

Employer Brand New Generation

Advanced CEO and HRM tool
with humanistic approach



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OLD APPROACH

Employer Brand New Generation

**Advanced CEO and HRM tool
with humanistic approach**



INTRODUCTION

Employee Motivation

Employer Branding

Current Problems in the field

Employer Brand New Generation (EBNG)

What we offer

Motivation or Manipulation?

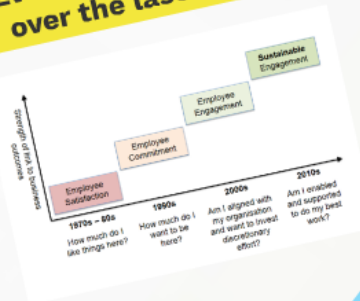
Driver - Donkey paradigm



Donkey does **NOT** have own will to carry the load!



Evolution of Motivation over the last 50 years



Gallup's Q12 Employee Engagement Survey

Currently most advanced approach to motivation

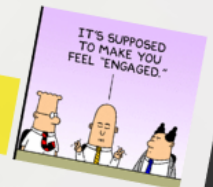
BUT! You can answer "YES" to all question and still be not engaged!

Try it!

Only shows if the company is humanistic oriented

So what's next?

PROBLEM STILL PERSISTS!



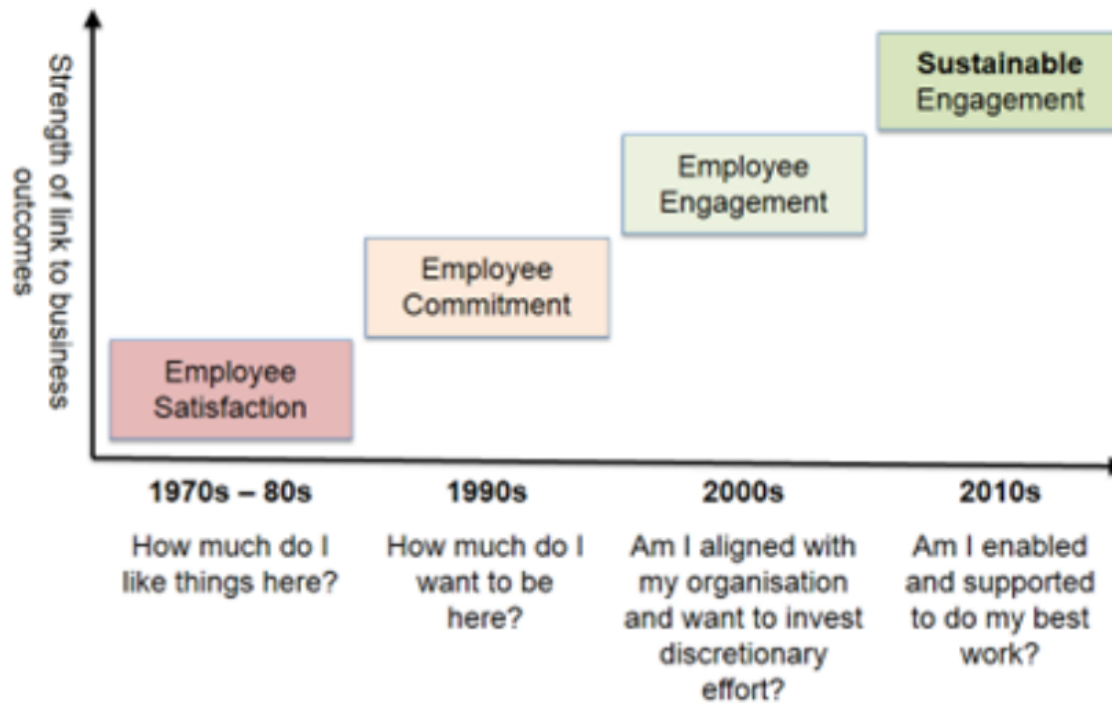
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Gallup's Q12 Employee Engagement Survey

GALLUP'S Q12[®]

- | | |
|---|--|
| 01 I know what is expected of me at work. | 07 At work, my opinions seem to count. |
| 02 I have the materials and equipment I need to do my work right. | 08 The mission or purpose of my company makes me feel my job is important. |
| 03 At work, I have the opportunity to do what I do best every day. | 09 My associates or fellow employees are committed to doing quality work. |
| 04 In the last seven days, I have received recognition or praise for doing good work. | 10 I have a best friend at work. |
| 05 My supervisor, or someone at work, seems to care about me as a person. | 11 In the last six months, someone at work has talked to me about my progress. |
| 06 There is someone at work who encourages my development. | 12 This last year, I have had opportunities at work to learn and grow. |

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BUT! You can answer "**YES**" to all question and still be not engaged!

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So what's next?

IT'S SUPPOSED
TO MAKE YOU
FEEL "ENGAGED."

01

I know what is expected of me at work.

02

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MOTIVATION HUMANISTIC APPROACH

GARDENER - GARDEN PARADIGM



Every plant has natural will to grow and bring flowers and fruits
Every plant has own requirements to grow (sunlight, water, soil)
We just need to ensure we plant in right conditions and right combination... and Harvest!

TECHNOCRACY VS HUMANISM

TECHNOCRACY



The world is rational

Minimize / standardize "human factor": an employee must perform as machine or mathematical function
Productivity and profit - all that matters!
"Our employees are company's 1st priority": both employers and employees recognize that as manipulation



Sophisticated ineffective
"universal" corporate systems

HUMANISM

Every human is unique!



Every personality possesses own psychological inner being with individual needs, desires, talents and potential. The real professional works because he likes what he is doing.
Employer: Yes, I want profit. And I will make sure to 100% satisfy my employees to do what they truly desire.



High-precision motivation of dedicated Target group

MOTIVATION

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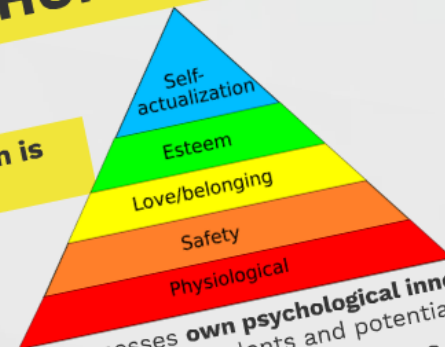
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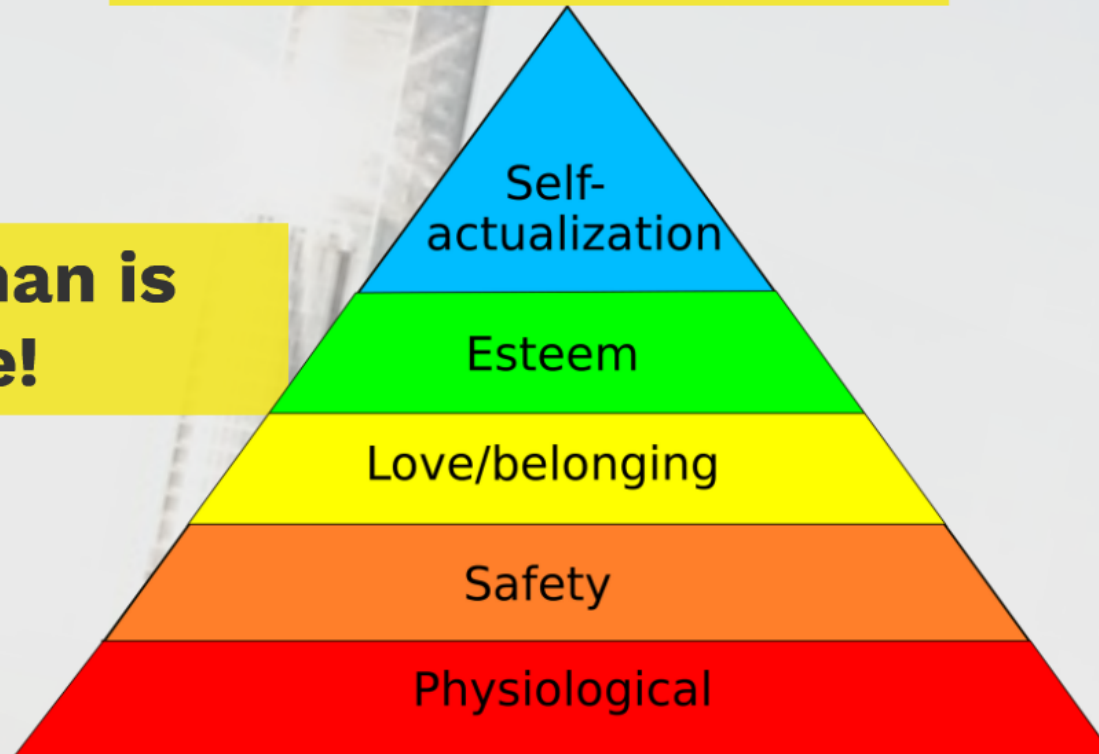
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High-precision motivation of
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EMPLOYER BRANDING

FOUNDERS



Simon Barrow,
Employer Brand and
M&A consultant

1990 - first developed
the idea "Employer
Brand" (EB)



Tim Ambler,
Senior Fellow of
London Business
School

1996 - together with Tim Ambler defined **Employer Brand** as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company"

2005 - together with Richard Mosley conducted the 1st academic research on EB - "The Employer Brand: Bringing the Best of Brand Management to People at Work"



Richard Mosley,
Global Vice President of
Strategy at Universum

LIMITATIONS

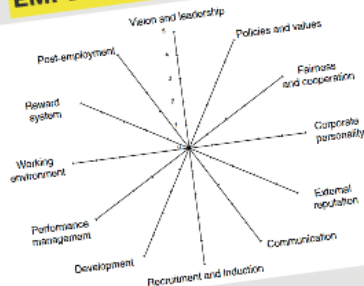


12 KPI models are abstract and non-actionable when applied to the particular professional group and cultural environment

EVP is derived from focus group interview or management ideas and addresses only a very limited scope of employees' needs

SPEED
LIMIT
1

EMPLOYER BRAND WHEEL



EMPLOYER BRAND MIX



EMPLOYEE VALUE PROPOSITION



EMPLOYEE VALUE PROPOSITION (EVP) is a promise of the company to fulfill certain needs and requirements of employees

"The EVP is not just a tailored financial package, but a summary of other specific benefits to different target groups."

The more EVP corresponds to real needs and requirements of employees, the more motivated and engaged they will be, the more qualified personnel will be attracted to particular jobs.

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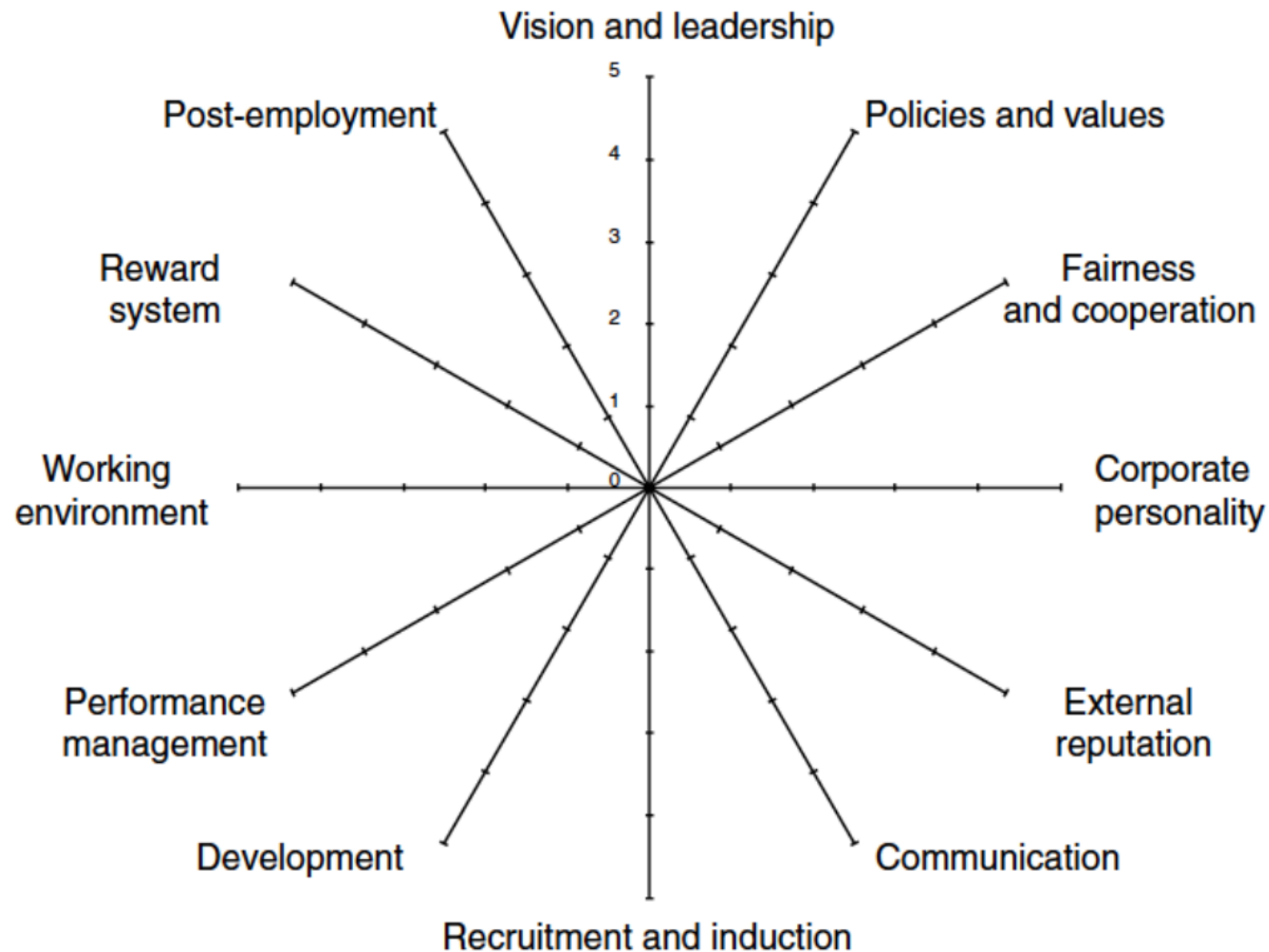
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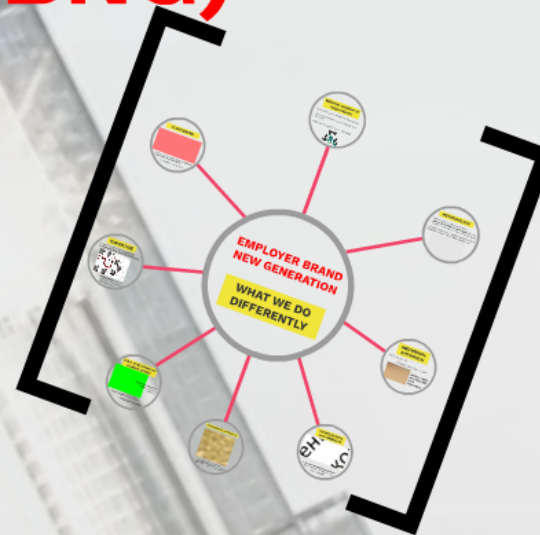


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Employer Brand New Generation (EBNG)



EMPLOYER BRAND NEW GENERATION



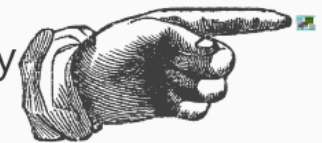
Employer Brand New Generation – is a set of **steady representations and associations** in the minds of the Target Audience (TA) which makes the company an attractive workplace (B. Pakhol 2014)

Influence mechanism

via the **PROMISE** to satisfy significant requirements or to realize needs of the TA, to embody its values or meanings, and also to give the chance to unfold its creative professional potential **to maximum level**



Target Audience = existing or potential key employees of the company



Every TA has its own Employer Brand!



Salesmen



IT



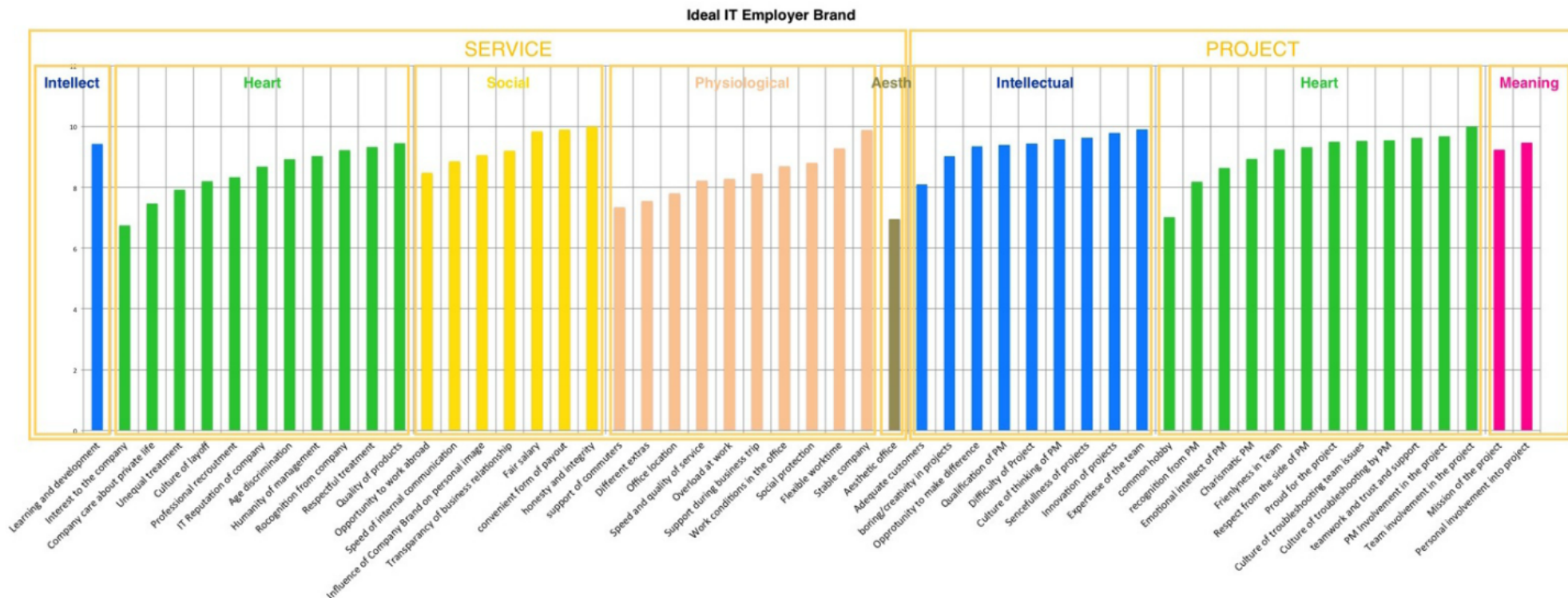
Managers



even HR !!!

NO employees - NO Employer Brand!

IDEAL EMPLOYER BRAND

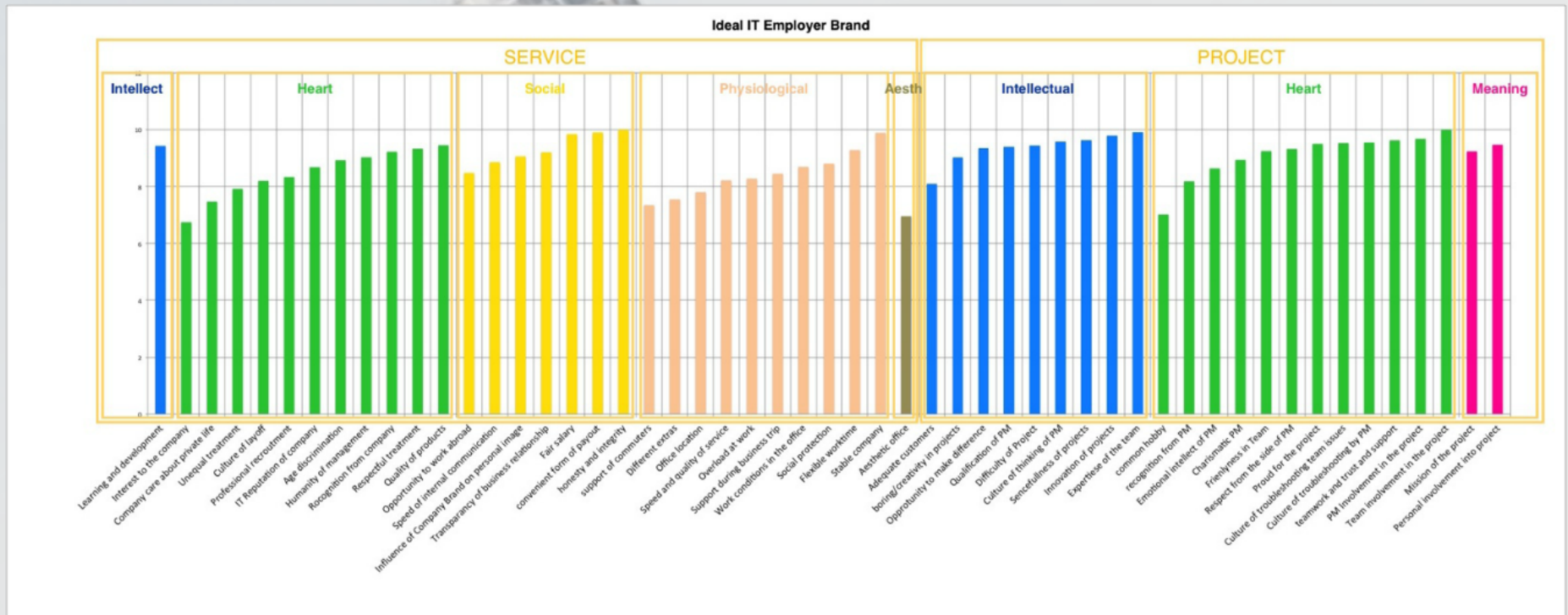


Ideal Employer Brand (IEB) is the hierarchical system of psychologically significant criteria of Employer assessment based on the refined TA representatives' in-depth feedback

The more **current Employer Brand matches IEB** - the more motivated and engaged personnel is, and the more qualified experts seek for company's employment



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IEB shows **100% REAL needs of TA** (unlike EVP)



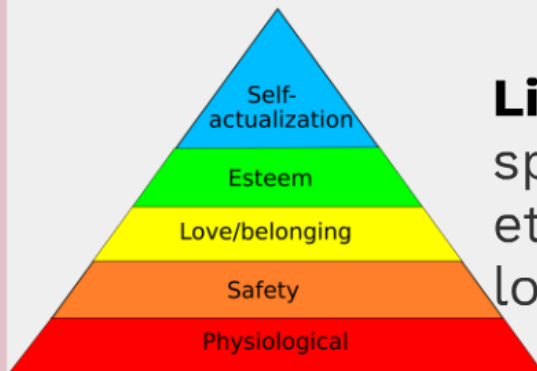
PITFALLS OF TYPICAL EB ASSESSMENTS



Low validity - respondents are not motivated to honestly reply to automated online surveys



Lack of reality - research is based on generic "universal" criteria distant from TA real needs



Limited objectivity - surveys cover only a very limited spectrum of TA needs (e.g. safety, security, social status etc.), but miss all other human needs like belonging/love, self-esteem, self-actualization etc.

Cost of research due to massive statistic data processing. There are much less expensive methods, such as dedicated psychological interviews with TA



EMPLOYER BRAND NEW GENERATION

WHAT WE DO DIFFERENTLY

Minimal number of respondents

Only dedicated professionals: Target group
Only key employees (top professionals in this field)
Only face-to-face in-depth interviews



METHODOLOGY

Special psychological methods to personally involve the participant into the research based on higher individual needs
e.g. Open questions, situation modeling, body language, semantic and factor analysis etc.



CLUSTERING



Cluster: Brand is defined for each professional TA area within the same company
e.g. managers, salesmen, IT etc.

EXPERTISE

Research is performed by specially trained and highly-qualified psychologist



Special skills: empathic listening, visual cognitive diagnostics etc.

INDIVIDUAL APPROACH

NO focus groups
NO mass statistical surveys



ONLY in-depth interview with each respondent

FULL SPECTRUM OF HUMAN NEEDS



Much broader scope of KPIs
TA "Motivational profile"

DETAILED KPIs and VISIBILITY



> 40 experimentally based KPIs from abstract models to the real TA needs

HUMANISTIC APPROACH



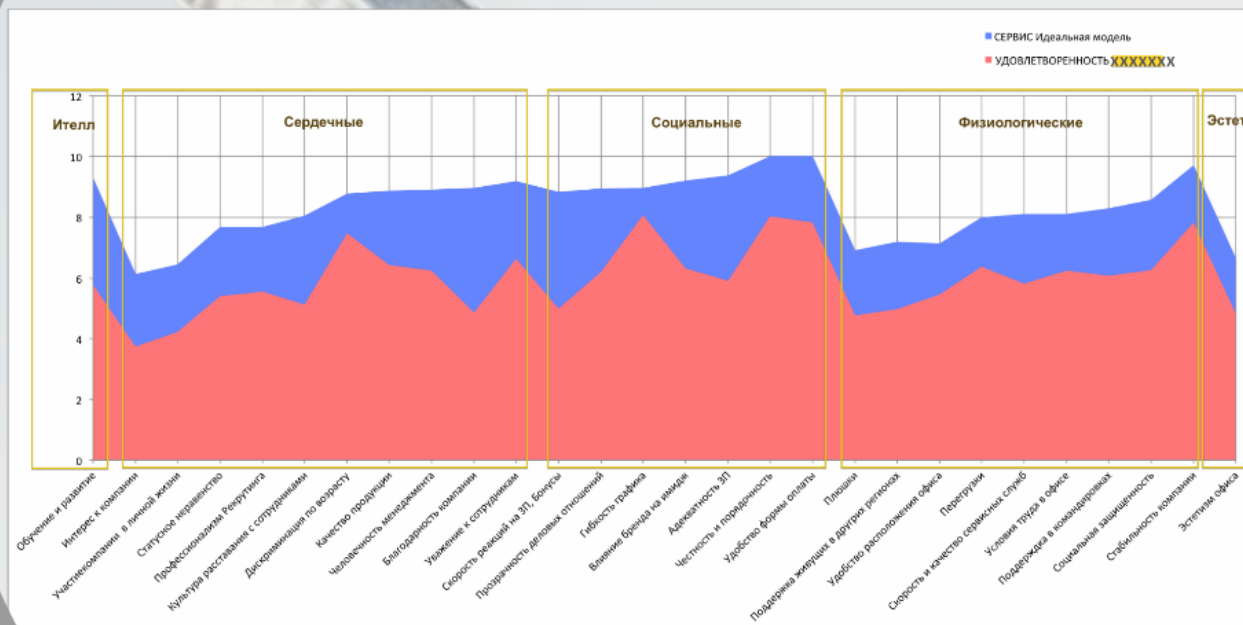
Own personality assessment with psychological tests being with individual



EMPLOYER BRAND NEW GENERATION

**WHAT WE DO
DIFFERENTLY**

CLUSTERING



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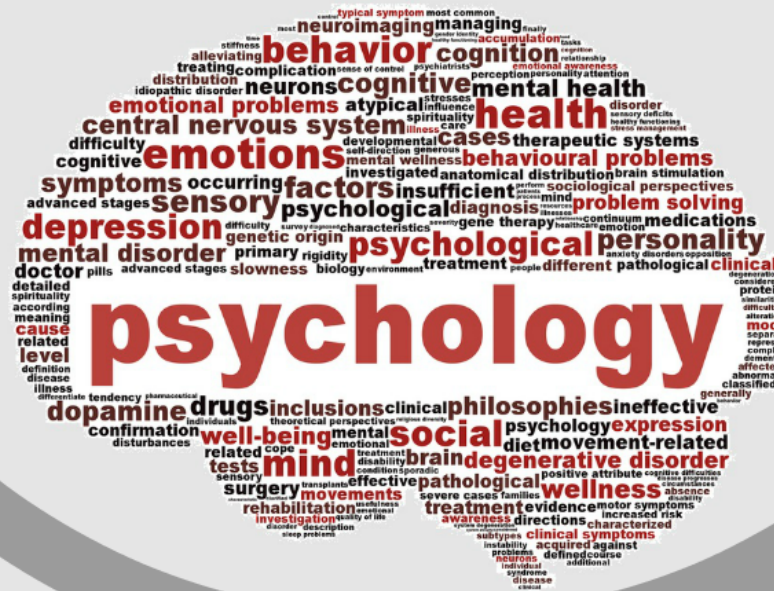
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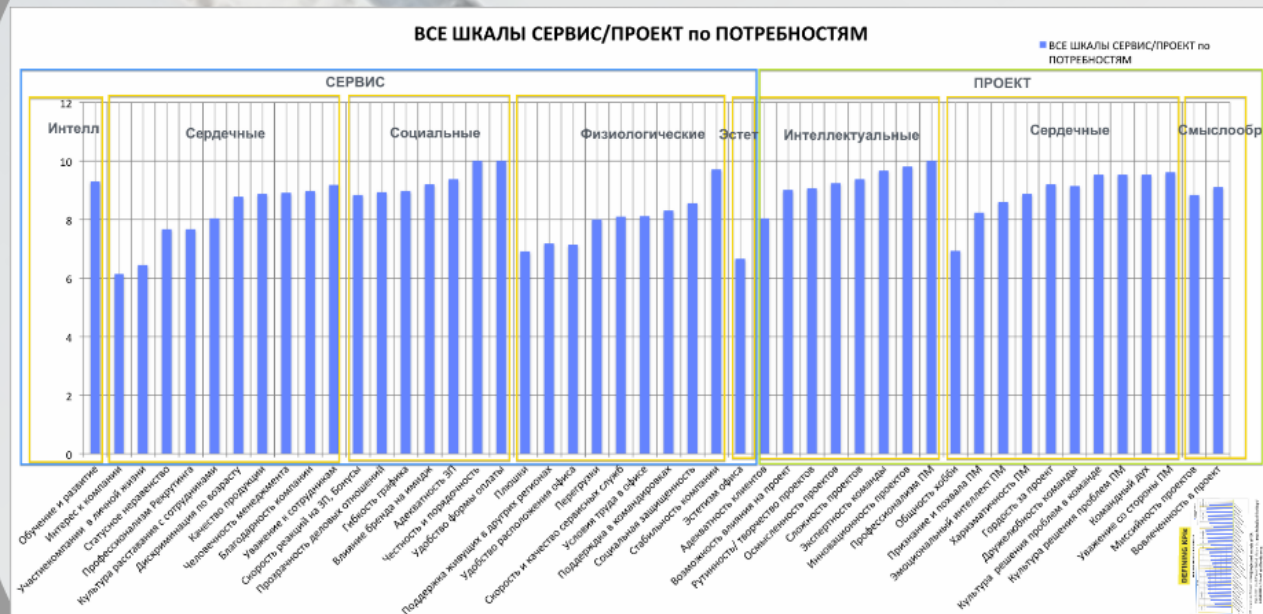
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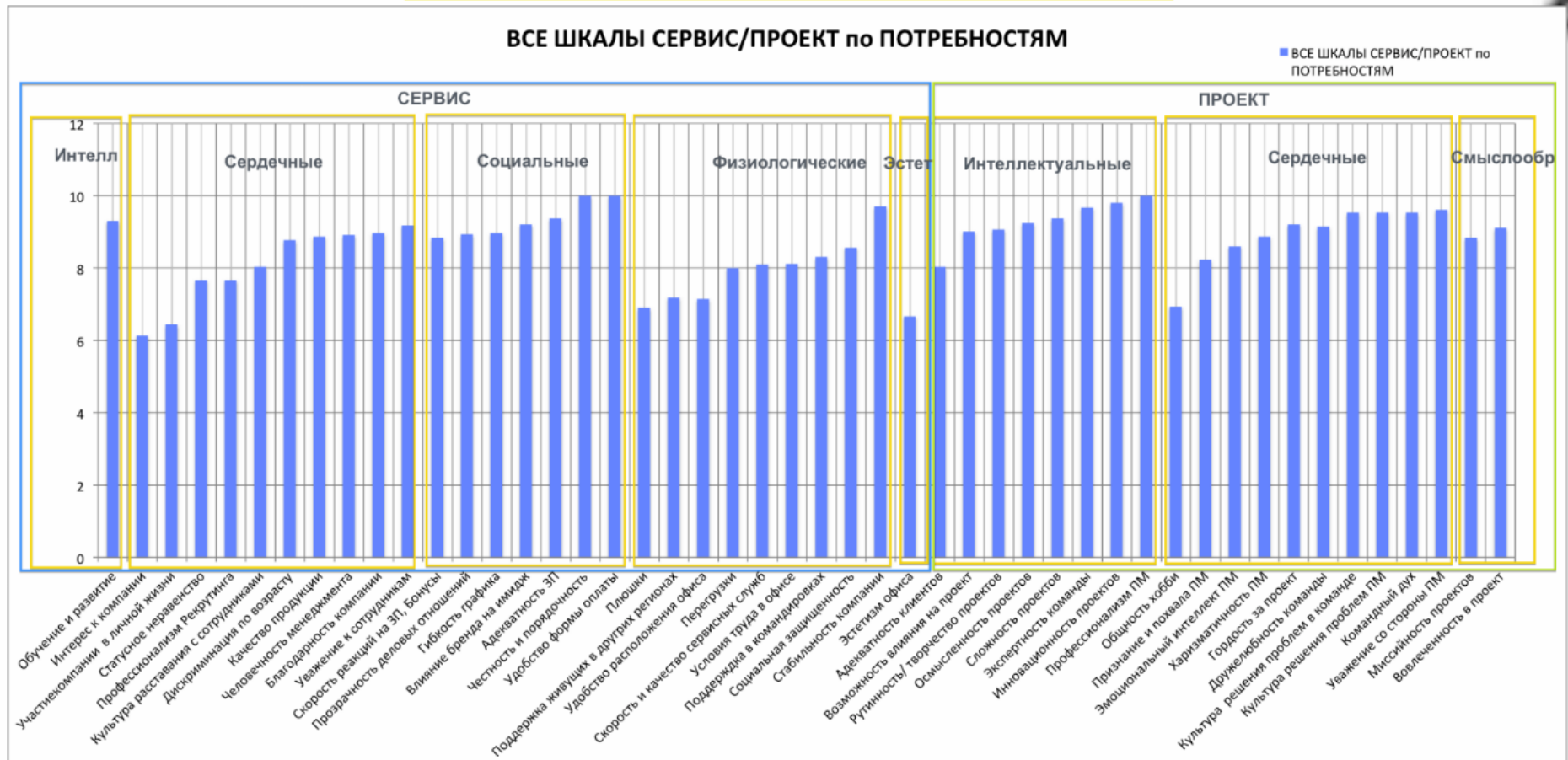
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DEFINING KPIs

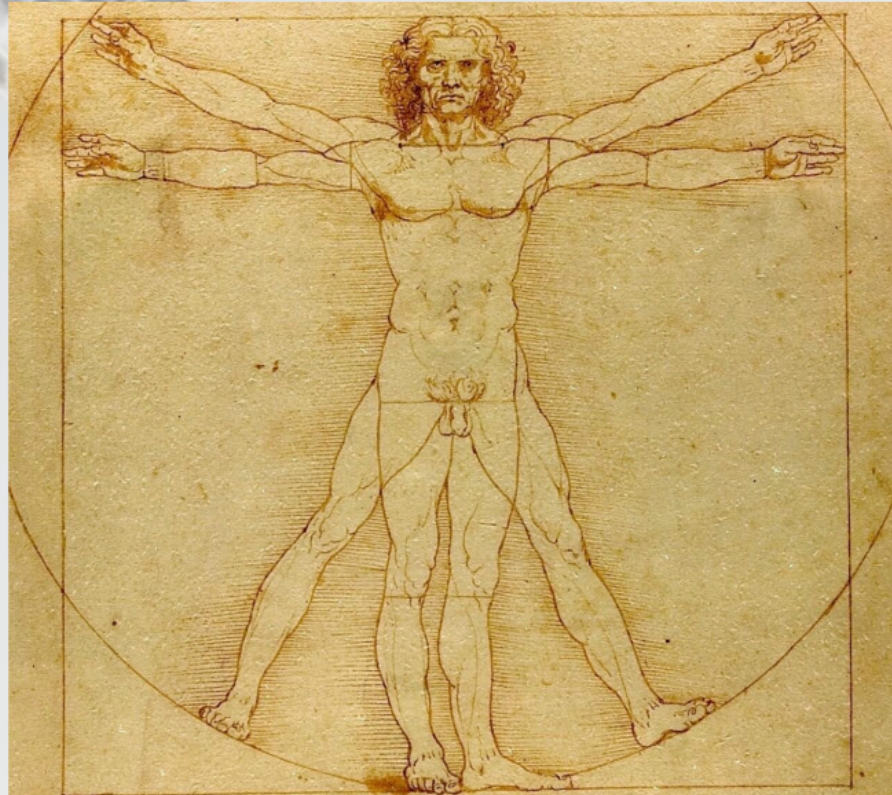


KPIs are defined in **language and words of TA**

Each KPI is differentiated down to **psychological feeling / sensation / need and body area**

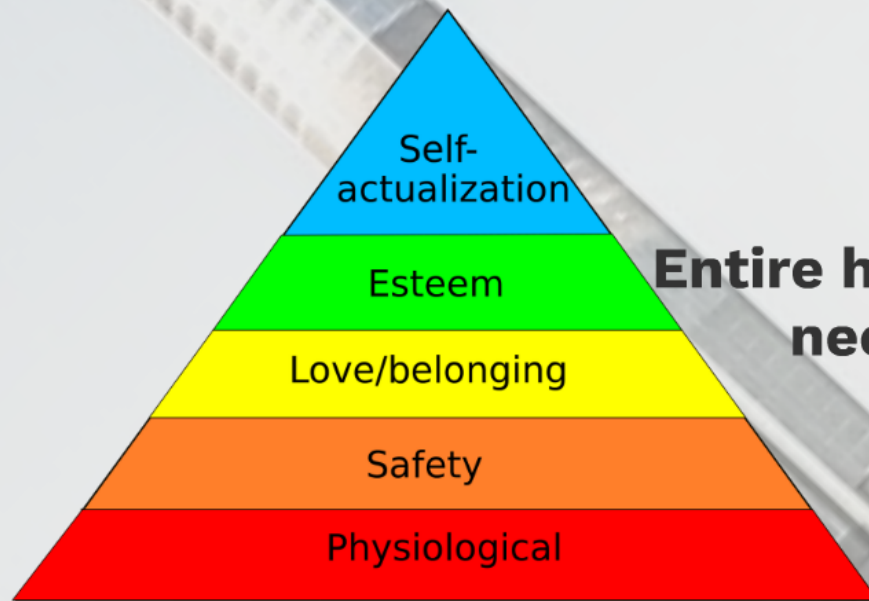
Psychosomatic (body) language is the basis for TA reaction verification

HUMANISTIC APPROACH



Every personality possesses **own psychological inner being** with individual needs, desires, talents and potential

FULL SPECTRUM OF HUMAN NEEDS



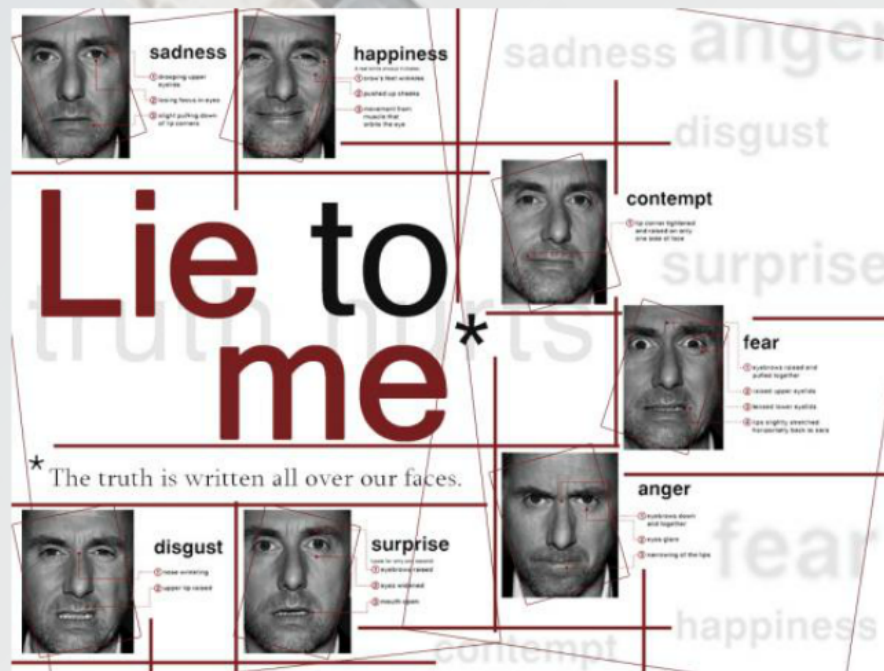
**Entire hierarchy of TA
needs** is covered
(Maslow)

Much broader scope of KPIs

TA "**Motivational profile**"

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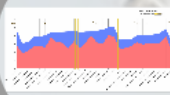


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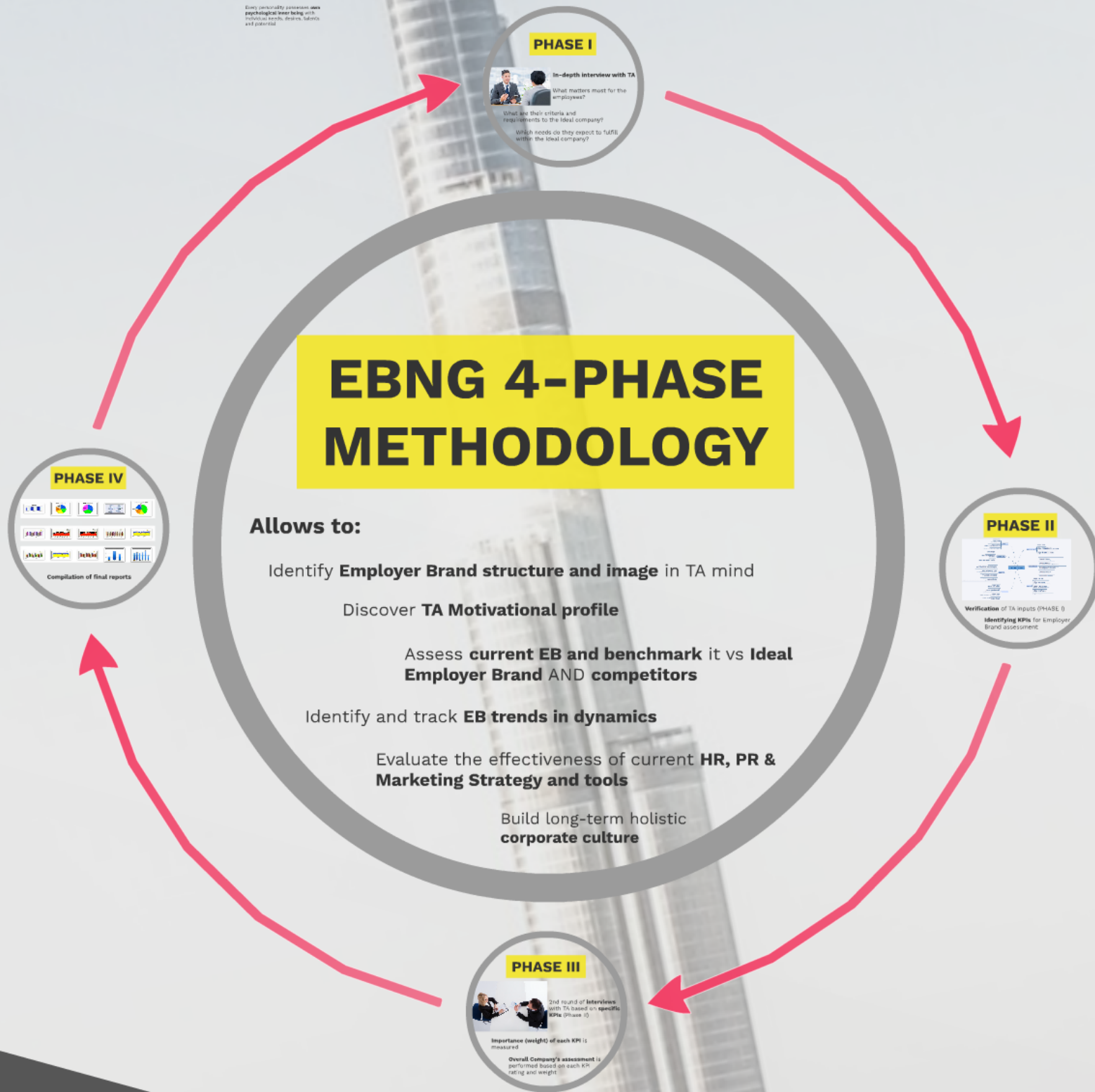


Only personality assessment with psychological lines being with individual

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PHASE I



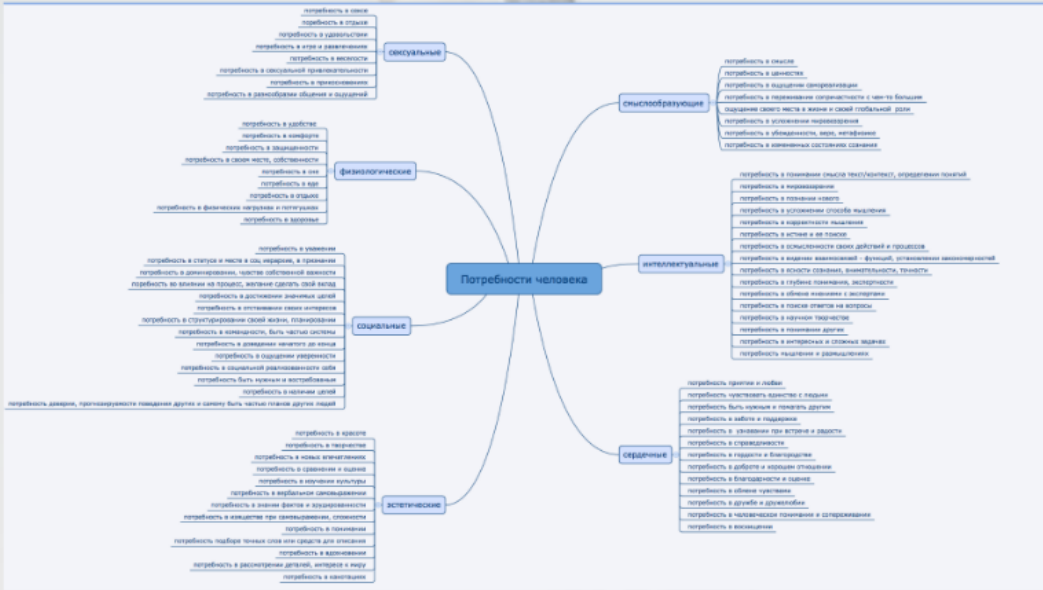
In-depth interview with TA

What matters most for the employees?

What are their criteria and requirements to the Ideal company?

Which needs do they expect to fulfill within the Ideal company?

PHASE II



Verification of TA inputs (PHASE I)

Identifying KPIs for Employer Brand assessment

PHASE III

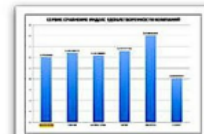
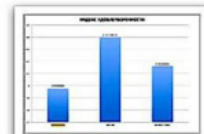
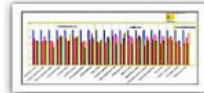
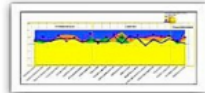
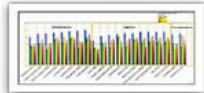
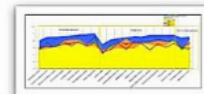
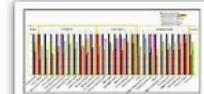
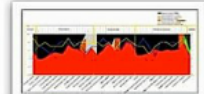
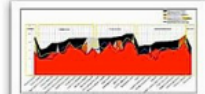
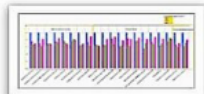
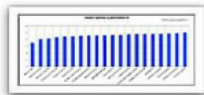


2nd round of **interviews** with TA based on **specific KPIs** (Phase II)

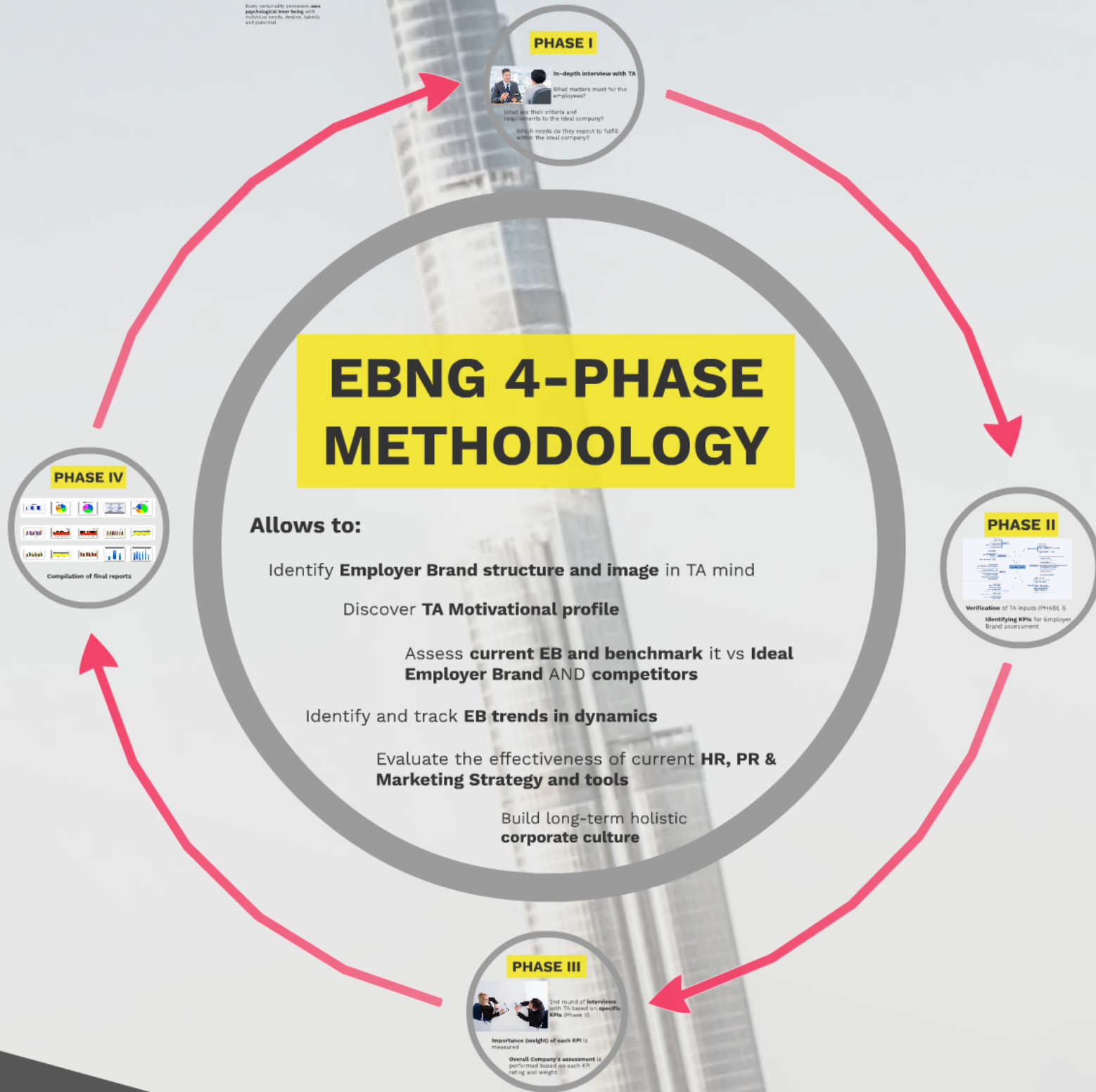
Importance (weight) of each KPI is measured

Overall Company's assessment is performed based on each KPI rating and weight

PHASE IV



Compilation of final reports



EBNG 4-PHASE METHODOLOGY

Allows to:

Identify **Employer Brand structure and image** in TA mind

Discover **TA Motivational profile**

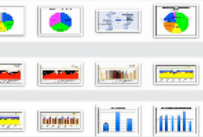
Assess **current EB and benchmark** it vs **Ideal Employer Brand AND competitors**

Identify and track **EB trends in dynamics**

Evaluate the effectiveness of current **HR, PR & Marketing Strategy and tools**

Build long-term holistic **corporate culture**

PHASE IV



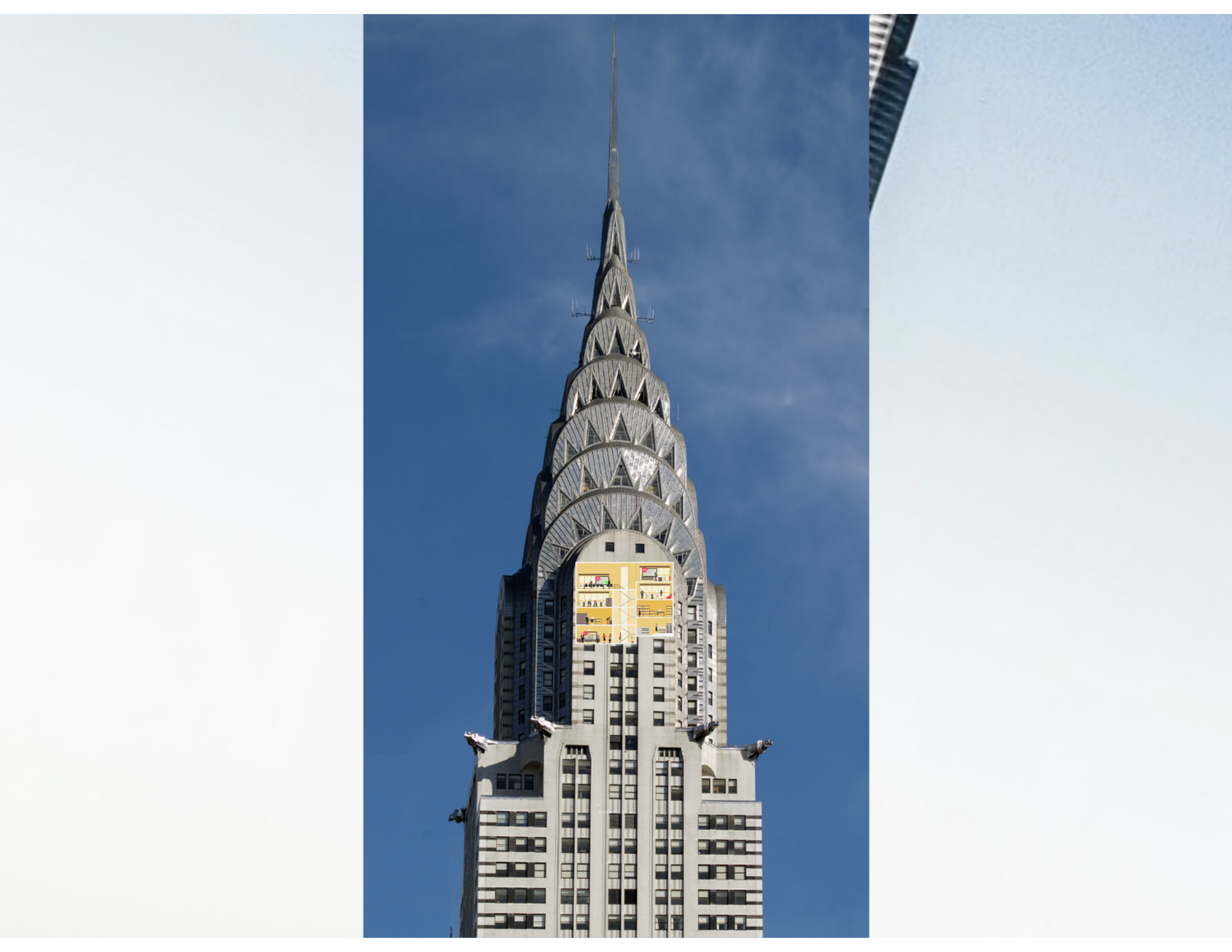
Compilation of final reports

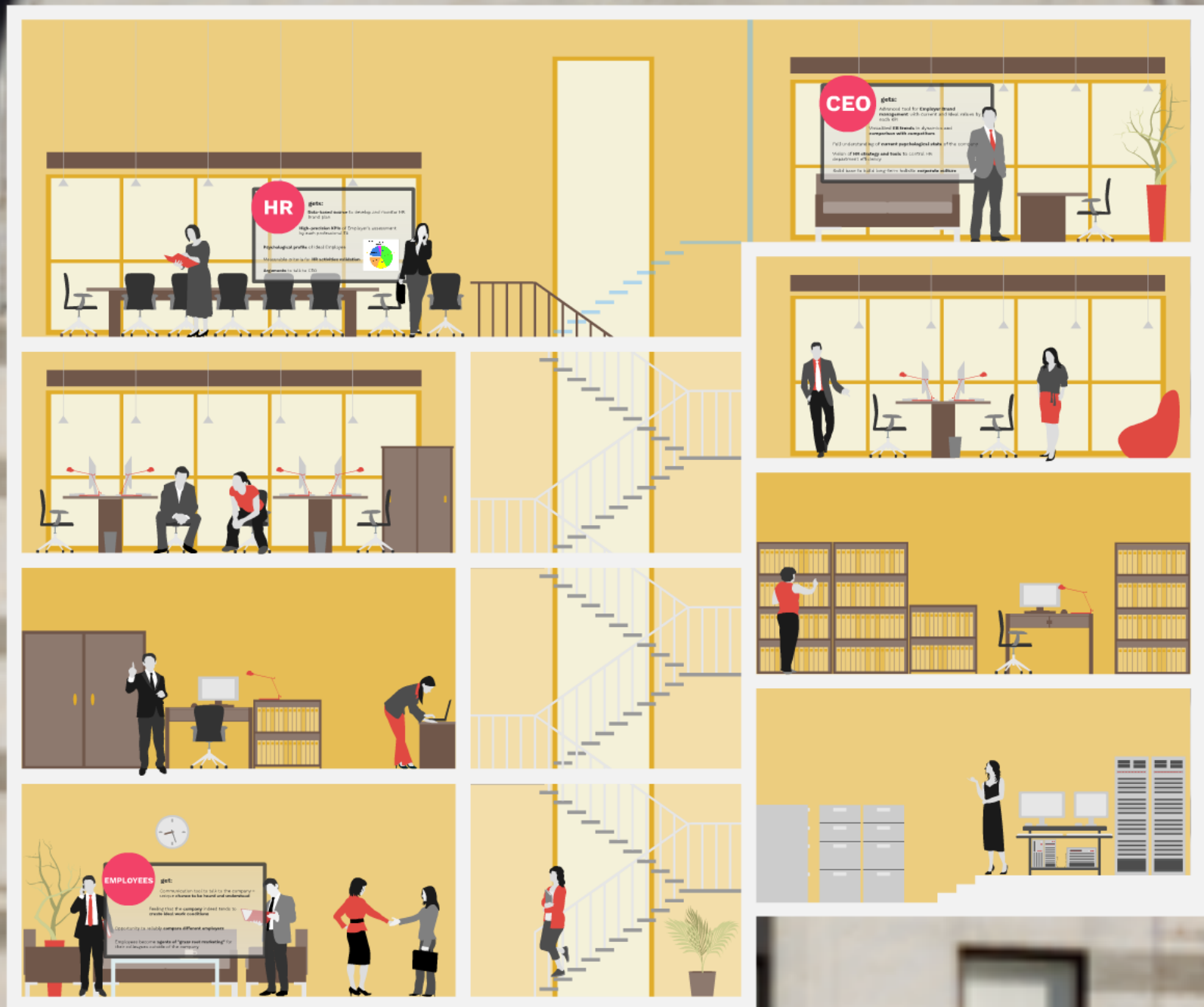
PHASE



Verification of TA inputs

Identifying KPIs for Brand assessment







CEO

gets:

Advanced tool for **Employer Brand management** with current and Ideal values by each KPI

Visualized **EB trends** in dynamics and **comparison with competitors**

Full understanding of **current psychological state** of the company

Vision of **HR strategy and tools** to control HR department efficiency

Solid base to build long-term holistic **corporate culture**

HR

gets:

Data-based source to develop and monitor HR Brand plan

High-precision KPIs of Employer's assessment by each professional TA

Psychological profile of Ideal Employee

Measurable criteria for **HR activities validation**

Arguments to talk to CEO



The background is a stylized illustration of a meeting room. At the top center is a circular clock face. A large whiteboard with a dark border is the central focus. To the left of the whiteboard, a man in a black suit and red tie stands partially visible. To the right, another man in a grey suit and black tie stands, holding a red folder. The whiteboard contains text. A large pink circle is on the left side of the whiteboard, containing the word 'EMPLOYEES'.

EMPLOYEES

get:

Communication tool to talk to the company =
unique **chance to be heard and understood**

Feeling that the **company** indeed tends to
create ideal work conditions

Opportunity to reliably **compare different employers**

Employees become **agents of "grass root marketing"** for
their colleagues outside of the company



TYPICAL EMPLOYER BRANDING VS EBNG

Typical Employer Branding	EBNG
Fixed number of abstract KPI	Real number of REAL tangible KPI
EVP	IEB
Interview of the Focus Groups	Individual F2F interview of Key Players
Impersonal On-Line Surveys	Explicitly face to face contact
Evaluation on limited scope of needs	Full Hierarchy of needs evaluation
Generic Criteria or in best case special for Industry	Criteria derived based on the interview of particular professional group within your company
Conventional survey technics and questionnaire	Specialized in-depth interview technic with use of sophisticated psychological expertise

A background image of a tall, modern skyscraper with a glass facade, viewed from a low angle looking up. The building is slightly out of focus, creating a sense of depth. The sky is a clear, light blue.

WHAT WE OFFER

Health check of the current EB

4-Phase Ideal EB research with
dedicated professional TA

Consultancy in **remedy of identified issues**

Consultancy in developing **long-term EB Strategy**

Training for HR and Management on using
EBNG tool and methodology

CONCLUSION

Society evolves - so do Human Relationships
- so do tools to manage HR

EBNG represents **unique and most advanced CEO and HRM tool** providing "laser"-precision research results for each specific TA

We promote **Humanistic non-manipulation approach**
- as we want **to make the world a better place :)**

We are at the very beginning of our journey -
your feedback is highly appreciated!

INTERNATIONAL HR RESEARCH LABORATORY



Boris Pakhol,
Founder &
President,
Kiev



Yaroslav Rekun
International
Development,
Vienna



Alexey Skokov,
Program design &
Project Management,
Moscow

ABOUT AUTHOR



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Consultant, Author

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10 years of managerial experience

20 years of training

9,000 hours of lectures & trainings

2,000 participants

100 corporate clients

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