Webinar Feedback – COE Lead Current State

- ## What are we missing? What key roles/ responsibilities, competencies, or traits would you add to the model?

- disruption of traditional process
- Lifelong Learning
- Global COE Forum Network Member
- Negotiation skills
- design thinking mindset
- How digital transformation changes the work, consulting and processes of COEs
- Anticipating trends
- Ability to synthesize data
- Diversity & Inclusion
- cost focus - efficiency
- AI concepts
- design thinking
- cross-cultural understanding and sensitivity
- Strategic mindset that results in execution
- Vendor Management
- global/enterprise wide viewpoint

- international work experience / living & working abroad
- external-facing/trends awareness
- understanding of how programs impact business. overall business understanding
- Nothing to add, but really like the point about external focus for calibration
- change management
- critical evaluation ability
- employee experience thinking
- Listening - what do my customers want/need?
- Predictive Analytics
- digital and cognitive application
- Executive Coaching
- Value/Business link (customer back)

Webinar Feedback – DVPHR Current State

- **What are we missing? What key roles/ responsibilities, competencies, or traits would you add to the model?**

- Global thinking, navigating politics, government, policy
- Business Acumen
- Unusual Partnership Champion (outside the org)
- Collaborative Skills
- international HR / business understanding and impact
- Driving culture change
- Systems Thinking
- Able to synthesize complex information
- Coaching - ICF
- Business acumen
- social responsibility/community relations
- leadership resilience
- cultural fluency
- change management
- focus on HR data analytics
- change agility
- ability to innovate
- Fast and focused execution
- Tech savvy
- what about leveraging technologies

- leverage COEs effectively
- be agile in implementation
- Innovation
- international assignment / work experience
- Listening and understanding business challenges
- Matrix management/navigation
- global expertise
- emotional intelligence
- resilience
- Authenticity is very important
- Ability to connect the dots...
- Employee advocacy ... being the voice of the organization to the business
- Data management and insights
- Cultural Architect
- impact of innovation on operating model
- financial/business acumen
- political savvy
- driving inclusion/maximizing benefits of diversity
- digital talent management (of)

Webinar Feedback – COE Lead 2022

- ## What other shifts in the COE Lead role do you expect to see over the next five years?

- Value and ROI - what is the value of the services COEs provide

- From strategy to execution

- COE apps by industry

- Social responsibility -- what role do COE leaders have in leading in this area (pay parity, immigration, etc.)

- From Reporting/ Analytics to enabling managers/leaders to make better talent decisions.

- Differentiation between "who" we want to be in HR and "who" we must be for the business.

- transparency - operating programs with comms power in the community – e.g. glass door etc.

- continuous improvement

- data storytelling to drive decisions

- Risk management

- harnessing open source innovation - soliciting more input from various part of the organisation and externally

- Redefining the "career ladder" narrative, organizations are flatter, therefore a need to find new ways to incent and recognize career growth

- sense making and forecasting like the DVPHR

- integration across COEs is paramount

- implementing a digital strate3gy to enable CoEs to move away from being purely transactional

- To build on personalization and advocacy, the COE leader must be a strong "translator" to bring the thought leadership and ideas to something that can be adopted and implemented (practical) to the business

- technology; agree to reach people where they are

- content author, provider

- teaching - help the HR generalists to better understand/adapt

- Would love to see some thought on the specific factors that are shaping the future of work and how that translates to HR ... for example AI, augmented reality, etc.

- Hands on practitioners who create market valuable assets

- understanding global/ regulatory implications

- Lean Innovation mindset - minimal viable product testing

- Curious

Webinar Feedback – DVPHR 2022

- ## What other shifts in the DVPHR role do you expect to see over the next five years?

- far fewer balance sheet employees will create challenges around IP, engagement and motivation
- From followers to leaders
- HR Software coding farm teams
- Highly developed relational skills in a virtual world
- much broader roles
- But we also can't forget the Human aspect of HR
- Predicting trends vs reacting to trends
- Managing a workforce that may be enhanced singular individuals
- short term vs long term - balance not one or other
- a whole new approach to piloting, testing and improving ideas
- business driver
- managing contradictions and promoting diversity
- alternative talent platforms

- community outreach; engaging the community in new way
- reality is HRBP will still have to deal with the day to day operations, easier said to get above and think strategically
- Technology shifts - employee centric approach to internal technology (intranet, tools, etc.)
- relationship management in which when employees can be fluid at companies (in & out depending on projects or gigs)
- role of cognitive / artificial intelligence in HR
- adaptability - how do we reprioritize quickly if needed?
- guiding leaders into a new era of leadership, out of old models
- life long learners
- Building employment brand niches
- ability to adapt to 'uber-like' teams
- Talent Coordinator - really needs to be externally connected to create relationships.. not just review resumes.