





Over the past three years, we've proposed dozens of jobs that will emerge in the next decade, in response to the era of AI, algorithms and automation.

Now, we present 21 HR jobs of the future that will meet the needs of the new workforce shaped by advanced technology and the COVID-19 pandemic.

May 2020

We've been well on the road to the future of work for a while, and there's no getting around it: The path we take has to travel straight through the human resources function to come to pass. And new HR roles of the future are key to making it real.

Meanwhile, the black swan event of the COVID-19 crisis has begun shredding “the now of work” before our very eyes. All of us are adapting to new ways of living, working and forging relationships. Will everyone work from home? Virtually? Will robots be more popular? Will the gig economy be wiped away or increase in numbers?

The answers to these questions and the longer-term implications of the pandemic are still unknown. But what we do know is, the pandemic will accelerate workforce transformation and increase demand for digitally-enabled jobs.

### **Jobs of the future**

In 2017, we proposed 21 jobs that will emerge in the next 10 years and be central to the day-in, day-out workings of all types

of companies. In 2018, we presented 21 more. Last year, we took a crack at what these imagined roles would look like specifically in the marketing function.

Now, the Cognizant Center for the Future of Work, in joint partnership with Future Workplace and its participating network of leading chief human resources officers from across a spectrum of leading American businesses – has set its sights on 21 HR jobs of the future. The common thread among all these jobs is making good – at long last – on HR's promise to connect people and business strategy to the new, exciting and lasting frontiers of the future of work, all while amplifying what the greatest asset of any business (people) does best: be human.

As the coronavirus moves around the globe, it will dramatically reshape the economy, the labor force and the future of work. The pace of change will escalate the importance of HR's role within organizations. As we experience titanic shifts in how we work, the technology tools we use, and where and how we work, employees are increasingly turning to their employers for guidance on how to close the skills gap in their discipline.

It's also forcing HR leaders to rethink their mission and propose new ways of working, learning and collaborating across the enterprise. More and more technology pervades the work we do inside and especially *outside* of the HR function. And yet humans – and the notion of “essential workers” – have never been more integral to business than today.

Recent research by the Cognizant Center for the Future of Work found [a large majority \(73%\)](#) of workers depend on their

employer for support in preparing for the future of work; currently, however, these discussions are often haphazard, conducted in work silos and rarely lead to guidance on the skills and capabilities required for these changing roles. As HR leaders are often consumed with handling these impending disruption of jobs, automation, changing workforce demographics or multi-generational workforces, they're unable to address the key issue of how these massive transformations will impact the organization and fundamentally change the role of HR professionals.

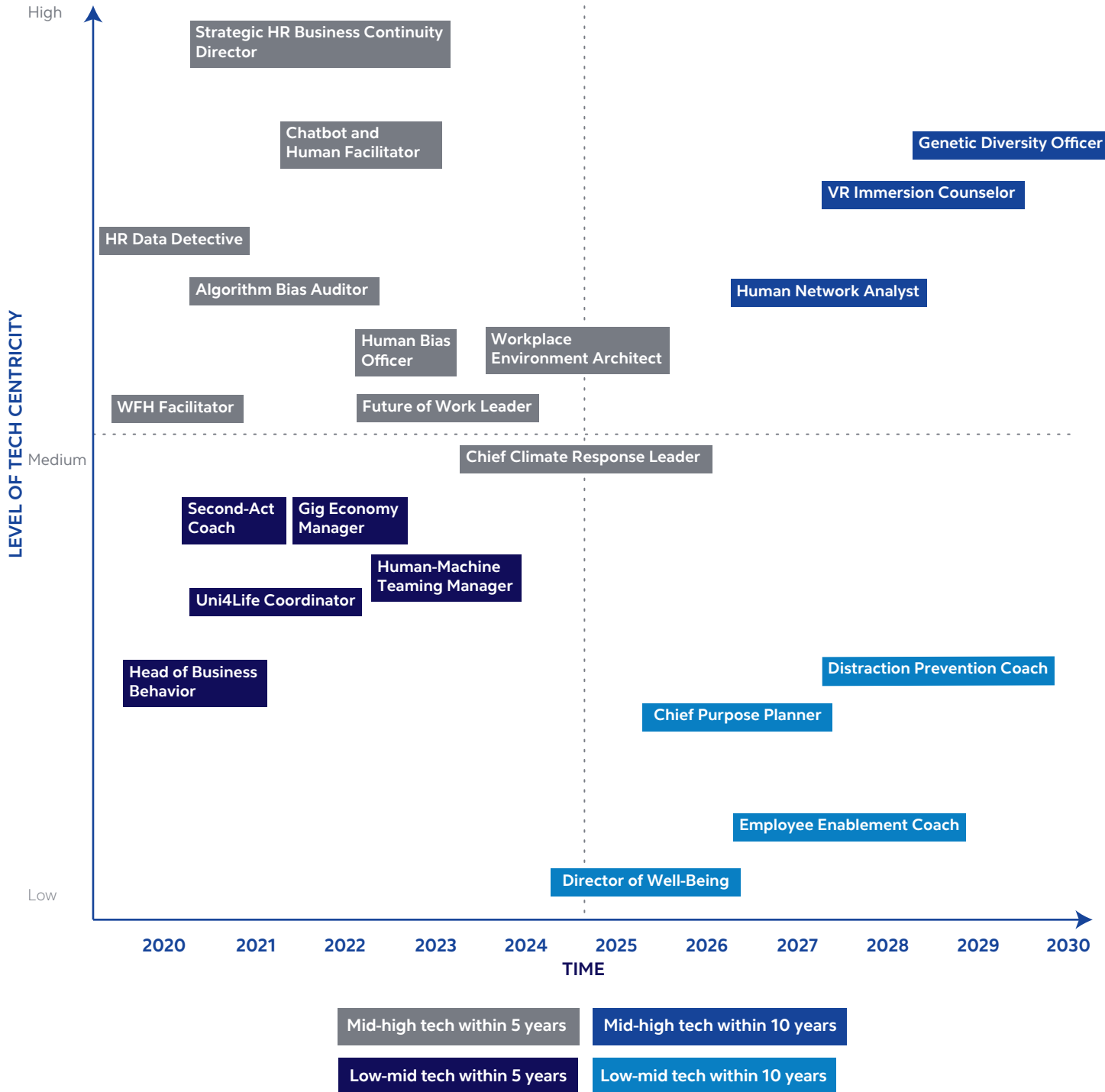
This is HR's moment of truth to lead the organization in navigating the future of work and prepare workers for the next decade. The jobs described in the pages that follow are integral to the future success of CHROs, their teams and the work done to drive employee engagement.

A woman with curly hair, wearing a black long-sleeved top and black pants, stands on the right side of the frame, holding a tablet and gesturing with her hands as if presenting. She is facing a group of people seated on the left. The setting is a bright, modern office with large windows and a high ceiling. The text is overlaid on the left side of the image, next to a blue vertical bar.

This is HR's moment of truth to lead the organization in navigating the future of work and prepare workers for the next decade.

# 21 HR Jobs of the Future

## The 10-year journey





# 21 HR JOBS OF THE FUTURE

We present our 21 HR jobs of the future in the order in which we expect them to appear. Each job is displayed in the form of a job description, similar to those your HR organization will soon need to write.

We've also color-coded all the jobs to reflect their level of tech-centricity.

01

# HR Data Detective

## POSITION SUMMARY

Our HR department is chiefly a data-driven function, providing insight and analysis to the C-suite to ensure a high-performance workforce. But one of the biggest obstacles to doing that is finding, cleaning, unshackling or obtaining the right data (and mix thereof) to produce the breakthrough insights that help us turbocharge our talent base.

While most businesses have focused on obtaining data scientists in recent years, their scarcity has often meant HR (as a back-office function) hasn't been a priority area of deployment. HR data detectives help us bridge the gap by using the latest tools of the big data trade.


HR data detectives need to be equally comfortable with being "in the weeds" and with seeing and explaining the big picture, functioning as a backbone of our data-driven HR organization. The person in this role will gather, compile and ensure quality data is available from the whole business, creating lasting insights and results for the whole business.

## OVERALL REQUIREMENTS

The HR data detective will source, sift and investigate people data from multiple sources, including human capital management and HR information system data, employee surveys, time-tracking and learning management systems, benefits portals, compensation and succession planning. The data detective will also transform unstructured information – such as employee sentiment, text, video or voice inputs – into usable data sources. The ideal candidate will “go where the data is” and pursue what the data is saying. The best person for this role is curious, relentless, resilient and diplomatic while never taking no for an answer.

Because this is a cutting-edge discipline, the highest attention to ethical best practices is essential. People analytics is at risk of suffering from a “Big Brother” burden, so data detectives must ensure that the data usage follows *all* regulations and guidelines. HR data detectives play a vital role in ensuring the entire workforce understands we're using people data for good and teaching the rest of the organization to do the same.





The HR data detective will source, sift and investigate people data from multiple sources, including HCM or HRIS data, employee surveys, time-tracking and learning management systems, benefits portals, compensation and succession planning.

## SPECIFIC RESPONSIBILITIES

- **Investigate trends or inconsistencies in the data.** Successful detectives will channel their inner Sherlock, focusing especially on trends with the greatest impact on business or HR goals.
- **Take responsibility for all HR data integration.** Streamline HR data warehouses and develop rigorous HR data processes. Adopt processes that yield continuous improvement of HR data reliability, efficiency and quality.
- **Help others see the forest for the trees.** Detectives are not “elite techies.” A pivotal part of the role is being accessible (and a good communicator) to HR and the business, in an inclusive, down-to-earth way to show “what the data is saying.”
- **Support others’ appropriate, ethical use of data.** Detectives must ensure that people data usage complies with all regulations and guidelines, and is used with the utmost discretion.
- **Partner with HR specialists.** As an integral part of the broader HR team, collaborate with specialists in recruiting and learning, as well as with business partners, etc.

## SKILLS & QUALIFICATIONS

- Minimum five years’ experience (10 preferred) working in a people analytics team or similar, preferably in enterprise-level HR.
- Four-year degree in math, a physical science, philosophy, economics, law or accountancy.
- Technical understanding of structured and unstructured data architectures; a background in data engineering or data science is advantageous. SQL, Python and cloud capabilities are mandatory.
- Good communication skills and empathy. Excellent written and verbal skills, ability to translate technical findings into accessible reports and manage Q&A.
- Good people skills. You will be collaborating with colleagues from across the business. Discretion is an absolute must.

*Please note that HR data detectives sit within the Workforce Intelligence team. We’re looking for someone with 5-10 years’ experience working with data. If your profile exceeds this, consider applying for our “head of business behavior” role (see page 12).*

**02**

# WFH Facilitator

## POSITION SUMMARY

As an organization, we shifted to completely remote business operations during the COVID-19 outbreak in order to prioritize the health and well-being of our employees, customers and communities. Now, with the full expectation that remote work will become the norm even after the lockdown ends, we want to apply the lessons we've learned during the pandemic to optimize our work-from-home experience.

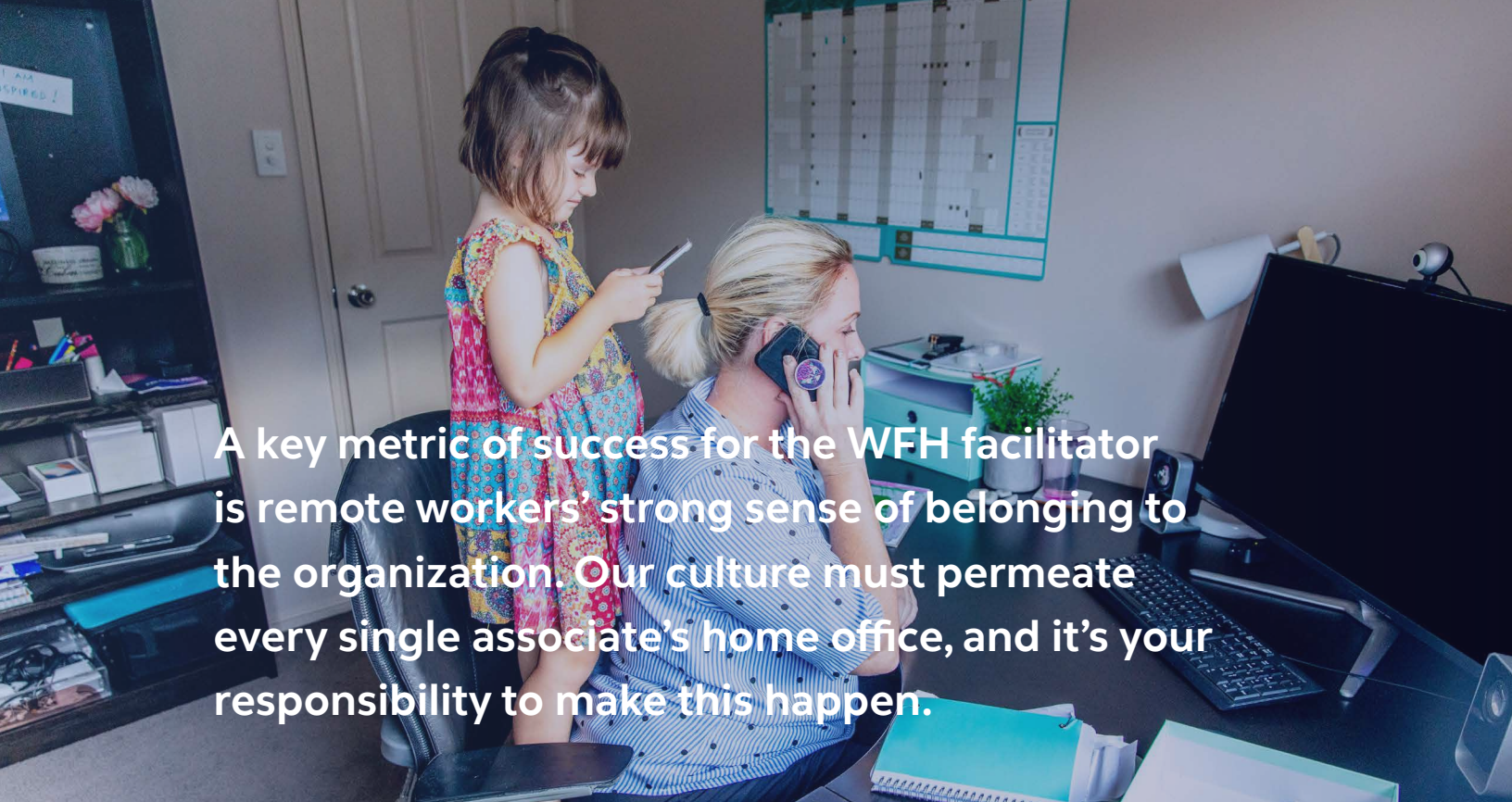
We're looking for a new work-from-home (WFH) facilitator to oversee the integration and engagement of our remote workforce. The facilitator will be responsible for ensuring we have the right technologies, HR processes and culture to make ubiquitous remote work a soaring success.

## OVERALL REQUIREMENTS

The WFH facilitator must ensure that every remote employee has the technology they need to do their very best work. Evaluating, budgeting for and integrating new digital collaboration tools (e.g., emerging platforms like Krisp and Muzzle) is one of the key responsibilities of this role. Applicants should have a natural fascination with the application of virtual reality for interaction and collaboration as this is critical to effectively enabling remote work. We want to be pioneers in this space, which is why we're also hiring a number of VR immersion counselors (see page 48).

Working across HR, the WFH facilitator must ensure our processes and policies are tailored to remote workers. This will require abolishing outdated notions toward flexible work, such as, "working from home makes it easier to slack off," and "everyone must work 9-5/five days a week."

A key metric of success for the WFH facilitator is remote workers' strong sense of belonging to the organization. In an office environment, cultural cues abound, but we can hardly ask our associates to paint their home offices with the corporate colors. Our culture must permeate every single associate's home office, and it's your responsibility to ideate and innovate to make this happen.



A key metric of success for the WFH facilitator is remote workers' strong sense of belonging to the organization. Our culture must permeate every single associate's home office, and it's your responsibility to make this happen.

#### SPECIFIC RESPONSIBILITIES

- **Analyze our organization's current digital collaboration suite.** Make recommendations for improvement, including investment in specific tools and technologies.
- **Assess and invest in the best virtual reality collaboration tools,** working in partnership with VR immersion counselors.
- **Work closely with the tech department** to integrate new tools and technologies.
- **Manage the allocation, shipping and setup of each associate's WFH equipment,** keeping health and well-being at the forefront of decision making.
- **Strategize and execute on a remote culture,** working in close collaboration with the internal communications department.
- **Ideate and innovate new HR policies to further embed remote work,** both technically and culturally.
- **Work with second-act coaches (see page 18) to support the transition of remote workers.** Ensure they're up to date with the latest in remote work technology and processes.

#### SKILLS AND QUALIFICATIONS

- An excellent understanding of the digital technology market, especially virtual and augmented reality.
- Ability to assess, select and budget for new digital communication tools.
- Tech-savvy, with the ability to oversee organization-wide integration projects.
- Very strong interdepartmental collaboration skills; experience working across departments in a large organization is a must.
- Experience working on corporate culture initiatives is preferred.
- Forward-thinking, unwilling to accept the status quo, ready to disrupt outdated ways of getting work done.

03

# Head of Business Behavior

## POSITION SUMMARY

Understanding employee behavior is a challenging and complex landscape, made easier by the widespread adoption of sensors and biometric technology in the workplace. We've been collating behavioral data from a plethora of sources for a number of years, including performance data, emotional data and interaction data through personal, environmental and spatial sensors, as well as cutting-edge biometric technology.

Now we're looking for an ambitious and inspiring individual to establish our organization as a frontrunner in behavioral data usage while maintaining the trust, satisfaction and motivation of our workforce. The head of business

behavior will be responsible for analyzing employee behavioral data and driving strategies to improve employee engagement, productivity and well-being.

## OVERALL REQUIREMENTS

As the head of business behavior, you'll be a leader within the workforce intelligence team, responsible for developing data-driven strategies in areas such as:

- **Employee experience:** How can we continue to hyper-personalize employee experience? What time of day are people most engaged with work, and how do we accommodate this? What's the impact of an excellent employee experience on company performance?



We're looking for an ambitious and inspiring individual to establish our organization as a frontrunner in behavioral data usage while maintaining the trust, satisfaction and motivation of our workforce.

- Cross-company collaboration:** How do our people interact today? How do they feel about working with people from different geographies, business units and backgrounds? How can we improve cross-company collaboration? What is the formula for a successful team?
- Smart workplace success:** How does office space impact the way people work? How does it impact their attitude toward work?
- Employee satisfaction:** How do people feel about coming to work? How does this impact their attitude toward work? What is it about working here that makes people stay? What is it about working here that makes people go?

Although the use of personal data is more widely accepted today than 10 years ago, the head of business behavior will remain cognizant of the privacy and ethical concerns surrounding the collection of behavioral data. Preserving our employees' trust and engagement with our data-driven culture is vital.

## SPECIFIC RESPONSIBILITIES

- Analyze behavioral data sets** to uncover hidden insights into what makes our workers tick.
- Bring insight from the fields of psychology and anthropology** to cross-examine data and reinforce data-driven insights, keeping the human at the heart of what we do.
- Be transparent and approachable at all times** so you're the first to know how employees are feeling. Establish an open-door policy that ensures every single employee feels their voice is vital.
- Adhere to evolving data privacy regulations,** and ensure the ethical and safe use of employee data.

- Present findings and deliver recommendations** to leadership in written and spoken format, connecting the dots between people data and business performance.
- Work closely with internal communications** to lead the conversation on behavioral data: how we collect it, why we collect it and what's in it for the worker.
- Ensure external mindshare** by publically speaking about our work to help drive global awareness of the benefits of behavioral data collection.
- Recommend new measures of collecting behavioral data.** You'll work closely with the sensor integration team to ensure we have best-in-class methods of data collection.

## SKILLS & QUALIFICATIONS

- Minimum of five years of experience in workforce intelligence or people analytics.
- A solid understanding of the ethics and privacy regulation on the use of personal data.
- An understanding of the behavioral sensor landscape (biometrics, emotion tracking, performance tracking, etc.).
- Experience analyzing large sets of sensitive data.
- Exceptional communication skills, both written and verbal. Confidence is key.
- A master's degree or equivalent in organizational psychology/behavior, psychology or anthropology.
- Proven interest in people's well-being, either through philanthropic efforts, coaching/mentoring or similar.

**04**

# Strategic HR Business Continuity Director


## POSITION SUMMARY

The coronavirus outbreak was a wake-up call for our HR department. From the sudden need to lock down nonessential employee travel, mandate working from home and adapt our paid sick leave policies, one thing was clear: When disaster hit the fan, our HR department was not prepared.

Whether it's a pandemic, earthquakes or wildfires disrupting our West Coast or Australian operations, or tornadoes or hurricanes impacting

our southern U.S. facilities, HR needs to work in lockstep with heads of business continuity planning and corporate security. And when exigencies of crises have passed, we need to evaluate lessons learned to further future-proof our contingency plans.

To that end, we're looking for a strategic HR business continuity director to lead these interlocked initiatives and mitigate incidents that disrupt how and where we work and learn, and how we predict, prevent or pivot to minimize impacts to our employees.



Whether it's a pandemic, earthquakes or wildfires disrupting our West Coast or Australian operations, or tornadoes or hurricanes impacting our southern U.S. facilities, HR needs to work in lockstep with heads of business continuity planning and corporate security.

## OVERALL REQUIREMENTS

As the strategic HR business continuity director, you'll protect our workforce and ensure its continued productivity and resilience. You'll also be a leader in the development, implementation and maintenance of an HR-specific business continuity program and, in tandem with business continuity planning leads, establish a strategy that enables employees to continue to function without the risk of endangerment.

Cross-functional partnership in this role is critical. For example, it's essential to work closely with the CHRO and CIO (supported by WFH facilitators, see page 10) to review all HR and IT policies to ensure employees who are remote for an extended period can continue working if their job role permits. It may be necessary to reach out to other HR roles, such as VR immersion counselors (see page 48) or directors of well-being (see page 40), as well. An ability to forecast/determine the company's minimum staffing requirements is also important to support key business priorities in case the company must function with a significantly reduced workforce.

You'll also need to facilitate companywide training and develop protocols for incident planning that specifically address employee safety and preparedness, organizational actions taken on behalf of employees and partners operating in afflicted areas, and the health and well-being of all employees.

## SPECIFIC RESPONSIBILITIES

- **Partner with corporate IT and CHRO** to ensure an agreed-upon business continuity strategy is in place. Technological preparation and preemption are especially effective responses to dynamic crises and eventual success.
- **Work with data from business continuity leads to review current situational awareness** and present this to employees. Be

flexible in the fog of a rapidly changing situation; a time-stamped "best current view" is essential to adaptation.

- **Verify that remote work managers provide training** to workers/management on how to successfully execute remotely.
- **Work with the CHRO** to review all PTO, sick leave and usage of paid vacation.
- **Identify cross-training opportunities** to enable key employees to assume a greater role during critical incidents to cover the absence of other employees.
- **Regularly reach out to other strategic HR business continuity directors** (at clients, universities, etc.) to discuss and share employee best practices to ensure an ecosystem of support, goodwill and trust.

## SKILLS & REQUIREMENTS

- Bachelor's degree in IT, audit or HR, or equivalent experience.
- Background in incident response, with an emphasis on training local and global crisis response teams for business continuity, resiliency.
- Excellent presentation, training and coaching skills, with the ability to engage, influence, train and persuade others at all levels.
- Experience leading cross-functional teams and organization-wide programs, operating and influencing effectively across the organization.
- Strong analytical, organizational and decision-making skills.
- Ability to manage tasks and resources to meet target dates.
- Excellent communication and interpersonal skills.

**05**

# Algorithm Bias Auditor

## POSITION SUMMARY

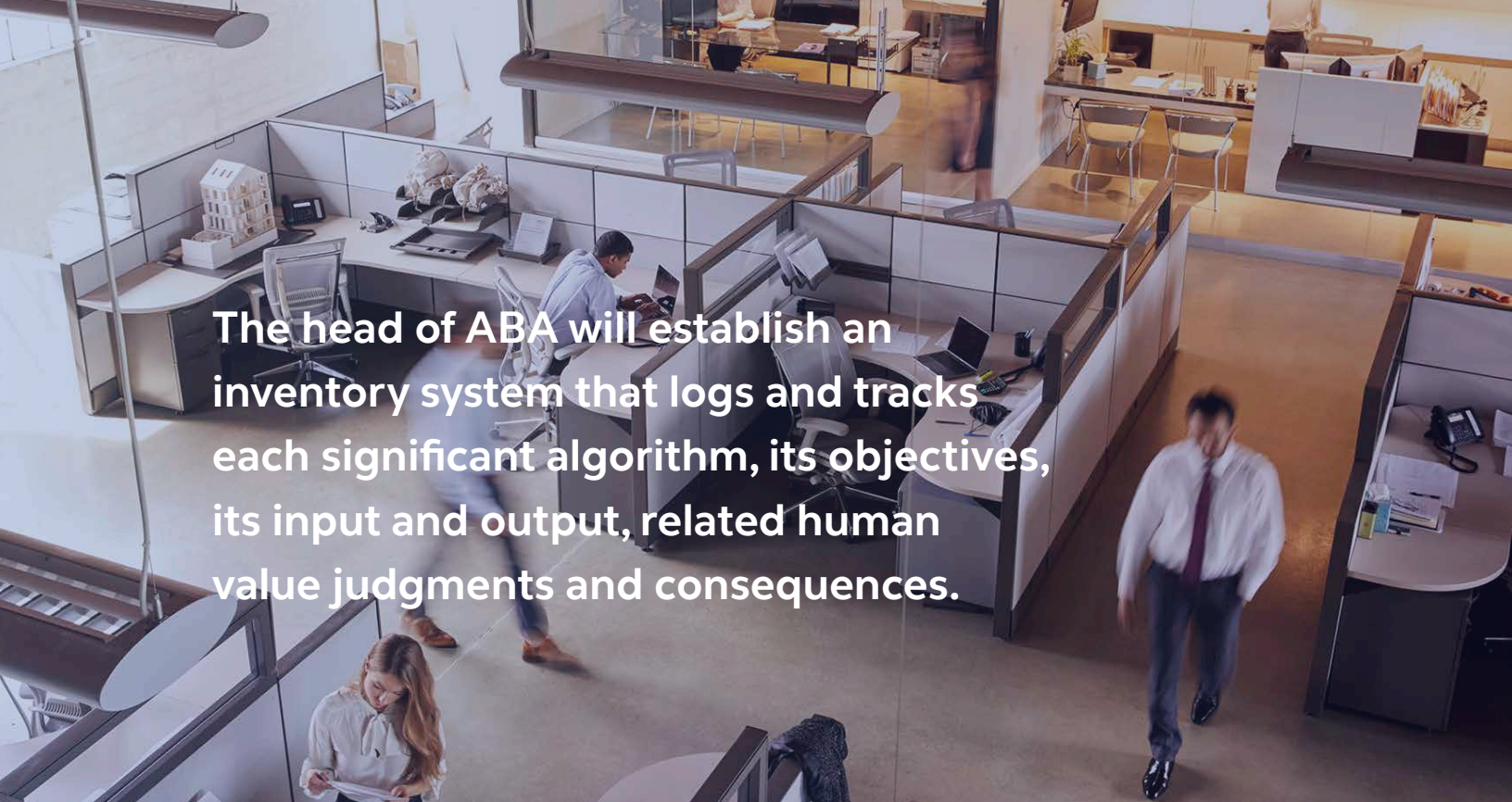
We're looking for an executive to lead an important new function within our compliance team: algorithm bias audit (ABA). Given the increasing prominence of artificial intelligence in our business – from product development, to sales analysis, to recruitment, to contract review – it is vital that we ensure the algorithms at the heart of AI are fair, legal and representative of the values of our organization, and that they're recognized as such. Algorithms are the key to commercial competitive advantage, and our algorithms must be 100% ethical. Our organization is a signatory member of the No Black Box Consortium, established by the European Commission in 2021.

## OVERALL REQUIREMENTS

The head of ABA will lead a team that conducts a methodical and rigorous investigation into every algorithm across every business unit within the organization. The ABA team will work with development teams (from the technical and business functions) for new AI-based applications and will review existing systems. The head of ABA will establish an inventory system that logs and tracks each significant algorithm, its objectives, its input and output, related human value judgments and consequences.

Reporting to the executive director of compliance, the head of ABA will be responsible for establishing guidelines and compliance methodologies that employees across the organization can easily understand and follow. The person in this role will be required to provide timely reports on the status of algorithms on a real-time basis.





The head of ABA will establish an inventory system that logs and tracks each significant algorithm, its objectives, its input and output, related human value judgments and consequences.

#### SPECIFIC RESPONSIBILITIES

- **Establish and lead** a team of ABAs.
- **Create and maintain** an inventory of all algorithms across the business.
- **Produce bias guidelines** to lead development teams' understanding of appropriate and non-appropriate algorithm development.
- **Develop matrix-style co-review models** with development teams.
- **Initiate reporting methodologies** with finance, legal, executive and board-level management.

#### SKILLS & QUALIFICATIONS

- Experience in legal, compliance, technical, IT or executive management.
- A track record of managing senior personnel in complex, multi-disciplinary business functions.
- An understanding of modern, leading-edge IT development, while not required, will provide candidates with an advantage.
- A degree in a relevant area is required, and post-degree study is preferred.
- Proven commitment to diversity and inclusion.
- Excellent communication skills and a first-rate collegial approach.
- A manifested interest in leveraging the benefits of leading-edge technology while mitigating its downsides.

**06**

# Second-Act Coach

## POSITION SUMMARY

As with many organizations, our workforce looks very different today in the aftermath of the COVID-19 crisis. Despite the need for furloughs and other workforce reshuffling, however, it's our mission not to lose a single employee. We're fortunate to be operating in a new world of work in the 21<sup>st</sup> century, in which linear career ladders are a thing of the past, and fluid career models are the new reality. We're also fortunate to have a dedicated team of second-act coaches ready to help people transition into new roles.

Our second-act coaches support employees who are making career moves, at whatever stage or age (who we call "second actors"). Whether to help a retiree looking to start their second act in the gig economy or a mid-level worker determined to pursue their passion, we're looking

for second-act coaches to redefine work for our employees around the world who are ready for a fresh start.

## OVERALL REQUIREMENTS

As a second-act coach, you'll help employees through a four-stage journey: awaken, define, match and prepare. During the "awaken" phase, you'll support individuals to become more self-aware by defining their values and motivators. Because many second-actors come to us after many years of repetitive work, this awakening process is often the most challenging – and rewarding – part of the process. Defining values and motivators is key to finding the most fitting second act.

In the "define" stage, you'll help second-actors translate their outdated CVs into informative,



**Our second-act coaches support employees who are making career moves, at whatever stage or age.**

intricate and intuitive skills databases while imbuing them with a commitment to lifelong learning and regular updating of their skills profiles.

You'll use our state-of-the-art, AI-driven technology in the third stage to match employees with opportunities. Our platform uses hundreds of sources of labor market data to help coaches make informed, highly personalized recommendations to individuals about their potential next move.

In the last stage, you'll help second-actors prepare for their next act. For example, many second-actors choose to transition into flexible work to support their lifestyle but are unprepared for the realities of remote working. You'll support them by setting up safe and productive home offices, advising them on the right ergonomic technology and soundproofing equipment, as well as creating routines that are healthy and sustainable.

## SPECIFIC RESPONSIBILITIES

- **Hold regular sessions (remote or in-person)** with clients to work through the four stages of finding their second act.
- **Maintain a “coaching” demeanor.** While the “awaken” stage can become very personal, it's vital not to cross the line from coach to therapist. For this reason, we'll only consider candidates with recognized coaching qualifications.
- **Continuously educate yourself on gig economy opportunities and platforms.** Second-actors – especially those who've retired – are often seeking flexible work opportunities. You'll coach them on how to

use platforms like Upwork (for writing, accounting, design and other such services), Guru (for IT and engineering skills) and Amazon's Mechanical Turk (for expert business skills). We take pride in supporting both our alumni and our existing workforce.

- **Work closely with our intelligent matchmaking software** to make highly tailored recommendations.
- **Run workshops** with groups looking to enter a more fluid career and understand more about the second act process.

## SKILLS AND QUALIFICATIONS

- Must have an accredited coaching qualification and at least three years' experience.
- Degree or postgraduate degree in psychology/organizational behavior preferred.
- Experience using data to draw conclusions and make recommendations, such as helping second-actors understand personal learning styles and apply learning content to ongoing education.
- Good public speaking skills and experience.
- High proficiency in videoconferencing platforms.
- Demonstrable organizational skills (you will manage a portfolio of second-actors, which may require visiting them at home to advise on their remote working environment).
- Experience working in a multigenerational workforce is advantageous.

07

# Uni4Life Coordinator

## POSITION SUMMARY

Our university is proud to be one of the first to offer lifetime learning for all alumni. With our Uni4Life program, all alumni become lifelong learners who enjoy access to specially curated learning opportunities after they graduate. Because we understand that every learner is unique, we don't just focus on what people learn but also how they learn it, whether it's through a gaming-inspired platform or an old-school textbook. If an individual prefers to learn with others, our virtual e-professors are on hand. We even have virtual e-study groups to challenge perceptions and provoke new thinking.

We're looking for a curious and driven self-starter to join our team of Uni4Life coordinators. You will work side-by-side with our state-of-the-art Uni4Life AI technology to guide lifelong learners toward the best, most relevant programs for their individual needs.

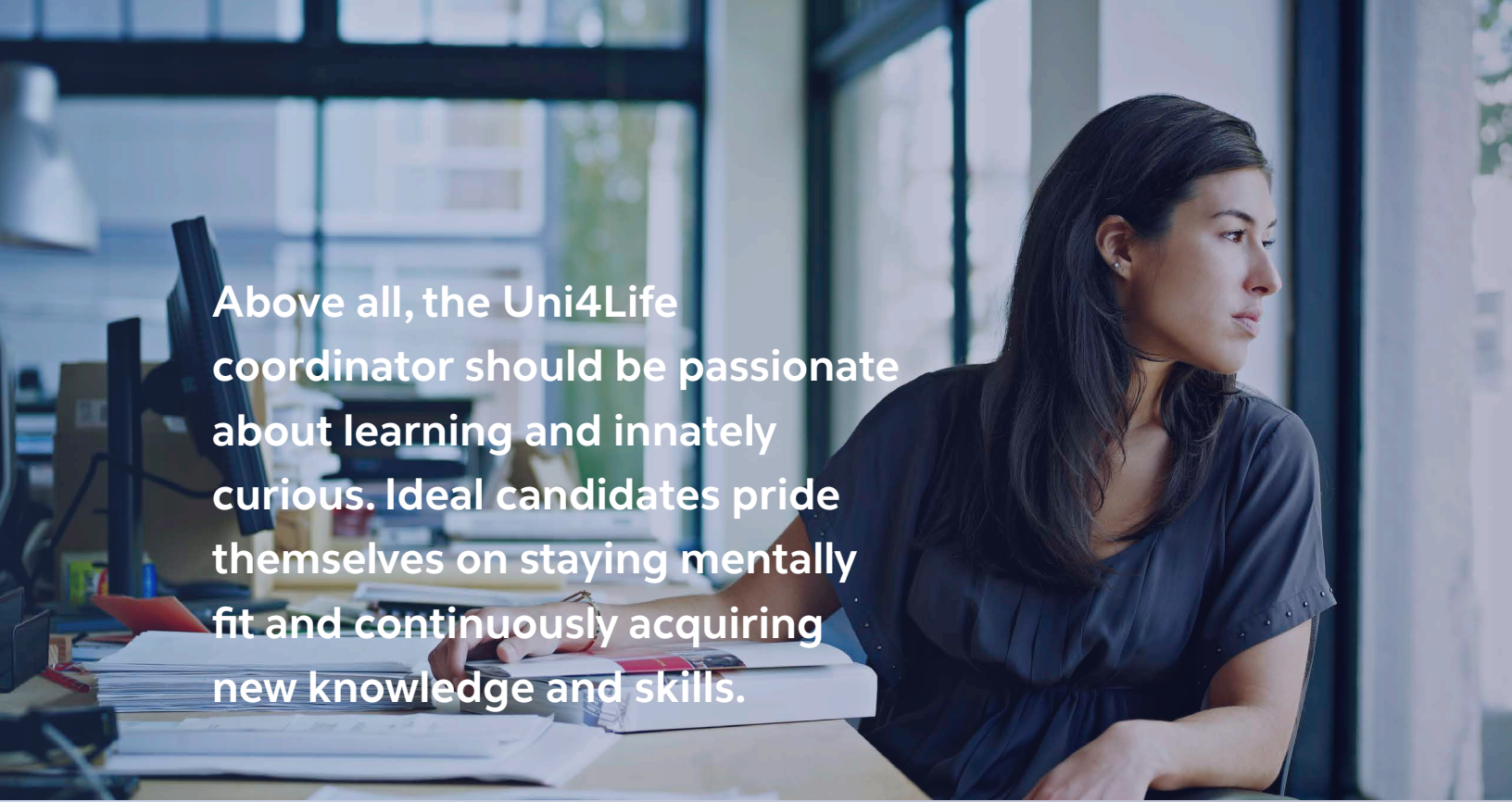
## OVERALL REQUIREMENTS

Over the past five years, we've been hard at work developing our Uni4Life AI technology. This tool collects data on lifelong learners (e.g., from LinkedIn) to build an up-to-date learning profile. Learners can also login to their profiles to make updates. The tool then uses state-of-the-art predictive algorithms to make recommendations that are tied to individual learner profiles and wider labor market data, such as employment and skills data. To help learners choose *how* to learn and not just *what* to learn, all courses monitor learner interaction and engagement to determine which learning style suits them best.

Lifelong learners can choose to interact solely with our AI coordinators (e.g., via chatbot or a virtual reality-enabled meeting room), but a large proportion of alumni still prefer to interact with one of our trusted Uni4Life coordinators. As a Uni4Life coordinator, you'll offer personal advice for lifelong learners and collaborate with them to ensure their learning plans are the perfect fit.

Above all, the Uni4Life coordinator should be passionate about learning and innately curious. Ideal candidates pride themselves on staying mentally fit and continuously acquiring new knowledge and skills. Due to popular demand, all Uni4Life coordinators have access to the learning database and receive their own personalized learning plan.

Because you'll work with alumni from across the globe, flexible working is a must to accommodate different time zones. There's no 9-to-5 here; however, we are passionate about work-life balance. Full-time and part-time positions are available.



Above all, the Uni4Life coordinator should be passionate about learning and innately curious. Ideal candidates pride themselves on staying mentally fit and continuously acquiring new knowledge and skills.

#### SPECIFIC RESPONSIBILITIES

- **Understand the learning database.** To keep up with the rapidly changing skills market, our learning database updates on a daily basis. We also hold a world-renowned catalog of antiquated subjects such as Greek Mythology and dial-up internet access for those who enjoy learning about days gone by.
- **Hold sessions with lifelong learners** to understand their desires for continuous learning and give advice on suitable programs.
- **Work alongside our Uni4Life AI technology** to make tailored learning recommendations.
- **Help others understand their own personal learning style** and apply it to their ongoing education.
- **Troubleshoot Uni4Life AI** to identify glitches and gaps in functionality with our Uni4Life engineers. While this doesn't happen often, it's vital that coordinators feel confident in raising any unusual activity.
- **Recommend new learnings** to add to the system.


#### SKILLS & QUALIFICATIONS

- Excellent people skills.
- Undergraduate degree in any discipline.
- Experience working alongside sophisticated AI tools.
- Excellent understanding of all communication platforms, including technology such as VR Meet, Live Translate Messaging services, etc.
- While our Live Translate software is cutting-edge, any additional languages are a bonus for offering authentic experiences to alumni.

## Shaping the future of HR

The 21 jobs proposed in this report will encompass five essential themes driven by the COVID-19 pandemic and the new era of AI, algorithms and automation.

- 1 Well-being:** With the growth of the digital economy, our “always-on” way of working, the stresses in managing work-life integration, and now dealing with the coronavirus, it’s never been more important to assist workers with their well-being. New HR jobs, like **workplace environment architect, chief purpose planner and director of well-being** will be created to drive employee wellness as a business strategy rather than merely an office perk. (See pages 34, 42, 40.)
- 2 Organizational trust:** HR professionals are in a unique position to be guardians of ethical and responsible workplaces. The proliferation of a “culture of data” increases that requirement, amplifying the need to create “human-in-the-loop” systems to ensure there is fairness, explainability and accountability within the senior leadership of HR. This will lead to HR job roles such as the **human bias officer** and **algorithm bias auditor**, which help to mitigate bias (algorithmic or otherwise) within all of the business functions that HR oversees. (See pages 28 and 16.)

- 
- 3 Creativity & innovation:** In a post-coronavirus world, everything that can go virtual, will go virtual, from meetings to training workers. New HR roles will be created around these mandates, from **WFH facilitators** to **VR immersion counselors**, to help realize the potential of scaling best-in-class remote workforce programs. (See pages 10 and 48.)
  - 4 Data literacy:** HR professionals must ensure that data literacy becomes part of the organization's culture, and HR jobs of the future need to exemplify evidence-based decisions. With organizational network analysis already heating up, **human network analysts** are expected to emerge to better understand the "natural network" of how people come together and stay connected using artificial intelligence and data analytics. (See page 44.)
  - 5 Human and machine partnerships:** Teams of humans and machines will reverberate throughout organizations and lead to the creation of new HR job roles focusing on this nexus in intuitive ways. **Human-machine teaming managers** will operate at the intersection of humans and machines, increasing cooperation rather than competition and creating a new seamless collaboration. (See page 32.)

**08**

# Chatbot & Human Facilitator

## POSITION SUMMARY


Voice is the new frontier for computing in the 2020s, and HR is no exception. While voice processing technology is steadily improving for all manner of personnel inquiries and processes, it's never been more important to have a "human in the loop" when it comes to chatbot UX design for human resources.

We're seeking a chatbot & human facilitator to help us leverage voice as a platform for better digital employee engagement. For example, if someone is feeling too ill to work their shift, a simple interaction with a chatbot could trigger a message to their manager, and automated schedule adjustments could be made. While

efficiencies like these are great (as are the cost savings), we also want to use chatbots to improve employee engagement and task completion, optimize work with virtual assistants for next-best actions and reduce rote work for HR managers.

## OVERALL REQUIREMENTS

Ideal candidates will be passionate about conversational interfaces in the context of HR, where our employees are increasingly comfortable with (and expect) complex requests to be handled. Accents, inflections, turns-of-phrase, jargon and lingo of current voice-as-a-platform systems should also be optimized by working in concert with voice UX designers to heighten empathetic inputs and create a better work atmosphere for the workforce.

A person in a dark suit is holding a tablet computer. Numerous semi-transparent chatbot icons, represented as speech bubbles with three dots, are floating around the tablet and the person's hands. The background is a blurred office environment with other people.

**The chatbot & human facilitator will train virtual agents to be emotionally intelligent to “sense” situational frustration or concern, for example, and understand when to escalate instantly to appropriate levels of management.**



Amid continuing fears of contagion, the chatbot & human facilitator will train virtual agents to be emotionally intelligent to “sense” situational frustration or concern, for example, and understand when to escalate instantly to appropriate levels of management to preempt misunderstanding and yield fast resolution – remotely and virtually.

Additionally, the chatbot & human facilitator will need to work with gig economy managers (see page 26) for scaled support of workers in dynamic and evolving work conditions. It’s critical that this role eliminate any hint of anxiety, perceived manipulation or behavior control with the technology. Alignment with established norms and standards and all (current or future) privacy laws is essential, which will require working in concert with heads of business behavior and algorithm bias auditors (see pages 12 and 16).

## SPECIFIC RESPONSIBILITIES

- **Improve employee productivity and satisfaction** by using state-of-the art chatbot technologies to reduce time and effort required for HR managers.
- **Streamline handoffs to a live HR specialist** when the chatbot can’t resolve a question or when sentiment analytics determine human intervention is needed, based on tone, word selection, etc.
- **Develop and launch pilots for specific simple HR use cases** (e.g., illnesses, life events, scheduling, etc.), gradually moving to full-scale deployment by tackling more complex use cases (e.g., job transfer workflows).
- **Work with software developers to build next-generation HR chatbots** that both augment voice controls and seamlessly

dovetail enhanced conversation widgets with current platforms for text, images, buttons, bubbles and calls-to-action.

- **Create a superior user experience** working in tandem with voice UX designers, accounting for accents, colloquialisms and differing languages to accurately triage requests, and also instantiate the company’s culture and dialog nuances.

## SKILLS AND QUALIFICATIONS

- Experience designing automated solutions that use chatbots to solve problems/perform action through self-serve and natural language interfaces.
- Familiarity with application design principles, accelerators and tools for the design and development of chatbots.
- Experience creating detailed functional requirements for user identity, interactions, AI and natural language processing, live transfer and language support.
- Deep understanding and cultural attunement to languages or dialects that can scale cultural subtleties and nuances needed to create a more natural conversation to a substantial population of our employee base.
- Background in HR contact center management and escalation processes; experience working with voice UX designers is a plus.

09

# Gig Economy Manager

## POSITION SUMMARY

Our company uses a talent marketplace model to ensure we're developing the skills we need to compete now and in the future. With this model – which operates like an internal gig economy – we've made it mandatory for 80% of our employees to shift their roles, projects or teams twice a year, following the example of organizations like Google.

Not only does this model give us access to a continuously evolving, forward-looking skill base among our internal employees, but it also makes it easier and more appealing for our current workers to apply for new roles here rather than look elsewhere. Because the path to new opportunities is clear, and they know we support their career development, employee retention is high. Internal candidates are now our top channel for quality hires, and external hiring has dropped dramatically.

Heading this effort is the gig economy manager (GEM), who's responsible for the smooth running of our talent marketplace platform, model and culture. We're now looking for a new GEM to join the team – someone who's passionate about making work great for everyone.

## OVERALL REQUIREMENTS

GEMs have two main responsibilities. First, they manage day-to-day queries from our associates and managers, working closely with our gig economy platform technicians, data analysts and graphic designers. All GEMs collaborate with these teams to make recommendations for platform improvements and new feature creation.

Second, the person in this role will ideate and consult on large organization-wide projects to further embed our talent marketplace model into our talent management processes. Examples of previous projects include getting rid of job titles to reduce the focus on linear promotions, and introducing a “personal values, ambitions and motivators (VAM)” component to improve the job and role matchmaking process.



We've made it mandatory for 80% of our employees to shift their roles, projects or teams twice a year, following the example of organizations like Google.

## SPECIFIC RESPONSIBILITIES

- **Work daily in the gig economy platform.** Understand the platform back-to-front and be ready to analyze and troubleshoot issues that arise.
- **Hold introductory and training sessions for employees.** Onboard employees onto the platform and coach them on how to submit and continuously update their self-reported data, including their VAM information.
- **Manage queries from associates.** Respond to questions ranging from simple user guidance to “How do I make sure this is the right choice for my next move,” while juggling many straightforward usage requests.
- **Ideate and consult on organization-wide projects.** Brainstorm, submit, plan and execute large, organization-wide projects to embed the gig economy platform technically and culturally.

## SKILLS AND QUALIFICATIONS

- Excellent people skills, especially active listening, patience, empathy.
- Creative problem-solving skills, e.g., finding efficient and effective query resolutions.
- Coaching qualification and experience coaching are a plus.
- Experience leading workshops and training sessions (e.g., onboarding new users onto a data-driven platform).
- High comfort level with data; experience working closely with an AI platform is a must.
- Strong organizational and time management skills.
- Willingness and confidence to disrupt our organization from the inside out.

# 10

# Human Bias Officer

## POSITION SUMMARY

Most businesses today realize it's vital to augment diversity and inclusion throughout their organization. While efforts like unconscious bias training have been used for decades to meet corporate diversity goals, the increased use of algorithms, automation and artificial intelligence has put a new spin on how bias can seep into decision-making and everyday actions. With more of these cutting-edge tools used for HR work processes, there's increased need to create "human-in-the-loop" systems to ensure fairness – and accountability – within the senior leadership of HR.

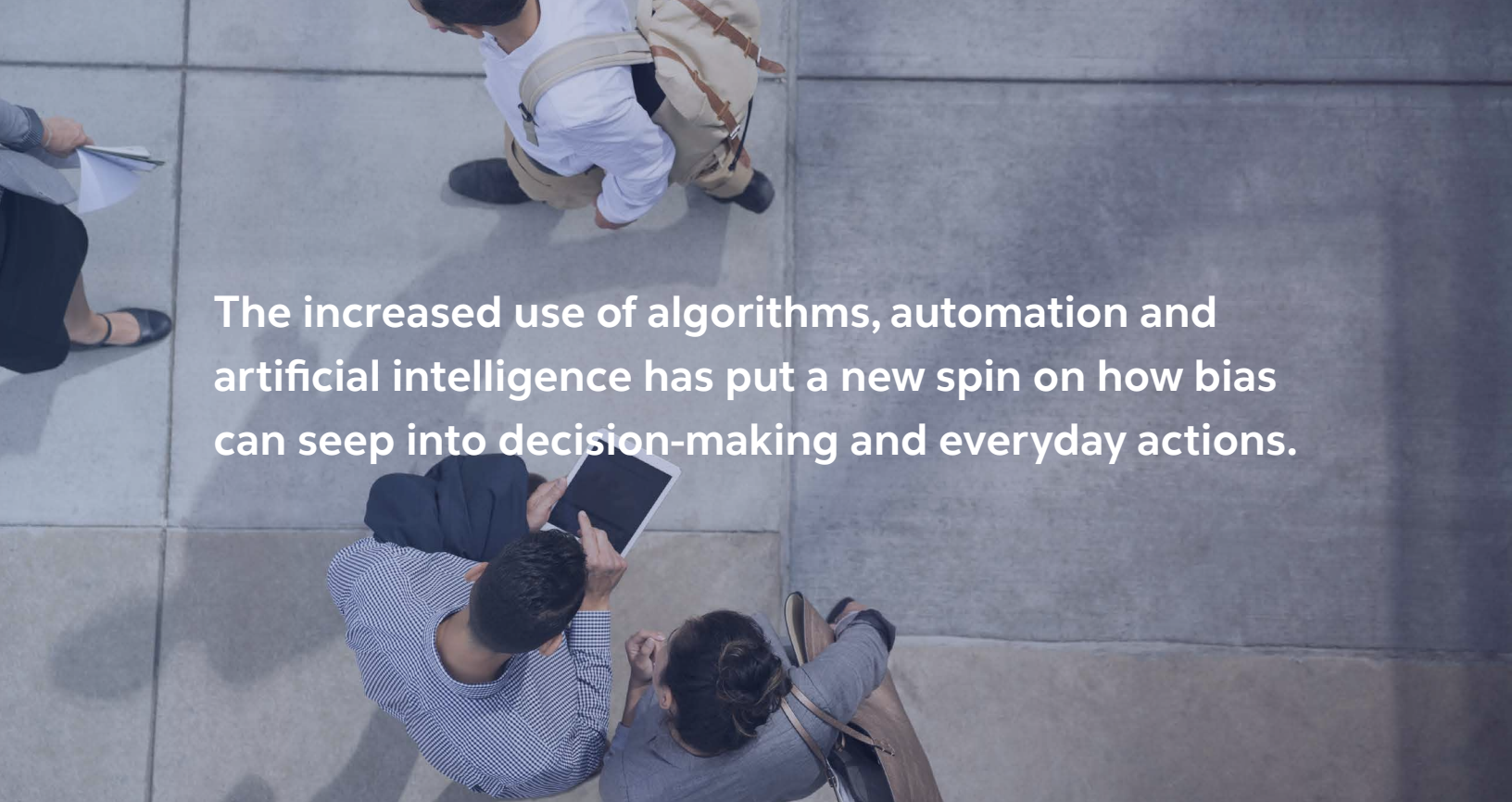
We're looking for a senior executive leader to fill our human bias officer role, with the responsibility for mitigating bias within all the business functions HR oversees. The human bias officer will ensure employees are treated fairly, from recruiting to offboarding, regardless of race, ethnicity, gender, sexual orientation, religion, economic status, background, age or culture. The person in this role will make sure every person feels empowered to speak up when something may not be right, ask questions when unsure and live by their values every day, in every interaction.

## OVERALL REQUIREMENTS

The human bias officer will work closely with – and be supported by – algorithm bias auditors (see page 16), and will work alongside senior decision makers, comparing results and ensuring recommendations are explainable, transparent and bias-free. Importantly, in our HR organization's use of AI, this role will establish responsible processes that mitigate bias and leverage resources such as [IBM AI Fairness 360](#) or [Google AI](#).

The ideal candidate will lead the overall team design of HR algorithms, ensuring they are bias-free and explainable to the workforce. The team will issue guidelines on how humans should interact with automated systems and HR platforms (including creation of a dashboard of all human/bot team members and track their working relationships). The human bias officer will understand the assumptions behind every algorithm and how they affect humans and diversity and inclusion outcomes.

This role reports to the chief people officer, with a dotted line to the executive director of compliance.



The increased use of algorithms, automation and artificial intelligence has put a new spin on how bias can seep into decision-making and everyday actions.

## SPECIFIC RESPONSIBILITIES

- **Understand the business and identify where biases and ethical concerns may arise** (with specific emphasis on algorithm bias auditors' development of matrix-style co-review models to eliminate bias with development teams).
- **Build transparency into the fiber of the business**, with specific emphasis on the do's and don'ts of appropriate (i.e., non-biased) algorithm development.
- **Develop and manage unconscious bias training**, with an emphasis on digital HR tools.
- **Cultivate, champion and sustain a strong ethical culture**, and verify it with deep data scrutiny, using HR data detectives.
- **Promote a diverse range** of employee backgrounds.
- **Build strong relationships** with stakeholders.

## SKILLS AND QUALIFICATIONS

- 8+ years of experience in ethics/bias management, with a proven commitment to diversity and inclusion.
- Master's degree, MBA or a related advanced degree preferred.
- Established track record managing algorithm bias auditors preferred (especially in HR, with demonstrated emphasis on human value judgments and consequences).
- Excellent verbal and written communication skills.
- Excellent interpersonal skills.
- Strong organizational, analytical and critical-thinking skills.
- An understanding of modern, leading-edge IT development, with a thirst to leverage the benefits of leading-edge technology while mitigating its downsides.
- Ability to comprehend, interpret and apply the appropriate sections of applicable laws, guidelines, regulations, ordinances and policies.

# 11

## Future of Work Leader

### POSITION SUMMARY

Like many companies, we need a senior strategist within HR who can envision the new roles our business will need in the next decade, as huge shifts (e.g., technological, geopolitical, demographic, environmental, legislative and competitive) strategically impact our business – and our industry. At a time when **73% of workers depend on their employer for support in preparing for the future of work**, these conversations often happen outside the realm of HR (or only among those with a clear line-of-sight into business strategy). Yet, the general workforce also needs to better understand how their world of work is changing too.

The person in this role will effectively bridge the divide between corporate strategy and the HR function as it pertains to next-generation thought leadership about the future of work, outreach and the next-generation skills required by our business units.

### OVERALL REQUIREMENTS

The future of work leader will drive future-of-work analysis, resourcing and thinking to enable next-generation skills to fuel our business. The individual will need to synthesize many big-picture inputs from academia, leading think tanks, industry umbrella organizations and regional, national and supra-national organizations to foresee the new roles for which we'll need to resource, upskill, hire and drive to execute our strategy. The executive will be a core member of the corporate HR function and act as a dotted-line liaison to our corporate strategy officer.

The role extends well beyond mere traditional “hiring & recruiting.” Rather, it’s about building mindshare for these needs both internally and externally, to source, cultivate and “build the bench” for our strategic future talent pipeline requirements.

The future of work leader must have a key balance of understanding how initiatives will impact future revenue growth, support new strategic initiatives, scale the business through internal talent development, support overall M&A initiatives (working in partnership with corporate strategy) and identify new opportunities. This role will include extensive interaction with senior executives, clients and prospects to better understand their businesses and how we will evolve our workforce to meet those needs (both anticipated and unanticipated).



**We need a senior strategist within HR who can envision how the future of work will require new roles that our business will need in the next decade.**

#### SPECIFIC RESPONSIBILITIES

- **Liaise directly with the corporate strategy function** to drive our future-of-work vision, point of view and master narrative.
- **Drive** the overall HR strategy vision.
- **Identify “distant early warning signals”** of needed skills and roles aligned with our future-of-work vision.
- **Present key future-of-work ideas** to support client interactions and engagements.
- **Work with internal and external thought leaders**, subject matter experts and partners to envision new roles that align with our strategic future direction, anticipating new technology innovation in our market and our work.
- **Drive future-of-work messaging** (e.g., how algorithms, automation and AI will change our work and work processes) and communicate its importance among senior business executives.

#### SKILLS & QUALIFICATIONS

- Bachelor’s degree in business administration, economics, history or philosophy. Graduate degree preferred, with 10-plus years of relevant experience.
- Five-plus years of business development, strategic partnerships or program/product management experience.
- Experience working with management consulting or analyst firms, with a special emphasis on HR (Mercer, Gartner, Forrester, etc.).
- Experience evaluating the latest in technology-driven innovations for people, processes and solutions orchestration, including experience with AI/machine-learning software platforms applied to HR processes.
- Expertise in seeing around corners and foresight in anticipating unintended consequences.
- Excellent people skills.
- Excellent analytical skills.
- Excellent writing skills.
- Excellent presentation skills.

12

# Human-Machine Teaming Manager

## POSITION SUMMARY

Human-machine collaboration is the new workforce. We have an exciting career opportunity for individuals who can help combine the strengths of robots/AI software (accuracy, endurance, computation, speed, etc.) with the strengths of humans (cognition, judgment, empathy, versatility, etc.) in a joint environment for common business goals.

The key task for this role is developing an interaction system through which humans and machines mutually communicate their capabilities, goals and intentions, and devising a task planning system for human-machine collaboration. The end goal is to create augmented hybrid teams that generate better business outcomes through human-machine collaboration.

## OVERALL REQUIREMENTS

The future of work will be based on how well companies blend and extend the abilities of humans and machines by making them collaborative. In our work to turn machines and workers into collaborative “colleagues” to reach entirely new performance thresholds, we are looking for a seasoned professional to help shape the future of work and workplace within our company.


As a human-machine teaming manager, you will identify tasks, processes, systems and experiences that can be upgraded by newly available technologies and imagine new approaches, skills, interactions and constructs. You will define roles and responsibilities and set the rules for how

machines and workers should coordinate to accomplish a task. This involves designing flexible experiences that meet workers’ expectations, while providing a simple and intuitive interaction with machines (translating consumer behavior to business users, as well as to machines, for instance). Ideal candidates will be passionate about advancing human-robot cooperation strategies in a dynamic business environment.

## SPECIFIC RESPONSIBILITIES

- I Develop a task-allocation decision tree** by identifying and describing capabilities that are unique to humans, as well as those that are unique to machines. Also, identify overlapping capabilities that provide the opportunity to variably assign tasks.
- I Translate consumer and employee needs** and business strategies into machine experiences.
- I Build and manage diverse collaborative teams** of engineers, marketers, designers, user experience professionals and program management individuals throughout the design-to-delivery process.
- I Help workers understand how robotic/virtual colleagues will change workflows** and what machines can actually do for effective communication. Develop social understanding and acceptance of such sophisticated machine capabilities.
- I Facilitate hackathon programs** across the organization to help workers focus on the more human elements of the job (being





As a human-machine teaming manager, you will identify tasks, processes, systems and experiences that can be upgraded by newly available technologies and imagine new approaches, skills, interactions and constructs.

empathetic, building relationships and making sense of complex situations) and explore ways to work more effectively with machines.

- **Work with external stakeholders** (consultants, economists, sociologists, analysts and others) to develop the human-machine collaboration roadmap for the next five years.
- **Provide support and delivery of our talent management strategy.** Promote coaching and a learning culture in the business (this should involve social media and other learning applications).
- **Restructure compensation and performance metrics for existing and new workers.** Develop performance metrics for machines, i.e., how effective they are in strengthening the human-machine relationship.

## SKILLS & QUALIFICATIONS

- A graduate degree in experimental psychology or neuroscience and a relevant master's qualification in computer science, engineering or HR.
- At least five years of experience in one or more areas: human neuroscience techniques, robotics, human activity monitoring and understanding, human-robot interaction, machine learning, social robots.
- A passion for programming and robotics, and an understanding and/or interest in entrepreneurship, corporate innovation, HR, talent management and operations.
- Experience in consumer UI/UX design and implementation is preferred.
- Excellent leadership, communication and collaboration skills.

**13**

# Workplace Environmental Architect

## POSITION SUMMARY

Americans today spend more than 90% of their time indoors on average. We've replaced the sun's light with artificial bulbs, fresh air with HVAC, and the sound of the natural world with humming screens. We've created new human environments – buildings – but they're making us sick. Employees working in offices are less healthy, less happy and less productive.

Organizations have the power to improve these areas, and our company is looking for a workplace environmental architect to do the job. The person in this role will work with our facilities management, corporate real estate and HR teams to ensure our offices are designed with the health and wellness of all our stakeholders (both customers and employees) in mind. The job requires vision for what the workplace environment could look like and the expertise to turn that vision into reality. By acting as a consultant in three major categories – real estate acquisition, facilities management and human-centered design – the workplace environmental architect will ensure the company takes a holistic approach to health and wellness.

## OVERALL REQUIREMENTS

In this role, you'll foster a company-wide understanding of the importance of worker well-being, both the benefits it can offer and how the company's real estate holdings can impact it. You'll also design strategies for improving the wellness of all workers and ensure investments in human-centered design. The ideal candidate will use his or her expertise in architecture, human-centered design, wellness and public health to carry out the company's mandate to create a healthy and nurturing workplace environment.

The workplace environmental architect will craft a typical day in the life of a worker and propose an array of practices and daily habits that will nurture well-being in the workplace. You'll need to keep current on the latest thought leadership for environmental and public health, as well as emotional, social, physical and spiritual well-being in the workplace, while monitoring the market for innovative solutions to health and wellness problems. It's crucial for the person in this role to understand the impact of building systems, such as HVAC, on occupant health and wellness.

The person in this role will ensure the building's interior is designed according to biophilia principles, incorporating elements that connect occupants with the natural world (walls painted with natural colors, furniture made with natural materials, views of nature and art such as living walls and water fixtures). Additionally, you'll ensure all products used in our buildings, such as food and cleaning and office supplies, will not harm employees' health and wellness.



By acting as a consultant in three major categories – real estate acquisition, facilities management and human-centered design – the workplace environmental architect will ensure the company takes a holistic approach to health and wellness.

## SPECIFIC RESPONSIBILITIES

- **Optimize facilities for a healthy workplace.** Working in concert with facilities management, ensure building systems, such as HVAC, are fine-tuned to support occupant health and wellness.
- **Monitor innovative solutions for health and wellness problems,** such as smart-glass windows and environmental light and temperature sensing.
- **Oversee interior design,** incorporating design elements that foster a connection to nature (natural colors and materials, greenery, water accents).
- **Act as a business partner from HR** to corporate real estate teams. Ensure that the building's location and relationship with the landscape position it to be a healthy work environment.
- **Frequently review and analyze scientific literature** on public health and building design and provide specific, actionable and relevant recommendations for all stakeholders.
- **Update post-pandemic programs to ensure regular deep-cleaning,** socially-distanced desks and contactless automation

(e.g., voice-activated coffee machines and elevators) wherever possible to reduce vectors of viral infection.

- **Guide the purchase of healthy food choices,** cleaning products, office supplies and furniture that positively impact health and wellness.

## SKILLS AND QUALIFICATIONS

- Educational background or experience in human wellness, architecture and design, with a proven track record of thoughtfully considering the interplay between lighting, air quality, acoustics and thermal conditions.
- Knowledge of building certification programs, such as LEED and WELL.
- Passion for an interdisciplinary systems/ thinking, including a strong understanding of wellness, anthropology and sustainability.
- Excellent communication and interpersonal skills.
- Ability to work well on a team and maintain successful working relationships.
- Adaptability to different client needs.
- Thirst for innovation, balanced with commercial awareness.

**14**

# Chief Climate Response Leader

## POSITION SUMMARY

The climate change movement is a concern to all – and our employees are no exception. At a time when activists like Greta Thunberg have gone from fringe to mainstream and the Google search question “[how hot does it have to be to leave work?](#)” returns over a million results (answer: 86°F), it’s imperative that companies foster advocacy and employee activism on this issue.


The role of the chief climate response leader is to champion our organization’s leadership position in building a sustainable strategy and communicating this to prospective candidates, employees and the general public. This is especially the case in regional markets, where we’re looking to attract new talent, since taking

action on climate change helps attract the best and brightest employees.

Because candidates are increasingly selecting potential employers based on culture and values rather than job title and salary, the chief climate response leader sits within the talent acquisition team.

## OVERALL REQUIREMENTS

The person in this leadership role will serve as a conduit for candidate, employee and customer feedback on actions the company is taking with respect to human capital and climate change. You’ll use the latest technologies to monitor candidate and employee questions and suggest actions they can take, while also spearheading dissemination of relevant research and actionable



**The role of the chief climate response leader is to champion our organization’s leadership position in building a sustainable strategy.**

news, and conducting surveys for employees and for the general public.

Because marketing around this issue now plays an outsized role in recruiting, you'll ensure we're highly ranked in the Forbes [Global 100](#), which scores large corporations across the globe on criteria such as reducing carbon and waste, revenues derived from clean products, and overall sustainability. By partnering internally with our chief sustainability officer and ethical sourcing management, you'll work to improve our annual rankings on the Global 100 or other sustainability indices by benchmarking our organization against relevant criteria.

At a global level, you'll collaborate with the [Climate Reality Project](#) and our head of leadership development programs to help high-potential leaders contribute to the worldwide effort to create climate solutions.

## SPECIFIC RESPONSIBILITIES

- **Lead HR business partners in ensuring employees spread the word** about climate change and how the organization is combatting global warming,
- **Gather and disseminate data on climate change** in the communities in which we do business.
- **Create and deliver a roadshow presentation**, in concert with our chief sustainability officer, showing the impact of climate change in all communities in which we do business now and over the next 10 years and emphasizing how our employees are helping.
- **Include the climate change roadshow** as a regularly updated agenda item in HR's all-hands meeting, with relevant debrief from community meetings. Facilitate meaningful ongoing discussions about climate change (and the importance of its remediation) within your organization.

- **Draft a set of climate change questions** to be included in our monthly survey, its impact on talent attraction and retention, and what individual employees can do to help combat global warming.
- **Become a certified Climate Reality Leader** to bolster your expertise. Develop recommendations for how training from the Climate Reality Project can be incorporated organization-wide.
- **Understand how our competitors are responding** to climate change in the communities in which we operate around the globe (with emphasis on employment, recruiting and retention); keep senior leadership informed of your findings.

## SKILLS & REQUIREMENTS

- Bachelor or master's degree in environmental science, renewable energy, ecology or sustainable development.
- Excellent presentation, training and coaching skills, with the ability to engage, influence, train and persuade others at all levels.
- Ability to convene and collaborate with panels of top HR, design and academic experts on this subject to drive innovation, assess progress and validate results.
- Experience with leading cross-functional teams and organization-wide programs, operating and influencing effectively across the organization.
- Excellent communication and interpersonal skills.
- Strong analytical and writing skills.
- Demonstrated civic leadership.

A woman with blonde hair and glasses is sitting at a desk in a dimly lit office. She is looking down at a tablet computer she is holding. The scene is bathed in a blue light, creating a professional and focused atmosphere. In the background, there are blurred office elements like a computer monitor and a desk lamp.

## HR ‘jobs of the now’ show us what’s coming

The 2020s will be a reset moment for HR. During the past few years since we published our initial “21 Jobs of the Future” reports, the “jobs-made-real” by visionary HR leaders reflect variations on our thinking. Here are some of the new types of jobs we’ve seen emerge already in HR that show the possibilities and shape the path for others:

- **Head of employee experience:** This seemingly futuristic HR role is now well-entrenched, with heads of employee experience cropping up at companies as wide-ranging as ING, Novartis and Walmart. Fusing HR, IT, user experience and employee communications (and borrowing from marketing and human-centered design principles), this role helps create “moments that matter” to candidates and employees.
- **Chatbot coach:** DBS Bank created a virtual recruitment bot powered by AI, shortening candidate screening from 32 minutes to eight. The time savings gave recruiters more time to amplify the culture of DBS.

- **Financial wellness coach:** SunTrust Bank (now Truist) created a new role in HR, the financial wellness manager. Reporting to the senior VP of HR and focused on financial well-being, this role requires expertise in adult learning, data analytics and financial services.
- **Vice president, HR AI strategy offering:** Featured in [a 2018 Forbes column](#), this role at IBM leads an HR team of data scientists, people analytics practitioners and engineers who use data to transform the employee experience.

We fully expect to see more examples of the theoretical become reality in the weeks and months following this “21 HR Jobs of the Future” report. As we’ve long maintained, before it can be built, it has to be dreamed.

During the past few years since we published our initial “21 Jobs of the Future” reports, the “jobs-made-real” by visionary HR leaders reflect variations on our thinking.

15

# Director of Well-Being

## POSITION SUMMARY

The COVID-19 outbreak significantly and immediately increased the requirement for organizations to have a well-being strategy in place. Even before the virus, two-thirds of full-time workers experienced burnout on the job, and in its wake, the health and well-being of our employees has been priority number one.

We are looking for a director of well-being to create an organization-wide strategy to keep our employees healthy, productive and engaged. This role will also lead programs and services to build a more connected, active and meaningful employee experience through wellness practices that consider mental, physical, emotional and spiritual health. The goal of this position is to inspire a culture of open and honest communication to create a highly productive, functional and positive environment for employees.


## OVERALL REQUIREMENTS

The director of well-being's primary focus is to design, develop and implement well-being programs aligned with the organization's culture, mission and values. The vision of the role is a holistic one, with an increasing emphasis on weaving mental, emotional, physical and spiritual well-being into the fabric and culture of the organization.

[Research has shown](#) that burned-out employees are 2.6 times more likely to leave the company, and, even if they stayed, they experience 13% lower confidence in their performance and are half as likely to discuss how to approach performance goals with their managers. Further, as employees work with technologies each day, there is a lack of human connection.

Our goal is to create a more human experience at work. The person in this role will collaborate with specialists, such as fitness commitment counselors and/or financial wellness coaches, to help give employees tangible resources and tools in specific areas of need to make "holistic" a reality – with real results. Supporting and coaching employees is essential, as is providing transitional well-being support to new hires and those moving throughout the company.





The vision of the role is a holistic one, with an increasing emphasis on weaving mental, emotional, physical and spiritual well-being into the fabric and culture of the organization.

#### SPECIFIC RESPONSIBILITIES

- **Evaluate the current state of employees' physical, mental, emotional and spiritual well-being**, in collaboration with HR data detectives and human network analysts (see pages 8 and 44), as well as the behavioral insight teams.
- **Work in conjunction with HR data detectives** to analyze and discover employees' needs and wants.
- **Construct and advocate for diverse mental well-being programs and resources**, such as partnering on healthcare benefits and workplace effectiveness programs, and exploring innovative products to address employees' mental well-being challenges.
- **As we build a best-in-class well-being strategy**, communicate our initiatives and findings with a broad external audience to help other organizations follow suit. The more people we can support, inside and outside our own organization, the better.
- **Consider the unique needs of remote workers**; create a specific set of well-being solutions for them.

#### SKILLS & QUALIFICATIONS

- Expertise and industry-level knowledge in employee well-being (experience creating solutions that address isolation and mitigate employee burnout is preferred).
- Clinical behavioral health experience preferred.
- Demonstrated ability to foster internal and external well-being networks (i.e., helping community agencies educate on issues related to wellness).
- Certified yoga instructor, meditation practitioner or similar.
- Excellent and demonstrable emotional intelligence and empathy.
- Strong communication skills and experience designing communication programs.
- Ability to understand and interpret data to guide wellness programs and initiatives (certification in design thinking is a plus).

16

# Chief Purpose Planner

## POSITION SUMMARY

“Purpose” is the new commercial battleground, and our agency needs people to conceive, shape and launch dedicated purpose journeys for our clients as they seek differentiation. You’ll help our clients define and articulate their contribution to society and their purpose for both customers and prospective employees.

Being a chief purpose planner means mastering a corporate brief and using all social channels to help clients build, maintain, manage and burnish their purpose in the minds of an increasingly crowded market. If you currently work in public relations with an eye on social media and have a talent for influencing people, you’re well on your way to being a chief purpose planner.

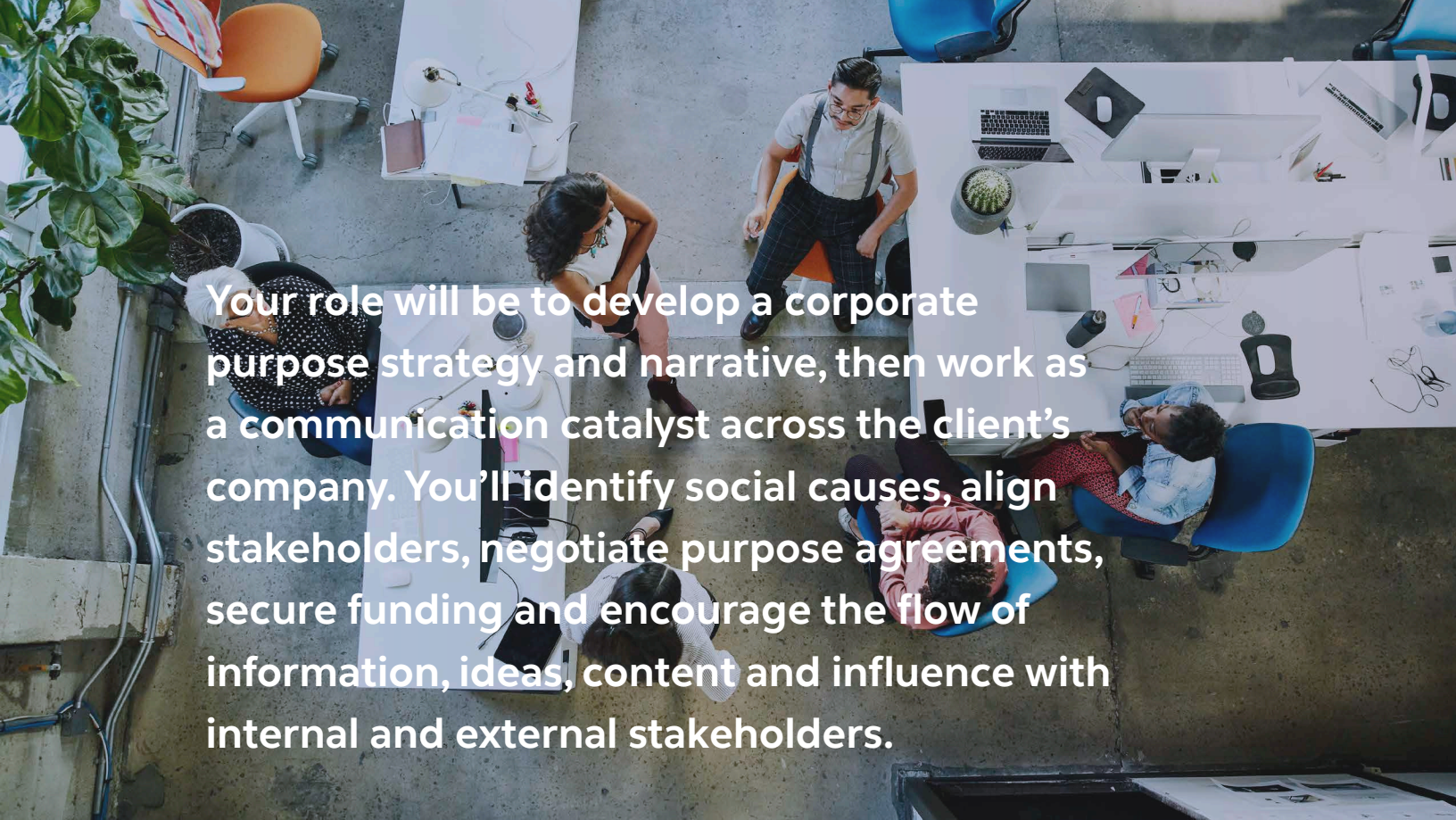
## OVERALL REQUIREMENTS

As chief purpose planner, you’ll help shape and promote a defined corporate purpose that aligns with both clients’ customers and employees. Because we recognize that corporate purpose attracts customers as well as engages employees, these projects will take place between the marketing and HR functions. (Our internal research shows that attracting talent correlates with a company’s perceived sense of purpose.)

Your role will be to develop a corporate purpose strategy and narrative, then work as a communication catalyst across the client’s company. You’ll identify social causes, align stakeholders, negotiate purpose agreements, secure funding and encourage the flow of information, ideas, content and influence with internal and external stakeholders. This positive reinforcement will instill long-term positive attitudes around the organization and the products and services it sells.

The aggregated collection of mood and empathy interactions will turn customer touch into sales and reduce employee attrition rates and increase the talent pipeline. Ultimately, your work will position our clients favorably, increasing the effectiveness of each customer touchpoint and improving the company’s brand.

Chief purpose planners are the next iteration of PR. Key requirements for this role are a deep understanding of consumer ethics and an active involvement in social causes on a regional and international stage.



Your role will be to develop a corporate purpose strategy and narrative, then work as a communication catalyst across the client's company. You'll identify social causes, align stakeholders, negotiate purpose agreements, secure funding and encourage the flow of information, ideas, content and influence with internal and external stakeholders.

## SPECIFIC RESPONSIBILITIES

- **Create, shape and own the delivery of the purpose strategy** and narrative for clients.
- **Influence our clients' employee conversations** by working with HR to champion the "voice of the employee" through various communication channels.
- **Consult with multiple stakeholders and align with social causes**, maintaining a register of causes and their suitability for funding.
- **Ensure cross-functional alignment** by liaising with the in-house ethics team and chief trust officer to define content and communication plans.
- **Negotiate third-party agreements** to ensure funding reaches the right audience and makes a perceptual difference.
- **Build the content strategy**, working with marketing/social media teams to develop annual, quarterly and monthly influencer targets.

## SKILLS & QUALIFICATIONS

- Agency-side, mid-careerist with 15 years or more experience. This role is a leadership position with budget-line responsibility, so finance skills are necessary. (Metrics on employee retention will form a big part of your bonus!)
- Solid background in corporate ethics and proven ability to analyze and influence corporate perceptions.
- Flair for social media and employee engagement. Ability to demonstrate campaign influence on the client's organization and beyond.
- Background in economics and an ability to interpret macroeconomic trends as they relate to and influence customer activity.
- A "challenger mindset," with a proven ability to build and maintain relationships with C-level HR, CMO and CTO executives as equals, and challenge where necessary.
- Qualifications in macroeconomics and/or sustainability.

## 17

# Human Network Analyst

## POSITION SUMMARY

The traditional org chart says little about how work actually gets done, representing an outdated hierarchical system not fit for the future of work. Our company is building a 21<sup>st</sup> century “**wirearchy**” (a term coined by consultant and author Jon Husband): dynamic networks of connected nodes, free of predefined priorities or ranks.

Understanding the wirearchy means uncovering the “natural network” – how people *really* come together across the business to get the job done. We’re looking for a new human network analyst to join a growing team responsible for synthesizing and analyzing the natural network and providing an X-ray into the inner workings of the organization.

Our team of human network analysts is responsible for delivering insight on a huge range of wirearchy-related queries, including: how connected are teams? How engaged is the remote workforce? Who are the high performers? How inclusive is our organization? Who is at risk of burnout?


With this insight, our HR team can focus on breaking down restrictive structures and processes and bringing the right people together at speed.

## OVERALL REQUIREMENTS

The human network analyst uses artificial intelligence and data analytics to visualize and analyze human working relationships. One of the key tools analysts use is organizational network analysis (ONA). We have invested in both virtual ONA (e.g., email, IM and intranet analysis) and physical ONA (GPS, infrared and voice sensors embedded in ID badges).

The analysts use data from these sources to answer queries, present solutions and even provide answers to questions that nobody has yet thought to ask. They work collaboratively with the wider HR team, especially the behavior team (see page 12) and HR data detectives (see page 8).

Privacy and ethics concerns are of paramount importance, and each analyst is responsible for meeting the highest ethical standards during their work, as well as innovating and building upon existing privacy frameworks to continuously raise our standards.



## Understanding the wirearchy means uncovering the “natural network” – how people really come together across the business to get the job done.

### SPECIFIC RESPONSIBILITIES

- **Use various forms of ONA to understand the natural network.** This includes but isn't limited to identifying high performers and “connectors” (people who naturally bring people together but aren't necessarily leaders), uncovering the secrets of highly productive teams, identifying collaboration patterns for critical roles, assessing inclusivity (i.e., the diversity of network clusters) and monitoring employee well-being.
- **Maintain and grow our sources of data for deeper analysis.** Pitch new ideas for data collection and manage the end-to-end implementation of new sources, tools and platforms.
- **Present findings to multiple stakeholders** in either written, dashboard or presentation format. Analysts create project- and question-specific reports and also maintain consistent reporting on business KPIs with a network perspective.
- **Work collaboratively with teams across the entire HR function.** Manage day-to-day requests for information on the natural

network, while also working on larger, strategic projects that require people insight.

- **Uphold the highest privacy and ethics standards.**

### SKILLS & QUALIFICATIONS

- 5+ years of experience in reporting, data analytics or modeling.
- Master's degree or certifications in one or more of the following areas: data science, artificial intelligence, computational social science, social network theory.
- Excellent verbal, written and interpersonal communication skills (this job is about helping with execution, not “admiring” the ONA itself).
- Ability to translate business needs into complex analysis, designs and recommendations.
- Analytic skills to identify and define business requirements, while supporting the validity of the final product.
- Develop innovative, visual ways to extract ONA data, present it in dashboards and communicate results.

18

# Employee Enablement Coach

## POSITION SUMMARY

Retaining skilled talent is a major concern for most companies around the globe – ours included. As a result, employee engagement has become a strategic priority for many of the world’s employers. We know that retaining employees today goes well beyond providing them with good pay and benefits – we also need to heighten careers that matter, recognize employees’ unique value and foster their participation in socially and personally beneficial activities, giving them time to dream, imagine, innovate and play.

We’ve placed reskilling the current workforce, hiring and training college students and nontraditional talent, and promoting a culture focused on well-being, social impact and belonging at the top of our talent agenda. The employee enablement coach will serve as an advisor and advocate in identifying the workplace and life space needs, desires and concerns that contribute to engaged and productive employees who stay with our company and are committed to our collective success.

## OVERALL REQUIREMENTS

The employee enablement coach will work with our data detectives, Uni4Life coordinators, heads of business behavior, chief purpose planners and managers (see pages 8, 20, 12 and 42) to create individual enablement strategies and plans for each employee. You’ll establish a direct relationship with employees “from hire to retire” and serve as their advocate and advisor in ensuring their workplace and life space needs are accommodated for and met. Crucially, you’ll also serve as a “distant early warning” to head off unnecessary resignations due to eminently fixable situations, conditions, obstacles and variables related to employees’ work.

As employee enablement coach, you’ll need to analyze data to determine the key needs and concerns of individual employees. The role requires strong collaboration and influencing skills to engage key stakeholders in actively committing to support employees’ success and enablement plans. You’ll need to co-create actionable plans that employees can follow to address their high-priority enablement needs and ambitions. In addition, you’ll need to gain a clear understanding of the work environment and personal circumstances of individual employees that cause unhealthy stress, as well as motivational triggers that give them a sense of accomplishment, purpose and pride.

A photograph showing a woman in the foreground with her hand raised, participating in a meeting or presentation. Other people are visible in the background, seated and facing forward. The text is overlaid on the image.

The employee enablement coach will serve as an advisor and advocate in identifying the workplace and life space needs, desires and concerns that contribute to engaged and productive employees.

#### SPECIFIC RESPONSIBILITIES

- **Understand and apply learnings** from the latest trends related to employee enablement, experience, retention and engagement practices.
- **Work with HR data detectives** (see page 8) to identify employees' career goals and aspirations, development areas, social impact and purpose interest areas, and engagement status.
- **Partner with managers to understand the work environment**, critical skills and behaviors that will support the employee's success in his/her role and work environment.
- **Work with internal and external gig economy managers** and second-act coaches (see pages 26 and 18) to co-create enablement plans that provide resources, benefits, mentors and services that support the plan.
- **Coach employees and managers in areas of self-activation and advocacy** to support growth, sustain positive relationships, remove obstacles and learn from setbacks.

- **Facilitate and document meaningful outcomes** at the individual employee level, such as minimizing negative stressors, optimizing energy under stress, and living purpose-driven lives at work and home.

#### SKILLS AND REQUIREMENTS

- Master's or equivalent degree in counseling psychology, cognitive and behavioral psychology, social and cross-cultural psychology, industrial and organizational psychology, organizational development.
- Certification in career, professional, executive and/or life coaching.
- Demonstrated understanding of inclusion and belonging principles and techniques.
- Demonstrated experience or practice in purpose-driven and/or social responsibility work.
- Excellent communication, interpersonal, analytical and behavioral assessment skills.
- Strong influencing and persuasion skills across all levels and stages of careers.
- High level of discretion and empathy.

19

# VR Immersion Counselor

## POSITION SUMMARY

We've seen the impact that virtual reality has had on all manner of HR functions, from attracting prospective employees, to helping us choose the right candidates (based on aptitude) and helping them envision the work processes and functions their jobs will entail.

We're seeking talented VR immersion counselors to help our HR department design, facilitate, personalize and massively scale the rollout of best-in-class workforce training and collaboration in virtual reality.

VR has also been a very successful tool in shaping the future of how people learn and train, augment safety through situational simulation, and foster genuine empathy for fellow co-workers facing discrimination. By shaping the future of how people learn and train through "be-there" livestreaming of training, customer events or even remote fitness/wellness programs, we see the acceleration of virtual, "see what I see," in-the-moment collaboration as a strategic enablement capability for HR – and corporate execution.

## OVERALL REQUIREMENTS

VR immersion counselors use VR to supercharge collaboration and training. You will collaborate with talented engineering leads, training and workforce collaboration leads and technical artists to bring together the elements for employees to move through virtual space, time and location to amplify their work in VR.

VR has proved fruitful and beneficial to the majority of collaborative business functions. With the sci-fi imaginings of *Star Trek's* holodeck in mind (i.e., close physical proximity for collaboration – but virtually), the counselor will also upload the highest-performing, best-in-class innovative programs, content and training vignettes into our VR content management platform.

Particularly in the wake of concerns about contagion, our HR department is fully committed to virtual reality as an alternative to travel for in-person collaboration. For that reason, we've committed to moving fully into emergent, high-quality VR-based workstreams.

The VR immersion counselor will help realize the potential for scale, the impact on our business goals and the privacy and ethical ramifications of VR, while crafting a strategic roadmap to get the timing right in all manner of business-critical functions.





**We see the acceleration of virtual, “see what I see,” in-the-moment collaboration as a strategic enablement capability for HR – and corporate execution.**

### SPECIFIC RESPONSIBILITIES

- **Develop a plan for VR immersion** that dynamically optimizes learning content and collaboration platforms that accentuate graphic realism, innovation and breakthrough business results.
- **Ensure utilization of state-of-the-art VR head-mounted displays (HMD) and platforms.** Ensure the right HMD technologies are being used, whether they’re fit for purpose, etc.
- **Adherence to privacy best practices is essential;** the VR immersion counselor must align with established norms, standards and all (current or future) privacy laws.
- **Consider elements of flow, space and timing within VR immersion; attention** to organizational change management is critical.
- **Help users help themselves – through iteration, VR experiments and proto-pilots.** If users can navigate journeys by themselves, they’re far more likely to become advocates, which will help scale adoption.
- **Provider clear advice and counsel to business unit leaders** as to what “good” looks like, with emphasis on potential use of specialist and generalist partners that will be needed for success

### SKILLS & QUALIFICATIONS

- 2+ years of experience in a facilitation role in the corporate learning sector.
- Organized, detail-oriented and adaptable problem-solver able to manage and scale dozens of VR-focused programs.
- Comfortable working with individuals with diverse backgrounds and work styles; demonstrated experience in design, inclusivity, learning and teamwork is a plus.
- Interest in developing a deep understanding of virtual reality technologies.
- Preference given to those with a minimum of one year’s experience in development, design, modeling and use of immersive platforms such as Strivr, Mursion, Linden Lab’s Sansar, The Wild or Hub Culture’s Emerald City.
- Exceptional knowledge of and familiarity with leading head-mounted display equipment.

20

# Distraction Prevention Coach

## POSITION SUMMARY

Technology is essential to our employees – but it’s breaking their mental flow. In fact, the anxiety caused by being separated from our devices is now a known syndrome: nomophobia. Symptoms includes “phantom notifications,” where users imagine the ping or vibration of a message, inducing “just a peek” to ensure all is safe-and-sound. Smartphone users [spend 2.5 hours a day](#) checking their phone – not *using* it per se, just simply opening and closing the phone to scan for notifications.

This is bad news for business. According to some experts, [it can take 11 minutes](#) to regain focus after reading a text message, and the simple act of reading a text can [double the error rate](#) of basic tasks. Moreover, as our employees’ work and personal lives increasingly become blended, staying focused on *both* of these areas is becoming a real benefit our HR function can assist them with.

We are now hiring distraction prevention coaches to turn the tide on smartphone obsession and help our workforce rediscover their healthiest, most productive selves.

## OVERALL REQUIREMENTS

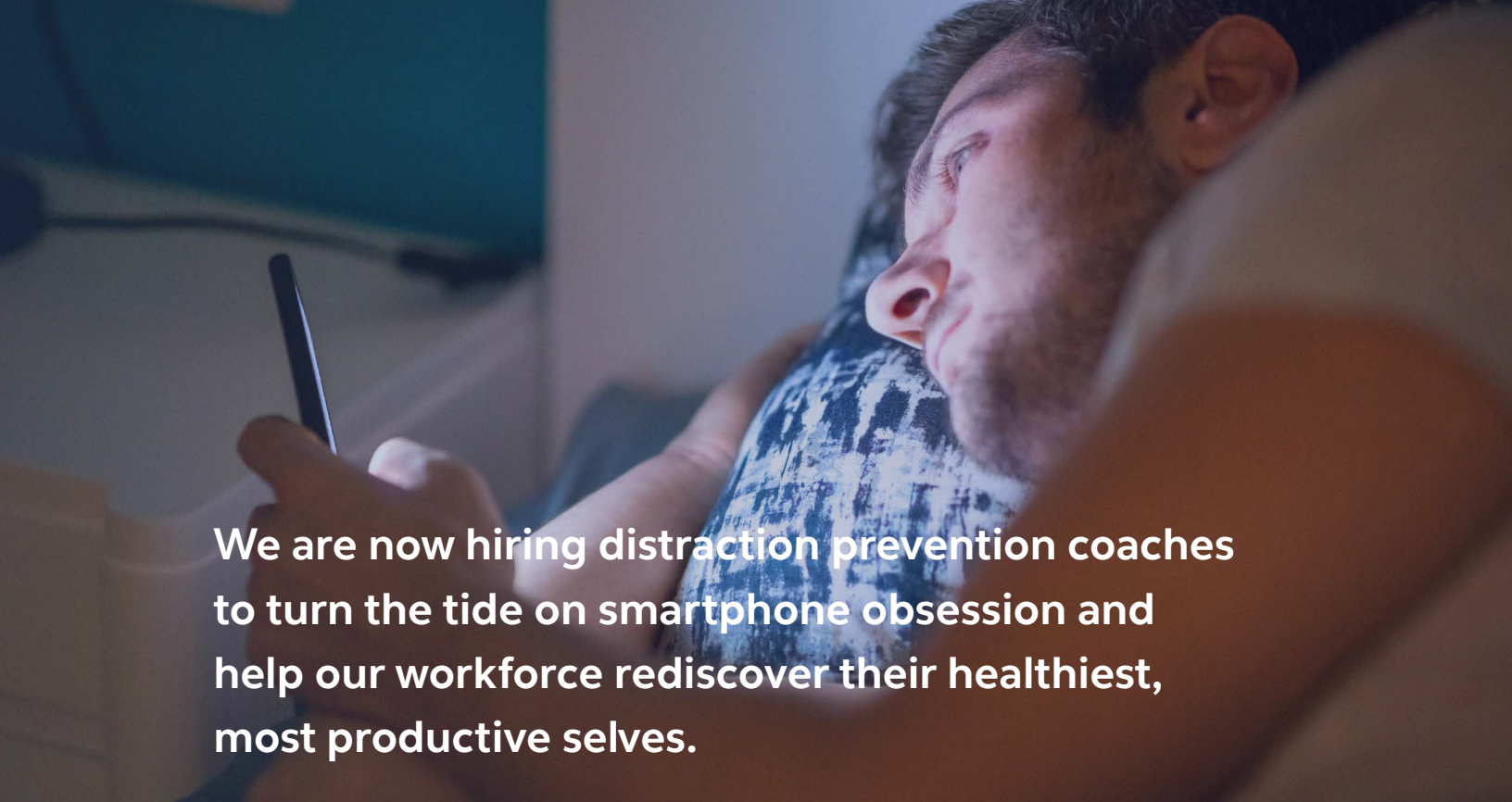
The goal of a distraction prevention coach is to help associates at all levels hone their attention both inward, to align their values and intuitions, and outward, to navigate the world around them.

Doing so will help them manage their stress and increase their focus, productivity and effectiveness.

The person in this role will also educate workers on the nature of stress. Short-term stress raises cortisol levels – the so-called “stress hormone” – which can boost motivational adrenaline [around impending deadlines](#). Long-term, however, it can result in an increased lack of focus and productivity. Unfortunately, most of us don’t notice our focus declining until we become completely overwhelmed. When mental and emotional exhaustion sets in, it further drains our ability to focus, concentrate and recall information. For that reason, the distraction prevention coach is functionally aligned with the assessment and coaching team within HR.

The distraction prevention coach will also help associates manage the constant distractions that interrupt and hijack their focus and are the source of related stress. The emphasis should be on instilling self-management practices such as staying calm, impulse control and conflict management.

The ideal candidate will provide tools and guidance to managers as they assess the current state of their associates and help build these supportive practices within their teams. As such, it’s essential to act as a thought leader on distractions in the workplace, staying up to date with current research and sharing findings across the organization.

A close-up photograph of a man with dark hair and a beard, wearing a blue patterned shirt. He is looking intently at a smartphone held in his right hand. The background is blurred, showing what appears to be an office or meeting room setting.

**We are now hiring distraction prevention coaches to turn the tide on smartphone obsession and help our workforce rediscover their healthiest, most productive selves.**

#### **SPECIFIC RESPONSIBILITIES**

- **Develop individual and group assessments** to gauge the level of emotional intelligence on the team.
- **Design a monthly publication on distractions in the workplace** that assesses distractions and their associated missed opportunities, while also featuring best practices in recognizing and avoiding distractions.
- **Establish an ongoing coaching program for** managers to ensure their team stays focused on achieving goals, prioritizing work that matters and eliminating distractions.
- **Actively listen** to employees to identify stress factors caused by overstimulation.
- **Create awareness** of the dangers of distractions caused by technology overload.
- **Create and launch a “get time back to get ahead” campaign**, highlighting ways employees can effectively use time away from electronic devices for self-development, career progression and business productivity.
- **Establish and drive a focus-mastery** skill set across the business.

#### **SKILLS & REQUIREMENTS**

- Bachelor’s or master’s degree in human resources, organizational development or the equivalent.
- Minimum ACC accreditation with the International Coaching Federation (ICF).
- Excellent coaching, training facilitation and presentation skills.
- Experience leading cross-functional teams and organization-wide programs, with the ability to operate and influence effectively across the organization.
- Excellent communication and interpersonal skills.
- Strong analytical and writing skills.
- Demonstrated thought leader in focus distraction prevention.

**21**

# Genetic Diversity Officer

## POSITION SUMMARY

Our organization is seeking a full-time experienced genetic diversity officer. The individual will work closely with our country and business unit heads, as well as our in-house and third-party genetic pathologists, to ensure genetic inclusion within the organization. The successful candidate will either be experienced in genetic equality or have experience handling and implementing other equality programs within organizations and be willing to undergo training on genetic enhancement methodology and implications.

## OVERALL REQUIREMENTS

The next revolution in equality management is here. Beyond ethnic, sexual orientation and gender equality, we now face genetic equality and the need to integrate a workforce that

includes workers who have been genetically-enhanced (whether during gestation or later in life) with those who have not. As an Equal Opportunity Employer, it is extremely important for us to maintain an inclusive workforce and fairly handle progression, remuneration and recognition across the workforce and genetic spectrum.

As our genetic diversity officer, your primary role will be to facilitate the profitability and productivity of the organization while fostering an environment of genetic inclusion. You will operate within legislative guidelines and mandates regarding the genetically enhanced workforce, constructing a companywide genetic equality policy and encouraging management to adhere to and implement said policy within their business units. You will also work with our in-house and outsourced genetic pathologists to ensure that all members of staff are categorized correctly and fairly.



As our genetic diversity officer, your primary role will be to facilitate the profitability and productivity of the organization while fostering an environment of genetic inclusion.

## SPECIFIC RESPONSIBILITIES

- **Work alongside our legal and in-house genetic pathology teams** to develop, in accordance with government legislation, the organization's policies and procedures on genetic equality and inclusion practice.
- **Liaise with business and country heads** to encourage the adoption of these procedures throughout the organization.
- **Work with hiring teams to develop our Voluntary Genetic Declaration** and mandatory genetic testing procedures for new associates.
- **Act as the company's primary thought leader and PR representative** in this space, facilitating the writing and research of white papers and the monthly publication of blogs and/or articles on the subject, as well as speaking to the press where applicable.
- **Participate in events** regarding the topic of genetic diversity and inclusion.
- **Build an external community of research, academic and publication partners** to further the organization's impact and stance on genetic inclusion.
- **Work with the marketing team** to develop outbound and inbound collateral on the organization's genetic equality practice and procedures.
- **Compile and manage a biannual pulse check** on the organization-wide perception of inclusion procedures and practice.
- **Report to the country head** and provide biannual progress reports to the board.

## SKILLS & QUALIFICATIONS

- Advanced degree in biology or genomics.
- Five to 10 years of relevant experience in genetic equality or similar role, or in HR.
- Specific genetic methodology and theory experience is not required but will be advantageous. In the absence of this experience, the successful candidate will be required to undergo training on the topic.
- An MBA or master's degree with a major in the humanities or business management.
- As this is a new position and function within the company, the successful candidate will show a track record of thriving in a fast-paced and sometimes ambiguous environment.
- Proven ability to build trusted relationships across the organization.
- Proven ability to construct and manage projects through completion within allotted timeframes.
- Strong interpersonal, communication (verbal and written) and consulting skills and the ability to interact with peers, subordinates and clients at all levels.
- Highly self-motivated, individually driven, self-disciplined, organized and focused.
- Strong managerial skills.

Welcome to the new normal of work for senior HR practitioners and CHROs everywhere. It's become eminently clear that none of us can afford to operate as we have in the past. In the words of Zen monk and author Shunryu Suzuki, "In the beginner's mind, there are many possibilities, but in the expert's, there are few." As HR leaders, we need to see all the possibilities, challenge our mindsets and lead this disruption of work. This is our opportunity to show how we navigate the future of work.

At the Center for the Future of Work, our motto has been (and continues to be): *semper futurum opus est futuro — incipiens cras* (translation: "The future of work is always in the future — starting tomorrow"). And at a time when it can seem like the "now of work" is being shredded before our very eyes, it's essential for HR to help shape the path toward the jobs of tomorrow.

But the future of work gets closer for most of us, every day. The time has come for a wide

renaissance among CHROs, to once again put people first by being a vanguard in the alignment of strategy to execution — through the power of human resources.

The job of HR, today and in the future, will be to get that balance just right to catalyze the future of work for the companies they serve. As Professor Leslie Willcocks of the London School of Economics has said, HR will help us "take the robot out of the human."

## About the authors



### Robert H. Brown

#### Vice President, Cognizant's Center for the Future of Work

Robert Hoyle Brown is a Vice President in Cognizant's Center for the Future of Work. Prior to joining Cognizant, he was Managing Vice President of the Business and Applications Services team at Gartner, and as a research analyst, he was a recognized subject matter expert in HR services.

Since joining Cognizant in 2014, he has specialized on the topics of robotics, automation and augmented reality and their impact on business processes. He has worked extensively with the Cognizant Digital Operations Practice as head of market strategy, and also with Cognizant's Accelerator leadership to drive the development of its intelligent automation strategy, messaging and go-to-market outreach.

Robert also held roles at Hewlett-Packard, G2 Research, a boutique outsourcing research firm in Silicon Valley, and the British House of Commons. He holds a bachelor's degree in history from the University of California at Berkeley and, prior to his graduation, attended the London School of Economics as a Hansard Scholar.

Robert can be reached at [Robert.H.Brown@cognizant.com](mailto:Robert.H.Brown@cognizant.com)

LinkedIn: [linkedin.com/in/robthbrown/](https://www.linkedin.com/in/robthbrown/)

Twitter: [@robthbrown](https://twitter.com/robthbrown)



### Jeanne Meister

#### Managing Partner, Future Workplace

Jeanne Meister is Managing Partner of Future Workplace, an HR Advisory, Research and Membership firm. Jeanne is the best-selling author of three books, including, *Corporate Universities: Lessons In Building A World Class Workforce*, *The 2020 Workplace: How Innovative Companies Attract, Develop and Keep Tomorrow's Employees Today* and *The Future Workplace Experience: 10 Rules for Mastering Disruption in Recruiting and Engaging Employees*. Jeanne is a regular Forbes contributor, and her column can be found [here](#).

Jeanne is the recipient of the Distinguished Contribution in Workplace Learning Award, given to one HR executive each year by Association for Talent Development (ATD), honoring Jeanne's body of work in preparing executives for the future of work. Jeanne is also the recipient of the Colin Corder Award for Outstanding Achievement in Workplace Learning by The Learning and Performance (LPI.)

Jeanne was named one of the Top 100 HR Tech Influencers by HR Executive Magazine and recently nominated by Boston University to be an HRPI Research Fellow, advising a network Chief Human Resource Officers on the future of HR.

Jeanne was previously VP of Market Development of [Accenture](#) and is a member of [Excelsior College Board of Trustees](#). Jeanne is a graduate of University of Connecticut with a Bachelor of Arts degree and Master in Education from Boston University.

Jeanne can be reached at: [Jeanne@futureworkplace.com](mailto:Jeanne@futureworkplace.com) LinkedIn: [linkedin.com/in/jeannemeister/](https://www.linkedin.com/in/jeannemeister/) Twitter: [@JCMeister](https://twitter.com/JCMeister)



## Caroline Styr

### Senior Executive, Cognizant's Center for the Future of Work, EMEA

Caroline Styr is a Senior Executive in Cognizant's Center for the Future of Work in Europe. In this role, she develops thought leadership to challenge perceptions of the future of work. Above all, she is dedicated to demystifying what the individual needs to succeed in the modern organization. Prior to joining the CFoW, Caroline was part of Cognizant Consulting, working in international digital services and transformation across the retail and healthcare industries. She has a bachelor of arts degree (Hons.) in German from the University of Bristol, alongside which she certified in theatre and performance at Bristol Acting Academy.

Caroline can be reached at [Caroline.Styr@cognizant.com](mailto:Caroline.Styr@cognizant.com)

LinkedIn: [www.linkedin.com/in/caroline-styr-3a137b103/](https://www.linkedin.com/in/caroline-styr-3a137b103/)

Twitter: [@carolinestyr](https://twitter.com/carolinestyr)



## Ben Pring

### Vice President, Director of Cognizant's Center for the Future of Work

Ben Pring co-founded and leads Cognizant's Center for the Future of Work. He is a co-author of the best-selling and award-winning books *What To Do When Machines Do Everything* (2017) and *Code Halos; How the Digital Lives of People, Things, and Organizations are Changing the Rules of Business* (2014).

Ben sits on the advisory board of the Labor and Work Life program at Harvard Law School. In 2018, he was a Bilderberg Meeting participant.

Ben joined Cognizant in 2011 from Gartner, where he spent 15 years researching and advising on areas such as cloud computing and global sourcing. Prior to Gartner, Ben worked for a number of consulting companies, including Coopers and Lybrand.

At Gartner, Ben was the lead analyst on all things "cloud"; he wrote the industry's first research notes on cloud computing (in 1997!) and Salesforce.com (in 2001), and became well known for providing provocative but accurate predictions about the future of IT. In 2007, Ben won Gartner's prestigious annual Thought Leader Award.

Ben's expertise in helping clients see around corners, think the unthinkable and calculate the compound annual growth rate of unintended consequences has made him an internationally recognized authority on leading-edge technology and its intersection with business and society. His work has been featured in *The Wall Street Journal*, *Financial Times*, *The London Times*, *Forbes*, *Fortune*, *MIT Technology Review*, *The Daily Telegraph*, *Quartz, Inc.*, *Axios*, *The Australian* and *The Economic Times*.

Based in Boston since 2000, Ben graduated with a degree in philosophy from Manchester University in the UK, where he grew up.

Ben can be reached at [Benjamin.Pring@cognizant.com](mailto:Benjamin.Pring@cognizant.com)

LinkedIn: [linkedin.com/in/benpring/](https://www.linkedin.com/in/benpring/)

Twitter: [@BenjaminPring](https://twitter.com/BenjaminPring)



## Acknowledgments

*We'd like to thank our committed future-oriented senior HR, talent and learning leaders, as well as our key team members at Future Workplace, for sharing their time, expertise and insights on the future of HR and the types of HR jobs that will be emerging in the next decade.*

- I Ronda Bowman**, Global Learning & Development Leader, Hewlett Packard Enterprise
- I Janice Burns**, Chief Learning Officer, Mastercard
- I Cameron Craig**, Head of Communications, View, Inc.
- I Marisa Fulgieri**, Marketing Associate, Future Workplace
- I Serena Huang**, Global Head of People Analytics, The Kraft Heinz Company
- I Disha Mehtani**, Vice President of HR, View, Inc.
- I Kevin Solar**, Community Manager, Future Workplace
- I Lisa Stornaielo**, Vice President, Curriculum Architect, Fidelity Investments
- I Jennifer Sullivan**, Chief Talent Officer, PerkinElmer, Inc.
- I Pamela Tate**, Certified Climate Reality Leader
- I Heather Whiteman**, Lecturer, People Analytics, UC Berkeley Haas School of Business & Future Workplace Fellow

## JOBS BY TECH CENTRICITY

### Low-to Mid-Tech

*(listed in order of tech-centricity)*

Director of Well-Being	40
Employee Enablement Coach	46
Chief Purpose Planner	42
Distraction Prevention Coach	50
Head of Business Behavior	12
Uni4Life Coordinator	20
Human-Machine Teaming Manager	32
Second-Act Coach	18
Gig Economy Manager	26

### Mid-to High-Tech

*(listed in order of tech-centricity)*

Chief Climate Response Leader	36
WFH Facilitator	10
Future of Work Leader	30
Human Bias Officer	28
Workplace Environment Architect	34
Algorithm Bias Auditor	16
Human Network Analyst	44
HR Data Detective	8
VR Immersion Counselor	48
Chatbot and Human Facilitator	24
Genetic Diversity Officer	52
Strategic HR Business Continuity Director	14

## JOBS BY TIMEFRAME

### Within the Next Five Years

HR Data Detective	8
WFH Facilitator	10
Head of Business Behavior	12
Strategic HR Business Continuity Director	14
Algorithm Bias Auditor	16
Second-Act Coach	18
Uni4Life Coordinator	20
Chatbot & Human Facilitator	24
Gig Economy Manager	26
Human Bias Officer	28
Future of Work Leader	30
Human-Machine Teaming Manager	32
Workplace Environment Architect	34
Chief Climate Response Leader	36

### Within the Next 10 Years

Director of Well-Being	40
Chief Purpose Planner	42
Human Network Analyst	44
Employee Enablement Coach	46
VR Immersion Counselor	48
Distraction Prevention Coach	50
Genetic Diversity Officer	52



---

## About Future Workplace

Future Workplace is an HR Advisory and membership firm preparing HR leaders and their teams to drive business impact, expand their skills and adapt to the trends that matter most in the future of work. Future Workplace operates the Future Workplace Network™, a consortium of HR, talent and corporate learning leaders from Fortune 1,000 organizations and Future Workplace Academy™, a curated collection of online courses to upskill HR and HRIS team members for the future of work.

---

## About the Center for the Future of Work

Cognizant's Center for the Future of Work™ is chartered to examine how work is changing, and will change, in response to the emergence of new technologies, new business practices and new workers. The Center provides original research and analysis of work trends and dynamics, and collaborates with a wide range of business, technology and academic thinkers about what the future of work will look like as technology changes so many aspects of our working lives. For more information, visit [Cognizant.com/futureofwork](https://www.cognizant.com/futureofwork), or contact Ben Pring, Cognizant VP and Managing Director of the Center for the Future of Work, at [Benjamin.Pring@cognizant.com](mailto:Benjamin.Pring@cognizant.com).

---

## About Cognizant

Cognizant (Nasdaq-100: CTSH) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 194 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at [www.cognizant.com](https://www.cognizant.com) or follow us [@Cognizant](https://twitter.com/Cognizant).

---



### World Headquarters

500 Frank W. Burr Blvd.  
Teaneck, NJ 07666 USA  
Phone: +1 201 801 0233  
Fax: +1 201 801 0243  
Toll Free: +1 888 937 3277

### European Headquarters

1 Kingdom Street  
Paddington Central  
London W2 6BD England  
Phone: +44 (0) 20 7297 7600  
Fax: +44 (0) 20 7121 0102

### India Operations Headquarters

#5/535 Old Mahabalipuram Road  
Okkiyam Pettai, Thoraipakkam  
Chennai, 600 096 India  
Phone: +91 (0) 44 4209 6000  
Fax: +91 (0) 44 4209 6060

### APAC Headquarters

1 Changi Business Park Crescent,  
Plaza 8@CBP # 07-04/05/06,  
Tower A, Singapore 486025  
Phone: + 65 6812 4051  
Fax: + 65 6324 4051