Managing for the future:

Creating Value in HR and Creating a Leadership Brand

Romania

HR Management Club

Keynote 1 and 2

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Overall Goals

- Think....
  - How to think differently about HR and Leadership
- Behave...
  - Be able to do something that makes a difference in business results
- Have fun!

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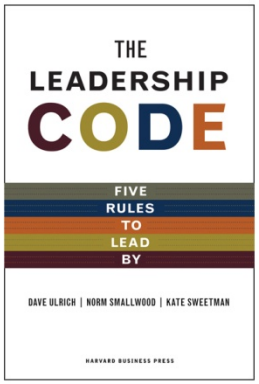
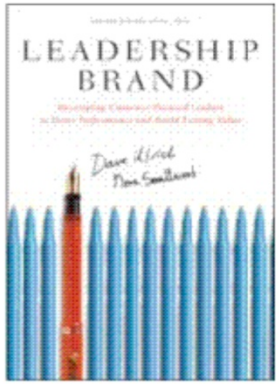
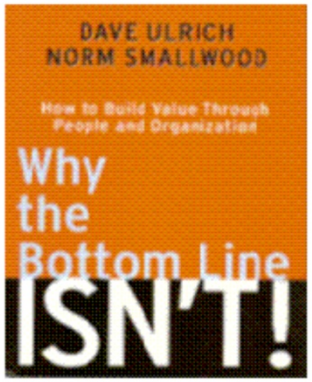
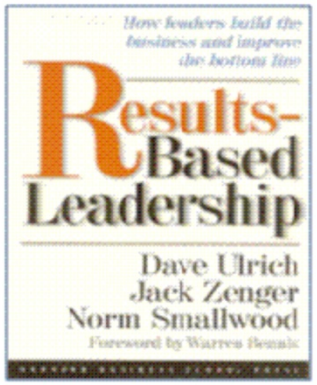
Who is the RBL Group?

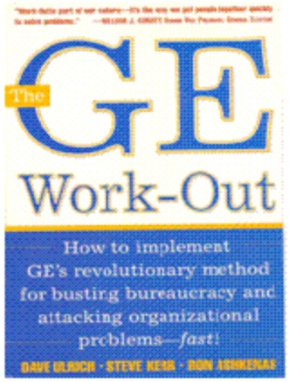
Leadership



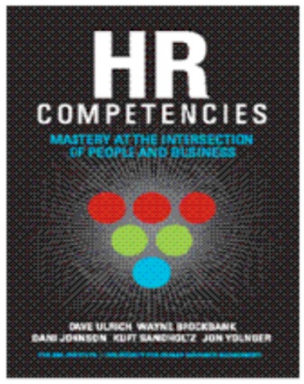


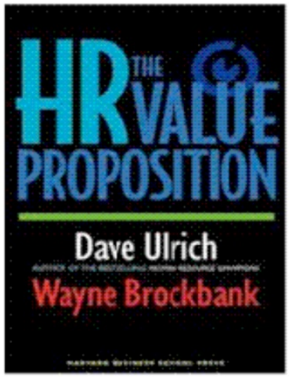


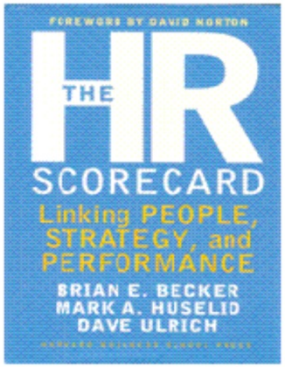


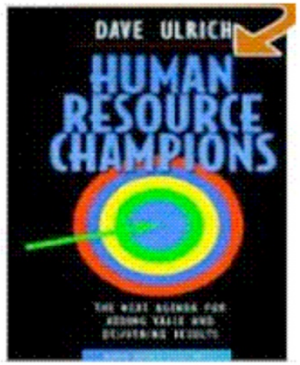


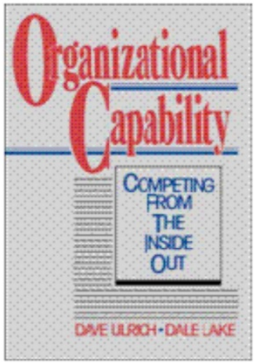
Human Resources











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Outline for the day

- WHY: Context
  - What's happening in business that changes the game for HR and Leadership?
- WHAT: Implications for HR
  - HR paradoxes (How to do HR)
    - Philosophy for HR work
    - Accountability for HR work
    - Target for HR work
  - Transformation of HR
    - HR competencies
- WHAT: Implications for Leadership
  - Trends
  - Leadership Code and Leadership Brand
- WHO: Implications for me

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Overview

Why

New business realities and creation of value

What

How to THINK about HR

- Managing paradoxes
- Inside/out
- Individual/organization
- HR/line

How to DO (TRANSFORM HR)

- HR practices
- HR department
- HR people

How to RETHINK and REDO leadership

- Trends
- Leadership code
- Leadership brand

Who

Implications

What I do?

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Context: general trends (why)

- **Technology**
  - Connectivity/accessibility: always connected
- **Industry/economic trends**
  - Financial demands: recession/slowing economy
  - Transparency: open book management
  - Adaptability: the need to change
  - Intensity: market conditions
  - Convergence: overlap of industries
  - Regulation: country, regional, global
  - Social responsibility: sustainability, citizenship
- **Demographics**
  - Mobility: movement of talent globally
  - Diversity: globalization of work force
- **CEO Expectations**

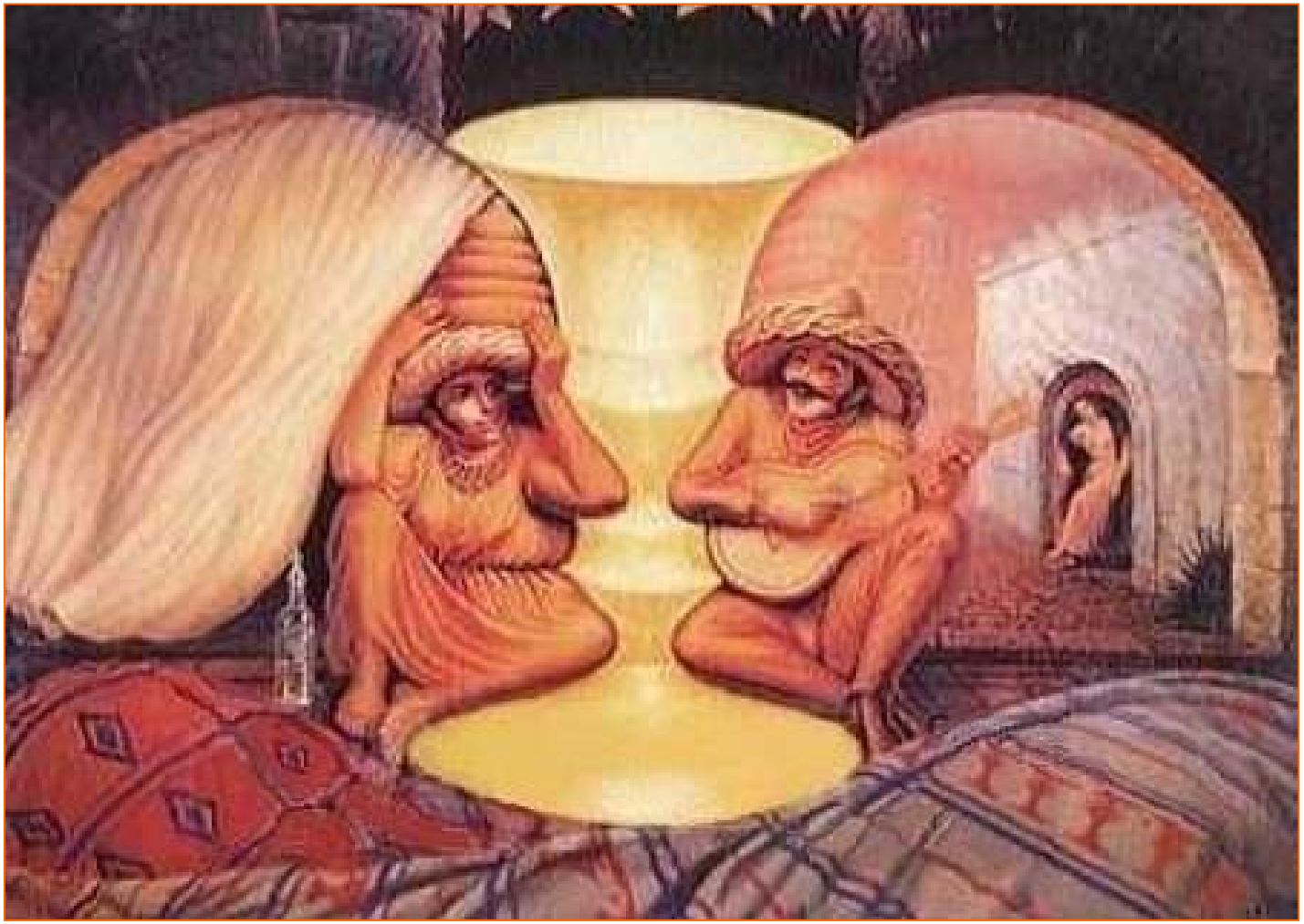
GLOBALIZATION

Context: general trends (financial crisis)

- **Banks**
  - Lack of accountability (line of sight)
  - Greed based incentives
  - Mismanagement of risks and debt
- **Immature borrowers**
  - Unaffordable houses, cars, vacations
  - Borrowing at high interest rates
- **Regulators**
  - Lack of control over lenders
- **Other**
  - Demographics
  - Internet (speed of action)

GLOBALIZATION

Fundamental Message (what)
value is defined by the receiver more than the giver



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Fundamental Message:
value is defined by the receiver more than the giver

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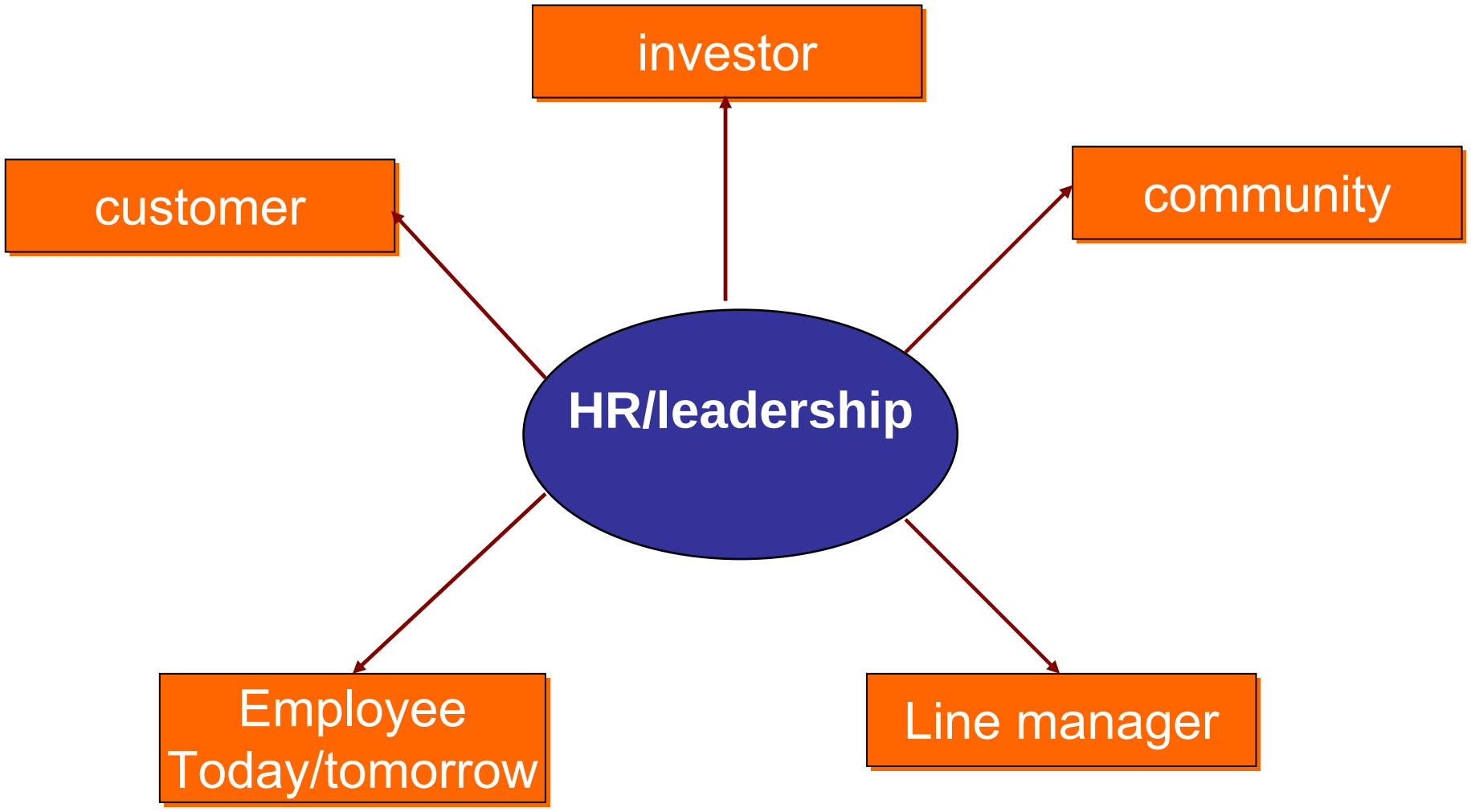
Stakeholders and their view of HR/leadership



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Summary: Why value matters

Understand the external world in which you operate

Make sure that your actions connect with that world

- How can you build a case that leadership and HR will create value for
  - Employees
  - Organizations
  - Customers
  - Investors
  - Community
- Change the conversation …

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HR Legacy Paradoxes

HR legacy paradoxes…

- Set terms and conditions of work and care about employees
- Be administrative and strategic
- Focus on what we do and what we deliver
- Be short term and long term
- Etc.

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Overview of paradoxes

Paradox	Anchor	Vs.	Anchor
Philosophy	Inside		Outside
Accountability	HR		Line
Target	Individual		Organizational
Application	Transaction		Transformation
Connection	High touch (personal)		Hi technology (scale)
Responsiveness	Stable		Change
People focus	Equality		Equity

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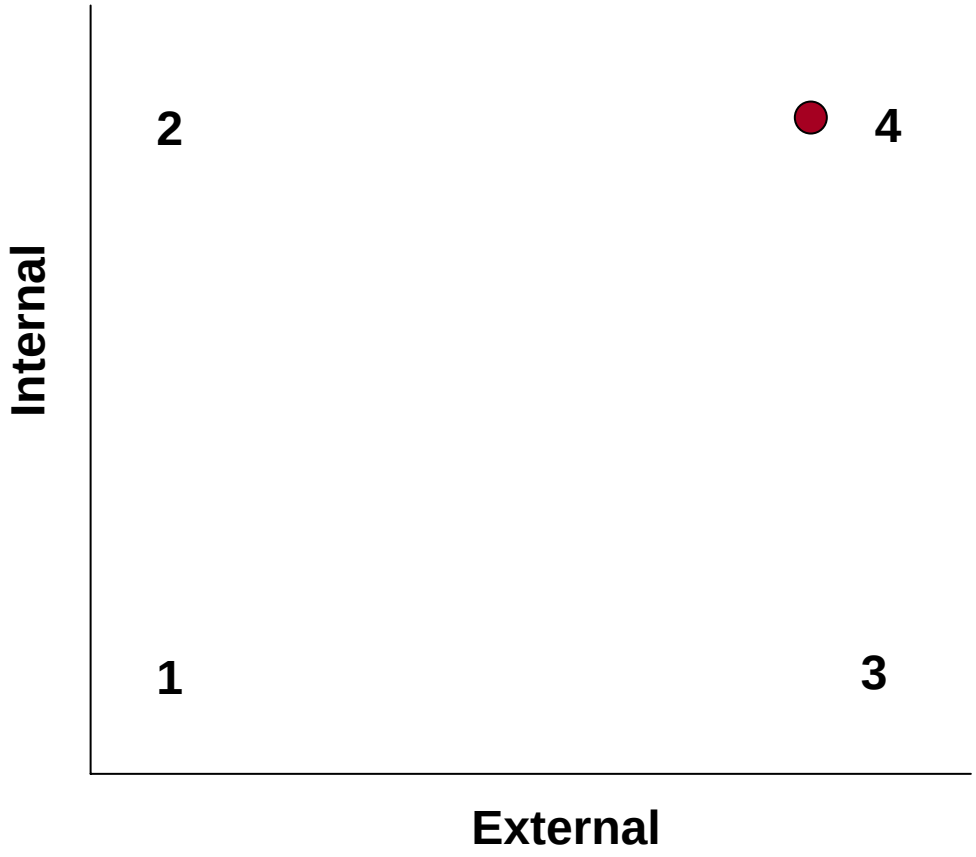
Paradox: Philosophy for HR work



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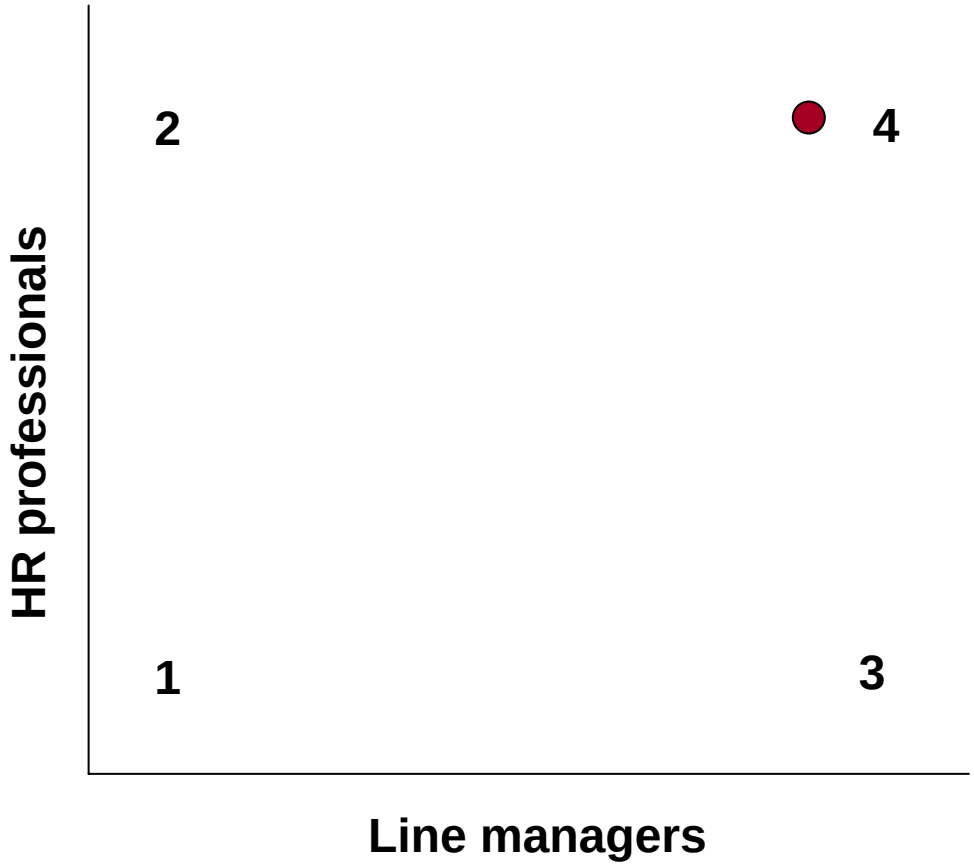
Paradox: Accountable for HR work



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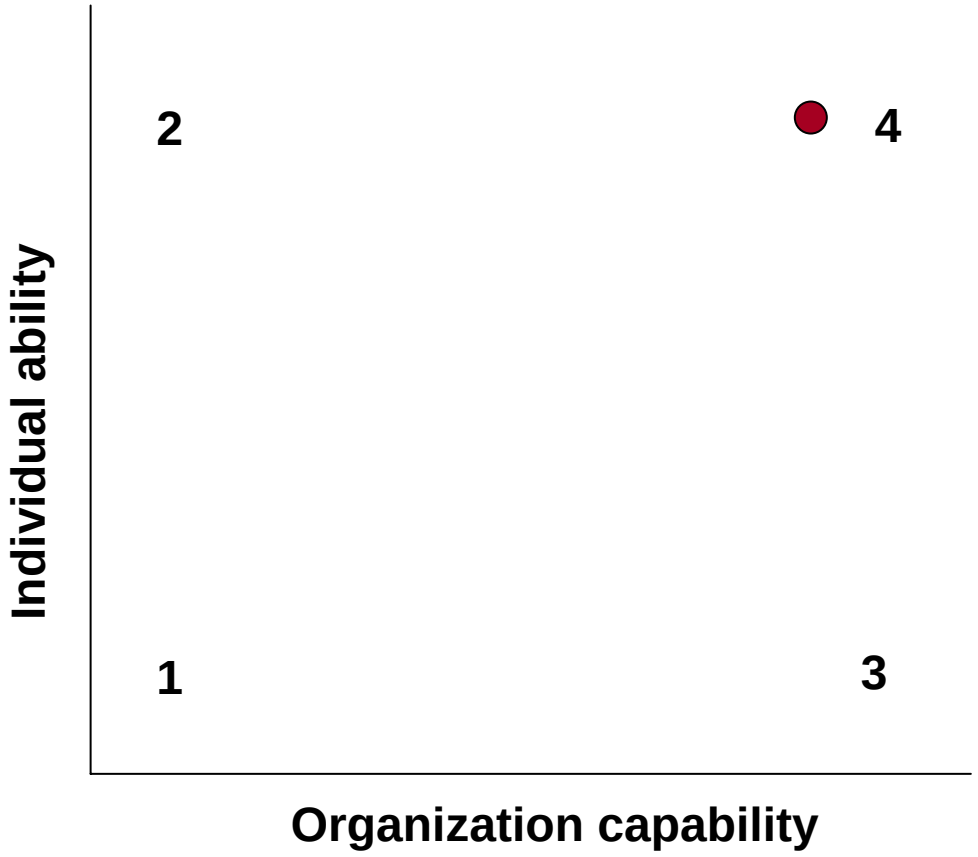
Paradox: Target for HR work



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Assessment of where we are

Paradox	Anchor	Vs.	Anchor
Philosophy	Inside	-3 -2 -1 0 +1 +2 +3	Outside
Accountability	HR	-3 -2 -1 0 +1 +2 +3	Line
Target	Individual	-3 -2 -1 0 +1 +2 +3	Organizational
Application	Transaction	-3 -2 -1 0 +1 +2 +3	Transformation
Connection	High touch	-3 -2 -1 0 +1 +2 +3	High technology
Responsiveness	Stable	-3 -2 -1 0 +1 +2 +3	Change
People focus	Equality	-3 -2 -1 0 +1 +2 +3	Equity

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Transformation of HR: Overview

Phase 1:
Business Context:
Why do the transformation?

Phase 4:
HR accountability:
Who plays what role in HR transformation?

Phase 2:
Outcomes:
What are the results of transformation?

Phase 3:
HR Redesign:
What changes do we make in HR departments, practices, and people?

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HR function or governance

Run the HR function as if it is a business within a business

- Strategy: what is our vision, mission, and value proposition?
- Structure: how do we organize resources to deliver our mission
  - Transaction work
    - Service centers/e-HR/outsourcing
  - Transformation work
    - Centers of expertise
    - Embedded HR
    - Operational HR
    - Corporate HR

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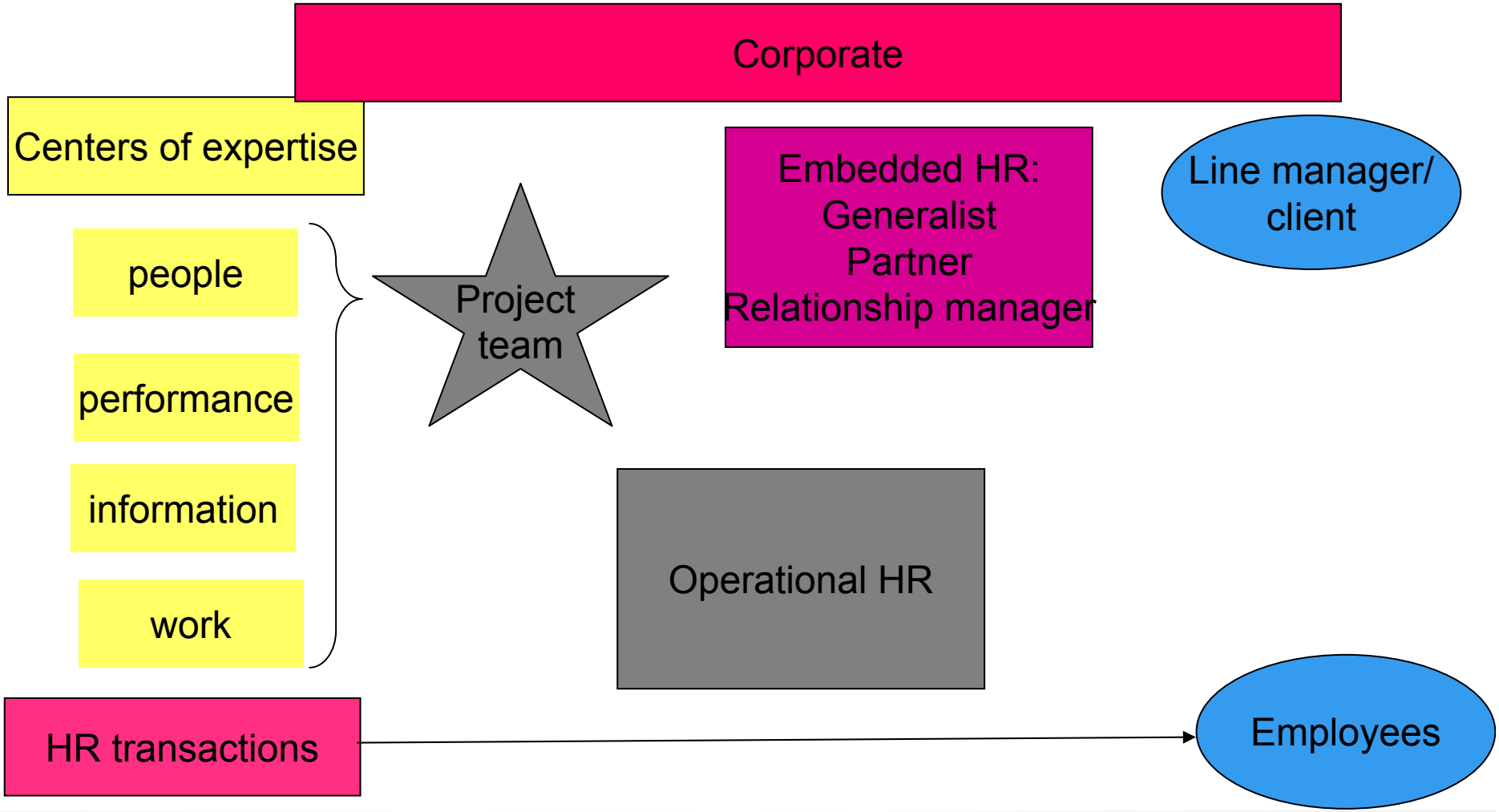
HR transformation: HR department

Align our HR organization



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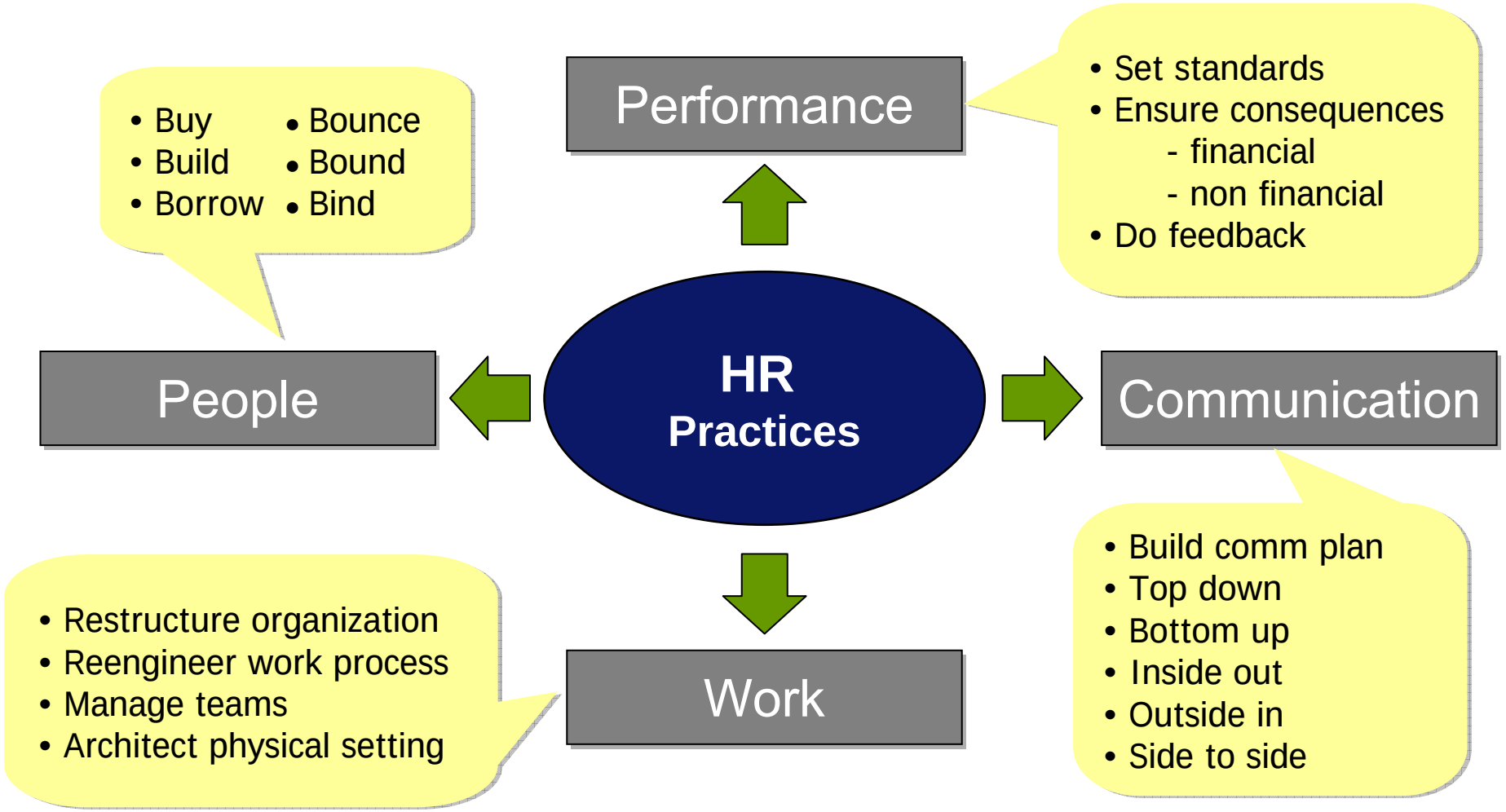
HR Practices in difficult times



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HR Practices

	Align	Integrate	Innovate
People			
Performance			
Information			
Work			

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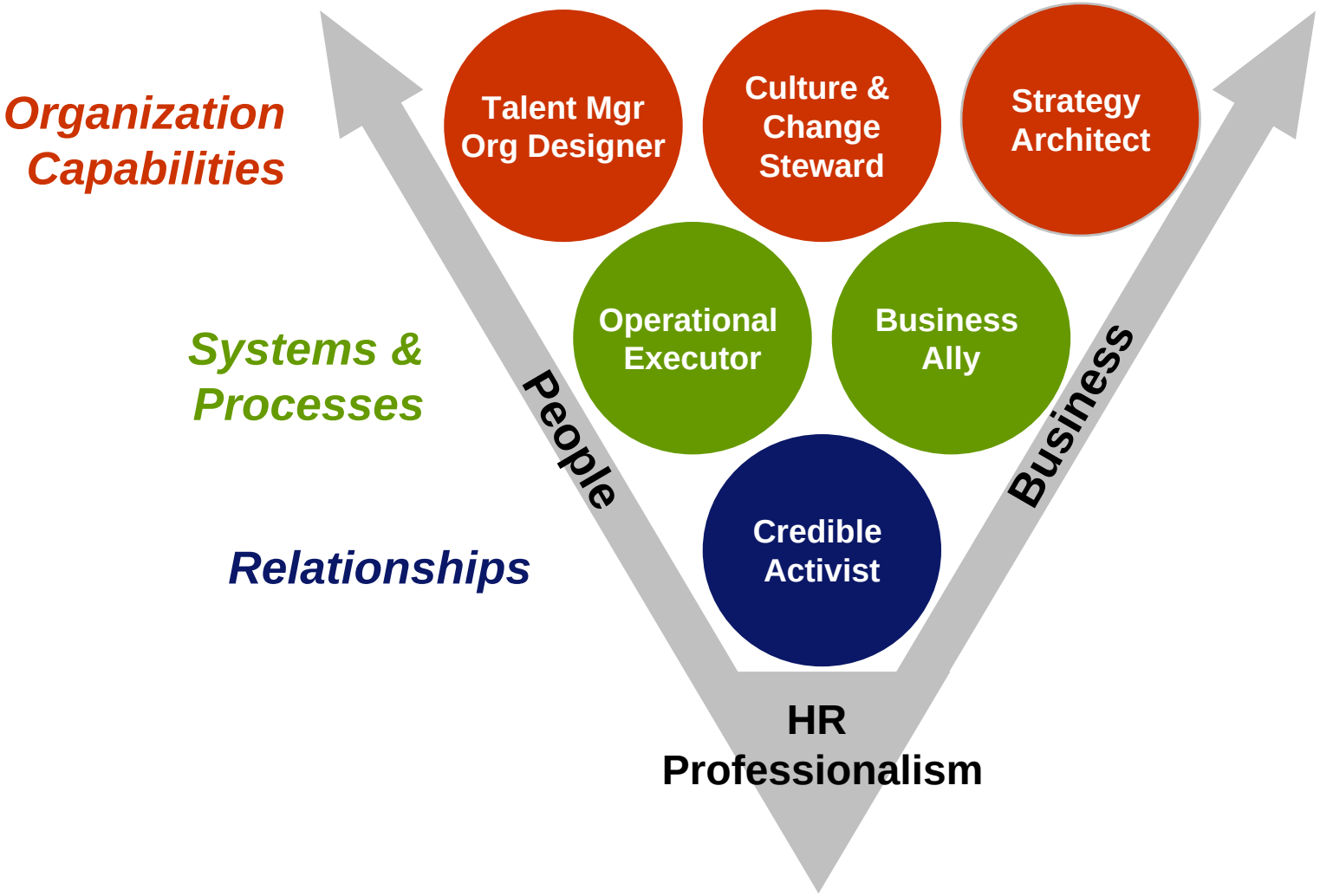
Assuring HR professionalism (actions, roles, and competencies)



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Trends in Leadership

- Transition 1: from leader to leadership
- Transition 2: from inside to outside

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Leader to leadership

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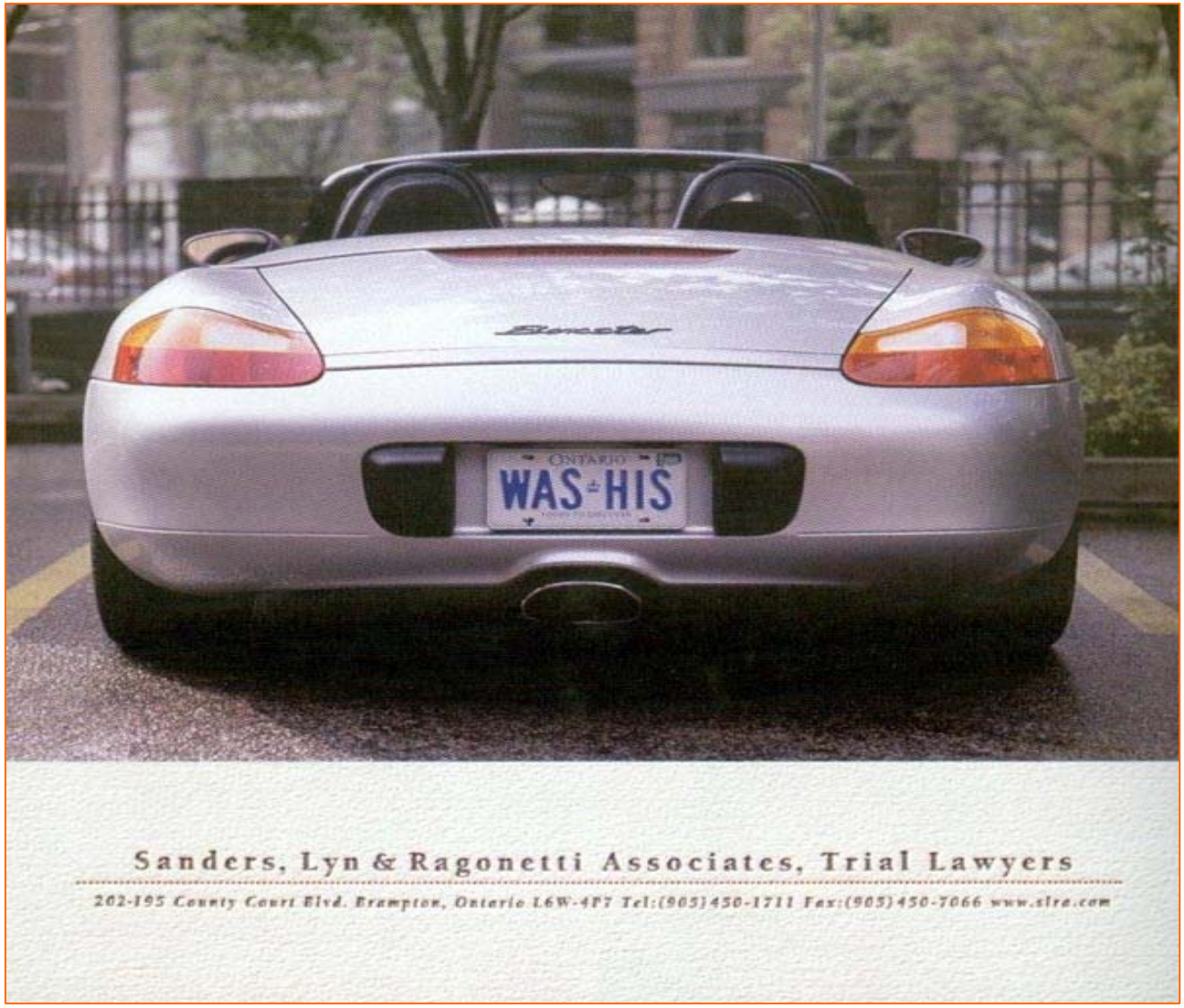
From inside to outside



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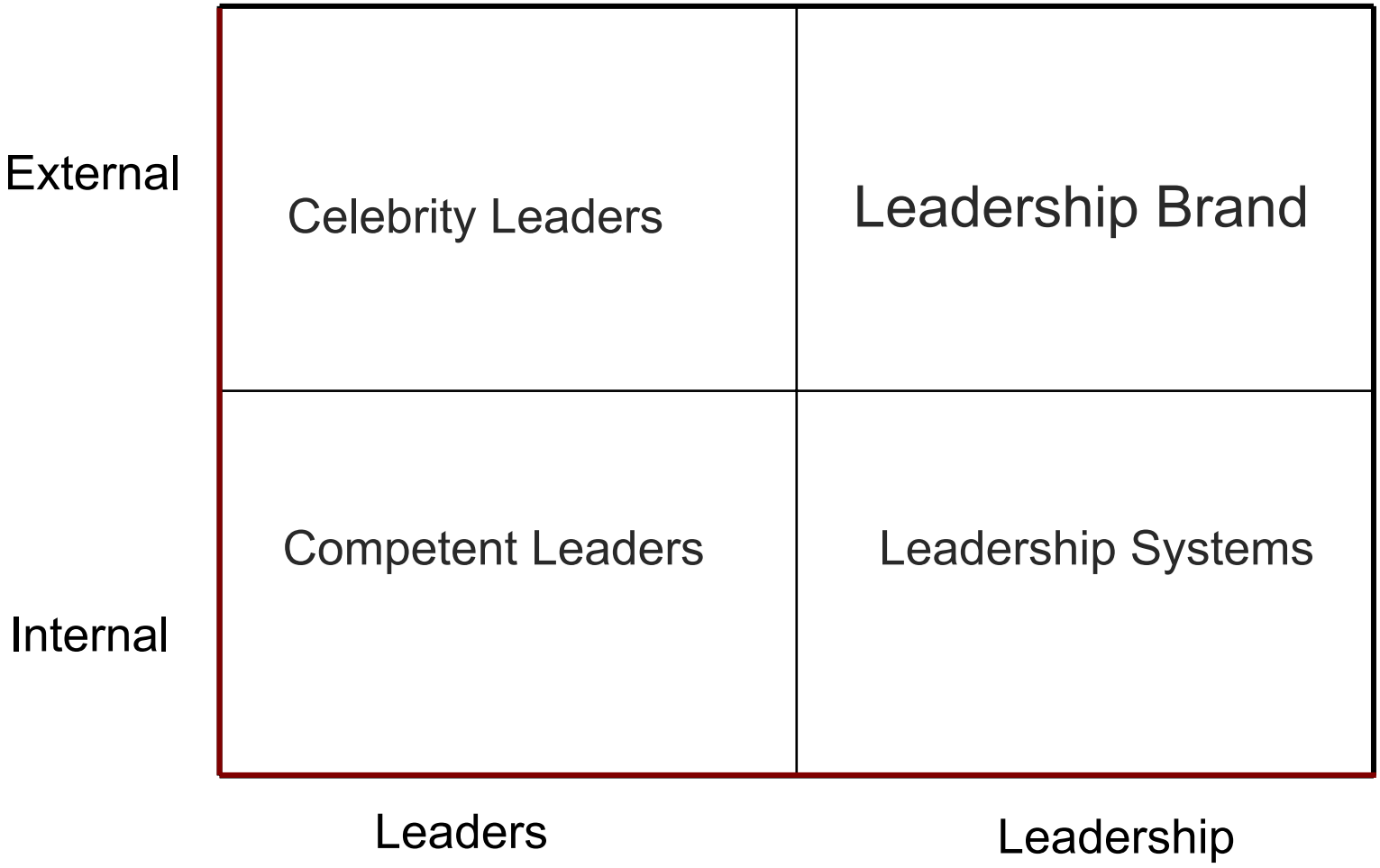
Two Transitions in Leadership:
Individual / Organizational and Internal / External



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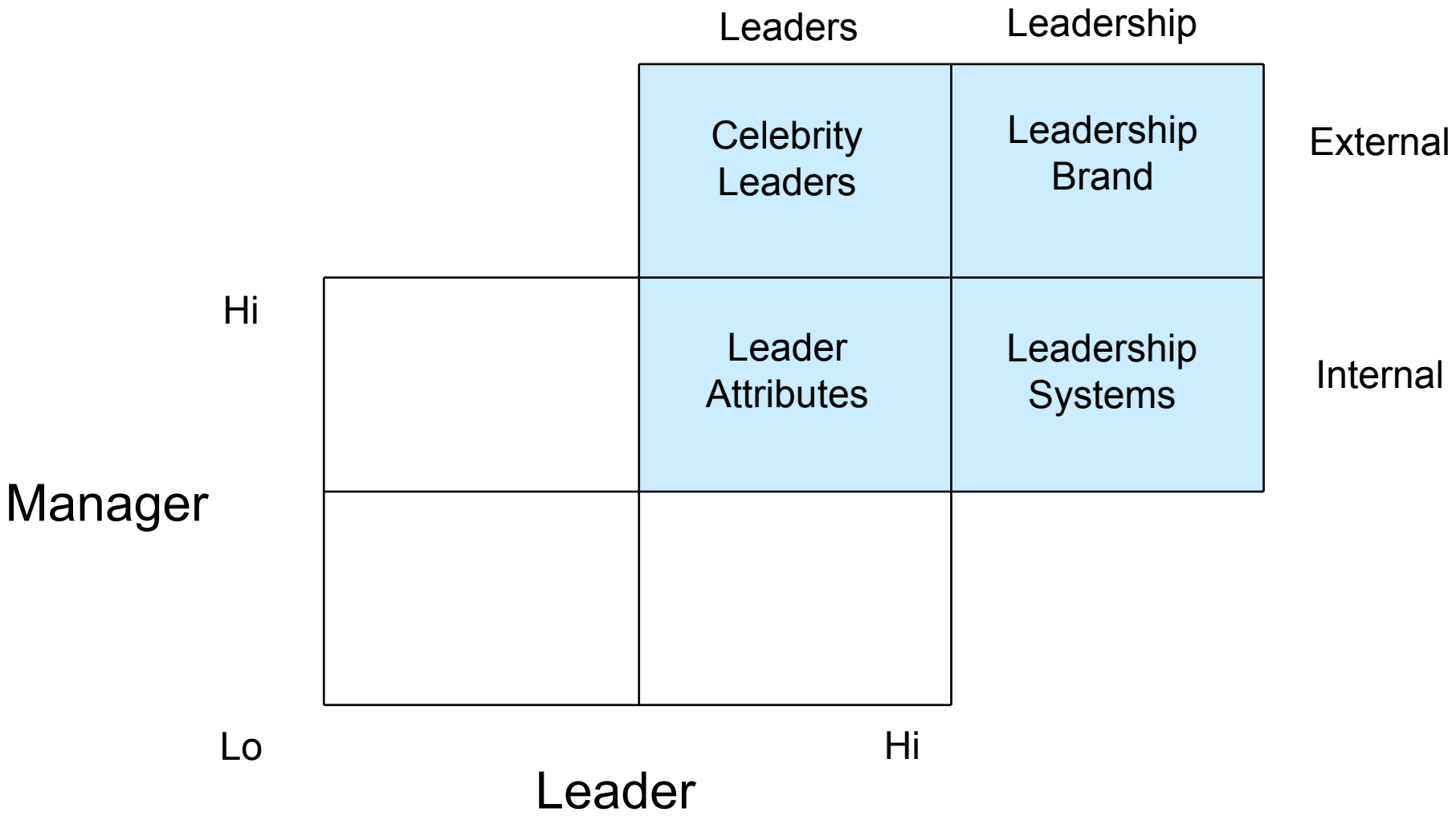
Manager/Leader/Leadership/Leadership Brand



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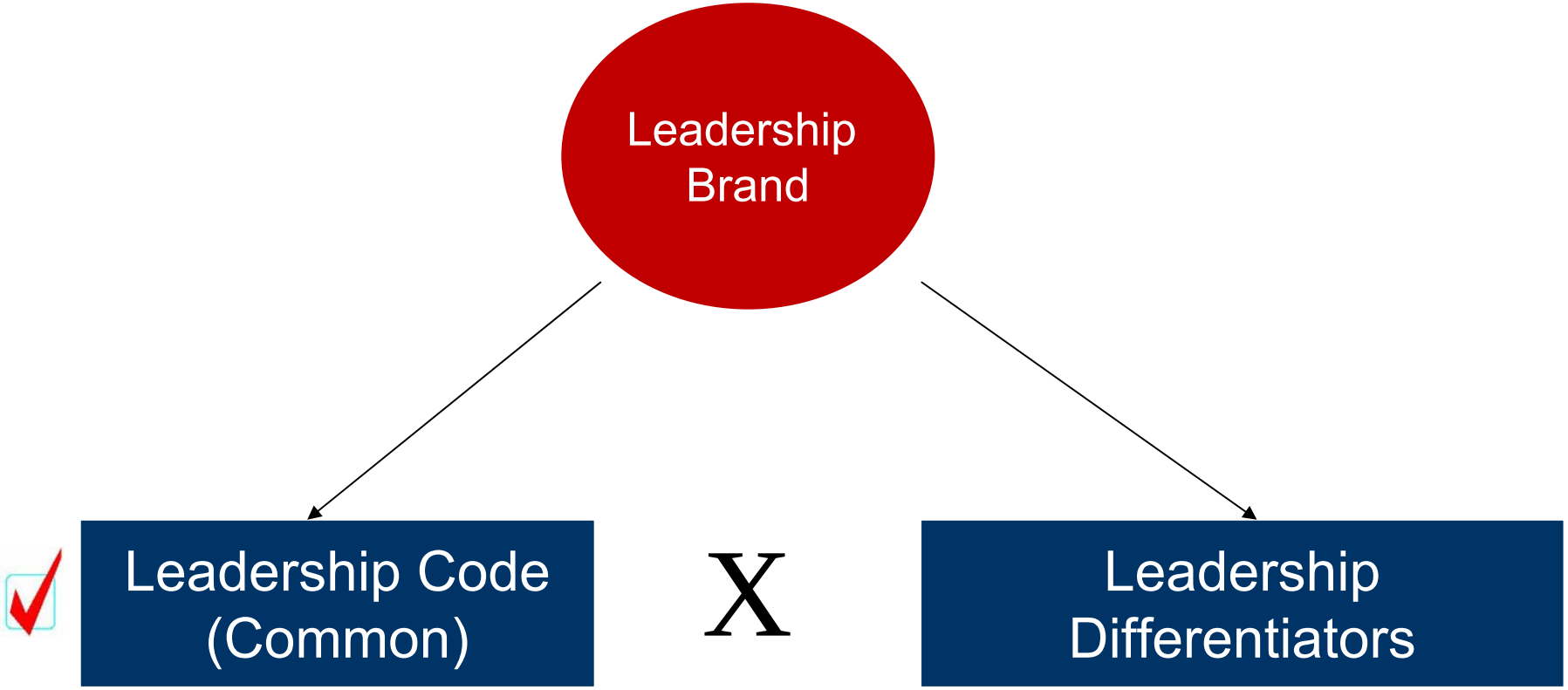
Leadership Brand:
Elements of Leadership Brand



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Leadership Code:
The DNA of Effective Leaders

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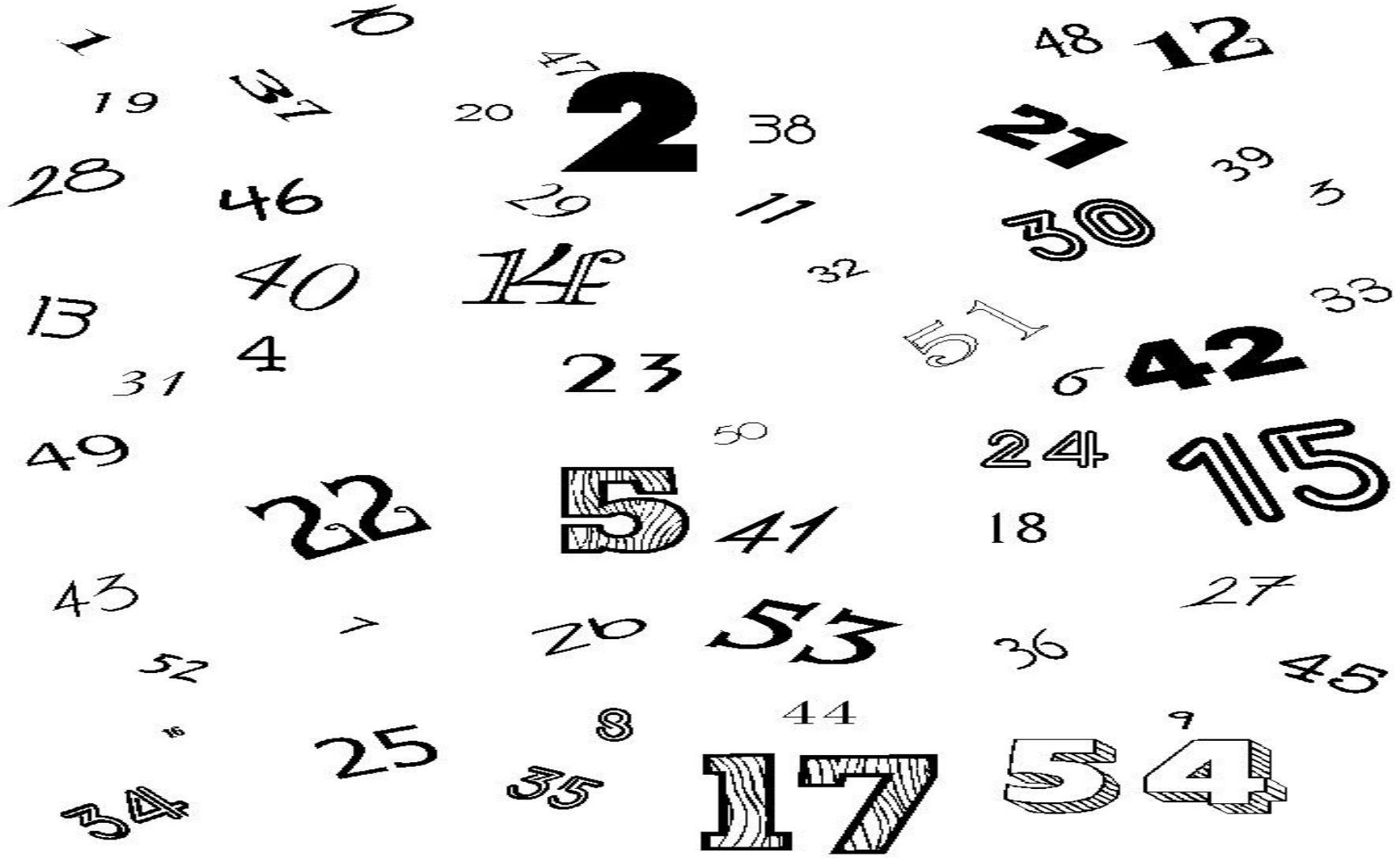
Leadership Code
Create a framework for leadership



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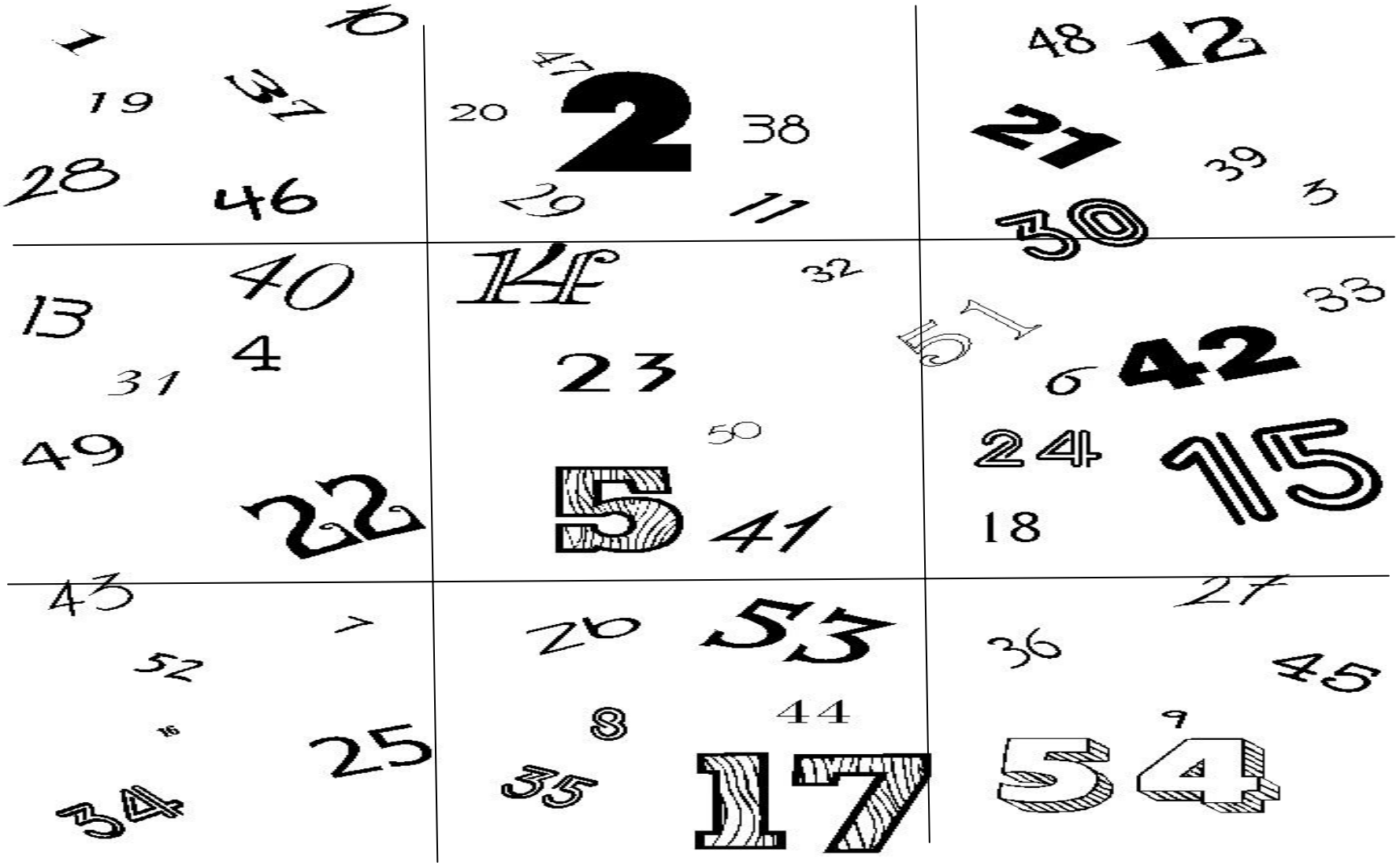
Leadership Code
Create a framework for leadership



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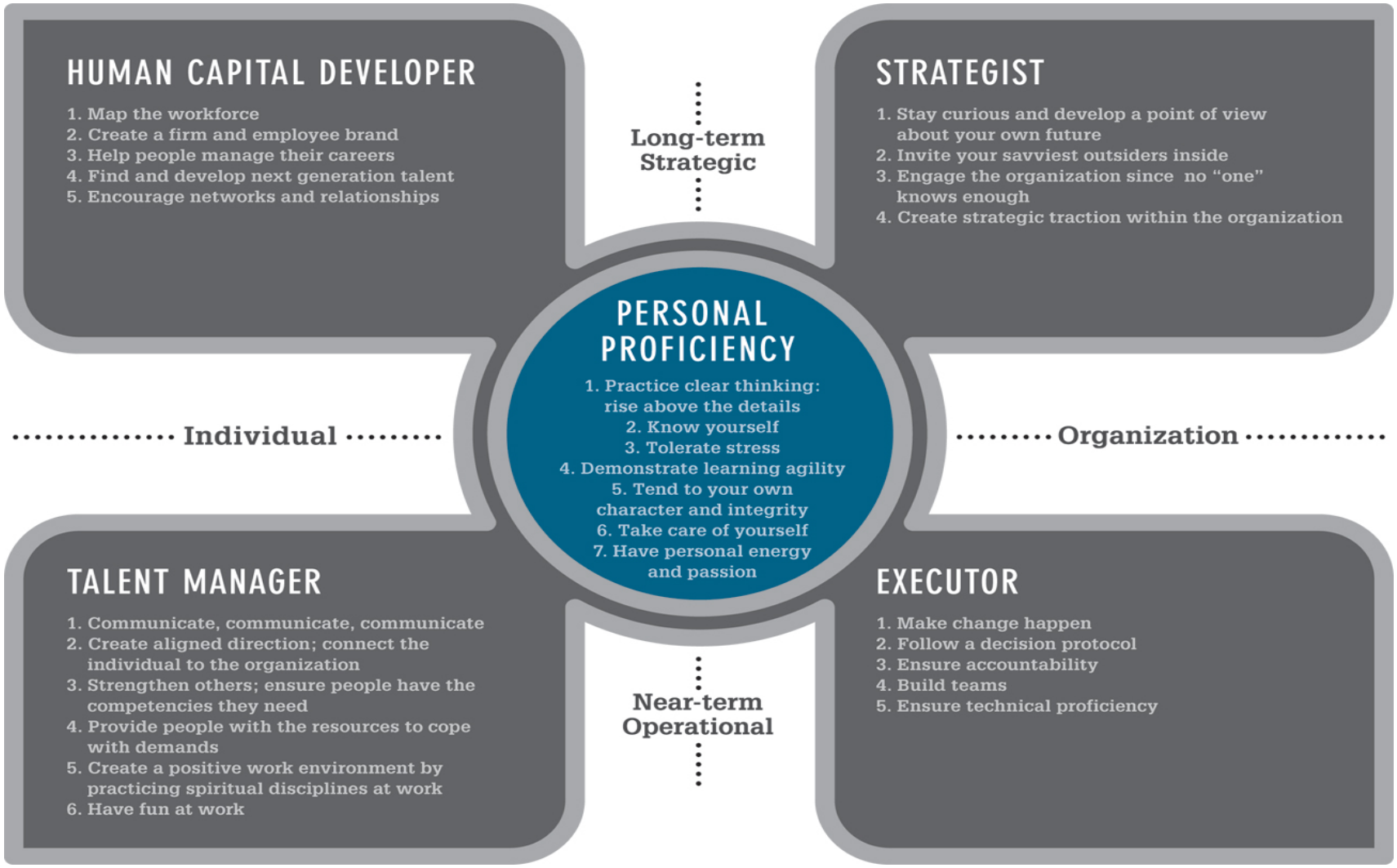
Leadership Code: Summary



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Leadership Code: Strategist

To shape the future, be a Strategist:

1. Stay curious and develop a point of view about your own future

2. Invite your savviest outsiders inside

3. No “one” knows enough: engage the organization

4. Create strategic traction in the organization

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Leadership Code: Strategist

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Leadership Code: Executor

To make things happen, be an Executor:

1. Make change happen
2. Follow a decision protocol
3. Ensure accountability
4. Build teams
5. Ensure technical proficiency

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Leadership code: Talent Manager

To engage today's talent, be a Talent Manager:

1. Communicate, communicate, communicate
2. Create aligned direction; connect the individual to the organization
3. Strengthen others; ensure people have the competencies they need
4. Provide people with the resources to cope with demands
5. Create a positive work environment by practicing spiritual disciplines at work
6. Have fun at work

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Leadership code: Talent Manager

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Leadership Code:
Human Capital Developer

To build the next generation,
be a Human Capital Developer

1. Map the workforce
2. Create a firm and employee brand
3. Help people manage their careers
4. Find and develop next generation talent
5. Encourage networks and relationships

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Personal proficiency

To invest in yourself, be Personally Proficient:

1. Practice clear thinking: rise above the details
2. Know yourself
3. Tolerate stress
4. Demonstrate learning agility
5. Tend to your own character and integrity
6. Take care of yourself

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Personal proficiency

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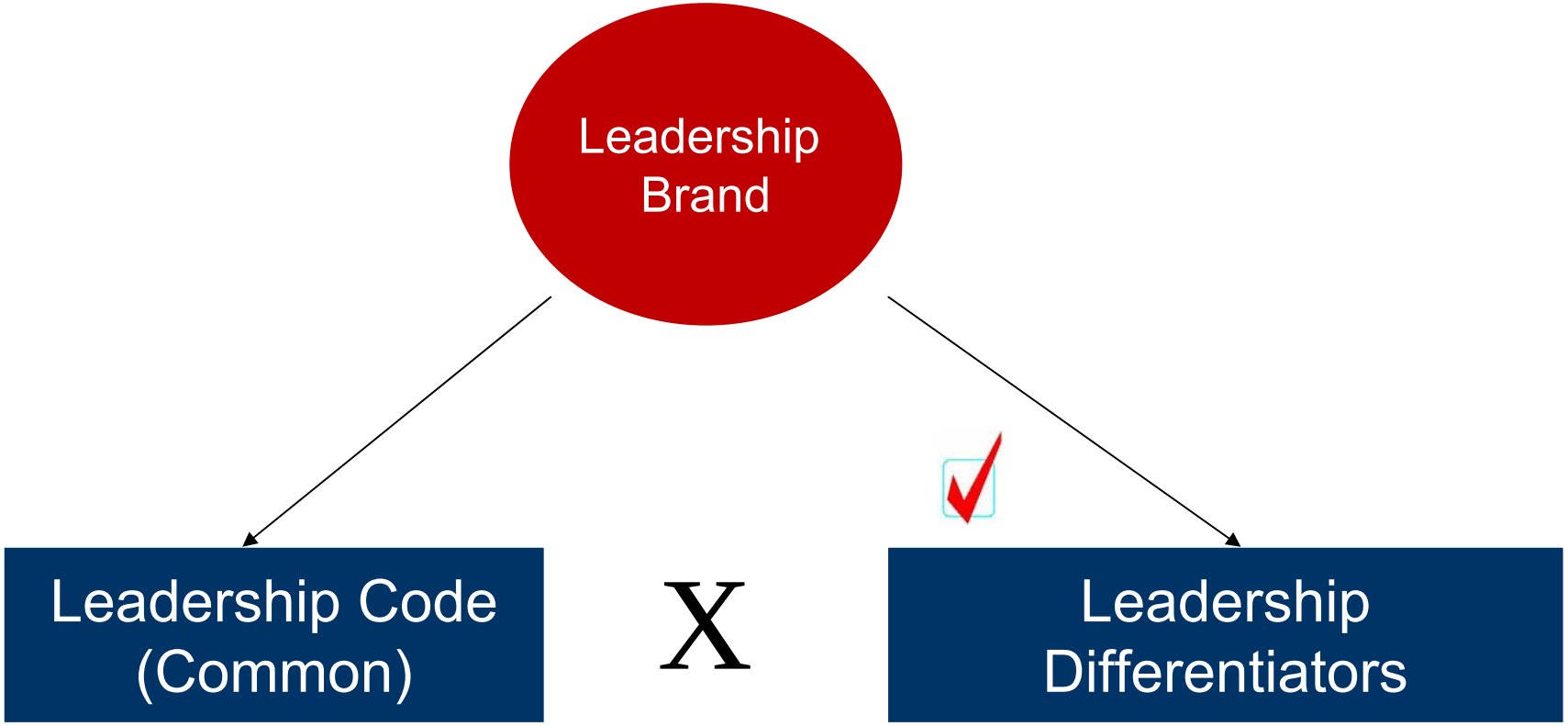
Leadership Brand:
Elements of Leadership Brand



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Leadership as a Brand

What the metaphor of leadership brand offers:

- Brand focuses on value from the outside/in and the impact of leadership more than activity of leaders
- Brand puts leadership into business language
- Brand applies across all levels of leaders now and in the future
- Brand is sustainable; not just a person, but a brand for all leaders
- Brand has efficacy; it has to be real or it does not last
- Brand combines leadership code and leadership differentiators

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Levels of Branding…

1.Product Brand

2. Firm Brand

3. Leadership Brand

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Levels of Branding…

1.Product Brand

2. Firm Brand

Nestlé
Good Food, Good Life

NORDSTROM

3. Leadership Brand

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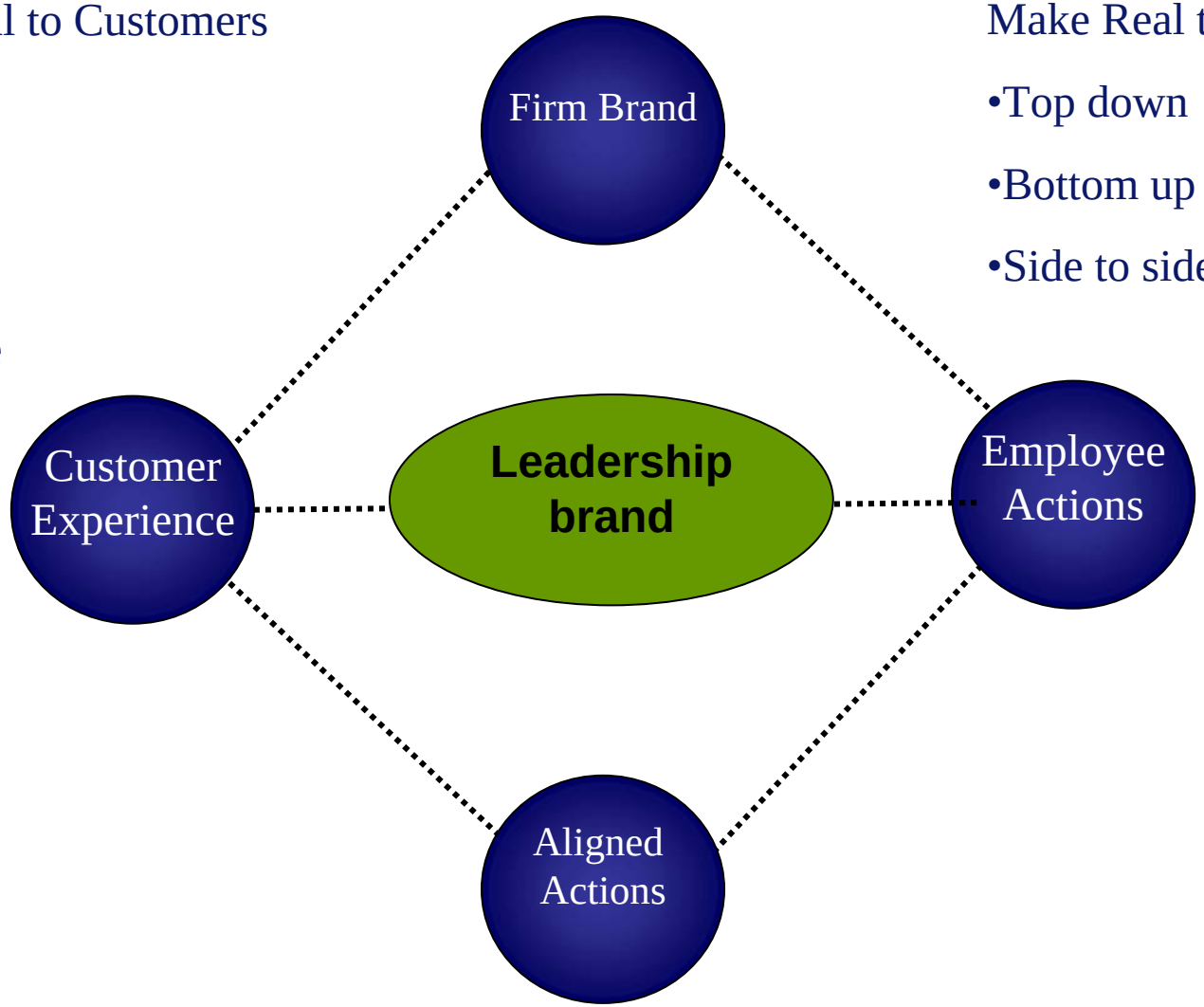
To turn this identity into a Firm Brand, it must be made real to customers and employees...

Make Real to Customers

- Attract
- Convert
- Fulfill
- Leverage



Make Real to Employees

- Top down
- Bottom up
- Side to side

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Leadership Brand Definition

Leadership brand is turning customer and investor expectations into employee actions through leadership behaviors.

- It makes the customer experience real to employees
- It enables employees to see customer expectations in leadership behaviors

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Summary: What We Know

- There are an inconceivable number of leadership theories, studies, frameworks and tools
- Two trends in leadership thinking are:
  - From leader to leadership
  - From inside to outside
- A leadership brand combines these trends
- Leadership brand is comprised of two parts
  - Leadership code: the basic rules that every leader must master
  - Leadership differentiators: the unique requirements that connect customers and employees

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Steps to leadership brand differentiators

So how do we go about building the differentiators for leadership brand?

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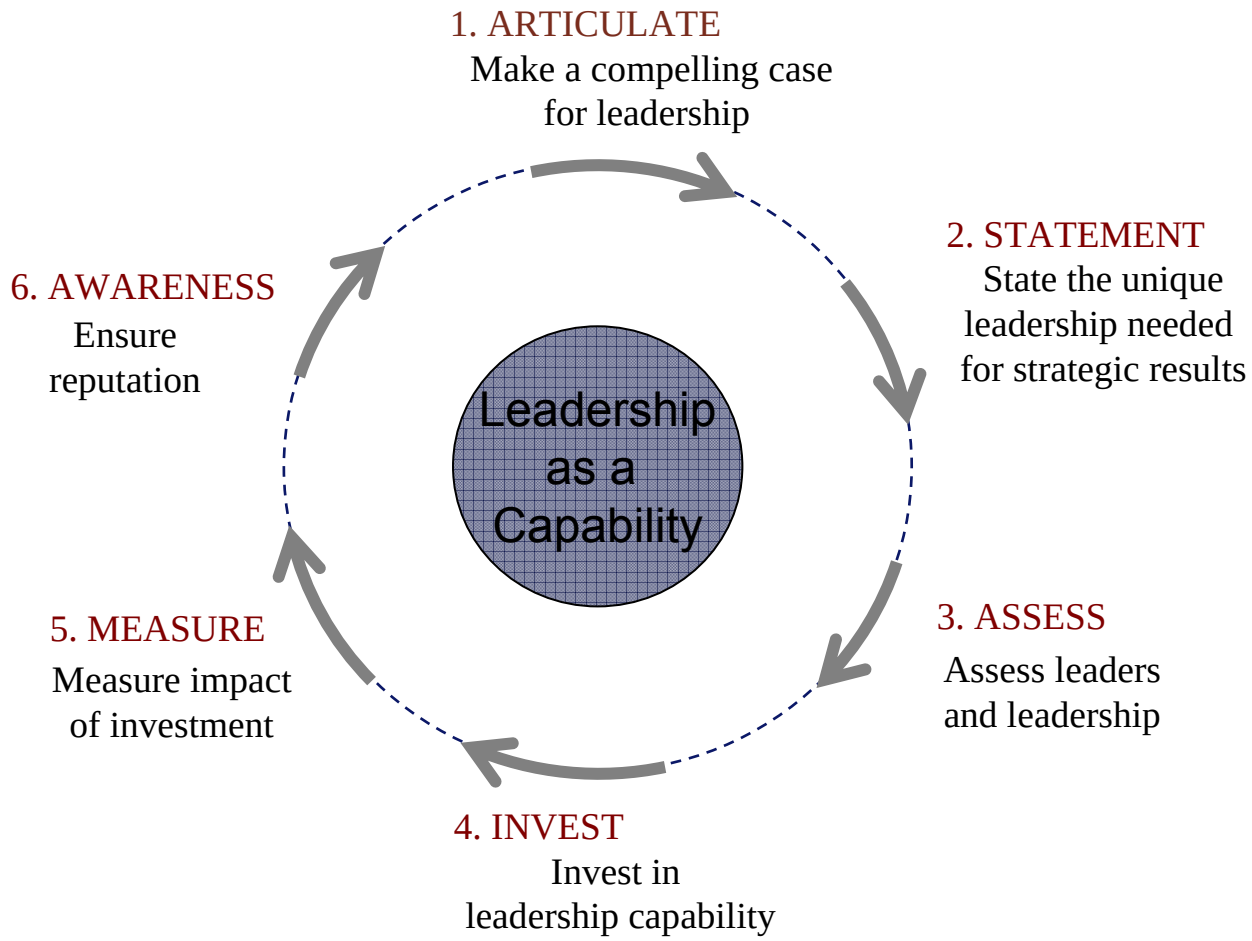
Architecture to Build Leadership Brand



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Six components of building a leadership brand

Component	Principle	Action Items
Articulate a compelling case	There must be need for why leadership matters	
Draft a statement of leadership brand aligned with strategy	Define the core DNA and the brand differentiators	
Assess leaders and leadership	Collect data on leadership brand	
Invest in leadership development	Design education and job experiences that teach *and model* the desired brand	
Measure the impact of leadership brand investments	Audit leadership brand Assess leadership investments	
Ensure reputation	Track impact of leadership on the outside world	

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Implications / Building a Personal Brand
What I do?

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For more information

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