



HR4ICT 2013
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COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

The HR landscape in the New Era: Redefining the role of the Human Resources professional

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Overview

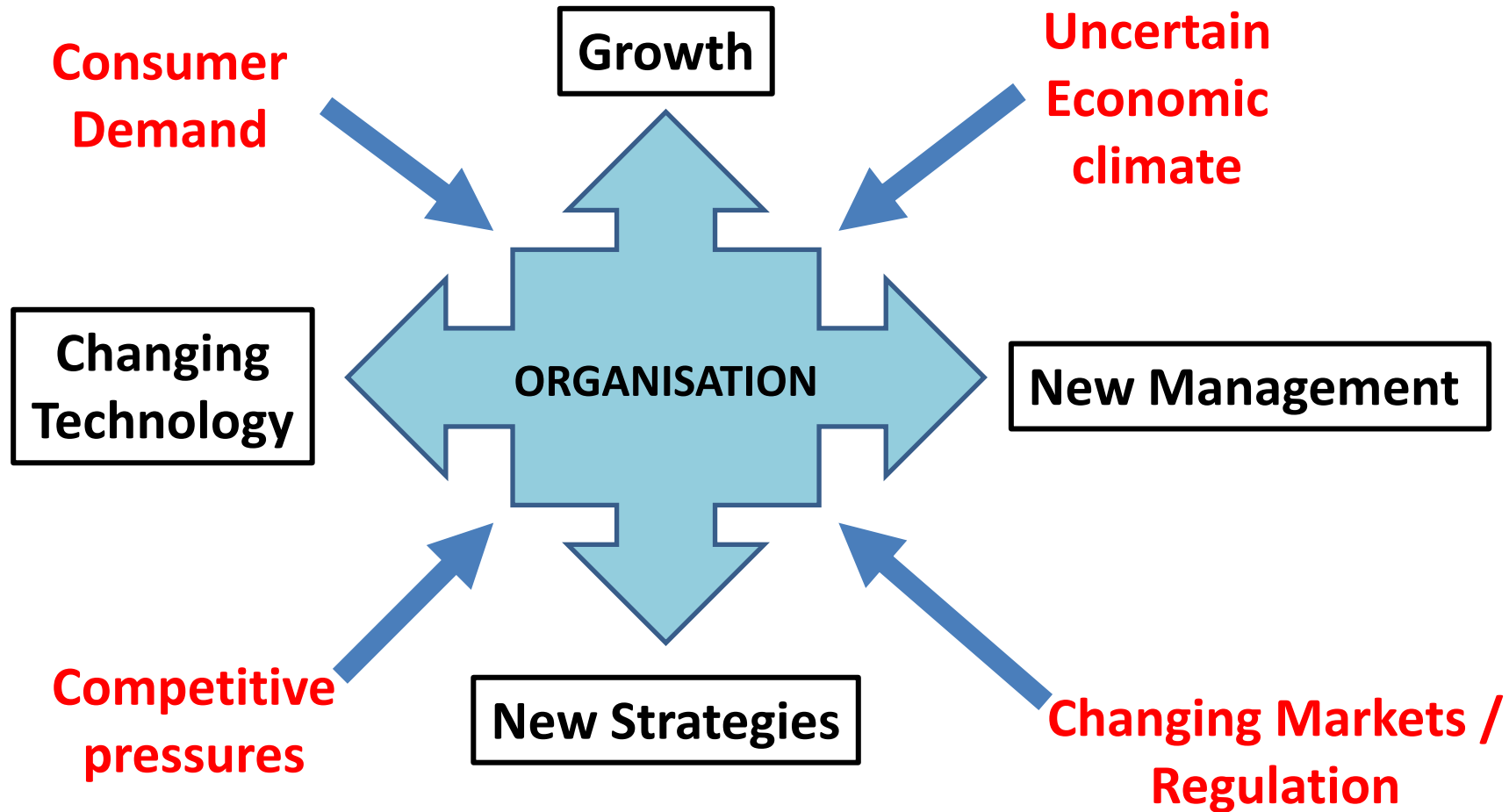
- The “new era” in context
- The “new era” - drivers & processes
- HR “new era” roles & skills
- The Way Ahead

The “new era”

- Fast-moving, technology-led society & workplace;
- POTS to PANS: person-to-person network to place-to-place;
- Consumers' / society's expectations growing rapidly;
- Pressures for quicker decision making & greater stakeholder engagement;
- Demands for social & economic development;
- Organisations seeking enhanced performance & ROI;
- Economic downturn & uncertain future prospects;
- Overall, turbulent & challenging environment;
- Organisations pressured to change.

HR has to operate in this context

The Drivers of Change

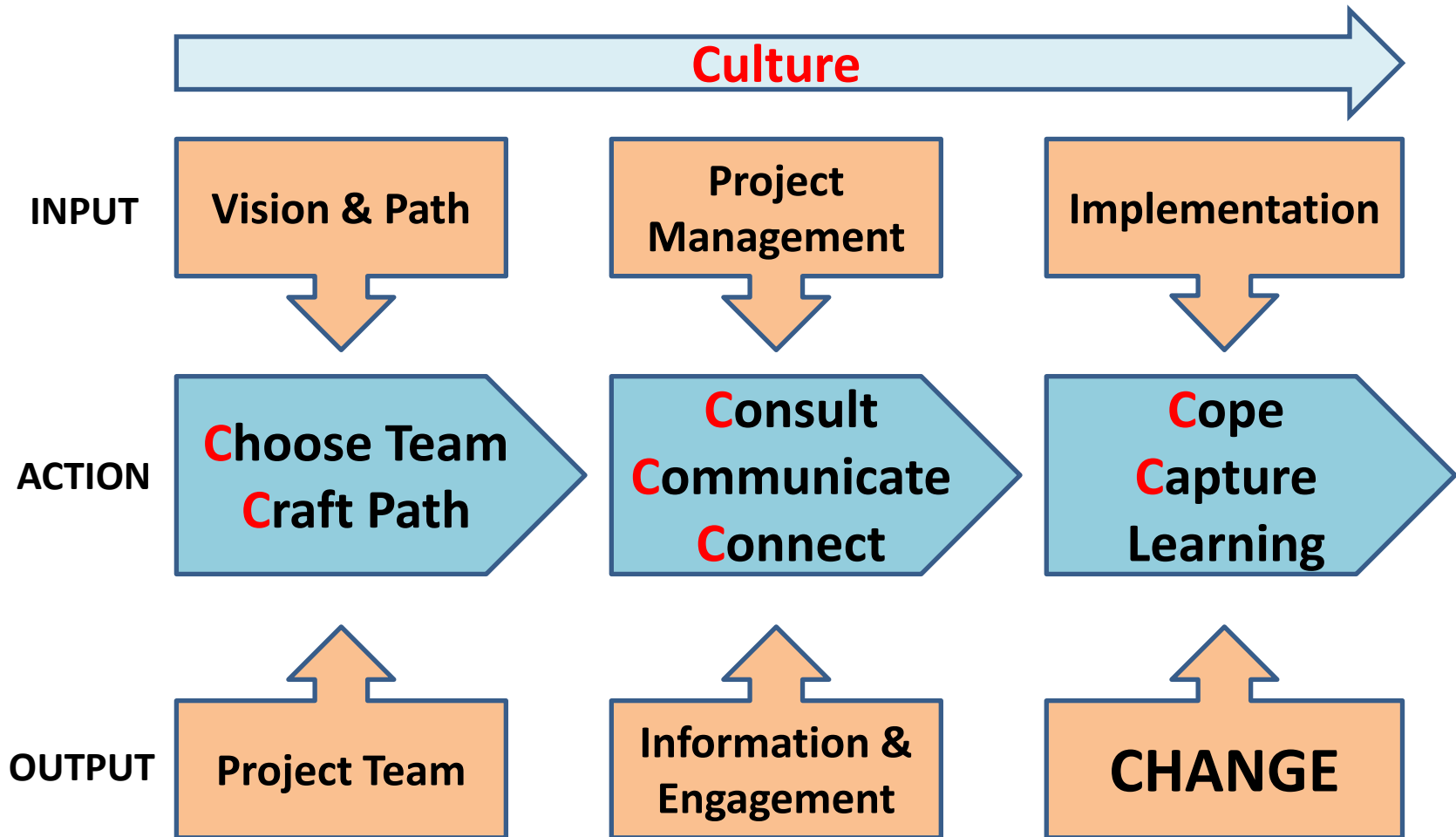


The Change Process (Kotter)



Source: Kotter (1995)

The 7+1 Cs of Change



Source: CIPD (2005)

Human Resources Roles & Skills

The Reality: McKinsey's "State of Human Capital Report (2012)"

Inhibitors – HR "clients" views

- Lack of capability,
- Too much time tied up in routine / transactional work,
- A support-function, "heads-down" mind-set

Positive Opportunities

- Anticipating the workplace of the future
- Securing the pipeline of skilled workers
- Capitalising on employee engagement
- Ensuring an agile workforce

Ulrich's "State of the HR profession"*

Role	Activities
Strategic Positioner	Acting "from the outside-in" by considering business context, customer needs, using HR knowledge to co-create business strategy
Credible Activist	Building a profile as credible & trustworthy professional by influencing others through clarity, consistency & communication
Capability Builder **	Conducting capability audits & optimising collective organisational capability
Change Champion	Building the rationale for organisational change & implementing sustainable change
HR Innovator & Integrator **	Tailoring latest practice into integrated solutions
Technology Proponent **	Using technology to drive effectiveness & efficiency

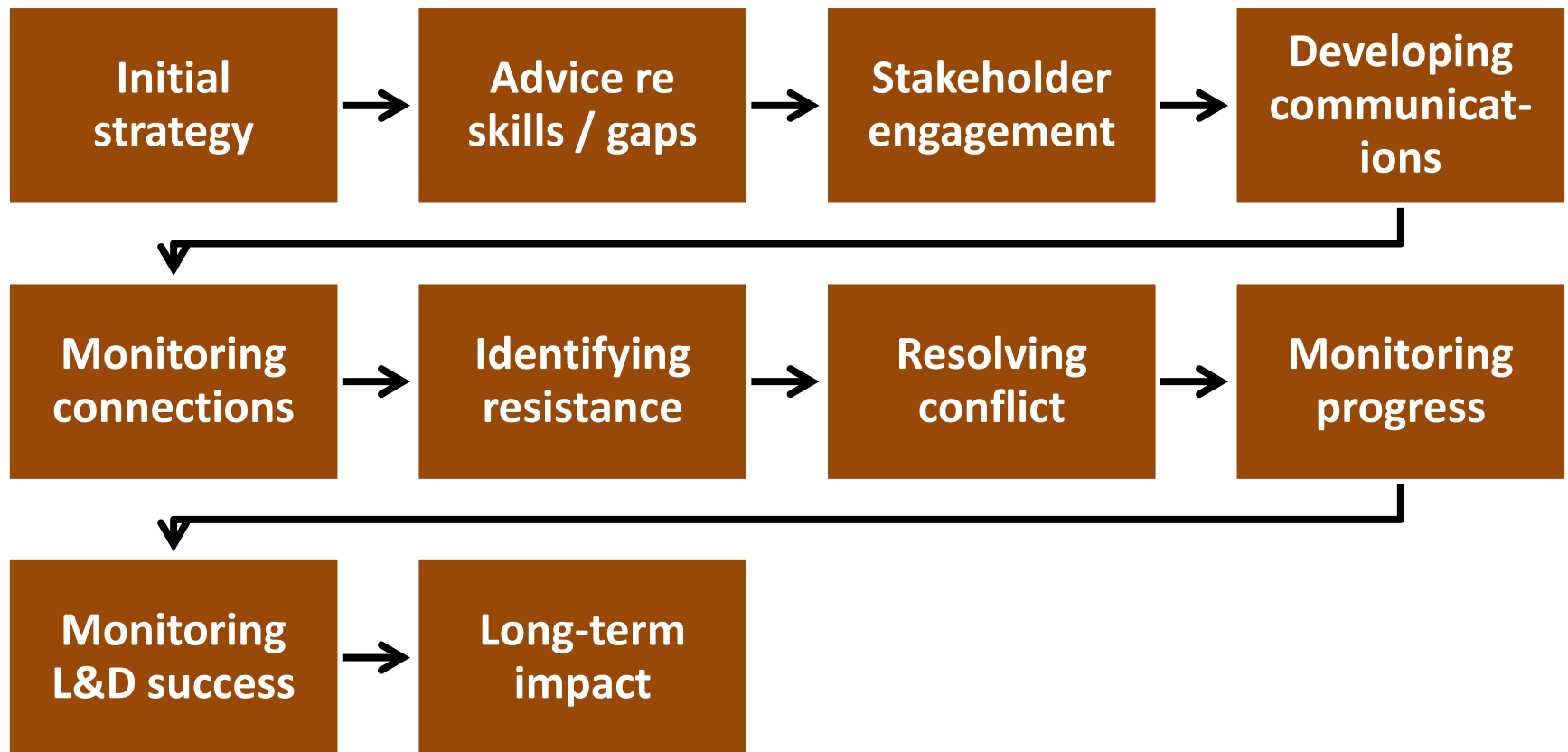
Ulrich, Younger & Brockbank 2013

* Based on 20,000 survey responses

** Significant impact on business performance

CTO HR4ICT 2013

The HR role in the “new era”

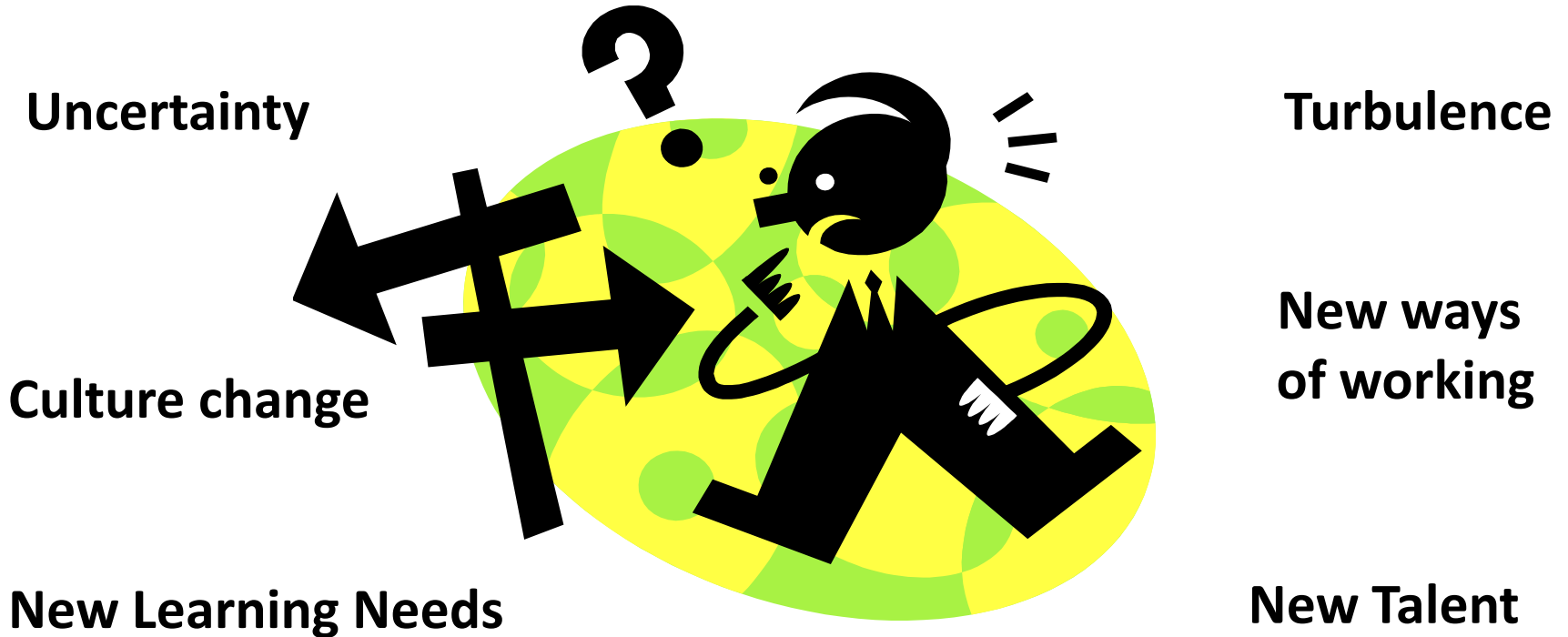


HR skills focus in the “new era”



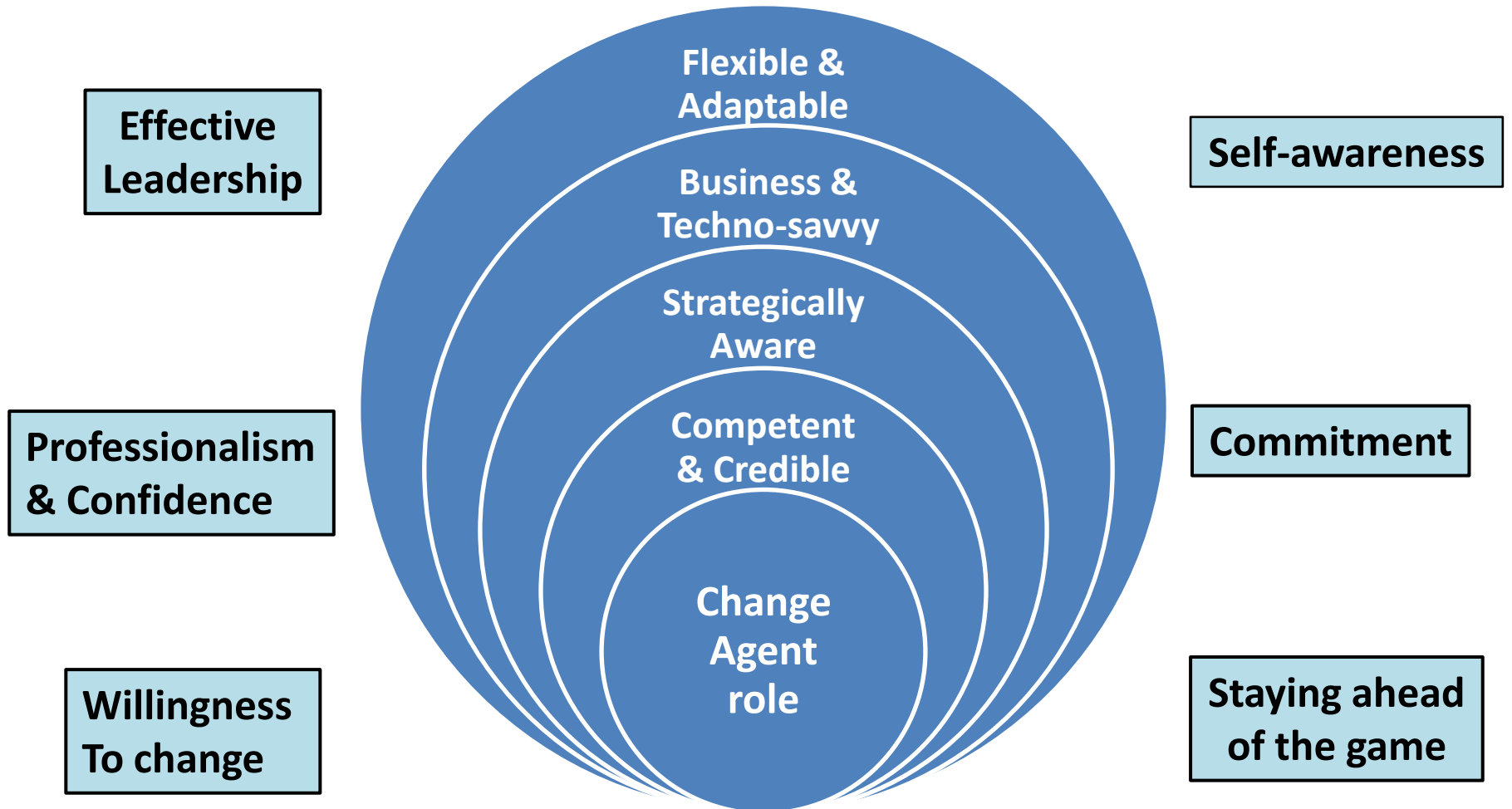
The Way Ahead

What does the future hold for HR?

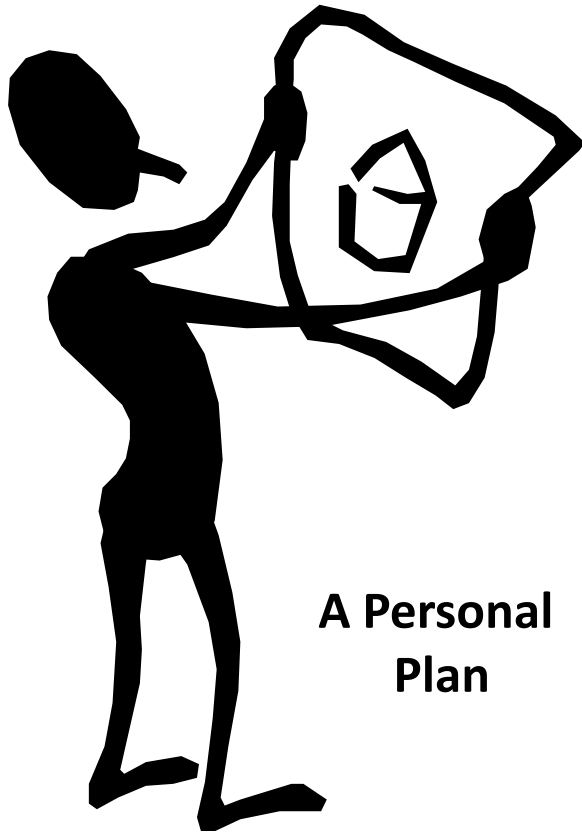


**OPPORTUNITIES TO CONTRIBUTE
& INFLUENCE ORGANISATIONS**

The Way Ahead for HR Professionals



What do we need to do?



- Align ourselves to the business strategy
- Identify our needs (knowledge / experience gaps)
- Identify solutions – focus on “learning” not “training”
- Develop realistic confidence
- Perform



THANK YOU

GRAZIE

MURAKOZE

AMESEGE 'NALO

GRACIAS

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