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**Harvard  
Business  
Review**

SPECIAL ARTICLE COLLECTION

**PREPARING FOR  
THE FUTURE**



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Dear Friends,

We are very happy to share this collection of some of the best articles from *Harvard Business Review* on strategies to prepare for the future of HR. This is a unique arrangement that we have worked out with Harvard Business Publishing for our members and the HR community.

As promised, NHRD will be a trusted development partner for budding HR professionals. We aim to bring great learning to you so that you stay ahead of the curve. Hope you will find this very valuable.

All the more reason for you and your friends to become members of NHRD!

Wishing you a fulfilled learning experience.

**Sincerely,**

**Dr Krish Shankar**

**National HRD Network**

## Bright, Shiny Objects and the Future of HR

By John Boudreau and Steven Rice

Many of us have had the experience of listening to a talk and suddenly making a connection between the speaker's big idea and a challenge we face at work. To listen to David Rock, of the NeuroLeadership Institute, for example, is to have one's eyes opened to recent neuroscience research.

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## Work in the Future Will Fall into These Four Categories

By John Boudreau

Organizations are more boundary-less, agile, global, and transparent—and will be even more so in the future. Work and workers (yes, humans) will always be essential to organizations, but organizations themselves will be more diverse, and work will be organized, structured, and done in new ways, increasingly through arrangements outside of regular full-time employment.

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## The Future of Human Work Is Imagination, Creativity, and Strategy

By Joseph Pistrui

It seems beyond debate: Technology is going to replace jobs, or, more precisely, the people holding those jobs. Few industries, if any, will be untouched.

Knowledge workers will not escape. Recently, the CEO of Deutsche Bank predicted that half of its 97,000 employees could be replaced by robots. One survey revealed that “39% of jobs in the legal sector could be automated in the next 10 years.

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## HR Goes Agile

By Peter Cappelli and Anna Tavis

Agile isn't just for tech anymore. It's been working its way into other areas and functions, from product development to manufacturing to marketing—and now it's transforming how organizations hire, develop, and manage their people.

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## **A 5-Part Process for Using Technology to Improve Your Talent Management**

By Herminia Ibarra and Patrick Petitti

At the law firm Allen & Overy, the idea of replacing traditional, annual performance appraisals with a technology-enabled continuous feedback system did not come from human resources. It came from a leader within the practice.

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## **How Leading Companies Build the Workforces They Need to Stay Ahead**

By Michael Mankins

The strategic underpinnings of most companies' workforce plans should change dramatically as a result of technological innovation. Digital transformation, the industrial internet, advanced analytics, artificial intelligence, robotics, machine learning, and a plethora of other innovations are fundamentally changing the nature of work.

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## **HR Leaders Need Stronger Data Skills**

By Evan Sinar, Rebecca L. Ray, and Adam L. Canwell

An old saying sums up the data skills of most HR professionals: "The shoemaker's children go barefoot."

In today's tightening labor market, HR leaders must work relentlessly to develop and recruit people who advance digital transformation across their organizations. Yet most have struggled to advance their own digital competencies.

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## **The Future of Leadership Development**

By Mihnea Moldoveanu and Das Narayandas

The need for leadership development has never been more urgent. Companies of all sorts realize that to survive in today's volatile, uncertain, complex, and ambiguous environment, they need leadership skills and organizational capabilities different from those that helped them succeed in the past.

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## Where Companies Go Wrong with Learning and Development

By Steve Glaveski

Organizations spent \$359 billion globally on training in 2016, but was it worth it?

Not when you consider the following:

- 75% of 1,500 managers surveyed from across 50 organizations were dissatisfied with their company’s Learning & Development (L&D) function
- 70% of employees report that they don’t have mastery of the skills needed to do their jobs

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## Nimble Leadership

By Deborah Ancona, Elaine Backman, and Kate Isaacs

Nobody has really recommended command-and-control leadership for a long time. But no fully formed alternative has emerged, either. That’s partly because high-level executives are ambivalent about changing their own behavior.

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## Cross-Silo Leadership

By Tiziana Casciaro, Amy C. Edmondson, and Sujin Jang

Though most executives recognize the importance of breaking down silos to help people collaborate across boundaries, they struggle to make it happen. That’s understandable: It is devilishly difficult.

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## Collaborative Intelligence: Humans and AI Are Joining Forces

By H. James Wilson and Paul R. Daugherty

Artificial intelligence is becoming good at many “human” jobs—diagnosing disease, translating languages, providing customer service—and it’s improving fast. This is raising reasonable fears that AI will ultimately replace human workers throughout the economy.

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## How Automation Will Change Work, Purpose, and Meaning

By Robert C. Wolcott

The vast majority of humans throughout history worked because they had to. Many found comfort, value, and meaning in their efforts, but some defined work as a necessity to be avoided if possible. For centuries, elites in societies from Europe to Asia aspired to absolution from gainful employment. Aristotle defined a “man in freedom” as the pinnacle of human existence, an individual freed of any concern for the necessities of life and with nearly complete personal agency.

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## Transforming Today’s Bad Jobs into Tomorrow’s Good Jobs

By Zeynep Ton and Sarah Kalloch

All eyes are on the future of work and the impact that automation and machine learning will have on U.S. jobs. The blizzard of conferences, initiatives, articles, and reports on how to prepare for the changes technology will bring to our economy is important. But so is today—and it feels to us like the futurists are leaving behind what’s happening now.

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