

# 2018 HR Technology Disruptions

Productivity, design & intelligence reign

**10 disruptions** in the HR technology market likely to transform the overall landscape:

**1**  
**New focus on tools for workforce productivity**

These mobile-enabled tools resemble social networking platforms, letting employees post pictures and create groups and alerts, and are designed to facilitate team-based communication in ways email can't.

**2**  
**ERP and HCM move to the cloud as the talent market reinvents itself**

Talent management is being redefined as part of a new category we call "team management." These tools do not behave like talent or people management systems because they are designed with the team at the center. Another emerging subcategory likely to grow rapidly is gig- or project-based work management systems.

**3**  
**Continuous performance management has arrived**

Companies are now looking for tools that adapt as people move from project to project and team to team, and make employee-manager interactions simpler. Some of the leading tools are designed by game designers, making them easy to use, agile, and data-driven.

**4**  
**Explosion of feedback, pulse survey & analytics tools**

To maintain a positive employee experience, organizations will need a set of tools that facilitates continuous listening—and goes beyond annual surveys. This part of the market overlaps with employee wellbeing, creating more disruption as these platforms begin to collect data on everything from employee location to mobility and heart rate.

**5**  
**Reinvention of corporate learning is here**

The corporate learning market is experiencing tremendous growth, and there is a need to reskill and develop employees as the future of work marches forward. Virtual and augmented reality are also evolving quickly and will create changes in the learning and performance support markets.

**6**  
**Recruiting market is rapidly changing**

Hiring people is the most important thing companies do. Many companies are increasing their investment in video assessment, the fastest-growing new area of spending in talent acquisition.

**7**  
**Wellbeing market is exploding**

Today's wellness industry has rapidly shifted its focus from accident and insurance cost reduction to "wellbeing." The HR technology market contains dozens of tools and systems designed to measure, monitor, and improve wellbeing at work. Vendors will bring new offerings to market, including technology platforms, self-assessments, coaching programs, biometrics, and end-to-end healthcare solutions.

**8**  
**People analytics market has grown and matured**

People analytics is now a must-have within HR and business. Three crucial areas to pay attention to are:

**Embedded analytics**  
The fastest-growing analytics spending area is embedded analytics—meaning analyses are available as needed without having to generate reports.

**AI**  
Vendors will become intelligence providers, rather than merely analytics providers. Most major application providers are working to deliver pattern-recognition, algorithm refinement, machine learning, and natural language processing.

**ONA**  
Organizational network analysis technology captures data from emails, feedback activities, and other sources to understand how people are communicating. It identifies workflow patterns, bottlenecks, and roles.

**9**  
**Intelligent self-service, communications & employee experience tools**

Self-service platforms allow employees to get questions answered, submit transactions, and find information, without human assistance. These emerging technologies use cognitive, conversational, intelligent systems—similar to voice-recognition software already in wide use—to simplify HR transactions.

**10**  
**HR departments are becoming digital & innovative**

Innovation is now coming from HR functions themselves. HR departments are thinking more creatively, asking more questions, and pushing vendors to adapt to new management models by demanding solutions that are more team-centric, intelligent, and easy to use.

Sources: *HR Technology Disruptions for 2018: Productivity, Design, and Intelligence Reign*, Bersin, Deloitte Consulting LLP / Josh Bersin, 2017; ongoing Bersin research in the area of learning and development spending; ongoing Bersin research in the area of talent spending; *Sierra-Cedar 2016-2017 HR Systems Survey White Paper, 19th Annual Edition*, Sierra-Cedar / Stacey Harris and Erin Spencer, [www.sierra-cedar.com/research/annual-survey/](http://www.sierra-cedar.com/research/annual-survey/); "Google for Jobs: Disrupting The Recruiting Market?," [joshbersin.com / Josh Bersin, May 25, 2017, http://joshbersin.com/2017/05/google-for-jobs-disrupting-the-recruiting-market/](http://joshbersin.com/2017/05/google-for-jobs-disrupting-the-recruiting-market/); *2017 Employer Health Benefits Survey*, The Henry J. Kaiser Family Foundation, September 19, 2017, [www.kff.org/health-costs/report/2017-employer-health-benefits-survey/](http://www.kff.org/health-costs/report/2017-employer-health-benefits-survey/); Bersin High-Impact People Analytics survey, 2017; Bersin High-Impact HR survey, 2017.