

HAYS JOURNAL

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GLOBAL INSIGHT FOR EXPERTS
IN THE WORLD OF WORK



SINK OR SWIM

DISRUPTION IS COMING – IS YOUR WORKFORCE READY?

PLEASING PEOPLE: THE IMPORTANCE OF EMBEDDING A CUSTOMER-LED CULTURE

OUT OF SIGHT: CAN BLIND RECRUITMENT BOOST DIVERSITY AND PERFORMANCE?

CHANGED REALITY: HOW VIRTUAL REALITY WILL ALTER THE WAY WE WORK

NEW AGE CHALLENGES: HOW WILL GENERATION Z AFFECT YOUR BUSINESS?

HAYS JOURNAL



DISRUPTIVE TECHNOLOGICAL ADVANCES that drastically change the world of business are nothing new. From the Industrial Revolution of the 18th century to Industry 4.0, major changes to the way sectors operate are constant. But there is no denying that the pace of change is increasing. Even new businesses must be reactive and ready to enter new markets. But how can you build a workforce that is prepared to face change? This is what we explore on page 18.

And while social media businesses are looking out for forces of change in their industry, they have already had a huge impact on other companies, particularly when it comes to customer empowerment. More than ever before, the customer is king. On page 10, we discuss how businesses are embedding a customer-led culture.

Part of that challenge is recognising what your business can give customers that your competitors cannot. For Zaha Hadid Architects (ZHA), that means offering them something beyond their imagination. The practice is responsible for some of the most groundbreaking and iconic buildings in the world. But in the past year, the company has also been coping with the loss of its highly involved and incredibly influential founder, Zaha Hadid. Caroline Roberts, Global Head of People & Talent, discusses this and the “people challenges” the organisation faces.

ZHA has workforce diversity statistics to be proud of (40 per cent of its staff are women, compared with a sector average of 25 per cent), but for many other businesses there is still plenty of work to be done to address this. On page 36, we discuss how blind recruitment can tackle unconscious bias and create a more inclusive workforce.

And although diverse workforces bring plenty of benefits, they also present challenges of their own. As Generation Z enter the workforce, companies must adapt their training and policies to help them adapt to the world of work. On page 41, we look at how certain organisations are getting the most from these newcomers.

One advantage these younger workers often have over their older colleagues is an advanced understanding of new technologies – it’s a good thing too, if everything about recent advances in virtual reality is to be believed. Is this technology finally ready to make a wider impact on the way we work? On page 47, we explore what changes virtual reality might bring and whether employees with the skills to use it are available.

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TOP STORIES

What's changing in the world of work?

CYBER SKILLS GAP PUTS COMPANIES AT RISK

COMPANIES IN THE UK will be exposed to a “growing wave” of cybercrime because of the country’s increasing skills shortage.

That was the warning from security experts at March’s CyberUK conference in Liverpool, where Ciaran Martin, Director of the **National Cyber Security Centre**, said companies needed to adapt quickly to the threat.

He added: “If we don’t get cyber security right, the fundamentals of our economy and our way of life could be challenged.”

That will be tough to achieve if the prediction of a “huge skills shortage” by the middle of the next decade, made by Robert Hannigan, the outgoing Director of **GCHQ**, Britain’s electronic surveillance agency, proves to be right.

However, Hannigan suggested the solution could be at hand – if IT and tech-sector companies put an end to years of gender inequality and recruit women into cyber security roles.

Although female representation in cyber security is improving, there are still



challenges. Hannigan said it was “crucial to make progress. People will look back in 10 years’ time and ask: ‘Why did we not do something earlier?’”

Raj Samani of **Intel Security** suggested the root problem is that “traditional education is not preparing individuals for cyber security jobs”. He continued: “In

addition to redirecting the curriculum to focus further on cyber security, we need to look beyond higher education to train people for the profession.”

With one-eighth of Britain’s GDP coming from the digital economy – the highest level among countries in the G20 – the need to protect it couldn’t be more crucial.

THINGS YOU SHOULD KNOW...

TRUMP’S BUDGET PROPOSALS COULD CUT 200,000 US CIVIL SERVICE JOBS

AMERICA’S PRESIDENT HAS put forward spending plans that could lead to between 100,000 and 200,000 cuts to federal civilian jobs – an employment sector that has already shrunk dramatically in past decades.

According to the **Bureau of Labor Statistics**, there are about 2.2 million civilian jobs in the federal government, excluding the postal service, making up about 1.5 per cent of all jobs in the United States. They accounted for as much as four per cent of all US jobs back in the 1960s.



“WE KNOW THAT THE JOB MARKET IS CHANGING. INSTEAD OF RESISTING, WE’RE FOCUSED ON FUNDING RESEARCH AND INNOVATION, LIKE IN ARTIFICIAL INTELLIGENCE, THAT’LL HELP LEAD THE CHANGE HERE IN CANADA”

CANADIAN PRIME MINISTER
JUSTIN TRUDEAU

GETTY IMAGES; ISTOCK

WORKPLACE HEADSCARF BAN 'CAN BE LEGAL', SAYS EUROPE'S TOP COURT

EUROPE'S TOP COURT has ruled that workplace bans on Muslim women wearing headscarves can be legal.

The **European Court of Justice** (ECJ) has decided that a company choosing to ban the wearing of "any political, philosophical or religious sign" need not constitute direct discrimination.

However, the court stipulated that such rules were permissible only as part of a company's own rules for all its employees to "dress neutrally".

Muslim dress, in particular, and its integration in European countries, has hit the headlines in recent years, with Austria and the German state of Bavaria announcing regulations that aim to stop the wearing of full-face veils in public spaces.

The ECJ's ruling in March was prompted by the case of a receptionist fired for wearing a headscarf at work at the security company **G4S** in Belgium.

She claimed she was being directly discriminated against on the grounds of her religion, but the ECJ decided her former employer had banned overt religious symbols of all kinds, not just those associated with Muslims.

The ECJ has made it clear that fundamental to its decision is that bans



must be applied equally to cover other religious insignia such as crucifixes, skullcaps and turbans.

However, the court stressed that employers could not introduce such measures on the say-so of a customer.

Rights group **Amnesty International** described the ECJ's decision as "disappointing", adding the ruling had "opened a backdoor to ... prejudice".

"A BACKDOOR TO ... PREJUDICE"

RIGHTS GROUP AMNESTY INTERNATIONAL ON THE EUROPEAN COURT OF JUSTICE RULING THAT A WORKPLACE BAN ON MUSLIM HEADSCARVES CAN BE LEGAL

0.5%

THE PERCENTAGE BY WHICH ONE ROBOT PER 1,000 WORKERS CAN REDUCE WAGES IN THE US



SOURCE: ROBOTS AND JOBS: EVIDENCE FROM US LABOR MARKETS, MIT AND BOSTON UNIVERSITY



HOW LONG WOULD YOU TRAVEL FOR YOUR IDEAL JOB?

ONE HOUR AND 14 minutes is the length of time, on average, Brits are willing to commute for their ideal job.

A survey of 1,002 UK adults carried out by **All Car Leasing** found that Londoners are willing to endure the longest commute, at an hour and a half, while Manchester residents would be willing to commute just 23 minutes each day.

James Buttrick, E-commerce Manager at All Car Leasing, said: "There are many factors that make the commute to work stressful and unpleasant." But he added: "Commuting doesn't have to be stressful and should allow workers to prepare for the day ahead or wind down after a full-on day."

PORSCHE STAFF RECEIVE €9,111 BONUS

GERMAN CAR MANUFACTURER

Porsche has awarded its 21,000 members a bonus of €9,111 – a reference to the iconic Porsche 911 sports car. Record sales in 2016 saw the company deliver 237,778 vehicles, achieving a revenue of €22.3 billion.

“For Porsche, 2016 was an eventful, emotional and, above all, highly successful year. This was thanks to our employees, who enabled us to expand our attractive model range to include an array of new and exciting sports cars,” said Oliver Blume, Chairman of the Executive Board of Porsche AG. “The expertise and passion of our staff forms the basis of a successful future for Porsche.”

A total of €8,411 will be paid out as a bonus, while €700 will be paid as a special contribution to the Porsche VarioRente pension scheme or to individual pension schemes.

Uwe Hück, Chair of the Group Works Council, explained that, as part of the **Volkswagen Group**, reaching an agreement on the level of bonuses was difficult.

“Negotiating a bonus is never easy,” he said. “However, this time it was particularly difficult to arrive at an outcome. In the end, no one in our large VW family received anywhere near as large a bonus as our employees at Porsche.”

“We had to walk a very fine line during the negotiations. On the one hand,



supporting the Group is very important to me, something that leads to us taking on staff from Audi and Volkswagen. On the other hand, we want to reward our staff for their outstanding achievement.

“The result was this extraordinary and one-off, but completely justified, bonus. The aim was to show solidarity for colleagues in the Group and at the same time to thank the staff at Porsche.”

SAUDI ARABIA AIMS TO BOOST FEMALE WORKFORCE PARTICIPATION

SAUDI ARABIA HAS

announced plans to boost female employment, the labour ministry has announced. The ministry has said that women will not need to go to an office but will work remotely.

They claim this will generate up to 141,000 jobs by 2020 and will provide what the ministry has described as “decent and proper” employment, particularly for

women and the disabled. No details have yet been given as to who will create the roles.

The ministry acknowledged that “a lot of social obstacles” exist to hinder female labour market participation, including “transportation and family responsibilities”.

It added that remote work would also benefit those living in remote parts of the Kingdom where employment is harder to find.





CROATIA TOPS THE WORLD TABLE FOR MATERNITY LEAVE

Maternity leave might seem like a fundamental employment right, but the amount of time expectant mothers can take off varies hugely between different countries.

India extended maternity leave from 12 weeks to 26 weeks this year and, according to the **World Policy Center**, the number of countries offering at least 14 weeks of leave has been steadily rising since 1995.

However, they've a long way to go to catch up with Croatia in Eastern Europe, where leave of 58 weeks is available – the highest in the world, according to most recent figures available from the **International Labour Organization**.

In some European countries and Canada, mothers and fathers can now share the leave available for new parents. In contrast, the USA does not have a statutory maternity leave policy.

GLOBAL GENDER PAY GAP COULD TAKE 70 YEARS TO CLOSE

IT COULD TAKE another 70 years to close the gender pay gap across the globe, it has been claimed.

United Nations agency the **International Labour Organization** estimates the average gender pay gap is 23 per cent. And despite “small” improvements, it will be 2087 before men and women get equal pay.

However, employment experts believe that growing public awareness of the problem and pay transparency mean that companies should act sooner rather than later.

In the UK — where data from the **Office for National Statistics** show the gap narrowed slightly to 18.1 per cent in 2016 from 20.2 per cent in 2011 — all companies with more than 250 employees will be required to report publicly the average hourly pay difference between male and female staff from April 2018.

Countries such as Belgium and Austria already have reporting laws in place, and former US president Barack Obama proposed a similar initiative before he left office.

One explanation for the pay gap is that there are fewer women in higher-paying, senior jobs because of motherhood slowing their career progress.

Evidence of this includes statistics from the **US Labor Department** showing that while the gender pay split was less than



five per cent for 22- to 24-year-olds working full-time in 2016, it has been consistently wider for women in their 30s. Last year, the gap was more than 16 per cent for the 35–44 age range.

Women also tend to work part-time or in lower-paid sectors such as retail, caring and

leisure from the outset. In contrast, most male-dominated sectors – including finance and oil and gas – are also the highest paying overall.

But even when taking these factors into account, employment experts say that discrimination in pay still persists.

7 DAYS

THE NUMBER OF ANNUAL PUBLIC HOLIDAYS IN MEXICO, THE LOWEST IN THE WORLD. THE HIGHEST IS IN INDIA, WHERE EMPLOYERS MUST COPE WITH 18 DAYS.

SOURCE: MERCER



INDIA SIMPLIFIES EMPLOYMENT REGISTRATION RULES

IN AN ATTEMPT TO INCREASE

India's competitiveness as a place to do business, moves have been made to reduce the administration burden that comes with employing staff.

Changes this year are designed to cut red tape and make employment compliance significantly easier.

The number of registers that employers are required to maintain will be reduced from 56 to five.

Companies will also now be able to maintain the register electronically, providing that the electronic platform they use is secure.



56

THE NUMBER OF REGISTERS THAT EMPLOYERS IN INDIA WERE REQUIRED TO MAINTAIN UNTIL RECENT RULE CHANGES

329,000

The figure by which unemployment fell in Spain between March 2016 and March 2017, according to INE/Eurostat. The country is now experiencing its lowest unemployment rate since 2010.



EMBEDDING A CUSTOMER-LED CULTURE

CUSTOMER SATISFACTION HAS ALWAYS BEEN IMPORTANT FOR BUSINESSES. BUT IN A WORLD OF SOCIAL MEDIA AND ONLINE REVIEWS, IT'S MORE VITAL THAN EVER BEFORE FOR ORGANISATIONS TO GET POSITIVE INTERACTIONS. HOW CAN A CUSTOMER-LED CULTURE BE EMBEDDED?


FOR YEARS NOW, organisations have lived by the mantra that “the customer is king”. It may not always happen in practice, but in theory at least, customers are at the heart of every business, with delivering exceptional customer service the ultimate goal.

Such a philosophy is not just based on developing a positive reputation, or avoiding negative comments on social media. There is a strong business case too; one that is generally accepted. “Customers who feel valued tend to be more loyal, buy more and speak positively about a company’s brand,” says Dr Ileana Stigliani, Assistant Professor in Design and Innovation at **Imperial College Business School** in London. **Apple** is a good example of a business creating products that resonate at an emotional level with its customers, she

adds, based on a strong understanding of what they engage with.

HR has a vital role to play here in helping to create a customer-led culture at the employee level. It’s particularly important to help staff realise just how they fit into this as individuals, says Sarah Shreeves, Head of Training and Consultancy at **Exemplis Performance Improvement**. “Companies should enable staff to understand how their role adds value to the organisation’s goals and how it creates value for customers,” she says. “Staff should recognise how their contribution makes a difference, so they feel valued by senior management and recognise the alignment of values between the organisation and its employees and customers.” ▶



A photograph of two men in business suits shaking hands. The man on the right is seen from the side, wearing a dark blue suit jacket and a light-colored shirt. The man on the left is wearing a grey suit jacket. They are in an office environment with a large window in the background showing a blurred view of trees and buildings. The lighting is bright and natural.

**“STAFF SHOULD
RECOGNISE HOW
THEIR CONTRIBUTION
MAKES A DIFFERENCE”**

— SARAH SHREEVES, EXEMPLAS PI

“PEOPLE ARE NATURALLY LOOKING FOR STABILITY AND THINGS THEY CAN RELY ON”

— HILARY STABLES, CELESIO

- ▶ A good place to start is by ensuring employees understand what customers want, says Paul Russell, Director of business training organisation **Luxury Academy London**, which works with high-end brands to improve employees' soft skills. “Something that many luxury brands focus on is enabling their staff to completely understand their customers' requirements, values and behaviours,” he says. “It is this awareness and knowledge that takes employees from being reactive to proactive and empathetic. Without this, employees will always lack real motivation to improve the lives of their customers.”

TAKING ON FEEDBACK

Jon Feingold, Chief Commercial Officer at **Gazprom Energy**, says getting input from customers is essential when it comes to working out what they really want. “It's hard to deny things need to change when you hear a complaint directly from the mouth of a customer,” he says. “You might think you've done a great job,

but it's what the customer thinks that really matters, so feedback is crucial.” There are a number of ways this can be done, he says, including through customer satisfaction scores and loyalty metrics.

Going one stage further, employees also need to put themselves in customers' shoes, he adds. “By HR and leadership teams encouraging employees to think like the customer, they can help to develop a culture of customer centricity, considering customer challenges, opportunities and possibilities rather than simply looking at processes and procedures,” says Feingold.

In some cases, this can mean sending staff to go through customer experiences themselves, suggests Stigliani. “**Pepsi** and **Deutsche Bank** are examples of organisations that have successfully made this shift by getting their employees to step outside of their offices and experience the products and services of their companies as if they were real customers,” she says. “Businesses should also require their staff to use the same products and services as their customers to gain better understanding of what people need on a daily basis.” Employees should be assessed on how much they engage in activities aimed at identifying the real drivers of customer satisfaction, she adds.

OFFERING INDEPENDENCE

On a more day-to-day level, it's vital those in customer-facing roles have the ability to improve services and standards for customers, without having to defer to superiors, both to help better look after customers and to engage staff. “Customer service operatives will often have the best knowledge of customer desires and frustrations, so harnessing their creativity to source solutions to common problems makes sense,” says Shreeves. “If staff feel you are willing to listen and delegate a certain amount of authority, they will go the extra mile.”

Moving away from formulaic stock answers and process-driven responses can also be beneficial to both employees and customers. “While many front-line staff realise that sticking to the script isn't always the right approach for the customer, the truth is that many are restricted by process and protocols,” points out Nigel Shanahan, Founder of customer engagement specialists **Rant & Rave**. “While they are encouraged to solve problems for the customer, they're rarely empowered to



do this proactively. Customisation is about empowering those people so that they can think on their feet and recognise the needs of the individual customer.

And making it a formalised target for staff can also help. Customer service is central to the ethos of vehicle rental business **Enterprise Holdings** and its HR team, says Donna Miller, European HR Director. “We have eight values at Enterprise and one is ‘customer service is our way of life’, so it’s pretty important to us,” she says. “That extends not only to front-line, customer-facing positions but also to those working in administration roles. Everybody in the company has customers.”

Most employees join through the firm’s graduate management training scheme, where applicants are assessed for customer service aptitudes, says Miller, and, once in position, progression for anyone in a customer-facing role is linked to their customer service score: “You can be the best salesperson or the best manager, but if your customer service scores aren’t at our corporate average or above, you’re not eligible for promotion.”

There is also the challenge of catering for multiple geographies. Nelson Valenzuela, LATAM Director of medical device business **Arthrex**, says that the requirements of the hospitals they supply in the region will change depending on their economic level. “We operate in emerging markets,” he explains. “Different countries will need different levels of medical devices. For example, in Mexico doctors want more support in terms of service and advanced products to allow them to be a success in their surgery. They demand full portfolios of products. But other countries, such as Peru, have different needs; they may need more basic products to solve more basic problems. When their economies transform, their needs will change again.”

IMPROVE UNDERSTANDING

Some businesses have turned to training staff in softer skills, as well as those they need to actually do their job. Restaurant chain **Pizza Hut**, for instance, supports its employees in areas around their own personal development, based on the idea that staff can only really deliver excellent customer service if they are in control of their personal lives.

“We believe that you’ll only ever make your customers feel as good as your employees feel,” says

CASE STUDY

A CARING APPROACH

HILARY STABLES is HR, Talent and Communications Director at healthcare and pharmaceutical company **Celesio UK**, which includes **LloydsPharmacy**. She says that, in today’s world, good service is more important than ever before.

“We’re living in an uncertain world and people are naturally looking for stability and things they can rely on. Customers want to feel valued, know that they’re getting a great service and bang for their buck. Our business operates in an extremely competitive environment; customers know they don’t have to come and spend their money with us and that they don’t have to settle for a negative experience. Customers are pulling for good service, they know their demands, they work hard for their money and they want to spend it in a place they feel respected and valued.”

She adds that, within their business, it can be particularly important because the customer often means a healthcare patient. “We are serving people who might be at their most vulnerable,” she explains. “They



might be very ill, so we look at how their interaction with us can help them feel as good as they can do in that moment in time and feel looked after.”

To get the best from its staff, Celesio has put customer care at the very heart of its company values. “We’ve woven this into our value set. We’ve set it as the mnemonic ICARE: Integrity, Customer First, Accountability, Respect and Excellence. It’s a really neat set of values that colleagues can stand behind.”

She says that to communicate this, showing good examples is vital. “We do a lot of storytelling and sharing of customer stories. We encourage our colleagues to do this via blogs on our internal intranet site and our internal magazine. It’s great for others to see people going above and beyond for a customer.”

Kathryn Austin, HR and Marketing Director, Pizza Hut Restaurants. “Through our partnership with the School of Life, our staff are encouraged to tackle issues such as anxiety, depression, confidence and communication to help build a more collaborative working culture which is able to recognise and adapt to customer needs. Similarly, through our work with Heartstyles, a life indicator tool, our employees are encouraged to consciously develop more effective behaviours that focus on promoting empathy, compassion and self-belief to better connect with those around them.”

Developing a customer-led culture can be harder, though, in non-customer-facing positions, where



► employees may rarely or never get to meet customers. “Helping them to understand how their product or service affects their lives is vital,” says Lucy Adams, CEO of **Disruptive HR**. “One major telecoms company recently got a group of customers together with their engineers. They spent time finding out about their lives and how having a lost mobile signal impacted them. It made a huge difference to how they worked through their priorities and how they thought about their roles. Sometimes, just giving your people the insights and allowing them to work it through for themselves can be very powerful.”

Listening to employees can also be a good way of identifying issues which can get in the way of delivering a better customer service. **Metro Bank**’s ‘Kill a stupid bank rule’ policy is a good example, says Adams, where employees are rewarded for identifying internal rules that prevent great customer experiences.

REMOVE BARRIERS

This was the approach taken by **RSA Canada**, in the wake of a major cost reduction exercise. “We heard from our customers that they were looking for us to be simple, consistent and proactive,” says Mark Edgar, Senior Vice

President, Human Resources. “We used this filter to bring to life for our people the customer experience we are trying to create externally. We launched this through a series of town halls in 2016 and ran an exercise with participants called ‘Where’s the Friction’, with the objective of identifying issues that were negatively impacting the customer experience.” The process led to more than 700 ideas being put forward to resolve issues seen as barriers, which the business is currently working through, alongside implementing a new customer-driven strategy.

Pizza Hut Restaurants also seeks input from employees as to how things could be improved. “Hut team members will meet each day to discuss and review what they can learn from the previous shift,” says Austin. “This encourages best practice and helps team members to identify areas to improve the customer experience.”

It’s also vital that any initiative is supported by senior management, rather than just seen as an HR initiative, and that employees of all levels realise it applies to them. “Developing a culture of customer centricity needs to start from the top down,” says Shreeves. “Senior leaders need to adopt the right values and approaches, and communicate the importance of this throughout the organisation. HR needs to ensure all employees understand their own levels of authority and how their role impacts on the bottom line.”

Technology can help employers monitor how well employees do, particularly for those in customer-facing roles. Irish hotel chain **Dalata Group**, for instance, uses guest feedback platform **TrustYou** to collate comments and service scores from customers, across a range of sites, as well as monitoring individual forums such as **TripAdvisor**.

ENGAGEMENT ALL ROUND

Akhiko Kubo is Japan Representative Director of marketing and communications supply chain provider **Williams Lea Tag**. “A customer-led culture or customer-centric mindset is very important in our business,” he says. “What a

customer expects is often very different from what others want. We have to design our service programme to match their unique requirements, and we expect our people to fully understand, appreciate and deliver it.”

He adds that, while this is instilled in

staff training, employees are encouraged to seek new ways to improve service and are empowered to make changes swiftly and proactively. This approach, he says, creates a better experience for the customer and a higher job satisfaction

“OUR CUSTOMERS WANT US TO BE SIMPLE, CONSISTENT AND PROACTIVE”

— MARK EDGAR, RSA CANADA

“It gives scores in areas of the customer experience such as food and beverage service, the bedroom facilities and cleanliness, as well as overall staff friendliness,” says Dawn Wynne, Group HR Manager of Dalata Hotel Group. “The collated information is then fed back to the hotel teams and feeds into our recognition programme. Our employees are rewarded for delivering exceptional service, and if they are mentioned positively in a review, it is celebrated and they are rewarded with a prize such as a shopping voucher.”

This kind of feedback is also relied upon at the organisation’s annual employee awards, where the winning categories include food and beverage, rooms team of the year and overall Dalata employee of the year.

“The customer is at the centre of everything we do and managers are rewarded for excellent customer service scores,” says Wynne. “Managers can earn a third of their bonus potential by achieving high customer service scores.”

MODERNISING SYSTEMS

Apps are also being used as a way of getting feedback from customers, at least in some industries. Pizza Hut uses its customer loyalty app for a number of different reasons, including getting customer views on their experiences.

“It allows us to not only offer highly targeted offers, based on both customer preferences and location, but also helps us to build a really great understanding of our individual customer’s expectations and needs, so that we can further develop offers and services that will appeal directly to them,” says Austin. “Every time an individual visits Pizza Hut Restaurants and uses the app, they are automatically asked a couple of very short questions

for staff. “It is truly a win-win relationship. A highly engaged employee delivers a quality service to his/her customers, and a customer’s praise motivates our staff to deliver a better service and enhance loyalty to the customer as well as the employer.”

about their experience, often in return for a reward. All these elements help to not only improve loyalty, but also customer experience in general.”

Employers – and HR – also need to think about their wider employer brand, and ensure this is consistent with the values they want to push to customers. “Employee engagement is inextricably linked to customer satisfaction because what happens inside an organisation will leak outside,” says Feingold. “If an organisation has a great people culture, then this will undoubtedly lead to positive customer perceptions, because employees are more likely to behave positively when they feel valued by their organisation and connected to the brand. Brand advocacy isn’t limited to customers; employees can be brand advocates too and they can attract new customers through positive word of mouth.”

Keeping an eye on sites such as **Glassdoor** can be a good means of identifying how the business is perceived by employees. “These sites can be a helpful barometer of what is going on in your business,” says Shreeves. “Given the high correlation between employee and customer satisfaction, sites like Glassdoor will enable businesses to take a temperature gauge on staff satisfaction and the likely impact this will be having on customer satisfaction. Clearly, if there is a good deal of negative feedback, action will need to be taken.”

Getting feedback from employees is also important, whether through engagement surveys or more informal methods such as social media or inviting comments, in much the same way as businesses do with customers. At Pizza Hut, employees can use Yammer to give their own views on the business and share any insight from customers. “We actively encourage team members to share their opinions and use that feedback to shape the way we run the business,” says Austin. “Equally, we’ve found that it helps our employees understand the values we are aiming to create so they can reinforce these through their day-to-day engagement with our guests.”

Businesses are only now starting to realise just how important their employee offer is, from both an employee and customer perspective. “It cannot make sense to develop a customer value proposition that isn’t closely aligned to the employee proposition,” says Adams. “Employee experiences and interactions need to be designed to reflect and support the consumer experience, so HR needs to work closer with marketing teams, aligning consumer and employee insights. Companies that don’t do this will increasingly struggle.” ■

THE WORLD OF WORK IN NUMBERS

STATISTICAL SNAPSHOT

WHAT BUSINESS CHALLENGES ARE THOUGHT TO BE THE MOST PRESSING?

ORGANISATIONS, leadership and management systems need to change now. That's according to the 2017 *Deloitte Global Human Capital Trends: Rewriting the rules for the digital age*.

The report suggests that, as many organisations experience an increasingly digital, global and diverse workforce, they have an opportunity to reimagine how they approach talent and HR. With input from more than 10,400 business and HR leaders across 140 countries, it found that 88 per cent of respondents believed that building the 'organisation of the future' was important or very important (the highest response in the report),

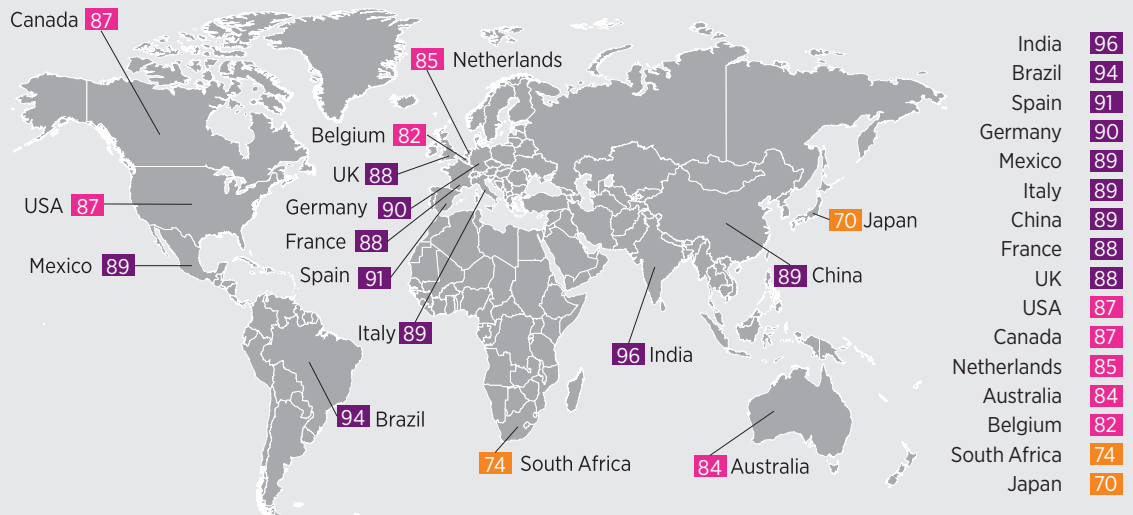
but that only 11 per cent believe they understand how this can be achieved. Organisations in India, Brazil and Spain saw this as the highest priority, while those in Japan and South Africa felt the issue was less pressing.

It suggests that, where previously organisations might delegate tasks in a linear fashion, passing projects down from higher levels to individuals or small teams, businesses will now need to operate as networks of teams, with knowledge being shared across the business. To do this, it advises organisations to prioritise embracing the speed of change, making talent mobility a core value, forming

organisational performance groups, examining their communication tools and adopting continuous feedback-based performance management (for more information on changes in performance reviews, see pages 44-46).

The second most pressing issue was seen to be implementing strategies to improve employee careers by transforming corporate learning. It found that 83 per cent of respondents believe their organisation is shifting to flexible, open career models. And 42 per cent say their employees will have a career with them spanning five years or less. To counter this, the report again suggests furthering internal mobility but also advises

Percentage of business leaders who believe building the 'organisation of the future' is important or very important



ALL DATA SOURCED FROM 2017 DELOITTE GLOBAL HUMAN CAPITAL TRENDS: REWRITING THE RULES FOR THE DIGITAL AGE

building a culture of hiring from within, allowing staff to take on new roles through training and support.

Elsewhere, the report found that culture, engagement and employee brand proposition were top priorities, yet comparatively few felt they were setting themselves apart. Four out of five executives rated employee experience as very important or important, but just over a fifth (22 per cent) believe their business was excellent at building a 'differentiated employee experience'. The report said: "Companies need a new approach – one that builds on the foundation of culture and engagement to focus on the employee experience holistically, considering all the contributors to

worker satisfaction, engagement, wellness, and alignment."

Another issue of rising importance for executives is diversity and inclusion. The proportion of executives that cited this as an important issue rose from 59 per cent in the 2014 survey to 69 per cent this year. And where it was once seen as something of an HR issue, 38 per cent say that the primary sponsor of their company's diversity and inclusion efforts is their CEO.

The report says: "Leading organisations now see diversity and inclusion as a comprehensive strategy woven into every aspect of the talent life cycle to enhance employee engagement, improve brand, and drive performance.

"The era of diversity as a 'check the box' initiative owned by HR is over.

CEOs must take ownership and drive accountability among leaders at all levels to close the gap between what is said and actual impact."



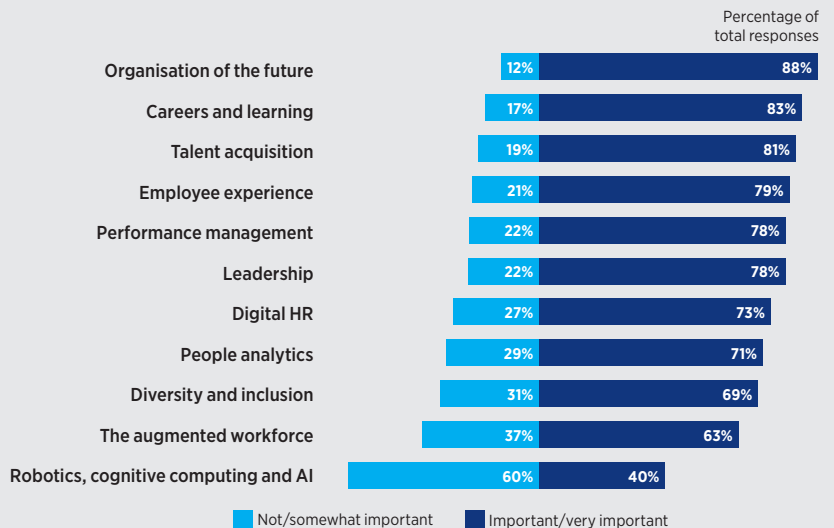
Four out of five executives rated employee experience as important or very important



83%

of respondents believe their organisation is shifting to flexible, open career models

Issues that business leaders believe to be the most important for their organisation to tackle



PREPARE TO BE DISRUPTED

THERE IS NO 'BUSINESS AS USUAL' AS FAR AS DIGITAL DISRUPTION IS CONCERNED. HOW CAN ORGANISATIONS PREPARE FOR SUCH UNCERTAINTY?

“WE ARE NOW SEEING THE NEXT GENERATION OF FULL DIGITAL BANKS”

— MAAIKE WESTERHOF, ING GROUP

LAST YEAR, FORD CEO MARK FIELDS

signalled quite how profoundly technology has overthrown all our assumptions about business. He admitted that companies seemingly far removed from the car industry – the likes of **Apple** and **Google** – were now considered its main rivals, as opposed to stalwarts such as **General Motors** or **Chrysler**. New technologies are redefining business models and sectors in a dramatic way (what we know as ‘digital disruption’).

Some companies are tackling this head on. **Ford** has been ‘disrupting itself’, expanding beyond car-making to position itself as a mobility company selling a “transportation service”. This will allow the business to develop new technologies such as driverless cars and implement a strategy with connectivity, customer experience and data analytics at its core. It’s hardly synonymous with our preconceptions of what a car manufacturer does.

Twenty years after the publication of Clayton M Christensen’s influential text *The Innovator’s Dilemma: When new technologies cause great firms to fail*, in which he coined the term “disruptive innovation”, other companies are just at the brink

GETTY IMAGES





of embracing such change. Research published by **Microsoft** last year showed that half of UK businesses fear their industries will face digital disruption by 2018. That figure rises to two-thirds for firms in the financial sector.

The study, *Digital Transformation: The Age of Innocence, Inertia or Innovation?* highlights that 44 per cent of UK business leaders think their existing business models will cease to exist within the next five years.

Nicola Hodson, General Manager, Marketing and Operations at Microsoft UK, explained: “New challengers, many of whom are digitally savvy start-ups, are disrupting established markets by deploying new technologies quickly, and luring expectant customers away from established competitors. For many larger organisations, the challenge is how to react to this market disruption in a considered way and how they maintain competitiveness in a rapidly shifting landscape.”

Part of that challenge is how to anticipate, recognise and prepare for digital disruption, given it is such a gradual and fluid process. And even

trickier is considering how you can adjust your talent strategy accordingly.

All businesses create their structures and processes around a set of constraints in their environment, explains Rita Gunther McGrath, Professor of Strategic Management and Innovation at **Columbia Business School**.

“Digital changes the nature of those constraints. For example, newspapers used to generate revenue by offering a platform for advertisers to reach people in a cost-effective and unique way. Enter digital and that constraint has evaporated. Similarly, **YouTube** allows ordinary people to do what, 50 years ago, would have required a movie studio to achieve. Organisations need to ask, are there new possibilities emerging which completely change the nature of the constraints your company was built on, and open up new possibilities?”

RACING AHEAD

Being on top of marketplace trends may mean looking in unsuspecting places, however. Harking back to the opening point about tech companies ▶



▶ becoming competitors within the automotive industry, McGrath warns that if organisations only benchmark themselves against similar entities within the same sector, the warning signs may be missed.

“Many organisations need to extend their vantage point. It’s easy to get wrapped up in the day-to-day so there’s no time to step back and gain a perspective. But it means they won’t see the threat until it’s right on their doorstep.”

It’s worth remembering, too, that these inflection points are often under way for a really long time before they cause problems, adds McGrath, who is working on a book provisionally called *Gradually and Suddenly: Understanding strategic inflection points*.

“YouTube began in 2005 and we are only just seeing its disruptive potential across a number of industries, including television,” she says. “If you pay attention early, it gives you more time to respond to any threats.”

Another obstacle can be denial. “An organisation may identify a threat but doesn’t like what it sees, so just ignores it. The senior team needs to both signal and embrace ‘the new,’” says McGrath.

Organisations can be prepared first and foremost by diversifying their workforces and senior teams.

Specifically, diversity of experience and background are critical, says Adnan Chaudhry, Chief Operating Officer MEAR (Middle East, Africa, Russia/Commonwealth of Independent States), Global Service Provider at **Cisco**. “It’s more about the way of thinking, rather than gender or culture. Organisations need a deep pool of young talent, as they are better equipped to grasp and make sense of the extraordinary shifts that are taking place.

“That’s not to say we should undervalue experience,” he adds. “What those in their 40s or 50s and beyond bring to the table is knowledge and experience that allows sound and timely decisions to be made.”

Regardless of what stage of digital transformation a company is in, age diversity should be viewed as a priority, Chaudhry adds. “Those that don’t look at this today are setting themselves up for failure.”

The ability to innovate is also fundamental. Dutch bank **ING** has earned a reputation for being an innovator and a disruptor, having previously launched ING Direct, one of the first branchless banks.

The financial sector has been changing dramatically, according to Maaïke Westerhof, Global Head of Talent and Learning, ING Group.

“ORGANISATIONS NEED A DEEP POOL OF YOUNG TALENT, AS THEY ARE BETTER EQUIPPED TO GRASP AND MAKE SENSE OF THE EXTRAORDINARY SHIFTS THAT ARE TAKING PLACE”

— ADNAN CHAUDHRY, CISCO



“We are now seeing the next generation of full digital banks develop and platforms are increasingly becoming the new model, with the main driver being differentiating customer experience.”

Staying ahead of these threats is the focus of a number of initiatives at ING, including an €800 million investment in digital transformation announced last October, aimed at creating a single global platform for financial services that will deliver a consistent and improved experience for its customers.

USING AGILITY

To foster and accelerate innovation, ING has embraced agile working methods more commonly used in companies such as **Spotify** or **Netflix**.

‘Squads’ of employees from all disciplines come together in self-managing, autonomous units with end-to-end responsibility for a specific customer-focused project. Once a project is completed, the squad is disbanded and members set to work in other squads. ‘The ING way of working’, started in 2015, is being rolled out across the bank.

Significantly, ING has also chosen to harness rather than compete against the skills of fintech companies that are reinventing the way we manage money, make payments and more. It has linked up with more than 80 fintech start-ups in a wide range of areas, from mobile payments and instant lending to online invoicing.

Westerhof says it is important to be willing to look for new opportunities, even when they may seem, on the surface, to hurt your ‘core’ business.

The UK building society **Nationwide** has embraced a similarly proactive approach. Mobile and Digital Director James Smith says the organisation is taking steps to ensure there is a strong culture of innovation among its 18,000 employees.


“We regularly invite employees to take part in collaborative sessions through our intranet or within our Innovation Lab at our head office, as well as offer regular training and development sessions,” he says.

Smith also explains that supporting staff to “face the challenges and opportunities of digital changes” forms part of training and development programmes aimed at all levels, from graduate and apprenticeship entrants all the way up to senior management.

Without such strategic investment in people development, McGrath advises, organisations may stall. “It could be a course or a visit to another company or engaging in online learning. You might not know exactly what you are going to get out of it, but without that investment, there will be opportunities you just don’t see.”

HIDDEN TALENTS

Has this new world and quickened pace of change affected the sorts of skills and capabilities ▶



**“WE WANT PEOPLE
WHO CAN ‘ROLL WITH
THE PUNCHES’, BUT ALSO
REQUIRE INDIVIDUALS
WHO CAN DELIVER
AGREED INITIATIVES”**

— MAAIKE WESTERHOF, ING GROUP

ING  **DiBa**

Fast figures

A 2015 survey report by the Global Center for Digital Business Transformation, *Digital Vortex: How Digital Disruption is Redefining Industries*, revealed:

43%

OF COMPANIES EITHER DO NOT ACKNOWLEDGE THE RISK OF DIGITAL DISRUPTION, OR HAVE NOT ADDRESSED IT SUFFICIENTLY



1/4

DESCRIBE THEIR APPROACH TO DIGITAL DISRUPTION AS PROACTIVE, AND ARE WILLING TO DISRUPT THEMSELVES IN ORDER TO COMPETE. NEARLY A THIRD ARE TAKING A 'WAIT AND SEE' APPROACH



5

THE TOP FIVE INDUSTRIES MOST LIKELY TO EXPERIENCE THE MOST DIGITAL DISRUPTION BETWEEN NOW AND 2020 ARE: TECHNOLOGY, MEDIA AND ENTERTAINMENT, RETAIL, FINANCIAL SERVICES AND TELECOMMUNICATIONS



- ▶ organisations must prioritise in order to successfully compete and, ultimately, survive?

ING says its focus is on those with analytical and digital skills, although certain non-technical skills are just as sought-after. “We look for people who are willing to take calculated risks, think in terms of systems and ‘the enterprise’, and demonstrate the ability to adapt to changing circumstances,” says Westerhof.

But it’s a fine balancing act: “We want people who can ‘roll with the punches’, but also require individuals with the capability to deliver and execute on agreed initiatives.”

Smith agrees. Ability to change and adapt is essential when striving to keep up with changing customer needs, but so too are other non-technical skills such as passion, aptitude and agility. “For Nationwide, a clear focus on doing the right thing is also important,” he says.

Chaudhry says there is a premium placed on those individuals who possess deep analytical and problem-solving skills and can interpret vast amounts of information and data and translate that into insights that drive business strategy and decision-making.

“Five or 10 years ago, capturing and reporting data were valuable skills. They still are, but are becoming increasingly automated as a result of technology. So what is needed is a different skillset. There is a demand for individuals who are not only capable of producing a data report, but can also identify findings, insights and needed actions to improve business outcomes.

“Soft skills are highly relevant as well,” he adds; “in particular, being able to influence people, both at a peer level and upwards, in addition to communication skills.” He admits that it’s a tall order. “Such change agents are not that common in today’s talent pool, regardless of age.”

This highlights that a robust retention strategy

is paramount. An appropriate reward and compensation package will form a part of that, although it is still largely a hygiene issue and will be limited in its ability to retain the best employees.

“A more proactive tool for retention is rotation, as it presents new opportunities and challenges that nurture different skills and offer increased responsibility and expanded horizons,” says Chaudhry.

It’s a development method Cisco encourages. High performers might be offered the chance to move to another organisation, relocate to another part of the world or move to a completely new function. “HR will need to lead these conversations to make it happen,” says Chaudhry. “It’s critical.”

The requirement for organisations to steel themselves for an uncertain and disruptive future inevitably alters hiring strategies. Again, there needs to be some lateral thinking and a break away from the routine way of doing things.

“Expand the pool of people you are looking at,” Chaudhry advises. “Look beyond the specific roles a person has held and consider more closely what they actually do, day in and day out, and what it indicates about their development potential.

“When I have a job opening, I always try to shortlist one or two candidates who don’t necessarily have the conventional career path you would expect for the sector. During interviews, I pose an unusual problem-solving question that tests the candidate’s thought processes. I don’t care whether the actual answer is correct or not. What I do look for is their approach to finding an answer, and whether it is logically structured and analytical.”

In an age of rapid, continuous change, where the threats to your business model can come from the least likely quarters or from unfamiliar industries, this is a compelling and responsive workforce strategy that may help you hold firm. ■

TRAILBLAZING FIRMS LEAD THE WAY ON MENTAL HEALTH

EMMA MAMO IS HEAD OF WORKPLACE WELLBEING AT MENTAL HEALTH CHARITY MIND, WHICH PROVIDES ADVICE AND SUPPORT TO EMPOWER ANYONE EXPERIENCING A MENTAL HEALTH PROBLEM



Workplace wellbeing is increasingly at the top of employers' agendas, and rightly so. After all, we all have mental health just as we all have physical health, and it fluctuates from good to poor, where we

can suffer from issues including stress, depression and anxiety. It's important for all employers to create an environment where staff feel able to talk openly about stress and mental health at work and to encourage a clear work-life balance as much as possible.

In the last few years, we've seen employers make great strides when it comes to tackling stress and supporting the mental wellbeing of their staff, including those with a diagnosed mental health problem. In recognition of some of the good work happening, last year **Mind** launched its Workplace Wellbeing Index – a benchmark of best policy and practice when it comes to employers putting in place initiatives to support and promote good mental health at work.

In its first year, we've seen 30 organisations – of various sizes and across a range of sectors – take part in the Index. We surveyed 15,000 employees from employers such as **Deloitte**, the **Environment Agency**, **Jaguar Land Rover** and **PepsiCo**, and found that, overall, staff mental health was good. Just over one in ten (12 per cent) said their mental health was poor. But for those staff who said their mental health wasn't good, four in five felt their workplace was a contributory factor. In fact, 80 per cent of employees said that their poor mental health was due to problems at work (26 per cent) or a combination of problems at work and outside work (54 per cent).

The data also shows how important it is that, when someone opens up about poor mental health, they feel supported; and that any wellbeing initiatives are available, promoted and easy to access. Of those staff who had disclosed poor mental health at work (2,200 employees), just over half (53 per cent) said

they felt supported, and 72 per cent said they'd been made aware of the support tools such as Employee Assistance Programmes (EAPs), counselling, staff support networks or informal buddying systems.

These figures highlight the good work and creative initiatives that employers are offering to promote and support positive mental health, from hosting wellness webinars and appointing mental health champions to providing free meditation sessions for staff.

The results also show a discrepancy between how well managers feel they support staff versus how well supported employees feel. Only half of respondents (54 per cent) felt that their line manager supports their mental health, yet three in four line managers (73 per cent) said they'd feel confident in supporting a member of staff experiencing a mental health issue.

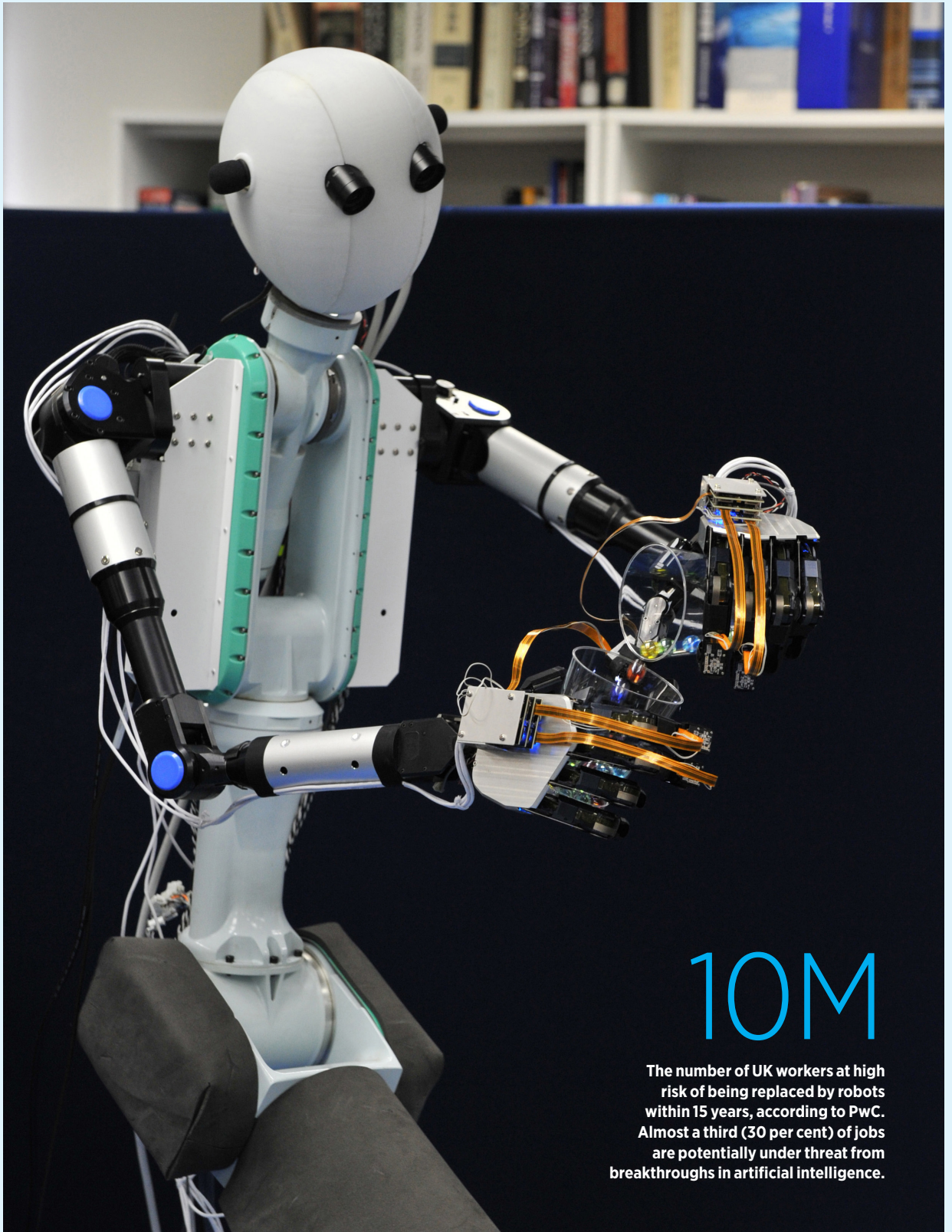
“FORTUNATELY, FORWARD-THINKING EMPLOYERS ARE MAKING MENTAL HEALTH A PRIORITY”

There's still a problem with employees feeling able to talk about their mental health, as only one in four (26 per cent) of all respondents said they would be likely to seek support from their manager if they were experiencing a mental health problem.

Our research shows that mental health problems are very common in the workplace. Fortunately, forward-thinking employers are making mental health a priority and we're delighted to recognise and celebrate those who've taken part in our Workplace Wellbeing Index.

In our first year, we've seen good practice right across the board, from each and every one of the 30 pioneering employers that took part. The Index also provides all employers that have participated with recommendations on specific areas for improvement.

Employers keen to find out more about next year's Index can register by emailing work@mind.org.uk, visiting www.mind.org.uk/workplace, or through Mind's LinkedIn page. ■



GETTY IMAGES

10M

The number of UK workers at high risk of being replaced by robots within 15 years, according to PwC. Almost a third (30 per cent) of jobs are potentially under threat from breakthroughs in artificial intelligence.

BEYOND IMAGINATION

CAROLINE ROBERTS, GLOBAL HEAD OF PEOPLE AND TALENT, ZAHA HADID ARCHITECTS, DISCUSSES HOW THE FIRM IS FACING UP TO LIFE AFTER THE DEATH OF ITS INFLUENTIAL FOUNDER

ZAHA HADID ARCHITECTS (ZHA) is one of the most progressive practices in the industry. The buildings designed by the firm are groundbreaking and iconic. From the Guangzhou Opera House in China to the London Olympics Aquatic Centre in the UK, they are bold, complex and innovative.

Similar words might be used to describe the firm's influential founder, Zaha Hadid, who tragically died in March 2016. Caroline Roberts, Global Head of People and Talent, started her role with the company just two weeks later.

The death of a founder is a hard situation for any firm to manage, but an added layer of complexity is present when they are as involved as Hadid was with her eponymous firm's major projects. Unsurprisingly, as a company they are still dealing with it on a day-to-day basis. ▶



CV

CAROLINE ROBERTS AT A GLANCE

- Senior Studio Manager, BBC, 1994-1997
- Organiser, World Service News and Current Affairs, BBC, 1997-1999
- Business Manager, BBC, 2000-2001
- Learning Executive, Career Development Programmes, BBC, 2003-2006
- HR & Development Manager, BBC, 2008-2009
- Business Manager, BBC Trust, 2010-2011
- Business Partner, Arqiva, 2011-2012
- HR Director (VP), UK, Europe and Africa, Fox International Channels, 2012-2014
- Director of HR and Marketing, Chartered Institute of Arbitrators, 2015-2016
- Global Head of People and Talent, Zaha Hadid Architects, 2016 to present



“CLIENTS WOULDN'T COME TO US IF THEY WANTED MOCK TUDOR. THEY WANT SOMETHING BEYOND THEIR IMAGINATION”

THE HEYDAR ALIYEV CENTER IN BAKU, AZERBAIJAN

▶ “People are still coming to terms with it,” Roberts says. “Projects last a long time in architecture, so there are still projects we’re doing that she played a major role in. The shock was huge, as was the sadness. People have a tremendous loyalty to her. There was a huge generosity to her character, as well as the genius, that people really appreciated. People still talk about her as though her death was yesterday.”

LESSONS TO BE LEARNED

She says the firm is lucky that so many people who have been with the business since the start are still there, including Hadid’s business partner Patrik Schumacher. “It’s almost like her mantle has been passed to other people,” she explains. “There’s a huge loyalty to honour what she started. Teaching is still at the heart of the firm and Patrik does a lot of it himself, lecturing internationally and in the UK. We have particular links to the **Architectural Association**, where Zaha had a studio and lectured herself. As a thought leader, we host regular smaller group sessions at the gallery. We also have regular continuing professional development and knowledge sharing sessions and encourage innovation.”

Roberts started her career in radio production at the **BBC**, working on national programmes and for the World Service. It was a job that gave her a great sense of purpose as it allowed her to work on news programmes that would be heard in places where independent and impartial news was difficult to come by.

As she progressed and took on senior roles with increasing management duties, she became responsible for more staff training and was offered a role focusing on that across the whole of the broadcaster. She set up a pan-organisation attachment scheme which allowed colleagues to spend time in other departments, learn new skills and then apply them to their own job. “It’s a fantastic way of getting real learning and inspiring people who are very creative, and for whom doing an online or classroom course is not the right thing,” she says, and it’s a principle she still stands by at ZHA. “We have monthly lectures that different departments will give, but people also transfer across the organisation.”

She gives the example of their interiors department, which has welcomed those in the firm with an external architectural background. “It’s about bringing the outside inside. It’s interior architecture, so it makes sense for architects to go and work there,” she explains.

The sheer range of projects ZHA has been involved in means diverse knowledge, and the sharing of it, is vital for the organisation to thrive. As well as iconic buildings, the company has produced award statues, furniture, clothing and collaborative jewellery ranges with **Bulgari**. “There’s a sense of pride,” says Roberts. “People talk about it here as a family and you really get the sense that it is.”

CHALLENGES AHEAD

After setting up the attachment scheme at the BBC, she next moved into the broadcaster’s career

coaching department, but found she wanted to have a broader view of people's working lives. "All the time I was meeting people at a certain point in their career, but I was curious about the entire employee life cycle. I also had my own encounters with some bad HR practices and started to think, 'I could do this a bit better'."

Roberts decided to see if she really could, taking on her own attachment as a business partner within the BBC's HR department. After maternity leave, she worked in resourcing before being selected for a high-potential scheme on which she was mentored by the HR Director of BBC North. He recommended that if she wanted to make a career in HR, she should leave the BBC, and that's exactly what she did.

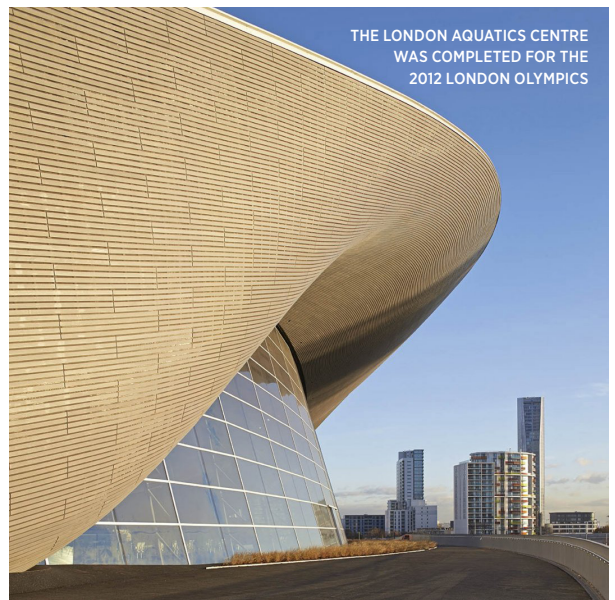
She left to work with telecommunications company **Arqiva** as an HR Business Partner, next moving on to become HR Director UK, Europe and Africa at **Fox International Channels**. The role was a big step up and was also international, but it allowed her to work in TV again. She then spent a year working with the **Chartered Institute of Arbitrators** before moving to ZHA. And while she has spent large parts of her career in the world of media and broadcast, she says that many of the challenges she faces now are similar to other global organisations. With the headquarters of ZHA sitting in London, but with offices in New York, Mexico City, Dubai, Hong Kong and Beijing and a hugely international workforce, Brexit has been a difficult situation for the firm. "For many international workers, it's not just the red tape of applying for permanent residency," she says. "People feel very hurt by it here. The immigration skills levy in the UK is a business cost and I do wonder if it will make it more difficult to hire skilled workers."

As the firm was founded by a strong female leader, it's not surprising that gender diversity is still a major consideration. While it is well above the industry average in terms of its percentage of female workers (40 per cent, compared with 25 per cent at most firms), it continues to be active in the conversation to improve it. "We're firmly committed to attracting women to the company. We're partners with Women in Architecture, the initiative set up by the *Architectural Review*. It shows publicly where we stand on the issue."

On a personal level, she says she enjoys the challenge of the workforce themselves. Roberts says that employees are happy to challenge ideas, and this means that if she is bringing in new policies, she must ask herself questions in a way she has not



ZAHA HADID'S PROPOSED DESIGN FOR THE AL WAKRAH STADIUM, TO BE USED IN THE 2022 QATAR WORLD CUP



THE LONDON AQUATICS CENTRE WAS COMPLETED FOR THE 2012 LONDON OLYMPICS

BUILDING OUT

Zaha Hadid Architects now have offices in:

London • New York • Mexico City • Dubai • Hong Kong • Beijing

needed to in the past. "When you are talking to people who can divert rivers, coming up with a poor HR policy is going to be found out very quickly," she laughs. "If a river being in the way won't stop them, if they can command the elements, an ill-thought-out piece of people planning will be found out straight away. In this business, even those without formal management training have startling intellects and a ▶



“PEOPLE TALK ABOUT IT HERE AS A FAMILY AND YOU REALLY GET THE SENSE THAT IT IS”

- ▶ grasp of people issues, so you never have to explain things twice.”

PLANS IN PLACE

So in the wake of these challenges, where does ZHA hope to go next, and how will the people strategy support this? Roberts says the goals of the company are to continue creating buildings that aren't defined by any project typology. “Having a broad portfolio where we can show our style on a range of buildings, from commercial to residential to public buildings, is important. We want to keep pushing the boundaries of what is possible.” The company also has more traditional goals, such as entering new markets. New projects in Australia are in progress, while plans to expand there and in South America are in place. They are also doing more work in the Middle East, says Roberts. “Work is about to start on the Dubai Lighthouse, which is an amazing building, even by Dubai's standards!”

She adds that, while from the outside it may seem difficult to see how the firm balances business and creative goals, internally it is easy to see how this comes about. “With such a strong creative vision present at the firm, I find myself constantly amazed at what they are able to do. Clients wouldn't come to us if they wanted mock Tudor. They want something beyond their imagination.”

To support this, Roberts says she and her team must be at the top of their game as well. “We've got world-class architects, they deserve world-class

HR. This function is new to many practices in the industry and that means we have an opportunity to forge a new way and learn from what has gone on elsewhere without repeating trends that do not serve business goals.”

Roberts is well aware of the criticisms HR can face, and believes there can be truth to it. She says as a function it has a capacity to waste time and to misunderstand business priorities. To build her own vision of how people strategy can support business goals at ZHA, she has gone back to basics, avoiding vanity projects that won't help employees in the long term. “It's all about enabling people to do incredible work,” she explains. “Sometimes it can be mundane, simply getting things to work properly. When I joined I saw things I'd like to improve, processes I'd like to streamline and benefits I'd like to introduce. But they are all designed to make people's lives here easier. HR is always an overhead for businesses, so you must have a reason to be there. If it's not to make people's lives easier, why have it?”

And while some of these changes have been around more basic business functions, others have been to tackle more complex issues. “We get our work through tenders and through competitions,” she explains. “Architects can be working for months on designs that they truly feel are the best for a particular project and then come second. That can be almost like a bereavement in itself for staff.” She has introduced more skills training to help them deal with this, and to help managers have pivotal conversations with people.

And she adds that, while this competition in the industry can be heartbreaking, it is also what drives great architects to succeed, and great movements to begin. From the great rivalry of Brunelleschi and Ghiberti that sparked the renaissance to the competitiveness we are witnessing now to dominate the skyline of Dubai, it is needed to push boundaries and break moulds. “There is a real sense of connection from Master James of St George, to Brunelleschi, to Christopher Wren, and all of these people over history, creating these great buildings,” she says. “I'd like to think in hundreds of years, we'll still be looking at the magical and fantastical buildings this practice creates.” ■

SPEAKING THE SAME LANGUAGE



BUSINESSES IN JAPAN ARE HUNGRY FOR TECHNOLOGY TALENT AND BILINGUAL CANDIDATES

FOLLOWING SEVERAL YEARS of steady improvement, Japan's economy has seemingly stabilised in the last year. Accordingly, many organisations are looking to grow, and quickly too. Unsurprisingly, this has been reflected in the recruitment market. Matthias Pfeiffer, Manager, HR Management Human Resources, **Mitsubishi Fuso Truck and Bus Corporation**, explains: "Overall, the recruitment has become much more agile and fast-paced. There is a lot of fluidity, with candidates moving in and out of the job market very swiftly."

Marc Burrage, Managing Director of **Hays Japan**, says this need for speed is particularly prevalent in the technology sector, where talent shortages could be a stumbling block for the industry as a whole. "Demand for rapid growth areas such as Internet of Things engineers, automated driving assistant system engineers and data scientists has increased. And Japan has a shortage of key talent, especially in those areas – this means we may be missing opportunities in such rapidly growing fields."

Furthermore, he says the country faces some major

age challenges. "The latest Hays Global Skills Index reveals that the gap between skills employers need and skills available in Japan is easily the worst in Asia. The shortage of IT talent is extremely serious."

His statement is reflected by a survey from Japan's **Ministry of Economy, Trade and Industry**, conducted last year. It found that Japan was short of an estimated 171,000 IT staff in 2016 and the number may more than quadruple to 789,000 by 2030.

However, changing attitudes to career styles may take some of the strain. "Contracting is becoming more accepted as a career – especially in the IT space," says Burrage. "Employment is taking on new shapes and forms."

Recruitment challenges are not limited to the technology and IT sectors though, warns Burrage: "Japan is a demographic time bomb with a shrinking population. There is simply not enough talent to go around." And salary competition only adds to the difficulties, says Burrage, as pay for high-skill talent is low compared with other countries, even within the same region. ▶

“BILINGUAL TALENT FOR RAPID GROWTH AREAS SUCH AS IT AND ARTIFICIAL INTELLIGENCE SHOULD INCREASE”

— MARC BURRAGE, HAYS JAPAN

- ▶ “The 2017 Hays Asia Salary Guide revealed that Japan’s salary ‘increase’ lags behind in Asia, and in many high skilled roles, China, Hong Kong and Singapore offer higher salaries than Japan.”

This is something being addressed by Mitsubishi Fuso, says Pfeiffer: “In terms of salary, we are overhauling our internal policies to ensure that we are attractive and competitive within the manufacturing sector. In cases where we cannot meet a candidate’s compensation expectations, we try to highlight the career and development opportunities, which is often seen as very appealing.”

And while skills shortages and pay challenges are certainly an issue, Pfeiffer says that for many professionals in Japan, their career priorities have also changed: “We observe a very different dynamic nowadays. Personally I see it as a two-way street: candidates do not simply apply for a job, instead they are looking for a relationship. It is important to engage them throughout the hiring process and be open and transparent about what the company can offer to see whether there is a good match.”

LANGUAGE NEEDS

Looking forward, it seems a more international approach is likely to be embraced by businesses based in the country. And this could present new shortages for professionals. “It cannot be denied that it is a challenge to find professionals who do not only have a solid skillset in their specific area of expertise, but also excel in an intercultural environment as the one we have in Mitsubishi Fuso,” says Pfeiffer.

CHANGING SYSTEMS:
CONTRACTING IS
BECOMING MORE
ACCEPTABLE IN JAPAN'S
IT SECTOR



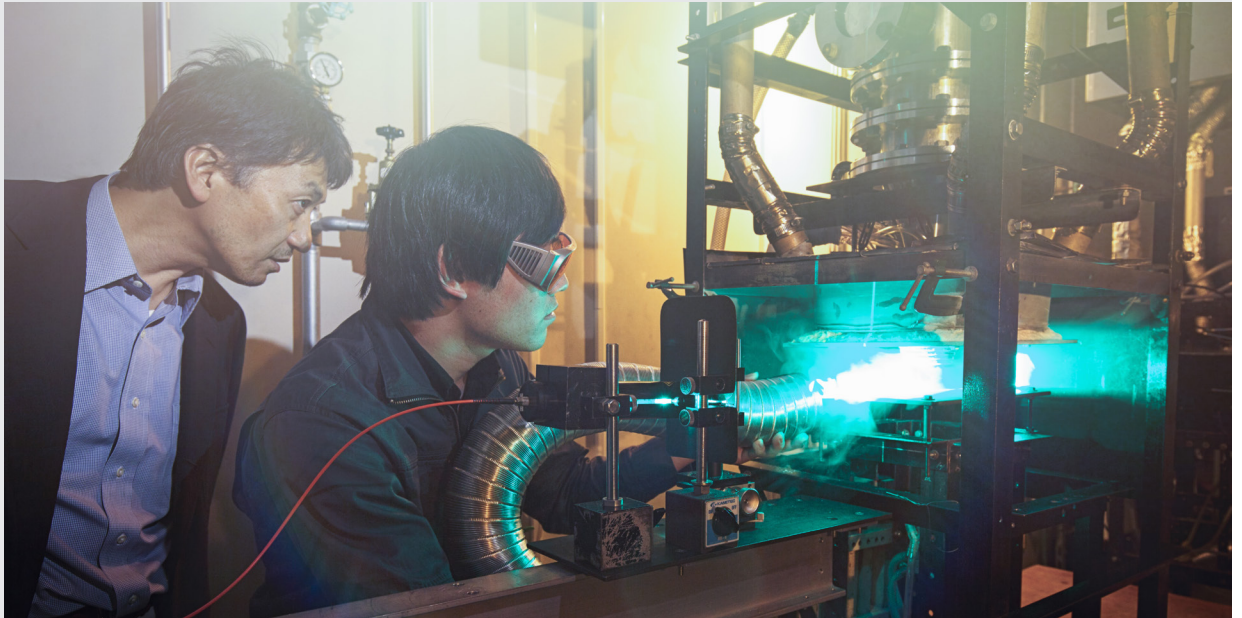
“For example, in our case, a solid command of English is paramount, which immediately limits the candidate pool significantly.”

This is likely to ramp up as demand increases across the country, but particularly in Tokyo in the build-up to the 2020 Olympics, says Burrage, especially in the technology sector: “Bilingual talent for rapid growth areas such as IT and Artificial Intelligence should increase. At Hays in Japan, we are focusing on recruiting experienced professionals from abroad, as well as bilingual talent domestically, through attraction and engagement by highlighting our employee value proposition – one of the most important elements of promoting the corporate brand.”

FOREIGN ATTRACTION

Luis Souza, SVP – Vice Head of Global Human Resources, Fujitsu, says that offering career development opportunities is also a key challenge for businesses. This is something foreign multinationals could take advantage of: “The key issue is to offer individuals a challenging career according to their commitment and capabilities.” This is applicable to any country. However, Japan has the seniority system (where employment advantages are given based on an employee’s length of service), which is a hindrance to career development.

Fujitsu has established an accelerating career development programme, aiming to address this very issue. Each year, younger employees reach the ranks of



managers, directors or executives in the company.

“Foreign multinational companies will target mainly that pool of talented individuals who have international experience,” he says. “It is easy to see that this is the most precious pool of talent and also the one most difficult to create. Japanese companies will need to protect their pool.”

To do so, he says that salaries are not the critical factor involved in this issue. Instead, businesses must show chances for progression. “Japanese companies will need to convince their employees, by action more than by words, that the best career path for them will be to stay. This will pose the challenge of seniority. In many cases, very talented Japanese employees go abroad and are given responsibility according to their abilities. When they return, they are put back in at the position or rank defined by their seniority. As a consequence, overnight, these talented individuals see their career going backward. This is a key challenge that Japanese companies need to address.”

But what about the benefits? Does Japan hold any advantages in the labour market? Changes that might affect diversity in the workplace could work in the country’s favour, says Burrage: “The women empowerment law has been implemented in Japan, which advises large companies to bring women back into the workforce, and we are seeing many employers making the effort.

“Also, to cope with the severe talent shortage, the Japanese government is setting new permanent visa rules for foreigners. If the government plan is approved,

it would allow skilled foreign workers in Japan to receive permanent residency within one to two years.”

Burrage advises companies to focus on the cost of losing talent, rather than holding back on pay: “The race for talent will only get fiercer than ever in Japan, so it’s important that employers view salary – especially for high-skilled employees and management – as an investment, rather than a cost.”

He concludes that, by offering staff clear channels of communication, businesses have the power to tackle any recruitment challenges the country might face. “Open communication makes it possible to identify any disconnect with employees who are unhappy. Businesses can then take action where possible to remedy any disengagement.

“By providing real career opportunities, staff will want to stay. They will feel fairly treated and fairly rewarded at all levels.” ■

THE NUMBERS

1/5

THE FRACTION OF WORKERS IN JAPAN WHO RECEIVED NO SALARY INCREASE LAST YEAR

77TH

JAPAN’S RANKING OUT OF 133 COUNTRIES RATED AS A DESIRABLE PLACE TO WORK BY INTERNATIONAL CANDIDATES

50%

THE PERCENTAGE OF CANDIDATES WHO SAY TAKING ON A NEW CHALLENGE IS THEIR TOP PRIORITY

VIEWPOINT

With 500+ career, workplace and hiring advice posts, written by over 50 experts, Viewpoint is our industry-leading blog. To read more, visit haysplc.com/viewpoint



ALISTAIR COX
CHIEF EXECUTIVE,
HAYS

TO STOP YOUR BEST PEOPLE LEAVING, YOU MUST BE A ROLE MODEL FOR LIFELONG LEARNING

I strongly believe that you are never too senior or old to learn something new. In fact, the best leaders I know are those who are always learning new things, always reading or exploring a lot and, above all, always making their own development a personal priority. These people usually lead high-performing businesses. And that's no coincidence. As I see it, if the leader of a business is committed to their own learning, generally their entire workforce can be too. And that can only lead to good things.



SUSIE TIMLIN
GLOBAL DIRECTOR OF
PEOPLE & CULTURE,
HAYS TALENT SOLUTIONS

HOW TO RECRUIT A PURPLE SQUIRREL (AND OTHER HARD-TO-FIND CREATURES)

For those not familiar with the term, 'purple squirrel' is used in recruitment to describe a candidate that is near impossible to find. It is someone who has a set of niche skills, experience and background to do a specific role. To put it in human terms, we were recently asked by a client to find a nuclear physicist who spoke French for a short-term assignment in a specific Eastern European country. As you can imagine, our shortlist was pretty short!



CHRISTOPH NIEWERTH
BOARD, HAYS GERMANY



YOUNG LEADERS, HERE'S HOW TO CONQUER YOUR SELF-DOUBTS

Reaching a leadership position at a young age is a great accolade and one which you should be immensely proud of. Nevertheless, there will be times when you feel completely out of your depth. The trick is to tackle these doubts head on, with a problem-solving and proactive attitude. So how can you do this?

Realise what you can bring to the table as a young leader

Younger leaders are more likely to maintain an optimistic outlook and welcome change and innovation. When you take this into consideration,

the main cause of your self-doubt is actually one of the attributes that makes you invaluable as a leader.

Honestly identify where your skills gaps are

Take control of the self-doubt surrounding your knowledge gaps, by finding practical ways to bridge them and by being patient with yourself, accepting that this will take time.

Find a mentor

Seek counsel from somebody who was once where you are, realise that they had the same or similar anxieties. Take advantage of the fact that they are now here to help you with your self-doubts.



MATTHEW DICKASON
GLOBAL MANAGING
DIRECTOR, HAYS TALENT
SOLUTIONS

IS IT POSSIBLE TO UNITE A REMOTE WORKFORCE?

The concept of virtual or remote teams is not a new phenomenon. However, advances in technology, globalisation, organisational structures and ways of working have meant that this approach has grown significantly over the past few years.

Working within virtual teams and managing from

afar requires a different approach to managing people who are in the same room as you. It means new communication methodologies and techniques to get the best out of each other, while improving organisational and personal performance.

When managing remote workers, it is important that you establish the best means of communication and keep this communication frequent. Regular and inclusive conversations will enable you to communicate common goals while establishing the skills each team member contributes towards achieving them. This will build a stronger sense of team spirit and unity.



NICK DELIGIANNIS,
MANAGING DIRECTOR,
HAYS AUSTRALIA &
NEW ZEALAND

HOW TO ENSURE YOUR CANDIDATE ENJOYS THEIR INTERVIEW

Interviews are not stereotypically fun. In fact, many candidates will feel anxious beforehand, and a sense of relief when it's over. However, I feel that the interviewers also have this duty to both the company and the candidate.

First and foremost, you will get the best out of a happy and relaxed candidate who wants to be there, thereby ensuring a truly meritocratic selection process.

Second, interview processes are always a two-way street. You may be assessing whether this candidate is a good fit for you, but don't forget - they

are doing the exact same thing. If the person is particularly talented, chances are they will have more than one opportunity lined up. If they enjoy their interview with you, it will stand out among the others and you will remain the employer of choice.

By exhibiting behaviour that demonstrates interest, engagement and encouragement from beginning to end, you can help a candidate feel respected, at ease and excited, thereby making the interview enjoyable.

Crucially, their experience is also a positive confirmation of your employer brand, which is important when they subsequently talk about it with others.





A DIFFERENT VISION

INCREASINGLY, BUSINESSES ARE TAKING FURTHER STEPS TO BOOST DIVERSITY. CAN UNCONSCIOUS BIAS BE ELIMINATED THROUGH BLIND RECRUITMENT?

IT IS A FACT that organisations are increasingly aware of; companies with more diverse workforces outperform their less diverse competitors.

McKinsey's *Diversity Matters* report found that companies in the top quartile for gender diversity and ethnic minority board representation became 15 per cent and 35 per cent more likely, respectively, to financially outperform those in the bottom quartile.

From an organisation-wide perspective, evidence of the positive impact of increased representation has also been found. A 2012 **Deloitte** study captured the views and experiences of 1,550 employees at three large Australian businesses operating in manufacturing, retail and healthcare, and identified an 80 per cent improvement in business performance when levels of diversity and inclusion were high.

An earlier **American Sociological Association** study found that a workforce comprising employees of both genders and varying racial backgrounds resulted in positive business outcomes. They consistently reported higher customer numbers than less diverse workforces. Those with the highest rates of racial diversity reported an average of 35,000 customers, compared with 22,700 average customers among companies with the lowest rates. The difference was even larger for gender diversity rates. The study also revealed that for every one per cent rise in the rate of gender diversity and ethnic diversity in a workforce, sales revenue rose by three per cent and nine per cent respectively.

Diversity is recognised as key to increasing



creativity and productivity, and finding solutions to fresh challenges. As part of their strategy to increase workplace diversity, many organisations have adopted a practice known as blind recruitment, in which personally identifiable information, such as name, gender, age and education, is omitted from applicant CVs. The aim is to overcome unconscious bias, a facet of human nature that can be counterproductive for a strategy to improve diversity.

BACK TO BASICS

“Everyone has unconscious bias,” says Yvonne Smyth, Head of Diversity at Hays. “At its most basic, it is about whether you see someone as part of your ‘in group’. For example, do you have a caucasian-sounding name, as I do? Did you go to the same university as me? However, when it comes to any kind of selection at key points in careers, which could be recruitment, promotion, being put forward for a stretch project, even giving feedback, this can influence the shape of someone’s career and the opportunities they have. Unconscious bias comes into play because you are exercising personal judgement.”

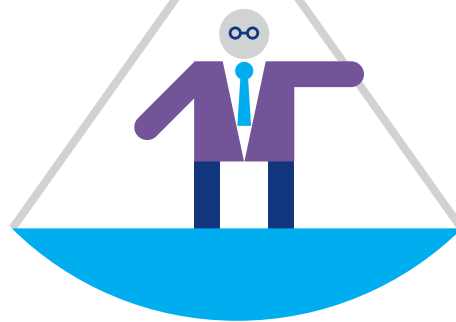
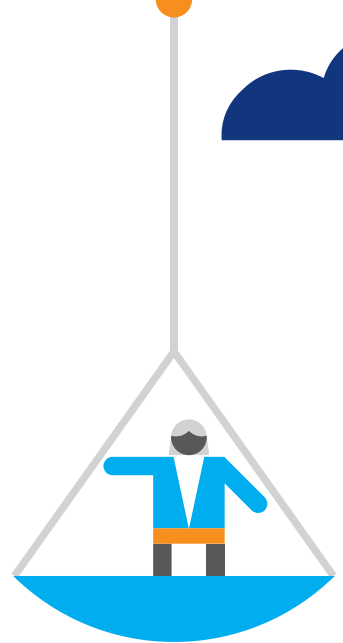
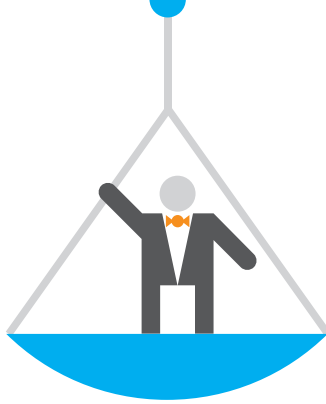
One of the earliest examples of the technique being put into practice actually took place in 1980 in the **Toronto Symphony Orchestra**, which, up

until then, was comprised almost entirely of white male musicians. Recognising that they had a diversity problem, they tried a different approach to auditioning new members.

Sitting behind a screen, the panel of recruiters could only hear the music of those auditioning for the orchestra. They could no longer see them. They even put carpet down so that high heels could not be heard. The impact of this on the hiring decisions resulted in a previously all-white, male ensemble becoming a near 50-50 split of male and female, with a lot more diversity and, clearly, the sound they wanted for their orchestra.

As Dan Robertson, Diversity and Inclusion Director at the **Employers Network for Equality & Inclusion**, explains, the same thing happens in recruitment. He says: “When we look at a CV, we judge people based on whether or not they went to university, which one they attended, where they are from, their hobbies and interests and so on; thus, our unconscious biases are working against our conscious efforts to hire diverse talent. By taking out that personal information, effectively using a blind CV policy, you reduce the unconscious bias and start to make decisions based on people’s ability and competencies to do the job.”

For evidence of how this affects the UK labour



► market, look no further than a test conducted by the **BBC's *Inside Out London*** in February this year. It involved sending CVs from two candidates, 'Adam' and 'Mohamed', who had identical skills and experience, in response to 100 job opportunities. Adam was offered 12 interviews, while Mohamed was offered four. Although the results were based on a small sample size, they tally with the findings of previous academic studies.

As employers recognise the negative implications that unconscious bias can have for diversity strategies, interest in the use of blind recruitment gathers pace.

In the UK in 2015, with the government taking a lead, a group of public and private sector organisations, including the **NHS**, civil service, local government and the BBC, and major companies such as **HSBC**, **EY** and **Virgin Money**, agreed to use 'name-blind' recruitment for graduates and apprentices.

Clearly, this technique has a huge role to play in helping organisations ensure a diverse flow of talent into their selection procedures. However, as Nic Hammarling, Partner, Head of Diversity at business psychology firm **Pearn Kandola**, points out, blind screening does not automatically render an organisation's shortlisting processes bias-free.

She says: "Letters of reference and even application forms can easily contain information that alludes to someone's background. Comments such as being a 'proud father of two', for example, negate the removal of personal data on the form."

PROVEN RESULTS

Organisations that do implement blind recruitment policies almost always see a more diverse workforce as a result, leading to improvements across the business, from teamwork to productivity.

Two years ago, EY overhauled its trainee recruitment strategy and introduced a blind CV policy. Maggie Stilwell, Managing Partner for Talent UK & Ireland, says: "We are one of the UK's top ten graduate employers. Strategically, diversity and inclusion are very important for us, so a blind CV policy was an enabler that gave us a specific advantage as a socially mobile organisation."

Historically, some elements of the recruitment system had worked against people coming from state-run schools. The new system stopped filtering

“A BLIND CV POLICY GAVE US A SPECIFIC ADVANTAGE AS A SOCIALLY MOBILE ORGANISATION”

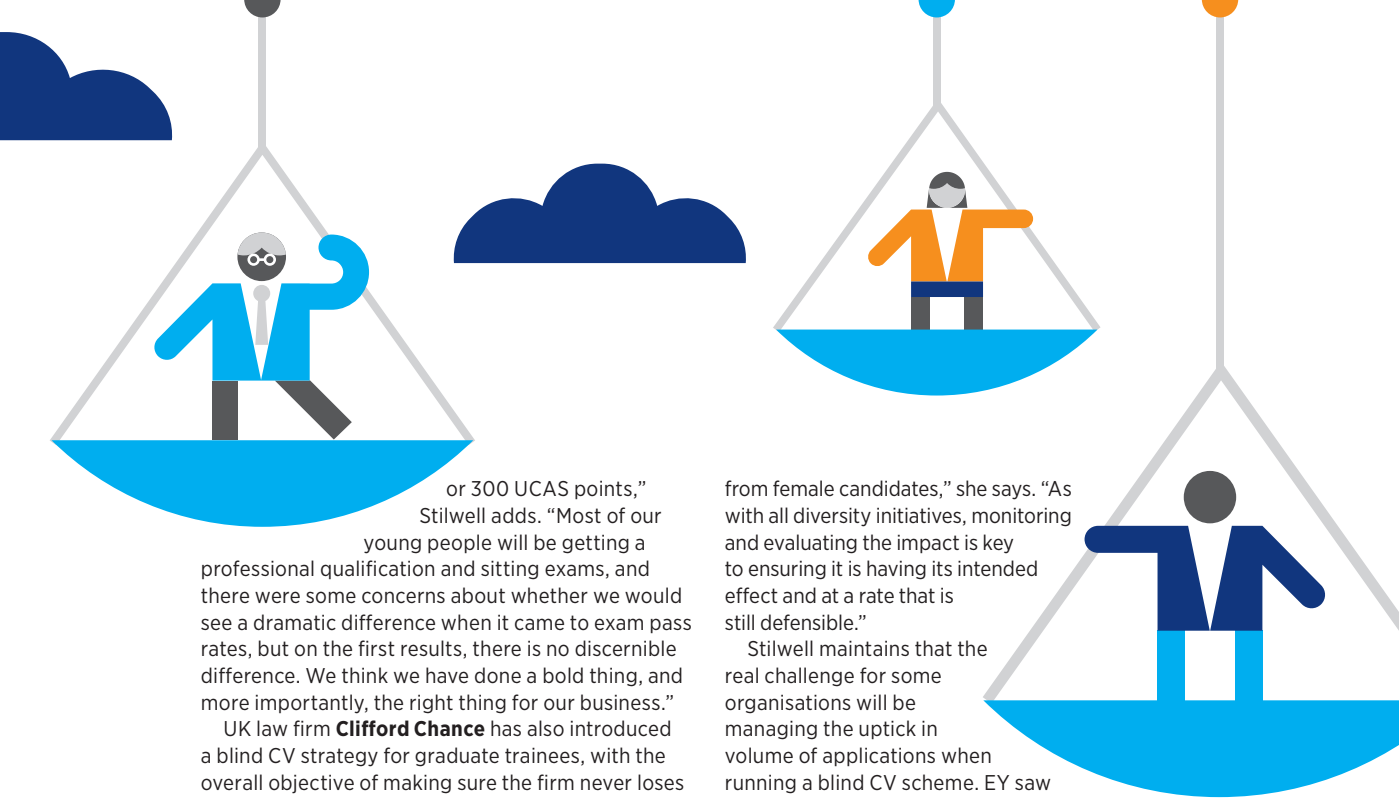
— MAGGIE STILWELL, EY

on degree classification, and which school they attended.

"Of course, not everyone will be successful applying for our opportunities," says Stilwell. "There is a series of aptitude and situational tests to be completed, but the blind CV scheme means that you are looking at people as individuals."

The firm's trainee recruitment cycle takes a year, so having launched the scheme in September 2015, the first candidates joined EY in 2016.

"The thing I'm really pleased about is that one in five of those who joined us in September didn't have a 2:1



or 300 UCAS points,” Stilwell adds. “Most of our young people will be getting a professional qualification and sitting exams, and there were some concerns about whether we would see a dramatic difference when it came to exam pass rates, but on the first results, there is no discernible difference. We think we have done a bold thing, and more importantly, the right thing for our business.”

UK law firm **Clifford Chance** has also introduced a blind CV strategy for graduate trainees, with the overall objective of making sure the firm never loses out on talent, wherever it may come from.

“We need to make sure we hire the very best candidates, regardless of the institution of study, degree discipline or background,” says Head of Graduate Talent Laura Yeates. “Since taking these steps, we’ve seen the number of institutions from which we receive applications, and subsequently make hires from, increase.

“Candidate feedback has also been overwhelmingly positive due to a feeling of being able to position their strengths and unique selling points more effectively in the interview.”

For the time being, Clifford Chance is limiting its blind CV policy to its graduate recruitment, and will continue to measure the impact. In other roles and other areas of the firm, relevant experience is obviously more important, and therefore the benefits of using the technique are not as clear-cut.

INTERNAL EDUCATION

If organisations are to maximise the benefits of a blind recruitment strategy, it is important for their employees, particularly managers, to be aware of their own unconscious biases and, through training, learn to recognise and better manage them at key points of judgement and selection.

Is blind recruitment foolproof? According to Hammarling, there is some research showing that the introduction of blind shortlisting has made no difference to the gender balance of those shortlisted, while others have found that the representation of women in the shortlist actually decreases with the introduction of blind shortlisting processes.

“This may well be the case in organisations where there is a lot of encouragement to attract applications

from female candidates,” she says. “As with all diversity initiatives, monitoring and evaluating the impact is key to ensuring it is having its intended effect and at a rate that is still defensible.”

Stilwell maintains that the real challenge for some organisations will be managing the uptick in volume of applications when running a blind CV scheme. EY saw a 75 per cent increase in the number of applications on launching its scheme, but had also invested in a new technology platform to cope with the extra demand.

She says: “Some companies may not have that available to them. However, for us it was an investment decision. As an organisation, we want to give our clients the very best people. Looking back, too many assumptions were made about what makes people successful here – exams are important, but by no means the only thing that makes them successful.”

RECOGNISING RESTRICTIONS

If there are any downsides to blind recruitment, they relate to the limitations of the technique. As Smyth points out, in order to increase social inclusion, it might actually be useful for a potential employer to know the background of the individual – for example, what school they went to and what grades they got.

She says: “If you go completely blind, there is a risk that you lose some valuable information. If someone went to a school that generally did not perform well, but still managed to get to Oxford, you want to know that, because that person has super-high potential. You can take things too far. This is well intentioned; it is all about widening access to a talent pool and giving opportunities to the widest possible range of people, not just on the basis of actual achievement, but on potential.

“Generally speaking, making CVs more blind than they currently are is a good thing because it does help mitigate bias. However, blind recruitment is not a silver bullet, neither absolutely right nor absolutely wrong. It is a tool that you can use to create a level playing field, so use it, but use it with caution.” ■



40%

The percentage of Australians who are very satisfied with their job security, according to a study from Household Income and Labour Dynamics.

NEW AGE THINKING

WHAT CHALLENGES DO EMPLOYERS FACE WHEN RECRUITING GENERATION Z?

EMPLOYERS ARE ADAPTING TO THE

generation of workers who are constantly connected and ambitious but who seek instant gratification and feedback, and can be incredibly anxious. For Generation Z - the digital-native post-millennials born from the mid-nineties onwards - the workplace is exciting but daunting.

This group must build their career post-Brexit, having grown up during the 2008 financial crash and subsequent economic downturn, threats from global terrorism, political uncertainty in the Middle East and high youth unemployment in much of Europe.

This generation witnessed their older siblings or parents struggling, and this has affected their attitude to work, their ambitions and motivations. It has made them more self-aware, self-reliant and driven. They are realistic, goal-oriented innovators and more likely to want to save money than spend it. Gen Z acknowledge they will have to retire at an older age, so they will want work to fit around their lives. However, for this to be a reality for many Gen Z workers, they will need to have the skills employers demand, particularly as there is more automation in the workplace. They must also find ways to finance their life choices if salaries remain under pressure and other factors such as the cost of renting or buying their own home take their toll.

There is also the challenge of hiring a generation that will likely perform jobs that don't yet exist. However, it's safe to assume that, with a more advanced level of digital skills, this generation will be the most connected in history. According to UK social media monitoring company **Brandwatch**, which has tried to forecast future jobs for Gen Z, these could include digital architects who design virtual buildings, waste data handlers who dispose of data in a responsible way, elderly wellbeing

consultants as the population ages, and nano-medics who create small implants so people can monitor their own health and self-medicate.

Many HR professionals believe Gen Z will disrupt the workplace more than Gen Y or Gen X ever did. Long-term loyalty is unlikely because these young people will want different jobs during their long career. The challenge is to find effective ways to accommodate and retain emerging talent, and a structured onboarding process is certainly a must. ▶



▶ A DIFFERENT APPROACH

Rob Phipps, Chief People Officer for **KFC** Australia, New Zealand and Thailand, says 95 per cent of its 35,000 workforce were born after 1996. “To attract and retain Gen Z, we need to help them be the best they can be at work and in life,” he says. “We help them to make a difference to each other and to their communities. They also want to have fun.”

There are also some differences in the recruitment process, with Gen Z demanding quick responses and transparency from employers. “If your jobs are not advertised online, this generation won’t find them,” says Phipps. “They don’t want to hear company spin, and those with the skills an organisation needs will know where to find other opportunities if the hiring process is slow.”

Employers must also appreciate how using different devices is such an integral part of this generation’s life. According to the 2016 **Childwise** Monitor report, a 16-year-old will use the internet for about three hours a day and employers can benefit from their digital skills. Their attention span is short, but their ability to use different screens at the same time means they are often better at multi-tasking than older workers.

“FOR MANY OF GEN Z, EMPLOYER BRAND IS MORE IMPORTANT THAN THE JOB”

— STEVE MORRIS, LEARNDIRECT

Many are also much more comfortable about their sexuality and ethnicity and will expect the companies they work for to embrace diversity, which they will see as the norm. According to research by The Innovation Group, communication agency **J. Walter Thompson’s** in-house creative think tank, only 48 per cent of 13- to 20-year-olds identify as ‘exclusively heterosexual’, compared with 65 per cent of millennials, while data from the **United States Census Bureau** confirm that Gen Z will be the most ethnically diverse group to ever enter the workforce.

However, figures from the **World Health Organization** reveal that Gen Z is not necessarily happy, with many young people worried about their future. In the UK they are worried about student debt and many are considering apprenticeships as an alternative to further education. According to

training provider **learndirect**, 37.4 per cent of the apprentices starting in the UK between August and October were aged 16–18. This was up from an average 25 per cent recorded in the previous five years.

There is not necessarily a trend against going to university, but in 2013 the **Department for Education** introduced new legislation which meant young people had to continue in education beyond the age of 16, and many have opted for an apprenticeship.

Steve Morris, Marketing Director of **learndirect**, says organisations can grow their own talent by hiring apprentices, but the hiring process is not straightforward. “There is a lot of parental influence. This age group will discuss with their family a potential employer, the role being offered and the salary,” he says. “For many Gen Zs and their parents, the employer brand is often more important than the initial job they will do.”

He points to how some high-profile employers are wooing apprentices because these are perceived as great brands to work for in the eyes of parents. “Also, many younger people want to work in the retailers they shop in or for tech giants such as **Google**, and these might not always be the obvious brands their parents might think of.”

Morris says the emphasis on a work-life balance has changed slightly for Gen Z, because technology means remote and home working will be considered the norm.

MISSING SKILLS

With five generations in the workplace at once, there are bound to be challenges.

Baby boomers and Gen Z might have dissimilar views on loyalty and work-life balance, for example, and this can affect employee engagement and teamwork. Knowledge of how technology works and perceptions of whether it can be a help or a hindrance in the workplace can also cause tension between the generations at work. These strains must be managed, especially as older workers are hanging around for longer.

For this reason, Gen Z will need support to understand workplace etiquette, and the values held by older colleagues, even for seemingly simple things such as acceptable use of a mobile phone at work.

Across Europe, employers are facing the same issues. Sue Warman, Senior Director, HR for Northern Europe and Russia for business intelligence and analytics firm **SAS**, says the company needs to





rebalance its workforce as the average age across Europe is mid-40s. It wants to reduce this to the mid-30s to better reflect how young some of the decision-makers are within its customer base.

SAS employs 6,000 people across Europe and Warman is hiring more apprentices as well as graduates. She says there is an element of pseudo-parenting required by HR and line managers as younger people learn what behaviours are acceptable in the workplace.

“They need to understand meeting protocol, how to manage their time and how to represent our brand. It means a big coaching overhead for managers, but Gen Z welcome a good manager they can look up to.”

Warman says older workers are fascinated by their younger colleagues, but when recruiting from Gen Z it is best to ask for help from those in the same demographic. “You cannot fake youth as an HR person,” she says.

“We are doing a big push to get our younger workers to recruit for us through their university contacts and social media. I have seen how companies are using virtual reality and gaming at events. You have to speak their language and not be too corporate.”

SPEEDING UP

At civil engineering and construction company **Costain**, HR Operations Director Jenny Tomkins calls Gen Z the “impatient generation” and says the immediacy they demand in their lives extends to the workplace.

The company has shortened its graduate scheme from three years to two and split it into two streams. There is still a longer route for those who need the technical knowledge to become engineers, but also

a shorter path for those earmarked for management.

“We want to be able to accelerate people’s careers if they are ambitious, but they still have to earn their stripes,” says Tomkins. “You also have to spot a young person’s strengths and potential early. We had one graduate who was going down the technical engineering route but was not doing too well, so we moved him into a sales role and he is flying.”

She adds that Gen Z also have a commitment to ‘purpose’ in their work, and want to understand ‘why’ a company does what it does. “We build the infrastructure, such as the redevelopment of London Bridge station, that will support Britain’s future, and that is an exciting story when recruiting.”

Gen Z’s impatience and perception of the workplace does have an impact on the HR function. For example, it must be aware of what employees might be sharing on social media and adapt the benefits and rewards on offer to make them relevant.

Money worries mean Gen Z will value financial protection such as a good pension, private medical insurance and income protection, as well as flexible benefits that allow them to enjoy life and book extra holiday.

“HR is there to support,” says Tomkins. “Many of our projects are based away from a young person’s home town, so they will need practical guidance. We assign them a project buddy because, for many, it is the first time they will have been away from their parents for so long.”

And while needs and attitudes certainly do change, Phipps says everyone, regardless of their generation, likes to feel trusted and cared for at work and part of something successful.

“What changes is the environment in which we operate. The baby boomers had wars, Gen X had recessions, while Gen Y was the first generation to be financially worse off than their parents. Gen Z has globalisation, terrorism and technology. In my mind, humanity endures. It’s not about the motivation, but about how we manage differently in the working environment of the particular generation.” ■

THE GENERATION GAME

When was each generation born?

Baby boomers: 1945-1960

Gen X: 1961-1980

Gen Y (millennials): 1980-1996

Gen Z: 1997-2010

Gen Alpha: after 2010



UNDER REVIEW

SOME COMPANIES ARE TURNING THEIR BACKS ON ANNUAL REVIEWS. HOW IS THIS CHANGING THE PROCESS OF PERFORMANCE MANAGEMENT?

IN YEARS GONE BY, employees would find themselves having to go through the process of the annual performance appraisal review; a rather awkward situation where their overall contribution would be assessed and a few goals set by a line manager, before the accompanying documentation was filed away, only to see the light of day in 12 months' time.

"There has been a massive change from traditional performance appraisal systems to new strategic performance management aspects, and these are some of the words that academics and companies are using to distinguish between the two styles now," says Charmi Patel, Associate Professor in International Human Resource Management at **Henley Business School**.

The move has picked up pace since 2015, she says, largely on the back of changes in the work environment. **GE** has famously abandoned its annual performance management reviews, while more modern businesses such as **Google** and **Apple** have never deployed such a system. "We're not in that era where there is a war on talent; we're in an era where we need to keep talent," adds Patel. "Things are very different now."

NEW PROCESSES

Carol Atkinson, Professor of Human Resources Management at **Manchester Metropolitan University Business School**, says the tide has been turning against such annual appraisals since the 1990s. "The driving factor was that we started moving towards very fast-changing, dynamic and competitive workplaces where we needed employees to perform as best they could," she says. "Prior to that, we'd been content with people doing an OK job and then going home."

In its place, many organisations are turning to ongoing performance management, based on the concept of coaching, which has also overhauled how many organisations approach training and development. "The analogy I would use is that a top-flight athlete always has a coach, no matter how good they are," says Atkinson. "Good performance management will provide that goal-setting, support, development and feedback to help people improve. The business case is helping people to perform better, and helping to drive performance in a way that the organisation needs them to go. It can be very motivational to be praised and to know you're doing well, and that drives positive attitudes like

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— MATTHEW BRODRICK, EY

engagement or commitment, which again feeds into better performance.”

Matthew Brodrick is a Partner for EY’s Japan Financial Services business. He says that the company have long been believers in giving feedback at the point it is needed, rather than months down the line. “We find a well chosen word or two at the time saves complications later,” he explains. “This works for feedback across the performance spectrum. Either the team member feels undervalued following a good piece of work, or mistakes are not corrected before they lead to bigger issues.”

According to Patel, the emphasis with performance consulting is very much around future progress. “In the old set-up, you would meet to set out the rules, you would have the performance rating systems and you’d have feedback where you sit with the person and talk it out,” she adds. “This completely changes the process. You do have a starting point about the goals of the company and the individual, and why the individual is generally hired. Then, in the middle, instead of ratings, you sit down three or four times a year to consult and coach the employee to achieve those goals. It’s more about finding the resources for the employee so they can then figure out the process themselves, which is what coaching is about.”

Nevertheless, Jo Harley, Managing Director of employee engagement firm **Purple Cubed**, believes that having a more formal, once-a-year review is still important.

“There are conversations about removing or banning these beneficial meetings in favour of more regular performance conversations,” Harley says. “Of course, it’s important to discuss performance and progress frequently and objectively, to evolve the individual, team and organisation. However, by its very nature, a more regular discussion will inevitably focus on the day-to-day, no matter how skilled the manager is in the art of talent conversation.

“What will be lost is the vital opportunity to have a big picture one-to-one looking at the individual’s

ambitions and career plans in the context of the organisation’s goals and plans. Rather than scrap one in favour of the other, we champion a combination of ongoing dialogue backed up with once or twice a year formal career-planning conversations which are rich in talk about goals, learning needs and support mechanisms.”

Patel, however, sounds a word of caution, pointing out that employers could risk substituting an annual performance appraisal for a more regular one if they do not adopt the right approach. “Some line managers don’t do performance ratings but meet more frequently. This doesn’t help, because to meet more frequently and ditch all performance rating systems, you need a more structured agenda that is more developmental,” she says. “You need to do something better with your employees. Just meeting more often actually has the same effect as the rating systems.”

And putting the right system in place isn’t the only risk, Brodrick warns. He says any new system must be sure to capture good performance for all staff, not just those who seek confirmation of their achievements. “A less rigid annual system could be seen to be fairer, but might favour the loud over the diligent,” he says. “In the background of many corporates is the quiet ‘engine room’. From factories to call centres to consultancies, they contain staff who reliably carry out their duties without fuss, year in, year out. They may not be so political as to shout their achievements from the rooftops on a regular basis, but companies ignore them at their peril.”

Furthermore, Brodrick emphasises the importance of a more classic review structure to discuss longer-term issues such as pay rises and overall company performance. “As humans, we also like process and structure, and companies still revolve around an annual cycle where, once a year, everyone from shareholders and directors to employees and other stakeholders take pause for breath on what has been achieved. I don’t see that cycle changing.” ▶



► TARGETS INSIGHT

Jonny Gifford is Advisor for Organisational Behaviour at the **Chartered Institute of Personnel and Development**, and author of the recent report *Could do better? Assessing what works in performance management*. He says both goal setting and feedback are vital parts of performance management and he warns against downgrading or removing them.

“We all know from experience that this can be done in a way that’s really motivating or really demotivating,” Gifford states. “We need to have the right kinds of conversations with our staff. There are two things in particular which recent research shows can help. One is following a coaching style; in other words, encouraging reflective learning with insights led by the employee, not the manager. Another is focusing on building on strengths, rather than fixing weaknesses.”

The most important element for employers to get right is to ensure everyone knows the rationale behind any meeting, says Jenny Goulding, Director of **Agile HR Consulting**. “There is regularly a misconception over why a performance review, catch-up or appraisal takes place,” she says. “Performance review is about ensuring that an employee is motivated because he or she knows what the company expects, aspires to and considers as a success. The employee can then ensure that his or her efforts are in line with this aspiration.” The professional services sector is one of the early

ones to adopt this approach, she says, but this is also starting to move into other sectors.

The use of technology is also helping the concept of continuous performance review to take off. Most organisations now use live supported platforms to help manage goals and monitor performance, with larger businesses developing their own bespoke packages. These can be complemented by broader 360-degree feedback systems, which can source feedback from a range of parties, including line managers, suppliers, customers and sometimes even peers. “These collate that information and provide it almost as an expert report, showing strengths and areas for improvement,” says Atkinson. “They tend to be competency- rather than results-based, and should be used for developmental purposes.” Take-up levels, though, are not strong; only around one in three organisations currently offer this.

MOBILE OPERATIONS

Apps are also creating another means of providing feedback to employees, although these are still in their infancy. “In principle, performance feedback apps should work well,” says Gifford. “But different types of targets work well for different types of work. In particular, targets that are specific and stretching drive performance in jobs that are straightforward and predictable. But they don’t work well for jobs that are complex, unpredictable or that involve a number of stages or decisions based on analysis of data or information.”

Patel, meanwhile, says she is seeing companies adopting a mixture of methods, with some looking to build conversations around performance through apps. “In call centres of business process outsourcing companies, where client feedback is important, a lot of companies have some very sophisticated in-built apps which show how the employee has spoken to the client, how the client has responded and so on,” she states. “It’s very company-dependent, but apps can certainly help to facilitate the conversation.”

Nevertheless, there are some wider practical concerns over how well equipped organisations are to adopt performance management as a concept. “I don’t know what percentage of current employees actually have goals that are listed, or how many businesses have leaders who are trained to do these kinds of internal assessments and to measure the degree to which employees feel those goals are effective and motivating,” says Patel. “That’s the biggest challenge for performance management right now.” ■

A NEW REALITY

VIRTUAL REALITY TECHNOLOGY HAS BEEN AROUND FOR DECADES IN VARIOUS FORMS. IS ITS FULL POTENTIAL IN THE WORKPLACE FINALLY ABOUT TO BE REALISED?

LIKE PERSONAL ROBOTS, hover cars and teleportation, virtual reality (VR) has long been a benchmark of advancement. It has been imagined and reimagined so many times in the entertainment world that it almost feels like it should be an everyday part of life already.

From the early Sensorama machines of the 1950s to the initial popularisation of headsets in the 1990s, as a technology VR has been around in one form or another for a long time. And while it was initially created as a vehicle for entertainment, in the 1970s it was deployed in the workplace for the first time, with applications in medicine, flight simulation and the military.

These sectors still benefit from its use, but new generations of goggles, and the increasing success of augmented reality (AR) games, have again raised the question: can VR finally have an impact on the wider world of work?

William Confalonieri, Chief Digital Officer, CIO and Vice President of **Deakin University** in Victoria, Australia, says that, ultimately, changing customer needs will drive this demand for the application of VR, AR, mixed reality (MR) and blended reality (BR) in the workplace.

“We live in an age that is characterised by customer centricity and high customer expectations of organisations’ engagement processes,” he explains. “Digital channels are being pushed to deliver inspiring and personalised experiences. BR presents the opportunity of taking digital intimacy to a completely new level. It still requires more maturity from the technological frameworks and in terms of usability, but it will, without doubt, change most service delivery channels.” ▶



REALITY CHECK

What is the definition of each type of virtual reality technology?

VIRTUAL REALITY

Virtual reality is an artificial simulation or recreation of a real-life environment or situation. Individuals are immersed completely, making them feel like they are experiencing it first hand.

AUGMENTED REALITY

These technologies layer computer-generated enhancements on to existing realities, allowing users to mix digital components with the real world.

BLENDED REALITY

A combination of technologies that not only offers new viewing methods, but also new methods of digital input and output. For example, users can scan real objects in 3D, and make virtual edits before 3D printing an updated version of the object.

MIXED REALITY

The merging of real and digital worlds to produce new environments and visualisations that can interact in real time.

► PACE OF CHANGE

While the desire to implement VR is clearly there, how quickly is wider application in the world of work happening?

“Very, very slowly,” says Professor Robert Stone, Director of Human Interface Technologies at the University of Birmingham in the UK, who has been involved in VR since 1987 and helped to launch the UK’s first collaborative VR programme in 1993, fully funded by British industry. “It is disappointing to see how little things have actually progressed, despite the existence of a number of good, early case studies and evidence of real adoption, with both financial savings and end-user performance benefits, in the late 1990s and early 2000s,” he says.

Stone warns that hardware that doesn’t live up to its billing and promises from marketing departments have seen unsustainable investment in VR in the past, with technologies disappointing clients and users. And he warns that, without due care, the new generation of VR companies could find history repeating itself.

“The problem is that, today, we are seeing an almost identical rerun of what was witnessed in the 1990s, and which led to the near-extinction of VR at the end of the century,” he says. “Most of the blame can be laid at the doors of the developers of the over-hyped new breed of VR hardware technologies, in particular the head-mounted display, countless variations of which now exist. Even more ‘next-gen’ products are announced – often prematurely – on a monthly basis.”

While VR in the workplace has not yet become commonplace, Stone believes the potential is now there. “There is no doubt at all in my mind that, in the right hands – groups of independent researchers and consultants with real experience and track records – VR is capable of delivering highly credible and affordable solutions in interactive visualisation across a broad range of applications.” He goes on to reel off a list that includes defence, aerospace, the maritime, automotive and railway sectors, healthcare, culture, tourism, and education at all levels. He adds that VR should be thought of as one tool in a kit, to be used in collaboration with other media, rather than as an isolated solution.

TRAINING ON TRACK

One area where VR is starting to fulfil its potential is training. In the past, the technology was reserved for training in high-risk or high-value industries such as aeronautics or engineering, but it is now being used to help teach trade skills such as painting, carpentry and welding. Programs and hardware can be combined to help employers train staff and test their abilities in lines



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of work that require dexterity and attention to detail.

That’s not to say that high-risk industries aren’t using the advancements as well. At Deakin University’s School of Medicine, Confalonieri and his department have collaborated with staff to create new technologies to help train medical professionals.

“We’ve developed an AR app that delivers a floating, pumping heart to the student, which they can open and manipulate to understand electrocardiogram processes and heart diseases,” Confalonieri explains. “Students have indicated that, with AR, they have 70 per cent more confidence in their knowledge, compared to when pedagogy was only delivered by traditional methods.”

While the potential of the new generation of VR is recognised, and its use is beginning to emerge in wider workforces, are the individuals with the skills needed to implement it available to employers? Stone says that, although it’s not yet the case that talent is easy to source anywhere, the situation has improved.

“This issue is not as desperate as it was in the late 90s, for example, when there was definitely a dearth of talent,” says Stone. “That had a knock-on effect for many potential commercial adopters, in that they couldn’t see how any investment they made in VR could be sustained.”

While the necessary abilities have not yet been standardised, Stone adds that many youngsters are learning the core skills needed to make the most of VR through games and game modelling toolkits. “They’re developing relevant skills very early on – building environments and games using the **Minecraft** sandbox tool, for example, or experimenting with



freely available modelling and games engine toolkits such as SketchUp, Unity and Unreal.”

SETTING STANDARDS

If a lack of formalisation for these skills exists, what is the solution? Not dedicated academic courses, warns Stone.

“As we saw in the 1990s and early 2000s, such courses are rarely worth the paper they’re written on and have the tendency to produce graduates who are jacks of all trades and masters of none,” he insists. “What we do need to see – and I speak as someone who has crossed over from the commercial VR domain into academia – is the integration of VR, AR and MR modules into engineering degree courses.”

Many of the engineering degree courses that are available – electronic, civil, mechanical and so on – do teach basic skills in 3D design using computer-aided design (CAD). But Stone says that the provision of appropriate degree modules or options to allow students to extend their basic 3D CAD skills remains a rarity, despite the increasing demand for such skills from across the board in the engineering sector. As with many skillsets, he insists that alternative qualifications to degrees must be provided.

“I would like to see a register of approved – and affordable – short industrial or vocational courses in VR, delivered by individuals and groups with a recognised capability and track record,” he says. “The aim should be to eradicate the rather superficial hands-on VR ‘parties’ that are currently being offered by start-ups desperate for exposure and sponsorship.” ■

THREE WAYS VIRTUAL REALITY TECHNOLOGY IS BEING IMPLEMENTED IN THE WORKPLACE

BUILDING CARS

Car manufacturer **Volkswagen** has been investing in augmented technology in the Volkswagen Virtual Engineering Lab. Using the **Microsoft** HoloLens, which allows users to bring high-quality holograms to life, the firm is using the technology to build virtual vehicles using speech and gestures to alter designs in front of them. Frank Ostermann heads the company’s Wolfsburg lab. “At Volkswagen, we have been using augmented reality and virtual reality for some time, mainly to obtain a three-dimensional view,” says Ostermann. “We are now taking a major step forward at the Virtual Engineering Lab. We are transforming this technology into a tool for Technical Development. This will allow Volkswagen engineers to work on a virtual vehicle, to change its equipment as they wish and even to design new components virtually. They will be able to see the results of their work immediately.”

GAINING A PSYCHOLOGICAL EDGE

Visualisation experts at defence, security and aerospace company **BAE Systems** have been helping British athletes train by providing 360-degree and 3D simulations of course layouts ahead of major competitions. Simon Timson, Director of Performance, **UK Sport**, says: “Familiarity and practice in the competition environment, whether real or virtual, breeds confidence in athletes. The advantages of virtual training should not be underestimated in the pursuit of excellence. This adaptation of new technology allows us to digitally bottle that experience for elite athletes and help them perform at their best.”

SAVING LIVES

Doctors are using VR and AR technologies to train for and plan operations. **Ohio University** filmed trauma scenarios using 360-degree cameras to create an immersive experience for surgical residents. Using a headset, residents experience sitting in a trauma bay to observe medical staff as they treat a car crash victim. While experiences are currently limited, the goal is to create hundreds of resources to prepare surgeons for as many scenarios as possible.

A PERFECT FIT

DEBORAH LEE SPENT 19 YEARS WORKING IN VARIOUS ROLES WITH BT. SHE LEFT IN DECEMBER 2016 TO TAKE ON THE POSITION OF CHIEF PEOPLE OFFICER AT YOOX NET-A-PORTER GROUP (YNAP). THE COMPANY WAS FORMED IN 2015 FOLLOWING THE MERGER OF LUXURY FASHION RETAILERS YOOX AND NET-A-PORTER



Q WHAT ATTRACTED YOU TO YNAP?

I've been a customer of many of their brands since 2009 and always loved the service and the products. I loved the idea of bringing together two very successful but complementary businesses. In fact, when the Group HR Director of **BT** told the rest of the team I was leaving, she said: "A factory of fairies has put together the perfect role for Deborah."

Q HOW DID YOUR INTEREST IN THE FASHION INDUSTRY START?

Most of my family are in the sector. My mother has her own business making made-to-measure clothes, and I worked with her from a young age. I made my first embroidered apron at five years old, which she found the other day. One of my sisters is a make-up artist and the other is on the design team for **Topshop**.

In terms of favourite designers, I really like what **Victoria Beckham** has done. She's brought together some really clean lines and evolved her style to more casual things. I'm a bit of a magpie though; I like what I like. That's another reason why this is such a perfect organisation for me. I'm not tied to one brand!

Q DESCRIBE THE CULTURE AT YNAP

It's a relatively young company that has grown really quickly, with a backbone of entrepreneurial possibility. Everywhere you go, you can feel that optimism, that anything is possible. It's got an energy and vibrancy to it.

And they know how to celebrate. Last year, the foyer was transformed into a Christmas grotto with mulled wine. They have summer ice cream parties and do things for Halloween. There's always something going on.

Q ARE THERE CULTURAL CHALLENGES FROM THE MERGER OF TWO ORGANISATIONS?

There are differences between an Anglo-Saxon and an Italian organisation. To become truly global, you really need to understand where the company cultures and where the national cultures differ and help people through that. There's a lot of goodness to squeeze out and an opportunity for change. My

role is to take the best of both organisations and build something that's better from them.

A common-thread example is empowering women. Sixty-one per cent of **YNAP** and 50 per cent of our C-suite are women. That's pretty special and is a testament to our CEO; he is seriously passionate about this agenda and several others!

Ultimately, the business that emerges in the next few years will have a distinct culture; you'll be able to see where the roots of it are, but it will have evolved into something our people can get behind. That also needs to be ingrained in the people.

Q WHAT CHALLENGES DOES YNAP CURRENTLY FACE?

Constantly innovating to meet and anticipate the changing needs of our customers. One major investment we're making is our new platform to underpin our omni-channel strategy. We're working with **IBM** to build something new in the industry.

Our platform matters because we're an e-commerce business. Tailoring technology for our business and our customers to access anywhere is essential. Large-scale technical projects can be difficult and high-pressured. The pride in getting them done is amazing. I have experience with such projects from **BT**, but for some of the team, it's new territory. The challenge means opportunity. Delivering this is a super learning experience, and learning is fun.

Q YOU'RE AN ACTIVE SOCIAL MEDIA USER. HOW HAVE DIFFERENT PLATFORMS BENEFITED YOU IN YOUR CAREER?

Different platforms have served different purposes. **LinkedIn** is a great way to access people, networks and information. You can collate and control it and share knowledge. From a personal point of view, I mostly use it for staying in touch with networks. It's amazing how quickly it can open doors to people in particular industries at a senior level. I also use **Instagram** a lot, which is the tool from a fashion industry perspective. It lets you see what the trends are and where people are and what they are saying. ■

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