

Nareit[®] HR forum

Leading People in the Digital Era

Sept. 16-17, 2019



KORN FERRY[®]

**Real estate
working for you[®]**

Leading People in the Digital Era

**1. Forces Driving
the Future of Work**



**2. Radical
Innovations
to Lead People**

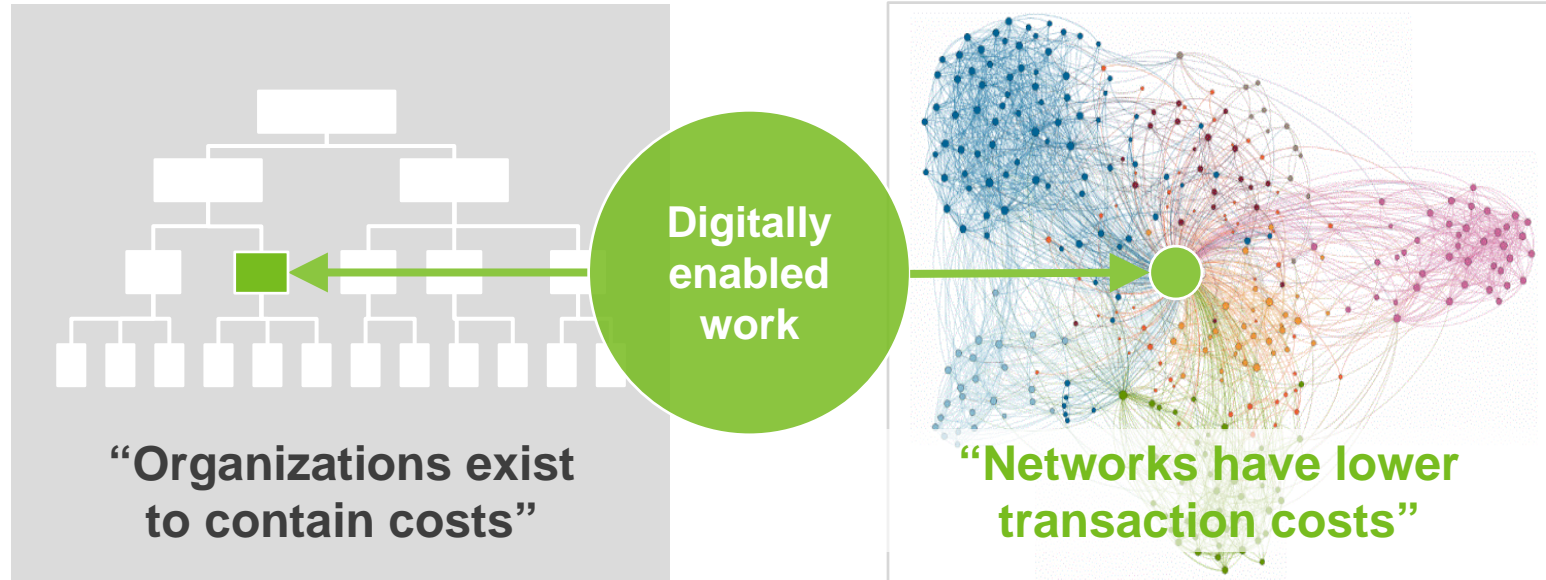


**3. Tech-Based
Opportunities for Real
Estate Organizations**



1. Forces Driving the Future of Work

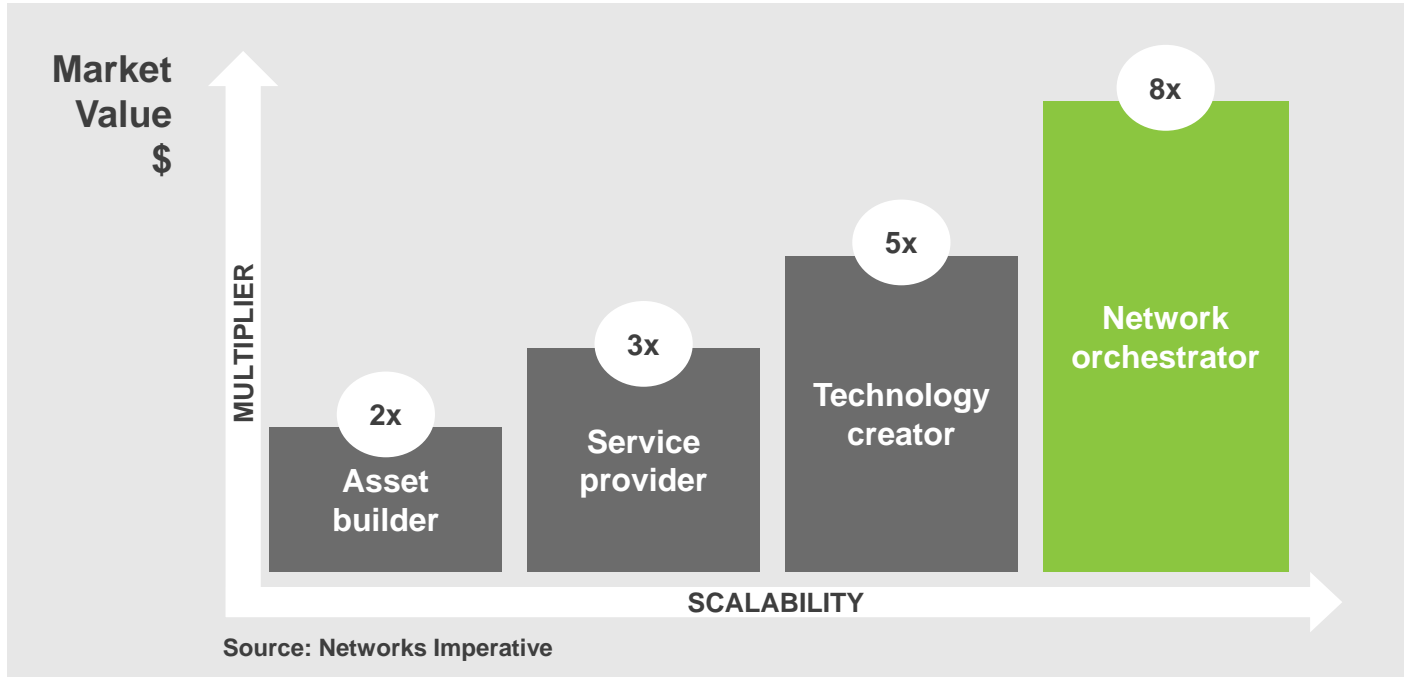
Platform Economy



New digital workers: AI – ML | APIs | Augmented reality | Big data
Biometrics Blockchain | Cyber-security Gamification | IoT | Bots
Nanotechnology Predictive analytics | Wearables | 3-D Printing ...

1. Forces Driving the Future of Work

Platform Economy



1. Forces Driving the Future of Work

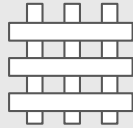
Changing Workforce

Boomers
(55 – 75)



Pyramid

Generation X
(40 – 54)



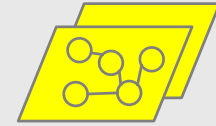
Matrix

Millennials
(25 – 39)



Network

Generation Z
(< 24)



Platform

Life = Work = Meaning = Connecting = Learning

1. Forces Driving the Future of Work

A New Environment

“**By 2028**, socially responsible investing (SRI) and environmental, social and governance (ESG) strategies will jump to **21% of total fund assets**, up from **just 3%** today.”

BLACKROCK



Climate change
Biodiversity
Human displacement
Megacities

A new sense of awareness.

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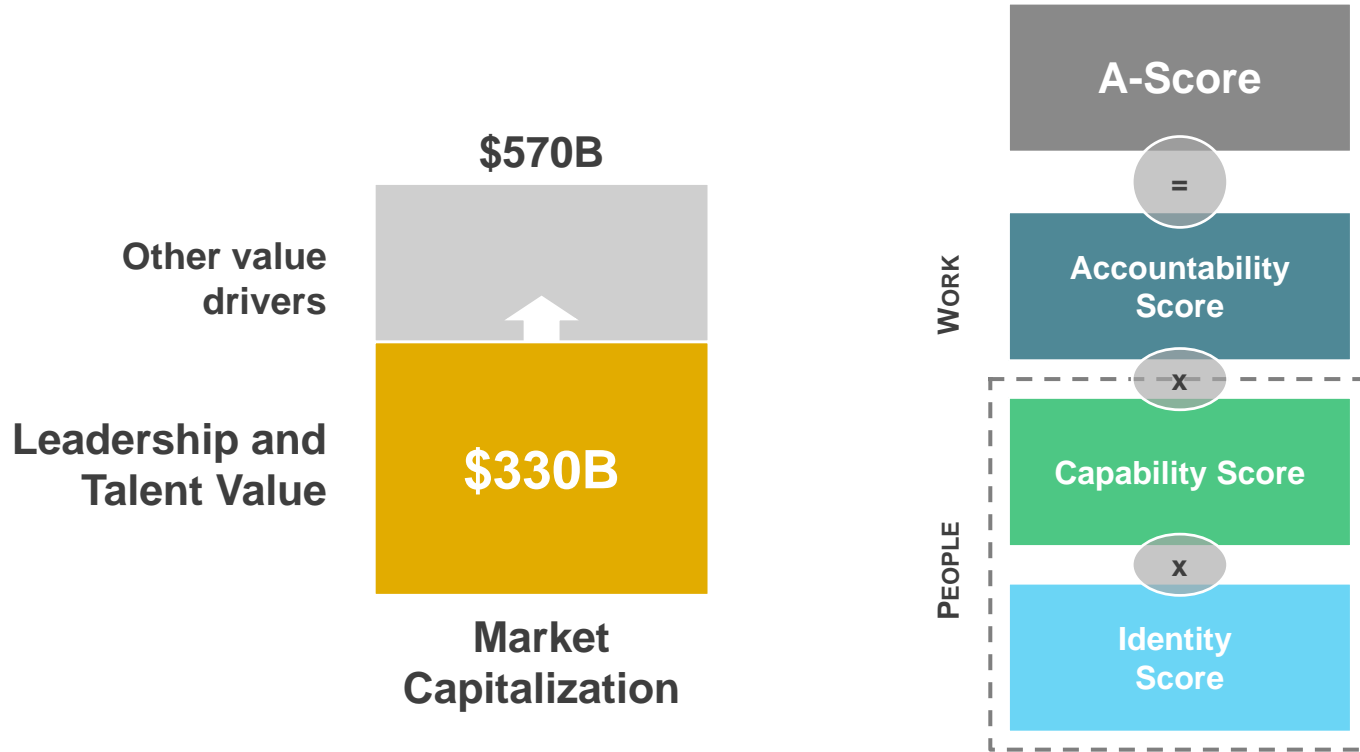


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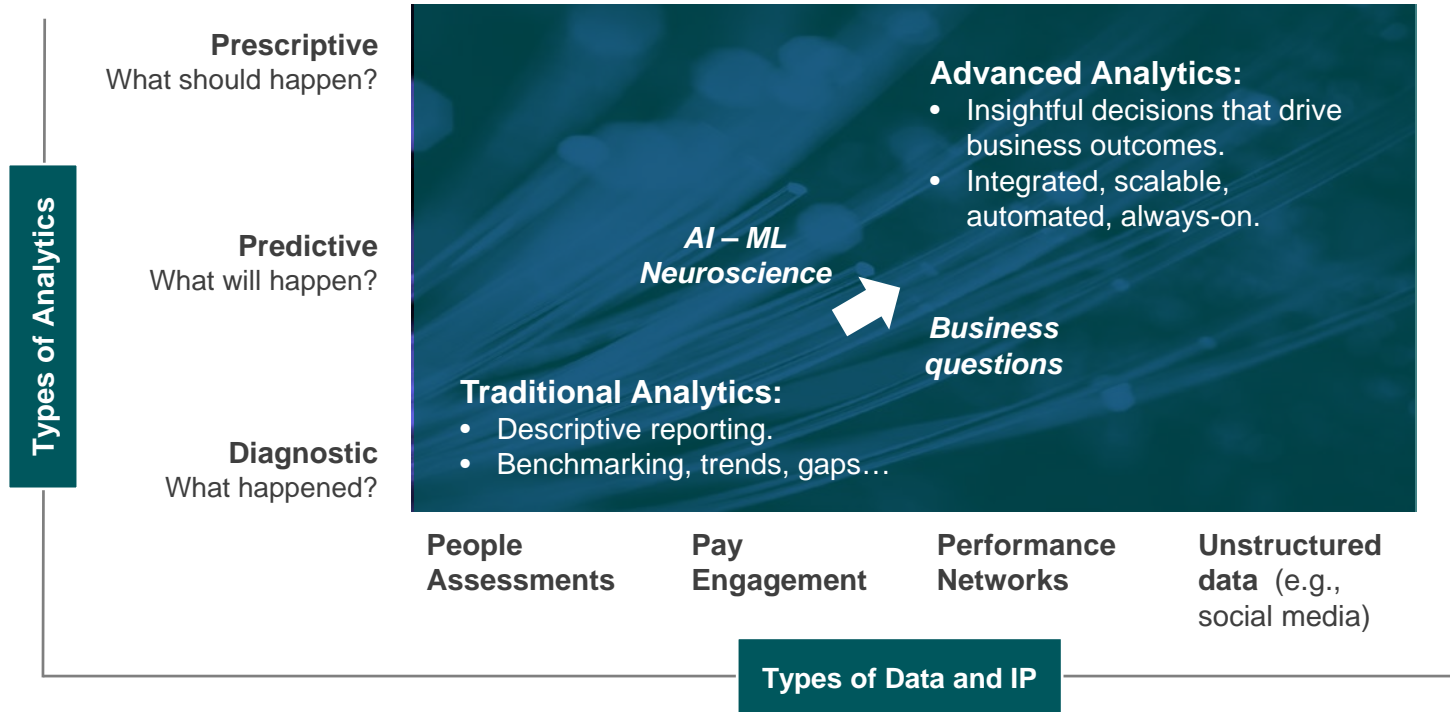
2. Radical Innovations to Lead People

Talent as an \$ Asset



2. Radical Innovations to Lead People

Analytics, AI, Neuroscience



2. Radical Innovations to Lead People

Analytics

The Trail-Blazers



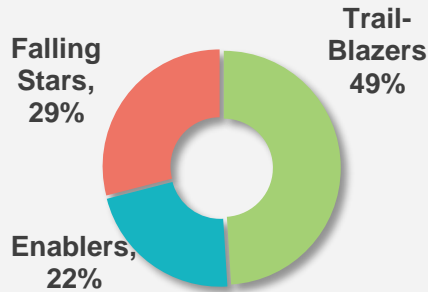
The Enablers



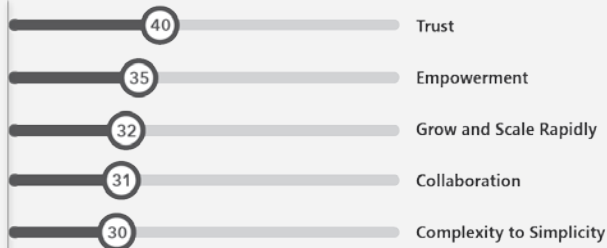
The Falling Stars



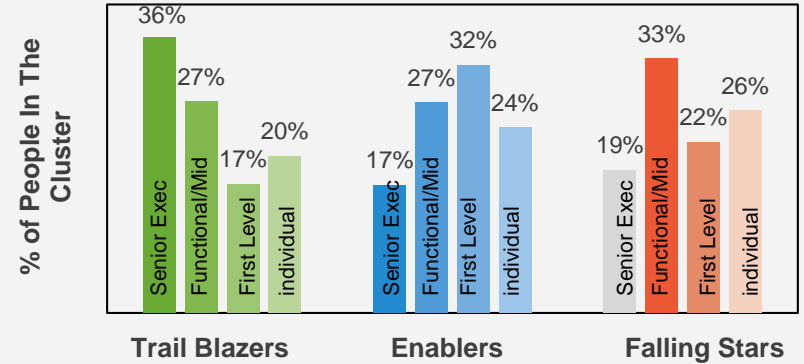
2019 Leaders' Composition



Strategic imperatives: Top 5



Levels in Each Cluster



Strategic imperatives: Bottom 5



2. Radical Innovations to Lead People

Self-Disruptive Leadership

Future-ready,
self-disruptive
leadership
global research:

- 800 investors' perspectives
- 150,000 leaders' profiles

ADAPT Model

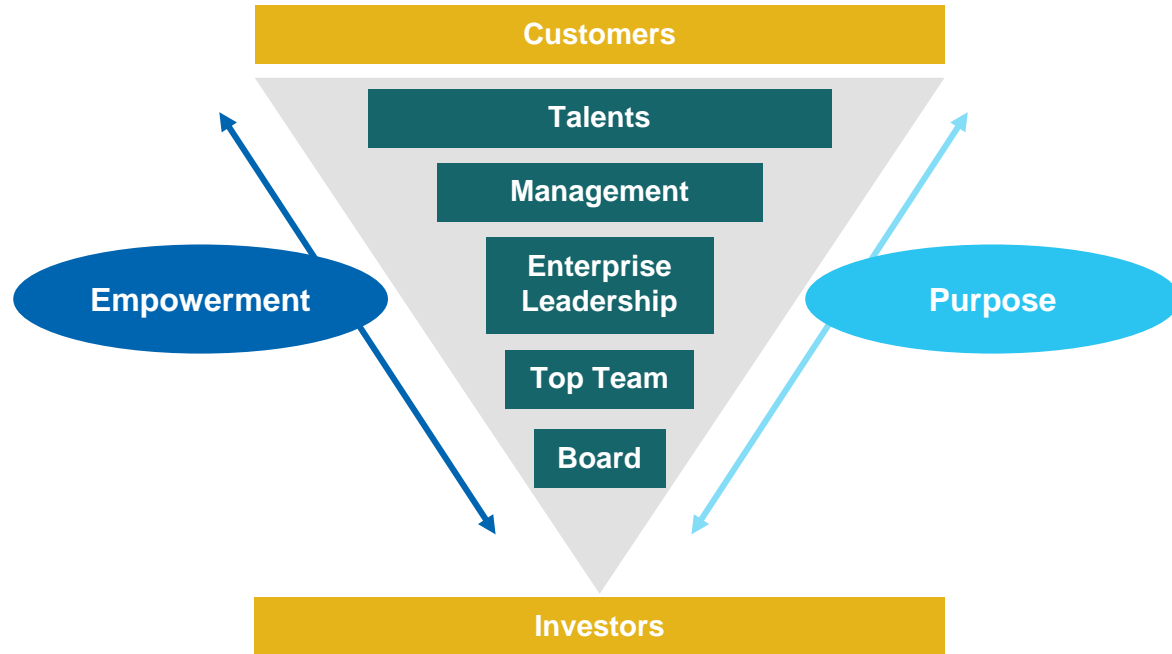
A	Anticipate	Make quick judgements. Provide clear direction.
D	Drive	Energize people. Give purpose.
A	Accelerate	Implement ideas. Use quick prototyping.
P	Partner	Connect across the organization. Enable exchange of ideas.
T	Trust	Integrate diverse values. Center and empower individuals.

2. Radical Innovations to Lead People

Re-Humanization and Activated Purpose

Soft attributes convert into hard capabilities:

Personalization
Flexible work arrangement
Emotional & social intelligence
Employees = Customers
Wellbeing...
Inverted governance >



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3. Tech Opportunities for Real Estate Organizations

The HR technology landscape: disparate and disconnected



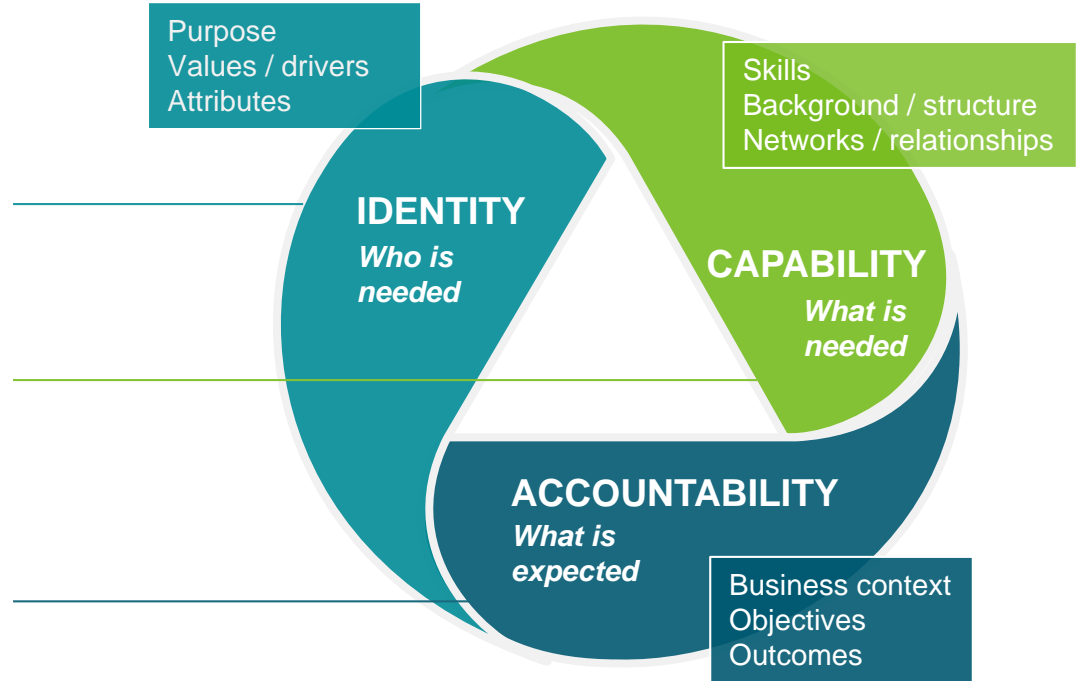
3. Tech Opportunities for Real Estate Organizations

A New Language for Talent

Identity.
The Who. What fundamental human characteristics are required for a given outcome.

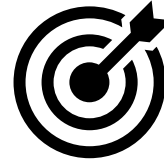
Capability.
The How. What skills and competencies are required to get the expected results.

Accountability.
The What. What are the desired results or outcomes. What we deliver to the world.



3. Tech Opportunities for Real Estate Organizations

Science-Based Assessment



Assessment Trends

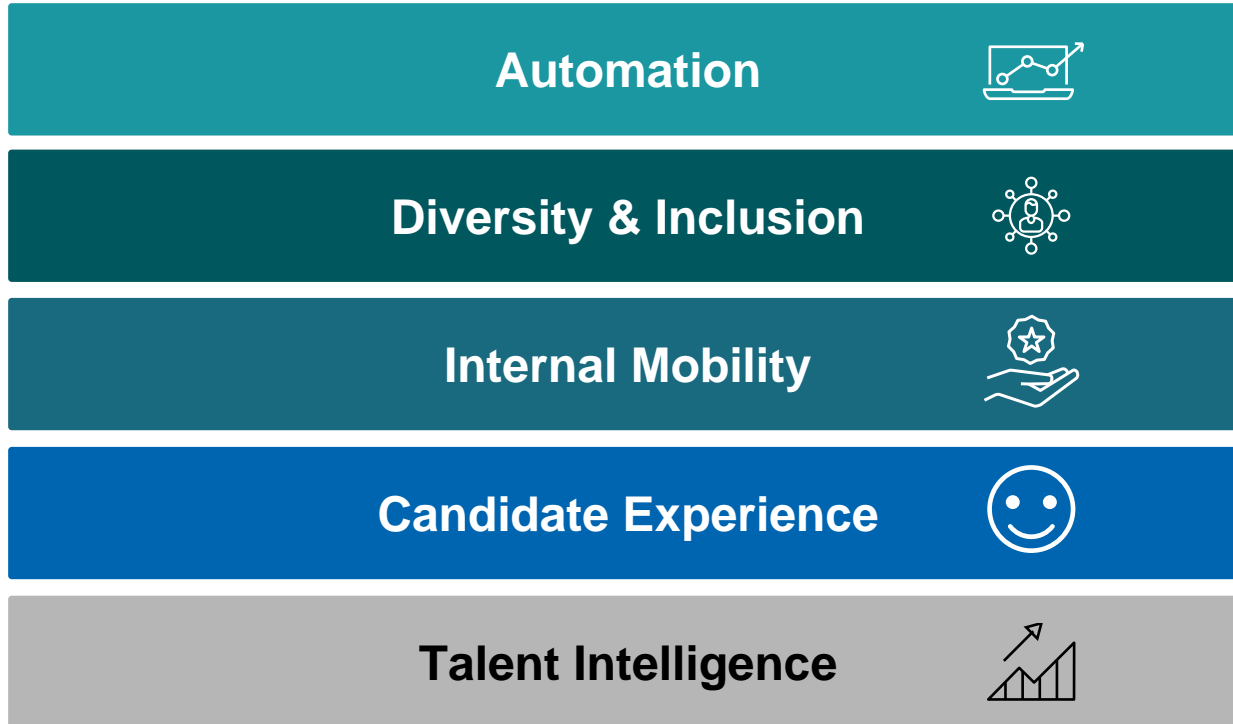
Simulations & Virtual Reality
Organizational Network Analysis
Gamification
Neuroscience
Social Analytics
AI & Machine Learning

Science Based Assessment

The rumors of the death of traditional assessment is greatly exaggerated

3. Tech Opportunities for Real Estate Organizations

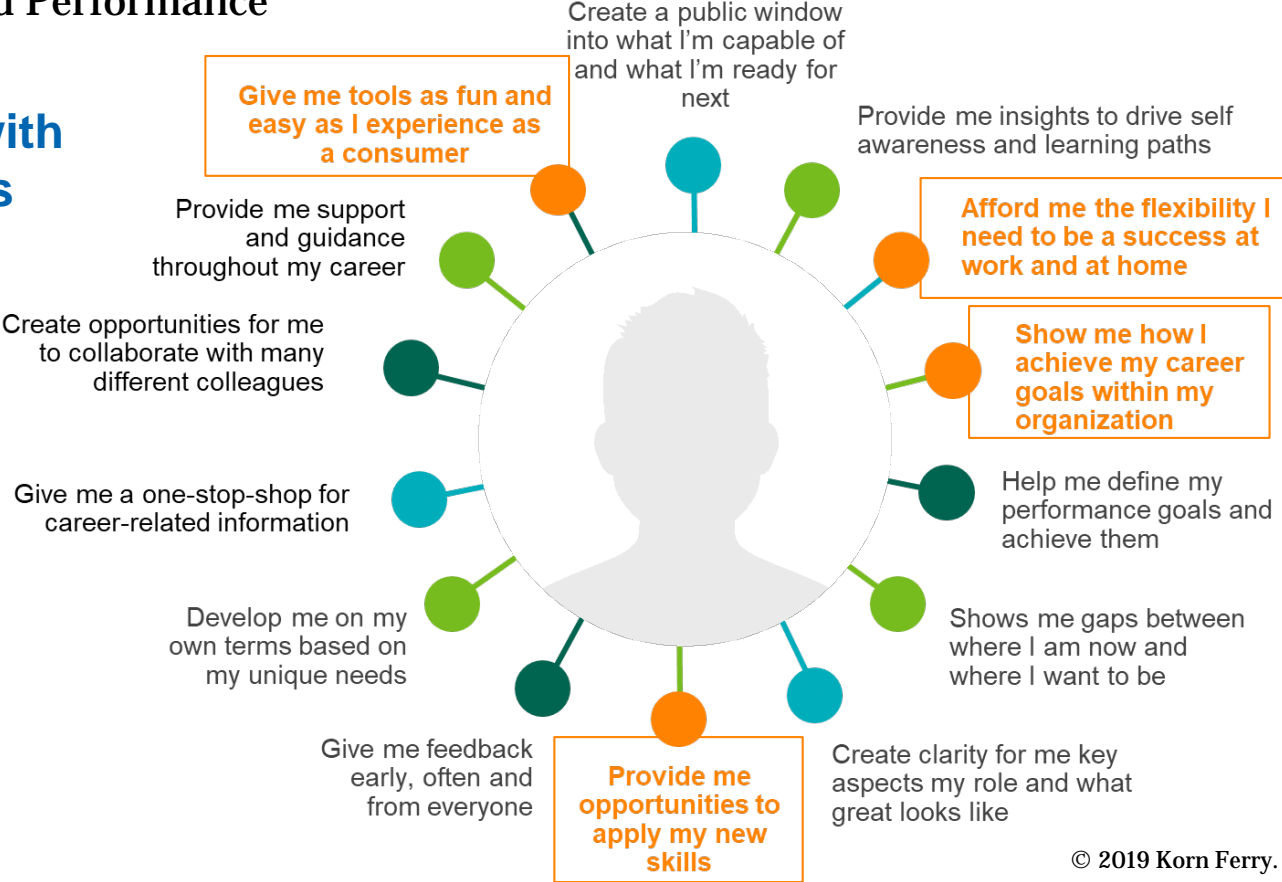
AI Trends Impacting Talent Acquisition Today



3. Tech Opportunities for Real Estate Organizations

Learning and Performance

A new contract with employees



3. Tech Opportunities for Real Estate Organizations

Total Rewards

Pay for Potential
Promotional increase decisions inclusive of Hi-Po status

Pay for Employee Fit
Rewarding the right behaviors and values to drive cultural and/or strategic transformation.



Capability Based Pay Decisions
Placement in Salary Range based on skills and experience

Pay Premiums for Hot Jobs
Pay premiums or discounts decisions based on high demand skills

Incentivizing Development
Tie incentive awards for completion of employee professional development plans.

Pay for Performance
Merit Matrix pay increases based on performance ranking and position in range.

Pay for Critical Roles
Incentivize roles that drive success of mission critical objectives.

Leading People in the Digital Era – Questions?

1. Forces Driving the Future of Work

- Platform economy
- Changing workforce
- A new environment

2. Radical Innovations to Lead People

- Talent as an \$ asset
- Analytics, AI, neuroscience
- Self-disruptive leadership
- Re-humanization and purpose

3. Tech-based Opportunities for Real Estate Organizations

- Transforming HR management
- A new language for talent
- Science-based assessment
- AI-powered hiring
- Total rewards

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Thank you.



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