



HR Revolution

*Good-bye Aunt Betty,
Hello Innovator!*

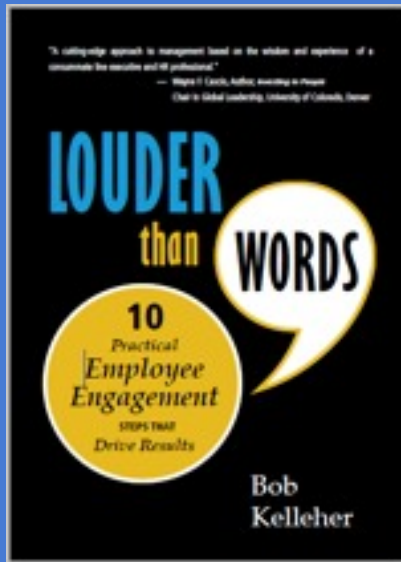


Bob Kelleher
ASFE Annual Meeting
April 26, 2013

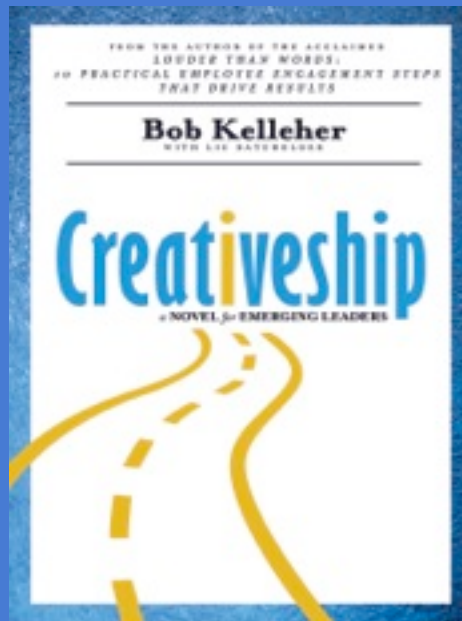
from potential to performance



Introduction



...have spent the past 25 years designing and implementing employee engagement and leadership initiatives



Just released

from potential to performance



First,



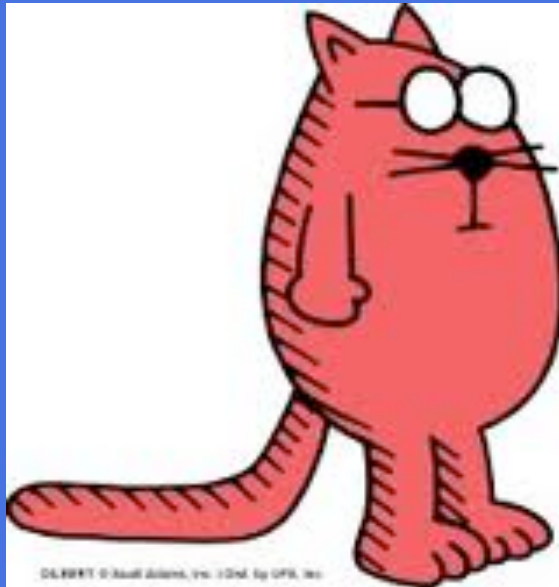
from potential to performance 

Lets begin

*Why do so many people
hate HR?*



Keith Hammonds,
Fast Company, 2005





from potential to performance 

Why HR should feel better...

Changing World's Demographics

Corporate Social Responsibility

Employment Temporariness

Emergence of Generation Y

Technological Advances

Growth of Social Media

Economic Recovery

Virtual Employment

Employee Engagement

Globalization

Speed of Change

Innovation

from potential to performance



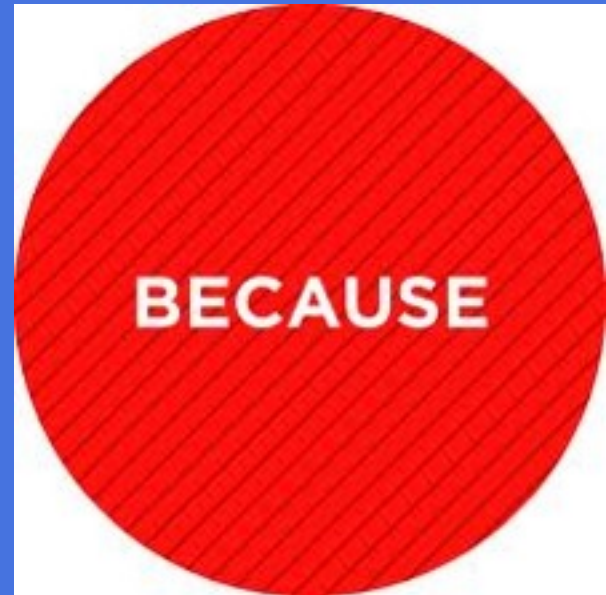
Workforce
Trends

The Result:
These could
be the best
of times for
HR

...they've got to **STOP**
doing these **7** things

1.

They have to stop saying “No” and “Because”



2.

Feeling like “Overhead”



3.

Protecting the Status Quo



The purpose of the professional growth emphasis should be professional and c

A) Manager Completion of Employee Development Form

Manager completes including:

- 1) A summary of performance indicating progress against goals and EDP.
- 2) A feedback summary commenting on employee's strengths and improvement areas.

It's recommended that input from clients and others using 360-degree Performance Feedback.

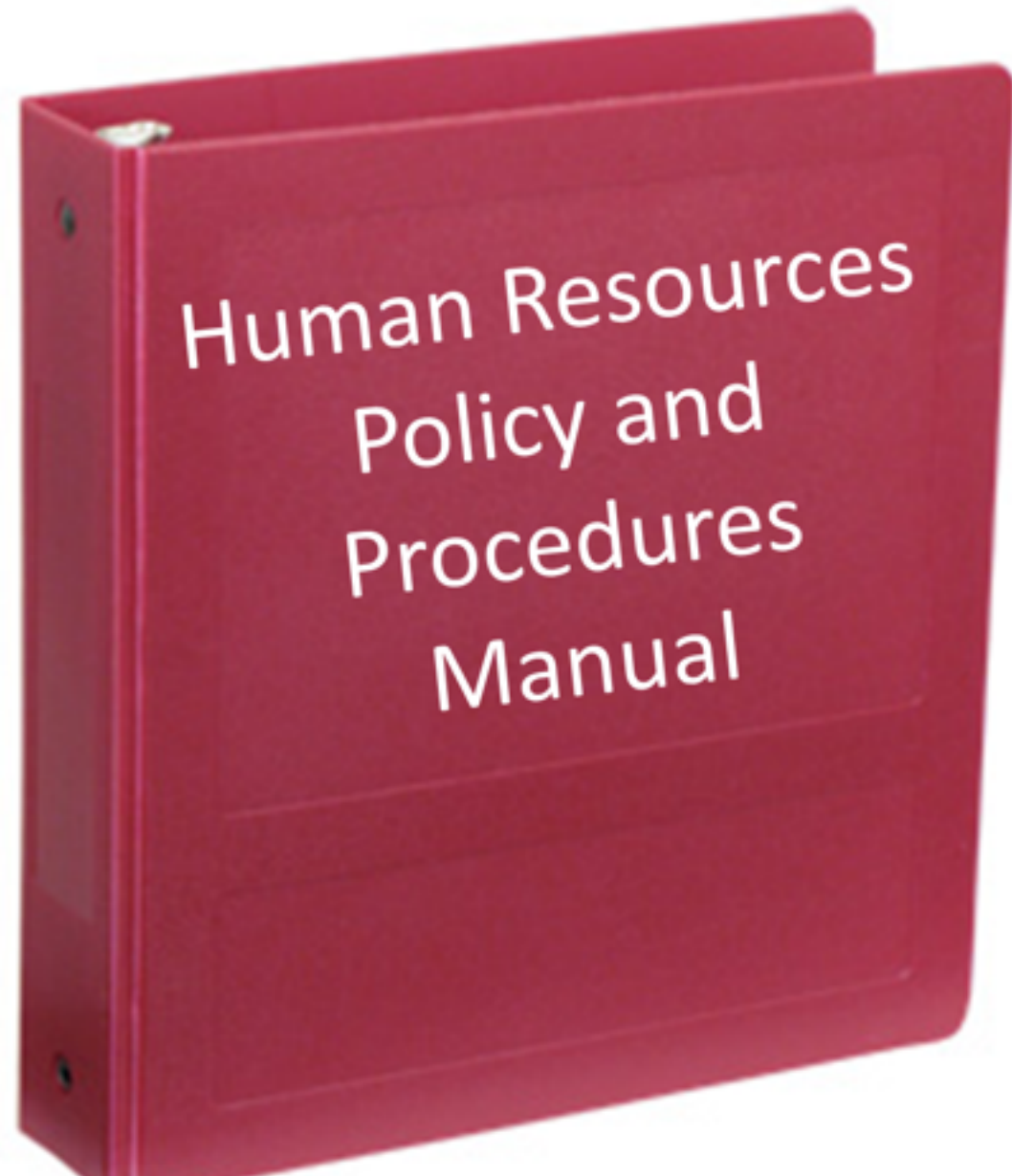
The employee should complete the EDP for assessment, and submit manager prior to meeting.

Employee Comments

After meeting with you

Exempt Positions

Grade	Technical	Line Mgmt
33		Pres/CEO
32		Exec VP/OD
31	Staff Consultant	Pres Int'l Sr Regional VP
30	VP Env Mgmt Pres VP Presl Svc VP ISC Pres Lib	VP & CSM Regional VP CSM Asian Ops
29	Technical Director	CSM II
28	Prin Tech Spec	Dep Mgr II CSM I
27	Sr Tech Spec	Dep Mgr I
26	Tech Spec	Senior Mgr
25	Sr Region Spec	
24	Project Spec Environ Planner Field Sup's Drafting/CAD Supr	
23	Sr Staff Spec Lab Supr	
22	Staff Spec II	
21	Staff Spec I	



4.

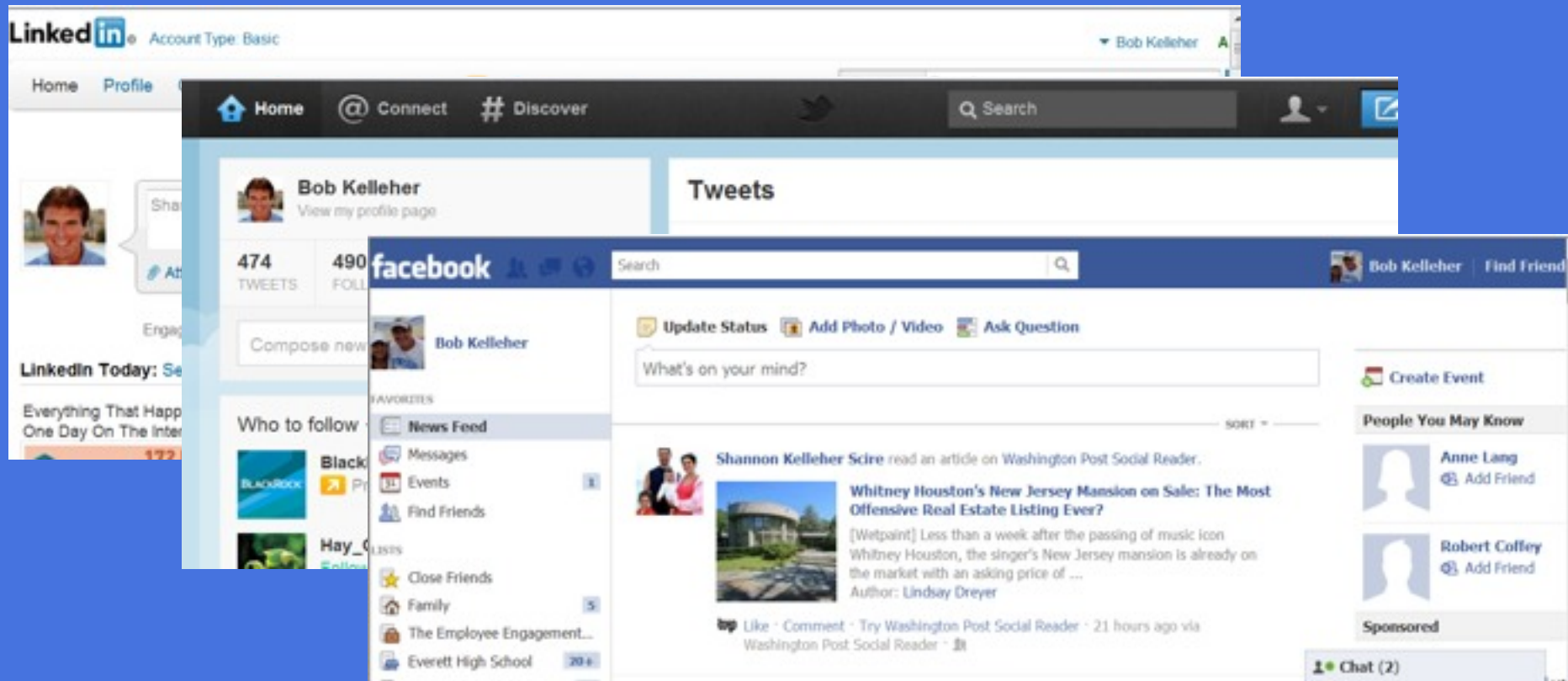
Staying in HR



from potential to performance 

5.

Refusing to Connect



6.

Looking for the “Seat at the Table”



from potential to performance 

7.

Focusing on Transactional HR



from potential to performance 

A photograph of a sunset over the ocean. The sun is a bright, glowing orb on the horizon, casting a long, shimmering reflection on the water. The sky is a mix of orange, yellow, and light blue, with some wispy clouds. Two seagulls are in flight, one near the center and one to the right. Several small boats are visible on the horizon line. The text "It's a Beautiful Day" is written in a large, bold, black font across the upper half of the image.

It's a Beautiful Day

Where should **HR**
focus their time

from potential to performance



I'd Focus on These **10 Things**

from potential to performance



1. Embrace Technology



from potential to performance



Case Study



from potential to performance



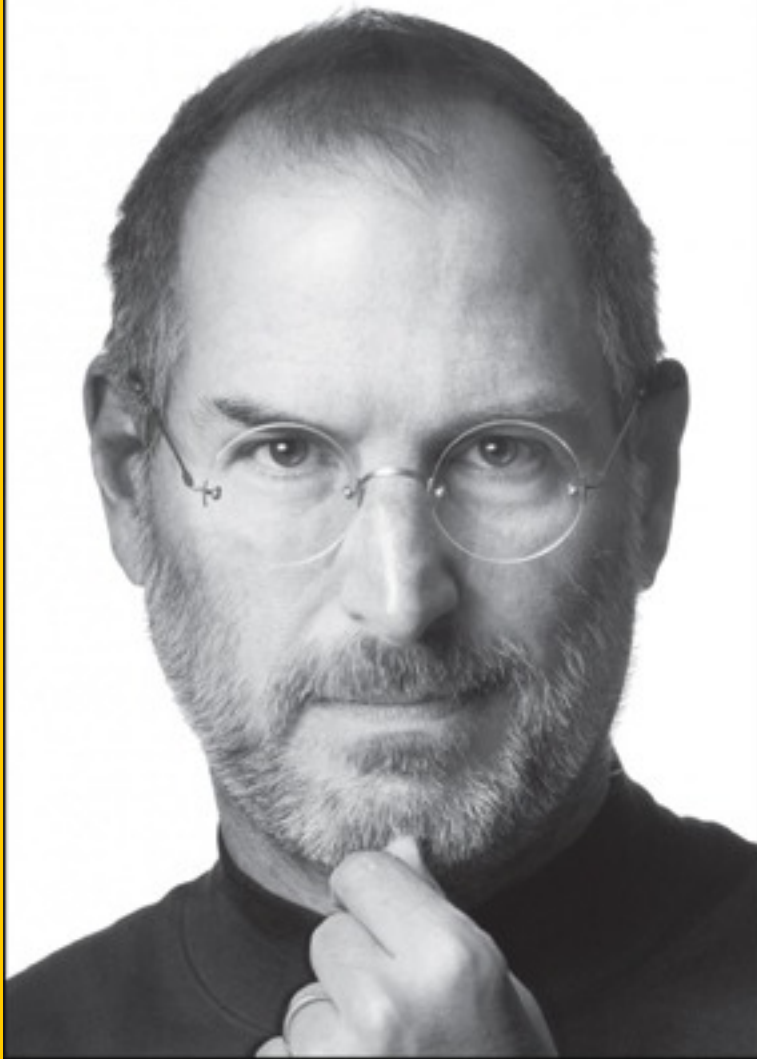
2. Become your firm's **Innovation Champion**



from potential to performance



Steve Jobs by Walter Isaacson



Steve Jobs

by Walter Isaacson



from potential to performance





Think different.

from potential to performance



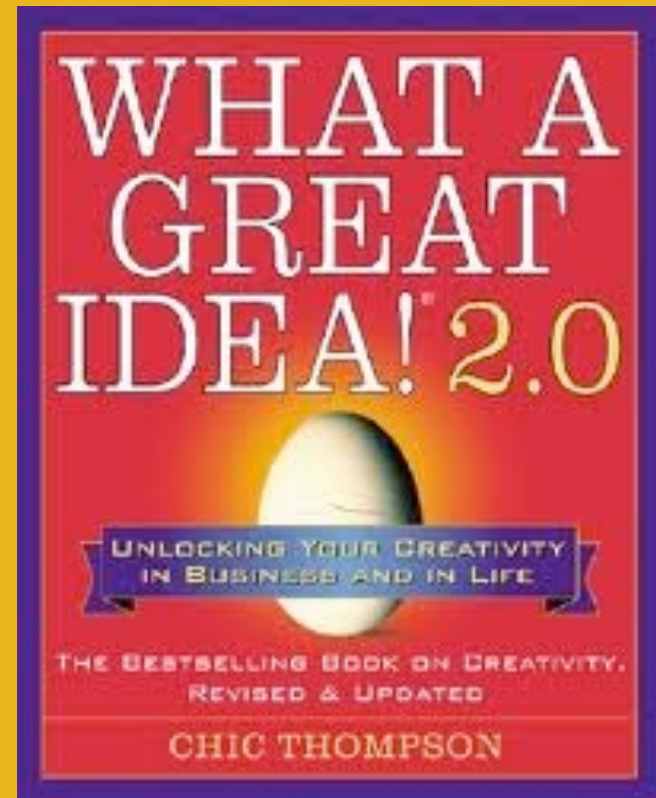
But...

from potential to performance

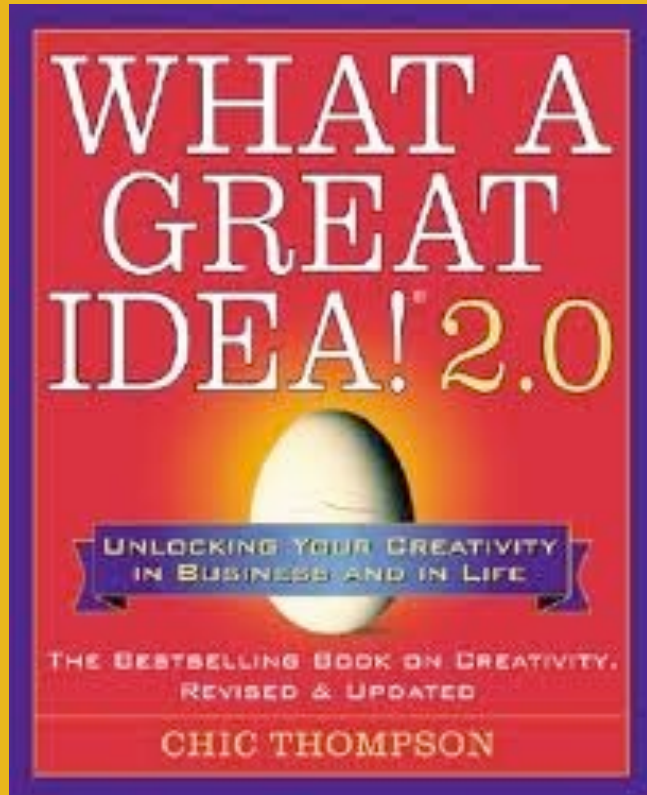


We can learn from 5 Year Olds

*98% test as
highly
creative...**



But...



*Only 2% of 44
year olds test
as Creative**



Chic Thompson
What A Great Idea

How can this be?

*Expertise, Conformity, and
Tenure become the
enemies of Creativity*

3. Crystallize your **Purpose**

the what
and the why

from potential to performance





***There's no right way to do
a wrong thing.***

from potential to performance





from potential to performance



4. Champion Social Media



from potential to performance



The numbers are discouraging...

- 54% of CIOs from companies with 100 or more employees completely block employees from accessing social media sites*
- 50% of CFOs say that their concern about social media is “employees wasting their time”*

* Robert Half

Social Media is your Brand Accelerator

from potential to performance





from potential to performance





The
GOOD

from potential to performance





from potential to performance





Cebu Pacific FAs dancing

by [wingco1129](#) • 2 years ago • 10,667,482 views

something interesting happened on my **cebu pacific**
FAs suddenly burst into a dance!!! that was soooo ...

from potential to performance





The BAD

DVD

from potential to performance



United Airlines and David Carroll



from potential to performance



United Airlines and David Carroll

United Breaks Guitars



sonsofmaxwell · 18 videos



Subscribe

10,646

12,788,731



64,980



1,300

from potential to performance





..and the
UGLY

from potential to performance

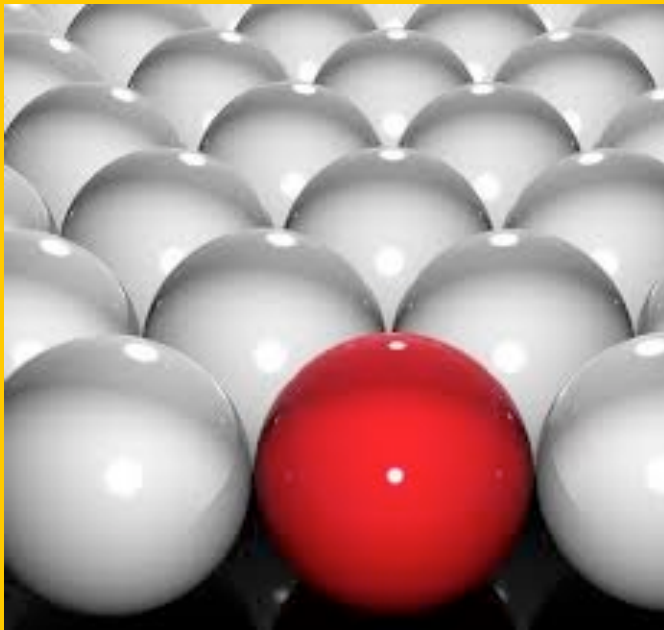




from potential to performance



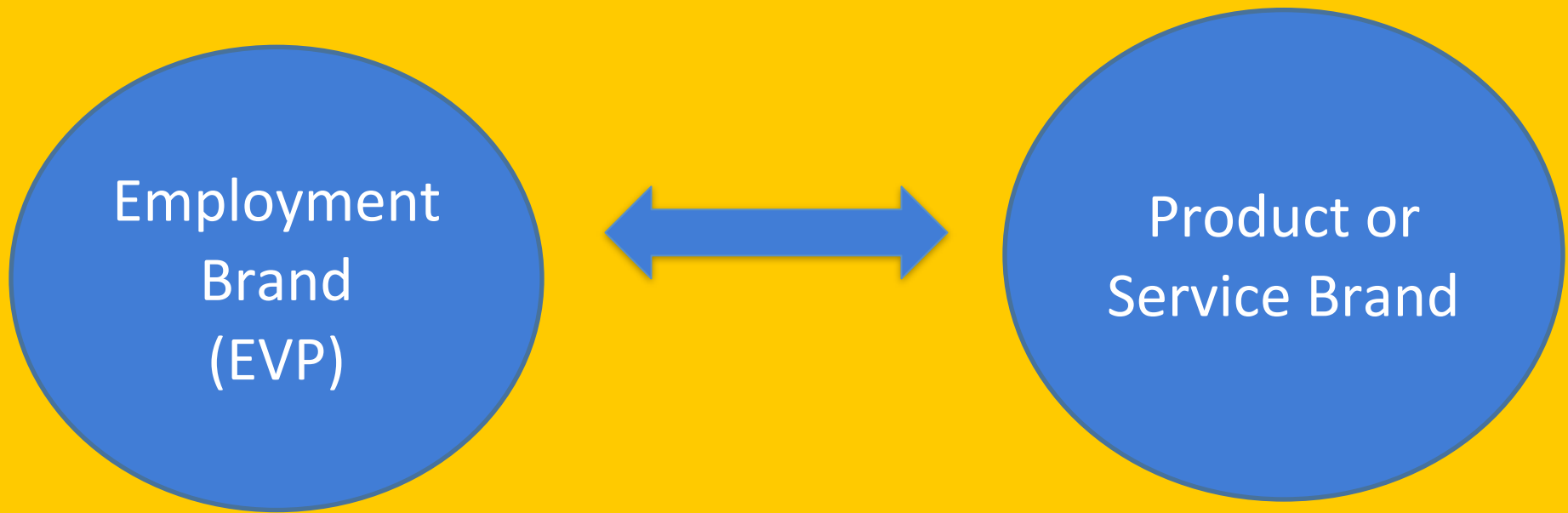
5. Become a Brand Ambassador



from potential to performance



Co-Branding



*“You don’t have an **Engagement** problem, you have a **Selection** problem.”*

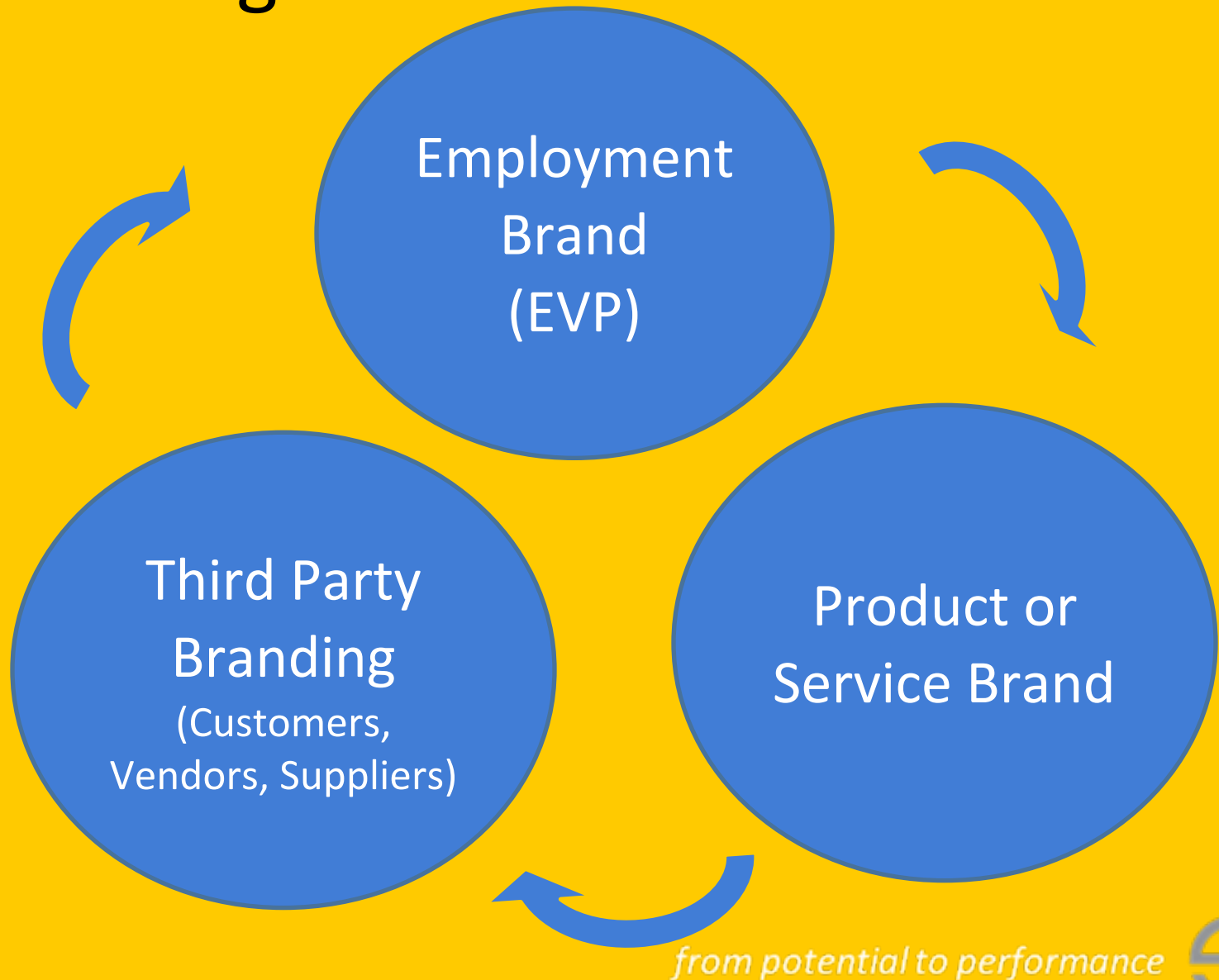
from potential to performance





from potential to performance 

Tri-Branding



6. Be a **Connector** and find other Connectors



from potential to performance



...and introduce ways for your employees
can **Connect** to information

...because knowledge will no longer be power...
...the **Transfer** of Knowledge will be power

Case Study



7. Be Global

This is Me



from potential to performance



8. Be **Quick** / Not Perfect



Perfect is the enemy of the good

Voltaire

from potential to performance



9. HR Must Become **Proactive** and Not Reactive



from potential to performance



The 50/50 *Rule*

from potential to performance



10. Learn the **Business**



from potential to performance



- Get an MBA
- Know the metrics and ROI
- Rotate out of HR if possible

Leverage their
facilitation and
collaboration
skills



from potential to performance



Key changes to consider for your firm

from potential to performance



Focus on performance

Change the name of your Performance Appraisal Process

Performance Appraisal

Section One: Purpose

- 1) Provide tools to encourage and document two-way communication between an employee and the supervisor.
- 2) Establish expectations for performance, growth, and actions.
- 3) Review the progress in achieving goals and objectives.
- 4) Evaluate a career path and establish expectations for career development.

Section Two: Employee Information

Employee Name: Review Date:

Employee Location: Job Title:

Department: Manager/Reviewer:

Section Three: Signatures

After completing Section Nine below, both the employee and reviewer sign this form. Our signatures indicate that we have seen and discussed the contents of this Performance and Career Planning Form.

Employee's Signature: Date:

Reviewer's Name:

Reviewer's Signature: Date:

Manager's Name:

Employee Development Plan

Employee Name: Review Period: From: To:

Position Title: Office/Department:

Salary Grade: Supervisor Name:

Instructions:

The purpose of the EDP is to motivate and guide our employees to perform at the highest levels, and to focus on the employee's professional growth. This should not be viewed as a "report card," but rather as a roadmap for continuous development. Special emphasis should be placed on 1) aligning employee goals with ENSR's strategy, goals, and values, and 2) the employee's professional and career development goals.

A) Manager Completes Employee Development Plan Form	B) Manager Reviews Draft Plan with Second-Level Manager	C) Manager and Employee Meet to Discuss Feedback and Agree on Goals for Upcoming Year	D) Manager and Employee Sign Form and submit to HR Manager
Manager completes Section 1, including: 1) A summary of performance, indicating progress made against goals set in the last EDP. 2) A feedback summary, commenting on both the	Manager and second-level manager meet to review performance feedback and discuss priority goals for this employee before manager meets with the employee. Manager should partner with their	Manager and employee discuss results and accomplishments against goals, and feedback about strengths and improvement areas. Both clarify and agree on performance and development goals for the upcoming year and	After meeting, both the manager and employee sign this form, retaining copies for their files. Then, the manager submits to the Human Resources Manager.

from potential to performance



...and the frequency

John Doe



Mary Smith



Bill Henry



Liz Jones



Steve O'Brien



from potential to performance



Marry Marketing with HR



from potential to performance



De-emphasize quantitative metrics

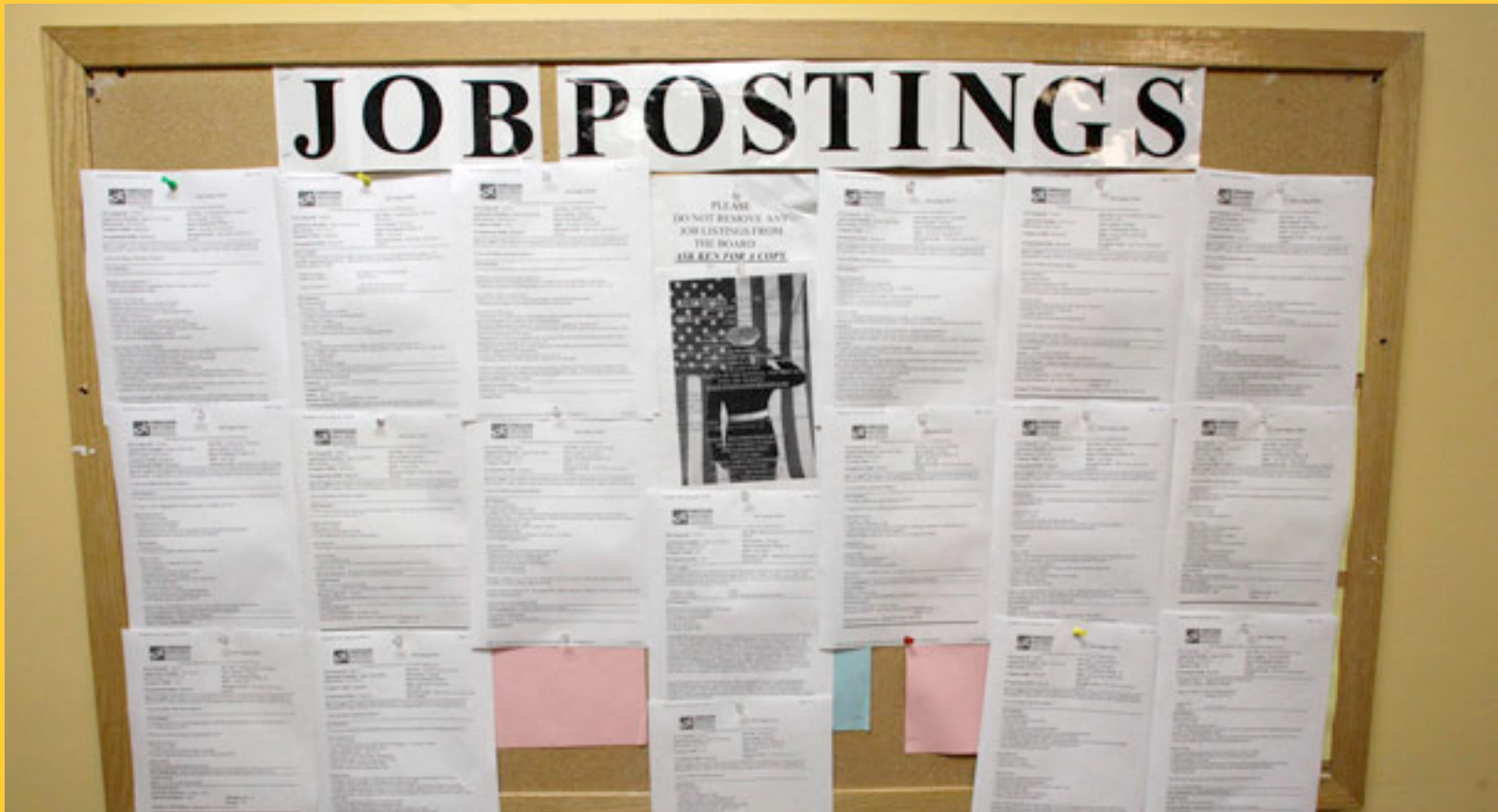
Eliminate service awards



from potential to performance



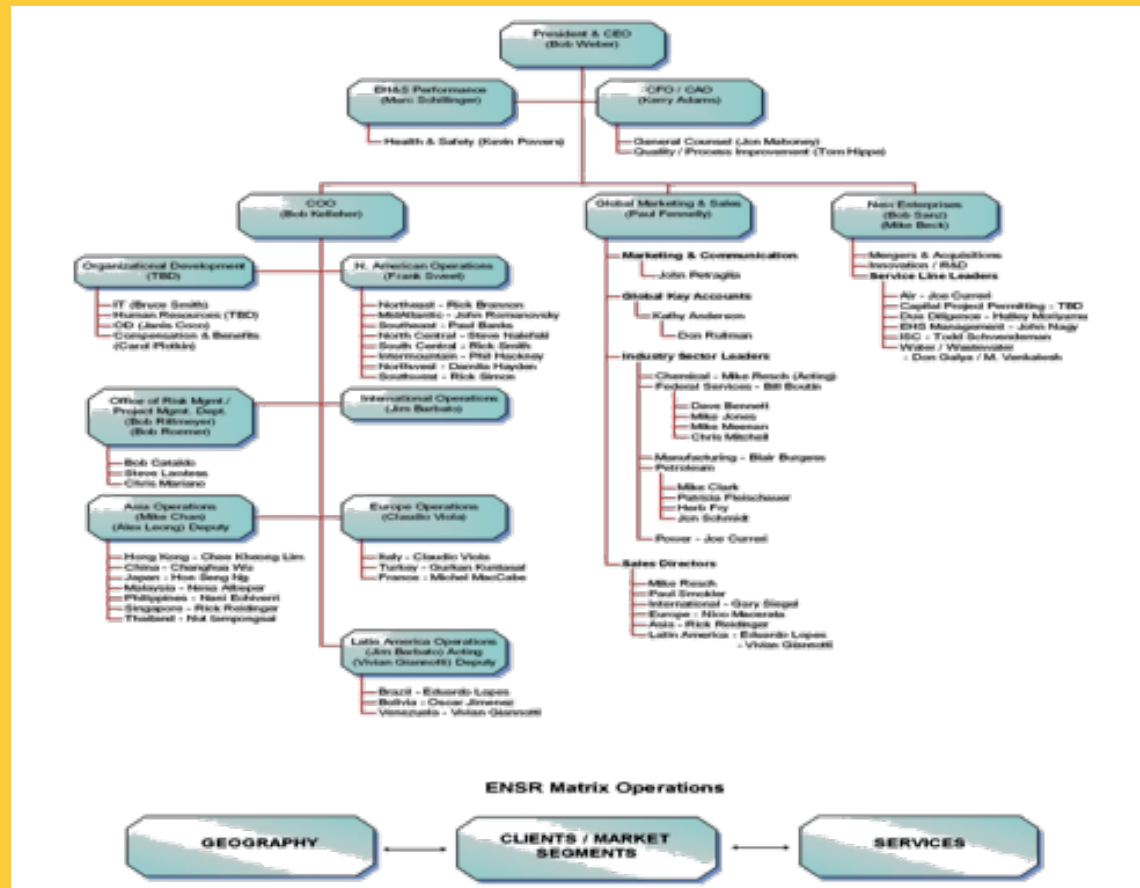
Make job rotation a requirement



from potential to performance



Consider the “Big Bang” theory of Succession Planning



from potential to performance



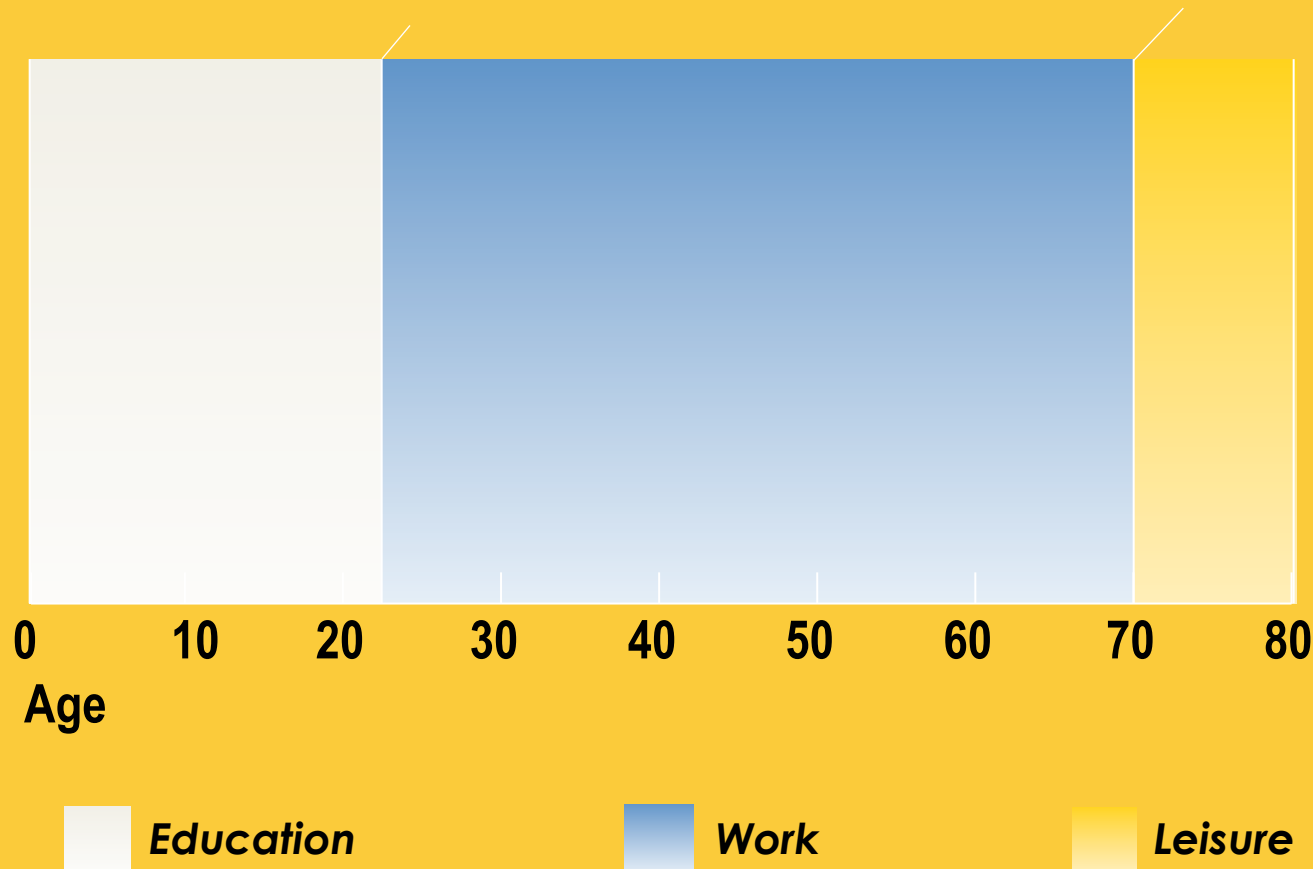
Embrace work-life blending



from potential to performance



The “Old” Paradigm . . .

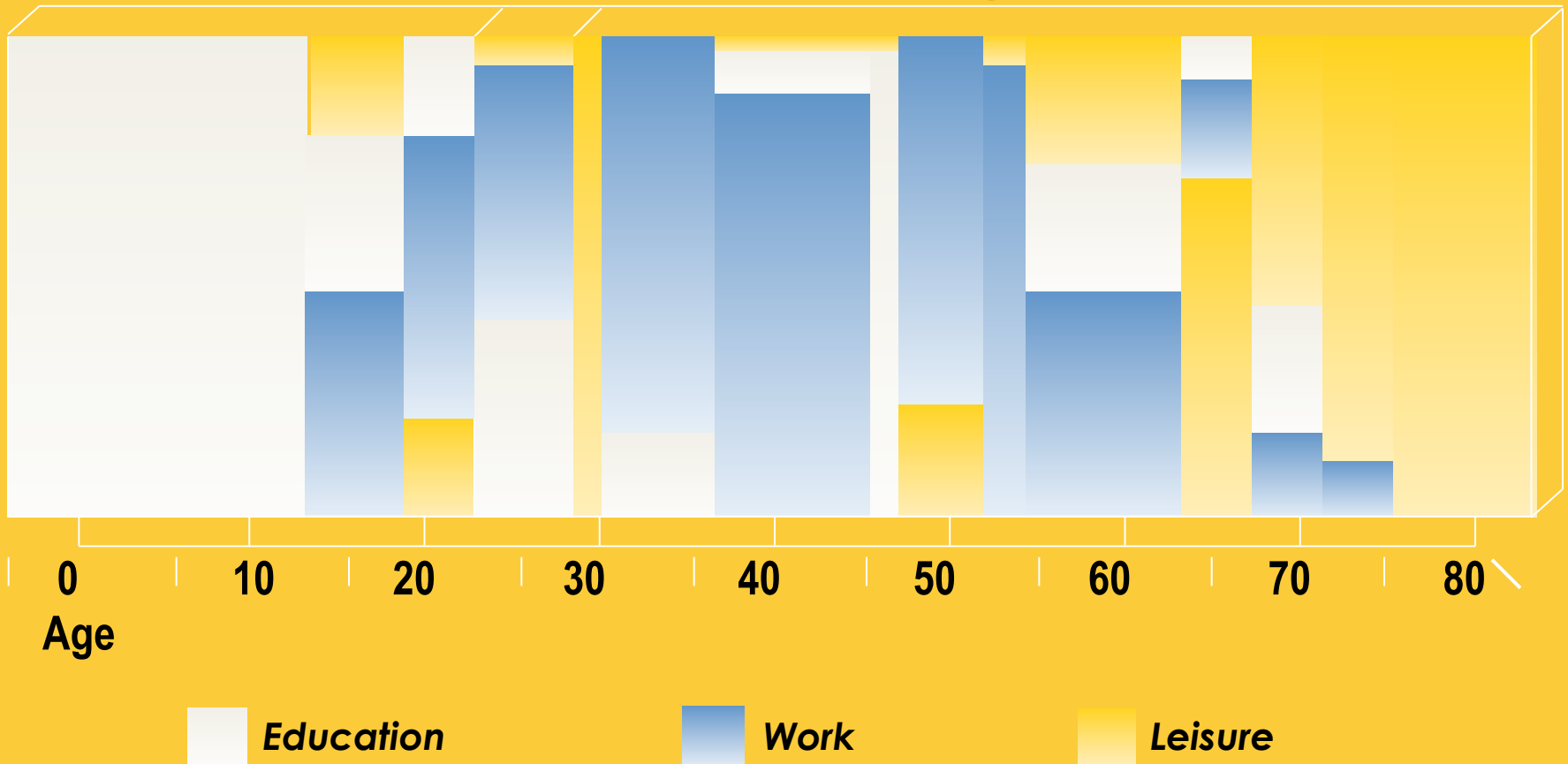


Source: *Demography is De\$tiny*,
The Concours Group and Age Wave, 2003

from potential to performance



...the “New” Paradigm



from potential to performance



Re-define The Job



from potential to performance



Self Employment Knowledge Workers

E-tirement

Perm-a temps

Temps

Independent
Contractors

Consultants

Freelancers

At Home
Proprietors

Independent
Professionals

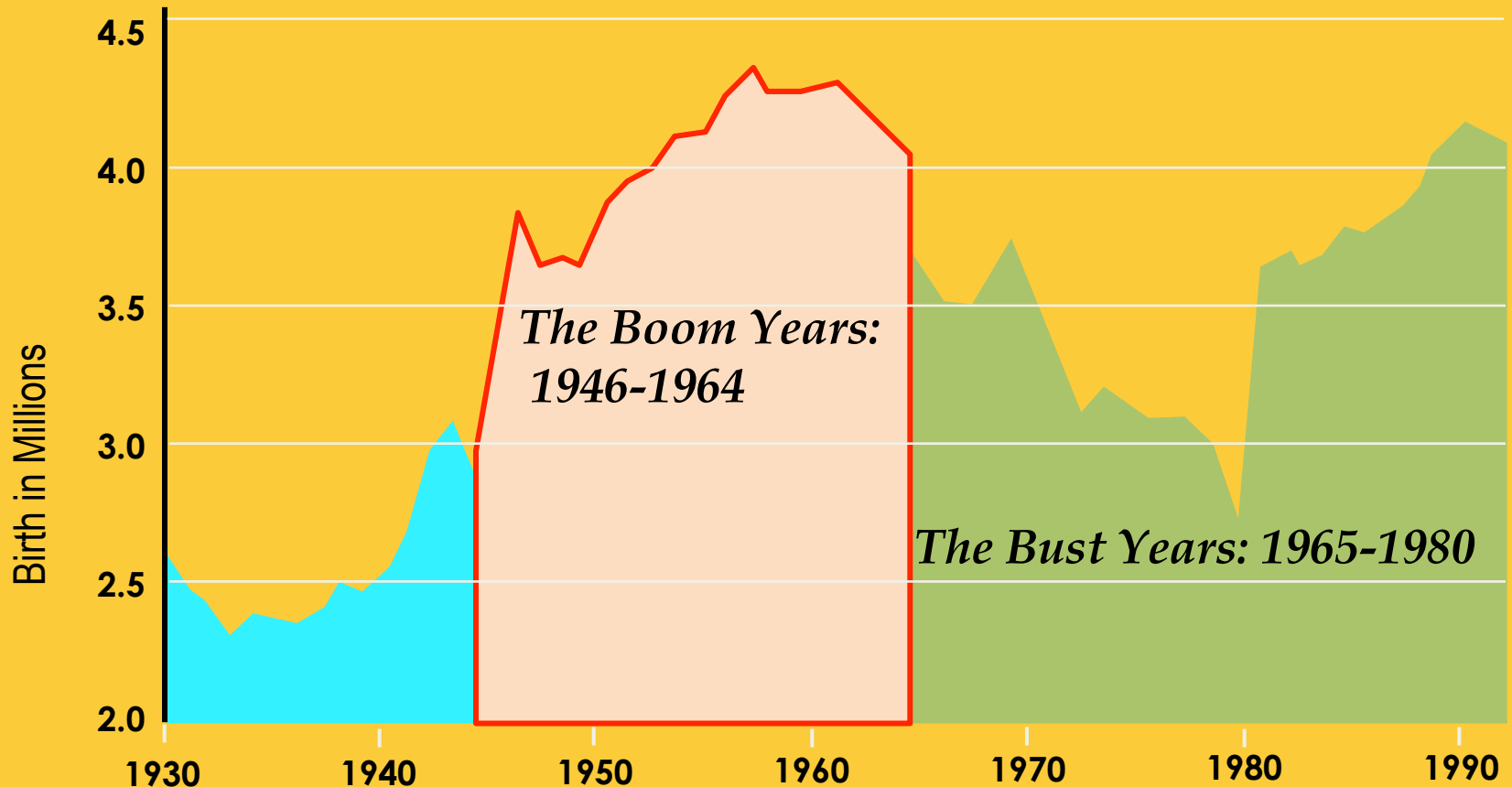
E-lancers

Interim
Executives

from potential to performance



Show Love to Generation X



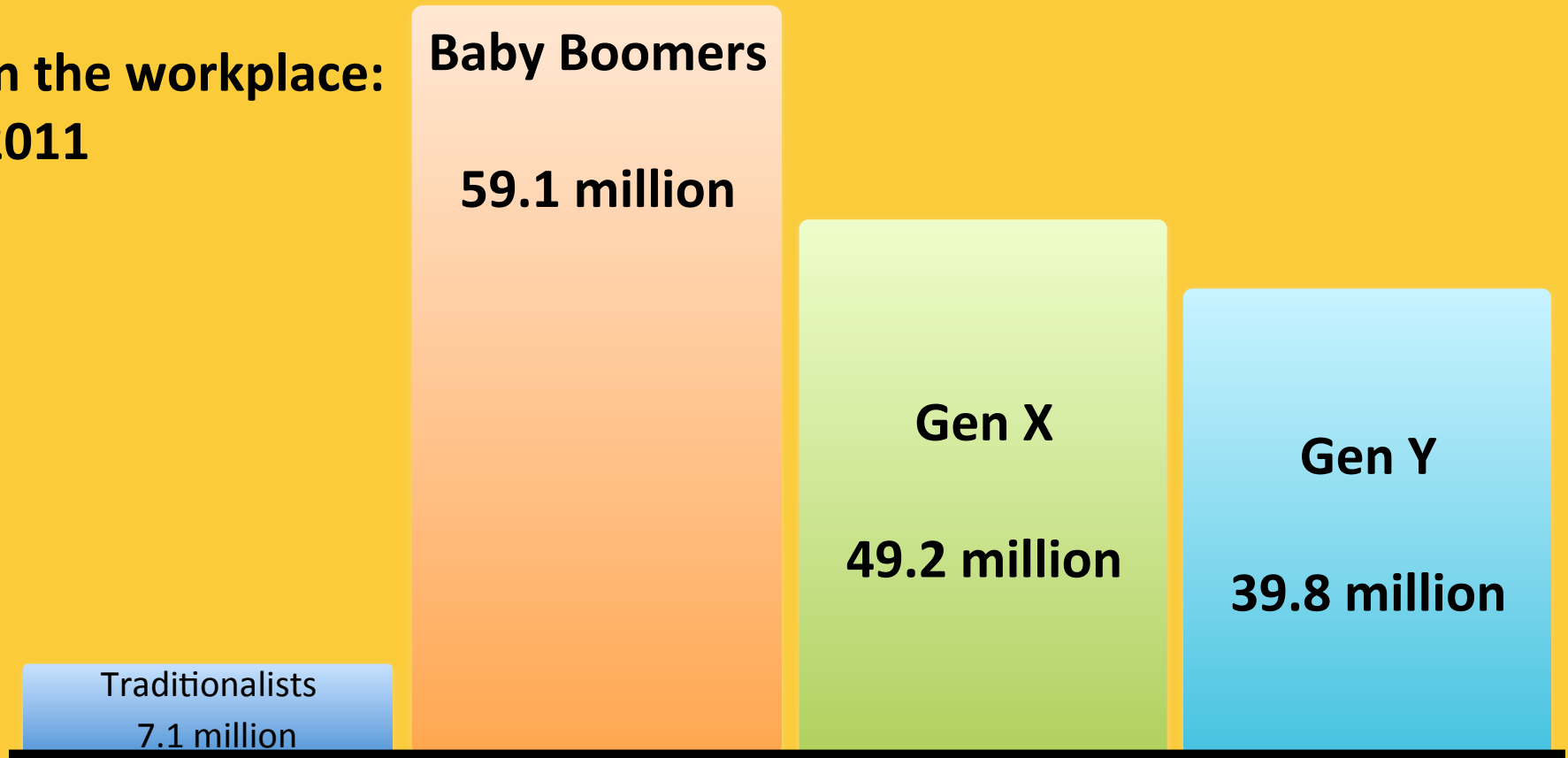
Source: U.S. Census Bureau International Data Base

from potential to performance



While welcoming Generation X

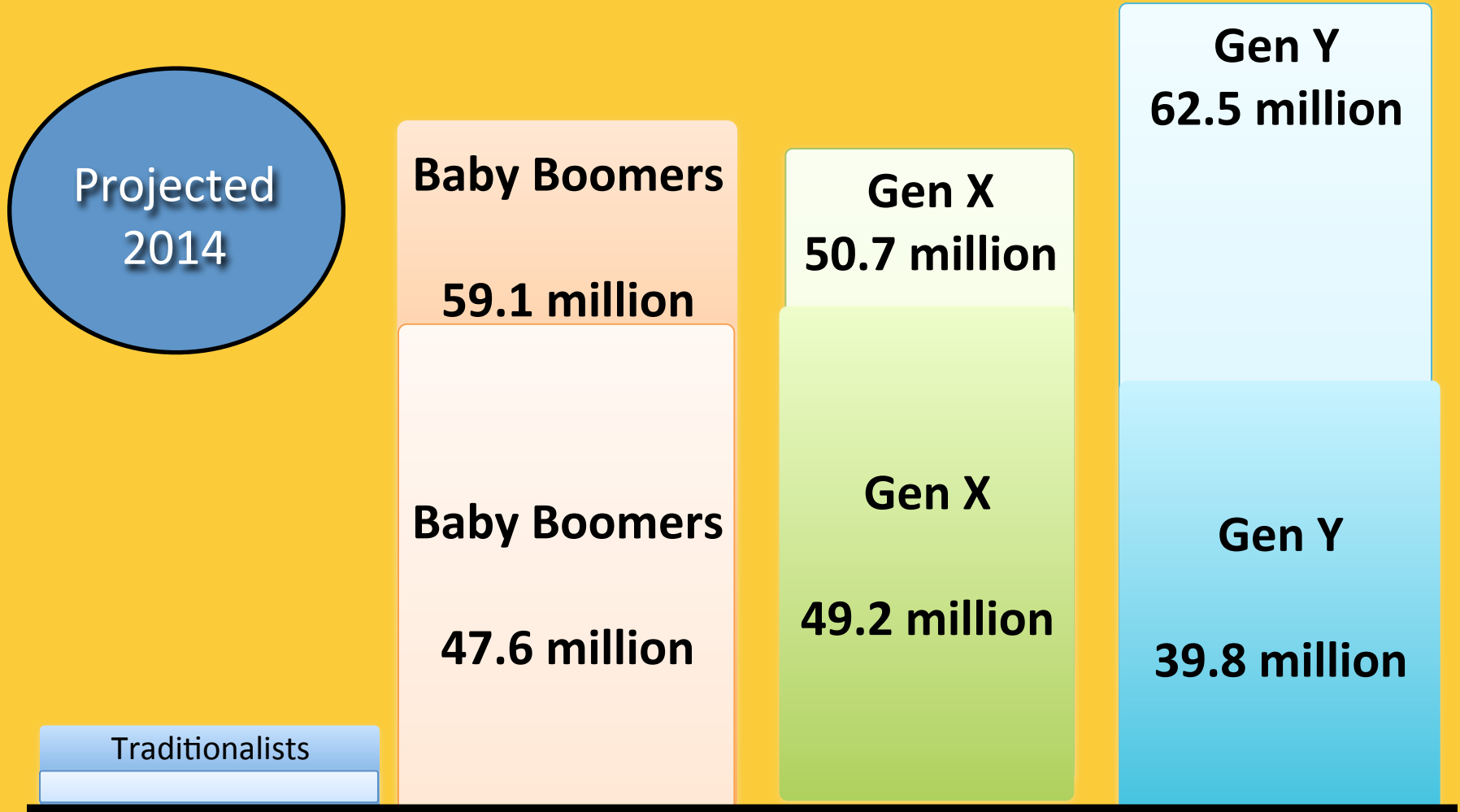
**In the workplace:
2011**



from potential to performance



Generations Statistics



US Bureau of Statistics

from potential to performance 

Embrace telecommuting



from potential to performance



Think Global



from potential to performance



Build Trust



Build Trust

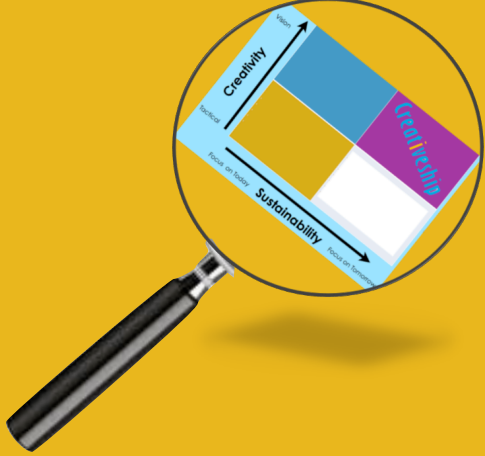
Competence? **69%**

Integrity? **78%**

*Show Concern About
The Well Being
Of People*



Kenexa 2013 Employee Engagement Index Scores
WorkForce Trends Report
33,000 Global Employees in 28 Counties



Join our team!

www.BeaconCommunitiesLLC.com
careers@BeaconCommunitiesLLC.com

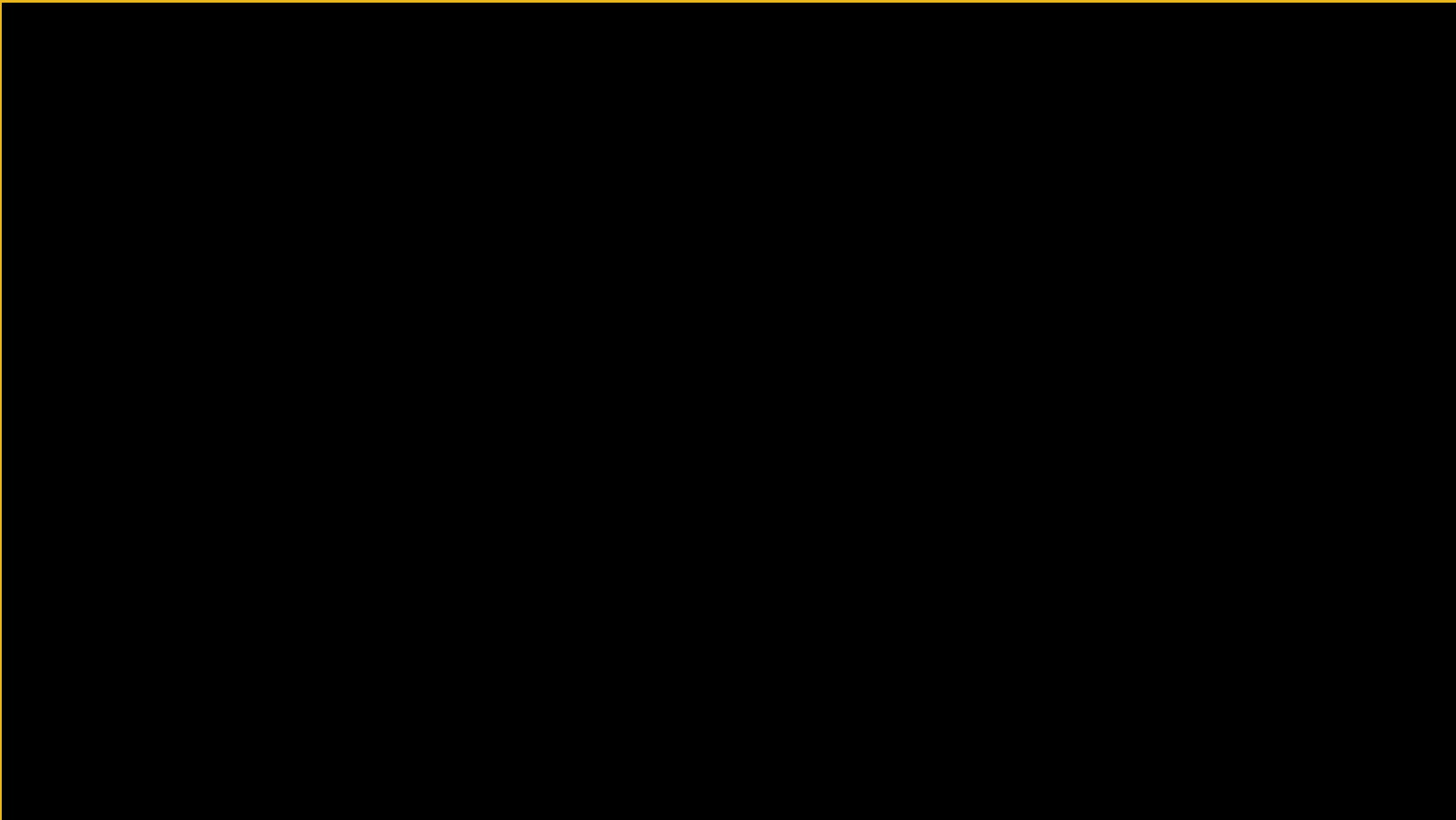
BEACON
communities

Doing Well By Doing Good



Howard Cohen
CEO of Beacon

*"I have 300
families I'm
responsible
for"*



from potential to performance



In Closing



@BobKelleher

The Employee Engagement Group

www.EmployeeEngagement.com

