

New mindsets needed by HR to execute strategy

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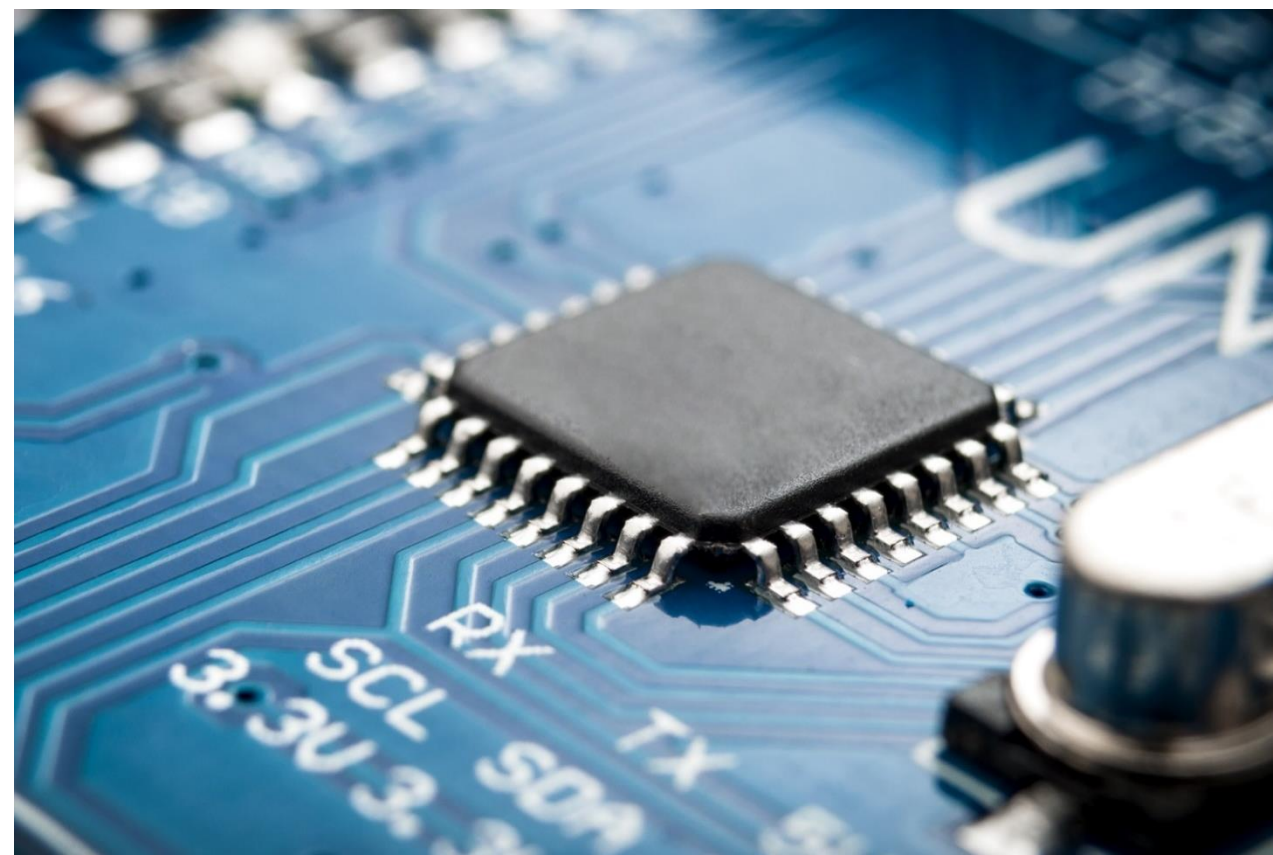


**This is an amazing time to
be alive, I hope you make
the most of it.**

Bill Gates tweet to the graduates of 2017



50 years of Moore's law...computing power doubling every 2 years



Today the VW would:

- Go 500 000 km/h
- Get 850 000 km per liter of gas
- Cost \$.04
- Allow you to drive the car your entire life on one tank of gas

3500 times more performance
90,000 times more energy efficient
60,000 times lower in cost

The direction in Silicon Valley today:

Everything that is...

- Analog is now being....Digitized
- Digitized is now being...Stored
- Stored is now being...analyzed by software on more and more powerful computing systems

All the learning is put to work immediately to:

- make old things work better
- make new things possible, and
- *do old things in fundamentally new ways...*

UBER

#1 taxi company, owns no vehicles



World's largest accommodation provider, owns no real estate



Most valuable retailer, owns no inventory

facebook

Most popular media owner, creates no content

Biggest challenges facing our clients

Disruption and accelerated innovation radically change the way we work



Perform & Transform



Speed is the new currency

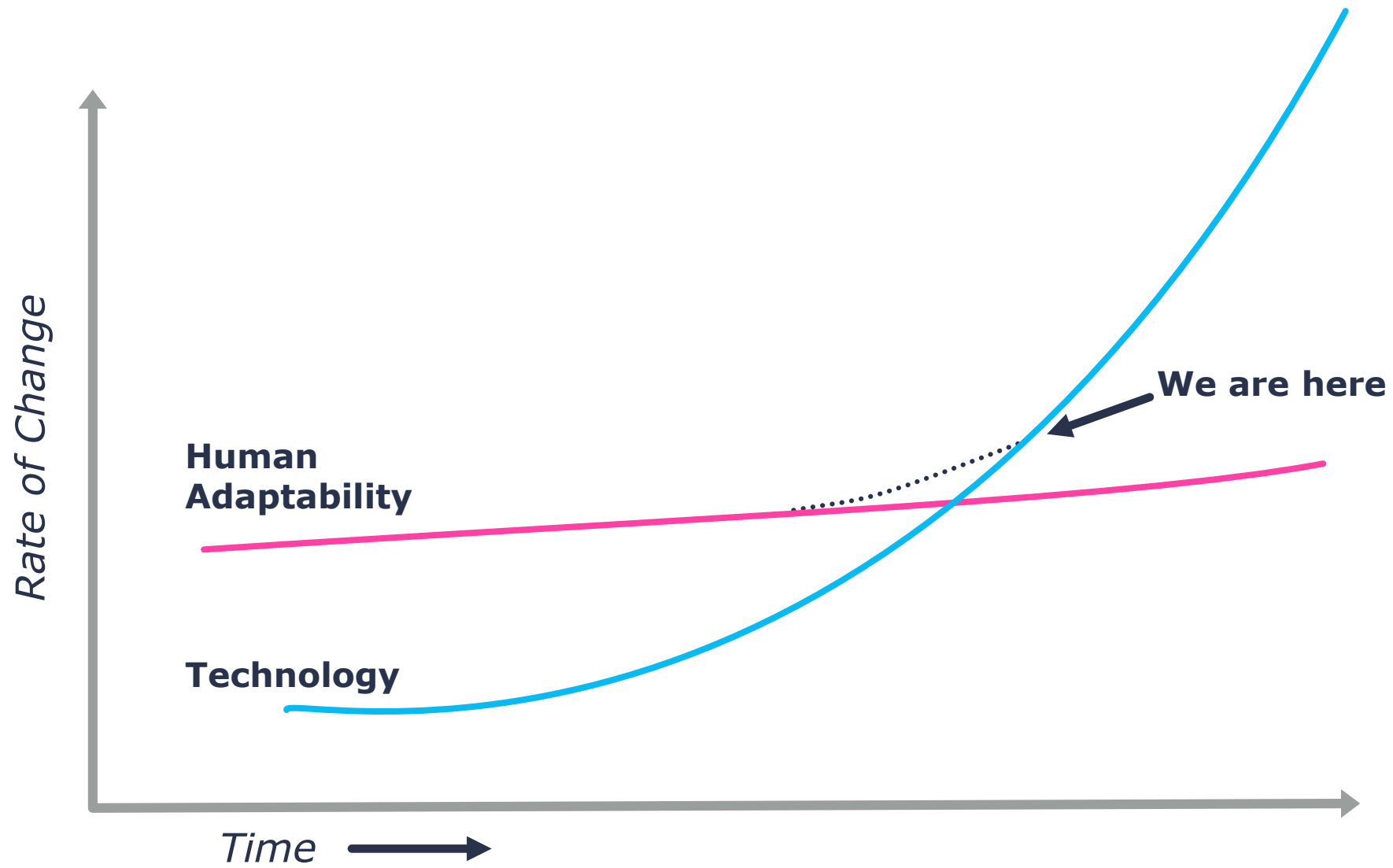


Relentless Consumers

“Leaders ability to lead differently will make or break your future...”



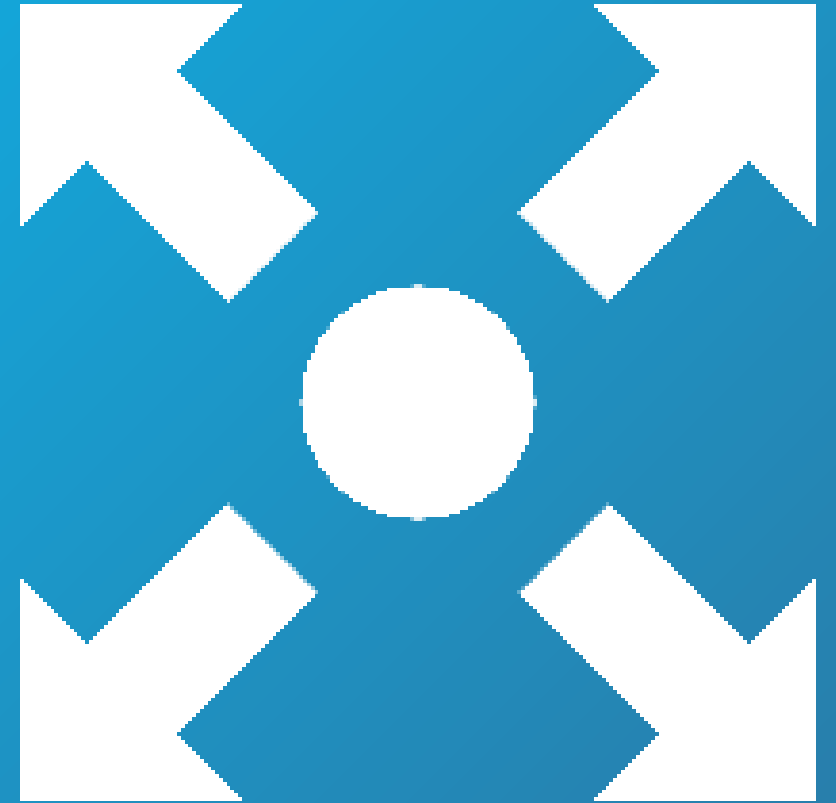
The evolving employee



Source: "Thank You for Being Late," Thomas Friedman

**Change has
changed.**

***Shouldn't the
way we LEAD
change change
too?***



Kotter's 8 step framework is 20+years old



Change is the new normal, now what?

To execute on strategy, HR needs to change its mindset about change

CONVENTIONAL MINDSETS

- Change is a straightforward process from the beginning of an initiative to its end
- Change causes organizational dysfunction
- Change comes from the top and is resisted by the middle
- People must understand the why and what of change before acting
- Change models include communication, training, leadership and accountability
- Focusing on emotions does not lead to business outcomes – get on with it



RESEARCH SAYS:

- Change is a non-linear process with no single beginning and no predictable end
- Change reveals organizational dysfunction
- Change radiates out from leadership teams, recruits likeminded others and reaches all
- Emotional agreement precedes intellectual understanding in high-performing groups
- Building vision understanding and gaining agreement is the most important factor
- Positive and negative emotions have huge impacts on the benefits that are realized in the end

How do you build Emotional agreement?

How many of you have clarity on your own sense of purpose and how it builds your emotional agreement with the business?



**It's also
about
mindset**

`mindset`

A set of beliefs or a way of thinking that determines one's behavior, outlook and mental attitude.



Agility Mindset



- Standing still is losing ground
- I am responsible for leading change
- I am confident and uncertain at the same time
- My team and I are up to the challenge
- Changes are challenges to 'see' something new
- Adapting to change is our new way of life

Stability Mindset



- If it's not broken, don't fix it
- I manage and minimize change
- I am confident when I am certain
- I choose challenges my team can excel at
- Changes are disruptions that have to be managed
- 'At some point we will be through this change'

Agility Mindset



Change is ongoing and necessary for growth and improvement. With change comes opportunity.

Stability Mindset



Change is a series of events that need to be managed and mitigated. With change comes risk.

Which mindset do you find yourself in most often?

Great change leaders now:



**See change as
'normal', seek
disruption and
adapt/learn
quickly**



**Grow new
leadership
super powers**



**Shift the center of
gravity from
individuals to
teams**

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Amygdala response



Historic threats in the wild



Contemporary threats in business

- Looking good
- Being right
- Being in control

You cannot control your reaction but you can always choose your response

What is my default reaction to change?

Receiver

Resistor

**"I hope this is
over soon"**

"I can wait it out"

Flight response

Freeze response



What is my default reaction to change?

Receiver

Resistor

Protector

**"I hope this is
over soon"**

"I can wait it out"

**"I will get us
through this"**

Flight response

Freeze response

Fight response

Mindset: Change is temporary and 'abnormal'

What is my default reaction to change?

Receiver

"I hope this is over soon"

Resistor

"I can wait it out"

Protector

"I will get us through this"

Learner

"We have a greater purpose and learn, adapt and change together"

Mindset: Change is life

A leader's response to change is contagious.

Choose yours wisely!

Great change leaders now:



See change as
'normal', seek
disruption and
adapt/learn
quickly



**Grow new
leadership
super powers**



Shift the center of
gravity from
individuals to
teams

What is the historic source of power in organizations?

Experience
Accountability
Authority Budget
Scope Information
Status

What are the new sources of power in organizations?

What was the source of leader confidence?

Experience
Planning
Decision-making
Perspective

**Confident
and
certain**

**Confident
and
~~certain~~
uncertain**

Great change leaders now:



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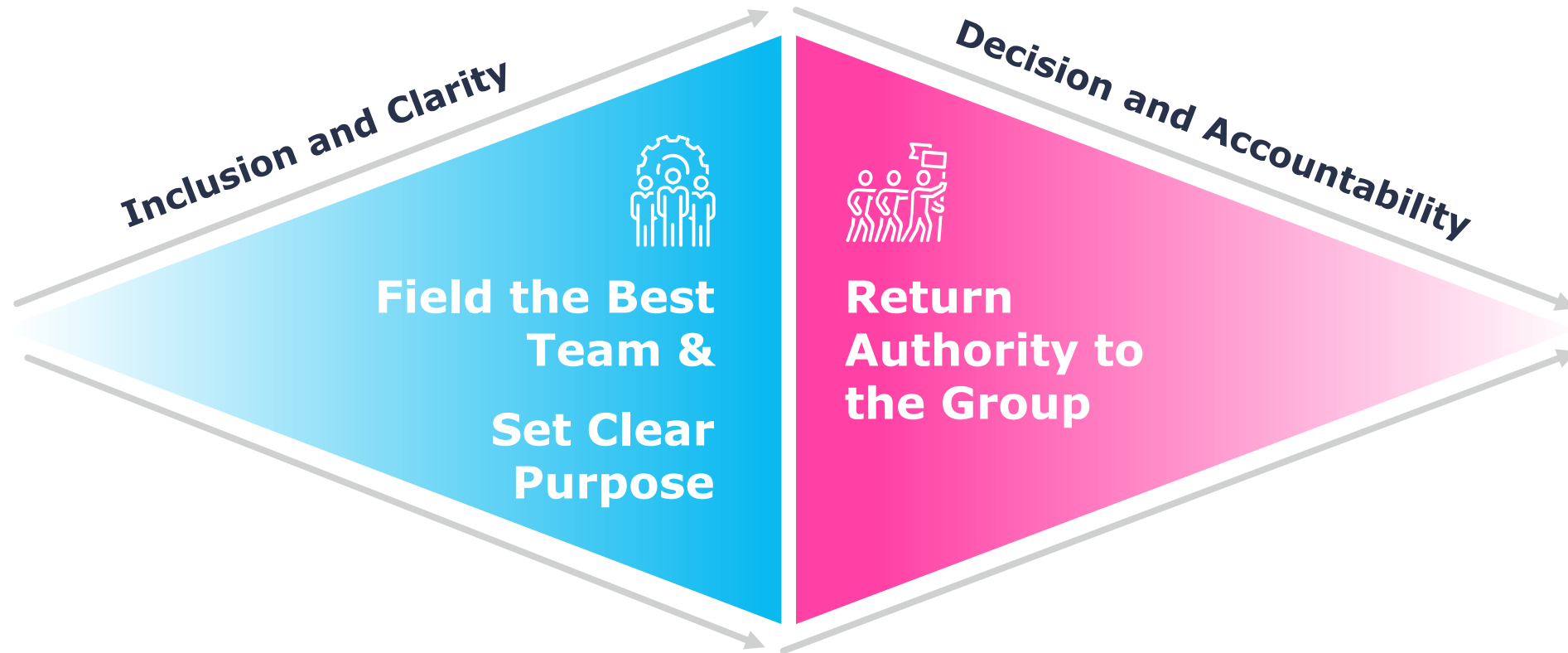
**Shift the center of
gravity from
individuals to
teams**

Mindset: Teams are more 'qualified' than individuals



- Greater breadth of perspective
- Broader collective experience
- Better cumulative information

How to catalyze groups



The background is a dark blue to purple gradient. It features a series of bright, out-of-focus circular bokeh lights in shades of blue and white, arranged in a grid-like pattern that recedes into the distance. A prominent, bright purple light streak curves diagonally across the upper right portion of the image.

**You are leading a
movement with
purpose not
managing a
project plan**

Let's reflect:

**What mindsets need
disruption in the HR
community?**

Pawternity/Peternity leave



Silicon valley war for talent

When our people get calls from 20 recruiters a week:

How do we make it easier to find your next job within the company than to leave?

Answer: Salesforce
Opportunity Open Market





Unlimited vacation

glassdoor

HubSpot

bts

workday

salesforce

GitHub

Dropbox



Title innovation

What mindsets needs disruption in the HR community?