

Pathways to HR's Greater Credibility and Success

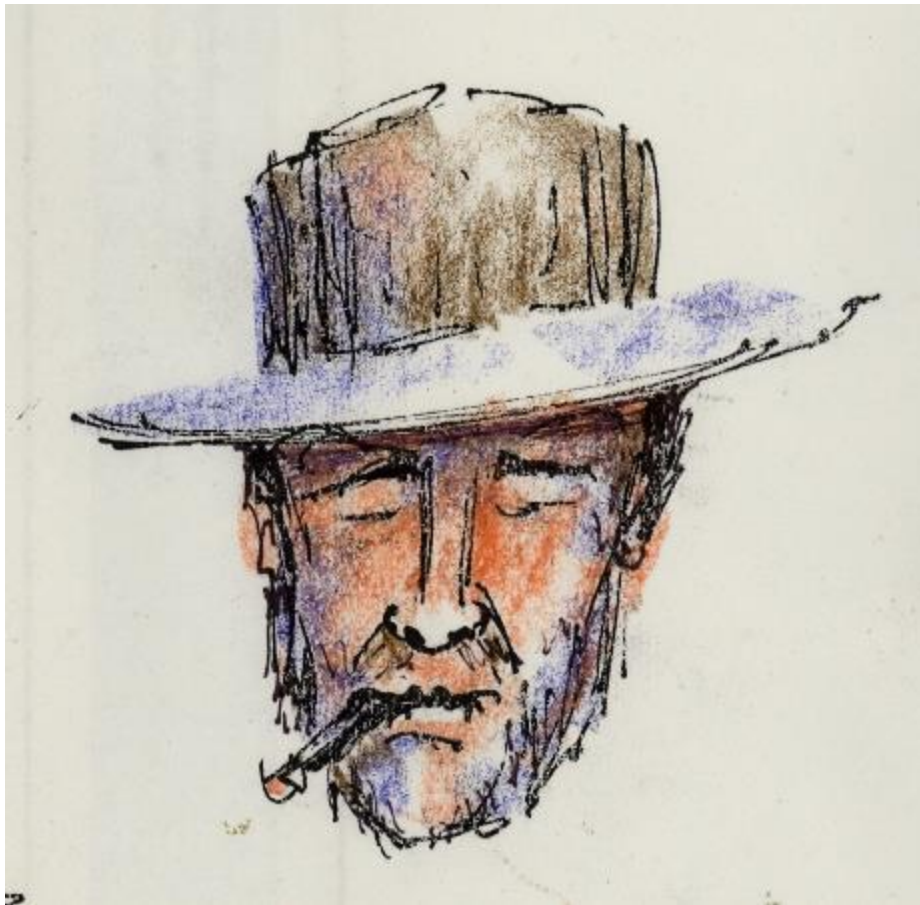
David C Forman

Fearless HR and Fearless Talent Choices

Introduction

- In 2005, Keith Hammonds wrote an article for Fast Company entitled “*Why We Hate HR.*”
- His assertions were that HR professionals were not very capable, pursued efficiency instead of value, and were too inwardly focused.
- Many people agreed.

He Agreed



HR's Journey

- Twenty years later.....much has changed.
- Significant evidence and experience have painted a very different picture of what HR can accomplish by moving beyond its administrative past and focusing on the critical issues of the time.
- Its time to flip the script.

My Lens

- Four decades of being dedicated to improving the performance of people and organizations.
- As a learning scientist, lead architect for 11-\$1 million products, Chief Learning Officer, CEO of a mid-tier consulting company, adjunct MBA professor at Pepperdine, and author.
- Working with such organizations as Apple, Ford, IBM, American Express, Microsoft, Boeing, DuPont, Deloitte, Allstate, Fed Ex, Target, and Children's Television Workshop.

The Opportunity Before Us

“Excellence in engineering leads to strong products.

Excellence in finance leads to strong financial capabilities.

Excellence in HR leads to a great company.”

Tony Parasida

1. Embrace HR's Journey of Change and Adaptation

- HR's long journey and evolution must be viewed in response to the needs and requirements of the time.
- When people were viewed as cogs in the production process, HR's administrative role was appropriate.
- As talent, culture, and organizational capability have become more essential to successful business performance, HR is asked to perform different roles.
- As AI becomes more prominent, these roles will shift again.

Poll 1: When was the first HR department established in the United States?

- a. 1874
- b. 1892
- c. 1901
- d. 1932

Rx: Dealing with Myths from Another Time

- People's perceptions are slow to change, and they will endure unless addressed.
- Use current data and evidence to challenge these perspectives.
 1. HR provides no business value.
 2. HR is a soft discipline with weak measures.
 3. HR is a stodgy, dead-end career.
- Recognize that HR is on a journey, acknowledge its past roles, while being enthusiastic about its future.
- Be an advocate for the successes that HR has achieved and the role it can play.

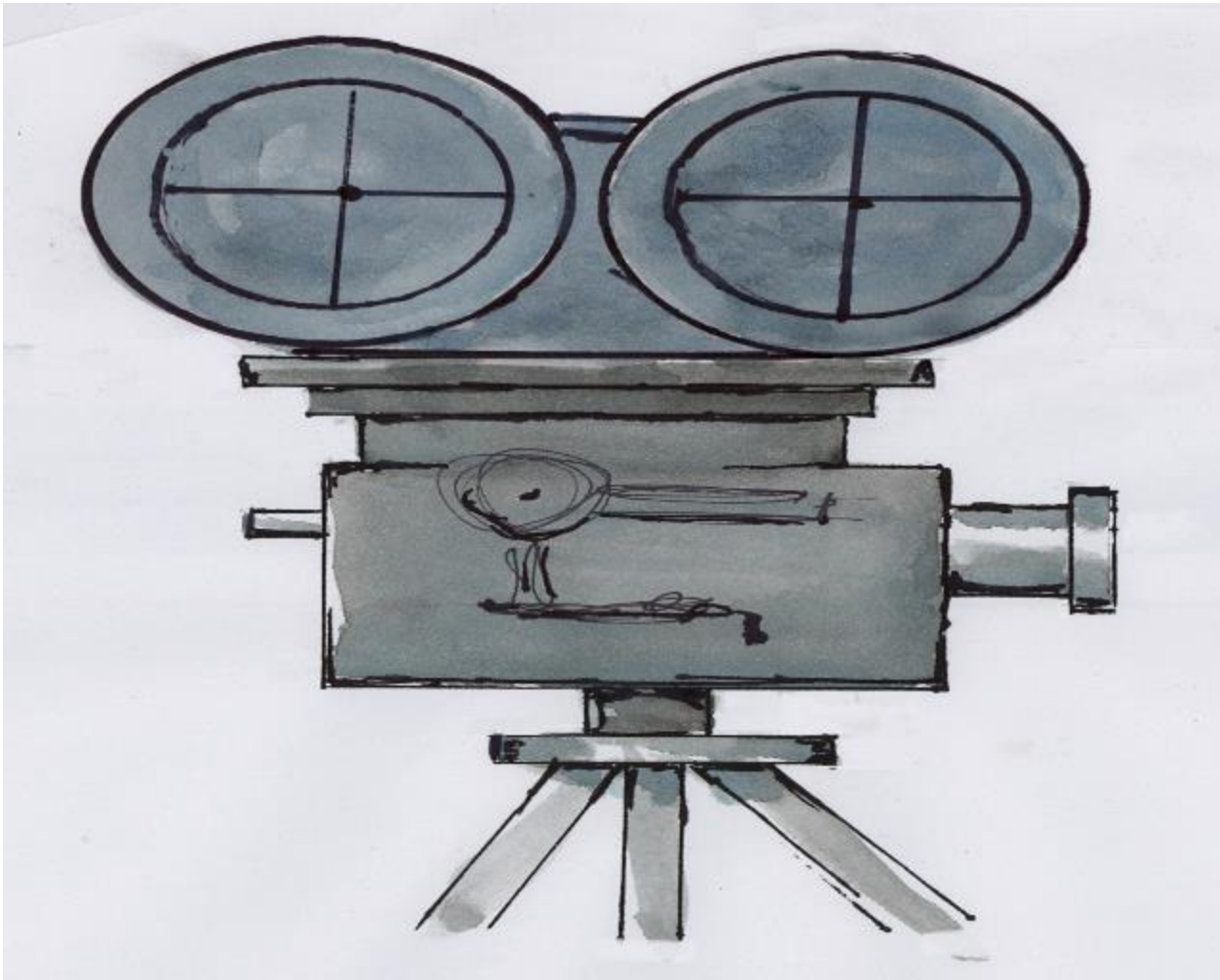
2. See the Bigger Picture

“HR isn’t about HR; it is about the business.” Dave Ulrich.

- Open up the aperture, see the larger picture, look beyond silos and internal practices, become a better business person.
- The key to gaining credibility and trust is to be in the same foxhole with business colleagues and knowing what is important and meaningful to them.
- This is especially true as technology lessens the informational and procedural aspects of the job....while the strategic and relational aspects become even more significant.

“I don’t consider myself an HR leader, but rather a business leader who focuses on talent and culture.” Fortune 50 CHRO

Open the Lens



3. Act with Alacrity

“Even if you are on the right track, you will get run over if you are standing still.” Will Rogers

- Turbulence and the speed of change are the defining characteristics of our times. Practices and structures built on stability and certainty are no longer useful.
- HR needs its own pitch clock. Time is the most precious resource because once lost, it cannot be recovered. *Velocity is the new currency of business.*
- The key: Simplify, streamline, and reduce needless barriers so that vital results can be achieved quickly.

4. Challenge Convention, Take Risks, and Experiment

- In times of unrelenting change, be curious, experiment with new approaches, act fast, learn, revise.... and do it again. The example of “rapid prototyping.”
- The key: Stand up a workplace laboratory and track the number of workplace experiments being conducted.
- Acting with Alacrity (#3) and Challenging Convention (#4) are closely aligned parallel pathways.
- Good is not the enemy of great anymore...especially if great takes three times longer.

“The greatest danger in times of turbulence is not the turbulence. It is to act with yesterday’s logic.” Peter Drucker

5. Rethink Talent, Learning, and Change

- Remember “yesterday’s logic.” Even these three classic concepts need to be anchored in the context of the time.
- Talent is no longer about stars and hi-pos.
- Learning is not about formal training, libraries of asynchronous courses, and leadership seminars.
- Change is not to be avoided or actively controlled.
- Words matter. Terms such as ‘talent management’ and ‘change management’ are no longer adequate.

The Changing Talent Lens

Back Views	Forward Views
Individual Talent	Teams and Organization
Human Capital	Social Capital
Individual competencies	Organizational capabilities
High Potentials and Performers	Ordinary People Doing Extraordinary Things
Key measure: Satisfaction & Engagement	Key measure: Collaboration
Top priority: Bringing in stars	Improving the workplace so the workforce can thrive

Poll 2: What is the half-life of technical and medical knowledge today?

- a. 2 years
- b. 4 years
- c. 6 years
- d. 8 years

Seven Meta Learning Skills

“The illiterate of the 21st Century will not be those that cannot read or write, but those that cannot learn, unlearn and relearn.” Alvin Toffler

Capability	Rationale	KPIs
Gritty Learning Mindset	Recognize that continuous learning is a survival skill.	Volunteer for new projects. Want to learn more and push the envelope. Always trying to improve.
Learning Velocity	Seek new ideas and apply them quickly.	Picks up things quickly. Accesses personal networks and connections. Learns from mistakes.
Curiosity	Not being satisfied with easy answers.	Asks good questions. Challenges conventions. Looks for underlying causes.
Anticipating Change	Get out in front of change. Think of what is possible.	Thinks beyond the short-term. Considers all the factors that might impact the business. Anticipates possible, not just probable futures.
Resilience	Get back in the game and move forward.	Does not get discouraged. Rebounds and responds to adversity. Has a positive approach to disappointment.
Influencing Others	Create situations to change opinions/views.	Is empathetic. Is attuned to the needs of others. Shapes situations so others can experience the need for change.
Systems Thinking	See how all the pieces work together.	Sees the big picture. Connects the dots among functions. Moves the organization to be greater than the sum of its parts.

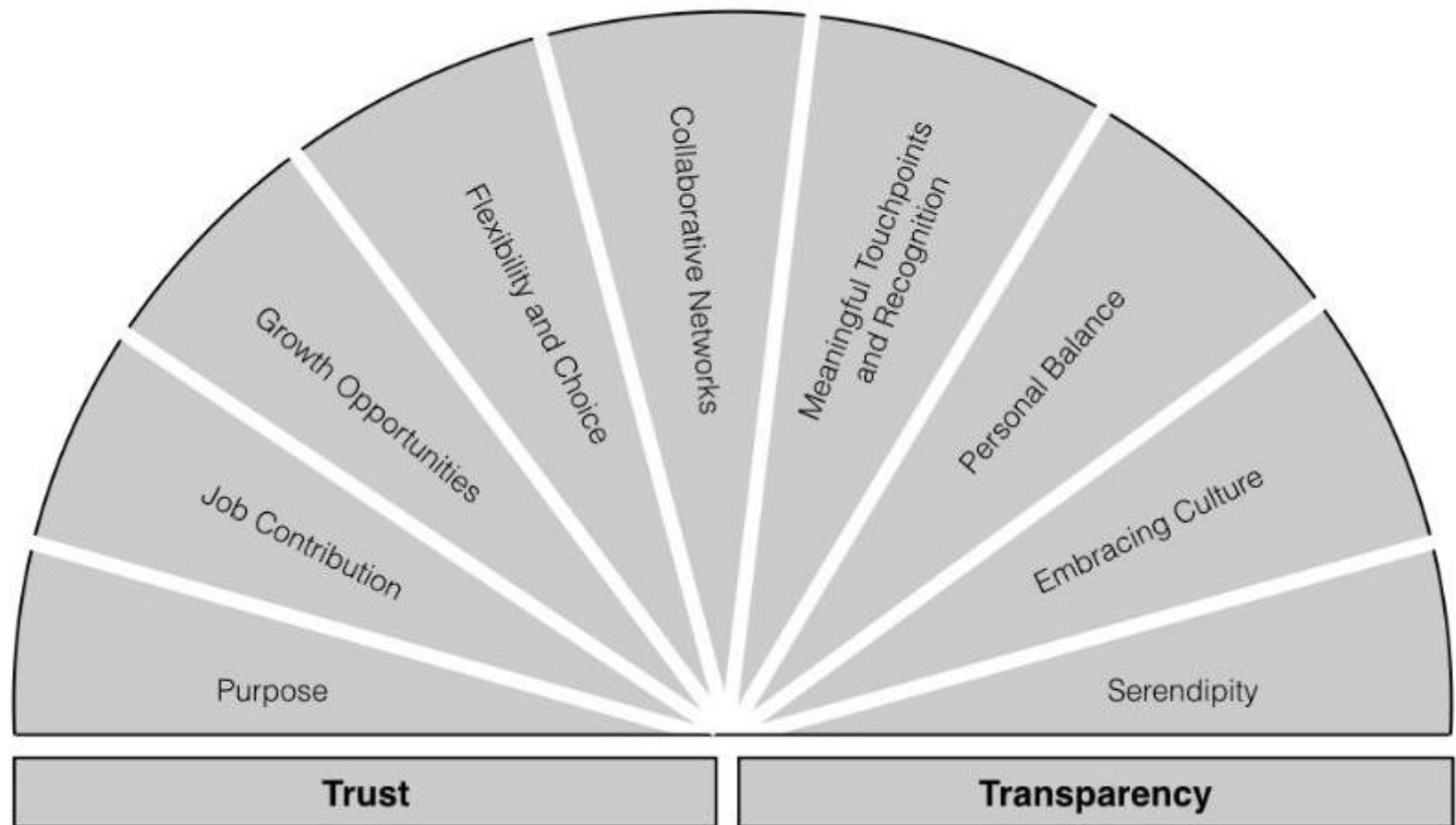
The Changing Lens of Change

Back Views	Forward Views
Over intellectualize change	Underestimate the power of emotions
Emphasis on: What to do	Emphasis on: Why do it
Narrow scope	Interdependent scope
Few consequences	Many (anticipated and unanticipated) consequences
Probable futures	Possible futures
Change as the exception	Change as the rule
Fight change	Embrace change
Micro-manage change	Guide change

6. Uncover the Secrets of High Performing Organizations

- Shouldn't take too long.
- The key: There is remarkable consistency among researchers and leading practitioners. The secret sauce is there for all to see.
- In Fearless Talent Choices over 60 pages are devoted to high-performance qualities in the chapter entitled "Force Multiplier"...because that is what it is. These qualities extend and optimize the value of the people in the organization so that they can be unleashed to do extraordinary things.

High Performance Workplace Model



2024 Lifecycle Perspective

2024 Organizational Check Up

Attract	Develop	Sustain	Unleash
Compelling Purpose	Challenging Experiences	Flexibility and Choice	New Paths and Next Jobs
Personal-Professional Fit	Community of Excellent Colleagues	Respect, Well-Being, and Opportunity for All	Embracing Change and Risk
Upside Possibilities	Accountability for Results	Trust	Learning Mindset

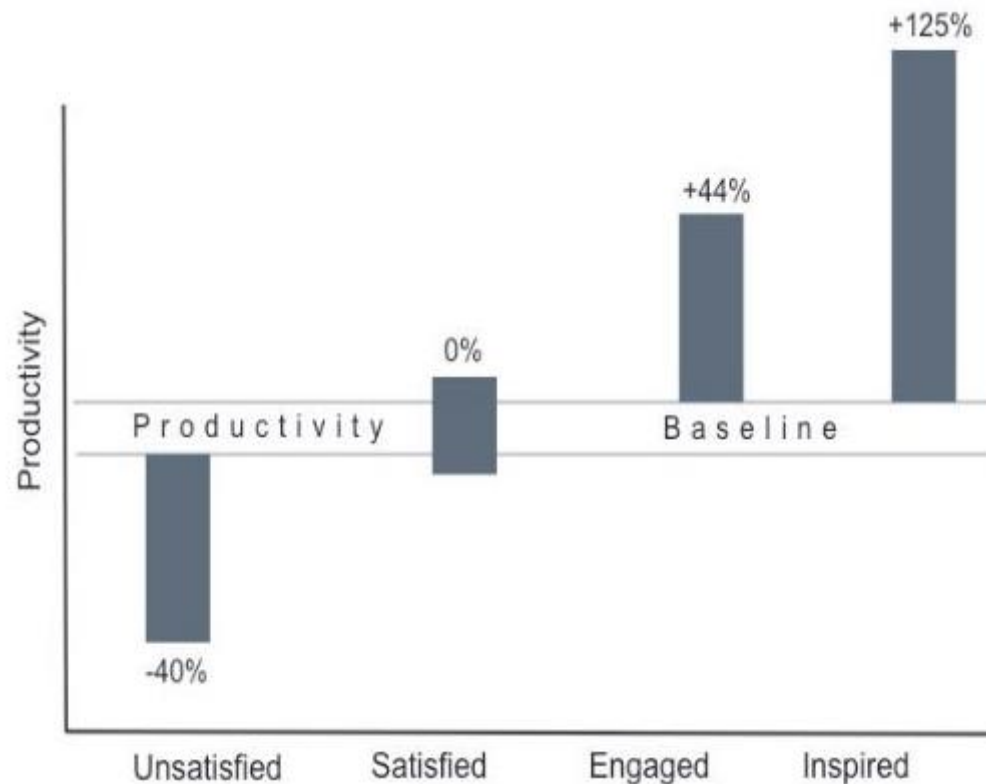
7. Get Real About Culture

- There is nothing special about culture. Every organization has one. It is what happens when bosses leave the room.
- Culture can be popularized as perks and freebies that make people's lives more enjoyable. *Fake news.*
- In reality, it is a set of values, norms and behaviors that guide people's explicit and implicit actions. It is a two-way value exchange, with both soft and hard edges, that works for employees and the organization alike.
- The key: The desired equilibrium: *"Our culture is part Peace Corps and part Marine Corps...that is the balance we are trying to achieve."*

Assessing the Foundations of an Embracing Culture

Characteristics	KPIs	Current Assessment	Actions
Reciprocity	Respects all parties Creates win-win partnerships Exchanges value equally		
Inclusion	Involves and accepts all Values each contribution Collaborates often		
Transparency	Does not hide information Conducts business openly Has clear motives and intentions		
Trust	Demonstrates respect Confronts reality Keeps commitments		
Accountability	Takes responsibility Owns results Shares credit		

Workplace Foundations and Qualities Make a Difference



8. Drive Meaningful Business Outcomes

“Just because something can be counted, doesn’t mean that it counts.” Albert Einstein

- It is very easy to get distracted (and waste time and resources) with measures that don’t matter.
- The key: *Alignment* to vital strategic, competitive, value-proposition, and business opportunities/goals. A car out of alignment wanders all over the road.... so does an organization.
- Speak the language of the business: Convert outcomes to monetary impacts (monetization) whenever possible....your colleagues will notice.

Poll 3: Which measure is the most meaningful assessment of the business impact of innovation?

- a. Number of new products launched.
- b. Number of patents awarded.
- c. Percent of workforce assigned to R&D.
- d. The Vitality Index

Example of Monetization

- There are typically three ways to measure an outcome: Counting, comparison, and business impact...from the least to most compelling.
- Unwanted Turnover: *Counting* (e.g., 147 valuable people have left); *Comparison* (our regrettable turnover rate is 17%), *Business Impact* (it costs the organization \$225,000 for each valuable employee who has left x 147 people...this sums to a \$33 million dollar issue.
- Which is the most compelling measure to business colleagues?
- The key – Time savings can be converted to money gains/savings easily.

9. Play the Trifecta

- The Trifecta is an unusual bet in horseracing in which the top three finishers are correctly selected. If just one or two horses finish in the top three, the bet is lost.
- The same model can pertain to organizations seeking improved performance, advantage, and enduring success. The three factors:
 - A talented workforce.
 - Collaborating in a vibrant and agile workplace.
 - Delivering meaningful results and outcomes.
- The key: Its about People, Culture and Impacts. One without the others does not work.

Bet on the Right Ponies

Improve the workplace, to unleash the workforce, to drive meaningful business results.



10. Be a Lead-time Ahead

- HR has been reactive and behind the curve, which may have been adequate in its administrative past, but not for its strategic future.
- The key: Three steps to help the organization see around corners: 1) Adopt a proactive mindset embracing change and risk; 2) Consider the full range of external factors that may impact the organization; and 3) Anticipate possible (not just probable) futures and their anticipated as well as unanticipated side effects.
- There are two types of organizations today: the *quick and the dead*. The former is infinitely preferable.

11. Be Fearless

- Being timid in a world of turbulence, change, and upheaval won't work.
- Once prepared, act with conviction, strength, and purpose. Be willing to take risks, challenge convention, and experiment.
- Being fearless is not being reckless. It is being courageous.

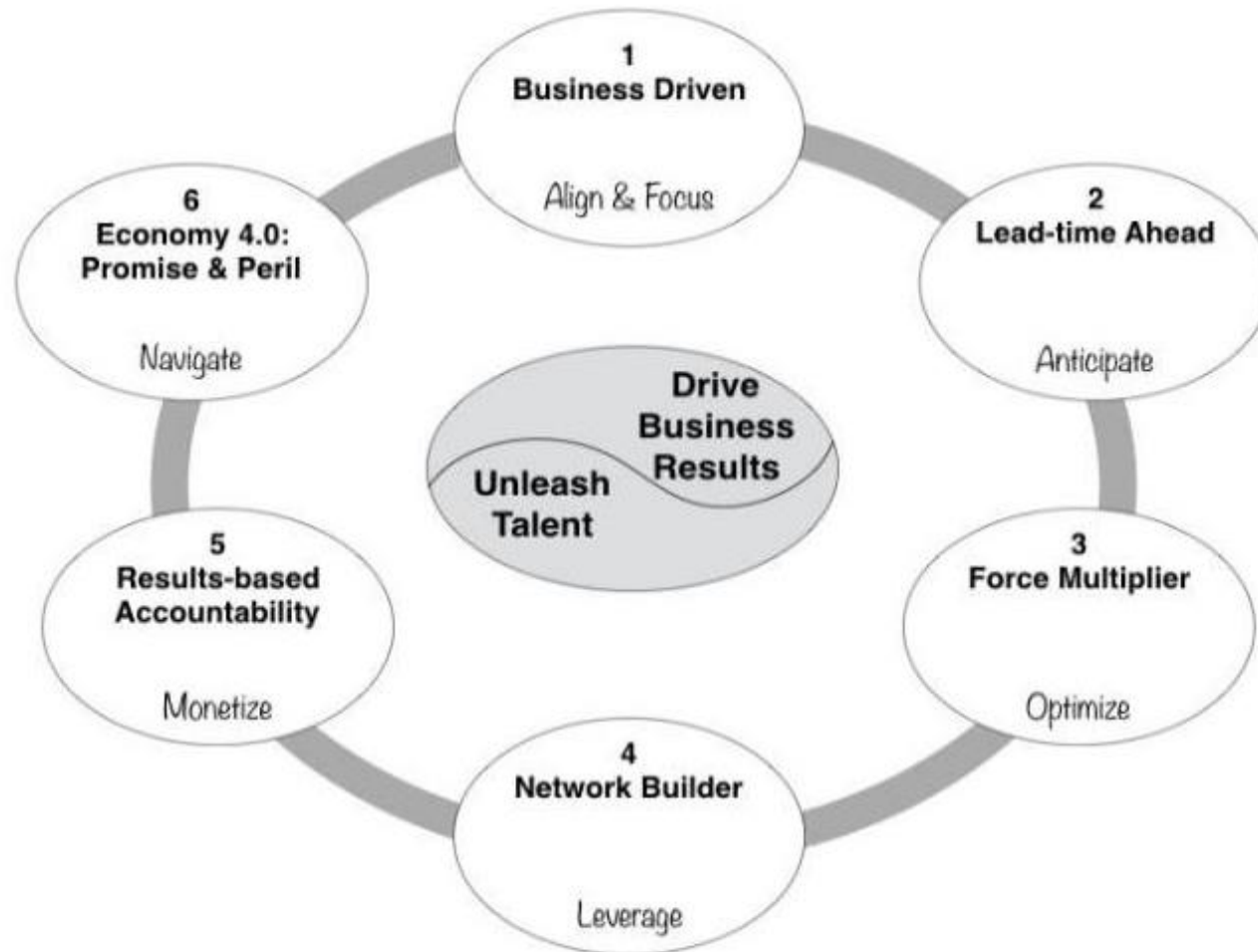
"If you don't disrupt yourself, someone else will."

Peter Diamandis

The Pathways Ahead

- As external requirements become more complex and smart technologies advance, the administrative and operational aspects of HR will decrease while the *strategic and relational tasks* become even more significant.
- A leading industrial company, recognizing these shifts, calls its top human resource professional the Chief People, Culture, and Capabilities Officer.
- There it is----The Trifecta—that moves the business forward in a turbulent, disrupted, uncertain, and interdependent world.

HR's Future Strategic and Relationship Roles



Make this Opportunity a Reality

“Excellence in engineering leads to strong products.

Excellence in finance leads to strong financial capabilities.

Excellence in HR leads to a great company.”

“Be Fearless”

