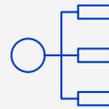


# IBM Services

## Takeda podcast: 5 key takeaways

How Takeda radically transformed  
its HR operating model

In the current changing environment, how can HR professionals adapt their fundamental HR operating model to be more dynamic and efficient? In a series of [We're Only Human](#) podcasts, selected talent and HR leaders are interviewed about their HR transformation practices, experiences and recommendations. In one [podcast](#), host Ben Eubanks, HR industry analyst and influencer, explores HR operating model transformation with Lauren Duprey, Head of HR for U.S., and Dominique Brewer, Talent Acquisition Leader, both of Takeda Pharmaceuticals. Takeda's HR model transformation began rolling out in February of 2020—just as the COVID-19 pandemic was hitting. Here is a summary of the top five relevant points from the podcast.



“I think you can’t make the mistake of designing an optimal, or academically perfect HR operating model in a vacuum. It really must be aligned with your fundamental business strategy and the overall operating model.”

— Lauren Duprey, Head of HR for U.S.  
Takeda Pharmaceuticals

## 5 key takeaways

- 1 Takeda invested considerable time in balancing HR global governance and accountability with localized, agile decision-making. They also spent time preparing, redefining and transforming themselves in the HR function before rolling out the new HR operating model.
- 2 Takeda changed its HR operating model to be more responsive to the needs of the business. As an agile organization, the firm realized it needed more decentralized decision-making to respond to changes quickly. A key component: having a people-focused function that is as agile and responsive as the rest of the business.
- 3 Takeda's operating model is more of a hybrid approach. It blends benefits of global Centers of Excellence in areas like diversity, equity and inclusion (DEI) and compensation with the flexibility of embedded local resources in disciplines such as talent acquisition.
- 4 Takeda uses People Advisory Groups (PAGs) to cover topics like employee engagement, labor relations and employee communications. The PAGs offer a centralized regional resource, enabling efficiency and responsiveness to local needs.
- 5 A key Takeda differentiator is its broader focus on equity and inclusion—not just in hiring and talent management—but across the enterprise in supplier relationships, drug trials and more. This commitment to a more equitable world, woven through all its business practices, makes Takeda a market leader.

We're Only Human is a podcast focused on blending research and practical advice to help today's human resources, talent and learning leaders. [Takeda Pharmaceuticals](#), featured in an October 2020 podcast, is a patient-focused, values-driven global biopharmaceutical company, committed to improving the health and future of patients worldwide.

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