

# Big in 2016: The Trends on Our Radar

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# Paula Ketter

## Editor

### *TD*



# A Bonus Webcast From the December 2016 *TD*





PXT Select™ makes the very human decisions about hiring simpler and smarter. Through superior selection and employee assessment tools, PXT Select helps fill the gap between the resume and interview. It provides organizations with actionable objective data about candidates and employees in a simple to understand format that can help you to interview better and hire smarter





Jon Wolper  
Writer/Editor  
ATD

# What We'll Cover

- The trends that will have a big impact next year
- How these TD trends will impact you
- The numbers and the data
- Q+A with our experts

# Our Experts



**Arthur H. Mazor**

Art is Deloitte's global leader for HR service delivery and thought leader in HR transformation strategy. He collaborates with global clients to achieve business impact with a focus on transforming human capital strategies, programs, and services. With a balance of strategic planning, operating model and organization design, process transformation, technology deployment, governance, and change management, Art helps generate tangible results through innovative and pragmatic solutions.

# Our Experts



## **Annabelle Reitman**

Annabelle Reitman has more than 40 years of experience in career coaching and counseling, specializing in résumé development that targets clients' individualized professional stories. She also does short-term coaching for people in work transitions, enabling them to successfully continue their career journey. Reitman is an established writer and author in the career and talent management arenas. She is a co-author of ATD's Career Moves (2013) and contributed the Take charge of Your Career: Breaking Into & Advancing in the T&D Profession Chapter to the ASTD Handbook, 2nd edition (2014). Reitman holds doctorate and master's degrees in higher education administration from Teachers College, Columbia University.



# What Was Big in 2016?

- Performance reviews
- Design thinking
- Diversity and inclusion
- Unconscious Bias

# Design Thinking

*How has the practice penetrated the talent development world?*

# What is design thinking?

“Design Thinking is a methodology used by designers to solve complex problems, and find desirable solutions for clients.”



— *Linda Naiman*  
*Founder, Creativity at Work*

# What is design thinking?

“A methodology that helps users identify human-centered problems and implement innovative solutions through experimentation.”

— *Paula Ketter*

*TD Magazine, May 2016*

## 1. Discovery

Choose an affirmative, strategic topic.  
Gather data. Understand & empathize  
with unmet needs.

## 2. (Re)Frame opportunity

Look for patterns & insights.  
Question assumptions.  
Frame your POV. Define  
your scope.

## 3. Incubate

Switch gears. Feed your  
brain with diverse  
stimuli. Meditate. Sleep  
on it.

## 4. Ideate/ illuminate

Experiment. Explore possibilities.  
Envision a desired future. Co-create  
in diverse team. Make your ideas  
visible.

## 8. Iterate & Scale

Evaluate. Learn. Create. Innovate.

## 7. Deliver

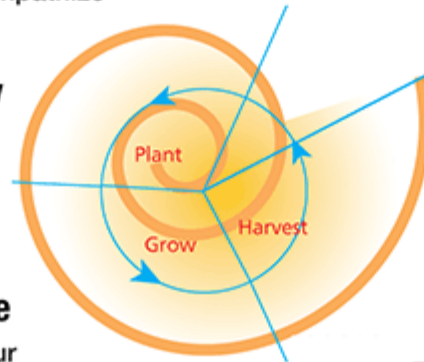
Final testing, approval and launch.

## 6. Rapid Prototype /test

Think big, act small, fail fast; learn from  
end-users and refine.

## 5. Evaluate/Refine ideas

What is desirable, feasible, viable  
about your ideas? What are the constraints?



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What advantages can design thinking bring to a company?

How can trainers and managers bring design thinking principles into the fold?

What challenges come along with using design thinking practices in a talent development context?

How do you see design thinking permeating talent development in 2017 and beyond?



Questions?

# Diversity and Inclusion

*As companies focus on the former, how do they achieve the latter?*

# The 2016 DiversityInc Top 50

## Four areas of diversity management:

Talent Pipeline  
Talent Development  
Leadership Accountability  
Supplier Diversity

1. Kaiser Permanente
2. Novartis Pharmaceuticals Corporation
3. EY
4. AT&T
5. PricewaterhouseCoopers
6. Sodexo
7. MasterCard
8. Johnson & Johnson
9. Marriott International
10. Prudential Financial
11. Deloitte
12. Wells Fargo
13. Procter & Gamble
14. Abbott
15. Accenture
16. KPMG
17. Merck & Co.
18. Cox Communications
19. Cummins
20. IBM

# The overarching issue

Companies often know their demographic representation, but they have no idea how employees from different demographic groups feel about the organization—whether they think they can be themselves at work, whether they believe they have access to the resources they need, whether they feel like they belong.”

— *Tyi McCray, partner at Paradigm*

# Poll: How do you feel your company does with regards to inclusion practices?

- Great
- Good
- Fair
- Poor
- Very poor



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How common is it that  
companies succeed at  
diversity but fail at inclusion?  
Why?

When a company doesn't pay  
attention to inclusion, how  
does it affect the company?

How can a company make  
concrete steps forward to  
combat this?

What challenges should a  
company making these  
changes expect?



In general, how do you expect companies to make improvements to inclusion in the next few years?

Questions?

# Unconscious Bias

*What is it, what effect does it have, and how can we avoid it in the workplace?*

# What is Unconscious Bias?

- Prejudices and stereotypes one has against a group
  - Often based on cultural norms, past experiences, and childhood environment
  - They're “unconscious” because they're ingrained; we don't think about our unconscious biases

# How does it affect a company?

- Companies are more globally focused than ever
  - That means greater diversity
  - And *that* means more cultural perspectives
- Workers who feel the impact of others' biases may not feel welcome at the company
- Training can get people on the path to examining and eliminating their biases

How do inclusion and unconscious bias training intersect? Is it important to tackle both at once?

In what ways, generally, can training be used to combat employees' unconscious biases?

More specifically, do you recommend an awareness-based approach to unconscious bias training, training focused on specific actions and their effects, or both?

Questions?



# Performance Reviews

*How useful are they? How often do we need them?*

# An outdated process?

According to 2016 TINYpulse research, 37 percent of employees feel the performance review process is outdated.

# Poll: How often do you have reviews?

- Once a year
- Twice a year
- Quarterly
- A series of smaller check-ins
- Other

# The numbers

- 42 percent felt something important was left out of their review due to bias
- 41 percent said they did not receive a pay increase after a positive review
- 64 percent wanted their review tied to compensation

# Tied to age?

- Millennials fear reviews the most
  - Baby Boomers are most comfortable
- Millennials were much more stressed by the process than Gen X or the Baby Boomers

“There's an untrue stereotype that millennials want a trophy for every little thing. What they really want is information. After they complete a project, they want feedback on how well it went (and that can be negative feedback) in the moment. Giving them a performance review just once a year is not a motivator for them. In many ways, millennials will be a huge force behind changing reviews. They are now the biggest age group in the workforce.”

— *Neal McNamara, senior communications manager at TINYpulse*



# Let's just get rid of 'em

(That might not be a good idea)

- When performance reviews are done away with:
  - There's an initial burst of positivity
  - Then manager conversation quality declines by 14 percent
  - Employee engagement drops by 6 percent\*

*\*According to CEB data*

# Let's change 'em around (That might be better)

- 24 percent of TINYpulse respondents want a quarterly review
- CEB data shows a 10 percent increase in employee performance following more frequent, informal feedback
- Harvard Business Review says that one-third of U.S. companies are making changes
- Adobe, Accenture Microsoft, and others are leading the way



# The future of reviews

“Performance reviews will definitely change. We've seen big companies starting to shake up the performance reviews recently, everyone from The Gap to corporate giants like GE and Deloitte are doing away with annual reviews. At the same time, technology is making it easier to change performance evaluations. Businesses can now use technology to better track performance data. Just like how devices like Fitbit have changed the way people track health data, employers now have the ability to track data on employee performance in real time.”

— *Neal McNamara, senior communications manager at TINYpulse*

# Poll: Do you have plans to change your review process?

- Yes
- No

*If yes, what changes will you make?*

Questions?

Thank you!



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