HR’s metamorphosis for a changing world of work
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HR Most Influential Thinker 2017+ 2018
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CHANGING THE WORLD OF WORK:
ONE CONVERSATION AT A TIME.
20 + countries

10,000 + minutes

12,000 + people

- Democracy + Freedom at Work and the advent of Employee Experience
- Social and digital technologies impacting on our learning and working lives
- The Future of Work and Next Stage Organisations
- Alternative and Progressive HR & learning design, models and practices
IN YOUR HR WORK, WHAT MAKES YOU COME ALIVE?
The future cannot be predicted, but futures can be invented.

— Dennis Gabor —
Experimental Prototype Community of Tomorrow
<table>
<thead>
<tr>
<th>From Industry 1.0 to Industry 4.0</th>
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<tbody>
<tr>
<td><strong>1.0 1784</strong></td>
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<tr>
<td><strong>2.0 1870</strong></td>
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<td><strong>3.0 1969</strong></td>
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<td><strong>4.0 tomorrow</strong></td>
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The rise of machine learning; algorithms and artificial intelligence; the advent of the blockchain and sustainable energy sources gives rise to a more automated world of work; giving us more space to care for human, community and planetary needs, whilst competing against competitive, economically driven, industrialised models of operating. The future is being written before our very eyes. How do we participate in the connected future of work?

Work that could be automated

47%

Nature of work we currently do likely to be automated in the next 20 years. (Oxford University study)
A more humanly future of work
The *Social Technologies* that have organised collective, human endeavour through the ages.
Frederic Laloux: The Teal Organisation

There’s something in the air...
HRs metamorphosis

Responding to the needs of people and the organisation in the way work is designed; deployed and delivered in order to create value in the connected age.

Developing more agile ways to deliver HR and business transformation; a focus on evidence-based, experimentation-led practices, involving people across the organisation and fuelled by external vigilance and contextual intelligence.

A new model to transform HR - and transform the organisation - to adapt to the demands of “the future”.
We are being led into the future by leaders who don't understand networks; and by technologists who don't understand the world.
Sage; Merchant; Soldier
Networker
Time to Transform HR
12 CHAPTERS
5 CASE STUDIES
4 SECTIONS
3 ASPECTS
2 DIMENSIONS
1 NEW MODEL FOR HR

Prepare your organisation for lasting success.

HR HISTORY

>>>>

HR FUTURE
Centralised, technology-enabled HR service delivery excellence. Sometimes outsourced

HR experts with specialist knowledge who deliver leading edge strategy and solutions

HR professionals working closely with business leaders to improve business outcomes through human capital solutions
<table>
<thead>
<tr>
<th>HIERARCHY</th>
<th>FEAR</th>
<th>DECISION BIAS</th>
<th>HABIT</th>
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<tbody>
<tr>
<td>CENTRALIZATION</td>
<td>INFLEXIBLE BUSINESS PRACTICES</td>
<td>RIGID STRUCTURES</td>
<td>SKILLS DEFICIT</td>
</tr>
<tr>
<td>SHORT-TERM THINKING</td>
<td>INSUFFICIENT EXPERIMENTATION</td>
<td>LACK OF DIVERSITY</td>
<td>A PAUCITY OF PURPOSE</td>
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http://www.mixhackathon.org/hackathon/contribution/12-enemies-organizational-adaptability
EXPERIMENTATION & LEARNING

PURPOSE & MEANING

CREATIVITY

TRANSPARENCY & OPENNESS

DIVERSITY

PEER COLLABORATION

AUTONOMY & TRUST

FLEXIBILITY

NATURAL LEADERSHIP & MERITOCRACY

http://www.mixhackathon.org/hackathon/contribution/sprint-13-synthesis-design-principles-adaptable-organizations
Exponential Organisations: A Business Model for the connected era

From

- Top-down, hierarchical
- Financial performance
- Sequential thinking, processes
- Internal R&D / Policy making
- Strategic planning and risk aversion
- Hard-wired workforce
- Assets and ownership

To

- Autonomous, socialised net-working
- Transformative purpose
- Experimentation, iteration, creativity
- Community and crowd, innovation as usual
- Emergent, experimental, purpose-led
- Flexible, on-demand, lifestyle workers
- Leveraged utilities, communal sharing
TRANSFORM: ME, WE, IT
TRANSFORM: ME

SELF

OTHERS

SYSTEMS

NEED

SKILLS

ENERGY
Otto Scharmer

1. HOLDING THE SPACE: Listen to what life calls you to do
   - suspending

2. OBSERVING: Attend with your mind wide open
   - redirecting

3. SENSING: Connect with your heart
   - letting-go
   - letting-come

4. PRESENcing:
   Connect to the deepest source of your self and will
   - Who is the Self?
   - What is my Work?
   - "Who am I in this world?"

5. CRYSTALLIZING:
   Access the power of intention

6. PROTOTYPING:
   Integrate head, heart, hand
   - enacting

7. PERFORMING:
   Play the "Macro-Violin"
   - embodying
Transform: We - working and learning in pairs

- **Togetherness**
  - Shared Beliefs

- **Impact**
  - Shared Success

- **Innovation**
  - Shared Ideas,

- **Learning**
  - Shared Development

- **Confidence**
  - Shared Resilience
Four Zones Model for Transformational HR

HR People & Organisation Transformation

HR People Strategy & Partnerships

HR People & Programme Support

HR People Performance & Development

CIPD
Four-Zone Model - The Elements

> The philosophy - what is the thinking and short defining purpose for this element

> The mission - what is the zone intended to do (in statement format) for greater clarity

> The vision - how we might describe this zone to others who aren’t familiar with it.

> The narrative - bringing the zone further to life.
HR People & Organisation Transformation is a space to create the future for people and the work they do.

HR People Strategy & Partnerships exists to build relationships with people and intelligence about people.

HR People Performance & Development exists to create the circumstances for people to do their best work.

HR People & Programme Support exists to orchestrate harmony across people, the organisation and processes.
HR People Strategy & Partnerships

> exists to build relationships with people and intelligence about people

> will work closely with people at all levels across the organisation, developing a greater understanding of their work and needs. Through collaborative working and the gathering of intelligence on what matters to people, provide insight on how HR can make ever greater differences to personal fulfillment and collective success.

> will use their relationship strength and insight-led approaches to inform the most acutely tuned strategy for the betterment of people and the organisation.

HR People Programme Support

> exists to orchestrate harmony across people, the organisation and processes

> will deliver secure, swift and specialised support to recruitment, joining, development and leaving alongside support for transformational projects and initiatives.

> acts as project “scrum masters” and supercharged administrators for essential processes that power the HR proposition supporting the organisation’s strategic goals, and creating a superior colleague experience.

HR People Performance & Development

> exists to create the circumstances for people to do their best work

> will work closely with people at all levels across the organisation, understanding the best ways to help people do great work that is individually fulfilling and effective for the organisation whilst providing critical development pathways and sense of personal and professional growth.

> brings science, art and energy to the continuing advancement of people’s skills, behaviours and their applied endeavours at work.

HR People & Organisation Transformation

> is a space to create the future for people and the work they do

> will work through a series of projects that create fundamental shifts in the nature of work processes and structures, whilst building supporting and enabling activities that help people through business transformation

> is the go-to place for innovative thinking and doing that designs systems and processes to transform ways of working for future organisational and individual success
EMPLOYEE OWNED BUSINESSES ACHIEVE HIGHER PRODUCTIVITY AND GREATER LEVELS OF INNOVATION AND ARE MORE RESILIENT TO ECONOMIC TURBULENCE.
WHAT WE DO

JUST Capital is a nonprofit that provides information and rankings on how large corporations perform on issues that matter most to the public. We give individuals a voice on what really matters to them, and evaluate how

RECENT NEWS

APR 18, 2017

A TAX DAY NOTE TO CORPORATE AMERICA: PAY YOUR FAIR SHARE
HR for the era of agile, connected, collaborative working

1. **Agile by design:**
   Adaptive systems that sense and adjust to the needs of their people and the people they serve in the world.

2. **Digital by default:**
   Utilising the best digital tools, infrastructure and connectivity to be more effective in creating value for their people and the world.

3. **Creative by demand:**
   Innovation as usual in a world of new, complex and opportunity rich solutions, to the needs and problems of the 21st century world of work.

4. **Fair by decree:**
   Just, equitable and inclusive ways to work, live and earn our place in the world. Doing good beyond profit and in service of humanity and our ecology.
Global partners

Centre for Transformational HR

CfT-HR
DON'T ASK WHAT THE WORLD NEEDS.
ASK WHAT MAKES YOU COME ALIVE,
AND GO DO IT

BECAUSE WHAT THE WORLD NEEDS,
IS PEOPLE WHO HAVE COME ALIVE

- HOWARD THURMAN
Please contact me for a conversation about people-powered change to transform your workplace, for a better future.

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GCOlogist at the Game Changer Index
Guest Professor: GEA College, Ljubljana, Slovenia.