(2) Imagine Austin | HR in The Age of Intelligent Automation -

Transcript:

(00:07) hi everybody so I guess we should get started I'm startled by the number of people in this room because we said it was about HR normally people go running down the court or the other way if I say we're going to talk about HR I'm Nancy haugi I'm the chief people experience officer at automation anywhere and my colleague my lovely sidekick here Forest white is going to partner up with me and walk you through a little bit of our journey and what we see happening and how we think um automation plus AI is going to change HR

(00:46) forever so um do we close the door leave it open thank you okay alrighty Safe Harbor statement everybody has seen this every time you've gone into one of these sessions right you've seen that you've read it there's a quiz okay keep going okay HR in the age of intelligent automation as opposed to the marginally intelligent people who've been running HR for the last 40 or 50 years namely me and there I am how about that okay let's keep going you know pre-pandemic there were different imperatives about

(01:22) HR we were very worried I think as we always had been about Talent scarcity right a lot of what was going on in 2018 2019 was wow there's not enough Talent where are we going to find it recruiting was through the roof it was just amazing we also always have performance and efficiency issues that's just been the Hallmark of what HR has done since the dawn of HR with the dawn of the Industrial Age and also changing social norms I don't know if you remember but in 2019 one of the big issues we were talking about was

(01:54) how we were going to use pronouns in the workplace remember that and so those were the big issues that we were kind of grappling with in 2019 and then we had a pandemic and the world changed and suddenly what occurred was we started to be very concerned about a global productivity crisis and not just the Slowdown of a supply chain but the actual productivity particularly in industrialized nations well what we saw was the elderly population the baby boomer population was going to place demands on social infrastructure that the workforce

(02:30) could no longer support and so we had just a basic productivity issue in the United States when Social Security was created there were 43 workers to support every single elderly person today it's three that's a productivity issue and that's a major issue for our society and it's one of those things that we have to figure out how we're going to fix or we will see a crumbling we can see what's happened in Japan right whole towns have been abandoned because they could no longer support their social infrastructure the elderly

(03:04) had to move someplace else there simply are not enough workers in the UK in Japan in South Korea in the United States to support the population as it needs to be supported so that really is our product our Global productivity crisis we still have a talent scarcity issue and we have a multiple generation issue in the workplace in the workplace we're not graduating enough Engineers anywhere anymore particularly in the United States we're not and in the other countries that we have been importing Engineers from

(03:39) they've slowed down as well and so that's a concern in terms of how you know kind of how we're going to get the talent that we need and how are we going to augment that Talent the other thing is the future of work is going to be customized I believe we saw that a bit with me here we've seen that kind of all day um the people who are entering the workforce today and the people who are about to leave the workforce want the exact same thing which is autonomy control over their time flexibility those are things that are really really

(04:12) in demand right now for the knowledge-based workforce so there is not the big generational Gap that we see in terms of their demands they're pretty much the same thing now here's the thing in the future we're going to have to provide individual Solutions in a volume process fairly orthogonal to the Industrial Age where it was a single solution in quality in evolving process so we are going to have to disabuse ourselves of many of the models we've used in the Industrial Age pardon me and we're going to have to think

(04:48) differently about what that throughput process yields to us and it's going to have to yield a customized solution you're gonna have to forgive me I'm getting over a cold so I'm having a hard time here and finally the emphasis on human and Human Resources through the pandemic we suddenly got away from being I'll say the HR team as puny business partners and that's really kind of what we were I don't know any other function in the company that runs around saying I'm your business partner you know so HR has

(05:21) always been this four luck tugging really I know something about business too as opposed to being very proud of the fact that we are behavioralists our job is to know what will make human beings thrive in the workplace now um over the course of the two years of the pandemic we discovered that we had to really lead with were people healthy what was their well-being what was the well-being of their families because we were all mostly remote was everybody in this room primarily remote yes okay suddenly we got this glimpse into

(05:56) people's lives I remember particularly early in the pandemic we were in a meeting early Zoom meeting a young man who works at our company was making probably his first presentation to the executive team and he was a little nervous and you know he's got his PowerPoint up there and you can see him you can see the speaker and the PowerPoint and um there's something that's coming through the background behind him just something keeps popping through it and suddenly somebody hands a tiny baby over his shoulder he's in the

(06:29) middle of his presentation boom this baby Lancer boom and you could tell Mom it had it it was his shift she didn't care what he was doing somehow it was his turn and so there he is in this presentation and he just kind of keeps going with this little baby I will never look at him the same I will never ever look at him the same but the same thing with the people whose dogs jumped in their lap we could see their kids in the background we could see their artwork in the books suddenly we knew them as people and so we couldn't think about them as

(06:57) the volume of human resources we couldn't think of them that way anymore we'd have to lead with human resources is something we should never have called people they're not it's not like they're natural gas right it's not a resource that we're going to use up like that we have to lead with human it's one of the things that I love about automation anywhere you heard me here talk about this morning is that the mission of the or the organization is to make certain we improve the lives of

(07:26) human beings not it's the mission is to make certain that every process is the most effective it can be that would be great it really is to open up cranial capacity in the human being that has been locked down through the entire Industrial Age that's the mission of the company how do we open up that capacity how do we get access to the knowledge that sits inside people's heads to the creativity to The Innovation that's what we do okay so staying ahead of the curve from HR we've got some some things ahead of

(07:59) us first of all we have to keep putting humans at the center we have to lead with the human part of human resources and not the puny business partner and not the the silly resources thought um but we do have to improve efficiency and productivity now most times when you say those words in the past particularly with an industrial age model human beings instantly thought about well what are you going to ask me to do right well how are you going to criticize me the productivity efficiency what are you going to demand of me and

(08:31) what am I doing wrong we have to also try to get those terms to be terms that people Embrace around how do I make the work that I'm doing more productive how do I make it more efficient and make it not so much about the human is not efficient the human is not productive but the work and the method that they do it doesn't lead to the productivity efficiency we want we have to help people fulfill their hopes and dreams in the post-industrial age with knowledge-based workers it's not a unilateral Arrangement that we've got here this is

(09:08) not a unilateral contract there is a Covenant that we engage with people that say come and work with us and we will contribute to you as well we're going to make certain that if you share your hopes and dreams you tell me what you want to accomplish we're going to help you make some Investments there as well and that is that's hard to do in a volume process that Industrial Age throughput process you're going to have to have help to do that and then of course we have to make the significant business impact from a human

(09:41) resources perspective and we call it people experience it automation anywhere that's why I'm cpxo um we have to be able to find the talent where it sits the organization today think about the creative deployment of that Talent again it's still hidden from us through all the business processes we use how do we discover it the first bot we ever wrote at automation anywhere was to count heads and that would have been in 2018.

(10:13) there was a young woman who counted the heads for us we were growing very rapidly we had a whole bunch of wrecks open we're hiring very quickly and we were in a bunch of countries we've gone into a lot of them before we actually knew what we were doing and so we had a lot of peos we had two payroll systems we had a HRS system we had an applicant tracking system and in order to count head she had to go into all of them and pull it all together figure out who belonged in that list and who are the interns and

(10:44) who are contractors it took about four hours to do that twice a week and then she got to go around to every executive and say Here's where your head count is and here's what you're going to hire and this is what's in process she's got a lot of visibility it was great but it was really painful to do that we automated it suddenly we could get that report in 90 seconds we automate it it's instant with the company growing that rapidly that was fabulous but she was not as happy about that

(11:10) Sarah was her name and so we said well Sarah what can you do and she said well you know um we need an intern program and I've been thinking about it so we took the 10 hours a week that she was working on head count and we turned it into an intern program and she designed our first intern program and suddenly same disability she still got to go around talk to all the executives but this time she's talking about the future here's how we're going to invest in creating an engineering Workforce for

(11:38) you here's what we're going to do for the marketing organization here's what we're going to do it wasn't looking over her shoulder with old data it was really making that investment into the future that's driving the organization okay what's the challenge for HR we're really challenged by the moment we have HR is generally laggarts when it comes to adopting new technology we're usually the last we almost never drive it with this technology though what we see now a couple of things first of all if

(12:08) we're going to be relevant we're going to have to be the experts in this it is so fundamental to the way people will work the way they do work and they will work in the future we better be the experts in this particular phase of Technology we are going to um have to be very involved in defining the role of the technology inside the company how it will be used kind of how it affects people's jobs that sort of thing and we certainly are going to help set guidelines and guardrails when when Jen AI first got a

(12:40) bunch of you know press and talk about it was that March that it really kind of you know exploded in the into the marketplace the first thing everybody in HR talked about is oh my God how do we control this puppy oh my God where's the guardrails up you know just frantic about those rules that HR likes to put in place I think that what we have to really think about is how are we actually going to use it what are the opportunities it's going to provide the guard rails will come right people figure out how to how to

(13:08) you know manage it Company by company so setting those limits is one thing but if we're not totally fluent in this language if we don't fully understand what it does if we don't fully understand what the capabilities are HR is irrelevant just that blunt we just lose our impact into the organization every day okay so I don't have a very big team what do we have 30 people in the HR and ta function today but 14 000 hours last year was done by automation so for us that's about 10 full-time heads that we got the capacity of

(13:51) against 30 people now I took this job in 2017. I am officially three years older than God you can see you know I know you're thinking what could a woman close to 80 be doing telling you about the future I'm actually not close to 80 but for me you thought I'd look pretty good anyway um this is about 10 full-time equivalents for us which is a huge amount of capacity that it freed up for us certainly did the work perfectly right a bot's always going to do it perfectly automation's always going to

(14:25) show up on time do it well Never Gonna Miss A Beat but it's what it opened up for us to do the other things that gave us access to which is the really important and Powerful value-added that it created so we have 50 probably 50 digital assistants running today at any given time right and so here are a few of my favorites now you all have automations I assume um we've moved from not just automating processes that we that existed but to create processes through automation that you would never do if you're only going to use humans

(15:12) and so as I describe it um automation has given me access to my if only list so for you know 39 years I thought God there's a big list of things I'd love to do and I can never get the time you know I never have enough resources and suddenly I have access to it no HR person ever said Gee if only I didn't have to do this executive development I could get back to data entry and Analysis right so but that's just it suddenly we have access to all sorts of things now we have an on-demand demand compensation analysis

(15:48) uh automation that is just the sexiest thing you've ever seen I'll give you a quick example let's say our CTO wants to do promotion for somebody and he's got a People experienced partner who's sitting in his office and they're talking about it and she says well I'm going to go away and talk to comp come back in two days and tell you what we should do nope we have a co-pilot that she can just call up while she's there and that little puppy goes out and looks at that person and all internal

(16:20) peers peers for the promoted position looks at Market data and shows the analysis there says where they are in equity and recommends all the adjustments that fast two days saved don't have to go to comp it's fabulous just amazing HRS data integrity simple right we need to make certain that the data that's in one system looks like the data in the other it just goes back and forth and makes certain things are are correct let's see what's really sexy in there um or document filer was interesting it

(16:56) looks so boring but when we moved from one system to another one HRI system to another all that unstructured data would have taken thousands of hours to move over manually and I think the bot did it in three days something like that and what what you know we got that we don't use that every day we have a piece of it every day document Fowler we don't use the whole the whole automation every day but anytime you have a merger and acquisition think about how how helpful that automation is when you have volumes of

(17:28) new people that you have to put into a system or taking them from one system to another that's magic it just takes way too much time for a human being to have to go through and move unstructured data from one system to another probably my favorite is our talent review and development planning process and I'm going to talk in more detail about that but I think we're going to do something else first aren't we oh yes what it gave us access to so um by creating those fourteen thousand hours of excess capability

(18:03) we created a talent review Talent Development engagement program um that allowed us to think more about outcomes and not about process you know one of the things about automation that strikes me and I could be wrong feels like it's the first set of tools that actually is in service of a human if you think about every other piece of software the other tool you use don't you feel as though you're constantly serving it inputting data you're constantly you are some sort of input device to that Capital Equipment

(18:42) this is the first kind of capital investment I've ever seen that I actually think really is in service of the human so and that's what it has provided us here so yeah the on-demand comp analysis there's certainly background work that you have to do if you're going to do something that's a developmental with automation but that's the interesting work what should the interventions be that's the interesting work for a px person so we did we have intern programs licensed to lead we have an Executive

(19:14) coaching program that most companies our size would never have we have a thing called team impact for the top 15 percent of the organization um these are yeah development rotations all primarily through one uh process that we created called Tess and as I said I'm going to show you tests in a minute but Forest has really sexy stuff to show you first and so why don't we do that and see if I can get my voice to come back so uh yeah it's called a sentiment uh you know the way we use it we do a quarterly employee survey and in that

(20:02) survey you know we always ask some of the same multiple choice questions but then at the end we always have a open text box so somebody can leave comments and let us know how they're feeling it takes a lot of effort and mental capacity to be able to read through all of those comments potentially depending on the size of your company many thousands and make sense of it you know is it good is it bad is it indifferent is there anything in particular we need to know and so uh and and people carry their own biases right and so what we

(20:30) wanted to do was use automation that's now leveraging both copilot and generative AI to help us understand what's happening in our company and go from having this take like you know two months to be able to get insights from survey data to five minutes so I'm going to demo that for you right now so I'm in Microsoft teams and I'm going to I've got my automation Copilot let's go ahead and just kick this an incess of offline all right that's the risk of a live demo here guys in the back is there a different

(21:09) Wi-Fi network I should be using and then the password yeah I know come up here man yeah thank you there we go so let's go back so Forest runs total rewards and Global total rewards and also technology um for us in the HR organization we have two folks who write automations in addition to Forest you ready okay uh all right so uh what this is going to do is I'm just going to basically browse for a file that has all the comments in it of course imaginary information so I've picked the file and we have some

(22:18) pre-programmed prompts so we can run a prompt that pulls out positive themes neutral themes negative themes and also prompts that will again pull out those specific comments there's something that a person needs to see like um you know somebody who thinks that there's fraud happening in the company we want to make sure a person sees those so we can pull those out for us so I'm just going to run this with positive themes or by the way you can create your own if you want to just uh try that out and I'm just going to put in my email

(22:49) so it's met so right now it's taking uh queuing up the automation going and taking the file that we attached pinging our gen AI tool that we're using through API connections uh serving it up the file sending it to prompt against the file and then receiving the responses back so this takes just a minute for it to run and again I think you know one of the things that we're excited about is like this is a this is this kind of concept is not just applicable to employee surveys right anytime you need to be

(23:24) able to run some sort of an analysis on uh data set of texts could be from customer feedback could be from QA it could be from tickets uh tickets that you're collecting through a ticketing system we just happen to be using this for our employee survey so we can see it's running just take a couple more seconds about 1500.

(23:51) we trained this originally on a very small set of comments because we wanted to make sure that the analysis we were getting back was good it made sense to us and then we kind of grew that from there to make sure that you know through the prompt training process that everything's going to be sound so uh yeah so um we we actually tried a couple different like I guess probably four different generative AI tools and tested every single one of them against the set of comments that we had in order to see which one was going to give us the kind

(24:26) of output we felt was the most useful the most um uh digestible and once we had picked the one that we wanted to use then we started working on how do we tweak the you know words in the promises to be able to get it to give us something that was like actionable information so sort of a bulleted list of things right and we didn't want it to be 30 different observations we wanted to be like five or six so we started building in those prompts to kind of shrink everything down to the size we wanted um and then again it was just a matter

(24:54) of starting with a small group of comments and then kind of growing that out as we went um so I'm going to attribute this to the speed of our internet here but we may have to scrub this if it's not uh here we go there you go oh darn it for some reason so um every once in a while we have a an API connection issue so I'm going to jump into the other demo which is our job description generator so the idea here is if you're uh you know recruiter you're a um uh hiring manager you need to build a job description because you're going to

(25:37) post a job or you're thinking about creating a new job or you maybe you have a job description library and because you're creating a new job internally you need to create a job description for it most people pointing at myself here when I have to do that I usually go to the Internet I'll do a search for that job I'll find a few job descriptions and I'll kind of grab the pieces that I like and try to make it my own so the idea here is that we can use generative AI to do that and create something original so

(26:02) I'm just going to say let's call this a financial analyst and I'm gonna I want this job description to emphasize some things like Business Partnership um planning and one from the crowd Rockstar reporting okay reporting all right we'll say this is in Austin Texas and I put in my email so the idea here is you're going to get you know an a job description that's basically 80 to 90 percent finals is a draft and this is not applicable we're just going to drop in some fake members here so um you know because there's all of these

(26:55) Financial Analyst job descriptions out in the world um we can uh you know basically kind of build ours out of this giant library of information so um what we've done is program some things into this prompt that makes it more specific to our company um and we can also build this so that it will add all of your boilerplate language if you've got Equal Opportunity Employment that you want to include you want to include some brief description about your company at the top it can do all those things so basically right now

(27:23) it's just sending the request to hopefully we don't have the same issue we had with the other one but this is a different uh Jenny eye tool so maybe be successful is this a model you train yourself yes okay so here we go so but this is done is basically giving me the draft here at this point I can make tweaks to the uh comments if I wanted to otherwise I can scroll down and see the job description that was created including our Rockstar reporting um and it's going to give competencies how to know if you're a good fit what we

(28:01) need from this role and then again as the hiring manager or recruiter I can go and tweak this at this point and then post it online so just another kind of a fun use case where we're able to embed these tools by the way in your recruiting system because we have co-pilot you don't have to go to Microsoft teams necessarily or to your control room you can launch this right from wherever you have a need to be able to create these job descriptions so all right okay um you guys all know you know Automation in our world allows us to eliminate bias

(28:40) improve productivity increase accuracy and compliance the compliance thing I always forget about I know it's important and enhance the teammate experience those are the things that we think of as the goals for automation for us if you go to the next one we want to talk a little bit about a use case that we have and this is the thing I talked to you about called Tess Tess is what we use for customized manager engagement and retention tools they also we also are planning on using it for development and also for some

(29:11) impact management which is my language for performance so here are challenges first of all we needed to eliminate bias Ian what we think of is that do you know the traditional nine box taxonomy that where you have um I think it's performance on the Y and generally you have potential right on the X we replace potential with impact and we'll show you what that looks like in a second we wanted to make certain that we had less bias in that process that it was not the just in single individual's opinion kind of placing somebody in a

(29:45) box we wanted to go as data driven as we could with that also on compensation decisions and development investment you know we spend a lot of time talking about you know how do we best use our dollars for investing in the population where do we want to you know Target those dollars and then we certainly want to provide greater capability managers in terms of Engagement and retention and impact management where they saw people perhaps were not performing as well as they potentially could what kind of interventions could we provide to those

(30:15) folks so we had some raw materials we have what we refer to as our currencies of retention I'll go quickly through those in a second there are eight currencies that we believe exist in every organization many of them are very overlooked the nine backs box taxonomy and our desire to make it far more objective and not so subjective and finally our ability to automate so that's what we had as kind of our raw materials as we headed into creating this program so here are the currencies of retention now there are two that are overwhelming one

(30:49) is the mission of your company is a currency people stay with you because they believe in the mission of the company you have to continue though to make down payments on it to make certain that people stay connected to it that's kind of that connected to the kitchens kind of connection the other one is the very first piece of all compensation is respect so we'll take those two are the first currencies of compensation then you have cash fairly short term as we all know that gets kind of consumed emotionally

(31:18) and intellectually pretty fast as well as out of the wallet equity for those companies that use equity it has a kind of a mid-range holding power generally halfway through the vesting period people start thinking about should they get more equity in you should they go looking for some at another company development very long term if people know you're investing in their development they'll stay twice as long as Equity holds them probably four times as long as cash recognition is another midterm the Atta

(31:46) boys thank you very much thank you great job that has some psychic income if you do it frequently enough you can keep holding people but you have to remember it has a shelf life time the autonomy over time time as a currency allowing people to use time as they see fit as adults in this world has also a holding power when folks know that you trust them with that with the currency of time and then finally visibility the concept that someone knows about you two tears above you in the organization they know your name

(32:20) they know what you do and they're watching out for you in some way that'll hold people longer than equity longer than equity it's very interesting so thinking about all of those that's kind of some of our raw material now what we did is we said look um what we think is most important is relevance of a rule and then how a person performs in it and so we change that nine box I'm sorry to relevance and performance and said look if you're highly relevant in a highly relevant role and you're doing very well you're

(32:55) having the greatest impacts in the organization probably the less relevant roles you could do great in them you could do great but the job simply isn't as relevant to the mission of the company now I know our egalitarian world we say but isn't everything relative really not I have to tell you my HR folks know that compared to somebody in the product World we're probably a little less relevant to the Future impact of the company Dawn I'm sorry to tell you hun that's just Where We Are okay so

(33:27) um so we thought this was a better way to look at it because we really thought it was a way of measuring impact in the organization and impact probably is more um impactful than trying to manage performance per se and certainly potential let's keep going so we created this program called test Talent engagement and sustained success there's also I think an urban definition of someone who's so cool they must be a test okay so here's what this is the workflow of the automation um the first thing that happens is the

(34:02) manager does answers a series of questions about 43 on a variety of vectors one is relevance to the role next what is the person's performance in that role then there is what kind of a corporate citizen is this person either do they live the values and then finally it is how sticky are they and what do you think the retention risk is in the next year and those that most of that then charts them onto the nine box it's the answers to those questions that position someone in the nine box taxonomy concurrently

(34:39) our teammates are answering a question about how they're how they feel they're doing in their careers what's their level of satisfaction and so there's a variety of questions that on all of our currencies as well as do you have friends in the workplace do you have a best friend how do you what do you think about your boss are you trusted do you trust them so we have also those questions that are answered and uh how we have an Automation and then scores and identifies some of those Trends and then what happens we've got a

(35:09) set of automations that creates an individual is an individualized plan for every single one of those teammates based on first of all where are they in that nine box and then all the answers that they gave us about how the world is going for them let's take a look at that so manager completes their 43 questions on every teammate some of the questions are asked a couple of times in different ways and that's one of the ways we're trying to avoid that bias thing that first impression that right if you come at it through a

(35:38) different a couple of different lenses you may get a more robust answer this creates an enormous amount of data just an enormous amount of data and by the way we have the questions weighted because some questions are more relevant in some groups than they are in other groups and so we have that's one of the things we got a lot of that time back this is one of the things we did with that time is make certain that this program worked that well as that customized so and then you can see up here this is Tiny I know

(36:07) but then the automation places folks in the nine box the other thing you need to know is the boxes aren't equal we get to set what is a high level of performance we get to set what is a high level of relevance we literally can move the bar of achievement every year in order to make certain that we really understand where we have very discrete high performance and high relevance okay um the teammate does their experience career survey and then a document gets produced by the automations we're going to drill into

(36:42) that a little bit the first page okay so this is the first page very simple it shows where the person ended up on the on the nine box it says who they are and it gives a little bit of the comp data and again no person touched this it went into the systems and pulled this out itself the next page is way fun so here first of all the risk assessment it Compares What did the manager think versus what did we glean from the employees answers the teammates answers so there's something to explore because in this case the manager thought they

(37:15) were pretty high risk and it turns out the teammate said kind of low risk I'm not thinking about leaving so that's interesting and then what were the things that the teammates said are really working for them and so here are the things that are really making them stay right now these are the things we're really enjoying about their career on the other side there's some compensation information at the top and then rather than say and here's the things that aren't working for them we don't say instead of saying

(37:41) they feel trusted you don't say over here but they don't trust you we don't have that right instead we have interventions and so rather than say here's the thing that makes them unhappy we say here's some things you need to do to make certain that you can re-engage them or add to their engagement don't screw around with these things make certain you're keeping keeping these pretty happy but here are the things and they're prescriptive more than that go to the next page we lay them out on a calendar

(38:11) and say this is what you should do in q1 Q2 Q3 Q4 we say you need to spend a certain amount of your one-on-one time with these folks on these topics during this quarter and it is everything from well take a look at their okrs and make certain they understand their relevance to the overall strategy something that simple to check into their family health and mood make certain that that family still are Partners in retention make certain that the family still supports their staying in in at automation anywhere so this is

(38:48) customized every single for every teammate it's different and every manager gets it and they can just pull it up before every one-on-one and say what should I be doing today what should I be thinking about now when we piloted this with a group out of engineering right three years ago the turnover rate in that group was minuscule compared to the rest of the company minuscule compared to the rest of engineering and so we understood that this process was adding value to us in terms of that retention piece and it seems to be our our

(39:24) voluntary turnover rate has dropped dramatically since we started with this program just dramatically so I love this like a fat kid loves a ho ho this is I mean I have waited I've waited a long time to be able to do anything like this to be able to give individuals the focus and attention they needed as individuals and not the herd mentality that we have approached human beings with through the Industrial Age put them in a pen called a workplace call them employees find one size fix fits all solutions for human beings

(40:03) those days are just over and they can only be over through automation so um how do we use tests for compensation we look at that we look at their current comp ratio and we look at their nine box placement and we have a fully automated Compensation Program based on that we have centralized compensation we managers are going to look at it they get their input of course but they don't start they start with this as opposed to starting with opinion Equity same thing Market data we look at their unvested equity and we even a

(40:33) multiplier that sits in that nine box that tells us this is what the multiplier should be of what an average Grant based on where they are in the nine box grid and then it has given us such capability of being able to invest in our in the folks that are that have the greatest impact this has really shown us who we need to give more visibility to where we need to put recognition dollars where we need to invest in folks careers it's been just eye-opening for that so and Rich data drives more um we have a lot of insight into the

(41:06) high impact folks and can tell you who's loose in the socket who are the most relevant to the Future that are also loosing the socket be very very focused on our interventions there um we do think there's more work to be done in terms of driving biases out of all these processes we have to rethink some questions we retool we're in the second iteration of really thinking through some of the questions but that's again the higher added value work that HR is doing these days rather than data entry

(41:39) and our ability to change the threshold and raise the bar on the performance and the relevance piece means that we have built in kind of a continuous Improvement program just eking it up a little bit it also means that we can't once people are hip to the deal and they say oh I think that this is going to drive people's compensation so I probably better score people a little higher I just move the bar a little bit right as they learn and they start to push people forward we keep moving that bar so we had 1300 teammates all increasing

(42:14) their impact through this across the organization so um and it as I said it probably is the most exciting thing I've done in a 40-year career is be part of this just thrilling to me thrilling and terrifying Okay so um I've not seen this slide before okay that's it [Applause]

YouTube

https://www.youtube.com/watch?v=yndjb45UgL8