



APRIL 2025 EDITION

A special issue from ITD World Vietnam

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Letter from the Editors

Dear valued readers,

After exploring the power of coaching in March, we now shift our focus to a critical function driving organizational success in the modern era: **HR Transformation**. Our April edition delves into the essential steps for building a future-proof workforce through strategic HR initiatives.

We'll explore key considerations and actionable strategies for modernizing HR processes, embracing new technologies, and aligning HR practices with overall business objectives. This guide will provide a roadmap for organizations looking to create a more agile, efficient, and impactful HR function.

A key theme emerging in today's business landscape is the increasing importance of data-driven decision-making, even within HR. Drawing insights from Evan Sinar, Rebecca L. Ray, and Adam L. Canwell's work published on HBR, we'll highlight why HR leaders need stronger data skills. We'll explore how leveraging data analytics can empower HR professionals to make more informed decisions regarding talent acquisition, development, retention, and overall workforce management.

We encourage you to share your experiences and insights on HR transformation within your own organizations. Let's explore together how HR can evolve to become a true strategic partner in driving business success.

Wishing you a month of impactful innovation and progress!

Warm regards,

ITD World Vietnam team

HR Transformation: A Step-by-Step Guide to Build a Future-Proof Workforce

Source: <https://itdworld.com/blog/human-resources/hr-transformation/>



What is HR Transformation?

HR Transformation refers to a holistic restructuring of the human resources department's function, with the aim of realigning its core objectives with the organization's strategic imperatives. It involves a fundamental reevaluation and redesign of HR practices to ensure they effectively support and propel the overarching business goals.

In its earlier iterations during the 1990s and early 2000s, HR transformation primarily centered on optimizing performance and cost reduction initiatives. However, these days, the focus has shifted towards augmenting the workforce's contribution to organizational objectives. This evolution underscores a strategic shift wherein HR is no longer solely concerned with administrative functions – but rather, with enhancing employee engagement, fostering talent development, and driving [organizational growth](#).

HR Transformation: A Step-by-Step Guide to Build a Future-Proof Workforce

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Why HR Transformation?

The aftermath of the COVID-19 pandemic has presented Chief Human Resource Officers (CHROs) with unprecedented challenges. This crisis has underscored the critical role of human capital in securing competitive advantage, fostering customer & employee loyalty, and advancing long-term organizational goals.

Amidst adversity, opportunities still await. The current scenario accentuates the imperative for accelerating HR transformation efforts, enabling businesses to:

- **Embrace reality:** The strategic importance of people-centric strategies for the organization's future.
- **Enhance problem-solving capabilities:** Agile adaptation to seize emerging opportunities and cultivate an enriching work environment that drives business value.

Traditionally, HR functions have placed a strong emphasis on vertical depth. However, to facilitate organizational adaptation and transformation, HR must evolve

*horizontally, by forging genuine partnerships with other stakeholders and sharing accountability for outcomes. HR Transformation signals an inevitable shift wherein **the HR department assumes a pivotal role in driving revenue generation and sales expansion.***

Below are 3 key drivers that necessitate the expedition of the HR transformation process:

- **Changing demographics:** Today's workforce is characterized by diverse generational cohorts, ranging from millennials to seasoned professionals. In response, HR must devise flexible policies, support knowledge transfer initiatives, and facilitate retraining efforts to accommodate varying needs.
- **Rapid business model evolution:** In an ever-changing business landscape, seamless collaboration among team members has become indispensable. As such, managers must adeptly form and reshape teams to meet evolving demands. Neglecting the development of talented employees risks inefficiency and attrition.

HR Transformation: A Step-by-Step Guide to Build a Future-Proof Workforce

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- **Transparent technology:** Modern expectations demand user-friendly, efficient systems. In other words, outdated HR management platforms will just deter employee engagement and hinder organizational progress. Investing in advanced technology is a must – so as to enhance operational efficacy, and foster employee trust and participation.

HR Transformation: A Strategic Shift in the Department's Function

“The future of HR is horizontal, working as an integrated enabler, ensuring that all key decisions are made with people and skills considerations top-of-mind across the business, rather than operating as a standalone vertical.” - Danny Ferron

In the evolving landscape of organizational dynamics, the future trajectory of Human Resources (HR) entails a horizontal development,

transcending its traditional siloed function to emerge as an integrated executive agency. This strategic metamorphosis underscores the imperative for all pivotal decisions to be grounded in an understanding of the organization's people and capabilities, thereby fostering a seamless alignment between HR initiatives and overarching business goals.

True HR transformation manifests when the HR department assumes the mantle of a [strategic business partner](#) (HRBP), ensuring that all people-related strategies are intricately intertwined with the overarching business imperatives. This symbiotic engenders a harmonious convergence of organizational objectives and HR initiatives.

“For HR to deliver maximum impact, it needs to be integrated with business, and business needs to be integrated with HR.” - Jeremie Brecheisen, Gallup's senior consultant

HR Transformation: A Step-by-Step Guide to Build a Future-Proof Workforce

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Central to achieving this integration is a concerted effort by organizational leaders to dismantle conventional barriers and foster a culture of collaboration. As highlighted in [research by McKinsey](#), leaders need to 'blur the lines' between themselves and departmental heads, fostering a network of interdependent relationships founded on shared values and mutual exchange of information.

At this pinnacle of transformation, the HR department assumes a strategic consulting role, offering insights into pivotal business decisions. Examples of the value proposition that HR can bring to the table include:

- Advising on industry trends such as talent poaching amidst stock fluctuations
- Assessing the organization's readiness to pivot into new sectors, and
- Providing guidance on workforce organization and automation integration.

However, reaching this zenith necessitates meticulous planning by HR leaders and senior management. Crafting a com-

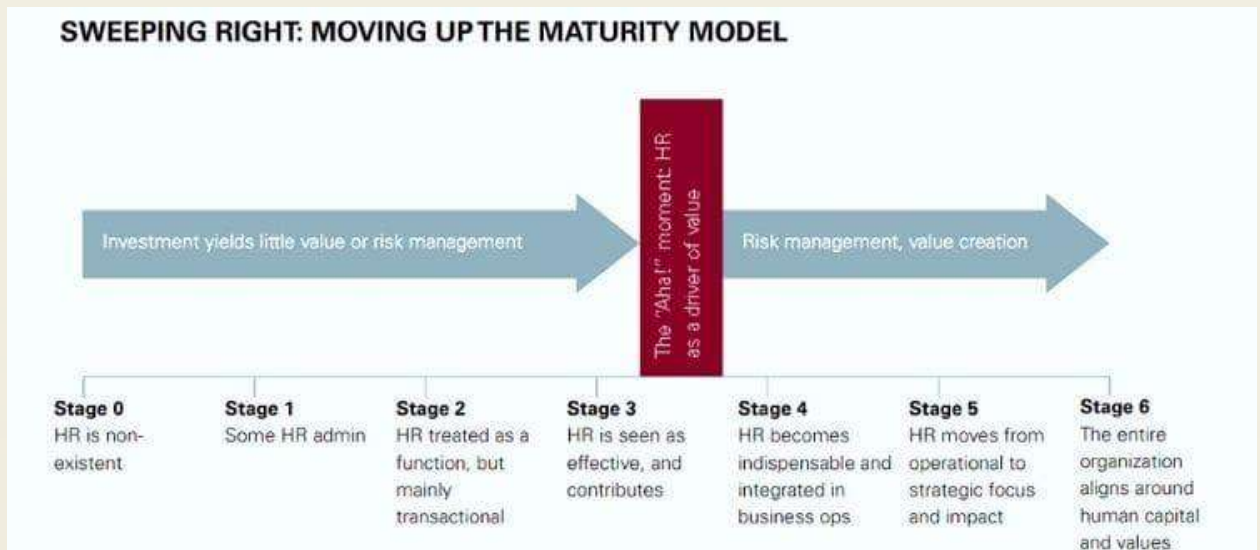
prehensive HR transformation strategy demands a nuanced understanding of the intricate interplay between organizational dynamics, technological advancements, and workforce capabilities. Only through meticulous planning and strategic foresight can organizations unlock the full potential of HR transformation and propel themselves towards sustained success.

HR Transformation Roadmap

To embark on the journey of HR transformation, the human resources department must prioritize enhancing employee experiences and dismantling barriers that impede their full potential. All initiatives must align seamlessly with business imperatives, fostering a management ethos that nurtures and harnesses the latent talent within the organization.

HR Transformation: A Step-by-Step Guide to Build a Future-Proof Workforce

Source: <https://itdworld.com/blog/human-resources/hr-transformation/>



HR Transformation roadmap – Maturity framework (Source: oracle.com)

Key considerations for HR in this transformative process include:

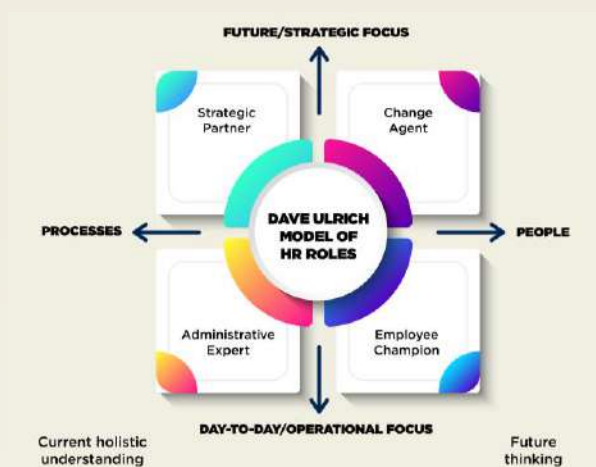
- **Talent-centric perspective:** HR must adopt a holistic approach centered on understanding and addressing the needs of its workforce. By cultivating experiences that foster employee retention and talent development, they play a pivotal role in driving organizational success.
- **Collaboration tools and processes:** In an era defined by rapid innovation, facilitating seamless collaboration across teams and functions has become of paramount importance. HR must champion the adoption of collaborative tools and processes, fostering a cohesive business structure that encourages cross-functional collaboration and innovation.
- **Swift communication:** In today's fast-paced business environment, timely and responsive communication is a must. Employees expect prompt and personalized responses from their employers, which means it is crucial to set up agile communication channels within the organization.
- **Management knowledge:** The true value of HR lies in its capacity to provide actionable

HR Transformation: A Step-by-Step Guide to Build a Future-Proof Workforce

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insights, analysis, and guidance that inform strategic decision-making. By leveraging its expertise, HR serves as a trusted advisor capable of enriching the business's decision-making process and driving sustainable growth.

Dave Ulrich's HR Transformation Model



Since the 1990s, businesses have increasingly recognized that their most valuable asset lies not in physical resources, but **in their human capital**. Building upon this realization, Dave Ulrich introduced the modern human resources management model in 1997, which was meant to revolutionize HR practices for the digital age.

Key tenets of Ulrich's Model

- **Problem**

Central to [Ulrich's model](#) is the imperative to diminish the proportion of administrative tasks in HR processes through automation. Nowadays, employees crave seamless Interactions with HR; as such, businesses need to invest in the optimization of communication channels to enhance efficiency and reduce inconvenience.

- **Solution**

Ulrich's model places the Change Agent factor at the forefront. Accordingly, HR must cultivate a deep understanding of the business landscape to effectively support senior leaders and leverage automation technologies to streamline administrative workflows.

- **Risks**

Ulrich himself has cautioned against taking shortcuts within HR transformation efforts. Mere implementation of HRIS systems or process tweaks often falls short of true transformation.

HR Transformation: A Step-by-Step Guide to Build a Future-Proof Workforce

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Success requires a comprehensive overhaul encompassing structural, procedural, and cultural dimensions.

4 main issues of HR transformation

- **Why:** Businesses must elucidate the rationale behind transformation efforts, aligning internal practices with external realities to drive organizational agility and resilience.
- **What:** Focus shifts from activities to outcomes, emphasizing the value derived from HR contributions rather than mere process efficiency.
- **How:** Transformation entails multifaceted changes spanning recruitment practices, communication channels, functional structures, and [skill development initiatives](#).
- **Who:** Successful transformation requires involvement from all organizational tiers, from senior management to frontline staff.

Employee expectations

According to an employee engagement study by Oracle, employees typically demonstrate 3 key expectations for organizations:

- Opportunities for personal and professional growth, both horizontally and vertically.
- Empowerment to pursue goals aligned with their values and lifestyle preferences.
- [Strategic deployment of digital experiences and technology to enhance employee interactions](#) and drive positive organizational change.

HR LEADERS NEED STRONGER DATA SKILLS



HR Leaders Need Stronger Data Skills

Source: <https://hbr.org/2018/10/hr-leaders-need-stronger-data-skills>



An old saying sums up the data skills of most HR professionals: “The shoemaker’s children go barefoot.”

In today’s tightening labor market, HR leaders must work relentlessly to develop and recruit people who advance digital transformation across their organizations. Yet most have struggled to advance their own digital competencies. This neglect has hindered their ability to leverage data into talent strategies that can help transform their businesses.

We base this claim about HR’s digital skills gap on the results of our latest global leadership survey. Co-produced by our three organizations, the survey gauged nearly 28,000 business leaders across industries about the state and trajectory of leadership.

Among the findings: On average, HR leaders lag far behind other professionals in their ability to operate in a highly digital environment and use data to guide business decisions.

It comes as no surprise that this skills gap has spurred a credibility gap between HR professionals and their colleagues. Only 11% of business leaders trust HR to use data to anticipate and help them fill their talent needs. When we last fielded the same survey three years prior, 20% of business leaders felt that way — still a low number, but nearly twice what it is today.

Finding ways to improve HR’s digital acumen and data skills can challenge even the most well-resourced companies. HR leaders can start by upskilling their teams in areas that impact two critical business outcomes: building bench strength and tying HR metrics to financial success. To achieve both, companies can support their HR leaders in taking these steps:

HR Leaders Need Stronger Data Skills

Source: <https://hbr.org/2018/10/hr-leaders-need-stronger-data-skills>

Forge internal partnerships

At most companies, other departments use data and technology in ways that HR could apply to their own work. For example, HR can work with marketing for guidance on search engine optimization (SEO), a skill that can help HR improve its recruitment efforts. They can also consider partnering with colleagues proficient in finance technology for guidance about blockchain, a technology capable of transforming how HR stores and verifies private employee data. Such internal collaborations may not only help HR attain new skills, but also help to foster a data-driven culture across the organization.

Map talent analytics to business outcomes

HR should learn how to tie its data about people to performance and business outcomes. This process must begin with gathering data

about the skills, capabilities, and behaviors of the existing leaders and workforce, often done through assessments. For example, a hospital seeking to improve patient safety might look to HR to discover that the highest rates of patient safety are tied to nurse units where supervisors showed specific behaviors, such as demonstrating empathy. By collecting data on employee skills and experience and tying it to business outcomes, HR can highlight key areas of risk and opportunity for the company.

Develop data visualization skills

Simply collecting data and analyzing won't help HR leaders advance their efforts unless they know how to leverage that data to influence others. One study found that when presenters supplemented their stories with visuals, audience members had around a 40% greater likelihood of taking the desired course

HR Leaders Need Stronger Data Skills

Source: <https://hbr.org/2018/10/hr-leaders-need-stronger-data-skills>

of action versus those who received non-visual presentations. As such, HR should learn how to create graphical presentations of data. HR needs to get more proficient with sophisticated software programs such as Power BI, Tableau, or R Studio, all of which give visual context to data.

Implement leadership planning models

Beyond using data to highlight current talent trends and gaps, HR should use it to fuel predictions about future talent needs, especially for leadership positions. HR professionals should employ leadership planning models to map a business's long-term strategic plan to the leaders it will need to implement that plan. Leadership planning models enable HR to create data-driven projections for the quantity of leaders needed, the skills they will require, and where they will be located. On an

ongoing basis, these models can compare the leadership talent it has against what it needs. As such, HR can course-correct when necessary by revising or shifting its priorities among hiring, development, and performance-management systems.

Taking these four initial steps can yield big dividends. Our research shows that companies excelling in using data and analytics to drive their talent strategy are more than six times more likely to have a strong leadership bench. Moreover, those with the strongest digital leadership capabilities outperform their peers by 50% in a financial composite of earnings and revenue growth.

And when HR executives use their digital savviness to advance their companies, they often move up themselves as a result. We found that HR professionals who leverage advanced analytics are over six times more likely to have opportunities to climb the corporate ladder.

HR Leaders Need Stronger Data Skills

Source: <https://hbr.org/2018/10/hr-leaders-need-stronger-data-skills>

Today, unemployment stands at the lowest level in nearly five decades. As the economy continues growing and Baby Boomers retire in droves, the labor market will further tighten and increase the pressure on HR. These demographic and economic dynamics will push HR to be better, faster, and smarter about how it finds and develops the talent their organizations will need to execute their business strategy. Investing in developing HR's data and technology skills should be a top priority if companies want to win the war for talent.

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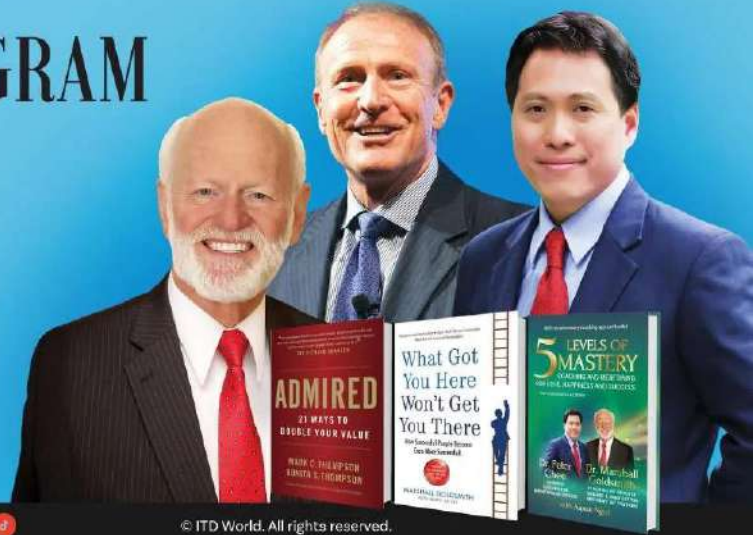
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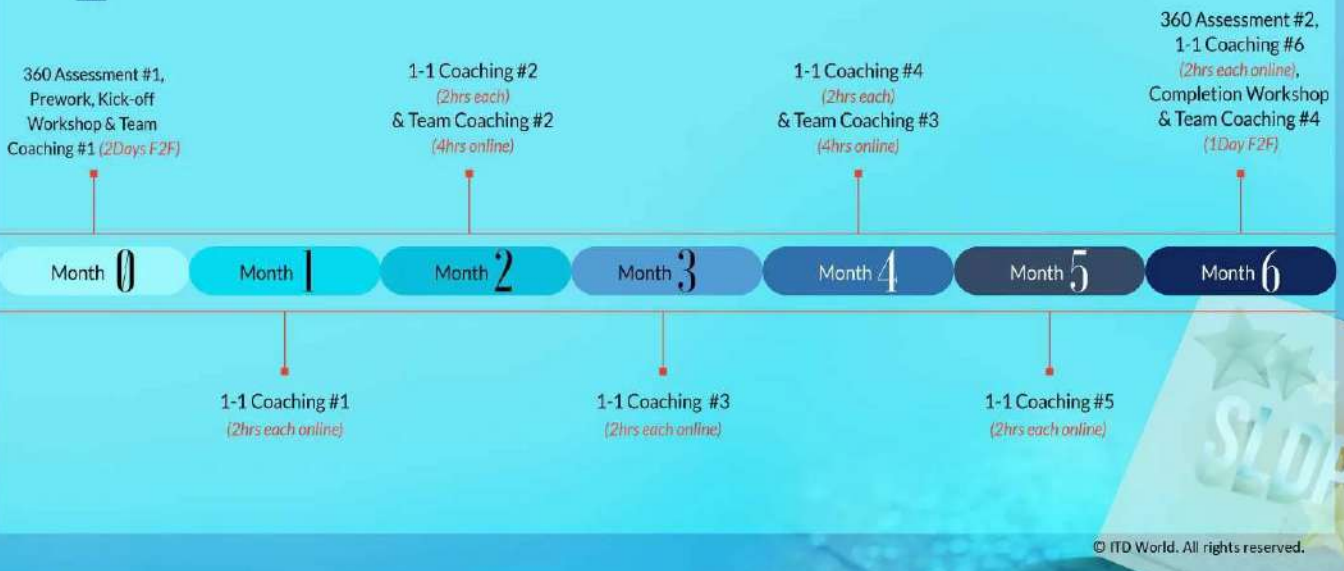
The Global Elite Senior Leadership Development Program (SLDP) is a customized mega-guru signature solution designed for senior top level executives who are committed to differentiate their leadership impact to enable sustainable growth in their organizations and community.

The SLDP is masterfully created to vitalize CEOs, C-Suite Executives, Business & Department Heads for exponentially multiplying their contributions, influence, and profound impact in work and life for a better world.

What Makes Global Elite SLDP Outstanding?

- 360 feedback diagnosis & discovery
- Transformative 1-1 executive coaching
- Elite team coaching with top gurus
- Cutting-edge learning, app, & senior leaders alliance
- Multiply growth by becoming a master coach
- All of these are delivered within 2 separate phases as outlined below.

PHASE 1 SLDP



360 Feedback Diagnosis & Discovery

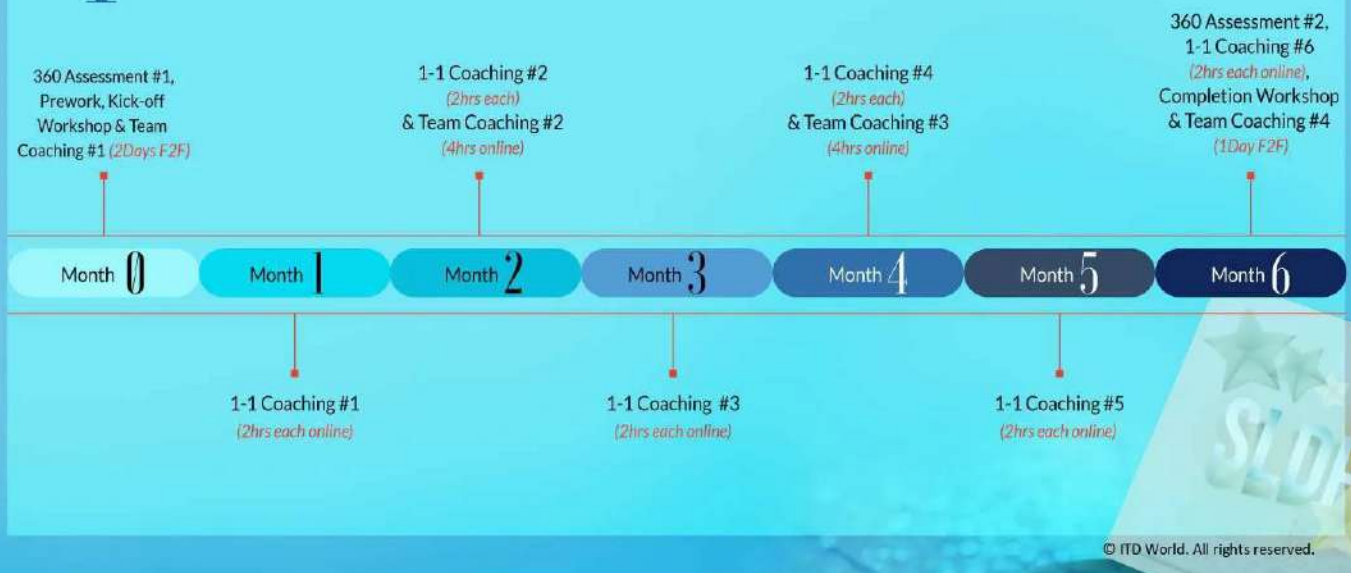
- Tested and proven diagnostic tool to evaluate global leadership excellence capabilities
- Gain insights on strengths to multiply and crucial areas for development
- Discover solutions for effective collaboration and influence with key stakeholders
- Identify areas to focus on during 1-1 and team coaching
- Demonstrate leadership growth, and transformation through the pre-and-post assessment.

Transformative 1-1 Executive Coaching

- Unlock Leadership Excellence ~ Transform leaders through personalized coaching with the world's top coaching gurus.
- Achieve Breakthrough Results ~ Drive positive transformation by instilling behaviors and habits that benefit both leaders and their organizations.
- Amplify Organizational Impact ~ Equip leaders to inspire and empower their teams, achieving ambitious goals and remarkable outcomes.
- Lead by Example ~ Transformed leaders become role models, inspiring others to pursue growth and excellence.
- Sustain a Legacy of Success ~ Foster sustainable leadership excellence that drives organizational transformation and long-term sustainable growth.

Roadmap

PHASE 1 SLDP



Elite Team Coaching with Top Gurus

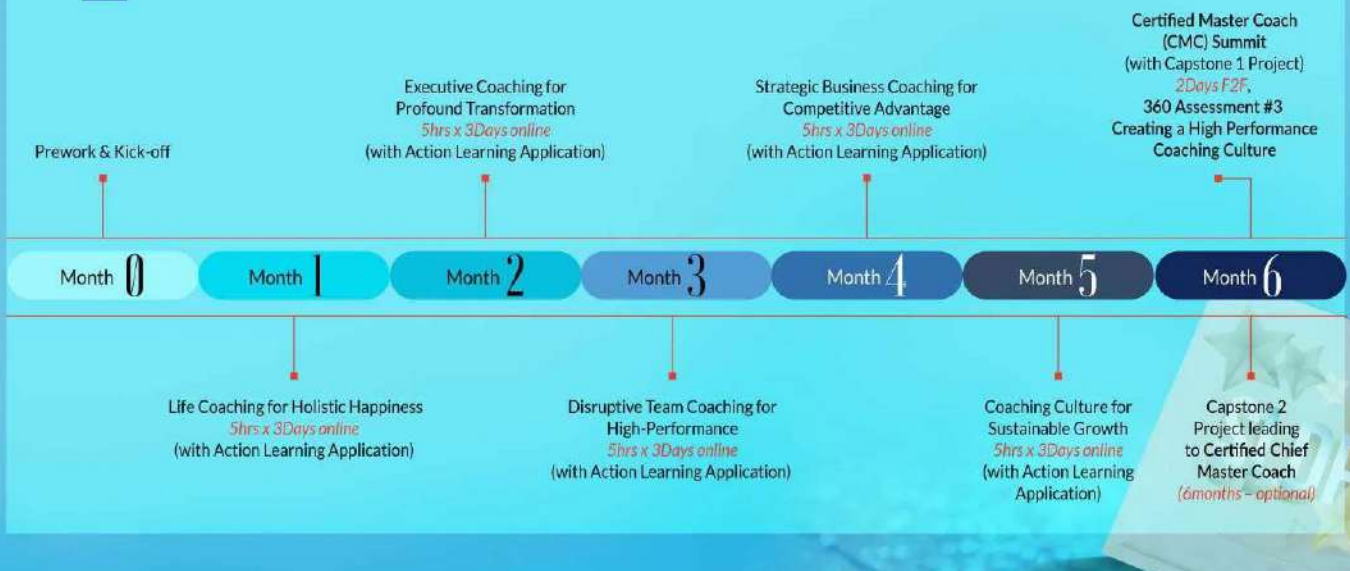
- Build High-Performing Teams ~ Foster trust and collaboration to create cohesive, results-driven teams.
- Align and Execute with Excellence ~ Integrate team goals with organizational priorities to achieve maximum impact and execution.
- Navigate Team Dynamics ~ Overcome challenges effectively with strategies to maximize unity and productivity.
- Inspire Peak Performance ~ Equip leaders with actionable tools to drive accountability, innovation, and exceptional team results.
- Learn from Thought Leaders ~ Gain exclusive insights and strategies from global experts to empower team transformation.

Cutting-edge Learning, App & Senior Leaders Alliance

- Innovative Learning Methods ~ Gain from a customized blend of in-person, team, and online methodologies.
- Access Valuable Resources ~ Utilize cutting-edge mobile app, toolkit and materials for outstanding results.
- Practical Application Focus ~ Engage in workshops, virtual sessions, and hands-on projects for real-world impact.
- Global Network Alliance ~ Collaborate with senior leaders from other leading organizations during Phase 2 of the SLDP journey.
- Leverage on Global Gurus ~ Tap the wisdom of mega-guru mentor-coaches throughout the SLDP journey.

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



1. Life Coaching

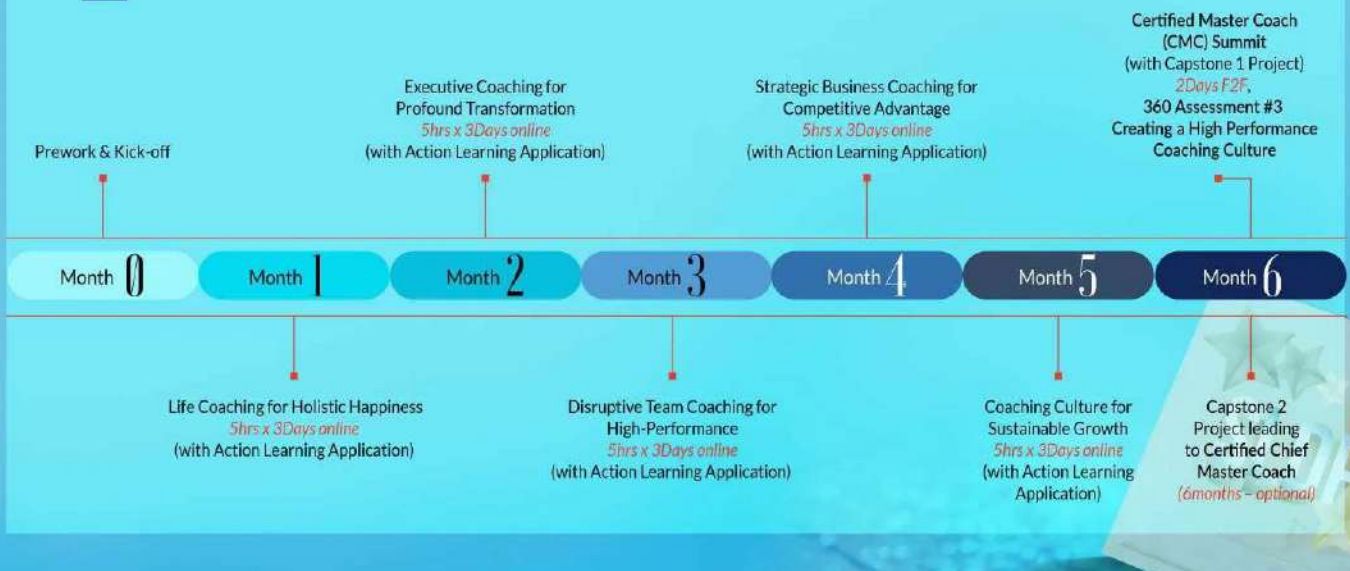
- Gain deep insight into the psychology of coaching and the different approaches to powerful coaching
- Understand the Coaching Mastery Model (CMM) and the Situational Coaching Model (SCM)
- Apply the 9 best practices of master coaches to deliver outstanding results
- Deploy 5 Levels of Mastery assessment advantage to identify priorities, competencies gaps in work & life
- Embrace coaching techniques and tools to enable the Disciplines of Love, Happiness and Success
- Use the 5 Phases of Purpose Alignment to enable a most fulfilling purpose-driven life
- Master the 8 Elements of Life Synergy, KASH, PFIR Model, and the 7 Patterns of Joy and Love
- Utilize the 5 Levels of Mastery System and toolkit to coach people to reach World Influence Mastery

2. Executive Coaching

- Understand the executive coaching process and the secrets of enabling lasting behavior and habit change
- Apply the 360 Feedback interview and surveys to enable awareness, acceptance and transformation
- Align executive coaching with life purpose, passion, values and vision for sustainable growth

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



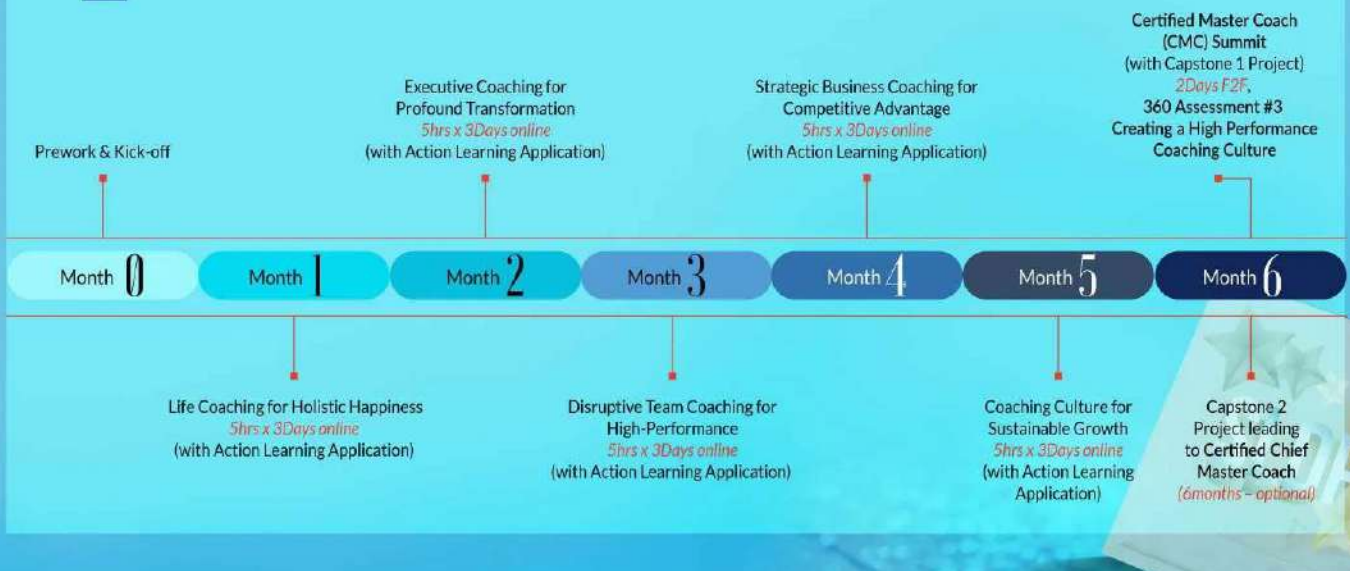
- Deploy tools and techniques for executive career coaching for high performance
- Enable coaching for different groups of top executives, key talents, successors, average-performers
- Gain insights into coaching executives in times of great need (e.g. radical changes, crisis, big vision)
- Learn how to overcome resistance to coaching and coach the uncoachable
- Create coaching tools for specialized areas (e.g. leadership authenticity, leadership presence, stakeholder influence)

3. Disruptive Team Coaching

- Understand the value of team coaching and the creation of high-performance teams
- Apply effective assessments and best practices of disruptive coaching and high-performance teams
- Know when and how to select the suitable team coaching solution and design options
- Gain insights on disruptive team coaching processes, methods, and tools
- Practice disruptive design thinking team coaching applications for game-changing results
- Equip individual team members to ensure habit change for high-performance

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



- Enable high-performance leadership team retreats for senior leaders and key talents
- Unleashing the full potential of diverse, virtual, cross-functional, projects and top teams

4. Strategic Business Coaching

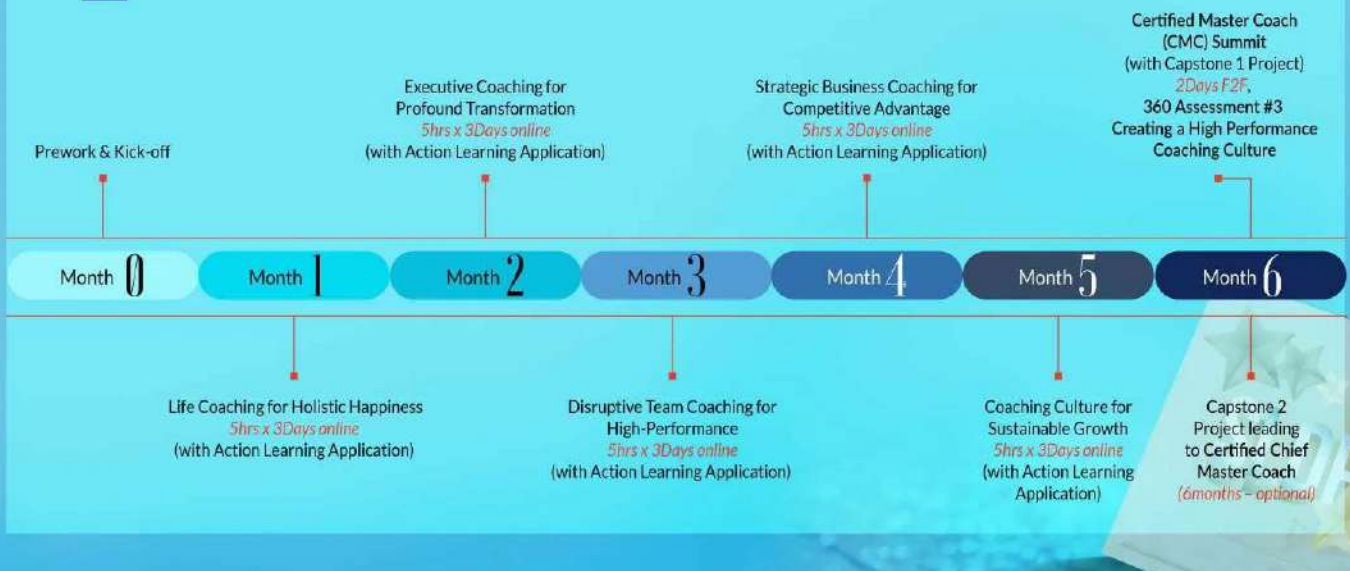
- Understand best practices of team coaching for strategic competitive advantage
- Apply team coaching using the strategy process to unleash the potential of strategic leaders
- Use team coaching authoritatively in the context of corporate and functional strategy
- Employ Scenario planning and Scenario based team coaching to win in a VUCA world
- Use team coaching in the face of crisis, business turnaround, realizing a compelling vision, and Strategic change
- Engage in Coaching for innovative business model, ventures, and disruptive business startups
- Master strategic group coaching techniques and processes

5. Coaching Culture

- Gain insights on organizational change, and effective culture transformational methods and processes

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)



- Understand and embrace the role as Chief Master Coach and CEO to coach and grow internal coaching talent
- Apply best practices to create a high-performance coaching culture for sustainable growth
- Aligning coaching culture with organizational vision, mission, values, strategies, and objectives
- Implement effective coaching culture assessment methods and processes to ascertain progress and achievements
- Establish results matrix, rewards and recognition schemes to accelerate culture change
- Execute the right coaching intervention for quick, big, and continuous wins in transformation
- Create communities of practice, coaching systems, champions, and tools for sustainability



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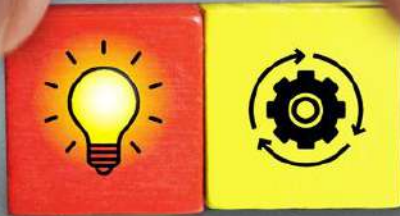


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- Gain insights into perceptions and its importance in the workplace
- Understand how EQ influences the way they respond to others and themselves
- Discover how to apply EQ in the workplace for building teamwork and accountable leadership

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MALAYSIA

ITD PENANG (Head Office)

Tel: +604 228 3869

E-mail: itdpg@itdworld.com

ITD KUALA LUMPUR

Tel: +603 6203 3880

E-mail: itdkl@itdworld.com

SINGAPORE

ITD INTERNATIONAL PLE LTD

Tel: +65 85 556 001

E-mail: itdsg@itdworld.com

THAILAND

INTERNATIONAL ITD LTD

Tel: +662 116 9336 to 7

E-mail: itdbkk@itdworld.com

VIETNAM

ITD VIETNAM

Tel: +84 28 38 258 487

E-mail: itdhcmc@itdworld.com

PHILIPPINES

ITD CONSULTING GROUP INC

Tel: +63 916 33 47 248

E-mail: itdmanila@itdworld.com

CAMBODIA

ITD-LDC

Tel: +855-23 555 0505

E-mail: itdcambodia@itdworld.com

INDONESIA

ITD-GLC

Tel: +6221 2930 8710

E-mail: itdjakarta@itdworld.com

MYANMAR

ITD - BCTC

Tel: +959 765 222 103

E-mail: itdmyanmar@itdworld.com

MEDITERRANEAN

ITD MEDITERRANEAN

Tel: +90 532 263 6666

E-mail: itdmediterranean@itd-world.com

BRAZIL

ITD BRAZIL

Tel: +55 11 99961 9706

E-mail: itdbrazil@itdworld.com

EUROPE

ITD EUROPE

Tel: +55 11 99961 9706

E-mail: itdeurope@itdworld.com

AUSTRALIA

ITD AUSTRALIA

E-mail: itdaustralia@itdworld.com

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ITD AFRICA

E-mail: itdafrica@itdworld.com

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