



"The Future Ain't What It Used To Be"
The New Role For HR

An Examination of HR's Strategic Future
 2009 ND Human Resource Conference
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The Popular Press' View of HR

"Why not blow the sucker up? I don't mean improve HR. Improvement's for wimps. I mean abolish it. Deep six it. Rub it out; eliminate, toss, obliterate, nuke it... force it to walk the plank, turn it into road kill."

Thomas Stewart
 "Taking on the Last Bureaucracy"
 Fortune, January 15, 1996

The Popular Press' View of HR

"...Most HR organizations have ghettoized themselves literally to the brink of obsolescence. They are competent at the administration of pay, benefits and retirement, but companies are farming those functions out...what is left is the more important strategic role of raising the reputational, and intellectual capital of the company – but HR is as it turns out, uniquely unsuited for that."

Kenneth Hammonds
"Why We Hate HR"
Fast Company, August 2005

Leaving the Legacy Behind

- One Size Fits All
- Trash Can Hypothesis
- Activity Based
- Cost Emphasis
- HR Preparation
- The Legal System
- Employee Advocate
- HR Psychic Friends Hotline
- Research Ignorance



The Answer - Become Strategic

Art of doing all the separate elements of Human Resource Management into one coherent whole to create a high-performance workforce culture to gain competitive advantage.

Human Resources - P⁶

Personnel¹
Passenger²
Police Officer³
Partner⁴] — the evolution of HR

Player⁵
Pioneer⁶] — the revolution of HR

Strategic Partner

“HR is too important for HR”

“Strategy is too important for line management”

*David Ulrich
University of Michigan, Human Resource Champions*

Strategic Partner

*“Strategy development is important for HR,
but strategy execution is far more important”*

*Richard Beatty
Rutgers University*

A seat at the table . .

“If HR wants a seat at the table, it better bring something to eat!”



Yar Grebniew
2000 SHRM
Thought Leaders Conference
Providence RI

Keys to the Future of HR

- Culture Assessment and Shaping
- Leadership Development and Succession
- Knowledge Management and Technology
- Creativity and Innovation
- Intangible Measurement and Valuation

Yar Grebniew

Culture Assessment and Shaping

How to Tell the CEO His or Her Baby

Is
Ugly!



Theory has led practice

Culture Assessment and Shaping

Culture Matters

Peters and Waterman

Collins and Porras

Kotter and Heskett

Culture Assessment and Shaping

- Outsiders view the organization as having a “certain” style
- Culture roots go deep and don’t change with a new CEO
- Strong goal alignment exists
- Environment is motivational; work is intrinsically rewarding

Culture Assessment and Shaping

- Controls exist without bureaucracy
- All managers share a relatively consistent set of values and methods of doing business
- New employees quickly adopt these values
- New executives just as likely to be “culturally corrected” by subordinates as by bosses

Culture Assessment and Shaping

The Key —

HR's challenge is to move from the present state through the transition state to the future state

Unfreeze → **Learn** → **Refreeze**

Leadership Development and Succession

"We are facing a crisis in leadership"

Bruce Avolio
University of Nebraska
2002 SHRM Foundation Thought Leaders Conference

Leadership Development and Succession

Help Wanted -- Leaders

- The manager administers; the leader innovates
- The manager is a copy; the leader is an original
- The manager maintains; the leader develops
- The manager focuses on systems and structure; the leader focuses on people

Leadership Development and Succession

Help Wanted -- Leaders

- The manager relies on control; the leader inspires trust
- The manager has a short-range view; the leader has a long-range perspective
- The manager asks how and when; the leader asks what and why

Leadership Development and Succession

Help Wanted -- Leaders

- The manager has his/her eye on the bottom line; the leader has his/her eye on the horizon
- The manager accepts the status quo; the leader is his/her own person
- The manager does things right; the leader does the right things

Warren Bennis, "Leadership in the 21st Century"
May 1990

Leadership Development and Succession

- Personal Literacy
- Social Literacy
- Business Literacy
- Cultural Literacy

Robert Rosen
Healthy Companies International

Leadership Development and Succession

The Key —

HR's challenge is to assist the movement from transitional leadership to transformational leadership

Knowledge Management and Technology

"The only thing that gives an organization a competitive edge – the only thing that is sustainable – is what it knows, how it uses what it knows, and how fast it can know something new."

*Laurence Prusak
"The Knowledge Advantage"
Strategy & Leadership*

Knowledge Management and Technology

"Employee self-service will obliterate HR as we know it today"

*Edward E. Lawler, III
University of Southern California
2002 SHRM Foundation Thought Leaders Conference
Denver, CO*

*Knowledge Management and
Technology*

*“Within five years HR will be reporting
to the IT Department”*

*Edward E. Lawler, III
University of Southern California
2002 SHRM Foundation Thought Leaders Conference
Denver, CO*

*Knowledge Management and
Technology*

The Key —

*HR’s challenge is to link knowledge,
learning and performance*

Creativity and Innovation

*Thinking Outside
of the Box*

or



*How HR Can Create
A Bigger Box*

Creativity and Innovation

**Best Practices and Other
Fairy Tales**



Creativity and Innovation

The Key —

“Rather than emphasizing managing people so they work harder (cost reduction strategy) or smarter (quality strategy) on the same products or services, the innovation strategy requires people to work differently”

*Randall S. Schuler and
Susan M. Jackson*

*Intangible Measurement and
Valuation*

In•tan•gi•ble – “incapable of being defined or determined with certainty or precision”



Merriam Webster's International Dictionary

Intangible Measurement and Valuation

“Intangible assets are non-physical sources of value (claims to future benefits) generated by innovation (discovery), unique organizational designs, or human resource practices”

Baruch Lev
New York University

Intangible Measurement and Valuation

“If the accountants beat HR to measuring intangibles, it will put HR out of business”

Jeffrey Schmidt
Towers Perrin
2001 SHRM Foundation Thought Leaders Conference
Washington, DC

Intangible Measurement and Valuation

The Key —

HR’s challenge is to isolate the effects of its value adding in terms of return on investment

Individual Performance Equation

$$\text{Performance} = f \left[\begin{array}{l} \text{Skills} \\ \text{and} \\ \text{Abilities} \end{array} \times \text{Motivation} \right]$$

Performance Prerequisites

- Able to do "it"
- Allowed to do "it"
- Want to do "it"
- Knows what "it" is ("it" is whatever is prescribed by the performance model, at individual, group or organizational level
 - HR strategies/programs play key role in this

Organizational Performance Equation

$$\text{Performance} = f \left[\begin{array}{l} \text{Leadership} \times \text{Strategy} \times \\ \text{Workforce} \\ \text{Capability} \\ \text{\& Mindset} \end{array} \right]$$

The Current State of HR Competencies

- Strategic Contributions
 - Culture Management
 - Fast Change
 - Strategic Decision Making
 - Market Driven Connectivity
- Personal Credibility
- HR Delivery
- Business Knowledge
- HR Technology

Wayne Brockbank
University of Michigan 2002

HR Competencies - Overall Conclusions of the Study

The competencies required to be seen as competent in the eyes of *internal customers* are not the same as those that are required to optimize *business performance*.

HR Competencies - Overall Conclusions of the Study

- Business knowledge has a weak differentiating influence on performance. The HR professionals in the high performing firms know as much about business as the HR professionals in the low performing firms. The time of knowing is past; the *time of using knowledge to contribute is now*.

*HR Competencies -
Overall Conclusions of the Study*

- **HR technology is on the screen** but is not a significant differentiator of performance.
 - We are still getting the bugs out
 - As a percent of total profits, the cost savings are yet to be seen

Wayne Brockbank
University of Michigan 2002

HR and the Trust Factor

Trust =

Credibility + Reliability + Intimacy
Self Occupation

David Maister
Trusted Advisor

*“Trust is a Willingness to Make
Oneself Vulnerable”*

Deniece Rosseau
2007 SHRM Thought Leaders Conference
Tampa, FL

*“When you come to a fork
in the road, take it”*

— Yogi Berra

Now ...

Reboot
