

The People Factor

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Monica Somandroi
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Prof. Hannah Haemer

- Nikola is a technology disruptor and integrator, working to develop innovative energy and transportation solutions.
- **Pioneering a business model that will enable corporate customers to integrate next-generation truck technology, hydrogen fueling infrastructure and maintenance.**
- By creating this ecosystem, Nikola and its strategic business partners and suppliers can pave the way as global leaders in zero-emission transportation – and, together, leave the world a better place.
- NKLA employs 498 people.
- NKLA grew their employee count by 99% last year.
- NKLA currently has 144 job openings.

Key competencies for Nikola

Nikola Motors is an aspiring maker of battery-electric and hydrogen fuel-cell semi trucks. They're building the largest commercial trucks on the roads.

- Innovative & creative
 - Great customer service
 - High quality products
 - Environment-friendly company (& products)
 - Reliable products
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KNOWLEDGE

- Electrical engineering
- Mathematical modelling
- Physics
- Mechanics
- Electrochemistry
- Battery terminologies
- Battery management system, charging and discharging for EV application and thermal management

SKILLS

- Computer software proficiency
- Quality control systems
- Manufacturing process
- Programming
- EV safety systems

ABILITIES

- Problem-solving
- Organize and plan work
- Analyze situations, programs and problems
- Communication
- Stress-tolerance/work under pressure
- Adaptability, flexibility
- Risk taking

OTHERS

- Independent thinking
- Creative, innovative
- Structured (follows procedures, respects deadlines)
- Determination/Perseverance (does not give up)
- Principled

Selection techniques & why

Assess cognitive ability//Cognitive Skill Assessment;

As a manager, one needs to know the level of technical knowledge. It can be done as a pre-employment test used to evaluate how well candidates use a wide range of mental processes, such as working with numbers, abstract thinking, problem-solving, reading comprehension, and learning agility.

Check candidate references

It is extremely important to ensure a third party is able to guarantee for that person; if that third party is someone we know, then it is even better).

Selection techniques & why

Evaluate learning ability

It is always better to know who is capable of learning; it is not just about how much you know, but it is about if one is able to learn something new, to adapt. As well as learn from the mistakes made in the past. One way of testing this would be the Competency-based interview, with at least a question asking the candidate to describe one experience in which something went bad. (Did he/she learn anything from that? Any lessons for the future him/her?)

Situational judgement test (SJT)

Good way to see the reactions, attitudes and even behaviours in certain situations, such as: the company you're working for decides to take a stand which you are definitely against. What would one do?

Selection techniques & why

Give a test work assignment

Nothing compares to an actual work assignment, such as a (paid) work day trial, delivered by a potential employee. The knowledge, the skills and the way the work is handled are revealed and support the overall assessment.



Critical aspects impacting...

Performance	Well-being	Quality of life
<ul style="list-style-type: none">● Job satisfaction● Training and development● Employee engagement● Goals and expectations● Tools and Equipment● Morale and culture	<ul style="list-style-type: none">● Autonomy● Inclusive culture● Physical safety● Workspace design● Financial security● Working hours	<ul style="list-style-type: none">● Nature of Job● Stress Level● Career Prospects● Challenges● Attitude● Environment

INDIVIDUAL & ORGANIZATIONAL NEEDS

- Security
- Self-esteem
- Stability
- Growth
- Belonging to a group/social
- Self-actualization
- Innovative
- Resilient
- Productive
- Efficient
- Profitable
- Relevant



BEST PRACTICES TO MAINTAIN PERFORMANCE, QUALITY OF LIFE

- Design clear job descriptions
 - Regular feedback/1-1 meetings
 - Design clear and written processes and procedures
 - Organize regular team-buildings
 - Transparent internal communication (weekly newsletter)
 - Ensure state of the art workspaces
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BEST PRACTICES TO MAINTAIN PERFORMANCE, QUALITY OF LIFE

- Recognition for good performance; consequences for poor performance
 - Workplace safety measures
 - Flexible working hours
 - Flexible WFH programme
 - Transparent HR hiring process
 - Modern equipment and ergonomic furniture
 - Communication and marketing campaigns that include real employees
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PROMOTING HIGH-LEVEL PERFORMANCE

VIVRE FAT TOOL

Vision > it is clear for the team member what is the purpose of doing what they're doing.

Identity > each employee needs to feel part of a team, of which he is proud of; to have a sense of belonging.

As far as my research goes, this is the case for NKLA employees, as the branding and the internal communication are quite clear and straightforward. Even when the company went through the CEO's departure, back in 2020, because of fraud allegations, the team remained connected to the reason why they were all there.

Values > changing the world; higher purpose of making the world a better place.

All NKLA employees are aware that when becoming part of the team, they are entering a process in which they are essential to its success. The values surrounding the NKLA working environment are oriented towards the people, first of all: to push oneself, to achieve more, to take risks.

PROMOTING HIGH-LEVEL PERFORMANCE

VIVRE FAT TOOL

Results > motivation to deliver your part; and to collaborate with others to deliver your results.

I would dare say that sometimes, for NKLA, this could be an issue, as it is still a start-up (with the associated start-up culture) and not everyone is used to working autonomously, on their own, to be more entrepreneurial and to own their own results. This could represent a potential source of conflict.

Effective > clearly established processes for key aspects of the business and interactions

I would also add that, again, being a start-up culture, some of these aspects are not quite clearly drafted, organized and communicated. Which could potentially lead to conflict and frustration among the team.

As an example, a few months ago, the CEO at the time hired an engineer following a tweet-exchange. While the need to use social-media for branding and recruiting is a condition sine qua non for any modern/hip employer nowadays, processes should be in place and order and hierarchies have to be followed.

PROMOTING HIGH-LEVEL PERFORMANCE

VIVRE FAT TOOL

Fun > Team spirit, doing what you love, energy from interacting with the team.

At Nikola, people do have this sense of fun, enjoying what they're doing.

Aligned > everyone knows what they have to do and how to do it.

In my opinion, given what happened to the company back in 2020 (the founder and CEO had to resign based on several fraud allegations), the team has survived quite well and this means that they do know what they have to do. As far as the "how-to" part goes, I would say that some improvements could be made. It seems that there is a lack of processes in place.

Trust > communicate openly and with transparency; have each other's back.

Even with the scandal last year, people trust each other and have their backs, as it is shown in the reviews on Nkla as an employer. They seem to be eager to leave the past behind and build the future, with the inherent challenges that arise with some much bad publicity.

BEST PRACTICES TO DEVELOP NIKOLA TEAM

- **Develop a thank-you culture** (use thank-you-notes to thank a colleague once a week for something they've done and that you appreciate)
- **Acknowledge wins** (even if they're small) to boost morale. Congratulate the specific person when it overcomes a challenge (personal, professional).
- **Use multiple channels to communicate** (phone, email, face-to-face, video) to ensure everyone has the opportunity to express themselves, in their most preferred environment.

BEST PRACTICES TO DEVELOP NIKOLA TEAM

- **Have regular meetings to communicate** the situation of the company: sales, partnerships, R&D progress, any other reports.
- Promote **team mutual monitoring**, to ensure transparency and autonomy.
- Make sure there is a **shared mental model**, so that there is a “common enough understanding” of the concepts used. This can be achieved by organised debriefings, handoffs (text and images).
- **Have job descriptions and roles**, as well as **processes and procedures** in place.

CRITICAL ASPECTS => ACKNOWLEDGMENT, CAREER DEVELOPMENT, RETENTION OF TALENTS

1. Remuneration correlated with experience, responsibilities, role
2. Feedback continuously
3. Recognition (financial bonus, proper salary)
4. Appreciation (verbal): to feel valued and empowered
5. Employees are aligned with the company's values: changing the future, growing together, helping the environment
6. Cultural diversity as means to create a solid team
7. Regular performance evaluation
8. Motivate performance
9. Provide fairness and transparency for reward process
10. Close communication (clear, straight): engage, explain, set expectation

CRITICAL BEHAVIOURS => COMPANY'S SUCCESS, CRITERIA FOR DISCHARGE

1. Dissatisfaction with Nikola's culture
2. Lack of productivity for a long period of time, after repeated feedback
3. Poor quality of work over a long period of time, after repeated feedback
4. Not taking risks
5. Putting personal interests before the team's interest
6. Breaking company rules
7. Not being truthful
8. Attendance issues
9. Revealing company info to the media
10. Lack of entrepreneurship (in a start-up this can be an issue)
11. Not treating the company and its resources as if they're your own.

STRATEGIES - ACKNOWLEDGMENT, CAREER DEVELOPMENT, RETENTION OF TALENTS

1. Onboarding process at first and mentorship programmes afterwards
2. Perks (develop the feeling of belonging)
3. Wellness benefits (work-life balance)
4. Feedback (the 360 approach)
5. Training and development
6. Communication (regular, to the point)
7. Flexible work arrangements
8. Build a solid inclusive safe work culture (in which people feel ok to say what they think)
9. Underline each progress made by the team
10. Emphasize the teamwork at all times (put the success of the team above your own - Nikola's values)

THANK YOU

NIKOLA™

TRE TWO ENERGY

STORE MY PROFILE

OUR MISSION

Transform the transportation industry while improving our employees' lives and leaving the world a better place.

OUR VALUES

[linkedin.com/in/monica-somandroi](https://www.linkedin.com/in/monica-somandroi)