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# GETTING EXECUTIVES TO EXPECT MORE FROM HR

**A snapshot view of attention getting Business Impact HR**

NP St Louis - Monday April 16, 2018

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These slides are also available on [www.drjohnsullivan.com](http://www.drjohnsullivan.com)

# Dr Sullivan focuses on top performing corporations

He's advised over 200 firms... including 6 of the top 10 Best Place To Work firms... on how to **rethink HR** and to **greatly increase HR's business impacts**

1. Amazon
2. **Alphabet / Google** (case study)
3. **Facebook** (case study)
4. Salesforce
5. Tesla
6. **Apple** (case study)
7. **Comcast** NBCUniversal
8. Walt Disney
9. **Oracle**
10. **Netflix**



**This is “snapshot data presentation approach”...  
It focuses on quickly showing disruptive data points and  
“next practices”... that cause you to think**

**They promised me that you would be a highly interactive group**

**So even though I’ll move fast today...  
Let’s have a lively discussion... and please interrupt at any time**



**BTW, they asked me to disrupt your thinking on HR**

So be aware that I am presenting from a... **“red team” critical perspective**

**Some quick examples...**

# The foundation premise #1

**In a rapidly changing world...**

**Staying the same can result in economic disaster**

**Just ask “What if Amazon targeted NP”...**

**Kodak**

**Sears**

**Xerox**

**Watchmakers**

**Camera makers**

**Oldsmobile**

**Good guys**

**St. Louis Rams**

**Myspace**

**Blockbuster**

**RadioShack**

**Circuit City**

**Polaroid**

**Pets.com**

**Enron**

## **The foundation premise #2**

### **Sophisticated data-driven HR Can predict business disasters**

**Excessive overtime**

**Cut back on safety training**

**Many key positions are vacant**

**A high percentage of temps**

**Excessive absenteeism**

**Working with injuries**

**HR can save dollars and lives**

## The foundation premise #3

**Focus on generating revenue... because Cost cutting may  
have many unintended consequences**

## Cost-cutting is expensive!

### Discover the unintended business consequences of cost-cutting

Pocket #1 – HQ cut the **sourcing budget... so weaker job boards were used and referral bonuses were dropped** (It saved **\$53,500** over 100 hires)

But there were unintended consequences – because the **cost cutting lowered quality of hire by 11% & mechanical skills by 14.5%...**

Those reduced capabilities in new-hires at this facility after 1 year resulted in **hidden business impacts in “Pocket #2” performance**

- **Time per mechanical procedure increased (Up by 8%) - \$922,000**
- **Required re-work increased (Increased by 12%) - \$327,000**
- **Lost work hours from accidents (Went up by 17.8%) - \$679,100**
- **These other not obvious business impacts totaled - \$1,928,100 **Wow!****

## The foundation premise #4

**By shifting to this new “business impact approach”... HR can directly impact**

Strategic goals & business results

Innovation

Workforce productivity

Organizational capabilities

Organizational speed

Rapid learning

➤ **And the first step is to... educate managers about HR’s new capabilities...so that they begin to expect more from HR**

# Topics for this morning

## The 7 key points to be covered today

1. How to **get the attention of executives**
2. People management **practices from the world's most valuable firms**
3. Why firms must **redefine their talent competitors**
4. **Becoming data-driven** is the key driver of HR success
5. **Why HR must adapt** to the changing world of talent
6. **The new competencies** that you should target
7. The impacts of **a great employee experience**



# 1. How to get the attention of executives

2. People management practices from the world's most valuable firms
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**Let's start by...**

**understanding How important HR is  
in the big picture of a business**

# What are the top business challenges facing CEO's?

## And where does Human Capital rank among them?

- Customer Relationships / Corporate Brand
- Operational Excellence
- Innovation and Digitalization
- Regulation and Risk
- Sustainability
- Human Capital (Talent Management)

# CEO's top challenges

**Human Capital is the... #1 global CEO business challenge 2018**

**➔ 1. Human Capital #1 for 6 years in a row!**

2. Innovation and Digitalization

3. Operational Excellence

4. Customer Relationships / Corporate Brand

5. Regulation and Risk

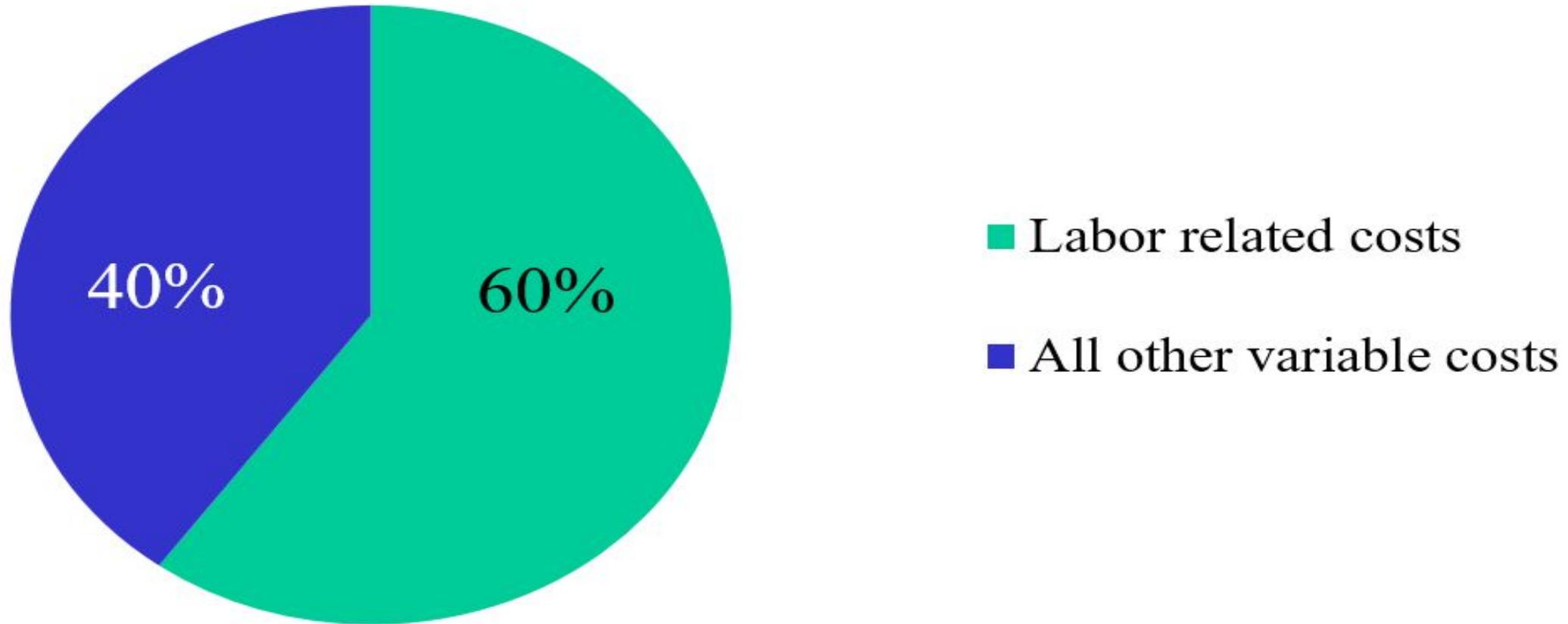
6. Sustainability

**OW!**

**In order to stop being “a challenge”... HR must change!**

# People are expensive – Labor costs are often # 1

**Labor related costs...  
as a percentage of all corporate variable costs**



**Business Impact HR... focuses on the money (BIHR)**

**So Think like a CEO for a few minutes**

**Would the following business  
impact data points change how  
executives treat HR?**

# Do HR functions have... any real impact on corporate revenue?

## And if so, which HR programs have the highest impact?

**HR function or process**

**Revenue Growth**

Firms that excelled in this HR area produced \_ times higher revenue growth

<b>1. Recruiting</b>	<b>3.5</b> times
<b>2. Onboarding and Retention</b>	2.5x
<b>3. Employer branding</b>	2.4x
4. Managing talent (Day to day productivity)	2.2x
5. Performance management and rewards	2.1x
6. Developing leadership	2.1x
7. Global people management / global expansion	1.8x
8. Mastering HR processes	1.8x

## Lets look at a few examples of BIHR revenue gains from these highest impact HR programs

### Revenue impacts in the sales function from various HR programs

**Recruiting** – we hired 33 salespeople last year (a “so what metric”)

- **A WOW metric** - the 33 salespeople hired under the new recruiting program **sold 24% more, or an average of \$503,000 more each year**
- **Resulting in an increase in total sales revenue of \$16.6 million**
- **The recruiting program cost \$124,000 >**

# Lets look at a few examples of BIHR revenue gains from these highest impact HR programs

## Revenue impacts in the sales function from various HR programs

**Retention** – we lost 40 salespeople to voluntary turnover last year

- Every time an above-average salesperson quits, **when replaced... the sales in their district go down \$1.2 million over the next year**
- Because 50% were preventable
- **Our personalized targeted retention program “saved” 21 sales people...**
- Thus **avoiding a revenue loss of \$25.2 million last year** (The program cost \$64,000) >

# BIHR reveals its revenue impacts

## The revenue impacts in the sales function (continued)

**Onboarding** - our onboarding process handled 33 new-hires

- Our new **“just-in-time onboarding one page letter”** to managers resulted in new-hires getting up to speed 25% faster
- By getting 33 new-hires **up to their minimum sales goal 2 months faster... each 1<sup>st</sup> year new-hire’s sales went up an average of \$99,900 or a total of \$330,000**
- The program cost was 0 >

## BIHR reveals its revenue impacts

### **The revenue impacts in the sales function (Continued)**

**Employer brand / Employee experience** - employees rated their employee experience a **78** on a 100 point scale

- **50% of our sales force was given 5% free time to think and innovate**
- **The employee experience rating of these salespeople went up 4 percentage points... to 82**
- **And the CFO verified that for every percentage point increase in sales employee experience, sales went up \$2.7 million**
- **Resulting in a total sales increase of \$10.8 million**
- **While the sales of the other 50% control group actually decreased by .05% (The “time to think program” cost was essentially 0) >**

## BIHR reveals its revenue impacts

### The revenue impacts in the sales function (continued)

Training - 12 salespeople went through training

- 12 salespeople completed our new virtual reality sales training
- And their sales after training on average increased by 11% **or a total of \$2.6 million**
- **And \$23.4 million if every salesperson was enrolled**
- The VR program cost \$174,000

## Question



**With this new bihr perspective...**

**How would an executive now  
act differently?**

## Topics list



1. How to get the attention of executives
- 2. People management practices from the world's most valuable firms**
3. Why firms must redefine their talent competitors
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**First Exec's must be made aware of...**

**What factors cause the top firms to**

**increase... market cap value, revenue and**

**margins?**

# Executives must know that investing in HC gives WOW ROI returns

\$100 spent on _____	Produces what ____% returns
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**Capital Improvements\*** **3.9%**

**Financial investments** **\_\_%**

**Developing Human Capital\*** **8.5%**

\*A study of 3,000 companies by the University of Pennsylvania cited in Fast Company Aug 1, 2003

**Before executives will focus on innovation...  
they want to know if it impacts a firm's stock value**

**Top global market cap firms**

- 1. Apple**
- 2. Google**
- 3. Microsoft**
- 4. Amazon**
- 7. Facebook 2004**

**The most innovative firms (BCG)**

- 1. Apple**
- 2. Google**
- 3. Tesla**
- 4. Microsoft**
- 5. Amazon**
- 6. Netflix**
- 7. Samsung**
- 8. Toyota**
- 9. Facebook**

**The common factor is...  
serial innovation that creates  
industry disruption**

# Do the benchmark serial innovation firms... also produce more revenue per employee?

**Expectation:** Serial innovation firms will have a much higher revenue per employee #

**Average in this industry**      **\$211,000**

**IBM**      \$199,000 (Below by **6%**)

**Amazon**      \$314,000 (Nearly **50%** above the average)

**Microsoft**      \$794,000 (Nearly **3 ¾** times the average)

**Alphabet**      \$1,450,000 (Over **6 ¾** times the average)

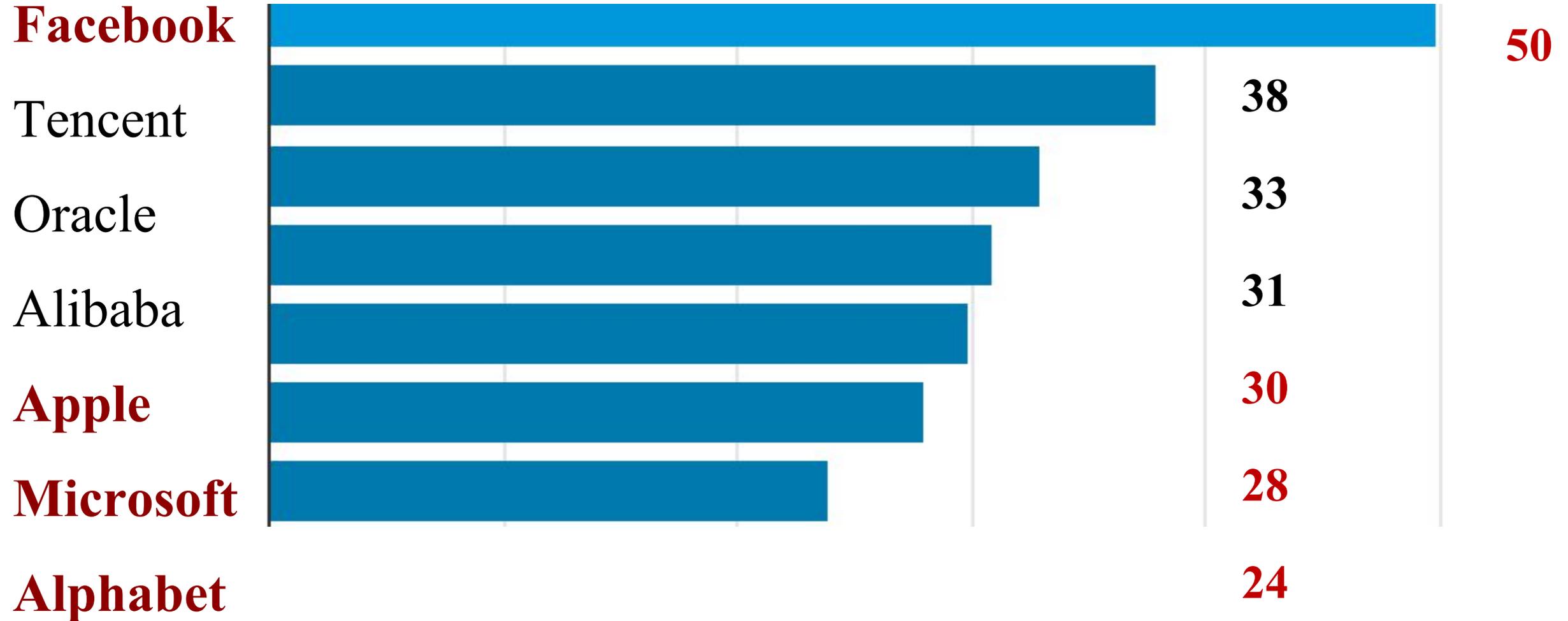
**Facebook**      \$1,620,000 (Over **7 ½** times the average)

**Apple**      \$1,940,000 (Nearly **9 ¼ times** the average)

**WOW**

**Key learning** – **Apple's serial innovation** can produce the same revenue as the average firm... with **8 X fewer workers**

# To the most innovative firms produce the highest operating margins?





**To maximize hr's impact on corporate  
performance**

**it must know... and then impact the key  
corporate performance differentiators**

# **The 10 Corporate performance differentiators that HR must impact**

- 1. Serial innovation** - implementing innovations fast
- 2. Top talent** – hiring and retaining innovators and top performers
- 3. Speed** – getting to market first
- 4. Rapid learning** – for both speed and innovation
- 5. Adaptability** – being able to scale and change directions quickly
- 6. Diversity** – global diversity that reflects your customers
- 7. Employee experience** – know what excites and focuses employees
- 8. Workforce productivity** – measure and improve productivity
- 9. Data and tech driven** – intuition is replaced by data and technology
- 10. Corporate strategic goals** – impact revenue, growth, stock price etc.



**Now lets look at**  
**some Examples of HR best practices**  
**that impact these 10 corporate**  
**performance differentiators**

# Innovation

## is a corporate performance differentiator

Executives must know the key factors for increasing innovation

(Use this Google algorithm as an example)

**Innovation = Discovery + Collaboration + Fun!**

self-directed learning

serendipitous discussions

more discussions

# Providing time to think increases innovation



The decompression ball or thinking time



The aquarium room for thinking

- Google also offers **20% time** and “**a nap room**”
- Facebook offers **maker’s time** (no meeting Wednesday)

# Time to think is an important part of innovation



Estimated costs \$4 billion

# Hiring

## innovators / top performers is a performance differentiator

What is the performance differential between hiring an innovator and an average worker?

- CEO quote - "The secret of my success is that we have gone to exceptional lengths to hire the best people in the world." "And when you're in a field where the dynamic range is **25 to 1**, boy, does it pay off."
- Google – a top technologist is worth **"300 times more"** than the average employee (Alan Eustace)
- Inventor James Dyson "The problem is that A players are only attracted to work at places where they see other A players... they smell B from a mile away"



The most important job  
is... recruiting

**WOW**

# Hiring the best requires...

## Action steps for getting quality hires

**Referrals** – “Over 93% of the top performers are referred by someone they know, such as a friend or networking contact” Source: Forbes 8/03/2014

**Boomerangs** - are **the #2 best source** for re-hiring former employees that were innovators and top performers

**Direct poaching** - hiring innovators and top performers directly from your product and talent competitors is **the #3 best source** (we go up, they go down)

# Speed is a corporate performance differentiator

**If the rate of change inside an organization... is slower than the rate of change outside... their end is in sight!**

Jack Welsh, Named Manager of the Century by Fortune magazine

-----  
**In this volatile world of business... now**

**“It’s not the big that eat the small.**

**It’s the fast that eat the slow!”**

Jason Jennings

**Action step** – Look for speed, a sense of urgency plus make 80% decisions

# Rapid learning is a corporate performance differentiator

**Learning is the # 1 competency in a fast changing world**

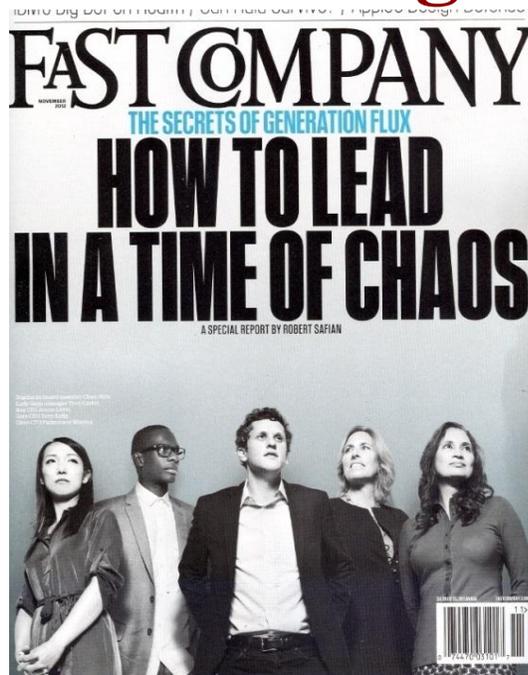
**Google - learning ability is the key determiner** in deciding among candidates across all jobs – (along with technical capabilities) (also Tesla)

**Facebook - looks for “builders” and “learners”**, people who are constantly educating themselves at the office

- 
- **Ask them** - to go through the steps on **how they will learn during their first 6 months** of the new job
  - **Have them list** – their most **advanced learning sources**
  - **Assess their learning net** – assess **their network** (Google)
  - Give them a **learning problem** – a real problem in advance

# Adaptability is a corporate differentiator in a VUCA world

What phrase would best describe the disruption  
that we've been going through over the last few years?



*Perpetual crisis*

**Action step** – Check for adaptability and the ability to quickly scale when you hire

# Diversity

## is a corporate performance differentiator

### Which has a bigger impact on sales... gender or racial diversity?

- Every 1% increase in **gender diversity** is correlated with...  
a **3% increase in sales revenue (3 to 1)**
- Every 1% increase in **racial diversity** is correlated with a **9% increase in sales revenue (9 to 1)** Source: Dr. Herring at the University of Illinois
- **48% higher operating margins** are generated by gender diverse management teams (Source: McKinsey)
- **When women in management positions exceed 20%... revenue from innovation goes up 10%** (Source: BCG)

**Action step** – calculate the business case, poach and reward diversity referrals

# **The employee experience is a corporate performance differentiator**

**Netflix states unambiguously...**

**The best thing you can do for employees... is  
hire only “A” players to work alongside them**

**Excellent colleagues trump everything else!**

# Workforce productivity is a corporate performance differentiator

## Workforce productivity comes from top performers

- The top **1%** of your workforce produce what % of your total output? **10% (Or 10 times their expected value)**
- The top **5%** produce **26% (Over 5 times their expected value)**

(U of Indiana study by O'Boyle and Aguinis)



Google has done its own top performer calculations

The **top 10%** on their teams produce... what % of the value?

- **“90% or more of the value”**

# Releasing poor performers also increases productivity

- A weak employee causes mistakes, failures, disruptions and lost opportunities **up to 10 times their annual salary** (Source: Resoomay)
- One “**slacker or jerk in a group**” can bring down team performance by **“30% to 40%”** (Source: W. Felps)
- Weak employees take up **what % of a manager’s time?**  
**1 day a week (17%)** (Source: Robert Half)
- Replacing a **weak manager** equals the impact of...  
**adding 1 teammate... to a team** (Source: National Bureau of Economic Research)
- **Bad ones stay forever...** weak hires **may stay 20 years** **OW!**  
**Action step** – Multiply the cost of a bad hire over 20 years

# Exciting workers also increases productivity



## Create a personalized motivation list for each employee

Ask key employees in an annual survey to rank...



- The types of **economic rewards** that motivate
- The types of **non-monetary rewards**
- **The types of recognition** that have the most impact
- **The types of work / projects** that really excite them



This enables managers to **customize rewards, recognition, & to increase employee productivity and retention**

# Reducing barriers also increases productivity



## Identifying and minimizing barriers to productivity

- “If you **had a personal goal** of increasing the team’s output by 25%”
- **“What current barriers would prevent that from happening...**
- Compile a **prioritized list of barriers**
- **Put together a joint management / employee team to find the best solutions for each barrier**

# Managing managers scientifically (Project Oxygen) is a corporate performance differentiator

## Google's Upward Feedback Survey

- 1) My manager gives me actionable feedback that helps me improve my performance
- 2) My manager does not "micromanage" (i.e., get involved in details that should be handled at other levels).
- 3) My manager shows consideration for me as a person.
- 4) My manager keeps the team focused on our priority results/deliverables.
- 5) My manager regularly shares relevant information from his/her manager and senior leadership.
- 6) My manager has had a meaningful discussion with me about my career development in the past six months.
- 7) My manager communicates clear goals for our team.
- 8) My manager has the technical expertise (e.g. coding in Tech, accounting in Finance) required to effectively manage me.
- 9) I would recommend my manager to other Googlers.

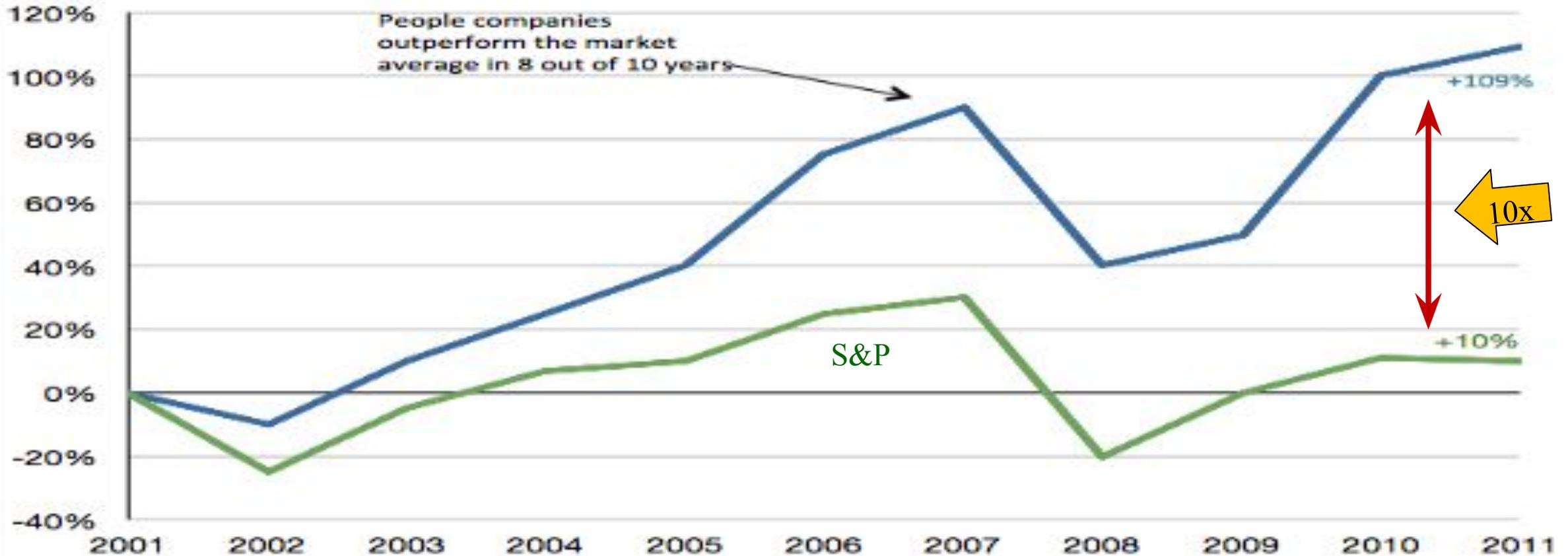
Source: Laszlo Bock, "Work Rules: Insights from Inside Google"

[GetLighthouse.com](http://GetLighthouse.com)

**Result** - 75% of weak performing managers significantly improved

# Did you know that a great employer brand... influences stock market returns?

**"People" Companies Outperform the Market Average**



**Made Fortune list 3 out of 10 yrs. (109%) vs. S&P (10%) - BCG 2012**



**any questions  
or comments at this point?**

## Topics list



1. How to get the attention of executives
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## Exactly who are your talent competitors?

### Consequences of defining your talent competitors too narrowly

- You will settle with **a weaker employer brand**
- Your ads will have the wrong **less effective attraction factors**
- **You will “under offer”** including comp and benefits

### **Lesson to be learned:**

Ask candidates **where else they applied** / interviewed

Assume that you compete against **talent in other industries** (Google)

**Do a periodic competitive analysis** comparing your best practices and results to your talent competitors

# Your talent competitors can be found on LinkedIn

## So here are your talent competitors

1. **Amazon**
  2. **Alphabet**
  3. **Facebook**
  4. Salesforce
  5. Tesla
  6. **Apple**
  7. Comcast NBCUniversal
  8. Walt Disney
  9. Oracle
  10. Netflix
- Mars Petcare
  - J.M. Smucker Company
  - Hill's Pet Nutrition
  - Blue Buffalo
  - Spectrum Brands / United Pet Group
  - Unicharm
  - Laroy Group
  - Deuerer
  - Heristo AG

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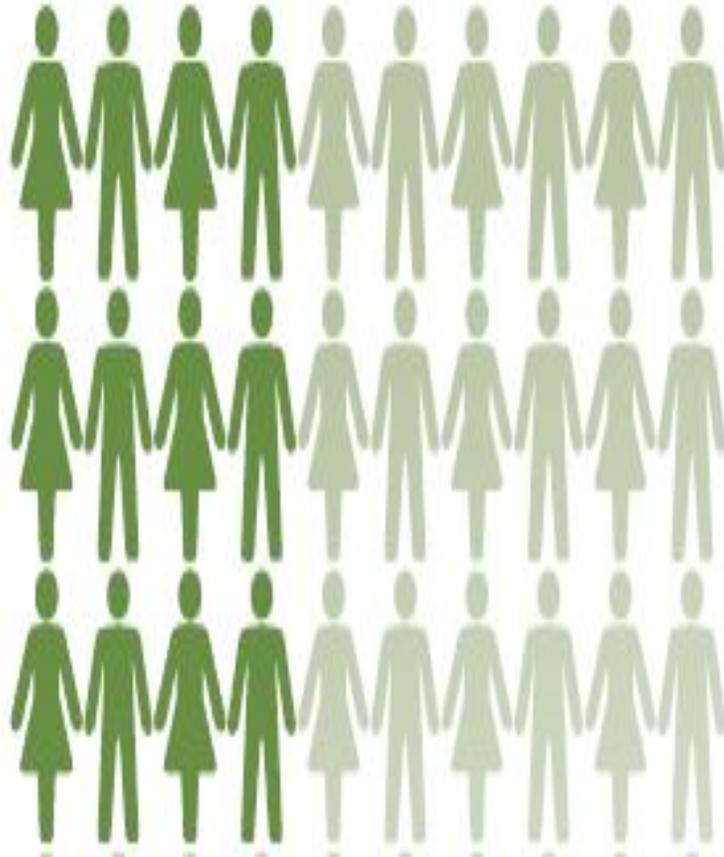
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# Do CEO's have confidence in HR metrics?

CEO

12%

AICPA survey



## What does HR do well survey?



Source: Economist Intelligence Unit study: Rethinking Human Resources in a Changing World, 2012

**BTW...** C-Level exec's once selected the most important performance metric... which was... **“new hire quality”** (Source: Survey by staffing.org)

## Data-driven decision making is essential

- **Google** - “All people decisions are based on **data & analytics**”...  
“We want to bring **the same level of rigor** to people-decisions that we do to engineering decisions” (Source: L Bock)
- **Amazon** - “We seek to be the **most scientific HR organization in the world**”  
“**We form hypotheses** about the best talent acquisition, talent retention, and talent development techniques and then set out to prove or disprove them **with experiments and careful data collection**”  
(Source: Beth Galetti VP of HR Amazon)

# Data must dominate HR

## **Data-driven actions to consider**

1. **Historical metrics** are weak because they tell you about last year
2. HR metrics must transform into **decision-making metrics**
3. **Business impact metrics** are the #1 most important measures
4. Get executive attention by **converting your metric results to \$**
5. **Predictive analytics** tell you about trends and upcoming problems
6. **Managers need real-time decision-making data** on their mobile
7. When you want to show performance improvement... **start with already measured jobs** like sales and customer service
8. **Use machine learning** to identify factors that predict performance



## 12 HR data related actions (Continued)

9. **Use data to prioritize** and focus resources on jobs and programs that have the maximum business impact
10. **Show how much performance improves after an HR action** is taken (training, performance management, a reward etc.)
11. Metrics **must reveal root causes** and why programs work
12. All metrics need **comparison numbers**



## Ex. - A data-driven approach for increasing collaboration

**What time is too short to wait in a lunch line?**



Google researchers found that the ideal lunch line should be about **three or four** minutes long

# Heat maps – Should be an HR decision tool

## Where sexual harassment is most prevalent in the EU

% of people who have been sexually harassed as adults

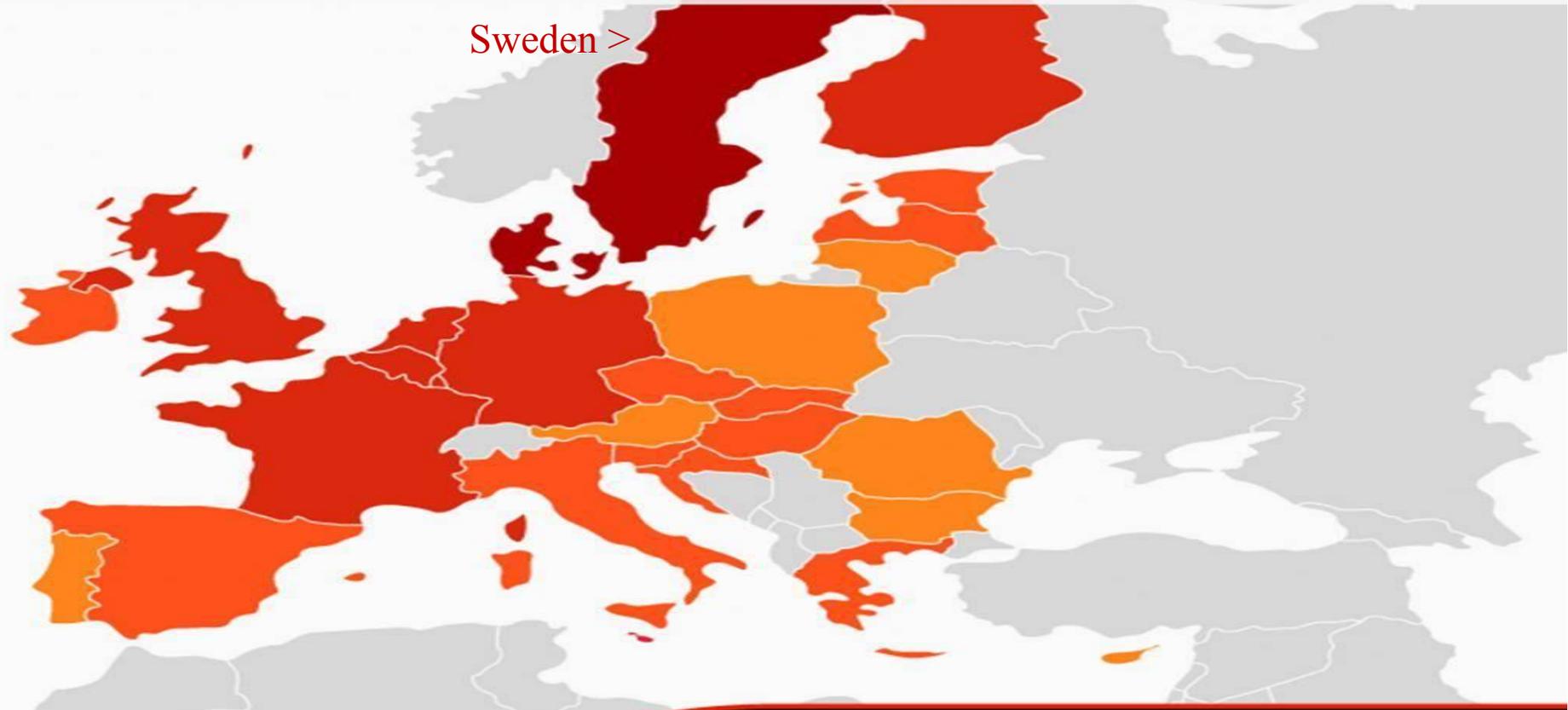
**EU-28 55%**

20% - 39%

40% - 59%

60% - 79%

80% - 100%





**hypothesis testing is critical**

**To find out if every HR program  
and component works?**

## Performance management hypothesis

### Performance management improves performance (Time & cost)

1. This firm went back 2 years and identified that they had **1,019 people rated #3, “needs improvement”** and put them on a PM plan
2. They calculated that they **spent an average of \$13,090 per year for 2 years**... trying to improve their performance (using training, coaching, counseling and manager time)
3. After 2 years they measured **the number** of employees **that had improved to #1’s** That number was \_\_\_\_\_

# Google hypothesis testing

Google uses an “everything matters data-driven approach”

- Does room color increases productivity? - there’s “a clear link between color and satisfaction with a person’s work area”, “which in turn can boost employee creativity and productivity”

Source: Meghan Casserly

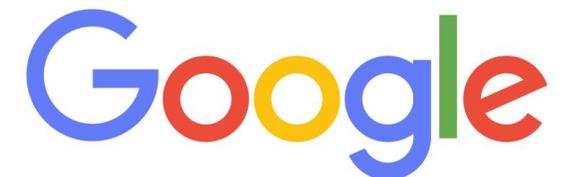
(pale blue and pale green)



- Can promotion success be predicted? ~~(Google)~~ Source: Prasad Pretty

$$\text{Odds} = e^{-22.216 - (5.227 \times \text{AvgPerf}) - (2.732 \times \text{MgrRecommended}) - (.971 \times \text{SelfRecommended})^*}$$

$$\text{Probability (\%)} = \frac{\text{Odds}}{1 + \text{Odds}}$$





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# Why HR must adapt to the changing world of talent

## 12 ways that the world of talent is changing

1. **The competition for top talent is intense** - so hiring systems must be data-driven, faster and much better at selling **(TTF 27 days)**
2. **It's now a global competition** - because of remote work, you must convince managers to allow remote work from wherever the best talent live
3. **Tech jobs are now more important** - hiring and retaining this high-impact talent requires a personalized data-driven approach
4. **Diversity** – there is now evidence of its tremendous business impacts. So a personalized data-driven approach is necessary

# Why HR must adapt to the changing world of talent

## 12 ways that the world of talent is changing (continued)

5. **Innovation has a greater impact than productivity** - so a data-driven scientific approach must be applied to increase collaboration and innovation
6. **Skills become obsolete quickly** – so you must hire/retain those that continually learn. Unfortunately, some new skills are needed so quickly, **that retraining is not always possible**
7. **More leaders are needed** – with **project work dominating**, many more leaders will be needed at mid and lower levels
8. **Retention must be continuous** – **loyalty continues to wane** so a targeted and personalized retention approach is needed

# Why HR must adapt to the changing world of talent

## 12 ways that the world of talent is changing (continued)

9. **AI/ML talent becomes essential** – every firm must become “An AI first company” in all functions
10. **Internal movement OJT**– part-time remote projects and internal movement become the dominant development approach
11. **Gig workers provide flexibility** – frequent business down and upturns are best handled with a significant portion of your workforce being gig, part-time or seasonal workers
12. **Managers must learn to nudge** – the best results come from influencing, convincing and nudging others to act

## Future directions



### Prepare for these radical shifts in talent

- **Managers will do much more HR work... using real-time data on a manager's mobile phone (mgrs. use HR apps)**
- **Machine learning** must be applied to most people management decisions
- **Chatbots and decision trees** guide managers
- **Virtual reality** will eventually dominate development (Pilots / Army)
- **Talent pipeline** gives you more time to assess and sell
- **Entire work life hiring** is a solution to high turnover



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# “Game changer and time saver competencies”

## 7 “Game changer” competencies

1. **Innovation/calculated risk taking**
2. **Disrupters** (Glass ½ full & leaking)
3. **Use data** for decisions
4. **Leading-edge learning** (Google #1)
5. **Adaptability**
6. Proactively **embrace technology**
7. **Strategic thinking** (Big picture)

## These 8 save a manager time

8. **Self-motivated with drive**
9. **Speed/a sense of urgency**
10. Take **ownership of problems**
11. Retention/movement **trajectory**
12. **Seek added responsibility**
13. **Create results** when leading
14. **No plateauing** in their results
15. They “**find work**” when idle<sup>72</sup>

# Disruptors... allow you to act before things become obsolete

## Disruptors that spur innovation... see everything as “broken”

Most see established things as ok, or ½ full



Better employees see established things as ½ empty but still ok

**But the best see established things as ½ empty and leaking (soon to be obsolete)**

½ empty... and leaking employees **prevent surprise obsolescence**

## Topics list

1. How to get the attention of executives
2. People management practices from the world's most valuable firms
3. Why firms must redefine their talent competitors
4. Becoming data-driven is the key driver of HR success
5. Why HR must adapt to the changing world of talent
6. The new competencies that you should target
- 7. The impacts of a great employee experience**



## **employee experience**

Firms with engaged employees earned **147% higher profits** than competitors with lower engagement rates (Source: Gallup)



## Benefits of a great employee experience

- **Attract** more and better candidates (employer brand image)
- Get up to **minimum productivity faster**
- Increased **retention** (early and long term)
- Increases in **innovation and productivity**
- Higher levels of **excitement, engagement and effort**
- More **teamwork, collaboration and cooperation**

## 12 Elements of the employee experience / journey

1. The **recruiting** and hiring experience
2. The **onboarding** experience and experiences **during the 1<sup>st</sup> month**
3. Your **coworkers**
4. The **physical work environment** and tools / tech
5. The **actual work itself**
6. **The management style** and experience created by **their manager**
7. The **feedback**, communications & **perform. appraisal** experience
8. The **pay, benefits and recognition** experience
9. The **internal movement** / promotion experience
10. Development and **career path**
11. The **corporate culture**
12. **Offboarding** and corporate alumni

# The best experience is... “Doing the best work of your life”

## Great jobs cover these “best work factors”

1. Can't put it down **exciting work**
2. Seeing **their impact**
3. Working with **top coworkers**
4. Great **managers**
5. A **chance to be 1<sup>st</sup>**/to win
6. Opportunity to **innovate**/take risks
7. **Freedom** & a choice of projects
8. **Learn advanced things**/growing
9. Opportunity to **implement ideas**
10. To be constantly **challenged**
11. Be an expert/**mastery in an area**
12. **Input into schedule**/location
13. Opportunity to **make decisions**
14. Measure / **reward performance**



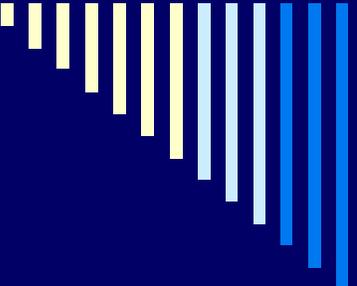
## Assessing your employee experience

**Traditional brand measure** - % of employees who are **active**

**promoters** / detractors (Bain - would you recommend the firm to your friends)

**Also consider...** -----

- **Workforce productivity ratio** (revenue per employee)
- **Innovation** - % of revenue from new products (last 18 months)
- **% and cost of regrettable turnover**
- **% of employees that make referrals**
- **Average rank on employer rating sites & lists** (e.g. Glassdoor.com)
- **Employee engagement scores**

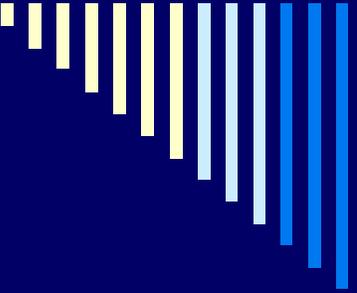


## A reminder action checklist

- Focus on directly impacting strategic goals
- Borrow approaches from the business functions
- Convert talent results to \$'s of revenue impact
- Sell managers using the \$ of benefits they receive
- Make decisions with data
- Warn with predictive metrics and alerts
- Show only high-impact “actionable HR metrics”
- Focus on productivity and innovation

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Prioritize jobs / programs with the highest impact



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**Did I make you think?**

**How about some final questions?**