

# Lessons for Tomorrow: HR Shaping Organisations Beyond the Pandemic



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**Virtual Training**

**02 July 2020**

## LEARN HOW TO

- Optimise opportunities as well as mitigate negative consequences of the Covid-19 pandemic
- Transform organisational activities to ensure short-term survival whilst building for a more effective business longer-term
- Continue and develop the people first approaches many businesses have taken in their response to the pandemic
- Use process design to provide a sustainable basis for sizing organisations appropriately
- Use organisation design as a key enabler for business success and competitive advantage
- Improve the organisation of the workforce alongside implementing HR processes to improve the qualities and contribution of individual employees and the way they work together in organisational groups and networks
- Modernise existing organisation design approaches and architectures to align with digitally transforming businesses and insights on the future of work
- Cascade people centric principles into more flexible, personalised approaches for supporting employees and enabling people to optimise their contribution to the business

## ABOUT YOUR COURSE TRAINER

### Jon Ingham

*Executive Consultant, Strategic Dynamics Consultancy Services based in the UK*



- Assumed the roles of Head of HR, HR Director and Consultant in large organisations such as Ernst & Young and Accenture
- Served as Professor in Strategic Management, HR and Change Management at the American Institute of Business and Economics (Moscow, Russia) and Cotrugli Business School (Zagreb, Croatia)
- Recognised as the #1 Top Global Online Influencer in Talent Management, 2010, the 7th Most Influential HR Thinker in the UK, 2013 and a top global HR tech influencer, 2019
- Led major organizational restructuring and HR transformation programmes eg at Diageo
- Helped develop client's organization development methodologies and trained HR business partners in their use eg at Lloyds Banking Group
- Author of the books 'Strategic Human Capital Management: Creating Value through People' (2006) and 'The Social Organization' (2017), contributor to the book 'The Talent Management' Handbook' (2015), and writer of over 20 articles published in various well-respected HR journals

## PAST TESTIMONIALS OF THE COURSE TRAINER

*"Jon is a very experienced trainer who gave us lots of insights and real-life practical examples. What we are doing now made complete sense to me."*

**– HR Business Partner, Discovery Networks Asia Pacific**

*"This course offered excellent content with an extremely knowledgeable and experienced trainer."*

**– Head of Reward, IKEA**

## COMPANIES THAT HAVE BENEFITED FROM JON'S EXPERTISE

- Astro Group
- AXA
- BASF
- Celcom Axiata
- CIMB Bank
- Coca Cola
- Discovery Networks Asia Pacific
- DHL
- GlaxoSmithKline
- IKEA
- Khazanah Nasional Berhad
- Malaysia Airports Holdings Berhad
- MasterCard
- Maxis
- Maybank
- National Heritage Board Singapore
- PETRONAS
- S P Setia
- Samsung Asia
- SingHealth Polyclinics Singapore
- Standard & Poor's
- The Walt Disney Company

## WHY YOU SHOULD ATTEND

Most HR departments have responded superbly well to the Covid-19 pandemic, quickly and effectively implementing required operational changes including downsizing, remote working, supporting essential workers and keeping everyone informed and engaged. Whilst doing this, HR professionals have also helped our business colleagues see the value of a people first approach and to take this forward in the ways they have managed their people. So whilst some organisations and some managers have tried to introduce new controls, for example by asking everyone to stay on an eight hour Zoom call whilst they are working, or developing new online systems to monitor key strokes to oversee workforce productivity, most have decided to trust their people more. This new way of working has generally been effective and people will not want to surrender it in the future. HR therefore has an opportunity and a requirement to work with the rest of the business to navigate the commercial and operational challenges which still face us, and to do this in a way which continues a people first approach.

The next phase of our responses to the pandemic will also need to be more proactive and strategic rather than reactive and operational. The way we organise our people going to be a key differentiator for business performance as the pandemic continues, and then beyond. It is also worth remembering that all of the agendas which were occupying us before the pandemic, such as digital transformation / the 4th Industrial Revolution, the future of work, etc, have not gone away. We therefore need to support our people and build our businesses in a way which will optimise the opportunities created in the new world of work, not just to make the best out of a bad situation today.

Attend this workshop to review insights and case studies on organisational responses to the pandemic as well as the experiences of the trainer and participants and to consider lessons from the present days. Using this reflection we will look into the areas where our current systems fall short, especially in the face of a crisis, and take these as learning lessons to improve our systems for the future. The trainer will also provide inputs to help consider models, frameworks, tools and innovations which will help organisations navigate these challenging times.

## WHO SHOULD ATTEND

- Chief human resource officer
- HR director
- HR business partner, or HR professional, wanting to lead their businesses and ensure the effectiveness of their organisations through the pandemic
- Head of organisation design, organisation effectiveness, etc
- HR process designer or talent management professional, wanting to improve the efficiency and effectiveness of HR and management processes
- Business leader, with responsibility for organising people in your own business.
- All other professionals / business stakeholders involved in innovating organization design approaches, processes or systems.and systems.

TIME	AGENDA
10.00am	<p><b>Developing New Plans and Principles for the Post Lockdown Organisation</b></p> <p>Welcome and introductions</p> <p>The business environment remains challenging and organisations will need to adapt quickly, changing their size, shape and skills as circumstances require. At the same time, we need to look at how we can move towards a better, fitter business, not just move out of the situation we are in now. This means it is important to plan for both what organisations will do, and how they will do it. This clarity can be provided by organisation principles. The world has changed so many organisations need new principles to be agreed with business leaders – principles such as people-centric, digital-first, consumer-like, agile, and enabling greater freedom in how employees do their work.</p> <ul style="list-style-type: none"> <li>• Conducting organisation, workforce and HR planning, using scenarios and responding in an agile way as things develop</li> <li>• Developing organisation capabilities underpinning organisation transformation</li> <li>• Developing clear organisational principles linked to the new world of work during and post the pandemic</li> <li>• Reflecting on recent responses to the pandemic along with digital transformation and what this may mean for organisation principles and processes in participants' businesses moving forward</li> <li>• Engaging in paradoxical thinking enabling both financial performance and care for employees</li> <li>• The changing demands on and organisation of HR during and post the pandemic, including the vital strategic partnering role working with business leaders.</li> </ul> <p><b>15 minutes break included</b></p>
11.15am	<p><b>Keeping HR Processes Current and Compelling</b></p> <p>The pandemic has exposed weak points in various aspects of our HR processes which we need to learn from in order to improve these processes for the future. Part of this will be aligning processes with our new principles, including emphasising recognition, simplification and digitalisation. In particular, many processes need to be rebuilt around 'trust and track' rather than 'command and control'. We also need to ensure processes support a positive employee experience, and that they work alongside the organisation principles to provide a compelling employer brand.</p> <ul style="list-style-type: none"> <li>• Re-engineering and hacking processes to improve experience for employees and agility and innovation for the business</li> <li>• Understanding and meeting employee expectations as a basis for employee experience and employer branding</li> <li>• Developing two way links between process design and employee experience journey mapping</li> <li>• Performance management and reward as examples of process improvement opportunities</li> <li>• Developing new leadership models aligned to new organisation principles and embedding these within leadership development programmes</li> <li>• Updating talent management, including who we see as talent, and how we ensure approaches are appropriately inclusive.</li> </ul>
12.15am	<p><b>Lunch break</b></p>
1.00pm	<p><b>Designing Roles and Jobs</b></p> <p>Having an effectively designed job which meets the needs of individual employees as well as the employer is a key factor in raising engagement and increasing productivity. Making jobs suitably compelling requires providing them with a range of design factors including an appropriate level of autonomy and the opportunity to find meaning. Particularly after their experience during lockdown, many people will be demanding more ownership and control of what they do. Organisations therefore need to look at allowing people to build their own jobs and the way they experience of the organisation.</p> <ul style="list-style-type: none"> <li>• HR's role facilitating development of business processes and the use of these to build roles and jobs</li> <li>• Reviewing use of digital platforms for contingent working in a way that provides flexibility for the business and for employees</li> <li>• Designing jobs to meet demands of work and associated socio-technical factors, and giving employees more control of the design of their jobs through job sculpting and crafting</li> <li>• Enabling employees to set their own objectives and to think about their dreams / goals in performance management</li> <li>• Providing employees with slack time / innovation time to pursue their own projects along with enabling them to swarm to join teams they find most compelling</li> <li>• Developing new career progression opportunities to retain and keep people engaged.</li> </ul> <p><b>15 minutes break included</b></p>

2.15pm

### Organising for Innovation and Agile Execution

It has been increasingly clear for some time that traditional, hierarchical organisations have been becoming less and less fit for purpose. But particularly in the pandemic, we have seen organisations shifting to agile teams to increase flexibility and speed of response, to communities to tap the good-will of volunteers, and to intra- and inter-company networks to support innovation in new areas. We now need to formalise the ways we organise within these areas. In addition, many businesses will need more / less people or possibly both as we move slowly towards a new normal. So HR does need to be able to lead traditional restructurings. But if we are going to change the organisation to this extent then we should definitely be looking at making it better fit for the future at the same time.

- Managing organisational restructuring and other transformations to maintain and develop effectiveness
- Reducing the negative impacts of too much hierarchy, as well as opportunities for self management, but also how organisation changes help support the role(s) of the manager
- Developing the role of agile teams beyond managing the pandemic
- Encouraging communities for bonding and relatedness, and to encourage internal volunteering
- Developing on the experience of remote working to create more distributed organisations, using employee networks, ecosystems and platforms to support innovation for the new normal
- Working with IT / Digital and Property / Facilities Management to integrate the physical workplace and digital technologies with the rest of the organisation.

*15 minutes break included*

3.30pm

### Enabling People to Work Flexibly and Supporting their Engagement

Employees have experienced more freedom during the pandemic and we need to consider extending this even further in order to support their wellbeing and also to increase organisational productivity. In addition, to help employees respond appropriately to these new opportunities, organisations need to be transparent with what they are planning, involve people in drawing up these plans and help employees communicate with each other. We also need to do this in the most effective way since even under lockdown, we tended to replicate many of the old way of organising and managing people, meaning that people are still being interrupted too much and are spending too much time in meetings. Dealing with this about new norms and expectations but also making new digital tools work effectively, including more asynchronous communication allowing people to do more deep work.

- Customising approaches for different employee groups and using AI to personalise digital support for employees
- Reviewing the range of flexible working arrangements available to help employees work in more agile ways
- Looking after the wellbeing of employees, enabling them to optimise their own productivity
- Ensuring inclusion of all staff, for example through employee resource groups
- Monitoring and developing the motivation of employees, even in difficult times, by developing trust, doing the right thing, etc
- Involving employees in managing the changes linked to the pandemic.

**Conclusions and action planning**

4.30pm

**End of training**

## REGISTER NOW

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<b>Format</b>	Virtual training
<b>Dates</b>	02 July 2020
<b>Price Per Person</b>	<p><b>Early Bird:</b> <b>USD 399</b> (on or before 23 June)</p> <p><b>Regular Price:</b> <b>USD 499</b> (from 23 June onwards)</p>
<b>Contact Person for Registration and Group Discounts</b>	<p><b>Seraphine Neoh</b> Senior Project Manager Tel: +65 6423 0329 Email: <a href="mailto:seraphinen@humanresourcesonline.net">seraphinen@humanresourcesonline.net</a></p> <p><b>Adrian Ray</b> Project Manager Tel: +65 6423 0329 Email: <a href="mailto:adrianr@humanresourcesonline.net">adrianr@humanresourcesonline.net</a></p>
<b>Amendment / Cancellation Policy</b>	<ol style="list-style-type: none"><li>1. All bookings are final.</li><li>2. Should you be unable to attend, a substitute delegate is welcome at no extra charge.</li><li>3. HR Masterclass Series cannot provide any refunds for cancellations.</li><li>4. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics.</li><li>5. HR Masterclass Series is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of the event.</li></ol>

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