

# 10 key learnings from B&SB Summer Academy (July 2012)

BUSINESS & SOCIETY BELGIUM





1978

2010



# Qui est Business & Society?



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- **84** membres = 500.000 employés
- **6** collaborateurs
- **50** activités par an (best practices)
- **5-6** sessions par an (1 par an pour 10 membres)
- **30** assessments, **1** baromètre

Évolution du nombre de membres 2001-2011



- Réseaux **nationaux**: VBO-FEB, UWE, BECI, VOKA, Chambers of commerce, sectors
- Réseaux **internationaux**: CSR Europe, CSR 360, WBCSD



# Quelle est notre ambition?

|| To co-create an **inclusive**, **green** and **responsible** business for a sustainable society. ||



**inclusive**



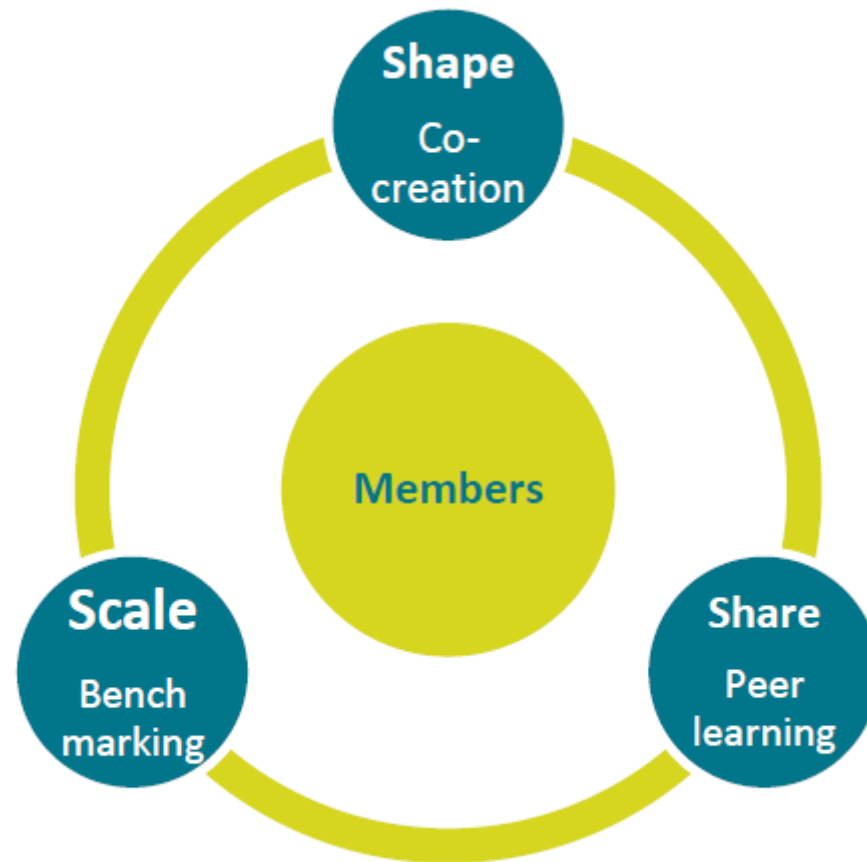
**green**



**responsible**

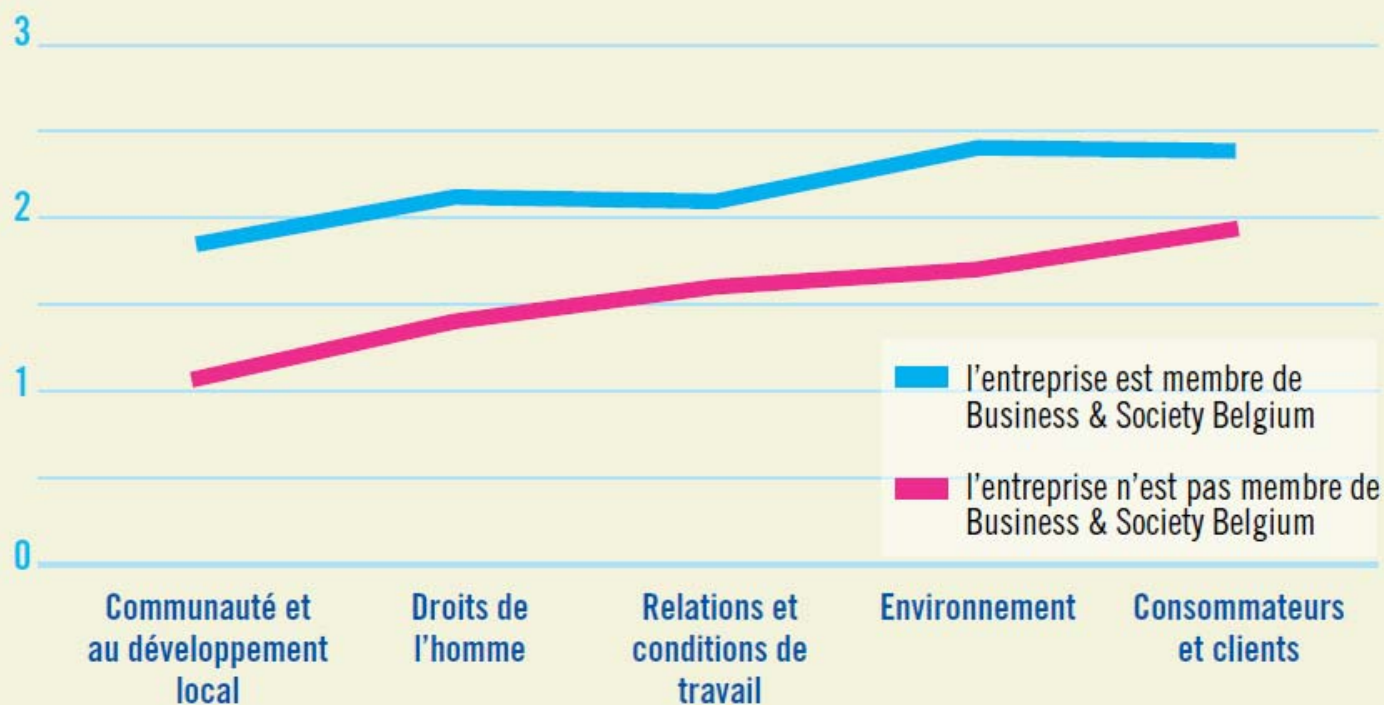


# Que propose Business & Society?



# Quel impact?

TAUX D'IMPLICATION EN FONCTION DES DIFFÉRENTES DIMENSIONS ISO 26000



# The burning platform

If old answers do not work anymore, start looking for new questions :

Open your mind:

What is it all about

Open your heart:

In which direction will we go

Open your will:

What can we do to make it happen

*(by courtesy of Janssen)*

A lot of companies are faced with a and **ageing population** or « **camel** »-shaped age pyramid that reflects demographics and socio-economic conditions.

For HR managers, this is a **nightmare**: war for talents and employer branding, retaining and attracting senior staff, loss of knowledge and experience, end of career management, intergenerational tensions

## Drivers:

- Demographics (see above)
- Economic, environmental and political situation
- Technology
- Nature of work
- War for talent
- Multigenerational workforce
- Act upon senior customers needs

Key Learning 1





# Diversity is diverse



- Focus on **extremes** (young and old)
- Consider each issue **separately**



- Have an **integrated** approach: all (generations) @ work
- Consider **diversity AND inclusion** alltogether: gender, generation, diversity of thought
- Cross **gender AND age** when looking at age pyramid and look **beyond figures**
- Consider gen issue as a **cultural & values** issue: relation to work, time, group, authority, knowledge
- ... and solve it through **social & organisational innovation** and an **ecosystemic** approach

*For a lot of young people, work has become an activity, among many others. They refuse the sacralization of work.*



Key Learning 2



# A business issue

- (Age) diversity programs unlock **talent and business**.
- They have a **positive impact** on organisational efficiency, customer relations and products / services development.
- Align HR objectives with **business targets**.



# Gen Y, culture Y, tell me why

- Two diverging points of view:
  - **academics** : age is not a criteria for HRM
  - **business** : young and old do not behave the same way, managers do not always understand gen Y
- **Gen Y**: interactivity, instantaneity, individualism, critical mindset (listen to me and **tell me why**)
- Think beyond **stereotypes** as we all live in the same changing world: digital, liquid, over-consuming -> a Y culture

*Click here [inside show view](#) for a short and funny movie (by courtesy of Annie Cornet, HEC ULG)*

## Differences

Do exist but even within gen groups!  
Biggest one : digital gap... an opportunity for reverse mentoring

## Similarities

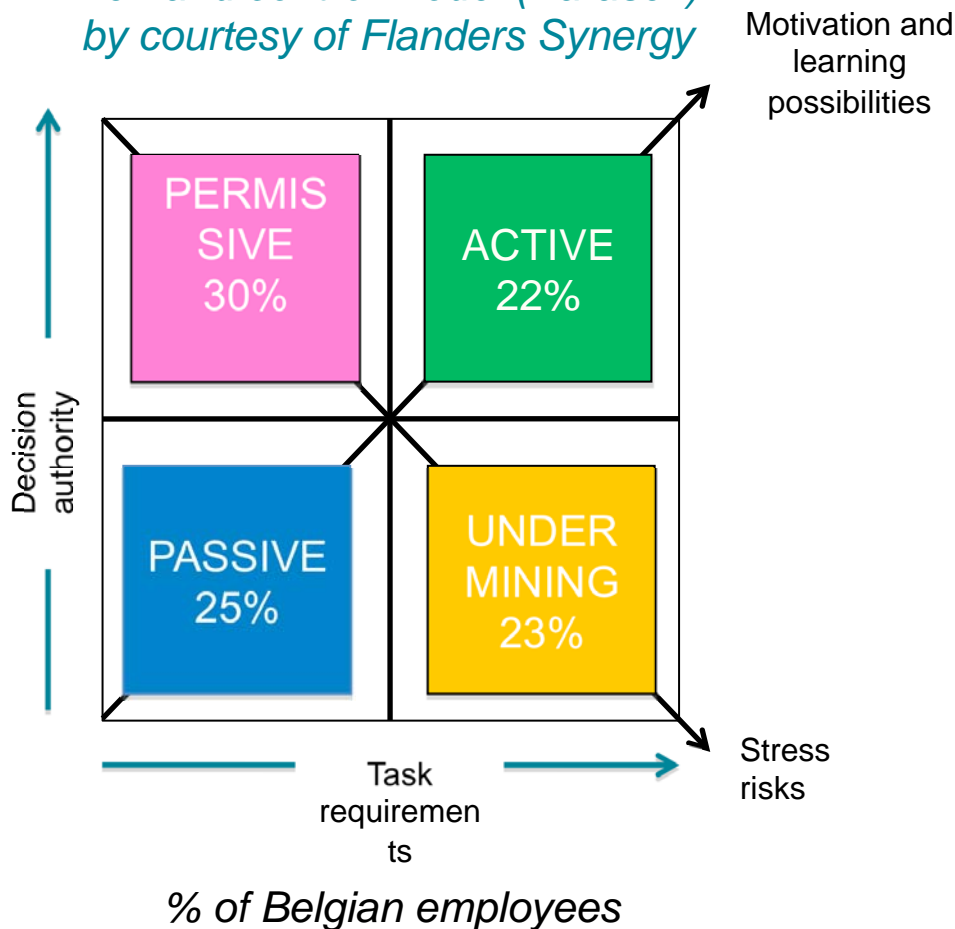
Exist as well: work/life balance, self respect, respect for individual needs and appreciation...“Maybe the young gen is right...”

*(Role play @ Summer Academy)*



# A matter of organisation as well

*Demand control model (Karasek)  
by courtesy of Flanders Synergy*



- Companies have to transform into «**organisation 2.0**» i.e. a Y organisation, that integrates the features of the Y culture
- Karasek model:
  - active staff needs **simplification**
  - **autonomy** means more responsibility BUT not everybody wants it
  - enable **collaboration**: re-think culture, technology and location
  - **strength-based** organisational design
- Companies that are **socially innovative** are **better performing** (profit growth, attracting new clients, ROE, market share growth, customer satisfaction)



# Lifecycle matters more than age or gen

- **Chronological**
  - < 30 = young, > 50 = senior, 30-50 = medior
  - Today, a 45-year old person is at mid-career, not end of career
  - Hence, HR should focus on Medior
- **Generational**
  - Linked to the period when a person grew up and socialized vs his / her age
  - Each period (WWII, May '68, oil crisis, globalisation, 9/11,...) has an impact on the socialization process, that translates into expectations, values and behaviours
- **Lifecycle**
  - Linked to the personal / family context (single, babies, teeners,...)
  - The traditional patterns are changing and this has an impact on work / life balance
- **Integrate lifecycle approach in HRM** and find the right balance between company's and individual employee's needs

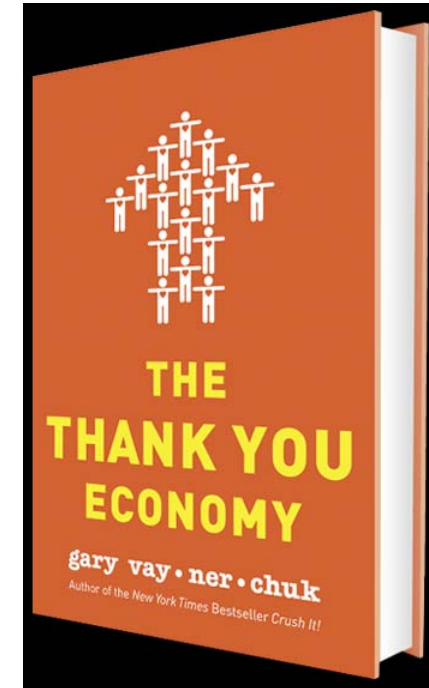


*Lakshmi's four hands represent the four ends of human life: righteousness, desires, wealth and liberation from the cycle of birth and death.*



# Individual approach

- Get rid of age pyramids (and wage scales) and consider each employee **individually**.
- Set up **processes** that allow each employee to express his / her expectations.
- Young and senior might have **common** expectations!
- HRM deserves an **individual (marketing) approach**.



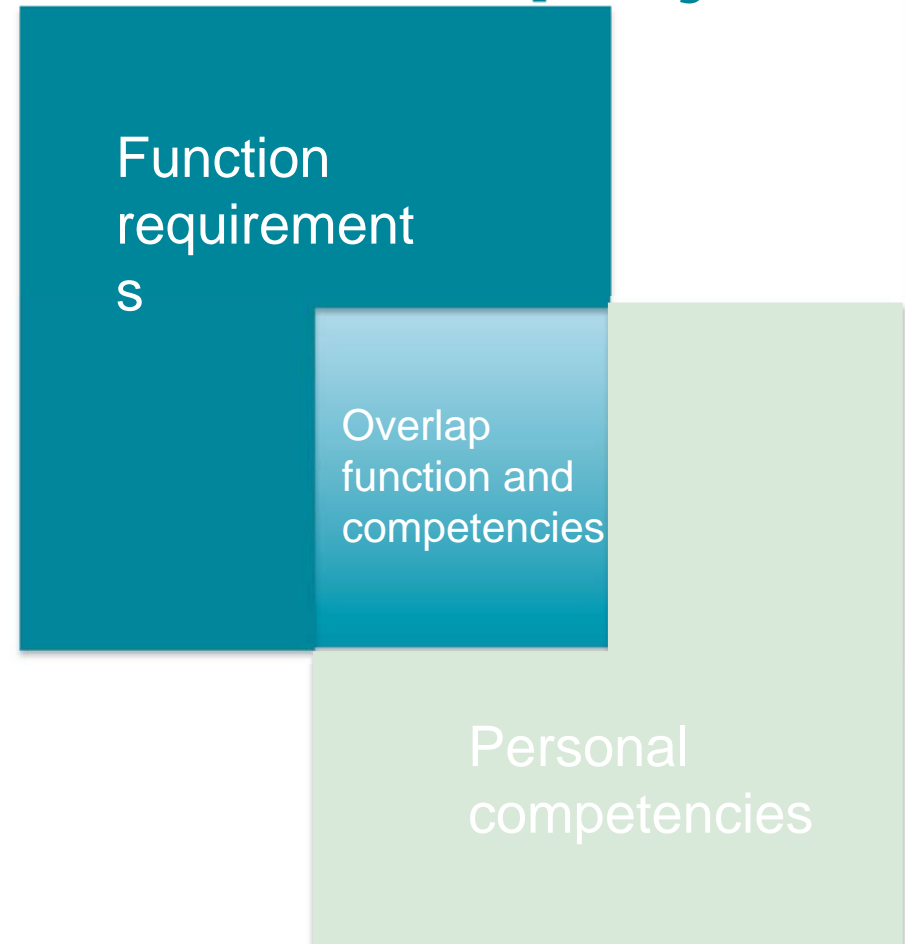
*The world of business is coming full circle. The rise of the Internet and the empowerment of the common consumer has created a fundamental shift in how businesses are expected to behave. To take advantage of this opportunity, businesses will need to look backwards and scale the caring their grandparents' businesses exhibited towards their customers or watch their competition pass them by.*

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# From CV/functions to competences/ projects

- As age increases, wage increases but productivity drops.
- This explains why people leave earlier. Increasing minimum pension age will NOT solve the issue. Solutions?
- Do not assume that senior people are **not willing to accept a lower wage to get back to work.**
- Switch from CVs/functions to **competencies/projects** to value strengths and experience and secure business and cultural continuity in the company.
- Consider **role** instead of function and value competences. (Too) high salaries in functions create too much comfort.
- **Functions** are OK for BAU and gives comfort to some individuals.
- Set **clear rules** to avoid conflicting agendas between BAU and projects.



*Click here in slideshow view for a short and funny movie  
(by courtesy of Inge Janssens, Belgacom)*

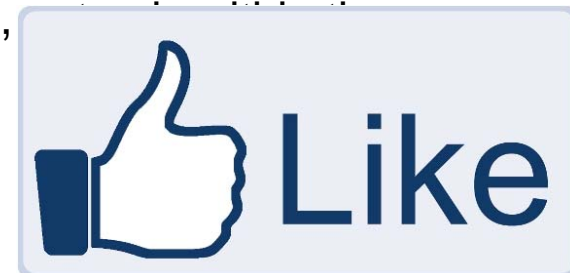
*based on "A Peacock in the Land of Penguins" – BJ*

*Gallagher*



# Engagement is key

- Engagement is **more than satisfaction**. In Belgium, only 17% of employees are engaged.
- Engagement = **initiative people** vs agile people vs inflexible people
- Get buy-in @ **C-level** and give it a role
- Create **multi-disciplinary project teams**
- Use a multi-stakeholder (internal and external) **sounding board** and get inspiration from experts to put the right questions before looking for answers
- Stimulate **HR willingness for social innovation** by using communication tools and techniques that highlight successful initiatives (best practices)
- **Change mentality** (without stigmatizing) toward 55+, but also with the stakeholders (co-creation)





# A burning and learning platform

- *Position mentorship as a special program*
- *Link it to the strategic priorities*
- *Involve (middle) management*
- *Define roles and responsibilities*
- *Train people on transferring knowledge*
- *Formalize to a certain extent*
- *Do not underestimate intergenerational differences*
- *Integrate knowledge transfer in the strategic workforce planning process*

*(by courtesy of Belgacom)*

- Goal of KM is to create an environment where generations **learn from each other** and where young people are **motivated** to stay in the company
- Use **reversere mentoring** as well e.g. to bridge the digital divide
- Create « tandem » paths on **soft skills** (attitude and culture): know how to do, be and live
- Use **mid-career assessments** to develop a career path for the 2<sup>nd</sup> life and include a knowlegde transfer component



# 10 key learnings...anders bekeken

CV  
Knowledge  
Age  
Pyramid  
Generation



Competences  
Experience  
Lifecycle  
Individuals  
Culture

More on [www.businessandsociety.be](http://www.businessandsociety.be)

