

The Future Of Work

What CEOs
REALLY Want
from HR



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What We'll Explore Today



The Future of Organizations
and Their Cultures

What's Needed as a 21st
Century Leader

How to Create the Best
Workplace on Earth

The Future Of Organizations And Their Cultures



Get Comfy With Chaos & Change




Command/control leadership 'out;' transparency 'in'
Work becoming global, fragmented, project-based
Robots & automation playing bigger roles
Half of HR profession expected to leave < 5 years

Reinventing HR: Crisis or Opportunity?



The Importance Of Personal Networks

Authority Must Be Earned



Successful HR leaders have
the strongest networks
inside & outside their
organizations

Global Workforces On Demand



1/3, 1/3, 1/3 workplaces

34% of U.S. workers are temporary/contracted

Internal Branding



23% – 70% – 240%

Internal Branding 3x – 6x

Wall St. evaluating 'culture' for investments

The Triple Bottom Line



Profits – Planet – People

Standing for more than shareholder value

A People-Led Economy

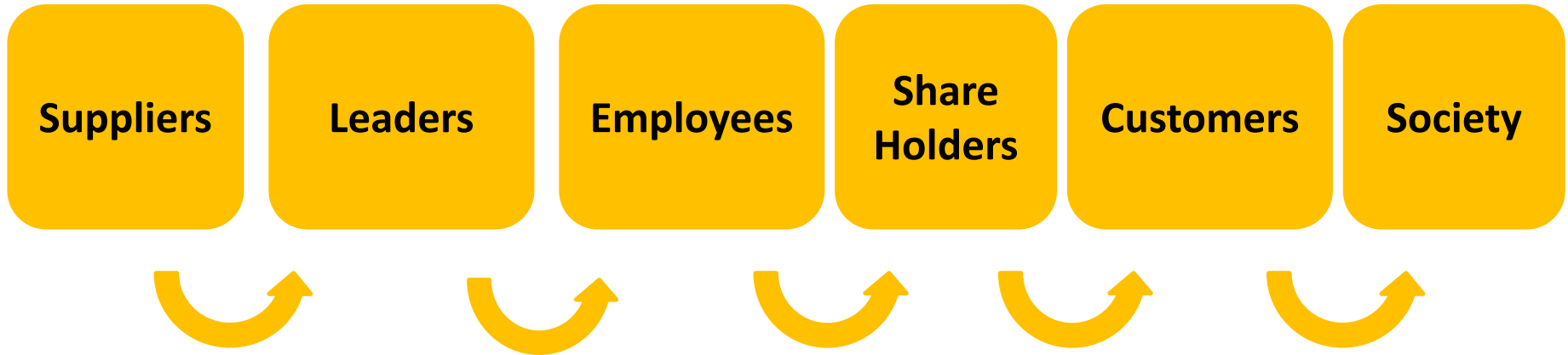
Employees are at the heart of business success

Fundamental shift in relationship; want more partnership

Value co-creation



The Human Value Connection



*Business relationships can
double performance results!*

Millennials



50% of the global workforce by 2020; 75% by 2030

Half would rather have no job vs. a job they don't like

Are 5x more likely to quit a poor manager

Have informal work style; lack communication skills

Focus on relationships & boss; value authenticity & ethics

Paving The Way For Generation Z

“More pragmatic, realistic, less entitled & better equipped to work hard and succeed.”

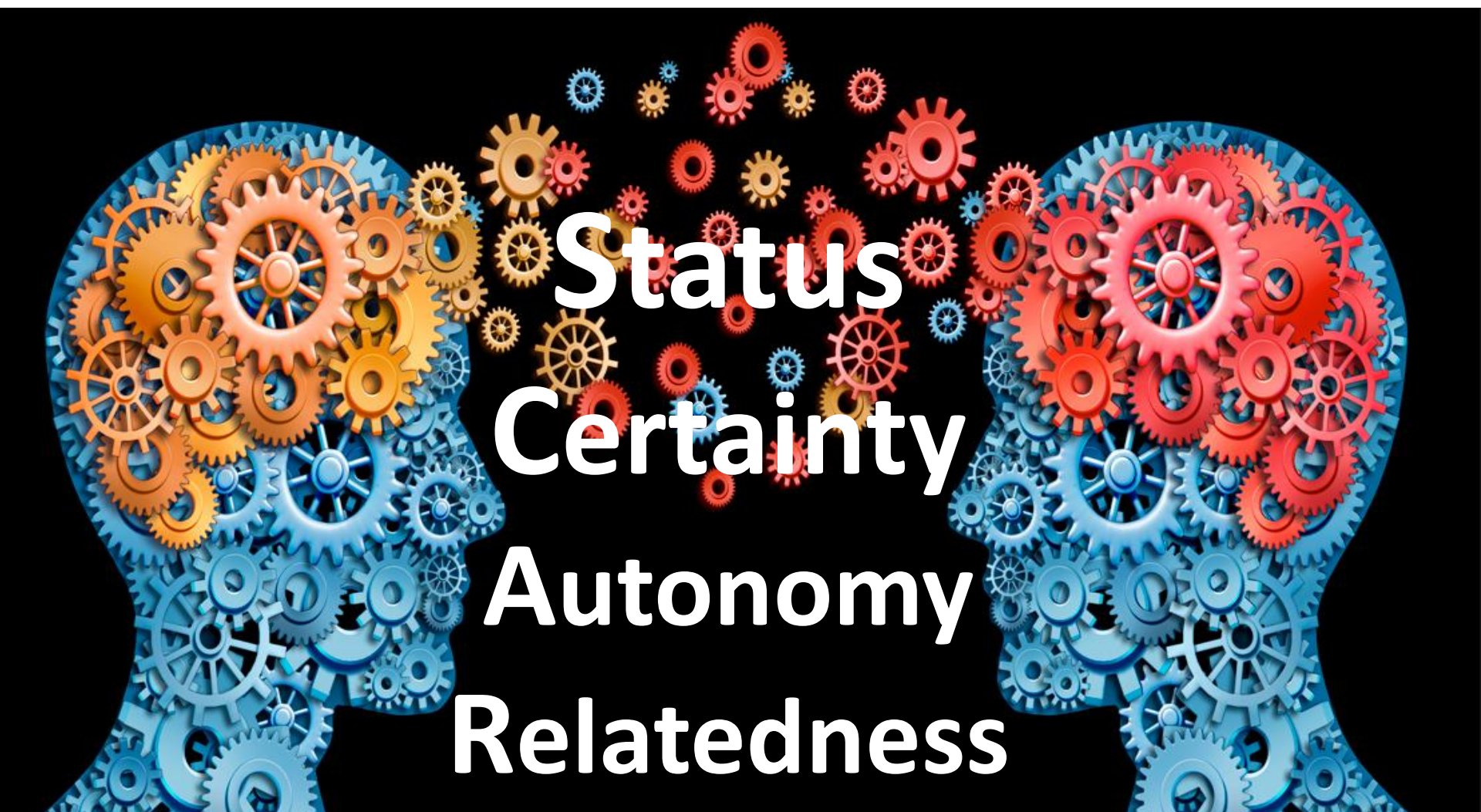


The Overwhelmed Employee



Work-life Bureaucracy Trust/Respect Information flow Autonomy

Neuro-Leadership



Status
Certainty
Autonomy
Relatedness

Fairness

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Three Worlds Of Work



BLUE: Big company capitalism rules supreme

GREEN: Consumers & employees force change

ORANGE: Small collaboration networks

What's Needed As A 21st Century Leader



HR Needs To Be Bolder



37% of CEOs
complain their CHRO
has a limited view of
what's going on in
the organization

40% of new CHROs
coming from
business, not HR

What CEOs Want From HR

Trust & courage

Connective tissue;
deeply aligned with line
managers (no HR-speak)

Business leaders
(strategy vs. process)

Bring value to the table;
speed to *quality* decisions



Focus: Enterprise Collaboration

Focus on bigger picture objectives;
understand business challenges



Inform decisions –
make subjective info objective

Connect to financial
operations; translate HR
data into biz terms

Enterprise performance =
double profitability

Why CEOs Don't Get More Involved In Employee Engagement

Leadership skills
(forging relationships)

Leadership attributes
(vulnerability)

Hierarchy &
short-term results



How To Create The Best Workplace On Earth



Priorities: Culture, Engagement & Leadership Development

Consistently at the top of the human capital agenda

Looming global crisis in talent retention & engagement

Need to develop leaders; confront increasing skill gaps



Vision Development Is Essential



Vision/purpose
creates anchor;
meaningfulness
of work

Leaders inspires a
sense of direction
& purpose for all,
in and out of the
organization

Business Issues Are People Issues



Authentically engaging
whole employee

Understand employees
as well as customers

Explore more humane,
long-term solutions

Talent Stewardship: Magnify Strengths

Shift from extracting value *from* workers to instilling value *in* them



Design custom career experiences for employees

Reward Essential Performers

*“Talent is a differential advantage, and rewards and recognition constructively **focus** that advantage.”*



Don't just copy
'best practices'

Take great care of
your best employees

Variable pay
(Top 40% = 5x 60%)

How We Need To Lead Now

Lead by example;
authenticity,
courage & **boldness**

Business issues are
people issues

Have an **enterprise**
mindset; bring **insights**
and value to colleagues



Thank You!

Let's connect....

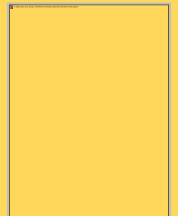
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A world-renowned international speaker, author, and consultant, Michelle is a trusted advisor to many of the world's most successful companies and government organizations. A highly accomplished industry leader, she is a respected authority on leadership and employee engagement, and has published and presented more than 900 articles and lectures.

A passionate thought leader, Michelle was named one of the “Ten Best and Brightest Women in the Incentive Industry.” She is President Emeritus of the Incentive Marketing Association, Past President of the FORUM for People Performance at Northwestern University, Vice President of Research for the Business Marketing Association, among many other prestigious board positions past and present.

“Michelle intuitively understands the importance of unlocking an employee's hidden potential, and how to leverage performance development initiatives for maximum return on investment.”