# A new model for the People Profession - HR 3.0

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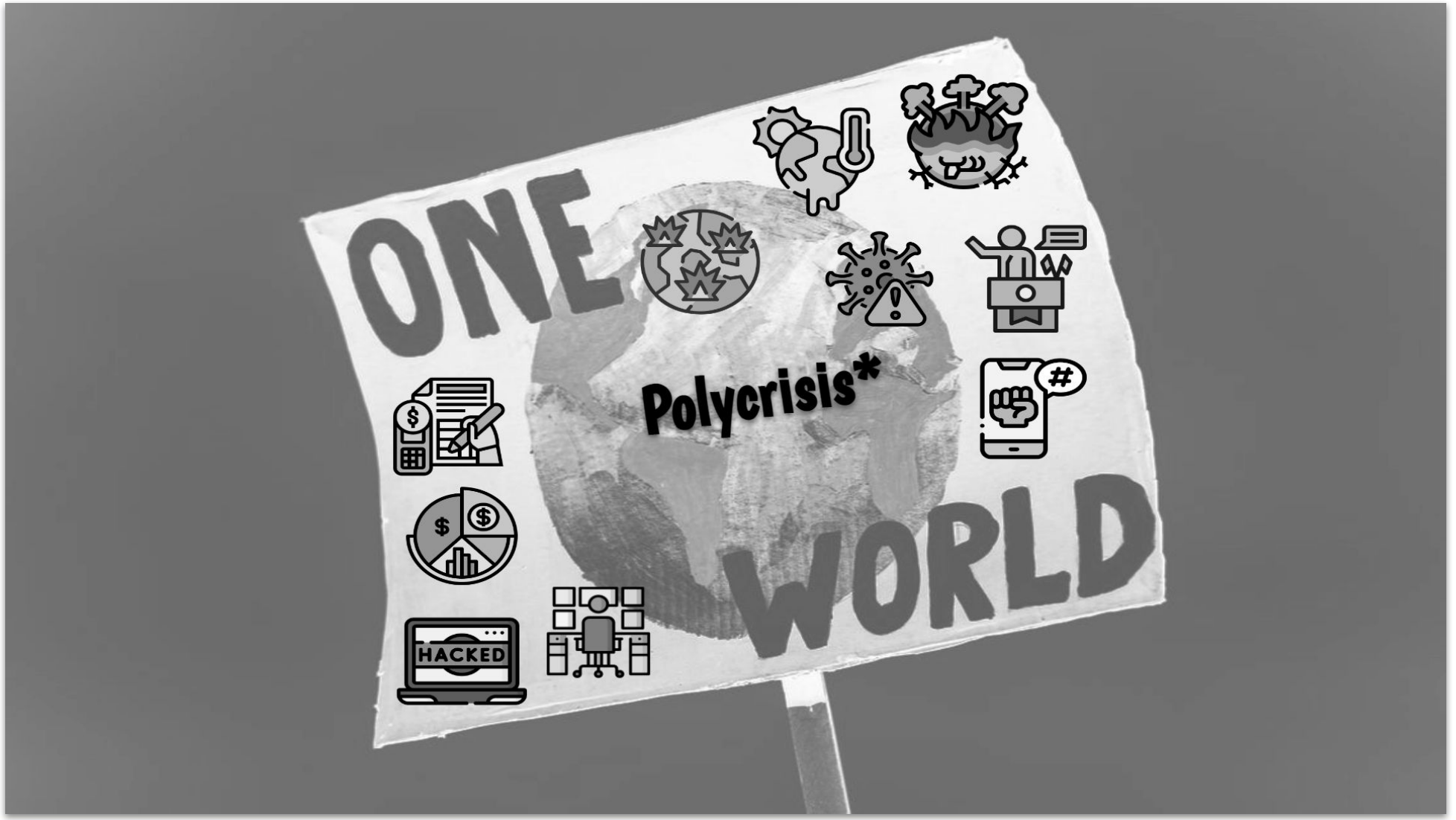
No1 HR Most Influential Thinker 2022/23

everything hr®

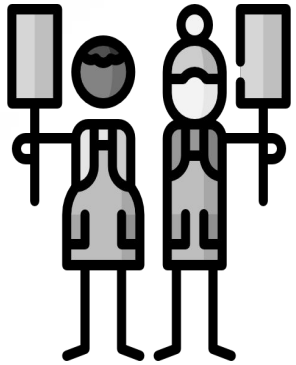
24-25 May 2023 · Brasov, Romania

**Intensity**
**Complexity**
**Turbulence**

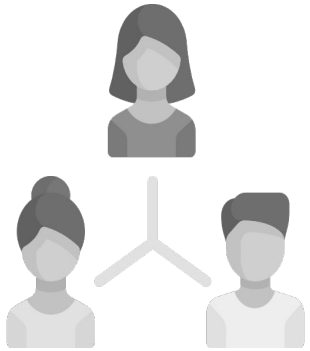


# HR through the ages

Worker Welfare

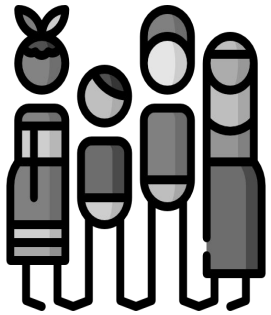


Industrial Relations



Personnel

Human Resources



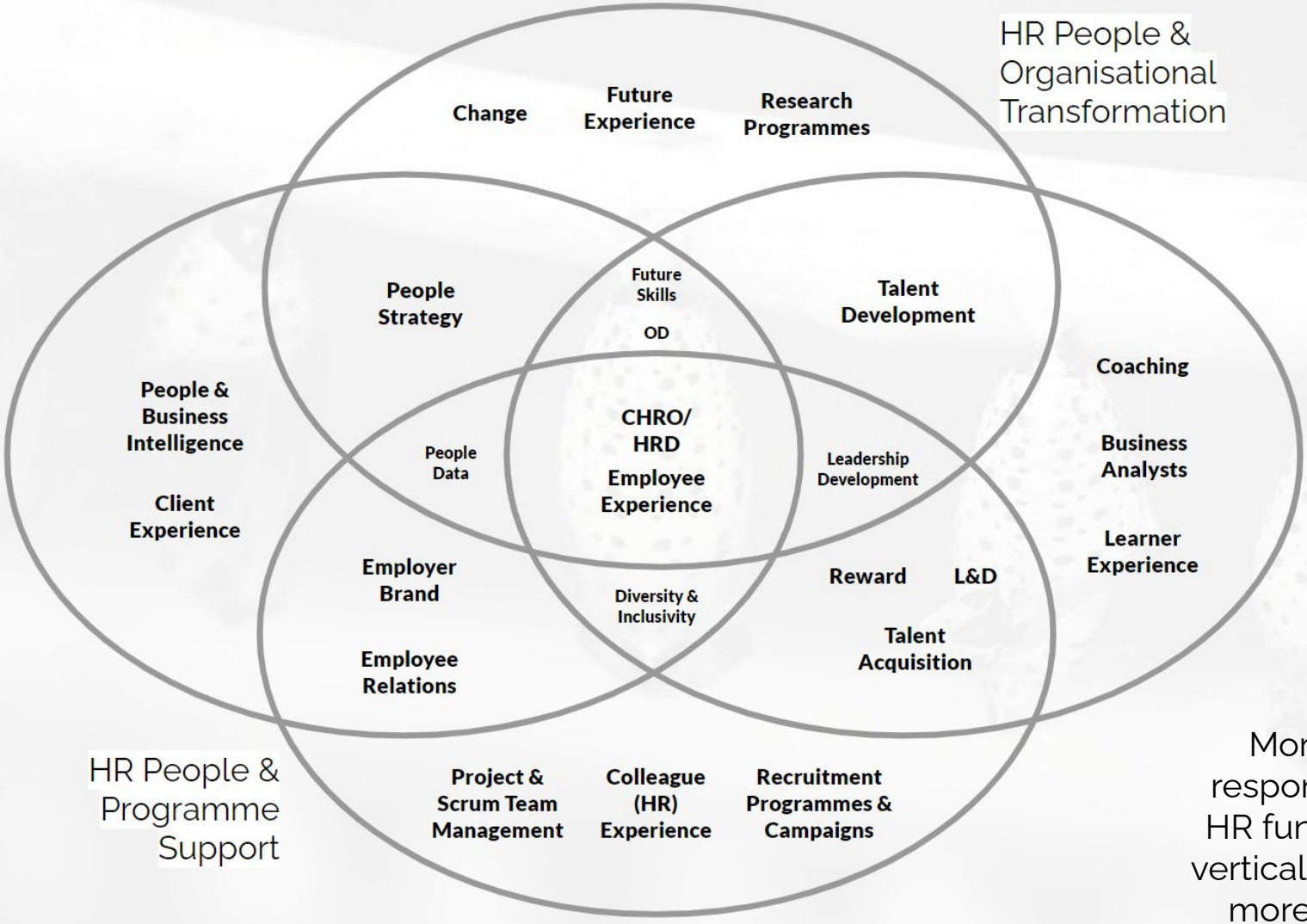
People & Culture

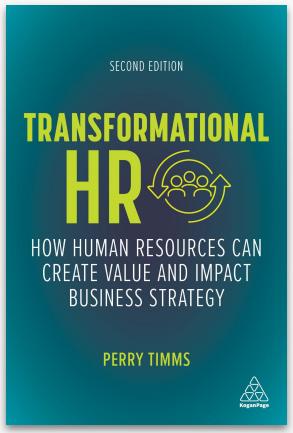
People, Wellbeing, Impact and Activism

# HR DELIVERY MODEL (1997-date)

| Shared Services | Centre of Excellence | Business Partners |
| --- | --- | --- |
| Centralised, technology-enabled HR service delivery excellence. Sometimes outsourced | HR experts with specialist knowledge who deliver leading edge strategy and solutions | HR professionals working closely with business leaders to improve business outcomes through human capital solutions |

# 2017: Adaptation




More agility and responsiveness in an HR function; with less vertical delineation and more integration & intersection

From the Book "*Transformational HR*" 2017 and 2nd edition 2021

# Skills of the Future for HR & Leaders

**In reviewing 40 reports, the most regularly stated new/priority capabilities occurring were:**

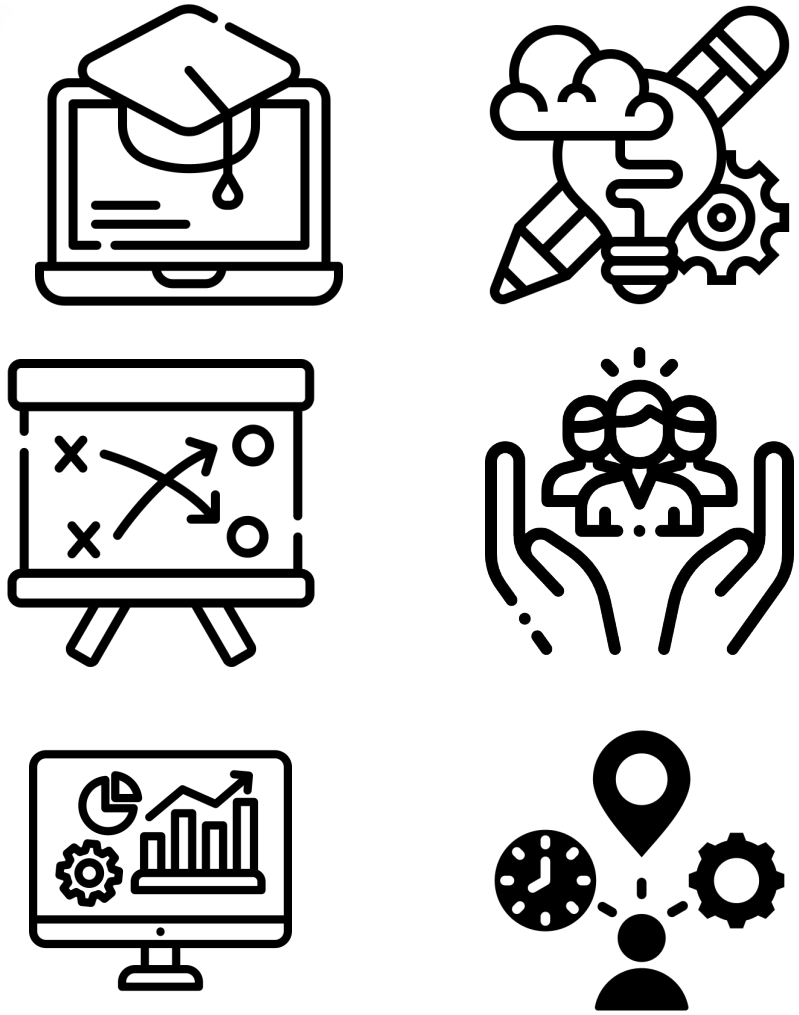
1. Performance Analytics & Value Creation
2. Psychology and Behavioural Science
3. Experience Designers
4. Data Science and Predictive Analytics
5. Organisation Design
6. Code and Design Engineers
7. Systems Thinking
8. Meaning Makers
9. Psychology of Learning
10. Agility

From meta-research in 2021, we found this top 10 of required capabilities in both leaders and HR professionals.

# Update: Skills of the Future for HR & Leaders

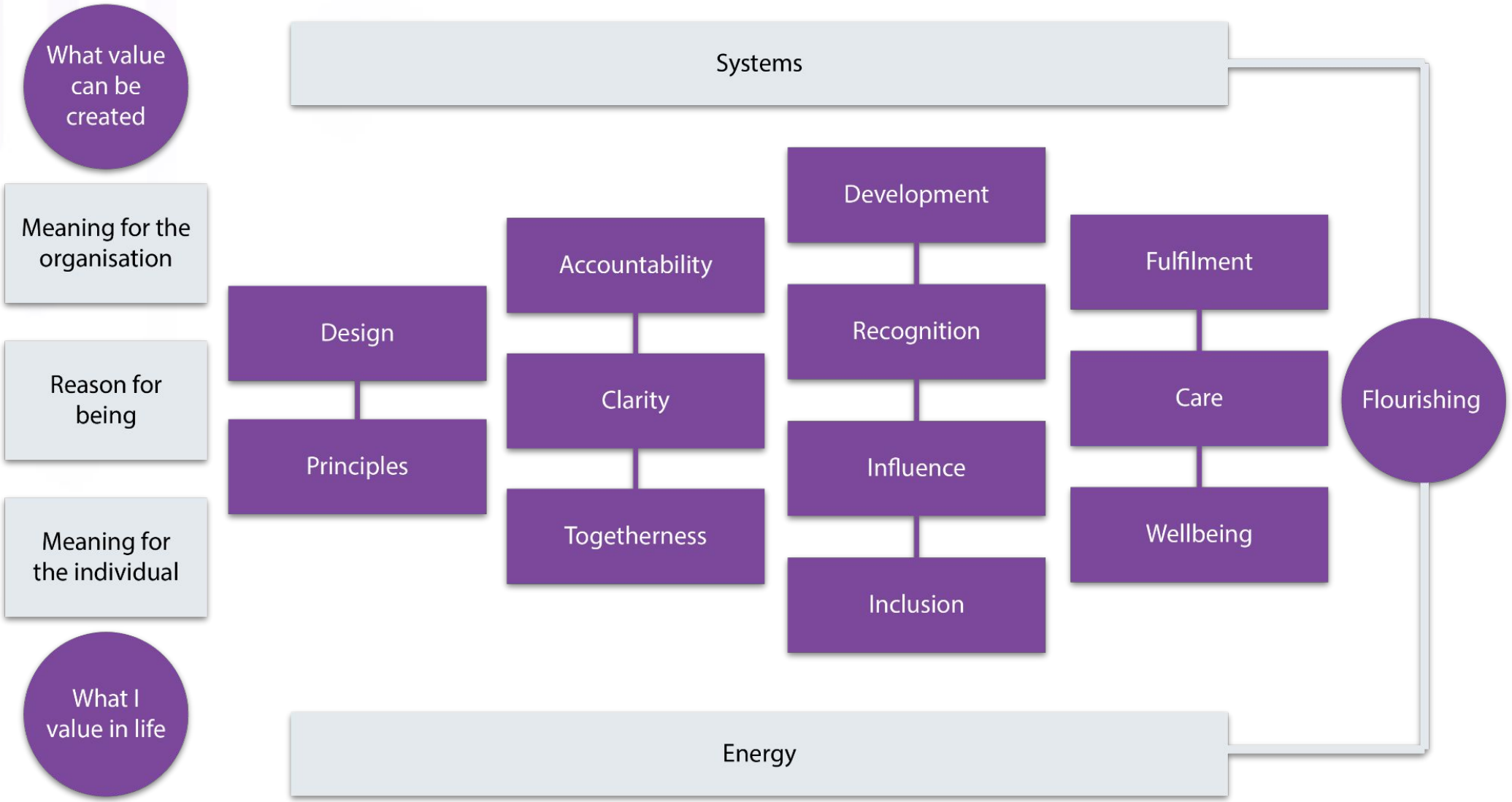
**2021 Projected Skills:**

1. Performance Analytics & Value Creation
2. Psychology and Behavioural Science
3. Experience Designers
4. Data Science and Predictive Analytics
5. Organisation Design
6. Code and Design Engineers
7. Systems Thinking
8. Meaning Makers
9. Psychology of Learning
10. Agility



**2023 Projected Skills:**

1. Multi-faceted Leadership
2. Experience Design
3. Whole-person Wellbeing
4. Inclusivity and overcoming Biases
5. Exploiting Data
6. Agents of Purpose
7. Digital Proficiency
8. Behavioural Analyst and Scientist
9. Lifelong Learning
10. Future Visioneering



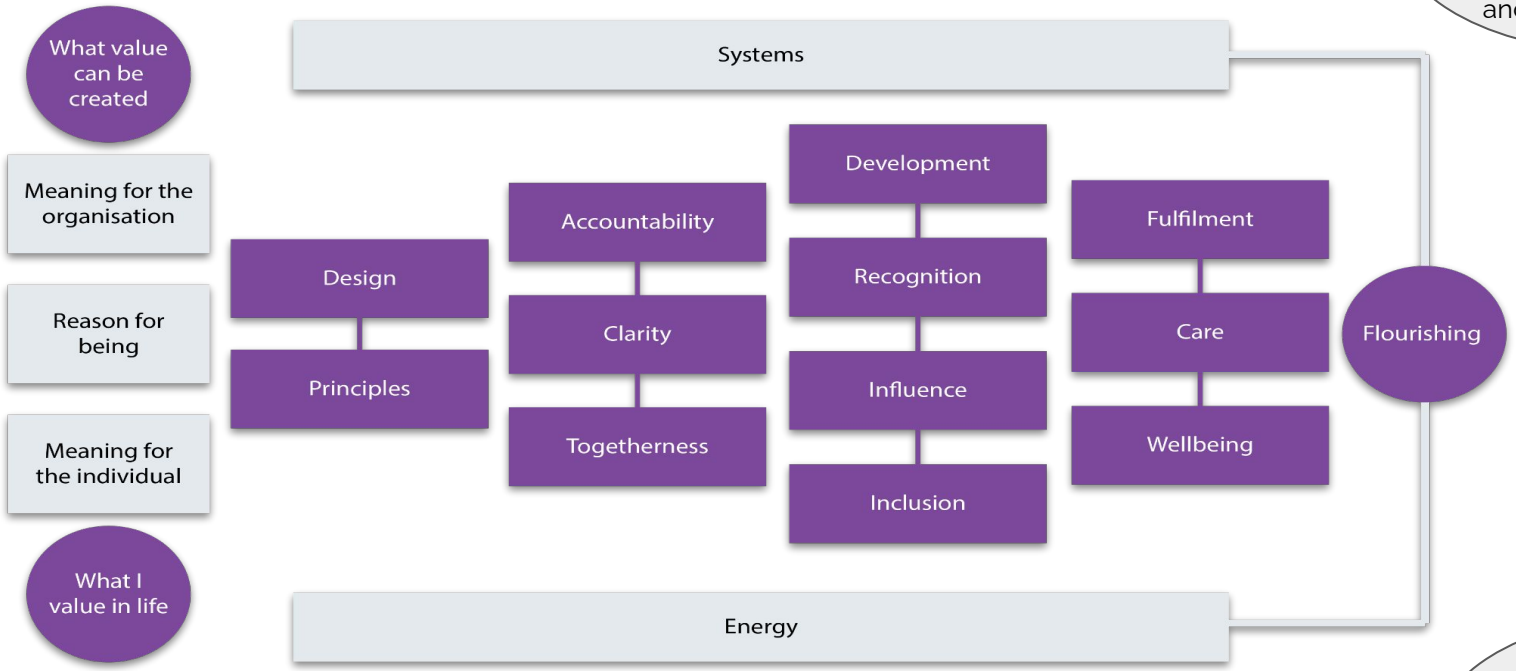

PTHR's Flourishing @work Model

**Systems Design**
Leading through
Systems Thinking

**People Operations**
Digital Proficiency

**Product Management**
Hyper-Personalisation,
Inclusivity
and People Experience

**Meaning Making**
Future Visioneering
and Agents of Purpose



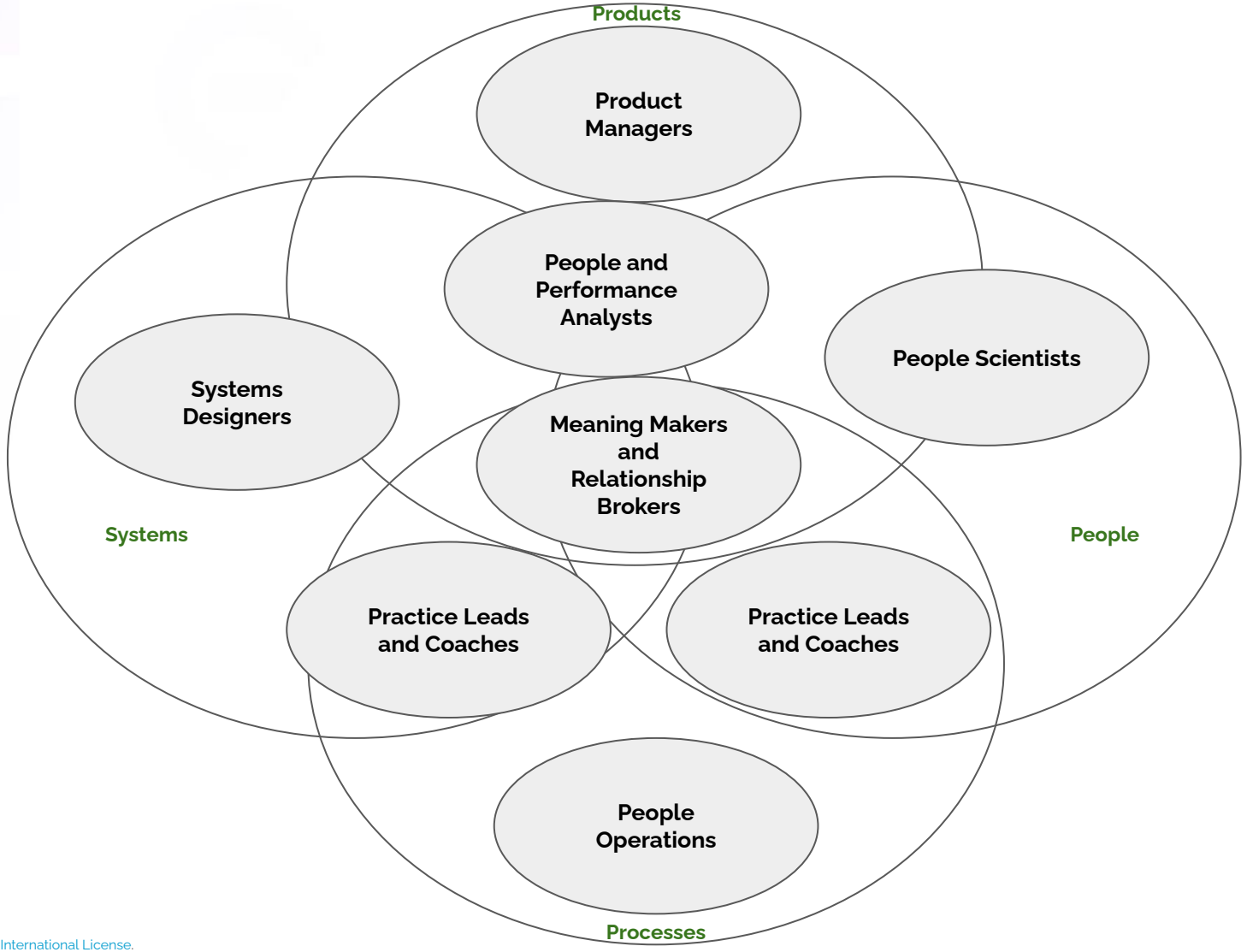

**People Science**
Behavioural, Social,
Occupational &
Organisational
Psychology

**People & Performance Analytics**
Data Exploitation
Wisdom & Intelligence

**Practice Leads and Coaching**
Holistic well-being,
ultra-flexibility,
*squiggly* careers &
lifelong learning

An HR Model over 25 years old and still hanging on
Shared Services
Centre(s) of Excellence
Business Partners
With the emergence of Web 3.0, we need HR 3.0
Product Managers
People and Performance Analysts
Products
Relationship Brokers
Systems Designers
Systems
People
Psychologists
Meaning Makers
Processes
Practice Leads and Coaches
People Operations

# HR 3.0 Mapped -

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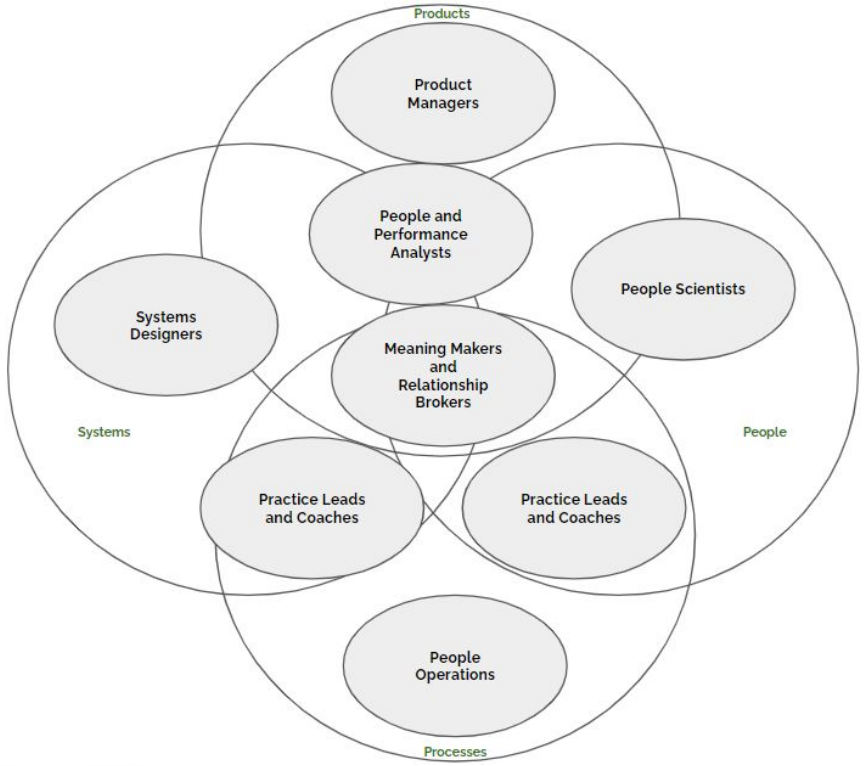
# Stimulators and Value-Creating Products and Services




**Meaning Makers**

Uses:
Reason for being
Strategic Vision
Business Model
Impact Narrative
Prosperity Criteria
Relationship Clarity

To create:
People Proposition
People, Culture & OD Strategy
ESG Connectivity including Equity and Inclusion
Strengthened relationships, understanding and trust/belief

**Systems Designers**

Uses:
Reason for being
Strategic Vision
Business Model
Impact Narrative
Prosperity Criteria

To create:
Organisation Design and Operating Model
Process Design
Resource Inventory
Performance Infrastructure
Wellbeing Architecture
"The OS Manual"

**Product Managers**

Uses:
Organisation Design and Operating Model
Process Design
Resource Inventory
Performance Infrastructure
Wellbeing Architecture
"The OS Manual"

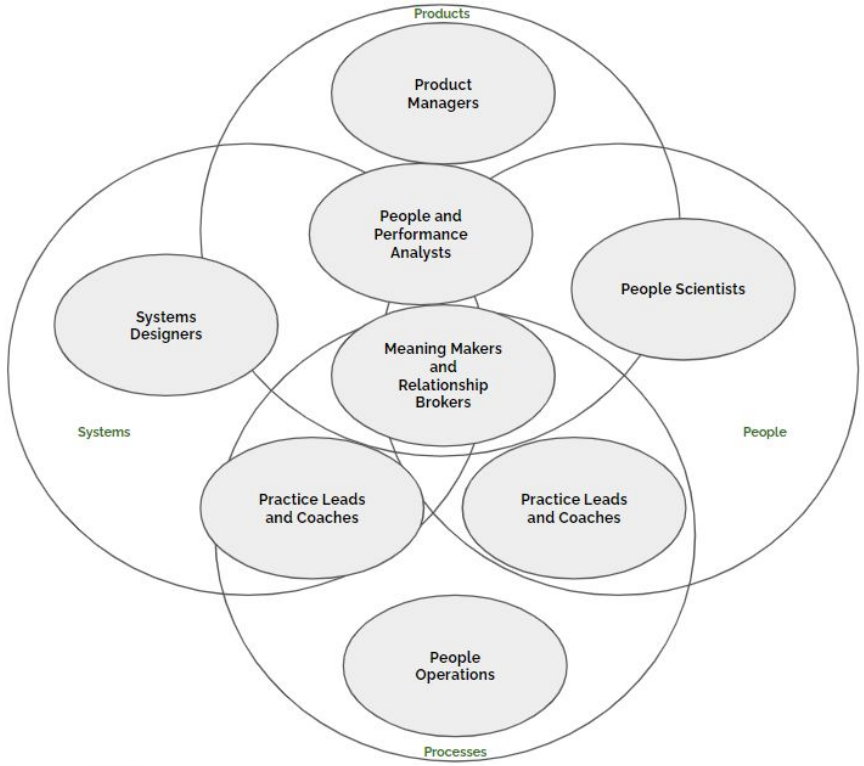
To create:
Org Flow and Ops Processes
Org Structures and Interplay
Value Creation Mechanisms
Recognition Protocols
Inclusion and Equity Approaches
Influence; Voice and Engagement
Domains and Key Roles
Capability Maps and Talent Pathways
Resource Utilisation parameters

**Relationship Brokers**

Uses:
All the above

To create:
Connectivity, shaping and deployment within business functions
Intelligence and insight, impact realisation

# Stimulators and Value-Creating Products and Services




**People Scientists**

Uses:
Reason for being
Strategic Vision
Business Model
Impact Narrative
Prosperity Criteria

Advice and analysis on People matters
Health and Relationships Interventions.
Supporting People Professionals relating to trauma, intensity and stress

Working with
Meaning Makers
Relationship Brokers
Systems Designers
Product Managers
People Operations

**People and Performance Analysts**

Uses:
Reason for being
Strategic Vision
Business Model
Impact Narrative
Prosperity Criteria

Market Intelligence - relating to people and HR practice
Business Intelligence relating to process and systems
Performance Intelligence - human, social, intellectual and financial value creation

Working with:
Meaning Makers
Relationship Brokers
People Scientists
Systems Designers
Product Managers
People Operations

**People Operations**

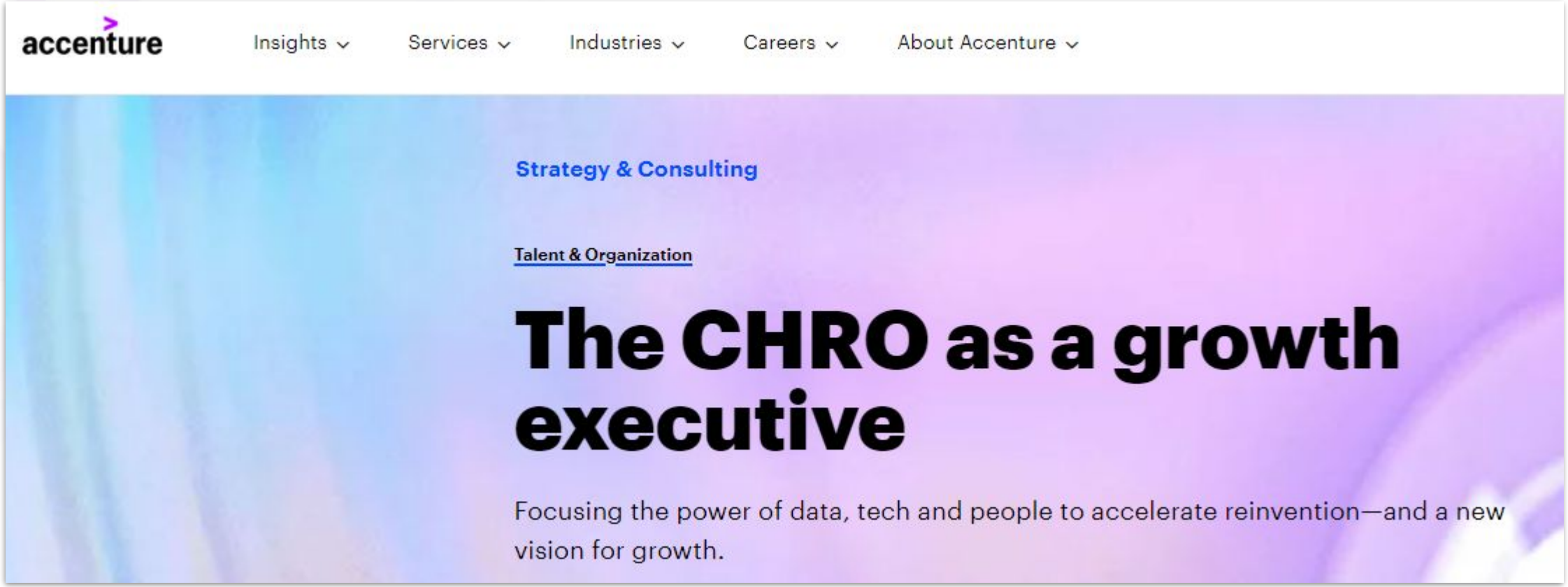
**Practice Leads**

Uses:
Org Flow and Ops Processes
Org Structures and Interplay
Value Creation Mechanisms
Recognition Protocols
Inclusion and Equity Approaches
Influence; Voice and Engagement
Domains and Key Roles
Capability Maps and Talent Pathways
Resource Utilisation parameters

To create:
EVP and Employer Brand
Reward and Recognition
TA Strategy and Processes
Onboarding and belonging
Performance and Development
Learning and Careers
Strategic Workforce Planning
Legal and Employment Law
Employee Relations
Accessibility and product utilisation

**Coaches**

Careers & Talent
Well-being & Ultra-Flexibility,
Performance & Energy
Equity & Inclusion
Purpose & Culture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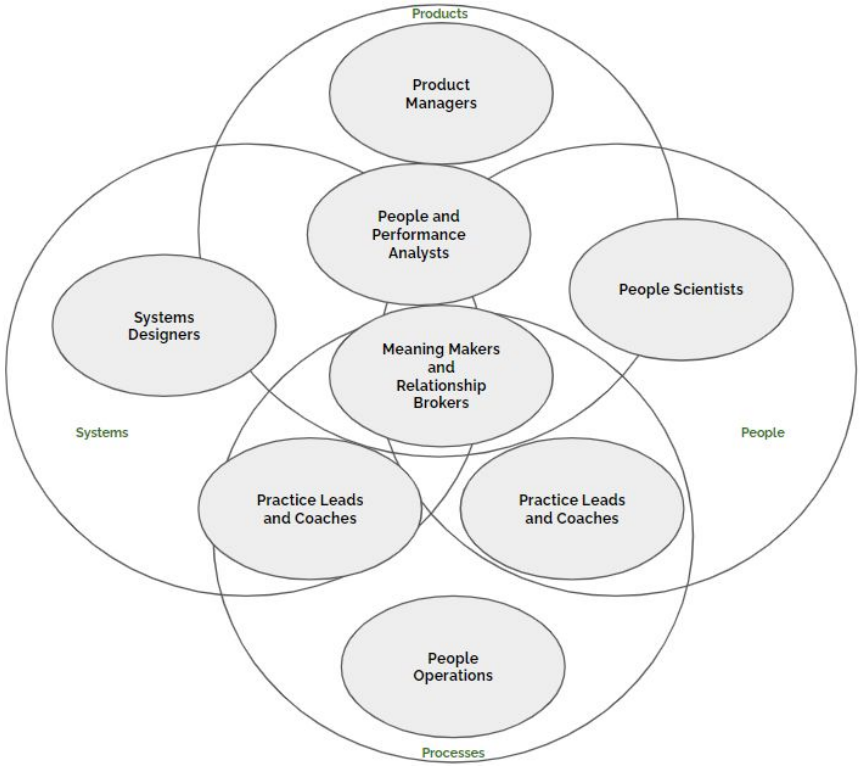
The CHRO as a growth executive
Focusing the power of data, tech and people to accelerate reinvention—and a new vision for growth.




## Major Trends and Priorities for the CHRO

gartner.com

Source: Gartner
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Gartner

The CHRO as Growth Executive
*Enabling boundaryless collaboration, powered by data* <Accenture, Jan 2023>

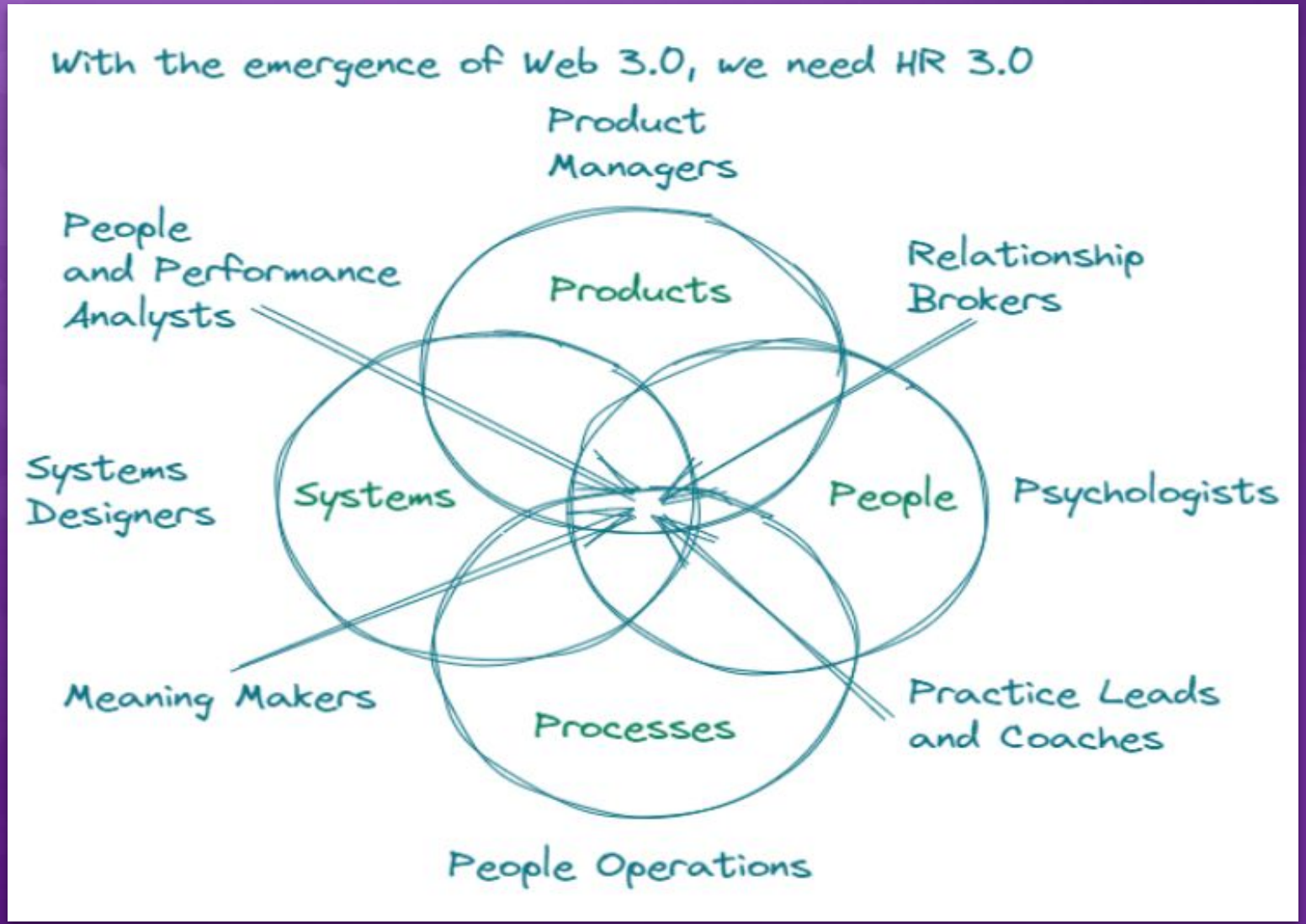
5 Priorities for HR
<Gartner, 2023>

The emergence of Full-Stack HR
<Josh Bersin, May 2022>

5 HR Operating Models
<McKinsey, 2022>

Integrated Human Capability Framework
<Dave Ulrich, 2022>

**THANK YOU !**



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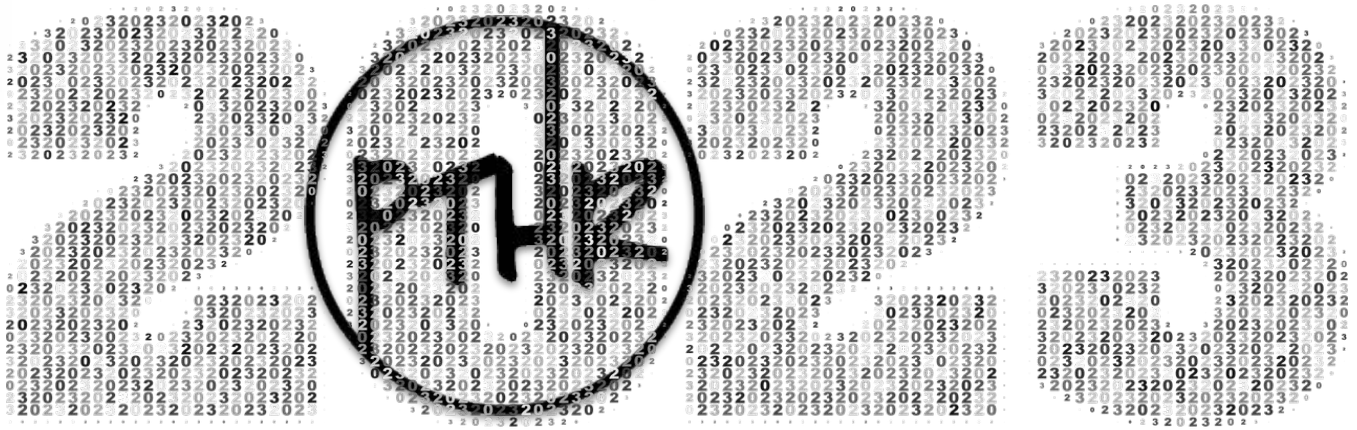
10 Years of PTHR operating

# Better business *for a* better world.



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Ecologi

climate positive workforce

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17 months of climate impact
134.99t of carbon reduction
1,698 trees in your forest

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TOP 50 INSPIRING WORKPLACES 2023 FINALIST EMEA

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