



## A Changing World: How We Train the Next Generation

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# Learning Objectives

By the end of the session you will:



- understand how the landscape for recruitment and people development is changing, particularly as a result of Covid-19



- understand how new approaches and techniques can enhance your career



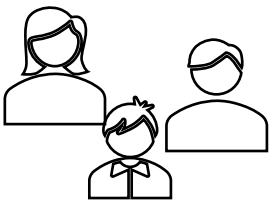
- how your team or your business can benefit from the application of new ways to train and develop the Next Generation



**The changing landscape of recruitment and people development**

# The changing landscape.....pre-Covid-19

## RECRUITMENT – TALENT ACQUISITION



**CANDIDATES**

+ EMPLOYER BRAND  
ON THE GO RECRUITMENT  
FEEDBACK  
CANDIDATE CARE  
FLEXIBLE WORKING

! WASTE TIME  
WASTED EFFORT

+ FACE TO FACE  
ONLINE WAS SEEN AS  
NEGATIVE

EXCLUSIVITY  
REPEAT BUY  
FEES ++  
MATCH

! CHANGE



**EXTERNAL  
RECRUITERS/AGENCIES**



**EMPLOYERS**

+ SPEED  
CULTURAL FIT  
CHEAPEST COST  
OF HIRE  
MATCH

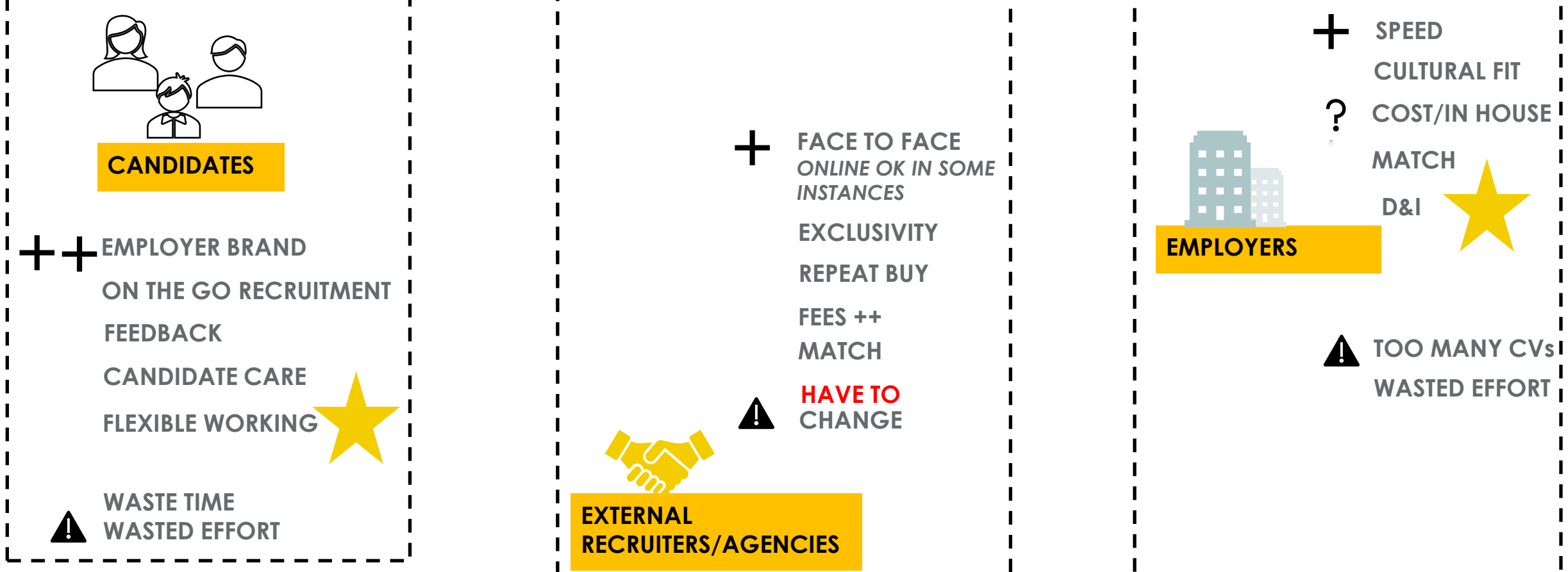
! TOO MANY CVs  
WASTED EFFORT

WHAT HAS BEEN THE  
IMPACT OF COVID-19



# The impact of the pandemic

## RECRUITMENT – TALENT ACQUISITION



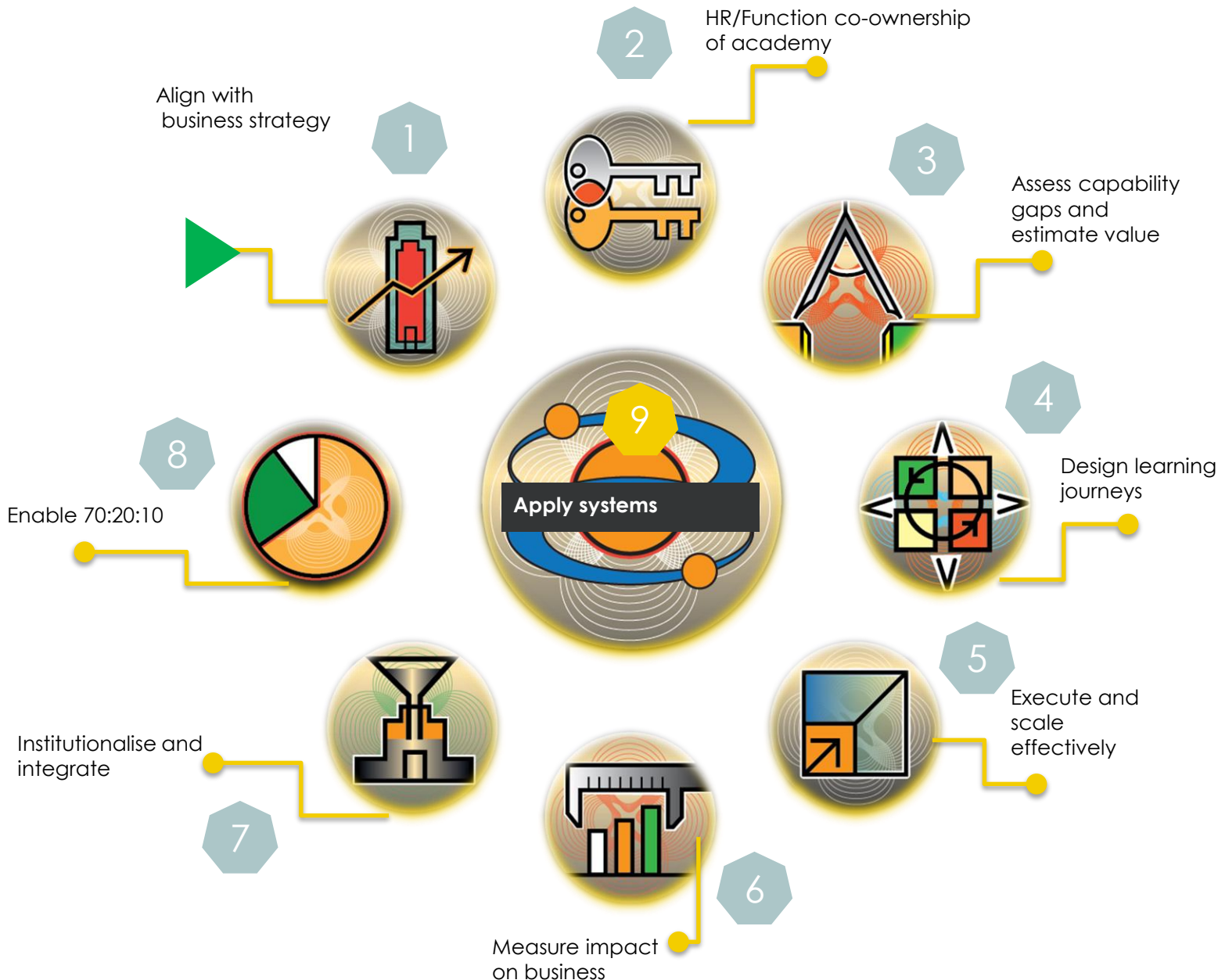
Job Movers will **evaluate employers actions** during Covid-19  
**Flexible working** is a new **non-negotiable**  
Anxiety amongst the unemployed with **large volume of HiPo on the market**

Recruiters are **willing to work without a contract.**  
Fees are more **negotiable**  
Customer requirements mean they **have to change**  
Focused on **Brand / Candidate experience**  
Boutique firms **hit hardest**

Become **comfortable with digital methods**  
Aware it's a **buyers market**  
At **risk of complacency** in hiring talent  
**Reviewing** recruitment/TA **strategy**  
Focused on **cost/restructuring**  
Reviewing **working from home policy**  
**BLM** means D & I is in **greater focus**

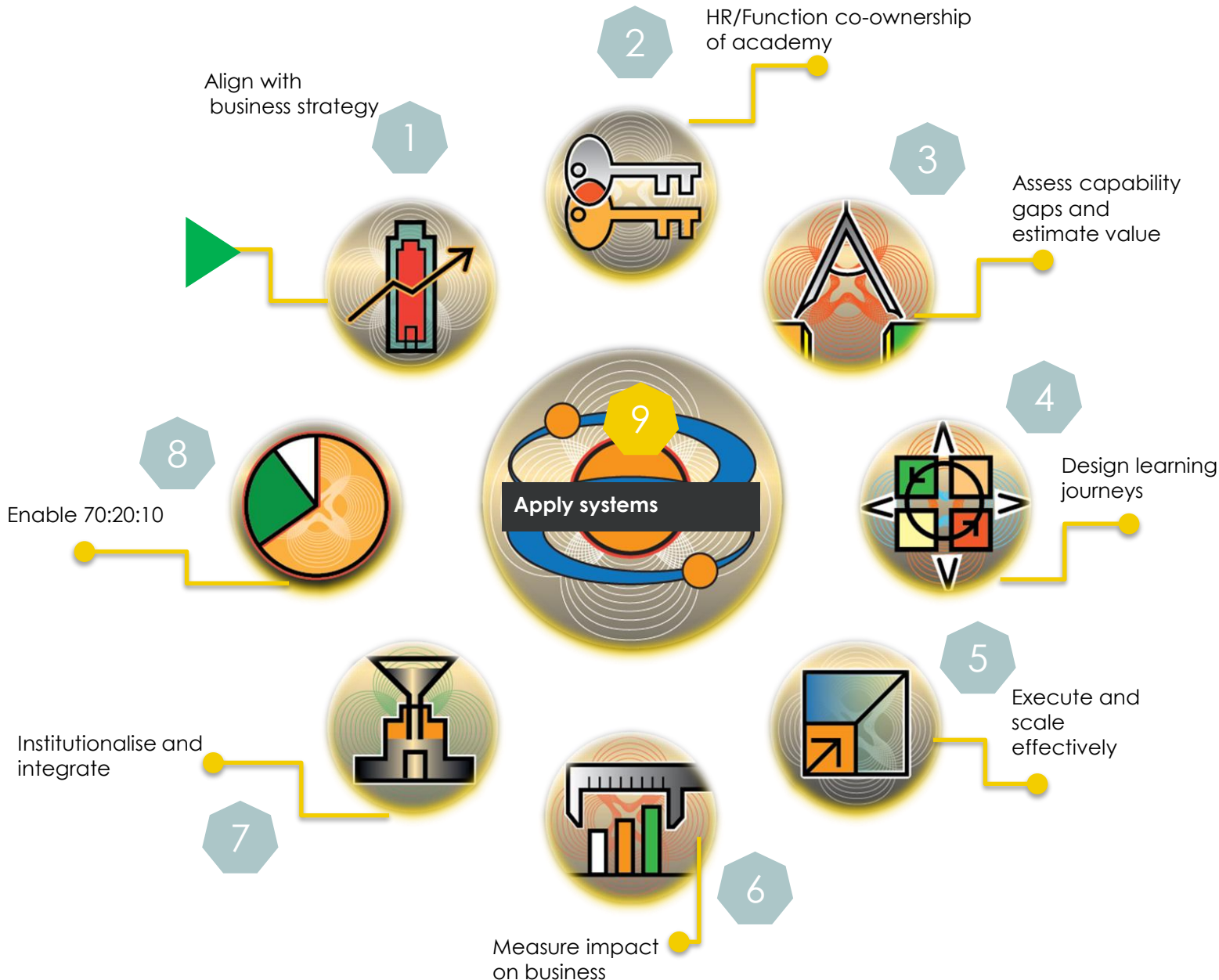


# Best Practice People Development framework - pre-Covid-19

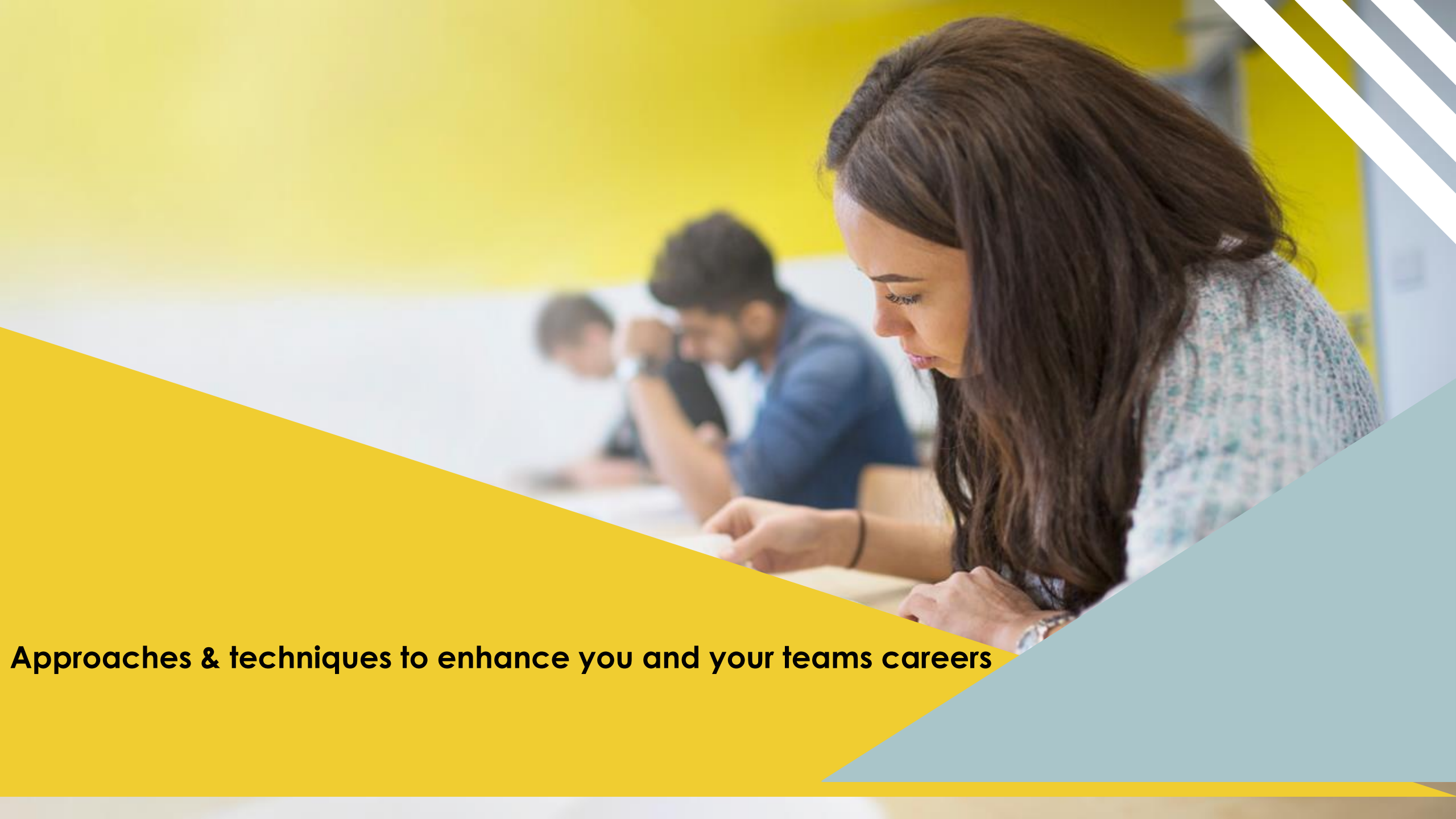


1. **Support professional development** and **build capabilities** across the company, on time, and in a cost-effective manner.
2. Leadership from both groups **share responsibility** for defining, prioritizing, designing, and securing funds for capability-building programs
3. The **most effective** companies take a **deliberate, systematic** approach to **capability assessment**. At the heart of this process is a comprehensive competency or capability model based on the organization's strategic direction
4. L&D functions are moving away from stand-alone programs by designing **learning journeys**—pre- and post-classroom digital learning, social learning, on-the-job coaching and mentoring, and short workshops
5. L&D leadership needs to maintain an **ongoing discussion with business leaders** about initiatives and priorities
6. The first indicator looks at business excellence: how closely **aligned** all L&D initiatives and investments are **with business priorities**. The second KPI looks at learning excellence: whether learning interventions change people's behaviour and performance. Last is operational-excellence.
7. L&D has an **important role to play in recruitment, onboarding, performance management, promotion,** and succession planning.
8. **70 percent of learning takes place on the job**, 20 percent through interaction and collaboration, and 10 percent through formal-learning interventions such as classroom training and digital curricula.
9. The most **significant enablers** for just-in-time learning are **technology platforms and applications**.

# Best Practice People Development framework– the impact of the pandemic



1. **Strategy** for many **has changed** and therefore the L&D strategy should also.
2. **HR** has become a **closer ally** of the organisation
3. **Capability gaps** have been **highlighted**
4. **Some L & D functions** have already **responded** to new Digital offerings
5. Some organisations have **focused on wellbeing and mental health during the pandemic** to support employees
6. Maintained/increased **employee engagement** surveys to manage expectations /understand employee needs
7. **High performers** are still looking for **development** and are being **proactive** with their teams
8. This split has changed for a lot of employees
1. **NOW** is the time for systems enablement - early adopters will gain competitive advantage



**Approaches & techniques to enhance you and your teams careers**



# Approaches / techniques to consider – RECRUITMENT/TALENT ACQUISITION



## STRATEGY

### IT'S TIME TO RE-THINK 'HOW WE DO THINGS ROUND HERE'

#### Considerations:

- Its time to revisit the strategy if you haven't done so already
- Do you stay In House – what roles? When should you use an external agency?



## SYSTEMS GO!

### A COMPLETELY DIGITISED EXPERIENCE SAVES TIME AND MONEY FOR ALL PARTIES

#### Considerations:

- What tech platforms do you use?
- Time to Hire
- Assessment
- Cost of Hire
- Insights and Analysis

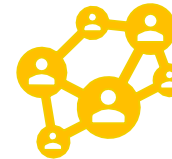


## EMPLOYER BRAND

### WE WILL ALL BE COMPETING ON DEMONSTRATED VALUES

#### Considerations:

- Do your stated values match what candidates are seeing? What decisions you took during the pandemic.
- Recognition – top employer, D & I , STEM
- Glassdoor



## RELATIONSHIPS

### HAVE HAS YOUR PSL BEHAVED?

#### Considerations:

- Do their values respect yours?
- Do they give honest Candidate feedback
- New beginnings?



## WFH/ANYWHERE?

### WE ALL FELL IN LOVE WITH FLEXIBILITY

#### Considerations:

- What is possible for your organisation? Can you guarantee any days working from home?
- Flexible Benefits?
- Roles could be anywhere opening up larger talent pools



## REVISIT BIAS & LEAVERS FEEDBACK

### BLACK LIVES MATTER ~~#~~ME TOO QUESTION YOUR "MUST HAVES"

#### Considerations:

- DIVERSITY metrics and ACTION
- Glassdoor
- Industry verticals/business size and scale?
- Do they need a degree really?

# Approaches / techniques to consider

## PEOPLE DEVELOPMENT – are there new skills priorities?



### AGILITY

#### WAS YOUR TEAMS SLOW TO RESPOND?

##### SUCCESS MEASURES:

- Rank against the competition
- Innovation based on customer/employee needs
- Revenue/retention



### DIGITAL

#### DONT BUY PRE-WRITTEN E-LEARNING WITHOUT DOING YOUR HOMEWORK

##### SUCCESS MEASURES

- Course Feedback
- Access for all
- Flexible
- Cost reduction
- Capability gap reduction



### DEALING WITH CONFLICT AND STRESS

#### SUPPORTING TEAMS TO DELIVER

##### SUCCESS MEASURES

- TRUST : High performing teams have psychological safety
- Improve Wellbeing
- Effectively lead and motivate remote teams

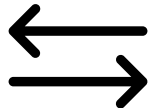


### ESG

#### SHOW YOU CARE

##### SUCCESS MEASURES

- Employee Experience/Engagement
- Reputation/Awareness
- Brand
- ACTION



### CHANGE MGMT

#### WHATS THE RISK IF YOU DON'T CHANGE?

##### SUCCESS MEASURES

- Retention
- Progression
- Blockbuster effect!



### PEOPLE LEADERSHIP

#### PEOPLE STILL LEAVE LINE MANAGERS NOT ORGANISATIONS *BUT DON'T MAKE THEM THE ONLY REASON TO STAY*

##### SUCCESS MEASURES

- Retention
- Progression
- Feedback
- Employer Brand



# How your team or your business can benefit from the application of new ways to train and develop the Next Generation

# Who are the next generation of leaders?








## Deloitte research findings Millennials and Gen Z

- Committed to values and beliefs
- Drive positive change in communities and around the world
- People ahead of profits
- Brand reputation
- Sustainability
- Diversity and Inclusion
- Income Equality
- They want to lead the change
- Focus on work/life balance & mental health
- Job loyalty – biggest rise since 2016 (pre Covid-19)
- Digitally Savvy!

# Going Digital!

## Developing your People Development Strategy

## Ideas/thoughts for consideration

 <b>DELIVER ENHANCED EXPERIENCES THROUGH DIGITAL INNOVATION</b>	<p>Competitive advantage is achieved by <b>innovating better</b> and <b>faster</b> than our competitors.</p>	<div> <div> Personalisation Microlearning Gamification VR/AR </div> <div> Employee-led Video Apps Online community </div> </div>
 <b>FOCUS ON QUALITY AND LISTEN TO THE FEEDBACK</b>	<p><b>Deliver value quickly</b> by meeting well-understood, highest priority needs first, then enhance iteratively.</p>	<p>Build mandatory feedback into course content Follow up to participants once sample size is sufficient Report feedback and findings demonstrating openness and transparency</p>
 <b>PRIORITISE TO DELIVER THE HIGHEST VALUE QUICKLY</b>	<p>Decisions must be aligned with the company's priorities <b>Prioritise quality over quantity</b>, delivering flexible solutions that offer tangible business benefit faster.</p>	<p>Training plan for the year matches skill gap priorities Demonstrate value to ensure budgets are not cancelled as the new generation will remember how you treat them and their learning journey</p>
 <b>ENSURE OUR CHOICES ARE ALIGNED WITH BUSINESS NEEDS</b>	<p>A better alignment between HR and the Business is needed. Understand how <b>capability will improve financial performance</b>. i.e. productivity, customer service, NPS</p>	<p>Most business have reviewed strategic direction/scenario planning – L &amp; D efforts need to remain close to ascertain any impact on efforts</p>
 <b>ENSURE OUR CHOICES ARE DRIVEN BY EMPLOYEE NEEDS &amp; VALUES</b>	<p>New generation leaders will vote with their feet if their values are not respected. <b>Authenticity</b> is absolutely key</p>	<p>Impactful D &amp; I programs ESG – Education and delivery Wellbeing/mental health Developing leadership/project management through supporting communities and charities.</p>

*Remember – there is still a place for in-person training/development*





**Thank you for listening**  
**Questions?**



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