



Cornell University  
ILR School

# **The HR Leader of the Future:**

*The Evolution of HR Competencies Amidst the Changing Nature of Work*

**Dr. Bradford Bell**

**ILR School, Cornell University**

**October 17, 2017**



# Agenda

- Meet the Committee
- Introduction to Research
- Research Methodology
- Findings
  - Step 1
  - Step 2
- Next Steps

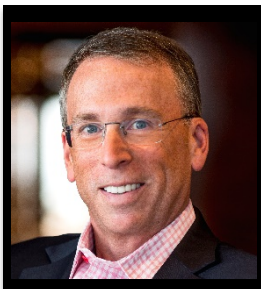


# Committee Members



**Dr. Bradford Bell (Co-chair)**

– *Professor, HR, Cornell University*



**L. Kevin Cox (Co-chair)**

– *CHRO, American Express*



## Committee Members

- Heidi Capozzi, *The Boeing Company*
- Ronan Cassidy, *Royal Dutch Shell*
- Michael D'Ambrose, *Archer Daniels Midland Company*
- Beth Flynn-Ferry, *Cornell CAHRS*
- Mirian Graddick-Weir, *Merck & Company*
- John Hausknecht, *Cornell University*
- Susan Peters, *General Electric*
- Amelia Tsui, *Cornell CAHRS*



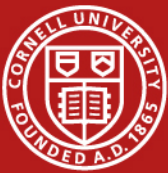
# Introduction

## Organizing Question:

- Where can Cornell/ILR School play a strong role in developing the next generation of HR leaders?

## Research Goal:

- To map future HR Competencies for the year 2022
- Map future career paths
- Identify training opportunities for senior HR generalists and specialists



# Research Methodology

Research Focus: Future competencies for two roles

- Division VP of HR (DVPHR)
- Head of Center of Excellence (COE)

Why these roles?

- There has been a great deal of attention to the CHRO role, but not so much on others
- Individuals in these roles are often successors to the CHRO position
- While the two roles overlap, there are also distinctions



# Research Steps

## Step 1:

- Purpose: Obtain a better understanding of current competency models for DVPHR and COE Lead roles
- Method:
  - Surveyed CAHRS companies for current competency models
  - Compiled data to identify overlap and trends

April-Aug

## Step 2:

- Purpose: Re-work current state competency models, map future state roles/ responsibilities & competencies
- Method:
  - Researched future of work trends using research from CAHRS and external sources

Aug-Oct

## Step 3:

- Purpose: Identify gap in talent, develop plans to close the gap in desired competencies
- Method:
  - Committee meeting in November
  - Additional testing with CAHRS Partners

October-



## Step One Findings: Current Competencies

- We solicited HR competency models from CAHRS partner companies and executive search professionals
- Some companies had one model that covered HRBP and COE roles, whereas other companies had distinct models for each role.
- We used these models to map the current state of the DVPHR and COE lead roles, focusing on critical roles and responsibilities as well as underlying competencies (skills and traits)





# DVPHR – Key Roles & Responsibilities

## Organizational Effectiveness

- Drawing insight from HR data, and leveraging organizational methodologies to “think ahead” to enable and drive a high-performance culture
- Using the appropriate processes to identify the division’s human capital priorities over the next one to two years
- Participate in strategic conversations and align HR recommendations to the business strategy, and act as “voice of the business” to HR

## Talent Management

- Leads and executes a business specific talent management strategy that is ongoing and transcends the talent assessment process, resulting in actions such as targeted development talent moves and robust succession planning
- Partner with the head of the business to provide counsel and support in the areas of quality of talent, talent pipeline, employee engagement, team alignment, and organizational culture
- Takes action required to address key talent gaps, ensuring division has the right people in the right place at the right time



# DVPHR – Key Roles & Responsibilities

## Leadership Development

- Ensures that business leaders exhibit the company competencies and values and support leadership to advance business effectiveness
- Identifies high potential division HR talent early and develops them to address short and long term global HR talent needs
- Build the HRBP team to be a customer-focused, highly solutions-oriented team with the right capabilities that successfully services the needs of the organization

## Coaching & Advising

- Provides thought leadership insights and support to the business leadership team as well as business partners
- Coaches division management in development and implementation of required programs and processes to establish and maintain a positive work environment
- Advises on and sponsors the design and implementation of HR policies and programs, ensuring they remain relevant in meeting business strategy and goals



# DVPHR – Competencies

## Competencies & Capabilities

- Deep Understanding of Business and Industry
- Broad HR Functional Knowledge
- Change Leadership
- Strategic Talent Mindset
- People Management (Leading & Developing Others & Teams)
- Organizational Agility
- Complex Problem Solving
- Basic Project Management Skills & Practices
- Consultation Skills
- Facilitation and Coaching Skills

## Traits & Personal Attributes

- Strategic & “Big Picture” Thinker
- Interpersonal Savvy
- Customer & Service Focus
- Ethics & Integrity/Trusted Advisor
- Executive Presence/Ability to Impact & Influence
- Analytical
- Results Oriented



# DVPHR Summary

## Key Roles & Responsibilities

Organizational  
Effectiveness

Talent  
Management

Leadership  
Development

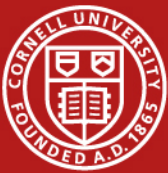
Coaching &  
Advising

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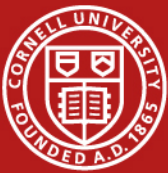
# COE Lead – Key Roles & Responsibilities

## Thought Leadership & Innovation

- Develops and maintains relationships with subject matter experts and external practitioners to remain current in trends and best practices
- Conducts periodic reviews and evaluations of COE programs/processes/policies and external market practices to identify opportunities for continuous improvement to better meet corporate, business, function and employee needs
- Partner with Employee Services to identify continuous improvement opportunities and operational efficiencies through service level agreements and operational metrics

## Expert Analysis & Consultation

- Being an expert advisor, facilitating consulting engagements to address business, leader, and employee opportunities
- Assessing and interpreting quantitative and qualitative data, building insights, and providing strategic recommendations
- Identifies potential COE related legislative issues and develops recommended corporate position and response to these issues
- Collaborates closely with BUHR partners, business leaders, and other COEs to ensure appropriate degrees of standardization of COE programs/processes/policies



# COE Lead – Key Roles & Responsibilities

## Global Program Design & Delivery

- Designing program and policy strategy and philosophy and providing an enterprise-wide point of view
- Develops and directs the implementation of change management strategies that ensure successful implementation and ongoing use of COE programs/processes/policies
- Helps drive standardization, simplification, and continuous improvement in our HR processes
- Builds COE reputation through value-added interactions with customers

## Global Process Ownership & Compliance

- Designs COE programs/processes/policies in compliance with current legal and regulatory policies and to directly or indirectly support company values and positive work environment objectives
- Ensuring external/regulatory and internal compliance of programs and processes
- Ensure integration and consistency of strategies, policies and programs across COE
- Auditing and maintaining HR policies



# COE Lead - Competencies and Traits

## Competencies & Capabilities

- Deep Subject Matter Expertise
- Business Acumen
- Change Leadership
- Excellent Communicator (Internally & Externally)
- Solution Design & Management
- Continuous Self Development & Updating
- Complex Problem Solving
- Organizational Agility
- Expert Project Management Skills & Practices
- Consultation Skills
- People Management (Leading and Developing Teams & Others)

## Traits & Personal Attributes

- Interpersonal Savvy/Strong Networker
- Ethics & Integrity/Trusted Advisor
- Managing Ambiguity
- Strategic & “Big Picture” Thinker
- Customer & Service Focus
- Global Expertise



## Key Roles & Responsibilities

Thought  
Leadership &  
Innovation

Global  
Program  
Design &  
Delivery

Expert Analysis  
& Consultation

Global Process  
Ownership &  
Compliance

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## Step Two Findings- Future of HR

- There seems to be a series of accepted **disrupters/ influencers**, including technological, demographic, and socioeconomic developments, which will impact the workplace in the future.
- These trends will create new challenges and opportunities for the HR function. HR will need to preemptively address these shifts with new roles and an emphasis on certain competencies which will support the future of work.



## EXHIBIT 1 | Businesses Face Growing Disruption from All Angles

### Increased volatility

More-intense competition and costly, extreme events (for example, natural disasters and financial crises) are driving more turbulence.

### Digital disruption

Across industries, digital is fundamentally shifting how individuals interact, what customers expect, and how work is done.

### Increasing regulation

As the number and complexity of regulations increases across markets, planning and operations become more difficult.

### Geopolitics

Increasingly complex geopolitical situations are forcing global companies to shift how they think about risk.

### Public spending pressure

Rising costs across most aspects of government create pressure to trim budgets, cut programs, or both.

### Manufacturing economics

Volatility in logistics and labor costs and supply chain complexity are changing the formula for where to manufacture and what to outsource.

### Energy dynamics

The global energy landscape is dramatically shifting owing to geopolitical issues, technology advances, and changing sources.

### Two-speed world

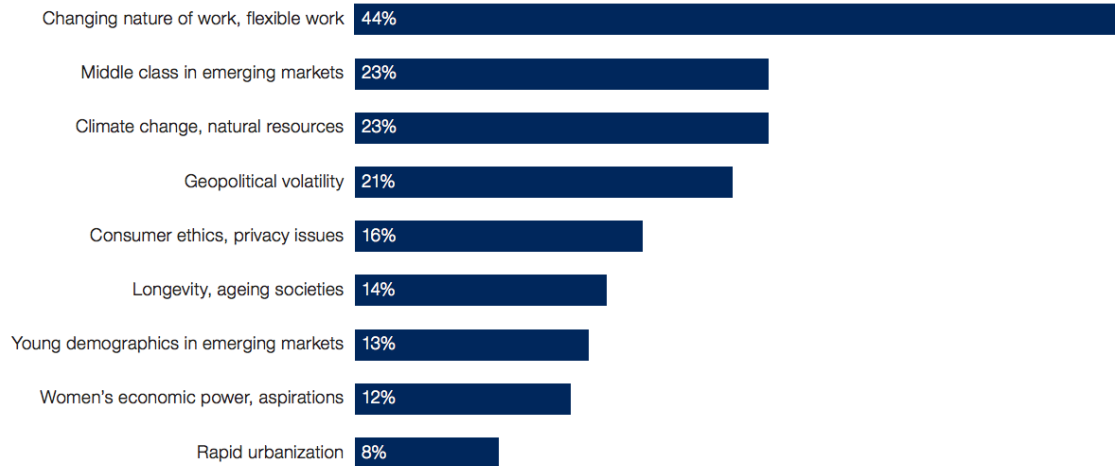
Companies must be able to shift gears between different approaches to compete in low-cost countries and developed economies.

Sources: "Half a Billion Clicks Can't Be Wrong," *Foreign Policy*, January 3, 2014; S&P Capital IQ; Thomson Reuters Accelus Regulatory Intelligence.

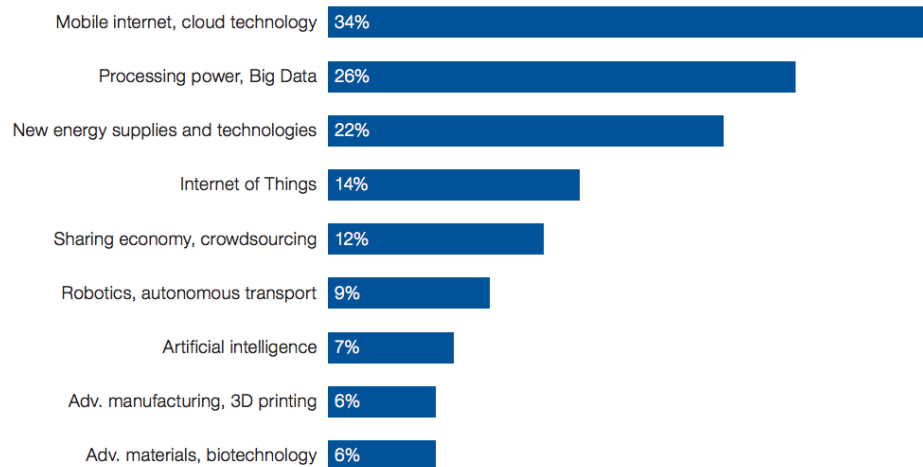


**Figure 2: Drivers of change, industries overall**  
Share of respondents rating driver as top trend, %

**DEMOGRAPHIC AND SOCIO-ECONOMIC**



**TECHNOLOGICAL**



Source: Future of Jobs Survey, World Economic Forum.  
Note: Names of drivers have been abbreviated to ensure legibility.



# Future of Work

Cornell/CAHRS research predicts these macro trends will drive a number of changes in the nature of work:

**Command &  
Control Leadership**



**Soft Hierarchies**

**Individual Jobs**



**Collaboration**

**One-Size Fits All**



**Consumerism**

**Brick and Mortar**



**Virtual & Gig Work**

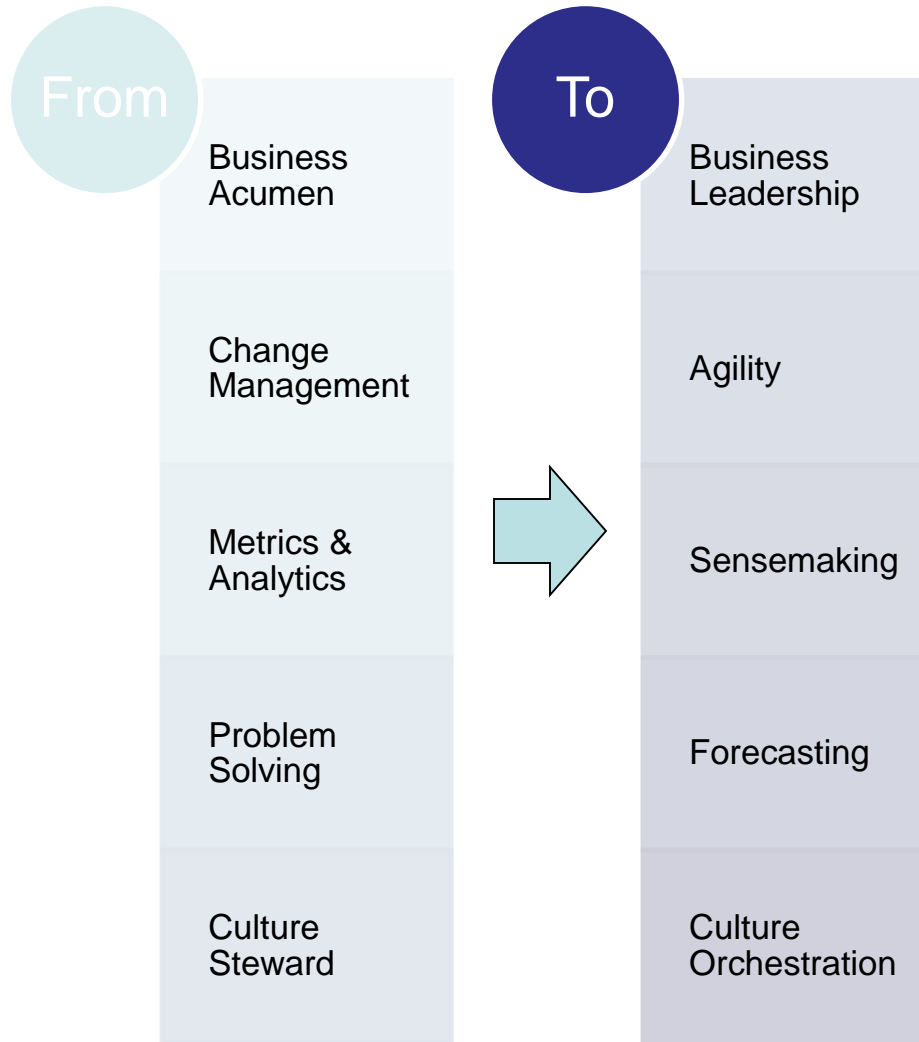
**Segmentation of  
Personal &  
Professional**



**Integration**

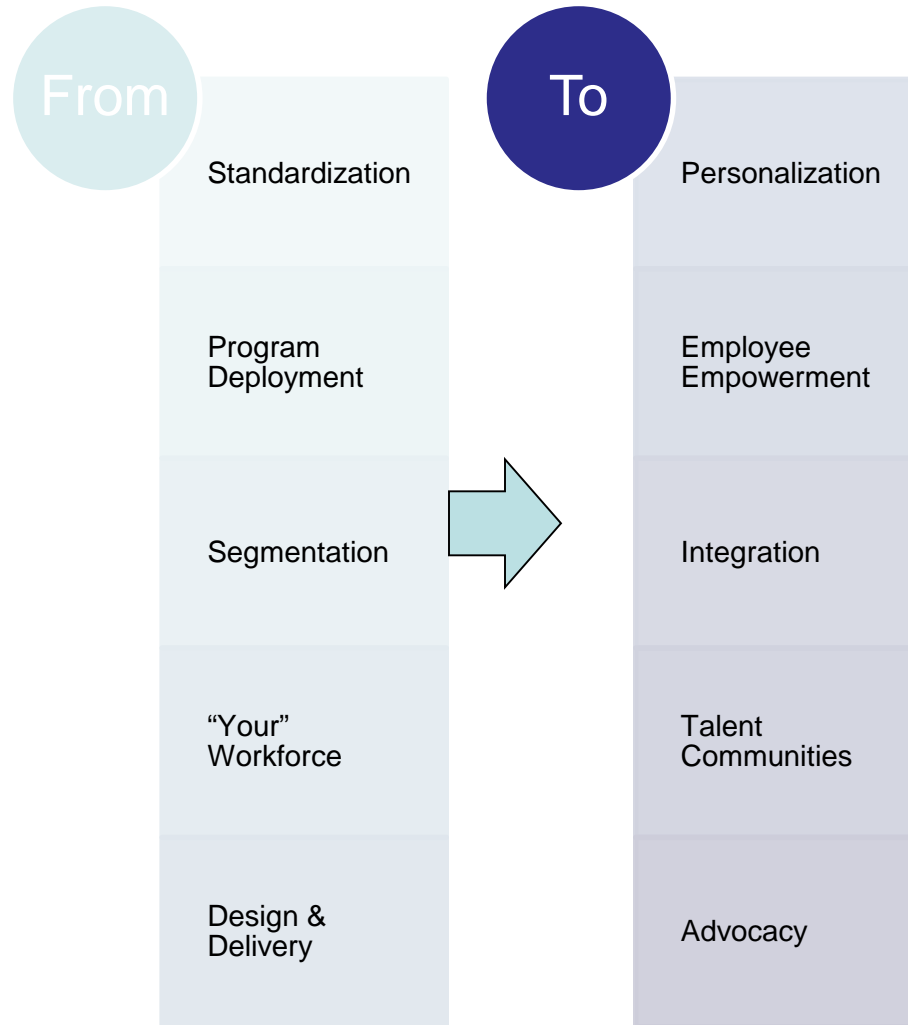


# DVPHR 2022





# COE Lead 2022





## Next Steps

- Analyze webinar input (Oct- Nov)
- Craft future state model (Nov- Dec)
- Formulate development plan (Dec -)