



February Newsletter – 2017
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**Out With The Old,
 In With The New**

Change. To do something different. The ability to see and act upon the need for change is what keeps organizations afloat. It allows for innovation, sustainability, and well, to stay relevant.

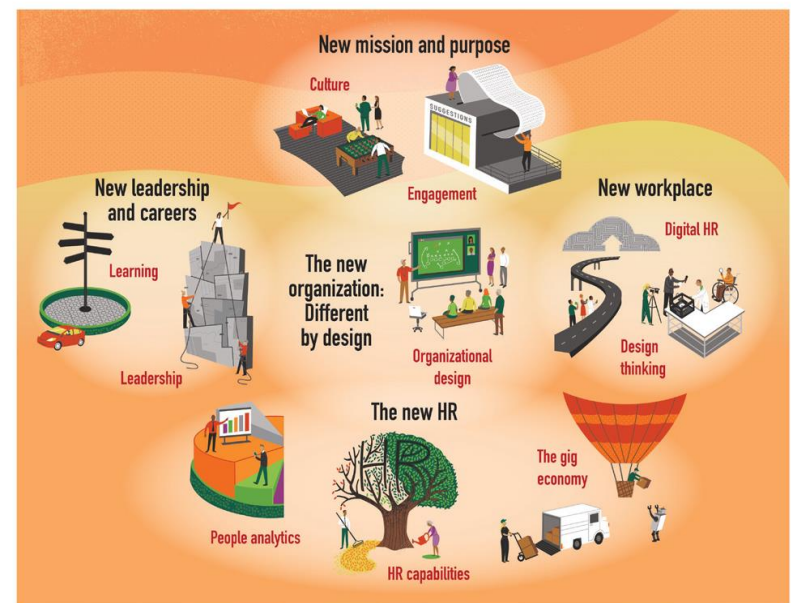
With so many global organizations, so many different cultures, generations – the workplace is in a constant state of change. This newsletter explores the need for a reorg or redesign of companies according to the Deloitte Human Capital Trends Report (2016).

The report by Deloitte included more than 7,000 responses from more than 130 countries around the world. One thing stood out – 92% saw the need to redesign the workplace as a critical priority (Deloitte Human Capital Trends Report, 2016). The report outlines many important topics, but this one ranked near the top as a key priority. There are four drivers that are paving the way for the need to redesign.

Let’s start with the differences in generations in the workplace. The need for baby boomers and millennials to successfully work together is becoming more and more important. With that said, there will be other generations (and already are) coming into the workforce, along with the fact that generation X is softly mentioned, but loudly present.

Millennials make up more than half the workforce, and baby boomers are now needed as mentors, coaches, etc. than ever before (Deloitte Human Capital Trends Report, 2016). As aspiring I/O Psychologists’ this has relevance as both a practitioner and an employee.

Figure 1. The 2016 *Global Human Capital Trends* research identified 10 important trends



Graphic: Deloitte University Press | DUPress.com

The second driver is the fact that everything is becoming digital. I mean everything. Perhaps among the most relevant and crucial is the manufacturing plants becoming more digital. What are the implications? How do we recruit, select, and manage talent for these positions? Deloitte suggests in their report that the most progressive, innovative companies are thinking of ways to improve and make leaner, the work experience. In order to successfully do this, design thinking and behavioral economics are being used – Deloitte calls this “digital HR” (Deloitte Human Capital Trends Report, 2016).

Next touches on the topic from a newsletter from last September around becoming more agile. Deloitte mentions the rate of change accelerating, with new business models (i.e., Uber, Airbnb, Lyft, etc.), organizations have to respond in a way that allows them to take a new position to meet these novel challenges. The report goes on to note that given the need to be more agile, “black swan” events – low probability and high impact) seem to be on the rise in terms of their significance (Deloitte Human Capital Trends Report, 2016).

Lastly, and certainly not least – the need for a new social contract. The workforce has moved from climbing the ladder of an organization to flying across many organizations. Generations like ours are looking for rapid career growth and a flexible work environment. We want our organization not to just have good returns on investment, we want them to have good returns to the environment – a sense of purpose, a clear, and socially responsible vision. For an amazing read, please check out the Deloitte Human Capital Trends Report in the attached PDF in this email.

A Word with an Alumni Stephanie Low, '16

What is your educational background (undergrad & what was your concentration for I/O), and where are you currently working?

I got my undergraduate degree in Psychology at California Polytechnic State University, San Luis Obispo (Better known as Cal Poly San Luis Obispo). My concentration in the I/O program was Human Resources.

I am currently working for ADP RPO onsite at Amgen as a Senior Recruiting Specialist. ADP RPO is a division of ADP, and it specializes in providing full cycle talent acquisition services for companies globally (such as AstraZeneca and Hershey's). There are about 60 of us from the ADP RPO group that support Amgen. Amgen is a Fortune 500 company with over 15,000 employees globally in the Pharmaceutical industry.

My current role is a project manager type role. We have recently implemented Workday as our Human Capital Management system, and I serve as the liaison between the HR Technical team and the Talent Acquisition team to be sure that Workday meets the needs of Talent Acquisition. I also work quite heavily with our reporting,

and help to analyze the metrics for Quarterly reports to present to senior level employees in our HR department.

What did you learn from the I/O program that you believe helped you most in your career now?

What I have learnt from the I/O program helps me tremendously in my role now. Not only does it give someone a great idea of how an HR function should operate, the I/O theories I have learnt truly shape the way that I work. For example, it is always stressed in our program to be holistic when solving problems and to be constantly evaluative. Whenever I tackle a problem at work, I always try to consider and evaluate the impacts across all business functions, and I also make sure that I keep an open mind to finding a solution – there is NEVER a one size fits all answer!

Any advice or suggestions for students currently in the program?

I would suggest to make the most of the intern program. At least when I was looking for a job, I was asked most about my intern experience as opposed to my specific class experience. I also would encourage students to gain experience in an array of HR functions if possible. My first internship was a more generalist type role, while my second internship dealt directly with HRIS. The only reason I received a promotion within this first year with ADP was due to the fact that I had skills in more than one area of HR. I also suggest thinking about the industry and type of company you are hoping to work in – it is wildly different to work for a small, non-profit company than with a public, global company.

What skills do you see as necessary to be successful in our career field?

There are so many skills necessary to be successful – time management, work ethic, flexibility.. but what really stands out to me and what should come as no surprise is communication skills. HR roles typically require frequent presentations and the ability to facilitate and lead discussions, so it is very important to be succinct and articulate. I also find that it is an immensely valuable skill to be able to explain complicated concepts in a simple manner. There will be many situations where you will be faced with defending your HR theories to business partners in different functions who may not be as versed in “HR Speak”, and to explain it in a way that makes sense to them really stands out.