

PMC SAYS



Benjamin Chan
Senior Practising Management
Consultant (SPMC)



Peter Lee
Domain Area Committee
(DAC-HR) member and review
panel member

Q&A

New HR Trends and Strategies

Businesses operate in a dynamic environment with constant changes and new challenges, not least of which are those that come with an ever-evolving workforce. Hear Senior Practising Management Consultant (SPMC), Benjamin Chan (**B**) and Domain Area Committee (DAC-HR) member and review panel member, Peter Lee (**P**) share their thoughts on the latest human resources strategies.

WHAT ARE SOME OF THE NEW TRENDS IN HR?

P: There will be greater use of behavioural science findings to improve employee engagement, work culture and productivity.

B: Mobile revolution in recruiting is an important trend. Job candidates are increasingly mobile looking at career pages of companies from their smartphones or tablets. SMEs need to embrace mobile recruiting. Career sites and job postings must be mobile-optimised and user-friendly to make access easier. Smartphone and tablet landing pages should be more than just the miniature versions of career page on websites. Attract the candidates by simplifying the application process. An easy one-button application may attract highly qualified and passive candidates with relevant experience who may put in an application on impulse.

Another trend will be the entry of Gen Z (age 16 to 19 years) into the job market. SMEs need to know the characteristic traits and values of this new generation of techno-savvy job seeker. SMEs would

benefit if they adapt their leadership and management styles accordingly. Managers of Gen Z workers need to be authentic and lead by example or adopt a servant leadership style rather than one which is directive or commanding. The Gen Z worker is more comfortable with a highly engaging and interactive style of management that is complemented with open communication.

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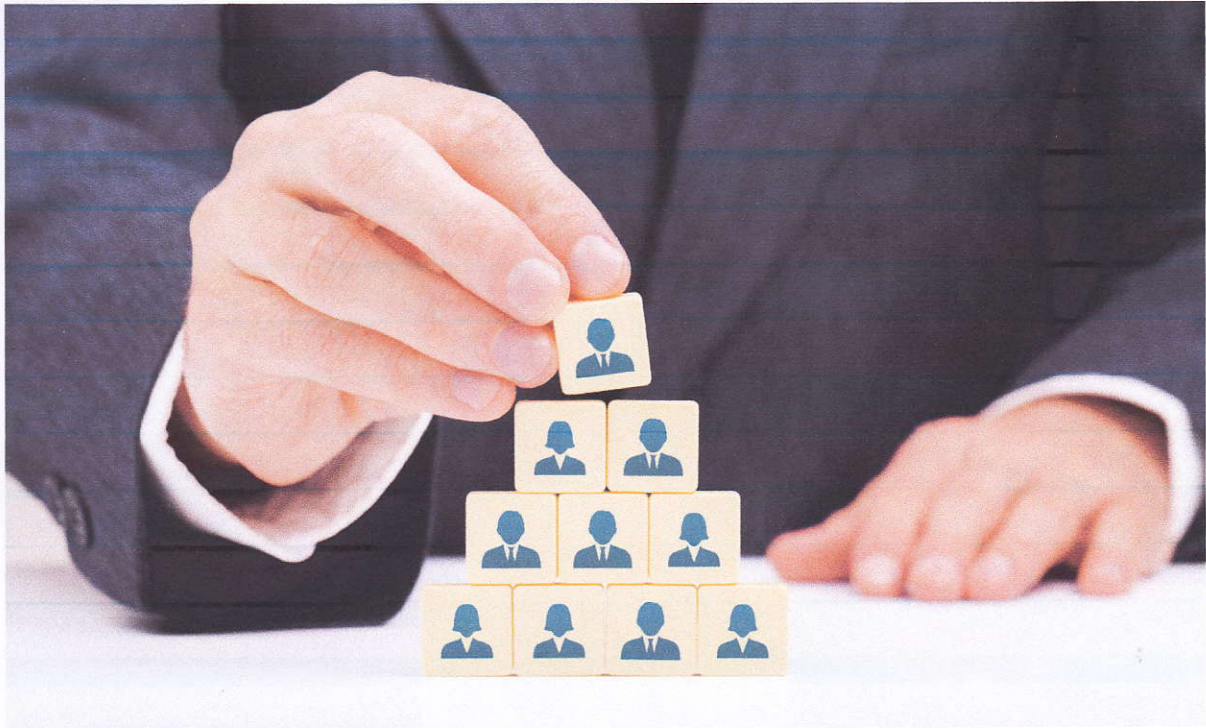
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says Peter Lee.

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WHAT ARE THE KEY CHALLENGES THAT HR MANAGEMENT CONSULTANTS FACE TODAY?

P: Convincing top management that people management and the trust gained from workers are just as important, if not more important, than hard business numbers. Many CEOs still regard people management as an intangible measure, and it is difficult for them to gauge the success of good people management. HR needs to continually justify and prove itself to be worthy business partners in the sense that it can fully contribute towards key business issues.



B: Gaining the trust of SME owners that the qualified PMC has the domain expertise and experience to diagnose and solve the problems to their complete satisfaction. An ensuing challenge is that when the trust is gained, SMEs will pile their issues and problems onto the PMC 24/7 and expect the issues to be resolved in the shortest possible time.

WHAT IS YOUR ADVICE TO PMCs TRYING TO COPE WITH TODAY'S HR CHALLENGES?

P: The PMC must learn to understand and work through line management and business issues in order to better relate to business managers. As a consultant, they must be experienced and credible about actual organisational and business issues - rather than just rely on HR best practices - so that they can recommend customized and best-fit, rather than best practice, solutions.

B: Try not to take on more projects than you can manage at any one time otherwise you may compromise on your work quality and delivery. Focus on your strengths and passion to help SMEs shape their future. Be versatile with multi-faceted skills and yet be specialised in your core domain areas. SME entrepreneurs are looking for professionals with relevant expertise and experience to partner them for the long haul, to strategically grow their businesses locally, regionally and globally.

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WHAT ARE THE BEST WAYS TO RECRUIT TALENTS?

P: There is no best way, but employers should pay more attention to recruiting for attitude. Use the first six months of probationary period to test the true capability, potential and adaptability of the new recruit.

B: Business owners may try advertising job vacancies in newspapers, on the company's website, through employment agencies, on WDA's Jobs Bank, on university and polytechnic job portals - whichever they deem appropriate. They can also implement an employee referral scheme.

Social media is another tool to be considered as a complement to, and not a substitution for the traditional recruitment avenues. ■