



Making the Move to HR Tech More Manageable

(for small teams & Departments of One!)

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Chief People Officer
The Granite Group

What We'll Talk About Today

The growing expectations and responsibilities of HR since 2020

Managing the stress that goes along with those expectations

Innovation, and the benefits that go along with it

Why investing in HR Tech saves time and money

Myths about and challenges with HR tech

Beginning the process of introducing HR Tech

How to find the HR Tech you need

Why this shift toward embracing HR Tech is so important to HR

What's now, and what's next

TONS of resources

Before

TEXTSTUDIO

Legacy Human Resources

Administrative Focus

- Largest focus on payroll, benefits administration, compliance with labor laws, record-keeping

Reactive Approach

- No strategy; react to issues as they arise

Siloed Function

- HR function separate, not integrated

One-Size-Fits-All Policies

- Creating policy for the few, not the many

Hierarchical Structure

- Top-down decisions
- HR as the enforcer

Modern Human Resources

Strategic Partner

Connecting People Strategy to Business Strategy

Diversity, Equity, Inclusion and Belonging

Crucial for employee and org wellbeing

Focus on EX & Personalization

Co-creating an incredible, individual employee experience

Proactive

Prevent problems through good process, strategy and practices

Data-Driven Decisions & Tech Integration

Make data-informed decisions. Automate day-to-day functions to focus on what matters... your people!

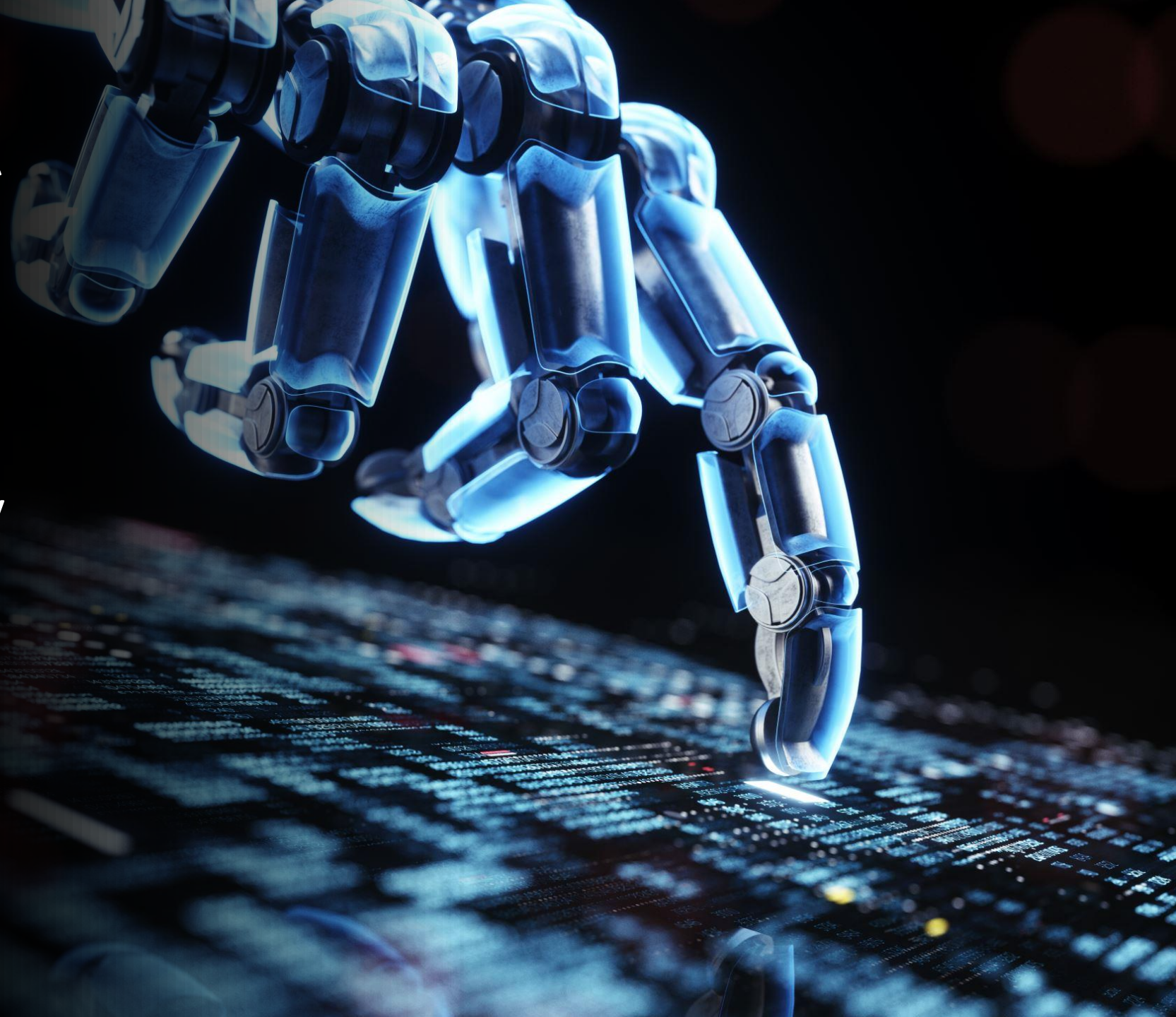


**10 skills for HR
leaders to
transform in 2023
and beyond
(Jason Averbrook,
HRTech 2022)**

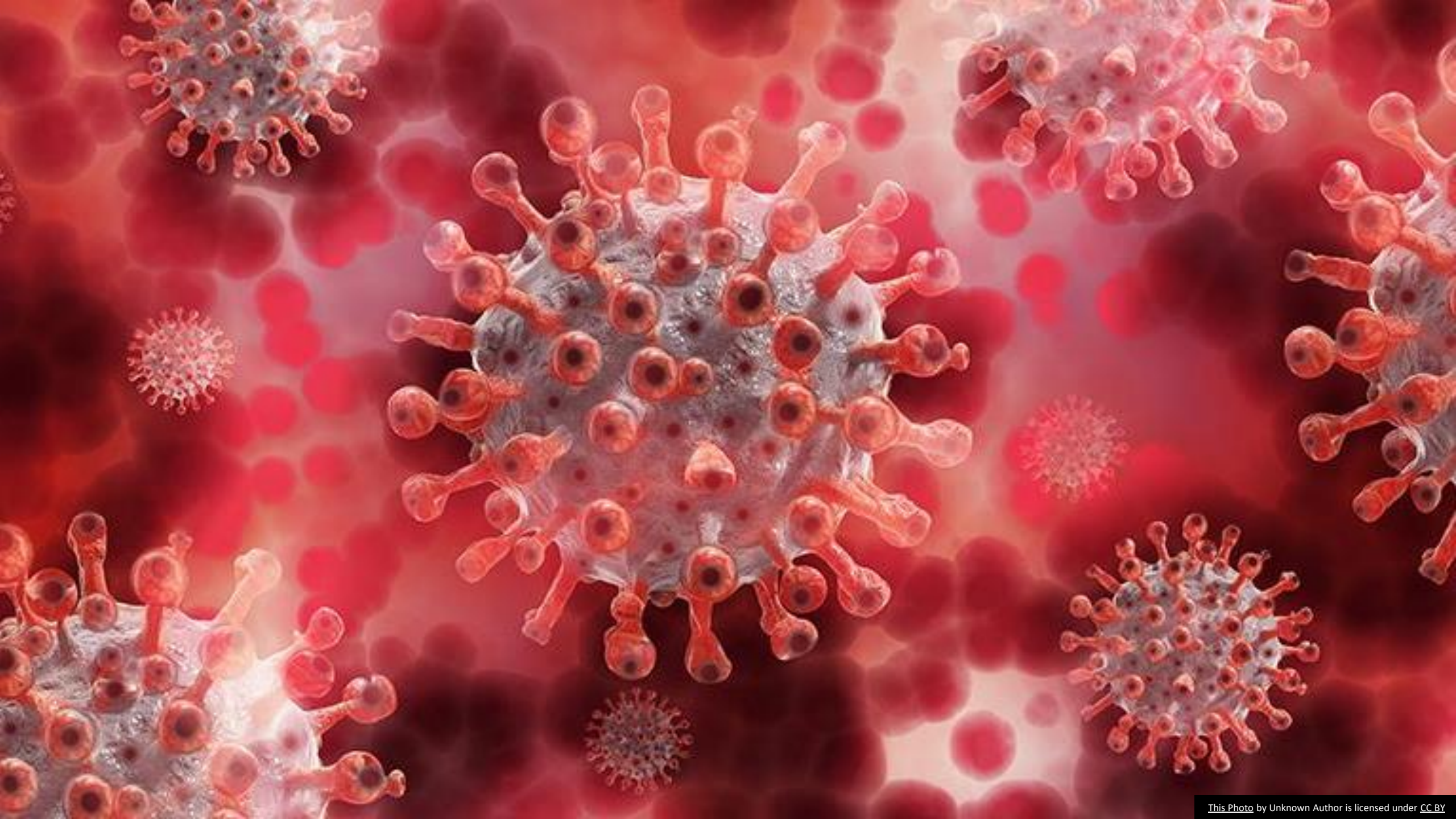
1. Change
2. Design
3. Listening
4. Data
5. Agility
6. Adaptability
7. Storytelling
8. Innovative
9. Collaboration
10. Vision

But What IS HR Tech??

Human Resource
Technology (HR Tech)
refers to the wide array
of technological tools
and software that help
automate, streamline,
and enhance human
resource functions



*Growing Expectations
and Responsibilities Put
on HR Teams Since 2020*



Policy AV

Procedure ST



**TALENT
ACQUISITION**

**FINDING QUALITY
CANDIDATES**

RECRUITMENT

*The ongoing cycle to
find candidates requiring
a specific skill set.*

*The process of seeking
candidates to fill vacancies*



EXIT



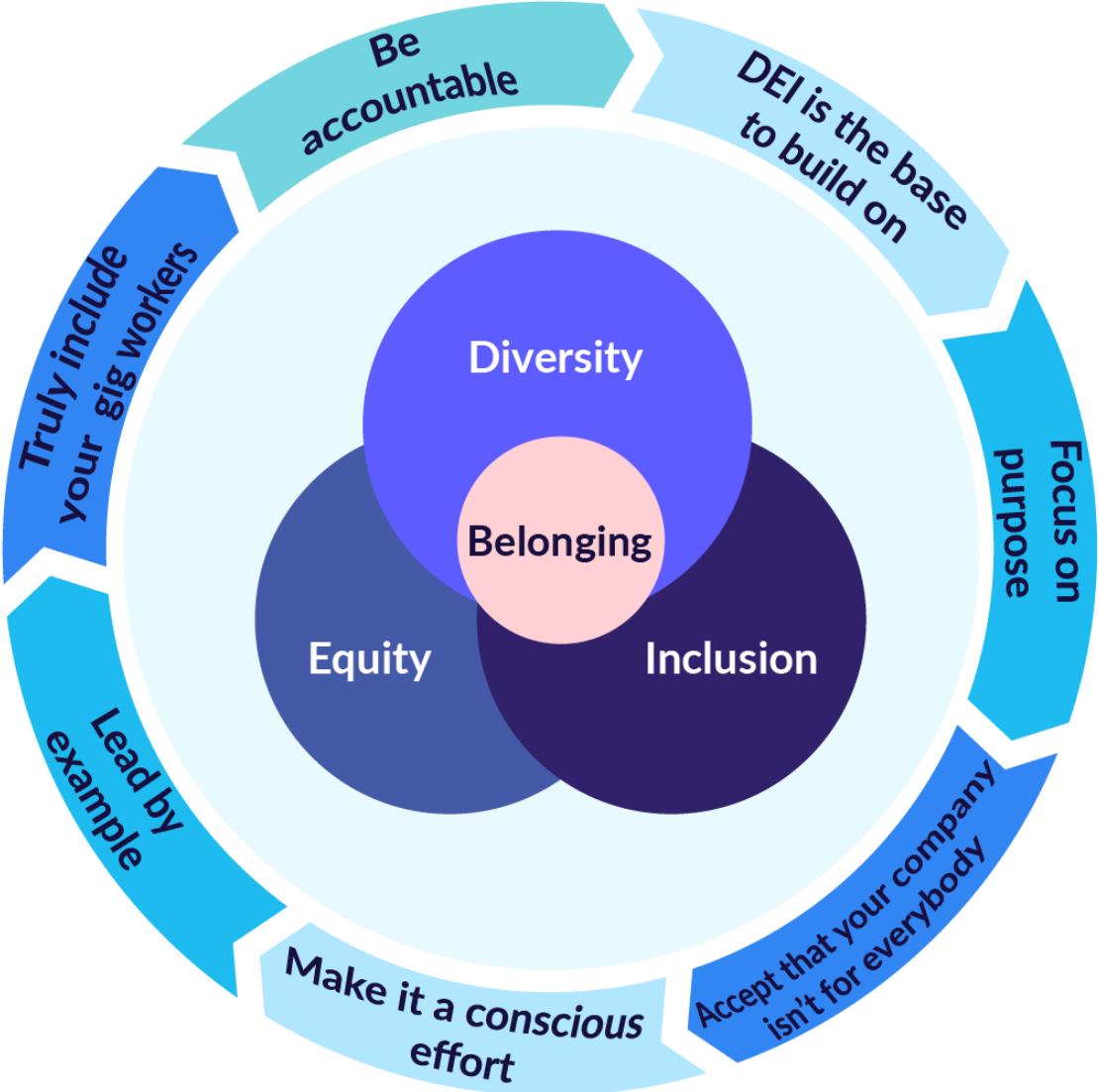
Diversity, Equity, Inclusion and Belonging (DEIB) at Organizations

Welcoming and representation of different dimension of diversity

Feeling accepted as members of a group, valued, and connected with the company

Ensuring that all individuals have access to the same opportunities and that they are treated fairly

Building a work environment where everyone's thoughts, ideas, and perspectives matter



Mental health



A graphic featuring the word "Burnout" in a bold, black, serif font. The text is centered and appears to be burning through a white surface, with bright orange and yellow flames and thick grey smoke rising from the holes in the letters. The background is white, and the overall effect is one of intense heat and destruction.

Burnout



DIGITAL TRANSFORMATION



Technology



Communication



Data



Internet of things



Automation



AI



Networking




The Irresistible Organization: A Complete Employee Experience

 Meaningful Work	 Hands-On Management	 Productive Environment	 Growth Opportunity	 Trust in Leadership	 Health & Wellbeing
Autonomy	Clear goal setting	Flexible work environment	Facilitated talent mobility	Mission and purpose	Safety and Security
Selection to fit	Coaching and feedback	Recognition rich culture	Career growth in many paths	Investment in people, trust	Fitness and Health
Small teams	Leadership development	Open flexible work spaces	Self and formal development	Transparency & communication	Financial wellbeing
Time for slack	Modern performance management	Inclusive, diverse culture	High impact learning culture	Inspiration	Psychological wellness and support

derived from Simply Irresistible, © Deloitte Consulting LLP

That's a LOT! How do we manage the stress that comes along with these increased responsibilities?



PRACTICE GOOD SELF-CARE

Set Boundaries

Advocate for
yourself and
others

Lean on your
community

Take breaks
during the
workday

Exercise

Remember your
why

Do things you
enjoy

Manage stress
before burnout
gets ahold of you

What If that Doesn't Work??

- Leave a toxic environment
- This is much easier said than done but look..... Then leave
- Laurie Ruettimann's book "Betting on You" has excellent advice about looking for a job while you are working <https://laurieruettimann.com/>
- Consider hiring a coach
- Julie Turney is the absolute best at coaching HR professionals going through burnout <https://hratheart.co/>
- (And watch her TEDx talk on "HR – The First Responder's We've Forgotten" here: https://www.ted.com/talks/julie_turney_the_first_responders_we_ve_forgotten_uncovering_the_crisis_in_hr_jan_2022)

*Paving the way for HR
Innovation – and its
benefits*

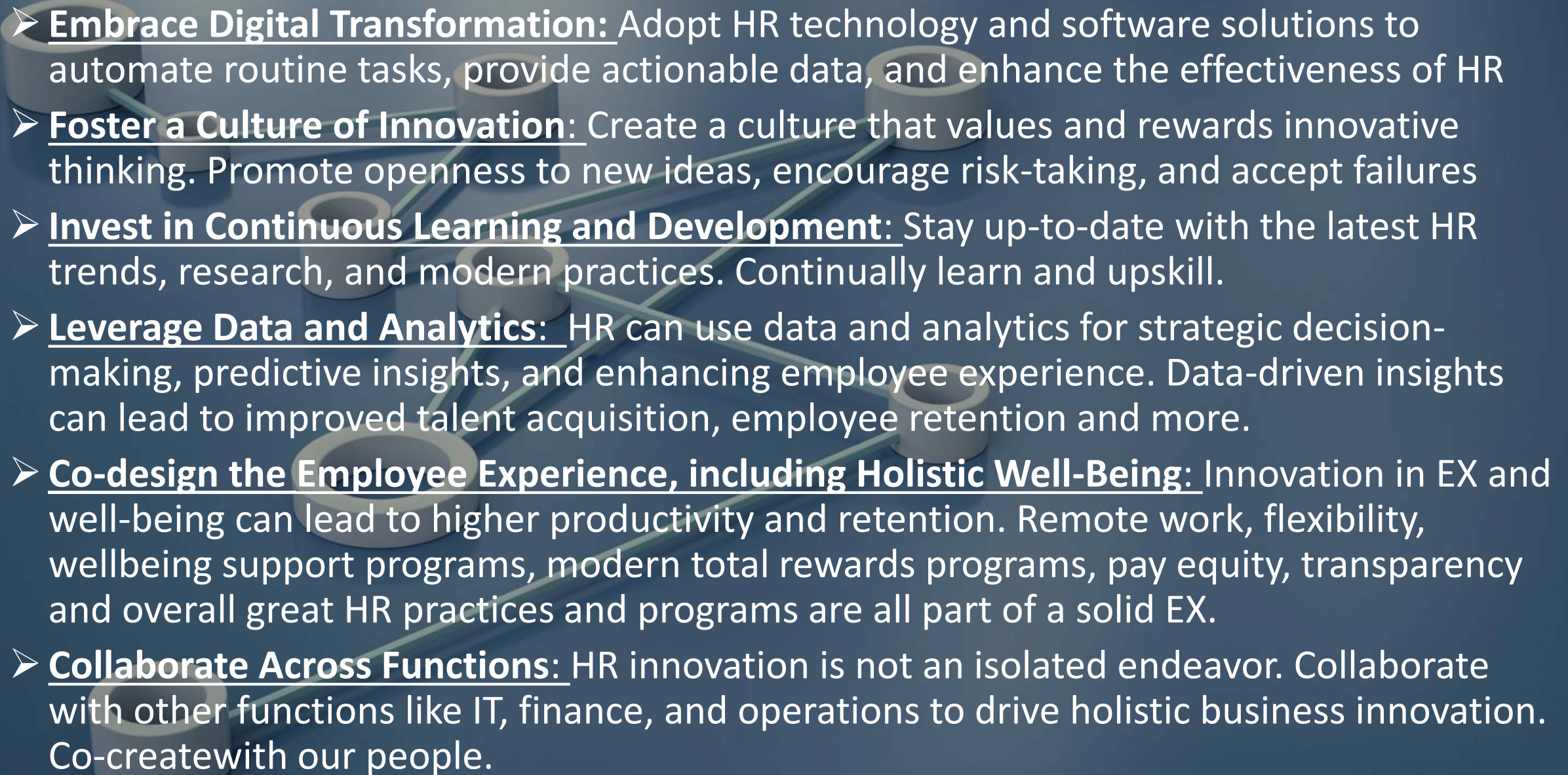
We Need To Educate Ourselves
It Starts With US.





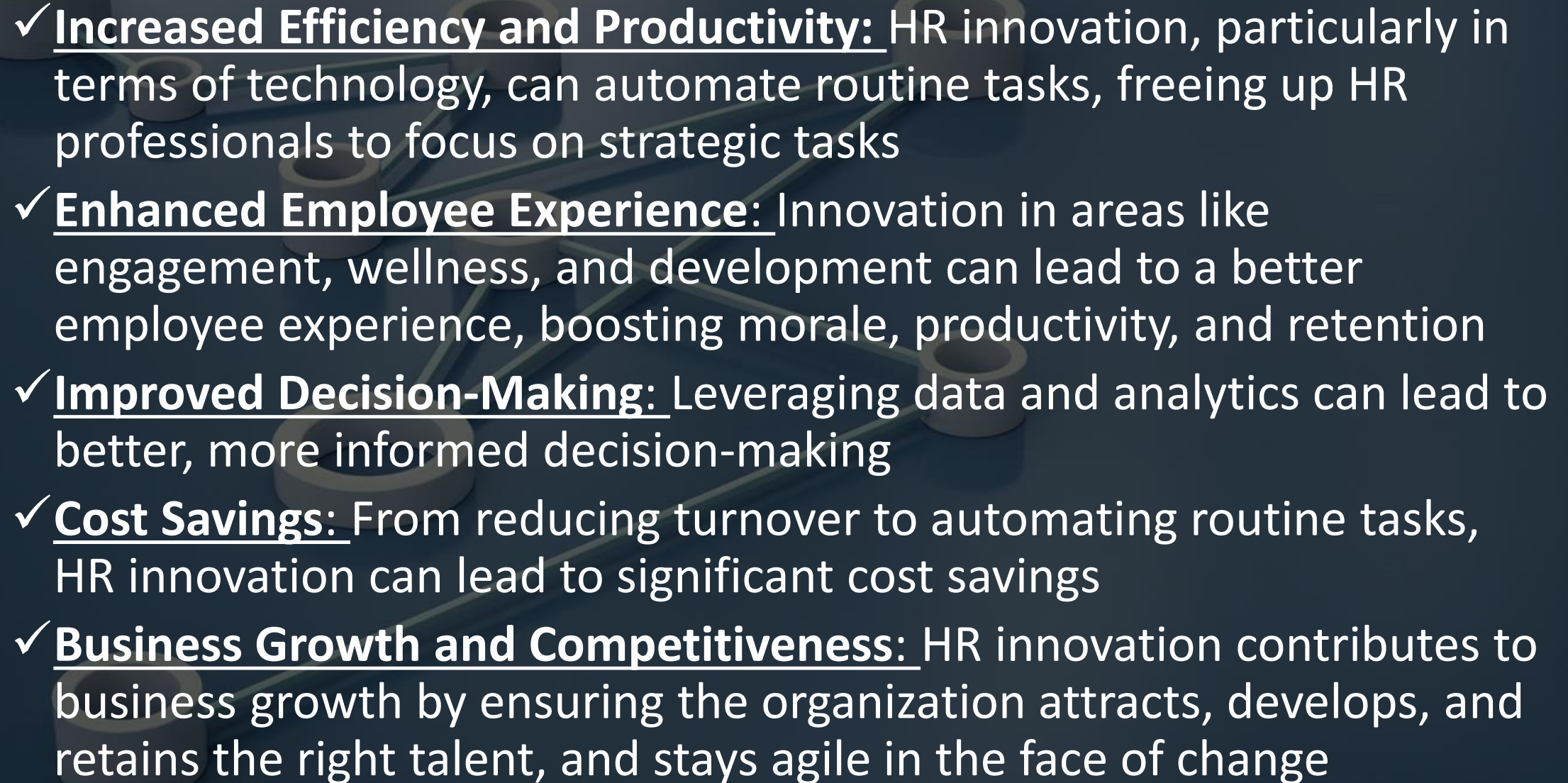
Paving the Way...HR Innovation is critical.

Business is constantly evolving - we're experiencing never-before-seen technological advancement, changing workforce demographics, and ... a global pandemic. HR is uniquely positioned to innovate to and must innovate to be able to meet these new challenges and create competitive advantage.

- 
- **Embrace Digital Transformation:** Adopt HR technology and software solutions to automate routine tasks, provide actionable data, and enhance the effectiveness of HR
 - **Foster a Culture of Innovation:** Create a culture that values and rewards innovative thinking. Promote openness to new ideas, encourage risk-taking, and accept failures
 - **Invest in Continuous Learning and Development:** Stay up-to-date with the latest HR trends, research, and modern practices. Continually learn and upskill.
 - **Leverage Data and Analytics:** HR can use data and analytics for strategic decision-making, predictive insights, and enhancing employee experience. Data-driven insights can lead to improved talent acquisition, employee retention and more.
 - **Co-design the Employee Experience, including Holistic Well-Being:** Innovation in EX and well-being can lead to higher productivity and retention. Remote work, flexibility, wellbeing support programs, modern total rewards programs, pay equity, transparency and overall great HR practices and programs are all part of a solid EX.
 - **Collaborate Across Functions:** HR innovation is not an isolated endeavor. Collaborate with other functions like IT, finance, and operations to drive holistic business innovation. Co-createwith our people.

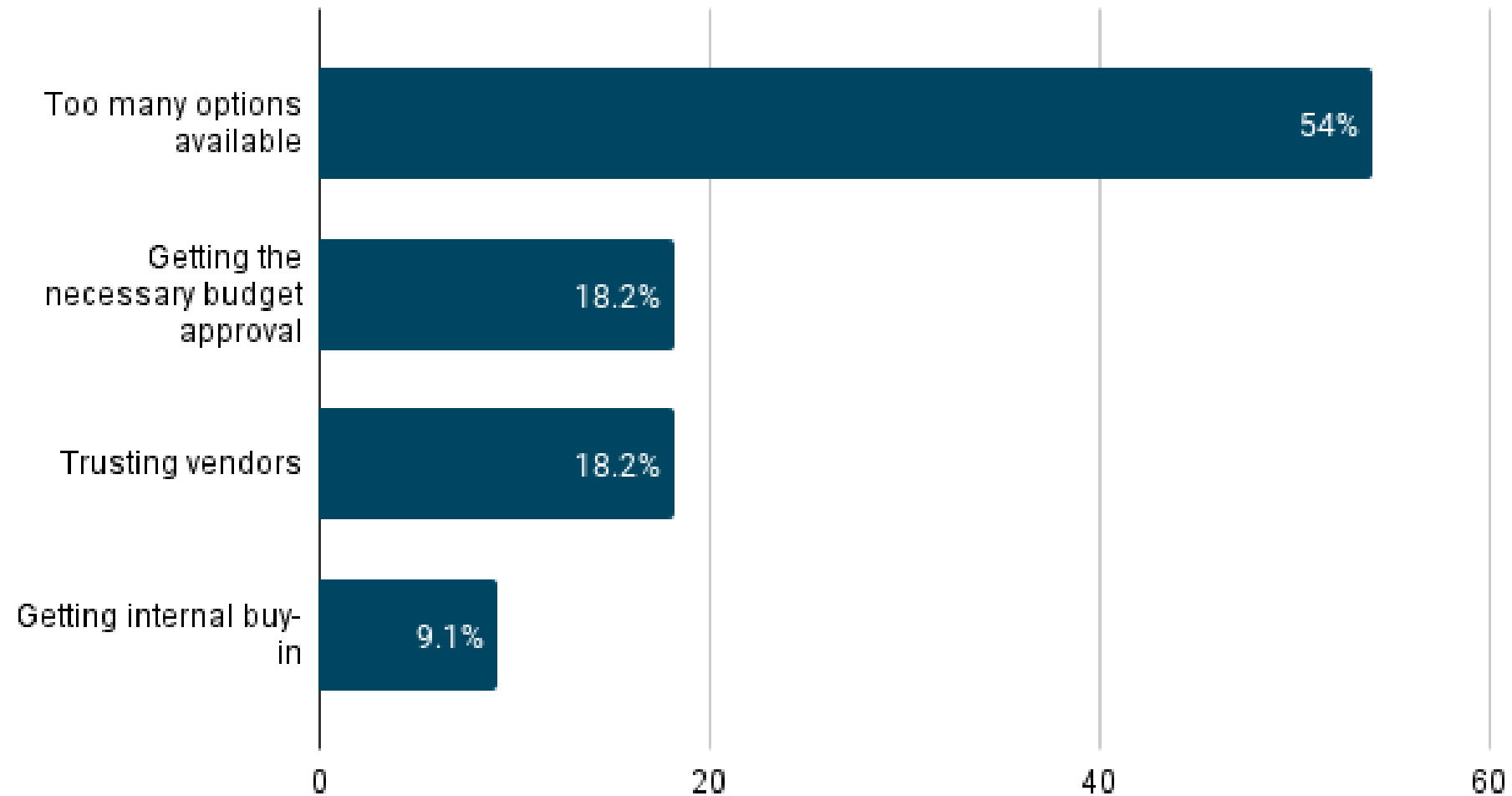
Benefits of HR Innovation



- 
- ✓ **Increased Efficiency and Productivity:** HR innovation, particularly in terms of technology, can automate routine tasks, freeing up HR professionals to focus on strategic tasks
 - ✓ **Enhanced Employee Experience:** Innovation in areas like engagement, wellness, and development can lead to a better employee experience, boosting morale, productivity, and retention
 - ✓ **Improved Decision-Making:** Leveraging data and analytics can lead to better, more informed decision-making
 - ✓ **Cost Savings:** From reducing turnover to automating routine tasks, HR innovation can lead to significant cost savings
 - ✓ **Business Growth and Competitiveness:** HR innovation contributes to business growth by ensuring the organization attracts, develops, and retains the right talent, and stays agile in the face of change

*Why investing in HR Tech
saves time and money
(data included!)*

What's the hardest part about buying HR Tech?





Automation of Routine Tasks:

Many HR tasks like timecards, scheduling, benefits administration, payroll, and onboarding can be automated using HR Tech. This reduces manual entry, saves time and reduces the chances of human error.

Automation can reduce payroll process time by up to 80% (source: Smarter Systems)

Improved Accuracy:

HR Tech reduces errors that can occur with manual data entry. Payroll errors can be costly, both in terms of direct costs and the time it takes to correct them.

Automation reduces payroll errors by 1-8% (source: American Payroll Association)





Enhanced Reporting and Compliance:

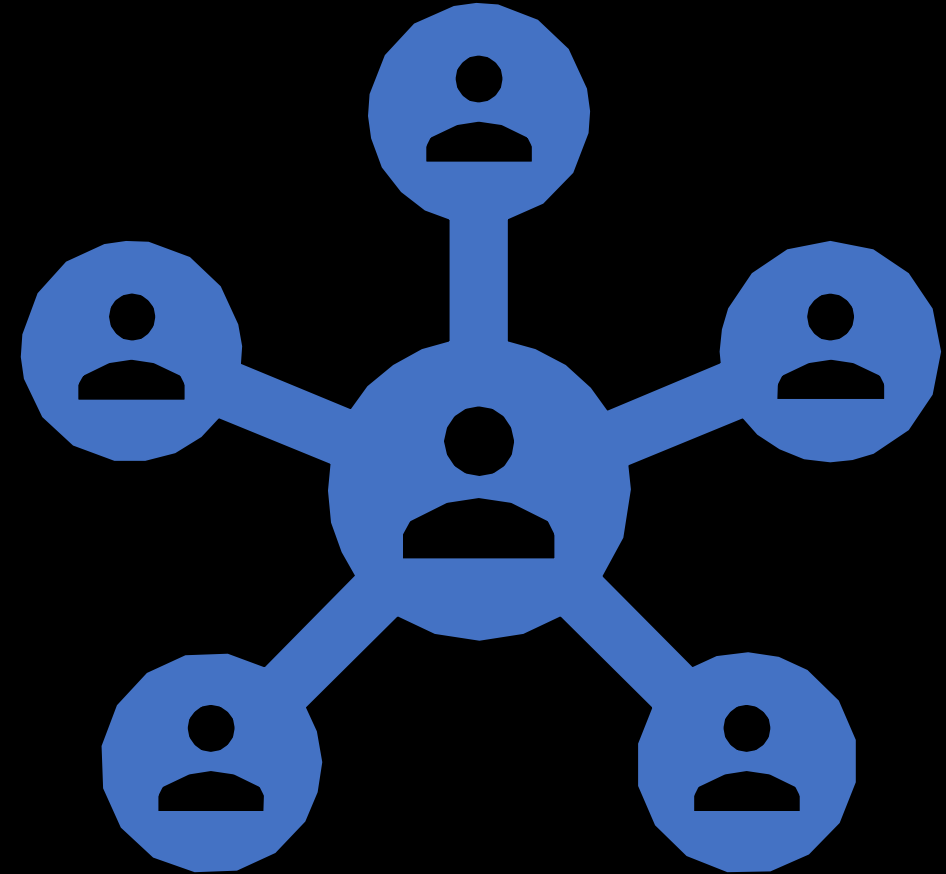
HR Tech can help with compliance by automatically updating changes in laws and regulations, tracking necessary data, and generating compliance reports. This can save substantial time and help avoid costly fines and legal problems.

50% of HR professionals lack confidence in their ability to keep up with compliance laws; Non-compliance often results in hefty fines, and employment lawsuits have increased by 400% over the past 20 years (Source: Upcounsel)

Better Talent Management:

HR Tech like Applicant Tracking Systems (ATS) and AI-enabled recruitment tools can streamline the hiring process, saving both time and recruitment costs.

Companies using an ATS have seen a 27% decrease in time to hire (source: LinkedIn)



Employee Self-Service:

Many HR platforms enable employees to manage their profiles, benefits, and time off, reducing the administrative workload on HR staff. This not only saves time for the HR department but can also lead to improved employee satisfaction

50% of employers believe that data entry by employees increases their accountability and lowers compliance risks in the process (source: Paycom)





Data-Driven Decision Making:

HR Tech allows for better data collection, management, and analysis. This enables HR and business leaders to make more informed, strategic decisions that can lead to cost savings and improved efficiency

Data-driven organizations are 19 times more likely to be profitable (source: McKinsey)

Scalability:

As a company grows, the HR tasks multiply exponentially. HR Tech allows a company to easily scale its HR functions without needing a proportional increase in HR team members

Organizations using sophisticated HR technology were generally more scalable, adaptable, and resilient. (Source: Deloitte)





Reduced Turnover:

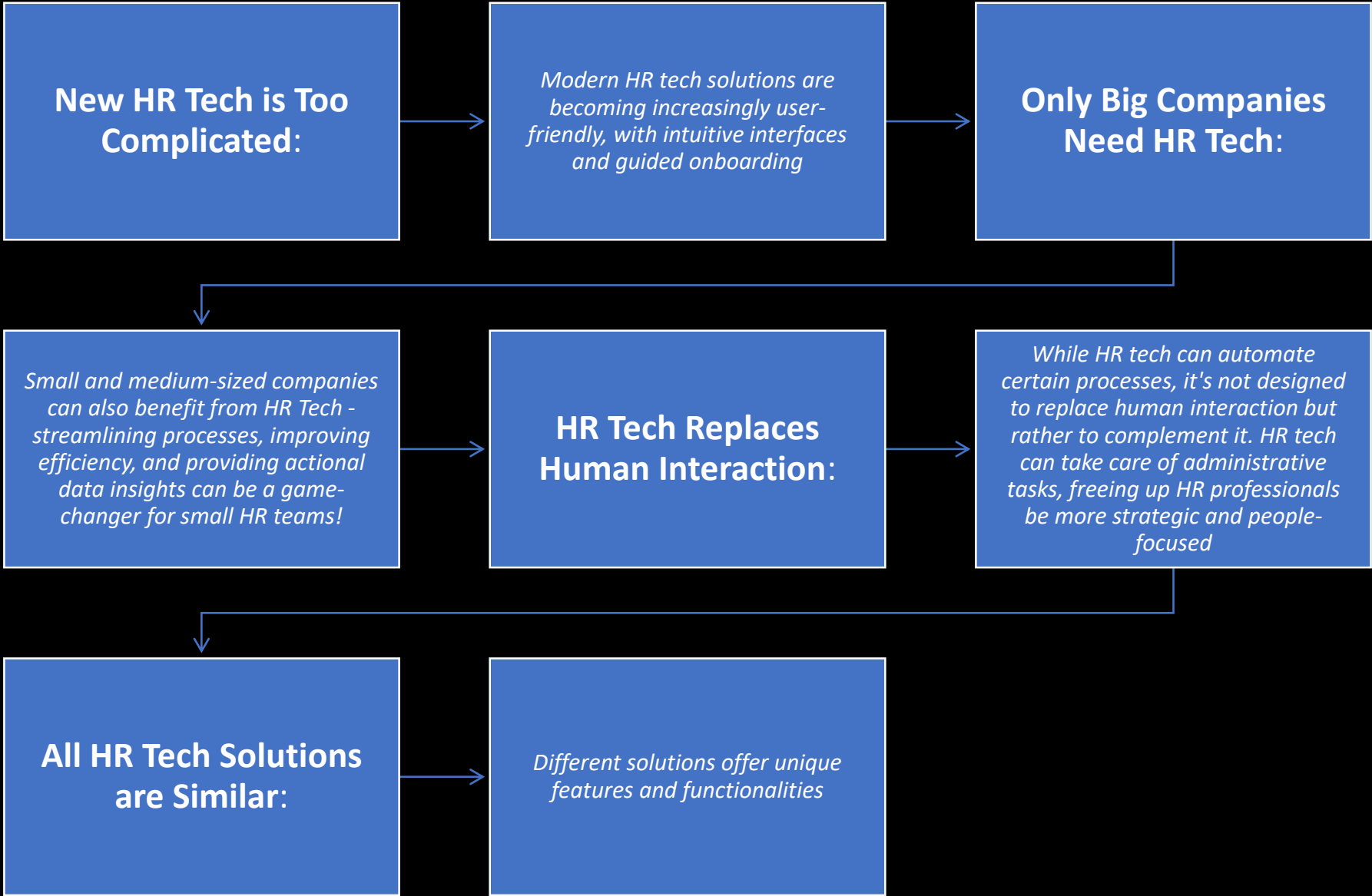
Advanced HR Tech can help with employee engagement, performance tracking, and proactive intervention, which can help reduce turnover rates

The cost of replacing an employee can be substantial, so this can lead to significant cost savings (source: Work Institute's 2020 Retention Report)

*Breaking down myths
about HR Tech, and
challenges you may face*



Myths



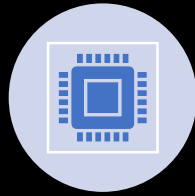


Challenges



Resistance to Change:

One of the most common challenges is resistance to change from employees. Change management plays a vital role in overcoming this hurdle.



Integration with Existing Systems:

New HR tech needs to integrate. It can be challenging to find solutions compatible with your current tech stack or to migrate data from one system to another.



High Costs:

Implementing new HR tech can be expensive. Organizations need to consider the return on investment and the total cost of ownership, including the cost of licenses, maintenance, and staff training.



Data Security:

With increasing reliance on digital platforms, data security has become a major concern. It's crucial to choose HR tech solutions that adhere to strict security standards to protect sensitive employee information.



Keeping up with Technology:

Technology is evolving rapidly, and what is considered cutting-edge today may be outdated tomorrow. This constant change presents a challenge for HR teams to stay updated with the latest trends and solutions.

Beginning The Process of Introducing HR Tech



Understand Your Needs:

Analyze your company's needs and problems. This could involve inefficiencies in current processes, a lack of data-driven decision-making, or difficulties in tracking employee performance. Identifying these needs will help you understand what kind of HR technology would be most beneficial.



Research Available Solutions:

Once you have a clear understanding of your needs, begin researching available HR tech solutions. This includes HRIS (Human Resources Information Systems), HRMS (Human Resource Management Systems), or specialized tools for recruitment, performance management, learning and development, etc. Compare their features, prices, and reviews to shortlist the ones that align with your requirements.

Involve Your People, and Consider the Employee Experience:

GET THE TEAM INVOLVED EARLY! Managers, HR, IT, and others from across different functions. They will be using the tech, and can help provide a better experience.

Also, make sure you select technology that's easy to use and intuitive. Plan for training too!



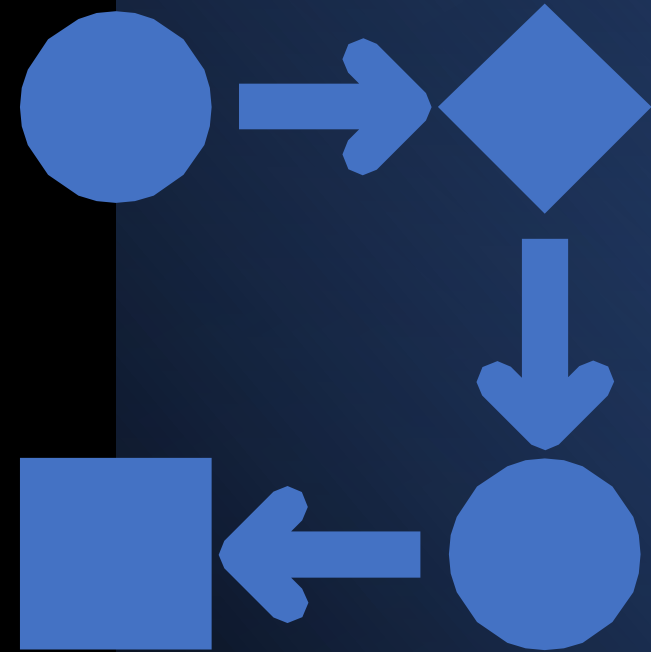
Plan for Integration & Prepare a Business Case:

Make sure the HR tech you're considering can integrate seamlessly with the software and tools your company is already using. Once you select tech, prepare a business case to present to decision-makers. Highlight the problems your company is facing, how the new HR tech can solve these problems, and an estimation of the return on investment.



Implement in Phases:

Rather than implementing the new HR tech all at once, consider rolling it out in phases. This allows you to monitor its effectiveness, resolve any issues that arise, and make improvements before the next phase.



Train Your Team:

Adequate training is essential for successful adoption. Make sure your team knows how to use the new HR tech effectively. This could involve online tutorials, in-person training sessions, or guides.



Collect Feedback and Adjust:

After implementation, collect feedback from your team. What's working well? What could be improved? Use this feedback to make adjustments and improvements.



Stay Updated:

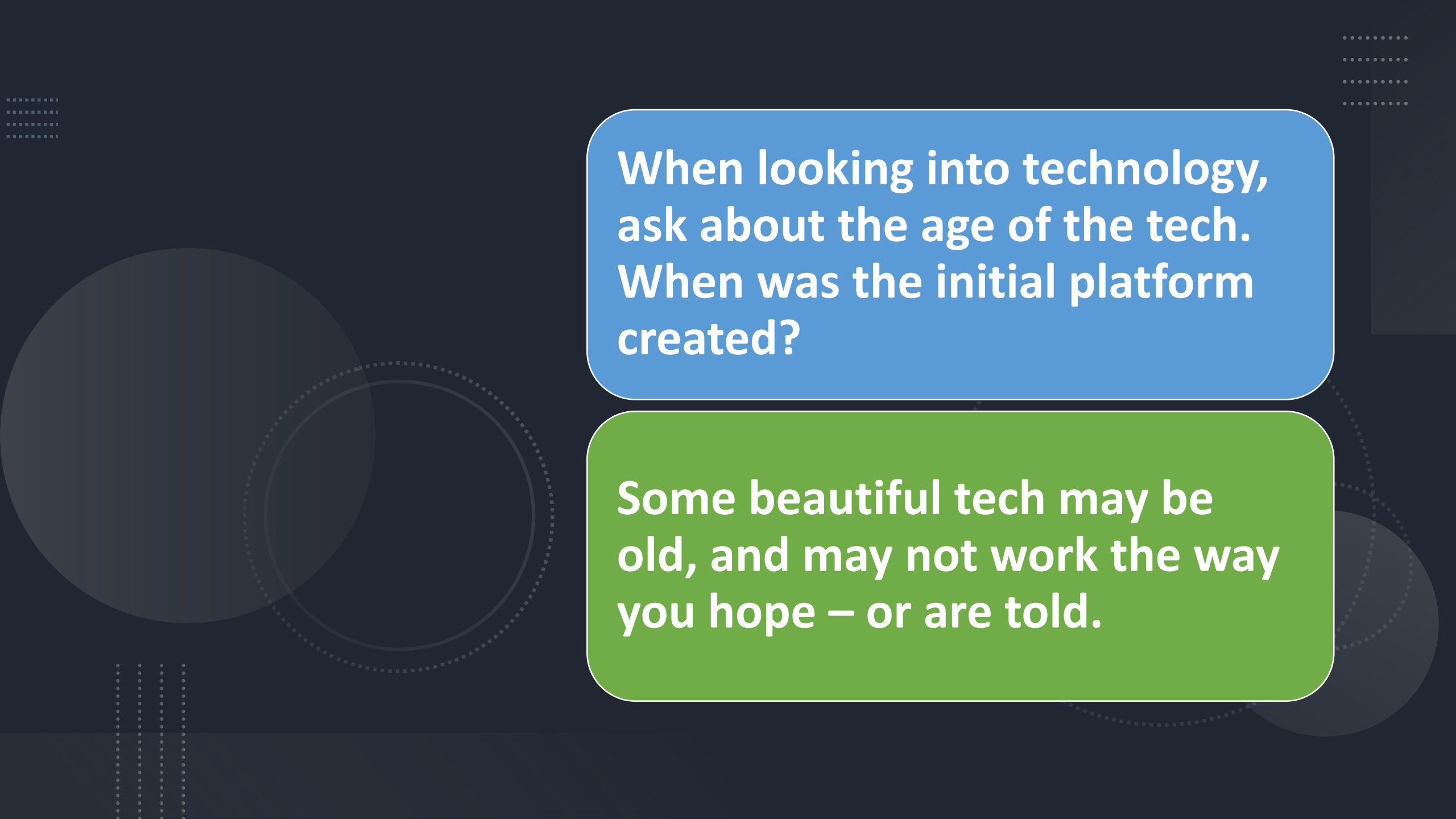
Technology is always evolving. Regularly review your HR tech to make sure it's still meeting your needs and consider updates or new solutions as necessary.



Ok, But How Do I Find
HR Technology I
need???

TIPS

A photograph showing four hands holding large, 3D-style letters that spell out the word "TIPS". The letters are brightly colored: the 'T' is lime green, the first 'I' is light blue, the 'P' is red, and the 'S' is yellow. The hands are positioned at the bottom of each letter, appearing to hold them up. The background is solid black, making the colors of the letters stand out.



**When looking into technology,
ask about the age of the tech.
When was the initial platform
created?**

**Some beautiful tech may be
old, and may not work the way
you hope – or are told.**

- Tech should match your culture
- Mine your current technology first - you may have some hidden features that you are not using
- Know how the HR Tech will play with other systems (finance, ERP, etc.)
- If you don't get the answers you want from vendors, translate that into negotiating leverage
- If you sign up for a demo, first you have a discovery call. Tell vendor you have a budget and skip right to the demo
- Less than 25% of organizations involve employees at a high level - engage your team from problem identification to post-implementation
- Pay attention to vendor reps - their likeability plays a large role
- Look at tenure of employees and reps of the vendor on LinkedIn - reps have a lot of choices. Longer tenure speaks volumes
- Look at the culture of the vendor (Glassdoor, indeed, Facebook, LI can help)



A group of business professionals in a meeting, looking at a tablet. The scene is slightly blurred, focusing on the text overlay. The background shows people in business attire, some holding coffee cups, gathered around a table. One person is pointing at a tablet held by another.

WHAT DO I REALLY NEED????

ATS - if hiring more than 30 people/yr

HRIS

Payroll

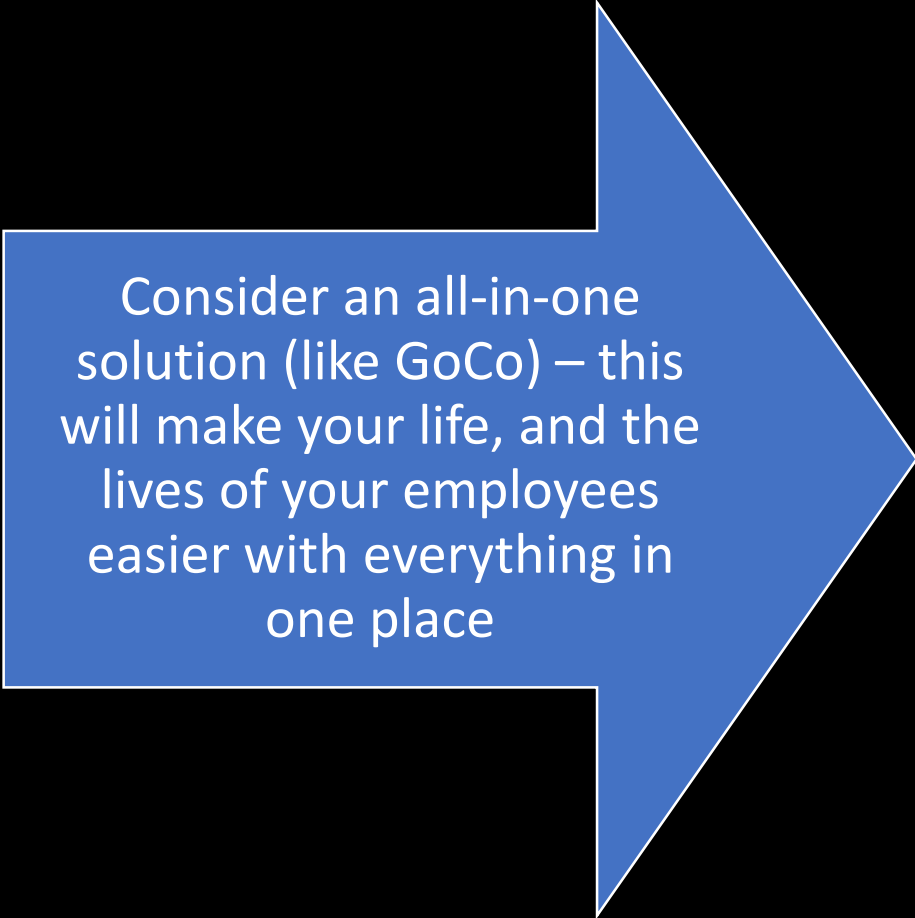
Timekeeping (if hourly)

Benefits (through broker or platform)

Performance Management

Onboarding

If You are a Small or Mid-Sized Company



Consider an all-in-one solution (like GoCo) – this will make your life, and the lives of your employees easier with everything in one place



Then, add on other tech as needed



MORE HR TECH TIPS

- Your best sources are your HR friends, colleagues and new connections
- Join Facebook Groups (Facebook is for business too!)
- Participate in Twitter chats (#HRSocialHour is amazing!)
- Spend time on the expo floor during SHRM, HR Tech and at other conferences and talk to vendors (or, do this virtually!)
- Use vendors themselves as learning experiences. Demos are free, and very helpful! (but take this with a grain of salt)



My #1 Recommendation (and it's FREE!)

<https://www.selectsoftwarereviews.com/talk-to-advisor>

Input info on what you are looking for, talk with an actual human about your HR Tech issues, and get recommendations.

Select Software Reviews also has an excellent newsletter, and some of the best articles and videos in the space.

My #1 go-to for all things HR Tech!



The Leader in Talent Optimization



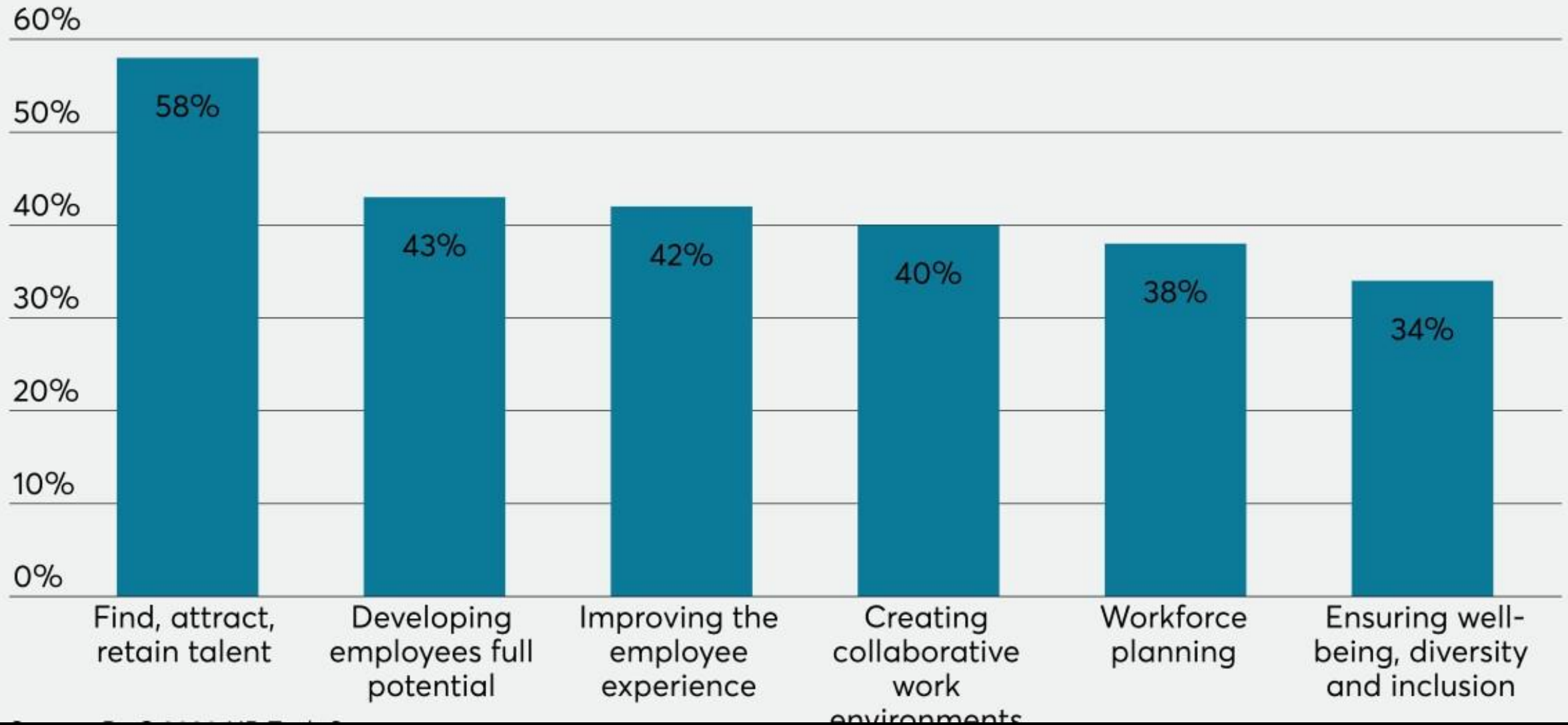


Why this evolution
is so important for
the future of HR



**Technology
Can Make Us
More Human**

The 6 issues driving HR technology decisions





This Photo by Unknown Author is licensed under CC BY-NC

- 80% of U.S. small businesses now use HR software or plan to use it in the next one to two years.
- 6% of companies currently use AI for recruiting to a “high degree,” while 24% responded that they would likely be using AI for recruitment to a high degree by 2023.
- A majority of recruiters (75%) use applicant tracking software to find potential employees, while 79% use social media.
- A majority of employers (97%) plan to increase their investments in recruiting technology.
- During the next few years, 60% of HR departments are expected to invest in predictive analysis, 53% in process automation, and 47% in artificial intelligence.

Source: Zippia.com

What's Now and Next?



HR-TECH MARKET MAP

TALENT ACQUISITION

Screening & Assessing

Sourcing and Recruitment

TALENT MANAGEMENT

Performance, Engagement & Communication

Compensation Management & Benchmarking

Learning, Development & Upskilling

Wellbeing & Experience

HR ANALYTICS

CORE HR

Incl. HCM, HRIS, Payroll & Workforce Management

Large HCM Platforms & Solutions for SMBs

Note: Infographic depicts selected companies within the HR-Tech landscape

HR Technology: 2022 And Beyond

White Collar



Hourly



Senior Leaders



Line Managers



Candidates



Contractors



External Network



Alumni



Work Tech: Systems of Productivity



Build Employee Portals

Build Career and Mobility

Build Learning and Wellbeing

Build Employee Journeys

Build Surveys Feedback

Build Employee Communications

Build Candidate Experience

Employee Experience Systems and Applications

Talent Intelligence Data and Applications

Transactional Talent and HCM Applications

CORE

Senior Geographic Business Partners



Junior Geo Bus Partners



Talent Specialists (HR, recruiting, OD)



Wellbeing, safety, culture, engagement, recognition



HR Ops, AI and Bots, Intelligence



Analytics, Monitoring, Predictive, WF Planning



Comp, Ben, Rewards



HR Tech, App development



How The HR Tech Market Is Changing

	Talent Systems Licensed	SaaS & Cloud	Mobile and Workflow	AI Powered AI Enabled	AI-Reinvented HCM
Offerings	HCM, LMS, ATS Licensed	Integrated HCM Cloud Offering	Designed for Mobile Integrated into Desktop	Machine Learning Recommendations	Copilot For Learning, Recruiting, HRBP
Benefits	Integrated Talent Management Systems	User-Centric Systems of Engagement, Easy to Implement	Extended Utility To All Users, Focus on Employee Experience	Smarter Interfaces Integrated With Teams And Desktop	AI-generated content
Features	"Prehire to Retire" focus Talent functions built On competencies	Fast to integrate, API integrations, Rapid new features	Mobile, Teams, Slack, Desktop integration Employee Experience Layer	Skills engines, machine Learning recommendations Talent marketplace	Highly intelligent search and recommendation
Systems	PeopleSoft, Oracle, SAP, Taleo, Saba	Workday, Oracle HCM, SuccessFactors	HiBob, ADP, iCims, Namely, Darwinbox	Eightfold, Beamery, Phenom, SeekOut, Gloat	Radical new user interface New data architecture
	2000s	2010	2020	Today	2023+

Josh Bersin – What's Hot

- Talent Marketplace (Phenom, Eightfold, ServiceNow)
- Capability Academies/Mastery Platforms (Sana Labs, LearnIn-Degreed)
- Employee Experience Platforms (Microsoft Viva, ServiceNow)
- Mid-Market Talent Suites (Lattice, 15Five, CultureAmp)
- Employee Listening (Glint, Visier, Perceptyx)
- Wellbeing and Rewards (Lifeworks, Fond, Alight)
- Coaching and Leadership (Eightfold, Beamery, Seekout)
- Pay Equity Tools (Syndio, Payscale, Salary.com)

Josh Bersin – New Market Categories

- Employee Experience Platforms – (EE listening, onboarding, custom career development – ServiceNow, Microsoft Viva)
- Talent Intelligence Platforms – AI platforms that help with sourcing, internal matching, succession, assessment solutions, job & skill design – all data driven solutions (Eightfold, Seekout, Phenom, iCims)
- Talent Marketplace/Career Pathways – A subset of TIPs that focus on career management, internal mobility, etc.)
- Lifecycle Employee Listening – (Betterup/Motive, Visier/Yva.ai, Perceptyx/Cultivate)
- Capability Academies – Browse content, find experts, take a course, get an assignment and LEARN
- Talent Acquisition - Reimagining of the TA suite (Lattice, WorkTango)
- Contract Worker Management – integrating gig workers into HR systems
- Conversational AI – More below
- Workspace Management – the rise of hybrid needs tech for seating management
- Metaverse/Web 3.0 - Josh Bersin says no, but we'll see!

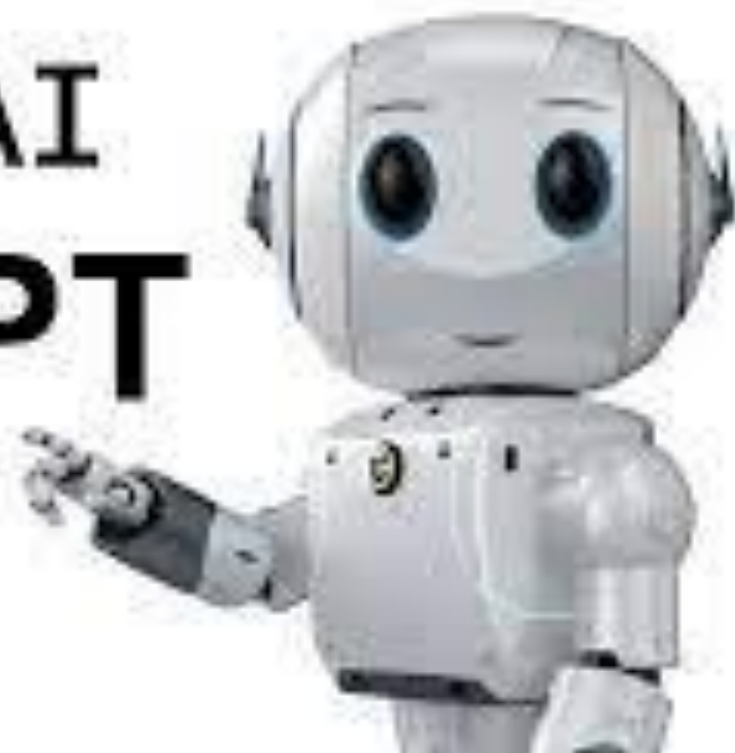


JOSH BERSIN

“These Generative AI architectures really are the next big thing.”

“This new branch of AI has the potential to totally reinvent how much of HR works”

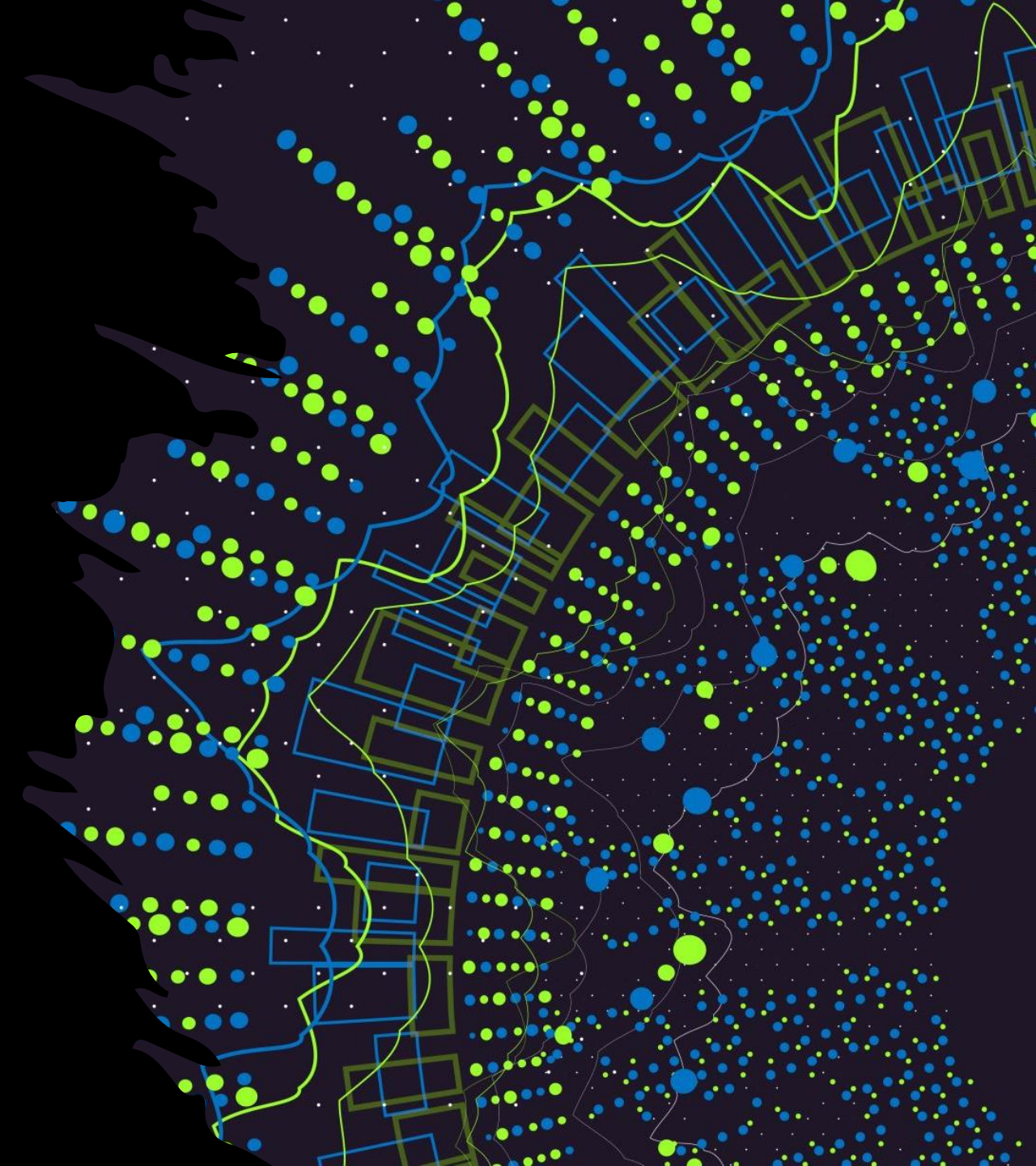
 OpenAI
ChatGPT



Generative AI is a subset of AI models that can create new content. They have a wide variety of applications, from composing music to generating text to creating visual art. Generative AI models learn patterns in the data they are trained on and can then generate new data that is similar in structure but not identical to the training data. Examples include Generative Adversarial Networks (GANs), used often in the creation of realistic images, and transformer models used in natural language processing.

Large Language Models like GPT-3 and GPT-4 (ChatGPT) are a specific type of generative AI that focuses on generating text. These models are trained on a diverse range of internet text, but they do not know specifics about which documents were in their training set or have access to any proprietary databases, classified information, or personal data unless it has been shared with the model during the current conversation. They generate responses to text inputs by predicting what comes next in a piece of text, based on the patterns they learned during training.

So, the difference between generative AI and large language models can be summarized as follows: generative AI is a broader category of AI models that includes any model capable of generating new content, while large language models are a specific type of generative AI focused on generating text. All large language models are generative AIs, but not all generative AIs are large language models. Some generative AIs might be designed to generate images, music, or other types of content rather than text.



Generative AI Use Cases, by Josh Bersin



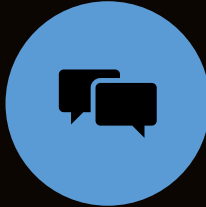
CREATE CONTENT FOR JDS,
COMPETENCY GUIDES,
LEARNING OUTLINES,
ONBOARDING AND
TRANSITION TOOLS



CREATE SKILLS MODELS,
EXPERIENCE MODELS, AND
CANDIDATE PROFILES FOR
RECRUITING



ANALYZE AND IMPROVE
PAY, SALARY BENCHMARKS
AND REWARDS



PERFORMANCE
MANAGEMENT AND
FEEDBACK



COACHING AND
LEADERSHIP
DEVELOPMENT



INDIVIDUAL COACHING,
MENTAL HEALTH,
WELLBEING



HR SELF-SERVICE AND
KNOWLEDGE
MANAGEMENT



Remember, Generative AI is a TOOL

- It does not always get it right
- It can be biased
- It needs to learn – prompts are incredibly important
- ChatGPT was programmed in October 2021 (as of June 6, 2023), so if you are looking for it to help you with something more recent, use the Bing plug-in
- Chat GPT now has an open API (application programming interface), so some of your tech may be able to work with ChatGPT
- ChatGPT is not the only AI tool – there are thousands. Follow @hasantoxr, @moritzkremb, @aisolopreneur, @AngryTomtweets, @heykahn, @sethkramer, @KatrinaKibben
- Overwhelmed? Me too. Don't worry! Learning something new is always intimidating. But this is important for all of us to learn – it is already changing how we work

There's Good AI

10:50
◀ Messages

In exchange for your skills and enthusiasm, you will get a competitive salary plus commission, an auto allowance, and career advancement opportunities. The real benefit will be the satisfaction of seeing your hard work bring in amazing results that have a real and tangible impact on your customers. Ready to test the plumbing and heating waters? Send us your resume and let's chat!

We are a family and community first company, and our benefits and opportunities prove it! As a fulltime team member, you will have access to health benefits for yourself and your family, wellness discounts, team member assistance programs, team member discounts, 401k with a company match, financial protection (HSA, FSA, life insurance, etc.) Paid time off as requested as well as company holidays. Community involvement opportunities such as TGG Cares and more!

Join a community of great people and learn from their exemplary service, high integrity, entrepreneurial style, and professionalism. We are a company with unwavering values, deep history and a powerful drive to support our team and serve our customers.

Areas served: Dover, Rochester, Exeter, Epping, Farmington, Alton, Epping, Wolfeboro, Ossipee, Freedom, Wakefield, Milton - ability to travel is a must!

We are an equal opportunity employer and welcome all qualified applicants regardless of race, ethnicity, gender, sexual orientation, gender identity, national origin, age, disability, or any other legally protected status.

[START YOUR APPLICATION](#)

Not Secure — thegranitegroup.hrmdirect.com

10:50
◀ Messages

Careers At Granite Group Wholesalers LLC

Current job opportunities are posted here as they become available.

[Back To Openings](#)

Outside Sales Representative

Department: CS - Outside Sales
Location: , NH
Area of Interest: Sales

[START YOUR APPLICATION](#)

Are you ready to take on the wild and wonderful world of plumbing and heating sales?

Do you love meeting people, promoting great products and have a knack for solving problems and closing deals? If so, we have the job for you!

The Granite Group is looking for an experienced outside sales representative to join our sales team and serve our customers in the New Hampshire seacoast and lake Winnepesaukee regions (could you ask for a more beautiful work environment?). You'll have the flexibility to make your own schedule and work on the road, plus the benefit of 20 days of paid time off a year!

Not Secure — thegranitegroup.hrmdirect.com

And, then
there's bad
AI!



- Phenom is an AI-Powered platform to hire faster, develop better, and retain longer
- The Phenom Intelligent Talent Experience platform connects your people, data, and interactions to deliver amazing experiences throughout the journey using intelligence and automation
- Just launched X+ leverages AI models including Natural Language Understanding, DeepLearning, Large Language Modeling (like GPT), Specialized Model, and Contextual Model – and 18 platform intelligence and automation innovations



- Pyn helps companies stay connected and calm through timely and hyper-relevant tips, communications and resources
- Employee Journey Mapping coming soon!



beautiful.ai

 **Hirefly**
Your Personal AI Recruiting Assistant

- <https://wellfound.com/startups/industry/artificial-intelligence>

It's all about the People (Employee) Experience!



TROOP_{HR}

HR *Girlfriends*TM



knoetic
CPOHQ

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"This book has the potential to transform the future of HR. Lars Schmidt is a beacon of light, and his bold vision may well elevate a long-marginalized field into the force for good that it deserves to be."

Adam Grant, New York Times bestselling author of THINK AGILE and CREWDELICIOUS, and host of the TED podcast WORKLIFE




Kat Kibben

THE BUSINESS OF HR ACADEMY PRESENTS




- 1.) BE A BUSINESS LEADER**
1ST & AN HR LEADER 2ND
Know the language of your business, financials and metrics used to measure your organization's success. To effectively serve your business you must have your foot planted in your business leaders and be able to meet them there.
- 2.) BE AGILE & ADAPTABLE**
STOP being the HR police. Let go of rigid policy and the dogma of being the "holier-than-thou" Enforcer and support your leaders and employees and be there to support and guide them, responding swiftly to internal situations and outside events.
- 3.) INFLUENCE & INFORM**
Use data, experience and instinct to help influence and inform business decisions, especially those impacting your people. Validate and verify your data for accuracy, seek information from multiple resources and listen to your "gut". In leveraging all 3, you will bring forward meaningful insights and ideas.
- 4.) CREATE PRACTICAL SOLUTIONS**
First what your leaders and people need and be proactive in bringing solutions forward. Simplicity and customer experience is at the forefront ensuring our focus is always on making a positive impact.
- 5.) BE COURAGEOUS**
Let go of fear culture! Be unshackled in all you do. Every conversation, every email and every interaction takes courage and commitment to doing what's right. HR professionals have a responsibility to challenge, protest and lead in ways that ensure alignment to values, equality, inclusion and create a sense of belonging.

EXCERPTS FROM THE 5 IMPERATIVES FOR SUCCESSFUL HR PROFESSIONALS:

Barbie Winterbottom, author
businessofhr.com



Lotus Buckner



PUNK ROCK HR

EPI51 TORIN ELLIS



Madison Butler




HR ON PURPOSE

DEVELOPING DELIBERATE PEOPLE PASSION

STEVE BROWNE



KATIE BURKE
Chief People Officer, HubSpot

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https://www.youtube.com/watch?v=D7_30VZxfaQ (Josh Bersin – HR Tech, What’s Hot and Not in 2023)
<https://www.youtube.com/watch?v=qbheWL4SHbU> (Josh Bersin – The HR Tech Market is Going Crazy in 2023!)
<https://www.youtube.com/watch?v=qJYFRHgAs8Y> (AIHR)
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