

1

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10 Predictions/Realities

Things that are going on out there!

2

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#1 Cognitive Computing

- Automation is an overarching theme for HR innovation
 - 66% of CEOs – CC will drive HR value (Select Hub)
- Not only benefits management, recruitment, time, professional development and attendance
- Also
 - Talent recruitment – target, millions of profiles – empathy?
 - Talent development – digital skills gap, PLP
 - HR operations – personalized and automated

3

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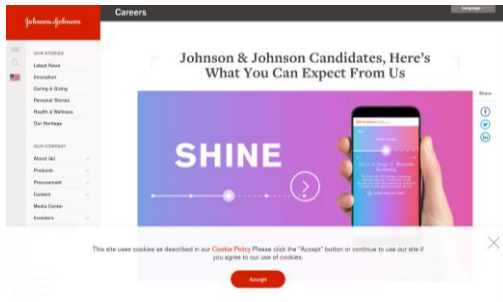
3 Candidate Experience

- THERE ARE NO PEOPLE!!
- What does your process look like?
- How long does it take?
- How do you do it?
- Did I mention there are no people?
- What is the candidate's experience?
- Play the role of candidate!!

7



Candidate Experience



8



#4 Aging Workforce

- We're getting old . . . FAST!



9



RETIREES

For Millennials, it's all about *FOMO*

For Boomers, it's all about *JOMO*

10



What's going on out there?

- 75% of large U.S. firms rehire retired workers
- 42% contracted with retired employees to be consultants
- 255,000 Americans 85 years old or older were working over the past 12 months, the highest number on record

Watson Wyatt Worldwide

11

U.S. working population age 85 and older



Source: Labor Dept. via IPUMS
THE WASHINGTON POST

12



What are employers doing about it?

A Cottage Industry . . . Literally

- Dedicated
- Honest
- Good listeners
- Organizational skills
- Maturity
- Reduced labor costs
- Punctual
- Detail-oriented
- Pride
- Confidence
- Setting an example

13



KIMBERLY-CLARK'S STRATEGY



14



#5 Diverse Workforce

- What is "Diverse?" – "Traditionally"



15



Diverse Workforce

- 47% of millennials said diversity and inclusion was important when looking for a new job
- 33% of Generation X-ers
- 37% of boomers.

(KRC Research and the Institute of Public Relations)

16

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Diverse Workforce – Native vs. Immigrant

- Boomers and Gen X
 - Concept is more about integrating people of different gender, faith, ethnicity and physical ability into the workplace.
 - More likely to see diversity as a reputational issue for their workplace, or a moral and legal imperative, than a concept that makes the workplace more pleasant.
- Younger Gen Xers and Millennials
 - For today's most influential consumers and the bulk of the workforce, diversity means being free to express oneself and be listened to, and extends far beyond merely achieving compliance.

17

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Diverse Workforce – Native vs. Immigrant

- Millennials
 - Favor companies where communication is open and team members are not afraid to voice ideas, however unorthodox.
 - They don't downplay their differences but rather, celebrate them.
 - Part of cognitive diversity is a collaborative environment, with transparent and communicative leadership, a strong focus on teamwork and recognition of individual achievements.
- Gen Z
 - Not so much about promising a diverse workplace – to them, this is a given. It's about tolerance, flexibility, choice and career progression – but not necessarily in a linear fashion.

18

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#6 Technology

- The robots are coming! The robots are coming!



19

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Technology – Chatbots

- Chatbots are a service, sometimes using artificial intelligence (AI) that simulate interactive human conversation based on text signals that you can use through the chat interface.
- But HR communicates on a human level, not through AI.
- Chatbots provide a level of comfort and distance — you are not chatting with a real human and that whatever you write will likely stay between you and the bot.
 - Chatbots could help HR with more prompt responses
 - Chatbots can help with getting more feedback
 - To eliminate the risk of sending out wrong answers it learns from every new interaction

20

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Technology - Chatbots

- Recruiting
- Employer branding
- To answer candidate questions
- Collect feedback
- Assistance to teams

21

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#7 Technology+

One projection sees 90 percent of enterprise wellness initiatives including fitness trackers by 2021.



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22



Technology+

The Good

- Expands labor pool –training, physical
- Reduce new hire training - automated
- Improve safety
- Transform customer service
- Empower lesser skilled employees
- Increase efficiencies and productivity

23

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Technology+

<p>▪ GE Aviation: where smart glasses ensure that mechanics don't need to stop work to check reference manuals</p>	<p>▪ Audi: workers piloting the use of exoskeletons have reported 20-30% less strain on back muscles, making the workplace safer for these employees, given overexertion is the leading cause of disabling workplace injuries</p>	<p>▪ Air New Zealand: with wireless headphones connected to machine learning-enabled live translation capabilities on a smartphone, staff can understand customers speaking in any of 40 languages</p>
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24

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Technology+

<ul style="list-style-type: none"> ▪ Coca-Cola: technicians use <u>smart glasses</u> to share their visuals with remotely located experts for advice 	<ul style="list-style-type: none"> ▪ Lufthansa: voice -based headphones enable a single technician to accomplish the maintenance work that earlier required two 	<ul style="list-style-type: none"> ▪ Lowe's: hardware stores, exoskeletons help workers easily lift heavy objects
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25

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Technology+

The Bad

- Workplace discrimination based on health data
- Ethical questions
- Potential long-term health concerns
- Change

26

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#8 Managing Change

- 1984 – All white collar workers will work remotely
 - NOPE
- WHY? They could.
 - Managers are afraid
 - It is hard
 - Requires trust
 - Requires clear objectives and goals
- And that's only part of it

27

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31

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Snowplowing

- Started a foundation
 - But I'm not a helicopter mom
- Best preschool
- Elementary school absences
- Middle school homework
- Calling coaches
- SATs
- College homework, wake-up calls
- No sauce, sleep to 8:00

32

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Bonus Slide: Engagement

The extent to which employees are **mentally** and **emotionally** invested in the type of work and/or an organization. The extent to which they are committed.

33



34

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Key Engagement Drivers



35

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2017 Turnover Study

PRIMARY REASON	Managerial & Professional % of Companies	Office & Technical % of Companies	Production & Maintenance % of Companies
For a similar job at another employer	36%	32%	41%
Retirement	29%	19%	33%
Career change	21%	22%	33%
Relocated	13%	16%	22%
More salary/better benefits	19%	19%	28%
Personal problems	9%	12%	28%
Better work/life balance	9%	9%	12%
Death	3%	3%	8%
Other employee-initiated reason	13%	14%	30%
Total Employee-Initiated (Voluntary)	74%	70%	60%
Due to performance	33%	29%	43%
Due to attendance	3%	8%	41%
Due to rules violation	8%	10%	30%
Downsize/permanent layoff	12%	11%	14%
Due to merger/acquisition	1%	0%	0%
Other employer-initiated reason	10%	8%	14%
Total Employer-Initiated (Involuntary)	26%	30%	40%

36



Questions

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