

IBM **Talent & Transformation**

Future of Global HR Organizations.

IBM **Consulting**. Let's create.

01

**New
organization**

02

**Evolution of
the HR
Operating
Model**

03

**Global talent
practices**



01

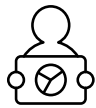
New organization. Trends.



A fundamental change.

- Designed to operate by the old rules of management. First Industry Revolution. Mechanistic. Uniformity. Bureaucracy. Control.
- O-Chart mindset.
- Information Revolution.

Four macro-trends are unwinding the old rules of management.



Interconnectivity

Disruptive innovation.

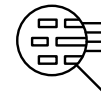
Speed.

Disruptors in all industries.



Automation

Technology at scale and low cost.



Efficiency

Cost pressures.

Digital revenue vs. Legacy structures.

Simplification as a north start.



Socials

Gen Z+ new behaviours and expectations.

Skill gaps.



The COVID-19 pandemic is pushing transformation.

- Remote working to hybrid models.
- Accelerates areas of value creation: e-commerce and logistics.
- Internal agility.


The future is hybrid. (somehow)

But this is more
challenging than (pure)
remote.

- Work from everywhere.
Rural-Living / Remote Living /
Countries' war for talent.
- Asynchronous work.
- New skill-sets.
- Output focus.
- Massive increase on part-time /
Freelance work.
- Work re-construction.
- Office's new role.
- Health and wellness.
- EX at work vs EX at Life.

Even so, management theories has remained largely intact.

- Optimization for efficiency and productivity.
- Risk Management Frameworks.
- Stability and predictability. No surprises.
- Command and control.



Trends are about organization design centred around models that facilitated **fitter, flatter, and faster** operations and decision making, fast-tracked by the **COVID-19 pandemic**.

- Simplification (organization and governance).
- Flattening structures.
- **HQ role review.**
- **Operating Model review.**
- **Experiments in new organization models for speed. Agile-inspired.**
- Full accountability of business units.

N26 Smart

The bank account that gives you more control

Spend and save with confidence, and discover a better way to manage your money—right from your smartphone.

Join the waiting list



Smart.

5M clients
1.500 employees
One of the best banking experience in the industry.

Simplification is on the rise.

DEPTH / Average reduction of of organizational levels.

20%-25%

Increased span of control.

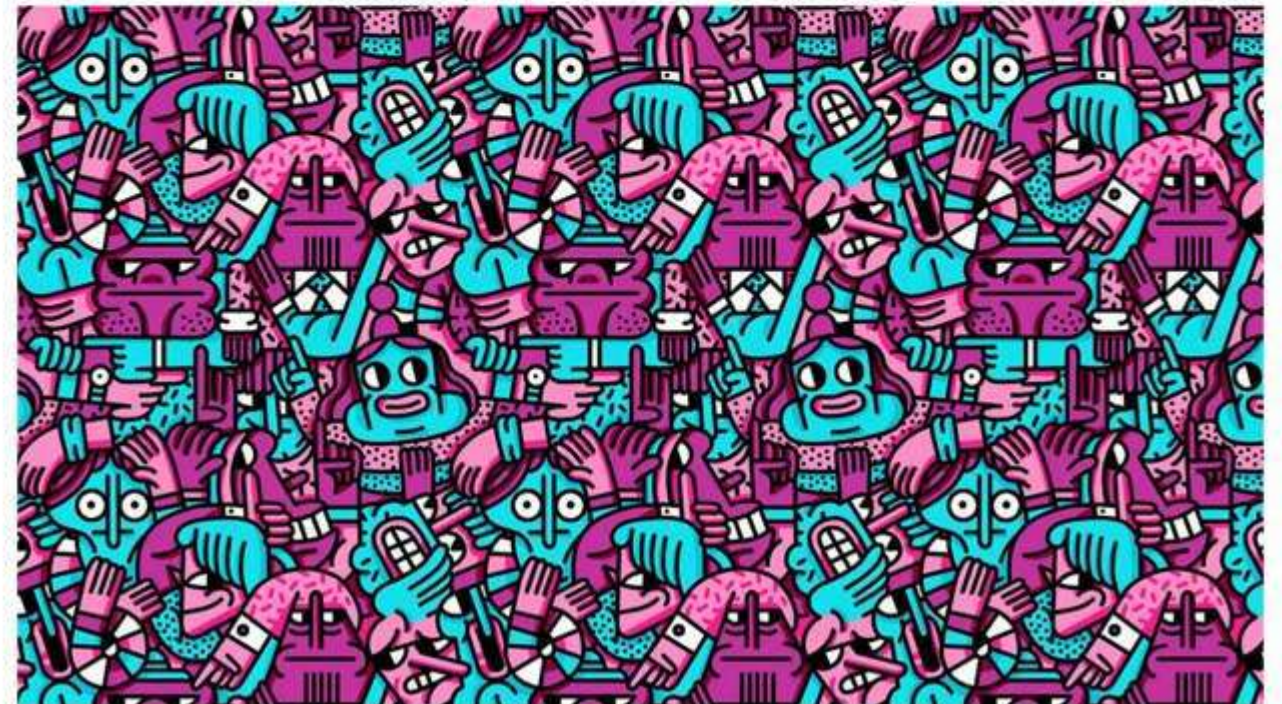
7-10

In the USA the experience of the vanguard suggests it should be possible to double the average ratio of employees to managers **from 4.7:1 to 10:1.**

Excess Management Is Costing the U.S. \$3 Trillion Per Year

by Gary Hamel and Michele Zanini

September 05, 2016

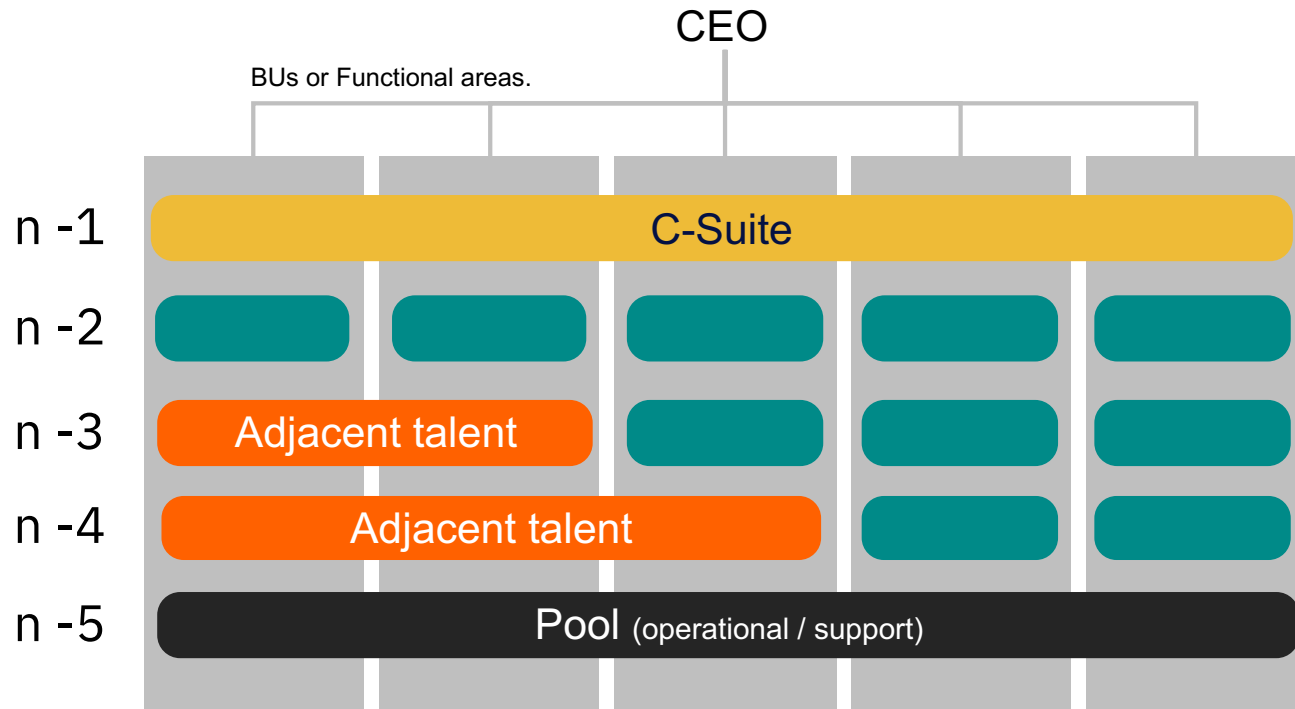


How flat is flat?

The case of Svenska Handelsbanken is illustrative. Its return on equity has surpassed that of its European peers every year since 1971. In the organization of 12,000 associates, there are only three levels. Operating decisions are almost entirely decentralized. Each branch makes its own loan decisions, sets its own pricing on loans and deposits, controls its own marketing budget, runs its own website (on a shared platform), and serves all customer segments – from individuals to multinationals – within its catchment area. Nearly all of these practices run counter to conventional banking wisdom, which holds that to be efficient a bank must consolidate operational activities and centralize decision making on matters like pricing and lending. Svenska Handelsbanken has consistently posted industry-beating cost-to-income and loan-loss ratios.

The average span of control in these and other vanguard organizations is more than double the U.S. average. GE's Durham plant, to take a dramatic example, employs more than 300 technicians and a single supervisor: the plant manager. The facility is more than twice as productive as its sister plants in GE Aviation.

The labour market is following the trend.



- Market makes a differentiation based on experience, specific knowledge & skills.
- Companies segment training & development investments for this levels (specialization).
- Adjacent talent allows very agile internal deployments & redeployments. Other internal movements are possible but with some specific requirements.

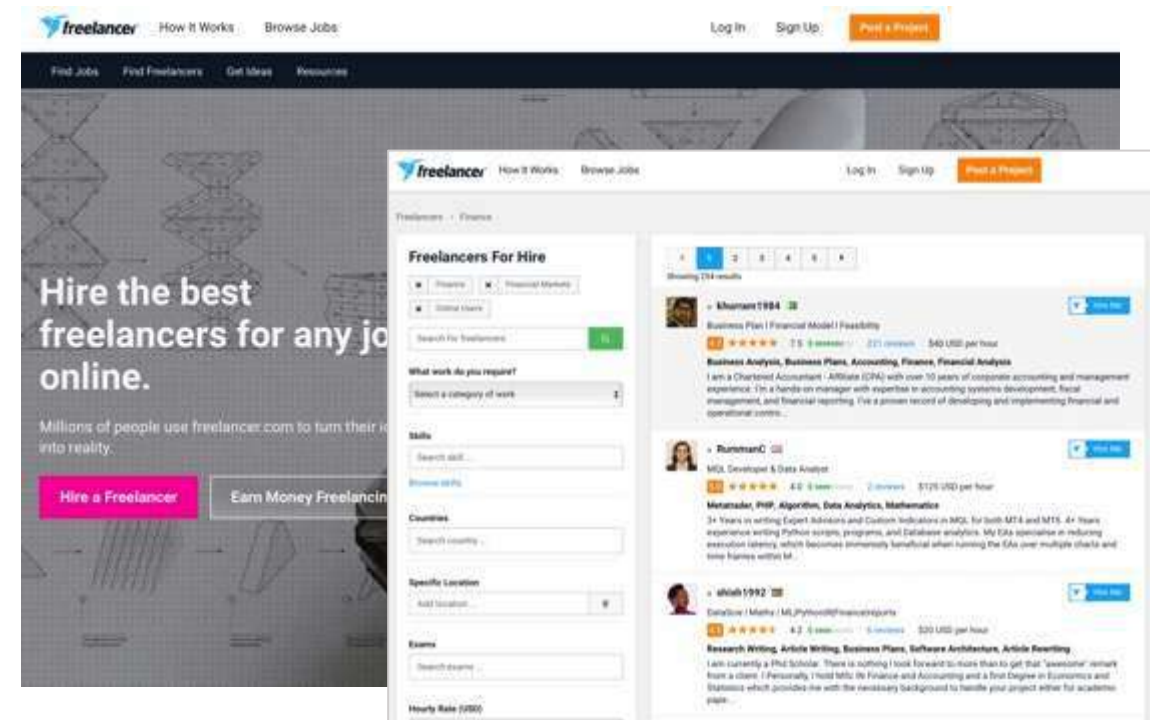
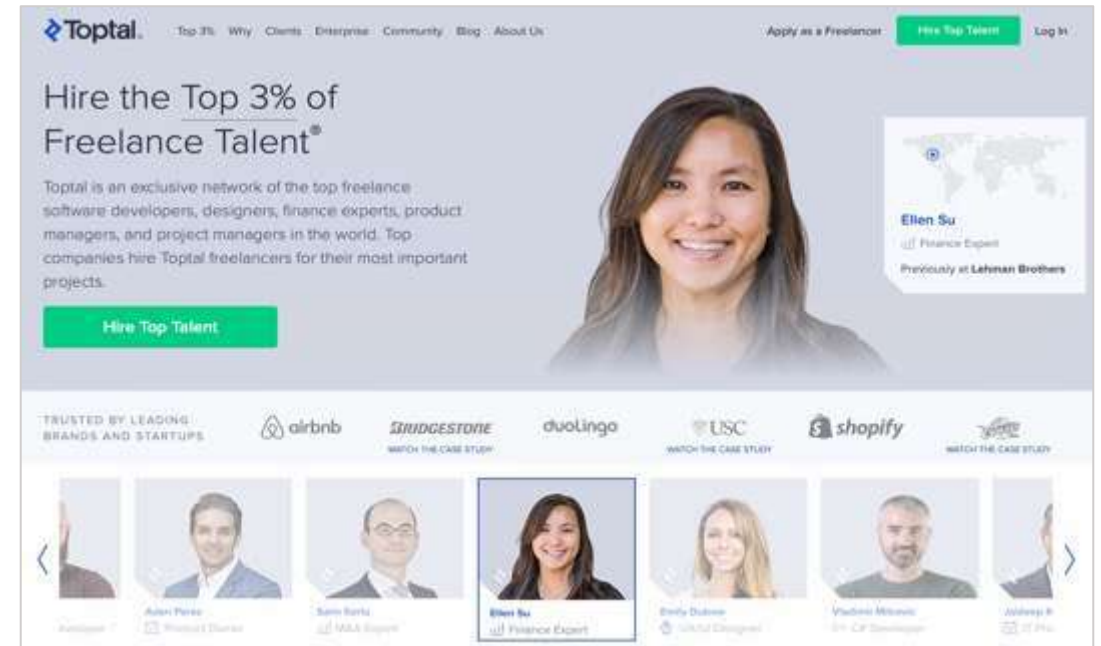
The future of work take us from a single hierarchy, managing a fixed teams of your own to orchestrate ad-hoc teams of resources sourced on demand via a variety of on-line labour markets.

- Hot roles & skills.
- Open internal talent market.
- Different talent sources.

Digital enablers: Talent on demand platforms:

- Projects (skill based).
- Part-time roles.
- Peak workloads.

It's estimated that by 2023, 52% of the U.S. workforce will either be gig economy workers or have worked independently at some point in their career. What's more, 48% of millennials use gig job platforms to find work or engage in business with clients.



Search by job title, keyword, etc. Location

Advanced

Home / Find Jobs / Job Listings for HR Business Partners

HR Business Partners Location Tips
Remote Job Type Schedule Category Career Level Accolades Title Travel Clear

Job Search Results

1 to 50 of 2,044 for "HR Business Partners"

Date Relevance

HR Business Partner

30+ days ago

Hybrid Remote Job Full-Time US National

Hybrid remote job for candidate who will manage the daily workflow and the ongoing performance and development of team members, embody company culture, and maintain high employee engagement. BA/BS degree and 5 years' HR business partner exp. req.



HR Business Partner

30+ days ago

100% Remote Job Full-Time US National

Partner with leadership and teams on People Operations initiatives and projects. Guide business leaders on performance matters. 4+ years in an HR/business partner role. A high degree of business acumen. Problem-solving skills. 100% Remote. Full-time.

Want a Great Remote or Flexible Job? Save time and find higher-quality jobs than on other sites, guaranteed. Join FlexJobs Now!

FlexJobs in the News



13 Career Fields Where the Number of Remote Jobs Is Growing Rapidly



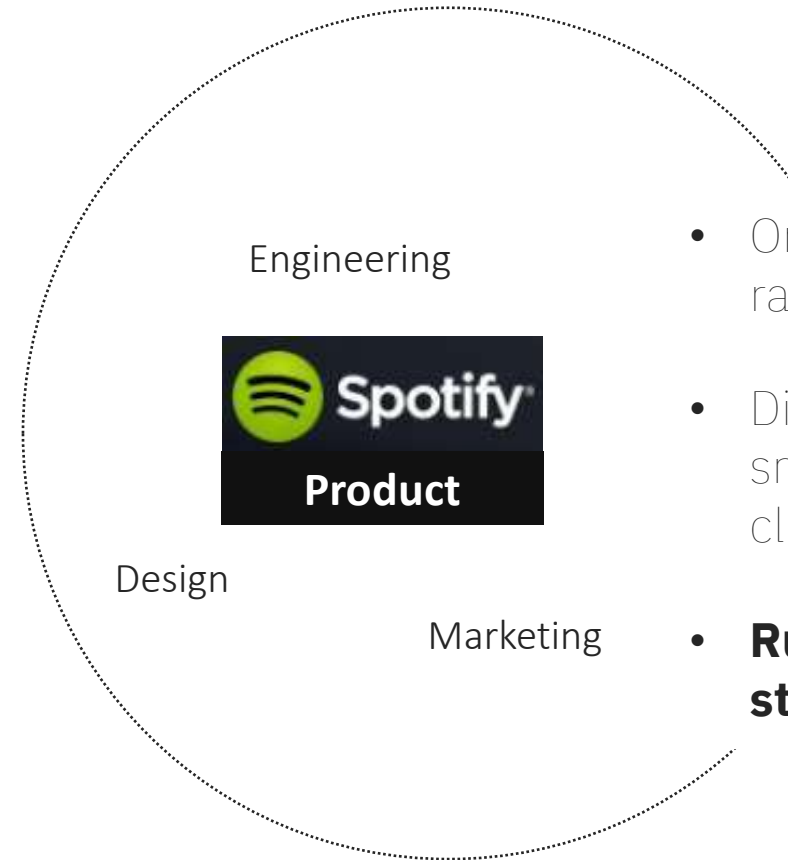
Remote Roles Are up by 12%—Here's What People Are Hiring For

More of This Week's News

Currently Hiring on FlexJobs



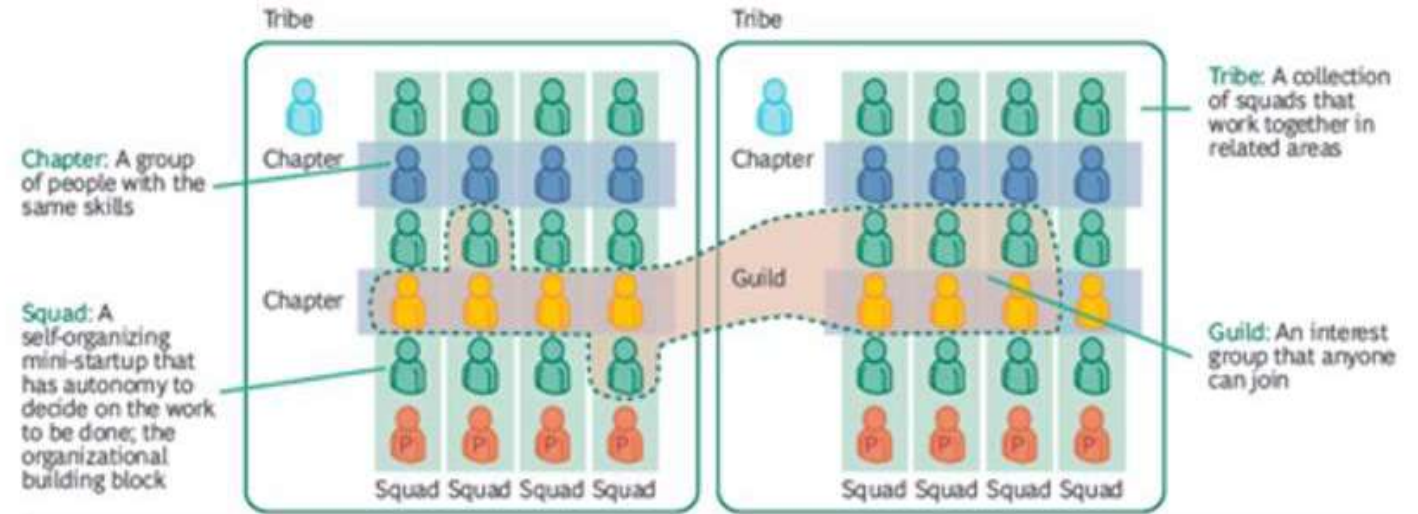
There is no school solution... but good experiences to reflect on.



- Organizes around products, rather than department.
- Divides up its business into small, constantly changing clusters or agile squads.
- **Runs each squad like a startup in its own right.**



ING, agile transformation from the within.



EXAMPLES OF POTENTIAL TRIBES AT BANKS

CUSTOMER EXPERIENCE TRIBE

- **Scope:** Starts with the first point of contact with a potential customer until a product is chosen
- **Typical staff composition:** one-third technology, two-thirds business
- **Example:** Omnichannel marketing

ENABLING TRIBE

- **Scope:** Enables squads in other tribes to work independently by providing systems, applications, and architecture
- **Typical staff composition:** Heavily weighted toward technology
- **Example:** Building an omnichannel technology infrastructure

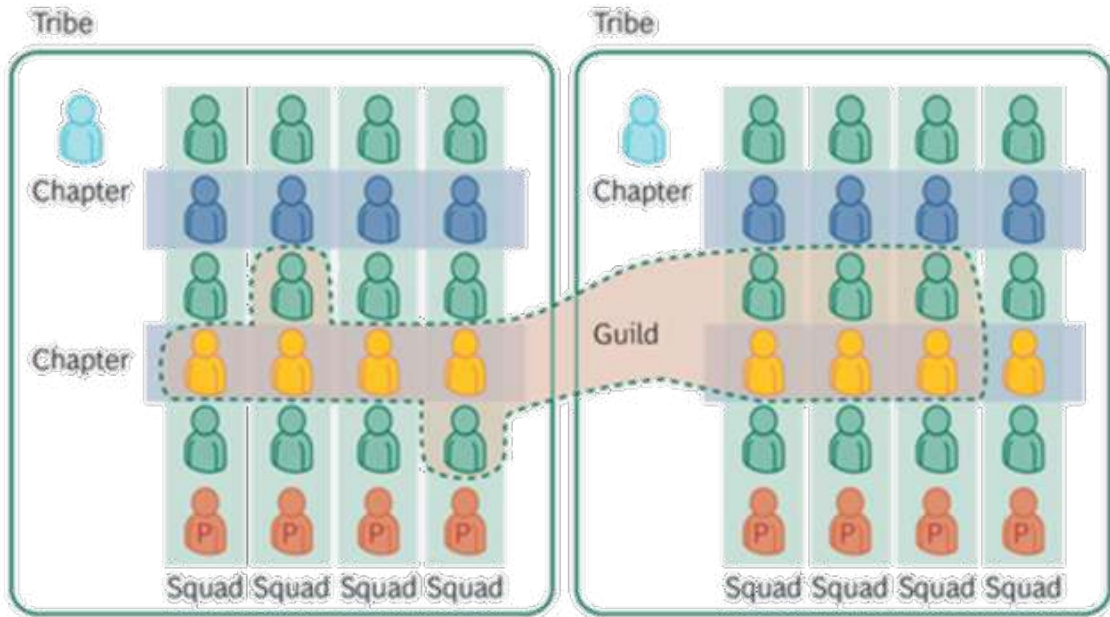
CUSTOMER SERVICE TRIBE

- **Scope:** Starts when a product is chosen and extends through fulfillment and management
- **Typical staff composition:** Two-thirds technology, one-third business
- **Example:** Mortgages

Source: Spotify.

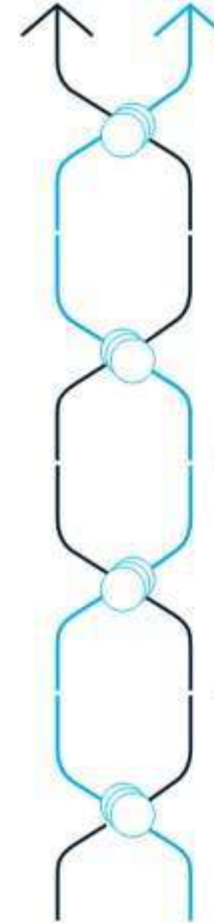
Note: P = product owners, who lead product development sprints.

Beyond the matrix.



Helix organization

- Capabilities management: how work gets done
- Value-creation management: what work gets done



No more dotted lines: the helix provides two clear, equal, and parallel lines of accountability.

The capabilities manager oversees the employee's long-term career path, has the power to hire or fire, and drives performance evaluations with input from value-creation managers.

The value-creation manager sets priorities, provides day-to-day oversight, and ensures that the employee meets business objectives.

Better balance. Complexity reduction. Embracing agility.

- Eliminate duplications.
- (Hot) Talent management optimization.
 - Talent market-place & Staffing model.
 - Must be a true market.
 - Clear accountability.
 - Revamp performance management.

02

Evolution of HR Target Operating Model

More than 20 years of Ulrich.

FROM

Ulrich as the only model.

HR internal focus.

Varied capability.

Complicated processes.

Rules and compliance.

Employees as cost.



TO

Agile **alternative** models.

Joined up, focus on business / **Demand driven** HR.

Less HR people, higher impact / **New HR skills**.

Simple **employee experience**.

Enabling the business.

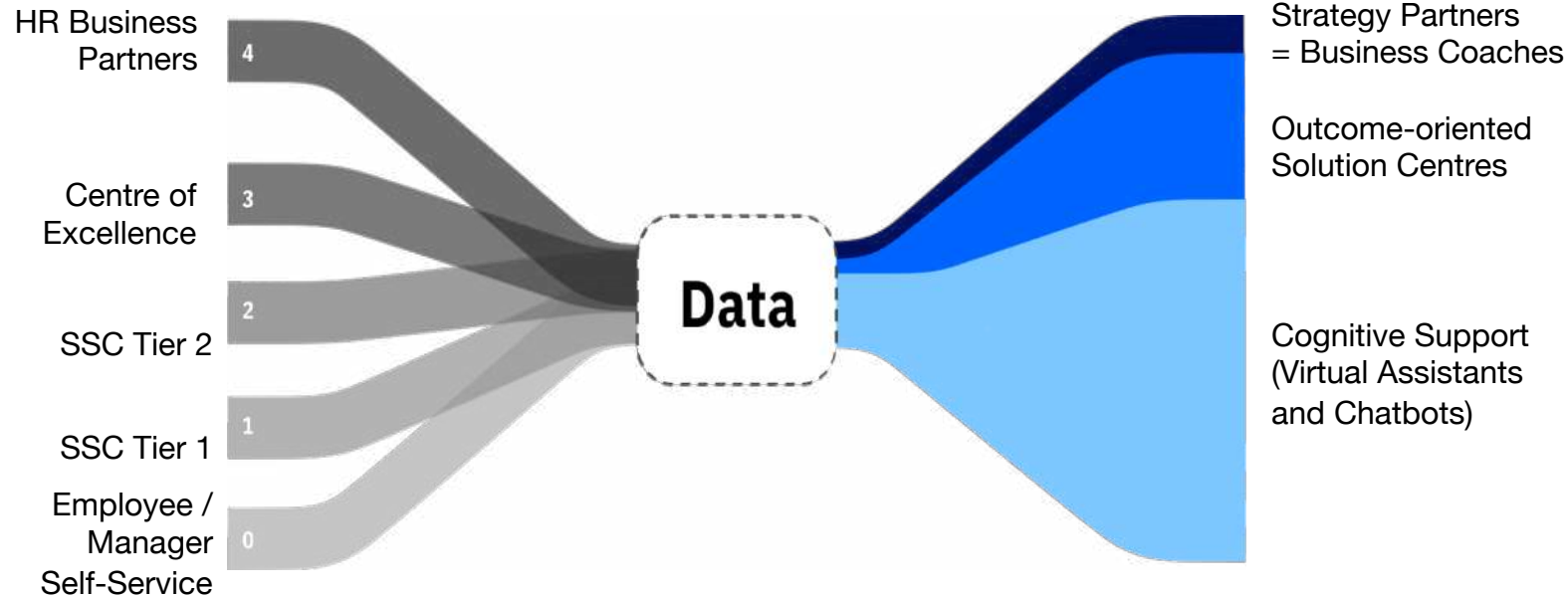
Employees drive performance /
Focus on employee productivity.

Future-proof HR TOM.

Traditional HR

Operating Model

Tiered support dependent on the complexity of query.



Cognitive HR

Operating Model

Cognitive platform delivering expert support.

New HR CORE Skills

- Design Thinking & Service Design.
- Agile.
- Business Transformation / Change Management.
- Culture & Behavioural Change.
- People Analytics.

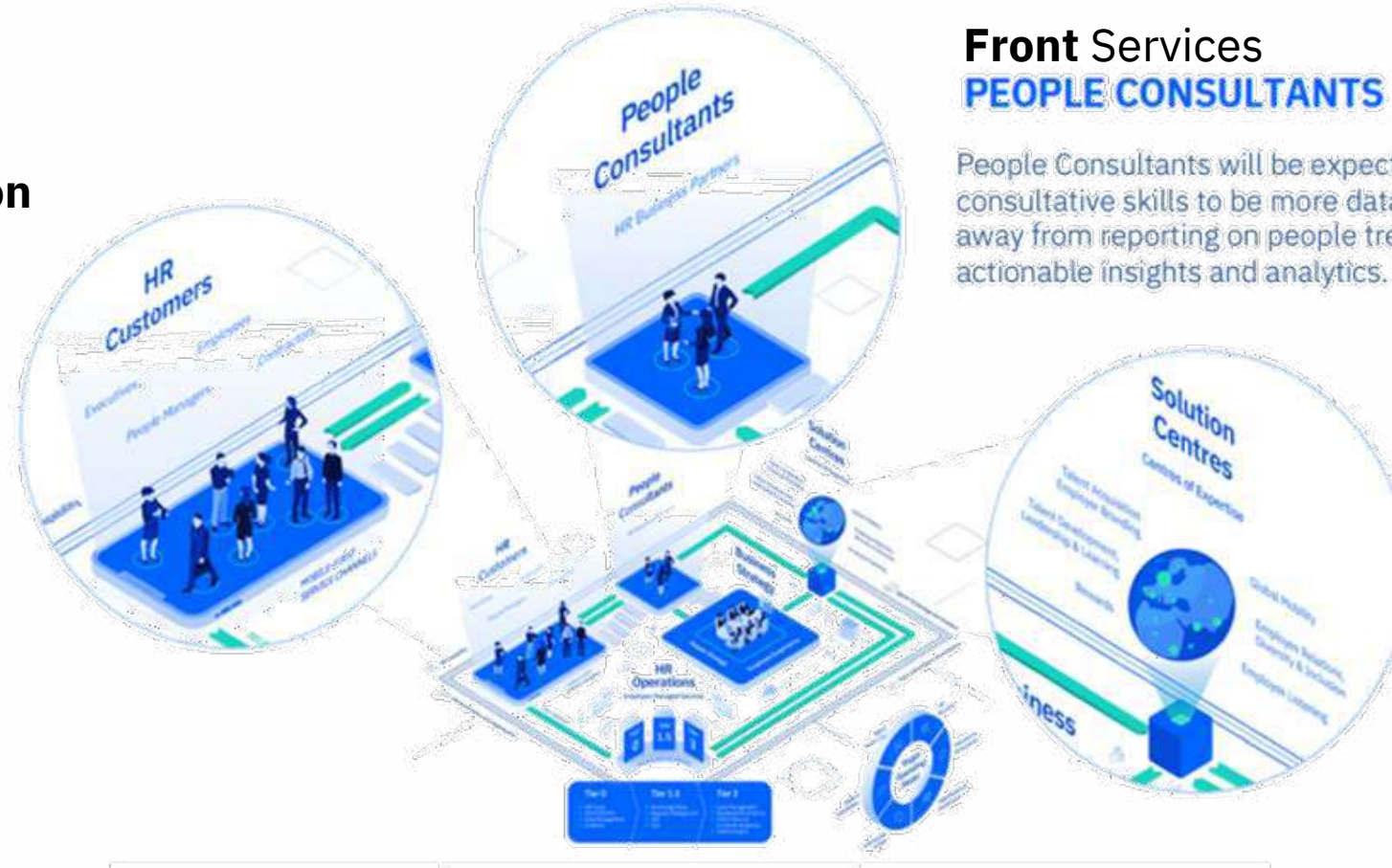
Some impacts:

	Shared Services	COEs	HR Business Partner
Less	<ul style="list-style-type: none">Monotonous basic tasksVoice + email queries	<ul style="list-style-type: none">SiloedIsolated from back officeCycle driven	<ul style="list-style-type: none">Transaction supportChasing & policing
More	<ul style="list-style-type: none">AutomationData insightsChatbotsContent management	<ul style="list-style-type: none">Centered on moments of impactAccountable for total experience (NPS)	<ul style="list-style-type: none">Work flow designCoachingTalent ManagementAccountable for business outcomes

Looks like:

Business Execution HR OPERATIONS

Think more Manager and Employee self-service and expect fewer resources needed in HR Operations. High-volume transactional capabilities can be delivered through automation and augmented intelligence. Cognitive solutions are shaping HR Operations with intelligent workflows.



Front Services PEOPLE CONSULTANTS

People Consultants will be expected to develop consultative skills to be more data savvy. They move away from reporting on people trends to providing actionable insights and analytics.

Disciplines / Solution Development SOLUTION CENTRES (COEs)

COEs will shift from being deep subject matter experts to agile, multi-disciplinary consultants who design policy, process and programmes around improving employee experience and championing the businesses direction.

We have the CORE technology...

SAP SuccessFactors 

workday.

cornerstone

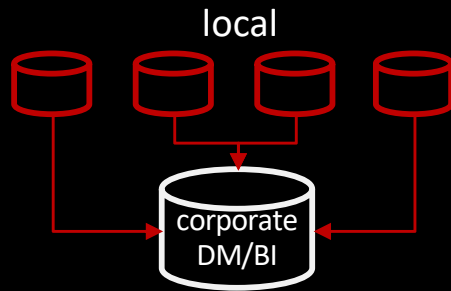
ORACLE

- Career marketplace.
- Workforce planning.
- Global succession planning
- Potential management.
- Talent search.
- Skill taxonomies.
- Global compensation frameworks.
- ...

...flexible deployment approaches:

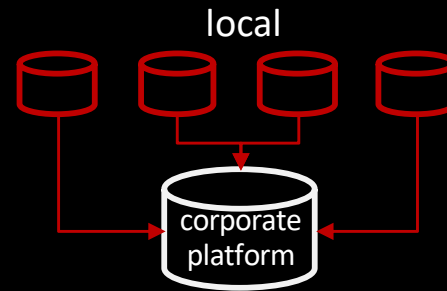
DATA PULL

LOCAL > Corporate
para control / auditoria / reporte.



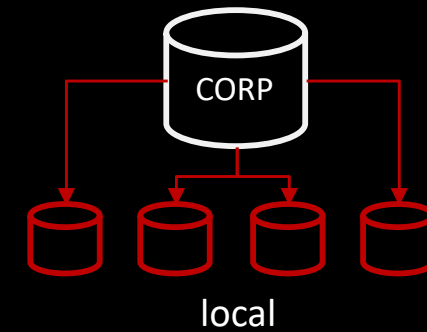
DATA PULL

LOCAL > Corporate
(Procesos / Key Corporate Talent Segments)



ONE HR / DATA PUSH

Global Master > Local



...and the business case:

- “Single source of truth”.
- A “global talent pool” for talent brokerage purposes.
- One “world-class” employee experience for all.
- HR IT operating costs and landscape optimization.

Then, what is the problem?

Why is so difficult?

HQ's identity crisis.

The role of corporate headquarters may sometimes appear to be engraved in stone, but there are actually many reasons to rethink the role of the Corporate Centre in a business organization, in line with internal strategic decisions or external pressures.

- Added complexity.
- Local markets business conditions.
- Increased regulation.
- New balance: control and risks vs. local autonomy needs.
- Organizational structures and corporate governance.

It is all about your current corporate strategic intent.

	FINANCIAL HOLDING	STRATEGIC ARCHITECT	INTEGRATOR/ CONTROLLER CORPORATE CENTER	OPERATIONAL CORPORATE CENTER
PHILOSOPHY <ul style="list-style-type: none"> Where the value is created Role of HQ <p>Who are we?</p>	<ul style="list-style-type: none"> Creates value through individual companies close to their customers Creates and requires compliance with a decentralized management model Is an <u>investment company</u> 	<ul style="list-style-type: none"> Creates value through individual companies close to their customers Contributes value by linking business units Is the <u>strategic leader</u> to a set of business units 	<ul style="list-style-type: none"> Creates value through individual companies by relying on Corporate Center expertise for key decisions Contributes expertise to facilitate decisions Is the strategic leader and <u>advisor</u> to a set of business units 	<ul style="list-style-type: none"> Creates value through the Corporate Center <u>expertise and control of the business units</u> Makes business unit decisions Composed of key business unit leaders
CHARACTERISTICS <ul style="list-style-type: none"> Expected performance Delegation Planning and supervisory principles 	<ul style="list-style-type: none"> Corporate Center sets <u>financial targets</u> for the business units, which are then accountable for their performance <u>Large delegation</u> The business units commit to multi-year strategic plans; so long as targets are attained, no systematic annual review 	<ul style="list-style-type: none"> Corporate Center sets <u>financial, operational and qualitative objectives</u>. The business units are accountable for their performance <u>Large delegation</u> capped by thresholds to limit the corresponding risks The business units commit to multi-year strategic plans; Corporate Center ensures strategic consistency, cross-BU links and holds annual reviews 	<ul style="list-style-type: none"> Corporate Center and the business units share responsibility for attaining a wide range of financial and operational objectives <u>Moderate delegation</u> Corporate Center is <u>highly involved in frequent review and in realizing strategic and operational plans as well as in the budget of the BUs</u> 	<ul style="list-style-type: none"> Corporate Center is responsible for financial and operational performance <u>Limited strategic delegation and units</u>
MAIN HQ FUNCTIONS	<ul style="list-style-type: none"> Finance 	<ul style="list-style-type: none"> Finance/Strategic planning 	<ul style="list-style-type: none"> Finance/Strategic planning 	<ul style="list-style-type: none"> All functions

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Trends.

LOCAL Business

- Responsibility for free cash flow.
- Organic growth.
- Local regulation.
- Resources optimization.
- CORE Group policies (full adherence).

HQ / Corporate

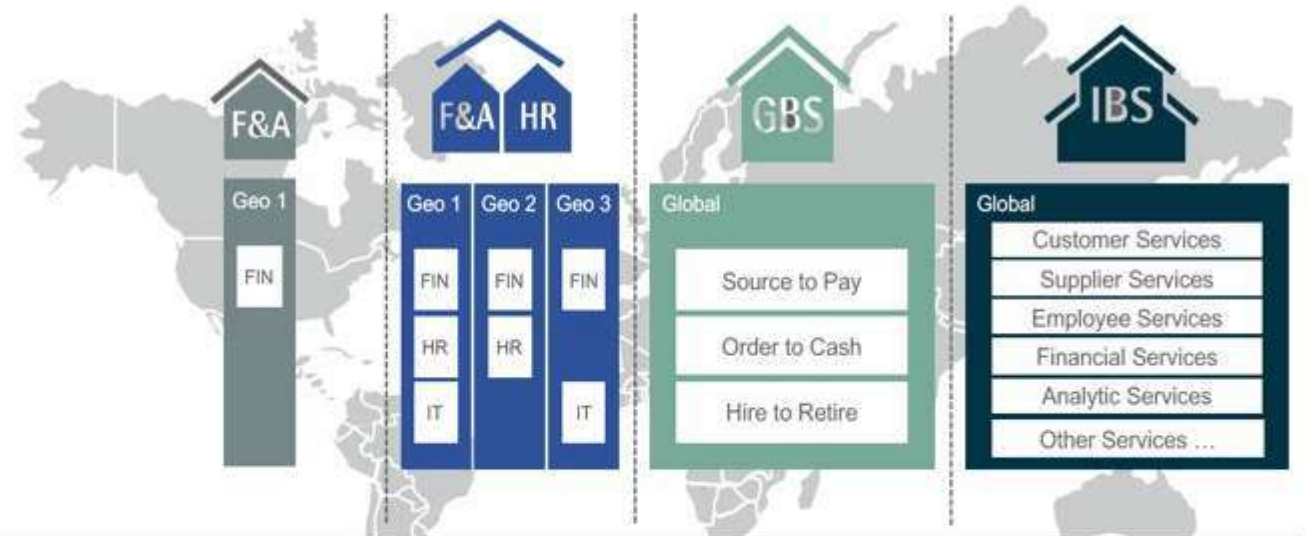
- Group strategies and CORE policies.
- Inorganic development.
- Group's economic performance and investors relationship management.
- Corporate resources optimization.
- Singular programs.



But, nevertheless, in big to medium global organizations corporate functions shared services are long standing solutions for efficiency and support business development strategy.

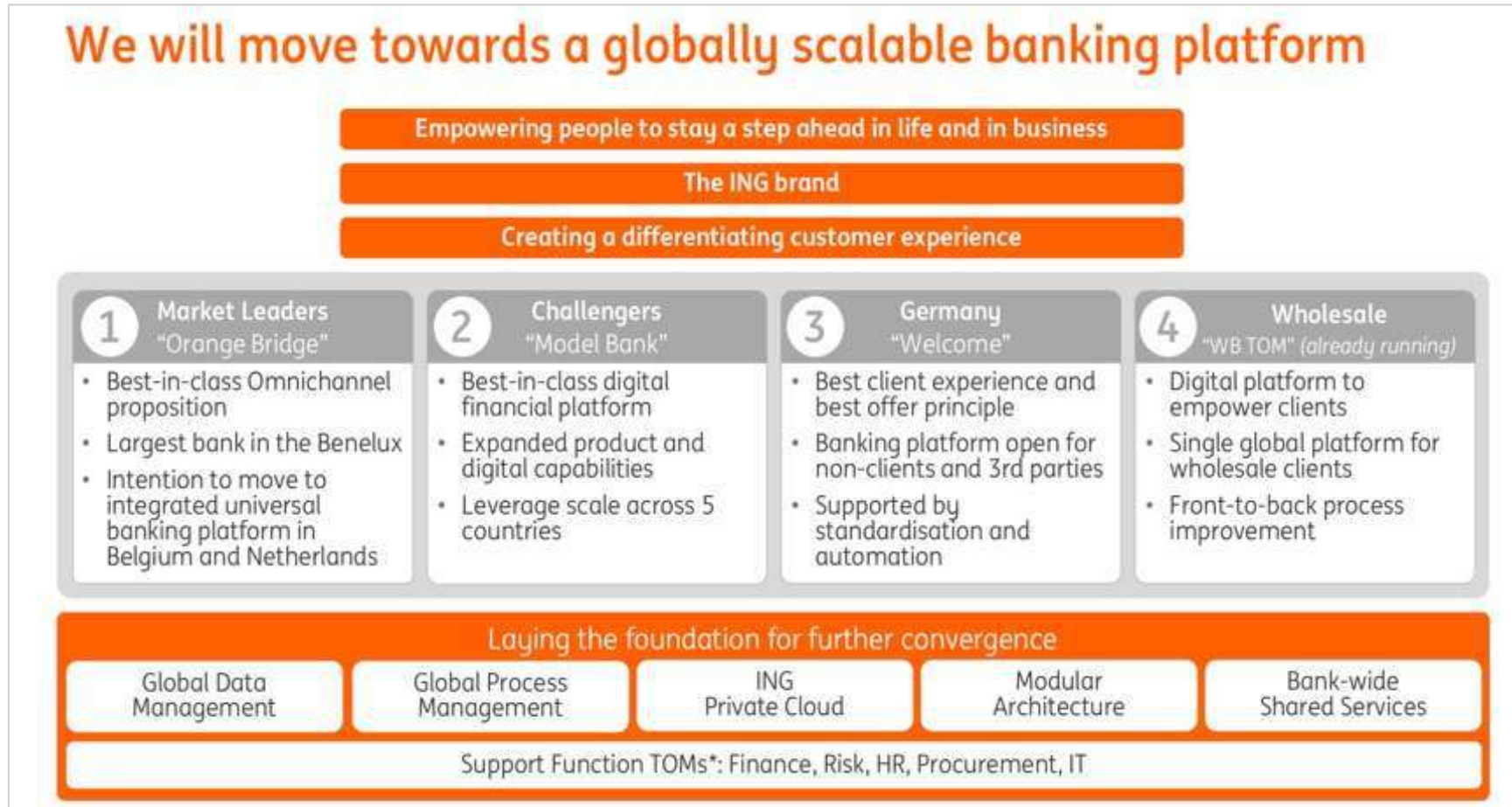
- 80% of global companies.
- 75% are multi-tower.
- 33% reports up to 10% cost YoY savings.

Leading companies pursue the **Integrated Business Services** model as a means to support and enable the corporate strategy while continuing to improve efficiency and reduce costs.



Business Impact of Each Model on the Enterprise				
Model Type:	Discrete	Multi-function	Global Business	Integrated Business
Transformation	🕒	🕒	🕒	🕒
Operational Excellence	🕒	🕒	🕒	🕒
Capital Efficiency	🕒	🕒	🕒	🕒
Risk Mitigation	🕒	🕒	🕒	🕒

ING. Transforming the corporate from the operations.



- Four local or regional business models.
- Supported by local core banking platforms.
- But one operating model for data and back-office

Some ideas for organizational design.

- 100% centralized models. Difficult to implant and sustain. Culture. The "one size fits all" does not work.
- What can be centralized / common in HR?
 - Senior management talent management. Leadership and succession planning.
 - Global key talent programs.
 - "Iconic" transformational programs / Common platform.
- Shared Services Centres. Digital BPO. Flexibility - business case country by country: core vs. non core.
- Global vs Regional Hubs.
- Strategic flexibility: invest vs. des-investment.

A global mindset.

- Know and stay close. Listen, understand... be there.
- Corporate ≠ Corporate location. Let's locals to lead.
- Pragmatic and effective solutions.
- Business case.
- Common language. In both sides.
- Realistic. Fit to local needs. Flexibility.

03

Global talent practices



Lack of critical skills is fostering collaboration.

Re-skilling / Replacing + 50%.

Unprepared to address the skill gaps + 33%.

47% of S&P 100 job postings in 2017 were for the same 37 roles, and 90% of S&P 100 companies recruited for those same roles.

**Global talent pools.
Reducing operating costs.**

59%

concerned about rising employee
benefits costs



Who is doing interesting things?

- Career and development global development programs a all levels.
- International mobility as key development and career practice.
- Corporate learning.
- Global recruiting for specific critical talent segments.
- Global talent pipeline.



-
- Global culture (and tradition).
 - Shared Services Model in place.





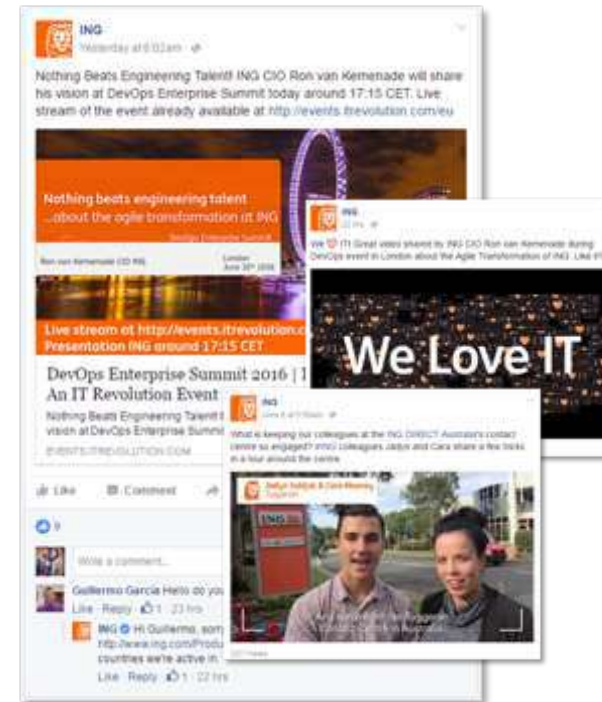
ONE Recruiting Process.



Global Recruiting Model & Global Recruiting Hub.



LinkedIn.



Facebook.



Twitter.



Role descriptions.



- Mundo Santander.
- Santander Scouts.

Banco Santander
483.618 seguidores
1 mes

Jorge Cotes, from **Banco Santander Chile** enjoyed spending three months at the corporate headquarters in Spain through the Mundo Santander program, a great way to learn new skills and cultures.




An incredible experience
"I got the opportunity to spend three months in our HQ which opened my eyes to new cultures and ideas"
Jorge Cotes

Santander
392 recomendaciones · 11 comentarios

Cristina Utasa Fernandez
IT & Ops Corporate Knowledge Manager en Grupo Santander

Santander Scouts Community - Welcome Event



17 recomendaciones · 2 comentarios



Call to action.

- 1. Global Career Marketplace: transparency, effective.**
- 2. International mobility reinvention. Innovate: talent swaps / short-term / virtual teams.**
- 3. Talent Mapping & Strategic Workforce Planning. Global / Skill focused.**
- 4. Mobile readiness. Continues checking.**
- 5. Dual Career Models.**



Let's create.



ANTE LA DIVISIÓN DE GENERAL ELECTRIC

El ocaso de los grandes conglomerados industriales acecha también a España

La decisión de General Electric de dividir en tres empresas su negocio evidencia la tendencia hacia la creación de grupos más simplificados que también tiene reflejo en el mercado español



El logo de General Electric junto al nombre de sus tres grandes divisiones. (Reuters/Dado Ruzic)

(...) En los últimos años, sin embargo, parece haber calado en los mercados una **idea mucho menos favorable a las estructuras de 'holding' o conglomerado.** En esencia, se considera que los grandes grupos que construyen un ecosistema de empresas muy diversas caen con demasiada frecuencia en un **exceso de burocracia**, que ralentiza la toma de decisiones y dificulta una correcta asignación de capital entre los distintos negocios.



Francisco Reynders es presidente de Naturgy

ENERGÍA

Naturgy lanza el 'proyecto Géminis' y se divide en dos empresas cotizadas: una de redes y otra de generación

El consejo de administración de la energética ha anunciado que habrá dos compañías con la misma estructura accionarial. Una se centrará en generación y comercialización.

Los dos perfiles de negocio permitirán, entre otras cosas, **simplificar y focalizar la gestión de cada uno de estos grupos para acelerar el Plan Estratégico**, potenciando el crecimiento y su contribución a la transición energética, adecuándolos a la realidad del sector.

