



**Lori Kleiman**  
SPHR, SHRM-SCP

# HR in the New World

*Six Leadership Expectations to  
Embrace Now!*

# What is a Paradox?

*Something with two meanings that don't make sense together*

Save money by spending it.

If I know one thing, it's that I know nothing.

This is the beginning of the end

Youth is wasted on the young

# Six Paradoxical Expectations of Leaders



Strategic Executor



Tech-savvy humanist



High-integrity politician



Humble hero



Globally minded localist



Traditioned innovator



WHAT'S YOUR  
PURPOSE





*Meet*

**Lori Kleiman**

# Six Paradoxical Expectations of Leaders

## Strategic Executor

*has bold ambitious ideas as well as practical solutions*

Tech-savvy humanist

High-integrity politician

Humble hero

Globally minded localist

Traditioned innovator



# Understand what drives **your organization**



Return on Investment

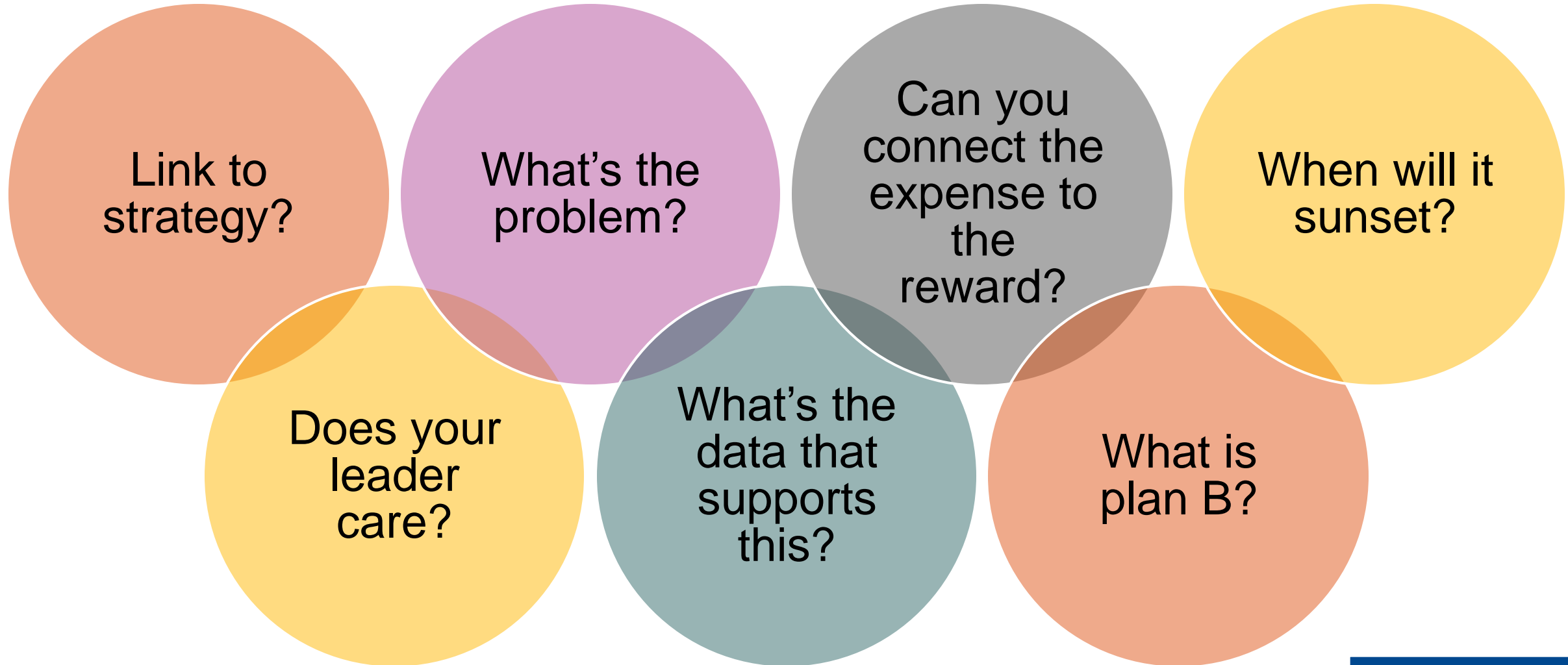
Market Share

Industry leader

Product development

Risk diversification

# Does a new HR Initiative align with the organization





# Do you.....

- Have a HR budget that supports corporate goals?
- Serve as a trusted advisor to members of leadership?
- Know the budgeted EBITA and understand how to get there?
- Spend time EVERY WEEK with other departments?
- Collaborate across business units?



# Six Paradoxical Expectations of Leaders

## Tech-savvy Humanist

*Drives technology enhancement while embracing the people that run and are served by the organization*

Strategic Executor

High-integrity politician

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Traditioned innovator



# What is Design Thinking?



Designers' work processes can help us systematically extract, teach, learn and apply these human-centered techniques to solve problems in a creative and innovative way



Go beyond  
process  
improvement

# What is your tech spend in HR per year?


Payroll

Timekeeping

Applicant tracking

Benefit system

What spending??

The image features several 3D-rendered silver dollar signs scattered across a solid blue background. The signs are positioned at various angles and depths, creating a sense of perspective. The lighting highlights the metallic texture and the three-dimensional form of the currency symbols.

Average spend is  
\$375 - \$500 per  
employee

and....70% planning  
to increase that!

# Technology Solutions

Outlook features

Asana and Trello

Calendly and Schedule Once

Follow up then



# Six Paradoxical Expectations of Leaders

## High-integrity politician

*Navigates organizational dynamics while remaining highly principled*

Strategic Executor

Tech-savvy humanist

Humble hero

Globally minded localist

Traditioned innovator







Walk the Walk



# Influence

The ability to have an impact on the development or behavior on someone or something



# Building trust

Pick your battles!



# Six Paradoxical Expectations of Leaders

## Humble hero

*Confidence to act decisively in uncertainly  
and humility to admit mistakes*

Strategic Executor

Tech-savvy humanist

High-integrity politician

Globally minded localist

Traditioned innovator





Stand up and be seen!

Learn to speak up....

but only if  
you know  
what you're  
talking  
about!





## Communicate Confidently

- Start with a hook
- Follow up with Data
- And own the issue!





Ask for forgiveness.....

Not permission!



# Six Paradoxical Expectations of Leaders

## Globally Minded Localist

*Navigate a world that is both global and localized, looking for the places where scale matters*

Strategic Executor

Tech-savvy humanist

High-integrity politician

Humble hero

Traditioned innovator





# Mega Trends

are global, sustained and macro economic forces of development that impacts **business, economy, society, culture and personal lives** thereby defining our future world and its increasing pace of change

A photograph of two men in business suits shaking hands in a modern office environment with large windows in the background. The image is overlaid with a semi-transparent white oval containing the title and four orange callout boxes on the right side.

# Community Connections

Inclusive

Civic Minded

Agile

Policy  
Alignment



JEDI – not just for  
star wars anymore!  
And now an added A

# Six Paradoxical Expectations of Leaders

## Traditioned innovator

*Use the past to direct success while also creating a forward focused culture that allows for innovation, failure, learning and growth*

Strategic Executor

Tech-savvy humanist

High-integrity politician

Humble hero

Globally minded localist



# Develop the Process



**Who should  
lead the  
process?**



**What will  
success look  
like?**



**Determine  
needed data  
points**



**Engage other  
internal  
partners**



**Your specific  
considerations**

# Agile Environments

Don't happen  
by chance

Flexibility

Collaborating

Speed

Information  
Gathering

Experimenting

Feedback

Risk Taking

Reflecting

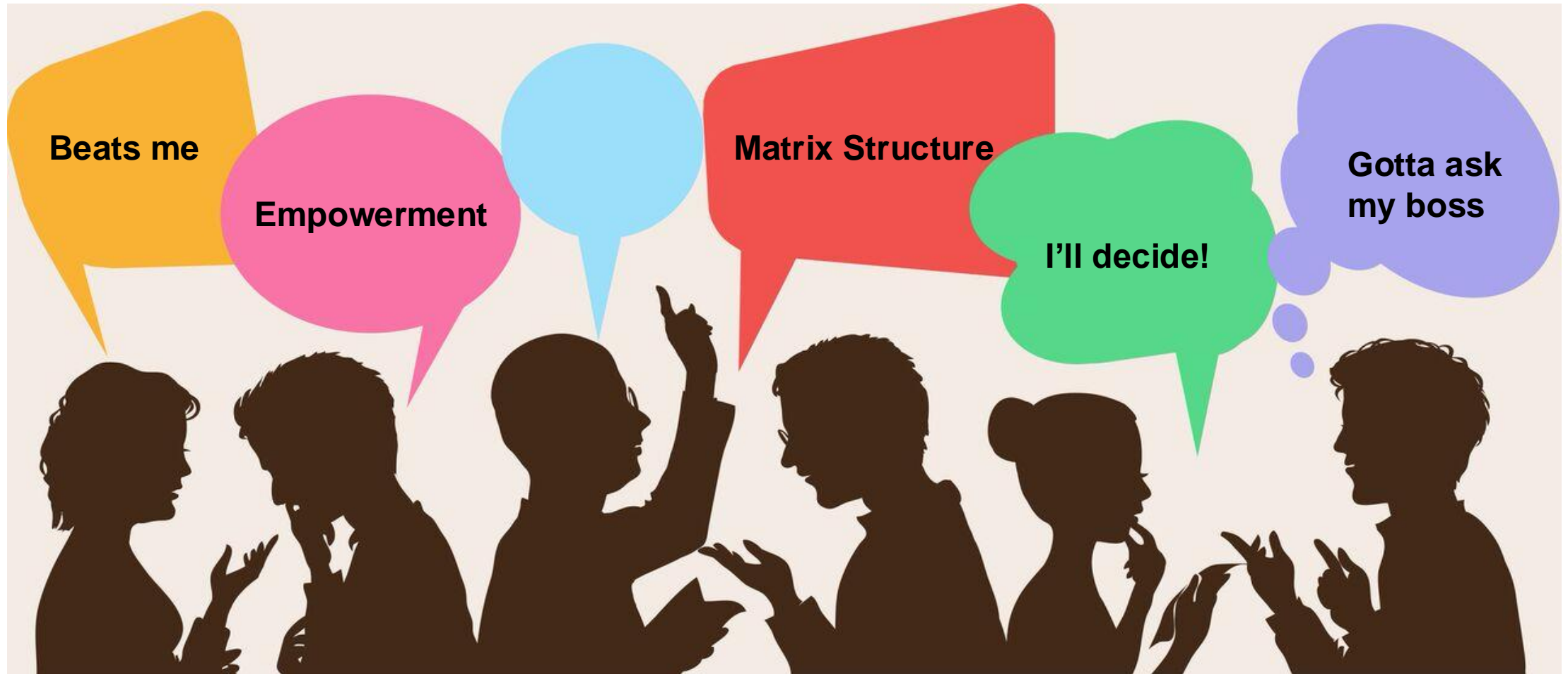





Knowledge  
transfer of baby  
boomers a great  
example!

Aging  
Workforce

# Organizational Design





Go ahead and fall down  
The world looks different  
from the ground!

— OPRAH WINFREY



Lets Stay Connected!

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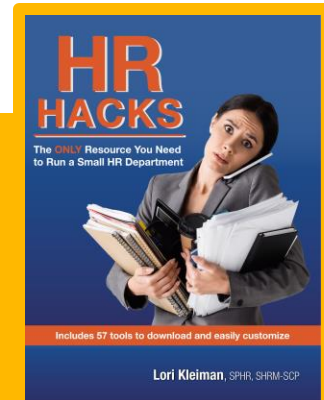
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