EVOLUTION OF WORK
STRATEGY, STRUCTURE, TALENT, TASK
In the Beginning How Was Value Created?
Is There a Common Theme in the Way Value is Created Today?
On day one, a large lake contains only a single small lily pad. Each day the number of lily pads doubles, until on the thirtieth day the lake is totally choked with vegetation. On what day was the lake half full?
Today is the 29th day, and the lily pads represent the expanding array of changes that face the world

Suppose the organizational capabilities required to address these changes is represented by the lake’s capacity to accommodate the lily pads. What happens as day 29 approaches?

Can we keep pace?

How Do We Lead Through the Change?
As the world becomes increasingly volatile and unpredictable, businesses will feel greater pressure to grow through market expansion and acquisition. Whether entering new markets, committing to a stronger footprint in existing global markets, or integrating recent acquisitions, organizations that can quickly and easily adapt to changing business conditions will outpace their competitors.

To compete in this rapidly change world, HR will fundamentally reshape itself so that the function becomes a critical driver of agility. In this role, HR will lead the design a new type of organization – one designed around highly nimble capabilities and responsive talent.
How Hasbro Responded to Nonlinear Change

Hasbro’s Response
- Understood New Reality
- Identified Opportunities that Aligned with Core Competency
- Strategy Evolves
- Entered New Businesses
- Acquired Critical Capabilities
- Aligned Organizational Structure to Strategy
- Leveraged Low-cost High-skill Talent

2001-2018
- Dot-com Bust
- The Great Recession
- Political Unrest
- Exponential Change in Technology
- Natural Disasters
- Stock Market Fluctuations
How Do We as HR Leaders Support the New Reality of Organizational Agility?
HR FROM OUTSIDE IN

1. Who will be your customers in the future? What will be their priorities?

2. What disruptive technologies might open up new opportunity spaces?

3. Whom will you be competing against in the future, and on what basis?

4. Will your go-to-market approach change fundamentally in the future?

5. What are the potential regulatory reforms?

WHAT WE DID TO BE SUCCESSFUL WON'T KEEP US THERE
Do shifts in External Environment & Strategy Require a Change in Organizational Structure?
Haagen Dazs Example
Who will be your customers in the future?
Will your go to market approach change fundamentally in the future?
AGILE ORGANIZATION STRUCTURE

1. **Strategy is the Starting Point**  
   (Increasing Change & Nonlinear Events = Constant Strategic Shifts)

2. **Structure Enables Capabilities**  
   (Strategic Imperatives Require Differential Capabilities)

3. **Flexible Standard Work - Faster**  
   (Processes that Support Different Business Models, Geographies)

4. **HR Mega Message: Create Value**  
   (See outcome of work, build credibility with line managers)

**STRATEGY IS THE KEY DRIVE IN STRUCTURE**
How Will the Demands on Talent Shift in a Volatile Uncertain, Complex Environment?
Electronics & Software?
Did Consumer Expectations Change?

Do we Have the Talent Required?
TALENT MAKES STRATEGY HAPPEN

1. **Talent to Task**  
   (Right People in the Right Jobs at the Right Time, with the Right Attitude)

2. **Competence & Commitment**  
   (Incompetence = poor decisions)

3. **Fluid**  
   (Dynamic, Timely, Pulled As-Needed, Networks of Collaborators)

4. **Leadership Brand**  
   (Building the Next Generation of Corporate Leaders)

NIMBLE AND RESPONSIVE TALENT (MANAGEMENT) WINS
Are You Ready?
BE PREPARED!!!

1. **Hard Wired to the Business**
   (See the Trends and Associated Value – Drive the Change)

2. **Organizational Agility**
   (Foster Flexible & Fluid Organizations that Deliver the Strategy)

3. **Talent Wins the Day**
   (We Own Developing a Nimble and Responsive Workforce)

4. **Be a Zealot for the Why**
   (Emotional Commitment Trumps Rational Compliance)

5. **Choose to Lead**
   (It is a Choice to Have a Seat at the Table!!)

**CHANGE ISN’T EVEN CONSTANT IT IS EXPONENTIAL**
THANKS FOR LEARNING WITH POLARIS