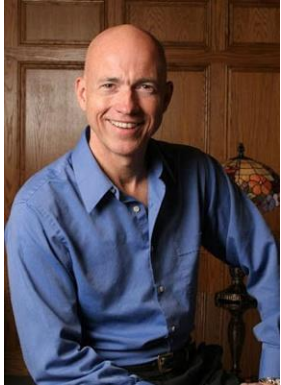


Making HR Contributions More Strategic and Influential in Organizations

Employee Well-Being and Strategic Surveys
Conference, April 23rd and 24th, 2020



The Presenters



Bill Schiemann
CEO
Metrus Group



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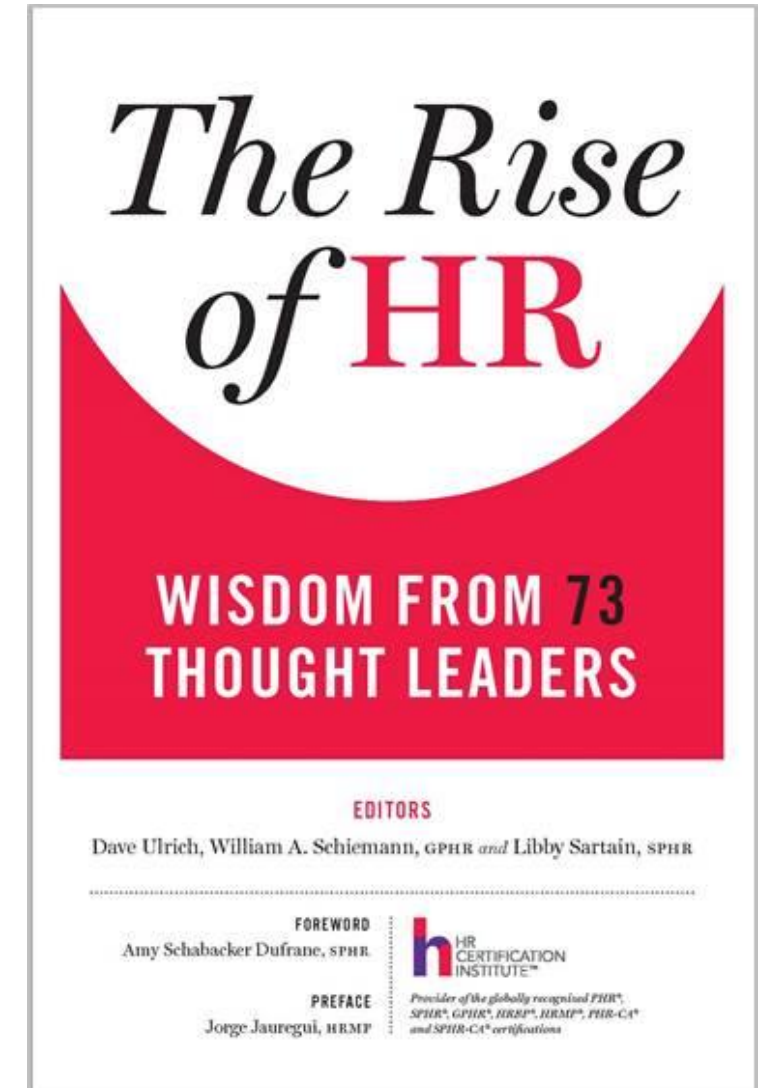
Must have a differentiated business and people strategy

1. What & who make you different from your competitors?

- ◆ Do you have the “right” talent to support your growth?
- ◆ Do you have a compelling TVP and Employer Brand

2. How well are you managing risk?

- ◆ Talent pipeline, critical skills gaps?
- ◆ Attracting Millennials and Gen Z?
- ◆ Who’s leaving—or staying?



Leader Buy-in Begins with Strategy

Strategy is *Not* Ambition

Strategies need to suggest how to achieve goals or ambitions



A photograph of a gravel path in a forest. The path starts from the bottom center and splits into two paths that lead into the distance. The forest is dense with green trees and fallen brown leaves on the ground. The lighting is soft, suggesting an overcast day.

Strategy is about *Choices*

*They suggest pursuing certain paths over others,
directly address challenges and bottlenecks*



Strategies will be *Unique*

They capitalize on factors competitors find costly or impossible to copy

Strategy tells a *story*

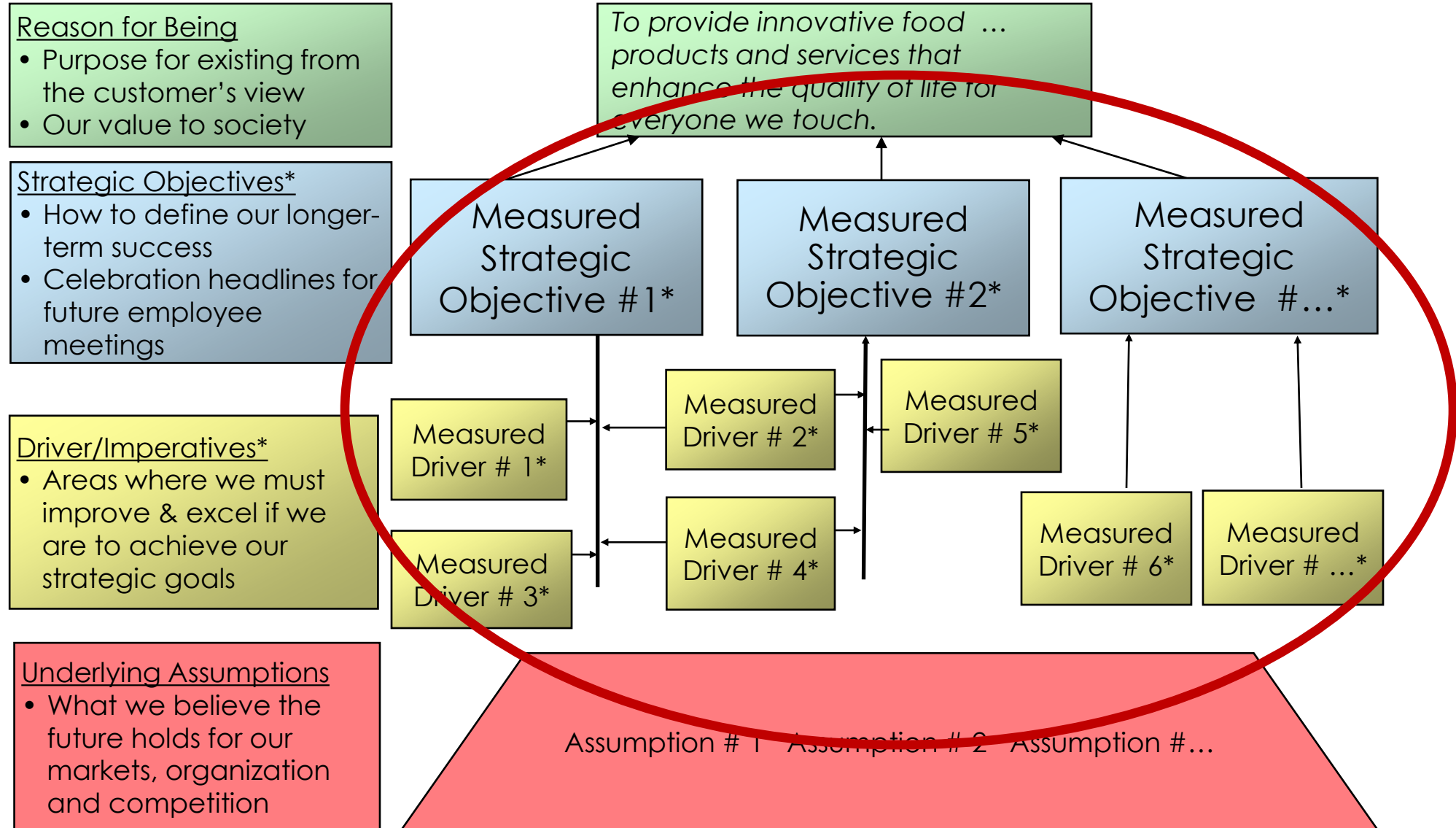


What Makes Your Organization Different?

	COST LEADER	INNOVATION LEADER	CUSTOMER INTIMACY
WHAT VALUES?	Efficiency	Autonomy	Empowerment
WHAT COMPETENCIES?	Cost Analysis	Idea Generation	Customer Knowledge
WHAT ENGAGES?	Task Fulfillment	Creative Fulfillment	Service Fulfillment

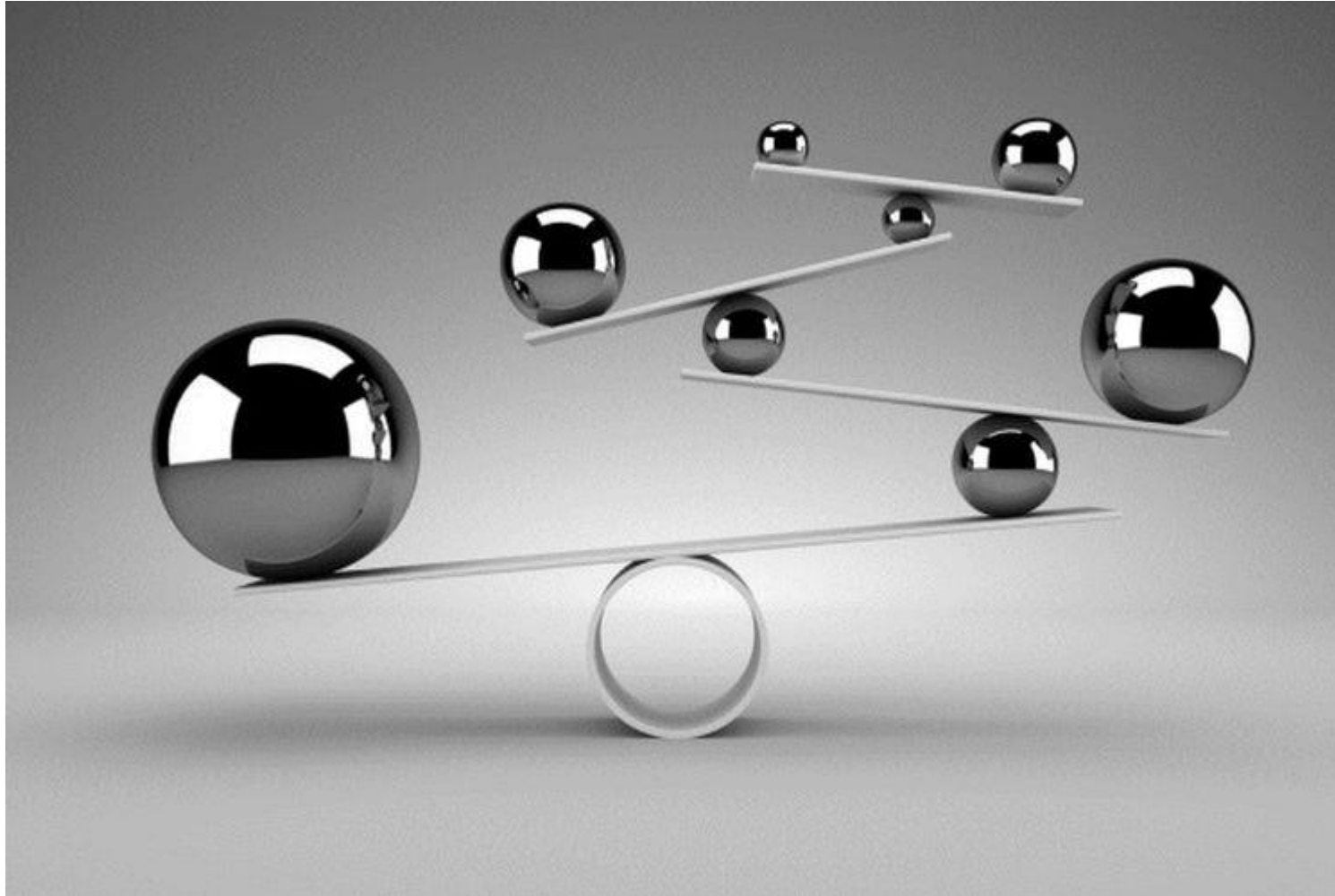
What's your *Unique* value proposition?

Central Elements of a Strategy



*Should be Carefully Measured & Tracked

Building Impactful Strategic Measures



*“Not everything that counts can be counted,
and not everything that can be counted, counts”*

Albert Einstein



A Paradox in HR Measures

More technology \neq Better insights

Are we measuring what is important?

Efficiency/Activity

Number of Requisitions Filled

Effectiveness

Recruit Talent that Stays

Impact

Talent Meets Customer Needs



↑ RESULTS



No shortcuts for

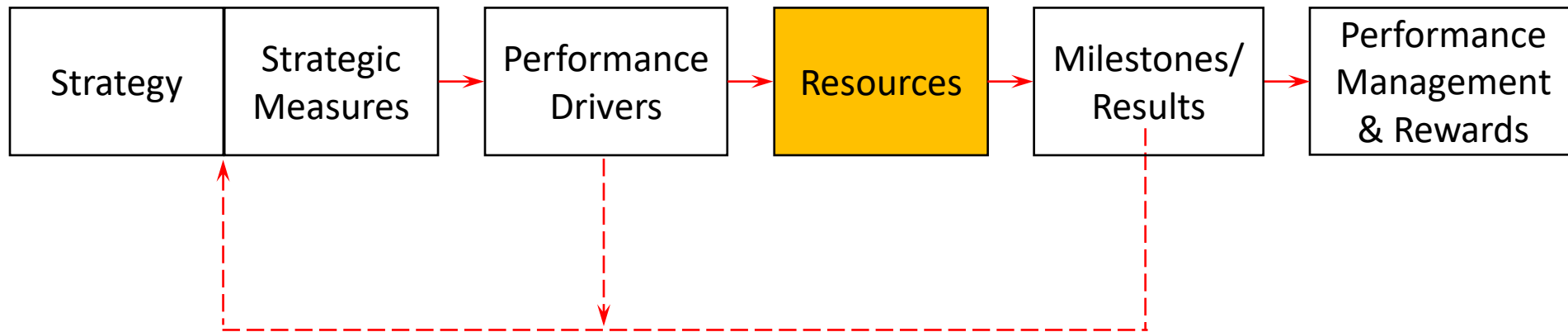
Rigor

Human capital measures require the same approach as other business metrics

Different Strategy—Different Survey Questions

Possible People Measures	Cost Leader	Innovation Leader	Customer Intimacy
What Values?	<ul style="list-style-type: none">• Efficiency• Speed	<ul style="list-style-type: none">• Autonomy• Creativity	<ul style="list-style-type: none">• Empowerment• Customer Delight
What Competency?	<ul style="list-style-type: none">• Cost Analysis• Process Excellence	<ul style="list-style-type: none">• Idea Generation• Idea Implementation	<ul style="list-style-type: none">• Customer Knowledge• Service Quality
What Engages?	<ul style="list-style-type: none">• Task Fulfillment• Recognition for Production	<ul style="list-style-type: none">• Creative Fulfillment• Recognition for Innovating	<ul style="list-style-type: none">• Service Fulfillment• Recognition for Service

The Strategic Performance Management & Measurement Process



What is
our
required
future
direction?

How will
we measure
our
direction?

How will we
align
measures
across our
operations?

What are our
top priority
performance
drivers?

How will
we allocate
our limited
resources?

What is our
progress?

Did we reach
our targets?

How do we
compare to
best-in-class?

How can we
improve our
results?

How do we
incent
desired
performance?

How do your HR initiatives connect to the strategy?

	Strategic Goal 1	Strategic Goal 2	Strategic Goal 3	Strategic Goal 4
Metric:				
Initiative 1	D		S	
Initiative 2		D		
Initiative 3	S		D	
Initiative 4				
Initiative 5		D		
Initiative 6				
Initiative 7				

D	Direct Impact	S	Secondary Impact
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	Strategic Goal 1	Strategic Goal 2	Strategic Goal 3	Strategic Goal 4
Metric:				
Initiative 1	D		S	
Initiative 2		D		
Initiative 3	S		D	
Initiative 4	D			S
Initiative 5		D		
Initiative 6		S		D
Initiative 7			S	D

D	Direct Impact	S	Secondary Impact
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Goal metric:	On Target	Slightly below target	Well below Target
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Bottom Line in Measurement Systems

Only as valuable as
the **decisions** they
improve

Valuable if a force for
strategic change

Insights on Packaging HR for the C-Suite



Six Key points

- 1** Talent marketplace is constantly changing
- 2** Competition requires differentiation, including for talent
- 3** Strategy requires strategic measures
- 4** HR strategies need strong linkage to business strategies
- 5** Metrics add value only if they improve decisions
- 6** HR needs to market and package its work more effectively

What will **YOU** do differently tomorrow?

- *What are the implications of what you have learned for your own organization?*
- *Who will you share them with?*
- *What would be a first priority action?*



Employee Well-Being and Business Resilience Survey

- Free Pulse survey to connect organizations and employees during these challenging times
- Available in 13 languages
- Helps leadership understand what specific challenges their employees are facing, whether they have what they need to work effectively while operating remotely, and if critical messages are getting through.
- This survey, which will always be free, will be updated and adapted to take the pulse of your employees as this global pandemic and quarantine evolves.



Connecting Employees and Organizations

At OrgVitality, we are experts in designing projects that are linked to **strategy**, generate useful **insight**, and drive positive **action**. Now, more than ever, organizations need to listen to and learn from their employees.

We can help.



Surveys

- Strategic Employee Surveys
- Pulse/Continuous Listening
- Lifecycle
- 180 and 360 assessments
- Internal Customer Experience

AI-Driven Action Tools

- Action Prioritization
- Nudges
- Comment Analysis