

Make a difference. Every day.



Evolution of HR Leadership

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The Future of HR



The Future of HR: A Deeper Dive



ga-mi-fi-ca-tion [gay-muh-fi-kay-shuhn]
integrating game dynamics into your site, service, community, content or campaign, in order to drive participation.
(see Bunchball)

Gamification



Generational Diversity



Globalization



Mass Customization



Open Innovation



Personal Technology

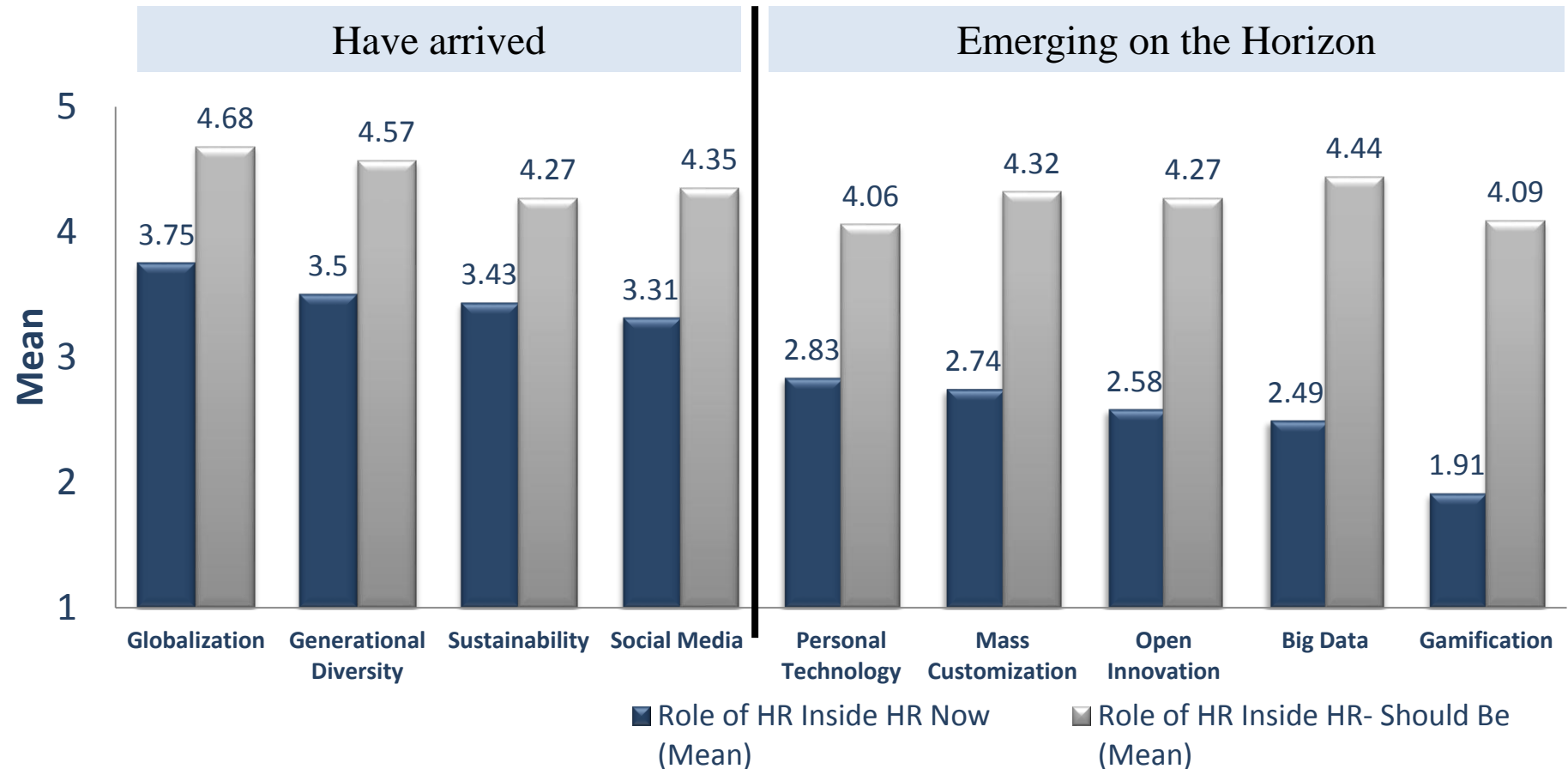


Social Media



Sustainability

Role of HR Inside HR



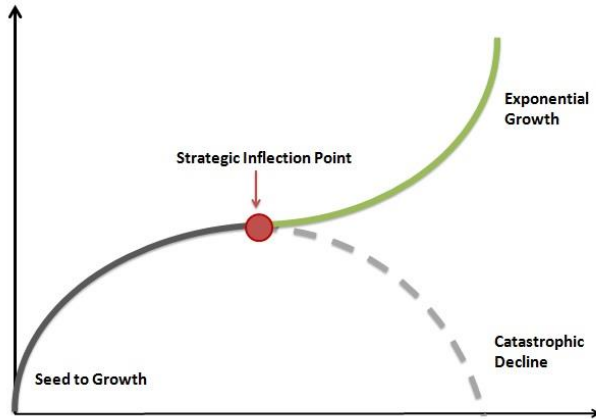
Sorted: By role NOW of HR Inside HR

Scale: 1=No role; 2=Occasional role; 3=Active support role; 4=Primary input role; 5=Leader and key expert

Takeaways

- For all trends, a majority want HR to be at least a Primary Input Role and often Leader/Expert
- “Have Arrived” trends have smaller gaps between current and ideal roles than “Emerging”

Future of HR Project – Overview & Context



“Future of HR”: Collective Action, Real Change, Future-Focus and Inclusive

Align HR with Value Creation: How HR Helps Organizations Achieve An Enduring Mission

Improve the Expectations of HR’s Key Constituents

Rewire the Work of HR

Insure the HR Talent Pipeline: Ample Top Talent for the Re-Mastered HR Role

Project 1: Align HR with Value Creation for Organizations that Win



Project 1: Align HR with Value Creation for Organizations that Win



CHRO Capabilities Report Card

X Analytics and experimentation

✓ Strong consultative skills

X Business acumen

✓ How to partner and engage senior leaders

✓ Workforce management

X Risk management

X Execute the business strategy

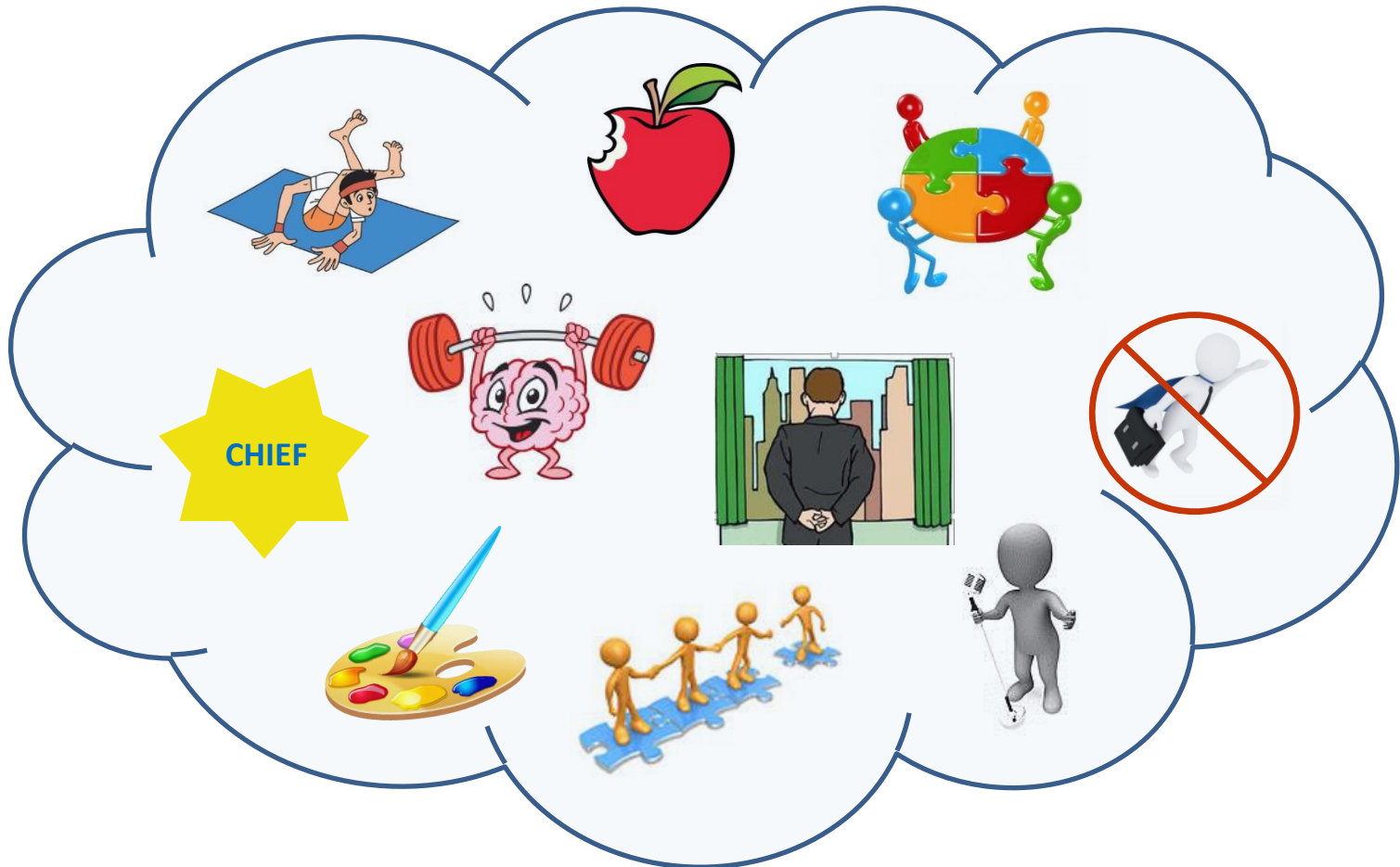
X Talent management for the new world organization

X Transformation/change leadership

X Organization/culture shaping and mobilization

X Leadership architecting

The Future of Leadership Development



CHIEF

Nothing Happens Without Great Leadership

The Future of Leadership Development

CHIEF

1. The “Chief Organizational Capability Officer” Emerges

2. Outside In is More Important than Inside Out

3. Hero Leadership Gives Way to Collective Leadership

4. Multi-Disciplinary and Cross-Functional Solutions are the Norm

5. Collaboration Across Boundaries has a Multiplier Effect



The Future of Leadership Development



6. Coaching Builds Muscle Memory

7. Mass Customization Capitalizes on Diverse Needs and Interests

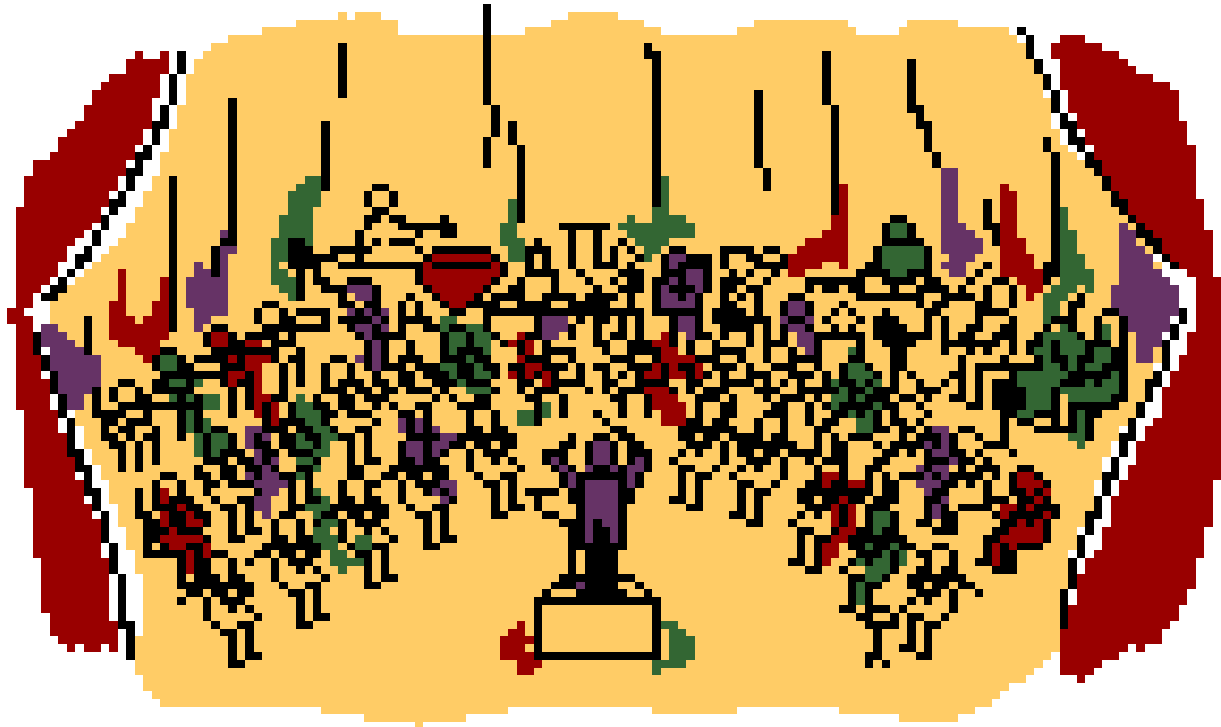
8. Purpose Complements Performance

9. Bite-Sized/On-Demand Solutions Reflect Changing Workforce Expectations

10. Ready Now Gives Way to Ready Able



HR as Orchestra Conductor



THREE: The Human Resources Emerging Executive

