

HR! TRANSFORMATION

Achieving Success in a Brave New World

Dr. Wade Larson

CHRO, Wagstaff, Inc.



@DrWadeLarson

wade@wadelarson.com



Association for
Talent Development



Dr. Wade Larson

25-year spectator in the world of
competitive employment

CHRO & Consultant – Dual role in
the observer's booth of the
accelerated rate of change

Quick study of the impracticalities of
making the same mistakes over
again

Which brings us to this **book...**

Is Your Workplace Different?







Employee Mobility



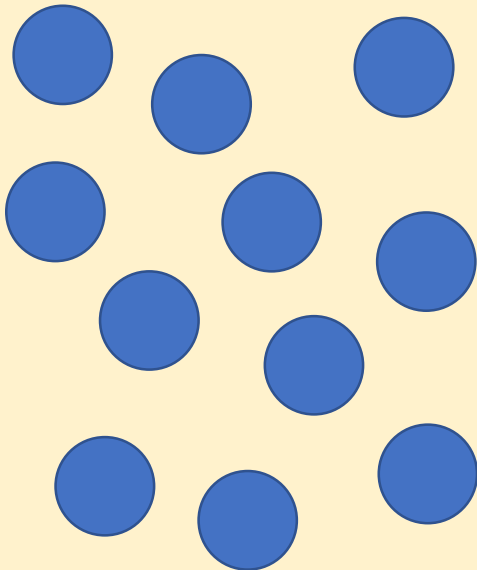
Engagement



Business

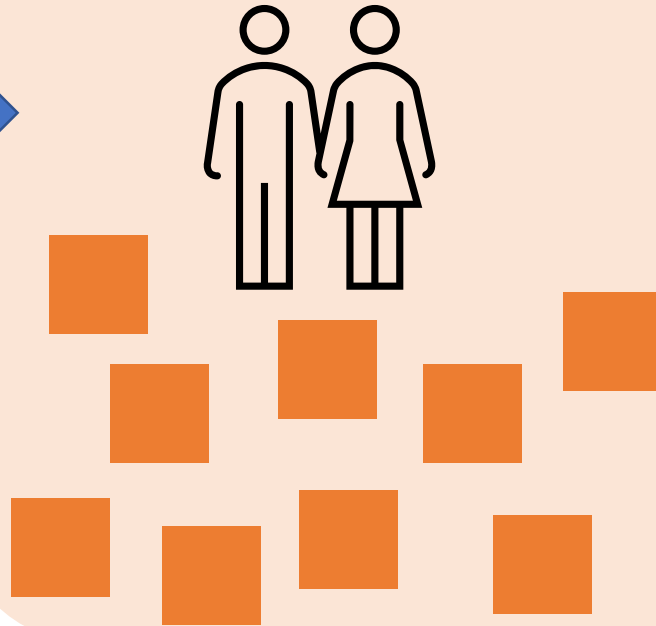
SHIFTS

NEW BUSINESS MODEL



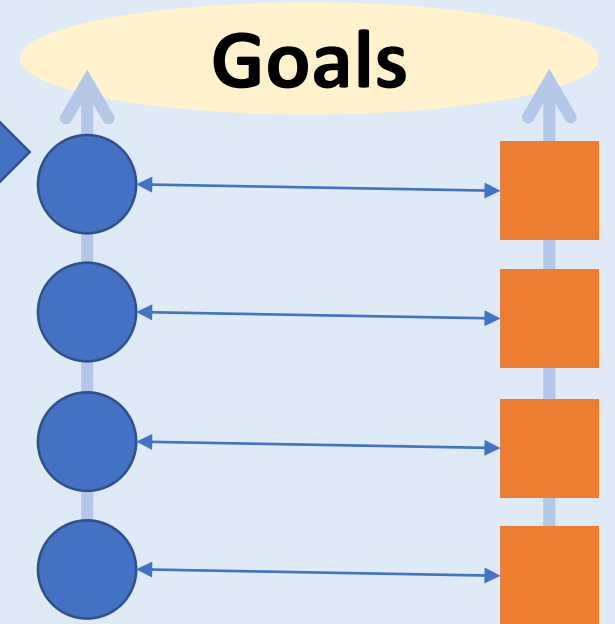
Variable Skillsets

NEEDS A NEW STRATEGY



Flexible Competencies

TO ACHIEVE RESULTS



Dynamic Results

How We Evolved

From “Accelerating the Journey to HR 3.0” – IBM.com

“Industrial” HR 1.0

“Internet” HR 2.0

“Digital” HR 3.0

Focus

Compliance
Administration
Programs & Jobs

Process
Standardization
Self-Service
Shared Services

Employee Experience
Personalized
Transparent
Connected

Functions / Service Ctrs
HR Partners
Geographic

Centers of Expertise
Shared Services
HR Business Partners

Integrated HR into Manager Toolkit
HR in Supportive Consultative Role
HR Technology – Digital Transformation
Focus on Leadership & Culture

Design

Best Practice Benchmarks

Process Experts

Design Thinking

Decisions

Intuition

Analytics/Historical Data

Actionable Insights
Predictive AI + Rich Data (internal, external)

Measures

Job Evaluation
Performance Assessment
Turnover
Employee Satisfaction

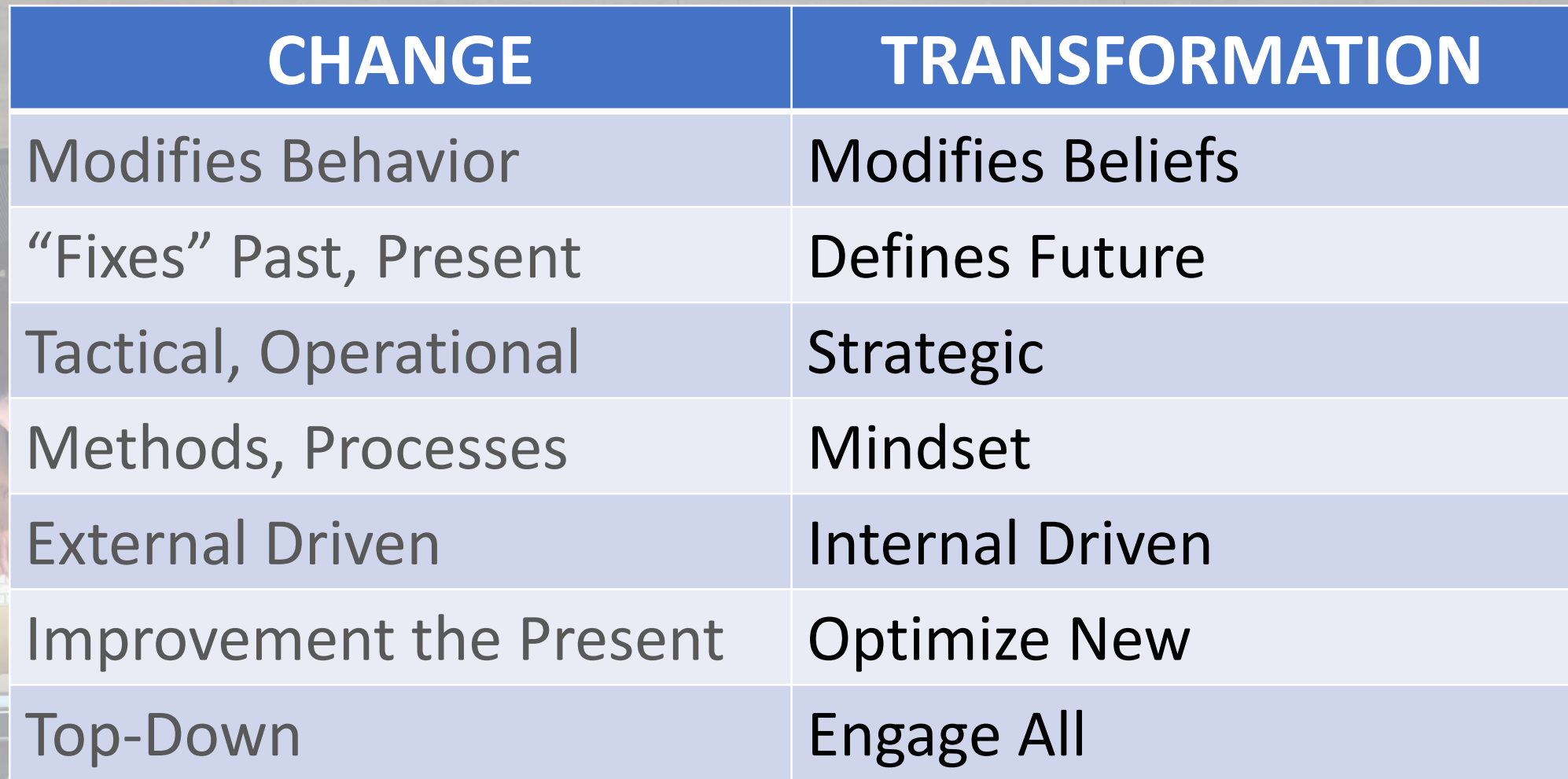
Headcount
Competencies
Diversity Representation
Employee Engagement

Critical Skills
Leadership Pipeline Diversity
Inclusion
NPS, Pulse Surveys

NEED FOR A TRANSFORMATION

- Incremental Change
Is Not Enough
- Time for a
“Quantum Leap”
Approach





CHANGE	TRANSFORMATION
Modifies Behavior	Modifies Beliefs
“Fixes” Past, Present	Defines Future
Tactical, Operational	Strategic
Methods, Processes	Mindset
External Driven	Internal Driven
Improvement the Present	Optimize New
Top-Down	Engage All

HR 3.0 TRANSFORMATION

New Times = New Model

Cultural Transformation

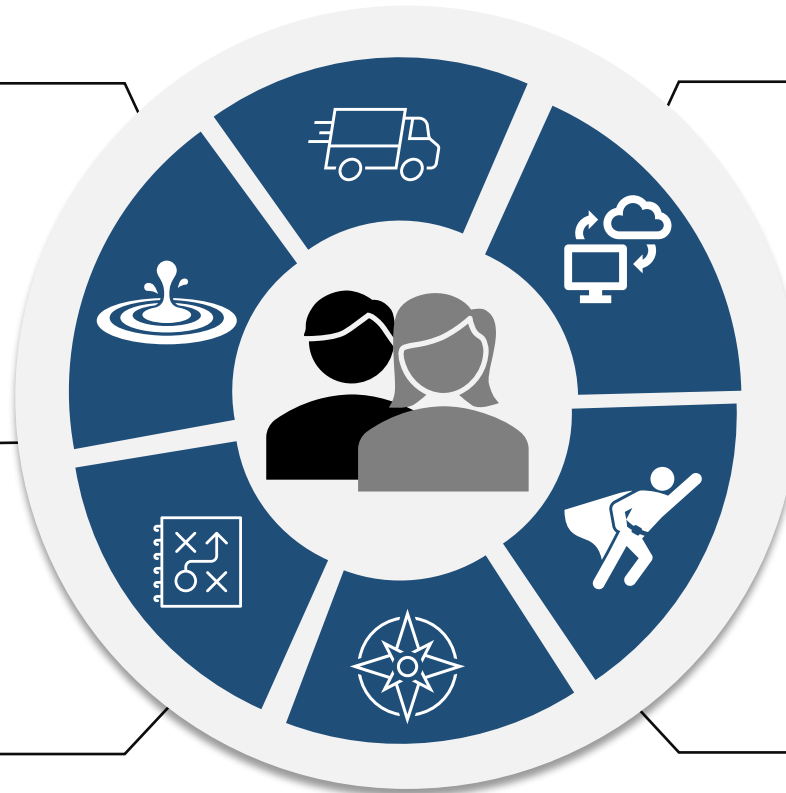
Change the culture, change the momentum, change results

Strategy Development

Identify what you want, why you want it, and how to get it

Change Leadership

Be the leader in the room, step up, and do what it takes



Delivery Model

Take HR to employees – where they are, when they need it.

Digital Transformation

Automate, automate, and automate more to get more done.

People Transformation

Employees must make the shift to meet today's demands.



DELIVERY MODEL

Current Challenges (Criticisms)

- Lack of Strategic Focus
- Poor Execution of HR 2.0
- Bad Processes
- Competency Challenges
- Lack of Personal Touch
- Failing to Support Key Customers





DELIVERY MODEL

What Should It Look Like?

- Delivery on EX
- Flexibility (Pivot Faster)
- Strategic Orientation
- Data Analytics
- Do the Basics Better
- Increase Frontline Support
- Deliver on ROI





DELIVERY MODEL

HR as a Function (not just a location or a department)

From Partner to Strategist

- Consult on Strategy Implementation
- Provide Professional Coaching to Leaders
- Demonstrate Tangible Implications of People-Related Decisions
- Identify Specific Business Impacts of HR Programs and Staffing
- Coordinate Resources – Achieve Success
- Fully Integrated – Help Managers DO HR



HR Leaders



Business Partners



**Development
Consultants**



Shared Services



DIGITAL TRANSFORMATION

Do you...

- Still use multiple systems for multiple processes?
- Track data on Excel spreadsheets?
- Transfer from one system to another so you can process?
- Accept paper applications? Use paper requisitions?
- Use paper files?
- Still “touch” a single document multiple times?



DIGITAL TRANSFORMATION

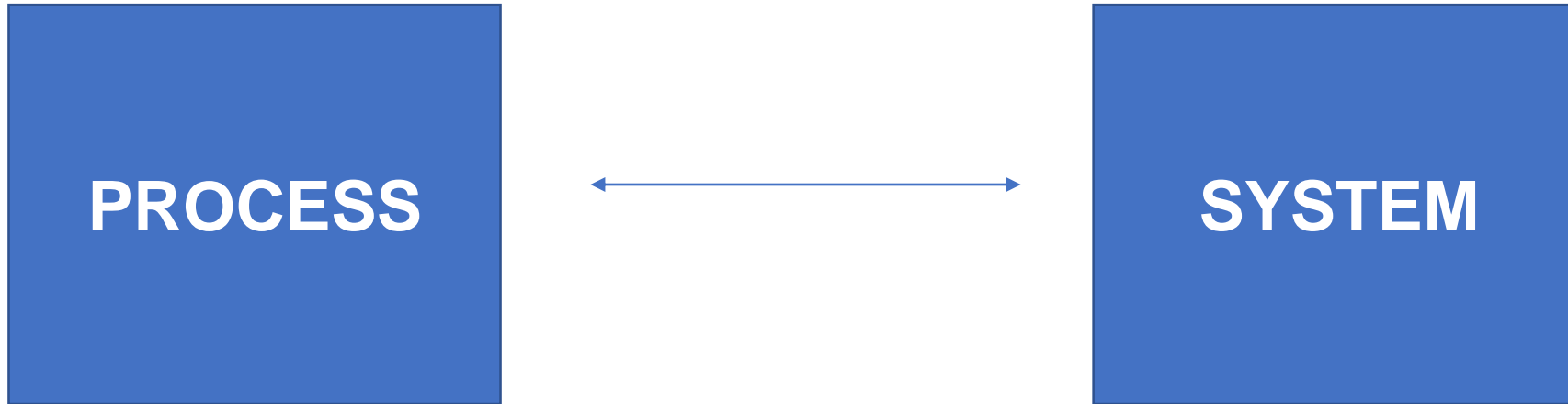
You know that digital transformation...

- Saves time...
- Saves money...
- Increases satisfaction...
- Increases engagement...
- Improves accuracy...
- Enhances workforce management...
- Adds value to the bottom line...

SO WHY DON'T WE DO IT?



DIGITAL TRANSFORMATION



*If you automate a bad process...it's still
a bad process!*



DIGITAL TRANSFORMATION

What is the value of time?

Resume
Screening

Offer Letter
Administration

Onboarding
Process

Data
Management

New Hire
Requisition

Payroll
Processing

Performance
Evaluation

Corrective Action
Documentation

Expense
Management

Time and
Attendance

Background
Verification

Learning
Management



PEOPLE TRANSFORMATION



GOAL:

GUIDE EXPERIENCE, DEVELOPMENT AND GROWTH TO
ACHIEVE CHANGE



PEOPLE TRANSFORMATION

Key Areas of Emphasis

- Transparency: Clear Business Outcomes
- Create Amazing EXperiences
- Win their hearts
- Invest in People
- Start with Behavior
- Promote Innovation



PEOPLE TRANSFORMATION

Include Everyone
EXCEPT the
Unwilling



CHANGE LEADERSHIP

“One cannot manage change.
One can only be ahead of it.”

-Peter Drucker



CHANGE LEADERSHIP

Stop Waiting for Permission

- Adopt a Mindset for Change (Be the Leader)
- Make a Plan – and Execute!
- Create the Right Metrics
- Streamline Policies
- Adopt Agile Policies (in HR!!)
- Feedback and CPI in HR



STRATEGY DEVELOPMENT

Transform Your Leaders to a New Level

- Management Development/Training (Step it up!)
- Strategy Development – Own it, Don't just participate
- Develop Transformational Thought Leaders
- Competency-Based Leadership Approach



CULTURAL TRANSFORMATION

Goal: Think, Believe, and Process Differently

- Align people, practices, & leadership
- Develop a culture roadmap to implement strategy
- Evaluate gap: current vs desired culture
- Define: purpose and values that support changes
- Change structure that gets in way of transformation
- Create new mindsets, shift behavior
- Measure progress

HR 3.0 TRANSFORMATION

Final Piece

Cultural Transformation

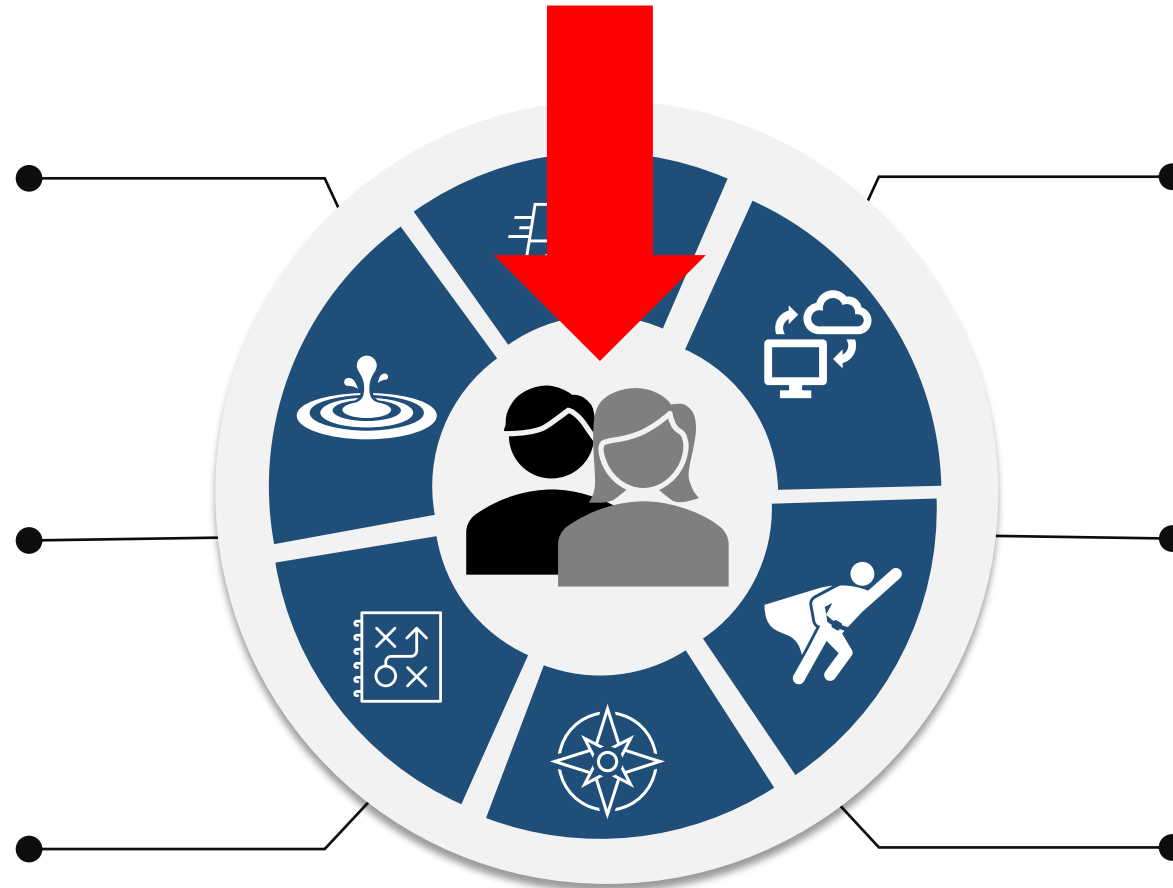
Change the culture, change the momentum, change results

Strategy Development

Identify what you want, why you want it, and how to get it

Change Leadership

Be the leader in the room, step up, and do what it takes



Delivery Model

Take HR to employees – where they are, when they need it.

Digital Transformation

Automate, automate, and automate more to get more done.

People Transformation

Employees must make the shift to meet today's demands.

HR 3.0 TRANSFORMATION

Cultural Transformation

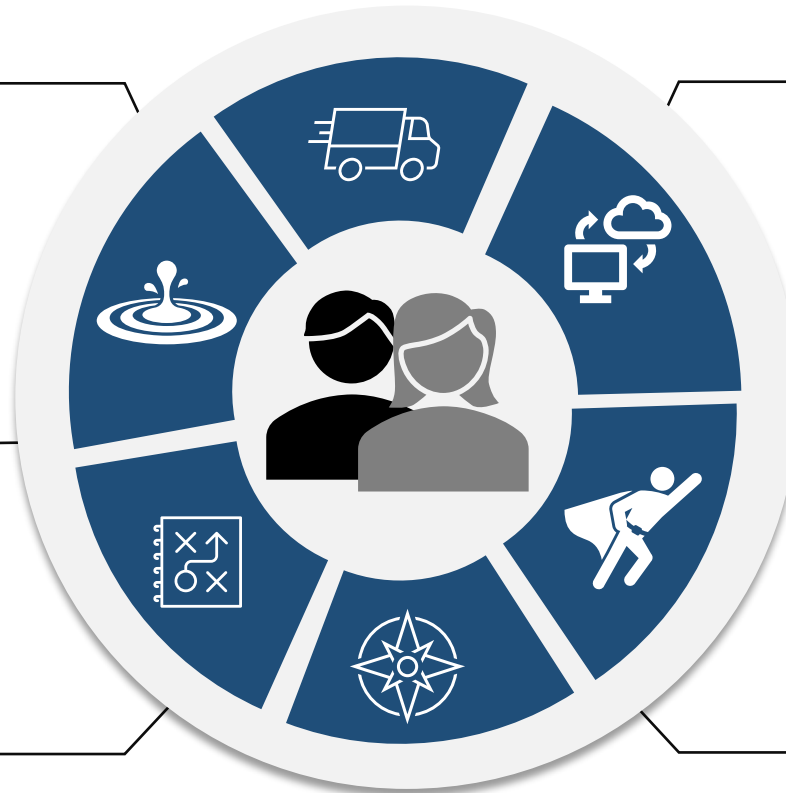
Change the culture, change the momentum, change results

Strategy Development

Identify what you want, why you want it, and how to get it

Change Leadership

Be the leader in the room, step up, and do what it takes



Delivery Model

Take HR to employees – where they are, when they need it.

Digital Transformation

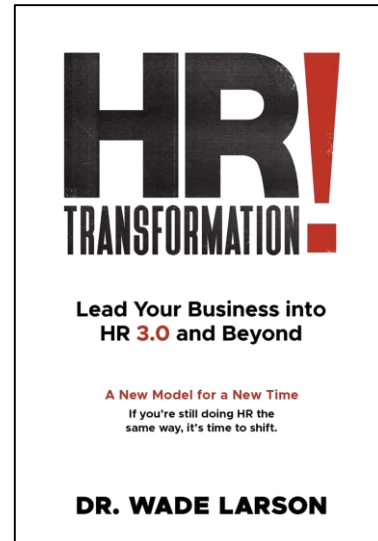
Automate, automate, and automate more to get more done.

People Transformation

Employees must make the shift to meet today's demands.



QUESTIONS?



Dr Wade Larson

wade@wadelarson.com

@DrWadeLarson (LinkedIn, Twitter)