SACDA

South African Career Development Association

Equipping Career Development Practitioners

PROGRAMME DIRECTOR: Mr Dirusha G. Juta is a multiple award winning HR professional, who has been recognised as a future industry leader in advancing the impact of human capital management on business culture and performance. In 2017 Ms Juta was awarded hundred most influential global HR professionals, by the World HRD Congress, including HR leader of the year, awarded by Future HR awards. She has served in the HR profession for 15 years, working for multinational giants, such as IBM where she was recognised for her contribution to the global HR transformation in 2014.

In 2008 she was awarded group HR services excellent award by African Bank for setting a standard of excellence in HR. She is presently the MD of Beyond Transform, which utilises HR consulting experts, coaching talks and workshops and the development of youth and women in addressing the critical gaps in the HR industry, as well as solving socio-economic challenges across the African continent. It is a pleasure to welcome Ms Juta. Can you join us?

MS JUTA: Thank you so much for the wonderful introduction. It's absolutely wonderful to be here today. I almost didn't think that I'd make it, had some engine problems, so I'm actually quite honoured to be here today and to address you. Career development is a much needed topic in the world that we're living within today. And if we look at what's happening currently, I think in my next couple of slides, I'm just going to take you through the realities and the complexities of what we live within today.

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So the fourth industrial revolution is absolutely revolutionising the way we work, the way we think and the way we manage careers. With the rapid advancement of technology, it is posing multiple challenges for the workplace. As we become more digital and as the gap is shrinking between becoming digital and becoming more biological in how we work, we have a huge fundamental challenge.

So with that being said, what's really happening in the working environment today right? What is the fourth industrial revolution doing in terms of bringing about change in the workplace? So definitely we're finding that jobs are here to stay. They're not going away. Yes, robots have its place, artificial intelligence has its place, but jobs are here to stay and what we're actually seeing in the workforce that is critically important to career development, is the changing nature of jobs. So we're moving from what used to be called standardised jobs or standard jobs, where jobs focused on repetitive tasks, to then becoming jobs that are now hybrid.

So with the advancement of technology, jobs have become more technical in nature and has a combination of soft skills attached to that. And now we're moving into jobs that need to become super jobs where the human element and the human skills are becoming fundamentally essential. And this is critical for us in the working environment when it comes to career development, because it places a huge impact on how we manage the evolvement of those jobs and how we develop employees in organisations that align to this change and to the complexity within which we are working.

So if you look at some of the trends in South Africa, according to Deloittes, the impact of automation on workforce in the next five years, organisations are saying, 75% of organisations are saying we need to reskill current employees; 59% of organisations are saying we need to hire people with different skills. Because now, as we become more technological in nature, as we advance and become more digital, fundamental, critical skills are emerging, which we'll talk about in a bit.

To add to the complexities, we're also now working within a multi-generational workforce, with multiple generations and understand the needs of the multiple generations, is becoming even more complicated. So we're working in an environment now of traditionalists, ah well probably they are exiting the organisation now, baby boomers whom are almost retiring and you find that baby boomers are looking for upward career mobility. Your baby boomers in your organisation have a wealth of skills, knowledge, expertise, understanding and often the issue in organisations is that we're not leveraging those skills and knowledge and expertise before they leave. So that becomes a continuous challenge in the organisation.

Then you've got your generation X, born between 1966 to 1977. These individuals need to know the options now. They look for work-life balance, they look for independence, so in terms of career development, these are the kinds of jobs we need to provide to these individuals that meet with those needs. If you look at your millennials, whom are your youngsters entering the workforce, these individuals want dynamic career progression. These are the individuals that are looking for opportunities to move careers quite rapidly and they're quite tech savvy as well, so baby boomers can learn a lot from them.

And then you've got your generation 2020, or your generation Z. These are individuals that are born after 1995. Here you're finding that these individuals entering the workforce, are looking to create a social impact. This is extremely important to them.

So as you can see, with the multiple generations that we work within the organisation, it's adding a huge degree of complexity. So what you're find is, you know, as of 2018, nearly half of the baby boomer generation, those born between 1946 and 1960, have reached the full retirement age of 66, but many are coming back as boomerang workers. They don't want to leave right? That actually means that the lifespan of an employee in an organisation is increasing. So what happens when that happens? It places increased pressure now on the organisation in terms of managing the needs of these boomerang workers and if you're really smart about it, you can also help them work with meaning and purpose and feel valued, because as I said, they have a wealth of knowledge and expertise to share.

So the impact for us is transfer of skills in the organisation, varying work preferences and diversity is becoming the absolute norm. We're working with about five different generations in the workforce right now.

If you look at career development in the 21st century, you'll find that some of the things that are starting to emerge that's fundamentally important, is being able to work with meaning and purpose, ethics and fairness, collaboration, transparency and openness. Trends in terms of career development in South Africa, we need to move from the employee to the human experience. So whilst technology is connecting us, we are also becoming very disconnected as humans as well. So this element needs to be taken very seriously in organisations.

We're looking at dynamic career progression, millennials, your generation Z's entering the organisation. They are looking for rapid career advancement. The rapid pace of technological advancement, the pace at which technology is advancing, is faster than we can cope.

Now if we're looking at models in which we operate, we're moving from individual to team-centric models, because these are the type of models that require us to drive excellence and to create more impact in the organisation. So in terms of career development, it has a huge impact on how we design jobs and how we manage to connect different job roles and individuals within a team setting, to be able to drive absolute excellence.

We're also looking at organisation-wide talent mobility and here, we're looking at how do we rotate individuals within an organisation, to give them the best value to rapidly develop their skills, whilst allowing them to create meaningful impact in the organisation. Do we necessarily have to go externally to do that? A lot of the time we find that we don't even understand the skills set in organisations. When it comes to things like session planning and job opportunities, there is a diverse skills set in the organisation that we aren't aware of, because we're not even tracking that appropriately. And of course we're moving towards continuous lifelong learning right? So again, a huge impact in terms of learning, in terms of career development.

Critical skills for the future that's needed, absolutely adaptability and resilience. We're working in an ever-changing time. If anything is a constant, it is change. So being able to adapt to that change, being able to be resilient, is fundamentally important. Critical thinking, complex problem solving, with technological advancement, we will have more issues to be able to solve.

Creativity, coming up with ways on how we can service our customer better, in more creative ways. So whilst machines and tools will occupy certain responsibilities of individuals, we need to now redesign job roles to allow people to focus on different things and creativity will be one of the critical skills that would be needed for the future of work.

Technology skills, digital skills, data, robotics, AI, we don't have enough of those skills in the country right now. So huge need again on HR and organisations, in terms of building that type of skills capability.

Unique human capabilities, imagination, curiosity. Curiosity establishes a platform for learning. Self-development, emotional intelligence, so trades like empathy and intuition, especially for leadership, becomes fundamentally important, because leaders are expected to manage in a diverse environment where these trades are becoming extremely important.

So if you look at the reinvention of learning, learning is the number one trend for 2019, the number one trend for 2019. It constantly will come up in your trends, year on year, but this year it's the number one trend.

Shared ownership and accountability in terms of learning, so ownership between employee and employer, to take responsibility for career development. Re-skilling, re-training, on-demand learning, learning that is available right now when I need it, shift towards lifelong models.

So moving on to leadership, this is becoming critically important because the constant influx of new technologies means that organisations need to be able to operate and lead in an environment of continuous innovation, where what is coming next, is often uncertain. So what does that mean for leadership

in the 21st century and the impact it has on career development? Well leaders now need to learn to manage remotely, because the workforce is also changing right? We're moving into a gig-economy, we're working with independent contractors, we're working with part-time employees, independent consultants. In fact South Africa, to a 16 to 20% of the workforce is actually made up of that type of individuals and that's becoming, that percentage is increasing year on year as we become more digital. So being able to manage remotely where individuals are working from home, is also something that leaders need to be able to do very well.

Embracing uncertainty, people empowerment, how do you influence change? You know, how do you get people to still be focused on their jobs when we're living in a world of uncertainty. So the impact that this has on leadership is huge and huge in terms of career development and one of the kinds of programs we're going to come up with to ensure that we upskill our leaders to be able to drive the kind of attitudes and behaviours we're expecting from them.

So what are the factors impeding career development in the private sector and after having spent 15 years of my career in the private sector, I can definitely tell you that we don't really have proper models around how we transfer skills, especially when we employ foreign nationals into the country and we have them on an assignment for about 5 years, we don't have a proper plan on how those skills are actually transferred to locals, to South Africans and so we're sitting with an issue. And these individuals leave and they leave with all their expertise and skills. We also don't understand, as I've said before, our skills set and what we're actually working within the organisation.

Career development planning, definitely in terms of career pathing, about 8% of people in organisations believe that they have defined career paths. That's a very low number. 12% of people in organisations feels that they can learn from their peers and they have coaching and mentoring available to them. The numbers are very low. So if we look at factors impeding career development in the public sector, here performance management isn't fully implemented; huge impact on career development, because we're not clear on expectations.

We're not clear on how we manage performance. We wouldn't be able to identify performance gaps, impact on career development, impact on learning, career pathing, the HR structure in the models are not appropriately set up to foster career development, hence, here again I mean, the role of the career development practitioner becomes paramount, paramount.

Greater emphasis on pay as opposed to career development, why? Because most people think that career development has to do with output career mobility, where you expect to have an increase in your salary, but things are changing. It's not all about that now. We're talking lateral moves, job rotation, stretch assignments. People are willing to take on jobs and added responsibilities without the increase in pay.

So what about the youth entering the workforce? It's actually quite sad right, because they study very hard to get their degrees and they enter the workforce and they're very motivated and they're so willing to learn, but we don't have the right infrastructure to support their development and their growth, the right mentoring and the right coaching. We don't have the work readiness skills that are required for success in the workplace, skills like, even

self-awareness, self-confidence, teamwork, resilience. Again the need for career development in terms of skilling.

Job roles are not clearly defined. Struggles are not clearly defined. You don't know what's expected of you right? So how do you actually develop people against certain roles if your roles are not profiled properly? So yeah, we're also finding that the university curriculum at times is not adapted to the world of work, especially, as an example, in the media industry, I know, the media professionals are, you know, not, they're not up to speed in terms of what's happening in the media world. So university curriculums need to be adapted there.

Global change in terms of career management, if you look at Mercer, what we're finding is that 51% of people are willing to take on a new project at work with no increase in salary, as I've mentioned before. 42% are interested in lateral moves within the company, with no increase in title or responsibility. Things are changing.

If we look at other global trends in terms of building the workforce of the future, we're finding that items that are becoming fundamentally important, relate to being able to predict job automation. If you can predict job automation, if you can help redesign job roles in a way that aligns to the changing organisation and the change in the world, we can better understand the kind of skills set that we require.

Assessing our skills gap, we spoke about that before, so I'm not going to go through all the items, but you know we can see, you know for us I think the question is, what are we going to do differently? How are organisations going to

redesign job roles to be able to align to the changes that's coming about with technological advancement. How do we align our HR models. You know, how do we build the critical skills capability that we need for the future of work? And these are kind of the questions that we need to ask ourselves.

Some of the companies that are doing really well in terms of career development, you'd find with Google for example, they allow employees to craft their own job profiles which is great, because it drives accountability, transparency and that really makes such a difference. You're finding that with other companies like IBM, they have self-assessment tools for example, where you could select your own type of learning and opportunities that's available to you.

I've only had 15 minutes to present, as much as I'd love to speak a lot more on this topic. I hope that I was insightful. We have a lot of questions to ask ourselves in terms of how we will be doing things differently for the future, especially as it relates to career development. Thank you.