

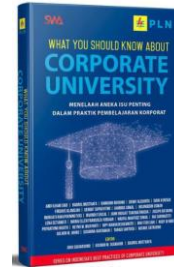
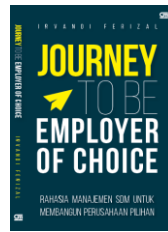
A grayscale photograph of a person in a suit, seen from the chest up. They are adjusting their tie with their right hand. The background is dark and out of focus.

CRAFTING HR AS BUSINESS PLAYER IN NEW & NEXT NORMAL ERA

Irvandi Ferizal

National & International Awards :

Asia HRD Congress Award, 2006
World HRD Congress, 2009
HR Inspiratif, 2009
Top 100 Most Talented HR Leaders in Asia, 2015
Dave Ulrich Award for HR Leadership, 2016
Best Inspiring HC Director-IHCA 2016
Best of the Best HC Director – IHCA2017
CHRO of the year 2017 & 2018
Best HC Director for Employee Engagement-IHCA 2018
Most Outstanding HC Director –IHCA 2019
Global HR Hero Award - 2019



PMSM – Chairman (2013-2016)
AIESEC – Board of Advisor
Forum HC Perbankan Indonesia
– Chairman (2020-2021)
HR Dir Forum – Cluster Cord.

Maybank Indonesia
Human Capital Director



Mondelēz International
Director HR Indonesia
Director HR ISC Southeast Asia



**Head of HR Sub Region
Indonesia**

Nokia Siemens
Networks



Country HR Director

Training Manager

**Training & Dev.
Manager**

Management Trainee



- **Top 10 Bank in Indonesia; 2400 branches around the world, 44,000 employees**
- **Biggest Unit Usaha Syariah**
- **One of top 4 biggest Group bank in SEA**
- **3rd largest Islamic Banking in the World**



One of Best Companies to Work For, for 4 consecutive years



Learn from Crisis -20 Companies

(Rene T.Domingo & Kristanto santosa)

Developing more affordable products and services

Developing Innovative “Crisis” products and services

Expansion during crisis –”Buy in bad times”

Management employee partnership

Transparency with creditors

Financial prudence and **business focus**

Robust products

Robust product mix

Currency match and mix

Robust Client and client mix

Up to date product/client profitability analysis

Hands on leadership

Strong professional, corporate values

Good corporate governance

Crisis readiness checklist and prescriptions



The Future is Now

**DISRUPTORS ?
Or
opportunities?**

Sales of \$1
bil in 1
minute

Anytime,
anywhere is
the new
normal

AI's "black
box"
function
creating
false people

Asset
sharing and
open
source is
normal

Works of
art
painted
not by
humans

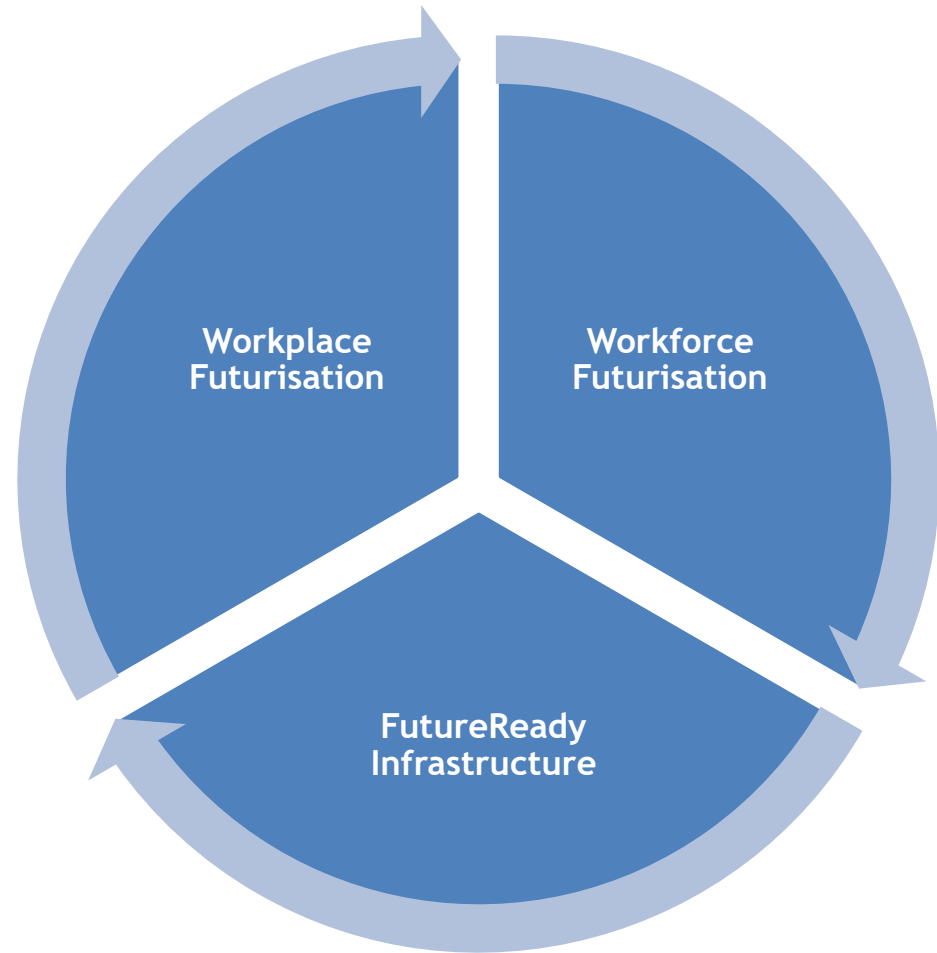
Information
can reach
50 mil
people in
35 sec

Poems
written by
AI

Mortgages
approved
through
facial
recognition

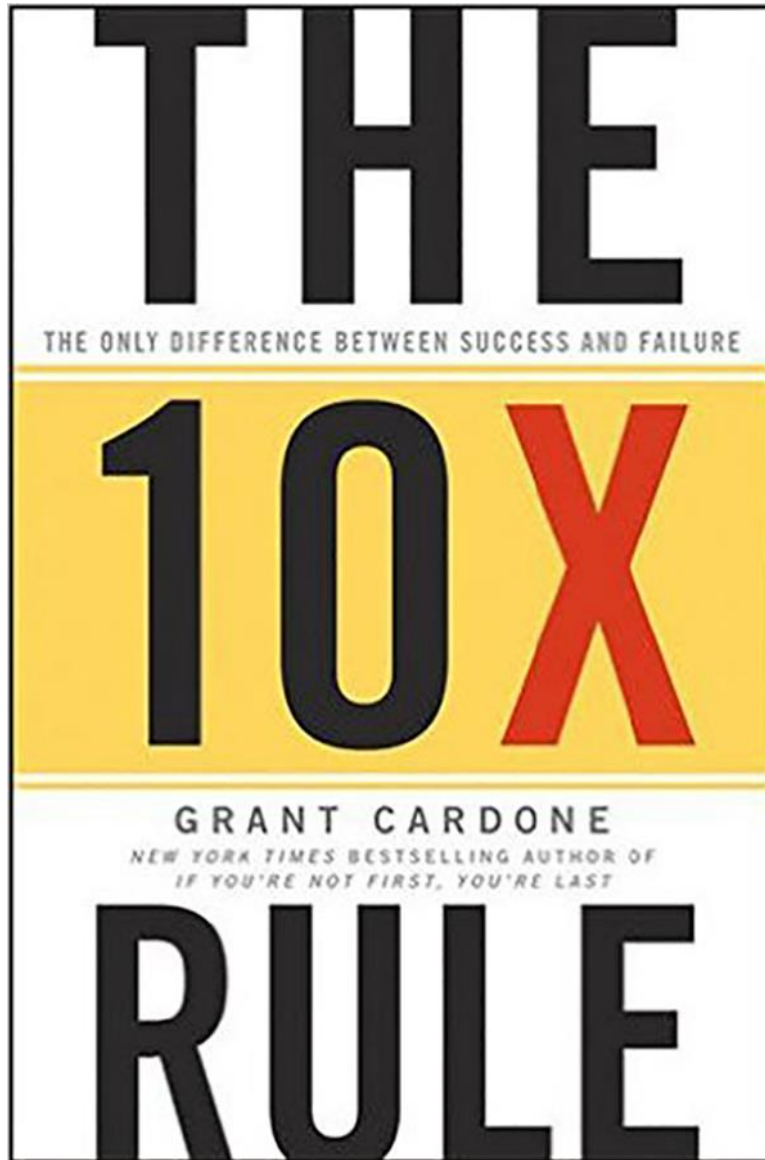
Recyclable
rockets
capable of
returning to
Earth from
space

E
V
I
D
E
N
C
E



10X better than 10%....

1960s – We choose to go to the moon – Big Ideas, Radical, Dare to Do and We Made It!



The **10X** Rule says that :

- 1) YOU should set targets for yourself that are **10X greater than what you believe you can achieve** and
- 2) 2) YOU should take actions that are **10X greater than what you believe are necessary to achieve your goals.**

The biggest mistake most people make in life is not setting goals high enough.

10%...

- focus on the existing tools and assumptions,
- building on top of an existing solution
- find ourselves stuck in the same old slog

10X...

- Operating at activity levels far beyond the normal is 10X action and execution.
- Act at levels 10X beyond the norm
- Embrace “Moonshot Thinking” coined to reflect the Apollo journey to the moon in 1960s - strategy towards the future which addresses a big problem, proposes a radicals solutions and utilizes innovative thinking & technology



Good bye HR Zaman Old



Hotel Concierge : based on order



A cop : focus on disciplinarian



Fast food restaurant : Menu oriented



Penthouse Highrise building :
Not down to earth



Fire brigade : needed only while a problem



Event organizer : Event based vs impact



“New & Next Normal” of HR



Nimble & Agile

Quick & responsive to our stakeholders



Digitally Oriented

Digital mindset to get work done



Extract Synergies

Collaborate with cross functions & geographies

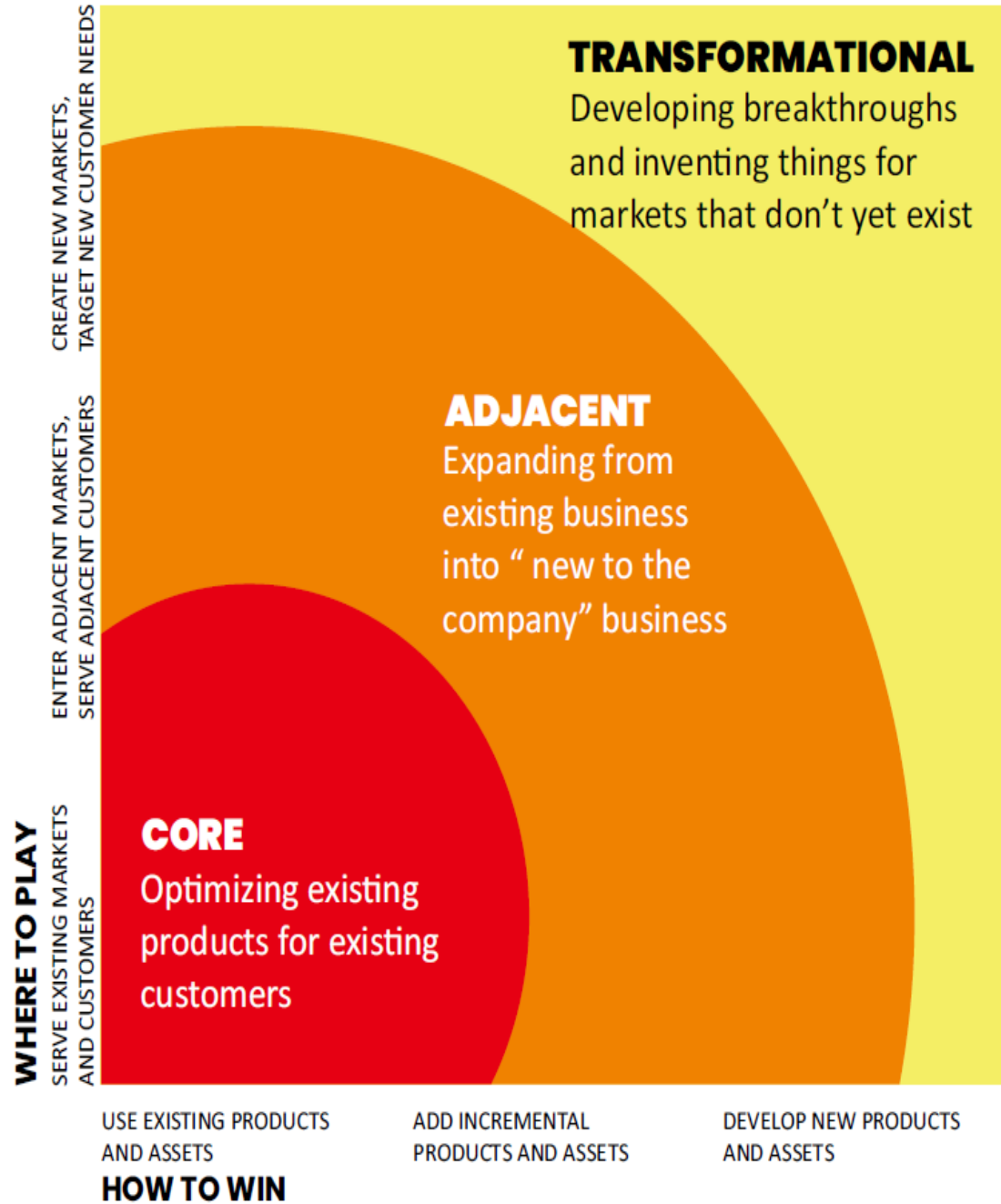


Adaptable

Flexible to embrace ever-changing environment

SURVIVAL INNO VATION STRATEGY

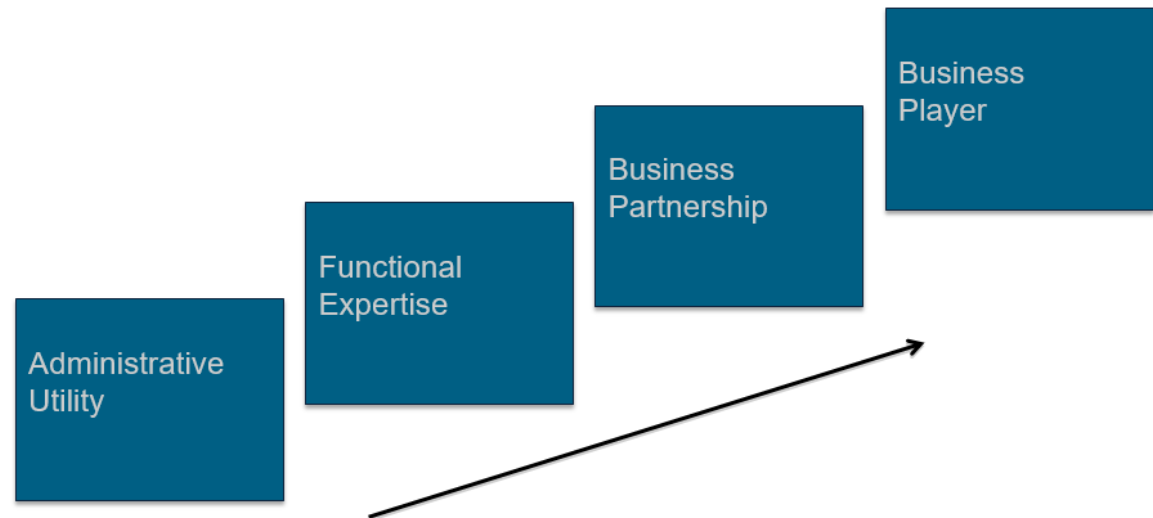
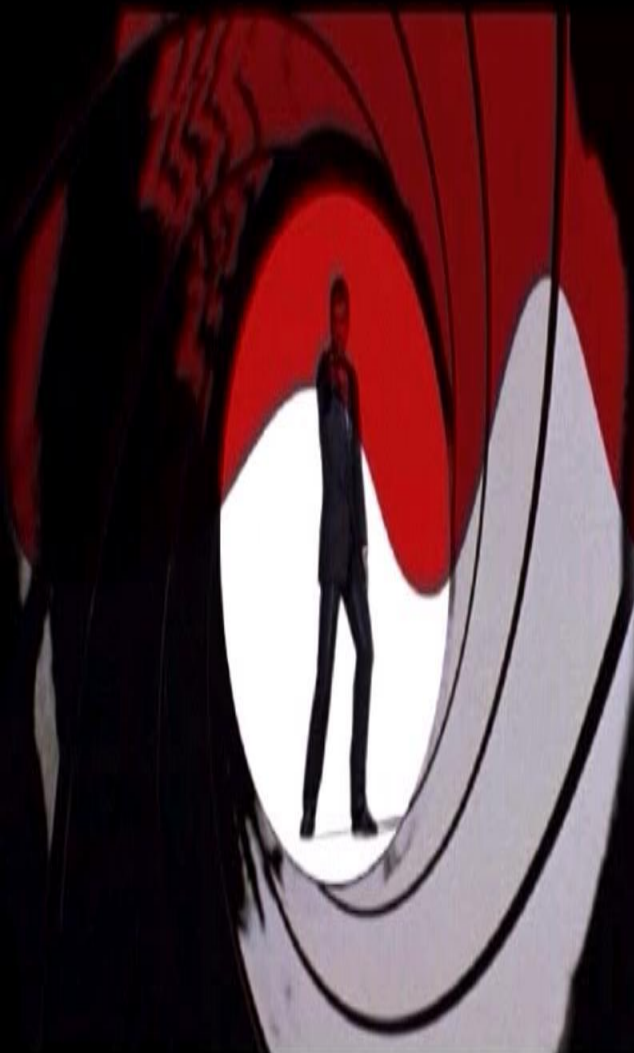
Source: Nagji-Tuff, 2012



It's not enough!! Need New Normal of HR++ Role



Next Mandate for HR Journey





-Understand Business
-Think the Business
-Act like Businessman
-Part of solution, not the problem

Business Players :

Active
Involve
Act like owner
Frontline

More than Business Partner :

- Together
- Accompany
- Consult
- Advice

- Proactive manage /drive Capability, Capacity, Culture; to respond the business circumstances and FUTURE READY
- Cost solutions
- Drive business growth through HC intervention
- Engage customers through HC program/platform
- Drive business transformation, incl. digital
- Marketers/PR

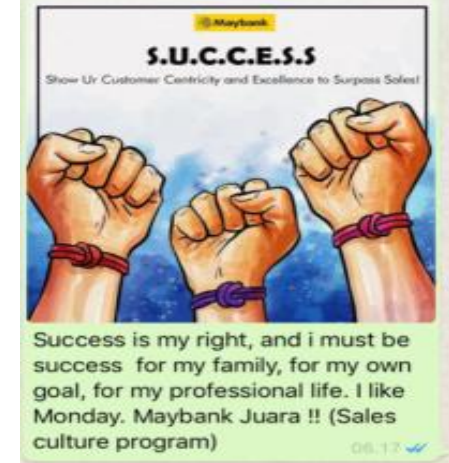
Event
based

Impact
based

Example Sales Culture : What have done ?

1

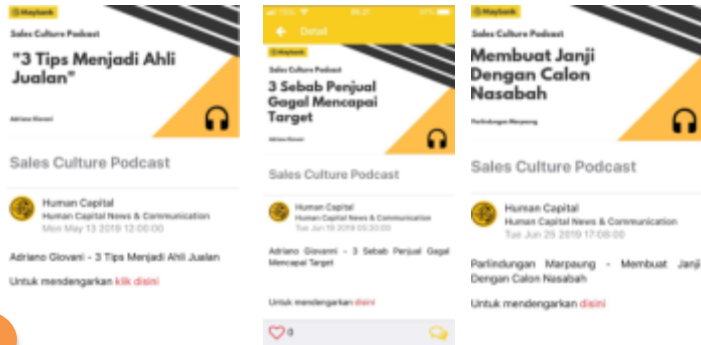
Every Monday, **Motivational message** through WA distributed to all Frontlines Sales. Positive feedback from floors ; perceived as positive energy in the morning.



Example Sales Culture : What have done ?



2 **Morning Sales Motivational Talk (Podcast)** - every Wednesday (using MyNet); kicked off by early March .



3 **Poster : Sales Culture**; already been visible in all Branches.

4 **Material on Branch Huddle** : every Tuesday with Sales Culture Campaign..

5 **Wall of Fame - Recognition wall** : available in all regions.

6 **Sales Champion** : discussion and sharing concepts about business and motivation to all sales person in branch/ region. Each MBI Sales Champion hold a responsibility in respective region.

Sales Culture (Series 4 - 2020) 1/2

Bacakan :
KISAH TUKANG BATU

- Seperti biasanya di pagi hari Tukang Batu berangkat ke Gunung, dia mencari batu yang kemudian harus dia pecahkan.
- Pukulan pertama dia ayunkan Palu untuk memecahkannya. Belum membuat batu itu pecah. Pukulan kedua dia ayunkan lagi, belum pecah.
- Kemudian dia balikan batu itu, lalu pukulan ketiga dia ayunkan lagi. Juga belum pecah.
- Mungkin pada pukulan ke 7 , 8 atau ke sepuluh batu itu akan pecah.
- Pertanyaannya, apakah karena pukulan ke7, 8 atau ke sepuluhlah yang membuat batu itu pecah? **Bukan.**
- Pukulan pertama, kedua, dan seterusnya memberikan kontribusi positif terhadap pecahnya batu.
- Pukulan, bisa dilakukan ditempat yang sama, atau bisa dilakukan di tempat yang lainnya pada batu tersebut.
- Itulah yang membuat tukang batu berhasil memecahkan Batunya.

Learning point dari cerita ini adalah: Sebagai seorang Banker, ketika Anda belum berhasil melakukan penjualan, janganlah kecewa, karena itu mungkin baru pukulan pertama. Atau baru pertemuan perdana. Anda dengan Suspect atau prospect Anda.

Coba dengan pukulan kedua, atau cari cara lain untuk berhasil menjual.

Sales Culture (Series 8 - 2020)

Bacakan :

- Pada suatu hari ..seorang anak kerang di dasar laut mengadu dan mengaduh pada ibunya sebab sebutir pasir tajam memasuki tubuhnya yang merah dan lembek.
- Anakk, kata sang ibu sambil bercucuran air mata, Tuhan tidak memberikan kita bangsa kerang sebuah tangan pun sehingga ibu tak bisa menolongmu. Sakit sekali, aku tahu. Tetapi terimalah itu sebagai takdir. alam. Kuatkan hatimu. Jangan terlalu lincah lagi. Kerahkan semangatmu melawan rasa pedih dan sakit yang menggigit. Balutlah pasir itu dengan getah perutmu. Hanya itu yang bisa kau perbuat, kata ibunya dengan sendu namun lembut.
- Maka si anak kerang pun metakukan nasihat ibunya.
- Ada hasilnya, tetapi rasa sakit bukan alang kepaling. Kadang di tengah kesakitannya, ia meragukan nasihat ibi.

Dengan air mata ia tahan bertahun-tahun. Tetapi tanpa disadarinya sebutir mutiara mulai terbentuk dalam dagingnya. Makin lama makin halus. Rasa sakit pun makin berkurang. Makin lama mutiaranya makin besar. Rasa sakit menjadi terasa wajar. Akhirnya sesudah sekian tahun, sebutir mutiara besar, utuh mengkilap, dan berharga mahal pun terbentuk dengan sempurna. Dirinya kini, sebagai hasil derita bertahun-tahun, lebih berharga daripada seribu ekor kerang lain yang cuma disantap orang sebagai kerang rebus di pinggir jalan.

Pelajaran dari cerita ini :
 Kesuksesan diraih dari sebuah proses; tidak ada yang Instant. Kadang kita harus melalui proses ketidaknyamanan.

COMPLIANCE CULTURE (Series 4 - 2020)

BACAKAN: Declare

Shinta melihat pimpinan cabang di kantornya Dewi memiliki hubungan kekerabatan dengan nasabah Bank bernama Rio, suatu hari di hari ulang tahun Dewi, Rio memberikan hadiah ulang tahun berupa tas branded, dan Dewi terihat beberapa kali menerima hadiah- hadiah kecil dari Rio.

Shinta melaporkan melalui whistleblowing terkait adanya penerimaan barang-barang dari nasabah dan khawatir ada pengaruhnya ke profesional pekerjaan Ybs sebagai Pimpinan cabang.

Setelah ditelusuri, ternyata pemberian-pemberian tersebut tidak ada unsur suap atau mempengaruhi keputusan Dewi dalam pekerjaan, pemberian tersebut murni adalah karena Ybs memiliki hubungan spesial dengan Dewi.

"Diskusikan"

Apa yang seharusnya dilakukan Dewi agar tidak dicurigai oleh rekan kerja atau bawahannya terkait hubungan spesial nya dengan nasabah?

Jawaban:

Sesuai Kebijakan Benturan Kepentingan, laporkan / declare melalui MyHRu jika karyawan memiliki hubungan kekerabatan dengan nasabah/ vendor perusahaan, agar karyawan terbebas dari segala konflik kepentingan yang jelas dapat berpengaruh kurang baik terhadap pelaksanaan tugas karyawan dalam menjalankan tugas dan kewajibannya.

Ten topics worth talking about



Turbulence



**Short-term uncertainty;
long-term opportunity**



**The next billion consumers
(and the next)**



**The West: recede with
caution**



**Better everything for
everyone?**



Rise of retailer brands



Perfect Sales Execution



More powerful women



The connected consumer



**Conscientious
(or trying to be)**

Resolve

Develop immediate
crisis call of action

Have we
completed all the
call for actions?

Resilience

Near term cash
management & stabilize
operations

Have do we stay
afloat

Return

Reassess entire business
system to return
business in stages

How do we get back
to business

Reimagine

Relook at longer term
business improvement & new
opportunities/innovations

How do we sustain
for long haul

Reform

Transform the business to new
direction, responding to
business ecosystem



HR execution in the crisis :



- FOCUS (for ADDED VALUE)
- LEAN HR (Cost Management), WITH ETHICS
- CHANGE MANAGEMENT (Marketing of Change) with STRONG HANDS ON LEADERSHIP (Open-Trust-Integrity)
- STRENGTHEN THE ENGAGEMENT, USING Co.VALUE / CULTURE
- STRIVE TO RETAIN THE BEST TALENT
- GIVE EMPLOYEES EXCITING AVENUE TO WORK ON
- PLAN FOR EFFECTIVE EMPLOYER-EMPLOYEE PARTNERSHIP

What we have (example)

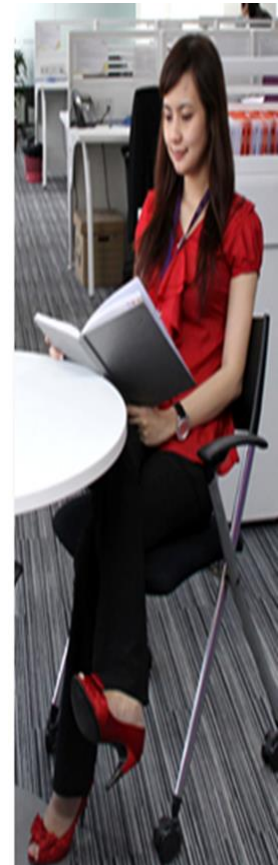


Value Proposition	HC Tactical Activity
Safety & Protected	<ul style="list-style-type: none"> Protocol of Prevention, Monitoring & Action PPE Availability & General Cleaning (disinfectant) Work From Home, Split Operations Coverage of Health Insurance Health & Safety Campaign on Covid Prevention
Been cared (Emphatic)	<ul style="list-style-type: none"> Employee Loan /Financing Deferment Plan Bus /Transportation assistance during PSBB (partial lock down) Hotline number (Counselling) HC Care handling for employee & family impacted
Been Communicated & Energized	<ul style="list-style-type: none"> Daily check in/check out by scanning QR code in MyNet WFH Playbook Series, New Normal Playbook WFH Challenge - for energizing Weekly Virtual Sport for Maybanker Weekly Zoom Call for Motivational Talk Regular Update from Management, incl Leader Meet Leaders; Ngabuburit with BOD (Virtual session)
Been Productive	<ul style="list-style-type: none"> A Weekly Live Seminar for Customer, to build their confidence & have positive insight Enhance employee on-line training; *through My Campus, HMM & Percipio platform Introduce new topics for Sales : Doing Sales by Phone (Connecting, Offering, Closing and Handling Objection); Selling in Difficult Situation. Ramadhan Program Virtual Induction program

Which HR activities should you cost?

- Strategic importance
- Financial significance
- Widespread impact
- Links to a business element of considerable variability
- Focus on key issue, problem or decision facing line managers

		POTENTIAL COST IMPACT	
		HIGH	LOW
FUTURE IMPLEMENTATION	FAST/EASY		
	SLOW/DIFFI CULT		





WAVE ONE: COST-CUTTING TACTICS

Take out tactics



Timing tactics



Capturing variable expense savings

WAVE TWO: INCREASE EFFICIENCY, FAST

Optimizing rewards spend



Adjusting management spans



Stopping grade /title inflation



Auditing your operating model for redundancy

Tackling process efficiency



Supplier concessions



Targeted headcount reduction



Targeted facility closures



WAVE THREE: FOUNDATIONAL RESTRUCTURING

Rightsizing layoffs



Divestitures



Capex cuts



Outsourcing



- Governance : Strategy & leadership
- Process : ETDBWP
- Technology
- Structure



BASIC

- Recognize that people costs are sticky, go up relentlessly and are always larger than you think
- Get a strong cost oriented HR function to play the lead in managing people cost

HIRING

- Capitalize hiring decision and treat them like capital investments
- Minimize risk, maximize flexibility

PAYING

- Hold your nerve, stay firm
- Watch out for the salary survey escalator

FIRING

- Clear out dead wood, the organization will thank you
- Do it proactively, earlier rather than later
- Prune with a rolling two year forced ranking
- Stick to a rigorous appraisal and review process
- Watch out for taskforce volunteers

MINIMIZE THE CORE ORGANIZATION

- Push component supply and low value functions out to subcontractors and outsources
- Replay empire building with a minimize core mindset



- Give all you new employees a headstart (Employee's experience)
- Keep a close eye on “managers” (identify and weed out poor people managers)
- Make you employment visible (CSR, Employer brand)
- Involve the employee



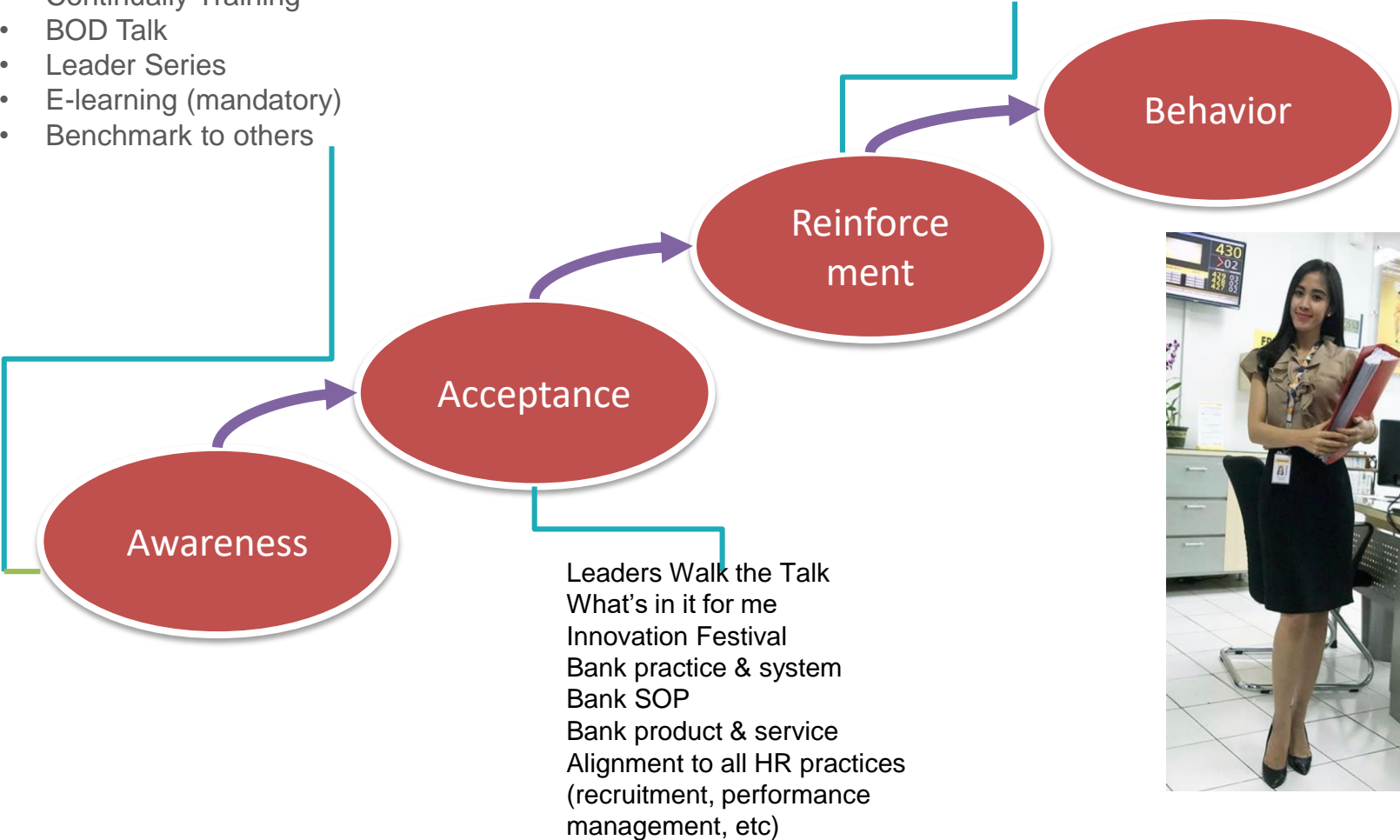
DRIVE BUSINESS TRANSFORMATION ; inc. DIGITAL



Building the Culture of Digital

- Campaign
- Continually Training
- BOD Talk
- Leader Series
- E-learning (mandatory)
- Benchmark to others

BOD Scorecard/KPI
Award
Story telling success story



Consistent, No deviation, Role Model

A photograph of two women embracing on a balcony. The woman on the left has long dark hair and is wearing a floral top. The woman on the right has shoulder-length dark hair and is wearing a dark floral top. They are both looking towards the right. The background is a blurred view of a city or harbor.

HOW SEXY OUR HR ?

Visible

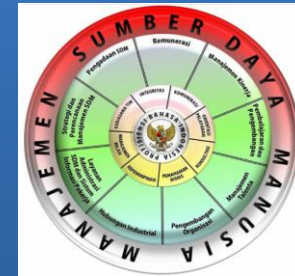
Viable

Value Proposition

Visualize

Victory

1. NEW HR OPERATING MODEL
2. BIG DATA & PREDICTIVE ANALYTICS
3. HR PROCESS INNOVATION
4. HR CAPABILITY
5. AGILITY IN HR



SKKNI



In summary

- **Lets move to the stage of HR as Business Player**
- **Money is a matter but not everything**
- **Crisis is an opportunity.**

Thank You-*Danke*-
Merci-*Nuhun*-*Matur nuwun*-
Tarimo kasih-**Bujur**- **Xie-xie**-
ARIGATO-*Gracias*-*Dank je*-
Grazie-**Gamsa**-**Hamnida**-
Sukron-**Obrigado** -*Terimong*
geunaseh- **Teşekkür ederim** -
Спасибо ("spasiba")

Terima Kasih

Kami siap membantu Anda

