**Lecture 60: Diversity, HRD Ethics, and
Future of HRD (Contd.)**

So welcome to the final session on this last week course that is we are going to discuss about the future of human resource development.

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So we are going to talk about future of human resource development, the idea you see you a lot of changes are happening at the work place, in the technology, in the economy, in the society, like everywhere and new issues are coming up, so how it is going to change the HRD, the scope of activities that is to be taken by HRD professionals, what kind of competency would be

required in order to deal with these kinds of  challenges and changes by the HRD professionals and what they need to do actually so that they remain viable.

So ultimately at the end of this session, the final session, this is what we are going to discuss in the name of future of human resource development.

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So now when you are going to talk about the future of human resource development. See there are two things, first, where it is required and what it does, so if you look at HRD it is needed everywhere and it has a role in every activity, when you are going to start it, whether you are going to stabilize the business at the time of growth or when the organization is facing storms or challenges.

Because the growth and development of an organization at any stage actually depends upon the people, so depending upon the requirement you have to see that what kind of interventions you need to plan to ensure that at each stage of the organization it is able to do well, and the people are able to face challenges of the environment and then they are able to handle them effectively.
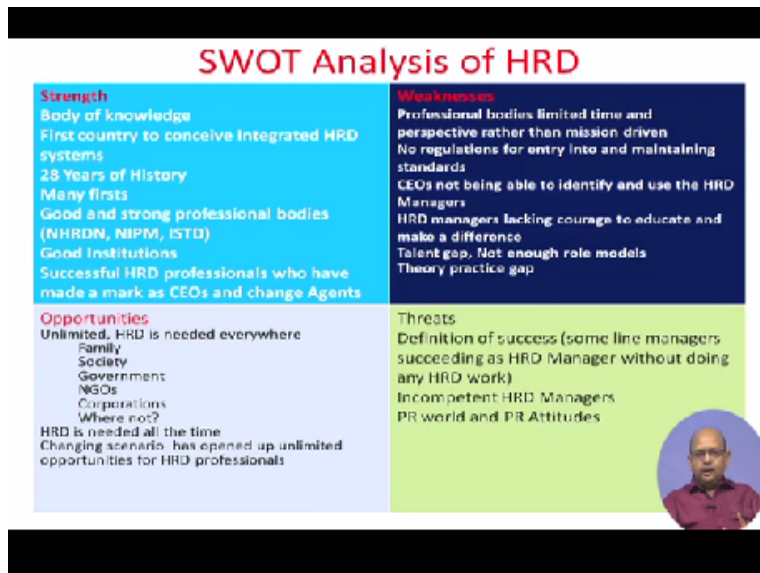
So see, probably we have a misconception that HRD has a role only in the organization. HRD has a role everywhere so you are going to move out beyond the human resource activity of the HRD beyond organizations and they are also going to include in family, society, government, NGO's, everywhere, so that you can find that the role of the HRD not only limited to the

management of the organization but it could be inculcated in the family so you can decide about what is to be done and how it is to be done.

For the society also because people actually belong to the society so how the quality of life could be improved in addition to their working life. Do you know that government has met lot of HRD so if you look at the national HRD framework you have to find kind of policy related to education and  training  that is set up by the government, and what kind of role HRD can play there  and similarly you can also work with the NGO's that in what way they could be developed and trained so that they are going to perform effectively.

For what role they have taken up, so these are the two things that we need to talk about. First HRD can help organizations at different time periods of their growth and life cycle. Similarly HRD should not be limited only to the management and the organization but you need to extend it beyond that and you can inculcate other sectors as well where you can find your utility.  So when you are going to discuss about the future of human resource development.

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**SWOT Analysis of HRD**

| Strength | Weaknesses |
|---|---|
| Body of knowledge<br>First country to conceive integrated HRD systems<br>28 Years of History<br>Many firsts<br>Good and strong professional bodies (NHRDN, NIPM, ISTD)<br>Good Institutions<br>Successful HRD professionals who have made a mark as CEOs and change Agents | Professional bodies limited time and perspective rather than mission driven<br>No regulations for entry into and maintaining standards<br>CEOs not being able to identify and use the HRD Managers<br>HRD managers lacking courage to educate and make a difference<br>Talent gap, Not enough role models<br>Theory practice gap |
| **Opportunities**<br>Unlimited. HRD is needed everywhere<br>    Family<br>    Society<br>    Government<br>    NGOs<br>    Corporations<br>    Where not?<br>HRD is needed all the time<br>Changing scenario has opened up unlimited opportunities for HRD professionals | Threats<br>Definition of success (some line managers succeeding as HRD Manager without doing any HRD work)<br>Incompetent HRD Managers<br>PR world and PR Attitudes |

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To start with first of all we have to go for a analysis of human resource development, for what it does, what does it have, what are its weaknesses especially I am talking about it in Indian context, what kind of opportunities are available, whether you can extend your activities and what kind of threats you are facing.

Now if you like at the strength you can see that yes we have a good knowledge, best of knowledge so for as HRD activities, the kind of interventions should be planned, all kind of things, and India is the first country where you have an integrated HRD systems and many industries actually initiated this process in the 70's itself like L&T.

We have 28 years of history for human resource development especially in organized form in organized sector, and we have lot of activities that is happening in the name of human resource development, and we have very good strong professional bodies like National Human Resource Development Network, National Institute of Personal Management, Indian Society for Training and Development, these are the professional societies which actually work for the growth and development of people.

Which are very, very much concerned you will find that related to human resource development? There are lot of institutions which impart training in the area of human resource management and the idea of this is that you are going to train good professionals in the human resource development, and you know that many professionals who have been trained have become CEO's of the company or senior executives, so this is the strength that have been organized.

Now if you look at the opportunities as I told you that HRD should not be limited only to working with the organizations but you can extend your scope of activities to other sectors as well, society, government, NGO's, in addition to corporate, and it is always required because changes are happening everywhere. So how people are going to cope up with these changes that is the way you are going to contribute.

So you have unlimited opportunities and HRD professionals to contribute to the growth and development of all the sectors not only in the corporate. So we talked about the strength and opportunities that we have, at least in our Indian context. Next we are going to talk about the weaknesses. So if you look at these professional bodies they have not been very active, they are not working professionally but their mission has been driven and they have certain objectives and they try to fulfill it.

And there is no standard that is maintained by these, most of these regulatory bodies, there is no regulation also that who is going to enter into these kind of profession, how you are going to maintain the standard of this profession. For example those who work in the area of clinical psychologies they award it and but they regulate and maintain the standards of practice, clinical practice but when it comes to human resource development we do not have any regulation in maintaining the standards.

Some of them have been sent by these organizations but that is just like a code of conduct, and similarly you will find that CEO's have not been able to identify new HRD managers positively and effectively. And sometimes HRD manager is also not educated, trained enough to make a difference in the organization because CEO's want them to be change creators.

CEO's are there to become strategic partners and probably because of their lack of knowledge and skill HRD managers have not been able to make a mark on that account, so this is a talent game and due to that we do not have role models in the field of HRD. He is a person, he is a manager or he is a professional who could be followed up, and there is a lot of gap in the theory and practice. What we teach in the name of theories is not being practiced in the organization.

So these are some of the weaknesses of human resource development in our country and then finally we are going to talk about the threats. Now if we look at the threats, what are the threats that we have? How we are going to define the success of HRD manager and you will find that in

many companies you do not have a trained professional HRD manager and then line managers are taking up these activities.

HRD managers are not professionally trained so that they are not competent enough because this job is being performed by anybody and you think that HRD can be done by anybody any managers, so do you think that HRD is basically for public personal relations and they should have these kind of attitude, so they are not met for public relations, to maintain contact without side world, you have a separate public and media relationship.

HRD is for the growth and development of the people so they need to contribute in that way and that is why with these strength probably we need to capitalize this strength and find out what kind of person is available, try to work out our weakness and see how these kind of threats can be mitigated, So here what I am trying to do is trying to present you a, another phase of the HRD profession, HRD managers and the kind of things that they do and based on these analysis has been made.

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### HRD Competencies needed for future

- HRD practitioners are being increasingly challenged by the dynamics of a changing workplace (Garavan et al, 2007).
- HRD practitioners need to be able to embrace change and ambiguity (Mankin, 2001).

Moving further we have to see that what kind of HRD competencies would be required so that you are able to work on both weaknesses since there are a lot of changes that is happening at the work place so HRD practice are also being challenged, so they need to come out with those competencies which is required for them to grow and develop. It means they have to embrace both the change and ambiguity which is created by the environment in terms of uncertainty, unpredictability, because that is happening in the environment.

So they should be aware about what kind of things are happening in the environment and how it is going to impact the organization and then accordingly decide what kind of interventions or HRD strategy they are going to have.
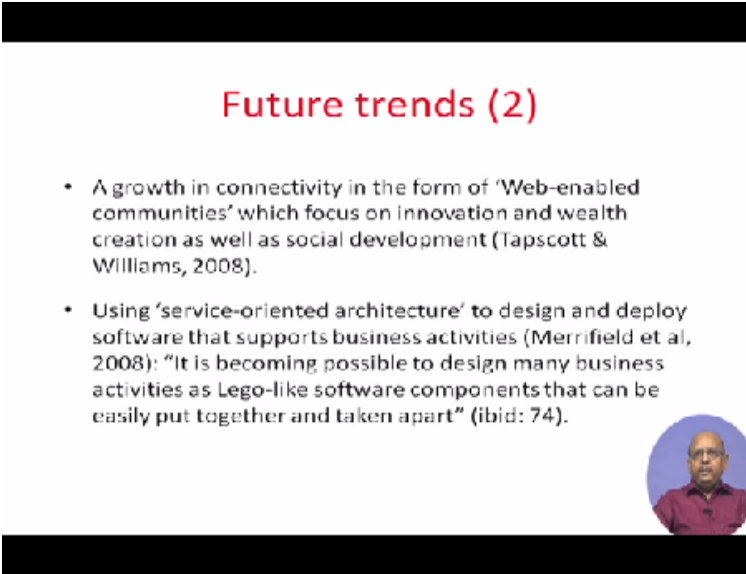
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So if you look at some of the future trends that we are going to talk about is that customers are replaced by prosumers, so this is the new term that I came across who create rather than simply consume goods and services. Now you will be asking questions what do you mean by prosumers, prosumers means you are acting as producers as well as consumers both at the same time.

For example media, you are producing and then you are consumer so you could create rather than simply consume goods and services, so you are not going to do customers of the product but you are also going to produce certain things. Then globality which is going to characterize global markets because we are going to compete in a global market with every one from every where and for everything, so that requires a creation of a new mindset which embraces profit and competition along with sustainability and collaboration.

So you need to train managers in such a way so that they are able to face these kind of challenges and also need to create a mindset so that they are able to do these things with, keeping in mind these sustainability and how they are going to collaborate with others to ensure that they are going to succeed in any competitive market.
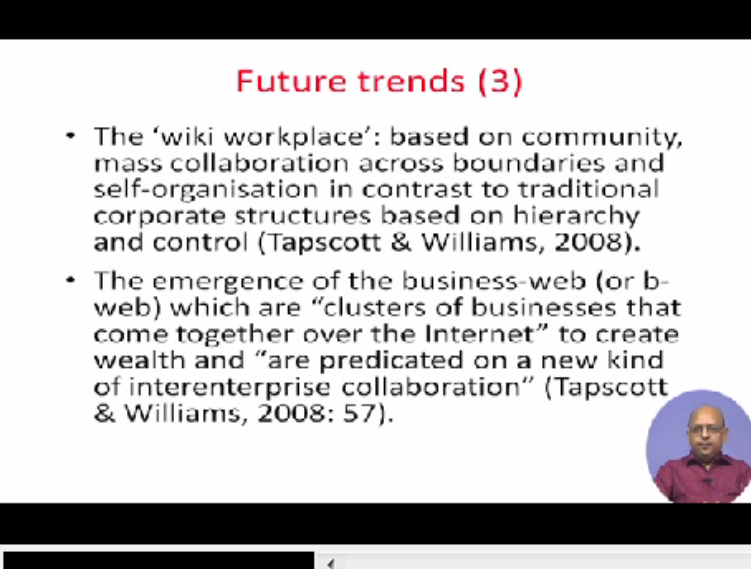
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Look at other future trends, now we are going to live in a community which is connected through web, web enabled community, and which focuses more on innovation and growth or wealth creation including social development, So if that is happening it means that you have to be pro active with social media, you find out what they are thinking about and then you also need to create a service-oriented architecture (SOA).

It means you need to design and deploy software which is going to support business activities everywhere, anytime, and then you are going to look at everything. So you are going to basically design businesses or activities like software components that can be easily put together and taken

apart whenever it is required. And that kind of socially oriented architecture has to be designed by the HR managers so that they could better connect through all kind of media including social media or where you are going to have communities which is well connected with the internet and these kind of things.

Another trend, wiki, most of you might have been looking at references by using these kind of things where you are going to collaborate on a mass basis across boundaries and geographies. So earlier you used to have corporate structures based on hierarchies and control, now we are going to have structures which could be networked, hybrid or in virtual networks you can have, visual structures where people are going to work from different places, geographies, cultures, countries, living at different places connected through internet, these kind of things.

So this kind of business where clusters of business which are coming together at the internet to create wealth, so this kind of, basically you are trying to create a new kind of enterprise, so what kind of collaboration would be required and what kind of things can be done by HRD to ensure that they are succeeding, that is another important thing.

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Moving next, multiunit enterprises, they are growing very fast, organizations are moving across boundaries, geographies, so you have branches, service centers, restaurant, stores, everything and then aggregating into larger groups of geographical units based on the districts, regions and divisions, that is one thing.

Second is social and environmental entrepreneurs, earlier we use to have business entrepreneurs, now we have social entrepreneurs who work for the cause of society, in fact they try to do something or try to create or innovate something which is going to help society. So it is a new perspective on value creation, so how we are going to tackle those things or issues that is going to be related to the people. So what kind of problems they are going to face, what kind of solutions you are going to provide them when it comes to risk or managing these kind of systems, so this is going to create new challenges for the HR people.

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**HRD implications of future trends (1)**

- Integrating the learning needs of 'prosumers' ( producers and consumers) into the organisation's HRD strategy.
- Developing and improving learning and development processes to develop and retain talented employees [Sirkin et al, 2008 refer to an employee's 'learnability'].
- Facilitating collaborative activities (e.g. innovation projects).
- Facilitating inter-organisation and inter-government collaboration.

So HRD has implications for these kind of feature trends, you have to actually integrate the learning need of the prosumers that producers and consumers into the organizational HRD strategy. You have to develop and improve learning and development processes to develop and retain talented employees, it means that you need to look at this learn ability of the employees and you go for collaborative activities for innovation projects.

And you also see that what kind of inter-organization and inter-government collaborative work and facilitated by the HRD activities, so we have seen that what are the trends.

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**HRD implications of future trends (2)**

- Understanding how technology can be used to sustain competitive advantage.
- Developing an organisation's collaborative capabilities.
- Facilitating online collaboration.
- Embracing technology as a vehicle for learning.
- Supporting knowledge transfer processes

Now we are discussing about what needs to be done by the HRD people. So they have to understand how technology can be used to sustain competitive advantage, so then it would develop the capability, collaborative capabilities so that the organizations are going to work together through online collaborations using technology as a vehicle of learning and having a knowledge management system for transfer of the knowledge.

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### HRD implications of future trends (3)

- Developing employee competence in entrepreneurial skills (e.g. risk-taking).
- Developing employee competence in creativity and innovation.
- The design, implementation and review of HRD interventions aimed at value creation through improvements in social, health, education and the environment.
- Supporting organisation design processes.

Moving next, they also need to develop employee competence especially entrepreneur abilities like risk taking in these kind of things. They also need to see that employees develop their competencies related to creativity and innovation. If you really want to develop entrepreneur, social entrepreneur, environmental entrepreneurs apart from business entrepreneurs then we have to see that what kind of competence would be required.

Similarly you also need to design development and review HRD interventions which is aimed at value creation, how improvements in social health, education, environment. It means that you are going to ensure that your HRD interventions is going to create ethically and socially responsible organization which takes care of its community, society, and environment, that is very, very important.

And finally you are going to support organizational design processes, you are going to design restructure or redesign certain processes of the organization which facilitate these kind of activities, so you can go for changing the structure of the organization, you can go for the change in the business process of the organization, you can go for change in the culture and systems of the organization, so the processes of the organization need to be redesigned to facilitate these activities so that people are trained in being creative and innovative and you are going to design your HRD system in such a way so that it is going to create a value for everybody.

Not only for the organization stakeholders, shareholders, you remember we talked about share holders in and stakeholders theory, so organization can work in a ethically and socially

responsible manner only when it takes care of all these stakeholders in the process. So HRD has to think beyond profit maximization at the end of the organization and move further to include these kind of agenda and their activities and then according this they need to design interventions so that these agenda could be taken up and the improvements on these accounts.

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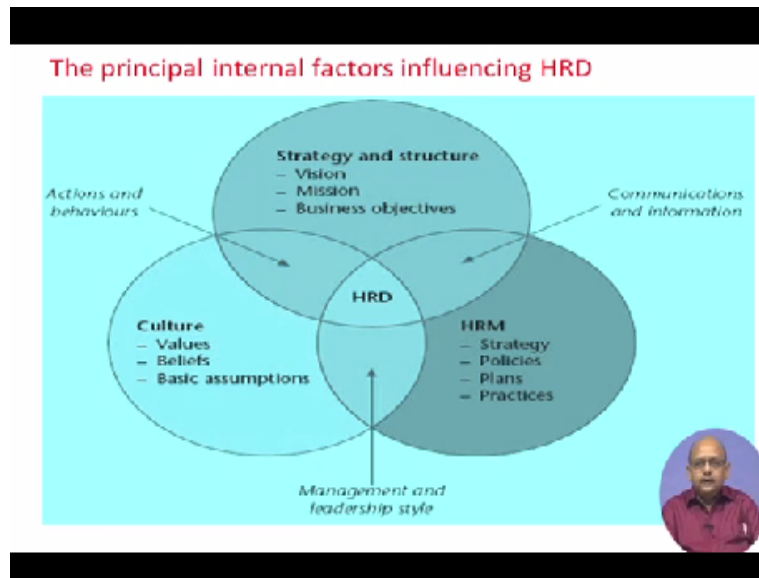


Moving further if you look at how you are going to integrate these factors into HRD and how they are going to affect HRD activities. Now there are two things, if you look at this, at the center is the human resource development activities. Now we are going to talk about human resource development, it means designing, learning interventions, or other interventions as well, it is going to be influenced by three things and you need to integrate these internal factors in designing the HRD interventions, and what is the area you are going to do it?

Now if you look at strategy and structure the structure of an organization follow this strategy that you have adopted because your strategy has to be dependent upon the strategy, so when you are talking about strategy it means it has to be guided by the vision, mission, and what kind of objective you have and accordingly you develop your strategy which is followed by designing a structure which facilitates growth and development.

On the other side you also need to develop or create a culture and do you remember we talked about creating a learning culture and organization? So when you are going to create a learning culture accordingly you need to see that what kind of values, beliefs, and assumptions are

developed by the people related to organizations, what kind of norms they have, and how in turns these norms are there because this is going to decide your behavior.

Third is your human resource strategy, so when you are going to look at human resource strategy you have to look at what kind of policies, practices you adopt to make people happy and satisfied, and since HRD is a part of HRM broadly speaking and it is not only going to be influenced by the kind of systems and policies you are going to have but also affected by the strategy and structure and the culture.

Because strategy and culture is going to identify your behavior and actions while integration of strategy and HR is going to see your communication and information, how you communicate these things to the people and what kind of policy and system is going to support it. Then culture and HRM is going to decide about what, that is about your leadership style and the systems and practices of the management.

So if you look at this you will find that all these factors are going to influence the way you are going to design and develop your HRD  interventions, why it is important because it is linked with the strategy HRM because being a part of it and you need to create a culture of continuous learning and development so that these kind of practices are sustainable in nature, and people are continuously ready to face the challenges of the external environment which is constantly changing.

Do you remember when we were talking about what kind of competencies people require to face the challenges of the change so you should be able to see that it is able to address or try to facilitate people through learning and development activities so that they are able to reach the goals and objectives of the business?

At the same time you also have systems and practices to make them happy and satisfied because they are contributing to the goals and objectives of the organization and similarly you also make sure that you have enabling culture which facilitates these kind of activities in the organization, and that is why we try to link it here and see how it is influenced.

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The principal challenges facing the HRD practitioner in the future

- Adopting a leadership role;
- Acting as a catalyst for social change;
- Transforming performance management systems;
- Ensuring HRD interventions add value;
- Building intellectual capital;
- Innovating new products, services and processes;
- Supporting new organisational designs;
- Supporting formal and informal HRD practices.

So what are the challenges basically for the HRD practitioners? You need to adapt the leadership role, so you need to act as a strategic business partner; you also need to act as a catalyst for social change apart from bringing about the change in the organization performance. You also need to ensure that the performance management system is totally transformed, it is aligned with the goals and objectives of the organization, so individual and organizational goals are aligned together.

Make sure that HRD interventions add value in monetary terms and both in non monitory terms as well. One of our objective could be also to build intellectual capital which not only include human capital but other forms of capital, you remember we talked about that in the last week. Similarly you also make sure that your people are ready and trained in such a way so that they go for innovation of products, services, and systems.

Go for bringing about the change in the design of the organization and support all kind of practices whether it is formal or informal in the organization and that is how you are going to participate and contribute to the growth and development of organizations in future so that they can compete in a changing environment.

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Figure 15.5 Future challenges facing HRD practitioners
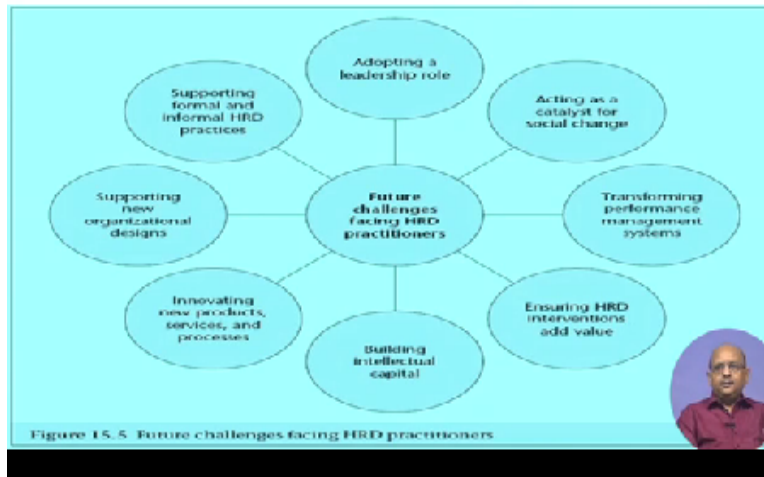
So what are the challenges basically, look at this, basically what we have been talking about, all of them are creating a challenge for the organization, whether it is adopting a leadership style or acting as a social change, or transforming the system performance management system or designing HR interventions to add value, or trying to build up intellectual capital which may consist of number of capitals, or innovating new product services and processes, or changing about the design or supportive learning through formal and informal processes. All this is going to create challenges for the HRD practices in the future.

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So what will be the role of the HR's? Creating synergy, building teams, creating culture, managing performance, no more system developer, systems will be outsourced so you need to see that what needs to be done and that is where you are going to visualize your role as a future HRD manager.

Now moving to the next slide here we are going to discuss that as a future HR manager what are the competencies that would be required for you? In a nutshell you need to act as a strategic thinker and when we say that you are going to act as a strategic thinker it means that you need to act as a strategic business partner, means that you should be able to align the goals and objectives of the HRD with the goals and objectives of the organization to see that how it contributes in better organizational performance.

You act as a leader in deciding what is to be done, then as a entrepreneur, it means you need to create and innovate new things and processes, systems and processes. You must be familiar with

the technology so that you can plan interventions accordingly and then you need to bench mark your systems and practices with the best in the world, you have to go for global benchmarking and see whether you are going to meet those benchmarks or not in terms of adopting systems and practices which are adopted by the best company.

But at the same time you also keep the local factors, the cultural factors in the mind and accordingly you do your systems and practices. Then you take initiative because  most of the case it has been find that the HRD managers are, when they are asked to do something then they do. You initiate what needs to be done for the organization and you should be able to visualize the future of the organization and accordingly you see that what kind of competencies that could be required by the people.

So ultimately you are going to act as a all rounder, researcher and also a behavioral systems creator, that means you are going to create or bring about the change in the behavior on a regular basis so that people are able to compete. So we have discussed about what could be the future role of HR managers and finally we are going to submit up now, so thank you very much for this and I hope that you have enjoyed.

 This course properly and if you need any reading material or if you require anything that you can mail me, and we will also provide a lot of reading materials supplement, whatever through video and opportunities so if you have any queries you can write to me and please do provide your feedback, thank you very much.

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**Thank You!!!**

Hope you have enjoyed the entire course.
We will also provide reading material related
of
this course.
Please mail if you have any queries related to
this course.
Provide your feedback
Kailash BL Srivastava