HRM and Innovation
A Global Talent Management Challenge
IFSAM, Limerick, Ireland, 26-29 June 2012

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Our Agenda

I. Innovation and Its Importance

II. Innovation as a Big GTMC

III. HR Policies and Practices from GTM for Innovation

IV. Impact on Firms and HR
INNOVATION

The capability to systematically create, develop, and implement new ideas, services and products, whether incremental or transformative, that sustain and enhance a firm’s competitive position in the short-term and long-term.

http://www.youtube.com/watch?v=2NK0WR2GtFs; M. Bornay-Barrachina, et al.,
http://www.idaireland.com/innovation/
The Importance of Innovation

Countries and companies can really only be competitive in the long run by relentlessly pursuing (successfully) a strategy of innovation.

Michael Porter, Professor, HBS

http://www.strategy-business.com/article/11404  http://www.youtube.com/watch?v=JTTWSE4Qhx0
http://www.haygroup.com/BestCompaniesForLeadership/research-and-findings/about-the-research.aspx
http://www.idaireland.com/innovation/
The Importance of Innovation

“Most leaders today recognize that competitive advantage in the knowledge economy is determined and driven by human capital. People are the only asset that innovates, and innovation is the only path to sustained breakthrough performance.”

The Chief HR Officer (CHRO) study conducted by IBM found that amongst the more than 700 CHROs around the world “their No. 1 business challenge is driving creativity and innovation!”

The competitive advantage goes to countries and companies that know how to manage their human resources in ways that foster and facilitate innovation. But doing so is not easy, in fact, it is a major global talent management challenge for firms worldwide.
Global Talent Management Challenges (GTMCs)

GTMCs are significant *strategic human resource issues* that focus on managing a firm to ensure the right number of employees are available at the right place, time, and price and with the appropriate competencies to facilitate the attainment of a firm’s success.

Global Talent Management Challenges
For example, managing:

- Talent shortages
- Talent surpluses
- Talent deployment/location
- Talent diversity
- Talent at most competitive prices
So there Are Many GTMCs Today:

But the major challenge today is increasing the capability of firms and individuals to be innovative, creative, bold, fast, flexible and adaptable through human resource management.
Innovation as a Big GMTC

So, the question for us now is: “What can be done to solve this vital global talent management challenge of fostering and facilitating innovation using human resource policies and practices?”

The Answer Is:

A systematic use of the appropriate HR actions (HR policies and practices) from Global Talent Management (GTM):

HR Policies and Practices

The following slides offer examples of HR policies and practices from GTM that can be used by firms to foster and facilitate an innovation strategy in the firm.

HR Polices and Practices from GTM for Innovation

- Strategic HR Planning I & II
- Strategic Location Planning
- Job design/Work Arrangements
- Recruitment and Selection
- Training & Development
- Organization Design
- Performance Management
- Compensation


http://www.strategybusiness.com/article/00077?gko=a800

https://sakai.rutgers.edu/access/content/group/1b2bb8c3-ce5b-43d3-8c7a-ed9325901072/Session%202011/GTM%20Schuler%20et%20al%20JWB%202011.pdf
Strategic HR Planning: Part I

Business Strategy: Innovation

Org’al Conditions
- Top Mgmt
- Culture
- Firm Qualities

https://www.mckinseyquarterly.com/How_the_best_labs_manage_talent_2811
http://www.innovationreverse.com/
Top management leadership and support are vital for an innovation strategy.

https://www.mckinseyquarterly.com/Coaching_innovation_An_interview_with_Intuits_Bill_Campbell_1925

“The most difficult and important thing to create was not an innovative product, but a great organization that could continually create innovative products.”

Steve Jobs, Co-founder. Apple

“CULTURE IS THE KEY TO INNOVATION”

http://www.booz.com/global/home/what_we_think/multimedia/video/mm-video_display/49934209
http://www.haygroup.com/BestCompaniesForLeadership/research-and-findings/about-the-research.aspx
Culture Building

In some of the world’s most admired companies for innovation:

- Innovation is not a separate function, but part of the way they operate:
- 87% capture and disseminate innovative ideas
- 83% innovate to fix things that aren’t broken
- 83% proactively address problems before they occur


Overall, a culture needs to be built that reflects an open, free-flowing interaction, an egalitarian exchange of ideas and thoughts, and values all equally, and also reflects a great many qualities.

http://www.haygroup.com/Fortune/research-and-findings/key-findings.aspx  http://www.hrmreport.com/article/Talent-Search
http://knowledge.wharton.upenn.edu/article.cfm?articleid=2785
FIRM QUALITIES (a)

- THINK DIFFERENT
- COLLABORATION
- KNOWLEDGE ACQUIRING & SHARING
- LONGER TERM PEPSPECTIVE
- SUPPORT FAILURE AND SUCCESS
- NECESSARY TALENT/EXPERTISE

http://www.economist.com/node/18648264
China’s approach to innovation
http://www.economist.com/blogs/babbage/2012/01/surgical-robots
FIRM QUALITIES (b)

- MINIMAL BUREAUCRACY
- LIMITED FINANCIAL CONTROLS
- AUTONOMOUS, FUNCTIONALLY COMPLETE UNITS
- CLEAR GOALS; STAYING CLOSE TO CUSTOMER

http://www.nytimes.com/2011/06/19/technology/19unboxed.html?_r=1&pagewanted=print
FIRM QUALITIES (c)

- TASK FORCES/BRAINSTORMING

- ACQUIRING, MERGING AND/OR FORMING JVs and ALLIANCES

- ESTABLISHING AND MAINTAINING OPEN AND COLLABORATIVE RELATIONSHIPS; DATA MINING; CROWD SOURCING

- INFORMAL BOOTLEGGING; SKUNK WORKS (e.g., Google, P&G)

http://www.strategy-business.com/article/00075?gko=e1727  http://www.businessweek.com/articles/2012-03-01/twitter-the-startup-that-wouldnt-die  alliances that Twitter made
http://www.businessweek.com/managing/content/may2011/ca20110520_512407_page_2.htm
http://www.nytimes.com/2011/06/19/technology/19unboxed.html?_r=1&pagewanted=print
POSSIBLE CONTINGENCIES:

- **THE INNOVATION GOALS**
- **THE STAGE OF INNOVATION**
- **DEGREES OF OPENNESS**
- **INCREMENTAL v. BREAKTHROUGH**
- **SIZE OF FIRM**
- **WHERE DONE: WEST v EAST**
- **EXPLORATORY v EXPLOITATIVE**

Strategic HR Planning: Part II

Business Strategy: Innovation

- Employee Strategic Competencies

http://www.bbc.co.uk/news/13612424
Story about HTC
Strategic competencies are those competencies uniquely necessary to successfully implement the firm’s strategy.
Leadership Characteristics:

- Humility/patience
- Openness
- Experimentation/inquisitiveness
- Confidence and vision for the long term

“The most successful companies in innovation are those with leaders who have five particular skills that can be learned by anyone, although some have them already.”

1. Questioning: posing queries that challenge common wisdom

2. Observing: scrutinizing the behavior of customers, suppliers, and competitors to identify new ways of doing things

3. Experimenting: constructing interactive experiences and provoking unorthodox responses to see what insights emerge

4. Networking: meeting people with different ideas and perspectives

5. Associating: drawing connections between questions/problems/ideas from unrelated fields

And there are several others beyond these 5, including

FROM THE INNOVATORS “DNA”:  http://www.economist.com/node/21525350
http://www.youtube.com/watch?v=TtsM9VGNIII&feature=related
STRATEGIC COMPETENCIES NEEDED (c)

- COMFORT WITH CHANGE; ENTREPRENEURIAL SPIRIT; DESIRE TO REINVENT CONSTANTLY; EXCITEMENT WITH INVENTION; ADAPTABLE; FLEXIBLE

- COMFORT WITH UNPREDICTABILITY

- WILLINGNESS:
  a. TO THINK OUTSIDE THE BOX
  b. TO BE ENGAGED; BE PASSIONATE
  c. TO SHARE KNOWLEDGE
  d. TO CREATE, FAIL, LEARN, CREATE AGAIN
Strategic Location Planning

http://www.economist.com/node/18061718 porsche in europe
iphone and Apple in the US and China:
http://www.nytimes.com/2012/01/22/business/apple-america-
and-a-squeezed-middle-class.html?_r=1&pagewanted=all
http://www.hbs.edu/competitiveness/pdf/hbscompsurvey.pdf
We at IBM are locating many of our new R&D centers in countries throughout the world. The same is true for most MNEs.
IBM’s American employment has been on a steady decline (about 100,000)

Yet, IBM reported that it’s workforce in Brazil, Russia, India & China have risen significantly (about 300,000)

Today, 86 R&D centers worldwide, up from 25 in 2001

R&D centers also in Russia by Philips, Siemens, Nokia, Boeing and Microsoft

http://www.nytimes.com/2009/03/06/business/06layoffs.html?pagewanted=2&_r=1&sq=IBM%20and%20layoffs
OVERALL FINDINGS: EMPLOYEE ENGAGEMENT and INNOVATION IMPACTED FAVORABLY BY:

- SENSE OF PURPOSE
- SENSE OF MASTERY
- FLEXIBILITY/ADAPTABLE
- CROSS-FUNCTIONAL RELATIONS
- TEAM DIVERSITY AND TRAINING

http://www.youtube.com/watch?v=u6XAPnuFjJc; Jackson, Hitt & DeNisi, 2003
Team work is essential for most innovation today, so multinational firms need to integrate the talent of many employees who are located in many global locations.

One method for accomplishing this need is through Global Teams that are well trained (relates to slide #40).

Global Teams, work through time zones, geographical locations, and cultural affiliations, that is, they are diverse, thus

http://www.charlierose.com/view/interview/11879
Recruitment and Selection

Diversity and multiculturalism are vital components of recruiting and selecting individuals for innovation.

http://www.fastcompany.com/magazine/84/playbook.html
http://www.businessweek.com/innovate/content/may2011/id20110527_276850.htm?campaign_id=mag_Jun9&link_position=link39
http://www.youtube.com/watch?v=X165uXg8EOE&feature=related  IBM recruiting video for a team
Diversity/Multicultural Initiatives

- NEED TO DEVELOP INITIATIVES TO EXPAND THE POTENTIAL LABOR MARKET: E.G., AGE, GENDER, REGION, CULTURE

- NEED TO DEVELOP INITIATIVES THAT PROVIDE MORE OPPORTUNITIES TO THE EXISTING WORKFORCE

- MAY NEED TO DEVELOP INITIATIVES THAT APPEAL TO DEMOGRAPHIC, CULTURAL, AND REGION DIFFERENCES

http://www.hrmreport.com/article/microsofts-diverse-workforce

http://www.research.hsbc.com/midas/ortRes/RDV?ao=20&key=ej73gSSJVj&n=282364.PDF
Engagement

Engagement is an excellent way to describe the quality of the relationship between the employee and the employer. The greater the engagement, the greater the alignment of interests between them, and the greater the efforts by them to do as well as possible for each other, including being innovative.

P. Sparrow, Lancaster University Management School

http://www.kent.ac.uk/webteamtest/kbs-medway/1-sparrow.html
Engagement Initiatives

PROVIDE EMPLOYEES WITH:

- JOBS THAT OFFER A SENSE OF MASTERY, AUTONOMY, PURPOSE

- COACHING, RELATIONSHIP BUILDING

- TRUST, OPEN COMMUNICATION, AND A SHARING AND SUPPORTIVE CULTURE

For more see:  
http://www.businessweek.com/managing/content/jan2009/ca20090116_444132.htm  
http://www.businessweek.com/managing/content/jan2009/ca20090116_444132.htm (engagement at MGM Grand)  
http://www.astd.org/TD/Archives/2011/Mar/Free/March_2011_Mm_Mm_Good.htm (engagement at Campbell Soup)  
http://www.gallup.com/consulting/52/Employee-Engagement.aspx (does extensive survey work on engagement and has “Best in Class” numbers)  
http://www.shl.com/us
GLOBAL TEAMS HELP GLOBAL PHARMA COMPANIES CREATE INNOVATIVE NEW PRODUCTS

- As a global company, Novartis’ goal is to enhance sensitivity to each other so that exchange and sharing are easier to do

- Offer a program called “Leading Global Teams” that
  - Provides a generalization of national culture, and organizational culture of different business units
  - Utilizes a tool called Cultural Orientations Indicator (COI)
    - Includes 10 dimensions- each contains a cultural continuum measuring preferential styles of behavior and allows comparisons across country cultures

www.culturalnavigator.com
For the experiences of companies, see 3M, P&G and Apple, companies who are aggressive practitioners of “open innovation.” The essence of open innovation is ensuring that employees in different divisions have formal contact with one another and that all employees have formal contacts with external groups such as research labs, competitors and universities.

Companies such as Novartis, view Performance Management as central to their Global Talent Management Activities for innovation.

At the heart of their Performance Management is a system that:

- Grades Employees and Matches their compensation to:
  1. Business Results (“The What”)
  2. Values & Behaviors (“The How”)
Each of the two performance dimensions (values & behaviors and results) are rated on a three-point scale.

1- poor performance
2- satisfactory performance
3- Superior Performance

Some of the Values & Behaviors consist of:
- Collaboration and Cooperation
- Knowledge Sharing
- Demonstrating Empowerment and Accountability

http://www.booz.com/media/file/GTI.pdf
Performance ratings have a large impact on associates’ compensation.

Initially employees’ base salary and target incentive are driven by market data.

High performers (on results and behaviors) may be eligible for almost double their base salary in their annual bonus.

Conversely, low performers do not receive a salary increase or a bonus.

Innovation is thus fostered and facilitated by the combination of performance management and compensation.
GTMCs are significant strategic human resource issues that result from the strategic directions of the firm.

For many firms, innovation is one of the most important GTMCs today.

Consequently, fostering and facilitating innovation through HR policies and practices could be very helpful to the firm. Selected HR P&Ps from GTM can help foster and facilitate innovation by supporting human and social capital development, knowledge building and collaboration, and engagement and retention.

This can be done most effectively through an understanding of organizational conditions of firms, such as leadership, culture and several qualities, and strategic competencies and engagement levels of individuals.
Conclusions (cont’d)

- So today there is an expanded understanding of the HR policies and practices that can foster and facilitate innovation, including the numerous contingencies that exist in firms pursuing strategies of innovation.

- Consequently, HR professionals, in conjunction with line managers and employees need to analyze which HR policies and practices to select and implement.

- If done well
RESULTS FOR FIRMS

- Innovation strategy more likely to be developed, implemented and maintained
- Pursuit of innovation is more likely to be successful
- Employees more likely to remain with firm and
- Competitive advantage is gained BUT
“The takeaway for me in all this, is we all think these things matter, but most of us are not doing something about it. Second takeaway, it’s difficult; if it were easy, we’d all be doing it.”

Sue Meisinger, former President and CEO of the Society for Human Resource Management (SHRM)

DESPITE THE FACT THAT...

the recent Chief HR Officer (CHRO) study conducted by IBM found that amongst the more than 700 CHROs around the world “their No. 1 business challenge is driving creativity and innovation!”

THAT SAID, A FEW HR PROFESSIONALS ARE DOING A GREAT JOB FOSTERING AND FACILITATING INNOVATION THROUGH PLANNING, SELECTION, TRAINING, PERFORMANCE MANAGEMENT AND COMPENSATION, SUCH AS DUPONT, BELL LABS, VIRGIN, GOOGLE, APPLE, WHIRLPOOL, P&G, SAMSUNG, LG, NOVARTIS, SWATCH, NESTLE, P&G, HUAWEI, GUINNESS. SO IT CAN AND IS BEING DONE!
Thank you!


“Has Talent Management Something to Do with Talent?” C. Flippo and A. Ancelin-Bourguignon, paper presented at a GTM meeting of EURAM, Brussels, Apr 2012


APPENDICIES

THE FOLLOWING SLIDES ADDRESS RELATED ISSUES SUCH AS THE DEFINITION OF TALENT and COMPETENCIES
TALENT DEFINED: PART I

Talent is defined as the competencies and strategic competencies of current and future employees in relation to the firm’s current and future strategies of the firm. “Having” talent thus means that a firm has the employees who possess the desired competencies and/or learning capabilities to gain the competencies and levels of engagement needed to achieve the firm’s strategy.

http://www.lums.lancs.ac.uk/media/cphr/view/resourcingbusinesschange/; See Celine Flipo and Annick Ancelin-Bourguignon, “Has Talent Management Something to Do with Talent?” Paper presented at EIASM, Brussels, April 12, 2012. This paper does an excellent job of describing the issues associated with using and defining the terms “talent” and “talent management.”
TALENT DEFINED: PART II

1. Talent is thus different from performance, and is related to the person and not the position.

2. In contrast, the terms “A” and “B” players refer to the performance of persons, who might perform better if they have more “talent.”

3. Talent can relate to a few or many individuals.
All Inclusive Approach to Strategic Talent

- Workforce is composed of multiple layers of talent each contributing to company’s strategic goals and objectives: innovation initiatives should not be limited to only “top management” (“A” positions) or “top” talent (“A” players).

- All employees can contribute to innovation for their firms: Remember “Carlson’s Law.”

- Yet this approach does imply that an innovation strategy needs managing workforce diversity, thus multiple initiatives (EVPs) should be crafted for the entire workforce. This helps ensure attraction, retention and innovation.

http://www.youtube.com/watch?v=sUUYfd4udYo  HR Head, ABB

http://www.randomhouse.com/catalog/display.pperl/9780307460264.html
Multiple Layers of Talent

http://www.mckinseyquarterly.com/Making_talent_a_strategic_priority_2092
“A” Players and “A” Positions

**“A” Positions**

- Have Strategic Impact
- Variability of Performance
- Critical impact on the formation of one or more of the strategic capabilities needed to execute the firms strategy
- Can vary from call center to software engineer jobs depending on firm’s strategy

**“A” Players**

- Make disproportionate contribution to success of company strategy
- Top performers in the company
- Provide significant value to the company
- Not easily replaceable
COMPETENCIES

Competencies are the knowledge, skills, abilities, attitudes, attributes, motivation, and other characteristics (e.g., personality, agility, perseverance, grit) and behaviors that are necessary to perform in their positions to the highest level.

See Celine Flipo and Annick Ancelin-Bourguignon, “Has Talent Management Something to do with Talent?” EISAM, April 2012
Top management leadership and support are vital for an innovation strategy; but remember Carlson’s law:

http://www.nytimes.com/2011/06/05/opinion/05friedman.html

http://www.strategy-business.com/article/11212?gko=75d9f&cid=20110609rr
“In a world where so many people now have access to education and cheap tools of innovation, innovation that happens from the bottom up tends to be chaotic but smart. Innovation that happens from the top down tends to be orderly but dumb.”

http://www.nytimes.com/2011/06/05/opinion/05friedman.html
“As a result, the sweet spot for innovation today is “moving down,” closer to the people, not up, because all the people together are smarter that anyone alone and all the people now have the tools to invent and collaborate.”
The Apple model is more edited, intuitive and top-down. “It’s not the consumers’ job to know what they want.”

Steve Jobs, Co-founder, Apple

http://www.nytimes.com/2012/01/27/technology/apple-and-google-as-creative-archetypes.html?_r=1  Ying and Yang of corporate innovation using Apple and Google examples


“When I think of the role HR plays in the organization, it’s really to ensure that our people practices drive the right behaviors to help our business outcomes.”

Karin Princivalle, Sr. VP of HR for Medco

http://www.hreonline.com/HRE/printstory.jsp?storyId=533343623

http://www.medcohealth.com/medco/corporate/home.jsp

http://blog.hreonline.com/2011/03/15/grappling-with-hrs-role-in-innovation-and-growth/ If it were easy, we would be doing it!
Recruitment and Selection

Steps

Selection steps/actions used by Google:
There are many, take a look:

http://www.youtube.com/watch?v=plmTgl2wUiY&feature=related

http://www.shl.com/us
INNOVATION TODAY IS ALMOST ALWAYS DONE IN TEAMS THAT ARE MULTINATIONAL, MULTILINGUAL, AND EVEN VIRTUAL. IN SUCH TEAMS TO WORK EFFECTIVELY YOU HAVE TO COMMUNICATE EFFECTIVELY.

http://www.charlierose.com/view/interview/11879
Training & Development

![Cultural Attributes Diagram]

- 1. Environment
- 2. Time
- 3. Action
- 4. Communication
- 5. Space
- 6. Power
- 7. Individualism
- 8. Competitiveness
- 9. Structure
- 10. Thinking
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Partially Met Expectations</th>
<th>Fully Met Expectations</th>
<th>Exceeded Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unsatisfactory Performer</strong> 1.1</td>
<td>Associate performance falls considerably short in relation to job objectives and the Novartis values/behaviours despite repeated explanations/coaching.</td>
<td>Associate fully meets expectations on Novartis values/behaviours, however, performance on job objectives falls below expectations.</td>
<td>Associate consistently demonstrates superior behaviour, however, performance on job objectives falls below expectations.</td>
</tr>
<tr>
<td><strong>Good Behaviour, Unsatisfactory Results</strong> 1.2</td>
<td>Associate fully meets expectations on Novartis values/behaviours, however, performance on job objectives falls below expectations.</td>
<td></td>
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</tr>
<tr>
<td><strong>Superior Behaviour, Unsatisfactory Results</strong> 1.3</td>
<td>Associate consistently demonstrates superior behaviour, however, performance on job objectives falls below expectations.</td>
<td></td>
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</tr>
<tr>
<td><strong>Superior Results,</strong> Unsat satisfactory Behaviour** 2.1</td>
<td>Associate consistently contributes at a superior level of performance on all job objectives and the Novartis values/behaviours. This is a positive and fully acceptable level of performance.</td>
<td>Associate fully meets expectations on Novartis values/behaviours.</td>
<td></td>
</tr>
<tr>
<td><strong>Strong Performer</strong> 2.2</td>
<td></td>
<td></td>
<td>Associate consistently demonstrates superior behaviour and fully meets expectations on all job objectives.</td>
</tr>
<tr>
<td><strong>Superior Behaviour</strong> 2.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Exceeded Expectations</strong> 3.1</td>
<td>Associate consistently contributes at a superior level of performance on all job objectives, however, performance falls below expectations on Novartis values/behaviours.</td>
<td>Associate consistently contributes at a superior level of performance on all job objectives and also demonstrates the Novartis values/behaviours.</td>
<td>Associate consistently contributes at an exceptional level of performance on all job objectives and the Novartis values/behaviours. Recognized as a role model both within their group and in a wider population. Few associates achieve this level of performance.</td>
</tr>
<tr>
<td><strong>Superior Results</strong> 3.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Exceptional Performer</strong> 3.3</td>
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</tbody>
</table>

**Novartis Values/Behaviours**
“TALENT SHORTAGE” WAS THE FIRST GTMC. NOW THE NATURE OF THE ENVIRONMENTAL FORCES IS DIFFERENT:

- **GLOBALIZATION:** More intensive and extensive; global prices/wages/costs

- **COMPETITIVE DYNAMICS:** Emerging markets and emerging challengers; need for constant innovation

- **DEMOGRAPHICS:** More; older; lower engagement; generational differences

- **WORKFORCE CHARACTERISTICS:** Wage dispersion; talent dispersion (global); more diversity; more important

- **CHANGING NATURE OF WORK:** Hyperconnected; fast; open; collaborative; globally dispersed, digitized; data based

http://www.research.hsbc.com/midas/Res/RDV?ao=20&key=ej73gSSJvij&n=282364.PDF
https://www.mckinseyquarterly.com/The_second_economy_2853
https://www.mckinseyquarterly.com/Competing_through_data_Three_experts_offer_their_game_plans_2868
A MAJORITY OF EMPLOYEES WERE ONLY MODESTLY ENGAGED:

Firms usually get the behaviors and results that are measured and rewarded, but employees want purpose, pride, mastery.

http://www.youtube.com/watch?v=u6XAPnuFjJc&feature=results_main&playnext=1&list=PL53A8652CB899950A
“Some people believe football is a matter of life and death. I can assure you that is it much, much more important than that.”

Scottish player, Bill Shankly

http://www.nytimes.com/2012/06/16/opinion/germany-play-well-but-dont-win.html
Less than a third of companies are regularly applying collaborative approaches to drive knowledge sharing and innovation.

**Uses for collaboration and social networking tools**

- Enable global teams to work more effectively: 41% Not much, 26% Somewhat, 33% To a large extent
- Spread innovation throughout the organization more effectively: 46% Not much, 27% Somewhat, 27% To a large extent
- Preserve critical knowledge: 49% Not much, 28% Somewhat, 23% To a large extent
- Identify individuals with relevant knowledge and skills: 55% Not much, 26% Somewhat, 19% To a large extent

“We are not as good at innovation as efficiency. The HR function should help to build an innovative culture, create forums, develop leaders and find ways to measure and reward innovation.”

Veronica Rörsö, SVP HR, Skanska