

State Chancellery
Republic of Latvia

Strategic HRM in the Turbulent World: How to Build Resilient and Future Ready Organisations

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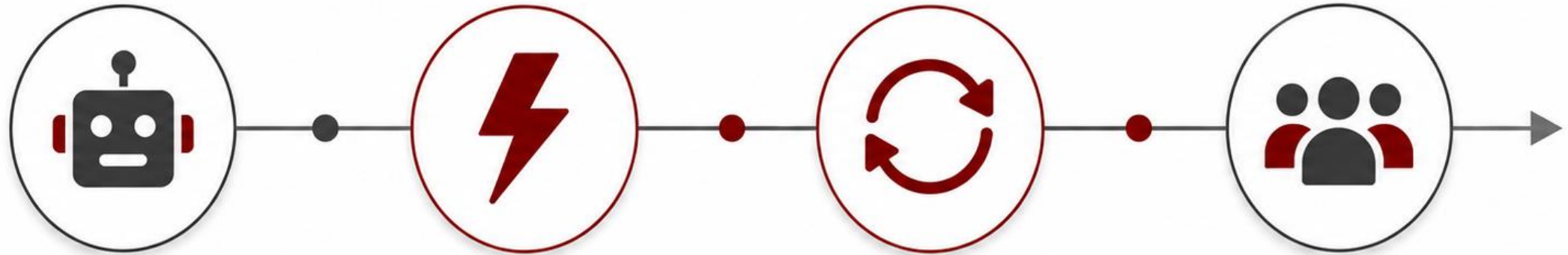
**«The most important skillset for the future of work is
a mindset.»**

(B.Winkless, 2026, Future Work World)



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The Four Forces Shaping the Future of Work



TECHNOLOGY

Speed
Reshaping
Intelligence

TURBULENCE

Volatility
Scarcity
Experiential learning

TRANSFORMATION

Redesign
Restructuring
Wisdom

TRUST

Humanity
Transparency
Security

Building Resilient and Future-Ready Organisations



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TECHNOLOGY

Speed. Reshaping. Intelligence.

- «The world of work is **changing at an extraordinary pace**» (Ferdous, 2025)
- Given its people-centric nature, HR may not seem an obvious fit for AI; however, **AI is rapidly becoming integrated into HR functions** (Marr, 2020)
- «The increasing availability of data and AI tools presents a significant opportunity for **HR to become more strategic and forward-thinking**» (Ferdous, 2025)
- «Skills intelligence is the new intelligence. **The new IQ is SQ** (skills quotient)» (Winkless, 2026)

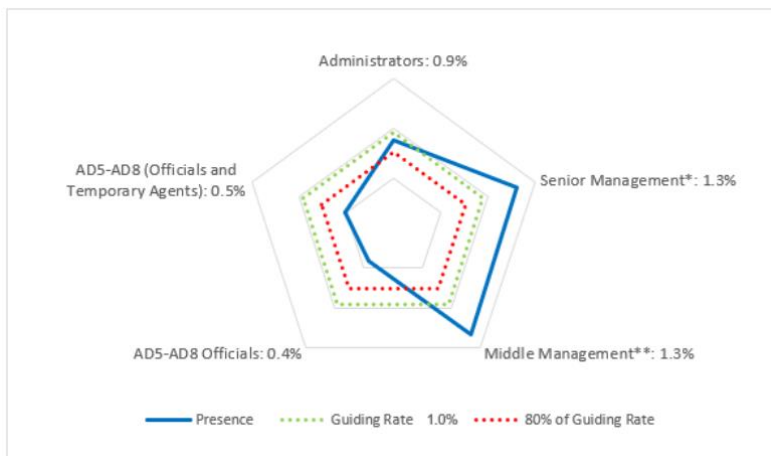


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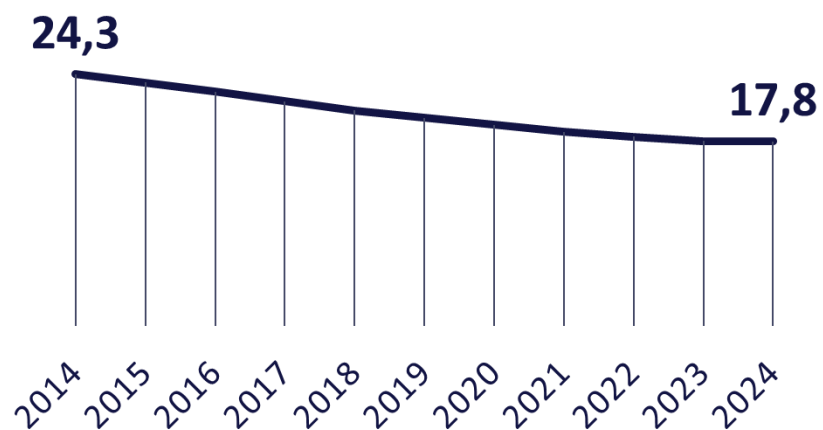
TURBULENCE

Volatility. Scarcity. Experiential learning.

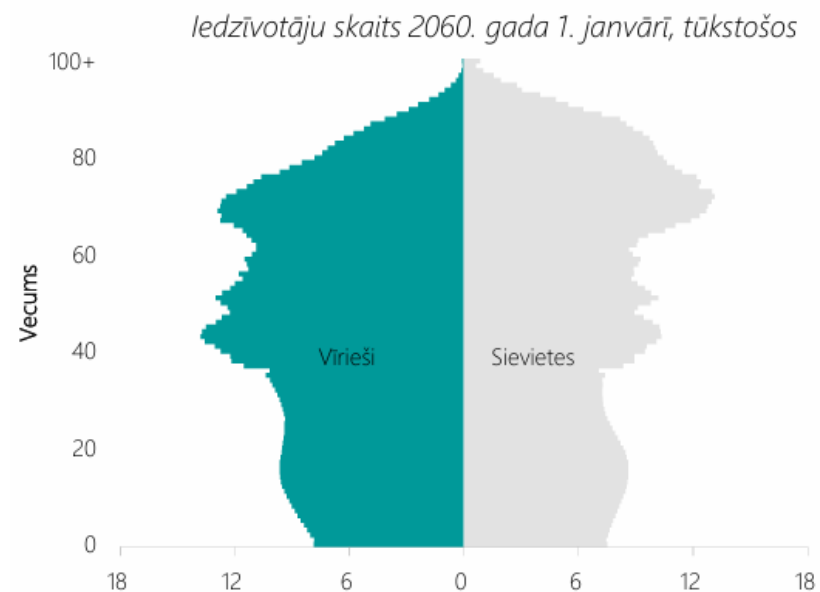
- Global crises & Geopolitical instability
- Demographic imbalance in the labor market (ageing vs youth entry)
- Learning through real-life experience and practices
- Skills distribution gap
- Changing workforce expectation



European Commission, 2025



Medium- and long-term labor market forecasts (EM), 2024





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TRANSFORMATION

Redesign. Restructuring. Wisdom.

- **The 3W Transformation:** Workplace, Workforce, Worktask (Winkless, 2026)
- Traditional HR models based on long-term stability are increasingly in tension with **modern approaches** required for a more flexible and transient workforce (Ferdous, 2025)
- A “**wisdom world**” is not only about skills, but also about capturing and retaining contextual organisational knowledge that risks being lost when key employees leave (Winkless, 2026)



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TRUST

Humanity. Transparency. Safety.

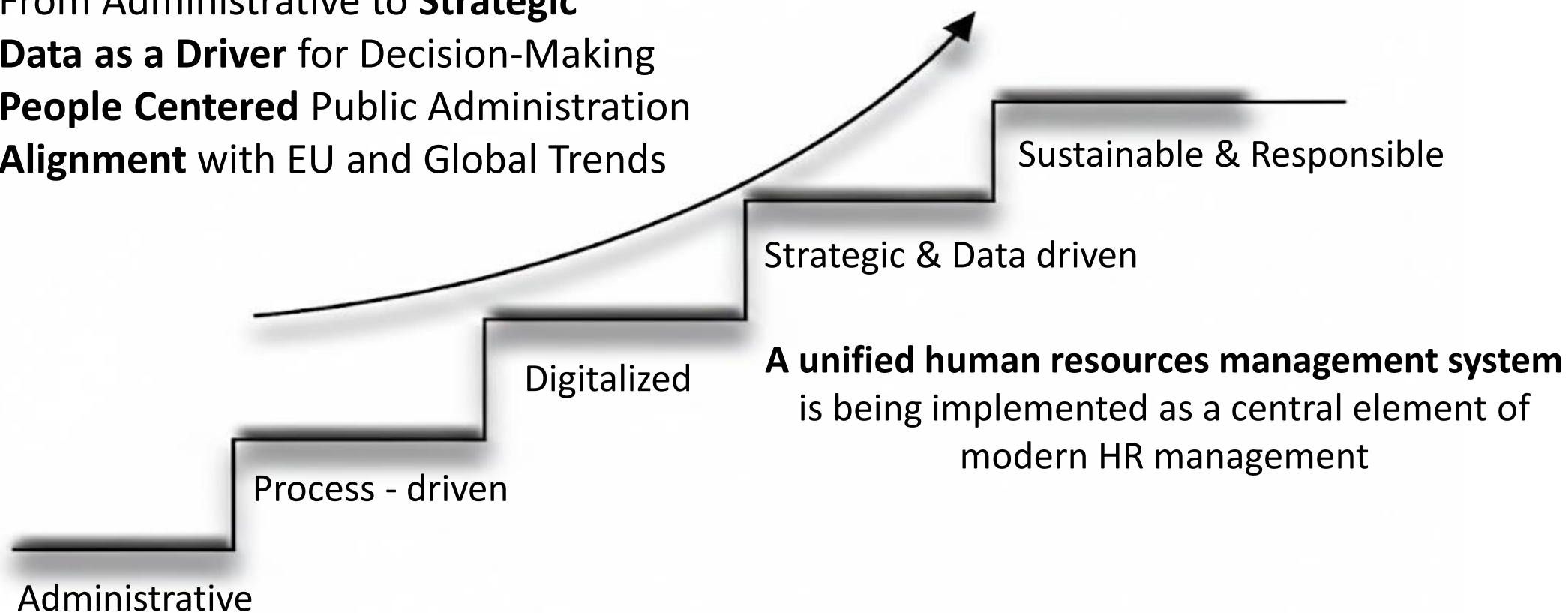
- «**Trust** is not a static construct but rather a dynamic process that evolves over time through consistent **behavior, communication and relationship-building** efforts» (Ferdous, 2025)
- **Responsible human resource management**
- Realizing **the power of true human-centricity** reveals flaws in our designs — and that is a positive development (Winkless, 2026)



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Modernizing HR: The Essentials

- Transforming HR: **Modern and Future-Ready**
- From Administrative to **Strategic**
- **Data as a Driver** for Decision-Making
- **People Centered** Public Administration
- **Alignment** with EU and Global Trends





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Implementing an HR Management System

- **Standardization and automation** of HR processes
- Full **employee lifecycle** in a digital environment
- Creation of **time** for higher-value human work



1. Recruitment and selection



2. Onboarding



3. Performance management



4. Mobility



5. Self-Services



6. Offboarding



7. Data management, reporting, and analytics

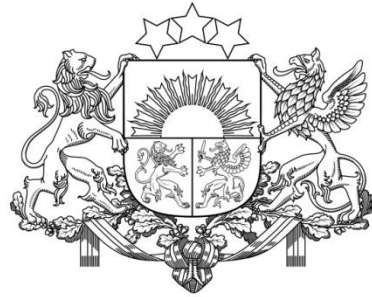


8. Employee (internal) communications



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The future of work is about purposeful, long-term design that enables organisations to remain resilient and future-ready in a turbulent world (Winkless, 2026)



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Thank you!