

Occupational Psychology in a Recovering Economy

Adapting to the new reality of our market place

Kamma Braham, C. Occ. Psychol.
Sophie James, MSc.
PDI Ninth House

The Dawn of a New Economy

Christmas sales....
Spending cautiously
on the up

**Recruitment: The end of the Ice
age?**

Retention: The year of
Engagement

Searching for Star Talent

**Release: Transforming
workplaces**

Businesses continuing to driving towards
more effective and scalable business
processes

The World Stage resetting itself, creating new
international opportunities

**Banks paying out
record bonuses**

The Resume Tsunami

The Industrial
Revolution revisits
Britain:
Manufacturing's
coming home

Succession

Strong customer Orientation

Leadership in the new
economy



Our Observations – Looking Back

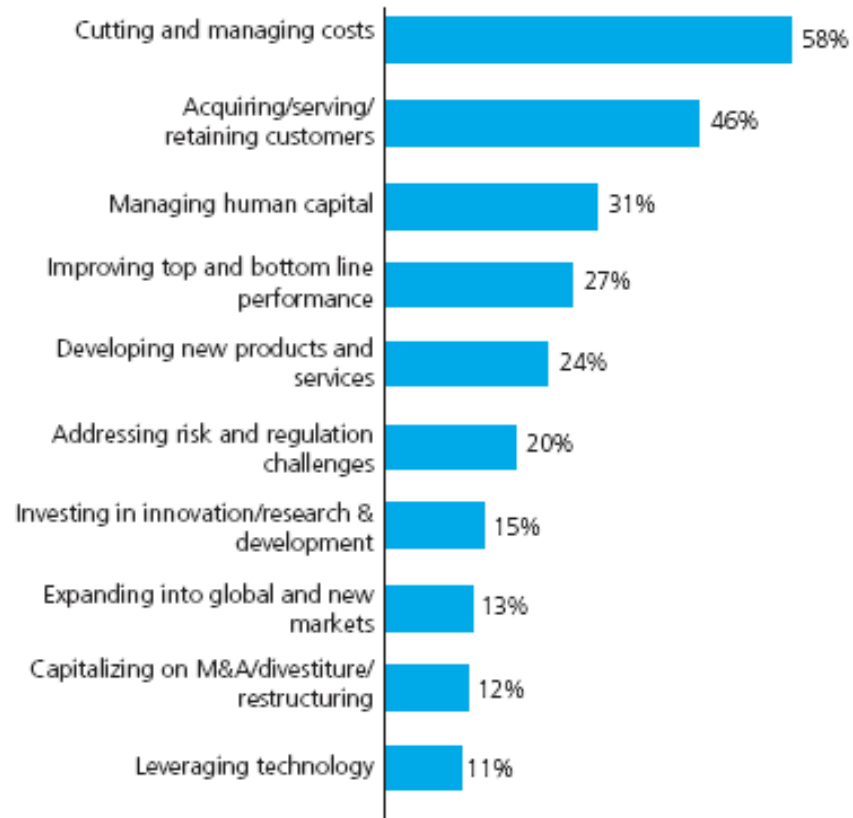
□ Clients:

- Spending less on talent programmes or freezing spending totally
- Spending more on selection and assessment for recruitment
- Focusing on Pivotal Talent in terms of both recruitment and development
- Delaying or canceling already sold projects
- Strategic HR consulting
- Doing more with less



General strategic focus

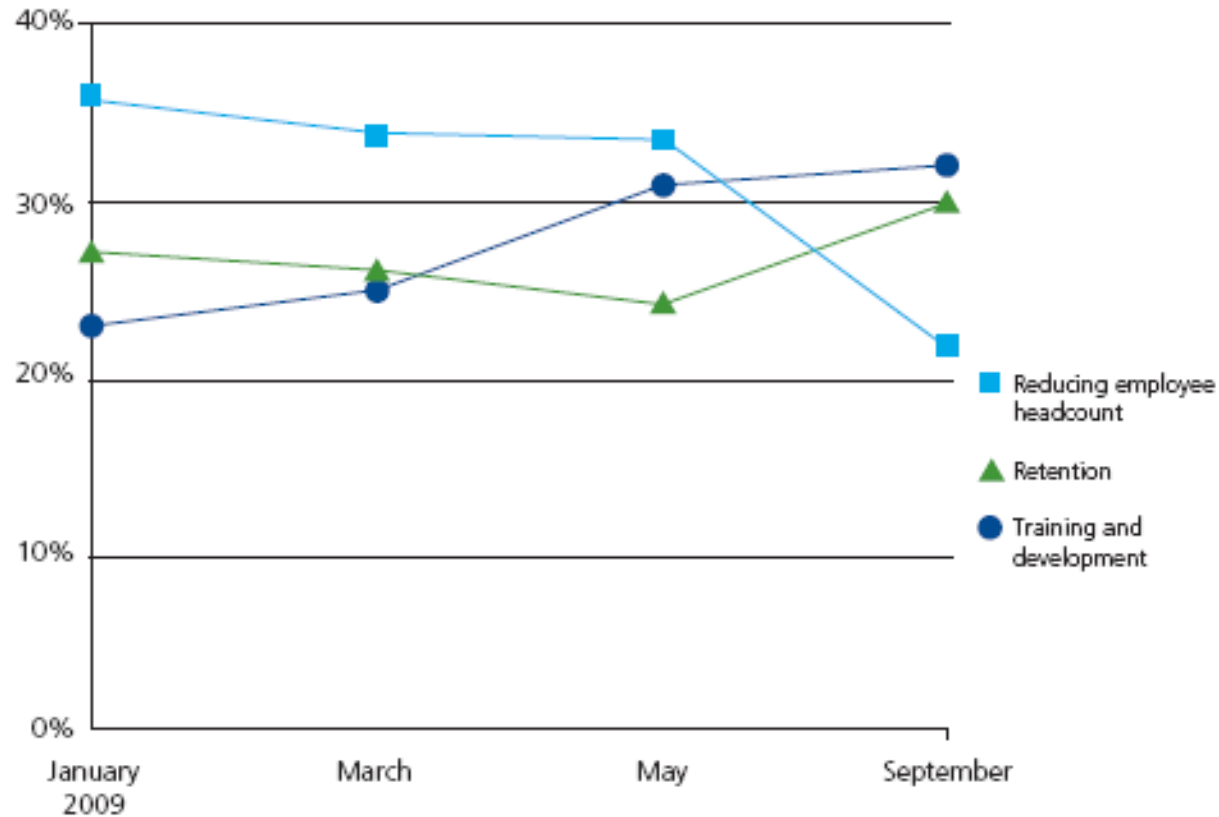
Figure 2. Current strategic issues



Reference: Deloitte: Managing talent in a turbulent economy, Nov 2009

Shift in emphasis of strategic talent focus

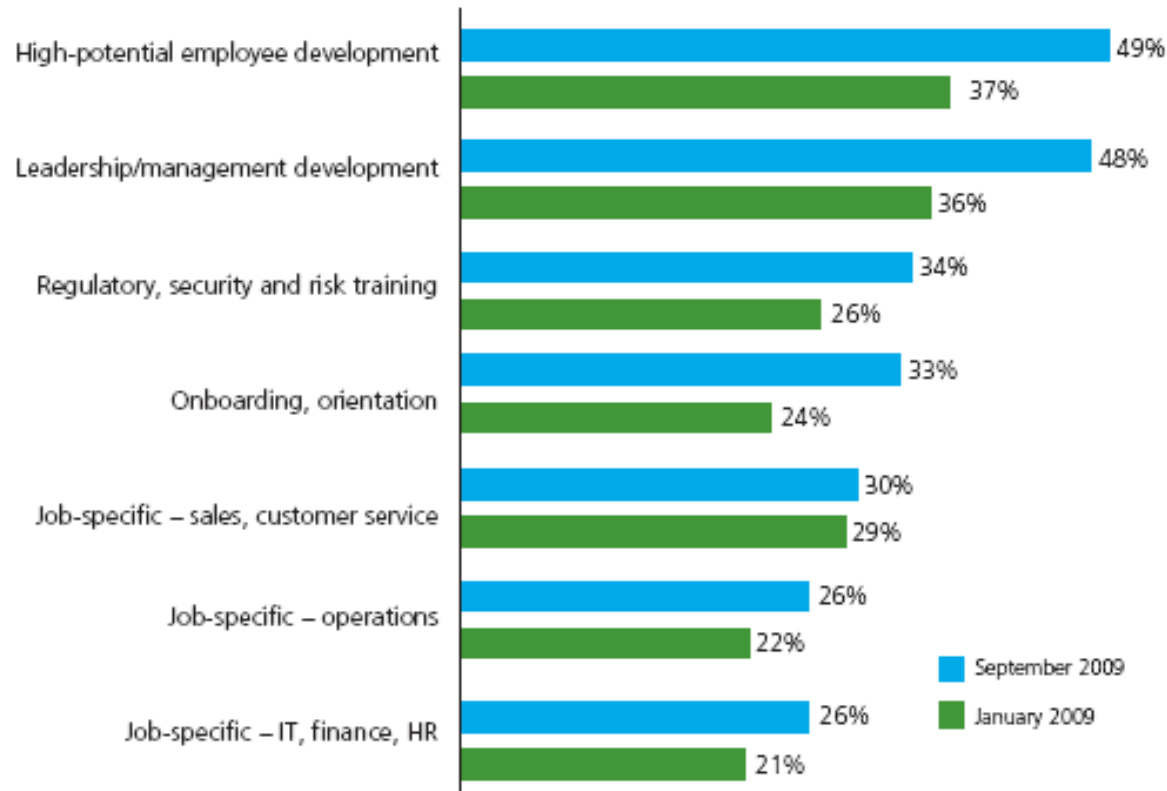
Figure 4. Highest talent priority three months from now



Reference: Deloitte: Managing talent in a turbulent economy, Nov 2009

Specific Training and Development focus

Figure 7. Areas of increased focus on training and development over the next 12 months



Reference: Deloitte: Managing talent in a turbulent economy, Nov 2009

Discussion 1

- ❑ How did you respond to last year's difficult environment?
- ❑ What did you experience with your clients?



Our Observations – Looking Forward

□ Clients:

- Clarifying roles after restructuring
- Re-evaluating/reshaping all programmes
- Stronger procurement processes
- Increase of use of external partners
- Focus on specific target groups
- Flexibility as an employer
- Clarity around actual paybacks of human capital investments



ROI study comparing Classroom vs. online vs. Blended Leadership Development Delivery

Level 3 - Behavior Change

% of participants showing "High Improvement" in leadership competencies

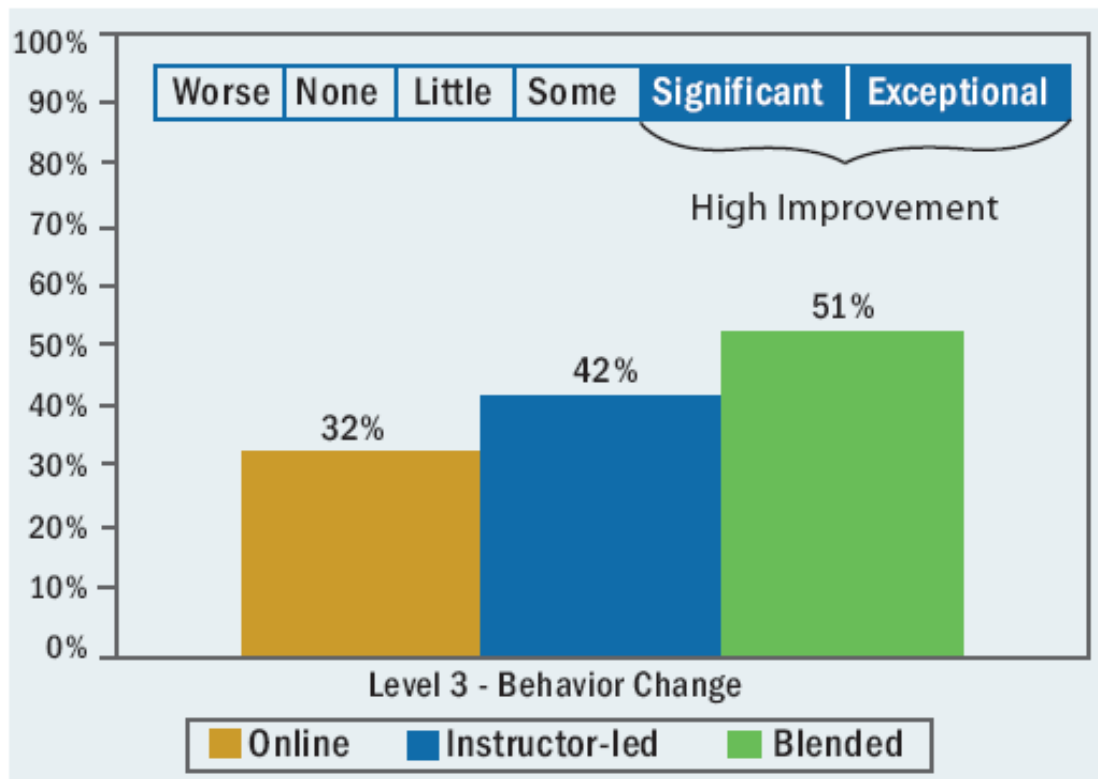


Table 4



The Real ORI of each delivery method

	Instructor-led Training	Online Learning	Blended Learning
Individual Sales Specialist - Estimate Sales Contribution (3 months)	\$50,000	\$50,000	\$50,000
Increase in Productivity	10%	5%	12%
Impact on Individual Contribution	\$5,000	\$2,500	\$6,000
# of Sales Specialists per Leader	5.6	5.6	5.6
Total Impact on Contribution	\$28,000	\$14,000	\$33,600
Cost of Training per Leader*	\$2,611*	\$1,368	\$1,766
Return on Investment	972%	923%	1,599%

Table 8



Discussion 2

- ❑ As a profession, where will we be able to add value in the new economy?



Conclusion

Last year

- ❑ Coping and surviving
- ❑ Restructuring and redundancies

This year

- ❑ Rebuilding organisations and teams
- ❑ Retention and succession



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