

Reinventing HR's future: Value creation, Human capability, and HR work

Dave Ulrich

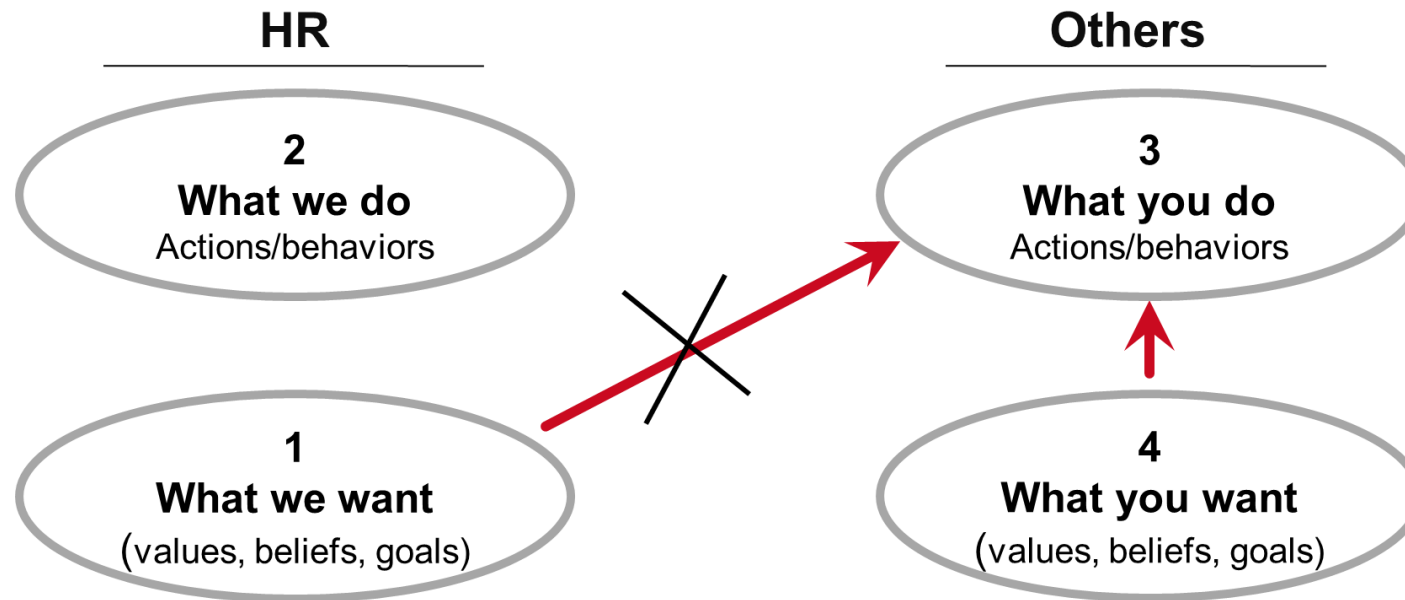
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Value Logic: Assumptions

Recognize that value is defined by receiver more than giver



Application

- Individual
- Leadership
- HR
- Organization
- Country

Overall Goals and Agenda

IDEAS

Reinventing HR's Future

IMPACT



Now is the time to reinvent HR

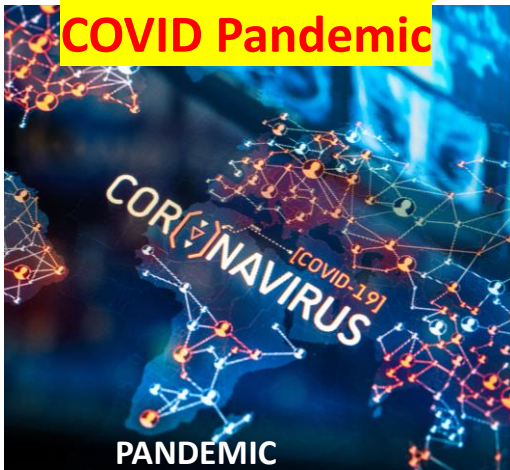
1: HR is not about HR, but creating value for others

2: HR contributes value through human capability

3: HR needs to upgrade HR department and people

Now is the time Today's business context

Physical health/
COVID Pandemic



Emotional/Mental Health



Political Toxicity

Digital Revolution



Context is kingdom;
Content is king ... human capability

Regulation
reporting

New SEC Rules
on Human
Capital
Disclosures

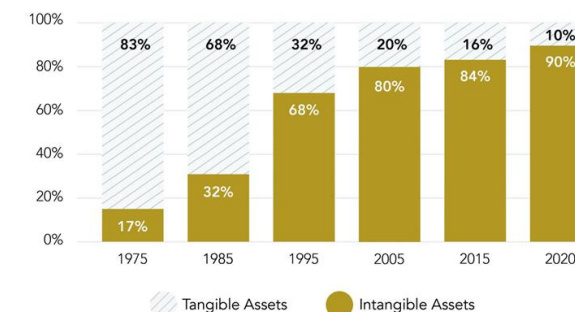


Economic uncertainty

ESG: Climate change



COMPONENTS of S&P 500 MARKET VALUE



Intangibles

SOURCE: OCEAN TOMO, LLC INTANGIBLE ASSET MARKET VALUE STUDY, 2020
*INTERIM STUDY UPDATE AS OF 7/1/2020

New directions for industry

The past three years have proven to be challenging for many people following the outbreak of the Covid-19 pandemic. Though the situation has improved, many businesses are still grappling with economic pressures, such as higher costs driven by inflation and higher energy prices, while concerns over climate change are motivating businesses and the public to become more environmentally aware. *Bangkok Post* examines key business trends that are expected to set the tone in 2023. By Molpasorn Shoo Wong, Suchit Leesa-nguansuk and Lamphet Apisitniran

Banks incorporate ESG

Banks are continuing to incorporate environmental, social and governance (ESG) factors into their business operations in a push for a sustainable transformation of the economy.

In November 2022, Kasikornbank (KBank) disclosed that it has set a goal to expand the extension of sustainable financial facilities to 25 billion baht in 2022, doubling to 50 billion in 2023, aiming to become Asean leader in the field of the ESG finance by 2030.

As of September 2022, KBank granted loans to ESG projects worth 16 billion baht, representing 66.1% of its total sustainable financial facilities, which cover loans and funding for 2022.

In 2022, Bank of Ayudhya (Krung-si) announced increasing the proportion of its ESG-linked loans to 10-15% of its anticipated total corporate loan portfolio by 2030. As of



Thai banks are embracing the environmental, social and governance model.

July 2022, the bank's ESG-linked loans stood at 10 billion baht or 2% of the total corporate loan portfolio of around 460 billion.

Thai banks now place greater emphasis on adopting ESG principles in their efforts to drive sustainable economic and social development, said Poomsri Wongthawachai, Krung's executive vice-president and head of its ESG division.

Speaking at the BIS-BOT conference

in Thailand in December 2022, Bank of Thailand governor Sethaput Suthiwarnarup said one of the challenges facing central banks worldwide is climate change and central banks' role in combating it.

He said responding to climate change is about actively taking steps that help influence the incentives and willingness of society to alter their behaviour in such a way that mitigates adverse climate change. The most

impactful channel for central banks in this respect is through the financial system.

Incentives, mindsets and expertise in the financial sector must be geared towards ensuring that sufficient resources become available to finance the green transition. This requires a collaborative approach, both among agencies within the country, as well as internationally, said Mr Sethaput.

Green as the new mandate

Tourism analysts say sustainability and responsible tourism represent a new mandate for the Thai industry after the pandemic.

Responsible tourism and sustainability in tourism will be the main direction in the future, Thirawat Phasuan, deputy governor of the Tourism Authority of Thailand (TAT), said at the "Bangkok Post Year-End Forum".

Mr Thanet said the TAT is trying to shift to quality-based tourism from a quantity-focused strategy which saw Thailand welcome 40 million arrivals in 2019.

He said it would be better if the country can welcome a smaller number of tourists but with more quality spending and awareness of the environment.

Regarding hospitality operators,

Marisa Sukosol Numbhadi, president of the Thai Hotel Association, agreed that sustainability is a baseline not a trend anymore.

Mrs Marisa said Thailand has been the leader of green hotels among Southeast Asian countries that can respond to this emerging demand, especially from European travel agents.

Hotels are also being pushed forward by other players such as online travel agents who introduced the green badge for green hotels on its platform as well as the TAT which requires meeting sustainable criteria in order to be able to join a roadshow.

She said she hopes the sector will see more government funding and subsidies for tourism businesses to go green.



Tourists at Maya Bay in Krabi. To protect the island's ecology, only 300 tourists per hour are permitted to visit. PHOTO: THAILAND KRABI FACEBOOK PAGE

Varawut Silpa-archa, the natural resources and environment minister, insisted that focusing on tourist spending per head and limiting the number of tourists can help save the

environment and balance consumption with natural resources.

Policies include allowing only 300 tourists per hour to enter the famous Maya Bay in Krabi.

Digital transformation picks up

As businesses have become more engaged in their online journey, driven by the pandemic, they now need to gear up for digital transformation, including the use of cloud and automation, to be agile and competitive and to thrive in the new economy.

Sandra Ng, group vice-president and general manager for Asia-Pacific research at tech market research firm IDC, said businesses are now entering

into a new era in which digital acceleration is taking place around the world. "This is going to be super important for organisations to drive the new digital value creation," said Ms Ng.

According to IDC, spending on digital technology by organisations in Asia-Pacific will grow by 3.5 times the economy in 2023, establishing a foundation for operational excellence, competitive differentiation and long-term growth.

By 2024, 30% of organisations in Asia-Pacific will have a business continuity crisis management strategy that includes continuous intelligence and enables an agile reaction to future economic shocks and disruptions, IDC indicates.

By 2026, 40% of total revenue for 2,000 organisations based in Asia will be generated by digital products, services and experiences, up from 26% in 2022.

Paul Hurton, general manager of IBM Asia-Pacific, highlighted the importance of automation, which can respond to the business needs of fast processes in the face of digital transformation.

Automation can also lead to cost reduction amid high inflation where pressure is building up for higher labour wages, he said.



Businesses are entering into a new era in which digital acceleration is happening worldwide, says Ms Ng.

According to him, businesses and governments need to think holistically about their technology architecture and adapt to the changing world.

Prapussorn Pechkaew, research manager at IDC Thailand, said Thailand needs to leverage data to gear up for digital transformation.

Many initiatives have now been developed to transform Thailand, as a data-driven nation, including the roll-out of Open Government Data of Thailand, a collection of important data through www.data.go.th that can be analysed for other purposes, she said.

According to an IDC Asia-Pacific cloud survey in 2021, 92% of Thai organisations respondents said they would increase the use of cloud services in the next 12 months, giving a huge opportunity for cloud business in the country.

The country's public cloud service market is expected to reach US\$1.7 billion by 2025 at a five-year (2020-2025) compound annual growth rate of 23.4%, IDC said.

Towards a cleaner future

Companies in the clean energy sector expect bright business prospects in 2023 as concerns over high energy costs and the impact of fossil fuels on the environment continue to grow.

Not only are solar, wind energy and bio-gas set to increase under the Energy Regulatory Commission's (ERC) renewable energy scheme, but demand for natural gas, which is considered cleaner than oil and coal, is also expected to rise.

At a forum on environmental, social and corporate governance, held by the *Bangkok Post*, Somruadee Chaimongkol, chief executive of non-oil energy conglomerate Banpu PLC, said her company viewed gas as a "bridge" between fossil and renewable fuels.

Banpu announced it would stop investing in new coal mine projects, despite a huge volume of coal deposits, and focus more on clean energy.

The firm runs an upstream gas business in the US through its unit BKV Corporation, which is set to be listed on the New York Stock Exchange.

Banpu also said it would join the ERC renewable scheme by developing on-ground solar farms on parts of its land, which were previously used



The Energy Regulatory Commission is to continue to support solar and wind power.

for coal mines, in Lamphun and Kan-chanaburi provinces.

The ERC will announce firms eligible to develop new solar, wind and bio-gas energy projects and sell electricity to the state grid on March 15, 2023.

Authorities will buy 5.2 gigawatts of power from firms to back efforts to cut carbon dioxide emissions.

Power projects under the scheme are expected to lead to spending of up to 200 billion baht, which will contribute to domestic economic growth in 2023.

In the gas transport business, firms like Bangkok Corporation and SET-Integrated Power Solution Technologies, a provider of clean energy solutions and construction services, expect to see more gas sales in 2023.

Thailand Specific Context

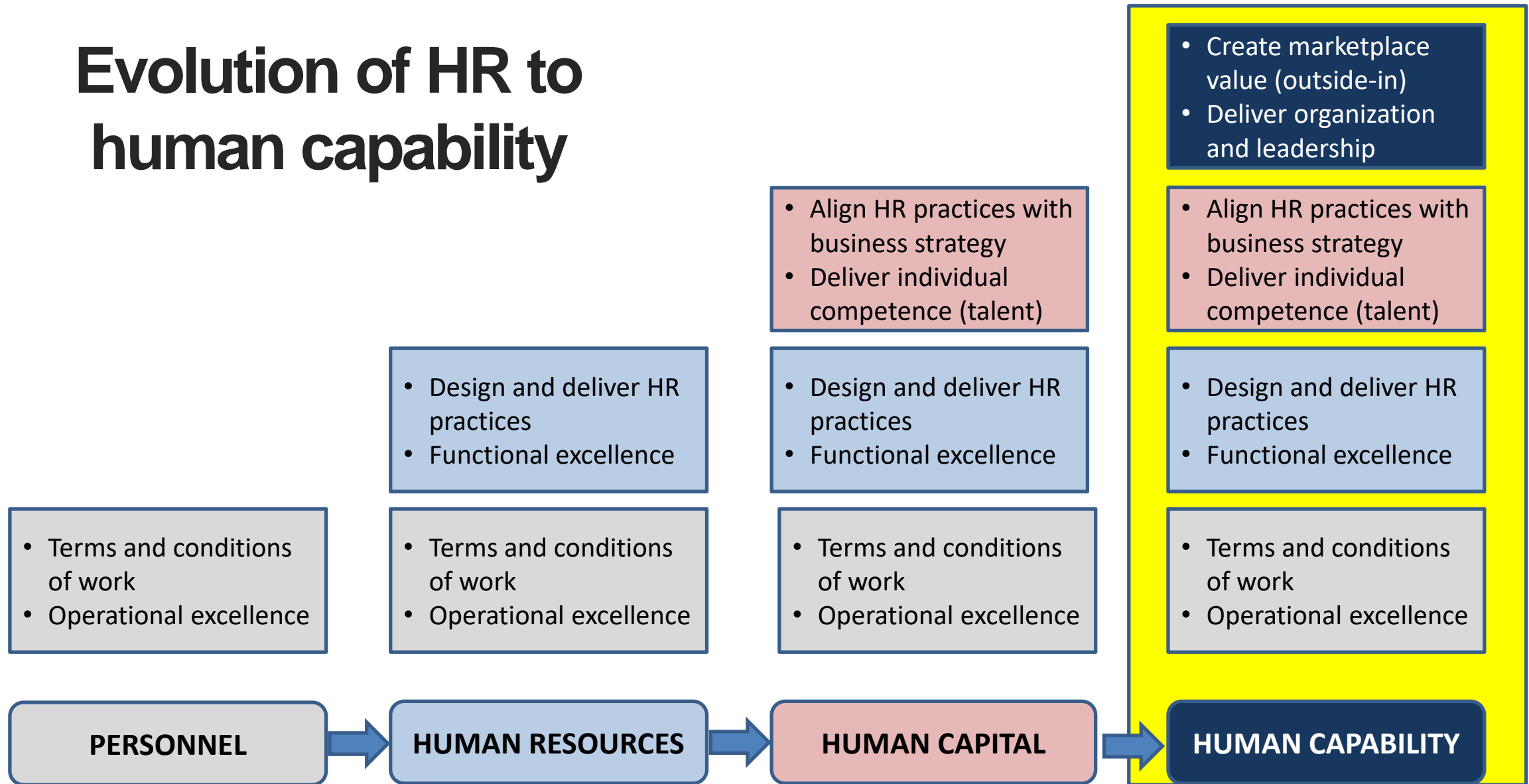
Context is kingdom;
Content is king ...
Human capability

New **Assumptions** about Future of Work

Assumptions

- a. Connect outside and inside
- b. Personalize work requirements
- c. Harness uncertainty
- d. Navigate paradox

Evolution of HR to human capability



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Now is the time to reinvent
HR

**Recognize contextual challenges to
create human capability content**



1: HR is not about HR, but creating value for others

2: HR contributes value through human capability

3: HR needs to upgrade HR department and people

Value Creation Logic: Assumption Question

What is the most important “thing” that HR or business leaders can give an employee?

Please select one:

1. A feeling of physical and psychological safety
2. A sense of belief (meaning, purpose)
3. An ability to become better (learn, grow)
4. A feeling of belonging (community, relationships)
5. All the above
6. None of the above

HR Value Logic

What is the most important “thing” that HR or business leaders can give an employee?

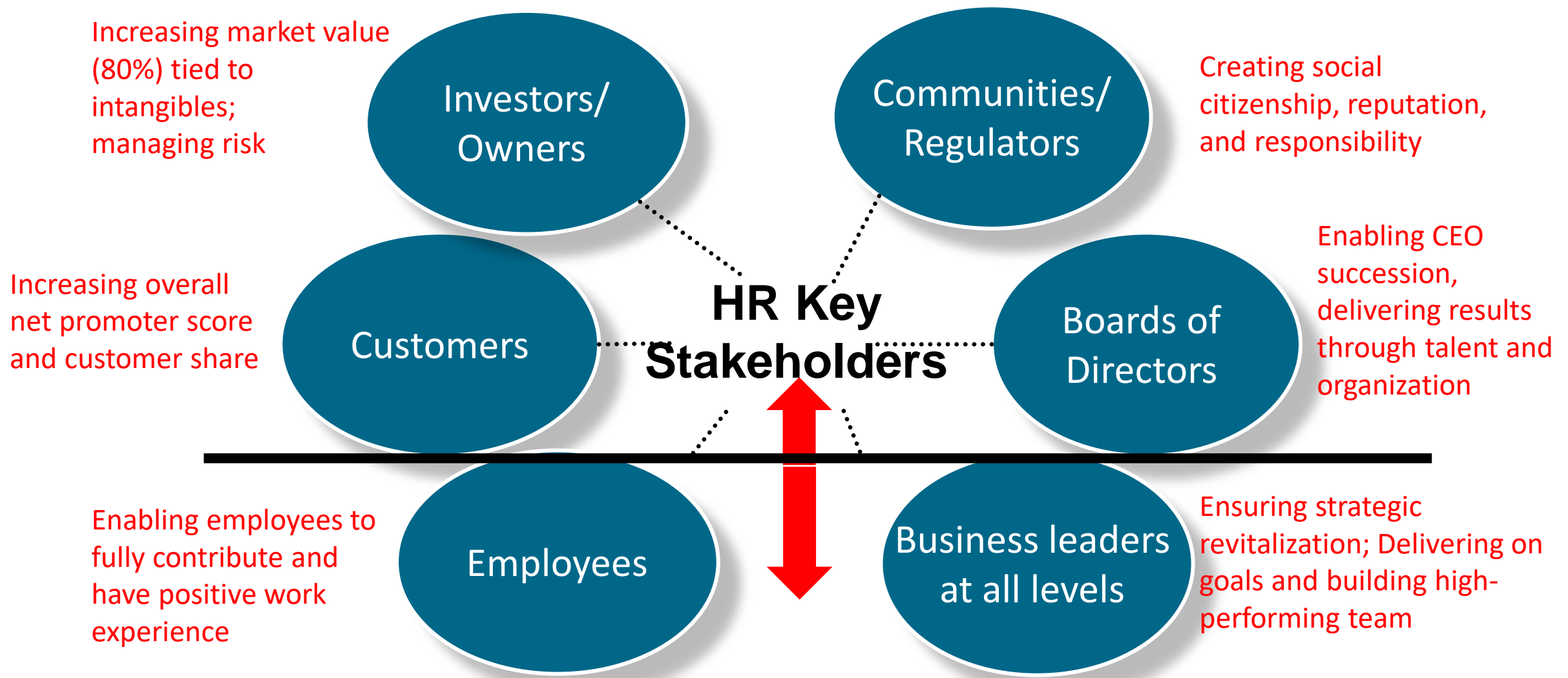
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1. Physical and psychological safety
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3. An ability to become better (learn, grow)
4. A feeling of belonging (community, relationships)
5. All the above
6. **None of the above**

so that

**An organization
succeeds in the
marketplace**

HR value created for all stakeholders: Outside/in



HR outside in: Evolution of HR

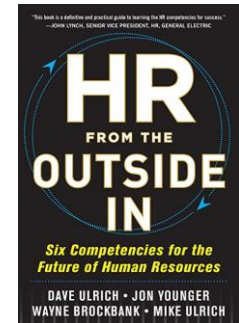
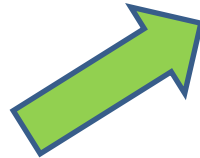
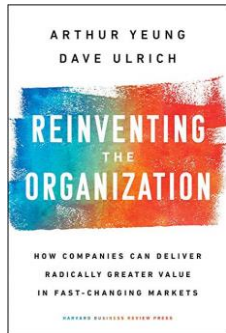


HR outside in: HR practices

HR domain	Examples of outside in
Staffing	Are we the employer of choice of <i>employees our customers would choose</i> ?
Training/development	Do we involve customers/investors in designing, attending, and delivering training and development?
Performance Management	Do our processes for performance management communicate the right expectations to customers and investors?
Rewards	Do we involve our customers and/or investors in allocating rewards?
Communication	Do our communication tools link employees and customers or investors?
Leadership	Have we created a leadership brand where leaders actions are tied to customer or investor expectations?
Culture	Does our culture have the right events, patterns, and identity?

How to Approach Future of Work

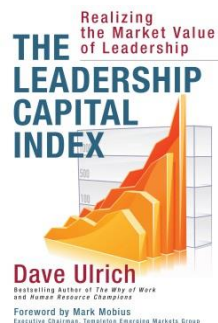
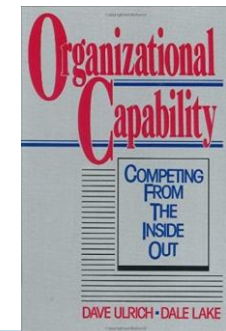
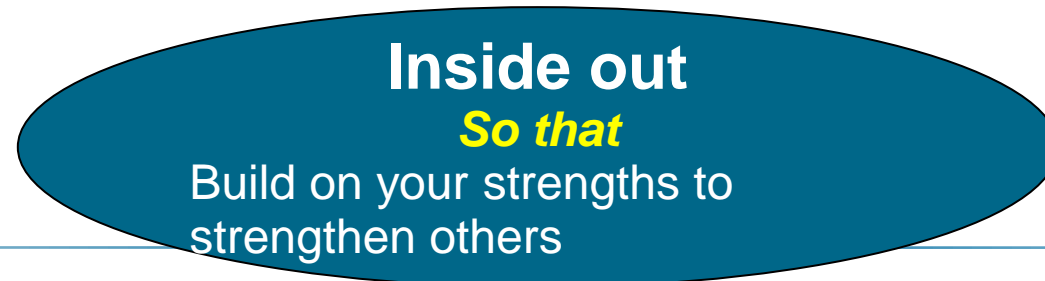
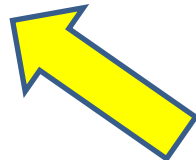
When you think of the “future of work”, do you take an outside in (green arrow starting with environment) or an inside out (yellow arrow starting with internal actions) approach?



**Environmental
context**

Future of Work

**Internal (human
capability) actions**



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Recognize contextual challenges to
create human capability content

1: HR is not about HR, but
creating value for others

Understand how HR creates value for
all stakeholders (outside/in)



2: HR contributes value through human capability

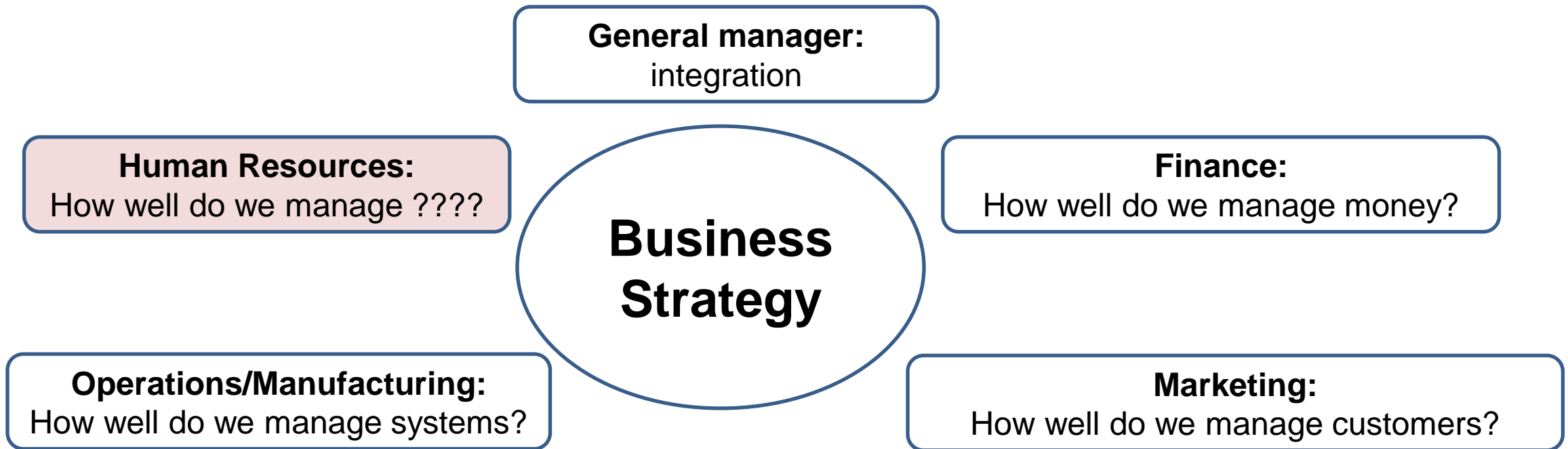
3: HR needs to upgrade HR department and people

Implications for Danaher Diagnostics

HR is not about HR ...

Outcomes:

What are the “outcomes” of effective HR? (*e.g., finance delivers economic insights; marketing customers; manufacturing quality products, HR ... ??*)



Human Capability Initiatives

How many of these initiatives have you tried in your organization?

Agile organization

Diversity, equity, and inclusion

Technology:
Digital reinvention
AI, machine learning

Employee primacy

Hybrid work

Distributed leadership

Leadership academy

ESG: Social responsibility

Great resignation/
Retain people

HR practices:
people, work,
accountability,
information

Reskilling
Workforce

Leader as meaning
maker with emotion

Changing the right
culture

Reskilling
Workforce

Customer
focused agenda

HR people:
competencies

Collaboration/
network/ecosystem

HR
transformation

Strategic clarity /
Purpose

Employee well being/
experience

Value of a Framework

Diet

Four food groups:
Fruits/vegetables, dairy,
grain, meat/protein

Entire diet/nutrition industry

Financial Reporting

Financial Reporting (GAAP):
Balance sheet, income statement, cash flow,
shareholder equity

Accounting/auditing/financial services industry

Personality

“Big Five” personality traits: openness,
conscientiousness, extroversion,
agreeableness, neuroticism

Entire personality assessment industry built on
these five traits

Risk

Treadway commission (COSO):
Compliance, strategic, operational, financial

Risk management industry

Social Responsibility

ESG... UN Social Development Goals: 17
areas to focus on

Rise of ESG/social responsibility industry

Human Capability

Piecemeal efforts focused on metrics, not
framework (iso30414)

Splintered industry

Overview of Human Capability

- **Today:** Most people and organization initiatives and assessments are piecemeal and haphazard
- **Tomorrow:** A shared definition of human capability and metrics to focus on making decisions in each of the four pathways that drive internal value and can be compared across companies.

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)

What should your company do to ensure the right individual competence, workforce, or skills?

LEADERSHIP

What should your company do to have the right leaders and shared leadership at all levels?

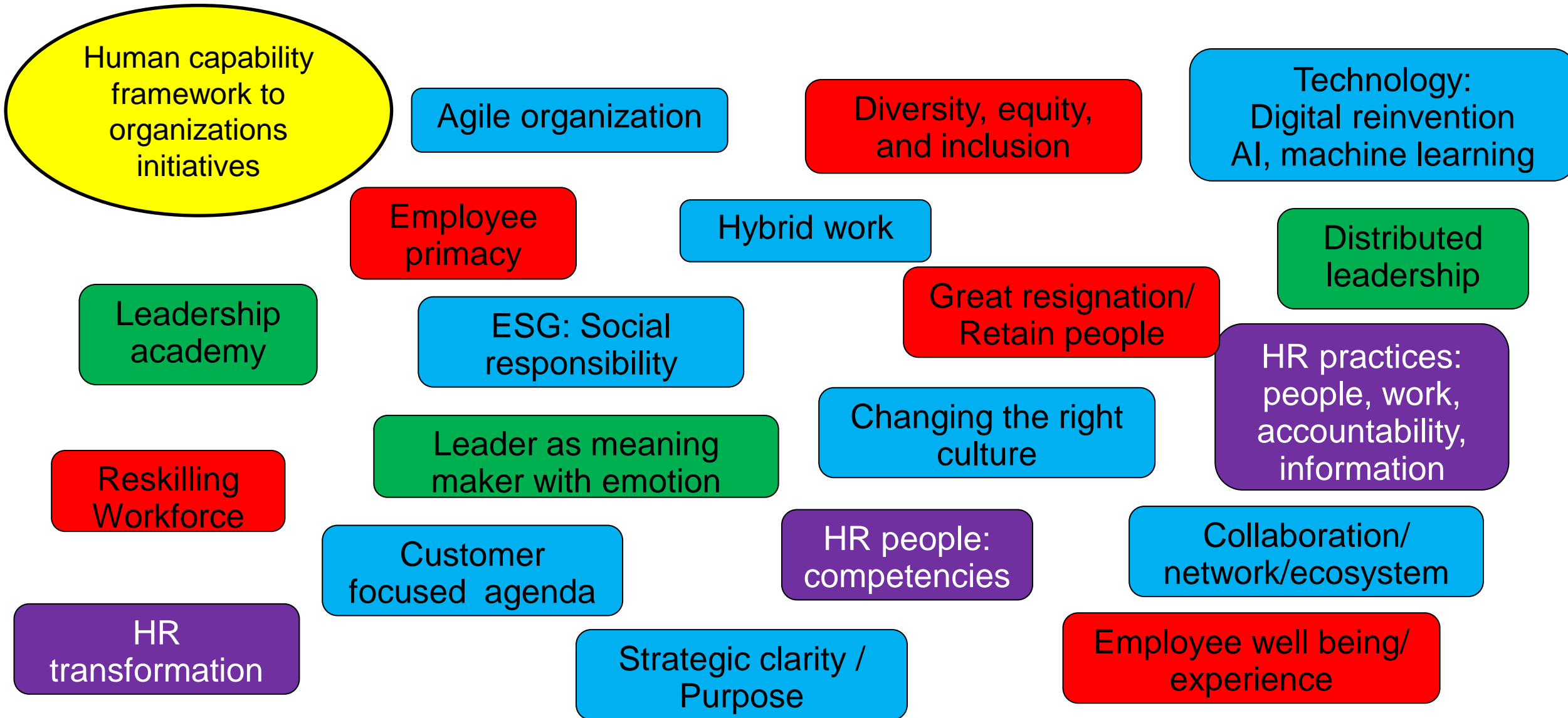
ORGANIZATION

What should your company do to have the right organization capability, workplace, or team?

HUMAN RESOURCES (HR)

What should your company do to have the right HR department, practices, metrics, and people ?

Human Capability Initiatives



We looked at impact of human capability on business outcomes across 5700+ companies in the SEC and were astonished

Using AI (machine learning and NLP) score 7,000 firms reporting their “human capital” in SEC reports based on the four human capability pathways: talent + leadership + organization + HR
www.g3humancapability.com

Early Adopter Quote:

“I can use this to build a business case for the initiatives we focus on internally. If we improve human capability by x%, then we can increase earnings by y%. “

- 44% of revenue per employee
- 26% of cash flow (EBITDA)
- 25% of investor confidence in future (Tobin’s Q)
- 36% of fraud
- 48% of litigiousness

HUMAN CAPABILITY INITIATIVES

TALENT (HUMAN CAPITAL)

1. Acquiring talent
2. Managing employee performance
3. Developing employees
4. Managing employee careers & promotions
5. Communicating with employees
6. Encouraging diversity, equity, & inclusion
7. Retaining the best employees
8. Managing departing employees
9. Tracking employee engagement
10. Creating a positive employee experience

LEADERSHIP

1. Clarifying business case for leadership
2. Defining what leaders know and do
3. Assessing leaders and leadership
4. Developing leaders and leadership
5. Measuring leadership impact
6. Ensuring reputation

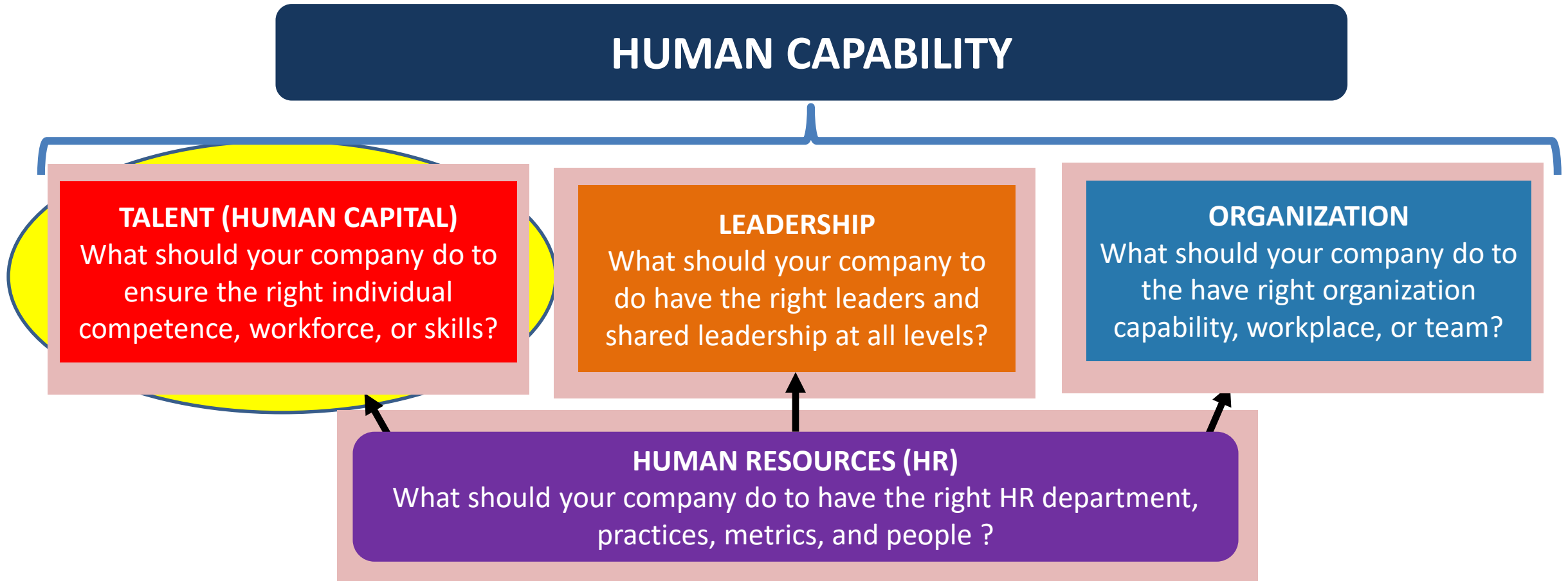
ORGANIZATION

1. Hiring, developing, and managing people
2. Acting with agility
3. Establishing strategic clarity
4. Delivering customer centricity
5. Establishing the right culture
6. Advancing collaboration
7. Promoting social responsibility
8. Expanding innovation
9. Fostering efficiency
10. Ensuring accountability
11. Sharing information / analytics
12. Leveraging technology

HUMAN RESOURCES (HR)

1. Establishing HR reputation
2. Serving HR customers
3. Determining HR purpose
4. Governing HR design
5. Growing human capability
6. Using HR analytics
7. Refining HR practices
8. Advancing HR professionals
9. Strengthening HR relationships

Overview of Human Capability



A Talent Formula

***Talent* =**

COMPETENCE
(ability to do the work)



COMMITMENT
(willing to do the work)

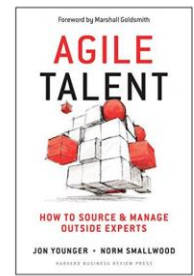
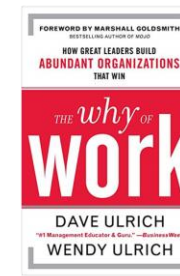
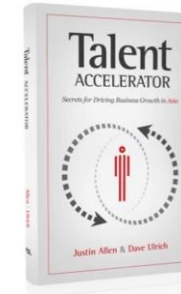


CONTRIBUTION
(finding meaning from
the work experience)

Bring the right people
INTO the organization,
move them THROUGH,
and move them OUT

Create greater employee
emotional response to
work as seen in
engagement and
commitment

- Believe: increase meaning and purpose
- Become: have a growth mindset
- Belong: be part of a community



Talent Menu: 10 Key practices



Competence

Bringing people into, moving them through, removing them from organization

A

Bringing people IN

1. **Acquiring Talent:**
we bring the right people into the organization

B

Moving people THROUGH

2. **Managing employee performance**
3. **Developing employees**
4. **Managing employee careers and promotions**
5. **Communicating with employees**
6. **Encouraging diversity, equity, and inclusion**

C

FLOW of people from organization

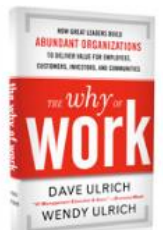
7. **Retaining the best employees**
8. **Managing departing employees**

D Commitment

9. **Improving and tracking employee engagement**

E Contribution

10. **Creating a positive employee experience**



Talent Poll: Pick top priorities

Talent Domains	A Pick two	B Talent Actions
1. Acquiring talent		Set criteria, source, screen, secure, orient
2. Managing employee performance		Goals, measure, consequence, conversation
3. Developing employees		Training, on the job, life experiences
4. Managing employee careers and promotions		Manage stages, build high potentials
5. Communicating with employees		Share information down, up, sideways
6. Encouraging diversity, equity, inclusion		Move from numbers to programs to assumptions
7. Retaining the best employees		Behave as if, offer incentives, stay interview
8. Managing departing employees		Manage performance, remove boldly and fairly
9. Improving and tracking employee engagement		Measure sentiment, take personal responsibility
10. Creating a positive employee experience		Encourage belief, become, and belong

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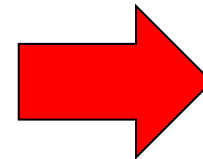
HUMAN RESOURCES (HR)

What should your company do to have the right HR department, practices, metrics, and people?

The importance of organization in our lives

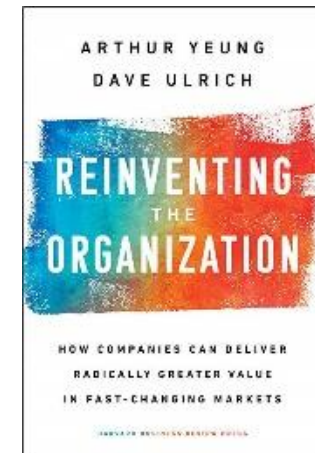
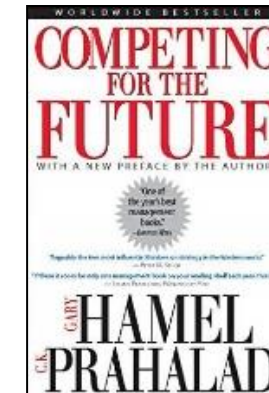
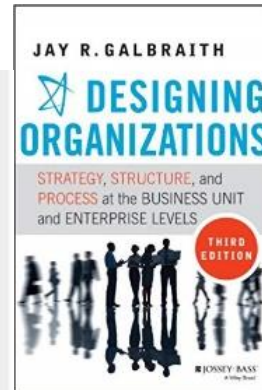
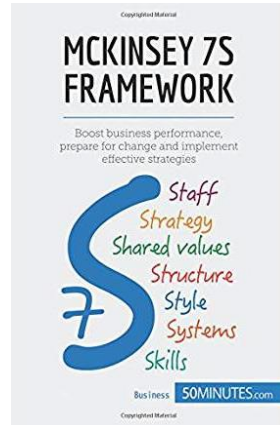
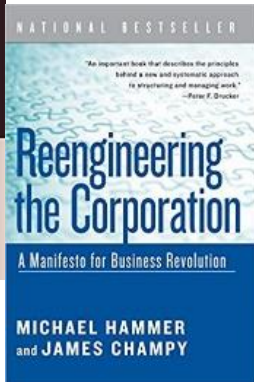
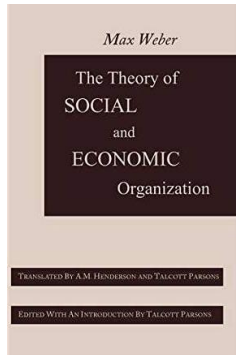
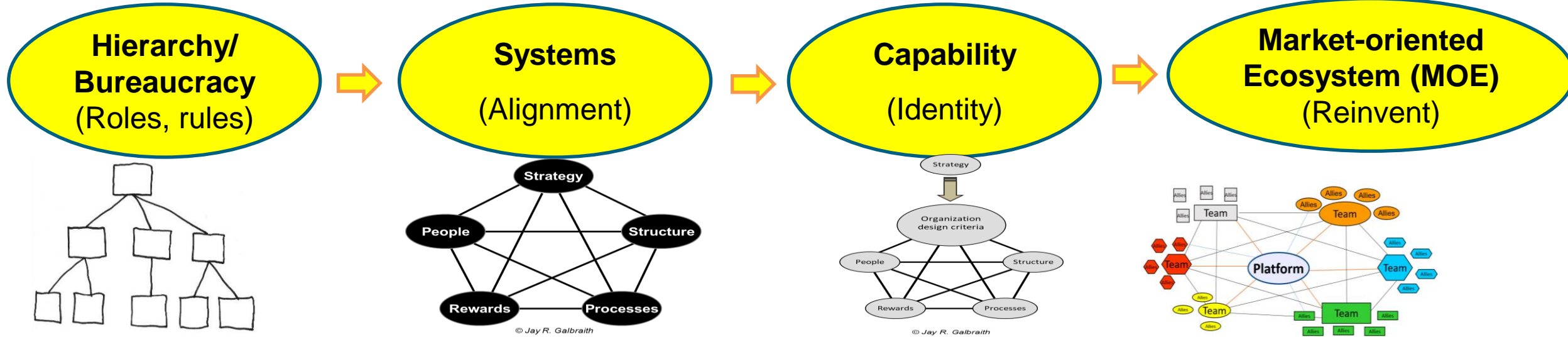
What do all of the following have in common?

- Clothes we wear
- Food we eat
- Houses we live in
- Buildings where we work and learn
- Technology devices we use to communicate
- Televisions we watch
- Movies that entertain us
- Cars we drive
- etc.

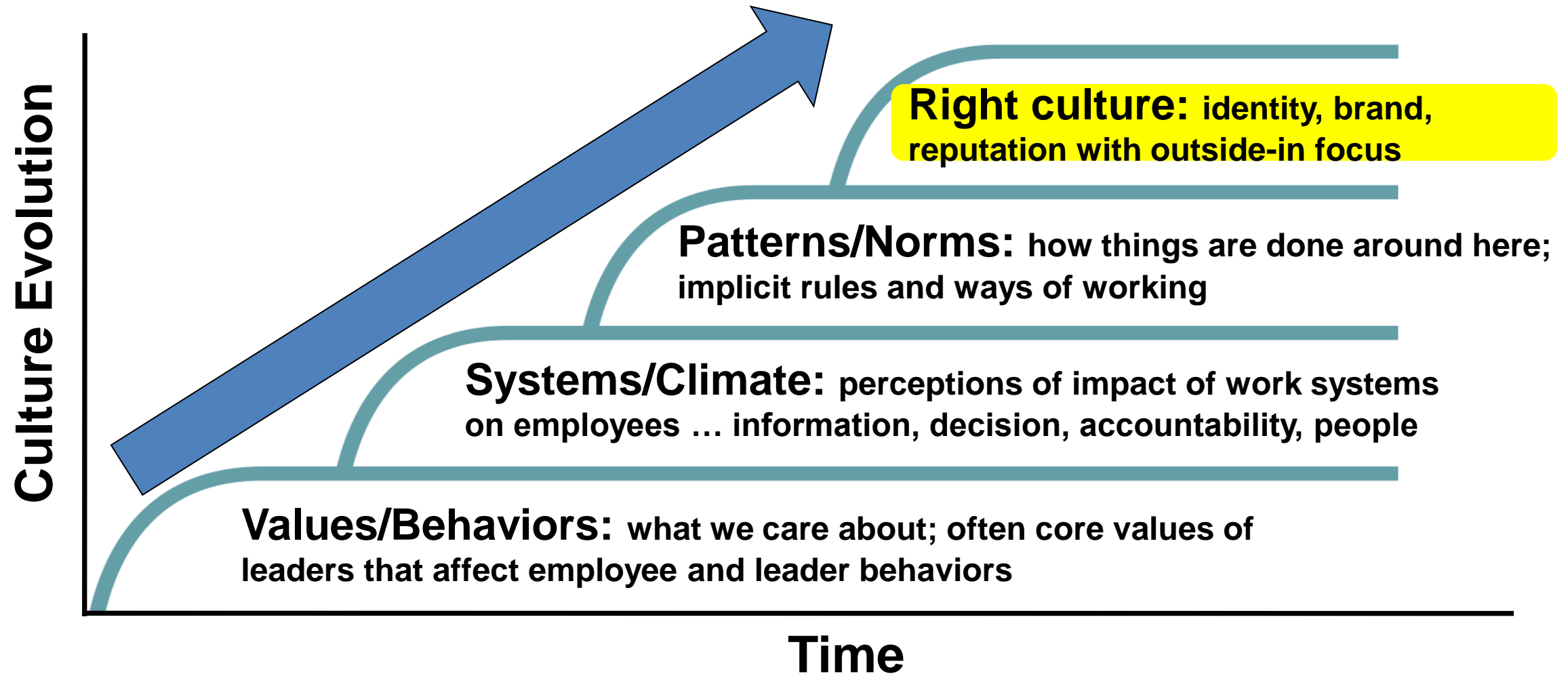


**An
Organization!**

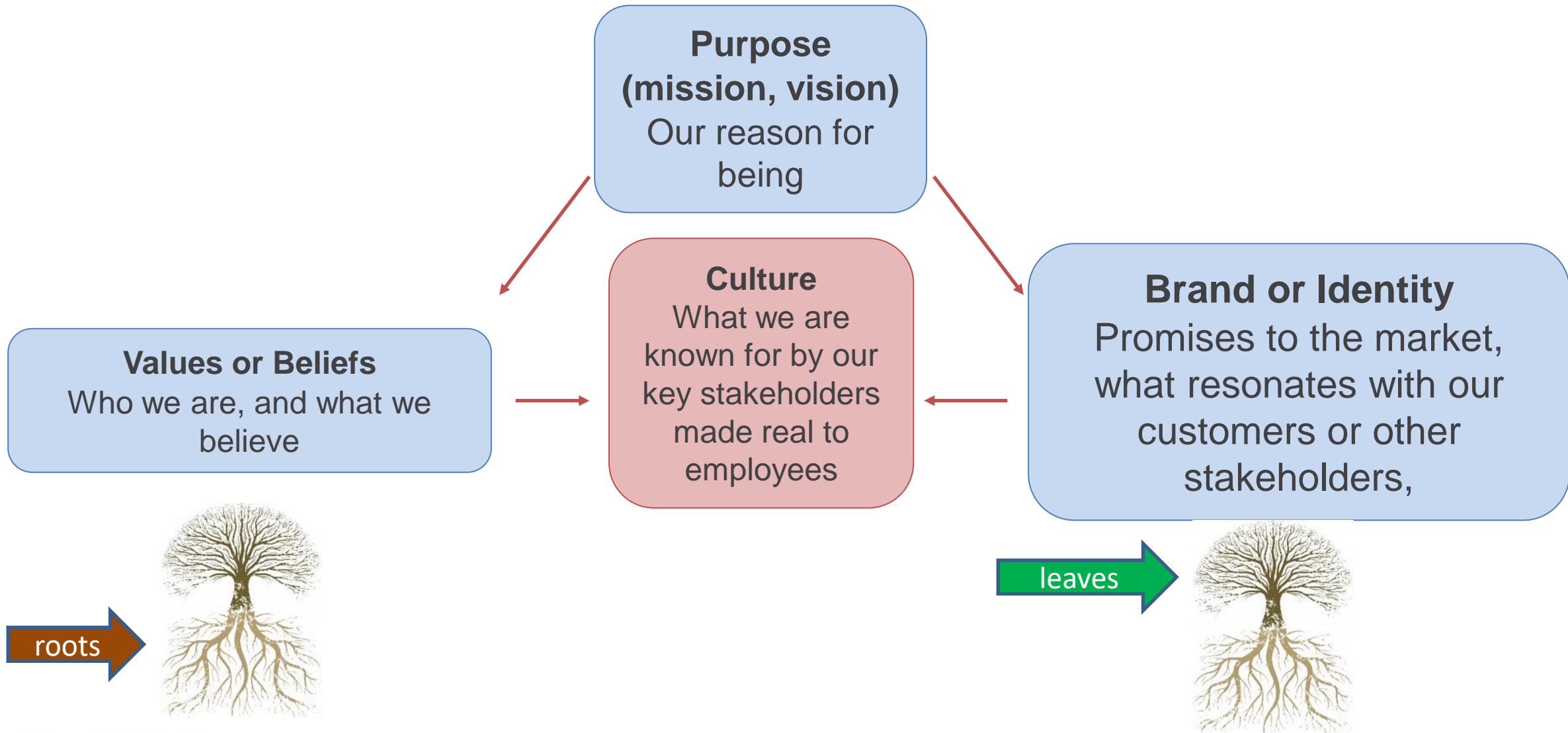
Evolution of organization form



Organization: Evolution of Cultural Thinking



Key concepts related to right culture



How do we change culture?

1: Define desired culture

What are the top 3 things we want to be known for by our best customers (or other key stakeholders)?

Make identity real to employees

2: Top/down
Intellectual agenda

5: Leadership
Brand

4: Side to side
Process agenda

3: Bottom/up :
Behavioral agenda

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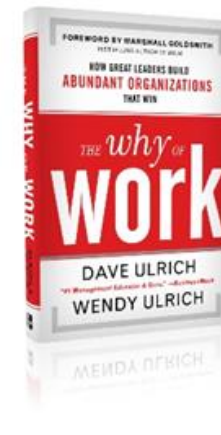
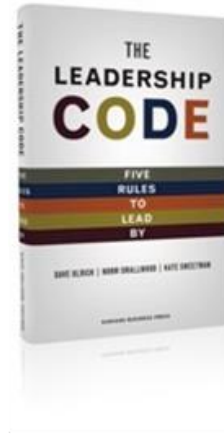
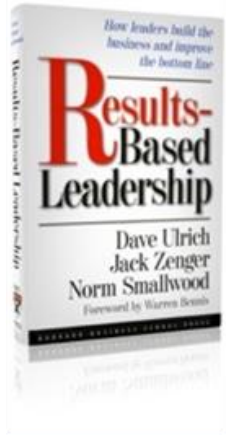
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Creating leadership capability

Customers Employees



Effective Leadership

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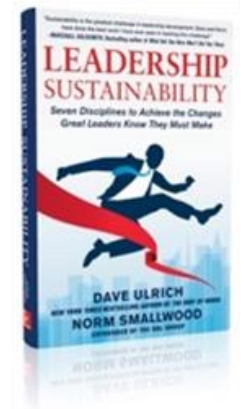
Leadership Attributes

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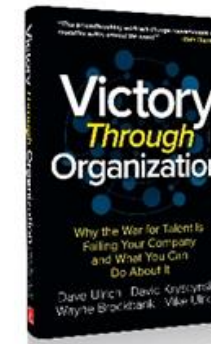
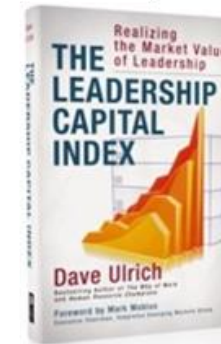
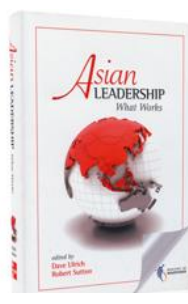
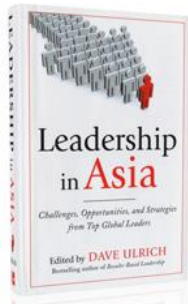
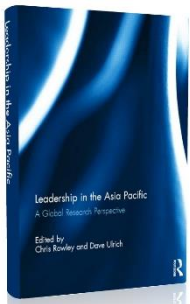
Stakeholder Results

BECAUSE OF

SO THAT



That Get Implemented

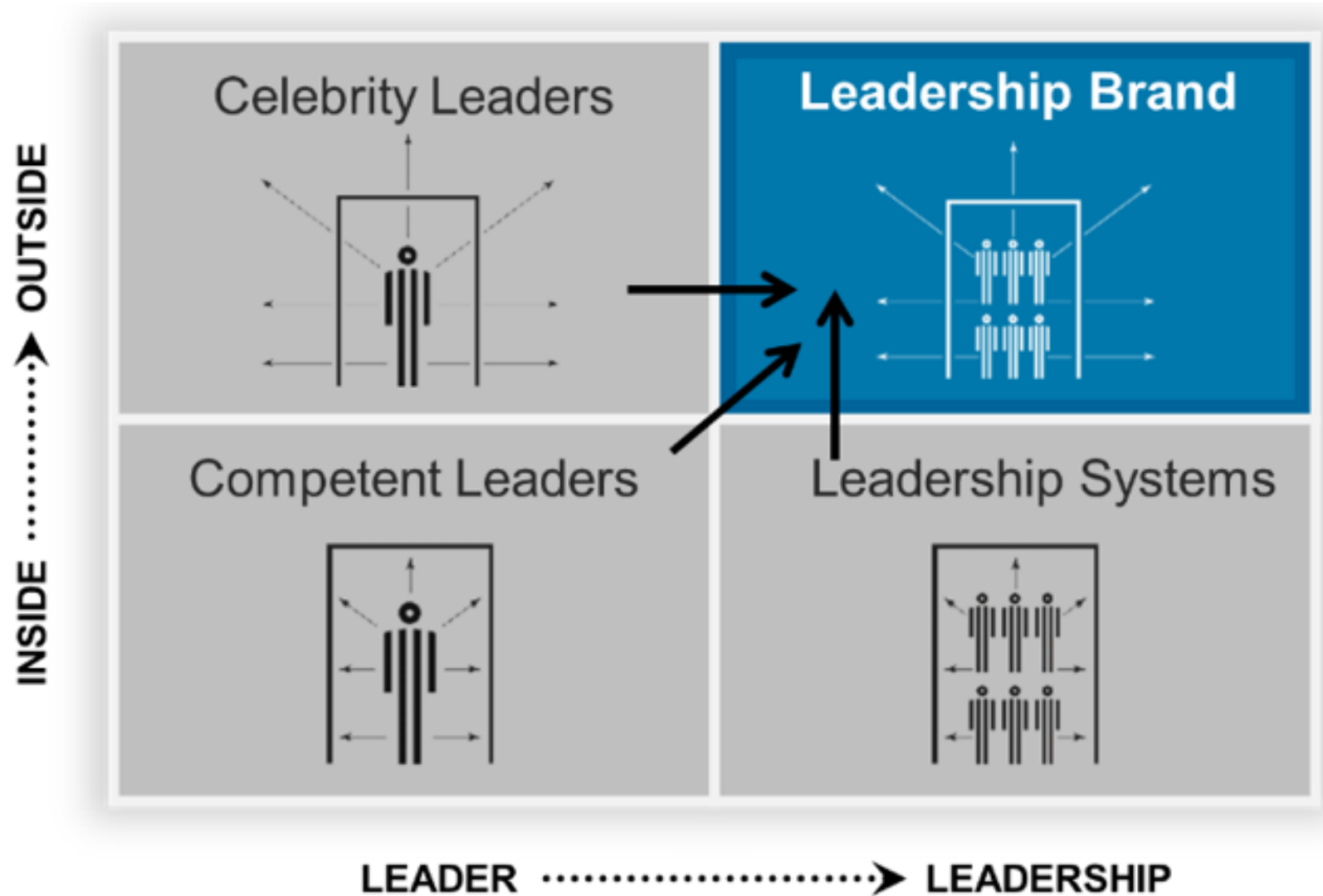


Investors Organization

roup

PMAT

Leadership brand combines inside/outside and leader to leadership



HOW TO BUILD LEADERSHIP CAPABILITY:

Elements of Leadership Brand

To address these broader business issues, the best companies for building results based leadership capability integrate these six elements:



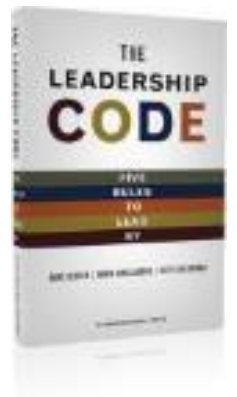
Leadership Brand Guidance

Leadership Brand Elements	A Pick	B What activities could improve the targeted domain?
1. Clarify business case for leadership		<ul style="list-style-type: none"> Look at employee survey data on quality of leadership Strength of leadership pipeline/bench Compare price/earnings ratios with competitors for a decade Review percent of senior leader time building leadership
2. Define what leaders know and do		<ul style="list-style-type: none"> Differentiate high/low performing leaders Define future competencies based on strategy of business Create competencies tied to external brand identity Identify competencies tied to changing business contexts
3. Assess leaders		<ul style="list-style-type: none"> Perform leadership 360 Hold leaders accountable to build future leaders; and include in rewards system Manage career stages and talent flow
4. Develop leaders and leadership		<ul style="list-style-type: none"> Ensure training base don business needs Give leaders development opportunities Receive coaching Offer leaders temporary assignments
5. Measure leader impact		<ul style="list-style-type: none"> Track accomplishment of business case Measure strength of leadership pipeline Retain key leaders
6. Ensure reputation		<ul style="list-style-type: none"> Examine communication of leadership in public documents (annual report) Share stories of leadership excellence in social media Track leadership reputation in social media

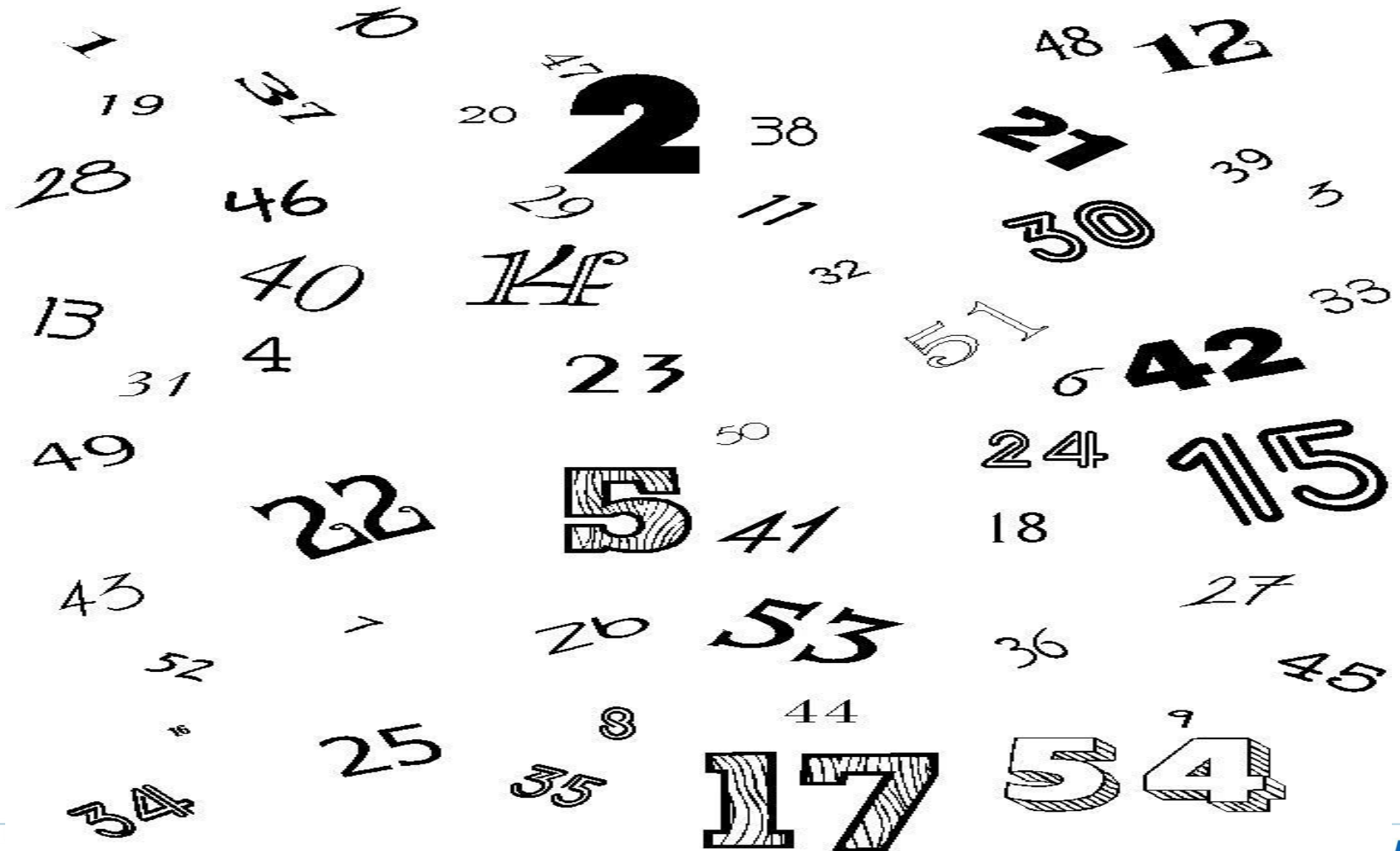
Leadership Fundamentals

In your experience, what are 5-7 things leaders need to know and do?

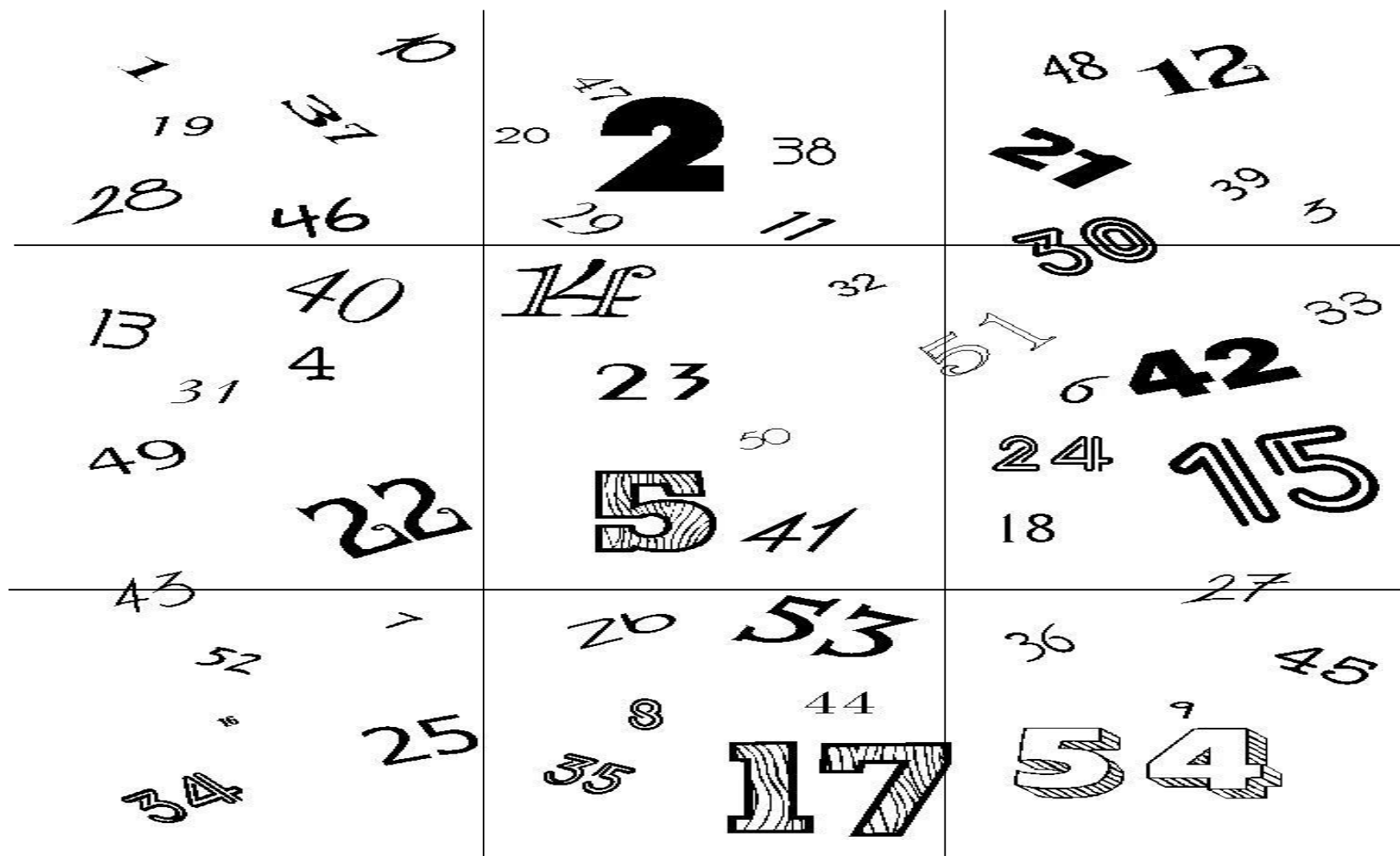
Leadership Code: The DNA of Effective Leaders



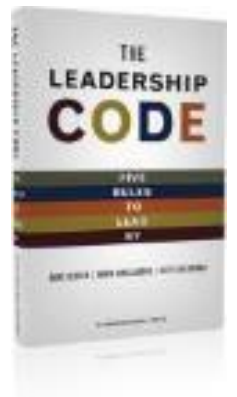
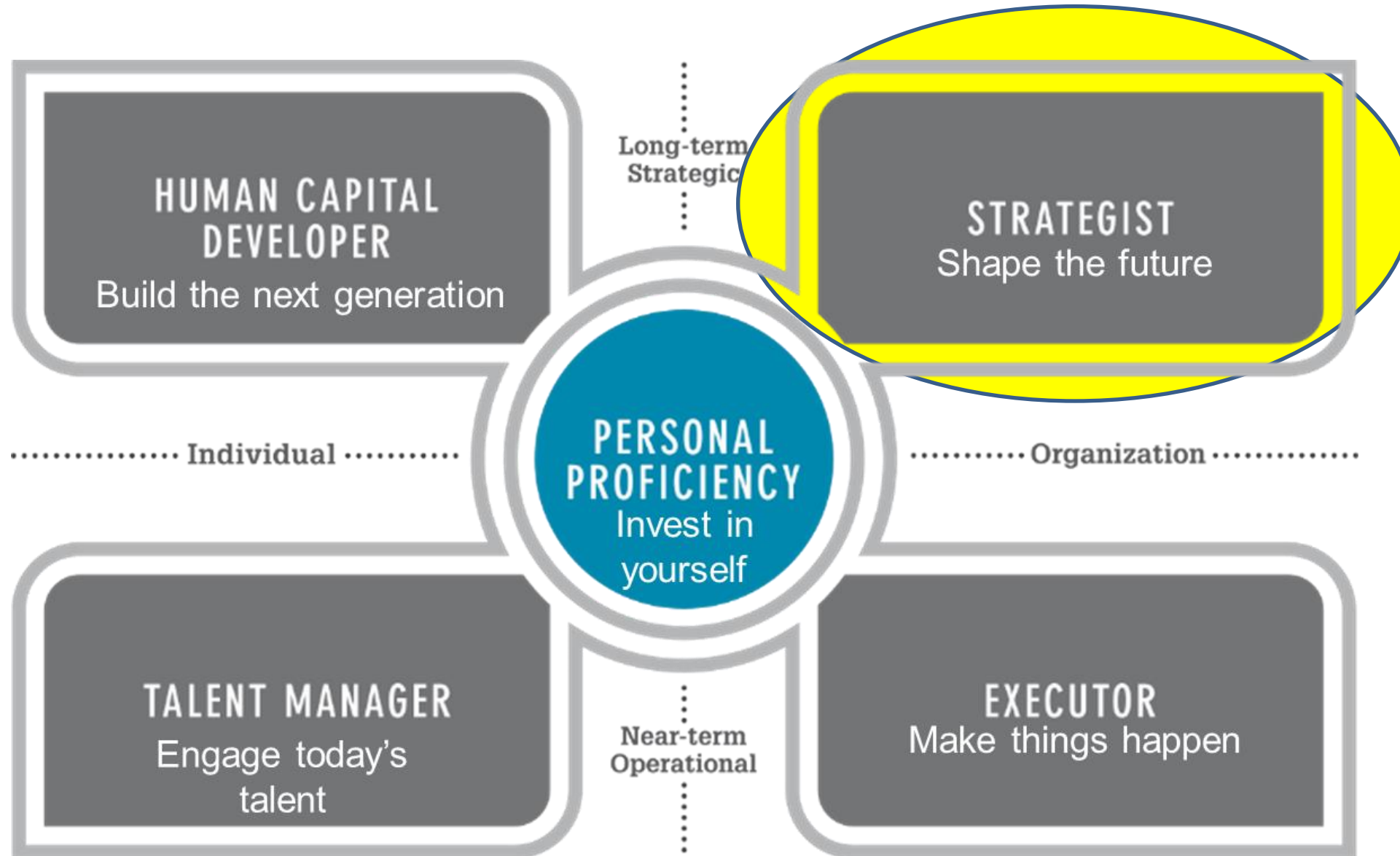
Count as high as you can in 45 seconds, starting from 1



Count again: Creates a framework for leadership



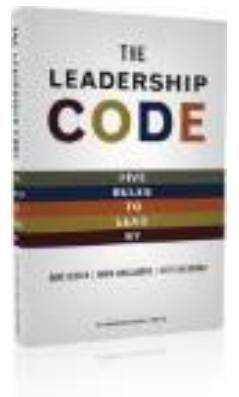
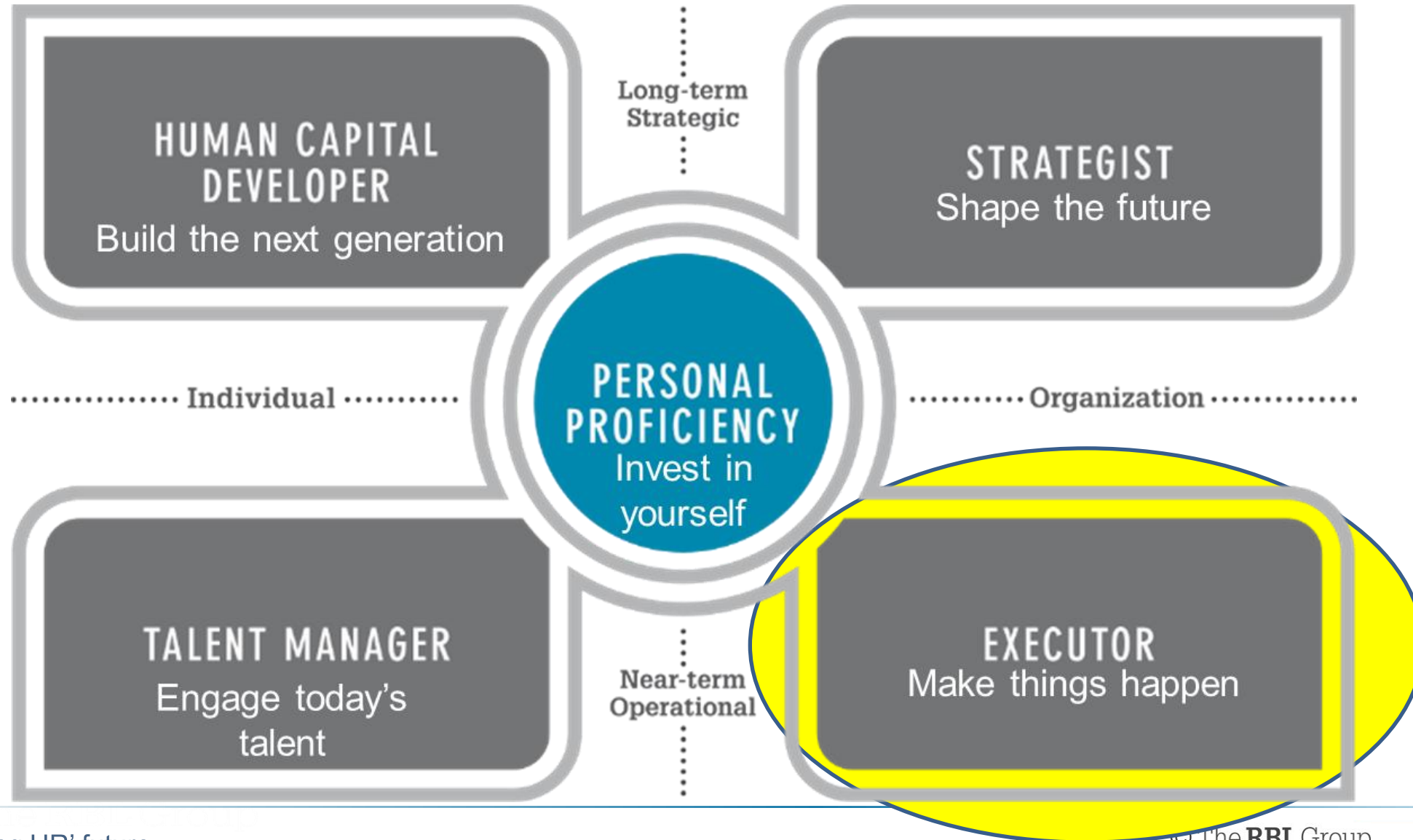
Leadership Code: The DNA of Effective Leaders



Leadership Code: Strategist



Leadership Code: The DNA of Effective Leaders

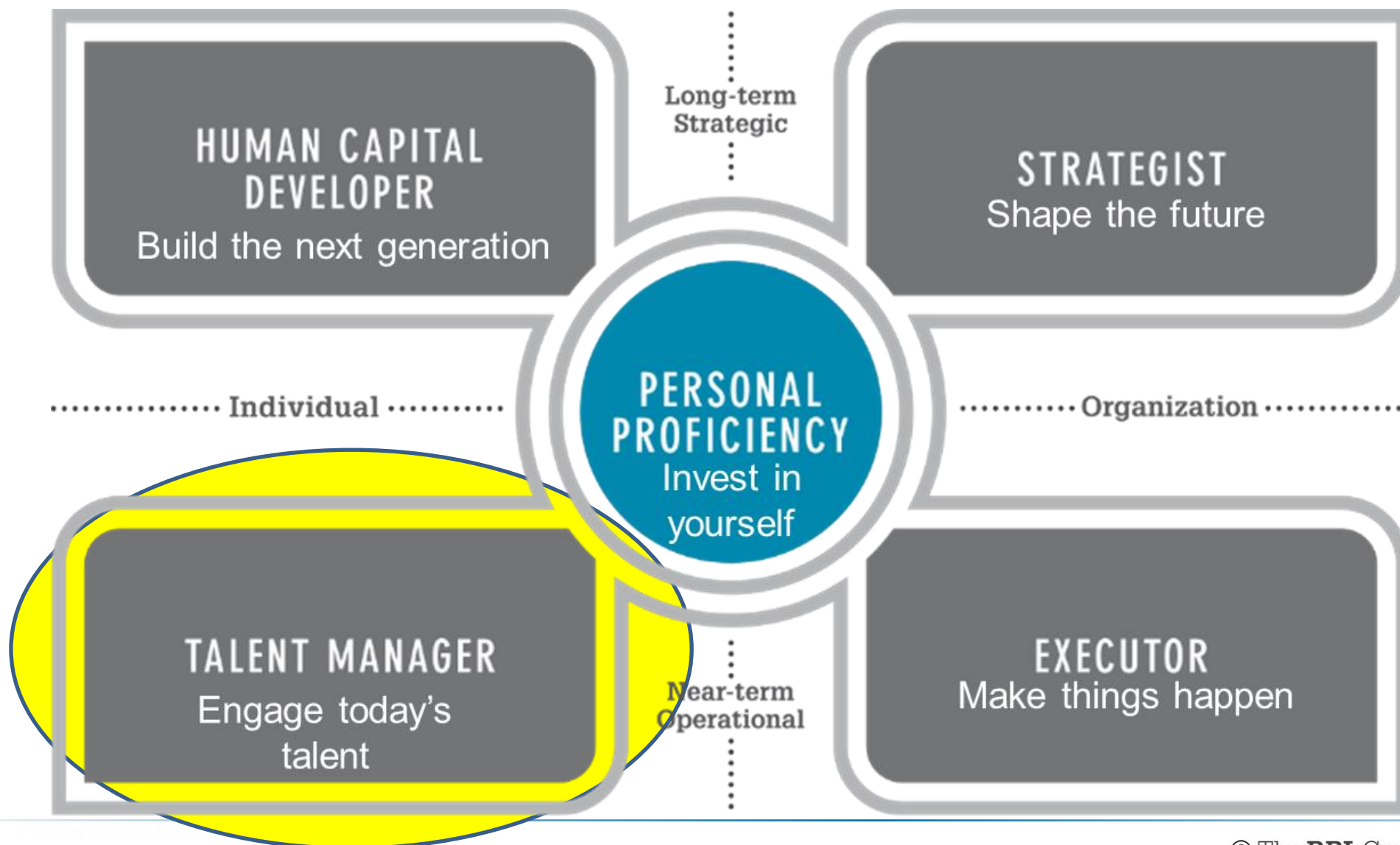


Leadership Code: Executor

46



Leadership Code: The DNA of Effective Leaders

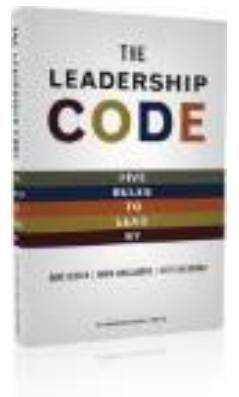
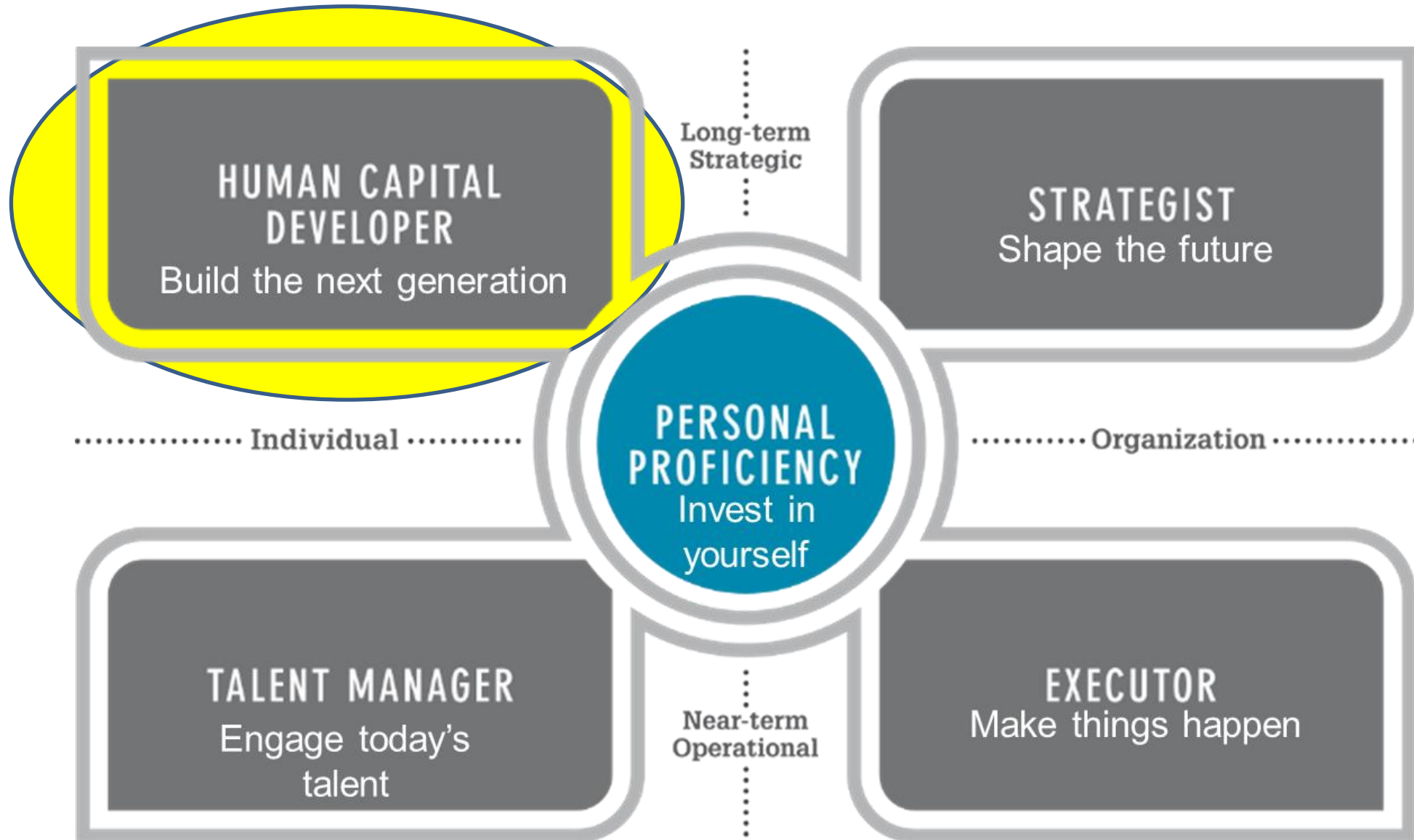


Leadership Code: Talent Manager



These contractors are installing steel pillars in concrete to stop vehicles from parking on the pavement outside a Sports Bar downtown. They are now in the process of cleaning up at the end of the day and anxious to climb in their truck and go home.

Leadership Code: The DNA of Effective Leaders

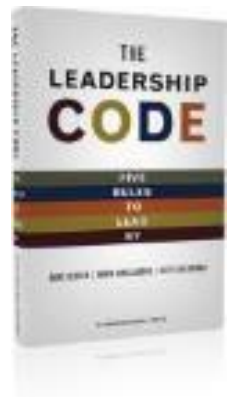
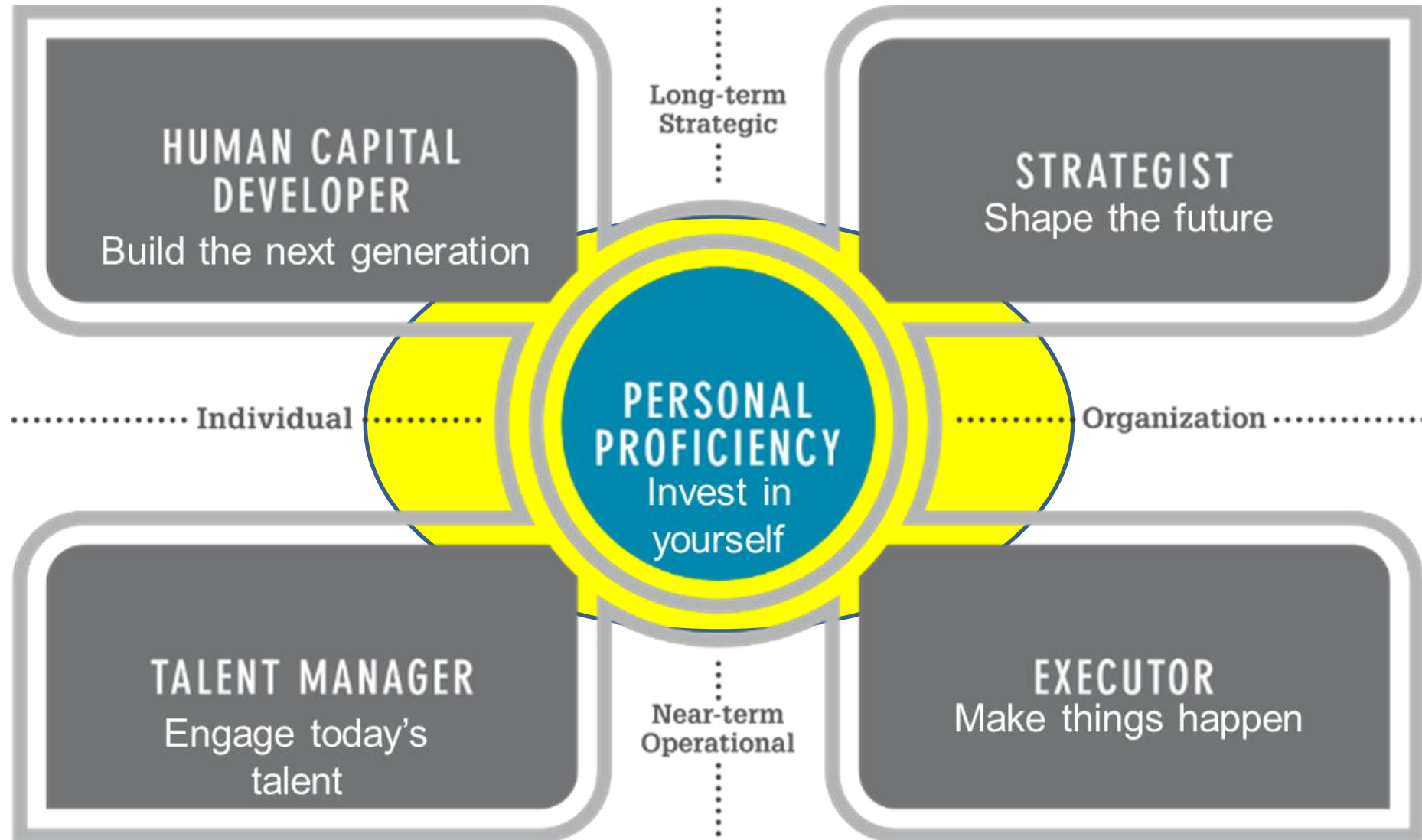


Human Capital Developer

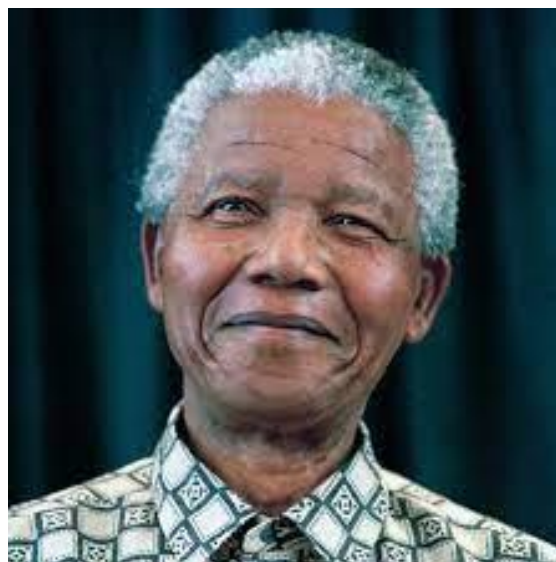
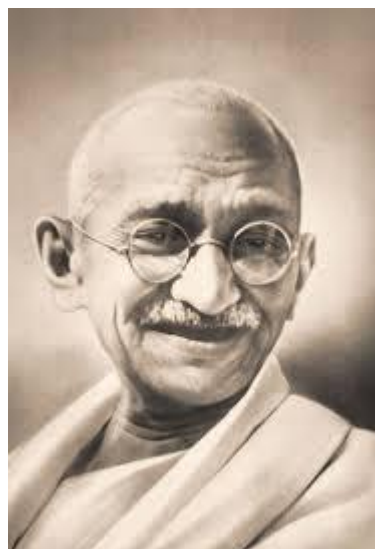
50



Leadership Code: The DNA of Effective Leaders



Personal Proficiency



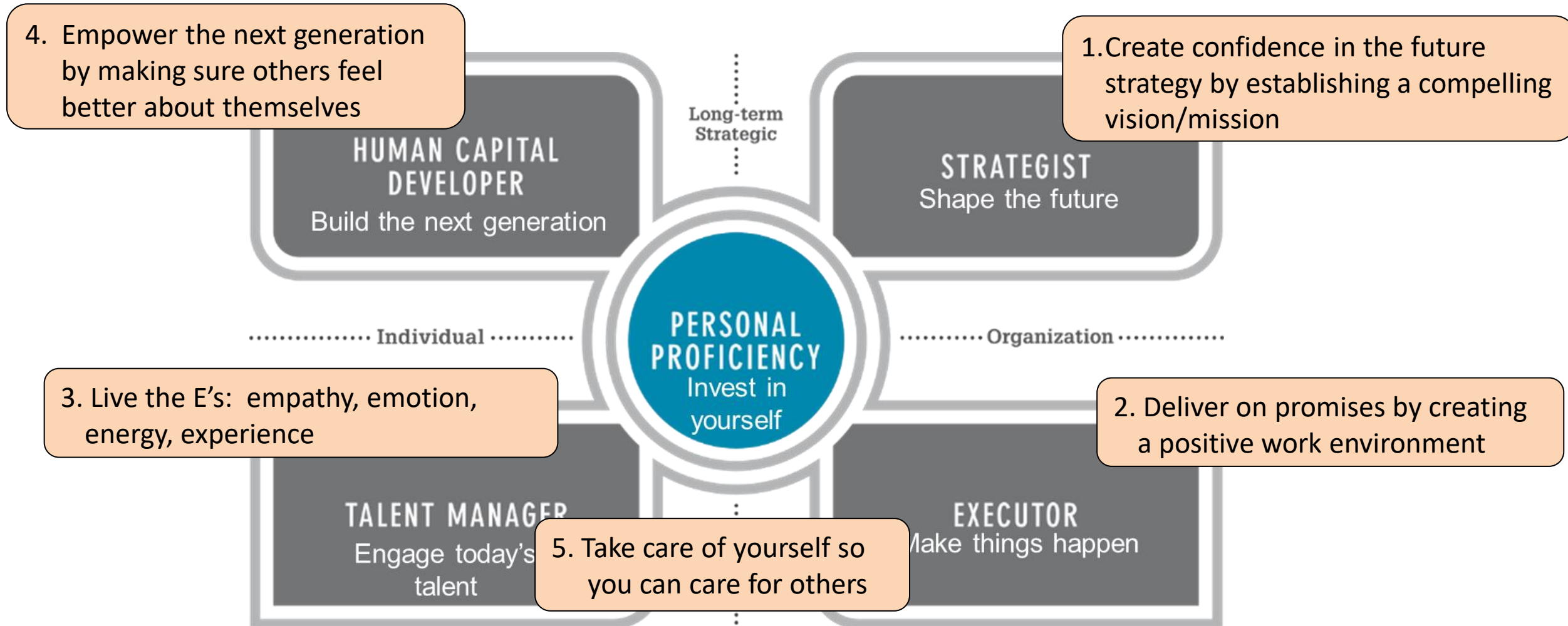
Leadership Code and Company Competencies

		Leadership Code				
		Strategist	Executor	Talent manager	Human capital developer	Personal proficiency
Company Leader competencies	1: Acts with integrity and builds trust					XXX
	2: Drive for results		XXX			
	3: Develop talent and effective teams			XX	X	
	4: Lead business with vision and strategy	XXX				
	5: Embody humility and respect					XXX
	6: Take risk and be resilient					XXX
	7: Think paradoxically and agility		X			X
	8: Influence informally and build networks			X	X	X
	9: Listen deeply with enquiry			XX		X

Leadership Code and Your Company Leadership Competencies

		Leadership Code				
Your Company Leadership Competencies		Strategist	Executor	Talent manager	Human capital developer	Personal proficiency
Results orientation	Deliver excellent results		XXX			
	Prioritize responsibilities	X	XX			
	Accept and manage uncertainty	XX				X
Accountability	Ensure safety and environment		X		XX	
	Take on challenges, make decisions		XXX			
	Defend my point of view		X			XX
Collaboration `	Involve others and share information			XX	X	
	Highlight company shared goals	XX	X			
	Encourage diversity			XX	X	
Intrapreneurship	Drive innovation	XX	X			
	Long term vision	XXX				
	Create positive work environment			X	XX	
Inspiring leadership	Guide and develop my team		XX	X		
	Delegate and respect accountability		XX		X	
	Differentiate and give recognition		X		XX	

Leadership trend: Lead for growth



Overall Goals and Agenda

IDEAS

Reinventing HR's Future

IMPACT

Now is the time to reinvent HR

1: HR is not about HR, but creating value for others

2: HR contributes value through human capability



3: HR needs to upgrade HR department and people

Recognize contextual challenges to create human capability content

Understand how HR creates value for all stakeholders (outside/in)

Master and guide human capability: talent, organization, leadership

Overview of Human Capability

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)

What should your company do to ensure the right individual competence, workforce, or skills?

LEADERSHIP

What should your company do to have the right leaders and shared leadership at all levels?

ORGANIZATION

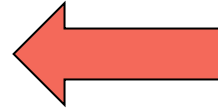
What should your company do to have the right organization capability, workplace, or team?

HUMAN RESOURCES (HR)

What should your company do to have the right HR department, practices, metrics, and people?

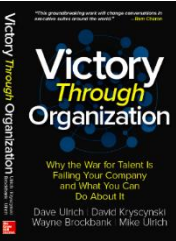
HR Department Evolution

HR criteria and
assessment



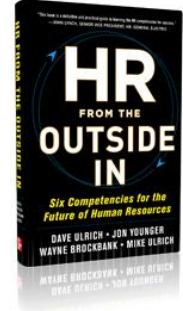
Victory through
Organization

Does HR create sustainable
organization capabilities?



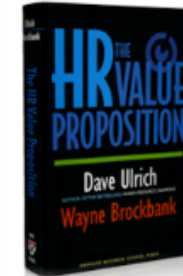
HR Outside In

Does HR deliver value to
customer and investor?



HR Value
Proposition

Does our HR department
deliver value?



HR Transformation

Does our HR department
change to meet needs?



HR Design

Do we have the right HR
organization?



HR Domains Overview

HR Domains	Actions
1: HR Reputation	Evolve HR department identify from efficiency to practice to strategy to outside in
2: HR Customers	Serve internal (employee, manager) and external (customer, investor) stakeholders
3: HR Purpose	Define who we are (role), what we contribute (human capability), and why
4: HR Design	Organize HR by specialist, generalist, and digital services
5: Human capability	Deliver innovative solutions in talent, leadership, and organization
6: HR analytics	Evolve analytics from benchmarking to best practice to predictive analytics to impact through guidance
7: HR practices	Innovate, align, and integrate people, performance, information, and work practices
8: HR Professionals	Upgrade competencies of HR professionals to deliver value
9: HR Relationships	Build positive relationship within HR and between HR and all stakeholders

HR Domains Overview

HR Domains	Question	Pick
1: HR Reputation	What is the HR department known for by stakeholders?	
2: HR Customers	Who are HR's customers?	
3: HR Purpose	What is our HR mission? Why do we exist?	
4: HR Design	How is the HR department organized?	
5: Human capability	How does HR facilitate the right human capability for the business?	
6: HR analytics	How can HR access information to make better decisions?	
7: HR practices	How do we create and deploy HR practices?	
8: HR Professionals	What do HR professionals need to be, know, and do to be effective?	
9: HR Relationships	How does HR go about doing its work?	

When you think of “human resources” what comes to mind?



Reputation Exercise

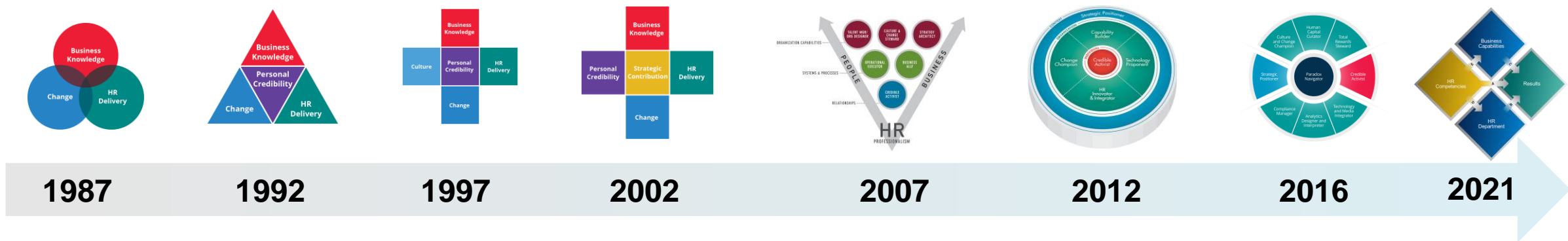
- What are the top 3 things we would like ***our HR group*** to be known for by those who use its services
- Calculate a unity score by seeing commonalities

HR Trends: [9] HR Relationships

Keys to effective relationship	Some specific behaviors applied to HR
Share a common purpose	Find that you are better together than apart, being part of a community accomplishes more than being alone.
Respect differences	Express appreciation for what is good and right more than criticism for what is not right (20:1 positive to negative ratio in a couple; 5:1 in a team).
Govern, accept, connect	Manage expectations...60+% of problems in marriage are managed, not solved Managing decision rights and agree about how decisions get made.
Care for others	Be delighted in the other person's success; celebrate successes and embrace the other in failure; spend time together
Share experiences	Respond to bids (87% of bids are responded to in successful relationships) Turn to each other not away; built emotional bank account
Grow together	Have shared meaning you strive for Learn from the past, but don't be stuck in it; focus on the future and what can be

HR Competence & Capability Study... Round 8

C O - S P O N S O R S



HRCS round 8: Participant Demographics

Study Participants

Global norms are based on the overall mean from the following respondents:

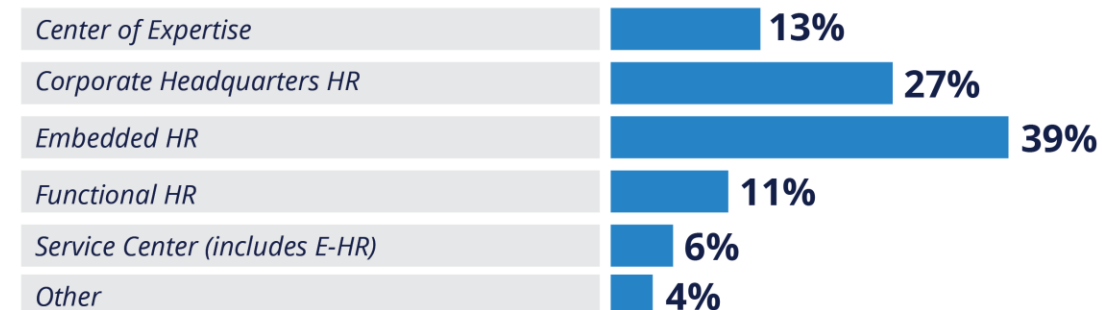


Total # of
Respondents:
28,627

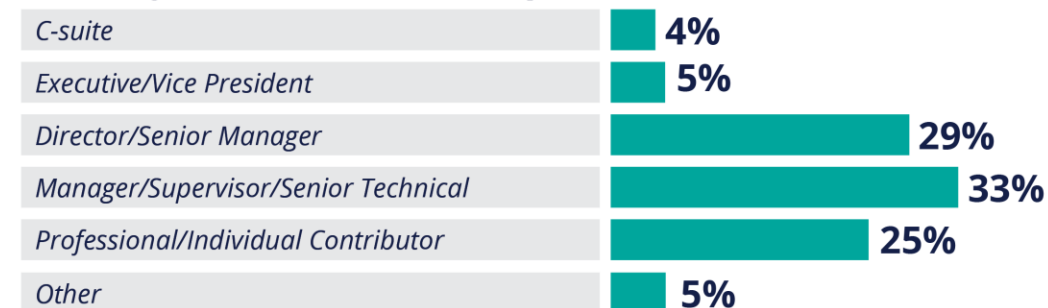
Organizations:
1,013



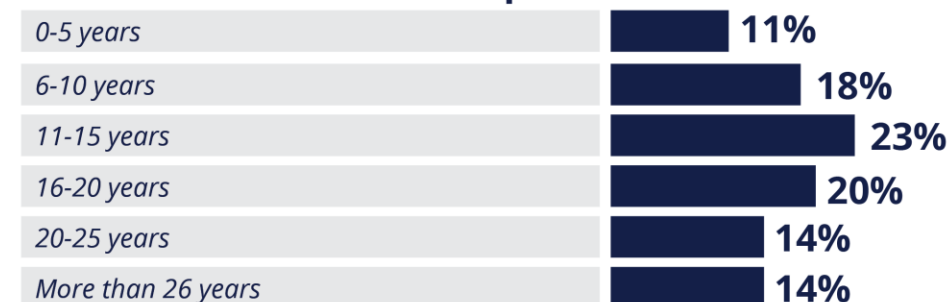
Primary Role of HR Participant



Primary Level of HR Participant

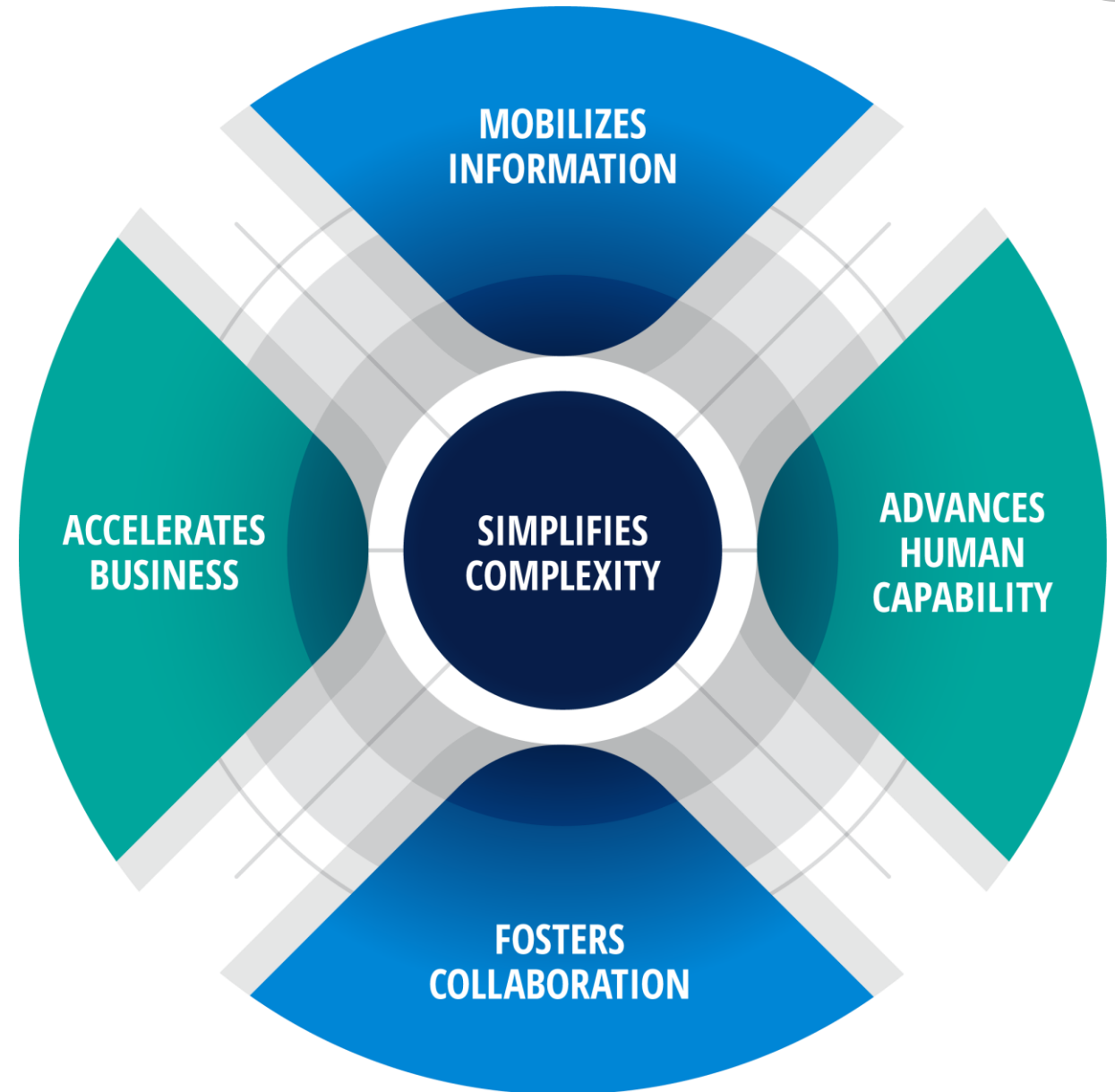


Total Tenure of HR Participant

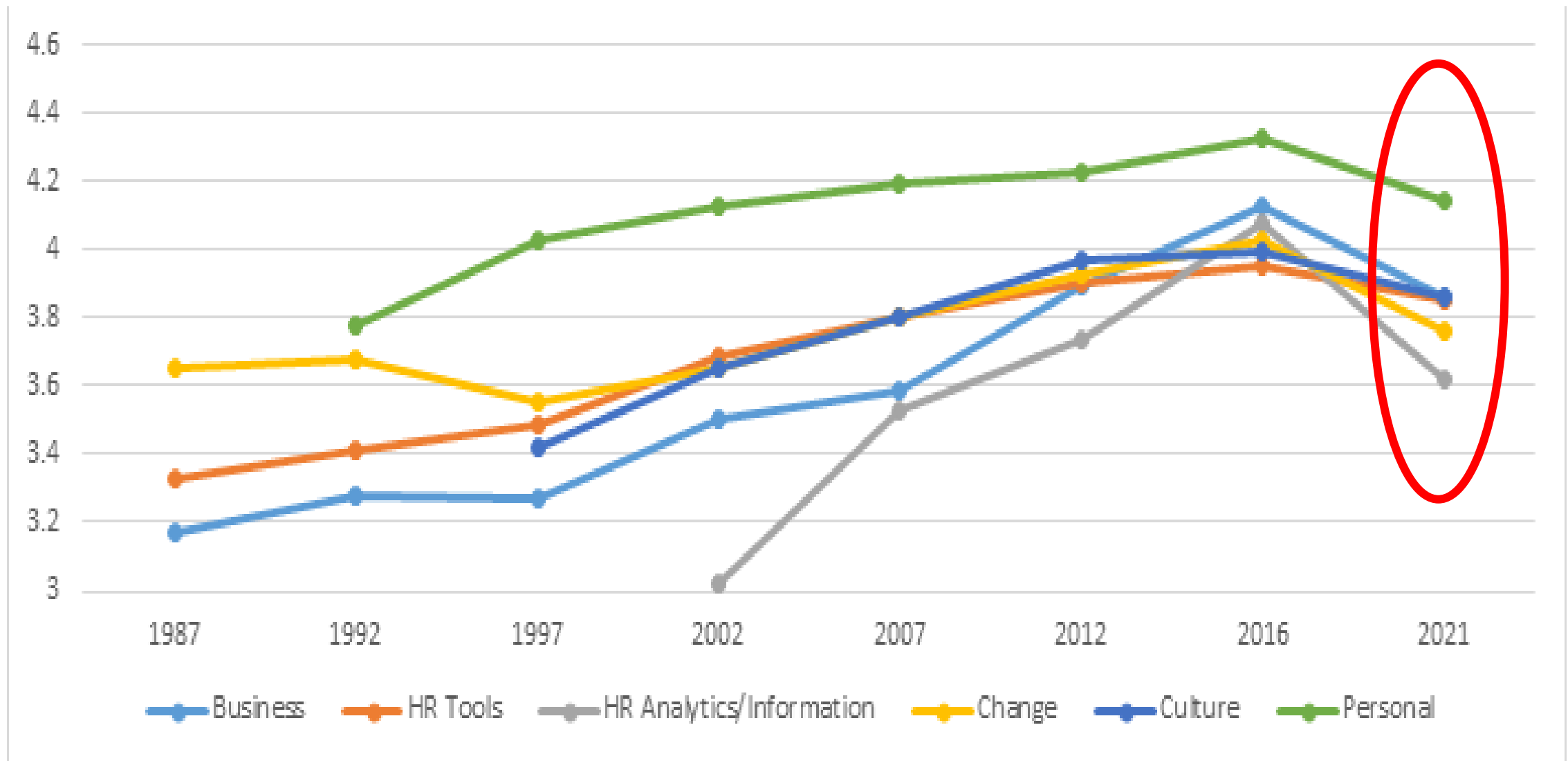


HRC²S 2021: Round 8

Overall HR competency model



Evolution of HR Competencies 1987 to 2021



Overall Goals and Agenda

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3: HR needs to upgrade HR department and people

Recognize contextual challenges to create human capability content

Understand how HR creates value for all stakeholders (outside/in)

Master and guide human capability: talent, organization, leadership

**Build a better HR department;
Be a better HR professional (verb)**

Human Capability Assessment for My Organization

Relevance

How much attention do we pay to human capability?

low

1 2 3 4 5 6 7 8 9 10

high

Outside/In:

How well do we define all stakeholders as users?

low

1 2 3 4 5 6 7 8 9 10

high

Human Capability: Talent

How well do we invest in innovative talent initiatives?

low

1 2 3 4 5 6 7 8 9 10

high

Human Capability: Organization

How well do we invest in organization capabilities?

low

1 2 3 4 5 6 7 8 9 10

high

Human Capability: Leadership

How well do we invest in leaders and leadership?

low

1 2 3 4 5 6 7 8 9 10

high

Human Capability: HR Function

How well do we invest in HR for HR?

low

1 2 3 4 5 6 7 8 9 10

high

For more information

Follow me on LinkedIn where I post every Tuesday

For more information, contact us:
Web site: www.g3humancapability.com



The background of the slide is a photograph of a mountainous landscape. In the foreground, a paved road with white dashed lines winds through green, grassy hills. In the distance, there are large, rugged mountains with some snow or light-colored rock patches under a hazy, yellowish sky. A small yellow rectangular box with rounded corners is centered in the middle of the image, containing text.

The **BEST** *is yet* **AHEAD**

**Reinventing HR's Future
Value Creation, Human Capability, and HR work**