



Is it Time For a New HR Agenda?

Dr. Matthias Meifert

Munich / May, 12th 2015

Agenda

- 1** Where is the beef? Traditional business models under fire
- 2** Spoiling kids with apple pie and cream? All workforce generations are challenging
- 3** What about a latte macchiato at the shop floor? From Customer Experience to Employee Experience
- 4** Well roared lion, so what? HR practices from an employee's point of view
- 5** 1 – 2 – 3 yours? Steps to tackle Employee Experience Design
- 6** Old wine in new bottles? A new agenda for HR



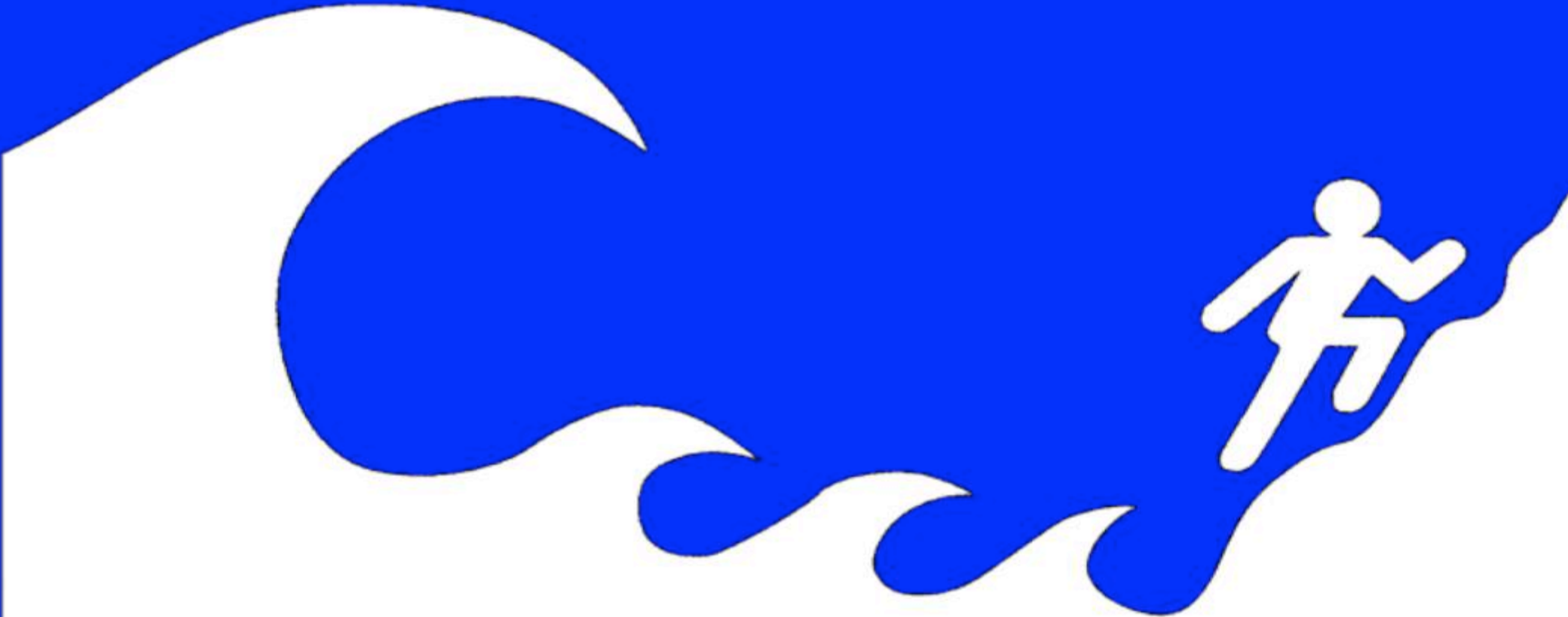
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1 Traditional business models under fire

Danger: Business Models in Jeopardy

TSUNAMI HAZARD ZONE



1 Traditional business models under fire

Different Business Models (1/2)



Source: <http://www.landshuter-kurzfilmfestival.de/presse.html>

1 Traditional business models under fire

Different Business Models (2/2)



Source: <http://lifestylewebtv.com/2013/11/27/new-offerings-in-home-and-on-the-go-entertainment-how-to-decode-the-many-options/>

1 Traditional business models under fire

Different Business Models (1/2)



1 Traditional business models under fire

Different Business Models (2/2)



Source: <http://www.amazon.de/kindle-ereader-ebook-reader/dp/B007HCCOD0#hardware>

Source: <http://www.computerbild.de/artikel/cb-News-Ama-zon-Fire-Phone-Smartphone-6821810.html>

1 Traditional business models under fire

Keep up with the Time (1/2)



1 Traditional business models under fire

Keep up with the Time (2/2)



Source: <http://recode.net/2014/05/27/googles-new-self-driving-car-ditches-the-steering-wheel>

1 Traditional business models under fire

What happens if you try to block innovation... (1/3)



Source: <http://www.express.co.uk/life-style/science-technology/481703/Uber-app-protest-by-London-black-taxi-s-brings-capital-to-a-standstill>

1 Traditional business models under fire

What happens if you try to block innovation... (2/3)



Source: <http://qz.com/220339/londons-cabbies-just-gave-uber-its-biggest-boost-yet-by-striking-against-uber/>

1 Traditional business models under fire

What happens if you try to block innovation... (3/3)



Resistance is futile

1 Traditional business models under fire

The huge, all-devouring Black Hole

A large, dark, circular black hole is centered in the image, surrounded by a glowing blue and white accretion disk. The background is a dense field of stars of various colors (white, yellow, orange, red) against a black space.

Kodak

NOKIA

Woolworth

?

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2 All workforce generations are challenging



Gen Y
Gen Z

2 All workforce generations are challenging

Chronological classification of Generations and their attitudes towards work

The Boomers
1946 – 1964

„live to work“

Generation X
1965 – 1979

„work to live“

Generation Y
1980 – 1994

„arranging work and life“

Generation Z
1995 – today

„live first – work afterwards“

2 All workforce generations are challenging

Characteristics or stereotypes?



2 All workforce generations are challenging

Characteristics or stereotypes?

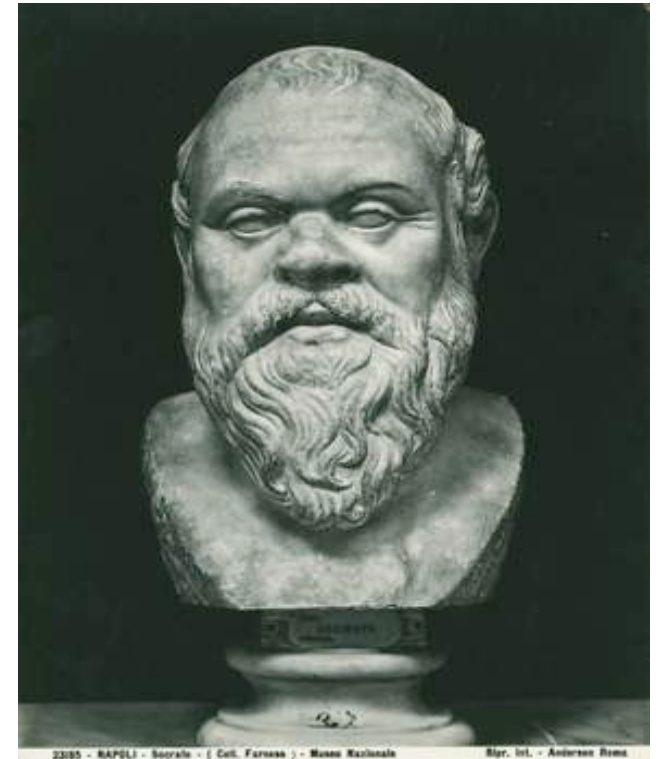
The young
generations...

- ... share a **high affinity for the internet**.
- ... expect companies to **adjust their values** to their own belief systems.
- ... **do not want** to lead.
- ... value **ethical behaviour** more than money.
- ... find companies with short-term ROI unattractive.
- ... want **children** from the beginning of their career.
- ... say “Yes” to **Life-Balance** and honorary office.

2 All workforce generations are challenging

„The children now love luxury. They have bad manners, contempt for authority. They show **disrespect** for elders and love chatter in place of exercise. They no longer rise when elders enter the room. They **contradict** their parents and tyrannize their teachers.“

Socrates



2 All workforce generations are challenging



2 All workforce generations are challenging

How do you perceive the new generation(s)?

1	2	3
I do experience the new generations as challenging to a great extent.	I do experience the new generations as challenging as other generations.	I don't experience the new generations as challenging at all.

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3 From Customer Experience to Employee Experience

Coffee is everywhere



3 From Customer Experience to Employee Experience

An example of Experience Design

<https://www.youtube.com/watch?v=EBZ9mcJuNy4>



3 From Customer Experience to Employee Experience

Experience Design



Source: <http://www.famous-entrepreneurs.com/howard-schultz>

"...bringing people together in a place where they feel comfortable celebrating coffee and conversation. It all starts with the culture and values of the company. We did \$15 billion in revenue this year at \$5 an average sale. The **equity of the brand is how people act and the experience they create.**"

- Howard Schultz, CEO Starbucks

3 From Customer Experience to Employee Experience

Positive Customer Experience



Source: <http://www.flickrriver.com/photos/eniq/tags/starbucks/>

3 From Customer Experience to Employee Experience

Not so positive Customer Experience



3 From Customer Experience to Employee Experience

Memorable Customer Experience



Source: <http://www.doanhnhansaigon.vn/files/articles/2013/1078336/the-dubai-mall-large.jpg>

3 From Customer Experience to Employee Experience

Not so memorable Customer Experience



Source: <http://www.promenaden-hauptbahnhof-leipzig.de/shopsuche/aldi/detail/>

3 From Customer Experience to Employee Experience

Breakdown Service in Germany and Japan – The difference is a single question

Where are you?



Always on the road with you
Audi Mobility Guarantee

Worry-free mobility is a promise. The Audi Mobility Guarantee gives you the security and comfort of knowing that you will receive prompt and dependable assistance if your vehicle breaks down – wherever you are and whatever the time

Hotline

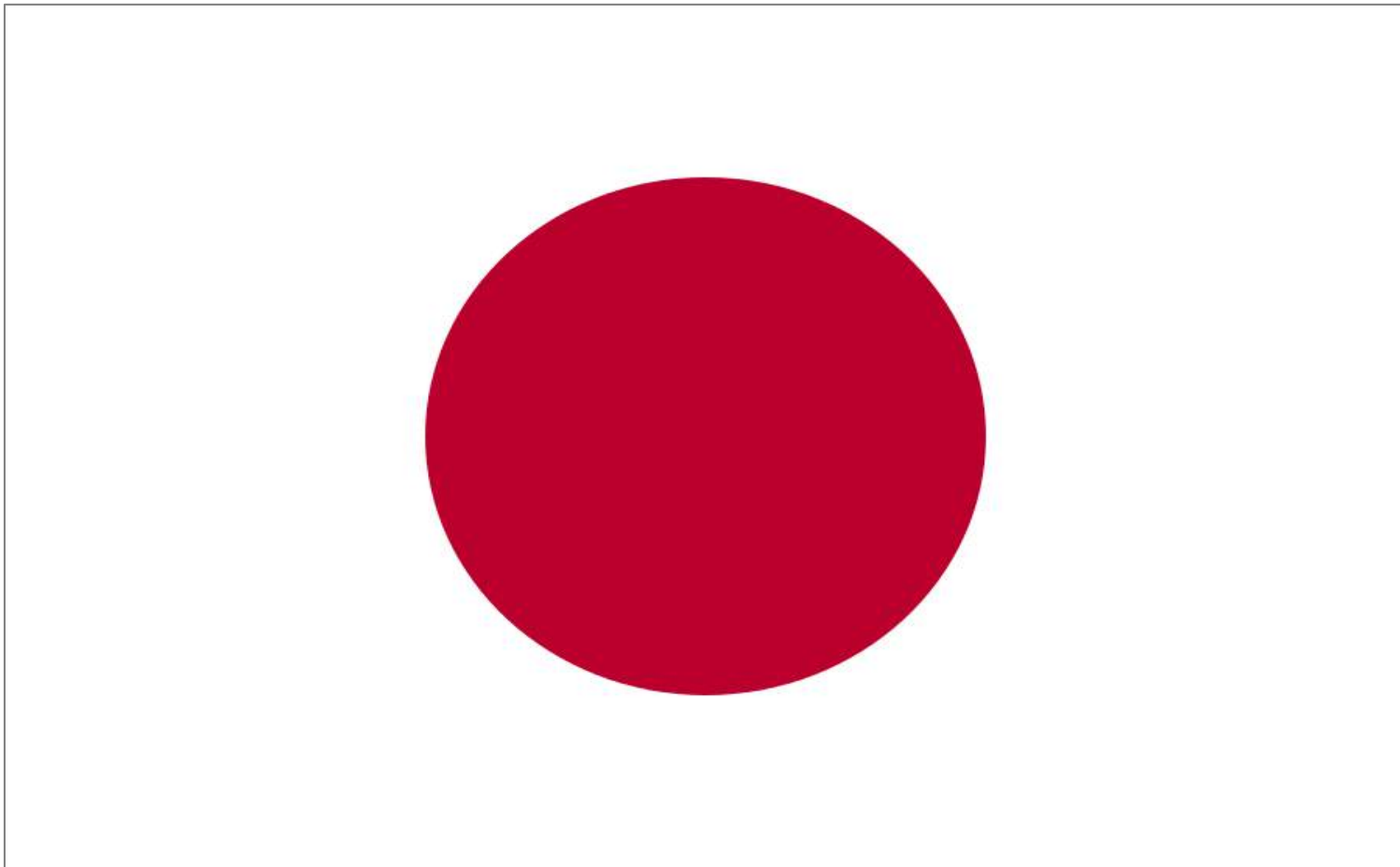
Source: http://www.audi.lk/sea/brand/lk/service/servicing_your_audi/warranty_and_guarantees/audi_mobility_guarantee.html

Free central emergency number.

3 From Customer Experience to Employee Experience

Breakdown Service in Germany and Japan – The difference is a single question

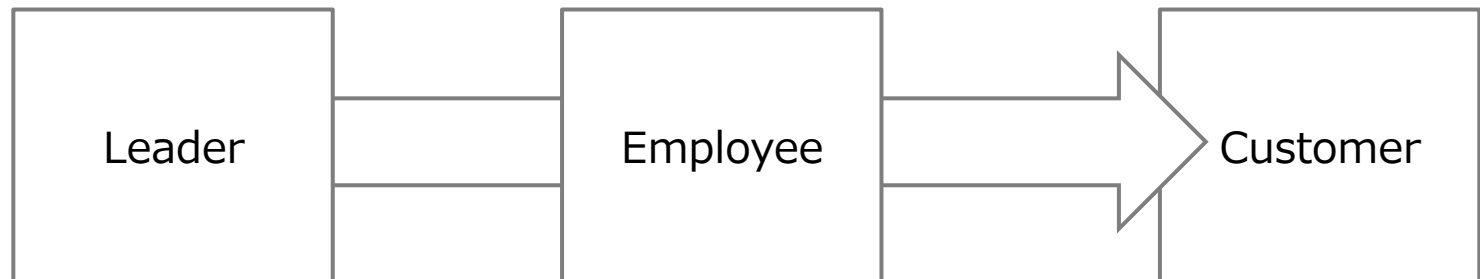
Where do you want to go?



3 From Customer Experience to Employee Experience

Changing the point of view

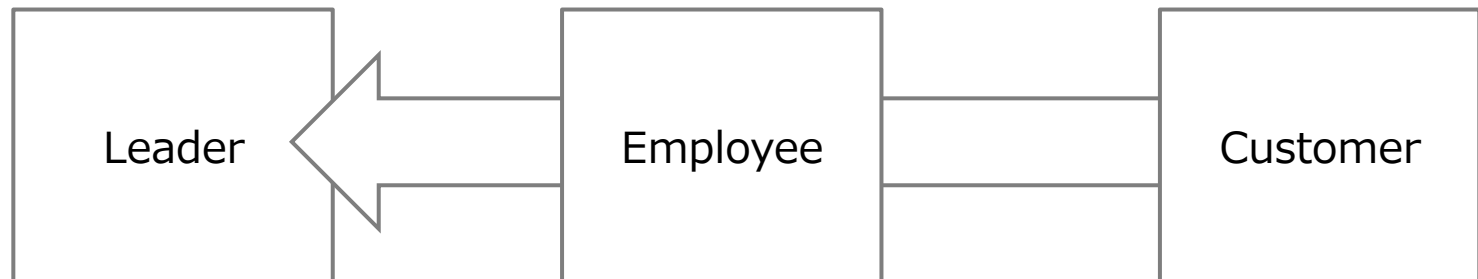
Inside-Out



3 From Customer Experience to Employee Experience

Changing the point of view

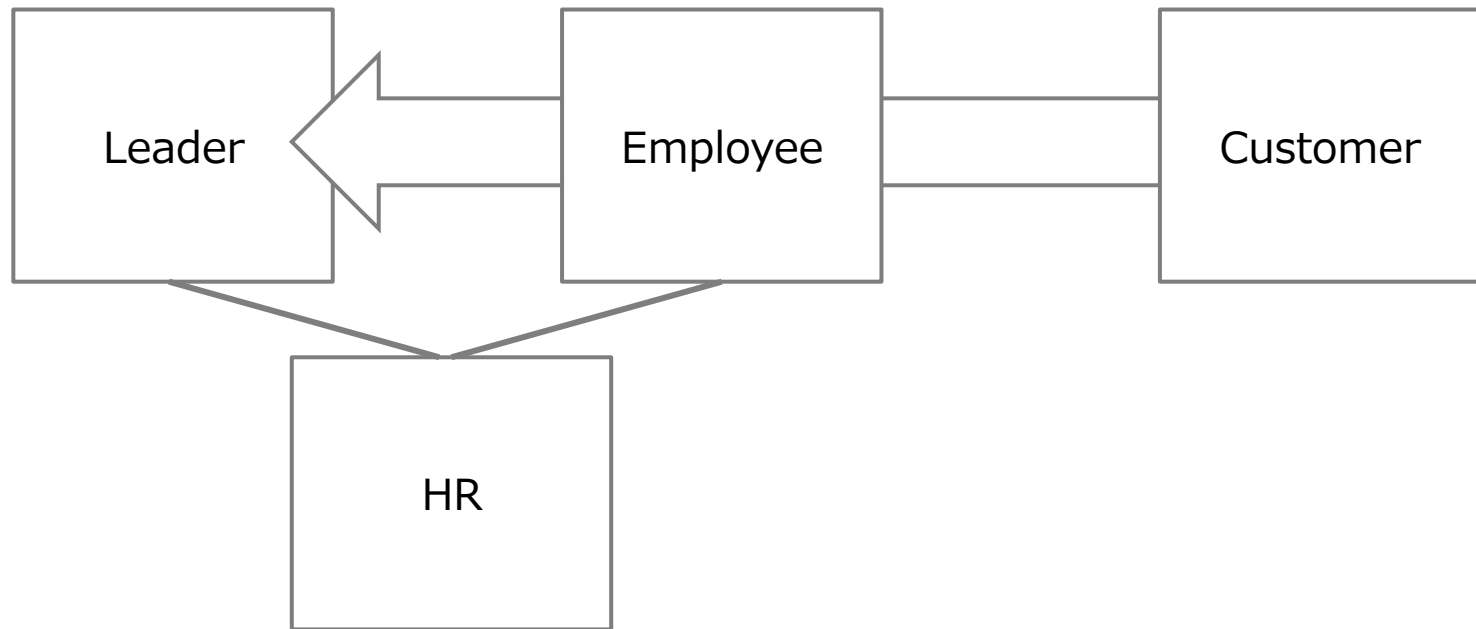
Outside-in



3 From Customer Experience to Employee Experience

Changing the point of view

Personnel work as shared responsibility between leaders, employees and HR

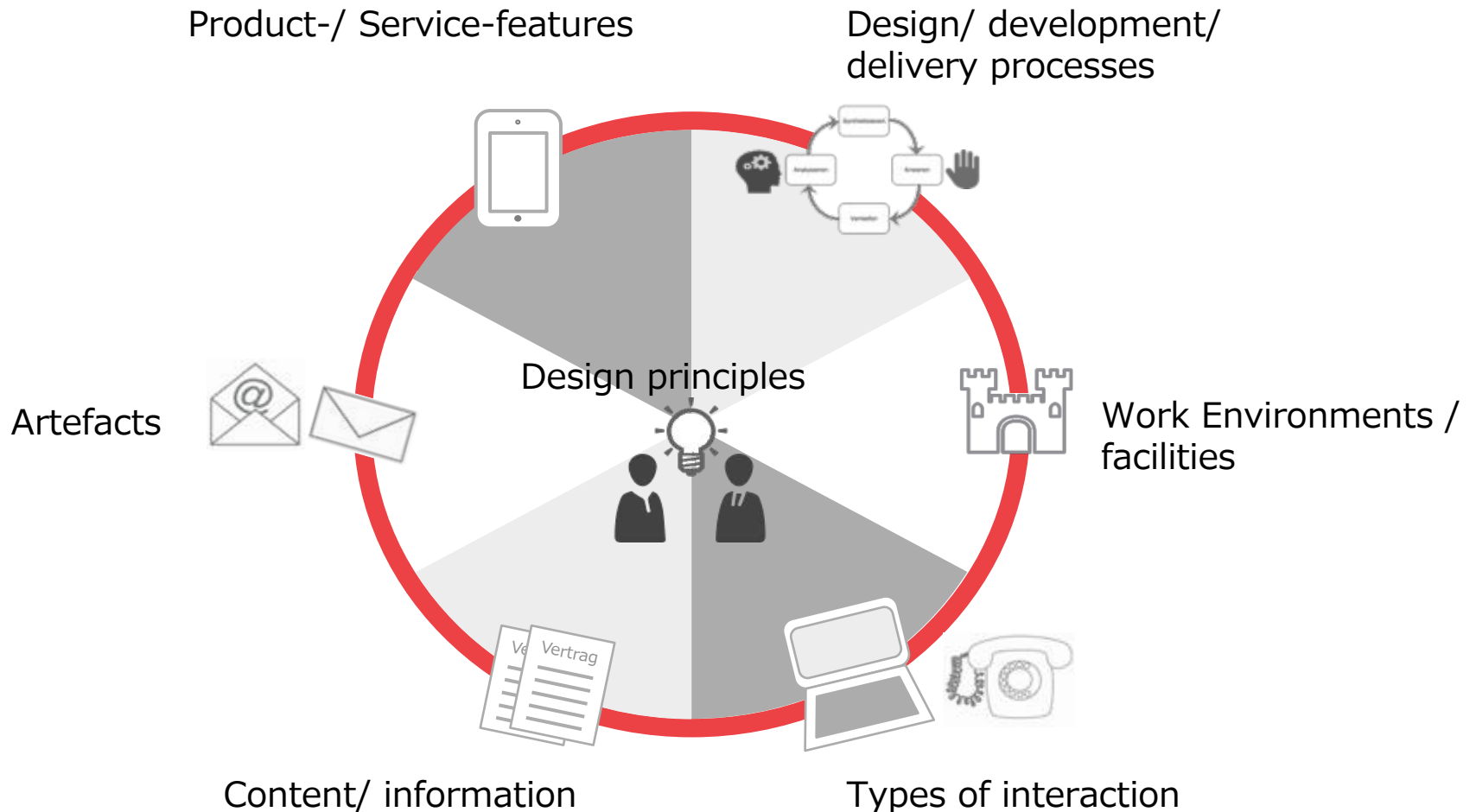


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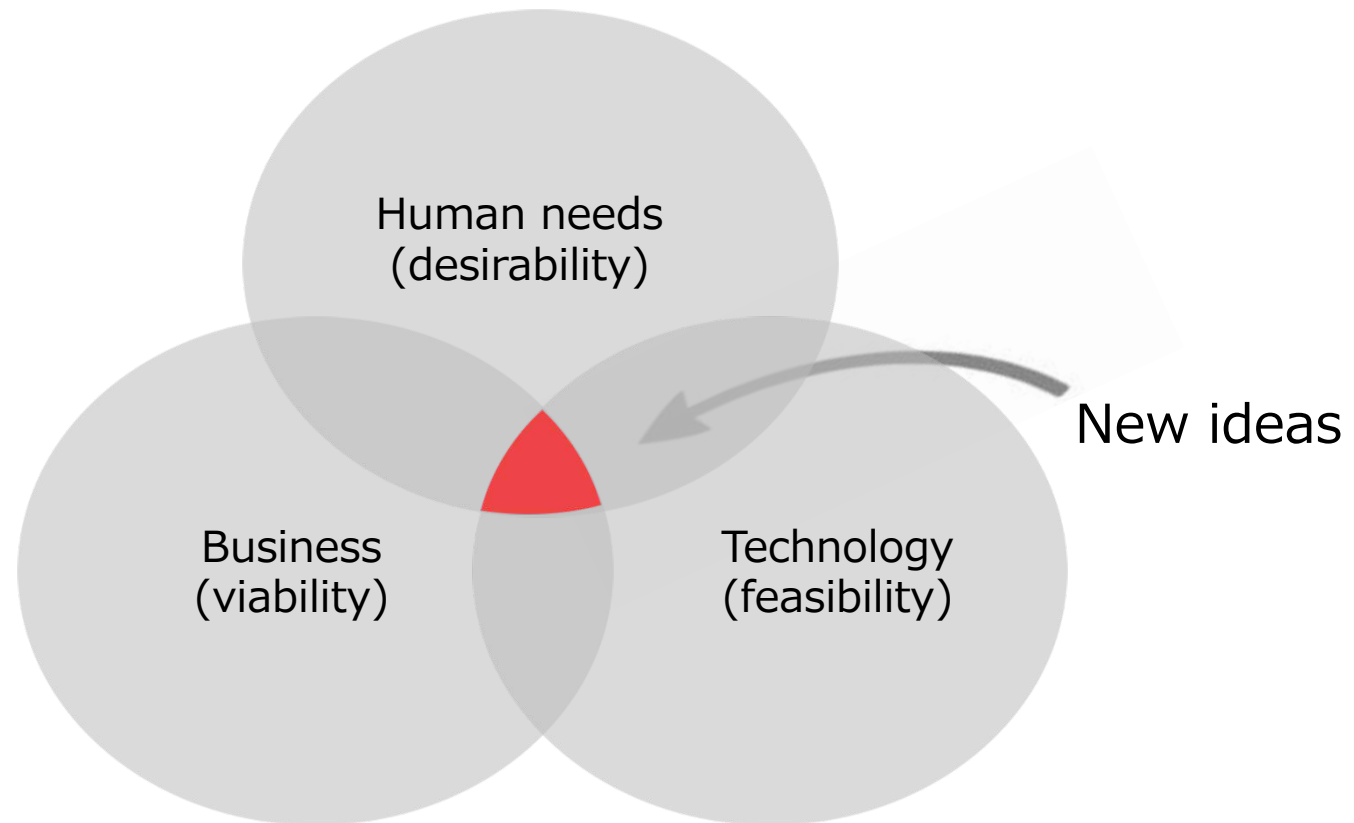
4 HR practices from an employee's point of view

Employee Experience Design - Objects of Design



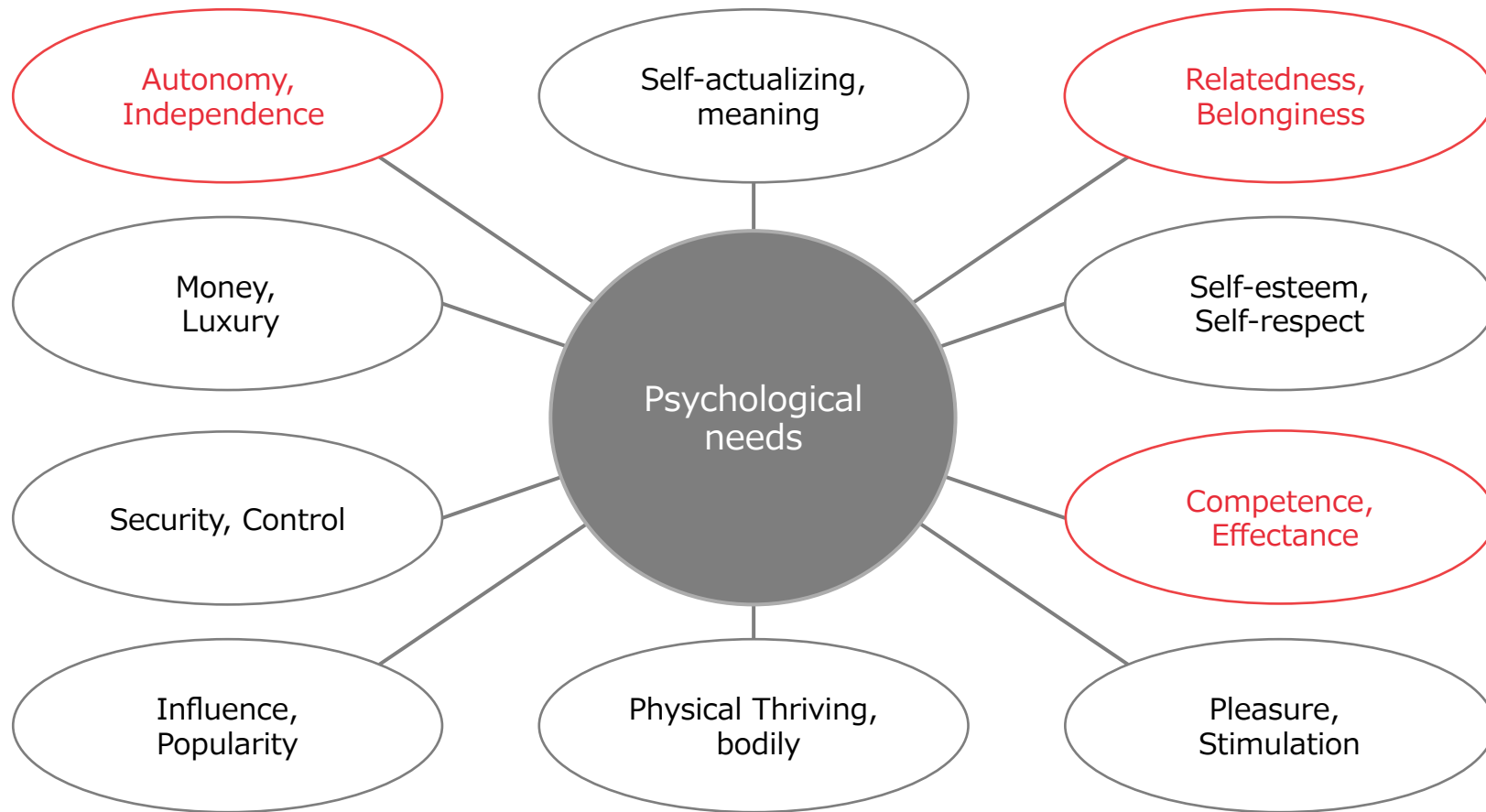
4 HR practices from an employee's point of view

Success with empathy



4 HR practices from an employee's point of view

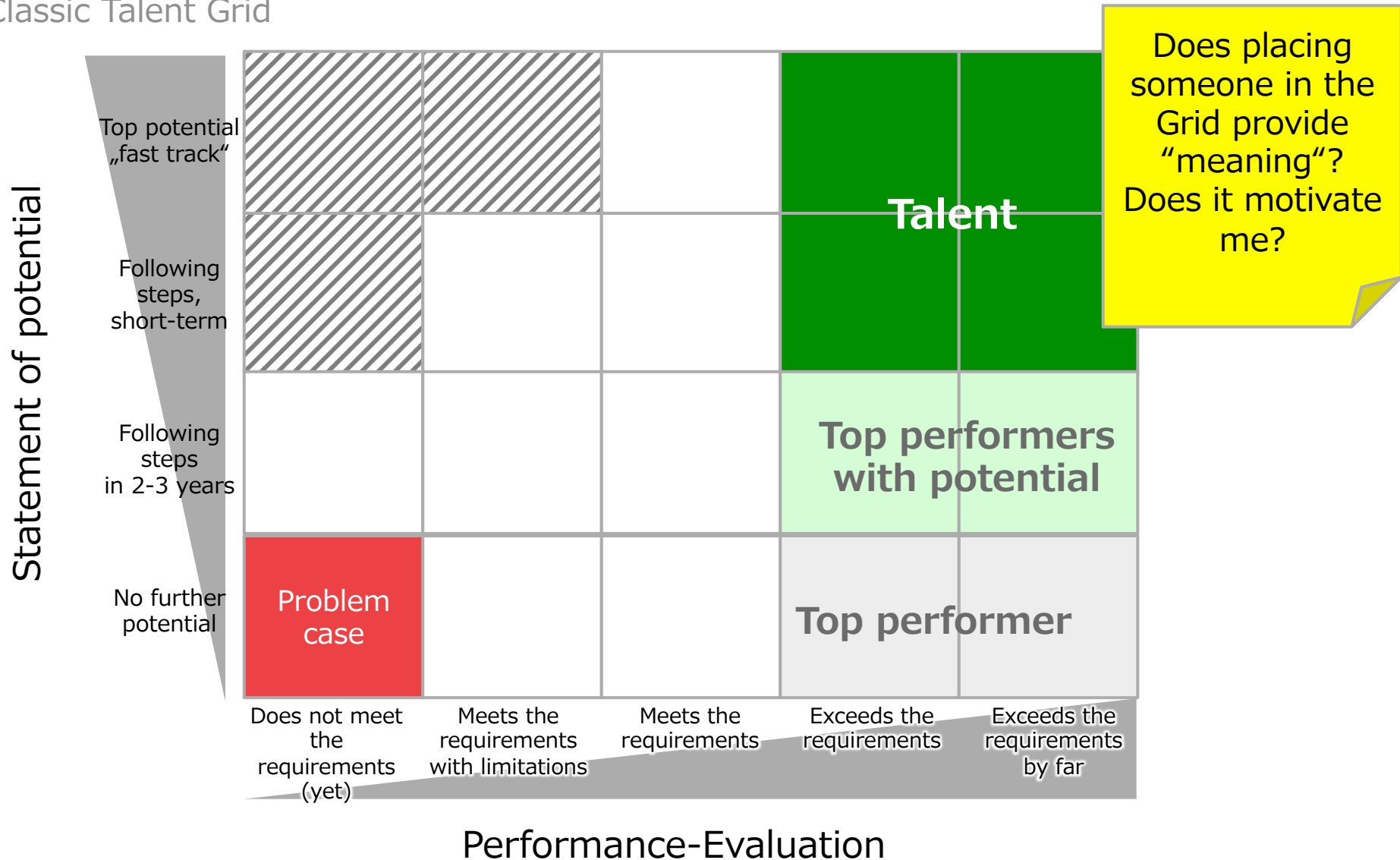
Top ten psychological needs



(Source: Sheldon et al., 2001)

4 HR practices from an employee's point of view

Classic Talent Grid



4 HR practices from an employee's point of view

Talent Management in a new way – The „Why“

Why...

- ... are succession plans mostly done without involving the person who will follow?
- ... do we have internally less data about our employees than is available externally (on LinkedIn, FB, etc.)?
- ... do we have to follow complicated rules within our company when we approach job candidates, but external headhunters don't.
- ... do we, as HR, rely so much on our own knowledge of the needs of line-managers instead of involving them in the design process as co-creators.
- ... do we evaluate competences with great effort, which then will be neglected once important promotion decisions are being made?
- ... do we conceptualize over and over again instead of just trying?

4 HR practices from an employee's point of view

How strong do HR practices address the real needs of the employees?

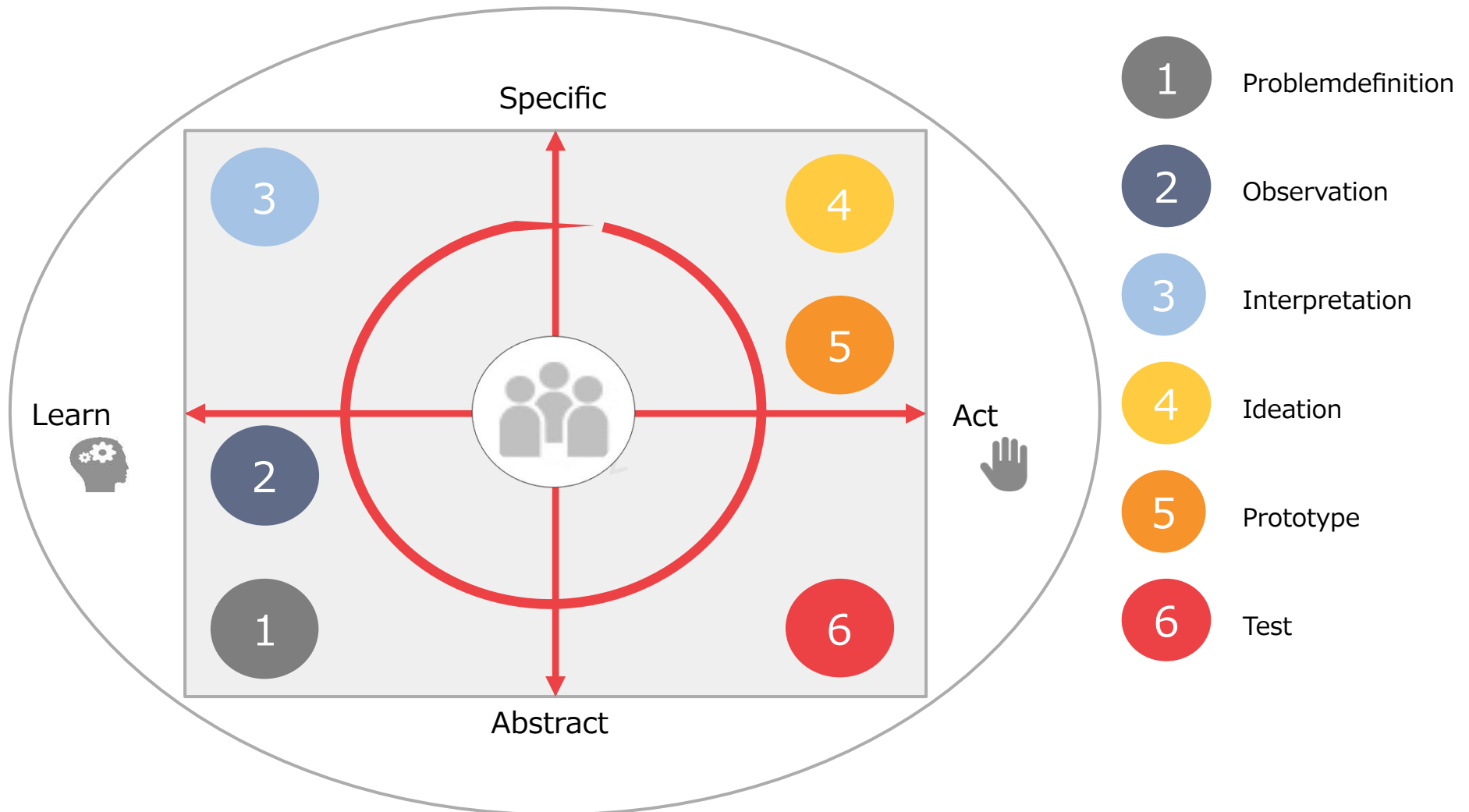
1	2	3
HR practices fulfill comprehensively the needs of the employees.	HR practices fulfill the needs of the employees to some degree.	HR practices don't focus on the needs of the employees but on organizational goals and compliance regulations.

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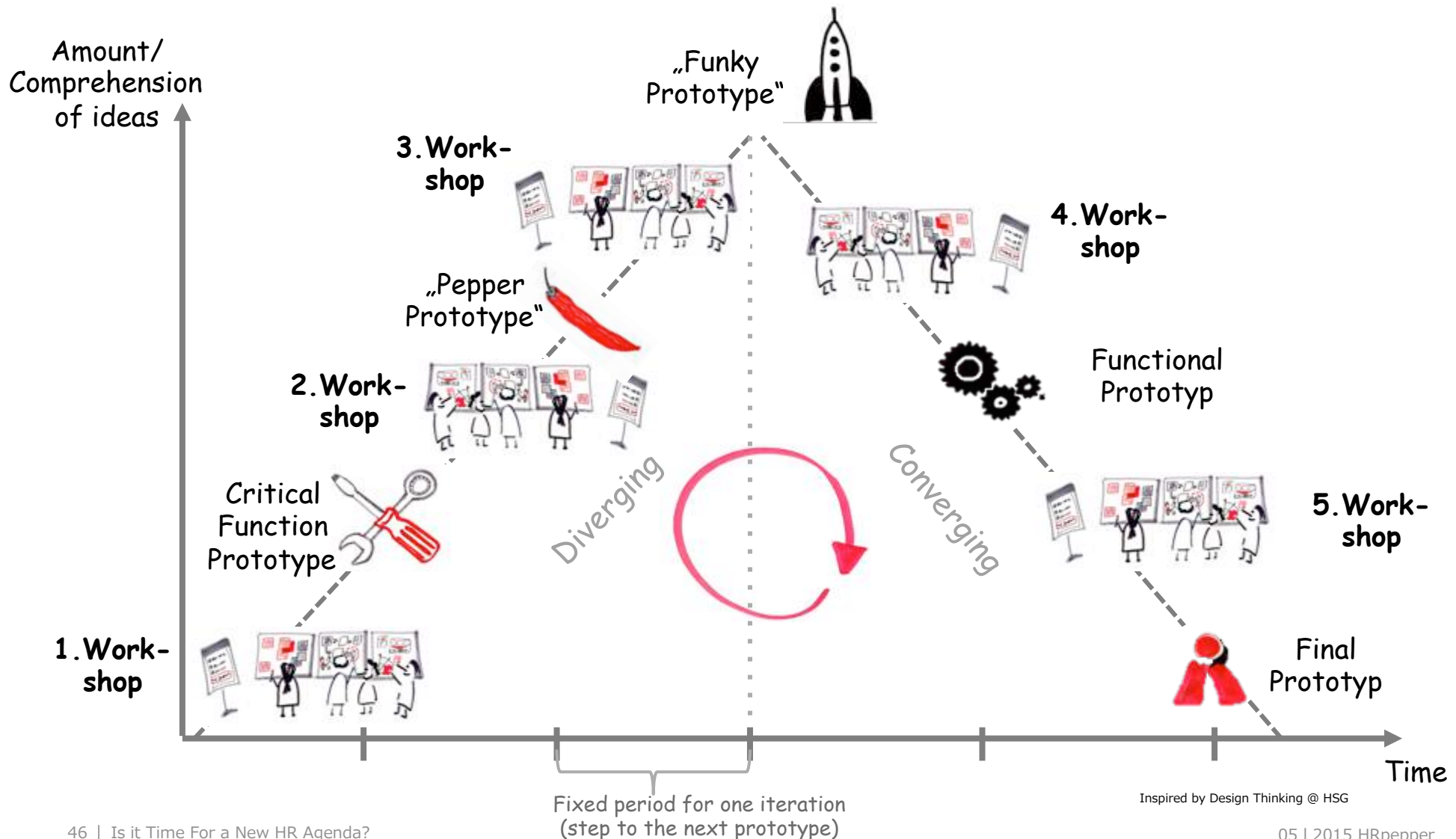
5 Steps to tackle Employee Experience Design

Employee Experience Design



5 Steps to tackle Employee Experience Design

Sequence of prototypes to turn good ideas into great solutions



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6 A new agenda for HR

Yes:

To think about customer and employee needs is not new!

NO:

Why are so many services and HR-Offerings far a way of the real needs of the user?

6 A new agenda for HR

To adress the „War for Hearts and Minds“
is crucial to be sustainable and successful
as an organisation.

Does this make sense to you?

HRpepper GmbH & Co. KGaA

Tempelhofer Ufer 11, 10963 Berlin

meifert@hrpepper.de

T +49 30 2593575 0

F +49 30 2593575 5