

Next Generation HR

Sustainable performance, agile strategies



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An introduction



Chartered Institute of Personnel and Development:

Setting the global standards for HR professionals

CIPD HR Profession Map: global benchmark for HR excellence

135,000 members, across 120 countries – 100 years of history and experience

Bridge:

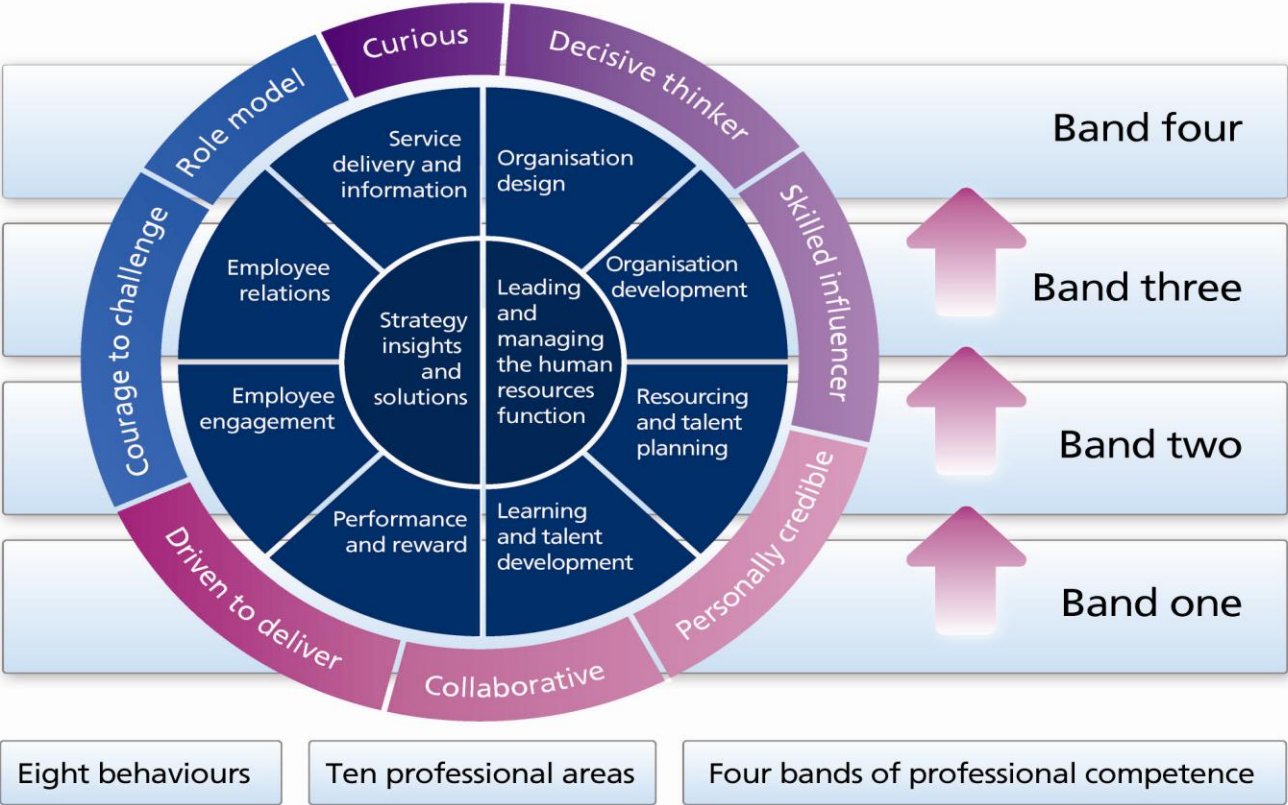
Fostering change through latest leadership thinking

Work globally with major organisations such as Pepsi Co,

Tesco, Kraft/Cadbury and The Climate Group

Offices in London, Singapore and Sydney

CIPD HR Profession Map



Context for research



- The rise of HR orthodoxy, rather than evolution of HR practice
- Service heritage, process excellence and structure used as route to transformation
- Increasing specialisation of profession – expertise over inquisitiveness?
- HR and the GFC

Next Generation HR case work: testing viewpoints and hypotheses



- 36 organisations across the UK, Europe and Asia
- Multi-national companies including; Standard Chartered, McDonalds, Shell, Tesco, BT, Ericsson and JP Morgan
- Regional companies run from Hong Kong, China, India, Korea and Singapore
- Over 100 senior leaders

The plot thickens!



- Same words, same activities ... different impact
- Hidden gems in a sea of rhetoric
- You get the HR you deserve?

The evolution of HR



Four linked propositions



1. Purpose drives focus drives impact – and there is a need for a new purpose
2. HR needs to become insight driven – it means our viewpoint is of unique value
3. HR needs to become, look and feel truly situational
4. HR leadership needs redefining in this light

A new purpose needed?



‘We pursued growth over the speed at which we were able to develop our people and our organisation and we should be sincerely mindful of that.’

Akio Toyoda
President of Toyota
(February 2010)



Proposition One

1. HR is there to drive sustainable performance
 - A unique vantage point and potential insight to leverage
 - Balance of performance today and building future-fit organisations
 - Very particular strategic contributions

The purpose pyramid



Sustainable performance



Sustainable performance: the rise of the inquisitive function



From

Pure play people
discipline

Internally facing

Efficiency

Service/process

Short-term

Police

Orthodoxy

To

Applied business
discipline

Externally facing

Growth

Insight

Long-term

Stewards

Context

Sustainable performance made real



Traditional Productivity Focus

Productivity and satisfaction

Drive for efficiency

Training and development

Modern Engagement Focus

Engagement

Drive for performance

Building capability

Next Generation Potential Focus

Authenticity and accountability

Purpose and ownership

Inquisitiveness and agility

Proposition Two



2. HR needs to become insight driven
 - Well beyond people insight
 - The Three Savvies as foundations
 - The truth is out there!
 - Joining up the disparate dots



Organisational insight: at the vantage point of Three Savvies



Organisational insight: The 'X' Factor



‘The translation of a new understanding of the
organisation into creative and relevant solutions,
in the areas that matter most’

Proposition Three



3. HR needs to look and feel more 'situational'
 - Beyond vanilla or generic people strategies
 - The double-edged sword of process focus
 - The balance of global and local focus and solutions

Proposition Four



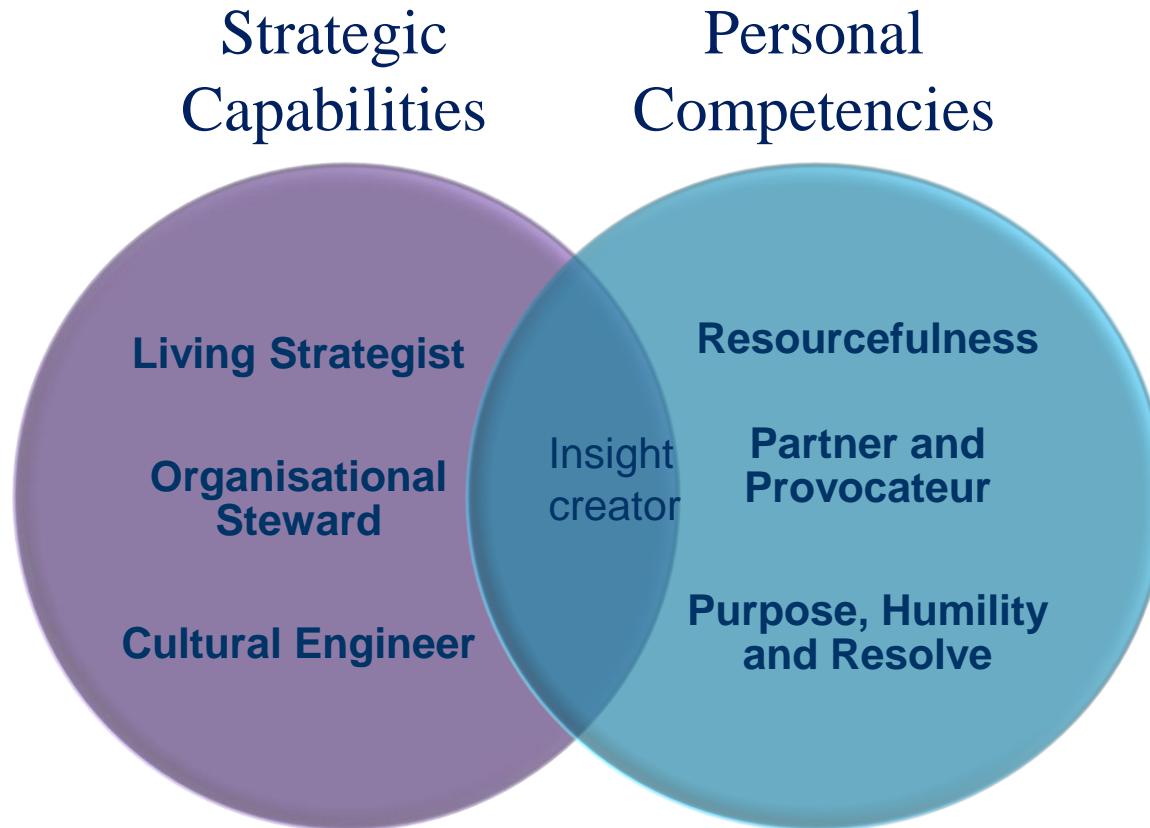
4. HR leadership needs re-defining in this light
 - An applied business discipline first – a people discipline second
 - Greater influence on performance based on a deeper insight and stronger opinion/solutions
 - A greater direct influence on senior leadership direction and decision making
 - A much clearer eye on the future

The rise of NG Leaders



- Boundaryless
- Inquisitive vs expert
- Lightness of touch
- Creative
- Courageous
- Active and owning, not just observing or facilitating

NG leadership unpicked



Big implications: summary



- Purpose first!
- Inquisitive function
- Synthesisers
- Partnerships and provocations
- Living strategy vs vanilla strategy
- New methods and tools – fewer but bigger things

CIPD and Next Gen: examples



- Building a movement for change
- Engagement with key HR and business leaders
- Next Gen senior leaders programme
 - 12 month programme with the best of tomorrow's HR talent
 - Exploding and applying the principles for me, my organisation and the profession
 - Radical methods for radical leaders
- Integration into CIPD's HR Profession Map
 - Development of the next generation from the start
- Further research into impact on practice
- Capability model – building for individual and organisation



A challenge for HR

‘The inflection point is now ... If we in HR don’t rise to the challenge ... Then businesses will find other ways to do so.’

Jackie Orme, CEO, CIPD