



DIGITAL DISRUPTION & TRANSFORMATIONAL LEADERSHIP

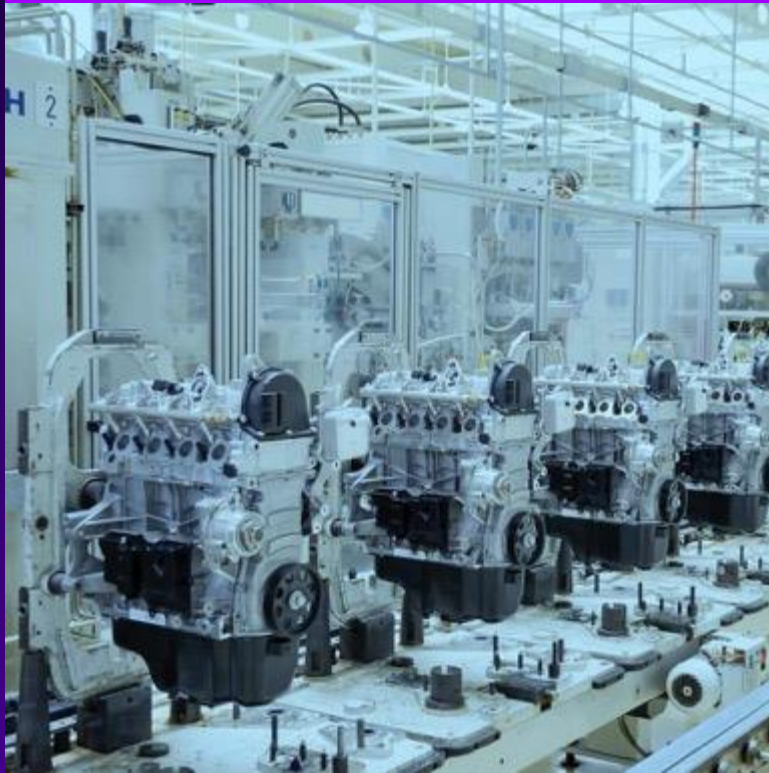
NAHR ACADEMY

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THREE WAVES OF BUSINESS TRANSFORMATION ...

STANDARDIZE



AUTOMATE



ADAPT



WORKFORCE CHANGES ARE DUE TO TECHNOLOGY AND WORKER CHARACTERISTICS.

CHANGES TO TECHNOLOGY

AI & AUTOMATION

PHYSICAL DIGITIZATION

PLATFORMS

BIG DATA

+

CHANGES TO WORKERS

WORKER PREFERENCES

WORKPLACE HYPERCONNECTIVITY

LEARN ON THE GO

RENEWED SOCIAL CONTRACTS

WORKFORCE CHANGES

63%

of business leaders expect a net gain in jobs from using AI in the next 3 years¹

79%

of execs surveyed agreed the future of work will be based more on specific projects than roles²

82%

of employees say they expect digital to transform their work in the next three years⁴

REIMAGINE THE WORKFORCE

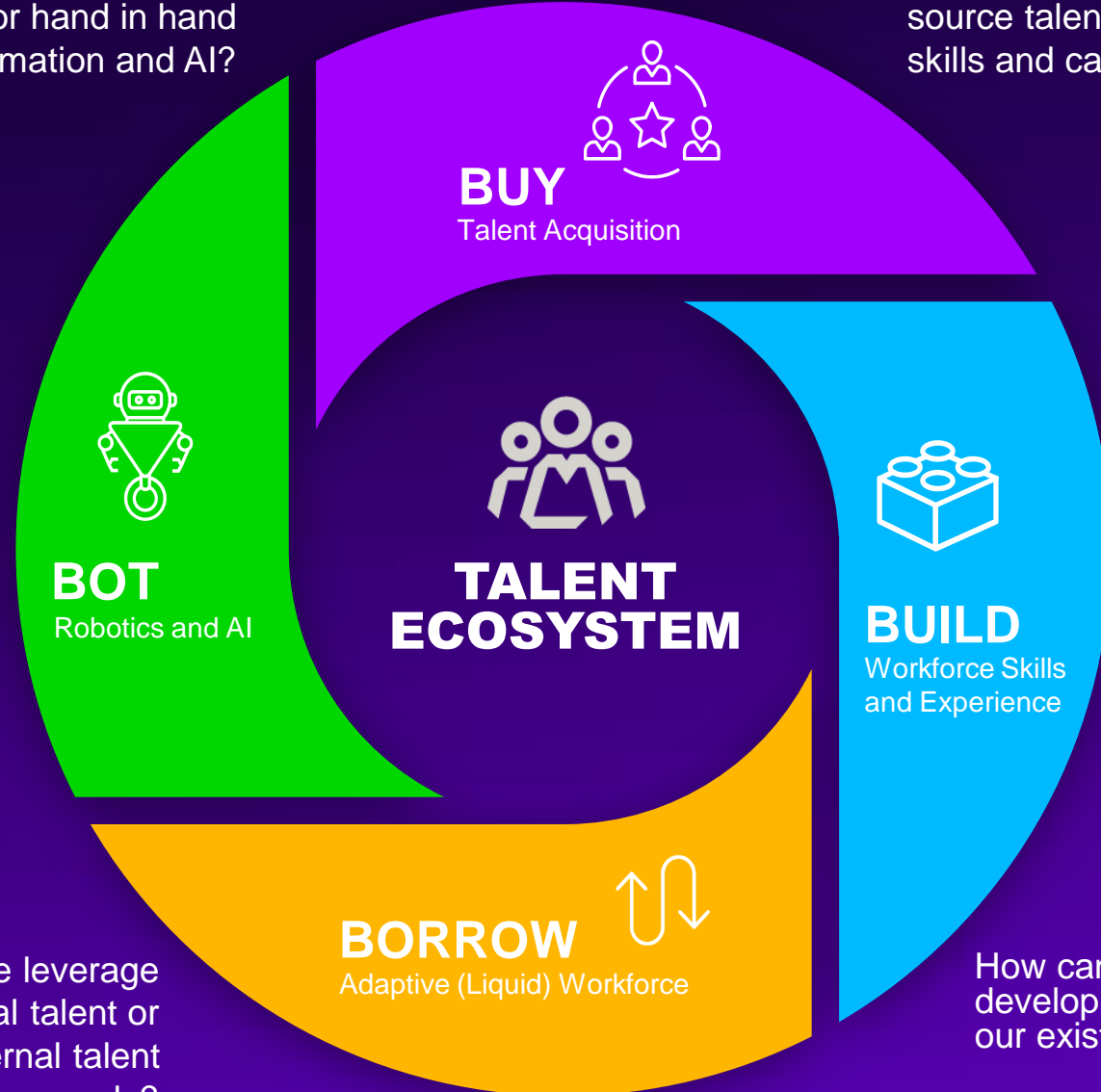
Organizations are moving toward more adaptive models, leveraging their internal workforce in more organic ways and accessing new external workforce marketplaces.

What work should be done by or hand in hand with automation and AI?

How can we attract and source talent with new skills and capabilities?

Where should we leverage an external talent or adaptive internal talent pools?

How can we upskill, develop and empower our existing talent?



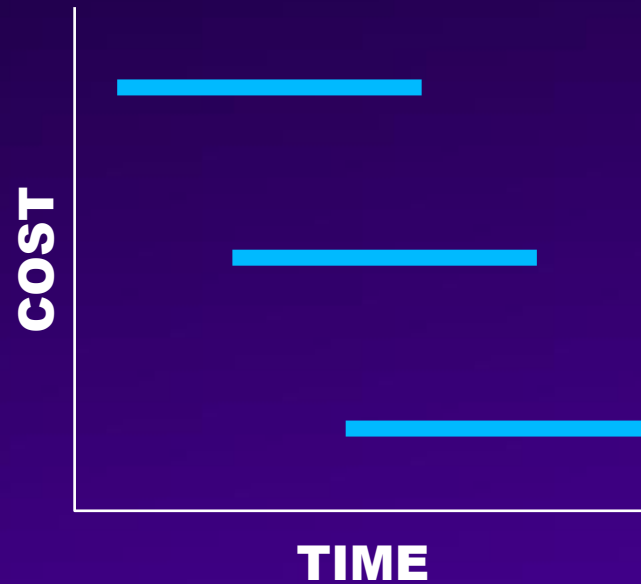
EVOLUTION OF TALENT STRATEGY

National Expansion



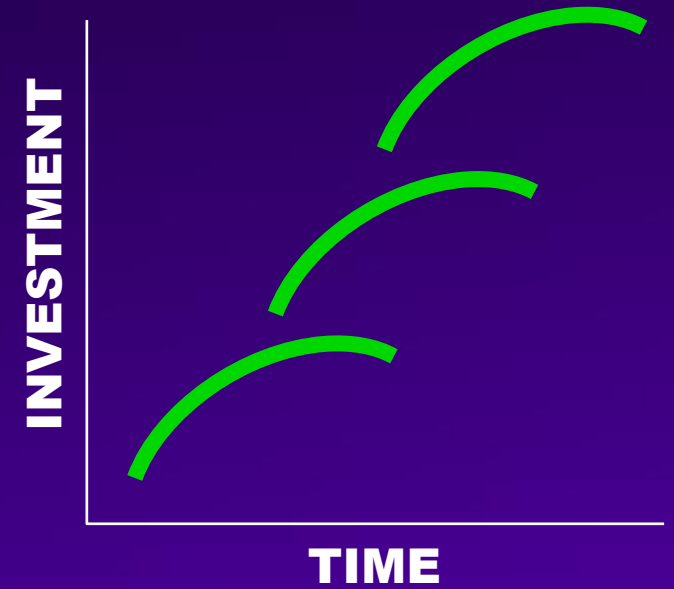
- Market Dynamics:** • High Growth/High Stability
- Strategy:** • Builders of Talent
- Outcome:** • Loyalty
- Supply/Demand Dynamics:** • Supply \geq Demand

Globalization

























- Tepid Growth/Declining Margins
- Consumers of Work / JIT
- Cost Agility
- Supply > Demand

Digitization



- Transient Growth/Low Stability
- Builders of Talent Cycles
- Time to Value
- Supply Talent < Demand
- Supply Ubiquitous Skills > Demand

RE-IMAGINATION OF THE BUSINESS IS UNDERWAY

		TECHNOLOGY DISRUPTORS	BUSINESS DISRUPTORS	NEW BUSINESS MODELS
Energy businesses of the future	Transportation	<ul style="list-style-type: none">  Rise of autonomous vehicles  Connected vehicles and sharing economy  Technology — Multiple powertrains (e.g. fuel cell) 	  	<ul style="list-style-type: none">  Fleet as a service  Logistic systems (e.g., always connected)  Retail automation  Self-driving fleet
	Power generation	<ul style="list-style-type: none">  Technology (e.g. smart home, distributed generation)  Rise of renewables  Enhanced energy storage / batteries 	  	<ul style="list-style-type: none">  Connected home  Demand response (smartgrid)  Beyond-the-meter solutions  Buying into storage (dispatchable power)  Distributed generation (roof solar, microgrid)  Data-related services

STAKES ARE HIGH FOR TRANSFORMATION SUCCESS

2/3

of major transformations **fail to fully realize** their business objectives.*

What sets the high performers apart from the rest?

They focus on aligning culture, behaviors and ways of working in support of their transformation and **use data from their people early and throughout** to drive their transformation strategies.



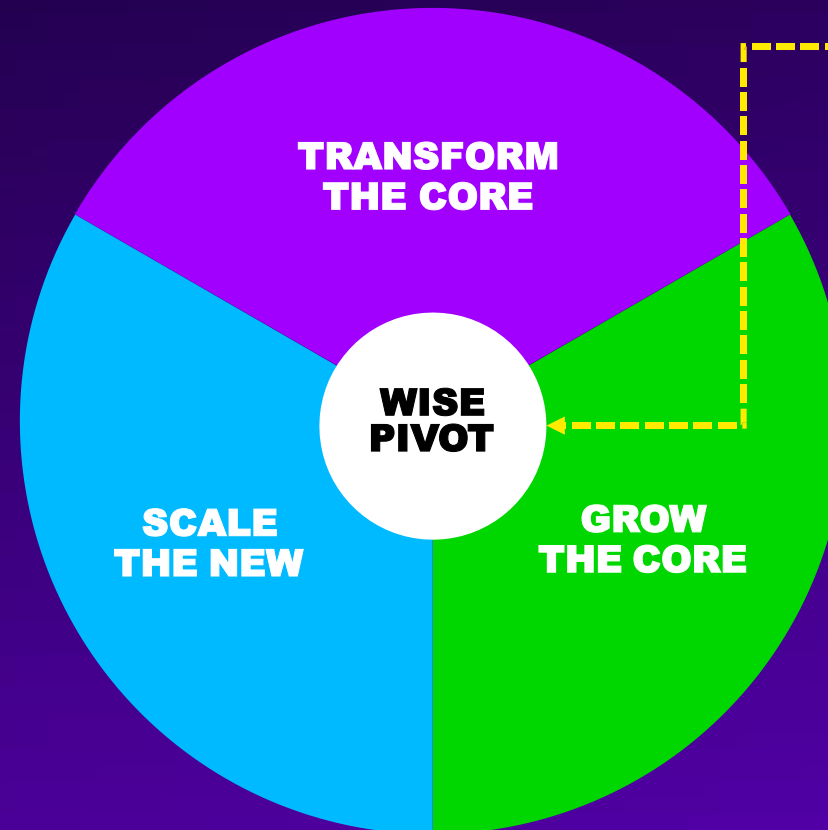
THE WINNERS HARNESS DISRUPTION TO RADICALLY TRANSFORM

TRANSFORM THE CORE

Apply digital to cut costs, be more competitive, and be more agile, and thereby drive up investment capacity.

SCALE THE NEW

Identify the new capability areas in safety, compliance and customer service that are relevant to support the core, scale them—at pace.



WISE PIVOT

Balance capital allocation and portfolio management between the core and the new, to drive the right focus.

GROW THE CORE

Take some of that investment capacity and re-direct it to drive increased efficiency and incremental growth, using emerging digital techniques.

TO LEAD IN THE NEW, HR MUST FIRST REINVENT ITSELF

HR will take on new roles...

...but needs to transform its skills and capabilities to do so

Agitator & Driver of Digital Transformation

HR and business leaders say...

84%

HR should become a central player in enabling organization wide strategic or digital transformation

Organizational Performance Engineer

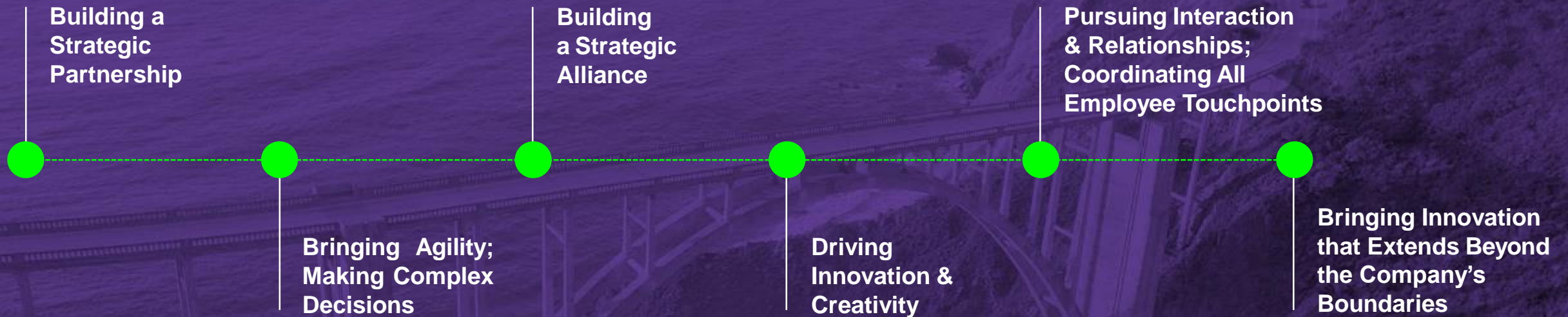
80%

HR should shift its mandate to become a “driver of workforce performance”

71%

HR needs to improve its skills and capabilities to effectively apply digital technologies in support of workforce performance

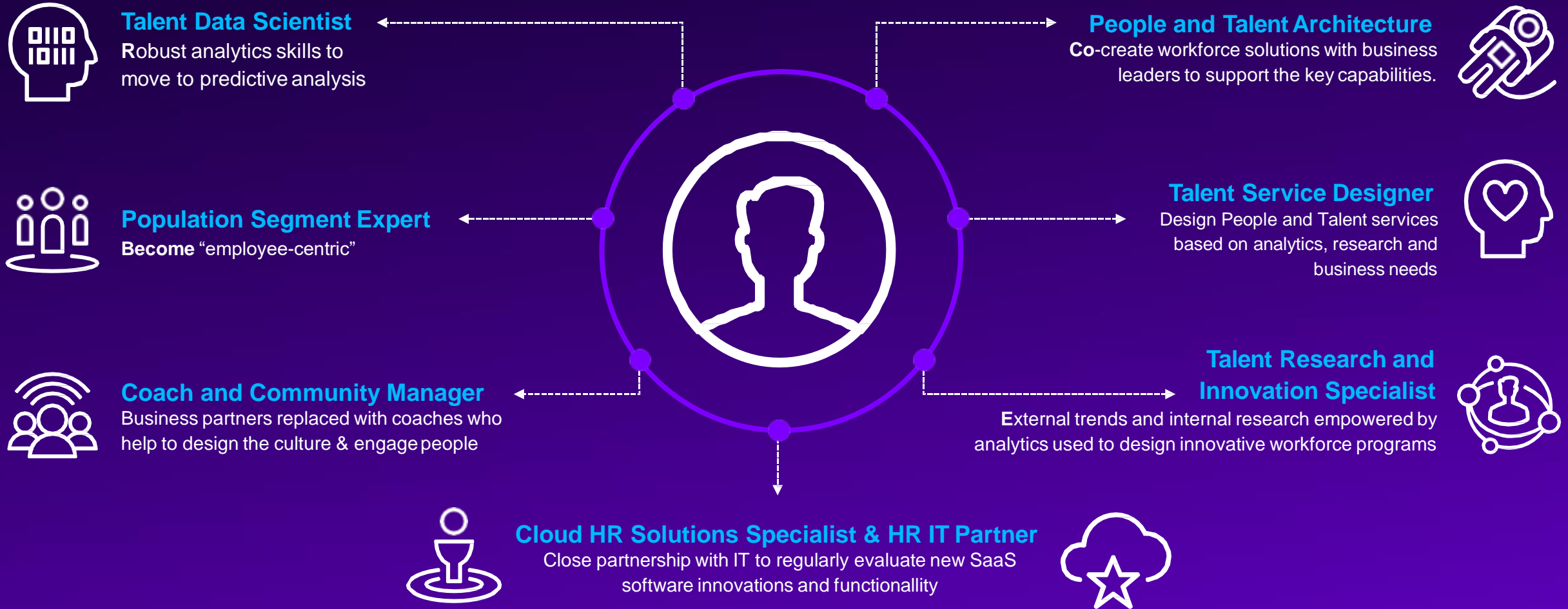
FAR MORE THAN A FUNCTION ... HR IS A DISTINCTIVE CAPABILITY



“ MORE FLUID SKILLS ARE NECESSARY TO HELP HR AND THE ENTIRE ORGANIZATION BE MORE NIMBLE ”

Source: *Shattering the Boundaries of HR*

NEW HR ROLES SUPPORT CAPABILITIES OF THE FUTURE



TAKING ACTION: TABLE ACTIVITY

WHAT'S ON LEADERS MINDS?

What is the impact of business transformation on our organization and how do we address it?

How do we design the future organisation to align our strategy and future profit pools?

What future talent and capabilities do we need to enable our business transformation (build, borrow, bot, buy)?

Where do we need to reskill / upskill workforces?

How do we shape the digital transformation of the HR function empowered by analytics?

How do we ensure that the employees have an engaging experience?



MARKET CONTEXT: T&O TRENDS

TALENT IS NOW A C-SUITE CONVERSATION

TALENT IS A C-SUITE IMPERATIVE

BOARD

CEO

CFO

CIO

COO

CMO

CHRO

CHRO ROLE IS EVOLVING

Chief agility officer

Driver of digital transformation

Organizational performance engineer

TO ACHIEVE ROLE OF HR:

LEADERS SHOULD PRIORITIZE T&O CAPABILITIES THAT IMPROVE

GROWTH

PROFITABILITY

SUSTAINABILITY



AGILITY



WORKFORCE PERFORMANCE



INNOVATION



DIGITAL TRANSFORMATION



RISK MANAGEMENT