

HRMB - Kelly Monahan

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SPEAKERS

Mervyn Dinnen, Dr. Kelly Monahan



Mervyn Dinnen 00:09

Nearly every leader knows the feeling. Teams are stretched thin, priorities keep shifting, and it's getting harder to see what's really going on beneath the surface. That's the subject of Workhumans' new documentary, *Spotlight: The Leadership Reset*, an investigation into why managers are losing visibility into their teams and what it takes to see clearly again, featuring Harvard's Professor Amy Edmondson, crisis leadership expert Dr. Syra Madad, and bakery owner turned business leader Joanne Chang, the leadership reset premieres September 29. Register for free today at workhuman.com/spotlight. Workhuman is a proud sponsor of the HR Happy Hour Network. Welcome to the HR Means Business podcast, which is part of the HR Happy Hour Network. I'm your host, Mervyn Dinnen. Today is a great pleasure to be able to speak to somebody whose work I have followed for a number of years. I've had the chance to meet her on a few occasions. She's a future of work, an AI advisor, a keynote speaker. She was managing director of the Upwork Research Institute, she works with leaders, business leaders, to helping them to rethink how business works today, helping organizations navigate all of the changes around AI workforce systems without losing sight. I think of yeah of what matters most. You know, people value opportunity. One of the things we're discussing today is, in fact, she's author of a brand newly published book called "Reclaim the Plot, which promises to be something very interesting. Kelly Monahan is her name, and Kelly, welcome back to the HR Means Business Podcast.



Dr. Kelly Monahan 01:56

Thank you so much for having me today. It's so great to see you again.

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Mervyn Dinnen 01:59

It's great to be talking to you. So what, because you've been involved in writing a book before, and before we dive into, you know, reclaiming the plot, which is your new book, what, what, what, I suppose led to you writing this?

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Dr. Kelly Monahan 02:15

You know, it was one of those things when Christy and I wrote Essential, gosh, now would have been we probably wrote it three years ago. You know, it came out a year and a half ago. We thought at the time we really needed to present the business case for why it makes sense to put people first, especially as we were beginning to see generative AI come onto the scene. And you know, from we were beginning to see now the words I'm using is we've lost the plot of what this technology is supposed to do, and what we can do with our workforce, and so I think Christy and I wrote a really good, solid business book around here's how leaders can think about this moment differently. And then fast forward 18 months after Essential is out, I'm looking around and I'm saying, you know, we're not making any progress. We're going in the wrong direction, and so I decided to do a different approach with this book, and I decided to tell a story because I think right now I don't know if you agree with this. I don't think we need any more intelligence and more data right now when it comes to the need for change and the need to put people first. But I do think we need better stories of what are the trade-off decisions, what is the reality that leaders are facing today? Because it's difficult. It's really hard, and so that's why this book is different. Is I decided to tell a story of what leaders are going through today.

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Mervyn Dinnen 03:31

It's it's interesting, and it's a very different take, I think, on business books from from ones that I've read before. So it's it's the book essentially is about leaders rewriting the story when AI rewrites work, I suppose. But you know, HR is usually the one holding the pen on that rewrite. So that's right. I suppose the first question before we get into the plot of reclaiming the plot is is where does HR fit into reclaiming the plot?

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Dr. Kelly Monahan 03:59

You know, this is such an interesting question today, and I don't know what you're seeing on your side, but here's what I'm seeing. So I go into an executive room with a C-suite, and I ask, "Who owns? Who's accountable for AI transformation? Everyone kind of awkwardly looks at one another, and at times, like you'll see, like the CIO say, "I think it's me in technology, but like I can't own the change management side of this, you know. And and I think people are beginning to look at the CHRO and asking, should AI transformation actually start pivoting and belonging in the HR transformation office? Because so much as we talk about AI transformation, we've already handed everyone ChatGPT license or Copilot license, but now we need to think through what does that job look like if 25 30% can be automated with AI tools across all functions? What does the business actually look like? What does the org design look like if this is truly an AI enabled organization? Those are HR questions, not just technology questions. And so what? I'm advocating for, and this might be a hot take is I am the companies that I work with, where they've made that leap and have put AI transformation in accountable with the CHRO, is going so much better. I think because again, it's nothing against technology. I love working with CIOs; they are so brilliant when it comes to reengineering how work should be done. But they are not the people you want leading your skilling, change management, leadership development, those sorts of things.

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Mervyn Dinnen 05:26

Okay, one of the ideas that you talk about, I think, is is this concept of a chess move layoff. What what does a chess move layoff actually look like? And I suppose what what specific skills or what's I suppose the planning and almost the auditing behind it that has to happen before HR can can go to the board and say right this is what we need to do this is how we need to restructure this is the headcount number we probably will have to lose somehow and what what does it take to get to that point.

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Dr. Kelly Monahan 06:02

Well, the first thing and the reason why I think of it is through like a chess layoff as opposed to checkers, because what I see happening right now is everyone is playing checkers, and there is arbitrary targets, thanks to headlines, that many organizations today are trying to find a way to work with 20 to 25% less of the workforce in the next couple years because of AI, and to me, that's a checker mindset, a checker way of thinking. When you start to play chess, you start to think through a longer-term vision of what is the next move-not the move I'm going to make right now, but what is the next move and maybe the third move after that, second and third order consequences. And any time you're going to do a layoff, there are going to be second and third order negative consequences to the people who are left behind. So, in some ways, even though you may be, you know, increasing your cost savings, you are, as a result, decreasing value creation for at least a period of time. And so, what I'm calling upon leaders to think about through reclaiming the plot is that will there be layoffs? Absolutely. Will there be workforce reductions? Absolutely. But how do you do that in such a way that you actually retain value? You don't demoralize your workforce during that process, and maybe more importantly, you're ensuring that people are going back out into labor market with marketable skill sets, actually able to get their next job, and I just don't know if we're doing enough of that thinking right now of these second and third or second and third order consequences of layoffs today.

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Mervyn Dinnen 07:30

So HR obviously are heavily involved. You again, I think one of the expressions in the book is about getting HR to move away from firefighting human dysfunction to measure, I suppose to not measuring people as assets, but to I suppose looking at the specific skills, the specific competences they are bringing to the table. So what what does that actually look like? The data set. What what what should HR be tracking? That that most most functions I suppose aren't really, or most organizations aren't particularly tracking it.

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Dr. Kelly Monahan 08:07

Yeah, you know, there's some really interesting research that Heinrichs and Struggles has done that shows that most CHRO leaders today, and this is the HR function, is measured still by employee sentiment and employee engagement survey results, and I think that's too far of a proxy right now for what's actually happening in the business, and so we have seen this move as an example to start measuring revenue per employee, and start thinking about the growth that revenue employees are providing. So I think that's an interesting. I think that's probably like a table stakes foundational metric today, but I think more importantly than that, I think where we're really flying blind in most organizations is we do not have a proper skills ontology to understand what are the skills we actually currently have, and what are the skills we're going to need. And I think that is the hard work that HR has to do today is to get really disciplined in understanding how do we better measure the skill sets that we have, not the jobs, not the number of people, but the actual, to your point, capabilities and skills that are in our organization, and how do we develop that? I think with AI today, before when I think about HR metrics, I think about pretty you know elementary Likert scale five, seven point questionnaires that we send out. I think there's a huge opportunity now to really think about the qualitative data that lives in our systems, and again, you don't want to be creepy. So it's like there's a fine line here between when you start looking at Slack messages and emails, but there is a better way to start measuring the behavioral data that lives within all the exchanges we have within our systems that can probably get us to the next skills ontology that we need. And so that's what I'm really advising a lot of leaders on today: is how do we crack that code because without that, you're flying blind today.

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Mervyn Dinnen 09:45

There's also a, I think you know, dollar for dollar rule, as I would refer to it. The the you know what is the I suppose the budget line that HR can really fight for. That's right, and what. And what's the business case that they you believe they have to make, and it could be not just one; it could be a series of business cases, or it could be an overall business case to to actually get that approved and to get leadership to actually buy into it.

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Dr. Kelly Monahan 10:16

Yeah, I think the biggest shift that I'm seeing in some of the HR research I'm doing right now is the shift from the HR being measured against the functional health of the HR and the employee base? Like we've the unit of analysis has typically been the workforce when we think about HR. What I see happening is that unit of analysis is shifting to organizational health and system health, and how do we get this system to work better together? That is very different measures than just employee engagement, as an example. Like we need to move the unit of analysis and start holding HR accountable for the health and workings of the system. And what that does is the CROs who are already actively doing that, by the way, often come from a non traditional background. So they might be engineers or product, and they're thinking about things quite a bit different, and organically have first principles thinking, product design as their way of working, but that gets them a lot closer to the CEO. So we start talking about budgets. It's a lot easier to convince a CEO of the health of their system, and I need X dollars in order to improve the way in which a whole organization functions, as opposed to saying, "Hey, I need this functional budget to run this training or this learning and development program, which, by the way, is still essential. However, that's a harder fight to have. I'm seeing, and so again, when HR can raise their unit of analysis and gaze up into the system and start thinking through first principles and product design, I think they're getting much bigger budgets and getting a much bigger influence sitting right next to the CEO today.

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Mervyn Dinnen 11:47

And what what steps? I mean, for people listening to this, HR managers and leaders listening to this, if they think you know what that this is what I should be doing, this is what my team should be doing. What are the first steps that that you encourage people to take?

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Dr. Kelly Monahan 12:04

You know, this is going to be you know maybe a little bit of a hot take. I don't know if you're going to agree with this or not, but I'll tell you what. I think one of the first steps I would tell an HR person today is do a rotation outside of the HR function. I think the better that we can get at systems thinking, system analysis, understanding how the business generates value is the most critical thing an HR person can do today, and so whether that's doing a rotation or whether that's just even sitting in on finance meetings, product development meetings, marketing meetings, really understanding how the business functions, because if we continue to play out this transformation. It is going to sit often with HR, and we fought for so long at a seat at the table, and we've told everyone to go get this business acumen. I don't know how much HR leaders have really gotten outside the function, though, and we've developed these really deep siloed expertise. And so, maybe your performance management expert, or learning and development expert, or a benefits and healthcare administrative expert. I think over time that is where AI is going to get really good. And I think as we think through automation and even protecting the HR function, if we continue to think about HR through these specialized siloed functions, that's right for automation. That's right for efficiency. And so my number one advice is think outside the function, get exposure, have a really good understanding of how the business generates value, and number two, play with AI. Automate yourself before you get automated in some way, so you can figure out where the next value leap is and where you need to go. So, be an AI expert as well.

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Mervyn Dinnen 13:37

And there's also the concept about pilots and checkouts and and staying human and and becoming automated. So explain that one.

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Dr. Kelly Monahan 13:48

Yes. Well, listen, I wanted originally the book to be called "We Have Lost the Plot" because as I think about, I don't know the last time you had to deal with customer service. We have AI-ified to the fault, right? Where it's like this is a terrible customer experience. I mean, I just recently got caught in an AI hyperloop and was like, "Please get me out of this! Like, let me talk to a real human being. And so, I think pilot and checkout are just interesting examples to think about in this way. One is we don't need human cashiers anymore. Like, that is a fully automated function. We don't actually need humans for, but a lot of stores have decided to bring humans back and actually lessen their self checkout because it's filled with friction. It's filled with experiences that actually cause people to spend less money, not more, while they're shopping at the store. And so, that's an example where the technology actually led to diminishing customer value and diminishing revenue, so it didn't make sense. Same with pilots; like we had the technology to think about autonomous flying, like we see that all the time in drones. We could do the same thing at 747's, but as a society and as humans, we thought, you know what? That's not good. We still need to make sure there's a pilot in charge. For the edge cases, for the exceptions, and that's what humans are really, really good at. And if we tell pilots, "Hey, you don't need to worry about this anymore; only come involved during an edge case, they're going to lose that muscle memory. And so, I think that's a really interesting example of an industry where safety is paramount, and we are protecting that. And that is a human accountability role that we continue to want a human in charge of. So, I think we're gonna have to go through this across all industries and all businesses and functions and figure out can AI do it? The answer is probably yes today. Should AI do it? Maybe, and if not, how do we make sure we keep a human in the loop?

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Mervyn Dinnen 15:38

It's interesting you say that because I have in my speaking and stuff referred to a time a good few years ago now when I had the opportunity to sit on a flight deck of a sub for about 10 minutes, 1015 minutes. Okay, and there was a captain and a first officer, and I'll be honest, one of them was kind of doing the crossword, and the other one's kind of having little doze, and I.

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Dr. Kelly Monahan 16:04

Oh my god!

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Mervyn Dinnen 16:04

And I remember saying, I you know I I hate to ask this, but but who who's flying the plane? And the guy doing the crossword said, no, it's okay, the computer's flying the plane. He said, and I'm keeping a watch. You might think I'm doing the crossword, but I'm actually focused on what the computer is doing, and again, I I I told this in the preamble to something a session I did last year, and again, people were like horrified, but it's because I I think most people who know me know that my wife's a flight attendant has been for many many years. Okay, yeah, I know a few of these stories, but you know, it's. I know it's very, very safe, but but it is that kind of with you saying that it's. I think it's, and maybe it is a little bit with the checkout thing as well. That without somebody there, there's almost it's a bit like a safety blanket thing. That that I think it. You know, if you go in to buy something and it's just you choose it and pay for it, you know, and you don't interact with another person, which we do online all the time now. Of course, right. If you do that, it's almost like you've lost a bit of value to that transaction, to that purchase, because there's been no, I suppose, human interaction as part of.

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Dr. Kelly Monahan 17:17

That's right. That's right. I think that's spot on.

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Mervyn Dinnen 17:20

It's interesting. Now, we we talk obviously about yeah we're talking about reclaiming the plot. We're talking about doing things maybe, and one of the things sadly involved will be some form of downsizing. Yeah, and it's kind of I think it's you you you talk in the book, I think, a bit about, or in a way that that treats something like downsizing as a loss rather than an efficiency measure, shall we say? Correct. And so, yeah, operationally, what does that look like? I mean, in terms of comms, in terms of support, in terms of how others in the business, I suppose, regard the business and its leaders and HR if they see colleagues being managed out and things like that.

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Dr. Kelly Monahan 18:07

Yeah, you know, talk about an instance of where I think we have completely lost the plot in ways that is actually horrifying to me. You know, as I grew up in HR, so I was an HR business partner, and I think I might have shared last time on the podcast, but you know this was 20 years ago when robotic process automation was coming on board. You know I had to do a workforce reduction as a result of that tech change, and you know we laid off 200 people in one day, but had one-on-one conversations, looked at everyone in the eye, had a 30-minute discussion, and there were still things we could have done better with that. But it was a it felt a human a human experience, and so the fact that we are now normalizing sending emails at six a.m. and everyone's waiting at their computer and there's no one available, I just I worry that the technology industry is seen as almost like this holy grail for other industries and businesses because they've been so profitable. Now my hot take is they've been so profitable because of our consumer addictive behaviors that have kept them profitable and on engaged in ways that maybe in 20-30, years from now we will determine is not as healthy. But we have seen these companies, and then we try to emulate their HR practices. I have been inside of tech. It is the last industry that I would be looking for talent HR advice from, they are almost successful by accident, not because of their strong talent and HR practices. And so, as we think about humanizing this moment we're in, where there will be value destruction and then ultimately value creation. Unfortunately, destruction tends to come first before the creation shows up, and people will be lost a bit during this transition, and that's why I think it's a loss because there will be a momentum loss when a layoff occurs. People will be distracted. People are going to have to reinvent the way they're thinking through. They're losing colleagues, and they're losing almost a sense of the culture and humanity that was a part of the organization before that, and so. So, as you think about comms, the one thing that I talk about a lot in Reclaim the Plot too is is being a truth teller. People can handle a lot more. Like I think we're continuing to blindside employees. We're not being transparent. I've seen I can't tell you the number of times a leader get up on stage in an event I'm at, promising that they're not going to do layoffs with AI, but behind the scenes, I'm advising them on how to remove parts of their workforce. Like both things can't be true, and so I think that's how to become truth tellers in this moment. People can handle it. We're adults; people are going to have to figure that out. Like at the end of the day, it's individual responsibility to figure this out. And the better that we can be truth tellers at the leadership level, I think the better it is for all.

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Mervyn Dinnen 20:41

Are there any little tips then you would give HR people who who are listening to this, who maybe have are facing going through this themselves and and having to explain this? Are there any little tips from your experience of having overseen these before of ways to approach it, or rather ways not to approach it.

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Dr. Kelly Monahan 21:02

Yeah, I think it's really smart. It's like from a tactical perspective, I think right off the bat is making sure that the north star is very clear the value proposition of why we're doing what we're doing. And so, like here's a perfect example that I'm working with teams on. I've been using this metaphor that AI is like the elevator, really the safety break. That before the elevator was invented, we didn't have skyscrapers. We couldn't build them. Like it just was not part of our imagination at the time. But as soon as the elevator was invented, it took 30 years. But we figured out how to redesign our foundation, redesign the skill sets and roles required, and now we live and work completely differently than we did 150 years ago, I think AI is the same moment where organizations are going to have to rethink their foundations, the blueprints, the skills, and the roles in order to build skyscrapers. The problem is the vision that most leaders have given people today is we're going to just move from floor one to floor five faster, better, and cheaper with less people, and no one's excited about that. That that's not going to build a skyscraper. So, what I encourage HR leaders today is to figure out what does a skyscraper look like in your industry. What is that ultimate vision you're trying to get to? That's what's missing for most workers today. And then when I'm working with teams on, workers can opt in or opt out of that vision. Like either they're going to say, "Yeah, I want to become part of the new, you know, if we're going to use a metaphor, engineering team, architect team to start figuring out how do I build this skyscraper. I will invest in myself and begin to reskill. I do want to think about work completely differently and change the way that my job has been done. You're going to figure out pretty quickly who's energized by that and who's going to build the skyscrapers with you. And then on the flip side, those who say, you know what this isn't for me, and then you have those conversations of like I get it, that's okay. This journey is not for everyone. How do we then offboard you in a way that you can still land somewhere else that you still feel comfortable? And I think having those conversations immediately humanizes this process. And I just think from an HR perspective, it gives you two pathways that you can curate and give people time to get there.

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Mervyn Dinnen 23:04

And so, what would you advise? I suppose a mid-level, should we say, HR leader, not a CHRO, but but yeah, mid-level. Yeah, this is how I suppose to start. Yeah, to use the side of your book. This is how you can start reclaiming the plot of your team or of your division this week.

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Dr. Kelly Monahan 23:25

Yes, so this is why I've introduced the plot framework, and because I think this is where middle managers in particular need to start. The first thing for the plot is power, and is figuring out where decision making rights within the team exist. AI is challenging us to push decision making rights further and further away from like formal leadership positions. And so, how comfortable as you as a leader can get with moving those decision rights further away, right from a locus of control. The second thing you can immediately start doing is listening to your team. Now, I'm not talking about having a one on one and you know, asking how their weekend was, I mean, getting really good at understanding where's the friction points for people today. Everyone's using AI, but are we using it in the right ways? You know, and really starting to get shoulder to shoulder. Because think about it: if you put your power and position down, you've got a little bit more freed capacity. And so, how do you then come shoulder to shoulder with people and really listen and understand how their work is changing and what do they need. The third thing is O is for ownership, and that is really beginning to own this moment, even as a middle manager within your sphere of influence in your team, and saying I'm going to own the human AI outcomes for this, and whether that means we need more skilling, I'm going to start pushing that up the chain. Whether that means we need to clear North Star of what I don't know what our skyscraper is in my organization. Push for that, like own this moment, so that you are empowered to to build those skyscrapers, and then finally tease the truth. And I think getting really honest and vulnerable with your employees right now is the best thing managers can do. I think for so often I feel so much for middle managers because they have to manage up and manage down, and it's probably one of the most uncertain, ambiguous environments they're operating within. And so, getting really good at being transparent and truthful about this moment and maybe their own fears that they have with AI can go such a long way.

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Mervyn Dinnen 25:17

And what what kind of I suppose friction points have you seen in your research and thinking around this that potentially, I suppose, could you know lead to maybe a mid-level leader, for example, you know, feeling that you know they don't have a control over the situation, something like that?

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Dr. Kelly Monahan 25:39

Yeah. Oh my goodness! I think there's so much. So right now, what we've seen in our research is number one, everyone has an AI license, and Ethan Molek has called this like the jagged frontier in terms of AI is really good at certain things and then not. I think HR is in a jagged frontier. Like from a our workforce is operating in a jagged frontier. You've got some workers who are super users who are probably using too many tokens, and then you've got some that are not even really trying it. And so, to me, that's where I think a lot of the friction is: is you have a spectrum of AI adoption today across your workforce, and how do you meet people where they are? And that means dramatically different. You know how you show up as a leader, how you provide training and education. I think is again just that jagged frontier is very much in the HR realm as well. I think oftentimes some of the other friction comes from, and this is actually research my good colleague Rebecca Hines has done over at Glean. Is there's so much rework happening because of AI slop? So I don't think we've been really good prompters. I don't think we're really good at communicating with AI. The work that needs to be done, and so as a result, we're spending all this time reworking AI work and actually getting more administrative and more transactional in our job. So that's another friction point: is it's not really doing what we thought it was supposed to do. And then the third thing, which I think is a really big one to watch out for for managers, the work is no longer visible, and so you've got all these individuals kind of prompting and working with AI, maybe creating an agent AI, and yet you, as a manager, now are just seeing outputs. Like before, you used to kind of problem solve maybe a bit more in a meeting together, and you'd see that how that work is being completed, and so that's why there's so much friction too. Is we don't necessarily know how the output got to where it is, and that's a lot of what Rebecca's research has shown too. Is so many people are flying blind of like, hey, I prompted this this work delivery output came out. I can't explain how we got here. You know, back in the day, we used to have to show we were doing math equations with pen and paper. We had to always show our work. It's really hard to show your work right now with AI, and that's becoming a big friction for managers in particular.

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Mervyn Dinnen 27:43

And how, from from your research, how can they best deal with this? How how can they best get on top of this?

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Dr. Kelly Monahan 27:55

Well, the very first thing it kind of goes again a little bit back the plot framework that I in particular is really getting curious around how the workflow is changing, and I think as part of that, there's a couple things that managers can do. One is if you don't have a set of principles today for AI use, that's a problem. So maybe you've got a compliance and governance framework of rules and regulations, and I think as HR people, like we immediately kind of go to those like compliance policy type ways of thinking. To me, because this is such a frontier and edge case of how things are evolving, I think principles are a better use case to give people guardrails. And so, as a leader, as a manager, what is your philosophy around AI usage? Do you want people acknowledging every time they're using AI to write something. Do you want them to really focus on you know creation versus consumption? You know, there's all these different principles that you can think of as a manager that reflect your values, and that helps you get control and set your own guardrails because it is the wild, wild west in many organizations today. The second thing is, I think you know, as you do that, is really making sure that there is training and like learning provided right now. This is not the moment for efficiency. Like as much as we're wanting efficiency, this is the moment for learning. And learning is oftentimes the antithesis of efficiency because you have to think about how to do things completely different and provide that you know setting to do so. And then I think as part of that, the third thing is making sure from a manager there is going to be friction. How do you make sure you are sharing that learning across the organization so we can scale together? So much of AI knowledge is just being contained to an individual or maybe a small team, and so getting that learning out and across the organization so people don't keep repeating the same patterns, I think, is absolutely essential.

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Mervyn Dinnen 29:42

So, from the Wild West show into the Promised Land. Yes, if HR gets this right, say over the next I know three years, say what what do you think the function will look like? The HR function will look like, and what will it be doing that it doesn't exist at the moment?

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Dr. Kelly Monahan 30:02

You know, I think there's a couple different alternatives and scenarios here as I look at the research and talk with executives today, I think so. Let's just like again, let's just do another hot take here. You got me on a Friday, so here we are. We are questioning right the workforce size in terms of what AI can now do, at some point in time, are we going to question the C-suite size and figure out does that still make sense? It's very functional and siloed right now, and so there's conversations that I'm having with CHROs to consider does a CHRO and CIO function in the next two to three years eventually merge into one, because so much is now managing an AI plus human workforce, and you're going to need that expertise better together. Does the CHRO maybe merge with operations? You know, as we think about all this workflow redesign we have, you know, does that actually become one of the same sort of way of thinking within an organization? So, I think one, I think it'll be interesting to see how we reimagine the C-suite in two to three years and think through the skill sets that might be better together as opposed to operating separately, or at least incentivized better to work together. I think the second thing is, if this goes well and we enter into the promised land, I think HR is going to have a lot more responsibility and accountability of the business itself and the way that it generates value, and that's what excites me about this. Is so often that's what HR really wants to be doing, but we get stuck in all that compliance and HR employee execution. So I think if we do this right, the next two to three years, HR is going to actually be actively redesigning the org, redesigning how value is created, and I think thinking much more of their function is almost a product as opposed to a service. You know, a product is something that can grow and evolve. A service is pretty stable and something you're rinsing and repeating, and so that's what I worry about. If HR does not change, I do see heavy automation ahead, and that concerns me because there's so much value creation HR could be having, and if we keep doing the way we're doing things, we're going to be part of that value destruction pretty quickly.

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Mervyn Dinnen 32:07

Okay, so it's been a fascinating conversation, Kelly. And there's obviously lots to be looking forward to. So I'm clearly going to have you back on in a year's time to say, well, all of this didn't happen, or all of this way happened, right? Exactly.

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Dr. Kelly Monahan 32:21

Yeah, this will be a great episode to go back to.

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Mervyn Dinnen 32:23

We're in the wild west. We're still in the wild west. Yeah, we're still in the wild west. Where can people, I suppose, get hold of your thinking, find your book, or or maybe any of the sessions you've done?

D

Dr. Kelly Monahan 32:36

Yes. So by all means, come find me on LinkedIn. I'm pretty active there. Second thing is, if you go to reclaimtheplotbook.com, I actually encourage you to go there because there's a lot of free resources right now. There's a free leadership simulation you can go through to actually put yourself in some of these scenarios we talked about. There's a leadership discussion guide, so go there, go get all those free resources, order the book, and then my business is called Beyond the desk. So, if I could be helpful in terms of a workshop, actually coming in and getting hands on to redesign this work and take us to the promised land, [beyond the desk.com](http://beyondthedesk.com) is a great place to find me there.

M

Mervyn Dinnen 33:11

Okay, Kelly, it's been a pleasure to speak to you. Thank you for your time and lots of luck with the book.

D

Dr. Kelly Monahan 33:18

Thank you so much, and for having me today.

M

Mervyn Dinnen 33:20

It's a pleasure.