Human Resource planning for Social enterprises.

- **Pratima Krishnan, Executive Director – HR, DBS Bank**

The following are brief notes taken during the class.

Taking inspiration from Amazon's 14 Leadership Principles

- Customer Obsession – every decision made should be in service of improving customer experience.
- Ownership – Pratima emphasised that even in a larger organisation, everything should be our job. Willingness to serve the company as a whole, even if it means doing things outside your job scope.
- Invent and simplify – your services and products should undergo consistent reinvention to become simpler for both staff and the end user.
- Leaders should know when to do a 180. "Sometimes as a leader we need to understand where to cut out losses, even if we want things to work out. Always keep the big picture in mind: what is the goal of this company?"
- Learn and be curious. There is always a better way to conduct your processes.
- Hire and develop the best. "This doesn't mean hiring perfect people. But hire for attitude and aptitude then build for skills."
- Think big. Set standards and you need to understand why the standard serves the message. Be prepared to reinvent your standards if there is a need.
- Bias for Action
- Frugality. How can I achieve more with less? Real leadership involves getting the best use out of our resources.
- Earn trust
- Dive deep
- Have a backbone: consult others, but never forget that the decision is ultimately yours. You can disagree but commit.
- Deliver results.

Masterclass on Human Resource Planning for Social Enterprises

<u>**Leadership Principles**</u>

- Prepare to expand your horizons! There is a wealth of information out there you can learn on. Even our DBS LinkedIn has valuable practical knowledge.
- Have a backbone: consult others, but never forget that the decision is ultimately yours. You can disagree but commit.
- There is nothing wrong with having your own brand of priorities, so ensure they are reflected in your company statement. These values should be transparent. Makes it easier to measure impact, get alignment among your staff and get the job done. Piyush meets with his staff once a year to agree on the shared purpose. "Communicate, communicate, communicate!"
- For DBS, there is PRIDE: Purpose, Relationship, Innovative, Decisive, Everything fun.
- Remember to set a strong company vision. You are your employee's role model, so ensure your purpose aligns to the company's purpose.
- Build a pipeline of people. You don't need to personally mentor everyone, but you need to ensure that everyone is being mentored.

<u>**Employee Lifecycle**</u>

- Simply put, it will help you understand, manage and communicate the value of your social enterprise. Here are the five stages of an employee's presence in a company:

  1. Recruitment
  2. Onboarding
  3. Development
  4. Retention
  5. Exit

  "Your HR personnel needs to ensure that every stage of an employee is well-managed and taken care of."

<u>**The Hiring Process**</u>

- In your job descriptions, make it detailed so potential candidates know and understand the job scope clearly. Spend at least a paragraph elaborating on each.
- If a candidate has secondary roles to fulfil, make it explicit in the job description. Don't spring it as a surprise later.
- Should you use psychometric tests? It's up to you. It isn't illegal but then you must ask yourself if you're willing to let go of a promising candidate just based on that test result.
- Always keep a copy of your acceptance letter to your candidates.
- In an interview, write down essential questions that every interviewer should ask. This is to remove some personal bias from the interviewing process and ensure that everyone is asked certain key questions. This creates a better standard of comparison between your candidates.

Caring for your employee

- At DBS we use the GROW model. We use it for all performance conversations. It is used to agree on objectives and to set long term aims for each individual. Our role is to look at the context behind the staff's questions and hear them out.
- Remember to give timely feedback. If you bring it up later then the context is lost.

- Listen 80% of the time and speak only 20%!

The GROW Model

- G is for Goal. What is the purpose of your meeting with your employee? Have a clear direction in mind during your talk.
- R is reality. Where is your employee currently? This is the stage where listening is important. Hear their side of the story and how they feel about their current position.
- O is for options. After hearing them out, provide solutions. "Give a man a fish and he'll eat for a day. Teach a man to fish and he'll eat for a lifetime." Still, it's easy to talk too much. When coaching, ask questions then step back. If your employee blames policies or external factors beyond your control, tell them this: "The policy was set to develop a culture. You can't change that culture, but you can help you with your habits and behaviours." During this time, remember that a sense of fairness and equity is at the heart of most employee concerns. So be transparent about your criteria for promotions, goals, etc.
- W is for wrap-up. These are actionable things that your employee and their mentor can do to improve performance.

Nurturing your Employees

- How employees grow within a job: 10% of it is development and learning, 20% exposure, mentoring and coaching, and 70% is a stretch assignment or job.
- This includes shadowing another employee in a similar role or a senior leader.
- If the employee can see a career path, they will be motivated.
- Be sure to have around 3 functions that your employees can shift around.
- It is good if your employee grows, even if it means they are transferred out of your department. It shows that your employees have good fruits.

Dealing with problems

- If an employee isn't doing well, we need to address it. If we don't do anything about bad performance, it will demotivate the employees who are working hard.
- Even if it comes to firing an employee, that should be a last resort. This is because firing an employee wastes the time and money invested into them.
- Be sure to give adequate advice when firing someone.
- To give adequate advice, constantly monitoring your employees is important.
- By constantly monitoring employees, problem behaviours can be arrested early and it reduces the chance of needing to fire that person.

Goal Setting

- This is important to do regularly. Be sure to set SMART goals:
    - **Specific**
    - **Measurable**
    - **Achievable**
    - **Relevant**
    - **Time-bound**

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- Goal setting can be self-evident (KPIs like number of sales) or more tenuous (increased cooperation and communication). Regardless of the type of goal, ensure that it can be measured by SMART.

<u>Miscellaneous</u>

- Don't let a small group of troublemakers occupy most of your time.
- Have a 3-4-page code of conduct so that employees know exactly what is expected of them.
- Promotion criteria should be made available so that promotions don't appear ad hoc and unfair to others.
- It is a good investment of your time to have one on one conversations with the disenfranchised and disgruntled.
- In the end, while gen z employees want more touchpoints with their mentors and baby boomers can be left alone more often, they want similar things like mentorship, job security and the option for career growth. You can engage with anyone without being afraid of generational differences.
- The golden size for a SE is 120 people, and as a founder, try to know everybody. When you know everything about your people, it is easy to manage them.
- Camaraderie is important for your workplace. Envelope them as your family and everyone will work hard for the company and for each other.

<u>Useful Resources</u>

- Stamford Social Innovation Review
- DBS FB and LinkedIn posts

Pratima encouraged the class to refer to the toolkit from Cornerstone OnDemand Foundation and CHS Alliance - "**Human Resources (HR) Toolkit for Small and Medium, social and non-profit businesses**" which provides the Building Blocks to Strengthen Your HR Framework. You can view and download the PDF here

Amazon's 14 leadership principles

1. Customer Obession
2. Ownership – always prioritise long term over short term and always act on behalf of the team and the company as a whole- "Everything is your job"
3. Invent & simplify
4. Leaders should be able to look at the big picture and be able and willing to do a 180 if necessary
5. Learn and be curious
6. Hire and develop the best
7. Insist on the highest standards
8. Think big
9. Bias for Action
10. Frugality
11. Earn trust
12. Dive deep
13. Have backbone, disagree & commit
14. Deliver results

Leadership Traits of founders

- Flexibility
- Humility
- Focus
- Decisiveness
- Stick- to- it ness
- Vision
- Paranoid confidence
- Ownership
- Positivity
- Salesmanship
- Self- Awareness
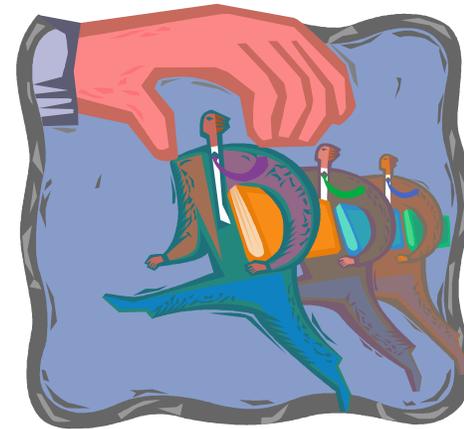- The ability to listen

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Employee Lifecycle
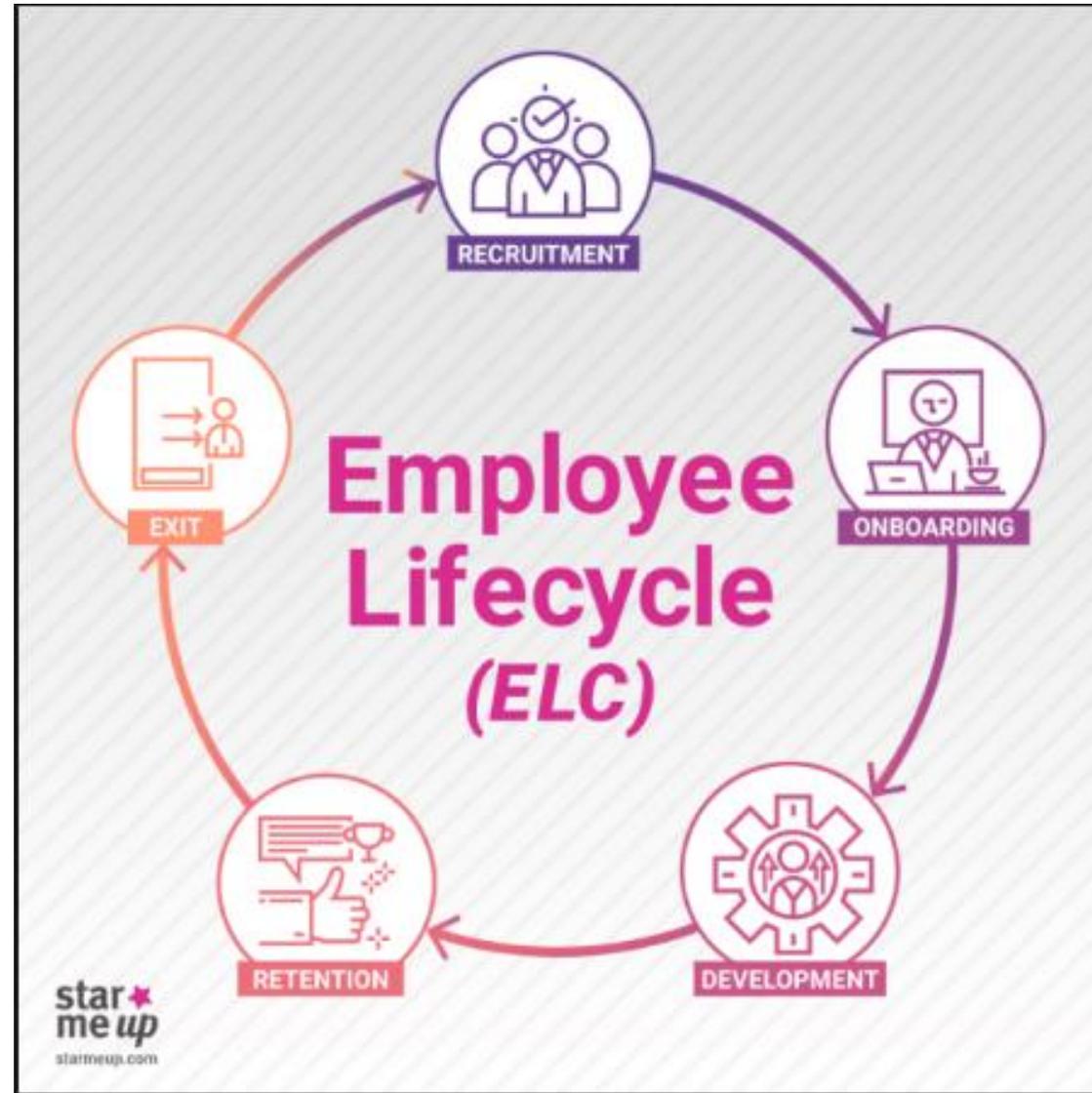
The Hiring Process

- Define the job requirements

- Recruit the right candidates (Sourcing strategy)

- Interview

- Evaluate candidates (Pre employment checks)

- Make a decision and offer

Defining the Job Requirements

Areas to consider include:

- Primary responsibilities and tasks

- Background characteristics (education and experience)

- Personal characteristics – eg, decision making style, interpersonal skills and motivational drivers

- Organizational structure and culture

Hire for attitude, Build Skills and Knowledge

Tips for Conducting the Interview

- Control the situation. It's your show.

- Don't buy first impressions. You may miss the real person.

- Help interviewees feel at ease at the beginning of the interview. They'll open up and talk more freely.

- Follow the 80/20 rule. Get the candidate to do 80% of the talking. The person asking questions and listening is the person who's in control of the interview.

- Be prepared by formulating the interview questions in advance. Ask questions purposefully.

- Take notes. Put candidates at ease by telling them you will be taking notes before you begin writing.

- Don't make assumptions. Look for repeat patterns of behavior to draw conclusions about the candidate.

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On boarding
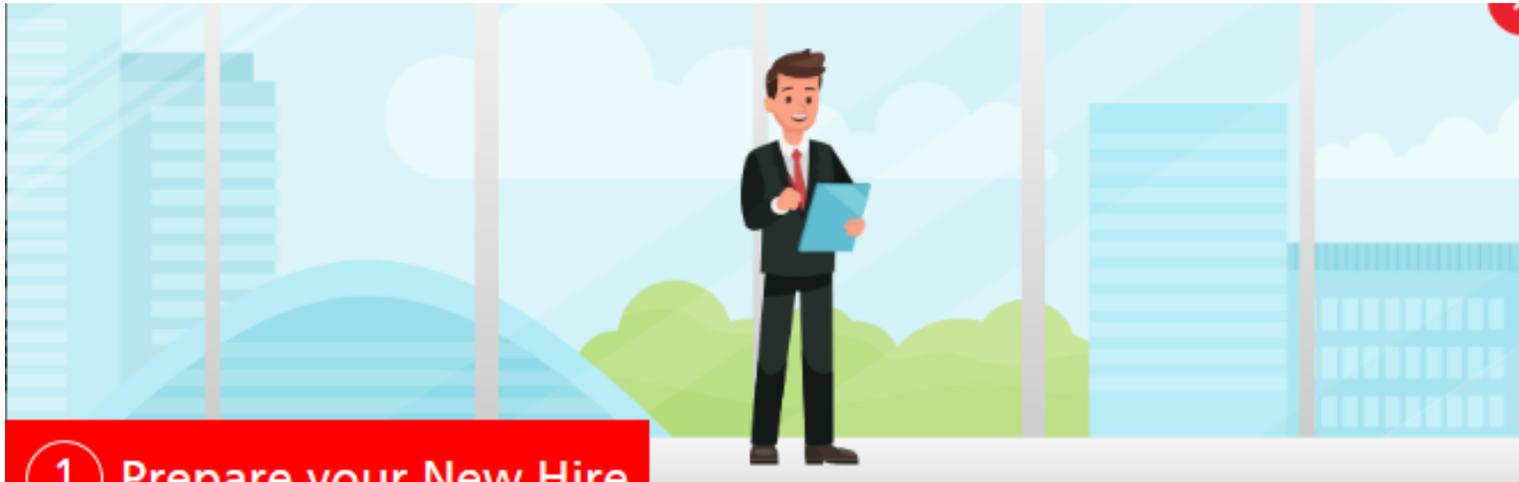
① Prepare your New Hire

Have you done this yet?

Laptop	Set up e mail etc	Accesses

| Assign buddy | Welcome call/ meet prior to joining | |

Goal Setting

"A process during which you define targets or goals you commit to achieve personally or through your team."

Goal Setting

Effects of Setting Goals

- Provides focus

- Sets direction

- Economizes effort

- Motivates teams

SMART Goals

- **S** pecific (detailed not general)

- **M** easurable (can be tracked and inspected)

- **A** chievable (realistic even if challenging)

- **R** elevant (leads to important, suitable results and contributions)

- **T** ime-bound (deadline driven)

Considerations for Setting Goals

- Refer to the Job Description of a role – identify the key roles
- Think of the end results you expect the staff to achieve at the end of the year *(WHAT).*
- Think of processes/behaviors that should take place to achieve those results *(HOW).*
- Think of outcomes/processes/behaviors that you don't want to see.
- Verify the goals against SMART

Example

WHAT to Measure **Gather DATA** **Analyze DATA**

Objective	Critical Success Factor	Performance Metric	Target	Collected Data
Reduce workplace accidents	Train employees on proper use of equipment	Number of employees who complete training course with passing grade by end of quarter	All employees complete training course with an end-of-course test score of 80 or above out of a possible 100 by end of quarter	At end of quarter 90% had completed training with the target score

GROW Model

GOAL
What do you want?

REALITY
What is happening now?

OPTIONS
What could you do?

Wrap - up
What will you do?

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GROW Model

GOAL
(For session)

- Agree topic
- Agree objective
- Set long term aim

REALITY
(Who/what/where/how?)

- Invite self-assessment
- Offer CARs
- Avoid assumptions & irrelevant history

OPTIONS
(What is possible?)

- Cover full range of options
- Invite & offer suggestions
- Ensure choices are made
- Share experience

WRAP-UP
(Clarity/commitment, support)

- Commit to action
- Identify possible obstacles
- Define Steps & timing
- Agree support

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Step 1: Goals

The Goal phase looks at "what" you're meeting about:

- Determine the goal of your conversation.
- Relate this goal to any issues and help the employee identify an end goal, along with performance goal(s).

Useful Questions:
- What do you want to achieve out of this coaching session ?
- What outcome would you like from this conversation?
- What do you hope to achieve, resolve, solve?
- How will you know that the issue is solved?
- How will you know that you have reached your goal?
- What are the expectations of others?
- Who else needs to know about the plan ? How will you inform them?

Step 2: **R**eality

The R eality phase explores the employee's current situation:

- Before discussing how to achieve the goal, help the employee establish an accurate picture of the current situation's "reality."

- Synthesize what you've heard, check your understanding, seek clarification if necessary.

Useful questions:

- What is the reality of the current situation?

- What are the facts, details, data, information you know?

- Where are you in relation to your goal? Why have you not reached this goal already?

- How is the current environment helping/hindering you?

- What obstacles might you encounter?

- How much control do you have over this goal, issue, or outcome?

Step 3: <u>O</u>ptions

The <u>O</u>ptions phase helps the employee recognize choices for action and alternative strategies:

- Help the employee brainstorm options by creating a list of as many alternative solutions as possible.

- After your employee has identified possible options, consider offering some alternatives of your own, only if necessary. Don't tell, but empower

Useful questions:
- – What are some alternative approaches or solutions?
- – What could you do as a first step?
- – How have you overcome similar situations? How have you done this?
- – What might an ideal solution look like?
- – Who could you ask for support?
- – What if there were no obstacles? What would happen if you did nothing ?
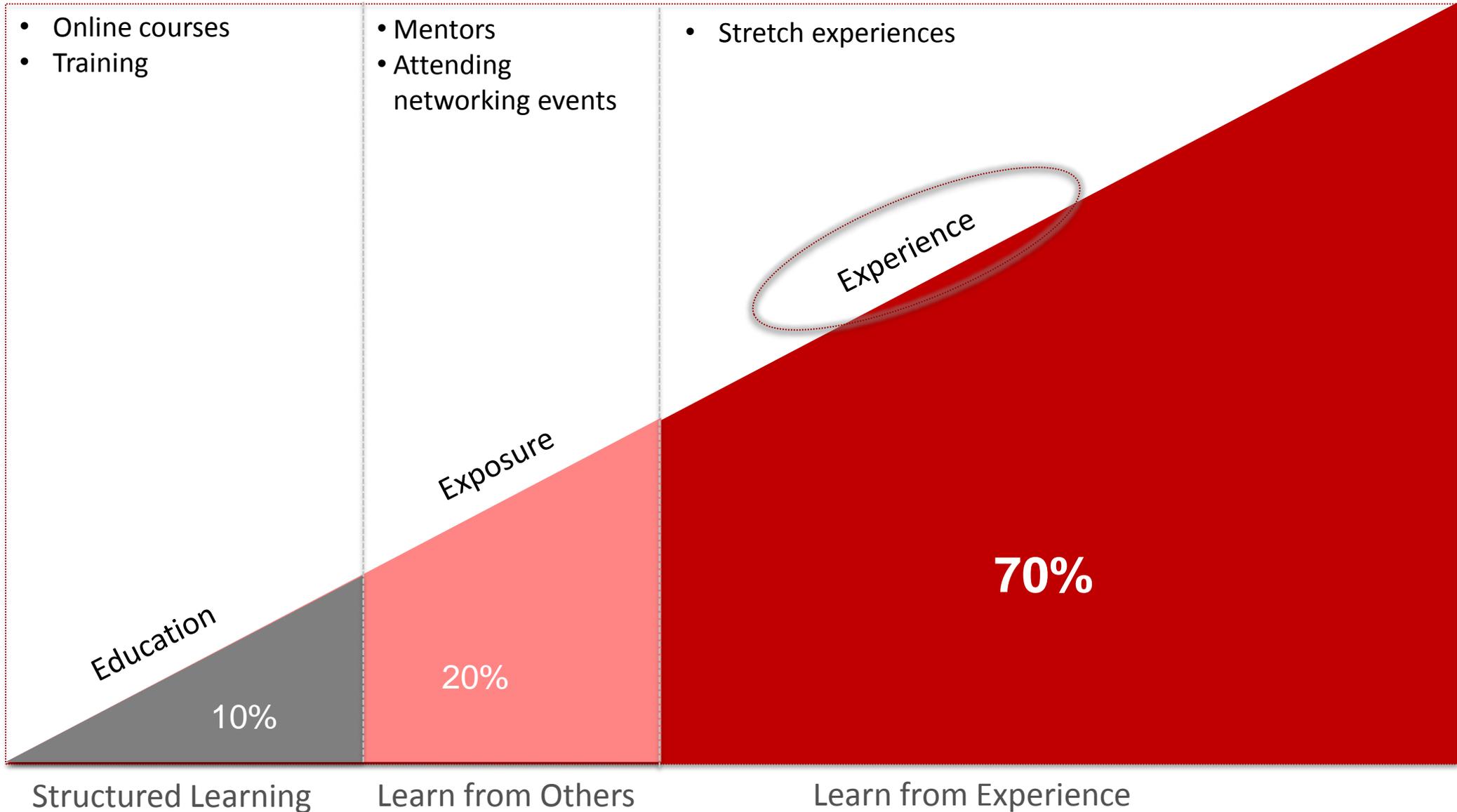
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Step 4: **W**rap-up

The Wrap - up phase looks at driving ownership and accountability

- Your goal is to get the employee to commit to action.
- Enhance the employee's will by holding him/her accountable for completing steps toward achieving his/her goal(s).

Useful questions:

- What steps do you need to take to achieve the goal and and when are you going to do it?
- Where does this goal fit into your personal priorities at the moment? How committed are you to this goal?
- What obstacles do you expect to meet along the way? How will you overcome them ?
- Who needs to be involved and how will you involve them?
- What support do you need and how will you get it?

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70/20/10 Development model

- Online courses
- Training

- Mentors
- Attending networking events

- Stretch experiences

Experience

Exposure

Education

70%

20%

10%

Structured Learning

Learn from Others

Learn from Experience

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The Career Development Discussion

A series of one-on-one conversations

Preparing for the Discussions

- Do your homework by gathering information.

- Look for answers to the following questions:
    - What are the employee's skills?
    - What are the employee's interests and values?
    - What opportunities are available to the employee?

Involve Your Employee

- Ask your employee to prepare for the conversation, too.

- Ask your employee to think about his/her:
    - Interests and values
    - Skills: strengths and gaps
    - Job satisfaction
    - Career goals and possible next steps

The Discussion Itself

- Explain your goal: to create a development plan

- Get commitment from your employee to develop the plan and stick to it

- Share your perceptions

- Ask your employee for his/her input

- Talk about the opportunities you identified

- Ask your employee if he/she has any other suggestions

Draft a Development Plan

The plan should contain:

- Specific goals, along with a timeline for achieving them

- Action steps

- Challenging work assignments

- A follow-up schedule

What leaders can do

- Achievement related (To be proud of one's job, accomplishments and employer)
    – Instil an inspiring purpose
    – Provide recognition
    – Be an expediter for your employees
    – Coach your employees for improvement

- Equity related (To be respected and to be treated fairly in areas such as pay, benefits and job security)
    – Communicate fully (be tuned to what employees want and need to know)
    – Face up to poor performance

- Camaraderie related (To have good, productive relationships with fellow employees)
    – Promote teamwork