People:
Our Shared Dilemma

Lisa Watson

Managing Director – Human Resources

Virginia Housing

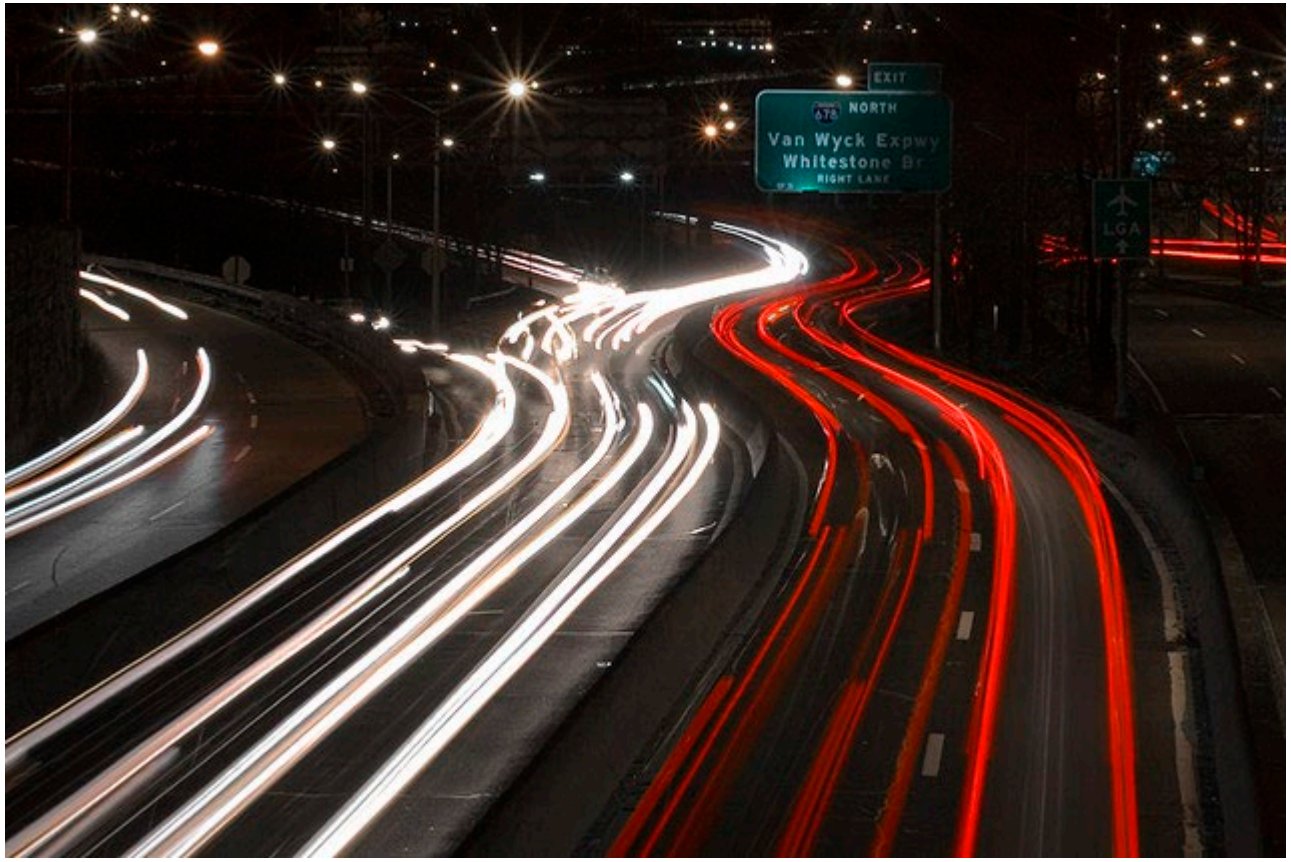
Agenda

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?

IT

HR

August 2019

DWAYNE JOHNSON
JASON STATHAM
FAST & FURIOUS
HOBBS & SHAW
IN CINEMAS AUGUST 1
BOOK NOW
EXPERIENCE IT IN IMAX

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

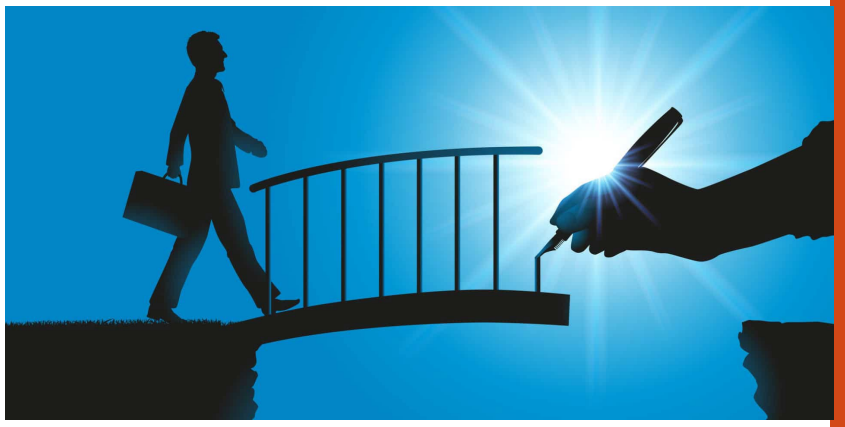
- Gig economy worries. ...
- Data privacy. ...
- Measuring new technology with ROI. ...
- Security threats. ...
- Managing risk — and expectations. ...
- Facing the skills gap. ...
- Upskilling on the fly. ...
- Cloud whiplash.

https://www.cio.com/article/204331/top-9-challenges-it-leaders-will-face-in-2020.html

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. ...
- Data privacy. ...
- Measuring new technology with ROI. ...
- Security threats. ...
- Managing risk — and expectations. ...
- Facing the skills gap. ...
- Upskilling on the fly. ...
- Cloud whiplash.
- Attracting Top Talent. ...
- Embracing Change. ...
- Developing Leaders. ...
- Fostering a Culture of Continuous Learning. ...
- Managing Diversity. ...
- Monitoring Health and Safety. ...
- Creating a Quality Employee Experience.

Rough Waters Ahead - 2020

Let's revisit these lists

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

HR & IT –

In sync or out of alignment?

Question 2

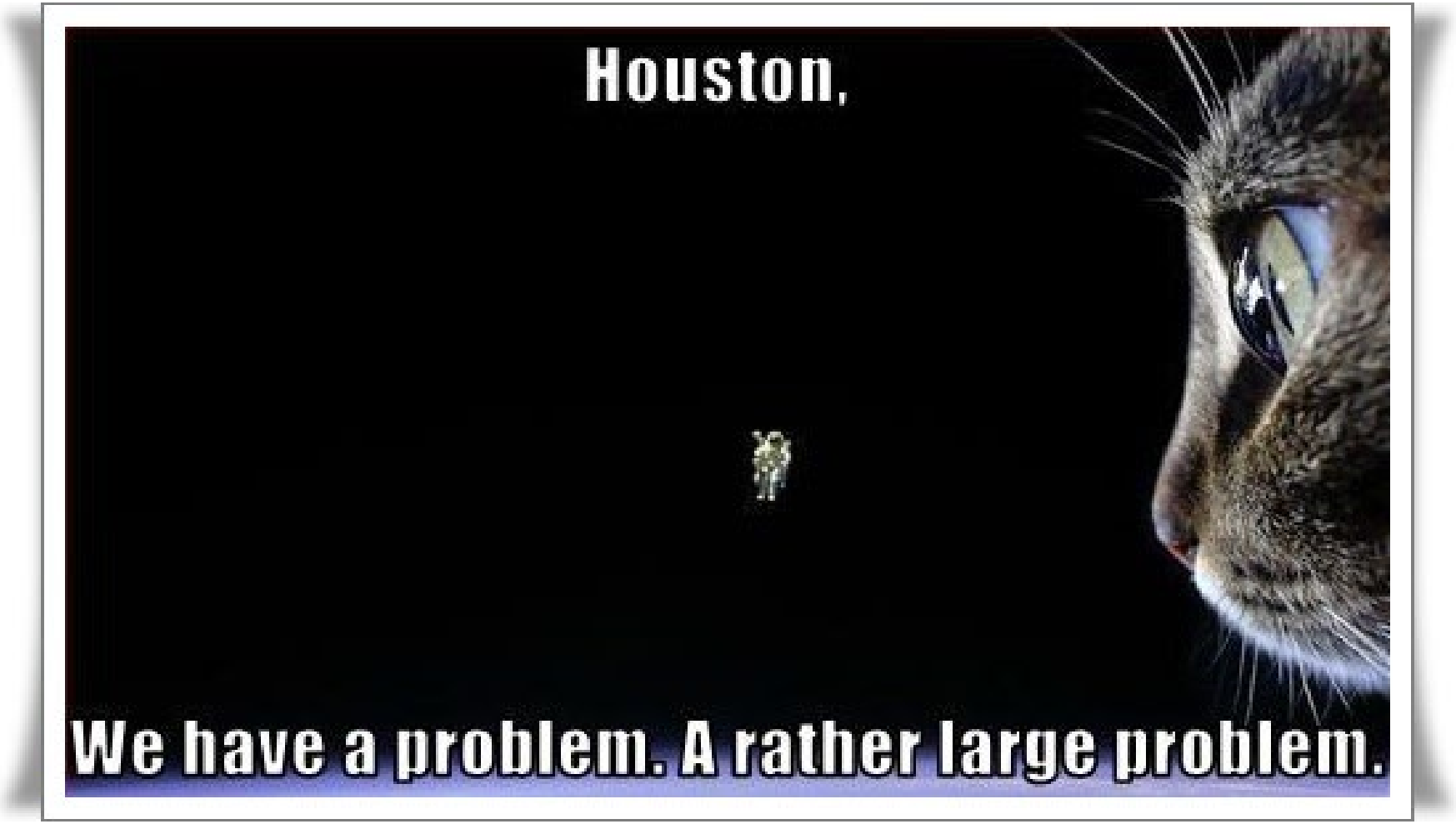
As operational partners and org leaders, what are some of our mutual interests?

Mutual Problem

"Protecting the organization"

It’s all about the People

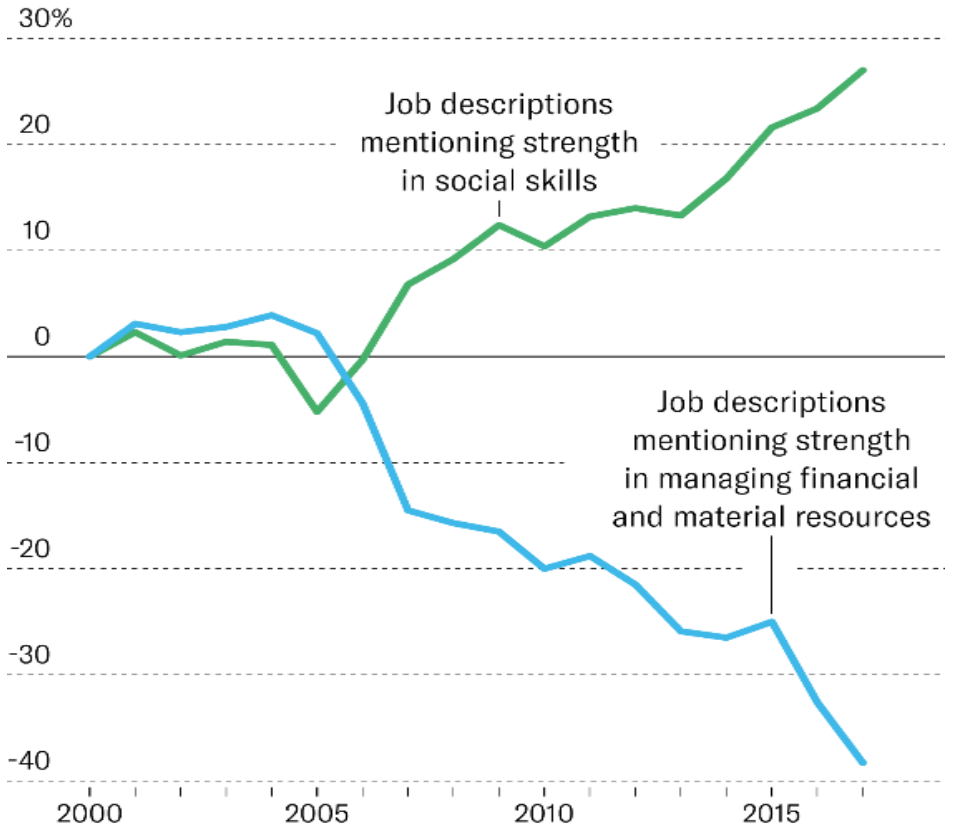
Problem - People



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 5,000 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.

HBR

Step 1 - Reframing the Problem

From Manager to People Leader

Three fundamental shifts in the role of managers today

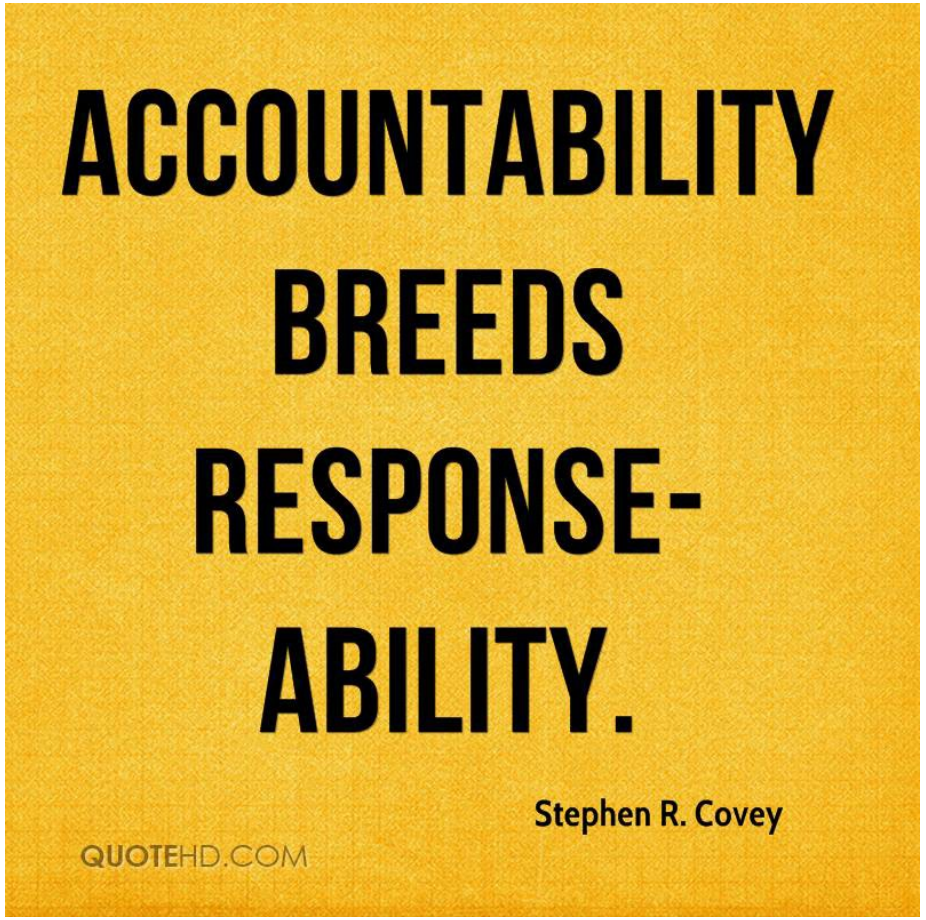
A power shift: from "me" to "we"		
My team makes me successful.	→	I'm here to make my team successful.
I'm rewarded for achieving business goals.	→	I'm also rewarded for improving team engagement, inclusion, and skills relevancy.
I control how people move beyond my unit.	→	I scout for talent and help my team move fluidly to wider opportunities.

A skills shift: from task overseer to performance coach		
I oversee work.	→	I track outcomes.
I assess team members against expectations.	→	I coach them to achieve their potential and invite their feedback on my management.
I provide work direction and share information from above.	→	I supply inspiration, sensemaking, and emotional support.

A structural shift: from static and physical to fluid and digital		
I manage an intact team of people in fixed jobs in a physical workplace.	→	My team is fluid, and the workplace is digital.
I set goals and make assessments annually.	→	I provide ongoing guidance on priorities and performance feedback.
I hold an annual career discussion focused on the next promotion.	→	I'm always retraining my team and providing career coaching.

HBR

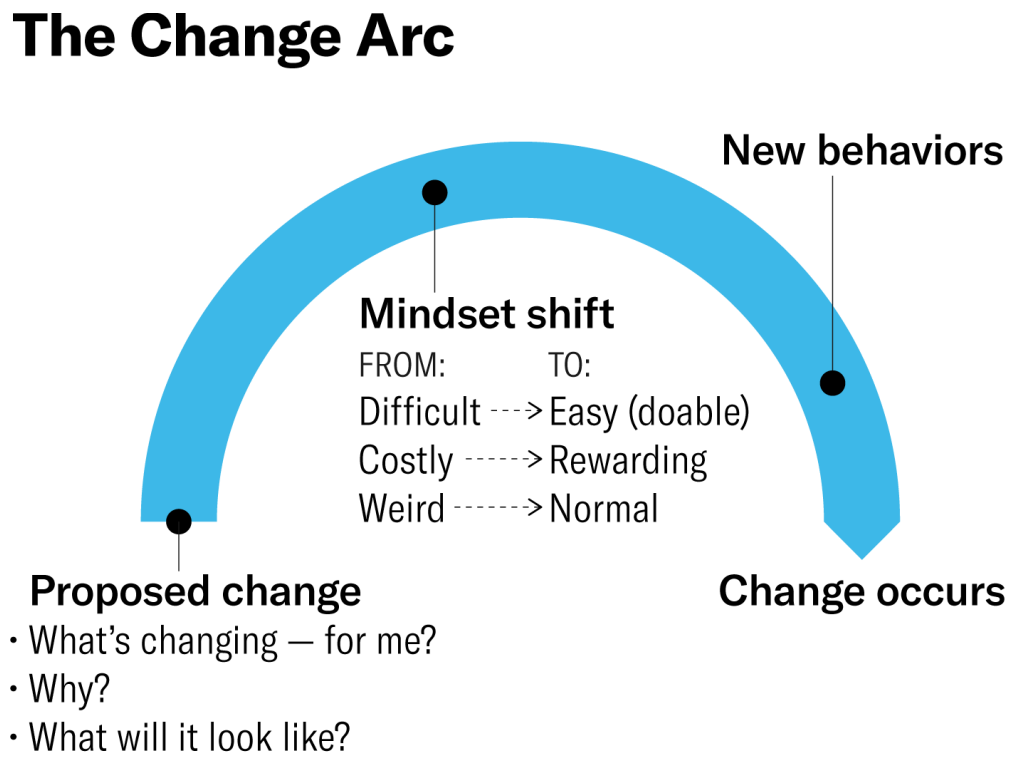
Step 2 – Trust but verify



Step 3 – Over Communicate

Solution - People

Results



Source: Adapted from *Change from the Inside Out: Making You, Your Team, and Your Organization Change-Capable*, by Erika Andersen

HBR

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