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# Human Capability Exchange 2025

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April 23 – 24, 2025

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# Time to Shift from HR to Human Experience?

with Anne-Marie Law  
Strategic HR Consultant & Former CHRO

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# Session Speakers



**Anne-Marie Law**

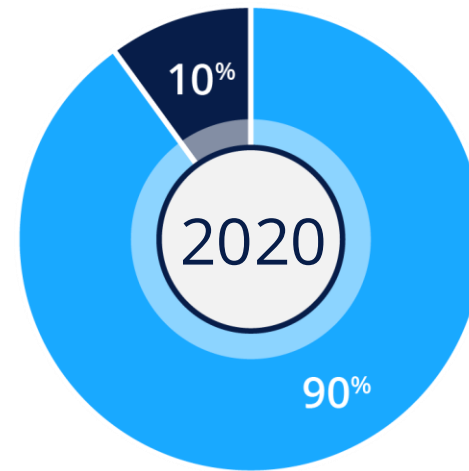
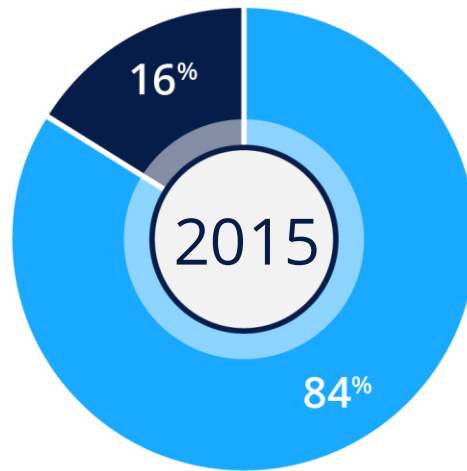
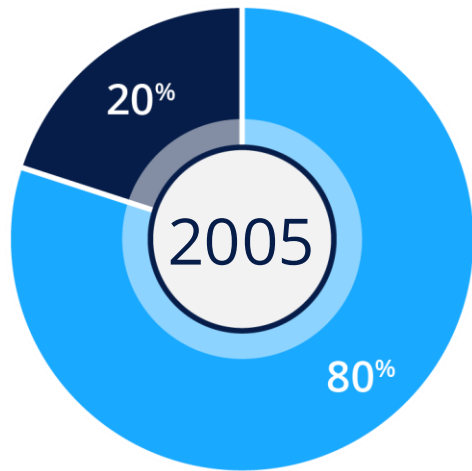
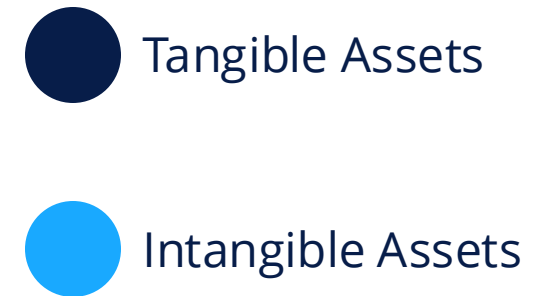
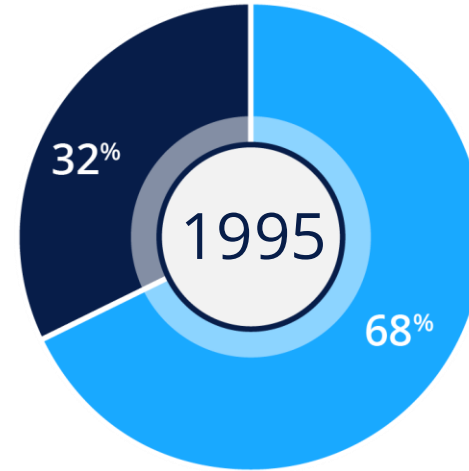
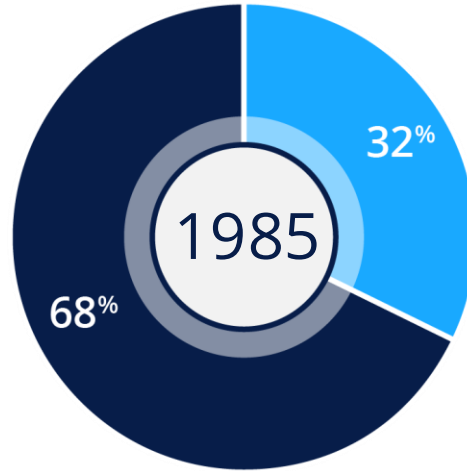
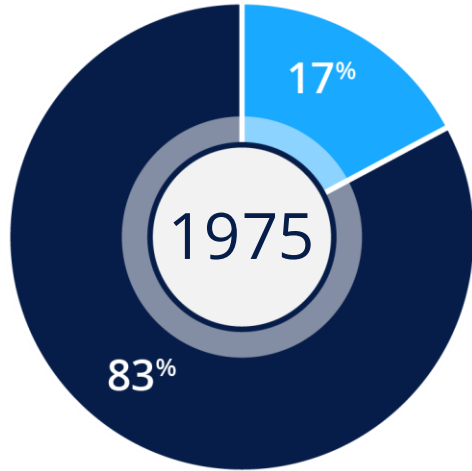
Strategic HR Consultant  
& Former CHRO



**Norm Smallwood**

Co-Founder & Partner  
The RBL Group

# How has market value changed?



Source: Ocean Tomo, a part of J.S. Held, Annual Study of Intangible Asset Market Value, 2020

# Unlocking Value



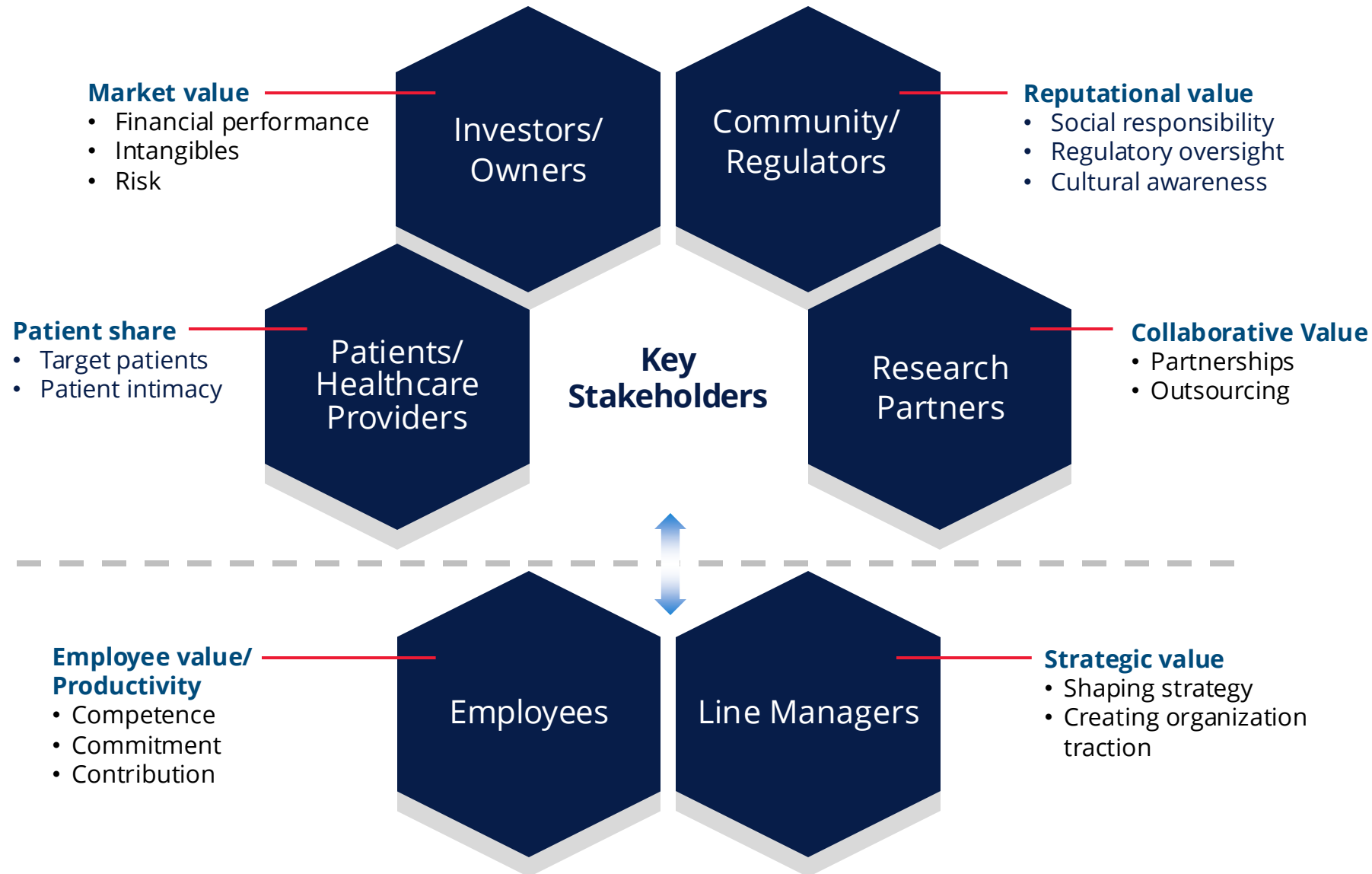
## What a company is known for:

- Keep Promises – Quarterly Earnings and more
- Compelling Strategy – How we Win & How we Grow

## What a company relies on:

- Capabilities
  - Technical specific to the business – specialist knowledge, unique processes etc.
  - Cultural

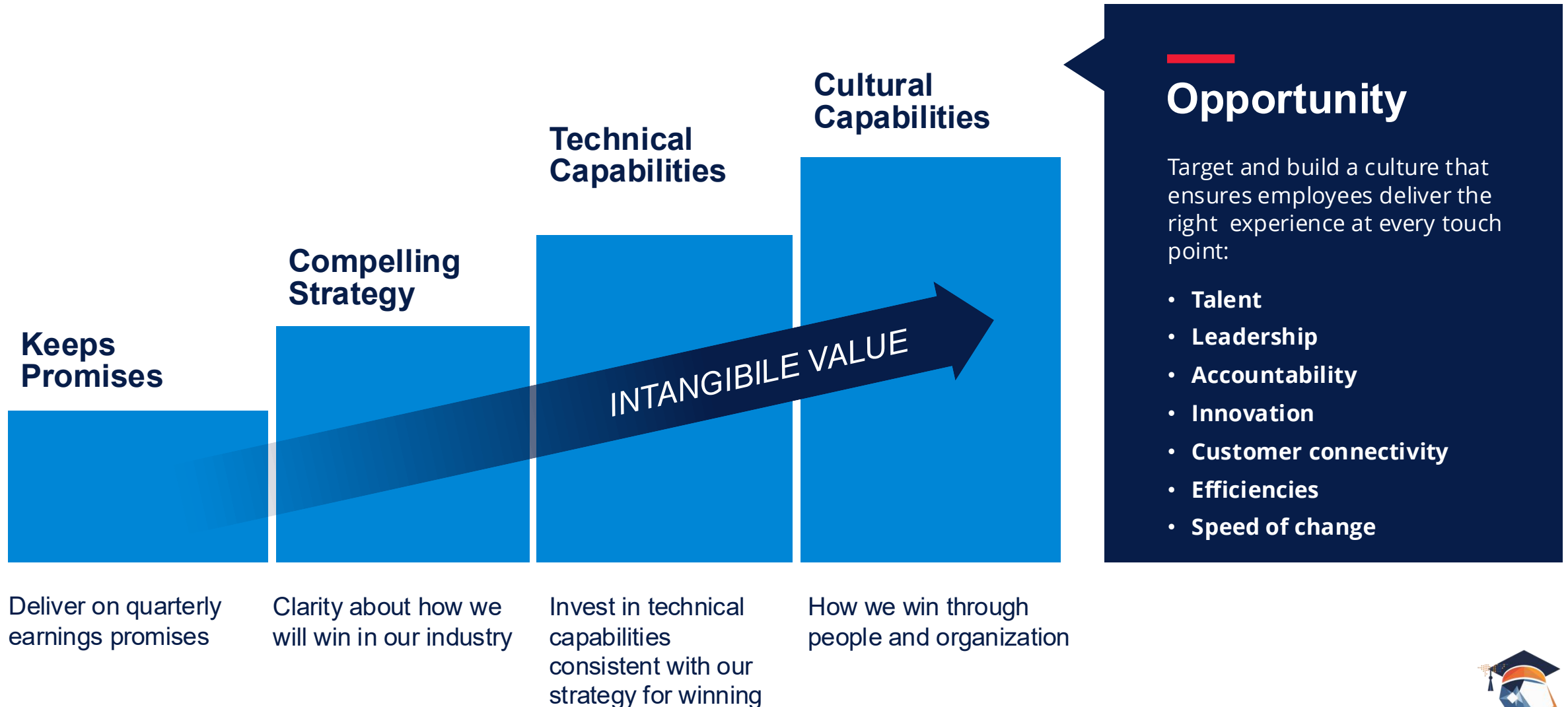
# Stakeholders Ecosystem and Brand Reputation



**Understand & manage complex relationships**



# Capabilities Create Stakeholder Confidence



# Desired Experiences Don't Just Happen. They Must Be Designed.





# Design for Experience

- All Organizations are perfectly designed to create the experiences they create



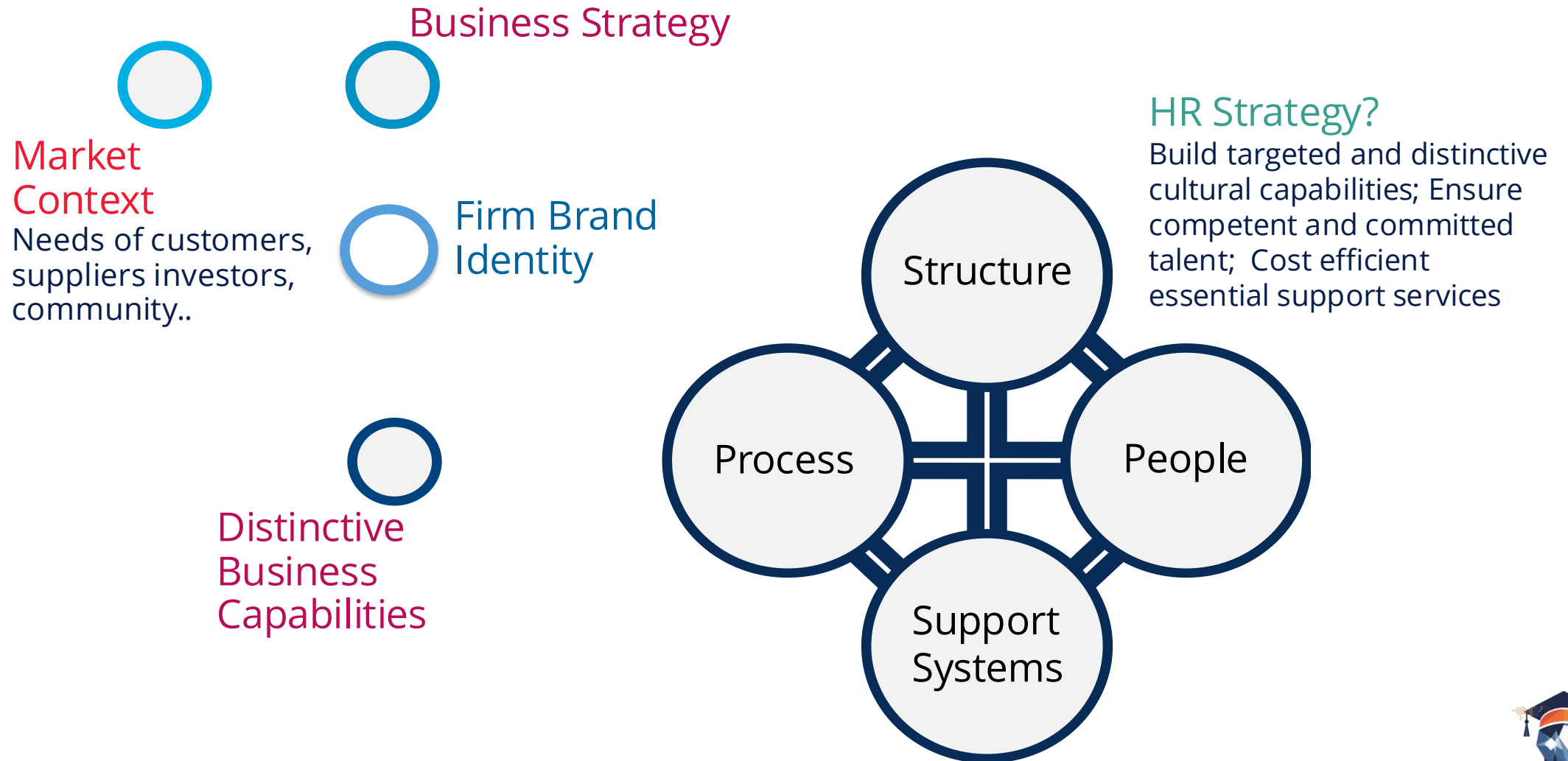
- Designed to deliver your brand promise?

# Winning, by Design



- Aligning Structure with Strategy
- Processes Support Desired Behavior
- Creating a Brand-Aligned Culture

# Putting it together...



# Culture Creates Your Firm Brand

## Make Real to Customers

- Attract
- Convert
- Fulfill
- Leverage



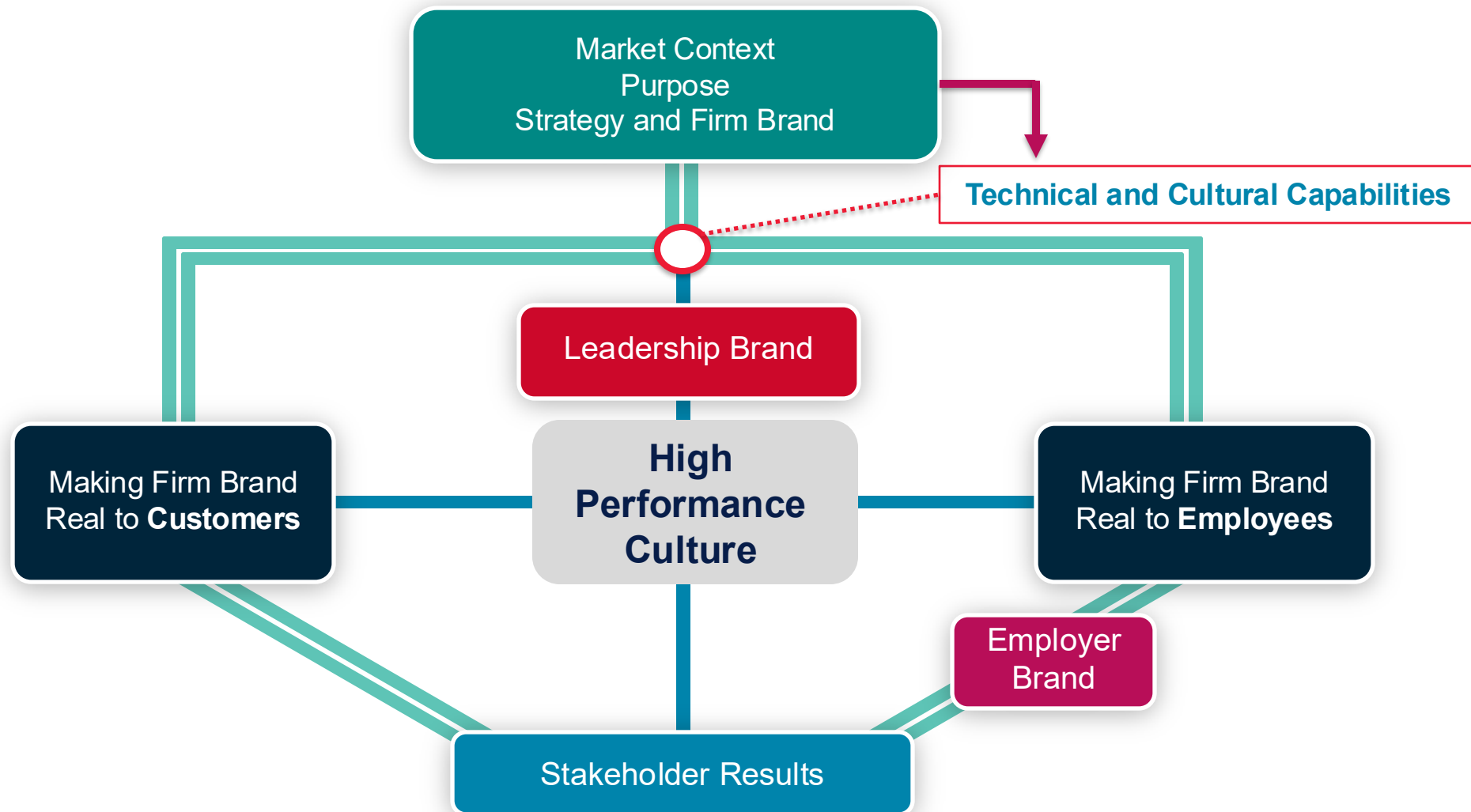
## Make Real to Employees

- Top down
- Bottom up
- Side to side
- Leadership behaviors



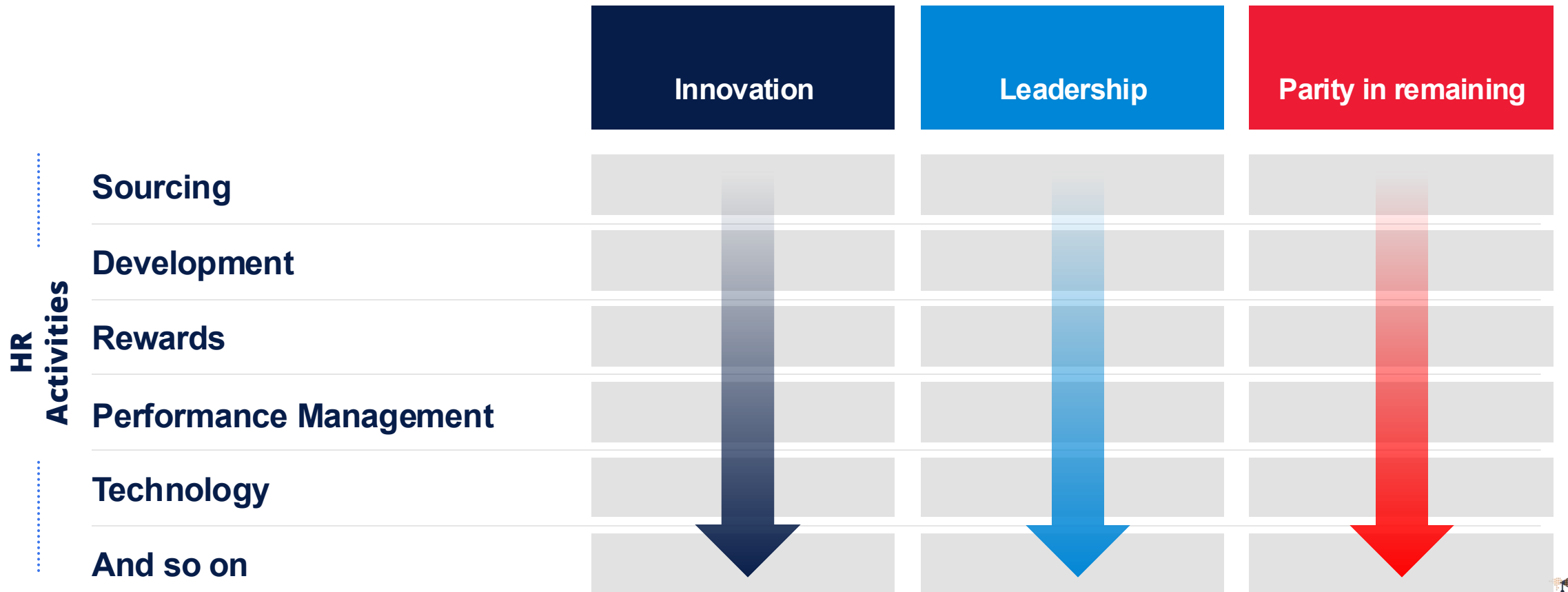
# Aligning Leadership, People and Culture

Building a high-performance culture involves aligning organizational elements that enable the targeted customer experience every time.



# Experience implications: Shift from optimizing HR to creating leverage through culture – from rows to columns

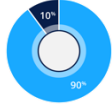
..... Example Cultural Capabilities .....



HR: Ready, Willing and Able?



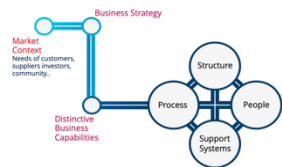
# Summary Logic: Design Distinctive Human Experience



Market rewards businesses who build stakeholder confidence in their future through distinctive capabilities. Earnings are necessary but not sufficient



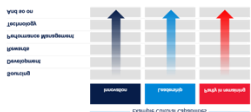
Can't just hope for this distinctiveness. Must design it



Can't design it without business context. Need clarity of strategy, technical and cultural capabilities and firm brand. With this context can design organization to optimize target capabilities and stakeholder experience



Must also design leadership to enable organization design. Leaders must connect employees on inside with stakeholders on outside to ensure desired stakeholder and employee experience



HR Role is to build distinctive cultural capabilities. These capabilities are built by integrating across HR practices. Innovation needs right selection, development, rewards



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# Get in Touch

Questions about the presentation?  
Reach out and we'll get your questions answered.

 [www.rbl.net](http://www.rbl.net)

 [rblmail@rbl.net](mailto:rblmail@rbl.net)