

## How HR can reinvent itself towards 2025?

During my Development Tracks with Management Teams all over Europe, I notice that 'traditional HR' focuses too much on skill building and operational excellence. Nothing wrong with this. We also advice – *in this knowledge worker age* – to put (*more*) focus on innovative development approaches and knowledge sharing.

Please find below 4 focus areas where HR can really make the difference:

**1) HR should complement classic training with Accountability exercises.** To create a culture of innovation, HR must bury the traditional notion that training can solve all problems. In our experience, many training sessions are forgotten shortly after participants leave the classroom. Limited investment and understanding prevent real, lasting mindset shifts.

HR's ongoing, real-time support of experiential learning and collaborative sharing lets employees at all levels test and learn from their experiences. HR should focus more on holding employees accountable for actions and engagements made during their development track. This approach also expands the universe of doers to *maximize innovation and provoke a permanent mindshift*.



**2) HR should establish communication channels that allow employees to share information.** Innovation requires a shared vision, purpose and set of attitudinal values that unite all employees. To enable agility, HR can play a leading role in supporting scrum teams, cross-functional sprints or hackathons to get employees together to solve problems, test products or design new solutions. But the role that HR plays shouldn't end there. To create a culture of innovation, HR must bury the traditional notion that training can solve all problems. By supporting and developing communities of practice, HR can help these communities or "team alumni" stay connected, learn from each other, and make sense of *cultural and attitudinal-change challenges* that arise from implementing agile approaches.

**3) HR should be role models of Fearlessness.** HR should elicit courage from leadership to the front lines by seeking out and dismantling the structures that make employees afraid to bring up new ideas or make bold decisions. *Fearlessness is a crucial aspect of innovation*, and the power of individual innovation and ideation cannot be overlooked.

**4) HR should actively coach teams to adapt an innovative Mindset.** HR's skillset – people coaching, organizational development, culture, change training and development skills – is a vital resource for organizational transformation in general. But as agile coaches, HR could zero in on specific obstacles for teams and individuals, *helping to change mindsets, reframing existing mental models, and dispelling biases*. Artificial intelligence is having a measurable impact across all aspects of HR, from talent management to compensation, health and benefits, and retirement planning. To effectively harness the technology, HR leaders must ensure both their own teams and the wider workforce are prepared.

Employees need the right environment in which to incubate the ideas, as well as the right coaching and follow-up *to translate an idea into real-world application and impact*. Who better than HR to create an environment and provide the tools needed to make this a reality?