



Years of  operating

# This is the Way

A new model:

**HR, People, Culture, Learning and OD  
into the 2030s**

Perry Timms MCIPD & FRSA

Founder & Chief Energy Officer: PTHR | 5x HR Most Influential Thinkers' List (4x Top 10 - Ranked Number 1 in 2022):

Author: Transformational HR & The Energized Workplace 4x Adjunct Professor/Visiting Fellow | LinkedIn Learning Instructor

Semco Style Institute - Certified Self Management Expert | BPS Accredited Psychometric Instruments | 2x TEDx Speaker

# We are #TeamPTHR

A connected, collaborative enterprise of conscious business activists. With audacious dreams framed by our mission: **Better business for a better world.**

Our purpose is to *transform teams, and the way they operate, to help people flourish in their work.*

## Our Manifesto. We exist to:

Help clients, partners and fellow positive activists transform, adapt and reinvent themselves through assisted systems of designing, facilitating, coaching, teaching and experimenting with us;

Know as much about the next stage in human, organisational and work evolution to help others learn and be enlightened about the ways to craft better lives through good work;

Bring together as many key players as we can in creating a coalition that builds a better future of work;

And

Place more business imperatives towards the climate emergency and regenerative activities for our planet.

Founded in 2012



**HR Most Influential 2022**

Perry Timms ranked the Number 1 Most Influential Thinker in HR

**HR Weekly**

The 100 Most Influential People In HR

- 2021 EDITION -

**TEDx**

**LinkedIn Learning**

**SEMCO  
STYLE  
INSTITUTE**

Certified Self-Management Expert



**THE BUSINESS  
BOOK AWARDS**

Shortlisted - Business Book of the Year 2021



**EODF**  
European Organisation  
Design Forum

The Institute of  
**Organisational  
Dynamics**



Your OD Membership Community

Corporate Member  
of the OD Academy



PTHR is a WorldBlu Certified  
Freedom Centered Organisation

People & Transformational HR | [PTHR.CO.UK](http://PTHR.CO.UK)



**Certified**



This company meets the  
highest standards of social  
and environmental impact

**Corporation**



PTHR Ranked in the Top 5% Globally of all Certified BCorps



**climate  
positive**  
workforce



# Keep our Macro issues in MIND

Not VUCA (Volatile Uncertain Complex and Ambiguous), not even BANI (Brittle, Anxious, Non-linear and Incomprehensible)

The issues facing the world in all aspects are captured in a new acronym **MIND** -

Multiplicitous;  
Interconnected;  
Nasty; and  
Damaging.



Wars



Climate



Ecosystems



Disease



Politics

Digitisation



Cyber-crime



Economics



Cost of Living



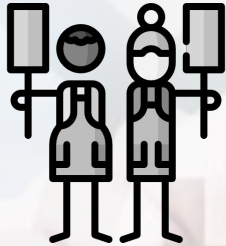
Social Injustice



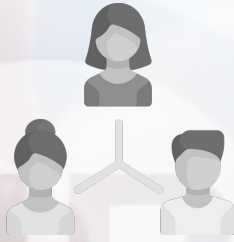
# HR through the ages



Worker  
Welfare



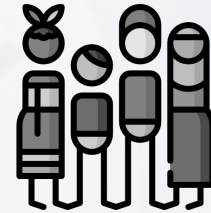
Industrial  
Relations



Personnel



Human  
Resources



People  
& Culture



People, Welfare,  
Performance & Culture

# HR DELIVERY MODEL (1997-date)

Shared Services

Centre of Excellence

Business Partners



Centralised, technology-enabled HR service delivery excellence. Sometimes outsourced

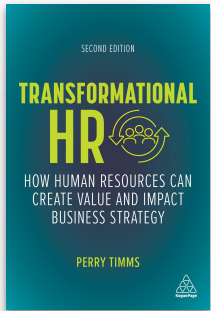
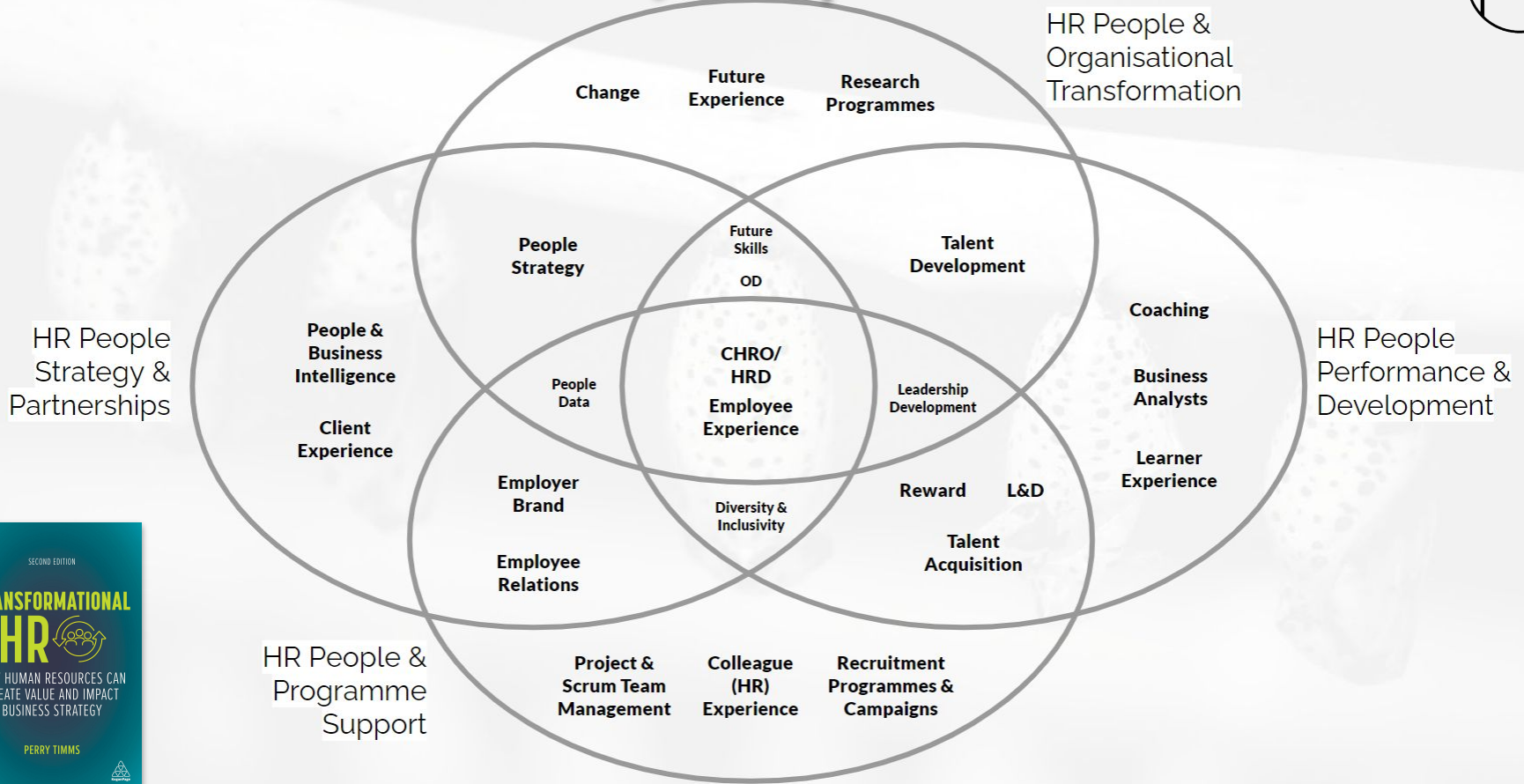


HR experts with specialist knowledge who deliver leading edge strategy and solutions



HR professionals working closely with business leaders to improve business outcomes through human capital solutions

# 2017: Adaptation



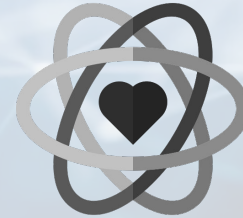
# Shift+Alt+Del



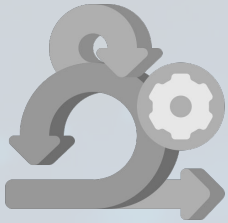
**Regenerative economics**  
Eventually deleting failed trickle-down shareholder capitalism in favour of stakeholder value



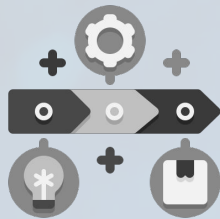
**Emerging technologies and advanced digitisation** - don't be distracted by the Metaverse: Focus on Decentralised, Autonomous Technology (the real Web 3)



**Purposeful work in harmony with the planet and a balanced life.** Deleting the carbon economy with renewables and more abundant, affordable energy and production that will drive systems changes



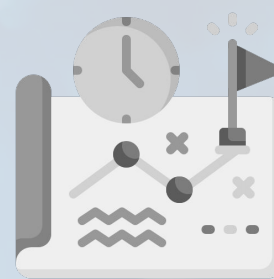
**Agile Operating Systems** are needed to not just pivot but reinvent OS's. Fungible, anti-fragile and adaptive systems of work, life and societies will delete fixed orthodoxies out of necessity



**More ethical and regenerative Value Chains** will increasingly expand to all forms of value creation not just production and service



**Environmental, Social & Governance** will become more impact-based linked to the expanded value chains and alternative forms of value creation and measurement deleting biased corporate reporting

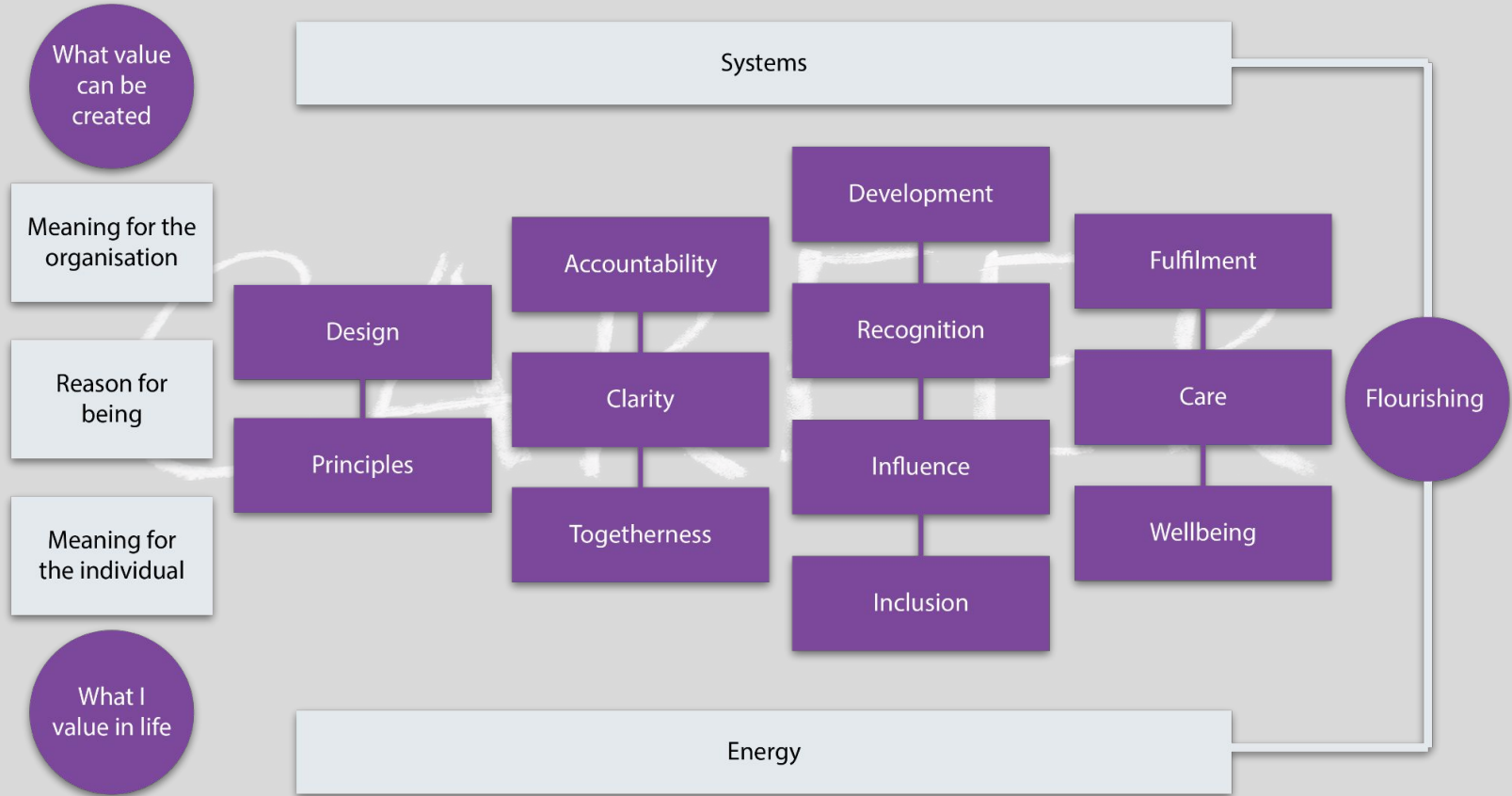


**Strategic People Planning** will need to adapt to the continued separation from fixed jobs and roles into projects and adaptive roles with complex reward mechanics deleting fixed resource hoarding.



**Learning new capabilities** Not just digitisation, but a raft of new skills built around work, learning and live from anywhere; interpersonal sciences; societal & economic models - requiring significant skills shifts.  
**More Futures Thinking: Applied**

# Designing for a State of Flourishing



# Designing for a State of Flourishing

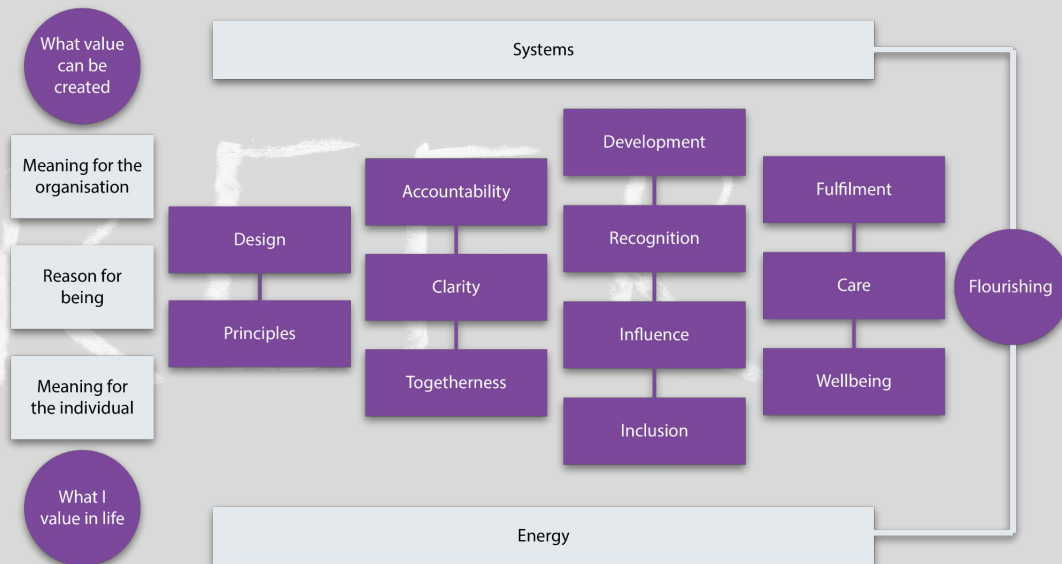


To take account of more transient “jobs” into different forms of adaptive workflow and work, we need a new model that goes beyond engagement and even belonging and into a state of **eudaimonia** or human flourishing.

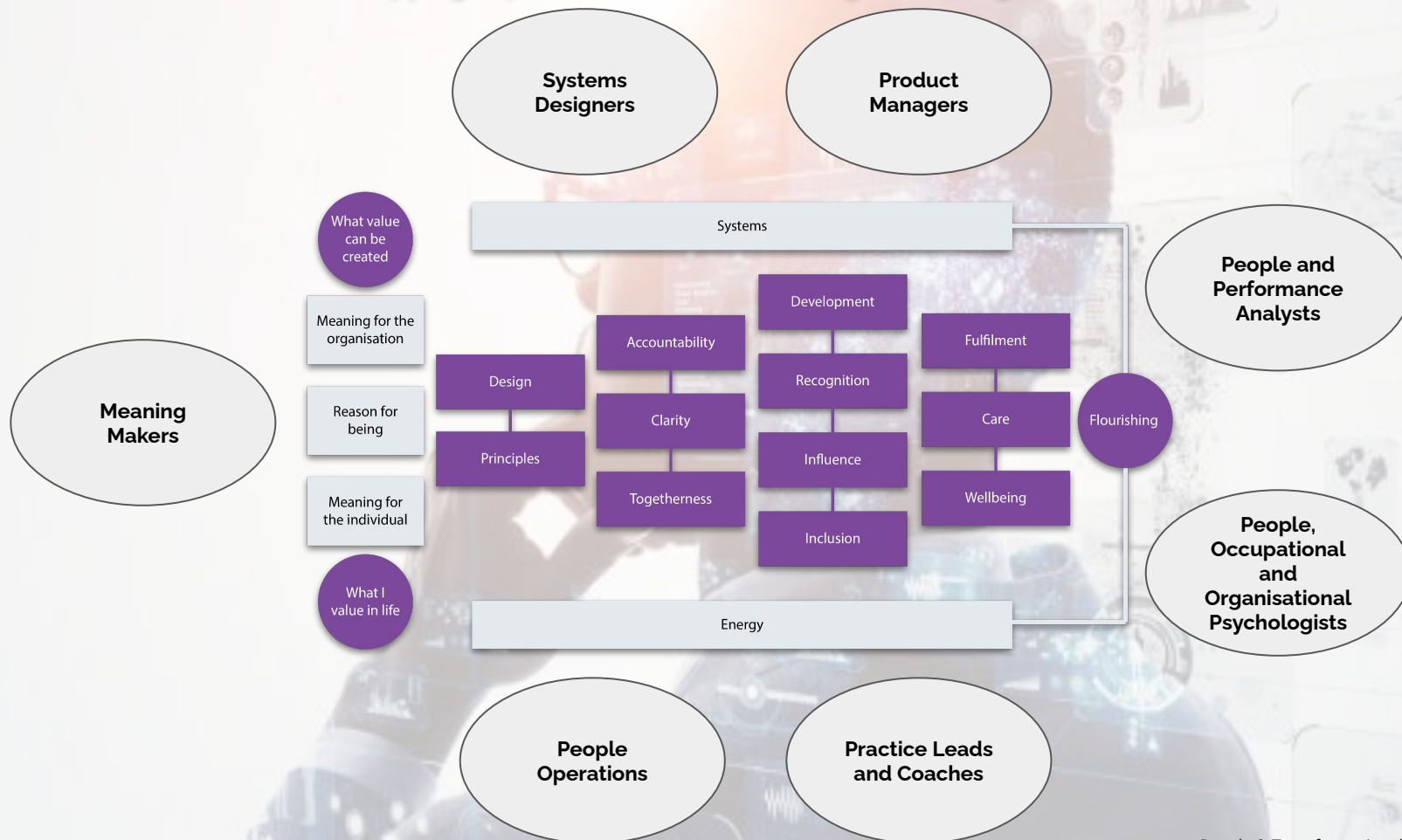
Working **left-to-right to design**; and working **right-to-left to diagnose**, this model creates not only a framework that can be individual, team and function but for the entirety of the organisation. We have the most critical components of **why** we work, **how** we work, what we **look for and need** to do our work, and the **point of it all**, is in this model.

Generic enough to appeal to all types of work, people and sectors, and specific enough you could use it in a career/performance conversation, we believe this model is at the epicentre of work in 2022 and beyond.

How HR then delivers its services and overall proposition starts with this model. Which is why it's called **42@work** - the meaning of life, the universe and everything (related to work).

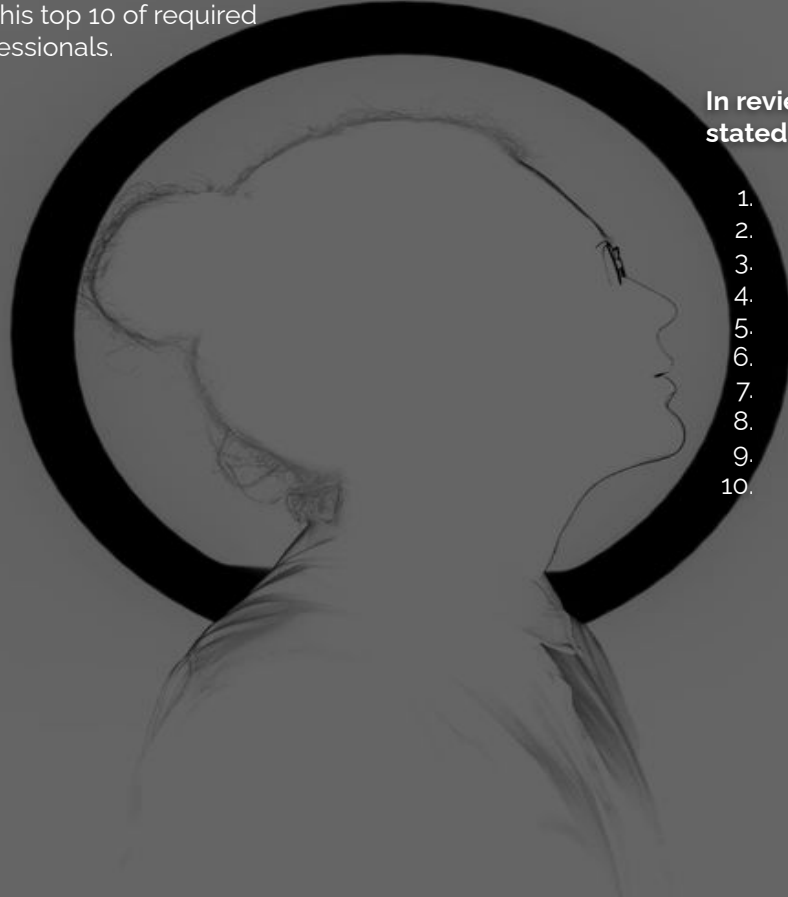


# Mapping capabilities to deliver through this design model



# Skills of the Future for HR & Leaders

From meta-research in 2021, we found this top 10 of required capabilities in both leaders and HR professionals.



**In reviewing 40 reports, the most regularly stated new/priority capabilities occurring were:**

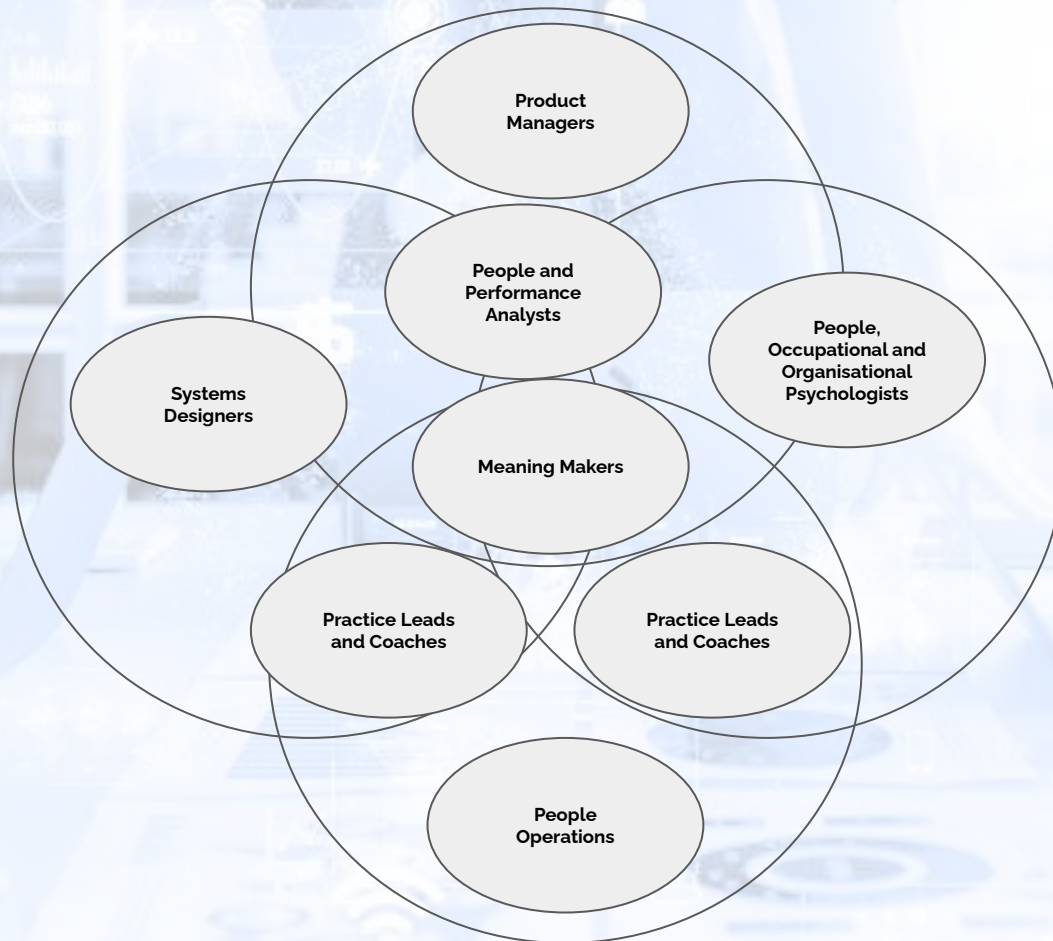
1. Performance Analytics & Value Creation
2. Psychology and Behavioural Science
3. Experience Designers
4. Data Science and Predictive Analytics
5. Organisation Design
6. Code and Design Engineers
7. Systems Thinking
8. Meaning Makers
9. Psychology of Learning
10. Agility

# Mapping HR to deliver this design model - going beyond orthodox practice fields



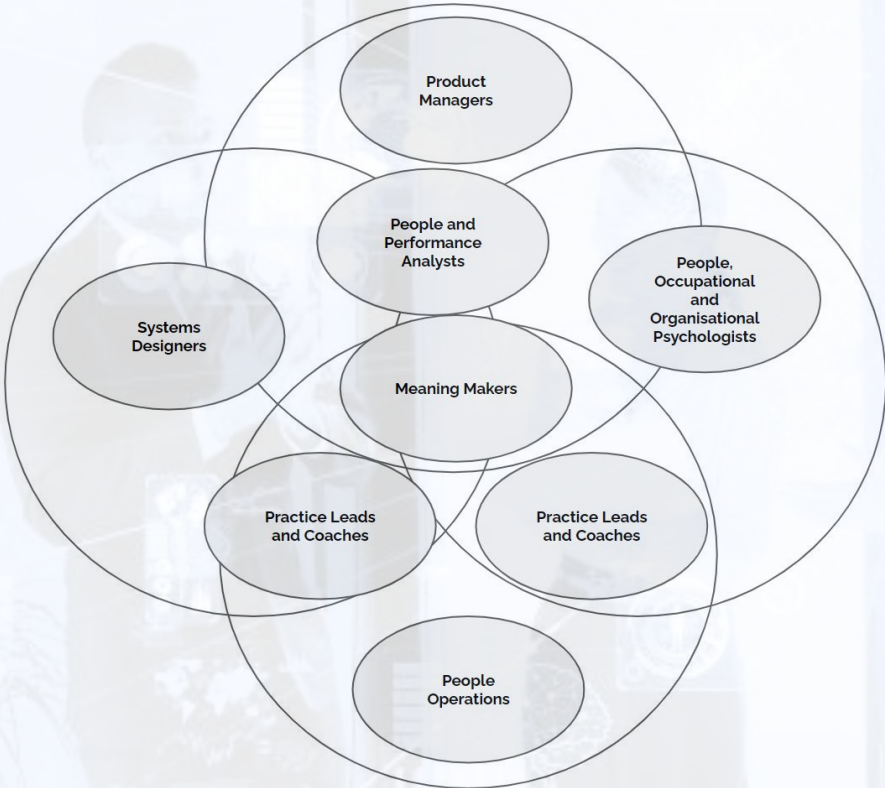
What is NOT going to happen is a wholesale departure from necessary skills like employment law and learning practices.

What IS evident, is that a more complex world of work needs **far more** attention to **systems and products** (the consumable things that HR creates that add value) and more **science and evidence**; combined with artful interpretation and utilisation of human-qualities (think creativity, motivation, stamina, togetherness) and therefore this is a combination of all things operational and science/insight led.



This takes an agility-led approach to how HR positions its resources (people, their skills, intelligence, intellect, innovation, materials, legislative and practice-mandated approaches) and positions it outside of any pillars or divisions within. And instead, recognises specialisms and the need to be adaptive, transient and situational according to the maturity of the organisation and its people; the external context and demands; the internal needs and factors and the scale and nature of the business and its reason for being.

# Stimulators and Value-Creating Products and Services



Meaning Makers

Use:  
Reason for being  
Strategic Vision  
Business Model  
Impact Narrative  
Prosperity Criteria

To create:  
People Proposition  
People, Culture & OD Strategy  
ESG Connectivity including  
Equity and Inclusion

Systems Designers

Use:  
Reason for being  
Strategic Vision  
Business Model  
Impact Narrative  
Prosperity Criteria

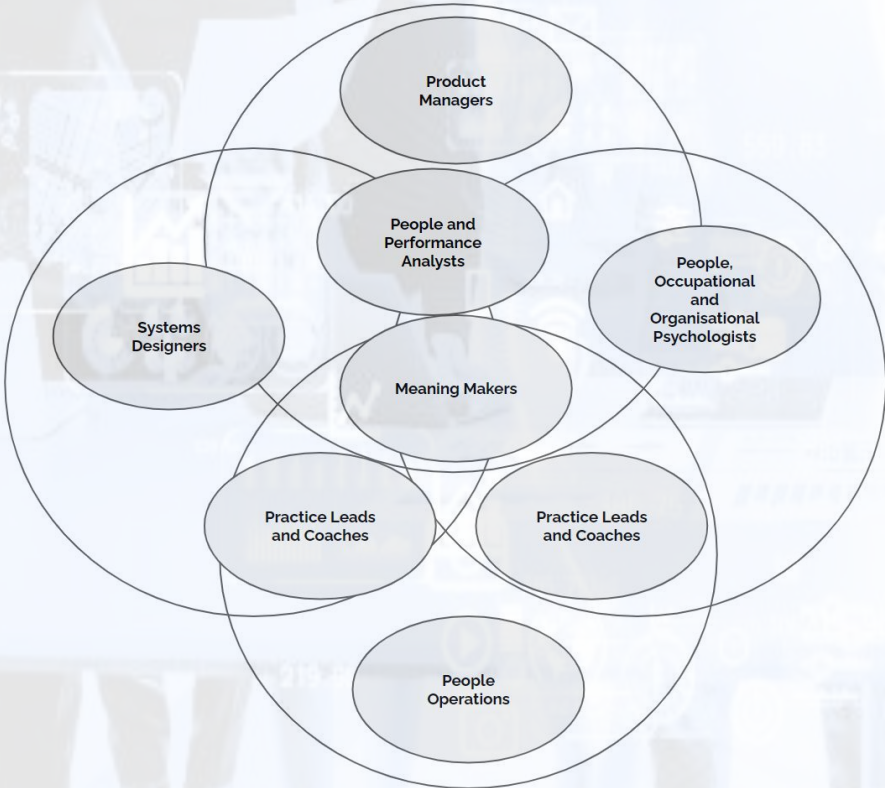
To create:  
Organisation Design  
Operating Model  
Process Design  
Resource Inventory  
Performance Infrastructure  
Wellbeing Architecture  
"The OS Manual"

Product Managers

Use:  
Organisation Design  
Operating Model  
Process Design  
Resource Inventory  
Performance Infrastructure  
Wellbeing Architecture  
"The OS Manual"

To create:  
Org Flow and Ops Processes  
Org Structures and Interplay  
Value Creation Mechanisms  
Recognition Protocols  
Inclusion and Equity Approaches  
Influence: Voice and Engagement  
Domains and Key Roles  
Capability Maps and Talent Pathways  
Resource Utilisation parameters

# Stimulators and Value-Creating Products and Services



People (and Social), Occupational and Organisational Psychologists

Use:  
Reason for being  
Strategic Vision  
Business Model  
Impact Narrative  
Prosperity Criteria

Working with  
Meaning Makers  
Systems Designers  
Product Managers  
People Operations

People and Performance Analysts

Use:  
Reason for being  
Strategic Vision  
Business Model  
Impact Narrative  
Prosperity Criteria

Working with:  
People, Social, Occ, Org Psychologists  
Systems Designers  
Product Managers  
People Operations

People Operations

Use:  
Org Flow and Ops Processes  
Org Structures and Interplay  
Value Creation Mechanisms  
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Inclusion and Equity Approaches  
Influence; Voice and Engagement  
Domains and Key Roles  
Capability Maps and Talent Pathways  
Resource Utilisation parameters

To create:  
EVP and Employer Brand  
TA Strategy and Processes  
Onboarding and belonging  
Performance and Development  
Learning and Careers  
Strategic Workforce Planning  
Legal and Employment Law  
Employee Relations  
Accessibility and product utilisation

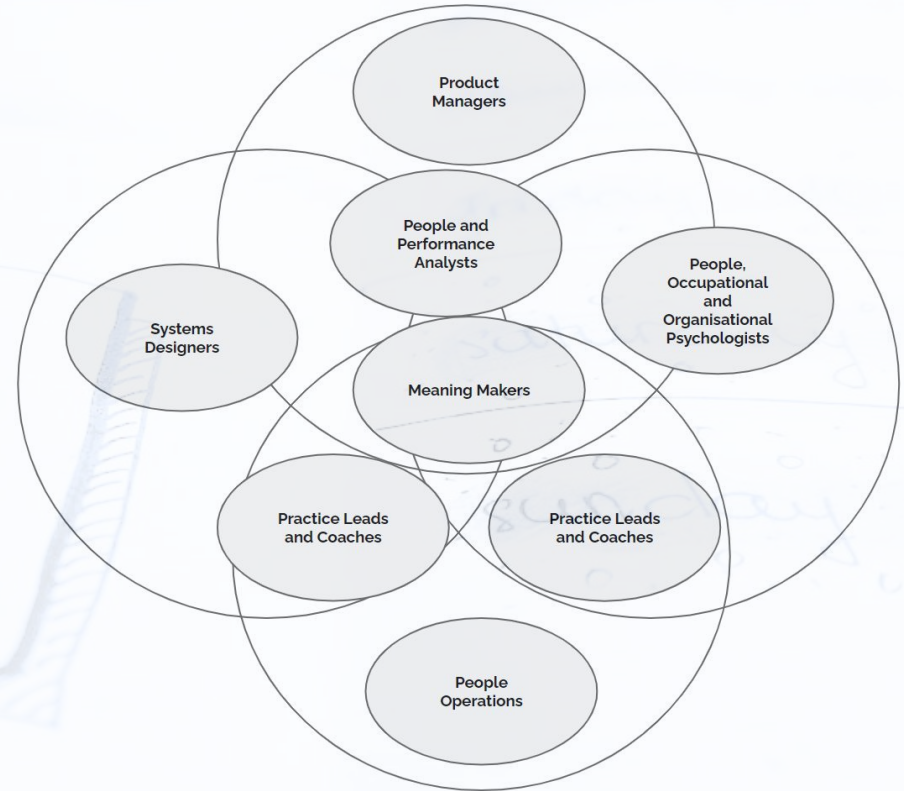
Practice Leads

## Transition Plan: How to move from HR Shared Service/BP/Ulrich Model OR Transformational HR Model to this adapted Four Zones Model



As an HR/People & Culture team, review your:

1. **Ambition levels** - what is the current reality (challenges / demands) and the ambitions (possibilities / aspirations) as a team/function/organisation?
2. **Direction levels** - your purpose; vision; emergent strategy and values
3. **Transformational levels** - how liberated are your teams; how vibrant is your culture; how strong is your ownership of change, leadership agenda and partnerships approaches?
4. **Transactional/Operational levels** - your enabling structures and systems; your congruence of processes and efficiency; fluency of communication; your skills and practices; attitudinal and behavioural alignment; a facilitative environment for balance, change and performance; and effective and enabling people practices.
5. **Capability Levels** - analyse and invest in strengthening your analysis, design, product development, specialisms, creativity, sciences and operational prowess.





# THIS IS THE WAY

A silhouette of a person wearing a backpack and carrying a long object, possibly a surfboard or a kayak, is positioned in the center of the large letter 'A' in the word 'WAY'. The person is facing right, and the silhouette is dark against the light background of the letter.



27-28 September, 2022  
**TECH FEST**



Years of  operating

# Better business *for a better world.*



Certified






Corporation

This company meets the highest standards of social and environmental impact



**climate positive**  
workforce

**PTHR Ltd**  
Business #3731

 13 months of climate impact	 113.99t of carbon reduction	 1,418 trees in your forest
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