

# Human Capital Leadership

by Human Capital Innovations, LLC

Helping You Maximize Your Human Capital Potential

**6** 3 HUGE Impacts to Your Business that You Don't See Coming in 2022  
by Rick Ornelas

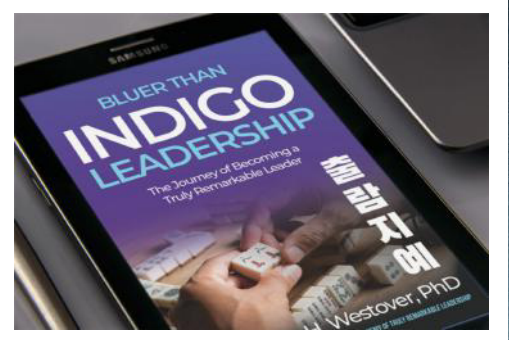
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'Bluer than Indigo' Leadership: The Journey of Becoming a Truly Remarkable Leader, by Jonathan H. Westover, PhD

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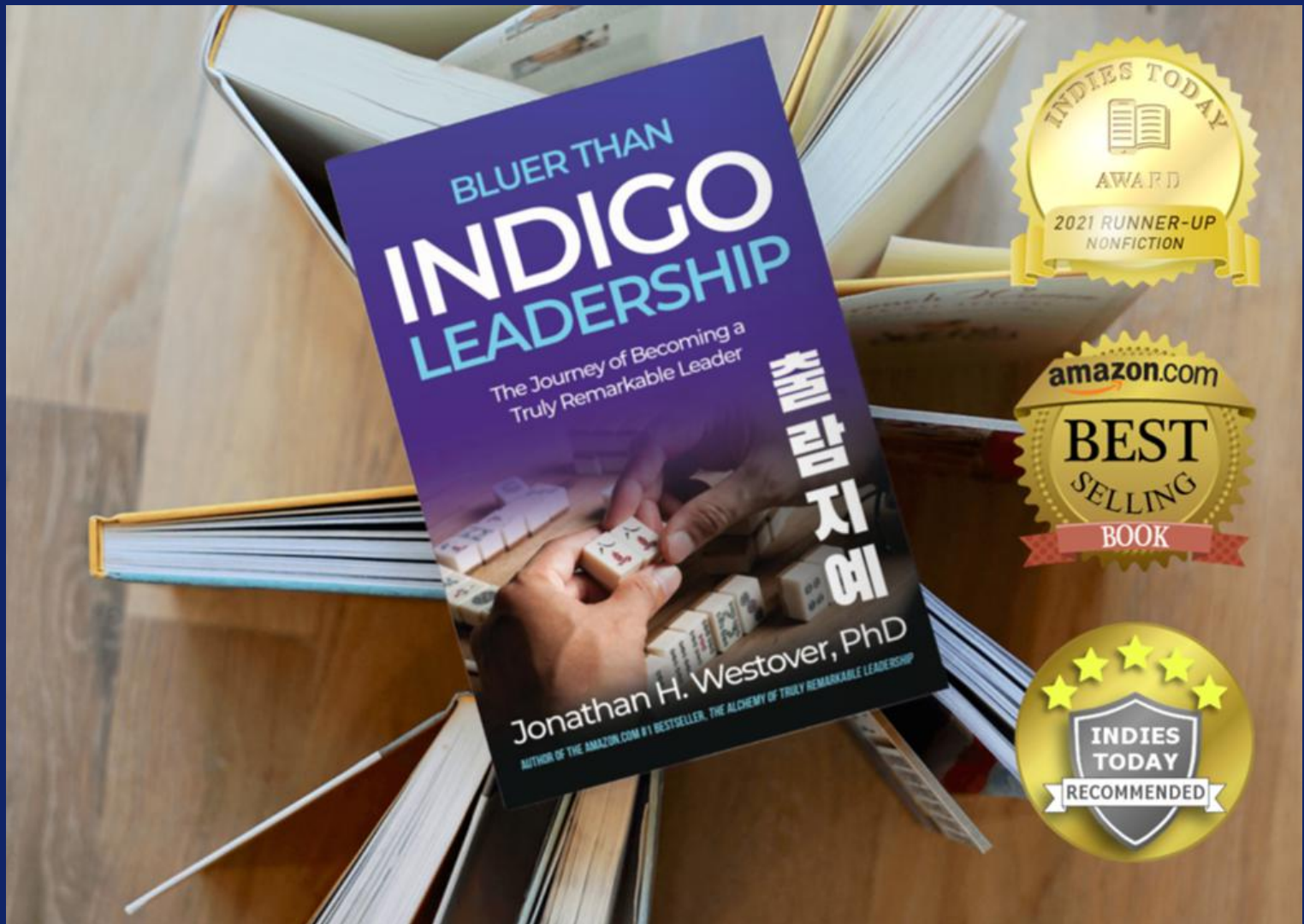
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"Dr. Jon does a great job at identifying a variety of areas of focus any leader should take to be more effective. From framing your mind for growth to being a more consciously inclusive leader (my biased favorite!), Dr. Jon frames these concepts in a memorable, approachable, and authentic manner. A must-have book for the leader who wants to improve their leadership awesomeness in a variety of facets."

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"Dr. Jonathan Westover is an accomplished professional that in his latest book, The Alchemy of Truly Remarkable Leadership, focuses on leadership characteristics and qualities that produce extraordinary results in the new world of work. Dr. Westover methodically weaves together leadership competencies and capabilities for anyone aspiring to lead and alchemize an organization to attain business goals and workforce agility. This is an excellent guide and reflective tool for leaders to refine their capabilities and qualities and pivot towards the future."

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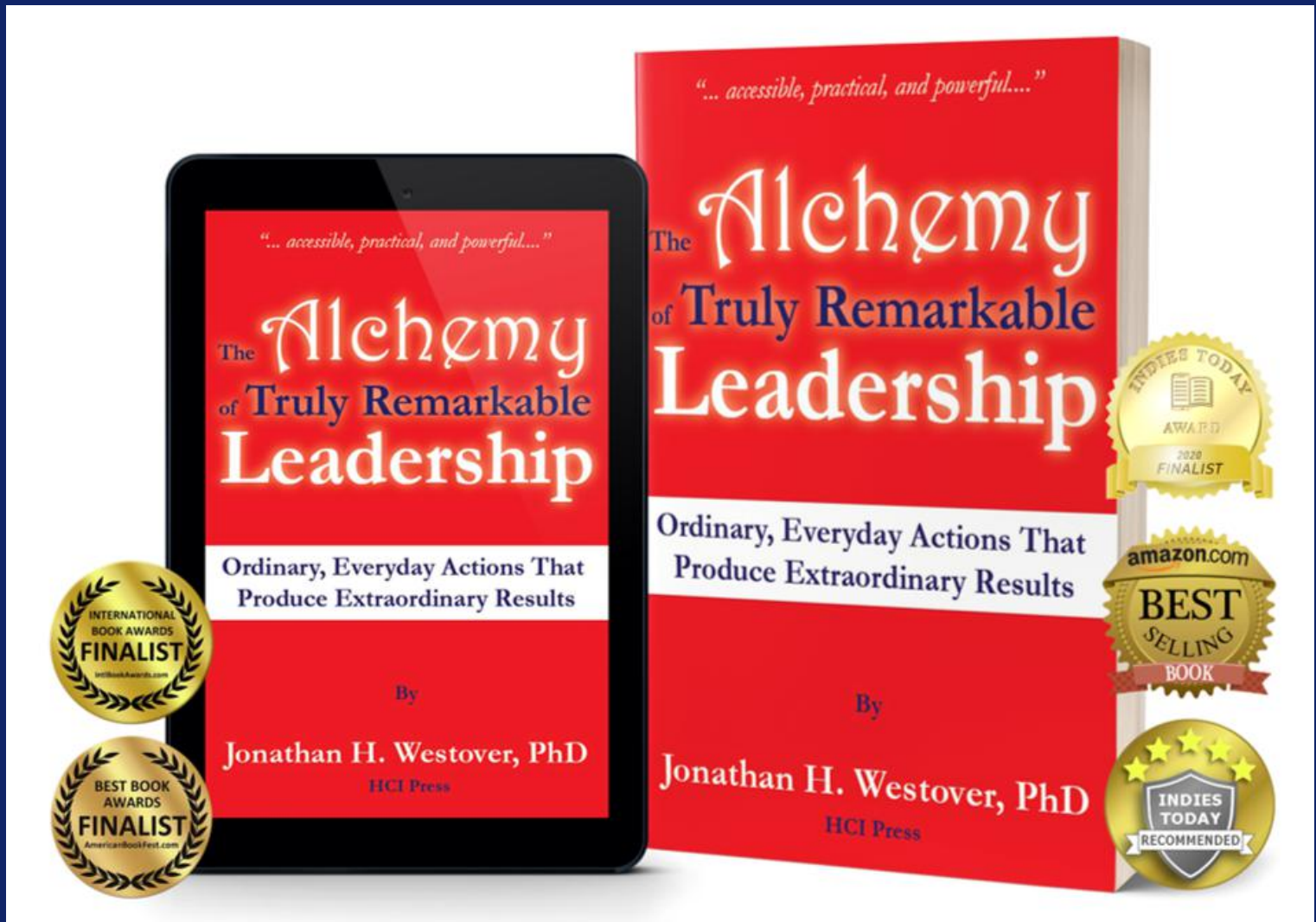


# The Alchemy of Truly Remarkable Leadership: Ordinary, Everyday Actions that Produce Extraordinary Results, by Jonathan H. Westover, PhD.

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By Jonathan H. Westover, PhD

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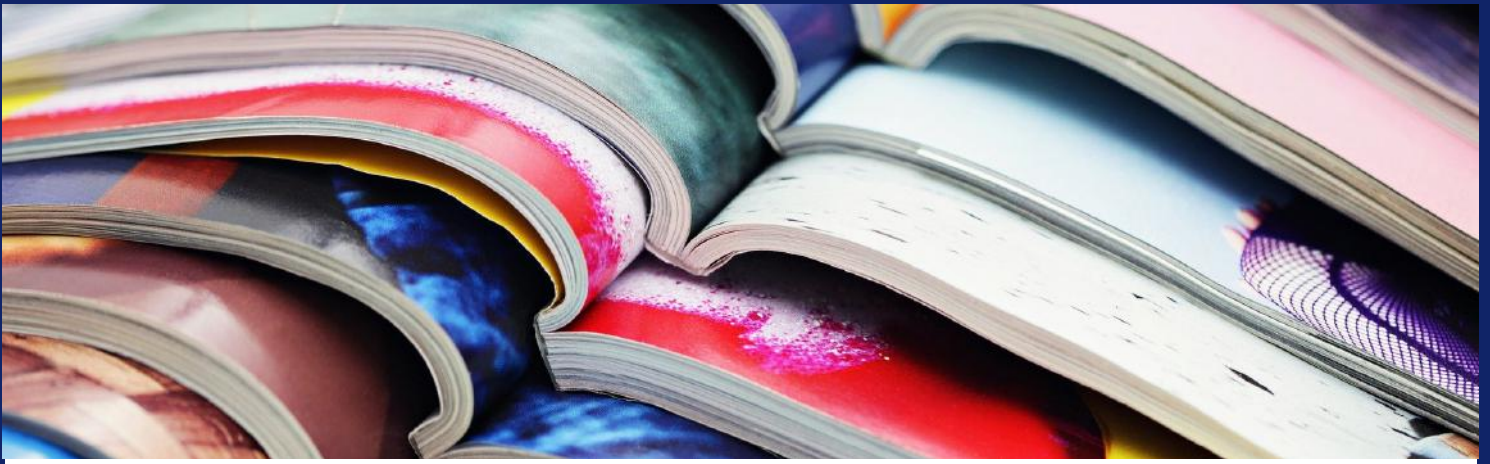
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# A Blueprint to Craft Your Leadership Philosophy

by Professor M.S. Rao, Ph.D.  
The Father of Soft Leadership

“One’s philosophy is not best expressed in words; it is expressed in the choices one makes. In the long run, we shape our lives and we shape ourselves. The process never ends until we die. And, the choices we make are ultimately our own responsibility.” —Eleanor Roosevelt



There is the availability of abundant literature on leadership with several definitions and new theories. Leadership is widely talked about globally but least understood. It is least understood because there is no universal definition of leadership. Some leadership scholars, authors, educators, researchers, and practitioners have come out with their own theories and styles by modifying the existing literature to suit their needs and prevailing business environment. When you run a search on Google you will find a huge number of hits on leadership. However, there is one area where there is inadequate research is— leadership philosophy.



# What is Leadership Philosophy?

"To become a leader you must become yourself, become the maker of your own life." —W. Bennis

When you look at inspiring leaders including Oprah Winfrey, Richard Branson, Larry Page, Jeff Bezos, Herb Kelleher, Pat Summitt, and Donna Karan, they are associated with charismatic leadership, innovative leadership, democratic leadership, pacesetter leadership, servant leadership, situational leadership, and laissez-faire leadership respectively. They crafted their own leadership philosophies, followed them meticulously, and built their leadership brands.



Having your own leadership philosophy is essential to excel in your life to provide meaning to your life. The majority of the people are born and die without leaving any impact on the world. When you have your own leadership philosophy, you live during your lifetime and you live even after you are gone from this world. That is the greatness of leadership philosophy! We remember several soft leaders including Mahatma Gandhi, Mother Teresa, Martin Luther King Jr, and Nelson Mandela because they crafted their leadership philosophy and lived with it to leave an indelible mark on humankind.

## Merits of Leadership Philosophy

"Leadership is the capacity to translate vision into reality." —Warren G. Bennis



You must have your leadership identity and philosophy to leave your mark behind for others to follow. The value system, culture, and principles matter a lot to create your leadership philosophy. You must have clarity about your areas of interest to draw your own blueprint on leadership philosophy. There are three areas you must create your leadership philosophy—personal, professional, and social. Although all three areas are important, both professional and social philosophy are crucial because they influence the people around you directly and society as a whole.



There are innumerable advantages of crafting your leadership philosophy. It helps you understand yourself well. It helps identify your strengths and weaknesses and converts your weaknesses into strengths. It gives you a leadership identity and differentiates you from others. You will have a niche area and stand out from others. It enhances your image and builds your leadership brand. You inspire the people around you and become a role model for others. It helps you keep track of your status; checks any deviations; and avoids short-term temptations to achieve your success in all spheres. It helps you achieve success with integrity. It keeps you clearly focused on your goals and objectives, and provides meaning to your life.

## A Blueprint to Craft Your Leadership Philosophy

“Stand upright, speak thy thoughts, declare The truth thou hast, that all may share. Be bold. Proclaim it everywhere. They only live who dare.” —Voltaire

Ponder the following few questions before crafting your leadership philosophy:

- What makes you wake up in the morning?
- Are leaders born or made?
- Are you an introvert or an extrovert?
- What is your leadership style?
- List out the leaders who inspired you. Find out why did you like them.
- Do you believe that leadership matters more than leaders?
- Are you prepared to struggle and sacrifice your life to live by your principles?
- How do you want to make a difference in the world?



Analyze your areas of interest. Take someone as a role model. Identify what traits made him/her stand out from others. Find out how he/she became an admirable leader. What are his/her extraordinary traits and qualities? Prepare a list of qualities you liked the most. Work hard to imbibe some of them to grow as the leader you want to become. Here is a blueprint to craft your leadership philosophy:

- Identify the purpose.
- Spell out your value system.
- Offer a well-punched title.
- Explain succinctly your philosophy.
- Explain clearly how you want to influence and impact the people around you.
- Unfold your ideas to serve society to make a difference.
- Conclude with your message.
- Publish your leadership philosophy to let people understand your principles to appreciate and support it.



After crafting your leadership philosophy, apply it meticulously to live up to it. If you find that there are some areas it needs to be improved, don't hesitate to improve it. Take feedback from experts to improve it. Leadership is all about experimenting and learning lessons from mistakes to enhance leadership effectiveness.

## My Leadership Philosophy

"You can accomplish anything in life as long as you don't mind who gets the credit." —Harry S. Truman



I crafted my own leadership philosophy. I share my knowledge with the world free on my four blogs. I want the world to take forward my knowledge to the next generation. I created Vision 2030 that is a nonprofit initiative. I want to build one million global leaders by 2030. I have trained more than 40,000 leaders so far. Currently, there is a leadership deficit due to the exit of baby boomers, and Gen Y is not equipped with leadership skills and abilities. As a result, global organizations and society may encounter a leadership crisis. To ensure a smooth supply of leadership talent in the leadership pipeline, I created my vision to make a difference to the global society. My style of leadership is soft leadership coined by me. It emphasizes partnership, unlike conventional leadership. It avoids micromanagement and empowers partners. I encourage my partners to dream and achieve big to build next-generation soft leaders. I believe in the philosophy of respecting everyone and appreciating cultural diversity. I believe in the philosophy of 'love your mother but don't hate another person's mother.'

My favorite leaders are Abraham Lincoln who overcame challenges successfully by abolishing slavery and ensuring the unity of America; and Theodore Roosevelt for his energy, voracious reading, and time management. I admire leaders including Mahatma Gandhi for the character, Mikhail Gorbachev for the charisma, Martin Luther King Jr for the conscience, Aung San Sui Kyi for the convictions, Alexander the Great for the courage, Winston Churchill for the communication, Mother Teresa for the compassion, Nelson Mandela for the commitment, John Wesley for the consistency, Dalai Lama for the consideration, and Booker T. Washington for his contribution.

## Don't Compromise with Your Core Leadership Philosophy

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." —Jack Welch



Leaders must stick to their leadership philosophy after creating it. If they dilute their philosophy, it leads to a credibility crisis and losing their leadership identity. Sometimes, leaders change their philosophy based on their experiences during their leadership journey. In that case, such leaders must stick to their basic leadership philosophy and modify superficially to keep it relevant and vibrant.



## My Son's Experience in America

My son, Ramakrishna Sayee went to the USA to pursue his education in Master of Science. Initially, he found it tough to get adjusted to a different culture and environment. He found some of the students drinking excessively without any self-control and having unhealthy sexual affairs with others. He found it difficult to digest, and he informed me over Skype about his initial experiences. I told him to respect others' cultures and learn good things from others. There are always good things to learn from everybody and from every culture. I advised him to learn their commitment, ethics, and punctuality. I implored him not to compromise with his values and cultural system that he inherited from me.

Life is all about learning, unlearning, and relearning. Whatever is inappropriate in the prevailing cultural environment must be shed.



## Conclusion

"Leadership is a noble calling. In addition to meeting well-defined strategic objectives, leaders must also help their organizations make meaningful contributions to social issues, economic growth, and political stability. That's why effective organizational leadership plays a vital role in shaping our world." — Robert L. Joss

Successful business leaders such as Satya Nadella, Bob McDonald, and Brad Smith have their leadership philosophy and communicated it with their stakeholders clearly. It helped others understand well and support it wholeheartedly.

It is a well-admitted fact that leadership matters more than leaders. Leaders are the means and leadership is the end. Hence, create your leadership philosophy to improve the quality of leadership by improving the quality of the leaders around you.

"It is not so much what people do in this world as their reasons for doing which really makes a difference. Sacrifices are not so important as the reasons for which you sacrifice, and no sacrifice is any good which remains ever-present as such." —Eleanor Roosevelt

## Author Bio:



Professor M.S. Rao,  
Ph.D. International Leadership

Professor M.S. Rao is the Father of "Soft Leadership" and the Founder of MSR Leadership Consultants, India. He is an International Leadership Guru with forty years of experience and the author of fifty books.



# 3 HUGE impacts to your business that you don't see coming in 2022

By Rick Ornelas

Steve Jobs once said, "The ones who are crazy enough to think they can change the world are the ones who do."

I feel I am one of those crazy individuals for two reasons: First, I think my work has an impact, which is how most people take his quote. Second, I'm always open to change, which I'd argue is a big part of creating change.

In the past two years, there has been a ton of change that people have either resisted or embraced.

You chose to educate yourself to be prepared or attempt to catch up after it was too late.

Whatever path we took, we were all caught off guard in 2020 by the pandemic. So let's rewind the clock because this was the catalyst for the impacts we'll discuss here.



In March of 2020, most of the world shut down in one way or another, leading to the complete elimination of revenue. "Essential businesses" were forced to modify things significantly. Limited hours, delivery, sanitation, distancing partitions, you name it. Those in the corporate world were told to "work from home." How much work got done between the episodes of Tiger King? Who knows.

What I'm getting at is that the economic impacts were huge, numbering in the trillions of dollars.





For a small business owner like myself, they were devastating. I saw my revenue cut significantly as my clients requested to decrease services, pause, or stop altogether.

Like many people, I became fearful, anxious, and uncertain about what the future held, not knowing what was around the next corner.

I chose to be proactive by writing a book and starting a new company.

The latter led to hundreds of hours of self-study, research, education into pandemic impacts and changes in the business world. I wanted to gain some certainty about my future with an uncertain global future.

I share this with you for context because I believe history is a great teacher. As long as you learn from the experience, you can translate your knowledge into growth. But looking back only gets so far. You have to look forward and plan.

Let's peer into the future and discover the 3 HUGE impacts to your business that you don't see coming in 2022.



## We are Undergoing a Massive Global Shift in Societal Consciousness.

At the heart of this consciousness is the importance of Social Impact.

You must show proof of purpose to stand out from others in your industry or as an individual contributor within an organization. You can no longer be a company with a mission statement on a nice plaque on the wall. Instead, you need to be a mission with a company and show evidence that you care about the future and stand for something. Being a for-profit leader is the way of yesterday. Today, you must become for good & then for profit. The difference is night and day. Companies with a conscience win the battle for consciousness and win the war of influence.

## Ultra-agile and rapid Communication is king.



We live in an always-on over-connected world that became hyper-focused on speed and Communication in 2020 and will continue to be more prevalent as technology improves.

Nowadays, everyone has much higher expectations, and all this automation has led to zero human contact systems. Now more than ever, people are craving human contact. To be successful in business, you need to deliver emotions of the human connection along with speed, instant gratification, relevancy, and personalization.



On top of all that, you must position, package, and communicate – Who you are, why you exist, what you stand for, what wrong will you write, and whom you will champion. This must all be communicated through every touchpoint.

## Workplace Foundations Have Changed.

The new foundation is built on purpose and 21st Century leadership. As a result of the pandemic, people have reassessed their priorities and the meaning of their lives and work.



People are now looking for companies with a purpose. They want a noble mission and to do work that they are proud of with the right leader at the helm.

Leadership is no longer the militaristic top-down style that it was as a result of the post-cold-war era. Instead, modern leaders need to have an impact and emotional intelligence.

The better you lead and grow your people, the better they grow your business. As Richard Branson said. "The fastest way to grow your business is to grow your people."







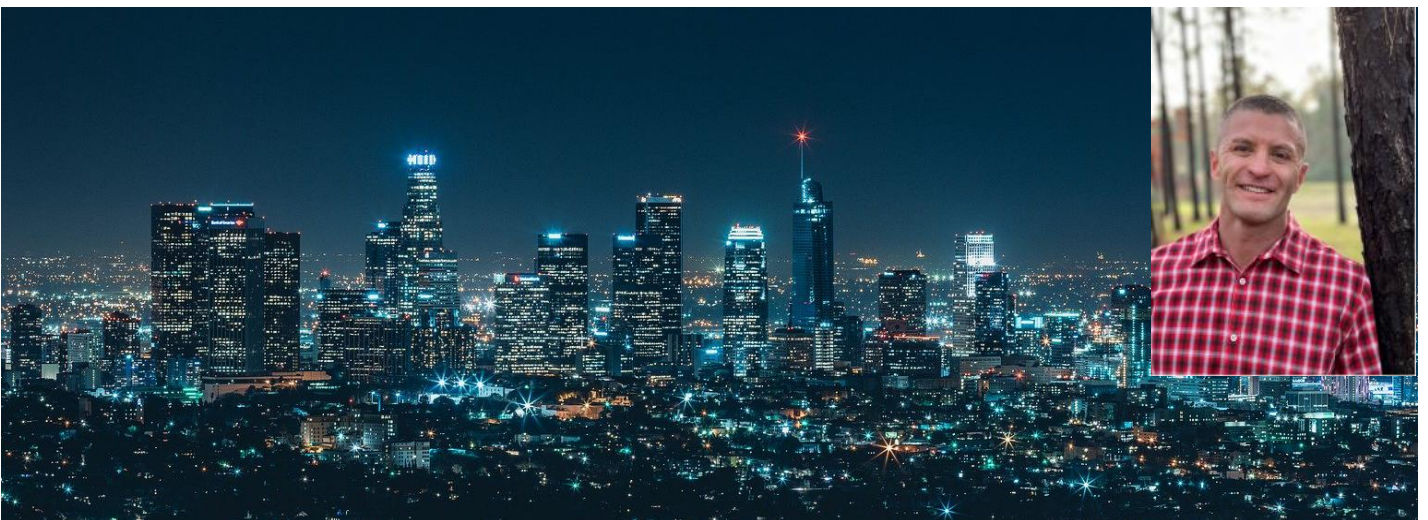
The bottom line is what drove business in the 20th century and even early 21st century, profits, is no longer the case. No matter what your business is, it needs to be about People – Planet – Profits in that order. Those that embrace the impacts described above and follow this social impact model will thrive and have success in 2022.

#### Author Bio:

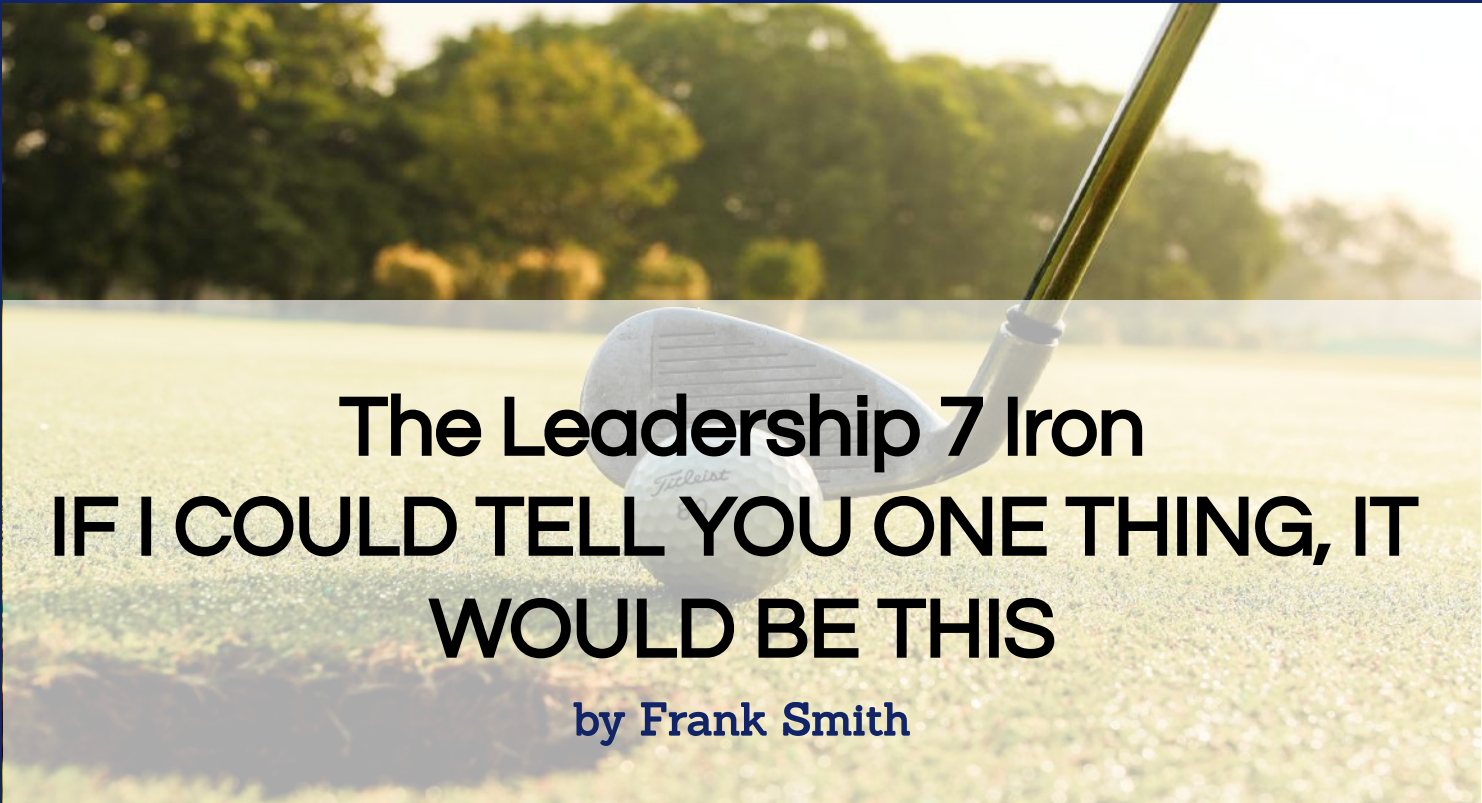
Rick Ornelas is a bestselling author, business strategist, professional coach, and founder of I Spark Change. He teaches entrepreneurs how to Level up in all areas of life so they can expand their social impact to spread positive change around the world.



Rick has been featured as an expert in multiple media outlets, including television and radio. He's a regular writer for Lifehack and has inspired listeners across the globe as a guest on over 50 podcasts!







# The Leadership 7 Iron

## IF I COULD TELL YOU ONE THING, IT WOULD BE THIS

by Frank Smith

There is a lot of Leadership information out there. Sorting through it all can be a challenge. I have been focused on business culture for over 25 years and if I had to narrow down all I have learned to one thing, I don't even have to think about what that would be.



Do you play golf? My youngest son is a professional golfer, albeit at the lower levels, but I have spent a lot of time at golf courses watching and learning. Occasionally you will see a sign at some golf clubs having a member competition where you are only allowed to bring 3 clubs. I have even seen one where you could only bring 1 club to play the entire round. What would be your 1 club to play a round of golf. I would choose a 7 iron. I can hit it consistently 170 yards, I can chip with it if needed, and I can use the edge of the blade to putt. It would probably get me in less trouble than my Driver gets me in.

In leadership, what would be your 7 iron? What is the one tool that you could use to get through everything that will be thrown at you. The choice for me is easy. Oddly enough, it is also the thing that my clients push back on the most when I am working with them. I get strange looks, I get eye-rolling and I have even had a client tell me that its ridiculous. With all of that, I would stand by my choice.

What is that one thing? Having weekly one on one meetings with my direct reports. There are exceptions where I will go 2 weeks between scheduled meetings but never more than that. The time that I spend with my direct reports is priceless for my leadership. This is where you learn about them, build trust with them, listen to them, coach them, recognize them and most of all just spend time with them. I have never heard anyone say they are quitting their job because their boss spends too much time with them but I have known a lot of people that have quit because their boss never got to know them.





If you are leading, you must know that people want to feel important, and they want to be listened to. The only way that this happens is if you spend time with them. When your boss not only spends time with you but has created a space in their busy schedule for you, you can't help but feel important. When the leader doesn't spend that meeting doing all the talking but spends most of it listening and learning from you, you start to feel special. People will line up to work for a boss that makes them feel important and special. That's the power of the weekly one on one meeting. It isn't necessarily convenient, it isn't trying to be efficient, it's trying to show you care for the people you are trying to lead. As you implement this, remember the key is, they should be the one talking 75% of the time. That is how you become the leader people want to follow.



#### Author Bio:

Frank has been an entrepreneur for 30 years. He spent a career in Manufacturing, Retail, Distribution and now in Professional Services. Through this time his passion has been in creating Great Culture. He is currently the President of Mosaic Personnel in Oklahoma City.

Frank loves everything around business culture and how to create a place people love to work. When he isn't working you will find him following Formula 1 car racing, his youngest son's professional golf career or traveling with his wife. If you are looking for someone to talk about business culture, he's always ready. Learn more about his work at [www.mosaicpersonnel.com](http://www.mosaicpersonnel.com) and [www.drivinghappinessatwork.com](http://www.drivinghappinessatwork.com)





# The Future of Leadership Job Interviews: How leaders will be recruited in the metaverse

by Chris Delaney

Mark Zuckerberg, in October 2021, announced to the world the rebranding of Facebook to Meta. The name change, plus the billions of pounds of investment from leading tech companies including Microsoft, Google and Apple in AR and AV technology is signifying the importance of future use of the Metaverse.

It is predicted that the launch of the Metaverse will have the same life changing significance as the internet had from its original launch in the 1980s.



The internet changed how recruitment was conducted. Prior to job hiring being online, career professionals had to complete paper applications for each individual position.

The slow process of paper applications resulted in a low number of applications for each advertised position. By the time candidates were able to upload applications on the web, the number of people applying for each role to an average of 250.

In more recent times, global companies have shared data showing that the number of applicants is now in the thousands.

## Recruitment AI Programmes

The time required to cross reference each application against the job specification, for an excessive number of candidates, is an impossibility for humans.

Employers, therefore, turned to technology. ATS – Application Tracking Systems, an AI computer programme, was implemented as a way to quickly sort, and offer an interview to suitable candidates from the thousands of applications. The ATS programme was also able to automate recruitment tasks; design job adverts, writing job specs and job interview questions.



In recent research it was found that 98% of the top fortune 500 companies used recruitment automated software.



The evolution of recruitment tech has turned to the job interview itself. Often used in high-skilled and managerial level job roles, the AVI – Asynchronous Video Interview programme is a virtual job interview conducted by a AI bot programme.

The AVI asks, on average, 3 job interview questions before analysing interviewees answers against the essential criteria on the job specification. Currently the AVIs are used as a screening interview prior to the successful applicants being invited to a structured interview by a human.

AVI technology is becoming more sophisticated. Tests are being conducted on reading the applicants facial expression, body-language, gestures and tonality with a goal of predicting the candidate's temperament to check 'fit' within the company culture.

## Metaverse and Job Interviews

The Metaverse is described as a merger between a physical and virtual world. In addition to users being able to create their own avatar, workers from around the globe will be able to collaborate together interacting with AR and VR technology.

Imagine a team collaborating on a new build project in the Metaverse. The client, architect and structural engineer can walk through a virtual reality model of the proposed building testing redesigns in real-time.



During the launch of 'Meta' Zuckerberg explained how the Metaverse will open up the global job market: “..giving people access to jobs no matter where they live..”

Tech to work in the Metaverse is already being designed. VR models are being used to help train and onboard new staff members. And Microsoft, working with Meta, is redesigning Teams to be able to deliver live-stream videos which interact with different apps.

Staff recruitment will be one of the first uses of in the workspace arena of the Metaverse.

Leadership and high skilled position recruitment will be conducted in the Metaverse as AR and VR technology will be used to test the candidates' competencies.



In the Metaverse interviewees will be able to demonstrate their skills and abilities, rather than just talk about them. When in the metaverse users will be able to manipulate objects, create images, write and interact with others, all while being observed and assessed by an AI system and human hiring manager.

The ability to interact and move within the Metaverse space will lead to virtual role plays. The role play could include a manager chairing a stakeholder meeting. Each stakeholder will be given different levels of interest and differing personalities, all created by the AI bot. The real-time assessment will look at the applicants' influencing and communication skills.



Other examples could include an assessment of a leader having to deal with an emergency situation. Imagine a leadership interview for a position within a chemical plant. The interview could be an assessment of a leader's reactions to immediate problems. The scenario is for the interviewee to be walking around the plant when a disaster happens, and the AI programme will react, in real-time, to the actions of the candidate.

VR technology is already capable of reacting to human actions. In the medical world, much training is conducted using VR with the first VR brain surgery taking place in 2009.



Candidates' abilities will be tested to the limit as each scenario will increase in complexity.

## Future Recruitment

Recruitment in the near future, for leaders and high-skilled positions, won't be for an advertised position. Employers will soon move more towards an open application process where career professionals promote and advertise their skills and competencies to a potential employer.

The change in job hiring is coming from the consistent high number of global applications that large businesses receive. It isn't unheard of for a famous brand to receive over 20,000 different applications.



If the career professional has a skill the employer requires the employer will design a job role for them. Companies like Amazon already have an interview stage that looks for 'above and beyond' with their 'bar-riser' interview stage.



Part of the recruitment process will be observed and assessed by humans, but as AVI's – Asynchronous Video Interviews continue to be ever more popular, AI bots will continue to play a large part in the hiring of new staff, reducing time and money employers spend on staff recruitment.

## Leadership Job Interviews in the Metaverse

Over the past few years employers has increased the number of job interview rounds for leadership positions with most organisations requiring a 4-6 stage interview process.

A Metaverse job interview will, on average, be split into at least 4 stages.



An initial screening job interview will be conducted by an AVI – Asynchronous Video Interview AI bot.

Candidates will be able to choose their own date and time within a set period of time to complete the AVI, allowing applications from across the globe.

AVIs on average last 15 minute and consist of around 3 job interview questions.



The second interview will be a virtual reality employer visit in the Metaverse. The walkaround of the employers Metaverse office (as employees will be working partly in the Metaverse) is to encourage applicants to want to work for their organisation.

Employers will show case the company culture which will include Metaverse benefits; a Metaverse academic library, a virtual gym, and relaxation booths. Candidates will also be able to observe workers in action, seeing the leadership style the business has implemented.

The third job interview stage will be an assessment.

Applicants will complete business as usual tasks within a time limit. The AI programme will set an assessment that will increase in difficulty to test the levels of an applicant's ability.

The fourth interview will be a human structured job interview.

Each interviewee will be asked around 8 behavioural and situational job interview questions to check suitability, knowledge, skills and expertise. Each interview question is scored against the criteria on the interview scorecard, with points being allocated depending on the number of job criteria reference in the interview answer.



Author Bio:

Chris Delaney is an interview coach [www.employmentking.co.uk](http://www.employmentking.co.uk) and the creator of the interview prediction grid model. Chris has been helping career professionals to be successful in job interviews for over 20 years and is the author of 'What is your interview identity'.

DO IT  
NOW

# ZOMBIE LEADERSHIP: DO or GET BIT!

By Steven G. Foster,  
CMP

"There's us and the dead. We survive this by pulling together, not apart."

- Rick Grimes, The Walking Dead

I'm always looking for leadership lessons in the most unusual places; so why not on the AMC smash hit TV show, The Walking Dead? Set in post-apocalyptic world it features a rag-tag band of survivors led by sheriff's deputy Rick Grimes battling both zombies and other equally dangerous survivors in a world gone to hell. Each week the survivors are constantly on the move in search of a haven while trying to survive and adapt in dangerous surroundings.



There actually is much we can learn to guard against epic team massacres and devastating leadership collapses from battling mindless zombies and double-crossing populations. I call it ZOMBIE LEADERSHIP, and like the Zombie Walkers, it is extremely unforgiving of inattention, ignorance, and incompetence. To avoid having your team stumble around like a horde of the Un-Dead, consider these strategies to survive any Leadership Apocalypse:

1. Gear up! Everything begins with a plan based on an accurate assessment of your team's Time, Talent and Treasure; so, ask the right questions before venturing out. Where are you going? Who is responsible? What do you need? Then set REALISTIC roles and responsibilities for everyone involved. "Success doesn't necessarily come from breakthrough innovation but from flawless execution. A great strategy alone won't win a game or a battle; the win comes from basic blocking and tackling." – Naveen Jain



2. Pay Attention to your Surroundings: Now that you have a mission plan, focus on the environment. It's ALWAYS changing. Just when you get too relaxed or secure in your surroundings; something always lunges out and bites you. Watch what's moving around out there. The simple act of paying attention can take you a long way in the right direction.



3. Share the Load and the Lead: You don't always have to be the leader. No one leads in every situation. Using the combined "Power of the Team" gives you more options; so, inventory the strengths and limitations of the group to understand who is best at doing what and where you might need help. "We" will take you much further than "Me."

4. Communication KILLS: Team communication always leads to one of two places; Community or Chaos. Watch Your Words. "The single biggest problem in communication is the illusion that it has taken place" - George Bernard Shaw



5. DO or get BIT! Leadership is ACTION, not position. There is a very real possibility that sometime this year, an emergency or predicament will attempt to take apart the team. Hopefully, you will see it coming, but not always. Indecision is every bit as toxic as a Zombie virus. It can run through an organization and destroy the will win or even to survive.

6. Losses will occur: There may come a time when a team member isn't performing, slowing progress, and hurting the overall effort. If someone is so worn out that they just can't do it anymore; you might have to let them go to keep the team moving forward. It painful, but not as much as being slowed to the point where even more people might become infected.

7. Never trust a Zombie: Trust is the greatest weapon in any team arsenal. No team survives without it. Being surrounded by a bunch of untrustworthy "biters" is terrifying and will tear a team apart faster than any skulking zombie horde.

8. Adapt and Survive: Sometimes you need to retreat, regroup, and re-engage. Your strategy must be focused, but also flexible. To survive you need to be prepared for anything; work as a team, share leadership, be patient, evaluate, respond, and stand. The goal of Zombie Leadership is to Survive!



Steven G. Foster is One Man, on One Motorcycle with One Mission - to help others fuel their personal and professional lives with what he calls "Full-Throttle Leadership." An award-winning speaker and author, Steven is Managing Partner of Foster+Fathom, a Leadership Training and Goodness Development Group in Dallas, TX. His leadership roadmap is simple; "Your outlook always determines your outcome, so go "Full-Throttle." That's no surprise, considering he also is a Harley-Davidson LIFE member who in 2013 completed a 34, day, 34-state, 13,000-mile solo motorcycle ride along the perimeter of the US to raise awareness and support for America's military; a journey chronicled in his new book; "Full-Throttle Leadership: Passion, Power & Purpose on the Edge of America." Contact Steven at [stevenfoster@foster-fathom.com](mailto:stevenfoster@foster-fathom.com) or at [www.foster-fathom.com](http://www.foster-fathom.com)



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# Success Tips for Changing Careers Utilizing the 3E Method of Change©

By Melanie Hicks,  
PhD, CEO InPursuit

Weather forecasters can't reliably predict the weather three days from now. How can you pick the right career for the next 40-plus years? Most of us will contemplate a career change at some point. It might be a conscious decision or the loss of a job might be the genesis of a change.

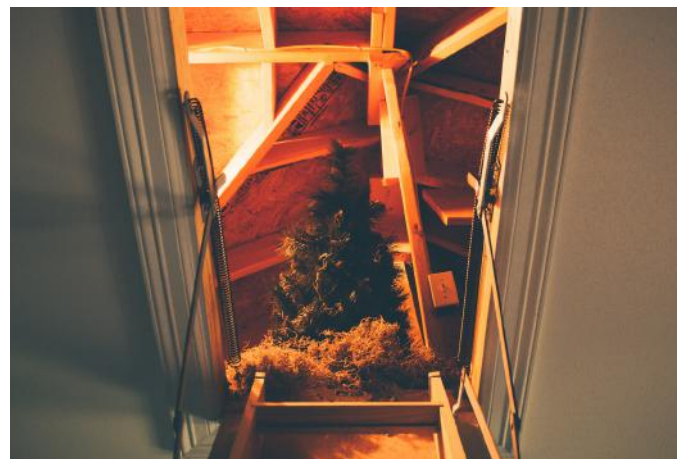


The thought of a new career path can be both exciting and daunting, entailing both risk and reward. With an effective approach, the risk can be minimized and the reward maximized.



For greater success, use the 3E Method of Change©:

## Step 1: Excavate Your (Mental) Attic



Be clear on why you wish to change careers. Clearly, you're dissatisfied with your current career, but why? Too many hours? Not satisfying? Salary too low for your field? Taking the time for self-reflection to really understand why you wish to change careers will ensure that your new path won't result in the same situation.

Understand what you want. Research shows that people love general characteristics about their work. The actual job doesn't matter very much. Helping people, the ability to be creative, and autonomy are a few examples. There are multiple careers that can provide the job characteristics that you crave. Avoid believing that you must identify the perfect job. There are several options out there that would fit the bill nicely.

Determine the skills and education you need for your new career. Do you need a new degree? Public speaking skills? Computer skills? What do you need in order to tra.

## Step 2: Eliminate Your Obligations

Make time to focus on your future. Although it can be best to avoid quitting until you have a new job, you will need to make time in your schedule if you want to make a change. Know it is ok to gracefully relieve certain obligations, like volunteer efforts or hobbies, for a short time to make time to focus on your career. You can always pick those back up once you have made the change.



Consider part time if possible. If you are truly miserable in your current role or if you've lost your job unexpectedly, consider taking a job in the short-term until you've successfully made your career change

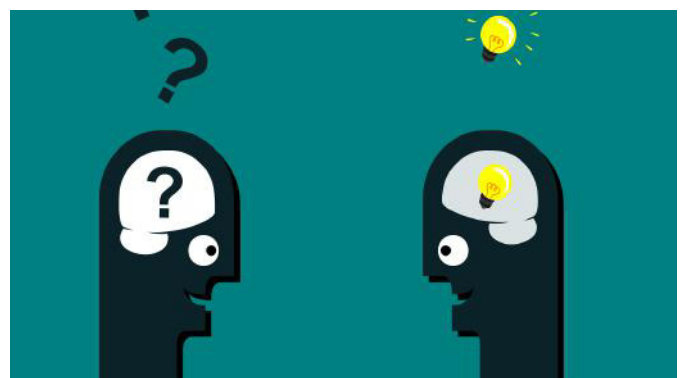
If your finances can handle the change, a part time role gives you extra time for preparing for your new career while also not holding the same expectations of longevity. The best part-time job would be related to your new field.

## Step 3: Embolden Your Resolve

Realize that you may have to start at the bottom. You may be a plant manager for a Fortune 500 company right now, but your first position as a computer programmer might put you back into a shared cubicle, working on non-essential projects. The bigger the change, the higher probability that you'll have to start back at the beginning.

Make connections in your desired field as soon as possible. Do you know anyone in your prospective field? Can you do an internship or volunteer? It's so easy to connect with people today, it shouldn't be too challenging to find someone you can talk to and begin networking.

Think big but be realistic. Depending on your age and background, the time for playing professional baseball, becoming a neurosurgeon, or sitting on the Supreme Court may have passed. Not every possible career is a viable option. Setting goals that can never be reached leads to frustration and a lack of progress. Make a conscious decision about your future and move toward it.





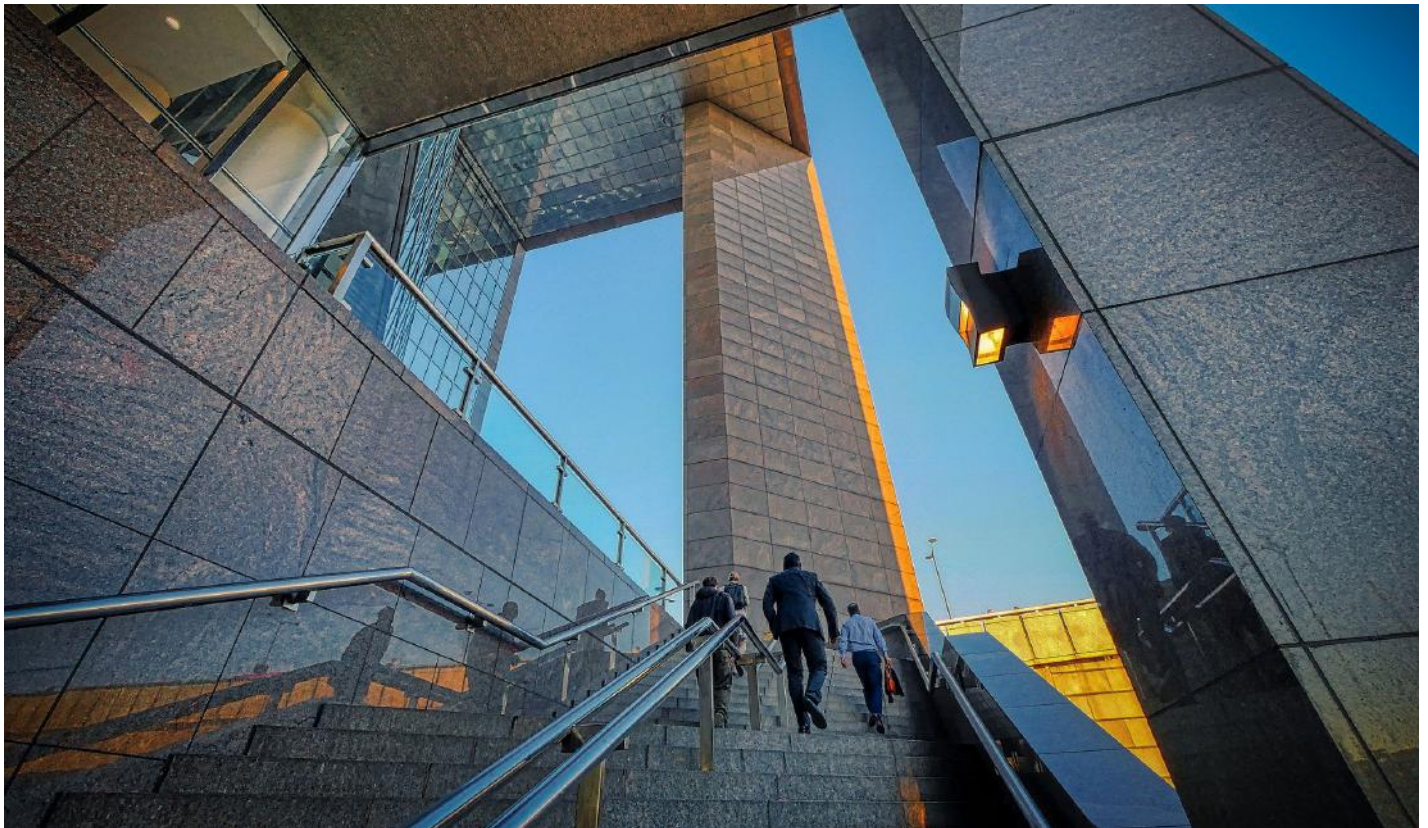
Determine what your current career is lacking and find a new career that ticks all your boxes. Understand that you may have to begin your new career at the very beginning. But if you choose wisely, you won't even mind.



#### Author Bio:

Dr. Hicks is the Founder and CEO of InPursuit, a boutique workplace consulting firm serving small to mid-sized companies, education institutions, and nonprofit organizations. She has more than two decades of experience in the areas of human resources, workforce, social enterprise, strategic planning, employee engagement, and organizational culture.

Using her custom 3E Method of Change® along with her unique style of group facilitation, she creates collaborative future strategies that bring actions congruent with values and purpose.



NEWSLETTER



# Alchemizing Human Capital

Exploring industry trends via original research & interviews with executives & thought leaders from across the globe.





# THE POWER OF THE PITCH WHEN YOUR FEARS ARE DITCHED

Professor Leanne Wyvill

## Put Yourself In the Spotlight With These Practical Public Speaking Tips



Whether it's to a board of directors or a panel of peers, pitching new ideas in person is not for the faint-hearted.

Public speaking nerves often arrive with some unpleasant side effects – shakes and wobbles, nausea, bladder uncertainty, tickly throats... to name but a few.

It's no wonder that speaking in public continues to rank highly in annual lists of human fears and phobias.

According to a Harris-Prezi survey reported in Forbes, 20 percent of professionals said they would do almost anything to avoid presenting, even if it meant risking workplace respect and reputation.

It's even made the knees tremble and the palms perspire for legends like Warren Buffet and Mahatma Gandhi.





Forbes contributor Carmine Gallo said:

“Buffett once told a class of business students that he would pay anyone in the room \$100,000 for 10 percent of their future earnings. If they were good communicators, he would raise his bid by 50 percent because public speaking would make his ‘investment’ more valuable.”



Buffet himself used to avoid college courses that required speaking in front of the class. But he faced his fears and now he’s known as one of the richest humans on the planet.

Gandhi suffered from panic attacks, even deserting his first case as a lawyer before a judge because he felt humiliated about not being able to ask a question.



But his passion and purpose helped him to overcome his public speaking anxiety and achieve greatness. One of his strategies was to stay under the spotlight for the shortest amount of time, packing powerful meaning into his legendary pithy statements

Here are five indisputable reasons why you should learn how to manage public speaking nerves:



1. Speaking confidently in public is a highly regarded professional skill, boosting your employability and promotion prospects.
2. With so many people avoiding the deed, you’re already ahead of the pack.
3. As a leader, pitching is an absolute necessity if you want your ideas to be known, accepted, acknowledged, shared, followed through and be generating value.
4. When people hear and see you in action they remember you as more than a name on page; you’re visible, real and memorable, which builds your credibility and reputation.
5. Under the spotlight you’re in a powerful position to inspire change.

And here are five proven ways to turn your fears about sharing your ideas into powerful pitching prowess:



## 1. Know Thyself



When you understand what's really causing you to want to chicken out of a pitching, presenting or public speaking situation, and you plan how you can address those fears, you will feel more confident about speaking in front of an audience and believe in your own ability to change the audience's understanding of your topic and achieve your goal.

How your body expresses and deals with nerves is not necessarily the same as what others experience. When you can identify your own signs of speaking stress and know what helps you manage your nerves, you can prepare for them and mitigate the negative effects.

## 2. Challenge and Change the Negative Self-Talk



Nerves are what you feel when fear-generated adrenaline is pumping through your body. It's a free form of energy you can actually exploit to give your enthusiasm and passion extra volume.

Instead of thinking of nerves as a threat to being able to achieve a goal (persuade others that your ideas, products, and analysis have value), think of ways to use it to your advantage. A University of Rochester psychology study found that encouraging people to reconsider symptoms of performance stress as 'natural and helpful' was an effective mechanism for dealing with stage fright.

## 3. Remember, It's Not About You.

It's easy to forget why you're in the spotlight, why people will be looking at you and expecting you to make it worth their while listening.

Do your research and find out what matters to them; don't assume they'll share your understanding of the underlying science, math or philosophy; be clear about what's in it for them and their interests, not just you and yours.

Stay focused on the benefits for them: you have something to say that can enrich other people's lives. You might have the gold they're seeking to make money, save money or save the world. You've got something the audience wants or needs. And they have something you want or need: money, support, trust, faith, cooperation, approval.

If you allow nerves to distract you, no one is going to gain anything.



## 4. Plan for Impact

Another critical way to reduce uncertainty (and thus fear and nerves) is to plan your pitch for maximum impact. Focus not only on what you want to convey, but also when.

Most pitching opportunities have specific and rigorously monitored time limits, so every word, gesture and movement has to count towards your goal: to persuade the listener that your idea has power. Stick to the main concepts and benefits, and don't waffle.



Investor pitches, for example, follow a tight format whether it's 30 seconds, five minutes or an hour to get the idea across. There are specific items they expect to hear, so make sure you cover at least the main ones – what's the problem you're solving, how big is it, why does it matter, how your idea will make a difference, and what you need to make that happen.

Stanford Graduate School of Business lecturer and author of *No Freaking Speaking*, [Matt Abrahams](#), says "Don't wing it. People retain structured information up to 40 percent more reliably."

These are just a few of the 150+ tips included in my book *Chicken In – ditch the nerves and pitch the power*. You can order a [hard copy via this link](#) or if you prefer an e-book version, it's available on [Amazon for Kindle readers](#).

## 5. Prepare for Success

Never underestimate the time it will take to plan, prepare and practise for a powerful pitch. As Mark Twain apparently said: "It usually takes me more than three weeks to prepare a good impromptu speech."

Preparing for performance success is more than just practising the words to accompany a slide deck. Reducing uncertainty ahead of time really helps with overcoming internal negative dialogue. Find out as much as you can in advance about how the room will be set out; the technology you'll be using; the kind of questions you might be asked; and even what you should wear.

Don't let the technology let you down – if you're pitching in person, find out beforehand what the room is like and whether your version of PowerPoint, Keynote or Prezi is compatible with the system provided so you are slick not slow when you start. If you're recording a pitch, find out what formats to use, and take as many 'takes' as you need to make yourself look and sound confident as well as meet the criteria before uploading the file.

Prior preparation prevents poor performance and powers up your pitch. It also gives you plenty to think about instead of your nerves.





# The Four Truths To Leading A Resilient Life

By Terry Tucker

Mark Twain said, “The two most important days of our life are the day we are born and the day we figure out why.” We are not all born with the same gifts and talents, but we all can become the best person we are capable of becoming. But how do you achieve a resilient life in an age where everyone seems to just get by?



By combining my ten-year cancer journey with my diverse business, athletic, and law enforcement background, I have developed my Four Truth. These Truths form the bedrock of unwavering beliefs and steadfast behaviors that can lead you to a successful and resilient life, no matter how many obstacles you face or how many impediments you must overcome.

## 1. Control Your Mind or It Will Control You

In 1976, the United States gold-medal-winning Olympic swimmer, Shirley Babashoff, said, “Winners think about what they want to happen. Losers think about what they don’t want to happen.”

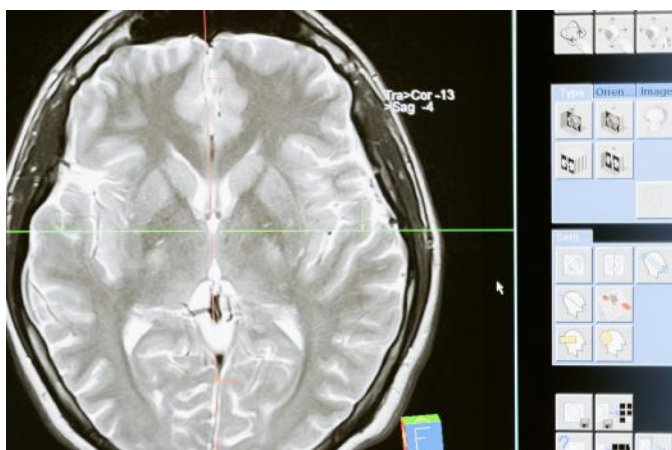
Winners can override their brains and focus on the things they want to occur. Losers focus on the negative aspects of competition and can’t see the value of pursuing a goal or dream.



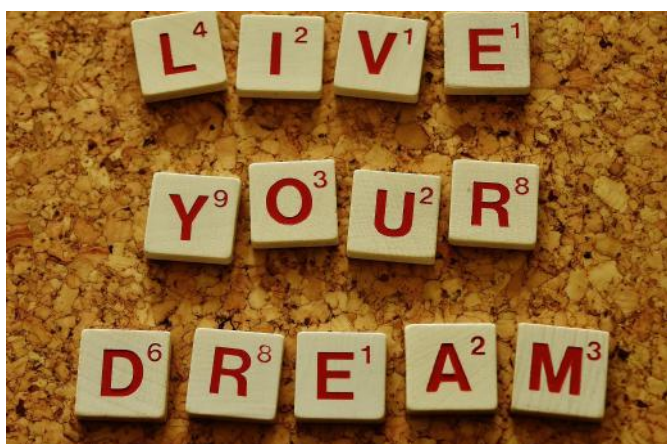


Our brains are hard-wired to avoid pain and to seek pleasure. To our mind, the status quo is comfortable and familiar and should be left alone. The problem with most people is that they think with their fears and insecurities instead of using their brains.

It is estimated that 70,000 thoughts pass through our minds each day. Many of them we are not even aware of. If you want to own your mind, you have to identify the negative thoughts you want to change, accept that there will be unwanted ideas in your brain, modify the narrative your mind is giving you, and replace it with a positive thought.



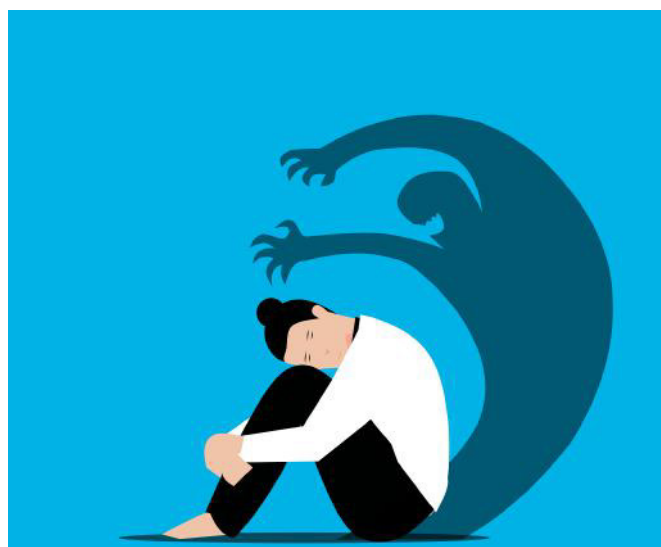
Bobby Knight is one of the most successful college basketball coaches of all time. Coach Knight use to constantly remind his players, "Mental is to physical, as 4 is to 1." If you want to live a resilient life, you need to control your mind and use it to focus on the positive aspects of pursuing your goals and dreams.



## 2. Embrace the Pain and Difficulty in Your Life

The Japanese poet, Haruki Murakami said, "Pain is inevitable, suffering is optional." We are all going to experience pain from time to time, but that pain doesn't have to rule our lives. Pain comes in many ways. To some, it is being unable to close a sale or not getting the promotion at work you believe you deserve. To others, it is the loss of someone close to you or a chronic illness diagnosis.

Suffering on the other hand is optional. Suffering is determined by how you handle the pain you experience in life. Do you use that discomfort to make you a stronger and more resilient individual or do you wallow in it and feel sorry for yourself and want others to feel sorry for you?



Our lives are made up of the choices we make. We know that pain is going to occur in our lives, but we have a choice whether we are going to suffer as a result of that pain. Most of what we agonize over is minuscule compared to the really big things that cause us discomfort. When you experience pain, ask yourself, "Is this pain significant enough to take up space in my brain that will cause me to suffer?"

Instead of suffering, use your pain to make you a stronger and more determined individual. How much better would your life be if, instead of running from or trying to avoid discomfort, you flipped it inside and burned it as fuel or used it as energy to make you a tougher and more resilient person?

To make yourself more resilient, do one small thing every day that makes you uncomfortable, that scares you, or that is potentially embarrassing. If you do those small things each day, when catastrophes happen in your life, you will be more resolute and prepared to handle them.



### 3. What You Leave Behind Is What You Weave in The Hearts of Other People

In many cultures, ancestry is a big part of everyday life. We are stewards of the table our ancestors set for us. Would your ancestors be proud of the life you are living? You are setting the table for the next generation. What will that table look like? What are you leaving behind as a testament to the life you have led?



How we live our lives, positively or negatively, impacts everyone around us. I was fortunate to play basketball beginning at nine years of age and culminating when I graduated from college. One of the things that team sports taught me is the importance of being part of something bigger than yourself. You learn that if you don't do your job on the team, not only are you letting yourself down, but you are letting your teammates down, your coaches down, and your fans down. If you think about it, the biggest team game we all play is this game of life.

In the 2001 HBO Mini-Series, Band of Brothers, there is a scene at the end of the production where we learn what happened to each of the soldiers of Easy Company after World War II ended. One of the men, George Luz became a handyman in Providence, Rhode Island. As a testament to his character, 1,600 people attended his funeral.





As an indication of your character, how many people will show up at your funeral? What will those people say about the life you lived?

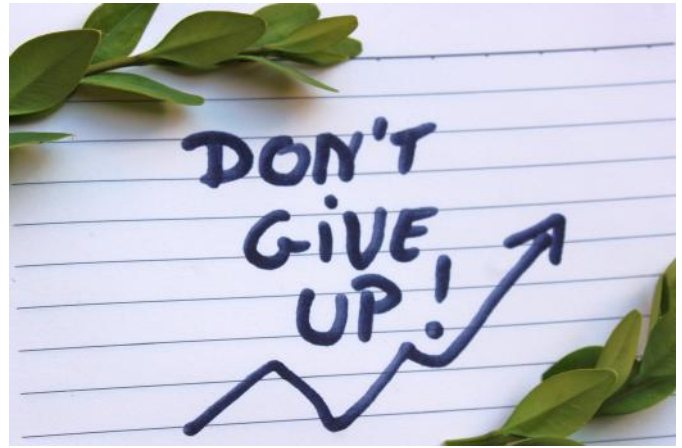
While you build your career, are you thinking about what the “big picture” of your life will be? Do you consider how your decisions will impact the people you leave behind? How are the things you say and do being woven into the hearts of others?

What will your legacy be? What do you want it to be?



#### 4. As Long As You Don't Quit – You Can Never Be Defeated

Paulo Coelho said, “You are not defeated when you lose. You are defeated when you quit.” Life makes it very simple to give up. At the slightest impediment we face, it is easy to suspend our efforts and walk away from our dreams.



And when we fail to reach our goals, we look for someone to blame. We want to impugn our parents, or our boss, or our station in life. Very few people take responsibility for their resilience and happiness.

We were born to live an uncommon and extraordinary life. But there is an impediment to living a remarkable life. And that obstacle is us. To the mind, the status quo is comfortable and familiar and should be left alone. However, if you want to lead a resilient life, the only way to make that happen is to step outside your comfort zone and continue to do the things you don't like, and that make you uncomfortable. To become successful, your purpose has to be bigger than your pain.



However, if you have even a small amount of grit to chase your dreams, you will be so much further ahead than most people who quit the first time they come up against a barrier. You will have a much better chance of reaching your goals because there will be so little competition out there. So, get out of your way and find the purpose for which you were born and live that purpose.

We don't like to live in an uncomfortable state but that is the only place where real growth and resilience can occur.

The responsibility for altering and improving your life is entirely up to you. Whining, complaining, and blaming others for your circumstances will not enhance your experience.



Motivation alone will not cause you to progress. You have to want to make the changes and commit to them every minute of every day. There are no off days when you are looking to make lasting transformations toward leading a resilient life.

Do you have what it takes to apply these Four Truths to leading your successful and resilient life?



#### Author Bio:

Terry Tucker is an international podcast guest on the topics of motivation, self-development, and mental health. He has been a college basketball player, a marketing executive, a hospital administrator, a SWAT Team Hostage Negotiator, a high school basketball coach, a business owner, a motivational speaker, and most recently, a cancer warrior. He is the author of *Sustainable Excellence*, *Ten Principles To Leading Your Uncommon and Extraordinary Life*. Terry has also been featured in *Authority* and *Global Thrive* magazines. He and his wife have lived all over the United States and currently reside in Colorado with their Wheaten Terrier, Maggie. Terry started the website, *Motivational Check* to help others find and lead their uncommon and extraordinary lives. You can reach out to Terry through his website: [motivationalcheck.com](http://motivationalcheck.com).





# Being Unproductive to be Productive

by Julie Coraccio

A few years ago in the summer I hit a wall. I was dragging myself to my desk and couldn't muster up any motivation. Other than answering emails once a day, I was a slug. For two weeks, I binged watched *The Good Wife* (verdict: so so). When not watching T.V., I'd go for a walk, read, or nap on the couch. Thankfully, my husband was still headed to the office during the workweek.



What happened to me that summer terrified me. Perhaps you're like me and the thought of doing nothing, or even slowing down, scares you. What I realized after this experience was that my life was out of balance and I was pushing myself too hard.

Before I met my husband, I'd work on my business 24/7. It was really difficult to not always be thinking of what I could do. I was grateful that he brought balance to my life. My life was out of whack again and, looking back, I had ignored previous hints that I needed a break.

## Why Being Unproductive Is Good

We aren't meant to go go go all the time. That causes burnout and can result in watching mediocre T.V. for two weeks. I now understand that even when I'm unproductive, I'm not being useless because I'm nurturing my creativity and inner knowledge. When I give my brain and soul a rest they recharge and can get back to what they're best at doing.



I've also learned there is a difference between being busy and being productive. When you're multi tasking you can easily make mistakes, not really get stuff done, or create more work if you're not fully present.

I've also found that being present allows insights and inspiration to come to me more easily. The older I get, the more I practice intentional living, the more my life is in flow. When we're present and in the moment our judgments tend to be released and we can think more freely, openly, and with more clarity.



One of the challenges when you're used to always doing and thinking is that you can easily become bored. While too much of anything isn't good, being bored from time to time isn't bad.

A study by Mann and Cadman (2013) at the University of Central Lancashire found "it might be a worthwhile enterprise to allow or even embrace boredom in work, education and leisure. On an individual basis, if one is trying to solve a problem or come up with creative solutions, the findings from the current study suggest that undertaking a boring task (especially a reading task) might help with coming up with a more creative outcome."

If you're happy you're more likely to do better work and be more productive. You're more likely to be joyful if you're not working all the time and are enjoying hobbies, time with family and friends, and doing what brings you joy. The data does show some degree of correlation between the amount of hours working and a person's happiness.

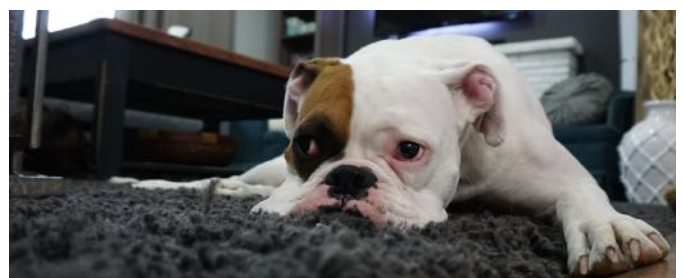
## How To Nourish Being Unproductive

Play. We all define play differently, so ask yourself what sounds like fun. When is that last time you colored, played with PlayDoh or ran around in the rain? When you were a child, what did you enjoy doing? What did you do that made time stand still? I loved exploring the woods. This led me to studying plant medicine and I'm currently experimenting with teas and making flower essences.

Veg. Watch T.V. Be a couch potato. Stare at the stars. Daydream. Sit still. Just be and see how you become.

Nap. Most of us don't get enough sleep. In many other countries, they honor a siesta as they realize its importance. If you need to rest, do so.

Read. I'm challenging myself to read 100 books for 2022 and am off to a good start. I've found reading gives me a mental break, allows me to see different perspectives, and nourishes my creativity. I also believe it strengthens my writing skills.





Explore. What are you curious about? What have you always wanted to learn more? I watched a show called Forged with Fire and think welding would be pretty interesting to try. Consider taking a day off and having an adventure in the town where you live.

Nothing. When was the last time you simply were? The Italians call it *Il Dolce Far Niente*. It literally means the sweetness of doing nothing. It's about being present and observing life around you. I've been fortunate to travel to Italy a few times and believe the Italians do it well. It gives me great pleasure to watch a baby laugh or see a cat being curious.



My mom passed away recently and I know that when I see a butterfly that she is saying hello. If I hadn't been simply enjoying life I would have missed these messages from her.

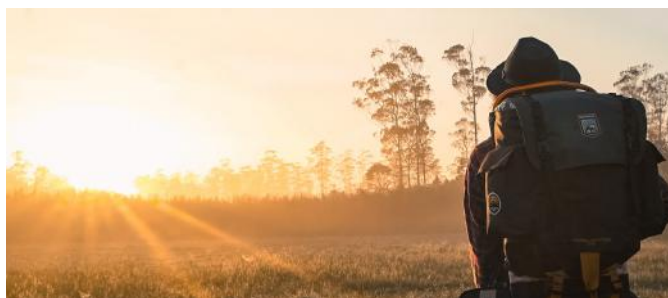
## What If I Feel Guilty?

Those two weeks I was "off" I felt a tremendous amount of guilt. I was raised that idle hands wasn't a good thing. But being burned out isn't a good thing either. I'm a lot less productive when I'm overwhelmed and stressed. When I've taken the time to play, I feel rejuvenated, my mind is relaxed, and my emotions are recalibrated. It's in the very quiet moments that I've had my best creative insights and inner knowing about my life. Perhaps you'll experience that as well.



What has helped me the most, honestly, is I see that every time I'm unproductive my creativity flourishes. I get a burst of energy and accomplish more right after a break than if I'd tried to slug through at a quarter speed and no motivation.

Remember, there is value in the process, not just the goal itself. The journey is as important as the destination. Prior to meeting my husband I hosted a weekly Internet T.V. show where I'd interview a variety of guests on body, mind, and spirit topics. I always offered myself up as a guinea pig for viewers. I was doing a lot of self-healing during that time. I enjoyed the ride and have no doubt it lead me to my husband.



Another underlying factor of our guilt may be because we tend to compare and compete with others. If we slow down, or do nothing, will we fall behind? Will someone else get that promotion? Try and take yourself out of that rat race. Recharging allows you to be at your best and keeps you from crashing and burning. I'd go so far as to call it a competitive edge because you can more easily access and connect with your deepest wisdom.

Finally, remind yourself you are being productive in a different way. Notice if you suddenly have the answer to a problem or have a creative burst after a period of rest.

Taking Steps to Embrace Not Being Productive:

- Schedule some time to be unproductive. If you are able to do this spontaneously, great. But in the beginning, you may need to plan for it.
- Check in with yourself and ask: "What do I need to do the most during your unproductive time?" Honor whatever comes up.
- Find a healthy way to deal with guilt if you have it.
- Ask yourself, "How can I be 'unproductive' on a regular basis?"
- Pay attention to what happens after you've taken a break. Do you find more solutions more quickly? Tackle the harder stuff with more ease? Feel more prepared to tackle your to-dos? Recognize how your life improves.
- Enjoy your time being "unproductive."

Here's to being unproductive!



Author Bio:

Julie Coraccio is an award-winning professional life organizer, declutter'er, author, and certified life coach. She hosts the popular self-help podcast Clear Your Clutter Inside & Out. Julie is passionate about supporting people in clearing clutter, getting organized, and becoming more mindful and aware. Since 2009, she has supported people in creating the life they choose, deserve, & desire.







# 8 Habits for Leaders to Achieve Peak Performance

by Scott McCarthy

Experts have long said that morning routines are a pathway to achieving peak performance. If you study the great leaders of our time and those of before, a solid morning routine stands out as a common dominator. However, as of late the morning routine has been under attack from all forms of distractions and other things wanting to steal your limited time but more importantly your focus.

The following are 8 habits for leaders to achieve peak performance by incorporating into their morning.



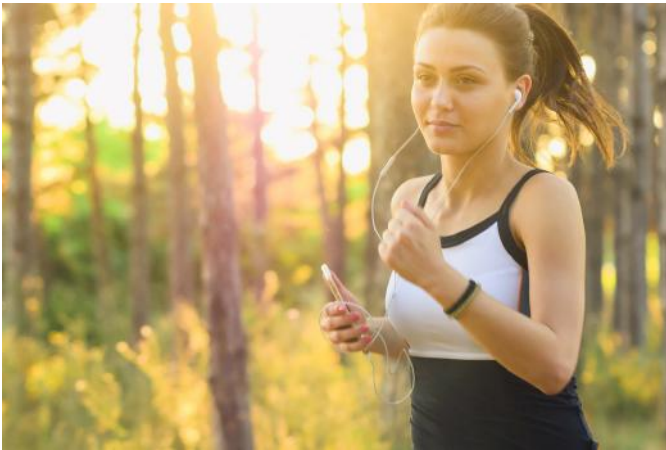
## 1. Avoiding the Phone

You get out of bed, head to the toilet, then what do you realize? You've been there for 10 minutes already and are scrolling through the overnight emails and messages, morning news clips, or heck just silly reels of a couple who love to prank each other. A study in the [Theoretical and Applied Fracture Mechanics Journal](#) stated that by grabbing your phone first thing in the morning, your body skips two stages of the awakening process. Therefore, your brain at once goes into reactive mode while skipping the visualization mode which lets us be proactive.

So how to stop grabbing your phone first thing in the morning? Leave it elsewhere in your home and not by your bed. By the time you get to it you will have the willpower to avoid it for the rest of the morning until you are ready to respond to the emails and messages it contents. Use it as an alarm clock? Use your watch, or simply buy a new simple alarm clock.



## 2. Exercise



We all know that exercise is important to overall health and fitness. However, as a leader trying to achieve peak performance it has so many benefits. In particular is the importance of being focused to achieve tasks and give direction to your subordinates. A 2019 study published in the British Journal of Sports Medicine found that morning exercise improves attention, visual learning, and decision-making. These benefits should be making you to want to jump up and start exercising right now!

This leadership coach is up everyday at 5 a.m. working out with a program for an hour. Do you need to go to that extreme? No, as fitness coach and trainer Chris Gooden says "a simple 30 minute walk could easily provide you with the same benefits of a full workout."

## 3. Read

The statement that leaders are readers has been said so many times that it should be etched into stone. But the reality is that many high-performing CEOs and leaders read consistently and constantly. Many up to 52 books per year. A significant benefit of reading in the morning is that you start your day on fire. Usually, when I read a business or self-help book in the morning, I feel motivated to go out and crush it that day.



If you don't read actively now, try to couple it with another habit you already have. For example, if you spend 15-20 minutes with a cup of coffee on the couch in the morning, then place a book next to your seat and read your book while sipping on that java.

## 4. Eat a Healthy Breakfast

We've heard it since we were children, "breakfast is the most important meal of the day." Yet millions of adults continue to skip said meal and rush out of the door to get moving on their day. As Lisa Hill stated "Breakfast kick-starts your metabolism, helping you burn calories throughout the day. It also gives you the energy you need to get things done and helps you focus on work or at school. Those are just a few reasons why it's the most important meal of the day." As a leader trying to achieve peak performance, how can you not eat breakfast?!

Find it hard to eat a breakfast with everything else you must do in the morning? Pre-plan your meals the night before. Having the foods ready for a quick protein shake is a great meal to kick off your day with minimal effort.





## 5. Journal

Journaling in the morning sets the tone for your day. Taking the time to be intentional by slowing down and reflecting can help you feel more control and ease even when you have a lot on your plate. A study by Michigan State University showed that journaling in the morning can help leaders perform more efficiently. This is because one of the many benefits of journaling is that it helps you process your emotions. Getting everything out of your head and onto paper gives you perspective. When you can see the big picture, you're less likely to act from fear and insecurity and more likely to be led by your values.



Find it difficult to plan your day? Incorporate it with your journaling as mentioned above. Or ensure to block off 15 minutes each day at the beginning for just that activity. Read no email, listen to no phone messages. Simply take the time to prioritize what you want to achieve for the day.

## 7. Practice Gratitude



As leaders we are constantly sucked into "others'" problems. In fact, we feel like they are our problems. This can have a negative impact on our mindset which takes us away from peak performance. A simple solution for this problem is to practice gratitude. Gratitude can help us

overcome negativity and bad feelings. Focus on what you're thankful for, which includes everything from your health to your family to your friends. You'll feel better equipped to handle any challenges that come your way.

## 6. Plan Your Day

In order to plan your day well, you must first set a destination. This means you need to know what you want to do. When you start your day, you should make sure to focus on completing three important things. Don't try to do too many things at once, or else you'll never finish anything. Prioritization is critical for us as leaders. A study at the University of Illinois uncovered that simply planning your day has a significant improvement of your daily time management than those who did not plan their day.

## 8. Make Your Bed

This habit may bring back memories of your childhood and your mother or father getting angry with you for not making your bed. However, based on the famous speech by Admiral William McRaven. Making your sets you up for success. Making bed every day becomes a keystone habit that kick starts other good decisions throughout the day and gives you a sense of taking charge. Then finally, when your day is done, regardless of how well or poorly your day went, you return to the first good decision you made.



No doubt you've gone through this list and said, "that's a lot!" and "I don't have time for all this." That is and may be true. However, it's not necessary to do them all everyday. In fact, I don't do every single one of these habits, as I indicated above, I just can't seem to get into journaling. However, what this article was meant to do was give you an idea of what you should and could be doing to set yourself up for peak performance through your day. Experiment. See what works. What doesn't. Then you will know how to setup your morning routine to get the best "bang for the buck."

Good luck leader! In today's world you need it. Remember as always #LeadDontBoss.



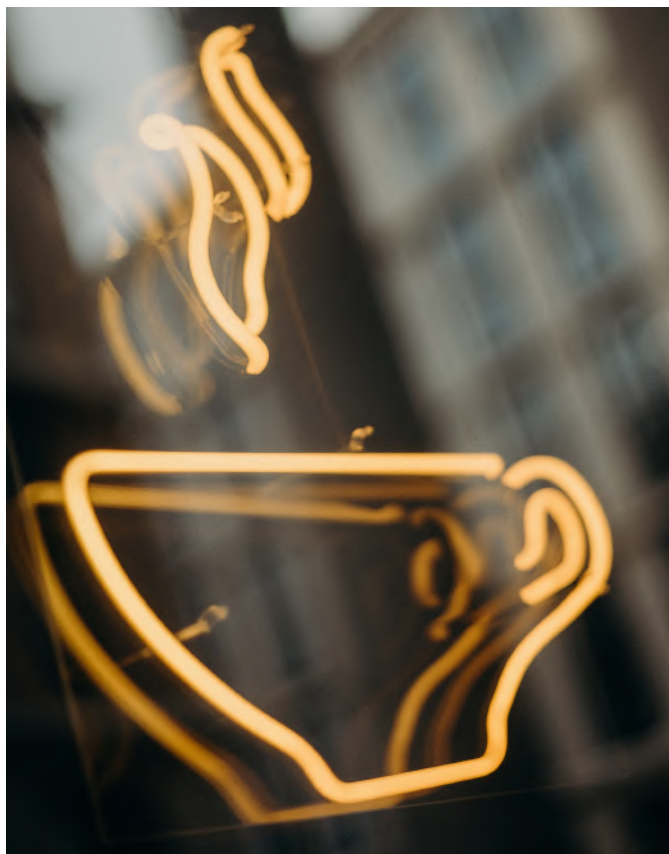




# How to Get Your People Practices Ready for the Exponential Age

by Joseph Santana

On October 7, 2019, a pop-up café opened for visitors in Otemachi, Japan. The spacious room was filled with blond wooden tables, like those long tables we often see in a Starbucks. The place was teeming with people seated or standing waiting to be seated. This café was part of a project sponsored by OryLab Inc. Guests were served coffee and tea and happily chatted with their servers. Except, none of their servers were in the building.



All of the servers in this lab café' we're bedridden patients with amyotrophic lateral sclerosis (ALS) or spinal muscular atrophy (SMA). So how did these servers take orders, bring drinks and chat with their guests? Through avatar robots connected via Wi-Fi to the Internet managed by the bedridden operators known as "pilots." One year, eight months, and fifteen days after the 2019 experiment, on June 22, 2021, Tokyo officially opened a café run by robots operated by bedridden human pilots. This, like many new technology breakthroughs, is a fast-spreading, general-purpose solution. How long do you think it will be before this pilot-robot approach makes it possible for people from anywhere to remotely perform all types of work that used to require a physical presence? Think drivers, warehouse workers, cashiers, etc. Answer: Probably not half as long as you think it will. And this is just one example of how the pace of change is now visibly speeding up and impacting human capital management each passing day.



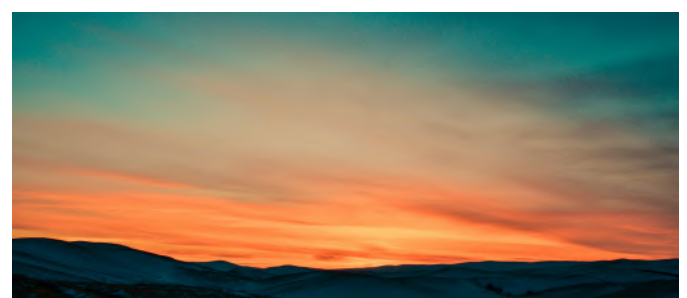
So, what makes these daily rapid change miracles happen? In a nutshell, it's because change is no longer incremental; it's exponential. As noted above, many new technologies are general purpose and can combine and work with other technologies. Furthermore, each discovery amplifies our ability to make the next leap in knowledge and capability even bigger and faster than the previous one. And it's this increased speed of change and mixing of discoveries and rapid business application that creates the constant stream of increasingly rapid disruption that requires a significant shift in how we run our people practices.

In the absence of massive changes to how we do things, people practice leaders risk becoming less relevant despite spending millions of dollars to address thorny challenges. Take something simple like your efforts to increase diversity in hiring. According to studies today, only 25% of resumes make it through artificial intelligence (AI) powered Applicant Tracking Systems (ATS) to a human recruiter. Some organizations are now experimenting with AI interviews where a computer system analyzes facial expressions and voice tones to determine which candidates will make it to the human recruiter. Let's say this becomes widely used in 2022, and only 25% of the 25% of applicants that made it through the AI-powered ATS system now get to that human recruiter. That means only 6.25% of all the applicants will make it to a human. That's a giant leap from 25% to 6.25%. What will it be by 2023? Will it be less than a percent? Will an incremental improvement to unconscious bias training for recruiters prove equal to this new challenge? I think not. Yet, that's what many firms keep doing.



If you flip through the pages of many professional magazine articles citing recent research, you see this bias toward short-term incremental solutions in full display. For example, a few research results I've seen recently covered include short-term predictions around vaccine mandates, tips on what to do about the Great Resignation, and how to reengage women in the workforce. These think tanks focus on the solutions to near-term challenges to meet the needs of their fire-fighting readers. But human capital practice leaders concentrating only on current issues today are like a major league baseball batter waiting until a hundred-mile-per-hour fastball is inches from their face before deciding whether to swing. They are not leading. They are reacting, and unfortunately, not in a manner that keeps up with the new pace of change.

If you pause from focusing solely on the disruptions facing you now and look up at the horizon, you'll see even more mounting signals of more change coming your way. Here are just five of those signals:





1. Today, twenty-four percent of the workforce remains remote post-pandemic, and expert assessments show that up to thirty-nine percent of workers can work remotely. Despite executive insistence and elaborate “back to the office plans,” it does not look like people will return to the pre-pandemic way of working. Many prefer to quit and negotiate with your competitor. Is the solution than an incremental change like a hybrid work plan? I say, “think again.” Why? Check out the next bullet.



2. Employees today are rapidly being redistributed out of the same place at the same time office where 94% of them found themselves before the pandemic across three other workplace dimensions, not just remote work. These are synchronous remote work (E.g., Zoom, Teams, etc.), same location shift work, and asynchronous work (e.g., eMail, Google docs, etc.). That's why I believe the hybrid discussions that are the rage across the HR-sphere will be found to be “a day late and a dollar short.” And the Great Resignation will continue as talent looks for more progressive thinking organizations with more enlightened, forward-looking people practices.



3. Add to this multi-dimensional workplace the virtual metaverse. The metaverse is developing into the fifth dimension of life. People can interact in an almost in-person way over distances vast and small and across the four other workplace dimensions.

4. In addition to all this, forty percent of the workforce today is contingent. Right now, we're seeing temporary and freelance work opportunities outpacing the growth of full-time job opportunities. How will you run human capital development practices developed around an employee-only model when your base of non-employee members in your workforce exceeds 50%?



5. And finally, there are challenges posed by the rapid adoption of AI. For example, AI, contrary to general perception, is never bias-free. Even when you hide gender, race, and ethnicity data or simply don't supply this information, AIs make decisions laced with bias. Many of you may be familiar with the AI system Amazon had to scuttle because, try as they might, they could not get around its anti-women bias. These biases in AIs cannot be eliminated. It doesn't take a lot of thought experiment effort to visualize the legal challenges coming your way. Are you and your firm ready for those future groundbreaking legal challenges involving machine bias? The big question in these cases will likely be is the vendor responsible or the product user (you) accountable for the biased decisions made by your robots in the human capital department? What are your plans to minimize or eliminate this exposure?

All of this is to say that the days of slow, conservative, incremental solutions are over. The most successful people-practice leaders in this new world will be the ones that run what author Tom Robbins describes as a truly stable system within an unstable world. "A truly stable system . . ." he states, ". . . expects the unexpected, is prepared to be disrupted, waits to be transformed."



To have that "truly stable system, human capital leaders and the entire research machinery that supports them need to become better long-term futurists and forward-thinkers. Rather than looking for best practices and incremental approaches to enable human capital leaders to react to the current disruption, these successful new leaders will look for future signals and design bold solutions for the secondary and tertiary effects of coming disruptions. As the hockey player Wayne Gretzky famously said, they will "Skate to where the puck is going to be."



Joseph Santana is Chairman of the CDO PowerCircle and association of top Chief Diversity Officers from well-respected organizations who collectively generate over three-quarters of a trillion US dollars in revenue with close to one million employees. He is also the creator and host of the ERG PowerTalk podcast, a program that offers over \$100,000 of free training and inspiration for your employee and business resource group leaders. His latest book is *The New DEI and ERG Frontier: How You and Your Efforts Can Rise and Thrive in the New World of Constant Disruption!*

ERGs, as many of you know, are evolving into an essential element for the future success of corporations. But to be effective in supporting their companies, they need to be future-ready. Here is a link to a free 10-question assessment your ERGs can take to determine their future readiness.

<https://forms.gle/huAz1joPiQh9kpEZ7>





# How To Go From Leader, To Thought Leader, To Global Thought Leader? - The Activistic Socialpreneurial Paradigm

by Chesline Pierre-Paul

Innovation for the sole sake of pushing industrial edges past their defining state of normative constraints, is halfly purposed and halfly impact-driven.

What brings true norm-defying elevation to innovation, is when it is established through affirmed purpose and scalable impact. In other words, beyond the generation of readily monetizable gain, what culture of augmented global thought leadership, justice, and economic empowerment can be instated so that money-determined and money-transcending leverages be capitalized upon to enhance the grounding paradigms of our industry?



A furthered extension of that thought and rationale begs the question; "How to render undividedly bound, mutually justifiable, and binding the purpose, scope, and intrinsic finality of social justice, resistance, and purposed entrepreneurship?"

How can we create a space of mutual honoring and belonging that inextricably proposes entrepreneurship as a vehicle for more than the targeted exponentialization of capital, assets, and tangible gains? How can social justice be geared and poised as an accelerating force of purposed entrepreneurship?



How can we create a space of mutual honoring and belonging that inextricably proposes entrepreneurship as a vehicle for more than the targeted exponentialization of capital, assets, and tangible gains? How can social justice be geared and poised as an accelerating force of purposed entrepreneurship?

Too often, any activist pretension, inclination, or enterprise is unduly mischaracterized as concessions from the haves ostensibly relenting material privileges to the have-nots - in this lens domineered by lack, non-reciprocity, and fixist hierarchy, activism is reductively framed as economically non-generative, purely functionally re-distributive, and substantially concessive in nature. Targeted universalism reveals that the elevation of the most unprotected and systemically disprivileged class consequently instates the elevation of everybody else's condition and material privileges.



Thus, when circling back to our baseline question: "How to render mutually binding, necessary, and justifiable the converging purposes and finality of resistance, social justice, and purposed entrepreneurship?" ...

... Here's how to roll forward with it.

## Step I: Decenter Your Paradigm



For one, decentering the dominance of your own perception and construct of self as a leader, allows for lucidity and innovational intelligence to reveal themselves to you through positive disruption. By deliberately integrating spaces where your norm leadership-wise is not carried by the consolidated intelligence of the majority, you are bringing yourself to be mindfully compelled to re-appreciate the bulk and kernel of your intelligence as a leader against narratives, realities, industry knowledges, defining foci and purposes that encompass a depth and magnitude of leadership that is systemically sustained outside of your own reality. Thus, each point of encounter between the reality of your leadership and the one expressed and nurtured in such spaces, allows you to see, through other-awareness, new gaps, new possibilities, and new leverages in yourself. The humility of your own perfectibility makes you more powerful in your disruption, for this brings you to allow your own norms to be optimally re-appreciated, counterbalanced, challenged, checked, and deconstructed.

## Step II: Create a Posse of Socialpreneurial Allies

Here, it is all about learning to prioritize spaces where socialpreneurship is the incarnator of purposed entrepreneurship. Use these encounters as live sounding boards, wherein you can whet your acumen for the latent and untapped synchronicity of where your leadership can be internationalized in reach and maximized in impact.





As you find your rhythm in spaces that decenter your norm and in spaces that are requisite on the power of activist socialpreneurship as a defining paradigm, here are THE prompts you want to hold as top-of-mind to steer you onwards in your growth into more momentous, purposed, and elevated thought leadership:

Ask yourself →



How can you solidify a structure of accessibility around your brand and mission so that more direct engagement with your brand may be altruistically concreted through the servicing of invisibilized and underserved communities in ways mutually honoring (as a direct application of targeted universalism)?

What voices are systemically removed, tokenized, or decentered in your communities? And how to harmonize voices that issue from different regimes of in/visibility into what the next iteration of social impact will come to be through you?

What is the organic constitution of your community, board, executives, leaders, partners, sponsors, and clients? And to what extent does it allow for you to be optimally expanded by a layered register of intelligent disruption, innovational intelligence, and industry knowledges that are so powerfully complementary to your own because they exist beyond the reality of your norm?

What for-impact consultants (such as myself) do you work with on the quarterly that offer impact-driven tangible ways of maximally leveraging social impact on the scale of the global by pointedly tending to your disacknowledged and underserved gaps and areas of development impact- and leadership-wise?

What new connections can be brought into your circle of power with clarifying intentionality so that cross-collaborations purposed for the intermixing of for-purpose and for-profit can be compounded into yet another layer of impact, transformation, and rebellious leadership?

How can you critically, mindfully, responsibly, and purposefully utilize anti-oppression as a driving and accelerating force of innovational intelligence that infuses more reach, deliberation, activist self-consciousness, significance, and impact to your embodiment of leadership?



As you do use these afore-positd prompts as a way to elevate your consciousness into a state of focused intentionality, deliberation, activist consciousness and self-reflection, you grow from localized impact to expansion-hungry and -capable.

Why, you ask? Because the combined actions of ...:

1. decentering yourself,
2. being impacted by other paradigms, defining truths and realities around impact and leadership,
3. nurturing disruptively enlightening allyships with creatures of the resistance that compound change and transformation into a culture of purposed entrepreneurship helps you be challenged into more growth, humility, strategic recalibration, self-searching, and innovational intelligence as a leader,
4. working with social impact experts (that is yours truly),
5. and harnessing anti-oppression as innovational intelligence that makes leadership an unfractured embodiment of change-making, activistic brilliance, determining, and social transformation

... make you paradigm-shifting, change-making, and industry-making.



Concretely, through your posse of allies, social impact consultants, and their connections: you get to smoothly anti-oppressively scale impact across languages, activism, global organizations, and even industries, by pooling resources, escalating accessibility, and compounding impact.

Truly elevated global thought leadership is construed on the strength of for-profit meeting for-purpose in ways exponentially binding and anti-oppressively grounding in their impact-focusedness.

Dare to be more that your industry's paradigm can currently contain and behold so that you may empower yourself to grow into everything it needs to reach elevation in its next cycle of growth and augmented thought leadership. Transformation, is only the beginning.



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# Play for a Living

by Mike Montague

Rediscovering the Power of Play in the Workplace for Greater Connections, Culture, Creativity, Conditioning, and Confidence

Many people believe that play is the opposite of work, but it is not. The opposite of work is sloth, boredom, and disengagement. Play is “fun uncle” of work. It is work done of our own free will for its own pleasure.

Sometimes, life and business can be counter-intuitive. When you try harder, you take your work more seriously, you optimize people, processes, and systems, and you leverage your time, money, and resources, you end up getting to a point of diminishing returns.

Alan Watts called this the Backwards Law, and it proposes that the more we pursue something, the more we achieve the opposite of what we truly want and the more disappointed feel. The more disappointed we feel, the less we achieve, and we end up spiraling downwards in a self-perpetuating cycle into languishing, burnout, and depression.

However, the opposite is also true. If we stop working on a problem, we often find the solution quicker. We have all had that moment of inspiration when we took a break to shower or get some rest.

When we decide to become more playful with the people and opportunities in front of us, we uncover a workplace culture that leads to a variety of synergistic benefits.

## Here are Five Benefits of Rediscovering the Power of Play in the Workplace:

1. Connections – When you play on the same team with people, you create strong affinity bonds that facilitate teamwork. When you set up work and competition between your team, you breed jealousy, distrust, and status games. Play breaks down the silos that work stress creates.

2. Culture – The same is also true on a more macro level. Life and business are a balance between chaos and order. If you have a culture of playfulness, your team can move between them without fear. But, if you have a culture of hard work, stress and tension build until you only get work that is orderly and safe. Permitting your employees to play will dramatically increase your culture and results because it allows your employees to dance in and out of chaos without fear but with self-control and self-determination.

3. Creativity – Play, like creativity, cannot be forced. Just as you can force yourself to fall asleep or fall in love. You can't force the universe to bend to your business plans. At some point, you are going to need to be creative. It is much easier to be playful and be prepared to improvise as you go along.

4. Conditioning - If you play in uncertainty regularly, your body, mind, and spirit condition themselves to succeed in this environment. Businesses and people that eventually fail tend to get slow, erratic, and brittle over time because they let stress build up in the system. Too much work stress causes us to fight, flight, or freeze, but playful approaches to challenges lead to fun, flow, and fulfillment. Proper conditioning allows for time to play, pause, ponder, practice, AND perform.

5. Confidence – Confidence is at the root of the Backwards Law. You gain more confidence from overcoming failure than you do from success. Success often either breeds ego and hubris when it is hard-fought, or it breeds imposter syndrome and doubt when it is too easy. Well-formed games, on the other hand, are all about finding the balance between winning and losing that keeps us in the zone. Play creates feelings of joy, wonder, and self-actualization that create a desire to keep pushing and keep playing.



## So, What Exactly is Play and How Can You Get More Playful at Work?



Play is simply engaging in an activity that is freely chosen, challenging, requires your full focus on the present moment, and generates feelings of joy, wonder, and self-actualization. It creates a continuation desire and has rewards in and of itself.



What those activities are can be a wide variety of things, and that's what makes play so interesting. You get to choose. What would make you come alive? How did you love to play as a child? How can you start small and take a quick recess in the middle of the day or week? Play evolves the players by opening the mind and energizing the body. Can you find someone to come out and play with you? How can you stop working so hard on solutions and start playing with ideas and possibilities at work?

You already know how to play. You were born to learn through and with play. It is time to make it a priority and rediscover the power of play for your life and business.



How successful do you think you and your organization would be if more people in your organization chose their activities based on the above definition of play? If you think it would be better, start today. If you think it would be worse, it might be time to think about new work or new co-workers. When you play for a living, you create the conditions for you to succeed more easily, and you get to have a lot more fun along the way!



# HUMAN CAPITAL INNOVATIONS (HCI)



# UPSKILLING

with Jonathan H. Westover, PhD

# Overcoming Barriers to Diversity

by Karen Tibbals

Diversity training (otherwise known as DEI training – Diversity, equity and inclusion) is intended to improve the workplace for those who don't fit into the neat boxes of those who are expected to do well. It is supposed to help people like me (a white woman) as well as those of underrepresented minorities (Blacks, Latinx, LGBTQI, differently abled). It's supposed to give people in those groups a leg up, by reducing the prejudices among the rest. It's also a moral issue, that should we help those who haven't been able to achieve things because of prejudice.

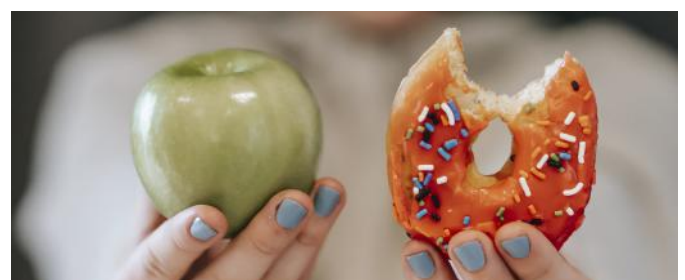
Despite these lofty goals, the evidence shows diversity training probably doesn't work very well. For some people, diversity training does have an effect, but it is temporary and wears off. But for others, it doesn't help. They react against the training, and it makes their attitudes towards the underrepresented groups worse. And these are the people for which it is probably most important to have an effect. The people that may have the most problems with diversity training are the less well educated, which may be factory or warehouse workers. But even higher educated workers may have problems especially if they lean conservative in their politics.

Let's look at what the barriers are to diversity training making a difference and how they can be overcome.



## Barrier 1: Prejudice is Subconscious.

The goal of diversity training is to bring the subconscious prejudice that we almost all have (yes, the research shows that almost all of us have prejudices, even those in a minority group!) to a conscious level so we can make choices about how we act.





This barrier is probably responsible for the temporary effect of diversity training for some participants. We mostly live our lives by following subconscious patterns and prompts. We live our lives in a fast pace, too fast to think deeply about everything! So, we can be aware of our subconscious attitudes for a while, but it wears off. It's too tiring.

Solution:

Diversity training isn't going to change embedded long-term patterns that are not conscious in one shot. Training needs to be done over time to be effective. One suggestion to reach into the subconscious comes from diversity trainer Vernā Myers, who recommends surrounding yourself with a celebration of people from underrepresented groups. This could be posting pictures of high visible performers who break the stereotypes or deliberately recognizing minority achievers in your company. Over time, these can help to change the default message that achievers are white men. And subsequent trainings to reinforce the message are necessary.



## Barrier 2: Diversity is Uncomfortable

Research among people who were put in diverse teams versus teams of like people has demonstrated that the diverse teams were less comfortable with the experience. The interactions just don't go as smoothly, because people are challenged. But it is that challenging environment that leads to better outcomes. Diverse teams are more successful in addressing difficult problems.

Similarly, diversity training probably also makes people uncomfortable. In fact, some participants may interpret the discomfort as the goal of diversity training. People don't want to think that they are racist or homophobic or misogynistic and this can be part of the backlash that happens among some after DEI training.



Solution: Make sure your training acknowledges that diversity is uncomfortable but that it is worthwhile because it can lead to better solutions. Follow up with periodic messages acknowledging the discomfort but emphasizing that it leads to better outcomes. And don't allow your trainers to do things to deliberately provoke discomfort. The point isn't to make people feel bad about themselves, it is to elicit change.

## Barrier 3: Diversity Training Asks People to go Against Their Internal Value System.



Our country is divided politically and culturally. The underpinning of this divide is difference in values.

DEI training arises out of one side of the cultural divide and uses language and values from that side. It can feel like one side (the “woke” side) is trying to bully the other of their point of view, which can be triggering to those on the other side. In fact, Disney and Walmart have recently been attacked for their diversity training. Disney has pulled down their diversity training website, while Walmart CEO Doug McMillan received over 5,000 emails protesting the training after a conservative activist wrote an article about their training in October 2021.

But DEI training doesn’t have to be skewed so it generates backlash.



Solution: There are ways to revise trainings so that they don’t just represent the “woke” point of view. For example, instead of using jargon like “white supremacy” and other terms that may be triggering, explain what you mean in terms that are easily understood, such as stereotypes that help some people and not others.

There are ways to incorporate conservative values also. Instead of emphasizing the equity- or equality-based flavors of fairness which are favored by the left, add in some merit-based statements of fairness. Merit-based fairness means people who work harder or who have more success are rewarded. It means people who contribute more to the business are the ones who get higher raises or promoted or get hired. It is rewarding people who perform. And that can lead your business to even greater success.



including statements such as “better performing candidates deserve to be rewarded” and the previously stated, “diverse teams achieve more” will go a long way to counter any perceptions that undeserving people are being rewarded for who they are.

Making these changes to your diversity training can help to lead to greater success in your diversity programs, greater business success and a better, more equitable society.



Karen Tibbals is an author and speaker about how to bridge our cultural divide. Her latest book, *Persuade, Don't Preach: Restoring Civility Across the Political Divide*, is available wherever books are sold online. She also writes a newsletter about other ways to talk to people productively, at <https://fracturedrelationships.substack.com/>



# HUMAN CAPITAL INNOVATIONS (HCI)

**PODCAST**



With  
**Jonathan H. Westover, PhD**



## What is Human Capital Innovations?

This article, featuring Dr. Westover, originates from a recent interview with Entrepreneurs of Utah.

Since 2007, HCI has helped our clients break through the personal and organizational obstacles that seem to be holding them back in their professional life. Life is too short to be unhappy, unsure, or unfulfilled at work. We help individuals learn and develop better ways to handle the issues that are standing in the way of their professional goals and organizational success. We specialize in leadership, organizational development and change management, HR and people management, and social impact coaching and consulting solutions.

**What inspired Human Capital Innovations?**

When I founded HCI in 2007, I was a doctoral student, with considerable industry experience as both an in-house and external consultant. As I was enhancing my research skills and capabilities, with a primary focus on the academic community, I realized I wanted to get back to why I was first drawn to consulting work in the first place -- to help develop and

improve individuals and organizations. While I knew I wanted to pursue an academic career, I wanted to stay closely connected to industry and use my research in applied and practical ways and determined starting my own firm would allow me the opportunities and flexibility to fulfill this dream.

**What makes Human Capital Innovations special?**

While there are many management consulting firms out there addressing various aspects of business, my experience as both an internal and external consultant has been that far too often firms and their consultants take an overly simplistic, off-the shelf, one-size-fits-all approach to applying their own models to diverse and complex organizational challenges. Despite what some may suggest, there is no secret sauce, some magic bullet solution that will solve an organization's problems. The truth is, successful organizational leadership, change management, and people operations is really hard work, requires great attention to detail, and requires an in-depth understand of the unique organizational context. At HCI, we take a research-based, interdisciplinary systems approach to such organizational challenges and seek solutions specifically tailored to each individual organization and individual. What do you do differently as a leader to make Human Capital Innovations successful?

As my primary goal for HCI is to help organizations and individuals maximize their potential, and thereby improve our communities and the lives of those they serve, I have never been in this for money. As such, I approach my leadership in a very collaborative way, with a completely flat organizational structure. There is no hierarchy and we all earn the same for our work with consulting engagements. I am lucky enough to have an amazing team of extremely talented individuals, each bringing their own unique skills and expertise. I trust my team members and I want them to feel valued and empowered, so it does not make sense for me to make money off their work. We are all in it together, support, and strengthen each other!

**Where did you get your passion for business?**



From even my earliest days, I remember being driven by the principles of fairness, equity, and authenticity. I could not help but notice the many injustices, hypocrisy, inefficiencies around me. As I received more academic and professional training, I was able to put words to what had always been at my core: a social justice orientation and a desire to serve people. While there are many avenues to work in these areas, my natural aptitude for understanding complex systems led me towards working to help organizations develop and sustain more healthy people-centric cultures, structures, policy, and practices.

### What was one moment that you were most proud of yourself as an entrepreneur?

I am most proud of the team I have assembled. Collectively, we represent a wide range of professional and academic expertise, across industries and functions. It is such a team that organizations need to lean on as they work to tackle their most vexing challenges.

### Where do you want HCI to be in 10 years?

Currently, we are very actively working to create more free content to help organizations and leaders. Over time, I hope that HCI will increasingly be seen as a vital hub for organizational research and evidence-based resources, all shared in a very understandable and digestible way. Dissemination and application of the research behind these resources is my main goal, to help as many organizations and individuals as possible.

### What is your personal WHY for what you do?

My WHY comes servant leadership theory and can be summed up by the Korean proverb 청출어람 or 줄람지예, which translated means “Bluer than Indigo.” Indigo is the bluest of blues, so to have something that is bluer than indigo is truly remarkable—a deep, vibrant, and brilliant blue. Koreans use this proverb to describe the ideal relationship between leader/teacher and pupil—that is that the leader/teacher (indigo) trains and teaches the pupil to become bluer than indigo, or greater than himself/herself. There are many implications of this proverb that are also very important. First, this relationship implies that the leader/teacher sees and recognizes the true potential in their pupil.

Second, the teacher makes every effort possible to help the pupil achieve that potential. Third, the teacher takes no thought of himself/herself but rather is dedicated entirely to the success of the pupil; also meaning that pride (ego, status, position, etc.) does not get in the way. As a leader and a teacher, I strive to reach this ideal. That means that I must truly value each colleague and student that I encounter, search out the great potential within each of them, and then do everything within my power to help them see that potential within themselves and then support them in working towards reaching it. To understand how to best provide this support, I must encourage each individual to candidly share his or her thoughts and views, actively listen to and value his or her input, and provide timely and appropriate feedback. Therefore, I strive to develop open relationships of mutual respect and accountability with each individual colleague, student, and client and clearly define my expectations for them, while also understanding their expectations for me.

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**HUMAN CAPITAL INNOVATIONS (HCI) PODCAST**

By Jonathan H. Westover, PhD

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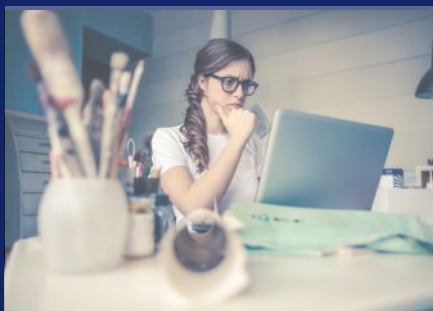
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