

Strategic Role of HR in the Future Careerbuilder

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Forces Shaping our Future

1. **New Behaviors** - *shaped by social media and the web*
2. **Technologies** - *shift to the cloud, collaborative technologies, big data, the internet of things*
3. **The Millennial Workforce** - *new attitudes, expectations, and ways of working*
4. **Mobility** - *work anytime, anywhere, and on any device*
5. **Globalization** - *no boundaries*

Management's Role in Managing Generations

Accommodate employee differences

- Treat employees as you do your customers.
- Work to meet their specific needs and serve them according to their unique preferences.
- Accommodate personal scheduling needs, work/life balance issues and nontraditional lifestyles.

Create workplace choices

- Allow the workplace to shape itself around the work being done, the customers being served and the people who work there.
- Shorten the chain of command and decrease bureaucracy.

Operate for a sophisticated management style

- Give your direct reports the big picture, specific goals and measures. Then turn them loose.
- Give them feedback, rewards and recognition.

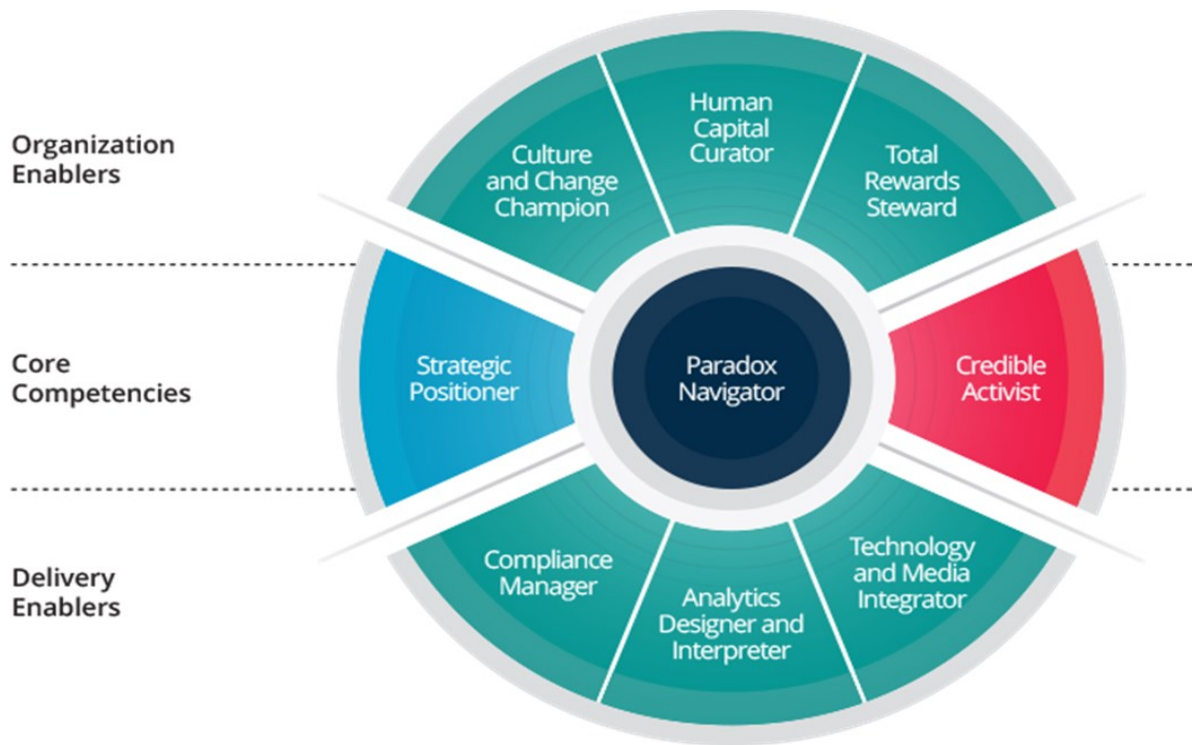
Respect competence and initiative

- Treat everyone, from the newest recruit to the most seasoned employee, as if they have great things to offer and are motivated to do their best.
- Hire to assure a good match between people and work.

Nourish retention

- Keeping valuable employees is as important as retaining customers.
- Offer lots of training, from one-on-one coaching sessions, to interactive computer-based classes, to an extensive and varied classroom curriculum.
- Encourage lateral movement and broader assignments.

2016 HRCS Competency Study



Strategic Thinking Survey

Strategic thinkers are . . .	Conventional thinkers are . . .
Future-based: They anticipate change and look for opportunities that may arise.	Reactive: They rarely initiate ideas and wait to be told what to do or what actions to take.
Curious: They are interested in what is going on throughout their department, organization, industry, and the larger business environment.	Isolated: They typically work without input from others or without understanding others' goals and objectives.
Long-term focus: They are willing to invest today to gain a better outcome tomorrow.	Short-term focus: They often do not consider the potential impact of an action on long-term goals.
Willing to take risks: They aren't limited to past or current thinking and are willing to try new methods.	Cautious: They fear changing or challenging the status quo.
Able to prioritize: They do not equate being busy with being effective. They place a high value on projects with the potential for great impact and return.	Unable to prioritize: They often treat all tasks equally without regard to impact.
Nimble: They are able to adjust and modify their approaches.	Inflexible: They may be unwilling to alter their plans even when adjustments could yield a better return.
Life-long learner: They proactively seek knowledge and skills and are willing to teach others.	Satisfied: They normally are not interested in learning new things or methods, and are content with their current capabilities.
Creative: They consider unorthodox ideas.	Predictable: They often stick with familiar paths.

Comparison Strategic & Non-Strategic HR Actions

Area	Strategic	Tactical
<i>Recruiting</i>		
<i>Training</i>		
<i>Retention</i>		

Think, Speak and Act Like a Strategic Partner

- Wake up in the morning thinking about how to help the business grow and prosper.
- Ask good questions and learn all you can about strategic issues in your business.
- Take time to think about and brainstorm ideas that meet HR needs and also advance the business strategy of the company.
- Come to meetings prepared to contribute on strategic issues and jump in, even if it isn't your area of expertise.
- Get to know the heads of the businesses and individuals in those businesses who can mentor, share and help you develop deep understanding.
- When you walk into the CEO's office, be prepared to look at all sides of the issue, especially the CEO's.
- Plan, practice, and deliver excellent presentations to the senior team.
- Speak powerfully, clearly and effectively whenever you have the opportunity to shine and demonstrate your brilliance.
- ♦ Look for ways to foster this attitude in your entire team of HR professionals.



New Workplace Leadership Roles of HR

The Organizational Engineer is an expert in facilitating virtual teams, developing leadership wherever it exists, and talent transitions. (S)he is an expert at talent and task optimization. (S)he is the knowledge resource on principles such as agility, networks, power and trust.

The Virtual Culture Architect is a culture expert, advocate and brand builder. (S)he connects current and potential workers' purpose to the organization's mission and goals. (S)he is adept at principles of values, norms, and beliefs, articulated virtually and personally.

The Global Talent Scout, Convener, and Coach masters new talent platforms and optimizes the relationships between workers, work and the organization, using whatever platform is best (e.g., free agent, contractor, regular employee, etc.). (S)he is a talent contract manager, talent platform manager, and career/life coach.

The Data, Talent & Technology Integrator is an expert at finding meaning in big data and algorithms, and how to design work that optimally combines technology, automation and humans.

The Social Policy & Community Activist creates optimal synergy between goals that include economic returns, social purpose, ethics, sustainability, and worker well-being. S(he) influences beyond the organization, shaping policies, regulations and laws that support the new world of work, through community engagement.

Process for Adapting to the Future of Work

1. Challenge assumptions
2. Create a team to help lead the effort
3. Define your “future of work”
4. Communicate your “future of work”
5. Experiment and empower employees to take action
6. Implement broad-based change

Resources

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Amy B. Shannon



Amy B. Shannon, President, Pinnacle Leadership Solutions, LLC, has specialized in Organizational Development, Human Resources and Training for over 20 years. For the past thirteen years, Amy has been an Organizational Development consultant working with clients in manufacturing, service, financial and healthcare industries. Most recently, Amy served as the Executive Director II/Vice President of Corporate College where she built robust leadership training curriculum to serve clients throughout the Greater Cleveland Ohio area. Prior to her OD work, she spent six years as a Human Resources Manager in service and manufacturing organizations, and then she moved into Director level positions with Western-Southern Enterprise and at Kendle International, Inc. In both of these organizations, Amy built competency-based corporate universities that were recognized on a national level as well as noted numerous times in trade magazines.

While serving as an OD Consultant, Amy helped several clients build their corporate universities for various industries such as medical, health and life insurance, and an education provider with annual revenue of \$4.8 million. In each one, she captured their ROI through implementation of financial and training measurement tools. Kendle College, her most prestigious corporate university initiative, served 1300 employees in eight countries and was taught in three languages.

Amy holds certifications with numerous nationally known training vendors and is a national speaker. She recently presented at the *Cleveland 2015 Annual HR Star Conference on Office Drama: HR's Role in Managing It*. She received ratings that ranked her the top session speaker for the year. In 2014, she spoke at the HR Star on the topic: *HR's Role in Office Politics: A Positive Approach* and in 2013 on *HR's Role in Managing the Five Generations with a Glimpse of the Workforce 2020*. As a result of her high ratings, she has also been a key speaker at the *HR Star Atlanta*. She is a regular speaker at Ohio SHRM Associations.

Amy serves as the President of the Board of the HRLG association, Chairperson of Faces of Hope Campaign for Volunteers of America and is an advocate of community service. She relocated to Cleveland, Ohio with her husband and two children in 2003.



20018 West Kerry Place
Strongsville, Ohio 44149

Tel: 440.520.3031
Fax: 440.268.9241

ashannon@pinnacle-leadership-solutions.com