



Human Resources in Kuwait Towards Innovation and Integration

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EXECUTIVE SUMMARY

Bringing together **Art** and **Science**, Human Resources is about managing the **Heart** of people and measuring their **Mind** development... we start by hiring the right people, and then inspiring and enabling them to deliver outstanding performance and finally gaining their loyalty and featuring them as our tomorrows' leaders.

We know that HR professionals are experiencing the negative views of the function directly. In our market study in Kuwait, HR experts identified different challenges faced by successful HR professionals:

1. Lack of power to influence decisions within the Board of Directors;
2. Vulnerability to get the buy-ins of other departments' heads and board members;
3. Struggling to be real Strategic Partners; and
4. The HR function not branded as a significant strategic unit in the organization.

This is not only in Kuwait, in a recent study for the Society for HR Management (SHRM) their results showed that over half (54.8%) of HR professionals say the most frequently encountered obstacle to career advancement is HR's **not being held in high esteem** by the organization.

IN YOUR OWN WORDS...

"HR needs more branding in Kuwait of its value to the business itself."

How can HR be an Innovator and Integrator, in general, and especially in situations where they are not being held in high esteem by the organization?

HR's greatest opportunity is to develop the organizational capability to be a relevant and respected internal consulting organization focused on developing talent. The good news is that the knowledge, skills, and abilities needed to do this exist now in Kuwait and are teachable.

Almost all interviewed HR leaders and respective organizations, in Kuwait, fully recognize the connection between talent and results, and the function of HR is well integrated with the implementation of business strategy, at the same time the majority of HR individuals and organizations in **Kuwait** still cling to an old style of personnel administration and policy police, and this is contributing to the negative perceptions that HR professionals are experiencing.

Another challenge is facing the HR field in Kuwait is that a good number of people working in HR functions do not possess the required expertise or enjoy the trustworthiness to give the field its proper branding...

*Whatever HR role you are playing in your organization, being or becoming a strategic partner is an on-going challenge and comes with its own risks. **The risks start with your team and reach other key-players in the organization... Proving yourself, gaining board trust, taking your role seriously affects how much you are Innovator and Integrator.***

Leading HR thinker Dave Ulrich and a team at Michigan Ross School of Business have unveiled the six core competencies HR professionals must demonstrate to be personally effective and have an impact on business performance.

In the 25th anniversary year of the first Human Resource Competency Study, the research has identified six competence domains: *strategic positioner, credible activist, capability builder, change champion, HR innovator and integrator and technology proponent.*

In our study we will be mainly discussing the competence of being “Innovator and Integrator” while keeping in mind that other competences are needed to pioneer in the HR field.

Innovation must start with one person, equipped with¹:

- the capacity to innovate,
- the ability to make the business case for suggested changes and ideas,
- the will, tenacity and perseverance to meet and manage resistance,
- and the readiness to take risks.

Innovation leads to further innovation! That is true but there has to be an innovator to trigger this chain reaction. Innovation is primarily about the innovator. **And that Innovator should be you.**

HR functions to become a source of Innovation and Integration need to know the latest insights on key HR practice areas related to human capital (talent sourcing, talent development), performance accountability (appraisal, rewards), organization design (teamwork, organization development) and communication. An effective HR professional needs to be able to turn these areas into integrated solutions, generally around an organization’s leadership brand.

The HR innovator and integrator domain offers us the opportunity to look into the expectations of HR and line management leaders.

Innovation means looking forward with fresh and creative ways to design and deliver HR practices. *Integrate* these practices around talent, leadership and culture within your organization, so HR offers sustainable solutions to business problems. Evolve your organization’s HR investments to solve future problems.

“Being an effective HR professional is not just about knowing the body of knowledge that defines the profession, but rather being able to apply that knowledge to business challenges,”

researchers Dave Ulrich, Jon Younger, Wayne Brockbank and Mike Ulrich tell HR magazine for its January 2012 issue.

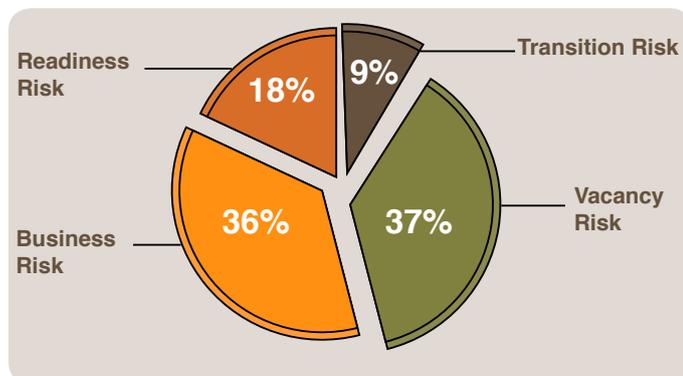
“You can take my factories, burn my buildings, but give me my people and I will build the business right back again,”
Henry Ford

¹The six competencies to inspire HR professionals for 2012 Dave Ulrich and colleagues , 04 Jan 2012 - See more at: <http://www.hrmagazine.co.uk/hr/features/1020649/exclusive-the-competencies-inspire-hr-professionals-2012#sthash.acXDYUB6.dpuf>

TALENT MANAGEMENT

- ⇒ In Kuwait, almost **three out of four organizations report difficulties** attracting critical-skill employees, and more than half report difficulties retaining them.
- ⇒ Where it is implemented, the outcome of the talent management process was successful and this is promising.
- ⇒ What is delaying the advancement and the application of the Talent Management process is...
 - The buy-in from the CEO and other senior managers,
 - The cooperation of department heads,
 - The readiness of the people, and
 - The Budget.
- ⇒ When asked about the four categories of risk² which need to be addressed to ensure effective succession management...

*Kuwaitis foresee **Business** and **Vacancy** Risks as the most challenging in the coming period, they also listed different current challenges they are facing which were directly related to the risks that are typically identified in any succession program.*



75% of Kuwaiti HR experts put Vacancy and Business Risks as main challenges in the coming period.

Other Challenges facing the succession planning implementation:

- Gap in people competencies.
- People in the wrong job.
- Attracting the right talent.
- Quality of the people chosen for key positions, their skills are not efficient for the position/jobs.
- There is no one standard in clarifying the expectations of the line managers from the identified talents.

Why would your employees stay?

Besides **Environment & Cultural Fit**, following issues have high importance to employees:

- Compensation,
- Leadership,
- Learning & Development,
- Relationships, and
- Work-life balance.

Kuwaiti Employees mostly complain about...

- The interference of politics;
- Inequitable treatment and unfairness;
- Being stuck in their career growth;
- Feeling insecure.

² Queensland Government, Public Service Commission, Succession management in the Queensland Public Service, 2009

20% of the companies surveyed have problems in generally **attracting** employees to work for them.

40% have problems in **attracting employees with critical skills or potential high performance.**

THE YOUTH GENERATION

- ⇒ More than 50% of the employees are Kuwaiti nationals in most of the companies surveyed. Generally speaking, they are not offered any special benefits, nonetheless, special programs are designed to attract and retain them; especially for fresh graduates.
- ⇒ Nationals are mostly attracted to work in PR, Customer Care, Sales and Marketing. Other areas that attract them include IT, accounting and finance.
- ⇒ Most HR managers are trying to attract locals to work in other departments like Legal, Operations, etc...
- ⇒ Nationals, in general, like fancy titles; they adore prestige and clients relations.

Besides competing with the government in attracting nationals, another challenge faces the organizations, **the youth generation in itself - were labeled by some as "the spoiled generation..."**

TECHNOLOGY & SOCIAL MEDIA

- ⇒ **In Kuwait** there is a timid application of HR technologies. Information technology is mostly limited to traditional personnel management functions. Certain testing technologies are narrowly utilized in areas such as skill, knowledge, personality, IQ and other psychometric assessments.
- ⇒ Few of the companies, taking part in this study, acknowledged the use of talent management, learning and development, and e-Learning softwares.
- ⇒ Furthermore, very few HR professionals use social apps and media for their recruitment process or for reference checking.

Organizations in Kuwait compete with the government and have tough time in attracting and retaining the fresh graduates.

Generally, according to the findings, the Kuwaitis want to move quickly to become a "manager" and to have "fancy" job titles, as an important part of their job.



From all social media apps, only LinkedIn is used when regular recruitment process doesn't work.

KEY FINDINGS

LEARNING AND DEVELOPMENT

⇒ Training has a predominant place in most of the surveyed organizations... they do internal training, they send their staff to highly recognized learning institutes, they encourage them to further develop their skills, and some of the companies promote knowledge transfer into the market... The latter is considered as part of their Corporate Social Responsibility towards society.

⇒ **80%** of the surveyed organizations already have their own leadership program and when asked about the competencies and traits they are looking for in their tomorrow's leaders... They converged on the fact that they want **Leaders who:**

- Create and Lead Teams,
- Manage Projects, and
- Coach and Train Peers and Subordinates.

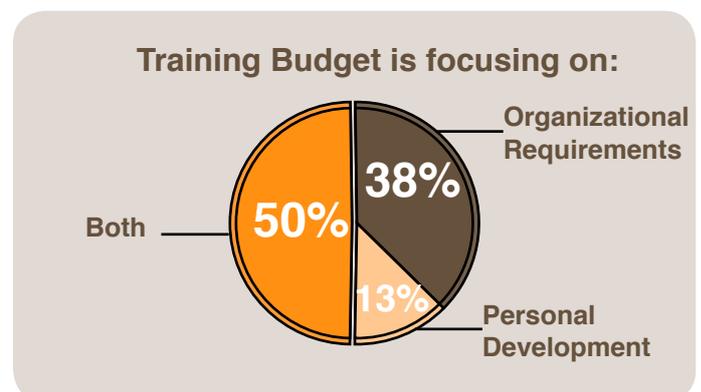
⇒ When we asked Kuwaiti HR experts about their approach towards their Training Program, whether it is reactive to organizational and individual needs or they are proactive and they design it according to Company strategic vision and core competencies...**62%** of the surveyed organizations use proactive strategies in training and developing their employees, and the remaining **38%** are using both strategies.

WHAT'S NEXT FOR HR?

⇒ In our survey, we identified three targets that HR should be strengthening over the next few years, the priorities varied from an organization to another...

- **Individuals:** 45% of the surveyed organizations considered it as their #1 Priority
- **Leadership:** 35% of the surveyed organizations considered it as their #1 Priority
- **The Organization:** 20% of the surveyed organizations considered it as their #1 Priority

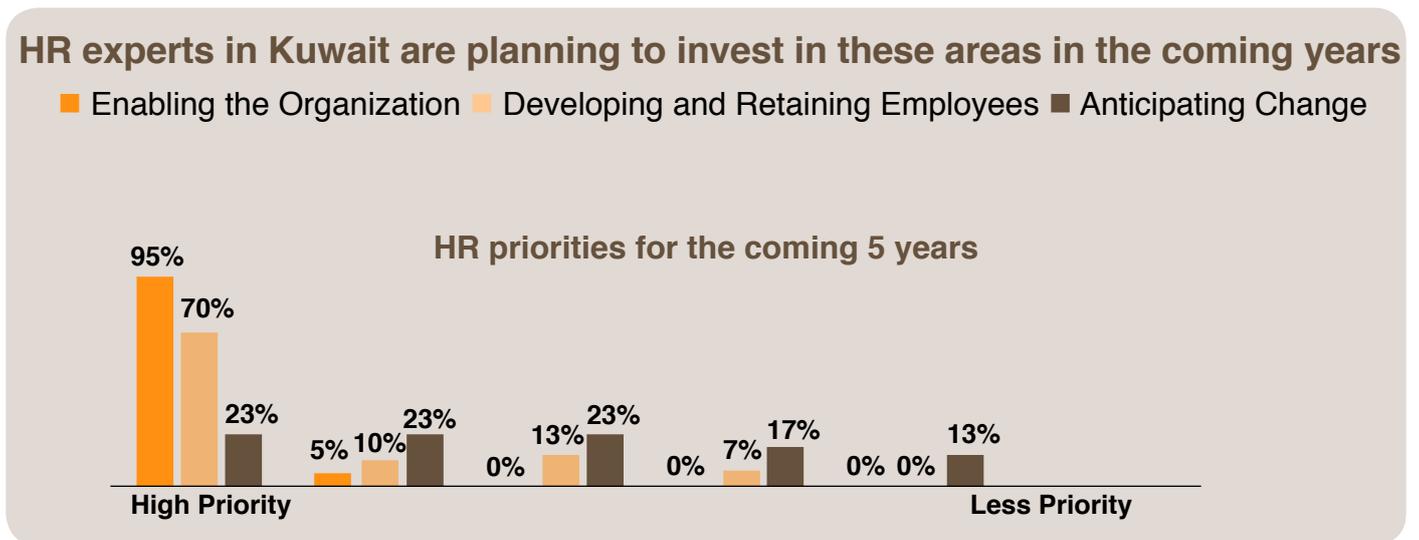
Only **18%** of the surveyed companies do not heavily invest in their learning and development function... Main reason is budget.



Kuwaiti HR experts are winning the battle... From being Administrative Experts to being Strategic Partners... a well-deserved move!

⇒ David Ulrich³ identifies **Four** distinct roles of HR professionals that may add value to a business and create sustainable competitive advantage;

1. Employee Champion
2. Change Agent
3. Strategic Partner
4. Administrative Expert



³ Dave Ulrich is a Professor at the Ross School of Business, University of Michigan and a partner at the RBL Group, a consulting firm... He has published over 200 articles and book chapters and over 25 books

PARTICIPATING COMPANIES

The invitation was exclusive and targeted primary organizations (Companies known as “Employer of Choice”) in different market sectors. Interviews were conducted with respective HR/Training Managers of the following companies:



Agility



Ali Abdulwahab & Sons



Boubyan Bank



Commercial Bank



National Bank of Kuwait



Mabane Company



Gulf Bank



Kuwait Petroleum Corporation



Wataniya



Zain Kuwait

In addition, data was cross-referenced using information we have from other public and private Kuwaiti entities through validated anonymous questionnaires.

In today's volatile global economy, organizations are struggling to establish and maintain **an effective and affordable attraction, retention and engagement strategy**. So it's no surprise that the 2012 – 2013 Global Talent Management and Rewards Survey (published by WorldatWork - The total rewards Association and Towers Watson), which surveyed 1,605 employers globally, finds that companies are having difficulty attracting and retaining the high potential and critical-skill employees necessary to increase their global competitiveness.

What are the intentions of talent management?

Organizations create their own definitions, but most share two fundamental goals:

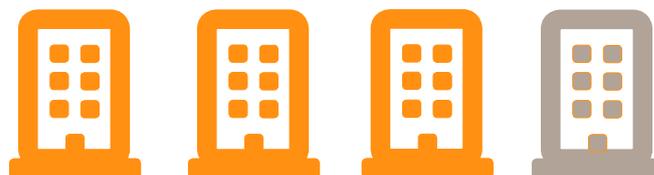
- ⇒ They want to improve the odds that employees will stay rather than go **(retention)**.
- ⇒ And they want employees to grow and move forward, rather than fall backwards or out of relevancy **(development and succession)**.

SECTION 1.1: THE PROCESS: HR ROLE AND OWNERSHIP

Moving talent management initiatives forward, however, requires **organizational buy-in**. When the board is involved, the value of talent management is apparent and has high visibility.

Yet to be successful, the value must be understood throughout the organization.

Besides the buy-in from the CEO and the Budget, **for talent management to be implemented in a**



In Kuwait, almost THREE OUT OF FOUR organizations report difficulties attracting critical-skill employees, and more than half report difficulties retaining them.

The bottom line intention of most talent management systems, then, is to create the conditions that make employees want to stay and that help them grow.

IN YOUR OWN WORDS...
 “HR is the architect and owner of talent management. The fund is given by the board and HR should make allies with department managers in order to be successful.”

successful way Kuwaitis HR need to:

- Avoid subjectivity of application,
- make sure that talents are identified and assessed,
- there is career growth,
- and training is done.

As a primary owner of talent management, HR has many roles - one of the most important is that of **facilitator** of the **talent mindset**⁴.

- HR leads the way for the organization to own, as an entity, the role of talent management for organizational success.

⁴ Nancy R. Lockwood, SPHR, GPHR, M.A. Driver for Organizational Success - SHRM

TALENT MANAGEMENT

- In the role of business partner, HR works closely with the board, the CEO and senior management to ensure that they are committed to the talent management process.
- As talent management facilitator, HR also pays close attention to how the organization's culture supports talent. Broadly speaking, HR's role encompasses communicating the talent management philosophy companywide and knowing the industry competition.
- In addition, HR needs to develop an integrated and proactive strategic approach to talent management - the big picture - as well as managing critical information, such as tracking turnover and knowing what factors contribute to retention.

Talent Management isn't restricted exclusively to HR.

Line managers are the owners of change while HR can be the internal consultant playing the role of its architect, facilitator and designer. **Nobody ever said that only HR manages talent.**

HR owns the process, with partnership with all department heads. All department managers own the developmental and commitment to see their employees plans go through.

How HR can gain the trust/buy-in from the CEO/Board of Directors?

Overall, Board of Directors/CEOs feel that their senior HR executive is a valued contributor to the business. They are a trusted advisor and often hold the role of confidant to the BoD/CEO and other executives.

When HR is a true business partner... They are embedded, committed and aligned to organization needs. They understand the business and therefore can go faster. They have really direct knowledge of the business. Once he knows the business, he will understand surely the **business challenges and can align his needs with those of other front-line managers.**

In other words, HR executives should focus on business priorities rather than on policies and programs that are sometimes impractical or even irrelevant to the top or bottom line of the business. **They need to be business persons first and HR leaders second.** They need to analyze, assess and translate upcoming critical social and people trends into policies and programs that really matter to the business, and—most importantly—that are tested and gain buy-in so they can be implemented on the front-lines.



Tips for HR experts...

"If HR is not embedded in the organization, it is not successful. It needs to be visible. It needs to understand the business better in order to bring greater value to the table. HR can become too narrow, too specialized—it needs to be broader in its approach to the business."

By Lisa Haneberg - Org Dev Practitioner and Author at Memorial Hermann

SECTION 1.2: SUCCESS STORIES

Events of this year demonstrate that talent management professionals must be more agile than ever. Diverse and virtual workforces, disruptive technologies, an uncertain economy, and greater regulation in some regions are real "game changers."

Organizations must quickly adapt their practices in human asset management, or risk losing their competitive edge. So there will be lot of success stories against many challenges...

In **Kuwait**, success stories are numerous and different from one organization to another...



IN YOUR OWN WORDS...

HR success stories...

- *Since the inception of the talent management program in 2010, some of the key position holders have become unofficial successors and now are directors of departments.*
- *After a period of “Who owns what” we just arrived to a stage where there is harmony in the HR team and we got the buy-in from the top. No more ownership battles.*
- *Launching the Talent Management program and identifying the successors.*
- *Establishing three coherent “high flyer” programs within two years that helped the identification of a number of our potential future leaders.*
- *Launching of a staff portal that kept employees engaged and updated.*
- *Launching of an effective performance review process to support talent management.*
- *The transparent environment that top management succeeded in transmitting and keeping employees aware about the moves the organization is taking.*
- *Giving employees the opportunity to start new initiatives.*



SECTION 1.3: CHALLENGES WITHIN SUCCESSION PLANNING

The potential labor shortage of skilled workers and the creation of a more complex and diverse employment profile forces companies to try to insulate themselves from the “war for talent” by identifying and developing next generations of leaders. The upcoming challenge is how to effectively address the issues of high potential employees and succession planning and how to do it better than the competition.

There are four categories of risk⁵ which need to be addressed to ensure effective succession management and all challenges identified in our survey were related to one or another risk identified...

- 

Vacancy risk
to safeguard key business capabilities, focus on scarce skills and fit to position.
- 

Readiness risk
to accelerate leadership development, provide full business exposure to rising stars.
- 

Transition risk
to avoid loss of key talent, select successors with leadership ability and hire for organization capability.
- 

Portfolio/Business risk
to maximize strategic talent leverage; focus on senior management’s commitment to development and performance standards.

⁵ Queensland Government, Public Service Commission, Succession management in the Queensland Public Service, 2009

TALENT MANAGEMENT

While HR experts in Kuwait foresee **Business** and **Vacancy Risks** are the most challenging in the coming period, they also listed different current challenges they are facing which were directly related to the risks identified in any succession program adopted.

Succession Management Strategy Risks	In your own words... the challenges
<p>Vacancy Risk: Risk of critical leadership positions remaining vacant.</p>	<ul style="list-style-type: none"> • Gap in people competencies.
<p>Business Risk: Risk of poor deployment of talent against business goals - struggle with ensuring the right talent at the right time and in the right positions.</p>	<ul style="list-style-type: none"> • People in the wrong place. • Attracting the right talent.
<p>Readiness Risk: Risk of underdeveloped successors.</p>	<ul style="list-style-type: none"> • Quality of the people chosen for key positions, their skills are not efficient for the position/jobs. • There is no one standard in clarifying the expectations of the line managers on the talents identified.
<p>Transition Risk: Risk of poor assimilation of leadership talent.</p>	<ul style="list-style-type: none"> • Filling the gap between the higher and lower levels.

75% of Kuwaiti HR experts put these two risks as their main challenges in the coming period

While these two risks are still considered as risks but not challenging as the above

While **other challenges** remain basics to the HR role in their war towards becoming a real business partner, some HR experts still wish they can have:

- Specialized series of training workshops for the management.
- An embedded culture of training and development.
- More budget for in house training.
- Cohesion between HR and other key people in the organization to implement all initiatives.
- HR system in one common platform.
- The buy-in of management.
- One common view, to fill the gap between management and other employees.

- Well established and respected Training department.

In order to ensure effective succession management, organizations must address each of these four risks:

- ⇒ **Firstly**, organizations must adopt succession planning processes to protect the business from the departure of key role players.
- ⇒ **Secondly**, organizations must ensure the readiness of possible successors to the key role players.
- ⇒ **Thirdly**, a holistic view of succession planning should be adopted to ensure that a thorough transition is effected, including effective and ongoing delivery of business outcomes.

SECTION 1.4: ASSESSING & RETAINING TALENT

For the first time in the Middle East, the balance of power is shifting from employers to employees. Dr. Tommy Weir in his article “Focus on the Middle East” reported that **“potential employees are behaving like consumers and...are able to pick and choose where they wish to work,”** Compensation is the primary tool many companies are using to attract and retain scarce talent. As a result, salaries in the region are increasing at significant rates each year. The upcoming challenge is how to effectively address the issues of high potential employees and succession planning and how to do it better than the competition.

What about the Kuwait market?

In the oil sector, turnover virtually doesn't exist since the salaries are competitive and above the market. In other sectors, and for fresh graduates, **organizations compete with the Government;** they can attract them but have difficulties in retaining them. As for recruits who have more than six years of experience, once they are hired they usually stay in the company for about four to six years, and sometimes more.

While “a better package” remains a reactive approach, to retain employees who possess spe-

cialized technical skills or are high potentials, HR experts in Kuwait are exerting a lot of effort to preserve them. There are different approaches they are adopting... such as:

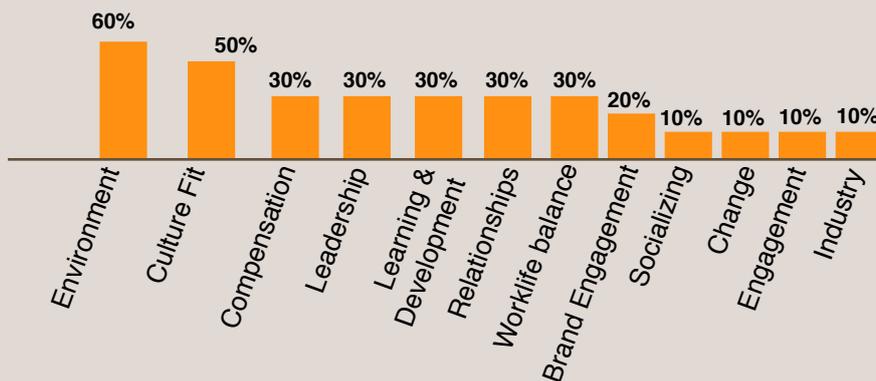
- ⇒ stressing more on educating and developing their employees internally and abroad,
- ⇒ stressing on the organization’s environment, values and ethics and on being an “Employer of Choice”,
- ⇒ promoting employees, boosting their career plan,
- ⇒ empowering employees and giving them more authority,
- ⇒ connecting with the CEO and other senior managers on periodical basis, and
- ⇒ being fair and transparent.

EMPLOYEE RETENTION MATTERS⁶...

The failure to retain key employees is very costly. These costs include lost experience and knowledge, training time and investment, impact on coworkers, and costly searches for replacement; to name a few.

Various estimates suggest that losing a middle manager costs an organization at least 100 percent of his annual total salary. The loss of a senior executive is much more than that.

Which most impacts whether employees stay on, develop and grow



TALENT MANAGEMENT

Employee retention is critically important for a second societal reason, too. **First**, over the next few years while the last wave of Baby Boomers and X Generation retire, the new waves of the Generation Y population will be replacing them. However, the number of new entries is only about two thirds of the retiring population. **Second**, the youth, as we will see in the next Chapters, will most likely rely on their parents' wealth and on the easy life they have become accustomed to, some of whom will manage their parents businesses, while less than 50 percent of them will seek employment.

Therefore, Talent Management and Employee Retention will be one of the primary measures of the health of your organization. If you are losing critical staff members, you can safely bet that some of their co-workers are looking for new jobs as well.

1. Reinforce the importance of development throughout the organization.

- ⇒ Modify development opportunities based on the organization's strategy.
- ⇒ Hold all managers accountable for employee development through performance and development planning.

2. The quality of the supervision an employee receives is critical to employee retention. People leave managers and supervisors more often than they leave companies or jobs. It is not enough that the supervisor is well-liked or a nice person, starting with clear expectations of the employee, the supervisor has a critical role to play in retention. Anything the supervisor does to make an employee feel unvalued will contribute to turnover.

3. Talent and skill utilization is another environmental factor your key employees seek in your workplace. A motivated employee wants to

contribute to work areas outside of his specific job description. How many people could contribute far more than they currently do? You just need to know their skills, talent and experience, and take the time to tap into it.

4. The ability of the employee to speak his or her mind freely within the organization is another key factor in employee retention.

Does your organization solicit ideas and provide an environment in which people are comfortable providing feedback? If so, employees offer ideas, feel free to criticize and commit to continuous improvement. If not, they bite their tongues or find themselves constantly in trouble - until they leave.

5. Exit Interviews with departing employees provide valuable information you can use to retain remaining staff. Heed their results. You'll never have a more significant source of data about the health of your organization.

6. Better management of the four succession risk categories.

- ⇒ Manage vacancy risk: by focusing on most vulnerable areas of business by accurately translating business strategy into talent strategy and effectively planning for key departures.
- ⇒ Manage readiness risk: by providing future leaders with needed development experiences, balancing short-term business risk with long-term development benefit, and enabling movement across organization.
- ⇒ Manage transition risk: by managing expectations of new hires, and creating accountability for success in roles.
- ⇒ Manage business risk: by ensuring talent is effectively aligned and deployed against evolving business priorities.

⁶ Top 10 Ways to Retain Your Great Employees - Why Retention? By Susan M. Heathfield - About.com Human resources

A new trend of Y Generation is emerging to prove themselves as capable and responsible future leaders. This statement is supported and evident in the findings of the report, more than 60% of nationals work in the surveyed companies, and though this is an inspiring number, the private companies are fearful of the potential exodus into the public government.

SECTION 2.1: STATE OF AFFAIRS

In a study conducted by the *World Economic forum under the title "Building futures through youth employment across the Middle East and North Africa"* the youth population in the Middle East and North Africa (MENA) is the largest in the world, and presents a unique opportunity for today's employers to benefit from young energy and talent.

Despite the immense potential of the region's youth, 87% of CEOs in the Middle East believe that the limited supply of candidates with the right skills will present the **biggest organizational challenge over the next few years**, according to the Annual Global CEO Survey of 2011. Employers are having trouble filling positions due to lack of suitable talent, while 25% of youth in MENA remain unemployed – the highest percentage in the world.

Locally, youths make up **more than 60% of the Kuwaiti population**, and they require inevitably job security from the government. Most graduates on an average of 5000-6000 yearly apply to the Civil Service Commission (CSC) to secure a job in the government and this happens after a year of application submission. As a result, the private sector may become "deprived" of the C.S.C's database of potential national job seekers.

Generally, according to the findings, the Kuwaitis want to move quickly to become a "manager" and "fancy" job titles are an important part of their job, it's seen as prestigious.



Nationals account for **MORE THAN 50 PERCENT** of the labor force in most of the companies surveyed.

They do not offer them special benefits, at the same time they design programs to attract and retain them, especially to fresh graduates. Except for the oil sector, organizations in other private sectors compete with government over fresh graduates.

Nationals desire mostly to work in PR, Customer care, Sales and Marketing. Other nationals may be found in fields such as IT or accounting and finance.

Most of the HR managers are trying to attract locals to work in other departments like Legal, Operations, etc...

Nationals, in general, like fancy titles; they adore prestige and clients relations.

Besides competing with the government in attracting nationals, another challenge faces the organizations: **"The youth generation in itself – the spoiled generation"**, as some senior Kuwaiti managers refer to it...

Being more educated than the baby boomers and X generations... many members of the Y generation manifest behaviors of arrogance, disrespect, show off, chaos and uncertainty – these characteristics become hindrances to shaping the future leaders... 10 years ago, youths may have only been in touch with friends and peer groups when hanging out at school or meeting in public places or at their homes. Now the youths can be in touch through instant messaging, social networks online games and similar technological tools. The youths are growing up in a constantly connected society, and this phenomenon is gradually replacing the "social etiquette" of human interactions.

NATIONALS AND YOUTH GENERATION

According to the annual ASDAA Burson-Marstellar Arab Youth Survey (2013), social media has become the most influential means of outreach, more young Arabs are getting their news from social media while trust in websites and social media as reliable new sources has risen sharply from 2012.

The influence of social media and the glut of information available to youths have given them a sense of over-confidence and over-ambition that has negatively impacted their performance and attitude within their respective companies. Many organizations feel that the confidence of the youths may slow down their advancement in the company. The need to “climb the ladder” quickly has had an adverse effect on their evaluations.

The findings in the report have shown that a significant number of comments mentioned this over-ambition, along with lack of respect to authority and withdrawal from any form of accountability. These concerns are not easy to test during the recruitment process and it makes it difficult to build a preventive approach in this context.

IN YOUR OWN WORDS...

“There is no accountability - no seriousness - Youth want the easy way.”

“They don’t know what they want. “No interest” attitude and no idea about their future.”

To Unlock the Potential of Generation Y and Get the Best from Young Employees

Step 1: Listen

Your Gen Y employees expect to be participants in the decision-making processes of your company. The best and brightest young workers will choose a progressive work environment.

Step 2: Rethink (Be Fast and Flexible)

The Gen Y’s workplace expectations are unique and require new ways of thinking for executives and managers. If you are willing to rethink some

RECOMMENDATIONS

Within the current situation what can be done to engage more national youth in the private sector and how to soften their ego and make them more hands-on workers versus know-it-all workers:

1. Private sector should orient the younger generation to link their competencies and educational qualification with their job placement.
2. To provide job rotation opportunities that will make their scope of work more engaging.
3. Career growth to be clear and defined, maybe an item should be added to the contract that clarifies the possibilities of a career path for the employee.
4. From time to time, bring in national motivational entrepreneurs to share their working experience in the private business.
5. Companies with active social media outreach such as Twitter, Instagram, Facebook among others, can play a significant role in providing news about the company and its upcoming activities to cater to the young generation to feel how agile and trendy is their workplace.

traditional workplace practices, you’ll retain young employees who will become future leaders in your company.

Step 3: Engage

Good leadership is based on effective networks of collaboration and knowledge management. Corporations are expected to maintain transparency, and most Gen Ys will google prospective employers to find out about their corporate practices. Gen Ys are savvy consumers, and tend to support companies that have adopted progressive practices, particularly towards the environment.

As stated before, HR is an **art** because, at its heart, it's about people, and a **science** because there are ways to measure talent, develop skills and compatibility.

The science side of this equation is where you find most of the technology juice and action these days. In fact, technology companies are coming up with lot of innovations that can facilitate your HR life.

SECTION 3.1: TECHNOLOGY

Technology and HR in the west⁷ ...

The core of many of HR's new information technology systems is sophisticated and enriched with software algorithms that can...

- Identify talent and match it to an organization's needs.
- Access global and social pools of potential hires.
- Take care of the time-consuming preliminary screening of candidates.

Other new technology can help pinpoint team players based on core traits and personality matching. Being able to determine if a candidate is team worthy, before you hire, can save a lot of talent management heartache, recruiting and leadership training costs at a later point.

There are new HR IT systems that allow the job application processing to be completed on mobile devices or tablets.

All of this is happening around us, while we remain reluctant or shy in using some of these technologies... is this a plus or minus... we don't know now but within few years things will definitively change...

There's no doubt about it: the HR Technology industry will not only see some big changes ahead in the coming years, but it will also be an agent of change in business.

In Kuwait, there is a limited use for HR technology, besides some primarily personnel management software, and other skill/knowledge, Personality, IQ and other testing tools, HR is not taking full advantage of these technologies.

⇒ In talent management and learning and development functions **few companies** researched acknowledged the use of related software or e-Learning...

⇒ On the other hand, very few HR professionals use social apps for their recruitment process and for reference checking. Only LinkedIn is used when in certain cases the regular recruitment process does not produce the desired results.

2014 and the years to come will be big years for HR technology around the world. With growing use of HR software applications, the categories that we would be talking about are...

1. New generation of recruiting tools (social recruiting tools, assessment, application),
2. Mobile applications (mobile learning, recruiting, collaboration, and employee management),
3. Analytics (tools to analyze the job market, recruitment advertising),
4. And new tools to enable social learning, knowl-

⁷ Meghan M. Biro, Contributor - Forbes, 2013, HR Technology: A Revolution for the World of Work

TECHNOLOGY AND SOCIAL MEDIA

edge management, and training administration. HR software is no longer purchased to improve the efficiency of HR. Today companies buy these systems to help transform their talent strategies and directly improve employee engagement and the ability to hire.

SECTION 3.2: SOCIAL MEDIA

Our reading showed that most employees access social media sites from personal mobile devices frequently during working hours. Talent management professionals can expect the new workforce to demand 24/7 access from tablets, cell phones, and other handheld devices, such as wireless personal readers.

Clearly, personal use of social media at work on mobile devices is frequent and widespread. Moreover, it can be expected to grow, given the popularity of smart phone use.

Findings⁸ show that employees use social media at work because they seek “connections” most of all—whether those are with co-workers or customers.

What’s more, results indicate that organizations implementing social projects in the workplace should incorporate the “fun factor” into their plans. *Gratification or reward systems and contests might be key ways to engage and motivate employees.*

Human resource professionals take note....

⇒ Given the popularity of social media in the workplace, HR should view “social” activity as an opportunity to advance the organization, capitalizing on employees’ enthusiasm. This might involve embedding social media into learning activities, or using a social platform to promote the company to prospective hires and orient new employees.

⁸ Social media & Workplace Collaboration 2012 latest practices, Key findings. A SilkRoad TalentTalk Report

IN YOUR OWN WORDS...

“Our CEO has a Twitter account and is being followed by the staff as well as on LinkedIn.”

SECTION 3.3: WHAT’S NEXT

The HR technology landscape is ever-evolving. It’s very exciting, but there’s a warning: **in embracing the science, never forget the art.** Technology is not infallible. Remember the human dimension. The best HR practitioners and leaders know their organizations and culture brand on a visceral level. **Finding talent can be made a lot easier by these fantastic technologies, but finding the “right fit” transcends even technology.**

Soon enough, we might have an idea of what the next five years in the Arab world will look like. But technology is a bit harder to predict — and five-years can have a dramatic difference in the products and services available for recruiters, HR professionals, and employers.

LinkedIn is the only application used by HR Kuwaiti experts in their recruitment process.

How will HR and technology evolve over the next four years?⁹

1. Millennial (Generation Y) will dictate the evolution in HR Tech

2013 has been a year of disruption, innovation, and unpredictability, and Millennials are reacting in some surprising ways. Most of the 10 million Generation Y entering the job market during the next three years will expect a far better candidate experience than today's. This more-demanding "customer" of human resources dictates that HR technology be upgraded to initiate timely candidate interaction and utilize social media as a communication tool.

2. Embrace social media, digital technology, online video hiring

With more and more applicants spending increasing amounts of their online time using social media, HR technology will find new ways to use the social space to find great candidates. Social media will be used to find a larger and more connected talent pool of candidates for companies looking for particular skill sets...

3. A shift toward social performance

The talent management industry isn't currently keeping up with the demands of employees who want user-friendly performance management platforms. Social Performance is slowly seeing adoption across the workforce, and this will continue in the next three years since it's easy to use and deploy—not only HR, but for every leader and manager—in order to drive autonomy and results. It's also ideal in meeting the need for HR processes to be continuous, and allows for more informal feedback in real-time.

4. Force HR to grow to a highly strategic organization

HR Technology is making our lives as HR practitioners much more efficient — even in spite of the huge learning curve that most professionals face in adapting to new technology. As HR Tech continues to collect and display metrics, more and more businesses will be able to make strategic business decisions as a result of these findings.

5. Social capabilities integrated into the platforms

When a candidate applies for a position, an HR manager or hiring manager will see the application and their social profiles as an integrated aspect of their application. For example, it will show what company the candidate worked at, the recommendations they received while at that position from his or her LinkedIn profile, recent tweets, and Facebook wall posts.

6. More advancements in technology, but focus on people will prevail

Technology has an important place in recruiting, but it cannot entirely replace human interaction. Technology will continue to enable quick and cost-effective recruiting through applicant tracking, screening, evaluating, and communicating. Smart hiring managers will use technology to their benefit, but recognize the need for in-person meetings and phone calls to discover who the candidate behind the computer is.

⁹ Heather Huhman, 9 Ways HR & Recruiting Technology Will Evolve in Next 4 Years. November 2012, the Business of HR

LEARNING AND DEVELOPMENT

Retaining talents, engagement and building employees' loyalty... all these words are related to how you educate your employees and develop their skills to enable them to enrich their scope of work and advance in their career growth...

SECTION 4.1: THE PAYBACKS¹⁰

⇒ Your employees must feel confident and improved

Employees want to feel like they can do their assigned job confidently, that their future is secure, and that they are progressing in their own personal life goals. It surprises us how often company managers slash training budgets to save costs, not knowing that both service delivery and morale suffer from inadequate learning.

By facilitating career advancement and opportunities to improve skills through training, employers can improve their employee engagement.

An employee who is feeling confident and improved by the organization actively promotes the organization to others. Companies across all industries are finding that attracting and retaining top talent is, or soon will be a struggle.

Some believe that talent is scarce, while others believe that talent acquisitions strategies are the issue. Whatever the shortcoming may be in finding talent, **learning and development could be the solution.**

Creating a work atmosphere in which talented people can continue to grow and learn could be one of the main keys to retaining the talent you need.

⇒ Training: The anti-stagnation tool

Skilled workers look for companies in which they can grow. These workers are attracted to employer brands that are known for providing opportunities

to develop. The type of talent that companies need to drive engagement and advancement is not the type of talent that wishes to remain stagnant in their profession, nor would you want them to.

⇒ Embrace informal training

Aside from formal training programs, everyday learning takes place in the office. As employees interact on a daily basis, they are picking up bits of knowledge and experience from one another. This type of training is accountable for most of the learning that occurs in any given organization. Most company leaders realize the importance of informal learning, but have done little in the way of facilitating it. Encouraging employee to interact and share knowledge can do wonders for employee engagement and the employer brand.

18%

of the surveyed companies do not heavily invest in their learning and development function... Main reason is budget.

⇒ Room and ability to grow

When companies offer ongoing training, their employees will naturally grow out of their positions. This is a good thing. It is far less costly and time-consuming to hire or move internally than search for the right candidates, especially as we go up the professional ladder.

Driven candidates are attracted to companies in which they know that they will actually be encouraged to grow. Training that is aimed at advancement within the company is a win-win.

Having said that, training is taking an important aspect in all surveyed organizations in Kuwait... they do internal training, they send their staff to most recognized learning institutes, they encourage them to develop their skills further, and some of them are even proud to transfer this knowl-

¹⁰ Article by Sean Pomeroy, "How Training Can Help Attract the Talent You Need" October 2013

edge to the competition and to the market... it is seen as their contribution to society from a Corporate Social Responsibility perspective.

SECTION 4.2: DEVELOPING LEADERS

As in any competition or confrontation, strong leadership often separates the winners from the losers. The “war for talent” is no different, and as the battleground intensifies, **organizations must ensure that they have the right people in place to face competitors.**

70% of surveyed HR experts have already a leadership program established in their organization.

Worldwide Leadership topics cover **90%** of organizations training curriculum... While other topics like “job related/functional” courses have same percentage. We are surprised to notice that still Basic business skills (presentation skills, writing, project management, etc...) scores around **75%**.



ing. A “Multiplier Leader” was one of the new and innovative terms from the latest ASTD conference. These leaders help their teams to develop, themselves in general and their multiple intelligence in particular, so they too can be successful leaders.

A plausible model in this regards has been found in **Peter Block’s book on Stewardship**, where leaders make the choice for the mindset of “Choosing Service Over Self-Interest”.

The “Employer of Choice” organizations surveyed have already their own leadership program and in our query about the competencies they are looking for in their tomorrow leaders...

Their answers covered a wide spectrum, nonetheless, almost all agreed that they want Leaders who mostly:

- 1.** Create and Lead Teams,
- 2.** Manage Projects Successfully, and
- 3.** Coach and Train Peers and Subordinates

Which traits are you developing in your “tomorrow” leaders?



These leaders do not arrive heroically through the back door, but are rather developed throughout their careers so that they may one day lead the troops.

The challenge lies in developing leaders, ensuring that they are attracted, identified, engaged and retained within an organization. Various developmental tools exist to encourage these actions, with specific methods used at different career stages.

The world perceives an imminent need of leaders with vision and sensitivity to handle generational changes, coaching, mentoring and reverse mentor-

LEARNING AND DEVELOPMENT

The Current Situation of Leadership Development

- ⇒ The environment has changed – it is more complex, volatile, and unpredictable.
- ⇒ The skills needed for leadership have also changed – more complex and adaptive thinking abilities are needed.
- ⇒ The methods being used to develop leaders have not changed (much).
- ⇒ The majority of managers are developed from on-the-job experiences, training, and coaching/mentoring; while these are all still important, leaders are no longer developing fast enough or in the right ways to match the new environment.

The Challenge Ahead

- ⇒ This is no longer just a leadership challenge (what good leadership looks like), it is a development challenge (the process of how to grow “bigger” minds).
- ⇒ Managers have become experts on the “what” of leadership, but novices in the “how” of their own development.

Four Trends for the Future of Leadership Development¹¹

1. More focus on horizontal vs. vertical development

There are two different types of development – horizontal and vertical. A great deal of time has been spent on “horizontal” development (competencies), but very little time on “vertical” development (developmental stages). The methods for horizontal and vertical development are very different. Horizontal development can be “transmitted” (from an expert), but vertical development must be earned (for oneself).

2. Transfer of greater developmental ownership to the individual

People develop fastest when they feel responsible for their own progress. The current model encourages people to believe that someone else is responsible for their development – human resources, their manager, or trainers. We will need to help people out of the passenger seat and into the driver’s seat of their own development.

3. Greater focus on collective rather than individual leadership

Leadership development has come to a point of being too individually focused and elitist. There is a transition occurring from the old paradigm in which leadership resided in a person or role, to a new one in which leadership is a collective process that is spread throughout networks of people. The question will change from, “Who are the leaders?” to “What conditions do we need for leadership to flourish in the network?”, “How do we spread leadership capacity throughout the organization and democratize leadership?”

4. Much greater focus on innovation in leadership development methods

There are no simple, existing models or programs, which will be sufficient to develop the levels of collective leadership required to meet an increasingly complex future. Instead, an era of rapid innovation will be needed in which organizations experiment with new approaches that combine diverse ideas in new ways and share these with others. Technology and the web will both provide the infrastructure and drive the change. Organizations that embrace the changes will do better than those who resist it.

¹¹ Nick Petrie, Future Trends in Leadership Development, Center for Creative Leadership. December 2011.

SECTION 4.3: NEW TRENDS IN LEARNING AND DEVELOPMENT

Strategically reactive and proactive human resources departments strive after the same goals by different means and at different times. Reactive HR strategies respond to current issues, challenges and needs after they arise. Proactive strategies address issues and concerns before they arise.

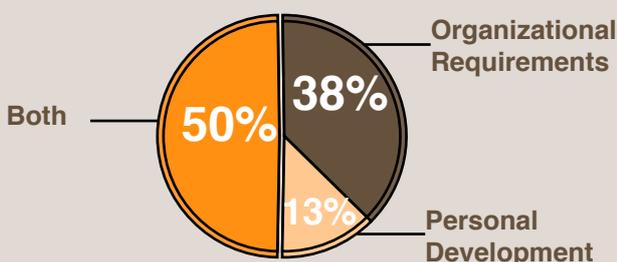
Reactive employee development strategies are put in place to address an organization’s current workforce needs or challenges arising in operations. **Proactive strategies** are designed to develop the types of high-performance employees that a company will need in the future as it grows and expands its operations.

Both approaches to employee development are designed to move employees forward in their personal and professional lives, providing opportunities to learn new things and develop competencies that extend beyond their jobs.

Nowadays HR teams employ proactive strategies more often than reactive tactics to meet the organization’s needs and goals. And this is echoed in their training plan prepared ahead of time... in addition to their curriculum where subjects are geared towards their own organizational requirements and individual needs...

While **62%** of the surveyed organizations use proactive strategies in training and developing their employees, the remaining **38%** are using both strategies

Your Training Budget is focusing on:



Ultimately, demonstrating success for the Learning and Development function comes down to measurement. Learning & Development must deliver results to get funding and justify its presence in the organization as a strategic need and not a ‘nice to have.’

But how do the L&D leaders do this?

THEME 1: Be a business partner and expert, not just a training expert

- ⇒ “Stay close to the business and ask the business partners what they lack, and what they really need.”
- ⇒ “Collaborate upfront with business partners and align goals — it’s the only way you’ll get traction.”

THEME 2: Understand the business and offer better courses

- ⇒ “We must stop the mind-numbingly boring and/or outrageously expensive programs that are run today. By better understanding the business so that they don’t need to try to sell “continual talent development” to management, we can instead sell results to the business in the form of fully capable employees.”
- ⇒ “L&D really needs to understand the business imperatives — what are the business issues, where are the talent gaps, how do we fill those gaps? It’s not about traditional training anymore. It’s getting the right people in the right roles with the right skills.”

IN YOUR OWN WORDS...
“Go back to the business, and then come back from the business.”

THEME 3: Vision, engagement, measurement

- ⇒ “Linking personal values to organizational values and set clear goals.”
- ⇒ “Development of senior leadership support, strategic vision, and a clarification of process to achieve long-range corporate goals.”

WHAT'S NEXT FOR HR

When HR professionals participate in strategy or business conversations, what are the unique contributions they can make? Imagine the HR professional who sits in meetings on emerging markets, managing costs, or increasing innovation. HR contributions in these settings are not just about the activities of HR (sourcing, compensation, training.); **they are also about the outcomes of HR work¹².**

To deliver any strategy:

- ⇒ individuals need to be more productive,
- ⇒ organizations need to have the right capabilities, and
- ⇒ leadership needs to be widely shared throughout the organization.

HR professionals must bring their expertise to the table through a collaborative approach and the decision-making process throughout the organization.

*Peter Block writes in his book, **Flawless Consulting**, that traditionally HR staff are often called in as a “pair of hands” to implement a predetermined solution to an existing problem. At other times, they are asked to “fix something” with their expertise... Then Block adds that HR staff must today embrace a consultative stance; becoming partners with line managers... Work together to solve problems and take advantage of opportunities, and to consider themselves in a partnership equally responsible for successful change. The HR staff owns the consulting process, educates, and influences the decision making. While the line manager remains the owner of the business processes and of the projects.*

SECTION 5.1: HR CHALLENGES

*In our survey, we identified three targets where HR should be strengthening within the next years, the priority vary from one organization to another. **In Kuwait**, the three challenges exist and in various degree of priorities...*

1

Individuals

45% of the surveyed organizations considered it as their #1 Priority

What would be the individual functional competencies needed for tomorrow's workforce?

What talent do we need to make this strategy happen?

2

Leadership

35% of the surveyed organizations considered it as their #1 Priority

What would be tomorrow's leaders competencies we aim for?

What do our leaders need to be good at to make this strategy happen?

3

The Organization

20% of the surveyed organizations considered it as their #1 Priority

What would be the core competencies that organizations will ask for?

What organization capabilities do we need to make this strategy happen?

¹² Dave Ulrich “The future targets or Outcomes of HR work: Individuals, organizations, and leadership”. University Of Michigan the RBL group

Since any strategy is challenged by these three components to make it happen and successful, this is where HR are putting their efforts. In 2014 and the coming years, these organizations are in general more busy in focusing on the competencies of their leaders to be able to put the strategy on track, and in parallel work on their talented workforce to embrace this strategy and make role models of their leaders.

SECTION 5.2: THE ROLE OF THE HR FUNCTION

David Ulrich identifies 4 distinct roles of HR professionals that may add value to a business and create sustainable competitive advantage, **Which Role HR experts in Kuwait are currently playing?**



In The Future of Staff Groups, Joel Henning wrote "The future of staff functions will depend on their direct and explicit contribution to positive business results... In order to make that direct and explicit contribution, staff functions in general, and HR in particular, must shift from operational to strategic, from policing to partnering, from administrative to consultative, from reactive to proactive, and from activity-focused to solution-focused."

This model was conceptualized to support the HR domain, to allow HR managers to focus on revenue generated by HR by using the model.

In the role of **administrative expert** the HR manager is applying a functional expertise. This not only encompasses the efficiency of the HRM department, but also requires relevant and useful experience.

The role of **'employee champion'** is now split up into two roles; 'human capital developer' on the one hand and 'employee advocate' on the other. While the 'human capital developer' focuses on developing talent needed in the future, the 'employee advocate' works for employees currently active in the organization.

In contrast, the roles of **'strategic partner'** and **'change agent'** are, according to research, growing more and more in the same direction.



WHAT'S NEXT FOR HR

Asking Dave Ulrich about his model....¹³

How would you want companies to apply the Ulrich model in their organization? Is every role in the model as important for every HR-professional?

Dave Ulrich: *"I would work in 6 steps..."*

Step 1: *start with the business. Ask yourself the question, what are the challenges facing your organization. This will provide you with insight into the context the organization is situated in and the strategy that needs to be followed.*

Step 2: *audit what your company's possibilities are in responding to challenges and carrying out strategies. These possibilities not only form the objectives HR can be assessed upon but are also one of the company's main points of attraction to investors.*

Step 3: *is to explore how HR needs to be organized in order to exploit these possibilities. There are many options to choose from like embedded HR, centers of expertise, operational HR and service centers. This is the step often taken when we're talking about implementing the Ulrich model, but alas this step is often taken in isolation.*

Step 4: *it is necessary to take stock of those HR professionals' competencies that can bring added value to the company. This is measuring HR and the competencies they need to demonstrate.*

Step 5: *evaluate which HR practices need to be equalized, integrated or renewed in order to achieve what is needed.*

Step 6: *involves exploring who plays a part in delivering results and what HR and line managers need to do. In conclusion, all steps need to be taken in order for the model to succeed. Jumping from one step to another does not lead to a successful HR change. By limiting oneself to business outsourcing for example, or to the installation of a service center, there's no real turn around in HR. All steps are needed."*

Does this imply that we need to implement the Ulrich model throughout the entire organization from top to bottom and that everyone needs to take on all four roles?

"What it foremost implies, is that an HR department needs to be stronger than the individuals within the department. The higher up someone is in the organization, the more he needs to master all four roles and all six competencies but roles and competencies need to live within the department, not within people."

SECTION 5.3: IN WHICH AREAS WILL HR INVEST IN THE COMING YEARS?

The pace of change we are all subjected to is still accelerating, producing seismic shifts in business and society. One of these shifts is the growing importance of people. **People are more important than ever to the success of any organization or business.**

Their importance will only grow in the future. A company's ability to maximize its human factor will come out on top and stay ahead of their competitors.

This will become an even bigger challenge in our rapidly changing society:

- ⇒ Talent and leadership are becoming ever-scarcer resources than ever before, because of complexities of organizations in a global market and the expectations placed on employees.
- ⇒ Work force is growing older and people are having fewer children.
- ⇒ Global market, which leads to a very complex HR environment and to challenge of integrating diverse cultures.
- ⇒ Emotional well-being of employees – employees are choosing jobs which allow for work-life balance.

¹³ Dave Ulrich is professor, Ross School of Business, University of Michigan Partner, and The RBL Group. His latest book is HR transformation - six competencies for the future of human resources, published by McGraw Hill

- ⇒ Difference between baby-boomers and generations X and Y.
- ⇒ The days of staying at one company are over, mobility is the new norm. And with that, employees will increasingly make job choices based on family considerations and a desire to have a life outside of work.

Organizations can gain competitive advantages, to their complex social systems, by proactively using People Strategies that are tied to their purpose, and direction. That alone is still not enough, HR has got to “get in the game” by connecting themselves to their corporate strategy and use metrics to demonstrate their value added.

The Boston Consulting Group and World Federation of Personnel Management Associations undertook a global study of 4700 executives, in 83 countries, in 2013 and identified **the most important HR capabilities that are needed in the next five years for managing human capital.**

One of the main conclusions of the study was that in the near future, companies will face particular critical HR challenges that fall into three strategic categories:

1. Developing and retaining the best employees.

- ⇒ Managing talent (attracting, developing and retaining).
- ⇒ Improving leadership development (leaders convey the mission, serve as role models, engage others).
- ⇒ Managing work-life balance.

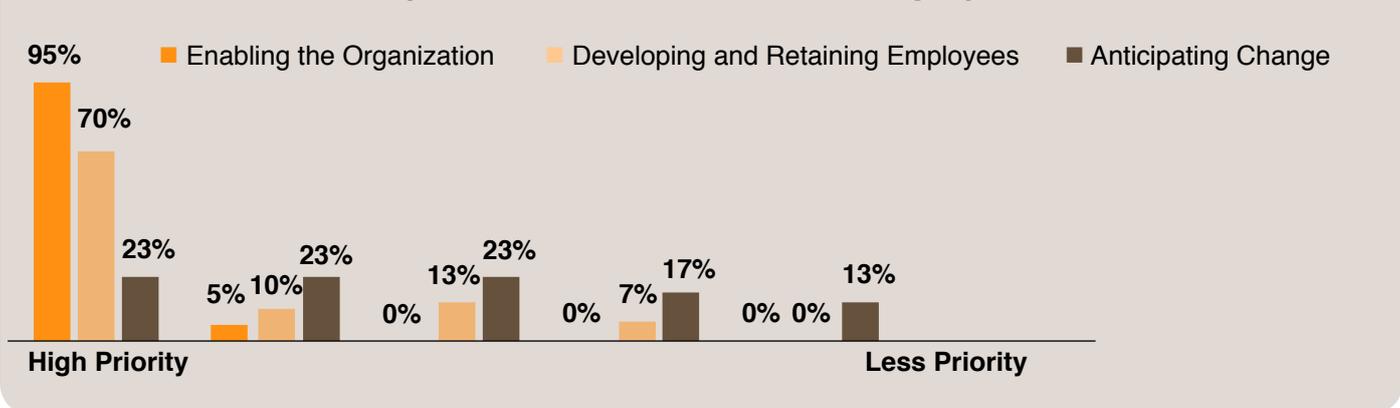
2. Enabling the organization.

- ⇒ Becoming a learning organization (make sure the right people are being trained in the right ways).
- ⇒ Transforming HR into a strategic partner.

3. Anticipating change

- ⇒ Managing demographics (aging work force).
- ⇒ Managing change and cultural transformation.
- ⇒ Managing globalization (effective & efficient cross-country and cross-cultural collaboration).

HR priorities in Kuwait for the coming 5 years

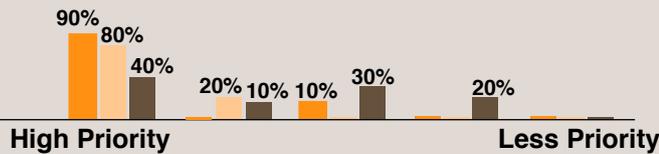


WHAT'S NEXT FOR HR

The HR priorities in Kuwait for the coming years

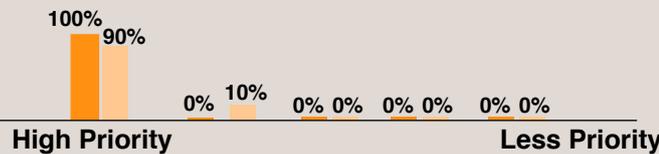
Developing and Retaining Employees

- Talent Management
- Leadership Development
- Managing work/life balance



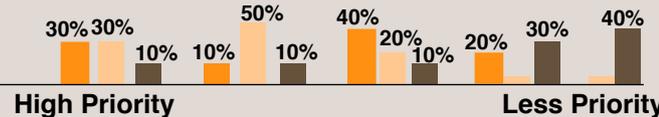
Enabling the Organization

- Transforming HR into a strategic Partner
- Becoming a Learning Organization



Anticipating Change

- Managing Demographics
- Managing Change and Cultural Transformation
- Managing Globalization



Managing Talent dominates the HR agenda in **Europe**.

Managing Talent, Managing Demographics, and Improving Leadership Development Top the HR agenda in **North America and Australia**.

Managing Talent, Improving Leadership Development and Managing Globalization Top the HR agenda in **established Asia** (Japan, Singapore, South Korea).

While, **African** executives foresee challenges in Managing Talent, Managing globalization and Managing work life balance, Executives in **emerging Asia** (China, India) focused on four key topics: Improving Leadership Development, Managing Talent, Becoming a learning organization, and managing work-life balance.

And we end with 4 Simple Ways To Make Your Employees Feel Valued¹⁴

1. Be Intentional with Everyday Conversations

Think about how you approach everyday conversations with your employees. When you assign a new task, for example, go beyond the basic “Here’s the contact info for your next design client,” and reiterate why you truly value someone’s work: “You did a great job designing that website last week. We have a new client who seems pretty picky, and since your work is so detail-oriented, I think you’re the only one for the job.”

2. Show Them that Others Need Them, Too

*While recognition can serve as a great motivator, it can also become a little routine when it always comes from a direct manager. Pay attention when a client sends you an email to share the amazing experience she had with an employee or when someone from another department lets you know “Joy helped me find the number I need—she’s great!” **Then, share it.** Whether you do it privately (via a one-on-one conversation or email) or in public (on a company message board or during a team meeting), **you’ll let your employees know that they’re making an impact on clients and co-workers—and they’ll be reminded just how important their work is.***

3. Challenge Them

It’s important to consistently find new ways to challenge your employees—whether that means developing new projects specifically for their talents or just being more aware of what each person does best and assigning tasks accordingly. Giving them the opportunity to train new hires—giving people this responsibility conveys that you not only think they’re doing a good job in their everyday work, but that you want incoming employees to develop their same habits, skills, and attitude.

¹⁴ From Forbes published on October 2013, and was originally published on The Daily Muse

4. Recognize Them as Individuals

To boost team morale, it’s great to do something for your entire team—like catering lunch or bringing in donuts. *But if you’re aiming to show your appreciation for an individual, it can easily get lost in these types of group celebrations. **To truly make individual employees feel valued, it’s OK to single them out and reward them according to their accomplishments**—and with something that the rest of the team won’t necessarily get.*

IN YOUR OWN WORDS...

Inspiring your employees and boosting morale

“In the past 3 years my HR team inspired me to stay on and not to give up!!!

Our forte is “Respect”, in other terms, management respect all employees from office boys to higher management.

Hands on approach with employees , HR is more visible to give employees confidence and comfort.

HR have face to face interventions, we are visible to them in their own departments.

Look at the past and see where we have reached and how we overcame all challenges.

A very decent employer, don’t worry, look up to the future.

Engage all employees as one team.”

“Chapeau”, well done Job Kuwaiti HR Experts....

In more than **50%** of the surveyed organizations, HR managers think that the majority of their employees come to work with their **“Heart & Mind”....**

Other readings and articles that helped us in compiling this report ...

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ABOUT BEYOND CONSULTING AND TRAINING

In a rapidly changing world, organizations recognize the need to continuously learn, adapt and grow...

Lead their organization's change and cultural transformation:

Organizational Restructuring and Mapping

Manage their human resources' talents and performance:

Attract, Engage, Retain and Develop employees

We work closely with clients when they need to:

Build on their leadership and organizational capacity:

Develop future leaders core competencies

Improve their services' quality and customer satisfaction:

Build long term trust based relationships with customers

We choose to design our consulting and training journeys as learning vehicles for organizations to achieve sustainable success.

The best promise of prosperity for a business rests on the desire and ability of each of its members to learn, take responsibility, embrace accountability and adapt to an ever-changing environment.

