



Future of HR 2020: Which path are you taking?

Four interconnected focus areas of pathfinding HR organisations

Pathfinding (adj.): finding a new course or way, especially through or into unexplored areas.

Shaping workforce insights

40% of respondents identify **enhancing analytics capabilities** as among the top three reasons for their organisations' investment in HR technology

35% of pathfinding HR organisations plan to experiment with **AI** within 2-3 yrs

46% of pathfinding HR functions ranked **data scientist** within their top three roles to invest in within the next 2-3 years



Shaping the workforce for the future

Over **1/2** of HR Execs agree that **preparing the workforce** for AI will be their biggest challenge

To manage impact of AI on the workforce, at least **3 in 5** HR Executives are prioritising **upskilling**; **3 in 4** for pathfinding HR

3/4 of pathfinding HR organisations agree that HR needs to actively challenge the future **workforce composition** (who to buy, build, borrow, bot)



Shaping the employee experience (EX)

Almost **1/2** of pathfinding HR organisations identify **design thinking** as a top ranking skill required by the HR function to add value to their organisations. This capability is used in the context of experience design efforts to address the **'moments that matter'** to different types of workers

Pathfinding HR were **3x** more likely to **'strongly agree'** that EX is a strategic priority for the entire organisation

95% of respondents are **prioritising EX** as a focus area

About this KPMG survey: The data published in this report is based on a survey of 1,362 HR executives from 55 countries across 31 industries. The survey was conducted between June and August 2019.

Shaping a purpose-led culture

61% of respondents are in the process of aligning their organisation's culture with their organisation's **purpose**

Pathfinding HR were **6x** more likely to **'strongly agree'** that they have a strategy to maintain the right culture for their organisation and **5x** more likely to have **dedicated culture roles** within HR

71% of pathfinding HR strongly agree that HR is playing a **vital role** in establishing the right organisational culture

