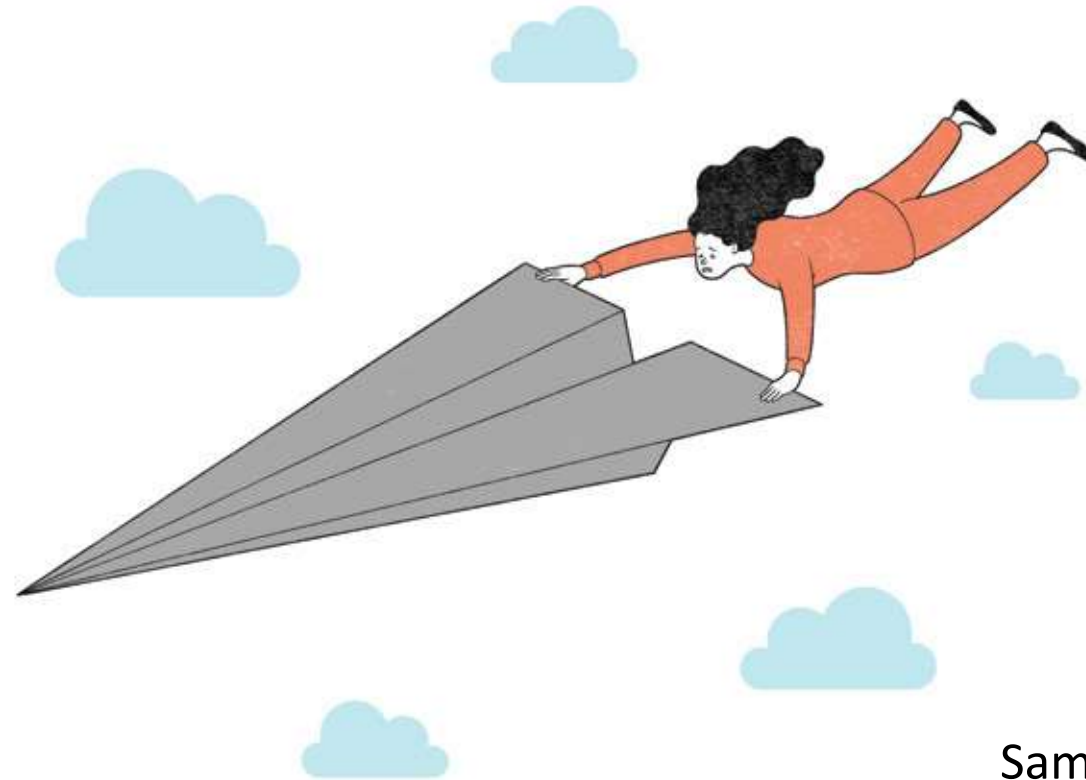


# Balance: Radical Transparency for Employee Led Learning



Sam Moody 29<sup>th</sup> January 2020

# I'm Sam Moody

Co-Founder of FEATUR Labs, former Deutsche Bank Global Head of Engagement for Agile Services.



# A Few Questions For You...



1. I am dealing with increasing uncertainty at work
2. HR is treated as a transactional department and not a strategic partner in my company
3. I believe the role of HR will change in the near future

# John



CEO of Stuff Inc.  
53 years old  
Runs in charity marathons

# Helena



Customer Operations Team Lead  
31 years old  
Aspires to write a mystery novel

# Nita



Head of HR, Stuff Inc.  
38 years old  
Kickboxing enthusiast

# John's Challenges



Stuff Inc is projecting low growth:

- Impact of market disruptors
- Tariffs / market uncertainty
- Inability to pivot long term strategies

# Helena's Challenges



High role uncertainty with low reward:

- Team headcount decreased, workload remains the same
- Tools not fit for purpose
- Ideas to improve systems/processes go nowhere



# Nita's Challenges



Increasing skills gap within employees:

- Low uptake of training
- Reactive demands for skills / roles
- Restrictive budget for change
- Struggle to hire in new skills

# Challenges



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Increasing skills gap within employees:

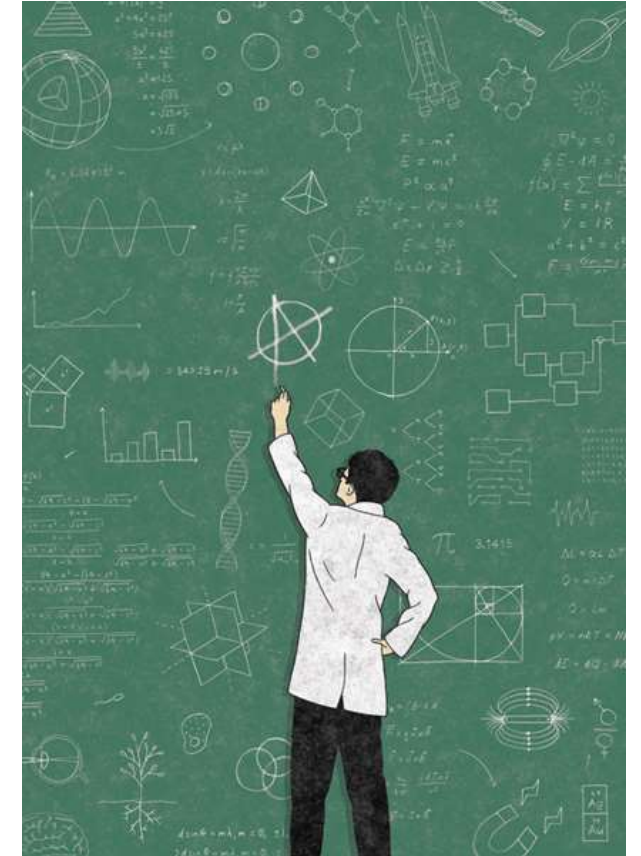
- Low uptake of training
- Reactive demands for skills / roles
- Restrictive budget for change
- Struggle to hire in new skills

# Not Alone

**Uncertainty in trade, digitalisation, markets are impacting businesses globally.**

**73% of businesses expect significant disruption within the next 3 years.**

**Mercer 2019**

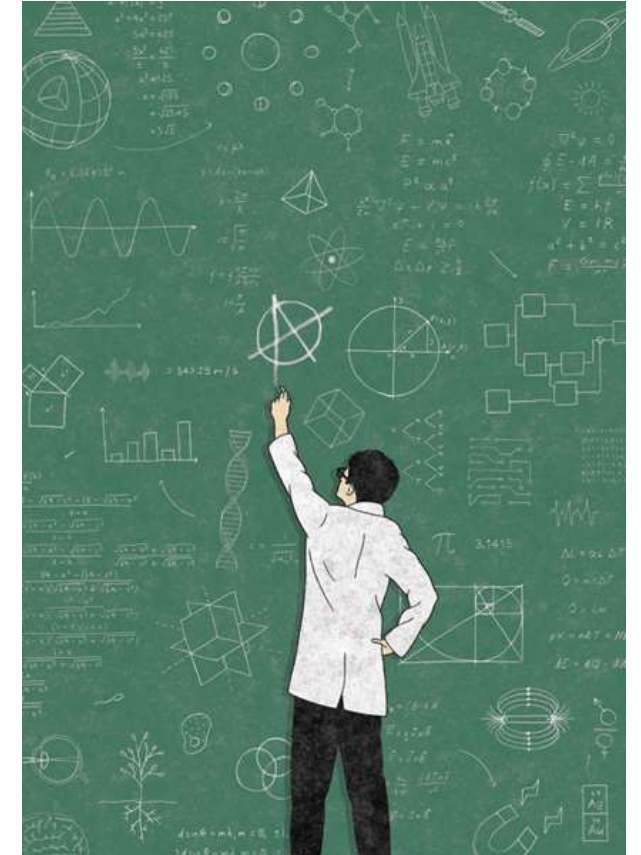


# Not Alone

**Businesses are struggling with a substantial skills gap.**

**80% of employees do not have the skills needed for their current and future roles.**

**Gartner 2018**

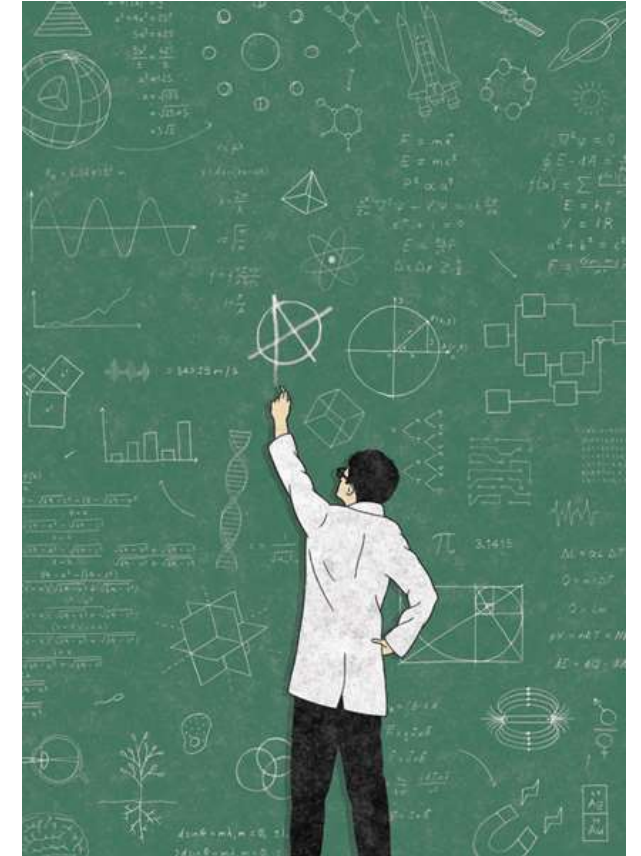


# Not Alone

**Job security is becoming more uncertain.**

**79% of executives expect that contingent and freelance workers will substantially replace full-time employees in coming years.**

**Wiley Education Services 2019**

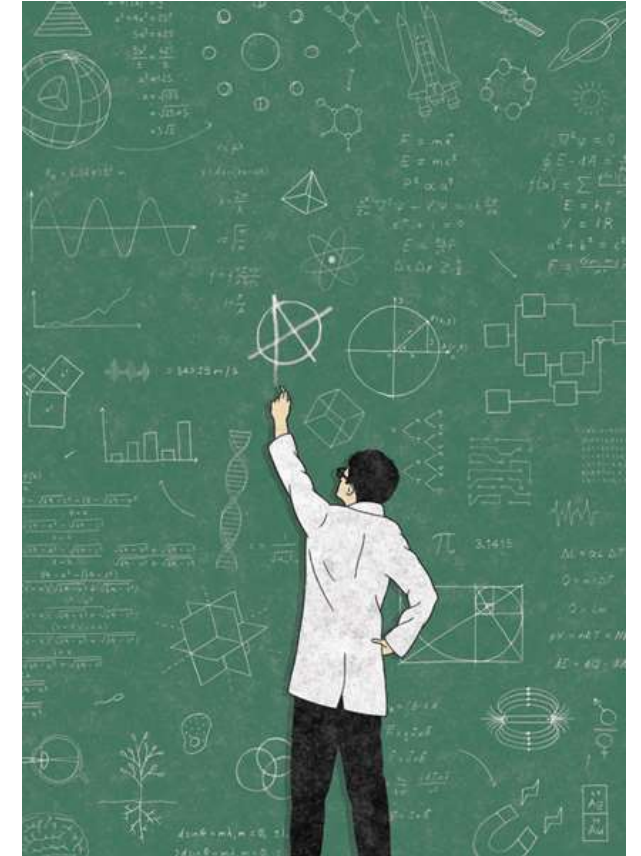


# Not Alone

**Employees are struggling to keep up with skills becoming obsolete.**

40% of HR leaders estimate that current skills are only usable for 4 years or less.

Wiley Education Service 2019





# Stuck in the Middle

Employee Uncertainty



Business Uncertainty

# Current HR Response

## Employee Led Learning

Learning Journeys

Intra-preneurship

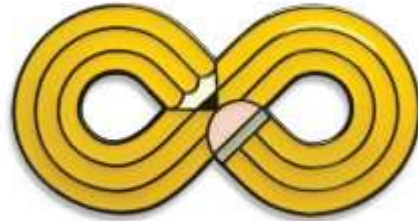
Leadership Soft Skills





# The Imbalance

Business Uncertainty



Employee Uncertainty

AI and automation are predicted to replace an average of 1 in 5 jobs.

Only a fifth of executives are communicating with employees about the risk to their jobs.

# The Imbalance

Business Uncertainty



Employee Uncertainty

World economics forum estimates an average expenditure of approx. \$24,000 is required per employee to enable re-skilling of displaced employees.

Average current expenditure by businesses to re-skill is estimated at approx. \$500 per employee.

# Employee Impact



- Time poor
- High workload
- Low trust
- Uncertain future
- Process frustration

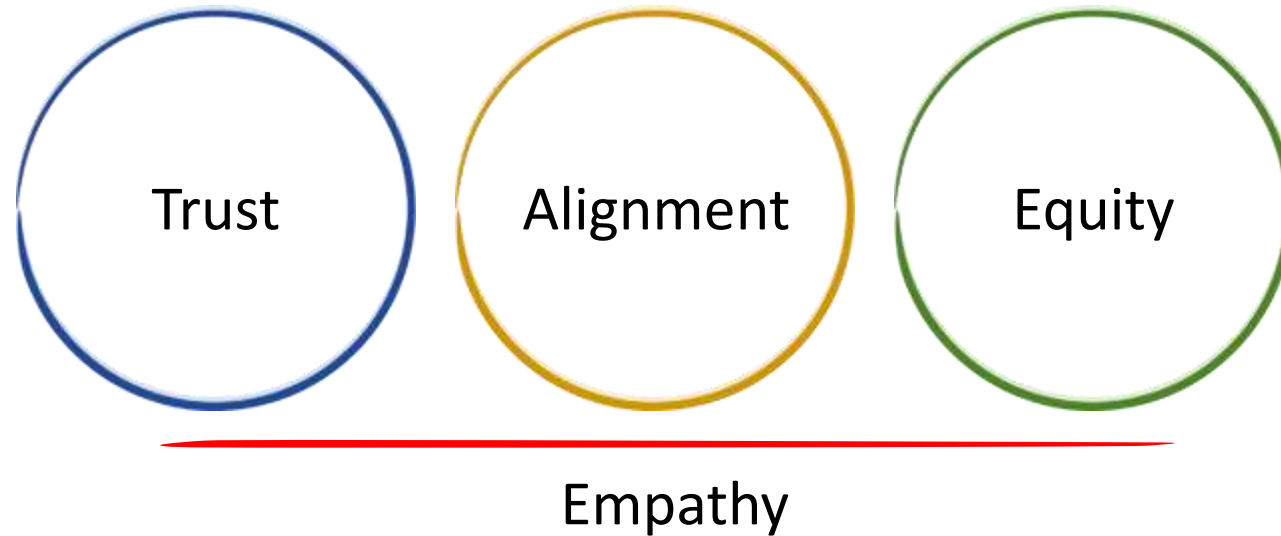


- Learning journeys
- Intrapreneurship
- Leadership programmes

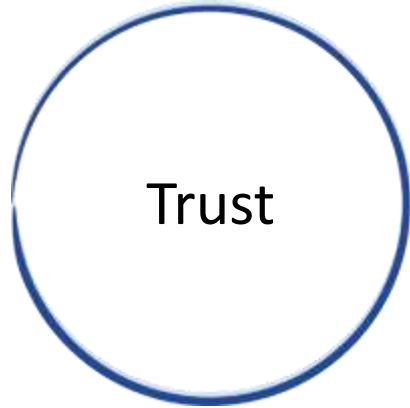
Approaches are struggling to address the employee experience, creating an incomplete solution.

# The Case for Radical Transparency

Radical Transparency – the open confrontation of uncertainty, risk and change to facilitate outcome based progress.



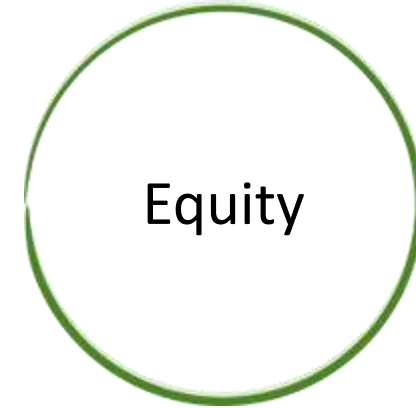
# Building Radical Transparency



- Authentic communication
- Positive conflict
- Fast feedback loops
- Fearless accountability

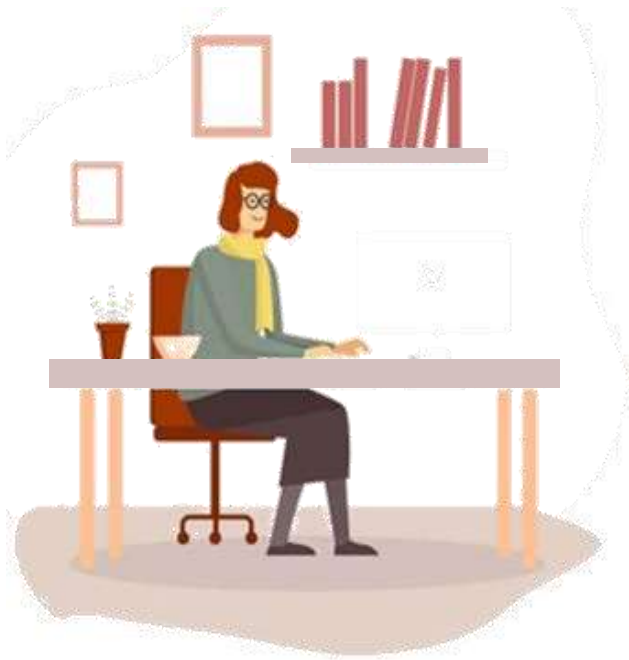


- Clarity of role and structure
- Purpose driven work
- E2E value identification



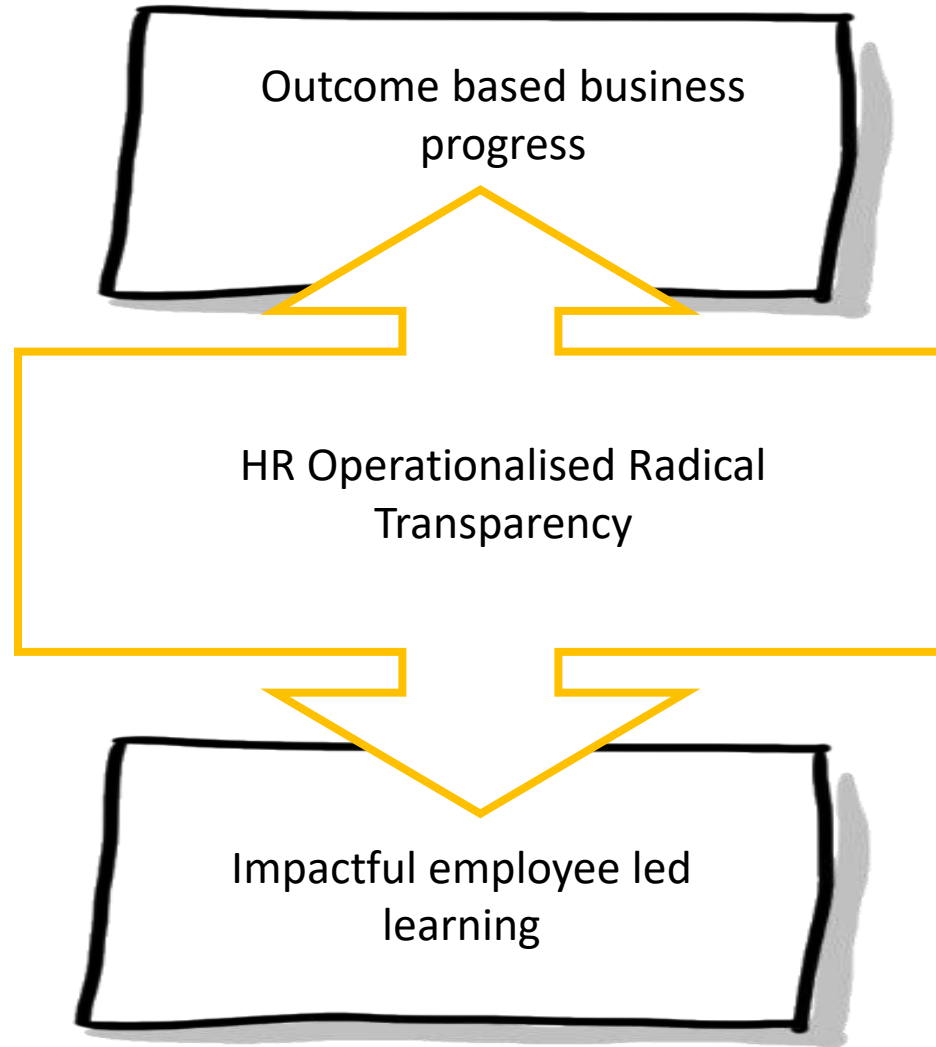
- Transparency of reward
- Impact and outcome metrics
- Business structure vs employee responsibility

# Empathy and Human Resources



The capacity to understand what another is experiencing from within their frame of reference.

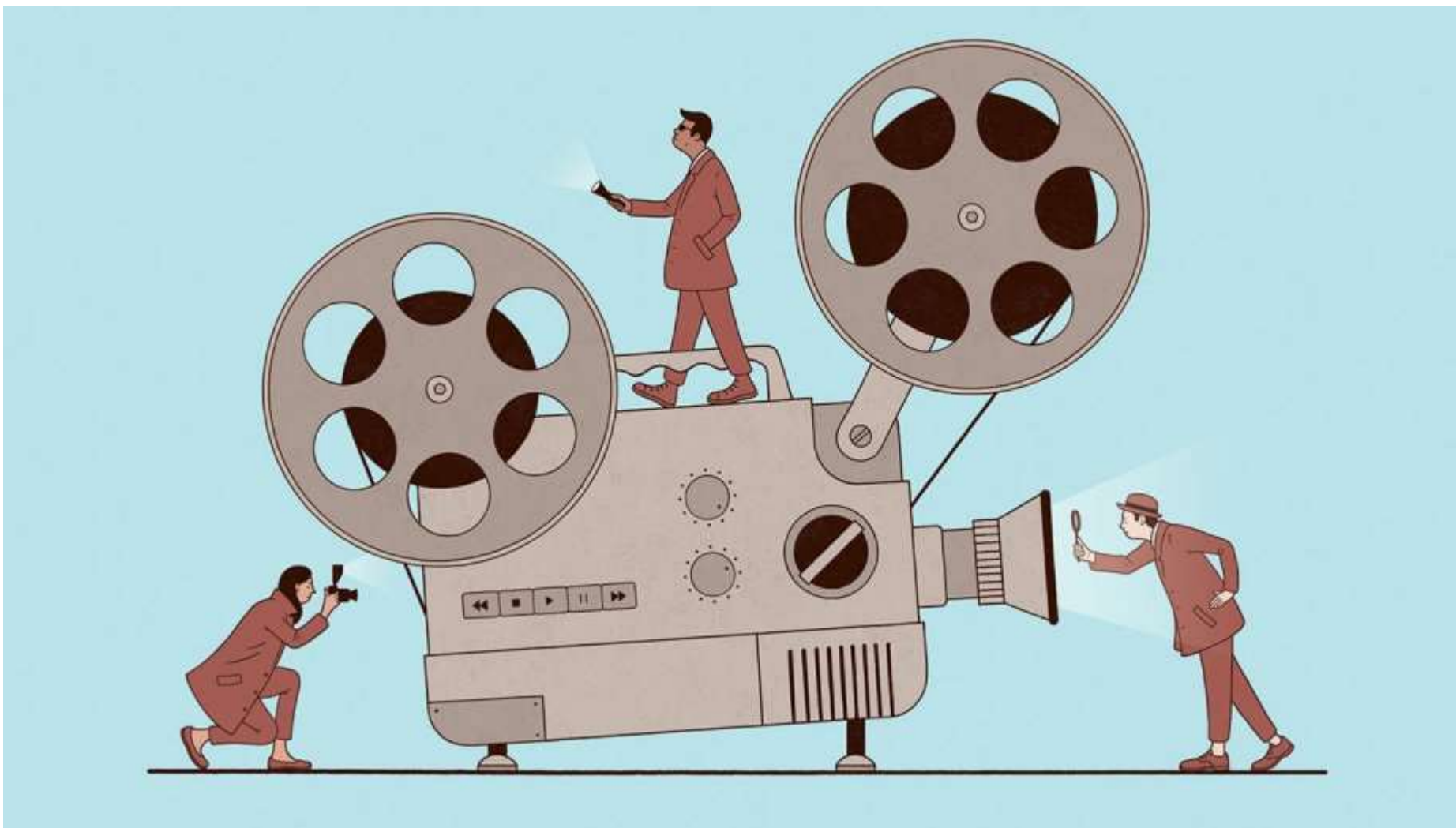
# The Catalyst



# Stuff Inc.







# Questions?