



>> People Management in the Digital Era

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Objectives

1 | **Why** people matter in business

2 | **How** firms manage their people

“People” drive business; that matters most!



“We aren't in the coffee business serving people. We are in the people business serving coffee.”

Howard Schultz

“People” drive business; that matters most!

<< **People / employees** deliver experiences >>

Experiences Must be Connected, Personalized, and Fast



“People” drive business; that matters most!

<< **People / employees** create value / growth for the organization >>



A key takeaway from the Starbucks case

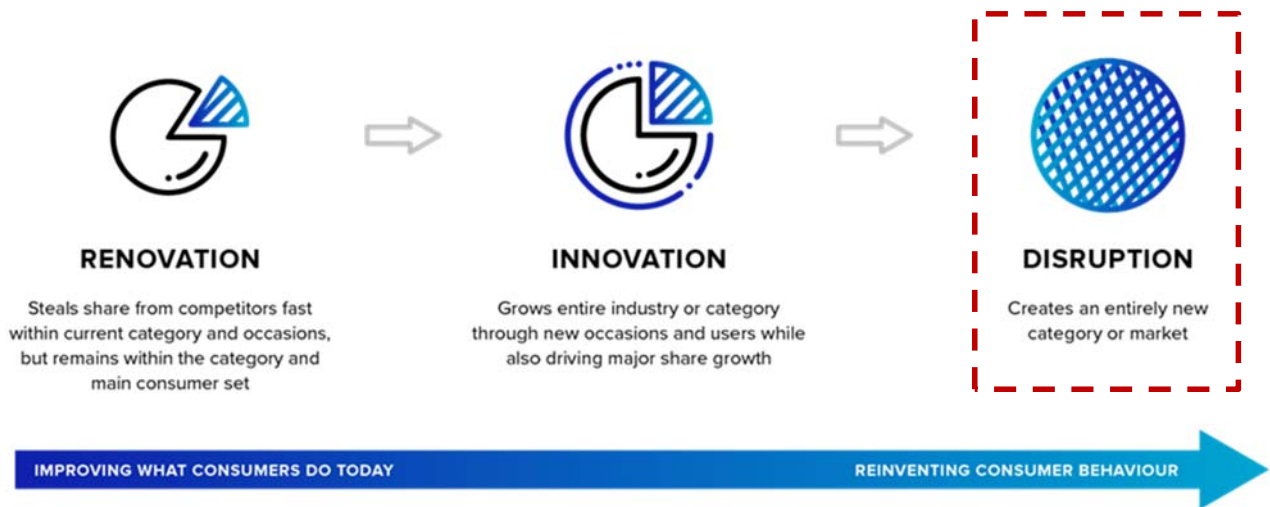
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Why people matter in business



People drive business forward!!

A context of change: **Disruption**



A context of change: **Disruption**



A context of change: **Disruption**



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A context of disruptive change: **Digital Transformation**

<https://www.youtube.com/watch?v=ystdF6jN7hc>

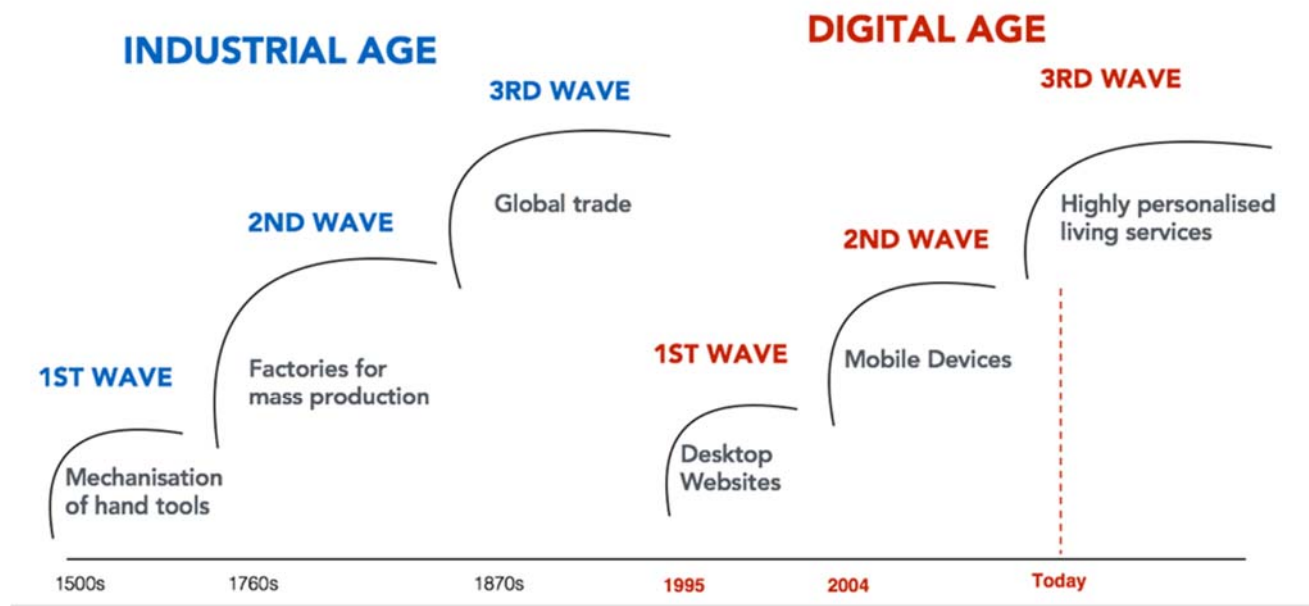


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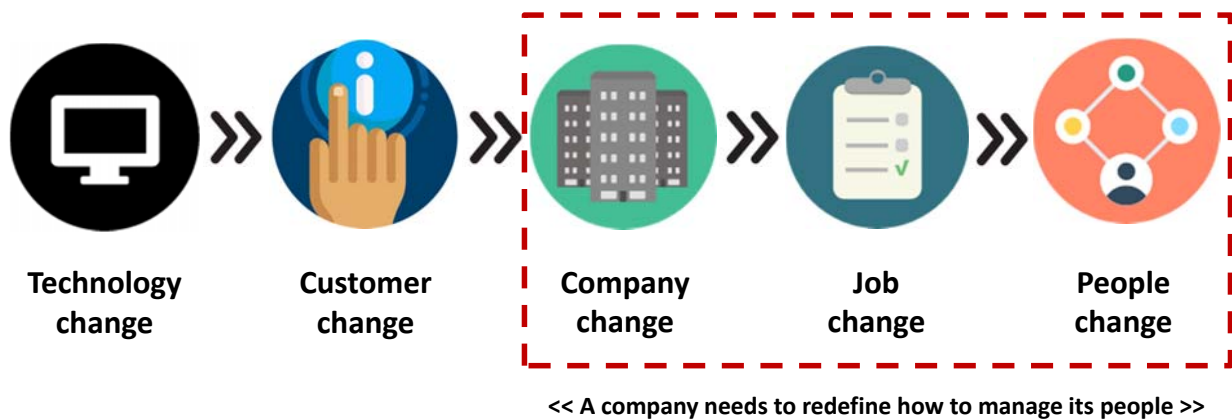
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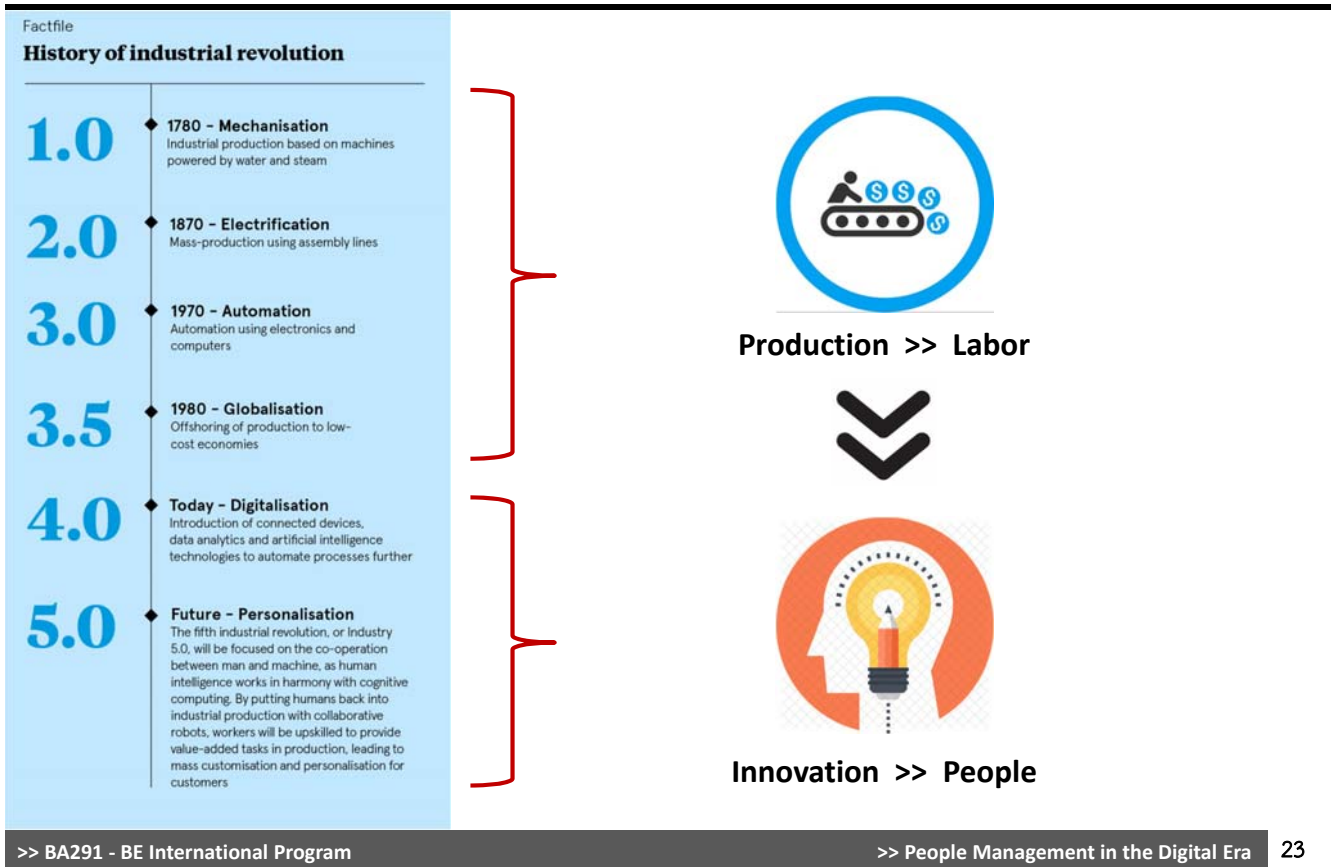
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A context of disruptive change: Digital Transformation



A string of change





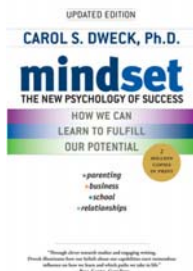
Innovation comes from people with the **right** mindset!!



Do you have the **right** mindset?

Score chart

22 – 30	=	Strong growth mindset
17 – 21	=	Growth with some fixed mindset
11 – 16	=	Fixed with some growth ideas
0 – 10	=	Strong fixed mindset



What does it mean to have growth mindset? “In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work—brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment.” (Dweck, 2015)

Innovation comes from people with the **growth** mindset!!



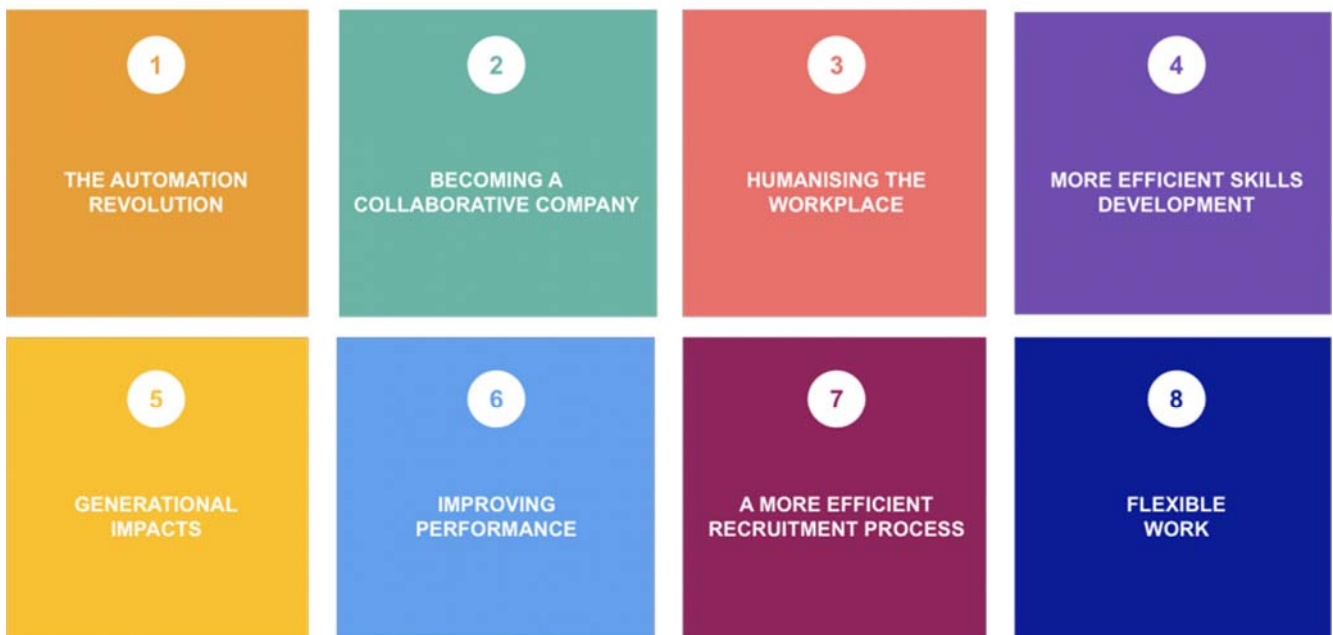
Top 10 skills that leaders should have for the future of jobs!

in 2020	in 2015
1. Complex Problem Solving	1. Complex Problem Solving
2. Critical Thinking	2. Coordinating with Others
3. Creativity	3. People Management
4. People Management	4. Critical Thinking
5. Coordinating with Others	5. Negotiation
6. Emotional Intelligence	6. Quality Control
7. Judgment and Decision Making	7. Service Orientation
8. Service Orientation	8. Judgment and Decision Making
9. Negotiation	9. Active Listening
10. Cognitive Flexibility	10. Creativity

Source: Future of Jobs Survey, World Economic Forum Report (January 2016)

The future of work

8 BIG TRENDS FOR THE FUTURE OF WORK



<https://www.youtube.com/watch?v=UV46n44jnoA>

A key takeaway from the future of work

1

Why people matter in business



People revolutionize business!!

A key takeaway from the workshop

What is the first challenge that you need to tackle so as to unlock other challenges?
And how do you plan to cope with this challenge?

1 | Why people matter in business

2 | How firms manage their people

Why firms hire people?

Not just to complete a job and make profits in particular, but to serve a purpose or a “mission” of the company in general !!

THE TOP 10 BEST-PERFORMING COMPANIES
IN THE WORLD, 2019

CEOWORLD Magazine

1. Apple: \$961.3 billion
2. Microsoft: 946.5 billion
3. Amazon: 916.1 billion
4. Alphabet: 863.2 billion
5. Berkshire Hathaway: 516.4 billion
6. Facebook: 512 billion
7. Alibaba: 480.8 billion
8. Tencent Holdings: 472.1 billion
9. JPMorgan Chase: 368.5 billion
10. Johnson & Johnson: 366.2 billion

Mission Statement



To “serve” consumers through online and physical stores and focus on selection, price, and convenience



To “empower” every person and every organization on the planet to achieve more

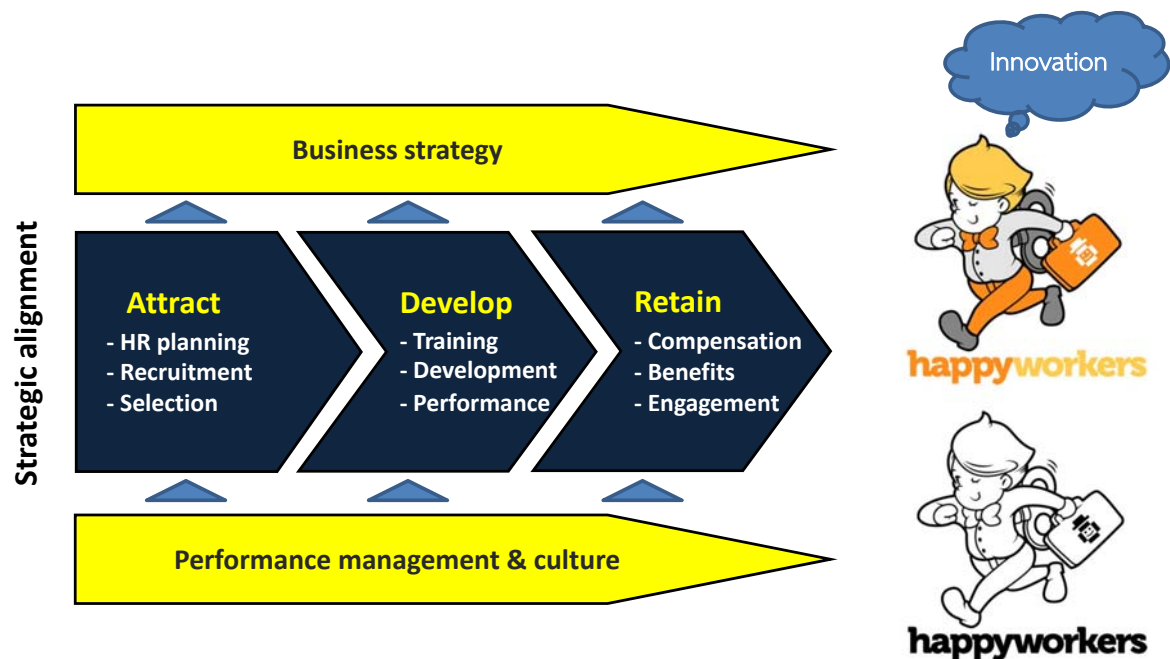


To “bring” the best user experience to its customers through its innovative hardware, software, and services



To “make” the world around you universally accessible and useful

What HR people do in the HR department



HR functions



HR Planning is a process of forecasting both the prospective demand for and supply of manpower, and employment of skills with the objectives of the organization.

HR Dashboard
All key figures in one overview



What HR plans are for

Right time

+

Right position

+

Right capability

+

Right attitude

Attract

Develop

Retain

Recruitment and Selection is a process of sourcing and hiring highly qualified job candidates whose qualifications / characters match with job requirements.

JOB APPLICATION PROCESS



<https://www.youtube.com/watch?v=wBRJ01NNKj8>

Attract

Develop

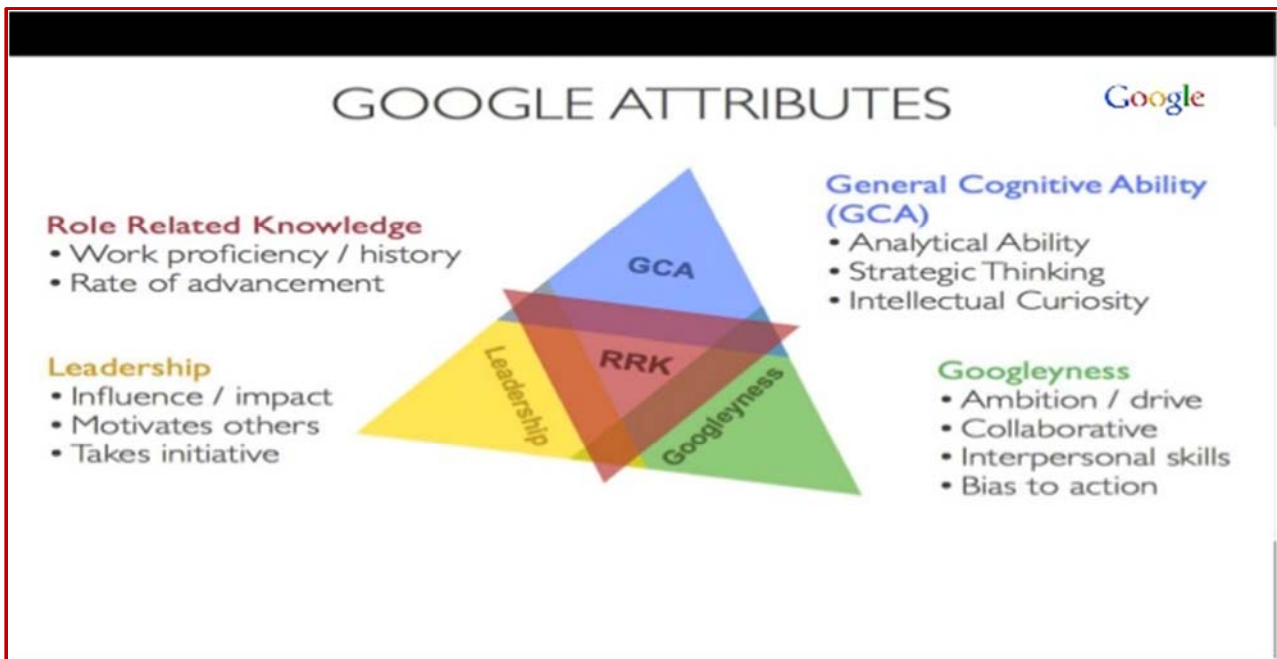
Retain



Attract

Develop

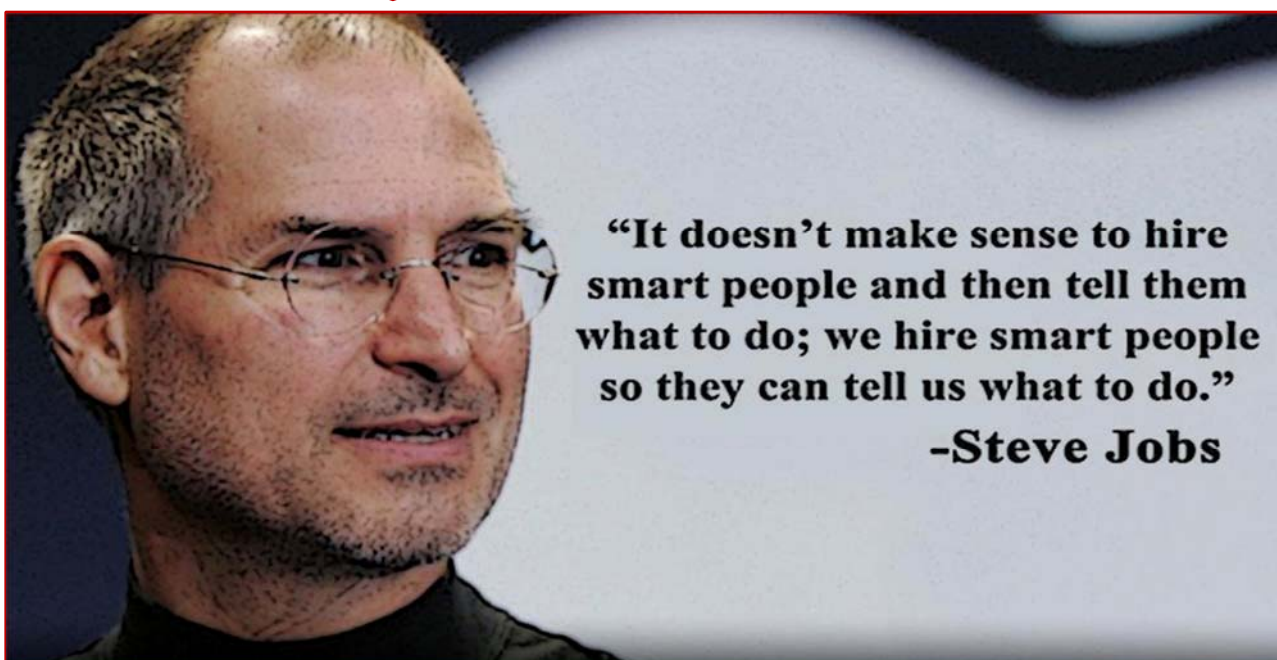
Retain



Attract

Develop

Retain





Training and Development is a process of enhancing employees' learning capabilities so as to improve their performance and prepare them to assume a higher responsibility.

Survey Results: Top 10 Topics in Training and Development





Performance Management is a process of creating a work environment or setting in which employees are enabled to perform to the best of their abilities.

EMPLOYEE PERFORMANCE MANAGEMENT

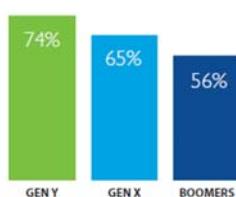
Employee Performance Management Cycle



Compensation and Benefits refer to the compensation/salary and other monetary and non-monetary benefits passed on by a firm to its employees.

Employee **compensation** is the money companies pay for employees' work – including any additional tips, bonuses and commissions – and **benefits** include extra perquisites, such as health insurance, reimbursement for tuition, retirement plans and paid time off.

PREFERENCE OF NON-MONETARY PERFORMANCE REWARDS



PREFERRED NON-MONETARY PERFORMANCE REWARDS ACROSS ALL GENERATIONS:



It's Not About the Money

	Effectiveness, % of respondents answering "extremely" or "very effective"	Frequent use, % of respondents answering "always" or "most of the time"
Financial Incentives		
Performance-based cash bonuses	60	68
Increase in base pay	52	61
Stock or stock options	35	24
Nonfinancial Incentives		
Praise and commendation from immediate manager	67	63
Attention from leaders	63	41
Opportunities to lead projects or task forces	62	54

Attract

Develop

Retain

Employee Engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.



HOW TO MAKE YOUR EMPLOYEES FEEL VALUED

Employee Engagement



HAPPY EMPLOYEES



● Productive ● Unproductive

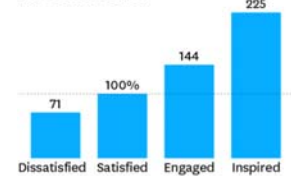
UNHAPPY EMPLOYEES



● Productive ● Unproductive

Inspired Employees Are the Most Productive

PRODUCTIVE OUTPUT



SOURCE: GAIN & COMPANY AND EIU RESEARCH, 2015

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Attract

Develop

Retain

"Top-performing managers took an interest in employees' lives and careers."



A key message for the entire **PEOPLE MGNT** sessions

