

A woman with long brown hair, wearing a dark blue polka-dot blouse, is looking down at a light blue tablet device she is holding in her hands. She is positioned in front of a large window that looks out onto a city at night, with blurred lights from buildings and traffic visible. The overall atmosphere is professional and focused.

THE NOW OF WORK

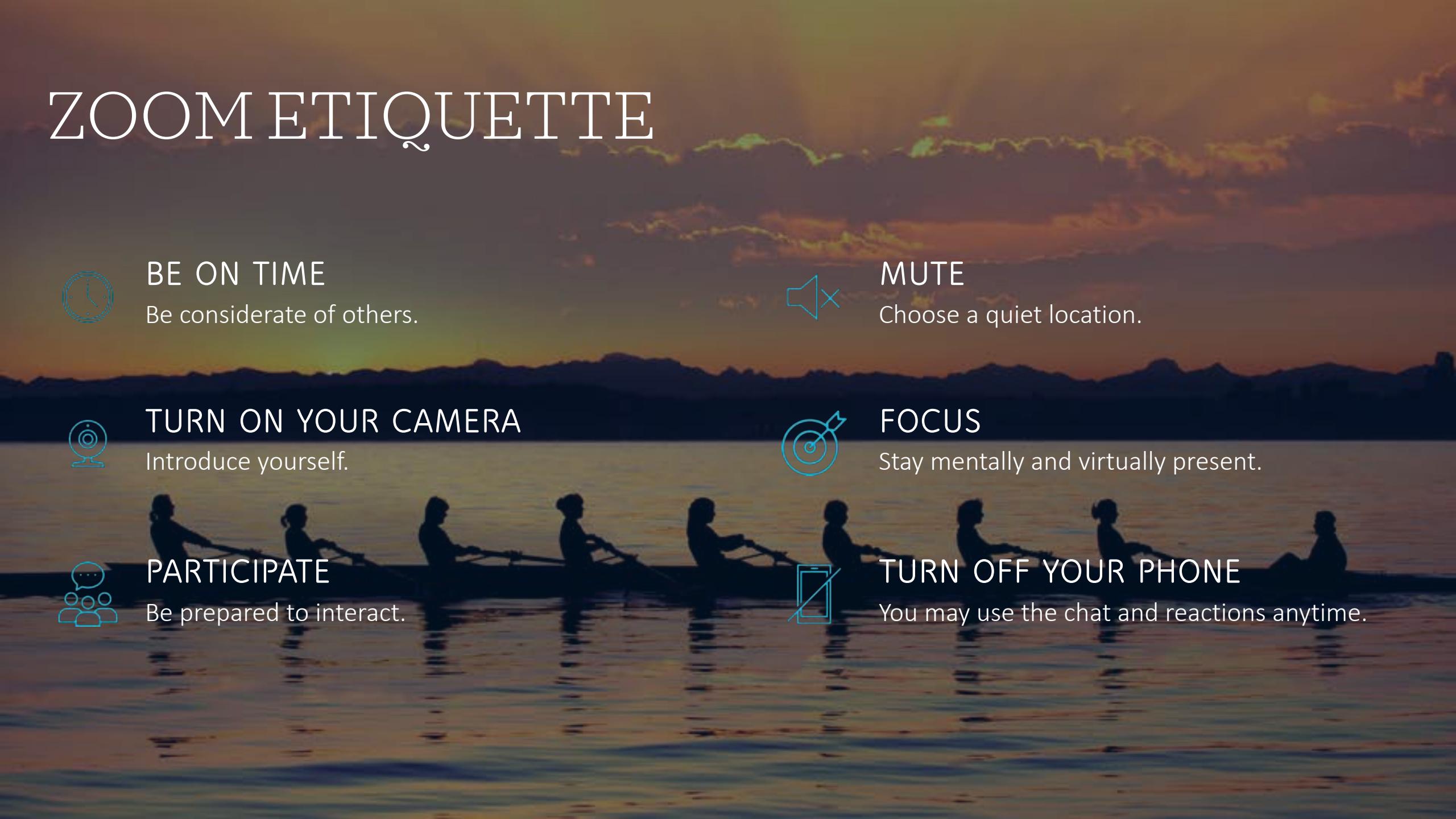
DIGITAL REVOLUTION IN HR

AGENDA

Start	09:00
Morning Tea	10:30 – 10:45
Lunch	12:30 – 13:30
Afternoon Tea	15:00 – 15:15
Finish	17:00



ZOOM ETIQUETTE



BE ON TIME

Be considerate of others.



TURN ON YOUR CAMERA

Introduce yourself.



PARTICIPATE

Be prepared to interact.



MUTE

Choose a quiet location.



FOCUS

Stay mentally and virtually present.



TURN OFF YOUR PHONE

You may use the chat and reactions anytime.

OBJECTIVES

1. Explain HR's role in digital transformation
2. Understand influence of HR technology and ways of working
3. Highlight importance of an agile HR in the organisation's strategic direction
4. Visualise a digital talent pool for a digital enterprise
5. Understand how to transform learning experience and HR programs
6. Explain the difference between continuous feedback and performance review
7. Find out how to transform experience and culture
8. Learn how HR can cultivate innovation, increase productivity, and improve engagement

REFLECT

What is the relevance and feasibility of these trends for your organisation?

As you go through these themes and trends, think about!

Which of these trends resonate for you personally (which of them make you feel most excited, nervous, and uncertain about)?

Which of these trends are most relevant for your organisation overall?

Which of these trends will be most feasible / difficult to implement in your organisation?



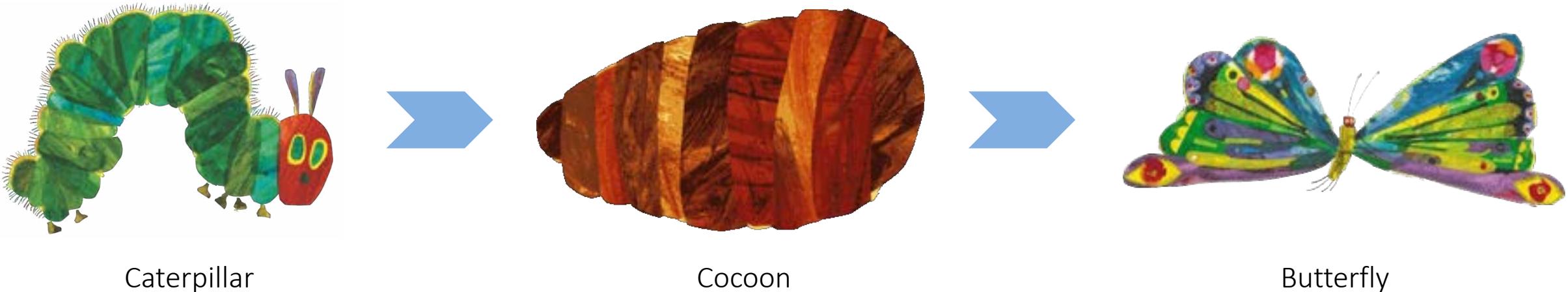


POLL

[HTTPS://POLLEV.COM/JMAEDA876](https://pollev.com/jmaeda876)

METAMORPHOSIS

The Very Hungry Caterpillar by Eric Carle



HR'S ROLE IN DIGITAL TRANSFORMATION



CHALLENGES OF DIGITAL TRANSFORMATION

The World Is Digital

90% of all stored data was created in the last **2 years**.

- Data available everywhere
- From products to solutions
- From standardization to differentiation
- From business integration to business networking

In 2020:

46 billion connected devices

3.6 billion social media users

In global trading, more than **\$65 trillion** will be processed in business networks

In 2021, expect:

6.2 billion personal devices

Digital Economy



Internet of Things



Big Data



Business networks



Devices



Social networks



People



Cloud Computing

Experience Economy

Creative Economy

Sharing Economy

Surveillance Economy

Sensing and Responding

Personalised Insights

Sentiment Intelligence

Predictive Analytics

Real-Time Analysis

NEW BUSINESS MODELS

Digitisation is the process of changing from analogue to digital form, also known as digital enablement - without any different-in-kind changes to the process itself.

Digitalisation requires us to **rethink** and **restructure** traditional processes, e.g.:

- IoT data enables services to be offered
- From standardization to differentiation
- From internal business integration to integration with partner networks and end customers
- New business models: service orientation, multichannel, online business models, customers as partners
- IT: cloud computing, Big Data/analytics, IoT, mobile services, social networks
- Data available everywhere

Digitalization is the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business.

Digital transformation is the integration and acceptance of new technology in all areas of a business, enabling a more innovative and productive workforce. It's a people-centric process, which is why HR plays such an essential part.

THE OPPORTUNITY



Assets and Internet of Things

How can I better utilize my products and assets?

Analyze sensor data

Monitor assets to predict failure and decrease downtime

Drive new scheduling efficiencies with instant visibility



Customer Experience & Commerce

How can I deliver an omnichannel experience?

Engage customers more personally

Personalize products and offerings using customer data

Predict customer behavior



Core Business Processes

How can I digitize my core?

Move away from lengthy batch processes

React quickly to market signals happening in real-time

Connect enterprise to people, devices, business and social networks



Workforce Engagement

How can I better engage my workforce?

Attract and retain talent

Enhance decision making with a personalised user experience

Gain full visibility into critical human resource gaps



Supplier Collaboration & Business Networks

How can I increase supplier collaboration?

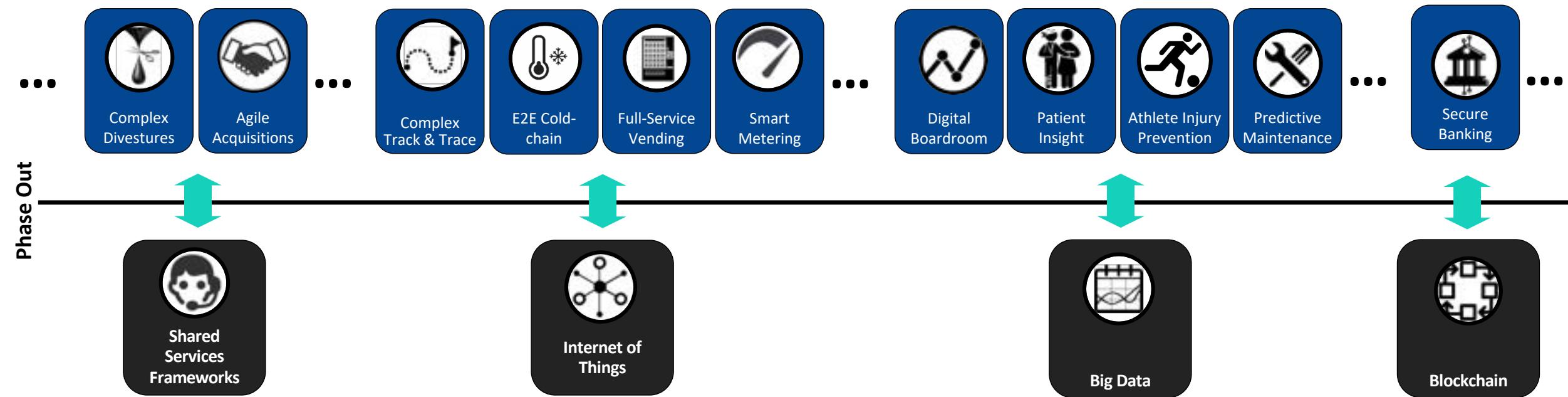
Deliver new value to customers

Gain flexibility to customize to changing customer demands

Orchestrate profitability with real-time sensing of demand-and-supply data

RELATIONSHIP OF BUSINESS & TECHNOLOGY IN INNOVATION

Business Driven Innovation Topics



Application & Technology Enabled Innovation Topics

DIGITAL MATURITY MODEL

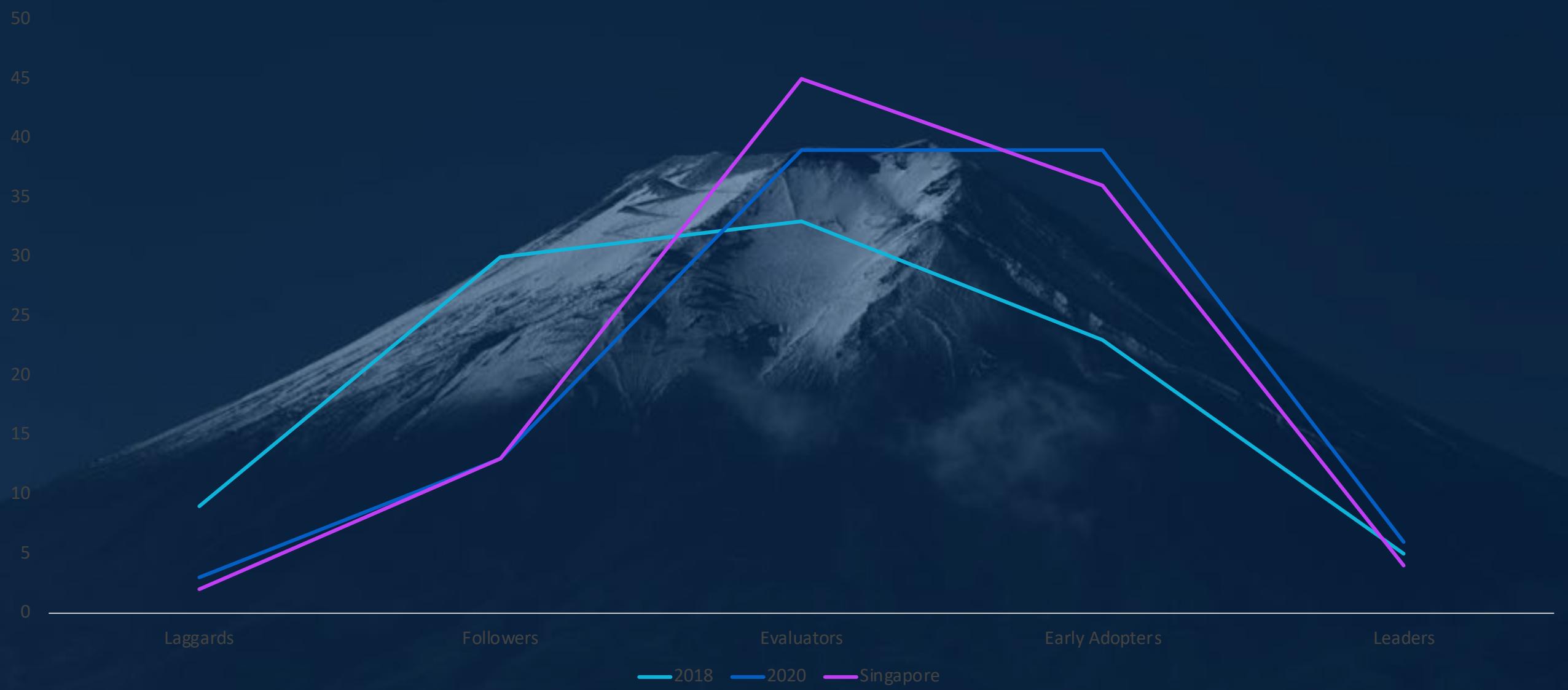


REFLECT

What is the experience in your team / organisation?



DIGITAL MATURITY MODEL



DIGITAL MATURITY MODEL

Strategy

- Vision
- Ecosystem, Partnerships, M&A
- Portfolio, Businesses, Parenting
- Political environment, Cross-govt platforms

Organisation

- Governance
- Process, Way of working
- Structure, Operations
- Institutional Capacity

Customer

Assets

- Technology
- Innovation
- Data, Insights
- Capabilities, Delivery Capability

People

- Culture
- Leadership
- User Experience
- Talent, Skills and Hiring

HR EVOLUTION

1960-70	1980	1990-2000	2015	2017	2020
SYSTEM OF RECORD HR focused on personnel operations, automating transactions, and maintaining a sound employee system of record	SHARED SERVICES CoE began to manage core talent practices, service centres handled individual needs, and HR BPs began to be embedded in the business	INTEGRATION Integrated talent management, often complemented by the implementation of new systems for recruiting, learning, performance management, and compensation	RACE TO CLOUD Companies rushed to replace legacy talent systems with integrated HR platforms	MAKEOVER Companies focused on reskilling HR professionals, integrating the organisation, and implementing analytics	DIGITAL HR Digital management practices and agile organisation design become central to business thinking

SYSTEM EVOLUTION



System of Record

Single Source of Truth

HRIS

System of
Engagement

UI/UX

HCM

System of Experience
/ Observation

X-Data

HXM

System of Design /
Intelligence

Emerging Tech

Creativity Tools

NEW PARADIGM

'OLD' HR

- Focus on process design and harmonisation to create standard practices
- Cloud evaluation and implementation
- Centre of Excellence focus on process design and excellence
- Programs are designed for scale and consistency
- Self-service to scale services and support
- Self-service portal as tech platform for easy access

'NEW' HR

- Optimises employee productivity, engagement, teamwork and career growth
- Innovative and tailored programs; develops apps and leverages the platform for scale
- Develops digital capabilities and mobile apps
- CoE leverages AI, chatbot, apps, and other emerging technologies to scale and empower employees
- HR programs target employee segments, persona and specific groups, journey maps relevant to their jobs and careers
- Focus on helping employees to get their work done
- Integrated employee experience platform

FUTURE OF WORK

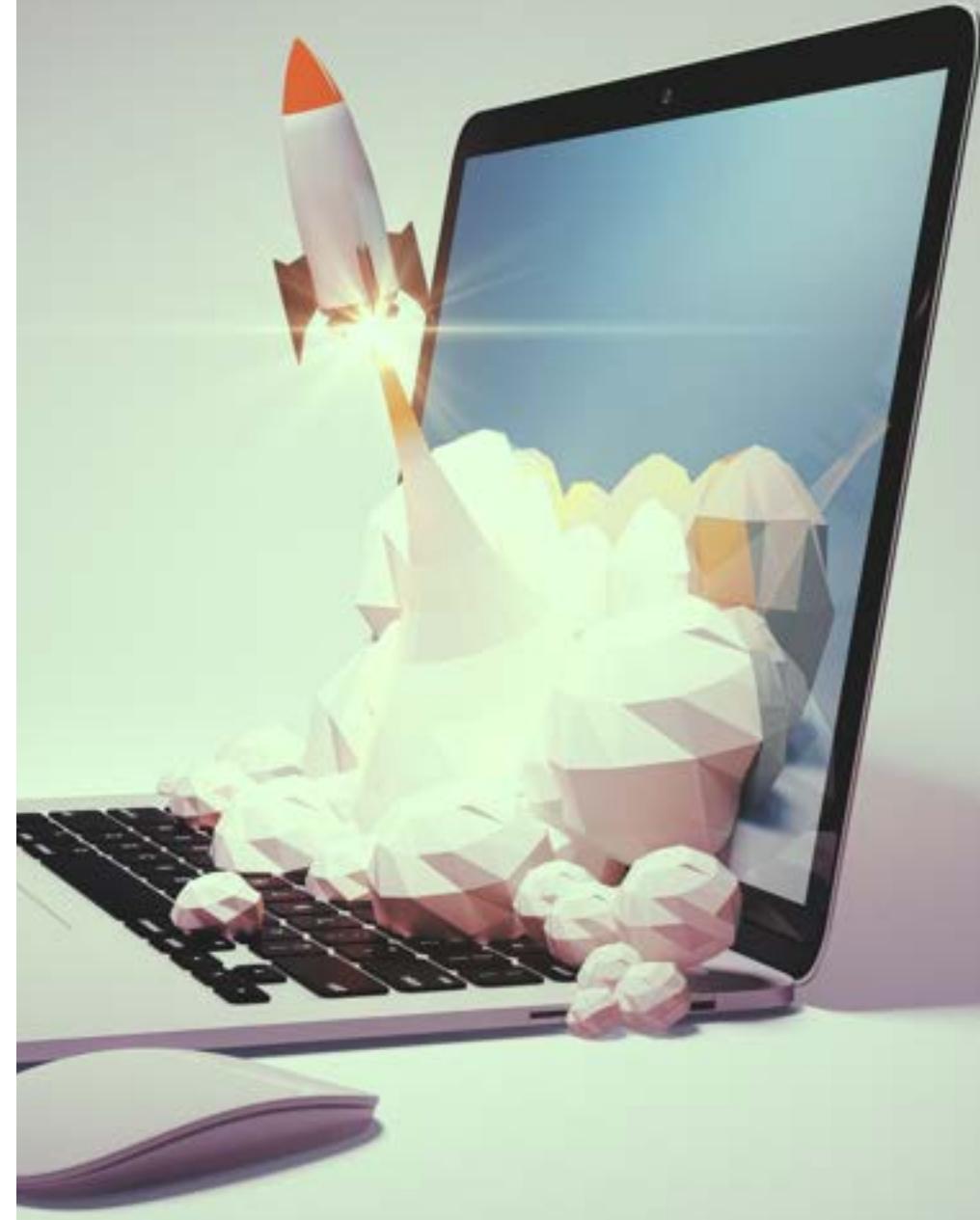
The role of AI, cognitive processing, embedded analytics, and mobile technology is changing the way people programs work.

Wade and Wendy, a chatbot service, brings AI and chatbots to recruitment and career planning. Wade helps employees with their career strategies and shows them career opportunities in the company. Wendy talks with candidates and helps them understand the company's culture, job opportunities, and hiring process.

Firstjob's chatbot Mya can eliminate up to 75 percent of the questions people have during the recruiting process.

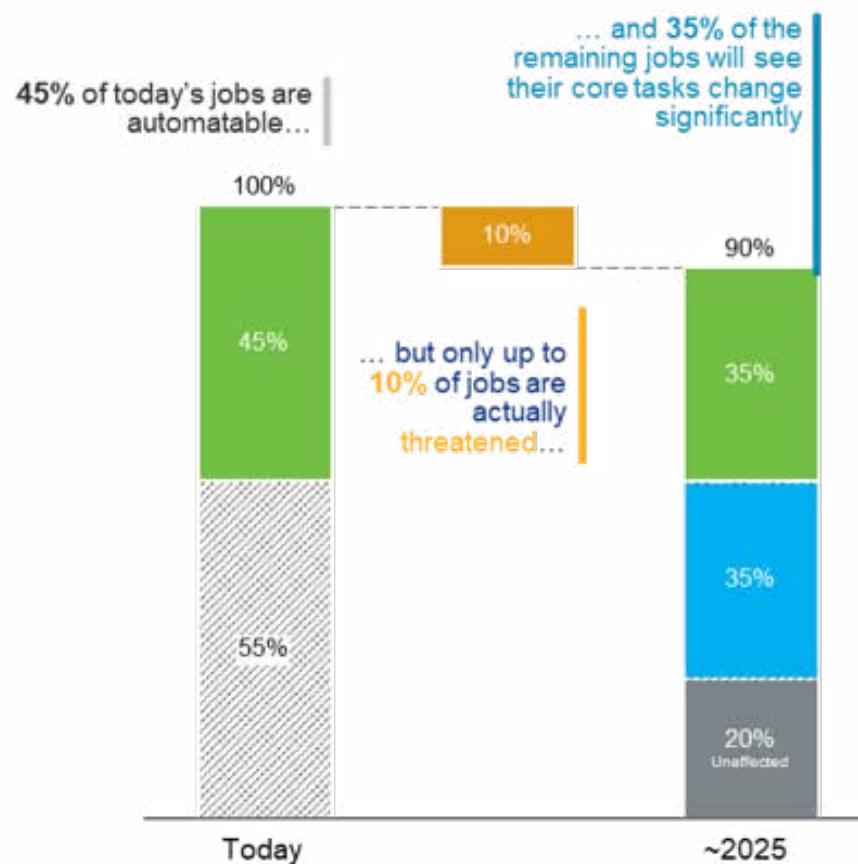
Switch, a new app for recruiting, helps candidates find jobs by giving them a Tinder-like experience for job search and recruitment.

Software vendor Unitive uses AI to write job descriptions based on actual discussions about the job, and can algorithmically identify gender, race, or generational bias to reduce unconscious bias in recruiting. Another example is SuccessFactors, which now provides similar tools in its enterprise talent management application.

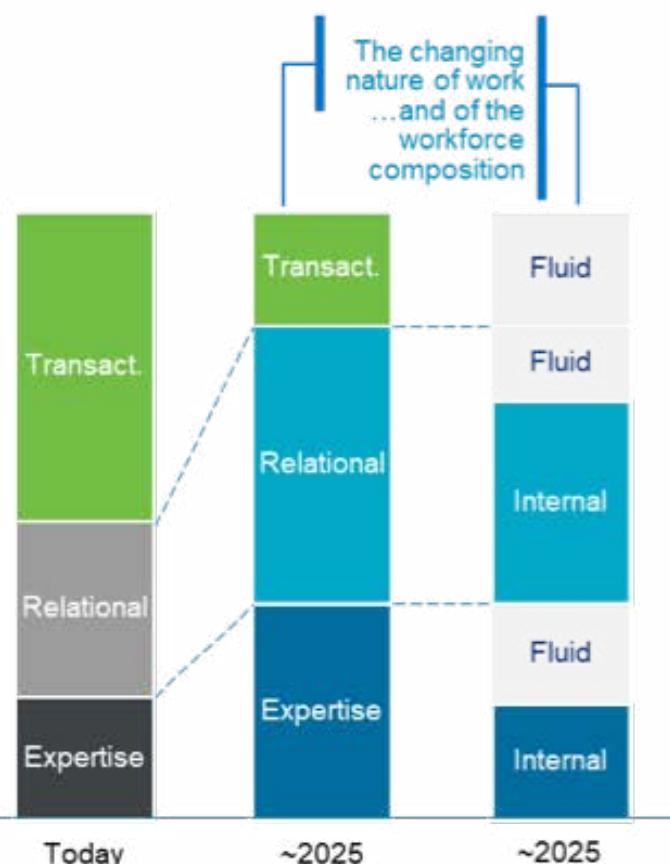


IMPACT OF TECHNOLOGY ON JOBS

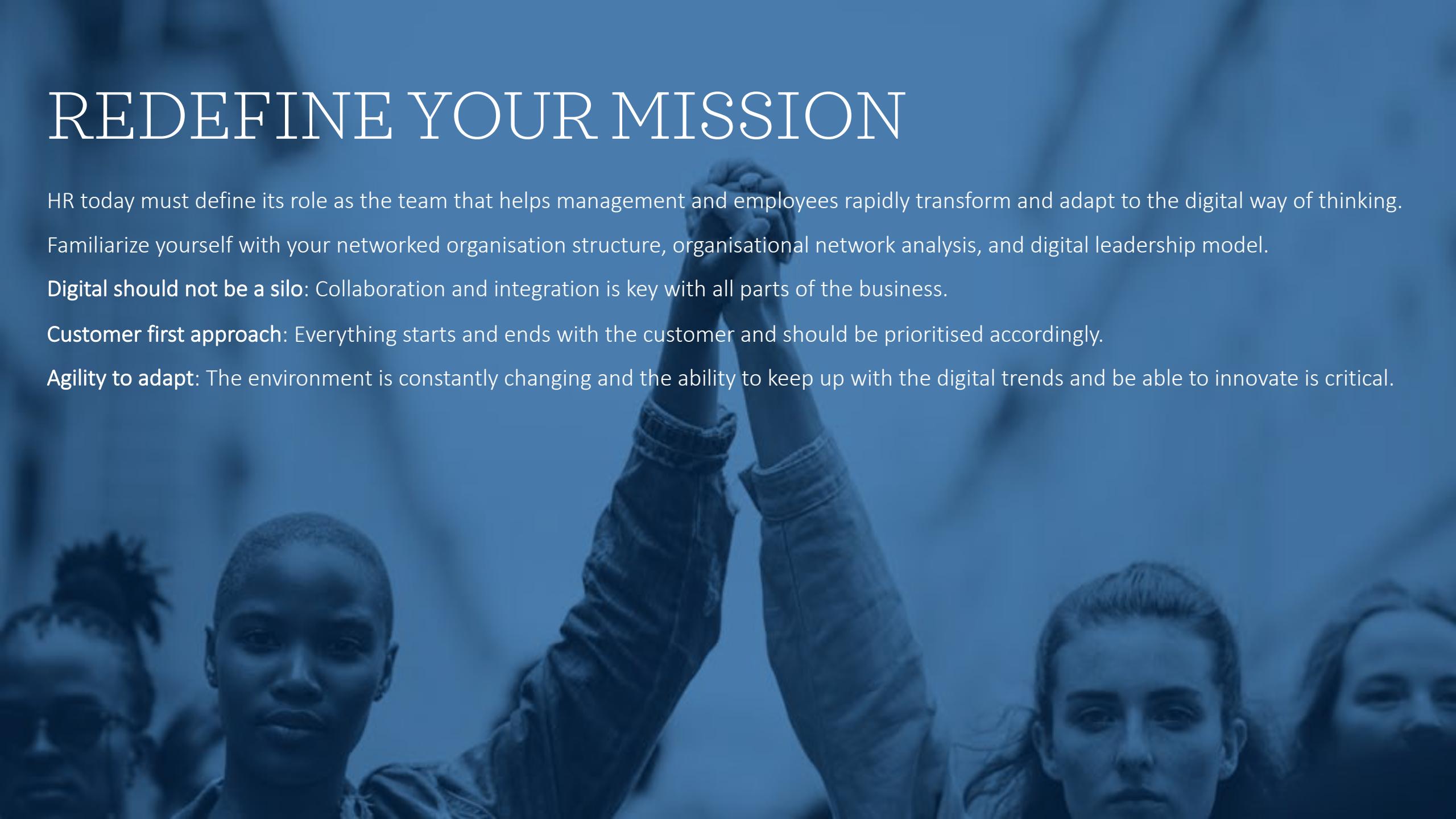
AUTOMATION IMPACT ON THE WORKFORCE NUMBER OF JOBS, %



..AND THE NATURE OF WORK AND COMPOSITION NATURE OF WORK COMPOSITION



REDEFINE YOUR MISSION

A dark, moody photograph of a diverse group of people. In the center, two individuals are performing a fist bump. The person on the left is a Black woman with short hair, wearing a light-colored jacket. The person on the right is a white man with long hair tied back, wearing a dark jacket. Behind them, other people are visible, though out of focus, creating a sense of a large, supportive community.

HR today must define its role as the team that helps management and employees rapidly transform and adapt to the digital way of thinking.

Familiarize yourself with your networked organisation structure, organisational network analysis, and digital leadership model.

Digital should not be a silo: Collaboration and integration is key with all parts of the business.

Customer first approach: Everything starts and ends with the customer and should be prioritised accordingly.

Agility to adapt: The environment is constantly changing and the ability to keep up with the digital trends and be able to innovate is critical.

REFLECTION

Pandemic fostered digital transformation.

Certainly, Covid-19 created a momentum that has enabled businesses to easily cram years of digital transformation into mere months.

Organisations have reshaped the workforce, overturned age-old business models, and embraced digital technologies, from chatbots to blockchain, in rapid response to the pandemic.

Businesses must take the lessons learned from the pandemic and use them to move forward in new and innovative ways when it comes to culture, organisational structure, and leadership.

Competitors must learn to collaborate, leaders to empathise with employees, and well-established companies to test new business models.



HR TECHNOLOGY

AND WAYS OF WORKING





POLL

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TECHNOLOGY AS ENABLER

Build a web scale architecture

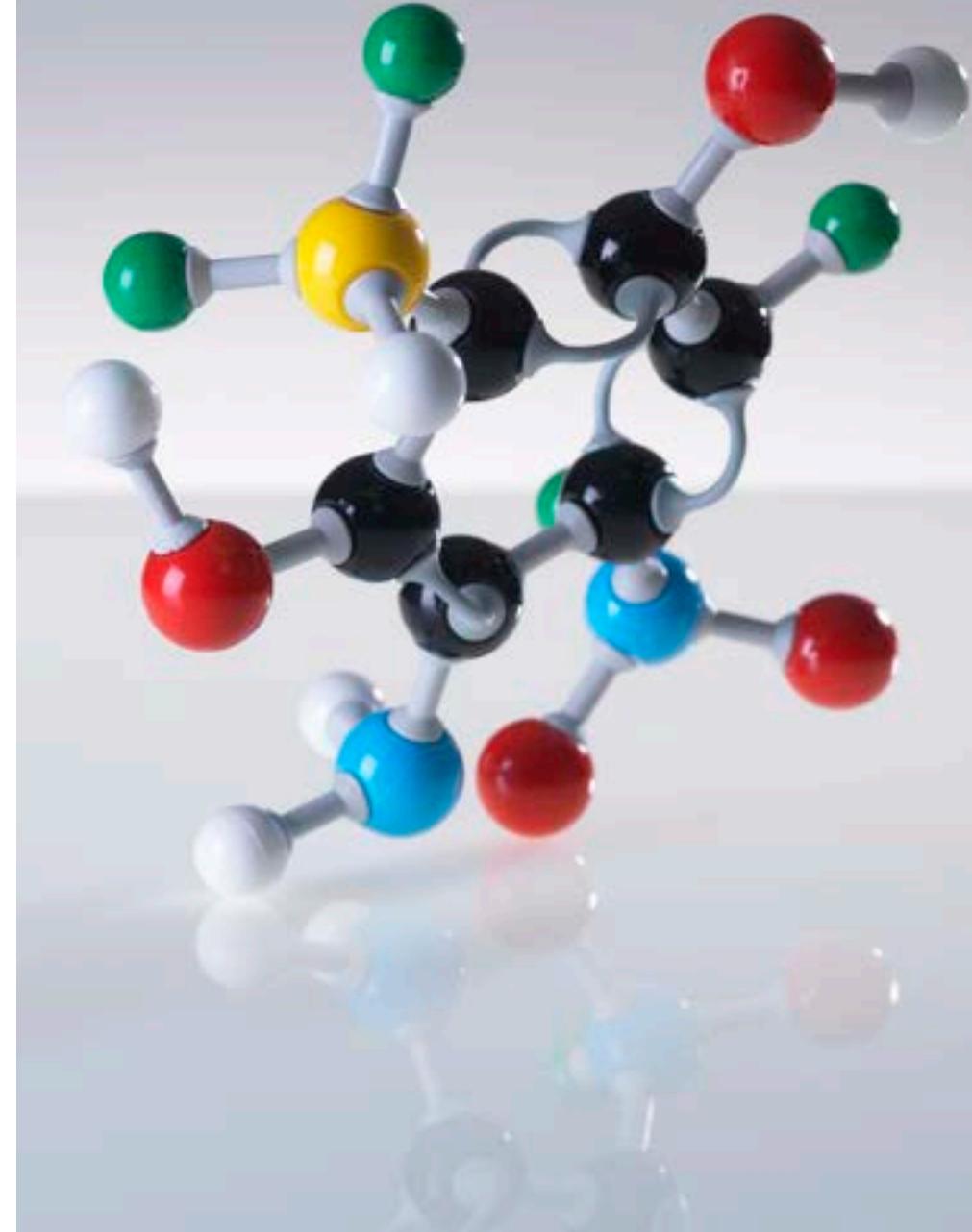
- Applications modernization
- Cloud/software as a service (SaaS)

Improve process efficiency

- Business process re-engineering
- Process automation and simplification

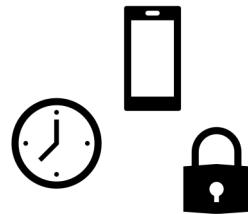
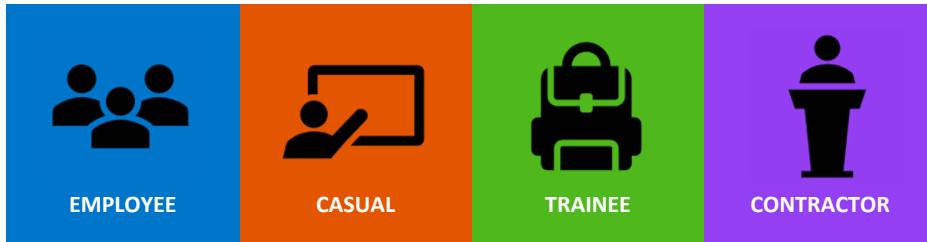
Utilise aggregation engine

- Open APIs (application programming interface)
- Employee relationships and data aggregation



CONNECTED PEOPLE

All the time,
everywhere



Available, reliable,
precise

Relocation

Ways of working

Performance

Family Change

Exit

Onboarding

Compliance

People Journeys

Job Candidate

Orientation

Claims

Promotion

Analytics

Knowledge Management

Comms

Self Service

PEOPLE-TO-PEOPLE COLLABORATION



successfactors™
An SAP Company

Employee Central | Performance & Goals | Compensation | Learning | Jam | Mobile

SAP qualtrics



HIRE-TO-RETIRE

An intelligent, simple, comprehensive, adaptable HCM Solution

Talent Management



Recruiting



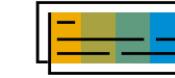
Onboarding



Learning



Performance &
Goals



Compensation



Succession &
Development

Competencies | Skills | Best Practices

Core HR and Payroll

People and Transactions | Org. Management | Time & Attendance | Global Benefits | HR Helpdesk | Payroll | Visa Management

People Analytics

PIZZA AS A SERVICE (CLOUD)

Traditional On-Premises (On Prem)

Dining Table
Soda
Electric/Gas
Oven
Fire
Pizza Dough
Tomato Source
Toppings
Cheese

Homemade

Infrastructure as a Service (IaaS)

Dining Table
Soda
Electric/Gas
Oven
Fire
Pizza Dough
Tomato Source
Toppings
Cheese

Take & Bake

Platform as a Service (PaaS)

Dining Table
Soda
Electric/Gas
Oven
Fire
Pizza Dough
Tomato Source
Toppings
Cheese

Delivered

Software as a Service (SaaS)

Dining Table
Soda
Electric/Gas
Oven
Fire
Pizza Dough
Tomato Source
Toppings
Cheese

Dined Out



You Manage



Vendor Manages



DATA PRIVACY & CYBERSECURITY

Strengthen the cybersecurity defences: human firewall.

Data privacy and data protection laws and regulations.

THE ROLE OF HR IN CYBERSECURITY

Communication and collaboration are key to ensuring your organisation's information security:

- Keep workers motivated and vigilant.
- Spread awareness and share strategies.

Cybersecurity issues that HR can evaluate:

- Protecting company data when many staff members are working remotely.
- Ensuring that information security controls are in alignment with the organisation's mission, goals, priorities and initiatives.
- Defining and updating roles and responsibilities regarding access to data.
- Adhering to legal regulations and complying with industry norms.
- Maintaining well-documented policies, standards and best practices.
- Ensuring that procedures for reporting a data breach are known by all staff, and that procedures for responding to an incident can be carried out efficiently and without additional data compromises.
- Ensuring that your acceptable-use policy is comprehensive and clearly written.

DIGITAL WORKPLACE

Multiple tools to support flexible working:

- Laptop
- Remote Access / VPN
- Web conferencing
- Smart Phones
- Video conferencing

Most of employees would like ONE system to communicate everything through because....

- Response times are faster
- All comms in one place
- You know the best time to contact people
- No missing important messages



VR/AR

Virtual Reality and
Augmented Reality for
Recruiting, Onboarding,
Learning and
Development



DIGITAL REALITY EXAMPLES

Recruiting

- Candidate can experience how it is the actual job, have a virtual tour in the office.
- Based on the way candidate answers the questions in the interview, you can preselect whether they would be a good fit for that role.

Onboarding

- Understand company's culture.

Learning and Development

- Soldiers, surgeons, and astronauts have trained for decades in virtual reality, as it provides on-the-job training with near real and rare experiences with no risks.
- Safe place to exercise complex scenarios many times to examine different outcomes and learn soft skills, for example, train call centre agents on how to de-escalate a conversation with an upset customer, get to practice speaking and active listening as a customer conversation becomes increasingly tense.
- Immersive experience, retain more and learn more.



Quick Response code can also be used to create a digital reality, e.g., QR code in a printer or a meeting room can be scanned to show how to use the devices

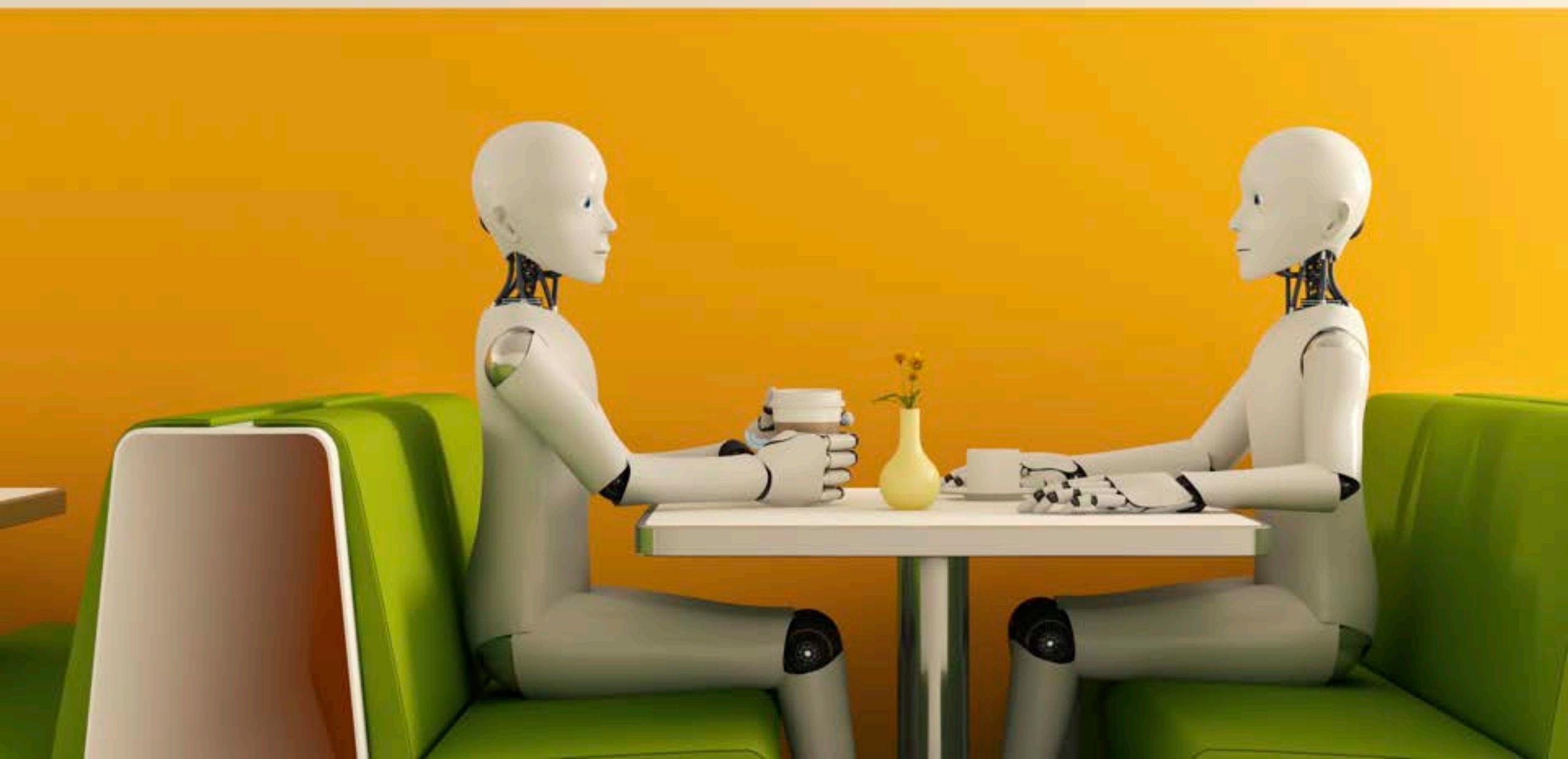
A close-up, low-angle shot of a person's hands and legs in a meditative pose. The person is sitting cross-legged on a light-colored mat, wearing white clothing. Their hands are held in a mudra position, with the thumbs and index fingers touching. The background is blurred, showing a warm, glowing environment.

Wellbeing



EMPLOYEE PRODUCTIVITY

Chatbot | VA | RPA | AI | ML



WORK SMARTER

Need to free up some time? Automate repetitive tasks that slow you down.

The screenshot shows a sequence of five steps in a Power Automate workflow:

- When a new tweet is posted
- Check if the user has more than 100 followers
- Add a new row in Microsoft Dataverse
- Add member to MailChimp list
- Send a Dynamics 365 Customer Voice survey

To the right of the workflow, there is a blue arrow icon labeled "Power Automate". Below the arrow is a small illustration of a computer monitor displaying a document, with various icons (person, envelope, file) connected to it by arrows, representing data flow.

The screenshot shows a list of five Zapier integrations:

- Post new employees added in BambooHR to a Slack channel (BambooHR + Slack)
- Get a BambooHR summary of who's out in a private Slack channel message everyday (Schedule by Zapier + BambooHR + Slack)
- Add new BambooHR time off requests as Google Calendar events (BambooHR + Google Calendar)
- Get a BambooHR summary of who's out in a private Slack channel message weekly (Schedule by Zapier + BambooHR + Slack)
- Get summaries in Slack of who has time off in BambooHR via the Zapier Chrome extension (BambooHR + Slack)

The Zapier logo is visible in the bottom left corner.

The screenshot shows a grid of six IFTTT cards:

- When I leave home, start a cleaning job (Connected)
- Automatically sync your Soundcloud likes to your Spotify (Connected)
- Tweet BrainyQuote's Quote of the Day (Connected)
- Every Sunday tweet something beautiful from NASA (Connected)
- Receive a notification if there is a high pollen count in your area (Connected)
- Get a notification reminder to put on sunscreen when the UV index is high (Connected)

The IFTTT logo is at the top center, consisting of a blue and orange graphic followed by the letters "IFTTT".

ARTIFICIAL INTELLIGENCE



Reactive Machines



Limited Memory



Theory of Mind



Self Aware



Artificial Narrow
Intelligence (ANI)



Artificial General
Intelligence (AGI)



Artificial
Superintelligence (ASI)

By functionality

By capability



Machine Learning



EXAMPLE OF CHATBOT (NO/LOW CODE)



- New hire joined and has some questions
- Chatbot can help answer these questions analysed by artificial intelligence



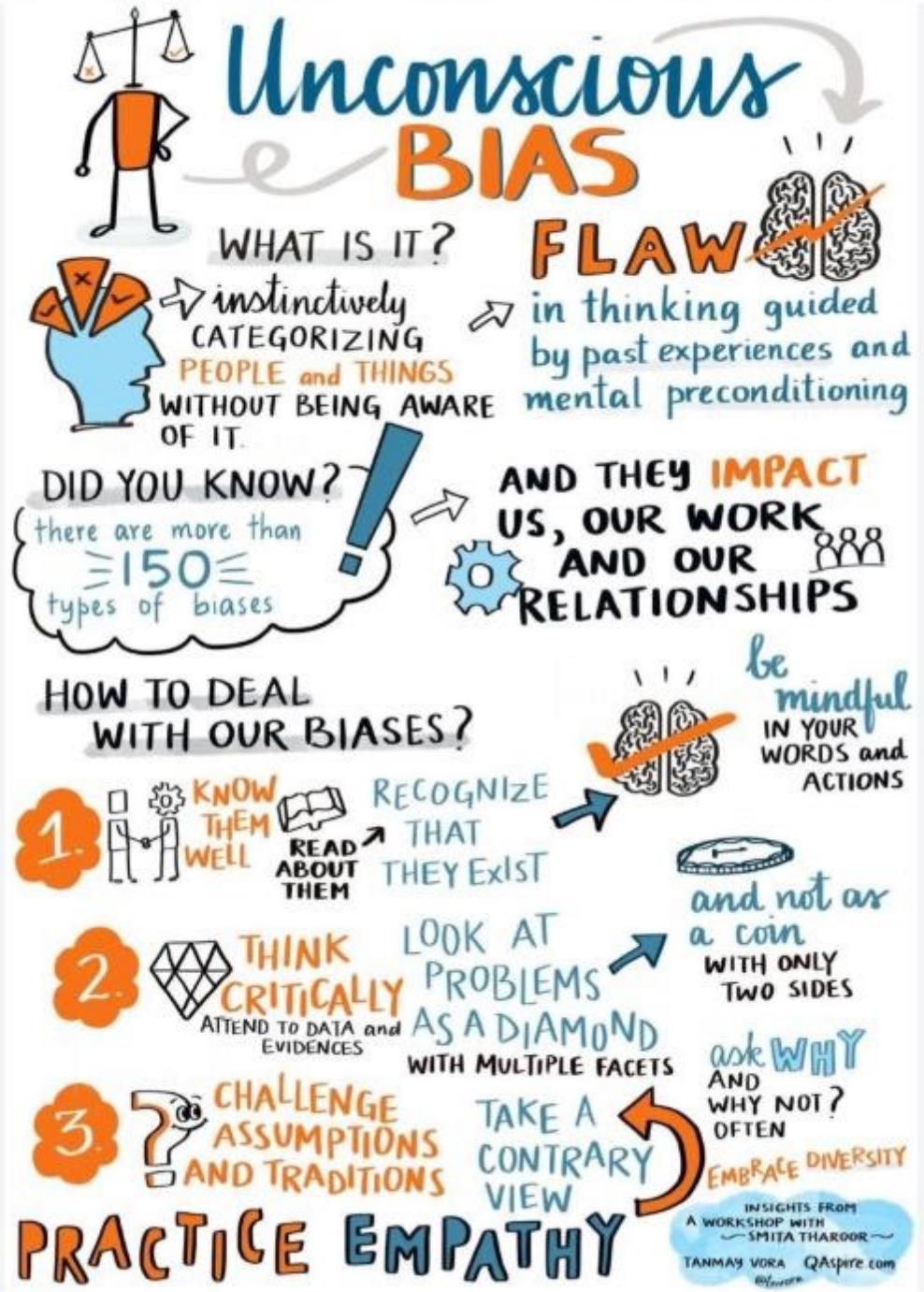
- Real time response
- Multi-platform
- Familiar UI



- FAQs
- Chit-chat
- Knowledge Base

A diverse crowd of people of various ages, ethnicities, and genders are cheering and raising their fists in a gesture of unity and celebration. They are dressed in casual attire, including t-shirts, hoodies, and jackets, in a variety of colors. The background is dark, making the people stand out.

DIVERSITY,
EQUITY AND
INCLUSION



FREE RESOURCES

Harvard Implicit Association Test

<https://implicit.harvard.edu/implicit/>

Microsoft Inclusion Journey

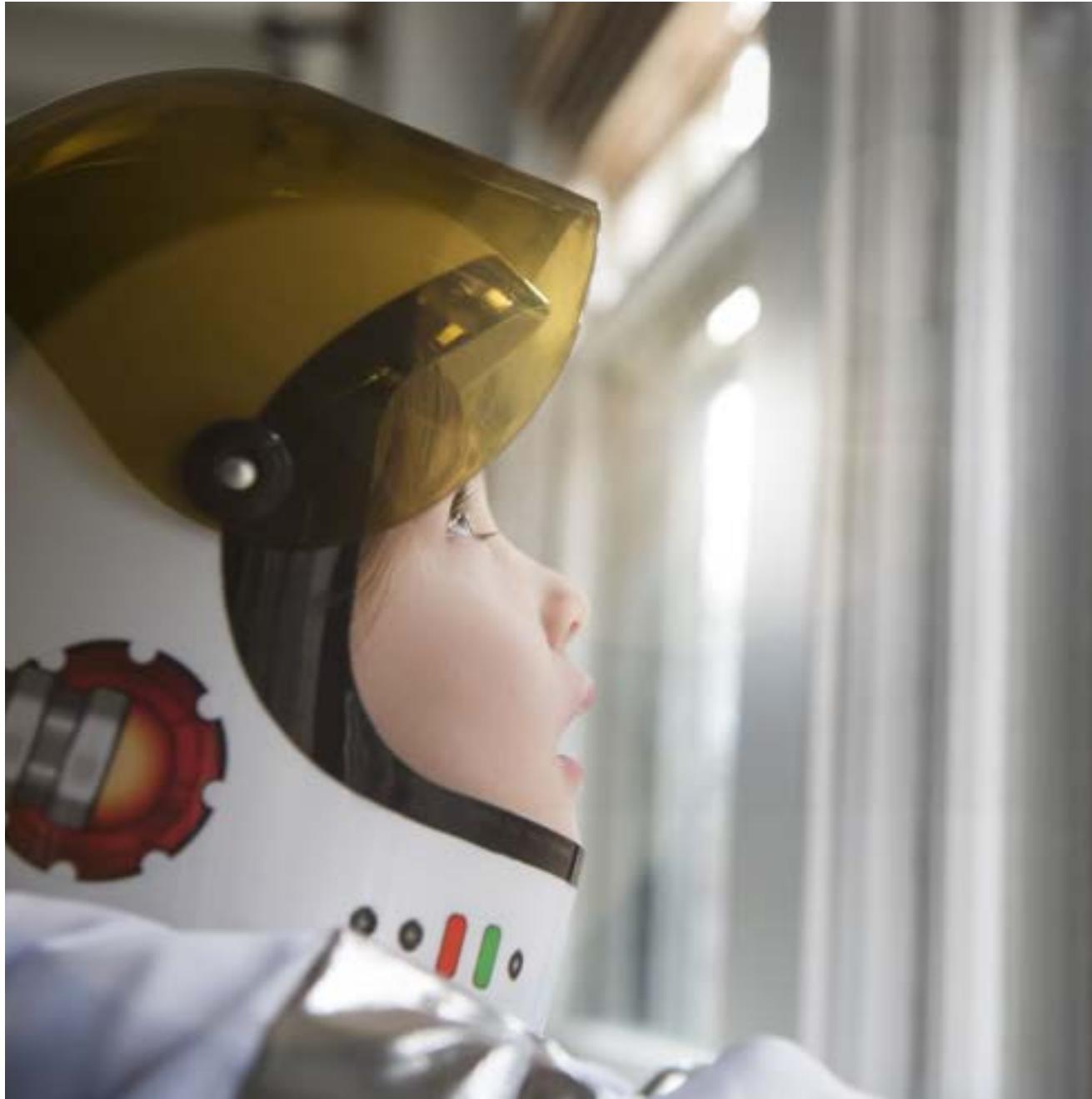
<https://www.microsoft.com/en-us/inclusion-journey/learn>

Google reWork

<https://rework.withgoogle.com/subjects/unbiasing/>

LinkedIn Learning

<https://www.linkedin.com/learning/patterns/diversity-inclusion-and-belonging-for-all>



HOW DO I
PROGRESS?



STEPS TO INNOVATE

This chatbot pilot can support new hires onboarding.

Promote tech culture and company branding

Maintain HR processes and data round-the-clock

Just-in-time support and continuous learning

Improve employee engagement and onboarding

If beneficial, you can expand the scope to help other areas.



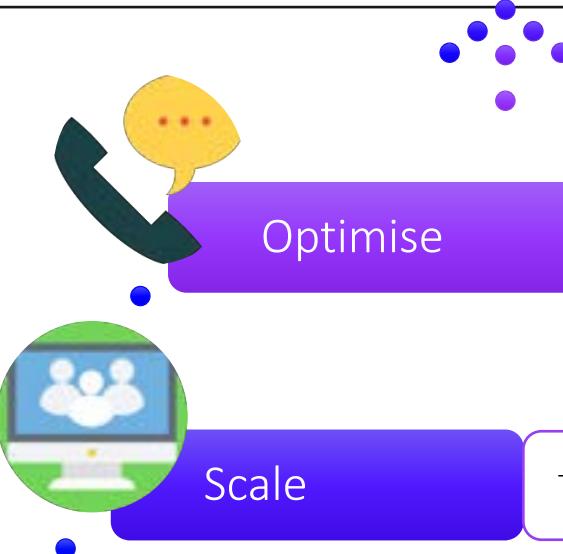
Pilot

Decision Point



New hires can start using the bot.
The bot can answer the most FAQs.

After 3 months of pilot, collect the results and evaluate the implementation. Should we continue using bot?



Optimise

Scale

Perform

The bot can acquire the ability to execute tasks, e.g., schedule a meeting, provide real time reporting data.

The knowledge base can be extended to cover further topics or areas

The users group can be expanded to all employees.

TIPS TO INNOVATE



SPONSOR

Secure investment and commitment from senior leaders



COLLABORATE

Look for partners.



QUICK WIN

Optimise return on investment. Focus on low hanging fruit.



CHANGE MANAGEMENT

Communicate, educate, support.



BABY STEPS

Everyone is learning during the journey.



PROMOTE!

Marketing and contextual campaigns.

HOW DO I MONITOR?

CEOs should monitor five broad markers of digital progress.

- 1 Return on digital investments



- 2 Percentage of annual technology budget spent on bold digital initiatives



- 3 Time to market of digital apps



- 4 Percentage of leaders' incentives linked to digital



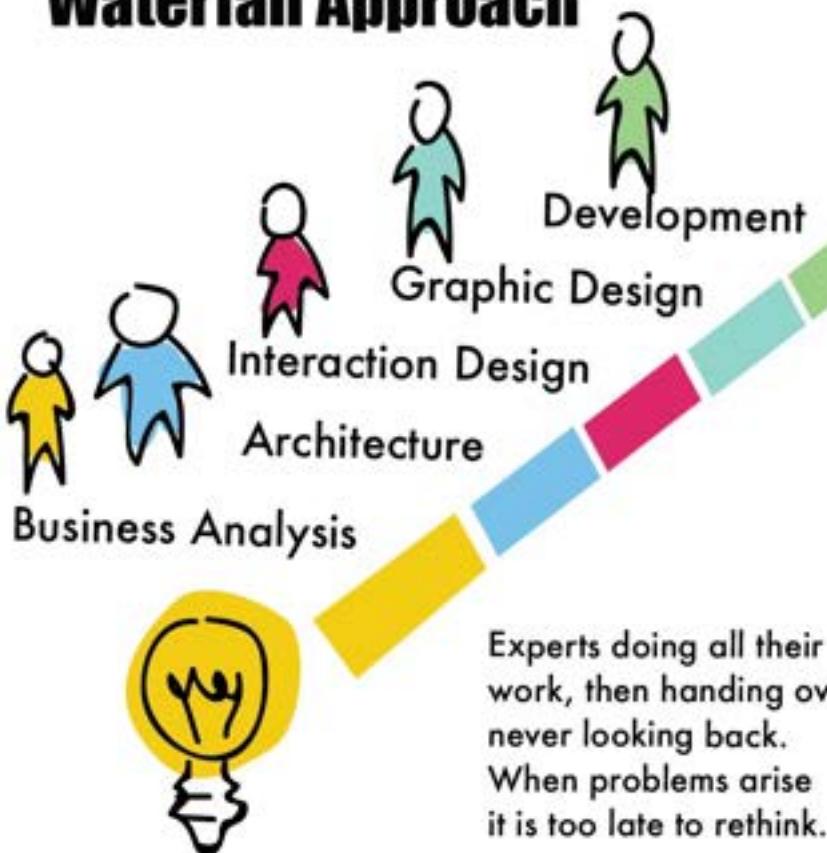
- 5 Top technical talent attracted, promoted, and retained



McKinsey
& Company

NEW APPROACH

Waterfall Approach



Fail Fast 2
Succeed Sooner



Agile Approach



50%
of knowledge
gets lost
in handoffs

X-functional Team effectively
solving problems together.

A close-up photograph of a person's arm and shoulder. The person is wearing a dark suit jacket over a white shirt. A single cufflink is visible on the cuff of the shirt. The lighting is dramatic, with strong highlights and shadows.

AGILE HR

IN THE ORGANISATION'S STRATEGY



BUILD A DIGITAL HR TEAM

Dedicate teams to explore new vendor solutions and build others, and consider AI solutions to improve service delivery, recruiting, and learning.

Companies such as RBC and Deutsche Telekom now have digital design teams in HR that work with IT to design, prototype, and roll out digital apps.

The product owners for HR technology and SMEs may be in HR, not IT.

Organize HR into networks of expertise with strong business partners.

Rethink your HR organisation model to focus efforts on the employee experience, analytics, culture, and the new world of learning.

Make sure these teams communicate well.

High-performing HR teams share leading practices and know what the other teams are doing.

AGILITY PARADOX

What it is like:

- Start-up
- Chaos
- Creative
- Frenetic
- "Free for all"
- Ad hoc
- Re-inventing the wheel
- No boundaries
- Constantly shifting focus
- Unpredictable

TOTAL
CHECKED

STRONG
WEAK
DYNAMIC CAPABILITY



STABILITY

What it is like:

- Stuck
- Empire building
- Fire-fighting
- Local tribes
- Finger Pointing
- Under attack
- Rigid
- Politics
- Protecting territory

TOTAL
CHECKED

What it is like:

- Nimble
- Collaboration
- Quick to mobilise
- Easy to get things done
- Responsive
- Free flow of information
- Quick decision-making
- Empowered to act
- Resilient
- Learn from failures

TOTAL
CHECKED

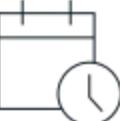
What it is like:

- Risk averse
- Efficiency
- Slow
- Bureaucracy
- Standard ways of working
- Silos
- Decision escalation
- Reliable
- Centralised
- Established

TOTAL
CHECKED

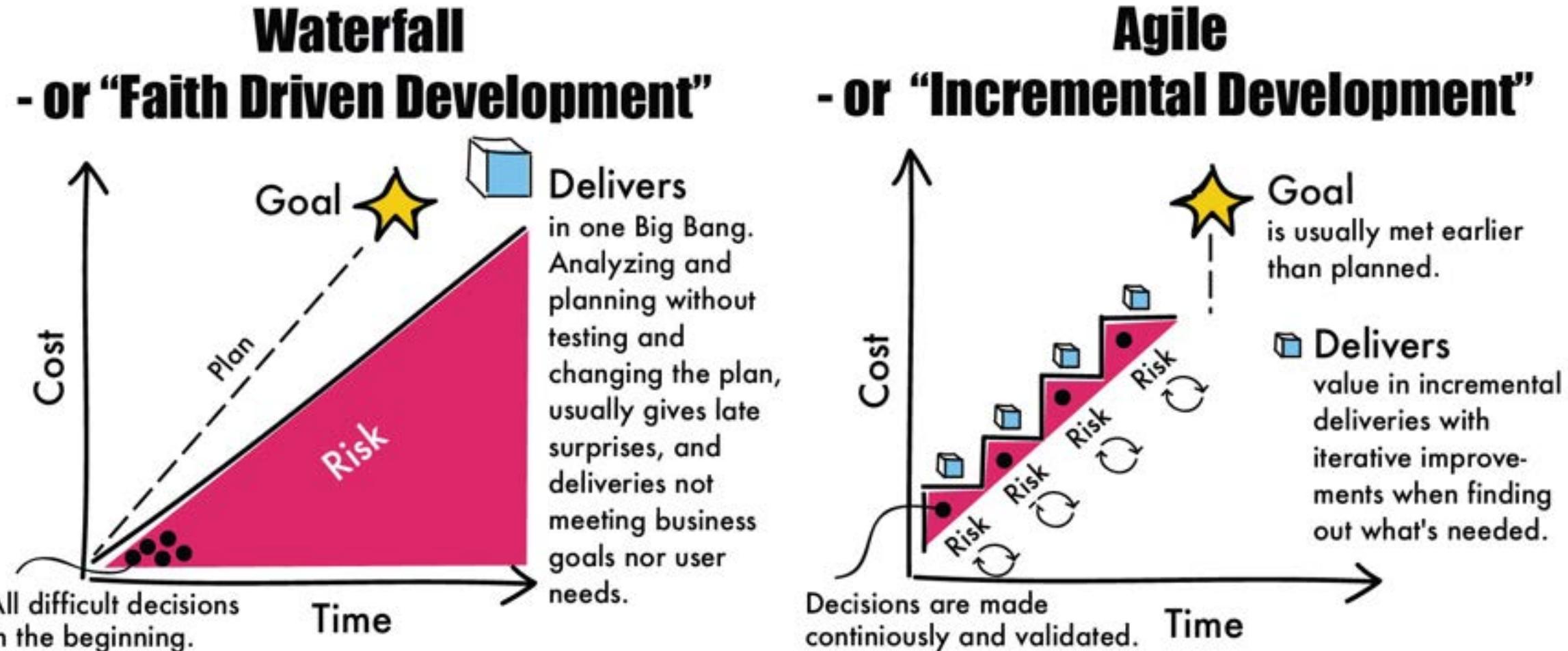
DIGITAL CAPABILITY

Organizations with world-class digital capabilities release and refresh digital applications much faster than competitors.

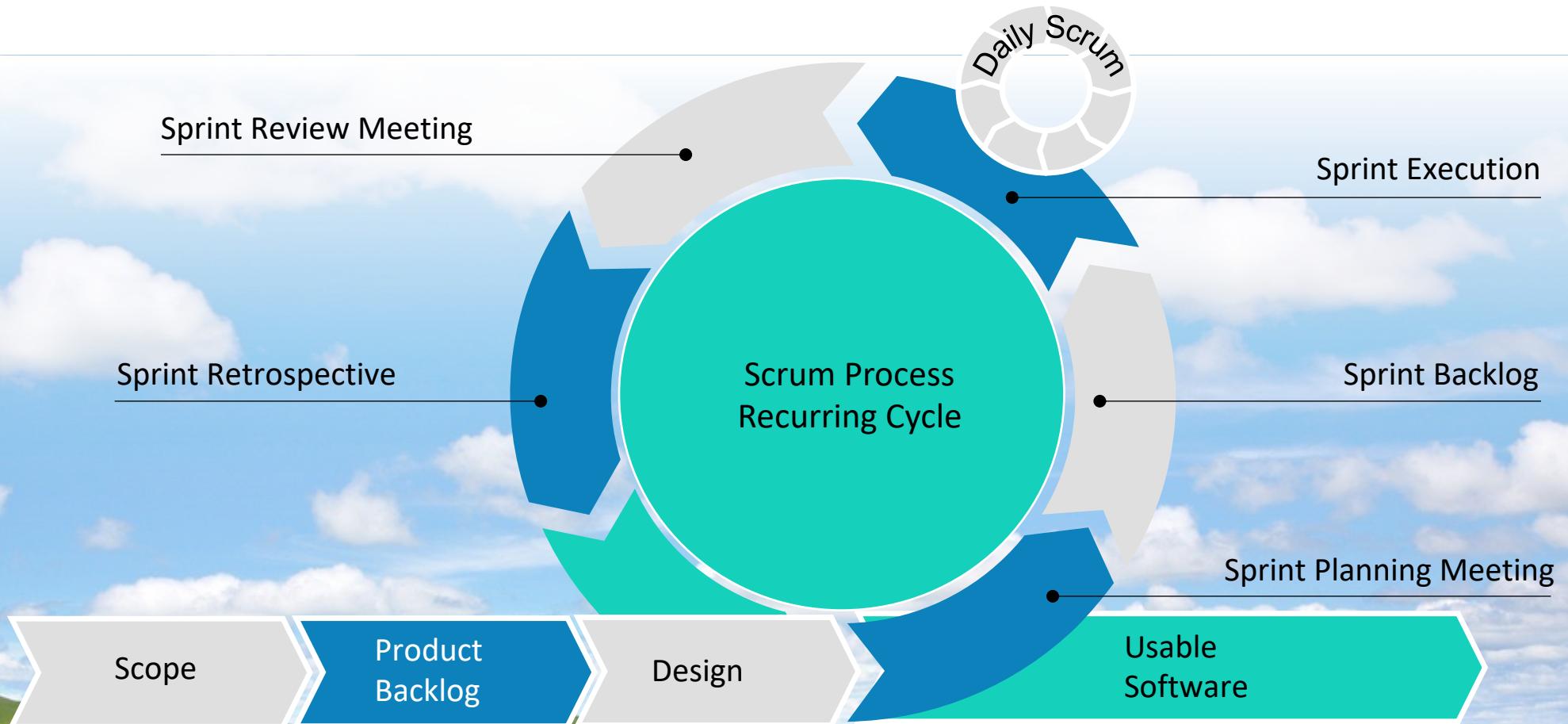
	Traditional	Leading	World-class	Why it matters
 Time to market	1–2 years	2–6 months	8–12 weeks	To compete for consumers on the basis of new tech functionality
 Release frequency	1–4 per year	1–4 per month	10–50 per day	To test and refine the customer experience

McKinsey
& Company

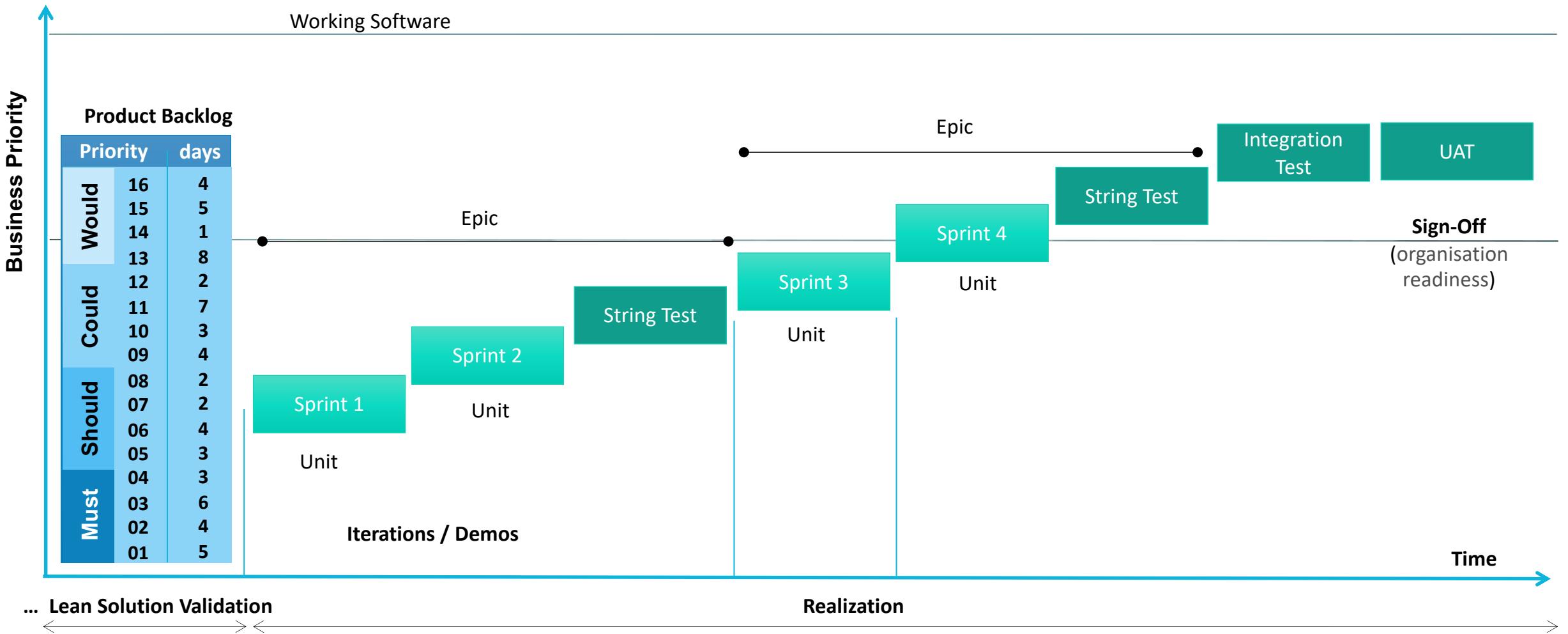
WATERFALL TO AGILE



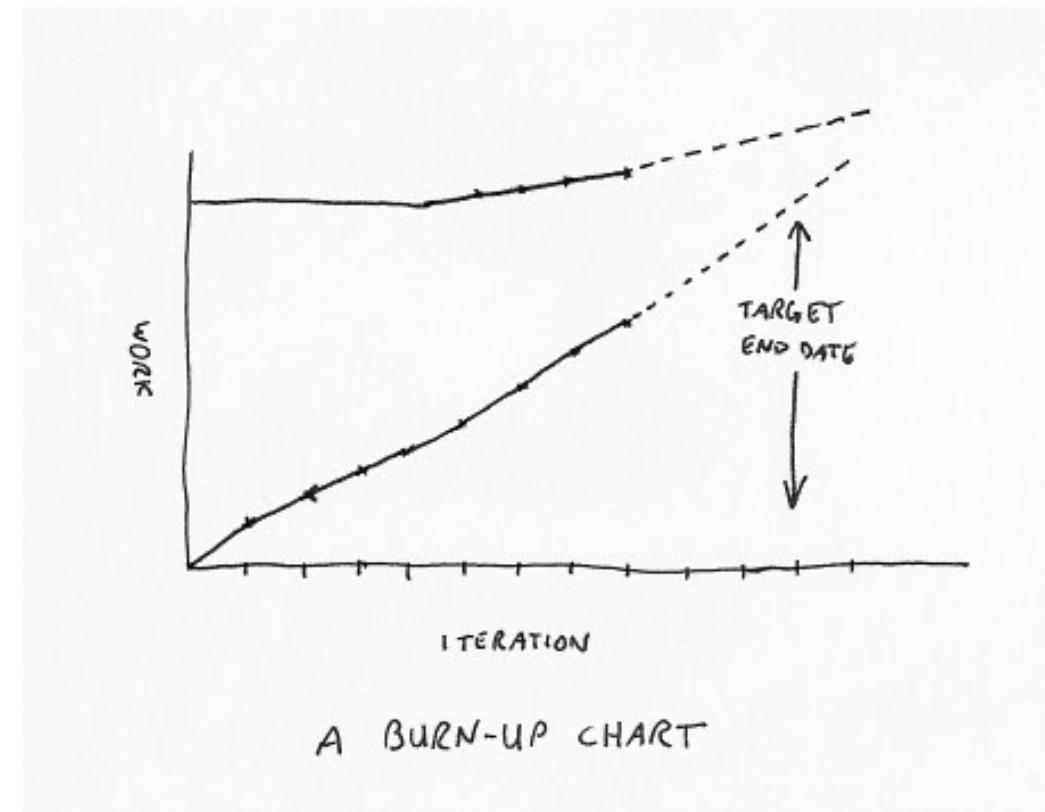
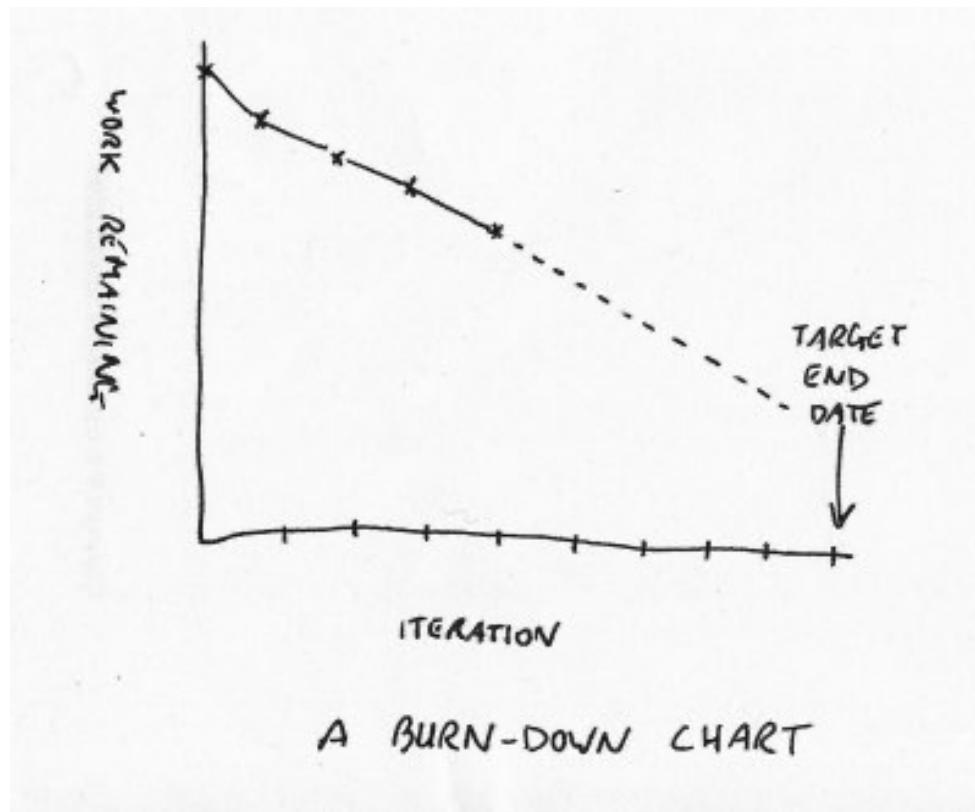
LEADING AGILE APPROACH



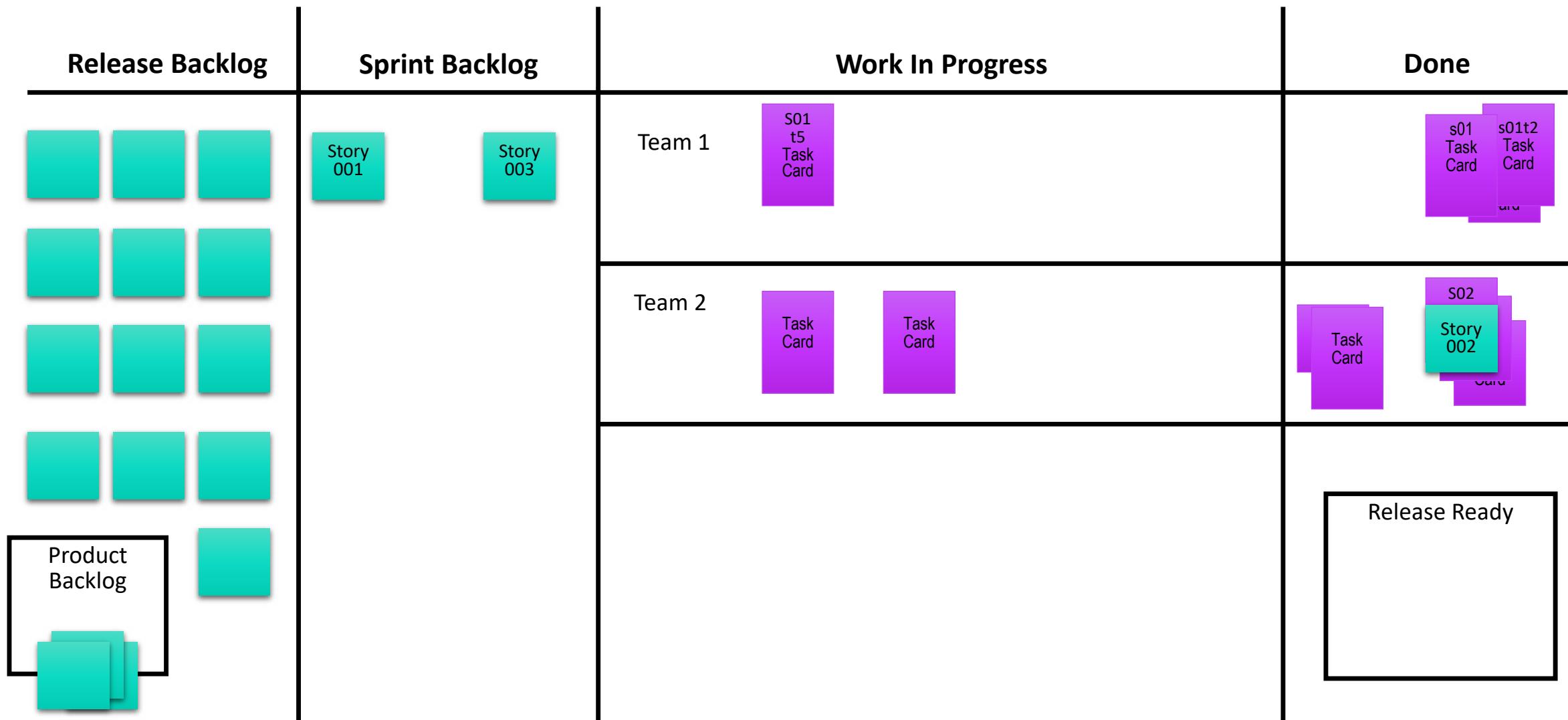
AGILE REALISATION



PROJECT PROGRESS

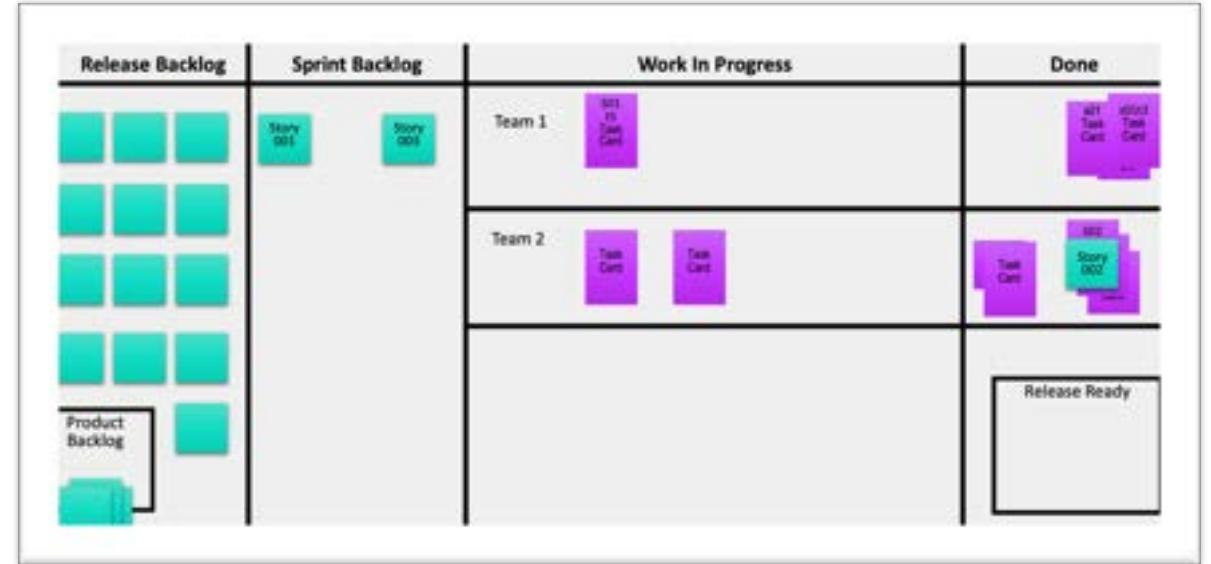


SCRUM WHITEBOARD



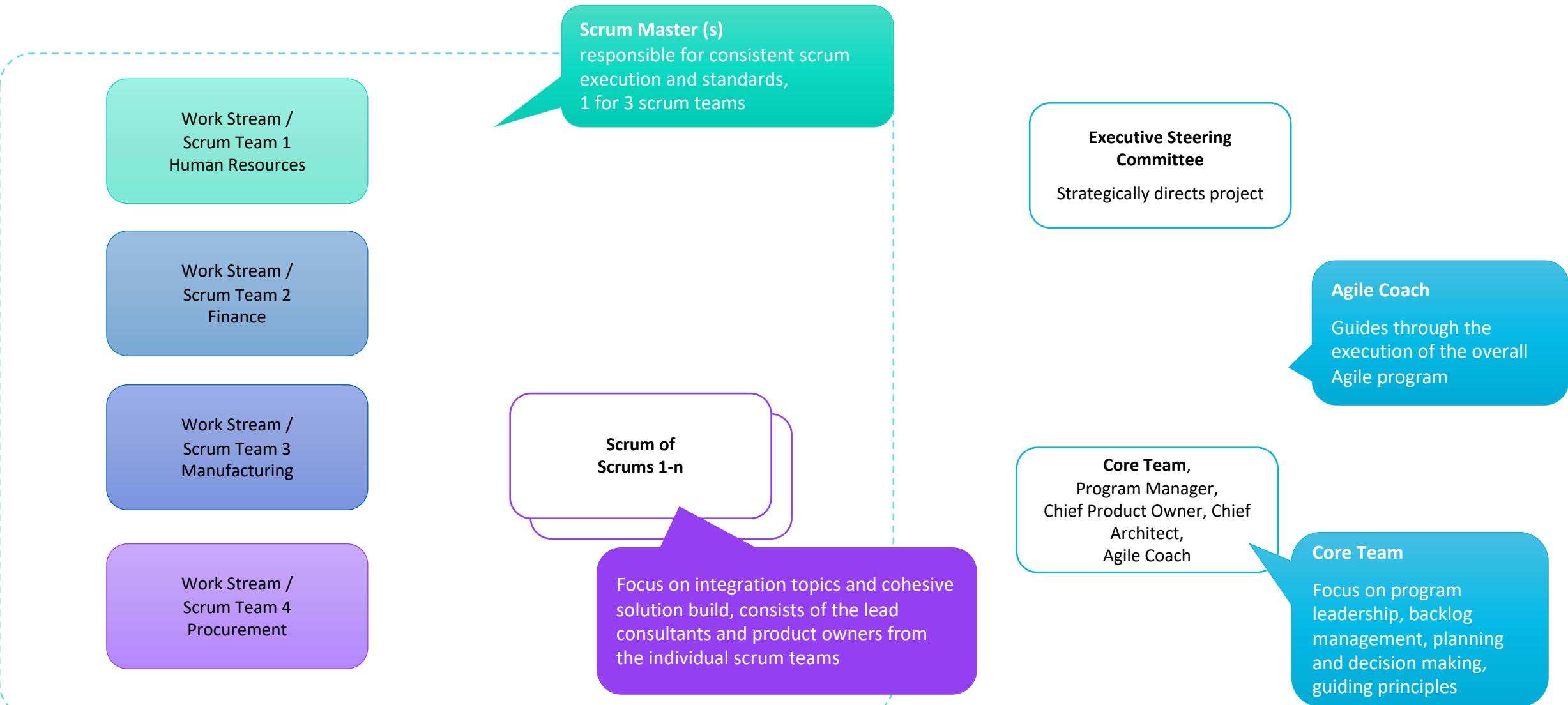
DAILY SCRUM MEETING ESSENTIALS

- Daily meeting, not once or twice per week.
- Duration of 10 - 15 minutes
- Everyone stands (if co-located)
- Not for problem solving



- Problem areas are surfaced and owners identified and asked to setup follow-up activities / meetings to resolve issues.
- Informal meet-ups may be arranged during the course of this meeting.
- Works best if team stands in front of a physical Task Board. In distributed environments take advantage of conferencing software to share the backlog.

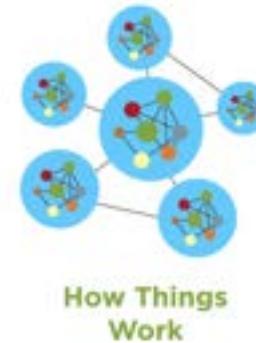
AGILE PROJECT GOVERNANCE



THE ORGANISATION OF TODAY

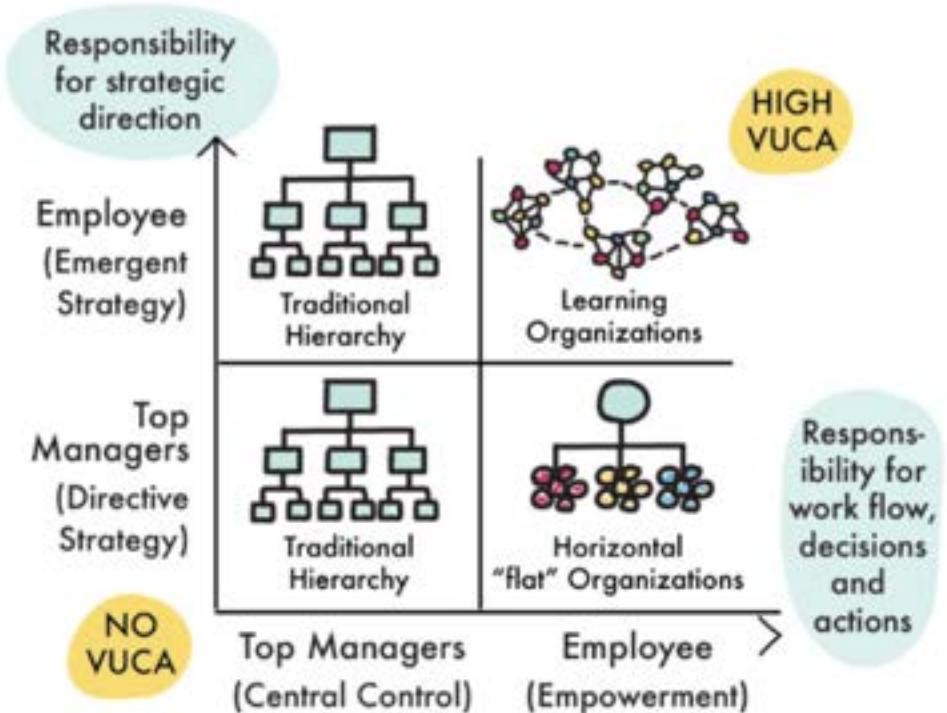
Networked Organisation

A Network of Teams



Spans of control are now becoming less important than spans of influence and support

Learning Organization





POLL

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GLOBAL TALENT

FOR DIGITAL ENTERPRISE

CREATIVE ECONOMY



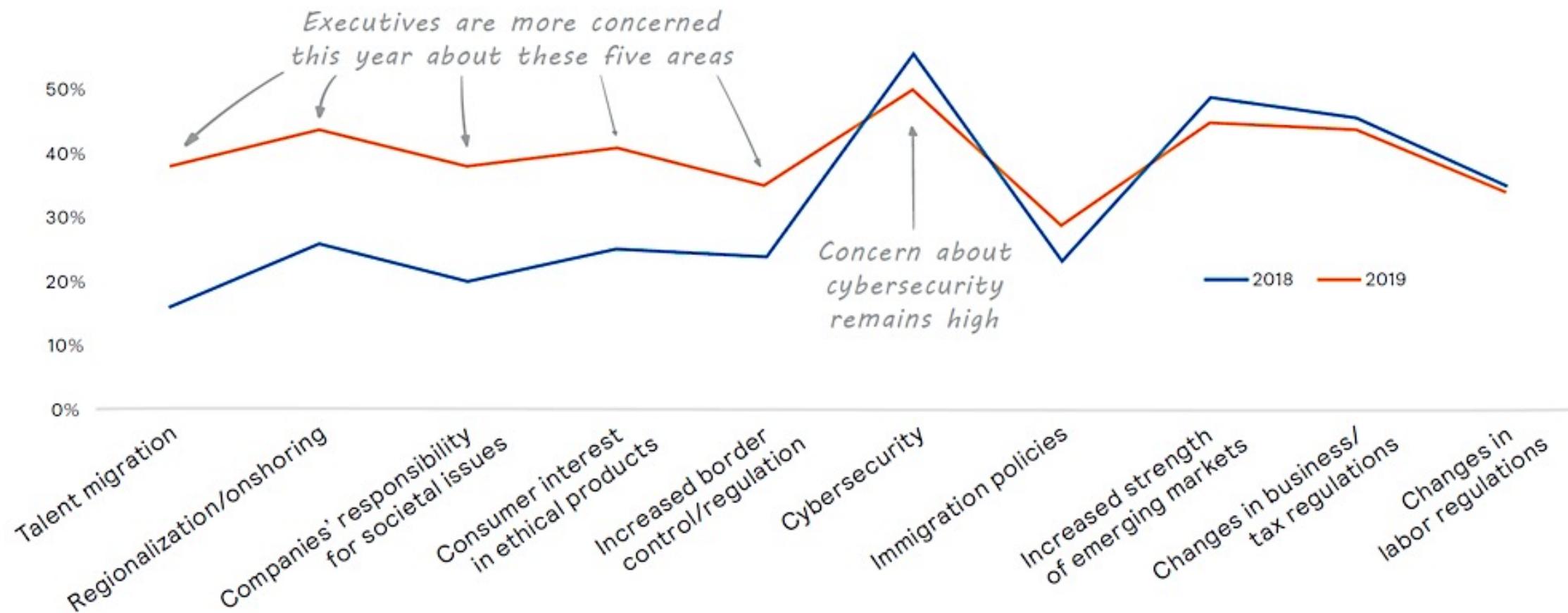
Power centre

- Silicon Valley if you are for a tech company
- Los Angeles if you want to work in Hollywood

Digital/Creative centre

- Small
- Disperse
- Anywhere

GLOBAL TALENT TRENDS STUDY



TALENT MIGRATION

Net Country Migration for Malaysia

Annual Average, January 2017 - December 2019

Countries Gaining From	Net Change
1. India	+3.28
2. United Kingdom	+1.17
3. United States	+0.77
4. Philippines	+0.18
5. Egypt, Arab Rep.	+0.15

Countries Losing To	Net Change*
1. Singapore	-7.75
2. Australia	-1.49
3. Canada	-0.66
4. Indonesia	-0.49
5. Germany	-0.46

* Countries Gaining From / Losing To - The net gain or loss of members from another country divided by the average LinkedIn membership of the target (or selected) country during the time period, multiplied by 10,000.

Skills being gained	Net Change	Skills being lost	Net Change†
1. Translation	+51.78	1. Nanotechnology	-349.18
2. Time Management	+47.77	2. Signal Processing	-300.30
3. Volunteer Management	+14.77	3. Artificial Intelligence (AI)	-235.49
		4. Army	-184.53
		5. Physical Medicine and Rehabilitation	-160.58

† Skills Being Gained / Lost - The net gain or loss of members from another country with a given skill divided by the number of LinkedIn members with that skill in the target (or selected) country, multiplied by 10,000.

Industries Gaining	Net Change
1. Outsourcing/Offshoring	+259.60
2. Law Practice	+151.11
3. Information Services	+151.08
4. Renewables & Environment	+74.28
5. Information Technology & Services	+74.26

Industries Losing	Net Change‡
1. International Affairs	-352.06
2. Primary/Secondary Education	-143.20
3. Non-Profit Organization Management	-142.10
4. Accounting	-137.87
5. Research	-113.10

‡ Industries Gaining / Losing - The net gain or loss of members from another country working in a given industry divided by the number of LinkedIn members working in that industry in the target (or selected) country, multiplied by 10,000.

RECRUITING IN DIGITAL ECONOMY

Why Labour Shortages? **The Workforce Is Not Growing.**

What Are Companies Going To Do?

1. Companies must diversify recruitment efforts and go beyond the “straight-A college grad” hire.
2. Companies must get very serious about internal mobility.
3. We have developed a massive focus on retention, employee experience, and employee engagement.
4. It is time to create a portfolio model for talent.
5. You will have to embrace automation and redesign how your company operates.

Workers Will Negotiate

Think “CREATING TALENT” not just “ACQUIRING TALENT”



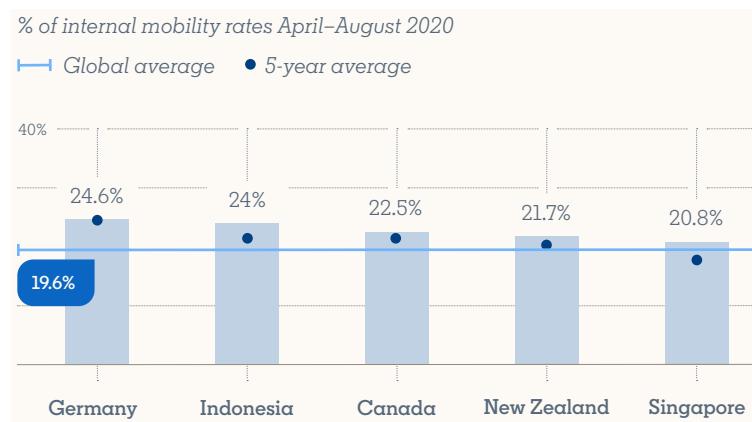
INTERNAL MOBILITY

51% of L&D pros globally report internal mobility is even more of a priority since the pandemic struck, and that trend has shown up a sizable rise in internal mobility in LinkedIn data; from April through August 2020 the internal hiring rate was nearly 20% higher than it was during the same time in 2019.

L&D is already playing a critical role in internal mobility efforts. 39% of L&D pros globally are responsible for helping leaders identify current and future skills gaps, developing tools to help build internal mobility programs (33%), and helping to identify skills adjacencies (31%) — skill sets that are related to new skills that the organization wants to build.

Internal mobility has an ROI that's easy to quantify: higher engagement and retention.

Skill building and internal mobility programs make talent a renewable resource.



Source: LinkedIn Learning Workplace Learning Report 2021

PEOPLE STRATEGY

The changing workforce shape: from internal workforce to the extended talent ecosystem.

Extended talent pools afford significant benefits:

- cost efficiency, with improved alignment of manpower costs to business cycles.
- the ability to quickly acquire new capabilities
- flexibility in the face of rapid change

For many organisations and employers, the traditional

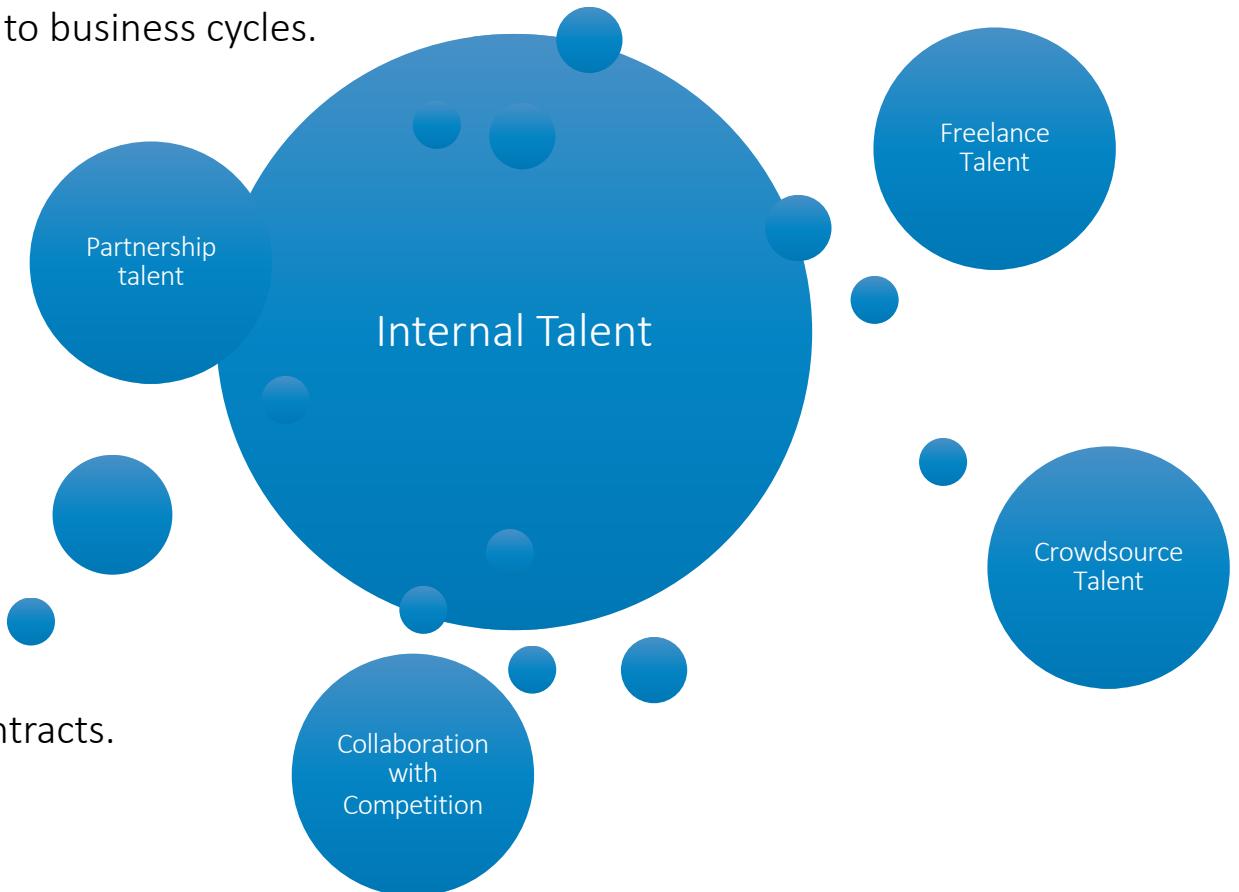
model of hiring employees to manage work activities

is shifting to include approaches that are more collaborative,

'boundaryless'/permeable and technology-enabled; and,

where activities are managed through networks and

partnerships rather than traditional employment or supplier contracts.



PERMANENT FLEXIBILITY

Rolling out broader working from home/remote working capabilities.

An aligned work culture is even more vital in a hybrid work environment.

10% that did not want to change the way of working were forced to.

When possible, let employees choose when, where, and how to work.

WHEN	WHERE	WHAT	HOW	WHO
<ul style="list-style-type: none">• Hours and timing• Decision to change	<ul style="list-style-type: none">• Location and option to adapt• Infrastructure	<ul style="list-style-type: none">• Different job content• Preference to share or exchange	<ul style="list-style-type: none">• Fluctuate intensity• Scale up or down	<ul style="list-style-type: none">• Distributed beyond traditional workforce• Automated/Virtual

REFLECT

What are the flexible working practices in your organisation?

Where could flexible working practices further advance (overall and in your current job)?





TRANSPARENCY

Today, HR's focus has shifted toward building the organisation of the future.

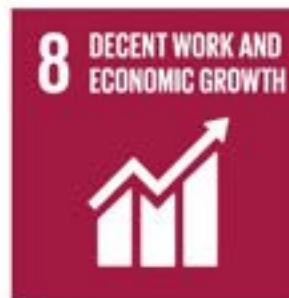
Companies are hiring young, digitally savvy workers who are comfortable doing things themselves and sharing information in a transparent way.

They want an integrated, digital experience at work — one designed around teams, productivity, and empowerment.

Transparency is becoming a standard in the world (of HR and talent).

THE GLOBAL GOALS

For Sustainable Development



UPSKILL AND RESKILL

Top 10 skills of 2025

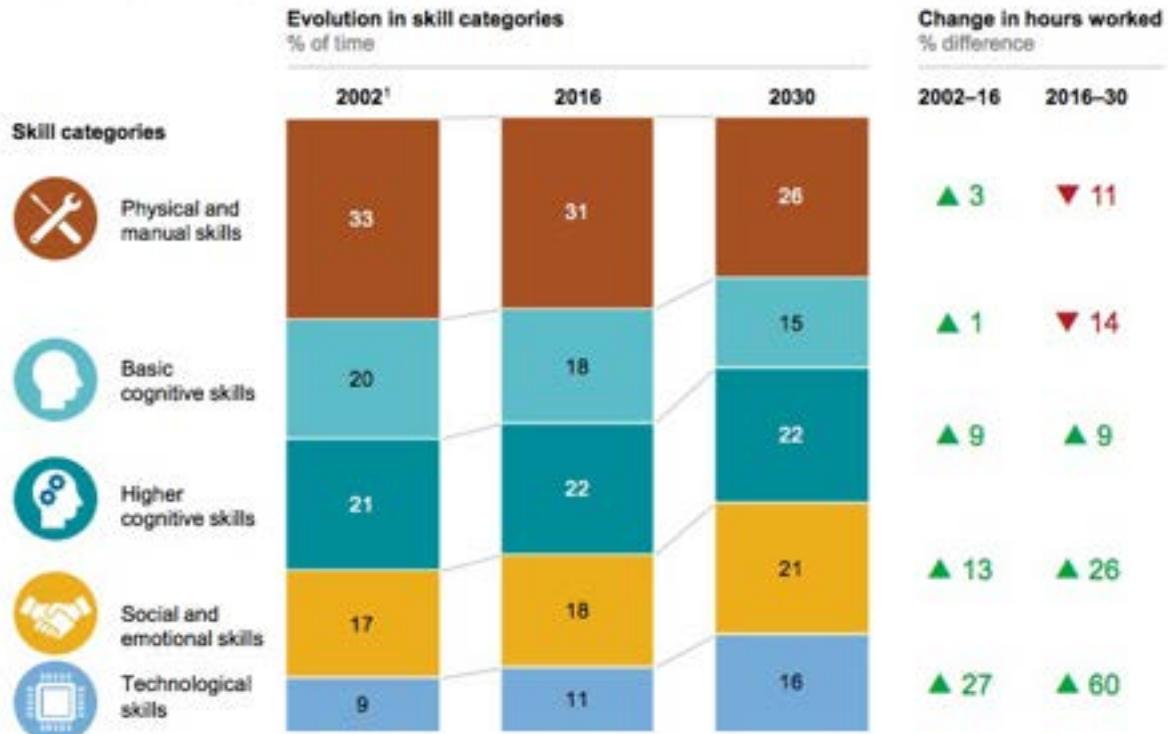


Source: Future of Jobs Report 2020, World Economic Forum.

WORLD
ECONOMIC
FORUM

Automation and AI will accelerate skill shifts.

Based on McKinsey Global Institute workforce skills model
United States, all sectors, 2002–30



¹ Calculated using the 2004 to 2016 CAGR extrapolated to a 14-year period.

NOTE: Based on difference between hours worked per skill in 2016 and modeled hours worked in 2030. Numbers may not sum due to rounding.

SOURCE: U.S. Bureau of Labor statistics; McKinsey Global Institute workforce skills model; McKinsey Global Institute analysis.

UPSKILL AND RESKILL

Upskill and reskill your existing talent base.

Employees are usually engaged in upskilling or reskilling to make a job change.

Employees globally can use learning programs to help them find new opportunities in their organizations.

Managers are supportive of helping their direct reports find new opportunities at their companies and who believe that learning can help close skills gaps on their teams.



What happens if we invest in developing our people and then they leave us?

What happens if we don't, and they stay?



REFLECT

Which roles / jobs are most in need of re-skilling in your organisation in the coming years?



OPPORTUNITY.LINKEDIN.COM



Learn the latest virtual collaboration tools



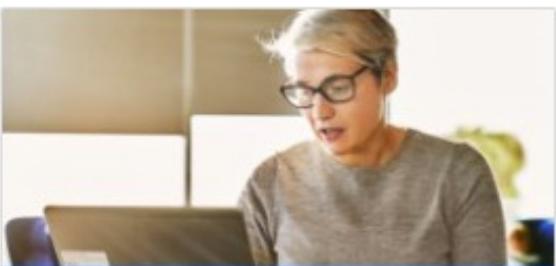
Master critical soft skills



Financial analyst



Graphic designer



Software developer



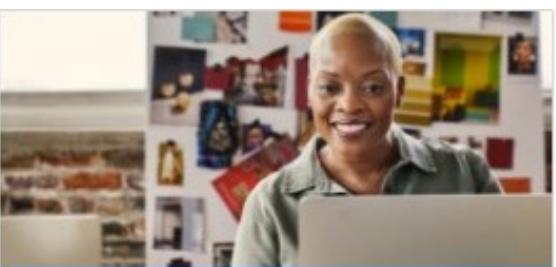
Sales representative



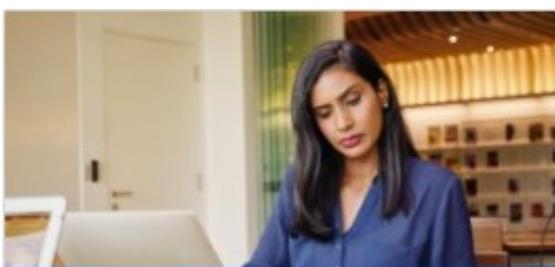
Project manager



IT administrator



Customer service specialist



Digital marketer



IT support/ helpdesk



Data analyst

M O O C

Massive Open Online Course

coursera

edX

u Udemy

Future
Learn

U D A C I T Y

GREAT CULTURE



Behaviours

- A common culture-building practice is the creation of value statements.
- Leaders should “walk the talk”.

Systems

- A regularly interacting or interdependent group of elements forming a unified whole:
 1. Hiring
 2. Strategy and goal setting
 3. Assessing
 4. Developing
 5. Rewarding

Practices

- Act of rehearsing a behaviour over and over, or engaging in an activity again and again, for the purpose of improving or mastering it.
- “Practice makes perfect”.

FROM PLAN DRIVEN – TO VALUE DRIVEN

Rotate younger people into the HR profession.

- Regularly rotate people from the business into and out of HR, use innovation teams to reverse-mentor senior leaders, and recruit new MBAs to bring people with analytics skills into the profession.
- Agile ways of working are about delivering as much value as quickly as possible. Do continuous delivery working as a cross-functional team to take care of the recruitment end to end without handovers, always inspecting and adapting the process to improve.
- Recruiting is one expertise needed, but also marketing, UX, facilitation, and other competencies as well might be needed in our Agile recruiting team.



AGILE RECRUITING

From Specialist Doing all Recruiting

- to Facilitator of the Process



- In a team-based organization, we know where we have an open position and who will be working closely with the new person. To involve the team in the recruiting process in a good way brings a lot of value. Often the team knows better than anyone what capabilities they would like the new person to bring to the team, and they can support in evaluating those with the support from the recruiter and the Agile Coach. By doing this it is also a great way to test to work together.
- Warning for bias: the recruiter's job is to make sure to keep the process free from bias using the 4 keys to good practices: Enables Psychological Safety, Objective Methods, Non-Discriminating and Evidence-Based.

Recruitment Marketing



Sales Pipeline

STRATEGY AND TECHNIQUES

1. Set Goals
 2. Define Roles
 3. Establish Target Candidates
 4. Identify Channels
 5. Allocate Resources
 6. Create a Content Calendar
-
- Build a solid brand that attracts top talent
 - Improve candidate experience right from the start
 - Increase the visibility of your website
 - Establish stronger relationships with candidates through social recruiting
 - Have an employee referral program
 - Host awesome recruitment events

Digital-talent metrics should focus on more than top-talent recruitment.

Example measures

Talent mix



% of tech talent in data-scientist role
(early in digital journey)



% of tech talent in specialist roles, eg,
cloud architect (later in journey)



% of "working" tech talent vs managerial
talent

Talent quality



% of talent from tech companies or top
engineering schools



% of talent holding PhDs

Talent retention



% of digital talent participating in technical
communities or guilds



Time to promotion vs that of
nontechnical talent

Talent integration



Average size of tech talent's networks vs
those of nontech talent

Talent upskilling



% of employees completing digital trainings



POLL

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LEARNING EXPERIENCE

AND HR PROGRAMS



HR CAPABILITIES

While none of HR's prior responsibilities has gone away, HR departments today are under pressure to rewrite the rules by redesigning talent practices, from recruiting to leadership to performance management; by experimenting with digital apps; and by building a compelling employee experience. All this must be done with a focus on redesigning the organisation around teams, implementing analytics and organisational network analysis, and driving a global focus on diversity, culture, learning, and careers.

Digital HR is built on innovation and experimentation. As companies become networks and the employee base becomes both older and younger, new approaches are needed in almost every HR domain. Companies often now use hackathons, rapid design groups, and both prototypes and "minimally viable products" to roll out pilot HR programs.

From a Learning and Organisation Development perspective, digital transformation is a learning program, while being digitally fluent means that a learner has the technology skills to effectively operate in an increasingly digital world. It includes everything from understanding how to use the Microsoft Office suite to advanced artificial intelligence.



70-20-10 APPROACH TO LEARNING



70% On-the-job
Experience



20% Informal
Learning



10% Formal Learning

Continuous Learning Model



LEARNING TOOLS



LEARNING MANAGEMENT SYSTEM

helps you effectively deliver, manage, automate and assess employee training, e.g., TalentLMS, Docebo, Backboard, Adobe Captivate Prime, SAP Litmos, Moodle



ELEARNING AUTHORIZING TOOL

to rapidly create online interactive courses in-house, e.g., Articulate, Adobe Captivate, Camtasia, uPerform, SAP WPB



WEBINAR PLATFORM

For web conferences or virtual instructor-led training, e.g., Webex, Adobe Connect, Zoom, BlueJeans



COMMUNICATION TOOL

can help streamline social learning, e.g., Slack, Teams, SAP Jam, Microsoft Yammer



USE KPIS TO MAKE
THE BUSINESS CASE FOR E-
LEARNING

CALCULATE ROI

The key to demonstrating the value of training lies in your ability to measure and demonstrate the return on investment of training and e-learning projects.

Calculating the numbers can be difficult and boring—but the ability to do so is one of the most important skillsets L&D professionals can have. The numbers are critical, and the data (hopefully) proves you're saving your organization time and/or money.

With that in mind, it's important that L&D professionals have a good understanding of Key Performance Indicators (KPIs).



WHAT IS A KPI?

- Key Performance Indicators are a way for businesses to use concrete numbers and figures to track progress and reach goals.
- KPIs should be directly aligned with business goals, and they must be something that can be measured or counted objectively.





WHAT TO MEASURE?

Every organization has a set of KPIs, and each team within that business should also have its own set of KPIs.

So what kind of KPIs should a L&D professional consider? Here are a few examples:

- Training ROI %
- Reduced costs %
- Increased sales %
- Time savings %
- Reduced error rates %
- Improved output %

Remember: The KPIs must directly measure the performance, must be quantifiable, and must be linked to the organization's business goals.

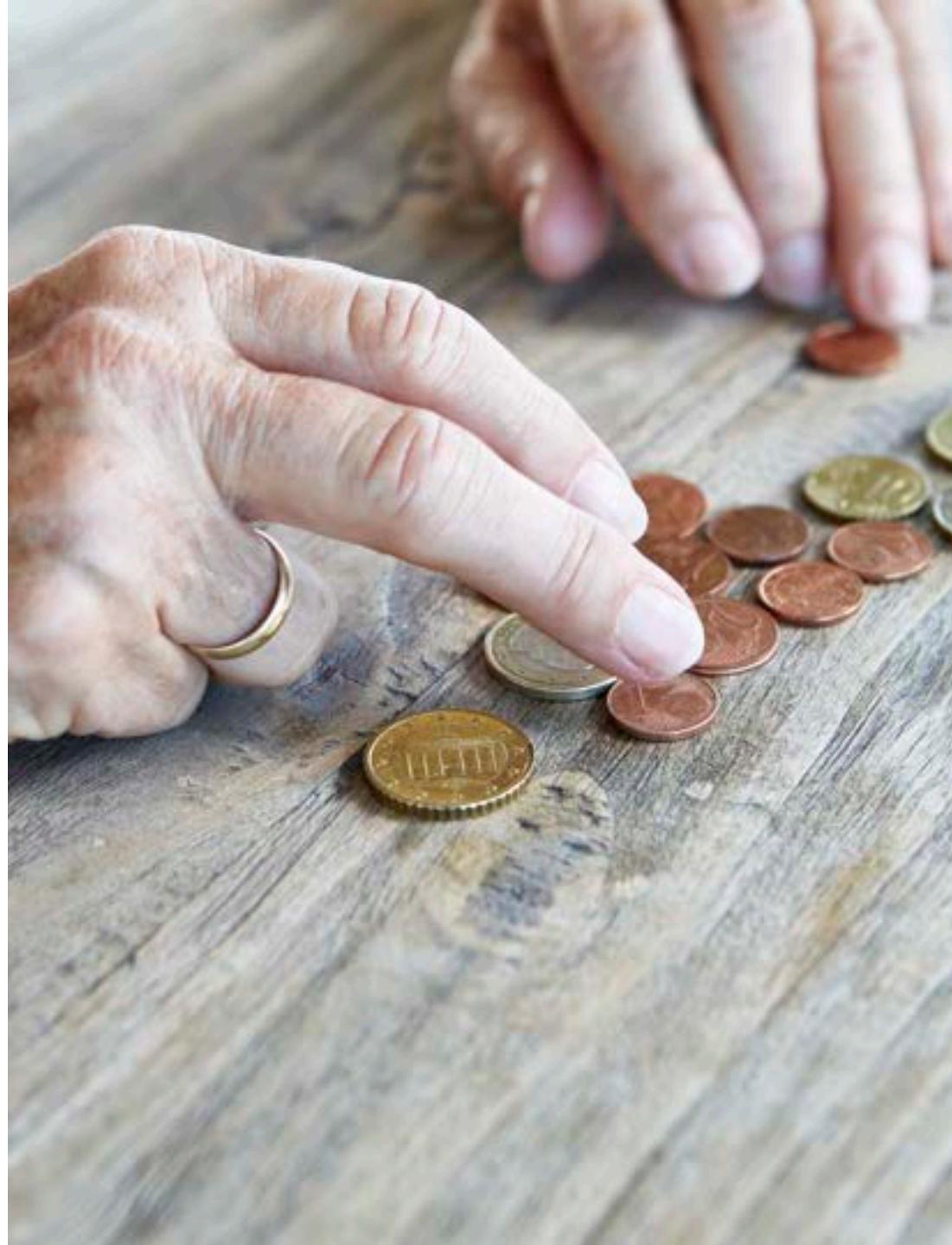
WHAT TO MEASURE?

KPIs that really don't provide any insights into the value of the training itself:

- Dollars spent on training
- Hours of training delivered
- Post-course evaluation scores

These data points, while they are measurable numbers, are not an indicator of performance.

They don't provide any insights into the end goal of the training, which is to improve job performance. Does the amount of money spent on a training program mean the employee's performance will improve? No. On the other hand, does an increase in post-training sales likely indicate that a sales training program was successful? Yes!



LEARNING KPI

Follow these 4 steps to identify and measure KPIs and how they are impacted by training.

Identify KPIs Associated with Training Tasks



Identify and Manage Variables that Affect KPIs



Measure KPIs Before Training



Measure KPIs After Training to Determine the Difference



Top 10 ways L&D pros measure the impact of learning, in rank order

- 1 Qualitative feedback from employees using online courses
- 2 Satisfaction of employees using online courses
- 3 The number of employees that consistently engage with learning content
- 4 Employee engagement survey scores
- 5 Qualitative feedback about behavioral changes that learning was intended to drive
- 6 The number of online courses completed
- 7 An increase in the number of skills employees are developing
- 8 Team/organization/business metrics (deals closed, customer satisfaction) before and after training
- 9 Time saved/productivity increase
- 10 Ability to retain talent within your organization

Source: LinkedIn Learning Workplace Learning Report 2021

IDENTIFY KPIS ASSOCIATED WITH TRAINING TASKS

Since training, at its core, is teaching someone how to do something, it should be task-based, and every task that is done on the job should reference a business goal or a measurable KPI. Your job is to identify those KPIs up front (during the analysis phase, before you start designing or developing), by speaking with the appropriate stakeholders and managers involved.

Here's an example: Let's say you're designing a training program about a widget for the internal sales team at Widgets Incorporated. Let's go through how you can determine the associated KPIs, step by step. First, you'll need to identify which specific task the Widget Inc. employee is being trained to do. In this case, the sales team is being trained on a new product. So, what task will they be expected to perform after the training, armed with their new product knowledge? They will need to sell the product.

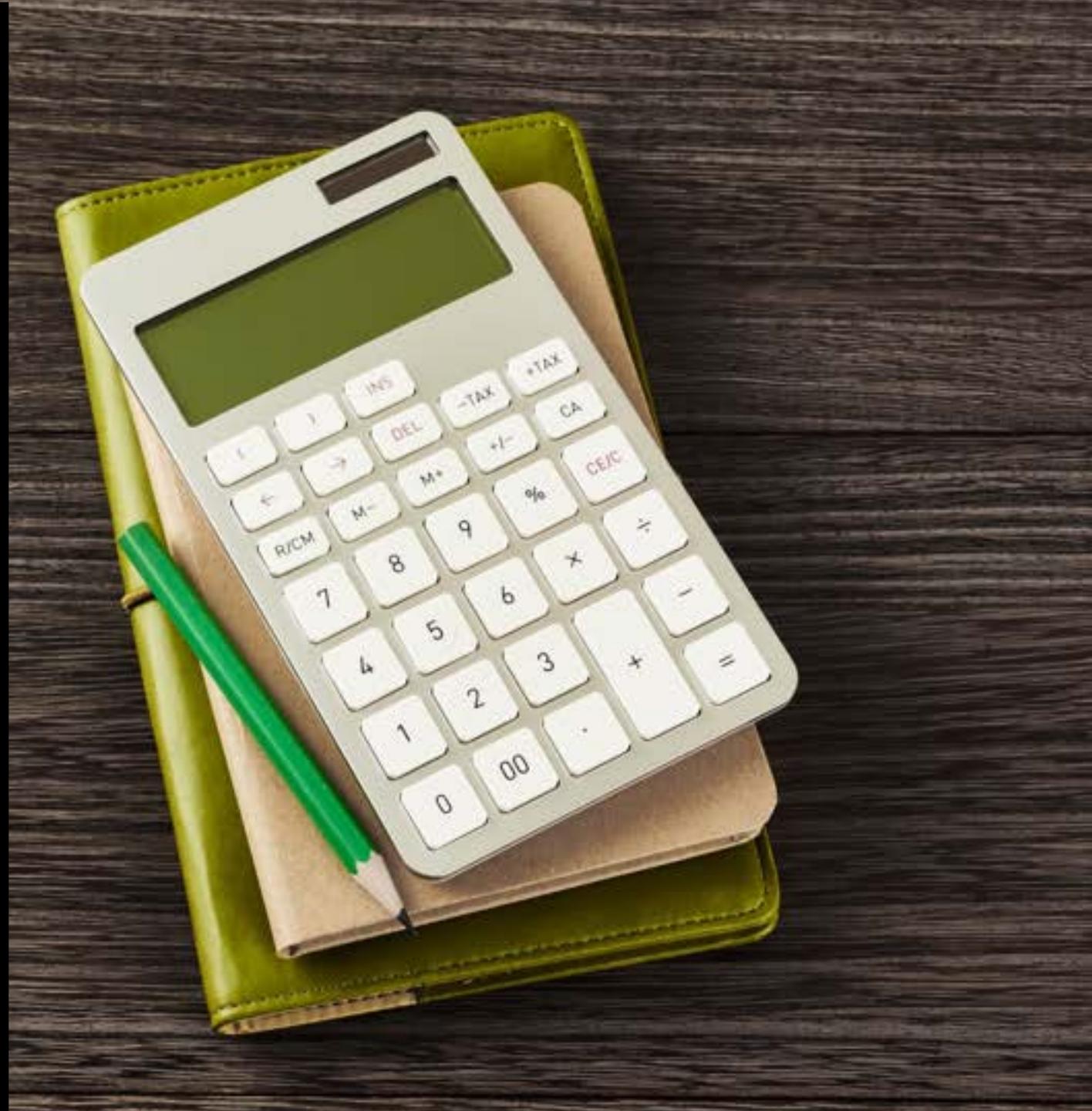
Next, determine which KPI demonstrates the sales team performance for selling the product in question. Tracking the number of sales of that product, and the percentage increase that happens post-training, would be an ideal performance indicator to track in this situation. To identify these KPIs, you'll need to interview stakeholders.



IDENTIFY AND MANAGE VARIABLES THAT AFFECT KPIs

There are often many factors at play that influence KPIs, and thus could affect the outcome of your training. If you want to be able to clearly demonstrate the value of the training alone, you need to first identify these factors. Speak with management and stakeholders to find out the potential variables, and document each one.

Returning to our Widget Inc. example: You've determined that one KPI to track is "number of product sales." You chat with the stakeholders involved in the project to identify anything else happening during the time the training is being designed, delivered, and evaluated, that could affect this metric. You find out that a big email marketing promotion is lined up for the same week you deliver the training. Whoa! This could for sure affect the KPI in question, so you chat with the marketing team and ask them to delay the campaign by a month so you can accurately measure the results from your training.



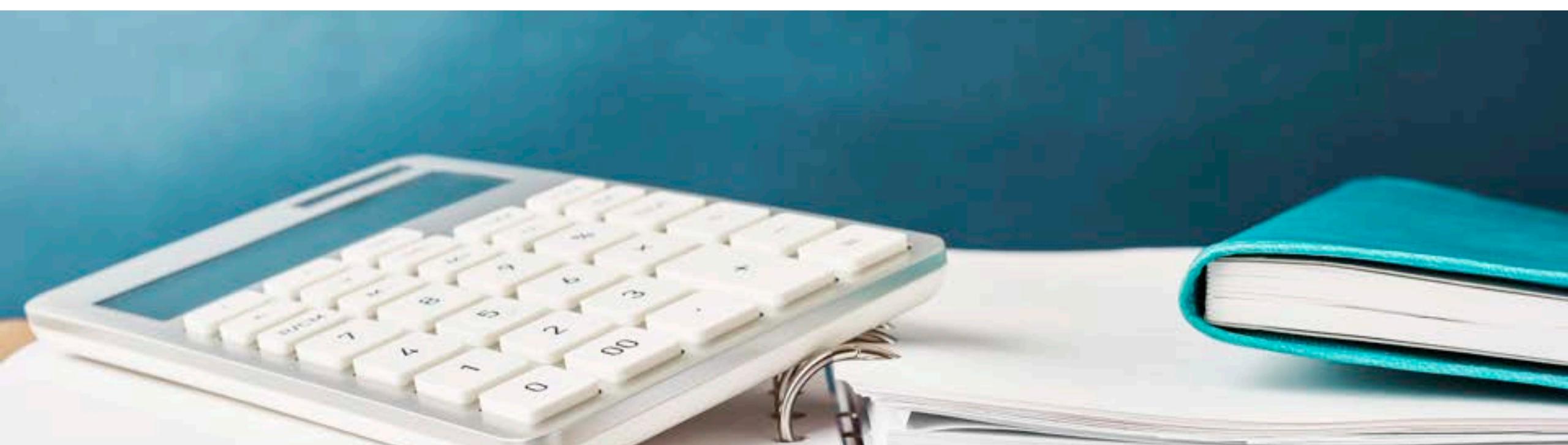
MEASURE KPIS BEFORE TRAINING

- Once you've identified the metrics you want to track, you'll need to measure them both before and after the training to see if they've changed. If an organization has already identified KPIs that are meaningful to reach business goals, there should be data collection methods in place to gather these metrics. Find out how they are tracking the KPIs, and get a baseline score to use as a pre-training measure.
- At Widget Inc., the sales team creates daily reports from their customer database system to track the number of sales. This is where you get your information for your baseline score.



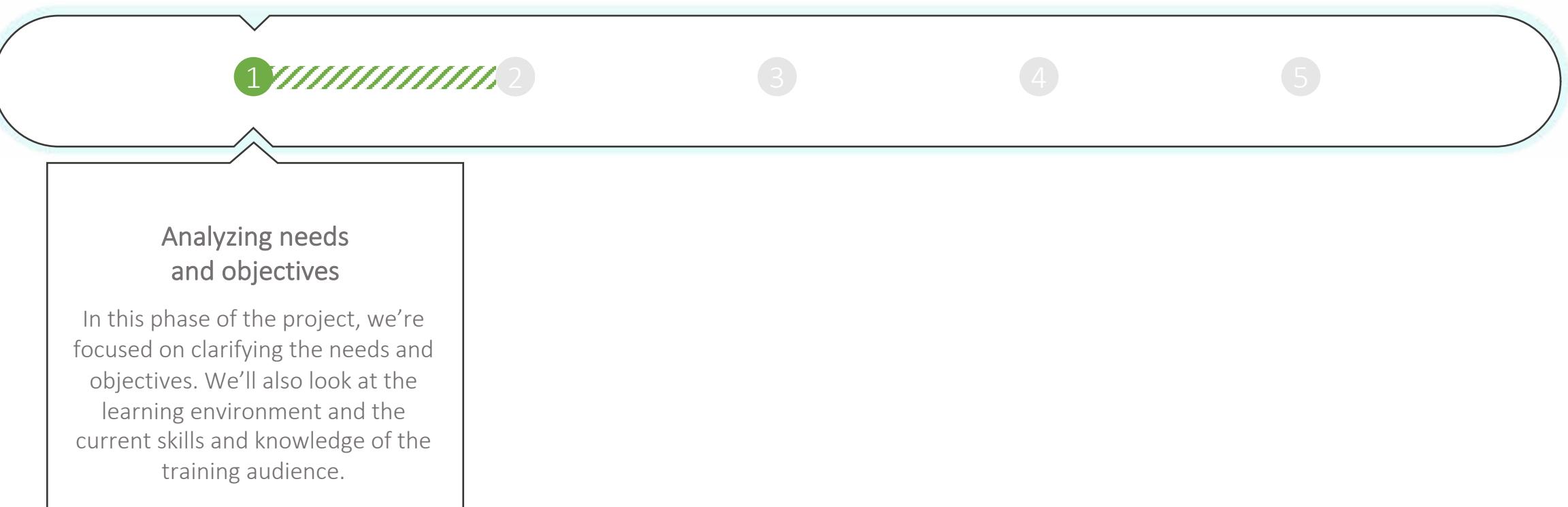
MEASURE KPIS AFTER TRAINING TO DETERMINE THE DIFFERENCE

- After the training has taken place, get another measure of the numbers and see how they stack up against the pre-training measure. The difference in the metrics should help you prove the actual monetary value of the training initiative. If sales of the widget went up by 10 percent after the training program, and no other variables were changed, you can likely attribute that increase to the training program.
- This is a simple method for using KPIs to track and measure training effectiveness. Remember this next time you want to demonstrate the value of your training!



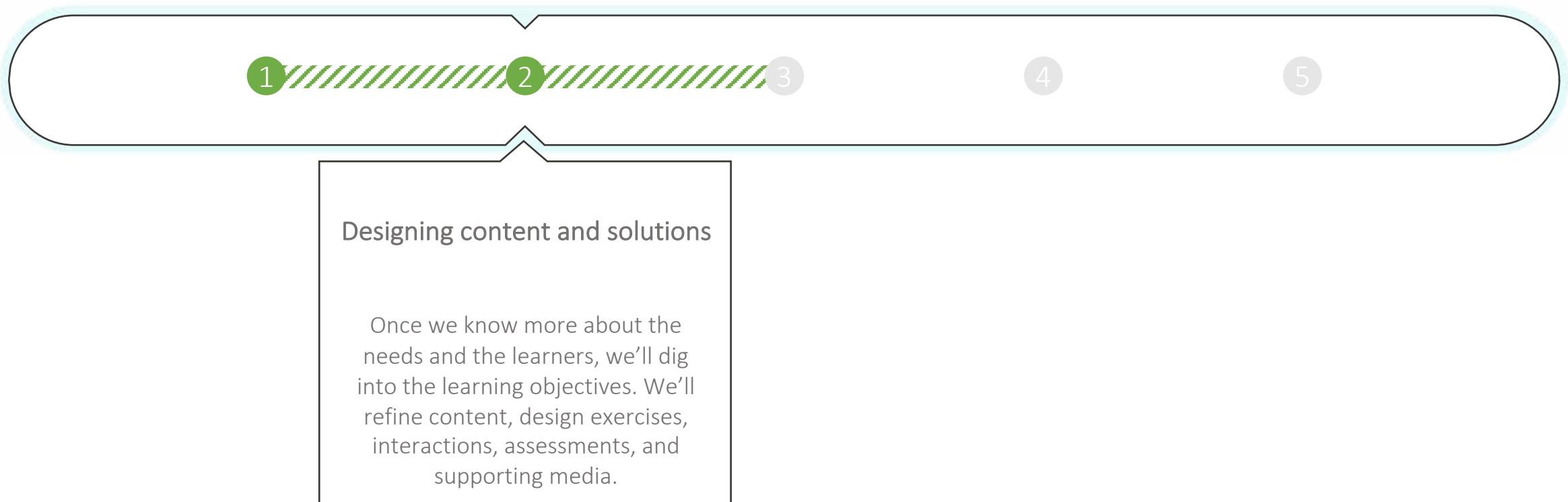
PROCESS FOR E-LEARNING

To learn more about what we'll be doing to create engaging and effective e-learning, click on each step in the process below.



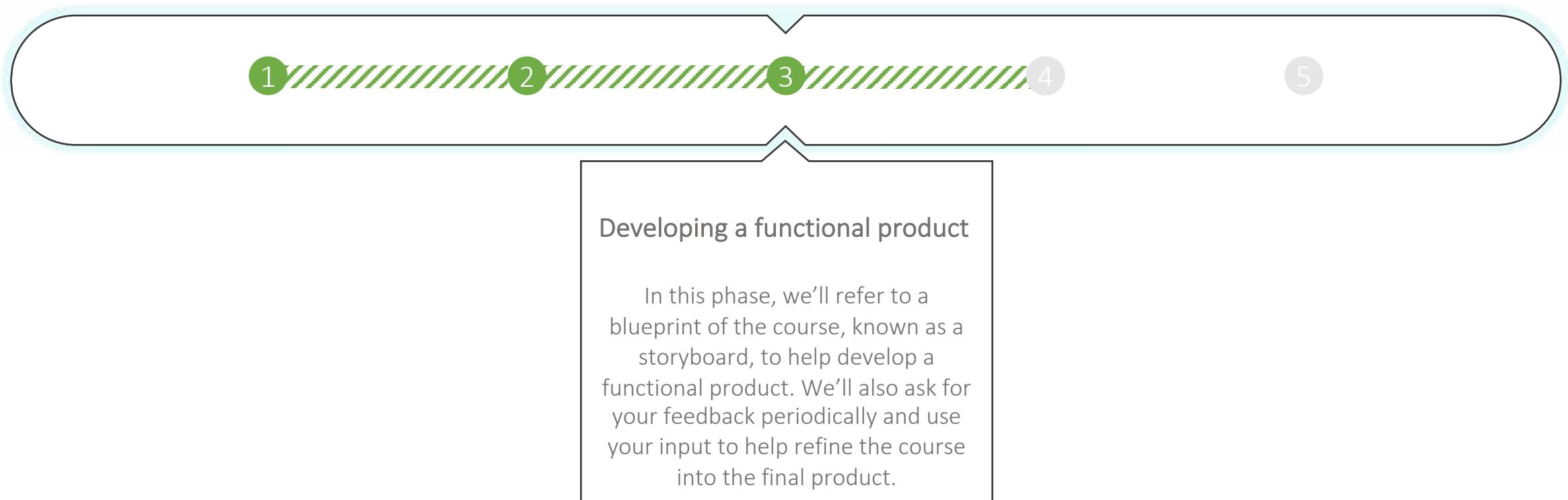
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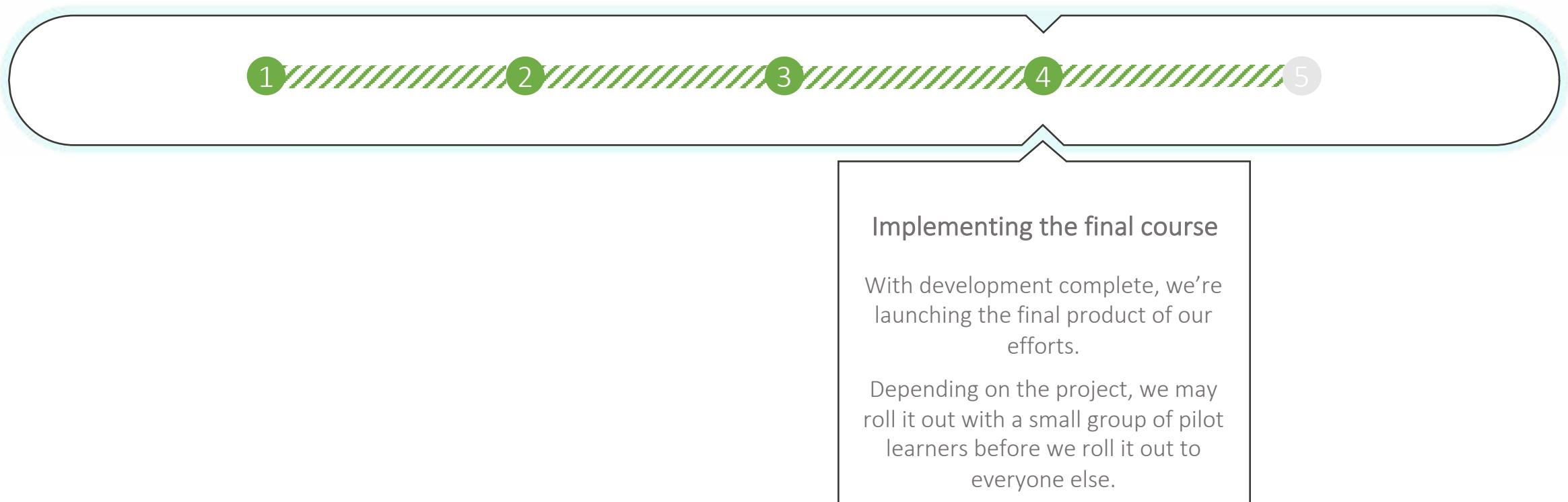
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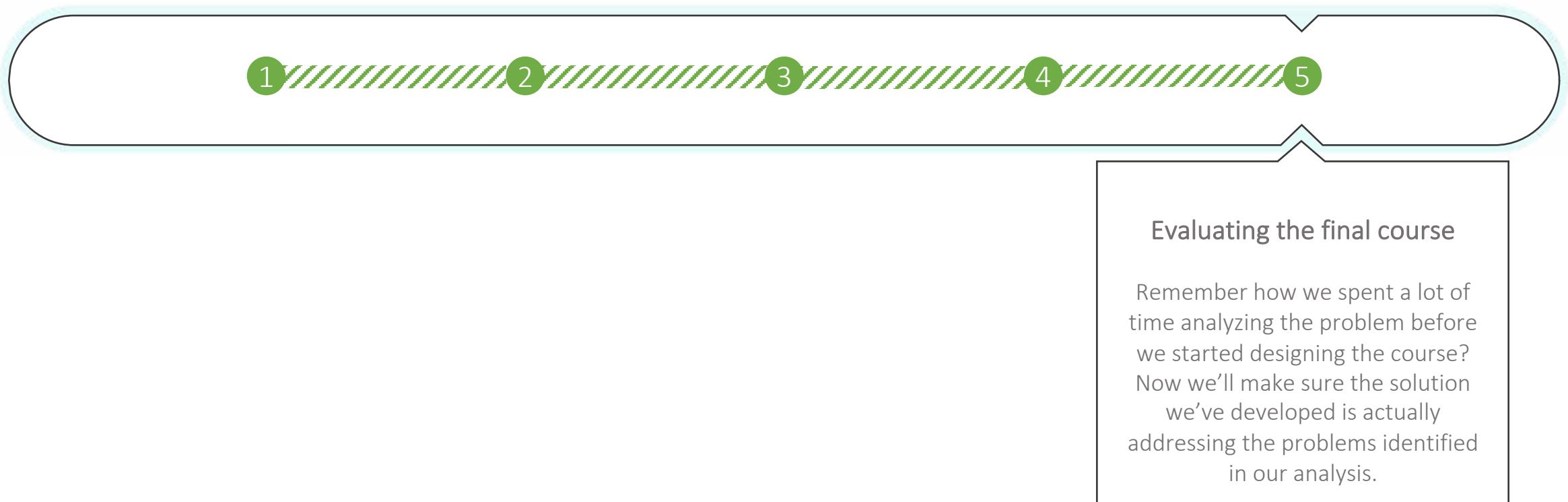
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PROCESS FOR E-LEARNING

To learn more about what we'll be doing to create engaging and effective e-learning, click on each step in the process below.



In order to be a strong and successful e-learning designer, you need to have a basic set of skills in your toolkit.

Here are four important skills you should have:

Instructional Design Knowledge

Graphic Design Basics

Clear and Concise Writing Skills

Strong Sense of Organization



4 Ways to Promote the Transfer of Skills to the Job

An important part of LX Specialist is to help learners with real-life application of the knowledge and skills they are learning in the training. There are many ways to do this in e-learning—most often, by incorporating scenarios and designing relevant exercises and simulations.

Are there other ways to help learners retain and apply the info to their real jobs? Yes! Here are four tips you can use to help learners transfer their new skills to their everyday work:



1

2

3

4

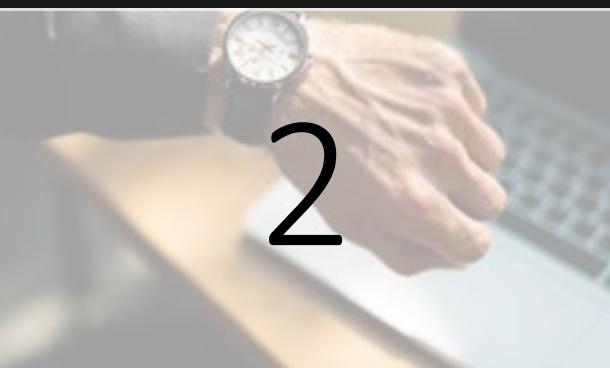
1

Create On-The-Job Assignments

Incorporate a realistic activity into your training or e-learning course that learners need to complete in real life. An application exercise like this is hands-down the best way to promote skills transfer to the job.

For example, a customer service agent can:

- Practice using database software
- Listen in as an experienced agent takes customer calls
- Follow a script to make a sample customer call



2

3

4

2

Give Learners Time to Reflect

It's important to give your audience time to pause, reflect, and really absorb what they are learning, rather than rushing them through the course content. Consider adding activities to your e-learning that ask the learner to reflect about how the information learned applies to their job and to their real-life situations.

Here's an idea: at the end of each module or lesson, include a freeform essay-style question that asks the learner to share how they'll use the course information in their job. This type of question has no right or wrong answer, so it doesn't need to be graded. The intent is to prompt learners to think about how this applies to their job, and how they can do their job better. It's also great data that gives valuable insight into how the learners do their jobs.

1



3



4



3

Develop an Action Plan

Encourage your learners to keep an action plan that they can fill out through the e-learning session with ideas and tips they can apply to their job. This way, when something clicks and they think “Ah yes! I should do that!” they can write it down immediately and not risk forgetting it. One easy, quick way to do this is to create a document (such as a PDF with text-entry fields) and link to it early in the course. Have learners save it to their desktops; they can use this to write down notes as they progress through the course.

Another idea is to ask learners at the end of each lesson to reflect on what they learned and fill out an action plan. This combines tips #2 and #3 together!

1

2

4

4

Discuss Obstacles

Sometimes learners feel like there are obstacles preventing them from reaching the desired results of e-learning or training: lack of incentive, aging equipment, unclear processes or documentation, etc. Give your learners a way to voice their concerns about obstacles so you can consider their validity and offer solutions.

A few ideas: create an intranet page where people can share their views about obstacles, post-training. Or, hold a brief chat session or webinar for people to attend after they have completed the e-learning to debrief and talk about challenges.



1



2



3



LEARNER ENGAGEMENT

Create relevant learning paths.

Let your guiding principles lead the way.

- Great content
- Great delivery of that content
- Operational excellence
- Delivery of a great learning experience

Set up a digital training calendar.

Assign “pre-watch” online learning before a VILT session.

Less is more.

Make learning social.

Utilise chat.

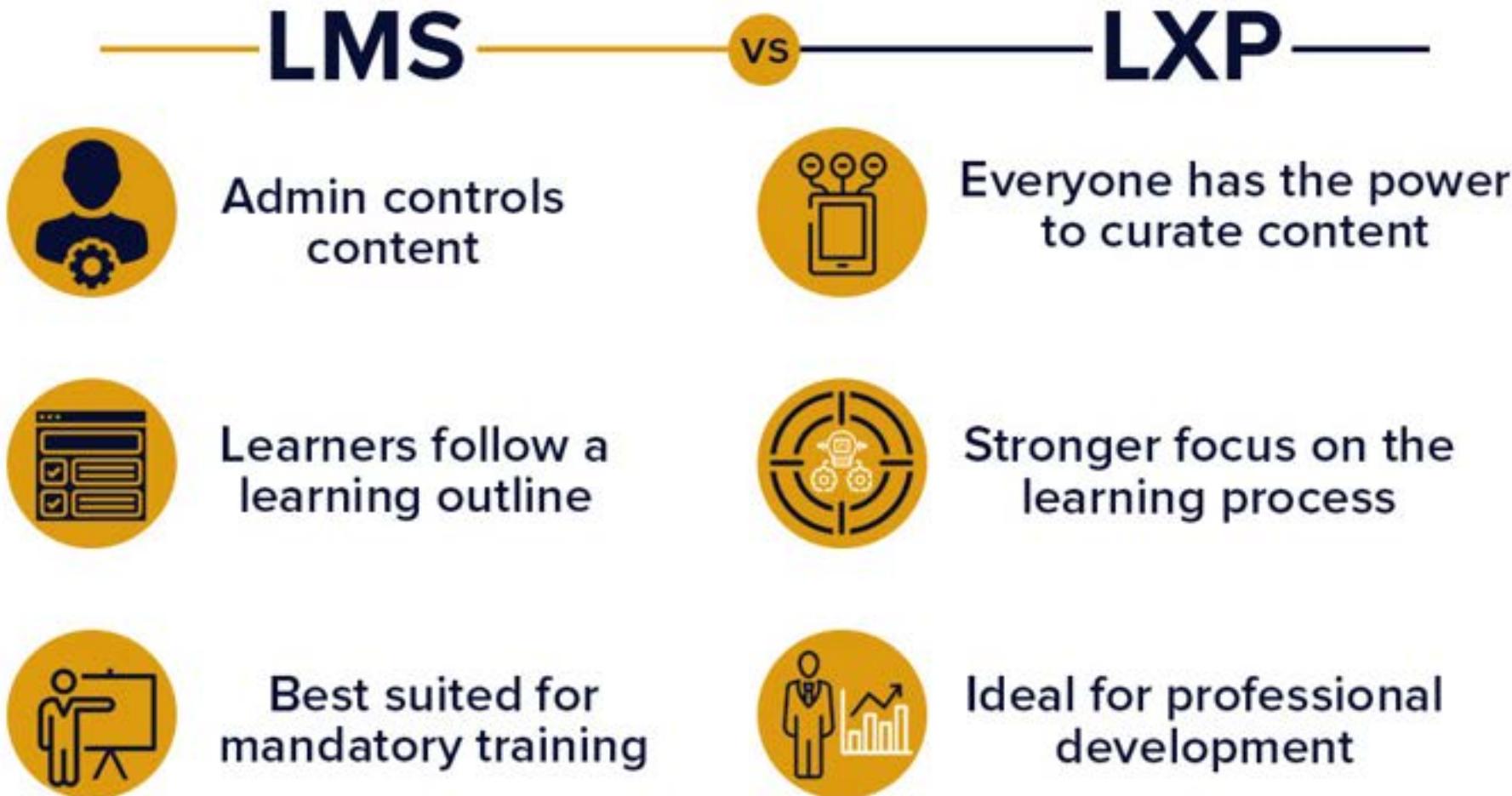
Reimagine how to deliver live virtual.

Get close to learner needs.

Help learners find their purpose.



LEARNING EXPERIENCE PLATFORM



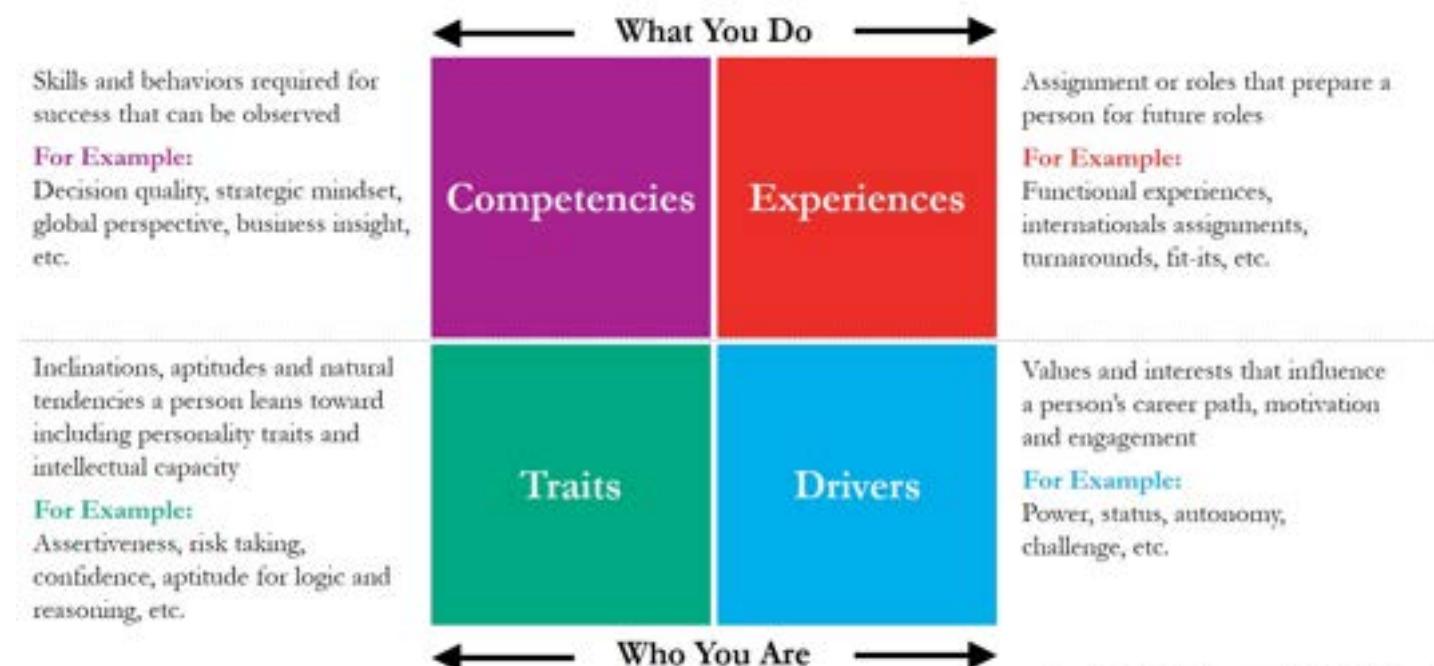
Source: Unboxed Technology (2019)

LOMINGER / KORN FERRY LEADERSHIP ARCHITECT

Korn Ferry Leadership Architect™ (KFLA) represents a contemporary view of what skills and behaviours drive success in the 21st century.

With this *Global Competency Framework*, you will be able to align your organisational talent, develop and activate a robust leadership and talent management strategy, and build a solid foundation for sustained business advantage.

Four dimensions of leadership and talent: Competencies, Experiences, Motivators or Drivers, and Traits or Dispositions.

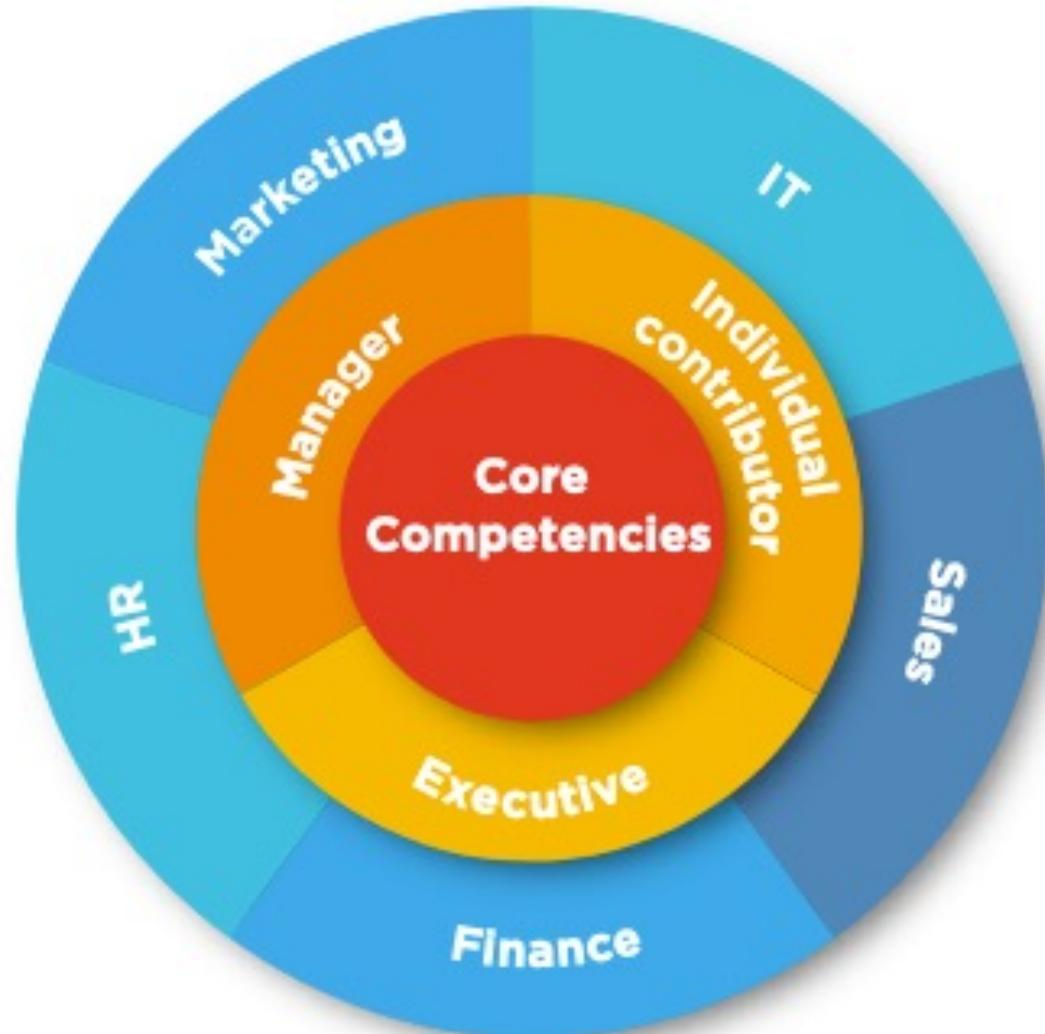


Source: Korn Ferry Four Dimensions of Leadership and Talent, 2014

“PICK & CHOOSE”

A model that specifies core, management level, and business function competencies.

Define what is required for success. A competency model can build in multiple layers and specify competencies that are core to the whole organisation, management level, and business function.





POLL

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A photograph of two tennis players on a blue court. They are standing at the center net, facing each other and shaking hands. Both players are wearing white shirts and shorts, and they are holding tennis rackets. The court has white boundary lines and a black net. The background is a clear blue sky.

CONTINUOUS FEEDBACK

AND PERFORMANCE REVIEW

CONTINUOUS FEEDBACK

Employees should have a good idea of what will be discussed before they walk into their review. On the flip side, consistent feedback helps managers gather more data, increase employee engagement, and drive business outcomes.

Ensure that managers across your organisation have regularly scheduled touch-points with employees. This is usually a combination of weekly 1:1 meetings with managers, quarterly reviews, bi-yearly written reviews, and of course, the once-per-year formal review.



EFFECTIVE 1:1 MEETINGS

Set up a regular 30-minute meeting away from a room or desk - head outside for a walk.

Set up a shared agenda to help structure the discussion time. Both the manager and team member should contribute.

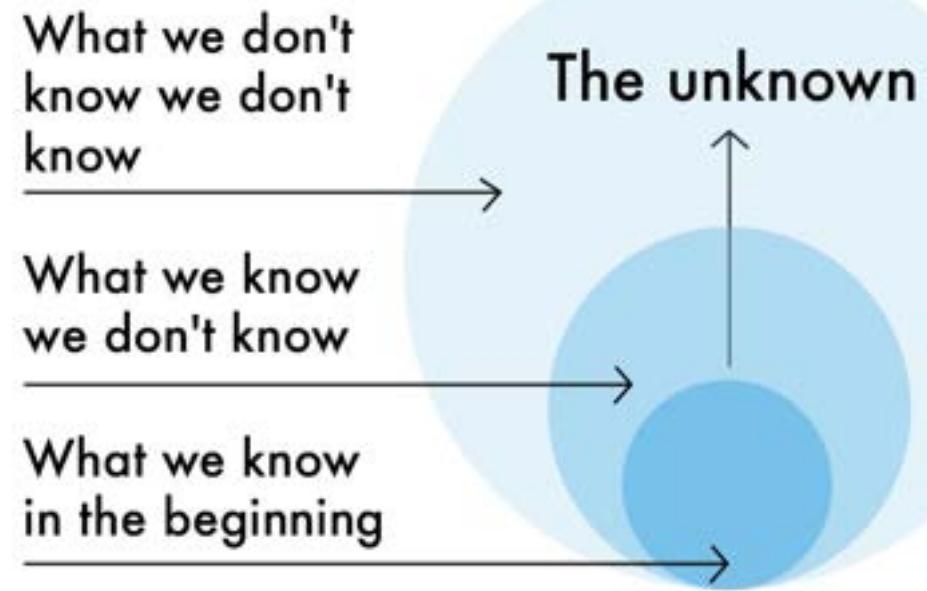
- Check-in and catch-up questions: “What can I help you with?” and “What have you been up to?”
- Roadblocks or issues
- Goal updates
- Administrative topics (e.g., upcoming holidays, expense reports, timesheet)
- Next steps to confirm actions and agreements
- Career development and coaching



GROWTH MINDSET

Effective performance appraisals encourage employees to explore their career trajectory.

Effective performance management evaluates employee contributions holistically.





EDUCATE MANAGERS

Managers are the key to impactful performance evaluations.

Help your managers master critical feedback and compensation conversations. As an L&D leader you should feel most powerful here—you have the ability to create and curate resources to help managers thrive. Provide training on how to run a meaningful annual review

Arm managers with the inputs they need—like learning resources, career ladders, feedback they've gotten from peers, compensation matrixes specific to your organization. Perhaps most importantly you need to help managers give clear, honest and constructive feedback. Having conversations around performance and compensation is hard—especially if the manager needs to provide negative feedback.

Research shows that managers consider giving negative feedback one of the most difficult and stressful interactions in the workplace.

SET CLEAR GOALS AND EXPECTATIONS

Clearly defined, measurable goals must be a central principle of performance management.

If you are not already, have managers document individual and team goals for the quarter and the year. Annual goals should be more aspirational (e.g., sign 1,000 customers) than quarterly milestones which should be more granular and should explain how you will get there (e.g., drive 1,000 quality leads to build pipeline to close 1,000 customers).

Many organizations look to goal setting frameworks like SMART goals and Objectives and Key Results (OKRs) to drive consistent goal setting across the organization.

The Society for Human Resource Management (SHRM) suggests SMART Goals:

Specific, clear and understandable

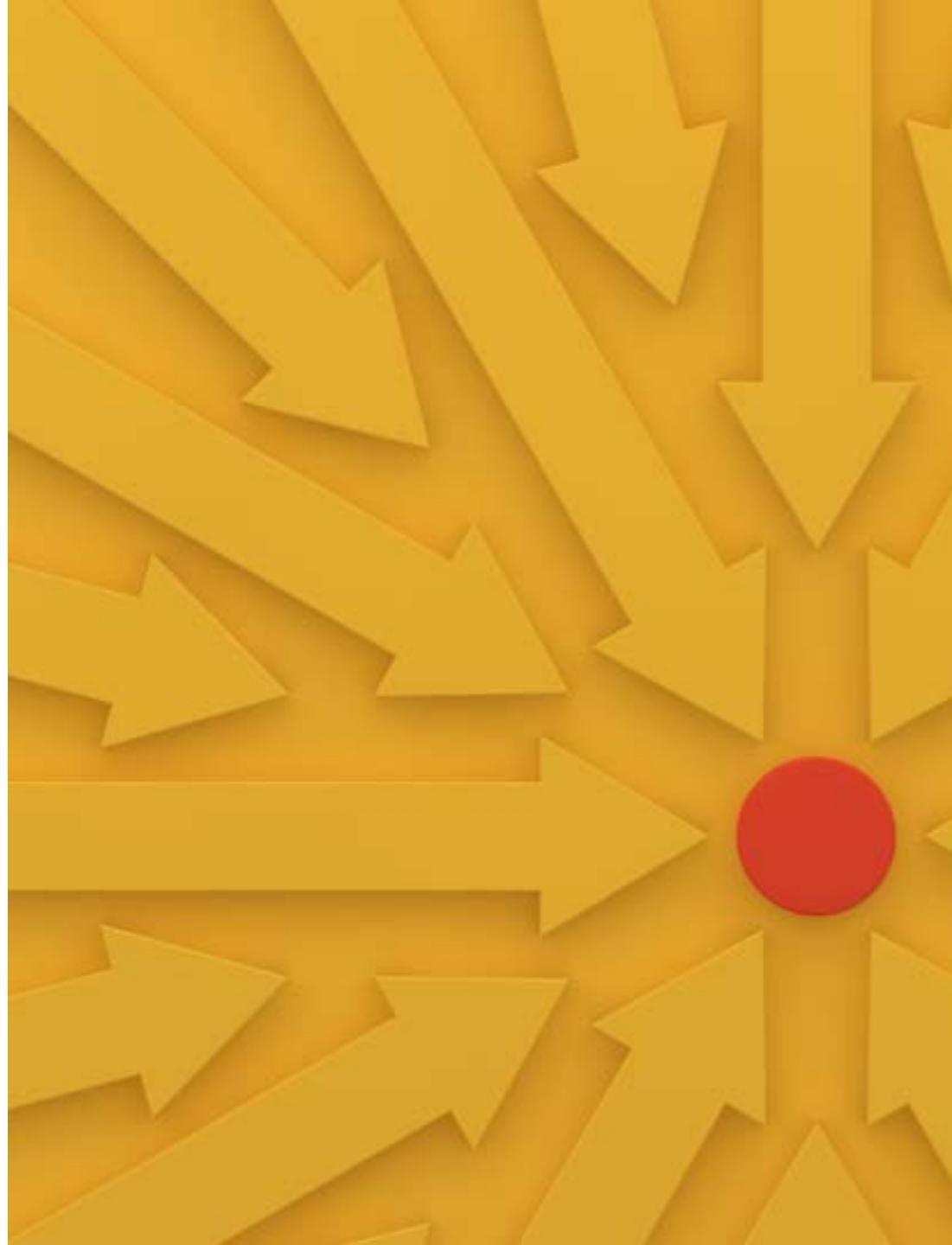
Measurable, verifiable and results oriented

Attainable, yet sufficiently challenging

Relevant to the mission of the department or organization

Time-bound with a schedule and specific milestones

Learning Goals: Set learning goals as part of your quarterly metrics. Identify and document a learning plan based on places the manager and employee see room for improvement.



OBJECTIVE AND KEY RESULTS

Companies like LinkedIn, Google, Walmart and Target have turned to OKRs to measure employee goals.

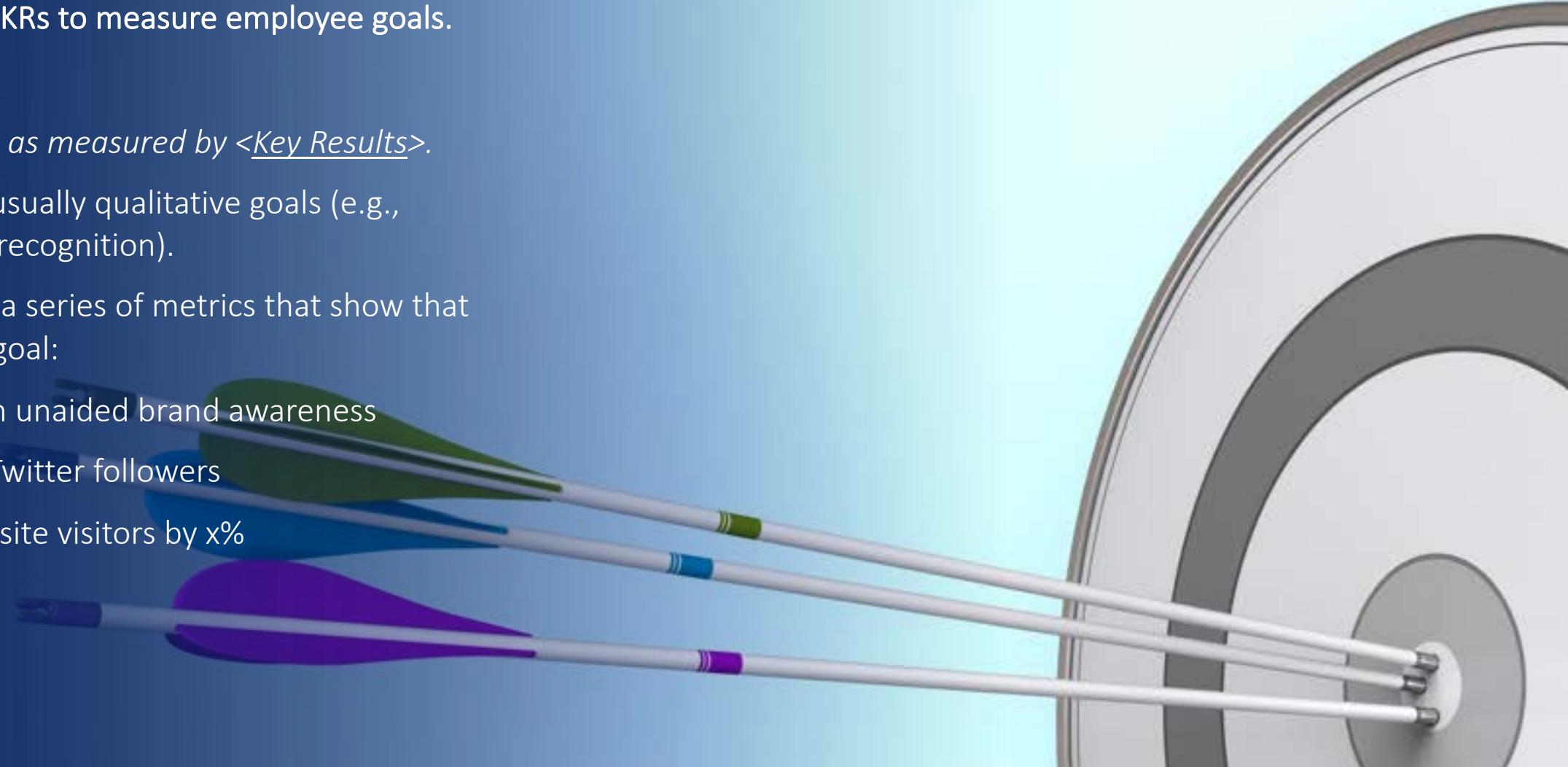
The formula is:

I will <Objective> as measured by <Key Results>.

OBJECTIVES are usually qualitative goals (e.g., increased brand recognition).

KEY RESULTS are a series of metrics that show that you've met that goal:

- 3% increase in unaided brand awareness
- Reach 2,000 Twitter followers
- Increase new site visitors by x%



GIVE YOUR TEAM THE TOOLS AND TECHNOLOGY TO SUCCEED

Provide the tools and technology your managers need to collect data, and communicate and learn about the performance review process.

Provide a central hub for information: Managers are busy. Provide one central place where managers can find what they need to learn about the review process, document feedback, and stay on schedule. If managers need to put too much effort into finding what to do, they likely won't do it—or won't do it the way you want them to.

Collect and document employee performance: Employee reviews should be a year-long process. Provide managers with the tools they need to formally document employee feedback—scheduled or unscheduled.

For example, GE implemented an app that allows employees to request feedback from managers. It provides summaries of employee goals and any notes that managers or employees have around those goals.

While you may not have an app dedicated to your performance management, there are tools like Workday and SuccessFactors that can help you document employee feedback.



INVEST IN A ROBUST COMMUNICATIONS PLAN

Invest in a communications plan to get your managers and employees psyched up and focused on performance reviews.

This is your chance to put on your marketing hat and get creative. Think about the different communication mediums available. Email marketing, physical desk drops, posters, bulletins on monitors throughout the office, all-hands meetings, external speaker events, a pancake breakfast—these are all fair game.

Leverage your internal influencers and partners. HR business partners should be at the top of your list. For each company-wide communication you send, have your HR business partners follow up with a more personal note to the teams they work with. Get managers' attention and buy-in by sending emails from your executive team.



HOW TO LEAD A PRODUCTIVE EVALUATION

Focus on the Work

- Invite your employee to share their perspective on their performance
- Dig into big wins on specific action items and talk about ways to improve
- Speak to the objectives and key results (OKRs) agreed upon early in the year

Recognize Strengths

- Speak to the employee's most significant accomplishments this year
- Talk about ways in which the employee embodied company's values
- Tell the employee about the positive feedback you've heard from other team members

Observe Emotions

- Be mindful of any emotions or strong reactions that come up
- Listen with compassion and empathy and continue to own the message

Follow Through

- Maintain momentum. Schedule a cadence for regular conversations in 1:1s or quarterly reviews
- Work together to build a development program. Define key actions to help the employee overcome obstacles and grow in his/her career

Communicate Challenges and Identify Opportunities

- Invite the employee to share thoughts on challenges they've faced
- Name the challenges you've seen the employee face. Reference specific projects or patterns.
- Focus on opportunities to overcome challenges and encourage reflection. Point to learning resources to help them overcome those challenges

BE SPECIFIC

Point to specific moments in time that lead you to provide your feedback.

OWN IT

Show respect and earn respect by owning the feedback you give.

DO A FEEDBACK CHECK

Be sure the employee can communicate in their own words that the message was received.

6-PART STRUCTURE FOR GIVING CLEAR AND ACTIONABLE FEEDBACK



WHERE ARE WE GOING?

Tackle the big-picture priorities at the company.



WHERE CAN WE IMPROVE?

Constructive suggestions.



WHERE ARE YOU GOING?

Aligning behaviour and mindset, replicating openness and honesty about leader's responsibilities and goals.



HOW CAN I HELP YOU?

When we offer our help, we are nudging people to admit they need help.



WHAT IS GOING WELL?

Recognise recent achievements, learn about good news that may be missed.



HOW CAN YOU HELP ME?

How can I become a more effective leader? Asking for help means exposing our weaknesses and vulnerabilities — not an easy thing to do. By asking for ongoing help and focusing on own improvement, he was encouraging everyone to do the same.

BE SPECIFIC

Assess job performance and improve feedback.

Competencies that are precisely defined by their observable behaviours are easier for managers (or participants in a 360° feedback program) to assess.

The value of 360° feedback—to the individual and the organisation—is much reduced when respondents aren't working from a consistent set of globally applied competencies (Bowen and Ostroff 2004).

Competency models also help managers discuss how specific behaviours contributed to the person's effectiveness at his or her job. This not only defuses tension but focuses coaching or development conversations on concrete actions that will improve performance.



Budgeting

Target

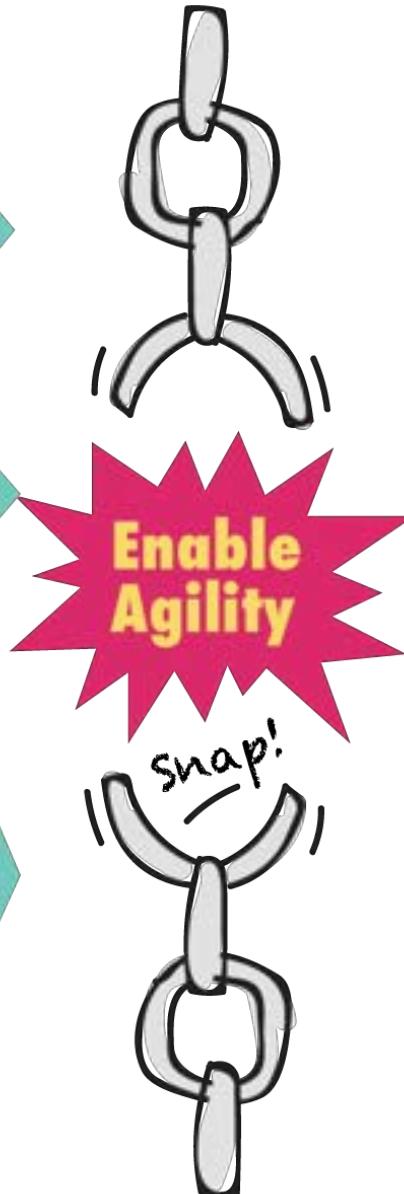
- Inspiring, stretching & relative
- VUCA robust

Forecast

- Unbiased - expected outcome
- Limited detail

Resource allocation

- Dynamic – no pre-allocation
- Mandates, standards & decision criteria
- High level constraints (where necessary)



Performance Development

Feedback & coaching

- Continuous, not annual
- Through regular conversations
- Peer feedback - Manager facilitates

Increasing performance

- OKR's - Organizational, team & individual
- Bottom up - and top down

Learning & development

- Continuously learning as a way of working
- Build a learning organization

Compensation

- Base pay - Objective criteria, make it fair
- Performance pay - subjective criteria, use collective intelligence



CONCLUSION

Performance management is a central principle of talent development.

While the one-time-per-year performance review is becoming a relic of the past, we're seeing a surge of real-time regular performance feedback about more than just metrics.

The modern performance review is about the employee, himself or herself—not just outcomes. Use resources like these to help your performance management shift toward a system that continuously grows and supports your talent. Your managers and employees will thank you for it.



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EXPERIENCE

AND CULTURE

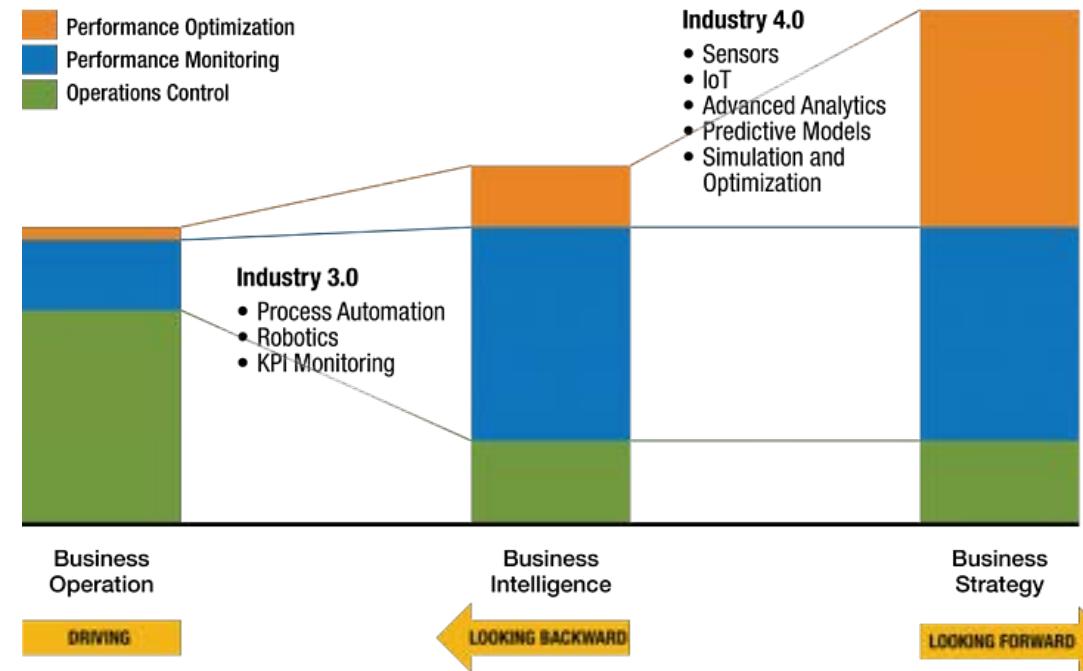


"Without data, you're just another person with an opinion."

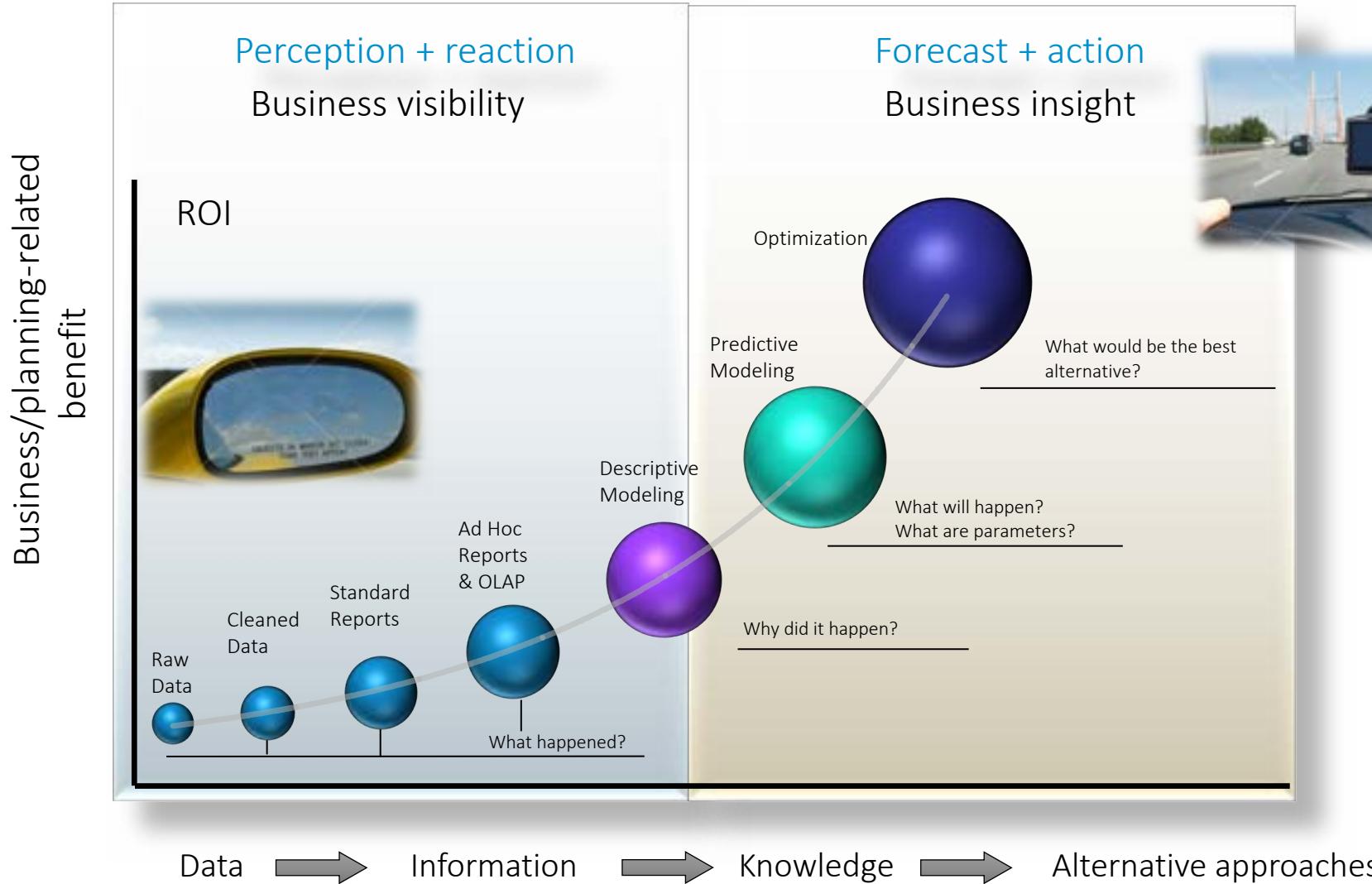
– W. Edwards Deming

HR 3.0

- Developing new leadership capabilities for the 4IR
 - Managing the integration of technology in the workplace
 - Enhancing the employee experience
 - Building an agile and personalized learning culture
 - Establishing metrics for valuing human capital
 - Embedding diversity and inclusion
- A new breed of jobs, requiring multiple and diverse skills, will increasingly replace role specification.



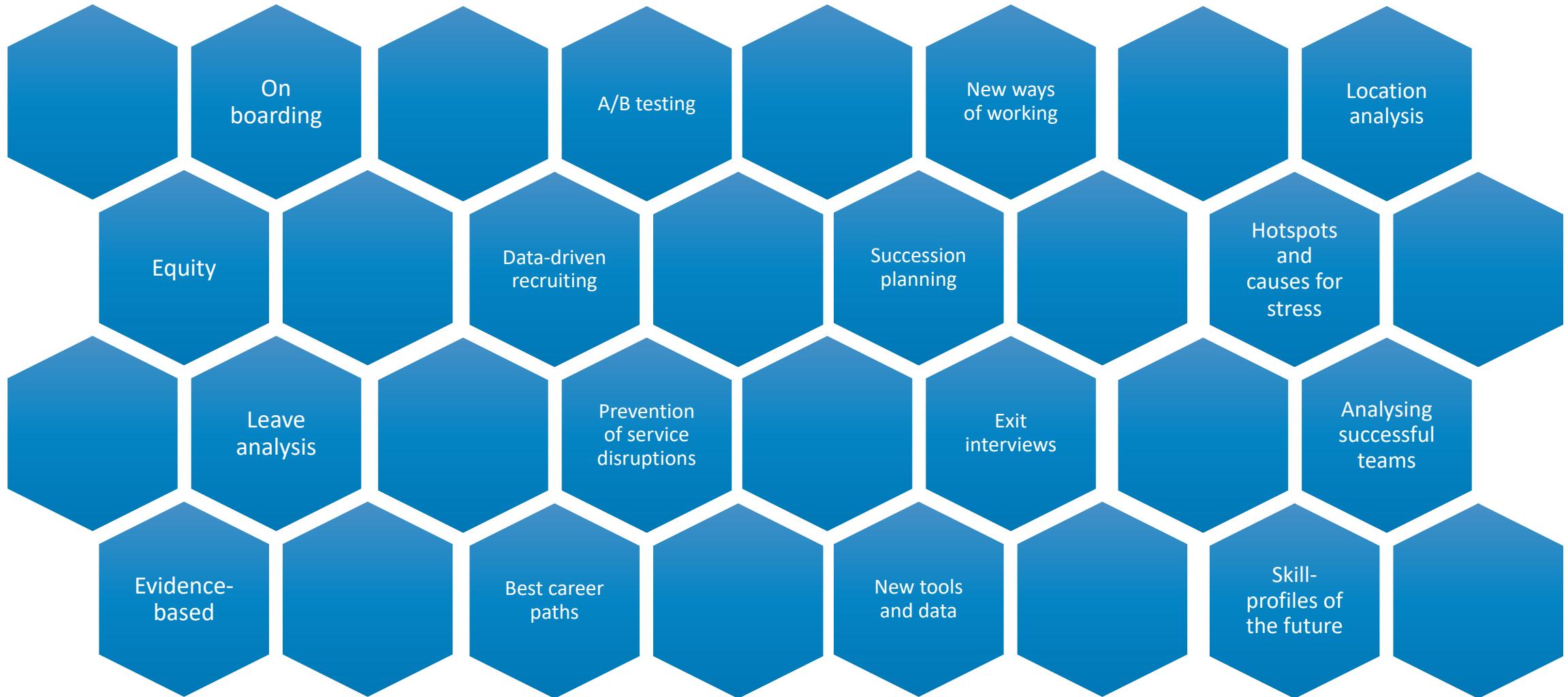
ANALYTICS IS THE DRIVER



Questions, insight progress

- Optimisation of possible influences, scenarios, “what if?” implementation
- How will attrition develop in the next half year? Possible influences?
- Why are there increases in turnover (sales, marketing, supply chain...)?
- Turnover, last three months?

MORE PRECISE AND PREVENTIVE



Climbing up the analytics value chain yields better decisions



REDESIGN HR TO ACCELERATE

1. Integrate analytics teams

- Right data
- Right logic
- Right measures
- Right process

2. Align business priorities

- Value
- Strategic

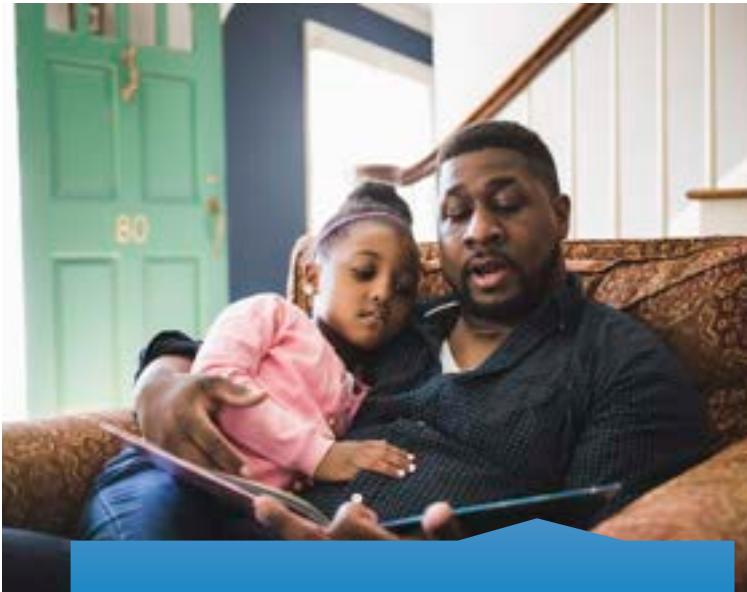
3. Multidisciplinary insights

- Mindset
- From efficient to effective

Top 10 analytics requests from the C-suite	% of HR providing
1 Why is one team high-performing and another struggling?	52%
2 What are the key drivers of engagement in our organization?	53%
3 To what extent are there pay inequities by gender and race/ethnicity?	52%
4 How do different retirement options impact older workers' behavior?	40%
5 How are our total rewards programs being utilized by our employees?	46%
6 Who is likely to leave in the next 6-12 months?	43%
7 How can data-driven insights help us understand and better manage healthcare spend globally?	41%
8 When is our critical talent likely to retire?	41%
9 Which profile of candidates tends to stay longer?	41%
10 Which populations (e.g., women, minorities) are failing to progress within the organization?	38%

DATA STORYTELLING

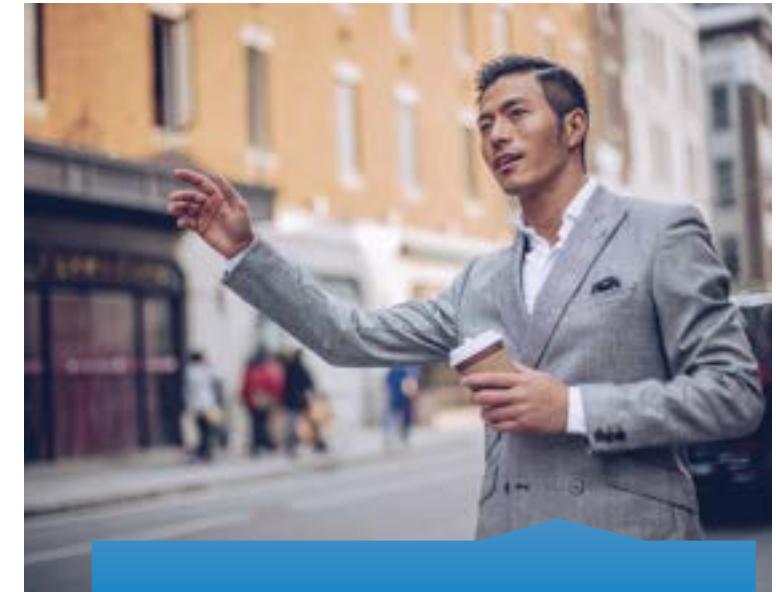
EXECUTIVE SUMMARY



Context or Plot



Findings or Conflict



Call to Action

CO-CREATE EMPLOYEE EXPERIENCE

- Co-create employee experience to delivery business value.
- Listen to improve continuously.
- Collaborate and co-create.
- Visualise to get a shared understanding.
- Mapping the employee experience to redesign the user and people experience of work to be more human centric and support high performance.



EMPLOYEE EXPERIENCE

Reinventing how you deliver digital experiences to employees.

Provide employee insights

- Life events and social profile
- Employee 360-degree view

Design experience and campaigns

- Employee experience journey maps
- Contextual campaigns

Manage interactions and outcome

- Multi-device, cross-channel interactions
- Loyalty, engagement and satisfaction



EMPLOYEE EXPERIENCE CHECKLIST

- Workflow efficiency
- Universal search
- Integration
- Consistent user experiences

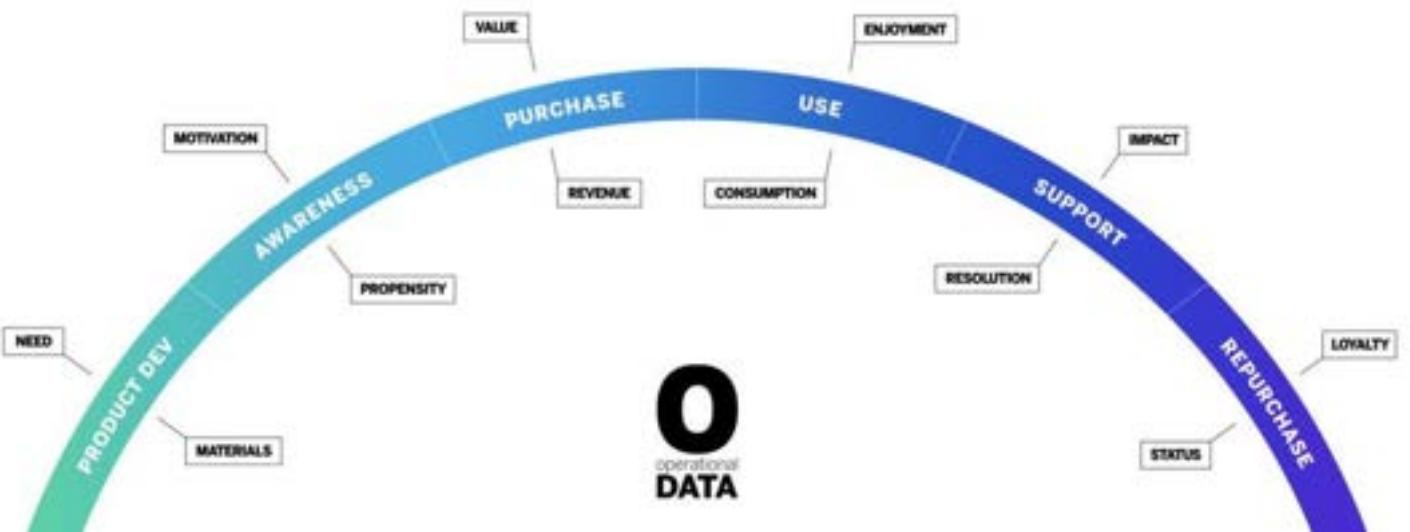


EMOTIONS AND ATTITUDES

Operational Data (O-Data™) tells you what is happening.
Experience Data (X-Data™) tells you why.



Understanding the emotions and attitudes



EMPLOYEE LIFECYCLE

- Using data in completely new ways
- Touchpoints
- Key drivers of engagement



EXPERIENCE Maturity

INVESTIGATE

- Organization is not focused on XM as a strategic opportunity yet, although it may be supporting essential customer service or product development and may be investing other functions.

INITIATE

- As leaders begin to see the potential value in XM, they start to investigate how XM can help their organization and assign a group responsibility for exploring what the organization needs to focus on to improve the experiences it delivers.

MOBILIZE

- Once executives view XM as a strategic priority, the organization taps into full-time XM staff who guide efforts to mature and augment their insights programs, begin sharing role-based insights with a wider audience, and work cross-functionally to improve discrete experience pain points.

SCALE

- With robust XM practices in place, the organization systematically uses insights to identify and improve experiences and infuses XM into its overall strategic priorities, operational processes, and work routines.

EMBED

- In this final stage of maturity, XM skills are ingrained across the organization, and insights are captured across multiple, integrated touchpoints. The entire business is aligned around the value of XM.

HOW TO MATURE



ASSESS YOUR CURRENT MATURITY LEVEL

And re-assess every 12-18 months



SECURE SENIOR EXECUTIVE COMMITMENT

Active support from sponsor



ROUTINELY TRACK PROGRESS

Know where you are



PLAN FOR A LONG-TERM JOURNEY

It is a marathon, not a sprint. It will make you more competitive in the long-run.



AVOID COMMON OBSTACLES TO XM PROGRESS

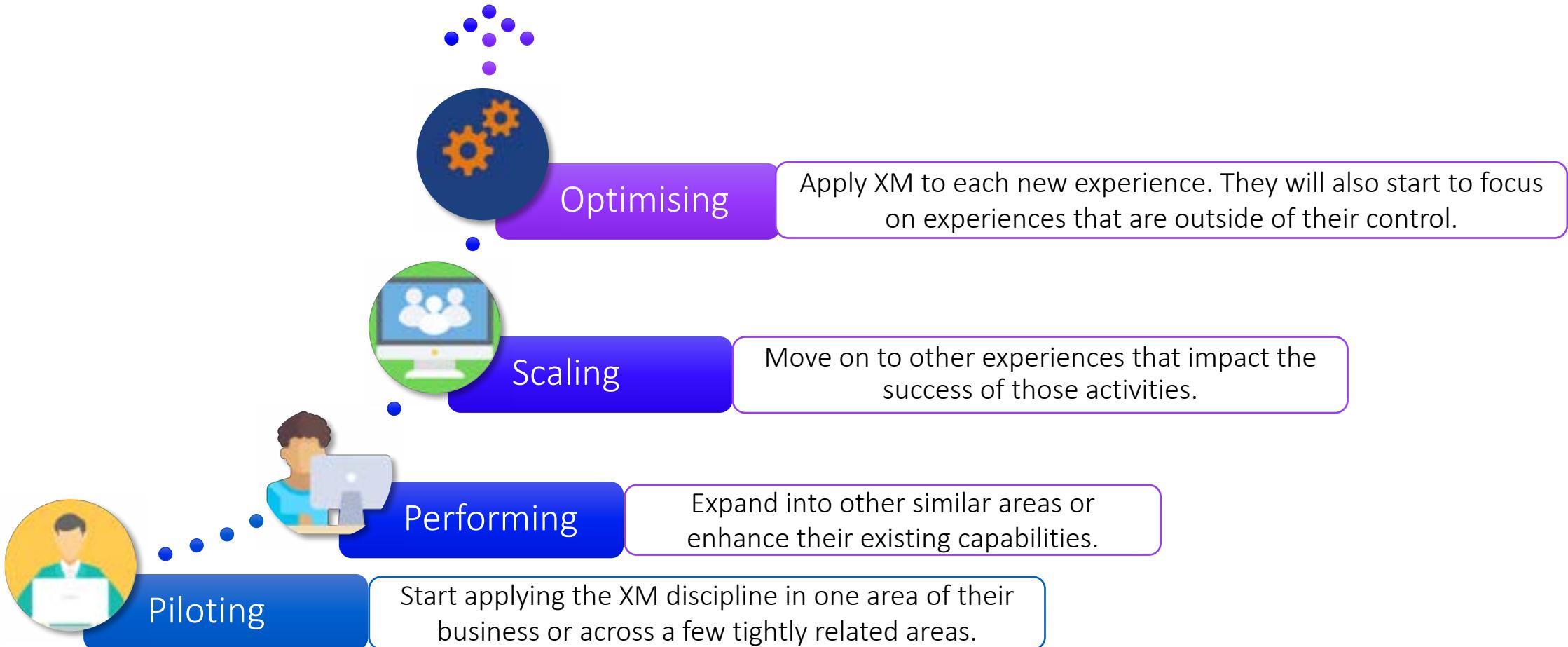
Lack of clear strategy or funding, technology limitations



REVIEW RESULTS

Discuss where you want to go

STEPS TO EXPAND



HOW TO DRIVE EX



PRE-BOARDING AND ONBOARDING

Start with experiences that can be redesigned quickly and easily



EMPLOYEE EXPERIENCE TOUCHPOINTS

Solve business problems and reduce/eliminate silos



HEALTH, WELLBEING, FLEXIBILITY

Focus on people holistically to boost engagement



CREATE HR CAPABILITIES

Design thinking, change management, communication, data analytics, data visualisation, data scientist, AI and ML



TALENT ACQUISITION PLAY BOOK

Help managers create energy by creating a powerful experience



BUSINESS IMPACTS

Create value and be strategic

SURVEY

State your goals before surveying

Understand structured vs. open-ended questions

Write quality questions

Avoid survey-writing pitfalls

Test your survey

Offer anonymous, confidential, or identified

Survey the right people

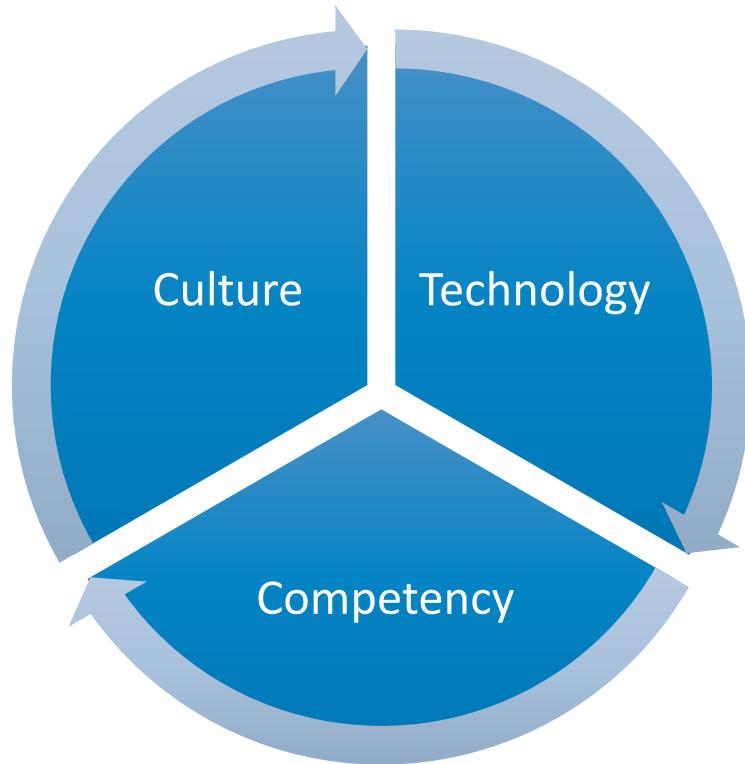
Write an effective survey invite

Share the results

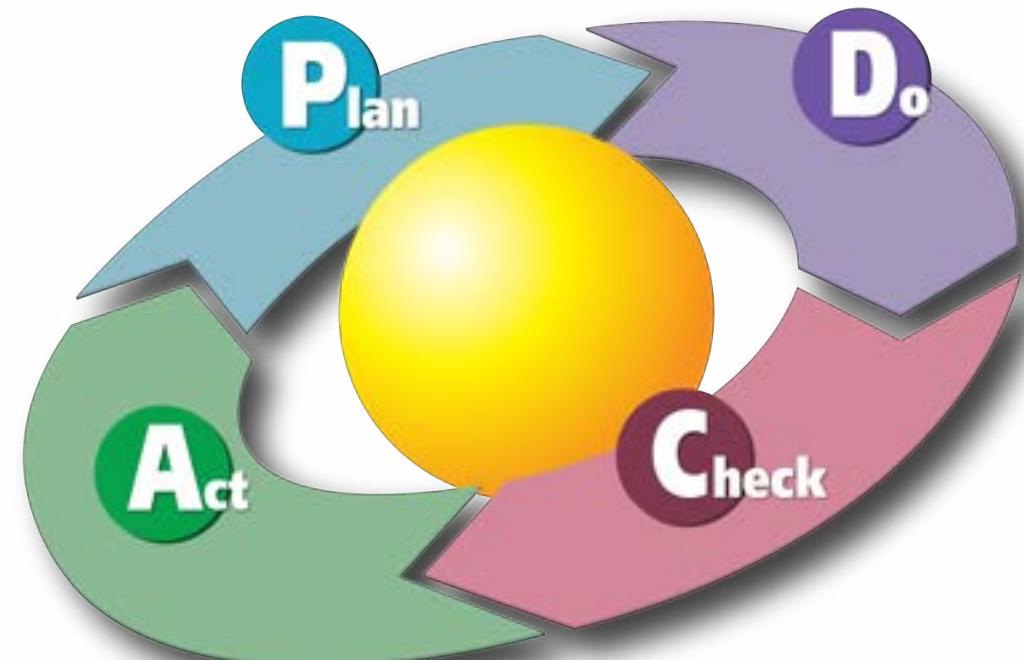


OPERATING AND IMPROVING

3 elements to employee experience success.



4-step technique to continuously improve quality.



CULTURE DRIVERS



Focusing on culture drivers can set managers and teams up for success.

Leaders can develop a reboarding strategy using five culture drivers.



3: Human Capital

- To succeed in this new era of work, organizations must create a people-centred employee experience that reinforces their purpose, brand and culture.



1: Leadership and Communication

- Rise in overall employee engagement due in large part to the increased transparency and communication delivered to the workforce by senior leaders.



4: Work Teams and Structures

- Rather than being nostalgic for the past, organizations have an opportunity to blow up old structures and create new processes that remove barriers to achieving profound, purpose-driven work.



2: Values and Rituals

- Organizations need to be intentional about creating new rituals that can withstand the new dynamics of work.



5: Performance

- Only about one in 10 people possess the natural talent to manage. Employees also need high wellbeing for high performance.



POLL

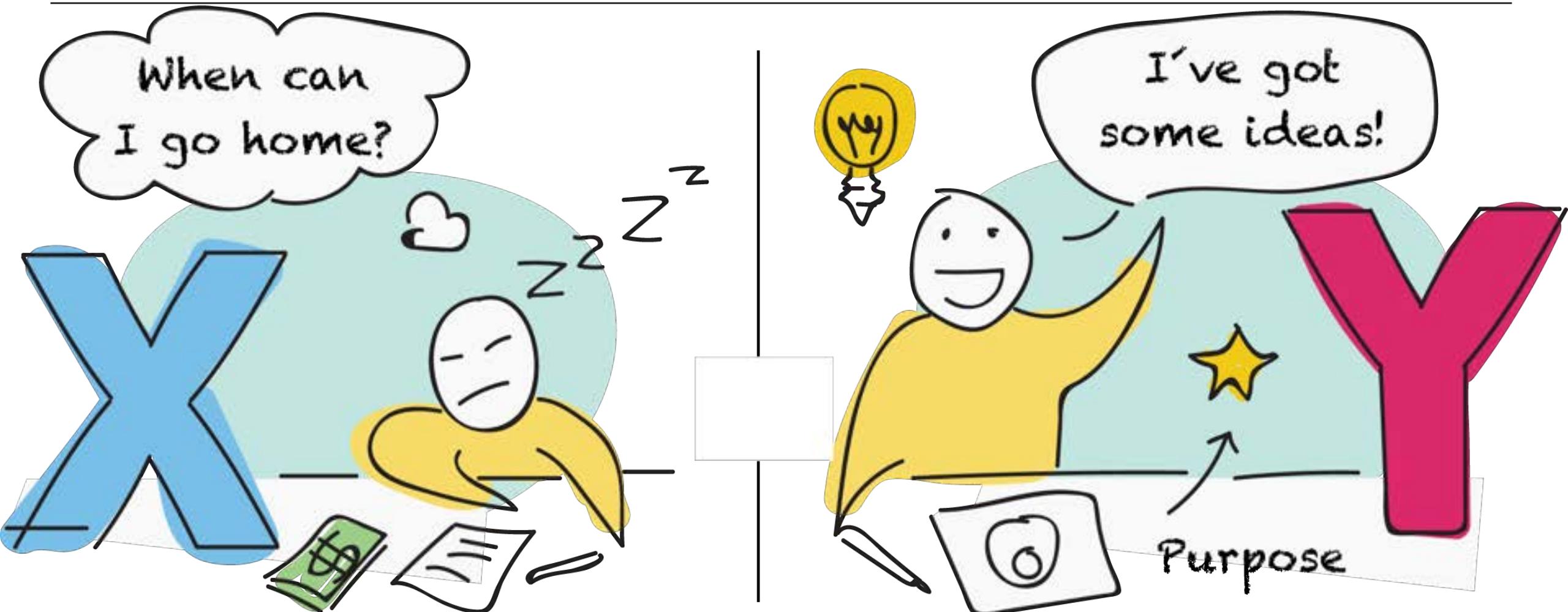
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CULTIVATE INNOVATION,

INCREASE PRODUCTIVITY AND IMPROVE ENGAGEMENT



Theory X and Y



AUGMENT HUMAN CAPABILITIES

Augment human capabilities with technology.

Make innovation a core strategy within HR.

Push yourself to reinvent and innovate in every people practice.

Many organisations are now using new performance management practices built around design sessions and hackathons.

Investigate new innovations in recruiting, including using data to find people who resemble high performers in the company.

Benchmark: Visit other companies to see what they are doing.

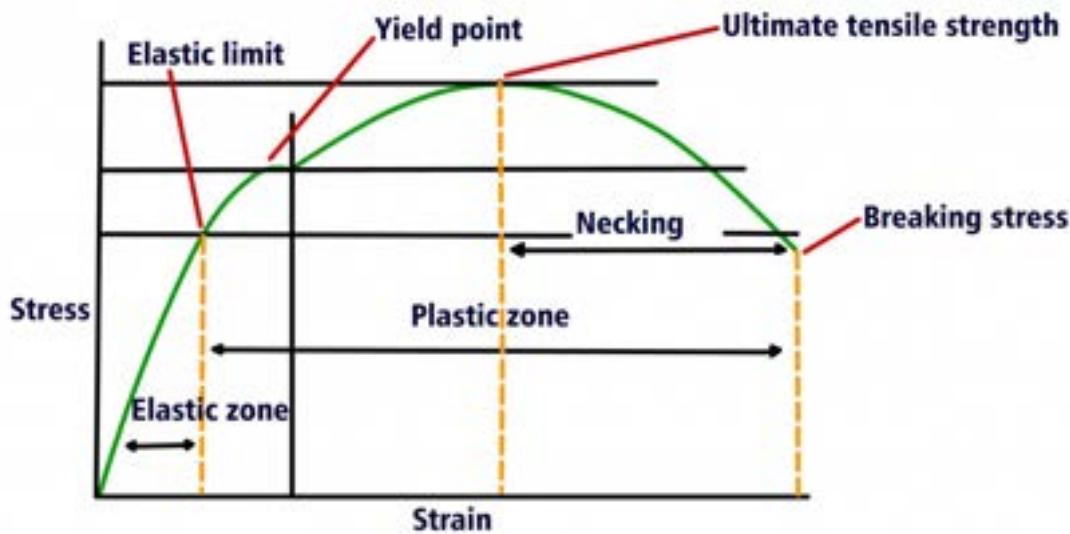
HR teams can bring in outside speakers, join research membership programs, and continually look for new ideas to foster innovation

Today's leading practices come from innovative ideas developed around an organisation's culture and business needs.

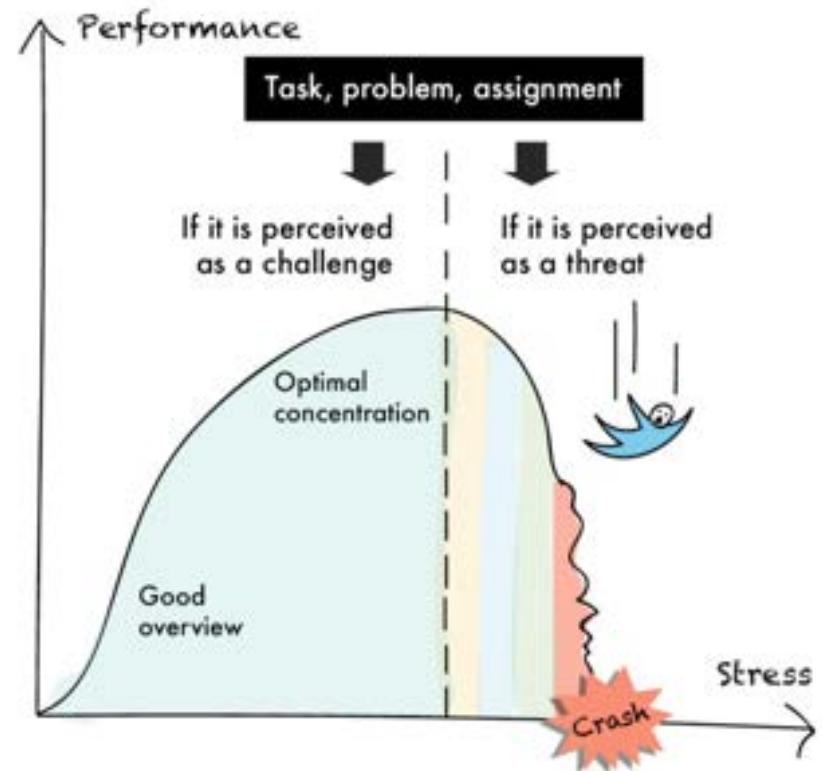


STRESS CURVE

Hooke's Law



Performance Curve



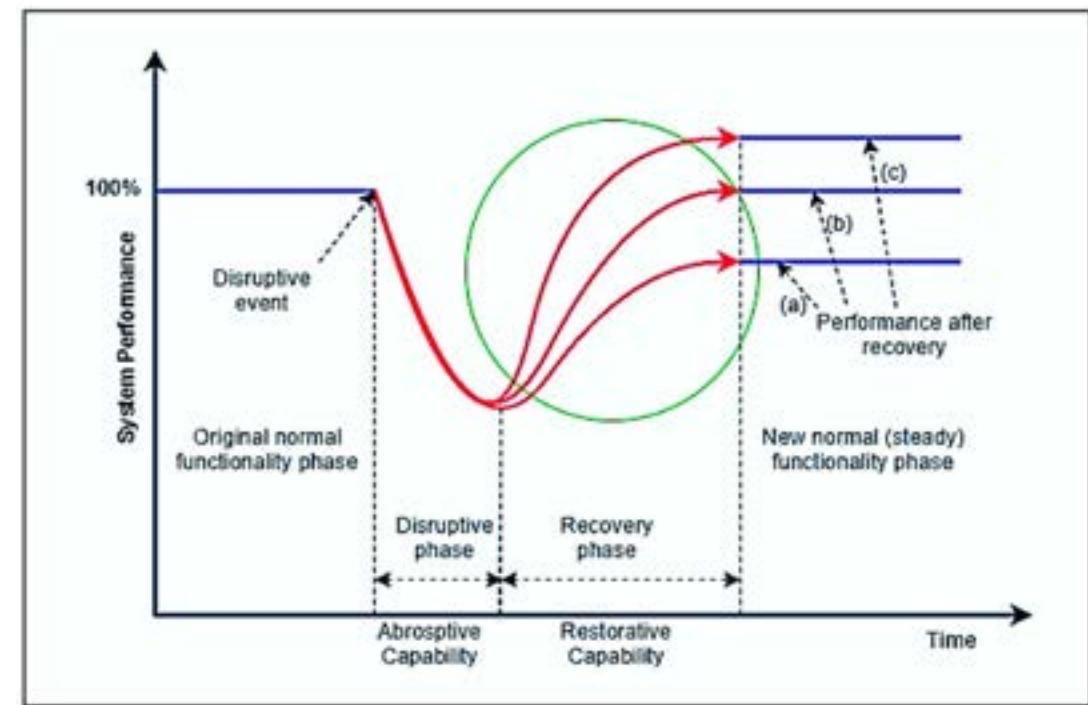
When you take a rubber band and stretch it beyond its elastic limit, and release the pressure, it will not go back to its original shape. It will be permanently changed.

RESILIENCE CURVE

Stress Curve



Resilience Curve



KEEP THE MOMENTUM

Covid-19 has tested digital transformation's elasticity, forever changing how organisations operate. Now the challenge is for organisations to maintain the boldness inspired by the pandemic's disruption to continue to innovate in new and creative ways.

Digital workforce: How can organisations drive new management practices (which we call "digital DNA"), a culture of innovation and sharing, and a set of talent practices that facilitate a new network-based organisation?

Digital workplace: How can organisations design a working environment that enables productivity; uses modern communication tools (such as Slack, Workplace by Facebook, Microsoft Teams, and many others); and promotes engagement, wellness, and a sense of purpose?

Digital HR: How can organisations change the HR function itself to operate in a digital way, use digital tools and apps to deliver solutions, and continuously experiment and innovate?

This shift is happening rapidly, as HR leaders are being pushed to take on a larger role in helping to drive the organisation to "be digital," not just "do digital."



DIVERSITY, INCLUSION, BELONGING

The positive relationship between management diversity and innovation is statistically significant, meaning that companies with higher levels of diversity get more revenue from new products and services.

The innovation boost isn't limited to a single type of diversity. The presence of managers who are female or from other countries, industries, or companies can cause an increase in innovation.

At companies with diverse management teams, openness to contributions from lower-level workers and an environment in which employees feel free to speak their minds are crucial in fostering innovation.





INTENTIONAL LEARNER

Two mindsets:

1. Growth
2. Curiosity

Five best-practice behaviours:

1. Setting goals
2. Protecting time for learning
3. Actively seeking feedback
4. Conducting deliberate practice
5. Reflecting to evaluate yourself and determine your progress

Here are four science-based recommendations to help you create a learning culture on your team or in your organisation:

1. Reward continuous learning
2. Give meaningful and constructive feedback
3. Lead by example
4. Hire curious people

UNLOCK INNOVATION

Leaders also need acquired diversity to establish a culture in which all employees feel free to contribute ideas.



ENSURING THAT EVERYONE IS HEARD

Effective and active listening



SHARING CREDIT FOR SUCCESS

Rewards and recognition



RISK-TAKING

Enable employees to feel psychologically safe to take risks and try new ideas.



GIVING ACTIONABLE FEEDBACK

Develop teams



AUTONOMY

Empower your team giving team members decision-making authority.



IMPLEMENTING FEEDBACK FROM THE TEAM

Encourage everyone to continuously improve

REFLECT

To what degree does your organisation support experimentation?





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NEW MANAGER

Get new managers to embrace learning habits.

New manager training offers a great opportunity to get emerging leaders to embrace learning, a value that will trickle down to their direct reports.

Consider a blended new manager training that supplements in-person training with online learning content. This will help managers gain direct experience with your online learning platform and better grasp the value of an essential tool that will help their teams grow.

- Get input
- Track progress and keep momentum going
- Leverage managers to make learning contagious
- Provide a forum
- Drive accountability

MANAGER ACTIVATION

Two thirds of learners would be motivated to spend more time learning if their direct managers were involved in their workplace learning.

Manager should challenge the team and support career goals.

Find a more effective learner engagement strategy leveraging managers to personalize learning:

- Articulate / Explain the impact
- Focus on focus
- Tap into urgency / action
- Encourage action and ensure accountability / Identify and elevate success stories
- Create space/forum where managers can connect, support each other, and share best practices and inspiration.
- Find a champion—or many! / Form relationships
- Continue coaching / Keep the learning going





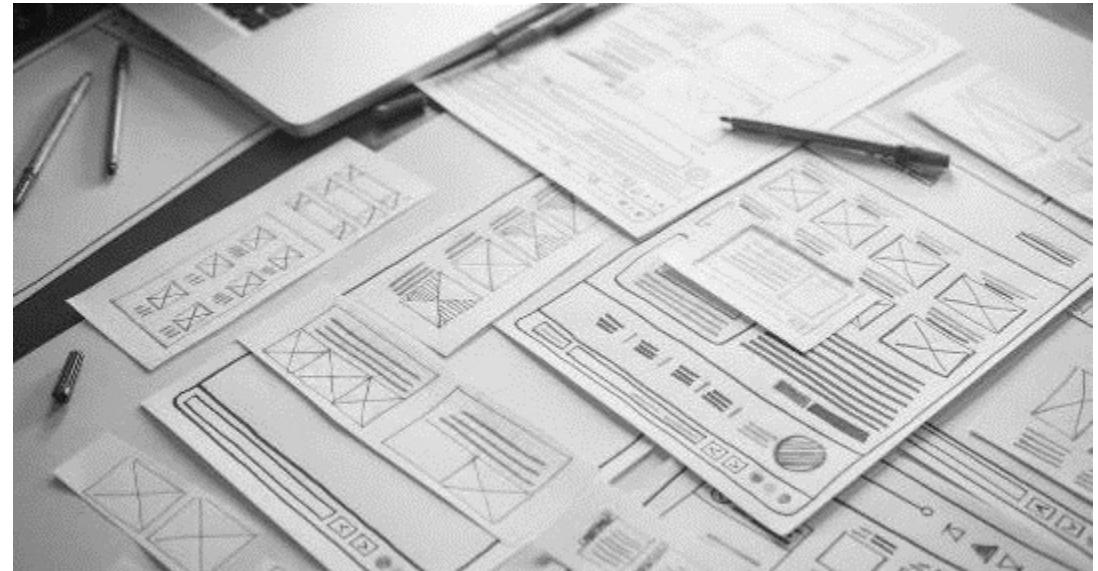
EXECUTIVE SPONSORSHIP

Inspire executives to be learning leaders:

- Record a video
- Gather materials for signage
- Secure a spot in written communications
- Leverage large forums
- Cultivate friendly competition
- Encourage executives to share favourite courses

SHOW THE IMPACT OF LEARNING

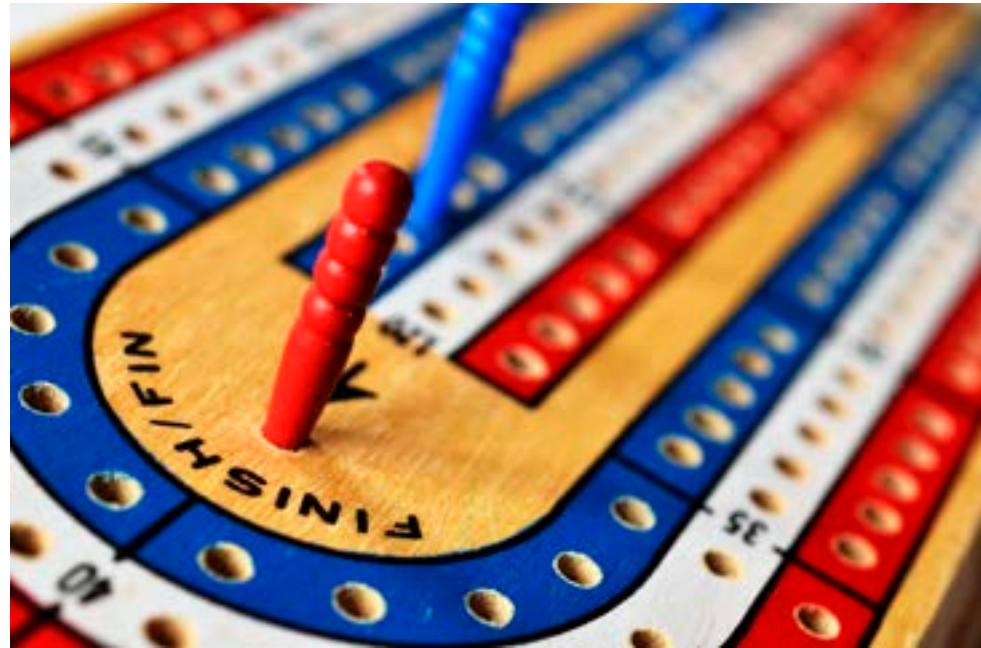
- Identify a partner who gets it
- Highlight early successes
- Measure what matters
- Make it highly relevant and convenient



MORE TACTICS

Gamification

- Create friendly competition
- Online learning is easy to gamify. Employees can learn on demand—whenever, wherever—and you can easily track and share the status of the competition.



Marketing

- Get into the Spirit with Seasonal Learning Campaigns
- Whether it's the season for Valentines, winter holidays, Oktoberfest, FIFA World Cup, or back-to-school, bring those celebrations into the office with a learning twist.



KEY TAKEAWAYS

1. Promote the new HR's role in digital transformation
2. Use extensively HR technology
3. Be agile
4. Explore new ways to create and find digital talent
5. Transform learning experience
6. Implement continuous feedback
7. Invest in employee experience
8. Cultivate innovation





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APPENDIX

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