

CHANGING HR PRACTICE IN A TIME OF DIGITAL TRANSFORMATION

NEIL PERKIN, AUTHOR



Hewlett Packard
Enterprise

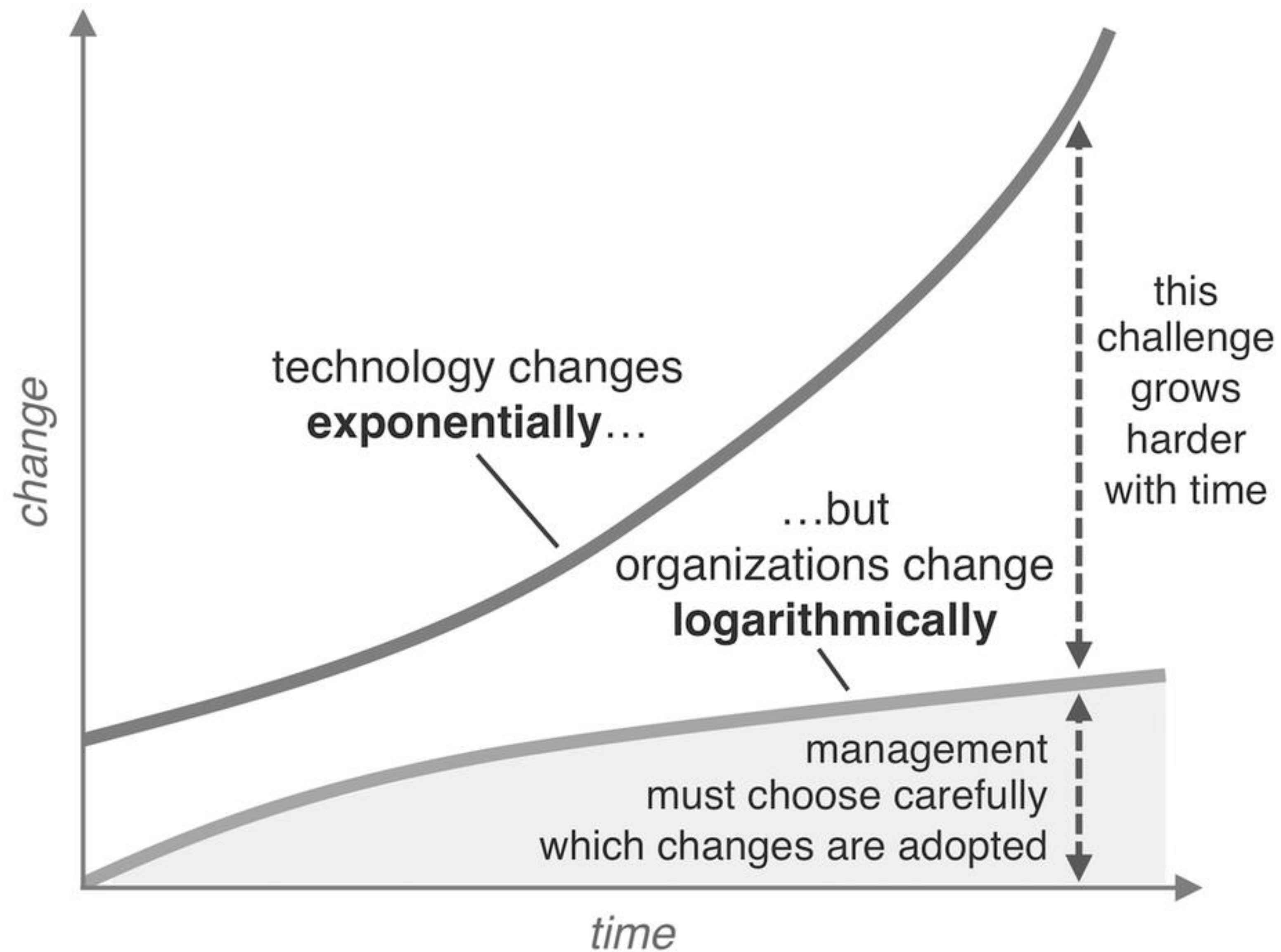
**“Digital transformation can be simply
viewed as the moment when
technology becomes the center of
your business, instead of people.”**

–Flynn Maloy
VP, HPE Pointnext Marketing





Context.

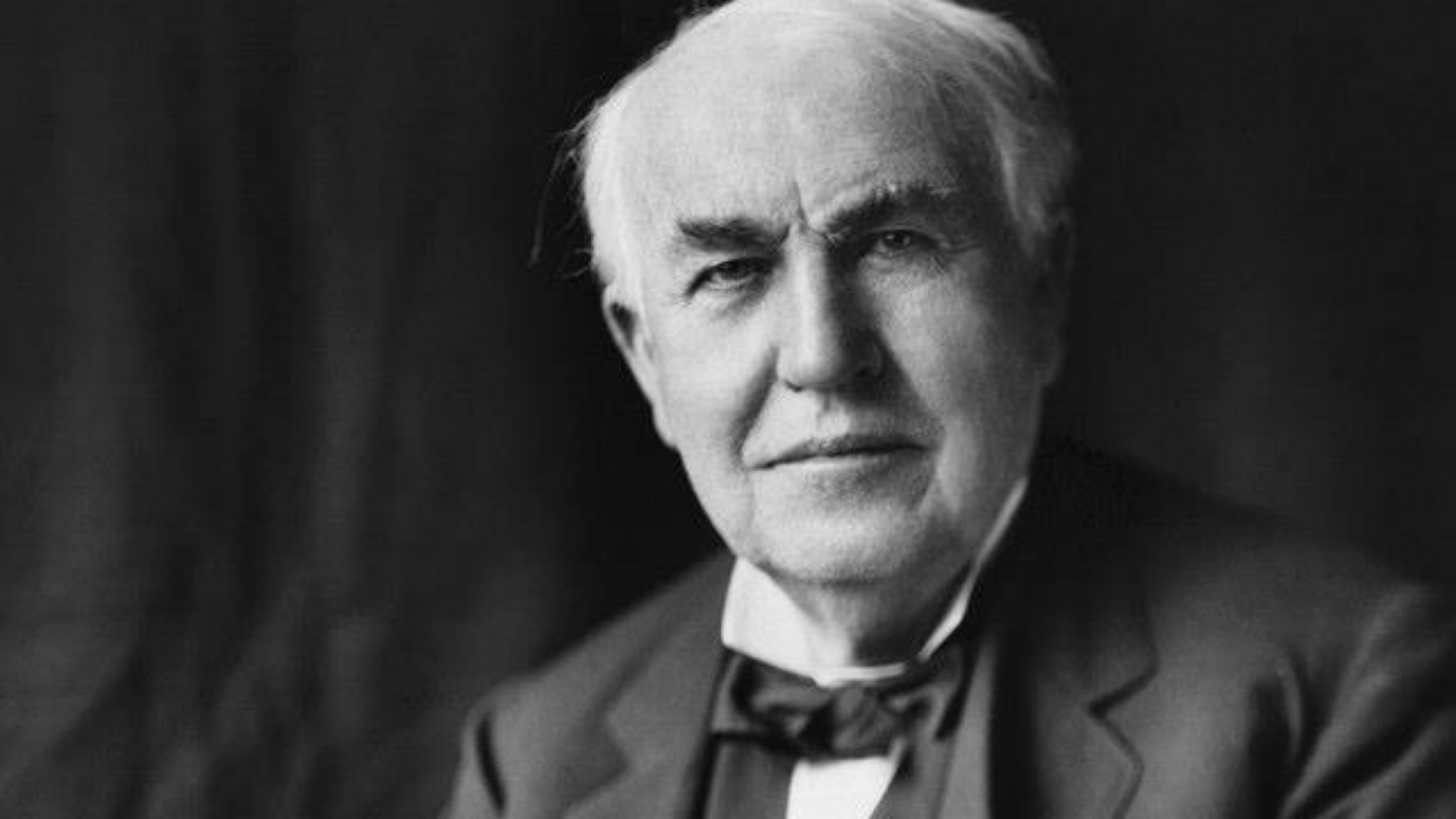




*“Digital transformation is 10%
tech and 90% human.*

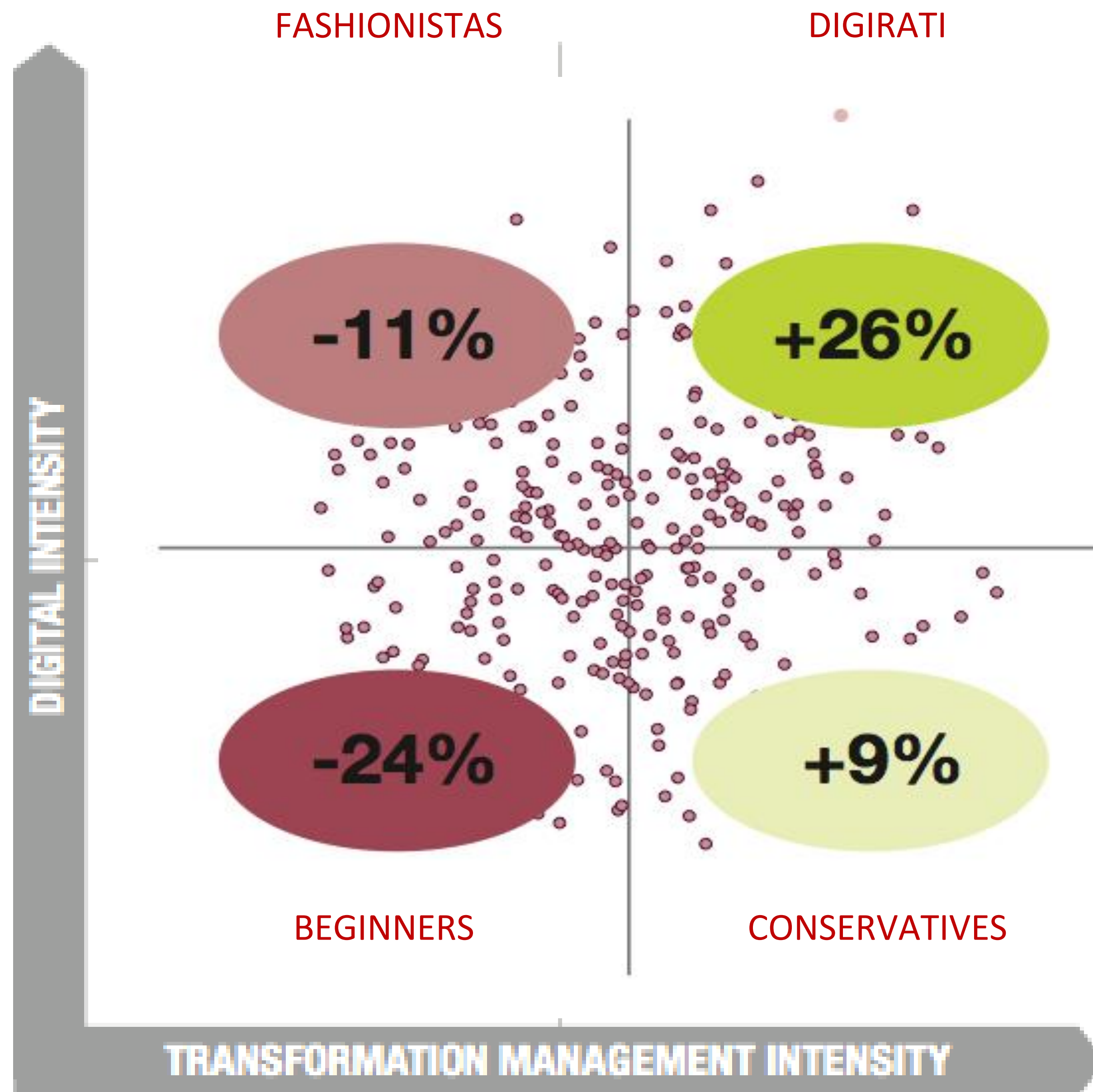
*Organisations talk about it as
if it is 90% tech and 10%
human.”*

Lucia Adams

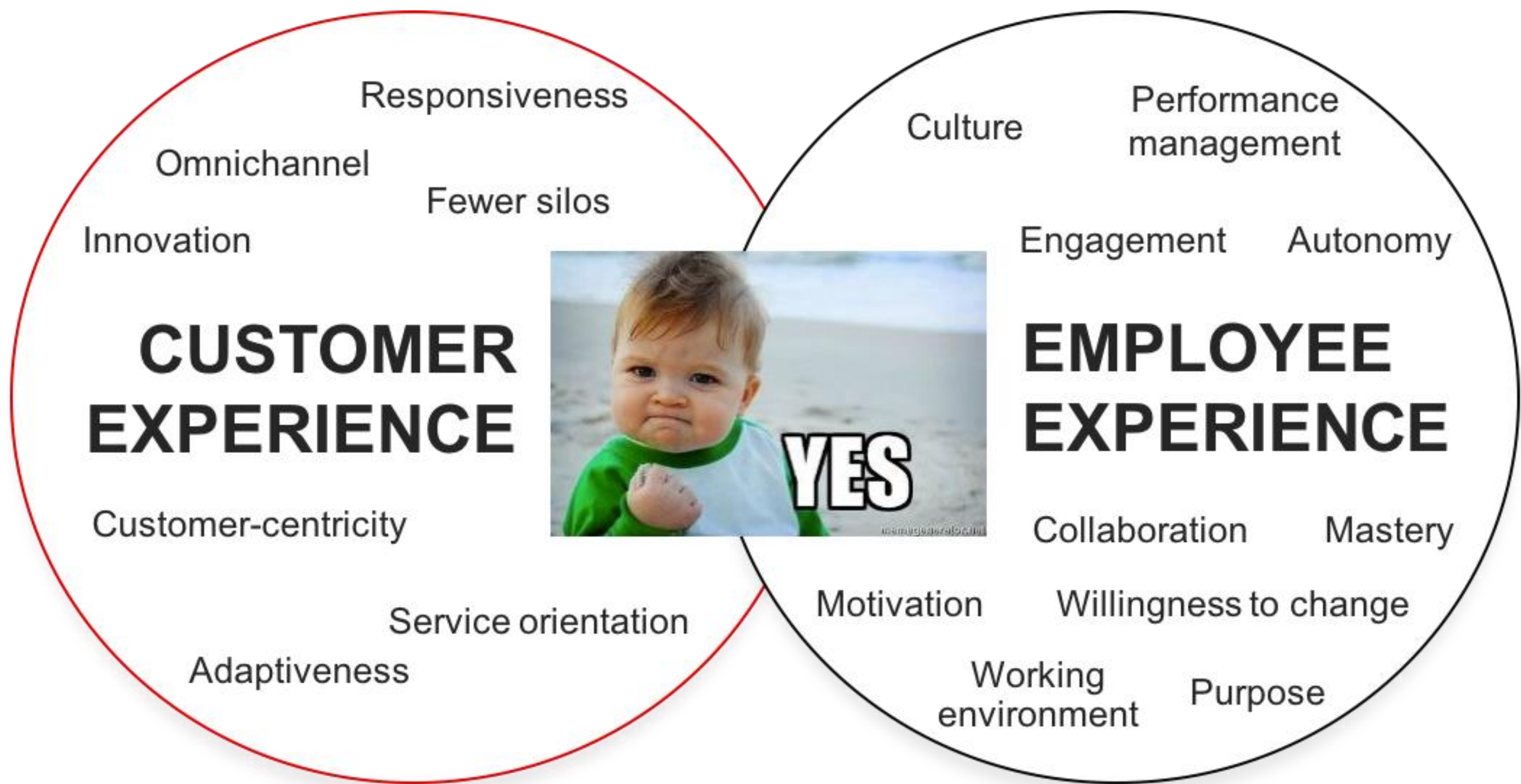




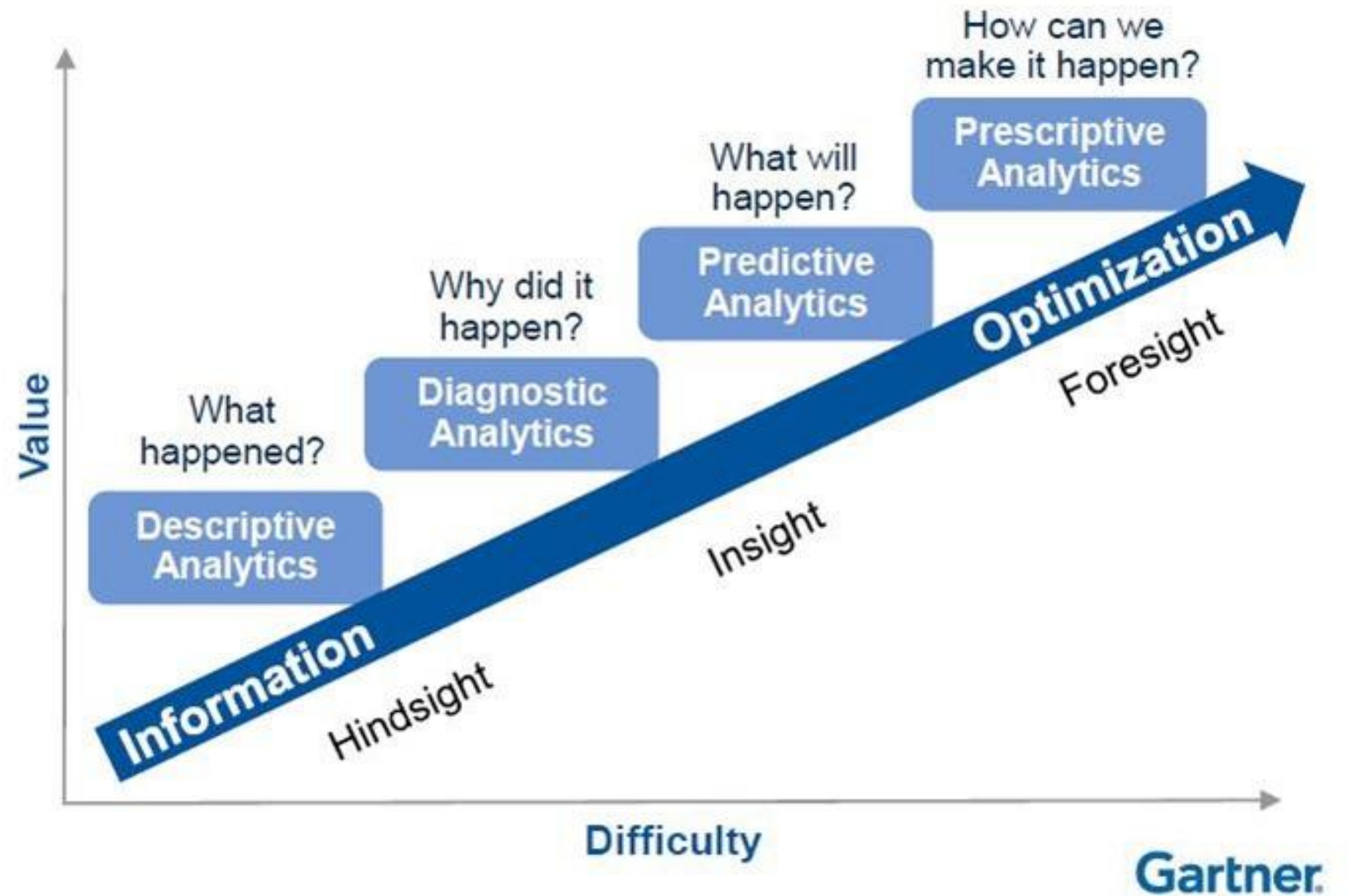
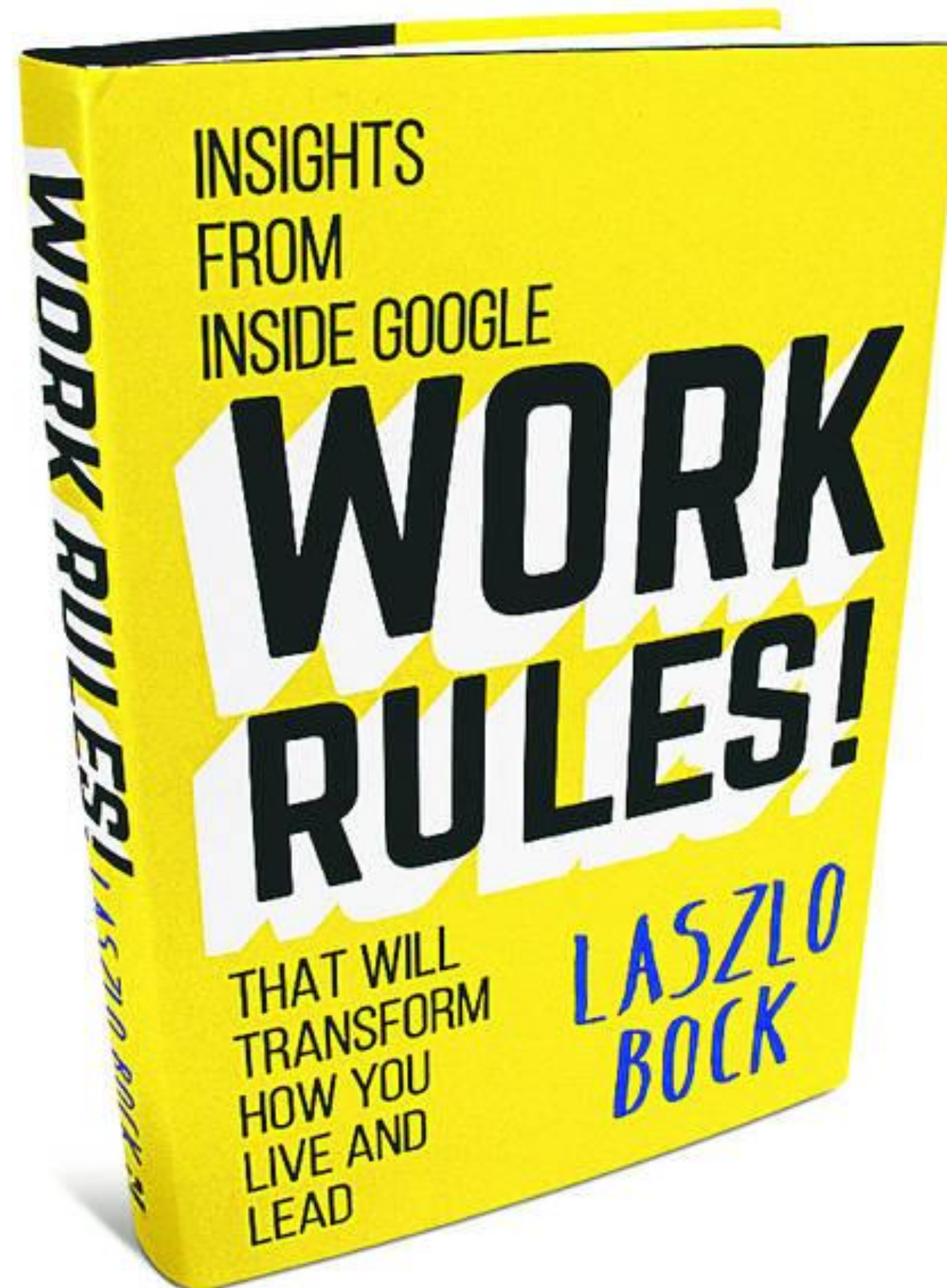








An 'employee single customer view':
People data definitions, patterns, actionable insights





OBJECTIVES & KEY RESULTS

IT'S A MILLENNIAL THING

Why GE had to kill its annual performance reviews after more than three decades

On Leadership

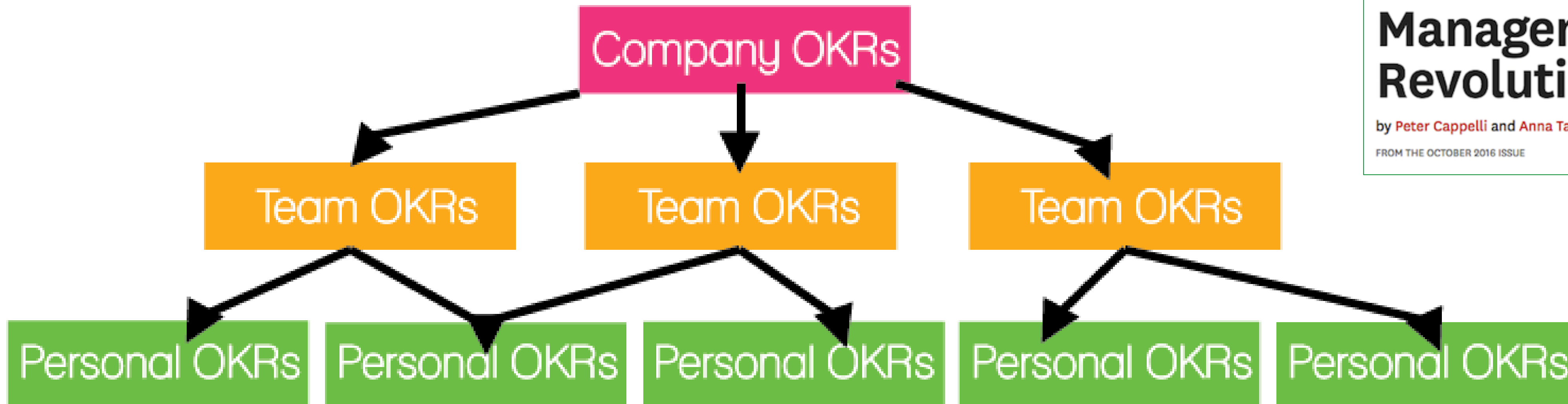
In big move, Accenture will get rid of annual performance reviews and rankings

ASSESSING PERFORMANCE

The Performance Management Revolution

by Peter Cappelli and Anna Tavis

FROM THE OCTOBER 2016 ISSUE

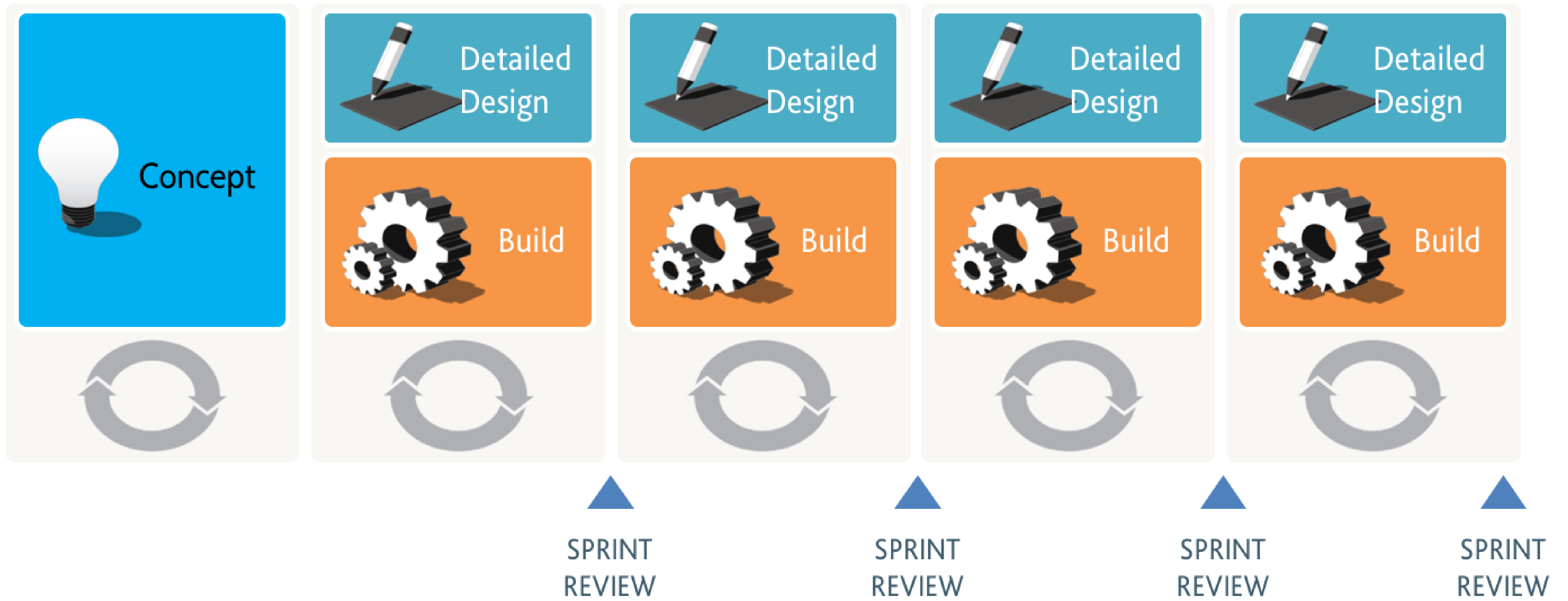


‘Everyone has a plan
until they get
punched in the face’



Table 1
Simple, Complicated and Complex Problems

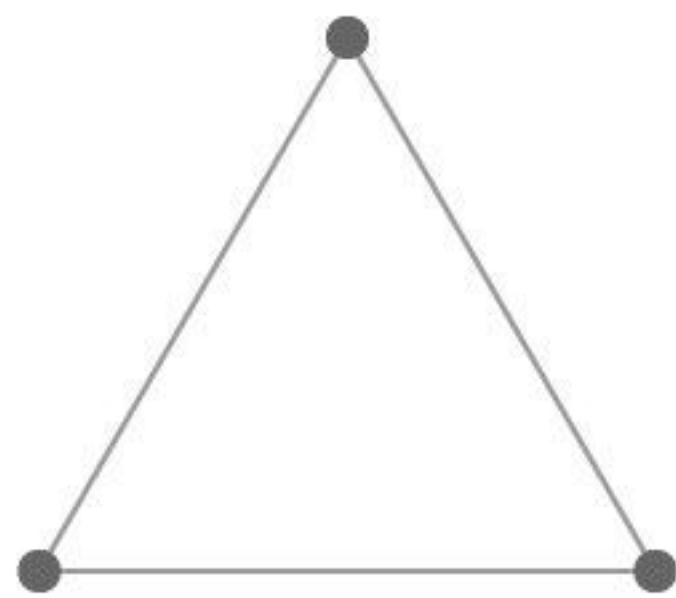
Following a Recipe	Sending a Rocket to the Moon	Raising a Child
The recipe is essential	Formulae are critical and necessary	Formulae have a limited application
Recipes are tested to assure easy replication	Sending one rocket increases assurance that the next will be OK	Raising one child provides experience but no assurance of success with the next
No particular expertise is required. But cooking expertise increases success rate	High levels of expertise in a variety of fields are necessary for success	Expertise can contribute but is neither necessary nor sufficient to assure success
Recipes produce standardized products	Rockets are similar in critical ways	Every child is unique and must be understood as an individual
The best recipes give good results every time	There is a high degree of certainty of outcome	Uncertainty of outcome remains
Optimistic approach to problem possible	Optimistic approach to problem possible	Optimistic approach to problem possible



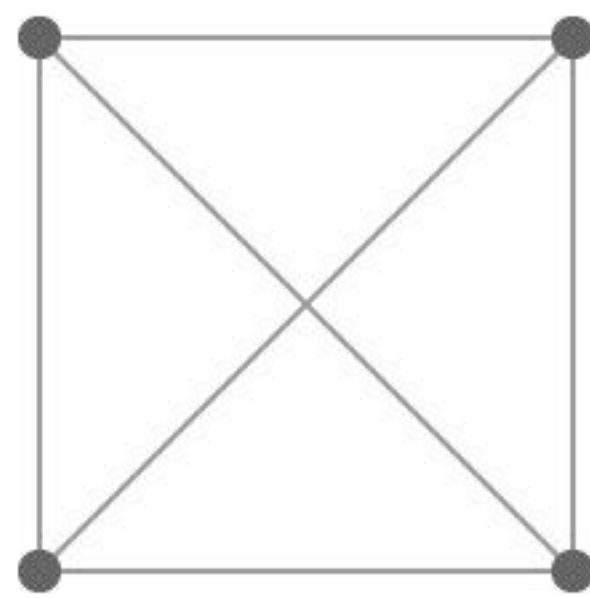
‘Stubborn on vision,
flexible on details’



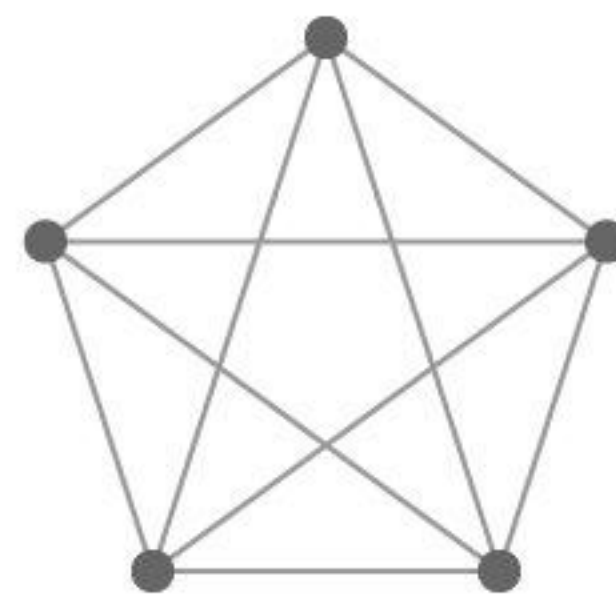




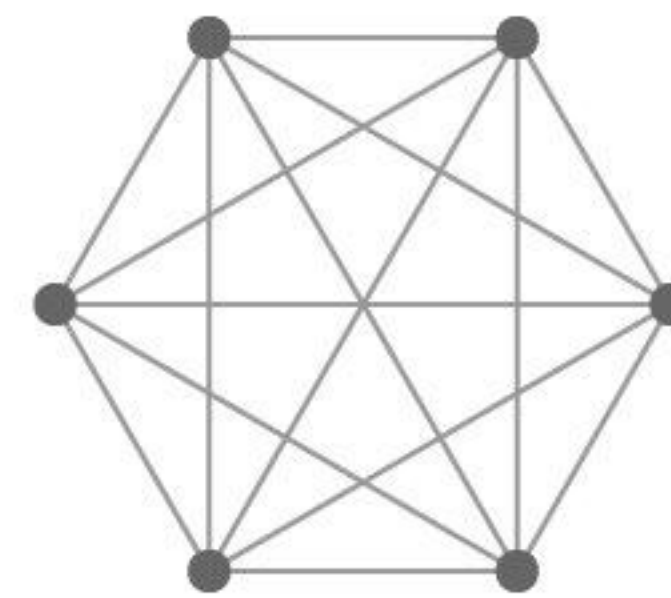
3 people, 3 lines



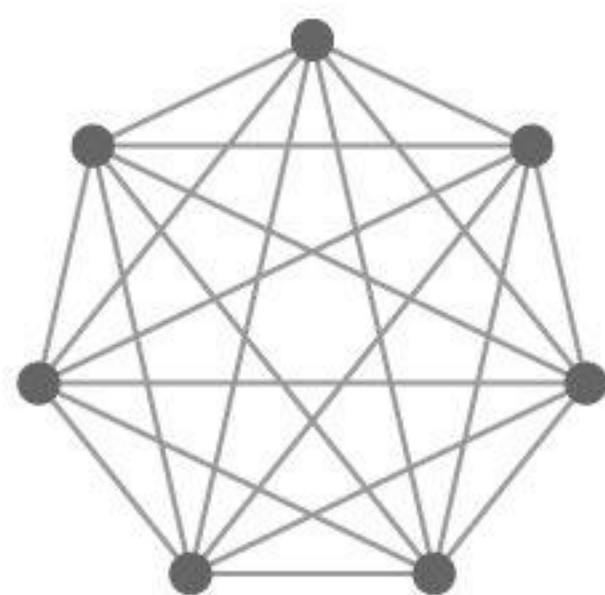
4 people, 6 lines



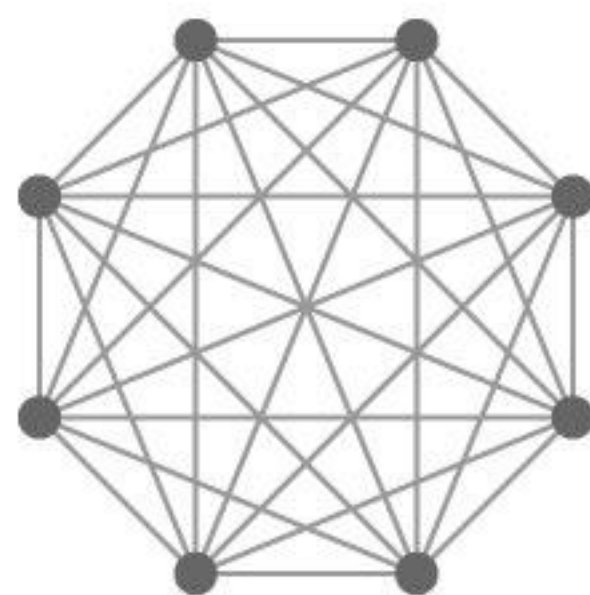
5 people, 10 lines



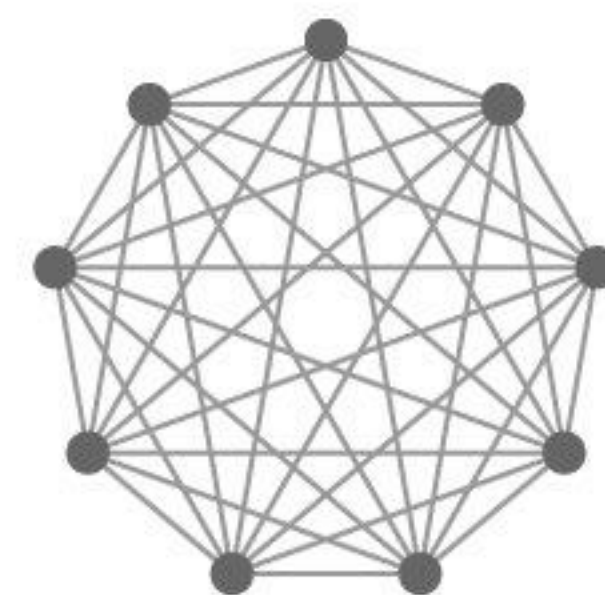
6 people, 15 lines



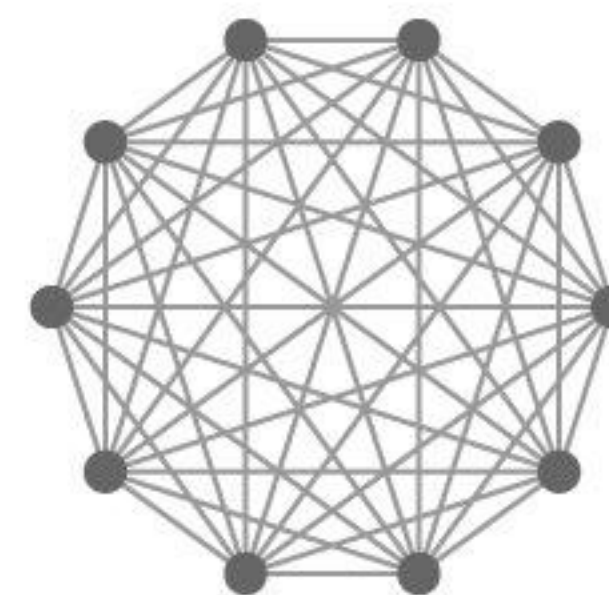
7 people, 21 lines



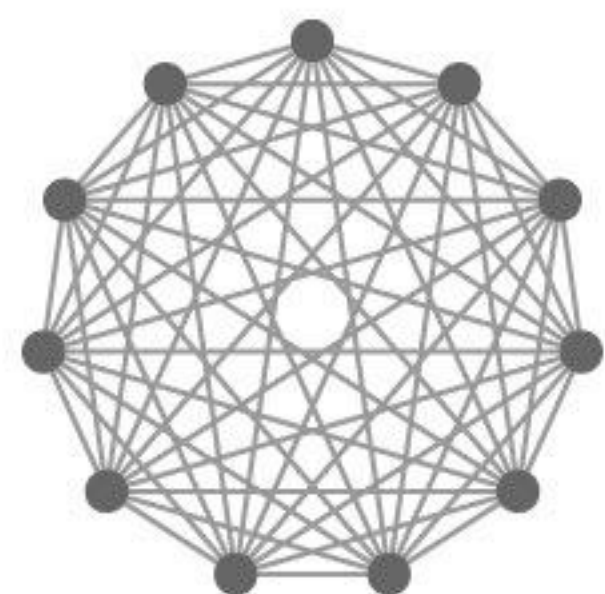
8 people, 28 lines



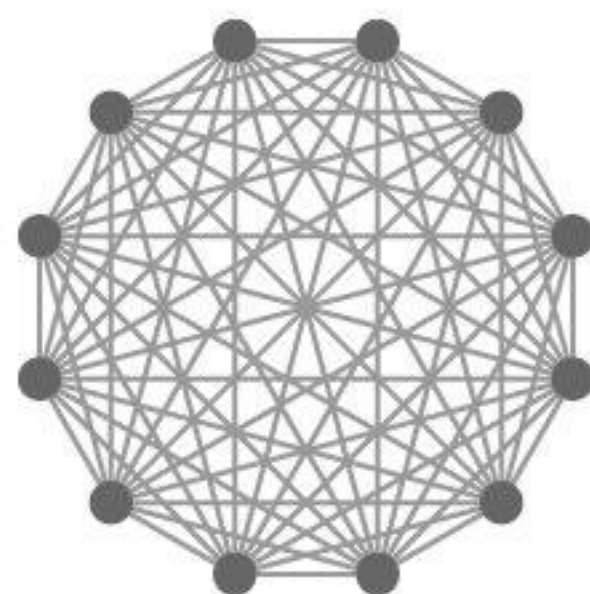
9 people, 36 lines



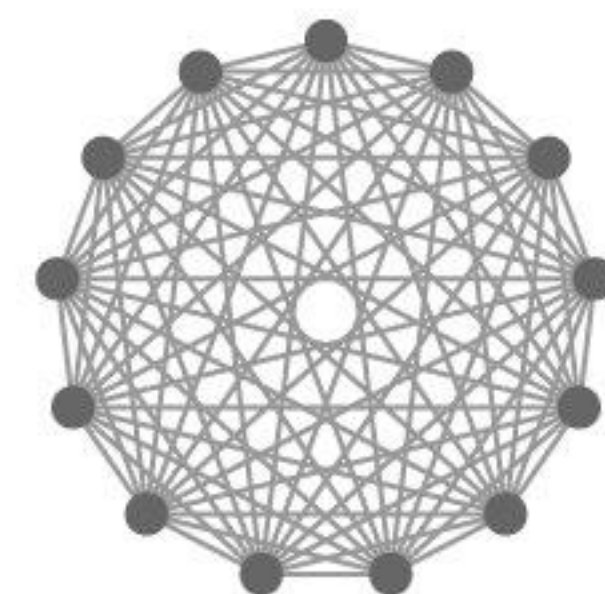
10 people, 45 lines



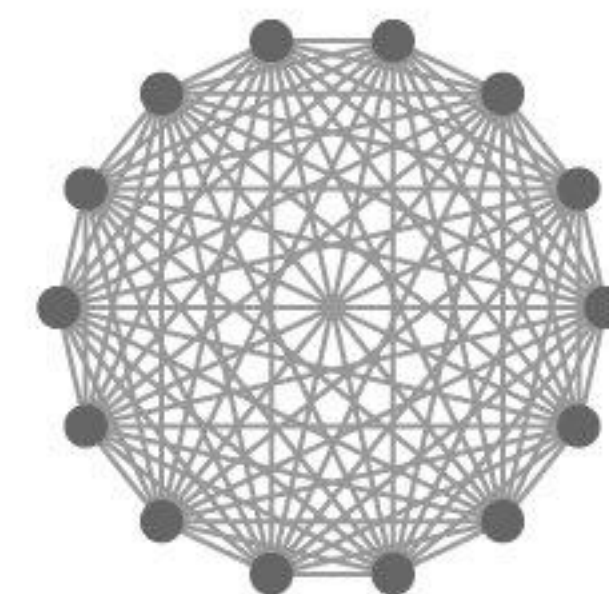
11 people, 55 lines



12 people, 66 lines




13 people, 78 lines

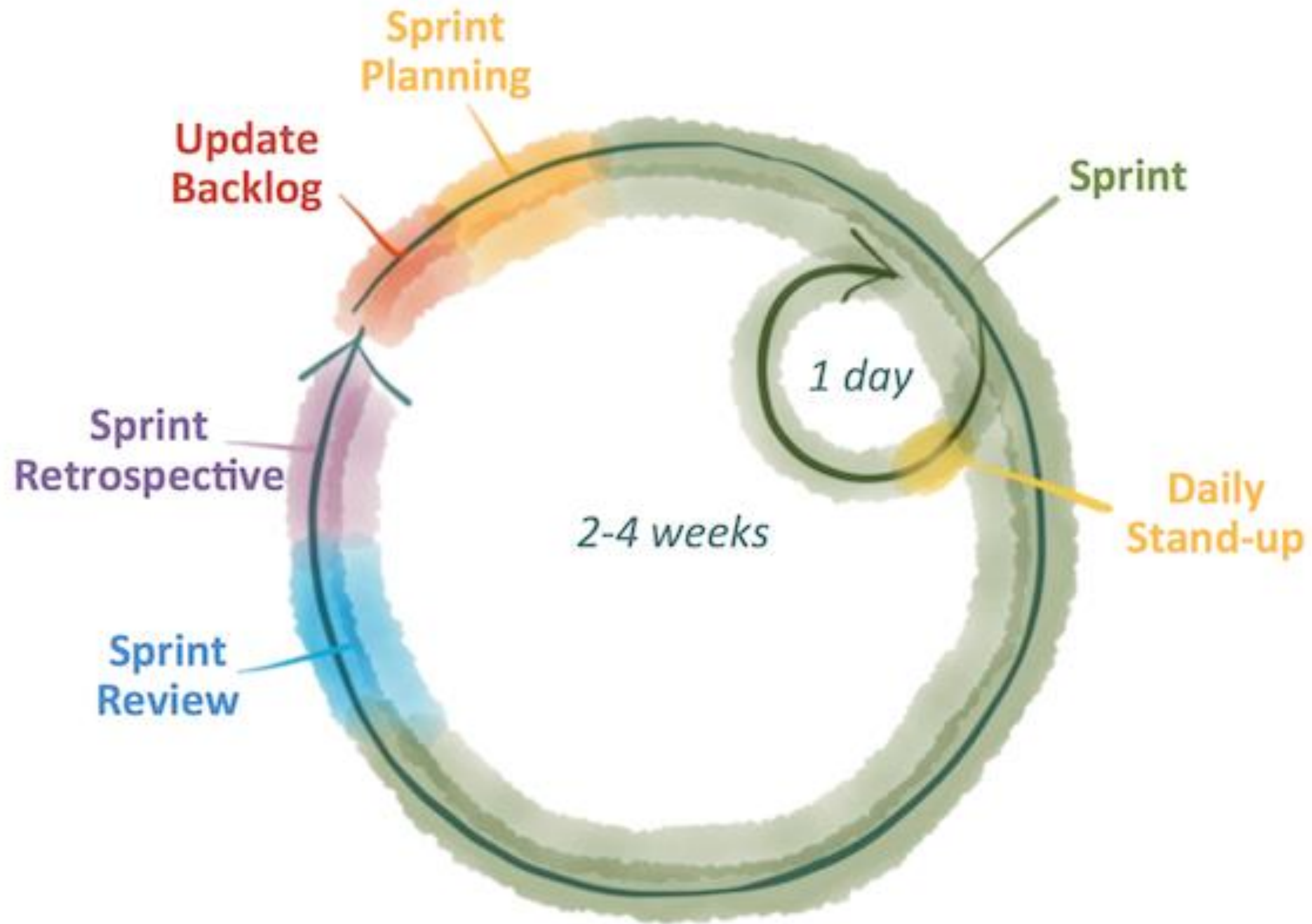


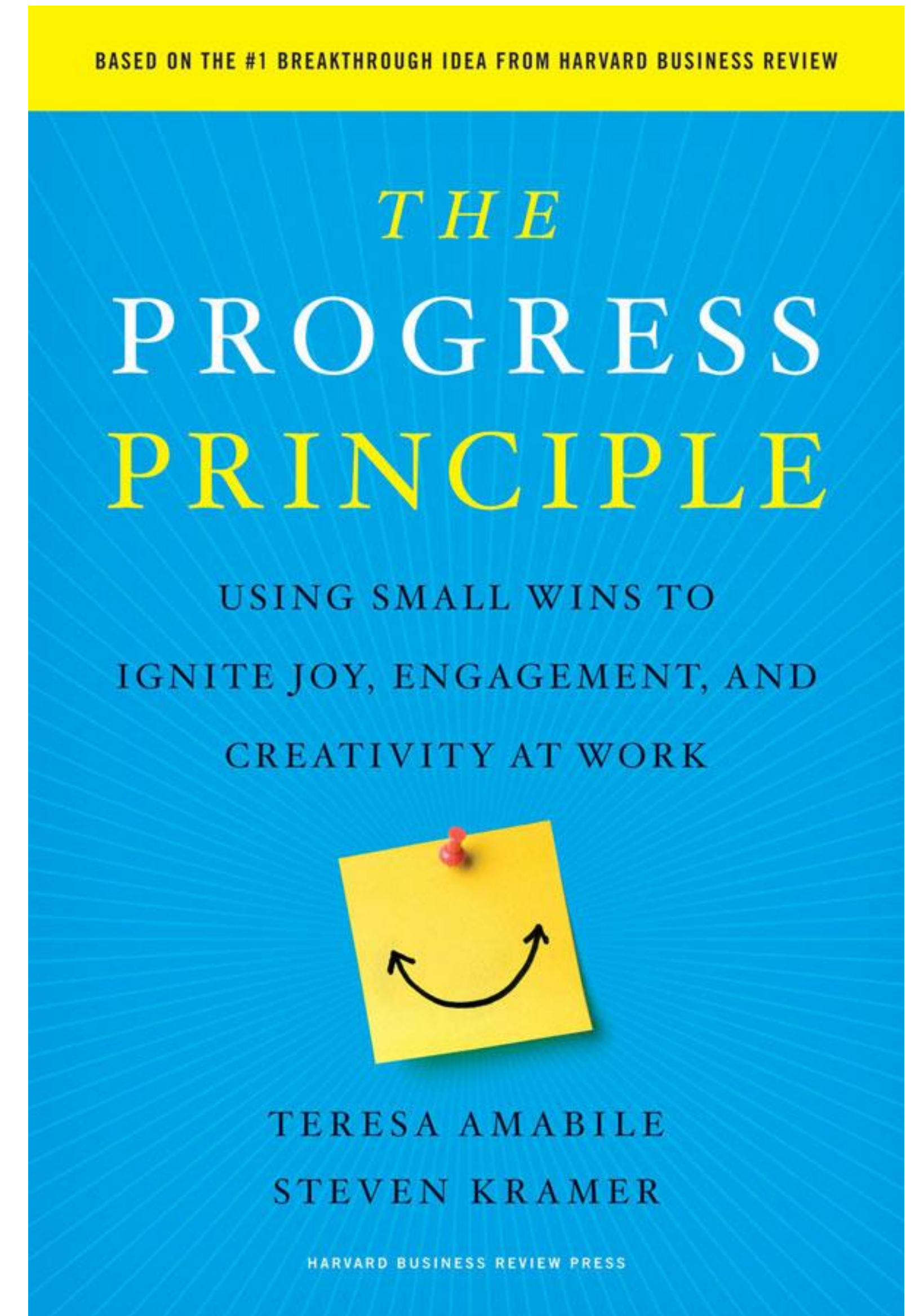
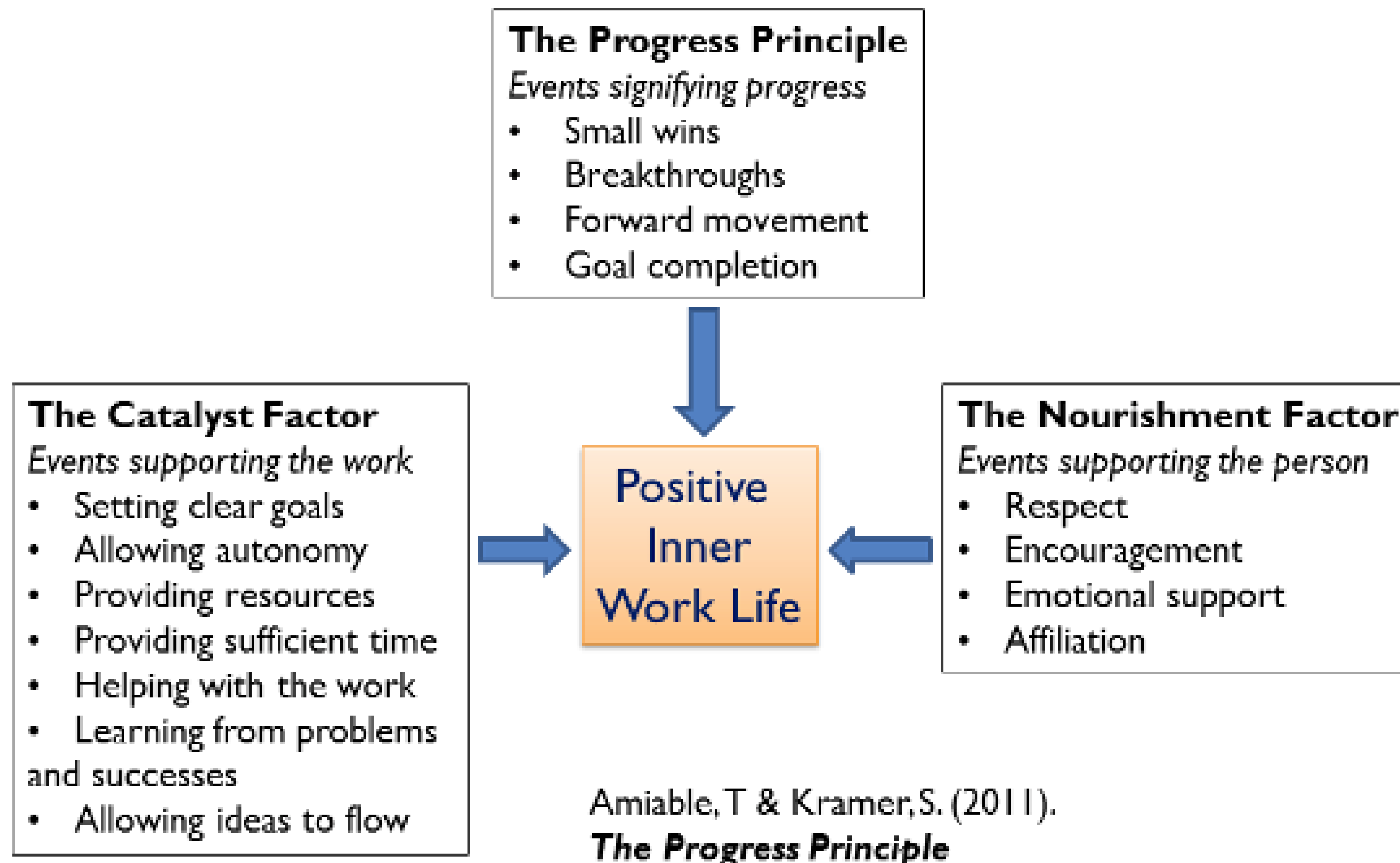
14 people, 91 lines

slow • medium • fast



1. Never use a one-size-fits-all decision-making process
2. Most decisions should probably be made with somewhere around 70% of the information you wish you had
3. 'Disagree and commit'.

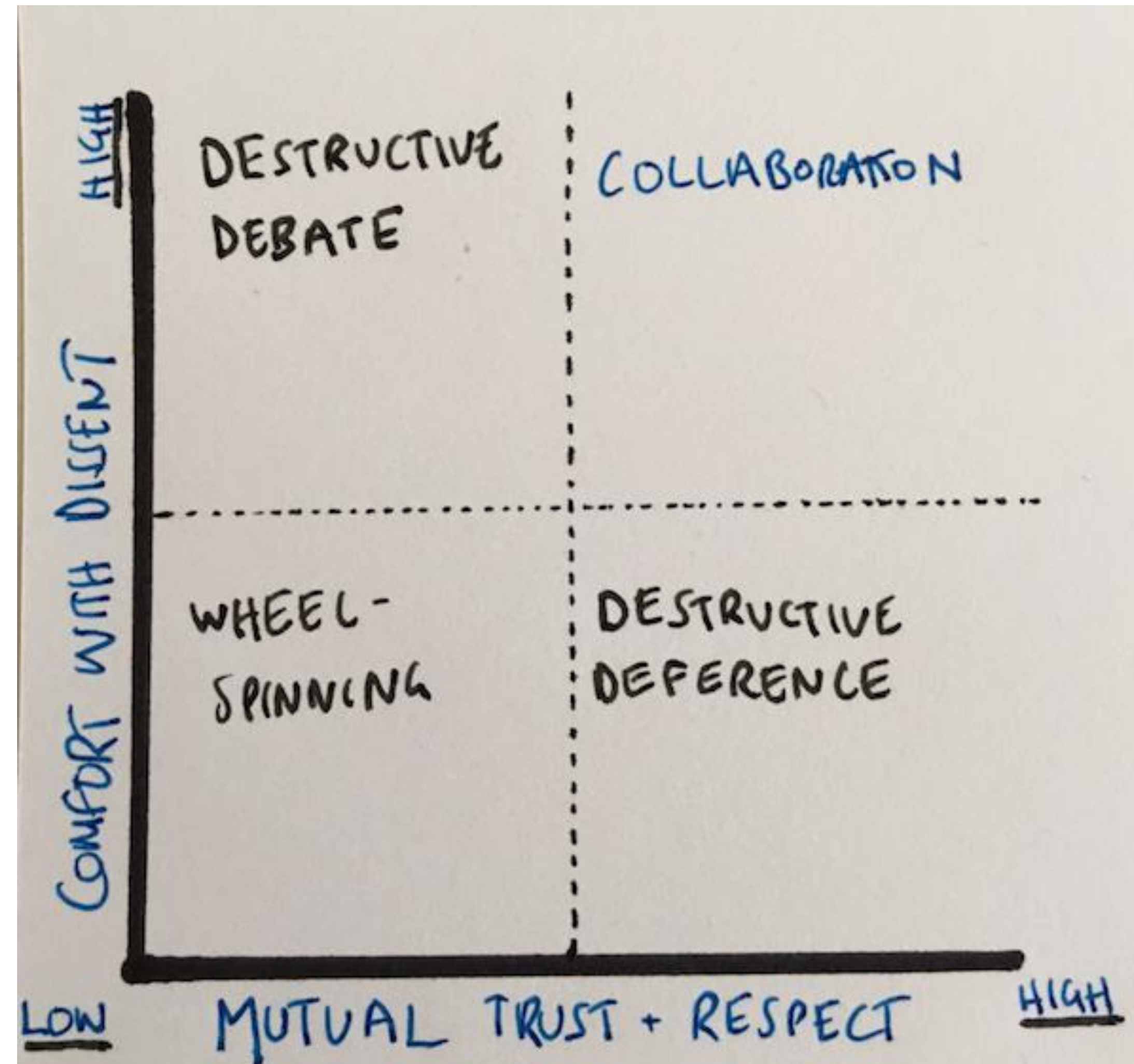






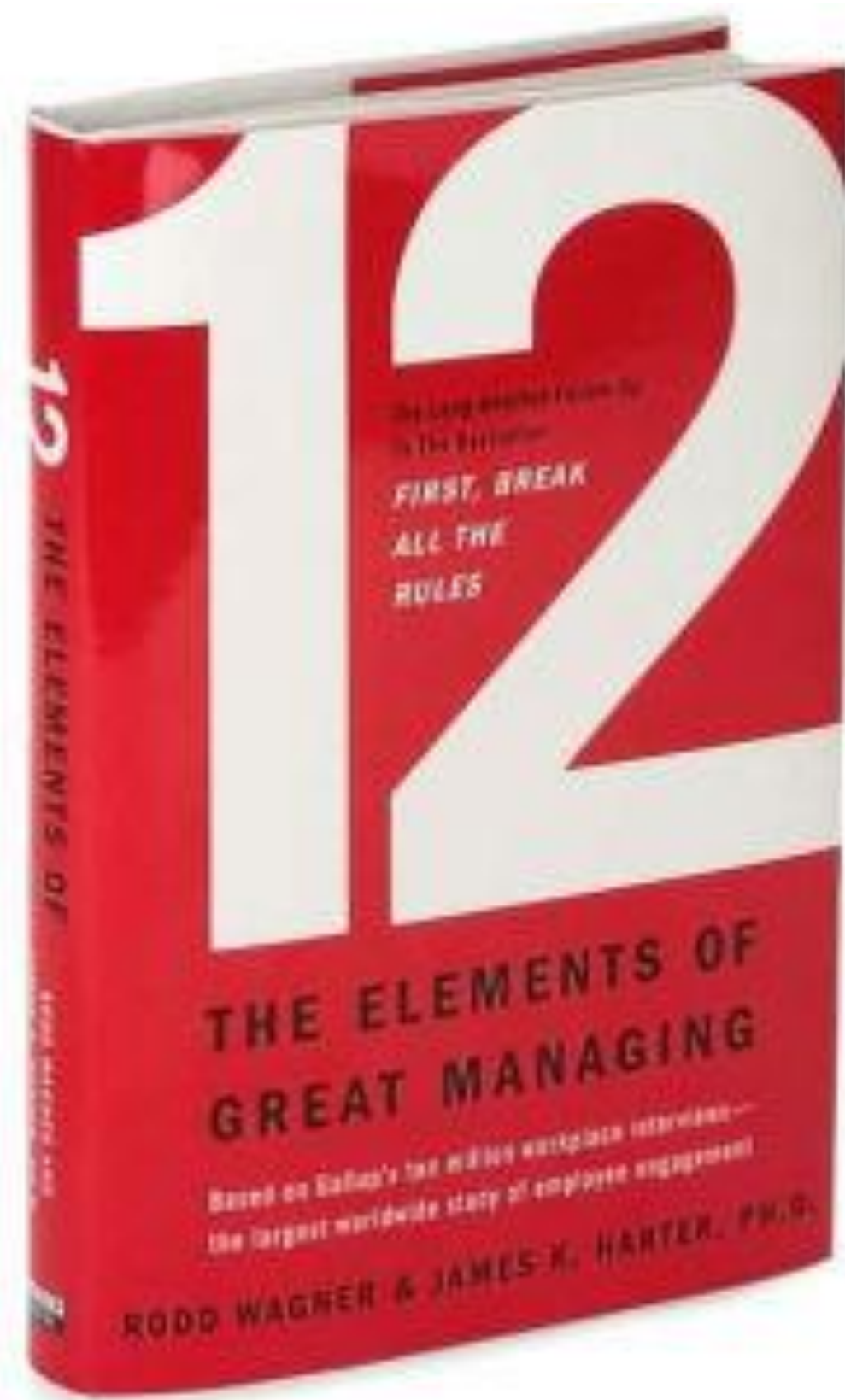
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'PSYCHOLOGICAL SAFETY'



THE LEARNING ORGANISATION

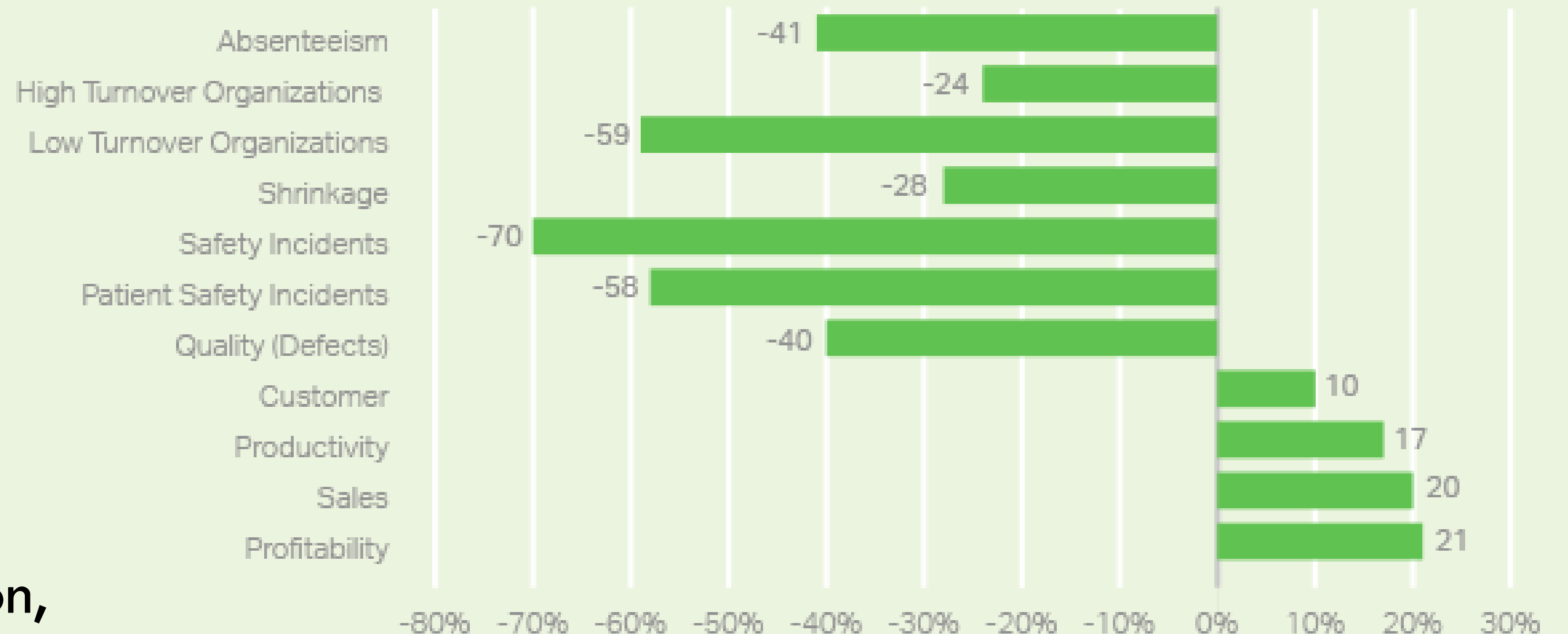




Expectation,
supportive environments,
clarity of purpose,
autonomy,
recognition and learning.

Engagement's Effect on Key Business Outcomes

When Gallup analyzed the differences in performance between engaged and actively disengaged business/work units, work units scoring in the top half on employee engagement significantly outperformed those in the bottom half on nine crucial performance outcomes.



SOURCE: GALLUP



**THINK BIG.
START SMALL.
SCALE FAST.**

-- ERIC RIES

<https://medium.com/building-the-agile-business>

www.onlydeadfish.co.uk

@neilperkin

THANK YOU!



BUILDING THE AGILE BUSINESS THROUGH DIGITAL TRANSFORMATION

NEIL PERKIN AND PETER ABRAHAM

