Reimagining HR
John W. Boudreau

Reimagining Future HR

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

http://chreate.net/
"HR’s Tipping Point"
Charter to Support Sustainable Success

Expectations of Key Constituents

Rewire Tools and Operating Models

Insure the Talent Pipeline
Reimagining HR

HRPS Annual Conference

John W. Boudreau

April 13, 2016

Five Forces – Two Themes – Four States

<table>
<thead>
<tr>
<th>Five Forces of Change</th>
<th>Two Core Themes</th>
<th>Four Potential Future Scenarios</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Social &amp; Organizational reconfiguration</td>
<td>Democratization of Work</td>
<td>3. WORK REIMAGINED</td>
</tr>
<tr>
<td>2. All inclusive, global talent market</td>
<td></td>
<td>4. “UBER” EMPowered</td>
</tr>
<tr>
<td>3. A truly connected world</td>
<td></td>
<td>1. CURRENT STATE</td>
</tr>
<tr>
<td>4. Exponential pattern of technology change</td>
<td>Technological Empowerment</td>
<td>2. TODAY TURN-ChAISED</td>
</tr>
<tr>
<td>5. Human &amp; machine collaboration</td>
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Democratization of Work

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

Technological Empowerment

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

Expectations
## CHRO Capabilities Report Card

| ✓ | Analytics and experimentation |
| ✓ | Strong consultative skills |
| ✗ | Business acumen |
| ✓ | How to partner and engage senior leaders |
| ✓ | Workforce management |
| ✗ | Risk management |
| ✗ | Execute the business strategy |
| ✗ | Talent management for the new world organization |
| ✗ | Transformation/change leadership |
| ✗ | Organization/culture shaping and mobilization |
| ✗ | Leadership architecting |

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![Diagram](image)
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FROM
Business Acumen
Data Analysis & Decision Making
Change Management

TO
Strategic Business Leadership
Sense Making
Agile Leadership

FROM
Employment Brand
Organization Development
Employee Engagement
Team Collaboration
Corporate Social Responsibility

TO
Employee Experience
Culture Orchestration
Community Engagement
Community Collaboration
Providing Purpose & Meaning in Work

FROM
Fiduciary Governance
HR Technology Management

TO
Fiduciary Leadership
Employee Technology Experience

FROM
Employee Relations Contact Center

TO
Employee Matters & Legal Compliance
Employee Services

Rewire

FROM
2015
TO
2025

TO
Talent Relationship Building
Communities of Talent
Diverse Array of Personal Experiences

Rewards Management
Managing Performance
Position & Org. Mgmt.
Learning & Development
Rewards Personalization
Dialogue that Aligns & Drives Performance
Work-Driven Network Management
Community Development & Boundaryless Careers

2015
TO
2025

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### Reimagining HR

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**HRPS Annual Conference**

**April 13, 2016**

<table>
<thead>
<tr>
<th><strong>Centralize</strong></th>
<th><strong>The Capability is delivered through a function like today’s HR organization</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>“Re-Source”</strong></td>
<td><strong>The Capability is delivered by a non-HR function such as Procurement or Marketing</strong></td>
</tr>
<tr>
<td><strong>Crowdsourcing</strong></td>
<td><strong>The Capability is delivered by the community of employees, candidates and customers, etc.</strong></td>
</tr>
<tr>
<td><strong>Automate</strong></td>
<td><strong>The Capability is delivered through automated technology and algorithms</strong></td>
</tr>
<tr>
<td><strong>Outsource</strong></td>
<td><strong>The Capability is delivered by an outsider or platform, with oversight</strong></td>
</tr>
</tbody>
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**Talent Pipeline**
What Does Worker “Engagement” Mean?

Appirio is the company that acquired TopCoder

Appirio has about 700 employees and was rated a “best place to work” in the UK

Apprio delivers work through over 700,000 community members globally

Should Appirio be the “best place to work” for 700 or 700,000?
If you’re writing an app, how should the work be done?

Should you EVER hire a regular full-time employee to be a coder or designer?

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### Technology and Global Labor Markets

- **75%** of the internet’s impact is felt in traditional industries.
- **2.6 jobs** Created by the internet for every 1 lost.
- **5.2B** global mobile phone users. 73% population penetration.
- **700,000** Technologists on TopCoder.com (from 6000 10 years ago).
- **77%** of organizations list missing skills as the single biggest impediment to digital transformation.
- **31%** of the global workforce is contingent.

Sources: 75% and 2.6 McKinsey; 5.2B, Morgan Stanley, Topcoder; 31% Kelly free agent Research; 77% Towers Watson research.
Unlocking The “Lead the Work” Code

**Assignment**
- How Small to Deconstruct?
- How Widely to Disperse?
- How Far From Employment to Detach?

**Organization**
- How Easily To Permeate?
- How Strongly to Interlink?
- How Deeply To Collaborate?
- How Extensively To Flex?

**Rewards**
- How Small the Time Frame to Shorten?
- How Specifically to Individualize?
- How Creatively to Imagine?

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To appear in Lead the Work by Boudreau, Jesuthasan and Creelman, 2015

Your Work Done by Someone Else’s Employees

What’s the Traditional Way that Siemens and Disney Work together?

[Disney and Siemens logos]
The Siemens “Disney Kit”

The Disney Kit.
The Disney Kit for younger children includes a cuddly Mickey Mouse® and storybook. Reading and playing with Mickey helps younger kids gain confidence in their hearing aids. And to keep their hearing aids in peak condition, the kit also provides all the maintenance essentials parents need, like a battery tester, drying set, listening stethoset and a cleaning tool.

Your Work Done by Someone Else’s Employees

Siemens creates a hearing aid for kids

Where is the best talent that understands how to engage children with a product ... Disney

Siemens uses Disney employees to create a hearing-aid comic book
Assignment: Jet Blue Service Agents

- Jet Blue focused on restructuring the work of phone agents, creating an infrastructure so the work could be done part-time with stay-at-home agents.
- A “workplace” perfect for motivated stay-at-home Mom’s


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The New Meaning of “Organization”

Our organization is a place containing employees doing work.

Our organization organizes work and talent.

Our organization is a fixed set of functions that work together to create value.

Our organization is a flexible set of functions, and deciding which ones get done inside the organization is a big part of strategy.

Organization: Visa + Apple = ApplePay

- Visa and Apple employees working at the Visa Innovation Center
- Apple must reveal more about its apps than ever before
- Visa must reveal more about its payment system than ever before
- Call it ApplePay or VisaPay?
- A “workplace” perfect for a team of the best employees from each organization
Boeing bets US$12B on building a new commercial jetliner primarily using composite technology rather than aluminum. …

Where is the pivotal Talent?

“...In Seattle, Boeing’s Michael Dickinson (far left) and Mark Jenks (far right), and MHI’s Toyohiro Nagase (second from left) and Atsumi Tanaka make sure the 787 wing box is ready for its first major test”
**Reward: Volunteerism**

Video Gamers Solve AIDS Enzyme Riddle

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**New Work: Horrible or Wonderful?**

### Horrible
- Risk shifted to workers
- Employers stop training
- Death of the Career
- Commoditization
- Rush to lowest cost
- Worker exploitation

### Wonderful
- Transportability
- On-demand training
- Boundaryless careers
- Precise work-worker matching
- Rewards segmented to match needs
- Worker Empowerment

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In your organization, what work should be transformed along the lines of the “Lead The Work” framework?

In your organization, what work has already been transformed along the lines of the “Lead The Work” Framework?

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Lead the Work and the Future of HR

Assignment
Deconstruct, Disperse, Detach

Reward
Shorten, Individualize, Imagine

Organization
Permeate, Interlink, Collaborate, Flex
• How will (or did) HR practices change?

• How will (or did) HR outcomes change?

• How did the job of managers and leaders change?

What changes must occur in:

• Leadership?

• Management?

• Organization Definition and Design?

• HR’s Competencies and Charter?

• Public Policy and Regulation?
Thank you!

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