



# DISRUPTIVE HR LIVE TRAINING

CHANGING PEOPLE PRACTICES FOR GOOD

## THE NEW HR FUNCTION



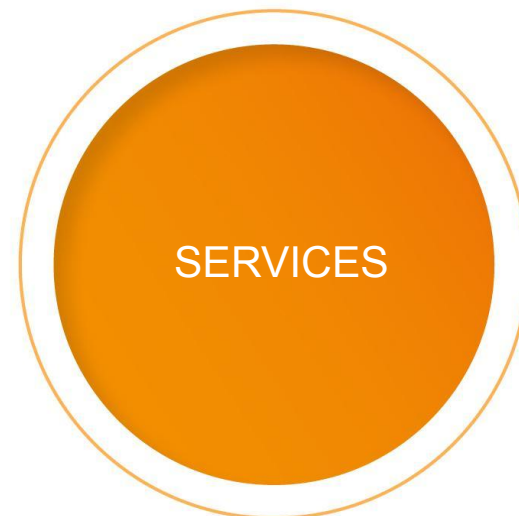
## WHAT WE'LL COVER

1. Why traditional HR needs to change
2. Skills and mindsets of new HR
3. Moving away from rules and compliance
4. Delivering HR differently
5. New types of HR structure

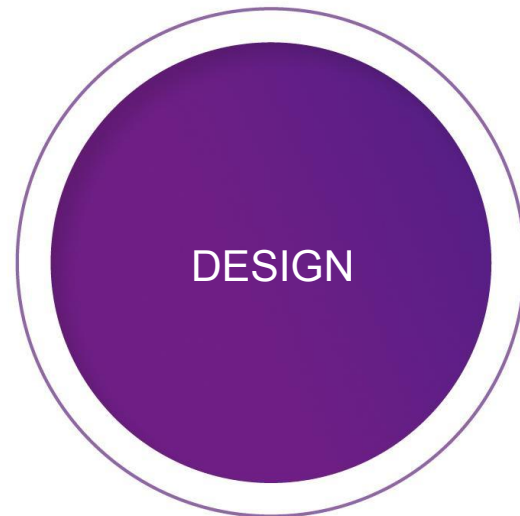
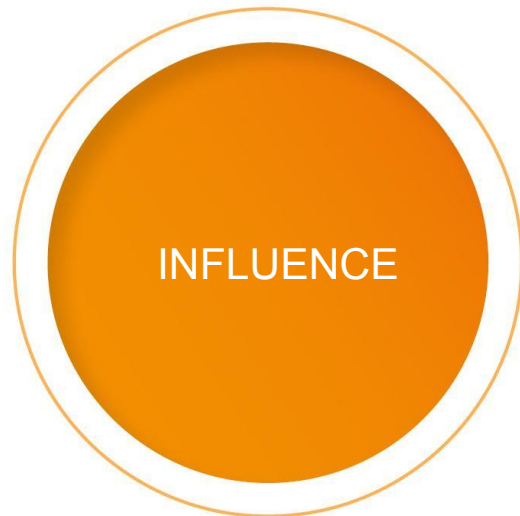
WE EXPECT SO MUCH FROM HR



# TRADITIONAL HR

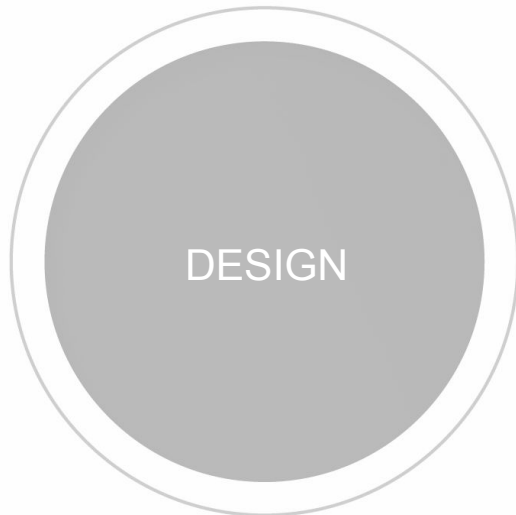
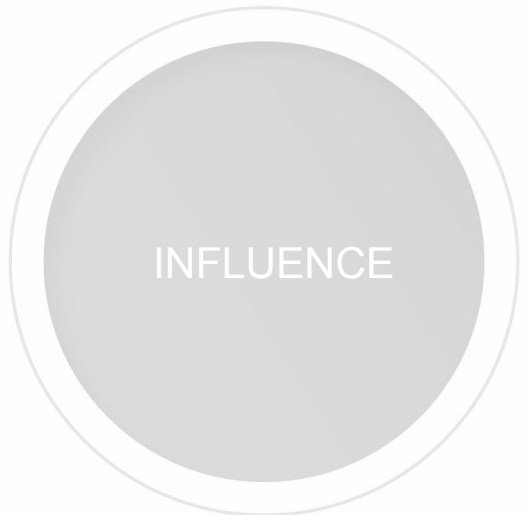


# FOUR KEY SKILLS FOR THE FUTURE





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## Insights

Relevant people insights relating to your business ... but also:

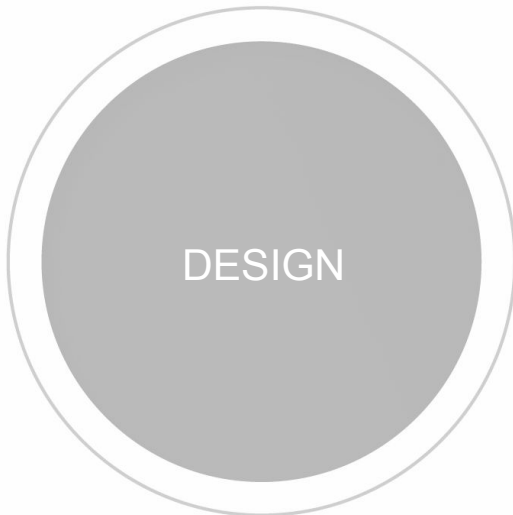
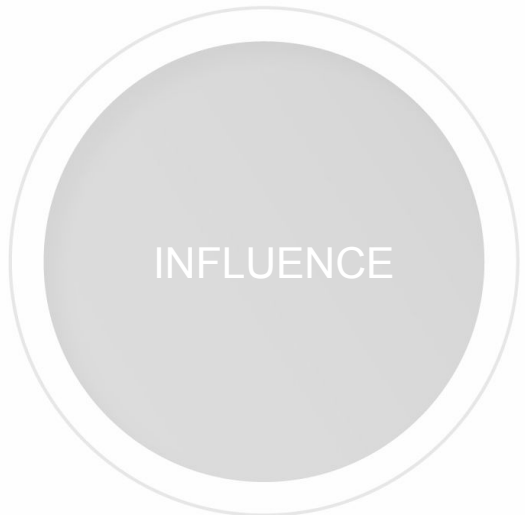
### Your leaders':

- Motivations
- Capabilities
- Impact

### Your employees:

- Types or persona
- Capabilities
- How they feel

# FOUR KEY SKILLS FOR THE FUTURE



## Facilitation

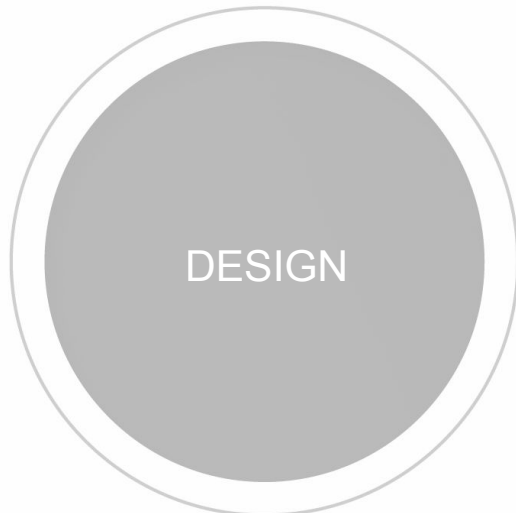
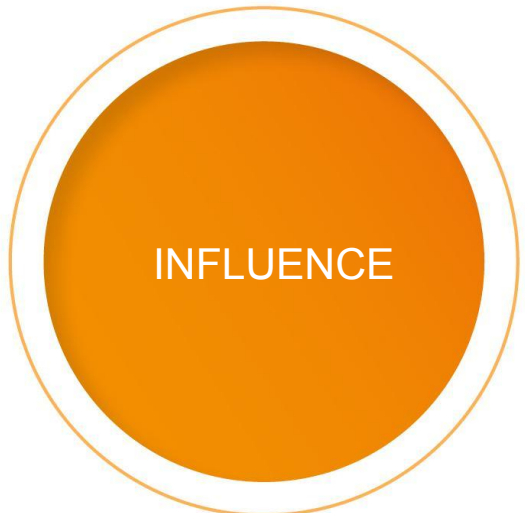
Helping leaders to

- Build their talent community
- Create a more inclusive culture
- Build their confidence to tackle difficult issues
- Have great conversations

Connecting your part of the business with the wider HR team

Ensuring the colleague voice is heard and factored in

# FOUR KEY SKILLS FOR THE FUTURE



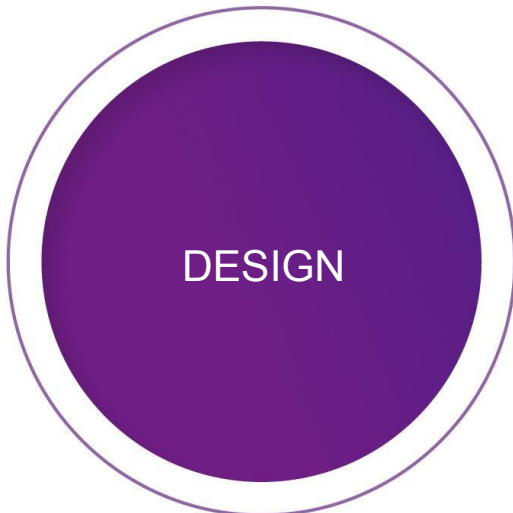
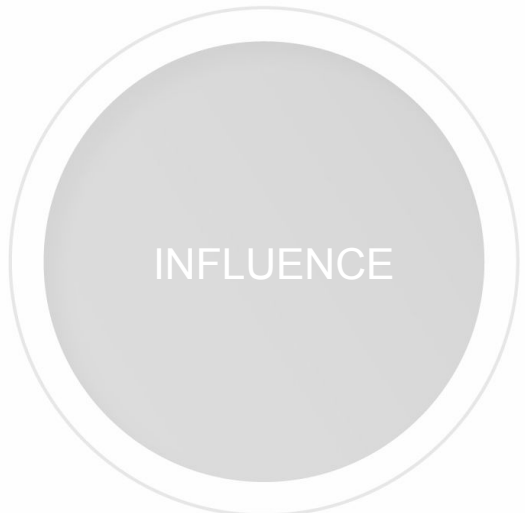
## Influence

Coaching or developing your leaders and employees to change mindsets and behaviours

Ensuring Group HR understands and responds to the needs of your business area



# FOUR KEY SKILLS FOR THE FUTURE



## Design

Ensuring HR products are based on data and insight

Co-creating HR products with your leaders and employees

Designing employee experiences that align with your brand and drive your business strategy

Designing products that help leaders and employees do things for themselves.

CHECK OUT YOUR SKILLS AND MINDSET



**DISRUPTIVE**  
HR DIAGNOSTIC



**POLICIES**

**PROCEDURES**

# HOW TO CHALLENGE OUR THINKING

1. The Trust Test
2. Encourage judgement
3. See it through their eyes

# WE TRUST YOU



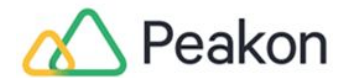
No probation period



'Within Reason'



Manage your own health



'Life first, work second'

# FRESH TAKES ON EMPLOYMENT POLICY



Be nice, have fun,  
and connect



Freedom &  
Responsibility



The Golden Rule



# DELIVERING HR DIFFERENTLY

**HR**



**PRODUCTS**

IT DOESN'T HAVE TO BE PERFECT





IT DOESN'T HAVE TO BE ANNUAL



# CONVERSATIONS MATTER



IT DOESN'T HAVE TO BE A PROCESS



ONE SIZE DOESN'T FIT  
ALL





ATTRACT  
DON'T FORCE





# THINK MARKETING NOT COMPLIANCE



## THE THRIVE TRIBE WORKING DAY

### THE BEST BITS...

- We don't measure you by how many hours you work or how much you're in the office – we just care about achieving great outcomes.
- In our line of work it's not always possible to work Monday to Friday 9 – 5, so we ask you to be flexible!
- Look after your fellow tribe – in other words please share unsociable hours!
- Client needs come first, but we trust you to manage your own workload/work pattern – just let your manager know what you're doing.
- If you work extra hours – keep your own records and take the time back within 2 months.
- We don't normally pay overtime, but it's at managers' discretion.
- Speak to someone if you feel your hours are interfering with your life or your health!
- If you want to make a formal flexible working request our policy is available on the intranet.

## TONY'S CHOCOLONELY EMPLOYMENT AGREEMENT

**START** what's your name?

your role:

probation period:  months

We both can break up at any time, in writing and with the statutory notice period in mind. Our collaboration starts automatically on the day you reach the stated Pension Age (AOW in Dutch.)

gross salary: €  per month (on a fulltime basis) 8% holiday allowance.

number of hours per week:  divided over  working days. (Not boy, results are more important than the number of hours you make)

**ON A SERIOUS NOTE, PART 1**  
You agree that you will provide all confidential Tony's information at...  
All work created by you developed by Tony's Chocolonely (called 'Intellectual Property Rights'). When we agree to you will remain all documents related to our business and your work for us to be (our separate, manual, electronic, correspondence and customer lists), obtained by you during your time with us, without keeping any copies.

**OUCH!** ...mind your steps! you're off to those nerve-racking serious notes

**ON A SERIOUS NOTE, PART 2**  
You can't accept a provision or compensation from our relations or clients, if it's about your job at Tony's with another Tony's side job! Make sure you discuss it upfront.  
• The Statute about People Guards, as it is or as it will be, is part of this agreement.  
• This Agreement falls under Dutch law.

**YOU ARE GOING TOO FAST!** go to the serious stuff for a cool down!

**BACK TO START**

**HOORAY**

Other Tony's benefits:  
• Expense allowance of €  net per month for work related purchases.  
• Frisbee/airball bonus  
• Pension  
• Participation in Tony's Chocolonely's Stock Purchase Plan ("Golden Wrapper"), when you meet the rules and conditions of the plan.  
• A monthly commuting allowance + a public subscription to business travel for work related travels + a bright, shiny company car.

ps. We will take a lovely mugshot of you and put it on a shh... mug, send it to your family and friends. You might also be photographed on other moments, because we occasionally give a peek of working life at Tony's online or in other publications. Mhhky?

Tony's Chocolonely  
Postbus 11  
1014 DB Amsterdam  
sign here →

yes no  
yes no  
Address:   
Residence:   
you sign here →

## HONEST CONTRACT

### HOURLY

**PAY**  
Your pay is  per hour, paid bi-weekly (every two weeks) to your bank account. We partner with Wagesstream, meaning you can stream 50% of your money as you earn it. More information is found in Knowledge Library.

**HOURS**  
Your guaranteed working hours are actual hours. But you'll be paid by how many one day. We may review your guaranteed hours if an external factor affects the amount every 6 hours you work, make sure you take a 30-minute paid break to rest and fuel up. Or if you're working a double shift, take 1 hour.

**LOCATION**  
Your restaurant is   
Sometimes we may need you to work in other will do our best to make sure you are not traveling more than an hour to work.

**HOLIDAY PAY**  
If you work full time - that's 45 hours a week, you're entitled to 5.8 working weeks holiday pay. We calculate this in hours, which is 261 hours over the year. This includes taking your birthday off work too. If you're working part time, we'll calculate your holiday hours on the amount of hours you've worked. The Honest holiday calendar starts from 1st March and ends 28th February.

**PENSION**  
You will be auto-enrolled into our pension scheme (NEST) after 3 months. Employee contribution 5% vs Employer contribution 3%.

**SERIOUS STUFF**  
If you've been overpaid, it's likely that we've made a mistake. Before spending the money on a nice holiday, we'd much prefer it if you let us know - as we have date. Your contract and all our policies are held on Knowledge Library, it's important to us that you know your stuff.

**THE HONEYMOON PHASE**  
You don't know what you don't know, and for each other after all figures it out, and if it doesn't work - let's be give us 48 hours notice, or we'll give you one week. And we'll also pay you for the holiday you're owed.

**WHO CARES WINS**  
**HONEST COLLEGE**  
Your learning journey is individual to you. We self-learn here, and Honest College is your go-to place for 'humble skills' and 'life skills'. The mandatory courses you need to complete are H&S and Food Safety level 2.

**PERKS**  
Check out the full list of Honest Perks on Knowledge Library. Our favourite two are private healthcare for you and your friends every month.

**PEOPLE GUARDIAN**  
When things inside or outside of work aren't going well, and you don't know where to turn, our People Guardian Bot is there to support and offer advice.

**HONEST BY NATURE**  
**WORKPLACE**  
Workplace is our culture engine, where we communicate, learn and hold events. We also use instant chat bots to stay in touch during your life at Honest.

**BREAKUPS**  
Breakups happen, and that's okay. But we would love to know the reason so that we can help or get better in the future. If you do decide it's time to leave we require  weeks notice, so we can find your replacement.

**WE SIGN**  **YOU SIGN**

DATE:

Signing your Honest contract means you agree to read through your employment policies, which are held in Knowledge Library on Workplace.

HONEST

## SO WORKING DIFFERENTLY IS ABOUT ....

1. Think product, not service.
2. It doesn't have to be perfect.
3. Provide options – not one size fits all.
4. Thinking marketing, not compliance
5. Don't waste time on the resistors – go with early adopters and focus on the people who are curious.

# THERE ARE SOME INTERESTING MODELS OUT THERE

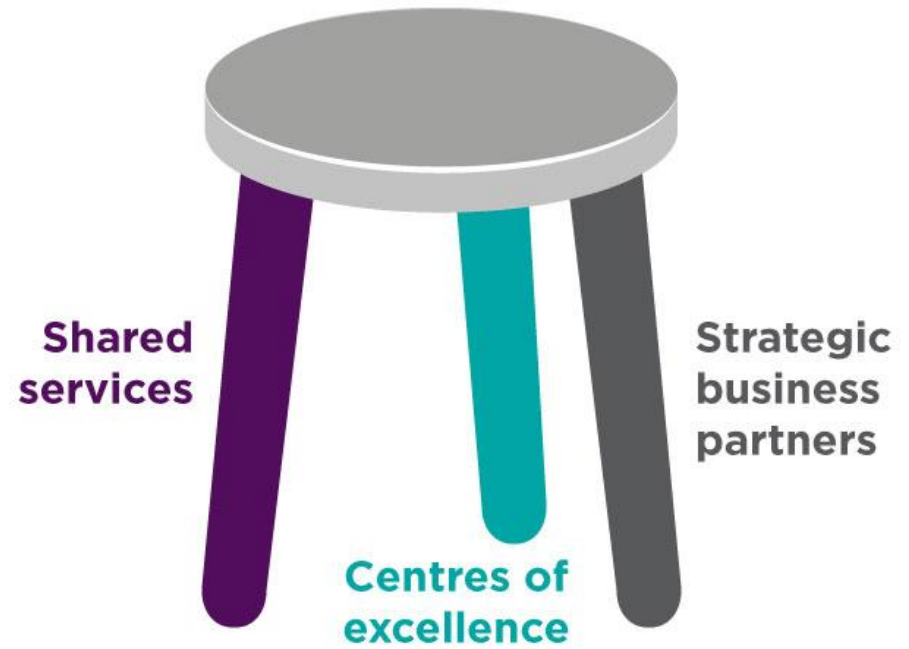
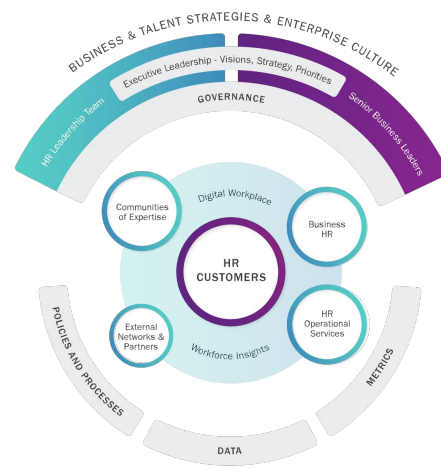
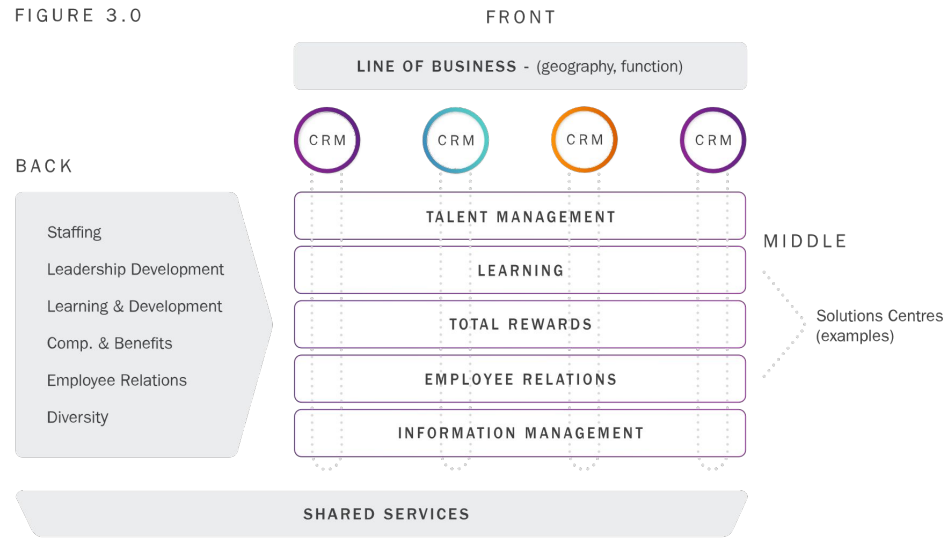


FIGURE 3.0



But the traditional Ulrich model remains the most popular by far

# WE LIKE THIS APPROACH



Developing products that identify, attract, reward and develop your talent

TALENT EXPERTISE



Digital solutions/apps for employees that mirror a consumer experience

DIGITAL/BRAND/  
MARKETING EXPERTISE



Deliver the employee experience, tailored products, upskill leaders

BUSINESS PARTNER

Operations

# HR CREW



**TALENT  
SCOUTS**

Internal & external  
hiring

**CAREER  
AGENTS**

L&D with goals for  
internal promotions

**EMPLOYEE  
SUCCESS  
PARTNERS**

Partner with leaders

**EMPLOYEE CARE TEAM**





**EACH**  
**EMPLOYEES**  
ADULT CONSUMER HUMAN

# ADULT

## HR...

- NOT A COMPLIANCE OFFICER OR A NURSEMAID
- STARTS FROM POSITION OF TRUST
- AVOIDS MANDATORY
- ENCOURAGE OUR PEOPLE TO OWN THEIR OWN TIME, PERFORMANCE, CAREER, H&WB
- DOESN'T TRY AND COMPENSATE FOR POOR MANAGERS
- HELPS LEADERS TO HELP THEMSELVES

# CONSUMER

## HR...

- **HAS MEANINGFUL DATA AND INSIGHT ON THEIR PEOPLE**
- **MAKES THINGS RELEVANT FOR DIFFERENT TYPES OF EMPLOYEES**
- **FOCUSES ON THE EXPERIENCE FOR THEIR PEOPLE**
- **USES MARKETING TECHNIQUES TO 'SELL' THEIR PRODUCTS**

# HUMAN

## HR...

- UNDERSTANDS HOW HUMANS THINK, FEEL, BEHAVE, ETC
- DESIGNS APPROACHES AROUND HUMAN BEINGS
- CREATES USER-FRIENDLY PRODUCTS AND TOOLKITS
- THE 'PEOPLE' – NOT THE PROCESS EXPERT
- FOCUS ON THE OUTCOME RATHER THAN THE PROCESS
- USES HUMAN LANGUAGE NOT JARGON



# DISRUPTIVE HR LIVE TRAINING

FREE for Members of the Disruptive HR Club.  
Join the Club today and get your money back  
on today's webinar!

## Dates for your diary!

Making Change Happen 7 July

Comms & Engagement 20 July

Performance Management 8 Sept

Diversity & Inclusion 7 Oct

The New Workplace 13 Oct

Leadership Development 20 Oct



ANY QUESTIONS?



THANK YOU AND GOOD LUCK!

[www.disruptivehr.com](http://www.disruptivehr.com)