

An abstract graphic on the left side of the slide, featuring a green background with white and blue lines, dots, and a circular icon with a white arrow pointing upwards.

IBM HR Summit

Be a part of the HR revolution.

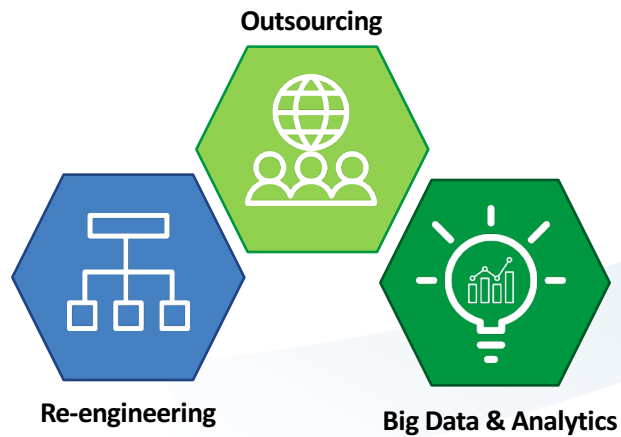
BOSTON, MA | SEPTEMBER 6-8, 2016

Co-creating the People Experience at IBM

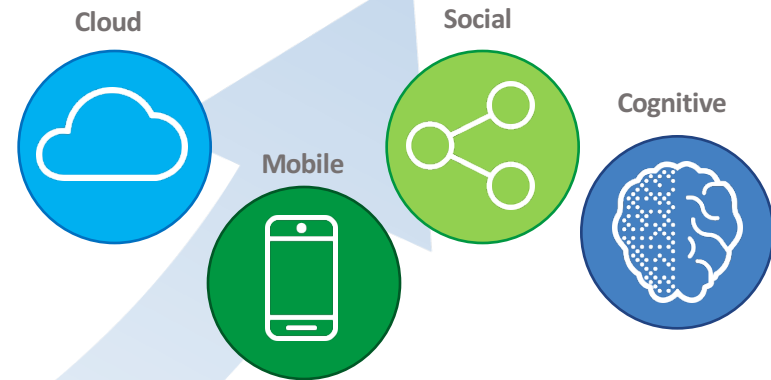
Drew Valentine, Vice President, People & Culture, IBM **Analytics**

The HR Journey

Standardization Era



Cognitive Era



Where are we now?

- Personalized Employee Experience
- Employee Services
- HR Advisory Support
- HR Decision Support
- New Culture

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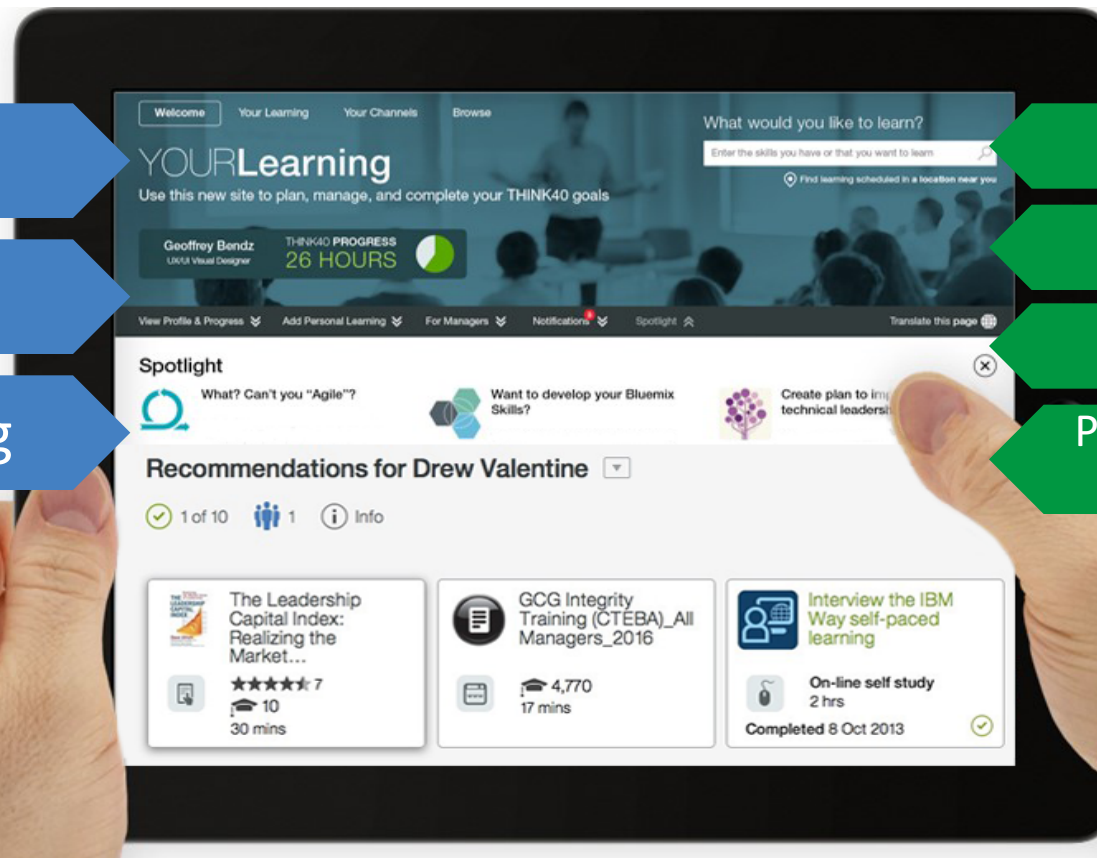


Personalizing the Employee Experience - Learning

Mobile

Curated

Engaging



Job Role

Business Group

Skill Set

Personal Learning History

Employee Services

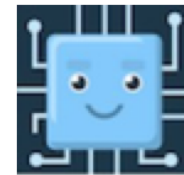
THE WALL STREET JOURNAL.

Imagine Discovering That Your Teaching Assistant Really Is a Robot

Students mostly couldn't tell 'Jill Watson' wasn't human; 'Yep!'



*Hey it's Jill.
Go Georgia Tech!
You have a question
on the quiz?*



Cognitive Human
Interface Personality
(CHIP)
Powered by Watson

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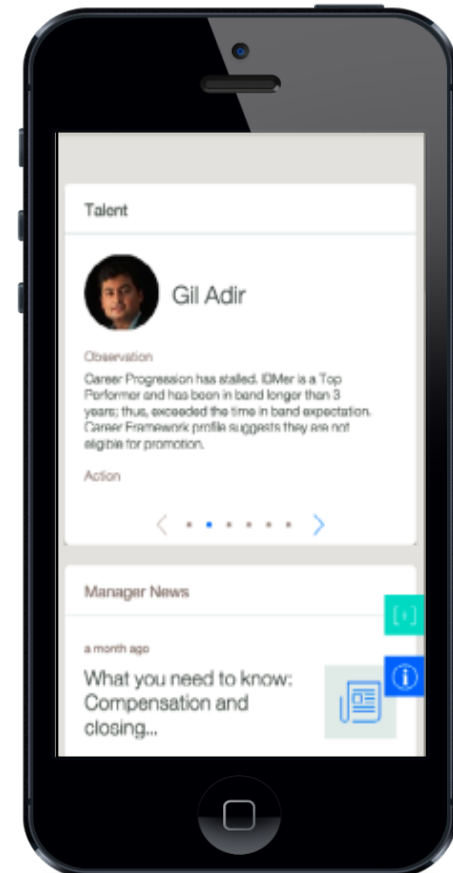
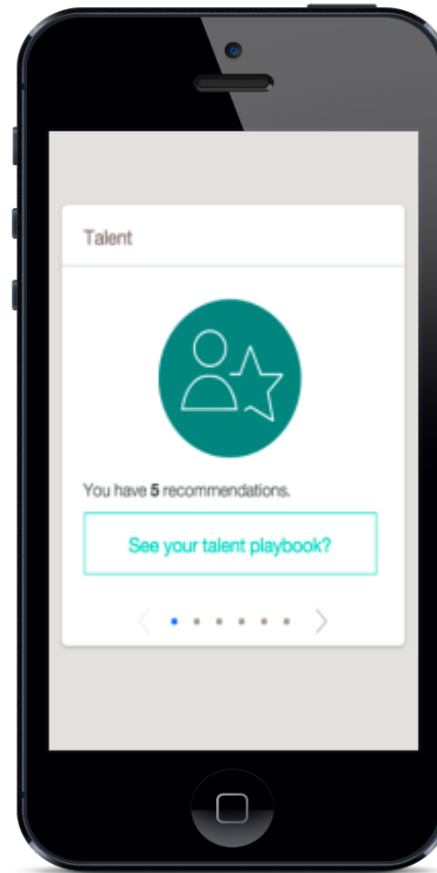


HR Advisory Support

Helping managers
be better managers

*“Fitbit-like tracker
for Managers”*

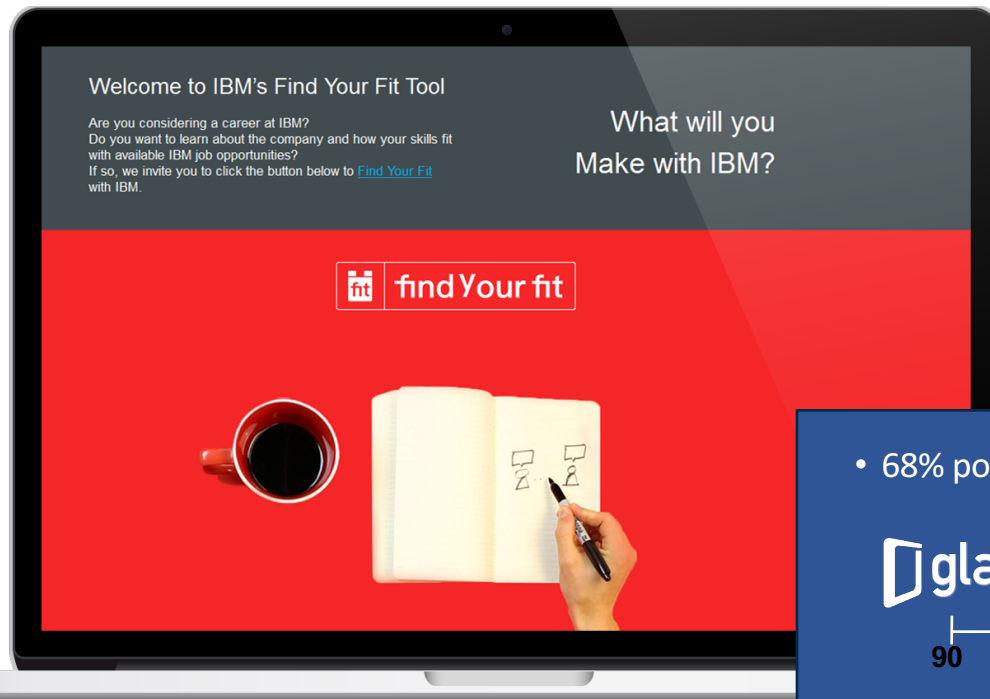
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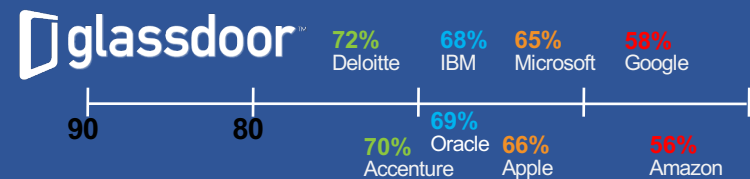


HR Decision Support



Helping candidates to find their **Fit** at IBM

- 68% positive IBM Interview experience



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HR Decision Support

Predicting regrettable attrition

A Cognitive system that understands relationships between different drivers of attrition, how they are related, and continuously learns their relative importance

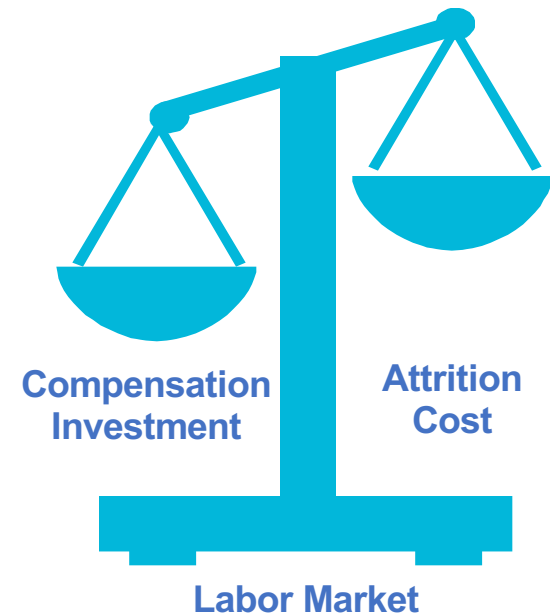
Cumulative Benefits

~\$270M

Net benefits

~200%

ROI



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New Culture

Using social engagement to co-create HR programs



Polling
Updated Aug 25
Polling is now closed. Thank you for participating.
Please see the results below.*

Thanks for your response. [back](#)

1. How should we set goals?

41%	Option 1: Annual - Goals are established annually and align with the overall business and financial objectives for the year. And, keep it simple, we should set a limited number of goals each year. These goals may be team and/or individual and must align to the employee's role. Goals should be reviewed on a regular basis to ensure they are still valid and, if not,
59%	Option 2: Iterative - Abandon annual goals. On a quarter to quarter or project to project basis, manager and employees should update and manage priorities in a public forum for team goals and between manager and employee for individual goals.

2. How often should we document feedback?

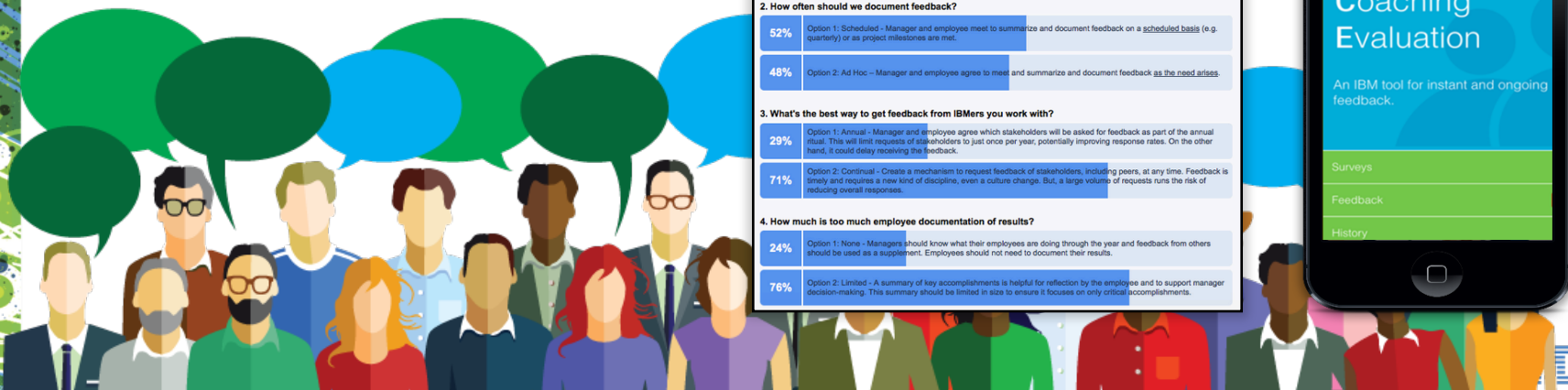
52%	Option 1: Scheduled - Manager and employee meet to summarize and document feedback on a <u>scheduled basis</u> (e.g. quarterly) or as project milestones are met.
48%	Option 2: Ad Hoc - Manager and employee agree to meet and summarize and document feedback <u>as the need arises</u> .

3. What's the best way to get feedback from IBMers you work with?

29%	Option 1: Annual - Manager and employee agree which stakeholders will be asked for feedback as part of the annual ritual. This will limit requests of stakeholders to just once per year, potentially improving response rates. On the other hand, it could delay receiving the feedback.
71%	Option 2: Continual - Create a mechanism to request feedback of stakeholders, including peers, at any time. Feedback is timely and requires a new kind of discipline, even a culture change. But, a large volume of requests runs the risk of reducing overall responses.

4. How much is too much employee documentation of results?

24%	Option 1: None - Managers should know what their employees are doing through the year and feedback from others should be used as a supplement. Employees should not need to document their results.
76%	Option 2: Limited - A summary of key accomplishments is helpful for reflection by the employee and to support manager decision-making. This summary should be limited in size to ensure it focuses on only critical accomplishments.





Thank You

- drewvalentine@us.ibm.com
- [linkedin.com/in/drew-andrew-valentine](https://www.linkedin.com/in/drew-andrew-valentine)

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