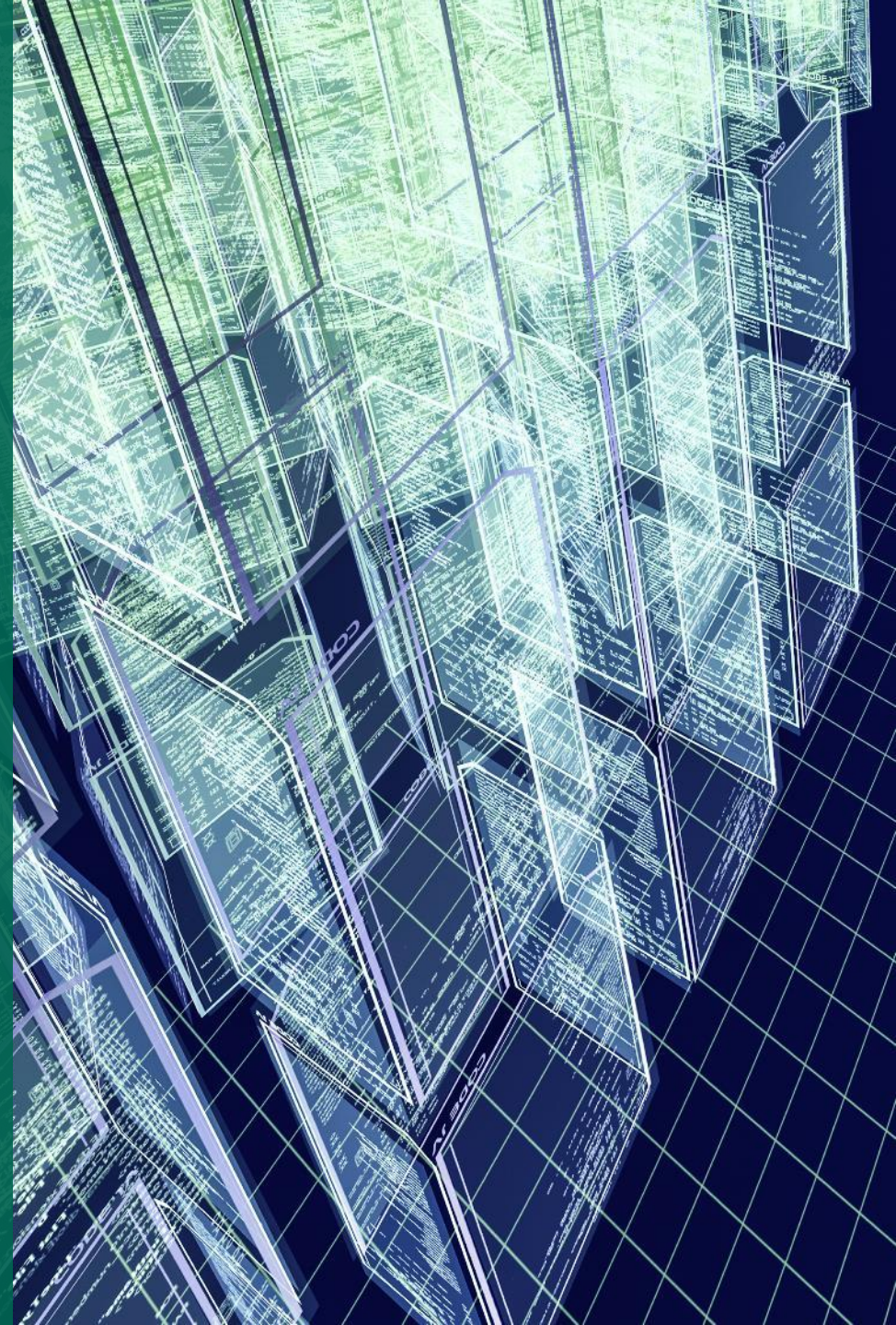


**The changing world**

**Today's Millennials**

**Capturing young minds**

December 2016



# How megatrends are changing our working world



## The world in rapid change mode

Number of Western industrial countries among the 10 largest economies

2009  
7

2050  
3

Largest economy  
GDP at MER  
(constant 2009 US\$bn)

2009  
USA  
14,256  
3 x China

2050  
China  
51,180  
50% bigger  
than USA

Active Facebook users in millions

2006  
5.1

2016

1.79  
BILION

***"I believe in the horse. The automobile is only a passing phenomenon."***

*1905; Wilhelm II, German emperor*

***""Pen and ink will never replace the pencil""***

*1907; US National Association of Teachers*

***"Teachers will never use e-mails"***

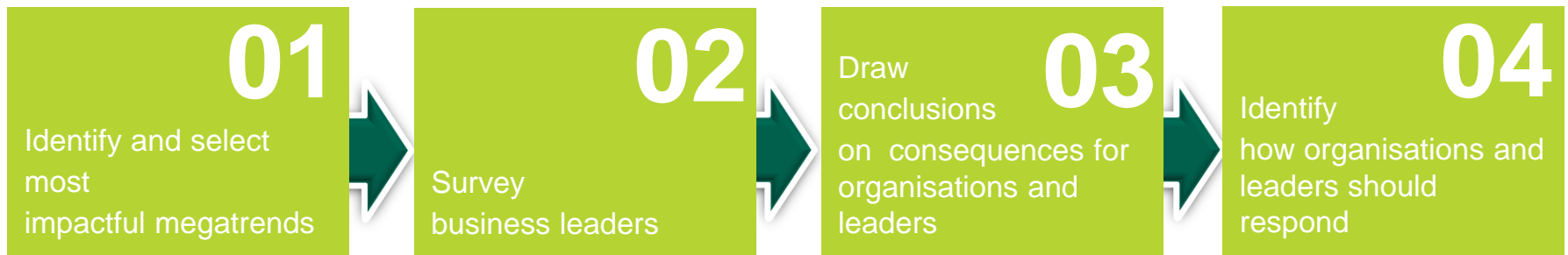
*1997; US Board of Education, District committee*

***"Prediction is very difficult, especially about the future."***

*Writer Mark Twain*

# The Leadership 2030 research

4 phased process



# What are megatrends?

Megatrends are long- term transformational processes on a global scale, with a broad scope and dramatic impact



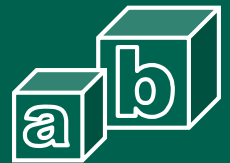
## Time

Observable over decades, they can be projected with a high degree of probability at least 15 years into the future



## Reach

They affect all regions and stakeholders, including governments, individuals and businesses

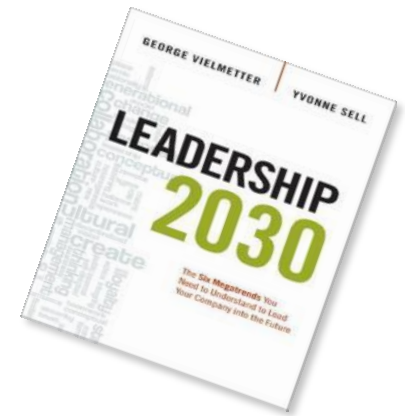


## Impact

They fundamentally transform policies, society and the economy

# The Six Megatrends

- Successful organizations and leaders will be those with the **flexibility of style and approach** to adapt to the megatrends and personalize their approach.



Globalization

1



Environmental  
crisis

2



Demographic  
change

3



Individualization

4



Digital  
lifestyle/work

5



Technology  
convergence

6



**What does it mean  
for organizations  
and leaders?**



## What will not change



Results



Hierarchy



Need for  
leaders



Relationships

trust  
face to face  
leaders



Security

## Five key challenges for organizations of tomorrow

1. **Agility:** where is the decision authority?
2. **Re-definition of the workplace:** flat, de-centralised, mobile, virtual, cross-functional, appreciating pluralism
3. **Complexity of collaboration:** global/local, inter-generational, diverse, virtual, inter-corporate
4. **Growing costs:** resources, sustainability, scarcity of people
5. **Organizational adaptations to create loyalty:** sustainable, needs based (individualized, age, gender, culture, values)



## The demands of the workforce of the future

- A socially and ethically responsible employer
- Complete flexibility with respect to working patterns, contracts and locations
- A mobile workplace - 24/7 access to information, using the best available technology
- Fluid career paths
- Individual reward and recognition
- Self-development and personal growth
- Inspirational leadership - 'the altrocentric leader'



**What does it mean  
for HR?**



# General HR IT Trends

## Mobile is King



## Any time, any place anywhere



## The Cloud



## BYO Device



## Big Data



## Integration

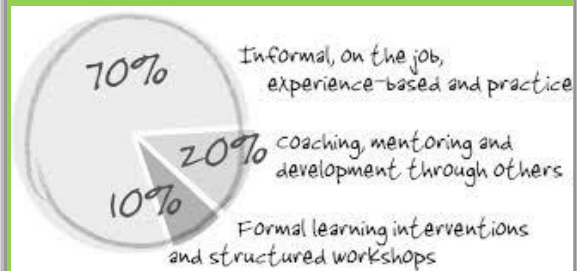


# Talent Development – Key Themes

## Instructor to Student Centric Learning



70:20:10



## Mobile learning/performance support



## Tracking Learning



## ROI



## Blended Learning



## Impact of the trends on HR function

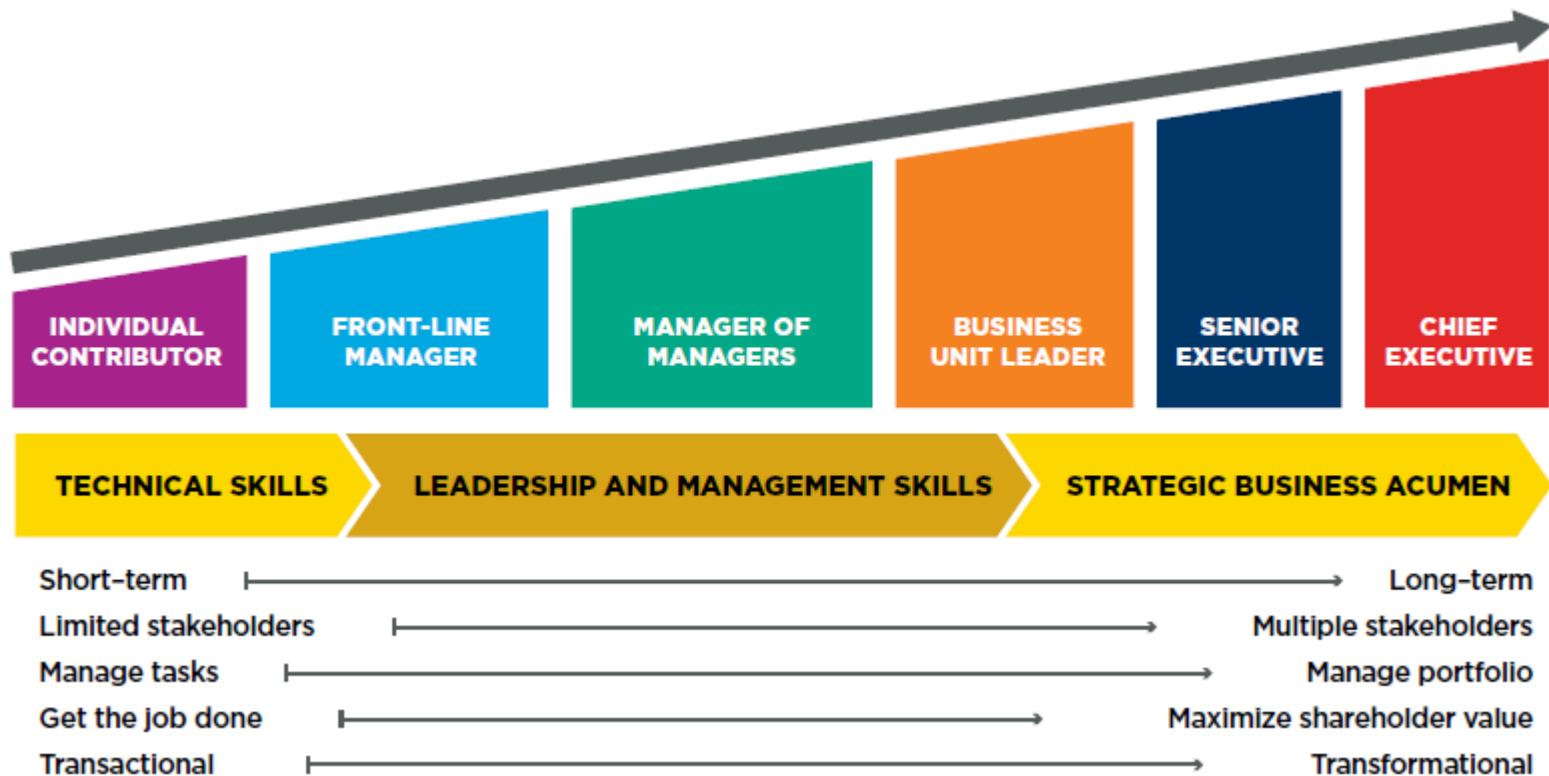
- The multiple and varied ways in which organisations will need to **attract, recruit and retain** their people
- An increasing need for integrated **workforce planning** and composite **resourcing** models
- Changes in the way **performance is managed** and people are **rewarded**
- How **talent is managed** within the organisation
- How organisations **relate to, engage and communicate** with their existing, future and ex-employees and contractors
- How **employee data** is gathered, stored, accessed and used to both create insight and inform key business decisions

**How is  
that  
related to  
Millennials**



# Millenials are today's Managers & Leaders

When advancing to leadership positions of greater responsibility, leadership roles increase in their challenge, breadth, and complexity.



## Leadership means to be ready to change

Develop rather than implement vision/strategy. Perform in the spotlight. Coordinate / Integrate across diverse business functions.

Relate well to people with different goals/objectives. Deal with inherited challenges. Learn to manage through others.

Learn to manage projects and day-to-day business operations. Let go of doing the work.

Chief Executive Officer/Top Organizational Executive

Top Business or Organizational Group Executive

Senior / Top Functional Leader

Business or Organizational Unit/ Division Leader

Functional Leader

Mid-level Leader

First Level Leader

Team Lead

Individual Contributor / Professional

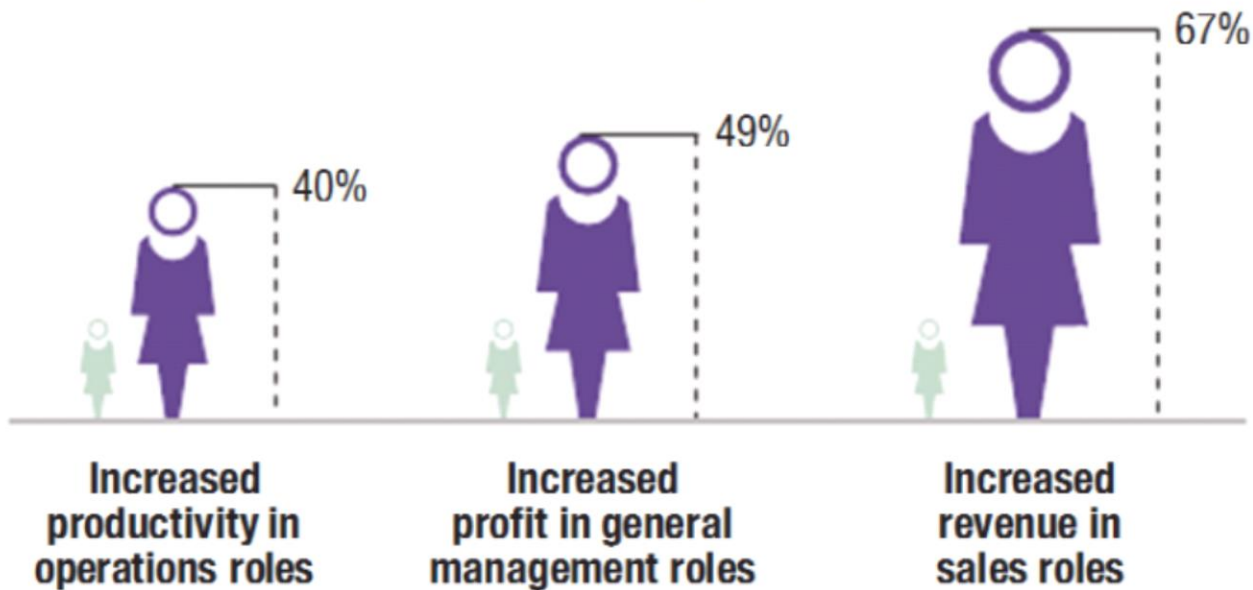


Because ...

## Good people are great for business

Mean of responses from 410 corporate officers

**“How much more does a high performer generate annually than an average performer?”**



Source: McKinsey



## Employee life cycle



## People skills are key!

HR DIRECTORS AND BUSINESS LEADERS SAY  
GRADUATES MUST HAVE SOFT SKILLS

**88%**

**BELIEVE**

A TALENT POOL WITH **STRONG  
PEOPLE SKILLS** WILL BE  
**ESSENTIAL TO STAY AHEAD**  
IN THE MARKETPLACE

**90%**

**BELIEVE**

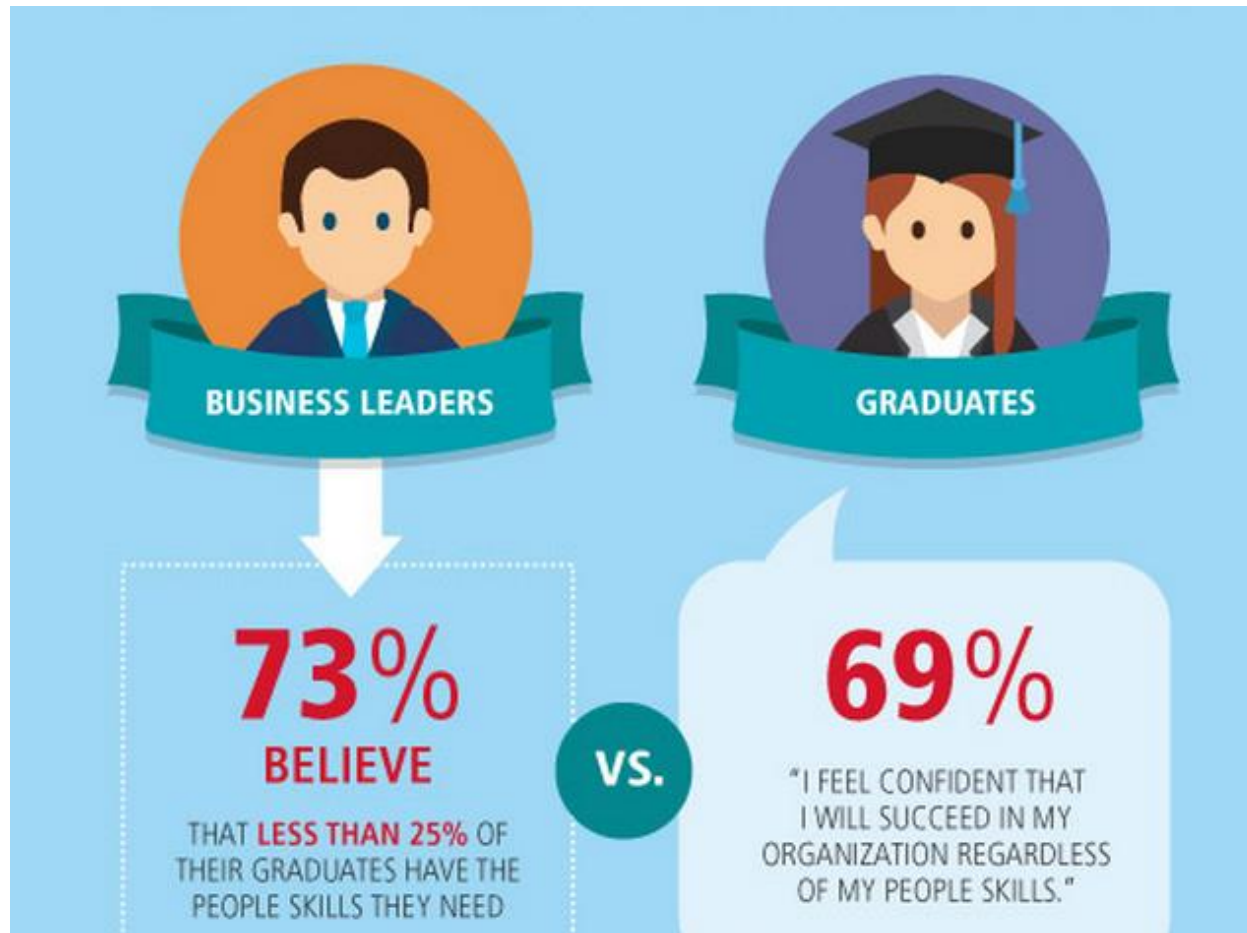
EMPLOYEES WITH  
**STRONG PEOPLE SKILLS**  
DELIVER A **BETTER  
COMMERCIAL IMPACT**

**92%**



BELIEVE PEOPLE SKILLS WILL  
BE INCREASINGLY IMPORTANT AS  
**GLOBALIZATION ACCELERATES**  
AND **ORGANIZATIONAL  
STRUCTURES CHANGE**

But there are some gaps in expectations...





"WE'VE EMPLOYED GRADUATES WHO LACK THE NECESSARY PEOPLE SKILLS DUE TO A LACK OF CHOICE."

**70%**  
**BELIEVE**  
TECHNICAL SKILLS ARE  
MORE IMPORTANT  
THAN PEOPLE SKILLS  
AT WORK



**81%**  
"BASED ON THE PEOPLE SKILLS OF GRADUATES IN MY BUSINESS, I AM **CONCERNED** FOR THE **FUTURE OF MY BUSINESS.**"



"IN ORDER TO SUCCEED, I JUST NEED TO BE GOOD AT MY JOB"

AND DESPITE SOME HR DIRECTORS AND  
BUSINESS LEADERS BEING VERY WORRIED...



...AND GRADUATES TELL US  
THEY STRUGGLE AT WORK



HAVE CONSIDERED  
**LEAVING THEIR JOB**  
BECAUSE THEY DON'T FIT IN



ARE FRUSTRATED THAT THEY  
HAVE BEEN **UNABLE TO**  
**BUILD RELATIONSHIPS**

## The Issue: From strategy to reality

How successful are you in executing your business strategy?



Do you struggle with implementing policies that 'stick'?



How do you make sure your people are behaving in the right way and doing the right things?

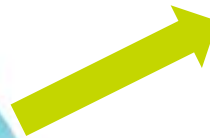


How do you create behaviour change?



**Now you have graduated!**









**Do you  
really  
know  
yourself?**

If you **don't know yourself**  
then how can you

**Manage  
yourself?**

**Understand  
others?**

If you **can't** do these then how  
do you **manage** your  
**relationships?**





Managing relationships is key to your success, if you want to be a CEO or succeed in today's highly social environment.

# Research proves it

In most complex jobs a top performer is 127 per cent more productive than an average performer

*Hunter, Schmidt & Judiesch, 1990*

Competency research in over 200 organizations worldwide attributes  $\frac{1}{3}$  of this difference to technical and cognitive ability, and  $\frac{2}{3}$  to emotional competence

*Goleman, 1998*



## Importance of EQ and IQ



## Case Study

Harvard Business School **relies on** emotional and social intelligence **to help first-year MBA Students**



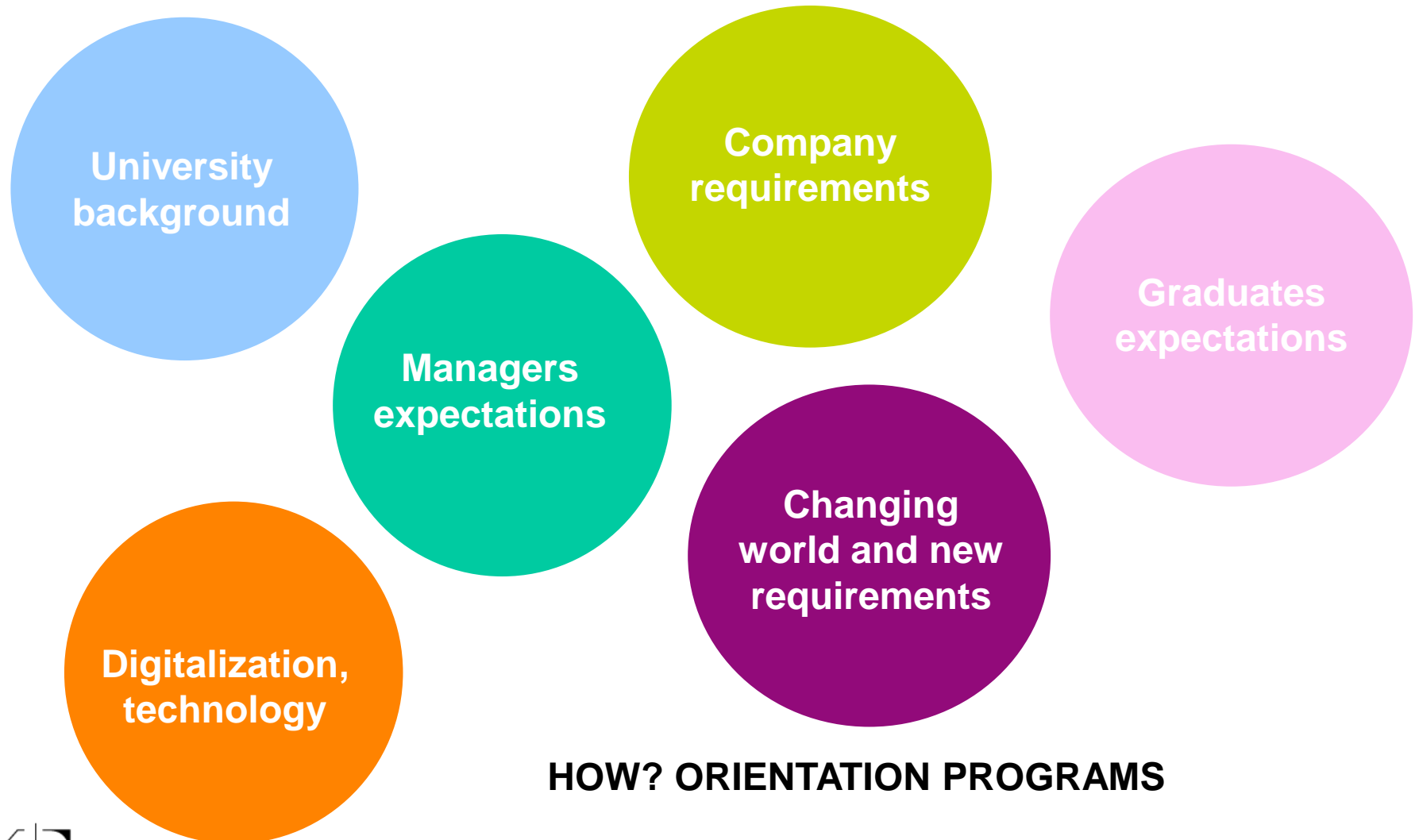
EMOTIONAL INTELLIGENCE DESCRIBES THE BEHAVIORS THAT HELP ALL OF US TO DELIVER RESULTS – INDIVIDUALLY AND THROUGH OTHERS

- Working co-operatively
- Addressing and resolving conflict
- Influencing individuals and groups
- Motivating ourselves and colleagues
- Inspiring a team
- Developing or mentoring others

These behaviours can be measured and unlike IQ, EI can be developed.



## So many dots to connect



**HOW? ORIENTATION PROGRAMS**

## Why orientation programs do not work as effectively as we wish?



Orientation only focuses on "hard skills" rather than "soft skills" job needed



Too much rely on the line manager to develop their "soft skills".



Inefficient, old ways of training

## How to make orientation program work?



**Make it in a new “cool” way – use mobile technology, use gamification, use social networking**



**Use mobile learning, make it user friendly and interactive**



**Base activities on the real working scenario**



**Help graduates not only to understand your company and working environment but also what is more important – to understand THEMSELVES**



**Engage managers, but support them and give them tools!**



**Keep control – track results and engagement of graduates!**

A close-up photograph of a hand holding a black pen with a silver tip. The hand is positioned on the left side of the frame. In the background, a person's face is visible but heavily blurred. A vertical green line is positioned to the right of the hand, separating it from the text.

**So What?**

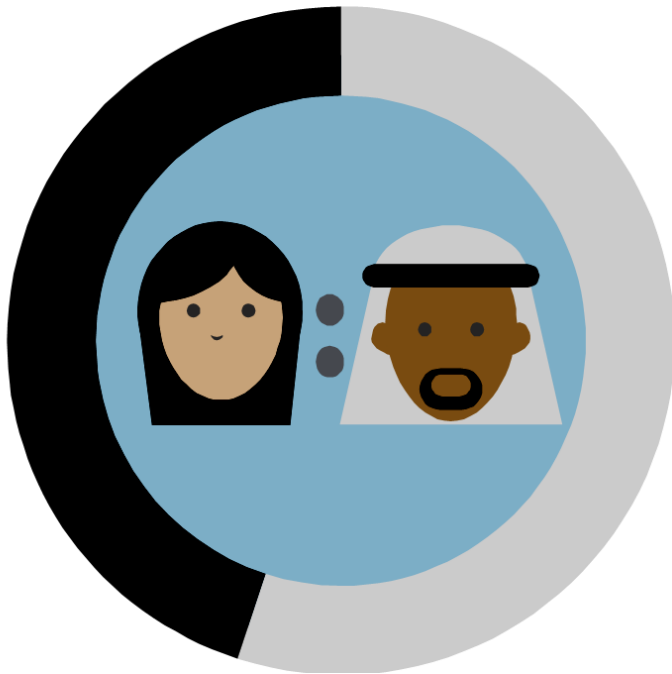


11%

OF 270,000 EMPLOYEES  
IN HAY GROUP'S DATABASE  
ARE **UAE NATIONALS**

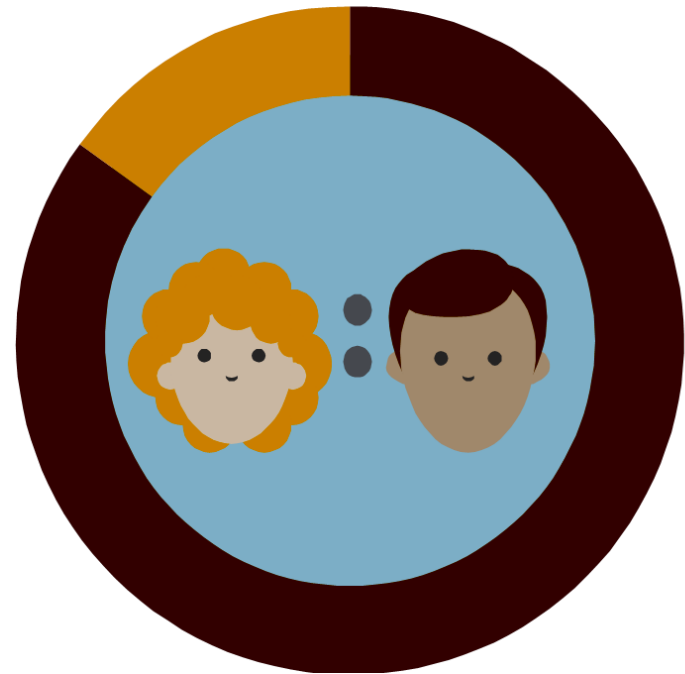
THE RATIO OF **FEMALE TO MALE**  
**UAE NATIONAL** EMPLOYEES  
IN THE WORKFORCE IS

**45:55**



THE RATIO OF **FEMALE TO MALE**  
**NON NATIONAL** EMPLOYEES  
IN THE WORKFORCE IS

**15:85**





**48%**  
OF NATIONALS ARE  
IN **SUPERVISORY ROLES**

100



Job  
satisfaction/  
engagement



## Retention



Increased productivity



Reduced  
cost

## Make it Journey



- Give your people the social and emotional skills they need – see results faster.

Journey is a **development program** supported by technology, mentor-in-the-pocket, helping your young professionals to learn the social and emotional skills they need to excel at work.

Journey **frees up your manager's time** by reducing the need for intensive one-to-one coaching.

### Key benefits:

- Your whole graduate intake learn the skills needed to perform well in their job
- Your managers need to spend less time coaching young hires
- You position yourself as an employer that believes in developing your people, helping you retain your current graduates and building your employer brand for your next recruitment cycle
- It's an interactive and highly enjoyable user experience.



**Thank you**