

TALENT TRANSFORMATION

CONFERENCE SYNOPSIS

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Engagement, Equality  
and Effectiveness

Saville Assessment  
WillisTowersWatson 

# Transformation has been triggered...

The way we work is changing. Acceleration of the digital revolution, increasing recognition of the importance of diversity and inclusion in the workplace, and changing socioeconomic landscapes have triggered a period of transformation. Keeping ahead of change in the workplace is a constant priority, with six out of 10 CEOs viewing disruption as an opportunity and not a threat\*. Building a culture that anticipates and accepts transformation can keep organizations one step ahead in terms of productivity, engagement and ultimately bottom-line results.

Saville Assessment were joined by over 100 senior talent and HR professionals at their Talent Transformation Conference where six inspirational speakers led this conversation: sharing insights, data and stories around how they are approaching talent transformation.

## Guest Speakers



Gabby Parry

CEO at Saville Assessment,  
a Willis Towers Watson Company



Richard Veal

Global Practice Leader, Communication and  
Change Management at Willis Towers Watson



Melissa Davis & Olivia Black

Talent Acquisition & Senior Psychologist  
at Emirates Group



Liam Mulvihill

European HR Director  
at Syneos Health



Karen Blackett OBE

Country Manager at WWP  
& Chairwoman at Mediacom



# Engagement, Effectiveness and Equality

Gabby Parry – CEO at Saville Assessment, a Willis Towers Watson Company

## Engagement



*Change is on everyone's agenda, but are the interventions, responses and approaches working?"*

To set the scene, Gabby shared recent statistics shining a light on how transformation is impacting talent engagement, effectiveness and equality.



of employees don't have trust or confidence in the job being done by the senior leadership team of their organization



of employees believe their organization should understand them to the same degree employees are expected to understand their customers

Willis Towers Watson 2016 Global Workforce Study

74% of CEOs say that they are placing more emphasis on trust\*\* but this doesn't seem to be translating further down the organization as more than 50% of employees don't have trust in their senior leadership teams. During times of rapid change, employees need extra reassurance about the security of their job, their contribution towards the organization's strategic direction and transparency about how this is progressing.

For employees, having a sense of purpose in their work and pride in who they work for is a theme continuing to rise in importance. Facebook has long been considered one of the best technology companies to work for. However, reports following the

Cambridge Analytica scandal suggested staff morale eroded significantly.

Gabby shared data highlighting that employees want to be understood by their organization to the same degree they are expected to understand their customers. Employers should consider how the interventions they use to attract, stand out from competitors, engage, service, retain and build loyalty with their customer base could transform the way they engage with their talent.

Insight and examples of how to transform employee engagement were shared by Richard Veal later in the day and can be found on page 5.

## Effectiveness



51% of job activities can be automated. Less than 5% of jobs are entirely replaceable by machines.

- **Mckinsey & Company**



65% of children entering primary school today will ultimately end up working in completely new job types that don't yet exist.

- **World Economic Forum**



Half of the UK workforce to work remotely by 2020.

- **Virtual Teams Survey Report**

The world of work is transforming and organizations are focusing on how they can organize their talent to leverage the benefits of these new landscapes. Whilst there is apprehension about the rise of automation and what this means for the human workforce, data suggests that less than 5% of jobs are replaceable by machines.

Emirates Group illustrated this point by showcasing how they have transformed hiring metrics through a clever use of automation and the benefits that this positive impact had on employee's time, augmenting human performance. They also touched upon what it is like to not only manage large volumes of applicants but to recruit for new roles not usually associated with an airline. You may automatically think of recruiting pilots and cabin crew but have you considered also hiring the design and technical teams needed for an exceptional in-flight entertainment experience? Read their story on page 7.

Continuing to transform organizational effectiveness in a VUCA (Volatile, Uncertain, Complex, Ambiguous) world

is a challenge facing many companies. Liam Mulvihill, European HR Director at Syneos Health, discussed how they have successfully increased effectiveness and improved results whilst dealing with enormous changes including M&A activity, managing unique global markets, dealing with internal changes of leadership and Brexit. Learn what approaches they took to transform leadership effectiveness on page 9.

Gabby also discussed pertinent findings from our recent survey 'Are You Switching On or Off Your Candidates?' relating to the effectiveness of assessment processes and the potential adverse impact of a poor hiring process. The survey revealed that candidates want a process that:

- results in a job they want to stay in
- selects them for a role they are well suited to
- motivates them to work for the organization

To receive the full survey report, email [info@savilleassessment.com](mailto:info@savilleassessment.com)

## Equality

Building organizations which fairly represent a diverse mix of gender, ethnicity and social background is a hot topic across the economy. However, recent news headlines suggest there is still much to be done.

57%

of graduates hired by companies had been to a state school, compared to 91% across the population

The Telegraph

Institute of Student Employers **ise.**

PwC bans all-male shortlists for jobs in a bid to narrow gender pay gap

 INDEPENDENT

'Facts are your friend' - and the 'fact' is that diversity of thought in a workforce leads to a more successful organization.

This was a key statement shared by Karen Blackett OBE during her keynote. You can see the insightful evidence that Karen shared for showcasing better business results from a diverse organizational culture on page 11.

For full-time employees, the gender pay gap is largest in financial & insurance activities at

30.9%  
(UK)

 HOUSE OF COMMONS  
LIBRARY

2nd October 2018

# Transforming Employee Engagement

Richard Veal – Global Practice Leader for Change and Communication Management at Willis Towers Watson



*The challenge... is to embrace the complex”*

Richard described how processes can be put into three categories: simple (making a recipe), complicated (landing a rocket) and complex (those relating to human behavior). He suggested that human behavior is so complex - especially within different groups - that it borders on chaos, and untangling it all is one of the challenges faced by organizations in the hiring process.

He explained how Willis Towers Watson worked with a leading automotive company to streamline and simplify their processes in order to provide a better employee experience. Owing to the prestige of this brand they were able to attract large numbers of candidates, but it was crucial that changes were made so that the reality of working for the company matched the expectation.

The company had 230 different HR initiatives in place, of which Willis Towers Watson identified 32 to keep and nine to prioritize. This helped result in a simpler, more agile, and ultimately more profitable organization.



*They've partnered with us every step of the way”*

*- HR Director for Talent Acquisition and Talent Management - Leading automotive company*

Richard also focused on how organizations can attract and retain top talent by providing a holistic process and experience aligned with an organization's values, which he referred to in the talent experience as the 'Power of Why'.

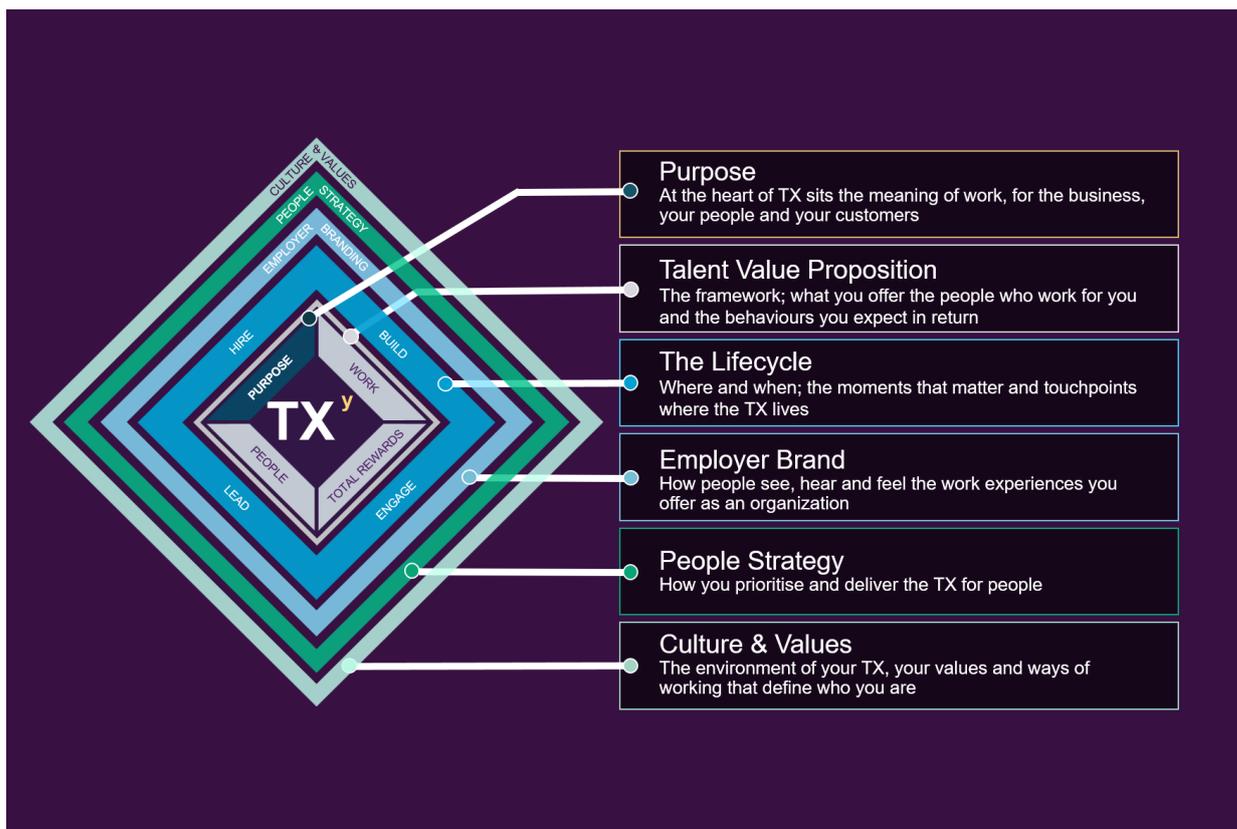
Central to this was the idea of 'purpose' and how employees are more engaged and loyal to an organization when they fully buy into its sense of purpose, with each individual needing to feel like they are making a difference.

An example of this is the women employed by NASA to sew the stitching on the space suits used by astronauts for the very first moon landing in 1969. They found that no machines were capable of replicating the intricate stitching needed for the suits so employed expert sewers. The care and productivity of these workers was heightened by the significance of their actions, i.e. creating the clothing worn by the first humans on a planet other than earth.

Richard explained that organizations should be focusing on providing long-term purpose, not short-term gain, and suggested that success is achieved when the individual's and organization's purposes are truly aligned.



*Without a sense of purpose, no company can achieve its full potential” - Larry Fink, Blackrock*



# TX<sup>y</sup>

TALENT EXPERIENCE: THE POWER OF WHY

## Transforming the Assessment Experience

Melissa Davis - Talent Acquisition & Olivia Black - Senior Psychologist at Emirates Group



*The problem we faced was how do we keep the human element when dealing with such large volumes of applicants?"*

Melissa Davis and Olivia Black provided useful insight on how they handle a mind-boggling one million applications a year!

The group have over 100,000 colleagues from 170 countries across 50 business units; as well as having to ensure they had adequate resources to deal with the number of applications received, Emirates also faced the challenge of maintaining the human touch, 'making each candidate feel special' and providing them with adequate feedback when dealing with such large volumes.

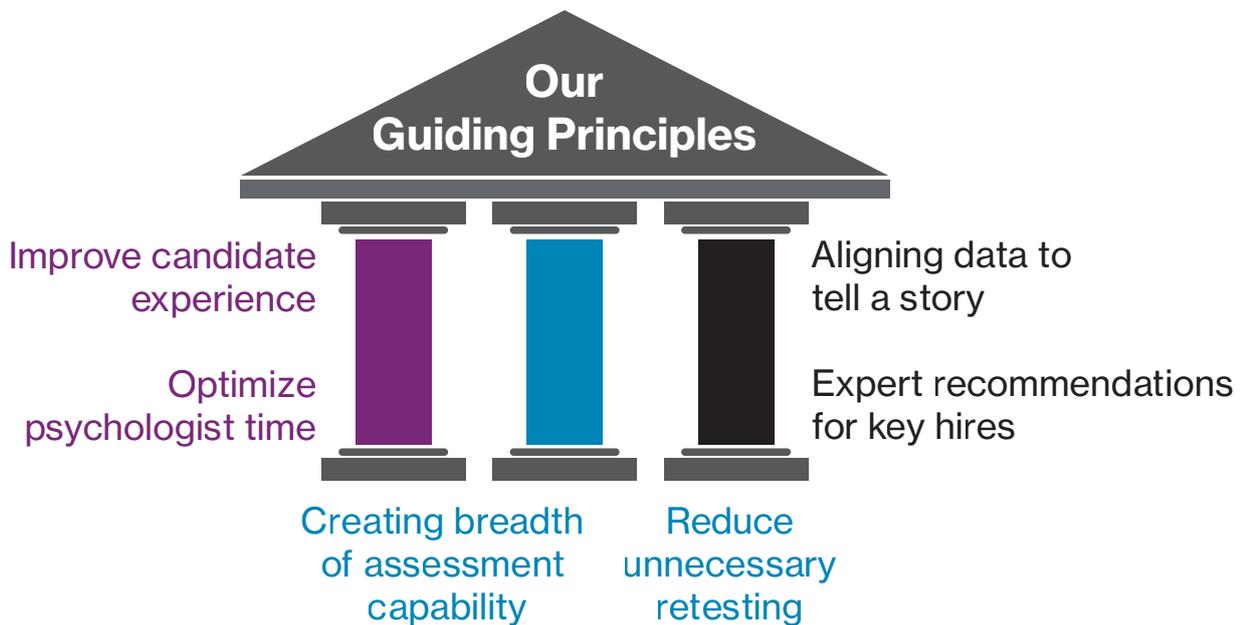
With this in mind, Emirates are now solely using the Saville Assessment Wave Model, which they have mapped against the requirements for the different departments, i.e. ground staff, cabin crew, pilots etc, allowing them to generate a group of custom reports to satisfy all stakeholders and increase the level of automation, driving better use of resource and efficiency metrics.

To help manage the transition to the new process, the three pillars Emirates employed were:

- delivering world class services
- strengthening their assessment capability
- building and utilizing rich data sources



A number of guiding principles supported these three pillars.



3,580



Number of psychologist hours saved through automation = 3,580 (426 days)

0



Number of paper and pencil tests completed (now all online)

£182,000



Amount of money saved in psychologist time

2,990



Candidate hours saved through streamlining processes and automation

The detail and insight contained in the reports generated by Wave drastically helped to provide greater structure for interviews delivered by hiring managers. They also reduced the input required by psychologists, freeing them up to add more value in other stages of the process.

The revamped process also helped to reduce the time taken to hire external scrum teams from several weeks to just six days.

Emirates now plan to leverage the data gained in the hiring process to improve their development initiatives; this includes upskilling hiring managers and using team profiles to increase effective collaboration.

## Transforming Leadership Effectiveness

Liam Mulvihill - European HR Director at Syneos Health



*The level of consciousness with which the team started to engage with each other, and in turn their team, after the workshop was remarkable.”*

*- EU President - Syneos Health*

Liam Mulvihill of biopharmaceutical solutions company Syneos Health presented his experience of using Saville Assessment tools to transform leadership effectiveness.

Syneos has 24,000 employees, operating in 110 countries across six continents. The company has been through many significant changes in recent years, including a change of EU President, a change of ownership and expansion in various countries.

The organization faced challenges of low employee engagement, high staff turnover and flatlining financial performance.

Syneos implemented the Wave-powered Leadership Impact Report to re-assess its Leadership Effectiveness.

This report was complemented with one-to-one feedback sessions with a Willis Towers Watson consultant to discuss individual leadership profiles, strengths and challenge areas, as well as an all-day workshop where the leadership styles of the whole team were considered within the context of the new business priorities.

By re-assessing their leadership makeup, Syneos hoped to:

- gain insight into their leaders' profiles, both as individuals and as a team
- create space for individuals to reflect on their own leadership style and how this fed into the broader team dynamic
- generate discussion around group strengths and development areas
- agree key priority areas on which the group should focus moving forward



A lack of experience in using the assessment tools meant that there was some resistance from senior teams to implement them. Other challenges included a rather diffused leadership strategy from region to region.

The HR Team ensured they educated senior leaders on the value of self-reflection and personal development to overcome any apprehension about adopting this new process. The success of the process has led to similar development sessions being run with other cohorts within Syneos and the introduction of Wave into the hiring process.

Education on the added value of implementing a new process and communicating the visible benefits were key.

As part of the wider HR initiative to deliver improved results, leaders explored what employees liked about being part of Syneos and the elements of its EVP (Employee Value Proposition), which made it stand out as a great place to work. This allowed them to have a tighter focus and larger investment for wellbeing factors such as flexible working, social perks and the budget and opportunity to learn new skills outside of work.

## The positive impacts that Syneos have seen since employing Wave:

- Greater understanding of the importance of self-awareness as a starting point for leadership development
- Opportunity to collectively agree key areas of focus for the team using a common language
- Greater comradery as a team
- Use of the data to help create a better balance for team
- Hitting financial plan in consecutive quarters
- Cost and time to hire reduced significantly
- Staff turnover reduced from 35% to 26%
- Increased employee engagement and a reduction in employee relations costs

# Nurturing an Exceptional Culture to Drive Business Success

Karen Blackett OBE - Country Manager at WPP & Chairwoman at Mediacom

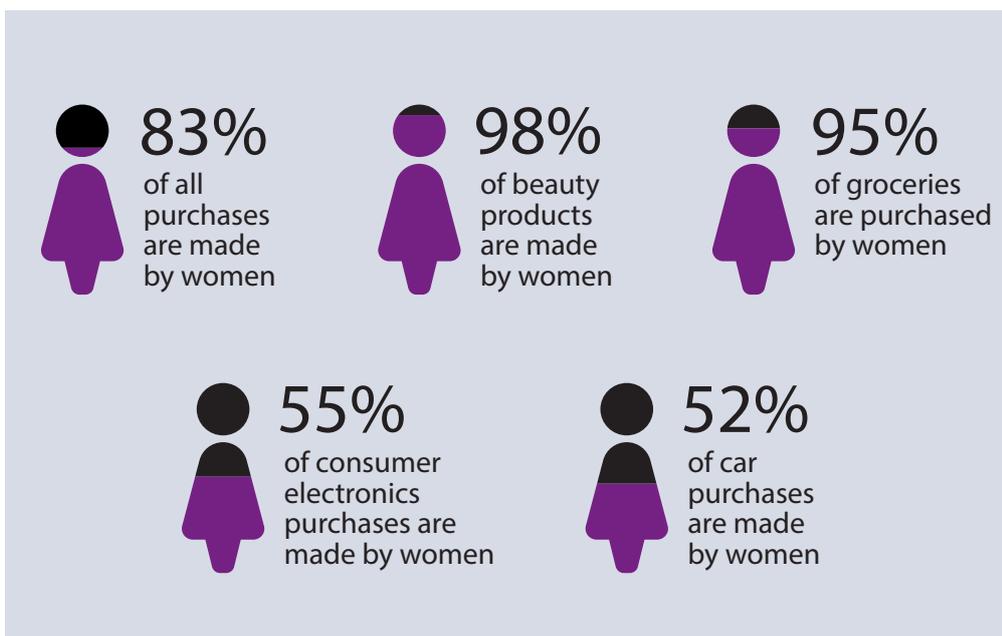
Country Manager of advertising giant WPP, Karen Blackett OBE, gave an inspirational closing speech; central to her message was the importance of nurturing an exceptional company culture to help drive diversity and success.

She introduced to the audience the concept of 'Covering' – the process by which individuals downplay their differences relative to mainstream perceptions in the workplace, a process both costly to their productivity and sense of self-worth.

An example of this is a working parent deliberately not talking about their children at work for fear of how they will be perceived, or an individual distancing themselves from a group that they feel an affinity to. If employees are investing time and energy in not being themselves, they will be unable to perform to their full potential or be as productive as they could be.

Karen highlighted the importance of diversity throughout a successful organization, sharing some statistics on the growing diversity of consumers. The purchasing power of BAME groups rose from £32 billion in 2001 to £300 billion in 2011 (Malik 2011).

Women as a consumer group have enormous spending power:



American National Retail Federation

For bottom-line success, it's key that your talent is reflective and representative of your customer base.

Greater diversity of thought can also help prevent 'group-think' and mitigate potentially serious errors of judgment.

An example given was the infamous Pepsi advert featuring Kendall Jenner; the advert was widely criticized for appearing to trivialize demonstrations by the Black Lives Matter group, suggesting that the over-arching problem could be solved just by enjoying a Pepsi and the influence of modern celebrity.

Karen suggested that healthy tension within an organization is good and stressed the importance of really understanding the makeup of your workforce, collecting detailed data; data which goes beyond just gender and ethnicity and also includes more granular factors such as social mobility and family educational history.

The importance of reputation and trust was also stressed, especially in the current climate where sites such as Glassdoor provide employees and candidates a platform to share with the world if they have had a bad experience.

Karen went on to explain how great company culture can help deliver results and volunteered some practical ways in which organizations can help improve their culture.

## How can you help create an exceptional culture?

Karen recommended a 'Root and Branch' approach to culture, examining the core leadership style of the organization. She reinforced the virtues of reverse-mentoring, as well as management 'going back to the shop floor' to keep in touch and see what various roles within the organization really entail.

Creating visible role models from minorities such as LGBT and BAME groups within the organization and introducing programs that celebrate difference and inclusion were also championed.

She recommended that companies increase their diversity by fishing in different waters for talent; this can be achieved by:

- avoiding only recruiting from top universities
- avoiding nepotism
- introducing apprenticeships
- focusing on talent pipeline

It was cautioned that leaders need to be trained and prepared to deal with a more diverse workforce, but that this investment was worth it to create a culture that delivers results.

## Are you switching on or switching off your applicants?

**91%**  
of applicants

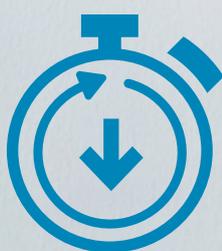
want the online recruitment screening process to result in a job they want to stay in.



**Less than half** of our applicants feel it's important to be assessed with computer like games.

**41%**

of applicants in our survey stated that they have decided not to purchase a product or service from an organization as a result of a negative experience in the recruitment process.



Beyond **60 minutes** of testing recruiters can lose up to **50%** of their applicants.



In a competitive market, recruiters' perception of what switches on and what switches off applicants is critical. **Our new applicant and recruiter perceptions of online recruitment survey highlights:**

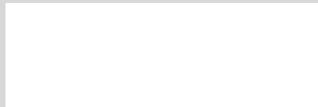
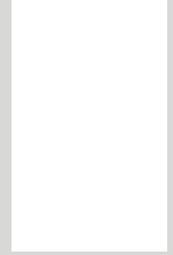
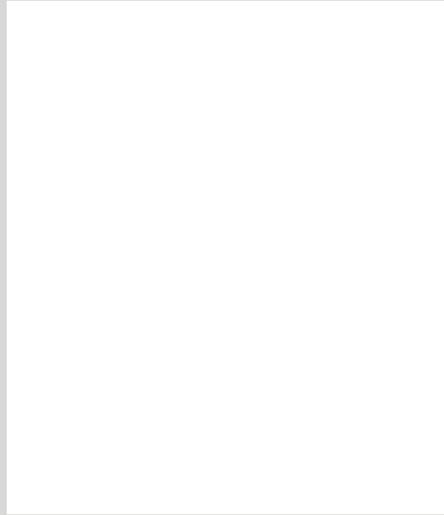
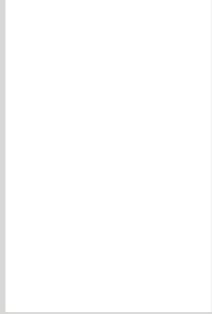
- What switches applicants on?
- What switches applicants off?
- Where are the biggest gaps between applicant expectations and recruiter understanding?

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## About Saville Assessment, a Willis Towers Watson Company

Our mission is to transform assessment around the world. We enable organizations to identify potential, accelerate performance, and achieve outstanding results. Our portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical relationship between motive, talent and workplace culture. With representatives in over 80 countries we are transforming how organizations Hire, Build and Lead their talent globally. Learn more at [www.savilleassessment.com](http://www.savilleassessment.com)