

HR & TALENT ADVISORY

The NeXt HR

**Evolving the function in an era of
unprecedented change and volatility**

KINCENTRIC A Spencer Stuart Company

The public health, social and economic challenges brought to the forefront in 2020 will continue to shape the business world for many years to come. These challenges required HR to rise to the occasion and secured their position as true strategic partners. Now HR must seize the opportunity to continue to lead the business to recovery and beyond. In the face of continued uncertainty and an uneven path to recovery, HR will need to ensure their organization has the cultural, technological and operational agility to remain nimble and resilient. CHRO's must ask themselves what's next for the HR team as well as their organization as a whole. Whether planning for renewed growth, transforming the business model, or shifting to a hybrid workforce model, many HR and talent management challenges remain.

- The demand for strategic support from HR has never been greater. Building HRBP capability for strategic business partnering, organizational effectiveness and developing talent strategies is imperative.
- The rapid shift to remote working accelerated digital transformation across the entire organization. HR Operations must evolve to deliver an employee eXperience that spans both the virtual and physical worlds.
- Centers of excellence (CoEs) must continue to develop solutions to support new ways of working and ensure they are delivered more quickly in an agile way.
- The pace of work and level of collaboration many HR teams have experienced is unsustainable without a fit-for-purpose structure and appropriate governance mechanisms in place. Now is the time to formally break down the silos created by traditional structures so that HR can improve organizational effectiveness by delivering end-to-end solutions for the business.

HR has clearly demonstrated their business value and their ability to act as a true business partner has now become a common expectation from the C-Suite. CHROs must now design an HR strategy and governance that continues to align with the business and meets the needs of employees, is agile and is easy to integrate and deploy.



While a wholesale change may not be necessary, HR operating models must evolve to create both capability and capacity to improve employee engagement and deliver on the intended employee eXperience (eX) in a hybrid workforce environment. Additionally, HR must align with the business on the appropriate balance between driving business performance and a sharpened focus on the eX.

The Evolution of HR

Traditional challenges:

- Inability to react quickly to a rapidly changing business environment
- Technology as the only enabler
- Fragmented and siloed HR programs, processes, and teams
- HR business partner role that has not delivered on its promise
- Programs and processes designed from the inside-out to deliver efficiencies for HR
- Internally focused with emphasis on traditional HR needs and business expectations

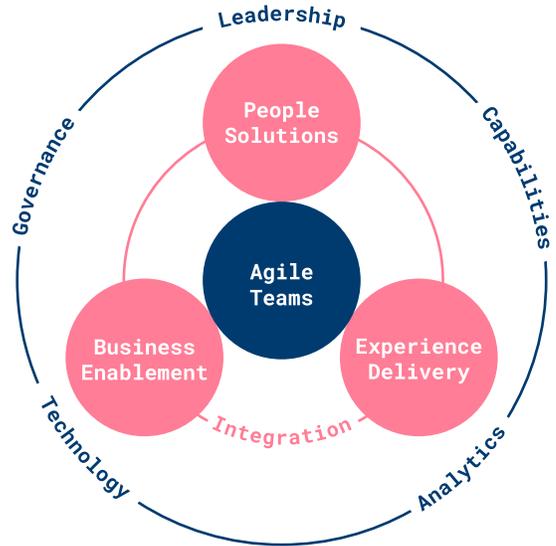


Today's solutions:

- Deploy agile teams for critical initiatives, organization events, and as an ongoing community of expertise
- Enable HR through leadership, governance, HR capability, technology and analytics
- Integrate across HR to deliver end-to-end people solutions
- Make the investments needed to enable HR business partners to become talent and organizational strategists
- Design from the outside-in to deliver a differentiated employee eXperience
- Externally focused to understand and align with the business, market and customer needs

The NeXt HR Operating Model

The design of the traditional three-pillar HR model – CoEs, HR business partners, and HR operations – must be tailored to meet the specific goals and circumstances of each organization. Regardless of structure, an optimized HR Operating Model is focused on delivering four key outcomes:



DIFFERENTIATED EMPLOYEE EXPERIENCE

Frictionless employee eXperience for the moments that matter



FLEXIBLE DEPLOYMENT OF EXPERTISE

Flexible staffing to ensure optimal deployment of expertise



PROACTIVE BUSINESS ENABLEMENT

Talent and organizational advisory to address challenging business problems



TARGETED PEOPLE SOLUTIONS

Integrated people solutions for delivering talent and business outcomes

Critical Enablers

Successful implementation is dependent upon five critical enablers



LEADERSHIP

Priorities focused on the right outcomes and driving accountability within HR



GOVERNANCE

Decision-making occurs at the right level without restraining HR's ability to make an impact quickly



CAPABILITIES

Operating as a talent accelerator, organization advisor, digital enabler, connector, culture shaper and storyteller



TECHNOLOGY

Intuitive and flexible systems and tools to enable a digital future



ANALYTICS

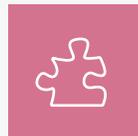
Data and insights to analyze problems and draw conclusions quickly

Taking Action



THE RIGHT PEOPLE

- Understand the HR capabilities needed now and for the future
- Make the hard decisions and invest in talent



IN THE RIGHT MODEL

- Optimize the HR operating model with clearly defined roles
- Break down silos to drive integration and enable agility



PREPARED TO DELIVER

- Establish shared leadership, governance and accountability across HR and the business to drive employee eXperience
- Leverage technology and digital tools to enable talent management and organizational decision making



EMPLOYEE-CENTRIC SOLUTIONS

- Develop people solutions that drive business performance and a differentiated employee eXperience

What's next

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Contact us to talk about how we can help.

About Kincentric

Kincentric, a Spencer Stuart company, approaches human capital differently – we help you identify what drives your people, so they can drive your business. Our decades of expertise in culture and engagement, leadership assessment and development, and HR and talent advisory services enable us to help organizations change from the inside. Our global network, proven insights and intuitive technologies give us new ways to help organizations unlock the power of people and teams. For more information, visit kincentric.com.

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