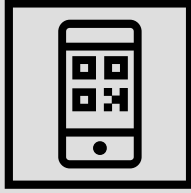Source: The *ALM Vanguard*: HR Operations Consulting 2019, ALM Intelligence

Today disruption

Disruption is our new normal

Disruptions during pandemic

Working from home

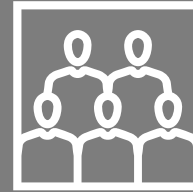**Tracking work from employee**

Economic disruption

Health problem

Disruptions after pandemic

Flexible work

Wellness

Anti-work movement

People first culture

Anti-work movement

Anti-work movements are appear around the world, "quieting quitting" have been appeared in the US and "lying flat" have been appeared in China in the same time period.

"I recently learned about this term called quiet quitting, where you're not outright quitting your job but you're quitting the idea of going above and beyond,"

"Quiet Quitting: Why Doing the Bare Minimum at Work Has Gone Global."

เบื่องาน แต่ยังไม่อยากลาออก? ทางแก้ก็คือ 'quiet quitting' เทรนด์ทำงานในหมู่คนรุ่นใหม่ ที่กำลังเป็นกระแสโดยเฉพาะบน TikTok และกำลังพยายามบอกกับเราว่า ถ้าทำงานหนักไปแล้วมันไม่ตอบสนองกับชีวิต จะทำน้อยๆ เท่าที่จำเป็นก็ไม่ใช่เรื่องแย่อะไร

Source: https://www.newyorker.com/
https://thematter.co/brief/183372/183372

People centric is the key

Empathy, understanding employee's issues, focusing on employee wellness, experiences and PMS can prevent anti-work movement in organization.

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Global issues for HR leader

Organizations face uncertain and confusing times

Executives are facing a "triple-squeeze" of pressures:

1. **Rising inflation:** 90% of CEOs expect it to rise significantly within the next 12 months.

2. **Scarce, expensive talent:** 50% of HR leaders expect increased talent competition over the next six months.

3. **Global supply constraints:** 48% of CFOs believe supply chain volatility and shortages will last beyond 2022.

HR leaders must weigh many trade-offs

HR leaders have to manage investments in people and technology, cultivating a positive culture and employee experience, and transform HR to be more automated and digital at the same time.

Cost Savings vs. **Talent Investments**

Business Requirements vs. **Employee Needs**
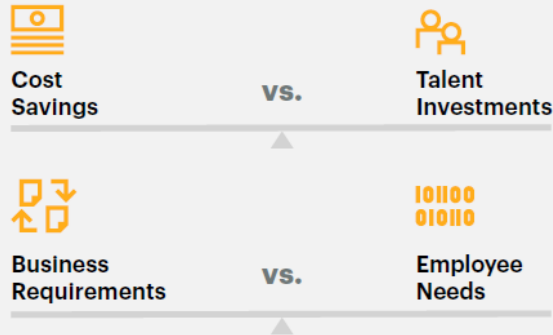
New employee expectations impact retention and attraction

Flexibility: 52% of employees say flexible work policies will affect their decision to stay at their organizations.[1]

Shared purpose: 53% of employees want their organizations to take actions on issues they care about.[2]

Well-being: 70% of companies have introduced new well-being benefits or increased the amount of existing well-being benefits.[3]

Person-first experience: 82% of employees say it's important for their organization to see them as a person, not just as an employee.[4]

PwC's Global Workforce Hopes and Fears survey insight 2023

Workforce Skills

Employees display a lack of urgency about upskilling
- Only **a third of employees believe the skills** required to do their job **will change significantly in next 5 years**
- **48% of employee** believe that t**heir employer provides them opportunities to apply the skills that are most important to their careers**

Employees are largely optimistic about future skills
- Employees cite **soft skills as most important for their careers in the next five years (adaptable/flexible, critical thinking, collaborative skills)** and are largely confident employers will support upskilling
- Employees **are bullish about AI and foresee mostly positive impacts on their jobs**, esp. in terms of skills development

Base: All respondents (53,912) across 46 territories

Work environment

A disconnect exists between employees and CEOs
- Nearly **half of Gen Z employees believe their employers will not survive more than a decade without reinventing**
- Close to **40% of employees say their actions don't often align with their company's values and direction**, compared to CEOs' perception that only 15% of employees are misaligned

A fifth of employees report that their workload was frequently unmanageable in the last 12 months
- This group cited **lack of resources ,lack of support from management, unreasonable targets, as the top 3 drivers** of unmanageable workloads (50%)

Trust and Satisfaction

Employee behaviours and attitudes tell a slightly more positive story
- Similar to last year, **only about half of employees find their job fulfilling or report that they can be themselves at work**; yet they indicate greater autonomy over how they work compared to 2022
- Thailand finds job **fulfilling 71%**

The overall level of job satisfaction is similar to last year (56%), while Thailand is 79%
- Employees are more likely to **change employer (26% in 2023** vs. 19% in 2022), while **Thailand 30%** VS 13% in 2022
- 37% of employee **agree that company is taking the right amount of climate actions**

Essential HR roles and skills

Over all HR Trends 2023

Manager need to change

In a hybrid environment, the ever-growing role of the manager reaches a turning point where organizations realize it isn't just expanding, it's transforming radically. Employers will redefine what is expected of a manager so that managers can focus on their new tasks.

Manage change in organization is a must

CHROs are prioritizing organizational design and change management to navigate continuous disruption
from digital transformations, economic uncertainty and political tensions. After years of such disruption, however, employees are losing their willingness to cooperate with change.

Employee experience

People first has become a trend for leading organization, to retain and to retrieve talent organization need to focus on employee experience such as employee wellness, career path, way of working, working culture that employee is looking for.

Recruit is hard retain is harder

Employee recruitment teams must grapple with the reality of low supply and low retention in today's hybrid-driven labour market. Instead of assuming we can predict future skills needs, access enough talent, fill future gaps by
buying and building, and dictate when and where employees work, we need a new approach that unlocks new strategies.

Age of AI

AIs come in to play more roles in every business, AIs can impact negatively or positively depending on how an organization can use AI to produce more products and compete with competitors. Organizations need to adapt by research and using new technology to be advance with others

What Gen Z want and what we should do

What Gen Z values	How to attract and maintain Gen Z employee

Attack & Retain

Good remuneration: Due to social problems and economic fluctuation on a global scale, remuneration has become the factor that a large number of Gen Z prioritise. Good salary and welfare are major factors which have an influence on Gen Z's job selection decision.

Offer benefits that suit the needs of Gen Z: These special benefits can be
- their finance i.e. provident fund, financial advisor for saving and investment
- their health and wellbeing i.e. health insurance

Flexibility workplace: Flexibility that presented both in terms of both place and time. As long as they can communicate with their team, work efficiently, and get the job successfully done, flexible working schedule should be acceptable.

Enhance a work policy that facility flexible workplace environment
- "Work From Anywhere" policy
- Four-day workweek

Opportunities to acquire new skills and grow: In their point of view, a good job is the one that allows them to learn and grow.Hence, whenever their job or organisation no longer encourages skill development, there is a good chance that they may start looking for a new one.

Plan a modernised development roadmap
- Communicate growth opportunity regularly
- Enhance Project based task for continuously learning and meet new experience

Omnichannel communication: Due to Gen Z lives in the online world and uses social media as their sources of information in almost everything, balancing online and offline communication is key.
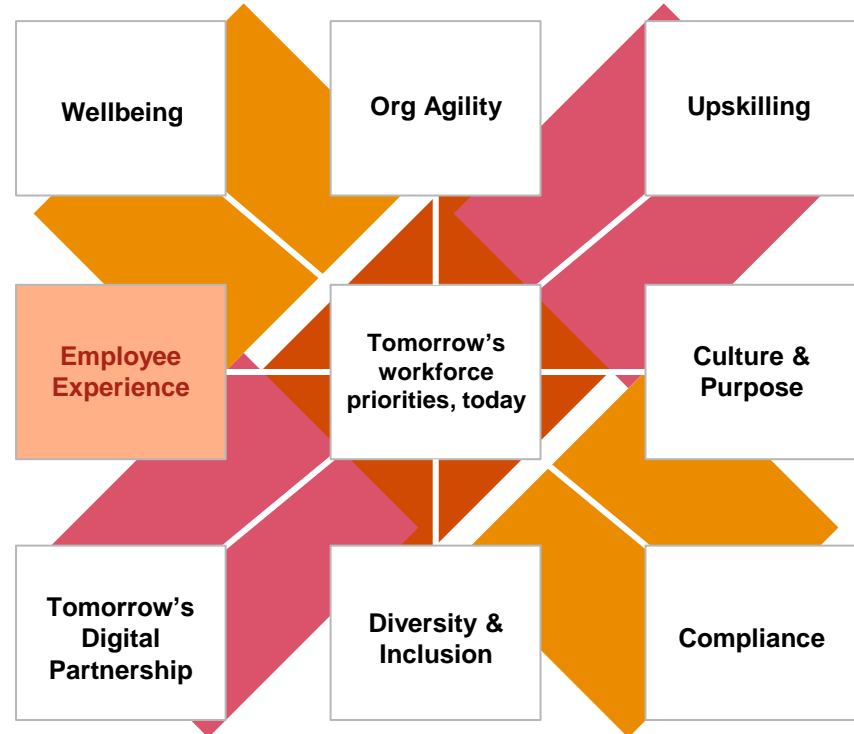
A right communication channel
- Generate content, that are concise, precise, honest in TikTok or Youtube

The future way of working is now. To compete, you have to put **humans at the centre** of design and **empower employees to create experiences** they truly desire.

ROX FOCUSES ON THE 3 COMPONENTS OF ENTERPRISE EXPERIENCE

CX

Customer Experience — The perception a customer has of your brand based on all interactions they have with you and the impression this leaves.

+

EX

Employee experience — What employees feel, observe and perceive in their lives at work, which impacts their ability to create value for customers, your organisation and themselves.

+

LX

Leadership Experience — The impact of the interactions a leader has with their organisation and how this either enhances or hinders their effectiveness and performance

So HR needs to change and invest in the current workforce priorities

Wellbeing	Org Agility	Upskilling
Employee Experience	Tomorrow's workforce priorities, today	Culture & Purpose
Tomorrow's Digital Partnership	Diversity & Inclusion	Compliance

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Employee experience is defined through 'fulfillment'

"Three Hallmarks" of Fulfillment

Three hallmarks of a fulfilling experience at work:

1. **Relationships**: A sense of belonging and connection to others
2. **Impact**: Progress towards a set of goals we believe in
3. **Growth**: Personal challenges that we have overcome

Fulfillment-Supporting Behaviours

There are several behaviours that support fulfilling experiences.

1   **2**   **3**

Relationship	Impact	Growth
Invest time to get to know your team and colleagues on a personal levels	Share an end-to-end view of how everyone's piece fits into the bigger picture and interdependencies	**Tolerate and celebrate mistakes** and create safe space for your people to learn from them
Promote open communication about others' priorities, timeline, and objectives	Define **crystal-clear objectives for solving the problem** at hand	**Give and ask for feedbacks** to improve yourself and others
Recognise individual for a job well done	Reward **delivery of results**, not only activity	Dare your team to **challenge the status quo** and try new things

While pay is a main factor, purpose and authenticity round out the top three characteristics employees are looking for at work
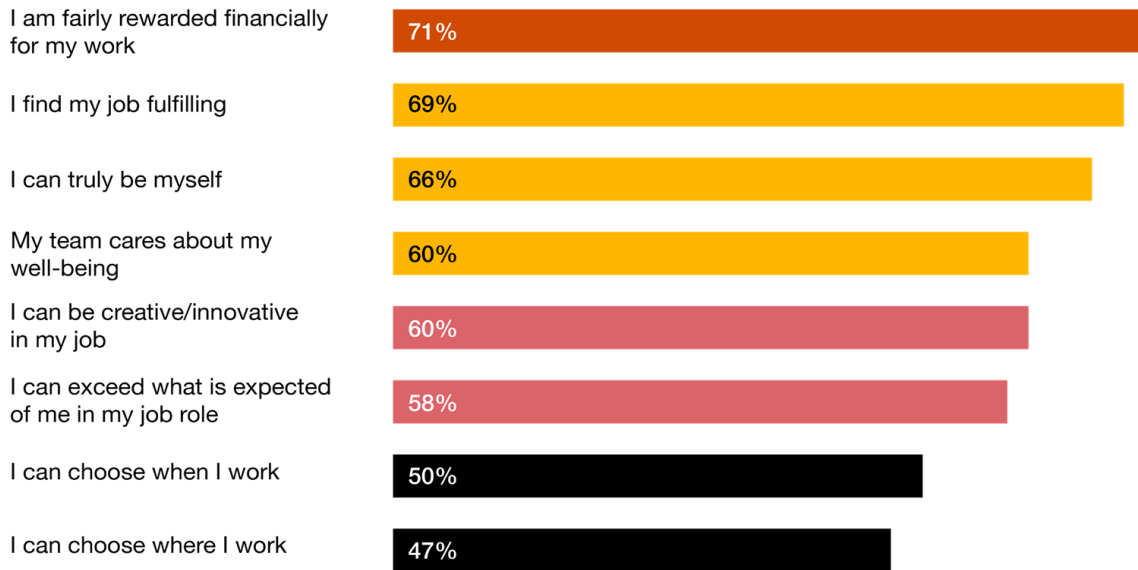
Q. How important are the following factors to you when considering making a change in your work environment? (Showing only "extremely important" and "very important" responses)

Top 3 of Thailand are:
I am fairly rewarded financially for my work - **81%**
I find my job fulfilling - **81%**
I can truly be myself - **81%**

Meaning matters to employees

Most important factors when considering a change in work environment, % of respondents[1]

- ■ Compensation
- ■ Meaning
- ■ Confidence/competence
- ■ Autonomy

Factor	%
I am fairly rewarded financially for my work	71%
I find my job fulfilling	69%
I can truly be myself	66%
My team cares about my well-being	60%
I can be creative/innovative in my job	60%
I can exceed what is expected of me in my job role	58%
I can choose when I work	50%
I can choose where I work	47%

[1]Respondents who selected extremely or very important.
Source: PwC 2022 Hopes and Fears survey of 52,195 workers across 44 countries and territories

Source: PwC's 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories

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In December 2022 OpenAI / ChatGPT took the world by storm.

A large language model developed by OpenAI, revolutionized the field of natural language processing and took the world by storm when it was released in December 2022. It achieved the impressive feat of exceeding the pace at which Netflix, Facebook, Spotify and Instagram reached 1 million users, demonstrating the growing demand for advanced **Generative Artificial Intelligence (AI) technologies**.

Netflix 3.5 years

AirBnB 2.5 years

Facebook 10 months

Spotify 5 months

Instagram 2.5 months

ChatGPT by OpenAI 5 days

Build GenAI for HR

Virtual assistance for Internal communication:
It can be used to build *a virtual assistant* that can *facilitate internal communication* within the company, such as company news, events, HR policies.
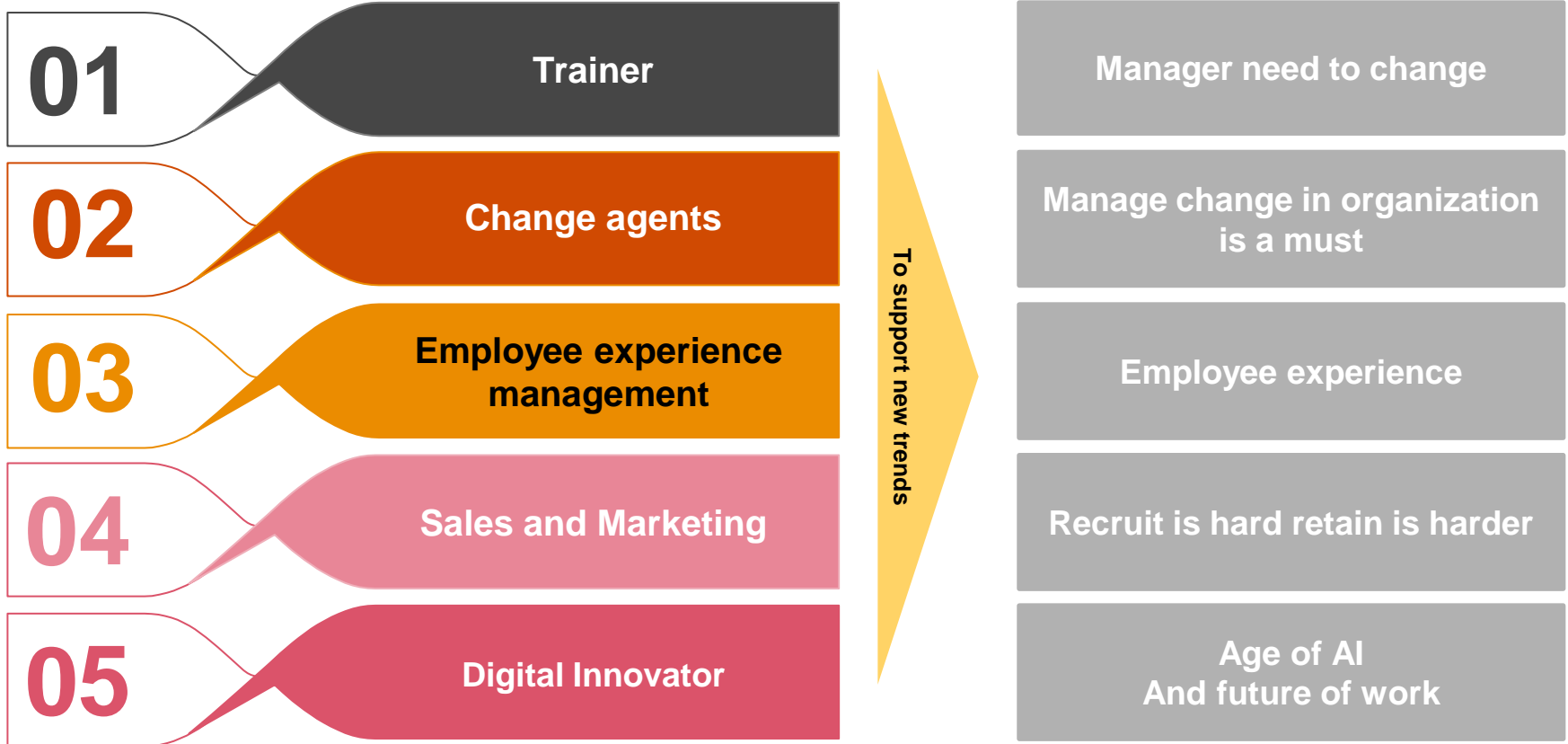
Virtual assistance for well-being:
It can be used to build *a virtual assistant* that can *help employees with their mental and physical well-being*, such as providing stress management tips, or scheduling virtual sessions with a counselor.

Knowledge management:
It can help with *employee knowledge management* by providing quick and accurate answers to employee questions through natural language processing, reducing the need for employees to search through multiple sources for information and freeing up time for more value-added tasks.

5 Essential HR Roles in 2023

01 Trainer → Manager need to change

02 Change agents → Manage change in organization is a must

03 Employee experience management → Employee experience

04 Sales and Marketing → Recruit is hard retain is harder

05 Digital Innovator → Age of AI And future of work

To support new trends

PwC

Essential HR Skills in 2023

01 Manager need to change
- Communication Skills
- Empathy Skills

02 Manage change in organization is a must
- Change management skills
- Compliance knowledge skills
- Business Acumen

03 Employee experience
- Employee engagement
- DEI Diversity, Equity and Inclusion
- Emotional intelligence (EI)

04 Recruit is hard retain is harder
- Recruiting Management
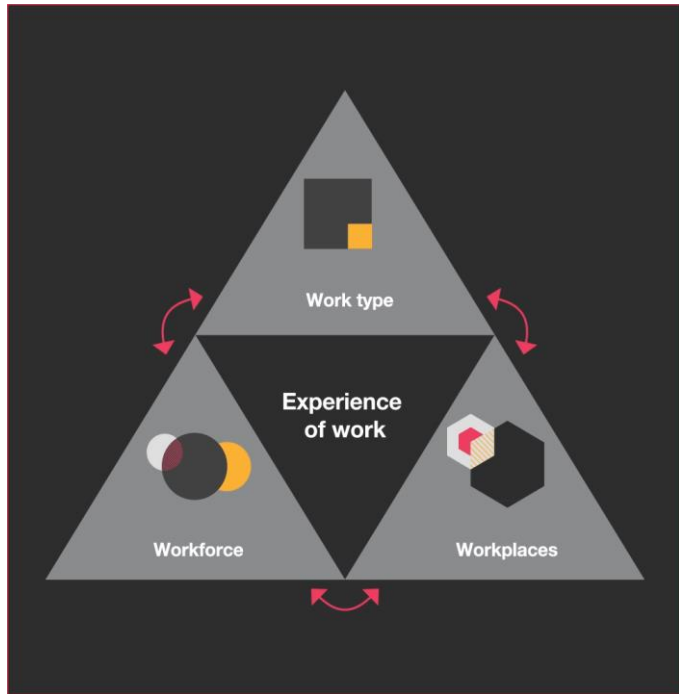- Talent Management

05 Age of AI And future of work
- Data Analytic
- Tech Savvy
- Flexible and Adaptability

PwC's Future of Work

PwC's frames the Future of Work around the Work Type, Workforce, and Workplace- At the core of which is the experience of work

	What kind of work do we do?	• Nature of work
		• Remote-ability
		• Automation and AI

	How do our workplaces enable our people?	• Physical infrastructure
		• Digital enablement
		• Workplace safety

	What kind of workforce do we need?	• Supply + demand
		• Skills and capabilities
		• Diversity and inclusion

	How will we energise and inspire our people?	• Purpose and meaning
		• Cultural realities
		• Wellbeing and mental health

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