HR at the **Tipping Point:**
The Paradoxical Future of Our Profession

By John W. Boudreau

The group foresaw that by 2025, HR will exist in a world of boundary-less work, detached from traditional employment. There will be a tsunami of big data on virtually every facet of work and the workplace. Workers will engage with work through a globally interconnected and democratized ecosystem that will have unprecedented ability to connect and share their views. The necessary organizational capabilities are not sufficiently reflected in today’s HR profession.

Indeed, even the label “human resources” and today’s most advanced HR competency models, operating structures, and deliverables will fail to capture the necessary evolution. The future requires a profession that seamlessly integrates disciplines such as procurement, marketing risk-based options, global supply chains, and man–machine collaborative analytics. Its operating models must reflect structures that are networks not just hierarchies, work that is made up of globally sourced projects not just jobs, workers who are engaged as free agents not just regular employees, total rewards that are individualized and segmented not just consistently applied to all, and constant agility not just episodic change.
The Paradox: HR is Justifiably Well Regarded, Yet Falling Short

Evidence from more than 20 years of survey research at the Center for Effective Organizations (Boudreau, 2014) suggests that organization leaders realize they face significant strategic challenges that will depend on human capital, and so more attention is being given to evolving the HR profession. This has been true for decades. One would expect that the HR profession and its leaders must have progressed significantly during that time and be well-positioned for future leadership. Yet, research (Lawler & Boudreau, 2015) suggests that the role of HR in addressing these strategic challenges remains limited, and in many ways has been unchanged for decades.

There is no shortage of criticisms of HR, descriptions of “why we hate HR” and examples of organizations choosing to go without HR departments, and warnings that HR is not up to the challenges of the future. Yet, evidence (Lawler & Boudreau, 2015) suggests that leaders outside of HR often rate HR’s effectiveness higher than HR leaders, with both consistently rating HR as only moderately satisfactory in its skills and effectiveness. The HR profession has changed only slowly in the face of rapidly increasing challenges. HR and its constituents have rated it moderately satisfactory for decades, suggesting they are comfortable, but not satisfied with HR’s progress.

Yet, there is a drumbeat for change, one that became evident as we interviewed a sample of exemplary HR leaders in organizations celebrated for HR and people leadership. In 2013 and 2014, in collaboration with the Society for HR Management and the National Academy of Human Resources, Andrew Schmidt of SHRM and I interviewed the original Advisory Group of approximately 25 former or current CHROs from organizations widely regarded as having state of the art HR (see Appendix). These CHROs were leaders of accomplished HR organizations, and were rightfully celebrated as examples for the HR profession. Their organizations and leadership teams are clearly pleased with HR.

Yet, few of these leaders were satisfied with the state of the HR profession. They described fundamental gaps that threaten HR’s future relevance, many of which have existed for decades. These gaps and challenges were not isolated to one issue. They varied according to the HR leader’s industry, experience, and organizational strategy. Taken together, they described an array of vital future challenges that serve as both a warning and an opportunity.

Several of the CHROs described the paradox as being similar to issues like climate change, global hunger, and socio-economic inequality. These issues have as yet produced few disruptive effects on those lucky enough to live in advantageous situations, so it is easy to be complacent. Yet, their future disruptive impact is unquestioned, and addressing it requires collective action. It is not enough simply to celebrate because one’s own family or community is safe, sheltered, and well-fed.

The CHRO interviews portrayed an HR profession that is well-regarded but acting in isolation. Eva Sage-Gavin, then–EVP of HR and corporate affairs at Gap, Inc., noted that the HR profession had produced bright and warm local “campfires” in traditional arenas as well as emerging areas such as HR branding, HR technology, predictive analytics, and social media.

Project cHRReate

Project cHRReate (The Global Consortium to Reimagine HR, Employment Alternatives, Talent, and the Enterprise) arose from a grassroots effort resembling the Delphi approach. A group of highly accomplished HR leaders (see Appendix) informally approached several of the eventual project leaders and expressed their growing discomfort with the progress and future position of their HR profession. They fully recognized and acknowledged the profession’s progress and significant social and economic contributions. Many of these HR leaders had helped to build exemplary HR organizations in some of the most admired organizations in the world. Thus, it was important that these HR leaders held a common view that a significant and collective effort was needed, lest the profession fail to meet its future potential.

This informal discussion grew, several individuals agreed to become the “core team” (see Appendix) that oversaw a series of structured interviews of about 25 HR leaders. The interviews examined whether this perspective was indeed shared, and identified the specific experiences and data that led such an elite group of HR leaders to conclude that the profession was at a historic tipping point. The interviews also solicited the pivotal imperatives with the greatest potential to accelerate the profession’s progress. Interviews were conducted between January and May 2014. In June 2014 a summit was held where the participants engaged in a series of interactive sessions to refine results. They concluded that the tipping point was indeed real, and identified four arenas where progress would make a pivotal difference.

Phase 2 occurred between September 2014 and May 2015, to deepen the descriptions and their implications. Four teams were formed, one for each arena, led by volunteer HR executives who recruited team members through their professional networks (see Appendix). The four teams collectively chose to envision the future of work and organizations in 2025, on the advice of futurists who reported that a 10-year horizon was far enough ahead to avoid being constrained by current assumptions, and yet close enough to envision tangibly. The teams described the implications of that future for organizations and the HR profession. The four teams reviewed and summarized published material, interviewed experts and thought leaders, developed structured focus group exercises and conducted focus groups with their peers. At a summit in May 2015, they presented their findings and engaged in structured group exercises to generate consensus views and predictions.

The project received monetary and in-kind sponsorship from the University of Southern California’s Center for Effective Organizations, the National Academy of Human Resources, HR People + Strategy, the Society for Human Resource Management, Root, and PricewaterhouseCoopers.
Yet, when it comes to thorny issues such as globalization, strategic uncertainty, agility, leadership, personalization, and alternatives to traditional employment, they uniformly found the profession lacking. The “campfires” fail to coalesce into the needed collective “bonfire” to adequately enhance HR broadly. Like those lucky enough to not yet be affected by climate change, our research suggests that the leaders and HR professionals in these organizations are happy with the HR they are getting, but are also uneasy about whether and how their organizations will address broader human capital challenges.

Such local complacency may be one of the biggest threats for HR leaders to address. Notable progress appears to be largely confined to a small, elite “marquee” set of organizations. Evidence from a 20-year series of surveys of HR leaders (Lawler & Boudreau, 2015) suggests that in a broader sample of organizations, HR effectiveness was frequently at or below “moderate” levels. Yet, there is little evidence that HR’s constituents are demanding better. Our research suggests that most organizations have not fundamentally redesigned or redirected their HR organizations to create the necessary resources and priorities to achieve systemic progress.

The Future in 2025: Five Forces Shaping Strategy, Organizations, and Work

The project leaders set their sights on the year 2025. Collectively, the Future of HR teams developed a description of the likely economic and societal challenges that organizations will face in 2025. Then, they developed their predictions and recommendations about the future of HR in each of the three arenas. We know a single future description is by nature generic and will not describe perfectly the specific challenges facing any particular organization or industry. Thus, the objective was not to define one future for all, but instead to identify the broad trends and demonstrate how those trends translated into insights about HR’s future charter, constituent expectations, talent pipeline and tools and operating models. The teams recognized that their work would be most useful by designing and demonstrating a framework and processes that HR and other leaders might replicate in their own organization.

The investigation revealed five forces defining the future, and the teams traced the effects of each force on organizations and global social and economic systems, and the likely business response to each force (see Table 1).

### TABLE 1

<table>
<thead>
<tr>
<th>Five Forces</th>
<th>Effect of Force</th>
<th>Business Response</th>
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<tr>
<td>Exponential pattern of technology change</td>
<td>Technological breakthroughs produce exponential disruptions in markets and business. The rapid adoption of robots, autonomous vehicles, commoditized sensors, artificial intelligence, and global collaboration renew the re-thinking of work.</td>
<td>Business will be productive with flexible, distributed, and transient workforces that adapt to rapid cycles of business reinvention. Employees will need to successfully engage with automation transitions, constant legacy job loss and rapid skills obsolescence.</td>
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<td>Social and organizational reconfiguration</td>
<td>Increased democratization of work will shift away from the hierarchy toward more power balanced organizations and communities, built upon relationships that are less employment-based and more project-based. Talent will increasingly “join” and engage based on aligned purpose.</td>
<td>Businesses will source and engage talent in diverse work arrangements that go beyond traditional full-time employment, to include part-time, freelance, outsourced, and crowdsourced workers. Results will be increasingly achieved through purpose-built networks vs. hierarchies.</td>
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<tr>
<td>A truly connected world</td>
<td>The world will be increasingly connected through mobile personal devices and the cloud, empowering work to be done from anywhere. New media will enable global and real-time communication that accelerates ideation, product development, and go-to-market strategies.</td>
<td>Work will be managed through newly defined talent systems that support a distributed and global workforce. High-trust cultures and purpose-built networks, empowered with big data, will create a new level of innovation that develops and releases products in very short cycles.</td>
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<tr>
<td>All-inclusive, global talent market</td>
<td>Work will be seamlessly distributed around the globe with 24/7 operations enabled by new corporate and social policies. Extreme longevity will allow mature talent to work longer, and female and non-white ethnicities will become talent majorities.</td>
<td>Organizations will increasingly segment and direct work to the best talent, whether inside or outside the organization, through diverse work relationships. Differentiated leadership and engagement approaches will address varied cultural preferences in policies, practices, work designs, pay, and benefits.</td>
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<td>Human and machine collaboration</td>
<td>Advances in analytics, algorithms, and automation will continue to improve productivity and decision making. Smarter computing will increasingly automate mundane tasks previously performed by humans.</td>
<td>Organizations will successfully migrate tasks from people to machines and/or robots and find the optimal human–machine balance through big data. Organizations will create and maintain external partnerships to augment capabilities they do not own, and use them to manage workforce transitions humanely and without hurting reputation.</td>
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Two Future Themes and a Map of Future Scenarios

These trends will not affect all organizations equally, so their value will be in helping HR and other leaders consider new approaches to strategy, organization, and workers. To guide organizations in locating themselves on the migration to the future, the teams summarized these five forces into two themes.

Democratization of work was described as a combination of the first three trends. A more highly democratized future is characterized by new employment relationships, shorter in duration and more company–individual balanced. A shift toward a more agile and responsive view of work will deliver results by activating purpose-built networks.

Technological empowerment was seen as a combination of the last three trends. Technology will continue to transform the way we live and work. Machine learning, 3D printing, mobile, wearables, and algorithmic analytics are among the many technologies that hold the promise to improve individual empowerment. These two dimensions suggested a two by two matrix of potential future states for organizations and work as shown in Figure 1.

Using this map, organizations can locate themselves in the future and replicate the exercise of the teams: Identify vital organizational responses to the forces, the organization, and work implications that they require. The teams then set out to...

The States of Organization and Work

1. **Current State.** This scenario suggests that the world of work in 2025 will bear a striking resemblance to today. Through a general slow-down in the evolution of technology or management science or a significant setback, the world of work remains similar to today.

2. **Today Turbo-Charged.** This scenario suggests the continued evolution and empowerment of technology empowering business, but with few advances in the evolution of business or management models. This scenario is characterized by similar employment relationships but in a faster, better, cheaper business paradigm.

3. **Work Reimagined.** In this scenario, the future sees an evolution into new business and employment models but without disruptive advances in technology. Current technology enables social networks and web-connected groups and are increasingly focused on organizational impact, values, culture, and work relationships.

4. **“Uber” Empowered.** This more extreme scenario suggests a virtuous and accelerated cycle of technology and work democratization fueling one another to create the rapid evolution of new business models. These business models will increasingly be characterized by the way they place into balance the needs of the company and the needs of the individual.
describe the implications for organizational capabilities and the future of HR in supporting and building those capabilities.

**The Future HR Talent Pipeline: Beyond HR Capabilities and Competencies**

Perhaps the most poignant evidence of the fundamental need to change the pipeline of HR talent came in the form of stories from accomplished HR leaders regarding the HR profession their children were encountering in 2013 and 2014. Several of them explained that they had children graduating from college and entering the workplace. Some of their children had degrees from leading academic institutions in the field of HR, industrial relations, organizational behavior, or industrial psychology, and had begun their career as HR professionals. They told me that their children, encountering their first jobs in HR, returned to their parents saying, "When do I get to do the world-changing and interesting work you told me about? Everything I am doing now, and that I can foresee for the near future is administrative and far removed from the organization’s purpose and mission. How long must I wait to make a real difference?"

Other HR leaders had children who had received liberal arts or general business degrees and were searching for the career path that would allow them to have the greatest impact on their own and others’ lives. Their children asked them “Should I go into HR as the best profession to have a great impact on the world, and my own life?” Sadly, several of the HR leaders said, “I just couldn’t recommend HR to my child.” Yet, these were HR leaders of exemplary accomplishments, who were undoubtedly making the sort of contributions to which their children aspired. When this was pointed out, they often responded with something similar to, “The HR career path that brought me to this position was as much luck as design. I had the good fortune to work for a company that created an HR ‘academy’ that spawned a cadre of HR leaders, or I luckily worked for a leader who selected me actually to run a business, to work globally, or to take big risks on important issues. The HR profession doesn’t provide those experiences and capabilities systematically or consistently enough, so we can’t really be sure that if the best and brightest choose HR, they will gain the capabilities and opportunities to address future organization challenges. The talent pipeline needs to be far more predictable, systematic, and relevant to future organization challenges.”

How should the capability and talent pipeline of today migrate to one that is sufficient for future demands? This was the question that the Future of HR teams tackled by reviewing existing competency frameworks, emerging research on what distinguishes the most accomplished leaders inside and outside of HR, and through focus groups and interviews with a variety of HR and organizational leaders. The results were summarized in this journal by two of our team leaders (Sage-Gavin & Foster-Cheek, 2015) as shown in Figure 2.

**Trend Forecasting and Change Leadership**

Business and HR leaders need to anticipate trends and then proactively lead change so organizations can thrive in the new world of work. One critical skill will be the ability to analyze diverse sources of data and develop insights, providing “sense making” with strategic recommendations that can guide CEOs, Boards and organizations. HR must shift their mindset from change management to change leadership and foster truly agile leadership.

**Talent Sourcing and Community Building**

Talent management will move beyond our current view of company boundaries to include an extended workforce, including those who will come together to deliver work outside a regular employment relationship, such as e-lancers, contractors and partners. Sourcing and recruiting must evolve to develop relationships over an extended period of time, leveraging global talent pools and using crowdsourcing or technology-enabled channels. HR leaders have the opportunity to serve as connectors, orchestrators, and brokers of a constantly evolving talent marketplace, bringing unique and innovative solutions to best match the demand and supply of skills and capabilities.

**Performance Engineering**

Diverse forms of employment and new ways of collaborating will challenge traditional approaches to how organizations have inspired and rewarded people to deliver results. Business practices will need to truly optimize talent and create less hierarchical, non-employment relationships. Organizations will need to apply a market segmentation approach to develop highly personalized deals for individuals that are still considered fair and equitable across a global framework.

**Culture and Community Activism**

We will continue to shift away from legacy, company-centric views of the world, toward views that consider an ecosystem of stakeholders including customers, vendors, current and future “employees”, be they free lancers, partners or shareholders. Company brand and reputation management strategies will shift from being externally focused to engag-
ing employees and the larger talent ecosystem, as companies realize that employees are the best Brand Ambassadors. While Corporate Social Responsibility will remain critically important, employees will want to bring their whole-selves to work in a very different way. They will want to share their knowledge and skills beyond simply building houses or serving the less advantaged in limited volunteer engagements. They will want their personal contributions outside and at work to serve a greater good, and they want to constantly experience personal growth. They will want to craft employment to leverage their strengths, while also enabling them to have an impact on social capital priorities they consider important.

Service Delivery and Contracting
The influence of technology will increasingly present options for work to be deconstructed and delivered by diverse talent pools anywhere and anytime. This will change the landscape of human capital contracting and service delivery, as we contend with new practices, regulations and governance. Private and public partnerships will emerge to shape new global ways of working, with transparency and equity as key themes.

The team further examined how these organizational capabilities will evolve between now and the year 2025 (see Figure 3).

This evolution suggested new and very different organizational roles that may embody the capabilities. Examples of the new roles were described this way:

- **The Organizational Engineer.** An expert in these new ways of working, she is a facilitator of virtual team effectiveness, a developer of all types of leadership, and an expert at talent transitions. She is an expert at talent, task optimization, and at organization principles such as agility, networks, power and trust.

- **The Virtual Culture Architect.** A culture expert, advocate and brand builder, he connects current and potential workers’ purpose to the organization’s mission and goals. He is adept at principles of values, norms, and beliefs, articulated through virtual and personal means.

- **The Global Talent Scout, Convener, and Coach.** She understands new talent platforms and optimizes the relationships between workers, work, and the organization, using whatever platform is best (e.g., free agent, contractor, regular employee). She is a talent contract manager, talent platform manager, and career/life coach.

- **The Data, Talent, and Technology Integrator.** He is an expert at manipulating big data, understanding and modeling trends, and knows how to code to adjust algorithms, as well as design work to optimally combine technology, automation, and human contributions.

- **The Social Policy and Community Activist.** She is a social responsibility leader. She produces synergy between the social goals of the organization, such as economic returns, social purpose, ethics, sustainability, and worker health. She influences beyond the organization, shaping policies, regulations and laws that support the new world of work, through talented community engagement.

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<th>FROM</th>
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<tr>
<td>Business Acumen</td>
<td>Strategic Business Leadership</td>
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<tr>
<td>Data Analysis &amp; Decision Making</td>
<td>Sense Making</td>
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<tr>
<td>Change Management</td>
<td>Agile Leadership</td>
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<tr>
<td>Corporate Social Responsibility</td>
<td>Providing Purpose &amp; Meaning in Work</td>
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<tr>
<td>Employment Brand</td>
<td>Employee Experience</td>
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<td>Organization Development</td>
<td>Culture Orchestration</td>
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<td>Employee Engagement</td>
<td>Community Engagement</td>
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<tr>
<td>Team Collaboration</td>
<td>Community Collaboration</td>
</tr>
<tr>
<td>Corporate Social Responsibility</td>
<td>Providing Purpose &amp; Meaning in Work</td>
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**Figure 3. The Shift in Business Capabilities from Today to 2025**
The cHReate teams realized that even the label “HR” cannot fully encompass the profession that will embody these capabilities. These HR leaders are united in their hope that the HR profession will play a vital and key leadership role. Yet, they also concluded that the pipeline of future talent to meet these challenges must extend well beyond today’s definition of HR. For example, these capabilities are absent or tangential to most major competency frameworks. Current work on competencies, capabilities and certifications shows promise, and one can see connections between current work and the findings described here.

For example, the SHRM Competency Model (Society for Human Resource Management, 2012) appropriately includes more general management competencies such as communication, relationship management, ethical practice, global and cultural effectiveness, leadership and navigation, and consultation, in addition to more traditional competencies such as HR expertise, business acumen and critical evaluation. The addition of such management competencies seems to reflect a broader set of disciplines. One can also see parallels to the cHReate findings of culture and community activism in such competencies as ethics and relationship management. The cHReate results augment the SHRM competency model by suggesting how the competency of “HR Expertise” may blend with the other SHRM competencies to define competencies that reengineer fundamental HR processes such as planning and recruitment in ways that specifically draw on broader disciplines, and embody the use of the managerial competencies in the SHRM competency model.

Similarly, the six HR domains or “food groups” suggested by Ulrich, Brockbank, Ulrich and Kryscinsky (2015) includes elements such as “workforce engineer” with “HR tools, practices and processes.” One can see correspondence between the cHReate elements described above and many of the six food groups, particularly the prominence of culture, organization and change. Again, the cHReate HR leaders foresee an integration across such competencies that manifests itself in very different behaviors and roles than are typically described in the job descriptions of HR leaders, and span professional capabilities that lie well outside the formal boundaries of HR.

The competency models noted above represent substantial progress, yet too often the HR profession continues to define its capabilities and competencies traditionally, in terms of HR processes and programs, rather than in terms of the broad outcomes described in Figure 2. Developing leaders with these competencies may require careers that begin in completely different professions. For example, when work is delivered through a variety of arrangements that go beyond traditional regular full-time employment, and work is sourced and delivered globally, talent optimization bears a striking resemblance to procurement and supply-chain disciplines. Similarly, future work brand and reputation management bear striking relationships with marketing. Perhaps the future pipeline of talent with these capabilities should be built upon talented young professionals in procurement, marketing, finance, or corporate relations, who are given development and experiences to augment their skills regarding talent and HR. Might this be a more productive pipeline than attempting to take traditional HR professionals, and develop their capabilities in procurement, marketing, finance or corporate relations?

In Phase 3 of cHReate, leaders from HR People + Strategy and SHRM plan to work actively with the cHReate leaders to consider the most promising ways to integrate the findings into arenas such as professional certifications and university and professional education.

Creating the “Pull” for the New Profession: Aligning Constituent Expectations

Accelerating the evolution of the HR profession will require not only a “push” from within the profession, but also a “pull” from better-informed constituents. What are the current expectations of those key constituents? The cHReate teams conducted interviews to gather the perceptions of 22 HR constituents that included CEO’s, C-suite officers, and Board members in elite U.S. and global companies. These individuals had worked with some of the most celebrated and successful CHROs in the world, and in organizations with some of the most advanced and emulated HR systems. One might expect their perceptions to be uniformly positive, yet even among this group, the vital need for significant acceleration was apparent. The executives and board members generally agreed that the five trends were likely to affect their organizations in fundamental ways but opinions varied regarding whether their organizations and HR were prepared to address the trends.

For example, regarding the capabilities of the CHRO, Figure 4 summarizes the findings, where “X’s” indicate room for improvement and check-marks indicate areas of satisfaction. Considering that their interview subjects had worked with among the best HR organizations and leaders in the world, it is a sobering result.

The many X’s and few check marks suggest opportunities as well as challenges. These CEOs and board members saw great potential for the HR profession. They foresaw future roles for the HR profession as:

![CHRO Capabilities Report Card](image-url)
A chief operating officer of organizational culture
A leader of a board committee on culture and innovation
A definer of the new work force (people, organization, talent, structure) that delivers business strategy, considers emerging employment and work styles, drives purpose and engagement, reflects permeable and changing organizational boundaries, and is much more diverse
A profession that can get ‘in between’ organizations where partnerships are formed and use science to cross barriers between companies, with suppliers and customers.
A profession that uses the cloud, through a world of apps and personal devices, to bring Amazon- and Google-like insight and responsiveness to the domain of work.

One of the cHReate team members described a CEO who, in their first leadership team meeting, introduced the heads of marketing, finance, operations and strategy by describing how their functions would help the organization win. Turning to the CHRO, the CEO started to describe how HR would help the organization win, but couldn’t, and asked the CHRO to please do it. Today, HR’s constituents typically understand HR’s value only in traditional domains such as compliance, process efficiency, service delivery, and trusted advice on “soft” issues. They are hopeful for a better articulation of HR’s broader future contribution, but they typically have not seen it and cannot articulate it.

Lacking an articulated value proposition, CEOs, boards and constituents grasp at the latest popular “shiny object.” Examples include “big data,” “holocracy,” “abandoning performance ratings,” “neuroscience,” “social networks,” and so on. Each of these has the potential for very real and tangible value, but if improperly adopted they all carry the danger of needless organizational disruption and value destruction. The difference between an endless pursuit of fads versus a lasting organizational contribution lies in part with a future HR profession that brings evidence-based principles and discipline to evaluate and adopt such ideas (Boudreau & Rice, 2015). That requires an articulated logical framework and charter that connects trends such as the five forces to organizational capability, and then in turn to the competencies and tools that create workplace value for organizations and their members.

What’s Next: Rapid Prototyping, Creating a Movement, and Tools for Change
The findings of Phases 1 and 2 have produced a coherent and consistent picture that verifies the dilemma that these HR leaders sensed when we started: The profession that today is known as HR (a label that may not be sufficient to capture its future potential) has reached a tipping point. While the profession has an admirable history, and continues to progress at a strong pace, that pace of change is simply not fast nor disruptive enough to meet the strategic, social and workplace requirements of 2025. Constituents want and deserve more, even as they struggle to articulate how to bridge from today’s HR to the new capabilities. HR professionals know they are making important contributions to their organizations, yet also know that today’s contributions are rapidly falling behind the impact they must have in the very near future.

The phrase “creating a movement” reflects decades of research on social movements and social history (e.g., Coy & Coy, 2010; Dani, 1992). Social movements require not only attention to building tools, competencies and operating models; they require a focus on influence, change, values, passion and community. Phases 1 and 2 of the cHReate project saw our collective team of HR leaders shape the direction, message and rationale for the social movement needed to create the step-change that will allow today’s HR to meet its significant potential impact. The challenge is depicted in Figure 5.

Phases 1 and 2 of our process concentrated on the top two boxes of Figure 5. Phase 3 will extend that by engaging a larger community to prototype new tools, develop the wider dialogue and messages, and gain adoption of the frameworks, tools and ideas across a wider constituency.

The future depicted here is already a reality for some organizations, and will be the reality for others very soon. The Future of HR project revealed a widespread and collective recognition that HR has both enormous potential to contribute, as well as a need to rethink and accelerate its evolution to keep pace.

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Appendix
Leaders and team members of cHReate (The Global Consortium to Reimagine HR, Employment Alternatives, Talent, and the Enterprise)
Core Team
Dick Antoine- former of National Academy of Human Resources and Procter & Gamble (Phase 1)
John Boudreau, University of Southern California
Debra Engel, formerly 3Com
Scott Pitasky, Starbucks
Jeff Pon, Society for Human Resource Management
Jill Smart, National Academy of Human Resources, formerly Accenture (Phase 2)
Ian Ziskin, ExEc ExCel Group, formerly Northrop Grumman
Advisory Group
Lucien Alziari, Maersk
Dick Antoine, formerly National Academy of Human Resources and Procter & Gamble (Phase 2)
Beth Axelrod, eBay
Mark Blankenship, Jack in the Box
Tom Codd, PricewaterhouseCoopers (Phase 2)
Rich Floersch, McDonald’s
Kaye Foster-Cheek, Boston Consulting Group, formerly Onyx Pharmaceuticals and Johnson & Johnson (Phase 2)
Diane Gherson, IBM
Marianne Jackson, eBay, formerly Blue Shield of CA
Steve Milovich, The Walt Disney Company/Disney ABC Television Group
Sandy Ogg, Blackstone Group
Vivek Paranjpe, formerly Reliance Industries Limited

Steven Rice, Juniper Networks
Coretha Rushing, Equifax
Eva Sage-Gavin, Sage-Gavin Associates, formerly Gap
Libby Sartain, Libby Sartain L.L.C., formerly Southwest Airlines and Yahoo!
Brian (“Skip”) Schipper, Twitter
Laurie Siegel, formerly Tyco
Jill Smart, President of National Academy of Human Resources, formerly Accenture (Phase 1)
Mara Swan, Manpower Group
Gaby Toledano, Electronic Arts
Pat Wadors, LinkedIn

Phase 2 Project Team Members:
Project 1, Align HR with Value Creation for Organizations that Win
Project Leader
Marianne Jackson, eBay, formerly Blue Shield of CA
Project Team Members
Anne Donovan, PricewaterhouseCoopers
Jing Liao, Trinet
Tom Perrault, Rally Health
Steven Rice, Juniper Networks
Mala Singh, Minted
Laurel Smylie, GPTW Institute
Gautam Srivastava, Shutterfly
Kelley Steven-Waiss, Extreme Networks
Kristin Yetto, eBay

Project 2: Improve the Expectations of HRs Key Constituents
Project Leaders
Laurie Siegel, formerly Tyco
Dick Antoine, formerly National Academy of Human Resources; formerly Procter & Gamble

Project Team Members
Jacqui Canney, Accenture
Sandy Ogg, Blackstone Group
John Rice, Carpenter Technology
Linda Rogers, eSilicon
Coretha Rushing, Equifax
Libby Sartain, Libby Sartain LLC; formerly Southwest Airlines and Yahoo!

Project 3: Rewire the Work and Tools of HR
Project Leaders
Libby Sartain, Libby Sartain LLC; formerly Southwest Airlines and Yahoo!
Mara Swan, Manpower Group

Project 4: Ensure the HR Talent Pipeline
Project Leaders
Kaye Foster-Cheek, formerly Onyx Pharmaceuticals

Project Team Members
Deborah Barber, D Barber Consulting & Associates; formerly Jackson Hole Group
Jo Dennis, Hewlett-Packard
Edie Goldberg, E.L. Goldberg & Associates
Tracy Layney, formerly Old Navy
Liz Nguyen, InterMune
Greg Pryor, Workday
Eddie Sweeney, The Angel’s Forum; formerly National Semiconductor
Wayne Tarken, Comcast; Social HR & Collaboration Center
Paul Whitney, Nimble Storage

Society for Human Resource Management (2012). The SHRM Competency Model. http://www.shrm.org/HRCompetencies/Documents/Competency%20Model%202011%201%201%201%201%201%201%201%204%201%204.pdf.
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