



2019 MINTRAC National Training Conference

# Measuring HR Effectiveness

SUSAN JUDD, HR CULTURE





# MEASURING HR EFFECTIVENESS

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THURSDAY –

28 MARCH 2019

# HR in an Age of AI



## The Jobs Landscape in 2022

emerging  
roles,  
global  
change  
by 2022

133  
Million

### Top 10 Emerging

1. Data Analysts and Scientists
2. AI and Machine Learning Specialists
3. General and Operations Managers
4. Software and Applications Developers and Analysts
5. Sales and Marketing Professionals
6. Big Data Specialists
7. Digital Transformation Specialists
8. New Technology Specialists
9. Organisational Development Specialists
10. Information Technology Services

declining  
roles,  
global  
change  
by 2022

75  
Million

### Top 10 Declining

1. Data Entry Clerks
2. Accounting, Bookkeeping and Payroll Clerks
3. Administrative and Executive Secretaries
4. Assembly and Factory Workers
5. Client Information and Customer Service Workers
6. Business Services and Administration Managers
7. Accountants and Auditors
8. Material-Recording and Stock-Keeping Clerks
9. General and Operations Managers
10. Postal Service Clerks

Source: Future of Jobs Report 2018, World Economic Forum

# 2022 Skills Outlook

## Growing

- 1 Analytical thinking and innovation
- 2 Active learning and learning strategies
- 3 Creativity, originality and initiative
- 4 Technology design and programming
- 5 Critical thinking and analysis
- 6 Complex problem-solving
- 7 Leadership and social influence
- 8 Emotional intelligence
- 9 Reasoning, problem-solving and ideation
- 10 Systems analysis and evaluation

## Declining

- 1 Manual dexterity, endurance and precision
- 2 Memory, verbal, auditory and spatial abilities
- 3 Management of financial, material resources
- 4 Technology installation and maintenance
- 5 Reading, writing, math and active listening
- 6 Management of personnel
- 7 Quality control and safety awareness
- 8 Coordination and time management
- 9 Visual, auditory and speech abilities
- 10 Technology use, monitoring and control

# Susan Judd – HR Culture

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- ❑ Susan Judd, Managing Director, HR Culture
- ❑ Over 20 years in managing, developing and facilitating personal and professional growth of people in business
- ❑ Our passion and our 'why' is to work with organisations – small and large to build happier workplaces.
- ❑ How – by helping individuals develop happier relationships on every level – at home, at work, in the community, socially.
- ❑ What - Leadership, teamwork, communication, support, resolve conflict, authentic conversations, and emotional intelligence development
- ❑ Genos International certified practitioner since 2012.



/HRCULTUREPMQ



@SUSANJUDD75



@/HRCULTURE10YRS

# Effectiveness defined...

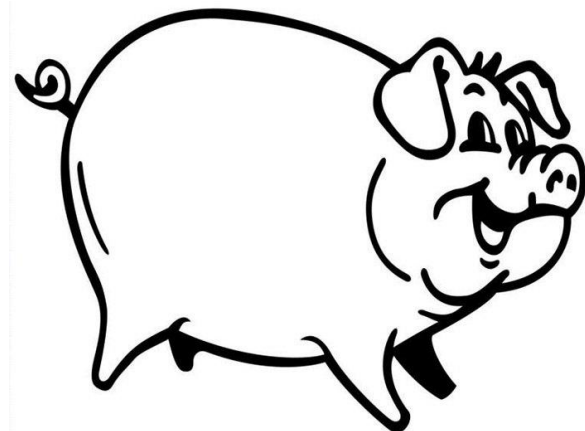
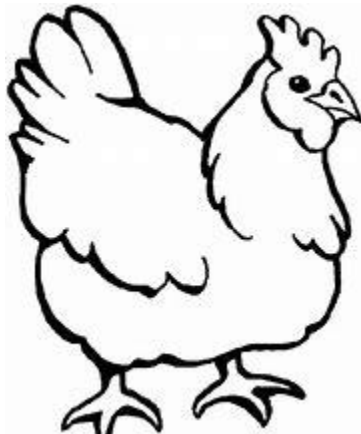
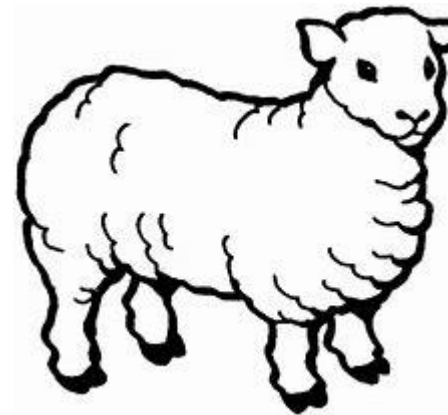
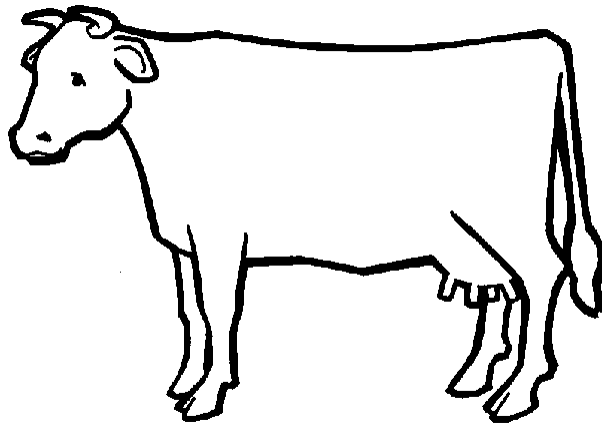
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- The degree to which something is successful in producing a desired result; success. (google)
- The degree to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right," effectiveness means "doing the right thing." (businessdictionary.com)



# Activity: What is required for the best possible animal?

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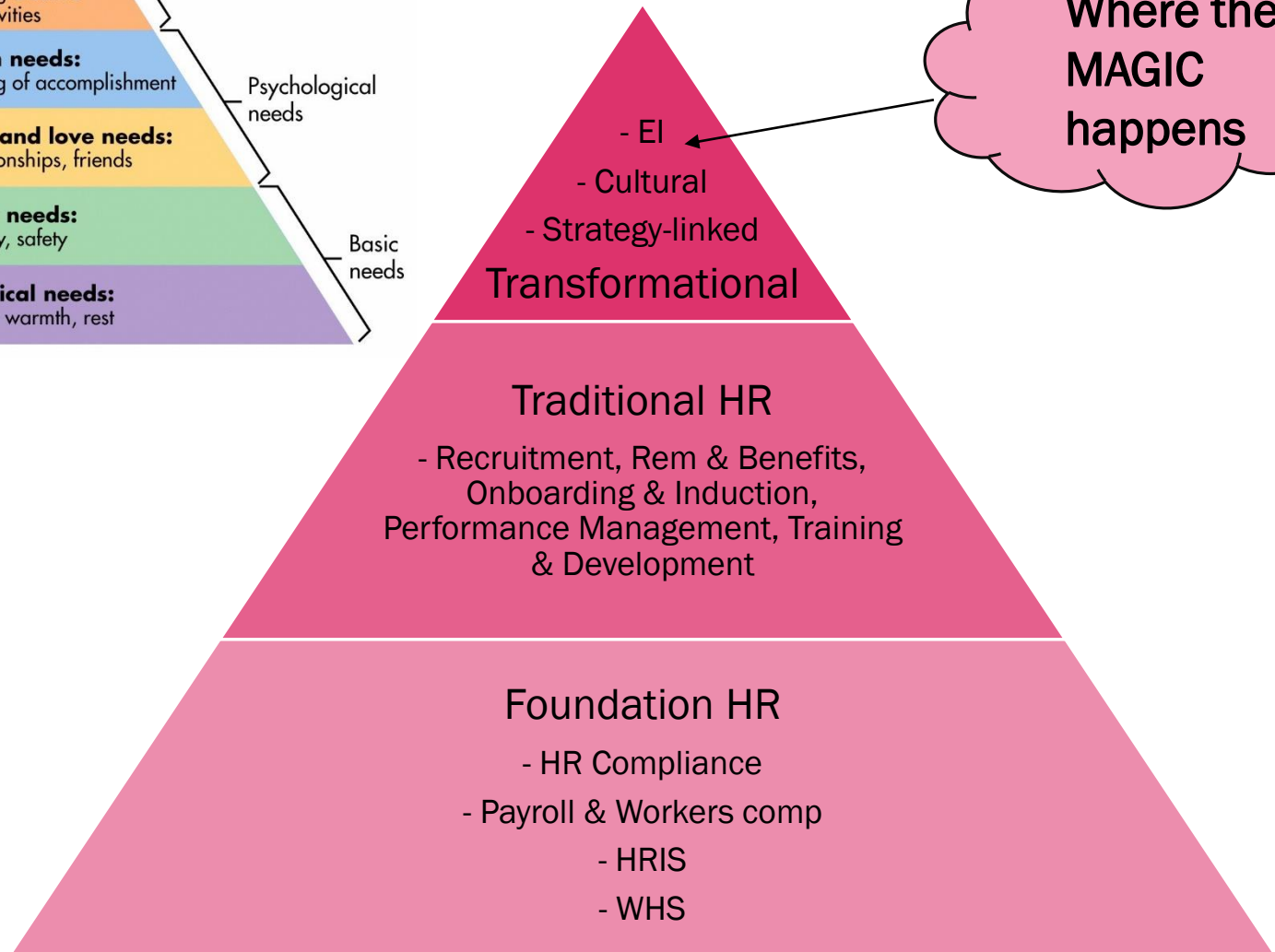
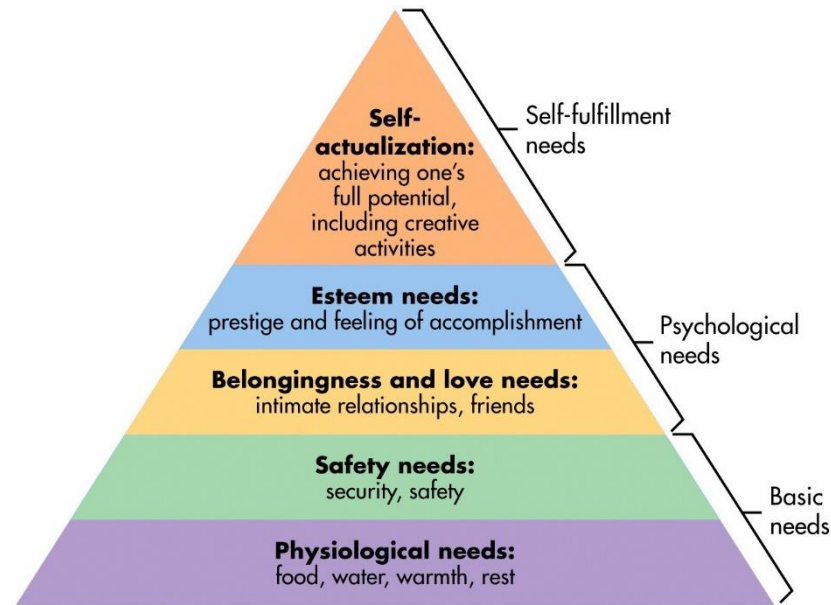
# So what are the right things to measure?

COLLABORATION INSPIRE  
DELIVER **INNOVATE** **VISION** MOTIVATION  
PERFORMANCE

**EFFECTIVENESS**

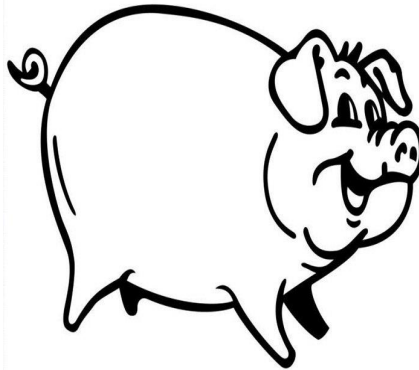
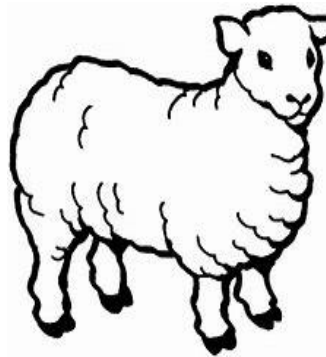
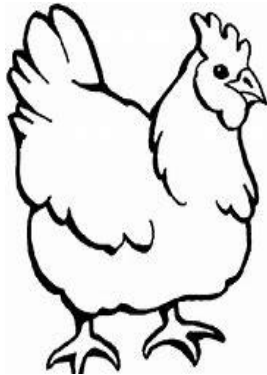
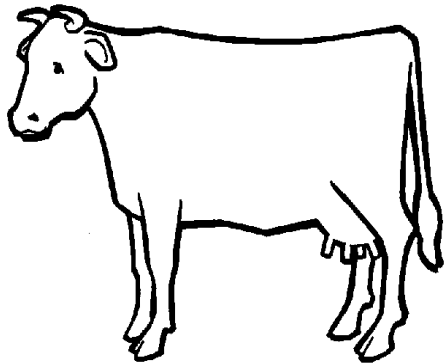
SERVICE INTEGRITY **SUCCESS** SKILL **TEAMWORK** DUTY **STRENGTH** ACCOUNTABLE  
EXCELLENCE RESPECT **COURAGE** MENTOR



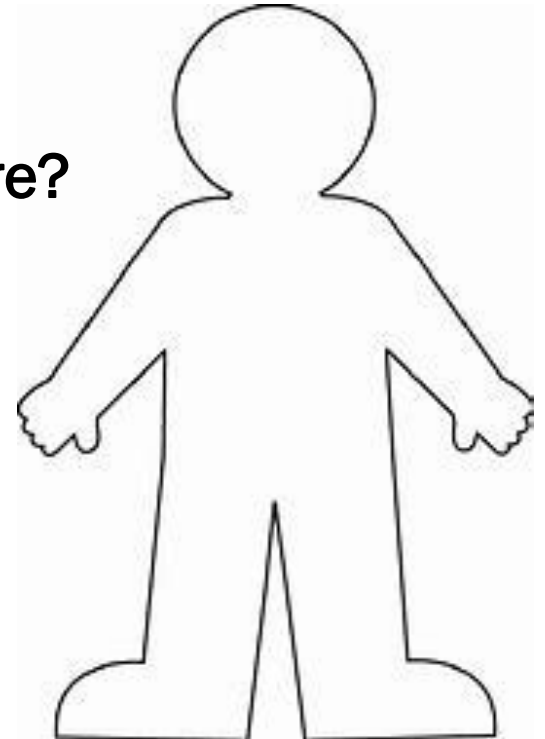


# Effective Animal vs Effective Human Resource

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How do  
they  
compare?



# The Grandfather of Business Management said...



You can't manage what  
you don't measure.

Peter F. Drucker

“ quote fancy

# Activity: What and How do you currently measure HR effectiveness?

Measurement	What information does it give you?	How do you use it?
e.g. Employee absenteeism	Who is away and how frequently	Measure productivity Measure leadership effectiveness Identify issues in teams Inform mental health strategies Individual disengagement



# CLARITY



# Balanced Scorecard Strategy

## **Customer:**

**How should we appear to our customers – what should they see?**

## **Financial :**

**What financial outcomes are we going to achieve for our stakeholders?**

## **Business Processes/Systems:**

**What business processes must we excel at?**

## **Organisation Capability/People:**

**How do we sustain our ability to grow and improve?**

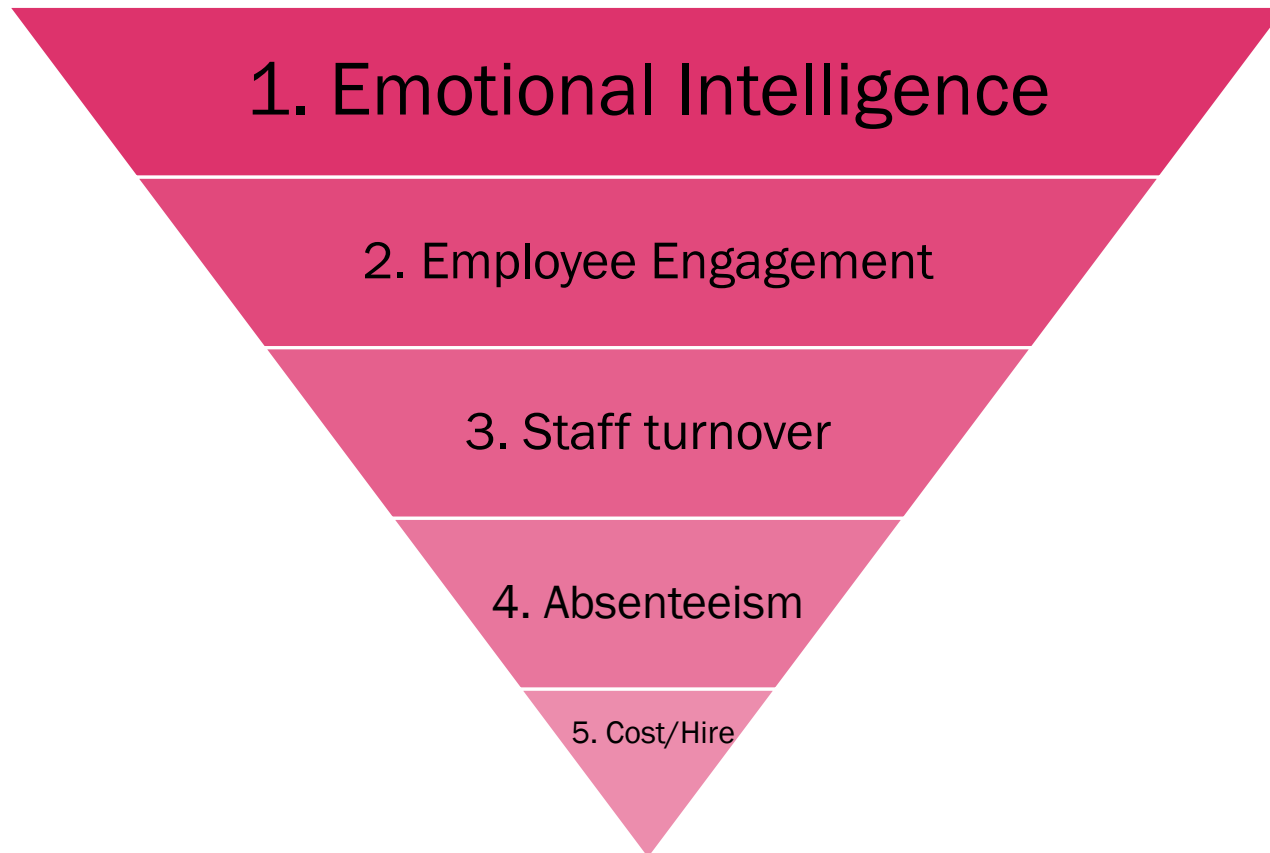
## **Social Responsibility:**

**How will we manage our impact on broader society and the environment?**



# So what are the right things to measure?

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# How metrics drive behaviour and measure progress



- What gets measured gets attention
- People will take action to move a metric in a positive direction
- Focus on analysis and action versus reporting
  - Measure what will help improve current state
- People inherently want to do a good job

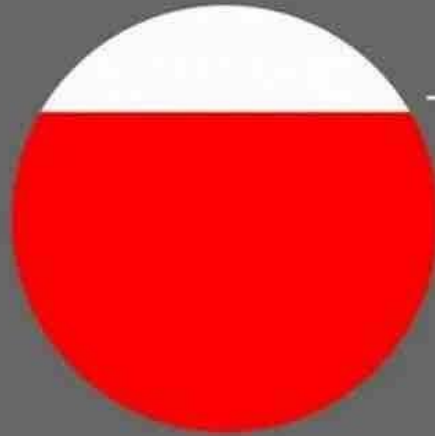
# 5 Transformational actions

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1. Building trust in HR – ensure you are represented at the Boardroom table and in the Csuite
2. A balanced scorecard strategy – so HR is considered in all decisions at a strategy level
3. Work on the Workplace culture - always. This is what drives strategy delivery
4. Develop relational skills in leaders and managers – this is absolutely critical. Leadership is about communication at both strategic and operational levels, and will be a differentiating factor in organisations as we head to increasing use of AI in our workplaces
5. Help your leaders understand that everyone is different, and help them slay their assumptions

# WHY PEOPLE CHANGE JOBS

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75%

of workers who  
voluntarily left their jobs  
did so because of their  
bosses and not the  
position itself



People don't quit jobs,  
they quit bosses.



Source:

<http://www.gallup.com/businessjournal/106912/turning-around-your-turnover-problem.aspx>

# How we 'Show Up' for work

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*Emotional intelligence is the ability to:*

- Perceive*
- Understand*
- Express*
- Reason with, and*
- Manage emotions within oneself and others*

*It is how people experience us in the workplace and how that consequently impacts their behaviour and performance at work as well.*

# Emotional Intelligence is proven and is measurable and learned

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High levels of Emotional Intelligence are associated with:

- Better physical and mental health
- The development of workplace relationships (Manager, team...)
- Helping people cope with high demands and stress
- Increased levels of engagement and discretionary effort
- Reductions in employee turnover and absenteeism
- Increased creativity and innovation



Think of your **very best** boss, coworker,  
mentor, coach, teacher...



# Your experience of a GREAT boss, co-worker, mentor, coach, teacher etc.

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1. Demonstrates awareness of their mood and emotions
2. Makes others feel appreciated
3. Is open and honest about mistakes
4. Involves you in decisions that affect your work
5. Manages their emotions effectively in difficult situations
6. Recognizes others' hard work and achievements

*Now, total those scores and draw a line under your ratings*

- |   |                                |
|---|--------------------------------|
| 1 | Significantly less than others |
| 2 | Less than others               |
| 3 | About Typical                  |
| 4 | More than others               |
| 5 | Significantly more than others |

# How did/do they make you feel?

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Consider how you felt/feel around this person.

Underneath your ratings, write down at least 3 feelings/emotions that come to mind about this person. How did/do they make you feel?

How they make/made you feel



Think of your **most difficult** boss, coworker,  
coach, teacher...



## **Your experience of a DIFFICULT Boss, co-worker, mentor, coach, teacher etc.**

---

1. Demonstrates awareness of their mood and emotions
2. Makes others feel appreciated
3. Is open and honest about mistakes
4. Involves you in decisions that affect your work
5. Manages their emotions effectively in difficult situations
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# How did/do they make you feel?



Consider how you felt/feel around this person.

Underneath your ratings, write downcast 3 feelings/emotions that come to mind about this person. How did/do they make you feel?

How they make/made you feel

Rate your Discretionary Effort

1 2 3 4 5 6 7 8 9 10



# Your Experience of Emotional Intelligence

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What was your score for your ‘**great**’ boss, coworker, mentor, coach, teacher, etc.?

What was your score for your ‘**difficult**’ boss, coworker, mentor, coach, teacher, etc.?

# Your Experience of Emotional Intelligence

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How did your '**great**' boss, coworker, mentor, coach, teacher,  
*make you feel?*

How did your '**difficult**' boss, coworker, mentor, coach, teacher,  
*make you feel?*

# How many years?

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## Positive

Role Model

5

10

15

20

25+

## Negative

Role Model

5

10

15

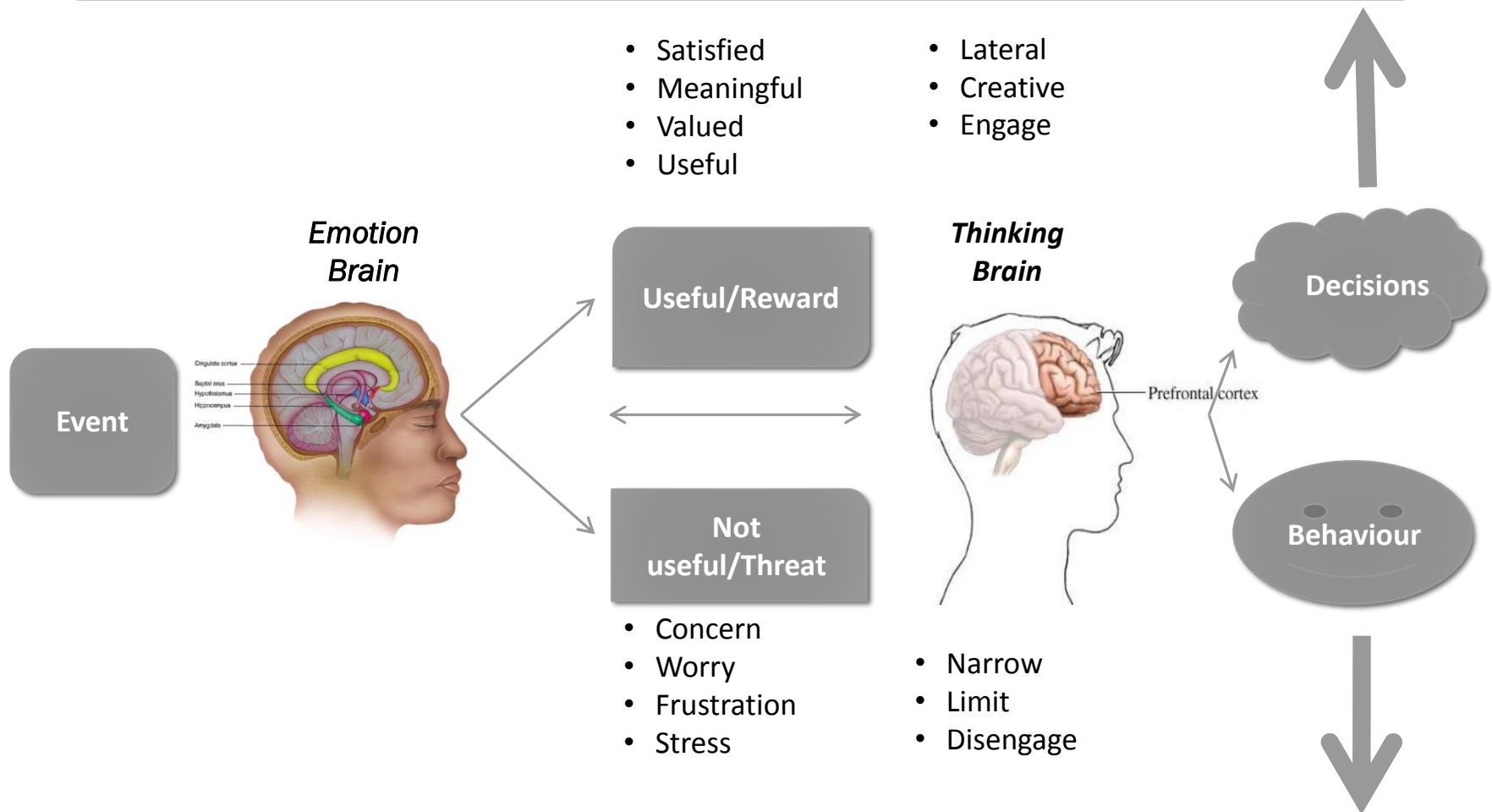
20

25+

*I've learned that*  
people will forget what you said,  
people will forget what you did,  
but people will never forget  
how you made them feel.

*Maya Angelou*

# The Neuroscience of Emotions



# The science of emotions

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The way you feel can *enhance or impair* the decisions that you make, the behaviour you display and your performance

Decisions



Behaviour

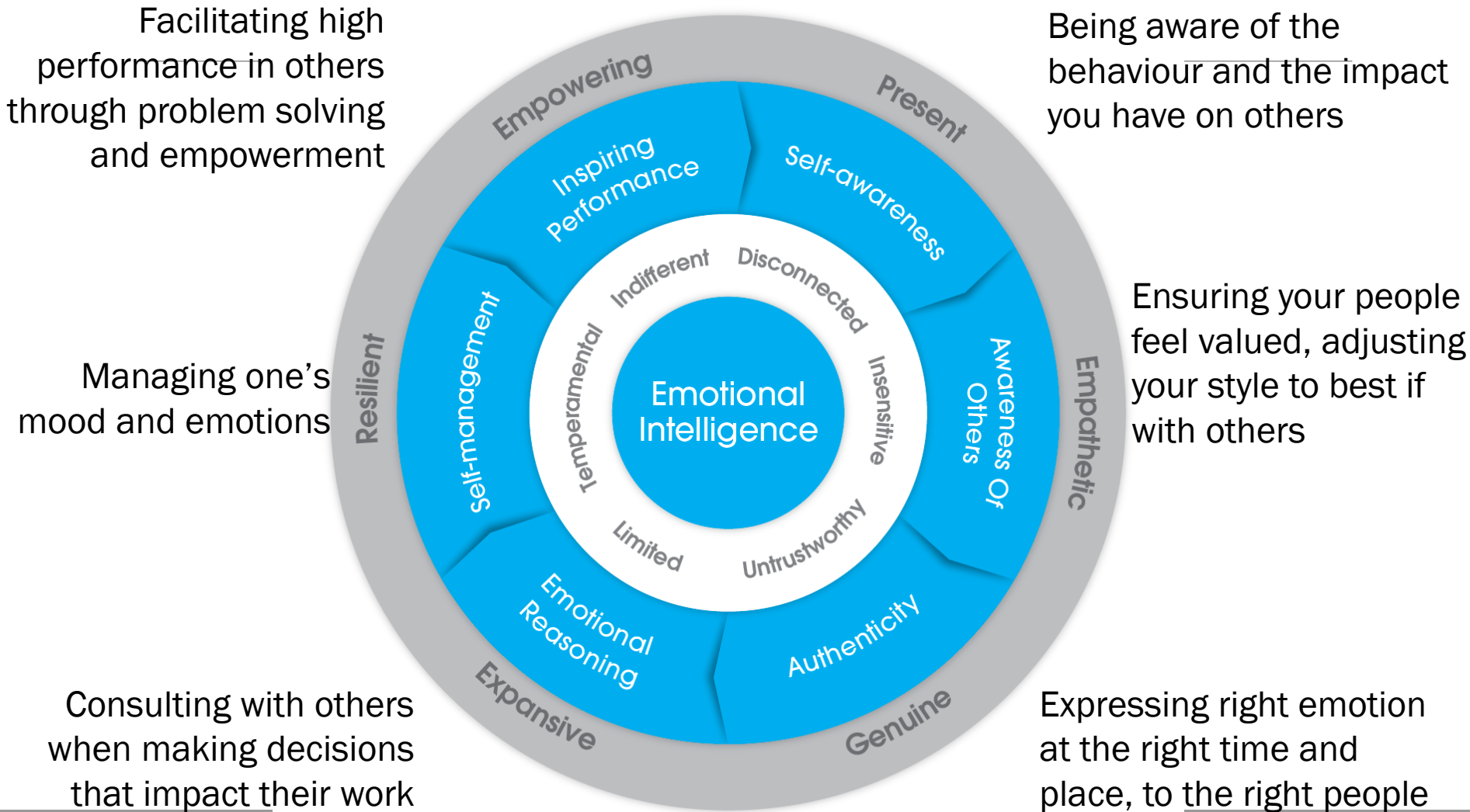


Performance





# These behaviours are measureable

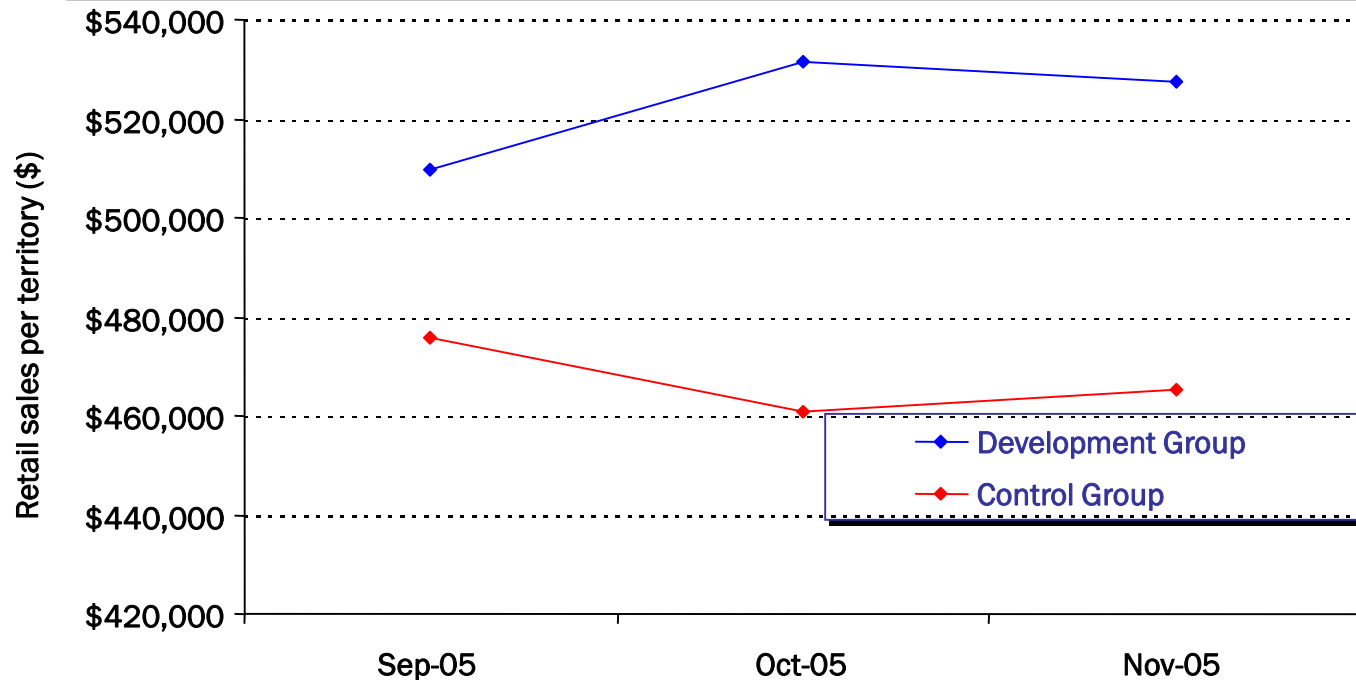


# How can you measure?

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# Australian Business Case Study



40 Sales Reps in Development Group

30 Sales Reps in Control Group

Returned \$6 for every \$1 invested within a 6 month timeframe

*Enhancing Sales Performance  
Through Emotional Intelligence  
Development*

S.A. JENNINGS, Manager Tools and Technologies, Organizational Effectiveness and Management Development, Qantas Airways Limited  
Dr. ROBERT D. PALMBER, Director of Research and Development Centre Pty Ltd

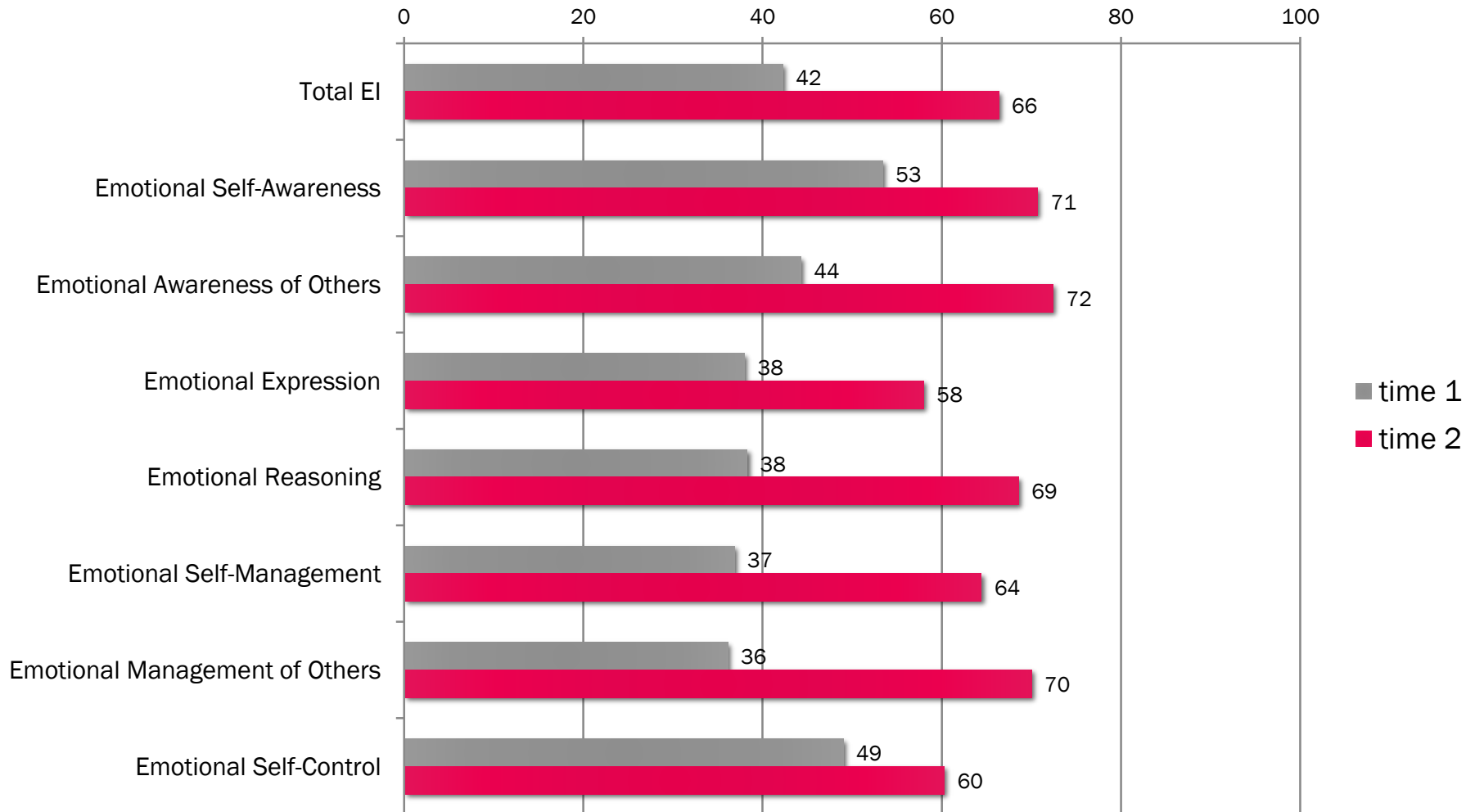
Just like any sales manager and sales representative area, just through a training and development programme on emotional intelligence designed to enhance their sales performance, the emotional intelligence and sales revenue of participants are measured before and after the programme and compared to the control group. The results are measured before and after the programme. It is also noted that the sales revenue of the participants has found a response to a mean of 50% while the control group decreased by 10%. In addition, the total sales revenue of the participants was found to increase by an average of 10% in comparison with the control group. While overall results show significant positive knowledge, business emotional intelligence and sales performance, this study is one of the first to use the results to report improvement in sales revenue resulting from emotional intelligence development. The methodology of the programme is outlined and the way in which it could be adapted to improve other business results, such as leadership and employee engagement, are discussed.

Keywords: Emotional intelligence, sales performance, training and development

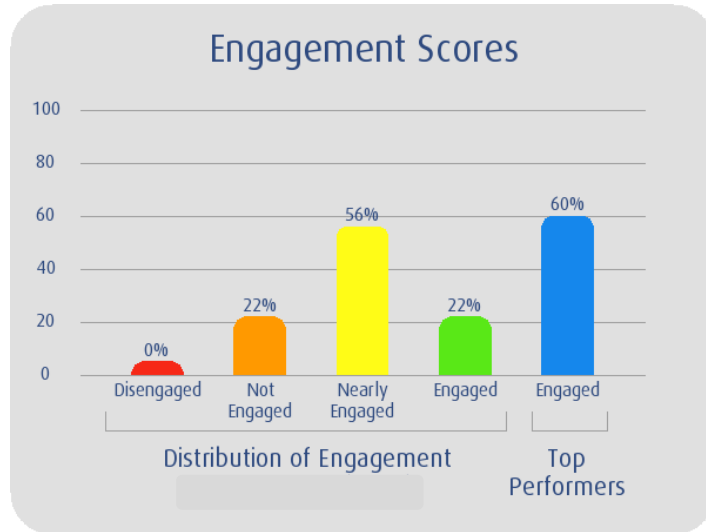
**Introduction**

One of the most common ways to achieve business performance is through the use of sales representatives. Sales representatives are the face of the company and are responsible for the success of the company. They are the ones who sell the company's products and services to the customers. Therefore, the company has a responsibility to ensure that their sales representatives are well-trained and motivated. One way to achieve this is through the use of emotional intelligence (EI) training. EI is the ability to understand and manage one's own emotions and the emotions of others. It is a skill that can be taught and developed. EI training can help sales representatives to better understand their customers and to manage their own emotions. This can lead to improved sales performance and customer satisfaction. This paper discusses the results of a study that was conducted to measure the impact of EI training on sales performance. The study found that EI training had a positive impact on sales performance. This suggests that EI training is a valuable tool for improving sales performance. The study also found that EI training had a positive impact on customer satisfaction. This suggests that EI training is a valuable tool for improving customer satisfaction. The study was conducted over a six-month period. The results of the study are discussed in the following sections.

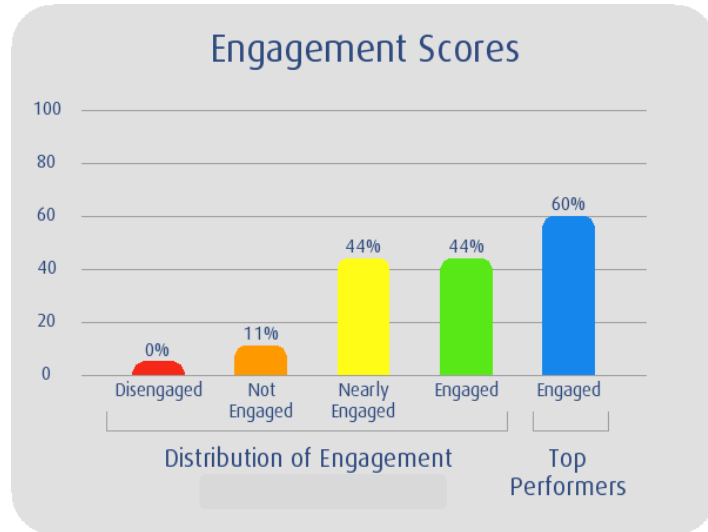
# ROI - a 24% improvement in EI



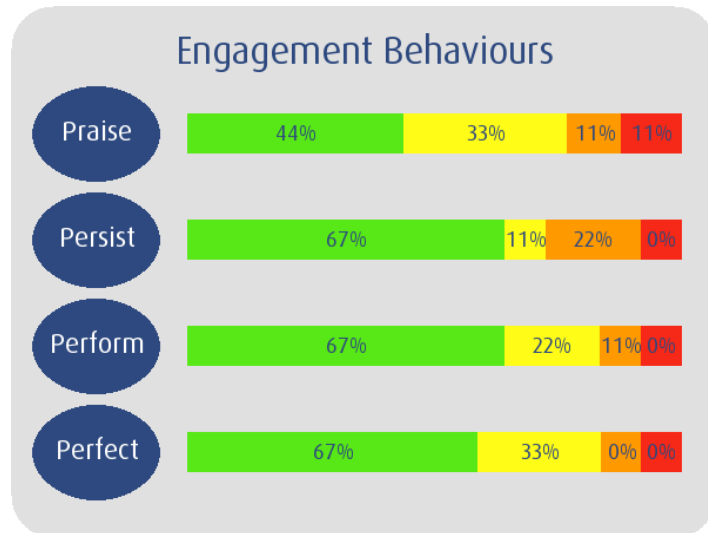
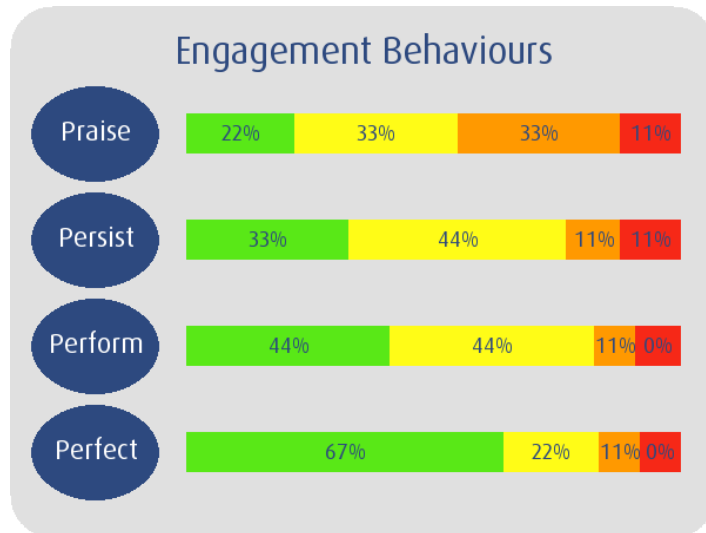
# Produced a 22% Increase in employee engagement



TIME 1



TIME 2



# What is Employee Engagement?

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Employee engagement is the collective level of intellectual and emotional commitment employees have toward their work and organisation.

The 4 P's:

Praise      Perform      Persist      Perfect

# A decade of learning

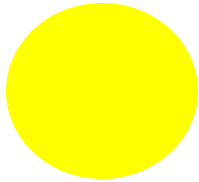
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The behaviours of leaders have a bigger impact on HR – the people, their engagement, their discretionary effort, their turnover, their productivity, their attendance, their desire to learn and grow and the culture of the organisation than any other measure of HR

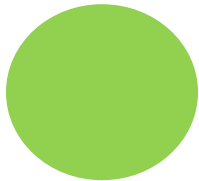
Leadership behaviour impacts on ALL key HR measures

# Lucky Door Prize

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**1<sup>st</sup> Prize**



**2nd Prize**



**3rd Prize**



# Please, Get in touch

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*Thank  
you!*