

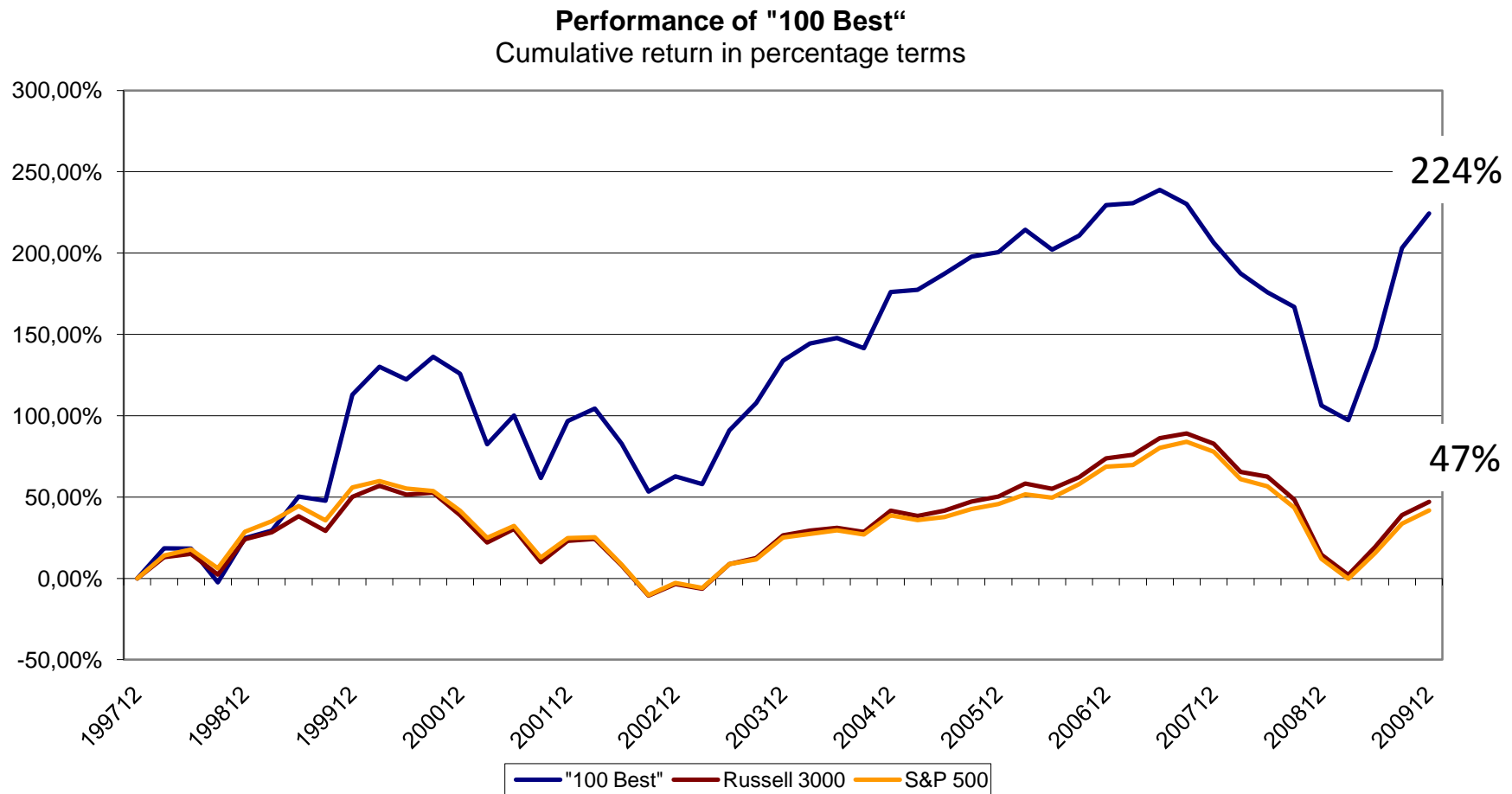
Great Workplace Great Business

UNDP Global Compact Network
Lithuania, November 25 2010



100 Best Companies to Work for in America

Cumulative returns

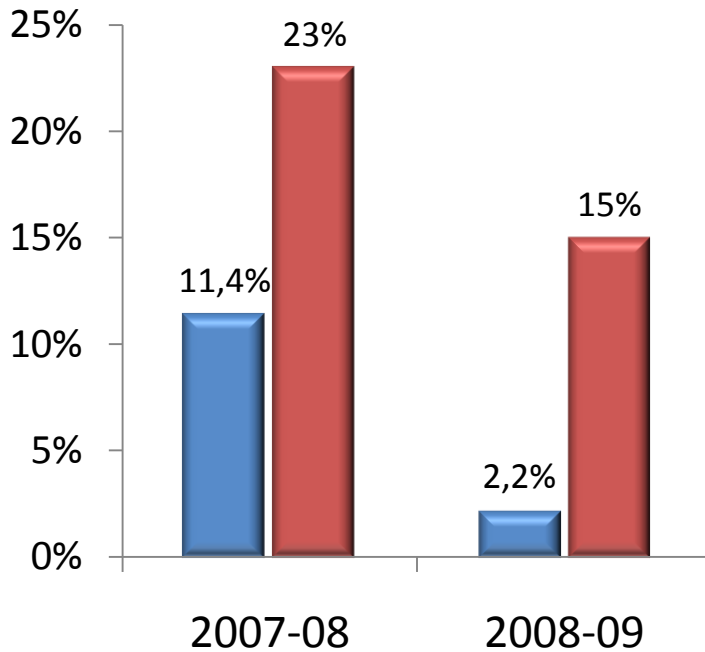


Source: Russell Investment Group, 2010.

Productivity jumps at the Best

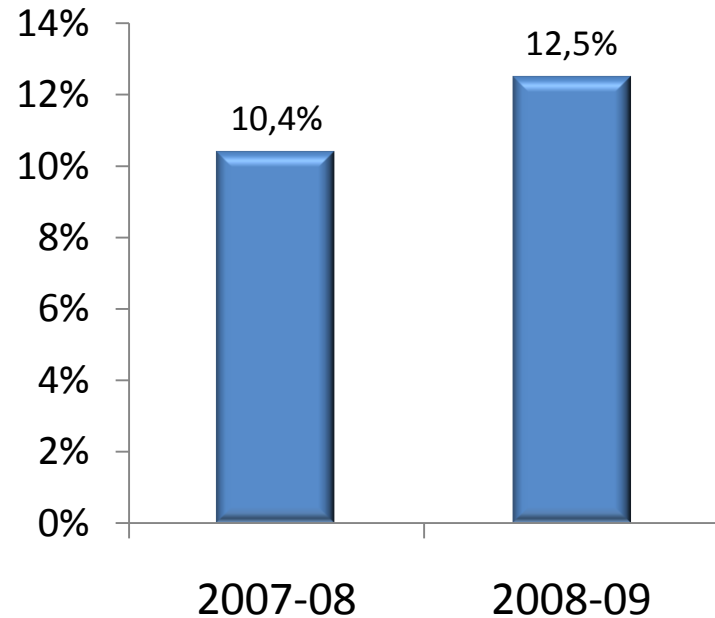
GROWTH

■ Growth in staff ■ Growth in revenues



PRODUCTIVITY

Growth in revenues per employee



Source: 100 Best Workplaces in Europe by the Great Place to Work® Institute.

10 Best Large Workplaces in Europe

Ranking	Company	Industry
1	Microsoft	Information Technology/Software
2	ATP	Financial Services & Insurance
3	SMA Solar Technology	Electronics
4	3M Deutschland 3M ESPE	Manufacturing & Production/Medical devices
5	IRMA	Retail // Food/Grocery
6	Coca-Cola HBC Greece	Manufacturing & Production // Food products
7	SAS Institute	Information Technology // Software
8	Accenture	IT Consulting
9	domino-world™	Health Care
10	PepsiCo (Tasty Foods -Greece)	Manufacturing & Production // Food products

Source: Great Place to Work® Institute Europe, 2010.

Case story



WORTHINGTON
CYLINDERS
A Worthington Industries Company

SITUATION

- Manufacturer of pressure cylinders based in Austria.
- 440 employees.
- Revenues dropped 80% within months of the outbreak of the crisis.
- Layoffs necessary in order to survive.

WHAT THEY DID

- Faced the reality.
- Made it a goal to improve trust during layoffs.
- Intensified communication.
- Established a fair and transparent process to identify the people who had to leave.
- Offered outplacement support.

Results



- Trust-levels in the employee survey improved.
- Improved ranking on Austrian list of Best Workplaces.
- Made for the first time in 2009 the European list of Best Workplaces.
- Again on the European list in 2010.

Dimensions of a Great Workplace – Great Business

Achievement

- Sense of achievement
- Ownership for the success of the organization

Connection

- Employees connected with values and the mission
- Consistency

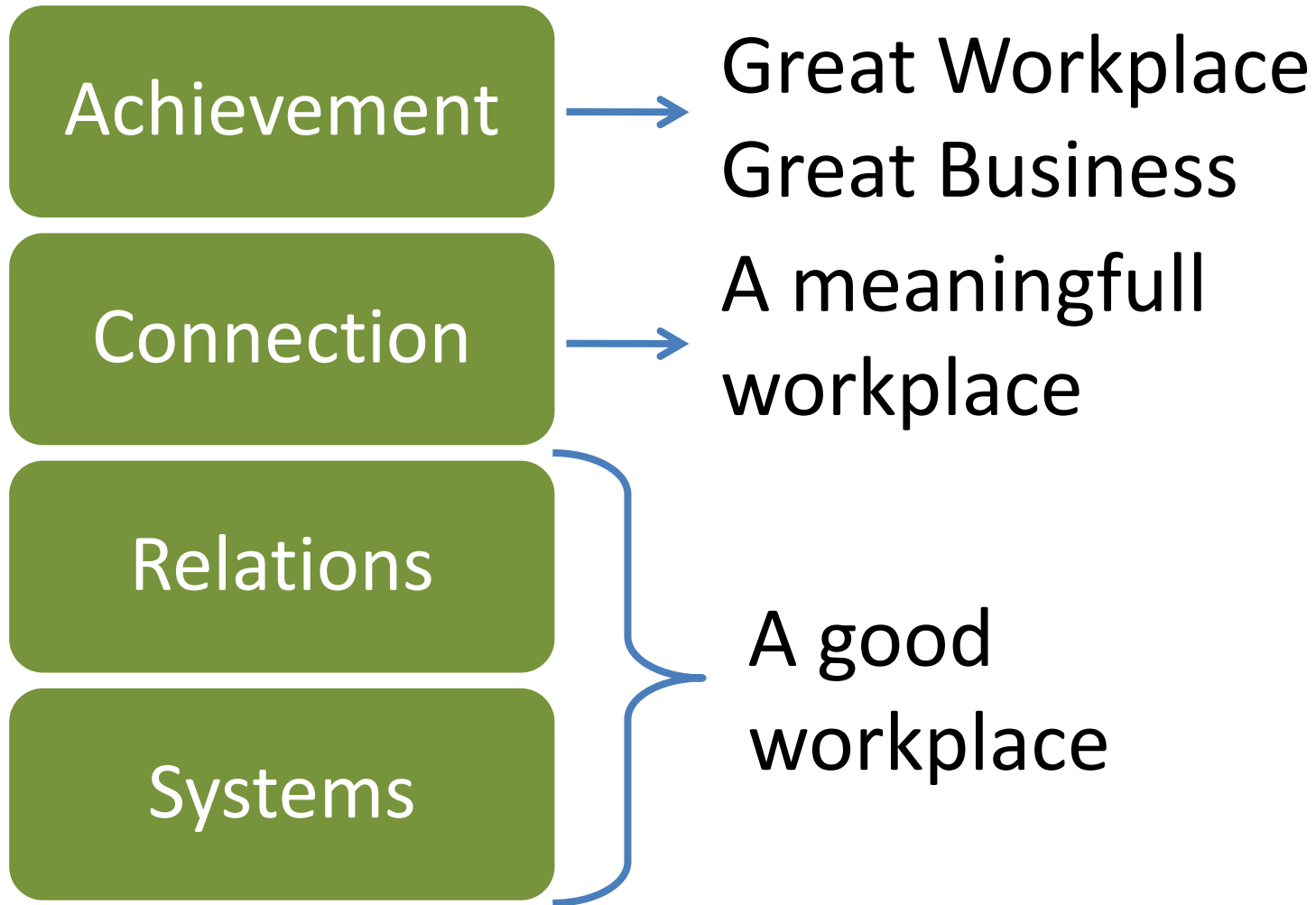
Relations

- Trust
- Collaboration
- Care

Systems

- People development
- Recruitment
- Fairness

Getting to Great



Motivation

Why do so many companies fail to see
the positive impact on business from
investments in HR?

Typical pitfalls

- Short term focus – no authentic belief in people as main driver for business
- Too much mushrooming – lack of focus
- No coherence – lack of culture
- Weak connection with business – HR becomes an island in the organization
- Doesn't walk the talk – lack of leadership

3 key tips to get started

- Focus on consistency
- Bring HR into your business strategy
- Let your people own the success of the company

Check for consistency



- Ask your employees!
- Does it seem logical?
- Do your employees know the strategy and goals?
- Does the organization really practice what it preaches?

What's the role of HR?



- Does HR understand the business?
- Who feels responsible for HR?
- What is driving the HR activities?

Make people part of the success



- Do people know how their work contribute to the success of the company?
- Use any opportunity to recognize people
- Celebrate small and big wins

Questions ?

Thanks for your attention
www.palleellemann.com