

How Human Capability Creates Stakeholder Value



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April 19, 2024



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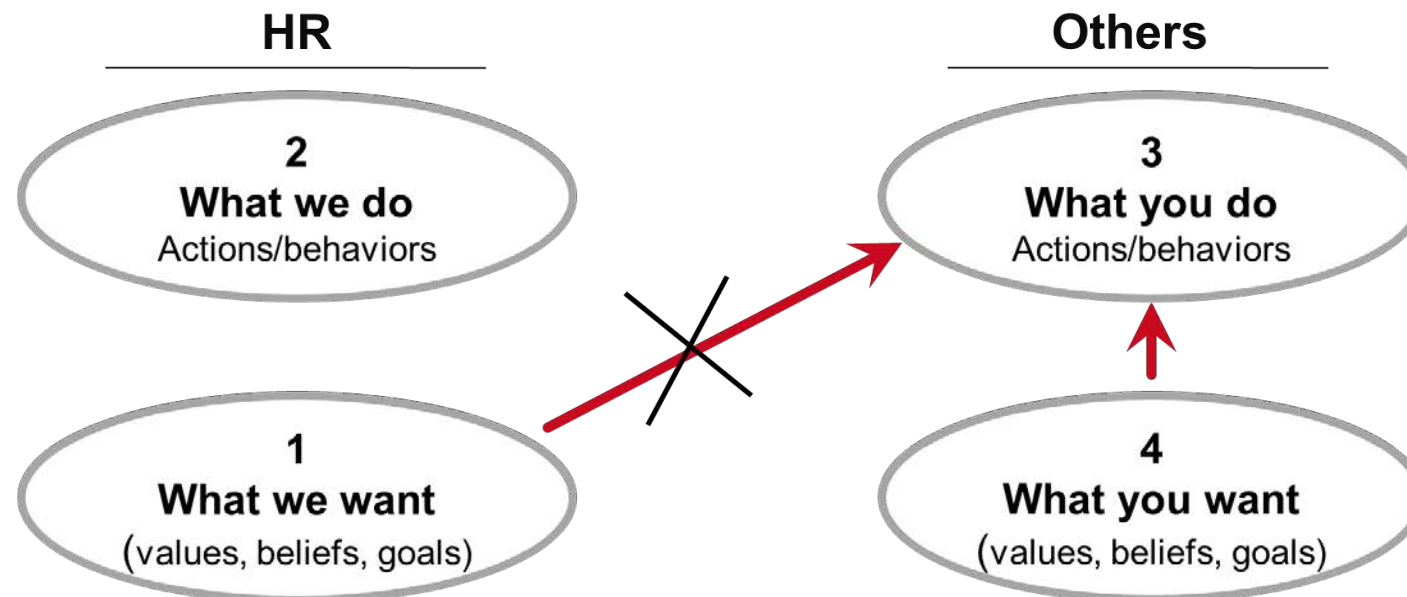
Question for this session

How can I and/or my organization create stakeholder value through human capability?

Value Logic: Assumptions

HR is not about HR, but value created for others

Recognize that value is defined by receiver more than giver



Application

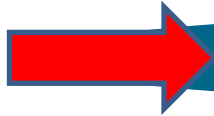
- Individual
- Leadership
- HR
- Organization
- Country

Overall Goals and Agenda

IDEAS

How human capability creates stakeholder value

IMPACT



Now is the time to reinvent HR

1: HR is not about HR, but creating value for others

2: HR contributes value through human capability

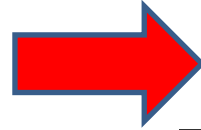
3: HR needs to upgrade HR department and people

Attention to human capability: Latest trends

1. **Studies of CEO, senior business leader priorities:** Economic uncertainty, technology, people
2. **Conference topics:** Agility, culture, mental health, hybrid, leadership
3. **Government reporting** as materiality: Requirements to disclose report “human capital”
4. **Board agenda:** technology, driving value through values, creating unity, innovation in change
5. **Intangible value:** average is 80% of market value or cost of capital (debt)
6. **ESG attention:** social citizenship, planet
7. **Employees:** burnout, engagement, mental health, productivity

Now is the time: Evolving views of HR

2005



2023

next

2024

FASTCOMPANY

CO.DESIGN TECH WORK LIFE NEWS IMPACT PODCASTS VIDEO INNOVATION F

08-01-05

Why We Hate HR

In a knowledge economy, companies with the best talent win. And finding, nurturing, and developing that talent should be one of the most important tasks in a corporation. So why does human resources do such a bad job — and how can we fix it?


FASTCOMPANY

02-21-23 | HR

Why more people want to work in HR now

As human resources has evolved into a more strategic role, the field is becoming more attractive to all kinds of workers. But will that improve its reputation?



[Source image: Expect Best/Pexels]

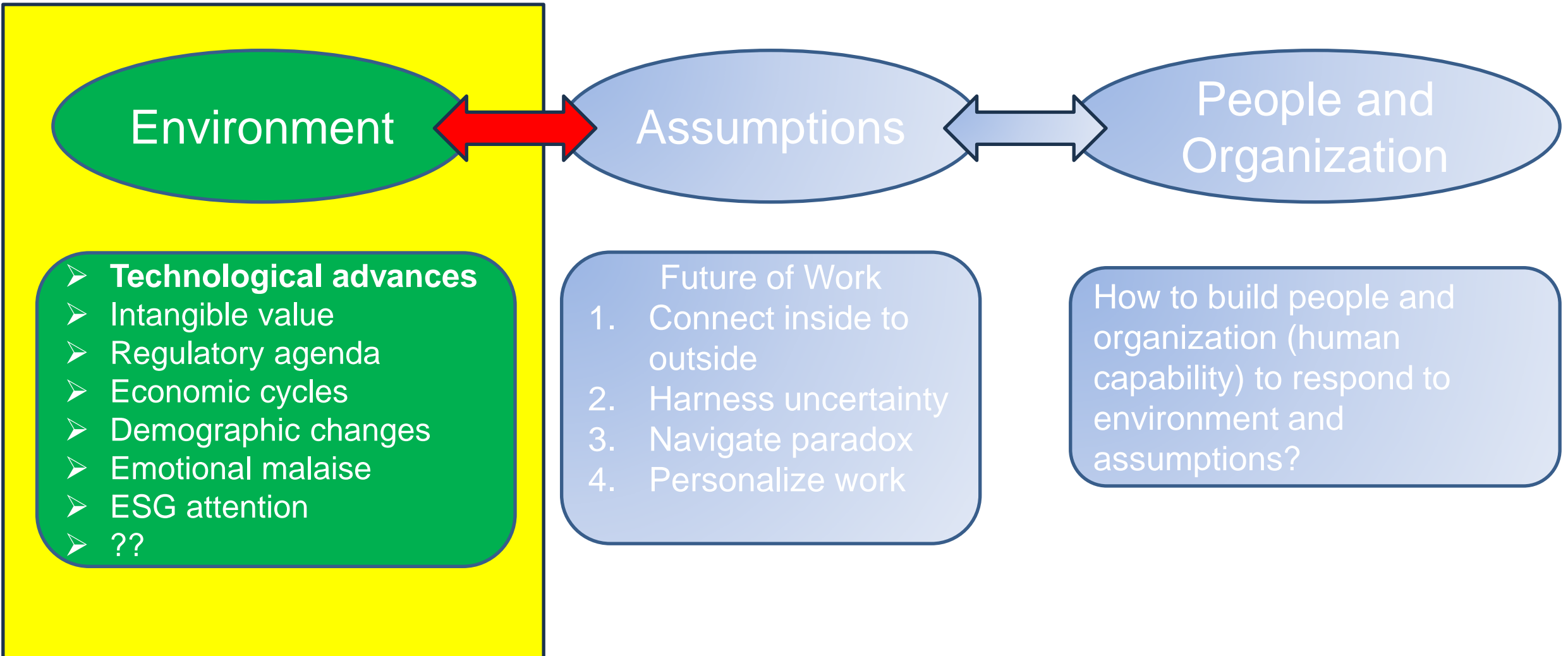
<https://www.linkedin.com/pulse/what-makes-effective-hr-function-value-logic-dave-ulrich/>

The RBL Group

How human capability creates stakeholder value

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Now is the time for HR



Why environmental context matters

Which is the best cell to be in?

Which is the worst cell to be in?

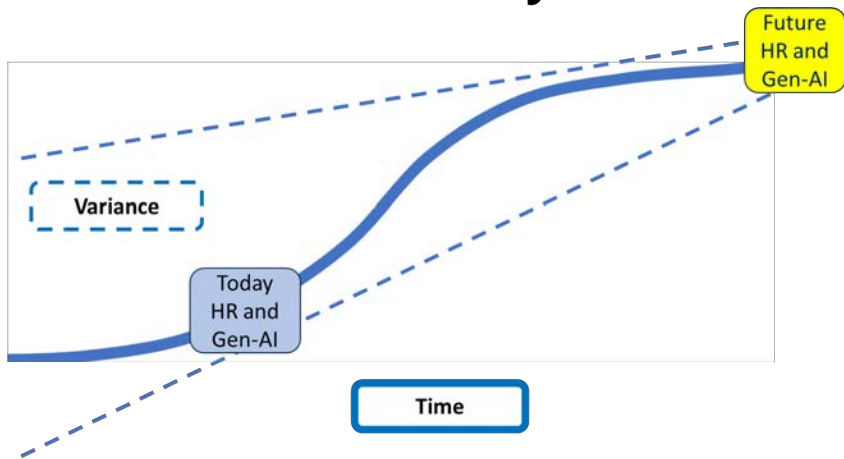
	Right	Wrong
Well	1	2
Poorly	3	4



Environment

GenAI and HR: Today and Tomorrow

GenAI/HR ... S-Curve today and future



	Artificial Intelligence Leading to Optimizing Information	Augmented or Informed Intelligence Leading to Guidance for Impact
1	Assumes “I know something you don’t know”	Assumes “I know something that will help you grow”
2	Sources and organizes words to democratize and share information	Turns words into actions to discover innovate ideas with impact
3	Learns from and overcomes mistakes to become more efficient and optimize results	Explores new options that offer innovative solutions that are tailored to a desired outcome
4	Uses algorithms/statistics (e.g. NLP, MP) to synthesize and benchmark what has been done in the past	Requires judgement to discern patterns and guide what can/should be done in the future
5	Accesses data to create information symmetry about what constitutes best practice	Improves decision making to increase value creation with information asymmetry about next practice
6	Relies on technology and algorithms to improve performance	Integrates both technology algorithms for efficiency and human insights for creativity
7	Your add	

Creating a business GenAI/digital agenda

Build a Business Case

Create general awareness of GenAI/digital trends

Facilitate a GenAI/Digital Business Team

Form and facilitate a multi functional team

Articulate GenAI/Digital Business Outcomes

Help define the business outcomes of GenAI (outside-in)

Audit Current GenAI/Digital State

Help perform an audit of the GenAI/digital state

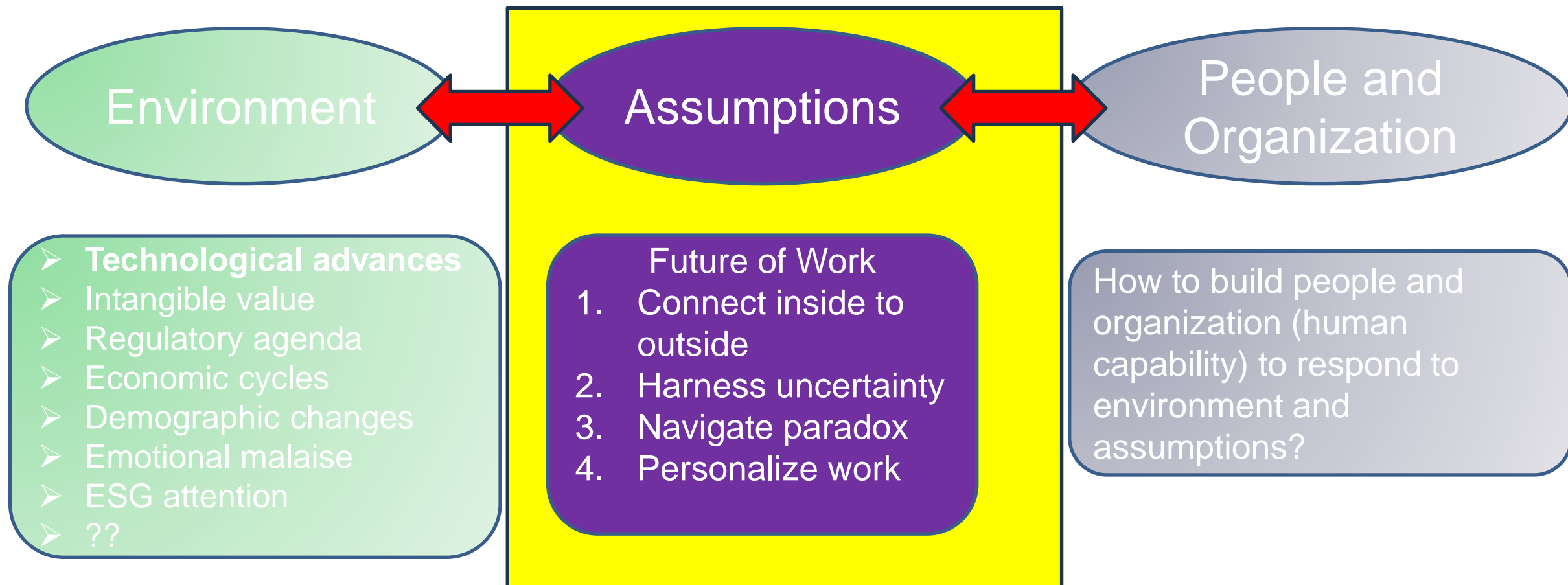
Craft GenAI/Digital Business Plan

Help shape agenda and action for GenAI/ digital strategy

Implement GenAI/digital business plan

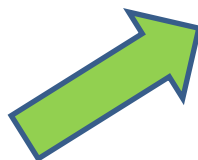
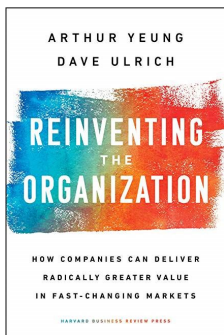
Create and deliver implementation plan

Now is the time for HR

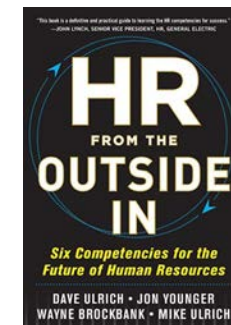


Future of Work Assumption 1: Connect inside and outside

When you think of the “future of work”, do you take an outside in (green arrow starting with environment) or an inside out (yellow arrow starting with internal actions) approach?



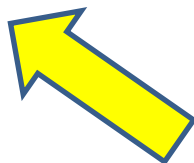
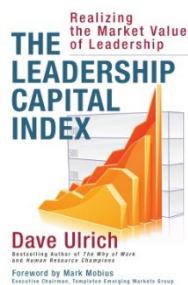
Outside in
Because of
Value defined by receiver



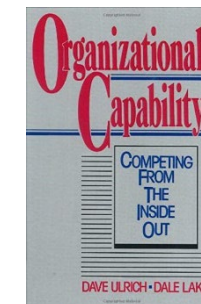
Environmental context

Future of Work

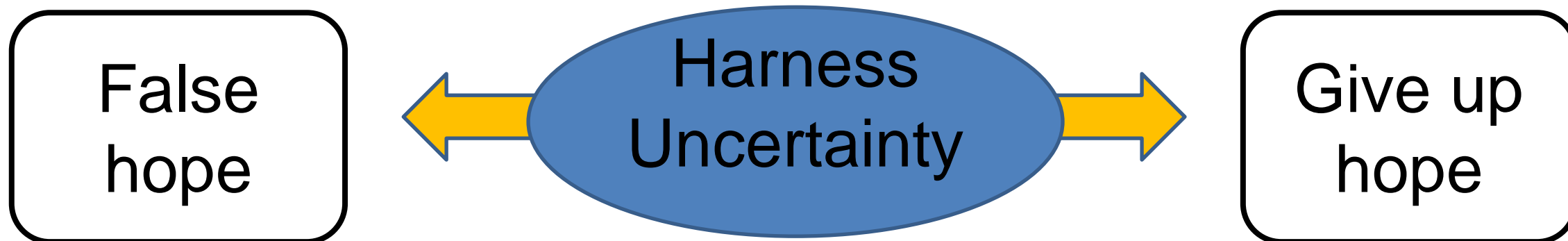
Internal (human capability) actions



Inside out
So that
Build on your strengths to strengthen others



Future of Work Assumption 2: Harness uncertainty by finding certainty



- Discover **certainty** in uncertainty
- Use uncertainty as an inflection point for reinvention, transformation or reimagination



Finding certainty in uncertainty

What is something you are uncertain about that is causing you stress or anxiety?

1. Regardless of what happens, what **values** are you certain you want to live?
2. Regardless of what happens, who can you **rely on**? Who can rely on you?
3. Regardless of what happens, what are you **confident** you can/will do?
4. Regardless of what happens, what are you **grateful** for that you have experienced already?

Future of Work Assumption 3: Identify paradoxes required for success

Paradox and Navigation

Paradox:

- Latin: Apparent contradiction
- The perception that contradictory or mutually exclusive elements are present or operating together.



A *navigator* is the person on board a ship responsible for the process of monitoring and controlling the movement of the craft from one place to another.

Assumption 3: Identify paradoxes required for success

What are common paradoxes and where do we focus today?

1	Investment focus	Bottom line: cost, efficiency, profit	C B A 1 2 3	Top line: growth, creativity, innovation
2	Organization unit	Corporate enterprise (centralized)	C B A 1 2 3	Local unit (decentralized)
3	Where to do work	Work independently and virtually	C B A 1 2 3	Work collectively with other people
4	How work is done	Control: Disciplined	C B A 1 2 3	Freedom: Empowering, autonomy
4	Work focus/	Focus inside-out on workplace	C B A 1 2 3	Focus outside-in on marketplace
5	Work target	Upgrade individual competence	C B A 1 2 3	Create organization capability/workplace
6	Philosophy	Equity: meritocracy; differentiate	C B A 1 2 3	Equal: similarity; all the same
7	Problem solving	Decisive: make decisions	C B A 1 2 3	Thoughtful: explore options
8	Culture agenda	Care, compassion, empathy	C B A 1 2 3	Challenge, competitive, execution
9	Information	Science: using numbers/statistics	C B A 1 2 3	Art: making observations, qualitative
10	Approach to work	Change/agility: experiment	C B A 1 2 3	Stability: consistency, standardize

Exercise: [1] pick the 3 most critical paradoxes we must manage; [2] mark where we are now (CBA123)
[3] mark where we need to be (CBA123)

Future of Work Assumption 4: Personalization



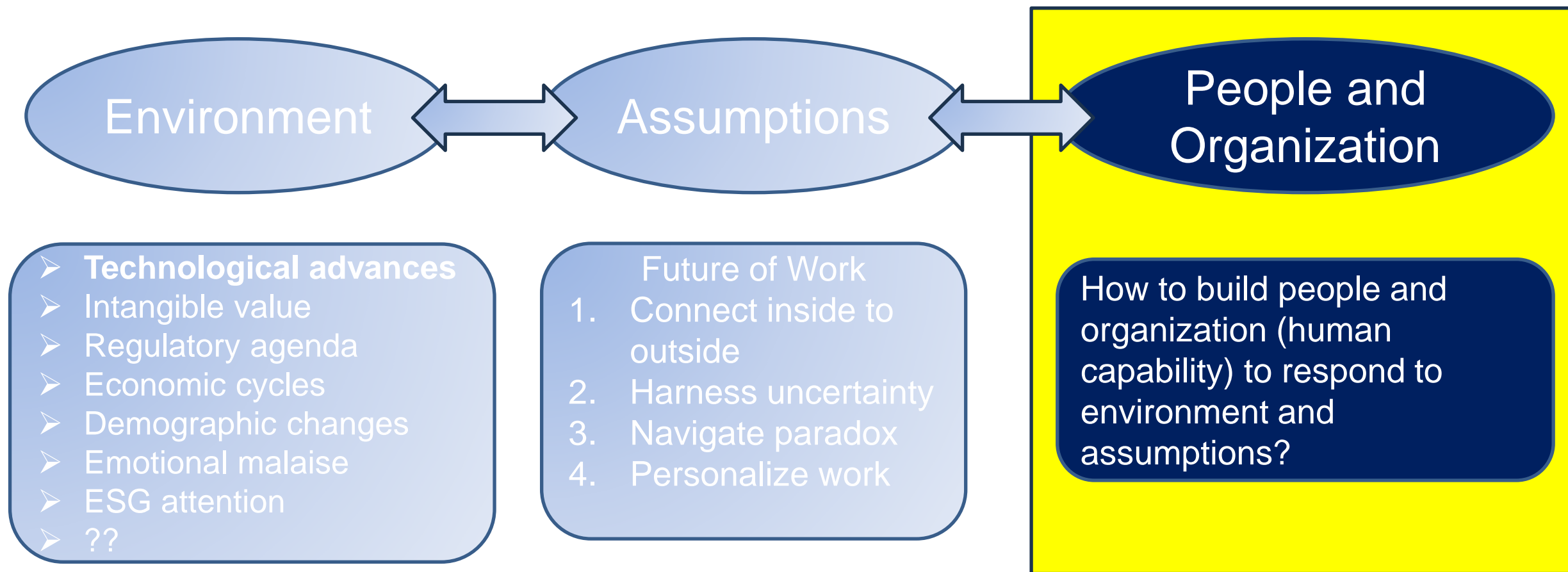
Personalize: Care for each person
respecting their individual wants and needs



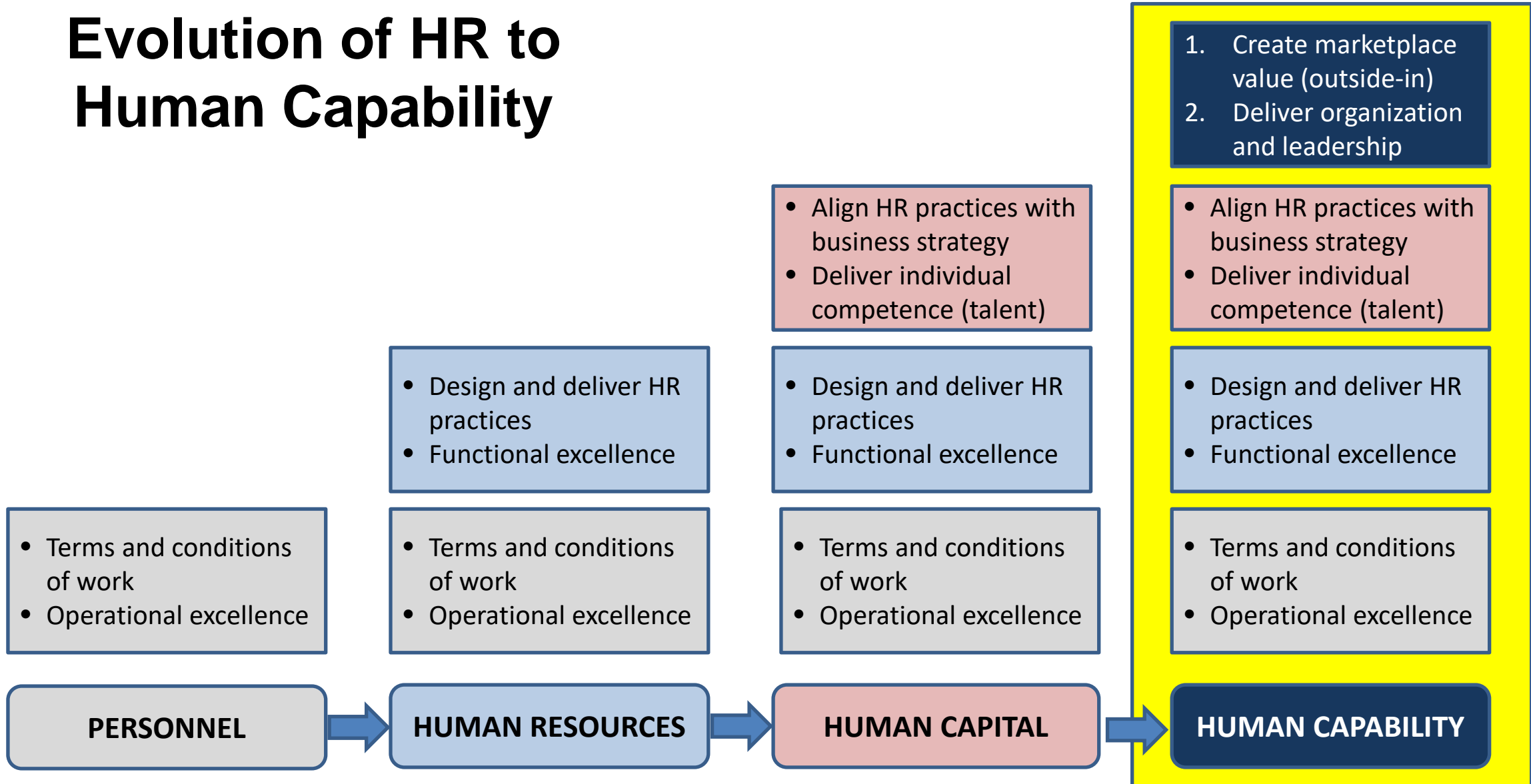
Personalize: Tailor work setting to the
unique needs of each individual (flexibility in who,
where, what, and how work is done)



Now is the time for HR



Evolution of HR to Human Capability



Final exam question for HR course

Who has primary responsibility and accountability for human capability within a company?

Please select one:

1. Line manager/leader
2. HR manager
3. Shared with line leader and HR
4. Consultant
5. I don't care, I am going into finance

Who is responsible for human capability

Leaders as Producers

- Fully engaged
- Have employee conversation
- Make final decision
- Accept accountability
- Ensure follow up

HR/Learning Professionals roles

- Architect: create frameworks, blueprints
- Coach: help people recognize value of learning
- Design and deliver: provide learning solutions
- Facilitate: manage the process and systems for learning

Employees as Owners

- Be personally accountable
- Define personal career success
- Be willing to take risk and make personal commitment to learn
- Learn and re learn

Overall Goals and Agenda

IDEAS

How human capability creates stakeholder value

IMPACT

Now is the time to reinvent HR

Recognize contextual challenges to create human capability content

 1: HR is not about HR, but creating value for others

2: HR contributes value through human capability

3: HR needs to upgrade HR department and people

Value Creation Logic: Assumption Question

What is the most important “thing” that HR or business leaders can give an employee?

Please select one:

1. A feeling of physical and psychological safety
2. A sense of belief (meaning, purpose)
3. An ability to become better (learn, grow)
4. A feeling of belonging (community, relationships)
5. All the above
6. None of the above

HR Value Logic

What is the most important “thing” that HR or business leaders can give an employee?

Please select one:

1. Physical and psychological safety
2. A sense of belief (meaning, purpose)
3. An ability to become better (learn, grow)
4. A feeling of belonging (community, relationships)
5. All the above
6. **None of the above**

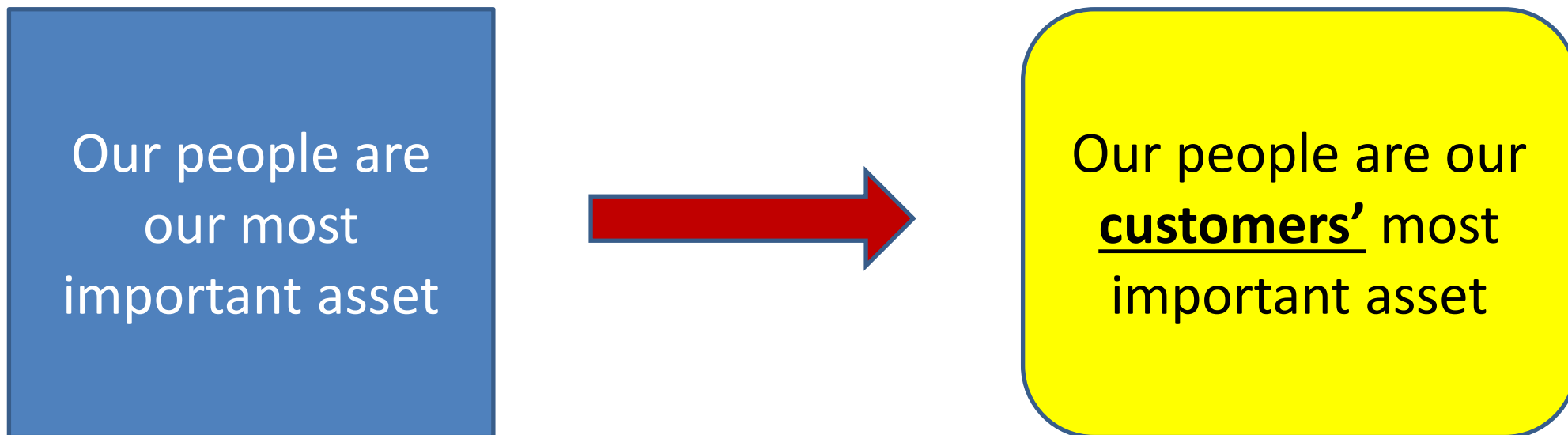
so that

**An organization
succeeds in the
marketplace**

Assumption about Talent/People

Our people are
our most
important asset

Assumption about Talent/People



HR outside in: Evolution of HR



Human capability and stakeholder value



Overall Goals and Agenda

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How human capability creates stakeholder value

IMPACT

**Now is the time to reinvent
HR**

**Recognize contextual challenges to
create human capability content**

**1: HR is not about HR, but
creating value for others**

**Understand how HR creates value for all
stakeholders (outside/in)**

2: HR contributes value through human capability

3: HR needs to upgrade HR department and people

Human Capability Initiatives

What are some of the latest “HR initiatives” at this program?

Agile organization

Healthcare benefits

Technology:
Digital reinvention
AI, machine learning

Talent will
win

Strategic transformation

Bosses are
people

Leadership
engagement

Proactive Re-
Organization

Employee well
being

HR practices:
people, work,
accountability,
information

Talent
Acquisition

Immigration

Changing the right
culture

HR
transformation

Automation

HR people:
competencies

Communication,
collaboration, culture

Attract, engage, retain top talent

Mentorship

Science of taxonomy, typology, classification



[Home](#) > [Organization Science](#) > Vol. 1, No. 1 >

General Organizational Classification: An Empirical Test Using the United States and Japanese Electronics Industries

Dave Ulrich, Bill McKelvey

Published Online: 1 Feb 1990 | <https://doi.org/10.1287/orsc.1.1.99>

Menu at restaurant

Visiting a library

Selecting a car

Making investment

Enrolling in classes

Taxonomy Foundation of ALL Disciplines

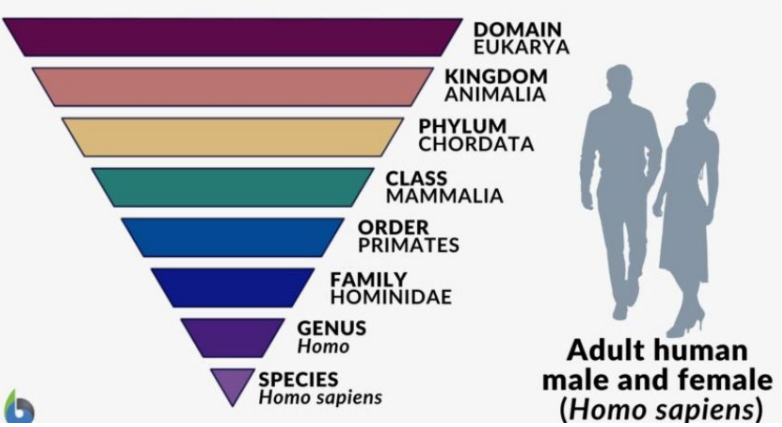
Discipline	Taxonomy and Frameworks Used
Biology	Types of living organisms (domain, kingdom, phylum, class, order, family, genus, species: see figure 3)
Information Systems	Types of components (hardware, software, data bases, networks); Types of information uses (transactions, decision support, enterprise resource planning (ERP))
Medicine or Health Care	Types of diseases, procedures, medications, and services that enable information retrieval, research, and patient care
Sociology	Groups by social stratification (economic, social class, occupation); Demographics (race, gender, education)
Psychology	Big five personality types, psychological disorders (DSM III); Types of therapy (cognitive, psychodynamic, behavioral)
Political science	Types of political systems (democracy, monarchy, totalitarianism); Ideologies (liberal, conservative)
Business	Types of risk (compliance, operations, operational, financial); Customer segmentation, income statement reporting (GAAP)
Human Resources	????

Taxonomy Logic

Taxonomy of Human Capability: Overview

Logic/Flow

Implications



Overview of Human Capability

- **Today:** Most people and organization initiatives and assessments are piecemeal and haphazard
- **Tomorrow:** A shared definition of human capability and metrics to focus on making decisions in each of the four pathways that drive internal value and can be compared across companies.

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)

What should your company do to ensure the right individual competence, workforce, or skills?

LEADERSHIP

What should your company do to have the right leaders and shared leadership at all levels?

ORGANIZATION

What should your company do to have right organization capability, workplace, or team?

HUMAN RESOURCES (HR)

What should your company do to have the right HR department, practices, metrics, and people?

Human Capability Initiatives

What are some of the latest “HR initiatives” at this program?

Agile organization

Healthcare benefits

Technology:
Digital reinvention
AI, machine learning

Talent will win

Strategic transformation

Bosses are people

Leadership engagement

Proactive Re-Organization

Employee well being

HR practices:
people, work,
accountability,
information

Changing the right culture

Immigration

Talent Acquisition

Automation

HR people:
competencies

Communication,
collaboration, culture

HR transformation

Attract, engage, retain top talent

Mentorship

Human Capability Initiatives

How many of these initiatives have you tried in your organization?

Agile organization

Diversity, equity, and inclusion

Technology:
Digital reinvention
AI, machine learning

Employee primacy

Hybrid work

Distributed leadership

Leadership academy

ESG: Social responsibility

Great resignation/
Retain people

HR practices:
people, work,
accountability,
information

Reskilling Workforce

Leader as meaning maker with emotion

Changing the right culture

HR transformation

Customer focused agenda

HR people:
competencies

Collaboration/
network/ecosystem

Strategic clarity /
Purpose

Employee well being/
experience

Human Capability 4 Pathways; 38 Initiatives

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)

1. Acquiring talent
2. Managing employee performance
3. Developing employees
4. Managing employee careers & promotions
5. Communicating with employees
6. Encouraging diversity, equity, & inclusion
7. Retaining the best employees
8. Managing departing employees
9. Tracking employee engagement
10. Creating a positive employee experience

LEADERSHIP

1. Clarifying the business case for leadership
2. Defining what leaders know and do
3. Assessing leaders and leadership
4. Developing leaders and leadership
5. Measuring leadership impact
6. Ensuring reputation

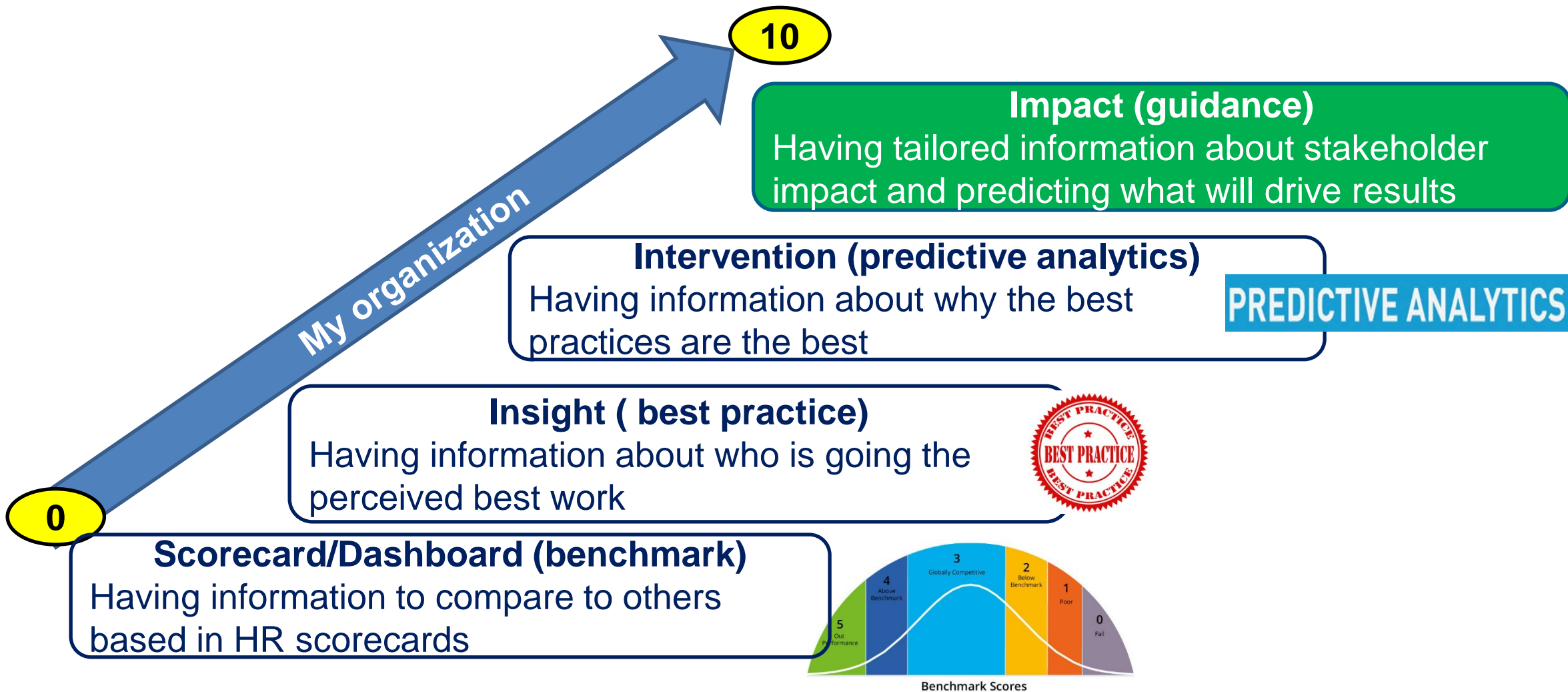
ORGANIZATION

1. Hiring, developing, and managing people
2. Acting with agility
3. Establishing strategic clarity
4. Delivering customer centricity
5. Establishing the right culture
6. Advancing collaboration
7. Promoting social responsibility
8. Expanding innovation
9. Fostering efficiency
10. Ensuring accountability
11. Sharing information/analytics
12. Leveraging technology

HUMAN RESOURCES (HR)

1. Establishing HR reputation
2. Serving HR customers
3. Determining HR purpose
4. Governing HR design
5. Growing human capability
6. Using HR analytics
7. Refining HR practices
8. Using digital/technology
9. Advancing HR professionals
10. Strengthening HR relationships

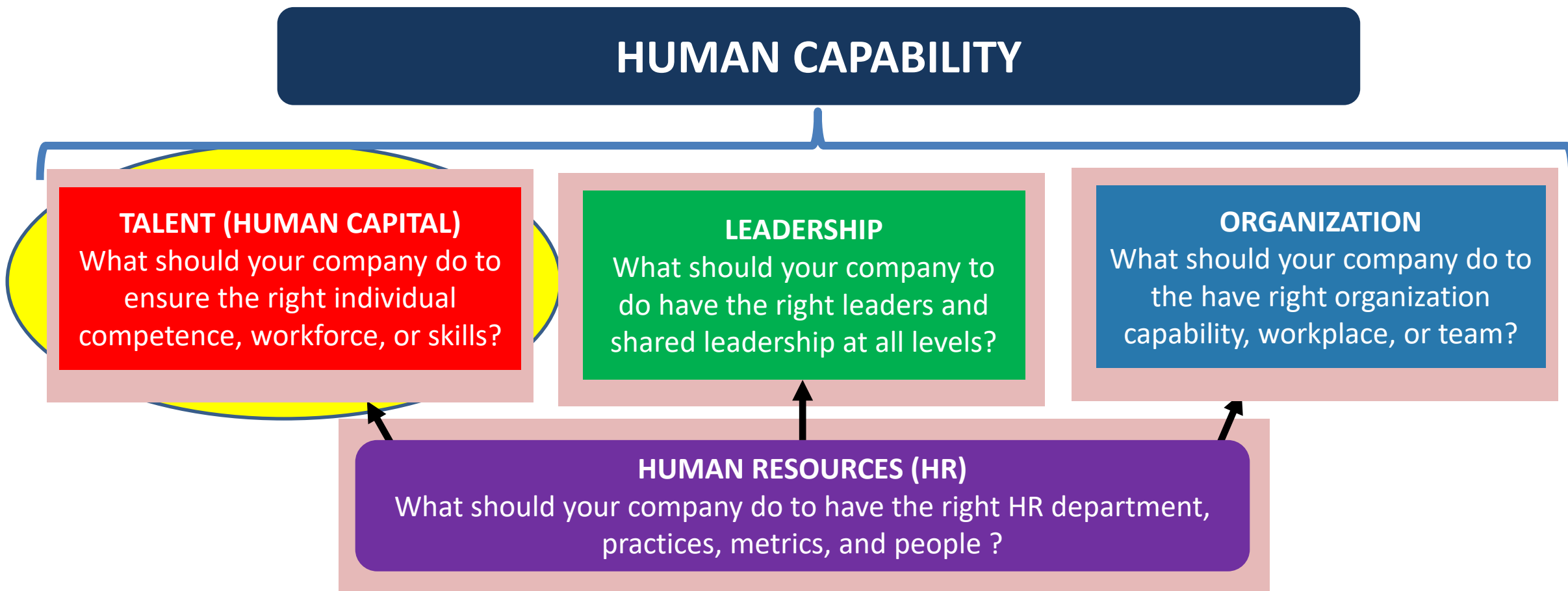
Evolution of Human Capability Analytics



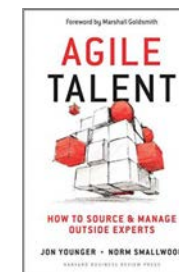
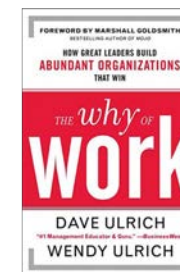
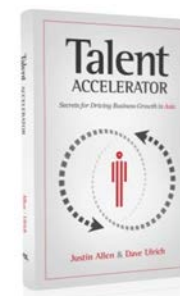
Recent Research Human Capability and Stakeholder Value

Study Name	Sample	Focus and Findings
HR Competency Study	Over 120,000 global respondents over 35 years	<ul style="list-style-type: none"> • Organization/business capabilities • HR department characteristics • HR competencies
Leadership Code, Brand, Capital, Sustainability	<ul style="list-style-type: none"> • 9,807 subjects • 109,665 raters • 100's of organizations 	<ul style="list-style-type: none"> • Leadership skills in five domains by level with global norms • Leadership brand actions in six steps • Changes in leadership behaviors that lead to outcomes over time, pre- and post-COVID
Organization Guidance System (OGS)	Over 1,000 organizations	38 human capability initiatives in Talent, Leadership, Organization, and HR and impact on stakeholder value
Scaling Human Capability (G3HC)	5,700 firms reporting SEC data analyzed using machine learning / NLP analysis	Four human capability pathways and impact on financial, employee, and citizenship outcomes (double traditional results) see www.g3humancapability.com

Overview of Human Capability



A Talent Formula



***Talent* =**

COMPETENCE
(ability to do the work)



COMMITMENT
(willing to do the work)



CONTRIBUTION
(finding meaning from
the work experience)

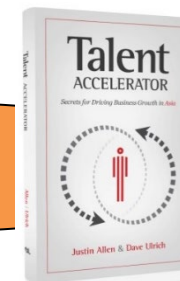
Bring the right people
INTO the organization,
move them THROUGH,
and move them OUT

Create greater employee
emotional response to
work as seen in
engagement and
commitment

- Believe: increase meaning and purpose
- Become: have a growth mindset
- Belong: be part of a community

INDIVIDUAL
Talent, Workforce
People

Talent Menu: 10 Key practices



Competence

Bringing people into, moving them through, removing them from organization

A

Bringing people IN

- 1. Acquiring Talent:**
we bring the right people into the organization

B

Moving people THROUGH

- 2. Managing employee performance**
- 3. Developing employees**
- 4. Managing employee careers and promotions**
- 5. Communicating with employees**
- 6. Encouraging diversity, equity, and inclusion**

C

FLOW of people from organization

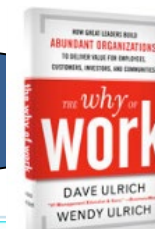
- 7. Retaining the best employees**
- 8. Managing departing employees**

D Commitment

- 9. Improving and tracking employee engagement**

E Contribution

- 10. Creating a positive employee experience**



Summary of Talent Actions

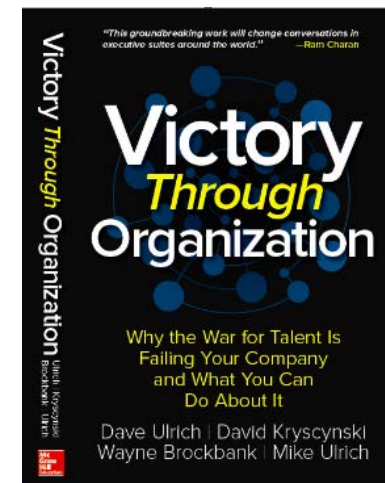
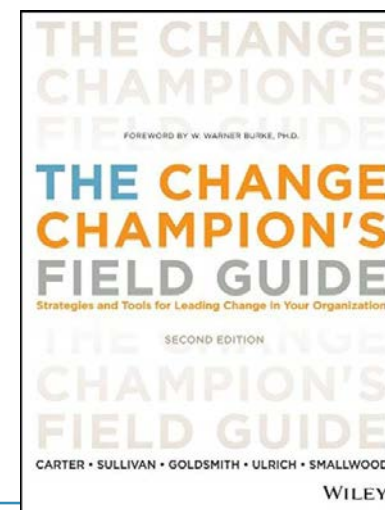
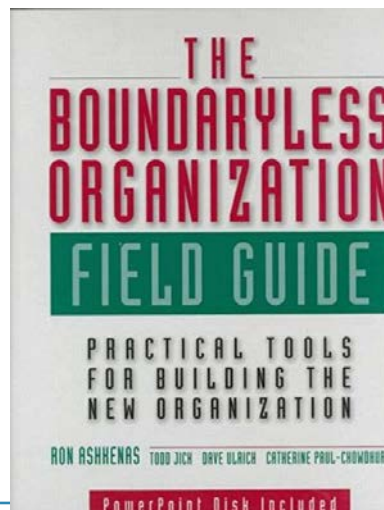
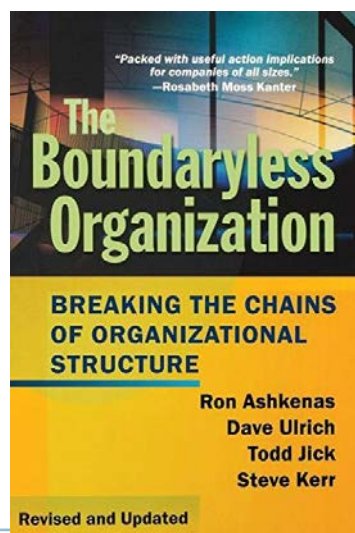
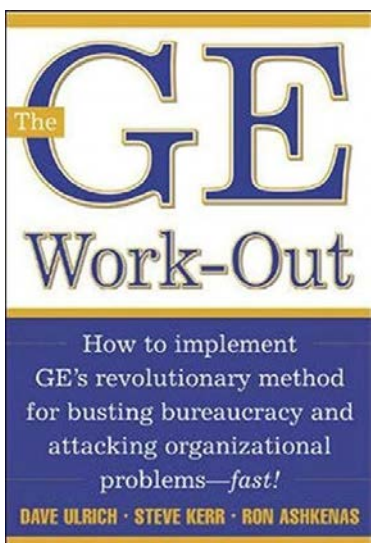
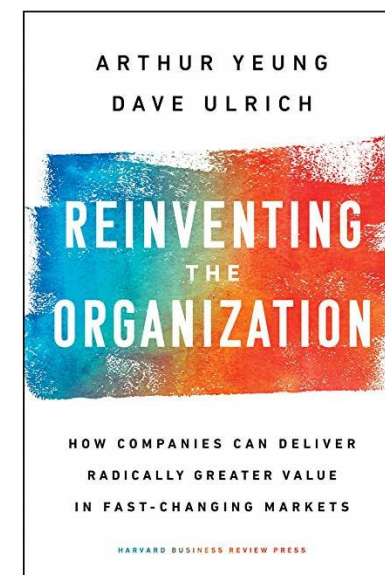
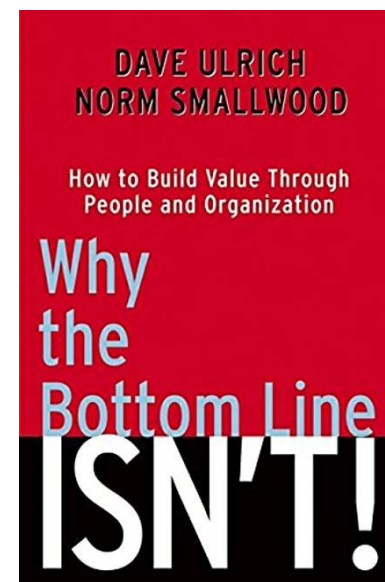
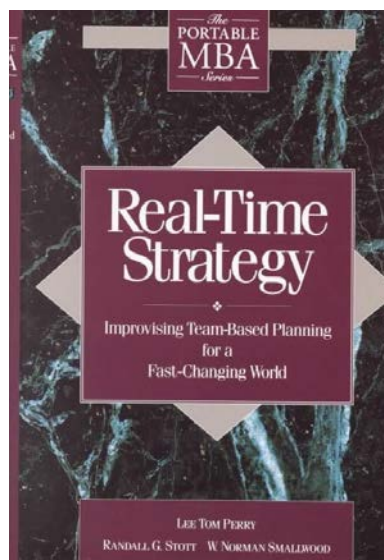
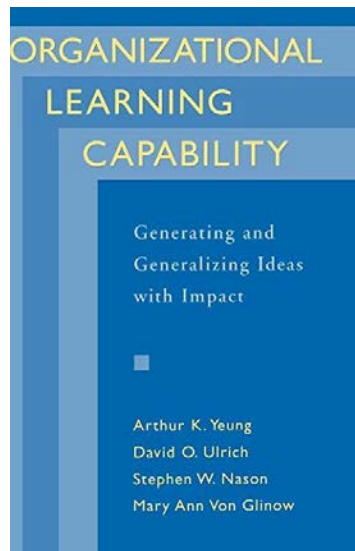
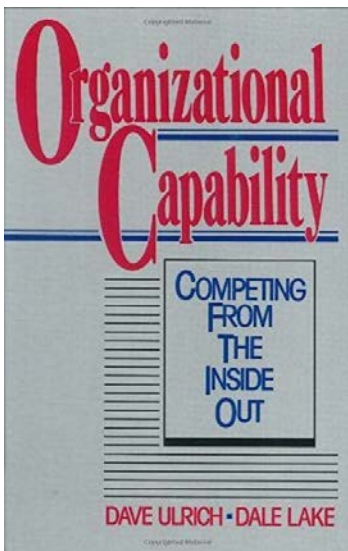
Talent Domains	A Pick one	B Talent Actions
1. Acquiring talent		Set criteria, source, screen, secure, orient
2. Managing employee performance		Goals, measure, consequence, conversation
3. Developing employees		Training, on the job, life experiences
4. Managing employee careers and promotions		Manage stages, build high potentials
5. Communicating with employees		Share information down, up, sideways
6. Encouraging diversity, equity, inclusion		Move from numbers to programs to assumptions
7. Retaining the best employees		Behave as if, offer incentives, stay interview
8. Managing departing employees		Manage performance, remove boldly and fairly
9. Improving and tracking employee engagement		Measure sentiment, take personal responsibility
10. Creating a positive employee experience		Encourage belief, become, and belong

Overview of Human Capability

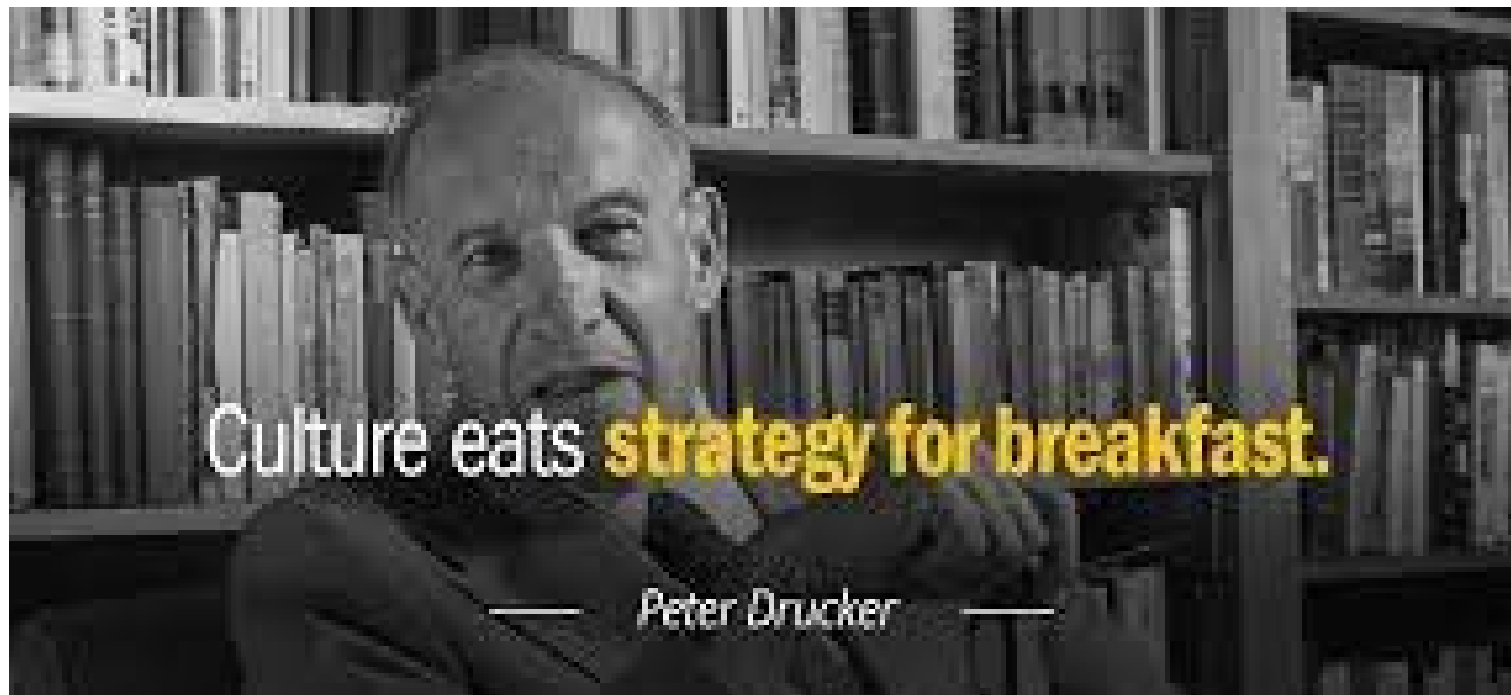
HUMAN CAPABILITY



Dave Ulrich and Colleagues books on organization



Overview of culture



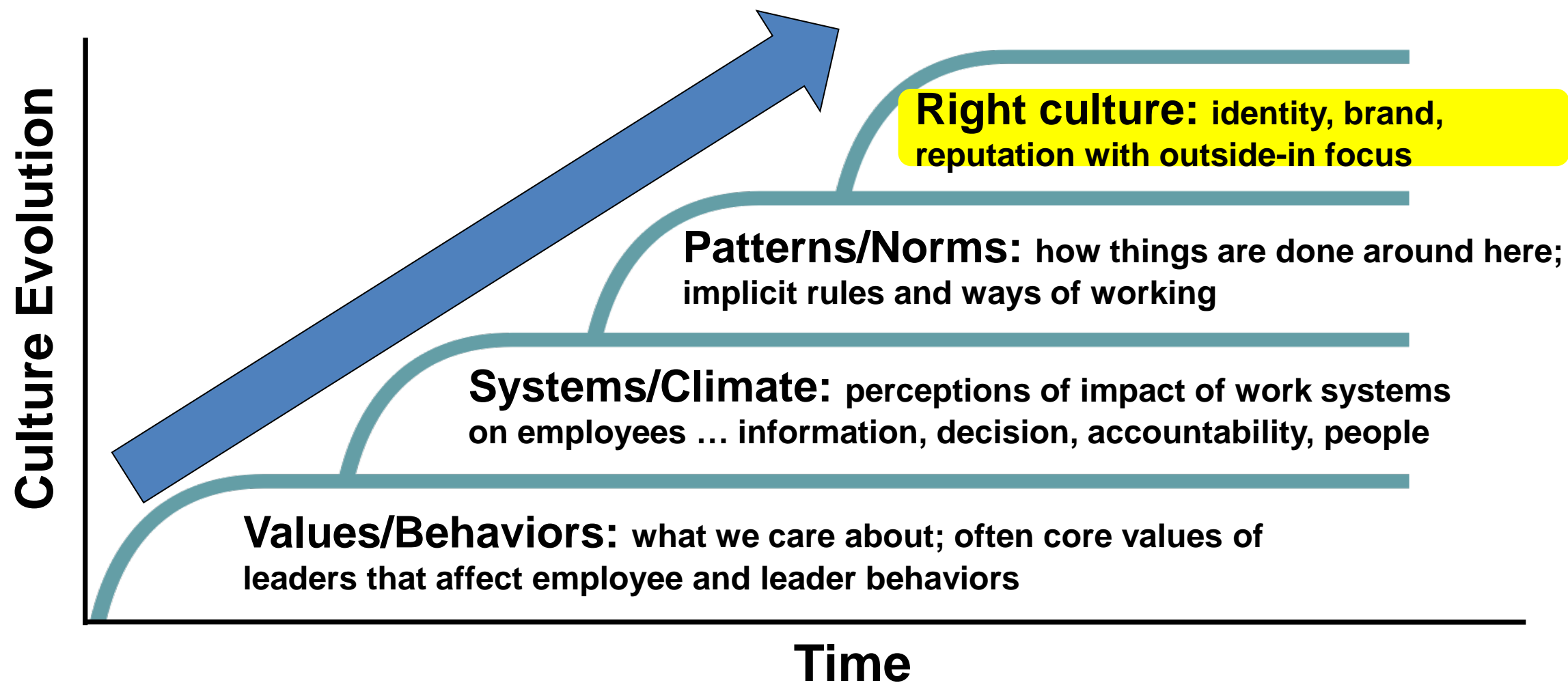
How do I create my culture playbook that delivers value to all stakeholders?

What is culture?

When you think of a company “culture” what comes to mind?



Organization: Evolution of Cultural Thinking



The value of values: culture outside in

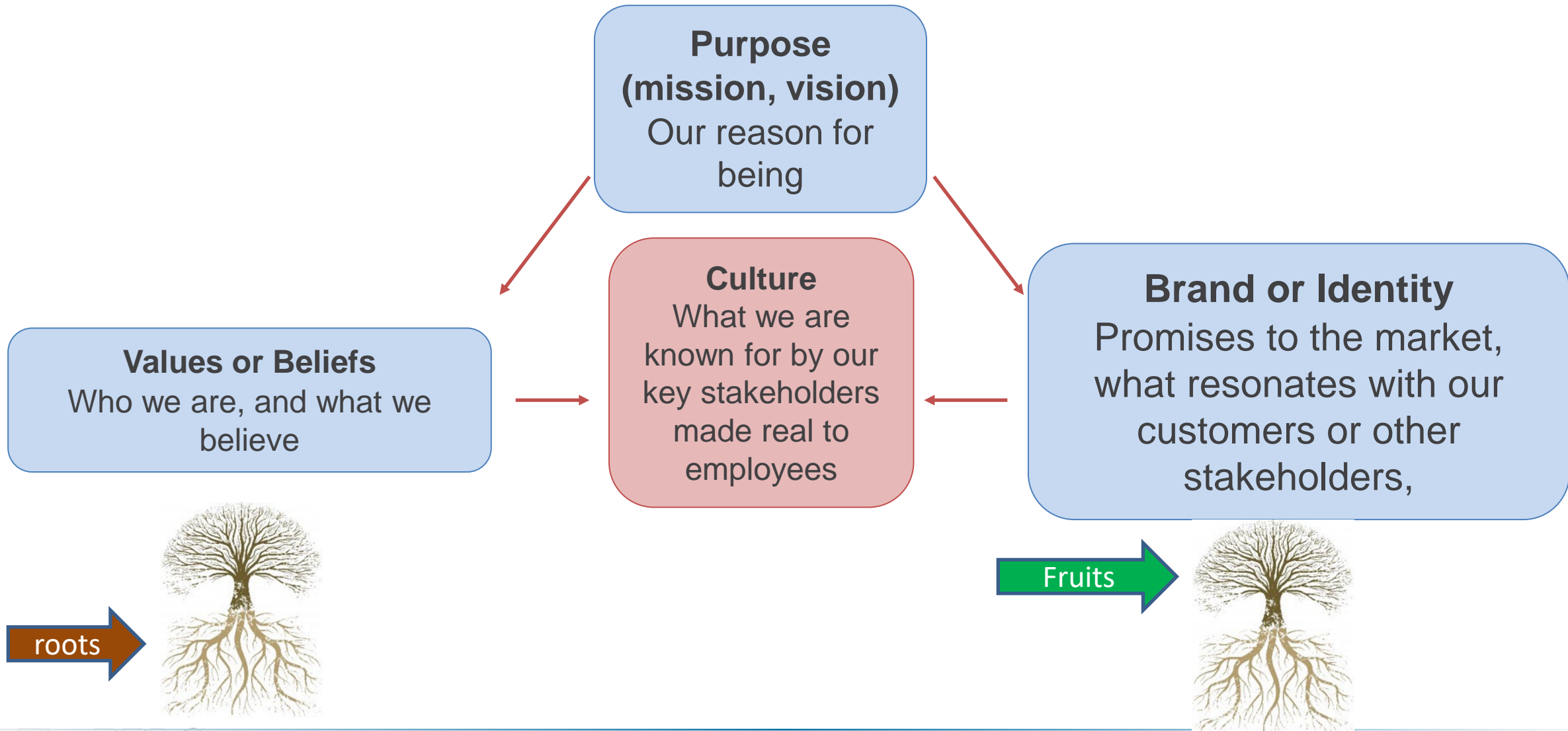
Our values



The value of values:

1. Are these the things (values) you would like us to be known for?
2. What do we have to do to show that we live them better than competitors?
3. When we do these things you want, will you buy more from us?

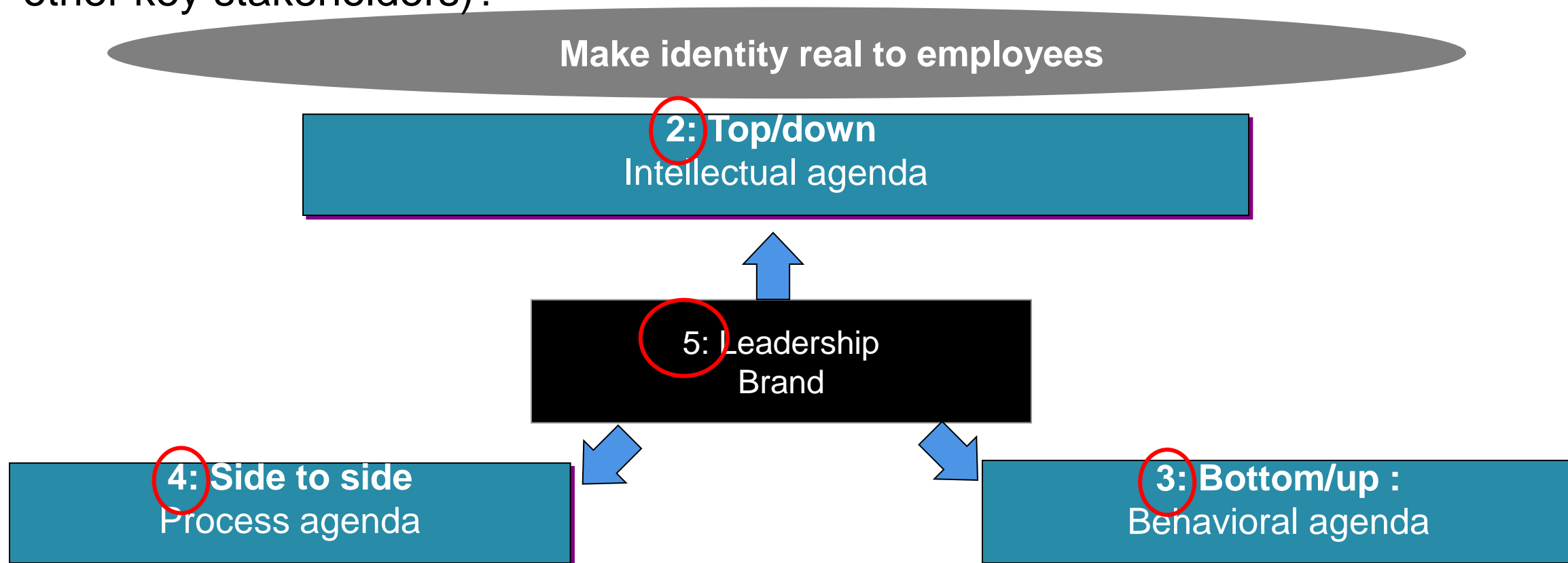
Key concepts related to right culture



How do we change culture?

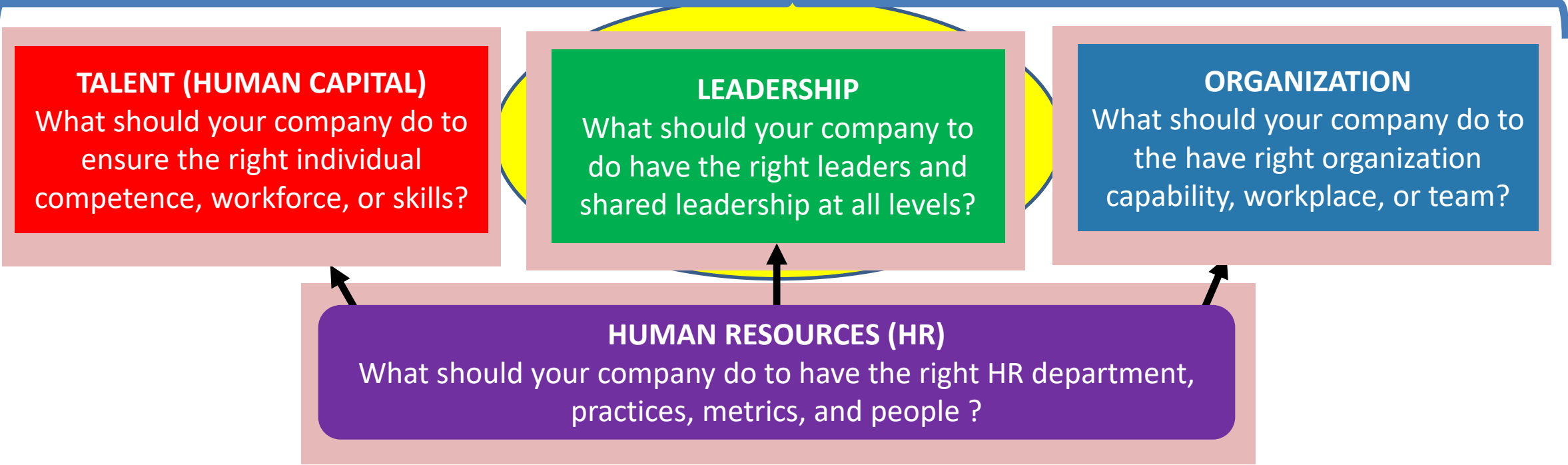
1: Define desired culture

What are the top 3 things we want to be known for by our best customers (or other key stakeholders)?



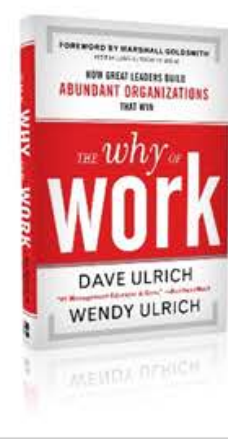
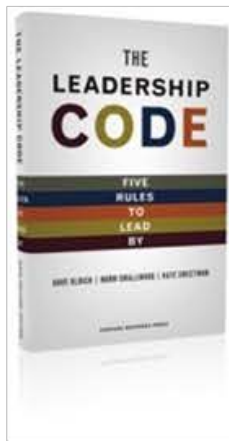
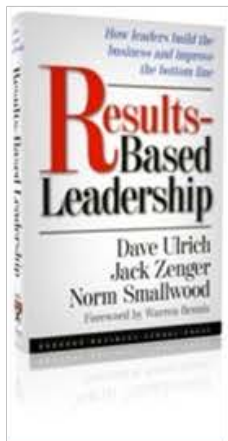
Overview of Human Capability

HUMAN CAPABILITY



Creating leadership capability

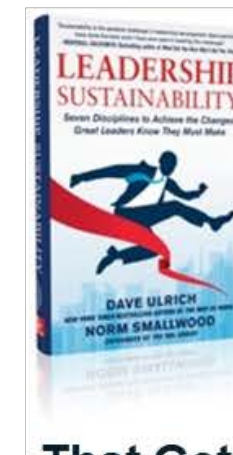
Customers Employees



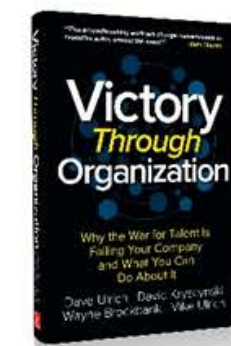
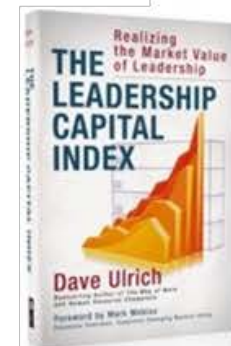
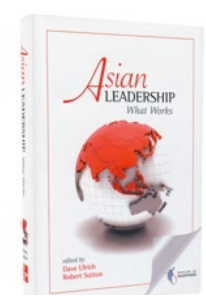
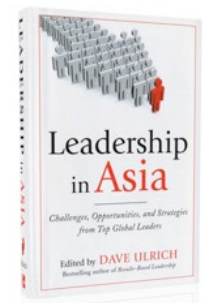
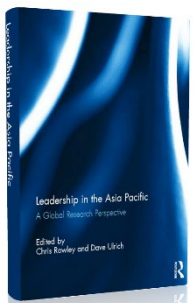
BECAUSE OF

$$\text{Effective Leadership} = \text{Leadership Attributes} \times \text{Stakeholder Results}$$

SO THAT



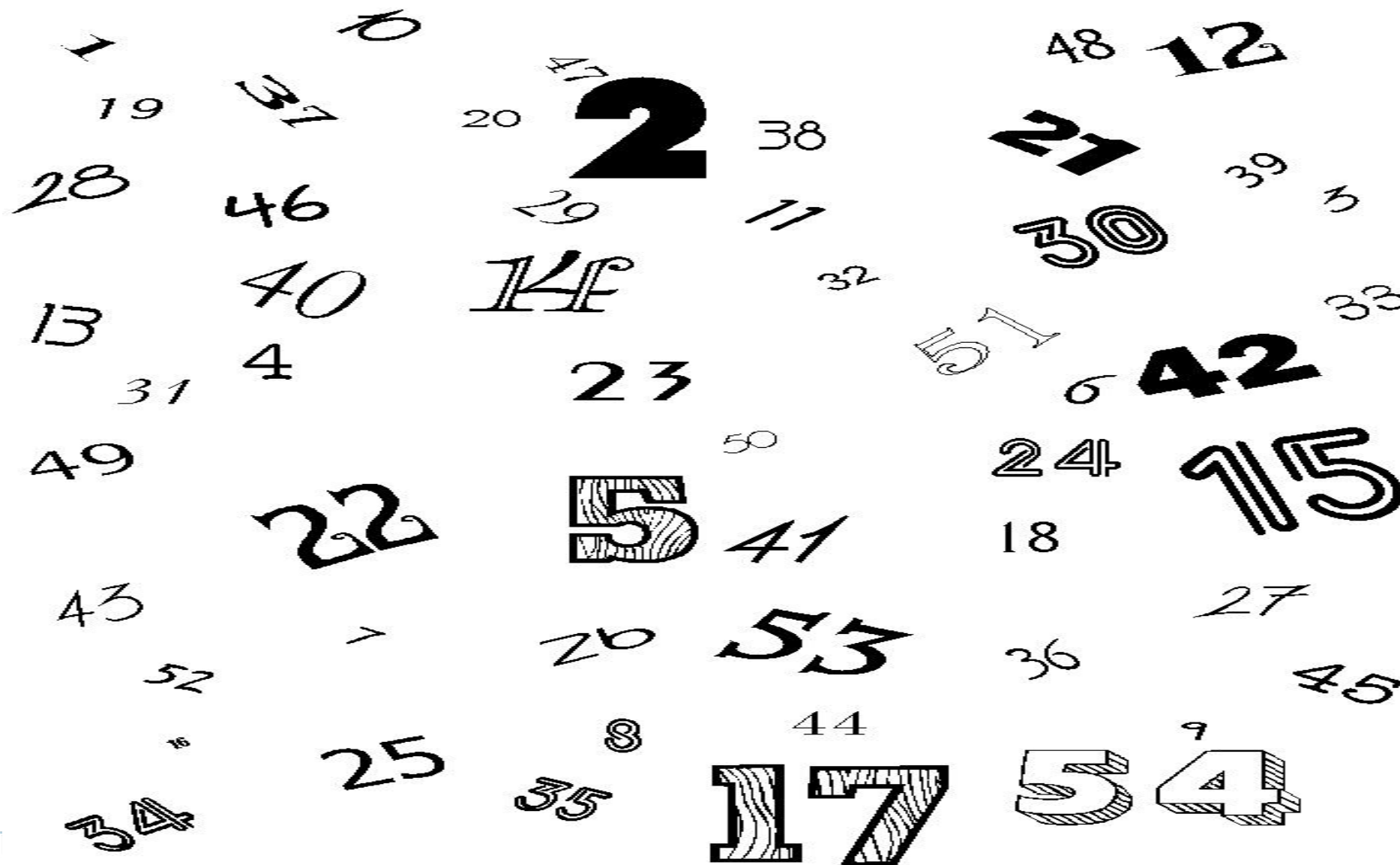
That Get Implemented



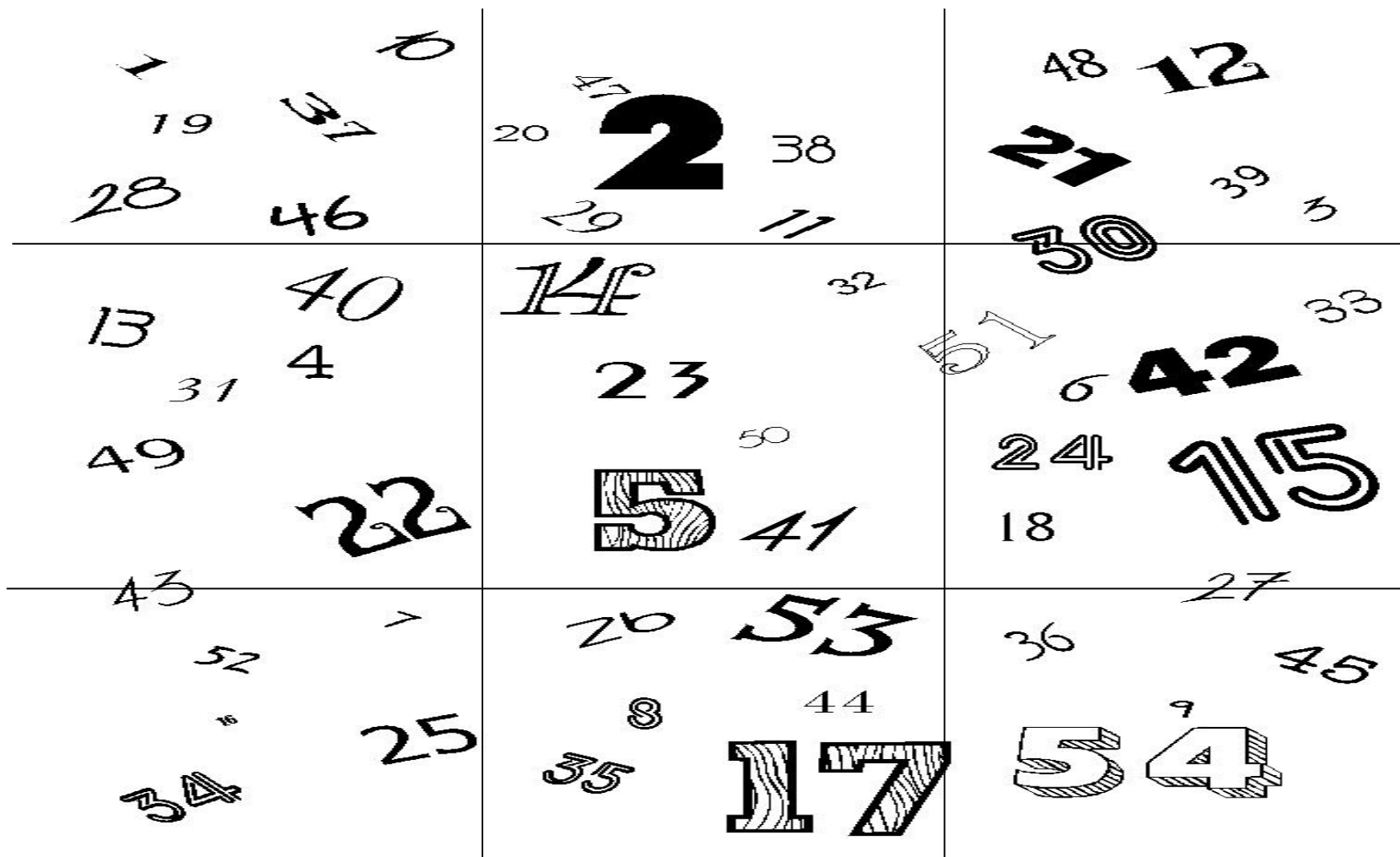
Investors Organization



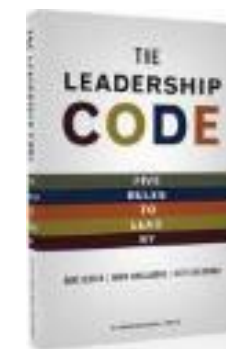
Count as high as you can in 45 seconds, starting from 1



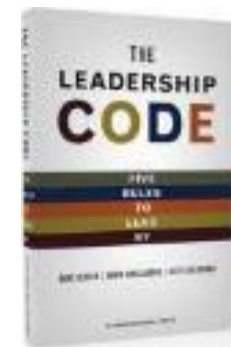
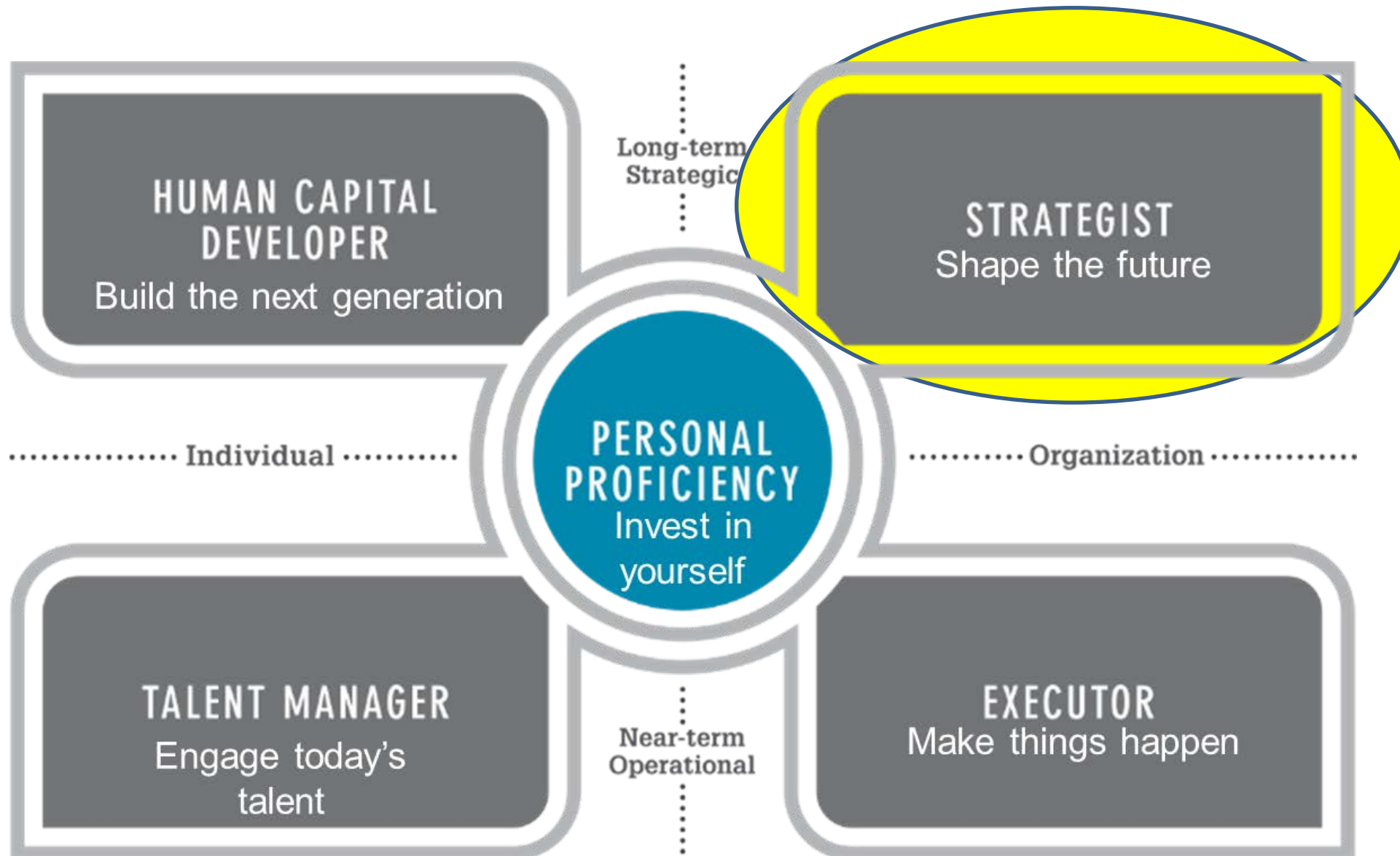
Count again: Creates a framework for leadership



Leadership Code: The DNA of Effective Leaders



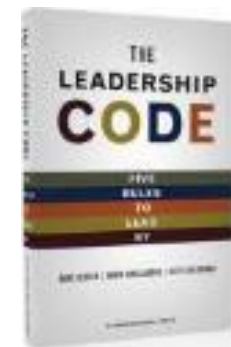
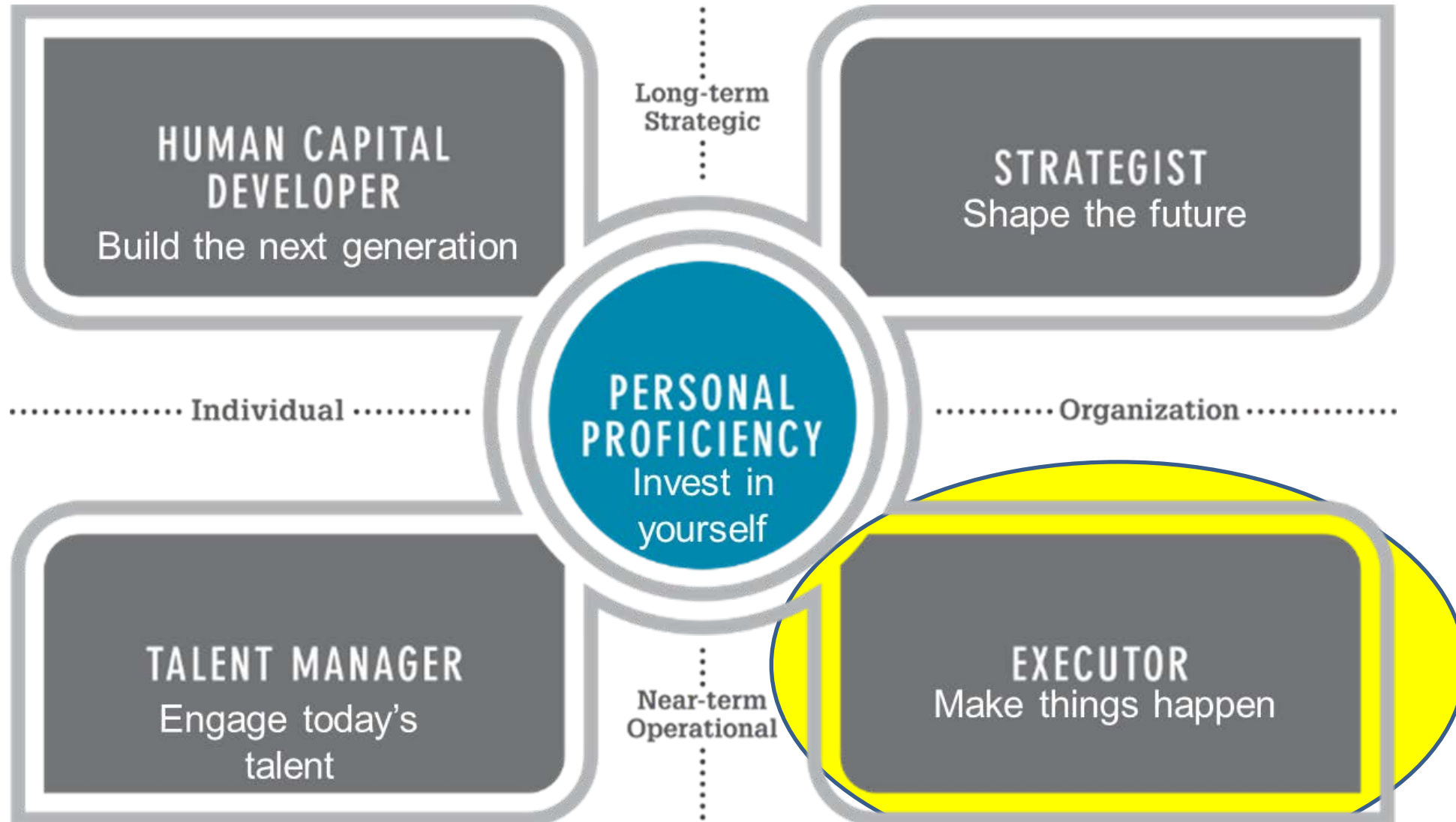
Leadership Code: The DNA of Effective Leaders



Leadership Code: Strategist



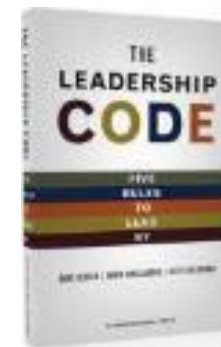
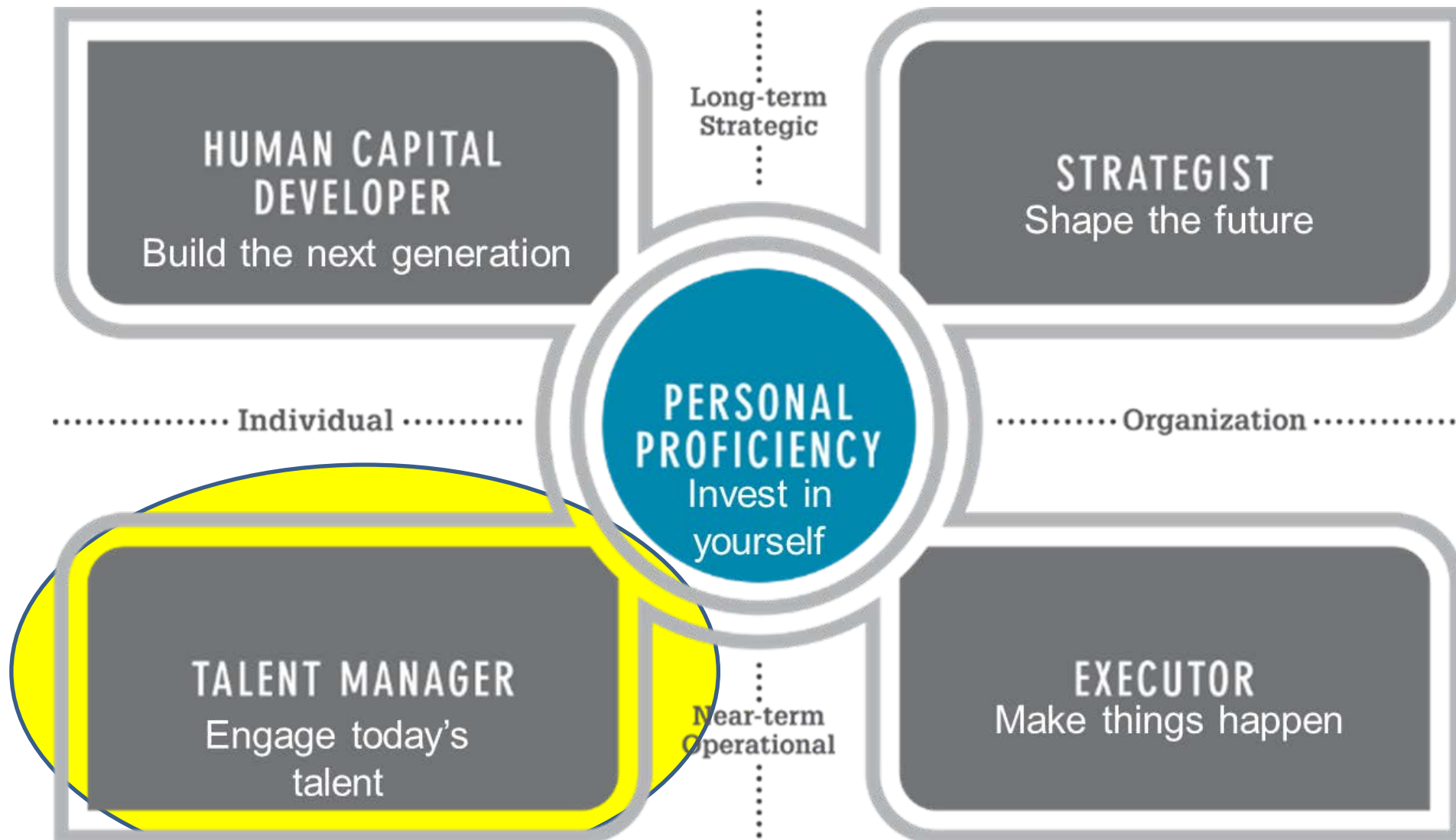
Leadership Code: The DNA of Effective Leaders



Leadership Code: Executor



Leadership Code: The DNA of Effective Leaders

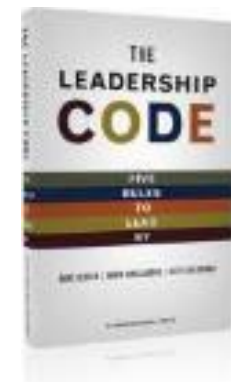
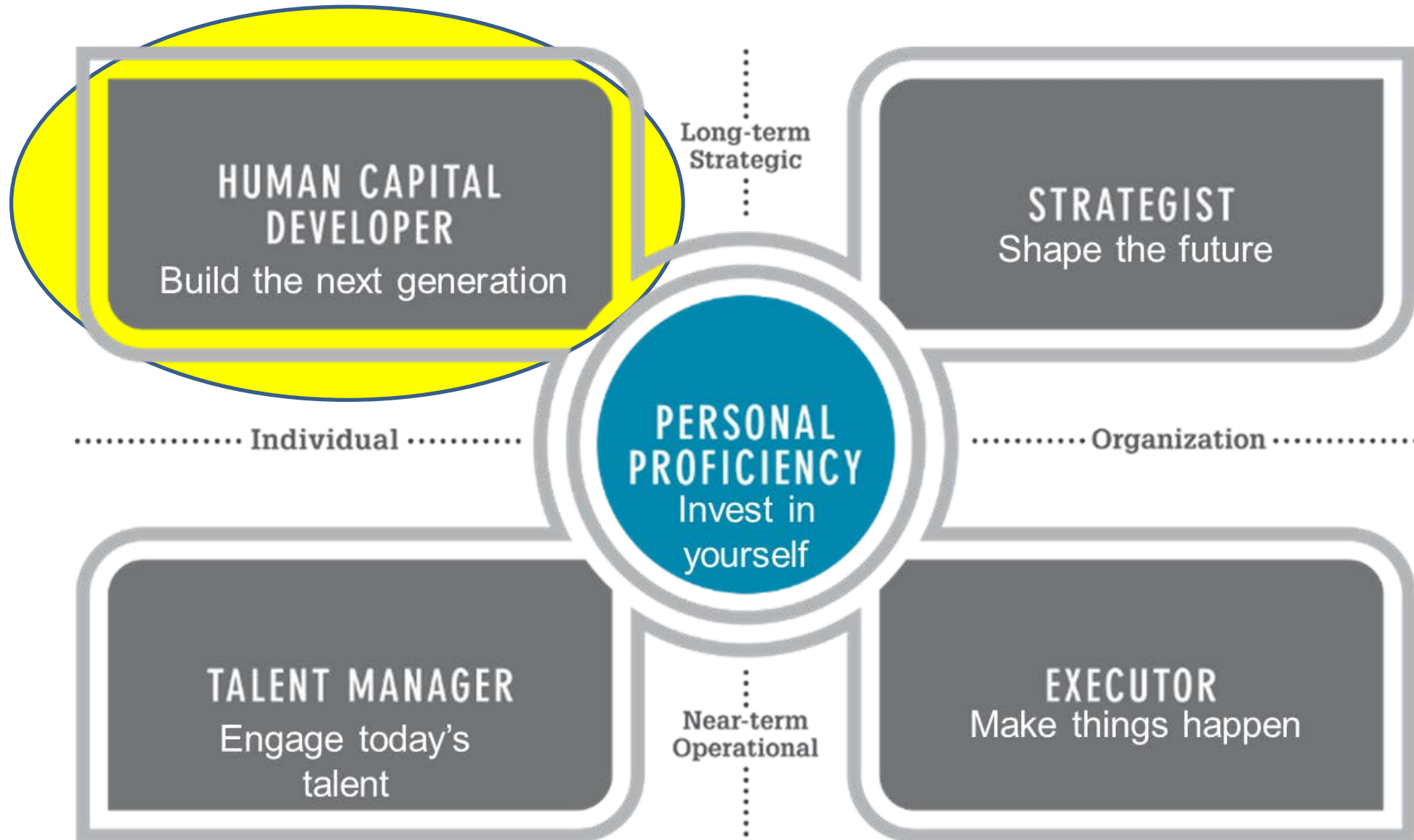


Leadership Code: Talent Manager



These contractors are installing steel pillars in concrete to stop vehicles from parking on the pavement outside a Sports Bar downtown. They are now in the process of cleaning up at the end of the day and anxious to climb in their truck and go home.

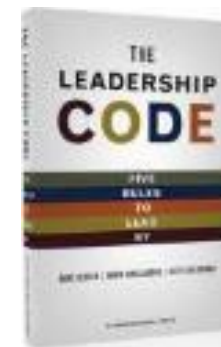
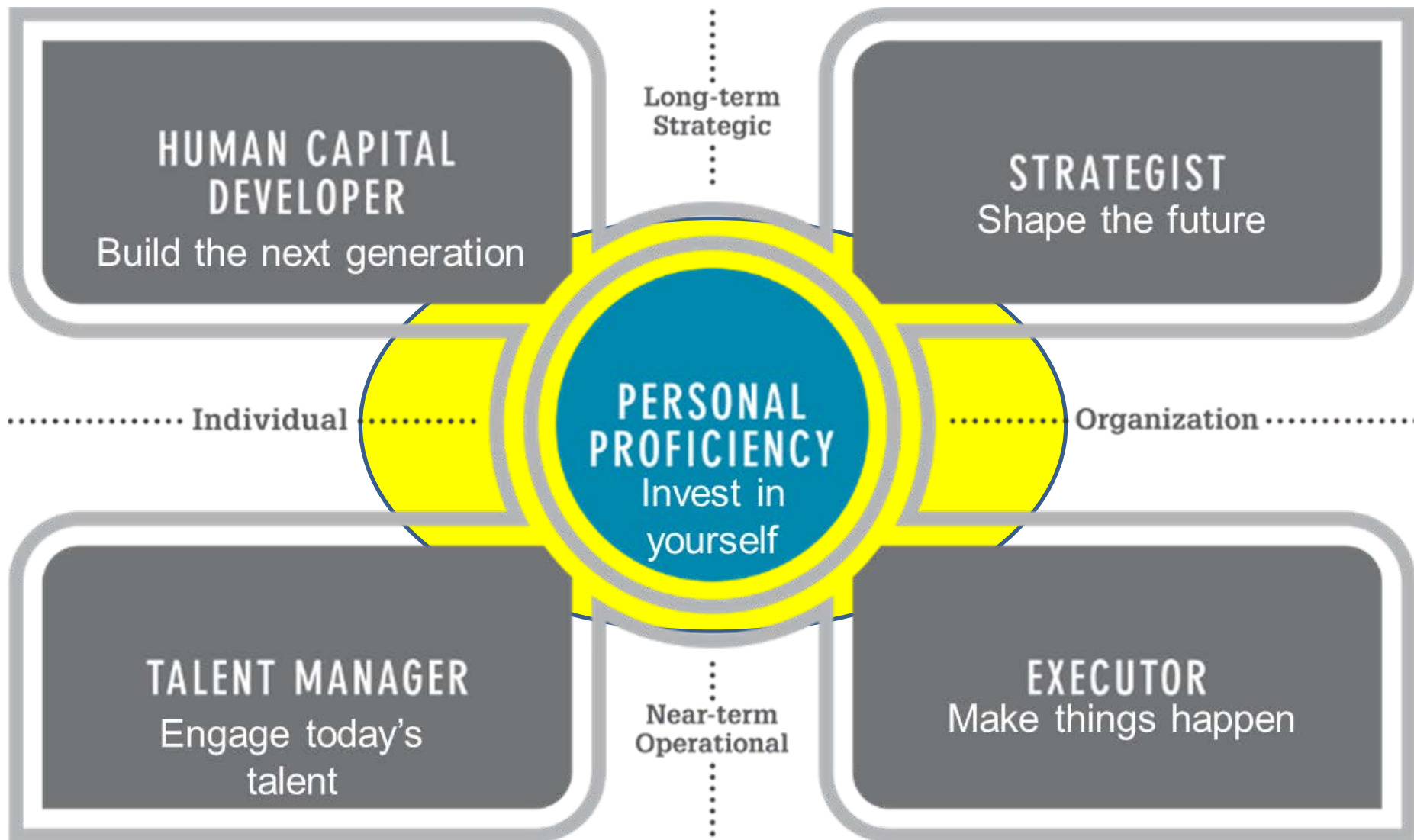
Leadership Code: The DNA of Effective Leaders



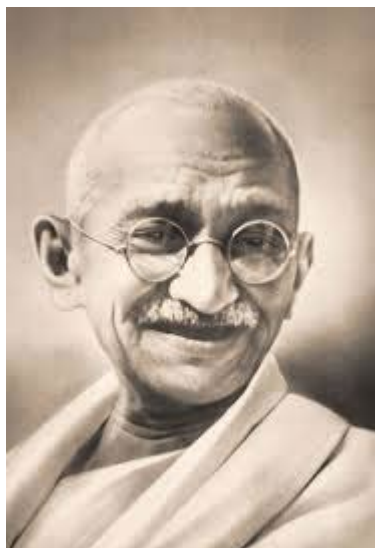
Human Capital Developer



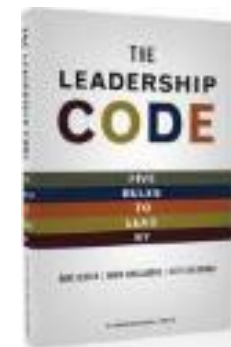
Leadership Code: The DNA of Effective Leaders



Personal Proficiency



Leadership Code: The DNA of Effective Leaders



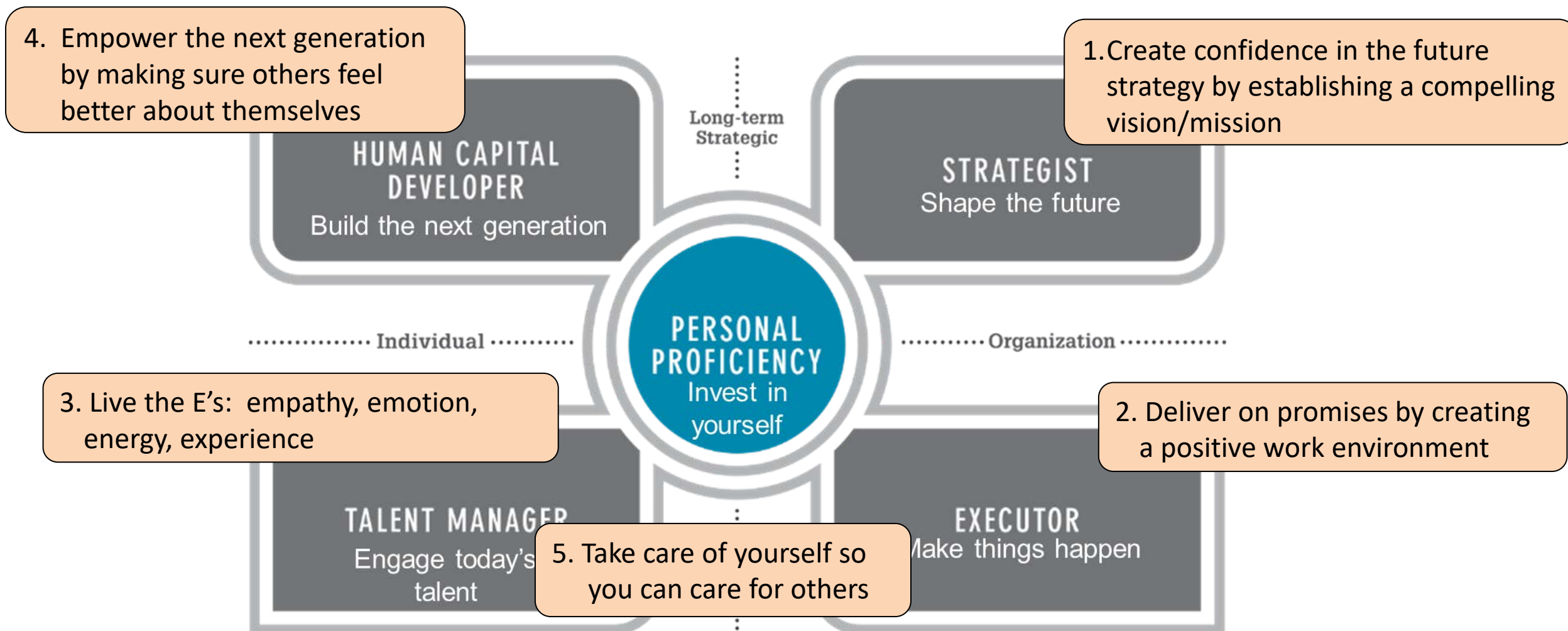
Leadership Code and Company Competencies

		Leadership Code				
		Strategist	Executor	Talent manager	Human capital developer	Personal proficiency
Company Leader competencies	1: Acts with integrity and builds trust					XXX
	2: Drive for results		XXX			
	3: Develop talent and effective teams			XX	X	
	4: Lead business with vision and strategy	XXX				
	5: Embody humility and respect					XXX
	6: Take risk and be resilient					XXX
	7: Think paradoxically and agility		X			X
	8: Influence informally and build networks			X	X	X
	9: Listen deeply with enquiry			XX		X

Leadership Code and Your Company Leadership Competencies

Your Company Leadership Competencies		Leadership Code				
		Strategist	Executor	Talent manager	Human capital developer	Personal proficiency
Results orientation	Deliver excellent results		XXX			
	Prioritize responsibilities	X	XX			
	Accept and manage uncertainty	XX				X
Accountability	Ensure safety and environment		X		XX	
	Take on challenges, make decisions		XXX			
	Defend my point of view		X			XX
Collaboration	Involve others and share information			XX	X	
	Highlight company shared goals	XX	X			
	Encourage diversity			XX	X	
Intrapreneurship	Drive innovation	XX	X			
	Long term vision	XXX				
	Create positive work environment			X	XX	
Inspiring leadership	Guide and develop my team		XX	X		
	Delegate and respect accountability		XX		X	
	Differentiate and give recognition		X		XX	

Leadership trends



Overall Goals and Agenda

IDEAS

How human capability creates stakeholder value

IMPACT

**Now is the time to reinvent
HR**

**Recognize contextual challenges to
create human capability content**

**1: HR is not about HR, but
creating value for others**

**Understand how HR creates value for all
stakeholders (outside/in)**

**2: HR contributes value
through human capability**

**Master and guide human capability:
talent, organization, leadership**

3: HR needs to upgrade HR department and people

Overview of Human Capability

HUMAN CAPABILITY

TALENT (HUMAN CAPITAL)

What should your company do to ensure the right individual competence, workforce, or skills?

LEADERSHIP

What should your company do to have the right leaders and shared leadership at all levels?

ORGANIZATION

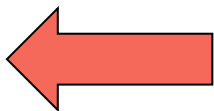
What should your company do to have right organization capability, workplace, or team?

HUMAN RESOURCES (HR)

What should your company do to have the right HR department, practices, metrics, and people?

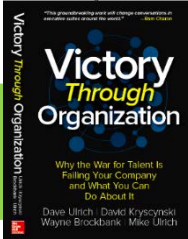
HR Department Evolution

HR criteria and assessment



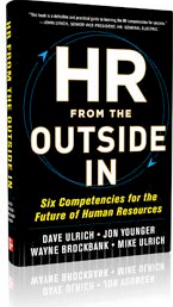
Victory through Organization

Does HR create sustainable organization capabilities?



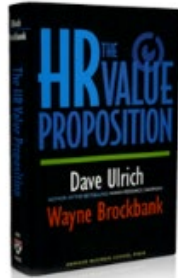
HR Outside In

Does HR deliver value to customer and investor?



HR Value Proposition

Does our HR department deliver value?



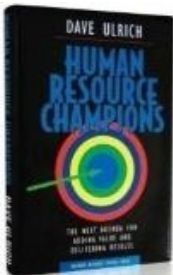
HR Transformation

Does our HR department change to meet needs?



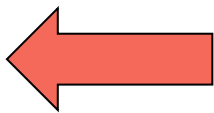
HR Design

Do we have the right HR organization?



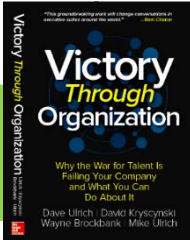
HR Department Evolution

HR criteria and assessment



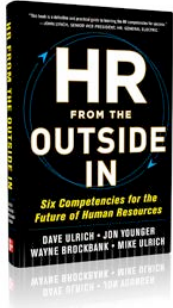
Victory through Organization

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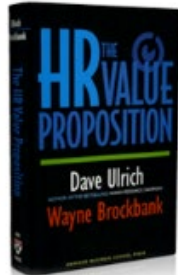
HR Outside In

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HR Value Proposition

Does our HR department deliver value?



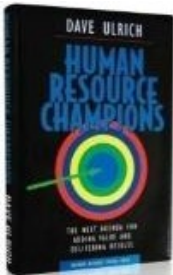
HR Transformation

Does our HR department change to meet needs?



HR Design

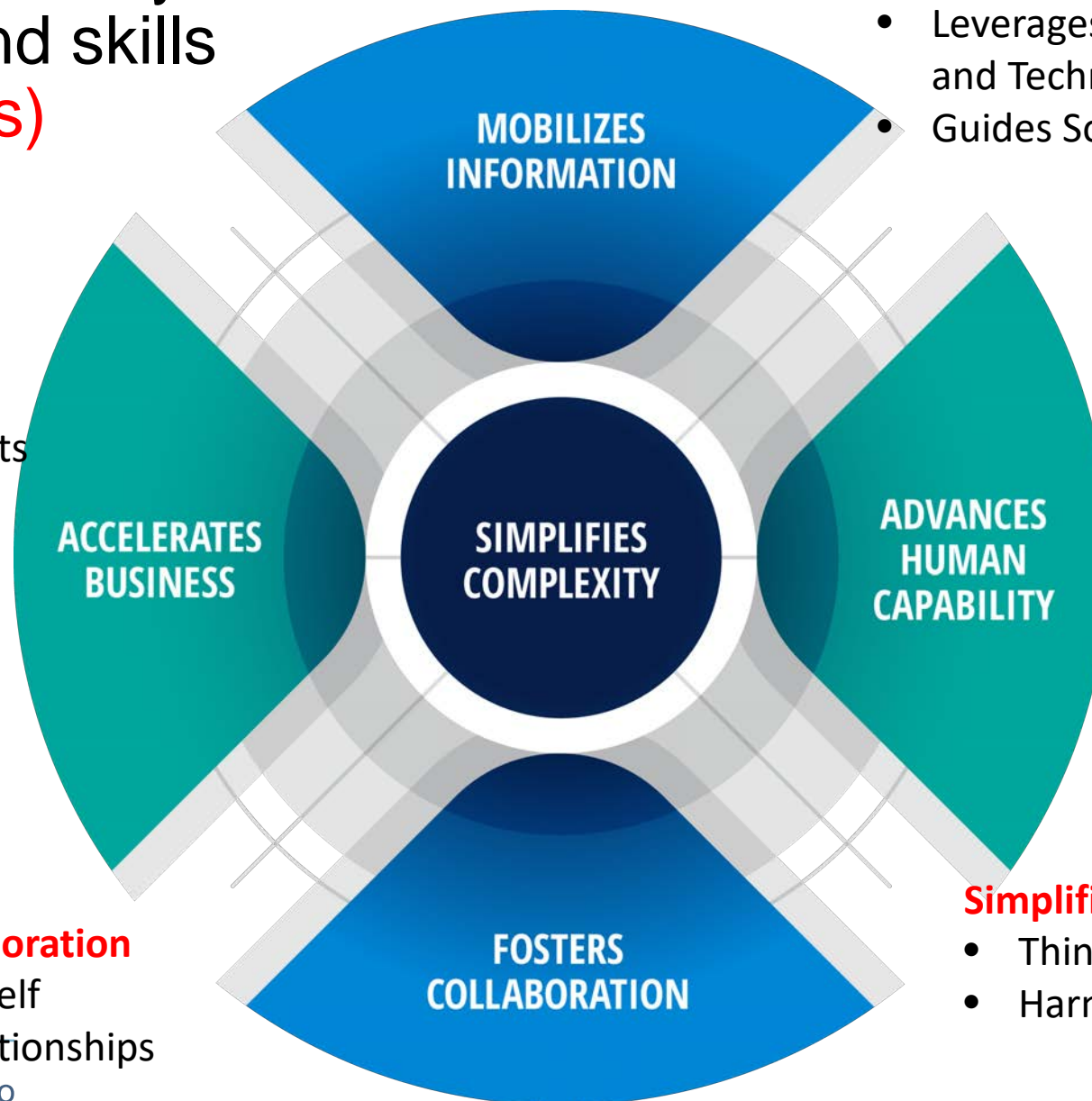
Do we have the right HR organization?



HR function **actions** for effectiveness

HR Domains	Action
1: HR Reputation	Do an HR reputation exercise to build unity about identity
2: HR Customers	Define key stakeholders and determine what each gets from human capability
3: HR Purpose	Create an HR purpose (mission): who we are, what we do, why we do it
4: HR Design	Govern HR to connects specialists to generalist and allocate resources with agility
5: Human Capability	Diagnose, prioritize, and deliver human capability that creates stakeholder value
6: HR Analytics	Provide rigorous and relevant information to improve decision making
7: HR Digital Technology	Use digital to be efficient, innovate, share information, and form relationships
8: HR Practices	Innovate, align, and integrate people, performance, information, and work initiatives
9: HR Professionals	Diagnose, test, and upgrade competencies of HR professionals
10: HR Relationships	Define and ensure positive working relationships among HR and HR and others

HRCS: Round 8 Summary of domains and skills (verbs)



Mobilizes Information

- Leverages Information and Technology
- Guides Social Agenda

Advances Human Capability

- Elevates Talent
- Delivers HR Solutions by capabilities
- Champions Diversity, Equity, and Inclusion

Simplifies Complexity

- Thinks Critically
- Harnesses Uncertainty

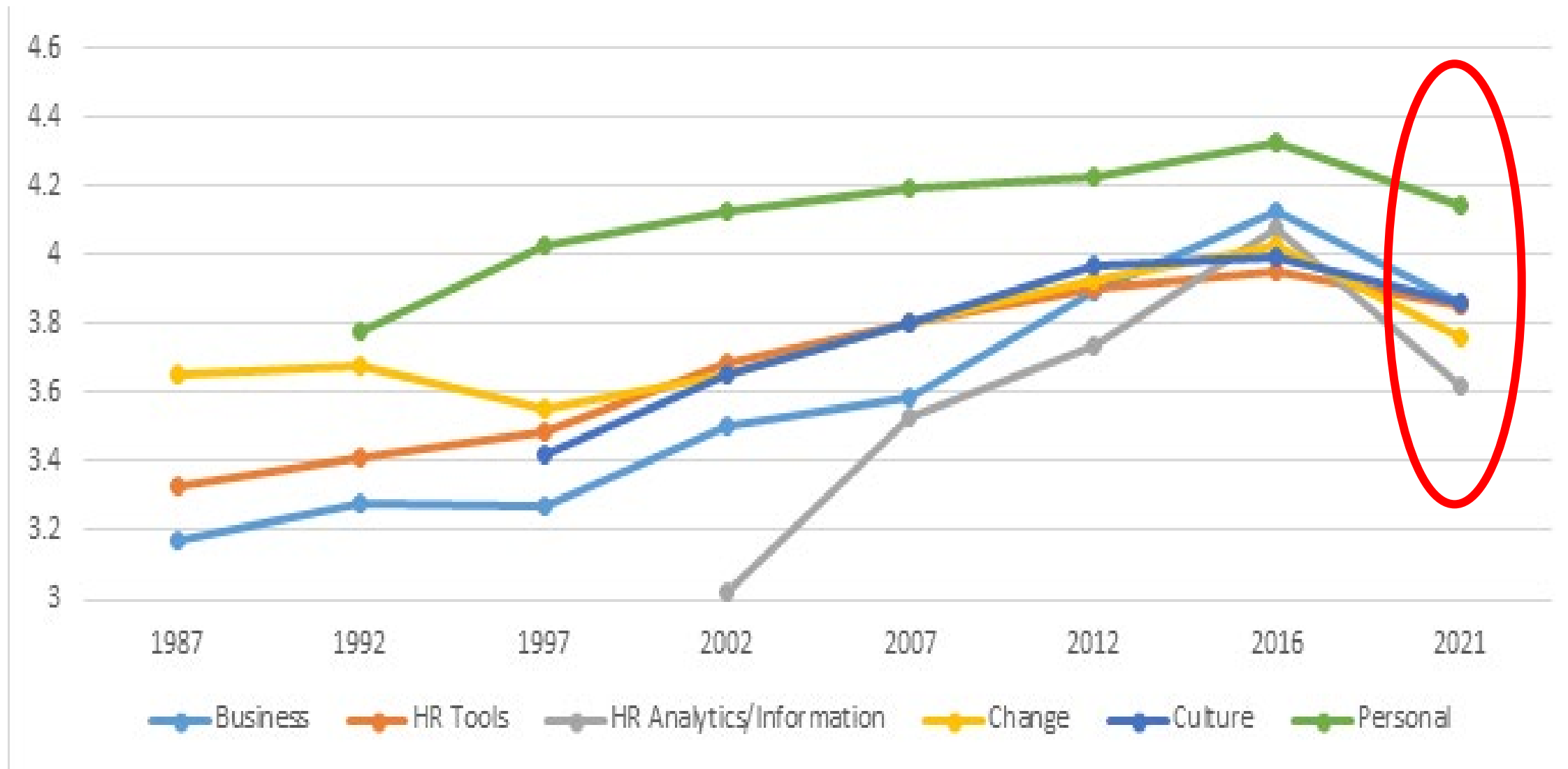
Fosters Collaboration

- Manages Self
- Builds Relationships

Accelerates Business

- Generates Competitive Insights
- Influences the Business
- Gets the Right Things Done
- Drives Agility

Evolution of HR Competencies 1987 to 2021



Summary: Human Capability Solutions that Deliver Stakeholder Value

Talent Advantage

- Acquiring right people (S's)
- Training (learning solutions)
- Career development (four stages)
- Communication
- Coaching

Why of Work

- Employee engagement and experience
- Retaining and removing employee

Results Based Leadership
Attributes * Results (so that/because of)

Leadership Code
5 characteristics of leaders at all levels with focus on front line

Leadership Brand
6 steps of building leader differentiators

Leadership Sustainability
7 dimensions of sustaining leadership

Leadership Capital Index
How leaders create market value by intangibles

14 books on 10 issues

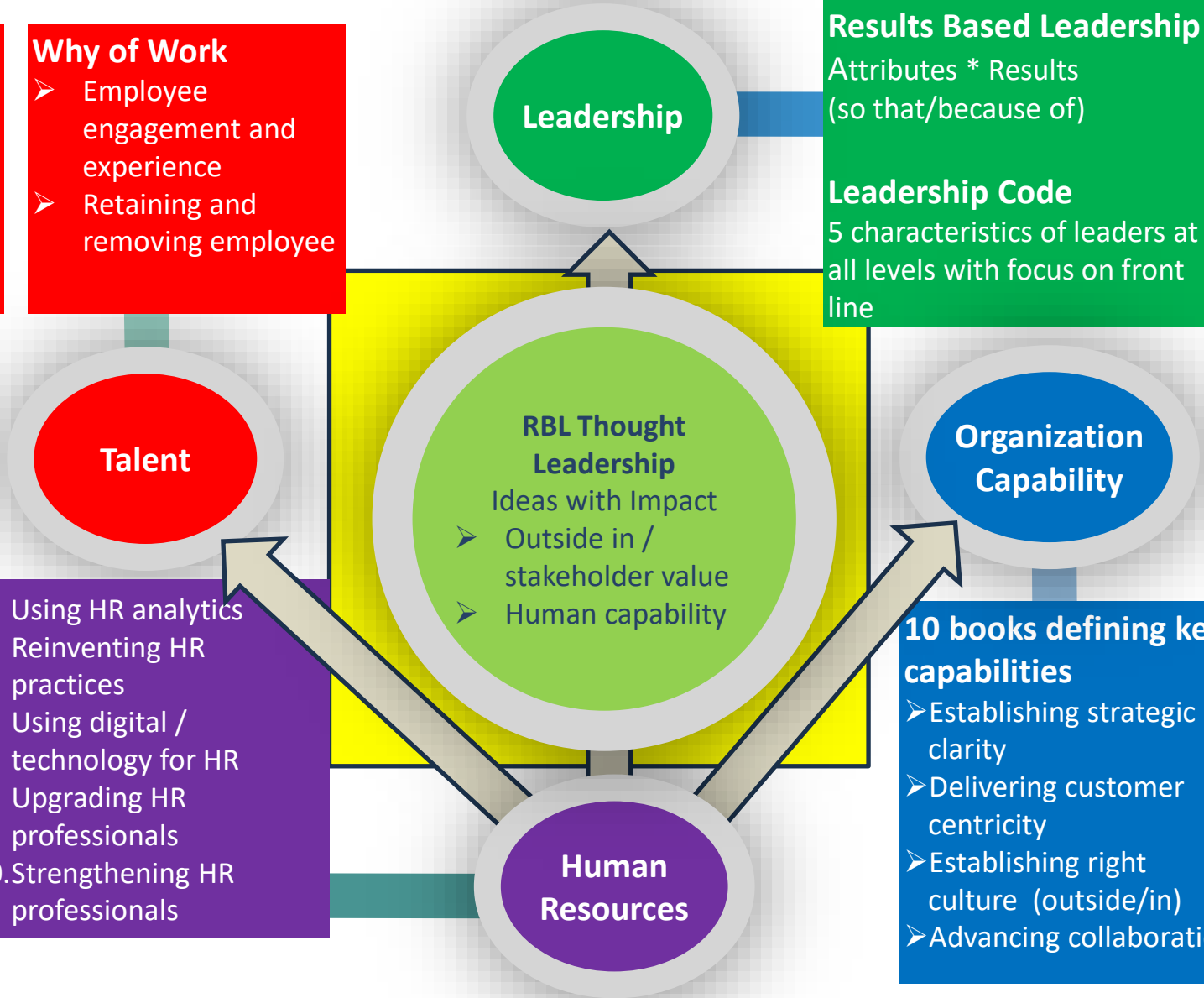
1. Establishing HR reputation
2. Serving HR customers
3. Determining HR purpose
4. Governing HR design
5. Growing human capability

- 6.. Using HR analytics
7. Reinventing HR practices
8. Using digital / technology for HR
9. Upgrading HR professionals
10. Strengthening HR professionals

10 books defining key capabilities

- Establishing strategic clarity
- Delivering customer centricity
- Establishing right culture (outside/in)
- Advancing collaboration

- Acting with agility, change, and speed
- Expanding innovation
- Fostering efficiency
- Ensuring accountability
- Sharing information/ analytics
- Leveraging technology
- Market oriented ecosystem



Question for this session

How can I and/or my organization create stakeholder value through human capability?

Now is the time to reinvent HR

1: HR is not about HR, but creating value for others

2: HR contributes value through human capability

3: HR needs to upgrade HR department and people

Recognize contextual challenges to create human capability content

Understand how HR creates value for all stakeholders (outside/in)

Master and guide human capability: talent, organization, leadership

**Build a better HR department;
Be a better HR professional (verb)**

Legacy HR Conversation

Begin with the value
to be added.

Present proposal with
recommendations.

Ask for support to
implement ideas.

How HR value added conversation works

Human Capability for Stakeholder Value	
Question	Explore how to deliver strategic goals, increase customer share, and improve investor confidence through people and organization
Domain	Given our focus on (stakeholder goal), research shows we should invest more to upgrade (name domain) to reach our goals.
Initiative	Prioritize: Which of the initiatives in the domain has priority
Action	Prepare action plan based on research, we should start by doing _____
Account-ability	Identify metrics to track improvements in action taken and how improvements deliver value to all stakeholders.
De- and pre-brief	Recognize that actions are one initiative with the domain and explore other domains and initiative

How Gen AI Changes Conversation

Human Capability for Stakeholder Value

GenAI Contribution

Question

Explore how to deliver strategic goals, increase customer share, and improve investor confidence through people and organization

Prepare report on human capability value added

Domain

Given our focus on (stakeholder goal), research shows we should invest more to upgrade (name domain) to reach our goals.

Assess domain priority (OGS/G3HC)

Initiative

Prioritize: Which of the initiatives in the domain has priority

Prioritize initiative

Action

Prepare action plan based on research, we should start by doing _____

Prepare action plan

Accountability

Identify metrics to track improvements in action taken and how improvements deliver value to all stakeholders.

Assign accountability and put in performance plan

De- and pre-brief

Recognize that actions are one initiative with the domain and explore other domains and initiative

Track results; see where else to invest



The
BEST *is yet* **AHEAD**

**HR Next Agenda:
How human capability creates stakeholder value**

Let's stay connected



Please follow me on **LinkedIn** to view my regular posts with insights and tips.



@dave_ulrich

To get a copy of these slides, visit our website:

<https://www.rbl.net/webinars/hr-reinvention>

