



Excerpts from an interview with **Montse Ventosa** | VP Talent, Wellbeing and Purpose, Universidad Tecmilenio

What is HR's role in Changing the World of Work?

HR has the power and the responsibility of transforming work into a force for growth and flourishing, where every employee has the opportunity to unlock their potential and to be their best version. Hence, the organization will accelerate their growth-ability, in this new reality and it will be able to be its best version indeed.

HR must move to the driving seat to guide organizations and people through these times. Now HR has the unique opportunity to become central C-suite players, as in the 2008 were CFO's, by accelerating the rate of learning and skilling.

HR needs to change their name ;) & play at least 4 key shifts that will elevate HR capabilities, by learning new skills & unlearning obsolete skills & habits:

HUMAN: From Human resources to Human Relations: from managing people to manage relationships, creating a positive network of employees collaborating to achieve their team mission. Also Human Resources was created in the second industrial revolution, dated 1893, its time to move on. And 'we', is always better than 'you' or 'I'.

WELLBEING: From Bad-being to Wellbeing: work has been classified by the WHO as the root for stress and stress-related sickness, impairing the human ability to learn and perform, and creating an epidemic of mental diseases. Wellbeing is not just about perks, parties or team building. Wellbeing is about culture, a culture that allows every employee to be themselves, in a psychologically safe environment. A workplace that makes room for differences, that is an inclusive workplace. Wellbeing is the fertile terrain for learning, so the faster we are able to create wellbeing the faster the rate of organizational learning.

VALUE: From cutting cost to creating value: the main asset of an organization is its people, and HR needs to move on from their role of cutting corners or cutting cost. HR needs to leave behind their scarcity mindset, to cut corners, reduce cost to a multiplier, growth mindset. Igniting change and promoting innovation. Looking for ways to grow involves analyzing what skills will be most essential in the future, knowing their talent, and creating spaces for it to be part of the solutions.

DIGITAL: From intangibles to tangibles: it's time to understand that digital is not just about technology but a mindset, and it has more to do with what makes us human, than with machines. HR needs to move from ERP to robust systems that allow them to own and better manage their information, their data and making predictions. We already got the data, it is about who we use it. Also is time to ensure HR stops using just simple HR KPIs such as turnover or engagement, and incorporate ratios and business data. It's time to increase our data literacy.

What are your strategies for Employee Engagement and Experience?

Employee Engagement is the Employee Investment in the culture, in the workplace. Engagement cannot be managed, because it's personal, somehow intimate, it is a personal choice. At best what organizations, with HR can do, is to manage the Employee Experience, People Experience. And People Experience is more than the sum of the HR functions, it's the holistic, integral experience end to end. This means that all the different HR functions must really fit together in a flawless way. The People Experience is a must by itself, because it is the culture, and culture is the brand. People Experience is the way to give talent a reason why to join our cause, our organization, but also a reason to stay and a reason to engage.

From customer experience to people experience: it's time to realize that the only way to ensure the delivery of the Customer Experience is not just by becoming customer obsessed, or customer centric. The only way is by building a cohesive, engaging and memorable employee experience. Because brands are built from the inside out, the other way might work, but it is not sustainable.