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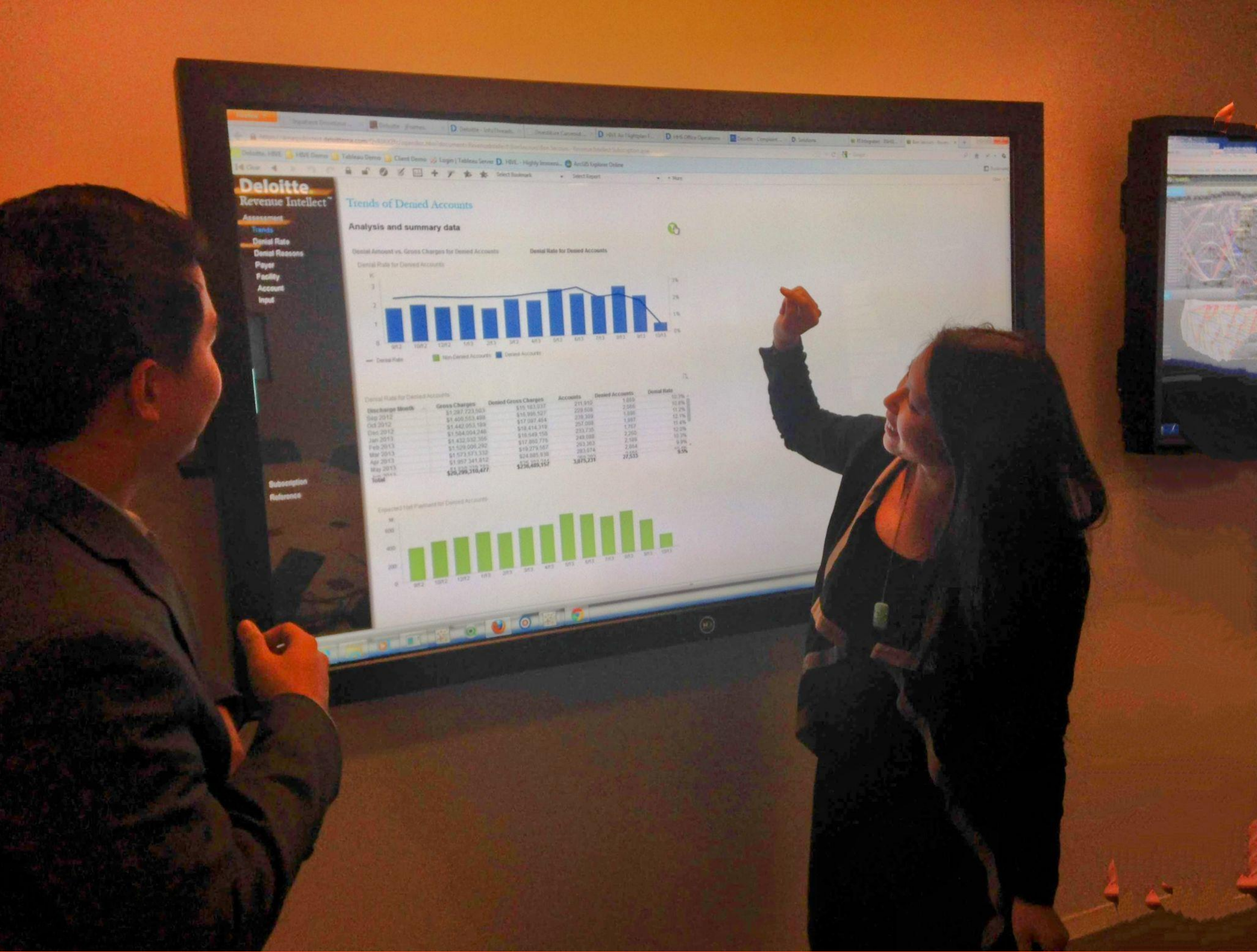
Embracing HR's Head and Heart



Jennie Yang

SVP of People at 15Five

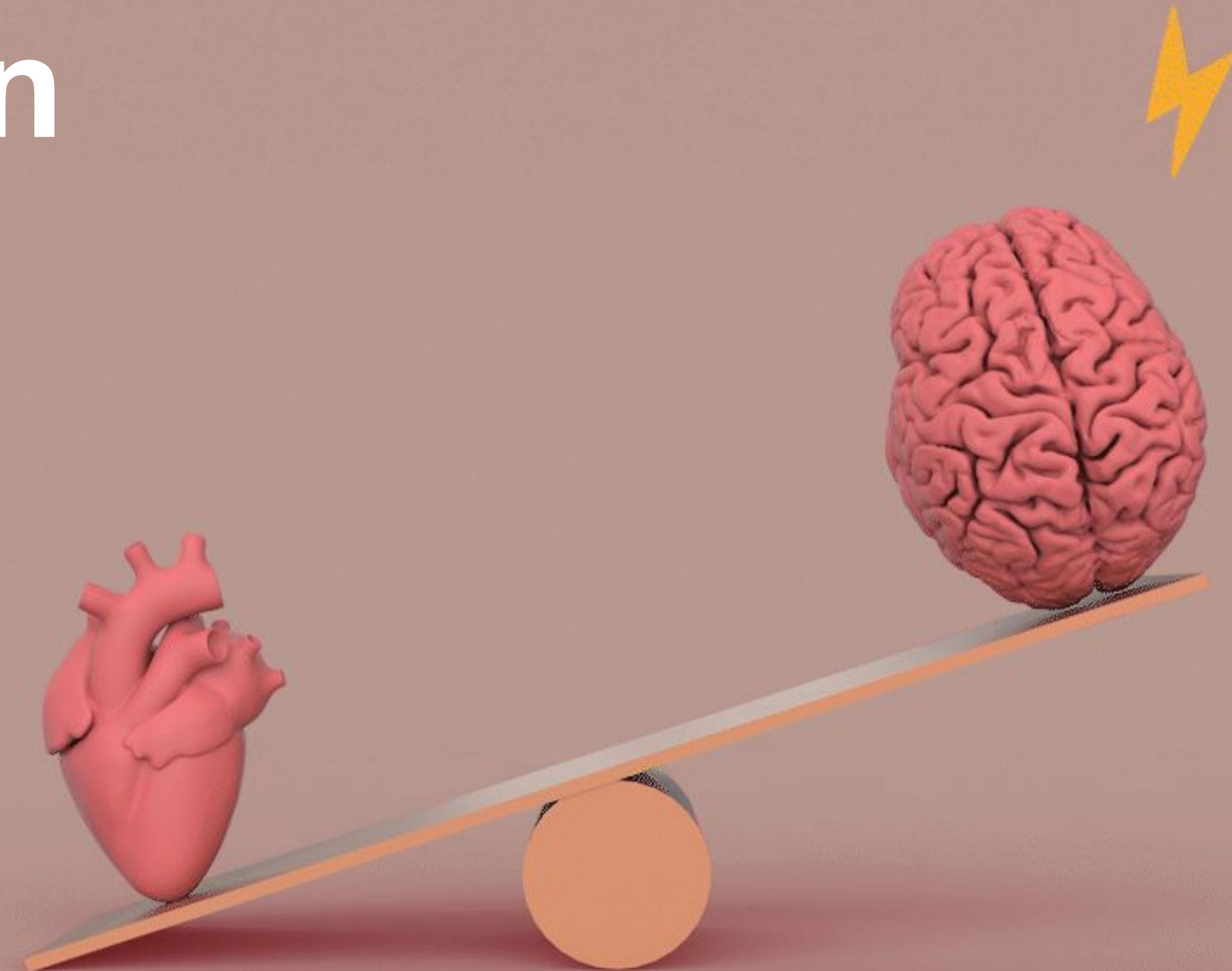








Leading an HR and
People team can feel
like a battle between
head & heart



And it feels like the battle between head and heart is only intensifying

Global pandemic

Societal upheaval

The Great Resignation

Remote work

Quiet Quitting

Record inflation

Economic uncertainty

Widespread layoffs

The Big Stay

Global conflict



It's no wonder **98%**
of HR leaders are
feeling burnt out

Source: (Workvivo / 15Five 2022 Workplace Report)

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What if the conflict HR and People leaders are feeling between head and heart is a ***false dichotomy*** ?

“

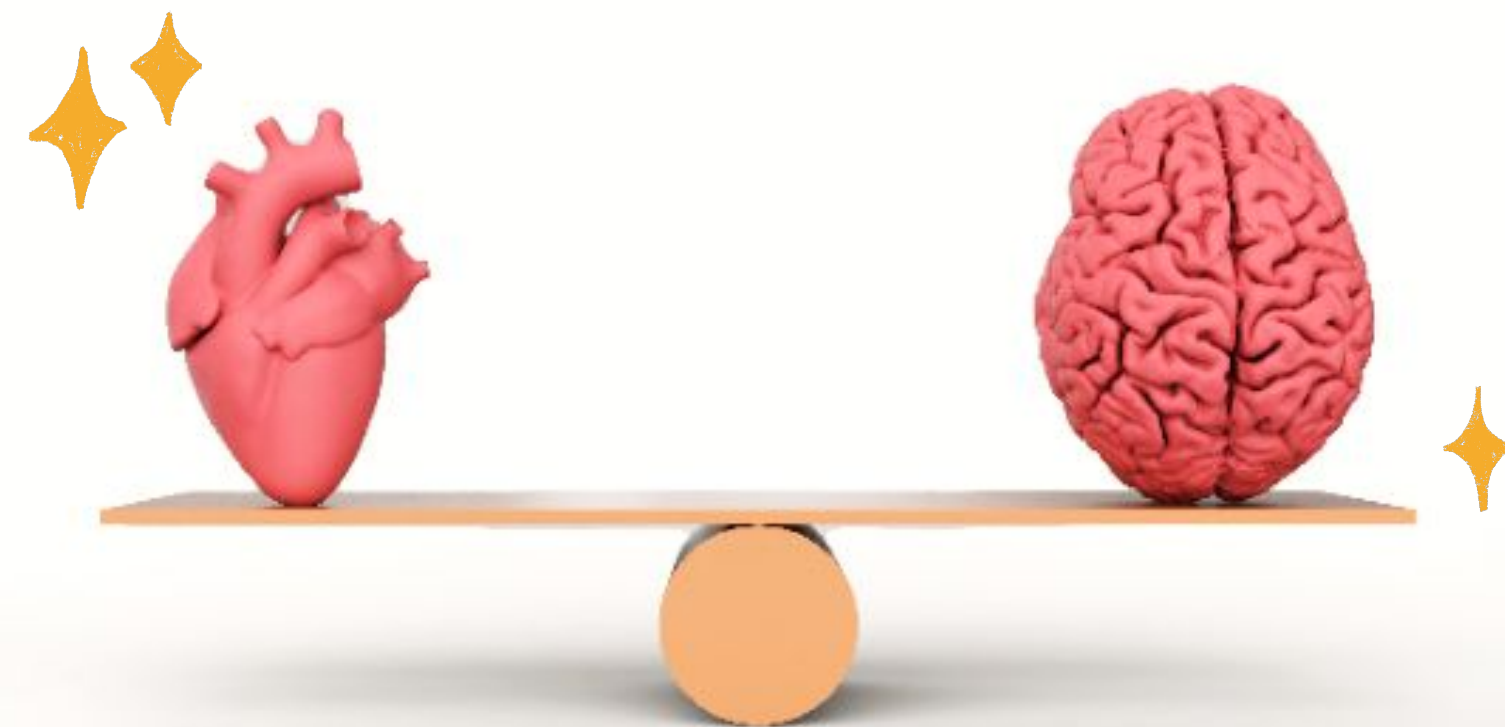
The very best leaders elevate the pace and performance of those around them without sacrificing being human centered. It is possible.

Adam Weber, Chief Evangelist at 15Five





The 5 Secrets to Embracing HR's Head and Heart





1

Start with Outcomes



Tie Your Work to Strategic Outcomes

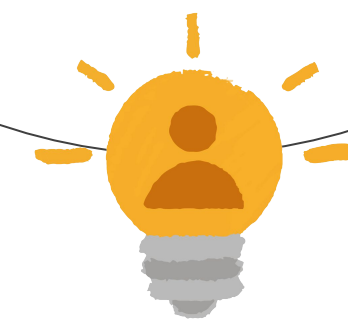
**Maximize
Employee
Performance**



**Decrease
Regrettable
Turnover**

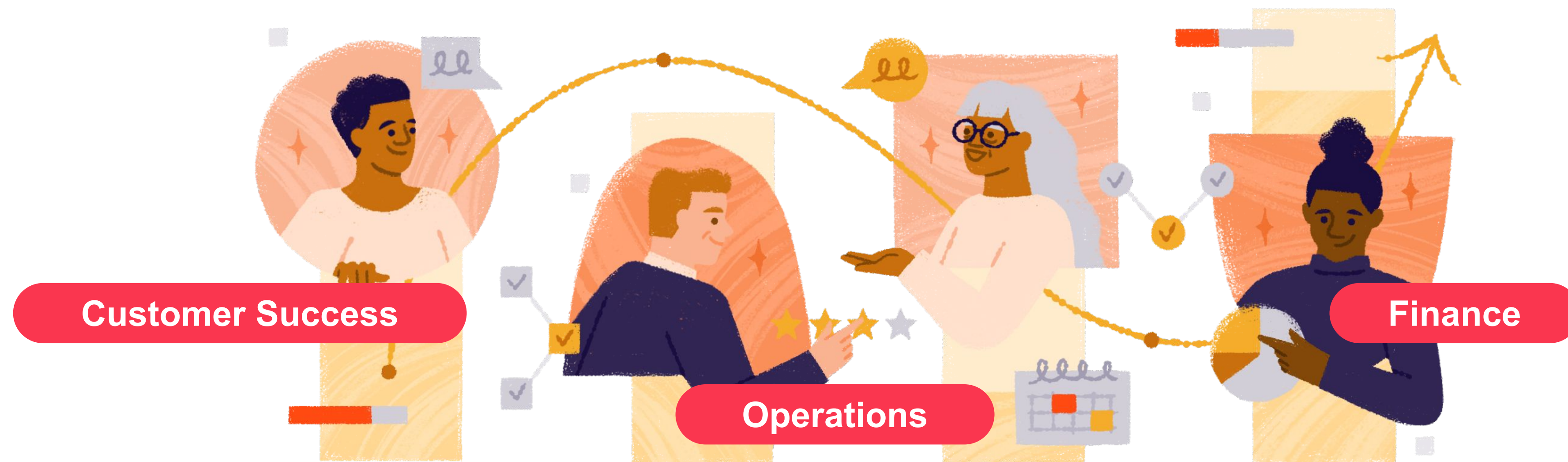


**Increase
Employee
Engagement**





Why are many Strategic HR leaders “transfers”?





HR





Business

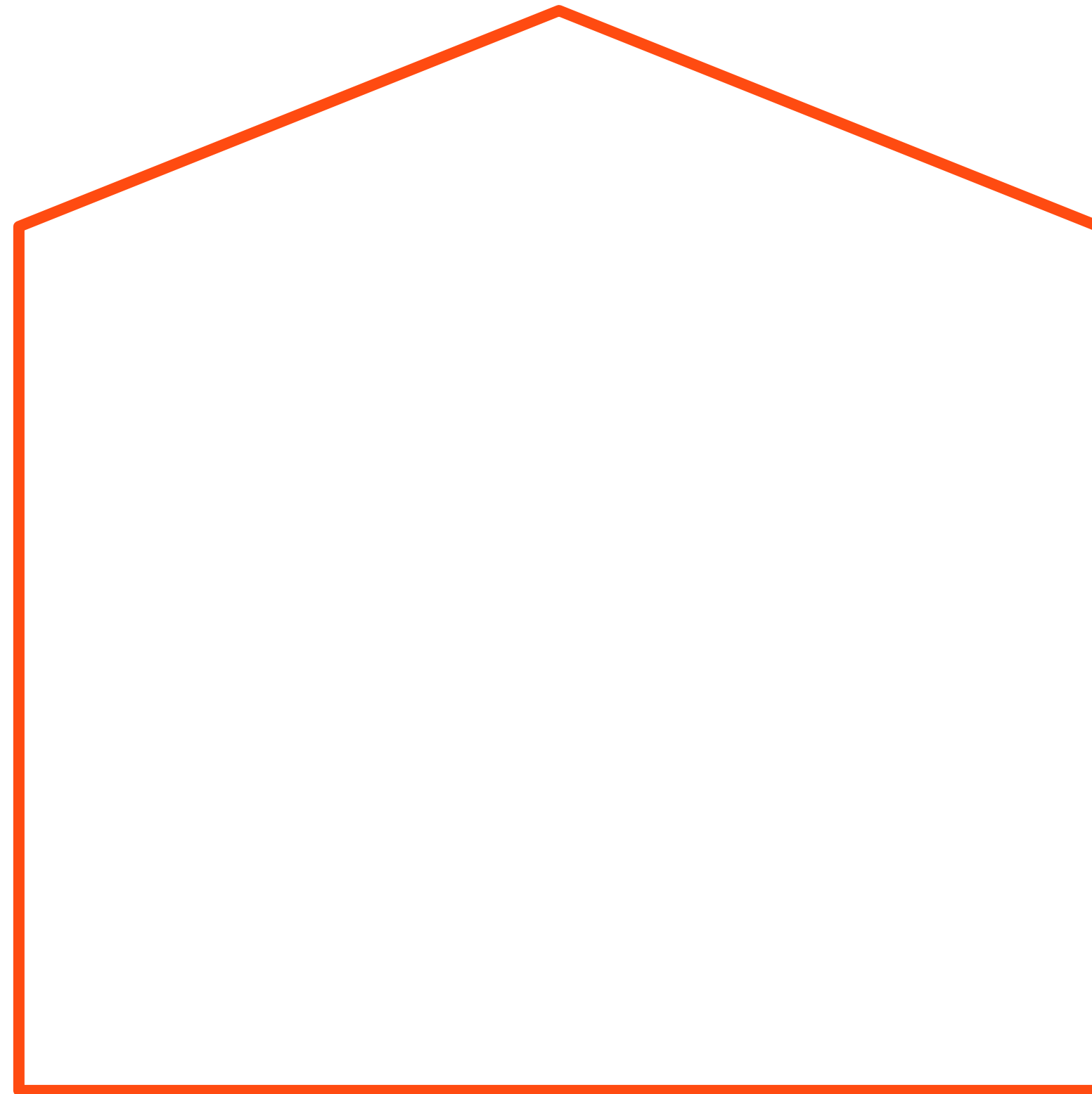
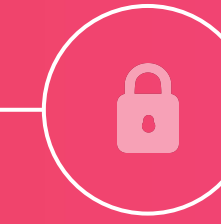




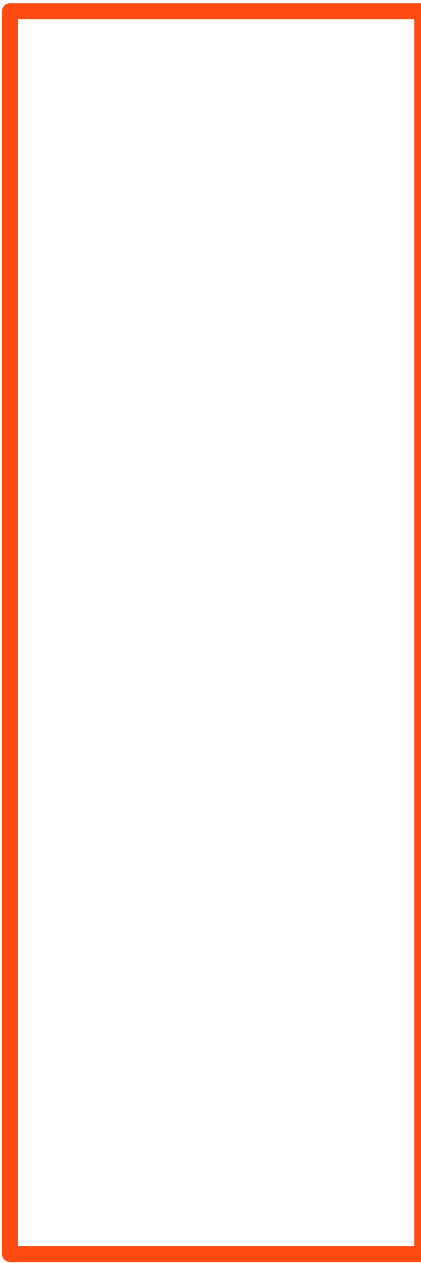
**Internalize the company strategy,
priorities, and metrics.**



**Align the HR strategy to the
company strategy.**



Company



HR



In Practice

Example: How we started with outcomes and aligned our HR strategy to the company strategy

CEO shares company strategy

People team reviews and strategizes

Our People team strategy mirrors our product strategy

All People initiatives aligned to a strategic outcome



2

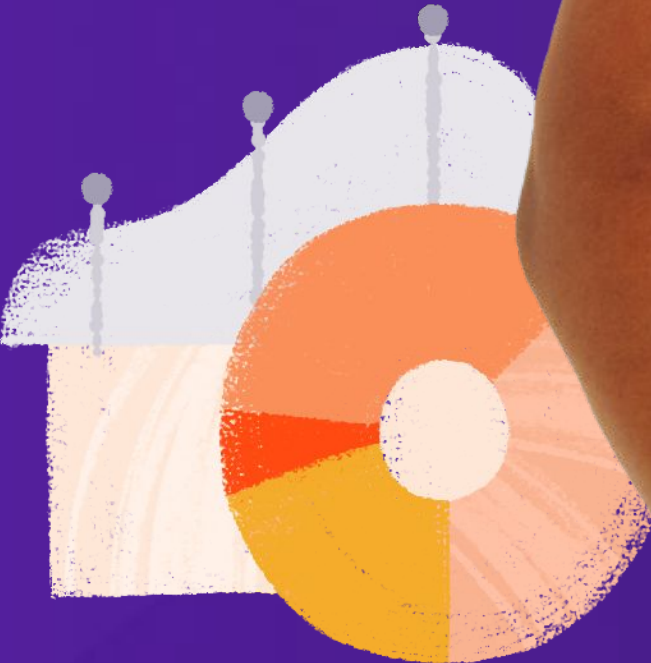
Leverage Data to Tell a Story

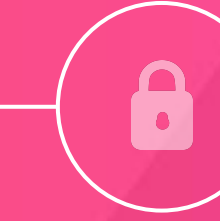
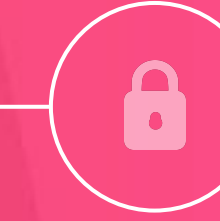
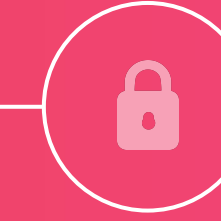
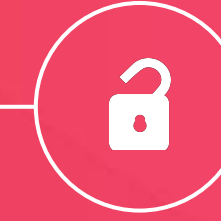






Let data be
your best
friend.





Top HR leaders use data to:

**Prioritize
the most
important work**

**Say
no**

**Align with
the executive
team**



Quantitative



Qualitative





What's the critical data?



Strategic Outcomes Create Focus For You

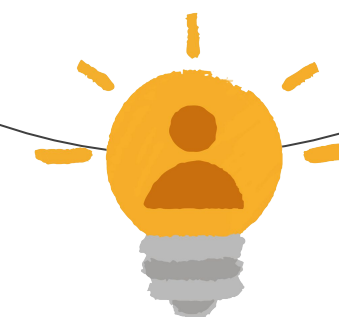
**Maximize
Employee
Performance**



**Decrease
Regrettable
Turnover**



**Increase
Employee
Engagement**





Scott Morgan

Pendo
Head of Learning & Talent Management



In Practice

Example: How Scott proved that better managers have higher performing teams

Focused on maximize employee performance

Gathered upward review feedback

Correlated with sales quota attainment

Demonstrated correlation

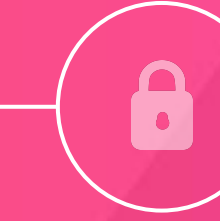
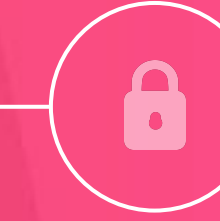
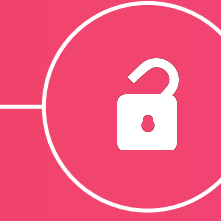
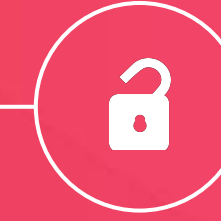
Reinforced manager expectations





3

Socialize and Pitch with Conviction



Why HR Gets Blocked: A Formula

Viewed as Cost Center



Squishy Idea



Low Energy Pitch



Why HR Gets Blocked: A Formula

REJECTED

Viewpoint Center



Unlikely Idea

Low Energy Pitch



No more.



Instead Try: *A New Formula*

**Understand
Business Context**

+

**Use Data to Inform
Focus + Action**

+

**Align with
Executives**

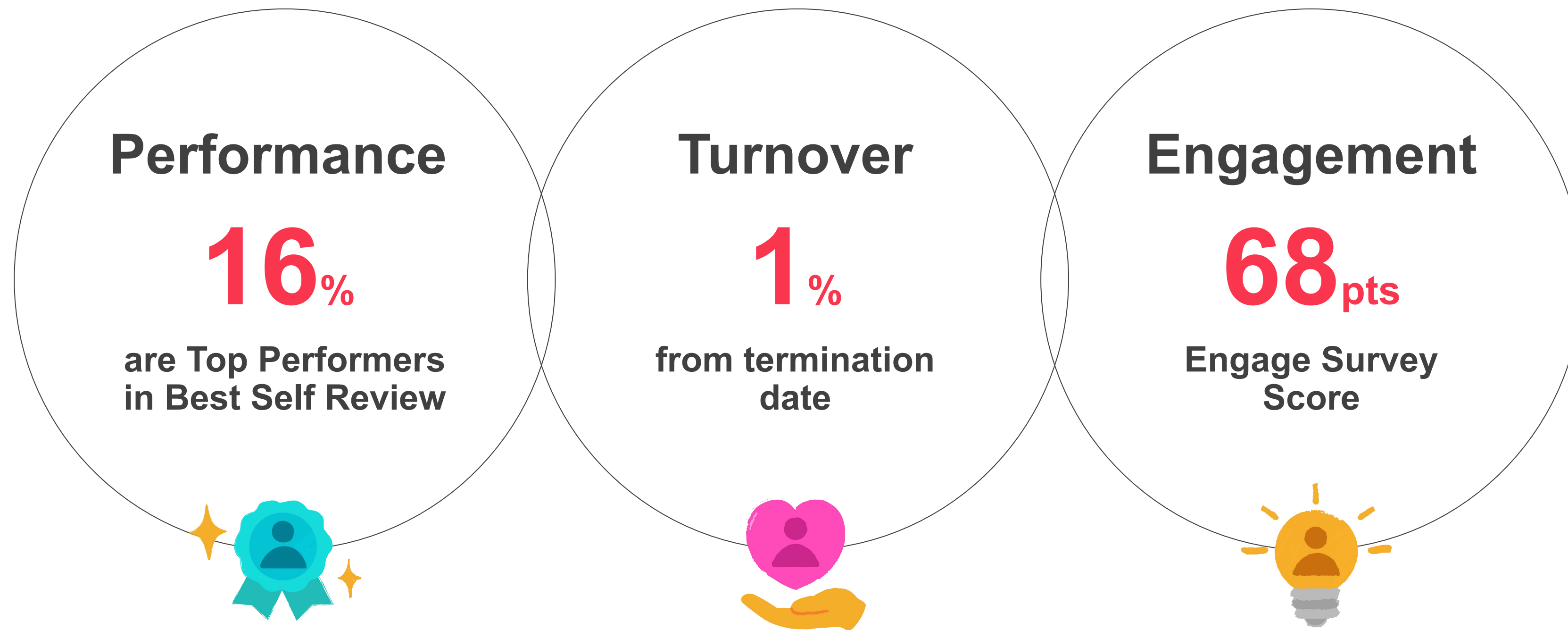


Business





Leverage This Data as Context to Align Your Exec Team





Prepare Your Pitch

Problem identified

(in language of business)

Current state of strategic outcomes (the numbers)

Share specific stories of the leaders, functions, and people behind the numbers

***Confidently* name the initiative you want to take**

***Boldly* share expected impact and ROI**



**Socialize your idea(s) with
your executives first.**



**Gather
feedback.**



Iterate.

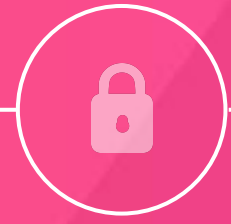
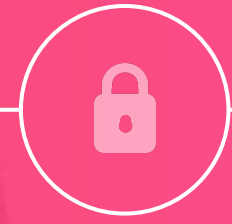


**Bring the pitch
to relevant
stakeholders.**



Scenario 1





Scenario 2

REJECTED



In Practice

The New Formula

Understand Business Context

- Company Strategy
- Product Strategy
- H2 Priorities
- H2 Plan

+

Use Data to Inform Focus + Action

- Gathered DEIB, Performance, Engagement, and turnover data
- Incorporated impact on outcomes

+

Align with Executives

- Socialized the idea of succession planning
- Iterated pitch
- Presented as part of DEIB plan to exec team



98%

**of HR leaders are
feeling burnt out**

Source: (Workvivo / 15Five 2022 Workplace Report)









You can't do it alone.



**You are an
agent of change.**





4

Activate Managers



70%

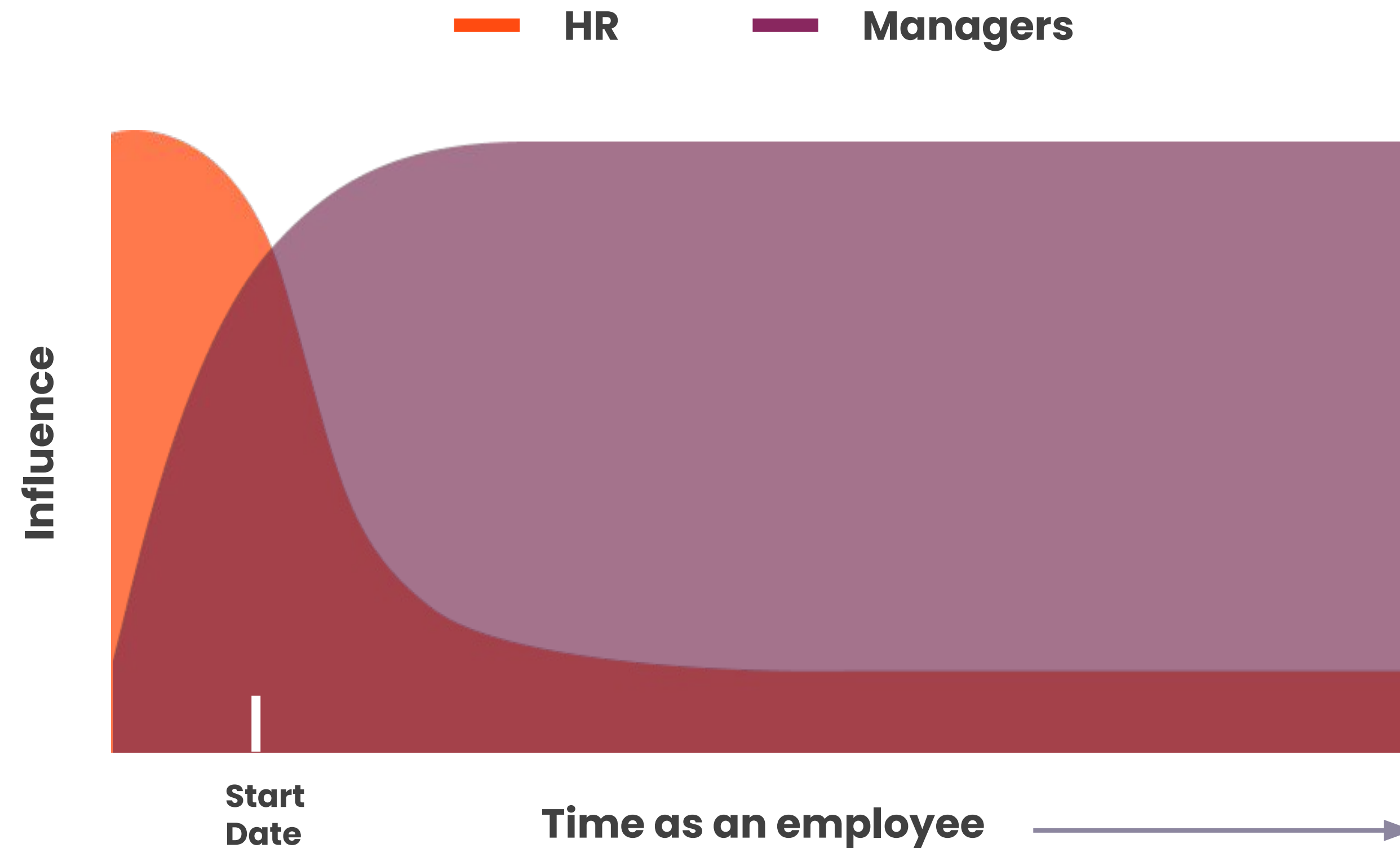
**of the variance in team
engagement is determined
solely by the manager**



Why must strategic HR partner with managers?



Who influences an employee's experience





People don't leave their jobs,
they leave their _____ .



63%

of employees say they are not impressed with their manager's ability to lead

40%

of employees say they could do a better job than their managers

25%

would be relieved to know their manager was leaving

33%

of HR time is spent addressing problems caused by poor people managers

Source: 15Five Manager Effectiveness Report, 2023







You must *enable and empower your managers.*



Create consistent management agreements organization-wide



Give support and resources for skill development



Assess effectiveness and provide focused support where necessary



**To effectively leverage managers,
you have to make their life better.**



Ben Douglas, SPHR

Advantage | Forbes Books
SVP of Human Resources



In Practice

Example: How Ben activated his managers and made their life better

Identified performance as a strategic objective

Leveraged data to identify two cohorts of managers

Recommended and implemented a set of actions within the 15Five platform

Measured the impact of the actions

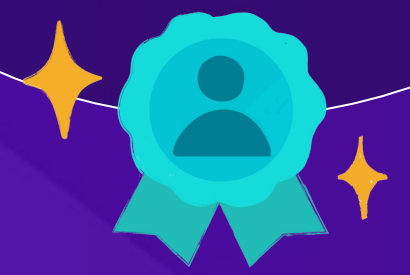


In Practice

Performance

33%

improved performance readiness



Competency

80%

improved at least one competency



Engagement

47%

improved engagement on their team





5

Share the Impact



Align with Executives

Data to Inform & Report Back

Execute



Report back on:

**How was
performance
impacted?**

**How was
turnover
impacted?**

**How was
engagement
impacted?**



In Practice



Karee Vernon
Kreg Tool
VP of Human Resources

Turnover
8%
reduction





In Practice



Kirsti Grant
Auror
Chief People Experience Officer







**Start with
Outcomes**



**Leverage
Data to Tell a Story**



**Socialize and
Pitch with
Conviction**



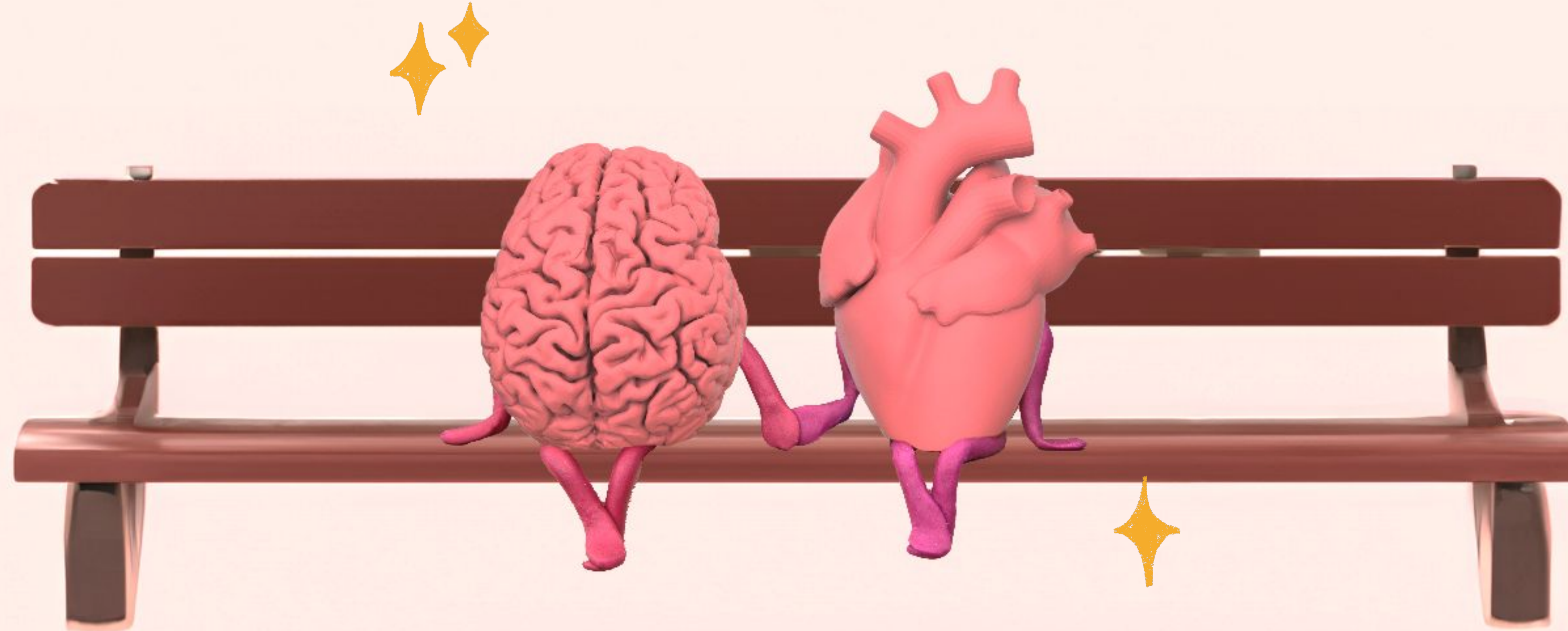
**Activate
Managers**



**Share the
Impact**



Embracing both **head & heart** is the only path forward for HR leaders



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