

The Chief Disruption Officer:

Architecting Tomorrow's
Workforce Ecosystem



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Scan Me

The Before Times







Personnel Manager /
Shipping & Receiving Manager



PEOPLE FIRST
INTEGRITY
COLLABORATION
IMPACT

HUMAN RESOURCES
LEADERSHIP
EXCELLENCE AWARD

HR TEAM
EXCELLENCE IN CULTURE
ENGAGEMENT & PERFORMANCE

HR
LEADERSHIP

Director of Human Resources



PEOPLE FIRST
INTEGRITY
COLLABORATION
IMPACT

HR
LEADERSHIP

It's Not Enough To Do Really Well What's Always Worked

We have to disrupt what's working...
to make room for what will work better tomorrow.



PEOPLE.
POSSIBILITIES.
PROGRESS.

THE FUTURE OF WORK.
BUILT TOGETHER.

Chief Disruption Officer

HR
REIMAGINED

TALENT STRATEGY

CULTURE BY DESIGN

THE ADAPTIVE ORGANIZATION

FUTURE WORK

The Current State

The background features a dark blue gradient with dynamic, glowing light streaks. On the left, a large, bright blue arc curves around the text. On the right, a series of parallel streaks in orange, yellow, and purple hues sweep upwards and outwards, creating a sense of motion and energy.

If you think your
job is hard right now,
try working in **HR**

Does HR
Have a
Credibility Crisis

Three in five
HR professionals
close to quitting
because of burnout

Only a quarter
of workers
trust HR
to address
bad behavior

HR Stretched
Beyond Capacity
**as Burnout,
Staffing Gaps
Persist**

Top HR Challenges
in **2026:**
Where Complexity
Outpaces
Informal HR

A woman with curly hair, wearing a blue blazer and a white top, is sitting at a desk. She is holding a pen to her chin and looking thoughtfully out of a window. In the background, there is a bookshelf with books and a framed poster. A blue mug with 'HR LEADERSHIP' is on the desk.

**Am I making
the impact
I came here
to make?**

PEOPLE FIRST
INTEGRITY
COLLABORATION
IMPACT

HR
LEADERSHIP



**Burnout Isn't
Just a Buzzword**

Is Working in HR stressful?



HR is too much work.

95%



I regularly feel stressed.

84%



I am personally burnt out.

81%



I'm considering leaving HR.

62%



SOURCE: Sage — The Changing Face of HR (Research conducted with 1,000 HR leaders)





The Trust Paradox



TRUST IN EMPLOYERS



78%

of employees
trust their
employer to do
the right thing

vs.



GROWING SOCIAL DIVISION

7 in 10

are unwilling or hesitant to trust
people with different values,
backgrounds, or worldviews



Higher than government,
media, and NGOs



75%

say CEOs are
obligated to help
bridge divides



44%

say CEOs are
doing it well



29-POINT GAP

BETWEEN EXPECTATION
AND REALITY

SOURCE: 2026 Edelman Trust Barometer

HR: The **glue** that
holds it all together –
and the **bridge** that
builds what's next.



**No Trust =
No Collaboration.
No Momentum.**



**The Skills Gap
Isn't Coming — It's Here**

THE SKILLS GAP IS **HERE**



#1

Skill gaps are now the **#1 barrier** to business transformation globally.



39%

of core skills will **change** or become **outdated** by 2030.



59%

of the global workforce will need some form of **reskilling or upskilling** to keep pace.



SOURCE: World Economic Forum's Future of Jobs Report

Critical Skills **Needed:**



Problem-Solving



Critical Thinking



Creativity



Only 44% Know What's Expected of Them at Work



44%

of U.S. employees strongly agree they clearly know what's expected of them at work.



You can't close a skills gap when more than half your workforce isn't even sure what their job requires.



SOURCE: Gallup — The Great Detachment (December 2024)

AI, Automation & The Future of Work

NEW
IDEAS.
BIGGER
FUTURES.

LET'S BUILD.



PEOPLE.
PURPOSE.
POSSIBILITY.

HR IS BEING ASKED TO LEAD AN AI TRANSFORMATION **WITHOUT** BEING PREPARED FOR IT.



7%

of CEOs see their
CHRO as AI-savvy



8%

of HR leaders believe
their **managers** can
effectively use AI



14%

of organizations
support managers on
AI integration



SOURCE: Gartner 2025

Your employees are asking **real** **questions:**



Will AI **replace** me?



Will AI **help** me?



Can I **trust** how
AI is being used?



Our job?

To **humanize** AI.





Fractured Trust

Connection is breaking down—inside teams and across the organization.

4

COMPOUNDING PRESSURES FACING HR

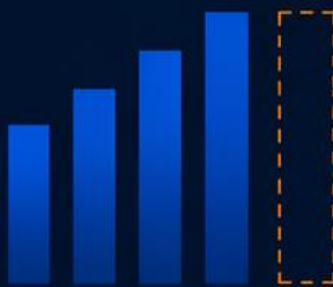
Burnout

Employees and HR teams are stretched thin—energy, focus, and well-being are at risk.



Skills Gaps

Critical skills are missing today—and the gap is widening.



AI Pressure

Rapid change, rising expectations, and uncertainty are creating constantly pressure to adapt.





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How HR Can Lead in the Future of Work

DISRUPTION #1:

From Program Builders to Culture Shapers

**Programs don't shape Culture.
People and leadership
behaviors do.**

Culture is shaped by what leaders
tolerate, celebrate, and model.





Atlassian: Team Anywhere



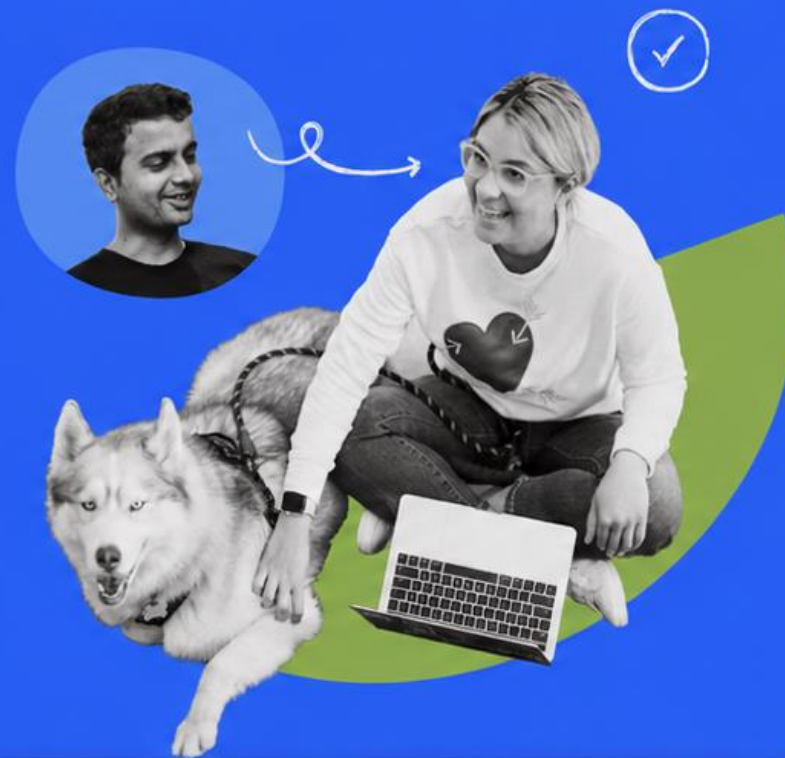
ATLASSIAN

Exploring how Atlassian is redefining the future of work with Team Anywhere.

Team Anywhere

Atlassian believes the future of work is distributed, and we're boldly charting a new course to build it.

Explore Team Anywhere opportunities



FOCUS AREA
Future of Work



INITIATIVE
Team Anywhere



IMPACT
Global collaboration
and flexibility at scale

Results:



92%

of employees said the
model helps them do
their best work



91%

cited it as a key
reason why they stay.

**Intentional culture
is not a destination –
it's a practice.**



Ask Yourself:



01

What are we rewarding, modeling, and reinforcing every day?



02

What do our systems say we value?



03

Are we shaping culture on purpose... or letting it happen by default?



“

Here's what I know:
the future of HR isn't
policy writing and
process pushing.

It's **insight, influence,**
and **impact.**

And it starts by thinking
like a designer, not
an administrator.

”



Michelle Berg

Founder & Chief Visionary Officer
Elevated HR Solutions

DISRUPTION #2:

From AI Implementers to Human Work Strategists

AI is forcing us to rethink how we **work**, **lead**, and **connect**.



AI handles the repetitive.
People create the extraordinary.



WORK

More meaningful
every day.



LEAD

With empathy,
insight, and purpose.



CONNECT

Across teams,
places, and time.



HUMAN

Creativity. Judgment.
Impact.



The real disruption isn't about technology.

It's about how we make sure it
enables more human work.



INSTEAD OF



What can this technology do?



ASK



Will it free up time for meaningful, high-value work?



Will it give people more space to coach, create, and connect?



Are we setting teams up to use this new technology confidently and ethically?



Shift your thinking from **tech implementer** to **human work strategist**.



IKEA: AI & Remote Selling



Exploring how IKEA is using AI and remote selling to bring design expertise to more customers.

AI-powered design help, wherever you are

IKEA associates use AI and digital tools to connect with customers remotely, offering personalized advice, product recommendations, and room solutions — all from anywhere.

Explore how IKEA is selling remotely



FOCUS AREA

Customer Experience



INITIATIVE

AI & Remote Selling



IMPACT

Design expertise
and support at scale

Results:



€1.3 BILLION

The breakthrough
wasn't the chatbot.

SOURCE: INGKA — AI and Remote Selling
bring IKEA design expertise to the many



“ There’s an opportunity where AI helps us return to what makes us uniquely human — **curiosity, creativity,** and **purpose.** It’s a people story, not just a tech one. ”



Amber Grewal

Chief Talent Officer and Head of Recruiting
Boston Consulting Group

**You may not be
a tech expert.
But if you work in HR,
you must be a human expert.**

Because if HR doesn't lead this
with humanity... who will?

DISRUPTION #3:

From Talent Sourcers to Capability Builders

An endless supply of talent...

THE OLD
ASSUMPTION



FROM TALENT SOURCERS TO **CAPABILITY BUILDERS**

THE LEGACY MODEL

Talent Sourcing



Post requisitions



Fill gaps



Keep pipelines full

THE NEW MODEL

Capability Builders



Assess capabilities



Grow skills
(through upskilling
and reskilling)



Design career pathways

STOP CHASING TALENT — *AND START BUILDING IT*



Ask Yourself:



01

How do we build the skills our business needs today — and two years from now?



02

How do we help people grow inside our company, instead of growing somewhere else?



03

How do we create a culture of continuous development that fuels both agility and retention?

From Workforce Planning to Building a Capability Strategy

THE FOUR B'S FRAMEWORK



Build

Which skills can we build from within?



Buy

Which skills will we need to bring in from the outside?



Borrow

What skills can be 'borrowed' through using contract workers or freelancers?



Bot

What skills can be automated using technology or bots?



What capabilities will drive value in our organization?

**U.S. use of internal
talent marketplaces
grew from 25% to 35% —
in just one year**

SOURCE: SHRM Talent Trends 2025



Unilever: FLEX Experiences



What if we gave every
employee the power to
shape their own growth?

**FLEX Experiences is
our internal opportunity
platform and mindset.**

It connects people to projects,
experiences, and development
opportunities across Unilever—
empowering employees to learn,
grow, and make an impact
on their own terms.

Explore. Learn. Grow. Your way.



FOCUS AREA
People & Culture



INITIATIVE
FLEX Experiences



IMPACT
Stronger agility, engagement,
and capability across Unilever

Results:



41%

Productivity
increased by



20%

Internal collaboration
time grew by

MORE IMPACT. STRONGER TOGETHER.



People started
moving across silos



Capabilities were
developed in-house
vs being outsourced



Hidden talent
came to light



Employees felt seen,
empowered, and
invested in



“ FLEX Experiences has been a real game changer for us. We see it as more than just a platform, **it's a mindset.** It's bringing our people along and shifts their mindset from relying on the people they see in front of them to a far more flexible, resourcing mindset. ”



Patrick Hull

Former VP Global Learning & Future of Work
Unilever

What Can You Do?



01

Start by mapping critical capabilities — not roles



02

Identify the skill adjacencies already within your team.



03

Create learning pathways, mentorship circles, and cross-training projects



04

Make it safe — and expected — for people to evolve beyond their job titles



05

Recognize and reward managers who grow talent — not just retain it

The talent you're looking for might already be in your organization.

They just haven't been given the opportunity — or the invitation — to grow into what's next. And you're the one who can change that.

DISRUPTION #4:

From Change Managers to Disruption Leaders

**In a world where disruption is constant,
"smooth change" isn't the goal anymore.
Adaptability is.**

The opportunity for HR?

It's not just to manage change. It's to lead it.



CHANGE MANAGEMENT IS NOW ONE OF HR'S BIGGEST RESPONSIBILITIES.

22.53%

HR professionals now spend more time on change management than on any other single responsibility.



Organizational
Transformation



Process
Evolution



People
Adaptation



Sustained
Impact

Change management jumped from the **5th** biggest HR challenge to the **3rd** in just one year.

LAST YEAR

1st

2nd

3rd

4th

5th

THIS YEAR

1st

2nd

3rd

4th

5th



Change is accelerating.
HR is leading the way.



Adobe: Continuous Check-Ins



What if **performance management** became an ongoing conversation instead of a once-a-year event?



FOCUS AREA:
Performance Management



INITIATIVE:
Continuous Check-Ins



IMPACT:
More feedback, less bureaucracy, stronger accountability.

CONTINUOUS CONVERSATIONS. CONTINUOUS GROWTH.



Adobe replaced annual performance reviews with **continuous check-ins** — regular conversations between managers and employees focused on expectations, feedback, growth, and development.

| Results:



30%+

Voluntary attrition dropped
by over 30% in the first year



80,000+ hours

Saved from annual reviews —
time redirected to strategy



LESS BUREAUCRACY. MORE GROWTH.



Managers became more
engaged and more accountable



Employees got clearer
feedback, more frequently

What Can You Do?



01

Raise your hand and say “Here’s what I think is possible” — before anyone asks



02

Test bold ideas early — even before they’re fully formed — to see what works and what sparks momentum



03

Use storytelling and data to bring people along before the plan is final



04

Lead from the front — not just by executing a vision, but helping to shape it

Here's the mindset shift:

From rolling out change after it's decided...

To initiating experiments to uncover what's possible.

From minimizing disruption...

To turning it into fuel for growth.



DISRUPTION #5:

From Employee Experience to Human Experience

Design Work for Whole Humans.

At the heart of every
transformation is **people**.



Beyond
the Job



Wellbeing
That Matters



Growth &
Learning



Belonging &
Connection



Purpose &
Aspiration



Commute
& Transition



Caregiving
& Support



Life Outside
Work



Family



Wellbeing



Learning

**What people are asking for now,
isn't just a better experience at work.
It's a better experience of work.**

They want meaning, flexibility, trust, and care.

They want to grow as professionals and as people.

They want to work for companies that don't just see them as a resource, but as a human.



Hilton: Investing in the Whole Person



1 Care for Team Members

Meet real needs with empathy and support.



2 Build Belonging and Wellbeing

Foster a culture where people feel valued and connected.



3 Support Growth and Opportunity

Invest in development and create paths for everyone.



4 Deliver Better Guest Experience

Caring team members create exceptional experiences.



What if caring for employees became a business strategy — not just a nice idea?



Hilton made a deliberate strategic choice: if guests are going to feel cared for, team members have to feel cared for first.



FOCUS AREA:
Employee Experience



INITIATIVE:
Investing in the Whole Person



IMPACT:
Stronger retention, internal growth, and brand loyalty.

How Hilton Invests in Whole Humans



FASTER ACCESS TO MENTAL HEALTH SUPPORT

When wait times took weeks or even months, Hilton changed providers and cut wait times to **days**.



HILTON UNIVERSITY + LINKEDIN LEARNING

Access to nearly **30,000** courses and certifications **for free**.



GUILD EDUCATION PARTNERSHIP

U.S. team members can pursue degrees and certifications **tuition-free** starting on **day one**.



GLOBAL LANGUAGE LEARNING PROGRAM

Helping team members build language skills to connect, collaborate, and grow around the world.



BETTERUP COACHING FOR FIRST-TIME MANAGERS

A **nine-month** coaching program to build confidence, leadership skills, and impact.



MENTORING THAT MOVES PEOPLE FORWARD

A mentoring platform that matches people based on **goals**, not just titles.



LAUNCH: 24-MONTH ROTATIONAL PROGRAM

An early-career experience designed to build skills, expand perspectives, and accelerate future leaders.



THIS ISN'T A PERKS STRATEGY. IT'S AN INVESTMENT IN PEOPLE'S LIVES.

Results:



91%

of Hilton team members say they believe they can continue to learn and grow there.



85%

say they feel balanced and healthy at work.

CARE FOR PEOPLE. BETTER BUSINESS RESULTS.



Nearly 2/3

of recent leadership roles were filled internally.



1 in 3

U.S. team members has been with Hilton for more than a decade.



75%

of U.S. consumers are more likely to recommend doing business with a company known for treating employees well.

“

When we take great care of our people, they take great care of our guests.”

Chris Nassetta

President and CEO
Hilton



What Can You Do?



1

Design policies that prioritize trust and autonomy — not control and compliance.



2

Evaluate benefits and programs through a human lens — do they support growth, create belonging, and reflect your company's values?



3

Encourage leaders to ask, “How can I support you?” as often as they ask about deadlines and deliverables.

The future of work isn't just about getting more out of people.

It's about creating workplaces
where people can get more out of life.

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SHIFT: **How to Lead as a Chief Disruption Officer**

It starts with a SHIFT...

From supporting change... to leading it.

From enforcing rules... to reimagining the system.

S H I F T

S — See the System

S H I F T

S — See the System

Pick one department in your organization — and get curious...

-  Learn how they work.
-  What drives them?
-  What frustrates them?
-  Where do HR systems help — or get in their way?



SHIFT

S — See the System

H — Harness an Entrepreneurial Mindset

S H I F T

H — Harness an Entrepreneurial Mindset

Identify an area in your work where the status quo is functional — but uninspired.

Then ask:

- ① Where have I been saying 'no' — or 'not yet' out of habit?
- 💡 Where am I defaulting to 'we can't' when I should be asking 'what if'?



SHIFT

S — See the System

H — Harness an Entrepreneurial Mindset

I — Influence with Intention

Your Move

S H I F T

I — Influence with Intention

Schedule 15 minutes with the top leader of each department you support...

Ask:



What's the biggest challenge you're facing right now in meeting your team's goals?



SHIFT

- S** — See the System
- H** — Harness an Entrepreneurial Mindset
- I** — Influence with Intention
- F** — Fuel Creativity (and Failure)

S H I F T

F — Fuel Creativity (and Failure)

Start a 'What If' Wall — in your office or on Slack:

Then do two things most leaders don't:



Act on something. Run one experiment.



Go first on failure. Say out loud what you tried, what you learned, and what's next.



SHIFT

- S** — See the System
- H** — Harness an Entrepreneurial Mindset
- I** — Influence with Intention
- F** — Fuel Creativity (and Failure)
- T** — Tell a New Story

Your Move

S H I F T

T — Tell a New Story

Answer this question:

**What transformation
are you actually leading?**



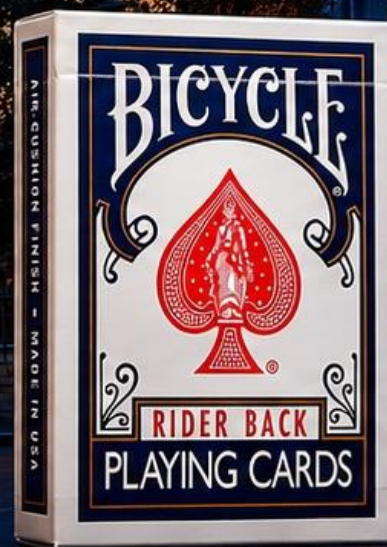
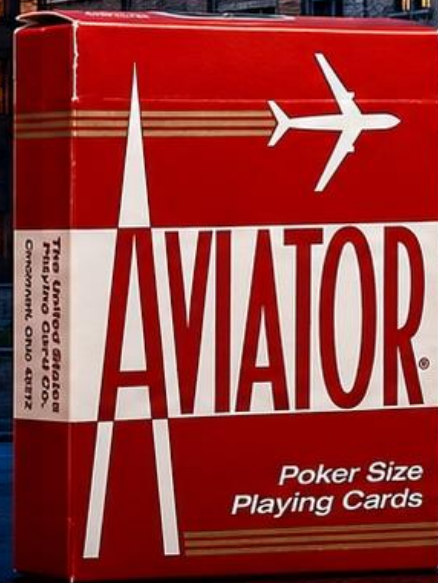
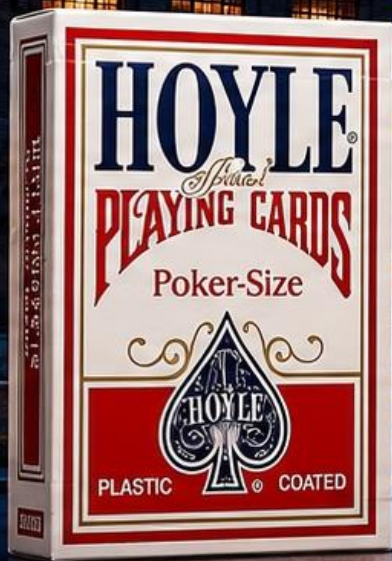
Find that sentence. Start saying it this week.



SHIFT

- S** — See the System
- H** — Harness an Entrepreneurial Mindset
- I** — Influence with Intention
- F** — Fuel Creativity (and Failure)
- T** — Tell a New Story

Comfort
is the enemy of
Awesome.



**You already
hold the pen.**



THANK YOU!



Jennifer McClure

CEO of Unbridled Talent
Chief Excitement Officer of DisruptHR



jennifermcclure.net



disrupthr.co



Scan Me