



ONE BOEING HR
ALWAYS PEOPLE FIRST

HR Transformation Journey

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VP & PM HR TRANSFORMATION

THE BOEING COMPANY

OCTOBER 24, 2019

2nd Century HR: What's Next



- **Accelerate Adoption** drive implementation of the new service model
- **Realized Productivity Gains** to close on business case of lower cost service delivery
- **World-Class HR Service Delivery** performing as a global industrial champion

- **Platform Enhancements** increasing system capability
- **Digital Workforce** through elevated digital literacy across the Enterprise
- **Data Analytics** driving decision-making

DELIVERING A WORLD-CLASS EMPLOYEE EXPERIENCE


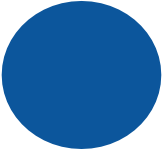

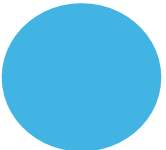

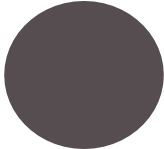
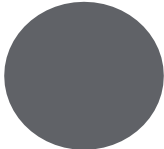
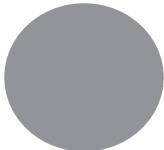
Evolving the HR Function in Times of Change

ESTÉE LAUDER COMPANIES

Usha Kakaria-Cayaux

Regional VPHR North America

OUR IMPACT ON ORGANIZATIONAL AGILITY

-  Diverse leaders with different strengths, but aligned on preserving our unique DNA and the success of our company
-  Transformation architecture and office
-  71+ major org. design initiatives (and counting) completed across the enterprise – every brand, region, function and channel
-  Complex and Everyday Change
-  Mass Learning; social learning; democratized learning
-  Flex resourcing – flow to work
-  Cross functional business solutions and flexibility in how we work/and how we work together
-  Leveraging untapped capacity through individual passions: ERGs, Stewards and Catalysts, Reverse Mentoring, Assignment-ology

Closing the skills gap

How IBM is building a future skilling culture

Kelli Jordan

Director, Career and Skills

jkelli@us.ibm.com



Key takeaways

1 Implement a skills-first approach to hiring

Model the behaviors you want in the workforce

2 Measure skills and harness the power of AI

Know the skills you have, and drive transparency and personalization in everything you do

3 Drive a culture of future skilling

Skills must be at the core of everything you do



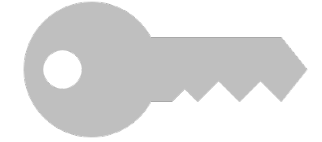
BD HR Transforms to Drive a New Customer Centric Strategy

Tom Ruddy and Marilyn Allison

BD

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Key learnings

HR transformation alignment	True learning cascade and commitment	Collaborative learning partnership	Engaging virtual design
<ul style="list-style-type: none"> Allowed for just in time application Provided a platform to practice and discuss key skills Demonstrated investment in HR to HR associates and the organization 	<ul style="list-style-type: none"> Engaged multiple levels starting with HR Leadership Team BD HR leaders help teach next level Created a shared mental model and common language 	<ul style="list-style-type: none"> Flexibility – changed order of modules by cohorts. Tailored learning per level Testing new ideas for learning deployment 	<ul style="list-style-type: none"> Live virtual discussions Highly engaged faculty and SMEs Offered opportunities for sharing perspective and feedback





The Role of HR During GE's Transformation

Ana Lucia Caltabiano

October 24, 2019



Building a New GE

Operating Model:
“Business First”

How we work:
Lean

Redefining Our
Purpose & EVP

Values + Leadership
Behaviors



HR's Role in the Transformation

Aligned on priorities and focus + shared vision for the future





CAHRS Fall Session

Transforming HR for Growth & Scale
Inna Landman, VP - Workday



Key Takeaways

1

Changing org structure
must accompany a
changing mindset

2

Scaling is hard - but those
who don't will be a burden
on the organization

3

It can't happen overnight
and key milestones are
critical