

Sustainability Human Resources Strategy : Beyond HRM approach

July 6th, 2017



What 2016-2020 look like



Entrepreneur
& Start-up Boom

Organization needs disruption
& innovation

Digitalization

C Generation

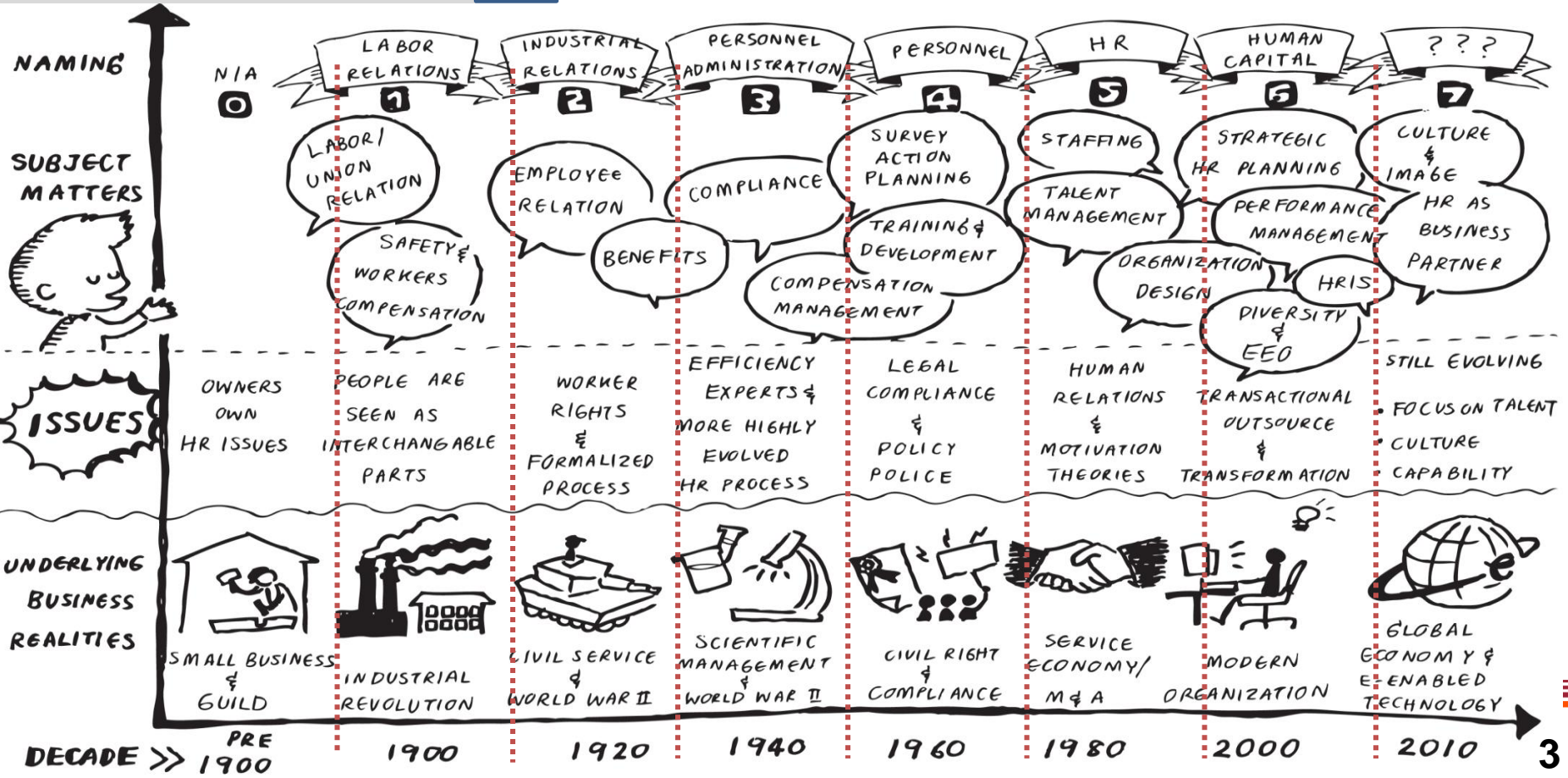
Consumerization

People needs
flexibility

We are in the new HR Era and we
are building our legacy

HR Evolution

HR evolves to fit with external business needs



What kind of “People” should companies be looking for?

Modern trends

Selecting Based on Resilient Capabilities

Companies tend to scan for more resilient capabilities e.g. strategic thinking. These capabilities are more difficult to measure, but Harvard Business Review still suggests you can gauge these capabilities by crafting your interview questions well.

Example of interview for Strategic thinking:

- How would you go about connecting the dots and identifying the interrelationships and interdependencies in a proposed strategic plan?
- When you are working on a strategic project in your current job, how do you go about identifying the relevant stakeholders across the firm?
- What are the steps that you have taken during your career to become a more strategic thinker? What measures or indicators do you have for growing the skill?



Strategic Thinking

Don't rely on your job applicant to tell you whether they are strategic. Instead, use one of these six interview approaches.

1. Give them a real problem to solve
2. Ask them to review a flawed strategic plan and identify potential problems
3. Ask specific interview questions
4. Look for strategic phrases within the answers to your standard interview questions.
5. Ask questions that reveal how much they value strategic thinking
6. Consider the questions they ask you

Modern trends

Selecting Based on Resilient Capabilities

13 qualities Google looks for in job candidates

1. Google wants "Googlyness."
2. Google wants "role-related knowledge," not deep specialization in one area.
3. Google wants people with "emergent leadership."
4. **Google does want people with high "cognitive ability."**
5. Google seeks out people with "grit."
6. Google wants diversity.
7. Google wants to know whether candidates can tackle difficult projects.
8. **Google wants candidates with analytical skills.**
9. Google expects people to meet ridiculously high standards.
10. But Google doesn't care about GPAs.
11. Google wants to know how much candidates have accomplished compared to their peers.
12. Google wants to see people who take ownership of projects.
13. Google wants to see humility, too.

Google receives between 2.5 and 3.5 million job applications a year. It only hires about 4,000 people.

"This looking for cognitive ability stems from wanting people who are going to reinvent the way their jobs are going to work rather than somebody who's going to come in and do what everybody else does.

We recruit for aptitude, for the ability to learn new things and incorporate them."

Laszlo Bock
Senior vice president of People Operations at Google.

Modern trends : Inventing Your Own Unique Approach to Ensure Culture Fit

SEAC

Unique approach

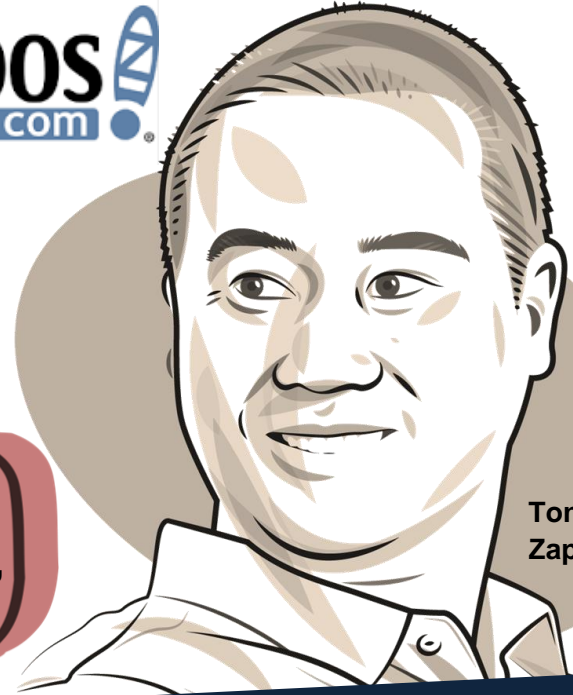
To ensure culture core value fit

When applicants get interviews scheduled and are not locals, they will **get a free ride** from the airport to Zappos' Las Vegas headquarters.

In addition to being a convenience, it is also a **subtle part of the application process**.

“It doesn't matter how well the day of interviews went, if our shuttle driver wasn't treated well, then we won't hire that person.”

Zappos
.com

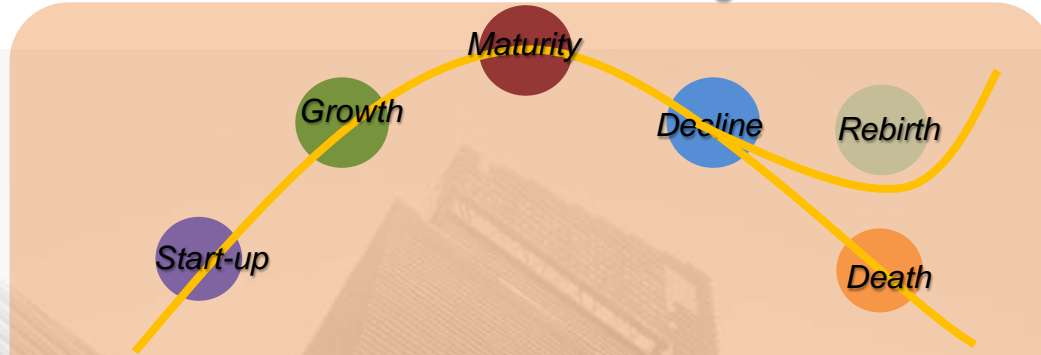


Tony Hsieh
Zappos CEO

What's the right method to motivate employee performance?

There is no right or wrong answer because you may find the most effective method depends also on the stage of your business and types of your people.

Context 1: Business Stages



Context 2: Your People Types

Are they....?



Hill Walker
(Clock Punchers)

OR

Mountain climber
(High Achievers)



What should we do in terms of Human Resources Management?

- **A flexible work environment**
- **Customize work**
- **Share information**
- **Uses new ways to communicate and collaborate**
- **Shift from knowledge worker to learning working**
- **Learn and teach at will**
- **Going Mobile**
- **Understanding Social**
- **Consider Adaptive Learning**
- **Align with Business Objectives**
- **Measure Effectiveness**

What **Future-Fit HR** Looks Like?

- ▶ Future-Fit HR Keep Their Eyes on **Impact**
- ▶ Future-Fit High Value Plays Different **Roles** Effectively
- ▶ Future-fit HR Strives to **Collaborate**
- ▶ Future-fit HR doesn't stay only in **HR realm**
- ▶ Future-fit HR **Learn-Unlearn-Relearn**



Case study on companies that can develop their people as part of their sustainable development

Southwest Airlines

8 Freedoms

The Southwest Employment Brand's Eight Freedoms

1. The freedom to pursue **good health**
2. The freedom to create **financial security**
3. The freedom to **learn and grow**
4. The freedom to **make a positive difference**
5. The freedom to **travel**
6. The freedom to **work hard and have fun**
7. The freedom to **create and innovate**
8. The freedom to **stay connected**

Behind their thinking

In addition to what the company commits to the employee, Southwest's employment brand communicates the expectations it has of its employees, too. Its matched set of freedoms and responsibilities serves to create a clear picture of Southwest as an employer, which in turn delivers an applicant pool that's a good fit with the organization.

What employees value

The Mercer survey predicts that employers would continue to focus more on:



Variable pay



Training and career development for high performers



Example

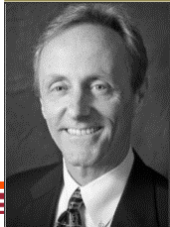
MICHELIN

Difference between age groups

- Older employees value **benefits** more than younger employees.
- Younger employees value **work-life balance and development opportunities** more than older employees.
- **Work-life balance** is significantly more important for men and women with young children.

Trending now!

There will be a renewed focus on wellness and disease management.

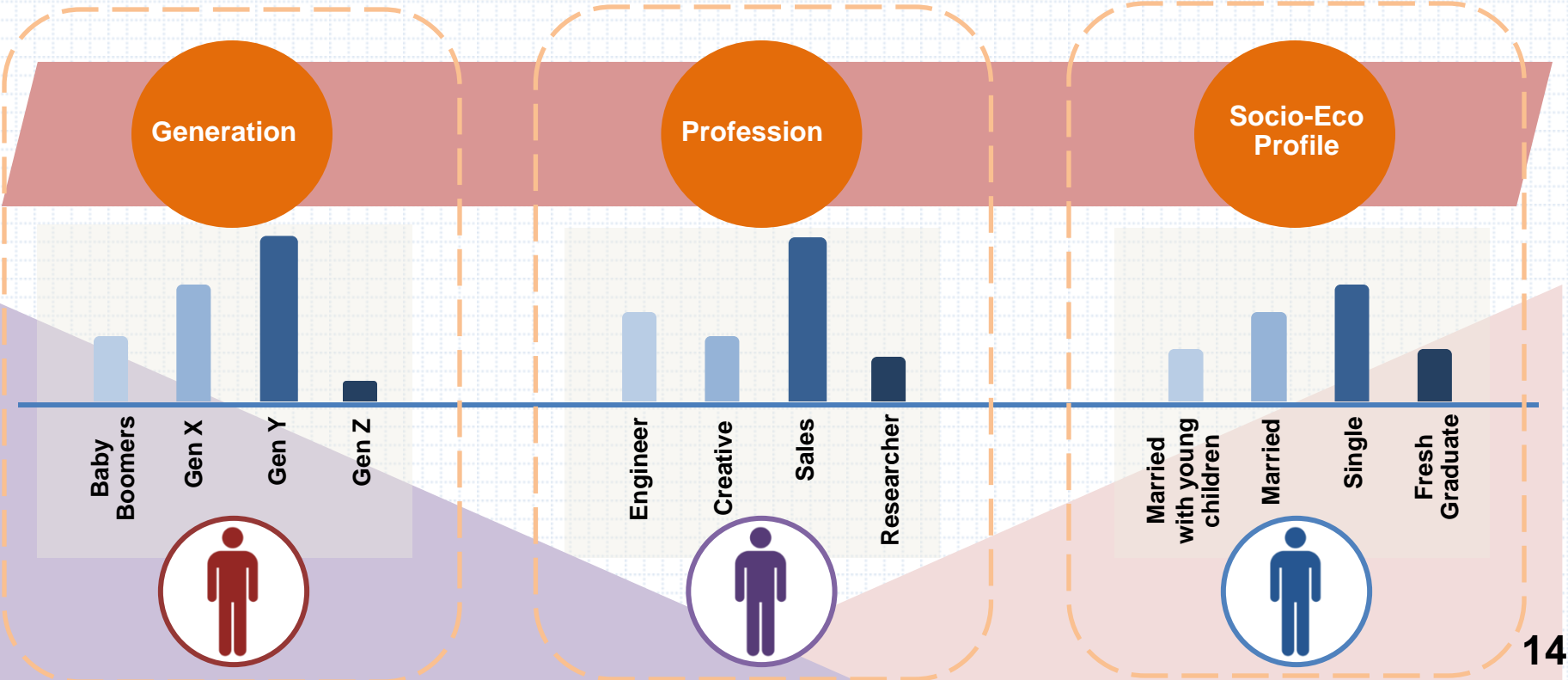


Josh Bersin just released his new prediction that there will be the explosion of Wellness and Fitness program and technologies (such as application) to support it. Bersin propose that now companies are **rethinking wellness, fitness, and performance.**



Segmenting and Capturing People's Values

Type of segmentation



Modern Trends: Applications for Job Seekers

New applications for job seekers are being invented, and recruiters/ employers should keep themselves abreast of those, not only with new tools, but also with the new job seekers' behaviors and mindset affected by those tools.

As smart online tools help applicants spend significantly less time on job hunting and application, applicants tend to see companies' long recruiting process as 'making no sense'

A new kind of job hunting

- ◆ **Career app 'Debut'** offers both a talent spotting tool (where jobseekers fill out profiles for employers to browse through) and a number of company specific games, which help employers whittle down potential hires according to their scores.
- ◆ **Preloaded** app allows players to take on the virtual duties of a shop assistant. Adept players will then be encouraged to apply for a job at the company.
- ◆ **Arctic Shores** created three gaming apps that incorporate psychometric testing- which received Disrupt HR Tech award 2016 - the game collects data on how they respond to different problems. This aims to gauge a candidate's character and test how well they would fit into an existing team.
- ◆ **Job Today** is helping jobseekers to speed up the application process simply by filling in a profile, rather than sending out CVs

Business objective

Debut

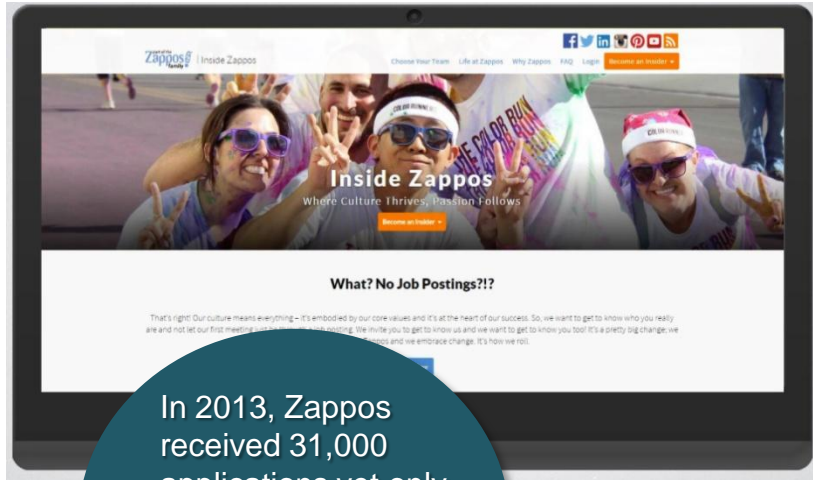
POCKET UNIVERSE
A BRIEF HISTORY OF TIME REVISITED



JOB TODAY



Modern trends : Candidates' Self-Screening Tools | Case A



In 2013, Zappos received 31,000 applications yet only made 350 new hires. That means they sent out 30,650 rejection letters.

1. Insider Program

Zappos was **getting rid of job postings** and launched the **Zappos Insider program**. The new program focuses on developing long-term relationships with prospects by:

- No Job postings on career sites
- Introduce visitors to the various teams at Zappos, and ask to choose the one that is most applicable to their' skills and interests
- Visitors then upload their resume or join with LinkedIn, Facebook, or an email address.
- Visitors fill out a few questions (5-10 minutes) relating to logistics and culture. For example, one question is, "What's something weird that makes you happy?"

Modern trends : Candidates' Self-Screening Tools | Case B

PIZZA CHEFS WANTED
We need to hire more Pizza Chefs to keep our popular Monday — Wednesday Carryout Deal going.

Domino's Pizza - Pizza Heroes Want

LARGE 8-TOPPINGS PIZZA \$7.99 EACH
MONDAY-WEDNESDAY CARRYOUT ONLY

IT COULD BE YOU!
Play Pizza Hero & see if you have what it takes to be a real Domino's Pizza Chef.

GET PIZZA HERO
Performa best on iPad 2!



2. Gamification



You Can Get a Job If You Play Well

Pizza Hero doubles as *video game and job-training tool*. If you pass its introductory challenges and its "Two Pizza Throw down" mission (your task: make a couple of pizzas), you'll be prompted to apply for a job at Domino's.

HAVE WHAT IT TAKES?
YOU COMPLETE

PIZZA PREP SCHOOL
TWO PIZZA THROWDOWNS

ON PIZZA HERO, WE'LL INVITE YOU TO APPLY.

WANT TO BE PART OF THE DOMINO'S TEAM?

CONGRATULATIONS!
WE WANT YOU
TO BE A REAL DOMINO'S PIZZA CHEF.

It looks like you might have what it takes to make real pizzas at your local Domino's.

APPLY FOR JOB

SEE AND KEEP PLAYING

Modern trends :

Candidates' Self-Screening Tools | Case C



3. Visual Reality Recruitment Experience for potential recruits

British Army is using virtual reality headsets to give potential reservists a hi-tech glimpse of Army life.

“By using the virtual headsets, people will be able to step straight into an exciting real-world scenario of volunteering with the Army Reserve and the huge variety of challenging roles there are to choose from”

4. "REVEAL" Innovative game Tool for self-revelation



In the virtual world of Reveal, anyone with a few idle hours to spare can try their hand at typical corporate challenges across five departments from finance to marketing. At the end, they will be given feedback on their performance, and **outstanding achievers will be invited to HQ for interviews.**

L'ORÉAL



Modern trends : Candidates' Self-Screening Tools | Case E

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5. BCG Potential Test Problem Solving Test or PST



It is an online case that is designed to assess your analytical, logic skills and your business sense, as well as to **screen candidates before conducting 'real' case interviews.**

BCG Basketball League Case Elapsed time: 4:00 / 10:00

Doc 1 Doc 2 Doc 3 Doc 4

Question 2/5***:

Suppose that there are 5 College Teams in the league. How many teams are there in the Major City Teams group?

- 2 teams
- 3 teams
- 4 teams
- 5 teams

Segmentation of Client League

Team segmentation

Based on its revenue (on the average-per-team basis) in the previous chart, we then go on to search for problems within the Client League.

The client then prepares a segment breakdown of all 18 teams. There are three main representing groups:

- College Teams
- Small City Teams
- Major City Teams

The segmentation along with some basic information is summarized in the table to the right.

	Historical Winning Percentage	Revenue (\$10)	Profit (\$10)
College Teams	35 (%)	20 mil	2.2 mil
Small City Teams	50 (%)	25 mil	0.5 mil
Major City Teams			

Correct answers

Question 1 – C (\$7 mil)

Note: Don't always try to be a calculating machine. In addition to calculating hard, calculate smart!

With this question, a few simple tricks can help you get through it very fast. Here is how we would do it.

By looking at the graph, notice how the Client League and the NBA have about the same value for Other Costs.

Also notice the fact that the NBA has twice the revenue of the Client League. So if the Client League is as good as the NBA, they will cut Other Costs in half, which is a \$5 million cut.

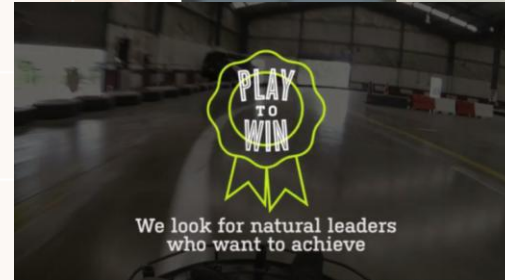
That additional \$5 million along with the current \$2 million will make profit worth \$7 million.

MANAGEMENT CONSULTING PREP

6. Gamified storytelling Interactive Recruitment Video



“Will You Fit Into Deloitte,” a point of view, interactive recruiting video that takes viewers inside the **Deloitte culture** while also educating viewers on **Deloitte’s various service lines**. By clicking on choice points within the video, viewers get to walk in the shoes of a new Deloitte employee and decide his courses of action (be they right or wrong).



Future Evolution of the Workforce

The best preparation for the future is to understand what will come tomorrow and to prepare for it today.

Contingent Workforce

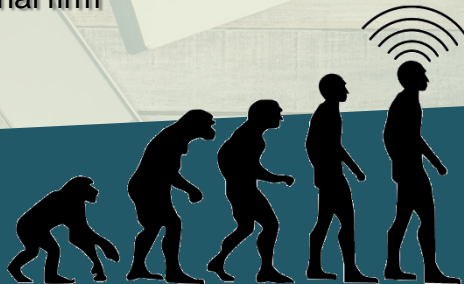
- Employees working variable; part-time hours or schedules, compensate hourly, operating remotely, or working for an external firm

Gen Z in Gig Economy

- Digital Natives
- Work flexibility
- Travel more each year than other generations

Digital Nomads

- Location-Independent
- Remote employees or knowledge process outsourcing employees
- Travel and work at the same time



SEAC

THANK YOU

