

Strategic HR Reward Dialogue #2 / 2019 – Key Takeaways

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Here are some Key Takeaways from our 2nd strategic HR Reward dialogue 2019 with HR executives of leading multinationals and growth companies:

1. Topic: Attractive, collaborative and productive work environment

How do individual companies create an optimal working environment?

- HR needs to place employees in center – treat them like business clients
- A successful business needs successful employees: This requires frequent interaction (e.g., weekly 1:1 meetings) between team leaders and their individual team members for them to be able to “read” each person, be able to coach and support them effectively
- Employees must continue to assume personal responsibility for their performance and development
- Culture is important and must be lived by all: For leaders to be authentic, this could also mean having to deselect customers whose behaviors are not conform with the company’s values
- New hires are assessed for culture fit over many video-conferencing interviews for mutual selection; onboarding may include social work if, e.g., being a force for good is part of the company’s purpose



How important is reward?

- Compelling total reward offer is key for companies looking to recruit “the best”; combination of upper market cash, equity, plus, potentially, a broad, life stage and need based benefits and services offering on top, addressing employee challenges and pain areas (by geography / location) – with some compulsory and others for choice

- Regular employee surveys to assess relevance of offer and adjust as needed; simple online tools and frequent communication to ensure reward ROI



2. Topic: New types of jobs in HR and how to deal with them. ‘Feel Good’ Manager and compelling employee value proposition

Start-ups can be quite creative as regards new employee services. An example is the role of the “Feel Good Manager” (FGM) which can play an important role in motivating and retaining top talent. What is this about?

- FGM roles vary between companies: They can be
 - Responsible for site-specific services;
 - In charge of Real Estate, Equipment and Workplace Services;
 - Responsible for Onboarding and Event Management; or
 - More generally, for Employee Engagement and Wellbeing
- FGM often acts as the first point of contact for employees (after team leader), with an interface to the HR Business Partners
- FGMs are often perceived as “office elves” who “pamper” employees, however, any services provided need to fit with the company and its culture; better to introduce them as part of a “journey” than abruptly



Should FGMs also be a consideration for established companies?

- Many established companies have cut “assistant” positions; they may re-introduce some pampering in areas with scarce talent and high talent competition, but often not group-wide; this can create tension

How are new job profiles (e.g. Chatbot Operator) integrated into HR?

- They can be part of a new ecosystem, or not be integrated at all