# People & Culture Masterclass

Why and How HR will Play a Strategic Role in the Future of Work



**Claydon & Dobbin //**
Organisational Misbehaviourists

# "Mobilizing talent ... is as much part of the Fourth Industrial Revolution ... as water and steam were in the first"

*The top ten skills for 2020 - according to the 2016 World Economic Forum Future of Jobs Report*

The Future of Work is all robots, AI and automation, isn't it?

Not in the slightest. Organisations are crying out for good people and fight to get them. The idea of the value-creating high-performer driving the company forward abounds. People are going to be just as big competitive advantage as technology - if not bigger.

But it's not just about finding and hiring them. It's about delivering the best possible place for them to work - where creativity, critical thought and cognitive flexibility can flourish. An environment of collaboration, customer-focus and civil behaviours.

Informed by years of cutting-edge management research and decades of practical experience in organisational transformation, this Masterclass explains how to deliver an organisational environment in which great humans can not just survive, but thrive, and everybody produces their best possible work.

**in 2020**

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

Source: Future of Jobs Report, World Economic Forum

# If you're fighting in the War for Talent, chances are you've already lost. You just haven't realised it yet.

In the early 2000s, there were a spate of articles in HBR that began with the assumption that we had solved the problem of finding the right person for the right job. Shortly afterwards, McKinsey launched the War for Talent, pitching companies into a frenzied battle for these right-fitting people. The promise is a simple one. Identify the right person and get a guaranteed high-performer. But what if the promise is wrong?

The figures surrounding the people and culture dimensions of work today suggest it might be. Look at some recent data. 87% disengagement. 86% believe there is a leadership crisis. 75% say their boss is the worst part of their job. 75% of cross-departmental teams are dysfunctional. 67% of managers admit they can't materially improve employees' performance. Cost of hire and time to hire are skyrocketing. And HR is under existential threat because it has no answers.

Getting the human part of organisation right is vital. Work will become more complex, requiring creativity, critical thought and cognitive flexibility in collaborative, customer-focused and civil environments. Our Masterclass gives those responsible for the body corporate the theories, tools and techniques to move beyond limited mainstream thinking and deliver such an environment.

# PROGRAM

- Why 21st Century HR is so bloody hard

- Personality - fixed or fluid?

- Who and what motivates us?

- Teams: The Living Cells of Business

- A Brief History of Culture

- Coping with Ambiguity

- A Strategic Future for HR

# Why 21st Century HR is so bloody hard!
## Navigating the Classical, Contemporary & Critical Theories of Human Behaviour

There are three established perspectives of organisation - classical, contemporary, and critical. The classical examines vertical and horizontal organizational divisions and functions within the formal organizational chart. The contemporary examines human relations and interactions being the core processes of work. The critical examines wider socio-cultural ideas and theories and how they shed light on the darker nodes of organisational life.

All three exist simultaneously and in conflict in most organisations.

For an HR team, dealing with the different expectations of behaviour that emerge from each perspective is a nightmare. Is the manager an old-school traditionalist or a progressive team-player? Should we hire for culture-fit or technical capability? Is EQ vital or fluff? Is critique a sign of punishable disobedience or evidence something might be seriously wrong?

In the opening session, we unpack the vast range of research and data informing organisational behaviour and HR in an accessible and entertaining manner.

# Personality
## Is it fixed and measurable or fluid and fragile - and why it matters.

Personality has become a big thing. The CEOs of LinkedIn and Airbnb have recently called culture the personality of their organisation. A major trend is to hire people who have the same or very similar personalities in the assumption that they will merge into a great culture. Organisational psychologists are called in to do culture and engagement surveys. Psychometric tests find the right fits for the company.

But does all this personality science have much worth? The data suggests that personality is a terrible predictor of future performance. Self-evaluations are flawed and tests get gamed.

Many behavioural thinkers have argued that personality is not fixed and measurable, but fragile and fluid, shifting and changing with mood and environment. That building character is what we should focus on. That using psychology to analyse culture is absurd, as culture is the domain of anthropologists, whereas psychologists look at the inner self.

By examining wider theories of personality than the organisational norm, this session provides those responsible for the body corporate the tools and techniques to find and hire great people they might otherwise have overlooked.

# Motivation

## Who and what motivates us? Money, values, or the work itself?

Motivation is traditionally divided between the extrinsic and the intrinsic. Extrinsic motivations might be food, shelter, money, or avoiding punishment. Intrinsic motivations might be love of the company, alignment with its values, or a sense of belonging to a team.

Although they might seem very different, they have one major thing in common. The assumption that we are not motivated by the work itself. That something external to the actual work must be used to get us to perform. Is that really the case?

Today's knowledge workers have spent years getting educated and developing their skills. Do they really have to align with organisational values or have carrot and stick reward and punishment policies to perform? The data suggest that complex work is informed by complex motivations. That what works for start-ups won't work for mature organisations. And that values and commitment based hiring eliminates those most skilled at complex work from consideration.

This session provides HR with a deeper understanding of what motivates workers in complex working environments.

# Teams

## The living cells of business and why they often become cancerous.

Contemporary work is becoming more and more team-based. Complex projects need a range of skills and cross-functional teams seem to be the best solution. If a team or a team-member becomes dysfunctional, whole product lines can be affected.

Why does this so often happen? Largely because the idea of teamwork is infected with extravagant promises and a feverish enthusiasm that gloss over its many challenges.

This session helps you to identify and fix many of the darker and hidden aspects of teamwork to deliver genuinely high-performing teams.

# A Brief History of Organisational Culture
## The Japanese Promise of Loyalty, Enthusiasm and Hard-Work

We are so enthused by the idea that having a great culture brings competitive advantage, that we have forgotten its roots. Born of a deep fear in American leadership of the rising Japanese economy, the idea that the strong cultures of Japanese companies were the core reason for Japan's "economic miracle" caused great excitement in US industry.

A frenzied era of culture change ensued in the 1980s . This frenzied cultural activity is being seen once again in digital transformation and the Fourth Industrial Revolution.

Our forgetfulness and enthusiasm for these new cultural models mean we have lost sight of the cultural challenges that research and practice highlighted. in the 1990s-2000s. How to combine Western individualism with Eastern cultural loyalty? How to be creative and critical in an organisation focussing on establishing rules and norms? How to balance one's workplace identity with other identities in one's life?

This session refocuses attention on these original and well-established cultural challenges and others like them.

# Culture in the Modern Workplace

## Coping with Volatility, Uncertainty, Complexity andAmbiguity - Resilience, Toxicity and Anguish

Today's organisations are locked between the demands to comply to culture and adapt to change. This brings extensive ambiguity and increased anxiety. In such ever-changing and contradictory environments, how does one know how to behave?

Drawing from data from four decades of research and a fourteen-year trans-disciplinary research project on organisational culture, change, and transformation, this session identifies and explains the range of unhealthy and healthy reactions to transformational conditions.

It offers a deeper appreciation of human actions and behaviours at work and challenges established stereotypes of what is a good and bad worker in such conditions.

Instead of dividing people into good cultural fits and bad apples, it enables people and culture professionals to grapple with the complexity of human behaviour in the workplace - to understand who is psychologically distressed, who needs cognitive coaching, who is at risk of becoming toxic, and who is best coping with the conditions and is adding real value.

# Towards a Strategic Role for HR
## Pragmatic Solutions for the Future of Work

There are a number of existential threats swirling around the HR profession.

The ongoing crises in productivity, engagement and loss of trust. The Employee Experience movement, which was underpinned by an article entitled "Bye-Bye HR". Its sister movement on Candidate Experience, which blames HR for horrible recruitment practices and related reputational costs. And digital HR Platforms, which are becoming two-a-penny.

Traditional HR thinking simply does not have a way out of these challenges. Unless this

changes, its event horizon is becoming an almost completely outsourced and automated side-thought. With the war for talent only likely to intensify, marginalising HR in this manner will almost certainly be an existential mistake for some, if not all, companies.

Our final session looks at how HR can move away from and beyond its usual operational function and become a strategic resource for ongoing value creation across all aspects of a business.

# The Organisational Misbehaviourists



## Dr. Richard Claydon

Globally recognised thought leader on modern organisational life and how original thought emerges in relentlessly changing, highly uncertain and often toxic environments. *"Growth of knowledge expands the field of ignorance, so with each step towards the horizon new unknown lands appear. We know the journey has no clear destination — and yet we persevere in the travel."*

## John Dobbin

30 years leading technology-driven transformation. Entrepreneur. Social Ecologist. MBA Mentor. *"We are living in a time of unprecedented change and technological innovation. Organisations that fail to adapt will die. In times of great uncertainty, agility and collaboration are essential. Mastering collaboration is the single most important job to be done. It simply can't wait."*

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