

# GETTING YOUR PEOPLE BASICS RIGHT AS A START-UP

*How to go from “HR fire-fighter” to “People engagement creator”*

**Reggy-Charles Degen**

Professor, University of Brussels



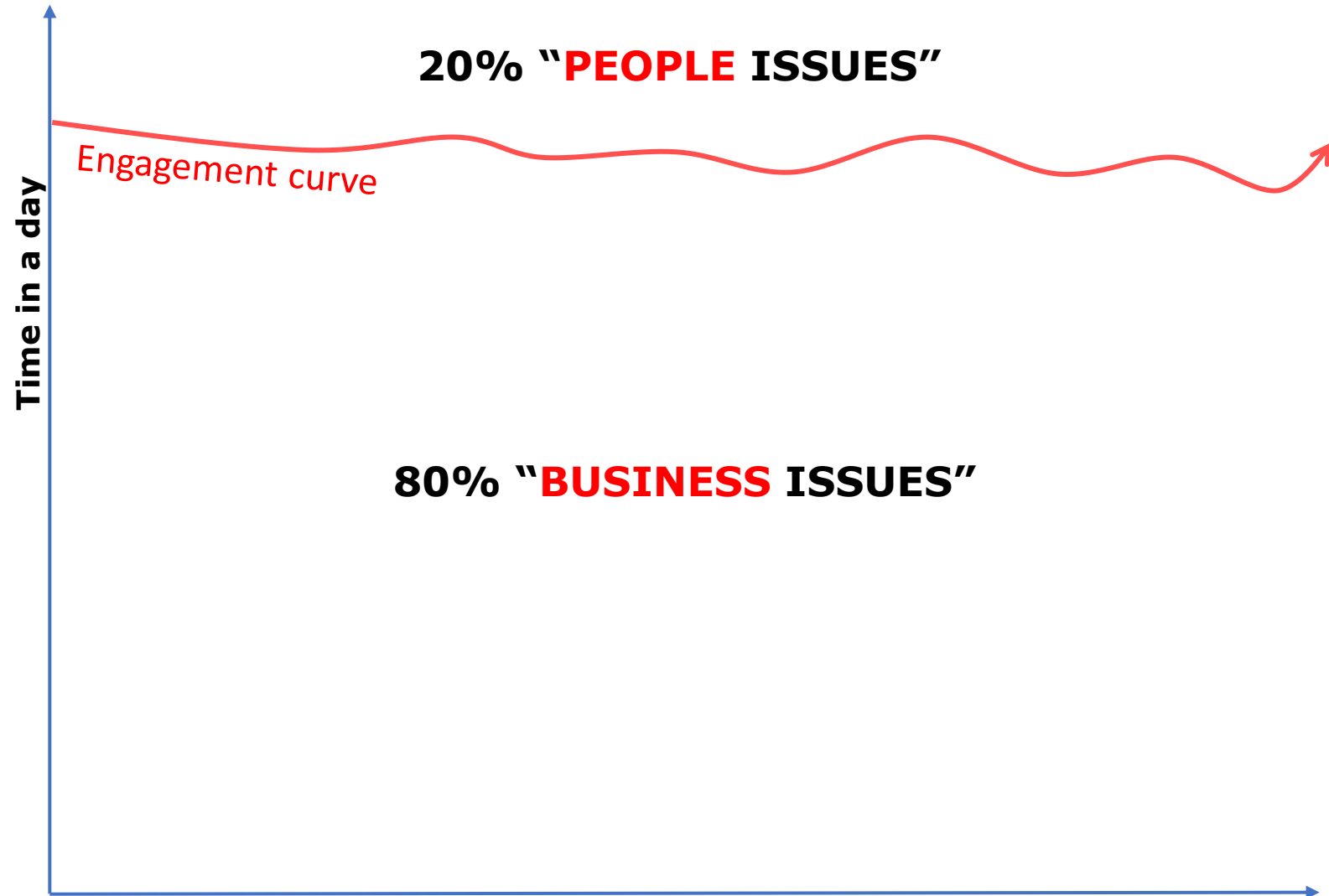
**Solvay Brussels School**  
Executive Education

Head of Content & Innovation



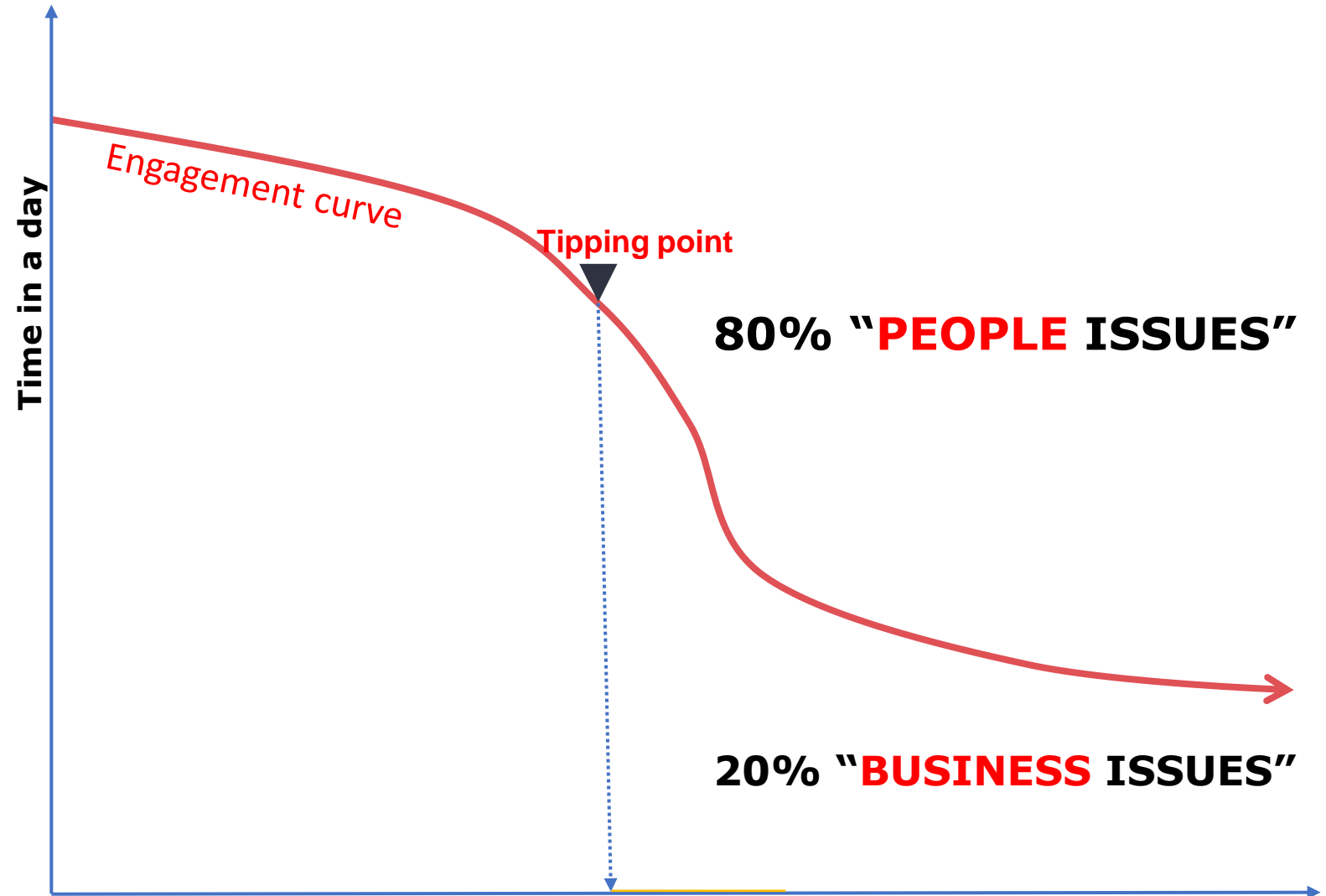


# HERE IS THE HR AGENDA FOR **START-UPS**



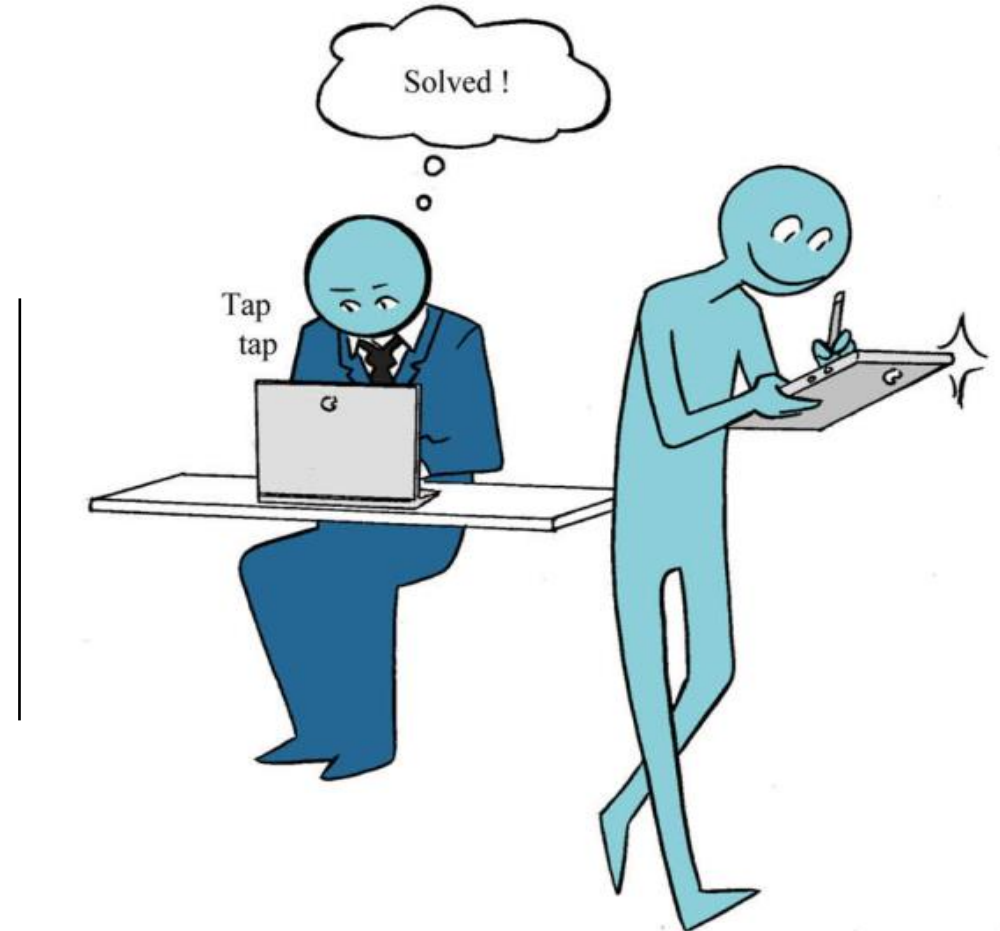


# HERE IS THE HR AGENDA FOR **SCALE-UPS**



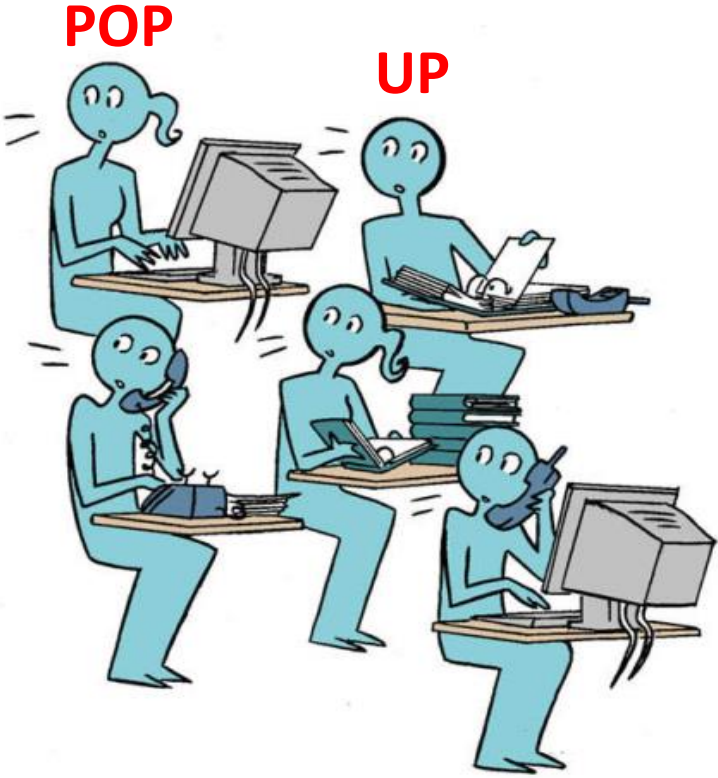
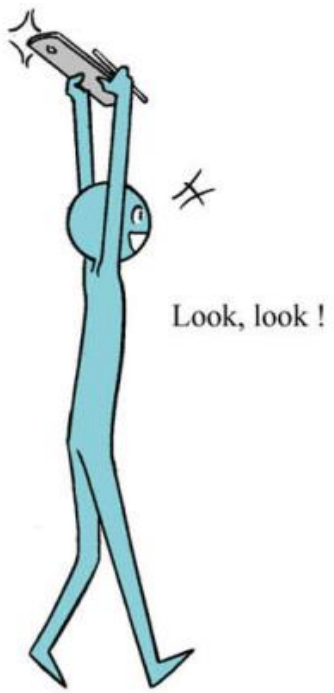
- Staff: going from 15 to 25 + FTE
- Time: 2 to 3 years +

# HOW COME THESE PEOPLE'S ISSUES GROW OVER TIME?



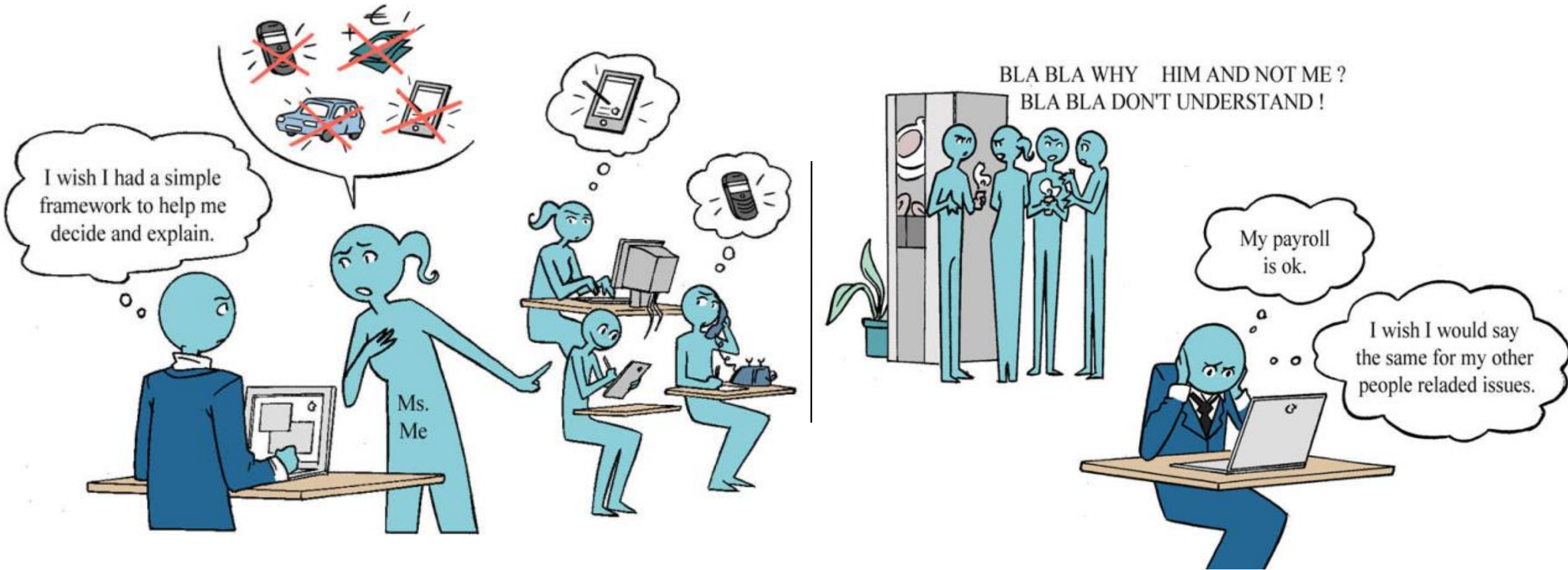


# IT'S WHEN YOU IGNITED THE "POP-UP PHENOMENON"



Meet the **kwackers**

# AT SOME POINT, EVERY GROWING ORGANISATION FACES THE SAME PEOPLE ENGAGEMENT ISSUES



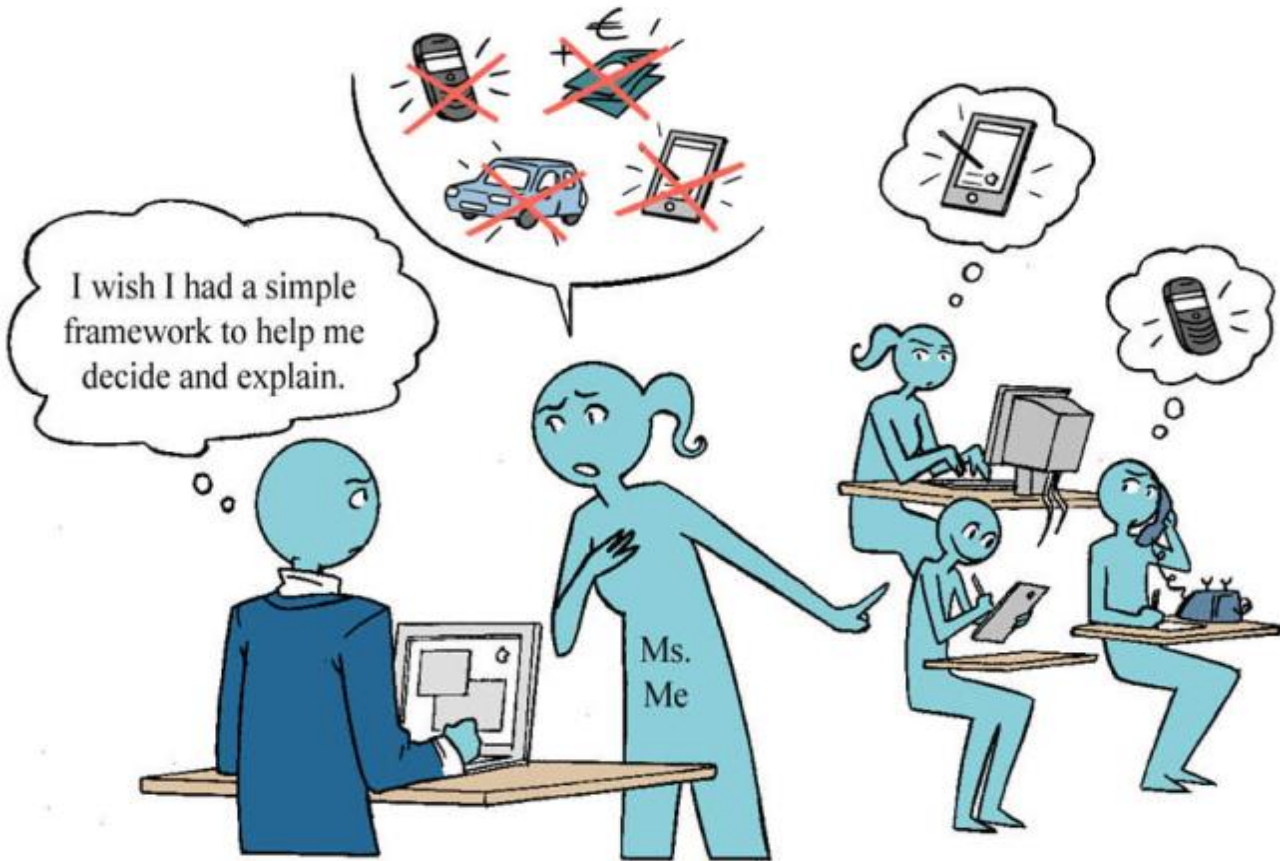
# WHAT'S THE N° 1 ROOT CAUSE OF THIS PEOPLE'S DISENGAGEMENT?



**THE FEELING OF NOT BEING TREATED WITH EQUITY**



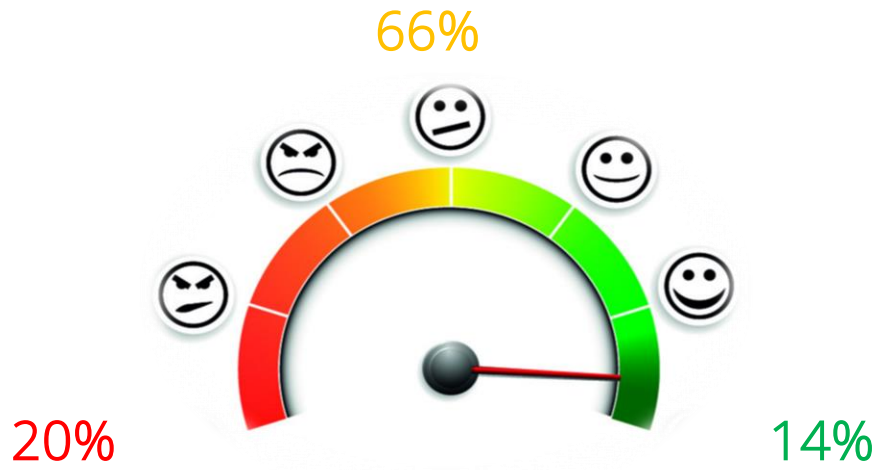
# THREE PROBLEMS WITH EQUITY



- PERCEPTION IS REALITY
- PEOPLE PREFER TO EARN LESS THAN THEIR COLLEAGUES TO EARN MORE
- YOU LEAVE A MANAGER, NOT A COMPANY



# WHAT'S THE IMPACT OF LOW EMPLOYEE ENGAGEMENT?



Disengaged employees have:



37% HIGHER ABSENTEEISM



18% LOWER PRODUCTIVITY



15% LESS PROFITABILITY

Source: Gallup Institute (The barriers to performing organizations Gallup Institute, 2022)

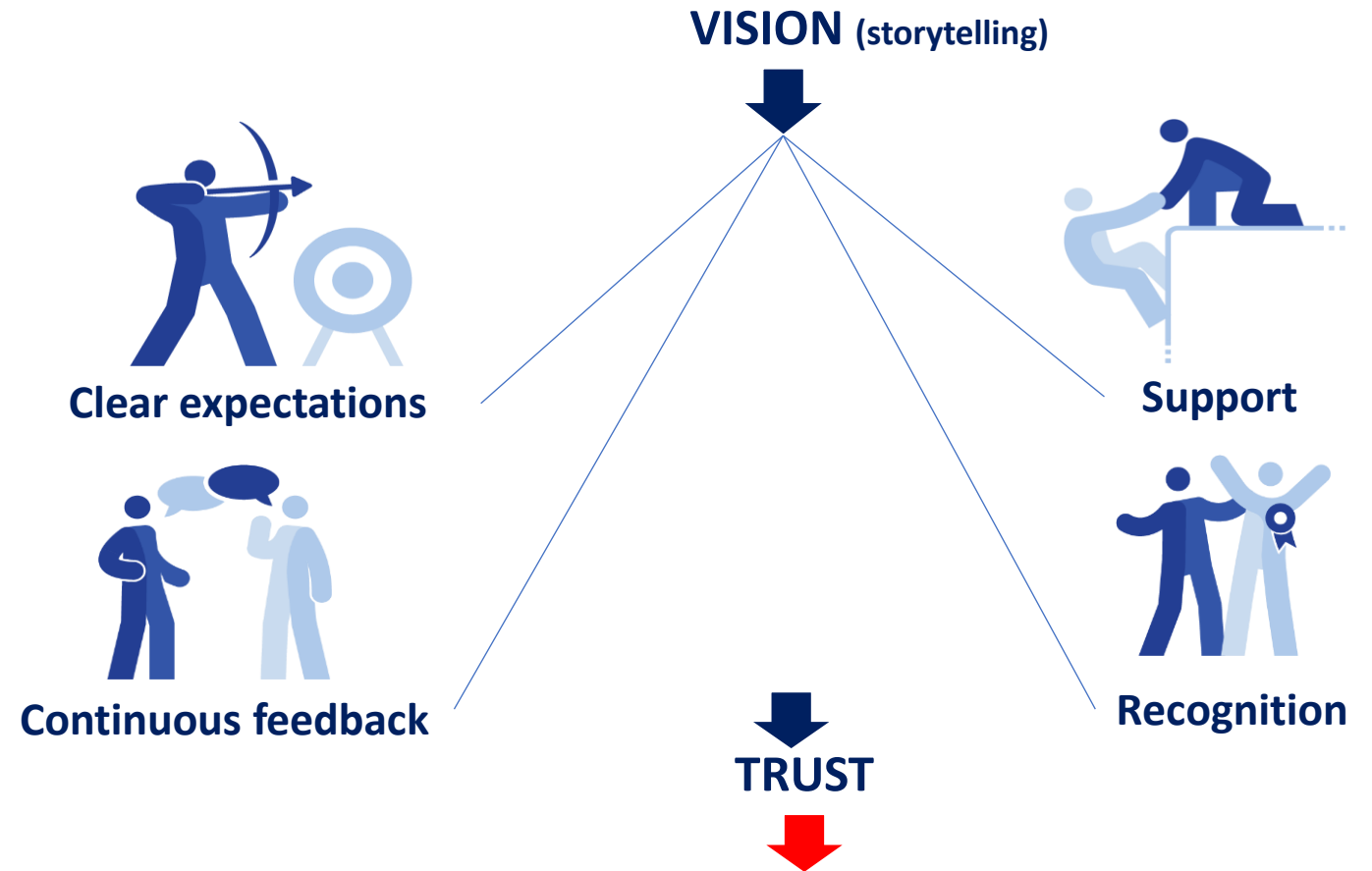
# Back to Basics.







# IN ALL ORGANISATIONS, EMPLOYEE ENGAGEMENT DEPENDS ON **FOUR MANAGEMENT PRACTICES**



**AS THE START-UP GROWS, MANAGERS STRUGGLE TO APPLY THESE PRACTICES CONSISTENTLY**



# WHEN IS THE MOMENT MANAGERS CAN BEST BOOST EMPLOYEE ENGAGEMENT?

## THE ONE-ON-ONE

“Employees of managers who don't have 1:1 meetings are **four times** as likely to be disengaged.”(HBR)

“Employees whose managers hold regular meetings with them are almost **three times** as likely to be engaged as employees whose managers do not hold regular meetings with them”. (Gallup)

“If your direct report is strong, you can fall into the false thinking that the meetings aren't necessary. But no matter how competent your direct report is, **a regular session is vital.**” (HBR)



**« In start-ups like in any company, don't skip your one-on-ones »»**

Source: HBR / How to Make Your One-on-Ones with Employees More Productive, 2016

Source: <https://hbr.org/2021/12/make-the-most-of-one-on-one-meetings-with-your-manager>

©reggy.degen@solvay.edu 2022



## THE 4 PEOPLE ENGAGEMENT PRACTICES



Clear expectations (shared vision)



Continuous feedback



Support (and development)



Recognition



**TRUST**

# MANAGERS & EMPLOYEES FACE TWO CHALLENGES DURING THEIR ONE-ON-ONES

## HOW?

(the attitude and posture)

- **Active Listening:** paying attention, asking questions for clarification, summarising, giving and receiving feedback.
- **Empathy:** putting oneself in another person's shoes,
- **Understanding oneself and others:** MBTI, DISC, Process Comm, Insight Discovery ....
- **Emotional Intelligence:** manage one's own emotions and respond to the emotions of others
- **Respect:** verbal and non-verbal
- ...

## WHAT?

(the topics and the message)

- **Business confidence:** feeling you master the content, knowing you cover the right topics on which to give and receive feedback
- **Objectivity:** being able to deliver fact-based content
- **Consistency:** securing the message is coherent over time
- **Fairness:** demonstrating that people are treated with equity
- ...

## THE 4 PEOPLE ENGAGEMENT PRACTICES



Clear expectations (shared vision)



Continuous feedback



Support (and development)



Recognition



**TRUST**

## DURING ONE-ON-ONES, MANAGERS AND EMPLOYEES DISCUSS THREE « WHATs »

THE ROLE & THE GOALS

THE EMPLOYEE IN THE ROLE

THE COMPENSATION VERSUS THE CONTRIBUTION

# THE 50 SHADES OF HR BLUE



# THE PROBLEM IS THAT ON THESE TOPICS...

## Which criteria to use?

*What do we mean by I think that / I find that...*

(s)he is good

(s)he is not competent

(s)he is a great performer

(s)he doesn't have the right attitude

....

**... WE OFTEN DON'T TALK ABOUT THE SAME THING,  
DON'T START FROM THE SAME POINT**

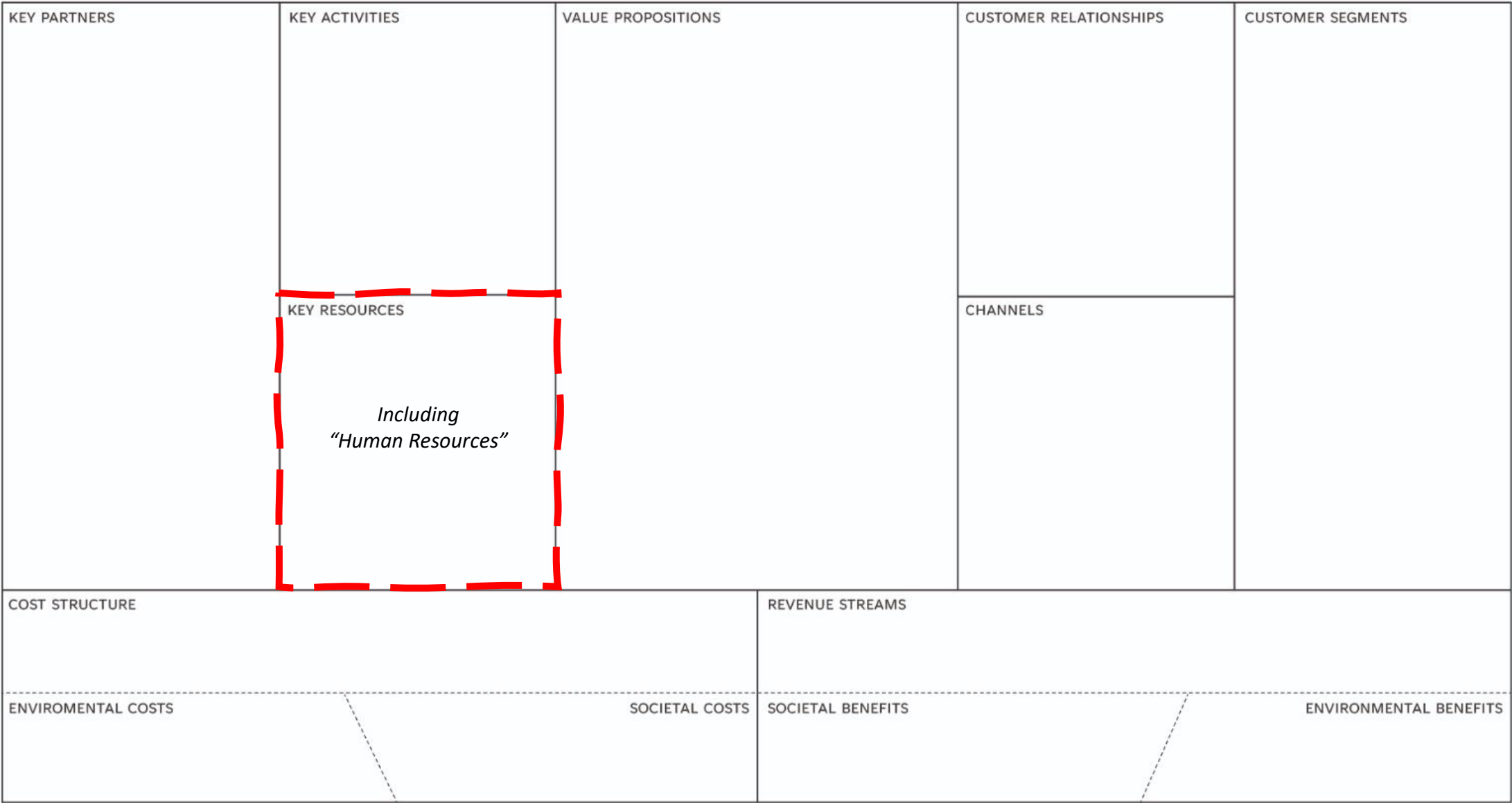
# THE 50 SHADES OF HR BLUE



**THE ABSENCE OF SHARED UNDERSTANDING IS  
AT THE ORIGIN OF EMPLOYEE DISENGAGEMENT**

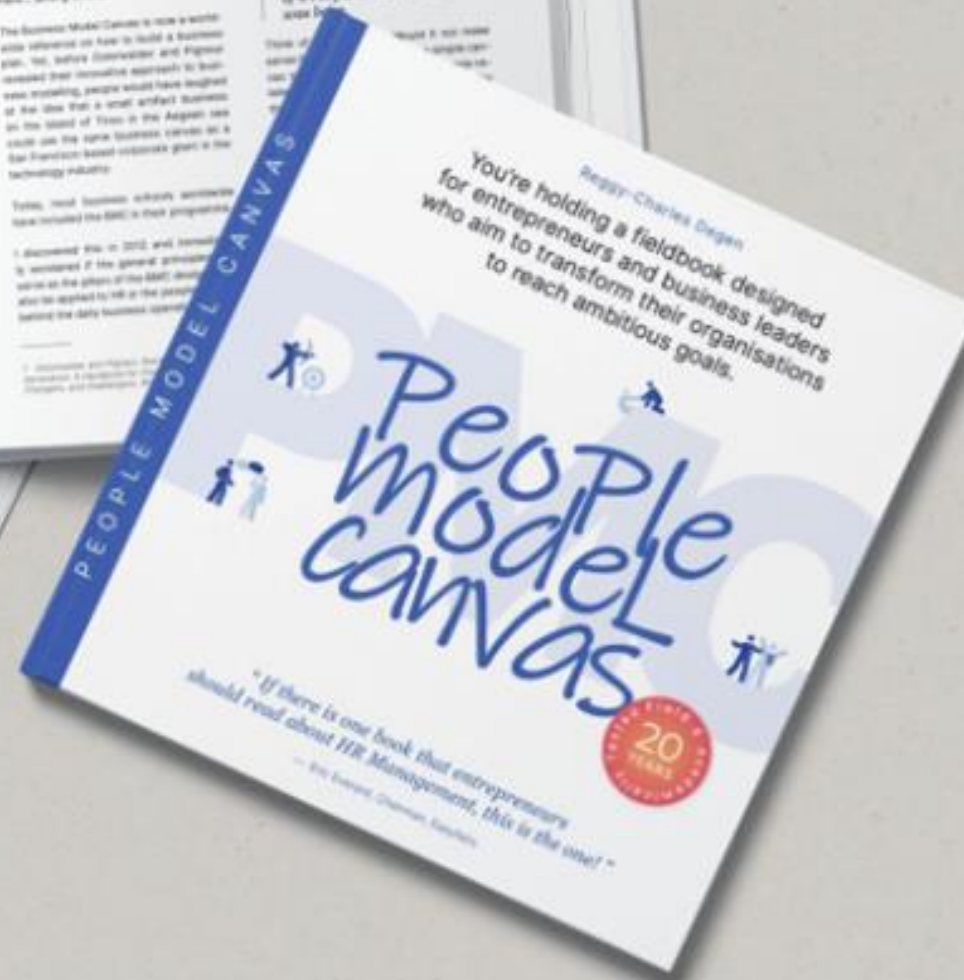


# LET'S NOT REINVENT THE WHEEL: BUSINESS MODEL CANVAS



## PEOPLE MODEL CANVAS IN A NUTSHELL

The starting point for any good discussion, meeting or workshop on people-related issues should be a shared understanding of what the issue actually is. We need a people model concept that everybody understands; one that facilitates description and discussion. We need to start from the same point and talk about the same thing.



“The People Model Canvas is a universal framework that brings together the essential elements of HR management in one integrated model.

It simplifies and makes communication between managers, employees, and HR more objective by using a system thinking approach and a shared language.

This makes it easier for them to communicate and achieve tangible and actionable outputs in their daily interactions.”

THE 4 PEOPLE ENGAGEMENT PRACTICES



Clear expectations (shared vision)



Continuous feedback



Support (and development)

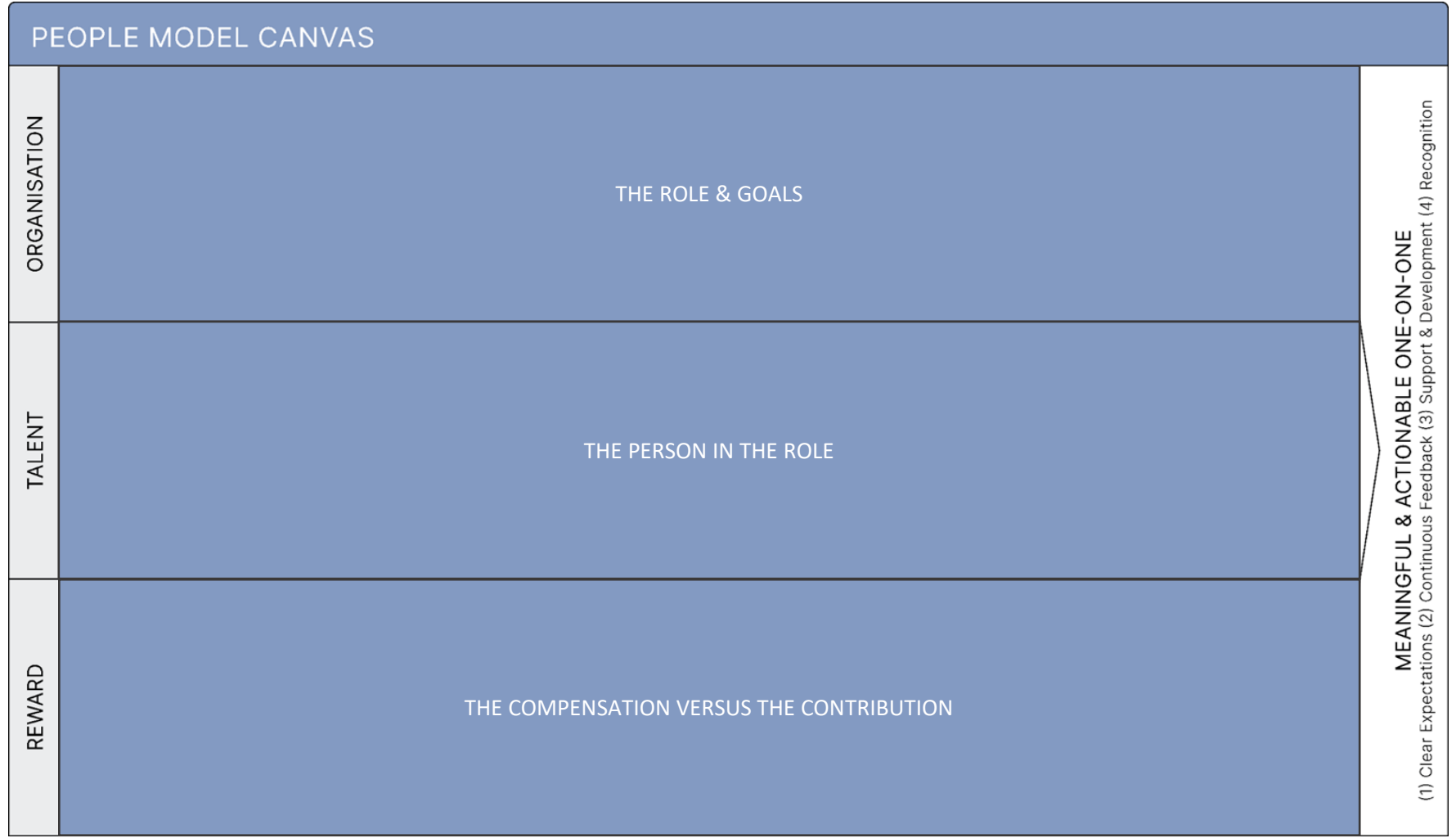


Recognition



**TRUST**

**SO, WE MAPPED THE KEY ELEMENTS WITHIN EACH TOPIC/AREA**



THE 4 PEOPLE ENGAGEMENT PRACTICES



Clear expectations (shared vision)



Continuous feedback



Support (and development)



Recognition



TRUST

**WE THEN CREATED UNIVERSAL DEFINITIONS AND PRACTICES TO IMPLEMENT IN YOUR ORGANISATION**

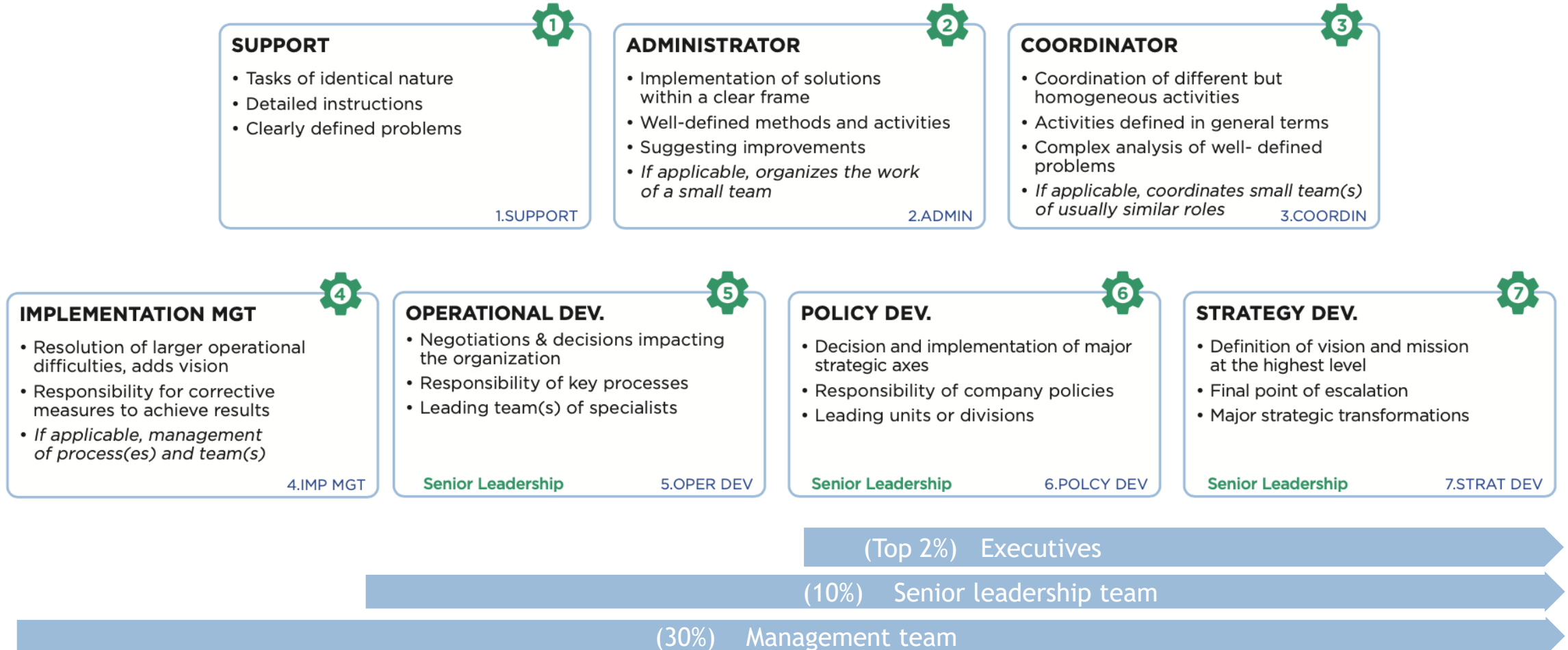
PEOPLE MODEL CANVAS							
ORGANISATION	Resource Plan			Career Evolution			Business Objectives OKRs
	Role Description						
	General Expectations	Specific Expectations		Role Title			
TALENT	Operating Mode	Competence	Performance	Potential & Aspirations	Vision & Values	Personal Situation	Developmental Objectives
REWARD	Package Structure	Market-Based Pay Range		Fair Compensation (Total Target Earnings)			

**MEANINGFUL & ACTIONABLE ONE-ON-ONE**  
 (1) Clear Expectations (2) Continuous Feedback (3) Support & Development (4) Recognition

**THIS ENABLES YOU TO GET YOUR HR BASICS RIGHT**



# EXERCISE: WHAT DO YOU THINK IS THE DOMINANT ROLE PROFILE OF A RECEPTIONIST, AN ACCOUNTANT, A DEVELOPER, A PROJECT MANAGER?

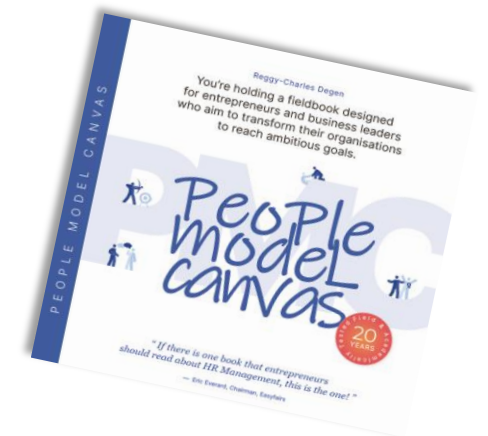


# A KEY COMPONENT OF YOUR PEOPLE MODEL CANVAS

Competence\_en



Base your judgement on observable facts & data



# A KEY COMPONENTS OF YOUR PEOPLE MODEL CANVAS

Performance\_en



## BELOW EXPECTATIONS

**UNSATISFACTORY**

- Most objectives not achieved **or**
- Poor engagement towards work **or**
- Subject to disciplinary action **or**
- Significant remedial action needed to meet role standards.

UNSATIS



## MEETS EXPECTATIONS

**GOOD STANDARDS**

- Solid performer with most to all objectives achieved **or**
- Achieves a good standard in most capability areas and behavioral standards **or**
- May have one or two areas where development will help keep up with future rising standards.

GOOD



## ABOVE EXPECTATIONS

**EXCELLENT**

- Excellent performer exceeding objectives and nearly all role requirements **and**
- Displays 'all-round' strength in all capability areas and behavioral standard **and**
- Often exceeds rising standards with high levels of delivery.

EXCEL

**IMPROVEMENT NEEDED**

- Makes some contribution and meets some requirements **or**
- Some objectives not achieved **or**
- Improvement is needed to consistently meet objectives **or** role behavioral standards

IMPROVE

**HIGH STANDARDS**

- Strong performer with all objectives achieved **or**
- Meets all role requirements while exceeding several **or**
- Consistently delivers against high standards with 'all-round' strength in all capability areas and behavioral standards **and**
- Always meets rising standards.

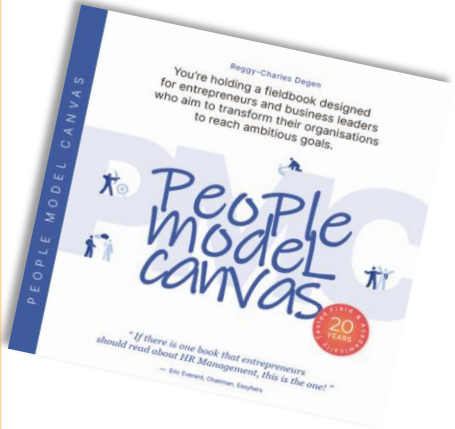
HIGH

**OUTSTANDING**

- An exceptional performer who exceeds requirements in all areas at all times **and**
- Compared to their peers displays a role model approach across all behaviors **and**
- Continuously exceeds rising standards with exceptional delivery.

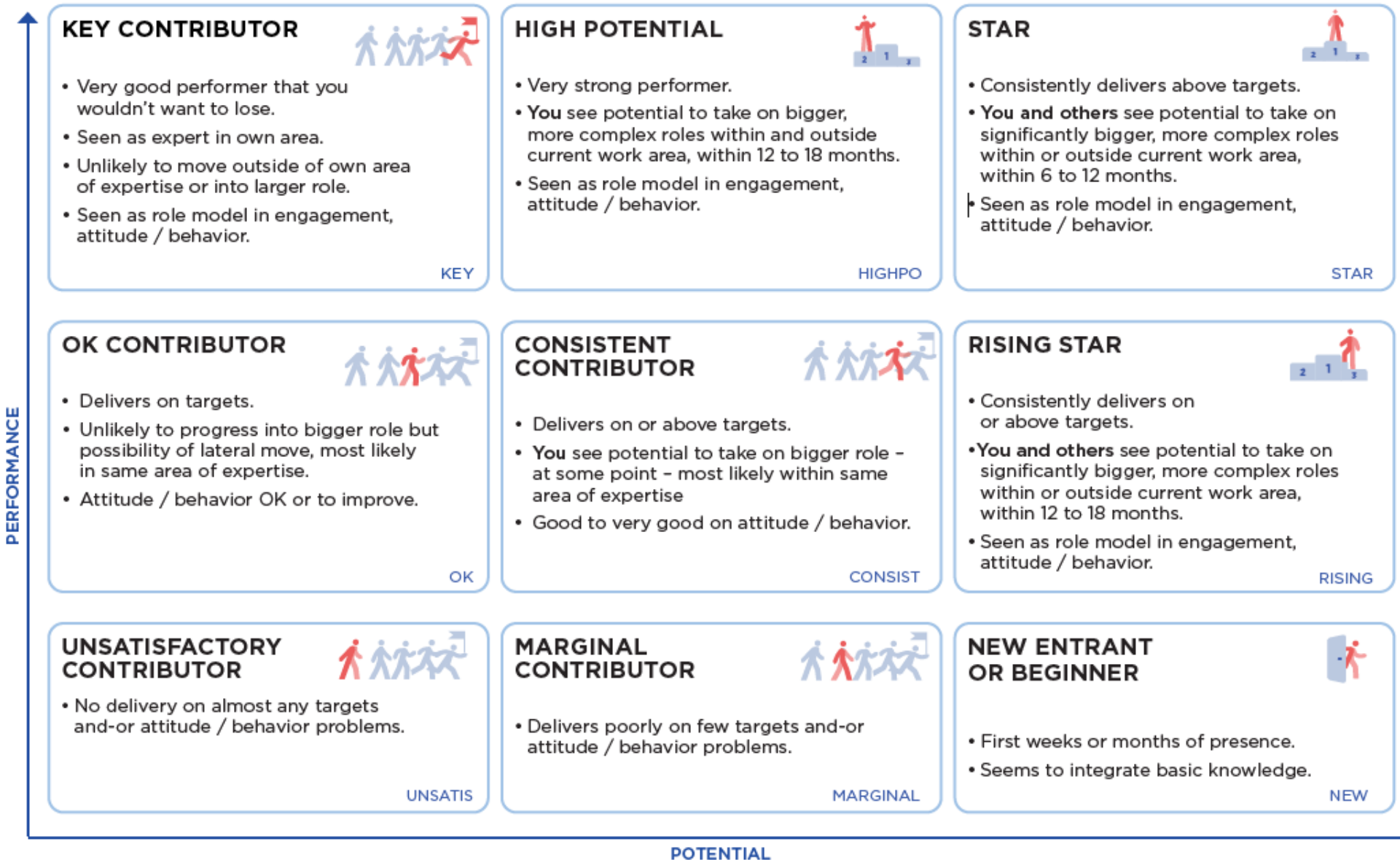
OUTSTAND

Base your judgement on observable facts & data



# A KEY COMPONENT OF YOUR PEOPLE MODEL CANVAS

## Talent - Potential\_en



Base your judgement on observable facts & data





# A KEY COMPONENT OF YOUR PEOPLE MODEL CANVAS

**Aspiration -  
Potential\_en**

## KEY CONTRIBUTOR



- I am a very good performer **and**
- I am seen as an expert in my area **and**
- For the time being, I feel little need to evolve outside my area of expertise or towards a larger role **and**
- I seek to set an example through my engagement, my attitude-behaviour.

## HIGH POTENTIAL



- I am a very strong performer **and**
- I feel ready to take on a larger, more complex role, within or outside my current work area, within 12 to 18 months.
- I seek to set an example through my engagement, my attitude-behaviour.

## STAR



- I consistently deliver above targets **and**
- I and others see me taking on a significantly larger, more complex role, within or outside my current work area, within 6 to 12 months, **and**
- I seek to be seen as role model in engagement, my attitude-behaviour.

## OK CONTRIBUTOR



- I achieve most of my objectives **and**
- Currently, I do not feel the need to move to a more important role; I am nevertheless open to change (most likely in my area of expertise) **and**
- My attitude-behaviour is OK or I could improve.

## CONSISTENT CONTRIBUTOR



- I deliver on or above targets **and**
- I keep developing my competences (presumably in my area of expertise) in order to evolve towards a more important role - but not necessarily in the immediate future **and**
- I have a good to very good on attitude-behaviour.

## RISING STAR



- I deliver systematically on or above targets **and**
- I and others see me taking on a significantly larger, more complex role, within or outside my work area, within 12 to 18 months, **and**
- I seek to set an example through my engagement, my attitude-behaviour.

## UNSATISFACTORY CONTRIBUTOR



- I barely achieve any of my objectives **and-or**
- I am asked to improve my attitude-behaviour.

## MARGINAL CONTRIBUTOR



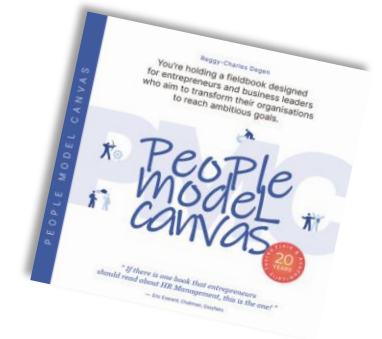
- I deliver poorly on few targets **and-or**
- I am asked to improve my attitude-behaviour.

## NEW ENTRANT OR BEGINNER

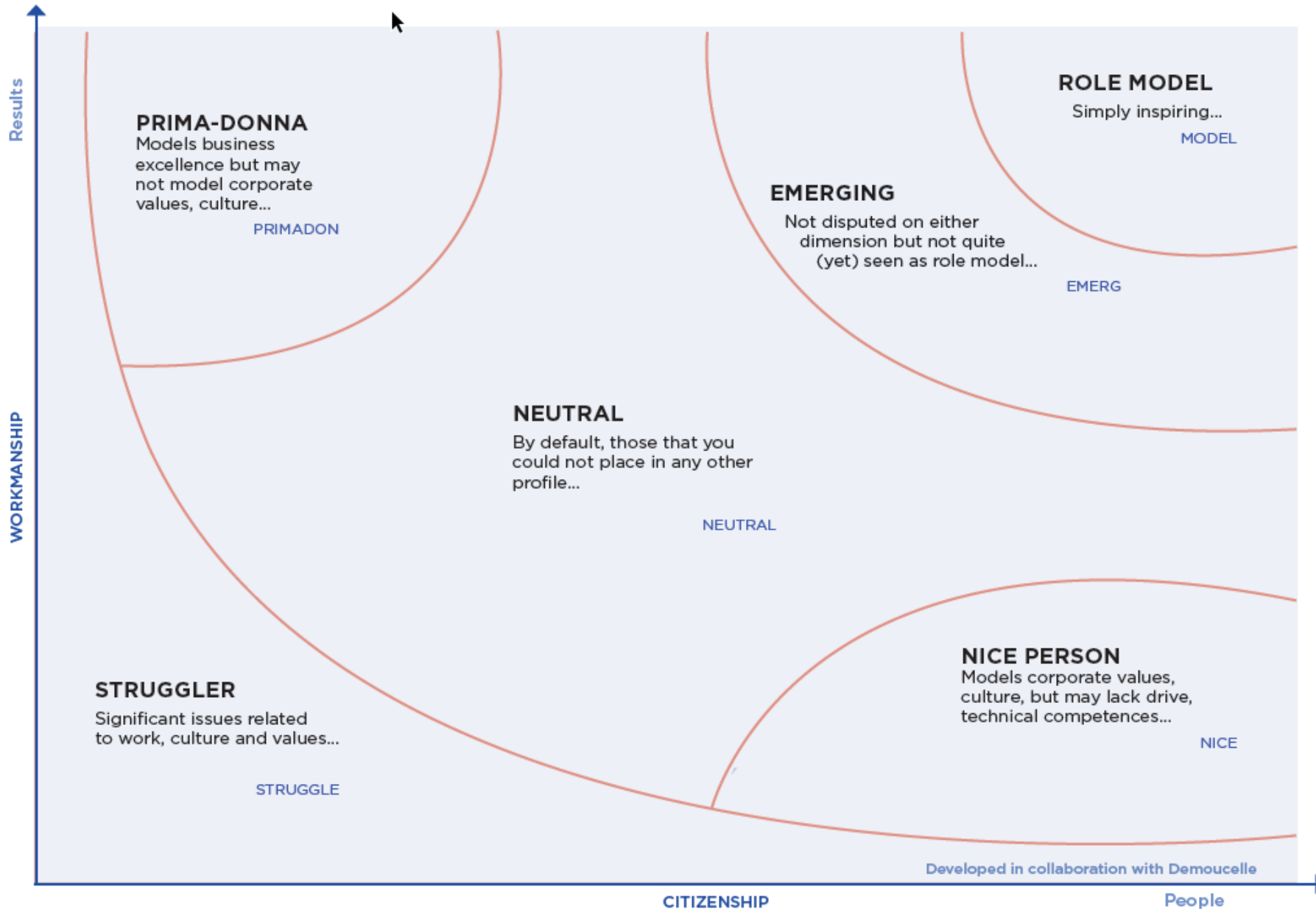


- I am in my first weeks or months of in my role.
- I am in the process of integrating basic knowledge.

Base your judgement on observable facts & data

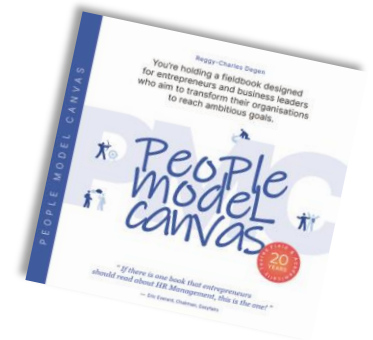


# A KEY COMPONENT OF YOUR PEOPLE MODEL CANVAS



## Vision & Values\_en

Base your judgement on observable facts & data





**« There is nothing magic or mysterious in having engaged employees operating at their full potential.**

**It is simply the logical consequence of systematically applying the right fundamentals. »**

INTERESTED IN THE **DIGITAL COPY** OF THE BOOK?

1. **LinkedIn** me in the next 7 days
2. **Refer** to our session today
3. **Get your free download code**

**OR GO TO**  
**Peoplemodelcanvas.com**

