



humaninterest

2017 annual

insights

Inside this issue

**Developing
leaders: Five key
considerations**

**The art of
promotion**

**The evolution
of performance
management**





humaninterest

your people – our interest

**At Human Interest we have
a single purpose: To move
the dial towards optimal
business performance.**

We are a business consulting firm whose interconnected, targeted actions are aimed at changing identified and measurable indicators associated with high performance.

Our solutions are aimed at moving the dial at an Organisational, Team and Individual level.



Our team of trusted business advisors use our proprietary instruments, processes and tools to facilitate the desired change.

humaninterest.co.za



Dear Friends,

It is my honour to share our first annual publication with you. It is a collection of articles written by Human Interest team members throughout the year. The focus of our articles were informed by challenges faced both by our clients and organisations in general, that are inhibiting their performance. For the purpose of this publication we have grouped them according to three themes namely Leadership & Managing People, Organisational Culture and Talent Management.

During the course of 2017 we had the privilege to partner with many organisations to successfully deliver multiple solutions aimed at improving performance at an individual, team and organisational level. We had many interesting and thought-provoking conversations that challenged the status-quo and resulted in unique, co-created solutions. I want to thank all our clients for their willingness to engage in such conversations and for embracing solutions that will foster high performance.

We are extremely excited about 2018 - we will continue to challenge ourselves, our thinking and our assumptions to continue moving individuals, teams and organisations through conversations. I kindly invite you to connect with us on social media or to sign up to our newsletter via our website - you will then receive timeous notifications about our articles, research papers, new solutions and events.

Happy reading.

Janko Kotzé

Managing Director
Human Interest

Contents

Leadership & Managing People

5

Developing leaders: Five key considerations	6
Managing teams: Weak-link strategies vs. Strong link strategies	7
The art of promotion	8
What should managers be delegating?	9
Can anyone be a manager?	10
How to get the most out of your talent reviews	11
Talent mobility activates a healthy organisational system	12
Talent discussions should light the way forward, not rake up past mistakes	13

Organisational Culture

14

Is there a one-size-fits-all culture model?	15
How fit (for change) are you?	16
Five strategies for managing fear of change at work	17
Use storytelling to understand culture	18
All hands on deck to onboarding new recruits	19
Diversity is more than skin deep	20
Save money – Assess culture often	21
Mind the change gap	21

Talent Management

22

Ten ways to move from replacement planning to succession planning	23
Attract top talent through employer branding	24
The evolution of performance management	25
The changing face of employee reward and recognition	26
Five common succession planning mistakes – And how to avoid them	27
Gathering data is only the first step to talent analytics	28
Moving from human resources to people management	29
Workforce segmentation disrupts the one-size-fits-all approach	30
Talent pools: A talent paradigm shift from reactive to proactive	31
CEOs and HR leaders see sourcing as a major challenge to growth	32
Succession planning should not only cover company leadership	32
Workforce planning can make or break a company	33
References	IBC



humaninterest

your people – our interest

It's in our genes

Unpretentious

What you see is what you get. We are true to ourselves and our clients.

Dynamic

We adapt our style to suit your style.

Insightful

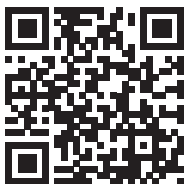
We know our clients and what will make a difference.

Practical

Our solutions are pragmatic and results-oriented.

Committed

Your success is our success.



humaninterest.co.za



Insights

▶▶ **Leadership
& Managing
People**

Developing leaders: Five key considerations

“Leadership and learning are indispensable to each other.” – President John F. Kennedy. The area of leadership development has exploded in the past 20 years. This is in part a result of millennials entering the workforce with a leadership capability gap and a need to address this gap.

Many studies have shown that organisations globally regard a shortage of quality leaders as one of the biggest impediments to organisational growth. Findings from the University of Stellenbosch Business School's Executive Development 2016 survey suggests that South African organisations can do more to improve their leadership development efforts. Recent research has shown that high-performing companies spend one-and-a-half to two times more on leadership development than their competitors.

Human Interest has a dedicated division focusing on employee development and has created an “Influential Leader” framework comprising 20 carefully selected competencies that have been linked to positive business results. Our flagship leadership development programme is based on this framework.

However, it is not as simple as it sounds. There are many considerations that should be taken into account before embarking on developing leaders. Our experience has revealed five crucial things to consider:

1 Overlooking context – Not all organisations are the same. To assume there is a one-size-fits-all leadership development model is simply incorrect. Different organisations put emphasis on different competencies, and some ‘general’ competencies need to be applied differently across organisations. The context of an organisation, its business strategy and the operational environment will determine what competency is more important and how it is applied – and thus how it should be developed.

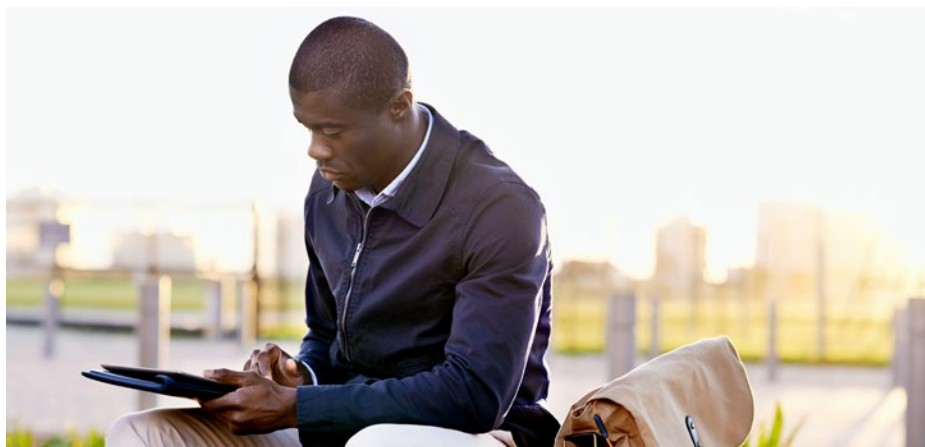
2 Not measuring results – Too often, when developing leaders, candidates are assessed on what has been learnt during a programme. This is an acceptable first step, but assessment cannot simply stop there. There needs to be assessments of knowledge application. This refers to how well the learnt aspects are being applied in the workplace. The aim of a programme is to develop people to perform better in the workplace, yet many people do not

follow this through. Other aspects that could also be assessed are changes in behaviour, the effect on the organisation's bottom line or the number of managerial promotions.

3 Training vs Development – Distinguishing between these two concepts is essential. Training assumes that a person lacks a certain skill and is taught that skill. Training also assumes that there is one correct way of doing something. Development, on the other hand, assumes that a person already has potential and focuses on growing it. Development acknowledges that there is no one-size-fits-all leadership style and has a future-oriented approach.

4 Focus on the theoretical – According to McKinsey, adults typically retain just 10% of what they hear in classroom lectures, versus 66% when actually doing. Although understanding the underlying theory of concepts should not be discredited, one needs to also balance it out with ways of applying the competency in practice. For example, it is simply not helpful to know what assertiveness means without knowing how to be assertive.

5 Lack of support – If new leaders are not given sufficient support in their new roles, the desired results of a leadership programme are unlikely to show. Just over 60% of the managers that participated in the USB survey believe that their companies provide new leaders with sufficient support to help them cope with their new responsibilities. But lack of support before and after training is likely to have a negative impact on trainees’ choice to apply what they have learnt.



Managing teams: Weak-link strategies vs. Strong link strategies

In one of his podcasts, Malcolm Gladwell talks about an idea that is applied in sports – probably made famous by the movie Moneyball, starring Brad Pitt.

The premise is simple. Some sports take a strong-link approach to building a successful team. That is, they spend a lot of energy and money (think football teams) buying the best and most expensive players in order to build a successful team and championship campaign around them.

Other sports (not many) take a weak-link approach. That is, they focus their efforts on improving or working on their weak links. In his podcast, Gladwell makes the case that if sports teams, as a general rule, focused on their weak links, they'd be far more successful (win more) and save a heck of a lot of money.

Why?

While strong links are excellent players and match winners, they rely heavily on the 6, 7 or 8 plays before they even get to touch “the ball” to make an impact. The quality of those build-up plays ultimately determines how strong the strong links will be. By focusing attention on the weak links in the team – i.e. getting better “average players” that cost much less – the strong links are more likely to play even better and won't cost a fortune because you no longer need to spend as much money on the best players in the league.

What is really intriguing about this idea is the potential application in business and organisations.

How often do we find ourselves focusing our attention on strong links, i.e. the superstars whose workloads increase and who cost a fortune to retain, instead of on the weak links around them?

To remedy this, managers need to successfully apply a weak-link approach to managing their teams. Here's how:

1 Objectively identify who your weak links are

Use data, performance metrics, quantitative and qualitative data to identify performance above and below the benchmark, then identify the core reason/s for the lower levels of performance.

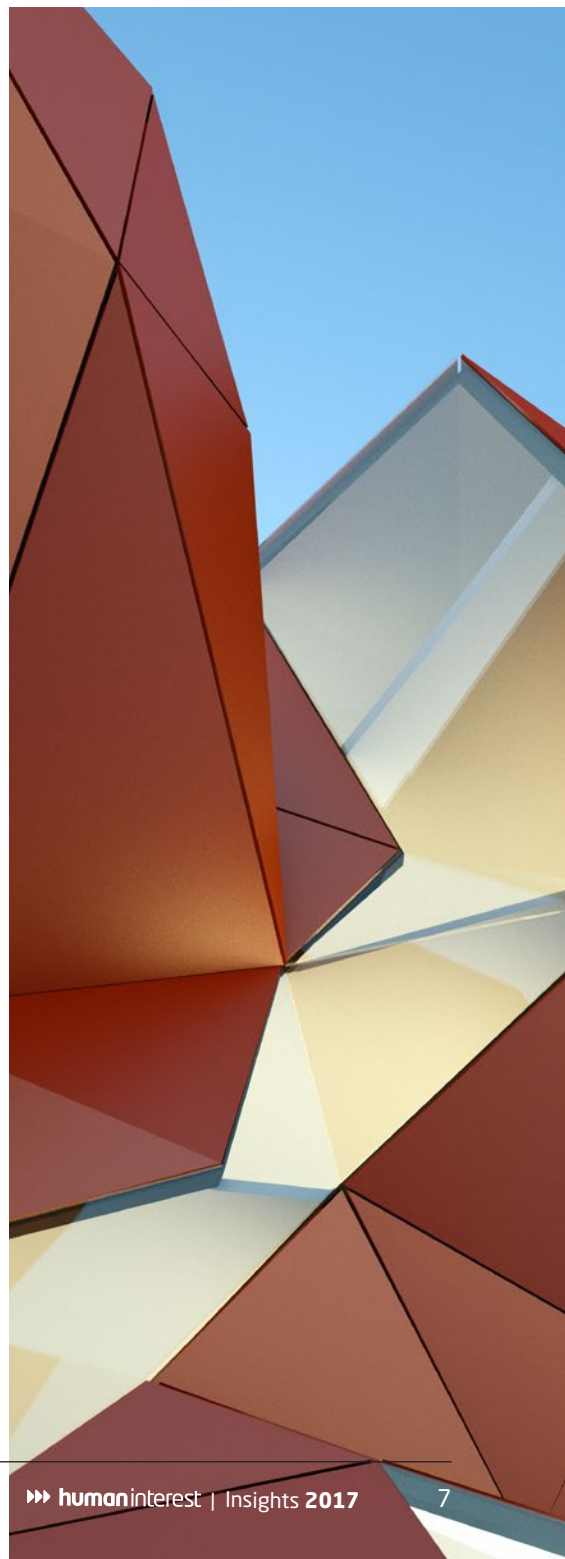
2 Decide on a strategy to either improve weak-link performance or get them out of your team

This sounds harsh – but it's necessary. If someone is not performing, they deserve to know it and to be supported in order to improve. And if they can't meet the required performance standards, then they need to find a place where they can succeed.

3 Focus on the performance of the “system”

Working on the weak links in your team improves the overall average performance of the “system”. Engaging more meaningfully with these individuals may have the added benefit of helping individuals become more engaged with their own performance.

In considering all of the above, it's obvious that a team's best players can't be everywhere on the field at the same time. Nor can all teams afford to buy stars. But certainly, with Gladwell's insights in mind, every team can enhance their overall performance by focusing more on their weak links.



The art of promotion

Specialists are often promoted because they have recognised knowledge and skills in their field. They know their job very well, and the next “obvious” career step for them is to become a manager. Once they have been promoted to a managerial role, the hype soon dies.

We have seen that they now spend very little time doing what they used to do so well: they are now dealing with “people problems”, office politics, coordinating projects and people.

They will probably admit that this transition is utterly exhausting. They are no longer just focusing on their own skills and successes, but on the skills and successes of others.

Being a specialist means a person has great expertise in a specific field. Once a manager, however, this expertise is less relevant. One needs to lead the team and trust that the team has the expertise. The fact is that one should refrain from trying to be an expert when reaching management level. This has obvious implications for one’s identity in the organisation. One stops being a high achieving superstar and has to start all over, at the beginning. This is likely to feel more like a demotion than a promotion.

There exists a management myth that everybody wants to be and should be a manager. This is simply untrue.



We are not implying that all specialists will ultimately be poor leaders; we are saying that not all specialists want to be or should be managers. If employees are doing what they do not enjoy, it is likely to impact negatively on the bottom line.

Being a specialist requires a different skill set than being a manager. Of course it is possible to develop skills, but would you “promote” the best soccer player in a team to the team coach? Probably not.

A flaw in the majority of organisational cultures is that it is assumed that the pinnacle of career progression is to be a manager. Managerial roles are associated with prestige.

Why do not all organisations have non-managerial paths for progression?

Organisations should have a dual track career progression. Those who lack leadership competencies, or who do not want to be a manager, should be able to progress on the non-management track, reserved for people that continue to grow their skills and ultimately become true subject matter experts, developing a name for themselves in their profession. If organisations focused on what each employee wants, they could save billions spent on turnover and training.

The stigma associated with not being a manager after a certain tenure with an organisation should be eradicated. It makes us set people up for failure.

What should managers be delegating?

Every manager knows that they need to delegate – and there are numerous resources with information on how to delegate more effectively. What is not discussed enough, however, is what should and what should not be delegated. Before we begin, let us look at what the role of a manager is. Management can very broadly be divided into two functions: **1** Directing and developing people; and **2** strategy planning, development and cascading.

Generally speaking, it is important to delegate tasks that will lead to number 1 and free up time for number 2. Conversely, one should not delegate number 2 tasks, as those are key responsibilities.

Do delegate:

1 Routine tasks – These are tasks required to be done regularly, such as writing a report at the end of a project. Make sure such tasks are necessary. If not, scrap them.

2 Tasks others could do better – As discussed in a previous article (*The art of promotion*), managers need to trust the skills and abilities of their team members. Do not compete; if they can do something better than you, rather devote your time to other things.

3 Tasks good for development – Delegate tasks to team members who would benefit from the additional skill development. If you are already good at completing a certain task, let someone else have a chance to try it.

4 Whole tasks – Delegate an entire task rather than dividing it up into pieces. This will enable the team member to see the development and outcome and accept full accountability.

5 Time-consuming tasks – As a manager, you should be managing and strategising; so delegate tasks that are preventing you from doing your job.

Do not delegate:

1 Tasks for which you are responsible –

Do not delegate strategy and planning. Also, do not delegate a task that someone has asked you to do personally. If you want to delegate this task, first discuss it with the person who requested that you do it.

2 Ill-defined tasks – When delegating, make sure the person understands exactly what the task is. Being ambiguous leads to a waste of time.

3 Discipline, praise and recognition – Discipline is confidential, so keep it that way. Also do not pass praise off to a co-worker. Employees deserve the respect of hearing praise from their manager. It will make them feel more appreciated.

4 Crises – In times of crisis, your authority and expertise are required. It is unfair to delegate this responsibility to someone who is not properly equipped to deal with the situation.

5 Performance appraisals – Never ever have your employees write their own self-assessment and simply sign it off. The development of the individual – which closely relates to the best interests of the organisation – is your responsibility.



Can anyone be a manager?

"All public employees should be demoted to their immediately lower level, as they have been promoted until turning incompetent" - José Ortega y Gasset

According to a Gallup study, only 10% of managers have what it takes to be a "great manager."

Great managers possess a rare combination of five traits:

- 1 Motivation** – They motivate their employees;
- 2 Assertiveness** – They assert themselves to overcome obstacles;
- 3 Accountability** – They create a culture of accountability;
- 4 Relationships** – They build trusting relationships; and
- 5 Decision-making** – They make informed, unbiased decisions for the good of their team and company.

The study also revealed that only about one in ten people possesses a great talent to manage. This is not to say that the other nine do not possess the necessary traits. However, the other nine do not have the unique combination of the traits, described above, which are required to lead a team and organisation to achieve excellence.

If this is the reality, then we raise the following question: Why are so many employees simply promoted to managerial roles?

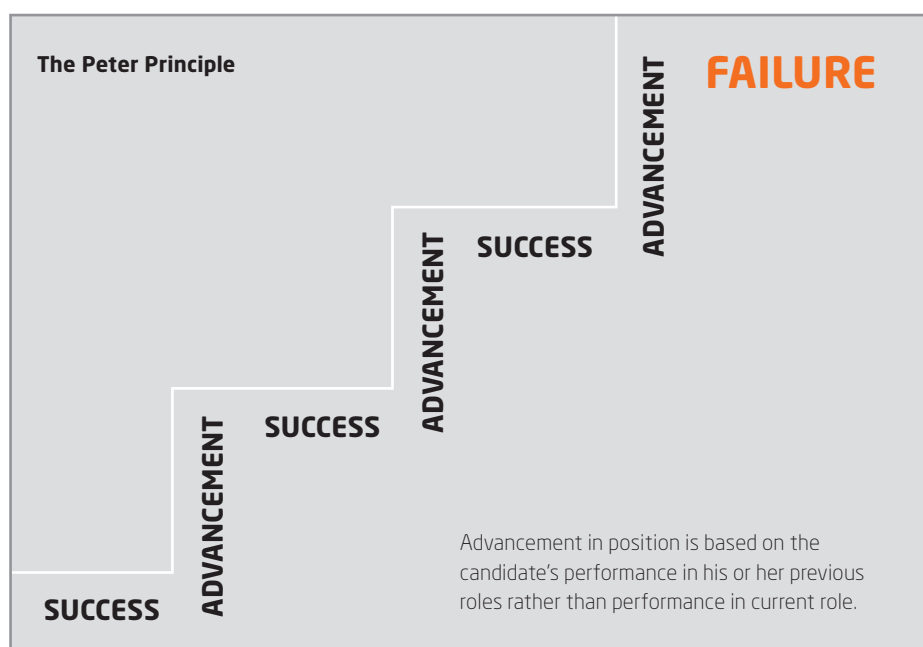
The Peter Principle states that people are often promoted based on their current role, rather than on abilities relevant to the intended role. Thus "managers rise to the level of their incompetence". People are promoted as it is the obvious next step, and good potential managers on lower levels are ignored as they would disrupt the prescribed organisational hierarchy.

We suggest two solutions to this problem:

1 Assess for a management role as you would for any other role – potential managerial candidates should have to go through the same process as any other potential employee (psychometric assessments, interviews). If management potential is identified, move on to solution 2. If management potential is lacking, provide alternative career progressions, such as a non-management path (discussed in our article *The art of promotion*).

2 Make a leadership/managerial development programme mandatory – when potential is identified, apply mandatory training. If at the end of the training there is no clear managerial skill, then once again provide alternative career progressions.

By not addressing the Peter Principle outlined above, an organisation runs the risk of falling into a cycle of mediocracy.



How to get the most out of your talent reviews

Talent reviews are a critical step in succession planning and are used to discuss talent information from many different perspectives. Instead of solely relying on one person's perception, the power of team-based decision-making is leveraged and used to improve the accuracy of organisational decisions.

However, it is important to take into account some of the benefits and challenges of team-based decision-making.

Benefits:

- Increased perceptions of fairness by employees;
- Improved rating accuracy;
- More effective talent solutions;
- Limited individual bias;
- Evaluation of talent across teams;
- Holistic view of the workforce; and
- Perspective diversity.

Challenges:

- Social loafing;
- Groupthink;
- Conversations can unravel/ digress;
- Decision-making can take longer;
- Diffusion of responsibility;
- Ignoring individual opinions; and
- Social pressure.

Taking these into account when thinking about talent reviews, one can include the following seven practices to make the team-based decision-making more balanced:

1 Define the decision to be made

Before even drafting an agenda, ensure that the purpose of the meeting is clear. If the intention is to do succession planning, set a decision such as "Choose 1-2 successors for each critical role".

2 Establish decision criteria

Before the meeting day, clearly articulate and agree by which criteria to assess when choosing potential successors. Is it performance? Potential? Or both?

3 Use an external facilitator

Having an objective party with no vested interest regarding actual decisions made will help eliminate the challenges listed above. Skilled facilitators can emphasise rater accountability and ask raters to justify their decisions, which will result in more careful consideration of performance behaviours.

4 Strictly follow an agenda

Having an agreed agenda beforehand will help reduce decision-making time and digressions. It is, however, key to ensure there is buy-in from the entire group regarding a proposed agenda. Avoid analysis paralysis!

5 Limit the size of the group

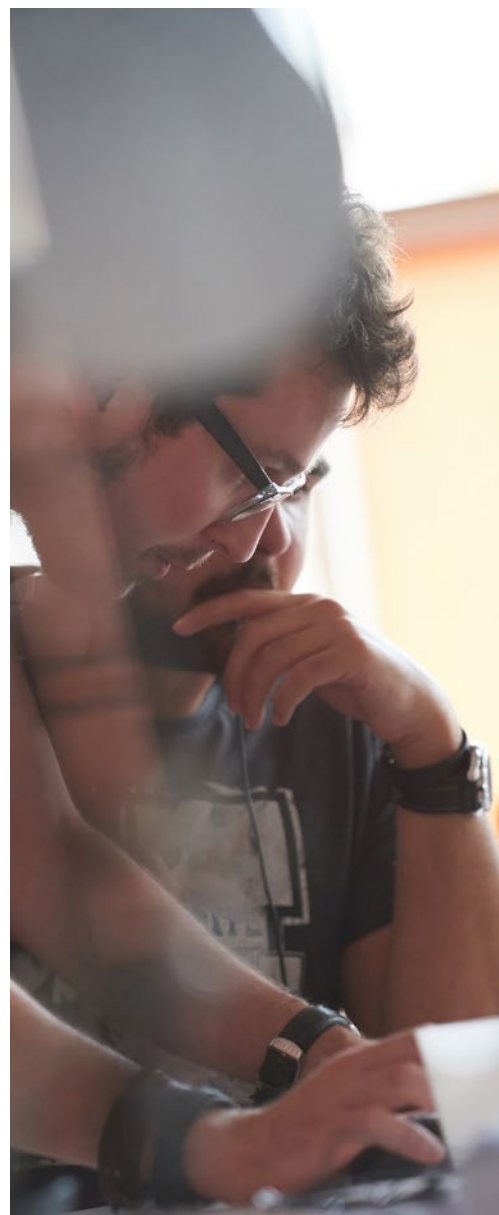
Having more people does not result in more effective decision-making. Instead, it contributes to potential chaos, social loafing and Groupthink. Be very selective in who you invite to a talent review.

6 Get input separately, then share perspectives

Asking individuals to prepare before the meeting and allocating them individual time to express their opinions will help to alleviate ignoring of individuals, social loafing and social pressure.

7 Ensure every person knows their role

There is always a risk in having too many chiefs. Ensure that every individual clearly understands their role in terms of decision-making finality and the exact reason they were included in the meeting. This will help prevent a protracted meeting.



Talent mobility activates a healthy organisational system

The business world is in the midst of fundamental change. By 2020 the ability of organisations to manage their talent efficiently will mark the difference between success and failure.

The corporate sphere is facing a domain where the best and brightest are prepared to follow their own agenda and opportunities, wherever they may be and irrespective of who is offering them. The emergence of a new generation of workers presents an entirely new set of challenges. Talent management will become a key strategic tool, with the concept of talent mobility taking centre stage.

What is talent mobility?

Talent mobility is the practice of moving people within an organisation, anticipating that new skills will be gained and sharpened through the employees' new roles and responsibilities. The objective is to have the right talent at the right place at the right time to ensure business results and successful business outcomes.

Fundamentally, talent mobility is the movement of talent across the organisation – across projects, roles, teams, divisions and locations – to drive employee engagement and retention.

According to the 2015 Talent Mobility Research Report, more than 40% of the 257 organisations surveyed said they rarely, or never, provide career planning or development within a talent mobility context. What's more, according to a May 2014 study by the Society for Human Resource Management (SHRM) 42% of 600 employees surveyed say their organisation's commitment to professional development is "very important" to their job satisfaction.

According to a Deloitte report, Talent Mobility: 2020 and beyond, talent mobility is evolving from a straightforward transfer of skills to a far more complex concept designed to address a diverse set of business needs:

- The need to develop well-rounded leaders of the future, with a truly international perspective.

- The need to offer exciting career opportunities to the best talent as competition to attract and retain the best intensifies.
- The recognition that an organisation can benefit from a two-way transfer of knowledge, skills and experience. Every market is fertile ground for new ideas.
- The recognition that in an increasingly international world, where key roles often have a regional perspective and travel is relatively painless, the idea of a 'home' country is becoming less relevant.

The Mercer/WEF Talent Mobility Research report resonates with Deloitte's sentiments and expands the definition of talent mobility by including the strategic focus on value creation, segmentation by talent type, connection to human capital and correspondence to business goals.

As such, talent mobility is defined as "the physical movement of workers within or across organisations, industries or countries, and globally, or the professional movement of workers across occupations or skill sets."

Mobility may be temporary or permanent and may also involve moving people from unemployed to employed, moving jobs to people or allowing for virtual mobility.

A strategic endeavour that can yield significant business results

It's important to remember that an effective talent mobility programme does more than simply track movement within an organisation. It is a strategic endeavour that can yield significant business results. In addition to experiencing positive bottom-line results, organisations that thoughtfully and strategically address talent mobility are positioning themselves for more sustainable and long-term performance.

The key advantages of a strategic talent mobility programme are extensive and include the following themes:

- 1 Employees are viewed as assets to the organisation, leading to greater employee engagement and retention.
- 2 Organisations can scale back external hiring, thus reducing talent acquisition costs.
- 3 Companies can limit competitive-advantage leakage.
- 4 The organisational system experiences a streamlined flow of information.
- 5 Employees can be developed into leaders, increasing bench strength and decreasing gaps.
- 6 Organisations achieve better bottom-line performance.

Talent mobility programmes should be inextricably tied to the clear objective of staffing business units with the best employees when needed. For a talent mobility programme to succeed, organisations need to understand the programme's financial impact, clearly articulate and communicate an internal mobility policy, motivate through a receptive corporate culture and strong buy-in from executive management and execute on a solid foundation of well-optimised technology and processes. By employing quality talent, organisations can create environments that encourage creativity, increase productivity and lead to increases in shareholders' values.

A clearly communicated talent mobility initiative based on good processes and technology can capitalise on the set of skills that an employee acquires on the job through training and experience, increasing that employee's value to the organisation. In turn, by offering professional alternatives, your organisation will increase the likelihood that your best employees stay challenged, engaged and committed to your organisation.

Talent discussions should light the way forward, not rake up past mistakes

How can you expect to move forward if you keep looking in the rear-view mirror?

Over the past few years the debate about talent retention has been mostly a debate about performance appraisal ratings – whether or not they are fair and whether or not they achieve their stated objectives. But perhaps the spotlight needs to be focused from a different vantage point, says Harvard Business Review. It's not so much that ratings fail to convey what the organisation knows about each person but that the underlying knowledge is sadly one-dimensional.

"In the end, it's not the particular number we assign to a person that's the problem; rather, it's the fact that there is a single number," the Harvard Business Review research report states. "Ratings are a distillation of the truth – and up until now, one might argue, a necessary one. Yet, we want our organisations to know us, and

we want to know ourselves at work...and that can't be compressed into a single number."

Josh Bersin, founder and principal at Bersin by Deloitte, echoes this concern: "People are inspired and motivated by positive, constructive feedback – and the traditional appraisal process almost always works against this. The most valuable part of an appraisal is the development planning conversation – what can one do to improve performance and engagement – and this is often left to a small box on the review form."

Two-thirds of large companies are considering revamping their appraisals process, with one in 20 looking to scrap formal evaluations entirely, says PriceWaterhouseCoopers. PwC's 2015 Performance Management Research revealed that more companies were focusing on creating

a continuous feedback culture rather than relying on once-a-year reviews.

Senior executives need to reinforce the message that employees earmarked as 'strong performers' are not primarily an acknowledgment of past accomplishment, but mainly an assessment of future contribution. The company's talent-management initiatives must challenge and cultivate rising stars, not just celebrate today's high achievers

An organisation's most talented employees can have meaningful effects across the business. But when up-and-coming talent is misidentified, overlooked or unrewarded, these individuals become an encumbrance on overall performance. Even worse, their disengagement and eventual derailment can lead to depleted leadership ranks and damage employee commitment and retention across the firm.



Insights

►►► **Organisational
Culture**



Is there a one-size-fits-all culture model?

An organisation's culture can be defined as its prevailing ideas, values, attitudes, norms and beliefs that guide the way employees think, feel and act.

An organisation's culture directly impacts the decisions and actions of that organisation. It can also be described as the manifestation of the values and behaviours that contribute to the unique social and psychological environment of an organisation.

If the definition above encompasses culture, then is it possible for two different organisations to share the same culture? Thus, can one culture model be applied to many different organisations?

Organisations can be compared to individuals. It is widely accepted that no two individuals are exactly the same, not even genetically identical twins. Even if two individuals have the exact same set of values, they

are likely to display different behaviours, as they have different personalities.

An example is that of Amazon, which established its culture based on 14 Leadership Principles that would reflect the behaviours that would best enable Amazon to continue to compete effectively. This was culture consciously designed specifically with Amazon in mind.

The word "model" suggests a generic representation. If a culture is unique, then it would be illogical to apply a one-size-fits-all approach to it. A culture always has several facets. It is a result of the type of industry an organisation is in, the size of the organisation, the type of leadership an organisation has, the employees, the business strategy and

how a person perceives the culture of an organisation. People often speak of strong vs. weak cultures or good vs. bad cultures. This is entirely incorrect. Cultures can only be viewed within the context they exist.

Charles Handy defined four different kinds of cultures: power, role, people and task cultures and what they would look like. Classifying a complex concept such as "culture" into neat little boxes suggests that two organisations labelled as having "power" cultures, for example, will look the same, and that if you are part of a "power" culture you cannot have any elements or characteristics of a "people" culture. This is very prescriptive and short-sighted. There simply is no single model that can in all respects be generalised to every single individual from different cultural groups.



How fit (for change) are you?

“Progress is impossible without change, and those who cannot change their minds cannot change anything”
– George Bernard Shaw.

When our change load is greater than our capacity to adapt, people will display dysfunctional behaviours and their performance suffers. Resiliency is the human ability to recover quickly from disruptive change without being overwhelmed or acting in dysfunctional or harmful ways. People who are described as being resilient can generally be characterised as follows:

- **Optimistic:** Resilient people are optimists. They display a self-assurance that is based on their view that life is complex, but filled with many opportunities. Optimists believe that defeat is temporary and its causes are not solely their fault, but rather due to unfortunate circumstances. Conversely, the pessimist believes that defeat will last a long time and will assign blame to someone – including himself or herself.
- **Focused:** The focus of resilient people has to do with having a clear vision of what they want to achieve. Focused people take the time to write down their goals, objectives, and obstacles and the strategies they will employ to find solutions for problems facing them.
- **Flexible:** Flexible people are those who demonstrate a special pliability or adaptability when responding to uncertainty. This resilience enables you to identify and compartmentalise your fears when facing new and intimidating situations.
- **Organised:** Organised people have the knack for developing structured approaches to managing ambiguity. They creatively plan, carefully set priorities and engage in deliberate action steps in order to accomplish tasks.

- **Proactive:** The proactive characteristic of resilient people means that they engage with change rather than simply oppose it. They are not reactive. They take the offensive rather than defend themselves. They take calculated risks and then apply lessons learned from past experiences to similar challenges facing them.

The term resilience suggests something negative such as bouncing back from adversity. The world of work is in constant flux. This is “the new normal”, and thus one should not be considered as resilient but rather fit for change.

Below are 10 strategies on how to build fitness for change during turbulent times:

- 1 Make good connections:** Good relationships with close family members, friends, or others are important. Accepting help and support from those who care about you and will listen to you strengthens change fitness. Assisting others in their time of need can also benefit the helper.
- 2 Accept that change is a part of life:** Certain goals may no longer be attainable as a result of adverse situations. Accepting circumstances that cannot be changed can help you focus on circumstances that you can alter.
- 3 Move toward your goals:** Develop some realistic goals. Do something regularly – even if it seems like a small accomplishment – that enables you to move toward your goals. Instead of focusing on tasks that seem unachievable, ask yourself: “What’s one thing I know I can accomplish today that helps me move in the direction I want to go?”
- 4 Take decisive actions:** Act on adverse situations as much as you can. Take decisive actions rather than detaching completely from problems and stresses and wishing they would just go away.

5 Look for opportunities for self-discovery:

People often learn something about themselves and may find that they have grown in some respect as a result of their struggle with loss.

6 Nurture a positive view of yourself:

Developing confidence in your ability to solve problems and trusting your instincts helps build resilience.

7 Keep things in perspective:

Even when facing very painful events, try to consider the stressful situation in a broader context and keep a long-term perspective. Avoid blowing the event out of proportion.

8 Maintain a hopeful outlook:

An optimistic outlook enables you to expect that good things will happen in your life. Try visualising what you want rather than worry about what you fear.

9 Find meaning and purpose even in difficult times:

Viktor Frankl’s 1946 book *Man’s Search for Meaning* offers profound lessons on being resilient in dire situations. Frankl, who was sent to a death camp during the Holocaust and lost his entire family, says meaning and purpose are found in every moment of life; life never ceases to have meaning. No matter what is going on, you can always choose your attitude. Frankl said we can discover meaning in life in three different ways:

- a by creating work or doing a deed to help others;
- b by experiencing something or encountering someone; and
- c by the attitude we take toward unavoidable suffering.

10 Take care of yourself:

Pay attention to your own needs and feelings. Engage in activities that you enjoy and find relaxing. Exercise regularly. Taking care of yourself helps to keep your mind and body primed to deal with situations that require resilience.

Five strategies for managing fear of change at work

“The oldest and strongest emotion of mankind is fear, and the oldest and strongest kind of fear is fear of the unknown” – H. P. Lovecraft.

The quote above was written in the 1920s, yet it is still very apt and relevant today, especially in the workplace.

Change is inevitable and necessary these days in order for businesses and organisations to survive and thrive. Although some people embrace change, most people feel very uncomfortable with the thought of change. Sometimes change is imposed on people, and the change may have a direct impact on leadership, roles and work priorities.

According to Ruth Gmehl, there are four types of people, and therefore behavioural reactions, to change:

a People who thrive on change -

Results-oriented people who embrace quick decisions and changes, challenge the status quo and initiate change activity.

b People who aren't bothered by change -

Optimists whose enthusiasm and creative solutions for dealing with change keep others motivated during unstable situations.

c People who resist change and need time to prepare -

Steady decision-makers who don't like to be rushed and appear to “put up” with change.

d People who are concerned with the effects of change -

Cautious, careful, objective thinkers who seek to maintain high standards, regardless of changes going on around them.

Those who fear change at work do so for a variety of reasons. These fears are often associated with fear of failure, fear of success, fear of rejection, fear of criticism and fear of the unknown. And, of course, fear of retrenchment, especially in today's challenging economic climate. This fear is

real and normal; however, change is “the new normal”, and people must learn to overcome fear and embrace the changes ahead.

Change does not always have to culminate in fear and anxiety. How well organisations manage the process of change and transition and how much we perceive we have control and influence over the change are the keys to managing the fear of change.

Below are five strategies you can employ in order to manage fear during times of change:

1 Celebrate or recognise the good work that was done under the old system:

This step is often missed in change management. In an effort to “sell” the change, employers will sometimes dismiss or minimise any successes of the past. This may leave long-standing employees feeling unappreciated. Recognising how they were able to accomplish so much under the previous system is more likely to leave them open to engaging with change.

2 Interview employees regarding their feelings:

It is critical that managers and supervisors understand what employees are feeling regarding the change. It is only when you accurately understand their feelings that you know what issues need to be addressed. Implementing change requires the ability to market and to sell. It is difficult to sell effectively without understanding your buyer's needs, concerns, and fears.

3 Communicate: Communication is key in ensuring transparency throughout an organisation. Informing your employees about what will change will help reduce fear, as people then know what to expect. Ensure that communication occurs well in advance and often and that it is both positive and honest.



4 Acknowledge change: It is important for an organisation to acknowledge that change is complex and scary. Normalising how your employees feel makes them feel understood. With this acknowledgment, however, there must be a support system in place that manages the anxiety on a day-to-day basis.

5 Get people involved: One way of allaying fears is to allow employees to drive the change. If you are a part of the process and are clear as to what the goals are, it is likely employees will feel calmer, as nothing is being done behind their backs. The sooner you involve employees in the process, the better off you will be implementing the change.

Use storytelling to understand culture

Culture is something which is created and resides in the minds of people. If culture is something that exists in peoples' minds, there needs to be a different way of understanding culture, rather than through traditional culture assessments.

These traditional assessments usually home in on just a handful of elements – communication, for example, or decision-making. Culture is complex and requires a holistic view. Why do we not listen to what people have to say?

Edgar Schein defined culture as the basic, implicit assumptions about how the world is and ought to be that a group of people share and that determine their perceptions, thoughts, feelings and their overt behaviour. To the right is his model, represented as an iceberg. Culture assessments traditionally focus on the visible and tangible aspects of an organisation, the artefacts. To understand a culture, it is therefore critical to spend time understanding the non-tangible aspects, those below the iceberg's surface, which in fact make up the bulk of culture.

One way of uncovering peoples' beliefs, commitment, feelings, justifications, mind-set, philosophy, understanding and assumptions (the list goes on) is to listen to their stories and their narrative.

Telling and listening to stories are traditional, even ancient, means of understanding and passing on culture. Stories are one of the most powerful emotional currencies that we own. Storytelling is a powerful tool as a means of both understanding and transmitting organisational culture. When individual's stories do not match up with the organisation's aspirations, you know there is a problem.

So the next time you are gauging your organisation's culture, why not begin by asking your employees "What's a typical day like here?" or "Tell me about a time when you..."



All hands on deck to onboarding new recruits

Competition is growing ever more heated among the most innovative companies for one of the most highly coveted resources on the market: talented employees. Unfortunately, a significant number of new hires slip away because of a poor initial experience with their new companies.

Managers are often so driven to recruit talented people that they neglect to think about what will happen once the new hire arrives ready to work. This is a crucial mistake.

Research findings published as The 2012 Allied Workforce Mobility Survey: Onboarding and Retention underline the following worrying statistics:

- Nearly 33% of new hires look for a new job within their first six months on the job. Among millennials, that percentage is even higher and it happens earlier.
- Twenty-three percent of new hires turn over before their first anniversary.
- The organisational costs of employee turnover are estimated to range between 100% and 300% of the replaced employee's salary.
- It typically takes eight months for a newly hired employee to reach full productivity.

The benefits of onboarding

The latest research suggests that onboarding may be the most critical period in an employee's experience at a company – one that has a long-lasting impact on engagement, performance and retention. Onboarding new employees will encourage them to apply their personal strengths to the job, says Daniel Cable, professor of organisational behaviour at London Business School. "Companies can help their new hires become more connected with their colleagues, more engaged in their work and more likely to stay."

Entering an organisation offers the employee a rare chance to make a fresh start in a new social setting, Cable explains. One of the chief features of being human is our longing for opportunities to be valued as our authentic

selves – being valued for who we truly are makes us feel alive. "It's an extraordinary opportunity to negotiate one's identity with new colleagues. Research shows that it can be powerful, motivating and even addictive to become known by others as the person you are when you are at your authentic best."

Companies realise that there's a high payoff in this unique early 'honeymoon period' by making the new employee feel welcome and comfortable in her new surroundings, says management consultant Dick Grote. "A good job of onboarding can take weeks off the learning curve and get the newbie up to fully-productive fast."

Onboarding starts when they sign on the dotted line

The first phase of onboarding begins as soon as you get authority to hire, says John Reh, senior business executive and contributing author to *Business: The Ultimate Resource*. Start by making sure the physical environment is ready:

Designate a workspace and provide a nameplate on his or her desk or office door as a tangible sign that you've prepared the space.

Set up the computer and configure the new employee's e-mail accounts. Provide guides for any necessary software he or she will be using.

Provide an organisational chart of your department that spells out who's responsible for what. Include your boss and her boss, too, along with any other people your newcomer is likely to run into.

Notify the support departments. Inform Human Resources, Payroll, Facilities, Information Technology (IT) and anyone else who needs to know of the new employee's name, title, reporting supervisor and start date. Follow

up with them to make sure they prepare for the arrival and onboarding ahead of time.

"It's wise to assign a sponsor as a go-to person for the newbie," says Grote. "But make sure that the sponsor is a person that you want the new employee to emulate. Too often the assimilation process is shuffled off to the first available employee, including the most cynical, burned-out, turned-off, and disengaged members of the staff."

Let's get digital

For the onboarding process to be successful, it should be a healthy mix of training, performance management, mentoring, coaching, goal-setting and getting to know the people, processes and culture of the workplace. Going digital is a great solution to the unwieldy onboarding process.

"Plain and simple, digital onboarding is less work," says Andre Lavoie, specialist contributor to *HR Gazette*. "With the right platform, companies can avoid lots of paperwork that kills a new employee's spirit on their first day. Instead, those that go digital can distribute electronic forms that take less time and effort for both parties to prepare."

Dan Schawbel is the founder of Workplace Trends, a research and advisory membership service for HR professionals. He explains that the best and most cost-effective method of onboarding is "to have one place where employees can access the latest company resources, including training material, a list of products and services offered, a background on the company and an employee directory." Ideally, employees should be able to access this information on a smart device or mobile phone.

Digital onboarding allows both new employees and their managers to track onboarding progress, communicate openly about expectations, develop productivity goals and, in doing so, reduces the all-important time-to-productivity metric.

Diversity is more than skin deep

In terms of South Africa's Employment Equity Act, affirmative action includes "making reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented".



This article is not intended to question these processes and the thinking behind them, but it is unfortunate that the legislative context obscures the true meaning of diversity. In the legislation, diversity is believed to be limited to race and gender, whereas an inclusive workforce means much more.

Diversity can be divided into two types: inherent and acquired. Inherent diversity refers to traits you are born with, such as gender and ethnicity. Acquired diversity focuses on traits you gain from experience. South Africa's affirmative action plan is aimed at addressing inherent diversity.

This article will explore two different meanings of diversity in the workplace: thought diversity and neurodiversity.

Thought diversity

We all think differently, and there is no one way of thinking that has been agreed upon as correct. What is agreed, however, is that the way we think governs the way we work. Research shows that, while we are all capable of thinking in various ways, most people have a preferred way of approaching and solving problems.

An American psychologist, Robert Sternberg, developed the Triarchic Model of Intelligence, which encompasses three different types of intelligence: analytical, creative and practical. When applying this to a team at work solving a problem, the most effective combination of team members is at least one person who is logical, at least one person who sees things from a different or unusual perspective and one who is knowledgeable about the processes involved. Understanding your preferred style and the styles of others in the team increases the likelihood of effective problem-solving. Dr Judy Chartrand went on to describe seven different thinking styles: analytical, inquisitive, insightful, open-minded, systematic, timely and truth-seeking.

The point is that there are various ways of classifying and looking at thinking styles, but there is agreement that thinking styles vary across individuals. According to a study by Deloitte, cultivating "diversity of thought" at your business can boost innovation and creative problem-solving and guard against the phenomenon of Groupthink.

Neurodiversity

Neurodiversity is a fairly new concept that was developed in the 1990s. Neurodiversity is the diversity of human brains and minds and posits that neurological differences such as

dyspraxia, dyslexia, attention deficit hyperactivity disorder (ADHD), dyscalculia, autistic spectrum and Tourette syndrome are simply a result of normal variations in the human genome.

Neurodiversity in the workplace is gaining attention. It has been suggested that neurodiversity in the workplace provides a competitive advantage. The skills of people who are not 'neurotypical' are now being viewed as strengths. For example, people with autism often have enhanced perceptual functioning, high levels of concentration and technical ability; people with dyslexia often have strong spatial intelligence and entrepreneurial tendencies. People with ADHD are often hyperfocused, creative and inventive.

About two years ago, Ernst & Young embarked on a programme to hire individuals with Asperger's. People with Asperger's syndrome often have average or above-average levels of intelligence and are often highly educated, but may experience significant social difficulties. These four new recruits were placed in the Accounting support function and were provided with training that included looking at soft skills, work ethic, expectations and how to communicate. All four were found to be incredibly detail orientated and good at process-driven work.

The Danish software company, Specialsterne, has a workforce of which 75% have some form of autism. The work required is routine and detailed and plays to their strengths.

Diversity of the kind described above cannot be ascertained from a person's CV alone. That requires a change in or a different perspective of recruitment processes that currently only focus on obvious inherent diversity.

Save money - Assess culture often

The general trend nowadays is to create a project regarding culture, where assessing culture becomes an annual formal event that costs organisations millions.

Why is culture only assessed when it is believed to be "unhealthy" or the organisation wants to move to a new culture?

Why not assess culture all year round?

It is well known that the culture of an organisation directly affects its performance, including business performance and employee engagement. If culture is so important, it should be evaluated constantly.

Below are suggestions on how to assess culture all year round:

1 Observation in the workplace

(bi-monthly) Take a walk around the building – alone. Look at physical signs of the building and listen to employees. This will enable you to get a feeling of the everyday culture, not culture when it is formally addressed. Here are some questions about your observations and factors to observe:

a How is the space allocated? Where are the offices located? How much space is assigned to meetings and other opportunities for employee interaction? Are seating areas, kitchens, lunchrooms and restrooms conducive to employee comfort and relationship building? How are these common areas used?

b How much individual space is given to whom? Where are people located? Do all employees have cubicles or is a management position required for an office? Are offices signs of status, meaning the more senior the role, the larger the office? Or are offices assigned to positions that require confidentiality or quiet? What else do you notice about the use of space?

c What is posted on bulletin boards or displayed on walls? Is it personal, announcing upcoming events or family pictures? Or are the postings limited to government regulations and corporate announcements? Is there visible evidence that employees have been rewarded

or recognised for their contributions? What is displayed on desks or in other areas of the building?

d What do people write to one another in memos or e-mail? What is the tone of the messages (formal or informal, pleasant or hostile, etc.)? How often do people communicate with one another? Is all communication written, or do people express themselves verbally? Do they send emails to the next cubicle? Or do they actually pick up the phone or visit another employee's office for a face-to-face engagement?

2 Culture interviews or focus groups of employees (quarterly)

– Make use of an objective party to interview employees and during these interviews, to observe the behaviours and interaction patterns of people and to hear what they say about the culture. Some of the indirect ways of assessing culture are asking the following questions: What would you tell a friend about your organisation if he or she were about to start working here? What barriers do you experience as you try to accomplish your work? What is the one thing you would most like to change about this organisation? What is your favourite quality that is present in your company? Who succeeds in your company? What kinds of people fail in your organisation? What are the goals of your organisation? What stories do current employees tell new employees about your organisation when they join? What is your favourite story, the story you share most frequently, about your organisation?

3 Culture surveys (monthly) – In order to assess the practices within an organisation, why conduct a culture survey once a year? One way of overcoming a poor response rate and time is to send a few questions every month (3–4 questions) which are easy and quick to answer.

Using the methods above allows an organisation to address culture issues as they occur and not only when problems are formally recognised.

Mind the change gap

Change fatigue is defined as a general sense of apathy or passive resignation towards organisational changes by individuals or teams.

Research has indicated that 70% of transformation efforts fail, often because of change fatigue.

However, the reality is that change is the only constant today. Organisations have to change in order to meet the needs of customers as well as remain competitive in a global market, whether because of technological changes, economic climate, growth opportunities or simply as challenges to the status quo. It can thus be argued that the notion of change fatigue is no longer valid.

It has been suggested that some of the 'symptoms' of change fatigue are burnout, disengagement, increased signs of stress, confusion and cynicism. Although fatigue is acknowledged and understood, it has become somewhat of an excuse. One could argue that doing too much of anything results in fatigue. Yes, this is true, but instead of falling into the change fatigue cycle, begin empowering yourself to handle the changes in the workplace.

Below are three thoughts to keep in mind in order to prevent feeling overwhelmed by change and to empower yourself:

1 Many of the changes implemented don't work as proposed. There may be glitches along the way, but it takes time to learn from mistakes. Find solutions and remedy problems – be patient.

2 Change, any change, always requires more work at first. Until team members learn the new ways to do the tasks and accomplish the new goals, it will take more work and time. Accept this – it will not be forever.

3 Change is perpetual and will never stop, even though that sounds scary. No matter how hard you try to resist it, you will only end up losing against the change battle. Rather embrace the change and see it as an opportunity for new beginnings.



Insights

▶▶ Talent Management

3

Ten ways to move from replacement planning to succession planning

Succession planning is not simply replacement planning. Replacement planning suggests that an organisation simply identifies one or two potential individuals who can work in a role as a backup temporarily until someone appropriate is found.

Replacement planning assumes that the organisational structure will remain unchanged over time. Succession planning, in contrast, focuses on developing people rather than merely naming them as replacements. Succession planning should be highly strategic. Consider the plan as a long-term organisational change.

Below are 10 steps to follow in order to create and maintain a systematic succession plan.

1 Ensure buy-in

Before implementing any change, ensure that your succession plan is supported by those individuals who are responsible for succession planning. A lack of buy-in will ultimately lead to failure.

2 Develop precise definitions of key concepts of an agreement

Make sure that key concepts, such as potential and performance, are understood and agreed so that during the process the same language can be spoken without confusion.

3 Develop a competency framework

A competency framework is a key tool that defines the knowledge, skills and attributes needed for people within an organisation. Each individual role will have its own set of competencies needed to perform the job effectively. Having this in place will make the assessment of each individual against certain criteria much easier and more objective.

4 Multi-rater assessment

Get individualised ratings of individuals from many different sources for a holistic view of an individual's strengths and areas for development. Do not simply depend on one manager's perspective. This is too prone to bias.

5 Put a strategic performance management process into place

If your organisation has a comprehensive performance management system in place, it allows for more accurate data analytics to be used during strategic talent reviews.

6 Do not only focus on performance

Too often, organisations solely use past performance data. The problem with this is that individuals might be able to perform well in other roles, and this is not considered. Past performance may also be due to external factors that are irrelevant to a new role. Thus assessing potential is hugely advantageous. Performance focuses on the past; potential focuses on the future.

7 Implement an organisational learning plan

Once potential and performance have been assessed, staff should not be trained and developed only after they have been identified as potential successors. Rather view all staff as potential successors. Continual development will provide a more strategic long-term plan and will increase an organisation's talent pool in the process. One way of achieving this is making personal development plans compulsory for each individual. However, always remember to continually monitor progress.

8 Know your talent pools

A common and effective way of differentiating talent is to use a tool such as the Nine-box Talent Grid. Once your talent is visible, it is much easier to make effective decisions. One thing to note, however, is to continually reassess the talent pool for changes or additions.

9 Create an accountability framework

It is key that individuals know what they are accountable for, be it the actual succession planning process, identifying talent or developing talent. This will create a system that is more efficient if each individual has clear objectives.

10 Evaluate results

Always ensure the results of your succession planning are understood and documented. Knowing potential shortcomings of your plan will enable clear changes to be made in future.

Attract top talent through employer branding

Employer branding is the process of promoting a company, or an organisation, as the employer of choice to a desired target group, one that a company needs and wants to recruit and retain.

The process facilitates the company's ability to attract, recruit and retain ideal employees – referred to as “top talent” in recruitment – and helps secure the achievement of the company's business plan.

If employer branding is the process, the employer brand is the identity of a company as an employer of choice.

An employer brand is not an optional extra

An employer brand is an important part of the employee value proposition and is essentially what the organisation communicates as its identity to both potential and current employees. It encompasses an organisation's mission, values, culture and personality. The term “employer brand” was first defined in the mid-1990s: it denoted an organisation's reputation as an employer, as opposed to its more general corporate brand reputation.

Employer brand is becoming strategically more important to CEOs, human resource managers and marketing directors. When researchers from Harvard Business Review asked C-Suite executives about their main employer brand objectives for 2020, they indicated the following points as their main goals:

- 1 Securing long-term recruitment needs
- 2 Building the employer brand on a global level
- 3 Distinguishing the company from competitors

A multi-functional approach to successful employer branding

The employee brand should truly reflect what is extraordinary about the organisation and must be aligned with its customer brand. The alternative to successful employer branding – and perhaps even a catastrophic scenario – is to be considered a generic employer, unspecific in offerings and unnoticeable to promising career seekers.

To develop a first-rate employment brand strategy, organisations may want to consider the following points:

- Be clear on the company's vision, mission, values and culture.
- Understand the organisation's business objectives and what talent is needed to accomplish those objectives.
- Define the company's unique attributes.
- Conduct internal research to understand how the organisation is perceived by its current employees as well as by its target candidate group, and what these employees or potential employees want from the organisation.
- Identify top talent and ask what those employees like about working for the company. Determine the attributes of these star employees that the organisation would want to attract.
- Conduct external research to learn how the organisation is positioned in relation to the

competition. Research may be conducted through applicant surveys as well as via Internet searches, social media or firms that conduct reputation monitoring.

- Define an employee value proposition that clearly communicates the value of the brand the organisation is developing.
- Develop an employee marketing strategy.
- Align the employer brand with the overall company brand. Work with the marketing and communications groups to ensure a holistic branding approach.
- Develop and use metrics to assess and track the success of the employer brand. Metrics may include quality of hire, brand awareness, employee satisfaction and employee referrals.

Effective employer branding is the combination of market research, advisory services, communications and marketing to achieve both a credible and desirable brand position. Being a cyclical process, constantly measuring performance and adjusting activities and strategies to continuously improve, it begins with understanding unique employer qualities and continues into sustaining the employer brand as a living, vibrant and attractive entity.



The evolution of performance management

Within the context of disruptive innovations and rapidly changing business environments, performance management has recently become one of the most debated topics in the HR arena.



Some organisations have thrown their traditional performance management system out of the window and have adopted a completely new approach. Other companies are rethinking their current framework, considering at least one change.

For years, companies have attempted to address disappointing performance results by reinventing their performance management system, only to achieve disappointing results again and again. This cycle has caused performance management to become increasingly bureaucratic and viewed as burdensome, costly and low-value by employees and managers. However, the behaviours that performance management intends to achieve remain important drivers of development, engagement and performance.

In a public survey Deloitte conducted in 2015, more than half the executives questioned (58%) believe that their current performance management approach drives neither employee engagement nor high performance. Today's organisations are in need of a swifter, real-time and more individualised process that is focused on fuelling performance in the future – as well as evaluating the outcomes of previously set goals, among other things.

The best companies are shifting away from rigid performance management systems toward a more flexible approach, reinforcing critical thinking that matters every day and aligning individual work to organisational objectives. Effective performance management provides meaningful, real-time feedback, ensures employees have clear expectations and coaches them to achieve their maximum performance levels.

Research has shown that it's not advisable to eliminate performance appraisals and ratings altogether. Instead, CEB recommends that all companies should use performance management best practices in three ways:

1 Provide ongoing, not episodic, performance feedback

Increasing the frequency of informal performance conversations allows managers to provide more timely feedback to employees and to adjust expectations about what's required.

2 Make performance reviews forward looking, not backward looking

Assessing and discussing future performance provides managers and employees with a more accurate understanding of their abilities to meet future business needs and how to improve those abilities.

3 Include peer, not just manager, feedback in evaluating performance

Collecting feedback from peers who understand employees' work helps managers assess and discuss employee performance in an environment where employees must increasingly work with peers to be effective.

Companies are under competitive pressure to upgrade their talent management efforts. This is especially true at consulting and other professional services firms, where knowledge work is the offering – and where inexperienced university graduates are turned into skilled advisers through structured training.

"Such firms are doubling down on development, often by putting their employees – who are deeply motivated by the potential for learning and advancement – in charge of their own growth," says Harvard Business Review's Peter Cappelli.

This kind of approach requires rich feedback from supervisors – a need that's better met by frequent, informal check-ins than by annual reviews.

The changing face of employee reward and recognition

"We are what we repeatedly do. Excellence then, is not an act, but a habit." – Aristotle.



Reward and recognition have changed immensely over the last 20 or so years. As the Baby Boomers and Generation X begin leaving the workforce, special considerations need to be taken into account to accommodate Generation Y, otherwise known as the millennials.

Recognition can be seen as the acknowledgement of an employee for behaviours, effort and high-quality deliverables. It can be viewed as a feeling or a sense of pride. Reward, on the other hand, is much more tangible.

There are some major changes in the workforce that make it necessary to regard reward and recognition as core business functions. Examples are the need to retain talent within a company, recruiting top-performing employees and emerging technologies.

Reward and recognition programmes have been linked to increases in engagement, productivity, retention, customer service and morale.

Here are some of the major trends in the changing world of reward and recognition.

Peer-to-peer recognition is on the rise:

Although all praise is valued, it is not necessarily created equal. Peer recognition can be viewed as the ultimate recognition and leads to a more cohesive and high-achieving team. Technology has created the perfect platform for this to increase. Peer-to-peer recognition can occur through acts as simple as status updates or words of praise on social media (LinkedIn, Facebook). Forty-one percent of companies that employ peer-to-peer recognition strategies have seen positive increases in customer satisfaction.

Recognition is becoming more specific, personal and varied:

According to the IRF 2017 Trends Study's results, the number of US businesses using non-cash rewards has risen from 26% in 1996 to 84% in 2016. In the past, employees received generic recognition, such as a gold watch for your 10th year of service in a company. Employers are now assessing what employees find valuable and are offering a choice of a wide variety of rewards. This is likely to increase motivation, because a reward to one person might not mean the same as to another. Examples of these types of rewards are incentive travel (nearly 40% of US businesses now use incentive travel to reward and recognise employees); training & development; lifestyle rewards and time off.

Employee recognition and rewards are becoming more continuous, spontaneous and informal:

Previously, employers dedicated a specific event to the recognition of employees. This would typically occur once or twice a year. In a formal recognition event, fewer employees are recognised due to the very strict requirements. It is now understood that frequent recognition is more effective than intermittent recognition. Continuous recognition is provided in order to continuously reinforce desired behaviours. Employees are now being acknowledged on a day-to-day basis by their managers. This type of immediate recognition is important to consider in a world where changes are rapid and always happening.

The new role of technology: Emerging technologies are being integrated into recognition and incentive programmes to keep pace with the technologies that employees use in their day-to-day lives. This has come about because millennials are very engaged with technology and expect to find it in the workplace. With increasing accessibility, devices such as Google Cardboard Virtual Reality is becoming a platform for communication in reward and recognition programmes. The use of social media, as discussed previously, is expanding reward and recognition programmes immensely. These programmes are increasingly using technology tools to personalise employee experiences by creating profiles.

The changing face of gamification:

Gamification is not a new phenomenon in reward and recognition programmes, but its use is increasing. The main reason is the evolution of technology and the availability of new platforms showcasing game mechanics. Previously, gamification was used to motivate employees through competitiveness. Now it is understood that when gamification is implemented correctly, it can substantially increase employee engagement. Gamification makes employee recognition programmes more engaging because it taps into the drivers of human behaviour. It provides employees with motivation, ability to carry out a task and a driver for completion. It provides real-time instantaneous feedback and progress of goals. Gamification has been likened to a Fitbit for work. The worldwide gamification market grew from \$242 million in 2012 to \$2.8 billion in 2016.

Five common succession planning mistakes - And how to avoid them

Poor succession planning can have detrimental effects for an organisation, such as reputational damage, profit loss and structural inefficiencies. A well-known example is Blackberry - the poor succession plan of the former CEO of Blackberry, Thorsten Heins, resulted in the termination of 4,500 employees and a net loss of nearly \$1 billion. Even multinational organisations are not immune to poor succession planning.

Below are 5 common succession planning mistakes and ways in which to avoid them.

1 Keeping the succession planning process a secret

Transparency of succession planning activities helps to build employees' trust in the process and allows everyone in an organisation to get on board. Keeping the process a secret suggests an organisation does not have a succession planning process in place. This could result in key employees leaving because they are uncertain of their own and the organisation's future.

Having a transparent and clear process helps everyone to understand why certain individuals have been identified and others have not. This in turn will help dealing with potential disappointments. If people are aware of the future, they are likely to be more motivated to improve their performance. Thus an organisation needs to have some form of communication mechanism that spells out the process clearly and honestly.

2 Choosing favourites

It is easy to fall into the trap of choosing an individual whom you get along with, or who is the most popular, as your successor. However, this may not be the best strategic approach for the organisation in the long-term. Your favourite employee may not have the critical skills required or may lack potential.

Two ways to avoid this mistake it to: a) have an objective assessment approach in place that is fair and defensible; and b) use ratings from many different sources to reduce the risk of bias.

3 Turning succession into a competition

After being made aware of the succession planning process, those who are identified as potential successors for the same position may engage in competition. Succession planning is not a competition. Succession planning should be all about ensuring the right person is placed in the correct role and not about the egos of individuals.

Therefore the process needs to be managed very carefully. Always be honest and transparent with each individual under consideration. Reinforce the idea that it is not a competition between individuals, but a process that results in one individual being considered for a specific role. Highlight that the eventual successor will be the individual selected who best meets the specific challenges and goals of the organisation and does not necessarily reflect ability or future potential.

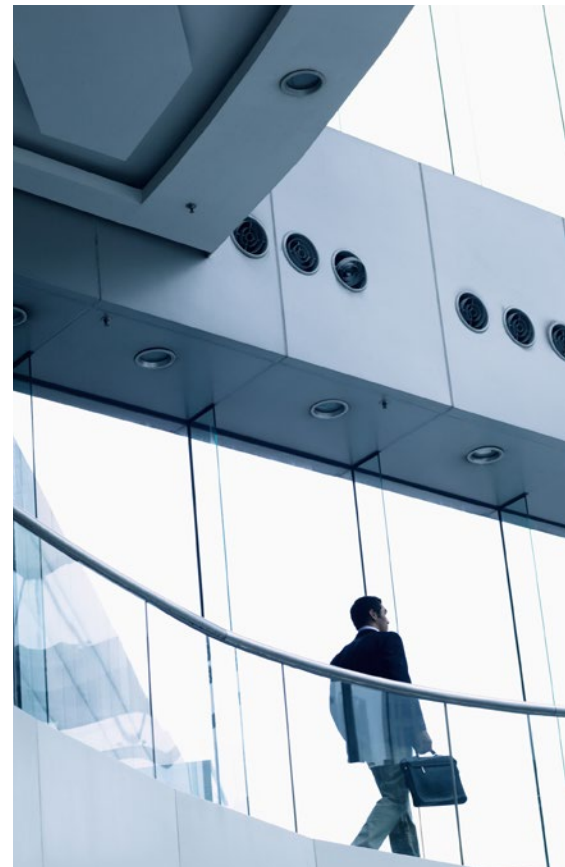
4 Failing to review, revise and update your succession plan

One should never think that a succession plan will stand forever. The world keeps changing, and a succession plan needs to be adjusted to manage the changes. Succession plans need to remain current and must constantly be revised and updated. Make the revision of the succession plan an annual objective of the talent management process.

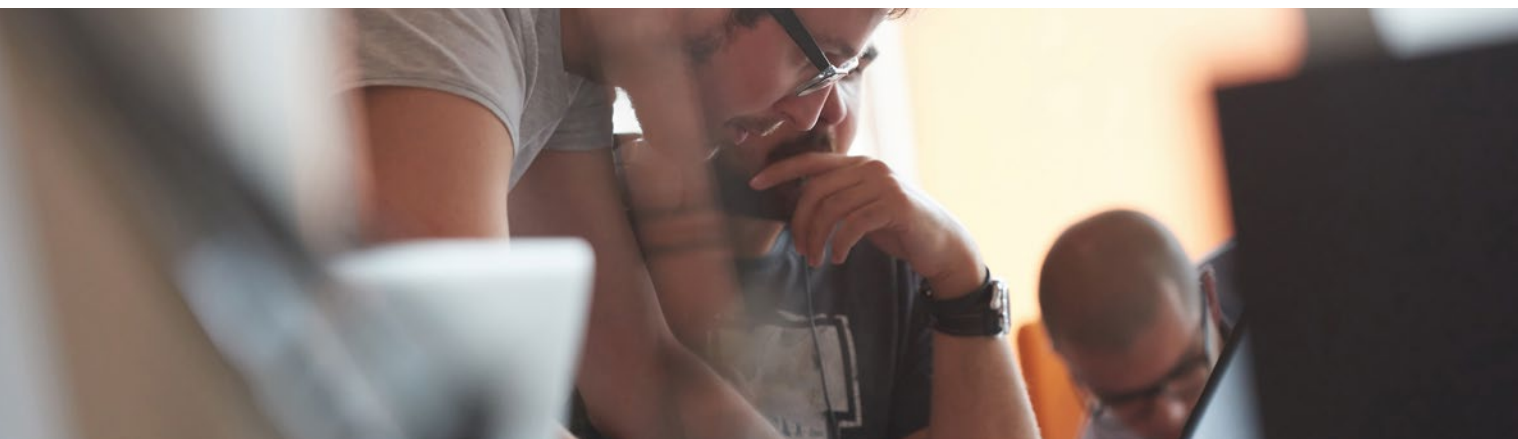
5 Top performers don't always make the best leaders

Placing someone as a successor purely on the basis of past performance in a former role is a big mistake. Just because someone is an excellent swimmer, it does not automatically mean they will be an excellent swimming coach. The skills

required are very different. Thus always consider an individual's potential and readiness, and if need be look to other departments for talent. They may not be performing the exact same role, but may have the correct skill set required.



Gathering data is only the first step to talent analytics



How well do organisations truly understand what drives performance among their workforce? The answer: not very well. Does management know why one salesperson outperforms his peers? Do they understand why certain leaders thrive and others flame out? Can they accurately predict whether a candidate will really perform well in the organisation?

"The answer to most of these questions is no," says Josh Bersin, founder and principal at Bersin by Deloitte. "The vast majority of hiring, management, promotion and rewards decisions are made on gut feel, personal experience and corporate belief systems."

Today, as many companies prove the power of analytics, a new race is under way to gain a competitive advantage by understanding all elements of the workforce. "Now is the time to focus on talent analytics," Bersin underlines.

Talent analytics is the use of measurement and analysis techniques to understand, improve and optimise the people side of business. However, its main concern is not merely gathering data on employee efficiency. Instead, it aims to provide insight into each process by gathering data and then transcending the figures to make relevant, holistic decisions about how to reach business goals.

Many companies investing in advanced talent analytics are seeing the payoff, according to

High-Impact Talent Analytics: Building a World-Class HR Measurement and Analytics Function, a Bersin by Deloitte study. Yet, among all organisational challenges studied by Deloitte, people analytics presented the second-biggest overall capability gap for organisations, trailing only the need to build better leadership.

Organisations have thousands of data elements about their people: demographic data, performance data, job history, compensation, mobility, assessment and training, to name a few. These figures can be correlated and matched to many different types of business data to support companies in understanding profiles and behaviours. Advanced talent analytics is helping achieve better talent outcomes in terms of leadership pipelines, talent cost reductions, efficiency gains and talent mobility. Nonetheless, Deloitte states that still too few organisations are actively implementing HR analytics capabilities to address complex business and talent needs. What seems to be the problem?

Organisations are still new to this discipline, and many suffer from poor data quality, lack of skills and a weak business case for change. While people analytics programmes can deliver a high ROI, HR leaders have difficulty building an integrated plan, the Bersin by Deloitte study explains: "More than 80 percent of HR professionals score themselves low in their ability to analyse – a troubling fact in an increasingly data-driven field."

Data and analytics are key to solving many organisational issues, such as engagement, retention, leadership, learning and recruitment. Companies that excel in talent and HR analytics can position themselves to outcompete and outperform their peers in the coming years. Without early, substantial investments, however, HR leaders will find the function progressively challenging. Companies should therefore make a serious commitment to this discipline, search for robust solutions from their core system vendors and hire people into HR who have an interest and background in analytics and statistics.

Moving from human resources to *People Management*

Human Resources seems to be ever changing. It has moved from providing a purely personnel function focusing mostly on administration to a more supportive function acknowledging the value of employees as an organisational resource.



However, referring to employees as capital or resources suggests that people are valued mainly for their money making potential. It refers to "the productive capacities of human beings as income-producing agents in an economy" (Hornbeck & Salamon). If one were to analyse the discourse used, it would be easy to see that employees are viewed as an investment. When describing people in those terms, one can also describe people as liabilities or assets, which is dehumanising. Employees are no longer viewed as people, but commodities and money-making machines. "Income-producing agents" suggests that employees are simply there to produce a specific outcome, namely making money for the organisation, and have no other needs to be fulfilled in the working environment.

Google now speaks of a People Operations division. As the narrative begins to change, so should the processes concerning the People Division.

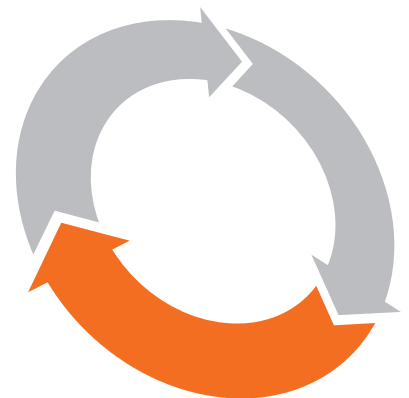
In an ever-changing world, characterised by increasing globalisation, tougher competition, rapid technological changes and employees' capabilities and priorities, HR needs to move away from simply dealing with resources, to become a strategic business partner, whereby it plays a key role in assisting organisations to navigate through these transitions and view *people* as the driving force of the change.

The People Division requires a change of mindset. One way of achieving this is by

having the People Division create an "agile workforce". Agile principles change the focus from imposing controls and standards to empowering collaboration and innovation. These principles can be described as a from-to comparison, such as:

- From a *remedial approach to learning* (training is prescribed for employees who are underperforming or who are preparing for a new role) to a *continuous learning environment* (employees are given many opportunities to learn and develop themselves independent of a specific, job-related goal).
- From a *"recruiting"* mindset (as a vacancy appears, a person is found to fill it) to a *continuous talent acquisition* mindset (organisations invest in their employees and nurture talent within the organisation).
- From *opaque talent processes* (talent management is owned by HR, and the processes by which talent is acquired, evaluated and developed are hidden and inaccessible) to *transparent access to talent information* (talent management is facilitated by HR, which empowers employees to take ownership of their own development. Employees understand and are active participants in talent acquisition, evaluation and development processes).
- From a *hierarchical structure* (decision-making power centralised at the top) to *empowering* (employees are empowered to make decisions in their speciality).
- From *annual performance management* (annual cascading performance objectives and reviews) to *flexible performance management* (performance objectives that can easily change based on quarterly targets or group objectives. Frequent, real-time performance feedback from multiple sources).

- From HR as "*system of record*" (the HR function is focused on record-keeping and defensibility. HR success is measured in the completeness of documentation) to HR as a "*system of engagement*" (the HR function is focused on engaging employees to enhance self-motivation and encourage collaboration. HR success is measured in terms of retention, employee satisfaction and innovation levels).
- From *siloed objectives* (jobs are discrete elements in a complex system. Job requirements are related to specific workplace tasks) to *unified mission and values* (all jobs directly support the mission and values of the organisation, and all employees understand how their performance supports the organisational culture).



Workforce segmentation disrupts the one-size-fits-all approach

Companies often focus on retaining star performers or leadership talent, overlooking pivotal roles – jobs that have a vast ability to create (or destroy) the value customers expect.



Although employee engagement and retention have been inseparably linked, not all roles are equal, and organisations that strive to raise engagement equally among all their people may be failing the ones who make the biggest difference to the business.

Pivotal talent pools

The future of employee engagement hinges on workforce segmentation. Workforce segmentation involves identifying pivotal roles where key skills make the biggest difference to strategy execution. Of course, all positions play a part in the success in the company, but it's unwise to mechanically rate for example the COO higher than a specialist role before analysing the company's rationale and reason for existence.

The decision on how to segment or classify workforces is unique to each organisation, as it depends on culture, nature of the business, diversity within the organisation in terms of types of skills employed as well as future plans.

The process of workforce segmentation is often arranged according to a popular set of groupings, namely (1) core, (2) critical and (3) scarce. This kind of subdivision provides a working basis on which to plan attraction, development and retention strategies.

The decisions on segmentation need to be made in dialogue with the executive team. In the particular context of South Africa, workforce segmentation – together with an organisation's employment equity plan – should inform strategic sourcing initiatives. Faced with a scarcity of key skills and rapidly evolving talent demands, companies that fail to understand the importance of strategic sourcing will be on the losing end when it comes to attracting and accessing the people and skills they need.

Engaging your employees, particularly those in pivotal roles, to pursue innovation and

performance improvement may require new management thinking, both in the business and the Human Resources (HR) department. It's important to understand what people in pivotal roles want from their work and to find creative ways to motivate them, according to a report by PriceWaterhouseCoopers (PWC). For some, the report adds, non-financial incentives can work better than more money.

With regard to workforce segmentation, PWC recommends that the HR department and the C-suite should be asking themselves the following questions:

- 1** What are the roles that create disproportionate value for our company and do we have the right people in them?
- 2** Does our succession planning cover pivotal roles, not just company leadership, and do we have a good pipeline of talent for those roles?
- 3** Are the pivotal roles getting adequate resources and management attention?
- 4** How might we segment our workforce in ways that align with business goals, identify barriers to productivity and reveal opportunities for improvement?
- 5** How can we develop a solid, fact-based understanding of what really motivates our people in pivotal roles?
- 6** Do we have the right programmes and incentives in place to motivate people in pivotal roles – from strong coaching and mentoring programmes to work arrangements that inspire autonomy or creativity?
- 7** How can we create a work environment focused on results and individual value?

With all of that said, it's still imperative for the company to invest reserves in motivating employees in non-pivotal roles, who may see resources shifting.

Talent pools: A talent paradigm shift from reactive to proactive

In today's workforce, Baby Boomers are beginning to exit the workforce. With their physical exit, their knowledge and skills also leave.

This steady decline is expected to continue until around 2050 and will have significant implications for an organisation's internal talent pool. In 2015 it was suggested that 75% of the British workforce were considered passive job seekers, meaning they were always looking for growth opportunities and not merely being reactive to changes as they occurred – the picture in South Africa is very similar.

When wanting to develop an internal talent pool, one needs to answer three key questions:

- 1 Have you identified your critical roles?**
- 2 How visible is your talent pool?**
- 3 Have you got a pipeline for these critical roles?**

When considering what your critical roles are, you can take the following points into consideration:

- Those roles that take a long time to fill;
- Those that have higher attrition, perhaps due to headhunting by other companies; and
- Those that have the biggest bottom-line impact.

It is extremely important to collaborate both with HR and the business partners when looking at quantitative and qualitative analytics which will inform the decisions. This can also be referred to as "talent intelligence". Once a critical role has been identified, it is crucial to assess what the organisational needs are. This will inform what talent enters the talent pool.

Once this is in place, it is vital that the talent pool is visible organisation-wide. Three ways in which this could be addressed are:

- Provide employees with a full view of new opportunities that are likely to arise in the future;
- Constant communication with management regarding high-performing individuals or individuals likely to leave; and
- Employees need to be told how sources of talent are identified.

Technology is an enabler that should always be considered in making talent pools transparent. Examples of this are using the intranet to enable an expression of interest portal or do internal advertising, a software that can filter talent by different skills or the use of social media.

Once talent has been identified and interest is shown by a feasible employee, an organisation cannot simply assume it has a filled talent pipeline. This is in fact where all the hard work begins. For one employee who is identified as potentially filling current and future talent, the following should be in place:

- Constant communication and check-ins to keep the employee interested and engaged;
- Training and development opportunities to further develop skills;
- Continual tracking and assessment of performance;
- One-on-one coaching to discuss career pathing and aspirations ; and
- Practice of a culture that is nurturing and attractive to employees.

Employees need to feel that the organisation they are currently in is investing resources into their growth and development, but also that the organisation has a genuine interest in their goals.

The above is one way of ensuring your key internal talent stays internal and does not leave to find better opportunities elsewhere. Only those organisations that value talent and invest in creating and nurturing talent will have a true competitive edge.

CEOs and HR leaders see sourcing as a major challenge to growth

"The war for talent is far from over."

—Deloitte (Global Human Capital Trends:
Engaging the 21st-century workforce)

Smart companies know that they're only as good as their best workers, and they will prioritise seeking out the cream of the crop for their organisations. Ask any business about its top challenges for the future, and the odds are good that recruiting and retaining human capital – in short, sourcing top talent – are somewhere on that list.

Sourcing is a talent acquisition discipline that is focused on the identification, assessment and engagement of skilled worker candidates through proactive recruiting techniques. Employers aiming to increase head count will be tasked with differentiating themselves from the competition in order to win talent.

"As the employment market continues to tighten, it will become increasingly difficult for employers to find the quality, skilled candidates to meet their needs," says Joanie Courtney, senior vice president, global market insights at job site Monster. "Attracting and retaining talent will remain a challenge as top candidates experience an increase of competitive job offers, along with better salaries and opportunities."

Companies looking to recruit and acquire talent now compete on a new battlefield shaped by global talent networks and social media and defined by employment brands and changing views of careers, Deloitte reports. Sixty percent of respondents to their global survey have already updated, or are currently revising and revamping, their talent sourcing strategy. Another 27% are considering changes.

The study reports that talent acquisition and recruiting are undergoing rapid disruption, challenging companies to leverage social networks, aggressively market their employment brand and re-recruit employees on a continuous basis.

Faced with a scarcity of key skills and rapidly evolving talent demands, companies that fail to adapt will likely be on the losing end when it comes to attracting and accessing the people and skills they need. International research clearly shows a major transformation developing in the arena of sourcing. Companies need to re-invest in and re-engineer their end-to-end talent acquisition programmes to stay relevant in this field.

Succession planning should not only cover company leadership

Critical roles are crucial to an organisation's current and future success and can be identified against the backdrop of two factors:

- (1) the prominence of the role in the success of the company and
- (2) the degree to which the role demands a scarce skill.

Having a clear definition of critical roles is an essential starting point for identifying the right employees and realising their prospects of succeeding.

According to CEB, a best practice insight and technology company, the best companies use predictive measures to identify critical roles, compare them against the competition and develop them through on-the-job training and succession planning to drive performance impact.

CEB has studied critical roles and high-potential programmes for over a decade and has identified three central factors that determine their success:

1 Aspiration

The person has the potential to rise to a more senior position.

2 Ability

The person has the potential to be developed and promoted.

3 Engagement

This person is thoroughly committed to the organisation and won't leave.

Organisations should offer an appropriate succession plan to all workers employed by the company, but management should especially pay attention to those holding critical positions.

Growing and maintaining a well-developed cadre of employees requires a commitment on the part of companies and their boards and an investment over time, a study by Harvard Business Review states. Internal succession candidates don't spring up fully formed overnight. Capable successors are the product of years of planning, mentoring and guidance – ideally as much as five years ahead of a planned transition – to ensure that they acquire the skills and experience they will need.

The company must ensure that its talent management and development planning is linked to its longer-term business strategy. During both regular board meetings and at intensive off-sites, many companies now link strategy sessions and talent development sessions to ensure that any shifts in the strategy will inform what will be required of future front runners. Since an array of possible future scenarios needs to be planned for, corresponding different leadership profiles should be planned for as well.

Candidates should be assessed against industry benchmarks, valid indicators of critical potential as well as the role profiles developed. Leadership should acquire an accurate, unfiltered, multi-dimensional view of candidates' strengths and weaknesses in a mix that includes quantitative assessments that can evaluate not only relevant competencies and experiences, but also beneath-the-surface personal traits and drivers that will align with success.

Workforce planning can make or break a company



Workforce planning is a set of procedures that a company can implement to define, align and optimise the workforce capabilities required to execute the organisation's strategy, both current and in the future.

Essentially, effective workforce planning focuses on matching strategic business requirements with internal and external long-term talent trends and market influences. Workforce planning is a continuous process intended to align the requirements and priorities of the business with its employment needs.

An underutilised tool for success

Given the importance of talent and skills, Deloitte states that "it is time to move beyond instinct, gut and tribal wisdom in making workforce decisions." If a company is not implementing a comprehensive plan to drive its talent decisions, it may be behind the curve – and at risk of losing competitive edge.

A recent survey by Harvard Business Review Analytic Services found that, for an overwhelming majority of respondents, inadequate workforce planning has prevented them from meeting business goals. The study found that "most companies still approach workforce planning as an annual exercise in which personnel spending is managed as a cost without considering the skills or talent needed to meet business objectives."

According to IBM, a mere 13% of organisations go beyond simply extending their current skills to effectively predicting future skills. While many organisations look inward before and during the planning process, many do not factor in external elements, such as threats from new or rapidly developing employment trends.

A two-pronged approach to workforce planning

Successful workforce planning requires a two-pronged approach and can essentially be defined as opposite sides of the same coin: strategic and operational.

Strategic workforce planning looks to future business demands and provides a framework to understand future demand scenarios, develop understanding of business environment and labour markets affecting core skills, forecast future talent needs, identify gaps, forecast knowledge drain as employees leave the organisation as well as determine and evaluate likely future sourcing options. According to KPMG, strategic workforce planning plays a significant role in 5 of the 6 key challenges identified by senior HR leaders.

Operational workforce planning provides the tools to plan and deploy people to meet current demands. From this perspective, the organisation aims to understand how demand is measured in all areas of the business, define capacity and capabilities to deliver demand (standard times, productivity), manage systems and processes to deploy resources in time, optimise work schedules and implement workforce analytics to review effectiveness and continuously improve.

In today's talent-based economy, the workforce itself is arguably the most important tangible asset of an organisation. Despite its importance, this asset is often not carefully planned, measured or optimised. This means that many organisations are not sufficiently aware of the current or future workforce gaps that will limit the execution of their business strategy. Businesses need an approach that moves workforce planning from an intangible domain to an arena of operational effectiveness, driven by a clearly defined strategy and – most importantly – buy-in from all relevant role players.

humaninterest

your people – our interest

During their respective careers our team of business advisors have designed and implemented solutions for various companies across different industries.

Resources



Banking and Finance



Services



Transportation and Communication



Manufacturing and Retail



Insurance



Forestry



Asset Management



LEADERSHIP & MANAGING PEOPLE**Developing leaders: Five key considerations**

1. Deloitte, 2015.
2. Gurdjian, Halbeisen & Lane, 2014.
3. Kivland & King, 2015.
4. Malagisi, 2015.
5. Myatt, 2012.
6. Profiles International, 2014.
7. University of Stellenbosch Business School, 2016.

The art of promotion

1. Hein, 2015.
2. Mitchell, 2016.
3. Scout, 2017.
4. Vales, 2017).
5. Vilet, 2014.
6. Wallace & Creelman, 2015.
7. Yakowicz, 2017.

What should managers be delegating?

1. McCarthy, 2016.
2. Marr, 2015.
3. Stack, 2015.

Can anyone be a manager?

1. Beck & Harter, 2015.
2. Gallup, 2015.
3. Lazear, 2000.
4. Schiller, 2015.
5. Taylor, 2015.

How to get the most out of your talent reviews

1. Forsyth, 2009.
2. Janjua, 2012.
3. Larson, 2017.
4. Martell & Borg, 1993.
5. Pytel, 2017.
6. Riley, 2017.

Talent mobility activates a healthy organisational system

1. Burmeister, n.d.
2. HC Online, 2016.
3. Nurney, Piker & Mestre, 2012.
4. PwC, n.d.
5. PwC, n.d.
6. Schaff, 2014.
7. Tollit, 2014.
8. World Economic Forum, 2016.

Talent discussions should light the way forward, not rake up past mistakes

1. Bersin, 2013.
2. Buckingham & Goodall, 2015.
3. Kirton, 2015.
4. Ready, Hill & Thomas, 2014.

ORGANISATIONAL CULTURE**Is there a one-size-fits-all culture model?**

1. Business Dictionary, 2017.
2. CultureIQ, 2017.
3. Handy, 1985.
4. Levine, 2015.

How fit (for change) are you?

1. American Psychological Association, 2002.
2. Brenner, 2011.
3. Conner, 1992.
4. Dickason, 2006.
5. Frankl, 1946.
6. Morgan, 2017.
7. Naiman, 2017
8. Tasler, 2016.

Five strategies for managing fear of change at work

1. Covi, 2017.
2. Duggan, 2017.
3. Economy, 2017.
4. Gmehlin, 2008.
5. Johnson, 2009.
6. Stark, 2014.
7. Sun, 2007.
8. Weston, 2015.

Use storytelling to understand culture

1. Gino, 2015.
2. Heathfield, 2017
3. Jacobsen, 2014.
4. Lapin, 2012.
5. Low, 2014.
6. Meyer, 2014.
7. Shein, 1996.
8. Shukla, 2011.

All hands on deck to onboarding new recruits

1. Allied HR IQ, 2012.
2. Biro, 2014.
3. Cable, Gino & Staats, 2013.
4. Cable, Gino & Staats, 2015.
5. Evans, 2015.
6. Ferrazzi, 2015.
7. Forbes, 2017.
8. Hogan, 2015.
9. HR Gazette, n.d.
10. Reh, 2016.

Diversity is more than skin-deep

1. Armstrong, 2011.
2. Austin, Gary & Pisano, 2017.
3. Caroselli, 2013.
4. Chartrand, 2013.
5. Collinson, 2016.
6. Comaford, 2017.
7. Diaz-Uda, Medina

- & Schill, 2013.
8. Hall, 2015.
9. Higginbottom, 2016.
10. Lewis, 2014.
11. Republic of South Africa, 2013.
12. Walker, 2014.

Mind the change gap

1. Beaudan, 2006.
2. Daniel Lock Consulting, 2017.
3. Perlman, 2011.
4. Richards, 2017.
5. Rick, 2014.
6. Stark, 2016.

Save money - Assess culture often

1. Heathfield, 2008.
2. Watkins, 2013.

TALENT MANAGEMENT**Ten ways to move from replacement planning to succession planning**

1. Barnett, & Davis, 2008.
2. BCMS, 2016.
3. Gallant, 2013.
4. Rothwell, 2017.

The evolution of performance management

1. Buckingham & Goodall, 2015.
2. Cappelli & Tavis, 2016.
3. CEB, n.d.
4. CEB, 2016.
5. Forbes, 2016.
6. PwC, 2015.

The changing face of employee reward and recognition

1. Feece, 2016.
2. Gkogkidis, 2017.
3. Larson, 2017.
4. Mikolai, 2017.
5. Nelson, n.d.
6. Pickard, 2017.
7. Powers, 2012.
8. Rimon, 2017.
9. Van Dyke, 2016.

Five common succession planning mistakes - And how to avoid them

1. Ebersole, 2017.
2. Gallant, 2013.
3. Kovach, 2013.
4. Lanik, 2016.
5. McConnell, 2015.
6. Metzler, 2017.
7. Miller, 2017.

Gathering data is only the first step to talent analytics

1. Bersin, 2013.
2. Bersin, Leonard &

- Wang-Audia, 2013.
3. Collins, 2015.
4. Cook, 2015.
5. Davenport, Harris & Shapiro, 2010.
6. Swerdlow, 2015.

Moving from Human Resources to People Management

1. Baptiste, 2001.
2. Deloitte, 2017.
3. Gothelf, 2017.
4. Hornbeck & Salamon, 1991.
5. Human Resources Systems Group, 2016.
6. May, 2016.
7. Mehta, 2016.
8. Muller, 2014.
9. O'Donnell, McGuire & Cross, 2006.

Workforce segmentation disrupts the one-size-fits-all approach

1. Boudreau & Ramstad, 2005.
2. Deloitte, 2016.
3. Meyer, 2016.
4. PwC, n.d.

Talent Pools: A talent paradigm shift from reactive to proactive

1. Alexander Mann Solutions, 2015.
2. Employment Office, 2013.
3. Oracle, 2013.
4. PageUp, 2017.
5. Shukla, 2015.
6. Wilson, 2014.

CEOs and HR leaders see sourcing as a major challenge to growth

1. Bohdal-Spiegelhoff, n.d.
2. Fallon, 2016.
3. Maurer, 2016.
4. Ready, Hill & Thomas, 2014.
5. Schwartz, Bersin & Pelster, 2014.

Succession planning should not only cover company leadership

1. Barttram, n.d.
2. CEB, n.d.
3. CEB, n.d.
4. Luby & Stevenson, 2016.

Workforce planning can make or break a company

1. KPMG, n.d.
2. Louch, 2014.
3. Visier, n.d.
4. Yoh, 2016.

About this publication

This publication contains general information only, and Human Interest Consulting (Pty) Ltd is, by means of this publication, not rendering professional advice or services. This publication is not a substitute for such professional advice or services, not should it be used for the basis of any decision or action that might affect the finances of your business. Before making any decision or taking any action that may affect your finances or business, you should consult a qualified professional advisor. Human Interest Consulting (Pty) Ltd shall not be responsible for any loss sustained by any person who relies on this publication. Copyright © 2017 Human Interest Consulting (Pty) Ltd. All rights reserved.

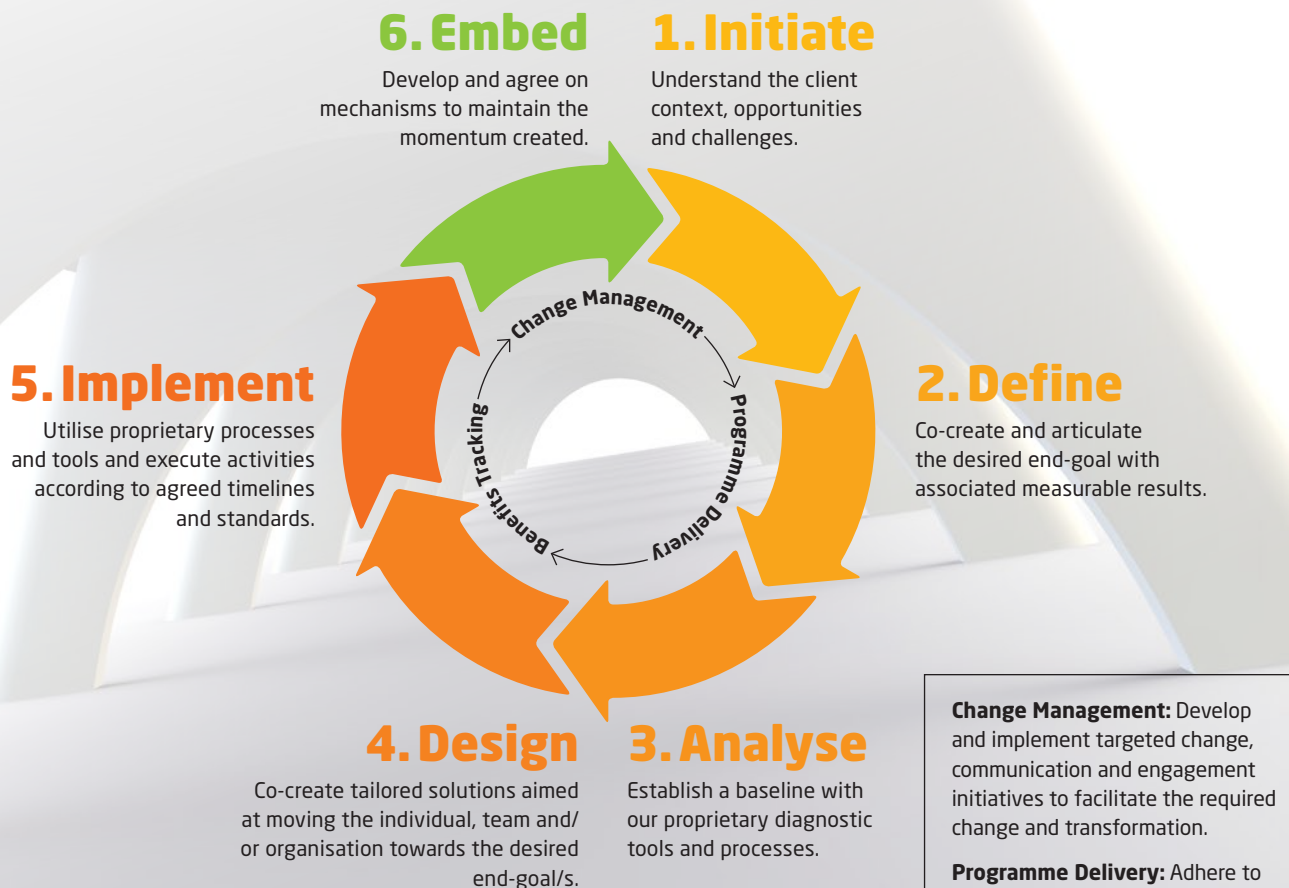


humaninterest

your people – our interest

Our Methodology

We follow a phased approach in the development and implementation of tailored solutions aimed at the individual, team and/ or organisational level. All our solutions are supported by integrated change management, effective programme delivery and comprehensive benefits tracking.



Change Management: Develop and implement targeted change, communication and engagement initiatives to facilitate the required change and transformation.

Programme Delivery: Adhere to agreed programme governance to ensure successful project delivery, both within time and budget.

Benefits Tracking: Perform constant monitoring of agreed measurable indicators to ensure expectations are met.



Johannesburg
Address 33 Melda Road, Ruiterhof, 2194
Phone +27 11 791 2290
Email info@humaninterest.co.za

humaninterest.co.za