



From the AJO Blog & Beyond

Greetings!

Welcome to the December edition of our newsletter.

From the AJO Blog: We begin with the final in our three-part series on the state of HR Business Partnership. Links to all three posts are included if you missed any.

We also surveyed members of AJO's HR Leader Exchange (HRLE) on their performance management practices. The results were presented during the HRLE Fall meeting and you can access the full slides in this post, together with our perspectives.

Three other recent posts from the AJO Blog explore the multigenerational workforce, now consisting of five generations; onboarding, and training cultures.

From Beyond the AJO Blog: Three studies focus on future work and the readiness of leaders and younger generations to respond to the changes.

We hope you enjoy our selections and would love to hear from you if you have an idea for our Blog, or would like to submit a guest post.

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Taking the Pulse of the HR Function. Is it Agile Yet?

In this third post in our three-part series, we share the results of the HR Business Partner study conducted this summer among members of our Human Resources Leadership Exchange (HRLE). We explore how HR can become more agile with five recommended steps that can yield a more strategic impact on the business.

Very simply, HR teams have some significant barriers to overcome to be able to have a more strategic impact on the business. When faced with overwhelming transactional demands, maintaining the current HR structure and administratively heavy HR functions are no longer workable. Transactional functions currently absorb too much staff time and



leave too little mental energy or time for developing the essential HR Business Partnership skills. HR agility requires fast turnarounds and just-in-time solutions to human capital problems when or preferably before they become business results roadblocks. What can HR leaders do about it?

To read the first two posts in this series, follow these links:

1. [HR Business Partner Are We There Yet? Is HR At The Table?](#)
2. [HR Business Partners: 10 Steps to Your Seat at the Table](#)

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Performance Management Needs More than Just a Fresh Coat of Paint

A snapshot of current performance management practices from a 2018 survey of HR leaders, and a recent HR Leader Exchange (HRLE) meeting. We capture the results in this Q&A with Dr. Steve Safier, AJO's Executive Vice President of Strategy and Impact.



In a nutshell and not surprisingly to those in the HR profession, few organizations are happy with their performance management process. It has been reported in the literature, consulting firms have studied, and many companies have tried to make changes. We have been unhappy with performance management systems for over twenty years and according to our survey, we are still not there. In fact, 93% of organizations in our study indicated that they are considering changes to their system today.

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Recent Posts from the AJO Blog



Who Are The People In Your Multigenerational Workforce?

As the labor market tightens, organizations will find themselves hiring, developing, and managing one of the most age diverse workforces in modern times. Understanding how to get the best from all five



What Are The Goals & Benefits Of Employee Onboarding?

How an onboarding process works, what the goals are, and how employers and workers benefit from an effective onboarding plan that prepares new hires for success. This post will be of interest to new and



A Vibrant Learning Culture Means Success for Small to Mid-Sized Companies

Two studies on the state of talent development in small to mid-size businesses (SMBs) and identifies the common threads.

Some takeaways and best practices for SMBs to

generations will be the challenge of HR and organizational leaders.

experienced leaders alike, as well as HR leaders wanting to strengthen their onboarding processes.

positively impact the bottom line.

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Beyond the AJO Blog New and Noteworthy Studies

Deloitte.

Global Business Coalition For Education



Preparing tomorrow's workforce for the Fourth Industrial Revolution
For business: A framework for action

Preparing tomorrow's workforce for the Fourth Industrial Revolution

Deloitte and the Global Business Coalition for Education have co-authored a new research study, which examines the skills young people will need in the future, and recommends solutions for business to help them succeed.

A framework for action calls on the business community to take a more proactive role in preparing today's youth to ensure they are ready to become the workforce of tomorrow.

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Unplug from the past

Global C-suite Study
19th edition

Unplug from the past: The Chief Human Resources Officer perspective

Access data and interviews from more than 2,100 CHROs to explore how HR leaders are responding to crucial changes in the business landscape.

Peter Cappelli, one of the report's co-authors, provides insights to the study and some of the most important results which he argues aren't in the report.

See: [CHROs and CEOs Look Differently at the Future](#)

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Deloitte.



2018 Deloitte Millennial Survey
Millennials disappointed in business, unprepared for Industry 4.0

The Deloitte Millennial Survey 2018

According to Deloitte's seventh annual Millennial Survey. Millennials' opinions about business' motivations and ethics, which had trended up the past two years, retreated this year, as did their sense of loyalty.

Neither Millennials or Gen Z is particularly optimistic about their readiness for Industry 4.0.

Their concerns suggest this is an ideal time for business leaders to prove themselves as agents of positive change.

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About the AJO Blog

Top 100 HR Blog

Started in 2010, the AJO Blog is ranked in the "Top 100 HR Blogs for Human Resource & Talent Management Experts" indexed by Feedspot. This database tracks thousands of HR blogs using search and social metrics.

We are also honored to be listed as a top 20 blog for managing teams by Shout About and and a "Best Career Blog to Follow" (Blog Frog).

If you have a question you'd like answered by a blog post, or you would like to guest blog on a subject of interest, we'd love to hear from you.

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