



Resilience, Talent and Technology

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Preface

Based on precious module 'leadership and decision making', I learnt about the Cynefin framework of simple, complicated and complex environment around the organizations which are in unpredictable, non-linear and UVAR condition. Combined with theory of network, SSM, sensemaking, design thinking, resilience, the continuous study of on how HR practice and talent management drive organization towards organization mission under current complexity business environment. I understand the role of HR in organization, HR practice in present and for the future through more than 23 knowledge points.

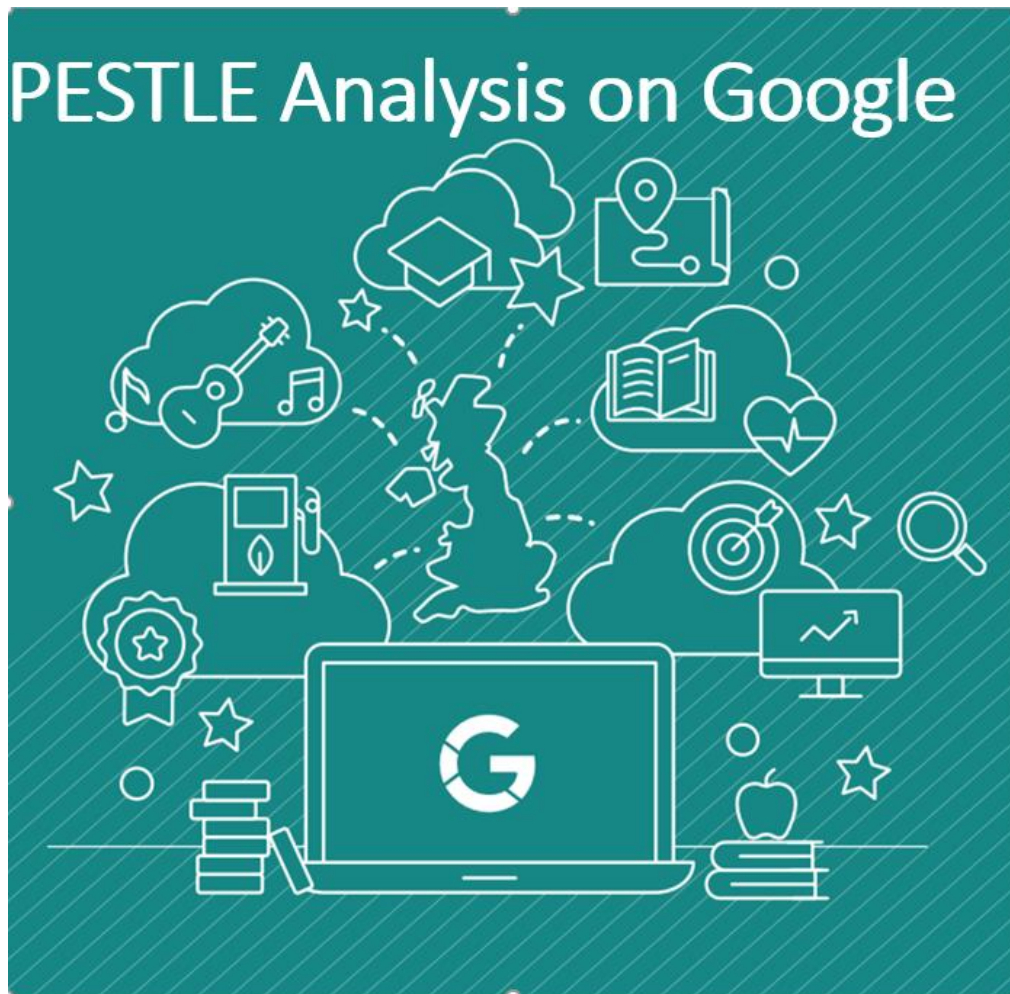
For specific application, those theories and models will be applied into this portfolio based on practical analysis of the well-known company of Google. The reason for choosing Google as an organization to analyse is because Google has ranked No.1 world best employer for year of 2019 according to the statistic of Forbes (Forbes,2019). Google develops the company culture of the motto "Do No Evil" which encourage employees to work with their own goals and enjoy freedom of conflict of interest and bias.

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What is PESTLE?

PESTLE is a framework created by Francis Aguilar in 1967, it works for identifying external factors influencing organization development, including political, economic, sociological, technological, legal and environmental factors. The purpose for making PESTLE analysis is to provide 'a big picture' for organization to react with consistent changes (CIPD,2018).

Process and Stages of PESTLE Analysis

PESTLE seeks to grasp the whole picture of external change for organization into five stages (Bonnici,2015). Like Figure 1. shown

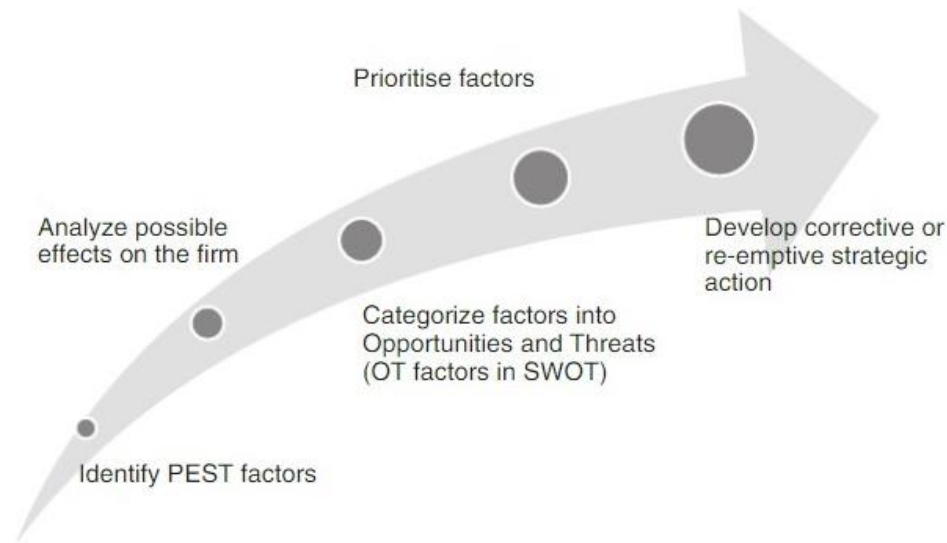


Figure 1. The Five Stages of PESTLE Analysis

(Source: adopt from Bonnici ,2015)

Recognize 'A Big Picture' of Google in UK of 2019 by using PESTLE analysis



Figure 2. Connected Relations of PESTLE Factors of Google UK

The year of 2003 witnessed the launch of Google.cn in UK, there are over 4,000 employees in UK with diversity features in nationality, education and background, the economic value reaches to 55billion Pounds (Cabinet Office, 2019). The external factors confined in the region of UK market will exert great impact on the development of Google. The PESTLE analysis is conducted as following.



POLITICAL

Brexit cause rate of immigrants from EU decrease affects the skilled talent supply in IT industry(Grinaker, 2019).

Increase employment.The UK Government runs various schemes which aim to increase employment and training opportunities for young people(Department for Work and Pensions ,2019).

Government support individuals claim of £59,200 annually for additional support needed in the workplace covering the area of workplace adaptations, assistive technology, transport and interpreters.

More investment. UK inputs up to £190 million investment which consists of private industry and government investment to develop new technology to solve cyber threaten (Clark,2019).

Those four political factors mainly affect the labour market trends and talent structure in UK, Brexit creates much more tight labour market. Rienzo (2018) mentioned in his report that Non-EU workers compared with EU migrant has higher possibility to do high-skilled jobs. Although the number of high skilled talent is decreasing, Google in UK needs to implement more diversity HR recruitment plans to meet those trends.

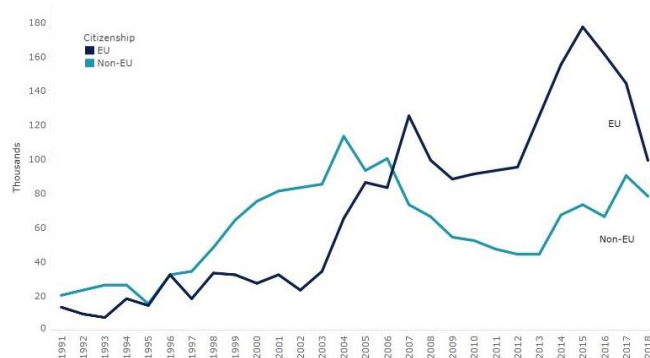


Figure 3. Long-term Work Migration by Citizenship,1991-2018

(Source: adopted from The Immigration Observation,2019)



Economic

Exchange Rate. The value of British Pounds has already dropped down 21% since the referendum results, which affects EU nationals to work in UK (Consultancy.uk,2019).

World Economy Decline. the risky factors include US-China tariffs, no-deal Brexit which slack investment and dislocate global supply chains(Department for Business,2019).

The dropping of British Pounds will affect stock price which will cause decline of company value. As British economy is declining as the world market slack which cause the market share going down and ability of purchase falling down. The talent is also the social customer (Ulrich, 2019), those economic trends will cause the choice of potential talents' choice change such as work location, employer's stock market share.



Social

Child Abuse. Google is blamed not report child abuse when people load child abuse video through the media (Tom Symonds,2019).

World No.1 best employer. Google is ranked No.1 for best employer by Fobes. (Department for Business,2019).

Mobility of people. The movement of people between EU and UK will be slow down because of Brexit as well as funding mobility. Nearly 12% of EU budget are from UK and UK received 15.5% EU funding (PwC ,2019).

Google needs to pay more attention on the social norms and care more social responsibility which will affect the building of employer branding.



Technology

The size, shape and skill of organization are changing by technology(Marsh&McLENMAN,2017).

The AI industry is estimated that it takes 5% of **GDP** until 2030 distributed in all UK regions (PwC,2019).

AI technology raise the **needs of high skilled people** (CIPD,2018).

Google as a technology company developed a lot of software for talent resourcing and performance management service and it also raise the management efficiency of itself to create fair, equal, transparent working environment, such as G2G plan (Public First,2019).



legal

- Google is sued by British court for **leaking sensitive personal data** of 4.4 million iPhone users. At least £1 billion will be fined from Goole as compensation for all users in UK(Boyle,2019).

How PESTLE situation affects attracting talents

Technology labour market is a major example of tight labour market recently where needs high skilled people in high demand but in short supply (Guadian,2019). Employees need not only with high payment but with widest sense of rewarding involved in decision-making, life balance and be treated courteously (Taylor, 2010). Google provides average salary of \$112,849 for its employees per year, but in the year of 2018, Google paid package £226,000 for employees which means the cost of maintaining the talents raised facing the Brexit (Guadian,2019), the limited movement of labour between UK and EU could affect recruitment of high skilled technology talents.

Google is one of the four most important tech companies in the world, Google currently hires more than 4,000 employees in UK. As a supported market development in UK, Google will be encouraged for the development in technology innovation, such as AI development and online business trading security. It requires more high skilled talents working in Google (Cabinet Office, 2019).

Compared with competitors in UK like Amazon, Facebook, Twitter, Google needs to adjust its recruiting and retention strategy to face this changing situation for resourcing and retaining its talents.

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Portfolio 2. Adaption strategy of Google in UK and US Labour market

The definition of labour market trends

According to Taylor (2019), resourcing specialists should recognize the labour market trends in broader commercial environment because that the use of employees is for achieving organizational goals. Those factors of labour market are including general population density, age distribution, unemployment rates, school leaves, the proportion with higher education, skill levels and government initiatives (Taylor,2019).

The labour market trends in UK in October 2019

According to the UK Graduate Careers Survey, UK has population density of 67.53 million, the labour market usually calculates statistics at the age of 16 to 64 (Office for National Statistics,2019). There are over 150 higher education institutions in UK (Parliament UK,2019) with 20,000 undergraduates in 75 employers and 20,420 graduates ready to work (Higher Fliers,2019).

The 18.4 million vacancies will be filled by UK employers during the period of 2004 to 2020 with 850,000 vacancies left for unskilled jobs (Office for National Statistics,2019).

UK employment rate reached about 75.9% (population: 67.53 million) engaged people from age of 16 to 64 years old in paid job. The rate of employed woman is increasing in recent years because government launched policy on State Pension age which cause decline of retired women (Office for national statistics,2019).

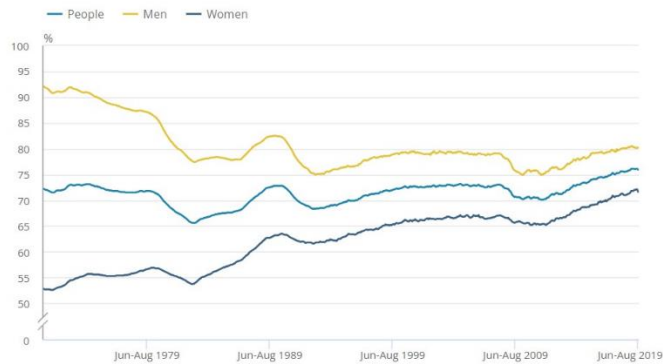


Figure 4. Employment rate of UK in October,2019

(Source: Adopted from Office for National Statistics – Labour Force Survey)

UK unemployment rate for all people was 3.9% (Office for national statistics,2019).

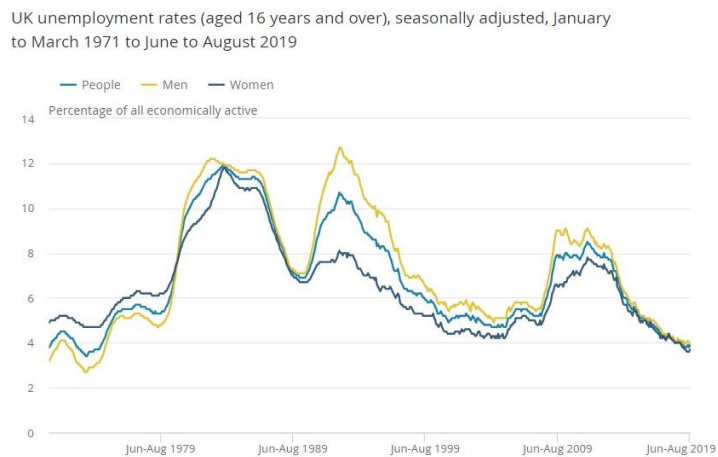


Figure 5. Unemployment rate of UK in October,2019

(Source: Adopted from Office for National Statistics – Labour Force Survey)

The labour market trends in US October 2019

The employment rate in the United States reaches to 59.35% (Bureau of Labour Statistics,2019), the unemployment rate points to 3.5%, which is in the 50 years' low (Council of Economic Advisers,2019).



Figure 6. The unemployment rate for USA from 2010-2018

(Source: Adopted from Trading Economics,2019)

According to UN data, the population of US reached to 329,064,917. There are 5,300 colleges and universities in the United States, with 3,898,000 graduates in 2019(Trade economic,2019).

The difference and similarities of UK labour market and US labour market

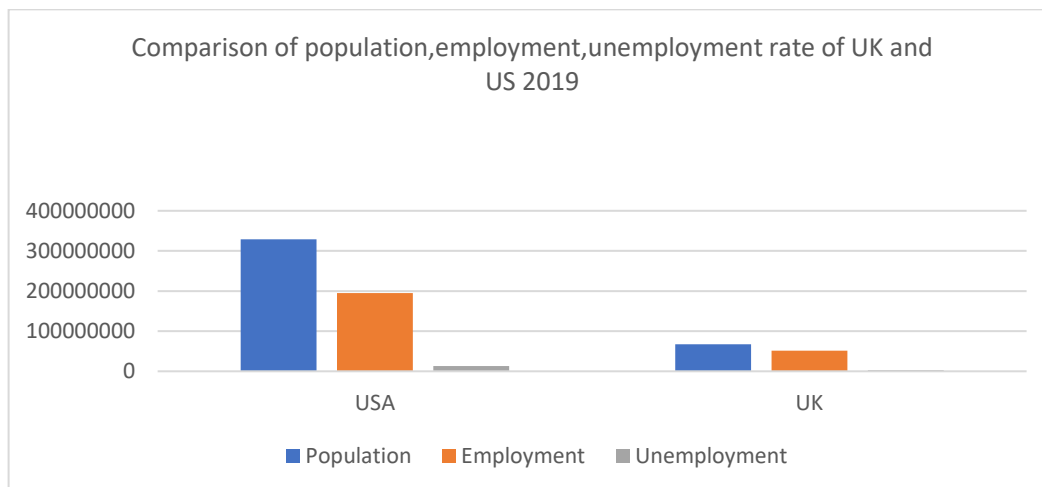


Figure 7. Comparison of population, employment, unemployment rate of UK and US 2019

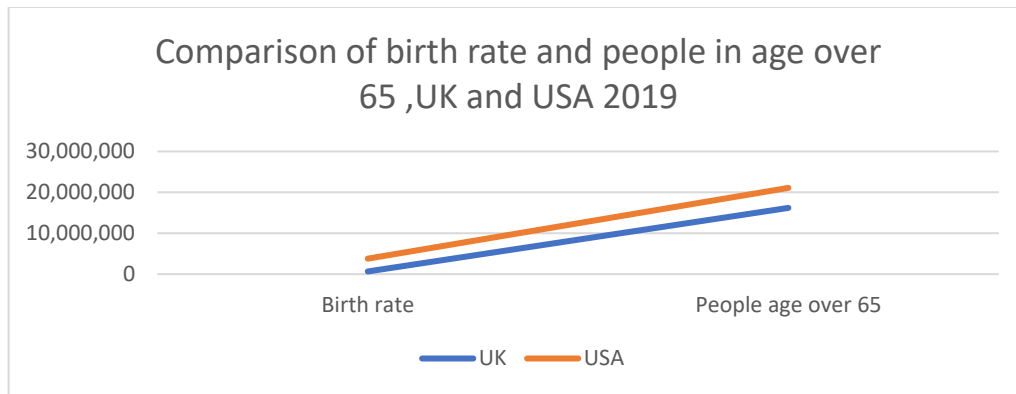


Figure 8. Comparison of birth rate and people in age over 65, UK and USA 2019

How those trends affect the operation of Google in UK and in US

Based on the comparison of UK and USA labour market condition, it is obvious to see that both of labour market are tight labour market which means it could be harder to find good people who have the high demand skills and are more likely to jump into new workplace(Armstrong,2014) Google keeps the similar recruitment and retention initiatives in UK and in USA according to the characteristics of tight labour market, but it is obvious that American labour market has absolute advantage for high-skilled talent pouring into market cause the larger population with more college graduate from college than the situation in UK labour market. Google pays lots attention on providing employees with learning development plans and creating comfortable organization culture to retain talents. For the high-tech company with the recruitment needs on high-skilled employees, Google imposes on management of human experience and interaction between human and social capital (Crane,2019). For companies in both UK and USA, the mobility of talents are much easy to transfer from each other, Google manages the international talent pools which enable talent gain more opportunities for knowledge transfer (Collings, 2014).

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Portfolio 3. Google Uses Technology to Do Human Resource Planning

6 minutes Ted-talk voice link:

https://uowtsd-my.sharepoint.com/:v:/g/personal/1811698_student_uowtsd_ac_uk/EXw-ZDpg605Aq1UlcFzpaxQBJ_RYFKKGx2IXzP0ZE_yFTw?e=AqDDZ9

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Portfolio 4. The Impact of National Culture Context Effects on HRM Practices-Take Google As Example

The Categories of Economies and Its Importance

Sloman (2015) identified three categories of economies, there are three types: centrally planned or command economy, free market economy and mixed economy. Hall (2001) compared with coordinated economic market (CMEs) and liberal economic market (LMEs) in the aspect of HRM regulation, the result showed that coordinated economic market has higher level of HRM regulation and institutional of HRM activity than liberal economic market. According to Tricker (2015), there are five broad classifications: American rules-based model, the UK/commonwealth principles-based model, the continental European two-tier model, Japanese stakeholder-oriented network model, and the Asian family-based model. The basic differences in corporate governance is about context and culture. Google has the headquarter in the United States which is multinational technology company operating business in more than 154 locations in more than 450 countries hiring 98,771 full-time employees (Supreeth,2018).

If Google runs a company in different countries, by using the PESTLE analysis to recognize the external factors which affect its operation in located countries, those factors including political, economic, social, technology, legal and environment (CIPD,2017).But the culture and context is the most relevant factor which has closely connection with HRM practices in daily operation, it will mostly manifest in retention of talents and the way to motivate them (Dicken,2015). Because of those

reasons, Google was banned in many countries for providing business services and products, such as China, Crimea, Cuban, Syria, Iran, North Korea, Sudan and nearly all Arab countries (Leskin,2019).

The Culture Difference between CMEs and LMEs

Hofstede's (2001) framework consists of six dimensions including power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long versus short-term orientation and indulgence versus restraint. He emphasized culture can affect organization's value like onion layer to show the influence of culture by different nations, regions, gender and organizations, like Figure.9 shown. The new trends of world culture dimensions according to Hofstede (2018), individualism and indulgence are raising up, long term orientation and power distance is going down.

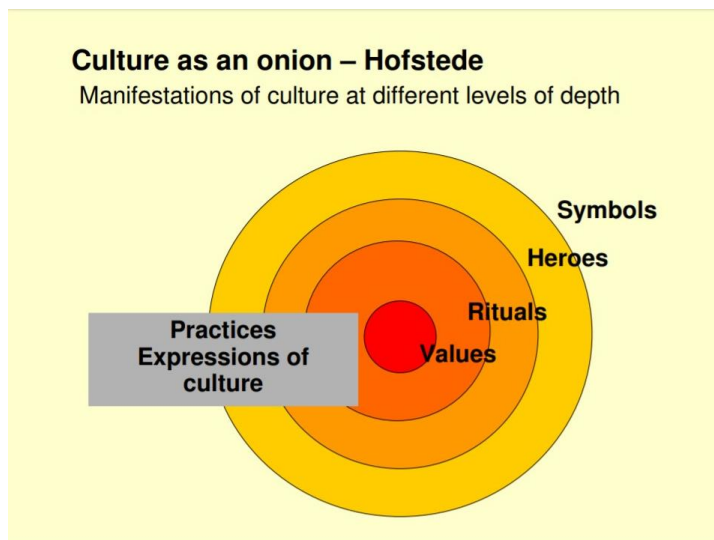


Figure 9. Culture as onion- Hofstede

(Source: Adopted from Hofstede 2001)

Based on the Hall (2001), this portfolio takes UK as example of liberal economic market and Germany as example of coordinate economic market to analyse culture difference.

The Difference of Culture Dimensions of UK and Germany

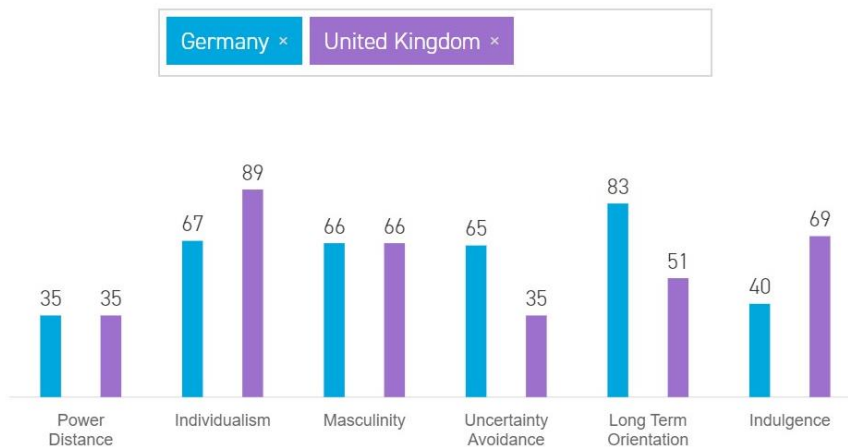


Figure 10. Culture Dimensions Comparison between UK and Germany

(Source: Adopted from Hofstede insights 2019)

Germany and Great Britain enjoy the same index in power distance and same high level of Masculine, both are in the higher level of individualism contrast with Asia countries in the index of 6-25, such as Malaysia, China and Korea, UK has slightly higher level in individualism than Germany. There are three aspects with large difference, including uncertainty avoidance (UK:35 and Germany:65), long term orientation (UK:51 and Germany:83) and indulgence (UK:69 and Germany:40)

Different Motivation Way of HRM Practice in UK and Germany

Daniel (2015) in his research mentioned that the culture difference should be one of the crucial factors for HR to consider when they propose motivation policies in organization and the culture difference can affect the way of thinking. Google is

running companies both in UK and in Germany. Motivation method in Germany should be more focus on the future development of employees beside to provide basic payment to make them satisfied and need close relationship between manager and employee to make them engaged during work (Marco,2018).Compared with practice in Germany, employees in UK mostly can be motivated by high payment with lower engagement (Rachel M,2018).

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Portfolio 5. Performance Management in Pair Presentation

Link:

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Portfolio 6. Individual development and employee engagement under 'open talent economy' based on Atkinson's Flexible Firm Model

The Atkinson's Flexible Firm Model is changed by open talent economy

According to Atkinson's flexible firm model, the flexible firm uses various ways of hiring people with contracts or subcontracts, with organizational layers of core and periphery and its purpose is to make organization be more functional flexibility with multi-skilled employees (Atkinson's,1984). Atkinson's model is a flexible technique to optimize human resource management (MBN,2019).

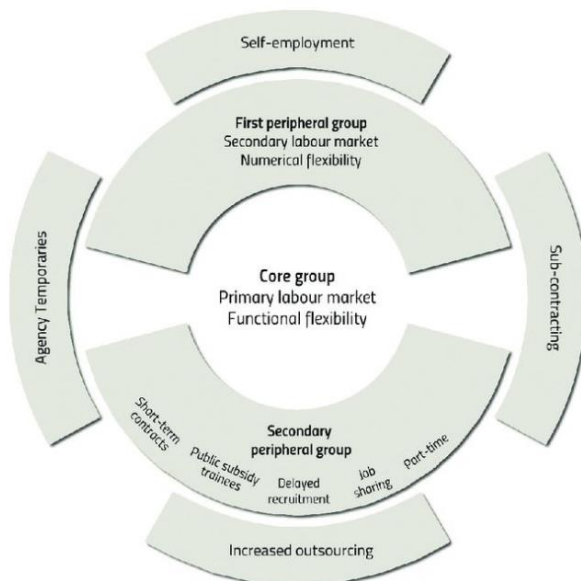


Figure 11. Atkinson's Flexible Firm

(Source: Adopted from Baghel, 2018)

Open talent economy compared with closed talent economy, people follow diversity forms of work, capital, products and services are unrestricted flowing among nations (The economist, 2019). As the development of open talent economy, the talent lifecycle will be changed which urge HR practice to transform in order to meet the changeable economic situation, those transformation actions

refer to HR planning, leadership, development, reward methods and employee engagement (Deloitte,2019).

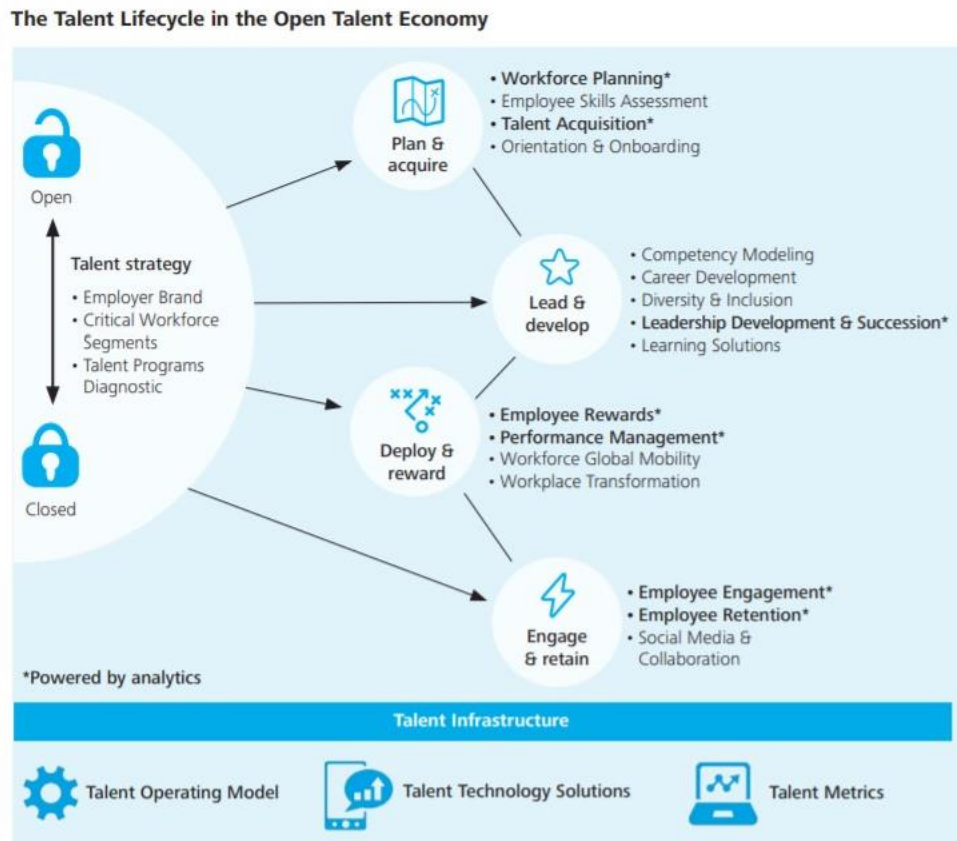


Figure 12. Talent Life Cycle in the Open Talent Economy

(Adopted from Deloitte, 2019)

With the technology development, the shape, skills and size of organization has been changed, such as AI technology and rise of the robots have replaced many low-skilled jobs cause threat of massive unemployment (Ford, 2015), although it also creates more job opportunities and forces the labour market into development of high-skill demand of employees (CIPD,2019). The size of organization becomes more smaller with less core group people instead of flexible periphery form of employment ender open talent economy (Deloitte, 2019).

While, after more than 30 years exist of Atkinson's model, there are some criticised voice about the model as the dynamic changes of open talent economic, because the model was planning an ideal layer with current ineffective implementation which causes disputes between the positive elements of multi-skilled employee structure and work-life balance and concerns about individual development, periphery employees' engagement and transformation of HR function towards individual performance and employee attitude (Nitika,2019).

The Implications of Google In UK on HR Function: Individual Performance and Employee Engagement

The developing trend of open talent economy is benefit from the recent legislation of United Kingdom to extend the right to request for flexibility of work as employees (De Menezes,2017). While most European managers express worries on employee performance for periphery employees and the engagement of employee into organization strategy for efficient performance (Ortega, 2009). Based on the research conducted by Keegan (2018), the line managers should offer greater autonomy and design much more personalized HR practice when managing those talents in open talent economy. The employment relationship has high coherence with employee's commitment, performance and with various degree of psychology contract (Kornberger,2016). Nivedita (2019) in his research concluded that engagement of new trends of workforce such as millennials can gain through harnessing technology. Like large company Google running company in United Kingdom, Deloitte (2019) suggest that company should be more transparency, building more open strategy to care about individual needs in different stages of

employee lifecycle, which needs Google to consider IT industry labour market supply and demand trend, talent investment especially on open contract employment, for their further development, evaluated with business performance to adjust HR practice in every stage of talent management circle to secure individual performance and employee engagement (Deloitte,2019). De Menezes (2017) concluded that formal and informal arrangement of various HR practice can have close association with sense of entitlement and obligation.

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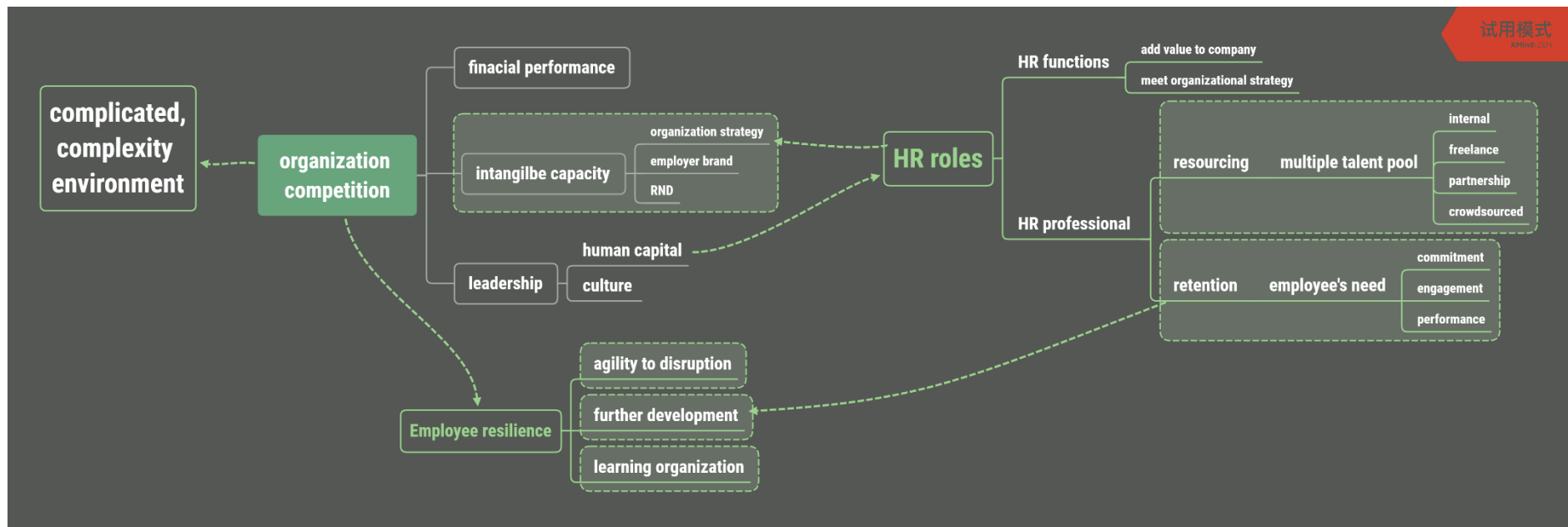
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Portfolio7. Engagement, Commitment and Performance Model



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