I. INHOUDSOPGAVE

II. PLANNING OF THE COURSE

Objectives of the course
- To provide an insight in the field of HRM and the systems we use to manage people in organizations.
- To clarify the underlying relationships between HRM issues and other managerial fields in the act of managing organizations.

Content and format of the course
- Chapter 3 and 14 are not relevant for the international landscape of HRM, and are not a subject of examination.
- MANAGING PEOPLE: green pages: 1 case out of these 16 chapters will be examined.
- EVIDENCE HR BOXES: these are no rules/laws, but they give the most important generalities that are taken for granted in the HRM world.

Evaluation of the course
- Written closed book exam (70%)
    - Question 1: 12 constructs, 6 lines => 2 to skip
    - Question 2 & 3: open essay questions, you will have to make choices which test/interviews to use, explain your choices.
    - Problem oriented course
    - 31 May or 23 June
    - You will have to write 12 pages on the exam, don't give the definition alone. You should come up with your own examples.
    - Use all the given lines, otherwise you will start with less points.
- Applied Assignment (30%)
    - Develop a 'HRM business idea' and transform it into a 'my-HRM-Company.com Business plan'
    - PPT presentation including: the HR business idea, the way you would deliver it and a short financial plan.
    - Evaluation criteria: creativity of the idea, effort & attractiveness of the whole presentation and the realistic nature of the entrepreneurial plan.
    - You should allocate a wage to all your employees (including yourself)
    - Why would people buy this product?
    - Hire the right people
    - Ex: burn-out
    - B2B product for HR, set up a company

Fun fact
- The annual cost for 1 student to attend college in Belgium is 12.000 euros => that is 48-60K a degree.

III. HRM DEFINED

- HRM is that part of organizational management which is focused on influencing people's behavior in an integrated and pro-active way. The final purpose is to increase the added value of the individual or groups of individuals considering the strategy of the organization.
- You can't influence someone's personality, but you can influence their behavior => drill the skill.
- Interest of the group is more important than the individuals interest. HR tries to take care of the interest of the group: if the existence of the company is at stake, then it is a good choice to fire people.
- People need to add value; the added value of an individual is related to the strategy of the company. The strategy can change, so the added value of a company changes, but the people don't change.
- Talent = commitment x competence x contribution
    - Input factors: commitment and competence. You have it under control.
    - Added value: contribution. Should be there.
    - Example: there were a lot of people fired with the rise of online banking. Those employees were competent and committed, but their added value had become too low.

1. POSITIONING THE HRM FIELD

Organizational behavior (OB)

- Trying to understand what happens with an individual when you put them in an organization.
- Time management, leadership, communication…
- The goal of the company: how are we going to achieve profit.
- The OB should be clear and should be shared, otherwise the company should split. Ex: Aldi split in Aldi Nord and Aldi Süd.
- Examples:
    - Nike: just do it: don't ask your boss how to do things, just do it. It would also be weird if a boss at Nike constantly corrects his employees. He has to let his people 'just do their jobs'.
    - Torfs: the employees must always greet their customers, they also must be there if the customer needs them, but they can't make the customer uncomfortable with their presence.
    - Avis (car rental company): 'we try harder': they try to become the number 1. The worst thing that could happen to them, would be becoming first. The energy of their goal would fall apart.
    - Apple vs Microsoft: Microsoft used to be the biggest. People at apple would like to challenge the norm, 'think different'. The difference was made by a much higher price and the typical white ropes (all tech related ropes used to be black).
    Now Apple has become the norm in the phone business. The nature of the organization changed, so there were people leaving.
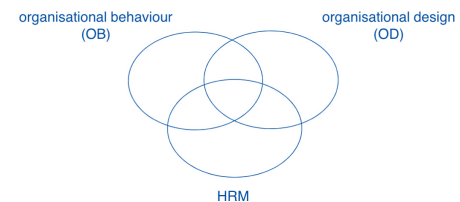
Organizational design (OD) = organizational theory (OT)

- How you structure your employees, expresses itself in organograms.
- Structure follows strategy: if you do change the strategy, you must also adjust the structure. Changing strategy isn't that difficult, changing structure is. It's difficult to measure the impact on the organization. You have to reallocate power and that rises resistance.
Example: you will never hear about 2020 goals anymore, they are way to close now.
- Structure doesn't follow a lingual path, it has a pendulum movement: from left to right, from centralization to decentralization.
- Resistance against change: people start to stay in the middle of things, they let the movement pass. They have already seen a lot of CEOs.

Human resource management (HRM)
- Toolbox: fine tune so the structure follows the strategy, so the goal can be achieved.

2. FIVE BASIC PILLARS OF HRM

- This model doesn't come close to reality, but is helpful.
- Strategy and structure: consider the circumstances of the labor market. Example: in Flanders, there's a low unemployment => people need to be mobile. But in Spain, there's a high unemployment => if you find a job, you need to keep it.

HR Planning
- Quantitative (numbers) and qualitative (important for e-businesses). Which people do we need for our company? We know our budget and how many people we need.

Staffing:
- Recruitment and selection go hand in hand.
- The quality of the selection = the quality of the recruitment.
- Purpose: to get the right man on the right place.

Developing
- How to keep the right person in the right place.
- Trading – developing – education
- Career management (motivating)

Negotiation:
- Industrial relations/blue collars: high unionization.
- White collars: individual negotiation.
- Europe: high unionization, especially in Sweden and other Scandinavian countries where the union is part of the board.
- US: the union has less power.
- Work conditions: money, working hours, workplace conditions => capital vs labor.

Compensating & benefits
- Motivating the employees. The payroll itself can be done by social nonprofit organizations.

Organizational behavior
- The goal

Environment
- A certain context, defined by the labor market.
- The way we look at employment and unemployment.
- Work goes where labor is available => low cost countries.
- 7% unemployment in Belgium = 400.000 unemployed people. But there is a mismatch. There are jobs where we don't find people for.
- You need 2-3% of unemployment in order to function as an economy.

Organizational culture

- SAHARAV:
    - The organizational culture can be compared with an onion. There are many layers that can be separated. The onion can be rotten on the inside, but still look good on the outside. But the onion can also look rotten on the outside, but look brand new if you remove one or two layers.
    - From the outside to the inside:
        o Symbols: reflection of the values in strong cultures.
        o Heroes: try to cultivate them, they possess the values of the organization. Ex: Steve Jobs
          There are also Anti-heroes: people who had a negative impact, once and never again.
        o Rituals: things we're used to do, unconscious behavior.
        o Values: get linked to organizational behavior, consistency. Ex: German cars in a high-quality company. If your car is a mess, you would get a not easy to remove sticker on your front window. This was to ensure that the cars resembled the company's values.
    - Merge and acquisitions: try to change rituals and remove heroes.

3. THE HUMAN RESOURCE CYCLE (MICHIGAN MODEL)

- Employees are resources in the same way as any other business resource. People have to be managed in a similar manner to equipment and raw materials.
- They must be obtained as cheaply as possible, used sparingly, and developed and exploited as much as possible.
- It requires that human resource strategies have a tight fit to the overall strategies of the business.
- Selection: matching people to jobs
- Appraisal of performance
- Rewards: emphasizing the real importance of pay and other forms of compensation in achieving results
- Development of skilled individuals
- If you have consistently the same problem with your employees, you can change the selection criteria.
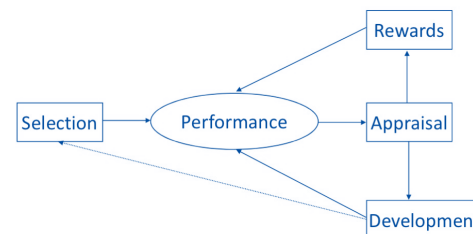
4. HARVARD ANALYTICAL FRAMEWORK (BEER)

- Beer expands the model with more context.
- Policies are not always logical, but the situational factors explain them partly.
- Stakeholders are permanent influenced by the situational factors.

5. HRM STREAMS

INPUT: How to hire people	THROUGHPUT: How to keep people	OUTPUT: How to get rid of people
Planning	Appraisal	Retirement
Recruitment	Rewarding	Firing policy
Selection	Training	Outplacement
Introduction	Developing	Early retirement
Socialization	Rotating	
Job description	Motivation	
(Psychological) contracting	Leadership	

- Process view: build an organization based on different processes.

- Seem to go in the same line.
- Job => added value
- Function => processes
- Individual => team
- Professionalism => co-markership
- Pay for performance => pay for skills
- Individual learning => organizational learning: learning in group, not as an individual.
  Single-loup learning: experiment and search for the solution of a problem, the next day you treat a different problem.
  Double-loop learning: reflect on how you solved a problem. Those solutions can be re-used later on.
- Control => empowerment
- Homogeneity => heterogeneity
- Functional domains => integration

From => to	Tacit knowledge, Internalized knowledge	External knowledge (books and papers)
Tacit knowledge, Internalized knowledge	Socialization	Externalization
External knowledge (books and papers)	Internalization	Combine

IV. HR IMPLICATIONS OF CHANGING ENVIRONMENT, DEJOBBED WORLD

1. PARADOXES OF OUR TIMES (CHARLES HANDY)

- On the exam: write six lines about one paradox + give your own examples
- Charles Handy: predict what is going to happen tomorrow. You will have to live with paradoxes, you can't solve them. His paradoxes are no critic, just observations.

The paradox of intelligence
- Intelligence tends to go where intelligence is, geographical.
- The best universities (like Harvard) are the best because they're very selective on their students => brain drain to the US.
- Value of education in your family.
- Employer branding: organizations try to brand themselves towards their employees. The biggest companies have a bigger shot at recruiting the best employees.

The paradox of work
- Some have work and money but too little time, while others have all the time but no work and no money.
- The rich will buy time with pre-cooked meals, pre-cut vegetables. Or they will give up bonuses for some extra vacation.
- There are jobs where people don't earn enough, so they combine multiple jobs.
- If you are unemployed, you consume 24/7: electricity, water…
- Resulting in moonlighting and a bigger gap between unemployed and employed people.

The paradox of productivity
- Ever more and ever better work for ever fewer people.
- - ½ x 2 x 3 = P
- Working more and harder with fewer people: half of the people have to work twice as hard and they earn three times what they used to.
- Resulting in less employees: 10% of the least productive people get fired. This process can be dangerous for yourself as a manager. If you keep on firing those employees you will end up getting collective anorexia nervosa (CAN).
- It is useful to have some reserve for creativity and for future shocks.

The paradox of time
- Some will spend money to save their time, others will spend their time to save money. Others, again, will trade money for time at certain periods of their life.
- There's a trade-off between money and time.
- Example: early retirement.

The paradox of riches
- The rich societies are reproducing themselves less fast than the multiplying needy areas of the developing world.
- Reproducing rate in Europe = 1,8.
- One kid policy was dropped in China: more people for consumption needed.

- We can produce more than we can consume. We should be able to sell what we produce.

The paradox of organizations
- To be global and local at the same time, to be small in some ways but big in others, to be centralized some of the time and decentralized most of it:
- Big companies copy from little companies (ex: their ability to react quickly to the environment), but the big companies keep on thinking global (ex: advertisement).
- Example: McDonalds offers now alcohol in Belgium and France, in the US this is not done in a family restaurant.

The paradox of age
- Every generation perceives itself as justifiably different from its predecessor, but plans as if its successor generation will be the same as them.
- You see the difference between your own generation and your parents', there must be no conflict.
- Example: daycare for small children (0-3yrs): 30€ in Belgium and 60€ in the Netherlands. In the Netherlands, they can't afford for their children to go to kindergarten every day, so the parents work part-time in order to save some money. Daycare is heavenly subsidized in Belgium, so it's more common for parents to bring their children to kindergarten every day. In the Netherlands, they won't take children for 5 days. Why would you want children, if you have to bring them to daycare every day? The Netherlands are always a little ahead of Belgium, so we will see this trend in a few years in Belgium.
- Example: Agfa- Gevaert: women were not allowed to work once they were married until 1975.

The paradox of the individual
- One voice urges us to discover our 'authentic self', the other voice asks us the question 'who do you represent?'
- We tend to think more and more individual, you want to represent someone.
- A lot of people want to work for a big company, because it looks good on a business card.

The paradox of justice
- Capitalism depends on the fundamental principle of inequality – some may do better than others – but will only be acceptable in the long term in a democracy if most people have an equal chance to aspire to that inequality.
- Communism doesn't work, there will be people who have it better than others. But it will only work in a society where everybody gets the same chances to profile themselves.
- You should watch out for people who have nothing to lose. If you don't have anything, you can't lose anything => so why would you not commit a crime?
- Example: bonuses only motivate the best employees, it will demotivate the others.

2. FROM JOB-THINKING TO ADDED VALUE THINKING: THE LATE, GREAT JOB (H. MINTZBERG)

Jobs are disappearing and this time for good
- There is still work, but the construct of a job is disappearing. Jobs were invented by Taylor 100 years ago (50 years ago for services). He gave tasks to his employees. The difficult tasks developed to white collar jobs, the easier ones in blue collar jobs. Taylor has taught us how to produce in an efficient way.
- Psychological contract between employers and employees with mutual vows and agreements.
- Important is that these contracts are between people, not between the organization and the employee.

Dejobbing: head-count-reduction mania.

- Quantitative: less people needed. Employing people is not a goal anymore. We need to squeeze the public organizations. There is no work for all these people.
- Qualitative: the fixed job is no longer normative. No legal perspective, in the future there will be no job title in a job contract. But the contract itself will not dissapear. You might not get a fixed job title. In some cases, the legal contract wil also dissapear. In the Netherlands, there is a statute ZZP (zelfstandige zonder personeel), they provide their serviceses, expierences and skills to companies. Not all those people are high educated people. Half of the ZZP is earning a salary below the minimum salary.

Henry Mintzberg: what are companies doing/not doing.

	Simple	Complex
Static	I	II
Dynamic	III	IV

- In complex environments knowledge is important. The admission requirements are very high so that there is no copy-effect.
- When you want to decide if a company is static or dynamic, you need to benchmark with competitors.
- Complexity is easier to manage in a dynamic context. You will need people who fit in this context. If you want your employees to stay, you will have to pay them properly. If they work at the company for a longer time, they will develop an ego, and you will have to pay for that. You can pay them as much as the customer wants to pay for them. If the customer is not willing to pay, you need to move the organization from IV to II and leave the dynamic context behind.
- People show spontaneous the tendency to move to a more complex context.
    - Intrinsic motivation: comes from interest.
    - Extrinsic motivation: in order to get respect, people will see you as an expert.
- Static complex: knowledge is cumulable. We assume that experience rises and keeps on rising, and that we need to pay for this. But in a complex environment the added value doesn't keep on rising, it even tends to decrease.
    - There is a gap between what an employee get payed and what his added value is. They sometimes get payed above market value. This is problematic because the job will be questioned and it will be difficult to find a new job.
    - In the beginning of your career you get less payed than at the end. But this disturbs the mobility because you will less likely leave the company.
- Dynamic: knowledge is no longer cumulable. You need to determine which knowledge you want to keep, and which you don't. Older people are less sensitive for innovation.
  Ex: Afga Gevaert was to late for B2C, Siemens and Alcatel stayed with the fixed telephone.
  Ex: Microsoft underestimated the importance of the PC.
- Different environments:
    - I) Problem that you will get copied, there are no entry barriers. Ex: night shop
    - II) Environment changes to slow. Ex: oil and government
    - III) Changes quick. Ex: Fashion industry, there used to be 4 seasons each year, today there are sometimes 12 to 52 fashions a year in Zara and Benneton. It's not possible to produce everything in China. So, Benneton gets its white clothes and fabric in China and colors them according to the latest trend somewhere else.
    - IV) This environment needs a specific kind of employees. They need to be flexible, easy to adjust and competent. The employees need have the right knowledge and expertise. This requires retention: keep your employees by paying them properly, giving them challenges and recognition. This environment has a heavy financial component. It's affordable if the customers want to pay for it.

Why?

- Change and the transformation of work
    - 'information' the workplace
    - 'things' vs 'data'(business of data)
    - Communication technology as 'multiplier'
- Strategies the organizations currently use to cope with change
- Delocalizing work
- "Hotelling": job ≠ office, the demise of the office
Hoteling: people don't have a fixed workplace anymore. Companies are reducing their buildings for cost reasons. But you also want your employees to communicate and not to be isolated. So you locate them together so they can share ideas. You rent a office/room where everyone has a locker. The employees will communiate in the hallways with eachother (= cross-communication).
- Re-engineering work
- Turbulence erodes job outlines: you can't fixate this for a few years.
- Jobs are change inhibitors
Change inhibitors (W. Briges): the dejobbing of the world. If you are not careful and you still give jobs to people, people will be very territorial of their jobs. Jobs can become less complex. The job and the person who performs it evaluate, but not always together. 'The chickens on an egg' will be the first who will lose their jobs. By giving people jobs we inhibitor the change of a company.

The rise and fall of the good job

- PAST: Jobs: building blocks in Tayloristic organizations
    - Taylor always tried to reduce complexity by moving from II to I.
    - Unity of command: only one boss.
    - Separation of thinking and do => white and blue collar jobs.
    - Works best in a stable II environment: common sense is good enough. Ex: car industry.
- The rise of alternative jobs
    - Some sectors are in a dynamic and complex market, but the customer doesn't recognize the added value. The company will have to reduce the dynamic.
    - Ex: McDonaldization (G. Ritzer): moving from IV to II.
        o McDo has a limited choice on their menu. But they have a consistency in quality and standardized processes that are thought in the 'McDo University'.
        o Ex: The difference between Ryanair and an expensive airline company isn't safety, but the service that is given. Because if a Ryanair plane falls out of the air, people will say: I told you so, if an expensive company plane falls out the air, people will say that is an accident.
        o Ex: SAS would like to cancel economy class, because they can not compete with the cheap companies. So they would like to focus on first class and business class, so they can have smaller airplanes and smaller airports. Big cities are an disaster to get in and get out. The traffic is stuck around the city. The first class costumers don't want to be at the airport hours in advance. So airports are creating fast lines for people who pay more for their ticket. The difference isn't a glass of champagne, but spending less time waiting at the airport. These are the biggest new needs of the costumers.
        o Ex: aldi has only 750 product numbers.
- NOW: Emphasis on 'added-value' thinking. The added value can be very big (IV) or very small (I)

TIM-J syndrome: that isn't my job

I'm my position: disability 1 Senge

Doughnut organization, Handy

- Bridges: in an IV environment we hope that people aren't sitting on an egg anymore. Jobs are appearing as a reversed doughnut.
- In the center, there is your duty. The things you have to do, or you will get fired. The things you do before 9am like checking your emails. It's not in your job description, because is is taken for granted. If you quit doing your emails, you will lose your job. But nobody is going to give your recognition for doing it.
- The outer imaginable circle is your responsibility/your job. The things you need to do to get promotion. It's the extra engagement. During your working hours.
- Jobs today have both parts.
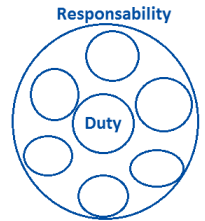
Individual task vs team task: crew resource management:

- Quality isn't defined by the individuals, but by working together.
- If you design different jobs, you have to make sure that duties do not overlap. Otherwise there will be a territory fight. Responsibilities can overlap. It's possible that a costumer has a question that can't be given to one department.
- Overlap = interfaces: interfaces can be developed in new doughnuts, but this will not always give a solution for the problem.
- Ex: FedEx: Imagine your parcel doesn't come to its destination. So, you call FedEx and explain the problem. Then you get the social architecture, the set of rules based on how we do business. The guy who picks up the phone has an 30' callback policy, he doesn't say he will fixed the problem. This callback policy gives the customers a feeling that FedEx is still handling their problem. The risk with this policy is that your employees will avoid their phones. FedEx has another policy. An phone call can only ring for 4 times. This is an min and a max. Because if you pick up the phone before the 4 rings, people are not ready to talk.
- In the end, it is also an individual who has to do the job, but there also a team task. Ex: there is always a pilot who is charge. The other one has to listen and has to assist. If the airplane falls down, it is frequent because of a lack of crew management. The copilot didn't follow the instructions and did what he thought was best.

Employability and learnability:

- Contract: social law vs labor law is always protecting the employee.
- The psychological contract is the mutual expectations and the mutual promises of employers and employees. You do have this contract with your boss. The difficulty with this contract is very implicit in the start. You promise to work hard, and the employer promise to give you an education and opportunities. During the development of this contract he implicit terms will become clear.
- If 2 people have the same duty, but they have different responsibilities. Than both are doing a great job, but there is one employee who has a bigger responsibility.
  - One of the solutions is a performance driven pay. So, people will take more responsibilities. You would like for your employees to do the extra mile. You give bonuses to the more responsible employees. This solution doesn't implicate that the employee who doesn't get the bonus is unhappy. This is only the case if this person has the feeling that he did enough to get the bonus.

- But the problem is, that you pay jobs for functions, not performance. Not all people have the same needs. You can favorite the employee who behave good. Ex: employee of the month, put them in the spotlights.
- In a hard-selling environment: the amount of sales equal the salary you get. If you sell 300 and your colleague sells 150, you get the double salary. This environment exists, but in a small context. People in sales, say that you have to pay for your prostrations. Still the half of the salesmen in Belgium earn a fixed salary, and have no bonuses. This doesn't make them bad salesman, they wouldn't work harder if there would be a bonus system.

4. DATA-PEOPLE

Desires
- The will vs the skills:
    - If you are working in a IV environment, you want your employees to show desire/passion for their jobs. Today we are intolerant for quality mistakes. The customer is running off if you have a quality issue. This is something typical in a world where you can produce more than consume.
    - You can't educate an interest. There is a difference between will and skill.
- Do you know for every single employee what's on their 'desire list'?
 Every employee has a desire list or button.
- Where is the "desire button"
  If they don't, you have to search. Maybe their button has never been pushed on, so you have to push a few times.
- Some people must be protected against their desire:
    - Otherwise they will go one step too far. They can't live up to their own expectations. It can also be bad for the brand name of the company.
    - Ex: News lady who tackled a person so the police could catch him again. There's a thin line between making the news and reporting the news.
- Make an inquisition between the language you speak to the top and to the floor.

TOP — The top talks money, what is it going to cost, what is the return. Long term or short term isn't a difference.

MANAGEMENT — Managing people, know the concernes of things. You need to listen, not to talk to your people. The mistake you make is that you take the management to the top. People at the top don't get the language of things. You have to translate everything in the right language. A good manager is biligial.

FLOOR — People talk things. They wil work harder, but they need more things. Ex: new computers to do the extra mile. Things that make their jobs easier.

Abilities
- What can stand the test of time. You develop a certain expertise over time.
- There is an implicit assumption that when you have expertise, you can work your whole life as an expert. But times are changing and so is the need for certain expertise.
- The speed and willingness dimension of learning are not related, yet both are important.
    1) People who learn quick, but they have low willingness. They are huge experts, but outside the company they are no expert at all.
    2) Knowing a little about everything without any or a low foundation.
    3) Everyone is looking for this kind of people.
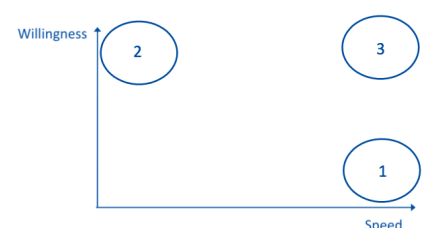
- What can we influence?
    - Once someone is hired, forget about speed. Speed is a potential in the hiring process. The company thinks you can do a lot. The only thing you can do after hiring is using the potential, but this is a case of willingness.
    - Ex: cisco: You can manage the willingness. If you are sitting more than 3 years on the same chair, you will get fired. Because the first year you have to learn your job, the second year you can do it, the 3th you have to look for a new job. This new job can be a horizontal or vertical move. They just want their employees to move around.
    - It's important to find the capability to constantly reinvent yourself.
- Difference between learning and studying is putting your skills to practice. You can apply what you learn, but it can require study.
- Learnability = the capability to learn of the one you hired.
- The speed of learning is related to our IQ
    - IQ: derived from the general intelligence, correlated to the learning speed. This is the potential. It's given and can't be changed.
    - EQ: has an important role in managing people. Willingness can be changed in the organization.
    - For a leading role in the organization, they will need an expert with a high IQ, but also a high EQ so he/she keeps on learning.
- One day or another you will become an expert at something because:
    - People think you are an expert, they constantly consult you.
    - On short term, you learn only one 'expertise'.
    - Paradox of the expert: you keep on learning things from the same subject, but this is dangerous if the subject disappears. You need to study broader, instead of deeper.

Temperament
- We hire attitudes, but we train skills
    - Personality is very relevant.
    - Selection hires personalities, but once a person is hired this person is not ideal, but you have to push them into the skill.
    - People don't allow you to change them as a human being, so you can't tell a stubborn person he is stubborn. You have to address his behavior with examples and training him not to do this thing (slamming doors, shouting, being rude) without mentioning the word stubborn.
    - Ex: Virgin: "We hire attitudes but we train skills" => you need the right spirit to flight with Virgin.
    - Ex: Colruyt: no matter what job you are hired for, you must fill the shelves the first 3 weeks. So you have respect for all employees
- Disposition vs. changeability
- Personality model – big 5
  Exam: What is your big 5 profile and explain it.
  There are 5 dimensions that don't correlate with each other.
  They are difficult to change.
    1) Introversion – extroversion
        o Introvert: likes to be silent, gets energy in an internal world. It doesn't mean that introverts are social or antisocial. They can be social, but they don't get energy from being social.
        o Extrovert: likes to talk, gest energy when interacting with other people.
        o There is a minority that is extremely introvert or extrovert.
        o Ex: a good salesman is extravert but sometimes it is more about listening to your customer. In B2B you have to ride 70.000 km alone in your car, so introvert people would like these jobs. This introvert can act like an extrovert in order to keep his job.

- o Extraverted bosses are predictable. You go into his office and you already know his answer. A disadvantage is that they talk a lot. They are less good in observing their people. So they miss signals.
- o Introverted bosses see what goes around, but they are more unpredictable. This can make employees nervous.
- o Ex: a new year's speech for an extrovert boss is excited, they can talk. They don't prepare themselves, but this doesn't mean that the speech is good according to the employees. The introverted boss doesn't like to give a speech. They prepare it, and their speeches often are good.
- o In self-perception is sometimes wrong, because we compare ourselves with too little people. You can be the extroverted introvert in your introverted family, but the outside world will probably still perceive you as an introvert.

2) Emotional stability
- o Indication that employees feel ok with themselves. They aren't too convinced about themselves.
- o Neuroticism people lose sleep at night, and aren't sure about himself.
- o As a manager, you have to release energy from people. People need some fluctuation in their mood/energy.

3) Openness
- o T profile: are open, they are journalist, have a broad interest. Ex: Nobel award winners.
- o I profile: can dig very deep. But by doing so, are a little bit narrow minded. They are the nerds of the world.
- o In a company, you have to make sure that T and I can work together.
- o Creativity isn't a personality, but it correlates to openness. The most creative people are the T profiles. Creativity means doing/saying something about the things you don't know a lot about. So you get more/new perspectives.
  I profiles can prevent stupid statements and decisions to be made if a T says something about the topics he doesn't know a thing about.

4) Likeability
- o Is very controversial
- o Only relevant for frontliners (people who have contact with the customer) and transactional business (the relationship is not important).
- o Ex: the cashier in the supermarket, you take the one with the shortest cue => they are frontline, but its transactional.
- o Likable people can do everything right, and they remain likable, but they can also make a mistake and remain likable. Unlikable people can do everything right but they will still be unlikable. But if they make one mistake, customers may never come back.
- o If it becomes relational (instead of transactional): the criteria likability becomes irrelevant.
- o Ex: when you search a surgeon, likability isn't an issue. But during the hospitalization, you get in contact with nurses. For nurses the likability is very important. Both are experts, and are not equally evaluated on likability.
- o Ex: 'best friends' is a relationship, you don't see the lack of likability anymore.
- o Managers are frontline but are not always transactional. The most managers are relational. Bosses do not to be nice, but it helps at the start of the relationship.

5) Conscientiousness: plichtsbewust zijn
- o High conscientiousness people: if they do make a promise (doesn't happen often), they will live up to it. Disadvantage: they are demanding on themselves and on their environment.
- o Less conscientiousness people: the promise can be empty, they are not so self-demanding, easier going.

- o Out of research there is a small correlation between performance. High conscientious people perform better. Promises are promises.
- o But conscientious salesmen can't sell software with bugs in.

Assets

- Rest category
- Assets not necessarily work related
- Business development happens over assets
- Happens by hazard: you can be bilingual because your mother speaks French, and your father Dutch. It wasn't a choice.
- 2 golden rules:
  - Know the facts
    - o Know the assets of your people, some of them aren't work related.
    - o Can you make a living based on your assets?
    - o Assets may be characteristics.
  - Take action on time
    - o Change the solution according to the problem.
    - o If there is a customer in Spain that has problems during the summer, it's sometimes smarter and cheaper to search for employees who are on a holiday near the customer instead of sending employees who stayed home during their holidays.

5. A CAREER GUIDE FOR THE TWENTY-FIRST CENTURY WORKER

- Our employees look at change and learning as job security
- All jobs are temporary
- In the future, security will depend on your developing:
  - Employability: if you don't have added value anymore, you lose your job.
    - o Functional mobility: job change
    - o Working more and increase the difficulty
    - o Mobility: how far will you travel for a job? Are you willing to move?
    - o Until which age are you sensitive for change.
  - Vendor-mindedness: you need to be capable to sell your idea. Because everyone has ideas. You need to believe in them and convince your environment.
  - Resiliency: if the world is rapidly changing, we are going to make mistakes. Careers happen when you re-event yourself = resiliency. If you fall you have to stand up again so you can re-event yourself. You have to know success. Yet you need to constantly doubt your success.

6. FOUR LEARNING POINTS

- Learn to see every potential work situation as a market
- Survey your DATA
- Take the results of step 2, and build a business around it. Managing 'You & Co'
  Ex: The Netherlands: ZZP (zelfstandige zonder personeel)
- Learn about the psychological impacts of life in this new work world

- Shamrock organization might have a huge impact of what we are doing. Some parts can be done by different people.
  Ex: Siemens, Kinepolis => Randstad takes over activities.
- Leads to dual HRM policies: core employees vs. the others
  Ex: the soccer world: the only core employees there, are the board members. They are the only ones with a vision. The players and trainers are vendors + the supporters have a small influence.

Core employees:
- Core employees: not always the biggest group.
- Strategic choice: people near the core business. Every company can choice their core business.
- The most important employees.

Vendors and subcontractors:
- Not only cleaning (ISS) and catering, you can go further.
- Ex: seats are not made in Volvo Belgium => you pay too much for them. They outsource the production of seats to the textile sector, where the wages are lower.
- In the future organizations will outsource their strategic, creative ideas, they analyze the market for you.
- Reasons: lower price, better quality.
- Based on partnerships. More impact/power on a commercial contract than on a labor contract. If the company promised you 2 people to do the job, you will get 2. Even if one quits.

Customers and clients:
- In the relation of being an employee
- How is a customer part of my production process?
  Ex: You find it normal to take your gasoline at the gas station by yourself.
  Ex: E-banking: you don't have to pay for this service and the bank needs less employees.
- E-world: you make your own invoice
- The ikeazation of the world: they don't make anything themselves, they only distribute. You have to put together your own furniture.
- Organization of supermarkets.
- Ex: Cardoen wants to be the IKEA of the car selling business: he sells firsthand cars. His biggest problem is buying cars. Because the car companies don't want their cars with other brands together in a showroom. So he goes to all different garages to find cars that are overstock in the showroom. If the brand finds out, the seller gets a penalty, or loses his license (Nearly New Car, Mercedes).

Temporary and term hires:
- First job
- Ex: Big four: educators in the market, but people don't want to stay.
- Ex: Ormit: parasites of the labor market: they are making sure that you doubt your choice. Never work for a big-four company, they say. They offer a contract of 2 years. They promise to employ you at 5 big organizations. Their business model is to find good employees. They invented the word 'traineeship for 2 years'. After those 2 years you are free. They coach you every 4/6 weeks. You get group coaching sessions. That creates some added value. The very nature is temporary hires. Ormit doesn't have customers, but members. This means you have to sign a membership agreement. If you like a person, you have to pay for the 2 years of traineeship. This policy is know for the intern business.
- Ex: 3 finance: same concept as Ormit. Big companies can find better profiles through those companies.

8. THE WHY OF WORK (ULRICH AND ULRICH)

- Leaders are "meaning makers"
    - Good leaders make people feel that they're at the very heart of things, not at the periphery.
    - Everyone feels that he or she makes a difference to the success of the organization. When that happens, people feel centered and that gives their work meaning.
- The financial crises led to a 'psychological crisis'
- Create: abundant (overvloedig) organizations
    - A work setting in which individuals coordinate their aspirations and actions to create meaning for themselves, value for stakeholders, and hope for humanity at large.
    - Has enough of the things that matter most: creativity, hope, resilience, determination, resourcefulness, and leadership.
    - Are profitable organizations.
    - Rather than focusing only on assumptions of competition and scarcity, abundant organizations also focus on opportunity and synergy.
    - Rather than accepting the fear-based breakdown of meaning in hard times, abundant organizations concentrate on bringing order, integrity, and purpose out of chaos and disintegration.
    - Rather than restricting themselves to narrow, self-serving agendas, abundant organizations integrate a diversity of human needs, experiences, and timetables.
- Create an awareness for 'making meaning'
    - 7 basic questions (niet van buiten kennen):
        - What am I known for? (Identity)
        - Where am I going? (Purpose & motivation)
        - Whom do I travel with? (Relationships and teams that work)
        - How do I build a positive work environment? (Effective work culture)
        - What challenges interest me? (Personalized contributions)
        - How do I respond to disposability and change? (Growth, learning and resilience)
        - What delights me? (Civility and happiness)
    - "Most people find about as much meaning in their lives as they make up their minds to find." (Ulrich & Ulrich)
    - Great leaders "facilitate" their employees in finding their answers on these 7 questions in life.

9. THE 5 FORCES THAT WILL SHAPE THE FUTURE OF WORK

- Technology
- Globalization
- Demography and longevity:
    - We are living longer. Since the late 18th century the age of retirement was 65 years. But the majority didn't become 65.
    - In Europe the age of retirement is sometimes 58, to give young employees a chance on the labor market.
    - Now 67, but the 15 years of pension still need to be financed.
    - 40 years of contribution and 40 years of getting money from the state (as a child and when old).
- Society
    - Brain drain to the big cities: once people have studied in big cities, they don't want to return.
    - How attractive am I as a city: do the best employees want to work and live in our neighborhood?
- Energy resources

- Getting indepented of time and location: we are talking task
- Many task can be done in a independent way.
- Shift shapers: they can choice when their shifts starts/ends. This is not possible for blue collar employees.
- Remote controllers:
    - Virtual meetings: if you work for an international partner, you still have to be available at the meeting hour, but there you can choose where you are.
    - Helps to solve the mobility problem.
- Time Strechers: cleaning (ex: offices) is much easier at night.
- Time Lords: reading emails on a Sunday morning.
- Has an impact how we look at work
  Ex: lawyer firms who work 24/7, but there are no employees working at night. They work with different people around the world.
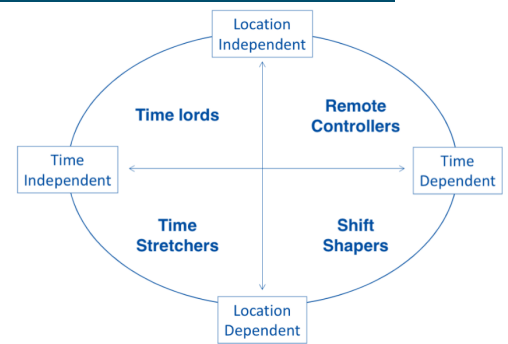
V. THE ADDED VALUE OF HR

- It's difficult to see the added value of the HR department. They mainly do the salary payments, insurance, taxes…
- Rather than following the crowd in human resource practices, firms should think about being different can help them create the distinctiveness needed to succeed.
    - Be more innovative, make yourself more attractive to the younger generations.
    - Ex: employer branding, performance management, salary based on performance
- We work with the same people (input). They are average. But once we employ them, they have to perform better than average.
- The cut, cut manager will be replaced with someone who can build, change and develop for the future. In any company we have to cut, but you don't build trust. So, you have to build up a story.
    - ⇨ HRM helps to build the company.
- You might ask the question, who is actually having the power in the organization? Companies are so big, that a lot of people don't have the feeling that they are in charge. Even CEO's and CFO's think they depend too much on others.

1. EXTENDING THE HR PARADIGM

- Control: to maintain, beheersen
- Service: HR department: rents a service to the management and to the employees.
SLA: service level agreements.
Internal supporting in the organization.
- Decisions: In the future HR will move to talentship: improving organizational decisions.
"Talentship is to HR what finance is to accounting or what marketing is to sales"
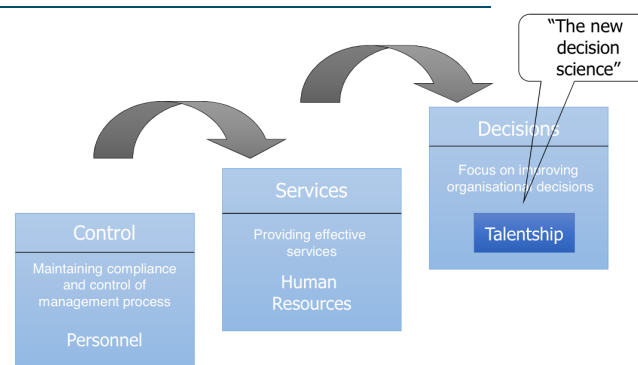
How distinctive is your HR strategy?
- How concerned would you be if your major competitor had a copy of your business strategy?
- How concerned would you be if your major competitor had a copy of your HR strategy?
- What does it mean if HR people would not care too much about it?

Spencer's Model
- Costs versus added value of HR activities.
- The reversed relationship between added value and cost.
- Administration of the payroll:
    - 60% of het cost, but it gives only 10% added value.
    - Evolution towards the future: outsourcing administration, there are cheaper and better options (Randstad).
    - In many organizations, the calculation of salaries is a complex job. If you are too late or give the wrong salary => you get reaction, if you do it right, people take it for granted.
- HR Services:
    - Why are jobs the way they are?
    - Ex: moving to self-guiding teams.
    - Ex: how to implement social media to attract new workforces?
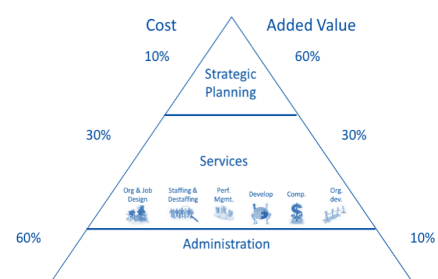
- Strategic planning:
    - Ideal: HR knows what young, new people want.
    - HR should be represented in the board.
- Re-engineering human resources
    - Something that is low in added value, gets little recognition. It's also not accepted to go wrong.
    - Spencer: cut out the things that have no added value.
    - How:
        o By outsourcing the administration tasks.
        o By automatizing things: less time.
        o By eliminating the useless task that have no added value at all.
    - Remark: you stay responsible as a manager for all tasks that are outsourced.
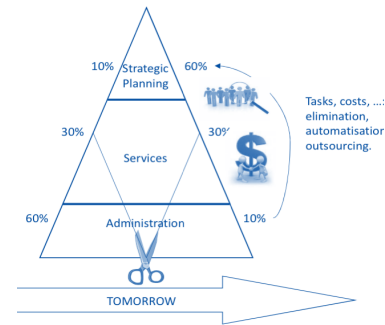
Human resource competency model
- HR Mastery:
    - Talking about the HR processes
    - People take it for granted that HR people have their HR mastery
    - Combination of finance, psyche and social.
- Business Mastery:
    - You must speak their language
    - Know how the company works
    - Understand the psyche of employees
- Change Mastery:
    - Needed in a IV environment
    - Not about saying where we have to go
    - People don't follow if they don' believe it
    - Taking the people by the hand: process leadership
    - Take away the sources of resistance
    - Ex: new projects, restructuring, expanding to other countries
- Person credibility:
    - Show the values of the company in the HR department. Ex: be client orientated.
    - Process leadership: research why there is resistance

2. MODEL OF ULRICH (1997): MULTIPLE ROLE MODEL FOR HR

- Short term: fill up the vacancy, urgency, you want an answer
- Long term: pay policy. Fairness is discussed when you change it all the time.
- Processes: for the organization
- People: for the employees
    ⇨ And and situation: you have to find a balance
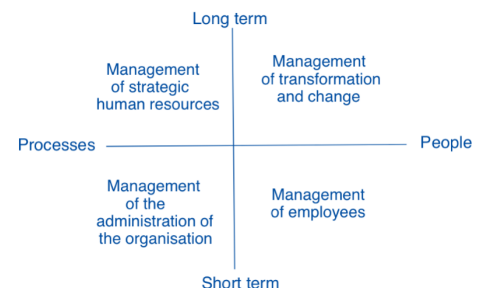
Four HR roles
- Management of strategic HR:
    - Top of Spencer's pyramid
    - Ex: merging two companies
- Management of firm infrastructure: administration
- Management of employee contribution:

- Provide tools for the line management
- Guide employees, bring them together, what is their motivation…
- Management of transformation and change:
    - Get people to move
    - Motivating employees

| Role/Cell	Outcome	Metaphor	Activity
Management of Strategic Human Resources	Executing strategy	Strategic Partner	Aligning HR and business strategy: "Organisational diagnosis"
Management of Firm Infrastructure	Building an efficient infrastructure	Administrative Expert	Reengineering Organisation Processes: "Shared Services"
Management of Employee Contribution	Increasing employee commitment and capability	Employee Champion	Listening and responding to employees: "Providing resources to employees
Management of Transformation and Change	Creating a renewed organisation	Change Agent	Managing transformation and change: "Ensuring capacity for change"

Shared responsibility for HR-roles:

- HR should work together with the other departments.
- Each role has a shared end-responsibility.
- Lines show who is doing what.
- This can lead to discussions: ex: hiring people is in general a HR responsibility. They make vacancies and select fitting candidates. But when the line management is putting forward a candidate, who is not able to pass HR selections, there is a clash. HR will turn its back when something goes wrong with this employee, because they predicted his failure.
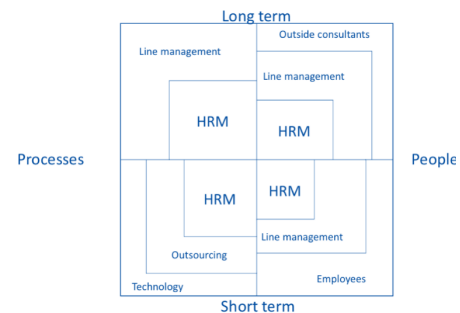
Involvement of HRM in decision-making processes

- Different perspectives to look at HR. The role and impact that HR has, depends on when they are involved in the process.
- Very early: the problem isn't defined yet because the company hasn't seen it. It is still too early.
    - ⇨ Value driven HR: anticipating and designing the project and measuring the impact before any problem is defined. Afterwards it will be easy to define a solution, because HR has defined the problem by itself. If you can describe the problem beforehand, the solution is often found with the description. HR will have a huge impact in this kind of involvement.
- Early: the problem has been defined by the customer, but you still have time as a company to do something. HR can still decide how the problem should be handled.
    Ex: a salesman wants to stop working for the company, but still has to work the term of notice (opzegtermijn). This gives the HR-department time to send out an vacancy and hire a new salesman.
    - ⇨ HR as an intelligent toolbox .
- Late: time becomes very important. The change is already happening, unions want answers. The HR departments has to save what can be saved. There is no time left to use the HR-department as a toolbox or the start negotiations with the unions.
    Ex: when two employees are sick, you need to search for term workers.
    - ⇨ Executive HRM
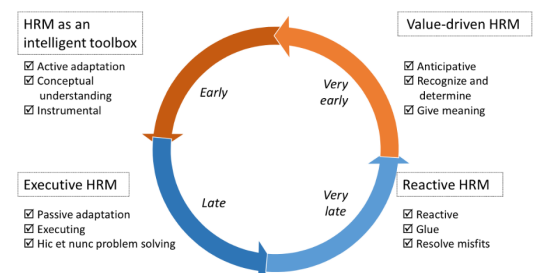
If you want to raise creditability you need to move the HR-department to a higher time-level.

- Very late: you are not acting on something, but reacting on something that went good or wrong. HR has to do the dirty job with the money available.
Ex: the HR-manager has to send out all the letters to the employees that can come back, but he doesn't know he is also fired.
    - ⇨ Reactive HRM
- Integrated model for the added value of HRM
- Excesses as a consequence of a one-sided involvement of HRM:
    - Dreamer: value driven HRM
        - o Disconnected from reality, you don't feel what is happening anymore.
        - o Suggest often things that are not needed, like the newest trends.
        - o Futuristic, but the base isn't perfect yet.
    - Fireman: reactive HRM
        - o Only works when there is a fire, when it is too late.
    - Butler: implementing HRM
        - o Serving position.
        - o Bowing attitude: you think you did enough, but in the end there is no appreciation.
        - o You are running behind.
    - Boffin: intelligent toolbox
        - o A nerd, HR has solutions for problems we don't even have.
        - o There are a lot of limitations. You can't implement everything legally.
        - o Not creative, reason from the solutions, not the problem itself.

Ulrich, common pitfalls (derailers to watch out for)
- Action before rationale
- HR in isolation: there is no connection, no impact
- HR in increments
- HR by individual fiat
- Placing HR structure before business strategy
- Efficiency equals transformation

3. MODEL FOR HR TRANSFORMATION

Road map for enhancing HR practices
- 3 processes:
    - Align: match with strategies.
    - Integrate: organization, working together not against each other.
    - Innovate: be a closer match to the question of the customer.
- 4 base dimensions: people, performance, communication and work

Key attributes of HR
- V-structure: a people "leg" and a business "leg": different orientation. It's difficult to find a match between the two orientations.
- HR has 6 roles.
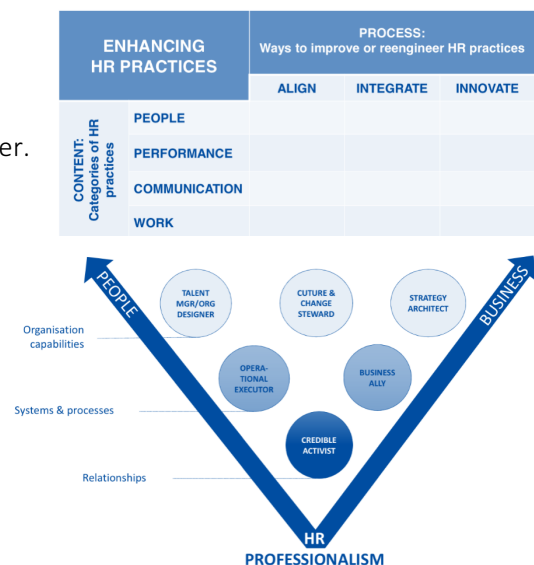
- Simple structure with separate segments/silos. The different silos can't talk to each other.
- Divisional organization.
- Matrix: most used organizational structure.
- Soaps for cloths:
    - Dash: whiter than white => concentrated on the whiter than white customers.
    - Dreft: the colors and sizes remains the same.
    - Ariel: stain champion, the stains are gone with Ariel
    - Bonux: private label, cheap but good

	Dash	Dreft	Ariel	Bonux
R&D				
Operations				
Marketing				
P&S				
Supplly chain				
	Blue	Green	White	Red

   - The horizontal and vertical lines have the same power. When there need to be made a decision, they will fight. They need to negotiate for every decision, this can be difficult in a fast moving environment.

1. STRATEGIC TRENDS

R&S as a cost vs R&S as an investment
- R&S as a cost: "the sourcing fabric"
- R&S as an investment: "Talent supply chain management"

Insourcing vs outsourcing
- Outsourcing: not having the expertise, hunters on the market who look for the right candidate.
- Insourcing: cheaper alternative.
- Flex shell: you need to work as a flex worker before becoming an employee at Volvo for example.
- You have to desperate before you put an advertisement in a newspaper.

Candidate/employee ambassadorship
- Limits an opportunities of employer branding.

The ToCoErs
- The total cost of employership.
- (1) Internal HR/sourcing budget (hiring) + external HR/sourcing budget (headhunters, selection offices, advertisements….)
    - Acquisition cost = 1/ all selections = 5000 – 10.000 per person.
    - Fee for headhunter = 1/3 of year salary of the new employee.
- (2) Average yearly salary in the organization * average seniority/tenure in the organization.
- ToCoErs = (1) + (2)
    - High seniority causes high cost.
    - Acquisition cost is low if you compare it with the salary cost.
    - Hiring someone isn't a cheap decision.
- Example 1: large financial institution
- Example 2: fast-food industry

		Example 1:	Example 2:
=	internal sourcing budget + external sourcing budget / # vacancies per year	8 K	5 K
	+ average salary cost of an employee	75 K	45 K
	+ average tenure in the organisation	17 y	1 y
	TOTAL	1 283 K	50 K

Social media changed the nature of R
- Information sharing both ways
- Reaching potential candidates
- Employer branding

Big data: we ain't seen nothing yet
- Both in R&S: we will find out there are patterns everywhere.
- Crystal knows: provides you with information deviated from your social media.

Onboarding: becoming the last stage of the R&S process
- Successful onboarding approaches include:
    - Providing more blended learning solutions
    - Decomposing work into what is needed to provide immediate value to the business, customers, team and employee.
    - Partitioning the onboarding into smaller, ongoing bites of learning, including micro learning.

- Prioritizing what's most important and what is needed first for a new hire to deliver value quickly.
    - Pointers to ongoing learning, teaching new hires how to find knowledge, build skills, locate tools and connect with others.
- To help install culture during onboarding, storytelling can be particularly powerful by using:
    - Storytelling vignettes.
    - Videos of employees that exemplify the culture speaking to practices and values.
    - Scenario-based learning that demonstrates process, values, practices and traditions.
    - Leadership presentation (live or recorded)
    - Conclusion: "good candidates who are badly socialized will become average employees; average candidates who are well socialized might become excellent employees".

2. TACTICAL CHANGES

- Exam: what is happening in the world of selection

Speed, speed, speed
- How fast do I need to react as a company?
- People won't wait 3 weeks for a reply on their application, they need feedback faster.

Changing role of intermediates
- Gentlemen agreement: don't steal your competitors' employees.
- In small sectors (like chemicals) stealing each other's employees leads to higher salaries and all companies lose.
- In big sectors, you need to hire those employees via a headhunter.

First job will always be a temp job
- Electronic hiring will be the future
- Not only Randstad => other players will come around.

Reinterpretation of "politeness rules" in job searching behavior
- Ex: if you pick up your phone in a job interview, this may seem very rude. But if the applicant is answering to his current boss, and says: "if they call me, it must be important! So I need to pick up.". This is a good sing of loyalty. This employee will do this for you to, it's a great value.

Searchers and finders
- Finders: people who are not desperately looking for a job.
  How to approach them: headhunters, they won't apply for vacancies.
  You can also attract them with online pop-ups to simulate the headhunter. But this technique is often perceived as publicity.
- Searchers: people who are actively searching for a job and applying for vacancies.

The introduction of the electronic/video contact in the first round
- After you send your CV, you will be asked to answer 5 questions in a video.
- This technique is used as a filtering process. You see who is the wrong person, but won't find right one.

Serious games: gamification enters the R&S world
- Big online games => group of mini games

- Ex: Heiniken: hiring the right guy. https://www.youtube.com/watch?v=Aq6y3RO12UQ
  How does your hiring technique represent the values of the company?
- Ex: Working at dropbox. https://www.youtube.com/watch?v=-ZuxQcp84o0
  Not everyone needs to like your technique, only the persons you want to target as a business.
- Ex: Deloitte interactive video.
  They talk about the values of the company. By educating people in a gaming way, they pass the values.

Monitoring candidate experience
- Examine your recruiting process through an applicant's eye and improve the candidate experience.
- B2C:
  - Fast moving world, assurance world, banking world
  - Large companies used to have a lot 'spontaneous solicitations'
  - Profiles: administrative or high educated people
  - What does the responders of a vacancy expect: short questions about the handling of the hiring process, mood barometer during the process
  - Why:
    - You want to be conceived as a professional company
   - Those candidates may be customers in the future

3. EPLOYER BRANDING: IT TAKES TWO TO TANGO

It takes two to tango: being an employer of choice
- External: employer branding.
  - How do people look at my brand? Not the product or service, but in terms of being an employer.
- Internal: HR transformation

Origin
- 1990: "Employer branding" introduced by Simon Barrow
- General idea: to introduce marketing concepts in HRM. How do I put my brand on the labor market?
- Focus on: how do we want to be perceived by the labor market?
  - Segmentation of the labor market: not by degree. A company is for example not interested in all engineers. They try to find what their focus group has in common.
    Ex: a lot of good engineers play golf, so if you mention in your cv that you play golf => more likely to be invited for an interview.
  - Targeting: reach your target group very specific. Not only the content, but also the channel of communication will have a huge impact. It's all about attracting the right people.
    Ex: base had to fill in a lot of night shifts at their call centers. So, they advertised in the middle of the night to reach those who are awake at night.
- Umbrella branding => translated into the employer brand wheel.
  Internal consistency: what are your policies => what do they say?
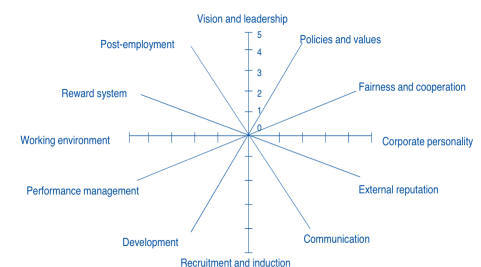
The employer branding process
- Be recognized: fit in the total picture
- Be believed.
- Be personalized: individual related. What is in there for me? What makes me dream to work there?
- Be remembered.

Employer branding

- Advertising: ambassadors sell the company in a testimonial way. They are way more credible than a newspaper ad.
- Making choices and communicating them.
- Be consistent:
    - What is the smell of the place? Try to show the culture of the organization.
    - The need for identity. It's important to have diversification.
    - Ex: since 2008 the public sector became more popular. This sector wanted to become "sexy". But most of the candidates applied because of the job security, so the wrong people were hired.
- Employer branding is a state of mind. Don't try to be anything for anyone.
- Branding = rehearsal. This is the expensive part.

But…

- Employer branding vs realistic job preview (rjp)
    - RJP: sounds practical and easy, but it's not in practice.
      The best results by rjp: the more realistic you can talk about the job; the more that people will do better in the job.
    - Branding selling: you have to remain realistic, honest, but not too naïve.
        o Ex: the boss is not sympathetic/ an asshole, but the job may be awesome. So you can't say that everything is great. You should find an indirect way to find out if this person is able to work with the boss.
        o Ex: If you work in the Tabaco sector, can you explain to people why you do that? People will ask you this question because they don't understand, and it would be immature to not answer.
- Customer vs employee: it's easy to change the products you buy, it's more difficult to change jobs.
- Employer branding: includes all recruitment channels

Evidence based employer branding

- Functional benefits: everything that is measurable and touchable: car, phone, laptop…
- Psychological benefits: how do we treat people here, how do we want people to behave?
- Brand values
- The DNA of the company: difficult if your company wants to change toward the future => who you want to be. There may occur a gab.
- Brand personality = authenticity
- Reversed socialization: the brand is adjusting itself to newcomers.
    - Ex: younger employees are the mentors of the older ones. They introduce social media. This is a way to minimalize generation gabs.
    - Ex: generation y: change profiles
    - Ex: in the old days: employees would get cheap mobile phones and laptops from their employer. Nowadays they want to bring their own device. This also happens with company cars. Sometimes it may sound arrogant if an employee refuses to use the company's technology.

Conclusion: the brand engagement model

- There should be a rational factor, but not too much.
- Emotional: touch the heart of your target group.
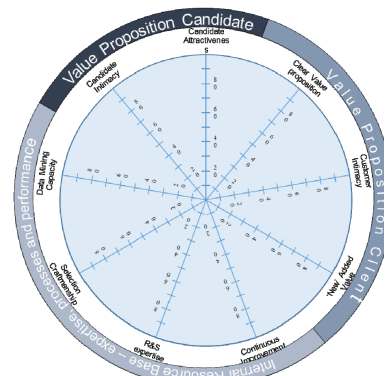- Action: you should write an email, cv…
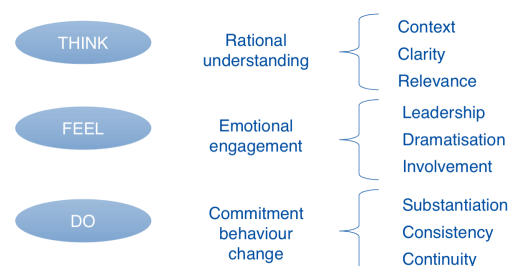
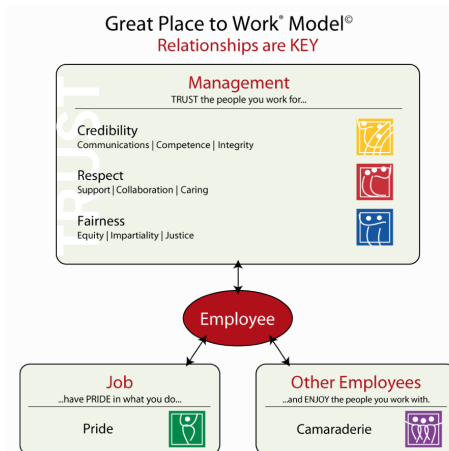### *Why this need for employer branding? (Schuman & Sartan, 2009)*

- Generational change: you should have a different approach towards different generations.
- Consumers of work: employees are constantly checking the job market for better opportunities.
- Market place for talent: the more motivated employees will be those who are active on the job market. Big companies have the best candidates because of the international potential.
- Social media: you are not the owner of your own brand.
  Ex: 'yourcompany'sucks.com and glassdoor: employees who complain about your company. How is the boss/ job…
- Brand loyalty: branding is not about the products anymore. A company doesn't create products, but brands. For some people, it's an honor to work at a certain company.
  "The most important brand in most people's lives is not a product or service, it's their employer brand"
  – R. Mosley

Great place to work model: relationships are KEY

- Different labels at the job market: employer branding labels:
  - Top employer (Belgium)
  - Great place to work: starts within the internal branding.
  - Most attractive organization (Randstad): external, based on surveys.
- Ex: Torfs won a few times
  Ex: Microsoft has to be in the top 3 (CEO objectives)
- International comparing possible: the same in other countries.
- Relevancy: says something about attractiveness, how people look at the company…
- Level: s
  - Sectors: banking, insurance
  - Organizations

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4. GENERATION Y & RS PROCESS

Tendencies within the new economy (Peter Capelli)

- Tight labor markets:
  - Demographic effect: evolution of the population.
  - Participation effect: who wants to work. This is still increasing slightly. This is still an impact of the early 70s when women started working. This evolution takes more than a generation to complete. For our social security system you need more than 70% participation.
  - Between 2010 and 2030:
    - o Demographic is going down. There are less people born, this is the first time since WWII.
    - o Participation stays the same
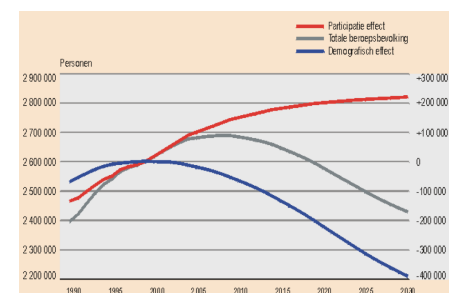
- o Net result: more or less the same (-250.000)
  - Conclusion: a war for talent.
    There is a power shift: if there is scarcity on the market, the employees get more power.
    There are also large leftovers in some sectors and large shortages in others. There is no perfect allocation on the job market.
- High economic growth: not in Europe, but in the BRIC-countries.
- New deal at work: "serial monogamy": one employer at a time, but different employers in our career.
  - Invest in your employees: => value added => larger change they're quitting
  - Don't invest in your employees: => they stay stupid => no one wants them, they stay. In large organizations, the problem of people leaving the company is smaller than people who stay and are not motivated anymore. A small turnover of quitting people is not always a good sign: they may be people staying who are not motivated => opportunity cost!!
    Immoral to not educating your people: you may lose people, but you will also gain other people.
- Employees did become more assertive. Employees became much more critical.
- Generation shift: veterans => baby boomers
  Ex: NMBS will see 50% of his employees leave within the next 3 years.
- Generation x => the nexters => the dot.com generation

Four generations on the workfloor
- Veterans: born between 1930 and 1945
  Not very active in the organizations, but the boards may be filled with them.
- Babyboomers: born between 1945 and 1968
  Massively leaving the labor market. They have lots of expertise that is leaving with them. The majority doesn't have a diploma, however throughout their career they learnt a lot.
- Generation X: born between 1968 and 1980
  Lost generation: they are completely spoiled.
- Generation Y: internet generation – dot.com: born between 1980 and XXX
- Dual research:
  - Defining persons by the time they were born is not good.
  - There are no big differences between two people from the same generation.
  - Ex: youngsters are youngsters in contrast with the generations theory.

The changing psychological contract
- From loyalty to "my company" to loyalty to "my career"
  - Senior people are loyal to their company, youngsters to their career.
  - Give opportunities to your people, so they can develop their career and stay.
- From a "passion for my work" to a "passion for my leisure time"
  - The most frequent asked question is: "how many holidays do I get?
    But this is not a good sign for motivation, the same goes for flex hours.
  - In the past: chose a job and build a life around it.
    Ex: Bekaert had housing for their employees. They had to pay, but it was close to the company. Today nobody would like housing, because their partner is probably working at a different organization.
    Ex: laundry at work: only for new families, youngsters can do their laundry at home.
- Organizations: "bind" or "challenge"
  - Bind: paying for loyalty: direct => only works for those who like to be bound.
    - o Every year a small salary increase
    - o Extra holidays
    - o Pension scheme.

- Challenge: can lead to stress

People want to be "bound" or "challenged"

- BC: we challenge the people to change with us. People become sick for a long term, they can't cope with it anymore. They have been challenged too much, pushed too far.
- CB: ex: give a group insurance plan to an employee in his 20s. They don't understand, value it at this age. They're not thinking about their pension yet.
  ⇨ Realistic job preview: if you give the wrong expectations, people will leave.

	The organisation tries to:	
	BIND	CHALLENGE
BOUND	**B B +**	**B C -**
CHALLENGED	**C B -**	**C C +**

The individual wants to be

Generation Y: where do they come from?

- They grew up in an era without fear
  - Economic advancement
  - The end of the "cold war"
  - Optimism about the future
- They grew up in an information era
  - The "digi king and queens" of this world
  - World wide web, cyberspace, mp3, dvd, sms, mms, webcam, wireless access, email…
- They grew up in the postmodern era
  - Conventions and values
  - Networking, individualism and social embedding
- A generation at the top of the Maslow Pyramid?

Current sceptical view on that generation

- They're dumber than we were at their age
- They're screenagers
- They have no shame
- Because their parents have coddled them, they are adrift in the world and afraid to choose a path
- They steal
- They're bullying friends online
- They're violent
- They have no work ethic and will be bad employees
- This is the latest narcissistic "me" generation
- They don't give a damn

Net gen = generation Y

- Main characteristics:
  - Technology is like the air to them
  - According to the Net Genders, the older generation is obsessed with technology
  - Imagine: a TV show where "people watch you surf TV"
  - Net Gen is antithesis of TV gen: there is a shift from 1-way broadcast media to interactive media:
    o Interactive media: sitting together doing different things
    o One way: nice evening together watching tv
  - "For the first time, there are things that parents want to be able to know about and do, where the kids are, in fact, the authority!"
  - "The smartest generation"
  - They are/were being coddled by their parents: "helicopter parents".
- Norms:
  - The right of freedom is everything they do, for freedom of choice to freedom of expression

- The right to customize, personalize: bring your own devise at the cost to support every devise and to keep your system secured.
- The right to scrutinize (investigate, explore...): the buyer knows often more about the product (ex: vacuum cleaner) than the sales man.
- The right to have a feeling to make the world a better place
- The right to play and work at the same time.
  Bill Gates: TV and PC will never be competitors, because of the place where you are sitting: chair vs sofa. He was wrong: the invention of the iPad/tables. They are devices that combine working and leisure.
- The right for "instant feedback", not just in video games. They expect a quick response when they send you their CV.

- They are bathed in bits:

  - 78% of parents who consider mobile phones as holiday gift were motivated by safety and not entertainment.
  - For kids = an indispensable social tool.
  - In Japan: of last year's 10 bestselling novels, 5 began as mobile phone novels.
  - # mobile phone owners > # cordline phone owners
  - # internet users > # computer users
  - "Dad, my high school reunion happens on Facebook, all day, every day!"
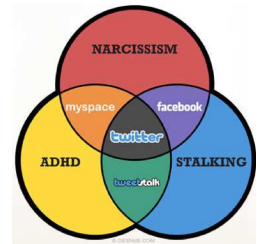
- As consumer:
  - "Power to the people; friends are more important than professional reviewers" ex: "YourcompanySucks.com"-type websites

  - Type of "N-fluence" networks:
    o Best friends: but we don't really know them.
      Ex: you are on a city trip and want to have dinner close by. So, you use the app TripAdvisor. You see that there are two restaurants close by: one good and one with one bad review (hair in my soup). You will most likely go to the one with the good review.
    o My social network
    o The world
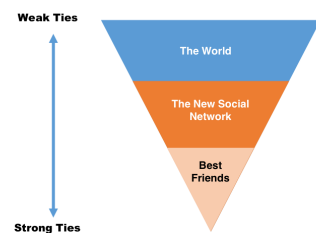
- And the family

  - "The freedom flip": Boomers Youth found freedom outside; Net Geners find freedom inside
  - Helicopter parents are "hovering": they want to know where you are, what you are doing. They intervene in the discussion if you want to leave your job.
  - Some companies offer a "freshman orientation" workshop for parents, or Google has a "bring your parent to work day"
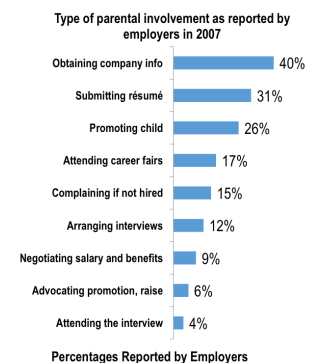
5. STAFFING: RECRUITING & SELECTION: ANALYSIS OF THE PROCESS ITSELF

The staffing process
- Job analysis: the main HR tool/technique:
  - Each job has a job description.
  - You can look back to the job analysis to know what the tasks and responsibilities are.
  - Mother of HR instruments and is also being used outside selection.
  - If the world changes, how do you change your descriptions?
  - Ingredients of job analysis:
    o Job indication: a description of the function

- o Relationship with others: who is your boss, who are your employees…
- o Job outline: what should be done in the job? Caution: this changes all the time. By the time someone gets the job, the vacancy may not be accurate anymore.
- o Working conditions: mobility, outside or in office work…
- o Performance standard/objectives: what are the standards, what is being evaluated at the end of the year (KPI).
- o Human requirements: characteristics that are necessary for the job. Ex: a fireman can't be afraid of heights.
- o Special additional information
  - Who should write this?
    - o HR department: doesn't know the right criteria for the job.
    - o Chef: problem of minimalizing the job, downgrading.
    - o Combination with a description of the employee itself, who is likely to overestimate his owns capacities.
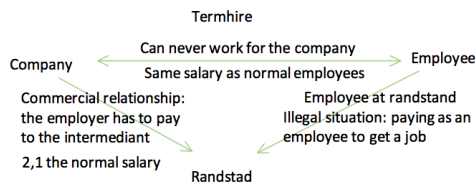- Specification of task and responsibilities: what does the job look like?
- Definition of the KSA's (Knowledge, Skills and Attitudes) required. How can we put this in characteristics => mirror the job profile to the candidate's profile
- Recruitment activities
  - Internal: within the company
  - External
  - Both markets: more creditability
- Evaluation of applicants via selection process
- Decision

Recruitment strategy

- Exam: you should know which tool to use for which purpose + give an explanation
- Determining the vacancy: "when do you have a vacancy?"
  - Replacement
  - Expansion: productive (return = extra sales in a specific region) and non-productive (support jobs like marketing and HR).
- HR marketing & employer branding
  - The glossy: a magazine that gives information about the job in the company.
- Selecting your recruitment method depending on:
  - Job characteristics: in specialized magazines
  - Labor market: measure shortage, conjuncture through magazines like Vacature.
  - Organizational characteristics: branding, characteristics that go together with the image of the company.
- Alternatives to recruitment: has a lot to do with reorganizations of companies.
- Methods of recruitment
  - Internal advertising: they search for the right person within the organization.
    - + Gives oxygen to people working in the company => internal promotion
      You know the people, less risk
    - - Not the best candidate for the job
      If an internal candidate is not good he remains an employee => frustrations
      In the same department: becoming the boss of your old team => trust and power issues
      Also: if it's a bad candidate, the creditability of the HR department goes down.
  - External advertising: cherry picking
    - + Fresh blood => new perspective, fight the culture, new knowledge and new insides.
      Interns know that they are replaceable

This can prevent that employees get demotivated when they don't get the internal promotion.
- Make mistakes, you don't know the person
- Job centers:
  o Interim office: employee searches flexible job. There is no juridical relation between the employee and the company.

Termhire
Company ← Can never work for the company → Employee
Same salary as normal employees
Commercial relationship: the employer has to pay to the intermediant
Employee at randstand
Illegal situation: paying as an employee to get a job
2,1 the normal salary
Randstad

  o Selection office (ex: Hudson): the company pays the employee directly and pays a fee (20-30% of the salary) to the selection office.

Company ← → Employee
Commercial relationship: the employer has to pay to the intermediant
Illegal situation if the employee is paying to get a job
Hudson

  o Outplacement:

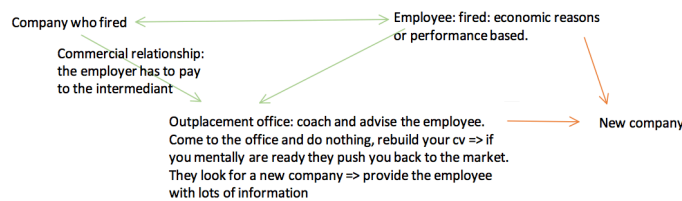Company who fired ← → Employee: fired: economic reasons or performance based.
Commercial relationship: the employer has to pay to the intermediant
Outplacement office: coach and advise the employee. Come to the office and do nothing, rebuild your cv => if you mentally are ready they push you back to the market. They look for a new company => provide the employee with lots of information → New company

  ⇔ inplacement: gives attention to flow within the company. Good, but functional needless employees get a new training for a different job in the company.
- Youth training scheme
- Recruitment and selection agencies: ex Hudson, sometimes companies do both, sometimes just one of the two.
- Commercial employment agencies: interim offices.
- Personal recommendations: people knowing people. Sometimes there is an employee reformal program. If the employee brings a new person, and they stay for a few months, the employee gets a bonus.
- Executive search: headhunting, people with a big network and sector specialists. There will be no vacancy.
- Campus recruitment: the milk round, this will be done by companies who recruit intern. Employees start at the bottom, and work their way up.
- The internet: not to be underestimated. A company should work together with other jobsites, but also have its own. There should also be attention to negative advertisement through sites like Glassdoor.
• Note: QS = f(QR): the quality of the selection is a function of the quality of the recruitment.

Selecting people
• Selection criterion
  - Purpose of selection
    o Actual criterion: the capabilities you are looking for. How you look at the job, mirroring.

Ultimate criterion
Actual criterion
A B C
D E F
G
Predictor
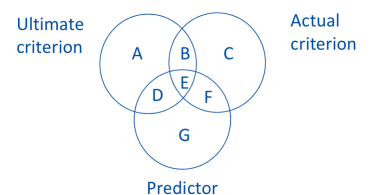
- o Ultimate criterion: the exactly right set of capabilities. This is theoretic, the more experienced you get, the more you know this. E and B get bigger over time.
- o Predictor: a question, tool that predicts the behavior of future employees: assessment, CV, IQ-test…
  - Objective: maximize E
  - Problem:
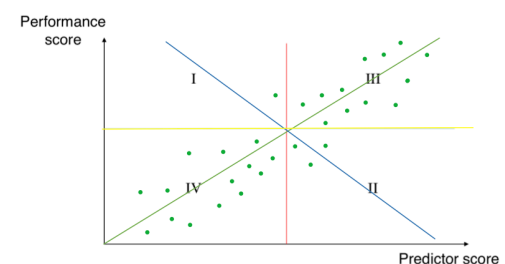   - o D = a good testing instrument, but we don't know. We measure it, but we don't take it into account in the final stage. Ex: overlooking things in a CV.
      Past behavior is the best predictor for future behavior => conservative nature.
    - o F = a bad testing instrument, but we don't know. We ask questions about it, but it's not relevant.
      Overskilling: your job should be challenging, if you have the skill to speak 3 languages perfect, and you don't really need it => you leave with higher ambitions.
    - o G = you think it's important, but it isn't

- Type 1&2 errors in selection
  - Selection tries to predict the performance of a person in a selection.
  - Artificial: personality test, interviews => predictor score.
  - Green: r = 1: perfect correlation = theory => line through the cloud of dots.
  - Blue: r=-1: perfect result, if you know it in advance. The worst the test result, the better the performance. It is sometimes easier to test the negative points.
    Ex: how do you deal with aggression as a guard. If he is very aggressive => not made for the job.
  - Yellow: r=0: no relationship, no sense of prediction = reflection of F: irrelevant test
  - You never see the performance, but you see the predictor score.
  - Red:
    - o When do they pass: hypothetical line (vertical)
    - o CAT (computer adaptive testing)
      Tests should have a difficulty index. If a question is too easy, and everyone has it right, then the question becomes irrelevant. The same goes for too difficult questions.
    - o Economize the test: rash model: you first get a question with rating 0,5 and after that you follow a different path. This model only works with wrong or right questions.
    - o Ex: the GMAT test gives you a score on 800. They don't give a norm, schools decide which score is high enough for acceptance.
  - There is always a performance cut off: horizontal line
  - I and II should be minimized. The biggest mistake depends on the type of company you look at. For engineers the type I mistake is the worst, for pilots the type II.
  - III: pass the test + good employees. => maximize
  - IV: maximize => the selection measures that a person will fail, and they turn out to be bad employees.
  - Highest cost for both => increase cut off for predictor scores because there is a high opportunity cost, they can start to work against you.
  - R = .4 = highest to find => r^2 = 16% = range restriction.
- Analyzing the selection process
  - A two-way process: it's not because you like the candidate, that the candidate will automatically like you.
  - RJP-effects (realistic job previews): the more realistic you are about the job, the more the employee will be successful in his job. Very good employees who are bad socialized may end up being average and vice versa

35

- Types of criteria:
    - o Organizational: the first step, could this person fit in this company, are the values shared? A company doesn't need too many controversial people who are good at their jobs but break rules.
    - o Functional/departmental: they employee may fit in the organization, but not in a certain segment.
    - o Individual job criteria: person fits in the organization, but not in the job.
- Selection methods

 Exam: make a selection of these methods + link why they are important.
    - First things first:
        - o Application letters
        - o CV's: Sometimes there are templates you need to fill in, most organizations have those. All are very similar, but they focus on different things. The template can give you some insight on what the company is looking for. Organizations like to use this method because they don't have to divide all the incoming CV's, the employee does the work and this frees up some time.
        - o Application forms
        - o Telephone screening: this technique can be used as a sifting process. You hear the candidate speak and can find out some basic information. You won't find the best candidate, but you will find the bad ones. So, you don't have to invite them over. This process can also happen in a video.
    - Biodata:
        - o Fit people and professions.
        - o Mostly used in the US
        - o Very dangerous: try to find a fit between people and a profession (not a job). What are for example successful accountants doing outside their work.
        - o The source is bigdata
    - Tests
        - o Aptitude tests
            - ▪ General: measuring an aspect of intelligence, always a time-based test.
              Ex: general aptitude test battery (GATB)
            - ▪ Specific: time + computer based: you get the next answer based on your previous answer.
              Ex: mechanical aptitude test
        - o Trainability tests
          Ex: medical entrance exam
          Ex: how fast can you learn a new language?
        - o Attainment tests: time limit + you have to reach a result.
          Ex: Cooper test
        - o Personality tests: a lot of questions, no wrong or right answer.
          Ex: big five
        - o Interest tests: can determine if you succeed or not.
        - o Integrity tests: questions about ethical behavior.
          Depends on the type of job and the quality of the test.
          Frequently used in the US
          Ex: integrity SJT, cartoon SJT...
    - Interview (see further)
    - Assessment centers (see further)
    - Work samples: take a piece of the job in the job interview.

Factor 4: the best person does it 4 times quicker than the slowest person

Ex: write a letter, give a lecture or presentation…

- References: References become more important in senior jobs with headhunting. The more you know the person who is giving the reference, the more relevant the reference becomes. It makes it also difficult to lie to someone you know. If it turns out that the person you gave a good reference about, is bad => you may lose a friend or an acquaintance.
- Graphology:
  o Forbidden in some countries (like the US), but sometimes used in extreme forms when hiring CEOs.
  o Projective technique: you try to bring people in a mood where they project the inside to the outside. In such a way that we don't interfere too much.
  o Ex: inkblot test, => misunderstanding: some children have a lot of creativity and fantasy.
  o Questionable if it should be used in selection methods.
- Validation of selection procedures
  - Evaluation criteria for choosing a selection method:
    o Practicality: can you organize it? Some very interesting test are not achievable.
    o Acceptability: do people accept this method, do they want to come back?
    o Reliability
      ▪ Over time: how long can you go without redoing the test for a new/updated result?
      ▪ Inter-rater: would different interviewers have the same conclusion?
      ▪ Internal consistency: are the factors internally consistence?
    o Validity
      ▪ Face validity: do people think that we measure something that is relevant?
      ▪ Construct validity: are we measuring what we think we are measuring?
      ▪ Predictive validity: often max r = .4, r^2=0.16 => we still don't know something about the other 84%.
        Range restriction: everyone below this cut off isn't accepted, you don't know how they would perform.
        • Discussion: job specific vs general fit in the organization. In the US, you can't ask the gender, age... There is a rule against discrimination. This is less the case in Belgium.
    o Over the past 20 years we did not improve the techniques of selection.
- Selection interview (uses in 99% of the cases)
  - Definition: A selection interview is a process in which a potential employee is evaluated by an employer for prospective employment in their company, organization, or firm. During this process, the employer hopes to determine whether or not the applicant is suitable for the role.
  - Purpose
    o Collecting information
    o Providing information
    o Giving a fair hearing: if you cancel a candidate, you cancel a customer in B2C.
    o Ritual & human aspects and behaviors
  - Criticism
    o Unreliable
    o Invalid
    o Subjective
    o Webster's research results (1964):
      ▪ The problem with an interview is not the interview itself, but the interviewer.

- The first impression you have within 3 minutes. Those impressions have a large impact on the further interview: the way you put forward the next questions.
    - Self-fulfilling prophesy is stronger than mankind.
    - Try to make sure that the first impression has no impact on the rest of the interview => structure your interview beforehand.
- Conclusion: not the interview but the interviewer is the heart of the problem, common pitfalls:
    - First impression: ex: physical appearance can blur the voice of call center worker.
    - Physical appearance
    - Generalization
        - Halo effect: once you see something positive, all the next things will be perceived as positive.
        - Horn effect: once you see something negative, all the nest things will be perceived as negative.
        - Overemphasize rare qualities
    - Job label impact
    - Contrast effects
    - Interpretation rather than observation:
        - Interpretation: different opinions about the same candidate
        Ex: candidate gives a presentation and is self-confident or is he arrogant? Because those two are very close, it's just an interpretation of the observer.
        - Observation: see what happened, no interpretation
- Review topic: how to improve manager's interviewing skills?
From situational interview to behavior-oriented interview
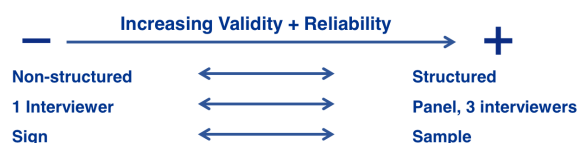
- Star interview technique:
    - You always go back to the past when you ask a question: past behavior is the best predictor of future behavior. But this it is difficult for interviews of people who just graduated.
    - It is not good to ask: imagine …. what would you do. Your answer will always be a considered answer. => you have to ask if something happened to them before.
    - The way a candidate talks about his previous employer says a lot about how he will talk about you in the future.

- Interview strategies
    - Frank and friendly strategy: You put candidates at ease. How does this candidate behave when at ease? There is only a rare occasion where you want to know how people deal with panic, chaos… But you do this in a frank way: you still ask what you want to know.
    - Problem solving strategy: for some of the questions you are not interested in the answer, but you are interested in the sequence, how you come to the conclusion.
    - Stress strategy: you put people under pressure: relevant for people who will have to work under pressure/stress. Do they stay calm?
    - Sweet & sour strategy: Are candidates lying => point out inconsistencies. You see what happens when people lie => do they apologize, or do they discuss it after you point out the lie.

- o # interviews
    - Individual interview
    - Sequential interview
    - Interview in tandem
    - Panel interview: every panel member asks a question about a specific subject.
    - Group interview
  - o Review topic: role of personnel vs line manager
- The 'hard to interview' ones
  - o The silent introverts: some people are very silent, if you ask a question it is hard to get them talking. They tend to answer with yes or no. They are often perceived as bad candidates, but can be good employees. For some jobs 'talking' is not relevant. Underestimating those people who may be very good at the job.
  - o The pleasers: they read what the right answer is by your non-verbal communication. You find them throughout all hierarchies. The solution here is an interview with different interviewers. It's impossible to read the mind of different interviewers.
  - o The try hards: those who want to work for the company very bad. They present to do their hardest best => they are more nervous.
  - o The talkers (you can't stop me): they talk a lot, but you will have to stop them at a given point. However, some jobs require a lot of talking, so this person would be considered a good candidate.

VII. ASSESMENT CENTRES

1. ASSESSMENT CENTRELS: WHAT

- Present behavior as predictor: They don't use past behavior, but present behavior: observing and interpreting people doing activities => you let them do work samples (related and relevant for the job).
- Behavioral criteria: ex: is someone good in public speaking?
- Job related simulations
- Interaction of candidates: this technique makes sense with different good people. You can't use this method with random people. Because the best will appear better, and the weak will seem weaker.
    - Positive observation: a candidate gets the informal leadership.
    - Negative observation: a candidate tries to lead, but fails.
- Multiple assessors (discussions): there are multiple people observing the candidates.
- Multiple exercises.
- Evaluation: behavior observation + interpretation
- Several days (2-3): the candidates are permanently observed: during lunch, at the bar… It's becomes very difficult for candidates to act the whole time.

2. HISTORY

- German army after World War I: people get promotion by doing exams.
- British and US War Office Selection Board: leader is successful if the people came back => natural selection. The success was not determined by the exams.
- In industry AT&T from 1956
    - The management progress study: every middle manager had to take this test. They tried to predict if an employee would make it as a middle manager.
    - 25 criteria
    - Predicting promotion to MM functions
- Today
    - Selection: You can't put together the candidates because they come from related history => terms of integrity. This technique can't be used for the lower level: to expensive: consultant + 2/3 observers in high hierarchy who reflect the values
    - Promotion: an additional piece of evidence to come to a conclusion
    - High potential policy: select a small group who get trainings and programs => definition of this group is done by those assessment companies

3. ASSIGNMENTS

- ⇨ Mainly focused on behavioral aspects:
- In-basket: simulating what a job would be. Ex: read 50 emails: structure, see inconsistency, putting priority and answer=> reasoning choice, not about right or wrong
- Group discussions: solve a case discussion => problem + solution
- Presentation of 20 min => capabilities
- Role playing: same as case but the different people get different roles => how do you 'fight' with others with different interest.
- Interview: one-on-one, with actors.
- Attainment tests: timed based tests.

- Assessor training:
  - Observation ⇔ interpretation
  - Managers ⇔ consultants: observers are mostly a few managers (not HRM) and one consultant.
- Selection of exercises: they must be job relevant.
- High acceptability for candidates: they like this method.
- Validity
  - Criterion related: 6
  - But there is a high consistency in the same exercise: if you like a presentation, they give higher scores on all aspects. They like or dislike = shortcoming of the observer.

Behaviour score	Different excercises					
	1	2	3	4	5	6
A						
B						
C						
D						
E						

- Cost ⇔ utility
  - Cost: managers who are observing can't do other things
  - Utility: provides the company with additional information of the candidates
- Conclusion: it's a good technique but we do not know why.

VIII. TRAINING AND DEVELOPMENT MANAGEMENT

- Is frequently outsourced.

1. THE TIMES THE ARE CHANGING

- The world is flat (Friedman) vs the world will never be flat
- L&D has moved from "Add on" to "Olympic minimum": there used to be a reward for good performance, but nowadays it is required and considered normal.
- "Being out there" is one thing, "having learned something" is however the key question.

2. THE FUTURE IS YET TO COME

- Working = learning = working
- It puts "learning" and "education" in a different perspective: education isn't learnt in a classroom. You copy from others: ex: ride a bike.
- "Where you go to/ what you do" is not relevant, but "you will have to explain…"
- The psychology of learning:
    - Moments of 'rest': conditioning, we haven't learnt something new: in a new context + combining past knowledge. It doesn't bring you to the solution.
    - Moments of 'movement': real learning happens in a situation if you question the law of gravity. You get out of your comfort zone and are open for new insights.
- The more we study the more we need to study
- Some of it happens in class, most of it on the job
- What is your L&D strategy based upon?

3. FOUR BASIC LEARNING STRATEGIES

- A riddle to start off with…
  "When does an American orchestra in an American circus play the national hymn?"
  Answer: When there is a fire, all employees know that they need to go to the orchestra and shout "national hymn". So there is no panic, and everybody stand up. Than they open all exits so everyone can leave. This technique reduces casualties.
  The moment of movement is the moment when you question your knowledge.
- Behaviorism: learning as conditioning of behavior. At home: condition: you get a sweet if you did well => you keep on doing it.
- Cognitivism: learning as processing of information
- Pragmatism: learning by doing. Someone does it => you learn it. Ex: cooking programs. You get advice.
- Situational and social learning: learning as a social process. At universities, the groups are too big, it happens in primary school: groups of 20-25 or over the internet (social media).

4. THE FOUR CATEGORIES OF KNOWLEDGE ASSETS (MONAKA)
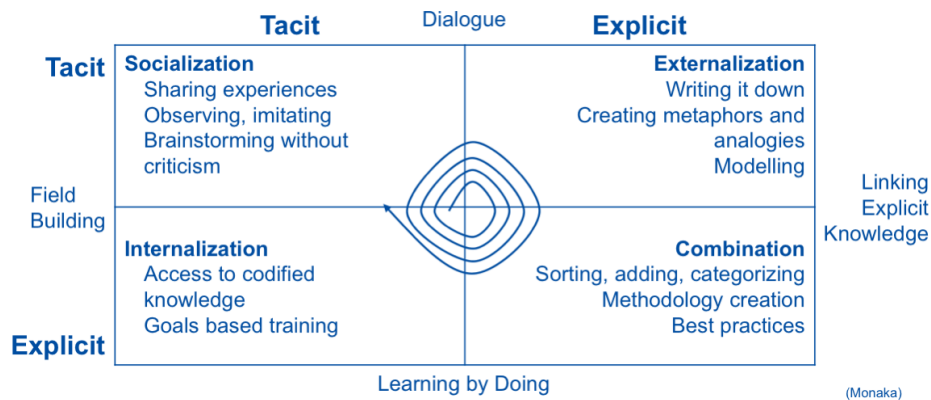
- Socialization: passing values, attitudes… If you have a problem and ask for advice to your colleague. This happens and stays between two persons.
- Externalization: all knowledge is written down. This information stays available, even when people leave. You can't guarantee that the information will still be applied => solution is internalization.
  Ex: ISO-norms:
- Internalization: you make the information (that is written down) your own. Your behavior as a person changes.
- Combination: you combine 2 knowledge systems into one.
- Explicit => tacit: learning for an exam.

5. TEN MAJOR TRENDS IN LEARNING AND DEVELOPMENT

- We all hire "Talent" to start off with, but if we don't take care, we call them some years later our "social passive"!

Trend 1: the rise and fall of competence-gap models
- Competence management shaped fundamentally our way of looking at L&D. Many organizations put their people and jobs at competence models => gap: give training to reduce the gap. Once the gap is identified => the problem is solved. You can't be fitting every part of your job.
- But:
  - Too optimistic
  - Sometimes wrong focus:
  - Assessment and growth are problematic
  - Lack of acceptance of going down hill: Nobody likes the idea that you can go down the job ladder. Ex: the average can go up, so your score goes down. New students in 20 years will speak better English than we do now, so our 4/5 will become a 3/5.
- We hire "talent", by hazard, people are involved.

Trend 2: unlearning rather than learning
- In a raplex environment, knowledge is no longer cumulative
- Unlearning is much more complex
- The easiest way to 'unlearn' is to learn/drill something new

Trend 3: the golden triangle in programme design

- Golden triangle in program design (on the job learning, make people learn).
- Places you can touch employees:
    - Head: Cognitive
    - Heart: emotionally movement
    - Hand: doing it in practice, do

Did we touch: head, heart, hand — L&D Programme
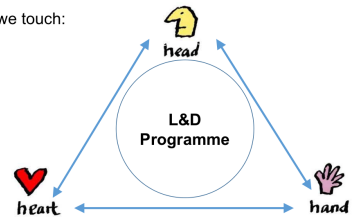
Trend 4: the 70:20:10 learning model reinvented

- Shifting the focus from 10% to the 70%. Outside of classroom learning: we need to understand what the learning opportunities are. 20% doesn't happen by hazard.
- Requires changing role from learning consultants
- More focus on supporting the coaching and mentoring of line management in their people management roles (the 20%)
- Learning does not happen by hazard; learning facilities will have to monitor the on-the-job learning opportunities
- 70%: job learning
- 20%: feedback from boss
- 10%: from artificial learning, education.

Trend 5: social learning is ready to take off thanks to social media

- Social learning happens in group => peer pressure, talk about what happens to me.
- Collaboration = the most important characteristic of social learning
- The new era = using social collaboration via social media to learn with and from others
- Social learning is not just the technology of social media
- The real shift = in the corporate culture:
  "Encouraging knowledge transfer through social media tools and connecting people in ways that make learning more enjoyable"
- Read: the new Social Learning (Conner and Bringham)

Trend 6: 24/7 and for free

- Knowledge needs to be instant, if not we lose the momentum
- MOOCs (massive open online courses) and webinars are changing the L&D landscape (2012)
- Will MOOCs replace the traditional classroom settings? Interactive books and holographic courser are still interactive.
- It is not the MOOC by itself but it is the way it is embedded in the learning trajectory
- The shift =
    - From individuals to communities
    - From organizations to networks

Trend 7: shorter, shorter, shorter

- 'Learning-on-the-go": mobile
- Short & sweet just in time 5 to 10 minutes' sessions
- The 3 minutes learning vignettes. The most important moments of learning are vignettes on your mobile phone. 3 minutes => you learn a skill in 3 minutes on an app. The most underdeveloped e-way is the pdf. E means you can interact, you can write in it. How should learning blocks be organized?
- Shift: from learning (school) tot 'working smarter', because of bad experiences with schools.
- Gamification= games enable learners to suspend reality and to make mistakes and learn from them. This is important for the motivational part. The lower the threshold, the higher the dropout.

- Also corporate L&D programmes are being squeezed today
- PC ⇔ TV: What is going to be your learning device, and what is your motivation.

Trend 8: customized L&D: the segment of one
- Learning should be continuous
- Learning ≠ studying
- Control leads to compliance; autonomy leads to engagement (Dan Pink)
- L&D needs to encourage autonomy and self-sufficiency, rather than to control and monitor the learning activity.
- But managing my employability = a duty for the employee
- Personalization: not only in BYOD (bring your own device) but also in content and speed

Trend 9: the changing role of corporate universities
- A big mental move: L&D as provider of performance improvement support
  Ex: former employees teach the new employees.
- Shift:
    - From silos to partnerships
    - From training delivery to learning facilitators
- Leadership ≠ a capacity that an individual possesses
- Leadership = a relational process that occurs in groups, communities and networks.
- The ROI question will be more dominant (Activity => result)

Trend 10: watch out it is not an "or-or" evolution but an "and-and" reality
- Instructor-led training (ILT) will not disappear
- "Sitting in a classroom setting is sometimes more important than what is being said by the teacher"
- Corporate L&D departments are at a turning point: alignment with business strategy is the key factor
- Translating technology into learning process solution will remain the hot topic for the next 5 years to come.
- Learning perspective should have a link with the company.
- Webinar: a web based seminar; You are in a group, people can comment via typing.

IX. CAREER AND TALENT MANAGEMENT

1. OPPORTUNITIES OR THREATS

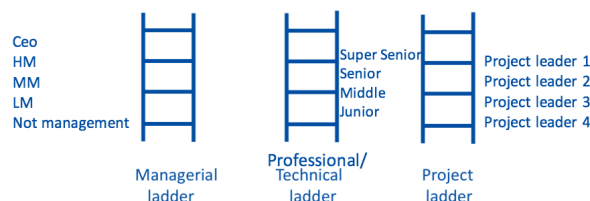- Everybody has a different success definition

Vertical expectations vs horizontal solutions
- Career advancement: people expect to rise during their careers (vertical expectations). But often, people end on the same position as they started.
- Need for advancement: the transition from study to work isn't a problem. But employees find it hard to go through the second year at the same company: everything moves too slow, nothing changes.
- There used to be a lot of hierarchal levels in organizations (+-25)
- Now there are less levels (+- 6-8). Companies need to stay mobile in the complex and quickly changing environment. This causes different salaries within the same level, there is no oxygen for the career.
- Flattened out: shorter power distance between boss and employee, you can take short term decisions.
- Demotivating: you can't get a small promotion. => feeling of advancement.

Hi-po's and lo-po's
- Hipo: in large companies: 2-5% will easily run away or take off themselves. So in HIPO-management try to keep the hipo's in your companies by meeting there expectations.
- Closed way:
    - You have a list, but it is secret.
    - The hipo's don't realize they are hipo's.
    - Used in Europe
- Open:
    - Ex: each year there is chosen one hipo in every department. This is communicated to all employees. To become a hipo you need to meet different criteria.
    - The hipo's expect they can grow in the company
    - Transparent model
    - Demotivating for the others.
    - It's also possible that hipo's will stop making the extra effort.
    - Used in the USA.
- Reality:
    - Both combined
    - Hipo's are being involved with workshops, conversations with the CEO…
    - Most hipo's don't get labeled (95%), therefor they feel like a lopo. A company should give them more projects (hidden assestment).

Professional vs managerial ladder

Ceo / HM / MM / LM / Not management — Managerial ladder

Super Senior / Senior / Middle / Junior — Professional/Technical ladder

Project leader 1 / Project leader 2 / Project leader 3 / Project leader 4 — Project ladder

- Managerial:
    - Like the organogram of a company
    - Dangerous because it's seams necessary to follow the ladder until the top.

- Professional:
    - Nonhierarchical, based on expertise
    - Ex: big 4
    - Higher doesn't mean you should manage people or be their boss => you just get bigger responsibilities.
    - Salary bucket: different people (middle management and senior) get same salary, perks (car) = valued
- Project:
    - Difference between size of project and strategic importance.
    - The project leader gets people from the professional ladder to do the project, the manager has the leading of all projects.
    - Project leaders and seniors can become managers
- 3 remarks/problems:
    - Power:
        o Only clear on the managerial ladder.
        o Power sensitive people will see the managerial ladder as an aim/ ultimate goal.
        o On the professional ladder, you can look up to a person, but not to a function.
    - Dynamics:
        o Managerial movement based on vacancies. As long that there is no vacancy, you can't move up this ladder. There is also a chance that an external candidate gets the job.
        o Professional ladder: based on skills => everybody can reach the top. It's a competence driven process. These ladders need new oxygen by employing juniors. But this also means that there can be an over population at the top. There is no space left to grow.
    - Drop behavior: you get promoted one level to high
        o Managerial: double cost: team is not manageable when manager drops out.
        o Put on the professional level. You keep your job, but lose the managerial side of the job => you keep the job + car etc.
        o Parachuted because of lack of leadership => the idea of trash of the professional ladder => can turn out to be a bad solution.
        o The management ladder isn't always the highest one, ex: soccer.

National vs international vs expat
- Expat vs international:
    - In terms of absolute numbers, we didn't have as much expat as we have today.
    - Expat: the home country sends out a person to another country.
        o It takes a few years
        o Salary is paid in Belgium + in china: legally (social security) part of the home country.
        o Problem: this an expensive solution. Sending out people requires extra payment:
            ▪ Housing, salary, fees for international schools for the family…
            ▪ Some countries require a difficult fee: climate issues, world crises like wars.
            ▪ There are indexes for every country (used in the big 4).
        o Take the gross salary multiply it by 4
        o Expatriation doesn't lead to a solution, the person who is in the job is not successful. Largely because of cultural issues. They don't trust this person because they perceive him as a person from the headquarters.
        o If the person is successful it is also possible that the family can't adjust.
        o Even if everything goes well, the repatriation is difficult. Most people want something more when they come back. Implicit promise that is made => it is good for your career, you will get promotion. It's possible that HR forgets about you. They won't leave a spot

open for you for 3 years. They will often look around for a spot for you a few months before you get back. Sometimes they invent a new job, but you will feel like it is an empty chair.

- Ex: Bekaert sends out people from Kortrijk to factories in China.
- International careers: you get a ticket to fly out, but you can't come back.
  - They stop the contract at the home company.
  - Salary:
    o Considers the country you go to.
    o On top on that you get a fee for willing to go, housing, international school fees…
    o But you don't have a legally bound with Belgium for social security.
    o The company might build up a pension rights.
  - Every four to five years you go to a new country or city.
  - They are increasing compared to the expatriations.
  - Need based: the company needs you there. The company might have to pay for it.
  - Development based: the employee asks for it because you are adventurous. But if you want to make high promotions, you need some international experience at the headquarters. Companies will provide this opportunity, but won't pay for it. Not additional payment, they might pay for your rent in the country abroad. The salary will remain the same, but it may lead to a promotion in the future.
- National careers:
  - Always limited
  - Fixed statute
  - For higher functions, they only hire people with international experience. The possibilities for nationals are lower.
- Monday to Friday –people:
  - They don't move, but work in another country during the week and go home for the weekends.
  - The combination work and family isn't easy.

Core vs non-core employees
- If you have a specialty that doesn't meet the core activates of the company. You might find a problem to make higher promotion. You don't have the expertise that is needed on that level. If the problem of your expertise is happening, they will just go to a firm who is specialized in your domain. Later, it will be possible to become the CEO; but only if you work for another company first.
- Ex: fiscalist working at Bekaert.

2. CAREER DEVELOPMENT

My career
- Being successful is different for everybody.
- What are your criteria for success? => defined by what you find important in life.
- Objective career: CV
- Subjective career: how much you liked your education, career…
- You can only manage people if you know their success definition. You shouldn't do this based on your own success definition (extrapolation).

Organizational career development
- "A planned effort to link the individual's career needs with the organization's workforce requirements"
- A matching process.

- Zig-zag-career: people move within the organization.
- Organizational needs:
    - What are the organization's major strategic issues over the next two to three years?
    - What are the most critical needs and challenges that the organization will face over the next two to three years?
    - What critical skills, knowledge, and experience will be needed to meet these challenges?
    - What staffing levels will be required?
    - Does the organization have the bench strength necessary to meet the critical challenges?
- Issue: Are employees developing themselves in a way that links personal effectiveness and satisfaction with the achievement of the organization's strategic objectives?
- Individual career needs: How do I find career opportunities within the organization that:
    - Use my strengths
    - Address my development needs
    - Provide challenge
    - Match my interests
    - Match my values
    - Match my personal style
- The companies' and individuals' needs change over time

3. COMPETENCE DEVELOPMENT

- Participation needs to rise. The cost of early pensions is too heavy for the social security.
- Strategic perspective: express organizations by their main core competencies. Why are they different?
- HR perspective: employees who strive, but can't do everything. Some competencies that were developed in the past, are not relevant anymore. Others need to be developed.

Competencies
- "An underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation"
- Knowledge and skills (visible): education and training.
- Motivation, values and self-image (invisible): formation
- Iceberg-model
    - Above sea level: you see it. There aren't much things that are easy to correct.
    - Below sea level: difficult to find out
- Academic definition: "An underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation."

Competencies defined
- Knowledge and skills
- Self-concept: values and attitudes
- Motives and personality
    - ⇨ The more you move to the inside, the more difficult it becomes to change.
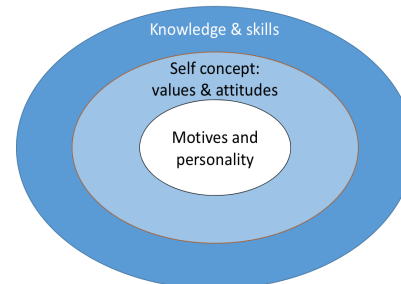
Competencies vs competences

- Distinction between the two:
    - UK: what are the minimum criteria, used for everyone => unions are interested in those criteria.
    - US: much more used for managers. Most employees will never get there

	Competencies	Competences
Origin	USA	UK
Purpose	Identify superior performers	Identify minimum standards
Focus	The person	The job/role
Summary of	Personal characteristics	Tasks/outputs
Target	Managers	Everyone, but less so managers

Competencies: 3 levels

- Level 1: individual
- Level 2: organization
- Level 3: strategy (future driven)

Do's

- Link with organizational objectives: "Why are we doing this?"
- Minimum norm versus superior performance
- Past versus Future: "Trying to drive ahead while looking in the rear-view mirror"
    The competencies we have today, are a reflection of the problems that were relevant yesterday, not those who will be relevant tomorrow.
    New business models need new competencies => forecasting models: what kind of capabilities we will need in the future.
- Behaviourally: "don't change people". We can teach skills, but you can't change a person.

4. TALENT

- Talent = competence x commitment x contribution

Talent questions HR needs to address

- What do we mean by talent?
- What are the top things a leader should know about talent?
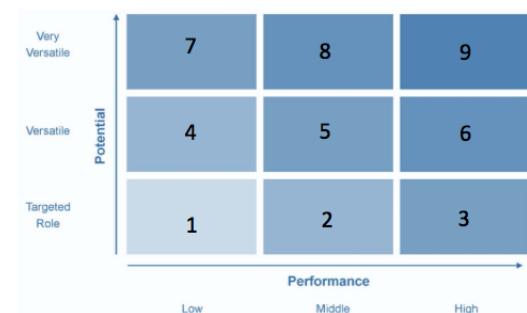- How can leaders work with their HR professionals to build talent?

What do we mean by "talent"?

- CEO succession … building succession
    - Focus on "going to the next level".
    - If someone can replace you, you try to find a higher position.
    - The crown prince effect: you know in advance if you are the one or not.
- High potential employees … identifying and developing early.
    - Hipo's: the company wants to have a return: get out of you, what is in you.
    - The happy few syndrome
    - You try to be on the hipo list asap. The longer it takes, the more difficult it becomes.
- Leaders in key positions in the company … gaining support
    - The holy manager pitfall
    - If people move from leaders to managers, they must leave the technical side.
- All individuals within the company (workforce, human capital, people, employees, etc.) … increasing productivity
    - The flower power movement: not cutting edge, being soft
   - Talent is the total population

- Not realistic: some people are happy with their job, and don't want the job of their boss.
- The organization capability of building talent (culture, teamwork, process) ... shaping a culture
    - The one size fits all paradigm
    - Good for building a culture
    - Bad for diversification: everybody seems the same, but there is a strong culture.
    - Ex: Colruyt
- Talent is a systematic process (not an event) to secure general and targeted individual competencies (what people know, do, and value) and organization capabilities (not just a person, the process) that create sustainable value for multiple stakeholders (employees, customers, investors)

Matching behavior versus performance
- Nine box: it's much more used in talent management, not so much in performance management.
- It's used by the line managers.
- Potential side is more difficult: subjective reasoning.
    - Versitile or not
    - 0 - 1 - 2: how much promotion can an employee make? Can they do the job of their boss or the job of the boss their boss?
    - Disadvantage: potential is only seen in a hierarchical movement.
- In large companies: optimal percentage per cell for a "normal population" => forced choice.
- Calibration meetings: once it is filled out, you have a meeting with your colleagues and calibrate your nine box with each other. You explain your arguments of why you put someone in a specific box=> some managers have a different definition of a "nine" than others.
  => get an alignment: look at your people the same way. The categories to get a promotion must be the same in different departments.
- In a depersonalized way: when an employee gets twice a "one" they get a warning + training. If they get another "one" after this, they will be fired.
- Ulrich: ultimate goal: people in the same ovals have the same training needs.
- The BIG 4 only recruits "7"-people, other companies hire "4" and "7", but nobody will hire a "1".
- People in the "2"-box are difficult to fire, because there is an big opportunity cost: what if they moved to the "3"-box?
- It's also difficult and dangerous to give people numbers.
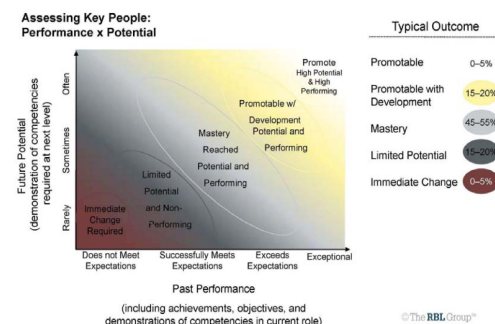
Invest in talent
- On the exam: Implement the B's to a company.
- Buy:
    - Acquire new talent by recruiting individuals from outside or from other departments or divisions within the organization.
    - From university, they let school systems make architects, doctors, engineers… when you hire a fiscalist in a factory. Not the room to build on talent.
- Build:
    - Develop talent through training, education, formal job training, job rotation, special assignments, and action learning.

- In the core activity, we do that so specific that we don't want to others to do it the same way => you need training.
- **Borrow:**
    - Partner with consultants, vendors, clients, and suppliers outside the organization in arrangements that transfer skill and knowledge.
    - You don't need the person permanent.
    - Ex: law firms
- **Boost:**
    - Move the right people through the organization and into higher positions.
    - How do you get what is important for the organization as rapid as possible? The right people move (up) as quickly as they can.
- **Bind:**
    - Retain employees with high growth potential and valued talent.
    - Retention, how can we make sure that people stay.
- **Bounce:**
    - Remove low-performing or under-performing individuals.
    - Getting rid of ideas that don't follow the business anymore. => you need to bounce if you want to boost.

Who is your "pivotal" talent: apply the talent yield curve
- Example: Disneyland
- The Disney features can't be stolen from Disney. This is a strong advantage for the park.
- Our moment of truth is seeing a character => meeting them.
    - Why people come
    - Why people return
    - Why people enjoy
    - If this happens well, you will come back.
    - Anything that can happen is 100% predictable.
- Features can't speak: language barrier + total voice = "it's not the same one". Each movie gets dubbed, different voice for each language or country (ex: different UK and USA voice).
- In Disneyland, there is an army of mickeys: but they will never be at the same place. Engineers designed paths for each character so they will meet the other characters, but never another Mickey.
- There is a person with every character to ease a crying child. Or to help the character up if they fall. Otherwise they have to take of their costume in order to stand up => this would destroy the magic.
- Nobody will see if a Mickey has a bad day, they are constantly wearing a full costume, and can't talk.
- But there is a big difference between a good sweeper and a bad one.
    - It's difficult to predict them for 100%
    - Control + standardized processes.
        - No child can walk alone, if a child lost his parent you stop sweeping => and you play with the child on a bench. So, when parents find their child, they feel comfortable and their child isn't crying.
        - Cast only instead on employees only at doors.
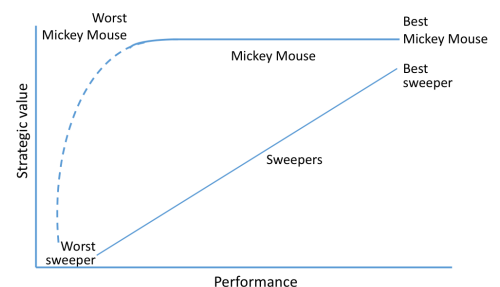
There is more value in improving sweepers than Mickey Mouse

5. EVALUATION OF A CAREER

- Traditional way to look at it.
- Vertical movement:
  - Rank movement: moving up the hierarchical ladder.
  - From lower to higher levels.
  - The changes to move are limited in an organization.
  - If careers are going to last to 65 in the future, the career may also go down = demotion. You lose some of your roles and salary. We can't legally take down the salary as an employer. The employee needs to be in on it.
- Horizontal movement:
  - Function movement: over the different silo's, but you have to remain realistic.
  - You move through the different domains.
  - Zigzag movements: conditional paths instead of straight to the top.
- Other movement: subtle, going from the outside to the inside = inclusion, level of centrally. Not a change in roles => having more or less impact.
  - Basic assumption: the middle of a company has a dominant coalition. It's a symbolic thing. That group of people that compared to their peers have more impact than others. They all belong to the same salary level (more or less).
  - People who are part of the dominant coalition don't even realize it.
  - If having impact is important = important dimension. Not about having more or less responsibility.
  - Functional component: the dominant coalition is often determined by the business of the company. Ex: Arcelor-Mittal likes engineers, P&G marketers and salesmen. A change in business will automatically lead to a change of the dominant coalition. This can also happen when there is a new top management.
  - Paradox of the right strategy:
    - o The one who is successful in the beginning => people want to follow
    - o Pro: stability in the organization
    - o Con: naivety, not critical enough.
  - Individual component: people who aren't part of the dominant coalition see the people who are as "strevers" or "gatlikkers".
  - Political dimension of a company: as human as we are. You aren't going start a company with your best friend or worst enemy. You need trust, but you don't want to lose your best friend.
  - Dominant coalition blindness:
    - o The CEO is always part of the dominant coalition. He or she might not be leading in the beginning or end of their term.
    - o CEO's will often deny the existence of the dominant coalition.
    - o Some organize the dominant coalition:
      - ▪ Broad: there is no resistance, but it is naïve.
      - ▪ Small: instability
  - You can also fall off the dominant coalition. It's hard to get on the dominant coalition of another company
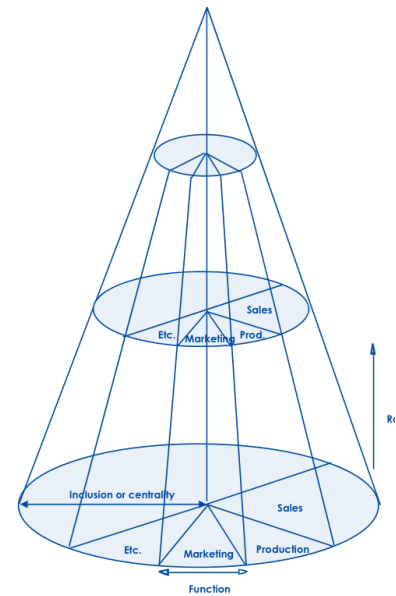
What is a career
- The cubulation of a certain number of positions and events
- We allocate reasons of success to ourselves, and the reasons of failures to others.

- The first job (coincidence) has the biggest impact. It determines what working really is. Following jobs are often related to the first one. If you had a bad experience with your first job, then this can form a pattern in your career.

3 perspectives
- 3 kinds of life experiences, not 3 kinds of people.
- Individualistic:
    - Jobs were created for me
    - Internal focus of control
    - I have to thank myself for my career
- Structuralistic:
    - I have learnt that in the end you have to be lucky.
    - It's not so much me, but there must be opportunities. Chances are there or aren't.
    - Possibility structure
    - Often seen in organizations that don't grow/shrink and where there are not many vacancies.
- Selection:
    - Jobs were not created for me.
    - Quality goes up in a company. The good people get the promotion in the end.

Who evaluates what?
- The career clock (Neugarter & De Vries)
- You try to find out if you are advancing more or less rapidly on the things you find important. If you have the feeling that you are advancing more rapidly => you feel successful.
- Internal perception driven process.
- Importance of reference group: people with the same degree and diploma.
- Social comparing with others: you compare yourself with the people who started the same day as you.
- Who are comparing to: don't compare you with the hipo if you aren't one yourself.

Career transitions
- Critical live events introduce transition moments
- Life tension: stress (not day to day stress).
- Some years were more difficult than others
- Different curves for each person: critical life events.
- 2-5y: The "no"-phase; try to find the limits. Tension in the direct environment, the kid wants to be taken serious.
- 13-18y: Puberty: transition, increase in tension with direct environment (parents). But there is also an internal fight.
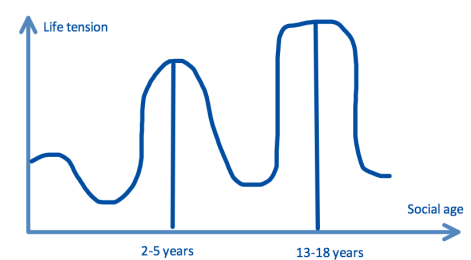
Transitions in life
- Ending: fired
    - Accepting the ending: emotional.
    - Don't show yourself to new jobs, you are scared.
    - Relationship or family: same feeling for accepting the ending.
    - They start questioning everything. A lot of the employees who get fired, also divorce because of this questioning.
- Neutral zone:
    - How come it happened.
    - What can I learn out of this?

- Me working on my scar.
- New beginning:
    - Start looking for a new job.
    - Engage yourself again. Difficult in Belgium, because you get payed for 2 years after being fired. Afterwards they procrastinate looking for a job.
- Outplacement: managed the three transitions
    - Come to the outplacement office instead of your job, so neighbors don't ask questions.
    - Check if the person said if they were fired to their spouse.
    - They help the employee to find a new job.
- Technology:
    - Lock down the email address of the person who is getting fired. Caution: you can't reschedule the meeting, because the employee can find out his email-account is blocked and figure out he is fired by himself.
    - Let the employee take his belongings when the colleagues are not there.
    - Company car keys must be given, they order a taxi, so the person can't drive home (or have an accident).

The cycles in life
- Critical life events: everybody goes through the puberty and the "no"-phase
- Once you become an adult, you can't become an adult again.
- Biosocial cycle: the fight against aging: no important value with age.
    - Ageing start in your 20s, there are not that many physical jobs anymore.
    - But also in terms of strengths or power => for muscular power and intellectual power.
- Career/work cycle: transitions can also be positive.
    - First transition: finding and going to your the first job
    - Second transition: getting a promotion, international career and getting fired.
- Family cycle: procreation cycle: nest theory, passing away, getting children… Moment of living together = nest leaving.
- If the three cycles peak together, then this can lead to vulnerability or even a crisis.
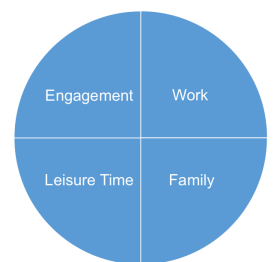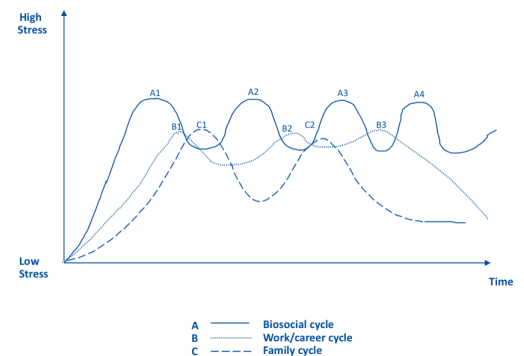
My life roles
- Donald Super
- You only get to know people in their role.
- People as role takes:
    - Work: studying
    - Family: cluster you live in
    - Leisure time
    - Engagement: anything we do in our leisure time, that has an added value for a third party out of the family.
- In those roles, we have different behavior.
- Ex: creative in leisure time and not at home
- Ex: boss at work, not at home
- Have respect for others their pie charts.
- Compensation
- Role conflict:
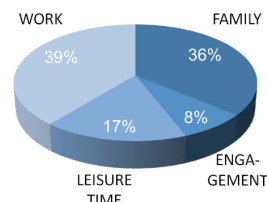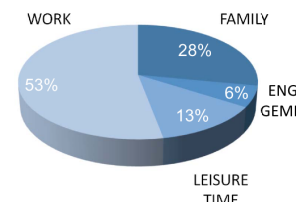
- Job takes twice as much time as the family.
  => ask people what their perception is.
- Surprising: engagement.
  o Low level of engagement in importance and time allocation.
  o Sometimes: not working for the money, but having the feeling by working making the world a better place => working = engagement
- Transition is possible: when there goes something wrong in your family, you will have to give up some work time to take care of your sick mother for example.

Adult/career development
- Making sure that people feel part of the gang
- Identity:
  - People need to have a boss who is very strict on strengths and weaknesses => so you can get better.
  - It's a challenge to figure out what makes a difference.
  - Getting accepted by the organization.
  - Goal: getting into the adult world.
- Intimacy:
  - Settling down: becoming an expert, not thinking you are, but others challenging me and asking me questions.
  - Getting recognition for your expertise => performance rises
  - Frequency of consultation
  - Performance need to go up.
  - You need to clear out the relations with others. Seeing the difference between a professional and a private relation. Professionally, you can't be friends with someone, but you can work together. But you are not able to drink beers together.
  - Networking: two sided: me getting to know them, them getting to know me inside and outside the company. Groups with who I relate. In the end, it's about who you know and people knowing people.
  - Goal: settling down.
- Generativity:
  - Coming at the mid-life transition. We come to the realization that the people who were there before us, are going away. Also in the company. Your previous mentors fall away, and you become a mentor yourself.
  - Clash of generations: you worry that youngsters will take over your job.
  - The falling away of your parents. Realizing I'm alone in this. Also at end-responsible persons. You have impact, but you can't discuss with others. You can't relate to others anymore.
  - Feeling the breath of the next generation in your neck.
  - Goal: BOOM: becoming one's own man.
- Integrity:
  - People are staying longer at a company.
  - On average people get more integrated when getting older.
  - There is less to lose when you are older. They are more neutral.
  - Often the older people in the board of directors.
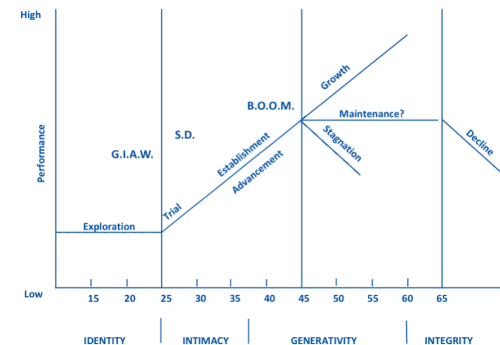
4 career stages
- The junior: getting expertise
- The senior: showing expertise
- The mentor: guiding expertise

- The sponsor: passing expertise

### *Allocation from within the organization*
- 2 central dimensions:
    - Supply flow:
    How do people get into a company, there are two complete different processes?
        o Internal: people from within the company get a higher position.
        o External: you hire people for the vacancies available. Person being right in the right job. We cherry pick the right profile on the market, you hire for the job, not for the career.
    - Assignment flow: how do we allocate work to people. How are we evaluating people, what is the analysis level?
        o Group oriented: the applause is for a group, not for an individual.
        o Individual oriented: goals are given to each person individual. People live of applause.

### *Sonnefeld's typology of career systems*
- Putting dimensions together
- Fortress:
    - Those organizations who are influences by lows and highs and can't impact those. They need to react to them.
    - Retrenchment: you can change in size.
    - Ex: hotel at the Belgium coast: winter vs summer.
    - HR-orientation: retrench, sometimes we need to be big and sometimes we need to be very small. They work with flex-personnel. Or with people who work double time, and are then off in winter.
    - Also all companies who goes to difficult times. Collective dismissal to react.
    - Strategic model: react at the lowest cost (Porter)
    - Cost leadership: we try to work at our cost, because there is no other solution.
    - Supply flow: no time for internal training.
    - Assignment flow: focus on the organization/group.
- Club
    - You try to defend a non-competitive model. These markets are very scarce today. They don't compete, because they are the only ones.
    - Used to be monopoly, but the world has changed
    - Nice to work there, it's hard to get out, and you can move up. But clubs can fall asleep. Ex: national banks in Europe fell asleep
    - Ex: national post
- Academy:
    - Develop people like an university.
    - They are analyzing the market and reacting;
    - This doesn't mean that they need to jump on everything.
    - It's not about being the first one.
    - The winner takes it all.
    - Ex: car manufacture: none are the first one to introduce full electric cars
- Baseball teams:
    - 100% recruiting = scouting: finding those who will make a difference in a few years.
    - Ex: law firms always want the best graduates, otherwise those students go to the competitors and hurt them in 20 years.
    - Prospector: it's not only about being up to date, you have to be quick too.
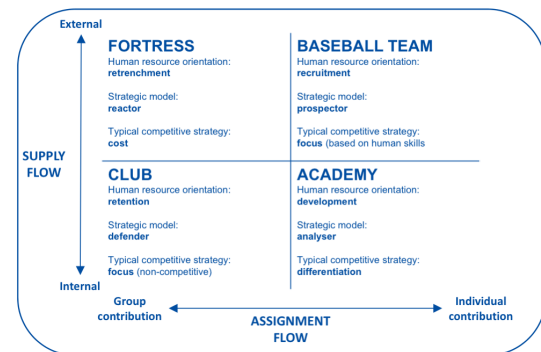
- Competitive strategy: focus on human skills. We don't hire people, we hire the skill. If we don't find the skill, we don't want the spot to be filled.

HRM characteristics of the distinguished types

- Moving means changing the culture
- Ex: banking world used to be a club, now it's a academy.
- Different ways of looking at people.
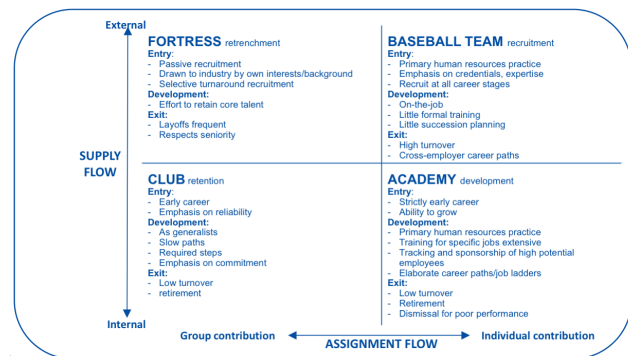
X. PERFORMANCE PANAGMENT: GUEST SPEAKER: CASE COLRUYT, JURGEN SERGEANT

- Exam: give 10 lessons learnt.

1. COLRUYT GROUP?

Growth of the family business
- CG begint in principe met de persoon van Jozef Colruyt die een bakkerij was gestart. Hij staat op de foto als voorlaatste in de rij.
- Zoon Frans begint zijn loopbaan in deze bakkerij en breidt al gauw zijn takenpakket uit door 'op tournee' te gaan. Hij beslist om de bakkerij te verkopen en zich te concentreren op de verkoop van voedingsproducten. Hij wordt beschouwd als de 'founding father'. Op je foto zie je hem met zijn gezin (o.a. Jo Colruyt)
- Zijn zoon, Jo, zet de zaken verder. Op de foto zie je de generatie van zijn kinderen (en aangetrouwden)
- Jef en Frans nemen de zaken over. De generatie van zijzelf, kinderen (en mogelijks kleinkinderen) zie je op de foto. Zij vormen in principe de familiale aandeelhouders van Colruyt Group.

Mission statement
- Toghether, we create sustainable added value through valuedriven craftsmanship in retail
- Samen duurzaam meerwaarde creëren door waardengedreven vakmanschap in retail.
- Value driven:
  - Respect
  - Readiness to serve
  - Togetherness
  - Strenght
  - Simplicity
  - Space
  - Faith
  - Hope
  - Courage

Overview activities
- Colruyt Group: 2015/16: €9,1 billion in turnover.

Birth of Colruyt Group

- In het begin van de jaren '90 was er een exponentiële groei van de activiteiten door de aanschaf van Droomland in 1994. In de daaropvolgende decennia kwamen er bij de non-foodwinkels nog andere retail formules zoals OKay (1998), Spar retail (2003) en Bio-Planet (2001).
- In 2007 werd het oorspronkelijke familiebedrijf een echte familie van verschillende formules, elk met hun eigen DNA en ambities.
- Als het oorspronkelijke moederbedrijf werd Colruyt hartelijk bedankt voor bewezen diensten en kreeg het een plaats naast de andere enseignes.

2. WHY MANAGING PERFORMANCE?

There is no formal system of performance reviews and goalsetting

- Als je met andere HR collega's praat, gaat het af en toe wel eens over evalueren en performance mgt en als ik dan zeg dat we eigenlijk geen formeel systeem hebben, krijg je meestal een gelijkaardige reactie, gevolgd door: hoe doen jullie dat dan? Hoe zorgen jullie ervoor dat jullie mensen goed werk leveren?
- Als ik stel dat we geen formeel systeem hebben, dan verwijs ik hiernaar: vaste templates/ scoreformulieren dikwijls dan nog opgesteld door HR en gelinkt aan een vast proces, meestal aan het einde van het jaar/ boekjaar om medewerkers met een extra goed gevoel de kerstvakantie te laten intrekken...
- Employee performance review:
    - 'Extensive' scoring forms
    - 'Administrative burden' for the manager
    - HR driven process as a base for other processes (e.g. comp & ben)
    - Emphasis on evaluating and comparing
- Performance management cycle:
    - Yearly goal setting & performance review
    - Top-down Cascade of individual targets
    - Minimal individual freedom of choice in target setting
- But that does not mean people do not get any feedback.
- But that does not mean that there are no moments of reflection where people and their manager talk about performance.
- Today, there is no unified performance process at Colruyt Group level, yet we tend to evolve towards a more unified approach.

Human resources

- Ik vind HR een zeer boeiend terrein, al moet ik toegeven dat het wel een terrein is dat niet hype-ongevoelig is. Zo ook met performance management. Het blijft belangrijk om je altijd de vraag te stellen waarom je iets doet, welk effect je ermee wil bereiken, of het nu gaat over bonussystemen of evaluatiegesprekken... Ik vind het persoonlijk ook een uitdaging voor HR om niet door te slaan in kunstmatige systemen en processen. Vraag: wie van jullie heeft er één keer per jaar een officieel evaluatiegesprek met zijn partner, vrienden, broers, zussen? My point exactly...

The (R)evolution

- Dit artikel zette een tijdje terug de HR wereld op zijn kop… het heeft nog lang geduurd, eerlijk gezegd, tot er iemand het licht gezien heeft… Plots werden er hele artikels en nieuwsitems gewijt aan het fenomeen van evaluatiegesprekken en al gauw deed een nieuwe hype zijn intrede: afschaffen die handel. Ik heb de indruk dat je als goeie HR goeroe alleen maar extreme standpunten kan innemen. Het wekt natuurlijk wel de aandacht op, dat moet ik toegeven. De werkelijkheid is weliswaar een stuk genuanceerder.

- Wat is er van aan?
  - Slechts **4/10** medewerkers ervaren evaluatiegesprekken als zinvol en bevorderend voor functioneren en 'engagement'
  - M.a.w. **6/10** niet, maa dit heeft meer te maken met 'randfactoren' dan met de praktijk van evaluatiegesprekken op zich:
    - Stijl van leidinggeven
    - Cultuur van de organisatie
    - Mate van keuzevrijheid
  - Met evaluatiegesprekken an sich is in essentie ook niets mis, alleen: om de kans op welslagen en positief effect te verhogen, heb je best wel een paar randvoorwaarden af te dekken…

Douglas McGregor: theory X and theory Y

- Why 'managing performance' sounds dirty when you uphold a positive outlook on people.
- Positief mensbeeld en de gedachte dat performance gemanaged moet worden, rijmt niet echt.
- Theory X: assumes that employees dislike work, lack ambition, avoid responsibility, and must be directed and corrected to perform.
- Theory Y: assumes that employees like work, seek responsibility, are capable of making decisions and exercise self-direction and self-control when committed to a goal.

Feedback as a core tool for development

- It's ok to make mistakes, as long as you learn from them.
- Belangrijk principe uit onze visie op ontwikkeling.
- Feedback speelt een grote rol in het groeiproces van mensen.
- Stages of growth:
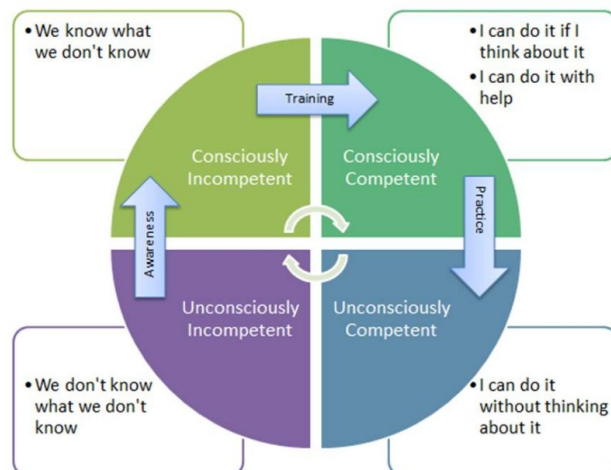
PO: het 'persoonlijk onderhoud' aka 'personal talk'
- Conversation between a person an his/her manager
- With the purpose of taking a step back an reflect on
- Performance, ambitions, well-being, development, …
- A constructive and open dialogue
- We kennen een lange traditie van PO gesprekken binnen Colruyt Group.

Evolution towards a more unified approach linked to strategic workforce planning
- Human potential review:
    - Ambitions?
    - Performance?
    - Growth potential?
- Human potential requirements:
    - Succession needs?
- Which actions to take?
- Enerzijds heb je het individu met zijn/haar talenten en groeipotentieel, ambities, functioneren.
- Wat we willen weten is: wie zijn de mensen? Welk potentieel hebben ze, hoe functioneren ze?
- Anderzijds heb je de organisatie die groeit, mensen die vertrekken of doorgroeien, waardoor er bepaalde noden ontstaan.
- Door een goed zicht te verwerven op het aanwezige potentieel kunnen we proactief acties ondernemen om potentieel te ontwikkelen in functie van die toekomstige noden.

9-box method

9-box method
- In de 9-box brengen we 2 assen samen, waardoor je 9 'velden' krijgt. De combinatie van de beoordeling volgens de as 'huidig functioneren' en de inschatting volgens de as 'groeipotentieel' bepaalt dan in welk 'veld' elk van jouw medewerkers zich bevindt.
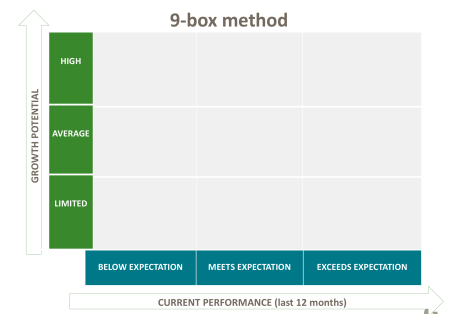
3. WHAT IS 'PERFORMANCE'?

Holistic view on performance
- Current performance:
  The extent to which the person in his/her current job (during a period of the last 12 months):
    - Acts according to agreed expectations in a goal-oriented way
    - Effectively acts up to his/her responsibilities
    - Acts in accordance to relevant competencies for the job
    - Acts in accordance to the values of Colruyt Group
- No restricted view on targets or results.
- We nemen **verschillende factoren** in overweging: dus niet alleen focus op 'haalt men de resultaten', omdat we ons een voldoende breed beeld willen vormen van de medewerker. Iemand kan perfect zijn resultaten halen, maar het niet al te nauw nemen met de waarden. En omgekeerd. Het is de combinatie van de verschillende elementen op basis waarvan we het functioneren van iemand beoordelen.

The archer metaphor
- Te veel focus op het resultaat, kan prestatie fnuiken of tunnelvisie veroorzaken…
- Leg je de focus op de handeling, het 'goede' doen, dan komen de resultaten wel.

- Dat is ook het verschil tussen doel en resultaten. Bvb. doel van CLP= top of mind zijn bij consumenten als het gaat over prijs-kwaliteit. Niet per se gefocust zijn op omzet of marktaandeel.

Evaluating current performance

BELOW EXPECTATION	MEETS EXPECTATION	EXCEEDS EXPECTATION
Does not live up to the expectations in terms of responsabilities, values and/or competences.	Functions according to expectations. Performs in a 'normal' way.	Does more than expected, shows role model behaviour in the way he/she performs.

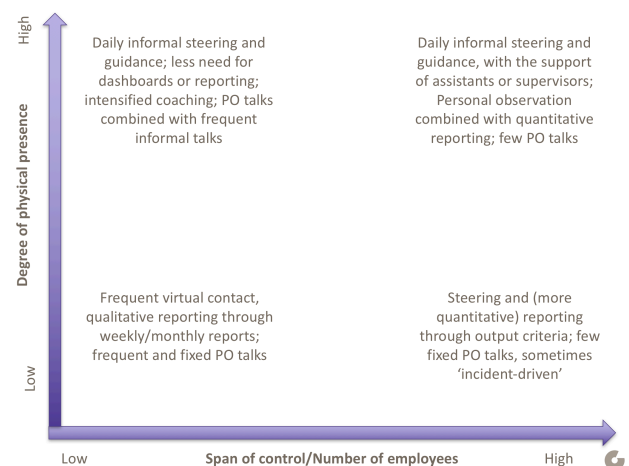**CURRENT PERFORMANCE (last 12 months)**
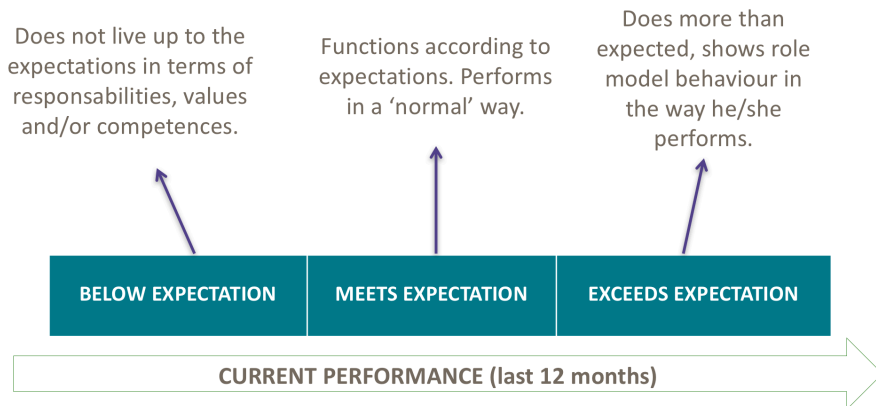
- Uiteindelijk willen we komen tot een antwoord op de vraag:
- Over de afgelopen periode (12 mnd), vond je het functioneren van jouw medewerker onder, volgens of boven verwachting?
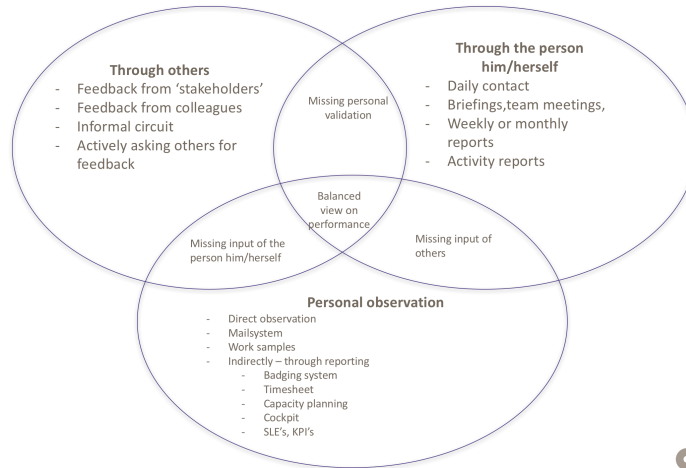
4. HOW 'MANAGING' PERFORMANCE?

Evaluating in practice: the manager perspective
- Tijd als beperkende factor
- "Ik voer geen formele evaluatiegesprekken met mijn mensen. Evaluatie gebeurt continu. Maar als het de spuigaten uitloopt, plan ik een formele PO in en wordt er ook een verslag van gemaakt"
- "Als het goed gaat, mag het ook gezegd worden. Alleen plannen we vaker formele gesprekken in wanneer er iets moet rechtgetrokken worden"
- "Ik hou alle relevante nota's met elementen over het functioneren van mijn medewerkers doorheen het jaar bij en 1x per jaar wordt er nog eens teruggeblikt"
- "Medewerkers vinden waardering belangrijk. Een positieve feedback op mail zetten is soms al genoeg voor hen om te weten dat 'hun leidinggevende het gezien heeft'
- Top 4 factors that influence the way managers evaluate their people:
    - Span of control
    - Degree of physical presence
    - Maturity of the people
    - Managers' personal 'style'

© 2004 Ted Goff

"I don't have time to write performance reviews, so I'll just criticize you in public from time to time."

	Span of control/Number of employees	
High (Degree of physical presence)	Daily informal steering and guidance; less need for dashboards or reporting; intensified coaching; PO talks combined with frequent informal talks	Daily informal steering and guidance, with the support of assistants or supervisors; Personal observation combined with quantitative reporting; few PO talks
Low	Frequent virtual contact, qualitative reporting through weekly/monthly reports; frequent and fixed PO talks	Steering and (more quantitative) reporting through output criteria; few fixed PO talks, sometimes 'incident-driven'
	Low High	

- Information sources:

- Important conditions that influence success of performance management practices:
  - Organization culture
  - Manager attitude
  - Involvement of the people

A shared responsibility
- Performance managen is niet enkel de verantwoordelijkheid van de leidinggevende…
- Installing a feedback culture through:
  - Workshops on values: evaluating and determining actions in team

  - Colruyt Group academy development initiatives on self-reflection and personal growth
  - Development initiatives for both managers and non-managers on coaching, leadership, connecting communication
 - Sharing information with people through reports and cockpits

XI. MANAGING EMPLOYEE PERFORMANCE

1. THE PERFORMANCE MANAGEMENT CYCLE

- The human resource cycle
- How can we make people do what they have to do?
- What is the kind of performance we want to see in our organization?
- We try to motivate people to reach the company's objectives => arrogate two levels:
  - Individual level: employee motivation
  - Company level: company objectives
- The cycle:
  - Rational
  - Goal setting theory: try to teach us how you should put forward a goal to make it happen?
  - Circular reasoning: feedback => adjust => …
  - Reward: should performance management be related to your payment? It should only influence your bonus, not your monthly wage. You may only get a promotion when you performed well. The promotion goes with the pay rise.
- "If less than 10% of your customers judged a product effective and if 7 out of 10 said they were more confused than enlightened by it, would you would drop it, right?"
  - The fuzz.
  - PM-cycles: tool, how do you do the whole thing of performance management.
  - Performance review cycle cost a fortune => a lot of companies throw it away. But not all of it. They throw away the formality, but keep the core aspect. You keep the one-year talk between the manager and the employee. Otherwise losing good people => in the interest of the company to keep them.
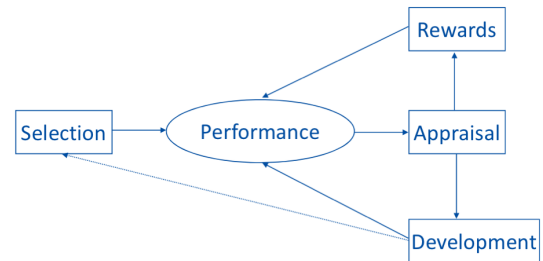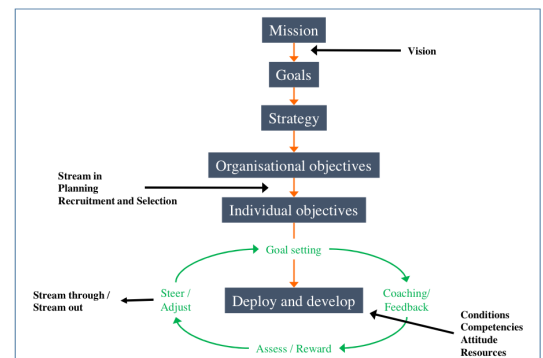
2. PERFORMANCE MANAGEMENT CHALLENGES

Formal system, and beyond

- Logic behind it.
- How do you cascade down a collective objective to something that triggers individuals?
- How can you translate the goals into jobs?
- It can only change/influence your behavior, if you translate it to an individual level.
- Impact formal performance management:
  - Simple graph: the effectiveness shows that it's not the more the better.
  - Once: less effectiveness than 3 times
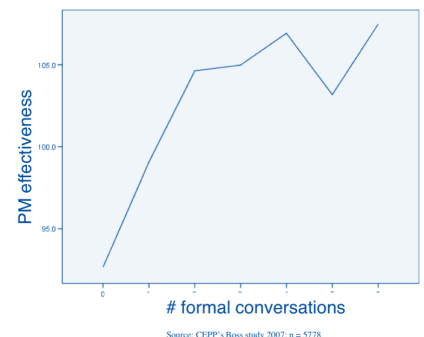
- Not too much, but you might have to do it.
- Link duration – effectiveness: Through PM conversations, I have been able to improve my performance.
- "and beyond": four critical factors:
  - Formal – informal:
    - o Formality: things we try to solve with tools and templates with passwords (so not everybody can see it). Problem: fill it in yourself, both parties hate the formality
   - o More informal: we don't send anything to HR anymore.
  - Fit with organizational culture: formal and informal companies.
    - o Ex: normal distribution of the employees. We grade them on a 5-point scale. Only 10% gets a 5 or 1, 20% gets a 2 or 4 and 40% gets a 3, in a classic American company.
    - o But often it is slightly more centered on the 3-4 score, because bad performing people will leave the company eventually.
    - o If bad managed: management doesn't dare to act => legal fight if you give a bad score, so everybody (95%) gets an average (3-4).
  - Support/training towards all parties involved:
    - o Emphasis on learning, education, development.
    - o System of developing people in the direction you like them to be.
    - o Focus should be on interest => getting the right people on the right job.
  - (Internal) branding of the system:
    The success (taken serious) depend on how you sell them, or how you link them to the culture of the company.

Through PM conversations, I have been able to improve my performance
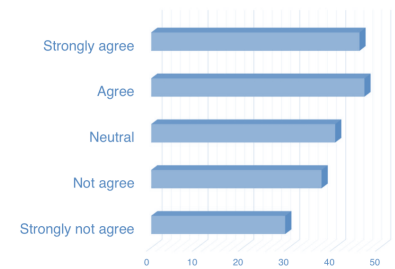
Target setting and cascading
- E. Locke and G. Latam
- What kind of objectives can I give to you?
- What is the height, how much can you put in it?
- Ex: You start and you define your object with your manager to 100 = what you can reach when you really work hard. We have all an induvial 100. Some are more ambitious or talented. This is the goal. When you are the manager, and you give someone the object of 100 (ex: finish a project in 2 moths).
  - How are you going to fulfill this => what is the strategy in order to reach the 100. You could say that there are 3 strategies
    1) You say to the induvial: you NEED to reach the 100. Being honest. Transparency, you say what needs to be done.
    2) You need to reach the 90, lying to people. Philosophy: self-image, self-efficacy: people get a positive higher image => they will do better. Strategy to reach the goal 100.
    3) You need to reach the 110. lying to people. If they reach 100 you can't say that it is too bad they didn't reach the 110. You need to say you need to say they did good, but you need to admit that goals/standards are very high.
  - The main goals don't change. the main question: in which case is it more likeable that the goal of 100 is reached. => study of Locke.
  - Lying vs the truth: between your ears. The difference between management and manipulation is a very thin line.
  - The highest results are reached with the 3th strategy. But people don't like to work in such an environment. Management is the thing we give to people, we don't want for ourselves.

- Goals should be at the not reachable level => 3th strategy. Locke is not talking about the individual goal, but about the total basket. Each of the objectives separate should be reachable, but the total should be slightly unreachable.
        - People are nod made to overdo their target.
- How far can you go in target setting? Goal setting theory:
        - Why goal setting might improve performance:
                - Attention and action is mobilized towards certain goals.
                - People develop relevant strategies to reach goals.
        - The goal needs to be specific (not 'do your best'-goals)
        - The resources need to be provided for the individual.
        - Who needs to be competent.
        - Feedback and knowledge of results are core => feedback loop
        - Balance between what and how
- Balance what & how (and why?)
        - "Not everything that can be counted cunts, and not everything that counts can be counted…"- A. Einstein
        Sometimes we focus too much on the things we can measure, but we don't really manage the performance.
        - Focus during performance conversations: Balance the what and the how: challenge for the new world of work: how should people learn their job.
        - Targets and objectives (not about the total basket):
                - SMART objectives for non-SMART jobs
                - Strategic relevance or relevance for the individual?
                - Many questions, but what we know is…
                        - When top-down approach: strict timing of crucial importance.
                        - Non-accepted targets do not motivate.
                        - Increasing acceptance:
                                - Involvement in objective setting (culturally dependent)
                                - Clear explanation

- Managing – measuring issues, pitfalls measuring performance:
        - Linkeman, 2009
        - Measuring against yourself: nobody is as clever as me => different roles.
        - Looking backward: performance management is always about the last year, but you have the history about the employee.
        - Putting your faith in numbers
        - Gaming your metrics
        - Sticking to your numbers too long: you should change your strategic every 5-10 years.
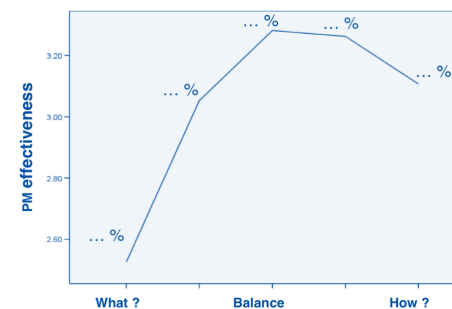
Line management involvement
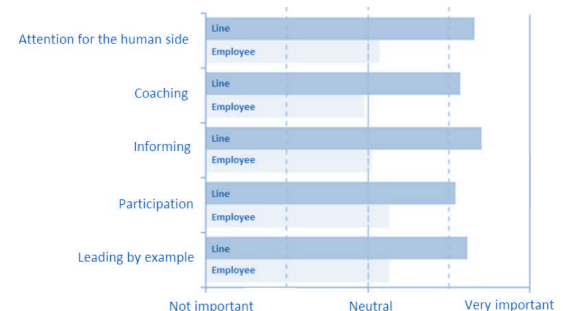- If you ask it to the line managers and the employees:
- Employees find it less important.

Link with pay
- Pro: importance of creditability of performance management. The credibility increases the more it hangs together with your salary.
- Contra:
        - Performance management conversation => negotiation. You try to alter the negative feedback in order to get more payed.

- Real motivation? The real motivation is not intrinsic anymore and will fade more easily.
- Variable pay and effectiveness
  - Variable pay: proportion of your pay is based on your performance.
  - In Europe: your career (how many years in the company) is a base for your salary, regardless on how well you do, the first year everybody gets the same. But performance has a role on how quick you get promotion.
- Critical questions:
  - High performance?
    - What do we do with the high-performance people.
    - If you focus on them, you demotivate the average ones.
    - But you can't not give them recognition because otherwise they leave.
  - Individual or team critical for success?
    - At team level or at individual level.
    - If you do this on team level, the effectiveness rises. The result of the team is a base for your bonus.
    - Otherwise employees work against each other.
    - More positive if they work together towards a goal.
  - How solid is the PM-system currently? What are we trying to stimulate: setting the example, behavior?
  - Line management maturity?
- Impact of financial incentives
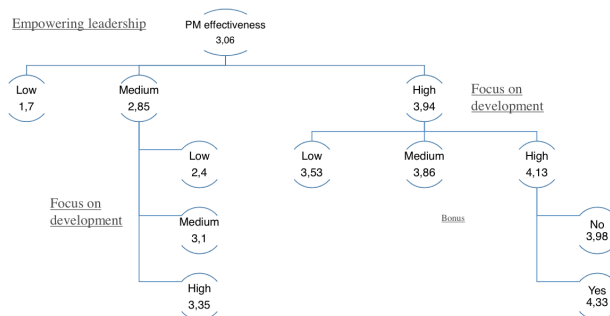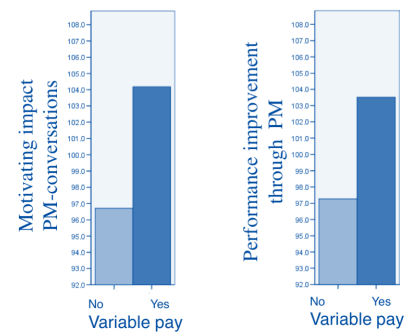
- "Light rewarding"
  - Be careful with "if-then"-schemes
  - The power of "surprise": at certain moments you give them feedback, positive rewards. Not cash, not presents. You put the spotlight on recognition policies.
  - "if you want to kill it, formalize it…"
  - OCB = organizational citizen behavior = the good behavior that is not measured in a formal way. Helping, good soldier syndrome. It is defined by the things you do not measure in a formal way. `15 years ago: friendliness to the clients. Now customer orientation is not a OCB anymore. It is now measured.

3. PROMISING TRENDS IN PERFORMANCE MANAGEMENT

- Getting rid of the negative things we talked about earlier.

Collective ambition and feedback
- Collective ambition (Ulrich and Ulrich):
  What is important today?
  - Identity: What am I known for?

- Purpose: Where am I going for?
- Relationships and teams: Whom am I traveling with?
- Ambition at company level
  - Moral mission:
    - "To organize the world's information and make it universally accessible and useful."
    - "Helemaal jezelf bij Schoenen Torfs"
  - Convincing business mission
  - Appealing and distinctive company values
  - Making a campaign around it: collective has a bigger impact on performance.
- "Feedback is the breakfast of champions" –Ken Blanchard.
  - Good people are not born good. You need to teach people to be open for feedback and take the feedback into account.
  - We all make mistakes, but you can make a positive thing from it.
- Impact informal performance feedback:
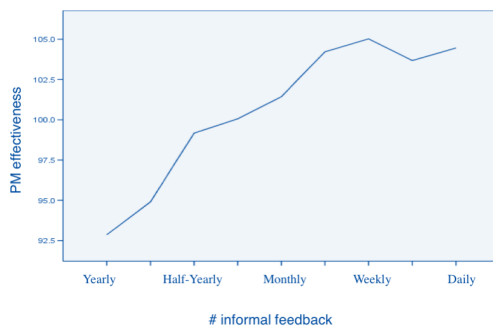
- Feedback tools:
  - Replacing the 'heavy machine of PM' by apps.
  - Capture all the data
  - Gamification: we like it, it's fun.
  - Informal in the beginning, but it can become formal in the end if the tool works well for good performing employees.

Development at the core

- Not only the will, but also the skill.
- Confidence in own capabilities?
- Proper support? 360° feedback systems => evaluate your boss.
- Exchange of ideas, experiences?
- Seeking coaching: feedback.
- Development as core:
- Development as core @TriFinance:

Topics discussed during conversations
Expectations professional development
Career expectations
Individual targets
Performance feedback
The way the job is done
Organisational values
30% motivating impact

Topics addressed during PM meetings

Career expectations	2,32
Expectations regarding professional development	2,51
Organisational values	2,59
Individual targets	2,83
The way the job is done (behaviour)	3,13
Performance feedback	3,15

0 — Not discussed at all ... 5 — Very thoroughly discussed
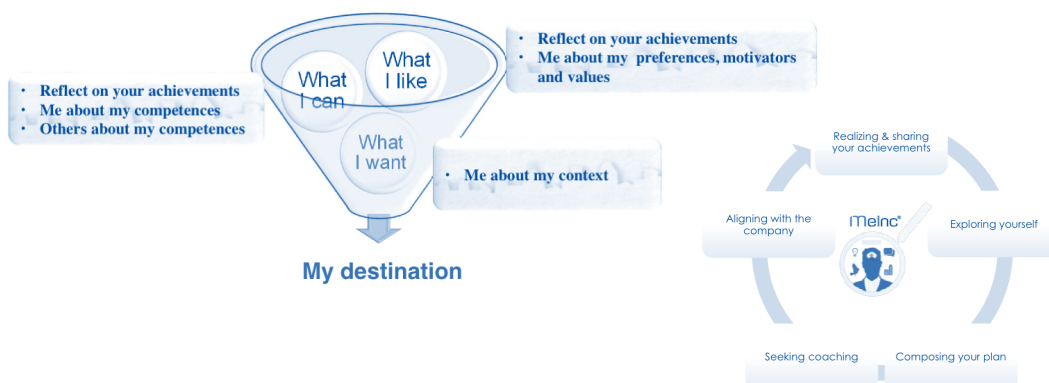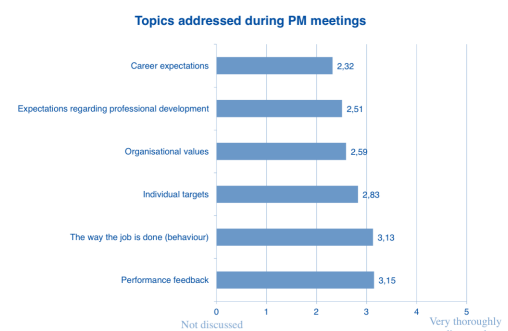
- Focus on strengths @ sodastream:
  - Feedforward interview:
    - Multi-purpose interview protocol.
    - Focused on building relationships and improving performance.
    - Based appreciative inquiry

Climate of fun and recognition

- Recognition management.
- Happy people are not necessarily better performing, but if you are performing well, happiness will follow.
- Semco Partners:

  Our way:

  A company full of crazy people? A group of nutters? If you think that Semco is something along these lines, you're not entirely wrong.

  However, it is not by chance that unconventional ideas are created at this company. They are created and managed within an open management model, different from conventional models and this is exactly what we want.

New technology

- Pulse survey and feedback tools

- Culture assessment and management tools

- Social recognition tools

- Performance management and coaching tools

XII. REWARD MANAGEMENT
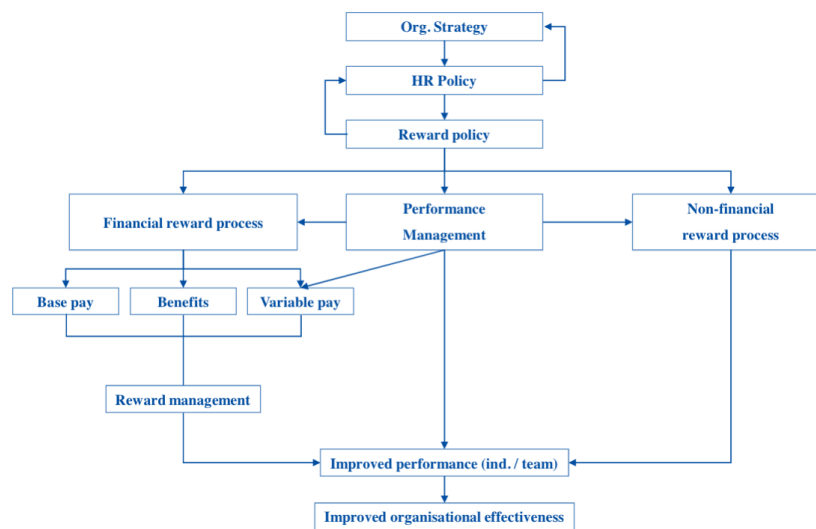
1. PAY SYSTEMS

- Pay processes: processes that are designed in order to measure the "value" of different jobs, the individual contribution in those jobs and the different reward possibilities.
  - Job evaluation: what is the job worth
  - Labor market analysis: what does the market
  - Performance management
- Pay practices: motivating people, using financial and non-financial rewards.
  - Financial rewards:
    o Fixed/ variable pay
    o Other benefits
  - Non-financial rewards:
    o Effective management/leadership
    o Job content
    o Development- and career possibilities
  - Remark: not always performance linked. Sometimes you get more payed for the qualities who you have (ex: speaking French) even if you don't use this skill at work.
- Its starts from the job description = the ingredients for everything. We should situate what the value of a function is (very subjective) => objectify by consulting others.
- Internal fairness:
  - Past: the CEO would earn 10x what a starter does (within the white collar). But nowadays those spreads are sometimes 800x or 1000 in the us.
  - Total spread: salary to the starter vs salary to the CEO.
  - How to pay others: in between.
  - Issues are not solved by performance management, doesn't say how much you should earn.
    o Total salary = not only the financials, also the performance management (are we paying people for performance or years at the company) system and the non-financial rewards (not mean that it is not money).
    o Financial reward
      ▪ Base pay: fixed salary based on an internal and external comparison process.
      ▪ Benefits: additional financial rewarding, extra hours, company car, group insurance plan, stock options…

- - - Variable pay: different systems. It's works like hell. You get what you pay for. People will strive for the criteria to get the 20% extra salary. They are going to neglect the normal job.

      In the USA: not a company car, but social security = care plan.

      Company should pay 35% for social security on behalf of the company

      Gross salary = 100 not what you find in your pocket, not the net => multiply by 13,94 for a year salary (holidays etc.).

      Contribution of the employee = 12% to the social security

      40% to taxes = 35

      Net salary 53

      => high fiscal pressure, creative solutions: group insurance, meal checks, company car
- External market driven: comparing with the market.

2. STRATEGIC CHOICES

Pay bases:
- Job or skills:
    - Job:
        - o Liked to loyalty.
        - o Typical in functional organizations (like the government).
        - o How hard is the job => look at the salary.
        - o How longer you work at the company, how higher your salary is.
        - o Positive:
            - Clear system.
            - Reflects the needed level of knowledge and experience.
            - Long history and good developed tools.
        - o Negative:
            - Reality becomes more dynamic.
            - Risk for rigidity.
            - Difficult to implement for individuals.
            - Difficult to find the good and bad performers.
    - Skills:
        - o All competences that an employee needs to fulfill his set of functions.
        - o Competencies are individual characteristics and qualities that cause success in a specific position. They can be knowledge, skills or characteristics.
        - o Complementing the function value.
        - o Emphasizes on the development and growth of employees.
        - o Positive:
            - Employees are stimulated to develop further.
            - Less need for function descriptions but more for learning goals and needed competitive skills.
            - More focus on the employee.
            - Salary rise comes with a big individual added value.
            - Individual approach.
            - Easy to communicate.
            - Accepted.
            - Fair.
            - Integration with existing system is possible.

- o Negative:
    - Employees expect more growth.
    - No place for weaker employees.
- Membership or performance
    - Performance:
        - o A special reward added to the gross salary when employees meet the agreed criteria.
        - o Positive:
            - Stimulate to reach goals.
            - Ideal for individual differentiation within the same function.
            - More entrepreneurship.
            - Higher productivity.
        - o Negative:
            - Risk that the main focus becomes money.
            - Risk for high salary-costs if you are consequent.
            - Managers fail to manage this system.
            - Weaker employees are neglected.
        - o Discussion:" job security is a strong motivator", two factor theory:
            - People are intrinsic motivated.
            - Rewarding or punishing isn't that different.
                - Rewarding is boosting existing behavior.
                - Punishing is changing behavior, this is difficult.
                - But they give the same results.
- Individual and/or collective results: fee riding, social loafing
    - Team: group of employees who have a task together and have a shared responsibility for the execution.
        - o Parallel team: for a specific, temporary task, the employee works also on other things.
        - o Process team: permanent, self-managing team, employees have the same functions, background and training.
        - o Project team: full time project, all team members have different capabilities, backgrounds and experiences.
        - o Why team based play:
            - Contribution of an individual is difficult to see, it's easier for a group.
            - Importance of the group result instead of the individual results.
            - Synergy instead of individual contributions
            - Organizations are structured around clients, not processes => demand for integral approach.
            - Quick reaction to dynamic environment is necessary, integration is needed, no time to define each's member's contribution.
        - o Positive:
            - Productivity rises.
            - Quality rises.
            - More client orientation.
            - Flexibility rises.
            - Less overhead costs.
        - o Negative:
            - Employees feel responsible for their teams.
            - The responsibility is diffuse.
            - Difficult to find the good and bad performers.
- Hierarchical or equal

Job classification systems:
- Identifying:
  - Reference jobs
  - Classification parameters
  - Reference job assessment
  - Scaling other jobs
- Hay: function methodology
  - Key functions: lots of people have the same job. Evaluate the job (not the person) => point rating system: ask managers could you rate each job for responsibility, leadership, managing, complexity, budget…
    - o Give a indication of highest job: ex the CEO
      In between: shop managers
      In between: department managers
      In between: cahiers
      In between: blue collars
    - o Give me your lowest job: cleaning personnel
  - Leads to a hierarchical order of jobs.
  - For analyzing the function, not the performance or capabilities of the employee.
  - Work with bands: range of salary => looking for job families in function of weight.
  - Not directly linked to salary, but it is the basic ingredient of salary. It looks at averages at the market.
  - Indicate what a salary class is => what on average would companies pay on the market.
  - Fairness issue: tis fair that the highest job earns more?
- Kioto
- Berenschot
- There are plenty more.

3. WHAT DO YOU PAY FOR?

- Tenure: loyalty
- Performance
- KSA's: input
- In reality: companies pay for all three.

Implementation
- Secret or open system
- Authoritarian or participative system

From job to pay slip
- Job classification: internal benchmarking, comparing different functions within the same company.
- Labor market analyses: external benchmarking
  - How much does the market pay for this function?
  - Look at the industry and the location of the company.
  - Ex: different pay in Brussels (20% more) because it's more expensive to live in Brussels, dense to come to every morning
  - Ex: pay for scarcity: not enough ICT people => salaries go up!
- Pay-structure design.

Ingredients of a salary

- Base pay.
- Merit pay: recurrent, for the rest of your life.
- Incentive pay (bonus): not recurrent.
- Profit sharing.
- Ownership: payed in stocks, often in growing companies because there is no cash.
- Skill-based.

4. LABOR MARKET ANALYSIS

Industry

- History: textile pays less than metal industry. This is because of the smaller margins in retail (female industry => less pay). It's creeping up nowadays.
- Regional differences

Strategic choice to make: lead, meet, lag

- There is no definition of a decent salary:
  - Output (everything you get as recognition: pay, contacts)/ Input (the work you do, commuting, take your problems home) = ?
  - When are you happy?
  - Social comparing, equity: output of me / input of me = output other / input other => you can live that your boss gets more than you, he is more talented. Otherwise you get frustrated
  - If you feel that the other gets more for the same input => you ask for a pay rise. If you don't get it, you will start to put in less => input lowers.

Pay level policy	Compensation Objective			
	Attracting employees	Retaining employees	Controlling labour cost	Enhancing employee satisfaction
Lead market				
Meet market				
Lag market				

- Evaluation = perception, no absolute terms
  - Complex because the underlined principle is cognitive distance.
  - If you are confronted with something you don't like => you try to change the think.
  - If you can't change the reality, you change the perception of the reality to live with it.
  - Ex: very boring long test
    - No money: boring, but we do it because we are students.
    - 15 euro: in my role of being a student, you have to do stupid thinks. Fair deal for 15 euro. They even go back and want some more for home. They don't say they like it, but they get payed for it (same with night workers).
    - 0,5 euro: stupid task + 0, 5 euro => change the reality. They say it was a strange task, learnt a lot of myself.

5. PAY STRUCTURE DESIGN

- Structures that link rewards to the
  - Position of functions within the organization
  - Individual performance
  - Individual competencies, skills and experience
- Depart from norm-income.
- Starting level
  - 75% of norm-income: you don't get the 100% at day one, but when you are at normal speed after 1, 2 or 3 years. You still have to learn a lot + stimulation for performance.

- Low entry level: lower costs, negotiation pressure to rise salary, it becomes possible to give higher salaries to individuals.
  - High entry level: pressure from labor market, competing salary, short grow time.
- Growth years
  - From entry level to norm-income.
  - Motivation for the ones who share their knowledge + experience.
  - 6-8 years.
  - Learning or performance curve.
- Growth systems
  - Proportional growth (linear): push in the beginning.
  - Declining growth: the closer to the norm salary, the lower the growthrate.
    - Conform the learning curve.
    - Only new employees are satisfied.
  - Increasing growth:
    - People are staying long => added value may show in the end.
    - Good employees can grow more than average.

XIII. HRM STRUCTURED: THE 3 LAYER MODEL
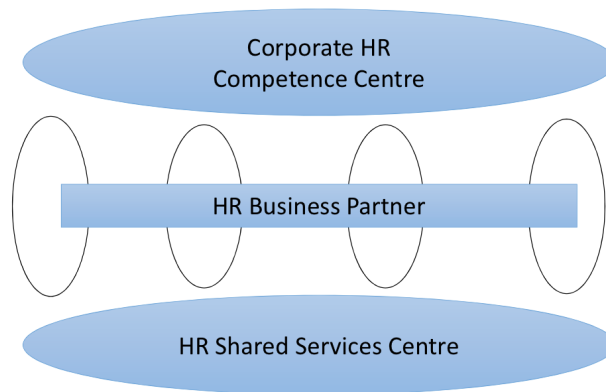
1. STRUCTURE FOLLOWS STRATEGY: THE THREE-LAYER MODEL.

Corporate HR competence center
- Characteristics:
    - Near to the top
    - Lean and mean: not an army of people, highest HR functions, they think don't do
    - Tool developers
    - High level of business understanding
    - Centralizing force within the organization
    - Works on project base

HR Business partner
- Characteristics:
    - By definition decentralized HR
    - Driven by BU(business unit)-thinking
    - Process leaders of change and adaption
    - Close to BU manager
    - Action driven

HR Shared service center
- Characteristics:
    - Centralization of administration and procedures
    - Based on a "click-call-face approach": first you look online (FAQ) for your answer, then you call (if interpretation is needed), then you make an appointment for complex problems. Face to face contact is expensive.
    - Adding value by reducing administrative and transactional activities
    - Strong 'e-supported' or even 'e-lead'
    - Defining specific service level agreements (SLA's) upfront
    - Often a call-center

2. MAJOR OPPORTUNITIES OF THE THREE-LAYER MODEL

- Cost reduction
- Higher and standardized service level because of specific SLA's
- Greater consistency and accuracy
- Less transaction time needed

- More accessibility for "high-end" relational services
- Anytime, anywhere, employee relationship management: "the segment of one", personal file
- Different career opportunities for HR people
- Improve learning across organizational boundaries

3. MAJOR RISKS OF THE THREE-LAYER MODEL

General
- Complicated structure: a 3D matrix
- Low cost expectations might turn out to lead to high cost realities
- Too much HR – internally focused: there are tensions between the three layers
- Different roles require different skills, meaning different people.

At the level of the corporate HR competence center
- High in the sky: lack of alignment of local practices and global policies
- Too much headquarters driven
- Enemy number one for all decentralized HR offices
- Risk of drying out in the end
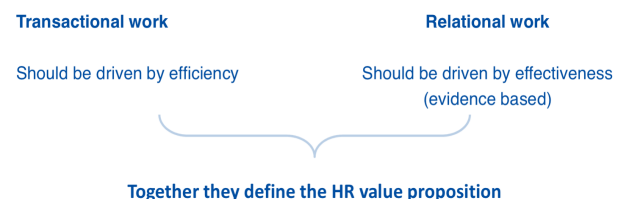
At the level of the HR business partner
- Local optimization
- Lack of "cross border" thinking
- The NIH (not invented hearing)-syndrome: there is always a good reason to be different
- HR takes over the 'people management role' of the line people

At the level of the shared services center
- Time consuming in the beginning, might take the energy (money) away from the relational contacts.
- High potential cost of coordination/integration
- Requires a lot of discipline from the user
- Underestimation of the technical difficulties
- Difficult to have feeling with local knowledge that is needed
- Lack of effective accountability within the HR department

The field of HR is being split in half
- Advantages
  - Cost reduction for the whole organization
  - Better service
  - Correct information => higher satisfaction
  - Time to work on rational things
- Disadvantages:
  - Difficult organization form
  - Too complex: who do I need to call?
  - Service center is time consuming + high cost for integration.

Transactional work

Should be driven by efficiency

Relational work

Should be driven by effectiveness
(evidence based)

Together they define the HR value proposition

XIV. INTERNATIONAL HRM AND HR TRANSFORMATION

1. IS THE WORLD FLAT?

- Friedman: the world is getting flatter.
- Culture: one of the thigs that influence HRM on international markets. It has an impact on the rules in a country, the human capital (education) and it determines the effectiveness of HRM practices.
- A culture is a set of important assumptions that are shared with the members of a community. Those assumptions handle the thoughts about the world, how things work, ideals who are worth going for.
- Hofstede's cultural dimension: sensitiveness towards other cultures
  - Individualism ⇔ collectivism:
    - The strength of the relation between an individual and another induvial or members of a group.
    - Ex: an Amircian talks about 'his project', Chinese people about 'our project'.
  - Low – power distance – high:
    - How a culture handles with hierarchal power relations, especially with uneven distribution. Is there respect for the hierarchy?
    - Ex: low power distance in Denmark, they want the inequalities in power and money to eliminate. In India on the other hand, they have high power distance. They want to keep the power.
  - Masculinity ⇔ femininity:
    - Masculine: success, competition, performance…
    - Feminine: service, care for the weaker, solidarity…
    - Ex: feminine in Sweden and Norway, Masculine in Germany and Japan.
  - Long term ⇔ short term orientation:
    - When can I make results in my life?
    - Long term: focus on future, values that don't deliver advantages immediately. Ex: saving
    - Ex: China is long term
- Culture also has a impact on the economic health of a country.
- HR policies and practices will differ to a large extent depending on where and how companies are operating => implement the same value pattern, cultural awareness.
- Fundamental differences are difficult in international companies => prepare your expats.

2. MANAGING EMPLOYEES IN A GLOBAL CONTEXT

- Terms:
  - Parent country nationals (PCN's)
  - Host Country (HCN's)
  - Third country (TCN's): where there are parts of the organization
  - Expat:
    - 2 options:
      - Need based: organization asks for it.
      - Development based: employees ask for it, the company provides this.
    - Selection:
      - Technical competence
      - Adaptive skills:
        - Self-dimension: skills that enable a manager to maintain a positive self-image and psychological well-being.

- Relationship dimension: skills to foster relationships with host-country nationals.
- Perception dimension: enable to perceive and evaluate host environment.
  - Most important: family situation, flexibility and adaptability, job knowledge, motivation, relational skills, extra cultural openness.
  - Cultural intelligence: an individual's ability to adapt across cultures through sensing he different cues regarding appropriate behavior across cultural settings or in multicultural settings.
    - o Training:
      - Self-awareness about own cultural background: start with learning how other cultures look at yours.
      - The culture of the new environment: what are the main differences?
      - Communication/language: English is dominant, but there is still a communication gab.
    - o Compensation: combination of:
      - Goods and services
      - Housing
      - Income taxes
      - Reserve: what can you save on a monthly base? Try to keep this constant, wherever you go.
    - o Reacculturation of expatriates:
      - Culture shock in reverse: individual, company and culture changed.
      - Two characteristic that help in the transition process:
        - Communication: extent to which expatriate receives info and recognizes changes while abroad.
          Close contact – more proactive, effective and satisfied reentry.
        - Validation: amount of recognition received by the expatriate upon return home.
          Recognition – fewer problems.
- The way companies operate
  - Domestic:
    - o Local
    - o You need to adapt to the country.
    - o Focus on technical and interpersonal skills compensation.
  - International: integrate other entities
    - o Are open for international.
    - o Search for other markets for products: export and stores in other countries.
    - o Expatriate managers need to be trained for cultural differences.
  - Multinational: each country has HQ
    - o Facilities in different countries for lower production and distribution costs.
    - o Same problems for culture, but bigger.
    - o Inpatriate managers become members of the "headquarter staff".
    - o Expatriate managers come from other countries than the parent country.
  - Global: there is no parent company anymore
    - o There are hierarchies in different headquarters.
    - o Competition: state of the art, top quality products and services to the lowest costs.
    - o Chose a country based on effectivity, efficiency and flexibility.
    - o HR system:

- Transnational scope: decisions need to be taken in a global perspective. Balance uniformity and flexibility.
- Transnational representation: composition of the managers.
- Transnational process: how much do the planning process and the decision-taking process rely on people and ideas from different cultures?

3. MAESURING HRM EFFECTIVENESS: HR ANALYTICS

- Why?
  - Evidence based
  - Marketing of the function
  - Provides accountability
- How?
  - The adult approach
    o Investors in people
    o Great place to work
  - The analytic approach
    o Cost/benefit analysis
    o Benchmarking (internal-external)
    o Human resource accounting
    o Utility analyses
- What?
  - Transformational activities:
    o Long term capability and adaptability for the firm.
    o Ex: knowledge management development, cultural change and strategic redirection…
    o Greatest strategic value
  - Traditional:
    o Performance management, training, recruitment, selection, compensation, employee relations…
    o Moderate strategic value
  - Transactional:
    o Day-to-day transaction such as benefits administration, record keeping and employee services.
    o Low strategic value

4. THE FUTURE ROLE OF CHRM

- Strategic advisor
- Talent architect
- Counsellor/coach: focus on giving feedback.
- Leader of the HR function
- Liaison to the board
- Workforce sensors
  - Intern: see what lives in the company
  - Extern: what is happening on the labormarket?
- Representative of the firm

XV. THE FUTURE OF HRM: WHAT CAN WE EXPECT AND WHAT DO WE NEED TO PREPARE FOR?

1. TEN DISRUPTIONS IN HRM (JOSH BERSIN)

- HR technology landscape (US)
    - $15 billion market
    - Top 50 HR tech investment deal > $560 million
    - Top 50 learning and educational tech deals > $800.000 million (private equity research)
- Big buys small
    - IBM => Kenexa
    - Oracle => Taleo
    - SAP => SuccessFators
- Sift from systems of record to employee systems of engagement (from once a year to every day use).
- HR goas mobile: it is about apps.
- Analytics driven HRM; data analysis is now the solution, not the product (datafication of HR).
- The science of leadership, assessment & psychology evolves with big data.
- Sensing, crowd sourcing, and the internet of things: systems become more real-time?
- Radical changes to recruiting as social and referral based recruitment becomes the norm: LinkedIn, Facebook, Indeed, Glassdoor => managing the people network. Not just capturing and tracking resumes – Crystalknows.
- Dramatic changes in performance management and talent mobility: agile, transparent practices are new area of focus: real time feedback systems.
- Learning management systems change and market expands: MOOCS, webinars, learning vignettes.
- HRMS and talented management merge: ERP vendors catching up.
- Tech savvy vendors will likely outplace their peers and "Acqui-Hiring" will continue.