

# STARTUP-ify

## YOUR HR AND TALENT MANAGEMENT

### STARTUP-ify your HR

Infuse your HR and Talent Management with the agile spirit of start-ups!

Digital technology is disrupting business models, operational processes and talent engagement, and fundamentally transforming the way in which organisations operate.

In this context, a profoundly different HR function incorporates design thinking and behavioral economics - social, mobile, analytics, and cloud (SMAC) technologies - to enhance employee experiences and increase the value they bring to organisations.

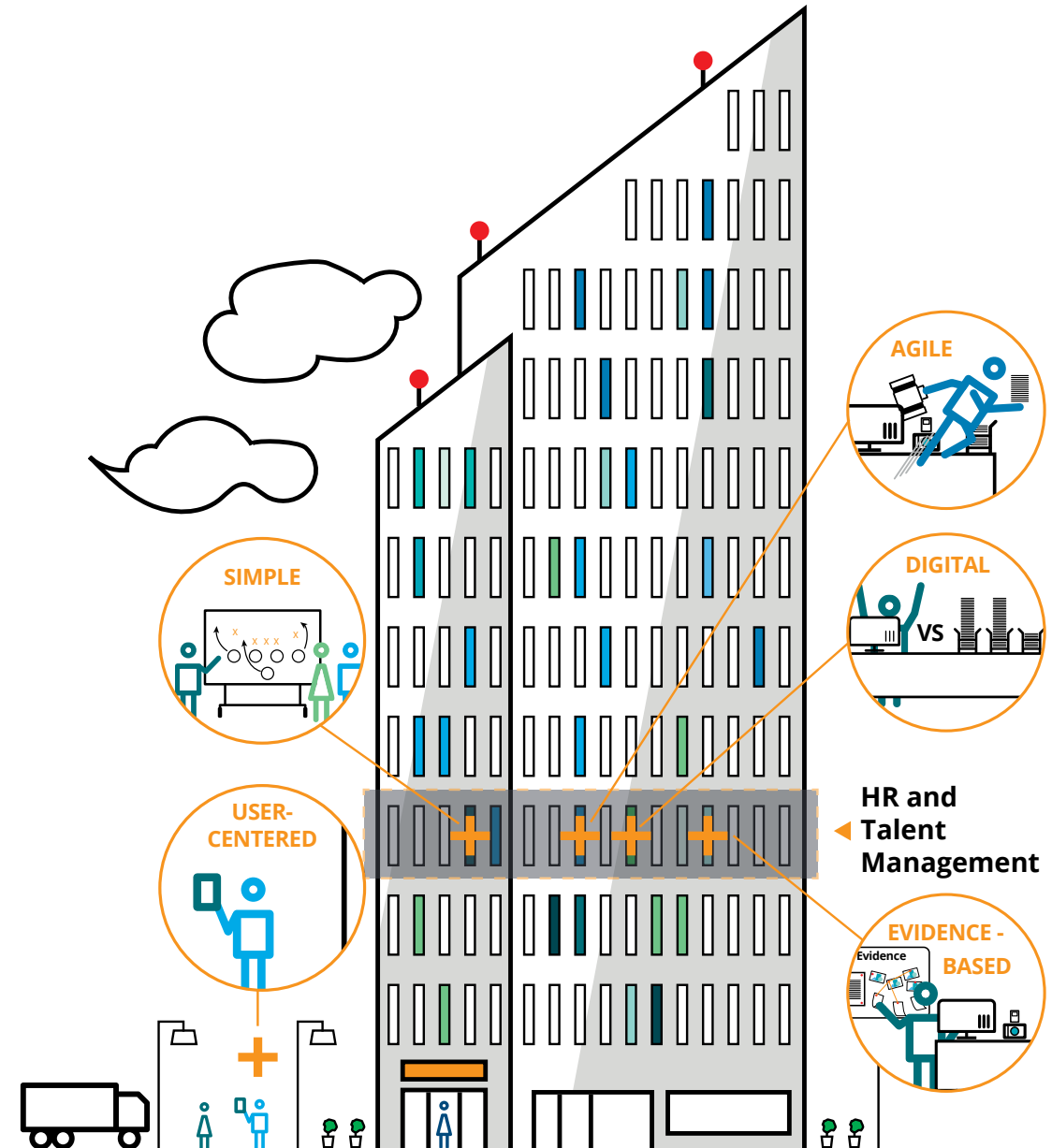
# Expectations of HR and Talent Management are evolving

Many research studies have confirmed how important HR and Talent Management functions are to the CEO and the Board of big organisations. It is well accepted that a deliberate focus on the talent agenda actually contributes to the sustained success of the organisation.

The HR and Talent Management functions have always been asked to align and contribute to the strategy of the business. In recent years where change is the only constant in the global marketplace, these functions are faced with a new set of emergent demands to help their organisation remain competitive.

They are being asked to be more **AGILE**, **USER-CENTRED**, **DIGITAL**, **EVIDENCE-BASED** and **SIMPLE**.

In summary, they are expected to be as nimble in their operations as start-ups.



# The different roles of HR and Talent Management going forward

HR and Talent Management professionals are being asked to play multiple roles to meet the expectations of the changing workforce and business leaders. Some of these roles are evergreen, whereas some are new and emerging. HR and Talent Management functions need to fully understand and embrace these new, emerging roles to make a bigger impact where it matters.



## Trusted advisor

To be the trusted advisor to business leaders and managers, helping them to, in turn, better perform in their own roles as stewards of the people agenda.



## Delivery champion

To carry on moving the needle on efficient and effective delivery of core HR and Talent Management processes and programmes to the employees.



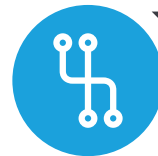
## Experience designer

To pick up and use design thinking at the heart of everything the HR and Talent Management function does. There is a need to be targeted in terms of core talent personas, and ensure a fantastic experience.



## Data scientist

A need to use analytics to successfully predict demand and supply of key skills within the industry, particularly given high retirement rates.



## Organisation engineer

To be skilled at designing and implementing agile organisation structures including team based solutions that are impactful and scalable.



## Engagement architect

To drive recommitment of employees' hearts and minds at a time of significant uncertainty through the use of innovation and digital technologies.



## Ecosystem curator

To be adept at curating both the internal and external ecosystem of talent, especially as the gig workforce becomes a reality.



## Culture evangelist

To continue to carry the culture flag and partner with the leaders to articulate and make the desired culture in the organisation very real.



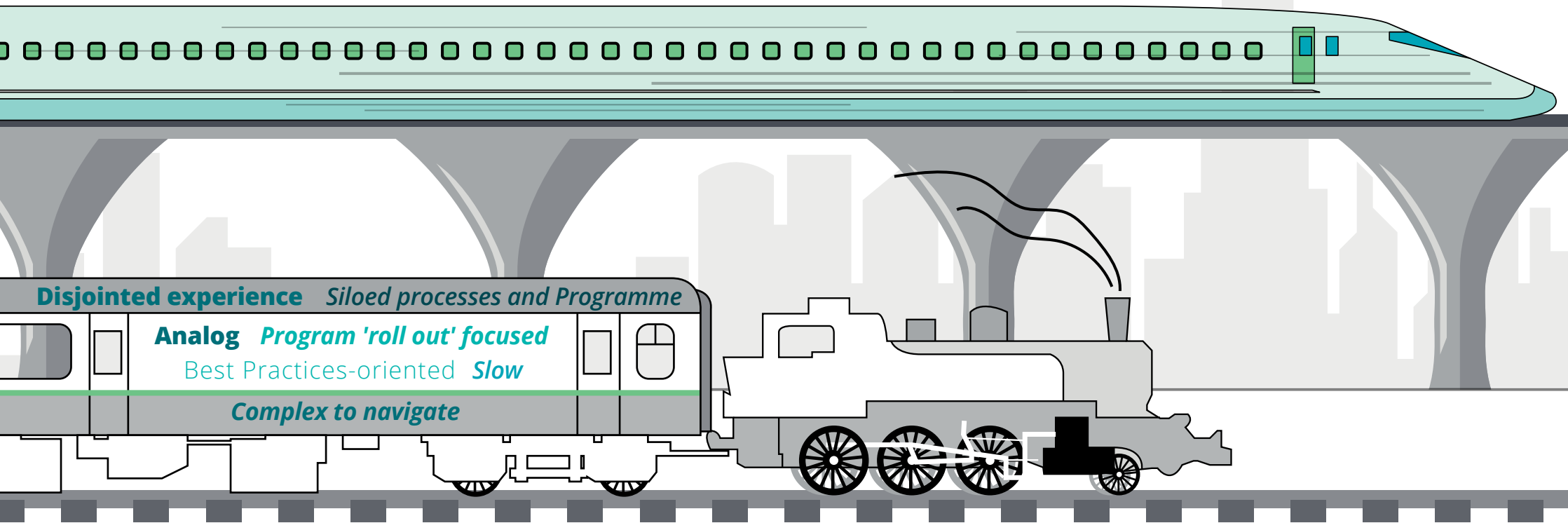
## Digital pioneer

To understand and tap into emerging digital technologies that can enable efficient and effective delivery of strategies and programmes.

Emerging

# HR and Talent Management teams have an important choice to make

*Evidence-based*   **End user-centred**   Programme adoption-focused   *Agile*  
*Digital mindset*   *Experimental*   **Seamless user interface**   *Integrated experience*



Which track are you on?

# STARTUP-ify your HR and Talent Management: Lab and sprint approach

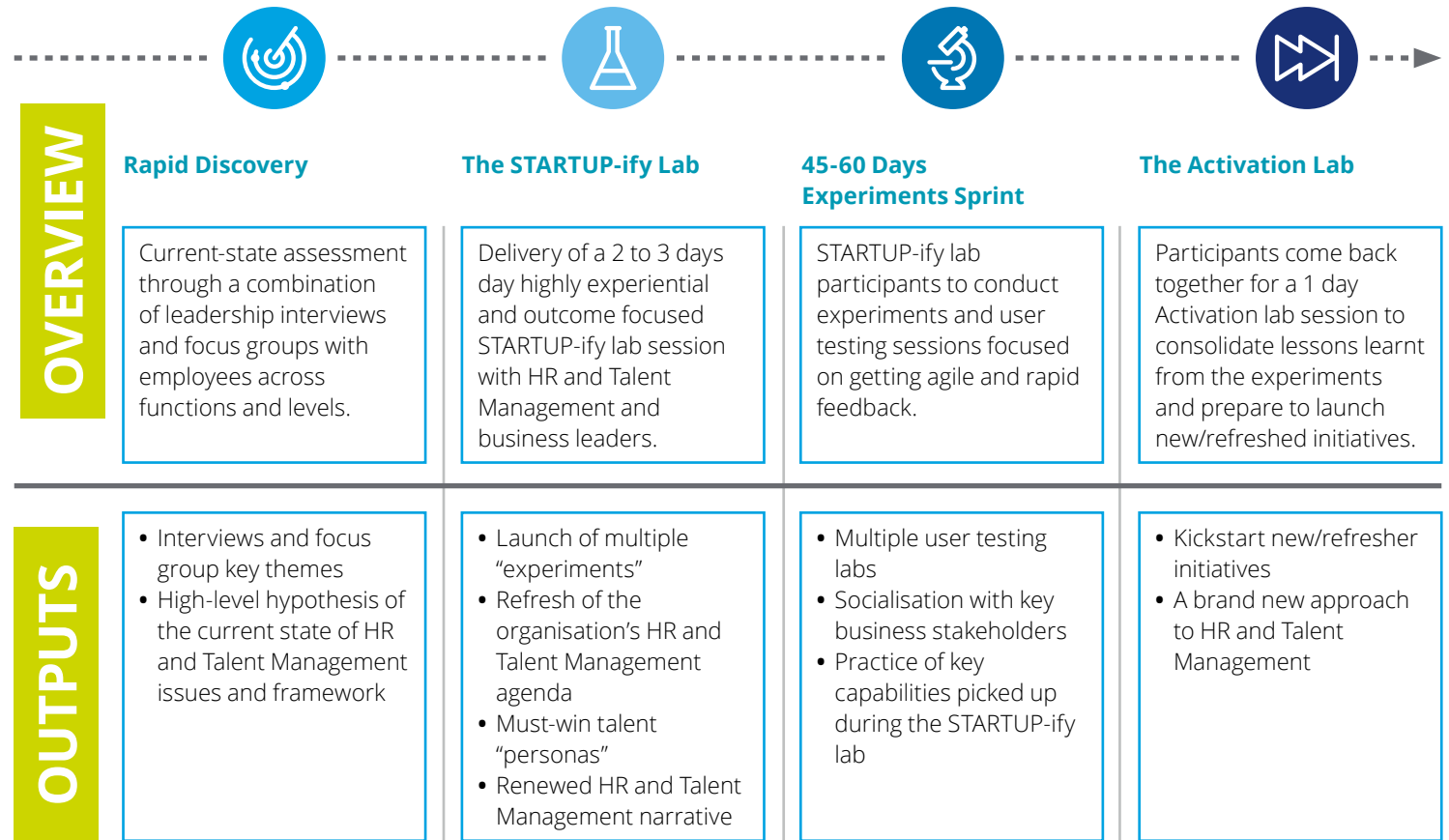
How can you and your HR and Talent Management team think and operate like a nimble start-up?

**STARTUP-ify your HR and Talent Management: Lab and sprint approach**  
 Led by the Deloitte Human Capital Consulting team, this approach is designed to bring the best of “start-up thinking”, using a powerful combination of user orientation, agility, design thinking and experimentation.

This unique lab and sprint approach helps HR and Talent Management teams attack challenging problems in a fundamentally new and provocative way, using methods such as agile thinking, focus on end-user experience, experimenting and rapid prototyping.

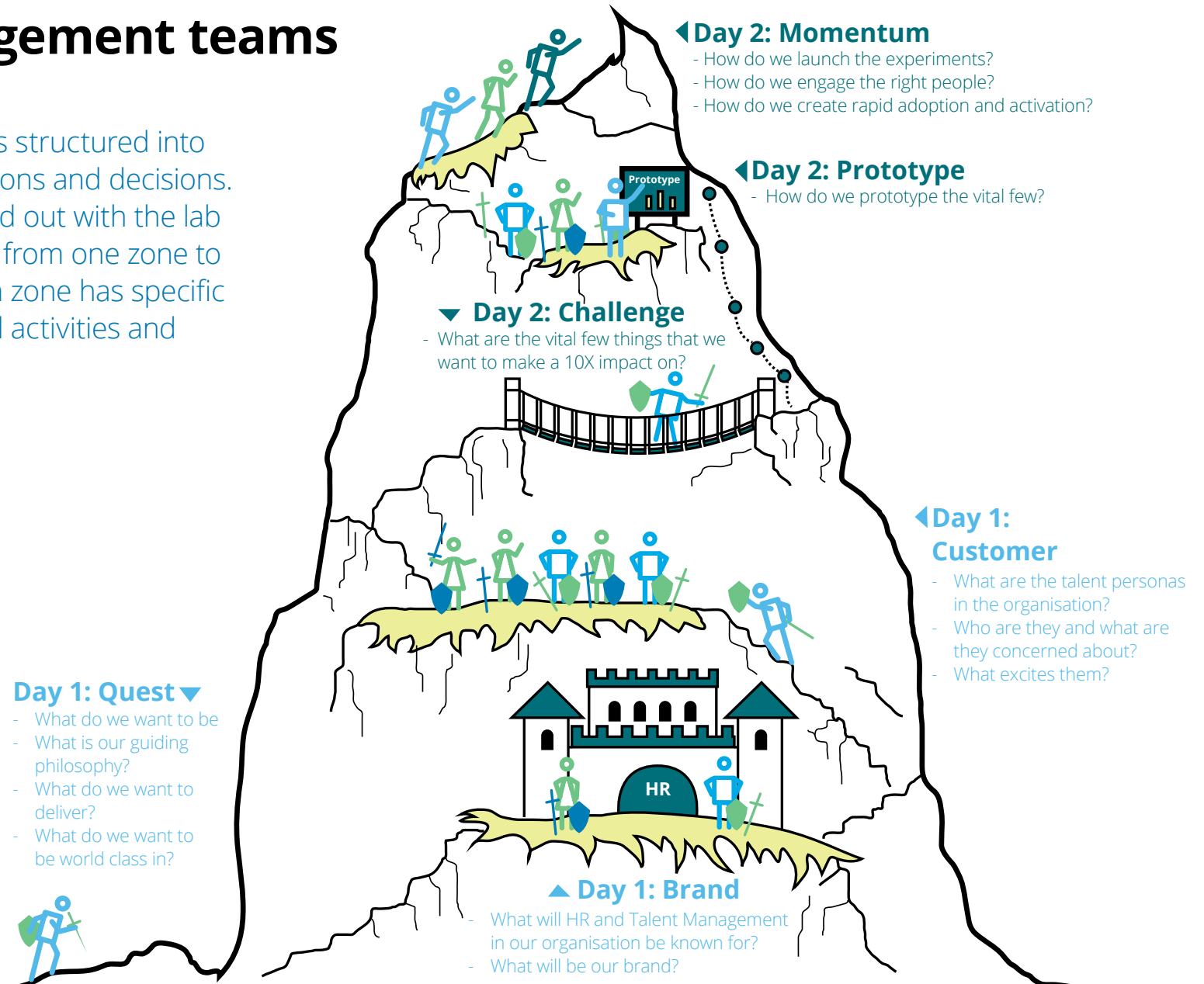
**The result**  
 By learning and experiencing how to apply “start-up like” concepts to quickly solve longstanding talent challenges, you will be able to do in days what has previously taken weeks, even months. You will:

- be able to disrupt linear and legacy thinking to reveal new possibilities and incite productive action.
- have completely different frames of reference, refreshed initiatives, rejuvenated team energy and ultimately, a significant higher Return of Investment (ROI).



# An experience like never before for HR and Talent Management teams

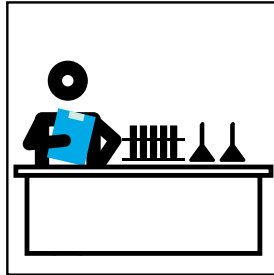
The high pace STARTUP-ify Lab is structured into six zones that help drive discussions and decisions. These zones are physically carved out with the lab premises and participants move from one zone to another during the session. Each zone has specific operating questions, experiential activities and distinct outcomes.



# Built on anchor concepts to motivate “start-up thinking”

From the overall narrative to the physical venue of the lab, there is a lot that is distinct about the *STARTUP-ify your HR and Talent Management: Lab and sprint approach*.

This approach is built on anchor concepts developed from the start-up ecosystem, and incorporates methods in areas such as innovation, design thinking and service design.



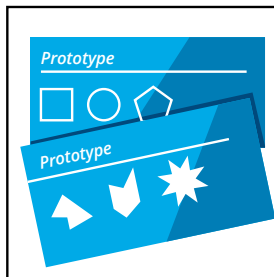
**Experiments** – Innovators and start-ups prefer to structure experiments as a way to answer critical questions and gather key learnings before they plunge into expensive design and launch efforts.

The STARTUP-ify lab and sprint approach uses the construct of experiments where the HR and Talent Management teams test out potential solution designs with end users.



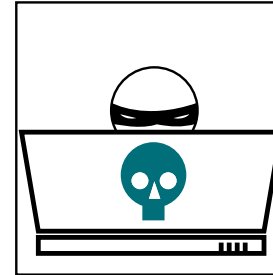
**Personas** – As representations of end users of HR and Talent Management solutions, personas are useful in helping to understand the specific customer needs and desires to guide decisions about HR and Talent Management processes and policies.

This helps HR and Talent Management practitioners ground their thinking on the end user, rather than on the features of what they design and launch.



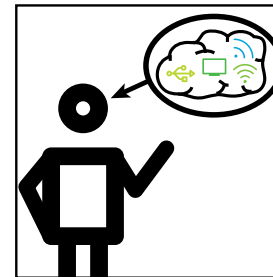
**Rapid prototyping** – This is a robust solution model development and technique in which participants develop and test the not-yet-perfect product for actual launch to customers through a fast, iterative testing cycle.

When Talent Management products are reframed within this logic of product development, it will become clear that the right approach is one that is quick-reacting and imperfect.

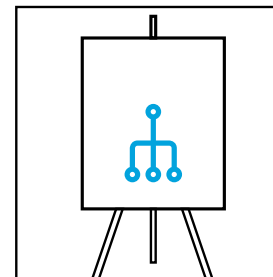


**Hackathon** – Non-traditional and sprint-like, a hackathon is an event where HR and Talent Management participants co-design initiatives or review effectiveness of existing products to create more “on-point” solutions in a constrained amount of time.

This approach to problem solving allows for cut-down time to develop and market HR and Talent Management offerings, and paves the way for rapid and smoother implementation.



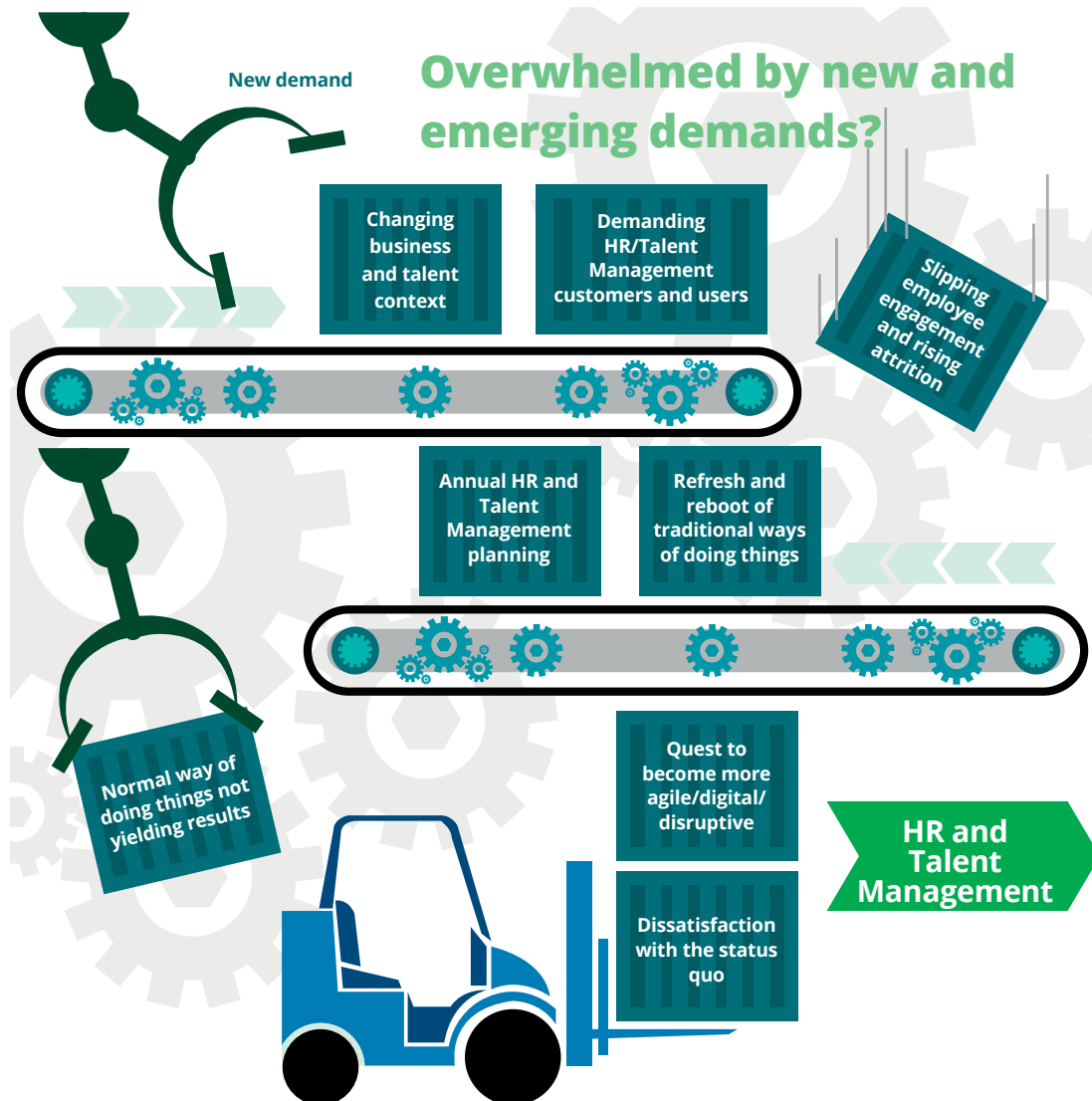
**Digital mindset** – Adopting a digital mindset means to adopt a set of behavioural and attitudinal approaches that enable individuals and organisations to see the possibilities of the digital era, and to use its affordances to design workplaces that are more human-centered, purpose-driven and connected.



**HR business model canvas** – This is used to visualise how organisations create value. This concept is also used to articulate how HR and Talent Management creates value, and for whom.



# Applicable across multiple contexts



*STARTUP-ify your HR and Talent Management: Lab and sprint approach* is an experience that HR and Talent Management teams can deploy across a number of different organisational and environmental contexts.

# Key features of *STARTUP-ify your HR and Talent Management: Lab and sprint approach*



## **User-centric design**

Not only do we design the approach with the HR and Talent Management teams in mind, we also design the approach alongside you. We engage and weave in your voices before, during, and after the lab session.



## **Dynamic environment**

We combine dynamic room configurations, interactive activities and visuals to create a conducive space that encourages exploration and stimulates perspectives.



## **Emphasis on action**

We harness the power of design thinking through activities that extract your knowledge and creativity to develop and test solutions quickly.



## **Drawing on data**

Content is rooted in data, analysis and research that we compile, develop and customise based on your organisation's specific needs.



## **Expert facilitation**

Experienced facilitators with expertise in Human Capital, Digital and Innovation will lead in the design and delivery of the approach. This multi-disciplinary experience is vital for strong outcomes.

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