

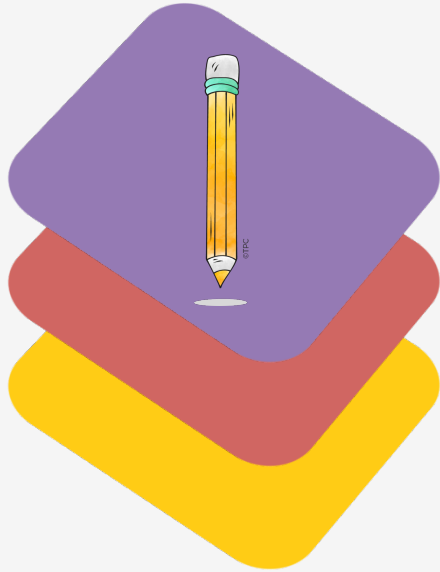
HOW AGILE IS YOUR HR?

THE AGILE HR MODEL©



**Hari[🐦]
Abburi**

WHY AGILITY IS KEY FOR THE NEXT 25 YEARS



1

Exponential increase in transparency and non traditional/ industry players as
Technology and data are changing what & how people want services

// UBER, Tesla, Amazon, Reliance(JIO) | 56% of CEOs anticipate disruption from a non industry player (PWC study)

2

New models to earn a living and
add value as humans in an augmented world will evolve

// Universal Basic Income, Augmented Talent, Ai, Robotics and Trans-humanism. Gig talent - 68m US, 12m France, 21m Germany, 14m UK

3

Data and access to services is fast collapsing business models and hence **employee lifecycles outlast business lifecycles**

// 62 Years for automobiles but 22 years for TVs and 3 years for Face Book to reach 1 billion users. DVD rentals in 1998 to original productions in 2013 by Netflix

IN THE FACE OF THIS MASSIVE CHANGE HR IS SLOW, RIGID YET BUSY

The model has stayed the same

Just more digital

Early 1990s

2017

HRBPs

CoEs

Shared Services

HRBPs

CoEs

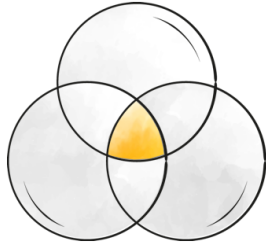
Shared Services

Business Partnership

Over-Specialized

Over-engineered

THE THREE ELEMENTS OF AGILE HR®



INTERSECTIONS

The future belongs to companies that are masters of 3 intersections:

- Between industries: in developing new solutions
- Between knowledge domains: applications, additive manufacturing, digital, wearable's, AI, Robotics, Machine Learning, Analytics etc.
- Between aspects of future of work: how to blend AI, Robotics, Gig workers and augmented talent etc.

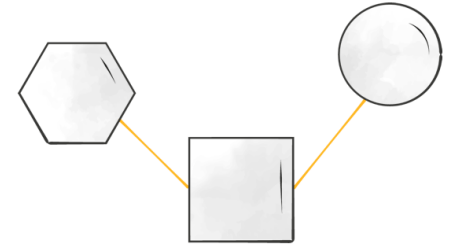


INTERFACES

One cannot imagine an agile business without agile interfaces.

Agile interfaces will embed your product, service, solution into daily lives of people.

Understanding the three intersections and bringing them to life through creative interfaces is the foundation for an agile organization design.



INSIGHTS

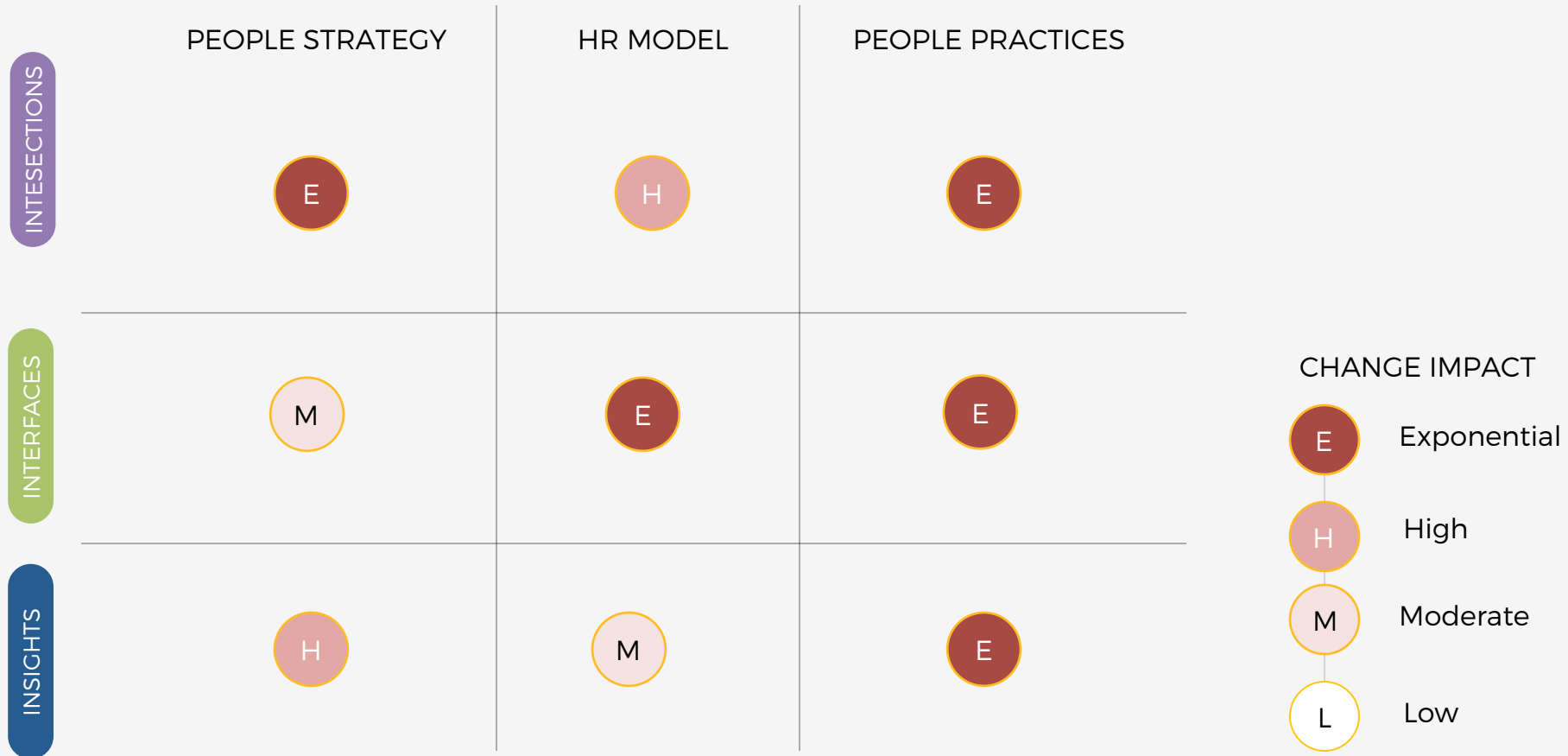
What is your data worth? What is the value of insights that you are driving?

You have to value your data in growth, innovation, profitability or revenue potential.

If you can drive a mix of big and small data, you will be able to accelerate an analytics culture.

AGILITY WILL IMPACT HR AS WE KNOW TODAY

BUT WILL PREPARE HR TO BE AN ANCHOR OF EXPONENTIAL CHANGES IN FUTURE



STRATEGIC WORKFORCE PLANNING AT THE INTERSECTIONS

AGILE HR INSIGHT

Job Family / Sub Family

Sales

Dealership Representatives

Sales Engineers

Customer Service

Product Repair

Product Training

A

How do you see this job being done in the next 5 years?

Full Time Employee
70%

Gig Worker 30%

Robotics

AI based agents

Chat Bots

B

What is the composition of this workforce category that you need?

Plug n Play 50%

Turn Around
Specialists 10%

Domain Specialists
30%

General
Management 10%

C

Impact on workforce assumptions

Faster Expertise?

Productivity increase?

Manage seasonality?

Better quality /
efficiency?

.5 lesser headcount?

.7 lesser headcount?

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Apply the three elements of agility to shape the future fit HR organization



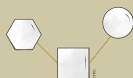
INTERSECTIONS

Capability to shape organization model, talent strategies and people practices at the **intersections** to anticipate and lead in disruption



INTERFACES

Design **interfaces** that make HR invisible yet present. Drive customer like employee experiences and deliver rich data/insights into employee preferences



INSIGHTS

Insights that drive organization capabilities in the intersections and employee experiences. Delivered in real time through intelligent and intuitive interfaces

CHRO

10%

HR DECISION PARTNERS

BASED ON VALUE CHAINS (& some Mix of P&L based)

For value chains (eg. Sales-Customer Service-Supply Chain or R&D-Regulatory-Production)

Most of the regular HRBP activity today is now responsibility of HR Services Partners.

Full Time Employees

45%

HR SHARED SERVICES HAS TWO KEY COMPONENTS

HR SERVICES PARTNER: Replacing HRBPs at a Geographic P&L level – will deliver all service including succession, talent mobility to the business manager (take over most of the now know HRBP activities)

HR SERVICES PROCESS CENTER: The HRSP will be supported by an integrated services center driving efficiencies and service quality

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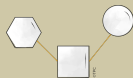
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40%

IMPACT TEAMS

SPECIALISTS ALLOCATED TO
BUSINESS IDEAS OR
INNOVATION OR M&A PROJECTS

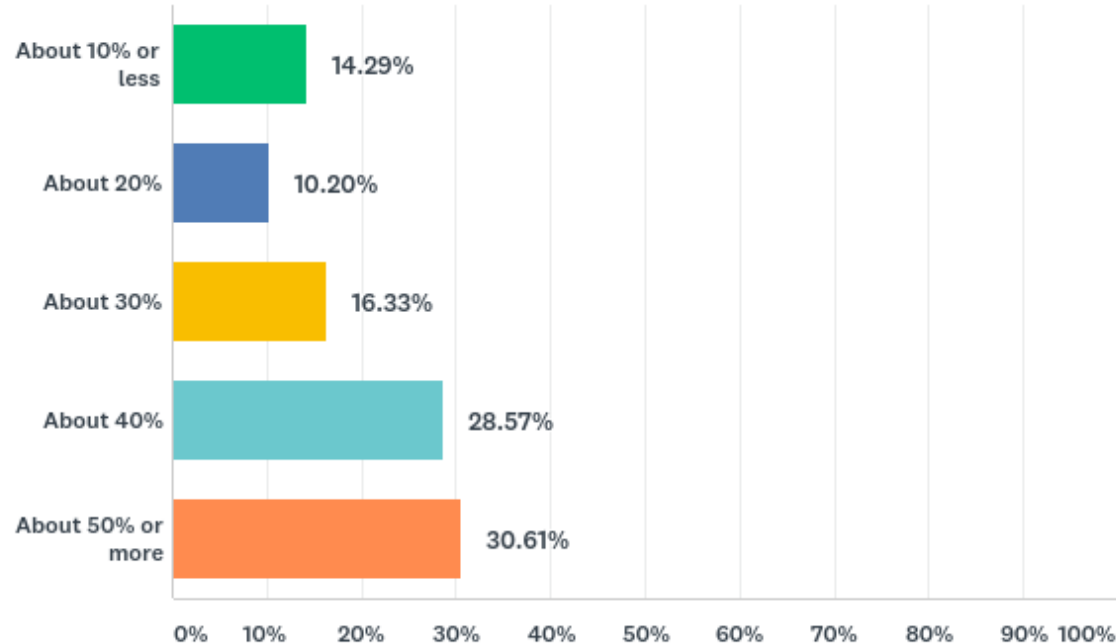
Pool of specialists in Start-Ups, Turn-around, M&As, Additive Manufacturing, Autonomous Technology, IoT, AR/VR, AI etc.

Location of these resources is key as they need to be available quickly and legally based multiple country labour permits

Mostly staffed by Gig Talent

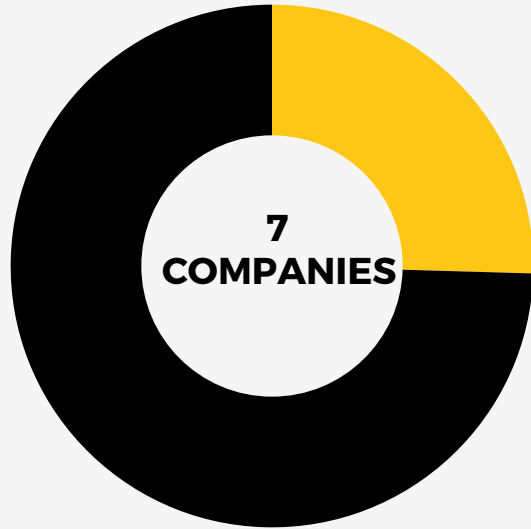
OH NO! I NEED TO GO TO HR 😞

Q1 The opportunity to simplify the HR Function and how it works in my Company is:



EMPLOYEE EXPERIENCES WILL DRIVE HR ANALYTICS

YOU WILL HAVE RICHER HR DATA SIMILAR TO CUSTOMER DATA



Only 28% of HR Data
was found usable in
talent & organization
design decisions

THINKING DESIGN

HR Dash buttons for your employees?



I NEED FEEDBACK

The click or touch is the only effort by the employee

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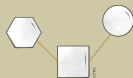
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CHRO

5%

CENTERS OF EXPERTISE

ONLY TWO:

- a. **EMPLOYEE EXPERIENCES**
- b. **ORGANIZATION**

The Employee Experiences CoE is a Strategy Unit combination of Talent, Rewards, Development with a focus on creating outstanding employee experiences similar to the customer experiences

The Organization CoE is a unit focused on Organization Design, Effectiveness and driving a nimble, simple company to the customer



AGILE EMPLOYEE EXPERIENCES©

AGILE HR INSIGHT



The Capability Experience

The Transparency of
Decisions Experience

The Purpose
Experience

The Last Mile Simplicity
Experience

The New World Manager
Experience

The Straight Talk
Experience

The Plug n Play Experience

The Continuity Experience

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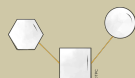
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REMEMBER, DON'T START WITH THE STRUCTURE



1. **70% OF AGILE HR OPPORTUNITY IS NOT STRUCTUE RELATED**
2. **DRIVE AGILITY WITH THE THREE ELEMENTS FIRST, NOT THE STRUCTURE**

Are you at the **right intersections**
with the **right interfaces**
and with the **right insights**?