Back to our Scientific Roots

Using Evidence-Based Approaches in HR

Today's agenda

» Purpose of today's panel

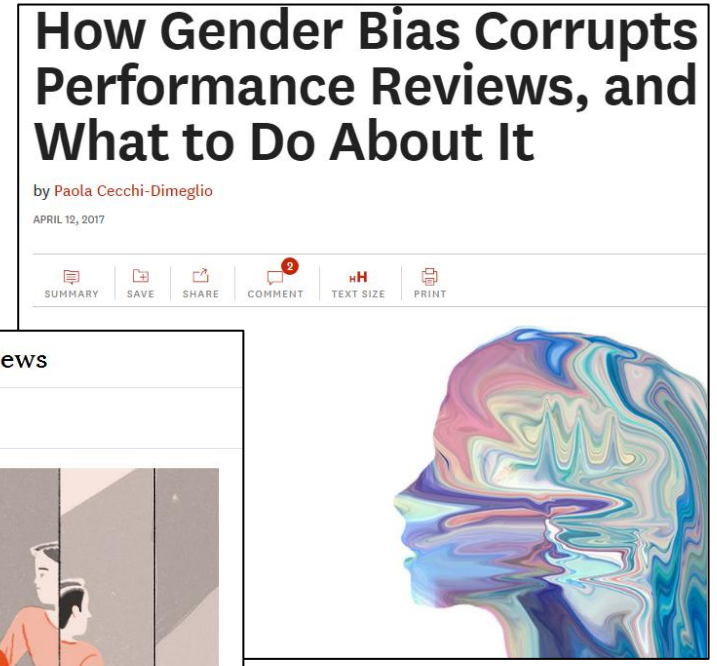
» Introduction of panelists and their approaches

» Discussion of themes across panelists' approaches

» Q&A

Why do we need evidence-based HR?

- Conventional wisdom in HR
- Implementation without evidence
- Heuristic biases
  - Halo error
  - Implicit bias
  - Overconfidence bias
  - First impressions





A sample of evidence-based approaches

CULTURE CHANGE



ALLEN KAMIN

General Electric

PEOPLE STRATEGY



MICHELE JAYNE

Ford Motor Company

SELECTION AND ASSESSMENT



RYAN DULLAGHAN

JetBlue



MICHAEL TOCCI

P&G

JOB DESIGN



KATHRYN DEKAS

Google

How do we define evidence?

- Use of the scientific method
- Experimental findings
- Validity evidence
- Metrics and survey data

A key theme: Change management

"The process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers"

(Moran & Brightman, 2001, p. 111)

Discussion points for today:

- Gaining buy-in from key stakeholders
- Framing your initiative to demonstrate value
- Tailoring communications to your audience
- The messiness of experimenting in organizations

Our goals for today

- Learn from our panelists by discussing key lessons from their experiences
- Discuss panelists' strategies for change management
- Integrate common themes from our panelists' evidence-based approaches as a group
- Share a list of useful questions to facilitate change management

Today's panel

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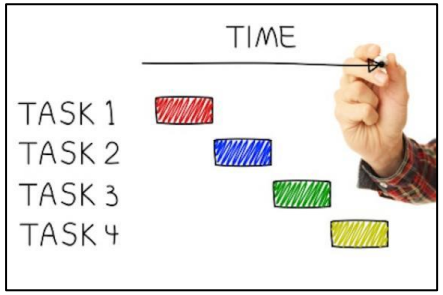
Focusing on outcomes

Activity/Process Focus



Use
"Vanity metrics"

"Success theater"
(Best Practice Sharing)

Transforming the way we work



FastWorks Everyday



Ford's Expanded Business Model

PLACEHOLDER

Learnings from our Journey

- Transformational shifts in People Strategy need to be linked with business Strategy
- Engage a cross-section of global leaders, at all levels
- Multi-medium approach to data gathering and communicating with our employees
- Foster a culture of innovation, simplicity, agility and transparency
- One size doesn't fit all
- Employee-centric, empowerment with accountability

HR Transformation

HRRev
Imagine. Invent. Invest.

HRRev is a global multi-year program to transform our HR Skill Team delivery model into a next generation, "customer-centric" model that drives business value.

Experiments Overview

EXPERIMENT 1
Increase Differentiation

EXPERIMENT 2
Performance Feedback

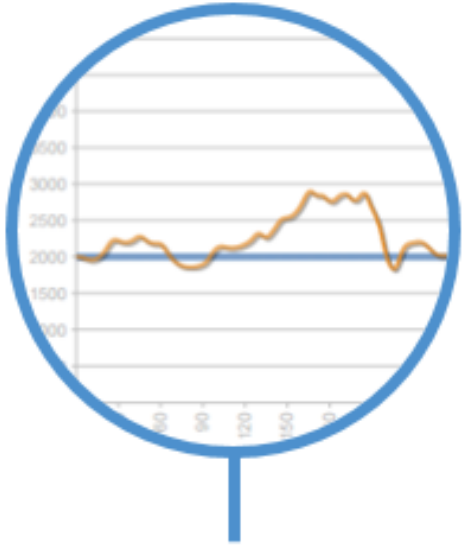
EXPERIMENT 3
Eliminate Performance Rating

EXPERIMENT 4
Network of Teams

Ford
Go Further

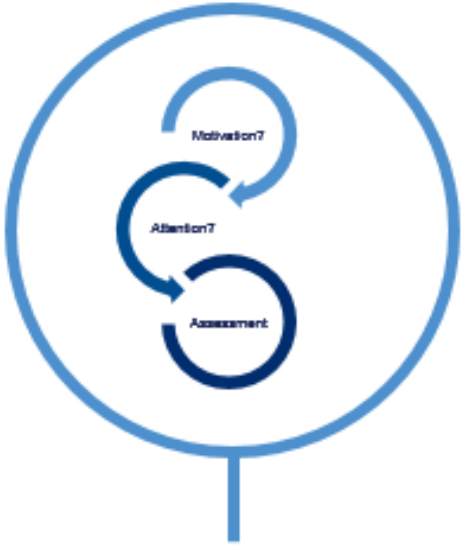
A FOCUS ON SKILL IN PILOT HIRING: JetBlue

Reliance on data to hire pilots based on demonstrated skill instead of experience



Decision Makers

Do not want profiles.
They want cutoffs.



Alt Explanations

Rule them out with data to address skeptics' concerns.



Predictive Validation

Gets you advocates within the organization.

New Global Multi-Functional Selection Instrument

- 500,000 applicants/year
- 70+ countries
- 8 functions

Lessons Learned

Involve Appropriate People

- Gain buy-in from leadership across groups
- "Nay"-sayers can be as important as stakeholders & customers

Do Solid Research

- Be thorough
- Reduce limitations

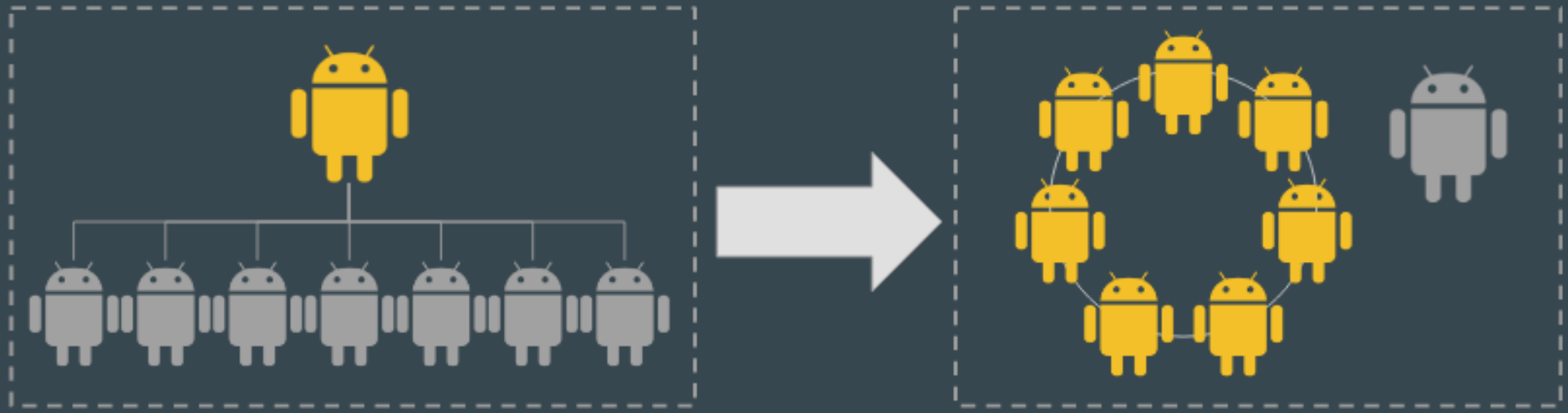
Communicate Value

- Validity coefficients?
- Candidate experience

P&G

PEAK PERFORMANCE

Boosting Empowerment & Learning via Job Design Intervention



What did we learn?

- Rigorous design was critical for proof-of-concept; affords more experimentation opportunities
- Waitlist control group allowed for balance of opt-in *and* rigorous comparison data
- Field experimentation naturally includes "noisy" data; doesn't always generalize precisely



Questions about the Approaches



Integrating Today's Approaches: Key Themes

Takeaways from Today's Panel

Main Themes

- Contextualize evidence-based approaches to your own organization's culture
- Leverage and build on your I/O toolkit
- Ensure ownership to facilitate lasting change
- Emphasize impact metrics in your organization as opposed to activity metrics

Questions to Remember

- What are the needs of your customers?
- What is the gap between your current state and desired end state?
- What is the plan to resolve the gap?
- Is my organization ready for this change?