Next Generation HR

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Managing Director, & CLO, Deloitte
SVP Talent Management, Gap Inc.
VP & CLO, Hewlett Packard
Walk a mile in your employee’s shoes

At the individual level...

The story of Matt
### HR Transformation Breakdowns

<table>
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<th>Ulrich’s HR Model (1997)</th>
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<td><strong>Future/Strategic Focus</strong></td>
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<tr>
<td>Strategic Partner</td>
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<td>Admin Expert</td>
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<td><strong>Day to Day Focus</strong></td>
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- Haven’t been able to deliver modern technology and always-on internet services that delight and support employees
- Competing silos versus an end-to-end view
- Drive to transactionalize into a shared service everything possible to reduce costs
- Program focus with tools from the 1900s
- Business Driven mantra that forgot “employee champion”
- Lack of self awareness
The New Workforce Demands a New Workplace
Millennials Dominate and Change the Workplace

1977-1997
88 Million

- **Motivation:** Meaning & Recognition
- **Major trait:** Immediacy
- **Motto:** “Follow your passion” Confident
- **Value:** Community Service, Cyber Literacy, Tolerance, Diversity

Source: Adapted from The 2020 Workplace, Willyerd and Meister, 2010
Gen 2020 - Change for Good

- **Motivation:** Connected to people, places, news and things that matter most
- **Major Trait:** Hyper-Connectedness
- **Motto:** “How many likes?”
- **Value:** Real-Time Trusted Opinions
- **Attributes:** Media Savvy-All Mobile

Source: Adapted from The 2020 Workplace, Willyerd and Meister, 2010
Recruiting is a Relationship, it’s Social and it’s All About Qualified Referrals

Reqs for Hot Skills/Talent Pools Based on Your Talent Plan – Not Hoarded HC

Performance & Trial Based Selection

Onboarding is a Relationship that starts at the Moment of Interest

Day 1 is a Moment that Matters

Next Generation Employee Experience

HR Model
HRBP
COEs
Shared Services

Join
Engage
Perform
Grow
Rewards
Next Generation Employee Experience
Next Generation Employee Experience

HR Model
- HRBP
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Join
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Next Generation Employee Experience

- Continuous, Business Driven L&D for Critical Roles/Levels
- Most of $ for Critical Talent Pools e.g. Engineers, Sales
- Mobile Learning and Performance Support Delivered to the Point of Need
- Rich Networks & Communities
- Strategic OD Linked to Business & HC Plans
- HIPOs Selected Early & Experience Accelerated
- Credible/Supported Succession Candidates Tested Early & Often

HR Model
HRBP
COEs
Shared Services
Next Generation HR Experience

- Pervasive Employee Feedback & Frequent Pulses
- Dialogue with Leaders
- Employee Driven Improvement Teams
- Your Idea/Innovation Days
- Social, Transparent, 2-Way Comms
- Career-Life Design with Guidance, Tools and Conversations on Potential Futures
- Meaningful Events, Volunteering & Sustainability Activities

HR Model
- HRBP
- COEs
- Shared Services

Join
Engage
Perform
Grow
Rewards

Join
New Business Realities
Walk a mile in your business leader’s shoes

At the organization level...

The story of a new Marketing Manager
VUCA

World on the edge

Volatile
Accelerated Speed of Change;
Social Technology Disintermediates
Authority

Uncertain
Unpredictable Events Derail Business e.g.
Political Instability, Currency Fluctuations,
Terrorism, Disrupted Natural Resources

Complex
Global Connectedness, Ecosystem Dependencies,
Competitive Disruptions, Technology Innovations

Ambiguous
Mixed Meanings of Conditions; Cause-and-Effect Confusion
88% of executives believe executing strategic initiatives successfully will be “essential” or “very important” for their organizations’ competitiveness over the next three years.

Economic Intelligence Unit, Why Strategies Fail, 2013

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Average company lifespan on S&P 500 Index (in years)

Year (each data point represents a rolling 7-year average of average lifespan)

DATA: INNOSIGHT/Richard N. Foster/Standard & Poor’s
Businesses Continue to Struggle in Execution

60% of strategy-executions fail

56% of strategic initiatives were successful over the last 3 years
Economic Intelligence Unit, Why Good Strategies Fail, 2013

70% of change efforts fail to deliver their intended results
John Kotter, 2013

35% of today’s employees are engaged in their company
Towers Watson, Global Workforce Study, 2012
The HR Model Must Transform to Meet the Demands of the New Workforce and Business Transformation Realities. What’s Next Generation HR?
A Line Executive Perspective of HR

**WANTED**

High value services that support *getting work, business and life at work done.*

It’s designed to be *relevant to every employee level and role* and is able to be *personalized* to individual need.

**NOT**

*One Size Fits All Shared Services*
Business Leader Specs

Simple, easy to use, always on, global, personalized and mobile support to...

✓ Hire fast and right
✓ Set and change goals real-time
✓ Connect to other org’s goals
✓ Check rewards vs peers
✓ Make comp changes as needed
✓ Smart help for key people processes
✓ Tap into and contribute to collective knowledge, best practices, problem solutions
✓ Easy and fast ways to correct data
Manager Self Service – What I Got

- **Poor Technology** - Person needed to interface with legacy systems; no mobile???
- **Inflexible** – not current with org changes
- **Time Sink** – 5-10 times longer than needed
- **Inaccurate** – global headcount, employee data
- **Standard Reports**; Not personalized to my organization or needs
- **More Work** – Did HR just transfer their work to me?
- **No Knowledge Management** - Hard to Access needed information, no Communities
#1 Priority is Human Capital

1. Improve performance management processes and accountability
2. Provide employee training and development
3. Enhance the effectiveness of the senior management team
4. Raise employee engagement
5. Improve leadership development

Source: The Conference Board, CEO Challenge, 2015
Is Innovation in your Human Capital Plan?

#2 Priority is Innovation

- Create a culture of innovation by promoting and rewarding entrepreneurship and risk taking
- Engage in strategic alliances with customers, suppliers and/or other business partners
- Find, engage, and incentivize key talent for innovation
- Apply new technologies (product, processes, information etc.)
- Develop innovation skills for all employees

Source: The Conference Board, CEO Challenge, 2015
Can Talent Strategies Differentiate You?

Yes!

- Apple’s Genius Bar
- Hospital Sponsored Physician and Nursing Scholarships
- Motorola’s Telecomm Curriculum in China & India

Here’s Your Test.
The Talent Strategy is in the Business Strategy/Plan.
Are You Ready?

✓ What % of your time do you spend delivering each level of value? How would you grade your services against the next generation HR criteria? If not, why? What should it be?

✓ Does your Human Capital Plan include the top priorities of most CEOs? How are your CEO’s priorities the same or different?

✓ Are you ready to meet the needs of the next generation workforce? What must you do?

✓ What are your top three HR initiatives that your executive team would recognize as enabling their business priorities?

✓ Are any of your talent initiatives a business differentiator and part of your business strategy?