

**BusinessConnect and SolutionsConnect**  
It's time to make bold moves.

# Creating the Smarter Workforce

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IBM Asia Pacific



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Just this week I presented the attached at our world conference. These "truths" hold very true for ASM. Take a look at the deck and here are summary points:

The role of senior leaders in driving engagement is of top importance.

There are a lot of myths about engagement, one of which is that engagement is primarily the purview of first-line supervisors (the lore that people join companies but leave managers). Managers clearly play a significant role in shaping the employee experience, but they can't do it alone.

Summary of key points at end:

- § Globally, employee engagement is strong and getting stronger (despite marketing promotions from certain firm to the contrary)
- § Engagement levels are less impacted by economic conditions and managers -- and more under the influence of senior leaders than is commonly realized
- § The ability of senior leaders to communicate an inspiring and motivating vision is critical to driving high engagement levels -- and there is a significant gap between average and best-in class in this area

I am happy to take you through the presentation at anytime.



# OUR WORLD IS CHANGING

WISDOM OF  
CROWDS

IMPROVED  
TECHNOLOGY  
AS A SERVICE

MOBILE  
WORKFORCE

RISE OF  
INDEPENDENT  
WORKER

BIG DATA



While 71% of CEOs say employees are the #1 source of economic value...<sup>1</sup>

90% of organizations say they do not have the skills to be successful<sup>2</sup>

Declining engagement results in \$25,000 lower profit per employee<sup>3</sup>

#### Sources:

1. 2012 IBM Global Chief Executive Study
2. The 2012 IBM Tech Trends Report
3. Kenexa High Performance Institute, 2011/12, "Engagement Levels in Global Decline: Organizations Losing a Competitive Advantage"

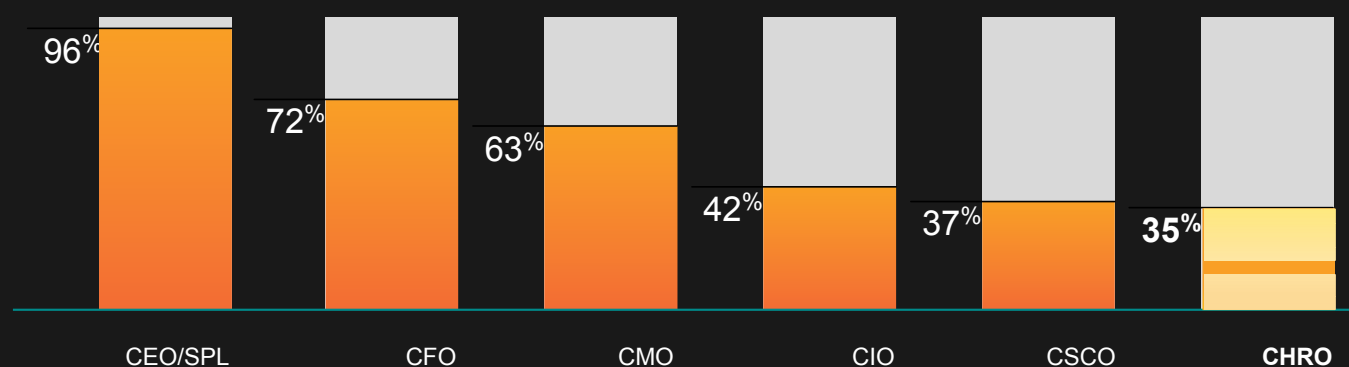
it's not just IBM saying this.

- In a survey of 1,700 CEOs, **71%** rated their employees as their most important source of sustained economic value<sup>1</sup>
- Yet, **90%** of organizations do not have all the skills they need to be successful<sup>2</sup>
- Highly engaged employees are **87%** less likely to leave than highly disengaged employees<sup>3</sup>
- Declining levels of employee engagement in 2011 - 2012 resulted in a decline of **\$25,000** lower profit per employee<sup>3</sup>

So it's not surprising that we see this topic rising higher and higher in organizations' agendas.

## The CEO is not turning to the CHRO enough to formulate strategy

### Involvement in organization's business strategy according to the CEO



Source: Question CEO2—Which senior executives are involved in formulating the organization's business strategy?; n=701 [CEO only]

4

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Yet, when asked which senior executives are significantly involved in formulating the organization's business strategy, only 35 percent of CEOs mentioned the CHRO. This contrasts to 72 percent who involved the CFO, 63 percent for the CMO and 42 percent for the CIO.



## Financial outperformers are much more likely to identify themselves as effective in addressing workforce challenges



Source: Question CHRO2-How effective is your organization in addressing today's workforce challenges?; n=321 [CHRO only]

Financial outperformers recognize the value in addressing these issues. Across a number of key workforce capabilities, financial outperformers rated themselves significantly more effective than the population as a whole. While it is difficult to directly draw the linkage between greater effectiveness and improved performance, it is still demonstrative of the actions that higher performers are taking in this space.



\* Manage changing job roles and demographics to enable customer driven enterprise

\* Provide business user experience similar to online shopping

\* Learn from available data

**HR**

New expectations for a new era  
*CHRO insights from the Global C-suite Study*

Organizations are looking to become customer-activated

CEOs are seeing talent as central to the success of the customer-activated enterprise

CHROs are recognizing needed changes and are taking action

Soure: IBM IBV C-Suite Study, 2013, The Customer Activated Enterprise



ROOTED IN BEHAVIORAL SCIENCE

ENABLES SOCIAL AND MOBILE COLLABORATION

# WHAT MAKES OUR WORKFORCE SMARTER?

TURNS BIG DATA INTO BIG INSIGHTS

EXCEPTIONAL DIGITAL EXPERIENCE

To engage employees in new and different ways to drive business growth takes a unique combination of technology, information and culture.

**Behavioral Science:** It is essential that we understand talent and predict the likelihood of their success...before day one. Understanding what makes people great at what they do, the culture they will thrive in and the skills they have developed and how to connect those people to the right job both internally and when recruiting externally. By utilizing behavioral science organizations have been able to hire and develop employees that mirror their very best. Hiring the right person for the right job has driven:

- Finding the right talent for skill positions that drive innovation
- Increase manager and employee engagement
- Lower cost of recruitment
- Increased Profits for the organization as a whole
- Higher customer satisfaction
- Higher retention rates of our top people

With Kenexa's behavioral science team and client base we have an enormous baseline of data to draw from. WorldNorm database gives us the ability to draw insights from thousands of clients already focused on engagement WorkTrends – provides a global database based on responses from outside of our client base

These surveys contain **over 14 million** employee opinions from companies ranging from **100 to 300,000** employees in over **20** industries across **215** countries with **over 725 million** responses.

One clear insight is that companies that focused on employee engagement as a priority saw engagement levels on average **20 percentage points higher**

**Digital Experience:** At the core of any successful solution is an exceptional experience. IBM has one of the most broadly deployed digital experience solutions on the planet and Gartner has rated IBM's Exceptional Web Experience as a leader in the industry for 11 years running. We have now applied this consumer style experience to the very solutions we use to attract and manage your workforce. Ultimately this will enhance how the workforce experiences HR solutions and ensure quick connection into other solutions and data. This will result in:

- Increased adoption of HR programs
- Sense of community
- Consistency of brand
- Speed of deployment

**Social/Mobile:** A smarter workforce works differently. A connected social workforce that gets work done through collaboration and instant access to information and resources. Enterprise social capabilities will change the dynamic in how work gets done by:

- Sourcing talent both externally and internally through the use of social tools
- Increasing productivity and satisfaction of new hires by connecting them to their team and answers to questions through Communities
- Creating an active environment where leadership creates and constant and relevant conversation with their workforce increasing engagement
- Sourcing ideas to drive innovation from all corners of the organization

**Big Data to Big Insights**

Improve employee and business performance through evidence-based decisions by turning data in insights. Truly tying your people metrics to business outcomes. Helping us answer questions like:

- What is the propensity for my top performers to leave the business?
- Which candidates will likely succeed in a new leadership role and why?
- What are the top themes and issues being discussed across the organization and what insights can I learn from this?
- How do I quickly find the right experts?

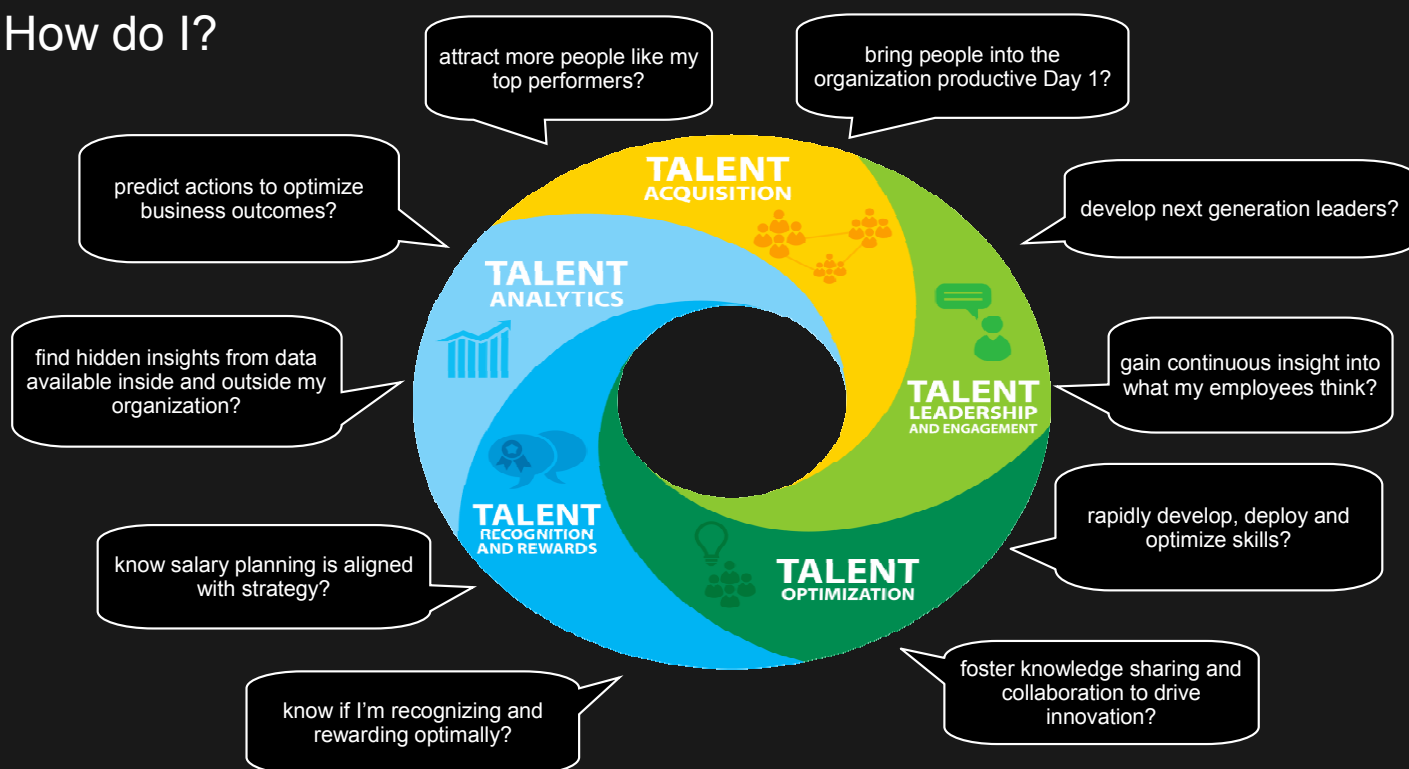
If we harness the power of big data and analytics with human insight, human behavior and workforce solutions, along with social and mobile technologies, we can bring people and employers together to do *more meaningful and valuable work*.

We call it **Smarter Workforce**

Bringing together each of the elements and leveraging them to drive business is what a Smarter Workforce is all about. Smarter Workforce is the most powerful workforce solution ever introduced—it's the combination of human insight, technology efficiencies and big data analytics that empowers business to not only predict outcomes, but to drive them.



# How do I?



And we've designed our solution set to fit your needs. To address the topics that are critical to you in the most innovative, scientific ways possible.

SHE WAS BORN  
TO WORK HERE.

[WWW.CABELAS.JOBS](http://WWW.CABELAS.JOBS)



NEE PROGRAM COMPONENTS

SOON TO BE BLUE

NEW TO BLUE

SUCCEEDING @ IBM:  
GETTING ORIENTED

SUCCEEDING@IBM  
EDVISOR

DEEPER INSIGHT

# NEE PARTICIPANTS

NEE Participants are New Employees that participated in one or more of IBM's New Employee Experience program components within 12 months of being hired by IBM

IBM.com Connections Home Profiles - Communities - Apps - Christopher Cunniff - Show English -

**Communities** This Community Search

**Soon 2 B Blue - A Community for IBM Pre-Hires** Follow this Community Community Actions

**Soon 2 B Blue - A Community for IBM Pre-Hires**

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Tags

No tags yet

Tip

Arrange the sections on this page to see the

Community Description

Participate

Connect

Learn

Share

Events

JOIN OUR "INTRODUCTIONS TO IBM CONNECTIONS AND COMMUNITIES" SESSION!

November 14, 1 PM GMT  
Details here

**Our Purpose, Values & Practices**

For more than a century IBMers have been animated by an enduring Purpose — **to be essential.**

Discover how exceptional client experiences are created and delivered by IBMers. Visit [our special wiki page.](#)

Important Bookmarks

- A Conversation with Gini Romety
- A Smarter Planet Blog
- IBM Business Conduct Guideline
- IBM Developerworks
- IBM Pre-Hire Website
- IBM Social Computing Guidelines
- IBM Terminology
- IBM Tumblr
- IBM.com - It all starts here
- Interbrand - Best Global Brands 2012 - IBM
- Introducing the Smarter Workforce Profile
- Smarter Planet Tumblr

Members

View All (2548 people)

Upcoming Events

"Introduction to IBM Conn...  
Tomorrow 10:00 AM  
Joining IBM  
Nov 25 (All Day)

View All Events

Community Leader



# Talent Optimization

MY SOCIAL NETWORKS

MY PROFILE AND MY EXPERTS

MY "TIPPERS"

WISDOM OF THE CROWDS

SPEED & INFO FLOW

INNOVATION & IDEA STACKING

Rapidly develop, deploy, and optimize *workforce skills and capabilities* while capitalizing on an *interconnected, social, and collaborative workforce*

Ensure a precise alignment between individual and team skills, development opportunities, and the specific competencies required in current as well as subsequent roles

Enable increased collaboration & learning within and across teams, experts, mentors, and communities through social solutions

Deliver feedback in a dynamic, flexible, and social manner, improving engagement and return on talent

An IBM example: New2Blue where Employees can become part of the community before they even join the company. New hires can establish their profile and begin to build network. A dedicated community for new employees brings all of the information that a new hire might need into a social and collaborative space. And it provides a virtual environment for sharing information, getting questions answered, and engaging other employees.

People search is a global action that can be accessed anywhere in the suite. This helps employees reach out across the organization and better understand who they are working with .

Social profiles provide useful information about individual expertise, shared content and mutual connections. New employees can immediately start to build reputations via



amc

6.2%  
INCREASE IN  
EMPLOYEE  
ENGAGEMENT

43%  
DROP IN  
TURNOVER  
RATES

A Smarter Workforce sold bucket  
loads of popcorn

1.2%  
INCREASE IN  
PROFIT PER  
CUSTOMER



When analyzing their employee engagement levels, Caterpillar found that in locations where there was high engagement scores, customer loyalty was 5.3% higher, rework was down 60%, and one of my favorite statistics, there was a 3 times reduction in accidents.

So your counterpart at Caterpillar isn't just responsible for engagement scores, they're responsible for a 40% increase in how often Caterpillar hits its financial targets.

Here's a great example of employee engagement directly affecting the customer experience and the business results that you see here.

**Caterpillar Case Study Infographic:**

<http://www.kenexa.com/thoughtleadership/casestudies/caterpillar>



# CHRO = Amplify Customer Service Culture



Corporate Goal



Corporate Culture



Social Platform



**OPEN PEDIATRICS™**

Save children's lives with global social learning

In hospitals around the world expert knowledge was bottlenecked within the walls of institutions. Boston Children's Hospital and IBM teamed to envision and develop OPENPediatrics, a cloud-based digital learning platform that delivers training videos, lectures, simulators, best practices and a community of socially-connected experts around the globe to those that lack expertise in pediatric critical care.

# Expertise Sharing

800-727-2453

Live Chat

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My Account

CART (0)

## PERFORMANCE BICYCLE

LIFETIME GUARANTEE

FREE SHIP-TO-STORE  
On Standard Weight & Size

Shop by Category

Shop by Brand

New Products

Deals

Learn

Search by keyword or item #

SEARCH

PerformanceBike.com / Learning Center

Learning Center Search

Enter Search

Search

Browse by Category

Buyers Guides

How-To Guides

Product Reviews

Riding Tips

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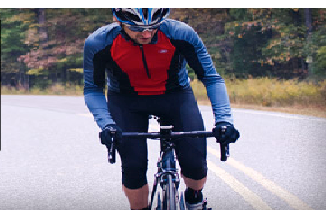


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GT Bicycle's Angle Optimized Suspension System



How To Buy a New Road Bike



Real Advice: Top 10 Things to Check Before Every Ride



Basic Guide: Teaching A Kid How To Ride A Bike



Welcome, Samantha  
We are so happy you're here and lined up everything you need. Are you ready to start your journey?  
13 tasks to complete  
information is **Secure**  
time to finish **29 min**

- Complete new hire information
- Complete and sign forms
- Read and sign policies

start my tasks



online now  
**Manager's Message**  
"I am excited for you to join our team! Please Contact me if you have any questions Ted Amado"

chat

### Learning Center

view all

### Meet Your Team

view all

### Recommendations

view all

Everslyn Starwood

- You share colleagues
- You share a bookmark
- You share a forum thread
- You have used the same tag

invite to connect Remove

### News Feed

My Team

**Mike Motter**  
Congrats to Brian for winning the Fishing Challenge.  
Appreciate Comment Share 2 min  
Write a comment...

**Jacqueline Ortez**  
Support Breast Cancer Awareness Sponsored 5K Run/Walk on October encourage staff to participate and  
Appreciate Comment Share 8 min  
1 share  
Write a comment...

**Greenwell**  
We are looking for creatives to add your best work.  
Please visit greenwell.careers.com  
Comment: October 1  
View all 5 comments

**Matthew Pierpoint** That's Av  
about an hour ago  
Write a comment...

**Boyd Gossens**  
Collaborating Dine Meroni and Paul Singh on a new display setup in the Saginaw store.  
Appreciate Comment Share 8 minutes ago

**Maureen Laclair** The display is looking good  
about an hour ago

chat.greenwell.com/hiringmanager

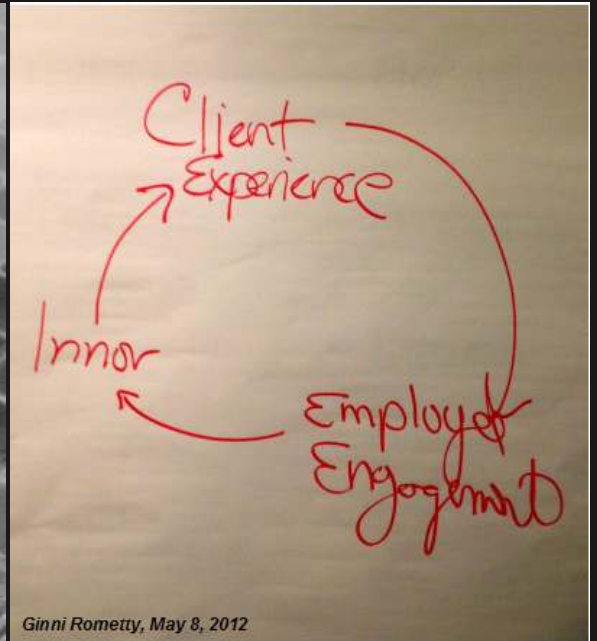
Participants (2)

- Samantha Daryn
- Ted Amado



GREENWELL SPORTS

# Power of Employee Engagement: Smarter Workforce



Ginni Rometty, May 8, 2012



BEHAVIORAL  
SCIENCES

SOCIAL AND  
MOBILE  
COLLABORATION

EXCEPTIONAL  
DIGITAL  
WORKPLACE  
EXPERIENCE

ANALYTICAL  
INSIGHTS

So, how can an engaged workforce  
grow your business?