

## **Is 'Human Resource Management' A Catalyst or an Impediment to Achieving Worker Well-Being and Sustainable Business Success?**

### **USE 2017 Keynote**

Denver, CO  
October 25, 2017

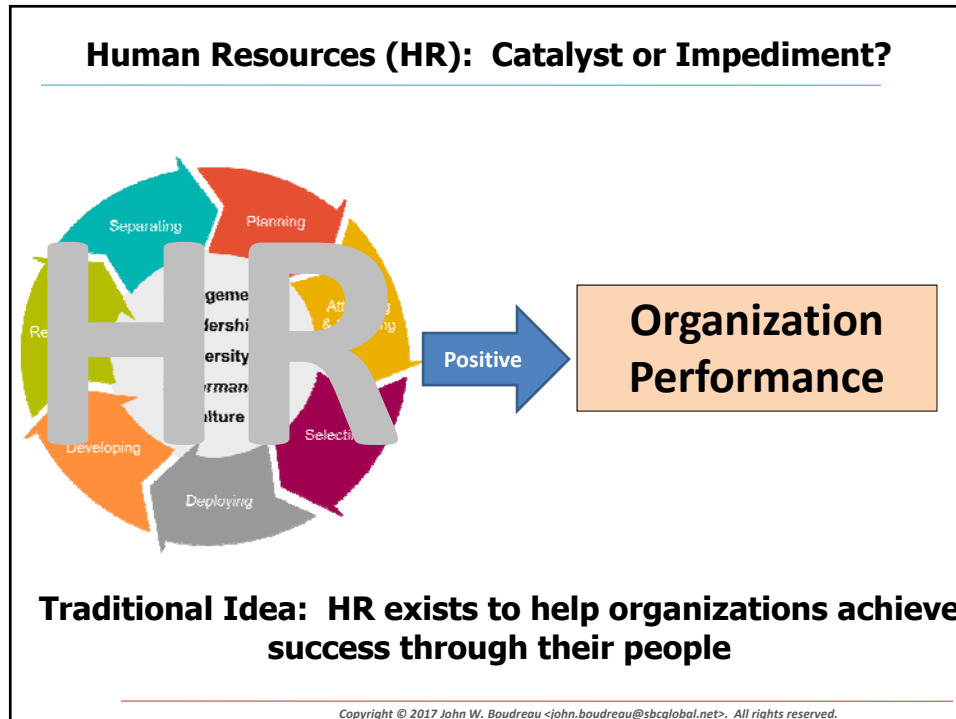
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## **Definitions of Worker Well-Being**

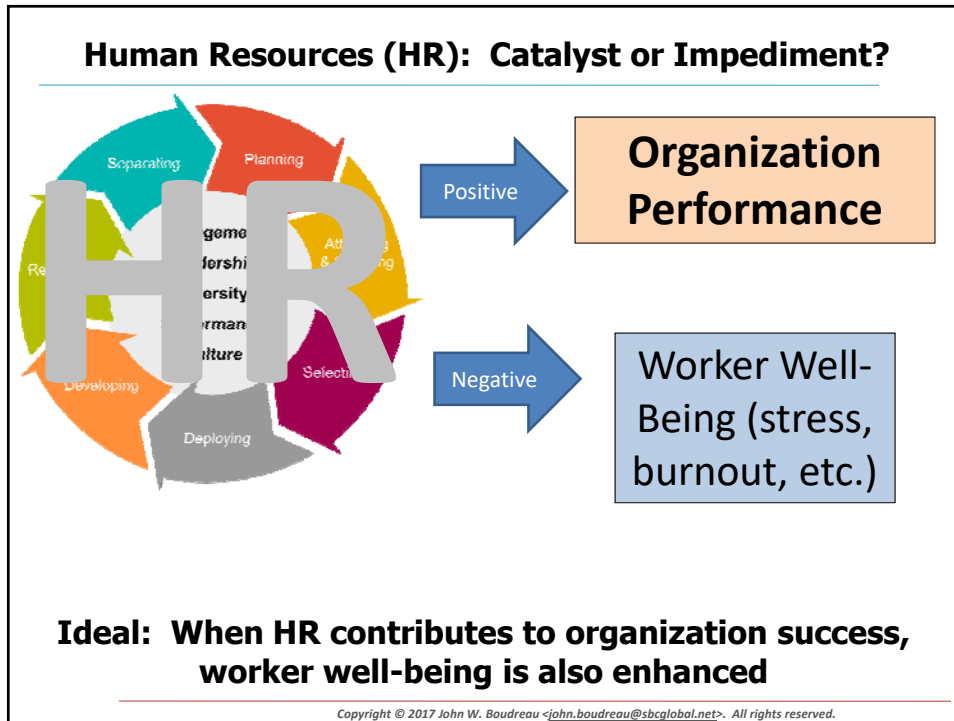
- **Low burnout/stress plus High Work Engagement**
  - created by a balance of work demands (physical, emotional) and work vs non-work conflict
- **Quality of Work Life**
  - Safe/healthy work environment
  - Human capacity development
  - Growth and security
  - Social Integration
  - Rights and Representation
  - Social relevance
  - Consideration of total life space
  - Adequate and fair compensation
  - Individual Flexibility and proactive choice

Sources: Warr, 1987; Bakker & Demerouti, 2007; Walton, 1974; Grote & Guest, 2017

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- ### “High-Performance Work Systems” (HPWS)
- Realistic Job Previews
  - Psychometric tests for selection
  - Well-developed induction training
  - Extensive training for employees
  - Regular performance appraisals
  - Performance feedback from many sources
  - Individual performance-based pay
  - Profit-related bonuses
  - Flexible job descriptions
  - Multiskilling
  - Work improvement teams
  - Problem-solving groups
  - Information on organization plans and strategy
  - Avoid layoffs
- Source: Guest, Michie, Sheehan and Conway: Employee relations, HRM and business performance: an analysis of the 1998 Workplace Employee Relations Survey, IPD 2000.
- ## What is it like to work here?
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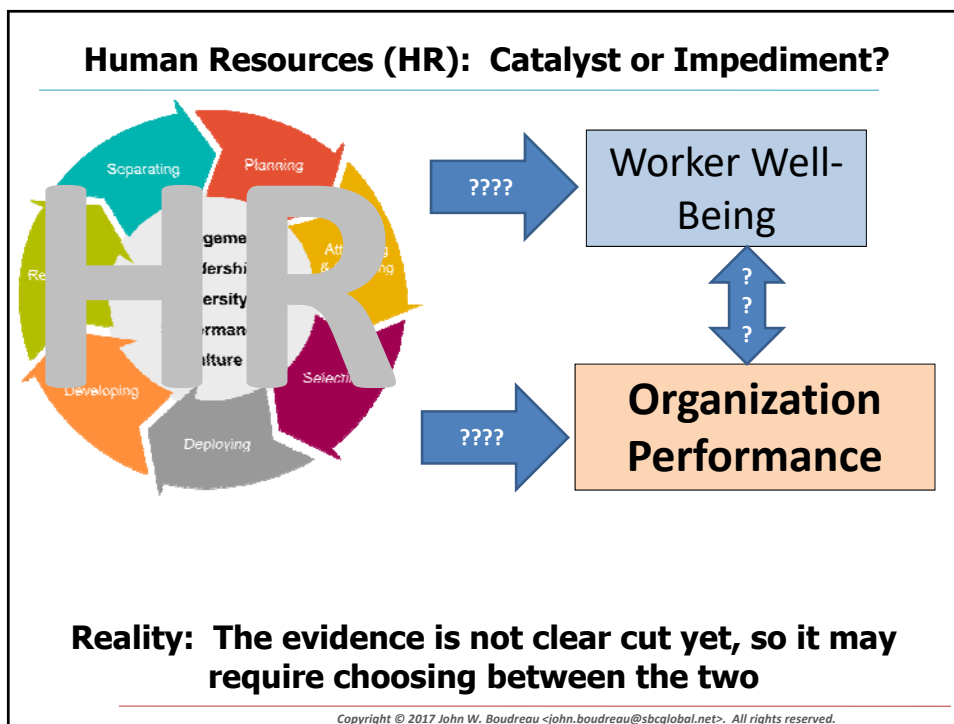
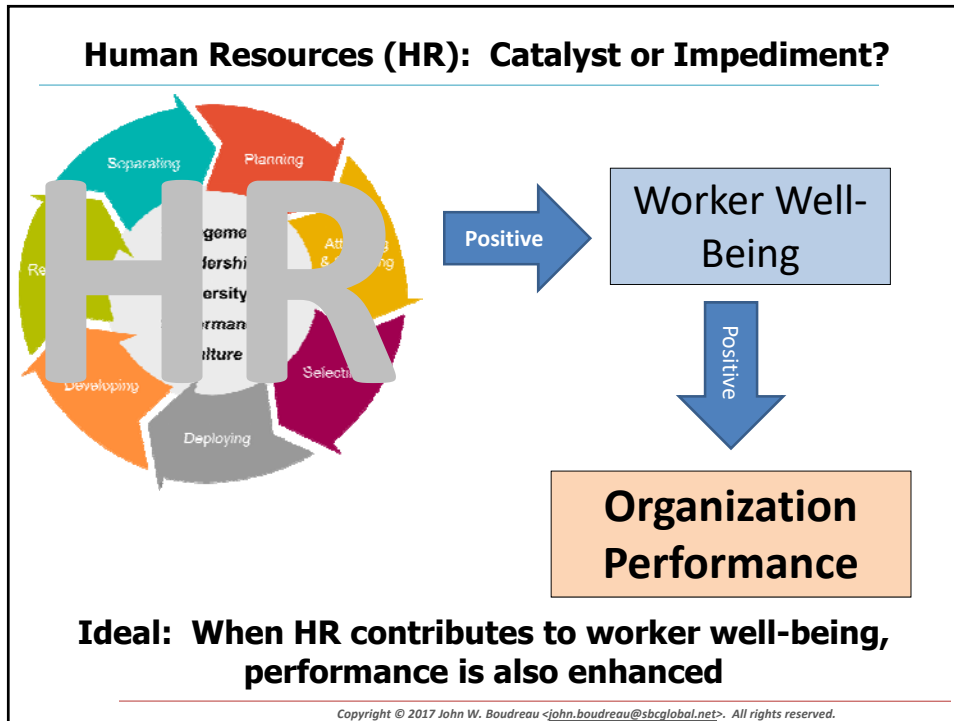


### Well-Being AND Performance?

Objective	HR Practices
<b>Investing in Employees</b>	Recruitment and selection Training and development Mentoring and career support
<b>Providing Engaging Work</b>	Jobs with autonomy and challenge Performance information and feedback Full Skill Usage
<b>Positive Social and Physical Environment</b>	Health & Safety Priorities Equal Opportunity / Inclusion / Diversity Prohibit bullying and harassment Required and optional social interaction Fair collective rewards / high basic pay Employment security /employability
<b>Voice</b>	Two-way communication Employee Surveys Collective Representation
<b>Organizational Support</b>	Participative and supportive management Practices to enhance involvement and climate Flexible and family-friendly work arrangements Developmental performance management

Source: David E. Guest, School of Management and Business, King's College London, Human resource management and employee well-being: towards a new analytic framework *Human Resource Management Journal*, Vol 27, no 1, 2017, pages 22–38

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# **What Is A “Worker?”**

## **Beyond “Worker = Employee”**

### **Agile Means Perpetual Obsolescence**



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### Your Work Done by Someone Else's Employees



Siemens creates a hearing aid for kids

Where is the best talent that understands how to engage children with a product ... Disney

Siemens uses Disney employees to create a hearing-aid comic book



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### Your Work Done by Someone Else's Employees



The Disney Kit.  
The Disney Kit for younger children includes a cuddly Mickey Mouse® and storybook. Reading and playing with Mickey helps younger kids gain confidence in their hearing aids. And to keep their hearing aids in peak condition, the kit also provides all the maintenance essentials parents need, like a battery tester, drying set, listening stethoset and a cleaning tool.

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### Unlocking The "Lead the Work" Recipe

#### Assignment

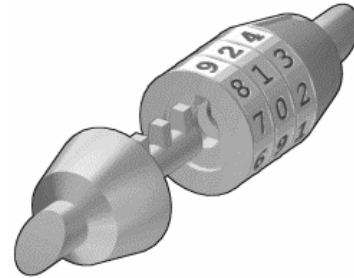
- How Small to Deconstruct?
- How Widely to Disperse?
- How Far From Employment to Detach?

#### Organization

- How Easily To Permeate?
- How Strongly to Interlink?
- How Deeply To Collaborate?
- How Extensively To Flex?

#### Rewards

- How Small the Time Frame to Shorten?
- How Specifically to Individualize?
- How Creatively to Imagine?



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### Where Will You Find the World's Best Software Coders?



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CROWDSOURCING  
CHALLENGES  
PER YEAR

\$80M

PAID TO OUR COMMUNITY

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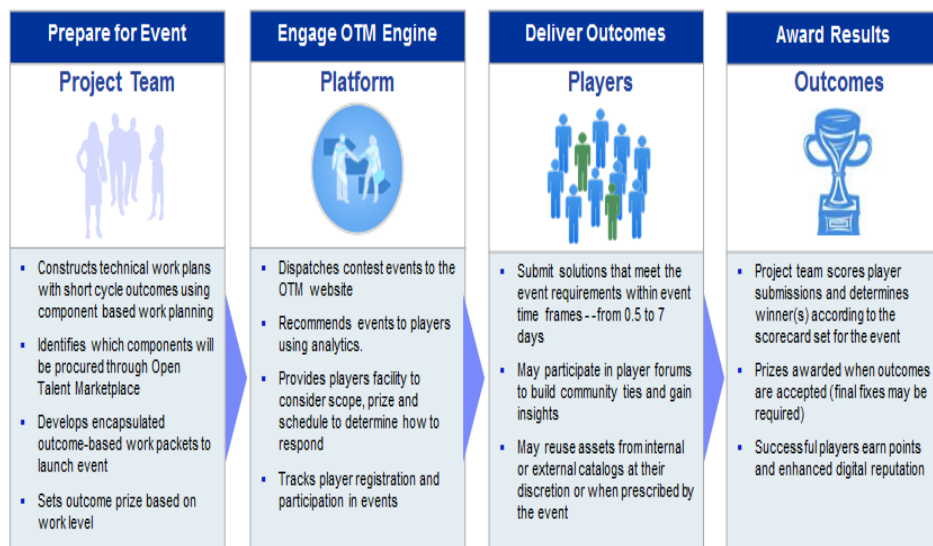
### Can Contingent Workers Be Engaged?

<https://www.cornerstoneondemand.com/rework/are-contingent-workers-more-engaged-you-think>

- **Volition:** Those that choose freely have more positive experiences
- **Emotional Support:** Emotional support from coworkers and supervisors increases contingent worker commitment to BOTH the organization where they work and the organization that placed them
- **“Psychological” Contract:** Social and emotional ties, not just economic ones, lead to more commitment and engagement
- **Continuity:** Opportunities for transition to longer term employment increases work attitude and commitment.

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### An Internal Platform for IBM Employees

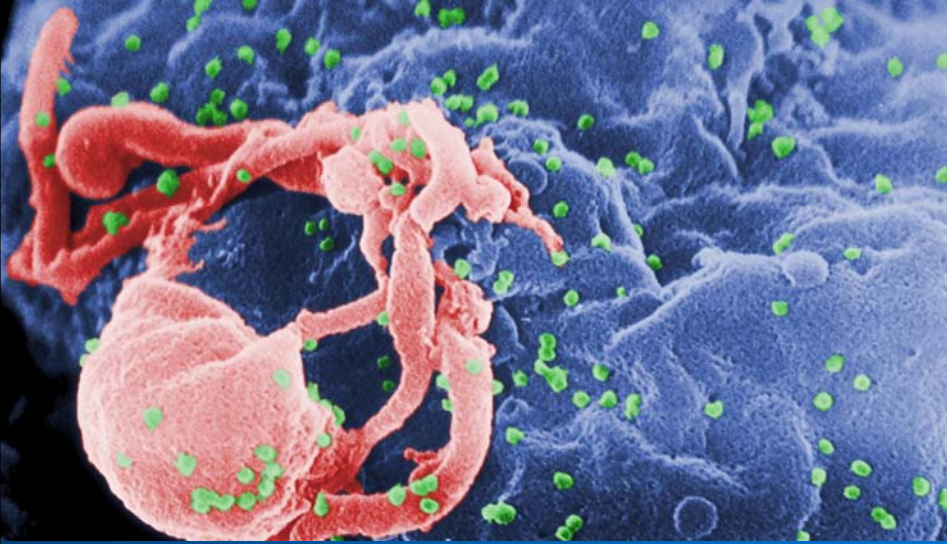


Source: Boudreau, Jesuthasan & Creelman (2015) "Lead the Work", Chapter 6

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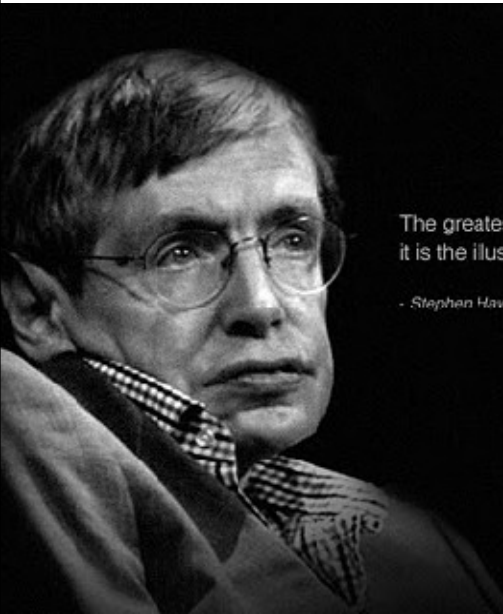
**Unpaid Volunteers**



**Video Gamers Solve AIDS Enzyme Riddle**

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**Will Automation Make Humans Obsolete?**

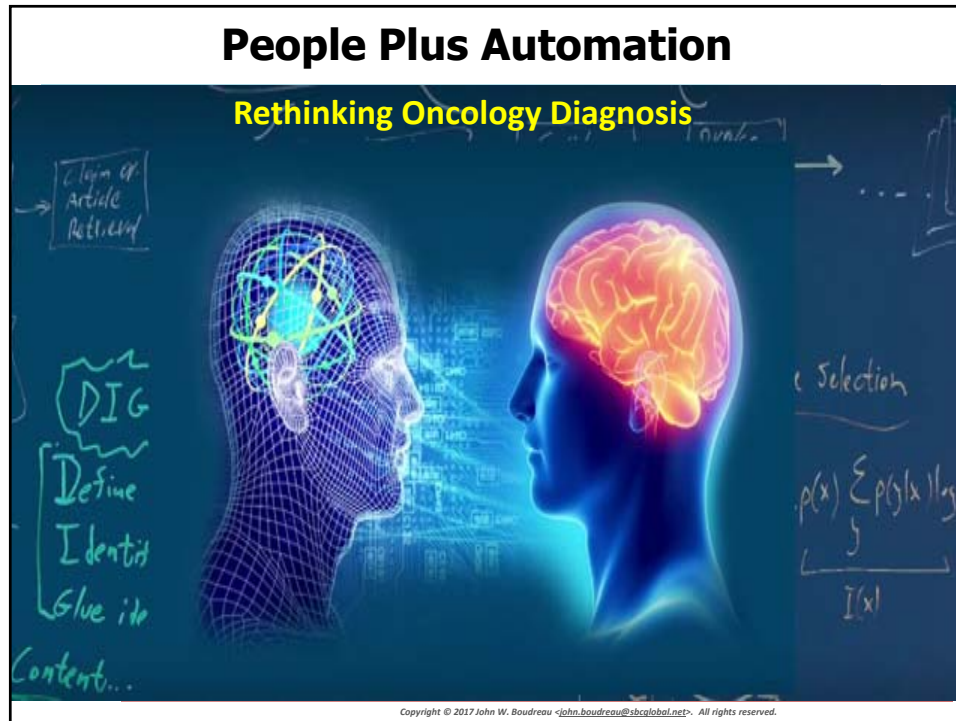


The greatest enemy of knowledge is not ignorance,  
it is the illusion of knowledge.

- Stephen Hawking

+Alreza Yavari

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### New Work: Horrible or Wonderful?

<div style="background-color: #ff0000; color: white; padding: 10px; border: 1px solid black;"> <p style="text-align: center; margin: 0;"><b>Horrible</b></p> <ul style="list-style-type: none"> <li>– Risk shifted to workers</li> <li>– Employers stop training</li> <li>– Death of the Career</li> <li>– Commoditization</li> <li>– Rush to lowest cost</li> <li>– Worker exploitation</li> </ul> </div>	VS.	<div style="background-color: #00ff00; color: black; padding: 10px; border: 1px solid black;"> <p style="text-align: center; margin: 0;"><b>Wonderful</b></p> <ul style="list-style-type: none"> <li>– Transportability</li> <li>– On-demand training</li> <li>– Boundaryless careers</li> <li>– Precise work-worker matching</li> <li>– Rewards segmented to match needs</li> <li>– Worker Empowerment</li> </ul> </div>
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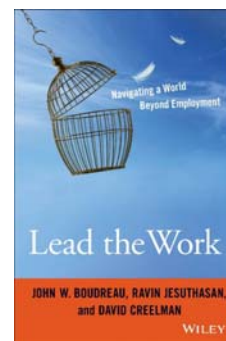
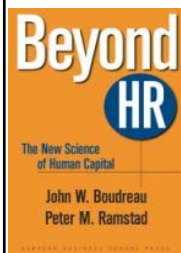
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## Thank you!

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