



2018 Washington Leadership Summit

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Welcome from AVHRA

- ▶ Apple Valley HR Association is a SHRM chapter that offers learning and networking opportunities to anyone interested in the leadership of people or culture.
 - ▶ Conferences (Spring + Winter)
 - ▶ Lunch and Learns (quarterly)
 - ▶ HR Certification Learning Groups

WLS: The Opportunity

- ▶ Washington State: one of the three biggest talent corridors in the world
 - ▶ Western Washington / Seattle: Standing out in a crowd
 - ▶ Eastern Washington: Becoming a beacon in an ocean
- ▶ What does talent want; why do we want them?
- ▶ The Goal of Washington Leadership Summit: Learn from those who are building cultures of learning and excellence

Cultures of Excellence

- ▶ **The Problem:** Many organizations struggle to attract, retain and multiply their talent
- ▶ **Question:** Deloitte studied some of the best, and highlight twenty qualities of cultures that engaged employees to the fullest. What do you guess is their “secret sauce?”

The Irresistible Organization (Deloitte)

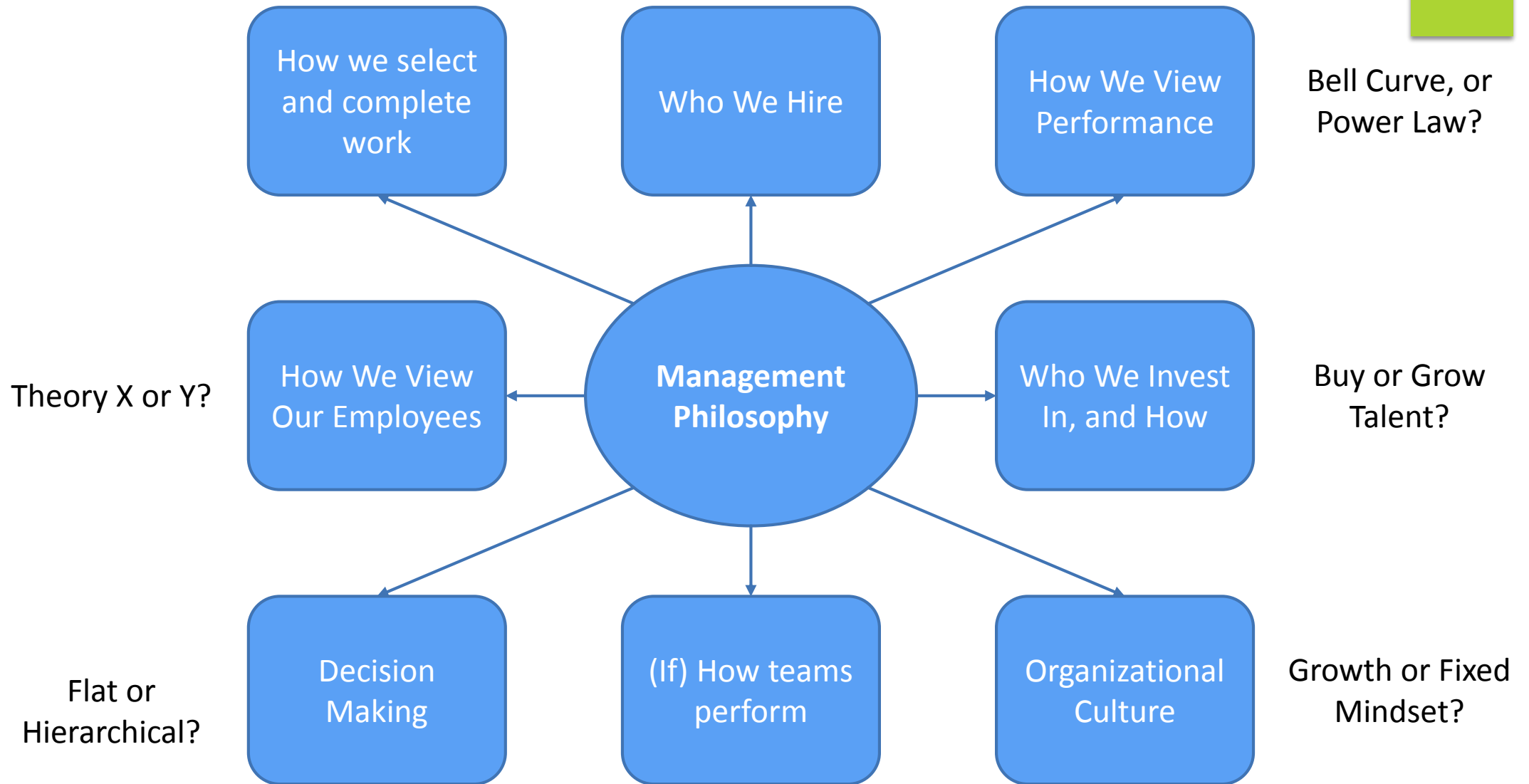
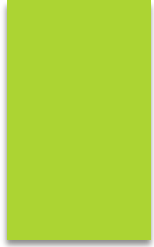


Meaningful work	Hands-on management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration

A focus on simplicity

Management

- ▶ **Problem**: A highly effective culture is 100% dependent on highly effective management.
- ▶ **Question**: What are the most important management skills in 2018?



The Toyota Way (14 Principles)

- ▶ Base your management decisions on a long-term philosophy, even at the expense of short-term financial goals
- ▶ Build a culture of stopping to fix problems, to get quality right the first time
- ▶ Standardized tasks and processes are the foundation for continuous improvement and employee empowerment
- ▶ Grow leaders who thoroughly understand the work, live the philosophy, and teach it to others
- ▶ Make decisions slowly by consensus, thoroughly considering all options; implement decisions rapidly

Google's Project Oxygen: Manager Profile

1

Is a good coach

2

Empowers team and does not micromanage

3

Creates an inclusive team environment, showing concern for success and well-being

4

Is productive and results-oriented

5

Is a good communicator – listens and shares information

6

Supports career development and discusses performance

10

Is a strong decision maker

7

Has a clear vision/strategy for the team

8

Has key technical skills to help advise the team

9

Collaborates across Google

Acquisition

- ▶ **The Problem:** Hiring new people is risky; we need to increase the predictive power of the recruiting process.
- ▶ **Question:** Which commonly used qualifications are highly predictive? Not predictive?

Predictive Validity for Overall Job Performance of General Mental Ability (GMA) Scores Combined With a Second Predictor Using (Standardized) Multiple Regression

Personnel measures	Validity (<i>r</i>)	Multiple <i>R</i>	Gain in validity from adding supplement	% increase in validity	Standardized regression weights	
					GMA	Supplement
GMA tests ^a	.51					
Work sample tests ^b	.54	.63	.12	24%	.36	.41
Integrity tests ^c	.41	.65	.14	27%	.51	.41
Conscientiousness tests ^d	.31	.60	.09	18%	.51	.31
Employment interviews (structured) ^e	.51	.63	.12	24%	.39	.39
Employment interviews (unstructured) ^f	.38	.55	.04	8%	.43	.22
Job knowledge tests ^g	.48	.58	.07	14%	.36	.31
Job tryout procedure ^h	.44	.58	.07	14%	.40	.20
Peer ratings ⁱ	.49	.58	.07	14%	.35	.31
T & E behavioral consistency method ^j	.45	.58	.07	14%	.39	.31
Reference checks ^k	.26	.57	.06	12%	.51	.26
Job experience (years) ^l	.18	.54	.03	6%	.51	.18
Biographical data measures ^m	.35	.52	.01	2%	.45	.13
Assessment centers ⁿ	.37	.53	.02	4%	.43	.15
T & E point method ^o	.11	.52	.01	2%	.39	.29
Years of education ^p	.10	.52	.01	2%	.51	.10
Interests ^q	.10	.52	.01	2%	.51	.10
Graphology ^r	.02	.51	.00	0%	.51	.02
Age ^s	-.01	.51	.00	0%	.51	-.01

Engagement

- ▶ **The Problem:** 70% of the global workforce is not engaged by their work.
- ▶ **Question:** Why?

Job Characteristics Model



Attraction: Candidate Experience

- ▶ **The Problem:** 69% of job seekers will not accept a job with an employer with a bad reputation

CandE Awards

- ▶ 2017 Talent Board CandE Research Report: What Award Winners Do Better
 - ▶ Don't Rely Solely on Written Job Descriptions
 - ▶ Invest in the Right Channels
 - ▶ Your Career Site Matters (job, employee experience, culture)
 - ▶ Include Employee Testimonials
 - ▶ Leverage Your Existing Relationships
 - ▶ Communication and Feedback

One Example: Bamboo HR

▶ <https://www.youtube.com/watch?v=7WH8uxXXe9o>

Key Resources

- ▶ Google's re:Work organizational data research portal
- ▶ Harvard Business Review
- ▶ Performance-Based Recruiting (Lou Adler, 2016)
- ▶ The Validity and Utility of Selection Methods in Personnel Psychology: 85 Years of Research Findings (Hunter & Schmidt, 1996)
- ▶ Motivation through the design of work (Hackman & Oldham, 1976)
- ▶ Becoming Irresistible: A new model for employee engagement (Bersin by Deloitte, 2015)
- ▶ 2017 Talent Board North American Candidate Experience Research Report