People: Our Shared Dilemma

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Agenda

How have we come to arrive here?
HR & IT – In sync or out of step?
What is our path forward?
How have we come to arrive here?
Where exactly is here?
August 2019
Question 1

As an IT leader, What was top of mind for you in August 2019 for the coming year - 2020?
Top IT Concerns – Pre-Pandemic

Top 9 challenges IT leaders will face in 2020

• Gig economy worries. ...
• Data privacy. ...
• Measuring new technology with ROI. ...
• Security threats. ...
• Managing risk — and expectations. ...
• Facing the skills gap. ...
• Upskilling on the fly. ...
• Cloud whiplash.

Top HR Concerns – Pre-Pandemic

The Top 7 HR Challenges in 2020

• Attracting Top Talent. ...
• Embracing Change. ...
• Developing Leaders. ...
• Fostering a Culture of Continuous Learning. ...
• Managing Diversity. ...
• Monitoring Health and Safety. ...
• Creating a Quality Employee Experience.

https://sprigghr.com/blog/hr-professionals/the-top-hr-challenges-to-overcome-in-2020/
Consider these side by side

- Gig economy worries. ...
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Rough Waters Ahead - 2020
Let’s revisit these lists

- Gig economy worries. ...
- Data privacy. ...
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HR & IT –

In sync or out of alignment?
Question 2
As operational partners and org leaders, what are some of our mutual interests?
Mutual Problem

“Protecting the organization”
It’s all about the People
Problem - People

Houston,

We have a problem. A rather large problem.
Help Wanted: CEOs Who Are Good with People

Since 2007, companies advertising C-suite openings have increasingly emphasized the importance of social skills and deemphasized operational expertise.

Change relative to 2000

Note: Job descriptions were for nearly 9,000 C-suite positions advertised by the executive-search firm Russell Reynolds Associates. The data points were estimated in a regression model that controls for industry differences and other variables. The coefficients after 2007 are significantly different from zero across both skill clusters.
## Step 1 - Reframing the Problem

### From Manager to People Leader

Three fundamental shifts in the role of managers today:

<table>
<thead>
<tr>
<th>A power shift: from &quot;me&quot; to &quot;we&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>My team makes me successful.</td>
</tr>
<tr>
<td>I'm rewarded for achieving business goals.</td>
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<tr>
<td>I control how people move beyond my unit.</td>
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<table>
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<tr>
<th>A skills shift: from task overseer to performance coach</th>
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<tbody>
<tr>
<td>I oversee work.</td>
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<tr>
<td>I assess team members against expectations.</td>
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<tr>
<td>I provide work direction and share information from above.</td>
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<tr>
<th>A structural shift: from static and physical to fluid and digital</th>
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<td>I manage an intact team of people in fixed jobs in a physical workplace.</td>
</tr>
<tr>
<td>I set goals and make assessments annually.</td>
</tr>
<tr>
<td>I hold an annual career discussion focused on the next promotion.</td>
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Step 2 – Trust but verify

ACCOUNTABILITY BREEDS RESPONSIBILITY.

Stephen R. Covey
Step 3 – Over Communicate
Solution - People
Results

The Change Arc

Mindset shift
FROM: TO:
Difficult ---> Easy (doable)
Costly ---> Rewarding
Weird ---> Normal

New behaviors

Proposed change
• What's changing — for me?
• Why?
• What will it look like?

Change occurs

Source: Adapted from Change from the Inside Out: Making You, Your Team, and Your Organization Change-Capable, by Erika Andersen
Top Challenges for IT in 2022

- Finding and retaining IT talent.
- Boosting customer experiences.
- Supporting hybrid work.
- Deploying automation.
- Shoring up cybersecurity.
- Looking into sustainability metrics and reporting.
- Navigating inflation.
Top HR Challenges for 2022

- Improving DEI
- Paving the way for remote work
- Improving change management
- Improving the skills gap
- Finding talent during talent shortage