

CALL FOR PAPERS

People + Strategy Journal 40.3 (Summer 2017)

The Internet of Things and Implications for Human Capital Management

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Theme: The Internet of People

Almost every company, in every industry is working to define its niche within the Internet of Things (IoT). Yet, no attempt has been made to understand the broad strategic and tactical impact of the IoT for human capital. Emphasis has been placed on Big Data, but as the authors of a recent white paper put it, "Attempting to consolidate the administration of all information and authority does not work either. This is because there is a lack of utilization of experience and other forms of workplace information that cannot be transformed into data. This is the biggest challenge facing the 21st century workplace."¹

The Internet of Things will produce massive opportunity for business, the "as-a-service" context will result in long term ecosystem/customer tie-ins. Low barriers to entry (for new business models), mean that there will be a proliferation of the 'gig' economy, with great ideas adding immediate advantage—and leaders who can take advantage and be fast to market will succeed in this environment. But the pivot is huge.

At this juncture of increasingly complex problem sets, dependence of solutions upon relationships, people and talent are too subtle to be reduced purely to data analytics. Welcome to the Internet of People (IoP).

HR occupies a unique and invaluable vantage point at this juncture. How can our function leverage the connected workforce—smart, connected people working in smart, connected systems—as a catalyst to develop more robust talent strategies, business models, and leaders? Put simply, how can HR *own* the IoP?

Topics to Consider

This issue of *People + Strategy* examines the Internet of People (IoP) and its implications for talent, leaders and organizations, and to explore HR's role in shaping and responding to this evolution. We invite authors to submit articles, case studies, and research on a range of topics including, but not limited to the following:

- What is the impact of integrating IoT, AI, and a human workforce on organizational structure and models of collaboration and problem-solving?
- What changes to business models has the IoP already driven, and what does the near-future look like?
- What are examples of companies applying the IoP to leverage talent differently?
- Are there privacy or other legal implications for leveraging the IoP to optimize workforce performance?
- What are the differing demands of leadership arising from an IoP world? How do we identify those most likely to succeed?
- Leadership development is already straining—how do we build leaders who can take advantage of the opportunities an IoP world presents?
- In most organizations, legacy business represents the majority of current and near-term revenues and profits, but not long-term health. How should enterprises evolve their playbooks—unit by unit, or simultaneously? What does either choice require or offer?

- Can a current workforce be developed to thrive in the IoP, or will it need to be rebuilt? If the latter, how do you increase sourcing and hiring effectiveness?
- How should boards think about the talent implications of the IoP when it comes to leadership selection and succession planning?
- How can industry and academia partner to drive the right skills for this next evolution of work?
- "Influence" has enjoyed a renaissance over the last several years, supplemented by storytelling, design thinking and other leadership attributes for success. How important is influence within an IoP context?
- How do organizations—including HR itself—overcome fear and resistance and replace them with new capabilities for the IoP world?

We are looking for articles that have the following attributes:

Strategic importance: Have a link to business decisions and do not rehash well-known information; should be the type of article an HR partner might pass on to business leaders to educate them about a concept, provide the basis for a decision or influence their thinking.

Impact: Have a "so what" for the HR executive as well as a business leader, for example, does not just present research findings but also discusses applications and impact.

Actionable: Focus on solutions, not just descriptions of issues.

Grounded: Based on research, theory (with examples), or proven practice to provide a "proof of concept," not just armchair observations; provides frameworks that can be applied in a variety of situations.

Point of view: Make a case for thinking about a topic differently.

Readable: Non-academic prose; uses active verbs and minimal jargon.

Our Audience

The typical reader of *People + Strategy* is an internal human resource executive or consultant seeking actionable and practical advice based in sound evidence.

Our reader wants to be challenged by new practices, approaches, and models. Our readers are experienced, knowledgeable and work in and for a variety of organizations across the globe. They turn to *People + Strategy* for clear, actionable, and thought-provoking articles on current topics.

Types of Submissions

Articles can take a number of forms, including frameworks for understanding and taking action on a topic, presentation of research findings with interpretation, case studies illustrating best practices or essays advocating new ways of thinking about an issue. Articles from consultants are especially interesting when they are written collaboratively with practitioners from a client company.

Submission Process

We encourage submissions of one-page proposals and article ideas first to the editors prior to submitting the completed article. All proposals will be reviewed by the editors and returned to the authors with comments and recommendations. If accepted, we will then guide you on the development of your article. Final submissions will be reviewed by members of the journal's editorial review board. Criteria for evaluation include significance of contribution to the field of human resource management; usefulness of knowledge; timeliness of content; originality; provocative nature of content; quality of the data supporting the points; logical; and well-written. The reviewers' comments will be sent to authors.

Writing Style and Guidelines

Articles should range from 2,000 to 3,000 words. Perspectives articles range from 500 to 700 words. See examples of articles published in the journal at <http://www.hrps.org/PSJguidelines>.

Time Table and Submission Information

All proposals should be sent to: Marc Sokol at editor@hrps.org. Please designate in your subject line that the submission is for the Spring Issue: The Internet of Things. Please indicate if your article is based on any prior publication or is also currently submitted to another publication for consideration.

Feb. 17, 2017: Proposals due. Submit a one-page overview of article concept and author's bio.

Feb. 22, 2017: Feedback provided. We will provide feedback and direction on your concept.

March 1, 2017: Articles due. Submit a well-written draft ready to be edited.

March 8, 2017: Feedback provided. We will indicate if the article is accepted, and, if so, what revisions are needed. If your article is accepted, we will work closely with you to shape and revise it to meet the final submission deadline.

April 10, 2017: Final articles due. All articles are due in final edited form.

Review Process

Contributions will be reviewed by a committee, and each paper will get at least two independent reviews, based on criteria including relevance, clarity, soundness and power of the arguments, generality of results/claims, and novelty. Papers will be accepted based on this criteria and space availability. Accepted papers will be published in the Summer 2017 issue of *People + Strategy*.

Copyright Policy

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¹"Measuring Happiness Using Wearable Technology," Yano, K., et al. (2015). *Hitachi Review*. Vol. 64, pp. 517–524.