Today's Topics

KEY TAKEAWAYS

- Great Resignation Global Attitude Shift Towards Work

- Innovation In HR Strategies

- Lessons For Organizations To Succeed In The Future

50.5 Million

2022 – 4 Million quit each month!

This was not "Quiet Quitting"

(AKA Disengaged)

These people left the workforce!

Pandemic Changed Our Lives

- Mandatory stay – at – home orders

- Schools/Stores/Everything closed

- Public interaction/Social Contact

- Work – mass lay offs to hybrid work

- Loss of sense of control

- Felt abandoned

Pandemic Allowed Workers To

- Re-evaluate their careers

- Work Conditions

- Long Term-Goals

- Where, How & Why they worked
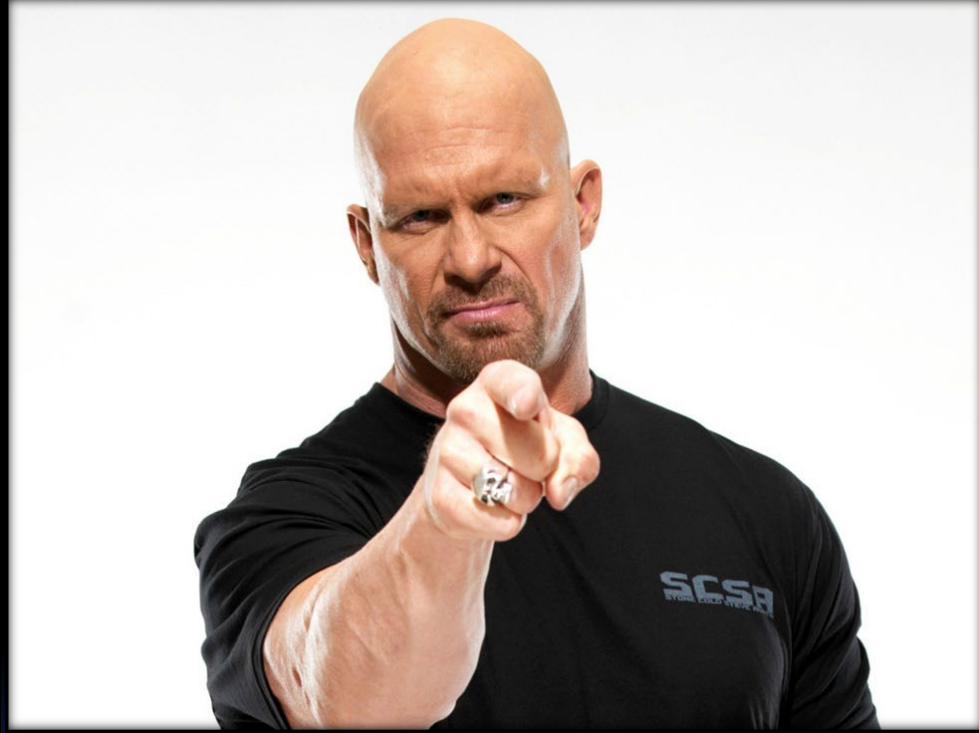
- Life-work Balance

- Created Unprecedented Demand for Talent

    - 11 Million Open Jobs

        - Hospitality Hardest Hit

NOW HIRING

Payscale Report 2023

- 65% Customer Service employees actively seeking new job in 2023

- And they're getting more demanding

Why should I work for YOU?

Customer Service Employees

- 41% applied to 11+ jobs in most recent search

- 60% expect to be interviewed within 3 days of applying

- 57% will ghost if timeframe not realized

- 41% Ghosted -- Hiring process too long

- 67% accepted first offer received

- 54% used smartphone for entire process

Let's start the job search!

Here's what new recruits are looking for:

Our Opportunity to reset and renew

- Quality Leadership

- Work Environment

- Recognition/Appreciation

- Life-Work Balance

- Growth and Development Opportunities

Opportunity To Reset/Renew

Top skill trends for future workforces (Forbes)

Flexibility

Customer service

Open to new ideas

Comfortable with ambiguity

Learning new skills

HR's Role in the Organization

To build and maintain organizational capability to deliver business results

Ask

That means we have to listen

Pay attention to needs

Understand new dynamic

Career Builder Survey

Pressure to fill quickly – 43%

Didn't know enough about candidate – 23%

Didn't check references – 9%

Don't know ! – 25%

#1 REASON COMPANIES MAKE BAD HIRES

Remember HR's Role

- . . . . . to build and maintain organizational capability to deliver business results

- How can I help?

- Do something different!

Engagement & Retention

2023 Study

Engaged	36%	↓	32%
Ambivalent	50%	→	
Disengaged	14%	↑	16%

These 2 guys are rowing like crazy

These guys are checking out the scenery

These guys are trying to sink the boat

Engagement & Retention

Most effective driver of engagement is .... *Recognition*

Most effective driver of satisfaction   .... *Recognition*

Open Communication
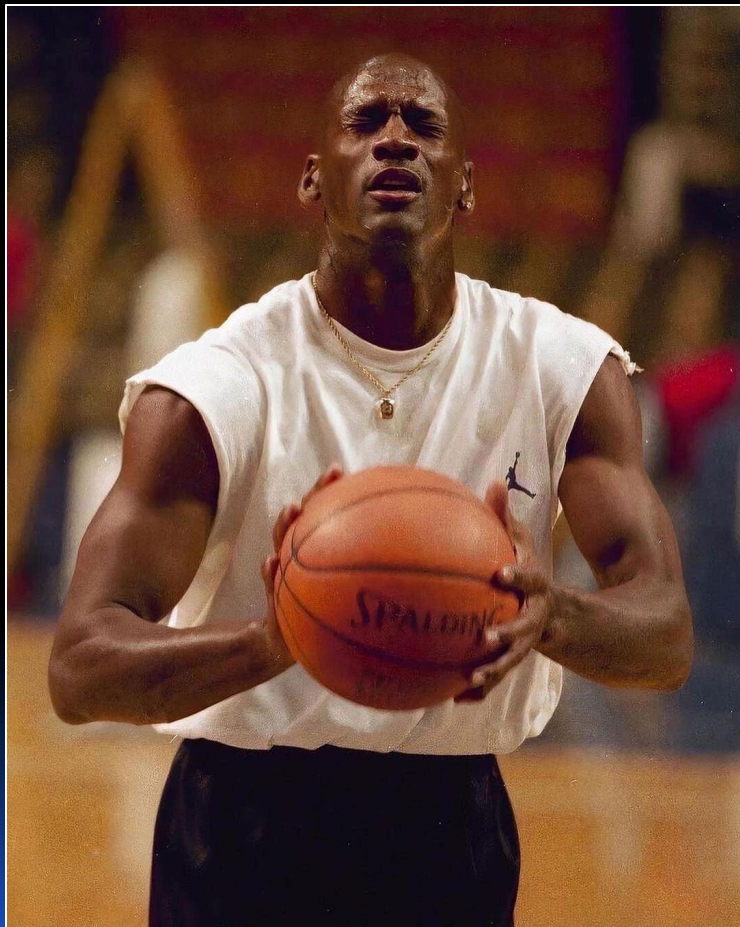
Career Development

And with these comes: retention

What Drives Low Engagement?

What are we actually measuring?

Engagement Surveys

Tend to measure:

pay

leadership

working conditions

overall satisfaction

More with Herzberg…

Herzberg's Theory of Motivation

Herzberg's Key Take Aways

Motivators

- Motivating factors
- Achievement
- Recognition
- The work itself
- Job advancement opportunities
- Personal Growth

Dissatisfiers

- Hygiene factors
- Relationship with peers
- Company Policies
- Physical workspace
- Working conditions
- Pay
- Status
- Security

Removing dissatisfiers doesn't motivate, it just takes the pain away.

Turnover . . . . Let's Not Forget

Good Turnover

Bad Turnover

Optimal Turnover

Here's an example…

Key Objective

Top Performers   10% ⬆

Ambivalent   50% ⬆

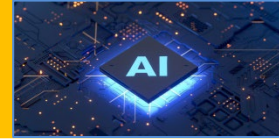**Bottom Performers**   10% ⬇

Innovation in HR

You haven't come this far to come this far

Innovation In HR – **AI**

Artificial Intelligence --   Machine Learning

- Machines and Computer Programs

- Human Intelligence, Learning, Perceptions and Decision Making

- Recognize speech, images, make predictions solve complex problems.

- Think & reason like humans, learn & adapt to new environments.

In Talent Acquisition

- **70% of Global Workforce Passive Candidates**

- **LinkedIn - one Source. AI collects public info from every available recruiting source.**

- **Keyword search vs hundreds of search combinations otherwise impossible**

- **Can read job descriptions and run highly specific searches.**

In Talent Acquisition

- **Can predict missing skills from resumes, add to profile**

- **Can run hundreds of variations of one search**
  - **Recommend small changes**
  - **Tweak key words**
  - **Alter requirements**
  - **Expand talent pool**

- **Determine best channel to engage/communicate**
  - **Day of work**
  - **Time of day**
  - **Ensure best response**

In Talent Acquisition

- **Can automate 75% of recruiting process**
    - Answer questions
    - Verify qualifications
    - Update candidates throughout process

- **Can predict candidates' tendency towards turnover**
    - Career patterns
    - Company hiring/firing rates
    - Turnover history
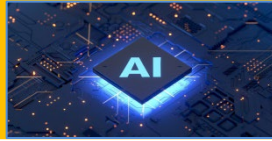
570 Billion Word Datasets

– Write a cover letter/resume

– Can measure efficiency/effectiveness

– Employee experience/engagement

– Predict turnover

– Medical diagnosis

– College Paper

– Personality Assessment

– Chat with anyone

Concerns (Lack of Guard Rails)

- Collection of Personal Data and unauthorized access

- Algorithms trained on historical data and could unintentionally discriminate

- Job displacement

- AI powered surveillance systems infringe on human rights and freedoms

Tested Method of Business Scorecard Measure, Measure, Measure

- Financial

- Customer

- Engagement/Learning

- Internal Processes

Any Pain Points??

Balanced Scorecard

Key Business Driver	Key Performance Indicator	Commitment	Result
Guest Satisfaction	Guest Survey	3.25	Warning — On Track — On Target — Off Track — Excellent
Business Results	Performance to Budget EBITBA % Revenue Growth/Guest/Month	At Budget 6% Improvement in total	Warning — On Track — On Target — Off Track — Excellent
Team Member Productivity	Time to Hire Creating the Guest Experience	15% Reduction Finalize Program-Begin Vert. Program for all TM's	Warning — On Track — On Target — Off Track — Excellent
Internal Efficiency	Major Projects Acres, Infogenesis, Server Room West Entrance Service Times Interval (All Encompassing) Cage: Valet: Slots: F&B: Order taken promptly Food served promptly	On time-On budget No more than 3 in line 12 minutes guarantee 5% improvement 85% excellent	Warning — On Track — On Target — Off Track — Excellent
Department Scorecard	Initiative #1 Initiative #2		Warning — On Track — On Target — Off Track — Excellent

Dave Ulrich
HR From The Outside In

- Business considerations into everything HR does

- Widen HR's perspective to the business

- Every HR position knows how it contributes to business success

Key Takeaways from Today

- Great Resignation ➡ Great Opportunity

- Using Technology to advance HR
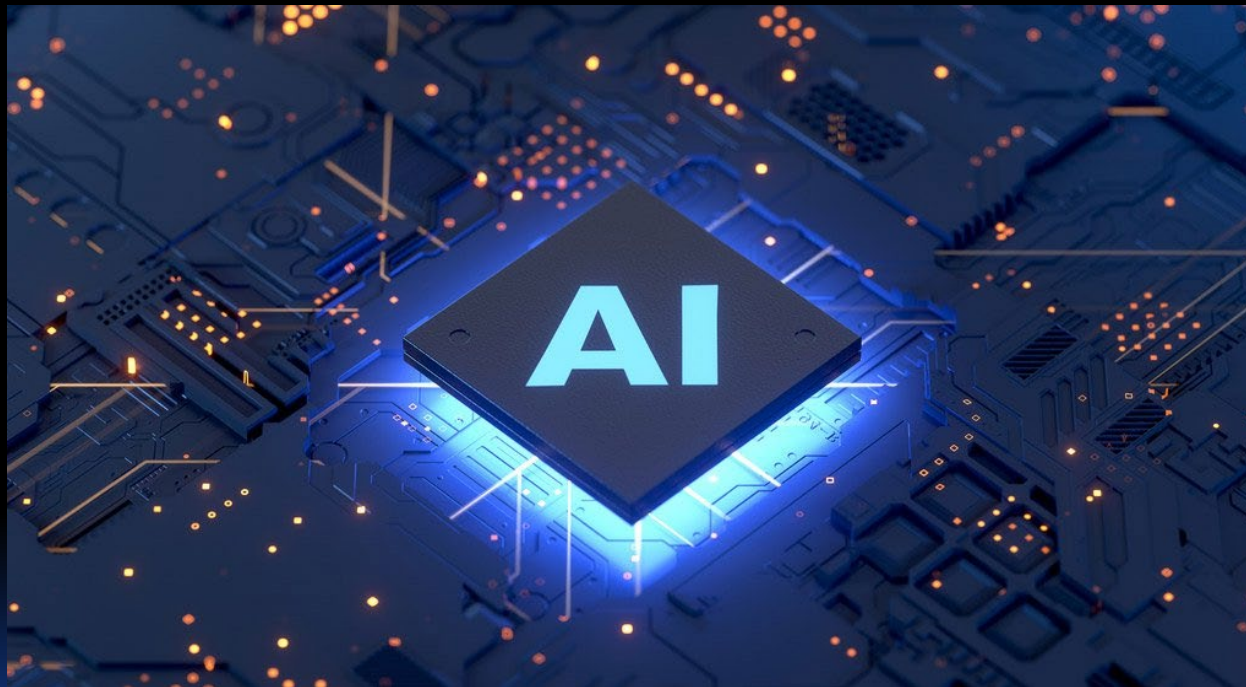
- How HR can drive future business success

What Can I do?

In Closing

- **Culture, values, and engagement strategies**

- **Listen to employees needs and concerns**

- **Together build resilient and productive workforce**

- **Create a better future for all.**

THANK YOU!