HR at the Tipping Point: Challenges and Choices For the Future of the HR Profession

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The Global Consortium to Reimagine HR, Employment Alternatives, Talent, and the Enterprise

http://chreate.net/

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The Future of HR

- Hero leadership
- Collective leadership
- Employment value proposition
- Personal value proposition
- Intellectual property
- Agile co-creativity
- Fatigue
- Sustainability
- Sameness
- Segmentation
- Persuasion
- Education

“HR’s Tipping Point”

Progress

Potential

1930

2025 ...

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“CHREATE”: Collective Action, Real Change, Future-Focus and Inclusive

Align HR with Value Creation: How HR Helps Organizations Achieve An Enduring Mission

Improve the Expectations of HR’s Key Constituents

Rewire the Work of HR

Insure the HR Talent Pipeline: Ample Top Talent for the Re-Mastered HR Role
Your Turn: Working Groups

Discuss the Five Forces of Change.

Are there any common themes that seem to apply to most of your organizations? (Pick one that your team is most passionate about/interested in.)

What will have to change the most about how you are “doing HR” today, to be better prepared to confront this trend over the next ten years?
Exercise: Map Some of the Jobs at SK on the Matrix, in 2020

WORK REIMAGINED
TYPE OF WORK
Employment via platforms, projects, gigs, freelancing, contests, contracts, and tours of duty

TECHNOLOGIES
Traditional delivery

UBER EMPOWERED
TYPE OF WORK
Employment via platforms, projects, gigs, freelancing, contests, contracts, and tours of duty

TECHNOLOGIES
Delivered by new technologies such as cloud, on-demand artificial intelligence, extreme personalization, and personal devices

CURRENT STATE
TYPE OF WORK
Full-time employment, with variations such as contract, part-time, and flexible work

TECHNOLOGIES
Traditional delivery

TODAY, BUT TURBO CHARGED
TYPE OF WORK
Full-time employment, with variations such as contract, part-time, and flexible work

TECHNOLOGIES
Delivered by new technologies such as cloud, on-demand artificial intelligence, extreme personalization, and personal devices
Your Work Done by Someone Else's Employees

Siemens creates a hearing aid for kids

Where is the best talent that understands how to engage children with a product ... Disney

Siemens uses Disney employees to create a hearing-aid comic book

Siemens

The Disney Kit.
The Disney Kit for younger children includes a cuddly Mickey Mouse® and storybook. Reading and playing with Mickey helps younger kids gain confidence in their hearing aids. And to keep their hearing aids in peak condition, the kit also provides all the maintenance essentials parents need, like a battery tester, drying set, listening stethoset and a cleaning tool.
Return on Improved Performance (ROIP) and Impact At Siemens-Disney

Siemens Talent

- Market to Kids
- Innovative Hearing Aid

Disney Talent

- Innovative Hearing Aid
- Market to Kids

Unlocking The “Lead the Work” Code

**Assignment**
- How Small to Deconstruct?
- How Specifically to Individualize?
- How Creatively to Imagine?

**Organization**
- How Easily To Permeate?
- How Strongly to Interlink?
- How Deeply To Collaborate?
- How Extensively To Flex?

**Rewards**
- How Small the Time Frame to Shorten?
- How Creatively to Imagine?
Unpaid Volunteers

Video Gamers Solve AIDS Enzyme Riddle

Value-Quantity-Cost: Typical Assumptions

- **Return on Improved Performance (ROIP)**
- **Distribution of Performance in the Workforce**
- **Cost of Rewards to Motivate Performance**
Value-Quantity-Cost: Rare Superstars

Return on Improved Performance (ROIP)

Distribution of Performance in the Workforce

Cost of Rewards to Motivate Performance

Delivering Value in the Future

The Four Roles

Trend Forecaster & Technology Integrator

Global Talent Scout, Convener & Coach

Culture Architect & Community Activist

Organizational Performance Engineer

CHREATE
THREE: The Human Resources Emerging Executive

1. Look Up, Out, and Across
2. Challenge Conventional Wisdom
3. Drive Innovation and Transformation
4. Be a Business Person

THREE by ZISKIN
1. Business Acumen
2. External Context
3. Multi-Disciplinary Perspective
4. Change and Courage
5. The Art of the Question

THREE: The Human Resources Emerging Executive

1. Business Acumen
2. Strategic Multi-Disciplinary Perspective
3. Agility
4. Courage
5. Analytics