Smarter ways of working: supporting managers in leading through disruptive change and adapting to the digital and human centred world of work

00:00:08 - 00:00:12	Welcome back to The Spark and our second podcast in the Smarter Ways of
00:00:12 - 00:00:16	Working theme. Today we're listening to Jaye Matheson, Director,
00:00:16 - 00:00:21	PricewaterhouseCoopers, Australia's People and Organisation Practise. Jaye
00:00:21 - 00:00:26	shares her insights into the significant changes in the HR function. The drivers
00:00:26 - 00:00:30	of these changes, importance of human centred thinking in solving HR
00:00:30 - 00:00:35	problems from different perspectives and deconstructing job roles and
00:00:35 - 00:00:41	reconstructing them as a way of building digital capability. Enjoy. Hi, my
00:00:41 - 00:00:44	name is Tanya Hammond and I have the pleasure of chatting with Jaye
00:00:44 - 00:00:48	Matheson today who'll be sharing with us her insights on supporting managers
00:00:48 - 00:00:52	leading through disruptive change and adapting to the digital and human
00:00:52 - 00:00:57	centred world of work. Welcome Jaye. Very first question is just, what's your
00:00:57 - 00:01:02	background? How did you to get into this field? What are some of the current
00:01:02 - 00:01:06	roles that you're performing at the moment? So my background is, actually
00:01:06 - 00:01:09	started in adult education, I had a passion for learning and all things learning,
00:01:09 - 00:01:15	but then moved into the HR space. Moved into HR in banking and and then in
00:01:15 - 00:01:20	government and then quickly got sucked into the universe of analytics and
00:01:20 - 00:01:23	workforce planning. So I spent some time in Canberra, which is where I met
00:01:23 - 00:01:28	you Tanya which is quite a few moons ago now before I ventured off overseas
00:01:28 - 00:01:34	and worked in the US for well, gee, almost eight years in DC and San

00:01:34 - 00:01:38	Francisco for a small consulting company called Inform where Tanya and I
00:01:38 - 00:01:42	were also lucky enough to work together and then worked for Success Factors
00:01:42 - 00:01:46	SAP in the workforce analytics and workforce planning space. So I was very
00:01:46 - 00:01:52	fortunate to work with organisations in the US and in Australia and the UK
00:01:52 - 00:01:58	and did workforce planning for SAP itself. Ventured to India and there made lots of
00:01:58 - 00:02:03	unique clients of different places and organisations, so upon reflection and
00:02:03 - 00:02:08	working with organisations now here in Australia in both the workforce and
00:02:08 - 00:02:12	HR transformation spaces it's really interesting to think about the maturity of
00:02:12 - 00:02:16	the different organisations that we work with. So working in both of those
00:02:16 - 00:02:22	spaces with private and public sector organisations, all really unique, and I
00:02:22 - 00:02:26	think the stories and experiences that I've had with both, with all those
00:02:26 - 00:02:30	organisations has actually shown me that Australian organisations are pretty
00:02:30 - 00:02:34	darn good. I've got some really great stories from Federal government, public
00:02:34 - 00:02:38	and State government organisations that are up there with the best of them,
00:02:38 - 00:02:42	with those global organisations. I'm looking forward to our chat. Thanks Jaye.
00:02:42 - 00:02:47	What's your current role and what's the kind of work that you're currently
00:02:47 - 00:02:51	doing? Because I understand that you are doing some work at the moment with
00:02:51 - 00:02:55	the New South Wales Government as well. Both in HR capability uplift, so
00:02:55 - 00:03:00	looking at how we might transform the design and how the HR function
00:03:00 - 00:03:04	operates, but also in the workforce planning space and workforce strategy
00:03:04 - 00:03:08	space. So working with New South Wales state government in both of those
00:03:08 - 00:03:13	areas at the moment, from an organisational design perspective but then also
00:03:13 - 00:03:18	looking at what does the future of work mean for agencies and what does that

00:03:18 - 00:03:21	mean for their workforce and how they manage that going forward.
00:03:21 - 00:03:26	Operating in both spaces, and it's particularly interesting, obviously with all the
00:03:26 - 00:03:32	challenges that we've had in the last seven or eight months, bushfires and now
00:03:32 - 00:03:35	Covid. It's been a big challenge, I guess, and our listeners are all living
00:03:35 - 00:03:40	through that very much at the moment and I guess one of the things we'd ask
00:03:40 - 00:03:45	most of our podcast interviewees is, thinking back over your career what's been
00:03:45 - 00:03:49	the most significant changes that you've noticed in the role of HR and the HR
00:03:49 - 00:03:54	function itself? It's a very interesting reflection. I think if I think back to early
00:03:54 - 00:03:58	in my career when having conversations with HR leaders and thinking about
00:03:58 - 00:04:02	the structure of the HR organisation, it was very functionally focused,
00:04:02 - 00:04:08	thinking about recruitment and learning and performance and creating
00:04:08 - 00:04:12	somewhat points solutions for each of those functional areas. I was reflecting
00:04:12 - 00:04:18	on an executive meeting that I had back in a federal government organisation
00:04:18 - 00:04:22	back in the early 2000s and we were very much talking about what's our head
00:04:22 - 00:04:26	count? What's our hiring numbers? What are our terminations? What are our
00:04:26 - 00:04:29	regrettable losses? How many training courses were completed and what was
00:04:29 - 00:04:33	the completion rate? So that was the people agenda that we were talking about
00:04:33 - 00:04:39	and so not terribly action oriented or very impactful, really, but more around
00:04:39 - 00:04:44	functional effectiveness and how accurate was the HR function at delivering
00:04:44 - 00:04:48	what they were delivering. Fast forward to now I see many more organisations
00:04:48 - 00:04:53	that have a people capability or a HR capability that's driving and shaping the
00:04:53 - 00:04:58	organisation. Those that really are trying to start to create that integrated view
00:04:58 - 00:05:02	of the workforce and the organisation, the environment and the systems that

00:05:02 - 00:05:07	they operate in. So I've been working with a few organisations recently around
00:05:07 - 00:05:12	how they actually move to more of that construct and you start to see things
00:05:12 - 00:05:17	with organisations in the market around you know Air BnB which is a good
00:05:17 - 00:05:21	example of those that've become quite experience focused and that similarly
00:05:21 - 00:05:25	thinking about our large banks in Australia, our large retail organisations,
00:05:25 - 00:05:30	experience is really at the core of what they are focused on for both their
00:05:30 - 00:05:34	employees and their customers. Therefore, the construct of that people
00:05:34 - 00:05:39	function is quite different. So we're thinking about what's the workforce and
00:05:39 - 00:05:44	organisational impacts of that, where people are starting to have conversations
00:05:44 - 00:05:48	about knowledge as the differentiator that will drive innovation, improve
00:05:48 - 00:05:53	customer experience, include you know, improve departmental outcomes and
00:05:53 - 00:05:57	improve performance. Layered in that, with that, is the around thinking about
00:05:57 - 00:06:02	ways of working, what are the behaviours and culture impacts that are critical
00:06:02 - 00:06:07	to the success of the organisation and the customers. I can really see that the
00:06:07 - 00:06:12	conversations are different at an executive level across the organisation and
00:06:12 - 00:06:17	about the people, so that really requires a different capability of the HR
00:06:17 - 00:06:21	function and the different people, the different capability within it. From that
00:06:21 - 00:06:26	operational effectiveness type of function through to now where we're seeing
00:06:26 - 00:06:30	that data driven decision making and really understanding the complexities of
00:06:30 - 00:06:35	the organisation is first and foremost. Although interestingly, as we did some
00:06:35 - 00:06:38	research recently around looking at preparing for tomorrow's workforce today
00:06:38 - 00:06:43	at PwC and looking at some of the at risk capabilities where our people
00:06:43 - 00:06:48	functions and organisations is just around that particular area of enabling data

00:06:48 - 00:06:53	driven decision making. Compounded by a skills gap in that area, it's a real
00:06:53 - 00:06:58	challenge for us and our organisations to think about how do we actually drive
00:06:58 - 00:07:03	impact and change the way we think and operate the HR function. That's really
00:07:03 - 00:07:07	insightful, Jaye. I guess that's something I'm quite interested in your
00:07:07 - 00:07:12	perspective on, in terms of that change and the change in the HR function,
00:07:12 - 00:07:15	because there's big trends. You already mentioned the pandemic, the world that
00:07:15 - 00:07:20	we're living in is that kind of VUCA, and I suppose, from your perspective,
00:07:20 - 00:07:24	what are the drivers of the change? You know, you talked about the
00:07:24 - 00:07:28	conversations are changing, what's driven that? What have been the drivers of
00:07:28 - 00:07:31	that? What do you think, from your perspective, are the biggest enablers of
00:07:31 - 00:07:37	that to happen? Yes, I think I'll reflect on some, we've recently done a big
00:07:37 - 00:07:43	survey of CEOs globally so from around the world, but also in Australia and I
00:07:43 - 00:07:48	was looking at some of the results that we had for Australia and so there are
00:07:48 - 00:07:54	some big drivers of change for us within the last year that's been identified, but
00:07:54 - 00:07:59	then also really amplified by all of the constructs of the current environment
00:07:59 - 00:08:05	that we live in and operate in. So I think, economic growth, we're seeing
00:08:05 - 00:08:09	slowing down of economic growth and high unemployment rates, obviously
00:08:09 - 00:08:15	with Covid and then before Covid, we already saw that CEOs for the first time
00:08:15 - 00:08:19	were really starting to be concerned about economic growth for organisations
00:08:19 - 00:08:23	and including heads of government looking at being quite concerned around
00:08:23 - 00:08:27	economic growth and the impacts of that on our organisations and our
00:08:27 - 00:08:34	economy. Skills, 78% of leaders of agencies and CEOs think that the
00:08:34 - 00:08:39	availability of skills is one of the top threats to our organisations and so if you

00:08:39 - 00:08:44	think about how we actually grow and profit for our organisations and society,
00:08:44 - 00:08:50	it's quite a big challenge for us. Technology is a big enabler but it's also
00:08:50 - 00:08:54	potentially a big blind spot that we're not necessarily moving at pace in our
00:08:54 - 00:08:58	organisations, so that has an impact for the work that we're doing and the way
00:08:58 - 00:09:01	in which we work both in our organisations and for the HR function.
00:09:01 - 00:09:06	Obviously, the climate change and natural events is usually disruptive and then
00:09:06 - 00:09:11	also looking at the interesting thing around how people operate and work with
00:09:11 - 00:09:16	their organisations and trust. So trust it seems to be, it was a big driver of our
00:09:16 - 00:09:21	organisation's success and I think we've seen a really nice, if there can be any
00:09:21 - 00:09:26	positives that come out of such a treacherous and trying time, we've seen
00:09:26 - 00:09:30	people operate in their organisations with trust and changes in ways of
00:09:30 - 00:09:37	working to 100% remote working, which is really, I think, unprecedented for the way in
00:09:37 - 00:09:41	which the organisation operates and so demonstrating that organisations
00:09:41 - 00:09:47	have to shift the trust in their people and similarly back to the organisation. It's an
00:09:47 - 00:09:51	interesting driver of change. There are also huge drivers of change that we've
00:09:51 - 00:09:57	seen and things that we're actually seeing in the shift to HR function itself. So
00:09:57 - 00:10:02	we are seeing along with these organisational reshaping that we're seeing
00:10:02 - 00:10:07	across how organisations themselves operate. We're also seeing a big shift
00:10:07 - 00:10:11	within the HR function. One that comes to mind that I've seen across a few
00:10:11 - 00:10:16	organisations, across sectors, very recently in the last six months is to look at
00:10:16 - 00:10:20	how they may operate in a much more agile fashion, so bringing people
00:10:20 - 00:10:25	together across the HR capabilities to solve a problem and then responding to
00:10:25 - 00:10:29	that problem for the business. So that's an interesting shift that I think

00:10:29 - 00:10:34	you know, those agile, whether that be little A or big A, those shifts in the HR
00:10:34 - 00:10:40	function we're seeing already happen and I think will continue to evolve.
00:10:40 - 00:10:44	It's a big shift. I guess it's required and I think we've all heard that phrase, change is
00:10:44 - 00:10:49	the new normal, and most people now understand that being adaptable, agile,
00:10:49 - 00:10:53	and open to that change is not negotiable, you know, it's a capability that we
00:10:53 - 00:10:58	all need. But the phrase, I guess, is that incremental change, changing
00:10:58 - 00:11:02	processes and procedures to increase effectiveness, for example. What are you
00:11:02 - 00:11:07	seeing now in terms of that disruptive change, moving on from what you were
00:11:07 - 00:11:11	saying around that need to be more agile and change, but you know, we're
00:11:11 - 00:11:14	seeing that disruptive change is the new normal, large scale transformation of
00:11:14 - 00:11:19	workplaces. Now how are organisations and HR functions responding? How
00:11:19 - 00:11:22	do you believe this will continue to evolve Jaye? Really curious about your
00:11:22 - 00:11:27	insights. So I think that there's big changes that were already on the rise. So
00:11:27 - 00:11:33	looking at how the organisation and HR functions can separate those strategic
00:11:33 - 00:11:38	and operational areas of delivery, so the operational arms of the business how
00:11:38 - 00:11:42	can they create better efficiencies and, and make that a better experience for
00:11:42 - 00:11:48	people in the HR function and also customers of the HR function and how that
00:11:48 - 00:11:53	actually might actually be able to achieve those efficiencies across ways. So
00:11:53 - 00:11:59	thinking about HR, Tech, IT, Operations, Finance, how do we actually maybe
00:11:59 - 00:12:03	create some efficiencies across that way and then also enable the HR function
00:12:03 - 00:12:08	to take on that strategic and driving and shaping role that it needs to, especially
00:12:08 - 00:12:14	in this fast changing pace of world. Then also looking at the rise of automation
00:12:14 - 00:12:19	all the different SAS solutions. But I think there's a big recognition that the

00:12:19 - 00:12:25	SAS solution itself isn't necessarily going to solve and be the silver bullet, but
00:12:25 - 00:12:29	actually give you that baseline of hygiene, if you will, and that ability to
00:12:29 - 00:12:35	actually shift into that more strategic and impactful space. There's definitely the
00:12:35 - 00:12:41	expectation that we'll actually be able to deliver meaningful and impactful
00:12:41 - 00:12:45	insights to the leaders of the organisation to help them make and drive different
00:12:45 - 00:12:50	decisions because that's an area where we've seen the business advancing at
00:12:50 - 00:12:55	rapid rates and so the expectation is that the HR function will be able to
00:12:55 - 00:12:59	support that decision making in the same way. So I think that's a big shift and
00:12:59 - 00:13:04	change and challenge. There's also the opportunity with that to take advantage
00:13:04 - 00:13:09	of lots of innovative tools that are out there in the market as well. To really
00:13:09 - 00:13:12	think about how you shape that experience. How you provide that
00:13:12 - 00:13:17	responsiveness and help people make decisions in a rapid way. That leads me
00:13:17 - 00:13:23	to the next question that I had for you because our listeners are dealing with a
00:13:23 - 00:13:27	fairly audacious strategic priority that the New South Wales Government has
00:13:27 - 00:13:31	set to implement best practise productivity and digital capability in the New
00:13:31 - 00:13:36	South Wales Public Sector and drive public sector diversity by 2025. What's
00:13:36 - 00:13:40	your key thinking in terms of what HR practitioners should consider when
00:13:40 - 00:13:44	they're supporting their leaders teams and organisations to achieve this
00:13:44 - 00:13:49	outcome by 2025. Yeah, your right it's audacious goals and we're almost the
00:13:49 - 00:13:55	end of 2020 so 2025 is certainly not very far away. I think of some of the main
00:13:55 - 00:14:00	objectives that sit under that, around having 50% of senior leadership roles
00:14:00 - 00:14:03	held by women and increasing the number of Aboriginal people in senior
00:14:03 - 00:14:09	leadership roles and ensuring that 5.6% of leadership roles that held by people

00:14:09 - 00:14:14	of disabilities. I think it's really important to be able to help leaders understand
00:14:14 - 00:14:18	and hold a mirror up to understand where we are today. So having that
00:14:18 - 00:14:22	information available is sometimes quite tricky in practical terms, if I think
00:14:22 - 00:14:26	about agencies that I've worked with, actually creating that mirror and creating
00:14:26 - 00:14:30	that profile of where you sit today can take a little bit of time and having that
00:14:30 - 00:14:34	information look accurate for the different areas of the organisation across the
00:14:34 - 00:14:38	business. But then, importantly, understanding where you are but here you
00:14:38 - 00:14:43	need to be and the delta between, so we can start to think about what are those
00:14:43 - 00:14:49	little nudges that we need people to start doing things and being different to
00:14:49 - 00:14:54	actually be able to achieve that goal and that outcome is really important. So if
00:14:54 - 00:14:58	we could use data driven decision making and use those data insights to
00:14:58 - 00:15:03	actually forecast forward to 2025 and then work backwards to say what are the
00:15:03 - 00:15:08	initiatives and what are the things that we need to do to start turning the dial to
00:15:08 - 00:15:13	help us reach that goal. We actually did a very similar piece of analysis at PwC
00:15:13 - 00:15:17	, looking at our profile and our strategies, going forward to look at what are
00:15:17 - 00:15:21	the recruitment changes that we need to make? What are the development
00:15:21 - 00:15:24	changes and leadership changes we need to make? The way in which we're
00:15:24 - 00:15:29	developing and changing our organisation to make sure that we can put actions
00:15:29 - 00:15:34	in place for us to reach those goals. And so I think giving people that
00:15:34 - 00:15:38	understanding and giving people that vision of where they need to be but very
00:15:38 - 00:15:43	importantly identifying where we need to start changing behaviours and
00:15:43 - 00:15:48	changing actions to reach those goals, will be really important. I did listen to a
00:15:48 - 00:15:53	very interesting podcast around nudge behaviour by Tina Nelson. It was a Ted

00:15:53 - 00:15:57	X talk around changing behaviours and really great food for thought,
00:15:57 - 00:16:01	I encouraged listeners to have a listen not have to search for it. What about in
00:16:01 - 00:16:08	terms of then, I suppose we're thinking now about 2020, not think about 2025
00:16:08 - 00:16:11	and we know that People Managers not only need to become better at leading
00:16:11 - 00:16:15	through this disruptive change that we've in front of us, which is going to
00:16:15 - 00:16:20	continue we know that, but also having to adapt that more human centred way
00:16:20 - 00:16:24	of working. I'd be curious from your perspective what you mean, or what
00:16:24 - 00:16:29	human centred work means to you? I think it's really re-framing how we think
00:16:29 - 00:16:34	about solving a problem or a particular issue to really think about what does it
00:16:34 - 00:16:39	mean from different perspectives from the individual and so instead of thinking
00:16:39 - 00:16:44	about the construct in terms of an abstract problem, what does it mean from
00:16:44 - 00:16:47	different perspectives? What does it mean, if we take it to a workplace for
00:16:47 - 00:16:51	example, what does it mean for the people in your organisation and the
00:16:51 - 00:16:57	experiences they have and their reality? I've read a lot about the things we're
00:16:57 - 00:17:02	doing across HR functions in terms of say, for example, the pandemic.
00:17:02 - 00:17:06	I mean we're still living with Covid-19 and watching things play out. You know
00:17:06 - 00:17:11	, here in New South Wales already today there was a whole bunch of new cases
00:17:11 - 00:17:15	that were, I guess, we've been notified of and so that's undoubtedly going to
00:17:15 - 00:17:19	be continuing to impact our future work for some time but perhaps in a way it's
00:17:19 - 00:17:24	sped up that shift towards human centred design. What's your thoughts on the
00:17:24 - 00:17:28	impact that Covid has had and do you see further impacts that will come after
00:17:28 - 00:17:32	this? I was reflecting on the end of last year working with an organisation
00:17:32 - 00:17:37	around their workforce strategy, and we were talking about what were the,

00:17:37 - 00:17:42	what were the key capabilities, what were the key workforce considerations
00:17:42 - 00:17:47	that we'd need to think about for that organisation over the next 3 to 5 years
00:17:47 - 00:17:51	and we were very much talking about those capabilities around whole
00:17:51 - 00:17:56	leadership. How do we increase digitisation? How do we increase the
00:17:56 - 00:18:00	technical acumen of the organisation, business acumen? And these are really
00:18:00 - 00:18:05	common conversations and focus areas that I work with organisations around
00:18:05 - 00:18:10	their workforce strategy, you know, over the longer term. Then Covid hit and
00:18:10 - 00:18:14	I'm having similar workforce strategy conversations with organisations but in
00:18:14 - 00:18:20	the near term and I was very curious as it started to unfold as to whether the
00:18:20 - 00:18:25	long term capability conversations I was having would be similar or different
00:18:25 - 00:18:31	to the ones in the Covid-19 context, where the changes hugely accelerated and
00:18:31 - 00:18:36	actually what was very interesting in my mind was that the human centred
00:18:36 - 00:18:42	whole leadership our ability to support people and their experiences, how to
00:18:42 - 00:18:46	support people flexibly and what do we want our culture to be and how do we
00:18:46 - 00:18:51	make sure that we deliver the experience to our employees and our customers.
00:18:51 - 00:18:55	It was very much centre of the conversation from a long term perspective as
00:18:55 - 00:19:01	well as a short term one. So I think the interesting thing is that this in
00:19:01 - 00:19:06	some ways has accelerated decisions and ways in which we need to build our
00:19:06 - 00:19:11	workforce capability, our leadership capability significantly. What I was
00:19:11 - 00:19:16	talking with organisations that we would try and test over 3 to 5 years is now
00:19:16 - 00:19:21	happening within the space of weeks and then also highlighting the need for
00:19:21 - 00:19:25	those types of capabilities in the organisation and thinking about how we
00:19:25 - 00:19:29	actually accelerate developing that capability in the organisation. Whether that

00:19:29 - 00:19:35	be through systems, processes and/ or capability in the individuals, I think is
00:19:35 - 00:19:41	really critical. One of the things I do think that we'll see a particular emphasis
00:19:41 - 00:19:45	on, and we already are, but I think a very important one will be around mental
00:19:45 - 00:19:49	health. Thinking about how do we support people through what is a really
00:19:49 - 00:19:56	tiring time, it's exhausting and people like to come together, people like to be
00:19:56 - 00:20:00	together, but how do we as organisations start to support our people out the
00:20:00 - 00:20:06	other side of this and through this, through safe ways of coming together
00:20:06 - 00:20:10	and safe ways of interacting so that we can make it a sustainable and safe
00:20:10 - 00:20:14	environment for people to work in, going forward. I think that's the point
00:20:14 - 00:20:19	you made too Jaye, that the whole leadership paradigm around, well, what do
00:20:19 - 00:20:24	leaders and managers of people need to (inaudible), fast track it, we're really
00:20:24 - 00:20:29	thinking about that more. How do we focus on the wellbeing of our people?
00:20:29 - 00:20:33	How do we ensure that, I suppose, just thinking about work in that
00:20:33 - 00:20:36	environment after this disruptive change, as you mentioned, there's
00:20:36 - 00:20:41	a whole bunch of innovation that's happening very quickly, I think in some worlds they
00:20:41 - 00:20:46	call them sprints, but it's happening just by nature, and I guess one of the focus
00:20:46 - 00:20:51	is that human centred design. And I guess what are some simple ideas, that I
00:20:51 - 00:20:55	suppose, you would help our listeners to give out, to just reimagine our various
00:20:55 - 00:21:00	HR initiative and programs and priorities, on the back of all this? My mind
00:21:00 - 00:21:05	springs to if we fast forward to looking at having a HR function that is
00:21:05 - 00:21:10	integrated, that is thinking about the complexities of the environment we
00:21:10 - 00:21:14	operate in, the systems we operate in, and the workforce that we operate in
00:21:14 - 00:21:20	then we need to be able to really start to think about how we design our

00:21:20 - 00:21:24	programs and initiatives differently and not functionally. And I say that
00:21:24 - 00:21:30	because many organisation's HR functions are still in that journey of moving
00:21:30 - 00:21:33	towards that right end of the spectrum, where they're thinking about things and
00:21:33 - 00:21:38	operating in a more shaping and driving fashion. The reality is that many
00:21:38 - 00:21:43	organisations still do operate somewhat functionally. So I think some very
00:21:43 - 00:21:47	practical examples about how we can rethink and start to move towards that
00:21:47 - 00:21:53	space, I think about HR technology as a huge enabler of efficiency,
00:21:53 - 00:21:59	effectiveness and also then to enable us to be impactful. If we start to take that
00:21:59 - 00:22:04	experience led human centred design approach to thinking about how we could
00:22:04 - 00:22:08	better leverage a people system or technology, it will be really impactful.
00:22:08 - 00:22:11	Instead of saying I'm going to put a recruitment system in because that's going
00:22:11 - 00:22:16	to allow me to get applications processed and hire someone, I start to think
00:22:16 - 00:22:21	about what do I want my potential employee's experience to be? What is it
00:22:21 - 00:22:25	now? Where does it feel uncomfortable and how can I make it better? If I
00:22:25 - 00:22:27	want to think about who do I want to grow and develop someone through the
00:22:27 - 00:22:32	organisation, how do I want to be the steward of their future experience,
00:22:32 - 00:22:36	through the way in which they interact with the organisation. Flipping those
00:22:36 - 00:22:41	technology implementations from that modular functional design because that's
00:22:41 - 00:22:45	how they're sold which makes it easy, intuitively you kind of go function by
00:22:45 - 00:22:50	function, but if you can start to think about that overarching architecture and
00:22:50 - 00:22:53	the problem and the experience that we want people to have, then the system
00:22:53 - 00:22:58	can just fall underneath that but actually having that human centred designed to
00:22:58 - 00:23:02	, whether that be the system implementation or how we're going to deliver

00:23:02 - 00:23:06	certain programs or initiatives, thinking about what's that narrative and story I
00:23:06 - 00:23:10	want for people, what's the experience I want them to have. I think that's a
00:23:10 - 00:23:14	really important way. We've been working with organisations recently with
00:23:14 - 00:23:18	that framing, to really think about what's the experience that we want to define,
00:23:18 - 00:23:24	what we want people to actually be able to be enabled, take away the noise
00:23:24 - 00:23:29	and have it really fantastic experience working with the organisation and have
00:23:29 - 00:23:33	it be easy. So think about what are the different solutions and processes that I
00:23:33 - 00:23:38	can put in place that makes my experience at work as easy as my experience
00:23:38 - 00:23:42	if I pick up my mobile phone. Now often I can kind of leave that type of
00:23:42 - 00:23:47	experience at the door. Sometimes I work into my work people systems it can
00:23:47 - 00:23:51	be quite different, so we want to make sure that how do we actually help life
00:23:51 - 00:23:55	mirror our work experiences and make it as easy and as seamless as possible
00:23:55 - 00:24:00	and to help people bring their best skills and capabilites to the fore and not be
00:24:00 - 00:24:04	distracted by anything else. It should be something that is quite easy for them.
00:24:04 - 00:24:09	I guess what you're saying Jaye is that we're wanting HR to become more
00:24:09 - 00:24:14	human centred in our own thinking, and better enable our organisations and
00:24:14 - 00:24:18	our customers. And I guess one of the key customers in that, obviously the
00:24:18 - 00:24:22	employees are absolutely critical but what about from the manager perspective
00:24:22 - 00:24:27	, Jaye. What are your thoughts, in terms of the human centredness and how we
00:24:27 - 00:24:31	can support our managers. Yeah, look, I think it's no small task if we think
00:24:31 - 00:24:35	about what we're asking of our leaders to support our people through the
00:24:35 - 00:24:39	change, and if I think, I'll go back to the workforce planning or workforce
00:24:39 - 00:24:45	strategy opportunity for managers, we can use workforce strategy and

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00:24:45 - 00:24:48	workforce planning conversations to have a different form of conversation
00:24:48 - 00:24:55	about our organisation. So instead of talking about what's the cost of actually
00:24:55 - 00:25:00	having this outsourced vendor versus having that FT internally. We can have
00:25:00 - 00:25:04	conversations around what's the competitive advantage for us to build this
00:25:04 - 00:25:08	knowledge internally and have this as a capability and experience for our
00:25:08 - 00:25:12	organisation and for our customers versus us outsourcing that. The cost
00:25:12 - 00:25:17	implication is obviously critical. But having, helping leaders to have a more
00:25:17 - 00:25:22	holistic workforce capability conversation in the context of what that means for
00:25:22 - 00:25:26	our workforce strategy is really very powerful because then those leaders can
00:25:26 - 00:25:30	start to articulate and those managers can start to articulate, what does the
00:25:30 - 00:25:34	future organisation look like? What could it look like? And then what might
00:25:34 - 00:25:39	that mean for our people? That then becomes a different conversation and it's
00:25:39 - 00:25:43	HR becoming the stewards of the workforce of the future but it's also the
00:25:43 - 00:25:48	leaders having that different conversation, which is really powerful, and if I
00:25:48 - 00:25:52	think about, you know, obviously there's a lot of work going on in, across New
00:25:52 - 00:25:57	South Wales State government around a real regional strategy, so there's a real
00:25:57 - 00:26:01	opportunity to think about what's the construct of our current organisational
00:26:01 - 00:26:06	structures, how we work and to challenge how we work, to challenge our
00:26:06 - 00:26:12	current thinking and construct to say, does this role need to be delivered in X
00:26:12 - 00:26:16	location? Or, could it be done somewhere else? I think we've also got a
00:26:16 - 00:26:20	unique time at the moment where managers and leaders are experiencing
00:26:20 - 00:26:26	working differently. So those perceived barriers to working differently around
00:26:26 - 00:26:31	remote working as a key example are quite disrupted. So people are quite open

00:26:31 - 00:26:36	to thinking differently. So I think it's about how do we help leaders to talk
00:26:36 - 00:26:41	about possibility of the future. To describe that and then also help our people
00:26:41 - 00:26:45	support our people through that, similarly our managers and leaders need
00:26:45 - 00:26:51	support to do exactly that. Yes, that also leads on Jaye, just to your experience
00:26:51 - 00:26:56	with working in organisations that are wanting to be more digital to move on
00:26:56 - 00:27:01	to, you mentioned earlier around and great insights, by the way, in terms of,
00:27:01 - 00:27:04	instead of looking at the function, you know, and implying a technology
00:27:04 - 00:27:10	solution, part of the NSW South Wales Government strategy is to increase that
00:27:10 - 00:27:14	level of digital capability and you know, across the New South Wales Public
00:27:14 - 00:27:19	Sector. Do you have any thoughts on how you could support managers
00:27:19 - 00:27:22	through that and I suppose in a way just helping them, I guess, edit through the
00:27:22 - 00:27:27	conversations and data or change models that you might have observed in
00:27:27 - 00:27:31	terms of looking at jobs and how we can understand where the opportunity for
00:27:31 - 00:27:36	digital and use of technology is in these job roles. An interesting piece of work
00:27:36 - 00:27:42	that we've done very recently is to actually deconstruct to deconstruct roles,
00:27:42 - 00:27:48	job roles and what those roles do and to really look at, at an activity level,
00:27:48 - 00:27:53	what are the types of activities that those individuals or those roles undertake
00:27:53 - 00:27:58	and to think about if we were to interject, or change those, what would be the
00:27:58 - 00:28:03	impact and the outcome of that? So to give you an example, if we had a role
00:28:03 - 00:28:10	that was highly party manual in nature, where a lot of thinking needed to go on
00:28:10 - 00:28:16	behind engineering certain processes, or developing certain strategies and then
00:28:16 - 00:28:21	part of that role was then disrupted through technology and so part of that role
00:28:21 - 00:28:26	and part of that process and part of the engineering was undertaken then by

00:28:26 - 00:28:31	technology that significantly changes the role that that particular, or the
00:28:31 - 00:28:34	activities of that role needs to undertake. So starting to think about how you
00:28:34 - 00:28:39	might pull apart and cement those roles, what that means for that in terms of
00:28:39 - 00:28:45	creativity, problem solving, the activities that sit around those roles and tasks
00:28:45 - 00:28:49	are reshaped. So if we can pull that apart and put that back together again, we
00:28:49 - 00:28:54	can also start to look at the attributes of that work. Who could do that type of
00:28:54 - 00:28:58	work? How do we up skill those people and how do we up skill them to have
00:28:58 - 00:29:03	different capabilities? What does the construct of that team look like? So if we
00:29:03 - 00:29:07	start to pull it apart, change its shape and put it back together again, it's a
00:29:07 - 00:29:12	really unique way for us to paint a picture around what's that old construct look
00:29:12 - 00:29:16	like? What does that mean from intervention if we add a technology into the
00:29:16 - 00:29:19	picture? What does that mean for the outside? And what does that also mean
00:29:19 - 00:29:24	from up skilling perspective? I think they're real challenges and real things that
00:29:24 - 00:29:27	we're working through at the moment with organisations that we're working
00:29:27 - 00:29:31	with and also in the context of the Covid environment. I think about those
00:29:31 - 00:29:35	roles are changing in the way in which we're working. The digitisation of
00:29:35 - 00:29:40	those roles and also the labour market and the number of different types of
00:29:40 - 00:29:45	activities that organisations are having to refine and restructure and do things
00:29:45 - 00:29:49	differently. It gives us an opportunity to think about what is some
00:29:49 - 00:29:54	non-traditional workforce capabilities that we could bring in to development, to up
00:29:54 - 00:29:59	skill, to work differently. So it's a really interesting rethinking and reimagining
00:29:59 - 00:30:04	of our workforce, and I think it opens up a very new creative way of thinking
00:30:04 - 00:30:07	about the roles in our organisation, so we're working through that very

00:30:07 - 00:30:11	practically with organisations at the moment in the response to Covid. But
00:30:11 - 00:30:16	then also as we think about interjecting new technologies, new ways of
00:30:16 - 00:30:20	working, what does that mean from a disruptive change perspective? What
00:30:20 - 00:30:23	does that mean to innovation and what does that mean for the people that work
00:30:23 - 00:30:28	in the roles? And that's a, I think deconstructing the roles is quite a critical
00:30:28 - 00:30:33	phrase, Jaye. I feel that there was many, many folks who were feeling that
00:30:33 - 00:30:37	because we're actually going more about solving a problem it's then about the
00:30:37 - 00:30:42	capability that we need. But what we know is if we're being asked to digitalise
00:30:42 - 00:30:47	and introduce artificial intelligence for a body in a whole bunch of stuff, it's a
00:30:47 - 00:30:51	really different way of thinking. So we've actually genuinely gotta understand
00:30:51 - 00:30:54	the job role and what are the tasks that make up the job, which makes that sort
00:30:54 - 00:30:59	of, you know, that whole job family, the roles that make up job families, the
00:30:59 - 00:31:03	tasks that make up a job. We've got to get down into that detail and sounds like
00:31:03 - 00:31:08	that's a very valuable thing to do to help with that digital movement in helping
00:31:08 - 00:31:12	increase that digital movement. Have you got any other insights you could
00:31:12 - 00:31:15	share with us Jaye around that, and how you would advise that HR
00:31:15 - 00:31:20	practitioners, do that? I think interestingly, the debate previously may have
00:31:20 - 00:31:24	been you know, do we up skill or do we not up skill our workforce and I think
00:31:24 - 00:31:28	the debate is no longer there. We definitely need to up skill and change the
00:31:28 - 00:31:32	capability of our organisation. I think the question then becomes what do we
00:31:32 - 00:31:37	would need to up skill our employees in and what's going to be most impactful
00:31:37 - 00:31:41	for our organisations and our people. When we think about up skilling, what's,
00:31:41 - 00:31:46	then what do we want to create in terms of corporate culture, innovation and to

00:31:46 - 00:31:51	support productivity and health of the workforce? I think that that's very clear.
00:31:51 - 00:31:55	The other component to that, I think, is that we think about life long learning
00:31:55 - 00:31:59	and building capability. People are very eager to do that. So you know,
00:31:59 - 00:32:05	we did a survey were 75% of people and organisations are willing to be up skilled, to
00:32:05 - 00:32:10	continually learn and I think in the case of life long learning, it's really
00:32:10 - 00:32:15	important that we look at what are the impacts and what are the changes that
00:32:15 - 00:32:18	automation will have, changes in demographics, changes in the way in which
00:32:18 - 00:32:23	we work, changes in the location of where we work. How do we actually
00:32:23 - 00:32:27	attract and retain a workforce differently to keep pace with the technology
00:32:27 - 00:32:31	change, the opportunity to grow. So people in the organisation will have
00:32:31 - 00:32:36	opportunity to grow and develop themselves into the career path that they want
00:32:36 - 00:32:40	to and bring that capability potentially to multiple organisations so that
00:32:40 - 00:32:45	reframing of what roles are within an organisation, how people bring their
00:32:45 - 00:32:51	capability to those roles and to organisations is going to continue to change and
00:32:51 - 00:32:55	much more rapidly. So with the changes that we've seen in the last six months.
00:32:55 - 00:33:01	That's very insightful Jaye because I think re-skilling is going to be ongoing.
00:33:01 - 00:33:04	So it's how do we build that in? How do we get people to (inaudible), need to
00:33:04 - 00:33:10	grow and to evolve within this disruptive context. I'm curious and I'm sure the
00:33:10 - 00:33:14	listeners will be as well, how you keep abreast of the change in this field, are
00:33:14 - 00:33:18	there people that you follow, their articles that you read? How you maintain
00:33:18 - 00:33:22	your awareness of the trends in this field because it's pretty big. Obviously,
00:33:22 - 00:33:27	worlds follows, I feel like our workplace follows our life. So if we think about
00:33:27 - 00:33:32	open plan living was the way in which we lived in our architecture, in our

00:33:32 - 00:33:36	lifestyle and open plan living was something that we saw within the office, and
00:33:36 - 00:33:40	the work space, in the ways of working. And so I often just, if you think about
00:33:40 - 00:33:45	and observe trends in life, it's interesting to see how those trends are followed
00:33:45 - 00:33:51	suit in an organisation or workplace. Similarly in organisational strategy, often
00:33:51 - 00:33:55	the people function, the people strategy will start to shift and change in the
00:33:55 - 00:34:00	ways that the organisation has. In terms of people, a shameless plug for
00:34:00 - 00:34:06	some really great articles that we put out at PwC, if you keep an eye out for our
00:34:06 - 00:34:10	annual CEO Survey. That's fantastic, has some really great organisational
00:34:10 - 00:34:15	economic insights about organisations around the world. We've got Preparing
00:34:15 - 00:34:18	for Tomorrow's Workforce Today is a really great read and we have lots of
00:34:18 - 00:34:22	thought leadership and content that we put out there around HR transformation
00:34:22 - 00:34:29	. I really like David Green's podcast. He gets some really great speakers on
00:34:29 - 00:34:34	and so a really great refreshing podcast to listen to. Similarly Al Adamson,
00:34:34 - 00:34:38	both people analytics background by background actually but very great
00:34:38 - 00:34:41	speakers and I encourage you to have a listen to them and they get some really
00:34:41 - 00:34:45	great speakers from different organisations. That broader strategy, Simon
00:34:45 - 00:34:51	Sinek, love that guy, good food for thought. Broader strategy type of
00:34:51 - 00:34:56	publications I really enjoy thinking about how that might then apply back to
00:34:56 - 00:34:59	our organisations and our workforce. If there's one thing that you could leave
00:34:59 - 00:35:04	with the listeners around, a take away and thinking about the changing role of
00:35:04 - 00:35:09	HR in this space and how we are a strategic partner through this disruptive
00:35:09 - 00:35:14	change and be trusted by the business, what would it be? Be bold and have a
00:35:14 - 00:35:19	different conversation. I really, truly believe the role of a HR practitioner

00:35:19 - 00:35:25	or a leader is significantly impactful on our organisations and on our people. And
00:35:25 - 00:35:30	we as HR practitioners have the opportunity to bring that workforce
00:35:30 - 00:35:36	conversation to the fore in line with the business strategy conversations and
00:35:36 - 00:35:40	bring that workforce capability conversation into that mix and make it an
00:35:40 - 00:35:46	integral part of any business decision and then with that, thinking about a
00:35:46 - 00:35:51	future and I'll take it to our agency context, the future of our New South Wales
00:35:51 - 00:35:56	government agencies, we have a really opportunity to think about what's our
00:35:56 - 00:36:01	people experiences? What's the impact that we will have on our New South
00:36:01 - 00:36:05	Wales customers and clients and each other, and think about how we actually
00:36:05 - 00:36:11	be the stewards of the workforce of the future, because we can define what the
00:36:11 - 00:36:16	impacts are of digitisation on our workforce. We can, in help, inform our
00:36:16 - 00:36:20	organisations to better understand optionality when it comes to bringing
00:36:20 - 00:36:26	capability into, into the workforce. Does that mean that we can actually
00:36:26 - 00:36:30	challenge the construct of our organisation today? Absolutely. So we can start
00:36:30 - 00:36:35	to think about, how do we think about our workfordce capability, our footprint
00:36:35 - 00:36:39	, where that workforce comes from? What are the bigger drivers that exist in
00:36:39 - 00:36:44	the economy, in the business and industries that will impact our agencies, the
00:36:44 - 00:36:47	work that we do and we're located? I really just (inaudible) that but
00:36:47 - 00:36:53	importantly, help our people and our workforce through the experiences that
00:36:53 - 00:36:56	we are today and that are coming in the future. I think just bring that
00:36:56 - 00:37:01	conversation forward and being the stewards of that conversation is really
00:37:01 - 00:37:06	important, really impactful and helping to drive a different conversation.
00:37:06 - 00:37:09	Thank you Jaye, it's been a pleasure to talk with you today and thank you so

00:37:09 - 00:37:14   much for your time and for sharing your insights in relation to supporting

00:37:14 - 00:37:19   leaders through disruptive change. It's been great, quite insightful. Thank you.

00:37:19 - 00:37:22   Thanks Tanya, thanks for having me. Hope you're as excited as we are to have

00:37:22 - 00:37:25   the opportunity to keep listening to the incredible calibre of speakers we've

00:37:25 - 00:37:29   pulled together for you. Thank you so much Tanya and Jaye. Do read the

00:37:29 - 00:37:34   highlight notes and think about the key messages from your own perspective

00:37:34 - 00:37:37   and what you can do differently as a result of listening to Jaye's messages today

00:37:37 - 00:37:43   . The Smarter Ways of Working master class is open to bookings. During these

00:37:43 - 00:37:47   sessions, Tanya will cover in more detail around deconstructing and

00:37:47 - 00:37:52   reconstructing job roles to factor in the impact of technology at work. Please

00:37:52 - 00:37:59   register as they're filling up quickly. See you next time.