

# CHREATE Background

*Formerly called the Future of HR (FHR) Project*

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## Phase One: Defining The Challenge

In June 2014, a gathering of CHROs culminated the first phase of the CHREATE initiative, to create a collective effort among HR leaders to advance their profession. In the year leading up to the meeting, twenty CHROs joined the Advisory Group and were interviewed about current and future expectations for HR, the profession's ability to meet these expectations, and any gaps that exist and need to be addressed. The endeavor was funded by the Society for Human Resource Management (SHRM) and the National Academy of Human Resources (NAHR). The summit identified pivotal challenges for accelerating the profession's progress. The group agreed that there is much to be admired about the HR profession, and its progress to date. However, rapid future change will require much more, and there is a very real danger that the profession will not be ready to meet these new demands. The CHROs were enthusiastic about collectively creating tangible, action-oriented projects, and using their voices and influence to carry the message forward. They identified four pivotal arenas where accelerated progress would make the biggest impact on HR's future readiness. They suggested that teams be created to advance each arena, as follows:

**Team #1: Align HR with Value Creation for Organizations that Win:** Articulate the HR charter/ contribution model that describes the essential contributions companies will need from our field to successfully compete in the future.

**Team #2: Shape Expectations of HR's Key Constituents:** Define what is needed to move beyond today's constituent expectations of HR, then improve those expectations with evidence that this role leads to improved value creation.

**Team #3: Rewire The Work and Tools of HR:** Define the processes, practices, systems, and operating models that drive HR's deliverables and outcomes.

**Team #4: Enhance the HR Talent Pipeline:** Crystallize a new set of professional requirements that is based on current research that explores the needs and gaps in the HR profession.

## Phase Two: Describing the Future Vision and What it will Take to Get There

Phase Two occurred between June 2014 and May 2015 with support from SHRM, NAHR, and PricewaterhouseCoopers (PwC). During Phase Two, volunteer HR leaders formed four teams – one for each arena identified in Phase One. Each team leader engaged an extended group of additional HR leaders. The teams agreed to develop a common, tangible and evidence-based vision of the future that will face organizations and the global workplace in 2025. A ten-year focus was chosen on the advice of experienced futurists, to be proximal enough to allow specific implications, yet distant enough to require thinking beyond simple extensions of the present. Then, based on that future vision, each team developed specific implications for HR, and a roadmap to get there. The teams developed and verified their findings through interviews and focus groups, involving an extended group of thought leaders and executives both inside and outside the HR profession. Teams #1, #2 and #4 above were actively addressed in Phase Two, and it was decided that Team #3 would be pursued through the work of the other teams in Phase Two, and taken up more actively in Phase Three, with the benefit of the work of Phase Two.

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During the Phase Two summit, each of the three teams presented their findings which resulted in a logic model that describes how superior HR enables organizations to win sustainably. The logic model is: “If these trends occur, then these effects on business occur, which lead to changes in necessary organizational capabilities, which leads to changes in work, workers and organizations, which reveals the future HR roles, operating models and tools.” Within this logic model, teams defined Five Forces of Change and developed the Four Potential Future States diagram, a diagram that helps organizations determine their current position and likely direction of their evolution. Five future pivotal organizational capabilities were distilled and five new roles within and beyond HR were identified. For a more detailed summary of the teams’ findings, please see the *Phase Two Executive Summary* document.

## Participants during Phase One and Two

### Core Team

Dick Antoine- former President of NAHR, former Procter & Gamble Co. (*Phase One*)  
John Boudreau- USC  
Debra Engel- former 3Com  
Scott Pitasky- Starbucks  
Jeff Pon- SHRM  
Jill Smart- President of NAHR , former Accenture (*Phase Two*)  
Ian Ziskin- EXecEXcel, former Northrop Grumman Corp

### Advisory Group:

Lucien Alziari- Maersk  
Dick Antoine- former President of NAHR, former Procter & Gamble Co. (*Phase Two*)  
Beth Axelrod- eBay  
Mark Blankenship- Jack in the Box, Inc.  
Tom Codd- PwC (*Phase Two*)  
Rich Floersch- McDonald’s  
Kaye Foster-Cheek- The Boston Consulting Group (*Phase Two*)  
Diane Gherson- IBM  
Marianne Jackson- eBay and 3g Human Capital Consulting  
Steve Milovich- The Walt Disney Company- Disney ABC Television Group  
Sandy Ogg- Blackstone Group  
Vivek Paranjpe- former Reliance Industries Limited  
Steven Rice- The Bill & Melinda Gates Foundation  
Coretha Rushing- Equifax, Inc.  
Eva Sage-Gavin- Aspen Institute and Sage-Gavin Associates  
Libby Sartain- Libby Sartain LLC, former Southwest Airlines/ Yahoo  
Brian (Skip) Schipper- Twitter, Inc.  
Laurie Siegel- former Tyco  
Jill Smart- President of NAHR , former Accenture (*Phase One*)  
Mara Swan- Manpower Group  
Gabrielle Toledano- Electronic Arts  
Pat Wadors- LinkedIn

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## Members of Phase Two Project Teams:

- **Team #1, Align HR with Value Creation for Organizations that Win**
  - **Project Leader:** Marianne Jackson- eBay and 3g Human Capital Consulting
  - **Project Team Members**
    - Anne Donovan-PricewaterhouseCoopers
    - Jing Liao-TriNet
    - Tom Perrault- Rally Health
    - Steven Rice- The Bill & Melinda Gates Foundation
    - Mala Singh-Minted
    - Laurel Smylie-GPTW Institute
    - Gautam Srivastava-former LSI Corporation
    - Kelley Steven-Waiss-Extreme Networks, Inc.
    - Kristin Yetto-eBay Inc.
- **Team #2, Align Expectations of HR's Key Constituents**
  - **Project Leaders**
    - Laurie Siegel- former Tyco
    - Dick Antoine- former President of NAHR, former Procter & Gamble Co.
  - **Project Team Members**
    - Sandy Ogg- Blackstone Group
    - John Rice- Carpenter Technology
    - Linda Rogers- eSilicon Corporation
    - Coretha Rushing- Equifax, Inc.
    - Libby Sartain- Libby Sartain LLC, former Southwest Airlines/ Yahoo
- *[To launch post May 2015 Summit]* **Team #3, Rewire The Work and Tools of HR**
  - **Project Leaders**
    - Libby Sartain- Libby Sartain LLC, former Southwest Airlines/ Yahoo
    - Mara Swan- Manpower Group
- **Team #4, Ensure the HR Talent Pipeline**
  - **Project Leaders**
    - Eva Sage-Gavin- Aspen Institute and Sage-Gavin Associates
    - Kaye Foster-Cheek- The Boston Consulting Group
  - **Project Team Members**
    - Deborah Barber- D Barber Consulting & Associates LLC
    - Jo Dennis- Hewlett-Packard
    - Edie Goldberg- E.L. Goldberg & Associates
    - Tracy Layney- Shutterfly, Inc.
    - Liz Nguyen- Christine Mathews Consulting
    - Greg Pryor- Workday
    - Eddie Sweeney- The Angel's Forum, former National Semiconductor
    - Wayne Tarken- Social Collaboration Center/ WayneTarken.com