

Global Leadership Forecast

HR's New Role: Are They Up to the Challenge?

June 2019



Insights from today's webcast

- Learn how to prepare your function for digital transformation
- Gain an understanding of the impact digital disruption will have on the HR function
- Identify on how to build capability in business acumen, advanced analytics and new HR technologies within your organization

Earn Credits

- Stay online for the entire webcast
- Credit available for participation in the live webcast only

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HR's New Role: Are They Up to the Challenge?

Presented by:



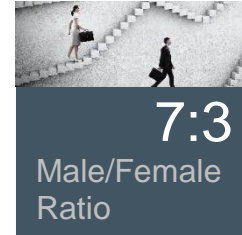
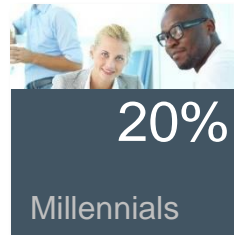
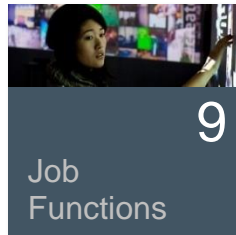
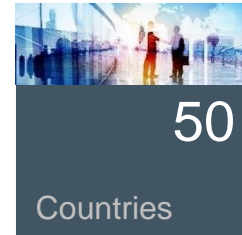
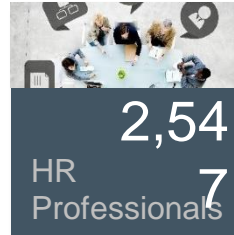
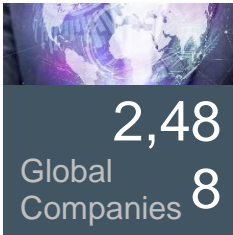
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The Conference Board



Global Leadership Forecast 2018 at a glance



Key themes spanning the research



> Leaders at the Core

Foundational issues of leader roles, readiness, and strategy



> Digital + Data

Leadership implications of the digital and data-rich business context.



> Growth + Potential

Proven practices for aggressively growing leader talent and bench.



> Leader Diversity

Understanding and advancing gender and generational diversity in leaders.



> Cultural Drivers

The powerful forces that can propel—or cripple—rapid, disruptive change.



> The HR Opportunity

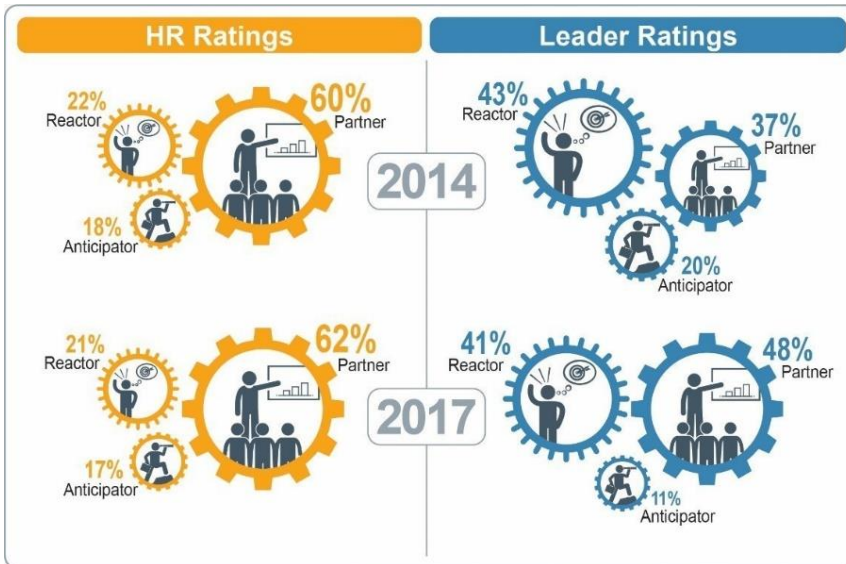
How HR can elevate and extend its influence on business outcomes.



> The HR Opportunity

> HR's new role

Are They Up to the Challenge?



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> Frequency of HR Roles: HR Self-Perceptions and How Leaders See HR

> Is HR ready?

Ready or not, the transformative age brings new people challenges



Organizational Forces

- New operating models
- New leadership capabilities
- New skill sets
- Workforce agility
- Growing importance of culture
- New working environment to fosters teaming and innovation
- Aligning purpose to greater good
- New competitors

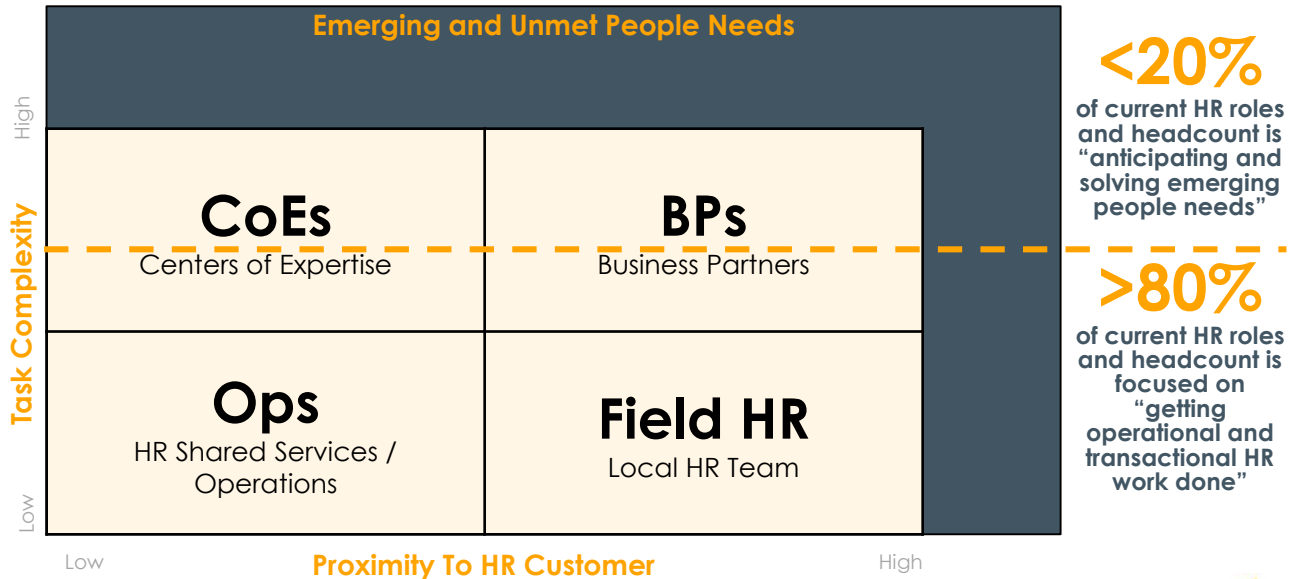


Employee Forces

- Technology's impact on humans
- Aging workforce
- Different types of workers
- Focus on meaningful work
- Focus on quality of life
- Focus on equality in workplace
- Lifetime of learning
- Technology "augmentation"

➤ Is HR ready?

Ready or not, the prevalent HR model is no longer fit for purpose



HR's New Role



Where to Start

- Take a step back and gauge which of the three roles best reflects HR at your company?
- Adopt this research's eight evidence-based HR practices to move to the Anticipator role
- Ensure HR's deep involvement in strategic planning
- Give business leaders skills and tools to grow self and others

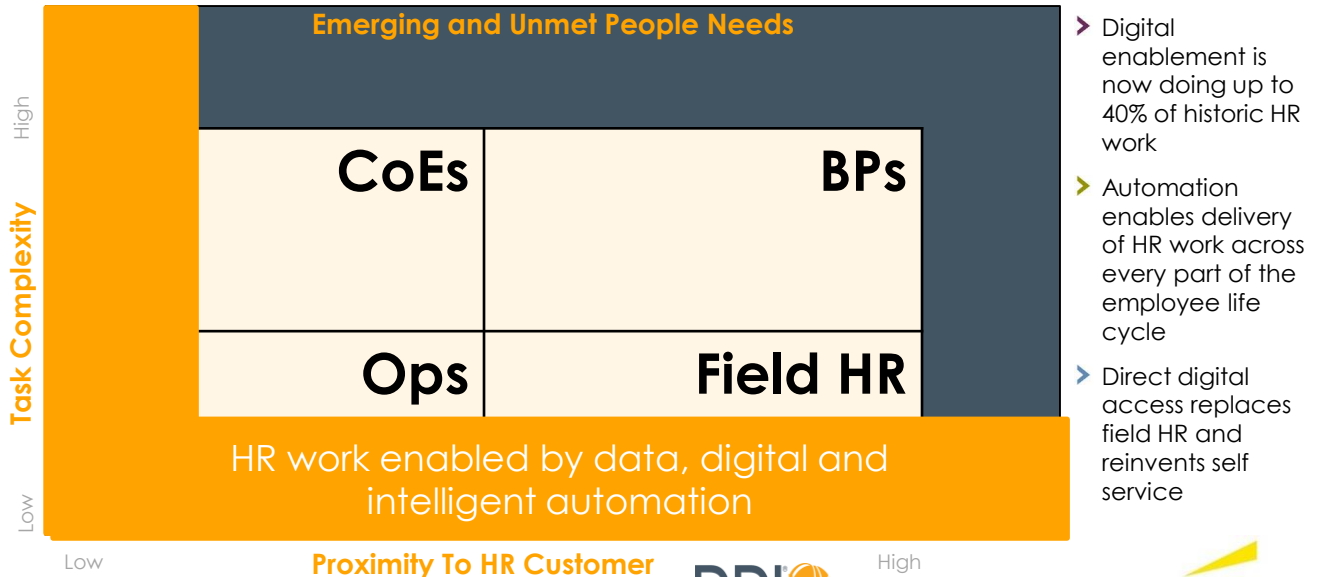


How to Excel + Differentiate

- Ensure that you're building stronger predictive analytic team capability
- Consider rotating respected line leaders through the HR function
- Reinforce HR ownership for creating business value through talent
- Deploy smart technologies to free up HR professionals' time to focus on the value-added tasks that their businesses require

➤ Anticipators manufacture their own capacity

They use data, digital and intelligent automation to reimagine HR



Low

Proximity To HR Customer



High



> Action 1

Digital enablement is now doing up to 40% of historic HR work

Expand Cloud Integration



Optimize current cloud technology, or migrate from cloud to cloud



Highly standardized HR processes in old tech to cloud HCM



Highly distributed HR processes & old tech to centralized cloud HCM



Potential Capacity & Savings



Embrace Intelligent Automation



Intelligent Automation used across "hot spots" within HR



Intelligent Automation used across multiple HR sub functions



Intelligent Automation used across all functions of HR



Ultimate capacity and savings realized depends upon:



Monetize headcount reductions



Minimize Business Unit Process Deviations



Redesign the HR Operating Model and Roles







Adopt New Ways of Working

Action 2

Automation enables HR work across the employee life cycle

HR planning and strategy	Workforce planning	Performance management	Succession planning	Learning and development	Labor relations	Payroll admin	Compensation admin	HR operations	Benefits admin	Employee health and safety	Talent acquisition	HR admin	Employee relations	Global mobility
Conduct strategic planning process	Develop workforce planning strategy	Develop and manage annual performance objectives	Develop succession planning strategy and tool	Define learning strategy, goals and methodology	Develop labor strategy	Manage time and attendance	Develop compensation strategy	Manage employee records	Manage global benefits	Conduct disability management	Determine recruitment needs	Manage new hire process	Conduct employee issues resolution	Manage global attrition
Conduct operational planning process	Conduct workforce analysis	Manage continuous feedback	Determine and evaluate organizational positions	Develop learning programs	Conduct collective bargaining negotiations	Perform payroll processing	Perform job evaluation	Manage employee engagement	Manage benefit enrollment	Manage physical exams/assessments	Manage requisitions	Manage personal data	Conduct conflict resolution	Manage global assignments (expatriation)
Develop and monitor HR budget	Develop and implement workforce action plan	Manage year-end performance review process	Identify and assess benchmarking	Deliver learning programs	Perform labor contract administration	Manage payroll functions	Conduct salary planning	Manage escalations	Perform benefit administration	Investigate accidents/injuries	Manage positive and negative candidate experience	Manage job slots	Manage disciplinary actions	Manage domestic mobility
Conduct benchmarking	Monitor, evaluate and revise workforce planning	Develop employee career plans	Identify and implement succession interventions	Monitor and evaluate learning programs	Conduct union relations	Manage third party administration	Develop annual incentive map	Manage content/knowledge	Implement benefit administration	Manage Employee Assistance Program (EAP)	Screen and select candidates	Manage employee data	Manage performance improvement plans	
		Conduct employee engagement surveys	Create and execute the succession plan		Perform cost analysis	Manage third party administration	Design executive incentive programs	Manage employee data			Interview and select candidates	Manage leaves	Conduct complaint/grievance investigations	
			Monitor succession planning and reporting			Manage payroll tax compliance	Develop long term incentive map	Manage Human Resources Information System (HRIS)			Manage offer and acceptance	Manage voluntary separations	Deploy work/life programs	
						Post to general ledger	Administer executive incentive programs	Manage third party vendors			Conduct pre-employment testing	Manage employee data	Conduct exit interviews	
							Design types incentive programs				Manage offer and acceptance	Manage employee data		
							Administer sales incentive programs				Manage offer and acceptance	Manage employee data		
							Develop short term incentive map				Manage offer and acceptance	Manage employee data		
							Develop merit increase map				Manage offer and acceptance	Manage employee data		
							Administer award programs				Manage offer and acceptance	Manage employee data		

-  RPA
-  Advanced Analytics
-  Machine Learning
-  Chatbots/AI

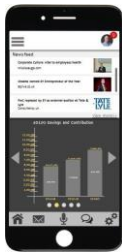
> Action 3

Direct digital access replaces field HR and reinvents self service

The next generation of mobile capability enables an “Alexa/Siri-style” experience at work and unlocks the full potential of self-service.



Mobile-focused



Dynamic News Feeds



Intuitive Menus



Individual Total Rewards



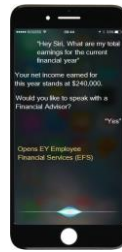
Geo-location-based Push Notifications



Chat Bot-enabled



Embedded Messaging



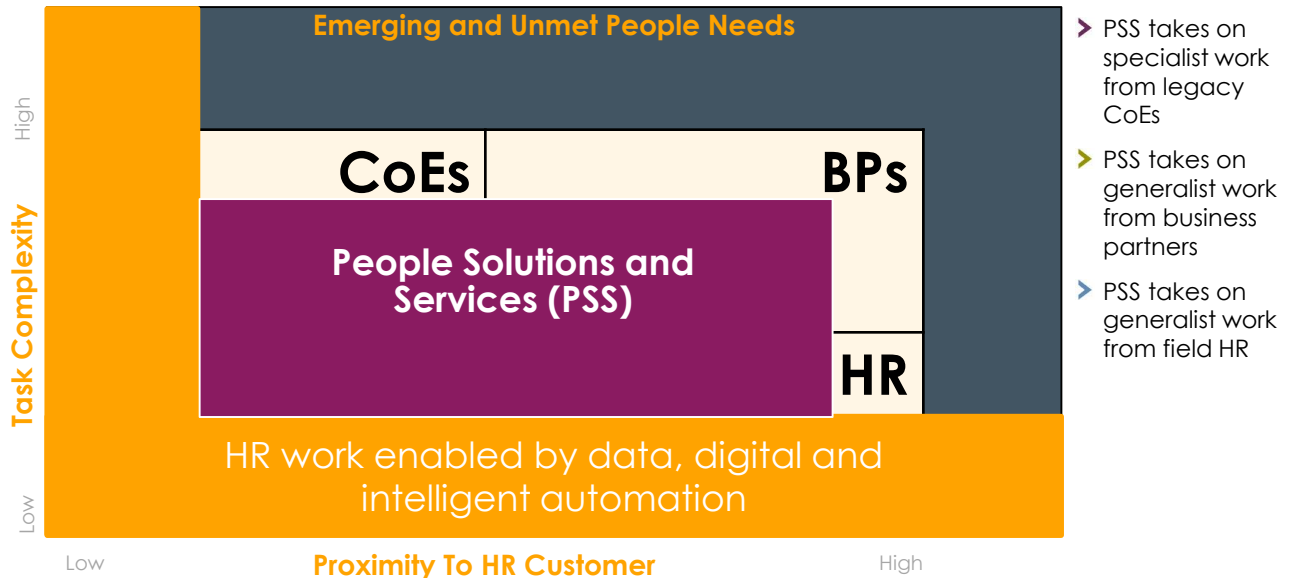
Artificial Intelligence-enabled



Document Scanning

➤ Anticipators trust their delivery engine

They move tons of today's specialist and generalist work to this team



> Action 4

PSS takes on specialist work from legacy CoEs

Representative examples include...



> Action 5

PSS takes on generalist work from business partners

From HR generalists today...

Initiating many HR transactions today and creating self service 'work arounds'



Writing job descriptions, posting requisitions and producing offer letters



Triaging potential employee relations issues and coaching managers to have constructive performance conversations



Coordinating local interviews and onboarding activities



Processing termination actions and completing exit interviews



Unencumbered People Strategists tomorrow...

Eliminating the ability for business strategists to initiate transactions in their core HCM solution

Speaking with hiring managers about their hiring needs and discussing talent alternatives (hire, develop, transfer, contingent, digital, etc.)

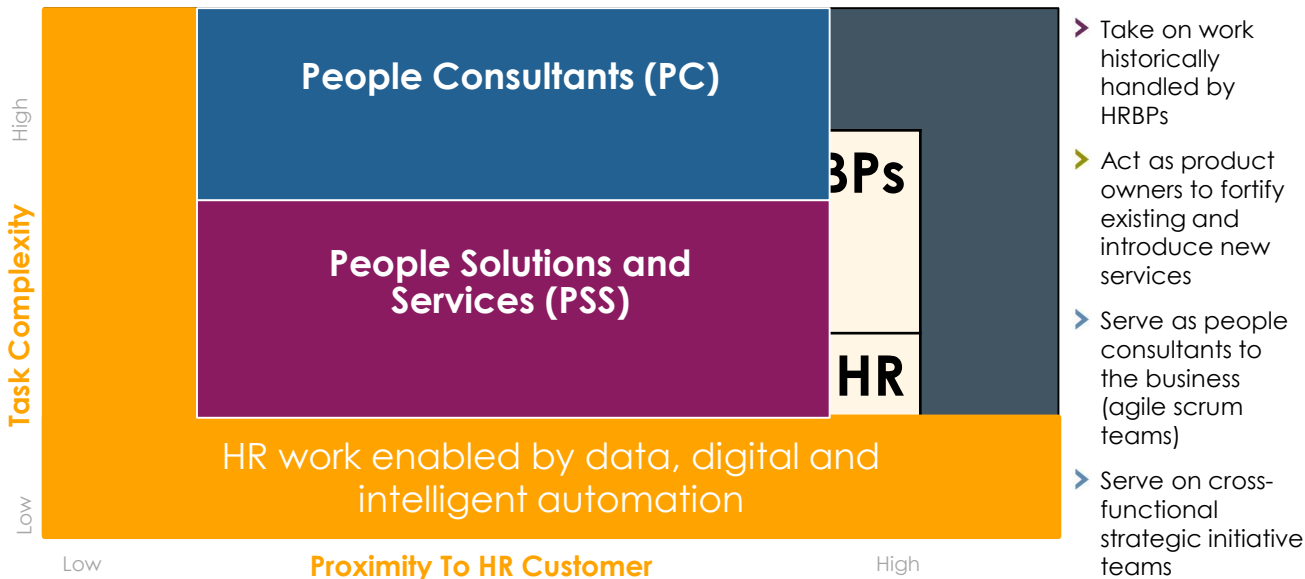
Advancing the culture, diversity, inclusion and high performance teaming ambitions of the business

Fueling the candidate and employee experience

Anticipating changes in the workforce to drive strategic workforce plans that fuel business growth

➤ Anticipators work horizontally

They bring deep talent expertise to a wide array of people challenges



> Action 6

People consultants take on work historically handled by HRBPs

Example People Consultant Opportunity:

People Consultants can take on unpredictable and time-intensive issues such as employee relations, where HRBPs may spend 20% to 60% of their time.

Disciplinary actions

Ensure that disciplinary actions are documented properly and utilized consistently

Performance improvement plans

Serve as coach to managers and employees throughout the PIP period

Performance coaching

Prepare managers for tough but effective conversations with employees



Complaint or grievance investigations

Drive the investigation process and involve/inform stakeholders as necessary

Conflict arbitration and mediation

Create an environment where conflicts are discussed and resolved

Reporting and analytics

Identify trends, determine performance hot spots and root cause issues and establish mitigation plans

> Action 7

Act as product owners to fortify existing and introduce new services



Practices	Number of Times More Effective
 Link talent planning to strategic planning	2.0x
 Invest more development dollars per leader	1.5x
 Use an array of data and predictive analytics	1.7x
 Take a multi-level pipeline approach	1.4x
 High-potential programs	1.5x
 Use robust assessment data to make hiring/promotion decisions	1.5x
 Global mobility	2.0x
 External mentorship	1.8x

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People Analytics



Where to Start

- Start with business (not HR) questions for actionable, persuasive analytics outputs
- Get your data house in order, to avoid analytics that are misinformed or impossible
- Align toward high-impact analytics methods such as leadership scenario planning
- Staff for HR team data savvy

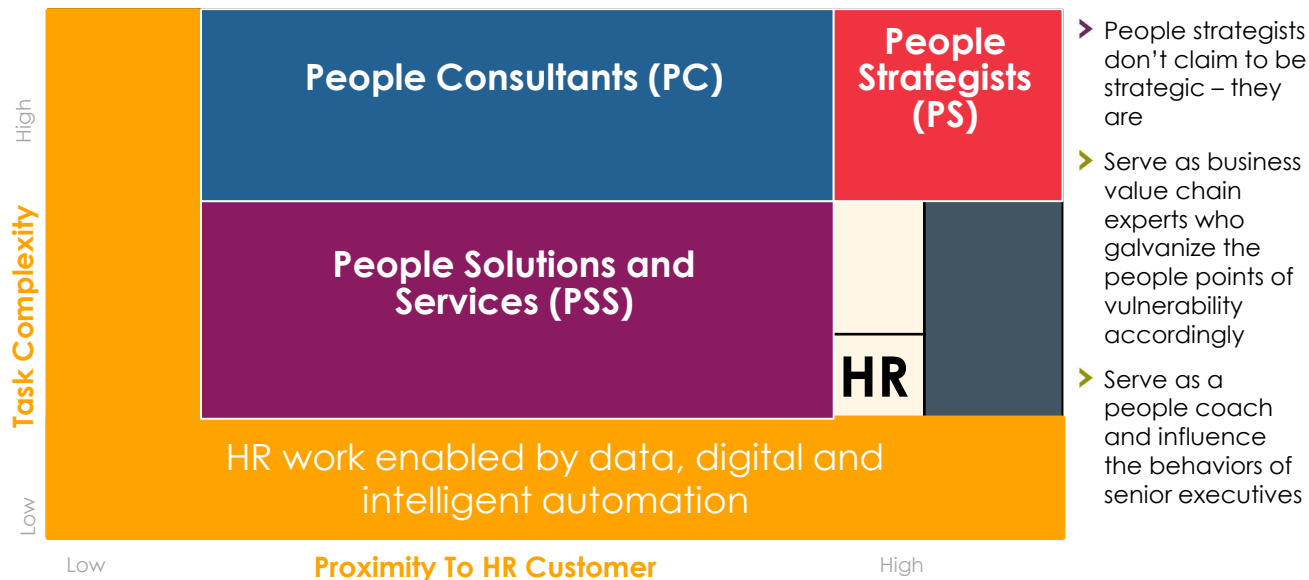


How to Excel + Differentiate

- Build skills in visualization and storytelling to produce more memorable and persuasive analytics outputs
- Recognize analytics as change management—pair analytics with interactive views to build engagement about a practical path forward
- Seek analytics partnerships across functions, local interest groups, and internal centers of excellence

➤ Anticipators are value chain experts

They anticipate and galvanize the people points of vulnerability



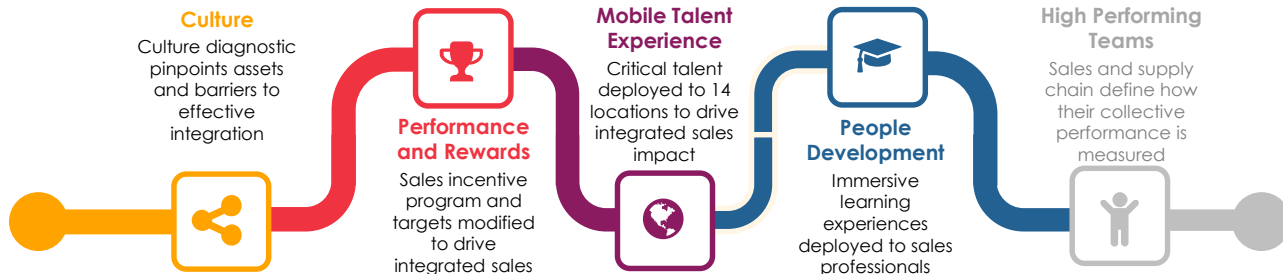
> Action 8

People strategists don't claim to be strategic – they are

The next generation of People Strategists are often *sourced from the business*

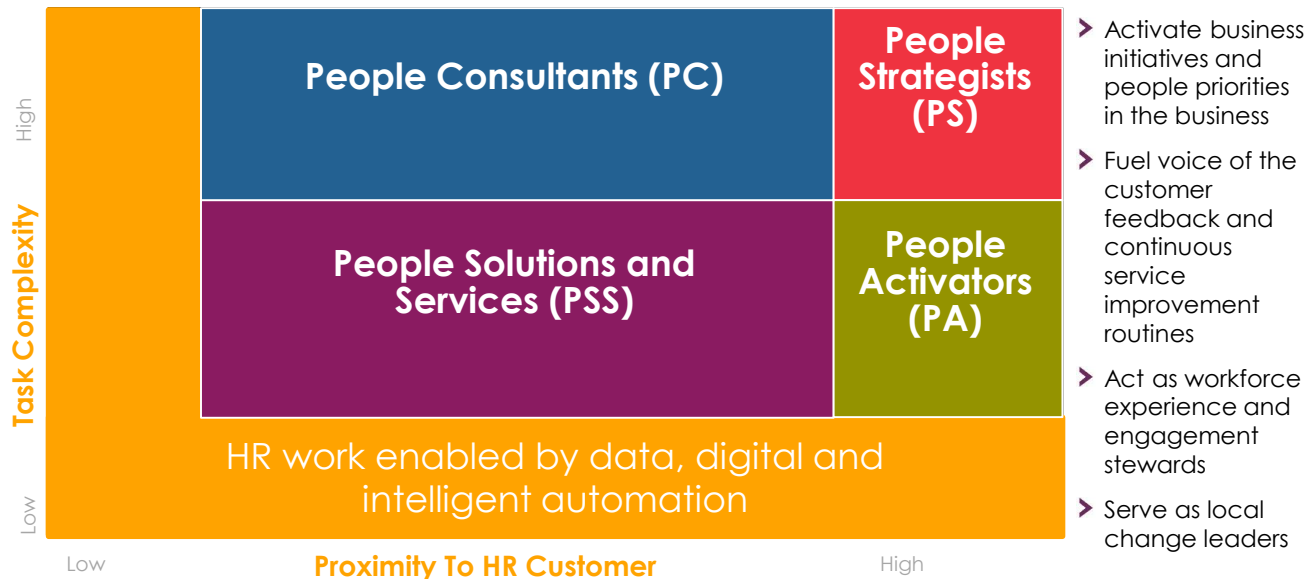
Example People Opportunity:

Strategic acquisition opens markets in 14 new countries with a need to drive the integrated sales across footprint



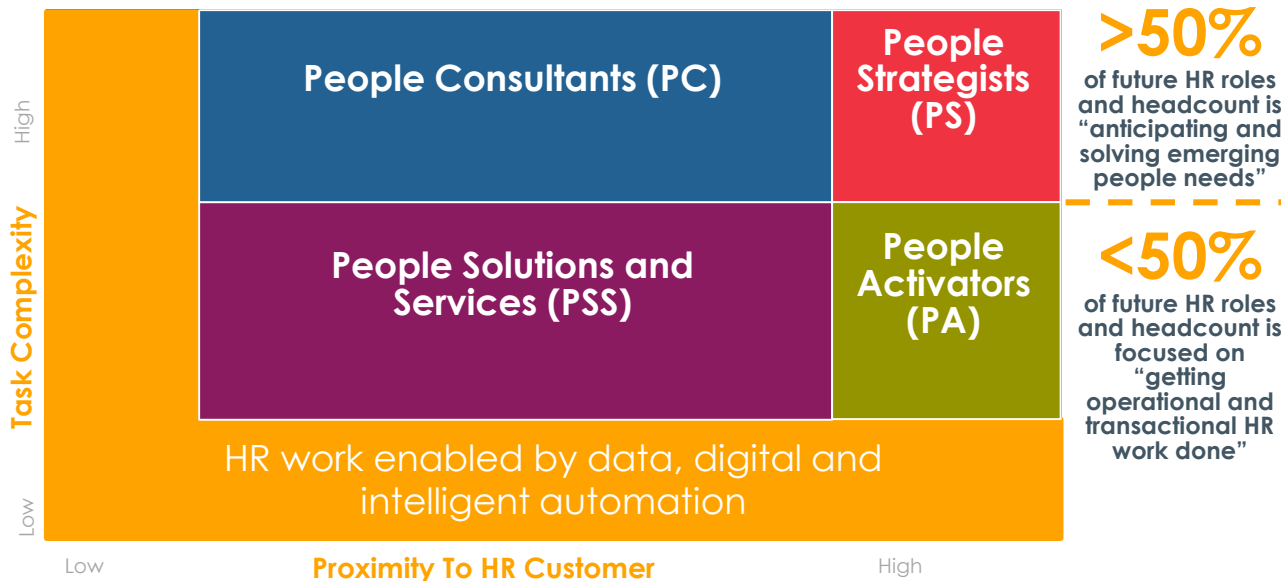
➤ Anticipators work customer back

They activate locally and feed service innovation routines



➤ Anticipators reimagine HR work today

They bring innovation and product life cycle discipline to HR services



> Final thoughts ...

Anticipate by using smart technology to reimagine HR services



Standardize technologies and data in the cloud



Digitize the HR function to drive volume and the user experience



Close the gap between ESS and a consumer grade experience

> Final thoughts ...

Anticipate by upskilling HR professionals to serve in new ways



Reassign program execution from CoEs to a solution engine in HR



Transfer complex, time intensive activities from HR in the business to a central, skilled team



Embed HR expertise within the business, not adjacent to it

Our Next Global Leadership Forecast webcast: *Meeting the Needs of the Modern Learner*

July 09, 2019, 10AM EST

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