Creating Stakeholder Value through Human Capability

Dave Ulrich
Partner, The RBL Group
Rensis Likert Professor, University of Michigan
dou@umich.edu

January 24, 2024

HR STRATEGY FORUM

rbl | The **RBL** Group

Question for Today

How can I/we create more value as individuals and as a HR team?

Creating Stakeholder Value through Human Capability

Overall Goals and Agenda

IDEAS

Stakeholder value through human capability

IMPACT

Now is the time to reinvent HR

1: HR is not about HR, but creating value for others

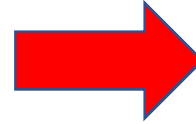**2: HR contributes value through human capability**

3: HR needs to upgrade HR department and people

rbl | The **RBL** Group

HR STRATEGY FORUM
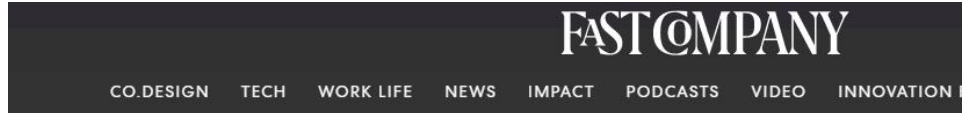
Attention to human capability: Latest trends

1. **Studies of CEO, senior business leader priorities**: Economic uncertainty, technology, people
2. **Conference topics**: Agility, culture, mental health, hybrid, leadership
3. **Government reporting** as materiality: Requirements to disclose report "human capital"
4. **Board agenda**: technology, driving value through values, creating unity, innovation in change
5. **Intangible value**: average is 80% of market value or cost of capital (debt)
6. **ESG attention**: social citizenship, planet
7. **Employee**s: burnout, engagement, mental health, productivity

rbl | The **RBL** Group

HR STRATEGY FORUM

Now is the time: Evolving views of HR

2005

2023

FAST COMPANY

CO.DESIGN | TECH | WORK LIFE | NEWS | IMPACT | PODCASTS | VIDEO | INNOVATION F

08-01-05

Why We Hate HR

In a knowledge economy, companies with the best talent win. And finding, nurturing, and developing that talent should be one of the most important tasks in a corporation. So why does human resources do such a bad job — and how can we fix it?

FAST COMPANY

02-21-23 | HR

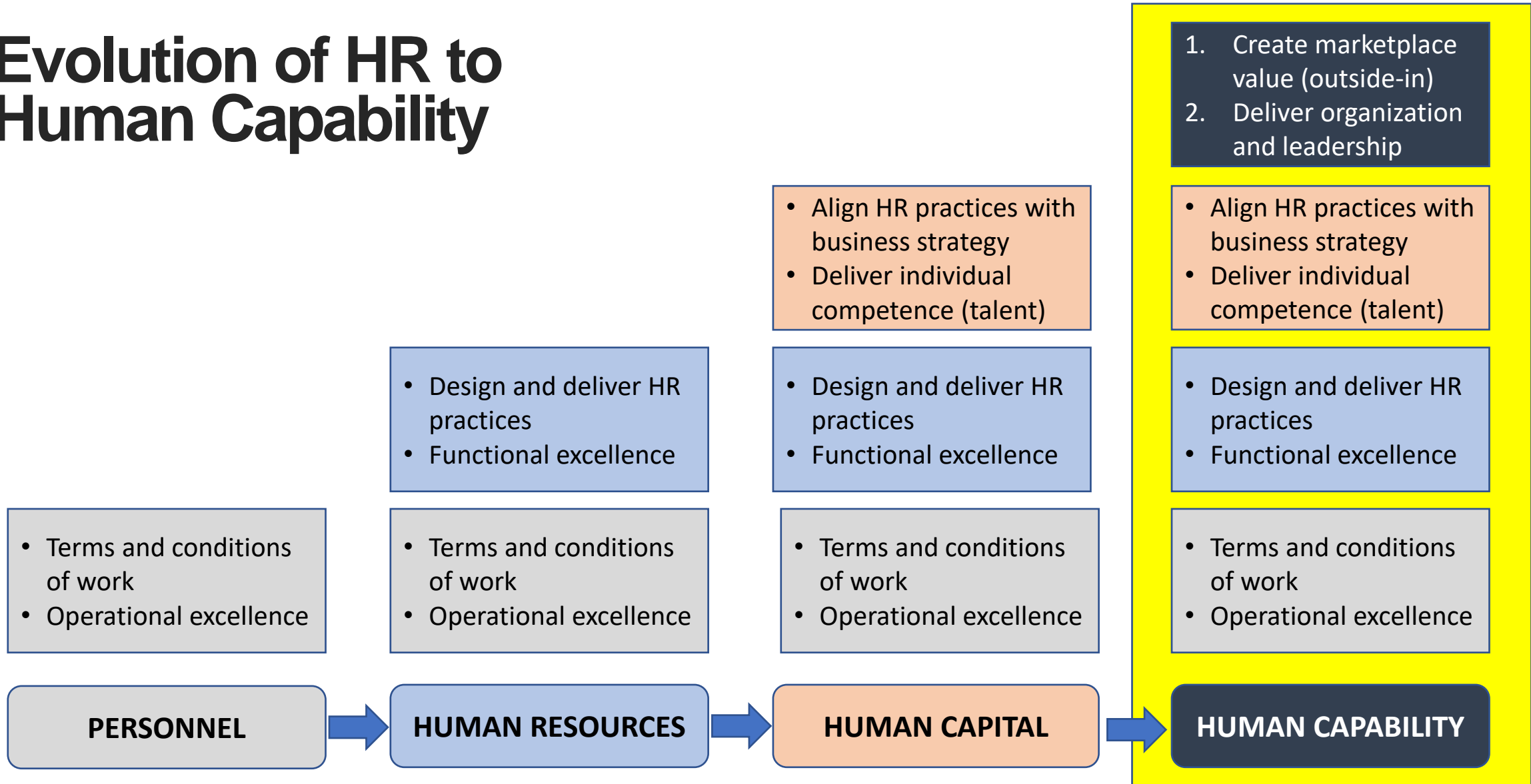## Why more people want to work in HR now

As human resources has evolved into a more strategic role, the field is becoming more attractive to all kinds of workers. But will that improve its reputation?

[Source image: Expect Best/Pexels]

https://www.linkedin.com/pulse/what-makes-effective-hr-function-value-logic-dave-ulrich/

Creating Stakeholder Value through Human Capability

HR STRATEGY FORUM

Evolution of HR to Human Capability

PERSONNEL	HUMAN RESOURCES	HUMAN CAPITAL	HUMAN CAPABILITY
			1. Create marketplace value (outside-in) 2. Deliver organization and leadership
		• Align HR practices with business strategy • Deliver individual competence (talent)	• Align HR practices with business strategy • Deliver individual competence (talent)
	• Design and deliver HR practices • Functional excellence	• Design and deliver HR practices • Functional excellence	• Design and deliver HR practices • Functional excellence
• Terms and conditions of work • Operational excellence	• Terms and conditions of work • Operational excellence	• Terms and conditions of work • Operational excellence	• Terms and conditions of work • Operational excellence

Recent Research Human Capability and Stakeholder value

Study Name	Sample	Focus and Findings
HR Competency Study	Over 120,000 global respondents over 35 years	• Organization/business capabilities • HR department characteristics • HR competencies
Leadership Code, Brand, Capital, Sustainability	• 9,807 subjects • 109,665 raters • 100's of organizations	• Leadership skills in five domains by level with global norms • Leadership brand actions in six steps • Changes in leadership behaviors that lead to outcomes over time, pre- and post-COVID
Organization Guidance System (OGS)	Over 1,000 organizations	38 human capability initiatives in Talent, Leadership, Organization, and HR and impact on stakeholder value
Scaling Human Capability (G3HC)	5,700 firms reporting SEC data analyzed using machine learning / NLP analysis	Four human capability pathways and impact on financial, employee, and citizenship outcomes (double traditional results) see www.g3humancapability.com

Overall Goals and Agenda

IDEAS

Stakeholder value through human capability

IMPACT

Now is the time to reinvent HR

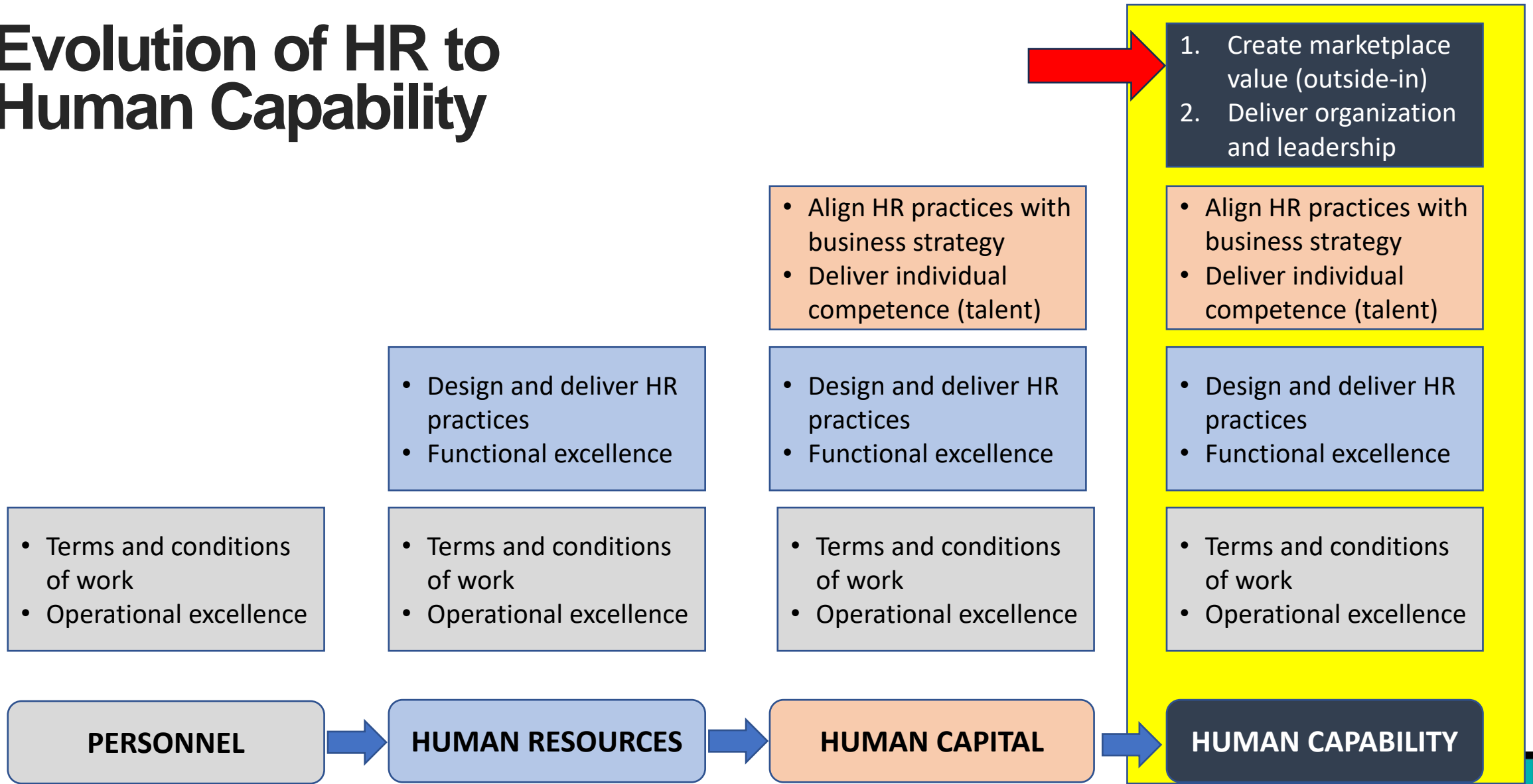Recognize contextual challenges to create human capability content

1: HR is not about HR, but creating value for others

2: HR contributes value through human capability

3: HR needs to upgrade HR department and people

The **RBL** Group

HR STRATEGY FORUM

Evolution of HR to Human Capability

1. Create marketplace value (outside-in)
2. Deliver organization and leadership

		• Align HR practices with business strategy • Deliver individual competence (talent)	• Align HR practices with business strategy • Deliver individual competence (talent)
	• Design and deliver HR practices • Functional excellence	• Design and deliver HR practices • Functional excellence	• Design and deliver HR practices • Functional excellence
• Terms and conditions of work • Operational excellence	• Terms and conditions of work • Operational excellence	• Terms and conditions of work • Operational excellence	• Terms and conditions of work • Operational excellence
PERSONNEL	**HUMAN RESOURCES**	**HUMAN CAPITAL**	**HUMAN CAPABILITY**

rbl | The **RBL** Group

STRATEGY FORUM

Human Capability: Outside in

What is the most important "thing" that business or HR leaders can give an employee?

Please select one:
1. A feeling of physical and psychological safety
2. A sense of belief (meaning, purpose)
3. An ability to become better (learn, grow)
4. A feeling of belonging (community, relationships)
5. All the above
6. None of the above

HR Value Logic

What is the most important "thing" that business or HR leaders can give an employee?

Please select one:
1. Physical and psychological safety
2. A sense of belief (meaning, purpose)
3. An ability to become better (learn, grow)
4. A feeling of belonging (community, relationships)
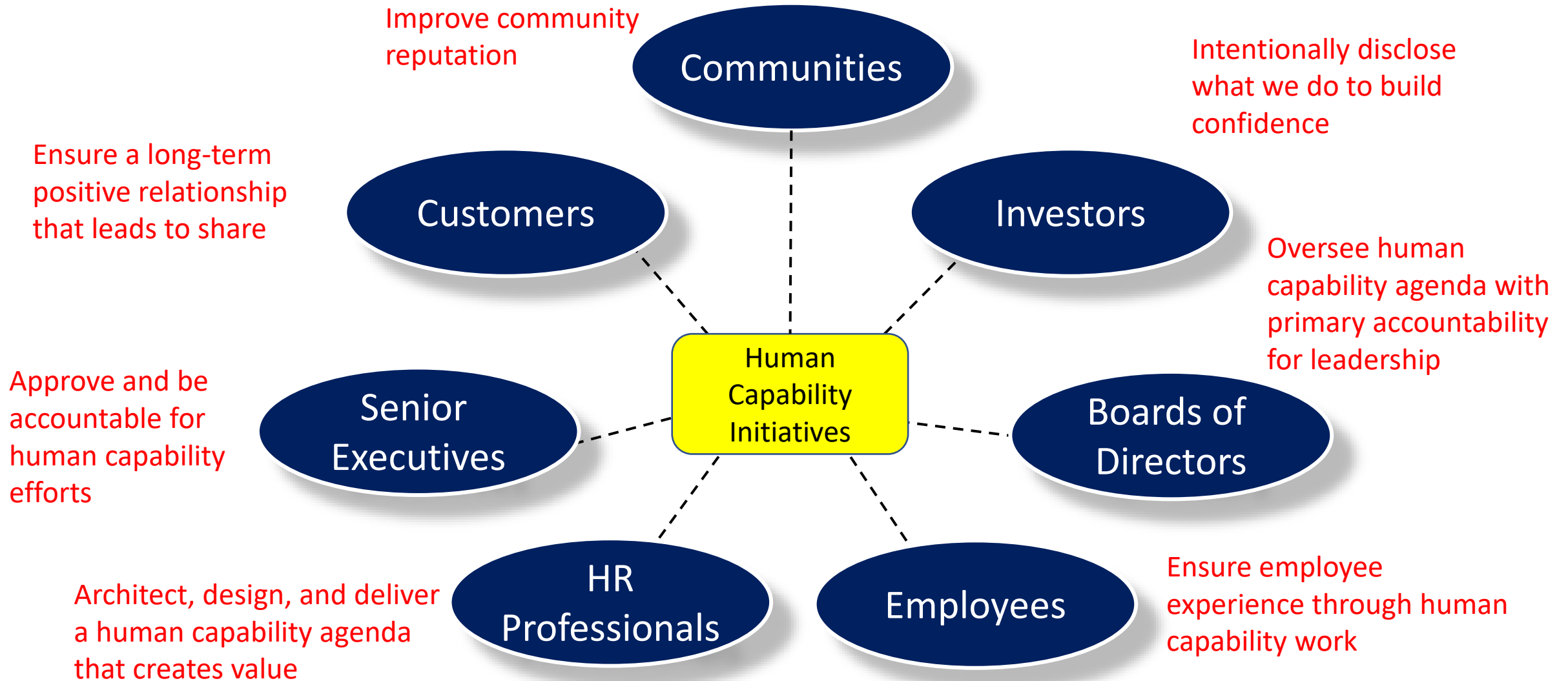5. All the above
6. **None of the above**

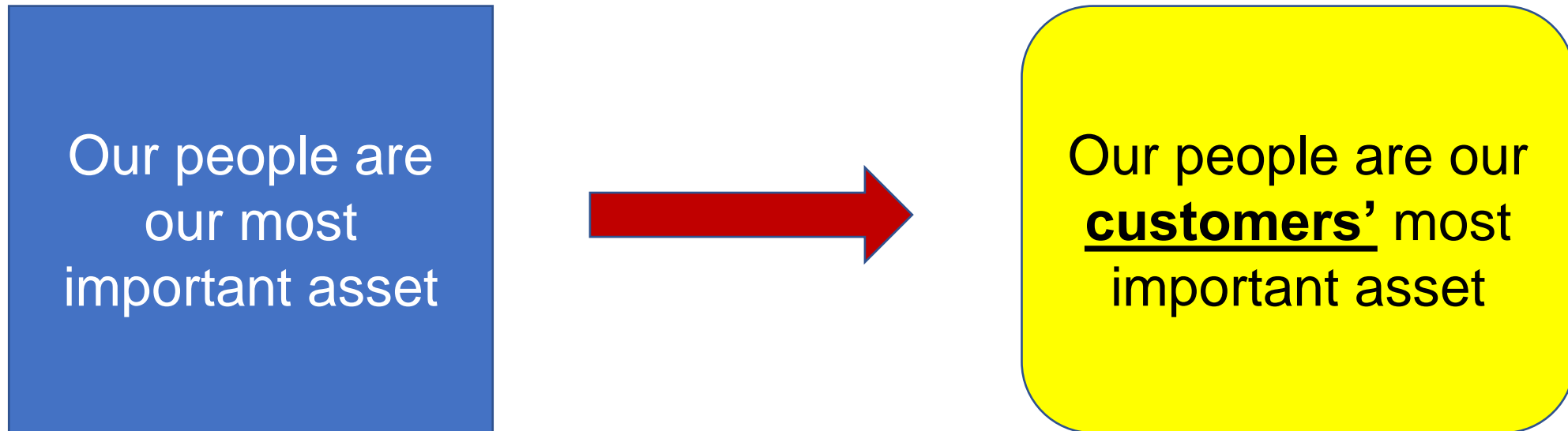**so that** → **An organization succeeds in the marketplace**

rbl | The **RBL** Group

HR STRATEGY FORUM

HR Outside In: Evolution of HR

HR Evolution

so that ...

HR Outside/In: Market results (customer, investor)

HR Strategy: Strategic business success

HR Functional Expertise: Best practice

HR Administrative Utility: Efficiency

Time

Creating Stakeholder Value through Human Capability

What do we offer each stakeholder on human capability?

Improve community reputation

Intentionally disclose what we do to build confidence

Ensure a long-term positive relationship that leads to share

Oversee human capability agenda with primary accountability for leadership

Approve and be accountable for human capability efforts

Architect, design, and deliver a human capability agenda that creates value

Ensure employee experience through human capability work

Communities

Customers

Investors

Senior Executives

Human Capability Initiatives

Boards of Directors

HR Professionals

Employees

Creating Stakeholder Value through Human Capability

rbl | The **RBL** Group

HR STRATEGY FORUM

Outside In View of Talent/People

Our people are our most important asset

Outside In View of Talent/People

Our people are our most important asset

→

Our people are our **customers'** most important asset

Overall Goals and Agenda

IDEAS

Stakeholder value through human capability

IMPACT

Now is the time to reinvent HR

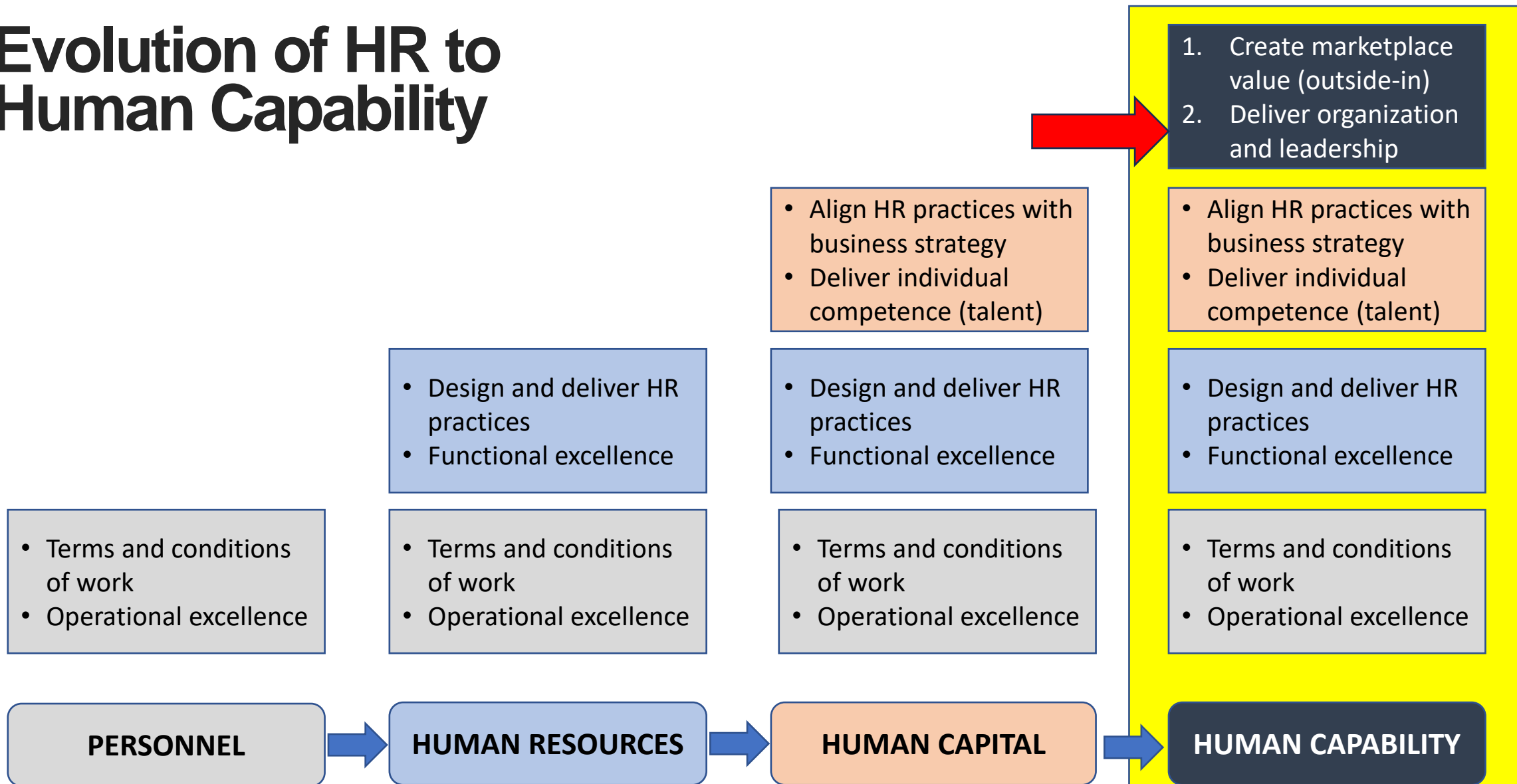Recognize contextual challenges to create human capability content

1: HR is not about HR, but creating value for others

Understand how HR creates value for all stakeholders (outside/in)

2: HR contributes value through human capability
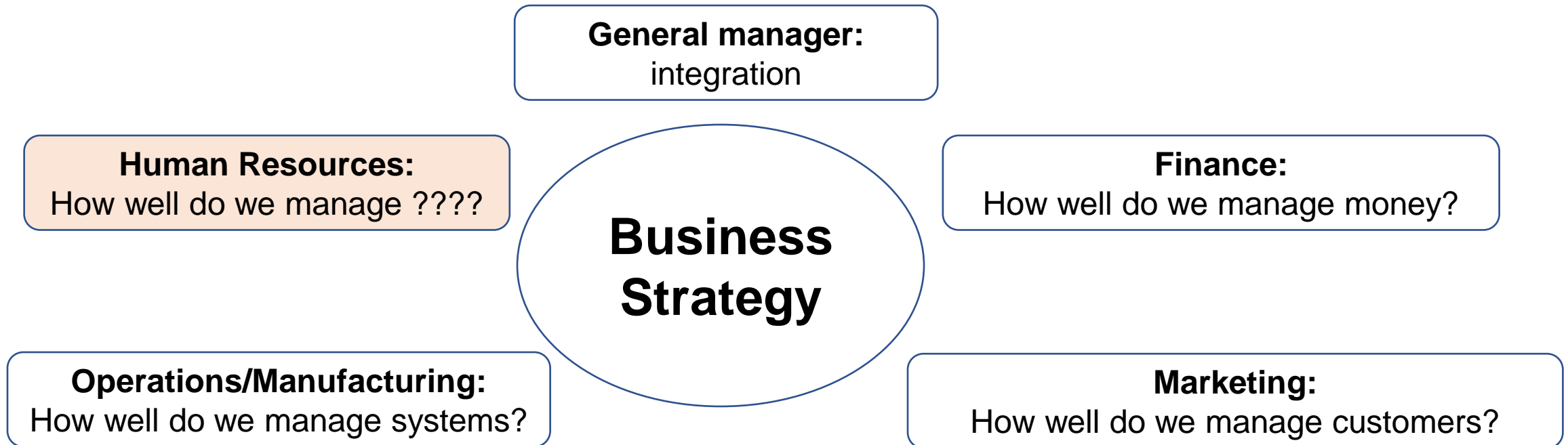
3: HR needs to upgrade HR department and people

The **RBL** Group

HR STRATEGY FORUM

Evolution of HR to Human Capability

		Align HR practices with business strategy, Deliver individual competence (talent)	1. Create marketplace value (outside-in) 2. Deliver organization and leadership, Align HR practices with business strategy, Deliver individual competence (talent)
	Design and deliver HR practices, Functional excellence	Design and deliver HR practices, Functional excellence	Design and deliver HR practices, Functional excellence
Terms and conditions of work, Operational excellence	Terms and conditions of work, Operational excellence	Terms and conditions of work, Operational excellence	Terms and conditions of work, Operational excellence
PERSONNEL	**HUMAN RESOURCES**	**HUMAN CAPITAL**	**HUMAN CAPABILITY**

rbl | The **RBL** Group

STRATEGY FORUM

HR is not about HR …

Outcomes:

What are the "outcomes" of effective HR? *(e.g., finance delivers economic insights; marketing customers; manufacturing quality products, HR … ??)*

General manager:
integration

Human Resources:
How well do we manage ????

Business Strategy

Finance:
How well do we manage money?

Operations/Manufacturing:
How well do we manage systems?

Marketing:
How well do we manage customers?

Human Capability Initiatives

What are some of the latest "HR initiatives"?

Agile organization

Diversity, equity, and inclusion

Technology: Digital reinvention AI, machine learning

Employee primacy

Hybrid work

Distributed leadership

Leadership academy

ESG: Social responsibility

Great resignation/ Retain people

HR practices: people, work, accountability, information

Reskilling Workforce

Leader as meaning maker with emotion

Changing the right culture

Customer focused agenda

HR people: competencies

Collaboration/ network/ecosystem

HR transformation

Strategic clarity / Purpose

Employee well being/ experience

rbl | The RBL Group

HR STRATEGY FORUM

Science of taxonomy, typology, classification

TAXONOMY

CLASSIFICATION

Home > Organization Science > Vol. 1, No. 1 >

General Organizational Classification: An Empirical Test Using the United States and Japanese Electronics Industries

Dave Ulrich, Bill McKelvey

Published Online: 1 Feb 1990 | https://doi.org/10.1287/orsc.1.1.99

Menu at restaurant

Visiting a library

Selecting a car

Making investment

Enrolling in classes

The **RBL** Group

HR STRATEGY FORUM

Overview of Human Capability

- **Today:** Most people and organization initiatives and assessments are piecemeal and haphazard
- **Tomorrow:** A shared definition of human capability and metrics to focus on making decisions in each of the four pathways that drive internal value and can be compared across companies.

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)
What should your company do to ensure the right individual competence, workforce, or skills?

LEADERSHIP
What should your company to do have the right leaders and shared leadership at all levels?

ORGANIZATION
What should your company do to the have right organization capability, workplace, or team?

HUMAN RESOURCES (HR)
What should your company do to have the right HR department, practices, metrics, and people ?

rbl | The **RBL** Group

HR STRATEGY FORUM

Human Capability Initiatives

How many of these initiatives have you tried in your organization?

Agile organization

Diversity, equity, and inclusion

Technology: Digital reinvention AI, machine learning

Employee primacy

Hybrid work

Distributed leadership

Leadership academy

ESG: Social responsibility

Great resignation/ Retain people

HR practices: people, work, accountability, information

Reskilling Workforce

Leader as meaning maker with emotion

Changing the right culture

Customer focused agenda

HR people: competencies

Collaboration/ network/ecosystem

HR transformation

Strategic clarity / Purpose

Employee well being/ experience

The **RBL** Group

HR STRATEGY FORUM

Human Capability 4 Pathways: 38 Initiatives

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)

1. Acquiring talent
2. Managing employee performance
3. Developing employees
4. Managing employee careers & promotions
5. Communicating with employees
6. Encouraging diversity, equity, & inclusion
7. Retaining the best employees
8. Managing departing employees
9. Tracking employee engagement
10. Creating a positive employee experience

LEADERSHIP

1. Clarifying the business case for leadership
2. Defining what leaders know and do
3. Assessing leaders and leadership
4. Developing leaders and leadership
5. Measuring leadership impact
6. Ensuring reputation

ORGANIZATION

1. Hiring, developing, and managing people
2. Acting with agility
3. Establishing strategic clarity
4. Delivering customer centricity
5. Establishing the right culture
6. Advancing collaboration
7. Promoting social responsibility
8. Expanding innovation
9. Fostering efficiency
10. Ensuring accountability
11. Sharing information/analytics
12. Leveraging technology
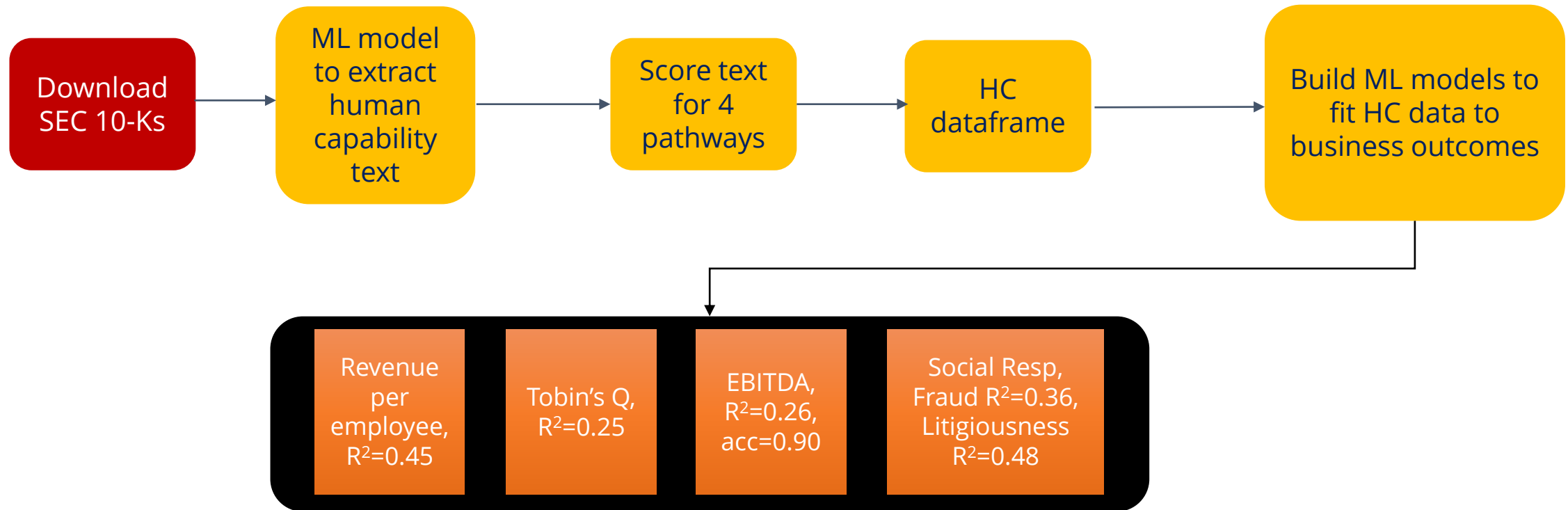
HUMAN RESOURCES (HR)

1. Establishing HR reputation
2. Serving HR customers
3. Determining HR purpose
4. Governing HR design
5. Growing human capability
6. Using HR analytics
7. Refining HR practices
8. Using digital/technology
9. Advancing HR professionals
10. Strengthening HR relationships

The **RBL** Group

HR STRATEGY FORUM

Evolution of Human Capability Analytics

My organization (arrow from 0 to 10)

10

Impact (guidance)
Having tailored information about stakeholder impact and predicting what will drive results

Intervention (predictive analytics)
Having information about why the best practices are the best

PREDICTIVE ANALYTICS

Insight (best practice)
Having information about who is going the perceived best work

BEST PRACTICE

0

Scorecard/Dashboard (benchmark)
Having information to compare to others based in HR scorecards

Benchmark Scores

rbl | The RBL Group

HR STRATEGY FORUM

Governance and Guidance for Growth through Human Capability (G3HC)

www.g3humancapability.com

Download SEC 10-Ks → ML model to extract human capability text → Score text for 4 pathways → HC dataframe → Build ML models to fit HC data to business outcomes

Revenue per employee, R^2=0.45

Tobin's Q, R^2=0.25

EBITDA, R^2=0.26, acc=0.90

Social Resp, Fraud R^2=0.36, Litigiousness R^2=0.48

Human Capability has impact on business outcomes across the SEC

The **RBL** Group

HR STRATEGY FORUM

OGS: Human Capability and Stakeholder Results

https://www.rbl.net/services/organization-guidance-system

HUMAN CAPABLILITY

STAKEHOLDER RESULTS

TALENT
Competence
Workforce
People

LEADERSHIP BRAND
Individual Leaders
Leadership Pipeline

ORGANIZATION
Capability
Workplace
Process

Human Resource Effectiveness

So that ...

Because of ...

Employee results
Sentiment (experience); productivity

Business results
Strategic differentiation; market positioning

Customer results
Customer attitude ; customer share

Financial results
Cash flow; investor confidence (P/E ratio)

Community results
Social citizenship; Reputation

Creating Stakeholder Value through Human Capability

rbl | The **RBL** Group

HR STRATEGY FORUM

Where should you invest?

1. How much do you spend on your human capital portfolio annually?
2. In which of the 185 cells of your portfolio should you invest next year?
3. How will you measure the results of your choices?

		Employee	Strategy	Customer	Financial	Social Responsibility
Talent	Acquiring talent					
	Managing employee performance					
	Developing employees					
	Managing employee careers and promotions					
	Communicate with employees					
	Ensuring diversity, equity and inclusion					
	Retaining the best employees					
	Managing departing employees					
	Improve and track employee engagement					
	Creating a positive employee experience					
Leadership	Business Case					
	Know and Do					
	Assess Leaders					
	Invest in Leaders					
	Measure Impact					
	Ensure Reputation					
Capabilities	Talent					
	Agility					
	Strategic Clarity					
	Customer Centricity					
	Right Culture					
	Collaboration					
	Social Responsibility					
	Innovation					
	Efficiency					
	Accountability					
	Information					
	Leverage Technology					
HR	Reputation					
	Customers					
	Purpose					
	Design					
	Capability					
	Analytics					
	Practices					
	Professionals					
	Relationships					

Category	Item	Employee	Strategy	Customer	Financial	Social Citizenship
Talent	Acquiring talent	Green	Yellow	Green	Green	
Talent	Managing employee performance	Yellow	Green			
Talent	Developing employees				Yellow	
Talent	Managing employee careers and promotions				Yellow	
Talent	Communicating with employees	Yellow	Green	Green		Green
Talent	Encourage diversity, equity and inclusion				Yellow	Green
Talent	Retaining the best employees					
Talent	Managing departing employees					
Talent	Tracking employee engagement	Yellow				
Talent	Creating a positive employee experience		Yellow	Yellow	Yellow	Yellow
Leadership	b	Green	Green	Green	Green	Green
Leadership	Know and Do	Yellow		Yellow		Yellow
Leadership	Assess Leaders					
Leadership	Invest in Leaders					
Leadership	Measure Impact				Yellow	
Leadership	Ensure Reputation		Green	Yellow	Green	
Organization	Talent	Green			Yellow	Yellow
Organization	Agility	Yellow	Green	Yellow		
Organization	Strategic Clarity	Green	Green	Green	Green	
Organization	Customer Centricity	Yellow		Green	Yellow	
Organization	Right Culture	Yellow	Yellow	Yellow	Yellow	
Organization	Collaboration					
Organization	Social Responsibility					Green
Organization	Innovation				Yellow	
Organization	Efficiency		Yellow			
Organization	Accountability					
Organization	Information					
Organization	Leverage Technology					
HR	Reputation	Green		Yellow	Yellow	Yellow
HR	Customers	Yellow		Yellow		Green
HR	Purpose	Yellow	Green	Yellow		Yellow
HR	Design		Yellow		Yellow	
HR	Capability					
HR	Analytics				Yellow	Green
HR	Practices					
HR	Professionals	Yellow				
HR	Relationships		Green	Green	Green	

Overview of Human Capability

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)
What should your company do to ensure the right individual competence, workforce, or skills?

LEADERSHIP
What should your company to do have the right leaders and shared leadership at all levels?
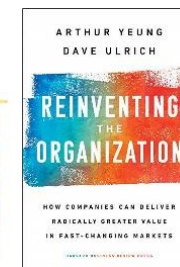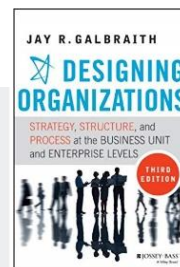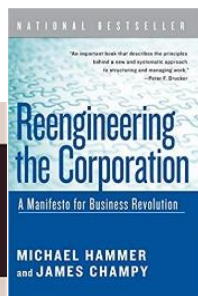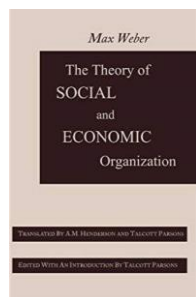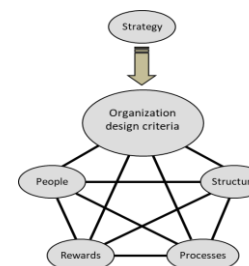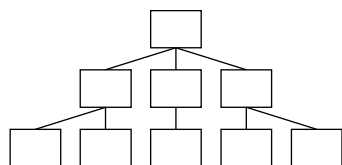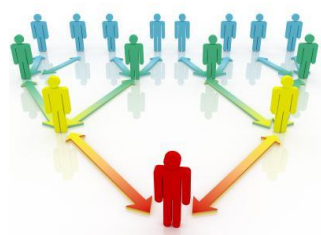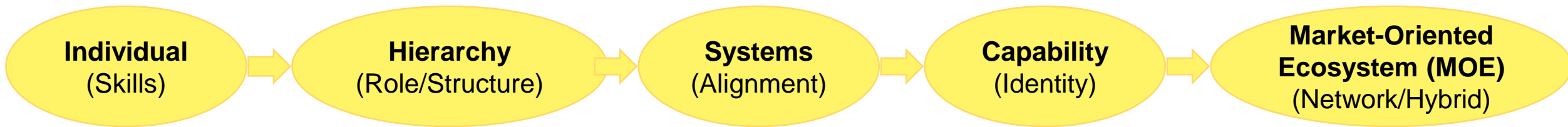
ORGANIZATION
What should your company do to the have right organization capability, workplace, or team?

HUMAN RESOURCES (HR)
What should your company do to have the right HR department, practices, metrics, and people ?

rbl | The **RBL** Group

HR STRATEGY FORUM

INDIVIDUAL Talent, Workforce People

Talent Menu: 10 Key Practices

Competence
Bringing people into, moving them through, removing them from organization

A
Bringing people IN
1. **Acquiring Talent**: we bring the right people into the organization

B
Moving people THROUGH
2. **Managing employee performance**
3. **Developing employees**
4. **Managing employee careers and promotions**
5. **Communicating with employees**
6. **Encouraging diversity, equity, and inclusion**

C
FLOW of people from organization
7. **Retaining the best employees**
8. **Managing departing employees**

D Commitment
9. **Improving and tracking employee engagement**

E Contribution
10. **Creating a positive employee experience**
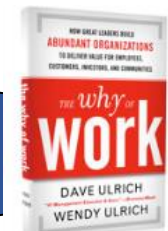
Guidance: Talent Pathway Impact

www.rbl.ai

Talent Pathway (10 dimensions)	A	B	What guidance can we offer? (relative impact on … divide 100 points)				
	Global Mean (n = 609)	St. Dev.	C Employee	D Strategy / Business	E Customer	F Financial	G Social Citizenship
1. Talent Acquisition	3.45	0.68	25.81	37.07	21.64	4.68	21.85
2. Manage Employee Performance	3.28	0.76	5.97	6.52	6.44	2.96	6.53
3. Develop Employees	3.08	0.85	5.29	5.65	5.60	19.23	10.94
4. Encourage Diversity, Equity, Inclusion	3.22	0.78	3.50	2.63	3.65	7.39	14.59
5. Manage Careers and Promotions	3.07	0.82	6.60	19.43	9.06	6.25	5.73
6. Communicate with Employees	3.31	0.82	7.80	5.78	7.73	4.10	17.84
7. Retain Best Employees	2.72	0.86	3.39	2.53	7.06	2.45	5.28
8. Manage Departing Employees	3.15	0.75	6.86	4.66	6.79	25.05	3.99
9. Track Employee Engagement	3.26	0.85	27.48	7.75	14.42	4.16	6.55
10. Create Positive Employee Experience	3.35	0.83	7.31	7.98	17.62	23.75	6.71
R2			0.43	0.42	0.39	0.11	0.17

Creating Stakeholder Value through Human Capability

rbl | The RBL Group

HR STRATEGY FORUM

Overview of Human Capability

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)
What should your company do to ensure the right individual competence, workforce, or skills?

LEADERSHIP
What should your company to do have the right leaders and shared leadership at all levels?

ORGANIZATION
What should your company do to the have right organization capability, workplace, or team?
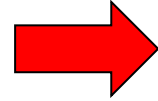
HUMAN RESOURCES (HR)
What should your company do to have the right HR department, practices, metrics, and people ?

The **RBL** Group

HR STRATEGY FORUM

Evolution of Organization Form

| Individual (Skills) | Hierarchy (Role/Structure) | Systems (Alignment) | Capability (Identity) | Market-Oriented Ecosystem (MOE) (Network/Hybrid) |
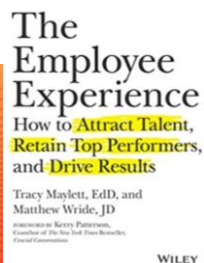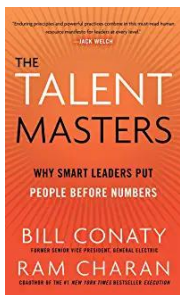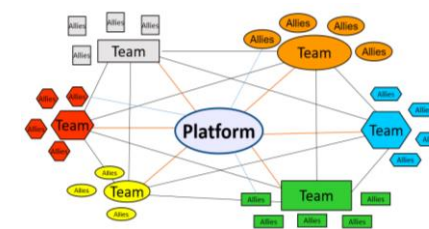
Examples of Organization Capabilities

amazon ➡️ (Technology)
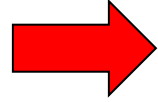
🍎 ➡️ (Innovation)
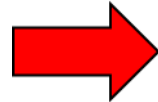
Disney ➡️ (Customer centricity)
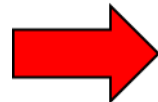
Google ➡️ (Information)
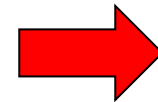
ORACLE® ➡️ (Agility)
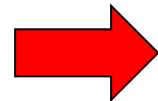
Tencent 腾讯 ➡️ (Collaboration)

Walmart ➡️ (Efficiency)

rbl | The **RBL** Group

HR STRATEGY FORUM
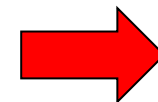
Organization Capability OGS Results:

Organization Capabilities	What guidance can we offer?				
	Employee	Strategy/ Business	Customer	Financial	Social citizenship
Talent					
Agility					
Strategic Clarity					
Customer Centricity					
Culture					
Collaboration					
Social Responsibility					
Innovation					
Efficiency					
Accountability					
Information					
Leverage Technology					

Low Impact Med Impact High Impact

Creating Stakeholder Value through Human Capability

rbl | The **RBL** Group

HR STRATEGY FORUM

Overview of Human Capability

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)
What should your company do to ensure the right individual competence, workforce, or skills?

LEADERSHIP
What should your company to do have the right leaders and shared leadership at all levels?

ORGANIZATION
What should your company do to the have right organization capability, workplace, or team?

HUMAN RESOURCES (HR)
What should your company do to have the right HR department, practices, metrics, and people ?

rbl | The **RBL** Group

HR STRATEGY FORUM

Leadership Code: The DNA of Effective Leaders

HUMAN CAPITAL DEVELOPER
Build the next generation

STRATEGIST
Shape the future

Long-term Strategic

PERSONAL PROFICIENCY
Invest in yourself

Individual

Organization

TALENT MANAGER
Engage today's talent

EXECUTOR
Make things happen

Near-term Operational

THE LEADERSHIP CODE

Leadership trends

4. Empower the next generation by making sure others feel better about themselves

1. Create certainty in the future strategy by establishing a compelling vision/mission both inside and out

3. Personalize work around the person with the E's: empathy, emotion, energy, experience

2. Navigate the culture paradox of aligning external firm brand and internal work environment

5. Take care of yourself so you can care for others

HUMAN CAPITAL DEVELOPER
Build the next generation

Long-term Strategic

STRATEGIST
Shape the future

Individual

PERSONAL PROFICIENCY
Invest in yourself

Organization

TALENT MANAGER
Engage today's talent

EXECUTOR
Make things happen

rbl | The **RBL** Group

HR STRATEGY FORUM

Overall Goals and Agenda

IDEAS

Stakeholder value through human capability

IMPACT

Now is the time to reinvent HR

Recognize contextual challenges to create human capability content

1: HR is not about HR, but creating value for others

Understand how HR creates value for all stakeholders (outside/in)

2: HR contributes value through human capability

Master and guide human capability: talent, organization, leadership

3: HR needs to upgrade HR department and people

The **RBL** Group

HR STRATEGY FORUM

Overview of HR Operating models

ACCENTURE:
https://www.accenture.com/_acnmedia/PDF-175/Accenture-Strategy-Resilient-Operating-Model-POV.pdf; ;
https://www.accenture.com/content/dam/accenture/final/capabilities/strategy-and-consulting/talent-and-organization/document/Accenture-CHRO-Growth-Executive.pdf#zoom=40

ACADEMY TO INNOVATE HR: https://www.aihr.com/blog/types-of-hr-operating-models/

DELOITTE: High-Impact HR | Deloitte | Human Capital | Insights

GARTNER: https://www.gartner.com/en/human-resources/topics/what-is-an-hr-operating-model

KPMG: Human Resources (kpmg.us) ; The future of HR: Lessons from the Pathfinders - KPMG Global ;
https://assets.kpmg.com/content/dam/kpmg/se/pdf/komm/2022/TheFuture-of-HR_From-Flux-to-Flow_Report.pdf

JOSH BERSIN: https://joshbersin.com/the-global-hr-capability-project/

MCKINSEY: https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/hrs-new-operating-model
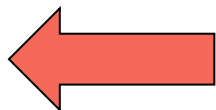
MERCER: https://www.mercer.com/our-thinking/career/transforming-hr-why-a-target-interaction-model-is-the-key-to-unlocking-the-employee-experience.html

PWC: https://www.pwc.de/de/human-resources/pwc-shaping-the-next-generation-of-hr.pdf

MARC EFFRON: https://talentstrategygroup.com/add-figures-its-the-mortar-not-the-bricks-the-state-of-hr-organization-design-how-to-bring-your-structure-to-life/

HR Function Evolution

HR criteria and assessment ← **Victory through Organization**

Does HR create sustainable organization capabilities?

HR Outside In

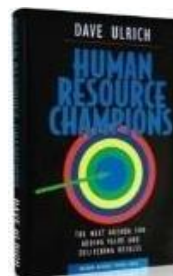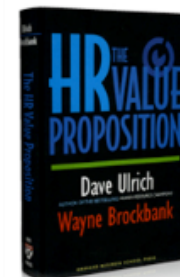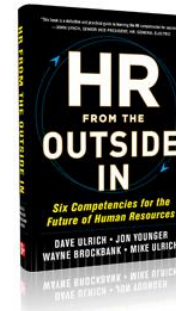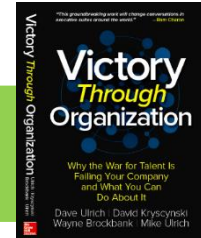**Does HR deliver value to customer and investor?**

HR Value Proposition

Does our HR department deliver value?

HR Transformation

Does our HR department change to meet needs?

HR Design

Do we have the right HR organization?

HR function actions for effectiveness

HR Domains	Action
1: HR Reputation	Do an HR reputation exercise to build unity about identity
2: HR Customers	Define key stakeholders and determine what each gets from human capability
3: HR Purpose	Create an HR purpose (mission): who we are, what we do, why we do it
4: HR Design	Govern HR to connects specialists to generalist and allocate resources with agility
5: Human Capability	Diagnose, prioritize, and deliver human capability that creates stakeholder value
6: HR Analytics	Provide rigorous and relevant information to improve decision making
7: HR Digital Technology	Use digital to be efficient, innovate, share information, and form relationships
8: HR Practices	Innovate, align, and integrate people, performance, information, and work initiatives
9: HR Professionals	Diagnose, test, and upgrade competencies of HR professionals
10: HR Relationships	Define and ensure positive working relationships among HR and HR and others

rbl | The **RBL** Group

STRATEGY FORUM

HRCS:
Round 8 Summary of domains and skills
(verbs)
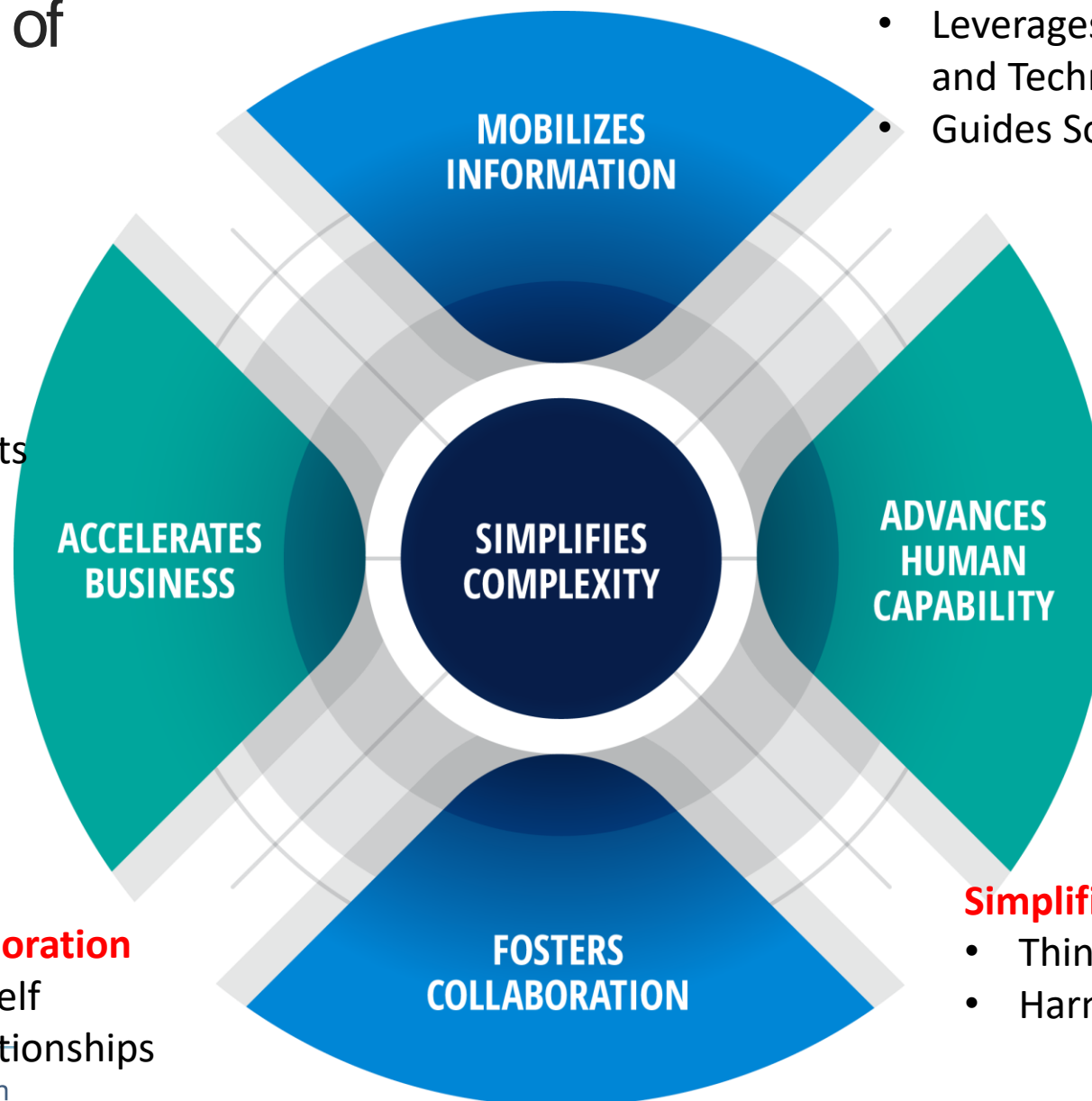
Mobilizes Information
- Leverages Information and Technology
- Guides Social Agenda

Accelerates Business
- Generates Competitive Insights
- Influences the Business
- Gets the Right Things Done
- Drives Agility

Advances Human Capability
- Elevates Talent
- Delivers HR Solutions by capabilities
- Champions Diversity, Equity, and Inclusion

Fosters Collaboration
- Manages Self
- Builds Relationships

Simplifies Complexity
- Thinks Critically
- Harnesses Uncertainty

MOBILIZES INFORMATION

ACCELERATES BUSINESS

SIMPLIFIES COMPLEXITY

ADVANCES HUMAN CAPABILITY

FOSTERS COLLABORATION

Creating Stakeholder Value through Human

The **RBL** Group

HR STRATEGY FORUM

43

Overall Goals and Agenda

IDEAS

Stakeholder Value through Human Capability

IMPACT

Now is the time to reinvent HR	Recognize contextual challenges to create human content
1: HR is not about HR, but creating value for others	Understand how HR creates value for all stakeholders (outside/in)
2: HR contributes value through human capability	Master and guide human capability: talent, organization, leadership
3: HR needs to upgrade HR department and people	Upgrade HR function and people

Creating Stakeholder Value through Human Capability

rbl | The **RBL** Group

HR STRATEGY FORUM

Summary: Human Capability Solutions that Deliver Stakeholder Value

Leadership

Talent

Organization Capability

RBL Thought Leadership
Ideas with Impact
➢ Relevant research
➢ Practical solutions
➢ Stakeholder value
➢ 35 books

Human Resources

rbl | The **RBL** Group

HR STRATEGY FORUM

Summary: Human Capability Solutions that Deliver Stakeholder Value

Talent Advantage
- ➢ Acquiring right people (S's)
- ➢ Training (learning solutions)
- ➢ Career development (four stages)
- ➢ Communication
- ➢ Coaching

Why of Work
- ➢ Employee engagement and experience
- ➢ Retaining and removing employee

Leadership

Results Based Leadership
Attributes * Results
(so that/because of)

Leadership Code
5 characteristics of leaders at all levels with focus on front line

Leadership Brand
6 steps of building leader differentiators

Leadership Sustainability
7 dimensions of sustaining leadership

Leadership Capital Index
How leaders create market value by intangibles

Talent

RBL Thought Leadership
Ideas with Impact
- ➢ Relevant research
- ➢ Practical solutions
- ➢ Stakeholder value
- ➢ 35 books

Organization Capability

14 books on 10 issues
1. Establishing HR reputation
2. Serving HR customers
3. Determining HR purpose
4. Governing HR design
5. Growing human capability

6. Using HR analytics
7. Reinventing HR practices
8. Using digital / technology for HR
9. Upgrading HR professionals
10. Strengthening HR professionals

Human Resources

10 books defining key capabilities
- ➢ Establishing strategic clarity
- ➢ Delivering customer centricity
- ➢ Establishing right culture (outside/in)
- ➢ Advancing collaboration

- ➢ Acting with agility, change, and speed
- ➢ Expanding innovation
- ➢ Fostering efficiency
- ➢ Ensuring accountability
- ➢ Sharing information/ analytics
- ➢ Leveraging technology
- ➢ Market oriented ecosystem

Creating Stakeholder Value through Human Capability

rbl | The **RBL** Group

HR STRATEGY FORUM

Reinventing HR and Question for Today

Now is the time to reinvent HR

1: HR is not about HR, but creating value for others

2: HR contributes value through human capability

3: HR needs to upgrade HR department and people

How can I/we create more value as individuals and as a HR team?

➢

➢

➢

Creating Stakeholder Value through Human Capability

rbl | The **RBL** Group

HR STRATEGY FORUM

The
BEST
is yet
AHEAD

Now Is The Time For Human Capability: Creating Value for All Stakeholders

Let's Stay Connected

- Follow Dave on **LinkedIn** to view his regular posts with insights and tips
- Subscribe to Dave's weekly **Newsletter**, Human Capability Impact
- Follow RBL on **LinkedIn** to stay up-to-date on research and future events.