Cotton Candy, Funnel Cakes, and Social

What's on the menu for 2015 and beyond

Ben Eubanks

HCM Analyst

Brandon Hall Group

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Founded in 1992

300,000+ Community

10,000 Global Clients

#1 Leading independent HCM research & analyst firm

Publishing 2 pieces of research each day

RESEARCH PRACTICES

- Learning & Development
- Talent Management
- Leadership Development
- Talent Acquisition
- Workforce Management

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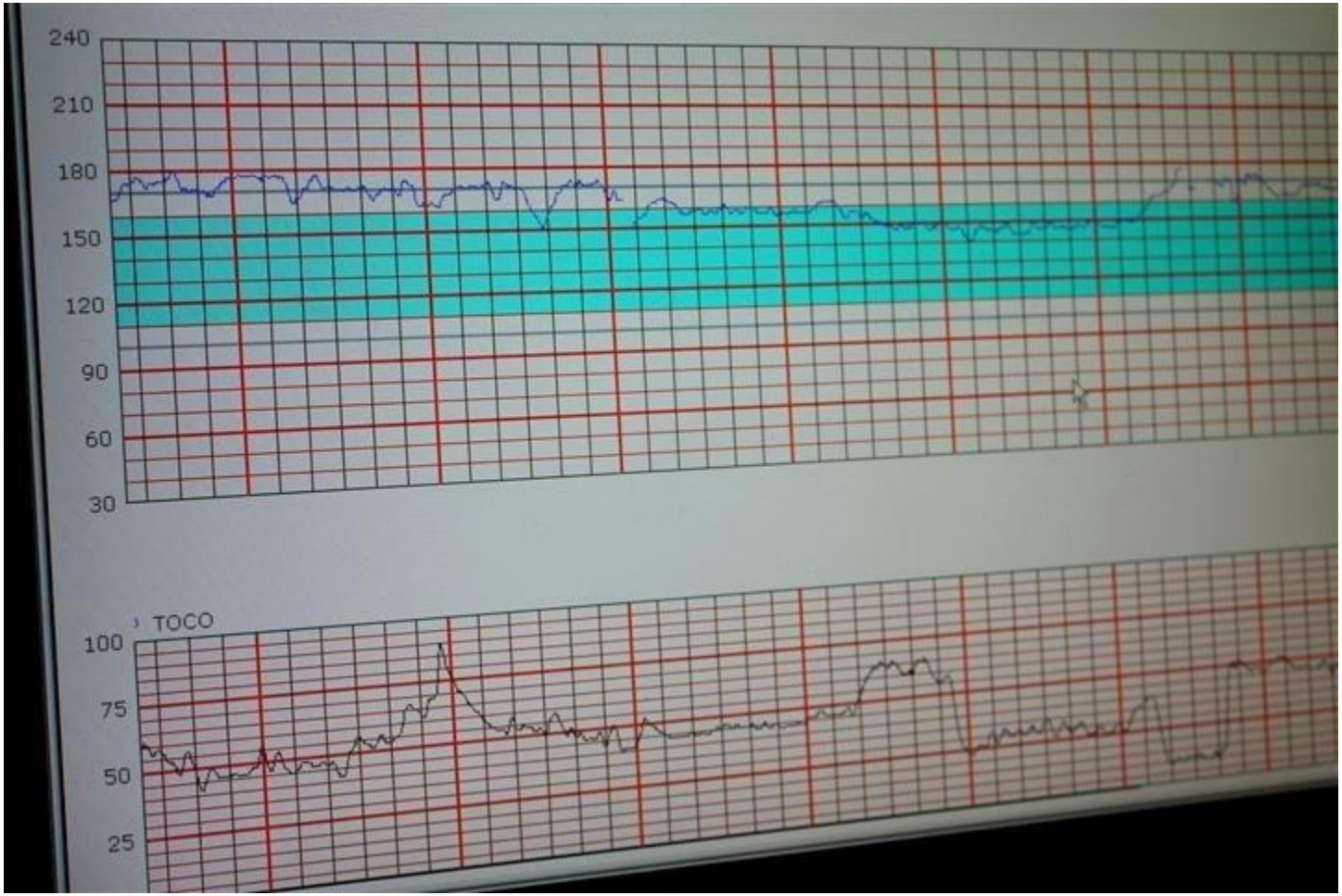
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210
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Agenda

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Who Cares?

Social is people-powered and people-centric.

And so is HR.

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Social: 5 Years Ago

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Social: 2 Years Ago

Social: Today

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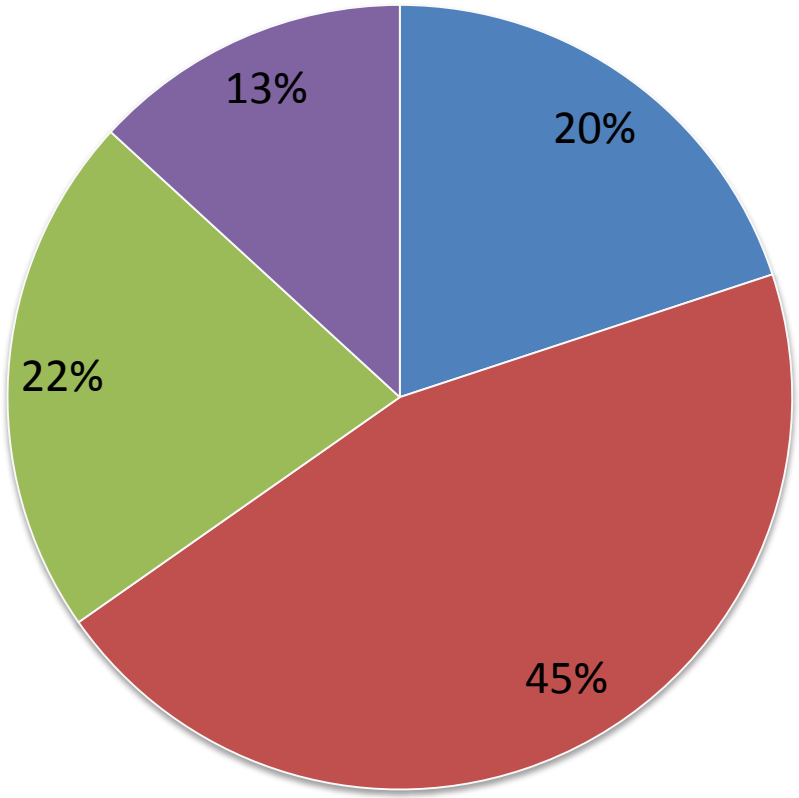
Recruiting

HOW ARE HIRING ORGANIZATIONS USING SOCIAL TECHNOLOGY & MEDIA?



USE OF SOCIAL TECHNOLOGIES IN TALENT ACQUISITION

65% of organizations only use social technologies for talent acquisition on an ad hoc basis or for select processes, but the positive impact on talent acquisition goals and KPIs when social technologies are utilized is impressive.

It All Starts With…

WHAT IS THE GREATEST MISCONCEPTION IN SOCIAL TALENT ACQUISITION?

Assessment

WHAT IS THE GREATEST MISCONCEPTION IN SOCIAL TALENT ACQUISITION?

Ad Hoc	Formal Strategy
74% saw limited to no improvement in their ability to hire better talent	70% saw improvement in their ability to hire better talent
45% reported no or negative impact on the quality of candidates	71% reported positive impact on their ability to recruit key demographics
64% reporting no or negative impact on sourcing costs	59% reported positive impact on reduced sourcing costs

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Organizations with a clear strategy and KPI set were 315% more likely to see a significant positive impact on their ability to attract talent… and 244% more likely to improve ability to connect with passive candidates.

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Onboarding

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Onboarding

People

Process

Technology

Culture

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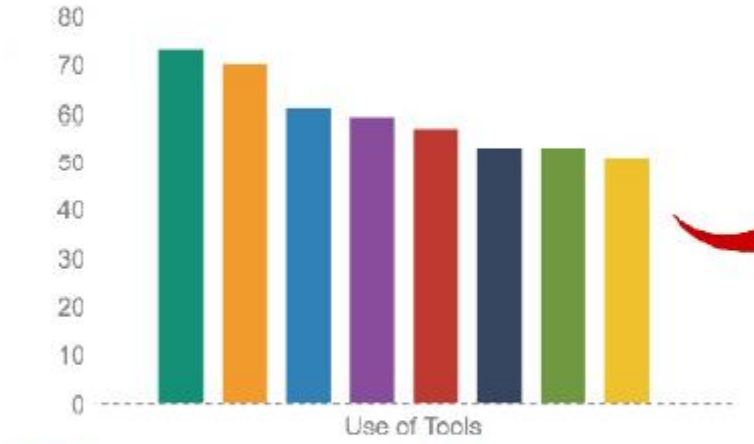
COMPLETED

Learning

Use vs. Effectiveness of Social/Collaborative Tools

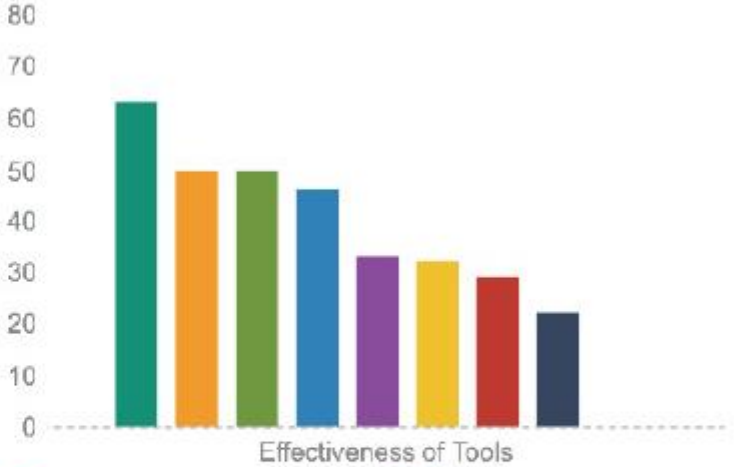
Use of Social/Collaborative Tools



- 73% Discussion Forums
- 70% Learner Comments
- 61% Learner-generated Videos
- 59% Wikis
- 57% Content Rating
- 53% Micro-blogs (Twitter, Yammer, etc)
- 53% Expert Directory
- 51% Learner Generated Blogs

vs.

Most effective Social/Collaborative Tools



- 63% Discussion Forums
- 50% Learner Comments
- 50% Expert Directory
- 46% Learner-generated Videos
- 33% Wikis
- 32% Learner Generated Blogs
- 29% Content Rating
- 22% Micro-blogs (Twitter, Yammer, etc)

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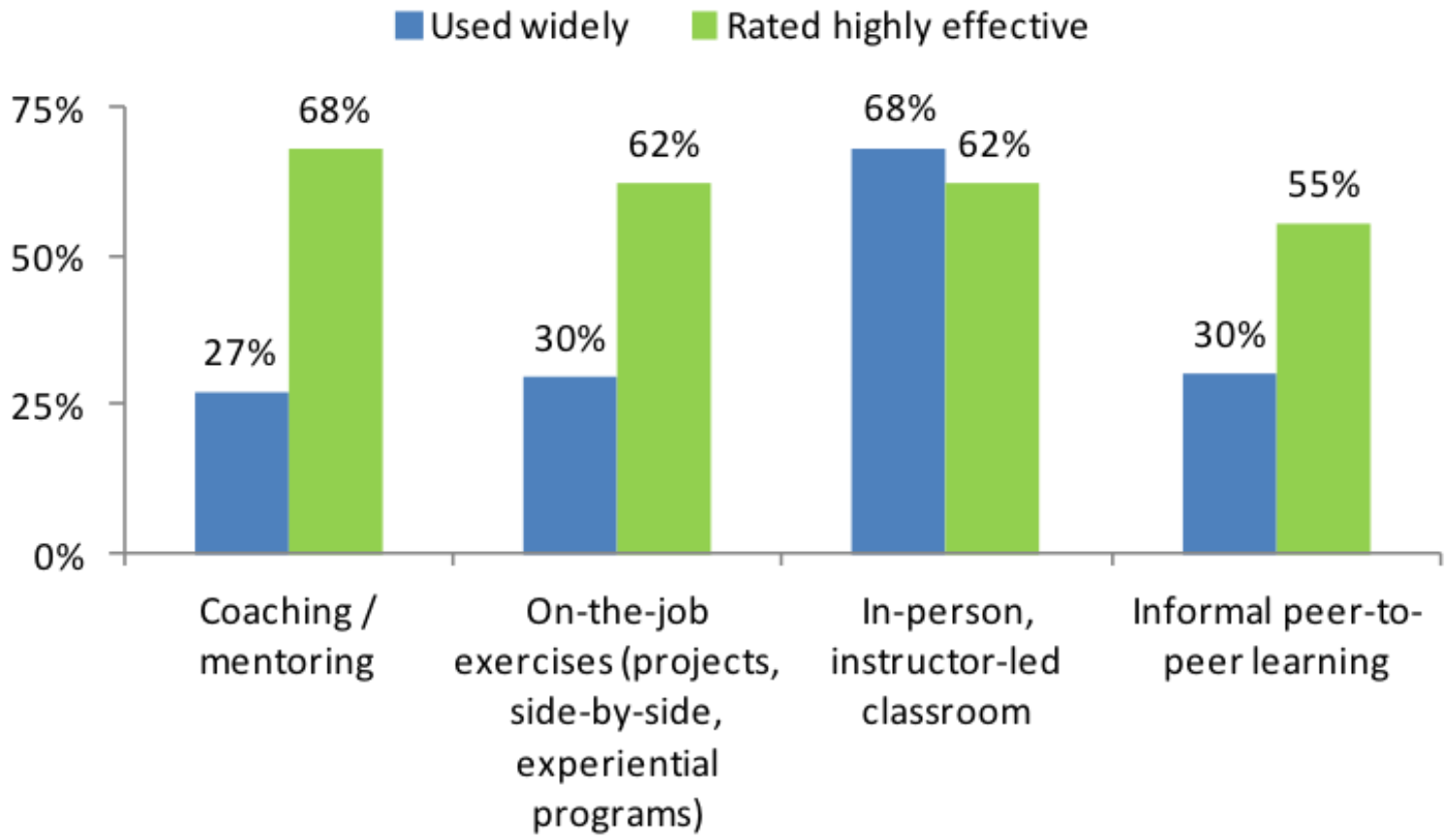
The Disconnect



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Snapshot

- 70-80% of learning isn't in a classroom
- 85% of companies are using social to support learning initiatives
- Formats: discussion forums, expert directories, learner comments, social sharing, feeds, etc.

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Talent Management

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Don’t Do This

PM is an annual check-the-box activity with a clearly defined start and end date.

Do This

Institutionalize PM as an ongoing process – not an annual activity with a beginning and an end.

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Don’t Do This

PM is a top-down process; only the employee’s manager provides input on what the employee’s performance has looked like over the last year.

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Do This

Engage peers and subordinates in providing performance feedback.

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Don’t Do This

Managers are not held accountable to develop their employees and are certainly not incented or rewarded for doing so.

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Do This

Hold managers accountable for acting as coaches to develop employee strengths.

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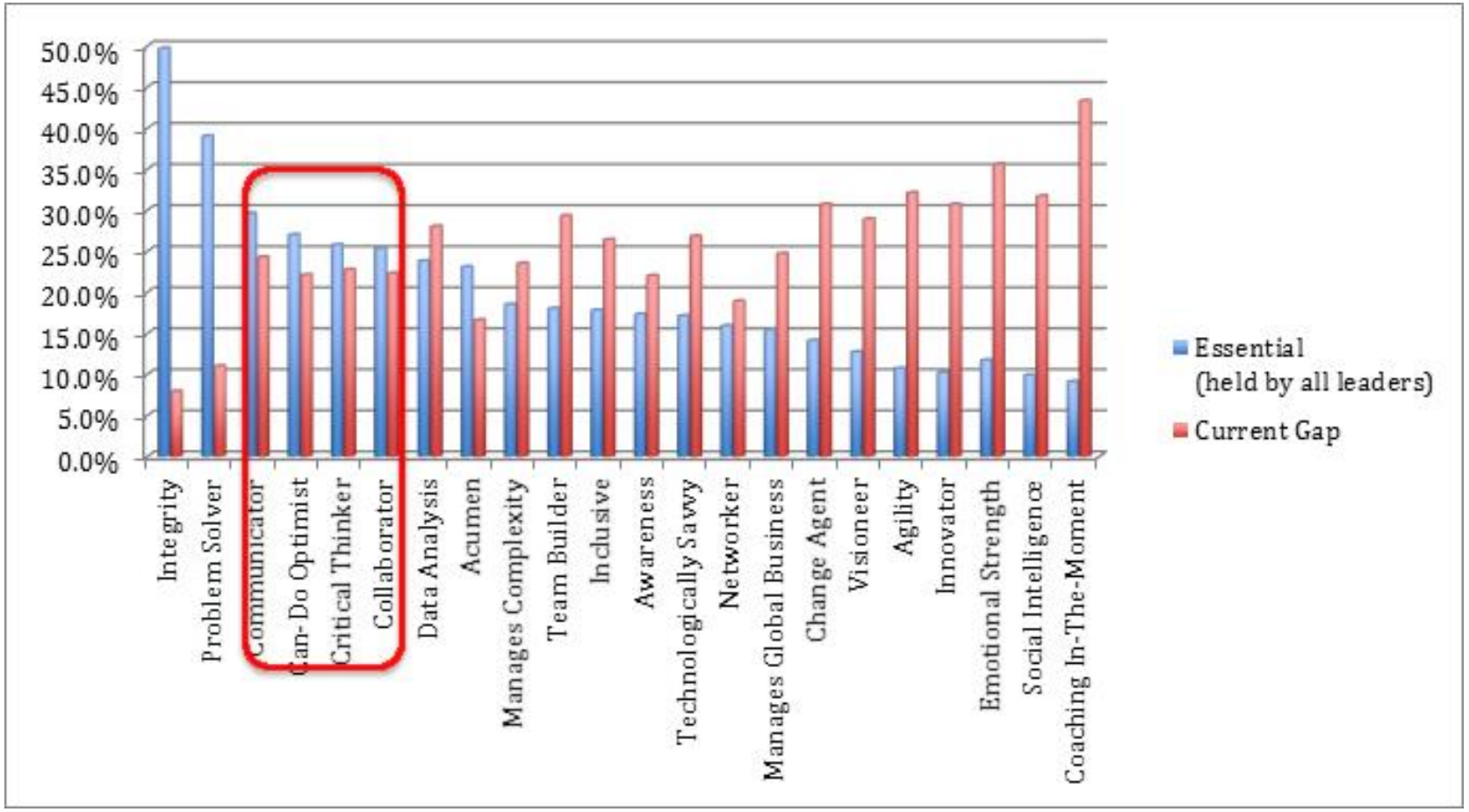
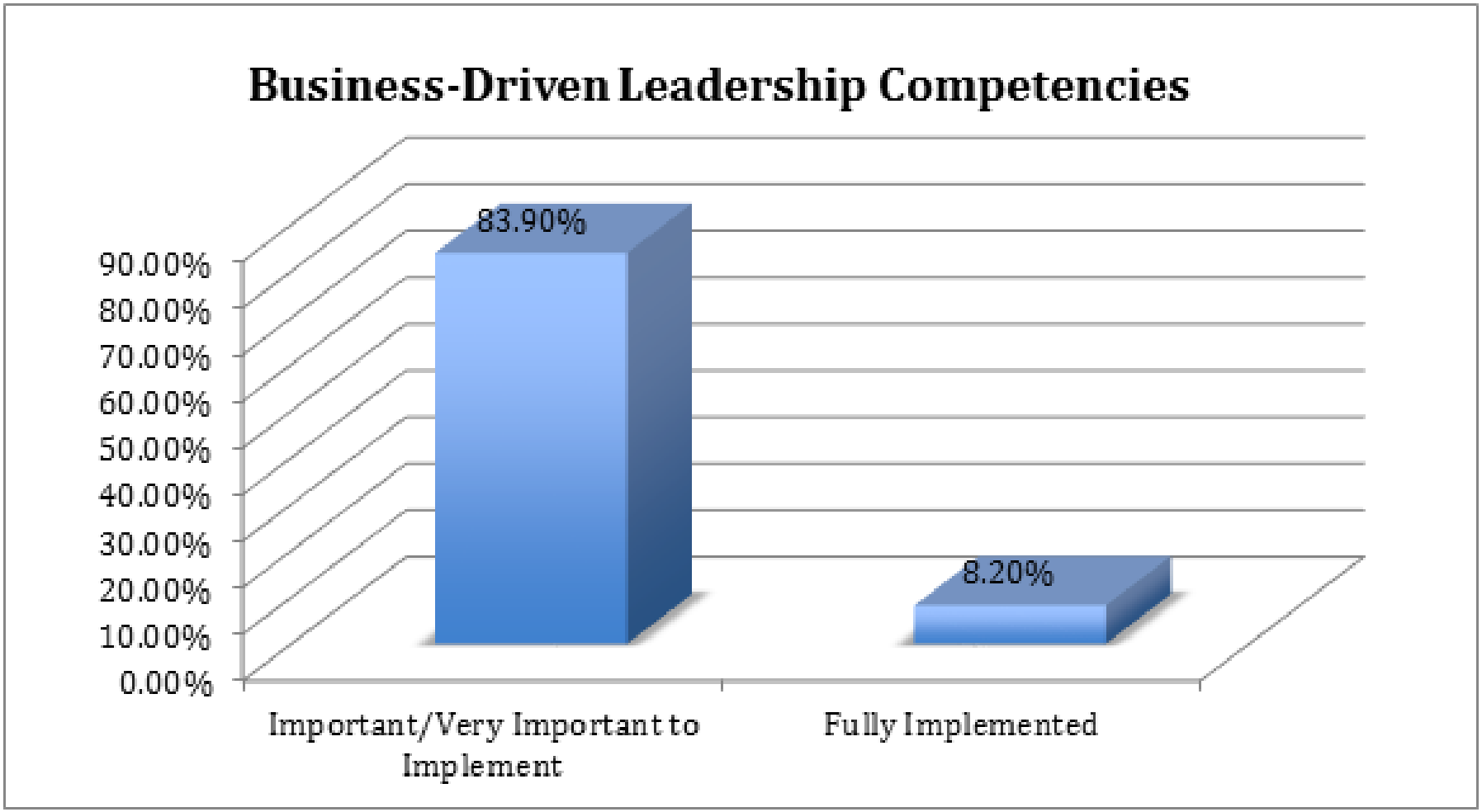
Does It Even Matter?

The Business Impact of Leading Practice Performance Management		
The Metric	*High-Performing Companies (those implementing PM in line with today's 10 leading practices)*	*Everyone Else*
Customer Retention	Increased by 1 to 20% or more	Stayed the same in very few cases and in most cases decreased significantly
Revenue		
Engagement		
Source: Brandon Hall Group 2014 State of PM Study, n = 223		

Critical Leadership Competencies For Tomorrow's Leaders





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Terminations

Social Terminations

Just kidding.

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Case Study

- Onboarding
- Learning
- Mentoring/TM

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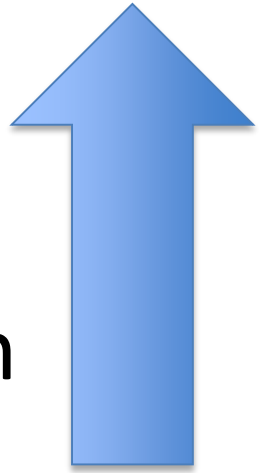
EXCELLENCE AWARDS
Learning 2014

PHILIPS

- Productivity
- Engagement
- Customer service
- Learner satisfaction
- Retention



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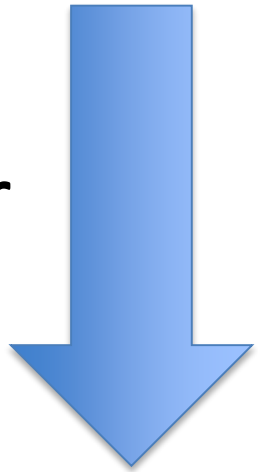
Case Study

- Talent mgt
- Workforce/HR
- Learning

- Relocation costs
- Transaction costs
- Employee turnover
- External training



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Case Study

- Coaching/TM
- 360° feedback
- Learning/dev

- Results mapped to initial 360° findings
- Results consistent across senior and junior leaders
- Drove specific behaviors

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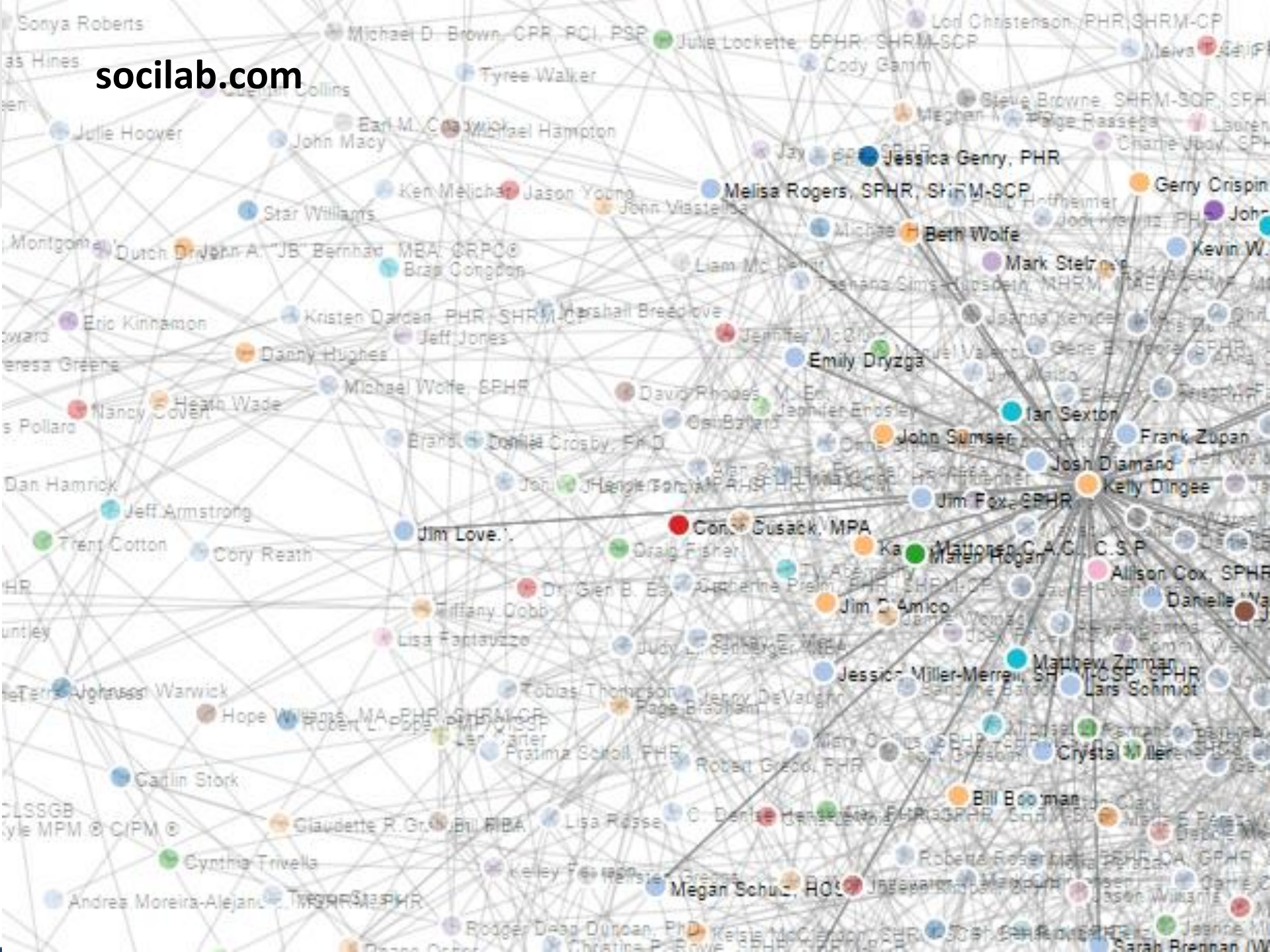
What's Next?

socilab.com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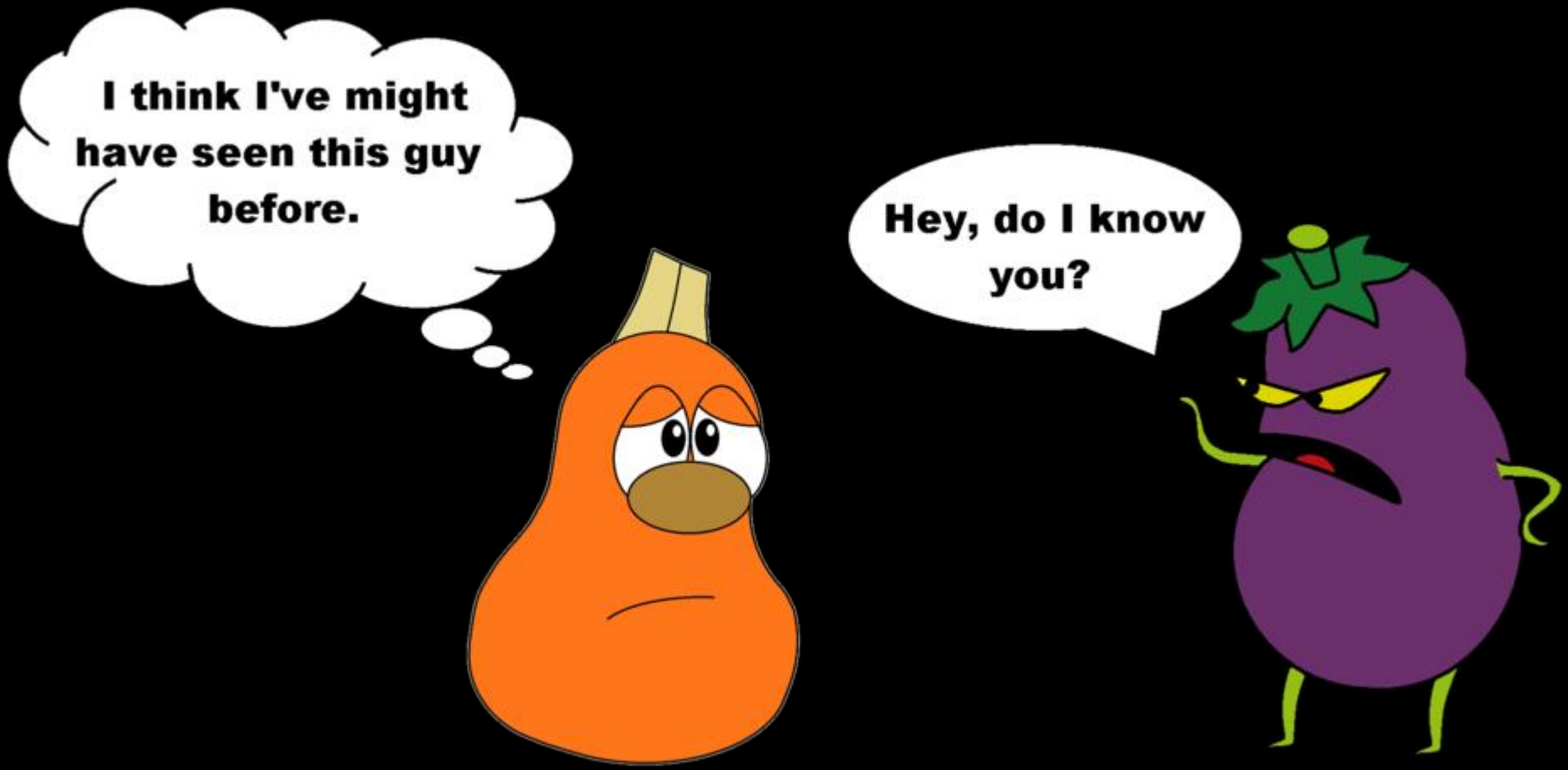

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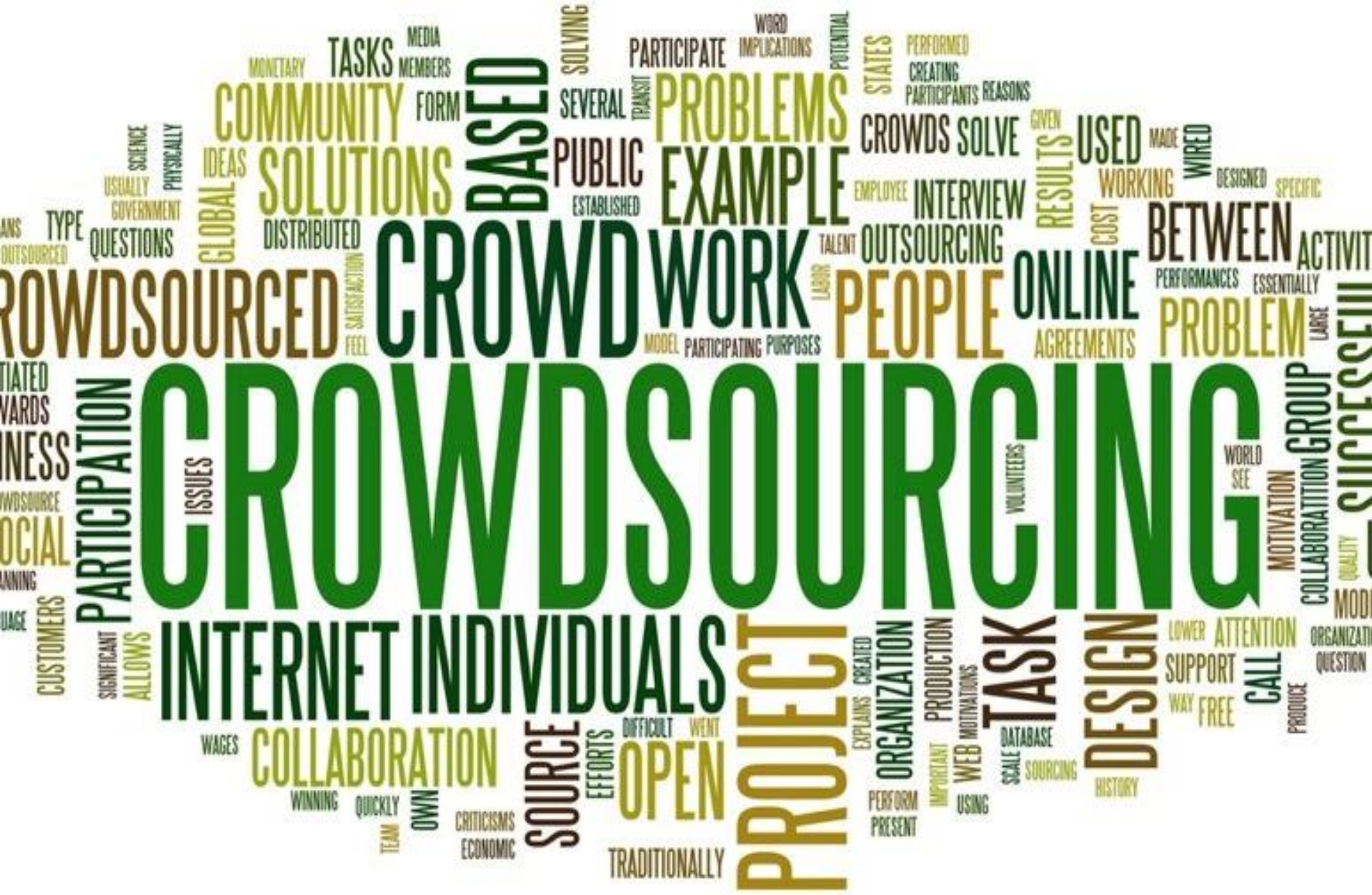
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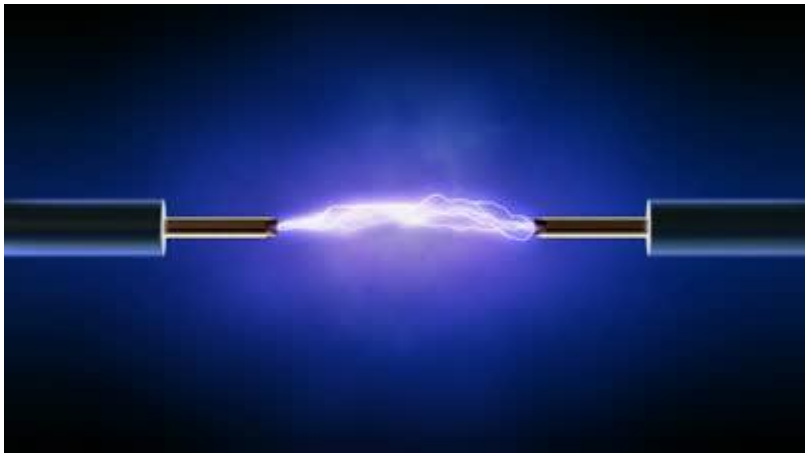
PRODUCE
QUESTION

5 Low Cost, Low Risk Ideas



Connect new hires with people before starting

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5 Low Cost, Low Risk Ideas

Allow employees to track and include social/informal learning into development plans and PM process

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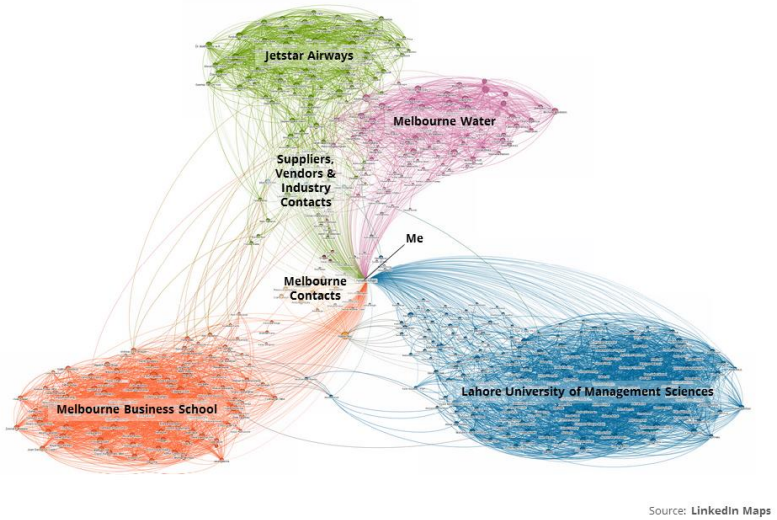
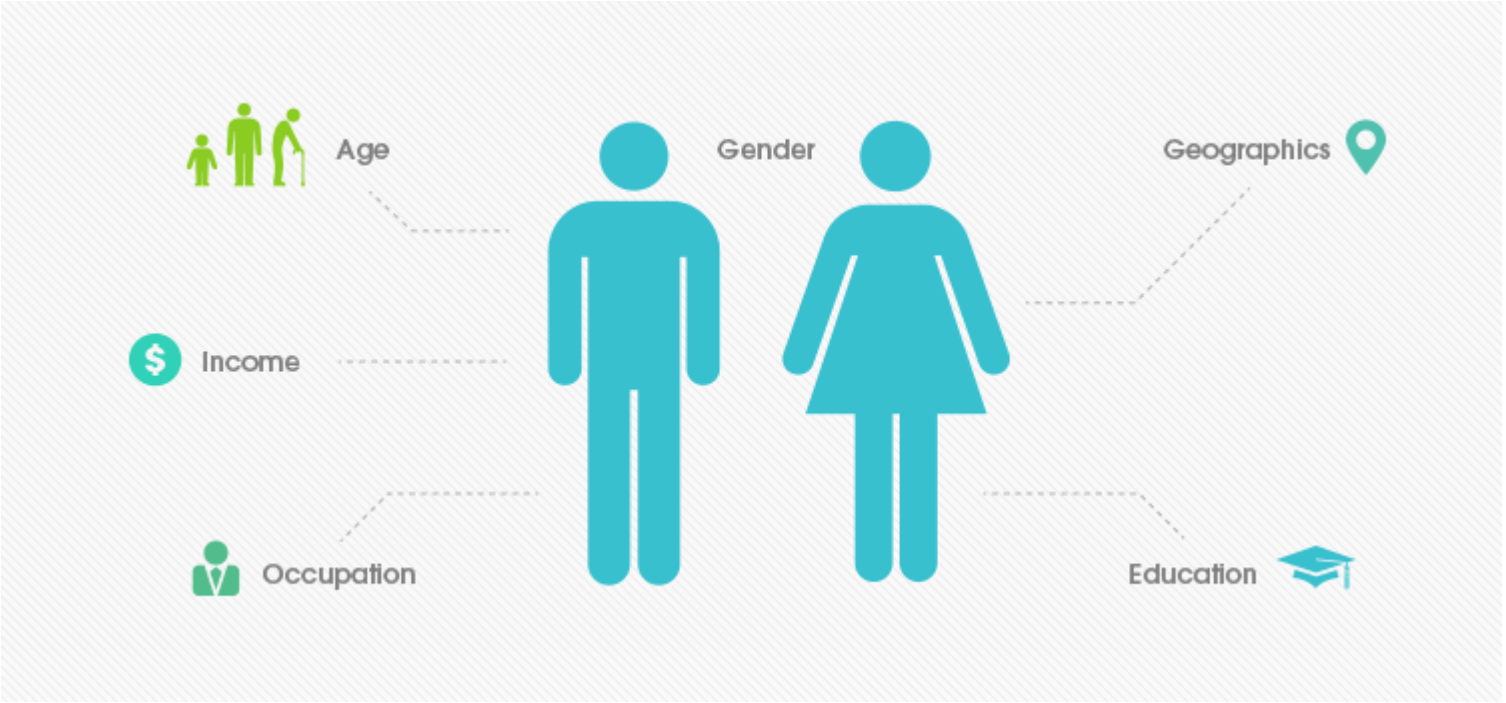
5 Low Cost, Low Risk Ideas



Do an informal survey of your people to find out who your influencers are

5 Low Cost, Low Risk Ideas



Pick one difficult recruiting demographic to focus on. Build a plan/strategy and measure your results vs the baseline

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5 Low Cost, Low Risk Ideas

Incorporate a peer review element into your performance management process

Wrapping Up

About Ben Eubanks

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upstartHR

HR EVOLUTION

NASHRM