

# HRD

The only independent strategic HR publication

the **HRDIRECTOR**

JANUARY 2019 | ISSUE 171

## ROUNDTABLE

TODAY, BUSINESSES  
MUST INSTITUTIONALISE  
TRANSFORMATIONAL  
CAPABILITIES, FOR CHANGE  
IS OMNIPRESENT AND  
CONTINUOUS

CAOIMHE KEOGAN, CHIEF PEOPLE OFFICER – MONEYSUPERMARKET GROUP

## { EPIC JOURNEY }

“THE ABILITY TO LEARN AND REINVENT  
YOURSELF IS A KEY SKILL FOR THE FUTURE”

### ALSO FEATURED IN THIS ISSUE

#### ORGANISATIONAL BEHAVIOUR

**MANAGEMENT** As an equation, OBM  
is simple: Behaviour = Antecedents  
+ Consequences – Filters

#### PERFORMANCE MANAGEMENT

Antiquated PM practices don't  
work and need to go, the concern  
is, agreeing what to do instead

#### A GREAT PLACE TO WORK

Perfection  
is achieved, not when there is  
nothing left to add, but when there  
is nothing left to take away

#### PREDICTIONS & CHALLENGES FOR 2019

Now, the employee lifecycle is  
a network, constantly in flux.  
A spider's web rather than a ladder

# HRD

## ON THE COVER

Moneysupermarket Group employs a truly diverse range of brand ambassadors such as; He Man and Skeletor, Action Man - hilariously liberated from military machismo - and the frenetic, hyper-energised and seemingly omnipresent consumer crusader, Martin Lewis. But like all its competitors, this is a business wholly-reliant on those that don't just see the future, they make it.



Caoimhe Keogan shot exclusively for **THE HRD** DIRECTOR  
Cover & Interview photography by Stuart Thomas

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## EDITOR'S WELCOME

Welcome to **theHRDIRECTOR** - the only independent magazine dedicated to HR directors.



Controversial systemised psychology, or the hitherto missing intersection between behavioural science and improving organisational environments? OBM is seated in the increasingly complex field of science that seeks to find answers to today's complicated workforce framework, to improve performance, engagement and business outcomes.

Allied to the more established field of behaviour analysis, OBM is tuned to improving performance and can interrogate organisational processes, as well as the changing motivations of employees across the demographics. How this all impacts on operations is fundamental to competitiveness.

Transition from the slow, clunky and much-derided box-ticking review exercise to the more continuous and seamless stream of PM and review, is proving a difficult culture to break for many. It is a combination of legacy issues, out-of-date systems and a sector (HR) that is showing all the signs of sitting on tech's trailing coat tails. This could easily prove to be any business' undoing, for in the velocity of change and short tenure employment, the lag between identifying major problems and dealing with them will be too great, leading to disengagement, reduced performance and higher attrition. No business can afford to be in the slow lane when it comes to PM.

All of the books, the perspicacious practitioners and learned professors could never have predicted the emerging workplace of the future. With technology in the driving seat and the organic churn of new digital native cohorts navigating a new course, there will be very little about the past ways of operating that will remain a cherished and indispensable legacy. How this reflects on what makes a great place to work is very pertinent, for the cultures, parameters and frameworks that maintained traditional semblance and control are history. It's not just employee expectation that is

changing, it is the very basis of what constitutes the definition of an employee and an employer that is in question.

Good deal, no deal or bad deal, March 29th looms on the calendar like a date for a colonoscopy. We all nod sagely at wise proverbs such as "always expect the unexpected" or "plan for the unknown" but the bottom line is, businesses must plan to respond to the sonorous impacts in all quarters - commerce, operations and legislation - at unprecedented speed and with confidence and accuracy. As if Brexit isn't enough to contend with, efforts to improve the skills crisis are failing to make a dent in the problem and, as AI, automation and robotics look set to differentiate between backward and forward looking businesses, the pressure is mounting, big time!

JASON SPILLER - EDITOR  
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PREDICTIONS  
& CHALLENGES  
FOR 2019

# A ROCKET THROUGH THE OL' GLASS CEILING

*Research has found that almost half of graduates in their early 20s expect to reach executive level in five years and under\*. They consider work/life balance, opportunities for quick career progression and the opportunity for global experiences among the things they look for when considering a role. These are future leaders, and they have desire to create influence and impact quickly, on a global scale.*



ARTICLE BY PROFESSOR SUNITA MALHOTRA, LECTURER ON THE CEMS PROGRAMME AT UNIVERSITÉ CATHOLIQUE DE LOUVAIN,  
MANAGING DIRECTOR OF PEOPLE INSIGHTS - PEOPLE INSIGHTS

We need to think radically in 2019, about how to harness talent, and adopt approaches far-removed from the traditional nine-to-five, career-ladder-focused, hierarchical workplace of the past, if employers hope to create an agile culture that will set them apart. Ultimately, wider business challenges funnel down to HR teams, so it is useful to think about what some of these challenges might be moving into 2019, before looking at how these might help reframe the issue of talent. The rapid pace of change in technology is creating so much unpredictability in traditional markets, today's employees won't be able to easily draw from the past in order to know what to do in the future. They will be expected to creatively leverage new technologies in ways that can't currently be anticipated or understood.

As people work more remotely, companies must find ways to enable people to learn

through peer social interaction e.g. peer coffee chats, online communities. Here, community-thinking is a trend emerges clearly in PWC's Workforce of the Future. The organisations who become industry leaders will be those who serve community, as opposed to only buyers - as today's customers are sophisticated and knowledgeable, it is important to broaden your target vs old style buyers and customers. Amazingly, by 2020 half of the workforce will be millennials. And much had been said and written about the five generations working side-by-side, with a variety of mindsets and cultures and varying approaches to work, which provides challenges and opportunities in equal measure. We have to think differently about talent, particularly when it comes to leadership. Great leadership drives talent, which creates an innovative culture and successful modern-day leaders require a range of capabilities,

from emotional intelligence, inspirational communication and curiosity to reflection, collaboration and co-creation.

In a globally interconnected world, intuition and psychological aspects of leadership - softer skills - are increasingly relevant. True leaders are asking how they can gain the very best from everyone. Most importantly leaders should know their own life purpose and lead organisations according to their values. The CEMS students (future leaders) I teach often ask me how to navigate all of the opportunities open to them. I encourage them to think clearly about their values and life purpose, to help them focus. Future leadership will become increasingly virtual, due to flexible work practices; in fact there may no longer be offices at all. However, human nature will never change, which means leaders need to work hard to build authentic relationships and communities. In a remote,



automated environment, a leader will have to be able to pick up more quickly on signals of working styles. They will also have to be highly intuitive, because they'll have fewer social cues to pull from and use every learning opportunity in a social context - for example social coffee corner chats. Leaders must dig even more deeply, to understand who individuals are, so that they appreciate what each team member brings to the table. One book that has most influenced me is *Unboss*, by Lars Kolind and Jacob Bøtter - which looks at how knowledge, purpose and collaboration, rather than hierarchy, competition and a bottom-line-only approach to leadership, make the difference between success and failure. The 'Unboss' philosophy captures how leaders can leave space to explore full potential of their staff and let people do their best, through harnessing skills and capabilities.

There is a huge cost in wrong talent. The best companies are already targeting better and pulling out talent acquisition as a separate function, to make sure that the most talented employees are matched with the right roles and teams. In 2019 and beyond, the best companies will also be the ones who use the technological revolution to their advantage - such as LinkedIn and virtual networks - as almost a 'Tinder' concept in a professional context. This involves matching the right skillsets and attitudes with the culture of the company, in the same way Tinder matches the personalities of people - mainly - seeking long-term relationships. The keyword is 'capability' rather than 'employability' - matching skills and personality to culture. Through developing 'capability' people will automatically become employable, as a natural progression. Ultimately, the employee lifecycle is a network, constantly in flux.

A spider's web rather than a ladder. We cannot look at employee lifecycle traditionally - rather we must think of employees as customers. Hiring should be based on attitudes, behaviours and values, as opposed to ticking boxes. Promotion will also change; shifting away from 'rungs' on career ladder to a more lateral system of people moving across, adding skillsets and branching out dynamically.

Strengths-thinking is a key word for 2019, so what is the extra USP that people are bringing in the face of significant challenges? If you can tap into the USP of every talent, you gain competitive advantage. Traditionally, companies have measured performance with merit and salary increase, however some companies - Deloitte and Accenture for example - are now experimenting with looking at performance in a totally different way. Performance based pay is passé - instead of developing talent by developing weaknesses - it is about unleashing the full potential of individuals and harnessing strengths. HRDs must focus on the fact that everyone has talent - not just high-potentials - and that it is possible to develop the strengths of each individual, by looking at the things they are good at, rather than the things they struggle with. To achieve this, innovative companies must turn learning and development on its head and move away from traditional training programmes, making



THROUGH  
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WEB RATHER  
THAN A LADDER



@theHRDIRECTOR  
TWITTER POLL

Do you think you will still  
be in your current organisation  
in 2019?



development a continuous process, involving coaching, mentoring, on the job training and community learning. This might include 'learning circles,' where employees learn from each other by sharing knowledge and experience.

There are some brilliant examples where companies are creating a culture of innovation to get the best out of their talent. For example, reverse mentoring is a fantastic idea, as CEOs and more experienced employees can work closely with younger generations for mutual benefit. People are doing pioneering work in collaborative spaces - they are very different types of work places. Think tanks bring bright minds together, internal start-ups drive growth, innovation funds unite cross-company teams to tackle problems and hackathons to challenge employees to come up with collective solutions, with teams working overnight coming up with brilliant ideas. Scrums are another methodology of working in agile organisations; a bit like a rugby scrum, groups come together as needed, then disband just as quickly. Companies are also experimenting in the workspace with outside areas, informal spaces and creative-activity based spaces, using these for people to connect, rather than meeting in traditional rooms. Even language can be used differently. Traditionally we have talked about competition and winning - but should we instead talk about delighting customers? New job titles - curiosity champion, innovator - can give people different structure and language to build on this digital and millennial culture.

Taking the talent challenge seriously is fundamental - great organisations need to start asking what people want from jobs, what their skills are - because we all have them - and bring people together across the organisation. All generations want to find meaning in their work so, rather than stereotyping, organisations should be asking how we can use strengths and how we can bring diverse groups together to provide creative solutions. You may feel that your company is currently miles away from this vision, but 2019 is certainly the year to start taking these talent challenges seriously and putting strategies in place to get the best out of your people. The need for change is difficult to ignore. After all, it would be sad if lack of action meant that your creative, talented employees, with their boundless energy ended up moving somewhere else. So ask yourself this year - are you doing enough to respond? ●

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