Leading HR into the 21st Century
About Me
Our Services

• Organizational Development
• Leadership and Talent Development
• Human Resources Services Management
Our Clients
People Function Changes
Agenda

01 Current State of HR
02 Future of Work
03 Discussion
Current State of HR
From Past to Present…
Business Evolution

- Household economy
- Barter system
- Money economy
- Town economy
- National economy
- World market stage

Current State of HR
We Live in a Different Era

- **1970s**: Products
- **1990s**: Products and Services
- **2000s**: Customer Centric
- **Today**: Relationship Centric
Three Strategies

Traditional
- Agile structure and talent is limited and discretionary
- Organizational emphasis on traditional employee relationships

Strategic
- Agile structure and talent is core
- Expansive use of agile talent to augment internal strategic work

Transformative
- Agile structure and talent is base
- Few internal resources; organization is assembled from agile talents

Note. Agile Talent Collaborative, 2015
In the last 15 years, 52% of the Fortune 500 companies have disappeared.
Shifting Demographics

<table>
<thead>
<tr>
<th>Age</th>
<th>Ethnicity</th>
<th>Gender</th>
<th>Attitude</th>
<th>Contingency</th>
</tr>
</thead>
</table>

Current State of HR 01
New Groups of Workers

- Traditional workers
- Temporary workers
- Freelance business owners
- Independent contractors
- Moonlighters
- Diversified workers
Life Trends Developing
V-U-C-A

Volatility
Uncertainty
Complexity
Ambiguity
How Did HR Respond?
Spectrum

Mature
Developed
Early
Developing

Current State of HR
The Machine

Talent Acquisition | Competency | Workforce Planning
Compensation | Succession Planning | Rewards
Performance Mgmt. | Career Mgmt. | HRIT
Capability | Talent Development | Balanced Scorecard

Employee Engagement & Branding
This is Why They Hate Us
Having the right people, in the right place at the right time!
Work Place Statistics

Conference Board

~48% of people feeling ‘unsatisfied’ at work.
Gallup

~32% of US workers are engaged vs.
~13% of global workforce.
NIOSH

40% of workers reported their job was very or extremely stressful and job stress is more strongly associated with health complaints than financial or family problems.
Work Place Statistics

BLS

2.9 million nonfatal workplace injuries and illnesses reported by private industry employers.
WEF

The gaps between women and men on economic participation and political empowerment remain wide, with about 59% of the economic participation gap has been closing and is projected to close by 2186.
If You Could Change One Thing...

1. Unbiased Manager
2. Female Boss
3. Inclusive Environment
4. Flexibility
5. Sustainability
6. ...
7. ...
A Meaningful Job…

…that Fits My Individuality and Supports My Lifestyle
Current Challenges
Current Challenges

1. Leadership
2. Culture
3. People Practices
Leadership
Leadership

1. Leading Self
2. Leading Others
3. Leading Orgs
4. Leading Change
Leadership

- Leading Self
- Leading Others
- Leading Orgs
- Leading Change
Leadership

Leading Self  Leading Others  Leading Orgs  Leading Change
Leadership

- Leading Self
- Leading Others
- Leading Orgs
- Leading Change
Culture
Culture
Culture

Diversity
Culture

DIVERSITY

EMPOWERMENT

ACCOUNTABILITY

AUTHENTICITY

COLLABORATION
Culture

DIGNITY

GRATITUDE

SERVICE

TRUST

COMPASSION

INDIVIDUALITY

KINDNESS

FORGIVENESS

JUSTICE
Culture
People Practices
Performance Management

Typical Performance Management Process

Goal Setting
- Executives set general goals for year
  - Translated to specific goals by managers
  - Flowed to Worker
  - Worker sets goals matching company’s
  - Meet with Boss to finalize goals

Performance Review
- Redefine goals to fit current job
- Fill out own Performance Review
- “Customers” fill out Performance Review
- Direct reports fill out Performance Review
- Boss fills out Performance Review
- Discuss Performance Review results w/Boss

Reward & Promotion
- “Rack & Stack” Managers meet to divvy up the raise pool
- Promotions and Raises are set
  - Discuss raise or promotion w/Boss
  - Career Development
  - Discuss career development w/Boss
  - Sign up for training

Note: The diagram indicates that the process is not always linear and may include variations.
Performance Management

Performance = Potential – Interference*

Releasing POTENTIAL and removing INTERFERENCE unlocks PERFORMANCE

*Tim Gallway – The Inner Game of Tennis
“The role of a judge and the role of a counselor are incompatible”
Talent Management

TALENT

“Best in Class”
Rewards Management

![Graph showing the relationship between performance and arousal]

- **Simple task**: Focused attention, flashbulb memory, fear conditioning
- **Difficult task**: Impairment of divided attention, working memory, decision-making and multitasking

Performance:
- Weak
- Strong

Arousal:
- Low
- High
Future of Work
## Look into 2030

### Timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Worker in Germany says the “best is yet to come” after celebrating 75 years’ service with the same firm.</td>
</tr>
<tr>
<td>2016</td>
<td>$10 tablet computer comes on to the market.</td>
</tr>
<tr>
<td>2017</td>
<td>Assembly workers in factory in Hanoi start wearing sensors to gauge concentration, work rate and mood.</td>
</tr>
<tr>
<td>2018</td>
<td>Analysts attend presentation by Fortune 500 Chief Performance Officer, who heads a combined Finance and HR function.</td>
</tr>
<tr>
<td>2019</td>
<td>Doctor in China carries out ‘remote’ surgery on patient in Ghana.</td>
</tr>
<tr>
<td>2020</td>
<td>Riots sweep across university campuses as students lose patience with lack of job opportunities.</td>
</tr>
<tr>
<td>2021</td>
<td>Licences granted for driverless cars.</td>
</tr>
<tr>
<td>2022</td>
<td>World’s first fully automated and robot-served hotel opens.</td>
</tr>
</tbody>
</table>
Meaning: What Does ‘Work’ Mean to Us?

word
/wək/ ₡

noun

1. activity involving mental or physical effort done in order to achieve a result.
   "he was tired after a day's work in the fields"
   synonyms: labour, toil, exertion, effort, slog, drudgery, the sweat of one's brow; More

2. a task or tasks to be undertaken.
   "they made sure the work was progressing smoothly"
   synonyms: tasks, jobs, duties, assignments, commissions, projects; chores
   "haven't you got any work to do?"

verb

1. be engaged in physical or mental activity in order to achieve a result; do work.
   "an engineer who was working on a design for a more efficient wing"
   synonyms: toil, labour, exert oneself, slave (away), plod away; More

2. (of a machine or system) function, especially properly or effectively.
   "his phone doesn't work unless he goes to a high point"
   synonyms: function, go, run, operate, perform; More
Meaning: Essence of Humanity
Meaning: What Do New Generations Expect?

The Future of Work we want: A ...

Questions | Polls
--- | ---
Live poll

What is the most important criterion for a young person entering the labour market?

8% Employer is reputable

12% Job fits their experience

60% Quality of work experience

19% Good salary and benefits
Meaning: Work vs. Leisure

Autonomy
Mastery
Purpose
Decent Jobs: Rise of Automation
### Demographic and Socio-Economic

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing nature of work, flexible work</td>
<td>44%</td>
</tr>
<tr>
<td>Middle class in emerging markets</td>
<td>23%</td>
</tr>
<tr>
<td>Climate change, natural resources</td>
<td>23%</td>
</tr>
<tr>
<td>Geopolitical volatility</td>
<td>21%</td>
</tr>
<tr>
<td>Consumer ethics, privacy issues</td>
<td>16%</td>
</tr>
<tr>
<td>Longevity, ageing societies</td>
<td>14%</td>
</tr>
<tr>
<td>Young demographics in emerging markets</td>
<td>13%</td>
</tr>
<tr>
<td>Women's economic power, aspirations</td>
<td>12%</td>
</tr>
<tr>
<td>Rapid urbanization</td>
<td>8%</td>
</tr>
</tbody>
</table>
**Decent Jobs: Changing Nature of Work**

<table>
<thead>
<tr>
<th>Technology</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile internet, cloud technology</td>
<td>34%</td>
</tr>
<tr>
<td>Processing power, Big Data</td>
<td>26%</td>
</tr>
<tr>
<td>New energy supplies and technologies</td>
<td>22%</td>
</tr>
<tr>
<td>Internet of Things</td>
<td>14%</td>
</tr>
<tr>
<td>Sharing economy, crowdsourcing</td>
<td>12%</td>
</tr>
<tr>
<td>Robotics, autonomous transport</td>
<td>9%</td>
</tr>
<tr>
<td>Artificial intelligence</td>
<td>7%</td>
</tr>
<tr>
<td>Adv. manufacturing, 3D printing</td>
<td>6%</td>
</tr>
<tr>
<td>Adv. materials, biotechnology</td>
<td>6%</td>
</tr>
</tbody>
</table>
Decent Jobs: Gender Gap

<table>
<thead>
<tr>
<th>Industry</th>
<th>Women’s economic power, aspirations perceived as driver of change in the industry</th>
<th>Targeting female talent perceived as key future workforce strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industries Overall</td>
<td>10%</td>
<td>25%</td>
</tr>
<tr>
<td>Basic and Infrastructure</td>
<td>10%</td>
<td>35%</td>
</tr>
<tr>
<td>Consumer</td>
<td>21%</td>
<td>25%</td>
</tr>
<tr>
<td>Energy</td>
<td>13%</td>
<td>36%</td>
</tr>
<tr>
<td>Financial Services &amp; Investors</td>
<td>9%</td>
<td>30%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>10%</td>
<td>17%</td>
</tr>
<tr>
<td>Information and Communication Technology</td>
<td>3%</td>
<td>16%</td>
</tr>
<tr>
<td>Media, Entertainment and Information</td>
<td>7%</td>
<td>46%</td>
</tr>
<tr>
<td>Mobility</td>
<td>6%</td>
<td>21%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>15%</td>
<td>21%</td>
</tr>
</tbody>
</table>
Decent Jobs: Where There Is Most Suffering…

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unconscious bias among managers</td>
<td>44%</td>
</tr>
<tr>
<td>Lack of work-life balance</td>
<td>44%</td>
</tr>
<tr>
<td>Lack of role models</td>
<td>39%</td>
</tr>
<tr>
<td>Lack of qualified incoming talent</td>
<td>36%</td>
</tr>
<tr>
<td>Women's confidence, aspirations</td>
<td>31%</td>
</tr>
<tr>
<td>Societal pressures</td>
<td>23%</td>
</tr>
<tr>
<td>Unclear career paths</td>
<td>17%</td>
</tr>
<tr>
<td>Lack of talent, leadership development for women</td>
<td>15%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>12%</td>
</tr>
<tr>
<td>No barriers</td>
<td>10%</td>
</tr>
<tr>
<td>Lack of parental leave</td>
<td>6%</td>
</tr>
</tbody>
</table>
Decent Jobs: Recruitment Challenges

![Graph showing recruitment challenges across various industries.](graph.png)
Decent Jobs: Recruitment Challenges

![Bar Chart: Average ease of recruitment by country/region]

- ASEAN: -0.44
- Australia: -0.50
- Brazil: -0.41
- China: -0.71
- France: -0.06
- GCC: -0.67
- Germany: -0.65
- India: 0.04
- Italy: -0.85
- Japan: -0.21
- Mexico: -0.13
- South Africa: -0.50
- Turkey: -0.62
- United Kingdom: -0.39
- United States: -0.39

n/a
Decent Jobs: Change in Job Families

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office and Administrative</td>
<td>+492</td>
</tr>
<tr>
<td>Manufacturing and Production</td>
<td>+416</td>
</tr>
<tr>
<td>Construction and Extraction</td>
<td>+405</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports and Media</td>
<td>+339</td>
</tr>
<tr>
<td>Legal</td>
<td>+303</td>
</tr>
<tr>
<td>Installation and Maintenance</td>
<td>+66</td>
</tr>
</tbody>
</table>

-4,759

-1,609

-497

-151

-109

-40
Decent Jobs: Scale of Skills in 2020

<table>
<thead>
<tr>
<th>Skill Category</th>
<th>Scale of skills demand in 2020</th>
<th>2020</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cognitive Abilities</td>
<td>15%</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>Systems Skills</td>
<td>17%</td>
<td>42%</td>
<td></td>
</tr>
<tr>
<td>Complex Problem Solving</td>
<td>36%</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>Content Skills</td>
<td>10%</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>Process Skills</td>
<td>18%</td>
<td>39%</td>
<td></td>
</tr>
<tr>
<td>Social Skills</td>
<td>19%</td>
<td>37%</td>
<td></td>
</tr>
<tr>
<td>Resource Management Skills</td>
<td>13%</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Technical Skills</td>
<td>12%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Physical Abilities</td>
<td>4%</td>
<td>31%</td>
<td></td>
</tr>
</tbody>
</table>

Legend:
- Growing skills demand
- Stable skills demand
- Declining skills demand
A World Too Fast, Too Big, Too Complex

• Toaster Project
Governance of Work: Democracy

Could I eat you for dinner? Um, no

Could we eat you for dinner? Still no

How about we take a vote?

Democracy

redpanels.com
Governance of Work: New Models

• Journalism, memetics, computational propaganda
• Global security, safety, privacy in the networked world
• Participatory economies that deliver social & income equality
• Representation to capability building
Shift to…

Hierarchy

Competing for share

Function-based work

Org-centric

Command & Control

Work-life balance

Security

Network & Relationship

Creating new market

Project-based work

People-centric

Trust-based

Life balance

Flexibility
Discussion
How Do We Respond?

• At your table:
  – How do you see the evolution of work at your organization?
  – What do these trends mean for you as a HR leader?
## How Do We Respond?

<table>
<thead>
<tr>
<th>Barriers</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insufficient understanding of disruptive changes</td>
<td>51%</td>
</tr>
<tr>
<td>Resource constraints</td>
<td>50%</td>
</tr>
<tr>
<td>Pressure from shareholders, short-term profitability</td>
<td>42%</td>
</tr>
<tr>
<td>Workforce strategy not aligned to innovation strategy</td>
<td>37%</td>
</tr>
<tr>
<td>Insufficient priority by top management</td>
<td>21%</td>
</tr>
<tr>
<td>Don't know</td>
<td>18%</td>
</tr>
<tr>
<td>Insufficient priority by line management</td>
<td>18%</td>
</tr>
<tr>
<td>No barriers</td>
<td>8%</td>
</tr>
</tbody>
</table>
How Do We Respond?

- Invest in reskilling current employees: 65%
- Support mobility and job rotation: 39%
- Collaborate, educational institutions: 25%
- Target female talent: 25%
- Attract foreign talent: 22%
- Offer apprenticeships: 22%
- Collaborate, other companies across industries: 14%
- Collaborate, other companies in industry: 12%
- Target minorities’ talent: 12%
- Hire more short-term workers: 11%
How Do We Respond?

<table>
<thead>
<tr>
<th>Approach</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote work-life balance</td>
<td>38%</td>
</tr>
<tr>
<td>Set targets and measure progress</td>
<td>33%</td>
</tr>
<tr>
<td>Development and leadership training of women</td>
<td>32%</td>
</tr>
<tr>
<td>Demonstrate leadership commitment</td>
<td>30%</td>
</tr>
<tr>
<td>Build awareness of the benefits among managers</td>
<td>29%</td>
</tr>
<tr>
<td>Offer, support flexible work</td>
<td>28%</td>
</tr>
<tr>
<td>Transparent career paths, salary structures</td>
<td>19%</td>
</tr>
<tr>
<td>Support women’s integration into the value chain</td>
<td>17%</td>
</tr>
</tbody>
</table>
Enabling People What Matters to Them!
WHIRLING CHIEF
Further Humanize the Global Workplace...
To do more for the world than the world does for you - that is success.

*Henry Ford*
Thank You!

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