Organizational and Personal Transformation

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Learning Objectives

- **Understand what transformation is**

- **Discuss HR's involvement in Organizational Transformation**

- **Identify what resources Employers need to provide to help Employees transform**

- **Explore resources, tools and development activities Employees can utilize to help themselves transform**

Change or Transformation?

Transformation has become the new buzzword, replacing good, old, ordinary change. Change and transformation are often used interchangeably, but are they really the same?

- Change: to substitute or replace something. Can be small and incremental, or large and complex, but is something that needs to be constantly monitored and maintained to measure its successfulness.

- Transformation: a complete change, usually into something with an improved appearance or usefulness. Usually large and significant. It's a fundamental change in beliefs of why you perform certain actions.

Definitions of Transformation

Personal transformation

- A dynamic, uniquely individualized process of expanding consciousness whereby individuals become critically aware of old and new self-views and choose to integrate these views into a new self-definition.

Organizational Transformation

- The process of fundamentally changing the systems, processes, people and technology across a whole business or business unit, to achieve measurable improvements in efficiency, effectiveness and stakeholder satisfaction. As such, a business transformation project is likely to include any number of change management projects, each focused on an individual process, system, technology, team or department.

Dealing with a VUCA World

Transform or Die: Every year businesses must answer these questions:

- Do we know who are customers are?

- Do we know what our customers need and want from us?

- Do we know what our purpose is and how we are going to make it a reality for our customers?

- Is our purpose still relevant to our customers?

- Does every employee know the role they play in bringing our purpose to life?

(http://customerthink.com)

Transform or Die: Every year businesses must answer these questions:

- Do we know what the customer journey looks like that brings our purpose to life?

- Do we have a sufficient fact-based understanding of the journey to identify what is working and not working for our customers?

- Are we addressing the priority issues having the greatest detrimental effect on our customers?

- Do our own employees understand and believe in our purpose?

- Will our own employees do whatever it takes to bring our purpose to life?

(http://customerthink.com)

What's Ahead …

- We are in the midst of the 4th Industrial Revolution

- Work as we know it will change more in the next 10 years than it has in the past century

- Human and machine relations are transforming

- Moore's Law

- Quantum Computing

- Automation will change how work gets done and employees will need to be reskilled

Upskilling and Retraining

- **The Skills Gap is Real – how are we going to address it?**

- **Increased use of Artificial Intelligence will change jobs**

- **Humans will not be replaced 1 for 1 by robots in the foreseeable future**

- **Humans will be able to do more with automation thereby changing the nature of work**

- **Amazon is retraining 100,000 of its employees - $700M over 6 years**

- **What are you doing to advance organize for the future of work?**

- **LMS, Udemy, Khan, LinkedIn Learning. Others?**

HR's Role in Today's Business World

- Know your Business – Strategic Goals, Current Business Problems

- Earn a seat at the table by adding value to the conversations

- HR cannot operate in a Silo and must collaborate with other business units

  - We must take an active part in learning about how to optimize people and technology—a partnership with IT is critical

  - We must also partner with Marketing to ensure branding is consistent

  - Other business functions

HR's Role in Transformation

- Help build the transformation roadmap—describe what the transformed company looks like

- Serve as advisor and Consultant, ensuring your employees are the #1 focus

- Lead from the front . Take charge of communicating the steps of the transformation

- Get out there and talk to your employees:
  - One-on-ones
  - Town Hall Style Meetings

Managing Reactions to Change

Resistant	**Neutral**	**Welcoming**
20%-30%	40%-60%	20%-30%
Why?		**Why?**
Fear of the unknown		Perceived benefits
Comfort in the status quo		Increased challenge

| **Shifting from resistance**	**Shifting out of neutral**	**Maintaining course**
Empathy	Selling benefits	Recognition
Communication	Opportunities for involvement	Delegation
Support		Support
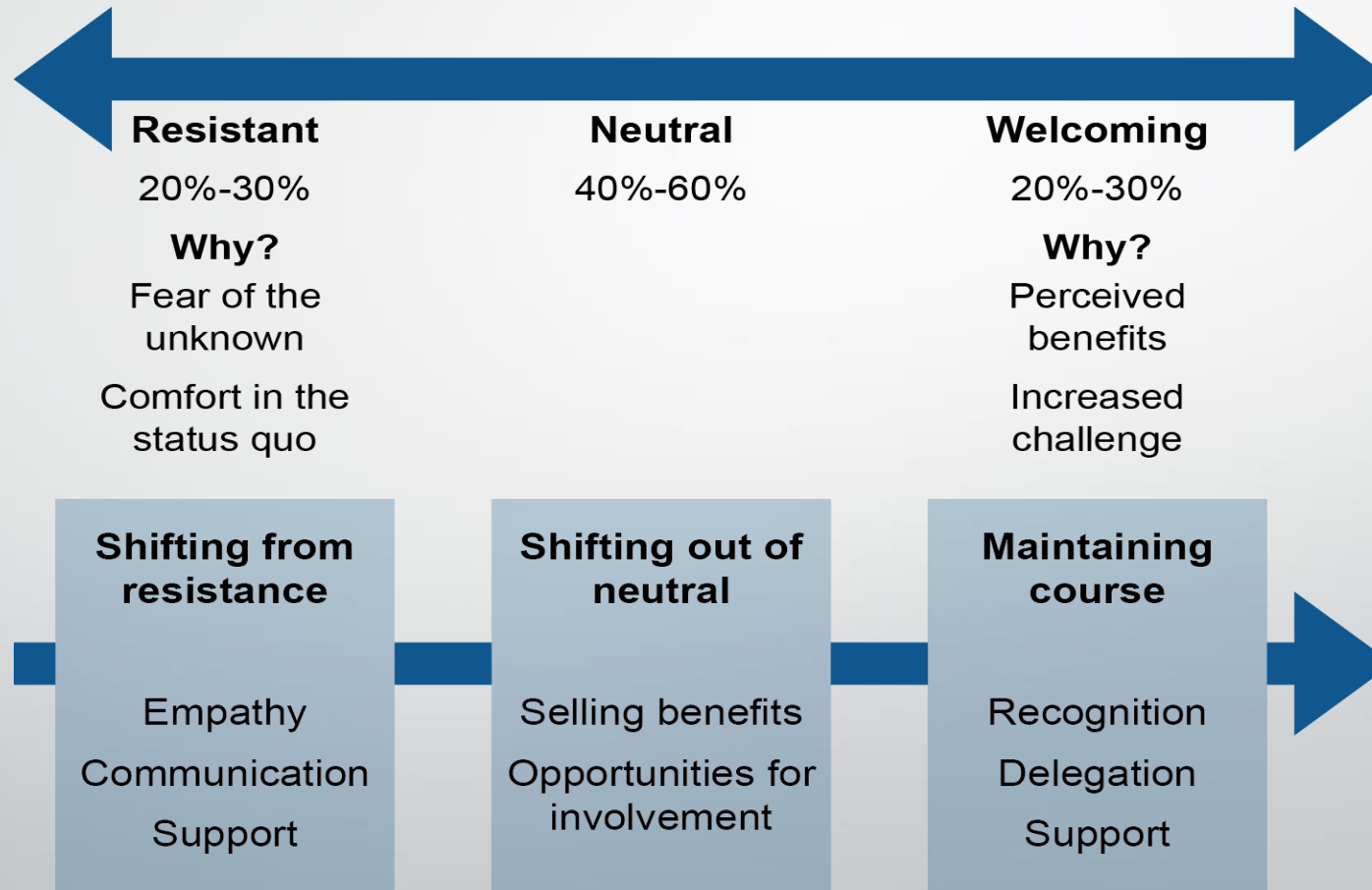
MBP's Transformation

- MBP had been organized geographically for 28 years
- We switched to a Service Line/Matrix organizational structure
- Job Titles and Roles Changed
  - Some leaders were displaced
  - Reporting Structures Changed
- Implemented several transformation/digital initiatives:
  - Enhanced use of drones
  - Use of BIM (Business Information Modeling – 3D)
  - Conducted workshops based on Lean/Six Sigma principles
  - Use of predictive analytics and metrics (measure what matters)

Transformation Disrupts the Status Quo
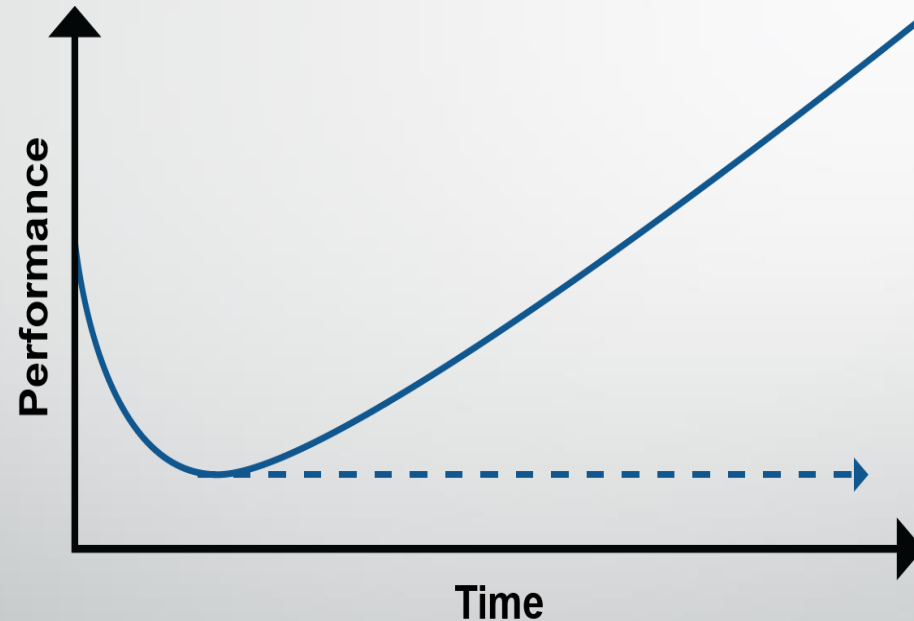
The J curve shows the challenge of introducing change into an organization.

Can we return to or exceed previous levels of productivity?

Will we be mired in resistance?

One Year Later ...

- Created A Culture of constant improvement and asking, "Why are we doing this?" or, "Is there a better way to do this?"
- Not afraid to try new systems, technology
- "Shark Tank" proposals encouraged
- Sharing Stories of Transformation
- Engaged, curious workforce
- More collaborative environment
- Reduced turnover
- Higher profitability
- Identified a Director of Transformation Development
- Now in Transformation V2
  - Constant evaluation/transformation

Julie's Career Journey

Newspaper Delivery (first job ever) > *Restaurant Dishwasher* > Magazine Stand Cashier > *Clerk Typist* (first REAL job) > Secretary > Computer Systems Order Administrator > *Printing Pre-Press Assistant* > Office Manager > *Data Entry Operator* (home-based) > *Photography Order Assistant* (home-based) > *Hotel Evaluator* (most fun job ☺) > Payroll Administrator (first MBP role) > Benefits Administrator > HR Manager > HR Director > Vice President of HR (current role at MBP > HR Instructor (most recent role)

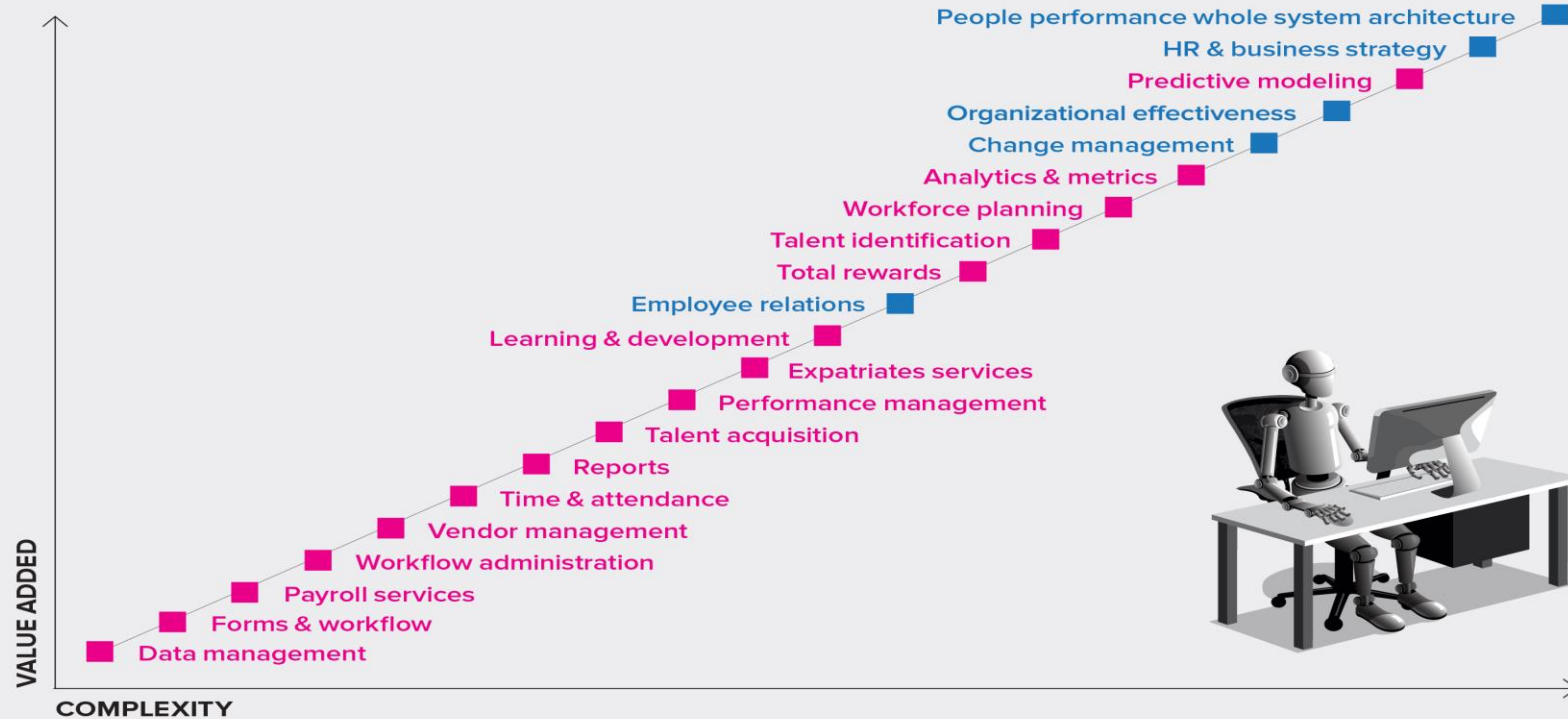What's the significance of the titles in gray?

Eric's Career Journey

Most of the HR function is automatable

HR: IT'S AUTOMATIC

Virtually all HR services can be automated to some degree. Only five functions are relatively less susceptible to automation, according to KPMG International.

■ Can be fully or partially automated
■ Is less susceptible to automation

People performance whole system architecture
HR & business strategy
Predictive modeling
Organizational effectiveness
Change management
Analytics & metrics
Workforce planning
Talent identification
Total rewards
Employee relations
Learning & development
Expatriates services
Performance management
Talent acquisition
Reports
Time & attendance
Vendor management
Workflow administration
Payroll services
Forms & workflow
Data management

VALUE ADDED

COMPLEXITY

Source: KPMG International.

Self-Assessment

- Is your job changing? What part of your current work is becoming automated?
- Are your skills still relevant? What do you need to learn to remain relevant?
- What type of development should you seek out?
- On-line training
- Classroom training
- Certifications
- Is it time for a career change?
- **<u>Inventory your skills and make a plan of action</u>**

Conclusion/Questions

https://ed.ted.com/featured/bf2mRAfC