

Role and Vision for HR of the future

Inspiration from P&G

Luisa Delgado - General Manager
P&G Nordic

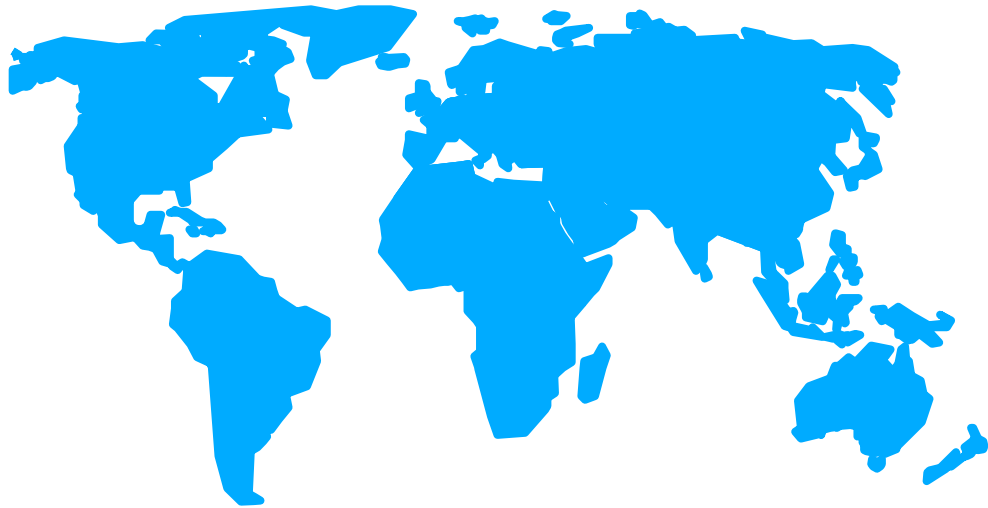


Today

- Introduction
- HR - Where to Play
- HR - How to Win
- Personal reflections



Procter & Gamble



Human Resources

Where to Play and How to Win

WTP:

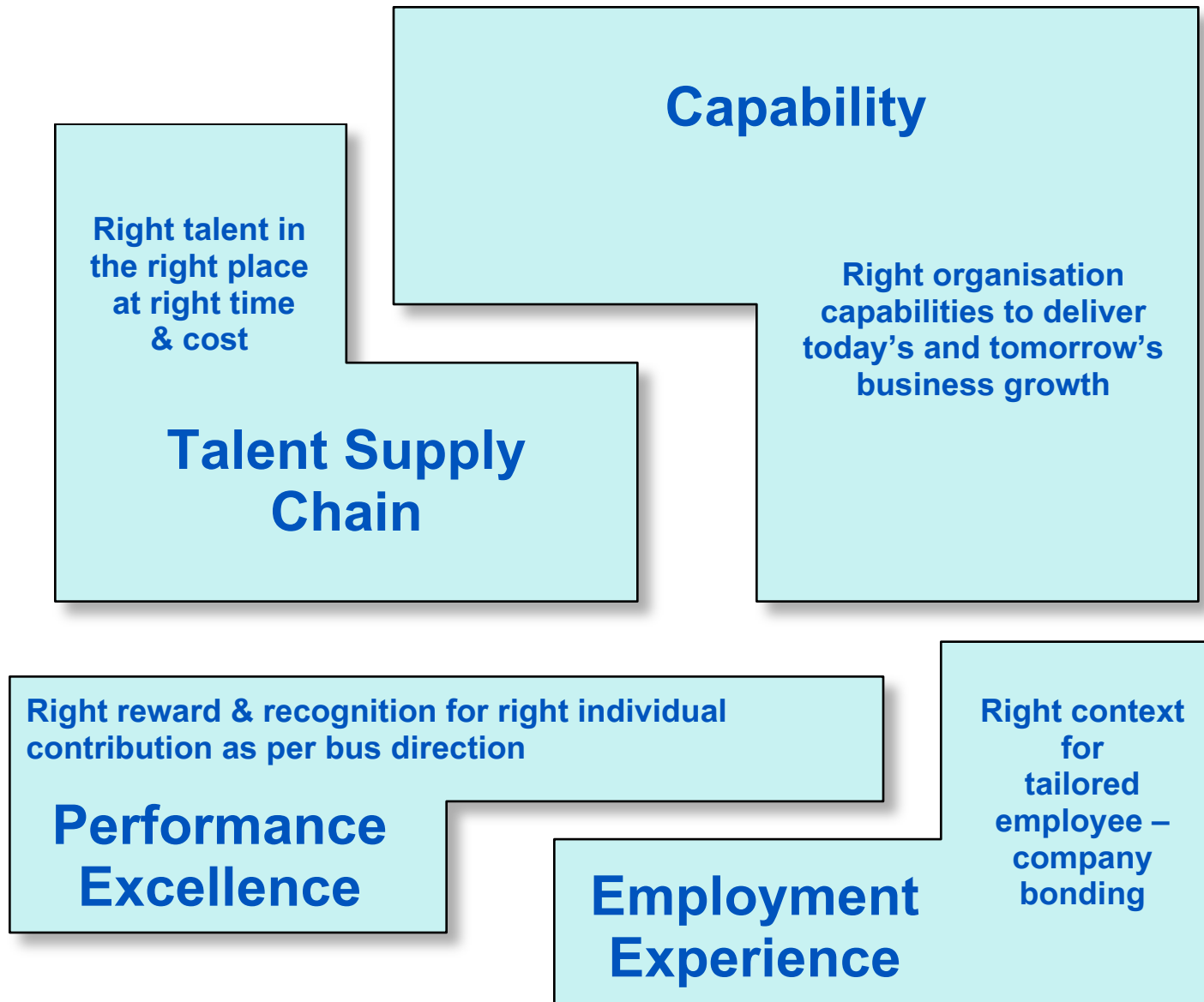
Results
delivered in the
areas chosen
as mission



HTW:

Capabilities
built to deliver
the results
sustainably

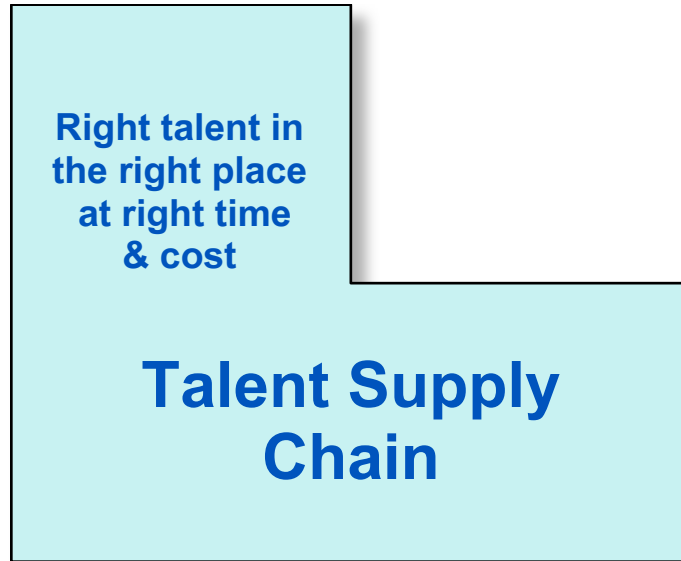
HR Where To Play



Capability

**Right organisation
capabilities to deliver
today's and tomorrow's
business growth**

- Consumer and customer based org design
- Workprocess design
- Multifunctional teams
- Simplification



- Build from within
- Differentiated talent strategy
- Competency model
- Leadership
- International sourcing

- Strategy deployment – action planning by team and individual workplans
- Scorecards
- Rewards/Recognition
- Performance based remuneration

**Right reward & recognition for right individual
contribution as per bus direction**

**Performance
Excellence**

HR Where To Play

What is it that distinguishes good employeres from the very best? What makes Brands become Lovemarks?

What inspires individuals to be more than they would have thought they could be. To go the very extra mile, and enjoy it. To work for something that means winning in cases/dollars, and perhaps more? Because after all, if its just a job, is it worth it?

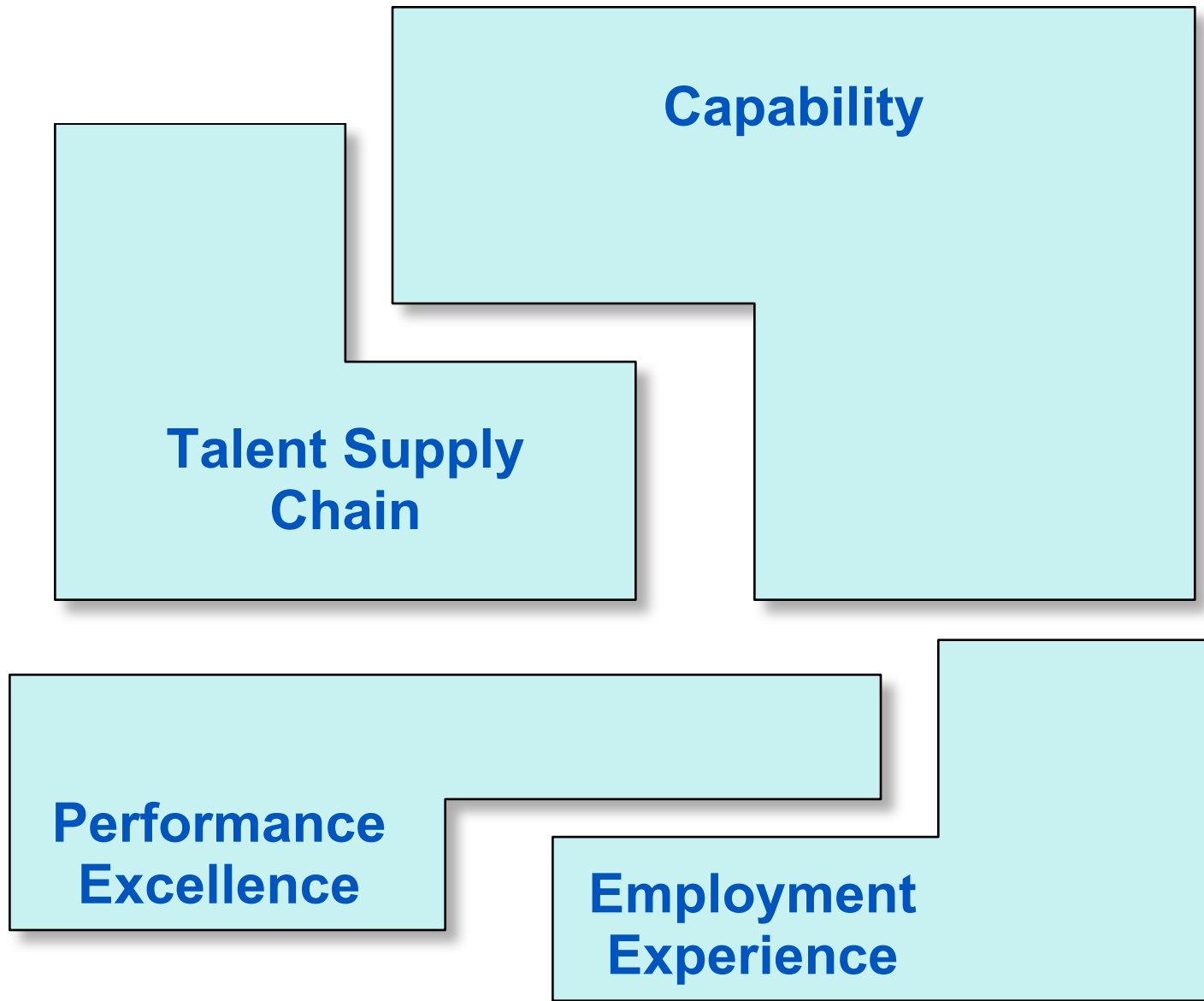
"HR Plans & Policies" reinvented

- Benefits
 - Policies
 - Employee communications
 - Corporate reputation
- employee engagement

**Employment
Experience**

**Right context
for
tailored
employee –
company
bonding**

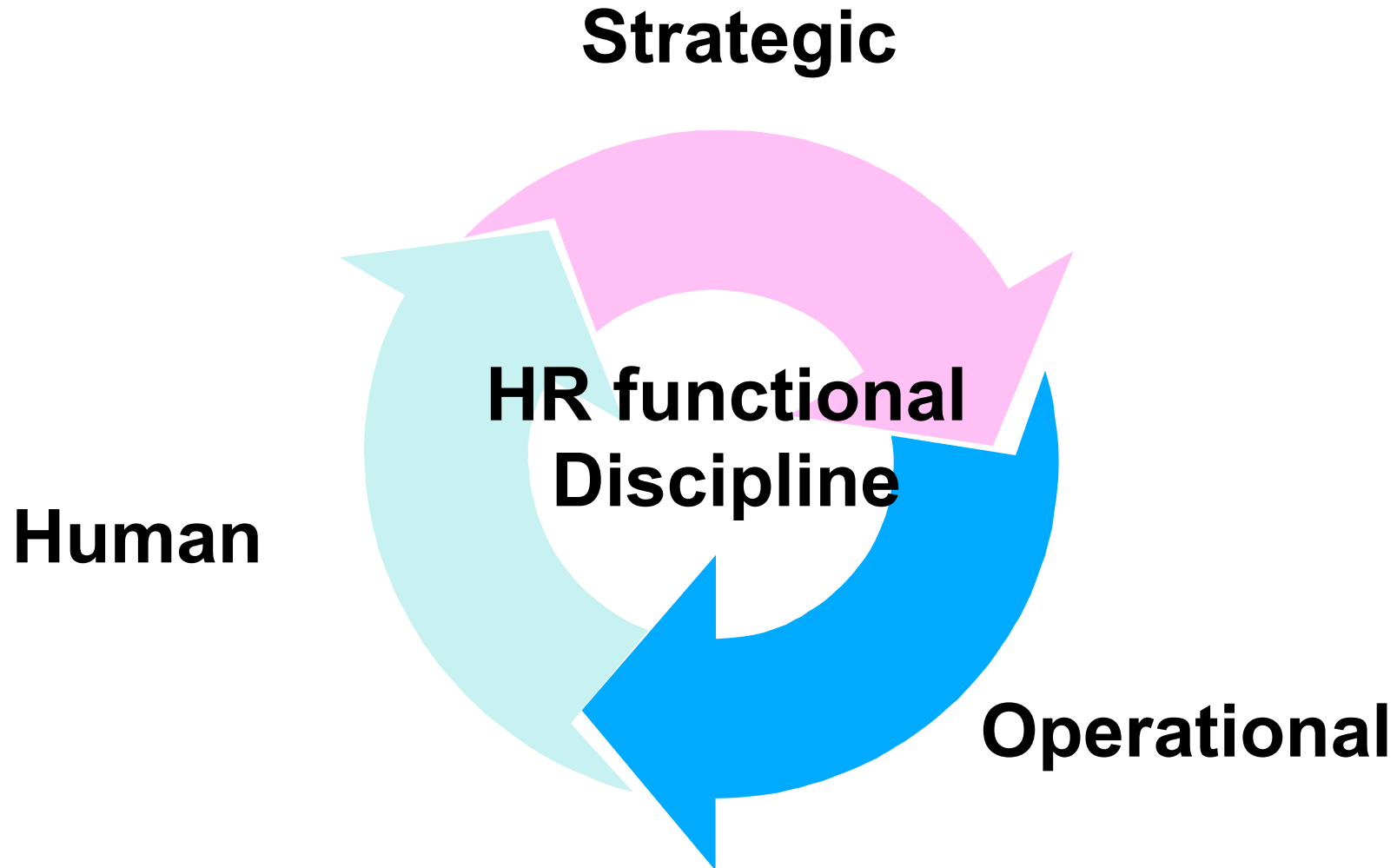
HR Where To Play



- 1 Combination of: dedicated Bus Partnership, scaled corporate Centres of Excellence, and externalised Employee Services
- 2 Employee understanding and engagement
- 3 Partnership with internal and external stakeholders
- 4 Operational Excellence with Human Touch

HR - How to win

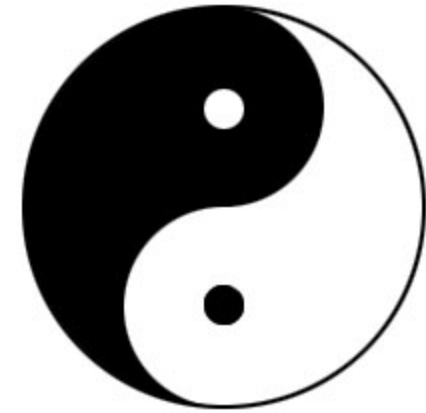
Enabled by systemic functional HR talent development





Personal reflections

The Power of AND



- Breadth, and Depth
- Activism for change, and preservation of tradition
- Conceptual thinking, and execution with excellence
- Strategic, and tactical
- Responsively bridging, and boldly setting new direction
- In tune, and creating competitive edge

A few key questions

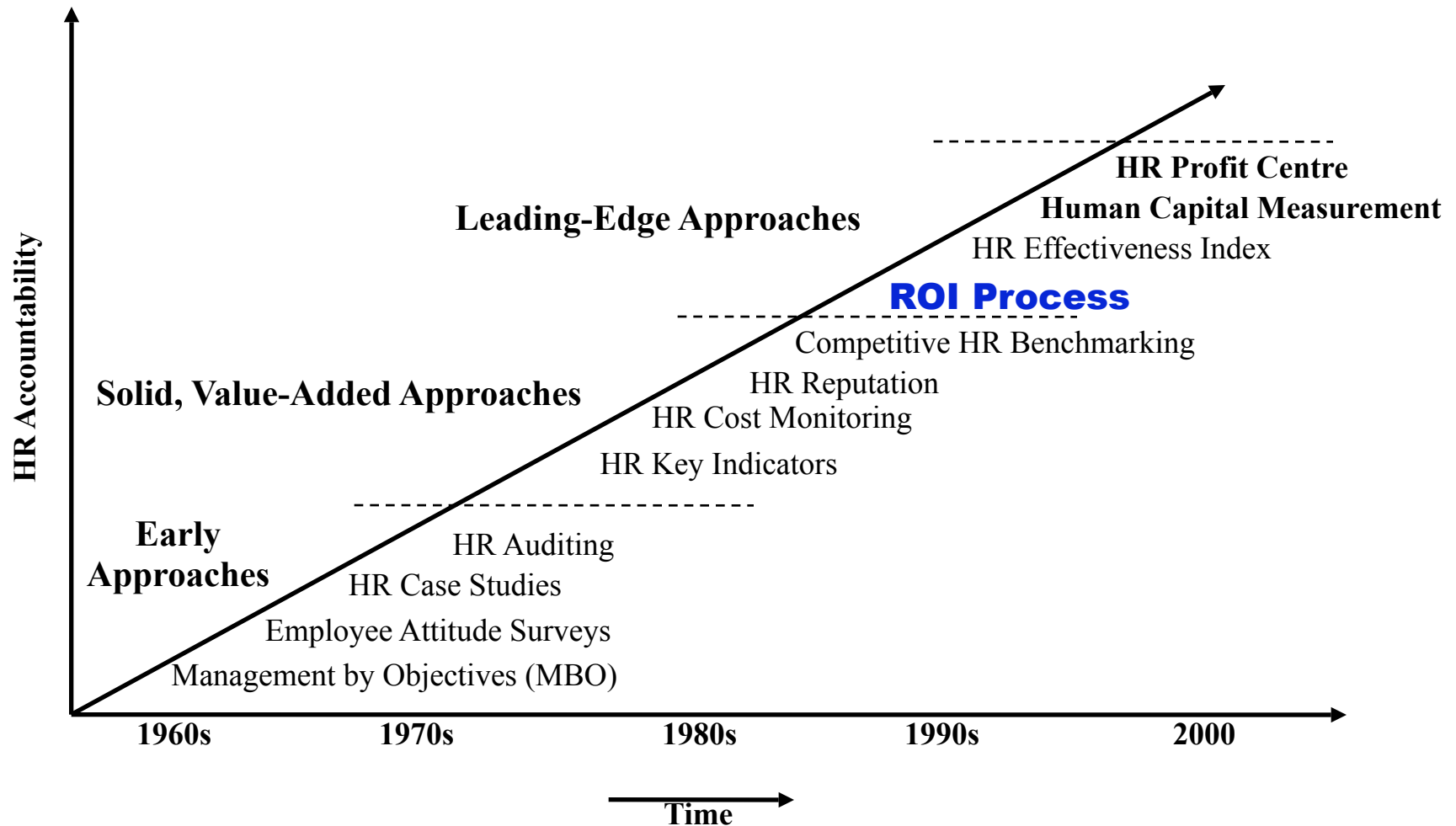


- From the Functional to the Strategic approach
- HR accountability
- How much of a priority is HR?

Evolution of the Role of HR Managers

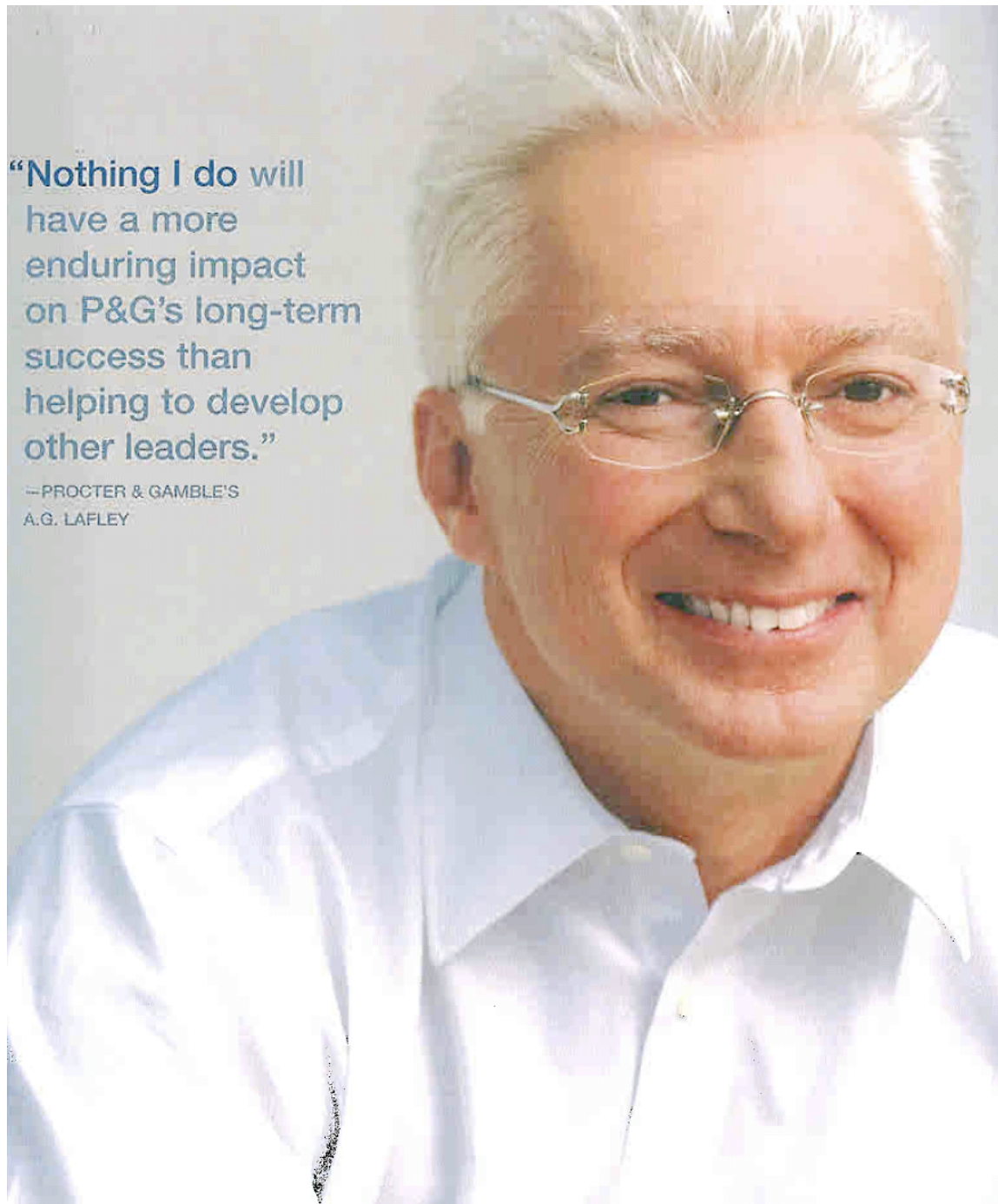
	Functional Approach	Strategic Approach
Important areas of interest	Recruiting, training, pay, industrial relations	Strategy and culture of enterprise, internationalisation, employment policy
Focus	Reducing HR costs	Flexibility of resources, reducing HR costs at the business unit level
Orientation	Tactics based on the micro-organisational level	Tactics based on the macro-organisational level
HR managers' clients	Employees	Managers and external clients
Status	Rather weak	Rather strong
Education requirements	Specialist in HRM open on other functions	General HR graduate with management experience or general manager with HR experience
Profile	Specialist focused on tools and management systems	Generalist focused on business contributions
Time range for activities	Short range	Medium-long range
Business based on	Transactions	Change/ transformations

How to create HR accountability?



“Nothing I do will
have a more
enduring impact
on P&G’s long-term
success than
helping to develop
other leaders.”

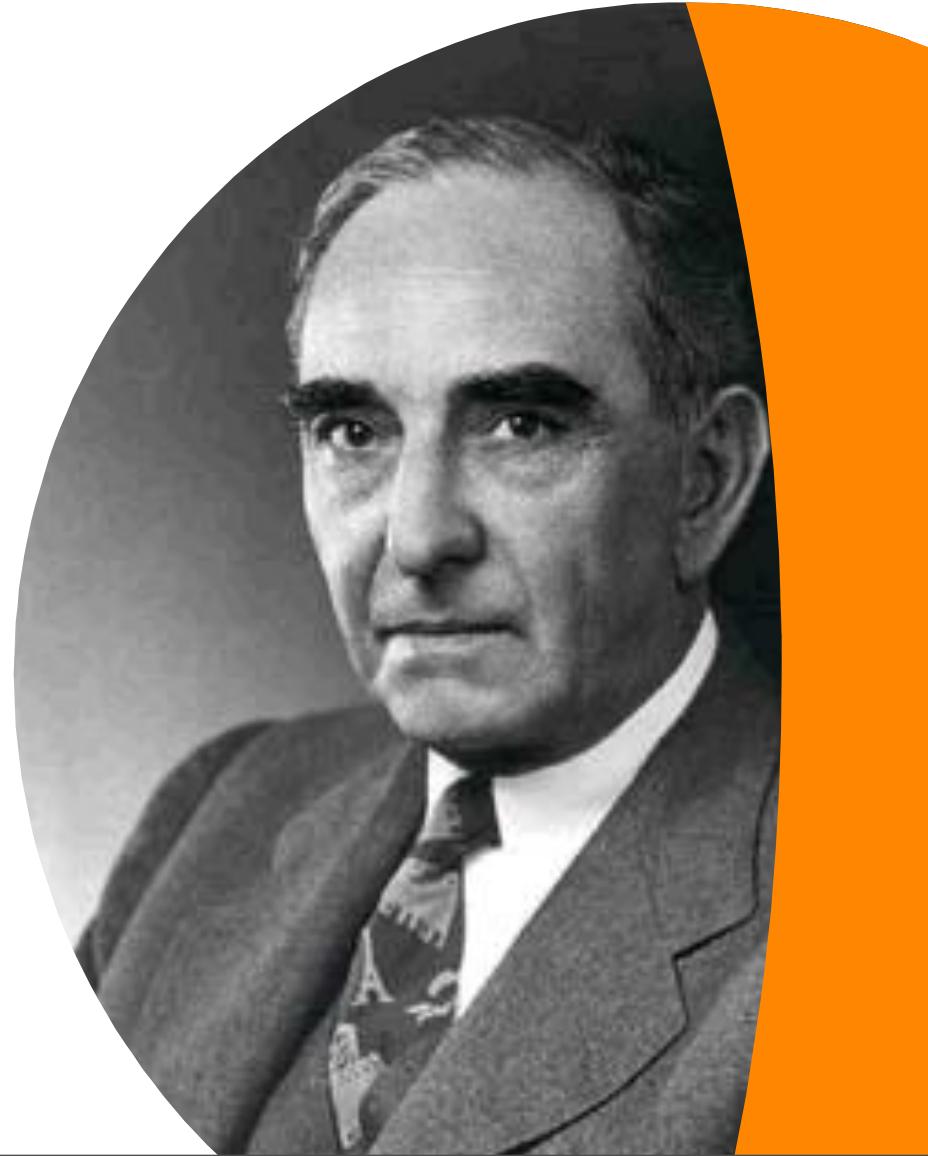
—PROCTER & GAMBLE’S
A.G. LAFLEY



Our people are our greatest asset

“If you take away our money, our buildings and our brands, but leave us our people, we can rebuild the whole thing in a decade.....”

*Richard Deupree,
P&G CEO, 1947*



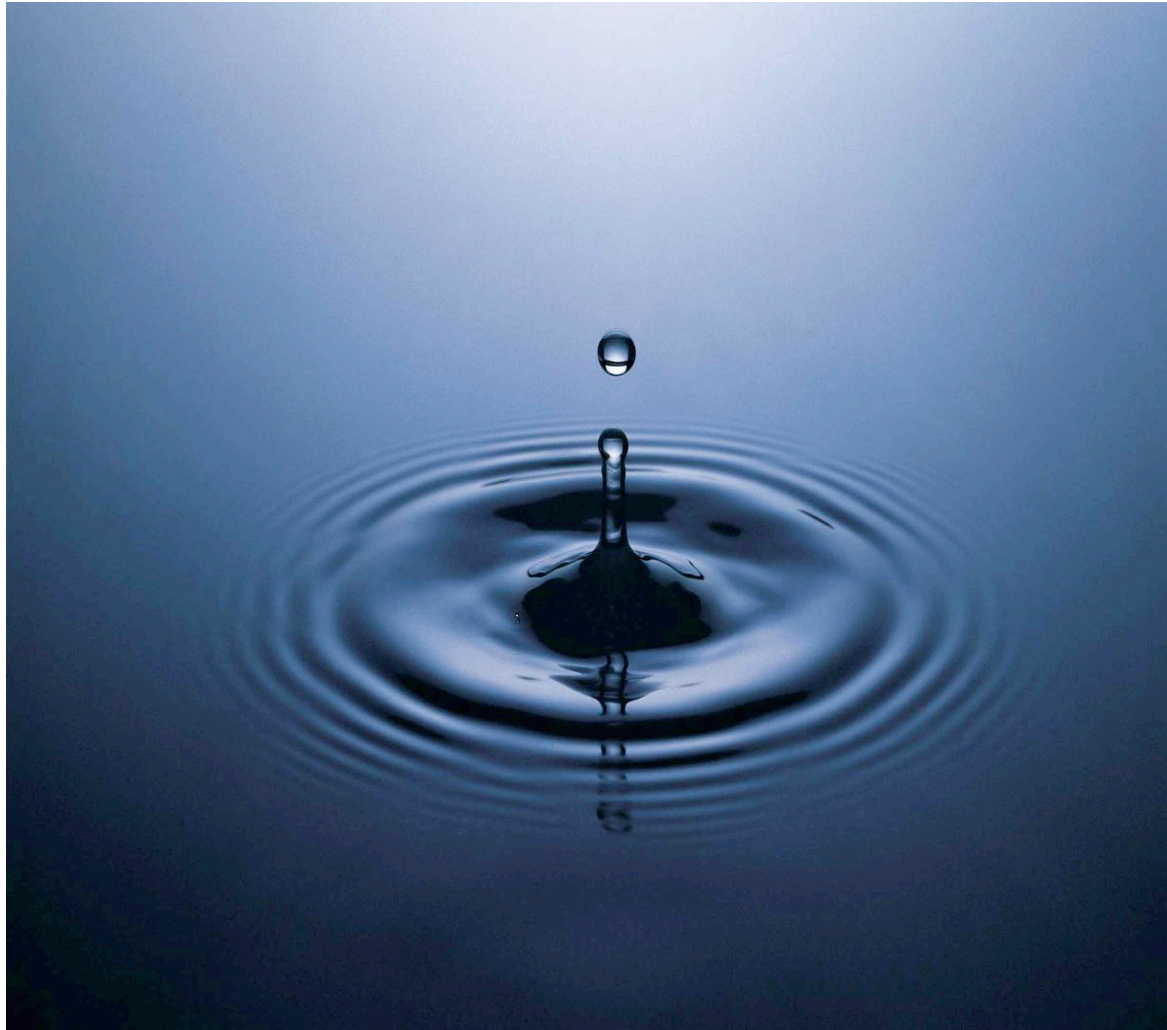


Was HR a priority?

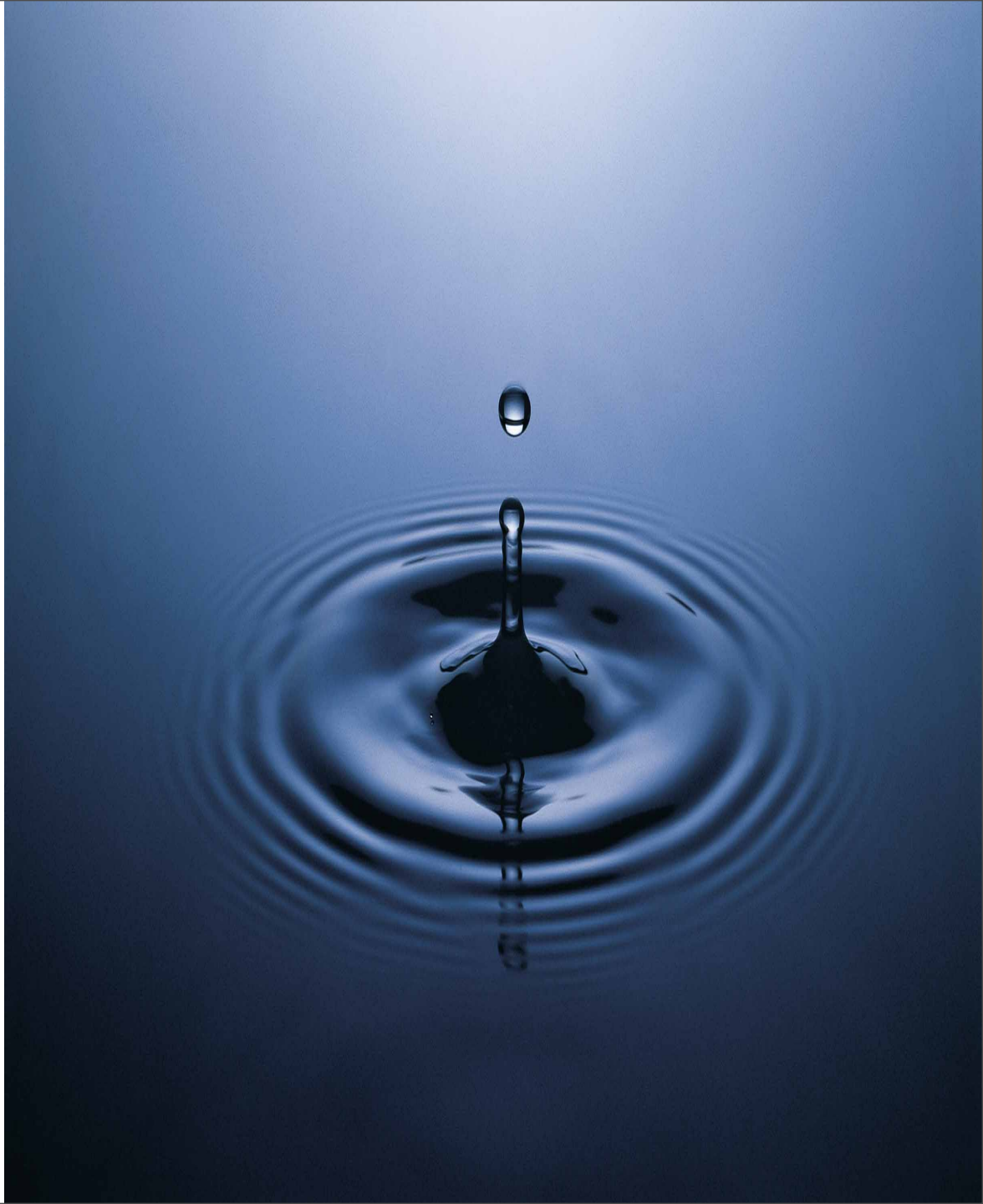
The issue with asking the wrong question

Capability, Talent, Performance Excellence, and Employment Experience

The role of the HR professional – where are we heading?



Trust



Trust

For any enterprise, trust is the capital without which you cannot do any effective work.

Albert Schweitzer
Peace Nobel Price 1954



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Trust must be earned again and again, through example, every single day.

Fred Hassan
CEO Shering Plough

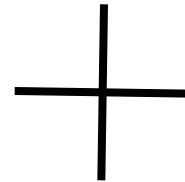


A Journey to 'Brand Purpose'

The Mindset Shift That's Required to earn trust



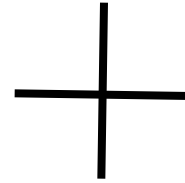
User-friendly
electronic tools



Helping creative
people with a passion
to change their world



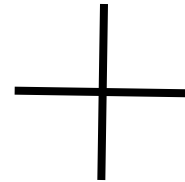
Friendly, low-
cost air travel



Democratizing
the skies



Good
furniture, low
prices



A better life for
everyone.

Trust

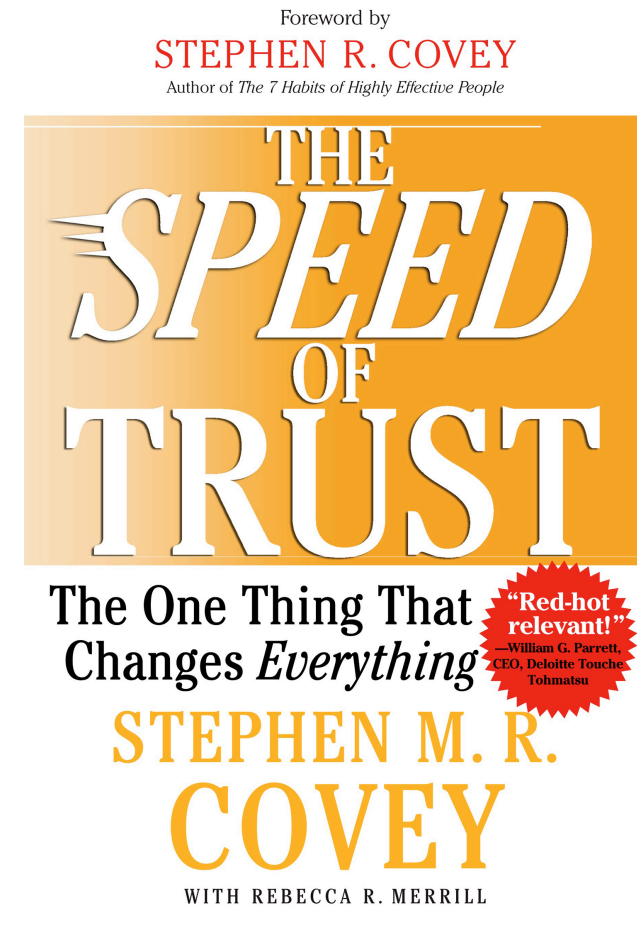
Traditional business formula:

**Strategy x Execution =
Results**

But there is a hidden variable:

**(Strategy x Execution) x Trust =
Results.**

Trust can be a tax or a dividend





Trust starts
at the inner heart



Wave 1 – Self Trust
Personal Integrity, Skills,
Knowledge, Accountability,
Discipline

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at the inner heart



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Knowledge, Accountability,
Discipline

Wave 2 – Trust in each other
Trustful relationships build on
Honesty, Transparency, Care,
Involvement, Reliability, Delivery

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Wave 3 – Trust in the
organisation
Clarity of deliverables, details of
understanding, pro-activity,
promises, results, reward

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Waves 4 and 5
Market and Society trust
We deserve reputation, and are
trusted as member of society for
good

Trust starts
at the inner heart



When Soft becomes Core

- Business needs to inspire
- Deserving the trust of consumers, retail customers, stakeholders, and employees is the key
- Trust comes through sustainability (performance, honesty, respect for environment/society, engagement for diversity)
- Trust built from the inside out
- The Business Future is HR's



A background image of a water drop hitting a surface, creating concentric ripples. The drop is captured mid-fall, just above the point of impact.

Capability

**Talent Supply
Chain**

**Performance
Excellence**

**Employment
Experience**



Touching lives, improving life. *P&G*™

