

# Talent Lab

Putting HR under the microscope

## Cracking the Innovation Code: What is the Role of Human Capital?



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# Introduction

## The Innovation Priority

Today's business environment is complex, dynamic and unpredictable. The game has changed, scale and experience no longer insulate organisations from competitive threats. Public companies are delisting faster than ever before;<sup>1</sup> start-ups are benefiting from reduced market entry costs and disrupting entire industries. "Innovate and adapt" is the new corporate mantra and rightly so. Organisations that fail to do so simply don't survive. CEOs are coming to grips with this new reality and prioritising innovation to sustain business performance and drive growth.<sup>2</sup> As a result, we are seeing innovation move out of research facilities to become an expectation of all employees. The democratisation of innovation - making innovation everyone's job - is the goal and strategies to achieve this increasingly focus on people practices.

PageUp Talent Lab is a thought leadership program addressing the future of work and its implications for human resources (HR). In this research, we focus a lens on organisational innovation and explore how companies are executing on this priority. We ask the question:

*Cracking the Innovation Code:  
What is the Role of Human Capital?*



## Research Methodology

The research described in this paper was conducted in the period August 2016 to January 2017. We utilised global survey findings from Deloitte and The Conference Board to formulate our research question and the parameters of exploration. PageUp is a leading talent management technology provider and this specialisation also shaped the focus of our study. We were interested to understand how HR can establish the culture and structural foundations for innovation to thrive, and the role of talent management practices in supporting this.

Our research sources included:

- A Global HR Innovation Survey, conducted by PageUp in partnership with Alexander Mann Solutions, which garnered insights from 322 business and HR professionals across the globe.
- Interviews with 33 HR executives.
- Input from industry thought leaders and analysts.

This paper brings together a market perspective on the current state of organisational innovation and HR's role in supporting this, with experience and advice from industry leaders. You will find more information about survey respondents and findings in the PageUp Global HR Innovation Study 2016: Driving a Culture of Innovation.<sup>3</sup>



# Dismantling Innovation

## Innovation Defined

Innovation extends across a spectrum from continuous, incremental improvement to breakthrough change, transformation and disruption. Whilst most business leaders agree that innovation is a priority, what this means varies by industry, organisation and personal outlook. For some, innovation is viewed as synonymous with industry leaders and disrupters; Apple, Uber, and Airbnb are commonly cited examples. The HR executives that we interviewed warn against putting these organisations on a pedestal and pursuing innovation as an end goal. This can have the reverse effect and result in a “creativity conundrum”; inaction or an inability to generate divergent thinking.<sup>4</sup>

To blur the meaning further, companies are starting to move away from using the word ‘innovation’ and brand their efforts to reflect the corporate culture and goals. Company A may have a growth agenda, whilst Company B has a customer experience strategy; both are innovation-led but this language may not feature in values or strategy statements.

Knowing what innovation means in your organisation and industry context is necessary before determining how to successfully innovate. A universal definition of what innovation is and what it isn’t may be a useful starting point for organisations embarking on this journey.





## What It Is

PageUp defines innovation as the ability to generate and commercialise an idea; to create a product, service or experience of value in the market.<sup>3</sup> US Futurist and PageUp Talent Lab contributor, Yvette Montero Salvatico, concurs and extends on this definition. From the perspective of Yvette and her colleague, Frank Spencer, the hallmarks of true innovation are the ability to apply a forward-thinking outlook, identify opportunities and convert these into profitable outcomes.<sup>5</sup>

**Innovation** is made up of two parts:

1. Idea generation - curiosity, divergent thinking, and insight applied to a problem or goal.
2. The implementation of an idea to achieve a valuable outcome.

**Innovation** is iterative; the notion of ‘fail fast’ or ‘try, learn and refine’ is often referred to as a necessary condition for innovation and a characteristic of innovative cultures. It relies on time and space to generate ideas, try them out and make mistakes.

*“A good idea when you’re in a business environment is only a good idea if you can monetise it; if you can make it a commercially viable option for you.”*

- Melanie Allibon, Executive General Manager People, Newcrest Mining.

**Innovation** is active, not accidental. Discovery can occur unexpectedly, but a deliberate development process is required to enable an idea to become a commercial reality.

## What It Is Not

**Innovation** is **not** synonymous with creativity. It may involve creative processes and the implementation of a creative idea or solution but it goes beyond divergent thinking.

**Innovation** is **not** an innate skill, but it is one that can be learned. We all have the capacity to innovate and tried-and-tested strategies, processes and training mechanisms can unleash this potential.

**Innovation** is **not** brand new; at least it doesn’t have to be. According to PageUp Talent Lab contributor and HR executive, Melissa Donald, more often than not, innovation is about “connecting the dots and bringing together a bunch of (existing) ideas to do something differently.”

## The Interplay Between Innovation and Risk

Alongside innovation, risk management features high on most executive agendas. In this research, we were interested in understanding the interplay between innovation and risk. Are these priorities in conflict or complementary? We found that this depends on the nature of the risk. Patrick Sharry, adjunct lecturer with the Australian Graduate School of Management, makes a strong case that innovation is one of the best ways to manage strategic risk. He explains that it heightens awareness of the external environment and increases organisational agility.<sup>6</sup>

On the other hand, innovation can pose a risk to profitability when it relies on creating more time and space for people and, in turn, leads to a short-term payoff in productivity.<sup>7</sup> As a General Manager with the Australian Department of Industry, Innovation and Science, Natalie Marsh has both HR and risk management responsibilities in her portfolio and is well-qualified to provide advice on this topic. In her view, a clearly defined risk management framework can be conducive to innovation because it provides boundaries for people to operate within - without negative consequences.

Natalie says, "If you have an idea, then you need to wrap a risk framework around it when you're determining your next steps, so that you can make sure you identify risks, put in place mitigation strategies and speak to your bosses to seek their help. If you use it properly, risk actually helps you innovate."



## Innovation Through the Lens of Experience

*"Is innovation about technology? Is it about people? I actually think it's none and all of the above. I think it's about experience ... It is really understanding what it is that humans want and how to delight them."*

- Rebecca Houghton,  
Group Manager Resourcing & Careers, Australia Post

One of the most striking trends in this research was human experience as a driver of innovation. In an increasingly digital world, people continue to deliver innovation and benefit from it, and we are seeing human needs take precedence over operational efficiencies. Technology has given us more choice, more transparency and a louder voice; it has created a consumer-led market. Over 50% of CEOs say that their primary purpose – the main reason their company exists – is to create value for customers.<sup>8</sup> This is playing out in a shift from internal process improvement practices to human centred innovation and 'outside-in' thinking.

From an innovation standpoint, the ascendancy of the customer has popularised design thinking practices across a range of business functions, organisations and industries. Design thinking was developed by global design firm, IDEO, and describes a human-centred approach to innovation that integrates the needs of people with technology capability and the requirements for business success.<sup>9</sup> In the HR domain, we are seeing these practices applied to enhance the experience of employees and meet their expectations as empowered consumers of the digital age.



# Cracking the Code – Culture, Workforce Agility and Technology

Our preliminary investigation highlighted three key drivers for organisational innovation that HR is well-positioned to influence. These were focal points in our research:



## Culture

Fostering a culture of innovation is a common strategy to drive corporate innovation, particularly when the goal is to democratise innovative behaviours and practices. Levers include leadership, diversity and inclusion, performance management, and learning.



## Workforce Agility

Static and hierarchical organisational structures inhibit capability and speed to innovate. On the flipside, increased workforce agility enables organisations to flex in response to change and deploy rapid innovation. Levers include organisational design and talent mobility.



## Technology

Technology both delivers and enables organisational innovation; it facilitates collaboration, instant information and speed, and has the potential to reshape the employee experience. Levers include established consumer technologies and emerging technologies.

## Machine Over Man

We asked HR executives to evaluate the role of people versus technology in driving innovation in 10 years' time. There was a majority consensus that people will drive innovation with technology relegated to the role of enabler. In today's work environment, where technology is still primarily used as an automation tool, perhaps this makes sense. But its potential extends well beyond this now, let alone in a decade, and CEOs appreciate this. A recent global study conducted by Korn Ferry found that 67% of company leaders believe technology will create more value than people in the future. When they were asked to rank what their top five assets will be in five years' time, people did not make the list.<sup>10</sup>

These startling results – in stark contrast to the views of HR executives – give us pause. Gary Burnison, Korn Ferry CEO, concludes that it is short-sighted to underestimate the future importance of human assets, and companies with the greatest future growth potential will engage people who can harness the latest technologies.<sup>10</sup> We concur and ultimately expect to see people working side-by-side with technologies such as artificial intelligence, cognitive computing and robotics to drive innovation and corporate value. HR has the potential to lead sweeping changes in the way we work and help companies embrace the digital age. To do so, a greater appreciation of the role of technology is required.



## Creating a Culture of Innovation

An innovation-focused culture is a common denominator in businesses that deliver innovation-led growth. Several of the HR executives that we interviewed from successful, entrepreneurial companies simply said “it’s in our DNA.” This is a straightforward way to describe how culture manifests itself and the extent of its influence. Organisational culture is shaped by values, symbols, structures, systems and practices, and it comes to life in patterns of behaviour or “the way things are done around here.”

Innovation-focused cultures rely on company-wide commitment and top down leadership to foster creativity, idea sharing and collaboration. They encourage risk taking (within boundaries) and are comfortable accepting – even celebrating – failure. Of course, the most successful innovators also deliver superior performance results. From a cultural perspective, these companies have mastered the art of balancing competitive, achievement-oriented behaviours with experimentation and innovation. This is embodied in Silicon Valley success stories that celebrate risk and failure alongside performance and results. At Metricon, a market leading home building company with entrepreneurial roots, these cultural attributes are reflected in their corporate values of collaboration and competitive spirit<sup>11</sup>. Former Group Executive HR with Seven West Media, Melanie Allibon, said the culture there was based on “failing fast” and “passion and energy.” Combined, she saw this dual emphasis drive great ideas through to fruition.

PageUp’s research shows that 75% of organisations encourage creativity and innovation as a corporate value, but for more than half (52%) this isn’t underpinned by a culture that promotes entrepreneurial behaviours and risk-taking. Moreover, only 57% of survey respondents felt confident that their organisation creates an environment of trust.<sup>3</sup>

How can companies address this disconnect? Leadership, diversity and inclusion, performance management and learning practices can support the creation of innovation-focused cultures.



## Leadership

HR executives agree that leaders play an important role - some say the most important role - in fostering innovation.

Jim Nolan, Vice President of Global Talent and Organisational Capability with Orica, sums it up: “If we think of innovation as being cultural, the biggest lever on our culture is leaders.” He says that espousing an innovative culture is not enough. “If the leader isn’t encouraging it, rewarding it, recognising it, providing the right environment for it and getting out of the way to let it happen, you’re not going to have an innovative culture”.<sup>12</sup> Our research shows this is consistent across industries and it starts at the top, with senior leaders aligned on the level of risk their company will tolerate and expected behaviours. These boundaries may be implied, based on the actions of the CEO and executive team, or they might be overt. Companies that are driving a change in culture benefit from clearly defined guiding principles and behaviours.

*How can leaders contribute to a culture of innovation?*

- Proactively elicit ideas and suggestions from individuals and team.
- Encourage collaboration and brainstorming within and across teams.
- Develop strong coaching skills; use open questions to help others generate and refine ideas.
- Build an environment of openness and trust; encourage open communication and suppress judgement and blame.
- Take chances; introduce a rapid iteration or try, learn, refine approach.
- Empower others; cascade responsibilities and opportunities to innovate.



## Diversity and Inclusion

Of all the practices that we measured in the PageUp Global HR Innovation Survey, diversity and inclusion rated highest for HR effectiveness. Two thirds of organisations report that they actively promote diversity of thinking and have sound recruitment practices in place to build a diverse culture.<sup>3</sup> This is a promising result. There is a well-established link between diversity of thinking and innovation.

*How can HR leverage and build on this strength?*

We are starting to see a groundswell of support for talent strategies that focus on behaviours and attributes over technical capabilities, in turn fostering workforce diversity. 30% of CEOs are changing their talent strategy to focus on people skills and adaptability.<sup>8</sup> In line with this, companies in traditionally male-oriented industries, such as public transport and mining are turning talent acquisition on its head, recruiting for behaviours and training people to obtain the requisite technical qualifications and skills. “In our industry this is a complete revolution,” says Paul Birch, Director of People and Culture with public transport company, Transdev, of their strategy to recruit bus drivers based on customer service skills and then teach them how to drive a bus.<sup>13</sup>

HR leaders may also benefit from putting a different lens on diversity and inclusion. Recent research from The Conference Board<sup>14</sup> highlights opportunities to consider:

- Working more closely with dedicated innovation functions.
- Expanding the definition of diversity to include internal and external talent in the mix.
- Investing equal effort in strategies that promote inclusion, and build an environment of acceptance and trust.



## Performance Management

Performance management is a key enabler for organisational innovation. Implemented effectively, it has the potential to “hardwire” innovation activities<sup>15</sup> and provide a framework to support leaders in their role as coach. New, continuous performance management approaches align closely with innovation processes such as agile software development, and support regular feedback and “test and learn” practices. In this format, performance management should foster increased experimentation and a fail-fast mentality.

Whilst there is consensus amongst HR executives that continuous and open feedback is important, 51% of companies do not have established processes to support this.<sup>3</sup> Once implemented, it takes time to see the positive impact of continuous feedback and performance practices, because they usually rely on a change in the behaviour of leaders. “Cognitively [leaders] get it”, says Maxim Tambling, Director of Talent and Business Partnering with Australian and New Zealand wealth management company, AMP, but in practice discussions and feedback are often episodic rather than continuous.

Implemented ineffectively, performance management can inhibit innovation. If performance measures are not conducive to innovation or if the process of performance management itself becomes too cumbersome, innovative behaviours will be suppressed.

*How can organisations unleash the potential of performance management?*

- Include innovation in performance objectives. Innovation expert, Dr Amantha Imber, says to start with two simple questions in performance discussions:<sup>16</sup>
  1. What ideas have you contributed to that have made a difference?
  2. How have you collaborated with others to build ideas?
- Prioritise productive, meaningful conversations over process compliance. Invest in leadership development and build strong coaching capability throughout the business.
- Employ human-centred design principles to develop simple and engaging performance practices that increase motivation and productivity.
- Invest in mobile apps that support continuous feedback, collaboration and performance tracking throughout the day.
- Recognise, reward and celebrate innovation - as loudly as you celebrate good company results! For example, some companies publicly endorse failure for the learning that it has provided.
- Emphasise teamwork and collaboration over individual outcomes and competition. Encourage people to work together on joint goals, collaborate to generate ideas and share credit for achievements.



## Learning

Learning underpins innovation-focused cultures, and for some companies it is employed as the primary strategy to foster innovation. Jane Lewis, Director of People and Development with international law firm, Allens, says: “What I’m really focused on is trying to create a learning culture, because I don’t think you can actually innovate without this.” She challenges organisations to consider how to develop different and more nimble thinking styles, and how to foster a discipline of continuously learning from what works and what doesn’t work. “This requires people being willing to be vulnerable and share what they’ve learned or what’s gone wrong” she explains; something that is particularly challenging in professional arenas that value expertise and getting things right.

Contrary to popular opinion, innovation and creativity is a skill-set that can be taught. This is largely an untapped opportunity. Our research found that only 28% of companies have established practices in place to equip people with innovation skills.<sup>3</sup> Continuous, everyday learning is also a driver of innovation. We found greater maturity in these practices, but there is still an opportunity for many companies to do more. Less than half the organisations surveyed (48%) had established or mature knowledge sharing and collaborative learning practices in place, and 47% provided opportunities for cross-functional team assignments, secondments and job rotations.<sup>3</sup>

*How can organisations use learning and development to encourage innovation?*

- Recruit people with learning agility; the inclination and capacity to continuously learn. Psychometric assessments are most commonly used to evaluate this.
- Provide people with education in innovation and creativity. Introduce established processes and methodologies to support innovation throughout the workforce and train people to implement these.
- Leverage technology to support continuous, on-demand learning that people can tap into anytime, anywhere, when they most need or want it. Most types of learning benefit from being available in a mobile format, and social technologies support collaboration and knowledge sharing.
- Include learning experiences, such as on-the-job assignments, secondments and job rotations as a core component of your learning offering. Consider an online learning exchange that enables people to advertise learning experiences and apply for these.
- Incorporate innovation projects in leadership development and high potential programs; reinforce the value that the company and top leadership places on innovation and reap the benefits of this focused investment in innovation.

## Workforce Agility by Design

Building agility into the organisation - the ability to respond to market forces, bring new products and services to market quickly and reshape the workforce based on changing business needs - underpins innovation and performance in today's business world. Sandy Ogg, CEO.works Founder and former Chief Human Resources Officer of Unilever, describes the HR remit in this context as "the ability to move with speed at scale."<sup>17</sup> Organisations that master this and can rapidly deploy people where they will deliver the greatest business value gain a competitive advantage.

In a similar vein, one of the emerging themes in our research is the need to move beyond restrictive and outdated hierarchical structures to more flexible and agile ways of working. Strategies to achieve this are particularly challenging in large enterprises. How do we introduce more flexibility, whilst continuing to steer the organisation - and everyone in it - in the right direction?

Executives are prioritising organisational design to create more nimble and agile businesses.<sup>18</sup> Talent mobility strategies provide another avenue to achieve this, but most companies are yet to make significant inroads delivering on this agenda.





## Organisational Design

In 2016, Deloitte's Global Human Capital Study identified organisational design as the number one priority for executives around the world.<sup>18</sup> Today's fast-moving, consumer-led market is prompting companies to adapt their hierarchical frameworks and introduce more dynamic, team-based structures.

Most HR executives we interviewed agree there is an opportunity to move away from standard pyramid hierarchies, but readiness to do so varies. This is consistent with Deloitte's finding; 92% of executives reported that organisational design was a key priority but only 14% felt that their companies were ready to effectively re-organise.<sup>18</sup>

The Australian public service has made headway in this space, defining optimal management structures which will enable the sector to operate in a more agile way in the future. "The public service is notorious for organisational charts," says Natalie Marsh, General Manager of People and Planning with the Department of Industry, Innovation and Science. She has embarked on a program of work that will enable the Department to remove hierarchies and move people between roles in a more agile way.

For some companies, smart workforce design provides a very tangible competitive advantage. Rebelle Moriarty, a General Manager with infrastructure services company, Ventia, explains that different resourcing models can reduce project costs and deliver a better set of capabilities. "Our head of workforce design is intended to be a big innovator for our clients," she says.

*How can organisations introduce more flexible and dynamic structures?*

- Lead by example; try out new methods and approaches in your own team before embarking on wide-scale change.
- Start at the level of a job; redefine roles in terms of outcomes and explore different employment models to deliver these, e.g. freelance, contract and part-time options.
- Introduce or ramp up cross-functional teamwork. Deploy functional experts to work on business critical projects centred around the customer or product and adapt the physical environment to foster collaboration.
- Critically review your organisational hierarchy and challenge the value of different management tiers. Is there an opportunity to collapse layers or re-focus roles?
- Learn from project-based workforces that scale up and down rapidly. What principles and practices can be applied in more traditional organisational settings?
- Leverage technology to enable employees to work effectively in remote teams and optimise productivity anytime, anywhere.



## Talent Mobility

Talent mobility is the process of placing the right people, internal or external talent, in the right roles at the right time to meet changing business needs. In today's dynamic business environment, it is emerging as a new HR imperative that promises to deliver agility and speed. Benefits include the ability to bring new innovations to market quickly and the ability to rapidly deploy people to key initiatives or new operations, avoiding resourcing drags and propagating the desired culture. This is the focus for companies such as stationery retailer, kikki.K and Mandarin Oriental Hotel Group who are implementing internal mobility strategies to develop and deploy key talent to new locations as they grow.<sup>19</sup>

These strategies also provide career development for employees and increase engagement and retention. This is the focus for Syed Ali Abbas, Group HR Director with Global Fashion Group (GFG). When he was appointed in this role, the one HR area that CEOs of GFG group companies around the world unanimously agreed on as an immediate priority was driving improved talent mobility. Abbas' goals are to make it transparent, easy and a good experience for managers and employees alike and he is clear on where he needs to focus: "For me, the flagship mobility program in companies now... is actually the short-term project because people want experiences, whether it is in their life or in their work. So companies have to be able to deliver experiences at volume and cost effectively. It's all about democratising and enabling talent mobility on a larger scale than ever before."

The PageUp survey results show that HR currently has limited traction in the area of talent mobility. Only 41% of organisations have an established or mature process for moving people between roles and just 37% understand current and future capability gaps.<sup>3</sup>

*How can HR foster greater talent mobility?*

- Leverage technology to extend and gain visibility of your internal and external talent networks. This includes discovering and engaging with new talent.<sup>20</sup>
- Create visibility of career pathways and development opportunities across the organisation. As noted earlier, an online learning exchange is one way to support this.
- Engage closely with the business to understand where top talent will add most value and support their redeployment. Consider practicalities such as visas and tax implications to remove hurdles for employees and make sure it is a positive experience.
- Reshape HR practices to focus on business contribution, rather than narrowly defined jobs. For example, restructure feedback processes to gather input from colleagues on different projects and changing activities.<sup>20</sup>
- Use analytics to measure the impact of talent mobility practices on business results. For example, can you demonstrate how they increased speed to market of a new initiative, or revenue ramp-up at a new site?



## Embracing Digitalisation

Digital technology has transformed most aspects of our lives and it is being widely used in organisations to foster collaboration and the exchange of ideas. Our research found that 65% of companies use mobile, social, collaborative and data technologies to support innovation.<sup>3</sup> How effective they are at doing so is less clear. Industry commentator, Josh Bersin, says most companies haven't worked out how to embrace digitalisation: "We're in this funny cycle where technology has broken down every wall we ever had between people and now we've got to figure out how to work together in this new environment."<sup>21</sup>

We found many HR leaders have been scarred by cumbersome systems that have failed to deliver or fallen short of expectations. Digital technology provides a rich set of tools to engage people, and foster innovation and productivity. It is also a fundamental lever for HR to move quickly and support a more agile workforce. HR executives have an opportunity to use technology to innovate by example and reshape the employee experience. They can do so by staying abreast of new innovations and looking to market leaders for inspiration.

For example, Metro Trains is doing groundbreaking work with virtual reality (VR) in learning. The company is collaborating with three expert parties to bring together VR, neuroscience and haptics to create a powerful and immersive training experience. The result for the business is better safety outcomes, faster. Nick Dickinson, Executive General Manager HR at Metro Trains, says "It's like learning without knowing you're learning" and their internal analysis shows it is delivering learning outcomes 12 times faster than past training solutions.

*How can HR use technology to foster a more productive and engaged workforce?<sup>22</sup>*

- Replace automation with design thinking and put people at the centre of technology solutions to create more engaging and intuitive ways of working.
- Leverage consumer technologies with high levels of adoption to tap into rich talent data and avoid frustration and duplication for employees. Align and integrate your internal solutions with external sites, rather than attempt to mirror them.
- Use mobile, social and analytical capabilities to add value to employees in their everyday work. How can they support real-time actions, collaboration and knowledge sharing? What information do people need at their fingertips to make quick and informed decisions?
- Combine leading edge technologies with the latest research in neuroscience and psychology to enhance the impact of HR solutions and increase user engagement.
- Stay across technology advances within and outside HR. How are market leaders shaping the digital workplace? What technologies and ideas warrant further investigation? For example, commentators speculate that Blockchain, the distributed ledger technology that sits behind the Bitcoin digital currency, will be the next game changer. What are the implications for HR?

# Conclusion – Human Capital, Innovation and HR



Human capital undisputedly plays a key role in organisational innovation. In today's work environment, people drive innovation and they inspire it as companies prioritise stakeholder experience (customers, employees, etc.). This has important implications:

1. Organisations are replacing internal process improvement practices with 'outside in' design thinking.
2. Innovation is becoming a requirement for all employees.
3. HR owns many of the levers that influence organisation-wide innovation.

Following this logic, the HR function is best-placed to lead the democratisation of innovation, but not everyone agrees that this should be HR's role. Our research found that nearly half (48%) of non-HR professionals think the function adds no or negative value to organisational innovation.<sup>3</sup> Of equal or greater concern, research by Korn Ferry indicates that human assets are becoming decreasingly important in the eyes of CEOs.<sup>10</sup> A key challenge for HR leaders is to shift this perception and they can do so by bringing forth core HR capabilities. The ownership of talent management practices is not in question; these sit in the HR domain and provide a mechanism to hardwire innovation across the organisation.

How can HR ramp up organisational innovation?

This paper includes several practical steps that HR can take to ramp up organisational innovation. Here's a framework to focus your efforts:

- **Culture:** Identify your strengths and let them shine. For example, many companies have well-established practices to foster diverse and inclusive cultures;<sup>3</sup> this may be the case in your organisation. Alternatively, your culture may stem from entrepreneurial roots and reflect experimentation and risk-taking. What is the impact of these cultural attributes on organisational innovation? Could you ramp this up or inject more energy and focus by making a few small tweaks?
- **HR Practices:** Select one or two HR levers for organisational innovation that will have a significant impact, e.g. a talent mobility program, continuous feedback or learning processes, training in innovation skills. Pilot your approach before a broader organisation-wide rollout and measure business impact.
- **Organisational Design:** Start one job at a time. Encourage hiring managers to rethink how they structure work and explore different employment models such as contract, freelance and part-time options.
- **Technology:** Lead by example. Embrace new ways of working in HR, trial different technologies and use a design thinking methodology to reshape and improve the employee experience.



# Contributors

PageUp Talent Lab sincerely thanks the 33 HR executives who participated in interviews as part of this research. Your vast experience and insights add depth and colour to our understanding of organisational innovation and the role of human capital.

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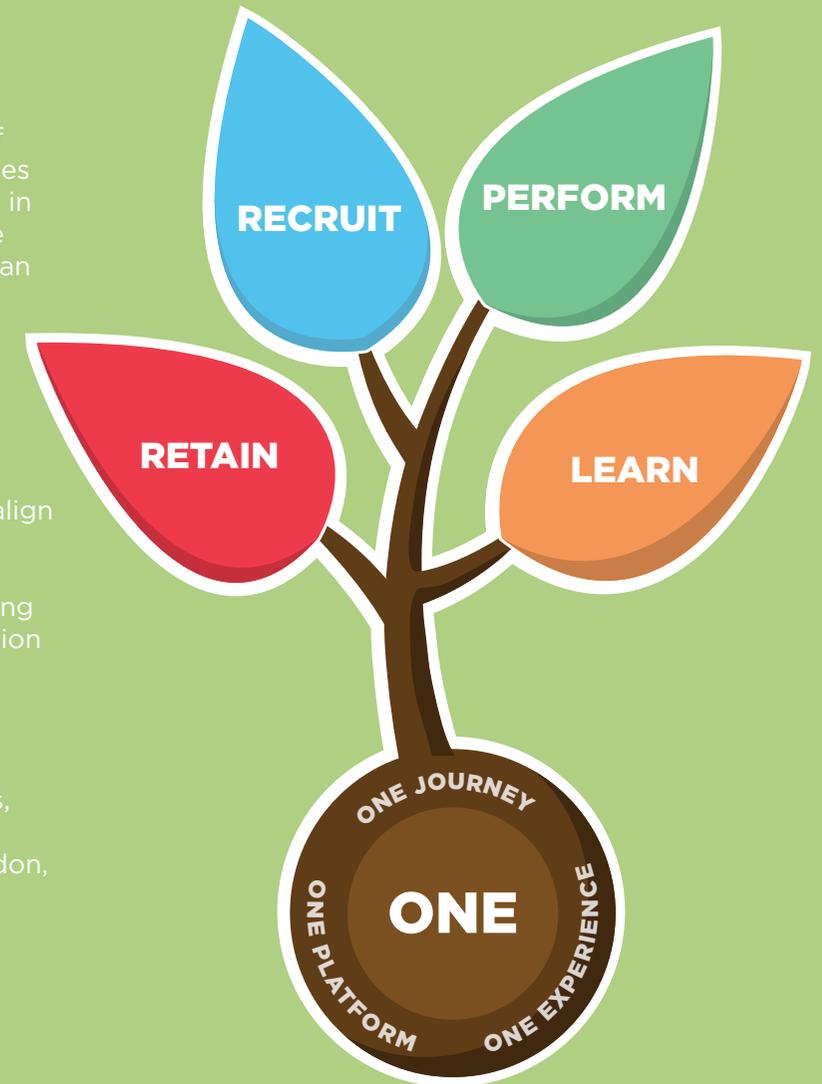
Alison leads the PageUp Talent Lab thought leadership program and is responsible for research in the field of strategic human capital management. She has more than 15 years of experience delivering organisational development solutions, consulting and advisory services to a diverse range of companies. Alison is a Registered Psychologist with a Masters Degree in Organisational Psychology and memberships with the Australian Psychological Society, the College of Organisational Psychologists, the Change Management Institute and the American Psychological Association (International Affiliate).

## ABOUT PAGEUP

We are a global, talent management software provider helping organisations strategically align their human resources across borders, business units, cultures and languages.

Our SaaS-delivered and mobile-enabled solution unifies Recruiting and Onboarding, Learning and Development, Performance Management, Compensation, Career Planning and Succession Management, with Advanced Workforce Analytics running across all modules; assisting employers overcome talent management challenges that are inherent in operating across multiple countries.

We support local and multinational organisations, including several Fortune 500 employers, and our solution is being accessed in more than 190 countries across a broad range of industries. We serve customers globally, with offices in Melbourne, Sydney, New York, London, Singapore, Hong Kong and Manila.



Talent Lab is an exclusive thought leadership initiative of PageUp™ Global Research



Ideas



Developing



Talent