GETTING YOUR PEOPLE BASICS RIGHT AS A START-UP

How to go from "HR fire-fighter" to "People engagement creator"

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Head of Content & Innovation





HERE IS THE HR AGENDA FOR START-UPS

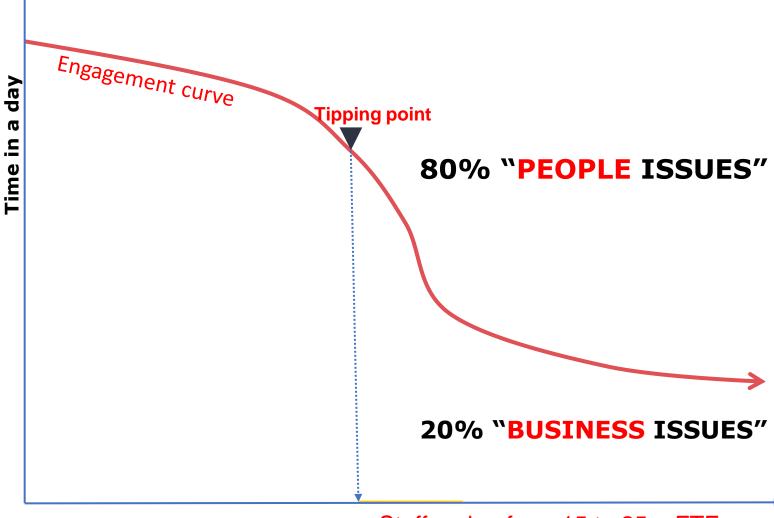
20% "PEOPLE ISSUES"

Engagement curve

80% "BUSINESS ISSUES"



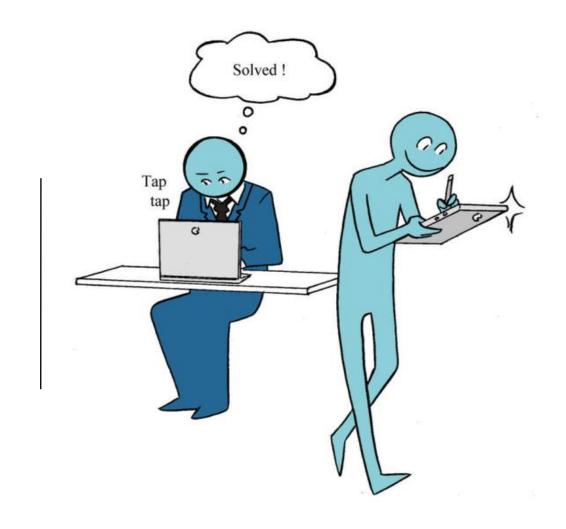
HERE IS THE HR AGENDA FOR SCALE-UPS



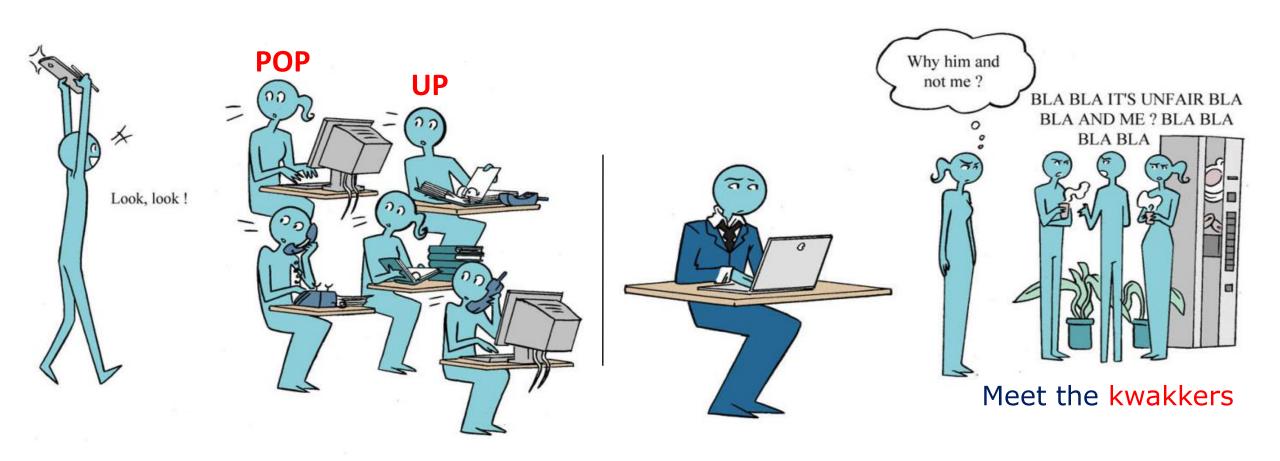
- Staff: going from 15 to 25 + FTE
- Time: 2 to 3 years +

HOW COME THESE PEOPLE'S ISSUES GROW OVER TIME?

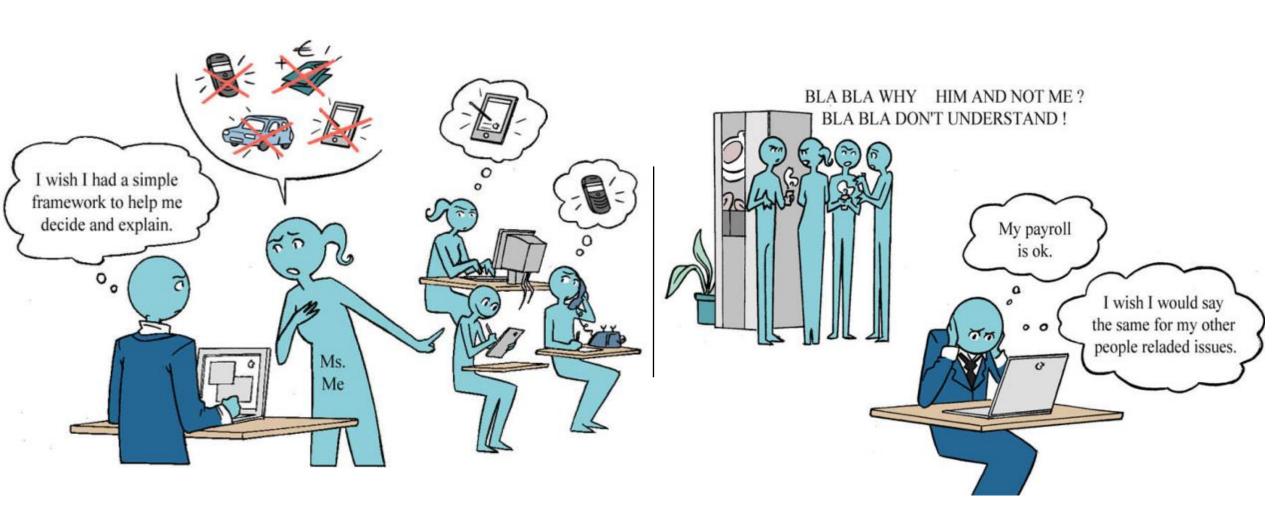




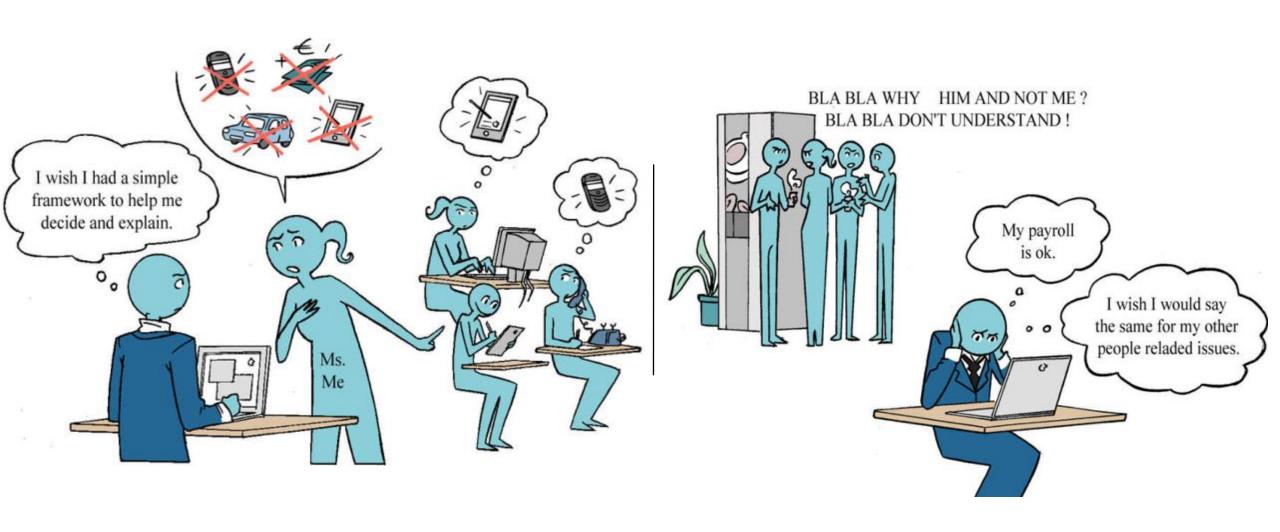
IT'S WHEN YOU IGNITED THE "POP-UP PHENOMENON"



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

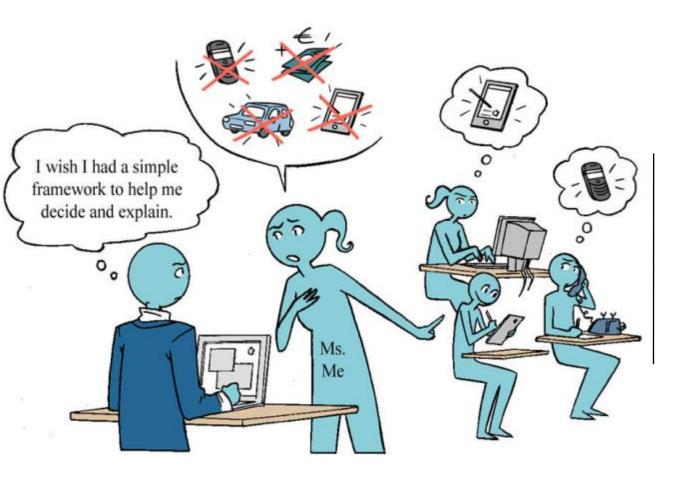


WHAT'S THE N° 1 ROOT CAUSE OF THIS PEOPLE'S DISENGAGEMENT?



THE FEELING OF NOT BEING TREATED WITH EQUITY

THREE PROBLEMS WITH EQUITY



PERCEPTION IS REALITY

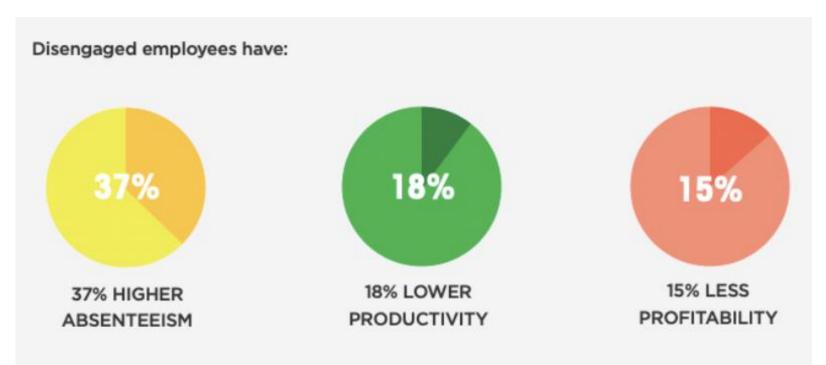
 PEOPLE PREFER TO EARN LESS THAN THEIR COLLEAGUES TO EARN MORE

YOU LEAVE A MANAGER, NOT A COMPANY



WHAT'S THE IMPACT OF LOW EMPLOYEE ENGAGEMENT?

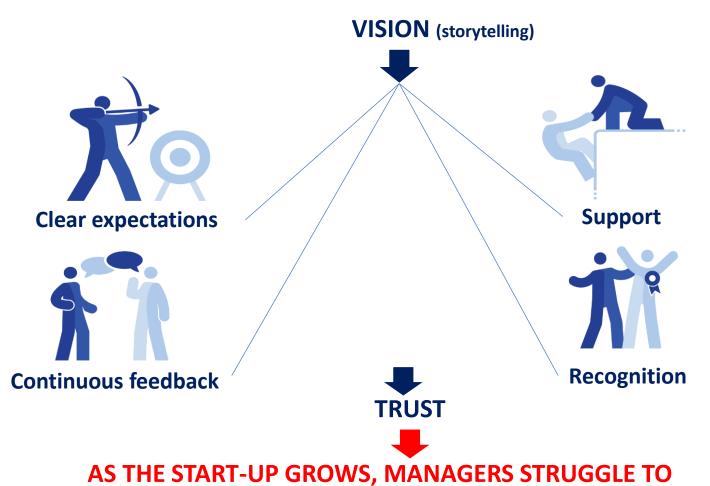




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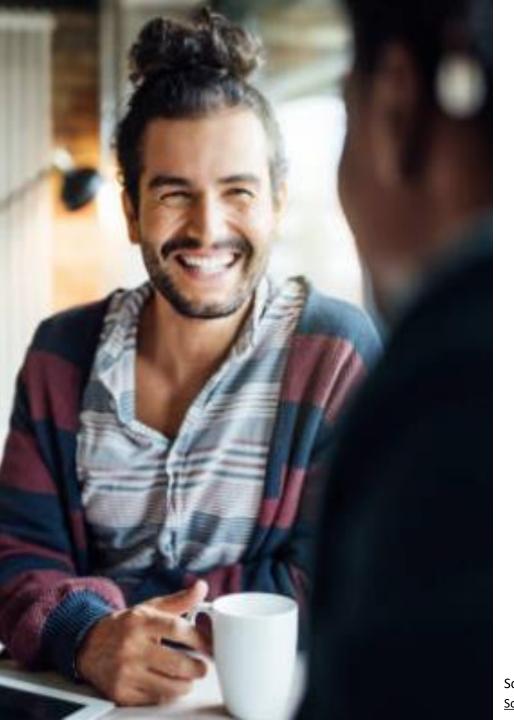
IN ALL ORGANISATIONS, EMPLOYEE ENGAGEMENT DEPENDS ON FOUR MANAGEMENT PRACTICES



APPLY THESE PRACTICES CONSISTENTLY

Source: Wilson Learning Corporation, 1993, 2011

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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

THE 4 PEOPLE ENGAGEMENT PRACTICES



Clear expectations (shared vision)





Support (and development)





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



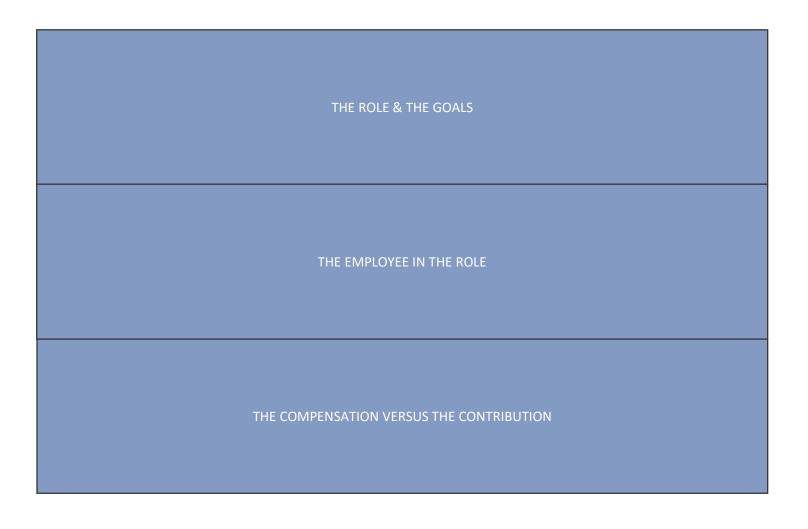
Support (and development)



Recognition



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



THE 50 SHADES OF HR BLUE

THE 30 SHADES OF TIK BEGE									
PMS 283	PMS 284	PMS 285	PMS 286	PMS 287	PMS 288	PMS 28			
PMS 290	PMS 291	PMS 292	PMS 293	PMS 294	PMS 295	PMS 29			
PMS 2905	PMS 2915	PMS 2925	PMS 2935	PMS 2945	PMS 2955	PMS 296			
PMS 297	PMS 298	PMS 299	PMS 300	PMS 301	PMS 302	PMS 30			
PMS 2975	PMS 2985	PMS 2995	PMS 3005	PMS 3015	PMS 3025	PMS 303			
PMS 304	PMS 305	PMS 306	Process Blue	PMS 307	PMS 308	PMS 30			
PMS 310	PMS 311	PMS 312	PMS 313	PMS 314	PMS 315	PMS 31			
PMS 3105	PMS 3115	PMS 3125	PMS 3135	PMS 3145	PMS 3155	PMS 316			

DUG 217 DUG 210 DUG 210 DUG 220 DUG 221 DUG 222 DUG 22

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

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PMS 297	PMS 298	PMS 299	PMS 300	PMS 301	PMS 302	PMS 30			
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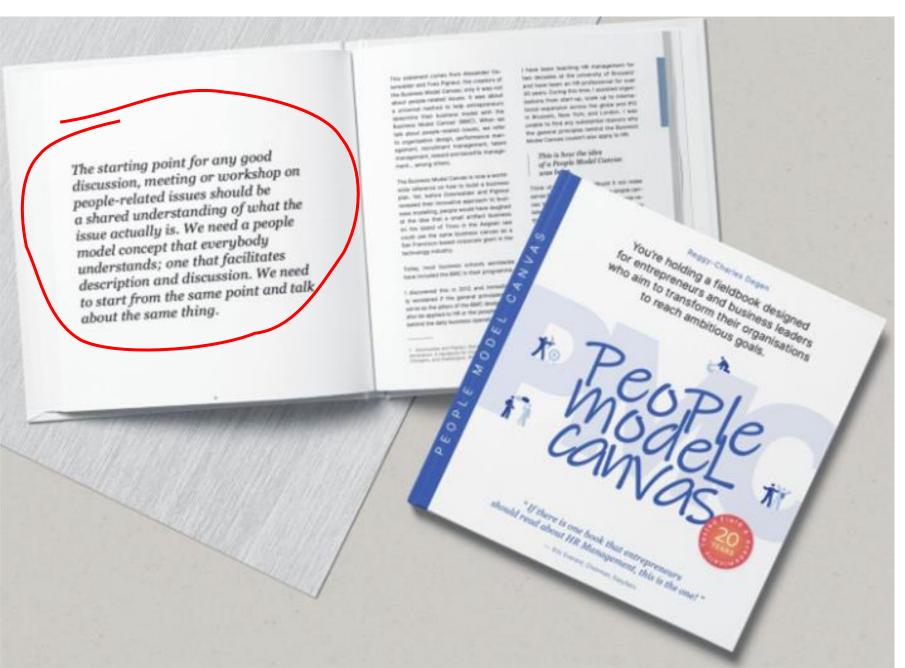
THE ABSENCE OF SHARED UNDERSTANDING IS

AT THE ORIGIN OF EMPLOYEE DISENGAGEMENT

LET'S NOT REINVENT THE WHEEL: BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS		CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
REFERENCES	NET ACTIVITES	VALUE PROPOSITIONS		COSTONER RELATIONSTITES	COSTOMER SEGMENTS
	KEY RESOURCES			CHANNELS]
	Includina				
	Including "Human Resources"				
	1				
COST STRUCTURE			REVENUE STREAMS		
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ENVIROMENTAL COSTS	\	SOCIETAL COSTS	SOCIETAL BENEFITS	/	ENVIRONMENTAL BENEFITS
	\			/	
	\			/	
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PEOPLE MODEL CANVAS IN A NUTSHELL



"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



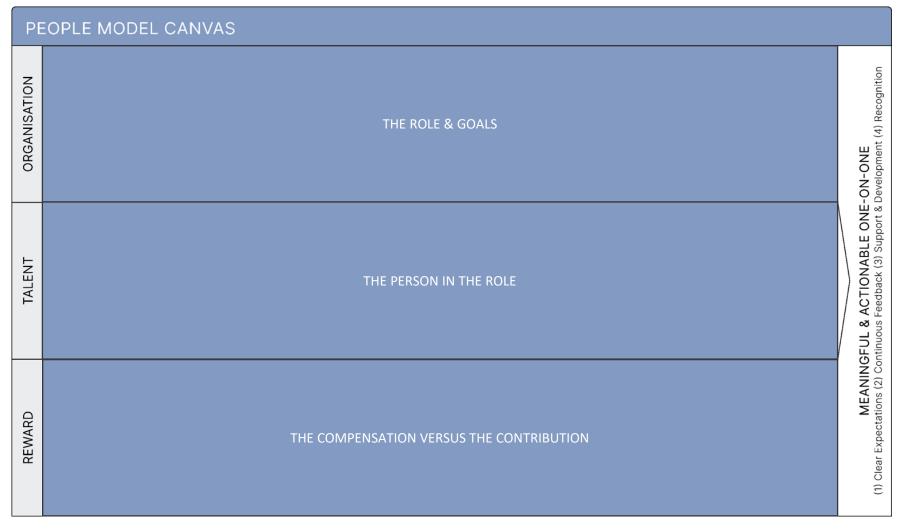
Support (and development)



Recognition



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



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

PEOPLE MODEL CANVAS										
7	Resource Plan			Career Evolution	Business Objectives OKRs		gnition			
<u></u>	Role Description									
ORGANISATION	General Expectations	Specific Expectations					N-ONE elopment (4) Reco			
	Role Title						-OP Dev			
TALENT	Operating Mode	Competence	Performance	Potential & Aspirations	Vision & Values	Personal Situation	Developmental Objectives		FUL & ACTIONABLE ONE-ON-ONE ntinuous Feedback (3) Support & Development (4) Recognition	
REWARD	Package Structure			Fair Compensation (Total Target Earnings)					MEANINGFUL & (1) Clear Expectations (2) Continuous	

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?

SUPPORT



- Tasks of identical nature
- Detailed instructions
- Clearly defined problems

4

1.SUPPORT

ADMINISTRATOR



- Implementation of solutions within a clear frame
- · Well-defined methods and activities
- Suggesting improvements
- If applicable, organizes the work of a small team

2.ADMIN

COORDINATOR



- Coordination of different but homogeneous activities
- · Activities defined in general terms
- Complex analysis of well- defined problems
- If applicable, coordinates small team(s) of usually similar roles 3.COORDIN

IMPLEMENTATION MGT

Responsibility for corrective

 If applicable, management of process(es) and team(s)

measures to achieve results

difficulties, adds vision

Resolution of larger operational





- Negotiations & decisions impacting the organization
- Responsibility of key processes
- Leading team(s) of specialists

4.IMP MGT

Senior Leadership

5.OPER DEV

POLICY DEV.



- Decision and implementation of major strategic axes
- Responsibility of company policies
- · Leading units or divisions

Senior Leadership

6.POLCY DEV

STRATEGY DEV.



- Definition of vision and mission at the highest level
- Final point of escalation
- Major strategic transformations

Senior Leadership

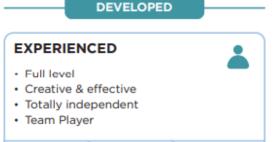
7.STRAT DEV

(10%) Senior leadership team

(30%) Management team



Competence_en



EXPERC 2

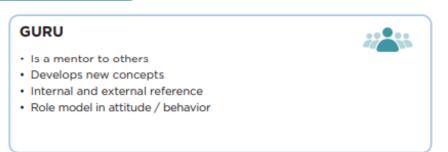
EXPERC 3

Base your judgement on observable facts & data



EXPERC 1







Performance_en



BELOW EXPECTATIONS

UNSATISFACTORY GOOD STANDARDS

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

UNSATIS

IMPROVE

- GOOD STANDARDS
- Solid performer with most to all objectives achieved or

MEETS EXPECTATIONS

- 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



 Excellent performer exceeding objectives and nearly all role requirements and

ABOVE EXPECTATIONS

- 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

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.

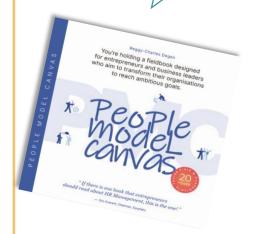
HIGH

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





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KEY CONTRIBUTOR



- Very good performer that you wouldn't want to lose.
- Seen as expert in own area.
- Unlikely to move outside of own area of expertise or into larger role.
- Seen as role model in engagement, attitude / behavior.

KEY

HIGH POTENTIAL



- · Very strong performer.
- You see potential to take on bigger, more complex roles within and outside current work area, within 12 to 18 months.
- Seen as role model in engagement, attitude / behavior.

HIGHPO

STAR



- · Consistently delivers above targets.
- You and others see potential to take on significantly bigger, more complex roles within or outside current work area, within 6 to 12 months.
- Seen as role model in engagement, attitude / behavior.

STAR

OK CONTRIBUTOR



- · Delivers on targets.
- Unlikely to progress into bigger role but possibility of lateral move, most likely in same area of expertise.
- Attitude / behavior OK or to improve.

OK

CONSISTENT CONTRIBUTOR



- Delivers on or above targets.
- You see potential to take on bigger role at some point - most likely within same area of expertise
- Good to very good on attitude / behavior.

CONSIST

RISING STAR



- Consistently delivers on or above targets.
- You and others see potential to take on significantly bigger, more complex roles within or outside current work area, within 12 to 18 months.
- Seen as role model in engagement, attitude / behavior.

RISING

UNSATISFACTORY CONTRIBUTOR



 No delivery on almost any targets and-or attitude / behavior problems.

UNSATIS

MARGINAL CONTRIBUTOR



 Delivers poorly on few targets and-or attitude / behavior problems.

MARGINAL

NEW ENTRANT OR BEGINNER



- First weeks or months of presence.
- Seems to integrate basic knowledge.

NEW

Talent - Potentiel_en

Base your judgement on observable facts & data



POTENTIAL

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 attitudebehaviour.

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 attitudebehaviour.

MARGINAL CONTRIBUTOR



- I deliver poorly on few targets and-or
- I am asked to improve my attitudebehaviour.

NEW ENTRANT OR BEGINNER

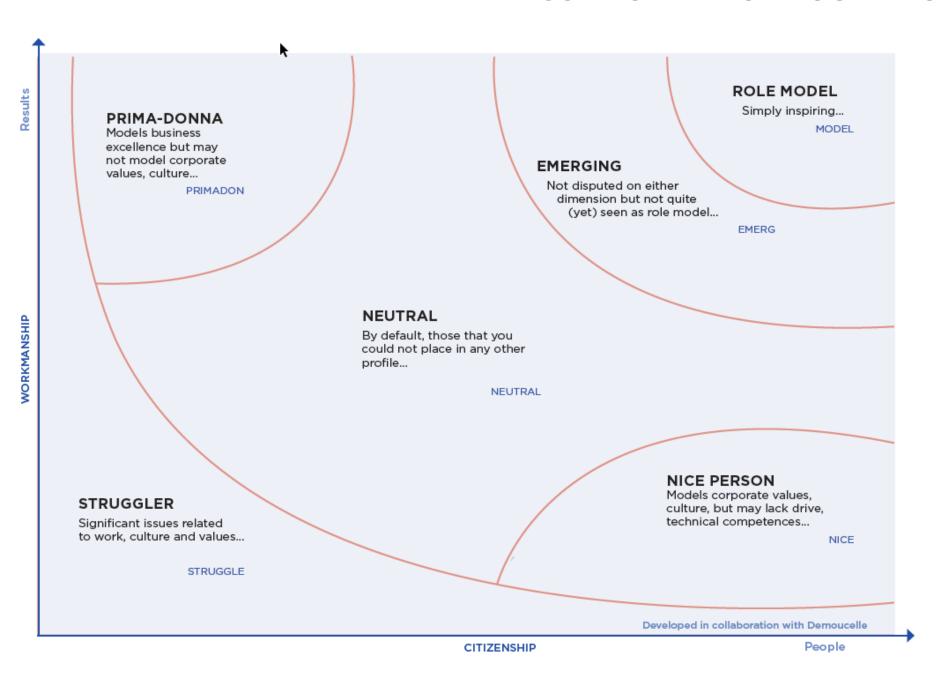


- I am in my first weeks or months of in my role.
- I am in the process of integrating basic knowledge.

Aspiration - Potentiel_en

Base your judgement on observable facts & data





Vision & Values_en

Base your judgement on observable facts & data

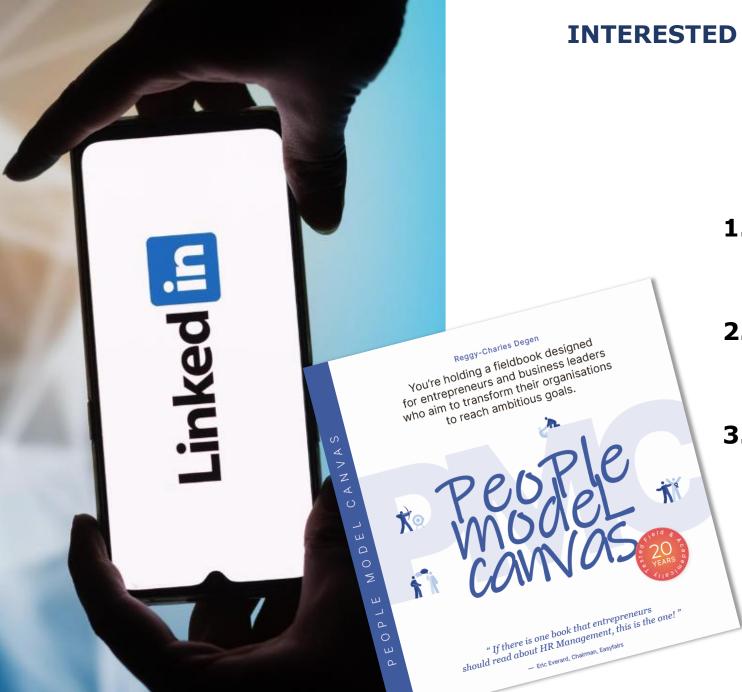






"There is nothing magic or mysterious in having engaged employees operating at their full potential.

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



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