

# The Future of HR: CHREATE

The Global **C**onsortium to Re-Imagine **H**R,  
**E**mployment **A**lternatives, **T**alent & the **E**nterprise

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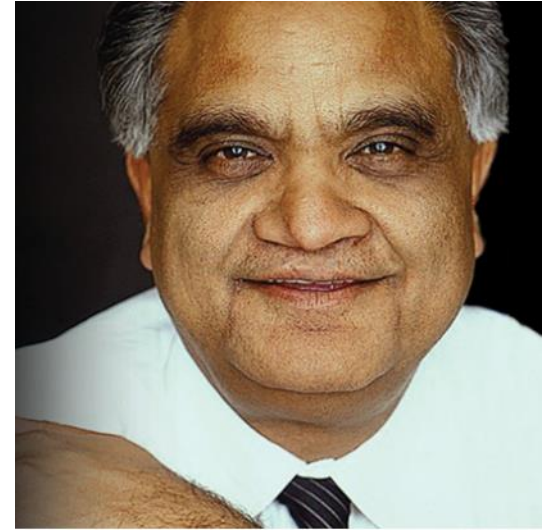
Tracy Layney

SVP & CHRO, Shutterfly, Inc.

# One potential scenario for the future...

*“My proposal is radical but grounded in practicality: eliminate the position of CHRO and split HR into two strands...  
HR-A (for administration)  
HR-LO (for leadership and organization).”*

- Ram Charan, Business Advisor



# Reality Check: 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

# FUTURE OF HR: HISTORY & CONTEXT

## *Phase 1: Future of HR Profession 2014*

- 20 CHROs and thought leaders
- Core team of Boudreau, Ziskin, Antoine, Engel, Pitasky, and Pon; SHRM & NAHR funding

### **Findings**

- Progress is too slow on the 'big issues'
- HR is well regarded for moderate performance
- Perceptions are progress are based on elite few
- A collective step-change is needed

## *Phase 2: Future of HR & Work 2015*

- 22 CHROs and thought leaders continue as Advisory Group
- Additional 20 CHROs and thought leaders joined teams; SHRM, HRPS, NAHR & PwC funding

### **Focus Areas**

- Five key future trends define 10-year goal
- Collect input from constituents (CEOs & Board of Director)
- Define new charter for HR
- New HR Talent Capability & Pipeline

## *Phase 3: CHREATE 2016*

- 64 CHROs and thought leaders volunteering on 5 project teams; funding from HRPS, NAHR, IRC4HR & other partners

### **Focus Areas**

- Position the organization to meet the Five the Forces of Change
- Diagnose & deploy capabilities for the Future Talent Pipeline
- Develop tools to support Constituent Expectations
- Rewire the Work and Tools of HR
- Launch Engagement Platform

# CHREATE – Our Beliefs

*Agile*

*Voluntary*

*Open Source*

*Collaborative*

*Inclusive*

*Messy*

# Disruptively accelerating HR and organizations to thrive in the future social and work ecosystem

## **Position the Organization to Meet the Five Forces of Change**

*The world is changing and we must help organizations change with it.*

## **Ensure the HR Talent Pipeline**

*The best the the brightest will change the world through work.*

## **Shape Expectations of Key Constituents**

*Investors, Boards, CEOs and others expect the right contributions.*

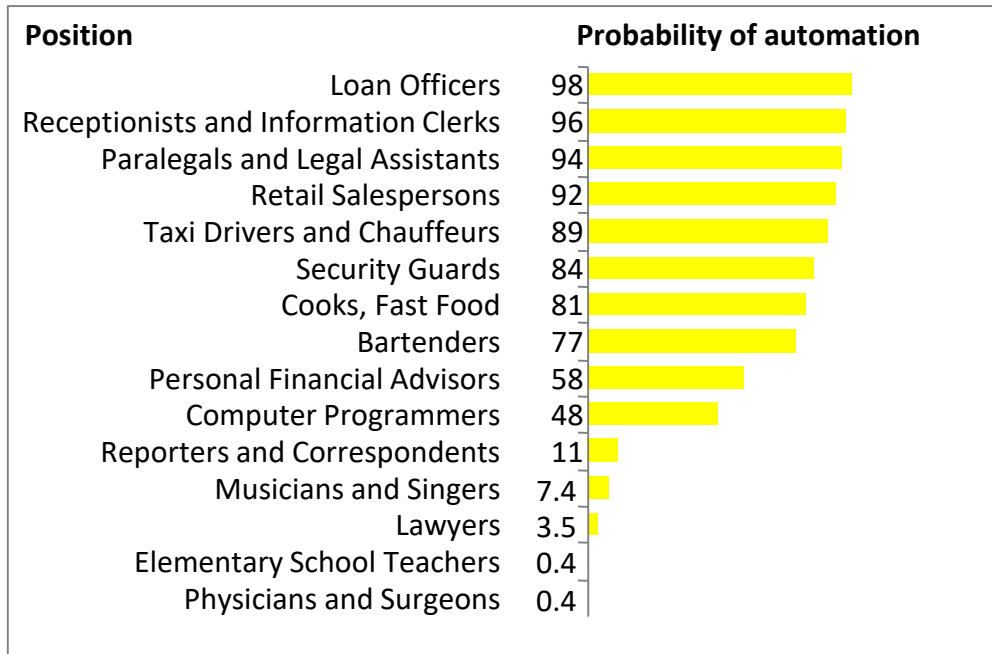
## **Rewire the Tools and Operating Models**

*Build compelling work systems with no needless reinvention.*



# Unprecedented Technology Change

**Computerizable jobs:** Probability of select occupations becoming automated



By 2025, approximately  
**25% of all tasks will be automated** through  
robotics, driving  
roughly 16% global  
labor cost savings.

Source: US Bureau of Labor Statistics and BCG Analysis.



# Shifts in the Global Talent Market

## High demand for foreign workers

Here are the 10 regions with the most H-1B application demand, accounting for about 53 percent of the work visa requests.

New York-Northern New Jersey-Long Island (N.Y., N.J., Pa.)

52,921

Los Angeles-Long Beach-Santa Ana

18,048

San Francisco-Oakland-Fremont

16,333

San Jose-Sunnyvale-Santa Clara

14.926

Washington-Arlington-Alexandria (D.C., Va., Md., W. Va.)

14.569

Chicago-Joliet-Naperville (Ill., Ind., Wis.)

14.011

Boston-Cambridge-Quincy (Mass., N.H.)

11.541

Dallas-Fort Worth-Arlington (Texas)

10.651

Houston-Sugar Land-Baytown (Texas)

10.107

Seattle-Tacoma-Bellevue (Wash.)

**9,633**

Source: U.S. Department of Labor

Note: Amounts are two-year averages for 2010 and 2011.

BAY AREA NEWS GROUP

## Study: 58% of UK workers expect the office to be extinct by 2021

By Simon Mackie | Jul. 8, 2011, 8:52am PT | 2 Comments

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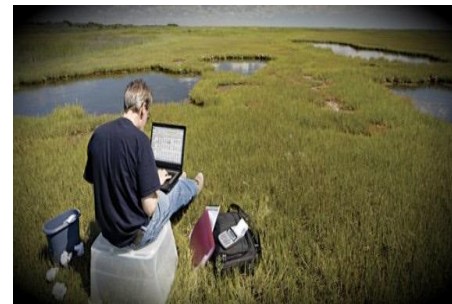
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The current crop of web workers might be the pioneers on the virtual work trail, but it seems that the general working population believes that it's not too far behind. A new study commissioned by Virgin Business Media reveals that 58 percent of U.K. workers think the offices of today will not exist in ten years' time.



## Five Forces of Change

1. Social & Organizational reconfiguration
2. All inclusive, global talent market
3. A truly connected world
4. Exponential pattern of technology change
5. Human & machine collaboration

## Two Core Themes

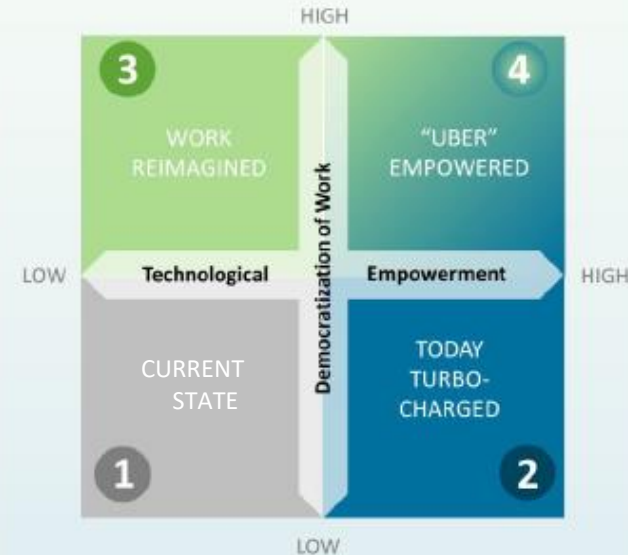
### Democratization of Work

A more highly democratized future is characterized by new “employment” relationships shorter in duration and more company / individual balanced. A shift toward a more agile and responsive view of work will deliver results by activating purpose-built networks.

### Technological Empowerment

Technology is transforming the way we live and work. Machine learning, 3D printing, mobile, wearables, and algorithmic analytics are some of the many technologies that promise to improve individual empowerment.

## Four Potential Future Scenarios

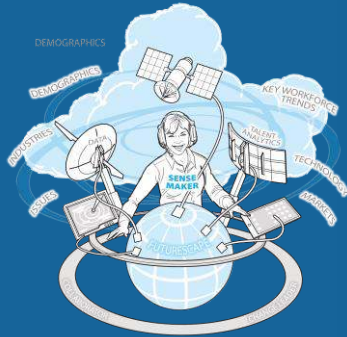


# Reimagining the Role of 'HR'



And we create an **engagement platform** to start a **movement**

# Delivering Value in the Future



Trend Forecaster &  
Technology Integrator



Global Talent  
Scout,  
Convener &  
Coach



Culture  
Architect &  
Community  
Activist



Organizational  
Performance  
Engineer

## *The Four Future Roles of HR*

# Culture Architect & Community Activist



A shift away from legacy, company-centric views of the world toward views that increasingly consider the ecosystem of all stakeholders—customers, suppliers, shareholders, ‘employees’ and the community at large. This requires companies to more actively engage this broad community while prioritizing the importance of culture and brand.

**CHREATE**

## Capabilities for the Future

- Culture advocate and brand builder, unlocking employees as brand ambassadors
- Connector of employee purpose to company purpose
- Orchestrator of shared values across company and community boundaries
- Social responsibility champion and activist—influencer for shaping or adding policies and laws supporting a new world of work

## In Today's Terminology

- Employment brand
- Employee engagement
- Culture steward
- Corporate Social Responsibility

# The Future is Already Here...

## Trend Forecaster & Technology Integrator

- IBM
- Tesla



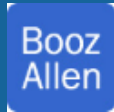
## Culture Architect & Community Activist

- Airbnb
- Gap
- Starbucks



## Global Talent Scout, Convener & Coach

- Booz Allen
- TATA
- Cisco Systems
- Pepsi



## Organization Performance Engineer

- Deloitte
- Bill and Melinda Gates Foundation





# Is Your HR Organization Ready for These Roles?

## CHREATE Organizational Capability Assessment

Directions: Listed below are 20 capabilities that we believe will be required for HR to support the business in 2025 (see right column). These capabilities are organized according to the new roles defined above. We have also provided the most parallel current organizational capabilities that correspond to the 2025 capabilities (left column). Place an "X" in the box that best describes where your organization falls in terms of its maturity in moving toward the capabilities needed for the future.

2016 Capability	0 Currently not in HR's scope	1 Still trying to build the capability needed for today	2 Have today's capability	3 Starting to build the capability needed for 2025	4 Have recently begun to deliver on 2025 capability	5 Could serve as role model for 2025 capability	2025 Capability
<b>Organization Performance Engineer</b>							
<b>1. Organization Design and Talent Management:</b> Providing leadership/ advisory support for organization design projects (e.g., reorg), and design and implement talent management processes to facilitate organizational goals.							<b>Network Architect Manager:</b> Able to translate business goals into tasks and projects to which people can be assigned to best utilize individual talents. Moves talent in and out of tasks/projects to keep them challenged and maximize their impact on the organization.
<b>2. Building High-Performance Teams:</b> Providing expertise to help teams form and develop processes that will ensure they can achieve more together than they could on their own.							<b>Virtual Team Guru:</b> Guides the organization and its teams on the best ways to use all sources of talent (employees, contractors, consultants, etc.). Teaches others how to work effectively on virtual teams with individuals, regardless of their employment relationship with the company and regardless of location.

# Shape Expectations of Key Constituents

- The Board: Shaping their Expectations
- CEOs: A Maturity Path Discussion Guide
- Search Firms: a Mobile App for CHRO recruitment
- Enhancing the Perspectives of Investment Analysts in Publicly-Traded and Private Equity Firms



# Rewire the Tools and Operating Models for HR

- Emergent Leadership
- Universal Corporate Diagnostic
- Agile Project Management Methods
- The ROLE Project: Blending HR & Business Units to Optimize the Workforce
- The “Lead the Work” Planning Platform

# Where We Are Now: Creating a Movement

## Phase 4: Going Public



Publications

- Books/ eBooks
- Journals
- Online series
- Blogs



Partnerships

Disseminate  
content and  
educational material  
to partner  
organizations



Engagement Platform

**CHREATE**  
platform powered  
by Everwise

# Group Discussion

## **Reaction to content**

- How can we build upon the frameworks, tools, and diagnostics from the presentations you just heard?
- What did we miss?

## **Process/Dissemination**

- How can we engage the broader community in using these deliverables?

# If we achieve this, maybe this scenario...



*"This role is gaining importance like never before, it's moved away from a support or administrative function to become much more of a game changer and the person who enables the business strategy."*

*"Researchers analyzed 360-degree assessments of thousands of leaders in six C-suite functions—CEO, CFO, COO, CIO, CHRO, and CMO."*

***The surprising result: The traits of CHROs matched up closely with those of CEOs."***

# CHREATE

The Global Consortium to Reimagine  
HR, Employment Alternatives, Talent,  
and the Enterprise

<http://chreate.net/>

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