



Strategische HR vraagstukken in de komende jaren

Collegereeks TIAS / HR Acadmy
Strategie en Bedrijfskunde voor
HR

Dr. Hans van Dijk

4 juni 2024

- Terugblik
- Het belang van personeel
- Krapte op de arbeidsmarkt
- Werkdruk
- Verzuim
- Sociale veiligheid
- Psychologische veiligheid
- Diversiteit
- Generatieverschillen
- (Sociale) Ongelijkheid
- Inclusie
- Talent management
- Vooruitblik



Terugblik

- Financieel management
- AI en digitale transformatie
- Verandermanagement



Het belang van personeel



6 WAYS EMPLOYEES ARE YOUR GREATEST ASSET

- Employees are essential to providing your goods or services
- Employees will help you recruit new talent
- Employees are your first customers
- Employees can give their 100% to your business
- Employees are the face of a business
- Retaining great employees strengthens your long-term prospects



marcuslemonis.com/business/business-assets-employees

"...IN TODAY'S KNOWLEDGE-BASED ECONOMY, THERE IS NO QUESTION THAT EMPLOYEES ARE THE MOST IMPORTANT ASSET OF AN ORGANIZATION."



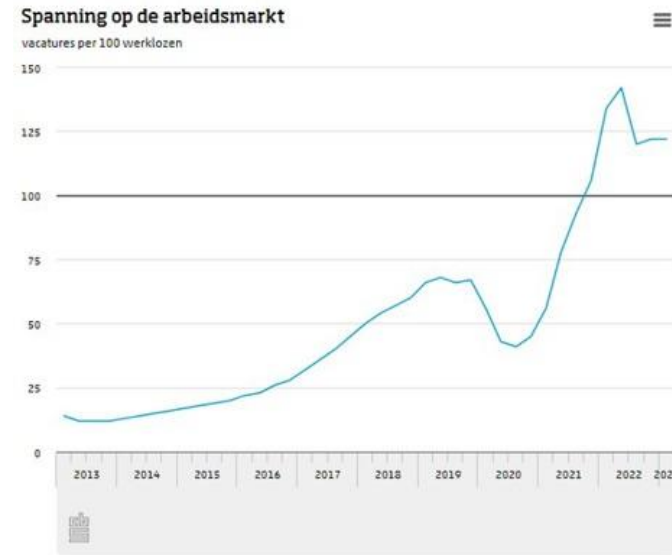
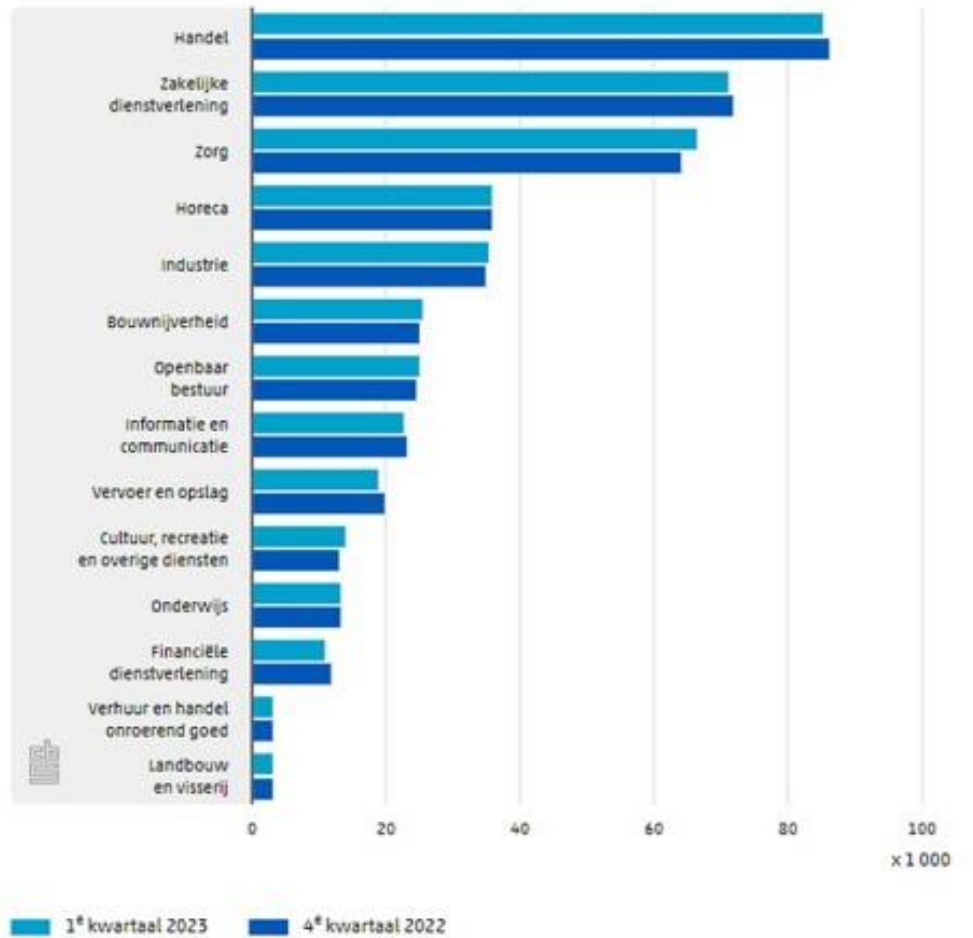
Maar:

- Ze staan als passiva op de balans, niet als activa...
- Bij digitalisering en verandering wordt HR lang niet altijd vanaf het begin betrokken...

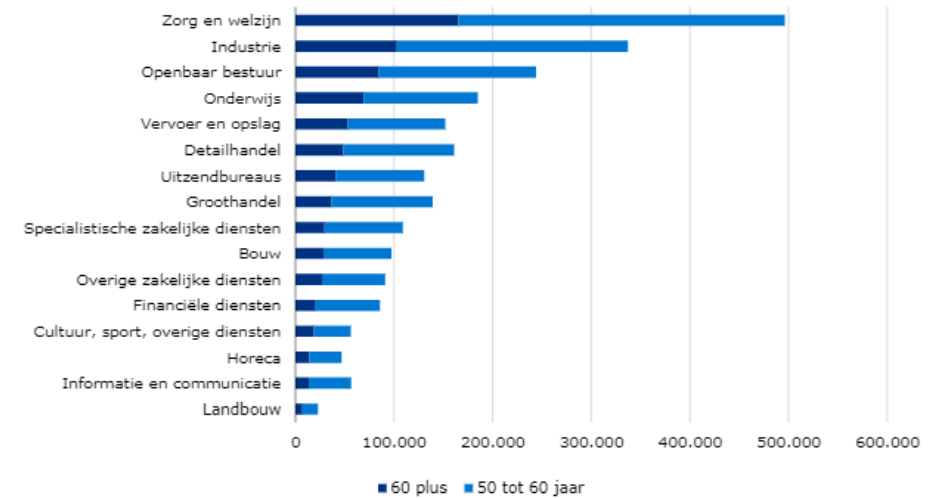


Krapte op de arbeidsmarkt

Openstaande vacatures, seizoengecorrigeerd



Vergrijzing werknemers naar leeftijdsklasse en sector



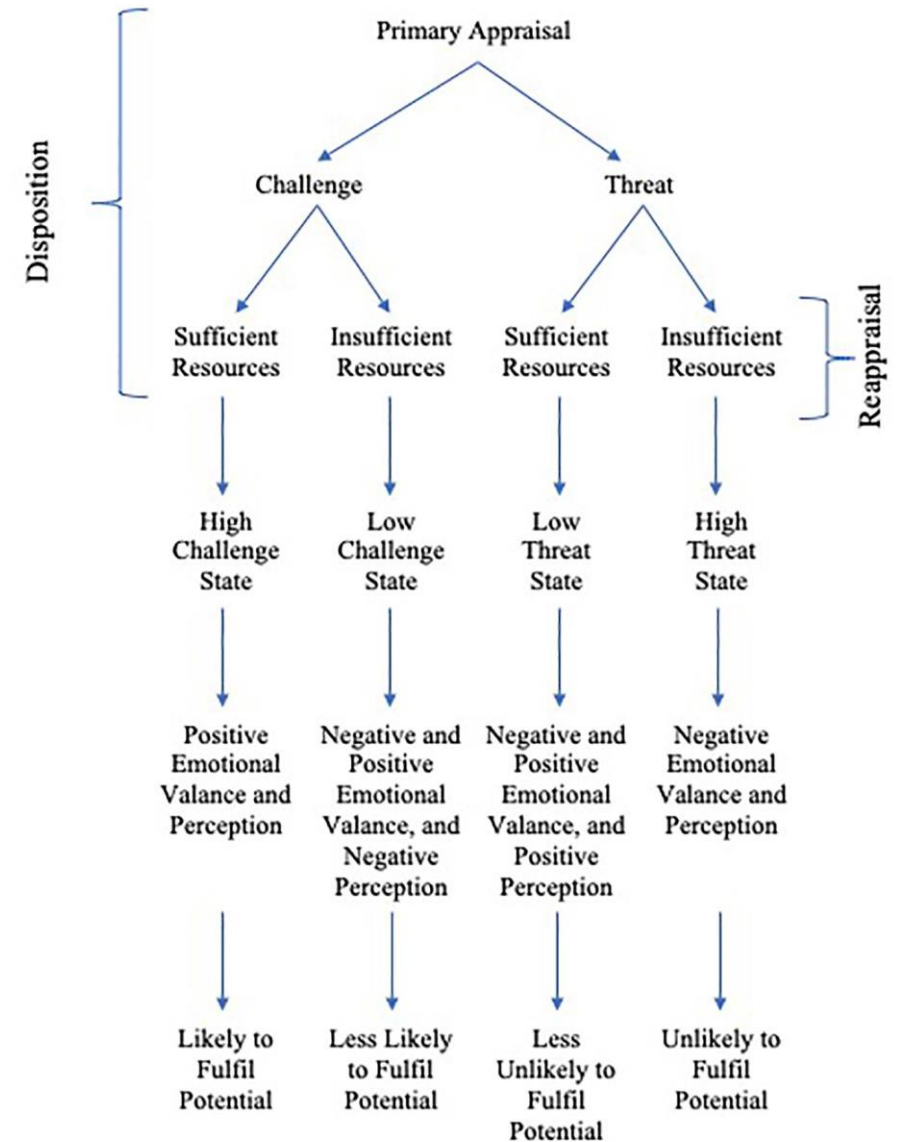
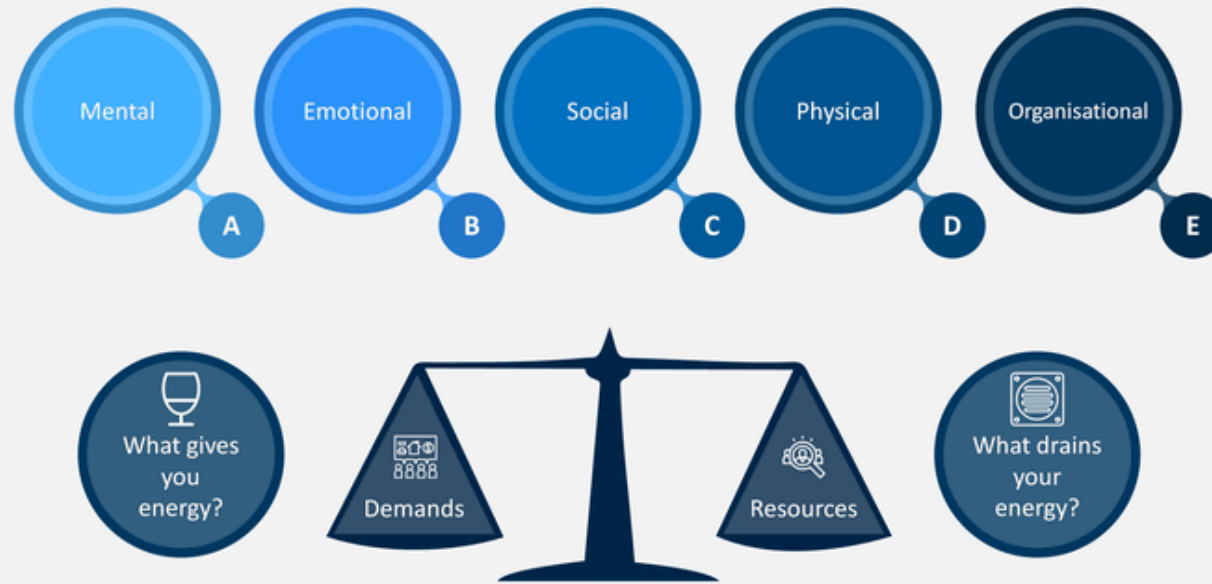
Nederland, december 2021. Bron: UWV

Werkdruk

JOB DEMANDS – RESOURCES (JD-R) MODEL

Job Demand & Resource

Types of demands & Resources



3 stadia van burnout

Nick Petrie

1st Degree burn – a heavy period of stress, feelings of overwhelm, but continuing to work effectively.

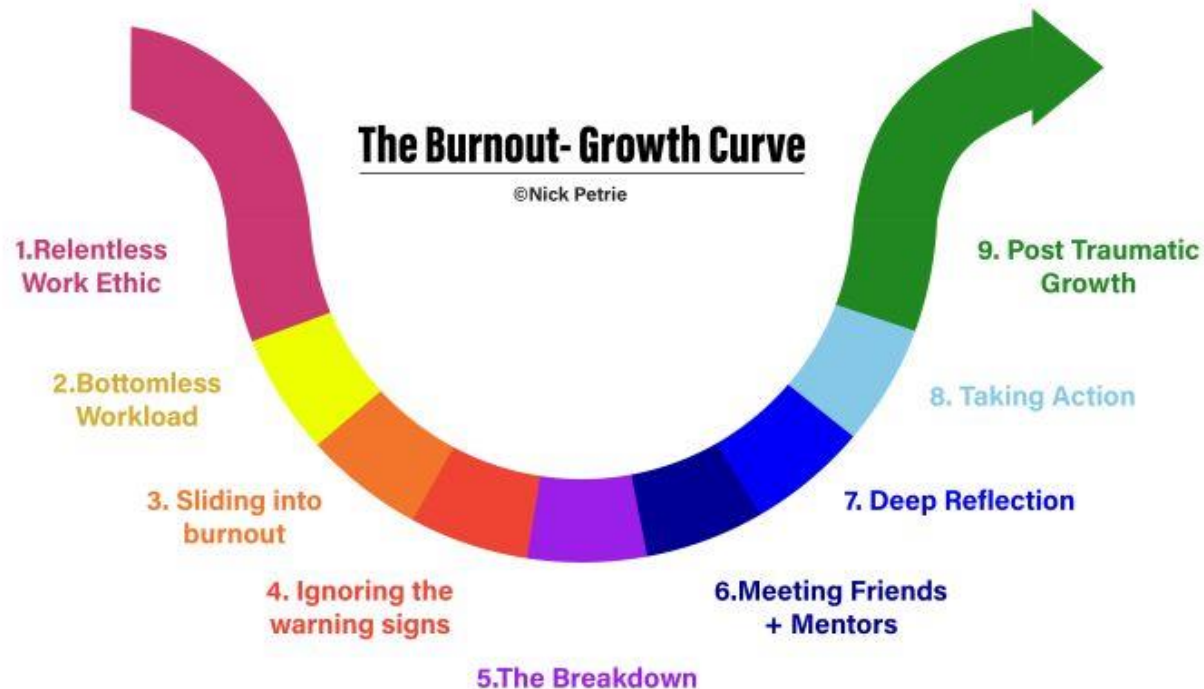
2nd Degree Burn – chronic stress, feelings of fatigue along with decreasing motivation and effectiveness. Moving into ‘survival’ mode.

3rd Degree Burn - the full experience of burnout. Mind and body start to shut down, simple tasks become unmanageable, emotions become unpredictable and hard to control.

We didn't meet many selfish people who burned out. Instead, it was the most committed, most collaborative and hard-working people who sacrificed themselves. In other words, your best people. Don't take advantage of them. Look after them. You'll want them going forward.

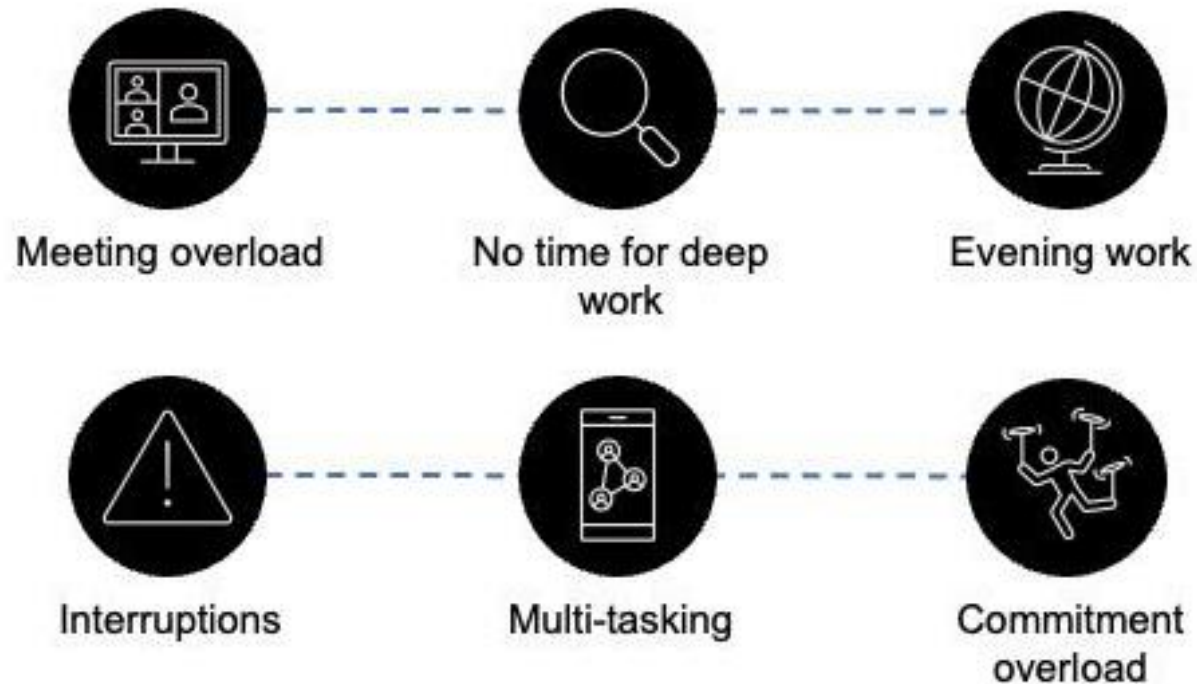
3 stadia van burnout

- High workload + belief 'I must endure' + can't switch off
- High anxiety about work + perfectionism + unsupportive boss
- Lack of boundaries + gives 100% at all times + lack of resources



In our interviews, a single factor on its own (e.g. unrealistic workload) rarely led to burnout. Burnout happened when a cluster of factors all occurred at the same time.

Teamfactoren van burnout



After 3 years of researching burnout, growth and performance I am worried about the state of our workplaces. They don't feel designed for the world we now live in: smartphones, emails, WhatsApp, zoom, back-to-back meetings, constant interruptions, overflowing inboxes, no offline time, no permission to switch off at night.

Organisatiefactoren van burnout

The High Burnout Organization

1. High workload, insufficient resources
2. A culture of fear, threat or emergency
3. Treating people like expendable resources
4. A system designed for insecurity
5. Lack of support from above
6. The talk doesn't match the walk
7. People don't talk about Burnout around here



We shouldn't continue to create organizational conditions that burn out good people. The organizations above didn't start out like that. Their goal was high performance, but over time they neglected the health of the organism and became toxic.

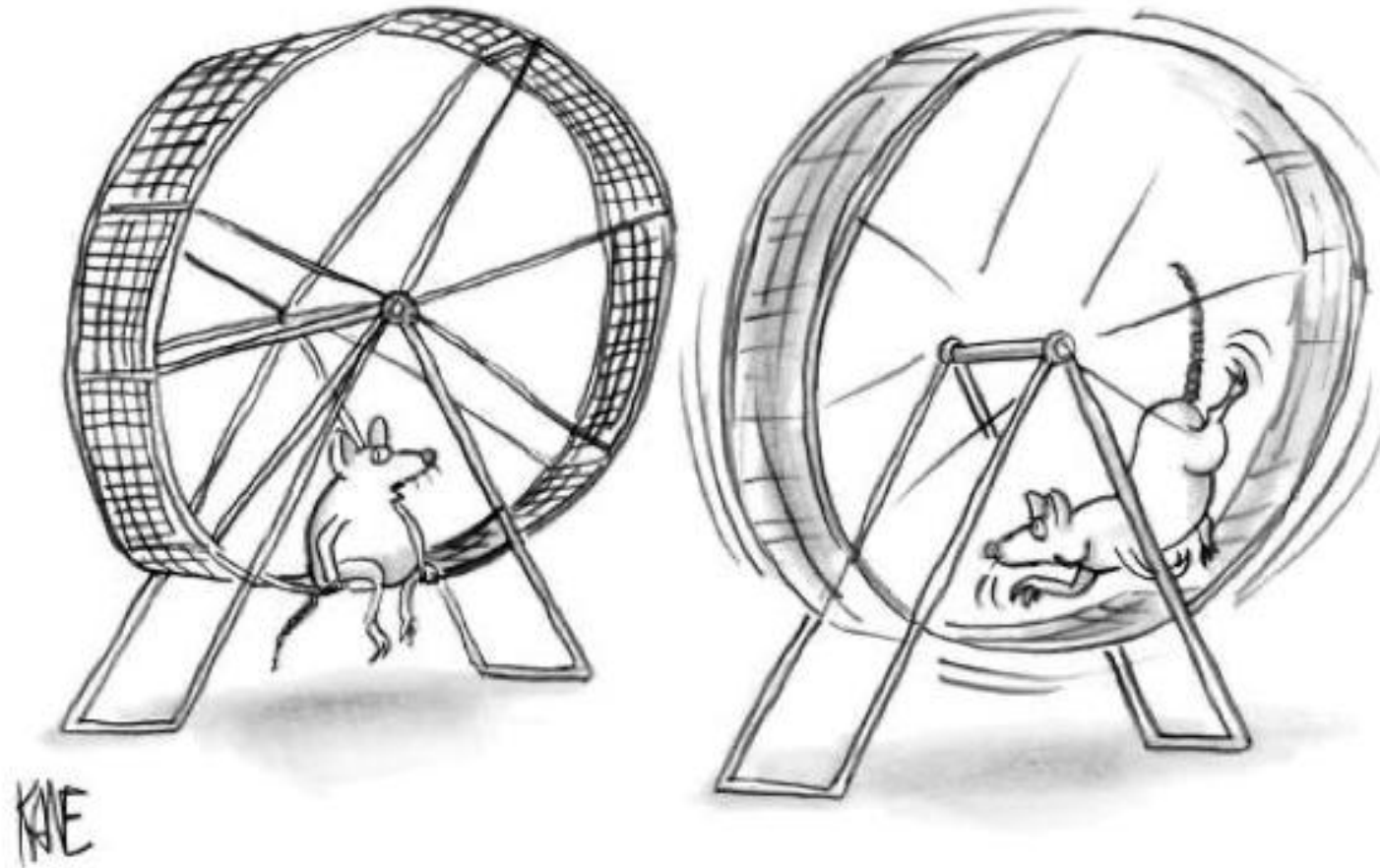
Wat werkt? Wat niet?

Works	Doesn't work
Addressing root causes	Time management training
Tailored process interventions	Resilience workshops
Lowering job demands	Wellness apps
Enhancing job resources	Mindfulness training
Improving autonomy, belonging, and competence	Workload training
Creating psychological and social safety	Health events
...	...

The solution isn't to become more efficient to accommodate more tasks, more decisions, and more distractions. The imperative is clear: simplify. Reduce the number of tasks you take on, replace decisions with principles, and put structure in place to eliminate distractions.

Dane Jensen

Wat werkt



"I had an epiphany."

Reflectie

	<i>Most people</i>	What will you experiment with?	<i>Exemplars</i>
Reflection on the best / worst ways to work	Work on auto-pilot		Have done deep reflection and have clear rules
Attitude to 'to do list'	Feel anxious if they can't get through everything		Made peace with not getting everything done
Transition to home life	Have no ritual to switch from work to home mode		Have a ritual to switch from work to personal mode
Work / home boundaries	Very blurry boundaries between work and home. Not really thought about topic		Has thought about and created clear boundaries between work and home
Opposite world and outside interests	No 'opposite world'. Work is the focus		Many interests, identities and activities outside of work
Phone strategy	Don't have a strategy.. Check their phone throughout the night. Look at emails		On arriving home put phone in a different room and don't check it
Who am I?	Identity is closely tied to work and career		Is a multi-dimensional person. Wears many hats and plays different life roles

Verzuim



Verzuim
heeft niks te maken
met ziek zijn.

Gabor Maté

met Daniel Maté

De mythe van normaal



Over trauma, ziekte en heling
in een toxische maatschappij

Verzuim



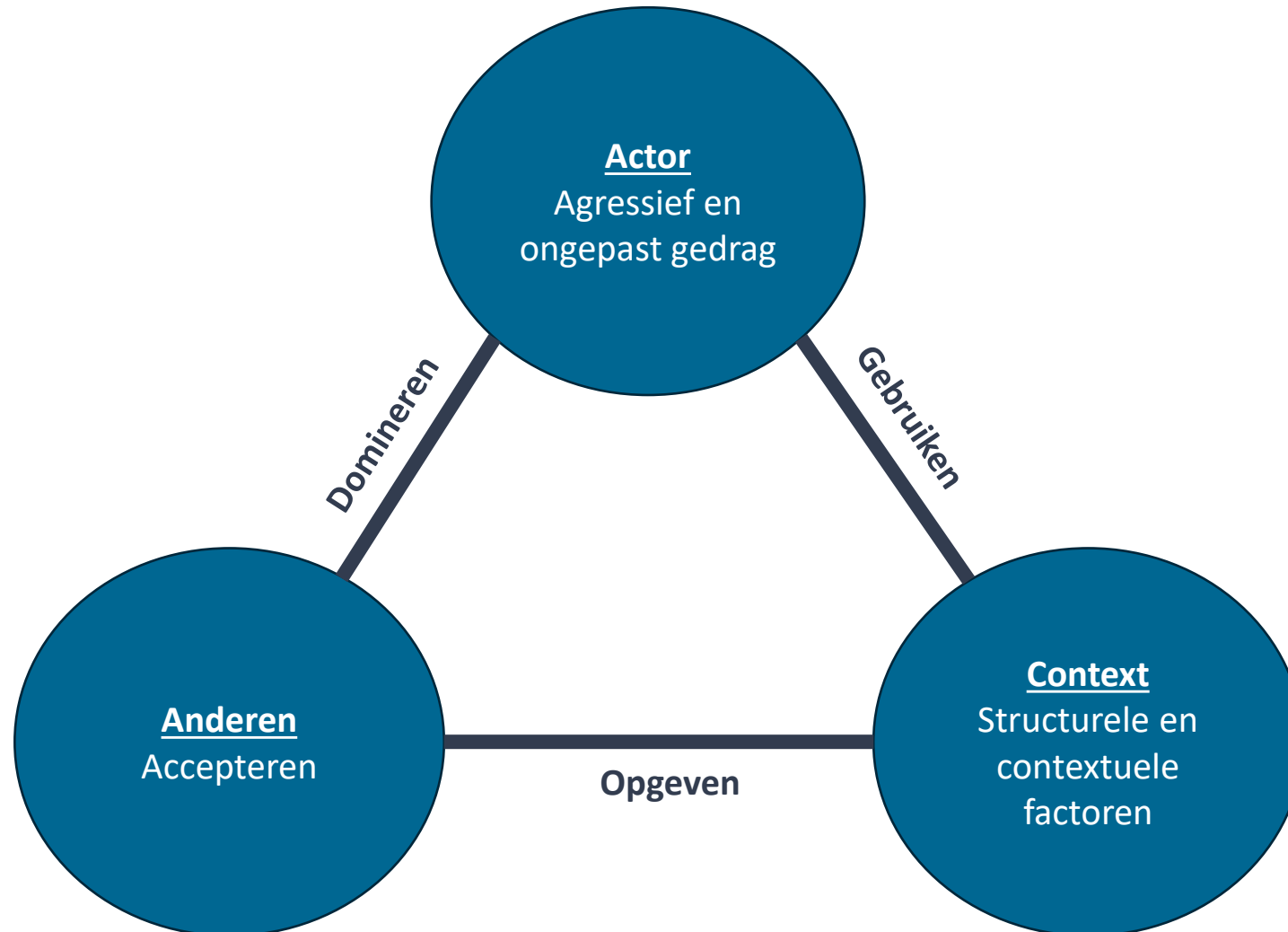
Sociale veiligheid

Protection against aggressive and inappropriate behavior of others. In a socially safe environment, constant attention is being paid to the question of what behavior is or is not desirable.

Social safety incidents in The Netherlands:

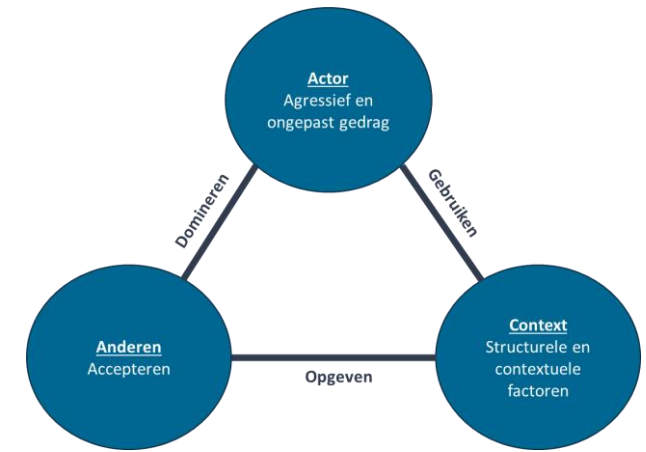
Intimidation	827.200
Discrimination	733.200
Bullying	658.000
Unwanted sexual attention	206.800
Physical violence	47.000
Total number of incidents	2.472.200

Sociale veiligheid

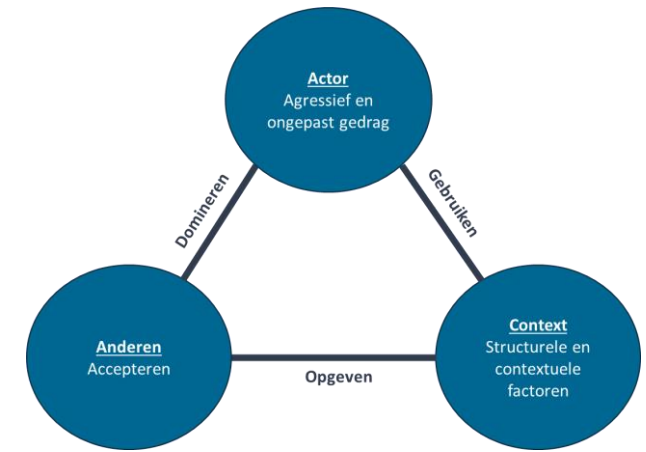


Actor

- Transgresses social norms
- Often stems from power abuse
- Often motivated by feeling good or getting ahead at the expense of others
- Not always intentional
- Can be learned or copied behavior
- Can stem from a misguided belief that it is the right or fun thing to do



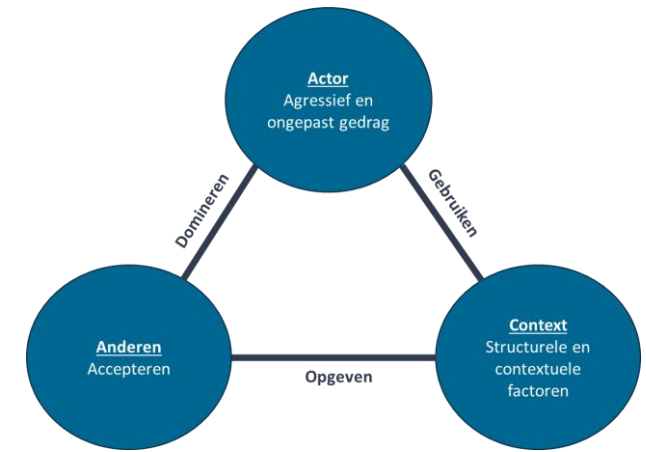
Anderen



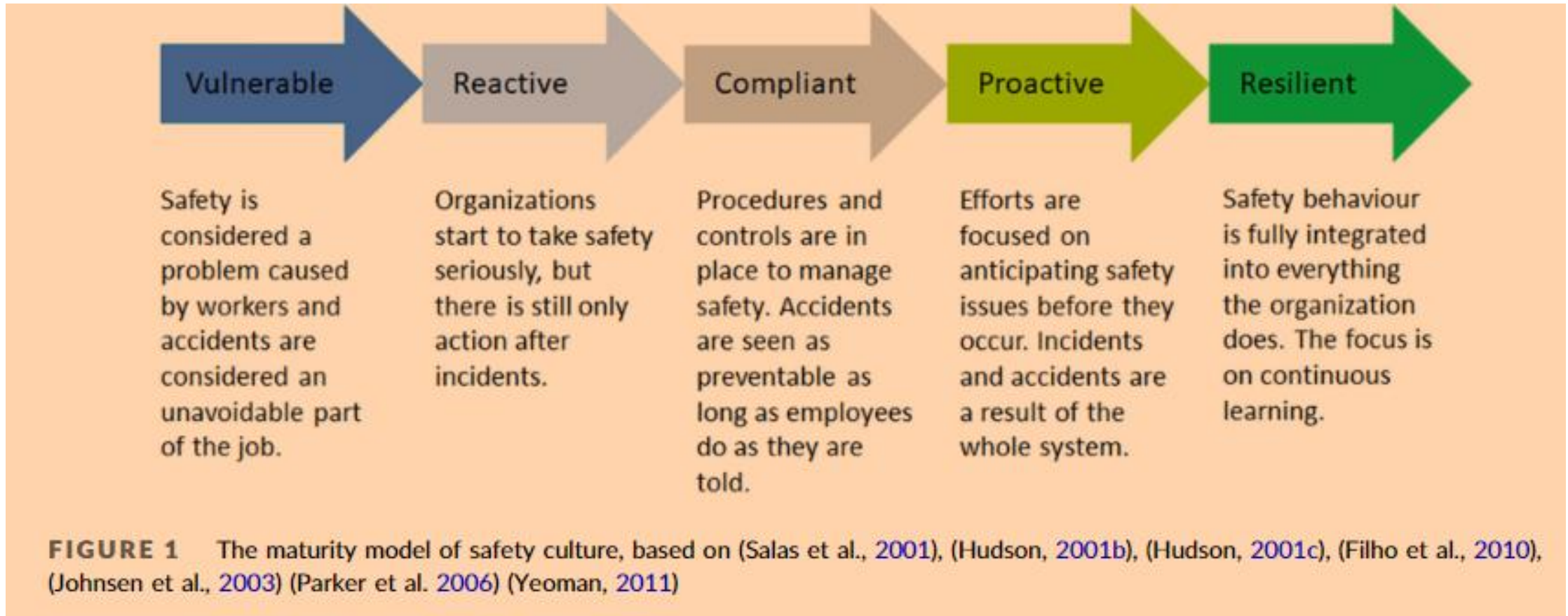
- Enables inappropriate behavior to linger and fester
- Comes in many shapes and forms: Looking away, downplaying, adjusting, negating, explaining, ignoring, copying, condoning, justifying...
- Inappropriate behavior that is not called out, is tolerated, becomes seen as normal, and is copied
- Calling out inappropriate behavior is not just the task of the formal leader. It is everyone's task.

Context

- Absence of reporting processes and procedures
- Intimate and intoxicating contexts
- Hierarchical and power differences
- Precarious employment (especially in the context of scarcity)
- Individualistic nature of tasks, goals and rewards
- Complexity of the organization
- High work pressure and ambitions



Sociale veiligheid creëren



Sociale veiligheid creëren

“When the organizational structure neutralizes pressure on social safety, there is a culture in which behavior is discussed, and a system for timely correction of behavior...

THIS ensures that everyone wins in a safe environment where talent and success are fostered”

Pointers

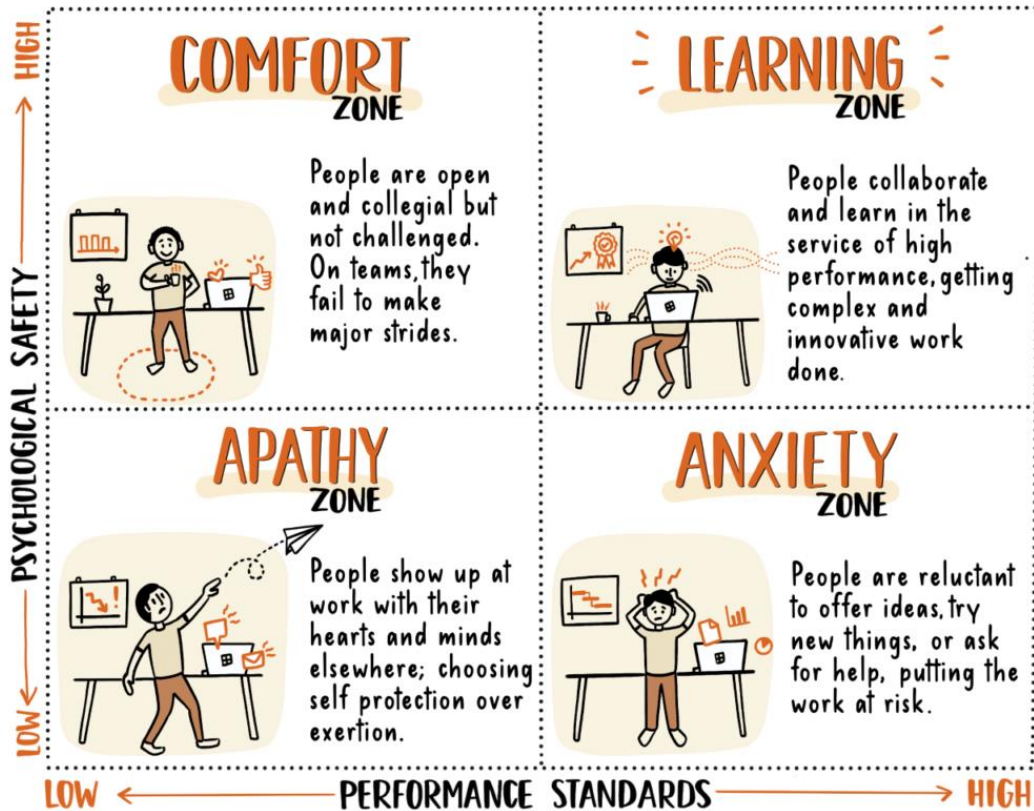
- Invest in cooperation
- Invest in responsible leadership
- Invest in discussing interpersonal behaviors
- Engage everyone
- Pay special attention to minority voices
- Make reporting as easy as possible
- Use tailored approaches in dealing with cases and complaints
- Adopt a systemic perspective

Psychologische veiligheid



HOW
psychological safety
RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON



the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

And that the team is safe for interpersonal risk.

Amy Edmondson (1999)

Psychologische veiligheid

Why Silence Wins in the Voice-Silence Calculation

	WHO BENEFITS	WHEN BENEFIT OCCURS	CERTAINTY OF BENEFIT
VOICE	The organization and/or its customers	After some delay	Low
SILENCE	Oneself	Immediately	High

© Amy C. Edmondson
The Fearless Organization

Psychologische veiligheid

5-MINUTE PSYCHOLOGICAL SAFETY AUDIT:

- If you make a mistake in this team, will it be held against you?
- Are the members of this team able to bring up problems and tough issues?
- Do people on this team sometimes reject others for being different?
- Is it safe to take a risk on this team?
- Is it difficult to ask other members of this team for help?
- Would anyone on the team deliberately act in a way that undermines efforts?
- Working with member of this team, are unique skills and talents valued and utilised?

Edmondson, A. (1999) Psychological Safety and Learning Behaviour in Work Teams. *Administrative Science Quarterly*, 44: 350-383.

Psychologische veiligheid creëren

- Clarity on context: complex environment, uncertainty, interdependence within team to get great results
- Complex environment needs multiple perspectives: all voices needed
- Clear communication on how succes looks like: continuously manage expectations
- Embrace risk and failure: normalize failure, intelligent failures
- By being genuinely curious you stay away from atmosphere of blame, guilt, or judgement
- Recognizing your own fallibility (“I don’t know..)
- Asking a lot of (different) questions
- Ask for feedback to get to know your ‘blindspots’
- Setting boundaries
- Holding people accountable

Diversiteit

Redenen voor diversiteit

1. Talent
2. Afspiegeling van de maatschappij
3. Prestaties

→ 1 & 2 zijn algemeen geaccepteerd.
3 daarentegen...

Effect diversiteit op prestaties

- Information/decision-making
- Subgroep vorming
- Stereotypes



John Mullins
Group Chief Executive

Dave Kirwan
Managing Director,
Assets, Energy

Jason Scagell
Managing Director,
Retail and Trading,
Energy

John Barry
Managing Director,
Networks

Liam O'Riordan
Company
Secretary



Michael G. O'Sullivan
Chief Financial
Officer

Margaret Lane
Head of Human
Resources

Denis Cronin
Group Director
Strategic Human
Resources

Will Roche
Group Director
Strategy &
Regulation

Larry Donald
Director Corporate
Affairs Group
& Energy

Diversiteit

Vooroordeel tegen demografische diversiteit

Werving & selectie

Relaties tussen medewerkers en managers

Vooroordeel ten faveure van werkgerelateerde diversiteit

Neiging naar cross-functionele (project) teams

Algemene ideeën over werkgerelateerde verschillen

Diversity bias

Van diverse teams wordt verwacht dat ze meer relatieconflict hebben

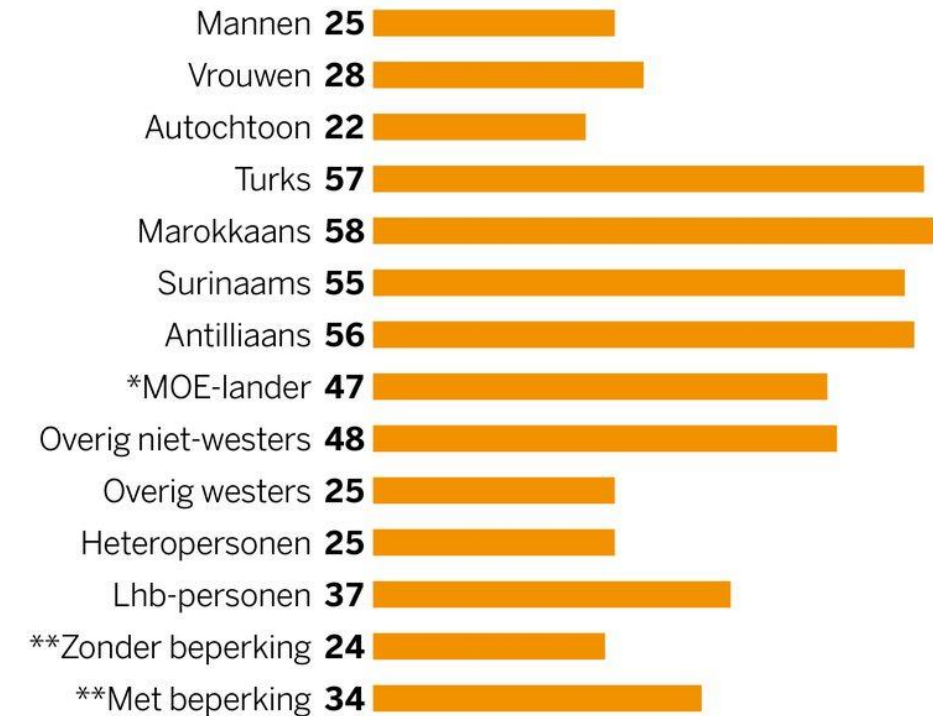
Meer “afstandelijke” beoordelaars zijn eerder bevooroordeeld

Contact hypothese

Diversiteit

Meer dan de helft van Nederlanders van Turkse, Marokkaanse, Surinaamse en Antilliaanse herkomst ervaart discriminatie

Mate waarin verschillende groepen discriminatie hebben ervaren in de afgelopen twaalf maanden, zonder twijfel, in procenten



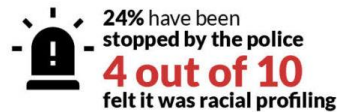
* Mensen met een migratieachtergrond vanuit Midden- en Oost-Europa

** Lichamelijk en/of psychisch

BEING BLACK IN THE EU

TIME'S UP ON RACISM IN EVERYDAY LIFE!

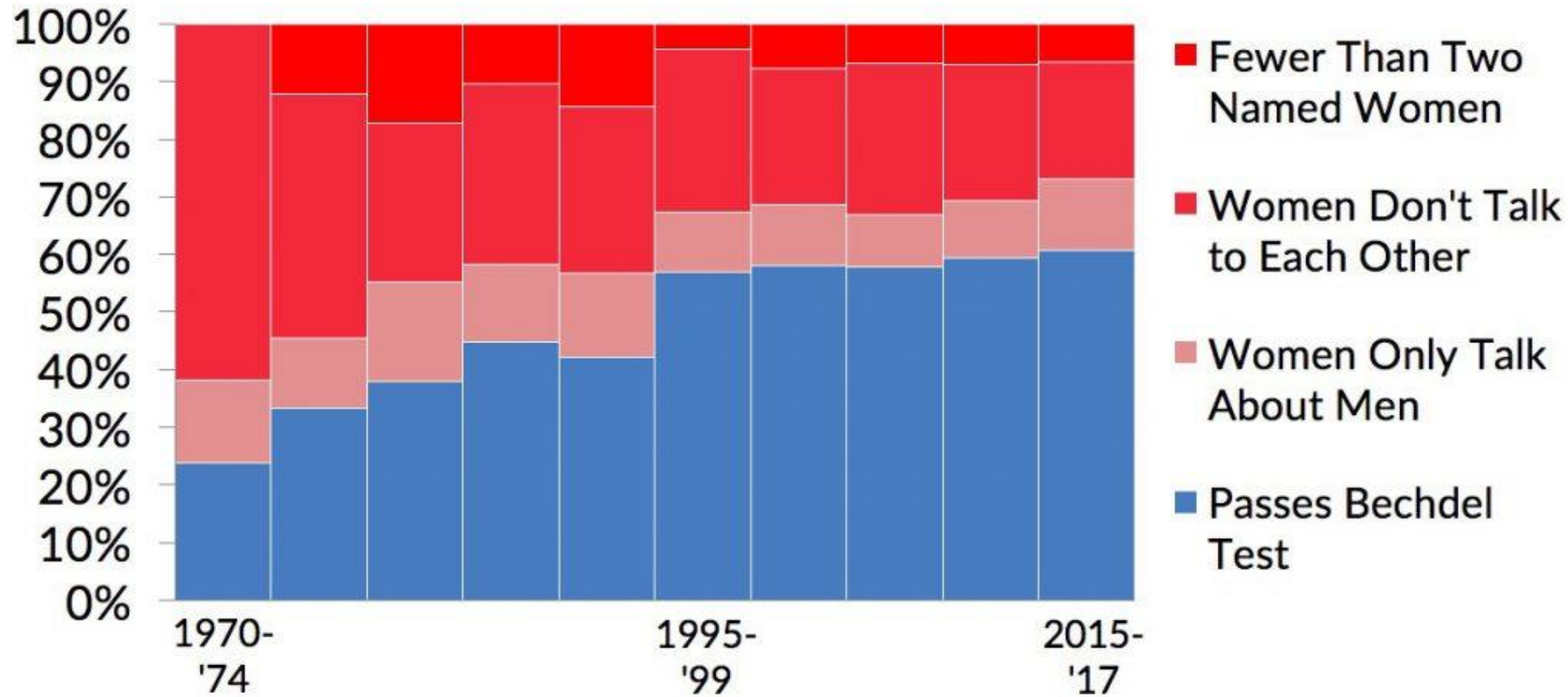
People of African Descent in Europe



Source: Survey of almost 6,000 people of African descent in 12 EU Member States by the European Union Agency for Fundamental Rights, November 2018. Icons from www.freepik.com

Bechdel test

The Bechdel Test Over Time



Bechdel test

BECHDEL TEST HOW THEY STACK UP	 TWO FEMALE CHARACTERS	 FEMALE CONVERSATION	 NOT ABOUT MEN	
The Social Network	✓	✗	✗	
Mad Max Fury Road	✓	✓	✓	
Finding Nemo	✓	✗	✗	
Jack Reacher	✓	✗	✗	
The Hunger Games	✓	✓	✓	
Toy Story	✓	✗	✗	
Up	✗	✗	✗	
The Fast and the Furious	✓	✗	✗	
Silence of the Lambs	✓	✓	✓	
Shawshank Redemption	✗	✗	✗	

Cultuur...

**14,-
10,-**
BART'S BONSMPLEN

ALLEN IN BARTSMIT

WERKT ECHT

Zo goed zijn als mama, dat wil je ook!

STOFFIGER WERKT ECHT

Ontwerp je eigen stofzuiger met werkbare onderdelen

29,-

Microscopie met 40x vergroening
Vanaf 8 jaar
Art. nr. 1307302
6,-

24,-

**24,-
19,-**

ALLEN IN BARTSMIT

WERKT ECHT

SMART SCOPE
Vanaf 7 jaar
Art. nr. 1307301
24,-

ScienceKit De auto van de toekomst
Vanaf 8 jaar
Maak zelf een elektrische auto met een zonnepaneel-accu en een supercondensator.
Art. nr. 1057330
**34,-
29,-**

Microscopie
Vanaf 8 jaar
40x vergroening. Bekijk de wereld op kleine schaal.
Art. nr. 1307302
24,-

Cyber Robot
Vanaf 8 jaar
Bouw met Bluetooth en 4 verschillende speciale functies. Download de gratis app en programmeer de robot! Bewegingen, schiedingen en geluidseffecten die je op je robot of smartphone kunt terugzien. Werkt op batterijen.
Art. nr. 1307699
14,-

36,-

Het grote Scheikundelab
Vanaf 8 jaar
Vul je gemakkelijk experimenten uitvoeren met veel laboratoriumapparatuur en veilig chemische stoffen.
Art. nr. 1307797
**29,-
24,-**

Elektriciteit
Vanaf 8 jaar
Maak meer dan 90 eenvoudige en veilige elektrische circuits. Werkt op batterijen.
Art. nr. 1307795
**29,-
24,-**

Archeo spel
Prehistorische piranha
Vanaf 7 jaar
Art. nr. 1099349
7,-

Explore edelstenen opgraver
Vanaf 7 jaar
Maak edelstenen, juwelen en zelfs kleine schepen.
Art. nr. 1004815
8,-

Kweek je eigen Wipps
Vanaf 7 jaar
Ontdek hoe eenvoudig het is om een kweekkast te bouwen en te gebruiken.
Art. nr. 1043309
**8,-
7,-**

69,-

Maak je eigen robot
Vanaf 8 jaar
Dit robot moet je bouwen uit. Het magneet om metalen te vinden en phosorische componenten om de robot te transformeren. Werkt op batterijen.
Art. nr. 1307786

Mechanica laboratorium
Vanaf 8 jaar
Ontdek meer dan 30 complexe constructies. Het is zelfs mogelijk om een helikopter, een generatietoestel te bouwen en een auto met een elektrische motor te bouwen. Werkt op batterijen.
Art. nr. 1307698
Per stuk **27,-**

69,-

NIEUW littleBits maakt elektronica toegankelijk

Met littleBits verandert je allerlei samen modules (bits) en kun je je eigen op afstand bestuurbare auto, synthetiser en veel meer bouwen. De bits zijn magnetisch dus makkelijk samen te voegen en uit te breiden met diverse sets en modules.

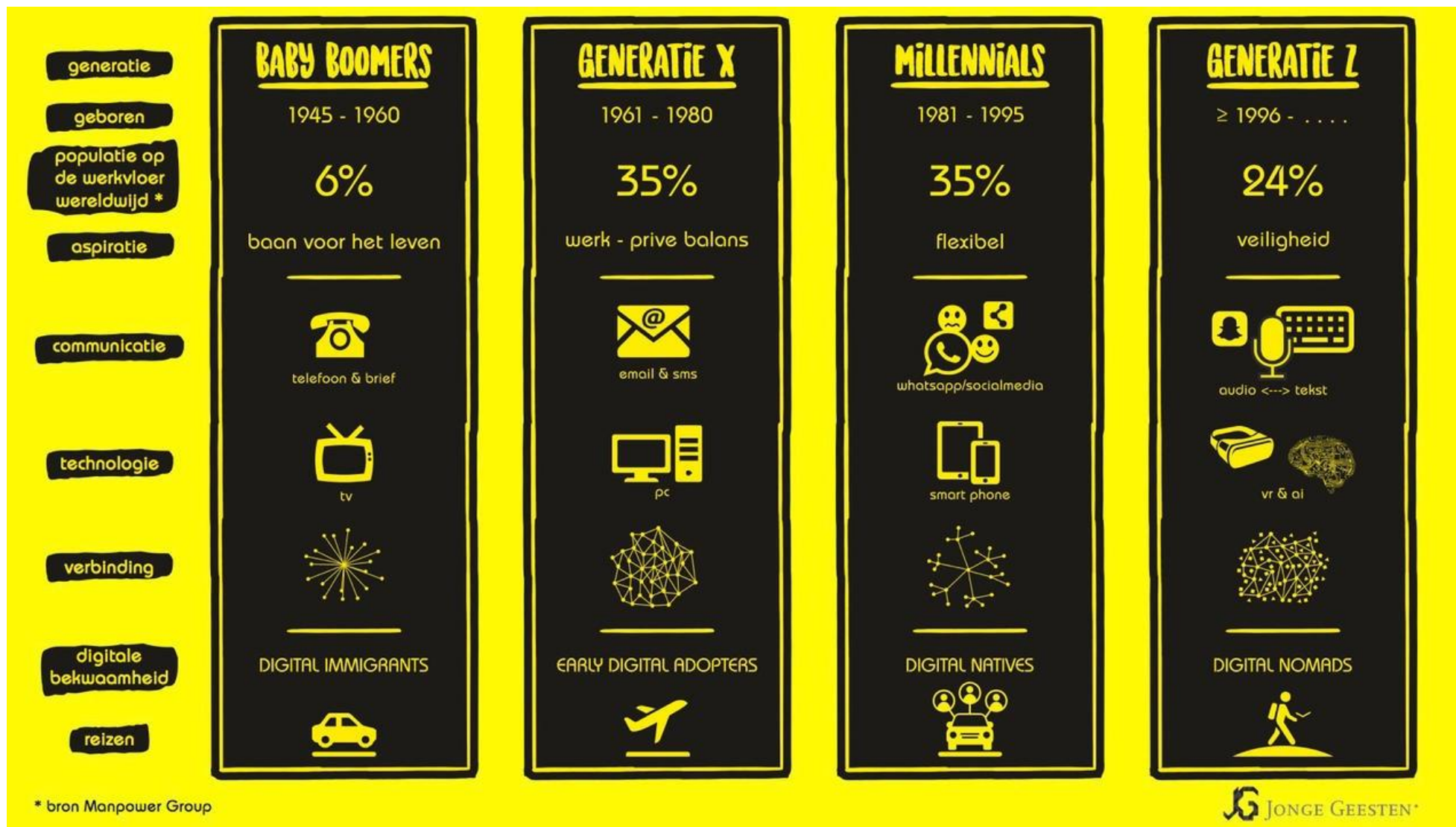
Bouw het zelf!

Meer dan 50 uitbreidingen verkrijgbaar vanaf 4,-

De starterset zijn verkrijgbaar vanaf **99,-**

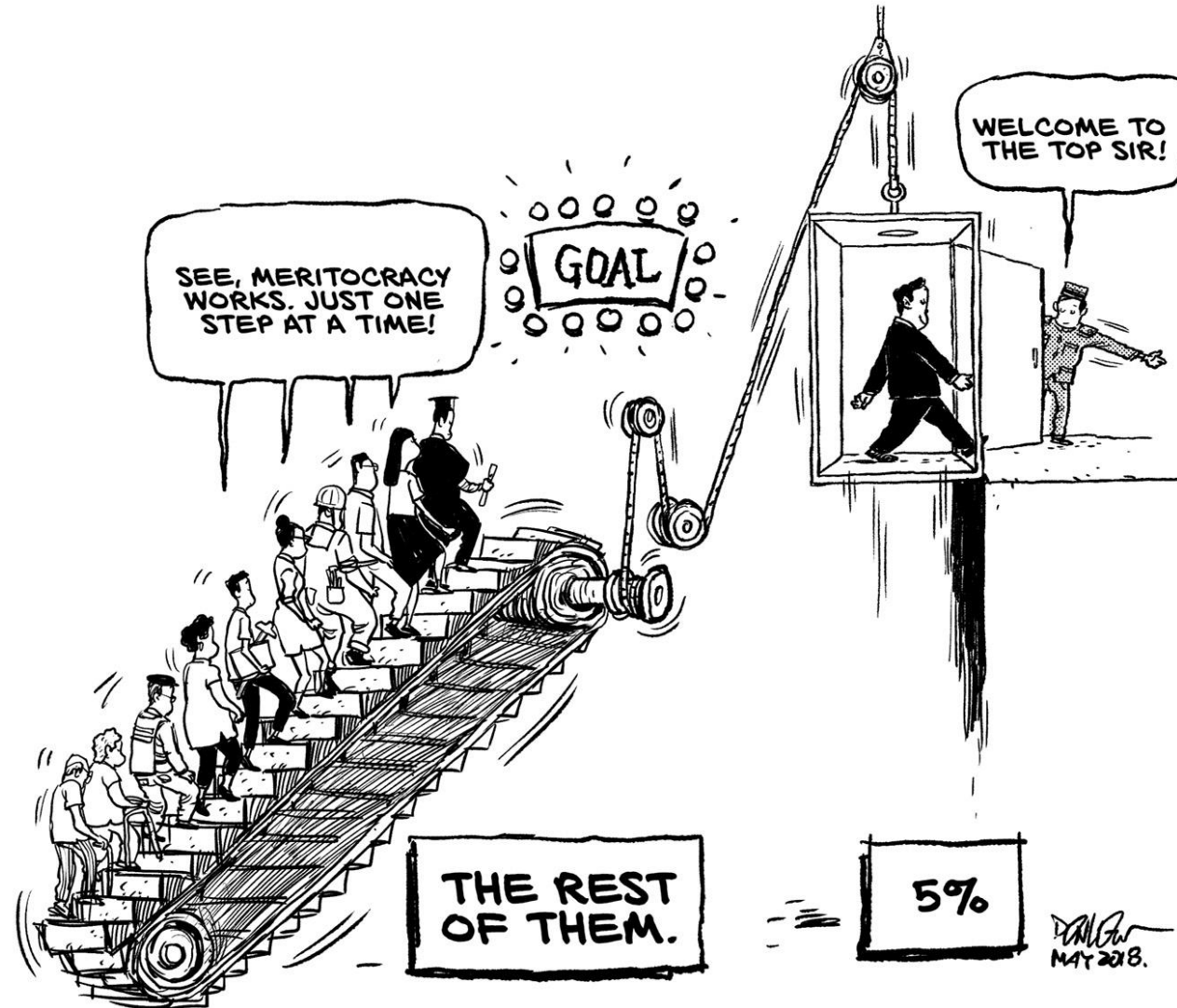
Hobby bart smit

Generatieverschillen



(Sociale) Ongelijkheid:

1. Meritocratische ideologie



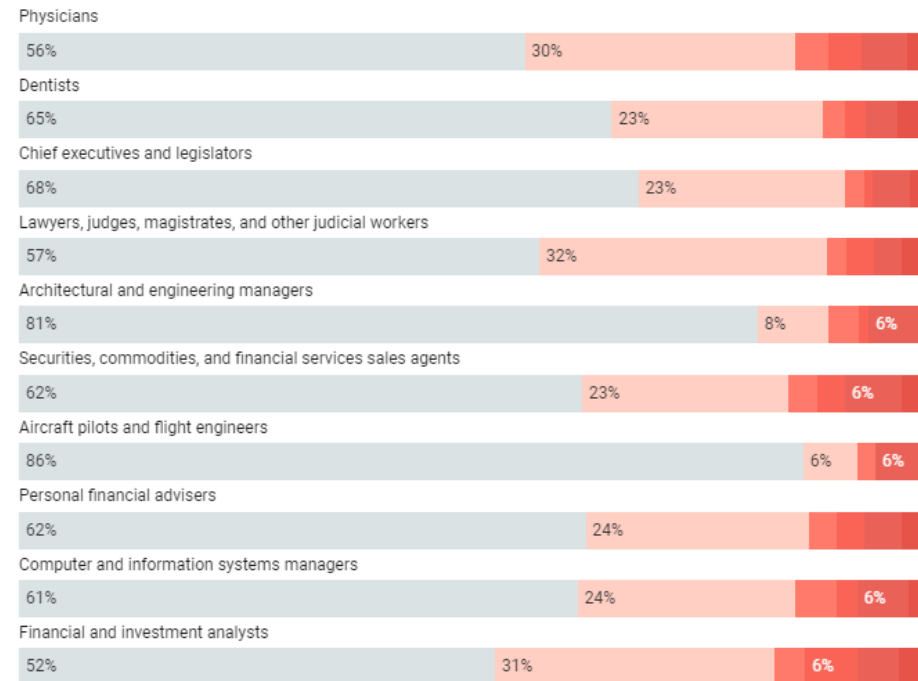
(Sociale) Ongelijkheid:

2. Segmentatie

White men dominate the highest-paying occupations in the United States

Composition of the top 10 highest-paying occupations by sex, race, and ethnicity

White men White women Black men Black women Hispanic or Latino men Hispanic or Latina women



Hover over or click to see values.

Note: The top 10 highest-paying occupations are identified by their average wages, for those who have earned a wage. The authors have only included occupations with at least 50,000 employed workers aged 20 or older. The percentages do not add up to 100 percent because not all groups are represented, and Hispanic or Latino people can identify as any race.

Chart: Center for American Progress • Source: U.S. Census Bureau, "ACS 5-Year Estimates 5-Year Estimates – Public Use Microdata Sample (2019)," available at <https://data.census.gov/mdat/#/> (last accessed February 2022).

(Sociale) Ongelijkheid:

3. Winner-take-all structuren

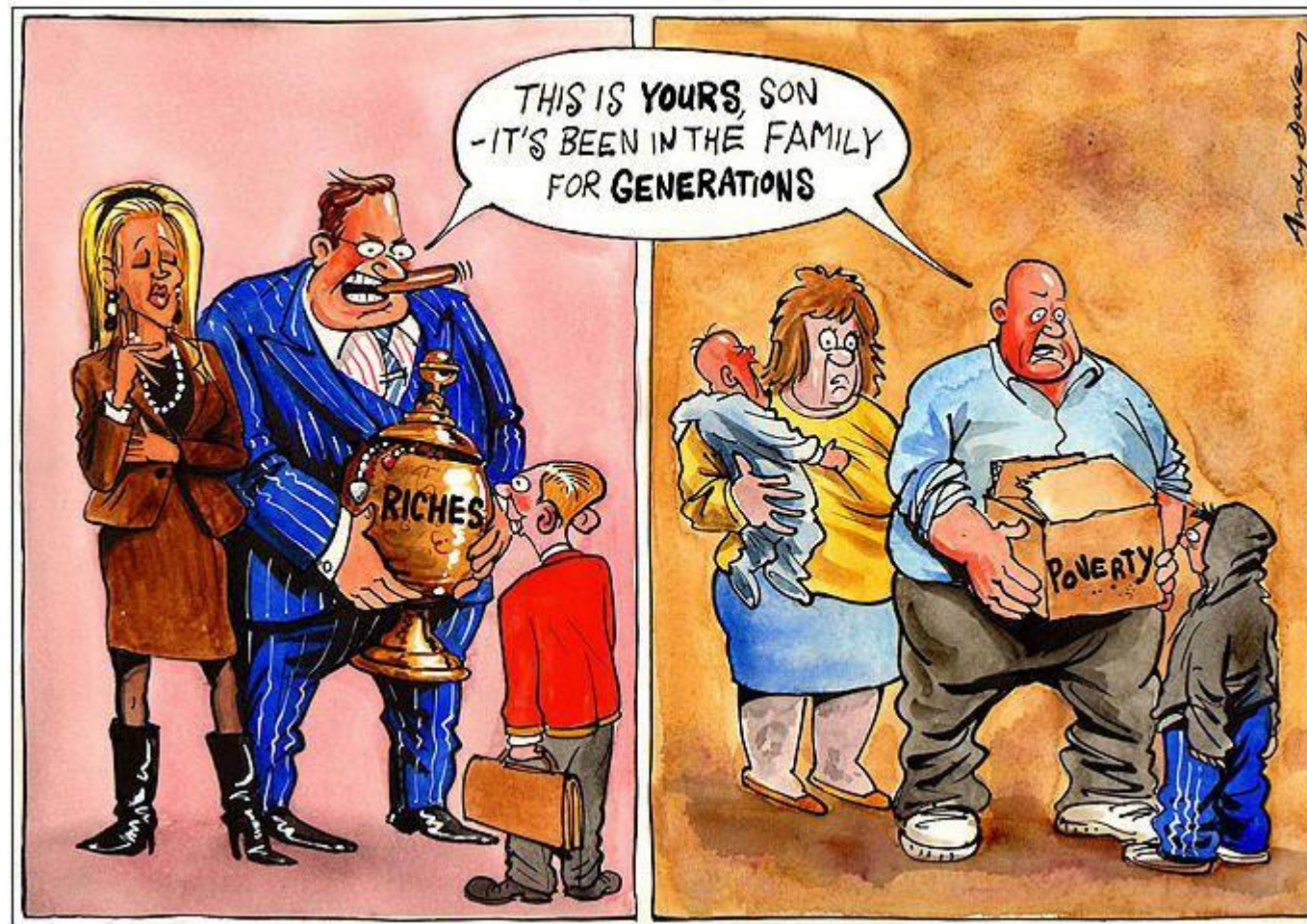
The winner takes it all
The loser's standing small
Beside the victory
That's her destiny

(Sociale) Ongelijkheid:

4. Similarity - attraction

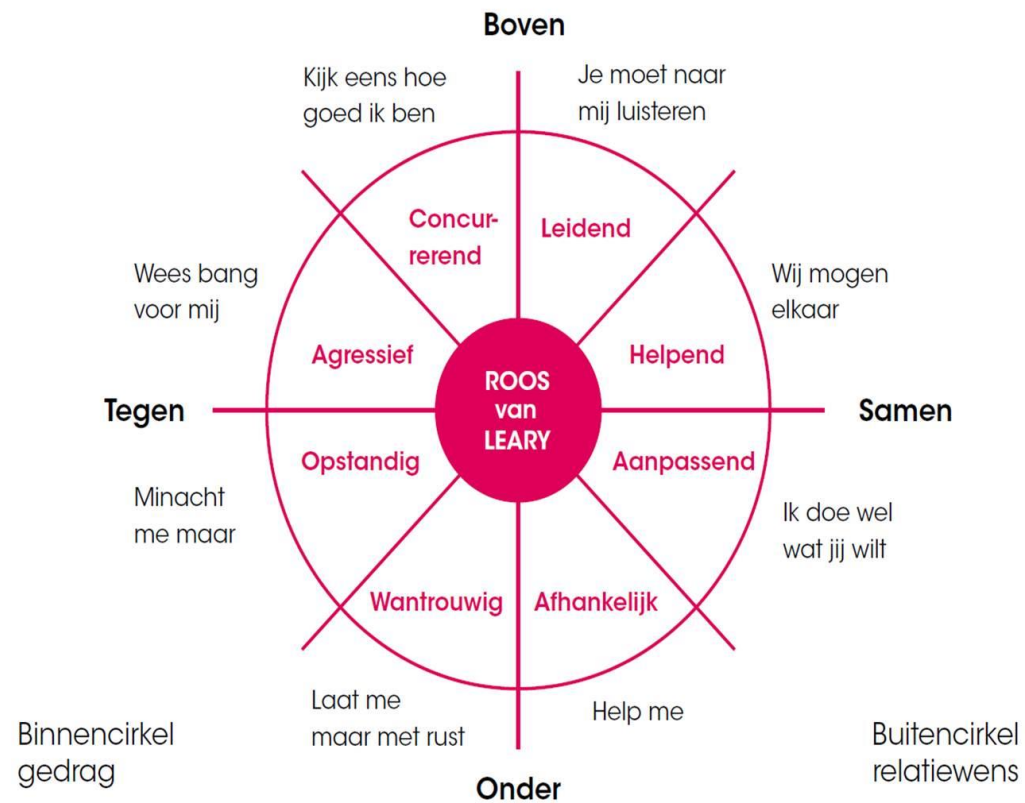
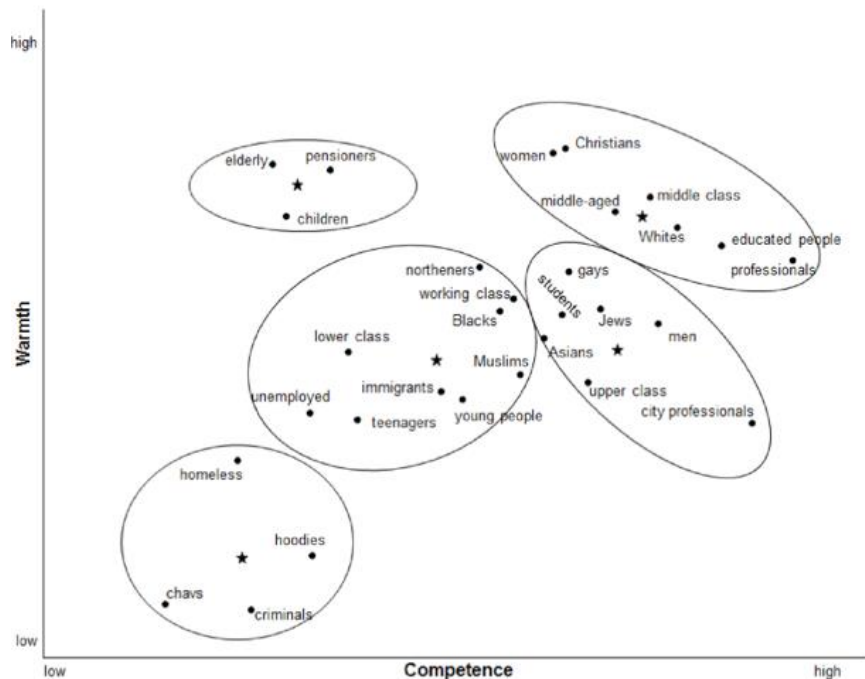


(Sociale) Ongelijkheid: 5. Culturele kennis

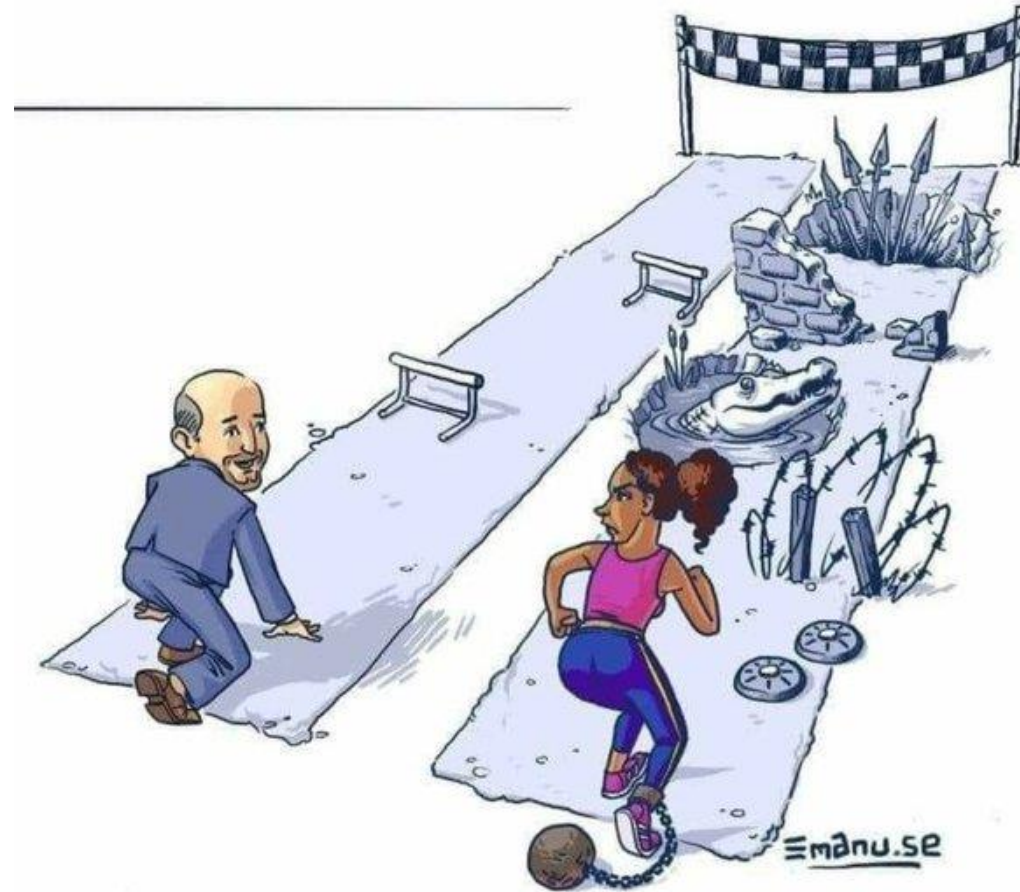


(Sociale) Ongelijkheid: 6. Stereotypes en status

ENGLISH SAMPLE



(Sociale) Ongelijkheid: 7. Motivatie



"What's the matter?
It's the same distance!"

Inclusie

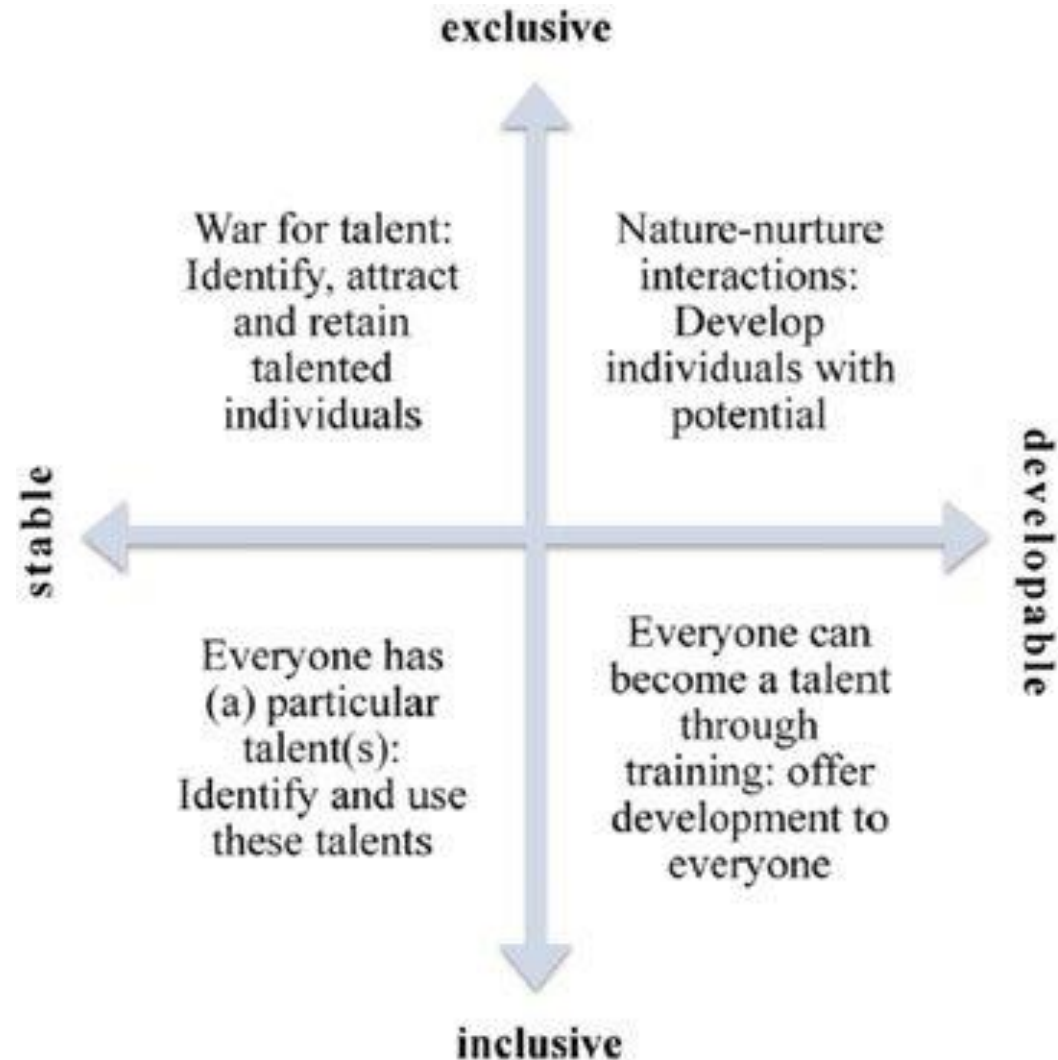
Inclusie zit in de kleine dingen:

- Begroeten
- Oogcontact
- Uitnodigen
- Interesse tonen
- Vragen
- Erbij betrekken
- Sponsoren
- Verdedigen
- Bevestigen
- Ondersteunen
- *Aanbevelen*
- Mentoren
- Verbinden
- ...



Simon Maris (ca. 1906)
1920: East Indian type
1970: Little negress
2015: Young woman with hand fan
2020: Isabella
Rijksmuseum, Amsterdam

Talentmanagement



Vooruitblik

- Strategiemaken
- Dynamieken in de boardroom
- Marketing en innovatie



TIAS

SCHOOL FOR
BUSINESS AND SOCIETY

HR

ACADEMY

h.vandijk@tias.edu

