

HUBREPORT



INSTITUTE

INSIGHTS

FUTURE OF WORK

8 MAJOR TRANSFORMATIONS IN THE WORLD OF WORK

— 2017 —

FULL VERSION



FUTURE OF WORK

Editorial



Improve, analyse... robotise? The ongoing digital transformation could give us the impression that our society is turning into an aseptic world, not unlike *Gattaca**, in which human error will have only a limited space, if any at all. *Machine Learning* is integrating data models that make it able to select candidates for recruitment and to keep a close eye on any departures or desires for development, and on all career paths. Could Algorithms and *HR Analytics* be the principles of the future?

Yes, because digitalisation brings its share of more or less predictive information and analyses, which are useful to integrate into the world of work, but which it is also important to have critical distance from. Why distance? Because different generations are evolving, and so are employees' expectations and their ways of working.

No, we should not simply swear by future *Artificial Intelligence*, because 'tomorrow' is also a synonym of *better quality of life at work*, of *flexibility*, and of humanity. We need to realise that more human qualities will be key to future jobs that do not yet exist, and equally, that we need more humanity in the workspace and in ways of organising companies.

In 2020, we will be expecting *more creativity and emotional intelligence* from you. Starting tomorrow, we will be expecting *managers who are both watchful and caring*, *supple companies*, *work with meaning*. Data has a future: that's certain; but it will be at the service of new aspirations and will support employees through social changes, changes which are happening more and more quickly.

Nathalie Le Ngoc
Head of Research at HUB Institute

Elodie Sarfati
HUB Institute Collaborator
Founder of People In

*Gattaca, a futuristic film directed by Andrew Niccol, 1998

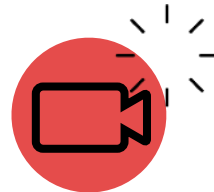


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1

HOW AUTOMATION IS CHANGING THE JOB MARKET

The Transformation of the Job Market Is Accelerating

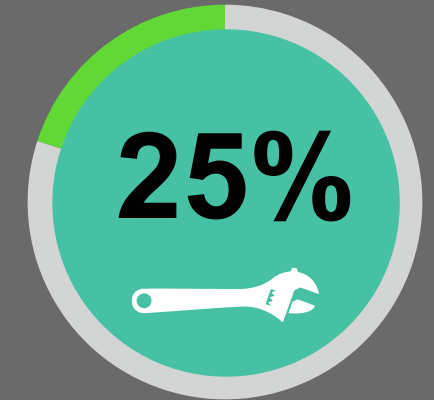
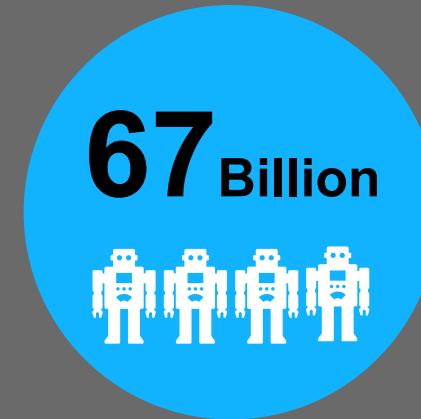
10% per year: this is the potential increase in **investment in advanced robotics** until 2025, when the figure will reach 67 billion dollars, according to Boston Consulting Group's projection.

And the figures are showing that this trend is accelerating: automation of 20% of tasks will lead to **the cutting of 3 million jobs in France** by 2025*. The OECD, for their part, are talking about the possibility of 9% of French jobs being under threat.

And France is not alone: **2/3 of jobs in developing countries could become obsolete** because of task automation, according to the director of the World Bank, Jim Yong Kim.

But who does this concern?

And how is the world of work adapting?



Source : *Étude Rolland Berger / Étude Boston Consulting Group / Infographie Robotisation, Statista, 2017





Jobs at risk, faced with competition from Deep Learning & Machine Learning

Tasks which entail **solving precise questions** and **learning large amounts of data** are threatened by artificial intelligence (and, in particular, automatic learning – Deep Learning – which synthesises data models).

This has a particular impact for **jobs requiring expertise** about well-defined questions or subjects and those which handle a considerable volume of data.

Professions at risk of disappearing:

- Labourers (both qualified and non-qualified)
- Office workers
- Administrative functions (public)
- Business services
- Some intellectual professions (accountants, legal experts)

7

The “winning” sectors in terms of work:

- **492,000** positions created in **finance**
- **416,000** in **management**
- **339,000** in **engineering**
- **405,000** in **IT**



Inventing New Professions

Humans **complement** new automatised forms of production and value creation: digital technology produces jobs directly within the digital sector and in new activities.

Investing in Interactions

Relations between humans, with their **emotional**, affective, and **artistic** dimensions, go beyond the limits of automation, whilst profiting from a 'intelligent environment'.

An Example: the Quaternary Sector



The quaternary sector provides goods or makes them available with related services, blurring the boundary between the secondary and the tertiary sector. It places the customer at the centre of the experience and is more focused on **the service that is received or collected** than in its underlying products. It is considered to be one of the economic sectors of the future.

Source : *Le futur du travail et la mutation des emplois*, FrenchWeb, 2016



Transform Yourself

The challenge that we must face will therefore not be the disappearance of jobs but **their transformation**, and ensuring that they are in harmony with employee profiles.

Technical progress requires more and more qualified profiles, which in turn creates a need for the development of new skills and qualifications.

The biggest challenge is our agility and our **capacity to adapt ourselves to the digital transformation**. Key to this is training.



Almost one out of two jobs stands a good chance of being transformed, according to the OECD.

Source : Révolution numérique : moins de 10% des emplois menacés en France (The Digital Revolution: less than 10% of jobs in France threatened), Les Echos, 2017

2

THE COLLABORATIVE COMPANY: A COLLECTIVE FORCE



Becoming a Collaborative Company

Introduction to Collective Management

Digital and social transformations have helped to make **certain types of management obsolete**. This 21st century brand of awareness has driven companies to establish management styles that lean towards **participative management**.

Think About Organisation Differently

Organisations have evolved, taking inspiration from the GAFA* companies by progressively breaking down pyramid structure efficiency. This process takes place via the **decentralisation** of decision making and a willingness to **mobilise collective intelligence**.

* Google, Apple, Facebook, Amazon

Are We Heading Towards Liberated Companies?

These different types of organisation are part of a movement that aims to be high performing whilst giving **more freedom and meaning at work**.



Tribes

Inspired by agile modes of working and made popular by Spotify, this approach brings together **multidisciplinary teams** (tribes) that work on productive, very short term missions (**sprint** MVPs working with repetition to get precise results). Tribes are made up of several squads that bring together all the necessary functions for the development of the project.



Holacracy

The development of **auto-governance**. In this type of organisation, the decision maker is determined by the skillset. Holacratic companies encourage **independent teams** that manage themselves **without a manager** and whose roles keep the company going (e.g. **Zappos**, **Castorama**).



High Performance Organisations (HPO)

These come from the world of the Internet. They combine holacratic principles, particularly the search for meaning, with systematic use of technologies drawn from **design thinking** and digitalisation: **crowdsourcing**, **freelancers**, social networks, etc. (ex : **Apple**).

What is Collective Intelligence?

The culmination of the liberated company is a **holacracy**. Different roles are taken care of autonomously, without hierarchy, and without job descriptions. In this model, **collective intelligence** takes the lead.



“

*For scientists, collective intelligence is the capacity of a group **to be more intelligent than the most intelligent individuals in the group.***

*(...) In order for it to work, four ingredients are necessary: **a diverse range of opinions, independent spirit, decentralisation of sources** and, finally, an effective mechanism for **synthesising the information that is gathered.***

If we follow this recipe, the group will be more intelligent than ‘the best one of us’. But if any one ingredient is missing, we can easily make stupid mistakes, or worse.

”



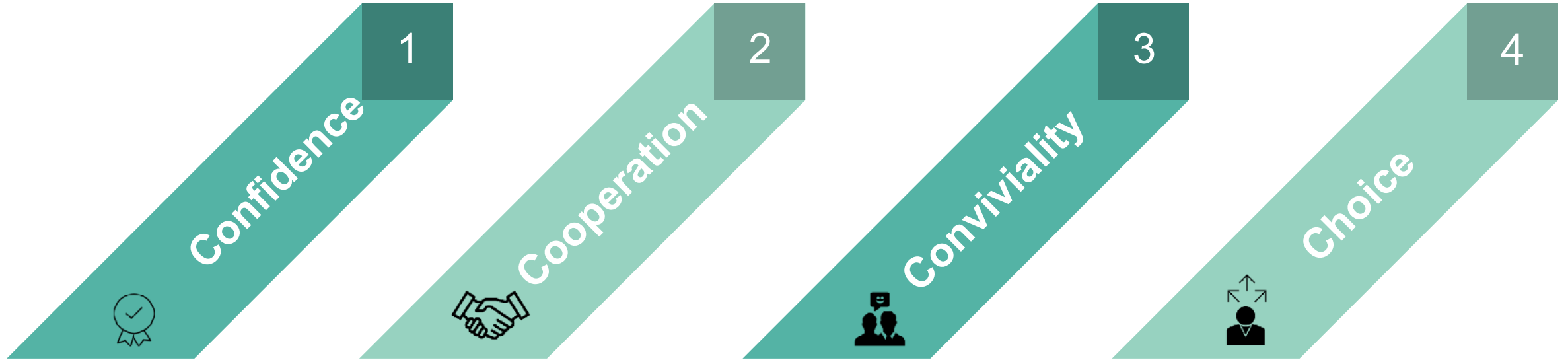
Emile Servan-Schreiber,
Doctor of cognitive psychology,
LinkedIn article, 21st of April 2017



The 4 Pillars of Collaborative Management



Less controversial than the idea of a liberated company, the simple principles of agility, **collaborative management**, caring management, the search for happiness and the quest for meaning enable the simple application of some of the concepts of the liberated company.



Natural belief or demonstration of a person's value (whether moral, affective or professional).

Cooperation is the idea of **working jointly** with one or several other people.

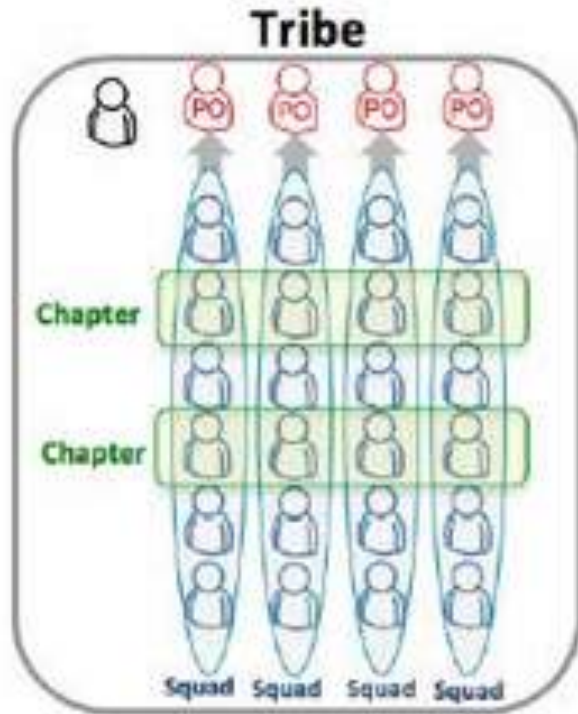
Conviviality means high quality interpersonal relationships that are **positive** and **pleasant**.

Choice can be summed up as freedom given to a person to get involved **voluntarily**, knowing the cause and **accepting the consequences**.

Source: Les 4 piliers du management collaboratif (*The 4 Pillars of Collaborative Management*), NextStart, 2017

CASE STUDY N°1:

BlaBlaCar, a collective organisation that runs like a start-up



WHAT?



BlaBlaCar has reorganised itself into **tribes** of **8 to 12 people**, which bring together all the different skills (UX designer, product manager, developers, data analyst, manager).

WHY?



Tribes are **mini-start-ups** dedicated to specific projects (e.g. inventing new functionalities or other ways of making a service more profitable). This allows the company to maintain the reactivity of its early stages of development, and also to **mobilise its employees** throughout a whole project, and therefore give their work meaning.

AND, ALSO...



BlaBlaCar has set up a communication strategy focusing on the company's **core values**, sharing sessions (BlaBlaTalk), and workspaces, designed to encourage maximum **exchange and flexibility**.

Source: Comment BlaBlaCar conserve son esprit Start-up (*How BlaBlaCar maintains its start-up spirit*), Capital, 2017



CASE STUDY N°2: Talent.io, an example of a liberated company



WHAT?



At Talent.io, there is no manager, and decisions are made **collectively**. The company's values are clearly defined, and were formulated in a **common decision-making process**. The role of manager has been divided up into micro-responsibilities entrusted to several different workers.

WHY?



This organisational model allows for **all the collaborators to be involved** and **encourages them to be independent**, whilst allowing their talents or 'professional fibres' to be showcased across a wide range of fields, which are sometimes distant from the sector which the employees were originally recruited to work in.

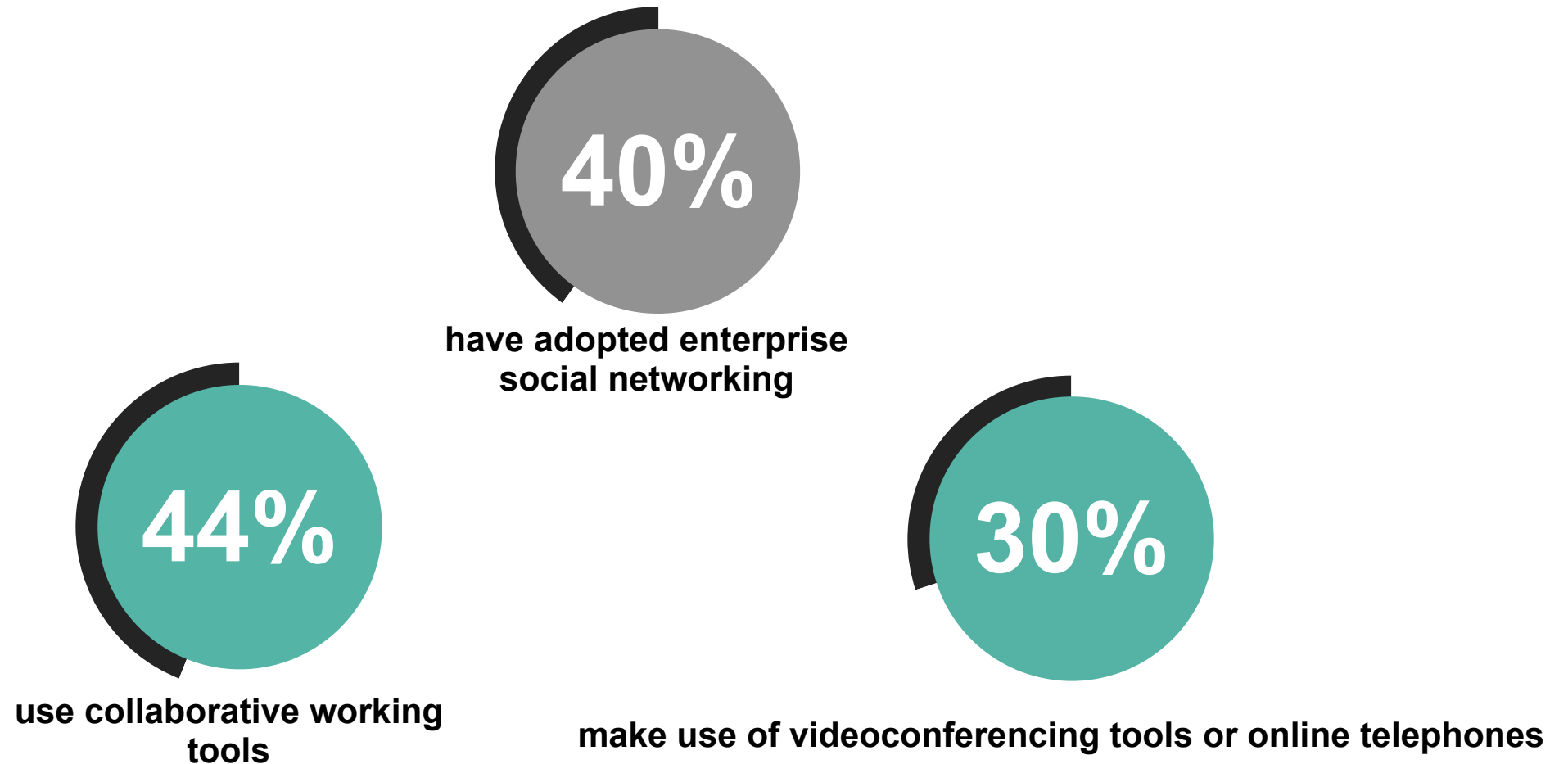
AND, ALSO...



Roles are created to respond to short- and long-term needs; this allows everyone to be invested in their role at the appropriate time, and **to have responsibility for different areas**. Tools like Nuclino, Trello or Slack are used for team communication, to foster this way of working.

Source: Entreprise libérée, un bel exemple de mise en place (*A Great Example of an Implemented Liberated Company*), Mag Change The Work, 2017

New uses are taking hold, but can still be developed further so that all collaborators take advantage of them



*Sample of 1,301 French collaborators

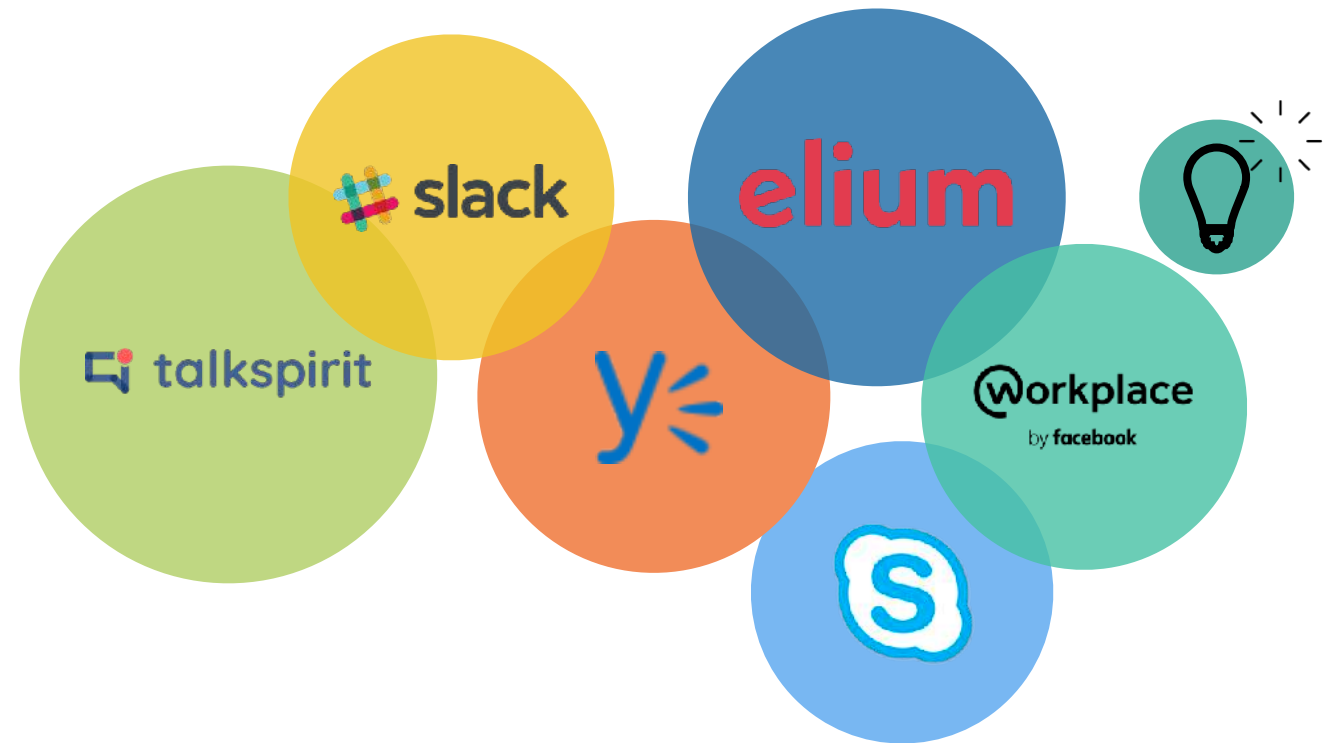
Source: Infographie Ifop and Juliet Sterwen, 2017

Management and Sharing Tools & Tools for Exchange



Management and Sharing Tools

Tools for Exchange



Working Directly and Together



Cisco's giant tablet Spark Board is connected to Apple tools



A collaboration tool, Nureva Span Visual Collaboration



Mezzanine is an immersive conference room solution designed by Oblong



Jeanette Edwards shared a link to the group: STANTON BONNA News.
17 July · 🌐

Crossrail railway systems: Elizabeth line permanent track installation complete

Track installation on Crossrail is now complete! In total we have supplied approx. 65,000 S312 sleepers and 4,500 HAS sleepers for the tunnel sections of the project.

Enjoy this first video of the completed track inside the tunnel!



Crossrail railway systems: Elizabeth line permanent track installation complete

The completion of the permanent track is a significant milestone in the delivery of the Elizabeth line. More than 50km of new, permanent track has been installed...

YT2FB.COM

Like Comment Share

You, Helen Spalding, Alexis Maillard and 8 others · Seen by 1139

Dick Kral Very impressive. Makes us proud here in NL as well
See translation

Like · Reply · 1 · 4 October at 14:07

Helen Spalding Impressive!
See translation

Like · Reply · 5 October at 14:42

Write a reply...

Nicolas Yatzimirsky Impressive! Congratulations!
See translation

Like · Reply · 1 min

Write a comment...

CONSOLIS @Workplace

CASE STUDY N°3: Federating Consolis' 10,000 employees with Workplace

WHAT?

In June 2017, Consolis, a major player in infrastructure, rail and construction, **rolled out Workplace** to consolidate internal communication between its 10,000 employees across 25 countries. Today, the company's Workplace is made up of **40,000 accounts** and has been a huge success: the **adoption rate has been massive (88%)** including **80% monthly active users**.

WHY?

Taking up the same user codes as Facebook, Workplace is both intuitive and mobile, easy to set up and to use. It allows the company **to break down walls between silos**: employees in every different country share their projects, C-level Executives comment on collaborators' messages, and surveying tools enable rapid questioning of all employees, with immediate results and feedback. Everyone feels involved across **all the different departments** and **all the different levels of the company**.

AND, ALSO...

To simplify knowledge access and to reply instantly to repeated questions from employees in Workplace, Consolis has implemented the use of **chatbots**. Developed by Clevy, they offer **support to HR and IT roles**, as well as specific **business support**.

Source : HUBDAY Future of Work, 2017

3

GENERATIONAL IMPACT: BETTER INTEGRATION OF GEN Y AND GEN Z

Impacts of Generational Change

Generations Y and Z have created a new conception of work. This means that now, we need to change the world, to give actions meaning, to act together, **independently, and whilst working.**



93%

Of young French workers no longer want a traditional office



75%

Of company workers in the USA will be Millennials in 2025, also known as Generation Y or Digital Natives

Sources: *Workforce 2020 : What you Need to Know Now*, Forbes, 2017
Orange Business Service, 2017



Impacts of Generational Change

For Alexandre Pachulski, director of TalentSoft, the workplace revolution is taking place via a questioning of the 3 'W's: **Workforce**, **Workspace**, **Workflow**.



Workforce

Reconsidering today's approaches to employees and what they can create collectively.



See our section, 'Becoming a Collaborative Company'

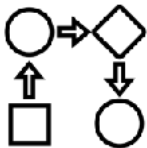


Workspace

Reinventing the workspace as a dynamic space for interaction and creativity.



See our section, 'More Flexible Ways of Working'



Workflow

Finding the right managerial stance: both caring, 'fair', it must give meaning and allow impulses to be followed.

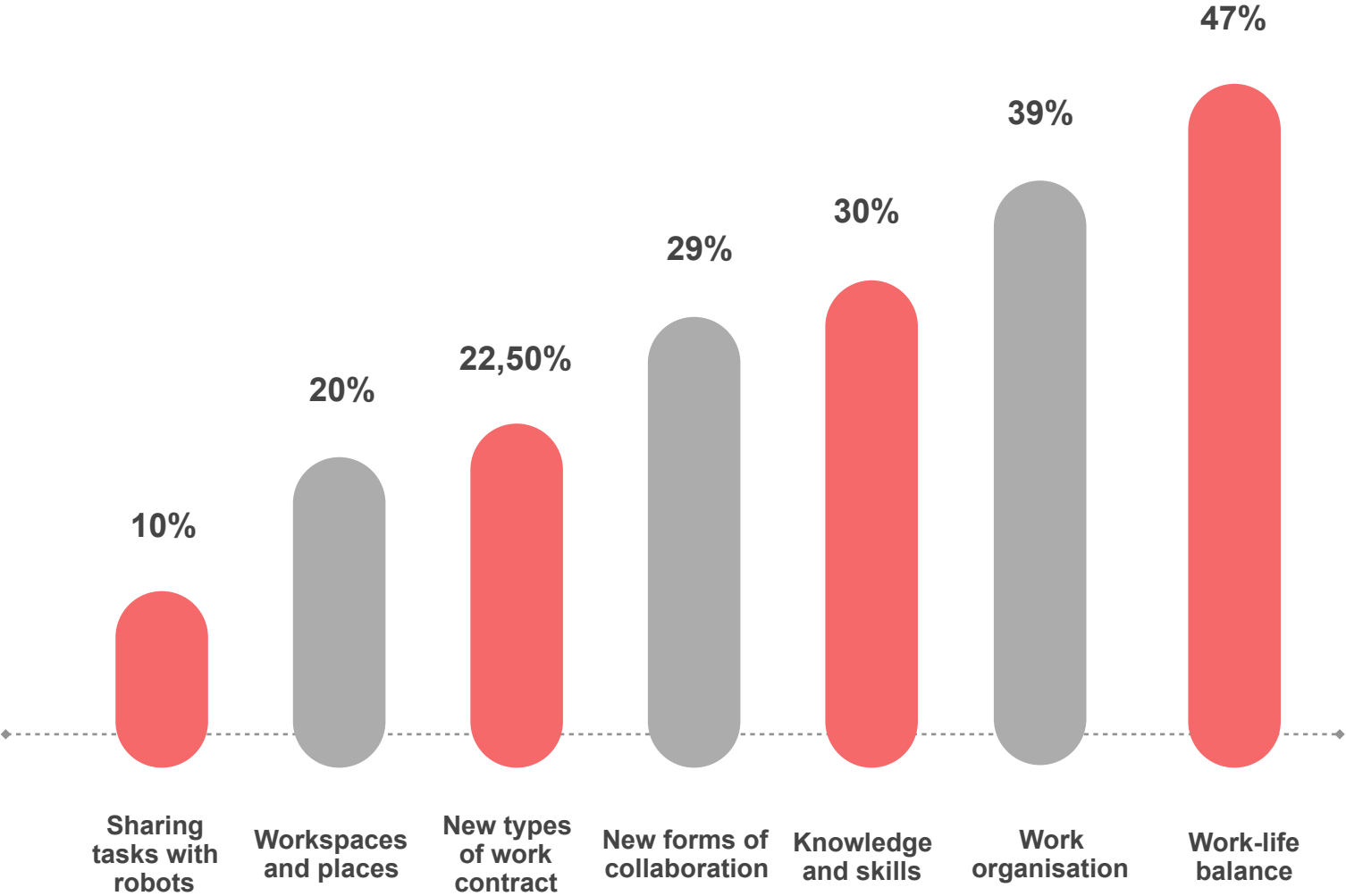


See our section, 'Inventing the Management of Tomorrow'



*Main d'œuvre, Espace de travail, Flux de travail

Changes young people want to see in the world of work



Source: Rounded-up values taken from the infographic "L'étude qui tord le cou aux clichés sur la génération Y" (*The study that lays clichés about Generation Y to rest*), Viavoice - Manpowergroup - Les Echos START - 2017

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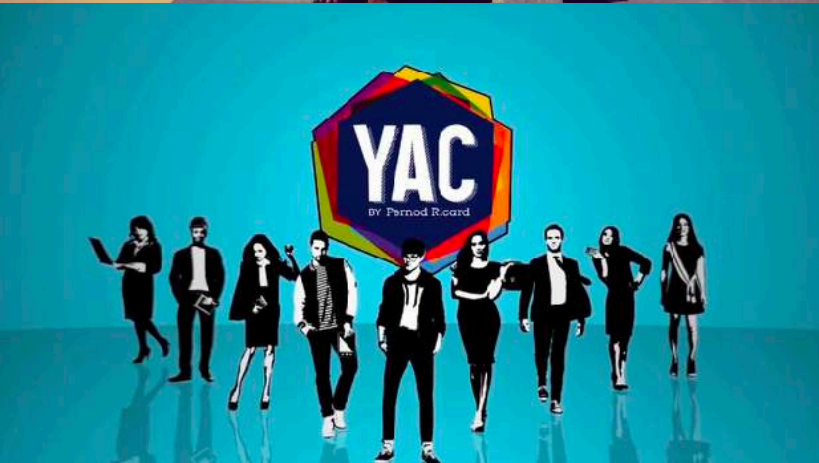
Millennials are looking more for a **mission** than a job, a **mentor rather than a boss** and above all want **to have an impact and an influence** on what they're doing.

And they're willing to risk of giving up everything if they don't get it.

”

- Michael Dias
Founder of Spitch agency

Source: 'Pourquoi la génération Y est-elle en train de démissionner' ('*Why Generation Y is Resigning*'), Huffington Post, 2017




Pernod Ricard
Créateurs de convivialité

CASE STUDY N°4: Youth in the Spotlight at Pernod Ricard



WHAT?

Pernod Ricard has set up a Youth Action Council (YAC). This internal advisory body is made up of **9 young people who are less than 30**, from different sectors and countries, with the aim of proposing innovative ideas. And there's been no shortage of them. In just a few years, the YAC has become a true proposal machine and a model example for other companies who have now recently chosen to give young people a voice on Executive Committee subjects (Accor).



WHY?

To match up Generation Y's expectations with the current functioning of organisations, whilst at the same time being **a source of social innovation** and well being.



AND, ALSO...

A 'Youth Network' has been set up: **186 internal ambassadors** from 44 different nationalities have been given the task of building links with the boards of different subsidiaries. What's more, the group's internal social network (Chatter) broadcasts the YAC's progress.

Source: 'Quand les jeunes prennent le pouvoir' ('When the Young Come to Power'), Le Figaro, 2017

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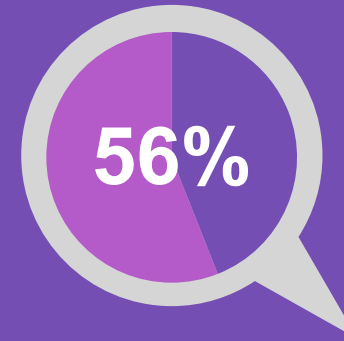
MORE FLEXIBLE WAYS OF WORKING



Multiple Forms of Flexibility

To adapt to digitalisation, new forms of organisation, and the impact of generational changes, companies are **turning more and more towards flexibility**.

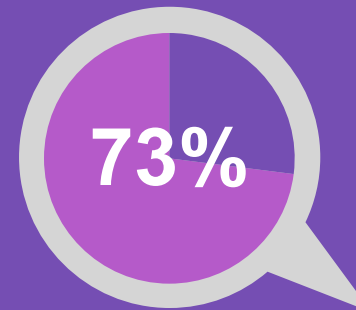
This flexibility comes both in the form of **alternative workplaces**, but also, more recently, in the **forms of work proposed** (the explosion of freelancing, of collaborations with startups, etc.).



56%



of French employees think that, in time, they will be able to schedule their working hours freely



73%



of French employees prefer collaborative working spaces

Source: Infographic 'Comment imaginez-vous les bureaux du futur' ('How do you imagine the offices of the future'), Siècle Digital, 2016

Alternative Workplaces

Third places of work are **alternative workspaces**, between office and home, such as coworking spaces, business centres, cafés, Fablab, etc.



Source: White paper « Coworking, les nouveaux bureaux de l'entreprise » ('Coworking, companies' new offices'), Néo-Nomade & Ze Village, 2017

Alternative Workplaces

Internal spaces can be reconfigured to give greater flexibility



Intra-company coworking: 'CorpoWorking'

Development of collaborative spaces and practices, communities, and links.



The flex-office, desk sharing and hot-desking

For example, Société Générale's Dunes.

Suited to the digital field, but sometimes criticised for lacking in exchange.



Reconsidering ALL spaces

For example, BETC's *Magasins Généraux* ('General Stores')



BETC

CASE STUDY N°5: BETC's *Magasins Généraux* (‘General Stores’), in Pantin



WHAT?



The advertising agency BETC renovated the *Magasins Généraux* in Pantin and moved its offices into them. This 20,000m² building has enabled the agency to **bring all its teams together on the same site**. The premises allow for unprecedented spatial experimentation: **flex-office working**, different types of space suited to different uses, and which encourage meetings and exchanges.

WHY?



So that different professions cross over, so that unprecedented meetings occur. The building is able to house all the company's collaborators and offers everyone the opportunity to find their place, to try out new things, and **to create new ideas** across a range of fields (advertising, music, cuisine, art). In order to open the company up to different areas of expertise and to expand and enrich on a daily basis, the *Magasins Généraux* are also **open to workers from outside BETC**.



AND, ALSO...

The company wants to participate in the **development of quality of life in the neighbourhood** by taking advice from different associations, and by proposing open-air activities. BETC **have also redesigned their company canteen** to offer a quirky living space, with food prepared by chefs.



14,000 m²

are dedicated to alternative spaces (fitness, food catering, games rooms, music room, patios, nap rooms, etc.)

 SOCIÉTÉ GÉNÉRALE

CASE STUDY N°6: A workspace redesigned for maximum innovation at Société Générale



WHAT?

Société Générale moved into Dunes, at Val de Fontenay, in 126,000m² of workspaces, entirely designed to **encourage collective organisation**. Assigned offices no longer exist: individual booths coexist alongside open, collaborative and experimental spaces.



WHY?

To offer collaborators a more pleasant working environment and a better balance between concentration and collaboration. The aim is to **increase efficiency, agility and productivity**.



AND, ALSO...

The company is now making use of specially-adapted digital tools that enable it to use the new premises efficiently: **domotic**, an indoor geolocalisation tool, available in real time, **flex-work offices** and flexible meeting rooms, walls that can be written on, etc.

Source : Les Dunes, Les Echos, 2017

New ways of working: what choices are companies making for their employees?



- Flexible working hours and telecommuting
- Reduced or annualised pay rate agreements (3/5th, 4/5th)
- Jobsharing (two part time employees filling a full time job)
- Intrapreneurship
- Split-time arrangements (sharing an employee with another company)



ZEVILLAGE

Xavier de Mazenod

Zevillage Editor

“Telecommuting, coworking, flexiwork, third places, nomadism, corporworking, new ways of working (NWOW), shared offices, BYOD, collaborative working. Bearing all these different names, **flexible working is already here.** It arrived so quickly that we have not always created the French words to define it yet.”

Source: Au fait, c'est quoi le travail flexible?, ('What, in fact, is flexible work?') House of Cadres, 2016

3 Different Sets of Measures for Independent Workers



Micro-companies/ Self-employment

This set of measures is designed for people who wish to work as (or already work as) on a self-employed basis. A 'micro-company' activity can be practiced in parallel with other statuses or activities. In France, there are **1 million self-employed workers**, both as principal and supplementary activities.



Sole Traders (EURL, EIRL, SASU)

EIRL and EURL designate different kinds of individual limited companies. SASU designates a single-person (single-shareholder) simplified joint-stock company. These different formats are often sought out by **workers who earn over the permitted thresholds for micro-companies**.



Wage portage, employment cooperatives (CAE)

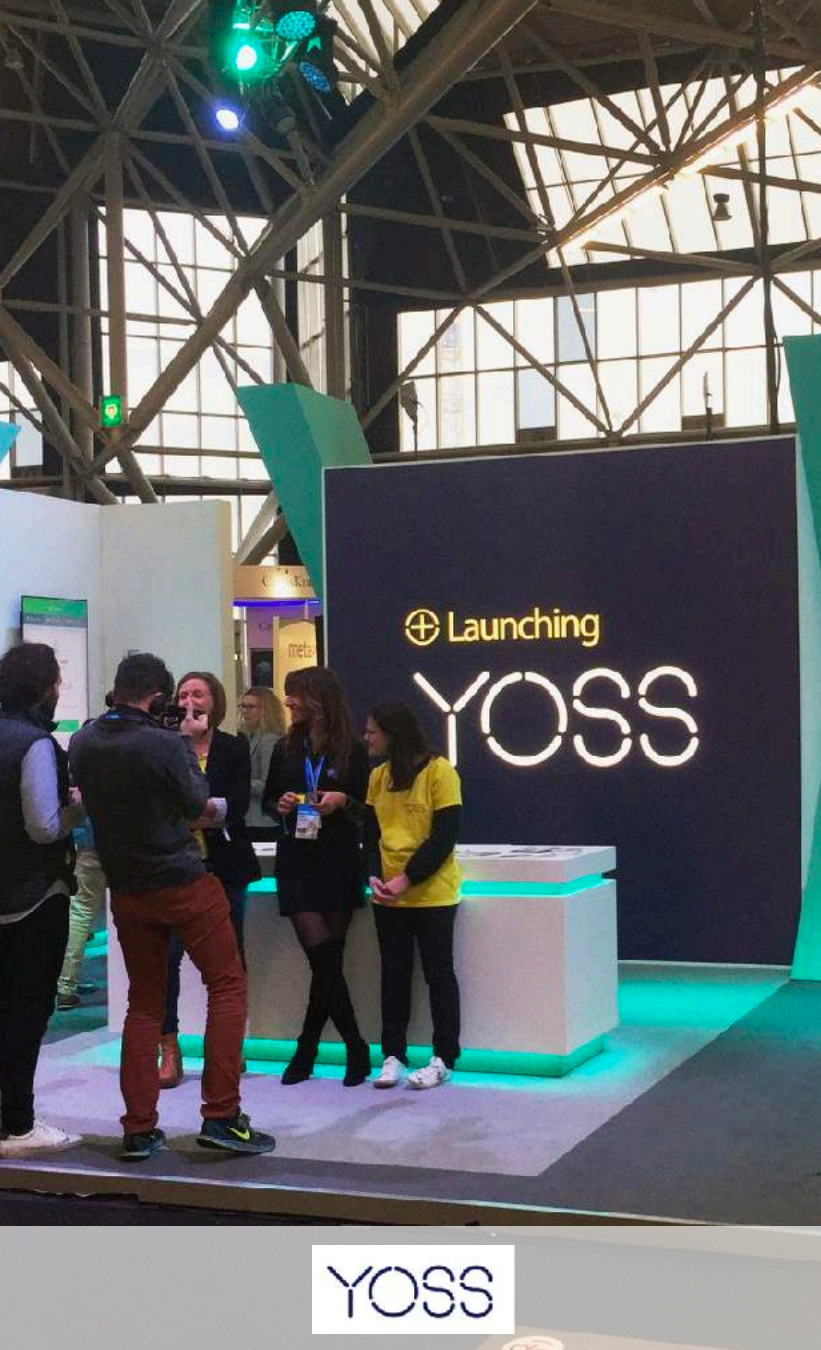
Wage portage is a tripartite contractual relationship in which an employee has a work contract with a wage portage company but performs a service for a client company account as an independent contractor (by mission/rate/etc.). This option, which is currently very popular, allows independent workers to benefit from the **security of the salary system**.

13 million

People are independent workers in France,
according to the [2016 McKinsey study](#)

90%

of freelance workers work this way by choice,
according to the [2017 study of the freelancer platform HOPWORK](#)



CASE STUDY N°7: YOSS, the platform that matches freelancers with big companies



WHAT?



YOSS is a digital solution that brings freelancers and major corporations together, **developed as part of a technological partnership with Microsoft**. It offers a digital portal with a research facility, daily support for companies, and administrative monitoring. Companies can **directly contact freelancers** who meet their internal or external specifications.

WHY?



Its ambition is to respond to job market mutations, not only by making contact between big companies and freelancers easier, but also by accompanying them on a daily basis through a range of on-demand services. YOSS makes freelancers' administrative tasks easier: **insurance, legal advice** and even accountants are all services that the platform proposes.

AND, ALSO...



The solution **also makes invoicing easier**: freelancers are **paid in three days**, whilst clients can keep their usual payment period.

Source: Press release, Adecco Group, 2017

Start-Ups & Big Companies: Opposites that Attract

500 of the world's biggest companies are working in open-innovation with start-ups

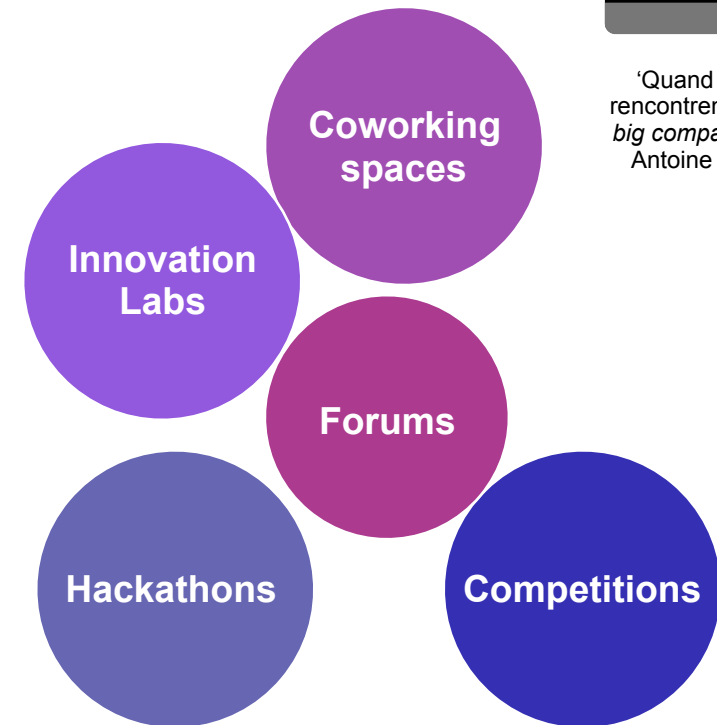
92% of big French companies have collaboration programmes with start-ups, which makes **France first in the world in open-innovation rankings.**

Why work with a start-up?

- Because they meet a need in a traditional sense (customer-supplier relationship)
- To build on a desire for innovation
- Because they offer bespoke services
- Because your company must adapt to specific customer needs that it had not yet spotted but that start-ups are already dealing with
- To get out of your natural comfort zone and go look for ground-breaking innovation
- Because your company is looking to invest



Varied Collaboration Modes



'Quand les grands groupes rencontrent les startups' ('When big companies meet start-ups'), Antoine Denoix, Axa France

Source: Relation Grands Groupes-Start-up (*Big Company-Start-Up Relations*), Les Echos, 2017



CASE STUDY N°8: GRDF and Preda, a start-up/big company partnership providing innovative training



WHAT?



The open-innovation policy set up by GRDF has enabled a successful collaboration - and a Digital Prize-winning project - between the start-up **Preda** and **GRDF Centre**, with the mobile application “**Tefépamal**”, for the KIOZ Innovation Challenge. The key to this collaboration was confidence.

WHY?



Working with a start-up for a digital project has enabled an **agile, innovative, and firmly 'User Experience'-orientated approach**.

The motivation was the creation of an opportunity to overcome a big company's slow way of working by **responding to a need as quickly as possible**.

AND, ALSO...



To involve all its employees and make them feel open to the project, GRDF Centre also invested in social networks. A *teaser* was filmed and broadcast online, and a large promotion was carried out on Facebook and Yammer (an Enterprise Social Network). A touch-screen tablet was also offered as a prize for whoever got the highest score during the launch.

Source: 'Formation innovante : un partenariat Start-up/Grand Groupe' ('Innovative Training: a Start-up/Big Corporation Partnership'), Le Journal de L'Eco, 2017



CASE STUDY N°9: The Camp, a new type of workspace in Provence



WHAT?

Inaugurated in late September 2017, **The Camp** is a place for innovation, defined as a third place, which is still taking shape. **Forty start-ups** will, in time, be incubated on-site, and an **acceleration programme** will also be offered. Furthermore, **intrapreneurship** will allow employees from big companies to try out their ideas in The Camp's start-up studio.



WHY?

To create a living space where **the themes of the future** are dealt with through **innovation, exchange and a search for meaning on the part of everyone**: students, big corporations, artists, small-and-medium-sized companies, start-ups, researchers, and activists can meet on the same site.



AND, ALSO...

The five themes that have been singled out as the great challenges of tomorrow by The Camp team, in consultation with "Millennials", are: **protection of the oceans, mobility, quality of life, education and empowerment**.

Source: 'The Camp, Un Autre Futur Se Construit En Provence', ('The Camp, Another Future is Being Built in Provence') Forbes, 2017

5

TOWARDS A MORE HUMAN WORKING ENVIRONMENT

A Happy Company and a Greater Quality of Life at Work

A Hot Topic in 2017



Companies and labels dedicated to well being at work have emerged



As well as communities and events around the world



32% of employees have access to a relaxation space or a nap room*

Source : *Baromètre 2017, Observatoire Actinéo

The Birth of a New Profession: the Chief Happiness Officer (CHO)

“The human revolution will be more important than the industrial revolution”

A CHO's 5 Missions:



INSPIRATION through their personal history



COACHING by concentrating on qualities and successes



The company's **VALUES**, embodied internally



EVENTS that have a surprise factor (the end of the Thursday evening Happy Hour)



An office **ENVIRONMENT** in keeping with the *feng shui* era



Source: 'le CHO en start-up' ('The CHO in Start-ups'), Welcome To The Jungle, 2017

Some of a CHO's Actions:



A message from Arnaud Collery, president of Kikai Mining, CHO and trainer



Family Day: cooking for the whole team



An original take on Drinks and Snacks



Solidarity Actions: giving a hand to another department's team on a regular basis



Surprise Guests: an inspirational person comes to give a free conference in the office



Disruptive Events: for example, an artist paints his collaborators' office over the course of an afternoon



CASE STUDY N°10: Allo Resto and Happiness at Work: a Priority for Millennials



WHAT?

Following internal difficulties in 2015, Nathalie Forrestier, one of Allo Resto's longest-serving employees, spoke to the company's founder, her managing director, and offered to become the director of internal communications and corporate culture. In the role, she **managed information, organised events...** It was only natural that she become the company's **Chief Happiness Officer**.



WHY?

To stimulate better communication within the company and between its employees, 'better-being' and fulfilment for collaborators. The CHO is also in charge of **managerial best practice**, and makes sure that individual objectives contribute to the company's general objective, creates links between services, encourages dialogue, etc.



AND, ALSO...

Friendly, welcoming events (with partners, for birthdays, etc.) have been set up. They also happen as part of **the recruitment process**: the newcomer is invited to an internal event before their arrival and **has a mentor assigned to them**.

Source: 'Être CHO c'est avant tout un savoir-être' ('Being a CHO is above all knowledge of how to be'), My Happy Job, 2017



What is the Future of Innovation?

Yoga, morning meditation, luminotherapy, fun lunchtime activities, climbing walls, **multi-sensory spaces**, sleep cabins, **an allotment in the middle of an open space working area**, or even a self-service piano: companies are overflowing with ideas to look after their employees and create loyalty.

Gymlib, the new restaurant voucher for sport?

Gymlib.com is a website that allows the general public to access a wide large network of gyms all over France, without obligation, as and when they want, and at the best prices.

After observing a deeply-rooted trend for well being at work, including sports and health, the start-up launched [Gymlib Corporate](https://gymlib.com) last year. This solution is aimed at companies that want to encourage their employees to take part in physical activities. It comes in the form of a sports Card that gives unlimited access to 200 sporting activities offered by a whole network of partners and associated services.



Source : *Quand l'entreprise prend soin de ses salariés*, les Echos, 2017



CASE STUDY N°11: Sport for OVH's Employees



WHAT?

OVH now offers its employees a **multi-sports gym with totally free access**, a personal trainer, yoga classes, group sports, a osteopath and physio, and sporting challenges devised by the personal trainer in collaboration with HR and managers.



WHY?

These investments let the company help **improve quality of life at work** and employees' health, as well as **reinforcing team spirit** and a sense of belonging to a group: the sports facilities encourage meetings, making links, informal exchanges – **a sharing of 'something else'**.



AND, ALSO...

A **company crèche** and a mini-club for children aged 3 to 6 during the school holidays makes their parents' lives easier.

The importance of employee well being and the importance of the manager's role in motivating them



Inspiring and creating energy by being an example of it



Creating a climate of trust by proving how fair they are



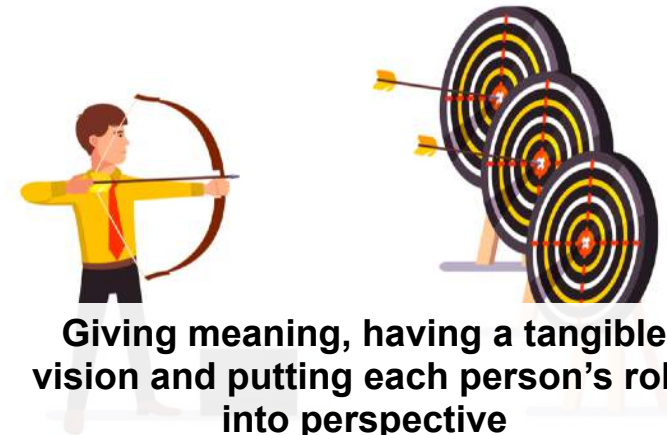
Being positive and caring



Giving independence to collaborators and accepting their mistakes



Knowing each of their collaborators and providing them with personalised management



Giving meaning, having a tangible vision and putting each person's role into perspective

Source : Pyramide de la motivation, Axa, 2016

The Manager of Tomorrow

- **‘Being a director means giving meaning’**

A bigger and bigger range of agile management training is available. The notion of ‘personal development’ is becoming more important in the professional world.

- **Managing emotions is becoming a more important part of the role:**

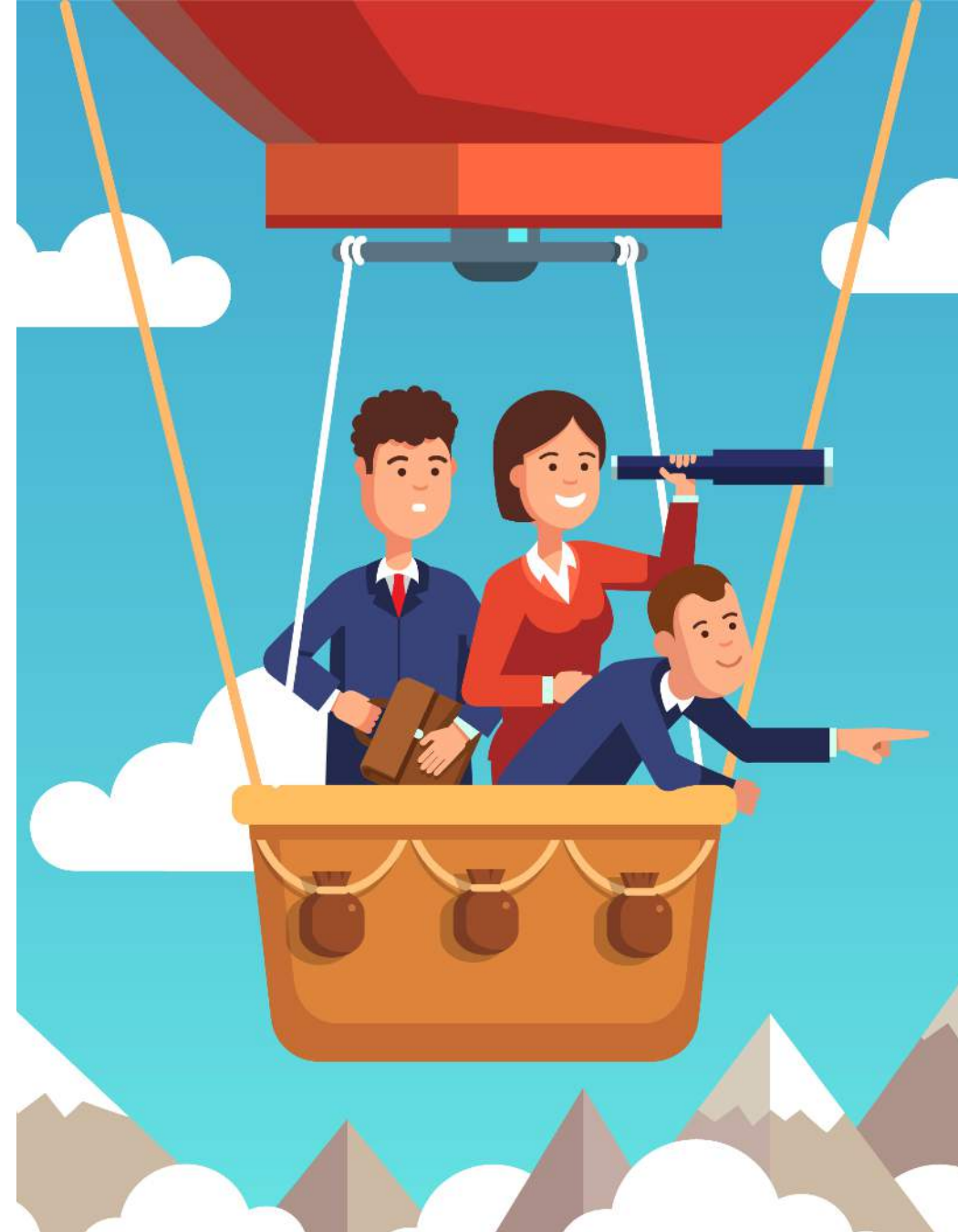
Emotional intelligence is now being taken into account in the recruitment process.

- **Work-life balance:**

The ‘home office’, which is becoming more and more widespread, is inspired by Scandinavian countries which don’t have a culture of presenteeism.

- **The era of ‘vulnerability management’:**

Daring to speak about yourself, showing what’s behind the professional ‘mask’, showing who you really are - by daring to talk about our weaknesses and failures.



Management of Tomorrow

YESTERDAY	TOMORROW
Contract	Pact
Reason	Instinct
Straight path	A winding road
Knowing how to live	Wanting to live
Need for freedom	Need for belonging
Communication	Connection
Homogenisation	Fragmentation
Universality	Specificity
Standardisation	Fine crafting
Productivity	Effectiveness
Obedience	Need for understanding
Duration	Intensity
Individual distinction	Collective integration
Managerial coolness	Empathy
Perfection	The right to make mistakes

Source : Management-Post-Moderne



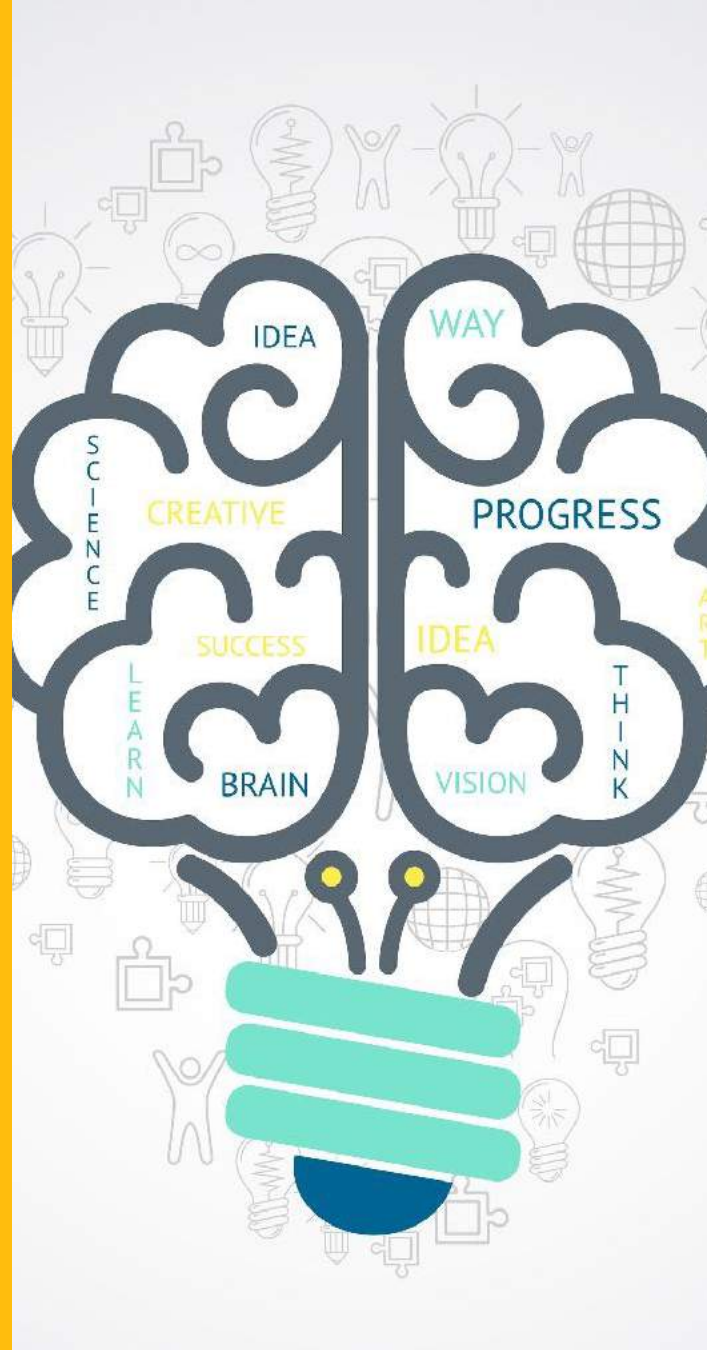
Managing Resistance to Change

In-company well being: **in-company coaching** and an interest in **cognitive sciences** and **neuro-sciences** are booming.

Neurocognitivism:

When used unwisely, the **automatic mental mode** creates stress.

So succeeding in meeting the challenge of moving into the **adaptive mental mode** can help you and your collaborators to accept and integrate change.



AUTOMATIC MENTAL MODE

Used for managing known or mastered situations (or ones that we think we master)

**AUTOMATIC
PROGRAMMED**



ADAPTIVE MENTAL MODE

Used for managing new or unknown situations

**CREATOR
ADAPTABLE
PROGRAMMER**

Source: P. Moorkens, Institute of neurocognitivism / HUBKLUB HR & Leadership of Hub Institute



CASE STUDY N°12: The 'HUBKLUB HR & LEADERSHIP' sets human energy free

WHAT?



As a motor for change, the digital transformation isn't like the others. We are going to need to **experiment with new rules and goalposts** for living in a world of perpetual change. The trinity of **HR, Management** and **CDO** has an essential role supporting the evolution of different professions, talents and skills. Our experts **Caroline Loisel**, director at conseil Be Birds, and **Emmanuel Vivier**, co-founder of HUB Institute, decided to bring them together in a circle of genuine, thoughtful exchange.

WHY?



Membership offers help for individuals and helps the group as a collective to make the move to a **more agile, innovative and collaborative digital culture**. The HUBKLUB community facilitates sharing of best practices and gives access to different interdisciplinary viewpoints (neuroscientific, philosophical, managerial, etc.).

AND, ALSO...



Membership gives access to exclusive opportunities for interaction and sharing (breakfasts, keynotes, round tables, feedback on experiments, workshops), **company visits** and **digital learning modules about the digital transformation**.

[FIND OUT MORE](#)

6

IMPROVING PERFORMANCE



Human Resources Analytics

With the development of AI (Machine Learning), huge quantities of data can now be exploited and have a real impact on decision making.

Although it requires investment in software and statistical skills (and this entails costs), **HR analytics** has been proven to give added value to companies. In contrast with HR steering, which is more informative, analytics is a 'decision maker' that is useful in 'the present'.

It gives a clear view of the opposition between **facts and figures** and ideas and perceptions, on social issues that are sometimes complex.

Absenteeism, presenteeism, turnover, professional equality, age management, remuneration, etc., are amongst the factors that can now be analysed thanks to **higher and higher performing new tools** which combine analyses of multiple factors.



Jean-Baptiste Audrerie
Organisational Psychologist



HR analytics offers the promise of being able to use data to solve numerous workforce management problems. For example, predictive recruitment, preventative management (against resignations), reduction of risky behaviour at work, etc. Artificial intelligence (AI)'s explosive arrival is going to radically transform HR analytics.



Source: L'Analytique RH, formidable outil de dialogue social (*HR Analytics, a formidable social dialogue tool*), RHInfo.com, 2017

People Analytics, or How to Win the 'Talent War'

Click here to discover the 7 pillars of setting up the process

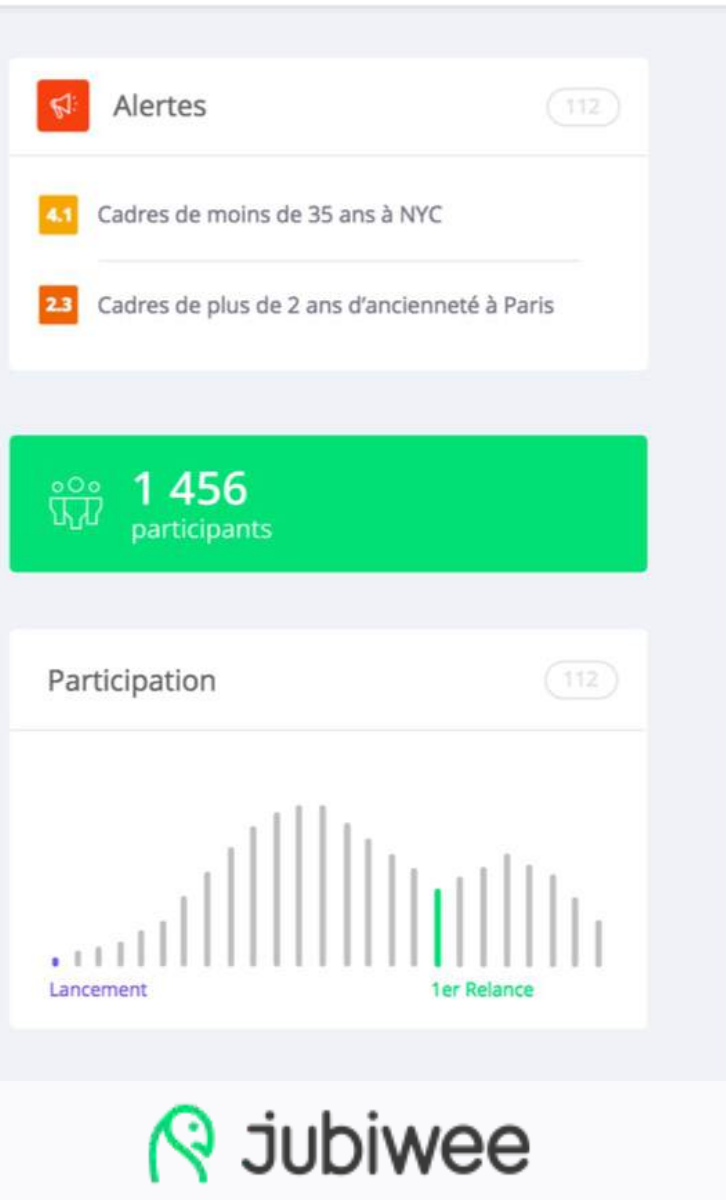


In order to set up an analytics process, 4 challenges need to be addressed:

- ⚙️ **Data and tools in disconnected silos:** masses of data and tools that aren't integrated with one another.
- ⚙️ **Lack of optimisation:** sort out and create a hierarchy of relevant information in order to optimise the different stages of managing the talent lifecycle.
- ⚙️ **Analytics expertise:** a lack of necessary resources for transforming data that has been obtained into truly operational results.
- ⚙️ **Predictive data analysis:** even if there is a wealth of data, critical distance and interpretation are necessary to determine trends and thus anticipate new employees' behaviour and organisational needs.



CASE STUDY N°13: People Analytics by Jubiwee



WHAT?



Jubiwee allows you to personalise and **improve employee experience, thanks to Big Data**. The platform allows you to gather different employee opinions via short questionnaires, to **organise this information into a dashboard** and to prioritise tasks by providing a clear, practical roadmap.

WHY?



Its objective is to help companies to **identify employee expectations** and to **turn them into clear action points**. The central idea is to **be pro-active rather than corrective**.

AND, ALSO...



Jubiwee wants to be one of the major players in the employee-employer relationship evolution. The long term objective is to **create employee loyalty by improving the quality of their work**, particularly with freelancers and entrepreneurs, since more and more of them will be present in companies.

Source: Utiliser le people analytics pour prendre les meilleures décisions (*Using people analytics to make better decisions*), Le blog du modérateur, 2017

From Employee to Intrapreneur

A contraction of the words 'internal' and 'entrepreneurship':
Intrapreneurship is the development of an innovative project,
undertaken by an employee in a company, in agreement with
management and with their full support.

What are the advantages?

- It allows **talents to be revealed**
- It responds to employees' desires for autonomy and taking action
- It nurtures in-company innovation
- The company is an actor in its own added value by providing professional support and **financial means** for projects
- It **rejuvenates employer's brand** with a touch of 'start-up' magic, thus making it more attractive
- It creates hope thanks to its open, democratic nature
- It increases the company's performance
- Its results can include **new products**, services, improved internal functioning, etc.

Source: Intrapreneuriat, la clef du succès, (*Intrapreneurship, the key to success*), lemonde-apres.com





CASE STUDY N°14: Faced with the digital revolution, La Poste reinvents itself with intrapreneurship



Ohmykeys, a service invented by
an employee of the La Poste group



WHAT?



The competition '20 projects for 2020': La Poste (the French Post Office) launched a **transformation programme** open to all postmen and women. Over several stages, collaborators were invited to develop and propose innovative, ambitious projects as teams, selected by a jury.

WHY?



After seeing postal service turnover declining month after month, La Poste knows it needs to reinvent itself and **change its business model** to face up to the digital revolution. It is promoting **cooperation** and **collaborative methods**, encouraging the development of an enterprising spirit at the heart of the company.

AND, ALSO...



Each team selected is **supported by an external expert** and **coached by company bosses**. The winning projects will be tested for viability for several months, with support from a sponsor on the Executive Committee.

Source : Groupe La Poste 2017



CASE STUDY N°15: Leroy Merlin's latest innovations are the products of intrapreneurship



WHAT?



L'Appart By Leroy Merlin, Mon Coach Déco (*My Décor Coach*) and Permettez-Moi de Construire (*Let Me Build*), are, respectively, a **living room with open kitchen** complete with sales representatives - renamed 'flatmates', an **app** that helps you to find decoration ideas for the interior of your home, and a **platform** that allows you to digitalise the planning permission application process. All of these projects came out of intrapreneurship, here being practiced by the 'Start' Team, created in 2015, composed of 4 employees, and led by the Head of innovation and entrepreneurship at Leroy Merlin.

WHY?



To reach out to Millennials, to bridge the gap between inspiration taken from social networks and the difficult process of turning it into reality, **to identify prospects much sooner** and to give them targeted offers.

AND, ALSO...



The intrapreneurs are accompanied over three months and **immersed in start-up accelerators** (Numa and Euratechnologies) so that they can have the full start-up experience.

Source : Pour se transformer, Leroy Merlin pratique l'innovation sous contrainte (*In order to transform itself, Leroy Merlin is practicing innovation with constraints*), Usine Digitale, 2017

Feedback Culture: developing sites and applications that boost team engagement and collaboration



From Brainlinks



COBUDGET



SpeakUp
From Human
Predictive Intelligence

BLOOM
AT WORK

 **LOOMIO**

See further: Digital, the new catalyst for
recruitment



INTERVIEW: Johan Gautier, participative management through a dedicated application



Johan Gautier, CEO & co-founder of Brainlinks, has created a mobile application (**Toguna**) for companies that want to work on engaging collaborators in the company's projects by helping everyone to be involved in collective storytelling.

How can a participative management tool be useful to a company today, in your opinion?

In the 1990s and into the 2000s, companies worked hard on telling their stories to consumers. This storytelling was then fairly frequently reused internally, addressed as follows: "Dear collaborators, here is our company's story, buy into it!". It was the era when companies stuck their grand values on their office walls, but they weren't recognised by anyone in their daily experience.

Since then, management has moved on and is continuing to evolve, giving more independence and responsibility to collaborators - not in terms of company strategy, which remains in the hands of management, but in terms of strategy implementation, reaching goals and constructing corporate culture.

From a methodological viewpoint, this leads to a structured, broadened-out dialogue that is co-constructed and allows all collaborators to interact and participate so that they can take on the company's ambitions for themselves.

In this way, a participative management tool promotes more engaging storytelling: "Dear collaborators, this is our ambition, let's build the story together!"

Collective intelligence seems to be at the heart of your process: how would you describe it to a company head?

If sometimes, either as a director or a manager, you think 'I can see that my company's/my team's performance is infinitely better when the teams feel involved,' collective intelligence is probably the answer.

However, you must therefore accept the possibility that employees sometimes know better than you what the real criteria of success on the ground are.

Know how to let go on the 'how' aspect, trust your employees to take this one, in order to better concentrate on the mission and its meaning! This is what a lot of our clients do with great success – for example, Saint-Gobain/Pum Plastiques, BNP, and Hopscotch.



INTERVIEW: Johan Gautier, participative management through a dedicated application



How do clients make use of an application like yours? Why?

By taking a step back, we've been able to note three main uses:

Co-creation of a delicate, strategic or controversial subject. In this case, it isn't good ideas that the application nurtures, but powerful ones. Those which are agreed upon and which the directors can rely on. For example, one of our clients modified their pricing model, inspired by Amazon Prime, as this suggestion was met with a general agreement.

Innovation, which is often associated with working on individual perception and change. For example, a major industrial company whose sales teams only seemed to sell the same products – which they had felt comfortable with for years – thus putting work on marketing and innovation on latest releases in peril. By asking these teams to co-create the new products' name and characteristics, they allowed everyone to make them their own, with immediate results in terms of sales!

The **culture, the DNA, the signature**, the foundations of a company's evolution. Some of our clients work on collective awareness of a different future (industries threatened by closures, for example), and others work on the expansion of their culture into new professions or branches, to support management innovation sites.

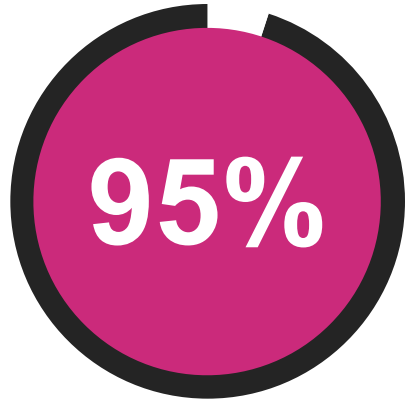
Don't these participative management help tools run the risk of preventing in-person dialogue?

Absolutely not! And there's no question of replacing in-person dialogue, which remains by far the best way of co-creating a story and sharing an ambition. This is the reason why Toguna isn't used by companies with less than 50 to 100 people, as under this size, it is possible to keep dialogue going, but over it, the problem of individuals being able to feel ownership of the company story starts to be raised. Moreover, an important sector of our clientele comes from our consultancy partners, who have been using in-person dialogue methodology for the first managerial circle, but are looking to extend this out to their tens of thousands of collaborators.

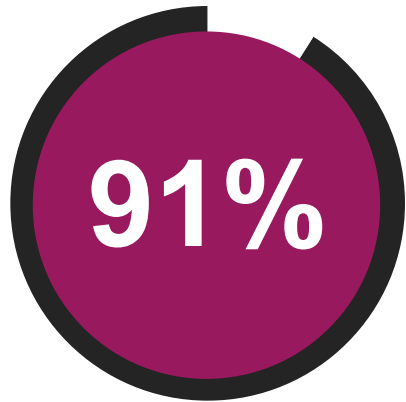
7

THE DIGITAL, THE NEW CATALYST MAKING RECRUITMENT PROCESSES MORE EFFECTIVE

HR Marketing or How to Develop a Higher Performing Employer Brand



of candidates do online research about a company before applying



apply after having read positive comments, even if they didn't know the company



VALUES

MANAGERIAL PRACTICES
DEVELOPMENT POSSIBILITIES
INTERNAL COMMUNICATION
CORPORATE CULTURE
COMPANY REPUTATION



Employer Review Sites are now an Integral Part of the Recruitment Process



The employer's brand is a catalyst for recruitment and candidates acknowledge that they use these sites to inform themselves about companies.

70% of CAC 40 companies are responding to these new stakes by creating their own career page on these review sites.



See our section 'Improving Performance'

Source: La marque employeur aux mains des salariés (*Employer Brands in the Hands of Employees*), lesechos.fr, 2016



Using Social Networks

1/3 of recruiters used social networks in June 2016 (APEC).

In 2016, LinkedIn was the most used, by **79%**, followed by Facebook, by **26%** and Twitter, by **14%**.

Advantages



TIME SAVED



LOWER RECRUITMENT BUDGET



SOURCING MADE EASIER



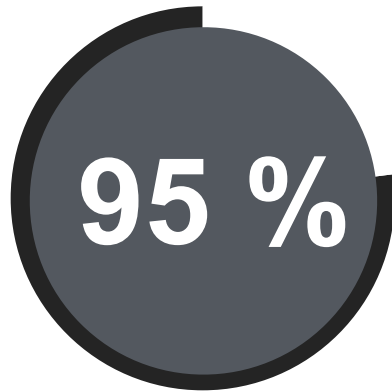
A DIRECT, PREFERENTIAL RELATIONSHIP

Source : Les réseaux sociaux outils indispensables (*Social Networks: Essential Tools*), FranceInter, 2017

Artificial Intelligence: it all began with ATS

Over the last few years, **Applicant Tracking Systems (ATS)** have been allowing companies to make the recruitment processes automatic. CVs are read automatically and analysed by algorithms, which allow them to be sorted through.

Are we moving towards robotisation of recruitment?



of major corporations
have an ATS



of small-and-
medium-sized
companies have
an ATS



The company **Joberate** has developed software which analyses publicly available employee data from social networks (or by buying such information from specialised companies). They then establish a '**J-score**', which allows them to determine whether the employee is on their 'way out' or not.

Source: Comment nous sommes recrutés par des robots (*How We Are Recruited by Robots*), Le Figaro, 2014

AI and recruitment by affinity: the matchmaking platform

Professional matchmaking (or **matching**) connects an individual with a company or a position, by making use of an algorithm, which most often deals with affinities, skills, values, etc.

These tools can analyse CVs, social networks, cover letters, or carry out personality tests, in order to propose a 'meeting' that has better statistical chances of success (both for candidates and recruiters).

Why Predictive Recruitment?

- Easy, detailed analysis of applications
- Evaluation of whether a profile is suited to a position
- Integration of specific criteria, particularly soft skills (emotional intelligence, communication skills, values, etc.)



TIME SAVED



RECRUITER-CANDIDATE MATCHING



Skills Tests, Challenges, Games



Gamification's time has come. The playful elements of these tests allow for relevant, efficient evaluation of candidates. With Serious Games in particular, selection solutions can be offered to HR managers.



Start-ups that offer skills testing

coxibiz
recrutement par challenge

Proposing a recruitment solution that works via challenges allows Coxibiz to evaluate candidates' skills through online scenarios.
<http://coxibiz.com/>

(goshaba)

This solution allows for large volumes of applications to be treated. In this way, profiles are selected according to specific skills and interpersonal qualities.
<http://www.goshaba.com/>

people in
Recrutement Innovant et Intelligent

Identification of the key skills required for a position, and preselection of candidates after evaluating their skills with a bespoke online test.
<https://www.people-in.fr/>



CASE STUDY N°16: Off-the-wall recruitment at Undiz

WHAT?



To recruit project managers for an e-commerce site, Undiz launched a **digital recruitment campaign**, along the lines of a hackathon, during which candidates had to produce a **one minute video** to convince Undiz to let them participate in the project. They then spent several days on Undiz's premises, creating 'stories' on social media, before having to **rearrange the layout of a store in Paris as a team**.



WHY?

Candidates were **tested on the skills** that were directly linked to the job's expectations. In total, **7 people** were hired by Undiz or the group's other brands. Beyond this, the operation enhanced Undiz's entire employer brand.



AND, ALSO...

Before the final round of the challenge ('E-strategy Pitch'), the chosen candidates **travelled to Dublin** to discover the company's e-strategy.

Source: Dans les coulisses de la Undiz Academy (*Behind the scenes at Undiz Academy*), Neoblog, 2017



Trouvez votre alternance en direct de votre lit

Seekube organise des forums virtuels de recrutement pour vous permettre de décrocher facilement des entretiens avec des entreprises partout en France et à l'international.

C'est simple, rapide et gratuit

Je m'inscris

The Virtual Recruitment Platform Boom

The principle: candidates connect to an interactive platform in order to get to know a company better, to send them their CV, to speak to a representative, to discuss via a chat service, or to apply.





CASE STUDY N°17: A Virtual Food Industry Recruitment Fair by Inpôle



WHAT?



Forty companies from the food industry in Brittany and Normandy, representing all different fields of activity, participated in a **virtual recruitment fair organised by Inpôle**. This recruitment fair was aimed at all categories of employees, operators, technicians, engineers, and candidates could navigate their way around it via virtual stands.

WHY?



Increased efficiency, with **no need to travel and a limited cost** (no stands to man). Increased visibility through innovation and development of employer brands.

AND, ALSO...



Candidates who didn't have an Internet connection were able to go to the nearest **Pôle Emploi office** where a screen was available for them to use.

LES RENCONTRES
VIRTUELLES
DE L'EMPLOI

 **pôle**
AGROALIMENTAIRE

 inmores

Source : Salons virtuels à Lorient, Ouest France, 2017

8

SKILLS ACQUISITION MADE MORE ACCESSIBLE

Training and the Digital realm: Trends in 2017



Increase in Digital Learning



Development of training for 'soft skills'



Wide subscription to mixed forms of training:
Blended Learning



Breakthroughs for AI, micro-learning, virtual
and augmented reality

38%

of the training offer is
digitalised in 2017

56%

of the training offer will be
digitalised by 2020

Source : Baromètre 2017 de l'Observatoire Cegos sur 1129 salariés, et 180 responsables des ressources humaines français, travaillant dans des entreprises du secteur privé de plus de 50 salariés.

The Socio-Emotional Approach is Now a Condition of Success

Skills sought IN 2015

1. COMPLEX PROBLEM SOLVING
2. COORDINATION WITH OTHERS
3. PEOPLE MANAGEMENT
4. CRITICAL THINKING
5. NEGOTIATION
6. QUALITY CONTROL
7. SERVICE ORIENTATION
8. DECISION MAKING AND JUDGEMENT CAPACITIES
9. ACTIVE LISTENING
10. EMOTIONAL INTELLIGENCE



Skills sought IN 2020

1. COMPLEX PROBLEM SOLVING
2. CRITICAL THINKING
3. CREATIVITY
4. PEOPLE MANAGEMENT
5. COORDINATION WITH OTHERS
6. EMOTIONAL INTELLIGENCE
7. DECISION MAKING AND JUDGEMENT CAPACITIES
8. SERVICE ORIENTATION
9. NEGOTIATION
10. COGNITIVE FLEXIBILITY



Source : Forum Economique de Davos, janvier 2016

CONCEPT

PROCESS

Face-to-face
and Tutoring

Independent learning

Towards adaptive, pervasive learning?

Blended-learning or mixed
training types

E-learning

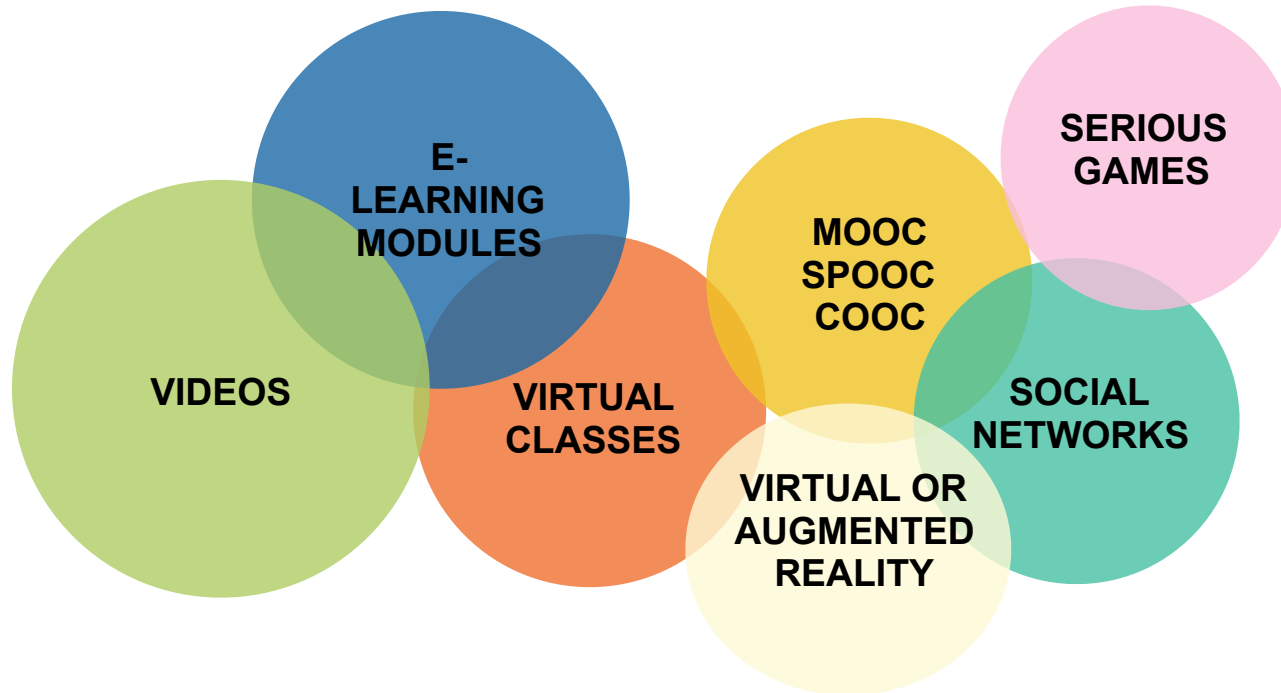
Micro-learning



AI – Artificial Intelligence?

“Beyond personalisation, gamification and micro-learning, Artificial Intelligence (AI) can now allow us to recommend new resources to our collaborators, and has become an essential tool for taking the first step towards personalisation.”

TOOLS



Source: Favoriser l'auto-formation (*In Favour of Independent Learning*), Journaledunet, 2017



CASE STUDY N°18: 'Parcours Connect', a support programme for transformation (TF1/HUB Institute)

WHAT?



The TF1 group has launched 'Parcours Connect' (*Connect Experience*), a skills development programme which combines **hard skills** (data, mobile, etc.) and **softs skills** (collaboration, dealing with change, etc.) to support its 2,500 collaborators and create a shared culture between them.

The 'Parcours Connect' is made up of **3 days of immersion** with external guest speakers, experts, group workshops and company visits (SmartVR, Microsoft, My Littleparis, Octo Technology, etc.), organised into sessions with 25 collaborators.

WHY?



'The new digital era' is forcing companies to rebuild their strategy, their business model, their organisation and **their way of working**. With the innovative training experience 'Connect', the TF1 group **is supporting** its talents' **digital transformation** in a way that has an impact, and is collaborative and creates enthusiasm.

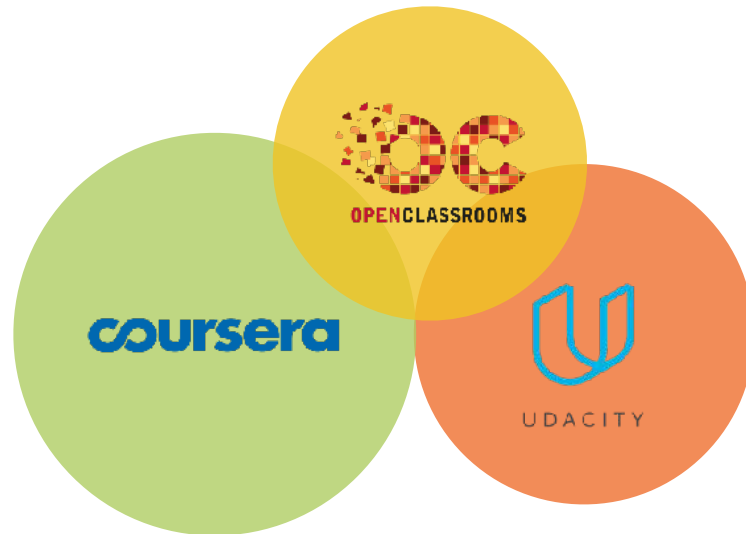
AND, ALSO...



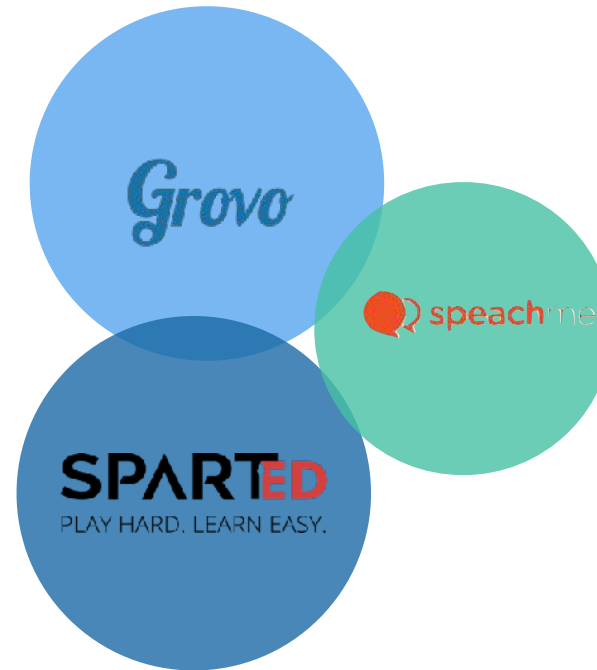
Run by HUB Institute experts, this certified training programme encourages meeting, sharing and exchanging, unique, productive moments, which are innovative and inspirational. It can be **financed through CPF and OPCA**.

Plateformes de formation

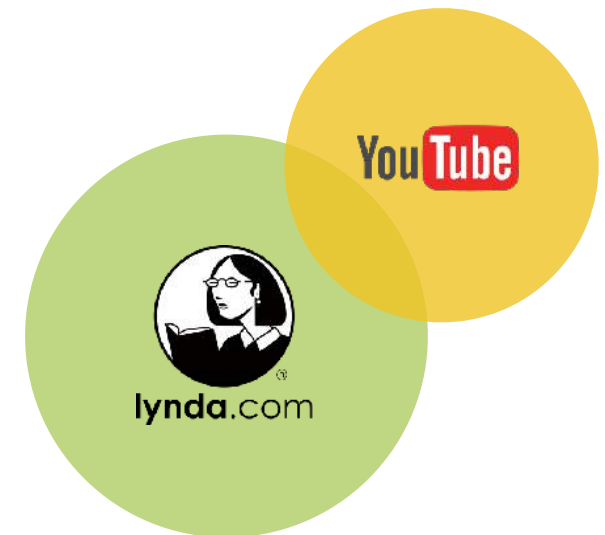
MOOC SPOC COOC



Micro-Learning



Videos



**Private channels and
tutorials on YouTube**

And many more besides...

The 5 Golden Rules of 'Micro-Learning'

1

Offer training at the time it's needed

2

Divide up training into targeted micro-subjects

3

Start with a story, an emotional 'way in'

4

End with a call to action or with a practical exercise

5

Create a framework through events, workshops, other courses, etc.

Advantages

- Motivation is increased, concentration peaks
- Suited to Generation Y
- Time saved
- Lowered costs
- Nomadic form of training
- Multiple possible mediums (Videos, Webzine, Snapchat, Quiz, etc.)

Source: 5 rules for microdevelopment, Association For Talent, 2017

Avantages et limites du micro-apprentissages (*Advantages and Limits of Micro-Learning*), Cursus.edu, 2017

INTERVIEW: Emad Jelouali, BNP Paribas, designing 'mobile learning' training courses



BNP PARIBAS

BNP's **Learning & Development** department, directed by Emad Jelouali, steps in when requested by the different International Retail Banking services, for all the non-Eurozone countries in which they have a presence, bringing some of them support and advice, and complete training content for others. The **e-Factory**, an **internal creative studio**, lets the department bring together all the skills necessary for the creation of digitalised content.

Why has BNP Paribas IRB chosen to create training content internally?

Before 2014, we only had face-to-face training, and I travelled to Africa regularly to run these courses. We wanted to be in step with the dawning digital era, and it allowed us to imagine other options. We could have collaborated with external contractors, but in terms of the specificities of each country that we work in, we would have had to create several different versions of each course, with regular updates. The budget would have been too big. So, we decided to create a small internal structure dedicated to digital content creation, which went from three people in 2014 to eight today, and creates over 50 training programmes (made up of around 200 knowledge capsules) per year.

What time of training modules do you create and which do you recommend?

We create all kinds of training modules, from a simple 3 to 5 minutes video with a pedagogical aim, to a complete e-learning module that lasts 30 minutes. For us, **focusing on micro-learning is the priority**, as it's the format of the future, maybe even the format of today! More than ten minutes is long, and we have to break down the learning objectives if we want to keep the learner interested. We also need to create 'mobile learning' programmes and even **design them to be used 'mobile first'**. Today, we connect to our phone to find a solution to all our needs, it's become a basic reflex. In any case, this is the way we have chosen to take our training application in, and it is now available to download in app stores. With 'micro-learning', and through 'mobile learning', amongst other formats, **the learner can learn and remember an essential objective in three minutes**. And if they want to, it's possible to go further, through a fuller e-learning course, at their own rhythm.



INTERVIEW: Emad Jelouali, BNP Paribas, designing 'mobile learning' training courses

What kinds of training are unanimously successful today and for which professions?

Training programmes are not designed by role but by skill. Today, **employees think seriously about their development, their employability and their future interests.** In short, everything that is linked to the digital realm and to innovation is highly sought-after and a training course on agility or design thinking can be undertaken by a financial worker without it being 'unsuitable' - we run a lot of training courses in this field. People also ask us for a lot of data courses, but for now, we still have to call on external contractors for these.

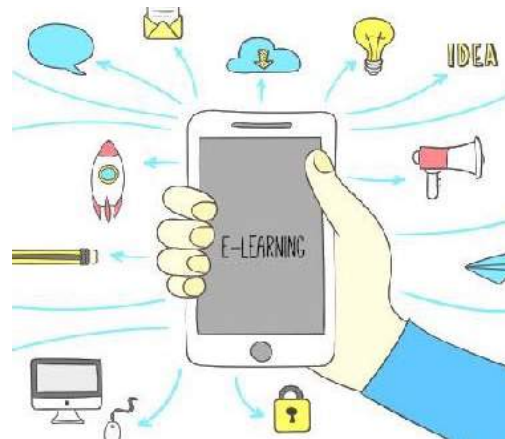
What advice would you give to a company that hasn't yet digitalised its training?

I would tell them to dare to take the plunge. You have to give yourself the means to do it now or run the risk of it costing a lot more later on: **skills development is a way of improving your business.** Telling a new arrival that they will be trained on a subject that interests them today next year doesn't make sense. They will manage to do it by themselves with YouTube or Google. Everything moves very quickly, you need to be agile and give training managers the tools they need.

Does going 'all digital' not run the risk of losing sight of employees' real issues?

It's neither possible nor desirable to go 'all digital'. Learners are human beings and, at some point, they need to discuss and to have a real, human exchange. **I am an advocate of Blended Learning.** Doing face-to-face just for the principle of it is pointless, but creating an 'all digital' programme or moving towards innovation simply because it seems fun (without a clear learning objective) doesn't make sense, either. There needs to be value added in both cases, and when it comes to face-to-face, I think that it is teamwork, acting out scenarios and studies that really give an extra something. You need to leave space for the possibility, at the end of a training course (for example, a 3-week SPOC*) to get together as a team and discuss certain situations. At the same time, this can be an opportunity to gain a certification, for example.

*Small Private Online Course





Virtual reality's time has come...

This new technology allows us to acquire skills in a virtual, realistic environment.

...and so has augmented reality's

Augmented reality overlays elements of reality and elements that are calculated and created by a live IT system.

These types of technology are being used in fields such as health, real estate, tourism... and also more generally for professional training.

There's even mixed reality!



+25.5%

Increase in the global augmented reality (AR) and virtual reality (VR) equipment market, compared to 2016

Source: DMEXCO, 5 grandes tendances à retenir (5 Major Trends to Remember), HUB Institute, 2017
Réalité virtuelle et augmentée (Virtual and Augmented Reality), Usine Digitale, 2017

AR and VR: Some Key Figures

**100
million**

headsets will be for sale
in 2021

**108
billion**

worth of investments
in the virtual and
augmented reality
markets

39%

of video game developers
are working on virtual or
augmented reality

**100 to
1000€**

It's the price range for
a virtual reality
headset



Source : 10 Chiffres de la Réalité Virtuelle, 360natives.com, 2017

Practical Professional Applications

Total immersion allows learners to be trained relying on the sense that they feel most in tune with: vision, hearing, touch... Everything can be simulated at the same time, if the learner is in the right conditions.



With virtual training exercises, connected headsets, 3D virtual worlds, Renault has been a trailblazer in the gamification of its training courses for several years.



Industry development by Gabler, with virtual and augmented reality.

Why should we use VR and AR services?

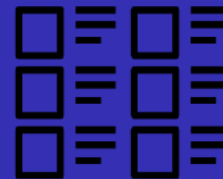


- They are clearly useful for acquiring **multiple technical skills (particularly industrial ones)**.
- Their usefulness is still **to be demonstrated** and remains under development **for soft skills**.

A MOTIVATIONAL
SOLUTION FOR
LEARNERS



INFINITELY
REPRODUCIBLE
SCENARIOS



LIMITED COSTS
COMPARED TO BUILT
ENVIRONMENTS
WHICH CAN BE
EXPENSIVE TO USE
(cockpits, cranes, cutting
edge machinery)



Source: La réalité augmentée dans la formation (*Using Augmented Reality in Training*), Journal du Net, 2017

INTERVIEW: Florian Pons, Jungle VR, Efficient Training with the Help of VR and AR

jungle VR

Corporate Training
& Learning



Florian Pons, CEO of Jungle VR, manages a virtual reality and augmented reality training course development studio.

His approach is to offer immersive technology to HR departments, to help the employer's brand.

Why are virtual reality (VR) and augmented reality (AR) suited to a training environment, in your opinion?

Virtual and augmented reality are invaluable training aids for several reasons. First of all, **it's easier to achieve the learning objective**, as the learner retains what they have learnt better in virtual reality compared to when they simply watch videos or answer theoretical questions (Google Daydream study, July 2017). Next, learners are happy to be trained using this technology. **Its playful dimension enables learners to feel more engaged**, and therefore to train more often, and for longer periods. The third important point to remember is the **savings made** compared to some face-to-face training programmes: by this, I mean the cost of travelling (transport time and cost) and even the cost of maintaining a production line on pause whilst training takes place.

With face-to-face training, we need to take into account the cost of design and the space necessary for a physical training centre (a fake building site, a fake amphitheatre, a fake shop, a fake factory, etc.) and of course, the human cost.

Who are the contributors and experts in virtual reality (VR) and augmented reality (AR)?

At Jungle VR, we have a variety of contributors. Our teams are made up of pedagogical experts, trainers and scriptwriters who work on our learning objectives, which form the heart of our process. We are also accompanied by specialists from each of the sectors we work with (professional experts) depending on the client's field: public works, aviation, chemistry, transport, automobile, management, banking, security, etc. On the software development side, our technical team is made up of 3D modellers, developers and virtual and augmented reality experts.



INTERVIEW: Florian Pons, Jungle VR, Efficient Training with the Help of VR and AR

What is the most surprising training environment that you have had to design for a client?

We developed an **agile "Scrum" training method** for a client. It was a captivating project, and the client who ordered it was visionary... Not everyone could have thought of it! Besides this, we were recently asked to **recreate a hotel and beach** in the Caribbean. The government of an Asian country also contacted us to help better train their fire department. Lastly, we just finished a project on the city of the future for the Fayat Group, which **we modelled Paris** and its sewers for. In the model, you can move through the city, repair its lighting, move through the sewers and even fly over Paris in a helicopter. It's pretty impressive.

What are VR and AR's favoured training programmes and sectors?

Our qualifying training for in-company **fire safety** is much more fun than theoretical lessons and seems to be totally suited to VR. We have also a **risk hunt on a building site** for new buildings (for public works).

More broadly, virtual and augmented reality is suited to all sectors and that's what's wonderful about this technology. The first example that comes to mind, beyond exploring space or walking on the moon, is the creation of a training programme in which **we have modelled an entire offshore oil rig**. This reduces transport costs as learners previously had to travel by helicopter. The factory of the future in the **automobile sector** is also an upcoming possibility for us.

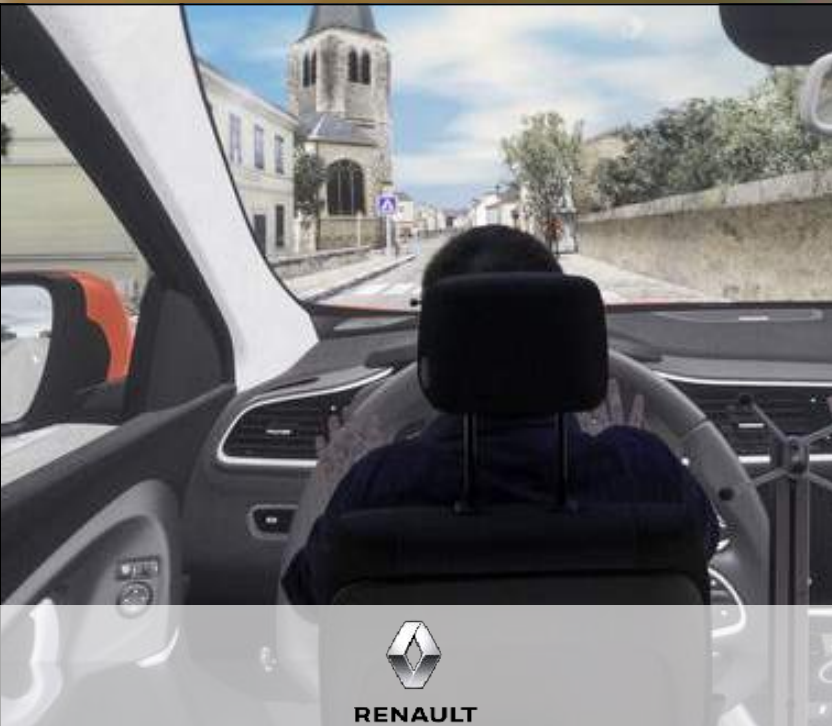
Do you think that the level of equipment required for this type of training and its cost are obstacles to its development?

Absolutely not. According to the learning objective that is being targeted, the costs can vary. Some training programmes require 9m² of space and equipment that costs 2500€, whilst others can be carried out at a traditional work post with a 29€ headset which the learner slides their mobile telephone into. For us, today, there are no obstacles to developing virtual and augmented reality training programmes.





CASE STUDY N°19: 'Learning by Doing' with AR at Renault



WHAT?



To train their technicians in battery repairs and the necessary steps before making an intervention, Renault now use a **serious game that makes use of virtual reality**; as well as a virtual training exercise for repairs, in augmented reality. **With connected headsets on their eyes**, the technicians move around in a 3D virtual world and **interact with electric vehicles**.

WHY?



3D digital content is superimposed onto a real environment, and this allows technicians to **be trained on the use of dangerous parts** without any risk, and therefore to optimise their actions and **experiment with new approaches**.

AND, ALSO...



At the end of 2016, Renault launched its TV Training, a platform with videos available in 25 languages, nick-named the 'YouTube of training courses'. The aim of this video support was to **train all of its employees** around the world, **during the launch of all its new products** (vehicles, on-board multimedia systems, etc.).

Source: La réalité augmentée s'invite dans les formations chez Renault (*The Role of Augmented Reality in Renault's Training Programmes*), ExclusiveRH.Com, 2017



CASE STUDY N°20: 200 Walmart American Training Centres Equipped with Virtual Reality



WHAT?

Walmart, the American retail giant, made one of the world's biggest investments in virtual reality training when it equipped **200 training centres** (the Walmart Academy) **with immersive technology** (Oculus Rift headsets). Different scenarios are played out on the headsets: customer service, management, and even specific events. Users have to make choices that depend on each simulated situation, which trainers will then be able to analyse and build on.



WHY?

For training in soft skills, and to prepare employees for difficult situations and situations that are difficult to reproduce in the real world, like **Black Friday**, for example.



AND, ALSO...

On average, developed content lasts between **30 seconds and 5 minutes**. In the future, Walmart would like to extend the use of this device to all of their brands and develop **lifelong training** with it.

Source : Walmart déploie massivement la réalité virtuelle (*Walmart's Massive Virtual Reality Roll-Out*),
GoGlasses.fr, 2017

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