HR 4.0 - People Science
Predict Performance with Job-Fit

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Industry 4.0

INDUSTRIAL REVOLUTION
TRANSFORMING INDUSTRIES AND INNOVATION

- **INDUSTRY 1.0**: Mechanization, steam power, weaving loom
- **INDUSTRY 2.0**: Mass production, assembly line, electrical energy
- **INDUSTRY 3.0**: Automation, computers and electronics
- **INDUSTRY 4.0**: Cyber Physical Systems, internet of things, networks

1784 1870 1969 TODAY
HR 4.0 – The rise of the Machines
People vs. Robots

... it all comes down to people and values. We need to shape a future that works for all of us by putting people first and empowering them.

In its most pessimistic, dehumanized form, the Fourth Industrial Revolution may indeed have the potential to “robotize” humanity and thus to deprive us of our heart and soul.

But as a complement to the best parts of human nature—creativity, empathy, stewardship—it can also lift humanity into a new collective and moral consciousness based on a shared sense of destiny.

It is incumbent on us all to make sure the latter prevails.

(Klaus Schwab, Founder & Executive Chairman of the World Economic Forum)
HOW TO LOOK FOR MR/S RIGHT
With HR 4.0
But how do you look for the right person for the job?

Here’s a process

1. Analyse
   Job requirements

2. Source
   applicants

3. Screen
   applicants

4. Decide
   who to hire
HR 4.0

Who is responsible for recruitment in your organisation?

- Today
- In future

**Soon everyone can help with finding**

In future, teams will increasingly search for, qualify and motivate their members themselves. HR must use new technologies and concepts to enable every area to identify suitable talents and deploy them in the best possible way. 

*(Accenture)*
People Science

- Data driven approach to understanding people interactions
  - People (behaviours)
  - Environment (corporate culture)
  - Performance systems / metrics
- Actionable knowledge
- Make better people decisions
  - Better data
People data

- Skills & Competencies
- Performance ratings
- CV
- Educational background & Qualifications
- Experience
- Payroll

Who thinks this is enough to predict performance?
How do you *predict* performance?

- External candidate
- Internal candidate
- Succession plan candidate

**What else do we need to know?**

- Interview
- Reference / background check

**Is this enough now?**

Let's look at the evolution of the tools / techniques.
Once upon a time a very long time ago

Do we still use prehistoric methods?
Today (source LinkedIn global recruiting trends)

What is the current breakdown of your recruiting budget?

- **Recruitment agency costs**: 22%
- **Job boards/advertising**: 30%
- **Employee referral program**: 9%
- **Recruiting events**: 8%
- **Employer branding**: 8%
- **Other**: 8%
- **Recruiting Tools (e.g. sourcing, screening, ATS, CRM)**: 17%
Today (source LinkedIn global recruiting trends)

If you had unlimited budget, where would you invest?

- Employer branding: 53%
- New technology: 39%
- Better sourcing tools: 38%
- Candidate experience: 30%
- Training for recruiters: 29%
Today (source LinkedIn global recruiting trends)

How hiring volume will increase across the globe in 2017

- 61% Germany
- 50% France
- 58% UK
- 58% U.S.
- 67% Mexico
- 40% Brazil
- 76% India
- 62% Southeast Asia
- 45% Australia
- 50% China
Today (source LinkedIn global recruiting trends)

What are the top trends that will shape the recruiting industry in the next few years?

- Recruiting more diverse candidates: 37%
- Soft skills assessments: 35%
- Innovative interviewing tools: 34%
- Company mission as a differentiator: 33%
- Using big data: 29%

2 - Sourcing
4 - Decide
3 - Screening
2 - Sourcing
How good are we at predicting today?
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- **Interview**: 14%
- **References Check**: 26%
How good are we at predicting today?

- Interview: 14%
- References Check: 26%
- Personality Test: 38%
How good are we at predicting today?

- Interview: 14%
- References Check: 26%
- Personality Test: 38%
- Cognitive Assessment: 54%
How good are we at predicting today?

14% REFERENCES CHECK
26% PERSONALITY TEST
38% COGNITIVE ASSESSMENT
54% MOTIVATIONAL ASSESSMENT
66%
How good are we at predicting today?

75% effectiveness in predicting performance
Why Job-Fit matters

79% Employees lack motivation (Gallup survey)

Job-Fit
Job satisfaction
Self-Motivation
Better productivity
Job-Fit

Individual’s Characteristics  Match  Job Characteristics
HR 4.0 – Job-Fit

Summary

Mr. Dan Sample – Demo GR8 Full Spectrum Plus

Overall Match based on Great Full Spectrum Plus

88%

1. Behavior Section

Extraversion
Agreeability
Conscientiousness
Stability
Openness to Experience
Energy
Objectiveness
Resilience
Tenacity

2. Cognitive Section

Reasoning Plus
Working With Numbers Plus
Working With Words Plus

93%

3. Interests Section

Top 3 Interests for Demo GR8 Full Spectrum Plus
1. ENTERPRISING
2. INVESTIGATIVE
3. ARTISTIC

Top 3 Interests for Mr. Dan Sample
1. ENTERPRISING
2. ARTISTIC
3. REALISTIC

Summary

Mr. Dan Exemplu – Demo GR8 Values

Overall Match based on Great Values

76%

1. Behavior Section

Cooperation
Courage
Tolerance
Generosity
Humble character
Fairness
Flexibility
Ambition
Discipline
Caution
Patience
Respect
Sincerity
Responsibility
Friendliness

The Distortion score for this assessment shows no irregularities. This suggests that the candidate's responses are genuine and consistent with one another.
HR 4.0 – Job-Fit
Impact on Performance Model

- Selection tools
- CBI
- Assesment Centre
- KPI’s
- Induction
- 360° feedback
- Career Path Employee Future
Remember this?
The old way

1. Analyse
   Job requirements

2. Source
   applicants

3. Screen
   applicants

4. Decide
   who to hire
I wonder what this company is all about?

There’s something about this company that stands out

I think I’d like working here

I see myself growing my career here

Show you are a great place to work

Stand out from the crowd & nurture

Match the right applicant to the right job

Motivate & retain

HR 4.0 – the new way
Case Study 1

Ride sharing start-up
40 cities
Need to hire thousands of drivers per month

*How to cope with only 1 HR staff per city?*

Solution = tailored assessment to screen drivers

Result = No HR headcount increase, >50% predictive success achieved
Case Study 2

Ride sharing start-up
Processing applications of 40,000 drivers a month and scaling to 1m per month in 3 years

Issues with *undesirable* drivers

*How to scale recruitment and identify undesirable drivers* >51%

Solution = customised assessment, Stop (undesirable)

Result = POC, currently Pilot of 10,000-30,000 drivers … >75% undesirables identified achieved
... so have things really changed?

same same but different?
People are not your most important asset, the right people are

Get the right people on the bus and in the right seat *(Jim Collins)*
I think as a company, if you can get those two things right - having a clear direction on what you are trying to do and bringing in Great People who can execute on the stuff - then you can do pretty well.

Mark Zuckerberg, Facebook
Thank You

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