

İNSAN KAYNAKLARI ZİRVESİ 2017 / HUMAN RESOURCES SUMMIT 2017

# DNA

DECODING <sup>THE</sup> NEW AGE

YÖNETİM, YENİ ÇAĞIN KODLARI İLE YENİDEN YAZILIYOR!

DECODING THE NEW AGE OF MANAGEMENT

15-16 ŞUBAT / FEBRUARY 2017

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# Decoding the DNA of the New Age Insights and Lessons from the 2017 MCT HR Summit

*“To die... with a smile on my face.”*

**Yann Arthus-Bertrand**



The conference invited people into a world of difference, with diverse thinking, insight and approaches to living, working and leading. To write about it now, forty-eight hours after its close, I have chosen to create three different types of story. These different stories offer alternative ways of making sense of what was presented, from the beauty of Karsu's singing to the hopes and dreams of what the robotic age makes possible as the world pivots on the cusp of a geopolitical transition.

<https://www.youtube.com/watch?v=hDuKzkDgDU8>

Meanwhile the inexorable tide of job destruction and creation sweeps on, against a background of environmental destruction and the consequences of all but irreversible climate change (and the risks and opportunities this presents to business and artists).

**The First Story – The Three Themes.** This is a story of cool detachment, which takes the big picture and assesses the conference in terms of three over-riding themes. It reflects on the questions the conference as a whole raise's about:

- What is happening to how we understand what it means to be a human being?
- What is happening to borders and boundaries at national, organizational and personal levels?
- What is happening to what we mean by control?





**The Second Story – The Mess of the Detail.** After the logic of the first story, the second one engages with the diversity and difference of the conference, revelling in its contradictions and its juxtapositions of the practical and idealistic, beautiful and ugly, tuneful and discordant. This is about the mood of different moments, glimpses into what was said and what was left unsaid. This is DNA as a work in progress, an unpredictable force, evolving as the world changes and changing the world at the same time.

**The Third Story – The Emerging Agenda.** This explores the ‘so what’ of the conference, the implications for what HR professionals need to pay attention to and who they need to listen to.

**The First Story – The Three Themes.** Now is the perfect storm for the HR world. People have been predicting the storm for some years but only now is it really reaching





This was a time when the world's new jobs were provided by long standing and large corporations – where it was perfectly reasonable to expect customers to fit in with mass produced products and services and for employees to fit in with internal procedures and competency models. The future was understood as delivering self-tying shoes (as shown in the movie 'Back to the Future') not uniquely customised 3D printed ones (as currently provided by Nike). The idea that everyone would have a computer in the bedroom was as laughable as imagining a robot in every one now (although people have begun to suspect that technology seems capable of exceeding our wildest dreams).

*"We cannot solve our problems with the same thinking we used when we created them"* **Albert Einstein**

its peak, only now do CEOs really worry that their established and thriving organizations might become completely irrelevant within a five year time frame. As this storm blows, HR is still living with a legacy that was perfectly fit for purpose during the time of the first industrial revolution (the problem is that we are now entering the fourth). The HR industry still tries to fit with behaviours that made sense when data was scarce, rather than in super-abundance, and the American Age of Empire was at its peak – establishing and sustaining the rules of global trade and codes of organizational conduct.



Meanwhile, in this legacy world of HR, climate change and environmental degradation were problems for another day – not something that troubled heads of state. Now the ex-President of Ireland wonders whether her own grandchildren will come to hate her for the selfishness of her generation who preferred the comfort of the status quo (and ignored the evidence of Al Gore’s ‘An Inconvenient Truth’) – rather than putting to good effect the technologies and insights already available to heal the planet from mankind’s excesses.



In this world where the problems of the planet only mattered to the few, business could focus solely on the needs of business – often to great effect – while politicians played a limited role because borders were stable and the old games of Empire, power politics and the pursuit of national interest were seen as secondary to the day-to-day priorities of trade and globalisation. The international order, and all the safety and comfort it brought to people and businesses, delivered a world of relatively limited anxiety – the pursuit of material progress could go about unhindered by difficult questions about identity, boundaries, control and belonging.



Now these more basic questions need to be asked and leaders in HR - like all leaders in business, politics and the arts – are having to find a new language, or revive a forgotten one, that allows them to play a constructive role in a world where there can only be compasses because there is no map for the future. Equipping people to step into the unknown is the new primary task of HR.

**Theme 1:** What is happening to how we understand what it means to be a human being? At a time when Artificial Intelligence (AI) is making so much Human Intelligence redundant, how do people find purpose and prosperity at work? Professional identities are collapsing as Accountants, Lawyers and Teachers are replaced by algorithms; the workers of the brain are being reinvented just as the workers of the hand were originally replaced by automation.

What makes a human being different from a robot, when a robot can evoke an emotional bond in people, when they can copy our movements and gestures so well that we want to reach out and touch them? What happens when a machine is a better companion to us than any person? How do you find dignity and meaning from work when what work is, is being destroyed and remade without us in front of our eyes? Is the dream of creativity the practical reality of what will give work human meaning when AI has taken care of all the drudgery? Or will creativity in turn be something we handover to the machines, just as we have handed over map-reading skills to the invisible control of GPS and Google Maps?

What are the deep-seated needs that human kind has in common?

<https://www.youtube.com/watch?v=vdb4XGVTHkE>





**Theme 2:** What is happening to borders and boundaries at national, organizational and personal levels? The current age of globalisation is coming to an end. Old and new borders and boundaries are being established, President Trump is intent on taking the US into a new age of protectionism, while the UK has decided to put an end to its involvement in the ever-growing integration of the EU. We are entering the era of semi-globalisation, where national interests will once again return to the forefront of how political and trading boundaries are drawn up. There will still be considerable amounts of global integration and exchange, but not with the same assumptions about its extent or the rules to be followed.

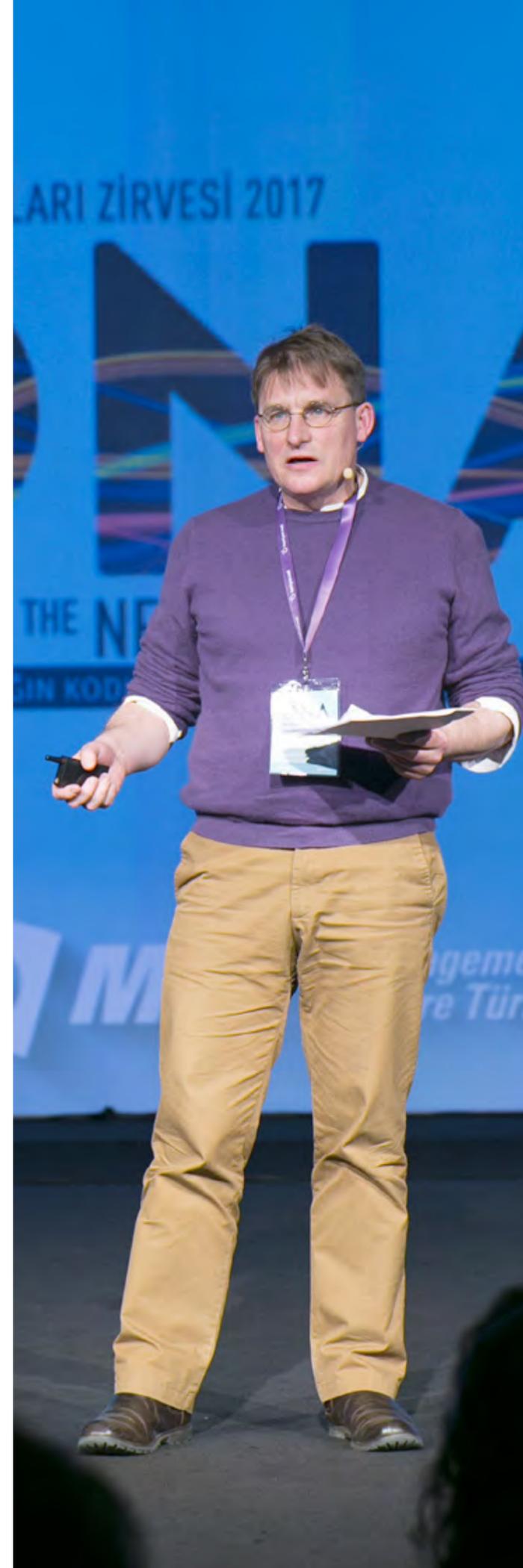
How do we create and sustain those deep-seated and generative relationships that overcome the distances of power, separation and perceived difference? How do we embrace the beauty and the ugliness of the modern world, what we have done to the world and what we can do to make our participation in nature healthier? Is it sustainable for human beings and our domestic animals to make up 98% of the biomass of mammals on the planet? Can we go on eating 140 billion animals a year?

How do we move on from being consumers and polluters to people capable of turning the desert into a garden?

<http://kibbutzlotan.com/sustainability/?lang=en>



Migration is not going away. Climate and war induced movements of people will continue. International tension will stay a fact of life – as former General Bernd Papenkort observed, we are at a point of transition between Empires and these points of transition are always associated with armed struggle. Businesses will need to respond to these new realities and pay greater attention to the mentality of politicians and national statesmen than they have in the past - when the international order was underpinned by the USA and post-war bodies such as the UN and the World Bank. This will be a time of tension and fear, but as with any time of upheaval new opportunities will present themselves, such as developing products and services that will mitigate the effects of climate change or facilitate trade across the soon-to-be less permeable boundaries of nation states. And to understand what is going we have to pay attention to the reality of group psychology.





**Theme 3:** What is happening to what we mean by control? Control is both more possible and more impossible than ever before. Organizations are full of data – individual and group performance can be monitored and managed in the moment. Underperformers can be highlighted and addressed, with training being delivered in bite-sized teachable moments. This sea of data can however also be a distraction, when organizations don't know how to make meaning from it and instead become swamped, overwhelmed by the job of how to make sense the detail and find priorities and focus. Data analytics can also provide organizations with an x-ray of how an organizations social network happens. Hubs of innovative thinking can be tracked and assessed against an organization's decision-making hierarchy and social connectors. The power culture of an organization can be made a tangible resource and can be directly managed as never before.

The fluidity of national boundaries also exists at the organizational level. Organizations can no longer put up boundaries around their sectors and judge themselves in terms of standalone norms. Quality of service is becoming a cross-sector norm – especially as more and more organizations are primarily seen as service providers, where for example makers of TVs become part of a bundled up package of entertainment provision, bought under licence by consumers. At a personal level people are having to cross the borders of their own minds, let go of learnt assumptions of leading and learning and step into an unknowable future, while trying to remember their shared humanity and retain a sense of where we come from and where we belong.

<https://www.youtube.com/embed/tyaEQEmt5ls>



This capacity for directive, externally imposed, monitoring and management co-exists with other qualities that relocate control away from that of the external manager and into the motivations of individuals and the collective culture. When a sense of purpose exists within people, then organizations benefit in terms of better performance – purpose driven organizations will always outperform those that simply look to manage at the level of the task. When an organization creates itself from the ‘why’ of its work, rather than the ‘what’ and the ‘how’, then it can tap into the self-directed capacities and desires of people. Data and the sense that is made of it turn’s from a management responsibility to a responsibility of everyone – self-management and empowerment derives from people who connect into purpose.



Paying attention to culture really matters because performance happens in a context. This is frequently acknowledged by leaders but only infrequently taken seriously in terms of actual executive attention. Culture touches on deep-seated human emotions and needs, communities of people that are bound together by love, who feel deep bonds of mutual belonging and desire for shared success, will achieve amazing things. Leaders who know how to nurture, how to really understand the unique character of the people around them, are the ones who will be able to build loving teams capable of acknowledging fears as well as hopes – and supporting each other to take that step into the unknown and be better than anyone ever dreamed they could be.



### The Second Story – The Mess of the Detail.

*“When people are talking, then they’re not killing”*  
**Prof. Dr. Vamık D. Volkan**

<http://internationaldialogueinitiative.com/about-us/>

This is a patchwork of a story, which tries to speak to the feel as much as the thought of the conference, a series of fragments to be dipped into and not read in sequence or in one sitting. The sense making rests much more with the reader than the writer. It is intended to invite you to recall and relive moments, to encourage the reader to go back into the conference experience and know it again and differently – and to go beyond this text and the conference by following their own curiosity and interest.

**Fragment 1.** What a beautiful voice to start the day with... and then it turns out the song was full of humour as it celebrated a woman’s love for tomatoes. Then there was the room-filling silence after Yann’s last interview and the introduction to his new film ‘Woman’, with the face and words of the prostitute from Thailand filling head and heart... working so her brother and sister could get an education;

<https://goo.gl/qOXwM8>

And always the woman from India, an Untouchable, shouting her despair and powerlessness at the leaders of the world who continue to deny her hope.



**Fragment 2.** We face a time of upheaval, which we can't ignore, when microphones seem to stop working and people burst into an Operatic Chorus... we aren't passive spectators to what is unfolding around us, we are stakeholders in what our politicians negotiate for themselves and on our behalf... the robots are coming whether we like it or not, they can't be un-invented... in 1980 a computer in your bedroom would have seemed impossible, now we are on the edge of having robots in our homes, robots who will play music with us, improvise with us, make mistakes for us... there will be more jobs LOST and CREATED than we can possibly imagine... and we are entering the end of the age of one empire and the birth of a new one, violence is likely.

<https://www.youtube.com/watch?v=EnlOCFca4I>

Meanwhile there are farms, or there soon will be, that grow human organs, allowing us to live longer than ever before.



**Fragment 3.** So what is it to be human? What is our identity? What will it take so that we can die with a smile on our face, knowing that we have lived well and contributed to the planet and the generations that come after us? What is it to have an individual identity... to be a family member... to belong to a group that is bigger than us? The issue of identity is a vital one... we all have different histories and perspectives... when a Greek person gets angry with a Turkish person, they'll bring up 1453! National cultures and conflicts are present in the workplace... history is always waiting to spring to life in the present.

**Fragment 4.** Some say the difference between Arabs and Israelis is 70% psychological... it's probably 99.9%... to understand groups and identities you need to understand how group psychology works.





**Fragment 5.** Anyone can become part of the digital world when it matters to them and meets a deeply felt personal need... an 86 year old Grandmother quickly becomes iPad literate when it means she can see her Grandchildren.

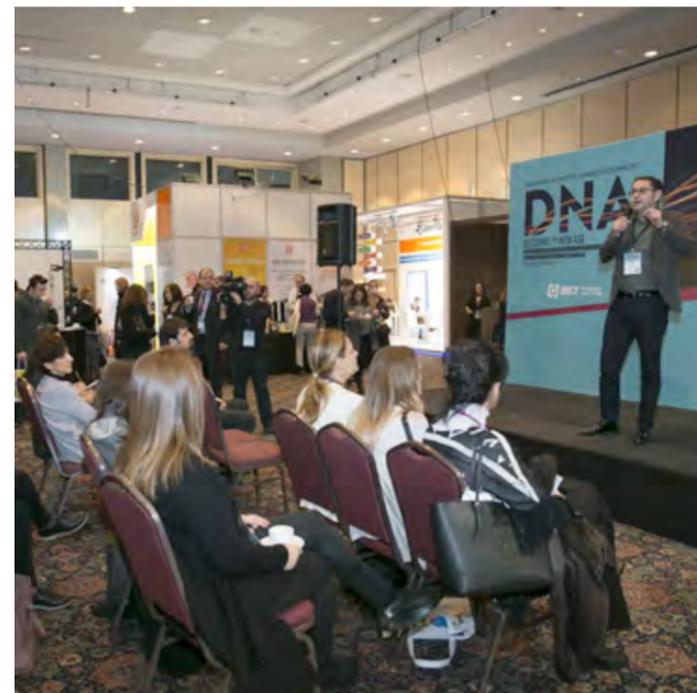
**Fragment 6.** There is a need to keep hope alive through the upheavals of the current age... jobs will be created (though largely in smaller companies... the world's biggest companies by market capitalisation have not increased their workforce in twenty or so years)... the new agriculture can harmonise food, waste and nature... so long as people are talking together, then they're not killing each other... new ways of knowing are emerging, mixing together analytical and expressive data... there is no limit to what people can teach themselves, everything has an explanation on You Tube... with access to the net every person has access to more knowledge than at any time in history.

**Fragment 7.** Access to the Internet and Social Media matters to refugees.... It helps people belong, it gives them a sense of voice and connection... it gives them some power and influence over their lives (at a time when they are at their most powerless).

**Fragment 8.** We must listen to the young and what they hope for. Currently 66% of your children want to leave their jobs within 6 months... they're not selfish, they simply want to be valued... they want everyone to be able to speak up... we must notice who are the people we never hear or talk about.

**Fragment 9.** We must see the reality we are part of... we don't sit outside nature... we eat 7.4 billion people (up from 2 billion when Yann was born)... we eat 140 billion animals a year. 98% of mammals are humans or our domesticated animals.

**Fragment 10.** The nature of human beings has not changed even if technology has... some groups are constructed in turmoil and they try to go back and repair history... which cannot be done, but that doesn't stop them... the question that we are compelled to always come back to is: Who are we? As people we always have a collective as well as an individual identity... the risk is that we focus on our differences, we define ourselves in opposition to others, and so we fuel polarisation and fragmentation... this happens at every level of life... at work... socially... politically... inter-nationally... we can project, disown, onto others those parts of ourselves we don't want to admit to having within us.

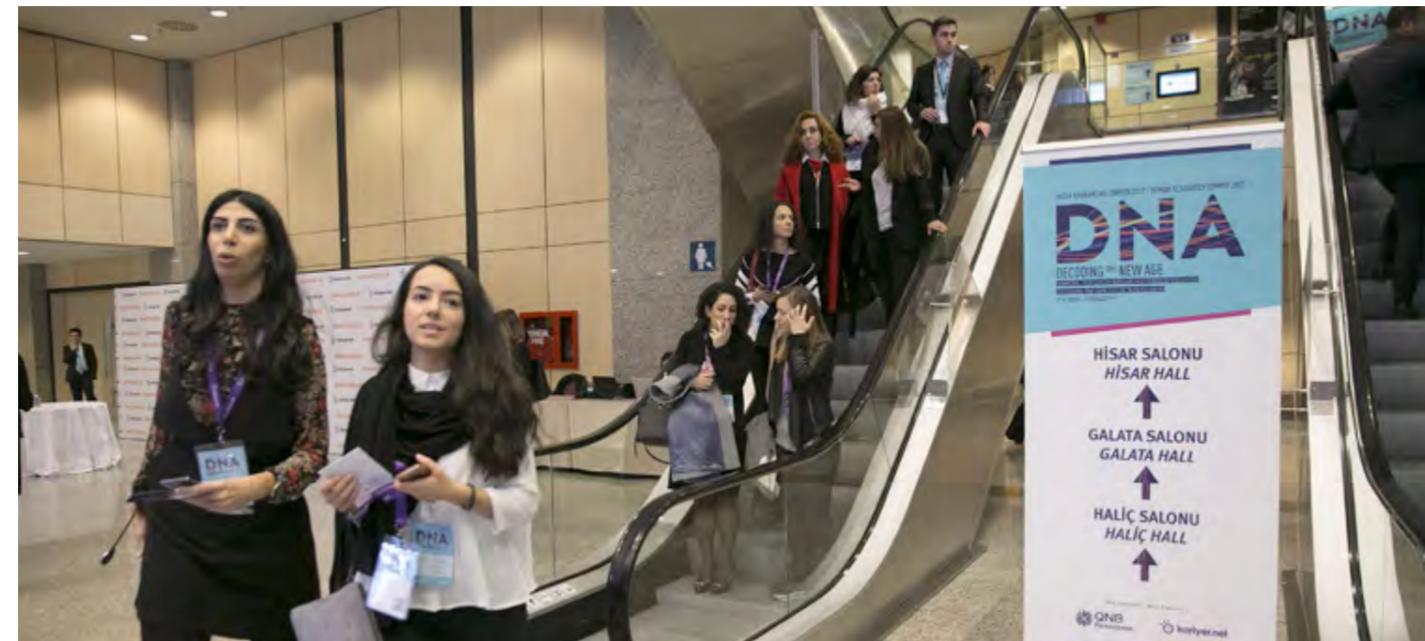




**Fragment 11.** Remember what the students said in their own voices... remember what it felt like to hear from them directly rather than have someone speak on their behalf. They hope for a workplace that is creative, where AI takes care of the drudgery... they know how to be together online... they know how to experiment, to download an App and play with it, see if it does something useful for them... they learn through direct encounter and experimentation not by reading through an instruction manual... they expect to score people and be scored in return... they see social media as a personal billboard for everyone... and they don't see themselves as selfish, and they're tired of being told that they are... they see themselves as valuing themselves... they have grown up being seen and heard online and cannot understand a world of work where only some people are allowed to speak up.

**Fragment 12.** The majority of the workforce in the world is under 35... the Millennials have arrived. And remember how differently they communicated with the CEOs – the letter that Professor Peter Hawkins read out from the CEOs was long and worthy... the response from the leaders of the future was much shorter. When the millennial generation meet together they don't spend two days talking together or at each other... by the end of the first day they're ready to do things. They set up websites and create massive on-line communities to explore what people are doing, saying and thinking. There are no barriers to them in working in virtual communities, they've been doing it all their lives.

**Fragment 13.** Do your people meet on the same ground as their managers? Or do the managers keep themselves apart from the day-to-day work of the people who work for them? Do your managers have credibility in the eyes of the people that work for them – are they seen to understand the World as it is, the chaotic and volatile environment that is being dealt with? Or do they seem out of touch and stuck in a world of twentieth century management, with its predictability and maps?



**Fragment 14.** If you're too full to learn, nothing can change you... we need to learn that soil is not dirt... that leaders need to give people compasses not maps... we need to learn by getting out of our offices and learning the names of herbs.

**Fragment 15.** We need to notice the definitions of success and failure that we live with... we need to think what our children and grandchildren will say of us as a generation... will they be angry with us for the inheritance we leave them?

**Fragment 16.** Why are we so blind to beauty? Why aren't we looking for beauty all the time? Why do we run away from creating a culture of love where people can be honest both about their hopes and their fears and notice how much they limit themselves by their habits of thought? How do we create cultures where people want to work for each other and not just for themselves? How do we take seriously the biology of purpose and how we can create environments where people want to embrace their purpose?



**Fragment 17.** Uniqueness has become an expected feature for customers. Why not for employees? What stops us getting to know people really well? What stops us turning to people and embracing their utter mystery by stopping ourselves from our unquestioned habits of seeing others through a series of labels, assumptions and projections of our own making?



**Fragment 18.** We need to focus on teachable moments... use data to support people in working through specific development needs (not force everyone to go through the same standard package of development - at a time that suits the schedule of the Training department, rather than the people who have to apply the training)... we need to empathise with people as they cross the borders of their mind and step into what is for them an unknown way of being. Remember the story of the young girl sitting in the back of the car as her parents drove her and her brother across the border and away from the then Communist Romania for ever. Remember her sense of what she was losing, everything she knew and was familiar to her was now gone as her parents drove them all into an unknowable future.



**Fragment 19.** Remember it is always about people in relationships with each other and these relationships are always unique... remember our vegetarian film maker whose relationship with his mother was half love... half meat.



**The Third Story – The Emerging Agenda.** The priorities for HR professionals given what we know about the new DNA of HR.

1. Do you know what matters to you and those around you? What is your purpose?
2. Are you prioritising purpose in your recruitment? Or are you focusing on generic skills?
3. How are you valuing young people? Are they being given a voice? Are they being heard?
4. Do you know how to manage your culture? Do you know what your culture can and can't become? Do you know how to make your culture visible and discussable?

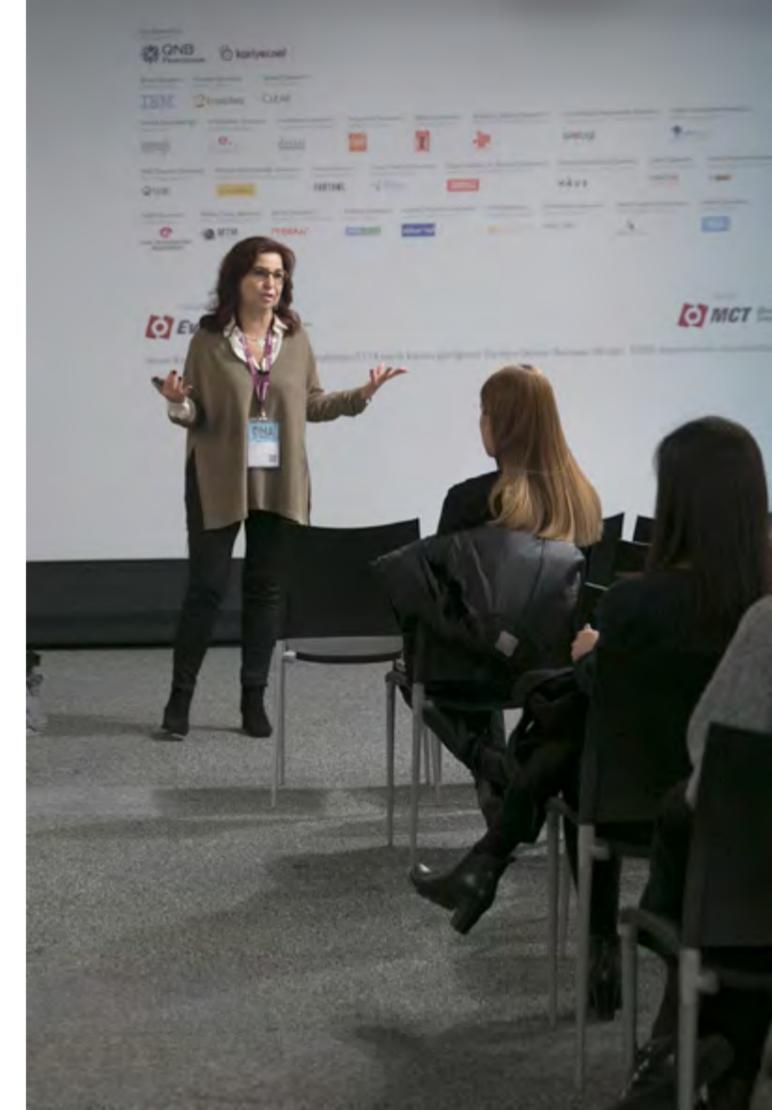


5. Is training delivered on a real-time, as needed basis, in a way that prioritises the needs of the people who need to do their work better?

6. Is feedback and performance management in the moment? Or does it happen once a year once everyone has forgotten what happened?

7. Do people evaluate their relationships with others up and down the hierarchy? Are these evaluations and scores made public?

8. Do you take into account the consequences of changing political, social, technological and environmental contexts for the anxieties people might have?



9. Do you know how to make it safe for people to speak up about not only their hopes but also their fears when they are going about their work? Do your managers and leaders know how to do this?

10. Do you now what a competency model needs to look like in a world where most of the work will be done by AI?

11. How do you manage talent when you don't know what will count as talent in the future?

12. Do you encourage people to experiment and learn through direct experience – or do you prefer to teach people using abstract theoretical models or generic training packages?



**16.** How cut off are managers and leaders from staff and what they are dealing with?

**17.** How cut off is your organization from the reality of the world and its implications for how the business needs to change? Does your organization still see business and its performance as something separate from the rest of the world?

**18.** Are your Training and Consulting Partners working from twentieth or twenty-first century model of learning and development?

**19.** Are you buying in support from Trainers and Consulting Partners using a model that comes from a twentieth or twenty-first century model of learning and development?



**13.** Do people in your organisation know how to approach their development as self-directed learners? Or do they expect to follow a pre-set curriculum?

**14.** How do you prevent polarisation and fragmentation of identity across your organization?

**15.** Do the leaders of your organization understand the power of large group psychology and how it informs collective and individual behaviour?



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