

European HR Panel-Survey 2018: Outlook of the Future

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Great Place to Work®**

Agenda

- › Introduction
- › 1. Top 5 Organisation's Strategic Themes across Europe
- › 2. Human Resources Credibility and Challenges
- › 3. Human Resources Initiatives: Mature Practices and Future Investments
- › 4. Tools and Initiatives to Improve Culture
- › 5. European Best People Practices

Introduction

European HR Panel Survey

Survey: April 2018, run in 13 European Countries

Instrument: 13 areas including company strategy, HR strategy and main initiatives, culture development, digitalisation, new work initiatives ...

Respondents: 674 HR Professionals:

HR Director 42%, HR Manager 40%, HR Specialist 18%

Multinationals 57%, Domestic 43%

Private 87%, Public 9%, Semi-state 4%

Cross-industry representation

Ireland

Austria

Denmark

France

Germany

Greece

Italy

Netherlands

Norway

Switzerland

Sweden

Turkey

United Kingdom





1. Top Strategic Themes in Organizations across Europe

Top 5 Organisation's Strategic Themes

European HR Perception



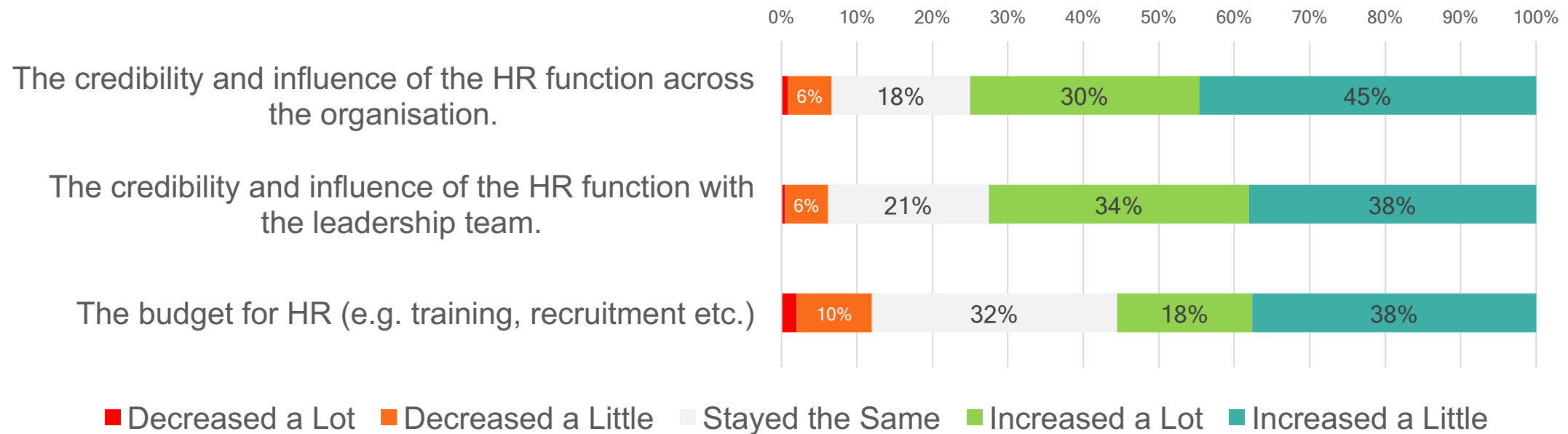
*“ We are changing
the future of
technology through
our innovation and
our employees’
many talents. ”*



2. HR Credibility and Challenges

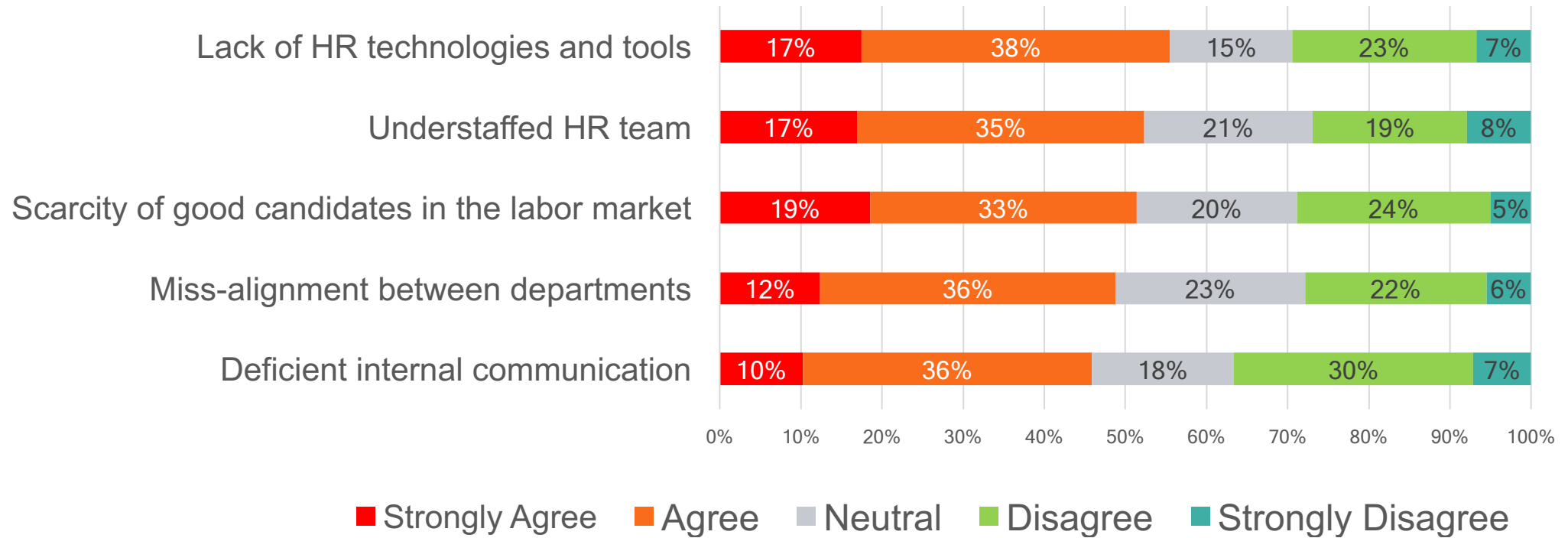
HR Credibility and Influence

In 74% of the respondent organizations, the HR is member of the Top Management Team



Q16: Please indicate to what extent the following aspects of HR function have changed over past 3 years./ Answered 586 – 10 countries

Challenges for HR Department



Q17: Please indicate to what extent you face the following challenges when delivering HR strategic value in your organisation. Answered 585 / 674



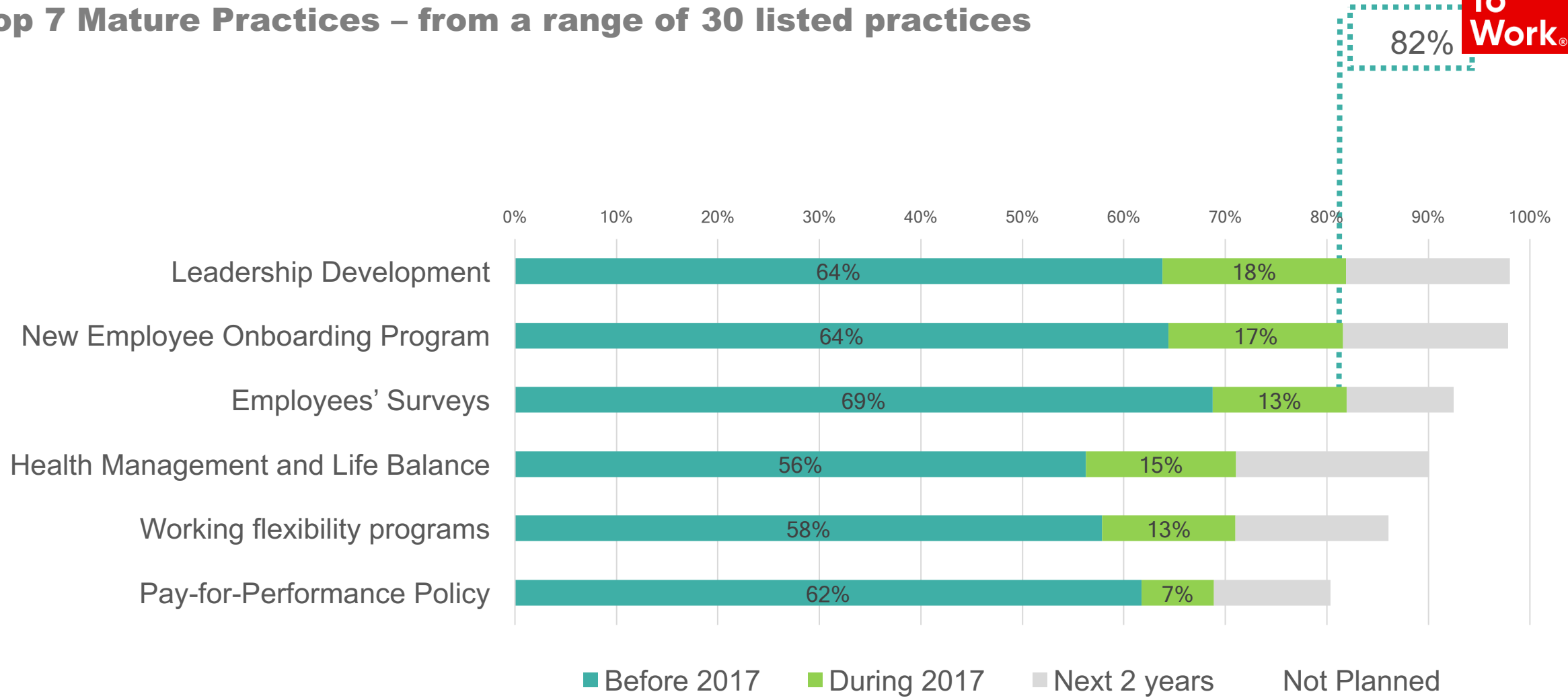
3. HR Initiatives: Mature Practices and Future Investments

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“ Our goal is to help employees feel welcomed, inspired, and productive from the moment they enter the door of our organisation.”

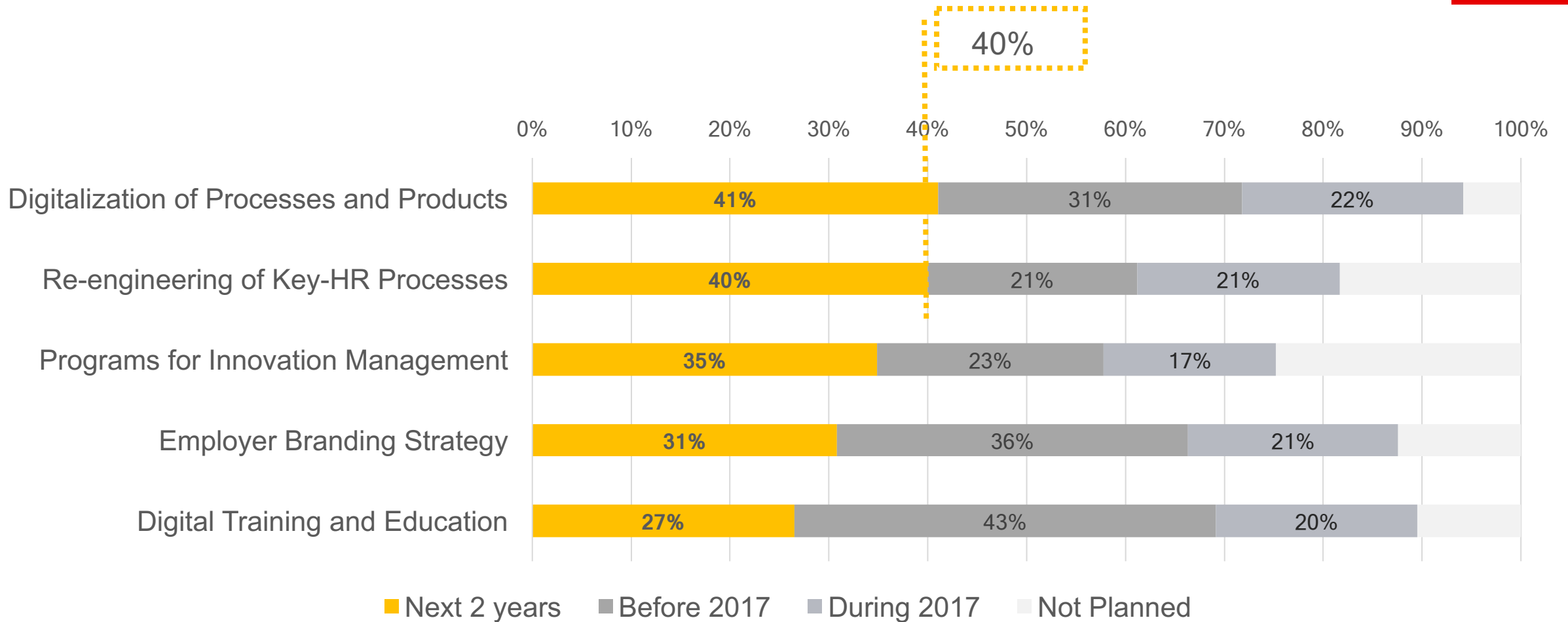
HR Initiatives & Practices

Top 7 Mature Practices – from a range of 30 listed practices



HR Initiatives & Practices

Top Planned Investments for the Next 2 Years

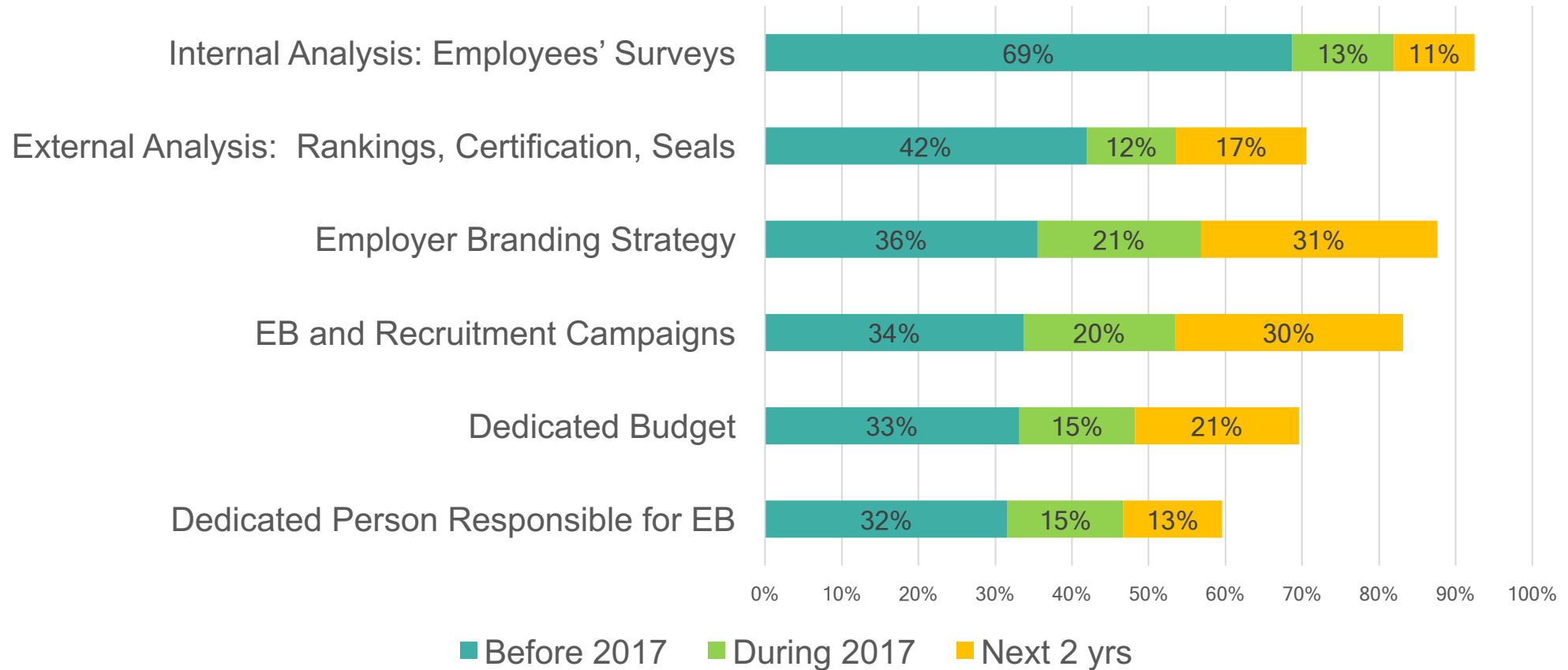


Digitalization of HR and Organization's Teams



Employer Branding Initiatives (I)

Overall European Respondents' Analysis



Employer Branding Initiatives (II)

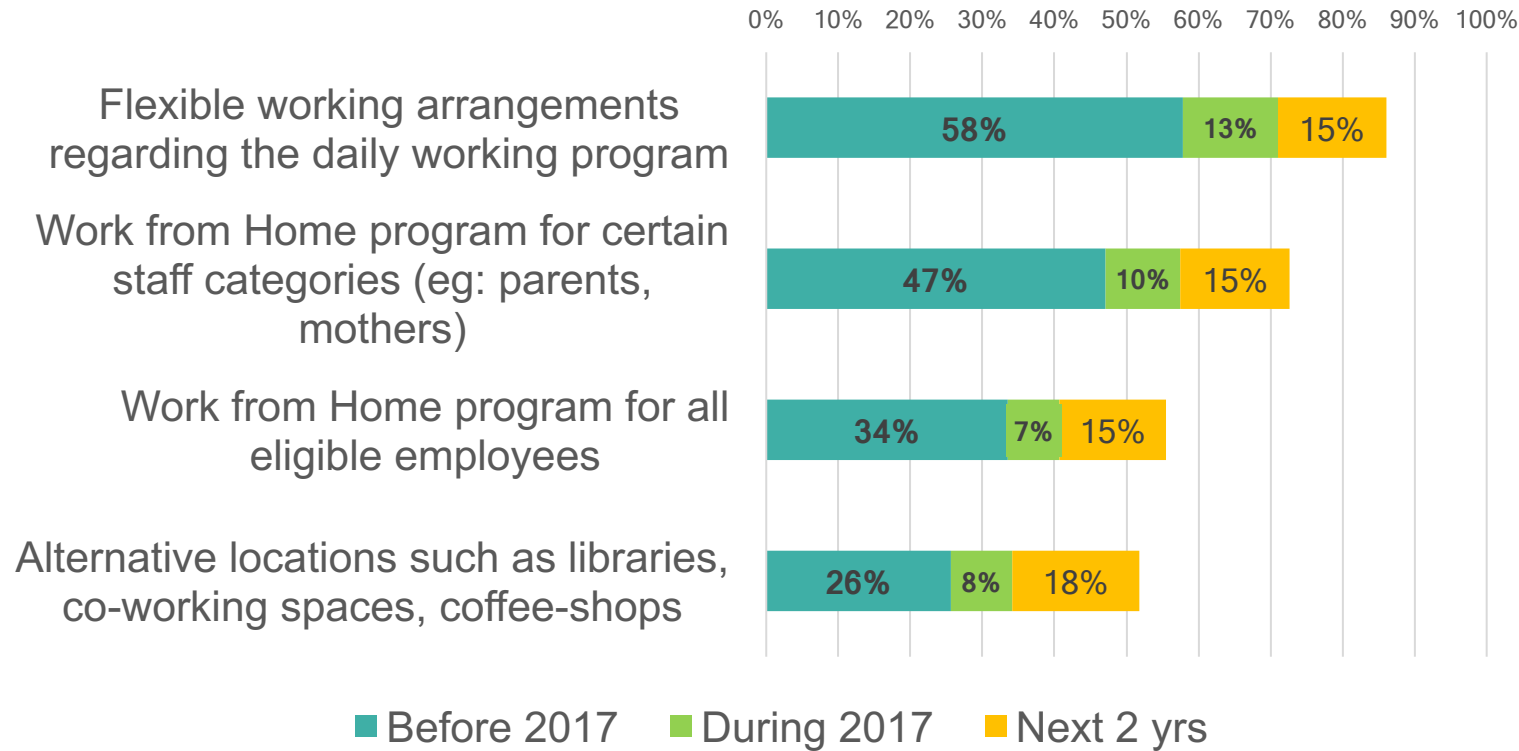
Regional Differences – Existing practices



	Scandinavia	Central Europe	Southern Europe	Total
Employer Branding and Recruitment Campaigns	53%	51%	61%	54%
Dedicated Budget	40%	54%	49%	48%
Dedicated Person Responsible for Employer Branding	54%	52%	22%	47%
Internal Analysis: Annual or Every 2 Years Surveys	89%	78%	78%	82%
External Analysis: Rankings, Certification, Seals	48%	55%	61%	54%

64% of the overall European Respondents rate their Employer Brand as being “strong”
36% rate it as “weak”

Smart Working Initiatives (I)



Among Respondents' comments :

- Nothing is done formally but all mentioned forms are possible
- Team's autonomy in scheduling WfH, depending on workload
- Manager's decision
- In a 24-hour shift operation is not possible
- Sabbatical possible for all employees
- Investment on parenting



Smart Working Initiatives –II

Work from Home – Regional Overview

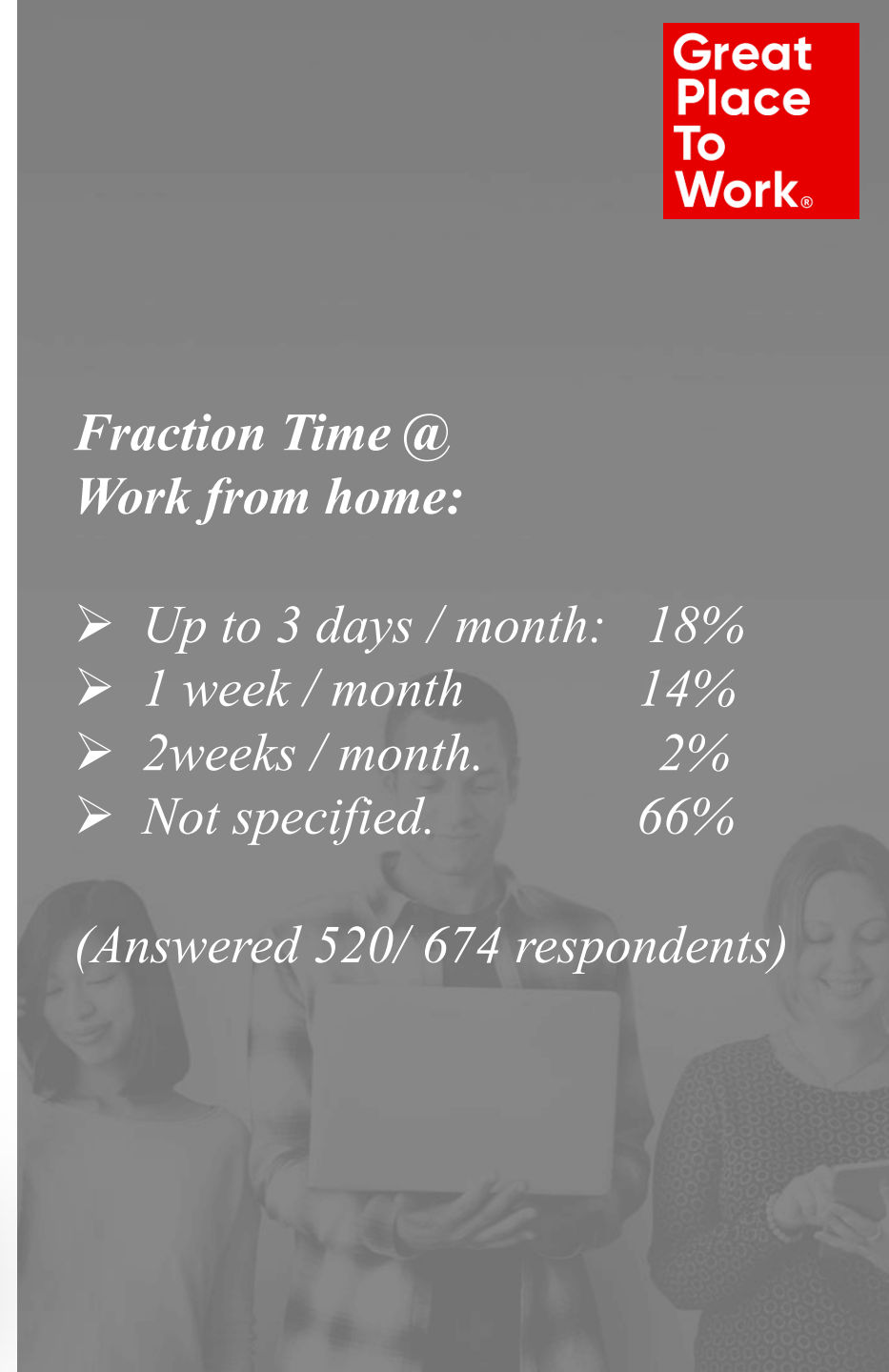
Work from Home program for all employees:

- Scandinavia (47%)
- Central Europe (37%)
- Southern Europe (37%)

*Fraction Time @
Work from home:*

- *Up to 3 days / month: 18%*
- *1 week / month 14%*
- *2weeks / month. 2%*
- *Not specified. 66%*

(Answered 520/ 674 respondents)



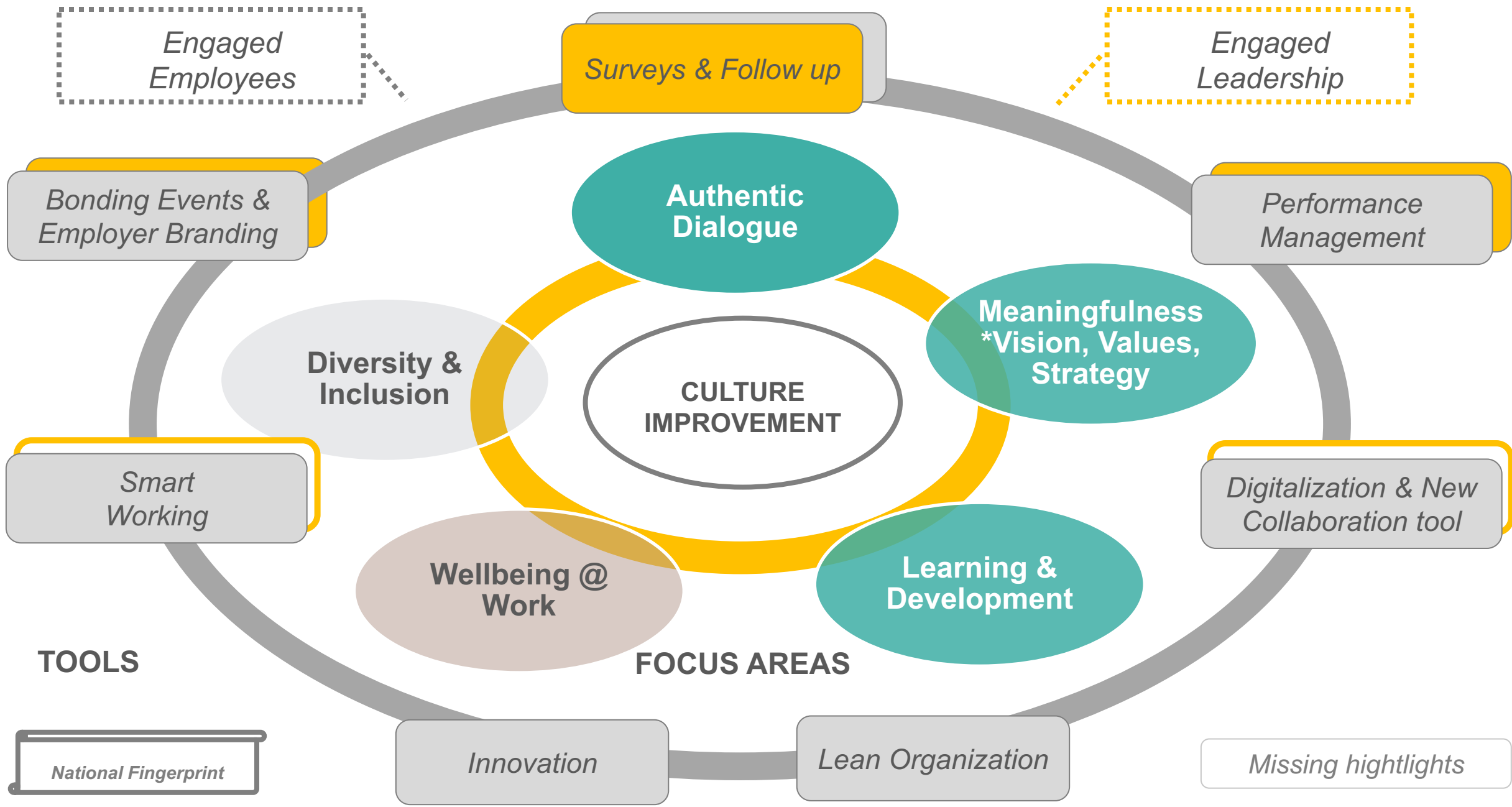


4. Tools and Initiatives to Improve Culture

“

„Our approach: giving people a vision and clarity of purpose, giving them the tools to share their ideas and collaborate effectively and recruiting and developing leaders act with consistency, clarity, integrity, fairness and are inspiring.

Two-way communication!“



Q3: What tools and initiatives are of most help to improve your organisation's culture?

Learning & Development

Examples from Respondent Organisations:

- *Development tool-box for managers at all levels*
- *Competency framework*
- *Managers to handle change*
- *Strategies for conversations with Employees*
- *Mentoring for Leaders*
- *Internal academy, NEO program*
- *Development Centers*
- *Training on Employer Branding*

“...Further development for both Managers and Employees. Creates motivated employees who trust the organization and have drive to contribute further on”



Main aspects revealed

Strong Focus on Leadership and Management Programs

Employee Development Initiatives

“Our managers are the most important tools to impact and support the culture ”

Surveys, Action Plans and Follow-ups

Examples from Respondent Organisations:

- *Engagement workshops and tools*
- *GPtW framework*
- *Pulse surveys*
- *Comradery consulting*
- *Consulting circles*
- *Exchange with other companies.*
Benchmarks
- *Cultural transformation tools*
- *Employee Interviews*
- *Solid action plans & follow-ups*
- *Incentives for progress*

„initiatives based on trust and empowerment“



Main aspects revealed



“We are using employees surveys, and we give incentives for progress against the action plan”

Meaningfulness

Examples from Respondent Organisations:

- *Leaders role-models*
- *Competing Value Framework*
- *Story telling – Involving Stakeholders*
- *Culture workshops*
- *Appointing a Culture Ministers/Ambassadors*
- *Conducting a value dialogue*
- *Change Management Approach, Influencing Model*
- *Culture change guidance*
- *Dissemination and discussion of Business Principles, suggestions for improvement*
- *Clear performance goals*



Main aspects revealed



“...Work on strategical processes from bottom to the top (...); we execute quite quickly after such a process.”

Authentic Dialogues

Examples from Respondent Organisations:

- *Engaging Executive Board*
- *Strategy Dialogues*
- *Business status*
- *Cross-hierarchical workshops*
- *Cross-departmental business breakfast*
- *Coaching and continuous feedback between supervisor and employee*
- *Dilemma exercises*
- *Sharing success and mistakes*



Main aspects revealed



“...Being honest and fair all the time, being sincerely interested, taking time for conversation”



5. European People Best Practices

“

“ Our goal is to help employees feel welcomed, inspired, and productive from the moment they set enter the door of our organisation.”



Gamification App: Vision and Roadmap to 2025!

Takeda Turkey

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Takeda Turkey has created an application to communicate its global vision to all its employees by using gamification as a friendly and innovative way of discovering and internalizing the roadmap towards achieving company's vision.

With this Gamification app, the corporate vision and philosophy is shared with all employees interactively through an online game.

Employees were presented information and were therefore were asked to answer to a series of questions about the corporate vision, mission, values, strategic priorities, partners, principles etc. The winning team planted trees to Takeda Forest in the name of all employees.

This application was brought to life by the Turkish HR team and was internally awarded with a Bronze prize by Takeda Global in "Best Launching".

#Inspiring,
#Vision, #Gamification

Virtual Currencies for Building New Models of Internal Recognition

Talan France

The French company makes available to all employees of the Group a virtual currency: the Talan coin, based on Blockchain technology, accessible via a mobile application. Talan coins can be received, exchanged and converted into benefits (certifications / training , events, donations to associations etc.) based on a "peer-to-peer" logic.

This currency allows simultaneous action on five accelerators of organizational / societal transformation: collaboration, cohesion, horizontality, "gamification", skills development.

It allows us to answer several structural issues:

- 1. Strong hyper growth: need for temporal link between employees*
- 2. Geographic distance of employees (in missions to customers): need for spatial link*
- 3. "Natural" employee appetite for digital tools: need for a technological link*
- 4. Expectations around new forms of business and management: need for agile link*
- 5. Talan, a business where it is good to work: need for a human link*

#Thanking, #Innovation,
#Recognition

Real-life Examples of Career Path Diagrams


Workday Germany

To show their employees and applicants real career possibilities and development chances within the company, Workday implemented so called career-path-diagrams.

The program presents information examples and patterns on how employees have progressed in their career and how they developed towards certain job positions.

Via smartphone, tablet or laptop the employees can see for example, that 40% of the employees on position X had firstly achieved position Y and then took over the role of Z.

The employees can see clearly, which career steps are possible and how they can be achieved.



#Developing, #Career-Path Diagrams, #Tech

More Best People Practices are collected from whole Europe

Contact us to share with you more practices from our 2017/2018 study!



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14 JUNE
ATHENS - GREECE

European Best People Practices



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#INSPIRING #VISION
#GAMIFICATION

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Brainscape and Flashcards for New Employee Orientation

#WELCOMING #NEOPROGRAM
#TECHNOLOGY

As part of the introduction to IH Nordic, new employees in Denmark are invited to join a learning tool called Brainscape, a user friendly technical tool available to employees even prior to their first day at work.

Brainscape allows the employees to play a "face game", which facilitates getting to know the names and faces of their new colleagues. Furthermore, employees are introduced to the company using flashcards with fun facts about colleagues as well as cards of a more formal nature such as questions about IH Nordic's culture or the company in general. This helps employees prepare for their new job and for taking part in some of the more informal conversations that take place in the workplace.

Real-life Examples of Career Path Diagrams

#DEVELOPING #CAREER-PATH DIAGRAMS
#TECHNOLOGY

To show their employees and applicants real career possibilities and development chances within the company, Workday Germany implemented 'career-path-diagrams'.

Train your Mind: Be Positive!

#DEVELOPING #BEPOSITIVE
#FEEDBACK

If we look at online jobsites, there are hundreds of job ads that require a positive, can-do attitude. But how we can reinforce such a mindset while dealing with millions of tasks every day? A tip is included in the induction programme created by Servizi CGN, Italy.

The induction path begins with a three-day training seminar; its aim is to convey the company's cultural identity and to unleash people potential, stimulating the individual creativity, the spread of healthy ideas and attitudes within the company.

One of the promoted attitudes is „Be Positive“! In order to practice it, new employees keep a daily diary, recording three positive facts about each day during the seminar. The objective is to train our minds and emphasize the positive things that happen to every one of us, to increase and improve the network of relationships, do something altruistic and be thankful to someone every day!

Furthermore, a whole day is dedicated to feedback: employees are taught techniques on how to give and receive feedback as an important opportunity for growth, for both personal and professional development.

Virtual Currencies for Building New Models of Internal Recognition

#THANKING #INNOVATION
#RECOGNITION

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Thank You!



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at Great Place to Work® Germany