FIVE SCIENCE-BASED ANSWERS TO THE MOST PRESSING HR PROBLEMS OF 2017
Presenters

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We help organizations achieve talent management excellence and leadership excellence using science, analytics, and empathy.
What We Do

Talent Management Excellence

- STRATEGY
- EDUCATION
- AUDIT
- ANALYTICS
- DESIGN

Leadership Excellence

- ASSESS
- DEVELOP
- ALIGN
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Most Pressing HR Problems of 2017

• Diversity
• Leadership
• Technology and work-life
• Social media and recruiting
• Employee engagement
# 2017 Deloitte Human Capital Trends

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage of total responses</th>
</tr>
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<tbody>
<tr>
<td>Organization of the future</td>
<td>12%</td>
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<tr>
<td>Careers and learning</td>
<td>17%</td>
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<tr>
<td><strong>Talent acquisition</strong></td>
<td>19%</td>
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<tr>
<td><strong>Employee experience</strong></td>
<td>21%</td>
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<tr>
<td>Performance management</td>
<td>22%</td>
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<tr>
<td><strong>Leadership</strong></td>
<td>22%</td>
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<tr>
<td>Digital HR</td>
<td>27%</td>
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<tr>
<td>People analytics</td>
<td>29%</td>
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<tr>
<td><strong>Diversity and inclusion</strong></td>
<td>31%</td>
</tr>
<tr>
<td>The augmented workforce</td>
<td>37%</td>
</tr>
<tr>
<td><strong>Robotics, cognitive computing, and AI</strong></td>
<td>60%</td>
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Note: Ratings for “The augmented workforce” and “Robotics, cognitive computing, and AI” both relate to the broader trend on “The future of work” discussed in this report.
Questions

1. What are some surefire ways to achieve gender diversity in the workplace?

2. Should you use social media to decide who you hire?

3. Should you or should you not be tethered to technology after work hours?

4. Which leader behaviors are best at driving team performance?

5. What works in improving employee engagement?
Gender Diversity

What are some surefire ways to achieve gender diversity in the workplace?

Representation of Women in Management

WOMEN IN S&P 500 COMPANIES

CEOs: 5.8%
Top Earners: 9.5%
Board Seats: 19.9%
Executive/Senior-Level Officials and Managers: 25.1%
First/Mid-Level Officials and Managers: 36.4%
Total Employees: 44.3%

Sources:
EY Center for Board Matters, 2015 Top Earners in S&P 500 Companies, Unpublished data.
Societal Practices on Child Rearing Contribute to the Gender Gap

70% of mothers work
Approximately 1/3 of working women are mothers
The Study: Archival Data from Australia’s WGEA

- 2002-2014
- Women in management
- Workplace programs for gender diversity

675 Organizations

Average of 64 years and 1130 employees

Australian Government

Workplace Gender Equality Agency
Poll: Which of these work-family programs does your organization offer?
Study Findings

1. What organizations invest in matters: overall, work-life practices effect the proportion of women in management.

2. What conditions exist prior to investments matters as well: investment commitments must be stronger in male-dominated organizations.
Poll: For how many years has your organization offered work-family programs?
Study Findings

3. How long investments last relates to gender parity: the positive effect of work-life practices on women in management was only found after an 8-year time lag.
Practical Implications

1. Design options to retain women in the workforce across life stages.

2. Organizations need to make long-term investment commitments in work-life programs (4-8 years)

3. The early years may not reveal any ROI
77% of organizations use social media sites for recruiting.

75% of recruiters report being required by their employers to use social media for employee selection.

70% of recruiters have rejected job candidates based on material found on social media websites.
1.) Recruiters viewed Facebook profiles of job candidates.

Source: Brown & Vaughn, 2011; Davison, Marais, Hamilton, & Bing, 2012; Grasz, 2012
Study: Social Media For Hiring?

2.) Recruiters rated candidates on 10 skills.

3.) Supervisors’ ratings of the employee were completed and compared to the recruiters’ ratings.

10 Skills

1. Adaptability
2. Creativity
3. Dependability
4. Integrity
5. Intelligence
6. Interpersonal Skills
7. Leadership
8. Maturity/Professionalism
9. Work Ethic
10. Written Communication Skills
Study Findings

1. Ratings of applicants did not predict applicant job performance.

Source: Van Iddekinge, Lanivich, Roth, & Junco, 2016
2. Recruiters’ overwhelmingly preferred White females above all other sub-groups.

Source: Van Iddekinge, Lanivich, Roth, & Junco, 2016
Practical Implications

1. Adopt practices that do not screen out qualified candidates

2. The information a candidate reveals in their social media profiles may not be indicative of their fit with the role.

3. Social media better suited to generate a large candidate pool but not fit for screening candidates.

4. Using social media for screening may result in reverse discrimination opening up the possibility for legal scrutiny.
Tethered to Technology

Should you or should you not be tethered to technology after work hours?

Involuntary working from home can lead to:

- burnout
- lower organizational commitment
- increased work-family conflict
- turnover intentions

45% of employees in tech-enabled firms report working during family time.

Source: Pew Research Foundation
Does your organization have policies on mobile work during off times?
Study: Mobile Device Use and Turnover Intentions

- 344 employees and their spouses
- Work-to-family conflict: time-based, strain-based, and behavior-based

Source: Ferguson et al., 2016
Study Findings

Work-family conflict becomes spousal resentment of organization

Through conflict, spousal resentment lowers organizational commitment...

Which leads to turnover intentions
Practical Implications

1. Instead of mandating/banning mWork, focus on creating a supportive work environment giving employees a choice of when and how they work.

2. Raise consciousness about managing family time.

3. Create a supportive work culture where there are no negative consequences to those who prioritize family time.
Leader Behaviors

Which leader behaviors are best at driving team performance?

Poll: Who do you think will be a better team leader?

**Alex**
- Avoids appearing weak
- Exhibits confidence
- Behaves self-righteously
- Seeks personal status above team’s status
- Does not publicly acknowledge mistakes

**Chris**
- Recognizes team member’s contributions
- Shows appreciation for effort
- Open to new ideas
- Places team’s goals ahead of own
- Admits/corrects own mistakes
Humility

- Views own strengths and weaknesses accurately
- Teachable
- Open to learning and growth
Humble Leader Behaviors

- Focus on others’ strengths
- Encourage others to share their perspectives
- Acknowledge own limitations
- Support others’ growth and achievement

Source: Basford, Offermann, & Behrend, 2014; Ou et al., 2014; Owens et al., 2013; and Owens, Wallace, & Waldman, 2015.
Study #1:
Lab
- Confederates trained to be humble/non-humble leader and assigned to 1 of 31 teams.
- Teams assessed team leader humility.

Study #2:
Lab Longitudinal
- 53 leaderless teams completed multistage computer simulation across 6 weeks.
- Teams assessed collective humility, promotion of team goals, and team cohesion.

Study #3:
Healthcare Setting
- 326 health professionals organized into 77 work teams.
- Teams assessed leader humility, collective humility, promotion of team goals, and leader-related team performance twice within a month.
Study Findings

1. Humble leaders contribute to better team performance.

2. Humble leader behaviors are more effective during everyday challenges with moderate stress.

3. Transformational leadership succeeds when a new compelling vision is needed or when periods of extreme stress or uncertainty arise.
How Humble Leaders contribute to better team performance?

**ESTABLISH THE RIGHT FOCUS**

- Cooperation instead of competition
- Team goals ahead of individual goals

**PROMOTE THE RIGHT CULTURE**

- Role model, set expectation, and reward desired behaviors
- Openness to learning
- Admitting mistakes
- Allowing others to be experts
Practical Implications

1. Screen leaders based on tendency to be humble.
2. Teach new team leaders to be humble.
3. Recognize and reinforce humble leadership behaviors. Discourage non-humble leadership behaviors.
4. To support and enable teams to succeed, appoint team leaders who are humble.
Managing Employee Engagement
What works in improving employee engagement?

Employee disengagement costs companies $450-$550 BILLION in lost productivity

Source: Gallup, 2013
Does your organization use specific programs to promote employee engagement?
Meta-analysis on Engagement

- Reviewed 20 empirical research studies
- Sample: 3,652 total participants across studies
- Four types of interventions:

- **Personal Resources:**
  Self-perception, self-efficacy, resilience, optimism

- **Job Resources:**
  Work resources, autonomy, social support, feedback

- **Leadership Training:**
  Knowledge/skill building for managers

- **Health Promoting:**
  Employees adopt/sustain healthier lifestyles
Engagement

VIGOR: high energy, resilience

DEDICATION: intense involvement, enthusiasm

ABSORPTION: concentration, engrossment
Study Findings

Segmenting employees and matching programs based on the needs of each segment work better than unit-wide programs.

Baseline

Time 1
Pre-Intervention

Time 2
Post-Intervention

Work Engagement

Time 3
Follow-Up

Vigor

Dedication

Absorption

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Practical Implications

1. Design programs to promote specific types of engagement

2. Allow employees to self-manage their engagement by selecting program that meets their needs.
Key Takeaways

1. How long has your organization been investing in work-life balance programs? How has this changed the gender distribution of your organization?

2. If you are using social media to screen candidates, evaluate the quality of candidates you’re not selecting.

3. Assess your organization’s norms around mWork. Determine the extent to which it is culturally acceptable to disconnect after work hours.

4. Review your successful and not so successful projects. Is there an observable difference in the types of leaders heading these projects?

5. What types of programs does your organization use to promote engagement? To what extent are the programs matched with the needs of each employee?
Suggested Reading


http://www.siop.org/tip/april17/gap.aspx#sthash.JQ2ikNgR.dpuf
Next HCG Webinar

Digitization of the Learning and Development Function

Thursday, June 15th, 2017
8am PT
For a free one hour consultation email us at info@humancapitalgrowth.com
Thank you!

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