Newsletter

April 2017

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Some initial thoughts

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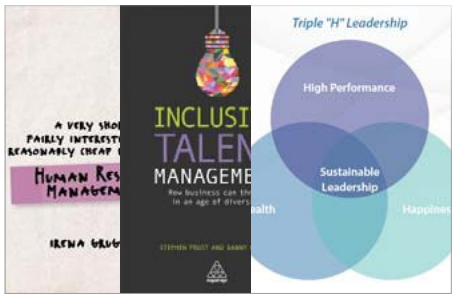

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Digitisation and HR: Some initial thoughts

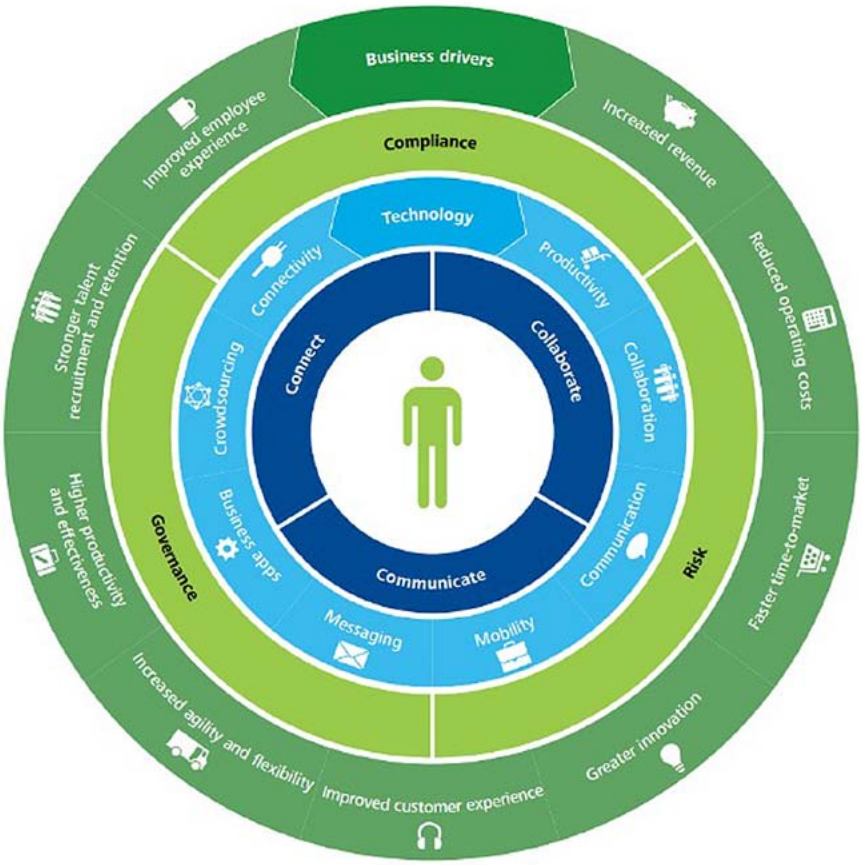
by Rick Holden

Rick Holden, EAPM newsletter editor

This is the first 'themed' issue of the EAPM news. Contributions follow from seven different countries. They represent an eclectic mix of emerging HR practice, organisational case studies, and personal reflection in the context of digitization. Taken together they are testimony to the very real interest this theme is generating and provide a useful snap-shot of the changing relationship between HR and the opportunities provided by technology.

In this Editorial, I thought it might be useful to provide a context, a way of thinking about the various accounts which follow.The framework is drawn from Deloitte's report on the digital workplace. Although produced in 2011 I think it is still helpful in providing a 'big picture' view of how digital technologies – both the ones in operation and the ones yet to be implemented – affect and influence workplace processes and practices and to what end. It helps us think holistically about the adoption of particular HR tools that might be deployed within the workplace, whatever the focus - recruitment, development, communication, team-work etc.

I sense a tendency when discussing digitization and HR to start with a list; a list of all the things that HR could do with new digital technologies.



Source: The Digital Workplace, Deloitte, 2011

"Let's use social media". "Let's develop online training". "Let's get this mobile app for all our staff". This is layer 2 (see Figure) thinking – the Technology 'Tool Box'. Fine, but the importance of ensuring some layer 4 thinking is crucial (see outer layer in Figure). What are the business drivers and business needs? What are the cost-benefits of digitizing something and (cf layer 3) what sort of controls might be needed, including, for example, important ethical standards that need to be considered? In other words, the framework reproduced here helps us ask what I call 'fit for purpose' questions in relation to HR and digitization and helps prevent us getting side-tracked by the technology.

Allow me to make one further, closely related point - this time with reference to the inner layer: 'connect', 'collaborate', 'communicate'. This is a nice way of thinking about what we all do, day-day, as part of our work. As HR professionals, we are in the people business. We are not computer programmers or software developers. HR, for me anyway, stands for relationships, interaction, dialogue or, as depicted in the Figure, connecting, communicating, collaborating. Technology may well help us do these things but we should be wary of it removing what is uniquely human about our HR work and activity.

Dr Rick Holden,
Liverpool Business School

EAPM News

Katharina Heuer, Managing Director DGFP GmbH

Since January 2017, the new EAPM Statutes have come into effect and provide a solid governance framework to act in a more efficient, participatory and transparent manner. It's now time to walk the talk!

Based on the new Statutes and the corresponding rules of procedures, four Board positions will be elected at the next Delegates Assembly in Paris on 26th October, and we have just opened the call for applications until 25 May, 2017. I would like to use the opportunity to warmly invite our EAPM members from across all Europe to submit their candidacy to help us ensure establishing a truly representative and regionally balanced EAPM steering structure! If you need any additional clarifications, please feel free to get in touch with Barbara at the EAPM Secretariat.
In view of moving towards more substantive discussions about HR in Europe, the ExCom in Athens kicked off a Strategic Planning Exercise for the EAPM at the beginning of February. Based on recent EAPM surveys and the ongoing work from the four subcommittees, we have

jointly analysed the EAPM potential and brainstormed about potential priority areas for the years to come.

Without wanting to pre-empt the ongoing consultation process, there is no doubt: we need to enhance the substantive impact and benefits of EAPM membership particularly in terms of international HR research, networking opportunities, knowledge building and organizational development for both our member organizations as well as their individual and corporate members at the national level. In this context, we might also want to tap increasingly into new technologies.

Last but not least, I would like to draw your attention to the EAPM event of the year: The 28th EAPM Congress which is going to take place at the Economic, Social and Environmental Council (ESEC) in Paris on 27th October. This will be a unique occasion because entrance will be free of charge for members of EAPM member organizations who are currently active practitioners in HR management or operational roles. There will of course be a limit on participants, and our French partner organization ANDRH will inform us of the arrangements to apply for a place at the conference.

ANDRH has elaborated a highly interesting concept about "New European HR Landscapes" and invites EAPM member associations to submit proposals for international high-quality speakers who help make this event truly exceptional. We are very much looking forward to vivid discussions around European Working Conditions, the Diversity Agenda or the EU mission about digitalization. Hope to see you there at the latest!

Warm greetings,
Katharina

EAPM Excom meeting in Athens; February 2017

Macedonian Human Resources Association (MHRA)

Breakthroughs in the Digitalization of HRM and HRD: the Macedonia experience

by Darko PETROVSKI, MSc./MBA, Secretary General of the Macedonian HR Association
Ilija KjIROSKI, MSc. in Monetary Economics, Finance and Banking

Modern technologies play a significant role in the management and development of the human resources within organizations. Nowadays, numerous companies are using various software for managing their human resources which help them to be more efficient and more successful in this area. Through the utilization of integrated software solutions companies are able to manage more effectively their employee capabilities and provide more developmental opportunities.

A key stimulus to the use of new technologies in HR in Macedonian companies has been the impact of foreign investors. This has helped provoke the adoption of a range of new and updated processes, including, for example, enterprise resource planning (ERP). ERP is the integrated management of core business processes, often in real-time and mediated by software and technology. These business activities can include: product planning, purchase, production planning, manufacturing or service delivery. The adoption and use of specialized HR software sits comfortably within and alongside ERP.

Such developments are not without challenges. A significant one for many companies is in the education and development of the HR function itself and indeed the development of digital competences for a range of internal users of the HR services as key competences for the future (see also Figure).

Recruitment

The utilization of digital HR services is most obvious in the recruitment sphere. In the past, several years, the majority of job postings are advertised through the digital media increasingly sidelining the role of newspapers and magazines. Several job-advertising portals have been established, offering different advertising possibilities to companies as well as different options for targeted search to the job seekers. The candidates also have the opportunity to register their own profiles and to predefine their preferences for targeted notifications. The Macedonian state employment agency publishes all vacancies from each employer in the country, which leads to a full transparent

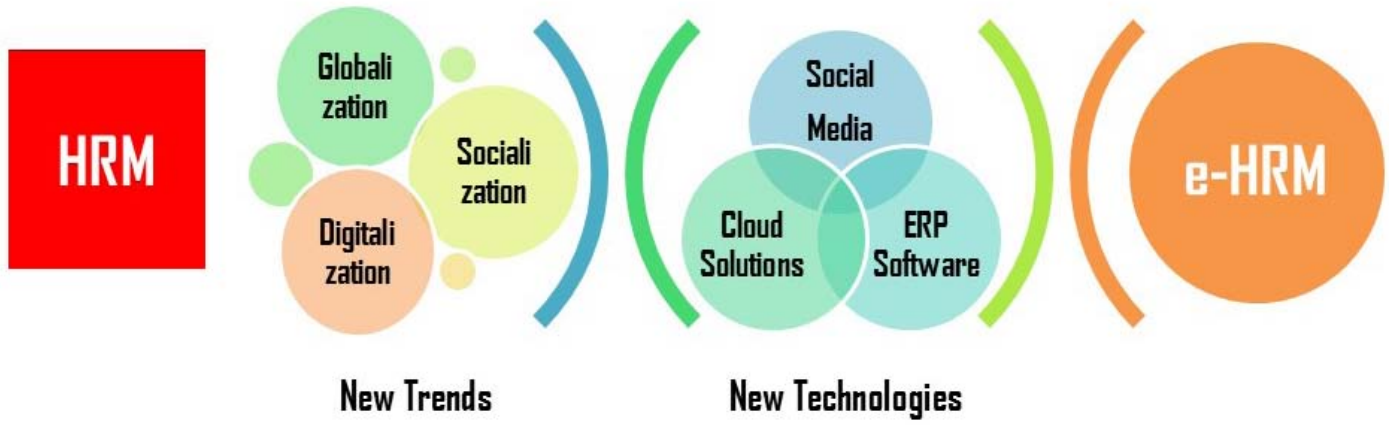


Figure: HRM and e-HRM

Macedonian Human Resources Association (MHRA)

overview of the total demand on the labor market. More recent developments are evident in the emergence of specialized portals in niche professional segments such as information technology, banking and financing or technical professions.

However, even this picture is being challenged by social media. More and more employers and recruitment / HR consulting companies advertise their needs and compete to acquire the right talent through the social networks such as LinkedIn and Facebook. One of the mostly utilized recent HR trends is online recruitment, which has been recognized as a possibility to put job adverts in front of many job seekers. Through online media these job announcements are automatically generated and distributed to a targeted audience present at certain web sites or social networks. This is made possible by using a cookie-based targeting system which monitors users' behaviors.

Induction and Onboarding

Instead of using traditional means of employees' onboarding, companies are increasingly recognizing the need to upgrade the process and make it more attractive and user-friendly – particularly considering the fact that many new employees are "millennials". Paper work and overload is already part of the past. On their very first day employees are being introduced via projectors or tablets through customized videos to the company's profile and organization, work safety, rules and procedures etc.

Learning and Development

In today's competitive job-market, Macedonian companies increasingly recognize need for continuous efforts to give training and learning opportunities for upgrading employees' aptitudes as well as to give them chances for personal, professional and career development. Distance between any L&D 'provider' and employee is no longer a barrier for learning, due to a wide spectrum of new devices, as well as ultra-fast internet speeds around the globe, and a significant improvement in mobile technologies. Several software and web-based solutions are being used to provide employees with the required (mostly technical) knowledge without leaving the premises of the company.

New technologies have an impact on whole process of training and development. There are many companies from the ICT industry providing services for supporting businesses, while developing their employees. As mentioned above, changed approaches have offered several methods to deliver effective training, reduce costs and provide development. This has definitely impacted the role of the HRD professionals. It helped them in the learning area and with the management of performance, while changing or removing traditional administrative tasks. HRD professionals are able to focus more time on core activities in relation to coaching and the facilitation of ongoing workplace learning and. Nevertheless, moving from a traditional setting to an online setting, such developments require changes in professional capabilities and behaviors. To a large extent e-development is accepted as being student-oriented instead of instructor-oriented. This is not without challenges for the HRD professional in terms of sourcing and managing fit for purpose and engagement L&D materials and provision.

A final note is worth mentioning. Several Macedonian software companies, aside from the global international software providers, have developed modules and solutions for managing human resources through specialized software and /or as part of ERP packages. Some of these solutions are already available and work in a 'cloud-based' environment. The most positive impact of this development is the fact that it has encouraged many small and medium enterprises sized to consider and utilize to explore the possibilities of digitally managing their human resources.

Latvian Association for People Management

Digitization – changing the rules of people management and corporate learning

by Kaspars Upmanis, Founder & CEO of CakeHR and member of LAPM

Digitization?

Look up the word digitization online and the Merriam Webster dictionary describes it as the conversion of texts, pictures and sound so that computers can process them.
But for the sake of relevance the definition has to be modified just a little. Digitization is the process of delivering information online so that people can access what they want, at their own pace, irrespective of location and on their own devices. Digitization is the elimination of boundaries and restrictions for a fluid, communicative workforce. And it is the bridge that joins the companies of today to the global economy of tomorrow.

Think about it. Which sector has digitization affected the most? The no brainer answer would be IT right? Ask any self-respecting Chief Technology Officer and you will walk away with an arm load of complaints detailing challenges around digitization. Yes, the hardware-software issues are ever present. But digitization drives a fundamental shift in the way people think and behave. What was once considered impossible is now common place. And unless the workforce engages only Millennials, this leap in possibilities is rather bemusing for employers and employees. Digitization has shaken up Human Capital Management like nothing before.

The Best Fit Talent Chase

Companies can now penetrate global markets. E-stores coupled with drop shipping (a supply chain management method in which the retailer does not keep goods in stock but instead transfers customer orders and shipment details to either the manufacturer, another retailer, or a wholesaler, who then ships the goods directly to the customer) and modern day order fulfillment centers provide every business with the ability to serve multi-national clients. Apart from a need to be on the lookout for global political, economic and even weather trends, this expansion also intensifies the competitiveness for best-fit talent.

There is unprecedented demand to take on employees who not only understand but can also master new technologies, channels and paradigms like social media, ad tracking, Big Data and automation. The lines between sales and marketing are rapidly blurring. Hand-offs from one team to another are a thing of the past. Customers are often over half way through the purchase process before they approach a supplier. Chaos is the new order. This calls for fresh perspective where hiring talent and gauging potential productivity are concerned. Abilities like intuiting the conversation that takes place in a customer's head without body language cues and out of the box thinking are prized more than the capacity to follow instructions and show up for the 9 to 5 grind. Since the rules of the game have changed, companies increasingly are rely on add-ons like adapted Positional Analysis Questionnaires (PAQs) and inclusion of benchmark data points in resume evaluations to find people who possess innate talent instead of simply going by degrees and certifications. Is the HR industry embracing this disruption? There are struggles involved especially in companies that have done things a

Latvian Association for People Management

certain way for decades. But once the changes are accepted and the new patterns are accepted, churn will be automatically cut down thanks to positions being filled by employees who genuinely care about what they do.

Distributed Teams: 12 AM Get Togethers

There is something strange about 12 AM. Having worked on at least 20 distributed teams over the past four years, I have seen that midnight is a weird convergence point. The schedules of most employees seem to synch up at 12 AM and the team calls happen in the dead of the night. I call these conversations the "**12 AM Get-Togethers**". As companies come to terms with how their operations have transformed, they are eager to take advantage of the best of what digitization has to offer. And it includes the ability to set-up and maintain distributed teams. Teams that have members spread out over all corners of the world. Distributed teams not only bring in diversity and creativity, they also lead to the development of new codes of ethics for interactions. Skype call etiquette is now a very real thing. The finer nuances of how to add a remote team member to a call, what to display as one's wallpaper in group conversations and how to sign off are guidelines that keep distributed workforces functioning smoothly, without misunderstandings. HR is generally in charge of these codes and the mandates change according to company values and culture.

The MOOC Revolution

Massive Open Online Courses (MOOC) are free to take, offer self-paced learning delivered online and round up the instructions with certification tests. MOOC is a child of digitization. And it has taught the workforce to rebel. The Khan Academy, Alison Online Courses and Udemy have spoilt Millennials (the generation most likely to focus on corporate learning at this point of time) with advantages that make traditional company organized workshops seem like hours of torture. Studies have shown that 30 minutes after a training session, people retain just 58% of the material covered. That number drops down to 35% in 7 days, and dips even further to just 10% six months later (Figure 1; Source).

Figure 1: Source: Panopto; https://www.panopto.com/blog/how-video-can-help-you-retain-and-train-new-employees/#

In the face of employee resistance to traditional content and for the sake of peak performance, businesses are:

- **Creating custom MOOCs for their employees.** The exclusive content may either be available only to the workforce or may even be distributed online. It's a way of branding the company as a great place to work because of impactful learning and thus numerous growth opportunities. McAfee scrapped its 80 hour long new hire orientation and installed a MOOC system in its place. The company suggests increased sales, amounting to $500,000, every year thanks to the better retention of techniques picked up through the self-paced learning.
- **Curating courses from external MOOCs.** When options abound, it makes sense to pick the best to create a bouquet of courses that hone diverse skills. One estimate (FutureWorkplace Survey, Fig 2) suggests a whopping 44% of companies complement private MOOC systems with content from external course libraries at little to no extra cost. Yes, questions like log-in security and the integrity of the study material are valid but increasingly learning and development teams are being assigned the job of ensuring robust, comprehensive and quality instructions for workforces.

Software as a Service

This is potentially the biggest game changer. SaaS, or cloud based people management systems, are slowly weeding out most on-premise legacy alternatives. The marketplace of digital HR software is estimated at $14 billion and the compounded growth rate is expected to be in

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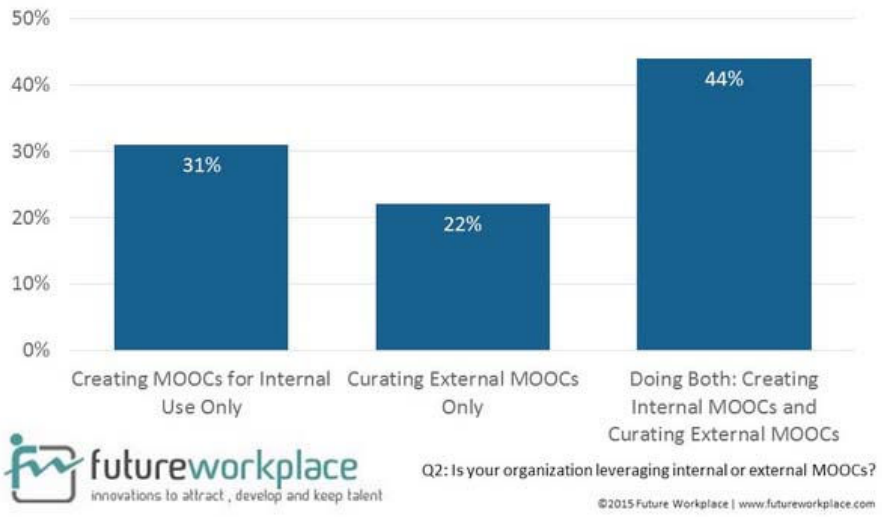


Figure 2: Source: Meister, 2015, available at : https://www.forbes.com/sites/jeannemeister/2015/06/10/moocs-emerge-as-disruptors-to-corporate-learning/2/#426cde0f7f5b

double digits. Because of SaaS, companies have been able to:

- Bring down total cost of ownership of HR tools by up to 43% in some cases by eliminating the large upfront expenditure and adopting the "pay as you go" model.
- Come up with more innovative ideas through the strong communities that grow around HCM solutions with real time collaboration abilities.
- Reduce the size of HR teams by making it easier to find information, access it on familiar devices (the trend of 'Bring Your Own Device', and ultimately encourage productivity instead of busyness which needlessly occupies the workforce with administrative tasks.
- Promote self-service and greater satisfaction. Since the face of HR is now a portal (instead of an individual) employees can independently review the bonuses and incentives they receive as a part of their compensation, submit leave notices and answer peer feedback surveys without needing to jump through hoops or navigate endless request forms.

Digitization is rendering the HR landscape unrecognizable. But if we take a 50,000 feet view of the changes, the common themes of convenience, expedited progress and empathy become instantly visible.

- Convenience of buyers and the workforce that serves them!
- Expedited Progress that excises what is not needed and streamlines what is useful for better and faster results with lesser resources.
- And Empathy or a deep understanding of what employees need to excel at their jobs instead of sticking with bureaucracy heavy policies. All in all that doesn't sound too bad now, does it?

Connect with the author Kaspars Upmanis on Twitter, LinkedIn or Medium.

Associazione Italiana per la Direzione del Personale (AIDP)

Digitisation in people management and learning: Fater Spa, Italy

by Kaspars Upmanis, Founder & CEO of CakeHR and member of LAPM

Following discussions with Gianluca Nardone, HR Director of Fater Spa, AIDP have constructed the following case study showing how this Italian company in recent years have strongly invested in the digitisation of internal processes; not least those of people management. Fater Spa are based in Abruzzo with 1400 employees. Its products, which include Pampers, Lines and Infasil, are distributed in 39 countries around the world. The business has a commitment to innovation, from product design to manufacturing-logistic processes. Overall, Mr Nardone describes the digital transformation within Fater as “a business strategy” for the company; “Fater is a concrete experience of how the digital approach has improved the business”.

Specifically, as regards HR the function has recognized and embraced the opportunities of the digitisation, in terms of increased effectiveness in all practices.

Recruitment

Today recruitment is firmly based on digital strategies that allow the company to communicate and to create a relation with all interested candidates in an effective way and assuring a continuous relation with them. “We have become ‚followers of our followers‘ thanks to the introduction of the digital login that offers the candidates the possibility to share their Linkedin profile, so to speed up and simplify the application process supported by a resume always updated. That creates mutual clear advantages for Fater and our candidates”. The digital approach allows the company to “invert the talent supply approach” which is now proactive and provides a supply of candidates continuously fostered and able to satisfy all the recruitment needs with high quality profiles and, importantly, in a timely manner.

“Due to the new Recruiting platform time to hire has been reduced of the 60%, our talent supply productivity tremendously increased up to 200%. We achieved these results absolutely thanks to a combined strategy of digital communication in terms of contents and channels. We renewed the career section in our corporate web site and opened official Fater Career pages on Linkedin and Facebook. Of course in order to support this new strategy our Talent Supply people have had to increase their competences and knowledges in marketing and digital marketing in addition to management skills and data analysis capability

People Development

“Cooperation, entrepreneurial spirit and excellence are the base of our vision to create the best place to work and growth for the brand and for our people. There is a full cooperation related to the “technological stride” and to digital innovation. HR is deeply aware of the internal needs even thanks to benchmarking activities constantly put in place so to share knowledges and understand better practices. We are committed to identify the most suitable technological solutions. Cooperation and fusion of knowledges in a world where each role is modified in an endless flow.

Fater has implemented a new digital platform named my.growth that allows each employee to create his/her own development plan just

Associazione Italiana per la Direzione del Personale (AIDP)

scrolling down the menu of the training offer. Implementation of my.growth has promoted the self-direct learning culture with a clear training process that generates empowerment. Each employee has access to a menu of training courses, training paths are linked to the competences needed to perform each job position. The employee is empowered to take care of his/her own growth, selecting from the menu the training initiatives scheduled, consciously aware of the training path needed to acquire the critical competences linked to his/her own job. My.growth is a clear example of how digitisation can support a learning revolution.“

Employee Relations

A particularly innovative ‘digital project’ – Flexy - saw Fater win the 2015 AIDP Award for HR Innovation Partner (see Picture). Flexy is based on two main aspects: innovative negotiation with the work council, supported by an innovative digital platform. This project has allowed Fater to introduce new solutions in terms of working hours and a new hiring contracts formula focused on flexibility, such as job on call. The digital platform manages automatically the call of the flexible employees with a full integration among production planning, security and payroll.

Mr Nardone attributes significant increases in competitiveness to Flexy “offering in the same time working continuity to the flexible employees, so to guarantee an average salary. It‘s a unique platform, born in Fater and able to combine the market needs with the employment. “

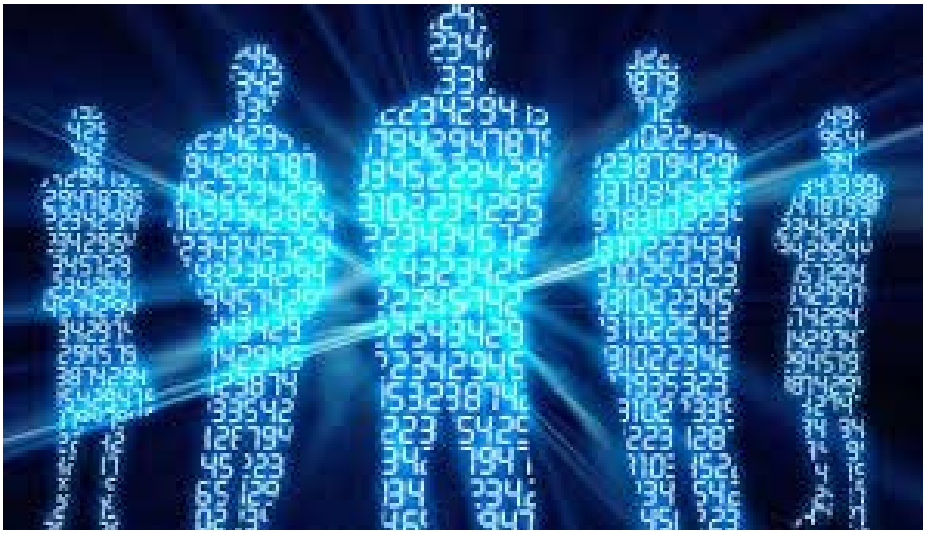
Big Data

Digitisation allows HR to support the growth process by the management of ‘big data’. It offers a new opportunity to analyse and link behavioural information with business goals. Such information potentially enables HR departments to develop policies and practices to support decisions on business problems and challenges. However, it must be recognised that ‘big data’ represent a challenge for HR. Whilst it offers HR large amounts previously unknown information about the workforce such data requires a high level of analysis in order for the data to be utilised intelligently. This new analysis ability, enriched by the recent outcome of behavioural sciences studies, represent a new border of how HR can contribute to the business results proactively: the capability to understand how people and organization perceive and react to external pulses, how they evaluate and take decisions. In an initiative that recognises the importance of high level analytical capabilities Fater is cooperating with University to create a Phd path in behavioural sciences. The company is going to implement research to identify and define a new analysis model based on new studies of economics and behavioural sciences.

Association Nationale des Ressources Humaines

HR data in the service of the business: the case of Microsoft

by Alexandre d'Hauteville, Social Relations Director at Microsoft France



Microsoft are one of the major stakeholders in the digital transformation. Acutely aware of its social responsibility in the working environment Microsoft wants to make it possible for all individuals within the organization to realize their ambitions. Under the stewardship of Satya Nadella, CEO, the company's culture is called "Growth Mindset".

The Growth Mindset is a learning, collaborative culture, open to risk-taking and talent diversity, so that each co-worker can take part in the collective success of Microsoft along with our clients, all the while achieving personal fulfilment. Within this framework, human resources manage a learning culture that encourages talent development and new innovative collaborative methods. A key feature of this approach involves the extensive generation and application of HR data.

People score card

One of the critical analytical tools used to and measure organizational effectiveness and help manage change is the 'people score card'- an HR dashboard revolving around 43 metrics divided over 6 axes: Organization / Culture / Talent / Management / Leadership / Efficiency. Each metric has its own rationale, definition, calculation mode, expected score, and expected analysis.

Statistics on the organisation's headcount assess, among other things, the number of employees, the percentage of vacancies after 120 days or the percentage of co-workers depending on their positions. Analysing these metrics helps make sure resources are in line with the different business needs and the different markets at any one given time and into future periods. Using People Scorecard data, 'Talents Talks' and 'Quarterly People Discussions' are organized throughout the year. They set the rhythm for dedicated discussions allowing Microsoft's managers and management teams to talk among themselves, to analyse their needs and resources, to align HR and business strategies. In this way, it is both easier to achieve short-term goals and to prepare and anticipate the future. Critically the key feature of such discussions is the interrogation and interpretation of the HR data, identifying trends and action needed to correct misaligned trends.

Culture metrics emphasize gender diversity (a criterion that can be free of discrimination in all the countries where Microsoft is present!), following the percentage of women in the workforce, in management, in the market, in new recruitments, or following seniority or positioning within the company's hierarchy. Microsoft utilize a Workgroup Health Index (WHI), based on answers to a questionnaire sent to all employees worldwide. This generates insight into employees' level of satisfaction and commitment, throughout the organization.

Talent data, which assesses in different ways, loss of business, recruitments and departures over the last 12 rolling months, for all employees and for targeted populations, so that managers and their teams can confirm the effectiveness and impact of the talent management processes. This highlights: a) the key points to be maintained and repeated, b) emerging trends that are going

Association Nationale des Ressources Humaines

to have an impact on decisions and c) areas where action and improvement plans are necessary. All management-related metrics – the number of managers, span of control etc – give an idea of how fast change is being progressed in the company. Data is used through the employment process; from assisting in the attraction of extraordinary talent through to significantly develop existing talent.

In an extension to the principles and process of the People Scorecard Microsoft seek to generate data on organizational leadership. The organization endeavours to measure the way employees see their managers, the way they handle business, talent development and their understanding of the company's strategy.

The power of HR data

HR data drawn for such instruments as the people scorecard requires intelligent analysis. Performed at a strategic level it can help highlight how well the organization is performing in relation to its main goals and objectives. It can shed insight on what and how much may need changing. At an operational level, the data can help ensure week by week operations are aligned with strategy. It can be used to help to steer and develop 'great' managers who lead their team, carry the company's culture, retain key talents, properly reward good results and take time to grow skills and diversity in their teams.

The organizational and operational efficiency measured by this 'score card'- to measure and compare how the company is changing, and emphasize which areas need to be improved – should not overshadow the fact that people data serves the organization, not the other way around. Utilized appropriately HR data helps an organization measure the effectiveness of its workforce. It is key to managing change.

HR Swiss

Professional aptitude assessments: humans and machines cooperating not competing

by Sébastien Simonet, member of the Federation of Swiss Psychologists (FSP) and Managing Director and Senior Management Partner of Nantys™ Ltd.

For HR professionals, continuous advancements in technology offer a growing number of tools for working in a more targeted and efficient manner. But what exactly can software and algorithms do – for example in the area of professional aptitude assessments? What are the advantages of using such technology? Does this mean that human interaction and the expertise of external service providers will be become superfluous? The relationship between employers and employees has been undergoing some major changes, demanding more agility and creativity on both sides. In future, even complex tasks (not just food delivery or taxis) will be increasingly performed by (project) groups, the majority of which will be composed of freelance workers. Companies will need to use digital skills profiles to quickly and reliably decide whether a person has the necessary professional skills as well as the required "soft skills" to handle projects in the project pool (just like today's crowdworking platforms).

Reducing complexity helps to prevent mistakes

Humans are incredibly talented in many ways, but in at least two ways they are completely incapable: when we need to process and realistically assess a large amount of information and our ability to grasp a high level of complexity. The more complex the subject, the more we tend to generalise and make error judgements. How else can you explain the fact that despite the almost linear increase in our planet's temperature for the last 100 years, some people still think that everything will be okay if we simply do nothing. While cleverly designed software-based "decision support systems" do not make the decisions for us, they do provide us with all the (prepared) information we need for making well-founded decisions. Such systems can thus enhance our human strengths and reduce our weaknesses.

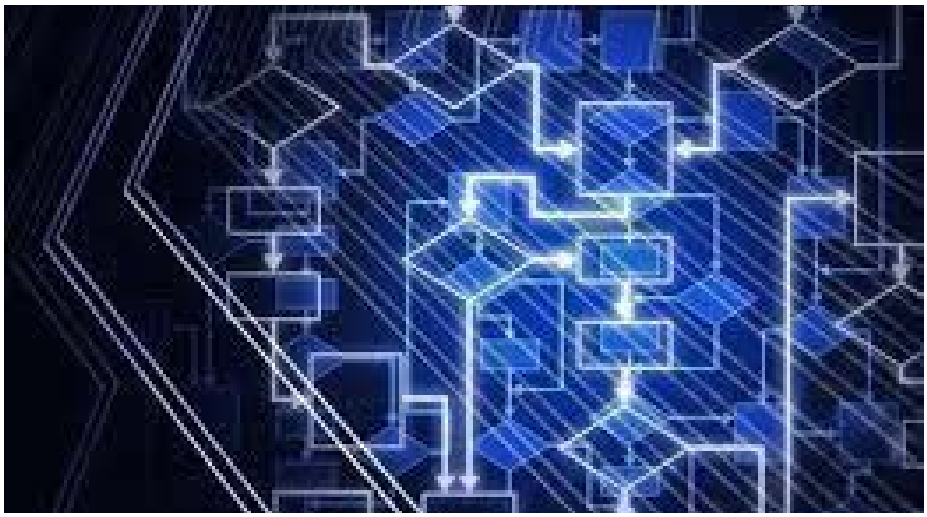
In a study Youyoua, Kosinski and Stillwell found for example that using several criteria computer's judgements of people's personalities based on their digital footprints were more accurate and valid than judgements made by their close others or acquaintances.
http://m.pnas.org/content/112/4/1036.full

A company called Opportunity is, for example, trying to figure out how to use artificial intelligence (AI) to analyse job candidates and abolish the classic in-person interview. Opportunity runs a social network, and an algorithm scans millions of online resumes to find the best candidates.

HR Swiss

Using resources more effectively

Already today developers are working on systems that use “objective”, measureable characteristics (tone of voice, facial expressions, neurobiological measurements) to determine the personality, behaviour and attitudes of a person. Why should the aptitude assessors of the future waste resources assessing a person‘s characteristics with considerable effort and low accuracy when this could be done more cheaply, quickly and precisely by a machine? Due to the increasing variability of employment models (looser employment conditions, etc.) and the need for more frequent skill assessments, it will become essential for the field of professional aptitude assessments to make the transition into the quaternary sector of the economy - intellectual services: research, development, and information etc - in order to keep up with the times.



Will human interaction become superfluous?

As with many other professions, a change in the role of the aptitude assessor seems inevitable. Human interaction has already become superfluous for certain areas of their work. Importantly, though, human interaction will not become less important over all. Rather it will be a shift of focus: less human diagnostics, more interpretation of more reliable data and professional counselling. An analogy from medicine provides an indication of the direction in which things will develop. In the field of medical diagnostics, for example, the use of the “IBM Watson” artificial intelligence system enables connections to be identified that would be almost impossible for a human doctor to detect. As a result, doctors waste less time identifying a problem, are able to make more accurate diagnoses and can concentrate their energies on treating the problem and caring for the patient.

In the area of recruitment and professional aptitude assessments algorithms are only ever as good as the person who programmed them. In the end, it is always a human being that decides how much leeway is given to the machine. For example, if an employer is looking for talented young men with certain characteristics, the machine will select them accordingly – and that can also lead to discrimination. From a psychological point of view, discrimination is inherently human. If I meet a person, I immediately distinguish between male or female, young or old; it is simply impossible to turn that off. In order to promote more diversity and equal opportunities in the recruitment process in future, everything points to an aptitude assessment concept. The need is for a new understanding of aptitude assessment; one that provides a larger amount of more reliable data about people and creates a better decision-making basis thanks to intelligent systems. Today, skills and abilities that are relevant for a job can be reliably and professionally determined using software-based assessments, but the decisions which are made based on this intelligently collected and compiled data should always be made by humans.

** Specialising in professional aptitude assessments, Nantys™ Ltd. uses a range of test procedures that fulfil high scientific standards and are developed “from practice for practice”.*

HR Norge

Digitization and HR: communication and collaboration with social media

by Paal Leveraas. Senior Communications Advisor, HR Norge

This article addresses an often-overlooked reason for businesses to digitize HR. If you don't do it, your employees will….at least in the most important and vulnerable part of this area: socializing and co-working. The number of Norwegian businesses that use cloud-based collaboration services is growing rapidly. Tens of thousands of workers today share thoughts, ideas, images and videos on services like Office 365, SharePoint, Google Docs, Yammer and Facebook Workplace. A survey recently conducted by HR Norway and Kantar TNS asked 1000 Norwegian part and full time employees a series of questions

***DNV GL**, a global company providing classification, technical assurance, software and independent expert advisory services to the maritime, oil & gas and energy industries. In 2010 the company discovered that several hundred employees communicated about work-related issues via the social networking service Yammer, according to the weekly newspaper "Ledelse". The company recognized they would not be able to shut it down, nor control it. They were concerned, but found a solution. In 2011 DNV GL introduced a corporate Yammer-based solution, which quickly brought the employees back.*

"DNV GL has 13.500 employees in 350 offices in one hundred countries", said HR director Cecilie Heuch to the paper. "They obviously had a need to communicate in this way, while we needed to know what was going on."

By creating a company-wide Yammer-service DNV GL fulfilled their needs while letting employees continue to communicate on their favorite platform. Norway is one of five European test markets for Facebook's new "intranet killer", Facebook Workplace (previously Facebook @ Work). The company will gradually introduce the service in new markets. HR needs to be prepared for an end-user driven demand to enter the new platform, if Norway can serve as an example. In the year since its introduction, Workplace has become very high in demand in Norwegian companies. Our survey indicates that as much as 7 per cent of part- or full time workers in the country today collaborate with colleagues on Workplace.

***Elkjøp**, the largest electronic retail store chain in Scandinavia, is one of many Norwegian businesses that have embraced Workplace. Communications manager Line Oddekalv describes it as "our moon landing". "The transition from the old intranet to Workplace gave immediate effects", she says. "We have a new and improved way of collaborating, sharing and communicating."*

Elkjøp was among an exclusive circle of pilot customers that were invited to participate in the roll-out of Facebooks new solution last year, before it became generally available. "We have many young and technologically interested employees, but our tools were old-fashioned", says Ms. Oddekalv. "To log on to the intranet you had to have a PC, and only sales people had PCs. There was no option to log on from home or other places outside work. Now we have a collaboration tool that let's employees log on from anywhere, with an interface they already are familiar with through their private use of Facebook." Elkjøp has integrated their intranet from Facebook with their own HR systems, limiting access to registered employees only. "Workplace has helped us take back control of an extremely digital young workforce's burning desire to communicate, collaborate and share via social media", she says. "Now, at least most work-related communication is being done on a platform we control."

Figure 1: Case Examples

HR Norge

related to their use of cloud-based collaboration tools. Findings summarised in Figure 1 show that Norwegian workers generally experience this as positive. The flexibility and simplicity of modern collaboration services greatly improves the perceived quality of work seen from the employee's perspective. 46 per cent believe that such tools help them do a better job. The survey indicates that this improvement may be as much as 14 per cent on average, hitting between 20 and 30 per cent in high-skilled jobs and in certain industries. This is part of the reason that employees will enter the cloud, whether approved or not by the employer.

"One of the main reasons given for not adapting cloud-based services from the companies point of view is fear of lack of control", says managing director Even Bolstad in HR Norge. "Paradoxically, the fear of losing control will cause you to lose control", he adds, and explains: "If the employer doesn't take the driver's seat, they risk that groups of employees quietly start collaborating via tools generally available, lifting vital dialogue and data out of the company controlled domain."

Main Findings from the Survey

- *Workers in the cloud do a better job. Employees who collaborate via cloud-based services like Facebook and Office 365 can see a 14 per cent improvement on average.*
- *There are large differences between industries and geographical regions. Telecom and IT and some less densely populated parts of the country seem to take the lead.*
- *Employer's desire of control may cause loss of control. Among the main reasons that employers do not adopt such services is fear of losing control. It can backfire by the workers themselves take the initiative.*
- *Facebook Workplace is gaining ground: Facebook Workplace, introduced in the Norwegian market last year, as one of five test markets, has quickly taken a large market share, and is almost equal to Google.*

Figure 2: Source: HR Norge and Kantar TNS, January, 2017

Case Examples:

Two case examples are presented in Figure 2. The first describes how DNV GL, a global company providing classification, technical assurance, software and independent expert advisory services to the maritime, oil & gas and energy industries introduced a corporate Yammer based solution. Yammer is Yammer is a social networking service used for private communication within organizations. Yammer was launched in 2008 and acquired by Microsoft in 2012. The second, Elkjøp, the largest electronic retail store chain in Scandinavia, is one of many Norwegian businesses that have embraced Workplace; a platform also introduced by DNV. Workplace (by Facebook) is a dedicated and secure space for companies to connect, communicate and collaborate. Organizations of all sizes can use familiar Facebook features such as News Feed, groups, messages and events. Workplace is separate from a personal Facebook account.

Case examples such as these underline the findings in the last HR Norge Competence Study, where the HR role Technology and Media Integrator is captured in the notion that HR professionals must be able to leverage technology and technology tools to support their efforts to create high performing organizations. They also rely on social media to recruit, retrain, develop and engage human capital.

The bottom-line for HR?
Digitize or die !

Portuguese Association of People Management (APG)

Lifelong Learning: an European answer to digitization?

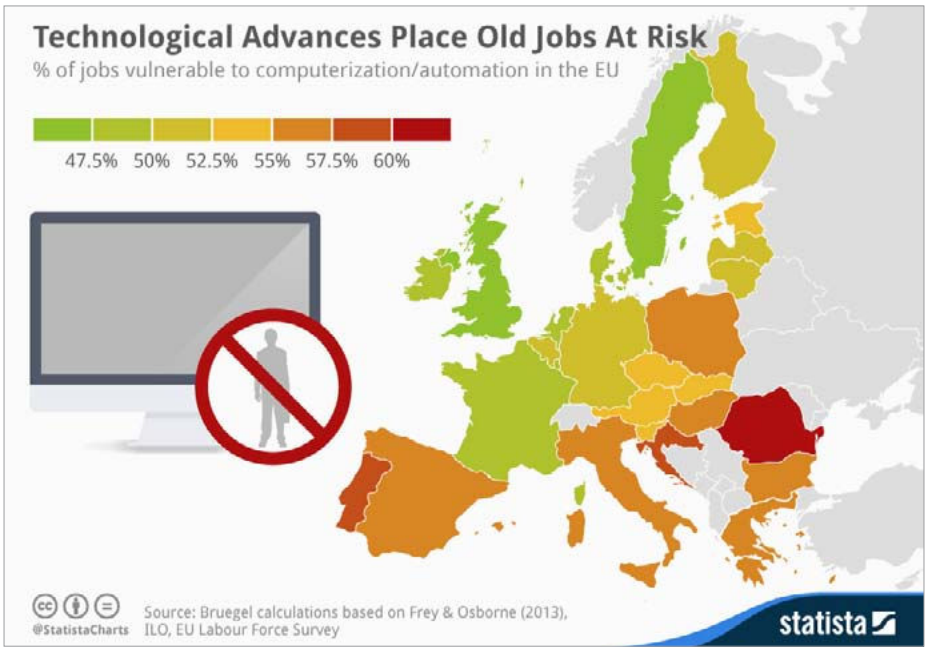
by Etelberto Costa and Rick Holden

Could a robot do your job? Increasingly the answer seems to be 'yes'. The World Economic Forum's (WEF) Future of Jobs (2016) study predicts that 5 million jobs will be lost before 2020 as Industry 4.0 (artificial intelligence, robotics, nanotechnology etc.) replace the need for human workers. Whilst some sectors are more at risk; e.g. manufacturing, consensus seems to be emerging that no sector is immune. The WEF and the ILO cite a study known as the 'Bruegel calculations'. One part of this predicts the proportion of jobs vulnerable to computerization and automation in the EU.

The same source is used by the European Trade Union to suggest that on average something like 54% of EU jobs may be vulnerable.

Such figures will be alarming to some. Concern is exacerbated by uncertainty as to how best to respond. What will be the demands as regards skills across various sectors of the labor market? Will huge swathes of the current and future labour force find themselves jobless? In such a world two things are certain. One is that disruption is inevitable. Disruption will not only affect the workplace but all aspects of life (driverless cars, social media etc.). The second is the imperative of lifelong learning.

The European Union's (EU) Lifelong Learning Programme (LLP) was initiated in 2007 and was designed to enable people, at any stage of their life, to take part in stimulating learning experiences, as well as developing education and training across Europe. With a budget of nearly €7 billion, the programme, which ran from 2007-2013, funded a range of exchanges, study visits, and networking activities. Whilst the activities of the LLPare continuing under the new Erasmus programme (http://www.erasmusprogramme.com/) questions, might be asked as to the priority being accorded Lifelong Learning within EU policy and practice.



Source: World Economic Forum, 2016; https://www.weforum.org/agenda/2016/01/what-happens-when-robots-take-our-jobs/

CEDEFOP supports development of lifelong learning strategies in Europe and the Member States. The Centre monitors and reviews trends and policy developments that are related to lifelong learning.CEDEFOP's web site reveal several initiatives under the banner of Lifelong Learning; for example in relation to reviewing adult learning trends and policy developments; preparing country reviews on apprenticeships, assessing the benefits of vocational education training and reviewing European and national strategies that aim to keep young people in education and training. But do many lack a vision in respect of lifelong learning in the rapidly changing world of digitization ? Perhaps they are not entirely fit for purpose in relation to the new challenges?

A key question is "to what extent should the focus of any nation's Human Resource Development policy be on lifelong learning?' Some commentators think so. For example, Palmer writing in the Economist (date) argues there is

Portuguese Association of People Management (APG)

an "economic imperative" to find ways of connecting education and employment in new ways and argues the need to re-visit some of the pillars of the formal systems of education and training, including vocational training and college degrees. Similarly, Vishal Sikka writing in the Financial Times (January, 2017) argues that changing how we view education is "essential" if we are to achieve the best from the new industrial revolutions. He advocates innovative approaches to education and training, curriculum modernisation and specifically in relation to organisations he argues they need "to make life-long learning resources available for employees to enhance skills development". Indeed, he goes as far as to suggest all organisations should be required to dedicate a percentage of their annual revenue to lifelong learning amongst their workforces.

The 2017 World Economic Forum White Paper offers the prospect of new thinking and the revitalization of Lifelong Learning. One of 8 areas for action to guide policy makers in the context of the "Fourth Industrial Revolution", the WEF advocate a "new deal" on life-long learning. The text box, above, illustrates some of what they say:

So, does the EU need a 'new deal' on lifelong learning?

This and related questions are high on the agenda of the APG under the umbrella theme of "People Management in a Digital World". We are convinced lifelong learning holds the key to a successful societal response the disruption likely to be caused by digitization in the workplace and in society more widely.

A new deal on lifelong learning Extracts from WEF White Paper, 2017

Across nearly all industries, technological and socio-demographic changes are shortening the shelf life of workers' skill sets. Regardless of their current competencies, workers will need to dynamically reskill throughout their working lives. Many education systems, however, were built around educating children, not adults. Adult learning systems, where they exist, are usually niche and aimed at individuals, not at systemic collective training, reskilling and up upskilling of whole workforces on an ongoing basis.

Priorities for reform include:
1) moving from front-loading education in the earlier part of the life course towards learning at all stages of life by default (moreover, there is no pedagogic rationale for early selectivity in education: "second chances" and multiple pathways should be built into education in a systemic way);

2) shifting toward a system of accreditation based on "micro-credentialing" of skills that one picks up throughout the life course; and

3) transferring ownership of learning….workers/learners should be put centre-stage to take ownership of their own training/ reskilling.

A truly relevant lifelong learning system cannot be delivered by the public or private sector alone, nor is it the sole responsibility of either party…. Successful models are likely to encompass both 'formal' and 'informal' scenarios and in-person and digital delivery, including self-paced autonomous learning, community-based courses, workplace learning schemes and co-funded adult learning colleges. This also includes shifting the rhetoric around such schemes to remove any remaining perceptions that perceive them as merely remedial.

Building a lifelong learning culture in the workplace entails moving from "education for employment" to "education for employability" and from "job security" to "career security".

Source: WEF, 2017, Realizing Human Potential in the Fourth Industrial Revolution An Agenda for Leaders to Shape the Future of Education, Gender

Greek People Management Association

Digitalization in people management and learning: A personal reflection

by Anna Mamalaki, Global Human Resources Employee Engagement Senior Manager, TITAN Cement Group

In the classic Oscar-winning 60s movie 'The Apartment' we get a glimpse of how the workplace used to be in the past. We see endless expressionless faces illuminated by artificial fluorescent lighting, as the employees remained slaves to their monochromatic, lifeless sea of desks, typing away on devices which would now be considered museum antiques, in a room where the desks line up in parallel rows almost to the vanishing point.

By contrast, if you compare working professionals in the digital age, the differences are astounding. You can easily imagine a working professional sat reclining by the pool, basking in the sun whilst on vacation, whilst simultaneously keeping up to date with his work in the process using a state of the art tablet which is more powerful than some of the best selling PCs available less than a decade ago. In the business world, things have changed a great deal over the last couple of decades. Primarily, the key driving force behind this change has been the advancement of modern technology.

My personal involvement with technology has always been strong. I adore technology as it is the catalyst required for change. It helps educate us, it makes life easier for us, plus it helps add a personal touch to things, as it allows us to keep in contact with friends and family members. From a business perspective, I follow closely the developments of technology in people management matters in order to ensure that the global organisation I work for has the systems in place for effectively developing and engaging our people, aiming at an optimal business operation. Within this context I have gained an abundance of knowledge in heading the effort to establish a new global HR management system that will cover all the aspects of an employee's life cycle.

Technology is calling!

Nowadays, even the most basic activities rely heavily on technology that is constantly changing and shaping the way we do business every single day. Digitalization is literally creating new kinds of businesses and new workplaces. Generally, as the digital age is advancing at such a rapid rate, this means that organisations are having to re-think their operating models and the services that they are providing. Within the organisations some shifts are already occurring:

- The need for a physically existing workplace is diminishing. More and more cloud-based systems are being introduced that allow employees to access what they need from anywhere.
- As the digital platforms become more unified departments have the ability to collaborate virtually with one another. This in turn helps to weaken the silo mentality that is found in many existing organizations. More people can

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collaborate and communicate with one another, enhancing transparency and contributing to building trust that has lately become so vulnerable.

- Data is progressively becoming more precise and reliable, allowing for more robust decision making in the workplace.

Whilst HR may not be famed for its early adoption practices, utilization of digital technology can have a profound effect on HR departments.

For example:

- HR's often mountains of paperwork are handled in seconds with the help of digital technology and HR professionals can focus their attention on more creative tasks

- less administrative work means that HR departments and employees can use their time more effectively, devoting more time on strategic design and innovation, being better prepared to address future business challenges, such as talent preparation and adequacy.

- less time on administrative work means more time devoted to employees' development in such areas as building leadership, coaching expertise and meaningful communication.

Finally, people managers and employees will also benefit from increased digitalization in the following ways:

- employees' empowerment will be one of the effects of self-service digital platforms that will allow the people managers to control data related to them, have timely and customised information related to their needs and be initiators of processes previously owned by the organisation's administrators.

- enhanced connectivity and collaboration will move organisations from information hierarchies to networks. This will lead managers to a more open, transparent and authentic people management style, resulting in a more encouraging working climate.

- learning new skills can be demanding, but thanks to cloud technology, employees will be able to learn at their own pace and time. The learning content will also be more attuned to each employee's personal learning needs, flexibly anticipating each employee's learning style. For this reason, learning professionals will need to design more personalized content.

All the above changes will create a mind shift in the way people behave in the workplace, triggering the emergence of a new work ethic.

People managers and HR professionals will be able to focus their attentions on the business, freely collaborate in non-hierarchy groups, have more 'connection moments' that can spark innovative ideas, implement new strategies, and develop their employees and colleagues. Consequently, organisations will have more time to pay attention to the feelings and thoughts of their people, adding a distinctly 'human' element to businesses operations. This will not only boost morale but will also enhance employee efficiency in the process, making for a better organisation not just for shareholders but also by adding value to society as a whole.

EU Digital skills and job coalition

The EU Commission is launching a Digital Skills and Jobs Coalition, together with Member States, companies, social partners, NGOs and education providers, to help meet the high demand for digital skills in Europe which are essential in today's job market and society.

The Digital Skills and Jobs Coalition is one of the ten key initiatives proposed by the Commission under the New Skills Agenda for Europe, presented in 2016. A series of partners, including over 30 organisations and groups such as European Digital SME Alliance, ESRI, SAP, ECDL and Google are pledging to further reduce the digital skills gap as part of the Coalition. Members of the Coalition

are committed to tackling the skills gaps at all levels, from high-level ICT specialist skills to the skills needed by all European citizens to live, work and participate in a digital economy and society. This is both crucial for European industry to remain competitive in the face of rapid advances by its competitors, and for European society to remain inclusive in the digital age. Günther H. Oettinger, Commissioner for Digital Economy and Society noted: "The lack of digital skills is already hampering innovation and growth in Europe. Not just for ICT companies but for organisations in all sectors – private and public. We must remove this obstacle to make sure Europeans get the jobs they deserve and our businesses have access to a large pool of digital talent." Digital skills involve a number of abilities citizens can rely on, ranging from finding information online and sharing online messages to creating digital content such as coding applications. Europe is lacking digitally skilled persons to fill job vacancies in all sectors, missing out on up to 750,000 Information and Communication Technologies(ICT) professional jobs by 2020. Yet unemployment among young people of 15-24 year olds is at almost 20% in the EU. More than a third of the labour force and, more broadly, around 45% of European citizens have no more than basic digital skills.

Google, BT, Lloyds Banking and more pledge skills training as part of UKs digital strategy The UKs Digital Strategy focuses on how the government plans on plugging skills and knowledge gaps across the country, leaning on big business to implement some of those measures. In total, four million free digital skills training 'opportunities' will be offered, and these will come in a myriad of forms. Lloyds is providing the biggest commitment, promising face-to-face training for 2.5 million individuals, SMEs and charities by 2020. Other commitments from industry include: Google's Summer of Skills programme, which will be tailored for the tourism sector and taught in seaside towns; a Google engineering apprenticeship scheme; Barclays's pledge to help one million people learn general digital skills; BT's Barefoot Computing Project, which will ensure teachers with no prior experience have the skills to teach 500,000 children to learn early computing skills by the end of the academic year; the HP Foundation's free platform HP Life, which will aim to help 6,000 people from disadvantaged groups within five years; and Accenture and FutureLearn's plan to create a new national digital skills programme designed to encourage online collaborative learning. "We believe that digital can have a transformative impact, no matter where you live and what your job is," Ronan Harris,

Google MD for UK and Ireland, said in a press release. “We are delighted to be part of the Digital Skills Partnership and will continue to invest in the free skills training offered through the Digital Garage, launch a new programme aiming to help seaside communities, and - as a global first - are launching engineering apprenticeships, giving young people without a degree the opportunity to join Google’s world class software teams.

”The UKs Secretary of State for Culture, Media and Sport, Karen Bradley, added: “This Digital Strategy sets a path to make Britain the best place to start and grow a digital business, trial a new technology, or undertake advanced research as part of the Government’s plan to build a modern, dynamic and global trading nation. To do that, we will work closely with businesses and others to make sure the benefits and opportunities are spread across the country so nobody is left behind.”

Standards in HR: How to join in the standards work at ISO

“As you all know, there is a technical committee ISO/TC260 developing international standards in human resource management.

Participation in TC260 by natio-nal HR associations is via the national standards body. In the UK that is the British Standards Institution (BSI); in Germany Deutsches Institut für Normung (DIN); Association Française de Normalisation (AFNOR) and so on. If you’re a Participating (‘P’) Country, all you have to do is contact your national body and if you meet their membership requirements for the TC260 mirror committee, you’ll then have one voice in that national committee when making comments on new standards, voting on ballots and when discussing the merits of one or more draft standards.

If you are not a ‘P’ country, but an Observing ‘O’ country you cannot vote or comment. If you are neither, you’ll need to establish a mirror committee to TC260 with your national standards body. Do this after you’ve ascertained that your senior members and key national stakeholders are keen to participate in TC260. The average development time for an ISO standard is about 3 years.

The first TC260 standards were published in 2016 and included HR vocabulary; recruitment; workforce planning and human governance. A useful link is www.iso.org. All the policies and procedures are enshrined in the ISO/IEC directives Parts 1 & 2.”

Wilson Wong, CIPD

Greek People Management Association

About Us

Greek People Manage-ment Association (GPMA) represents the largest and oldest association of Human Resources Professionals in Greece, with a membership of over 650. GPMA is the professional body for those involved in the management and development of people. Many of the companies, whose executives constitute members of GPMA, remain the most important international and national employer brands to the present time.

The Association was founded in 1978 and has been active, due to the inspiration and passion of acknowledged executives in the field of Human Resources Management. The rapid evolution of technology, the reclassification of markets, the expansion of borders and the globalization, created an ever-changing reality. But among these changes, one thing will always remain stable: THE PEOPLE. They will always be the main focus of the HR executives and therefore, the focus of GPMA.

GPMA collaborates with all the important Academic Institutions in Greece related to HR trends while maintaining close relations with the main Public Institutional Bodies. GPMA's main target has been and will continue be, to promote the foundation and work of the Human Resource profession and to help the bonding between members in order to achieve its vision and mission.

Activities

HR Forum

Since 2004, GPMA's annual conference (HR Forum) represents the most important annual conference in HR community in Greece. With a participation of

GPMA Vision:

- To promote the profession of Human Resources Management
- To lead in the development and promotion of good practice in the field of the management and development of people, for application both by professional members and by their organizational colleagues

GPMA Mission:

- Exchange best practices, experiences and extend the study on matters regarding Human Resource Management
- Create and expand GPMA relations with relevant associations around the world
- Offer constant training and development to the Human Resource Professionals
- Monitor developments on issues of Human Resource Management within companies and the external environment

over 300 people, this annual event promotes the goals and covers the professional interests of the GPMA's community. The participants have the opportunity to interact with, and learn from, fellow Senior HR practitioners, thought leaders, and strategic partners.

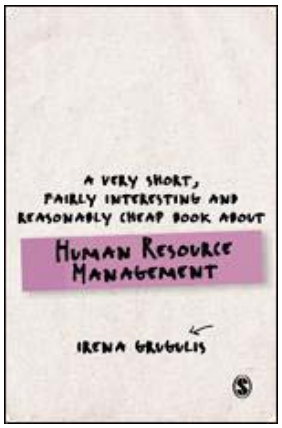
HR Leader Series

The GPMA organizes every month "thought days", meetings, workshops, seminars on various HR topics, establishing also activities as the HR Clubs, HR Network, HR Meeting Point and HR Students' Awards. Furthermore, our website: www.gpma.gr, a site who makes an important link to all the information (news, events, HR agenda, etc), your access to the HR community.

Projects

GPMA collaborates with a wide range of bodies including, for example, the Hellenic Federation of Enterprises (SEV). A partnership with SEV and the Alba Business School in 2007, in a project called 'Awards for Equal Opportunities' (part of the ECs Equal Program), saw 5 International companies in Athens being awarded for their best practices in Equal events. In 2014, also with SEV as partners, we collaborated in a project called Productivity Network resulting in many training programs being organized all over Greece with the participation of GPMA members. An "HR Student Awards" will be organized this year with awards taking place at the GPMA's HR Forum 2017

A fairly interesting book about HRM?

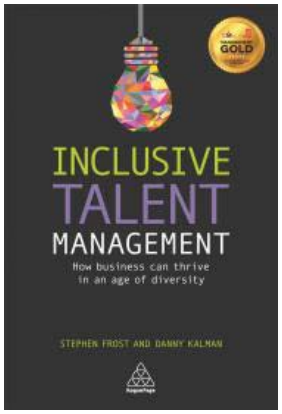


This is a short review of a short book! Importantly, though, it is more than "fairly interesting" – it warrants a position on every HR professional's book shelf. Fundamentally it is a book about work. And work matters. Automation and artificial intelligence present huge issues for many already in and those who will join the workforce in the coming years.

The nature of work is changing but it still matters. This book looks at what people do at work, what is done to them and what happens as a result – and as Irene Grugulis, the author, says "this is pretty important" ! A glance through the chapter heading reveals a fairly conventional range of topics: 'Is HR Strategic?', 'Skills and Training', 'Pay and Reward', 'Flexible Work and Flexible Workers'. But there is little that is conventional about how Grugulis handles the material. This is not a book for you if you want "how to guide" with lists of the "right answers" but that ignores the fact that most people are human. It is not a book for you if you think all leaders are great and that organisational initiatives only go well. Grugulis challenges this view in a concise, accessible and meaningful way. It presents the reader with genuine insight into the tensions and realities of HRM in today's organisations. Choose a chapter that reflects your particular interest vis HR and take a look - it will hook you in to read the rest and, hopefully, get you thinking.

A very short, fairly interesting and reasonably cheap book about Human Resource Management;
Irena Grugulis, Sage, 2017

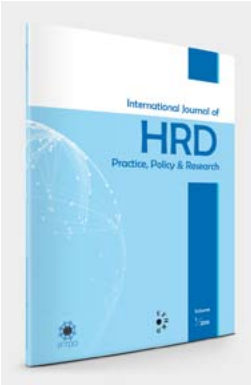
Reframing the Inclusivity Debate: Towards Integrated Talent Management



It was way back in 1997 that Steven Hankin of McKinsey & Company first wrote of "The War for Talent" outlining key demographic trends that are now in full swing. In 'Inclusive Talent Management: How Business can Thrive in an Age of Diversity', Frost and Kalman argue that in today's increasingly diverse society the traditional distinction between policies on diversity and inclusion and talent management are over. They develop a model they call Integrated Talent Management where they are intrinsically entwined. They conclude that those leaders able to manage in such an integrated environment can have thriving organizations, handling today's urgent demands for the right talent.
The first half of the book looks at the reasons for the current predicament. The second half of the book constructs a thorough list of actions that leaders can employ to deliver inclusive talent management. There is much here that we have heard before, but the weight of ideas, each with an example from business, shows how many opportunities there are for those organisations currently failing to address the challenge. There are chapters on recruitment, on promotions/development and on retention all with good ideas. The inclusive talent management model they draw makes good management sense.
Overall, the book is well researched and peppered with relevant examples from a wide range of organisations. It avoids being preachy but shines with earnest purpose to reframe the inclusion debate in terms of 'why' and then offers practical advice on 'how'. It is grounded in practicality and at all times the argument is based on what makes good business sense. Its ringing conclusion is that Integrated Talent Management is an absolute requirement for organisations successfully tackling the challenge of talent enhancement and therefore sustaining their very existence.
Inclusive Talent Management: How Business can Thrive in an Age of Diversity Stephen Frost and Danny Kalman, Kogan Page, 2016, £29.99

Ed Note: Thanks to Steve Spencer, IJHRDPP&R Editorial Advisory Board and former HR Director, GKN Land Systems for this review; a fuller version of which is published in IJHRDPP&R, Vol 2, No 1.

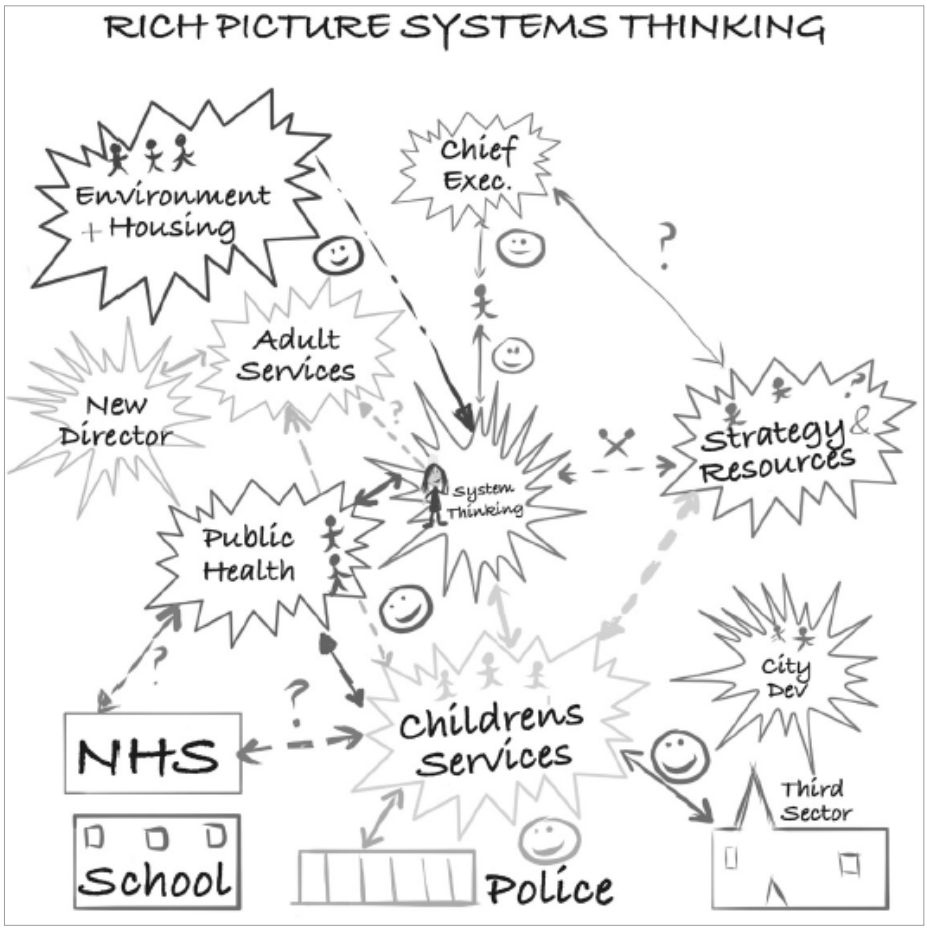
Re-thinking workplace learning



The first issue of Volume 2 maintains the momentum of this 'practice oriented' new journal, with strong "scholarly practice" contributions addressing the practice of workplace learning and development.

In the lead article Mark Cole (NHS, UK) questions traditional, and still pervasive, notions of 'training' in the workplace. In discussing the relationships between organizational effectiveness, organization development and learning and development he constructs a 'foundation for improvement' based on three elements: knowledge, connections and conversation.

Drawing on illustrative accounts of current L&D practice from one NHS Trust in the UK, the paper develops a practice agenda for how fellow practitioners might re-think their own work. A 'facilitative approach', 'working with conversation' and 'inquiry based intervention' capture the nature of Cole's HRD practice. Gillian Felton and her colleagues, Lisa Banton and Angela Earnshaw, all active organisation development practitioners, provide rich insight into their personal journeys of professional development using soft systems methodology.



The Figure illustrates one of the author's rich pictures used to help her explore her ideas and knowledge and challenge some of her assumptions. They subsequently draw these together with an assessment of the value of this particular HRD pathway, together with consideration of implications for OD practice more generally. Andreas Wallo provides a more conventional 'academic' contribution on leadership practice, drawing on research in two Swedish manufacturing companies. Its positioning in IJHRD, though, is assured by its contribution to HRD research and practice by its nuanced and sensitive insight into learning -oriented leadership practice in the daily work of managers. The journal articles noted above are all available to download at www.ijhrdppr.com.

Happy Leadership?

Routledge in partnership with LeaderShape Global are producing a series of white papers on 'Transpersonal Leadership' which will form a book to be published in 2018.

A Transpersonal Leader is defined as someone who operates "beyond the ego while continuing personal development and learning. They are radical, ethical, and authentic while emotionally intelligent and caring." The third in the Routledge series is now available to download. Authored by Sue Coyne it is titled 'Sustainable Leadership: Re-wire Your Brain for Sustainable Success'. It is described by Routledge's publicity as 'edgy' and 'at times 'uncomfortable'. This seems to reflect the arguments developed by Coyne that too many organisations are stuck with old and traditional mind-sets regarding leadership. 'Edgy' and 'uncomfortable' might not be the most apposite terms but the legitimacy of Coyne's basic argument is sound. She advocates a shift to sustainable leadership and concludes with a neat model of 'sustainable leadership'. This is captured in the author's conceptualisation of 'Triple H Leadership' (see Figure).

Coyne argues that much of what is needed to be a healthy and happy leader involves "looking at our beliefs and re-wiring them where necessary". She continues "Happiness is not about happening in the external world – only 10% of our long-term happiness is external.

90% is how we process that external world". This feeds into Coyne's principal argument developed in the paper: the individual's ability to change and learning how to lead change in oneself in order to influence change in others…. and thereby bring about a shift to sustainable leadership.

Ed Note: Intrigued by being a 'happy leader'? then take a look at this White Paper for more details. I suspect the book Becoming a Transpersonal Leader, when it is published in 2018, will carry a hefty price tag — so get it now for nothing while you can. https://www.routledge.com/posts/9952?utm_source=Routledge&utm_medium=cms&utm_campaign=160801457

EAPM Event Calendar – 2017

Date	Event	Location	Internet link
May 5-6, 2017	HR Centar – Human Resources Summit	Split, Croatia	▶
May 8, 2017	NVP – National HR Conference	Breukelen, The Netherlands	▶
May 15-21, 2017	APG – International Coaching Week	Lisbon and Porto, Portugal	▶
Jun. 15, 2017	NVP – HRM promotes innovation capacity	Ede, The Netherlands	▶
Jun. 22, 2017	NVP – Symposium The Next HR evolution	Zwolle, The Netherlands	▶
Jul. 10 ,2017	EAPM Board meeting	Berlin, Germany	
Sep. 18-19, 2017	D-A-CH: German-Austrian-Swiss HR-Exchange meeting	Friedrichshafen, Germany	

European HR New Landscapes

HR new fields, new spaces, new boundaries… the 28th EAPM Congress will deal issues about the most recent UE's and European matters which make sense for HR managers.

INVITATION

A top-level event hosted by the French association ANDRH created in 1947 which celebrates its 70th anniversary.

Exclusive and priceless for active members only.

The 28th EAPM Congress will take place on 27th October, 2017 at the Economic, Social and Environmental Council (ESEC), an institutional and great location in Paris.

Useful information:
From 9:00 to 18:30 and cocktail
ESEC, 9 Place d'Iéna

KEYNOTES – PLENARY SESSIONS – SIMULTANEOUS WORSHOPS – REPORTS RESTITUTION – NETWORKING

Speakers: officials from UE organizations, experts recommended by the EAPM board, HR managers who deal with European issues.

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