The HR Forum for NGOs 2012

- Challenges in Talent Development and Retention -

- Workforce Happiness and Engagement -

研究與經驗分享：
社福與商界在人才培訓中面對的挑戰；
快樂企業對內部文化的影響

Presented by:
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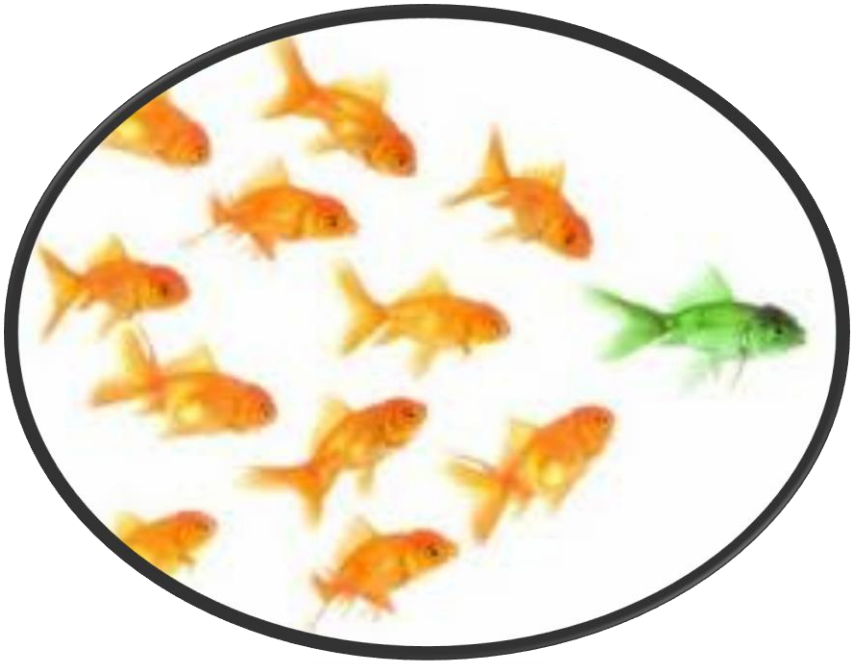
A or B?



A AND B!

TALENT

Part I: Challenges in TALENT Development and Retention

Challenges in Talent Development and Retention

1. $$$

2. Time

3. Expertise

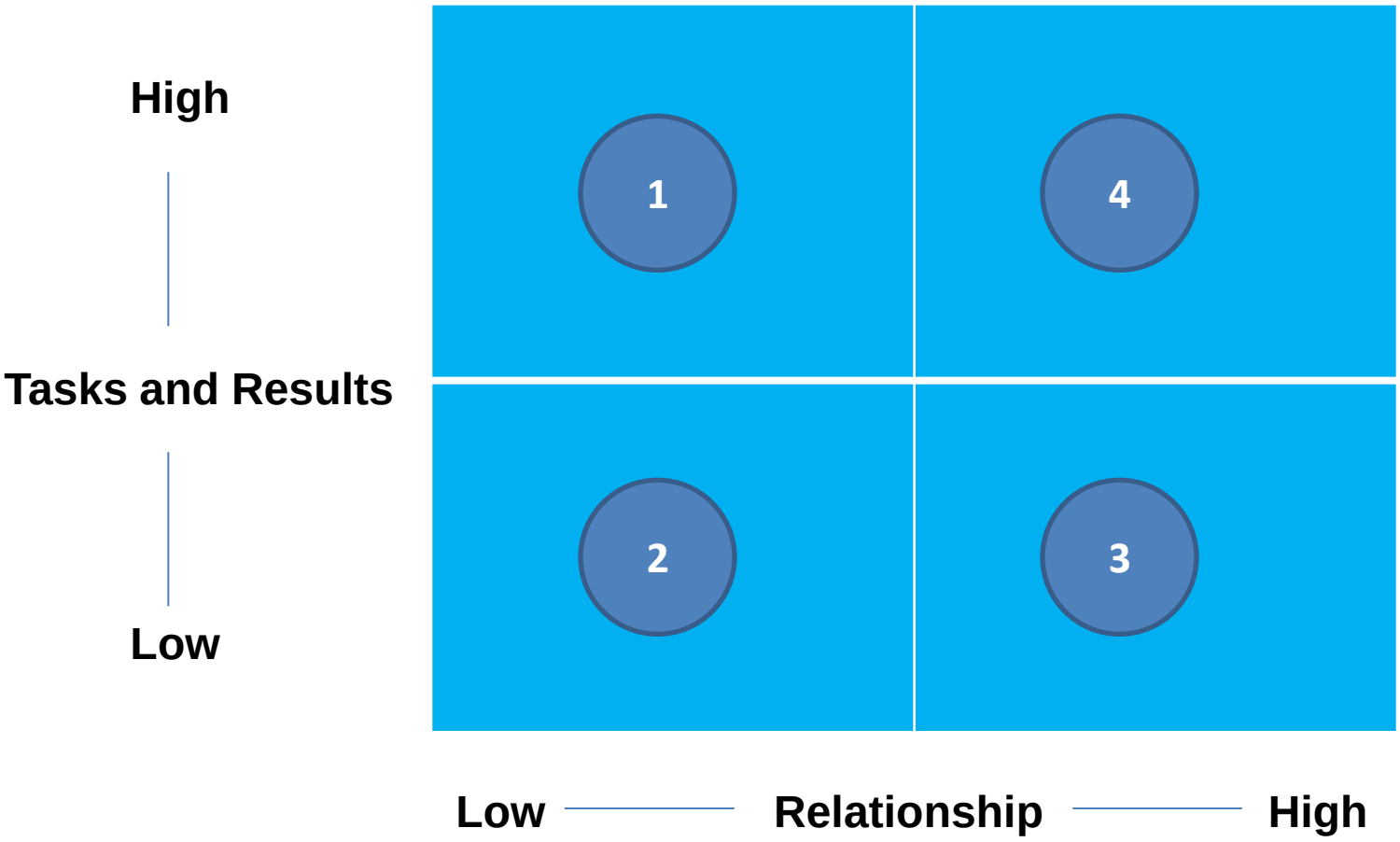
4. Priorities

5. Learning Culture

6. Follow Up & Sustainability

7. Others

Leadership Focus



The Human Organization: Challenges in NGOs and Development Programmes

Article Highlights

Development in Practice, Volume 17, Number 1, February 2007

Vijay Padaki

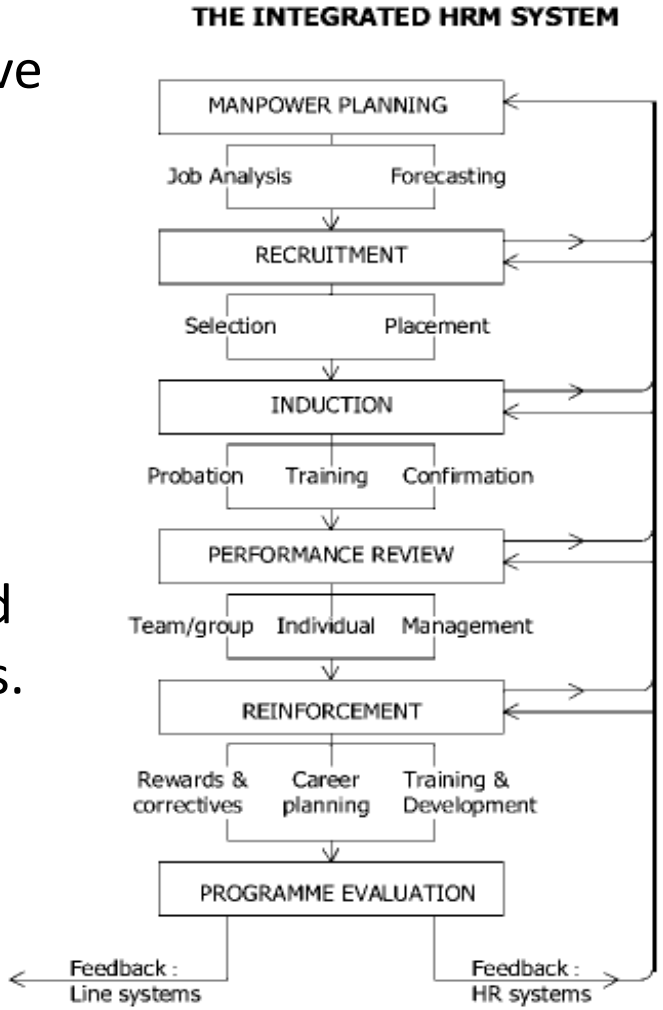
Conventional Management

- The all-too-common leadership gap in many NGOs arises from the failure of the founder to involve others in handling the first three management functions – if not all four – and keeping them exclusively to herself or himself.
- **'Management development'** in the organization is typically restricted to project-management methodology. Leadership development is even more remote. A leadership team comprising a critical mass from the staff is a great need in all NGOs.

Source: Development in Practice, Volume 17, Number 1, February 2007 by Vijay Padaki

Path Ahead: 4 Types of Development

1) **Curriculum development** for an alternative approach to HRM for NGOs
2) **Faculty development** for teaching, training, and dissemination of the curriculum
3) **Leadership development** to equip NGO managers to handle the HR tasks
4) **Institutional development** to support and further the work in the first three streams. Such a set-up must also integrate the HR, OD and ID efforts in the sector



Source: Development in Practice, Volume 17, Number 1, February 2007 by Vijay Padaki

Learning Needs for Trainers in NGOs (1)

Needs Identification & Planning

- Get to know and reflect more on the question **"how" to plan**
- Identify **true needs** of colleagues
- How to find suitable training course and trainers to **fulfill the needs**
- How to conduct an **efficient TNA**
- How to set up a **core competency** for various rank of our staff
- How to align with **business plan** and objective

N = 7 responses from HKCSS's "T&D for NGOs" Course in 2012

Learning Needs for Trainers in NGOs (2)

Overall T & D Functioning

- More understanding on **L&D** and apply to daily work
- Arise the **motivation** of colleagues to learn more and to improve their skill
- How to do a good **evaluation** and enhance the **sustainability** of training impact
- Acquiring **new** information/sources of information
- **Widening** relevant perspectives
- How to **better use** staff development resources
- To learn **how to organize** the training program and the methods of attracting the employee who enrolls the training program

N = 7 responses from HKCSS's "T&D for NGOs" Course in 2012

70

Workplace Learning

20

Social Learning

10

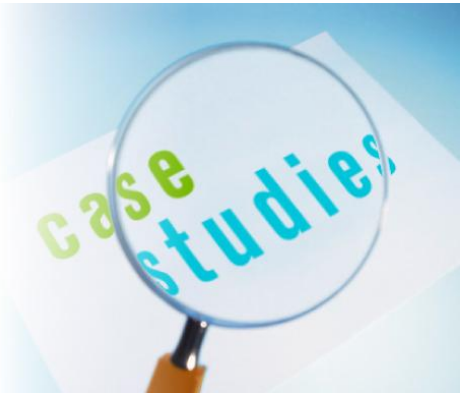
Structured Learning

70/20/10 in Learning and Development

The concept states that development typically begins with realization of a need and motivation to do something about it, and that a blend of different learning approaches "in concert" can provide powerful learning.

- about 70% from on-the-job experiences, tasks, and problem solving. **(challenging assignments)**
- about 20% from feedback and from working around good or bad examples of the need. **(developmental relationships)**
- about 10% from courses and reading. **(coursework and training)**

Source: Leading Effectively e-Newsletter - November 2011 Issue, Centre of Creative Leadership; Wikipedia



What should Company (a leading property developer) do more to achieve and sustain a stronger Employer Brand to attract and retain leaders and talents?

Source: Fortune

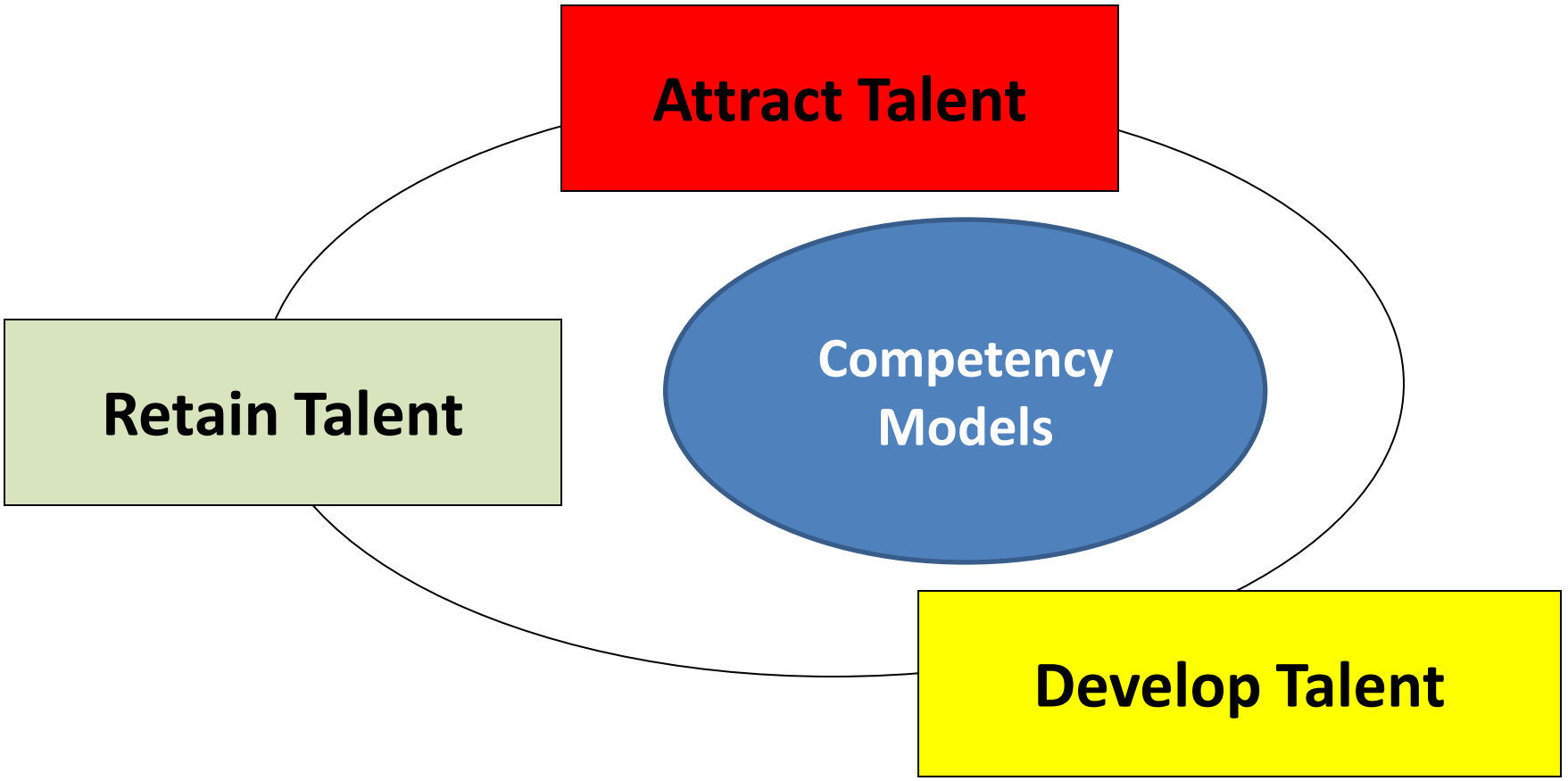
Top 5 Characteristics of Employers of Choice – Employee View (2010)

- An employer of choice is “any employer that attracts, optimises, and holds top talent for long tenure … because the employees choose to be there”.

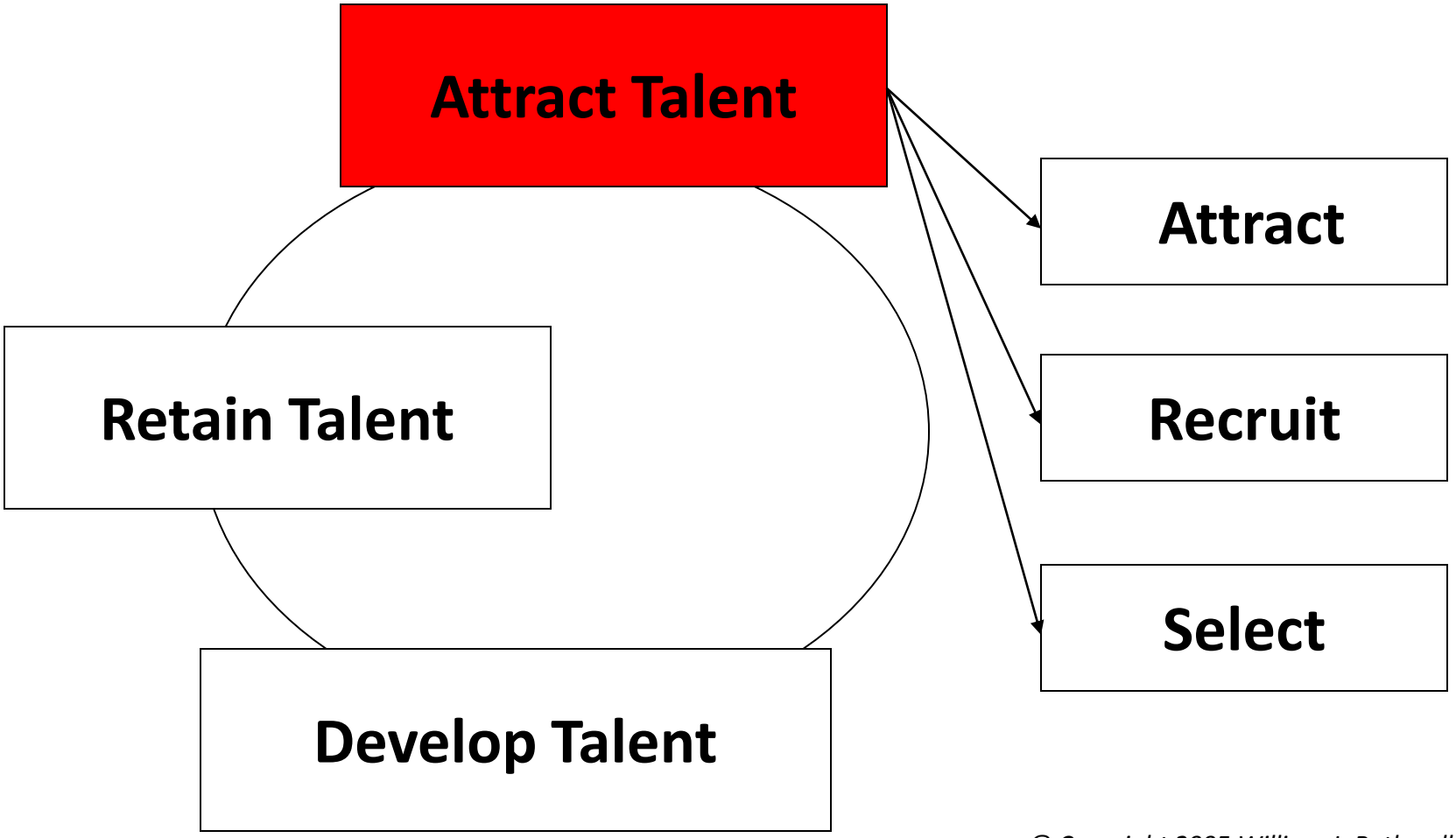
Top 5 Characteristics of Employer of Choice *As of Now – Employee View (2010)*	% in Top 5 (Rank)
Recognises and rewards staff well	57 (1)
(=) Invests in the learning and development of its people	53 (=2)
(=) Operates ethically and fairly at all times	53 (=2)
Has family/life friendly workplace practices	42 (4)
Management is passionate and engaging to work with	40 (5)

Source: The Leadership, Employment and Direction (L.E.A.D.) Work Survey

A Competency Based Approach to Talent and Succession Management



The Manager's Role in Attracting Talent



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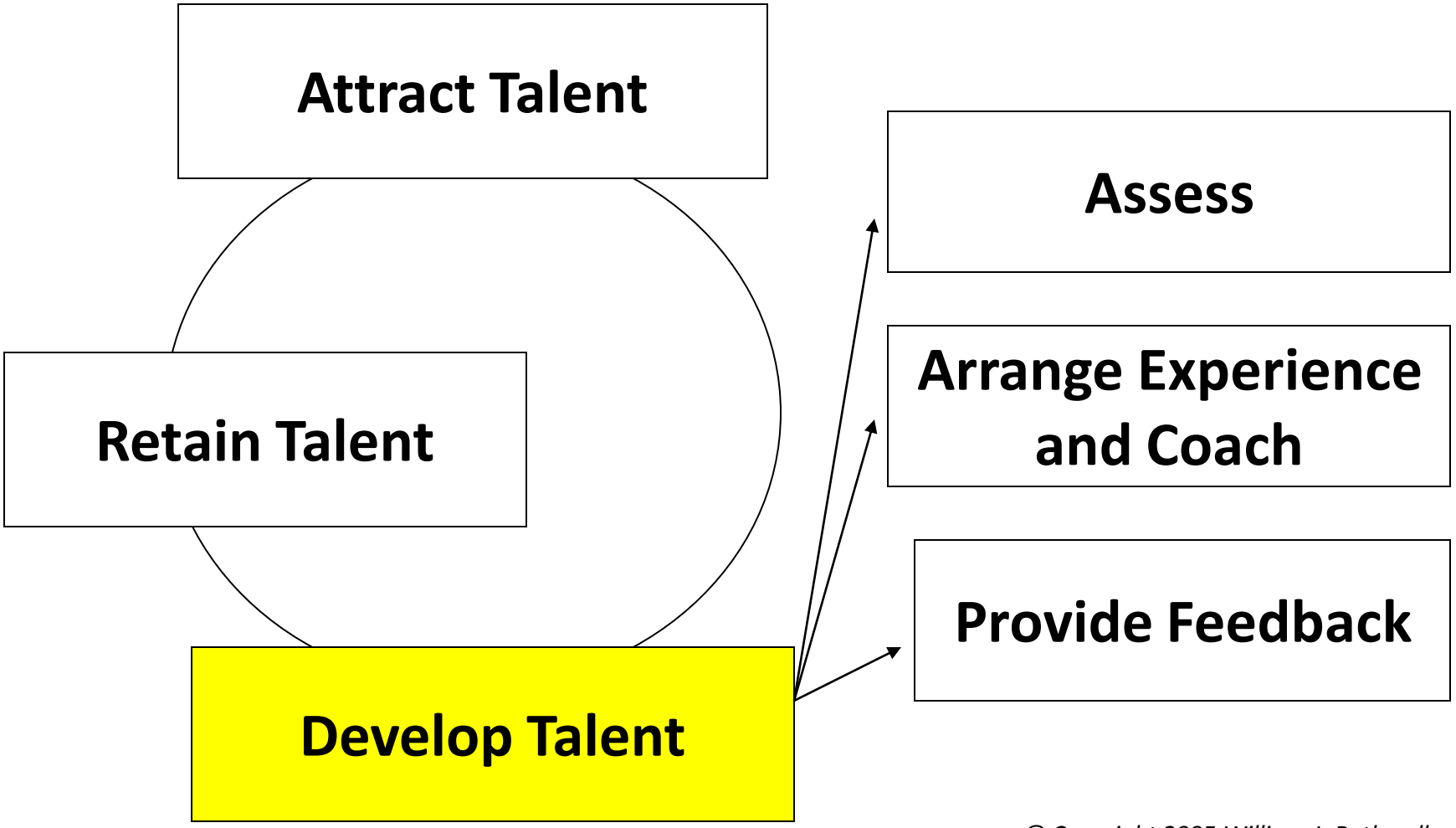
The Manager's Role in Developing Talent



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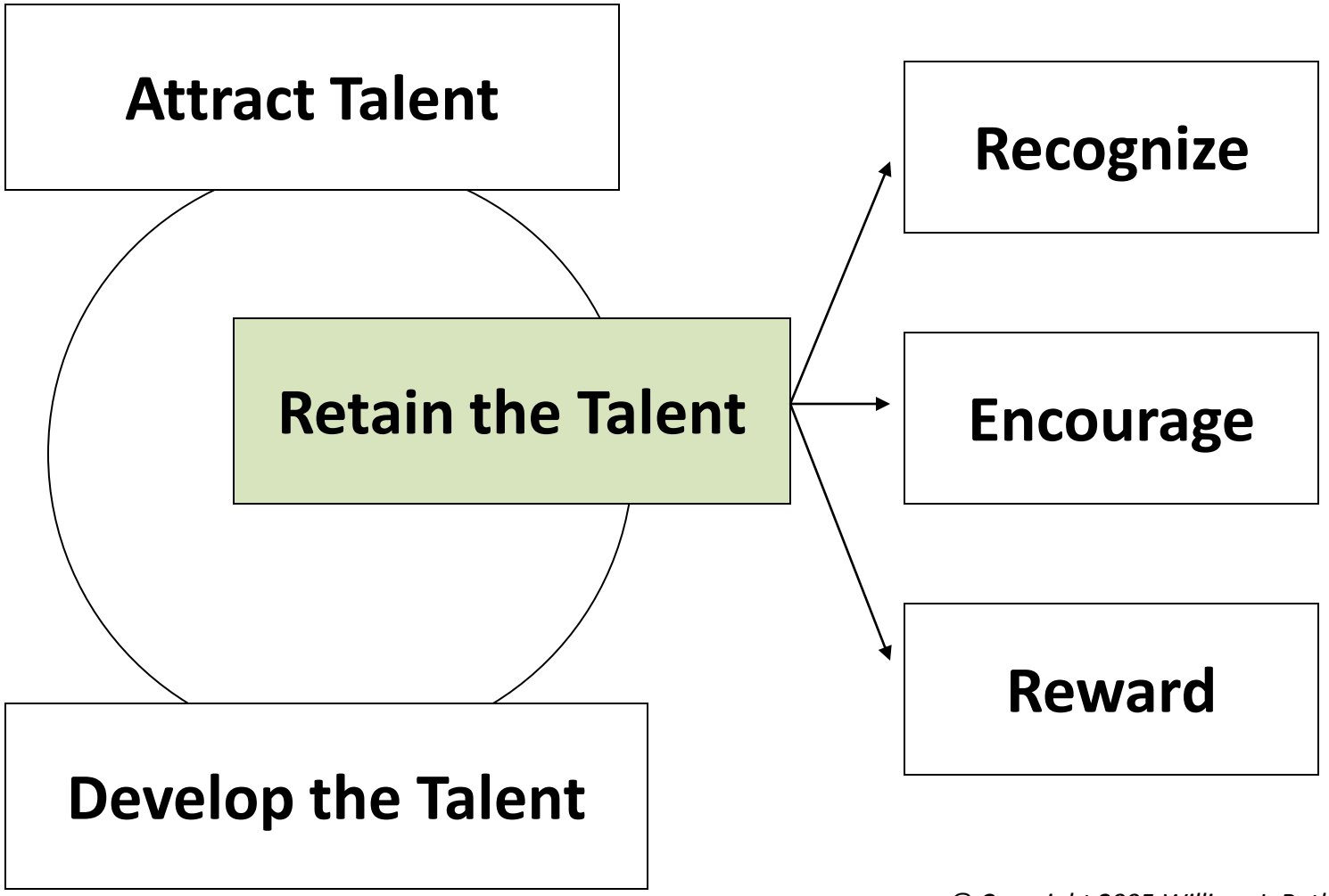
The Manager's Role in Retaining Talent



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Summary Discussion of Dialogue

1. Clarify and agree on EXPECTATIONS
2. Solicit and sustain COMMITMENT from Chairman, BoDs …. Whole organization
3. Build a PLATFORM fit for Company to foster and communicate a talent mindset
4. Are we READY for a life-long commitment in succession planning/ talent management?
5. It needs to be TAILORED to our Company
6. A BIZ CASE for succession planning / talent management necessary???
7. How about starting with a PILOT or TEST case?

Part II: Happiness Matters – Creating a Culture for Organizations to Excel

What Kind of Work Atmosphere Talents Want?

Brainstorm and suggest some adjectives to describe a work environment, atmosphere or culture talents typically want:

FUN!!!			

Why happiness is important for businesses?

- In a study involving 139 professional service firms covering 5,500 people in 15 countries, he studied the correlation between employee attitudes and financial performance.

- He found that financial performance – evaluated by margins, profit per employee and profit growth over a two year period – is directly linked to employee satisfaction.

Source: David Maister. (2001) 'Practice What You Preach'. The Free Press, New York.

Why happiness is important for employees?

- 180% more energized
- 150% happier with life
- 50% more motivation
- 40% more confidence

Source: Jessica Pryce-Jones, CEO iOpener

- Work better with others
- Are more creative
- Fix problems instead of complaining about them
- Are more optimistic
- Get sick less often

Source: 'Top 10 reasons why happiness at work is the ultimate productivity booster'. Alexander Kjerulf, March 27, 2007.

Can you build a business model around happiness?

If you can deliver happiness to customers through exceptional customer service, from engaged employees who are inspired by a vision of higher purpose, the answer is yes. … Tony Hsieh shares how Zappos fosters its unique culture, starting with hiring and retaining employees based on their commitment to its core values.

Source: Happiness Matters

http://about.zappos.com/our-unique-culture/zappos-core-values

Zappos.com Couture Rideshop Running Outdoor Blogs

My Account • My Favorites • Help • Live Help

part of the Zappos family

Shop Zappos.com | The Zappos Family Story | **Our Unique Culture** | Meet Our Monkeys | Meet The Zappos Family | Jobs | Press Center

Our Unique Culture

- **Zappos Family Core Values**
- Blogs
- Events
- Video Experience
- Community Involvement
- Zappos.com Gear
- Zappos.com Furry Customers
- Zappos.com Customers-In-Training

Zappos Family Core Values

As we grow as a company, it has become more and more important to explicitly define the core values from which we develop our culture, our brand, and our business strategies. These are the ten core values that we live by:

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and A Little Weirdness
4. Be Adventurous, Creative, and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships With Communication
7. Build a Positive Team and Family Spirit
8. Do More With Less
9. Be Passionate and Determined
10. Be Humble

Zappos BLOGS

What Is The Zappos Family?

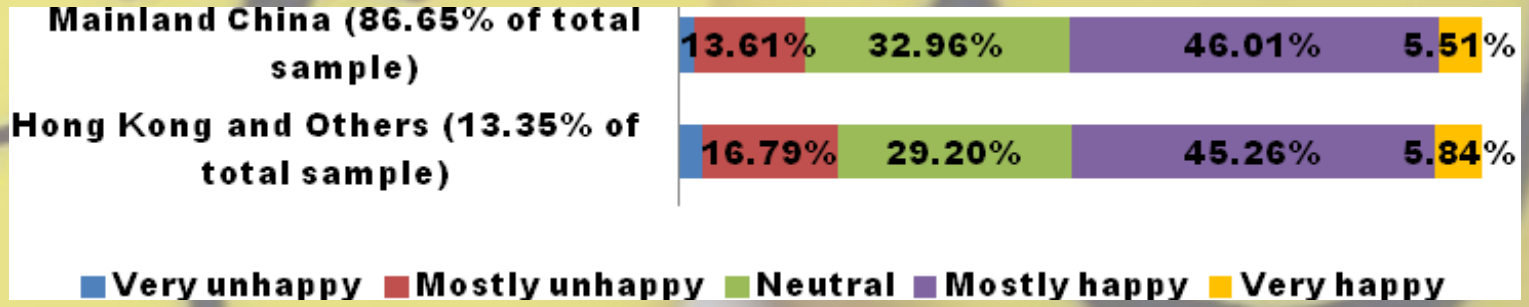
Take a gander! See what puts the "Zap" in the Zappos Family and what makes us so special and unique!

Happy Performing Workforce Campaign

Research 2011/12

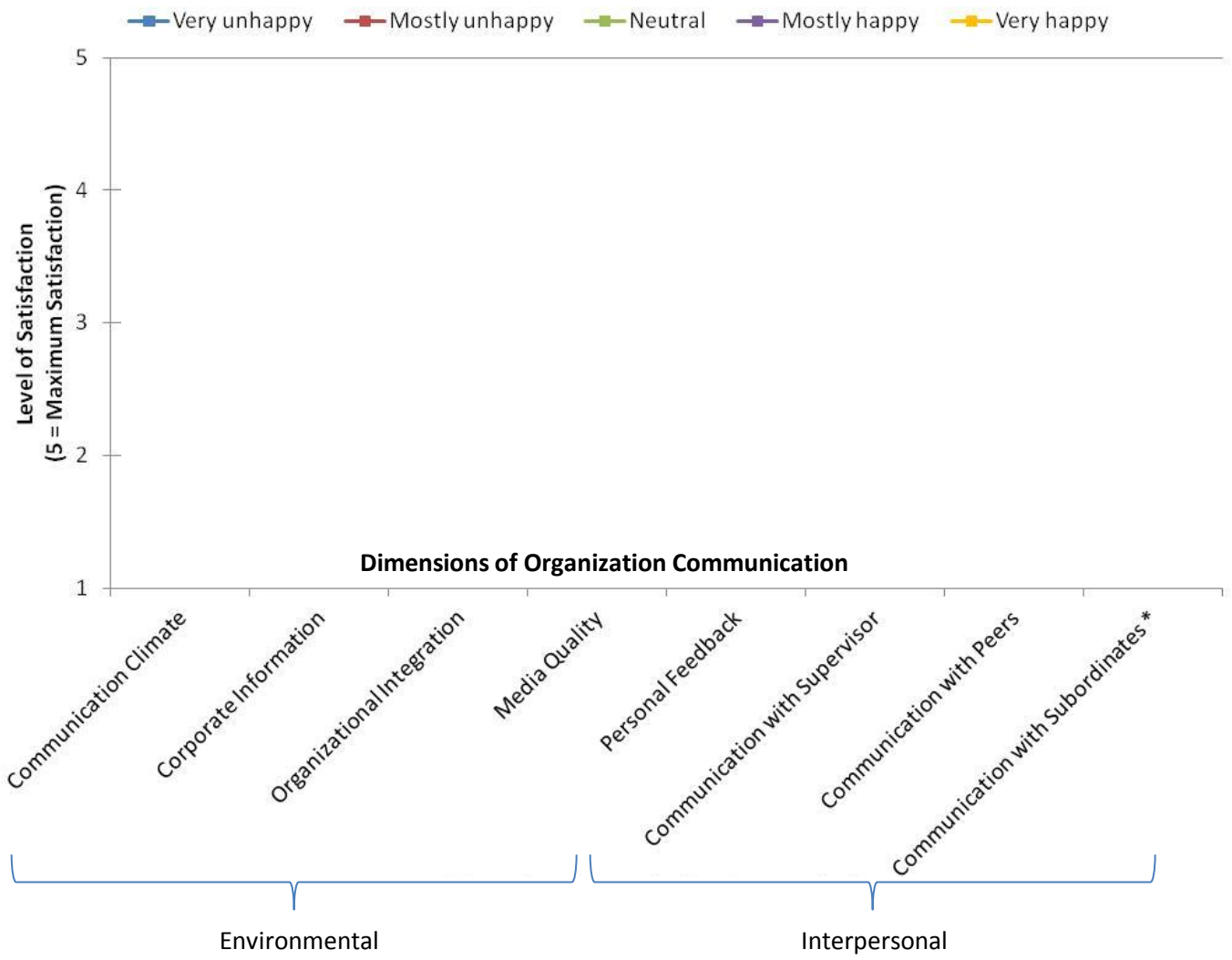
www.happyperformingworkforce.com

Workplace happiness isn't that rare!



Source: 2011 Happy Performing Workforce Campaign conducted by LRT Consulting Group. N = 1,026

Organization communication matters!



Source: 2011 Happy Performing Workforce Campaign conducted by LRT Consulting Group.

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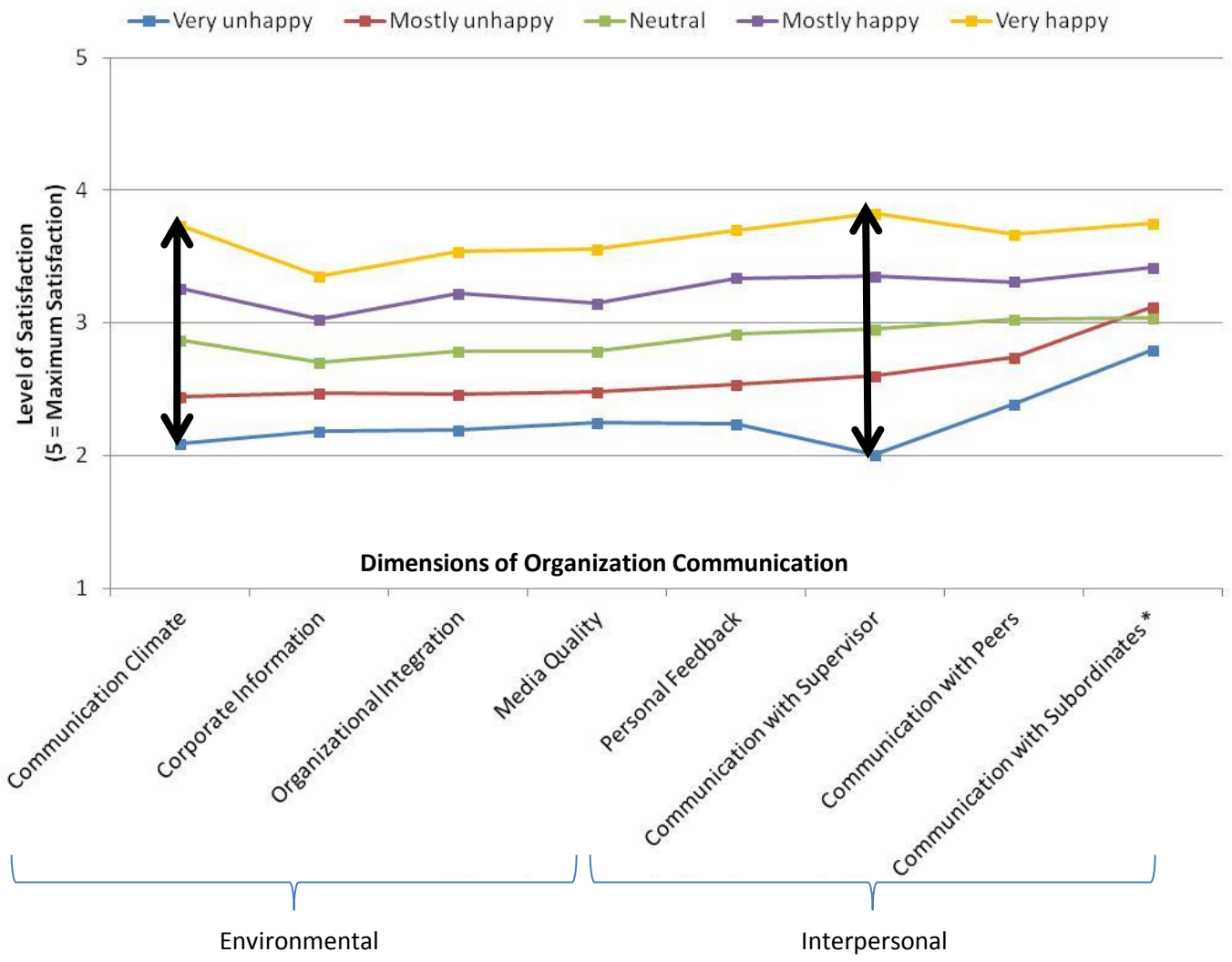


Source: 2011 Happy Performing Workforce Campaign conducted by LRT Consulting Group.

What talents suggested to increase the power of organization communication?

Communication Climate Extent to which …	Communication with Supervisor Extent to which …
… organization communication motivates and stimulates an enthusiasm for meeting its goals	… my superior listens and pays attention to me
… the people in my organization have great ability as communicators	… my supervisor offers guidance for solving job related problems
… I receive on time the information needed to do my job	… my supervisor trusts me
… conflicts are handled appropriately through proper communication channels	… my supervisors is open to ideas
… the attitudes toward communication in the organization are basically healthy	… the amount of supervision given me is about right

Source: 2011 Happy Performing Workforce Campaign conducted by LRT Consulting Group.

How to Become a Happy Company?

Continuation of "LRT 2011 Happy Performing Workforce Campaign"

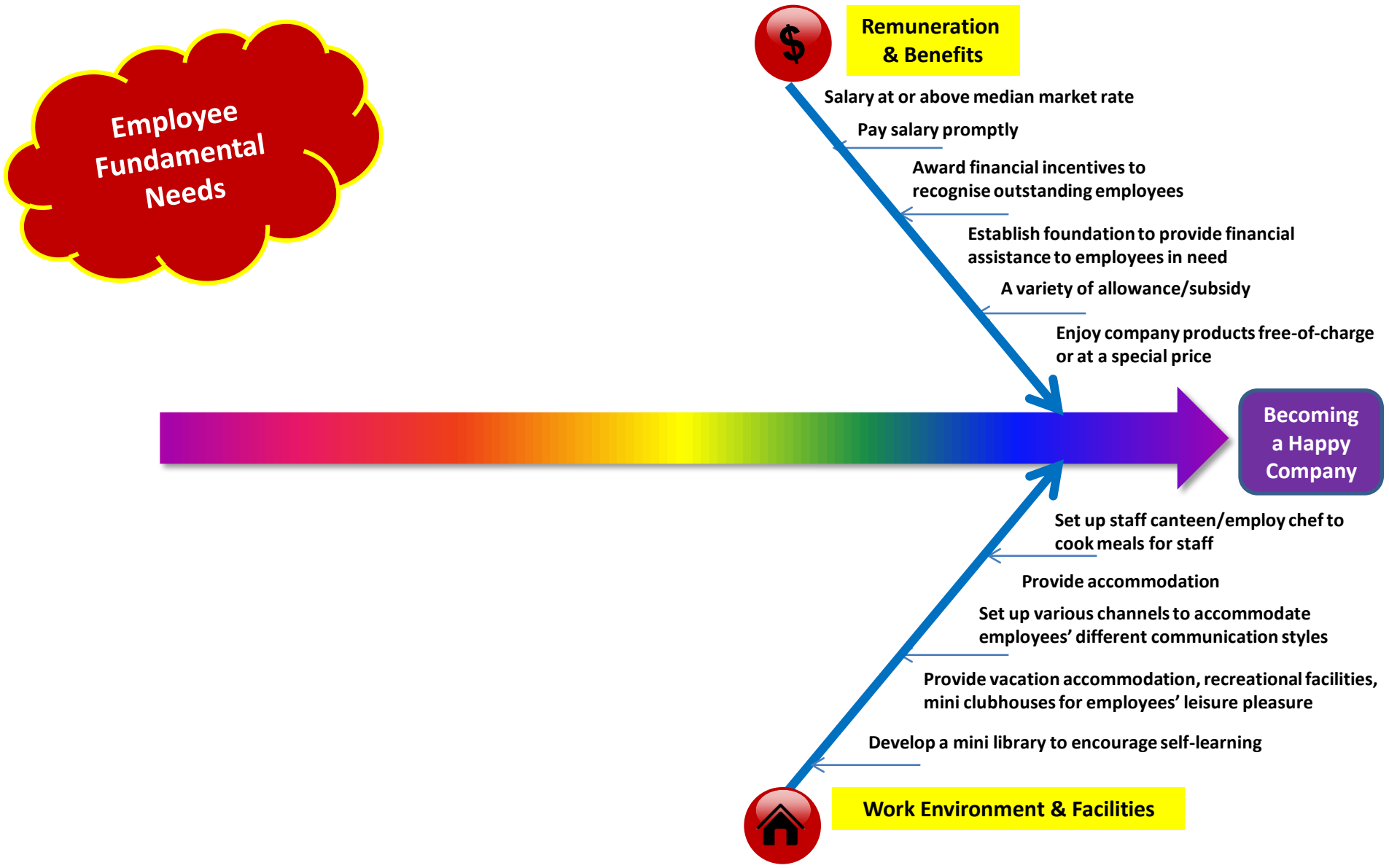
LRT 2012 Essentials of Happy Companies Research

Based on Engagement and Happiness Practices of 21 Companies in Hong Kong

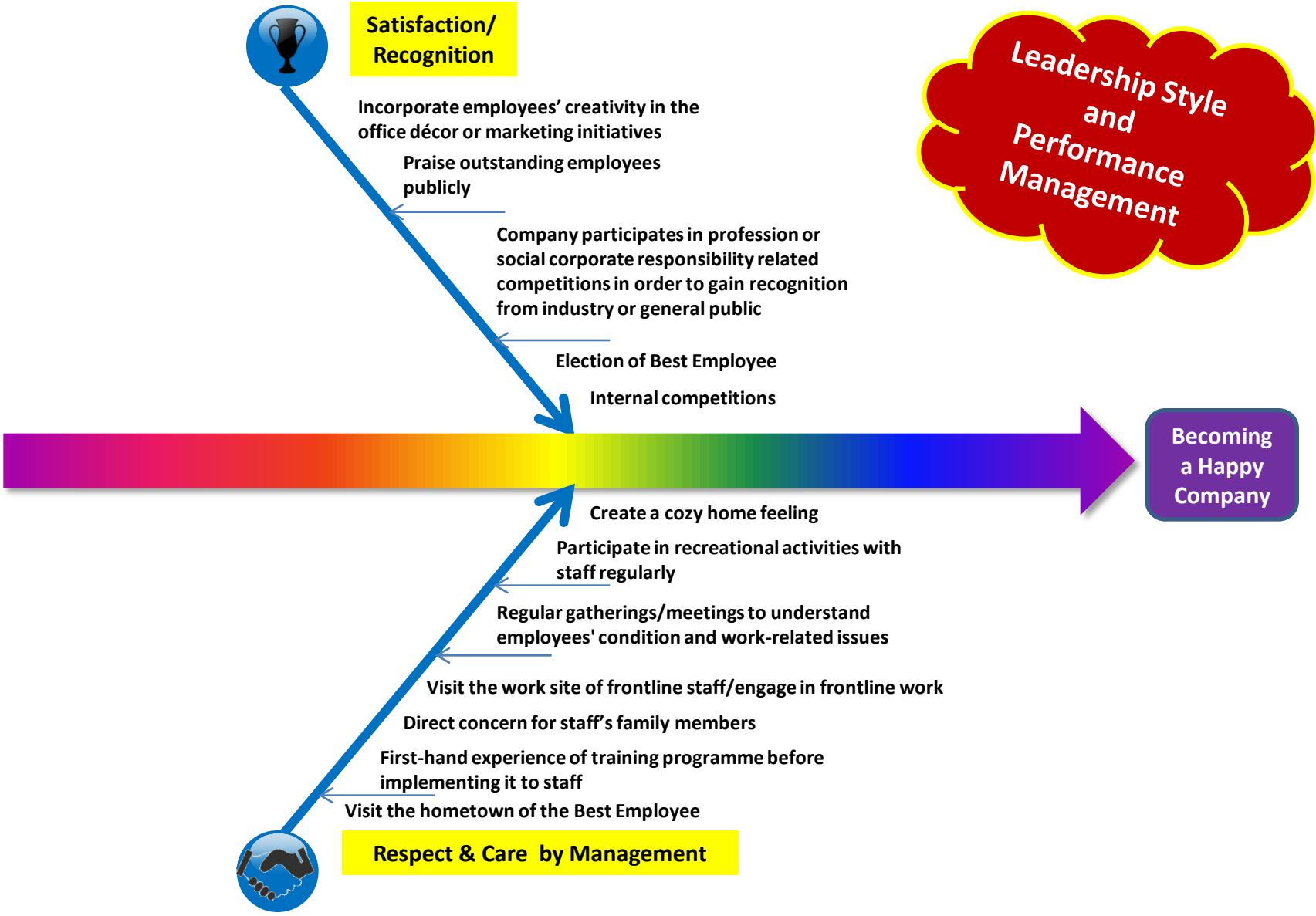
Essentials of Becoming a Happy Company

3 Main Areas 6 Measures

Essentials of Becoming a Happy Company



Essentials of Becoming a Happy Company



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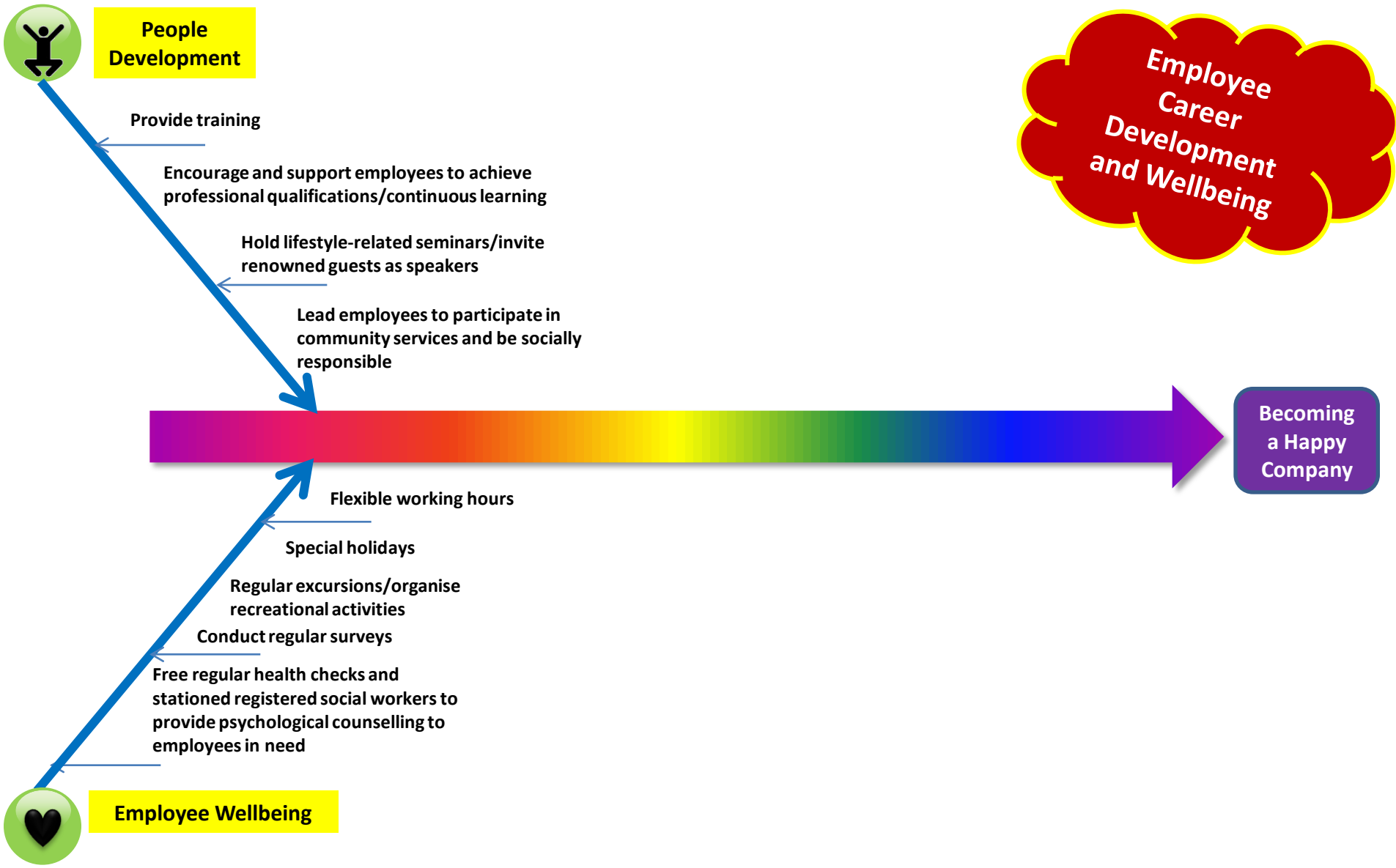

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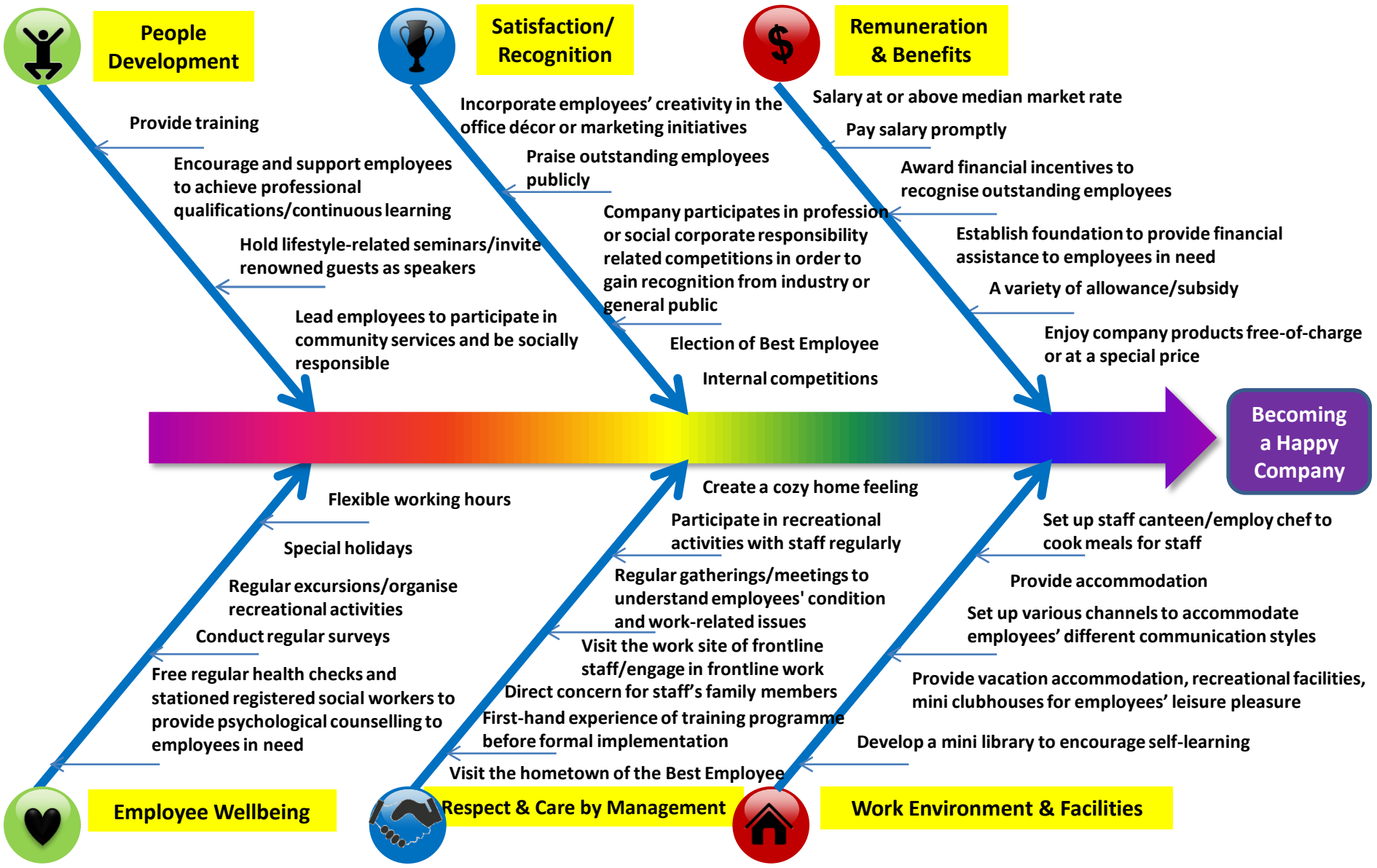
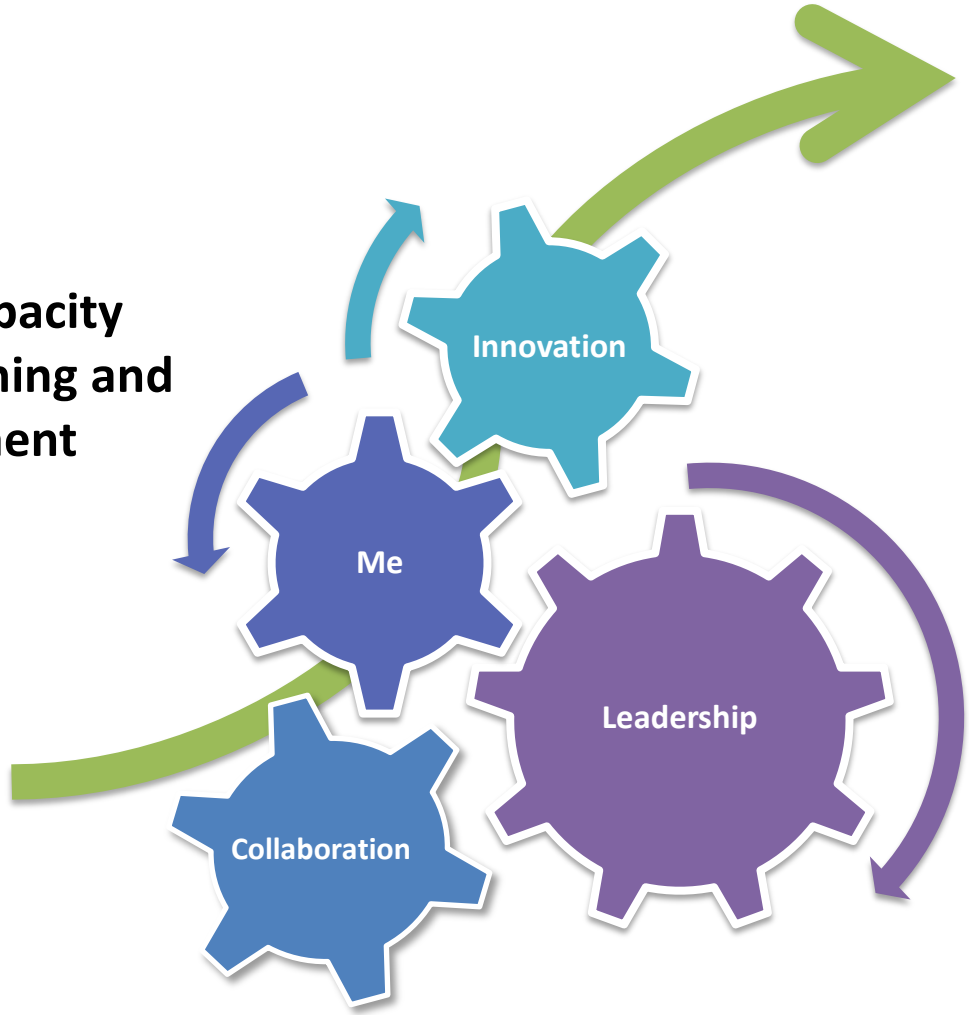


To Summarize

Effective Capacity Building, Learning and Development



NGO Today

NGO Tomorrow

Creating a Culture and Environment that Inspires and Engages

TALENT

THANK YOU!

The moment you stop chasing happiness, you become happy.
-Sandy Hyatt-James
WWW.LIVELIFEHAPPY.COM