



Great People Inside Conference
VisionaryHR

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People strategy and the future of work

Releasing the Power of Talent

Harry Meintassis

Managing partner, Korn Ferry Romania



The world of work is changing

To remain competitive, organizations need to think differently about how they manage talent.

By 2030

nearly 9% of the world's population will live in just 41 megacities.

Economist, 2015



By 2029,

it's predicted that robots will have reached the same intelligence as humans.

Ray Kurzweil, 2018



By 2030,

global talent crunch will reach acute levels across developed and developing economies

Korn Ferry, The Talent Crunch, 2018



35%

of the skills considered important today won't be in 5 years' time.

World Economic Forum, 2018



65%

of children entering primary school today will do jobs we've never even heard of.

World Economic Forum, 2018

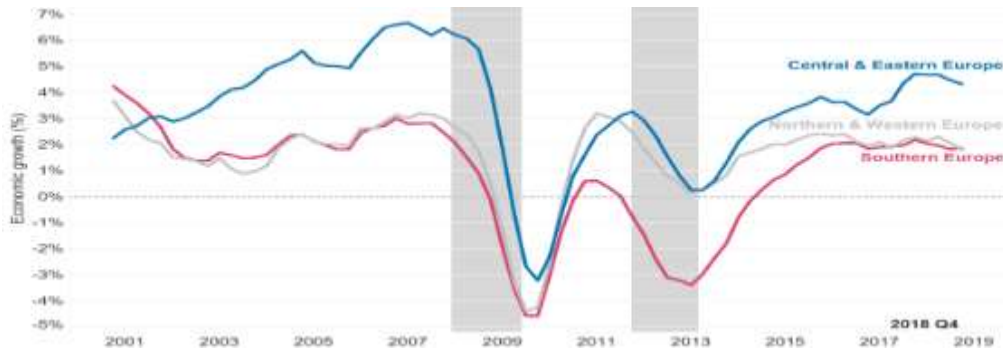
36%

of the Global workforce are in the gig economy and they're happier that way.

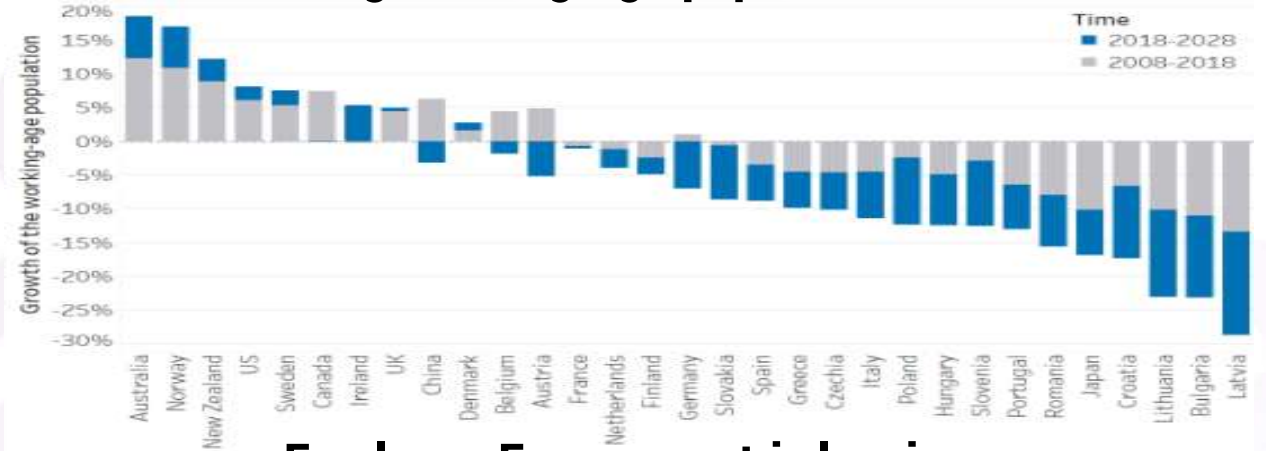
Gallup poll, 2018

CEE is one of the tightest talent markets globally

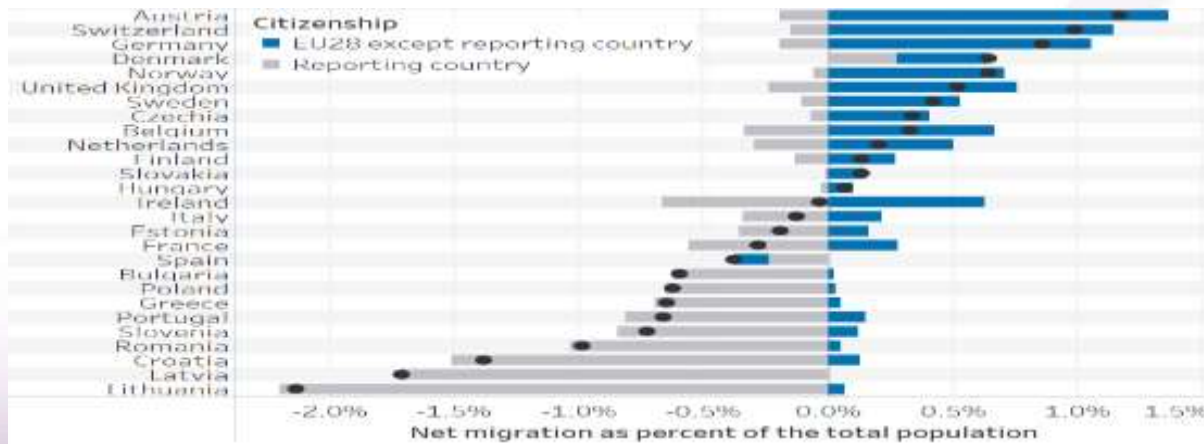
Accelerated growth



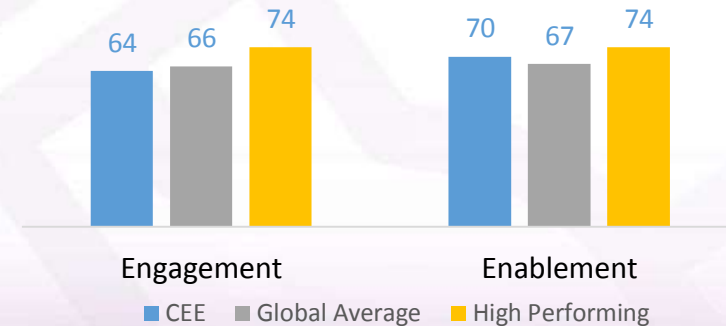
Shrinking Working-age population



Net Migration Flows



Employee Engagement is lagging

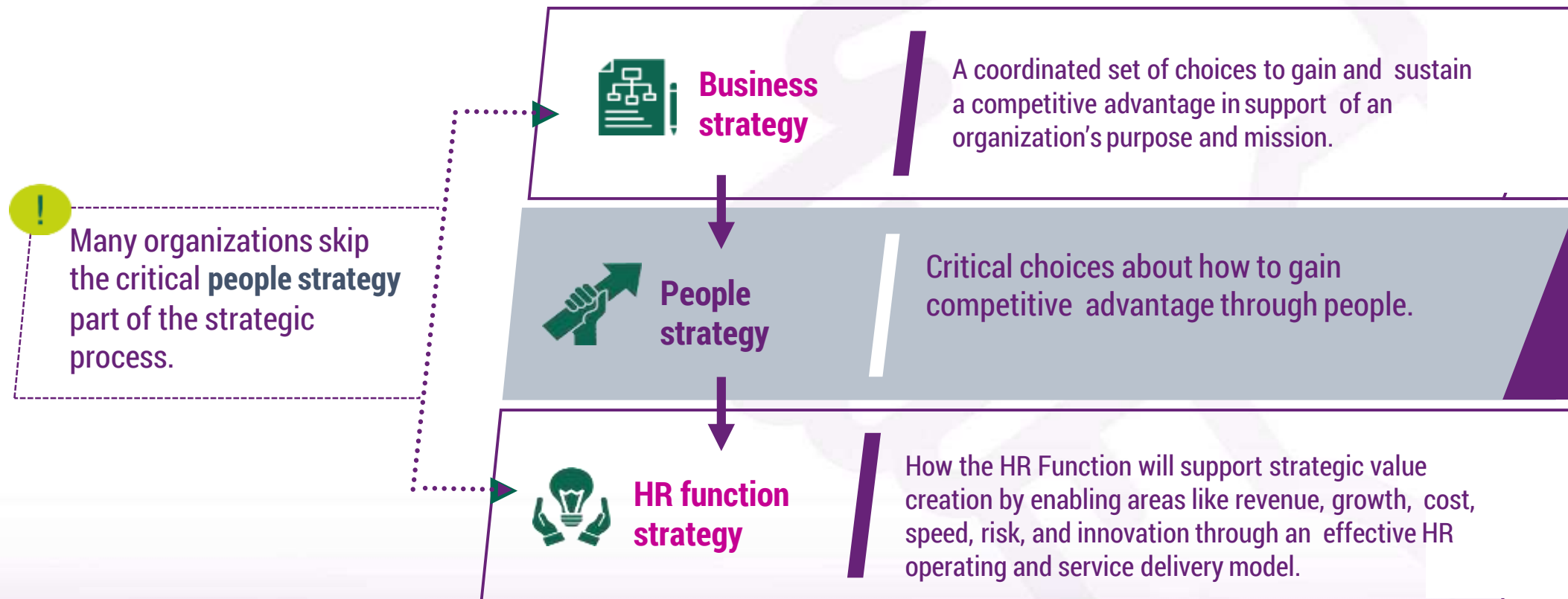


Source: Eurostat

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We need to rethink our people strategy

Unless we do this, the improvements will be marginal, incremental instead of real breakthroughs in performance



Need a different People Strategy for disruptive times

5 Must Win Battles

**Skills of the
Future**

**Unique Human
Experience**

**Adaptive
Leadership**

Digital Culture

HR 3.0

Skills for the Future

Change the Paradigm: from specialization to fast learning



Organization Capabilities

Digital skills
Agility
Purpose - driven
Collaboration
Empowerment

Hard Skills

IT skills
Engineering
Data Analytics
Financial Analysis
Cybersecurity

Soft Skills

Creativity
Communication Skills Problem
solving
Entrepreneurship
Agility & Quick Learning
Emotional Intelligence

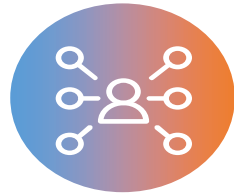
Learning Agility

Knowing what to do when you don't know what to do



Skills Enhancement Strategy

Evolve and Augment your Talent base



Succession for Critical Roles

Define potential for successors to fulfill critical roles



Re-think Leadership Development

Transform leaders and create readiness to manage change, deal with ambiguity, develop innovation and agility

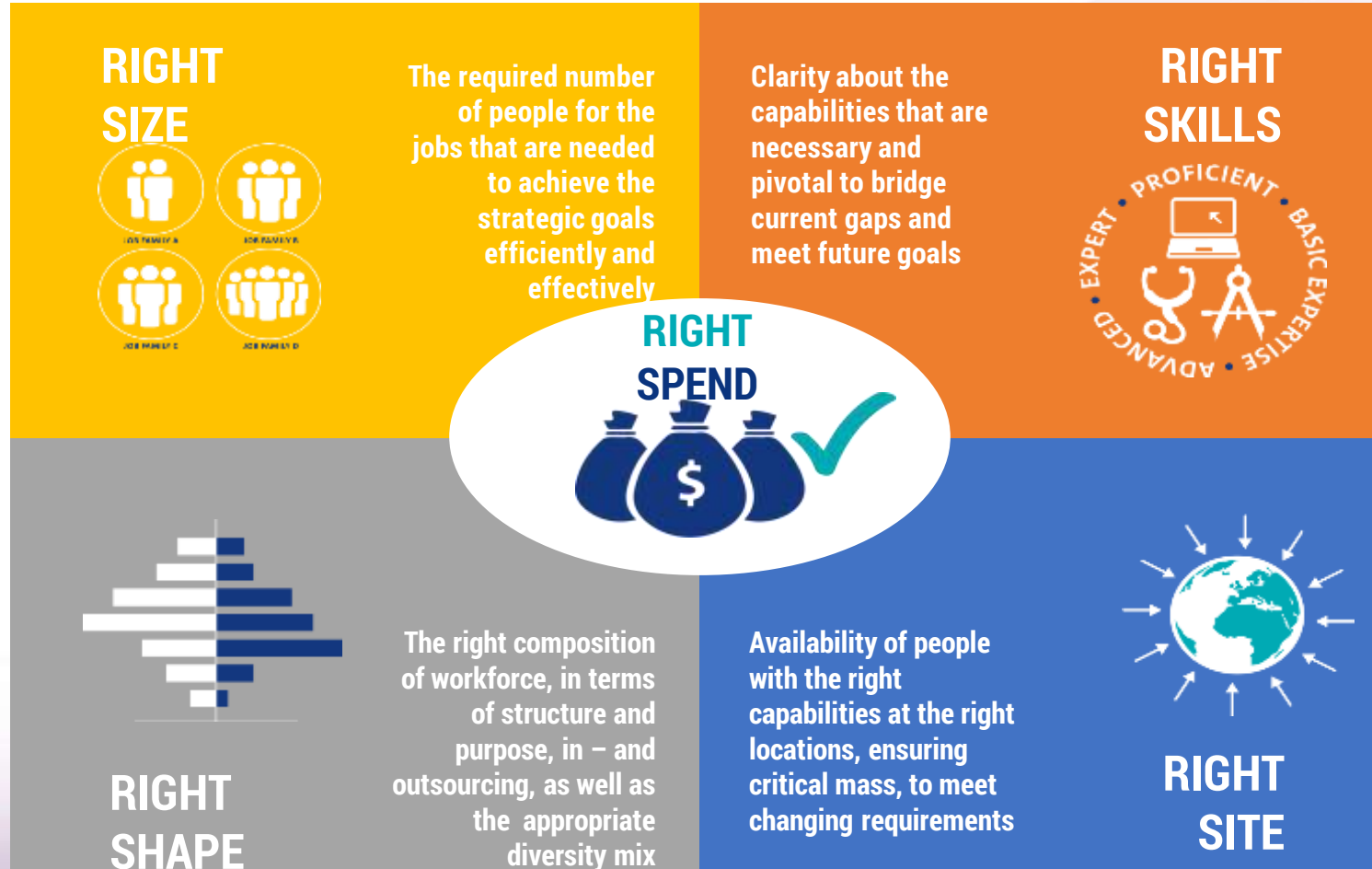


Early Talent

Career planning towards gaining critical experience for future critical roles
Internship and Apprenticeship to prepare youngsters for the world of work

Grow from within becomes a priority

We need forward looking workforce strategy that looks on organisation design, skills, and productivity



- *How is our organisation evolving?*
- *How many* and what kinds of people will we *need now and 1-3 years?*
- *How does our workforce need to change?*
- How to optimise our *cost structure, and productivity?*
- How can we get and retain the *top talent we need to compete in the future?*

Build your Employer Branding

Clearly state “what’s in it for me” to potential applicants.

Create synergy with consumer brand:













- Align promise to customer with promise to employees.

Establish an image of the employment experience.

Entice the right candidates to apply for the job.

Unique Employee Experience

Focus on purpose, role re-design, flexibility and development

Experiences	 My attraction	 My onboarding	 My work	 My environment	 My growth	 My rewards
Key employee experience touchpoints	<ul style="list-style-type: none"> • First conversation with recruiter • Review corporate 	<ul style="list-style-type: none"> • Facilities and resources set up on first day • Paperwork • Meeting new colleagues 	<ul style="list-style-type: none"> • Opportunity for impact • Interactions with colleagues and partners • Achieving goals 	<ul style="list-style-type: none"> • Physical workspace and location • Tools and technology • Culture 	<ul style="list-style-type: none"> • Manager time • Development Plan and experiences • Career plans 	<ul style="list-style-type: none"> • How I think I'm paid compared to market • Am I paid fairly with my colleagues?
Alignment to desired employee experience						

LEADERSHIP

60% of employees surveyed would take a pay cut to work for this type of company

Ruth Umoh | @ruthumohnews | 10 Hours Ago



Foosball tables and free lunches are great perks, but when it comes to attracting and retaining top talent, what employees really want is an **empathetic organization**.

So much so, in fact, that 60 percent of workers would be willing to take a pay reduction to work for an empathetic company, according to a 2018 **survey** conducted by tech company Businessolver on the state of workplace...

Simply put, empathy means "treating others how you want to be treated," says Businessolver CEO John Shanahan. This requires that you understand your employee population and what they want from the organization, he tells **CNBC Make It**.

New Leadership Competencies

The Adaptive Leader

ANTICIPATE

Providing clarity in VUCA

Anticipate and navigate to disrupt your business tomorrow.

DRIVE

Energizing people when they are asked to give up their routines and reskill themselves

Nurture a positive environment to keep people hopeful and optimistic.

ACCELERATE

Managing flow of knowledge via nimble processes.

Agility mindset, prototyping & iterative approaches to accelerate implementation and commercialization.

PARTNER

Pooling resources when you don't have the sole ownership.

Forming and leading a distributed, nonhierarchical organization.

TRUST

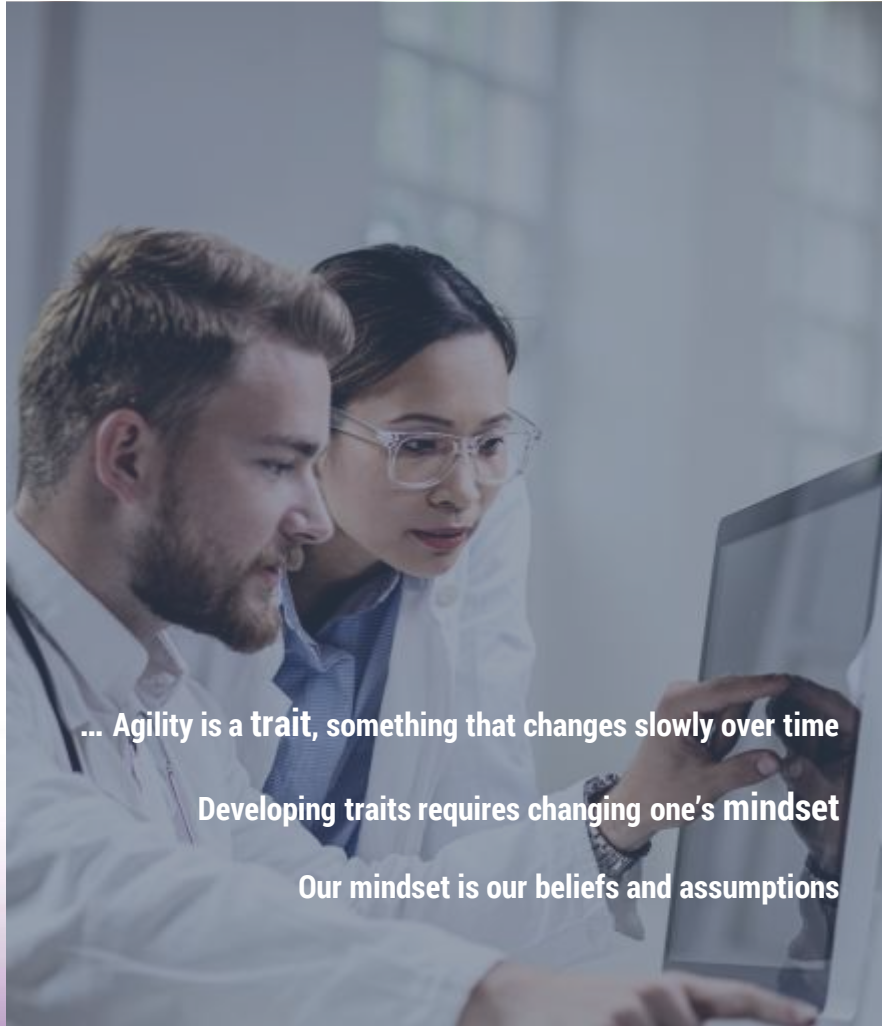
Building employment relationships of mutual growth and shared purpose

Facilitate individuals' living their purpose.



Leadership development in the future is the ability to ADAPT

Trait-based development Our point of view on changing mindset



... Agility is a **trait**, something that changes slowly over time

Developing traits requires changing one's mindset

Our mindset is our beliefs and assumptions

- Traditional assessment and development of leaders focuses on Competencies and **skill-based development**
 - We teach a new model or tool, and practice to skill acquisition.
 - Most learning functions develop leaders this way today with timed modules constructed into days and programs/masterclasses.
- Yet, **Ability to innovate**, one's **personal Risk ceiling**, and **Agility** are traits, which require a different approach.
 - We need very different methods that require leaders to 'rethink' beliefs and assumptions on topics they 'know.'
 - In this way we truly get at changing mindset.
- **To get more agile, lift one's capacity for risk, or to be naturally curious, one must tackle changing their mindset.**

Nurture a Digital Culture

Most Admired Companies value the ability to learn, take risk and the ability to collaborate as key culture attributes in the digital economy

Percentage of companies labeling a trait a top 5 attributes for driving digital transformation



AVERAGE 5 YR RETURN ON EQUITY



Source: Fortune's World's Most Admired Companies 2017, research conducted by Korn Ferry Hay Group

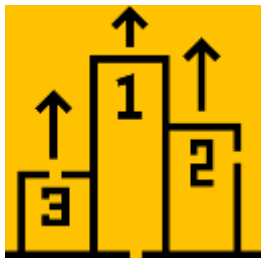
Releasing the power of HR

Transforming tomorrow



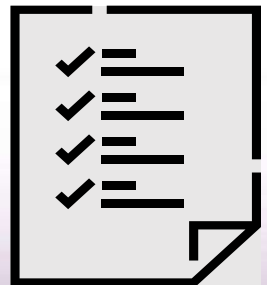
HR as a growth consultant, not an enforcer

- Increasing revenues by building better cross functional teams, producing product and service innovation faster and (KPI: Revenue from Innovations)
- Increasing revenues by helping to keep existing client base more loyal, by more client focused culture and client experience design. (KPI: NPS or other custom client loyalty measure)



HR as productivity driver, not cost center

- Decreasing overall cost of operations by increasing productivity, via simplified processes and automation where it makes sense and reskilling staff (KPI: Revenue/FTE staff)
- Decreasing the cost of human capital and HR operation by applying lean, agile structures and building alliances and vendor ecosystems Experience multiple sourcing methods for many human capital services (KPI: HR operating cost)



HR risk mitigator, not firefighter

- Improving shareholder expectation management by assessing risks, anticipating changes and react faster to market challenges (KPI: share price fluctuation relative to peers)
- Improving assets allocation, by optimising talent and human capital investments, ROI and divestitures. (KPI: ROI on HC investments)

The financial impact of investing in people management is significant



The impact of making the right strategic choices

Companies that make deliberate decisions to re-allocate more resources to value-creating areas of the business deliver, on average,

30%



higher total returns to shareholders (TRS) annually.

McKinsey quarterly, 2012



The impact of creating the right employee experience.

Companies that invest in employee experience:

4x
more
profitable



2x
the return
on sales



3x
the return on
assets



HBR, 2017 and IBM, 2018



The impact of a compelling employer brand.

A strong employment brand results in a

50%

lower
compensation
premium to attract
new talent.



CEB, 2012

***“TO WIN IN THE
MARKETPLACE, YOU
FIRST NEED TO WIN
IN THE WORKPLACE.”***

Doug Conant, Former CEO of Campbell's Soup

