

# Who am I?

Darina Stoynova

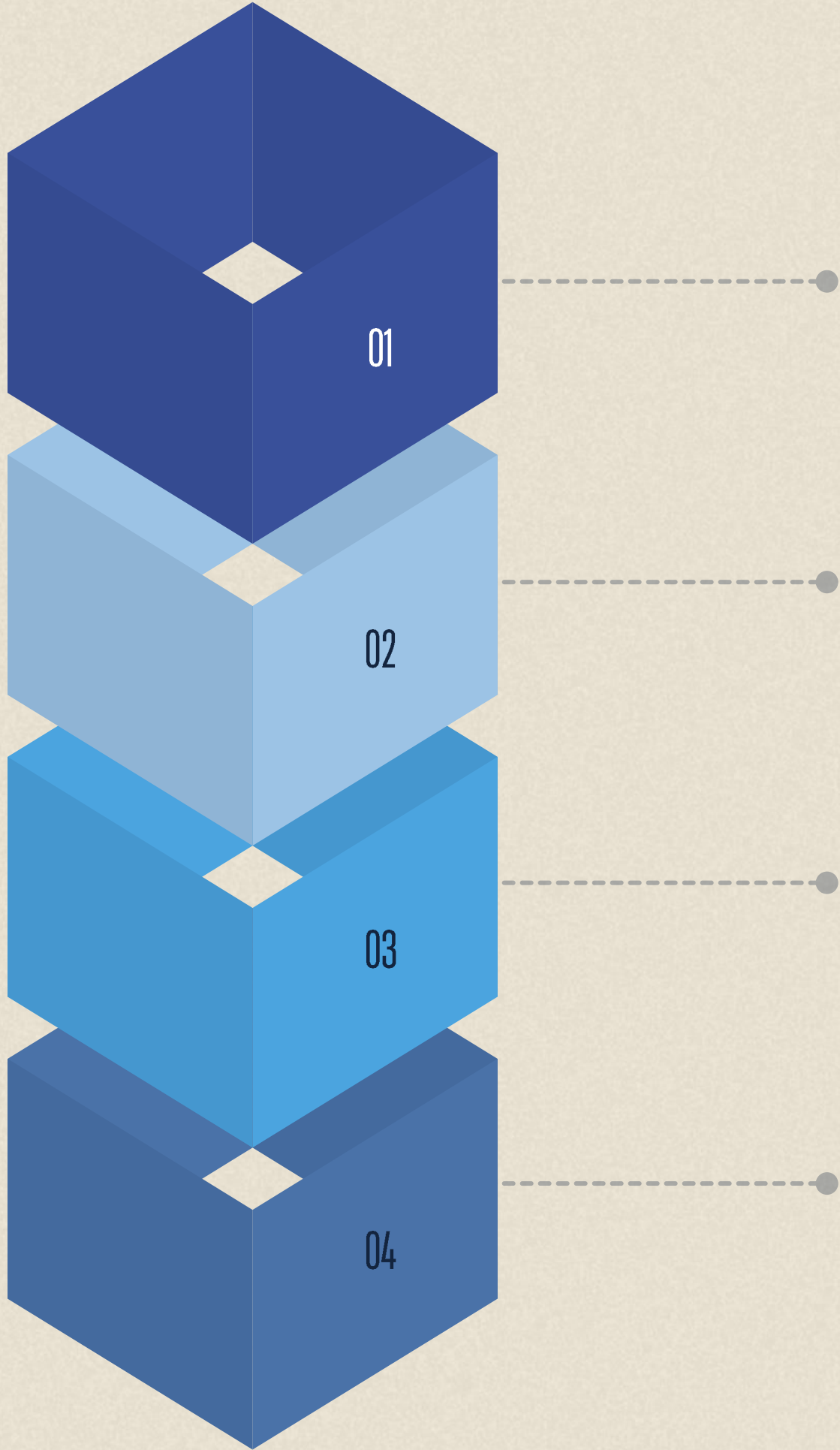
Global L&D Manager



# PAY TRANSPARENCY ROLL OUT



# TARGET GROUP AND PROCESS



**HR MANAGEMENT TEAM and  
INTERNATIONAL TRAINERS**

TRAIN THE TRAINER

**HR and RETAIL MANAGERS**

TRAIN THE TRAINER

**DISTRICT MANAGERS**

TRAIN THE TRAINER

**STORE MANAGERS**

GET TRAINED

# THE BEGINNING WAS NOT WHAT WE EXPECTED

2 departments

Not familiar with  
JYSK way of working

Never worked  
together

EU Regulated topic

New topic

Short Deadlines

# THE END RESULT

**JYSK**

# THE E-LEARNING

## Combining Employee Assessment and Pay Range:



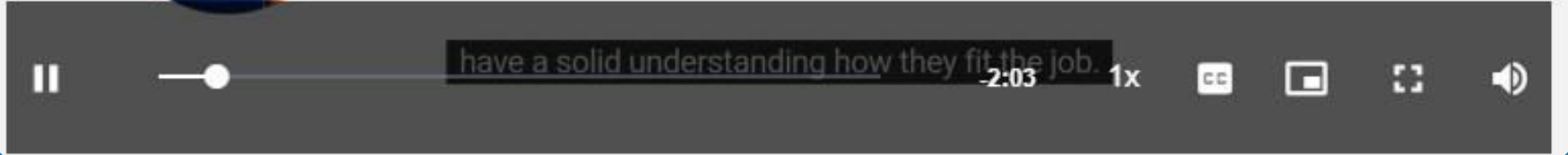
**Peter**  
Sales Assistant  
Assessment: Approx. 100%  
(Competencies meet the requirement)



**Maria**  
Sales Assistant  
Assessment: Approx. 110%  
(Competencies above the requirement)



**Main Area:** Retail  
**Specific Area:** Store  
**Track:** Practitioner  
**Level:** Sales Assistant



To understand how **employees fit their jobs**, we use a scale from 80 to 120%.

Listen to the audio to learn more about how we assess employees.



# THE AI COACHING

"Just did the eLearning and it worked well. The role play part is fun."

"The avatar seemed moderately to Ok satisfied with my efforts, based on her mimics" 😁

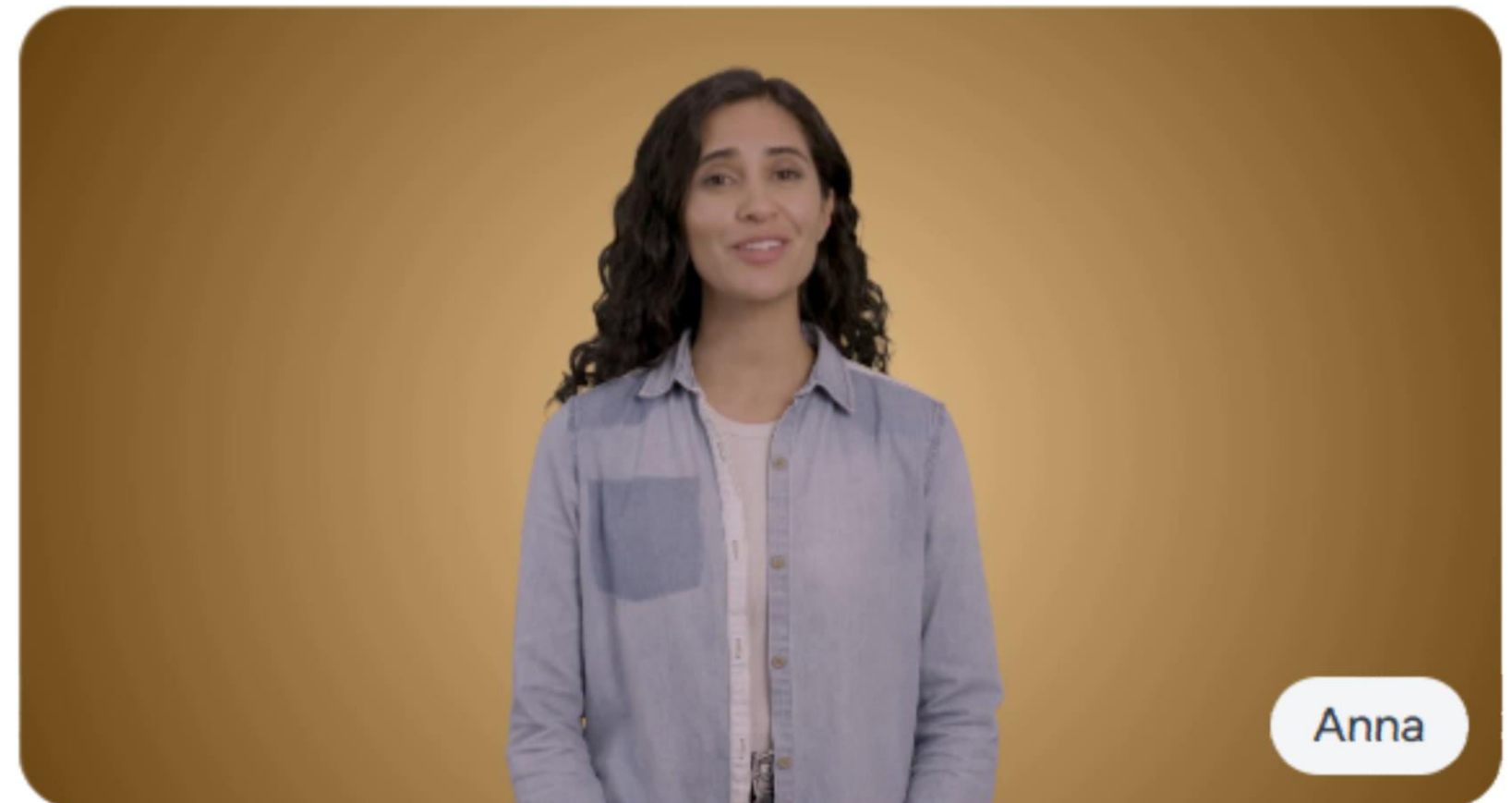
▶ Video mode

# AI custom role play

10min to complete · 3 of 3 attempts left

## Overview

You are the manager conducting a follow-up meeting after the annual MYDEVELOPMENT dialogue to discuss the announced salary raise. Anna, the employee, feels disappointed and hesitant but shows frustration non-verbally. She is vague and gives unclear answers as she seeks to understand the reasons behind her raise. Your goal is to explain JYSK's transparent pay ranges, clarify development opportunities, and maintain her motivation.



Anna

## Scenario overview

### Scenario description (required)

Briefly describe the real-world situation

The manager and their employee have a MYDEVELOPMENT dialog about a raise for next year. The employee

### Avatar profile (optional)

Describe the avatar's background and attitude

The employee is disappointed with their raise and hopes to understand the reasons behind and hopefully be able to change it. They feel overlooked and hesitant to express frustration, but the manager is able to see the frustration in their body language and silence.

### Avatar personality

Agreeable

Open to dialogue, but resists change

Vague

Evasive and hard to pin down

Skeptical

Questions assumptions and pushes back

Define a custom personality

Custom personality (required)

upset, frustrated and disappointed, will respond well to clear facts and explanations

in this scenario

transparently

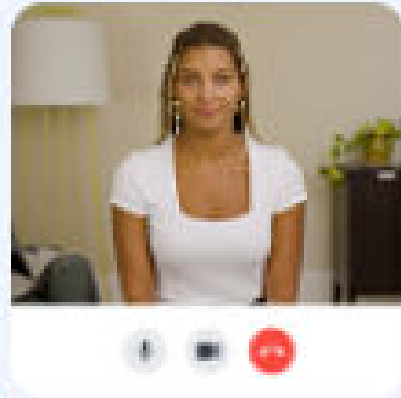
114/2000

Pay

can request  
to theirs. The  
more than 2 years  
internal

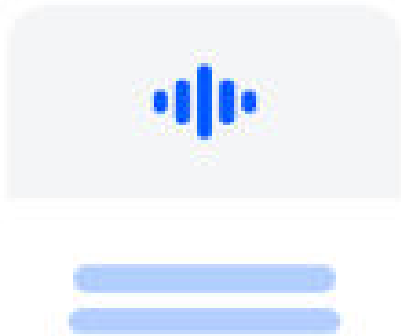
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## Interaction mode



### Video New!

Built for teams engaging in face-to-face conversations



### Voice

Best for teams relying on phone calls to resolve issues quickly



### Chat

Perfect for teams handling emails, messaging, or tickets



Waiting for AI coaching

End scenario

# THE REPORT FROM THE AI COACHING

D **Darina**



Good!

Clarity

Good

Confidence

Good

Energy

Developing

[How did AI generate this report?](#)

## Transcript

[View transcript](#)

Details

Apr 9 at 7:53 PM

AI custom role play

Overall feedback

**Tone of voice**

Key quotes

### Tone of voice

#### Clarity

You conveyed the pay range process and development opportunities well. To strengthen clarity, **summarize key steps** and **directly link actions to outcomes**. Try to answer questions more fully and avoid abrupt or brief responses. This helps maintain **motivation** and transparency.

Good

#### Confidence

You showed **clear explanations** and offered **specific development opportunities**. To improve confidence, try to avoid abrupt endings and maintain **assertive closure** when addressing concerns. Reinforce your **expertise** during explanations for greater credibility.

Good

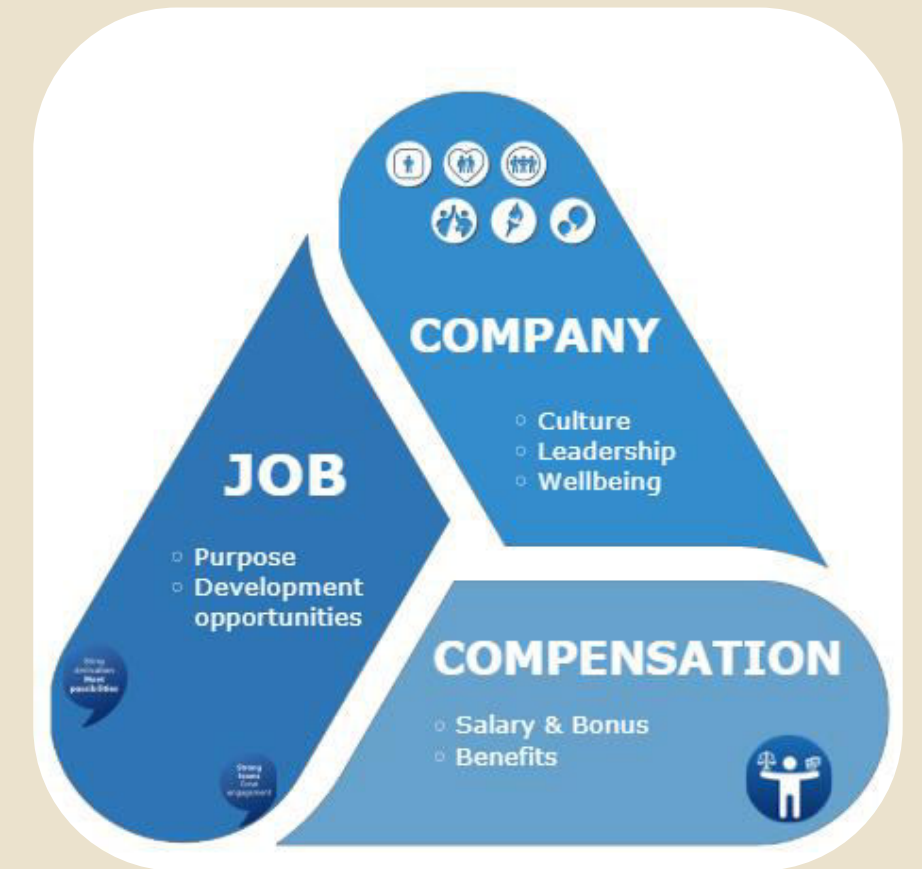
#### Energy

To keep your team motivated, try to **show more encouragement and engagement** when responding to concerns. Use **positive language** and acknowledge their questions more fully to build trust and maintain momentum.

Developing

# THE TRAINING MATERIALS

- **DIFFERENT VERSIONS FOR THE DIFFERENT TARGET GROUPS**
- **1 SET OF ROLEPLAYS**
- **HANDOUTS**



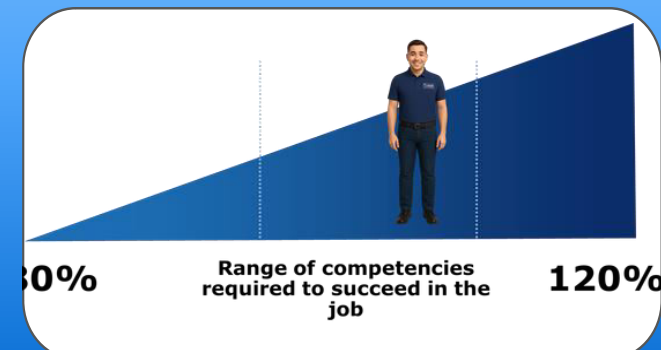
# Pay Policy



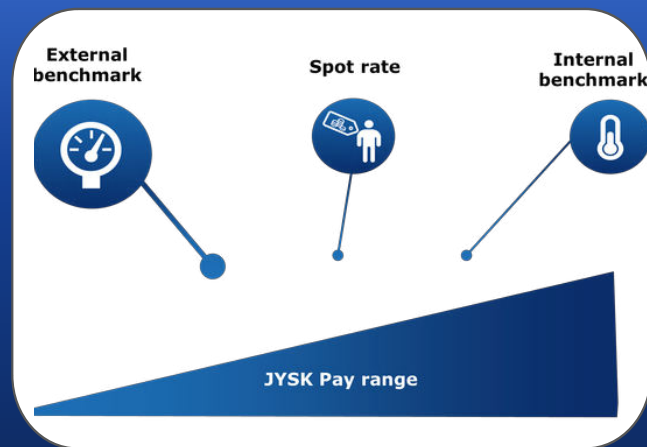
## JYSK jobs



## Employee assessment



## Pay ranges



## Fair pay



# RECAP OF THEORY

## Effective conversations

### How to hold conversations around pay

- Step 1: Prepare**
  - Choose the right setting
  - Come prepared with facts and examples
  - Have a clear understanding of pay principles
- Step 2: Listen and ask**
  - Show empathy
  - Ask clarifying questions
  - Truly listen without interrupting or judging
- Step 3: Explain**
  - Stick to facts and job requirements
  - Stick to assessments and pay ranges to explain decisions clearly and calmly
- Step 4: Next steps**
  - Discuss the way forward and possible solutions
  - Agree on actions and expectations.



# THE DIFFICULT CONVERSATIONS

# HOW TO HAVE EFFECTIVE CONVERSATIONS AROUND PAY

## STEP 1: PREPARE

The right setting  
Facts and examples  
Understanding of pay principles

## STEP 2: LISTEN AND ASK

Show empathy  
Ask clarifying questions  
Truly listen without interrupting or judging

## STEP 3: EXPLAIN

Stick to facts and job requirements

## STEP 4: NEXT STEPS

Discuss the way forward and possible solutions  
Agree on actions and expectations.

# THE SCENARIOS

**Pay discrepancy rumor**

**Team meeting Pay Transparency rollout**

**Employee under financial pressure**

**Why can't you just tell me what others make?**

**Groups of 3 with following roles:**

- Manager
- Employee
- Feedbacker

# WHAT AI TOOLS DID WE USE?

01. articulāte 

04. 

02.  synthesia

05.  Sora

03. 

06.  Copilot  ChatGPT

**WHAT HUMAN FORCE DID WE USE?**

**18 TRAINERS**

# CLOSE TO 100 MANAGERS TRAINED



# THE OVERALL FEEDBACK

Hi Darina,

Just want to say that all the training material regarding Pay transparency, role plays, overviews, theory – everything. It is really great material, thank you for spending so much time on it to make it a plug`n`play solution for us.

I just wanted to say how much I enjoyed the course. The design is excellent and the interactive features are top-notch. Using AI videos for the explanations made it feel very modern and realistic. I'm so glad to see the company embracing these new trends. Huge congrats to the creation team!

< **Ágnes Nyeste**   
Head of HR JAT/JHU/JGR

Hi Dari, just a short feedback on pay training, we are done with SM training in Hungary and it went super well. The precondition was to finish the e-learning before the live training and it helped a lot!!

thanks for your support

 Message.... 

# LEARNINGS

**01. Collaboration pays off**

**02. AI tools are a great helping tool**

**03. Modern technology is appreciated by employees**

**04. Practicing scenarios is crucial for successful implementation**

THANK YOU