



Transforming HR

Presented by
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@SHRM_CKO

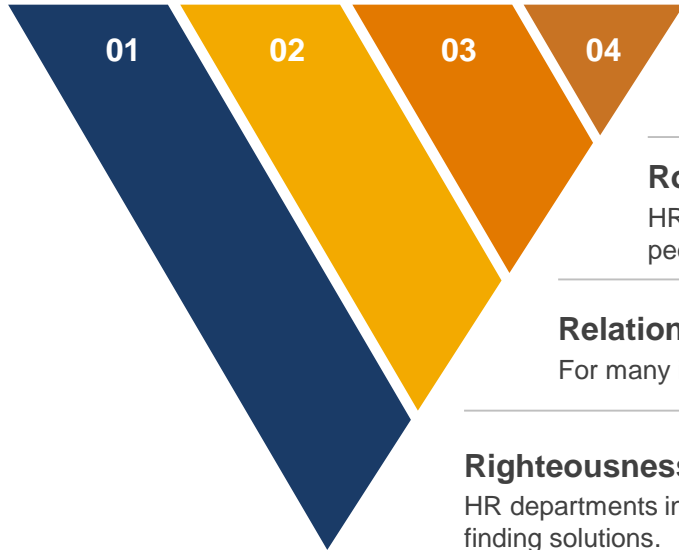


**PERCEPTION IS
REALITY!**

shrm.org/togetherforward



4 Little R's of HR Folly



Rules

When HR is misaligned for success, rule-following becomes the emphasis.

Roles

HR departments not in alignment for success focus too heavily on roles and what people should be doing.

Relations

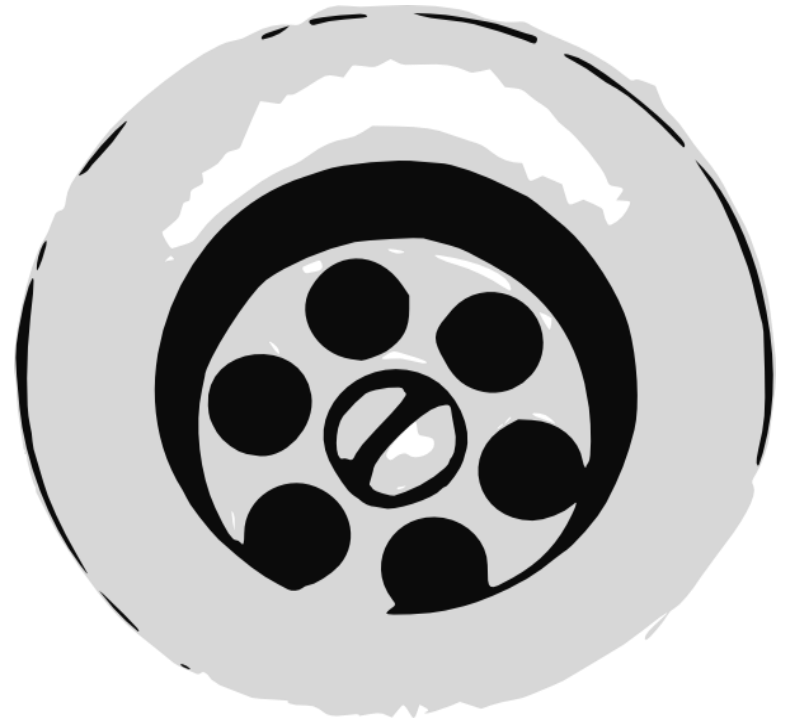
For many in the misalignment bucket, relationships matter more than results.

Righteousness

HR departments in the misaligned category are too focused on being right and not on finding solutions.

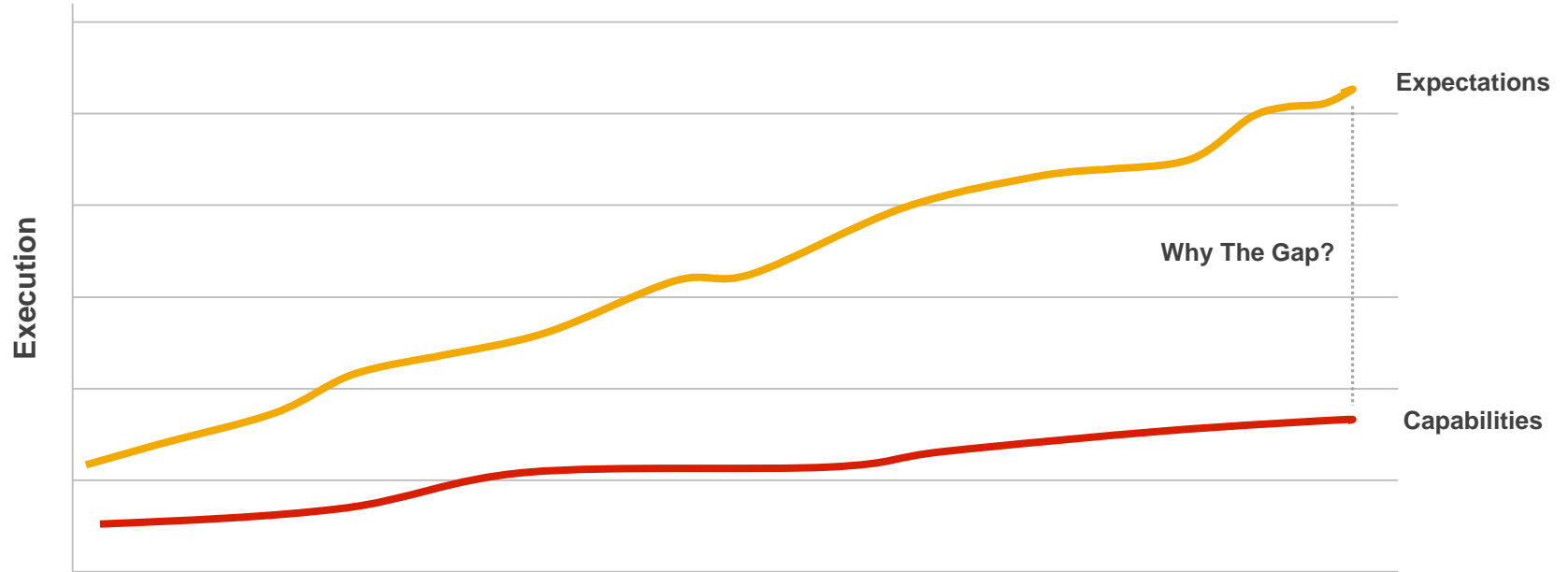


Little HR



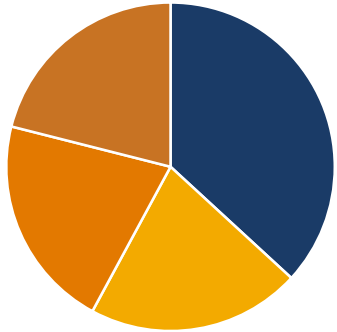


What's Expected of HR

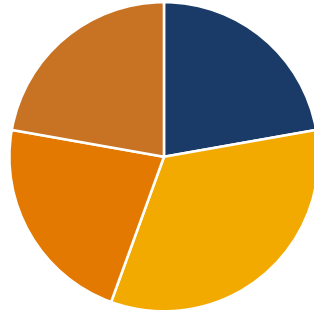




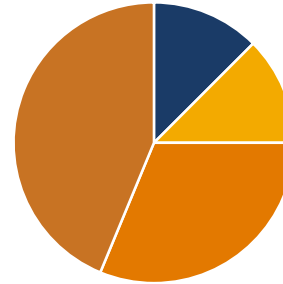
How HR Fares Compared to Other Professions?



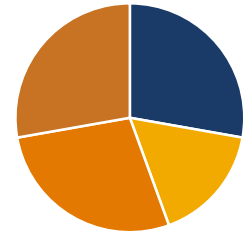
Finance



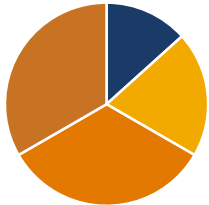
Operations



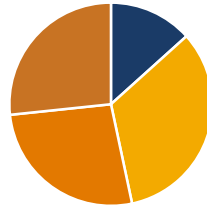
Sales



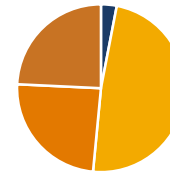
Marketing/
Advertising



Engineering



Information
Technology



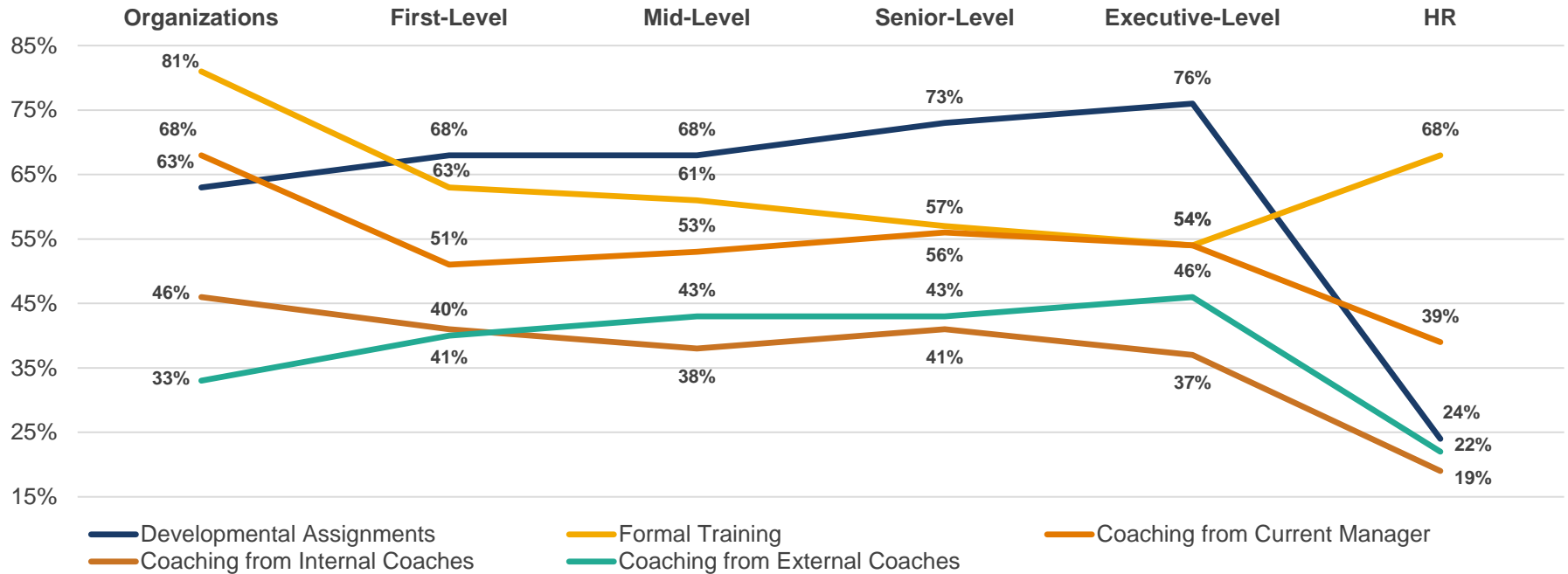
Human
Resources

Key





HR Learning Differs From Other Learning





Seven New Realities for the Future of Work



Exponential Organizations



Lifelong Reinvention



The Workforce Unleashed



Technology & Talent Transformation



The Changing Ethics of Work & Society



The Nimble Enterprise



Regulated Innovation

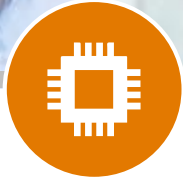


And the Future Is Only Getting More Complicated



Multigenerational Workforce

There are currently five generations in the workforce including Baby Boomers and Millennials.



Pace of Technological Change

Automation, apps, bots, etc. are all affecting HR's role in the employee experience.



All-Inclusive Talent Market

Population shifts call for a workforce with a large percentage coming from continents like South America and Africa.



Geopolitical & Economic Shifts

Changing economic trends and political movements are altering the way organizations sustain themselves.



The Evolution of Work as a Concept

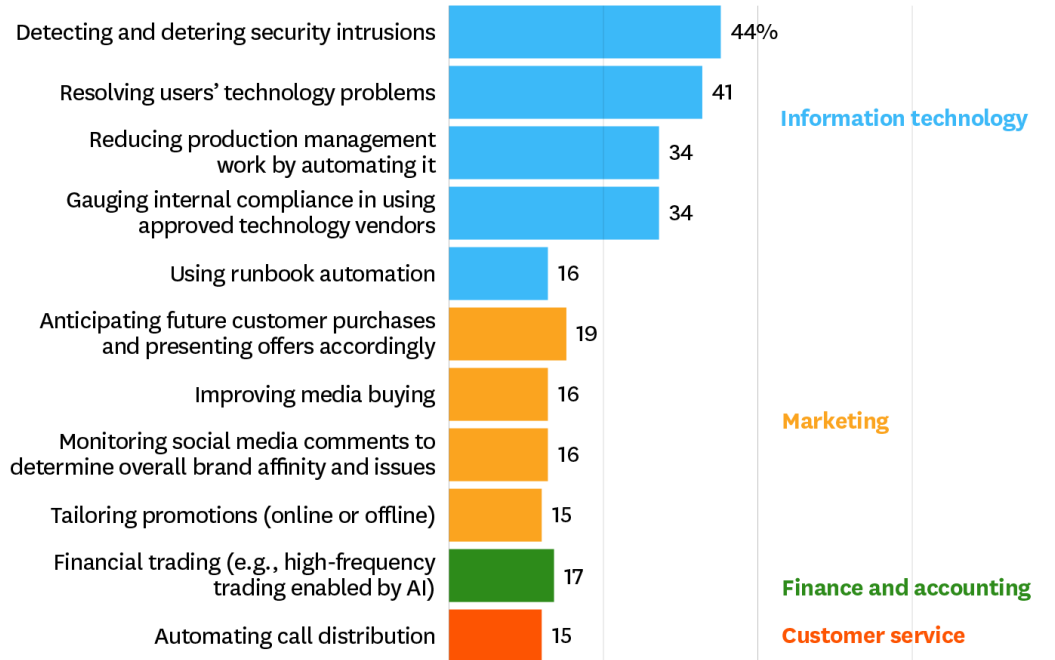
The GIG economy and changing nature of employment contracts are calling for creativity.



Technological Change as Driver

How Companies Around the World Are Using Artificial Intelligence

IT activities are the most popular.



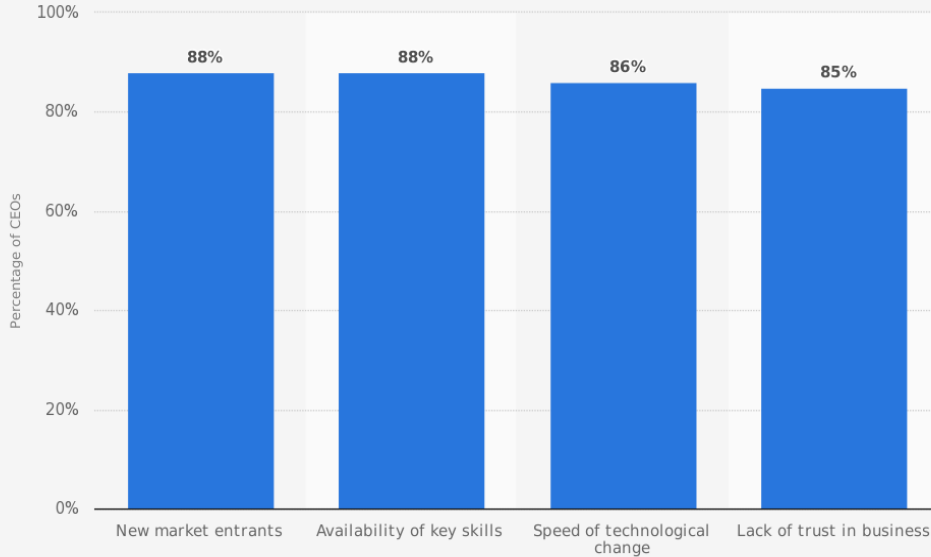
SOURCE TATA CONSULTANCY SERVICES SURVEY OF 835 COMPANIES, 2017

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Pace of Change is Only Part of the Issue

Top business threats to organization's growth prospects according to CEOs in mainland China as of 2016

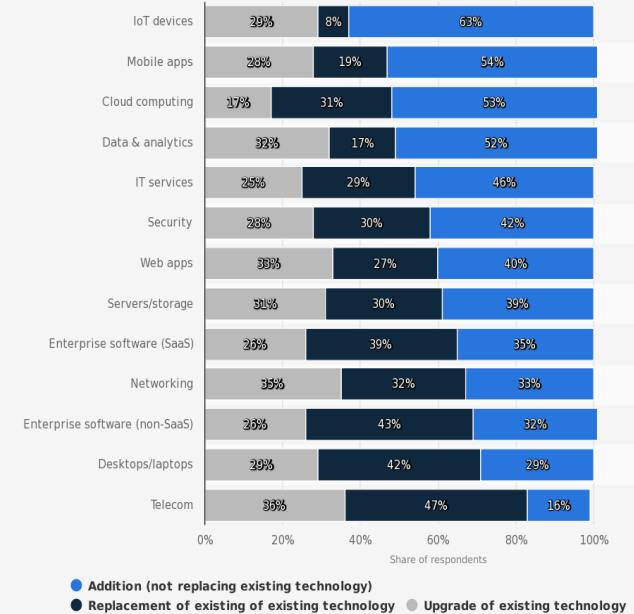


Source
PwC
© Statista 2018

Additional Information:
China; September to December of 2016; 182 respondents; CEO's
from PwC's Global CEO panel



Digital transformation in enterprise environment worldwide: technology adoption strategy, as of 2017

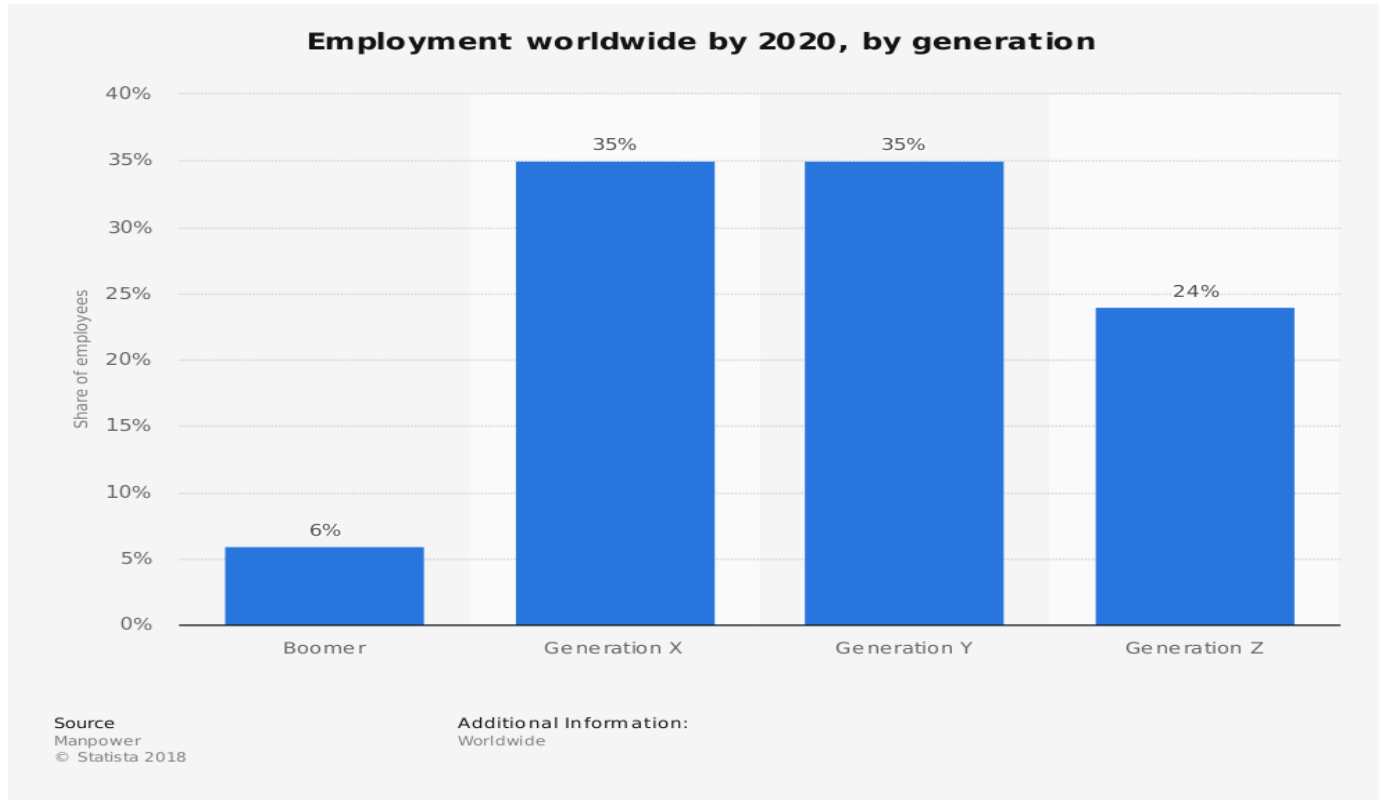


Source
IDC
© Statista 2018

Additional Information:
Worldwide; 2017; 752 respondents; IT decision-makers



Multigenerational Workforce





Millennials vs. Gen Z (2014 & 2016 SHRM Engagement Benchmarking Study)



MILLENNIALS VALUE:

1. Compensation (57%)
2. Job Security (56%)
3. Opportunities to Apply Skills (54%)
4. Relationship with Immediate Supervisor (54%)
5. Recognition from Leaders (52%)



GEN Z VALUES:

1. Opportunities to Apply Skills (58%)
2. Compensation (54%)
3. Relationship with Immediate Supervisor (53%)
4. Recognition from Leaders (52%)
5. Career Advancement Opportunities (49%)



KEY DISTINCTIONS ACROSS GENERATIONS (SHRM CAREERS 2018; SHRM FOUNDATION EIU STUDY 2015)

GEN Z LEARNING STYLES

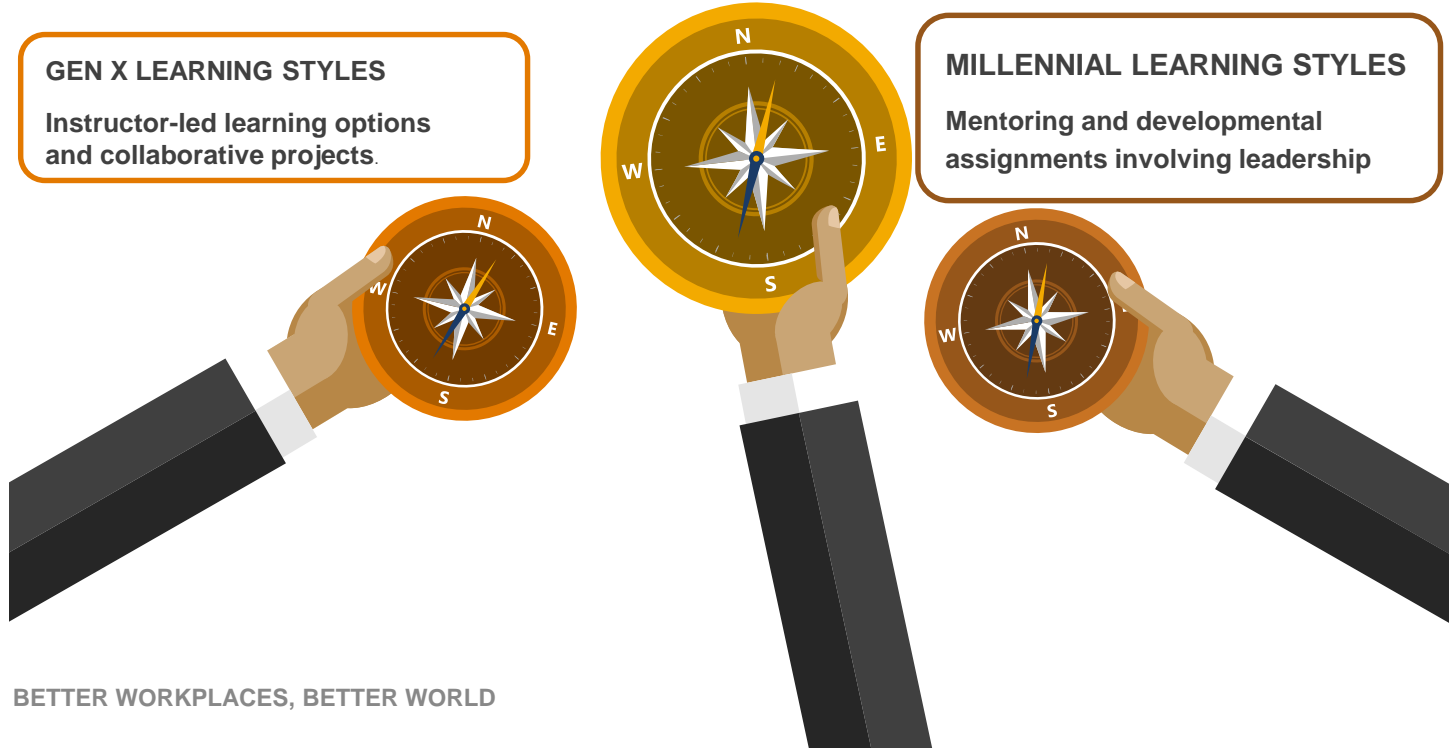
Technology-enabled, self-directed learning and coaching

GEN X LEARNING STYLES

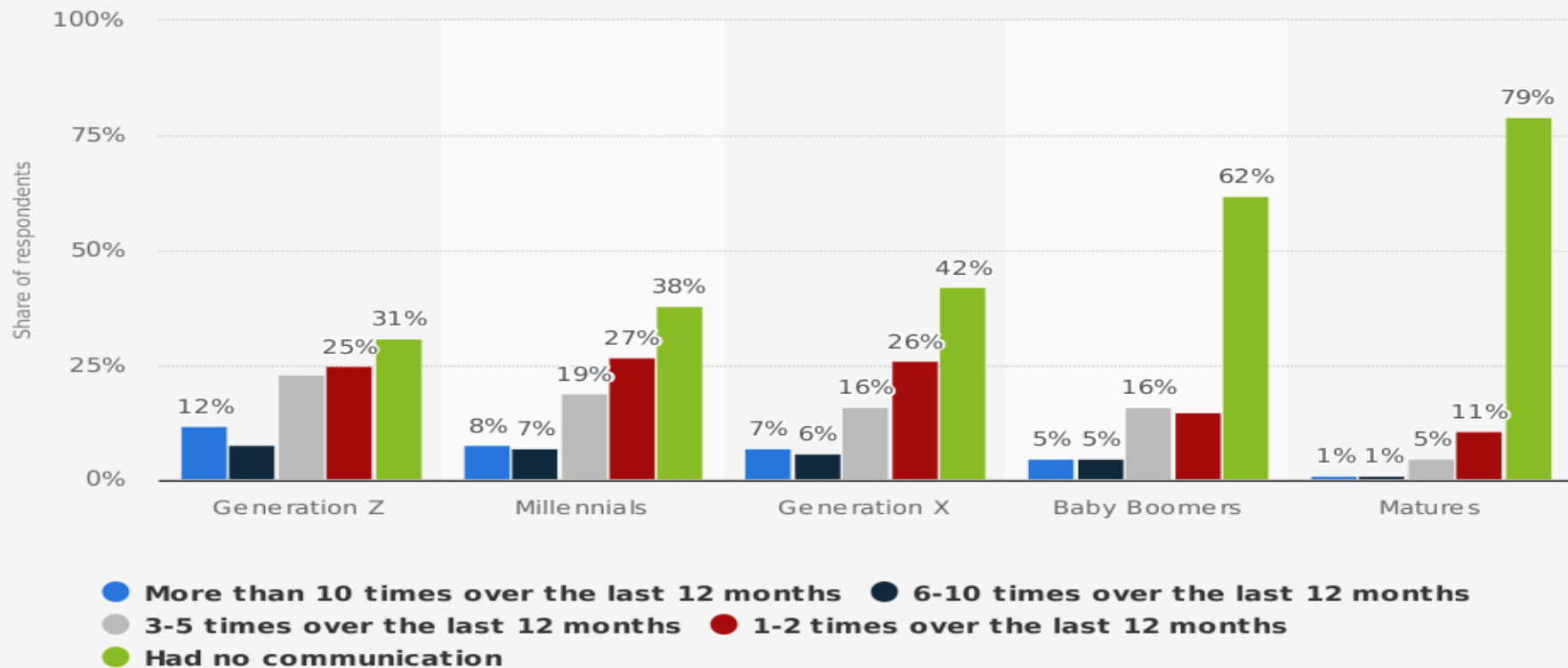
Instructor-led learning options and collaborative projects.

MILLENNIAL LEARNING STYLES

Mentoring and developmental assignments involving leadership

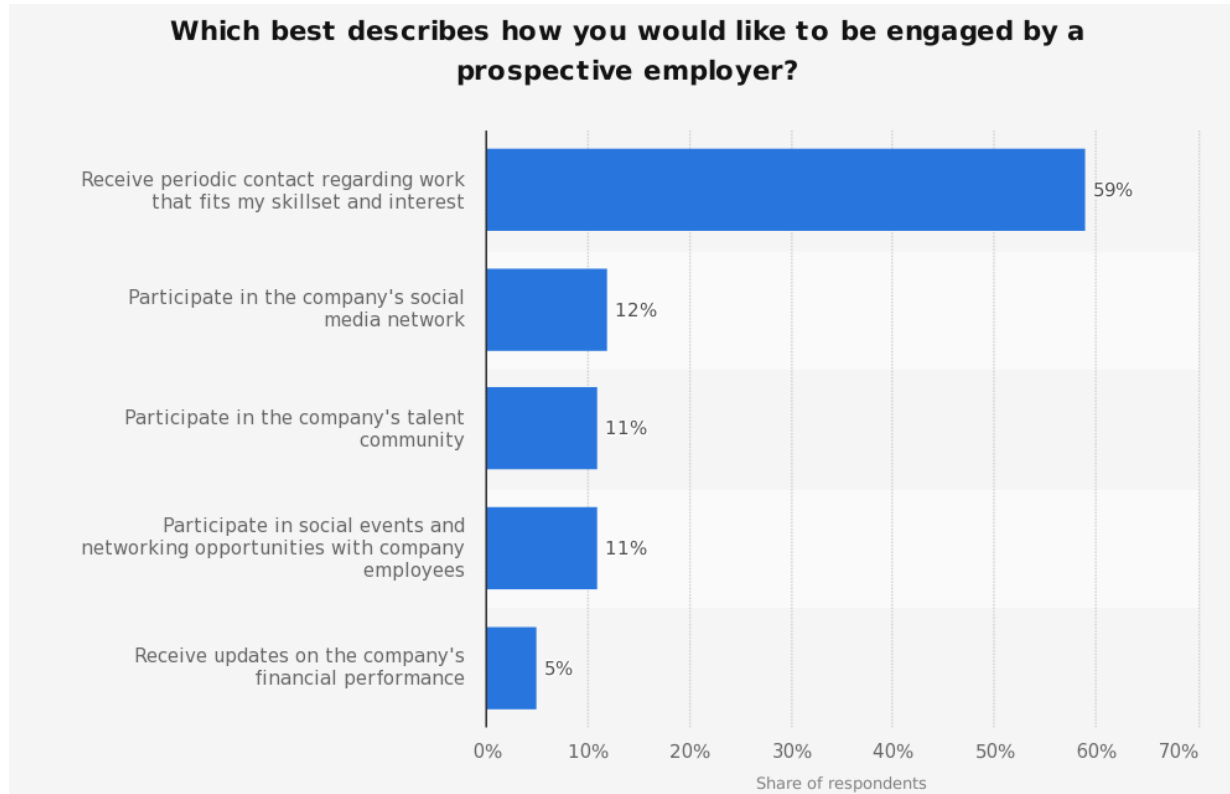


Share of respondents who communicate with companies through social media in Norway in 2017, by age and frequency





Communication is the Key Differentiator



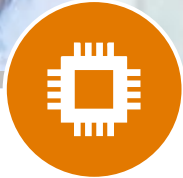


HR's Role for the Future



Engagement Engineer

Driving Engagement Strategy for a diverse workforce across numerous stratifiers. Creating the personalized employment experience.



HR Technologist

Develop a data strategy linking employee data to key consumer outcomes. Serve as a conduit between HRIS and CRM.



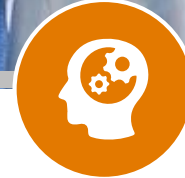
Workforce Architect

Plan the sustainability model for your organization starting with a workforce design to support the culture needed to operationalize a 20-year strategy.



Labor Economist

Know and manage labor market data with sophistication and ease. Use labor market shifts to the organization's strategic advantage by re-imagining what the workforce looks like further out.



Business Sensemaker

Serve as a chief BS tester across the organization. Differs from problem-solving in that you play a key role in defining solutions to uncommon threats to the organization. You imagine potential threats and make sense of them.



Building Better Evidence-Based Practice

THE ROAD TO EVIDENCE-BASED PRACTICE



The traditional path to evidence-based practice can be a long-winding road requiring stops at each stage to ensure adoption. A more effective path might call for the jump across groups traversing multiple stops at once.



Clear Future Focus



Knowledge

There is a foundation of 15 knowledge areas that drives successful performance.



Behavior

Mastery of knowledge is not enough; building proficiency in leadership, business, and interpersonal competencies are critical too.



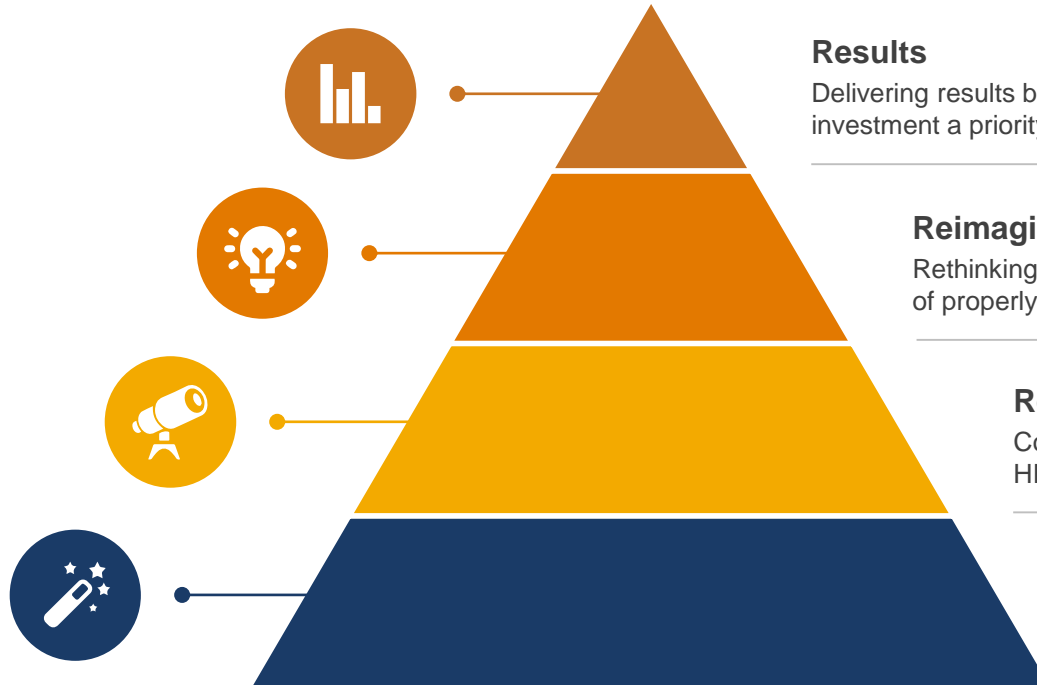
Success

Success is truly a function of adopting a business leader mentality to performance but, more importantly, to learning and development.



The 4 Big R's for HR

When properly focused, HR puts an emphasis on these 4 core areas.



Results

Delivering results becomes a vital part of making return on workforce investment a priority.

Reimagination

Rethinking and redesigning solutions for all situations are a hallmark of properly-focused HR.

Reconnaissance

Collecting data and information is a vital part of enhancing HR's role within any organization.

Resourcefulness

Making the most of resources for every situation drive HR's value to the organization.



Thank You!