



**TALENT** 

Talent #1 CEO issue in 2019

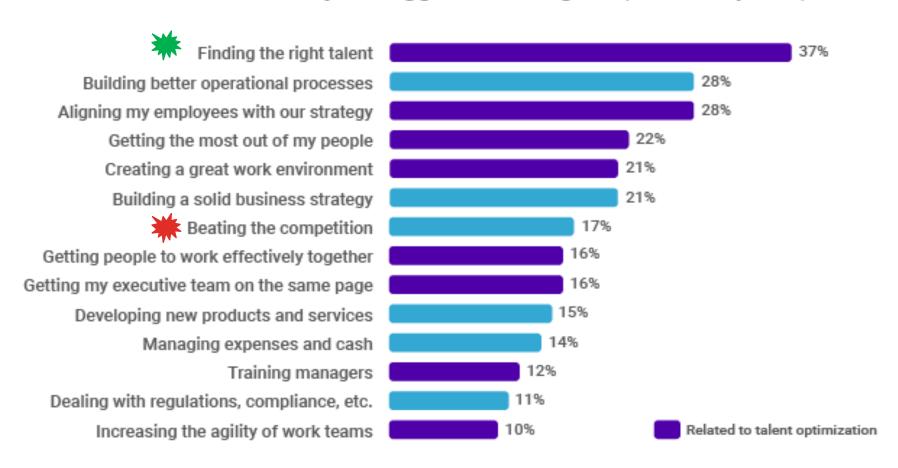
Technology skills gaps #2 priority for both CEO + CHRO

Learning #1 human capital priority for senior executives in 2019



## WHAT ARE CEOS THINKING?

#### As CEO, what are your biggest challenges? (choose up to 3)



Source: The Predictive Index CEO Survey Base: (2019=156)

## Talent Development DISRUPTIONS

- 1. Learner Control
- 2. The Workforce/Workplace Redefined
- 3. Human Resources Disrupted
- 4. Performance Management Reinvented
- 5. Democracy & Transparency
- 6. Al & Digitization
- 7. The Emergence of Culture
- 8. Analytics & Evidence Based Talent Development

## 1. Learner Control

#### Learner Control is different than "learner centric"

- Immediate Connectivity
- Personalization
- Social Communities
- Massive Ubiquitous Availability
- Micro Learning
- Universal Authorship
- New "Abilities" –

Searchable Editable Sampleable

Linkable Feedable Taggable



## **Learning Transformation**

On the job

**Personalized** 

**Democratized** 

Search and data driven

Created, curated and social

Access to real-time, relevant knowledge in the flow of work

**Concierged!** 

## **Digital Learning Transformation**

"If HP knew what HP knows, we would be three times as productive." Lew Platt (former HP CEO)

Self & Social learning

Machine enabled learning

Traditional learning

Time

**Organizational Reliance** 

## 2. Workforce/Workplace Redefined

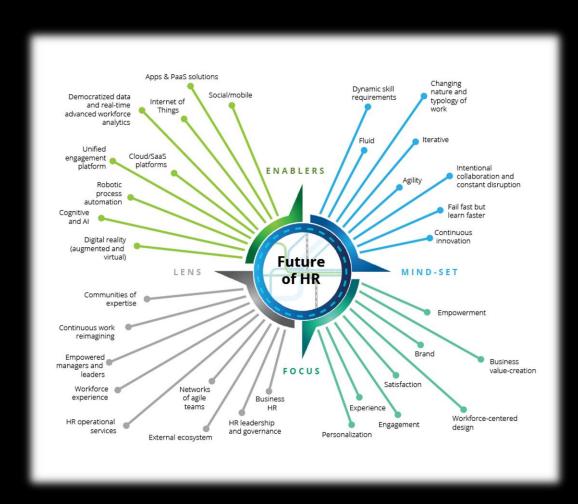
The workforce is now becoming a talent cloud.

- ~25% of the global workforce will soon be contract workers. (HBR)
- 36% in the US (Gallop)
- Traditional employees: one in five has been in their job less than a year and the average workers stays at a job for under five years.
   (Bureau of Labor Statistics)



## 3. Human Resources Disrupted

- HR's role and identity as a function and cost center transformed
- A new focus on irresistible experiences
- TD must align, support and even lead the change.



## 4. Performance Management Reinvented

58% of executives say traditional PM approach does not drive high performance or increase employee engagement. (Deloitte)

#### Shift to:

- Real-time, ongoing feedback.
- Decoupling development planning from performance review process.
- Future performance the focus of PM.
- Focus on meeting needs of the employee, not just company or manager.
- PM a tool to improve employee engagement and commitment.



## 5. Democracy & Transparency

Authority pushed to the lowest possible level. Successful development now building capability in every part and at every level of the organization.

- Unfiltered access to massive amounts of information about the company, its performance, the activities of its leaders and future plans.
- Information about company culture and employee attitudes (jobs, salaries, roles, skills needed, career paths, and company provided development options)
- If development options are not being made available to everyone, everyone will know it.



## 6. Al & Digitization

The responsibility of TD leaders is broader than operational decisions.

 Plan and prepare for the integration of AI within the workforce and promote a human-based approach to its ongoing use.

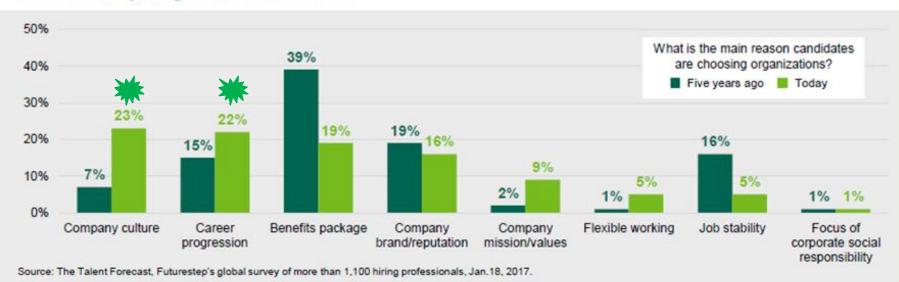


 Work with leadership and talent management function to lay the groundwork for an Al talent development strategy.

## 7. The Emergence of Culture

#### Culture matters because...

#### ... it's how you get the best talent



## The Emergence of Culture



- TD is more than the trainer of culture, it's the curator, the guardian, the voice and facilitator.
- TD's has a broad view of what enables organization success, what challenges exist, and where culture mis-match is happening.

## 8. Analytics & Evidence Based Talent Development

Descriptive Prescriptive

Real time data on what, where, when, how and how well the whole organization is learning.



# What other disrupters?



## New practices are needed

A shift from scalable efficiency to scalable learning

- How can a leader model commitment and trust?
- How can managers better provide guidance to frontline workers?
- How can groups learn better, faster, and have more impact?
- How do people access skills or knowledge?
- How do our human capabilities work together with the machine?

Source: Deloitte Center for the Edge

## Formal/Informal is outdated



Planned: learner decides in advance on a course of development.

**Intentional:** learner locates and uses a learning asset in the course of work.

**Unexpected:** learning occurs in a work or social setting without intention.

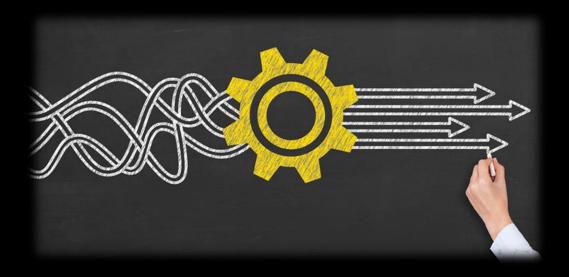
## **Discovery first** equals, then supersedes creation and curation

The identification, capture, re-use, or modification and use of deliberately or spontaneously generated learning capabilities from around the organization.

Development Experiences, then Development Environments supersede curricula



- Every organization must determine where it is in the disruption cycle...and the Human Implications
- Then get ahead of the disruption and leverage it with necessary changes and new capabilities



### **Learning Excellence**

Corporate Curriculums

Technology enabled Training

Learning Strategy and Governance

L&D Expertise Talent Strategy Alignment

Impactful Measures & Effectiveness

## **Learning Culture**

#### How close are we?...

Does Leadership reinforce the need to learn?

Can we get time from experts and leaders?

Do we take time to reflect?

Do people share information openly?

Do we start with 'how might we'?

Do we listen to our customers openly?

Are we thirsty for new ideas and ways?

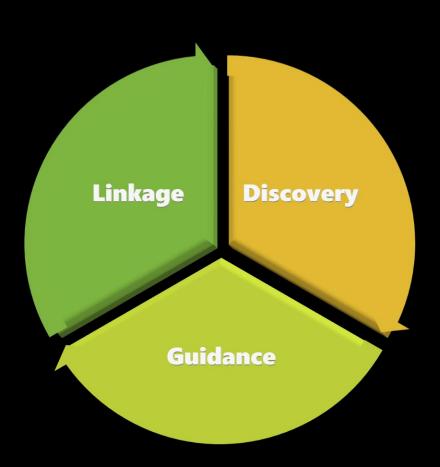
New Learning roles and expectations



## Our Response....



## Our Response....



## backup

- Articulate learning gaps
- Set learning goals and identify learning tasks to achieve the goals

off-Directed Learning Ownership of Learning

Management and Monitoring of Own Learning

- Apply learning in new contexts
- Learn beyond the curriculum

- Explore alternatives and make sound decisions
- Formulate questions and generate own inquiries
- Plan and manage workload and time effectively and efficiently
- Reflect on their learning and use feedback to improve their schoolwork

Source: The ICT Connection [http://ictconnection.edumall.sg]

## Where are YOU on the HR Maturity Model?



- No Best Practice
- No repeatable activities
- Knowledge lost when people leave

Manual & Ad-hoc



- Repeatable but not automated
- Documented steps to be used for similar activities

Traditional HR



#### Streamlined

 Global & Local activities identified, documented, standardized and integrated



#### Evolved

- Intuitively, automated, repeatable activities
- Knowledge transfer is accessible



#### **Transformed**

- Completely evolved, measureable, consistent and agile
- Continuous improvement
- Adoptable & deployable in leading edge











#### Performance Management Maturity Model

## Performance Measurement to Performance Culture Progress Performance Culture

- · All employees' empowerment is facilitated
- Widespread management by fact and by process
- · Plans reflect organisational capability
- Capability improvement aligned with strategy
- · Continuous improvement achieved

#### Performance Management

- · Ownership is devolved
- Objective interdependencies mapped and better understood
- · Decisions are based on facts
- · Management actions changed through use of information

#### **Effective Performance Reporting**

- · A cohesive set of strategies
- · Alignment cascade throughout the organisation
- · Clear accountability is established

#### Systematic Performance Measurement

- Single coherent database established
- Key performance data collected efficiently
- Efficient reporting of performance

#### Disparate Un-coordinated Approach

- · Individual efforts
- ·Duplicated effort, difficult to consolidate
- Time-consuming, irreconcilable, possibly mistrusted
- © Copyright INPHASE Software (UK) Limited 2002

## Performance Culture Maturity Model ™

	Alignment with Mission	Transparency & Accountability	Action on Insights	Conflict Resolution	Common Trust in Data	Availability and Currency of Information
Performance- Directed Culture Realized	Actionable & embraced mission - supported, informed & reinforced by metrics	General transparency & account ability accepted as cultural tenets	"Closed loop" processes ensure timely, concerted action	Established and effective mechanisms for resolving conflicts	Data as truth, Common application of data, filters, rules and semantics	Currency of metrics/data matches rhythm of business
Performance- Directed Culture Emerging	Actionable mission supported by "top down" metrics	Limited transparency and accountability: multiple functions collaborate	Ad hoc (informal) action on insights across functions	When identified, conflict s resolved on an impromptu basis	Common data: provincial views & semantics used to support specific positions	Enterprise availability, uneve n currency of information
Departmental Optimization	Alignment with discrete functional goals, not enterprise mission	Fragmented transparency and account ability within discrete functions	Uncoordinated/ parochial action (sometimes at the expense of others)	Appearance of cooperation, "opportunistic reconciliation"	Conflicting, functional views of data cause confusion, disagreement	Availability and currency directed by departmental sources
Chaos Reigns	Mission not actionable, not communicated and/or not understood	Arbitrary accountability, general opacity	Insights rarely leveraged	Conflicting, redundant and competing efforts are the norm	Data and information generally unrelable and districted	Multiple, inconsistent data sources, conflictin g semantics

Patent Pending - 2009 Dresner Advisory Services, LLC

### **AI Maturity Model**

Level 1	Level 2	Level 3	Level 4	Level 5
Awareness	Active	Operational	Systemic	Transformational
Early Al interest with risk of overhyping	Al experimentation, mostly in a data science context	Al in production, creating value by e.g., process optimization or product/service innovations	Al is pervasively used for digital process and chain transformation, and disruptive new digital business models	Al is part of business DNA

#### gartner.com/SmarterWithGartner

Source: Gartner © 2019 Gartner, Inc. All rights reserved.



## Open Data Maturity Model



#### LEVEL 1 Status Quo

Scattered spreadsheets and PDFs online

Clumsy custom web apps



#### LEVEL 2

The Catalog Phas

Basic catalog of downloadable files (CSV, XLS, SHP, ZIP, PD F)

Expensive custom web apps

Manual data publishing



#### LEVEL 3

Basic Interactive Experience

Interactive data tables, basic data visualizations (charts & maps), Social sharing,

Manual data publishing



#### LEVEL 4

Full Open Data Experience

Consumer-style web experiences

Apps, mashups, dashboards, data-driven storytelling

Custom APIs and developer docs

Automated data publishing, federation and distribution

Web and mobile experience design



#### LEVEL 5

The Open Data Ecosystem

Data for fact-based decisions and performance

Embedded data experiences (Yelp, Google)

Crowd-sourced data: human sensor network

Plug-and-play apps

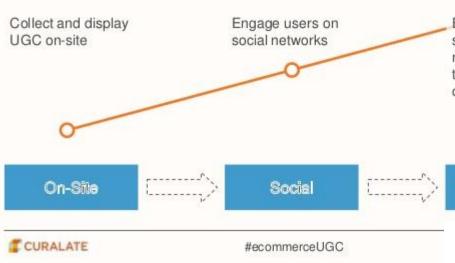
Real-time, data ecosystems and industry exchanges

Internal data collaboration hubs

Organization's Open Data Maturity Level



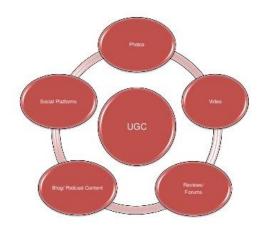
## The UGC Maturity Model



Engage users on social networks, then pull that content back on-site

Social On-Site

### **Main Types of UGC**





## **CONTENT CURATION**

"Aggregation is a technology, curation is a human practice." by @sproseilo

Content Selection

Content Contextualising

Select the best content, "cherry picking"

adding knowledge, tagging, commenting, rating

online content ΡВ РΒ

CR

CR

CR

CR

ΡВ

Content

**Aggregation** 

Find sources (content

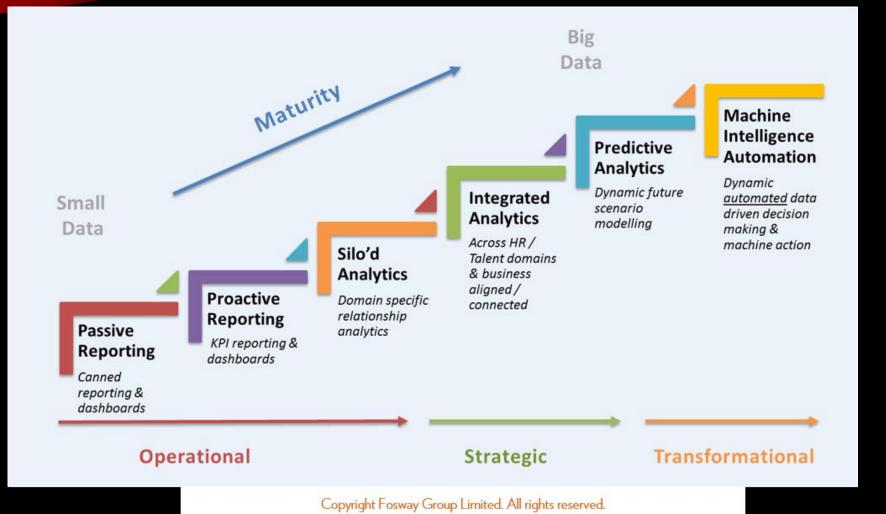
creators en publishers)

and organize content

CR = Content Creator

PB = Content Publisher







## Cultural Alignment Maturity Model Improving Alignment

- Where are you today?
- Where do you want to be?

#### 1. Chaos

#### Uncontrolled

- Culture developed organically
- Lack of awareness as to how culture is impacting day to day business

#### 2. Reactive

#### Fighting Fires

- Aware of aspects in culture that may help or hinder
- · Culture misaligned to goals
- Programs implemented to address specific issues

#### 3. Proactive

#### Focused and Measuring

- Culture viewed as an asset to be managed
- Cultural traits that support business strategies have been identified
- Ability to analyze trends in culture, predict issues
- Programs in place may be duplicative or working at cross purposes

#### 4. Optimized

#### Aligned and Adding Value

- Desired elements of the culture are identified, ingrained and sustainable -"the way we work here"
- Ability to adapt to changing business needs
- Continually enhancing the employee & customer experience

Increasing Consistency

### How much could you get done on your current project if you had acces

1,000 needs analysts

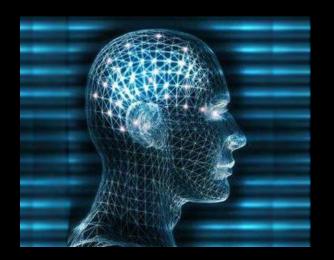
2,000 Subject Matter Experts

100,000 content developers

5,000 media developers

1,000 game designers

20,000 instructors



And what if they could provide what you need instantly?