



CUTTINGS...

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A mini-theme on teams and generations in this edition, Gen Z like teams and there is evidence that mixed age teams are happier and therefore more productive. A couple more challenges to add to the HR agenda for 2017 and beyond as summarised in the lead article on research from the Hackett Group.

Enjoy,

Geof Cox

In this edition

HR challenges beyond 2017 - summarising the current issues facing the profession.

Generation Z - the teamwork generation - millennials like working in teams .

Employees are happier in age diverse teams - so says some recent studies.

Plus details of **Public Courses , Book Sales**, and **Snippets** to further provoke your thinking and reflection.

HR challenges beyond 2017

The Hackett Group has published its latest HR Key Issues report, and it had much to reveal about the state of the profession – and the challenges and opportunities it faces in the near future. Based on a survey of executives from more than 180 large international companies, the report paints a picture of HR at a turning point.

Never have the expectations from HR services been so high. When asked about the impact of digital transformation, 69% of HR executives predict that it will fundamentally change the talent needs of the business, and at the same time, represent an opportunity to deliver step change in HR performance, costs, quality, and cycle times.

As far as business executives are concerned, access to critical talent is seen as a major and growing risk for the business, progressing by 20% in 2017 compared to 2016, at the same pace as cybersecurity. However, HR functions will need to cope with the extra challenges without additional budget or staff: executives expect the function to cope with the forecasted growth, with a declining headcount and operating budget.

Technology

HR executives must leverage new technology. Fortunately, many understand this and 80% of HR executives expect mainstream adoption of digital transformation technology by 2020. But this optimistic note needs to be balanced with with other parts of the survey: only half of the respondents have defined their HR digital transformation strategy – and amongst those who have, only half believe they have the means the budgets and the competencies to deliver it. HR will therefore need to be realistic in the initiatives

Snippets

A collection of thought provokers and quotations...

"There is little success where there is little laughter."

Andrew Carnegie

"Stop interrupting what people are interested in and be what people are interested in."

Craig Davis

Great vision without great people is irrelevant."

Jim Collins

"If you try and we lose, then it isn't your fault. But if you don't try and we lose, then it's all your fault."

Orson Scott Card

"Capture people and get them excited, interested and absorbed by telling them firstly about the human interest part of the story, then giving them the hard information"

Bill Bryson

"When it comes to improving

launched.

Talent management

HR executives feel that their teams are not agile enough in addressing changing talent needs – specifically when these have to do with innovation, digital transformation or improving the customer experience.

As for the function's own capability developments, HR Executives realise that their teams are not ready to implement and benefit from analytics capability, nor are they able to measure the function contribution to business value, or agile enough in their ways of working to rapidly changing business needs.

Looking outside and learning from others

In order to improve, it is clear that HR needs to look outward and partner very closely with the business to be able to align and serve its wider objectives. As for the new capabilities, like analytics and performance management, HR should build as much as possible on other functions experience. Finance have been investing in better performance management and analytics in recent years, and most of the approaches and tools can be shared/re-used.

Global business services, the next evolution of shared services, involves the integration of governance, locations, and business practices for all shared services and outsourcing activity for various business services functions and is seen an exceptional strategic enabler of business performance.

Consolidating the basics

On the positive side, this year's study indicates that HR functions have made progress in integrating a workforce component in the company strategic plans. HR executives also feel that the function is better at managing/reducing costs (and without hindering effectiveness).

USEFUL LINKS

[Click here](#) to download the complete report from The Hackett Group

New Directions offer workshops and consultancy on talent management and HR strategy. For more information [Click here](#).

Generation Z - the teamwork generation

Members of Generation Z (also known as post-millennials and are generally regarded as being born after 1995) are more motivated by teamwork, but less driven by flexible working, than the average UK employee. In a survey backed by Vodafone of UK employees, almost three-quarters (74 per cent) of Generation Z said their workplace team mattered to them, compared with 64 per cent of all workers.

Generation Z also viewed training more favourably: 63 per cent said training boosted their productivity, compared with only 56 per cent of

performance, most organizations' problems can be traced to their inability to think and talk together at critical moments."

William Isaacs

"Leadership and learning are indispensable to each other."

John F. Kennedy

"We cannot direct the wind, but we can adjust the sails."

Anon

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

General S. Patton

"One of the advantages of being a Captain is being able to ask for advice without necessarily having to take it"

Captain James T. Kirk

"Yesterday is dead, tomorrow hasn't arrived yet. I have just one day, today, and I'm going to be happy in it."

Groucho Marx

"If you've always done it that way, it is probably wrong"

Charles Kettering

"We find judging others based on a single glance irresistible, but the judgments we reach are usually wrong."

Alexander Todorov

Employees are happier in age-diverse teams

Employers have been urged to cultivate age-diverse workforces, as new research reveals the benefits of working with people from a range of generations. As an example, fast food giant McDonald's found that multigenerational teams were an average of 10 per cent happier than those working solely with their peer group.

all employees agreed. The younger generation also voiced a preference for high-quality technology, with 61 per cent believing that the quality of devices available made them more productive, compared with 55 per cent of respondents overall.

And while workplace culture was ranked as important by 55 per cent of Generation Z, roughly the same as the UK average, there was less enthusiasm for flexible working with just over half (56 per cent) saying this made them more productive - less than the average of 71 per cent.

The conclusions, according to Reward Gateway who conducted the survey, are that employers should strive to make teamwork and technology as interconnected as possible, particularly for younger generations. Technology needs to be used to its fullest by finding ways to incorporate it into everything you do with your workforce, and provide formal or informal opportunities for employees to work as teams. Team messaging platforms such as Slack and social media such as Facebook, Instagram and Snapchat make this possible.

One step further could be rewarding staff through online recognition programmes, like discounts on shopping and gyms – to help the younger workers make their disposable income go further as they start out in their career, especially when they often have to pay back student loans. However, these and any HR programmes need to reflect and be built around the company's purpose, mission and values or individuals will not feel engaged. Just bolting on individually focused programmes that don't fit to the corporate culture will not work - they will be seen as not 'walking the talk' by both older and younger workers, at a time when corporate integrity is high on the list of engagement drivers.

As Generation Z becomes a greater proportion of the workforce, then their needs and motivators need to become more integral in HR strategy - which for too long has perpetuated the structures and processes more appropriate to the Baby Boomers who designed them.

USEFUL LINKS

Read the full article on the CIPD / People Management website. [Click here](#)

New Directions offers workshops and consultancy on team working, feedback and coaching for performance - all of which are highly rated by Generation Z (even though we are Baby Boomers!). For more information [Click here](#).

Public Courses 2017

New Directions runs a small number of public training programmes in association with partners. 2016 dates are below.

Human Competency and Capability

As people born in the year 2000 start to take up employment for the first time, the value of a multigenerational workforce to business is little understood.

At Age UK, research backs up the benefits of a more age-diverse workforce and also shows that many older workers have no intention of taking it easy and are still looking to progress with their careers, staying in employment longer. Employers can really benefit from the fact that more people than ever before are working past the age of 65, by recognising how valuable it can be to utilise the skills and expertise that older as well as younger people bring to the workforce.

Interviewees for a report published by the CIPD identified knowledge sharing, a range of perspectives and enhanced customer experience as key benefits of an age-diverse workforce.

On the other side of the counter, McDonald's also commissioned a survey of 5,000 members of the public, and found that more than half thought working with people of different ages was a positive, while a sample of 1,000 customers showed that 84 per cent liked to see a mix of ages in a restaurant team. Six in 10 expected customer service would improve as a result.

USEFUL LINKS

[Click here](#) to read the research article from Global Integration

New Directions offers workshops on teams and diversity. [Click here](#) for information.

Cuttings

Cuttings is a bi-monthly collection of ideas and comments published elsewhere which have attracted my attention over the past couple of months. It is designed for readers who are interested in individual,

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International Oil & Gas Executive Programme

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USEFUL LINKS

[New Directions consultancy and training services](#)

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organisation and management development and is free. It has been published continuously for more than 20 years by *New Directions*, an international network of consultants and trainers who work together to learn, research, design and provide consulting and training in individual, management, and organisation development.

USEFUL LINKS

[Past issues of Cuttings](#)

[New Directions website](#)

[Getting Results Without Authority](#)

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