

Next Generation HR – Part III

Bayer's HR Transformation: HR Next

February 16, 2021 03:00 PM CET [15:00] (Brussels)

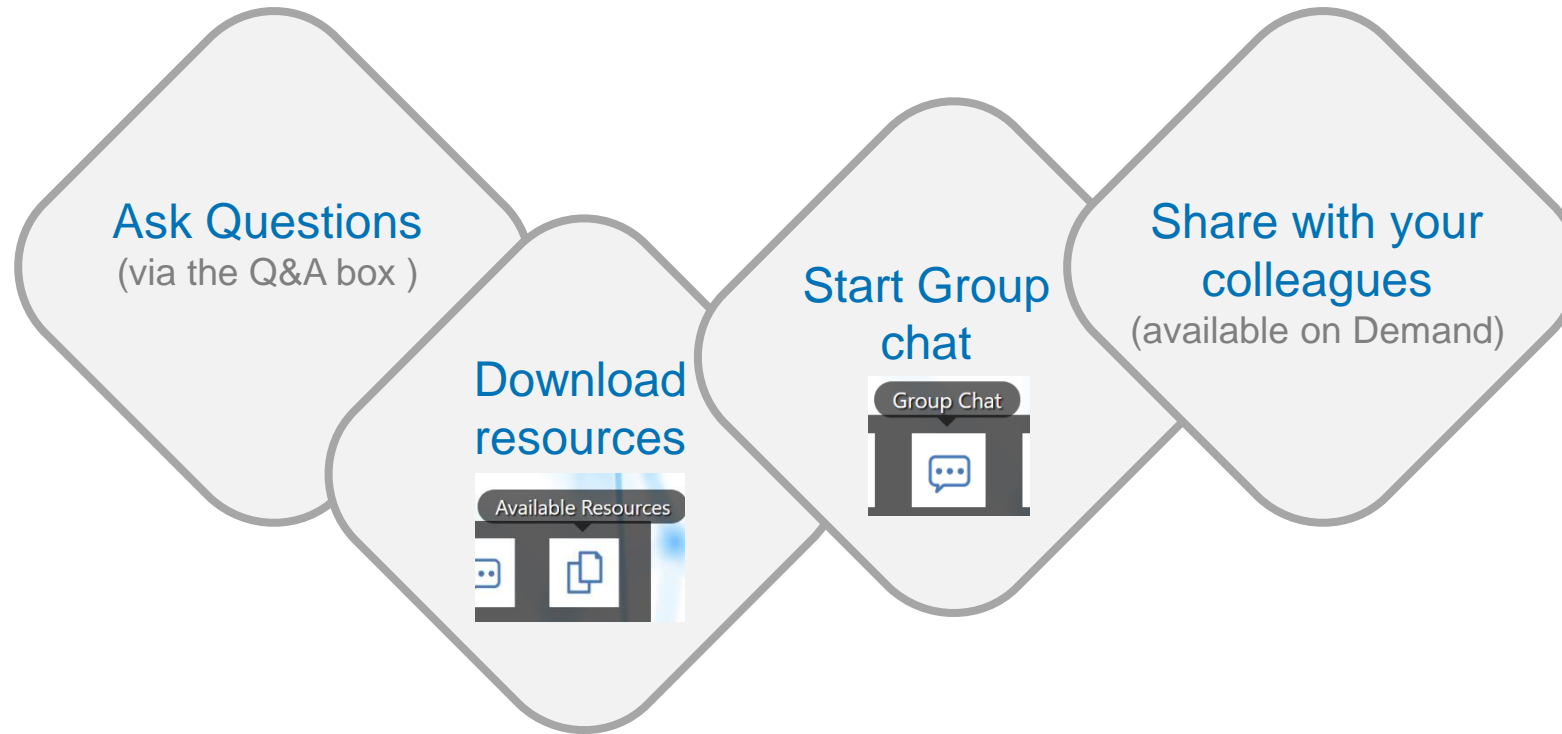
A background image featuring a dynamic splash of clear blue water against a white background. The water is captured in mid-motion, with several droplets and a main stream of water curving across the frame. The lighting creates highlights and shadows, giving the water a three-dimensional appearance.

NEXT
GENERATION
HR

Fluid & Adaptive



Making the most of the webcast



Tell us about your experience to help us improve our future program



Panelists:



Marion Devine

(Moderator)

Senior Human Capital Researcher, Europe

The Conference Board

[Bio](#)

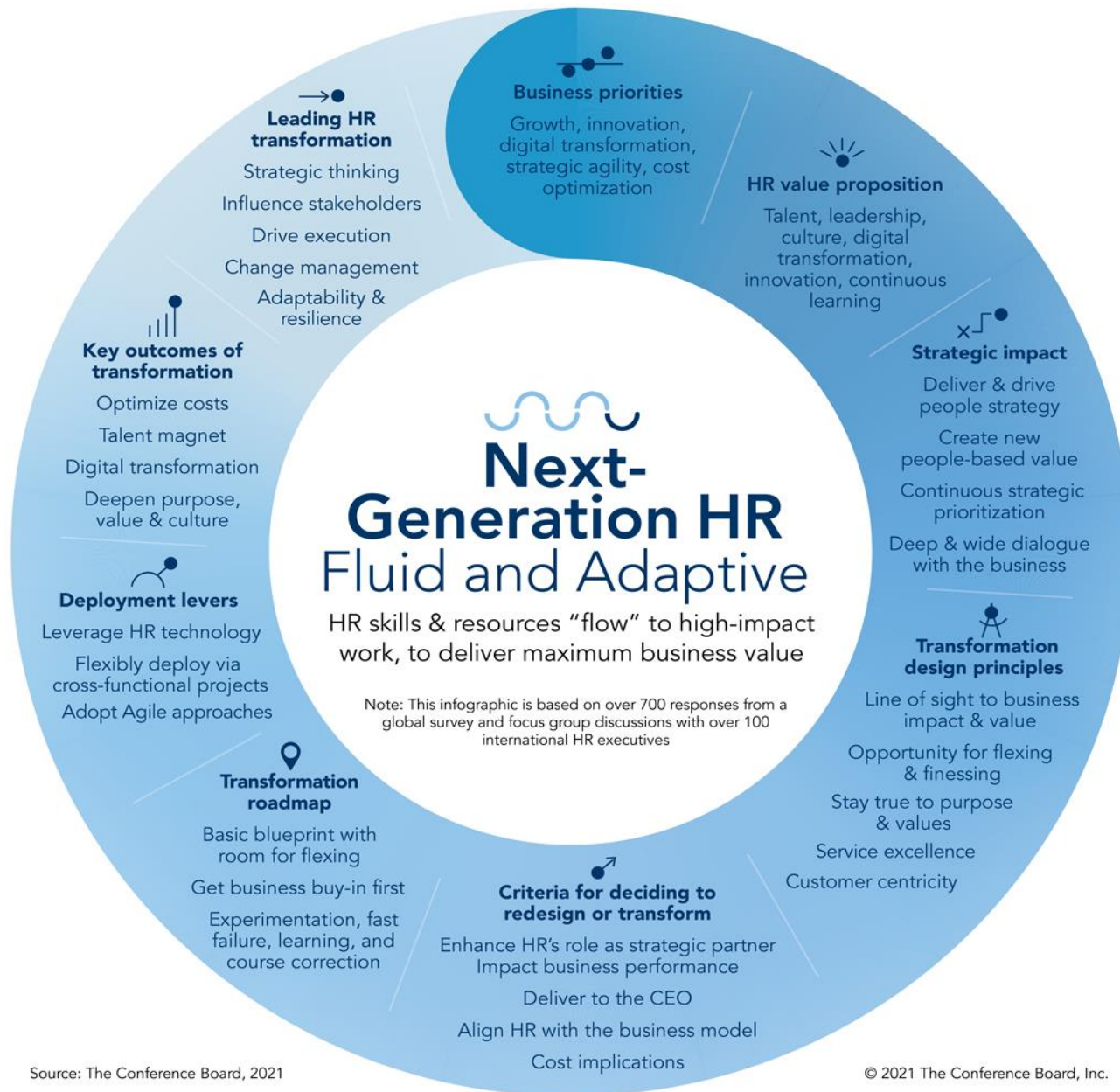


Elke Bartl

Global HR Transformation Lead

Bayer

[Bio](#)



Source: The Conference Board, 2021

© 2021 The Conference Board, Inc.

<https://conference-board.org/topics/next-generation-HR/Next-generation-HR-infographic>



Fluid HR: “Tight-Loose” Dynamic

- A “**tight**” strategic alignment between the business and people strategy
- And a “**loose**” deployment: a flexible HR structure to ensure the right combination of skills and resources “flow” to wherever they are needed





Bayer's HR Transformation: HR Next

Conference Board Webcast

Elke Bartl

February 16, 2021





Bayer 2022: The business context in 2018



Driven by new technologies, **our markets** are changing quickly

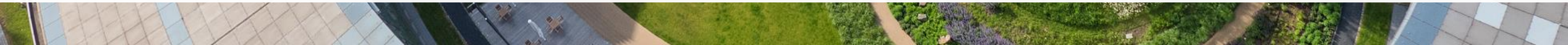
- // Increasing demand for faster innovation, digital transformation and responsiveness to customer needs
- // New players are forcing us to become more agile

Our evolution to a leader in life sciences has led to significant changes in our portfolio

- // Need to adjust processes and infrastructure
- // Share of platform costs has increased and is less competitive compared to peers

In some areas **our business** has not been in line with expectations

- // Insufficient profitability in the divisions compared to peers
- // Need to deliver on our targets and capital market expectation





Starting point for HR: Living our purpose in the Ulrich model

HR mirrors the business structure across the globe

Head of HR			
HR Functional Leadership	HR Operations		Global & regional HR Business Partners
Set Framework	Design / Build	Execute	Engage
<ul style="list-style-type: none">■ Strategy & Portfolio Management■ Organization & Executive Development■ Talent Management¹■ Compensation, Benefits & Mobility■ HR International	<ul style="list-style-type: none">■ HR Project & Portfolio Management*■ Learning & Training*■ University Talent Marketing*■ Benefits Consulting*■ Change & Performance Consulting*	<ul style="list-style-type: none">■ Global HR Service Center■ country HR Service Center²	<ul style="list-style-type: none">■ BP Pharmaceuticals■ BP Consumer Health■ BP Crop Science■ BP Corporate Functions■ BP Business Services

2018 HR: ~ 2,400 FTE





Business leader interviews

set transformation priorities...

Most Value

Strategic and Transformational Consultation

- // Deriving divisional HR strategy from business strategy
- // Support at all stages of business transformations
- // Strategic consultancy to move ahead of market, with internal & external perspectives
- // Organization design: meaningfully challenging org set-up

Talent

- // Talent attraction & onboarding, career development, talent reviews

Least Value

Business Impact

- // HQ org too large & distant to have real impact on business needs
- // Global/local disconnect - confusion, high alignment effort
- // Too many levels of approvals impact speed and empowerment

Data allocation to leaders / HR systems

- // Activities & processes too complex, resource-intense vs impact



*Leading to a clear
transformation strategy ...*

Keeping HR purpose while transforming to enable leading businesses

Commitment for 2022:

- Achieve required savings
- Ensure leaders can make timely, informed people decisions and feel enhanced accountability
- Enhance employee experience
- Provide greater workforce flexibility in HR

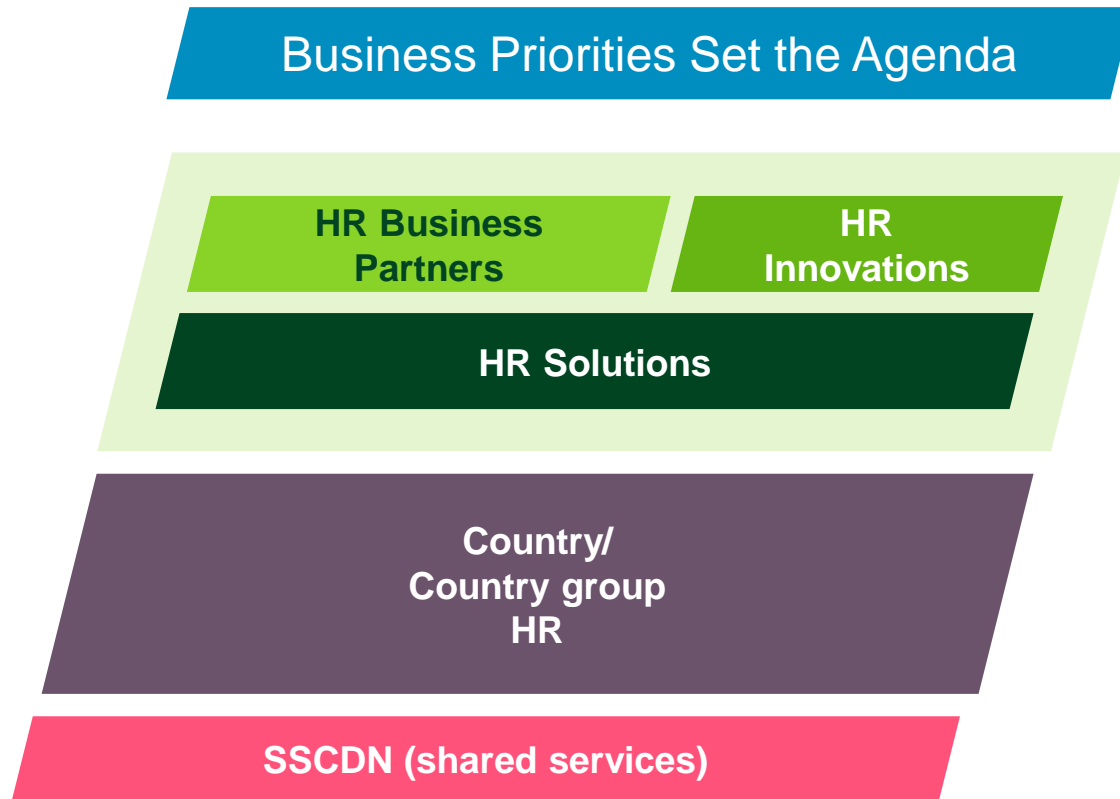
By

- Elevating the strategic focus of HRBPs
- Advancing people analytics, & speed through digital capabilities
- Adopting an end-to-end perspective
- Enabling freedom in a frame
- Engaging the HR workforce & upskilling our HR talent to achieve this and more



New model advances capabilities, flexibility, sustained savings

Lean, effective teams balance dedicated and shared resources for increased business focus



- Derive critical people topics from business strategies & translate into HR actions
- Sets the HR framework through forward-looking, data-driven collaboration internally & externally
- Brings HR framework to life, advancing the employee experience with innovative solutions in an agile set-up leveraging hybrid expert/project management roles
- Advance our business by locally applying and adjusting the global HR framework to country needs
- Enables HR's focus on high-impact activities by managing fundamental, standardized HR processes

2022 HR: ~ 1,900 FTE



Our journey: where do we stand today?

Leader interviews June 2020 confirmed achievements and areas needing further focus

Well achieved

- // Function is financially on track
- // Potential of the operating model fully recognized
- // Promising start for a flatter organization & less silo mindset
- // First steps on flexible resourcing, experimentation & speed
- // Enabling countries & leadership teams through 'freedom in a frame' fully recognized
- // Increased understanding of the own function

Further focus needed

- // Priority-setting and further reducing redundant activities
- // Engagement model for strategic roles & for local and global Business Partners
- // Advance end-to-end thinking & employee experience
- // Speed of decision making
- // HR skillset & new ways of working
- // Key success factors of the transformation

Webcasts

Upcoming *Next Generation HR* webcasts:

[HR's role in building a purpose-led business at NatWest](#)

16 March 2021 – 15.00CET

[Tetra Pak's HR "metamorphosis" to world class performance](#)

20 April 2021 – 15.00CET

Previous *Next Generation HR* webcasts

[The Move to Agility and Agile, JTI \(available soon\)](#)

[Novartis Gets Curious: Transforming Learning](#)

Visit our [Next Generation HR](#) Content Hub

