The Future of HR: Leadership Success Through Continuous Learning & The Emergence of Analytics

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Society For Human Resources

October 6, 2017

SHRM Guam Chapter Annual Conference

Your Profession Matters

Multiple Functional Areas

Worldwide Skills

You Can Change a Company

You Can Change a Life

Expertise comes from jobs you do..

- **SHRM** (2/2014)
  - > Divisional Director, West - *State of California Field Service Leader*
- **eBay Inc**. (2.5 yrs.)
  - > Senior Director HR Delivery Solutions, HRIS and Analytics
- **The Coca-Cola Company** (5 yrs.)
  - > Senior Director Global HR Strategy and Transformation
  - > Director Global HR Strategy, HRIS and Measurement
- **Motorola Inc**. (11 yrs.)
  - > Director Global HR Strategy, Measurement and HRIS
  - > Global Rewards Director

- **Motorola Inc.** (cont'd)
  - > Chief of Staff to SVP of HR
  - > Director of HR – Emerging Business and Joint Venture Brazil
  - > Employee Relations Manager
  - > Staffing Manager
- **Nissan Motor Corporation** (2 yrs.)
  - > Regional HR Manager
- **General Dynamics** (9 yrs.)
  - > Corporate Office Personnel Manager
  - > Senior HR Representative
  - > Senior Staffing Representative
  - > Staffing Representative
  - > Employee Suggestion Analyst

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"People ask me what's the most important function when you're starting an organization or setting up the kind of culture and values that are going to endure. The discipline I believe so strongly in is HR… "
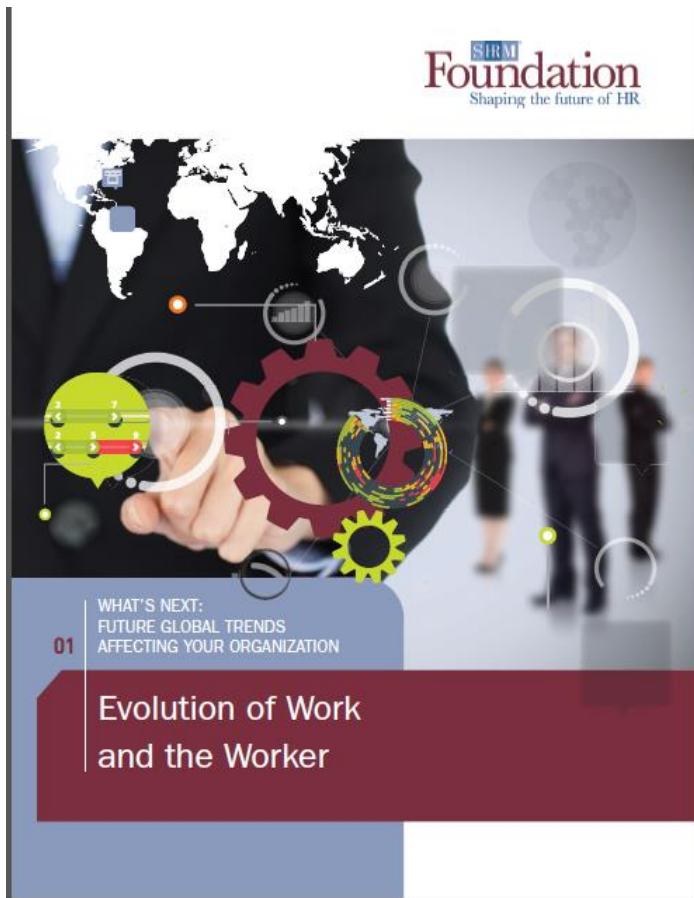
1) The Changing Global Workplace

2) The Role of HR in Promoting Business Success

3) Three Key HR Tools for Advancing Business Goals

 ➢ Measurement and Analytics
 ➢ Leadership Development and Education
 ➢ Workplace Flexibility

4) SHRM-SHRM Foundation Support Resources

SHRM Foundation-EIU Study

This study on workplace trends concludes that the globalization of business, changing demographics, and increasing employee mobility will continue to transform the nature of work and the worker In the next 10-15 years

1) Demographic Shifts

2) Growing Workforce Diversity

3) Increased Employee Mobility

4) Global War for Talent

5) Better Educated and skilled Workers

6) Advances in Technology

7) Flexible Work Arrangements

Demographic Shifts

Civilian labor force
By age, in millions
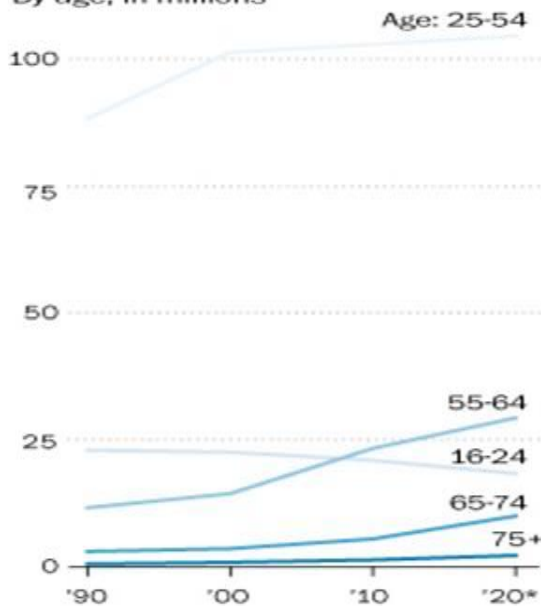
Source: US Labor Department

The U.S. and many developed countries are concerned with their aging workforces and the loss of their skills when they retire

Developing countries, by contrast, are concerned about the need to devise education systems to prepare their young populations for the workplace

Growing Workforce Diversity

Workforces throughout the world have become more diverse as cultural and ethnic populations have moved in greater numbers within countries and across national borders

Also, in recent years large numbers of women have been entering the workforce, especially in the developing world

Increased Employee Mobility

Global talent is increasingly flowing to the U.S. and other developed countries with low birth rates, aging workforces, and skills gaps in science, technology, engineering, and math

At the same time, global businesses are streaming to emerging markets with growing populations and attractive investment opportunities

Global War for Talent

Global talent mobility means companies will be competing ever more fiercely for top talent in a global pool and against virtually connected work teams

PricewaterhouseCoopers Global CEO Survey confirmed the difficulty companies are facing in finding the talent they need to succeed

One in four CEOs said they were unable to pursue a market opportunity or have had to cancel or delay a strategic initiative because of talent challenges

Better Educated/Skilled Workers

The world as a whole is becoming more educated as countries invest to increase their competitiveness in a global knowledge economy

If current trends continue, China and India alone will account for 40 percent of young people with a post-secondary education by 2020 among all G20 and OECD countries

Advances in Technology

Internet and communications advances are moving us towards a world in which companies will be able to deliver customized products and services to hand-held devices anywhere

Rapidly evolving technology has enabled previously isolated countries to participate in global business and allowed work to be more easily distributed and performed far from its original source

Flexible Work Arrangements

Flexible work arrangements are among the most valued benefits by workers today, so employers are under increasing pressure to allow employees to work when and where they prefer

Surprisingly, a Reuters global survey of employees who could connect virtually to their workplaces found that employees in the Middle East and Africa, Latin America, and Asia-Pacific were more likely than those in North America and Europe to telecommute frequently

How Can HR Promote Business Success?

1) Understand and support the business strategy

2) Leverage strategic workforce planning

3) Measure organizational effectiveness

4) Retain, engage, and develop critical talent

Understand and Support Business Strategy

To be credible business leaders, HR practitioners must understand their organizations' business strategy and the environment in which it operates

They must align the HR and business plans, develop and communicate the organization's core values, and establish strategic relationships inside and outside of the organization

Leverage strategic workforce planning

A key business role for HR is to be a contributing partner in the organization's strategic planning

Especially important is leading the strategic workforce planning process, including developing and presenting long-term forecasts of future human capital needs at the organizational level

Measure organizational effectiveness

HR should develop and utilize customized business metrics to measure the achievement of organizational goals

These metrics – such as performance indicators and balanced scorecards -- will help to ensure that organizational policies and practices are based on solid evidence
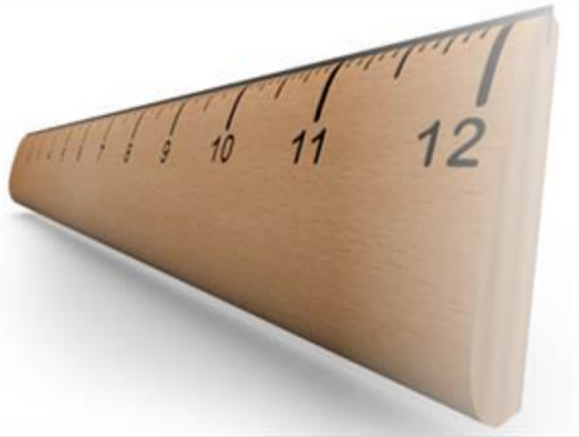
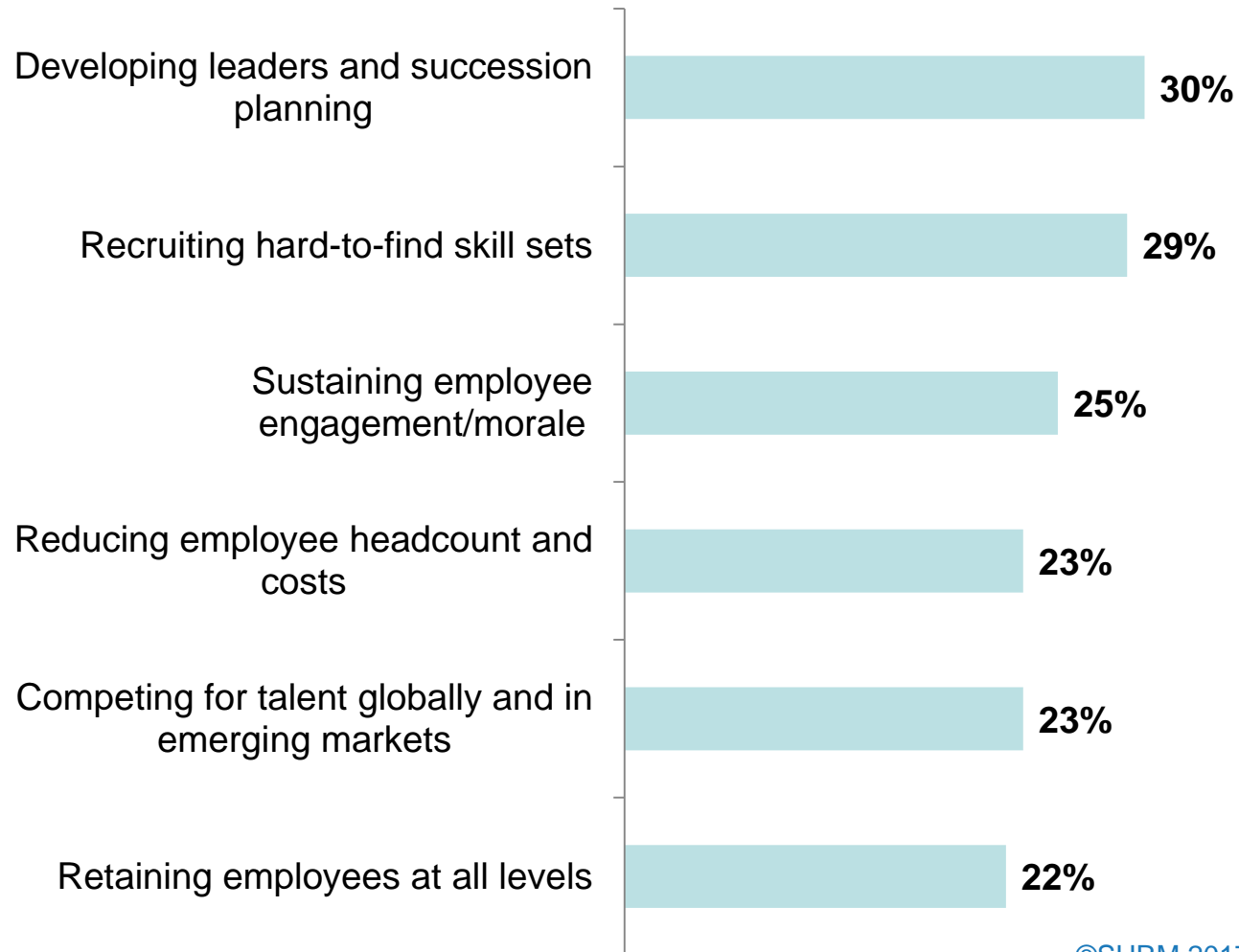## Retain, engage, and develop critical talent

HR can contribute significantly to the bottom line through innovative strategies to retain, engage, and develop critical talent

Since hiring on the outside is expensive and time-consuming, keeping critical talent on board and motivated is key to business success and the ability to compete

To be most effective, the HR talent management plan must be aligned with the organizational business plan

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RESOURCE MANAGEMENT

1) Leadership Development

2) Metrics and Analytics

3) Workplace Flexibility

Key Tool: Leadership Development

Top concern in Deloitte's Talent Edge 2020 Survey:

Concern	Percentage
Developing leaders and succession planning	30%
Recruiting hard-to-find skill sets	29%
Sustaining employee engagement/morale	25%
Reducing employee headcount and costs	23%
Competing for talent globally and in emerging markets	23%
Retaining employees at all levels	22%

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Career and leadership development programs can provide enriching opportunities to improve skills and knowledge

Leadership Development

Creative development of potential leaders means much more than traditional classroom education or online learning

"Real-life" learning stretches employee capabilities and can significantly decrease employee churn and bolster retention

People learn the most from those they trust – bosses, subordinates, peers, and mentors

That is why mentoring and coaching – with clear expectations and defined goals -- are crucial to any development strategy

EXCERCISE

Work in groups of 4 and discuss:

- In the past year – what were your most critical positions to fill?

- For those positions did you leverage a leadership development program?

- If you did please share. If you did not – how might you think about creating an internal capability to grow that talent?

SHRM Workforce Analytics Model

1) Assess and Plan
2) Link and Align
3) Identify and Build
4) Implement and Execute

Metrics gather information in reports – often from an accounting perspective.

Analytics use that information to ask relevant questions and feed strategic decisions.

1) Assess and Plan

In the initial phase, HR must acquire knowledge of the organizational strategy, goals, and plans

Then, HR should identify a metrics team, similar to a steering committee, of 3 or more individuals

To build credibility, individuals from different departments should be on the metrics team

2) Link and Align

Begin by answering the question, "What impact does the business strategy have on the workforce?"

When this question is answered, identify workforce drivers that support the business strategy

Example: The business strategy of a retail store is to open 20 stores in a year. The potential drivers include the need to hire additional staff, provide training for store managers, and develop onboarding

3) Identify and Build

Next, determine which metrics and analytics support the workforce drivers for each HR function

<u>Previous example</u>: Analytics to support hiring additional retail staff would include the time required to fill positions, the number of recruiters required, and the recruiting investment needed

All of these metrics support the organizational business strategy

4) Implement and Execute

In this phase, HR needs to specify how often the analytics will be delivered and to whom

HR practitioners should use a feedback loop to receive comments from internal constituents to improve the quality of data that is being distributed

Workplace flexibility is a way to define how, when and where work gets done and how careers are organized. It is essential that flexibility work for both the employer and the employees to be effective.

Flex-Time • Traditional flextime • Daily flextime • Compressed work week	**Flex-Careers** • Sabbaticals • Options for moving on and off the "fast track"
Reduced Time • Part-time work • Part-year work	**Flex Place** • Telecommuting on an occasional or regular basis
Flex-Leaves • Time off during the workday • Time off for personal illness • Paid time off to care for children • Parental Leave/ Elder Care	**Phased Retirement** • Arrangement for employee nearing retirement age to work reduced hours to transition into full-time retirement

Workplace flexibility delivers bottom-line results

- Attract talent
- Employee loyalty
- Employee engagement
- Customer satisfaction
- Customer retention
- Customer service levels
- Continuity/disaster readiness
- Productivity
- Profitability
- Employee health and wellness

- Absenteeism
- Turnover
- Real estate costs
- Utilities
- Expenses

Tactics for Success in implementing Workflex

1. Recruit top management as flex champions

2. Position flexibility as a business strategy

3. Make the business case, focusing on ROI

4. Develop flexibility for all

5. Build management support

Tactics for Success in implementing Workflex

6. Listen to what employees say works best

7. Develop clear guidelines

8. Incent managers to support workflex
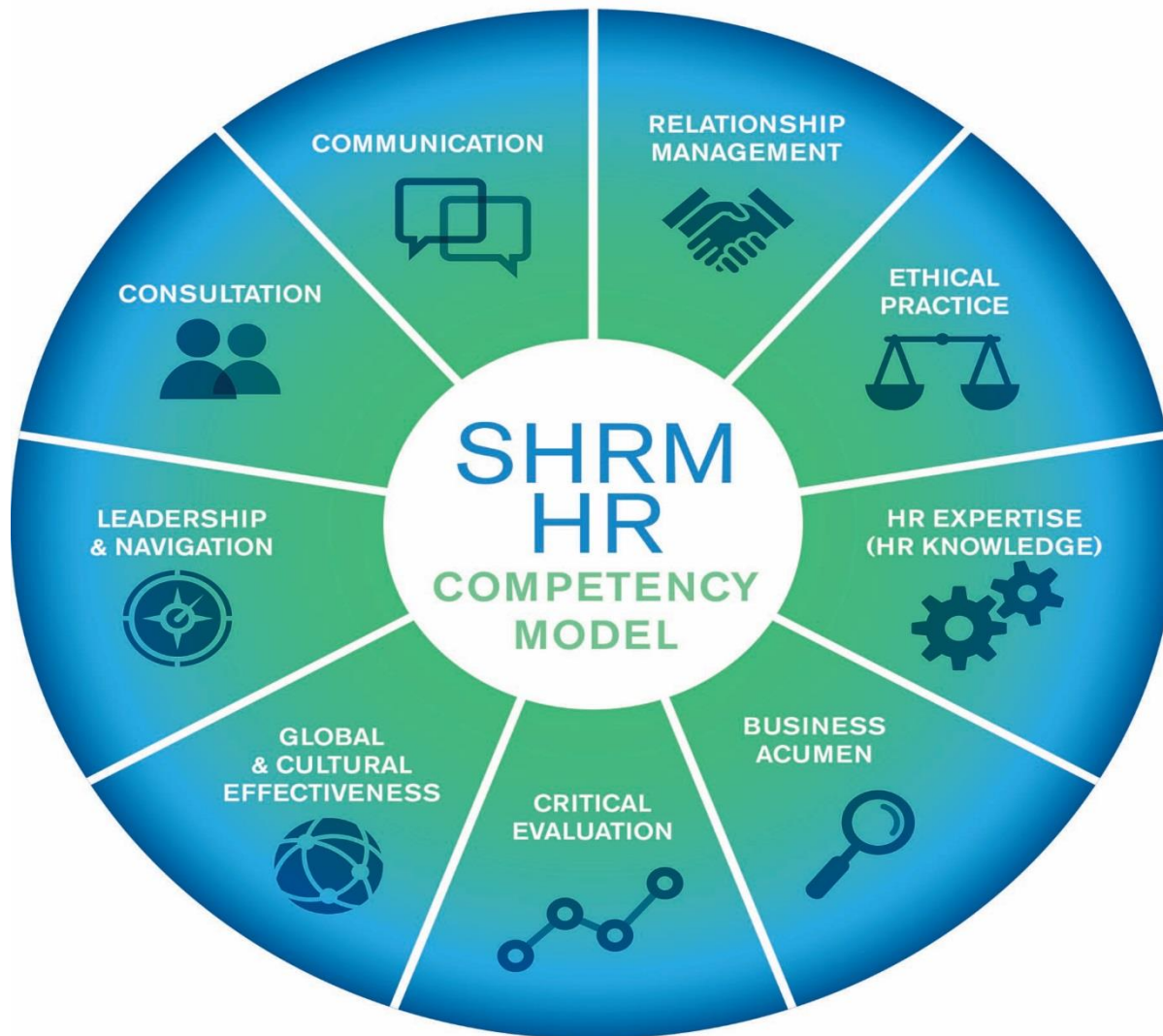
9. Track metrics

10. Communicate

www.whenworkworks.org

www.shrm.org/workflex

www.familiesandwork.org
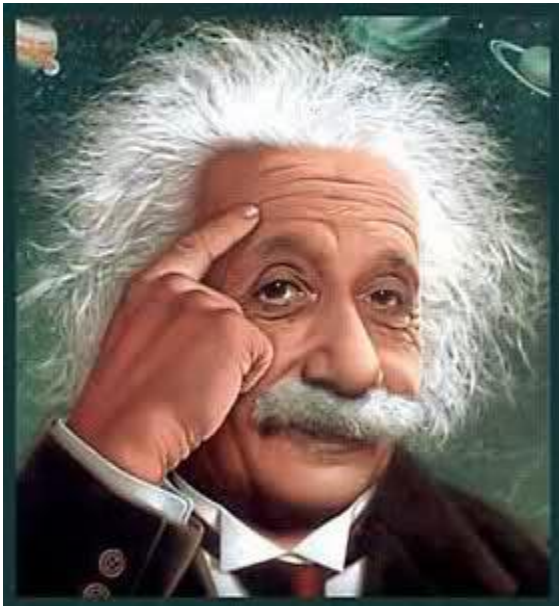
Characteristics of Business Acumen

Definition: Ability to understand and apply information with which to contribute to the organization's strategic plan

Think in terms of the business and operations first and then apply the HR lens to their work

Systems thinking and economic awareness based upon four areas of knowledge: business administration, finance, marketing, and operations expertise

<u>SHRM-Cranfield Network on International HRM Survey</u>:

70% of organizations have an HR leader on their board of directors or similar executive team, up from 41% in 2004

76% of HR departments are involved in the development of business strategy from the outset or through consultation

Glassdoor 2016 Best Jobs in America Survey

Top 25 jobs were ranked on number of job openings, salary, and career opportunities

HR Manager ranks #6, with 3,468 job openings, $85,000 median salary, career opportunities ranking of 3.7, and 4.6 job score

Data Scientist ranked as the #1 job for 2016

Initiative by SHRM, National Academy of Human Resources, PWC, and HR People + Strategy

5 HR JOBS OF THE FUTURE

VIEW SLIDESHOW ⊙

1) Organizational Engineer
2) Virtual Culture Architect
3) Global Talent Scout, Convener, and Coach
4) Data, Talent & Technology Integrator
5) Social Policy/Community Activist

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