

Crossing HR Borders

What can your organisation learn from other industries & other surprising sources?

@CyrielKortleven



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Crossing **HR** Borders

In this magazine we will spend time on a new section 'HR trends across the border'. For you as an HR professional, it is always relevant to know what is going on in the various departments of your organisation. After all, you can look beyond these job descriptions and support the employee in doing his or her job in optimal conditions. But when it comes to tackling our challenges, we often want to reinvent the wheel, which costs a lot of time, energy and money, while for many of today's problems a solution has already been found in another sector.

Let us therefore cross borders more often - and not only national borders - and learn from other disciplines, industries and other sources of inspiration. This inspiration can lead to new solutions for your HR challenges.

Discover how throughout the next pages!

What is the meaning of 'Crossing HR Borders' exactly?

Instead of finding new solutions to a problem yourself, you consciously look for the limits of the problem and get inspiration and solutions from other 'domains'. Of course, you still need to adapt the solution from this other domain to your own situation, because a pure copy/paste doesn't work very well in these situations.

Feel free to really look into these other 'domains': other functions, organisations, industries, but also less obvious sources of inspiration such as the art world, nature, history.

Through a simple structured process, you can find answers to your challenge from most of these strange 'domains'.

A good example is Van Moof - the famous bicycle brand.

These bicycles are being bought all over the world because of their top quality.

One of the challenges for Van Moof was to get the bikes to the customer without any damage, which was not easy during international transport.

After some research, the cause of the problem turned out to be the handlers of the transport companies. They often place large boxes in the trucks or containers without any special attention to detail.

However, changing this approach of 'handling' was far from simple. That is, until they were inspired by a solution from another industry: big television screens. These are also shipped all over the world and arrive in good condition.

Van Moof's solution? An adaptation of the graphic design of their boxes! From now on they will print a television screen on the package! It turns out that this small change has reduced the number of damages by 70 to 80%.

Why is this relevant for me as an HR professional?

Here are 4 additional reasons why the process of 'Crossing Borders' is so interesting for you as an HR professional:

1. Someone else has probably already solved the same HR problem as you. So why should you have to figure out the solution all over again?
2. Very often, the real change - the so-called disruption - comes from outside your own sector. Airbnb has turned the entire hotel business upside down; Netflix has made all video rental services obsolete; players like Amazon and bol.com are changing the entire shopping experience; ... So, chances are very high that a new, unknown player is currently trying to disrupt your industry, your HR approach in this case. In other words, you'd better regularly have a look beyond your own walls to see what's going on around your business/department, so you can react more quickly to certain trends, changes and employee needs.

3. Worlds are increasingly connected with one another. Every day we notice that the world is one big system, and we see, like during the pandemic and the war in Ukraine, how dependent the different industries are of each other.

4. We need to move from best practices to next practices. It is no longer sufficient to do the same things as the competition. Instead, we are always looking for the next way to serve the customer even better by, for example, working more effectively, more efficiently, more sustainably, ...

You will not find this 'next practice' within your own HR department either. Therefore, dare to let yourself be inspired by the top people from other businesses. How do they reach the next level in HR?

What are the required skills to be able to apply the Crossing Borders process?

One of the most important skills is temporary **postponement of judgment**.

When someone comes up with a new idea, 'idea killers' usually arise very quickly: statements such as "yes but", "no money", "we already tried that".

These cause us to immediately condemn the idea.

Unfortunately, no innovation can arise in this way, since every innovative idea will always be different from the current context.

So, postpone your opinion for a while and approach it like this during your next idea search: take three minutes to 'postpone judgment'. Three minutes in which you can only answer "Yes and...".

You will notice that suddenly much more space and energy is created. In other words, opportunities for your ideas to become alive.

Furthermore, **divergence** is important. This means that you do not stop after your first idea, but that you also come up with a second and a third. Allow yourself a limited period of time in which you only need to be busy generating new ideas. That way, you will have more options to choose from.

Dare to look at the world from **a different perspective**. We often look at the world through our HR glasses, which is very logical, since we know those 'glasses' best. There is nothing wrong with that. However, if we want to discover new ways of tackling certain challenges, it is wise to learn how to change perspective easily. For example, imagine how someone with a different function would approach your problem: how would someone from marketing, logistics or legal fill a vacancy?

Mix this with 5 grams of **imagination** and you have a nice blend of skills to start the Crossing Borders process.

What are the different steps of a Crossing Borders process?

There are 3 steps:

1. Everything starts with... the right question
2. Explore boundaries... and push them
3. Connect the right dots... and experiment

1. Everything starts with... the right question

When faced with a problem, we tend to look for a solution as quickly as possible. But very often we spend too little time on the problem, on the question itself. Did we really find the right question? Does the solution solve the core of the problem? Is there a deeper problem that might be tackled in a completely different way?

In the book "What is your problem?", Thomas Wedell-Wedellsborg gives a good example of a larger apartment building where people complain that the lift is too slow. The solution seems obvious: a faster one. Yet this is usually not the solution that the managers of such an apartment building apply. After all, a faster lift costs a lot of money and a lot of work. Moreover, this solution often only provides a few seconds of extra speed, which means that the residents continue to complain anyway. Moreover, further analysis of the problem revealed that the real problem was not the speed of the lift, but rather that people find waiting annoying. The solution to this problem? Placing mirrors near the lifts: people often forget the time when they are fascinated by something (themselves).

So instead of immediately looking for solutions, it is advisable to ask at least 21 different questions about the 'problem', so you can get a better analysis of what is really going on. You will often find that the questions that come up a little later automatically put you in a different mindset, which of course gives you more options.

A nice way to explore the question is via the abstraction ladder.

Suppose you need to fill a vacancy for function X, then first try to adjust the abstraction level of the question.

What if you make the question more concrete: "How can we fill the right position faster than our competitor?" or "How can we find an interim for the next month for this position?". Or you go the opposite way and move up the abstraction ladder. "How can we reduce the workload in department Y?" or "How do we keep our employees engaged?"

Do you notice that by playing with the abstraction level of the questions, other possible solutions are often uncovered?

2. Explore boundaries... and push them

Once you have identified the right question, you can start looking at sources of inspiration that can help you solve it.

You will find that some industries have processes like yours from which you can certainly learn something.

How do your competitors solve the problem? Sometimes it can also pay off to go one or two steps further and look at an industry or domain that is much more distant from your organisation.

By playing with synonyms of the keywords of your problem, you often discover many new possibilities. For example, one of the keywords in the question "How can we attract talent into our organisation?" is: talent. Possible 'business synonyms' of talent in other sectors can be: students, customers, freelancers, ex-employees,

And then you can consider how such a different 'domain' interprets a similar problem. How do universities attract students? How does a freelancer find his next new assignment?

Dare to explore a wide range of possibilities and use your imagination.

You can also play with less obvious domains such as the mafia, nature, the film industry.

What does one do in the Mafia world to attract new talent?

Possible answers are: very big rewards or using other networks or forcing someone to cooperate.

These kinds of solutions can hopefully inspire new ways of thinking: What could be a 'very big' reward for an employee?

This may not need to be purely financial.

Can we temporarily hire an employee from a competitor who is having a lot of spare time?

Can we legally call on a former employee to step in for a while?

3. Connect the right dots... and experiment

The last step is probably the most difficult one: How do you know which idea will work in your organisation? There is only one way to find out: just do it.

We can give you a few tips though:

Copy/paste will probably not be successful, as your organisation has a different culture and background than the organisation where you found your inspiration.

You will have to adapt the idea to your organisation anyway.

Sometimes this can be a small adjustment, sometimes you need to combine 2 or 3 ideas, sometimes you need to remove a certain element from the original idea completely.

Taking nano actions is another tip.

A nano action is an action that should cost you maximum 10 euro and 1 hour of your time. So, take the idea and think of a way to test the mini-version - within the limits.

Can you try out the idea with a volunteer in the organisation?

What are the reactions when you tell your idea to 2 open-minded colleagues?

Can you present the idea visually on 1 sheet of paper and share it with a customer?

By taking these nano actions you will learn a lot. After all, you are putting it into practice instead of making theoretical plans. In other words, you get feedback much faster and can quickly assess whether you are going in the right direction or not.

And if the idea doesn't work out, that's no problem either. Fortunately, you only spent one hour on it and you did not lose a lot of money.

And guess what! Many nano actions lead to real change and innovation!

Now let's cross some HR Borders!



What can HR learn from the mafia? And other unexpected sources?

What can we learn from 'strange' sources?

What would happen if we stepped out of our well known environment and started looking for some fresh inspiration in fields we probably wouldn't even think of?

What can we learn from businesses and institutions who are completely otherwise organized and seem to have a HR approach completely different from ours?

Would there be any chance we could possibly learn something from ... the mafia?

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Learning from the maffia

We firmly condemn their illegal activities, but they do handle quite a few elements better than the legal business world: the classic hierarchy of the maffia has been replaced by a loose network structure. Depending on the project, they look for the best experts (e.g. a hologram artist who fakes IDs on a credit card), are increasingly collaborating with competitors to expand their services globally and are (almost) always two steps ahead of the (often border-crossing) police.

>>> So let's do a quick check: Is your organisation using the best experts on the market?

Learning from football

In the professional sports world, it is quite normal for talent scouts to analyse the market. Especially in the world of football, the performances of players and teams are closely monitored in a scientific way. Talenty Spy is an organisation which has analysed the performance of over 140,000 players from 6400 clubs. With 180 talent scouts, they scan the best football talents worldwide and then sell the data to interested clubs.

>>> *Have a look at your organisation: Is your HR department dedicated to do some serious talent scouting?*





Learning from the military

The US Department of Defense has more than 7 million employees, both active and reservists and even retired people. They have and keep a record of each person's skills, qualifications and experience, both inside and outside the organisation. This way, they can - despite the gigantic database - relatively easily put the right person (or the right team) in the right place.

>>> Do you exactly know what knowledge and experience your employees have? Could you easily assign them another role inside your company or create new teams with the right personnel?

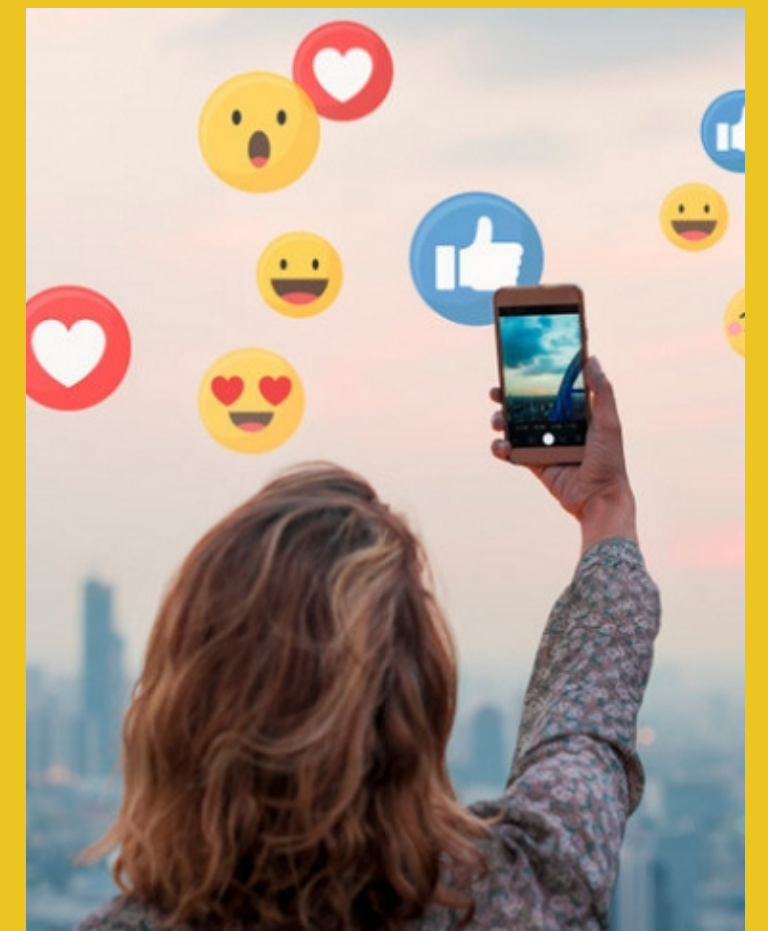
Learning from influencers

ONA stands for Organisational Network Analysis, a system that maps out informal relationships and their influence. In this way the real influencers emerge and a picture of the hidden silos gets created.

These spontaneous connections are of critical importance since they define the way knowledge is generated and distributed across the organisation.

Three types of data in ONA are examined: communication (who talks to whom), mood (your perception and feeling of the people around you) and transactions (what kind of things do you exchange?). The info is collected through questionnaires, but also through passive data such as e-mail, geolocation and other technologies.

>>> Do you know who exactly are the real influencers in your organisation?

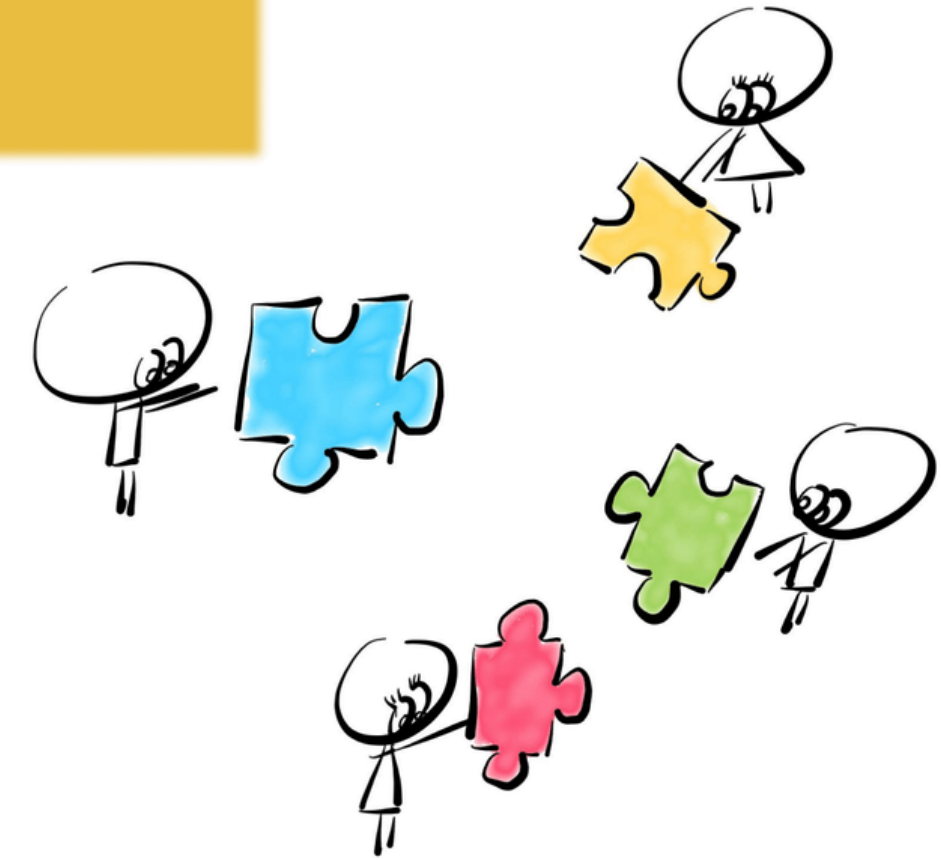


Engagement

One of the key factors to running a successful business is knowing how to engage employees. If the leaders of a business or organization understand the level of passion their workforce has for the job, they are a step ahead of the competition.

As a manager, you want your employees to have pride in what they do and in the company they work for. Those who work with purpose put forth their best efforts: a practice that can only benefit the goal of your organization. It's important to look at every aspect of why people do the work they do and what drives them to do it.

Some inspiration from different sectors on how to engage your employees in an easy and positive way? Check it out!





Engagement from the start

With Chrysostomos or Hundred Days, senior high school students celebrate the fact that they only have 100 days left to go to school. What if we introduced a variant of this momentum inside companies with new employees: what did they notice during the first 100 days at their new job? What do they find positive? What do they want to change? After all, during the first 100 days, you have not yet been shaped by the rules and culture. As HR and manager you enter into a unique dialogue to capture this fresh perspective!

>>> Do your employees get the chance to share their experiences after 100 days?

Engagement thanks to a clear why

Efteling doesn't sell admission tickets, but memories, experiences and meaningful moments. The why of Efteling has been the same since the organisation was founded: let visitors forget their daily lives for a while. Every employee can make a difference, as the goal is very clear. Even the director sells some fries now and then to be close to the customer. So every day the employees feel that their contribution matters.

>>> How can you make your employees fulfil your customers' dreams?





Engagement thanks to transparency

More and more organisations are abandoning control & command where only the leaders have access to all information. Transparency increases involvement. You can start small by giving access to more information, perhaps together with a training to interpret the information. Open-book management can lead to employees better understanding how the financial numbers work and taking action to influence them. Some organisations (such as Morning Star) even let employees determine their salaries.

>>> How can your organisation be more transparent for its employees?

Engagement thanks to trust

Tesla employees receive an Anti-Manual Manual at the start. There is no focus on rules. Everything is based on trust. The most important message is that Tesla employees are different. The manual includes things like the ability to communicate with anyone (feel free to send Elon Musk a message - if relevant), having fun and the responsibility to make Tesla a success.

>>> What would your organisation's manual look like if you deleted the rules?



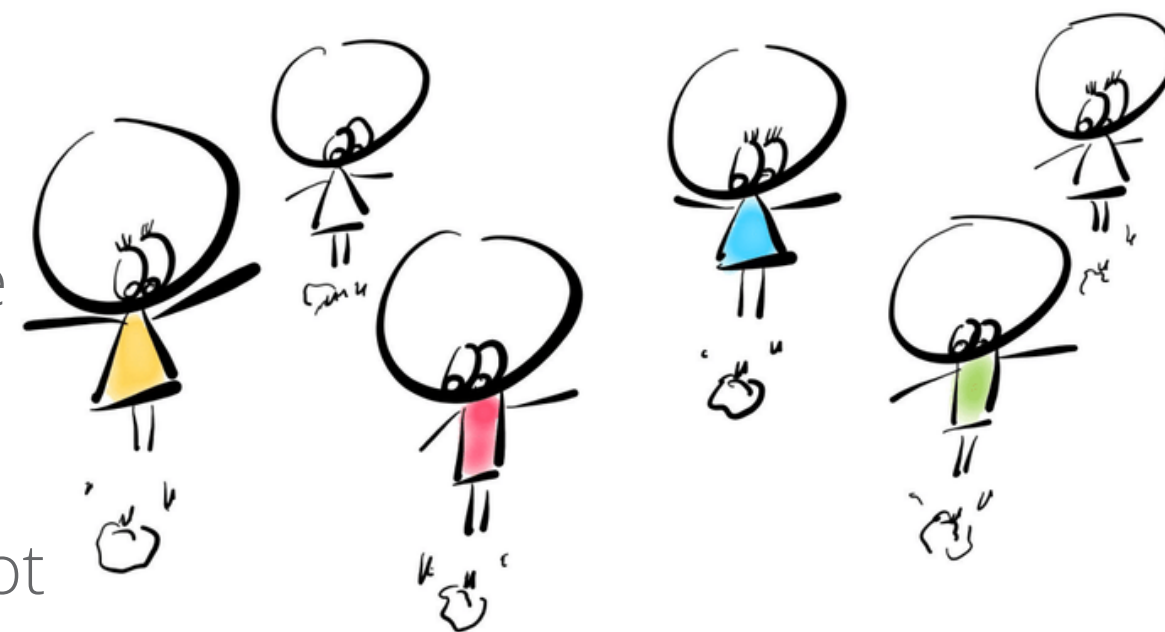
How can you increase the happiness of your employees?

How can you boost the happiness of your employees?

Giving out raises is only one possibility to do so and maybe not the most successful one on the long term, apart from being also the most expensive way to retain employees.

While more money can help to put a smile on your employees' faces, it's not the best way to keep them cheerful. What else could help to boost your employee's morale?

Let's shortly explore four unique approaches from four unique businesses in the newsletter dedicated to Human Resources.





Satisfied employees thanks to 'Just Wonder'

Every month, 3000 people apply for a job at Cool Blue and that is largely due to their company culture.

There is for example a 'Friends' value that stimulates employees to not only be colleagues but also to consider themselves as friends.

And their 'Just Wonder' value aligns with the obsessive focus on customer satisfaction. They strive to amaze their customers throughout the entire product purchase process. For the employees, this value has become the most normal thing in the world.

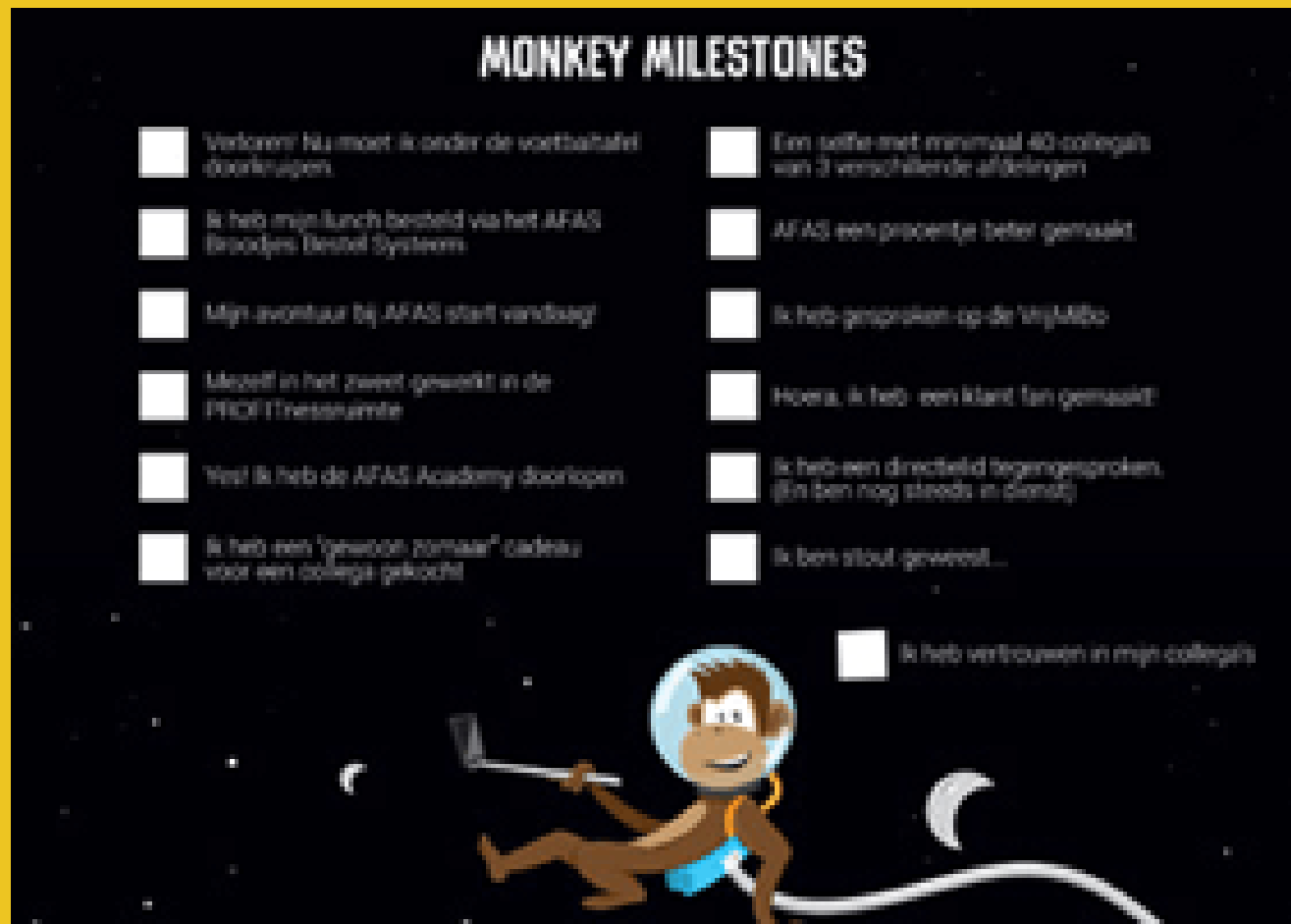
>>> Why not start with doing everything just a little differently and a little better every day?

Productive employees thanks to lessons from Formula 1 teams.

The common goal of a Formula 1 team is crystal clear: win the next race. The cars are in fact driving prototypes and every week 1000 little things are changed because everyone can adjust one tiny thing from his knowledge and expertise to make the car faster. Necessary requirements: transparency of data for everyone; learn from mistakes and improve; cross-functional teams; autonomy and authority for the frontline people.

>>> Make your organisation as fast and agile as a Formula 1 team





Confident employees thanks to Monkey Milestones

At the software company AFAS, employees are welcomed in a special way. They receive a card with so-called 'monkey milestones,' a series of playful milestones they should achieve within three months. E.g. there's a card with the text 'I contradicted a director and still have a job'. Melanie Blom, support manager at AFAS, explains: "It's our way of giving new employees confidence, showing them that it's okay to be a bit quirky with us. Of course, you don't achieve job satisfaction with just those cards. What is crucial for us is trust. Here you're allowed to make mistakes without being punished. And that's what we want to show to new employees through these cards."

>>> Make sure your employees have the feeling of being seen and involved.

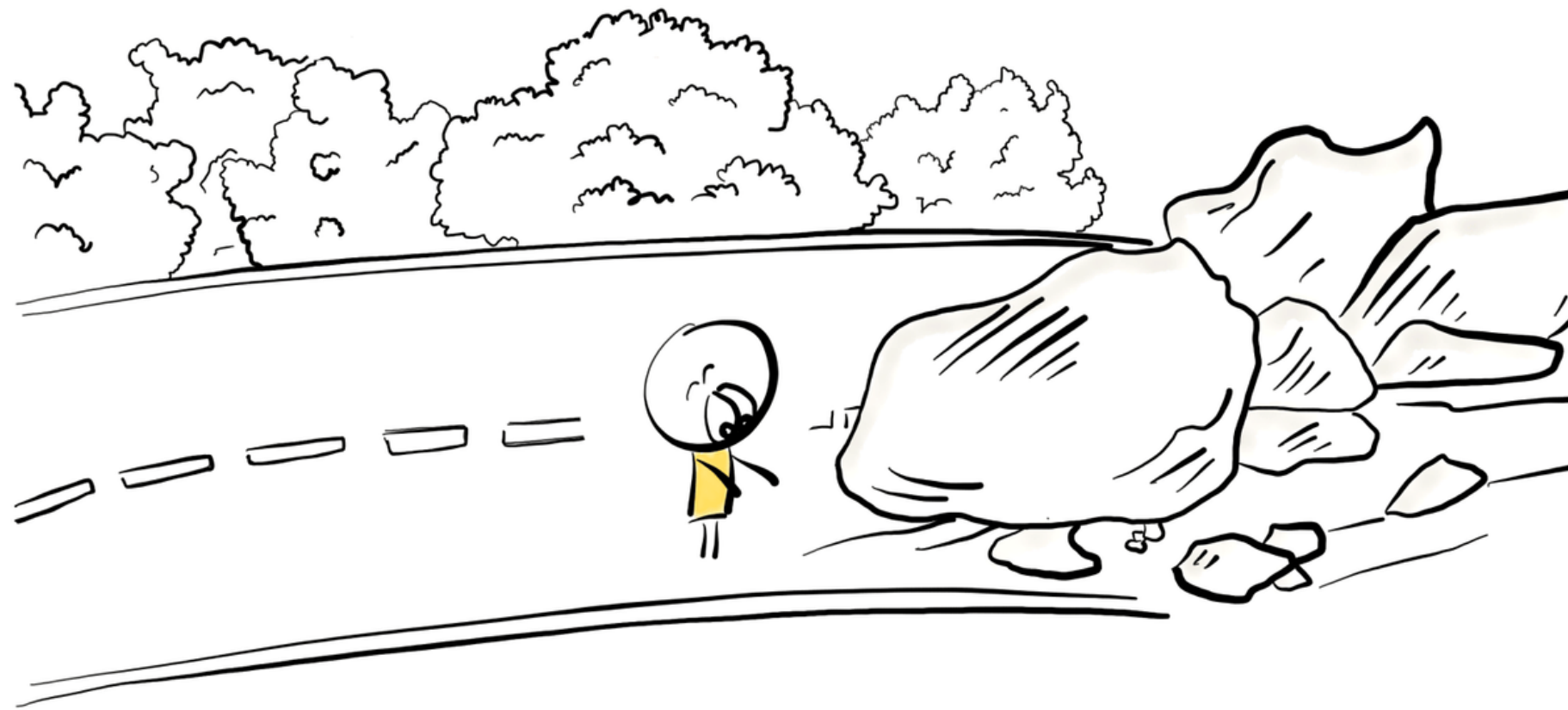
Employee well-being through a 'happiness meter'

Employees at the installation company Guidion monthly fill in a happiness meter, expressing with smileys how they feel: a sad face, a neutral or a happy one. They are also asked to identify which aspect of the company culture brought them happiness and to share what they did personally to enhance their job satisfaction. "The goal is not for everyone to report being happy every time but to reflect on the topic," says Guidion. Additionally, everyone receives an annual 'happiness day,' a day off to be spent on what brings them joy. "Anything is allowed, as long as it makes you happy."

>>> Show that you that you are concerned about the happiness of your employees



How to stimulate change?



As a manager or a company owner running your business, we know change is needed from time to time. We also do know that change is not always simple and easily implemented: it takes time, discussion, good communication, self-reflection, energy.. and above all, the willingness to change.

So how to stimulate this change-mindset?

How can we convince our peers, employees and/or colleagues that change can definitely be considered as a positive challenge full of learning and growth possibilities?



Change by necessity

In the initial phase of the coronavirus, care institutions had all hands on deck with one goal: to care for COVID patients. There was no room for the NIMJD syndrome (Not In My Job Description). Doctors took on nursing duties. Specialised care professions, such as occupational therapists and physiotherapists, were suddenly also on the shop floor. SWAP teams departed from hospitals and provided support for the tests in residential care centres.

Nothing prevents us from taking a more open-minded look at how to fill tasks more flexibly, taking into account the talents of our employees.

>>> How can you fight the NIMJD syndrome in your organisation?

Change thanks to 'Fun'

The Fun Theory is an initiative by Volkswagen that aims to positively change behaviour by introducing the 'fun' factor, for example a piano staircase that makes music to encourage people to take the stairs instead of the elevator.

Or what about the lottery for respecting speed limits in traffic? A speed camera recorded the speed of all motorists. Instead of giving a fine to offenders, a lottery ticket was registered for each person who respected the speed limits.

>>> Which activities can you give a higher 'fun' factor in order for employees to positively change their behaviour?





Change due to scarcity

'Frugal' innovation is about eliminating non-essentials to create a simple, sustainable, affordable solution. The greater the constraints, the greater the need for creativity. In India for example, there is a clay fridge with a simple manual cooling system as many people do not have access to electricity.

Or in Kenya, 50% of the population make payments using their mobile phone as the vast majority of the country does not have a bank account.

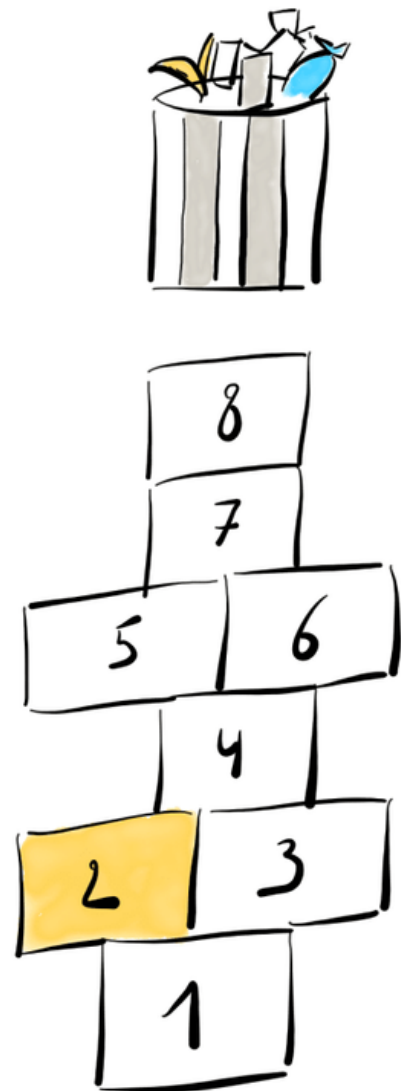
>>> Do you see opportunities for 'frugal' innovation in some HR processes where resources are scarce?

Change by breaking down the layers of management

Brady Pyle had been Deputy HR Director at NASA for 3 years and was looking for a way to broaden his experience. Instead of seeking that experience higher up or elsewhere, he decided to spend 9 months leading a small group of engineers. He describes it afterwards as a wonderful learning experience. The 'ambitious' plans from senior management seldom reached the real executives in the right way, which naturally led to resistance and miscommunication.

>>> What would happen if senior managers were to go out on the shop floor more often?





Nudging

Stimulation by nudging? Or better, how can we install change in a smooth and very involving way, keeping every employee happily on board?

In this newsletter about change we give some new inspiration showing that change inside a company doesn't have to be difficult, complicated, nor heavy. You can simply 'nudge'.

By constantly building bridges, looking for the fun-factor, putting emphasis on a clear communication and investing on a good performing team, you can better shape and carry the change process.



Nudge for nature

Nudging (nudge) literally means 'gently encouraging someone'. Most gentlemen know what the fly on a urinal means - a fine example of nudging.

At Virgin Atlantic Airways, they have combined the methodology of nudging with gamification to reduce air pollution. Pilots receive weekly information about the amount of fuel they use per flight combined with personal performance targets. The results speak for themselves: fuel emissions have been drastically reduced.

>>> What kind of nudges can you think of to subtly encourage your colleagues to behave in a positive way?

Your problem has already been solved elsewhere

The Sint-Maarten Academic Hospital in Mechelen was looking for a way to promote the importance of safety procedures in operating rooms among its staff. To this end, it worked with a Flight Safety Officer from an airline to introduce the 'check-check, double check' principle. Three staff members filmed a video in the cockpit of the plane to get the message across in a fun way.

>>> Which industry has certain procedures that would fit in well with your organisation?





The wrong room

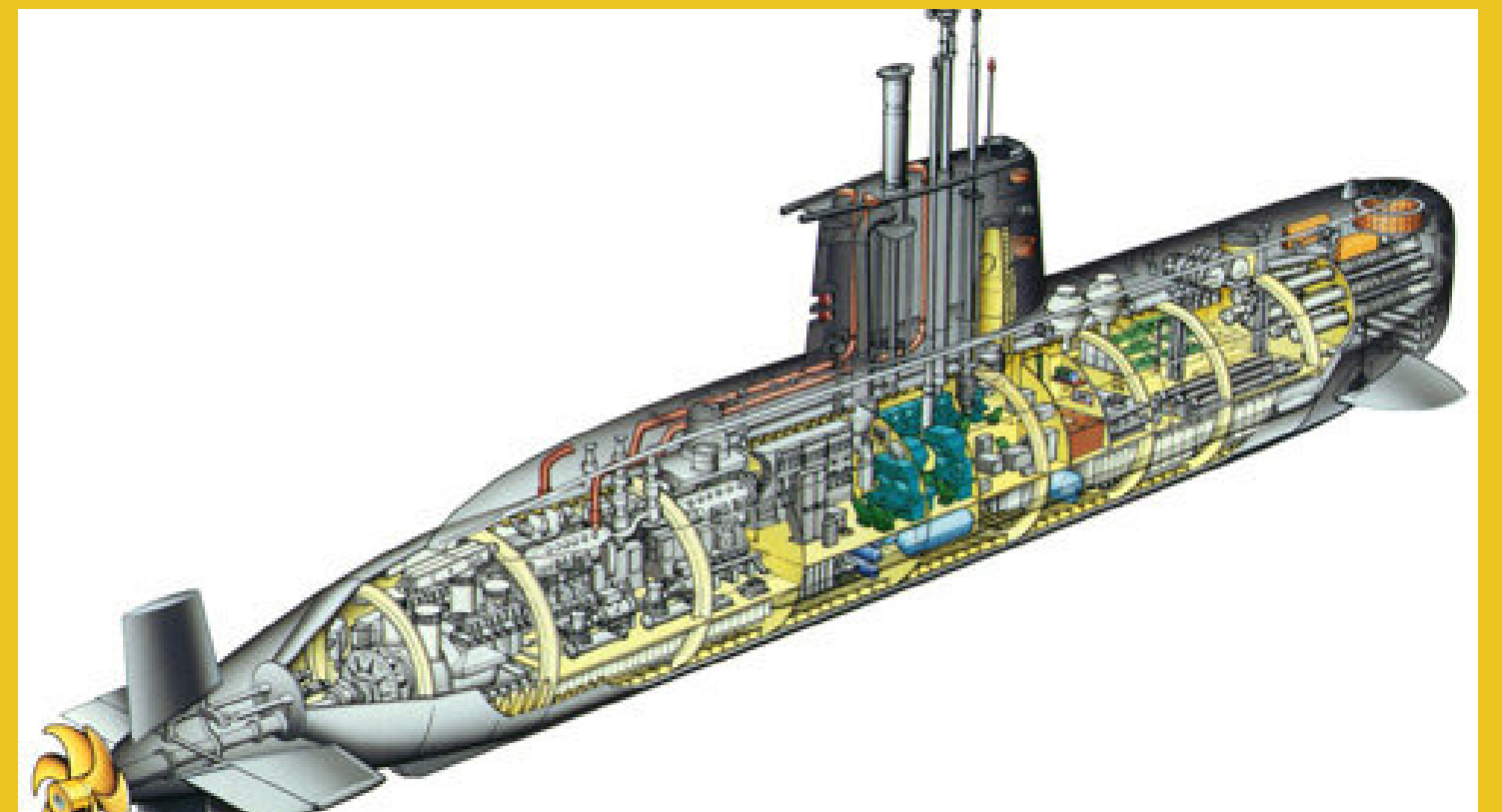
The wrong room is a patient room where mistakes have been made intentionally: is the patient wearing the right shoes, is the bed in the lowest position, is the alarm bell plugged in? Two people enter the room each time: a nurse and a physiotherapist who are given 10 minutes to discover the 20 mistakes in the room. They also have to indicate why it is wrong and then receive feedback on their actions and explanations.

>>> How would such a wrong room look like in your organisation?

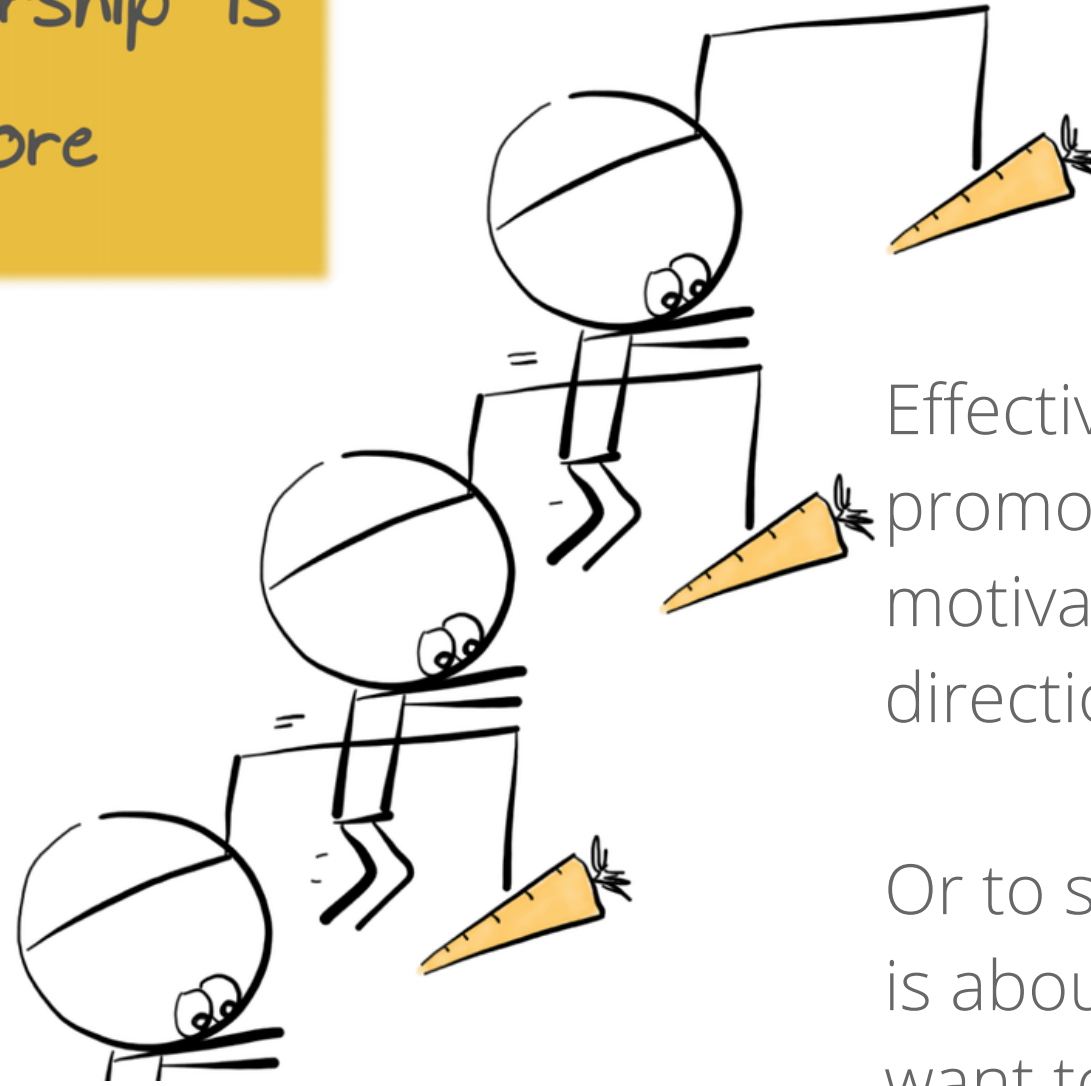
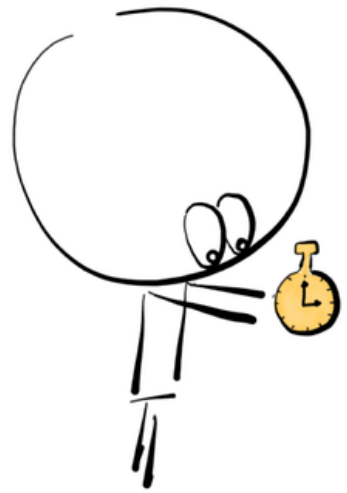
Everyone must know everything

Submarine Marines are the most highly trained people in the navy. Every employee must know, be able to maintain and repair every system and component of the submarine. And that is not easy because these training courses are often very technical and the technology is constantly changing. This way, everyone has the right skills to respond adequately in case of emergencies.

>>> Are there any 'all-rounders' in your organisation who can be placed in any department to take over certain basic tasks?



Stick & Carrot leadership is
not working anymore



Effective leadership in business can bolster and promote teamwork, cultivate a sense of greater good, motivate, inspire trust, or provide purpose and direction.

Or to say with the words of Steve Jobs: "Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could."

Here we want to give you some inspirational insights about future-proof and successful leadership.



Cross-silo leadership

Good leadership is about transcending departments and building bridges. These leaders speak the language of different groups. A good dose of curiosity combined with an open mind can help transcend silos. Help your people by asking more questions, so they broaden their own perspective and thereby reveal new opportunities.

In a digital consulting firm for example, the consultants didn't just talk to the IT director, but deliberately engaged with other parties in the organisation - precisely to uncover the real challenges.

>>> As an HR leader, how can you build bridges between departments?

Leadership lessons from Jazz

In the world of jazz, there are 4 leadership principles that can also be translated to business: alternating leadership; really listening; improvising and putting your ego aside. In successful companies, the leadership (not always formal) also switches to the person who has the most expertise in a particular area. Employees' ideas are actively listened to. Leaders take into account that plans can and will change. And the interests of the organisation take priority over personal interests.

>>> What can you as an HR leader learn from jazz improvisation?





Supportive leadership

Five qualities for moving from directive to supportive leadership:

- * have a living, inspiring mission
- * continuously listen to your employees on how to improve your organisation
- * destroy the ivory tower (no more status symbols and private privileges)
- * dare to ask for help as this also stimulates the motivation of others
- * trust your employees and do not micro-manage.

>>> What qualities can you encourage in your leaders of the future?

Transparent leadership

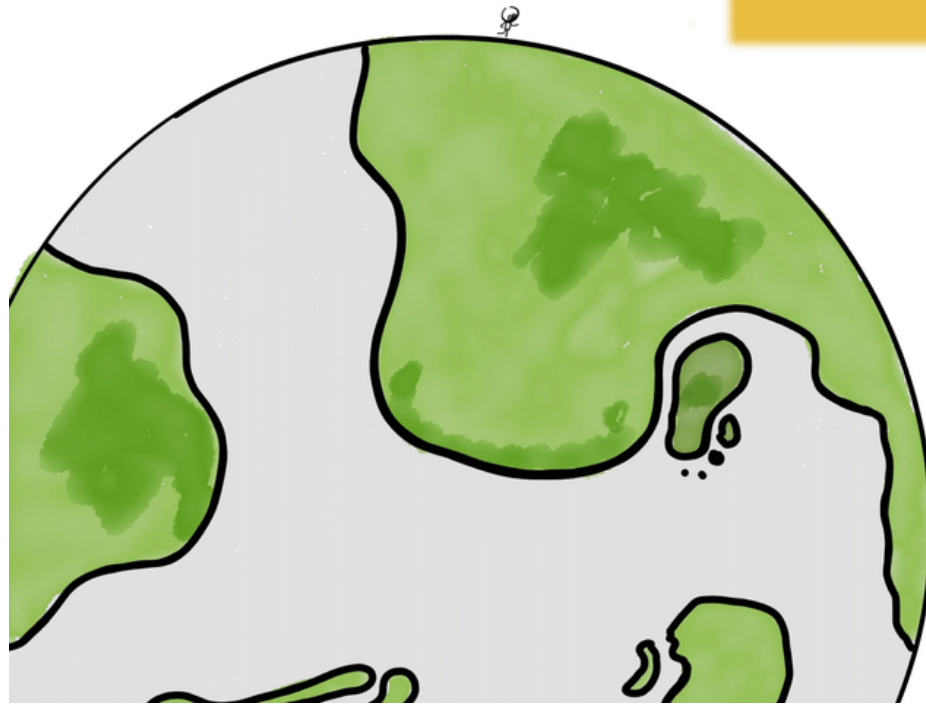
Transparent communication is crucial if you want to lead a successful organisation. Open data available in real-time to everyone in the organisation is perhaps the ideal form of transparency, but you can also achieve a lot by making certain decision-making processes visible and holding monthly town hall meetings.

Another possibility is to share your vision on leadership and other topics with your employees (and possibly the rest of the world). For example, entrepreneur Richard Branson regularly writes personal stories on his blog - which is also visible on the company website - about his challenges and vision.

>>> In what area can your organisation be more transparent?



What can HR learn from biomimicry?



Corporate sustainability is an approach aiming to create long-term stakeholder value through the implementation of a business strategy that focuses on the ethical, social, environmental, cultural, and economic dimensions of doing business.

The strategies created are intended to foster longevity, transparency, and proper employee development within business organizations.

We are eager to give you inspiration on how some companies have strongly implemented this concept of corporate sustainability and their responsibility for the environment and human capital.

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17 possible mindsets to increase your impact

Looking for a framework to set social or environmental goals? The United Nations did it for you: with the SDGs (Sustainable Development Goals), the UN formulated 17 goals to be achieved by 2030.

At the core of the plan is the realisation that fighting poverty and climate change requires good education, equality and cooperation.

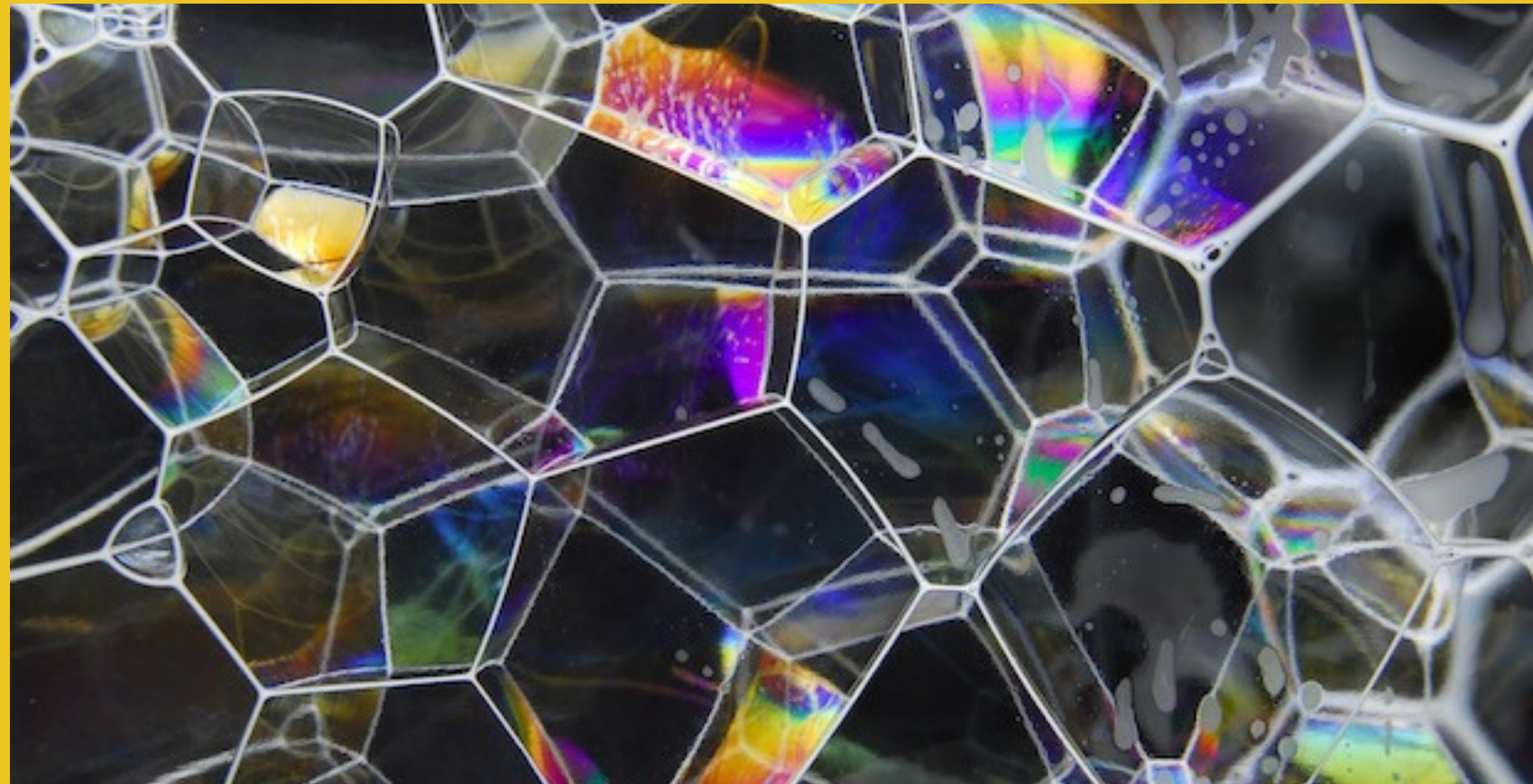
>>> Look at your company's mission and values. Where can you increase your positive impact on the world?

Croque Monsieurs that will make you happy!

The mission of Happy Tosti? Selling tasty tosti's. And offering a fun, valuable and paid job to as many people with disabilities as possible in a way that is as honest and transparent as possible. 65% of all hours worked at Happy Tosti are used by people with, for example, autism, borderline, physical disorders or hearing or visual impairments.

>>> Combining a commercial objective with a social one: it is possible in the hotel and catering industry. Could it also be possible in your company?





Learn from biomimicry

We do not seek to encourage women to eat their husbands after mating, but there are many strategies in nature that we can learn from. Biomimicry is the idea that nature can serve as an excellent benchmark, model and mentor in the design of products, processes and systems. For example, did you know that nature recycles everything? That cooperation and diversity pay off?

>>> Find out which one of the 9 biomimicry principles gives your plans direction. Forward to nature!

Multifunctional

Those affected in disaster sites get aid packages that contain the most essential: food and medicine. Playing, however, is also a basic need for children. The project Inside The Box by designer Lisanne Koning responds to this need: inside the aid packages she prints images of animals, DIY sets and board games. When you cut them out, they turn into toys.

>>> Are there resources in your organisation that can be reused to respond to unmet needs in the company or in society?

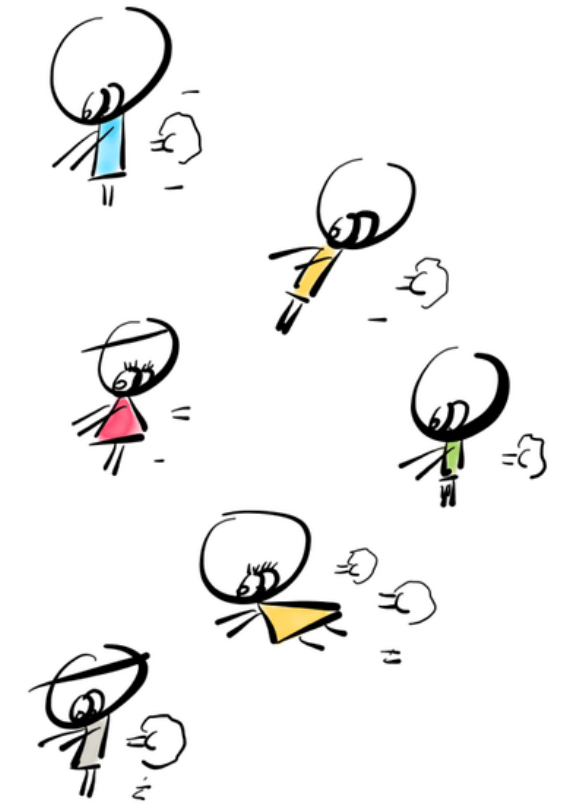
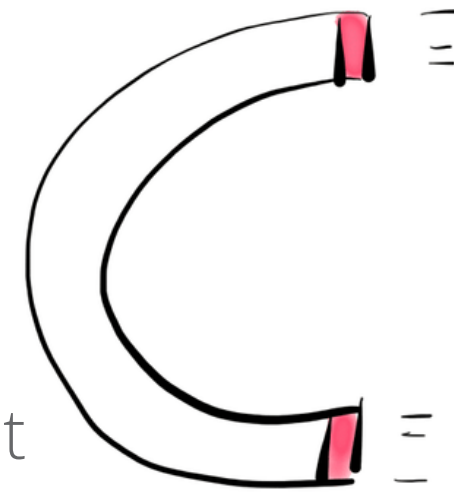


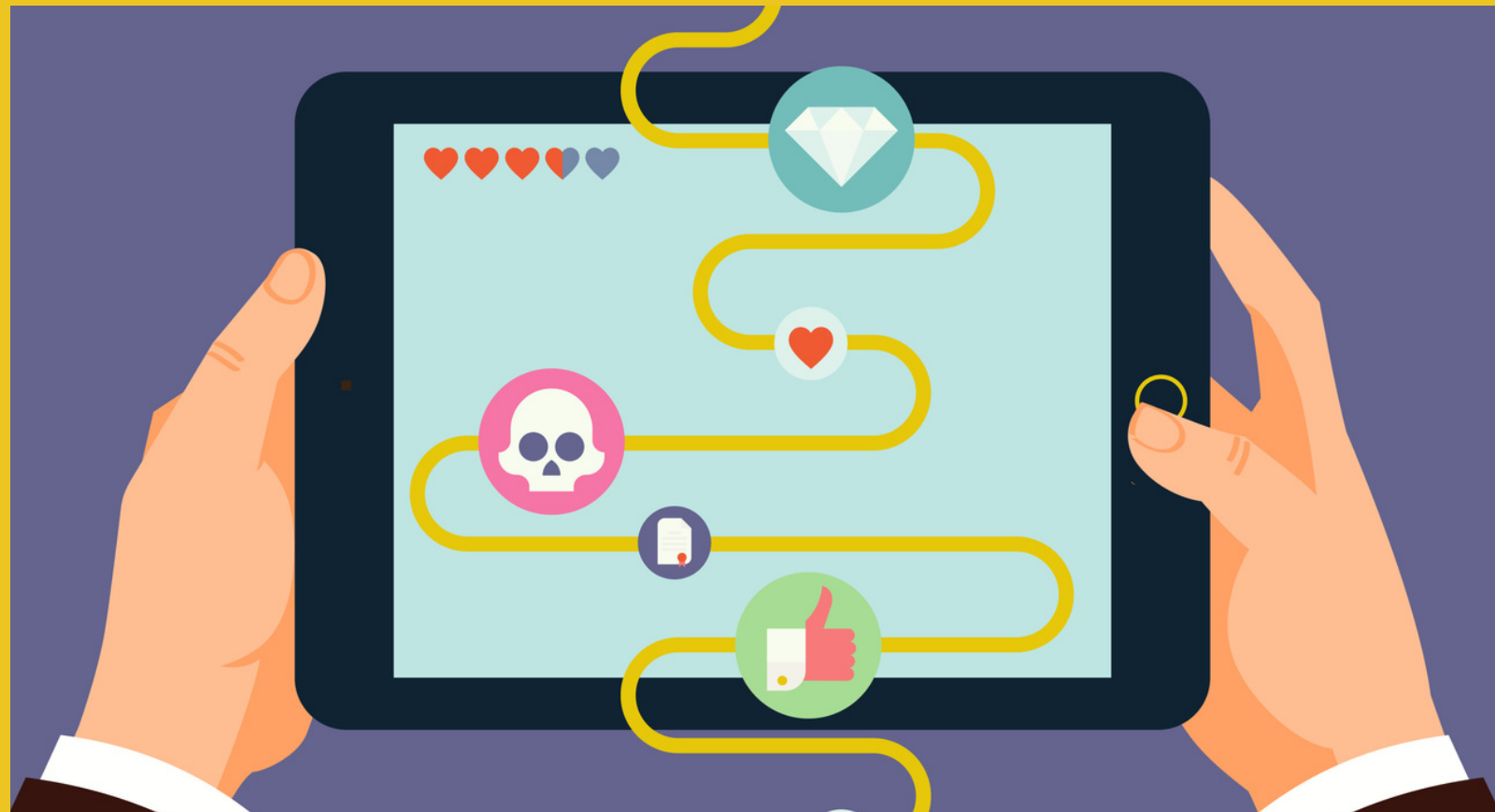
How to attract the best talent?

Finding people who are willing to work for your company isn't difficult.
Finding people who will make your company better is!

Fresh talent boosts your company's productivity, invigorates your workforce and helps your company accomplish its goals. Attracting that kind of talent requires you to focus on your current company atmosphere, review how well you're managing your employees and make an organized effort to bring in talented employees.

Here you will find some examples of 'good practices' - companies who understand the art of hiring talented people. Check out if you could be or become one of them!





Use gamification to discover talent

Gamification as a recruitment tool: HackerTrail makes it work. On this platform you can find technical jobs in various organisations. Potential candidates can get to know these organisations on HackerTrail and leave their resumes. But more importantly: they are invited to crack an online job challenge. With this they can win prizes and submit their application. Employers get direct insight into the practical skills of the candidates and the chance of a match is considerably increased in a playful manner.

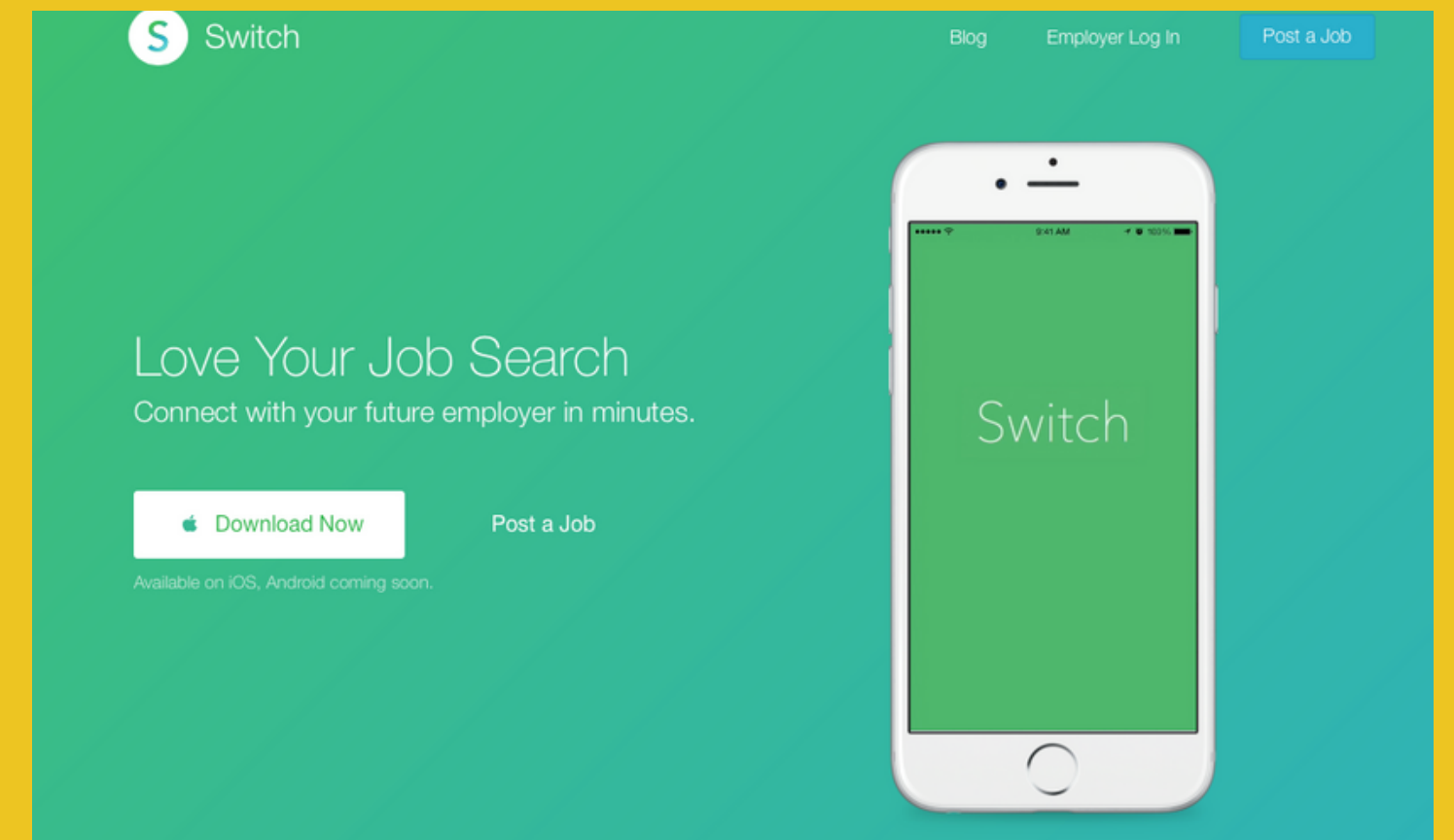
>>> Where could you use gamification to find new talent?

Tinder yourself to the perfect match

The app Switch ensures that you are 1 'like' away from your ideal job or employee. By swiping left and right, you can indicate that you wish to be paired up with each other and subsequently schedule a meeting via chat - probably not for dinner or a movie but a real job interview.

A serious shortening of the recruitment process, which big names such as Facebook, eBay and Amazon are already using.

>>> Are you ready for a date with your new employee?





Use seductive communication

"I had my suspicions and they have now been confirmed." The Jessa Hospital in Hasselt put the big guns to use in its search for ten nurses for intensive care. They made a hilarious video in Temptation Island style that was distributed via the VRT, amongst others. The video is part of a recruitment campaign with four real seducers: experienced nurses who give an insight into the work, the workplace and the team.

>>> How can you make your vacancies come to life?

Choose your ammo outside of payroll

BNP Paribas says: '99.9% of the best talent does not work for us'. And they are right, of course. Most likely, you won't be able to recruit the best talent in the world either. But the question is if you need to. Who knows, maybe there are ways to co-create with very talented people without putting them on the employee list?

>>> Think of 5 ways you can make use of talent without recruiting them!



How can you stimulate Life Long Learning?

When someone's pursuit of knowledge is "ongoing, voluntary and self-motivated", it can be called lifelong learning.

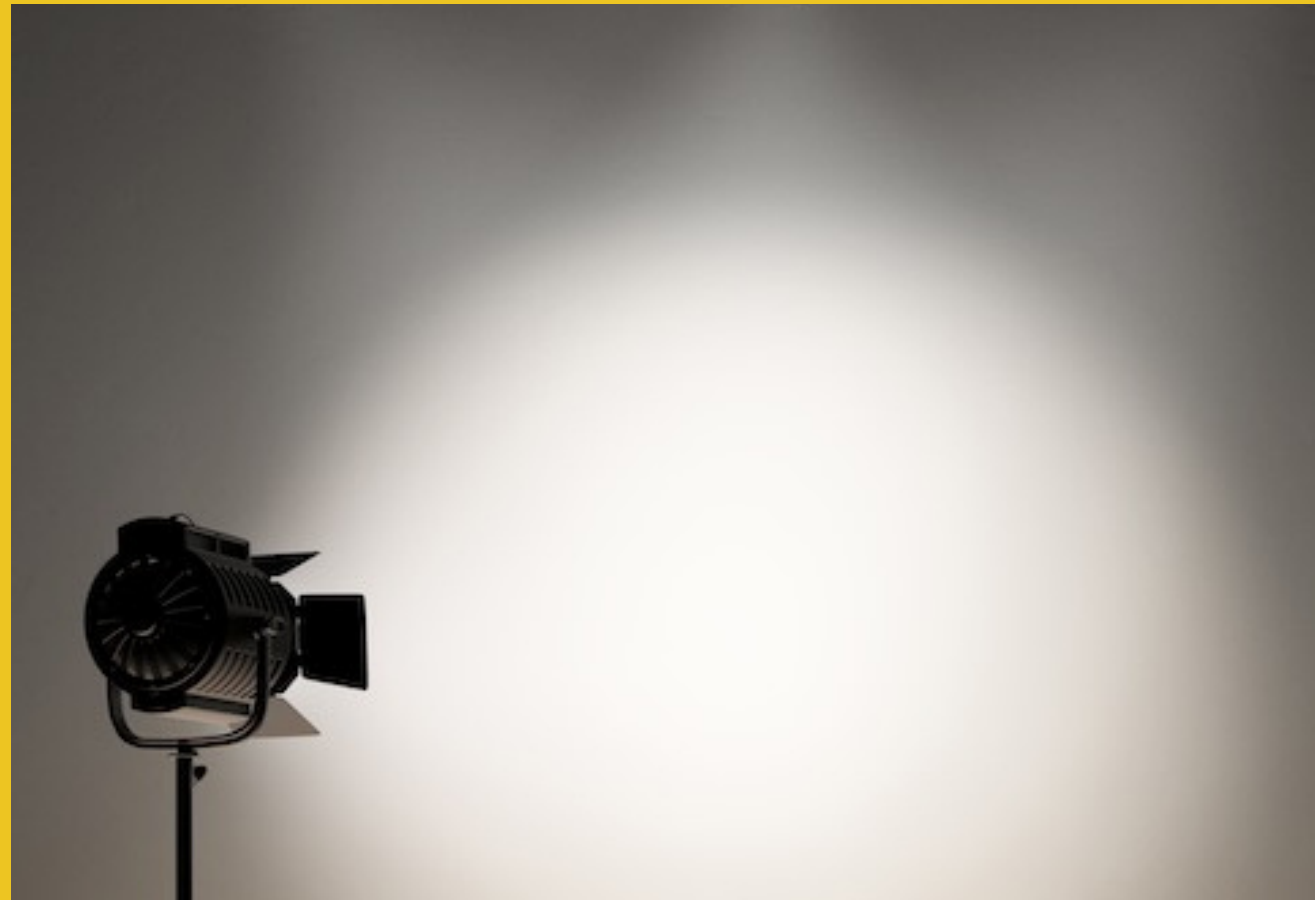
Lifelong learning takes a holistic approach to education and development, actively encouraging people to learn throughout their entire lives while enhancing their human potential as a whole.

Lifelong learning is different from continuing education of job-based skills development: it has a broader scope and more creative outlets, such as online tools and courses.

When you bring a lifelong learning mindset to the workplace, it will have a positive impact on employee retention (job satisfaction, motivation), as well as creativity, productivity, problem-solving skills (fostering innovation and competitiveness), diversity and inclusion.

Happy to give you some inspiration on how HR can stimulate their employees to keep life long learning.





No business like show ... uh ... HR Business

HR can learn a lot from the show business. After all, talent is crucial to the success of a show. You want to recruit the best talent to give the audience a fantastic experience. All these metaphors can be extended to an organisation. An HR department can also be compared with the set and costume designers, because they provide an environment where talent can shine. A production manager, on the other hand, ensures good cooperation between all actors. In Hollywood, there are mostly flexible teams that work on a project basis and whose configuration changes regularly depending on the 'show'.

>>> What can your HR department learn from Hollywood?

Learn from top scientists

Inspiring scientists give free lectures on a wide range of subjects at the University of the Netherlands. The short formats are ideal for keeping your attention. They always start from a stimulating question such as the creation of black holes or animal infatuation.

>>> Take a look at the 'University of the Netherlands' for half an hour and then think of similar formats to convey important information to our employees.





The right information at the right time in a very simple way

Microlearning is becoming increasingly popular!

Mobietrain is an example of software that offers information to your employees in a Netflix-like way.

Instead of scheduling (half) day training sessions, they provide the right information when the employee needs it via the device the employee prefers. This kind of 'mini training' is also very suitable for gamification (see also in our previous newsletter)

>>> What processes in your company would be perfect to communicate through microlearning?

Training employees who are going to leave?

In certain jobs, the opportunities to broaden or to grow are fairly limited. You know that people use it as a steppingstone to a 'future' job with another employer. Nevertheless, an organisation such as asap.be strongly believes in training these people. They offer courses on social media, accounting and project management - even though these courses are not directly related to the job description. But they are useful for future or personal development. This creates a bond with the organisation and increases their market value as an interesting employer.

>>> What general training can you offer your employees?



For employees to be engaged, they are motivated to work hard towards a common goal that is in line with the company's vision. They will be committed to the values their organization represents. Engaged employees will have a clear view and understanding of the objectives of the work they are doing.

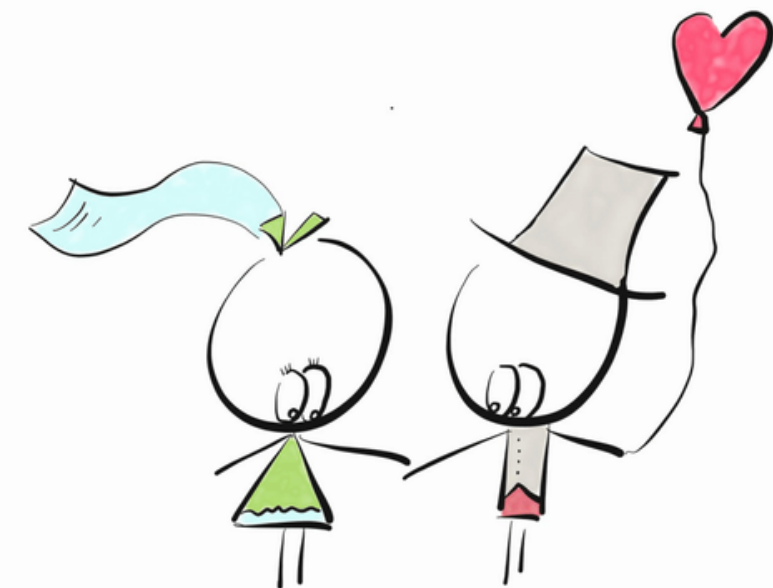
Understanding the level of engagement is the first step in utilizing this knowledge to your benefit. The next step is working on improving employee engagement within the organization or business. As a manager, creating a workforce that is not just happy, but engaged and motivated to produce, will clear one hurdle on the path to success.

Let's look at some examples!



@CyrielKortleven

How to create more engagement in the workspace?





Engagement by supporting a social challenge

Jumbo opens 200 'chat checkouts' to tackle loneliness. The Belgian branches are also set to open its first chat checkout.

These chat checkouts are counters where time is deliberately made available for a pleasant chat, specifically to make loneliness more bearable for the elderly.

At Carrefour in France, they reserve a checkout on Wednesday afternoons for children where they can scan in items themselves.

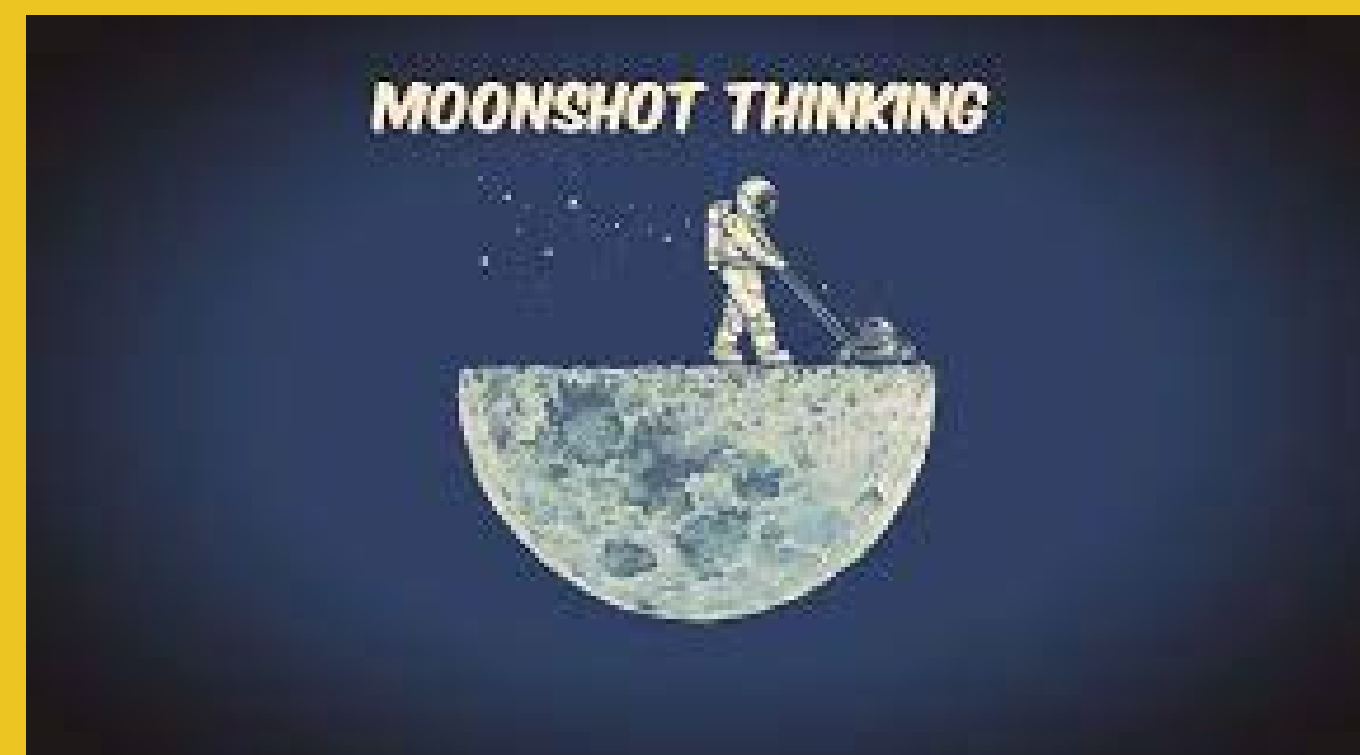
These are great actions that, on the one hand, can provide an answer to social issues. On the other hand you give employees the chance to use their extra talents - in addition to their pure professional skills and knowledge - for a good cause.

>>> What social issue could your organisation contribute to?

Engagement by dreaming big

'Moonshot thinking' is a Google X term for dreaming very big. They don't want a 10% innovation but a 10x innovation. The idea is to tackle a global problem by thinking radically and using new technologies. This kind of dreaming attracts ambitious employees who are highly committed to turning the dream into a reality.

>>> What would be the 'moonshot' project in your organisation?





Engagement by involving employees in creative projects

14 years ago, radiator manufacturer JAGA (together with design agency Quinze & Milan) headed to the Burning Man festival in the US to build a gigantic wooden artwork. Dozens of employees took on the adventure of spending weeks in the desert realising the temporary artwork. It was definitely one of the highlights of the festival. And it was also the subject of discussion within the organisation for years to come, creating great cohesion.

>>> What is a major creative project in which you can involve your employees?

Engagement by encouraging spontaneous actions

The friendliest bicycle courier in Limburg is currently Jorgen, who sometimes cycles hundreds of kilometres a day to deliver packages for Coolblue. Most couriers are always in a hurry, but Jorgen likes to make time for a chat. And after a nice conversation, he even sends the customer a thank-you card for the nice conversation. Employees are given the opportunity to send a card to a customer every day to live up to their motto 'Everything for a smile'.

>>> Do your employees have the opportunity to do such a spontaneous action?



How can you increase the happiness of your employees?

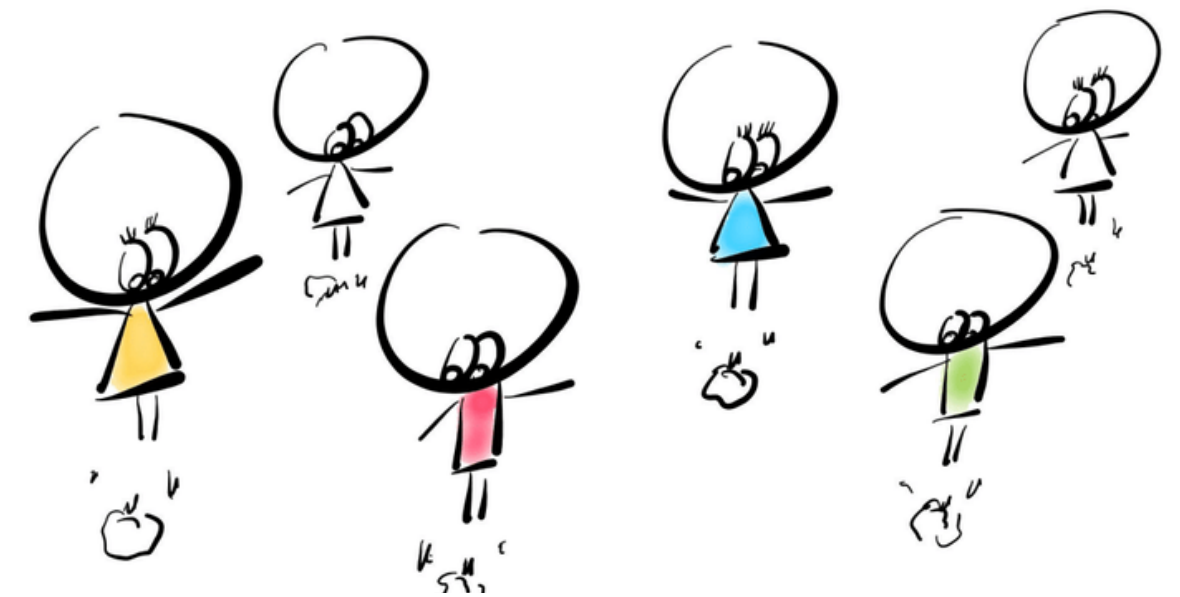
Survey results show that more than two-thirds of U.S. employers offer wellness programs for their employees, while every dollar invested in corporate wellness generates a \$1.50 return on investment.

Why are these programs so popular?

Because a good wellness plan improves employee morale, boosts productivity and lowers absenteeism.

Indeed, when people are in a state of wellbeing at work, they're able to develop their potential, be productive and creative, build positive relationships with others, better cope with stress, and make meaningful contributions.

Let's reveal some inspirational actions of companies investing in wellbeing at work!





Lessons in power napping from NASA

Emergency doctors at Jessa Hospital can now powernap at night to stay fit and healthy. They crawl into a cocoon for a maximum of 20 minutes. NASA and the aviation industry have been working with this technology for some time. Both doctors and nurses can make use of the special cocoon. In this way, they want to reduce concentration disorders and stress during night work.

>>> How can you support employees in difficult moments?

Engagement by dreaming big

'Moonshot thinking' is a Google X term for dreaming very big. They don't want a 10% innovation but a 10x innovation. The idea is to tackle a global problem by thinking radically and using new technologies. This kind of dreaming attracts ambitious employees who are highly committed to turning the dream into a reality.

>>> What would be the 'moonshot' project in your organisation?





AB InBev extends paid maternity leave to 26 weeks

AB InBev will now offer its employees 26 weeks fully paid maternity leave. That's 11 weeks more than legally required in Belgium. AB InBev is also facilitating a return to work: if you wish, you can work at 75% for the first two months while your salary continues at 100%. For fathers or co-parents, the 100% paid birth leave goes up from 2 to 4 weeks. The new system will be implemented across Europe from November. It also considers new family compositions and is an important step in the brewery's wider commitment to creating a more diverse and inclusive workplace.

>>> How can your company emphasize and improve a more inclusive workspace?

Make room for authenticity and mental wellbeing

Buffer is not a company that makes its employees feel like they need to hide their emotions. There's a strong belief in authenticity and encouraging people to be their complete selves at work and that means sharing the highs and supporting people during the lows.

The company provides access to online therapists for its entire remote workforce along with free subscriptions to health and wellbeing app Joyable. Resources like Slack are used as a place to share and discuss mental health resources. There's a huge emphasis on preventative measures – including the introduction of the 'Unsick Day' which is a day off that must be dedicated to preventative care.

>>> Are you offering some sort of support for your employees' mental health?



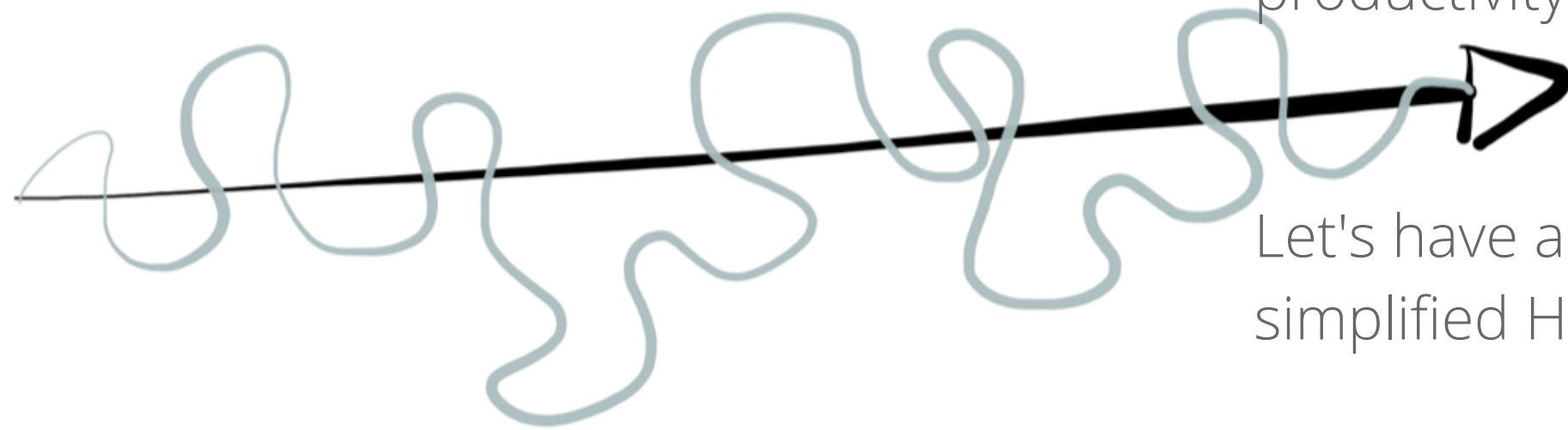
Research from Deloitte has concluded that a massive number of employees worldwide are overwhelmed at work due to increasing complexity in their daily tasks.

The study found that a lot of this complexity is needless, with many redundant processes and procedures contributing to the issue.

Streamlining performance reviews through less formalised 'check-in' processes, using specific HR management software and avoiding unnecessary communication can be already of great help to simplify HR processes.

Can we simplify certain HR processes?

The opportunity for business and HR leaders is to find ways to make information easier to find, simplify processes and systems, keep teams small, and make sure leaders provide focus. The result will likely be improved employee satisfaction, teamwork, and productivity.



Let's have a look at some creative approaches when it comes to simplified HR processes.



Simplify bureaucracy

The Creative Bureaucracy Festival celebrates outstanding innovation in the public sector and its contribution to a better, more sustainable, and more just world. The festival brings together creative bureaucrats and their allies at all levels, aiming to build a movement with international partners who support the idea of positively transforming our public institutions – and help to make it happen. This requires organisational structures and cultures that are open-minded and solution-oriented – moving from ‘no, because’ to ‘yes, if’, cutting out needless rules and simplifying the process.

>>> Can you list 3 unnecessary rules in your company or HR approach?

Shortcuts

Jan Dirk van der Burg most well-known work is the book of photographs *Olifantenpaadjes/Desire Lines* (2011), both an optimistic indictment of an abuse of the landscape and an ode to the shortest way to get from A to B. These Desire Lanes are tangible proof that people do not allow themselves to be straitjacketed in public space and that they only have one goal: to find the shortest way without noticing splendidly laid pavements, traffic-safety barriers and idyllically organized pedestrian areas. In Finnish cities they are taking into account the same approach: visitors to city parks are being watched, while leaving their mark in the freshly fallen snow in winter. Architects then make grateful use of that input for the design of new walkways.

>>> Observe employees and followed procedures and see where you can create shortcuts.





"The anti-handbook handbook

[...] just behave like the sort of person you want as your co-worker. Treat everyone like you want to be treated. Tesla must be the kind of company where people look forward to coming to work in the morning. Life is too short for anything else."

This is Tesla's conclusion at the end of their Anti-Handbook Handbook, which is everything but a traditional employee handbook filled with policies and rules.

At least, that's the image the company wants to show the world. According to Corporate Rebels however, the message it conveys, is as old-fashioned as the outdated car industry Tesla is trying to beat.

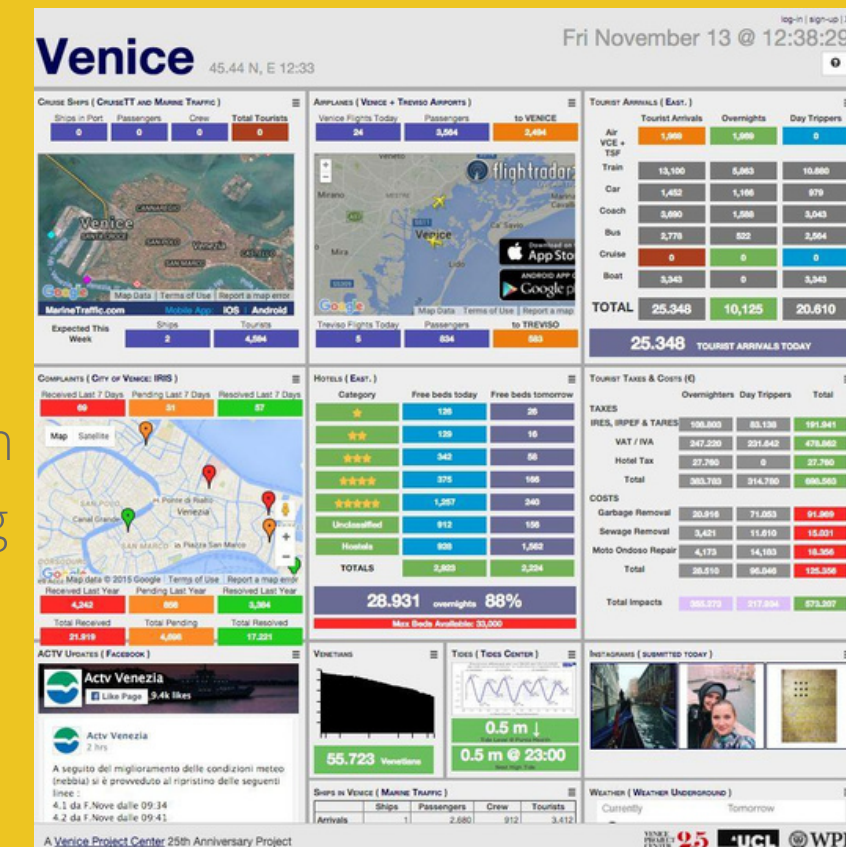
Seems to be rather hard to come up with a real creative and successful Ant-Handbook Handbook?!

>>> How would your anti-handbook handbook look like, if you were about to creating one?

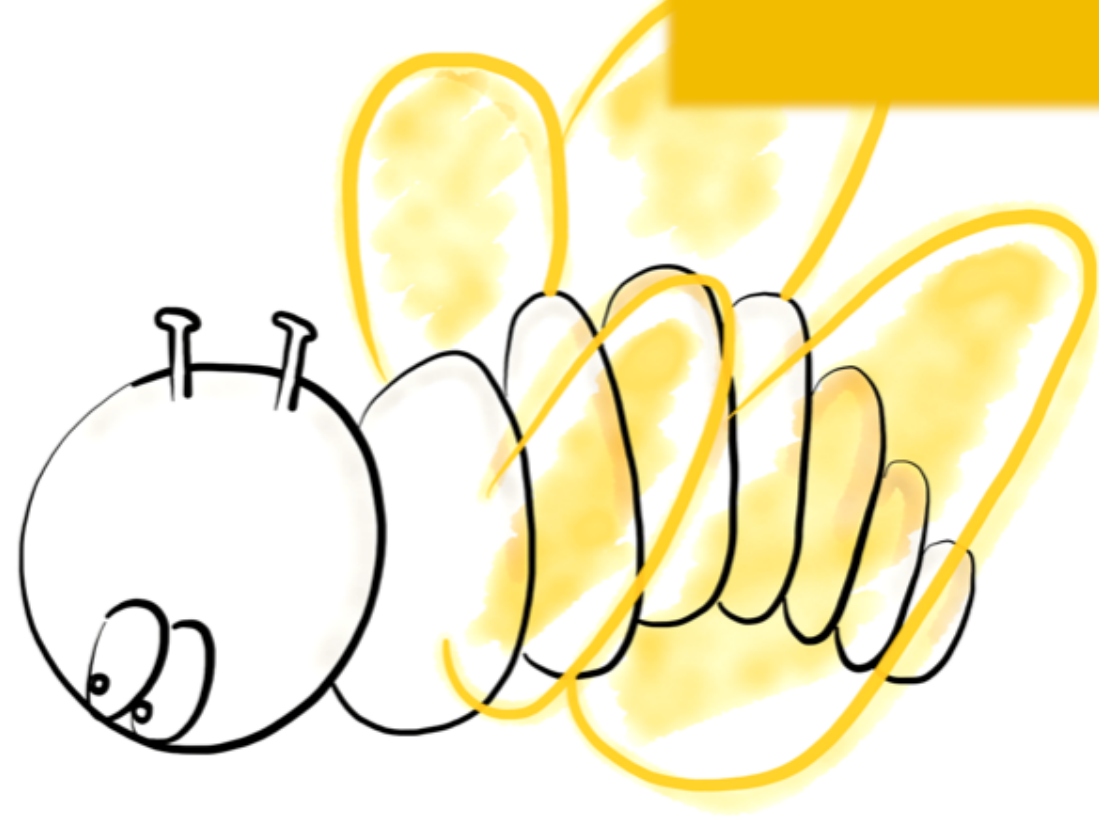
An HR dashboard

The Venice Dashboard consists of several "widgets" that encapsulate and visualize relevant real-time events in Venice, of interest to citizens, city officials and visitors alike. Each widget aggregates data available from a multiplicity of public web sites and summarizes the information in easy-to-digest capsules arrayed on the screen in tiles of varying dimensions. Such a dashboard can be of great help in for HR as well: as human resources is evolving into a data-driven function, filled with numerous HR KPIs, the purpose is to go from simple reporting to smarter use of analytics, enabling companies and managers to track and predict employees' performance, make better-informed talent decisions, and have the opportunity to operate advanced workforce planning with the help of modern HR analytics software.

>>> How would your digital dashboard for all HR parameters look like?



What does the future of HR look like?



For employees to be engaged, they are motivated to work hard towards a common goal that is in line with the company's vision. TheOnly after a couple of months since the Coronavirus hit our planet, the Harvard Business Review already wrote that this pandemic drastically reshaped our economy and the labor force: Since its rapid spread around the globe, we have experienced titanic shifts in how we work, where we work, and the technologies we use to stay connected.

Such massive change is escalating the importance of HR's role within organizations. Workers are turning to their managers and their HR leaders, in particular, for guidance on how to navigate their "new normal" — research indicates that 73% of workers depend on their employer for support in preparing for the future of work. Just as CFOs have greatly increased their scope since the 2008 financial crisis, CHRO's now have that same opportunity to become central C-suite players.

So what does the future of HR look like?



Revamping HR

The human resources departments of the future workplace will have to revamp themselves and give the much required push to be able to gel with the new workforce. While core functions such as hiring and human resource management will remain the same, certain new aspects of the HR functions and job roles are likely to be added in the near future.

What to say about a Corporate Disorganizer?

What do you think about a Productivity Counselor?

Did you ever think of hiring a Curiosity Tutor?

>>> Would you hire one of these future-proof HR roles?

21 brand new HR jobs

The Cognizant Center for Future of Work and Future Workplace jointly embarked on a nine-month initiative to determine exactly what the future of HR will look like.

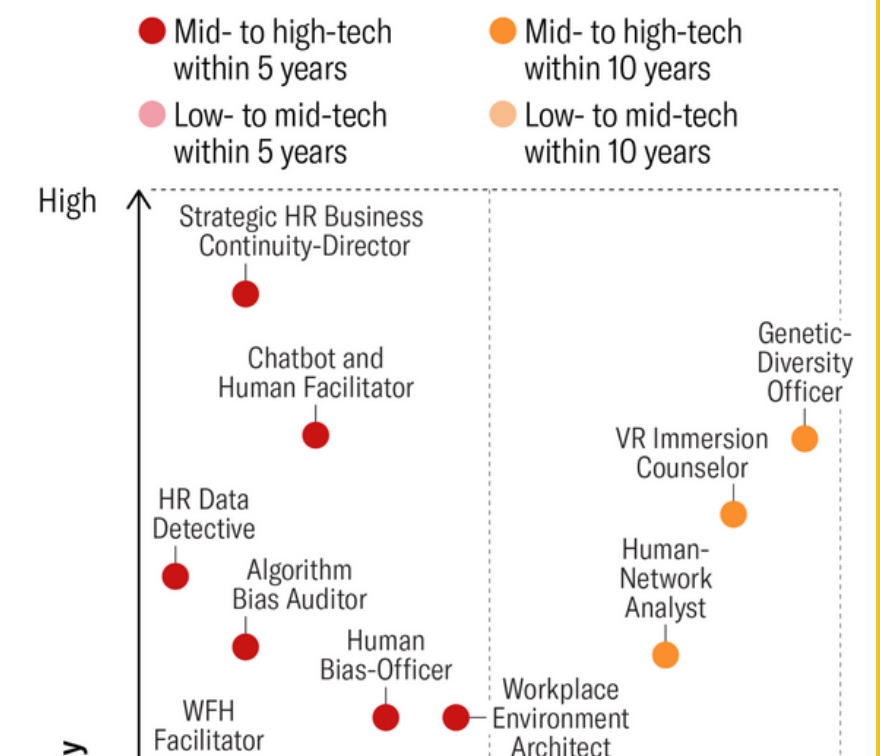
They brought together a network of nearly 100 CHROs, CLOs, and VP's of talent and workforce transformation to envision how HR's role might evolve over the next 10 years.

The result was the conception of over 21 new HR jobs, including detailed responsibilities and skills needed to succeed in each role. While some of the roles are entirely new positions, others are new responsibilities that are becoming increasingly important. All 21 jobs embody five core themes: individual and organizational resilience; organizational trust and safety; creativity and innovation; data literacy; human-machine partnerships.

>>> Which of these new HR jobs could be of immediate help for your organisation?

21 HR Jobs of the Future

How nearly 100 CHROs, CLOs, and VP's of talent and workforce transformation envision HR's evolution over the next 10 years.





Accurate selection

Facelytix, the technology developed by Ghita Ramdhiansing and Sevi Tuominen of the Dutch company Clearwater Skyfields BV, works with a videotest to screen job candidates via a 10-minute recording with a smartphone. Gita was triggered by the American psychologist Paul Ekman and his work on emotions and facial expressions. Their videotest combines Ekman with video technology and analytical processing and is an important asset when it comes to quicker and more accurately selecting the right candidate for a job.

>>> What could you think of to make your process of hiring the right people quicker and more accurate?

Mental well being

Having a fulfilling job can be good for your mental health and general wellbeing.

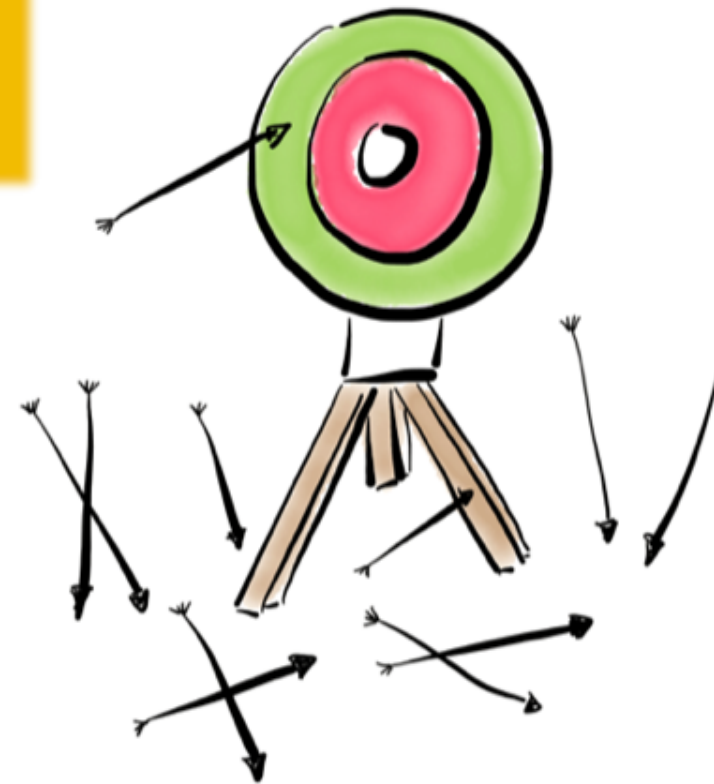
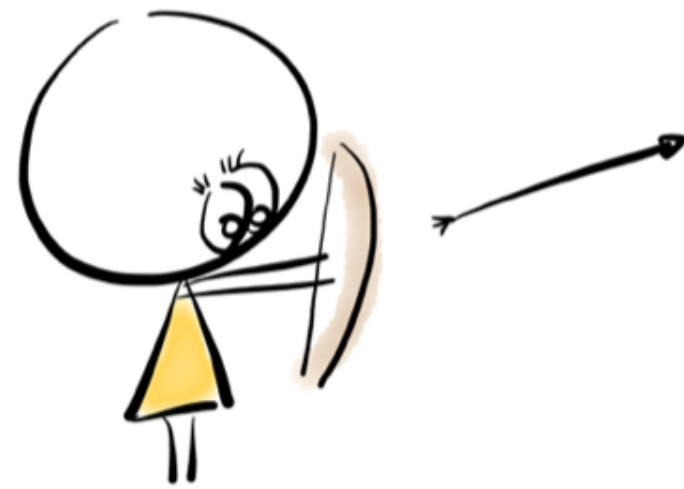
Good mental health at work and good management not only go hand in hand, it also becomes big part of HR's future as there is strong evidence that workplaces with high levels of mental wellbeing are more productive. Addressing wellbeing at work increases productivity by as much as 12%.

For this reason, Justin Bieber and online therapy platform, BetterHelp, are partnering to provide free access to therapy for Justin's 250+ person touring crew and for his millions of fans, the latter of which BetterHelp has committed mental health services of up to \$3,000,000 in value.

>>> What can you do to better manage and invest in mental wellbeing in your company?



You want more success?
Fail more!



Mentally, we are used to focusing on error and failure prevention, when we should actually let go of this focus and start learning from our mistakes. For true innovation, the ability to let go is just as important as thinking of the new. Sometimes it is better to start doing something and discover you're on the wrong path instead of doing nothing. At least you've learned what isn't the right path!

Let's have a look at some creative and inspiring examples on how failure leads to more success!



Celebrate mistakes

Fuckup Nights is a global movement to share stories of business and professional failure. It is powered by an event series in 250 cities of 80 countries. Since it began a few years ago, the initiators of the Fuckup Nights have started a research arm called 'the Failure Institute', to do research on all the cases shared at the Fuckup Nights to help decision makers make better decisions.

>>> Is there or can you make room inside your organisation for (more) failure and learning from them?

Make mistakes faster

What often holds us back from taking action is fear — fear that it will be the “wrong” decision, fear that you don’t have enough information, fear of repercussions if you screw it up. But here’s the thing: Leaders in companies undergoing transformation (and what company isn’t right now?) can’t afford to take weeks to make an important decision.

Leaders who embrace innovative action give team members permission to do the same — to make rapid decisions without being afraid of missteps.

That's why Spotify CEO Daniel Ek said: “We aim to make mistakes faster than anyone else,” He knows that it's up to Spotify executives to continue to demonstrate innovative action and encourage the trait in those below them.

>>> How can your company speed up in making mistakes (and learn from them)?





Nearlings

A nearling is a positive word for something new that was done with the right intentions, which has not (yet) led to the right result. On a binary scale, the nearling is situated between zero and on, between failure and success. You only recognise it in retrospect. The nearling emphasises that initiatives are almost always valuable, even if they don't lead immediately to the desired result. They may be the result of an experiment gone awry, or something unexpected, yet something has been learned from it. Take the situation where a kid is learning to ride a bike. At a certain moment, there's a good chance that the kid will fall, but in the end he'll learn to ride.

Check out many more examples on <https://www.nearling.com/>

>>> What have been nearlings to you or your company? And which lessons and results came out of these?

Playground

Corporate Rebels are on a mission to make work more fun. One of their statements is: Create a playground! A context where people can experiment with small changes in a safe environment. Give them the freedom to take decisions within certain limits and discuss the results and the process. Moreover, celebrate the mistakes and create a failure ceremony with a round of applause or preferably with beer and champagne:

- * encourage the most senior leader in the room to admit his or her nearling to start with
- * make sure you can create a truly safe environment. If at any time any sanctions are made, trust will vanish instantly.
- * create a prize for the best failure.

>>> Are you willing (and planning) a failure ceremony in your company? How would it look like?



Crossing **HR** Borders



This booklet was created by Cyriel Kortleven - global speaker on the Change Mindset with the support of Marc Heleven - innovation researcher - who did the research for the examples.

Drawings are from Cyriel and the pictures are creative commons licensed.

The design for the booklet was done by Kristien De Ceulaer - sidekick & copywriter for entrepreneurs.

These examples were first published in the Flemish Zig Zag HR Magazine.

Crossing **HR** Borders



=== Cyriel Kortleven - Making Change Simple

For more than 20 years, Cyriel Kortleven has been inspiring organisations like IKEA, NASA and Unilever to approach Change with courage, confidence and enthusiasm. His pragmatic advice has earned him the nickname The Simplifier. Be ready for practical tips & tools to help you as a leader drive behavioural change. Your audience will be armed with new language and a boost of energy to transform the fear of change into a positive attitude towards the goals you want to achieve. With interaction and humour Cyriel creates a context where people think and feel differently to reignite their appetite for creativity, taking risks and achieving results.

=== Don't mind the change. Change your Mind.

Crossing **HR** Borders



Check out Cyriel's KEYNOTES

=== CHANGE MINDSET - Get the spark, tools and language to influence others to be more creative & entrepreneurial and give a boost to your own Change Mindset.

Yes And Act ... Now.

=== MAKING CHANGE HAPPEN - Increase the succes rate of your change projects: make it Small, Simple & Specific. Become a change champion with practical strategies for meaningful success.

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