

_____ A TIME FOR _____

DISRUPTION

A Call to HR Leaders to Lead

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...Always Find A Better Way for Your People.

They're Counting on You!

ARE

YOU

MAKING A

DIFFERENCE

1950s

ADMINISTRATION

Focus on
organizational
structure, hiring
people, files,
firing, time clocks,
payroll

1980s

**PERSONNEL
MANAGEMENT**

Focus on people,
training,
development,
negotiations.

1990s

**HUMAN
RESOURCES**

Focus on people,
practices and
leadership. Policy
management, risk
management,
legal compliance.

2010s

**TALENT
MANAGEMENT**

Focus on
managing the
talent that resides
in the people –
develop and

1990s **HUMAN RESOURCES**

Focus on people, practices and leadership. Policy management, risk management, legal compliance.

1990s – Challenges...

- Litigation – Flood of harassment claims
- Anita Hill – Supreme Court Justice Nomination
- Compliance Training for Employees and Managers
- Attracting New Talent – What to do with Gen X
- Retention of Talent – Competition Stealing
- Digitization of Data and Upgrading Tech
- Speed of Change
- Improving the Employee Experience

What's Different?

Manufacturers are posting jobs, not filling them

Change since June 2009, seasonally adjusted



TALENT

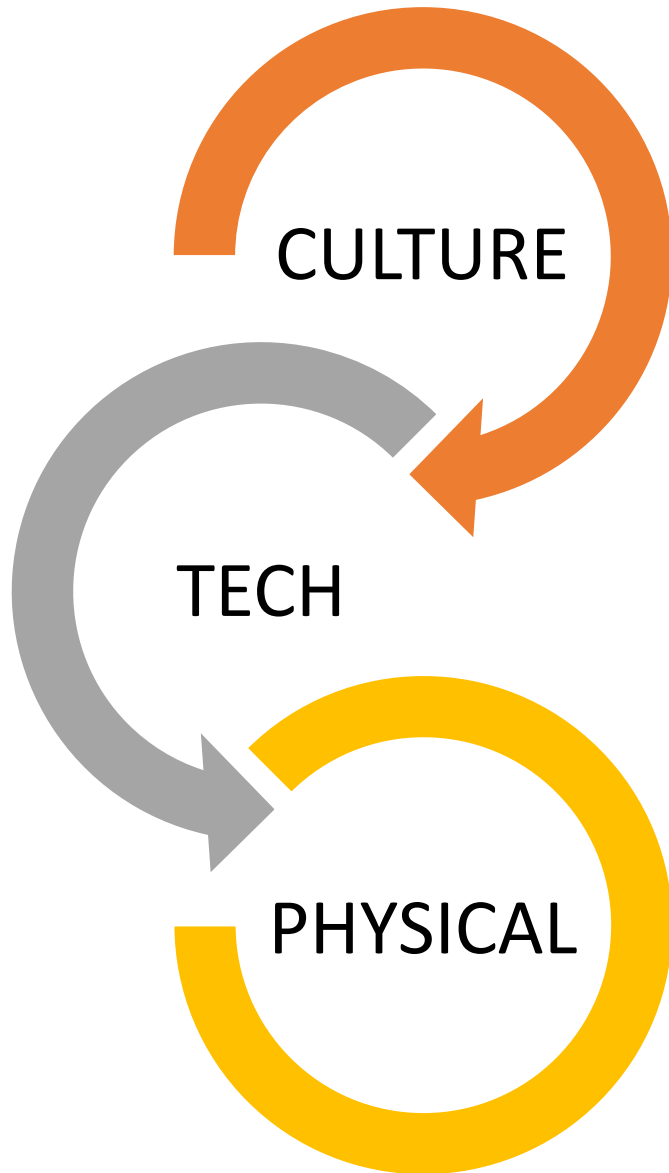
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LABOR



WHAT MATTERS MOST?

*From The Employee Experience
Advantage by Jacob Morgan, 2017*



- Company image
- Feeling valued
- Sense of purpose
- Part of a team
- Diversity and inclusion (REALLY)
- Availability to everyone
- Continuous learning
- Fair treatment
- Can't use outdated technology
- Can't use the best tools or visitors
- Change to business vs Business needs
- Employee needs vs Business needs
- Flexibility of work & space
- Flexibility of work & space
- Organizational values are reflected
- Leverages multiple workspace options





What's Different?

New Value Proposition for Employees

- Their expectation from work is different
- Focus on personal fulfillment, not just money
- Find their voice, realize their potential

Align EE Role & Performance for Best Outcomes for the Business

- Identify EE talents and competencies
- Manage and grow by competency, not by job
- Create flexible, project-based options

Requires HR Agility

- HR must be flexible to meet changing demands
- HR must be adaptive to understand employees

Requires Better Use of Technology

- Automate traditional HR functions to allow better use of time
- Use technology to track and manage talent and resources
- Align business needs with employee resources, connect with mgrs



INSANITY

ARE YOU STILL DOING
WHAT YOU'VE ALWAYS
BEEN DOING?

disrupt verb

dis·rupt | \dis-'rəpt  \

Definition of *disrupt*

transitive verb

1 a : to break apart : RUPTURE

// three periods of faulting *disrupt* the links
— *University of Arizona Record*

b : to throw into disorder

// demonstrators trying to *disrupt* the meeting

2 : to interrupt the normal course or unity of

// ... *disrupted* a bridge game by permanently hiding up the ace of spades ...

— Scott Fitzgerald

// can *disrupt* an industry with new technology

HRR



QUIZ: LET'S TEST YOUR READINESS

1. Can applicants apply for a job using their phone?
2. Can applicants apply in under 5 minutes?
3. Have you conducted interviews via text messaging?
4. Do you use video interviewing to save time?
5. Do new employees spend less than 30 min in class on their first day?
6. Do new employees skip HR on the first day?
7. Do they skip harassment training on the first day?
8. Have you killed performance rating yet?
9. Have you hired gig workers for a special project?
10. Do you use social media to let employees communicate with each other?
11. Do you use YouTube to communicate with your employees?
12. Do you regularly survey employees about how they feel about what YOU are doing?
13. Have you sent employees to Mexico to save money on specialty drugs?
14. Do you allow employees to earn FREE HEALTHCARE through wellness?
15. Have you told the CEO that he or she is wrong?

WHAT

WILL IT

TAKE?

Empowerment Will Require This...

**PERMISSION
TO
CHANGE**



5 Steps for HR Disruption

FEEDBACK

YOU CAN'T FIX WHAT
YOU DON'T KNOW

MEET “DOUG”



WHY DO WE HAVE SUCH A

PROBLEM

WITH GIVING

FEEDBACK?

CHALLENGE 1

THE VALUE OF FEEDBACK

DIMINISHES

WITH TIME

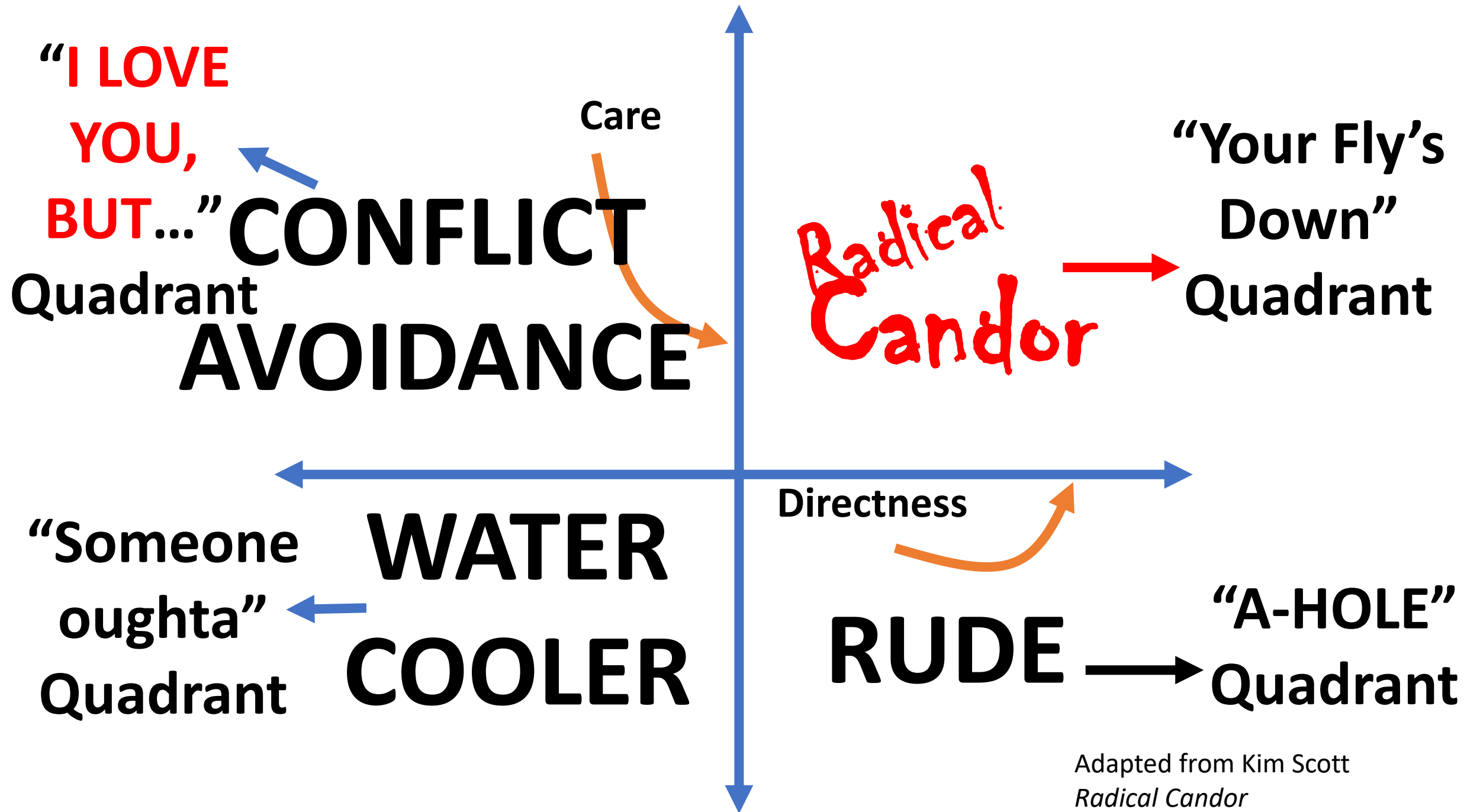
CHALLENGE 2

WE DON'T BALANCE

CARE

WITH

DIRECTNESS



Adapted from Kim Scott
Radical Candor

CHALLENGE 3

WE DON'T
STRUCTURE
FEEDBACK
CORRECTLY



SITUATION



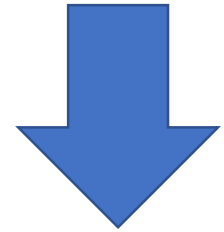
BEHAVIOR



IMPACT

LAUNDRY LIST

- FB is vague
- Does not address specific situations
- Too general and broad
- Does not share impact to others



NO CHANGE

Adapted from the Center for
Creative Leadership

BE THE CHANGE

We Must Get
Better at Giving
Feedback

We Must Help
Others Get
Better at Giving
Feedback to
One Another

STRATEGY

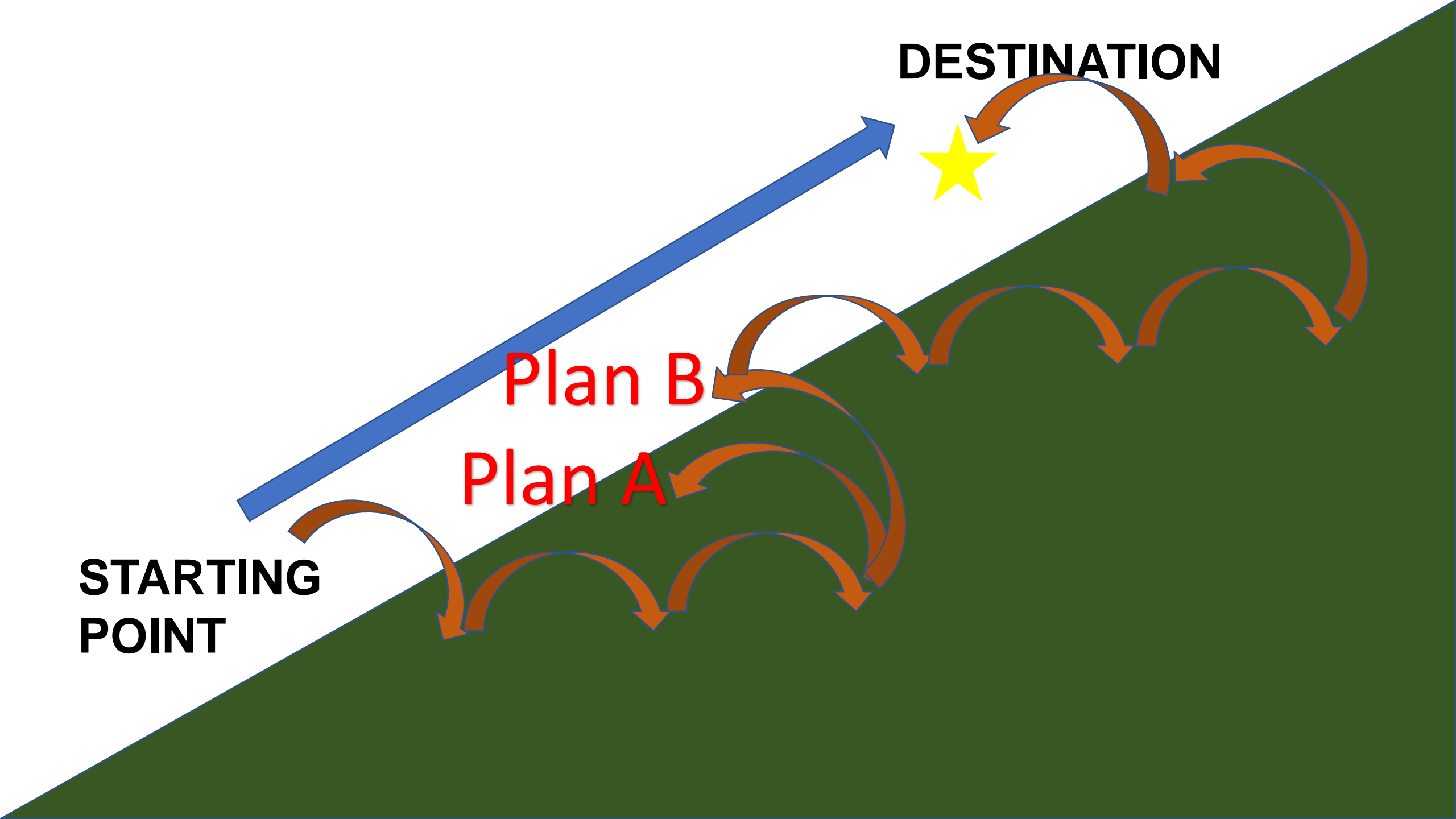
YOU CAN'T GET
WHERE YOU'RE NOT
GOING

Where there
is no vision,
the people
perish...

Proverbs 29:18

KODAK
NOKIA
XEROX
BLOCKBUSTER
JCPENNEY
SEARS
BLACKBERRY
ATARI
POLAROID
MYSPACE
GM
TOYS R US
TIVO
YAHOO
SEGWAY
COMMODORE
RADIO SHACK
TEXAS INSTRUMENTS
HITACHI
MERCURY
TOSHIBA
BORDERS
PALM





DESTINATION



Plan B

Plan A

**STARTING
POINT**

QUESTION

WHERE DO YOU
**SPEND YOUR
TIME?**

PARETO PRINCIPLE

20%

80%

What is your 20% that makes the 80% impact to your business?

What is the 80%?

Are you finding ways to improve the quality of the 20%?

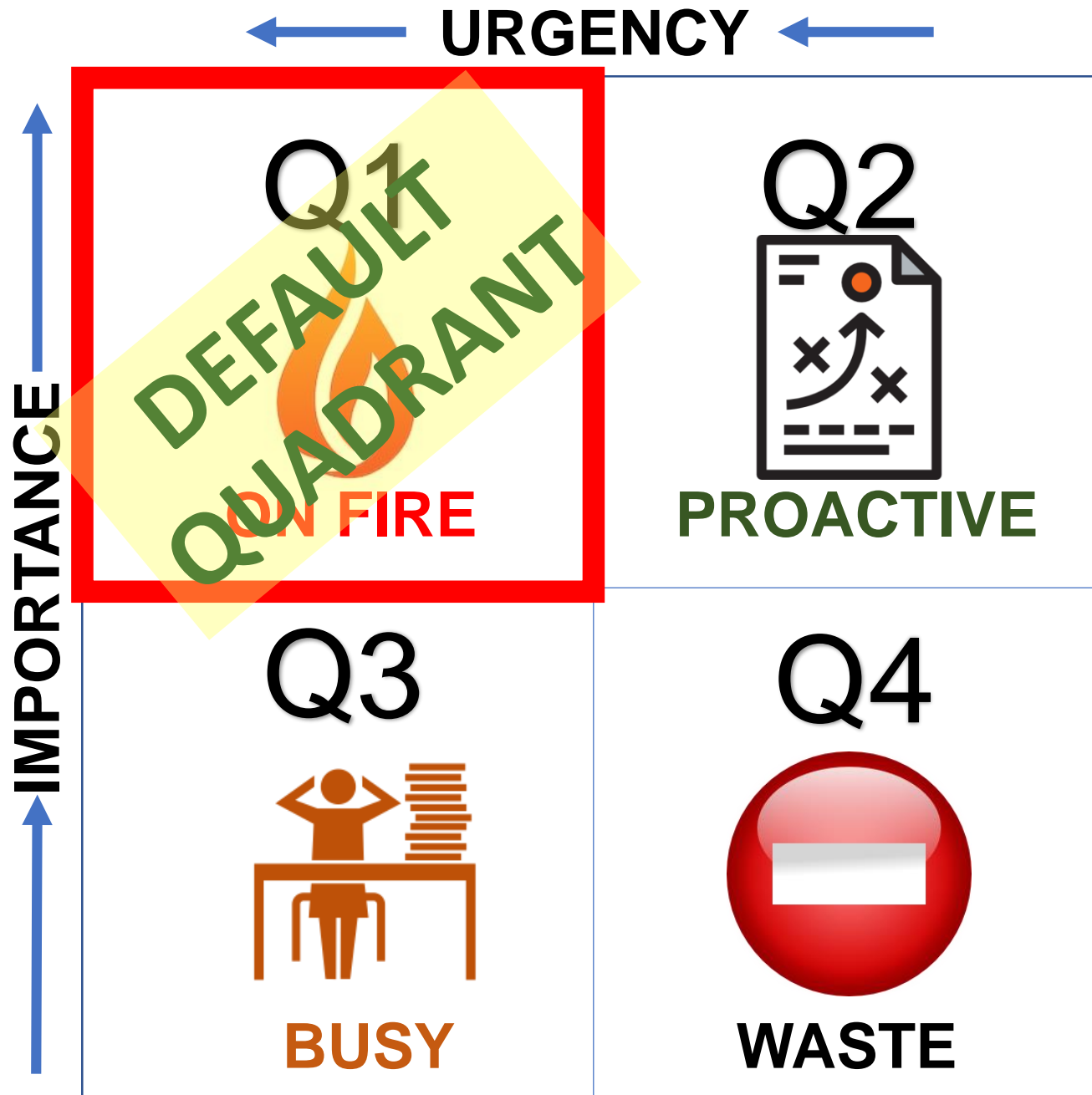
Are you finding ways to automate the 20%?

Is this local to HR?

Or is this business level focused?

Are the 20% activities different today than they were last year?

Better or worse?



**WITHOUT
STRATEGY,
YOU
WILL BE
MANAGED
BY YOUR
SCHEDULE**

OFFICIAL REPORT
“How HR Spends Its Time”
The Center for Effective Organizations

Despite advancements in technology...HR leaders
continue to say that their
actual work remains focused on
administration ...

~~ADMINISTERING~~

**SHIFTING THE BULK OF OUR TIME AND ATTENTION TO WHAT MATTERS MOST
FOR WHO MATTERS MOST**



QUESTION

HOW DO YOU BECOME

MORE

STRATEGIC?

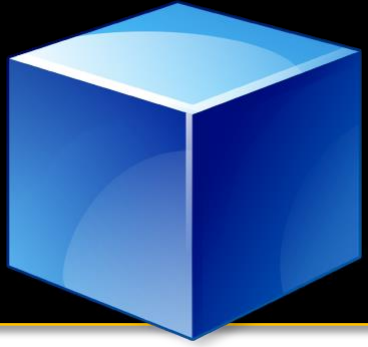
IMPROVEMENT

IT WON'T GET
BETTER ON ITS OWN

No one likes to be
forced to change....

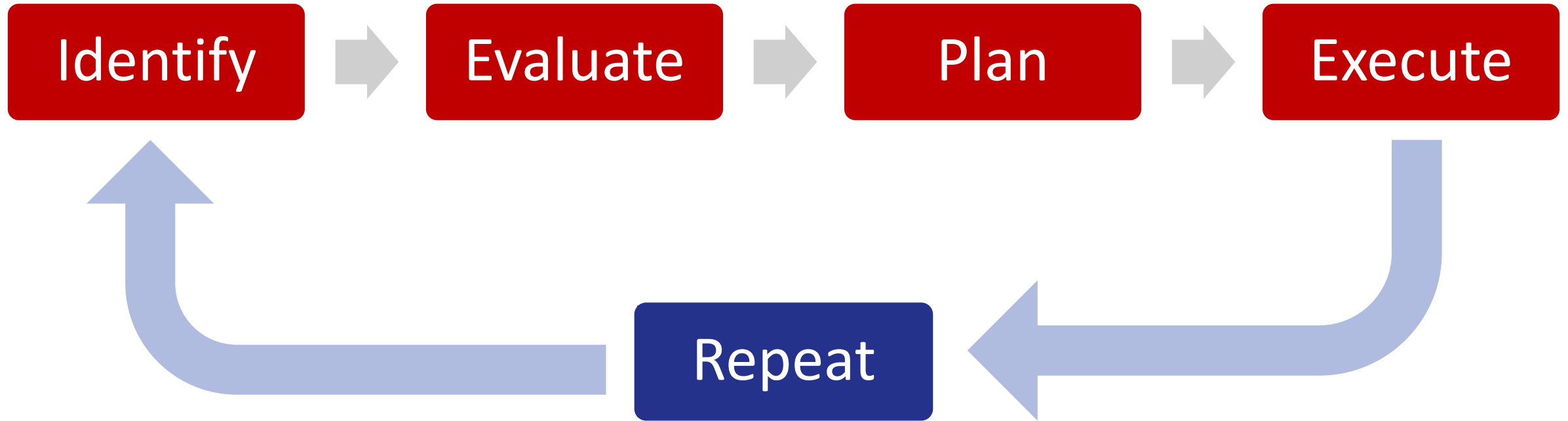
But they don't mind
changing if they think
it's their idea.

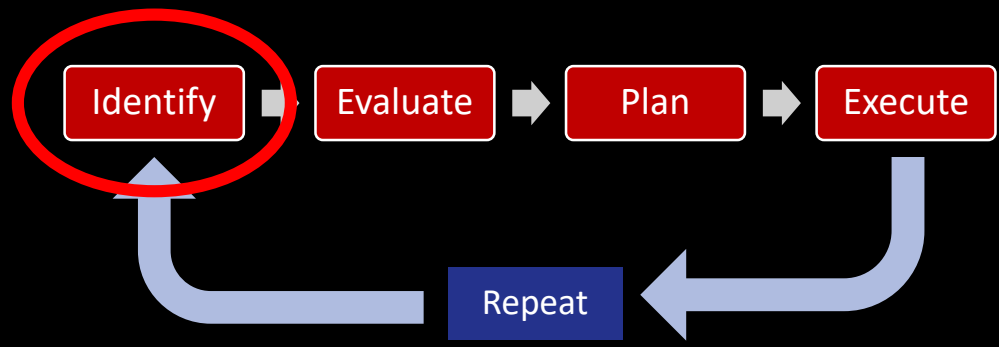




STRATEGY: FIXING THE PROCESS

CONTINUOUS IMPROVEMENT

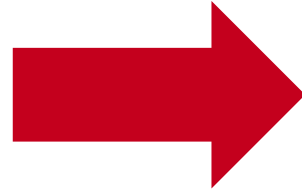




IDENTIFY

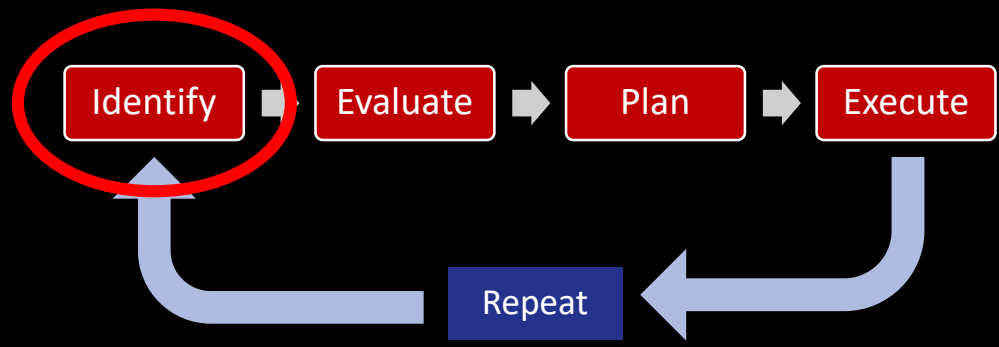
FOR EACH FUNCTION...

*Select your
HR functions
to evaluate*

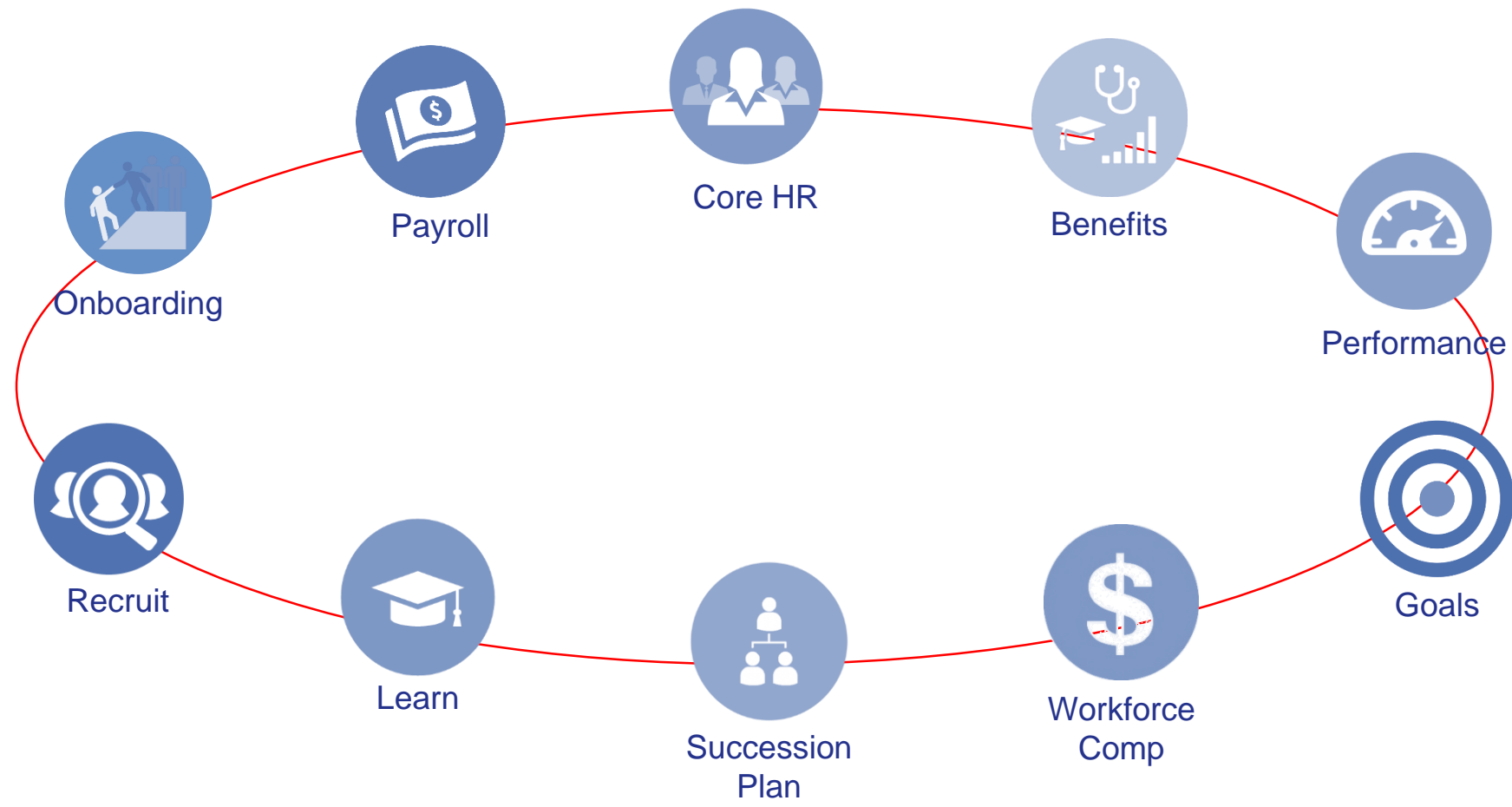


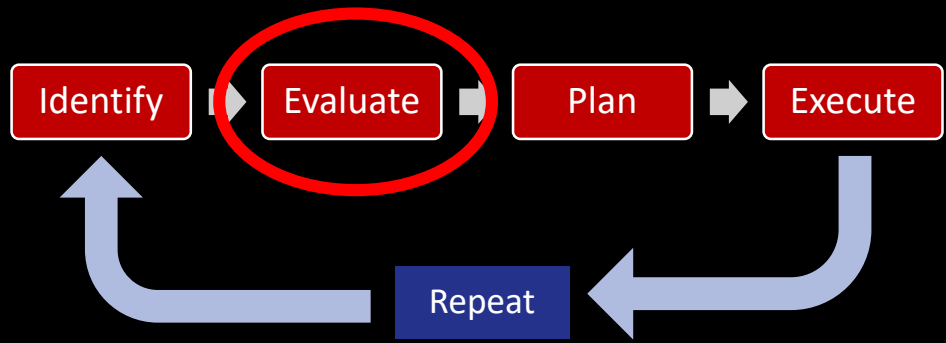
1. What ...?
2. How?
3. Why ...?

These process may exist to solve
a problem that doesn't exist any
longer...



IDENTIFY EVALUATION AREAS

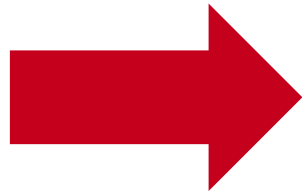




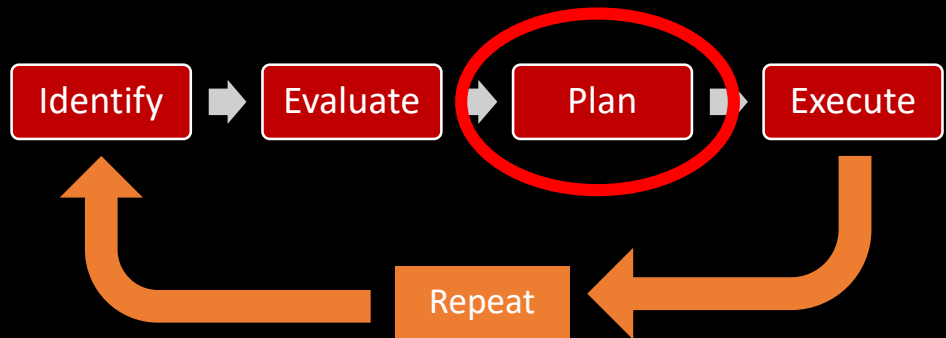
EVALUATE

FOR EACH FUNCTION...

*Determine
criteria*



1. How well ...?
2. What works well?
3. Improvements?

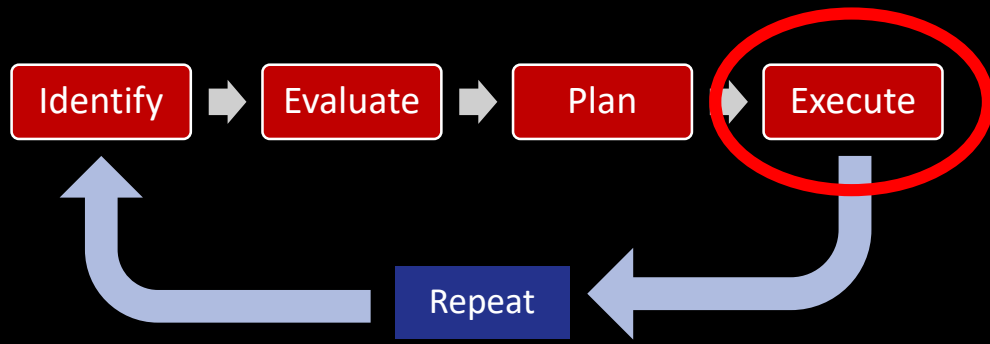


PLAN

HOW TO MAKE IT REAL

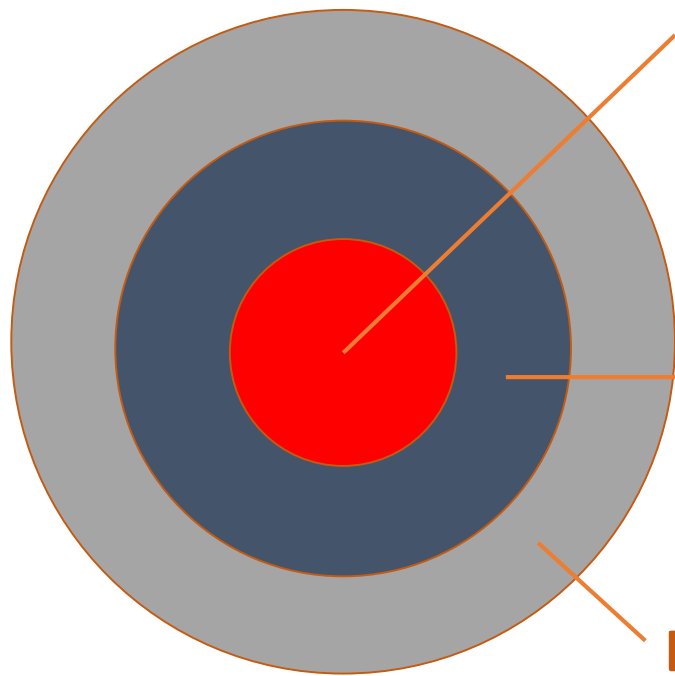


- Action Item 1
- Action Item 2
- Action Item 3
- Action Item 4
- Action Item 5
- Action Item 6
- Action Item 7
- Action Item 8



EXECUTE

PUT PLANS INTO MOTION



What Matters Most?

- ROI – Immediate and long-term
- What matters now?
- Both important and urgent

Important, Not as Urgent

- Will have benefit and ROI
- Not a lot of pressure or urgency

Lower Priority

- Nice to have

*The 'Art' of
Getting
Things Done*

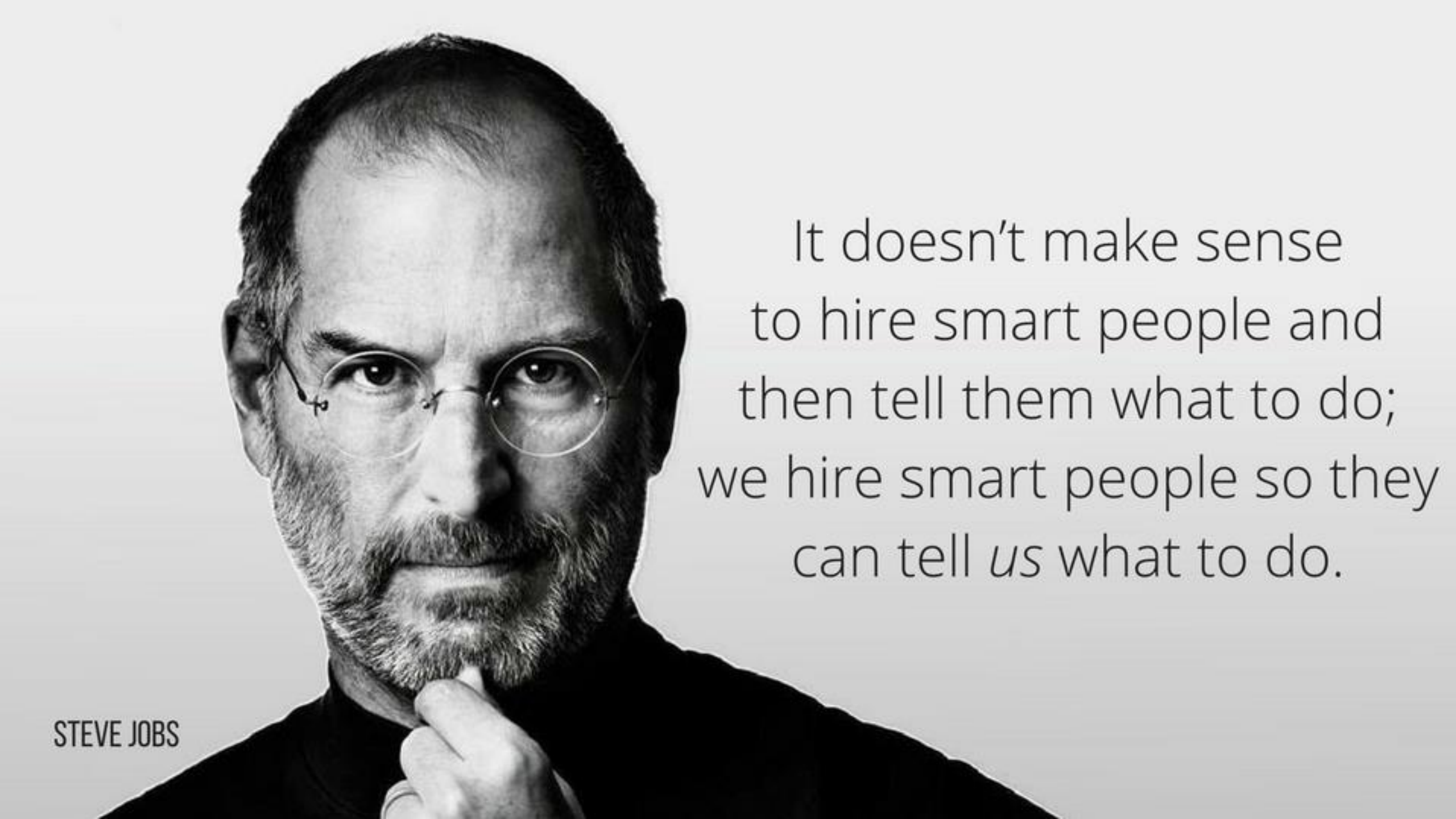
ENGAGEMENT

EMPLOYEES ARE
LOOKING FOR AN
EXPERIENCE

YOU FOCUS
ON
CREATING
THE BEST
EXPERIENCE
GETTING
THEM IN THE
DOOR...



WHAT ARE
YOU DOING
TO KEEP
THEM, FULFILL
THEM, AND
GET THE
MOST FROM
THEM?

A black and white portrait of Steve Jobs, looking directly at the camera with a serious expression. He is wearing his signature round glasses and has a short beard. His right hand is raised to his chin, with his index finger pointing upwards. The background is a plain, light color.

It doesn't make sense
to hire smart people and
then tell them what to do;
we hire smart people so they
can tell *us* what to do.

STEVE JOBS



DAY 1

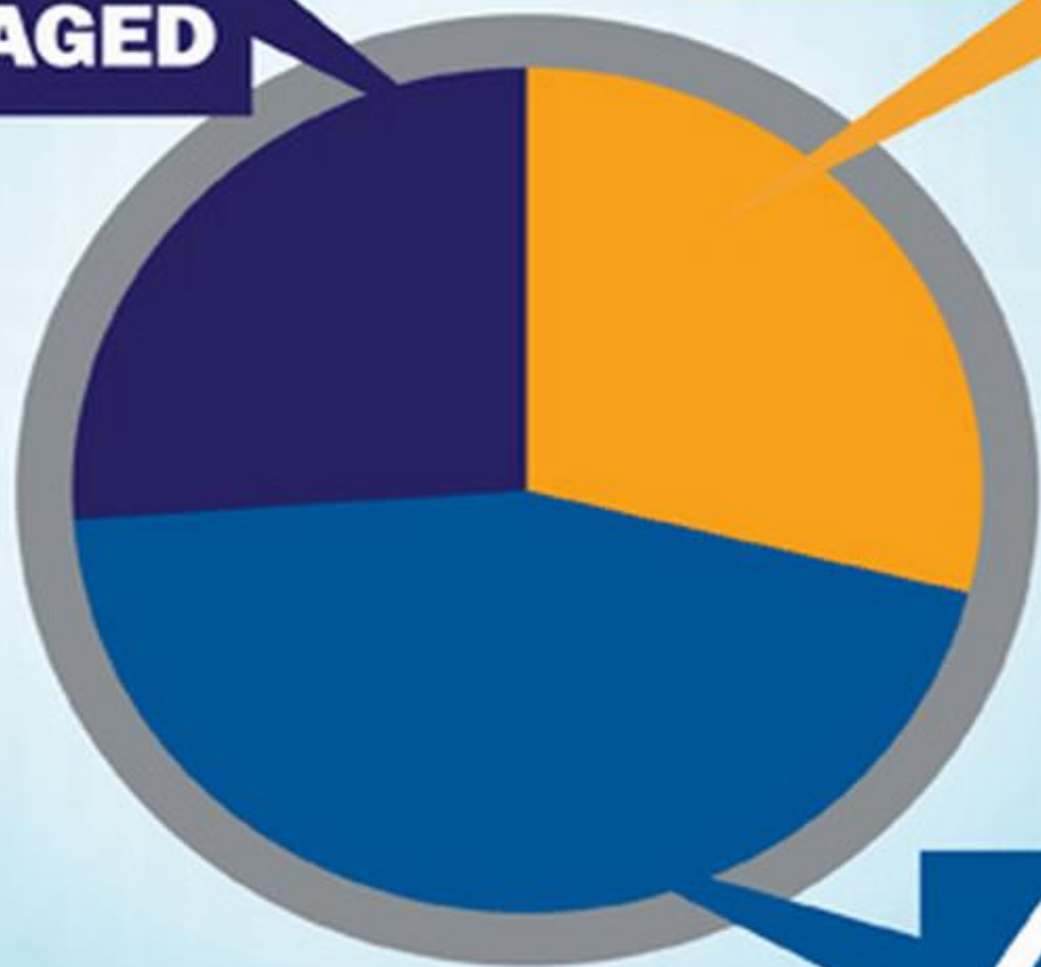
HOW MANY THINGS
DO WE TELL OUR
EMPLOYEES

NOT

TO DO?

26% ARE **ACTIVELY
DISENGAGED**

29% OF THE
WORKFORCE IS
ENGAGED



45% ARE
**NOT
ENGAGED**

This chart represents the
breakdown of employee
engagement across the US.

BENEFITS OF ENGAGED WORKFORCE

COMPANY...

- CONSISTENTLY HIGHER PROFITS
- HIGHER CONSUMER LOYALTY
- GREATER EMPLOYEE RETENTION
- CONSISTENTLY HIGHER STOCK VALUATION

EMPLOYEES...

- LOWER TURNOVER
- LOWER ABSENTEEISM
- LOWER “PRESENTEEISM”
- CONSISTENTLY FEWER ERRORS
- HIGHER PERFORMANCE
- HIGHER SATISFACTION RATINGS



QUESTION 1

DO YOU

ASK

FOR FEEDBACK?

QUESTION 2

DO YOU

LISTEN

TO FEEDBACK?

QUESTION 3

DO YOU

INVOLVE

EMPLOYEES IN THE SOLUTIONS?

QUESTION 4

DO YOU

EMPOWER

EMPLOYEES TO SOLVE THEM?

QUESTION 5

DO YOU

REWARD

THE RESULTS?



Wellness Implementation: Case Study



Negotiated Plan Renewal

Negotiated great rates for first year of wellness program implementation. Used cost savings to fund program.

Implement Vitality

Begin partnership with Vitality (PowerOfVitality.com) To deliver wellness engagement portal.

Install On-Site Gym

Retained 2% of budget savings to remodel section of basement and purchase gym equipment.

Employee Program

Create integrated program with events, activities, education, and incentives to engage and involve employees



WELLNESS COMMITTEE



EMPLOYEE COMPETITIONS



LUNCH AND LEARNS

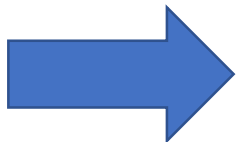


EMPLOYEE EDUCATION



WELLNESS FAIR

- **98% Satisfaction Rate – Healthcare Programs**
- **\$987k savings YR1 - \$1.2M savings YR2 (\$6.2M Plan/400 EEs)**
- **EEs pay 25% less in premiums today than 2 yrs ago**
- **Fully funded deductibles through wellness HSA contributions**



COURAGE

DO YOU HAVE THE
GUTS TO TAKE THE
RISK?



**LEADERSHIP
IS
INFLUENCE**

**YOU CAN LEAD A HORSE
TO WATER,
BUT YOU CAN'T
MAKE IT DRINK.**

**BUT YOU CAN PUT
SALT IN ITS OATS...**





*...Always Find A
Better Way for Your
People.*

*They're Counting
on You!*

-Mike



Larson Leadership Consulting

Speaking - Business Consulting - Performance Outcomes



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