

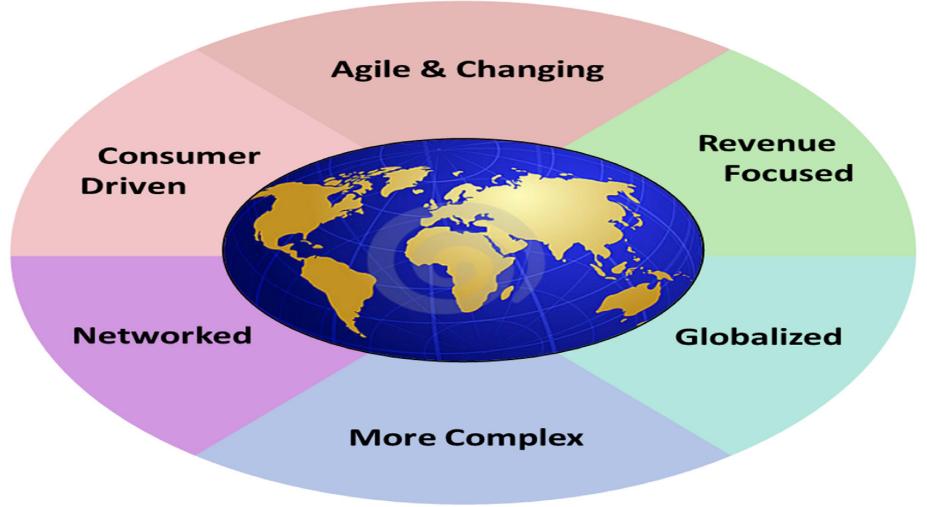
## Managing Human Resources in Institutions of Higher Learning

Presentation by:

Mwendwa Sophia June 22, 2018

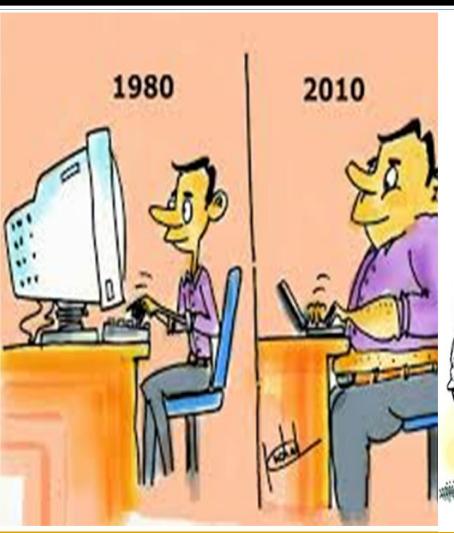
# Disruptions...... Business unusual





### Change is the only K







### Diversity at the workplace



**Boomers** (1946-1964)

Millennials (1981 - 1995)

Traditionalists (1981 - 1995)









GEN Y/MILLENIALS ESTIMATED 50% BY 2020

### Change is inevitable



#### Changes in the nature of a career



50% of millennials will live to the age of 100, expect 10-12 jobs by age of 38.



Only 29% of companies believe careers in their company are 10 years+, 44% say less than five years.



Half life of technical skills is approximately 2 years.



Life expectancy of Fortune 1000 firms is less than 15 years, S&P 500 firms is five years.



37% of working people believe they will change careers within 5 years



83% of companies believe they will have "open careers" within 3 years, only 19% will have structured careers.

## The 10 human capital trends, A 2017 global survey by Delloitte



## TREND 1. THE ORGANIZATION OF THE FUTURE: ARRIVING NOW

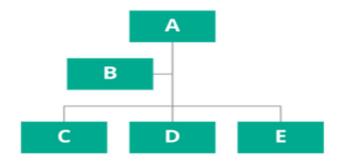
- Shift from designing the new organization to actively building organizational ecosystems and networks.
- Agility plays a central role in the organization of the future
- Replace structural hierarchies with networks of teams empowered to take action.

# The organization of the future

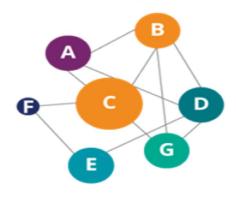


Figure 2. A network of teams

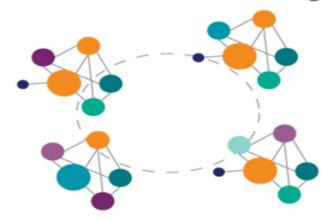
#### How things were



#### How things are



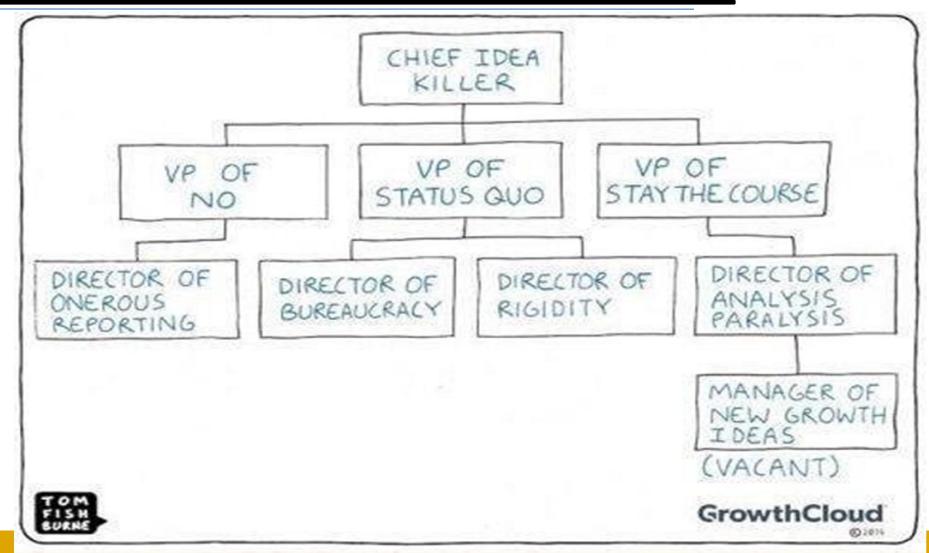
#### How things work



- · Shared values and culture
- · Transparent goals and projects
- Free flow of information and feedback
- People rewarded for their skills and abilities, not position

# Death of the rigid organizational structure





# TREND 2. CAREERS AND LEARNING: REAL TIME



Old rules	New rules
Employees are told what to learn by their managers or the career model	Employees decide what to learn based on their team's needs and individual career goals
Careers go "up or out"	Careers go in every direction
People learn in the classroom and, sometimes, online	People learn all the time, in micro-learning, courses, classrooms, and groups

### TREND 3. TALENT ACQUISITION: ENTER THE COGNITIVE RECRUITER



Ol	d	Rul	les

#### New rules

Recruiters run the recruiting process

Recruiters partner with hiring managers throughout the search process, leveraging their networks, cultural needs, and success criteria

An applicant tracking system is the only required talent acquisition technology

Companies have talent acquisition technology platforms that manage sourcing, video interviewing, interview management, candidate relationship management, and onboarding

Employment brand is viewed as a marketing strategy

Employment brand has a complete strategy, reaching into all possible candidate pools and channels

## TREND 4. THE EMPLOYEE EXPERIENCE: CULTURE, ENGAGEMENT, AND BEYOND



Figure 4. Factors that contribute to a positive employee experience

rigure 4. Factors that contribute to a positive employee experience				
	Simply Irresistible Organization™ model			
	8			
Meaningful work	Supportive management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency an honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration

Cross-organization collaboration and communication

# TREND 4. THE EMPLOYEE EXPERIENCE: CULTURE, ENGAGEMENT, AND BEYOND



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#### New

Employee experience defined by annual engagement surveys

Employee experience defined as a holistic view of life at work, requiring constant feedback, action, and monitoring

Compensation, benefits, and rewards are managed with a focus on benchmarking and fairness

Compensation, benefits, rewards, and recognition designed to make people's life better and balance financial and nonfinancial benefits

Wellness and health programs are focused on safety and managing insurance costs

Companies have an integrated program for employee well-being focused on the employee, her family, and her entire experience at life and work

### TREND 5. PERFORMANCE MANAGEMENT: PLAY A WINNING HAND



Old	Nev
Process considered to be a burden	Pro

ocess is agile, faster, continuous, and lighter

Check-ins conducted quarterly or more frequently;

regular goal-setting occurs in an open, collaborative

end of year (often through apps and mobile tools)

Managers also evaluated by their employees

Compensation levels more transparent, more

performance than on equity

frequently discussed, and focused more on pay for

Managers focused on coaching and developing people

Feedback collected continuously and easily reviewed at

and waste of time Performance appraisals and goal-

Feedback collected by manager at end

Compensation kept confidential and

focused on equity; bands based on

Managers focused on evaluating

setting conducted once per year

Employees evaluated by their

performance ratings

of year

manager

process

### TREND 6. LEADERSHIP DISRUPTED: PUSHING THE BOUNDARIES



Ole	d v	vay	

### **New ways**

Leaders are identified and assessed based on experience, tenure, and

business performance

Leaders are developed through training and professional development programs

Diversity of leadership is considered a goal and

Leaders are assessed early in their careers for agility,

and connect teams Leaders are developed through simulation, problem solving, and real-world projects

creativity, and ability to lead

Leaders are assessed and trained to understand aa aa aa aa aa baa aa ah aa baabaa ah aa ah a

## TREND 7. DIGITAL HR: PLATFORMS, PEOPLE, AND WORK



### **Old Ways**

HR departments focus on process design and harmonization to create standard HR practices

HR focuses on "selfservice" as a way to scale services and support

### New ways

HR departments focus on optimizing employee productivity, engagement, teamwork, and career growth

HR focuses on "enablement" to help people get work done in more effective and

## TREND 8. PEOPLE ANALYTICS: RECALCULATING THE ROUTE



Old	Ways
-----	------

People analytics focuses on employees

People analytics focuses on the entire workforce, including employees and contingent labor

**New ways** 

Analytics focuses on HR topics such as retention, engagement, learning, and recruitment metrics

Analytics focuses on business problems such as sales productivity, workforce effectiveness, high-potential retention,

### TREND 9. DIVERSITY AND INCLUSION: THE REALITY GAP



Old '	Ways
-------	------

priorities

Diversity is considered a reporting goal driven by compliance and brand

**New ways** Diversity and inclusion is a

Work-life balance is considered a challenge for employees to manage,

CEO-level priority and considered important throughout all levels of management Work-life balance, family,

and individual wellness are all considered part of

### TREND 10. THE FUTURE OF **WORK: THE AUGMENTED** WORKFORCE

workforce and skill requirements



Old ways	New ways
Full-time employees are the main source of talent	A continuum of talent is available, including contractors, gig employees, crowds, and competitions
Jobs are relatively static with fixed skill requirements	The half-life of skills continues to decrease rapidly, and work is being constantly reinvented

Jobs and career ladders are the Projects, assignments, and tours of duty foundation of work and the workforce are building blocks for work; careers are portfolios of projects and experiences

Workforce planning focuses on full-time The focus in workforce planning shifts to start with work and analyzing options across multiple workforces and technologies

### Managing your Stakeholders



### Meet Their Needs

Engage and Consult
Increase/maintain level of
interest
Aim is to move them to the
right
Could be a risk to your idea

### Low Priority

Monitor
Communicate generally to
keep updated
Aim to move to the right

### Key Player

Manage closely
Involve in projects and
decisions
Engage on a regular basis
and work to maintain the
relationship

### Keep Informed

Make use of interest through involvement Consult on their area of interest Can be a supporter/ambassador

Interest of Stakeholder

### Value addition: Managing Partners/ Stakeholders



	Urgent	Not Urgent
rtant	1. Necessity - Reduce	2. Quality - Increase
Important	Tasks that need your immediate attention. Reactive 'fire-fighting'	Habitual, proactive actions that reduce quadrant 1.
ortant	3. Deception - Manage	4. Waste - Avoid
Not Importan	Things that <i>appear</i> to be worth doing.	Time wasting activities

# Emotional Intelligence: A Key to Managing People



There are three things that are important in human life: the first one is to be kind; the second is to be kind; and the third is to be kind.

Henry James



## Understanding the people you manage



#### **EMOTIONAL INTELLIGENCE**



### A T T I T U

### Team Analysis



SPECTACTOR	PERFORMER
WALKING DEAD	CYNICS (Prophets of Doom)

ENERGY

### Team Diagnosis



1. Outpatient

2. General Ward

3. High Dependant Unit

4. Intensive Care Unit



### Team Diagnosis



1. Outpatient

2. General Ward

3. High Dependant Unit

4. Intensive Care Unit



### Out Patient



• Minimum Supervision

• Minimum counseling

• Minimum instruction



### General Ward



Prolonged Counseling

• Prolonged Supervision

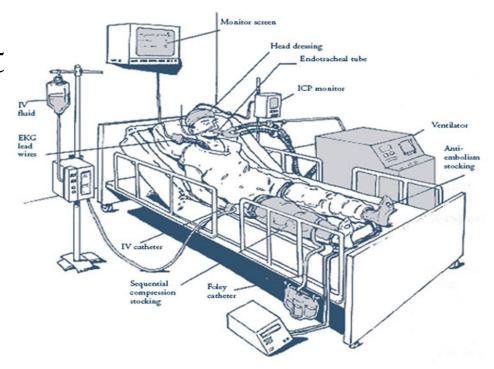
Prolonged Instruction



### High Dependency Unit



- Highly Dependant
  - -Threat
  - -Force
  - -Push
  - -Peer pressure



### Intensive Care Unit

- Highly Ignorant
- A don't care attitude
- Self destructive
- Work on a exit formulae





Finally.....





### THANK YOU





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