



Transformation Working Group Series Session 1:
The Evolving HR Operating Model
April 16, 2024



Participating CAHRS Companies:

Bloomberg
Johnson & Johnson
Medtronic



ILR School



Key Takeaways:

- Adaptation to hybrid work models requires role redesign and emphasis on employee well-being.
 - Efforts to balance efficiency with HR Shared Services models need to be balanced with empathy, especially at scale.
 - Cross-functional collaboration and agile teams and methods essential for addressing shorter change cycles.
 - HR professionals need evolving skills like data literacy, storytelling, and agility to navigate uncertainties and drive organizational decisions.
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The working group underscores the evolving landscape of HR practices in response to shifting workplace dynamics, with a focus on balancing efficiency with human-centered approaches. Challenges such as flat functions and varied investment structures necessitate leveraging technology while addressing empathy gaps. Adaptation to hybrid work models involves role redesign and prioritizing employee well-being amid concerns of burnout. Our partners advocated for cross-functional collaboration and agile methodologies in order to navigating shorter change cycles. Embracing a contingent workforce and rethinking traditional job descriptions are crucial in response to changing workforce dynamics. Additionally, integrating technology while maintaining a human touch and developing skills like data literacy and storytelling were emphasized as essential for HR professionals in driving organizational decisions amidst uncertainties.

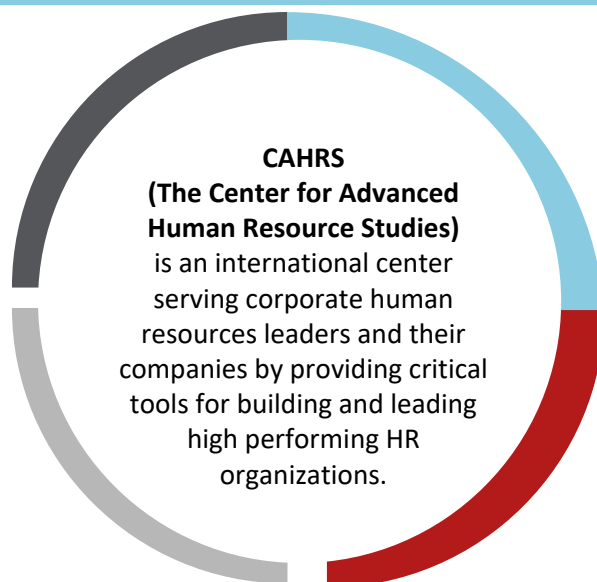
Hybrid Work Model and Organizational Restructuring: As organization have shifted towards a hybrid work model there is a need to redesign roles accordingly. There's emphasis on restructuring, efficiency, and supporting employee well-being amidst on-going burnout concerns.

Cross-Functional Collaboration and Agile Approaches: Cross-functional work and agile methods in project execution are key as cycles of change get ever shorter. Focusing on short-term objectives and assembling adaptable teams within HR has worked well for our partners.

Adapting to Changing Workforce Dynamics: The future of work will likely involve a more contingent workforce to adapt to changing expectations, emphasizing hiring for skills over traditional job descriptions.

Human Touch in Tech-Driven Employee Experience: It is vital to consider the employee experience when talking about the integration of technology in HR. Some of our members have had success by investing in HR professionals whom understand the whole life cycle of the employee. As a result, when employees have questions they are not bounced around to multiple people or forced to interact with a chat bot. Empathy and personalization are paramount, even within tech-driven processes.

Skills and Competencies for HR Professionals: We concluded our conversation with a discussion on the evolving skills required in HR roles, emphasizing data literacy, storytelling, and agility in navigating uncertainties. Data is meaningless without people that know how to interpret it and communicate it effectively. Telling a story through data will help businesses understand the impact and importance of their human resource policies and practices.



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