

CHRO Conversation

IBM—Diane Gherson

Video Length 16:15

<https://www.youtube.com/watch?v=UOiKtvF9R6g&feature=youtu.be>

Topic	Time
<p>How has HR arrived at the place where they have a seat at the table over recent years and helping to be a driving force?</p> <ul style="list-style-type: none"><li>• There are so many challenges around people</li><li>• Digital disruption has given HR a platform<ul style="list-style-type: none"><li>○ The speed in which organizations now need to respond to change</li><li>○ New challenges around constant connectedness</li></ul></li><li>• How do you prepare leaders to prepare in a different way and have a more agile workforce?</li><li>• Change in jobs due to automation and AI</li><li>• AI specifically at IBM<ul style="list-style-type: none"><li>○ IBM developed predictive capability around attrition and who was likely to leave</li><li>○ Continuous flow of feedback</li><li>○ Developing predictive capabilities around hiring and skills that people have and what they will need in the future</li></ul></li></ul>	<p><a href="#">:48</a></p>
<p>How is AI and HR working together and how will this affect people's skills?</p> <ul style="list-style-type: none"><li>• AI is there to make our jobs better</li><li>• Jobs are not going away</li><li>• People are able to make decisions because AI gives them much better information</li><li>• Needed to create a sense of safety among people so they will embrace AI</li><li>• Change management is out of date—bring in the users and involve them in the design and give them a chance for input</li><li>• Need for disruption—doing things completely differently and making changes on a lower budget</li></ul>	<p><a href="#">5:09</a></p>
<p>How is need for disruption and change in the company related?</p> <ul style="list-style-type: none"><li>• Need for disruption—doing things completely differently and making changes on a lower budget</li><li>• Need to empower employees and make them feel like stakeholders in the change</li><li>• The worst part of change would be that people felt like victims</li></ul>	<p><a href="#">8:21</a></p>
<p>How does HR go from not really being a change agent to now being the driver of the change in the organization?</p> <ul style="list-style-type: none"><li>• In the past HR helped organizations develop really good processes and make them globally standardized</li><li>• Downside is HR became very process oriented and not outcome oriented</li></ul>	<p><a href="#">10:34</a></p>

<ul style="list-style-type: none"> <li>• That generation HR lay the foundation and allowed HR today to focus on driving change</li> <li>• Most important thing that HR does is be an agent for change</li> </ul>	
<p>How do you create a workforce that buys into being the agent for change?</p> <ul style="list-style-type: none"> <li>• The workforce has to feel like they buy into the purpose of the organization</li> <li>• Workforce needs to feel that they belong and that their voice matters</li> <li>• Workforce has to feel that they matter to the organization</li> </ul>	<a href="#">13:02</a>

**“AI was really important for us to solve some of the real issues we had.”**

**“I have come to the conclusion that change management is completely out of date. In today’s age of social, you bring in the users and you make them own it and then you don’t need to do change management.”**

**Discussion Questions:**

- 1. What are ways that you think a company can help empower workers to embrace change such as AI and how will this impact their roles?**
- 2. Do you agree that change management in the traditional sense is no longer relevant for driving change in a company?**