

## About Innovation Resource Center for Human Resources (IRC4HR™)

Industrial Relations Counselors, Inc. (IRC), was established as a non-profit in 1926 — with funds donated by John D. Rockefeller Jr. — to promote positive employment relationships and advances in human resources management through consulting, research, and education. In the words of IRC’s original mission statement, these activities will “advance the knowledge and practice of human relationships in industry, commerce, education, and government organizations.”

Today’s IRC — Innovation Resource Center for Human Resources (IRC4HR™) — is founded on the same mission and principles but with a new name and focal set of activities. IRC4HR believes that the future of work in our digital economy will bring incredible opportunities for growth, along with challenging disruptions to people and organizations. Accordingly, we are focused on funding applied research and curating insights about the implications of technology and digital disruption on the future of work, organizations, people, and leadership. We accomplish this through collaborative relationships with academics, practitioners, and other thought leaders who share our human-centered interests.

In all of our research and relationships, we seek to make organizations more competitive, productive, and effective through improved people management practices and to serve the mutual interests of organizations, workers, and society.

## A sample of recent research funded by IRC4HR grants

### Personal Network Strategies of Successful People

As the collaborative intensity of work has exploded and the pace of change has accelerated over the past decade, personal networks have become critical to the performance and well-being of individuals (and organizations). This research (led by [Rob Cross](#), a professor at Babson College) is focused on understanding the behaviors of successful people — those in their organizations’ high-performance category and scoring higher on measures of career satisfaction, well-being, and engagement. The resulting white paper and series of twelve learning modules capture how these people build, maintain, and leverage personal networks in ways that help them produce innovative solutions, execute work, and thrive in their careers. Learn how you can become more skilled at building and nurturing successful, high-performing, and personally fulfilling networks at work and beyond.

### Organization and Leadership Challenges in Digital Transformation

Successful digital transformation requires a collaborative effort across functional boundaries, challenging the established culture of leadership and organization. In this multi-company research project (led by the [Center for the Future of Organization](#), a think tank at the Drucker School of Management), deep-dive interviews were conducted with a cross-section of leaders in each participating company to create a multi-stakeholder dialogue platform for exploring issues related to the cultural and organizations aspects of digital leadership and digital transformation.

### Reimagining HR: The CHREATE Project

With the goal of “advancing the HR profession forward, faster,” [CHREATE](#) was the collaborative effort of a group of CHROs from leading organizations, along with a group of academics and other thought leaders, focused on defining – and working to enable – the future of HR. Four years of collaboration produced a powerful framework for defining the future of work, a group of future-focused HR roles, and a set of tools that can help your organization prepare and be ready for the future.

### Work for Humanity

This initiative brought together a cross-functional group of thought leaders to explore how to better leverage technology to help people perform more valuable and meaningful work in a dynamic and unpredictable future. The goal is to establish an entity that will serve to incubate, cultivate, and define solutions for the future of work. Learn more about how we are partnering with [Work for Humanity](#) to support the development of a common vision and narrative for our collective future.

To learn more about the work and interests of IRC4HR, sign up for research updates, or access our archive of materials, please visit us at <https://irc4hr.org/>.