

Human Capital Leadership

by Human Capital Innovations, LLC

Helping You Maximize Your Human Capital Potential



Industry-Recognized Courses, Micro-Credentials, and Certificates to Upskill and Re-skill for the Future of Work!

The Future Leader: Creating & Transforming Next Gen Organizations, by Jonathan H. Westover, PhD

1 5 Steps To Address Underperforming Employees
by Jerry Fu

8 5 Reasons Your Company's Market Dominance Potential Starts & Ends With EDI
by Chesline Pierre-Paul

14 Why Data-Driven Hiring Has Never Been More Vital
By Josh Millet

21 Aligning The Three P's: A Strategic Solution to Recruiting, Retention, and Engagement
by David Edwards

Alchemizing Human Capital Newsletter

LinkedIn

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

Check out the Human Capital Innovations (HCI) Podcast



New from HCI Press!

The Future Leader: Creating & Transforming Next Gen Organizations, by Jonathan H. Westover, PhD.

Now available on [Amazon!](#)

"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."

~ Dr. Steve Yacovelli ("The Gay Leadership Dude"), Award-winning leadership author, speaker, and catalyst



"Sometimes being a leader feels complex; more often being an effective leader comes from disciplined application of simple principles. Jonathan does a masterful job of identifying not only the principles of effective leadership, but how to turn these principles into specific daily actions. This relevant, applicable, and helpful book offers concrete ideas that will have real impact for anyone working to be a more effective leader."

~ Dr. Dave Ulrich, Rensis Likert Professor, University of Michigan; Partner, The RBL Group

"What makes great leadership? While the answer remains open to reader interpretation, the author takes us on a journey that begins with a broad definition and ends with an opportunity to make it owned, personally. Where the magic is revealed comes through in seamless, simple and applicable anecdotes, applications and tools any reader will appreciate, regardless of their current position or status in life. Cheers to Dr. Westover for providing an informative, fluid and accessible leadership book at a time when any of us can use it...if not for ourselves, then for working with others."

~ David A. Yudis, Psy.D., President at Potential Selves

Welcome to the HCI Academy!

Future-Proof Your Career with Future-Oriented Strategic Capabilities

Our HCI Academy upskill and re-skill courses, high-demand micro-credentials, and professional certificates are industry-recognized and cover the most important issues facing organizational leaders and human resources professionals today.

Our curriculum of industry-leading human resources and organizational leadership courses help managers and leaders navigate complex organizational, leadership, and HR issues, stay at the cutting edge of innovation in HR, and bring their whole selves to their work. The applied curriculum will help you make your mark on the future of work and make an immediate impact in your organization!

All HCI Academy courses, high-demand micro-credentials, and professional certificates are designed, developed, and delivered by award-winning and internationally renowned scholars, educators, thought leaders, executives, and practitioners. Each course is approved for 5 hours of recertification credits from the Human Resource Certification Institute (HRCI).

Leading the Future Organization Certificate



Innovative Human Capital Certificate



The Employee-Centric Workplace Certificate



Innovative Human Capital
HCI Certificate (4 course sequence) ENROLL NOW ▶

Leading the Future Organization
HCI Certificate (4 course sequence) ENROLL NOW ▶

The Employee-Centric Workplace
HCI Certificate (4 course sequence) ENROLL NOW ▶

- Shareable Certificate**
Earn a certificate upon completion
- 100% Online Courses**
Start instantly and learn at your own pace
- Flexible Schedule**
Set and maintain flexible deadlines
- Intermediate Level**
Some related experience required



15%
RECRUITMENT
AND SELECTION

14%
COMPENSATION
AND BENEFITS

12%
HR DEVELOPMENT
AND RETENTION

5%
HEALTH, SAFETY
AND SECURITY

16%
EMPLOYEE
RELATIONS

38%
HR OPERATIONS

I'M 100% READY FOR THIS.



You know what you're made of. Discover how much more you can become. An aPHR® from HRCI is the next step and could be more valuable than ever before.

Go to HRCI.com and sign up now.

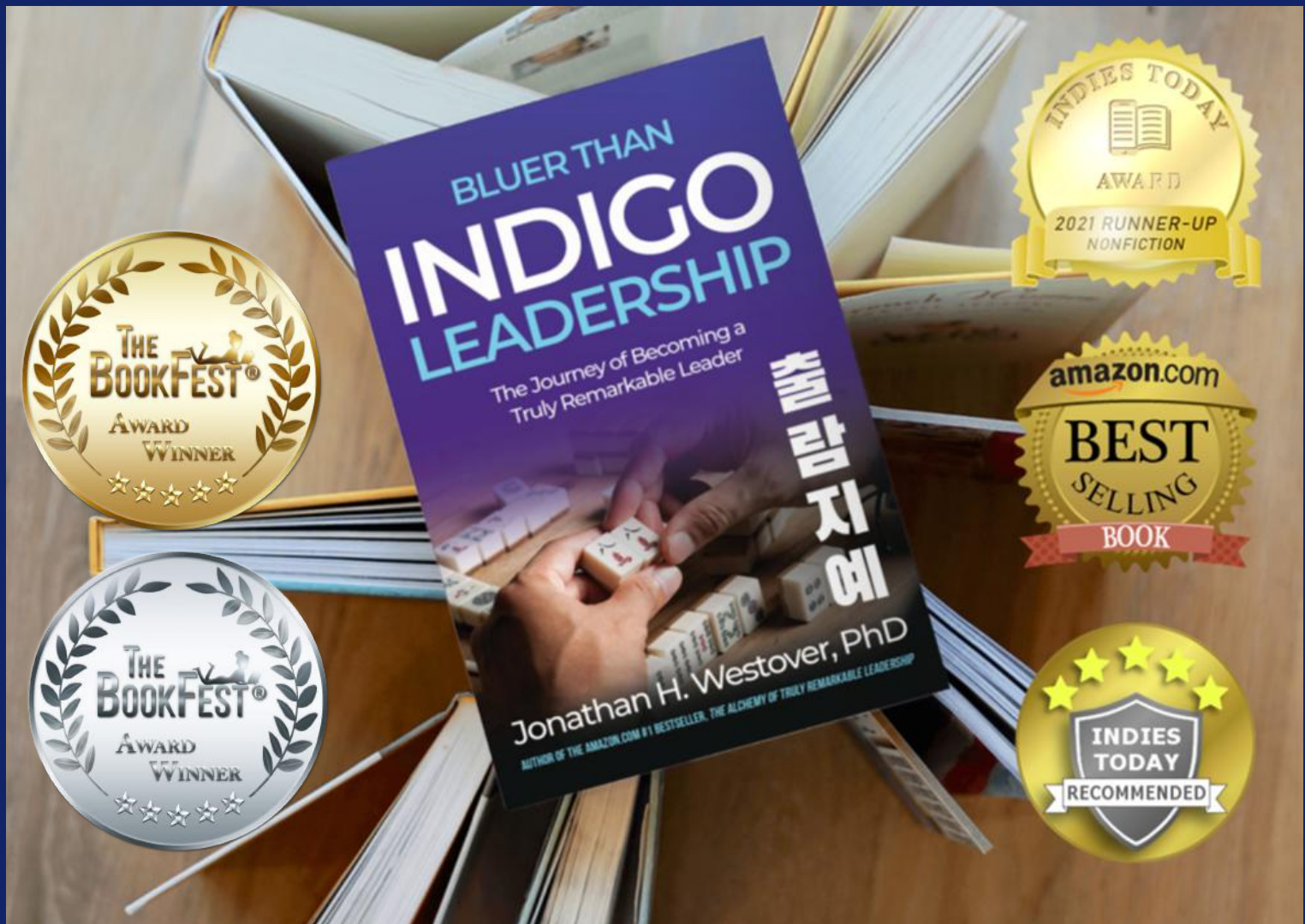


'Bluer than Indigo' Leadership: The Journey of Becoming a Truly Remarkable Leader, by Jonathan H. Westover, PhD.

Now available on [Amazon!](#)

"Dr. Westover has done the work to make what's required for leadership in today's complex world accessible, practical, and powerful. This must-read book covers all the components necessary to become a more conscious, impactful leader by introducing critical concepts, inviting self-reflection, and setting a path for accountability."

~ Shonna Waters, PhD,, Vice President at BetterUp



"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."

~ Dr. Steve Yacovelli ("The Gay Leadership Dude™")
Award-winning leadership author, speaker, and catalyst

"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."

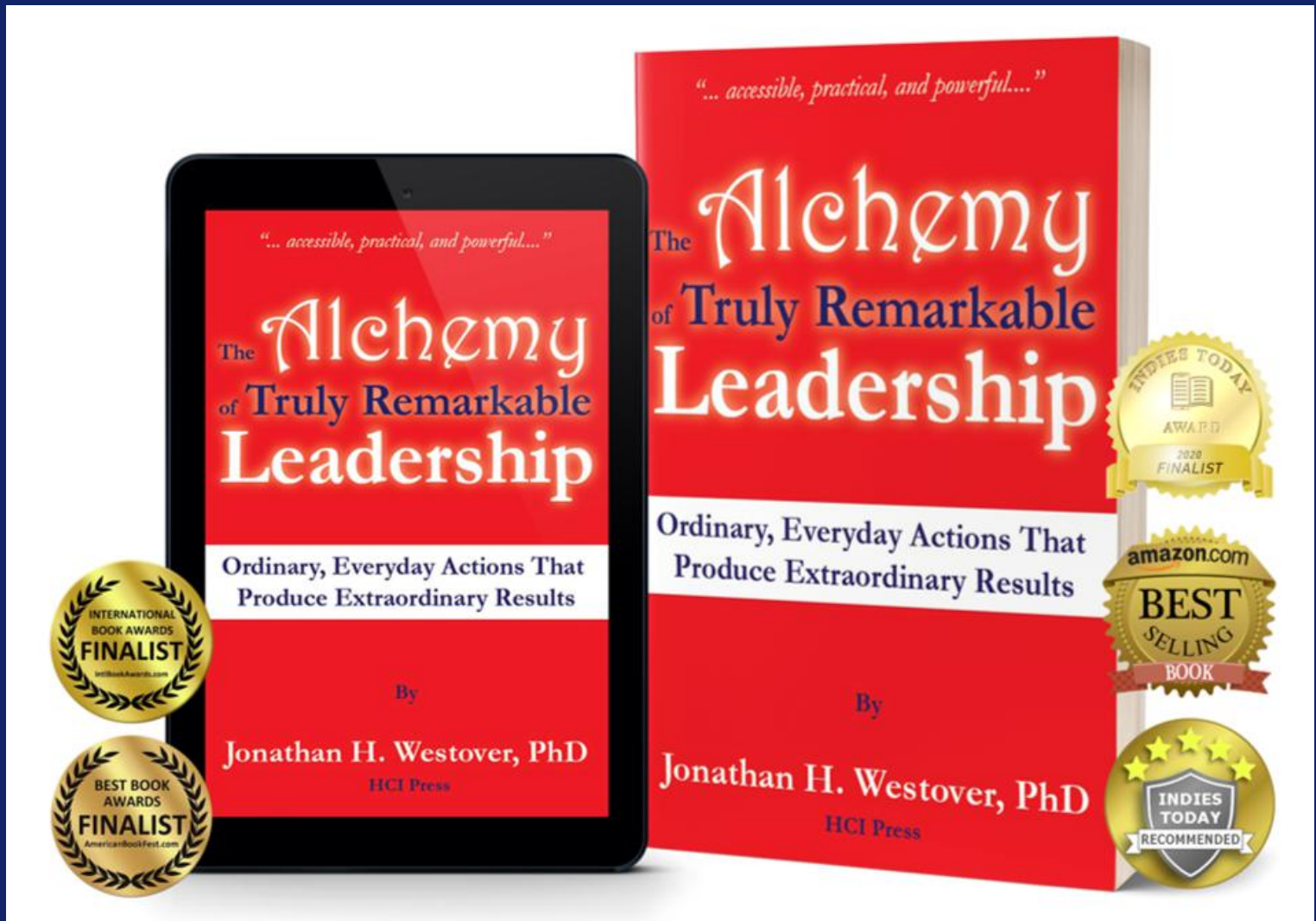
~ Dr. Amy Dufrane, SPHR, CAE, CEO of HRCI

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

Now available in Kindle, print, and audio formats on [Amazon!](#)

"Dr. Westover has done the work to make what's required for leadership in today's complex world accessible, practical, and powerful. This must-read book covers all the components necessary to become a more conscious, impactful leader by introducing critical concepts, inviting self-reflection, and setting a path for accountability."

~ Shonna Waters, PhD,, Vice President at BetterUp



"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."

~ Dr. Steve Yacovelli ("The Gay Leadership Dude™")
Award-winning leadership author, speaker, and catalyst


"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."

~ Dr. Amy Dufrane, SPHR, CAE, CEO of HRCI




Table of Contents



-  **1** **5 Steps To Address Underperforming Employees**
by Jerry Fu



-  **4** **Fostering Curiosity Self Awareness and Authenticity In the Workplace**
by Jon Westover, PhD



-  **8** **5 Reasons Your Company's Market Dominance Potential Starts & Ends With EDI**
by Chesline Pierre-Paul



-  **11** **Futures Literacy and Developing a Futures Thinking Mindset**
by Dr Jon Westover



-  **14** **Why Data-Driven Hiring Has Never Been More Vital**
By Josh Millet

-  **18** **How Leaders Can Overcome Fear and Drive Organizational Success**
by Dr Jon Westover


-  **21** **Aligning The Three P's: A Strategic Solution to Recruiting, Retention, and Engagement**
by David Edwards



Are you looking for engaging content to help your team stretch and grow? Check out our latest episodes on the **Human Capital Innovations (HCI) Podcast!** Now with over 1100 episodes and over 500k listeners in 150+ countries around the world! The podcast is also ranked in the Top 10 Performance Management Podcasts, in the Top 10 Workplace Podcasts, in the Top 10 HR Podcasts, in the Top 10 Talent Management Podcasts, in the Top 15 Personal Development and Self-Improvement Podcasts, and in the Top 30 Leadership Podcasts, as well as in the top 20 Management Podcast country rankings in over 50 countries.

Maximize your personal and organizational potential with the **Human Capital Innovations (HCI) Podcast!** We're your source for personal, professional, and organizational growth and development. We share and discuss our own original research, explore recent industry reports and data, and interview leading academic and business executives from around the world. Join us for innovative practitioner-oriented content and discussions around all things leadership, HR, talent management, organizational development, change management, and social impact related. Check out our **latest episodes**, with many more to come!

Megaphone



Human Capital Innovations (HCI) Podca...

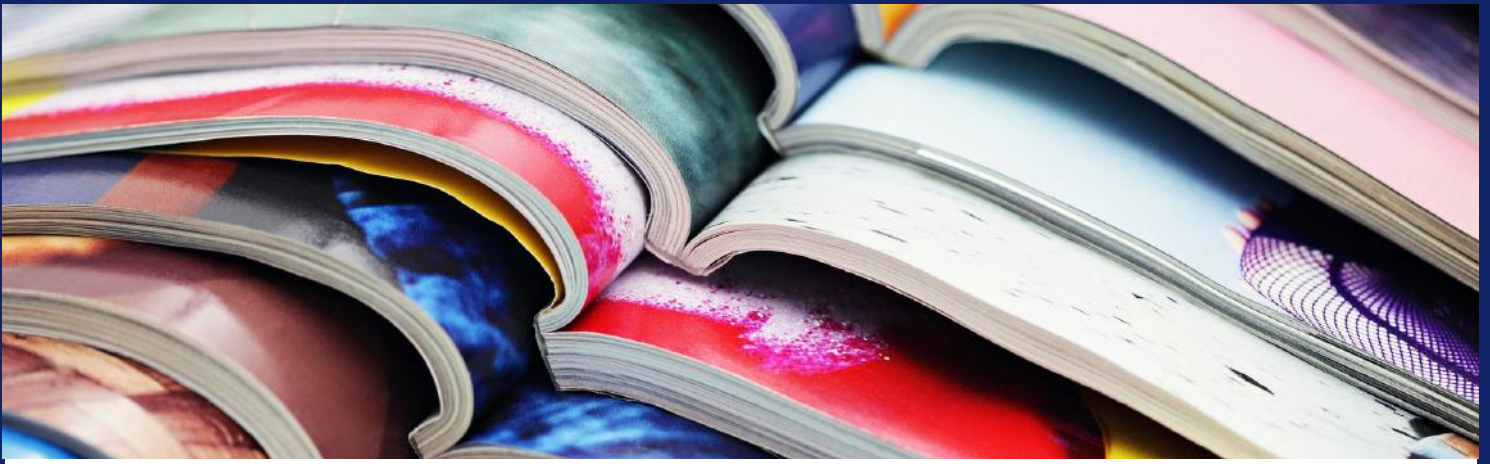
Maximize your personal and #OrganizationalPotential with the Human Capital Innovations (HCI) Podcast! We're your source for personal, professional, and #OrganizationalGrowth and development. We share our own original #Research, explore #IndustryTrends, and interview executives and thought leaders from across the globe. Join us for practitioner-oriented content around all things #Leadership, #HR, #TalentManagement, #OrganizationalDevelopment, and #ChangeManagement.

Podcast Rankings: #5 Workplace; #6 Performance Management; #7 HR; #11 Talent Management; #14 Personal Development; #25 Leadership

Business Management

- 1 S35E18 - Navigating the Complex Employee Health... 32 min
- 2 S35E17 - Slovenia HR Conference Keynote: Skills... 56 min

S35E18 - Navigating the Complex Employee Health... 32:06



Editorial Purpose: Human Capital Leadership is a free, interactive e-magazine with the mission to help individuals, leaders, and organizations find innovative approaches to maximize their human capital potential. We publish issues quarterly, in August, November, February, and May.

Human Capital Leadership is published quarterly by Human Capital Innovations, LLC: 730 W 210 S, Orem, Utah 84058. **Internet Address:** www.innovativehumancapital.com/hci-magazine

Submissions & Correspondence: Please send any correspondence, articles, letters to the editor, and requests to reprint, republish, or excerpt articles to HCIMagazine@innovativehumancapital.com.

For **Customer Service**, or information on products and services, please call 1-801-472-6397.

For **Advertising Opportunities**, email: sales@innovativehumancapital.com.

Human Capital Leadership Team

Jonathan H. Westover, Ph.D. - Managing Partner and Principal, Human Capital Innovations, LLC - Publisher and Managing Editor

Maureen S. Andrade, Ed.D. - Editorial Board

Eric J. Russell, Ed.D. - Editorial Board

Samuel Choi - Magazine Design and Layout

Cambree King - Magazine Design and Layout

Amber S. Westover - Magazine Design and Layout

Josi C. Anderson - Podcast Transcriber

Lia R. Westover - Graphic Design Assistant

Copyright © 2022 Human Capital Innovations, LLC. No part of this publication may be reproduced or transmitted in any form without written permission from the publisher. Quotations must be credited.





5 Steps To Address Underperforming Employees

by Jerry Fu

The following story is based on real events.

Esther is a sweet, pleasant employee. She has very good customer service skills and does her best to get along with her teammates. She is also punctual and takes initiative.

However, Esther is also forgetful. Several leads you assigned her fell through because she didn't follow up in time. This is partly because she lets urgent interruptions distract her. But she also lacks a routine to manage all the tasks she is responsible for, and she doesn't keep an organized desk.



One day, one of your biggest clients calls, reminding you that a key shipment is due to them tomorrow. When you examine the timeframe on their original request, you notice that Esther took the call three weeks ago. However, she had no documentation of any followup since then. In a frantic effort to see this through, you obtain the necessary supplies and request the earliest, most expensive delivery option available to make sure they still get what they need on time.



When you ask Esther what happened, she admits she doesn't know what happened to the paperwork from the original request. Her attempts to find it yield nothing as well.

You like Esther and want to avoid making her feel guilty for her error, but you can't afford to let mistakes like this sink your company, either.

Managers with empathy struggle to address broken expectations like this all the time. If you identify with Esther's boss, what best practices would help you? Here are five steps.

1. Don't wait to investigate.



Conflict-averse managers hesitate to engage while the pain of the failure is fresh. However, the longer they wait, the more frustration builds up. If you're going to address Esther, do so right after the situation concludes. If you don't confront the issue, Esther won't think you're serious, and she'll find a way to downplay the issue. She might even be surprised she didn't get in more trouble.

2. Listen to the other side of the story.



Since you helped resolve the situation, you may already have your evaluation in place. Even though you may justify your feelings of frustration or anger, take the time to hear Esther's full take on how things played out. She might offer evidence or perspective you were unaware of. The wisest time to decide on what to do next is only after you've assembled as much information as you can.

3. Emphasize the lessons, not the loss.



This habit takes some time to develop. No owner or manager likes to lose revenue, but focusing on what's broken won't help Esther improve. Instead, ask Esther what she learned from the situation. Then ask her what adjustments she will make to prevent something like this from happening again. Make sure she gets as specific as

possible about the changes. Good examples could include "Setting calendar reminders on my phone a week prior to any deadlines" or "Rearranging my desktop at the end of each day so tomorrow's most important tasks are ready the next morning." Don't settle for vague statements like "Do better" or "Get more organized." As her boss, you can offer suggestions if she struggles to come up with her own. To increase the odds her changes gain traction, let her choose the ones she wants instead of mandating what you think is best.

4. Follow up in a week.

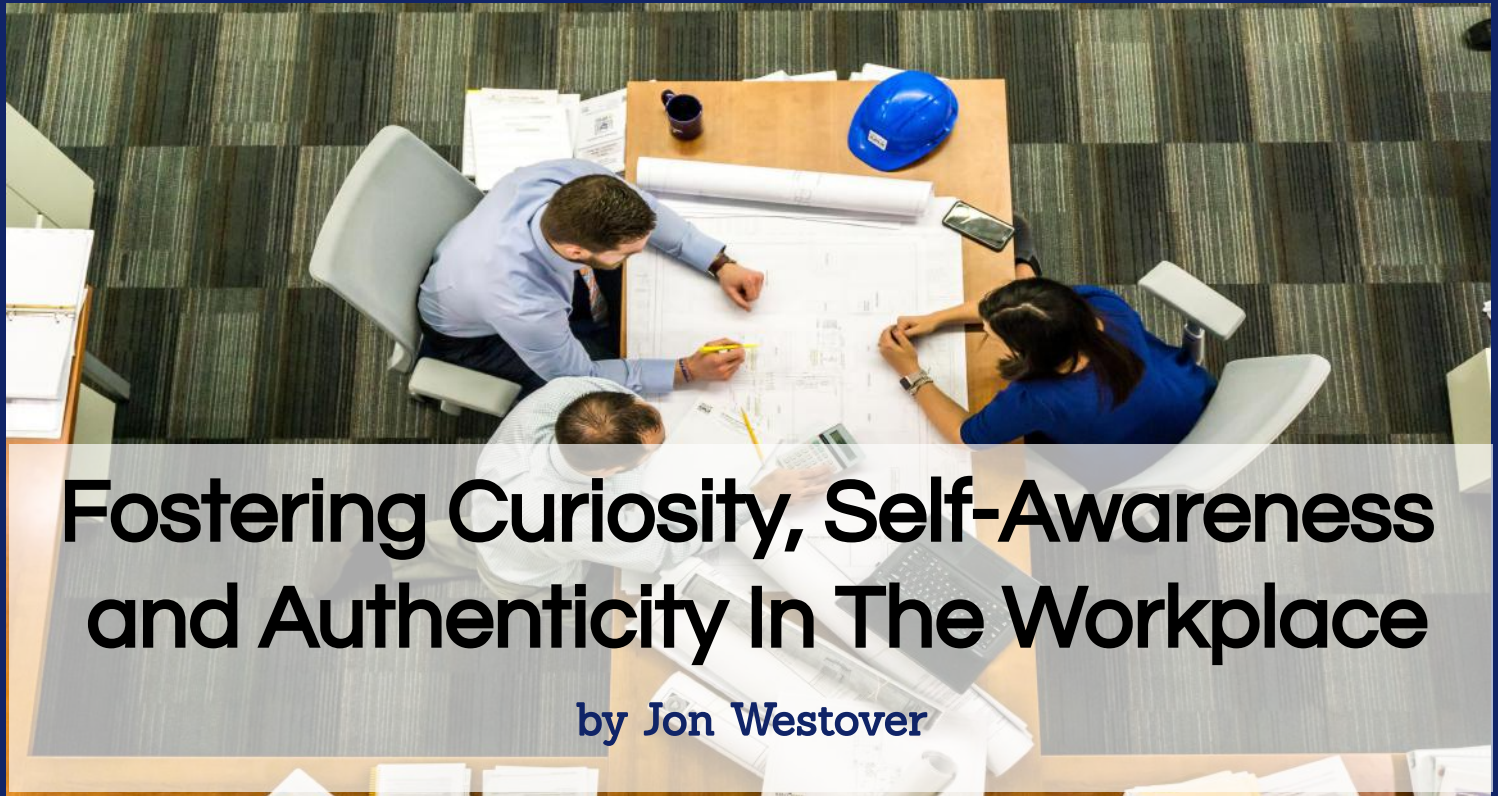
You want to give Esther some space to implement the new measures before touching base again. Monitoring her a day after this happened might come across as micromanaging. If you need to shorten the followup time, perhaps three days would be the soonest to revisit with her. Just make sure your check-ins feel supportive, not suspicious. Continue to ask questions so she can evaluate how to continue tweaking her changes. This will empower her more than any directives you give her.

5. End with reassurance.



Whether a situation like this deserves a written warning is up to you. Even if you issue one, remember that your goal is to help Esther be the best employee she can be for the company. Therefore, the most loving action you can take is to hold her to the standard the company needs to succeed. Don't stop there, though. The leaders who set themselves apart give their people not only high, clear standards, but also the support and guidance to exceed them.

Rather than blame others or myself, I stood back and looked at the big picture. I realized that I was part of a larger system that often created tension and stumbling blocks to clear communication and partnership. I focused on taking time to play and rest after work as well. Walking for an hour after work in nature was a way to debrief and decompress before I entered into my home environment. By releasing the stress of my day, I had energy to interact with my family with kindness and love.



Fostering Curiosity, Self-Awareness and Authenticity In The Workplace

by Jon Westover

Early in my life, I developed a keen sense of curiosity. While my curiosity has sometimes butted up against the status quo and existing systems of power (as I am always asking that annoying “why” question!), an intrinsic curiosity about the world, organizations and the interpersonal dynamics among those around me has largely served me well in my career.

Additionally, that same curiosity has pushed me to closely examine myself, as I try to better understand why I do what I do and how I interface with the world around me.

I have found that as I better understand myself, I can better understand those around me and show genuine compassion and empathy. A heightened self-awareness also helps me to be more authentically myself, as I have the courage to unapologetically be who I am and use my unique talents and abilities to serve those around me.

The Case For Curiosity

Not only is fostering a sense of curiosity important in our personal life, but curiosity



in the workplace is also an essential component to drive ongoing innovation and ensure your organization is remaining competitive and continually adding value to the market.

A recent HBR article argues the business case for curiosity: "Curiosity is much more important to an enterprise's performance than was previously thought. That's because cultivating it at all levels helps leaders and their employees adapt to uncertain market conditions and external pressures...by making small changes to the design of their organizations and the ways they manage their employees, leaders can encourage curiosity — and improve their companies. ... although leaders might say they treasure inquisitive minds, in fact most stifle curiosity, fearing it will increase risk and inefficiency."



While the business case of fostering curiosity is clear, very few leaders are able to effectively create and maintain the prerequisite environment that allows curiosity to bloom and thrive. It is not enough to merely say the right things — leaders at all levels need to consistently walk the walk and ensure that they are creating a curiosity-positive culture, where appropriate risk-taking is encouraged and rewarded,



where "failure" is framed as iterative learning and growth and where members of the team feel safe to speak up and speak out when the status quo or existing assumptions need to be challenged.

Creating a Curiosity Culture

A curiosity-encouraging and -promoting culture doesn't happen by accident. In fact, most organizations have bureaucratic mechanisms in place that actively discourage and stifle curiosity. So how do we go about developing and sustaining a culture of curiosity among our team?

A recent Forbes article highlights the importance and role of fear, assumptions, technology and environment in creating a culture of curiosity. The author suggests, "Once people learn what inhibits them, it is easier for them and their organizations to move forward to reap the rewards of developing a curious mindset."

Without first understanding the fears of our people and the environmental factors (policies, practices, procedures and cultural elements) that drive those fears, we have little hope of fostering and sustaining dynamic curiosity culture.

We also need to understand the assumptions behind the way information is interpreted and processed, how decisions are made in our team and organizational unit and ultimately the guiding principles and frameworks that guide our leaders' style and approach. Finally, how we leverage technology speaks volumes about our priorities, our values, our commitment to data and assessment and our commitment to support our people.

The Role Of Self-Awareness In Promoting Authenticity

Without first understanding ourselves, we will be hard-pressed to be effective in our interactions with those around us. Too often, we are rather oblivious to how we are coming across to others and how we are impacting those around us, despite what may be our best intentions. Additionally, without self-awareness, it is near impossible to be our true, authentic self as we interact with members of our team.

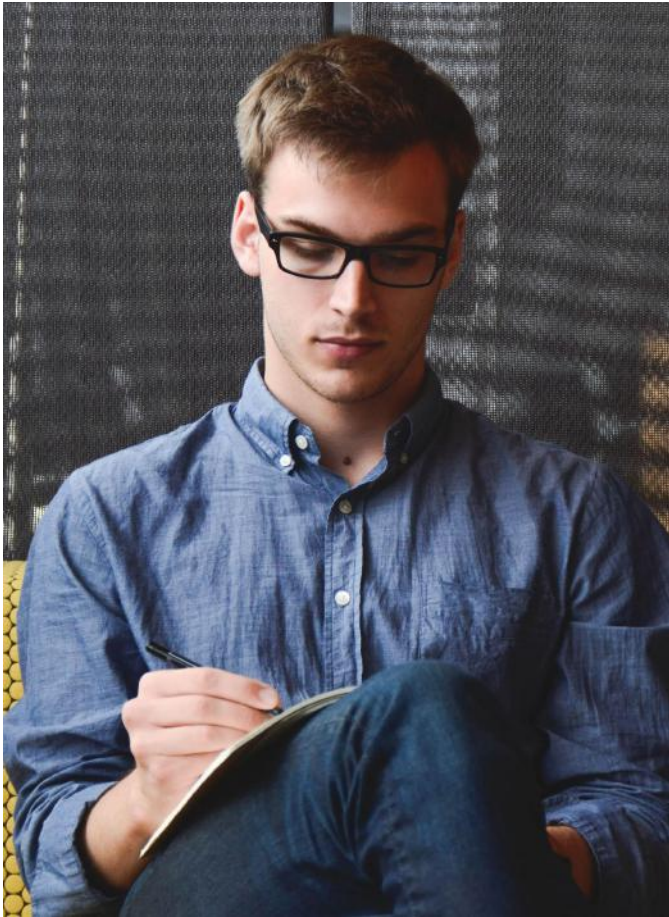
As leaders, we need to model, encourage and promote authenticity among our team. In a recent Forbes article, the author states today's employees "want to work for someone they feel they know well and trust. They don't expect perfection; they expect honesty and openness. ... Authentic leaders know this. They openly face their gifts and strengths as well as their vulnerabilities and development challenges. They know themselves well. They don't try to be someone they're not, no matter



the environment or circumstances. And through their own authenticity, they make it safe for others to be themselves at work, too."

If we want an authentically curious culture, we must create a psychologically safe environment for our team, where everyone has permission to be vulnerable and bring their whole authentic self to work! As said in another recent Forbes article, "This is generally only achieved in time by allowing people to express opinions in a non-judgmental space, contribute to the greater good of the organization, and be allowed to be different from the status quo without ramification."

There is no shortcut to creating this type of environment, where members of your team feel safe enough to be their true, whole selves at work. It starts with developing genuine relationships of mutual accountability and trust with your people, which can only happen over time.



Conclusion

In order to find happiness and fulfillment in life, let alone at work, we first need to foster an unquenchable curiosity about the world. This curiosity should extend to ourselves, and as we become more self-aware, we can then model authenticity for our team and give everyone permission to bring their whole authentic self to work.

But as we prioritize the time and energy to develop these relationships, psychological safety will increase and team members' willingness to be vulnerable and authentic at work will increase.



5 Reasons Your Company's Market Dominance Potential Starts & Ends With EDI

by Chesline Pierre-Paul

Most businesses are hemorrhaging big money in business growth opportunities. Their incapacity to develop global competence internally disables trade and growth for their teams.

The corporate marketplace rewards companies whose corporate standard centers, rewards, and operationalizes EDI (Equity, Diversity, & Inclusion).

As covered in my previous article (Why White America Cannot Afford To Be Racist), a non-diverse management and leadership membership perform as a business that has incurred a "tariff on trade".



When we take this a little deeper and when we more expansively further the analysis, here's what we come away with;

- a diverse C-suite and workforce means a "greater access to markets and resources" (LenguaTec 2018)
- "improved reputation with specific geographical markets" (Jill Konrath 2006)
- a greater capacity to broker deals across "big and complex markets" (Alexika 2018)
- the opportunity to develop new profit centers
- the opportunity to strengthen a greater international client portfolio



All of the afore-mentioned empower businesses to tap into “additional potential for revenue gain” without ever needing to develop new products or services (Forbes 2014).



EDI means that with the selfsame original business value and offering you can:

- amplify reach across old and new markets
- hit a greater critical mass of your “smallest viable audience” (Set Godin)
- increase name recognition and brand awareness
- get more of a foot-in-the-door leverage with big international clients
- conduct international business with a lesser rate of administrative/clerical errors and miscommunications
- unlock new demographics within the same geographical area
- “enable competitive inroads” and mitigate opportunity cost (Jill Konrath)

To be market-dominant, one must:

- develop an international focus
- “leverage simultaneous markets” (TranslateMedia 2015), and
- establish strategic partnerships with international clients, brands, and stakeholders

EDI organically compels you to automate a strategic planning and scaling and growth strategy wherethrough talent brings their cojoined networks, client bases, “competitive inroads”, assets, expertise, and competitive intelligence to the mix.



When your diverse talent holistically stewards and informs your international expansion and go-to-market strategies, your operating baseline as an industry leader is competitively more sizeable, value-adding, and high-leverage. Thus, your operational default sets you up to be more global market-ready because of your ingrained ability to establish new clients, increase unit volume (per transaction), execute greater rollouts, and “increase response rates from [high-leverage] prospective [international] clients” (Jill Konrath).

All in all, EDI (when properly and tactically implemented at scale) means:

- drastically improved profit margins
- global impact
- go-to expert status
- increased market shares
- an expanded target market

When we throw in the necessary facts and figures EDI helps companies save billions in miscommunications - “\$37 billions annually in the US” - (LenguaTec 2018).

It increases bilateral trade (through the use of multilingual corporate mandates) by 75% and 170% (TranslateMedia 2015). It ramps up company revenue by 1500% in corporate teams with “high levels of racial diversity” (America Sociological Association 2019).



In a Western-first corporate world, going global means centering organizational clients and partners who are institutionally domestically alienated. Therefore, to land deals within that paradigm, cross-cultural intelligence is paramount. That’s where EDI comes in to facilitate that broadening of perspectives into viable international expansion and global business development.

Loved this article? Feel free to tune into others like it on how to make money, make a difference, and create legacy whilst stepping into your truth; [click here](#) for more.

Helping C-Suites in Mission-Driven Global Companies Scale Deep Into High-Growth International Markets by Leveraging Top 10 Business Languages & by Centering The Power of Diverse Executive Leadership | Global Leader



Futures Literacy And Developing A Futures-Thinking Mindset

by Jon Westover, PHD

These days, uncertainty is the name of the game. Business and community leaders have to grapple with complex societal drivers of change, including disruptive technological innovations and the shifting geopolitical and socioeconomic landscapes resulting from globalization. UNESCO explains it this way: “The future is uncertain. Climate change, pandemics, economic crisis, social exclusion, racism, the oppression of women, inter-generational conflict, and more, shatter the conventional images of the future that humans use to plan, to feel secure, to be confident enough to invest in tomorrow.”

With no shortage of existential obstacles facing the organizations of the future, leaders both bear the burden of responsibility and have the opportunity to address these challenges to prepare their people and their organizations for the future of work.

Developing Futures Literacy



The problem is, there is no crystal ball and no one can actually see the future. Once more, we all have generations of ingrained social programming through existing norms and culture, with the associated prejudices and confirmation bias. As a recent Medium article put it, “They have limited our ability to imagine outside predefined paradigms, or to sense and make sense of phenomena that may not belong to pre-existing models.” If we want to prepare for an unknowable and uncertain future,

we must seek meaning and images of the future that fundamentally break free of these constricting paradigms and pre-existing models.

So if no one has a crystal ball and we can't know the future, why even bother? Why is it important to develop a futures-thinking mindset? One way to think about this is what is called futures literacy, which we should consider every bit as essential as other forms of literacy in the workplace. UNESCO defines futures literacy as "a capability. It is the skill that allows people to better understand the role of the future in what they see and do. Being futures literate empowers the imagination, enhances our ability to prepare, recover and invent as changes occur." In other words, through futures literacy, we increase our ability to effectively see through a glass darkly and look into the messy, complex and unknown future and persevere in creating a clear vision for our people that we can then work toward fulfilling.



Developing A Futures-Thinking Mindset

Recognizing the importance of futures literacy, how can we develop a futures-thinking mindset? A recent Medium article outlines two important factors:

1) take an interest in the possible, and not only the actual, and 2) understand the changing system. A futures-thinking mindset requires us to foster hope in what may currently seem likely unattainable, but is still possible, however improbable. If we are only focused on the observable here and now, without stretching our imagination and exercising our optimism, we will always fail to see around the corner and prepare for future disruptions. Additionally, as we continually scan the external environment to better understand the underlying mechanisms and systems at play, and the drivers of those changing systems, we can tie our imaginative optimism to creating a clearer understanding of how to drive needed systemic change to generate the future we hope for.

Scenario Planning

Another way to build upon the possible and understand the changing system that impacts our unknown future is through scenario planning. As defined in a recent Forbes article, “Scenarios are alternate futures in which today's decisions may play out. They are stories with beginnings, middles and ends. Good scenarios have twists and turns that show how the environment might change over time.”

One way to approach scenario planning is through employing the utopian, status quo and dystopian typology:

Utopian Scenario: A utopian, or “best case,” scenario helps us think through what possible positive futures might look like. While a utopian scenario may be unlikely, it can provide us with something to strive for and can generate the hope and purpose that can lead to behavior change. Even if we don't ever arrive at the full utopian outcome, coming up short in our shooting for the stars, we can still see dramatic improvements.



Status Quo Scenario: A status quo scenario helps us think through everything that will need to happen just in order to just keep things the way they are. Maintaining the status quo is a difficult task in and of itself, and it is important to recognize how much work and how many resources it will take just to sustain current initiatives, programs and events. A status quo scenario isn't exciting and usually won't capture the imagination of your people, but it can be a good way to plan for a sustainable future outcome.

Dystopian Scenario: Nobody wants the dystopian outcome, but it is vital that we be clear-eyed regarding the threats we face and that we systematically work through how we will respond to a range of unforeseen challenges and obstacles in a complex and unknown future. Just like the utopian scenario, the dystopian scenario is also unlikely. But having a healthy acknowledgment of what could go wrong will help you plan and prepare.

Conclusion

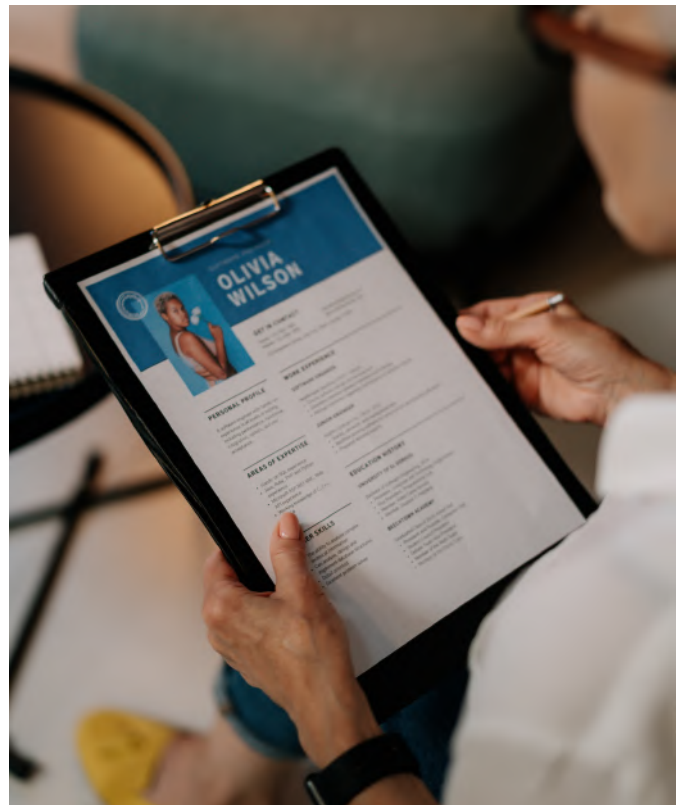
As the saying goes, “In this world, nothing is certain except death and taxes.” A corollary to this is that we can count on uncertainty, continual disruption and constant change all around us. We get to decide how we choose to respond to this uncertainty. Through developing a futures literacy capability and fostering a futures-thinking mindset, we may not be able to see into the future, but we will be better equipped to prepare, plan and innovate to create the future we hope for.

Why Data-Driven Hiring Has Never Been More Vital

By Josh Millet

Over the past two years, HR teams have faced some of the strongest hiring and retention headwinds that they have encountered in decades. The labor market remains extremely tight, employee demands are increasingly stringent (driven by factors ranging from rampant inflation to cultural shifts spurred by the COVID-19 pandemic), and the need for high-skilled workers will only continue to rise.

Despite these extremely difficult conditions, many HR teams haven't adjusted their hiring strategies accordingly. They're still using outdated hiring tools like resumes and unstructured interviews to identify and recruit new people – tools that are leading to bad hires, driving turnover, and putting companies at a serious competitive disadvantage. This situation would be bad enough if every company was stuck with these methods, but in an environment where many of their competitors are adopting more effective hiring strategies, the failure to keep pace will have even more profound negative consequences for their businesses.

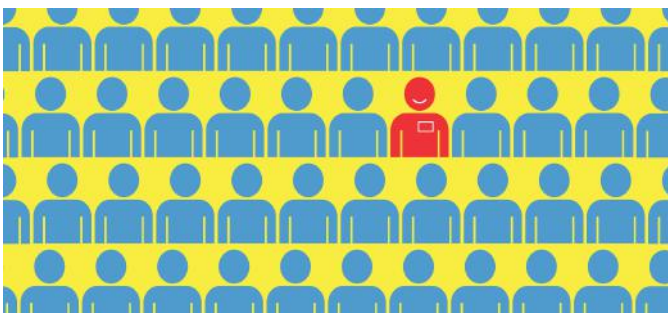


This is why all companies should adopt data-driven hiring practices, especially as the labor market shows no sign of cooling down anytime soon. There are many resources that will make your hiring process more rigorous and predictive, as well as better at building a diverse and inclusive workforce. Now is the time for companies to adopt these resources and leave defunct hiring strategies behind.

Upending the status quo

It has been clear for many years that companies are in desperate need of a new approach to hiring. Resumes and unstructured interviews are the tools HR teams have long relied upon to discover and hire talent, both of which have major shortcomings that make them unreliable predictors of employee success.

For example, 40 percent of job-seekers say they would misrepresent their qualifications on a resume, while bias is a notorious problem for the resume review process. Meanwhile, unstructured interviews don't just consistently fail to predict employee success – they often actively work against hiring managers by sidetracking them with irrelevant information. Considering how ubiquitous resumes and unstructured interviews are, is it any wonder that HR leaders and hiring managers say they would only rehire 61 percent of their recent hires?



For HR professionals, the most important test of an evaluative tool is whether it has predictive validity, and the core components of many hiring strategies are failing this test. Instead of giving hiring managers an accurate idea of how employees will perform on the job, interact with colleagues, and so on, resumes and unstructured interviews are distracting them with so much noise that they can't isolate the signal.

Building a hiring strategy for the modern workforce

An IBM survey of 14,000 people in nine countries (conducted in early 2021) found that 27 percent of employees were planning to change jobs that year. Beyond the reasons employees often cite for leaving their jobs (such as the demand for salary increases and advancement opportunities), respondents ranked flexibility and the need for meaningful work as top reasons for moving on. This is a reminder that employee expectations have shifted in recent years – one of the reasons flexibility is a top priority is the fact that employees became accustomed to remote work, as well as less interference with how and where they worked during the pandemic.



According to the Bureau of Labor Statistics, there were 11.5 million job openings at the end of March, while “quits edged up to a series high of 4.5 million.” This is why it’s no surprise that companies are increasingly focused on meeting employees’ needs, but they should also be thinking about their own needs and priorities. Gartner reports that just 16 percent of new hires “possess the needed skills for both their current role and the future.” However, Gartner also found that companies could address this problem with HR adjustments, such as prioritizing tangible skills over “hiring profiles,” uncovering the “total skills market instead of targeting known talent pools,” and focusing on creating value for employees.

When companies make these changes, Gartner found that they see a 24 percent increase in quality of hire. Considering the fact that two of these three changes have to do with how companies hire, let’s take a look at which hiring strategies have the greatest chance of success.



The power of data-driven hiring

The essential test of any hiring process is whether it can identify the skills and abilities employees actually possess and determine how they will perform on the job. This can be done with pre-employment assessments which provide a clear picture of candidates’ cognitive ability (one of the most valid predictors of job performance), skills such as digital literacy, and other qualities such as emotional intelligence and conscientiousness.



At a time when HR professionals are struggling to retain employees and competition for talent is fierce, a data-driven hiring strategy won’t just help companies stand out in the labor market – it will also improve retention rates, diversity and inclusion, and company cultures. When companies hire candidates who are better suited for their roles, they reduce the chances that these candidates will move on to other opportunities – a key element of engagement (according to Gallup) is the perception that an employee has the “opportunity to do what I do best every day.” Meanwhile, when companies drop biased hiring methods like resumes and unstructured interviews, they’ll help hiring managers identify and recruit diverse talent.

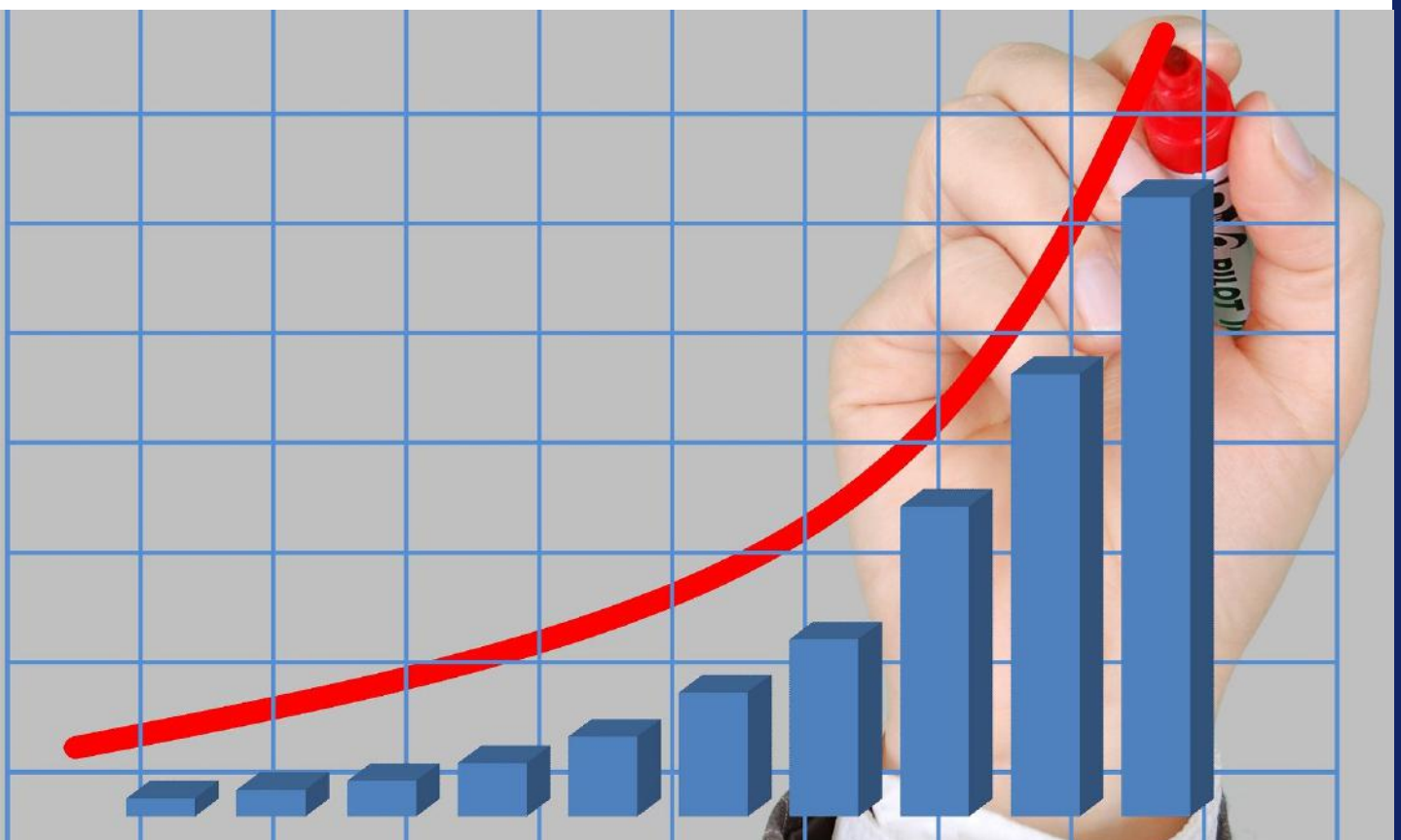
All these improvements will have a dramatic impact on your company culture. Beyond the fact that diversity is a key factor candidates consider when assessing job offers, the other benefits of data-driven hiring aren't in doubt – it helps companies hire employees who are more skilled, emotionally intelligent, and productive. This will help teams function better, build a healthier culture, and improve performance.



Josh is the Founder and CEO of Criteria, an assessment company dedicated to helping organizations make better talent decisions using objective, multidimensional data. He started the company in 2006 with a vision to create a SaaS-based pre-employment testing service that would make the highest quality employee assessment tools accessible to companies of all sizes.

Prior to launching Criteria, Josh co-founded an online test preparation company, Number2.com, which was acquired by Xap Corp in 2002. After the acquisition, Josh served as the President of Xap's test prep division.

Josh holds a Ph.D. in history from Harvard University, where he was a Fulbright Scholar and a Mellon Fellow.



How Leaders Can Overcome Fear And Drive Organizational Success

by Jon Westover, PHD

We all experience inflection points in our lives, where we encounter uncertainty, challenges and our greatest fears and must choose the path we will take: retreat to safety or face our fears head-on and let the consequences follow. And while we will likely face these inflection points in all aspects of our life, often some of the most challenging defining moments we encounter come when we are in various positions of leadership. How can we develop the resilience necessary to overcome the fear and anxiety that we will inevitably face in our various leadership roles?



1. Lean into the nuance, messiness and complexity.

To say the modern workplace is complex is a dramatic understatement. Leading a healthy, sustainable, people-centric organization that is continuously competitive in the marketplace requires some serious multivariable calculus. This complexity, inherent messiness and endless nuance are often fear- and anxiety-inducing and can be exhausting. But the current business climate doesn't need to drive our fears, rather it can feed our creativity!

Today's leaders, and those who will be leading organizations in the future, need to develop the ability to lean into the messiness. As the authors of a Harvard Business Review article, "The Best Leaders Are Humble Leaders," write, "Ambiguity and uncertainty are par for the course in today's business environment. So why not embrace them? When leaders humbly admit that they don't have all the answers, they create space for others to step forward and offer solutions."

Openly acknowledge the challenges you are facing and the corresponding complexities. Lean on the expertise of your people to drive new innovative solutions and you can turn the fear and anxiety-inducing circumstances into successes for you and your team.



2. Avoid dogma, rigidity and certainty.

One of my favorite religious books is Peter Enn's *The Sin of Certainty*. He addresses the dangers of dogma, rigidity and certainty within a religious context and argues for greater flexibility and humility within one's religious beliefs and behaviors, but his message can also be applied in a broader leadership context.

The reality is we face a range of dogmas within the workplace — everything from rigidity around organizational norms, policies, practices and procedures to broader societal dogmas (political, religious, economic, etc.). Fearful of the complexities and shifting ground around them,

leaders are often tempted to exude faux confidence and certainty in relation to the organizational context and challenges facing them and their people. But this doesn't actually serve anyone. Fear-based rigidity leads to an inability to iterate, adapt and pivot relative to shifting internal and external conditions.

Remember that it's okay to not know the right path forward. Work with your team in creating a vision and strategy that can help guide your activities and provide the scaffolding for success, while also providing the flexibility to adjust as needed.

3. Sidestep imposter syndrome.

One of the fears many leaders face is imposter syndrome. Chances are, at one point or another, you have experienced this yourself — feeling like you don't measure up, like everyone else around you is smarter, more experienced and capable, or you feel out of place, like who are you to lead this team? These thoughts are particularly common when new managers take on their first significant leadership role.

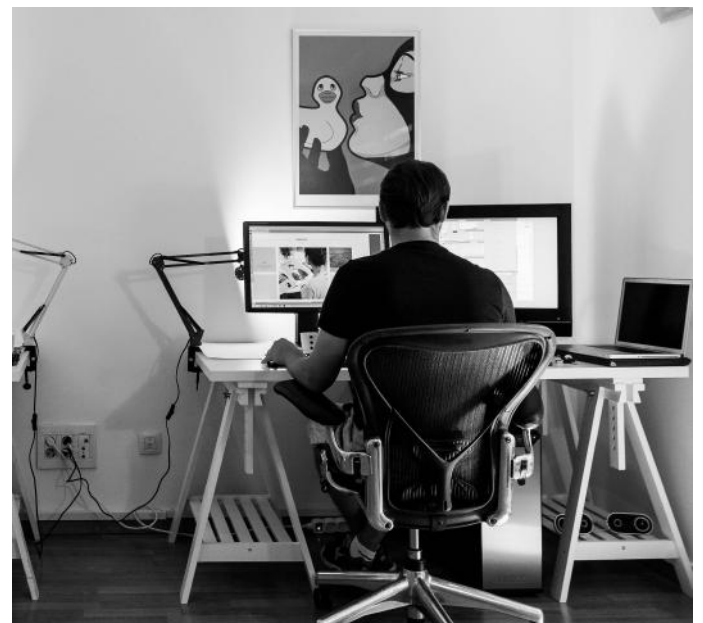
As a *Forbes* article puts it: "Leaders managing high-talented teams are likely to encounter impostor syndrome, but by encouraging questions, utilizing vulnerability and prioritizing problem-solving, they can ensure team morale remains strong — and help their employees feel the success they deserve."



"When leaders showcase their own personal growth, they legitimize the growth and learning of others," the authors write, "by admitting to their own imperfections, they make it okay for others to be fallible, too."

You don't have to have it all figured out; no one on your team expects that. What they do expect is that you openly acknowledge your limitations and shortcomings, apologize when mistakes were made and continuously try to learn and grow, as well as encourage and support the continuous growth and development of your team.

In closing, the modern leader faces a wide array of complex challenges. While it can be tempting to try and reduce the organizational and work messiness and complexities into something more easily definable and actionable, we can't allow fears of the unknown to drive us or our teams. In following the advice above, we can transform into a truly confident and emotionally secure leader, ready to face our fears and anxieties head-on and tackle whatever is thrown our way!



A healthy level of humility and self-awareness is essential. In fact, as a leader, you shouldn't be an expert on everything, the most experienced, etc. You should be surrounding yourself with an amazing team and leaning on their expertise. However, if your imposter syndrome becomes debilitating, seek help and outside support.

4. Foster intellectual humility.

As noted above, we need to foster greater levels of intellectual humility in our leadership style and approach. We can't possibly be the expert on everything our team does. The weakest and most ineffectual leaders are often those who try to control the information and who assume they know best. The best leaders recognize the experience and expertise of their individual team members and empower everyone to leverage their disciplinary and functional knowledge for the benefit of the entire team.

One way to foster greater intellectual humility as a leader and among your team is to show vulnerability. The HBR article I mentioned previously argues that we should think of our mistakes as teachable moments.



Aligning The Three P's

A Strategic Solution to Recruiting, Retention, and Engagement

by David Edwards

For decades, perhaps longer, thought leaders have questioned the relationship between people at work and their bosses. In 2022 we are taking the conversation to the next level in the age of the “great resignation”. I have worked in health care for most of the last 35 years, usually in some senior leadership capacity. There has been a lot of focus on human resources, recruitment, and retention throughout a career spanning numerous cycles of labor excesses and shortages, technology changes, and economic boom and bust.

There have been a lot of articles about the issues organizations face. Agnes Therady wrote, “Employees Come First” in the March/April issue of The Journal of Healthcare Management. The May/June issue of “Healthcare Executive” is almost all about workforce following the lead article titled, “Building a Strong and Fulfilled Healthcare Workforce”. Outside the healthcare front the pre-pandemic Inc. Magazine for June 2019, and each June after was all about the “Best Workplaces”. Among other ideas from these articles here are a few that stand out.



Walk the talk.	Shared governance.
Appreciative inquiry.	Lead more than manage.
Servant leadership.	Rounding.
Predictive analytics.	A people first mindset.
Investment in people.	Staff focus groups.
Human kindness as a guiding force.	In-house staffing agency.
Remote/hybrid/virtual work.	Self-Scheduling.
Pay equity.	In-house training programs.
Leading is more than lip service.	Physical and emotional safety.
Human Resource policy as strategy.	Focus on soft skills.
On demand wage access.	Clear boundaries.
Communication.	Team focus.
Sign on bonus	Staff referral rewards

Some of these ideas are relatively simple to implement, like rounding. Some are much more challenging and require deep and long-term efforts, like leadership that is more than lip service. All of them are subject to a pedantic implementation as a tactic to solve an immediate problem. Any or several of them could be part of a truly transformative process to guide human working relations in profoundly more aligned and principled ways. Which type of effort this becomes is largely up to governance and senior leadership.

There are many companies that have outstanding reputations as leaders in the principles, processes, and practices of people. Amongst them are Netflix, Starbucks, SAS, REI, and many more. While the challenges have come to a crescendo during the pandemic, the issues of human beings coming together for a common purpose and how to lead people while managing things and living within budgets is as old as companies.



A common acronym for the more progressive of these efforts is ESG – Environmental, social, governance. Another movement to align broad constituents of people are “B” corporations. These organizations seek to take a broader view beyond just the financial bottom line. Unfortunately, many of even the best struggle. Paradoxes abound, for example, Starbucks CEO saw a 40 percent pay bump in 2021 around the same time he eliminated pandemic pay for baristas. Shortly thereafter he was criticized by his board for botching how he was trying to stop unionization efforts (not consistent with their ESG principles), that same board criticized management because they invested heavily in “Community Stores” in lower income areas (very ESG). My point is that many of our problems arise from a lack of alignment with agreed upon principles or a lack of clarity around what those principles, policies, and practices are.



If you are a senior leader at your company and you are having a hard time figuring out what to do, you are not alone even in the company of some of the best run organizations on the planet. If you are a front-line employee, you might feel torn by the stresses of work, inflation, pressures to organize, and pressures to not.

Given all this, which if you are working you know all too well, what is one to do? I have three suggestions, that on the one hand may not feel very satisfying, but on the other may be the only enduring solutions to a perplexing and chronic challenge.



First stop thinking about organizations as these unique and legally blessed independent things. Think about your organization as a group of people, human beings, who have willingly banded together to achieve some common purpose. In this mental model employees are not assets but value adding partners, even volunteers, who have come together to achieve some shared purpose.

Second realize that as a collection of human beings the principles that guide success for the broadest range of constituents are human principles. One might think of this as a people first organization. It will certainly bristle at the common tendency to think of the organization as a well-oiled machine that simply pulls levers and expects immediate results. In this regard it is a travesty that from 2004 to 2021 healthcare CEOs have cited finances as their number one concern, only in 2022 did labor shortages supplant money.

Finally, any envisioned solutions that are a knee-jerk reaction to a serious and perplexing problem will not be satisfying nor successful over time. Only a profound effort that aligns principle – Policy – and Practice will have the desired impact.



The three P's

Principles – at the level of governance you must decide what principles you are going to follow, which will guide your organization. As an organization whose only real value comes from people, and that inevitably serves people, and has further impact on communities of people, people focused principles are a good place to start. I urge you to throw out any tired old language and concepts about driving change, results, performance, maniacal focus on profits regardless of impact on communities of people.

The start here will be a bright light of focus on your mission, values, and vision (MVV). These statements of purpose, guides and boundaries, and intent are the foundational principles that guide every organization, for profit or not-for-profit. You likely have them. But do your policies and practices emulate them?

Policies – are the written words that should support your people, unify them if you will, in the carrying out of the MVV. This is quite simple but is made too complex too often. Alignment is the key here. Are the written policies aligned with the MVV? If not, they will create confusion, distrust, and distraction, none of which is good for people or business.

Practices – are what you might define as culture. This is what actually happens on the front lines, with front line leads and supervisors, managers, senior leaders, and the governing board. To allow behaviors that are not aligned with policies and principles is to encourage confusion, distrust, and distraction once again.



A primary focus of every leader at every level of the organization should be to seek as perfect alignment as possible through all levels of the organization, including how people treat each other, customers, vendors, and partners. As you succeed in this effort most of your “problems” will never be created, and thus never consume your time to fix. In this context all the bullet list of ideas at the start of this post become opportunities to encourage human performance, ability, connection, and balance. These in turn nurture innovation, focus, work/effort, and joy as a human being.



These human-principles aligned organizations will stand out like a bright light in a crowded marketplace. Recruitment and retention will be easier. Problem solving will take less time and creative mission accomplishment more. This organization of people will still have to deal with market forces, competition, government regulation, pandemics, labor shortages, et cetera. As a company of leaders, however, your capacity to effectively anticipate and retain your focus through these challenges will be vastly greater and the challenges will be less disruptive. Your ability to identify and take advantage of market opportunities will increase and nurture thriving during the best times.

Where do you start?



1. Realize first that this is a journey, and a potentially gut wrenching one. You are trying to transform your organization, which entails change at the individual, team, and company at all levels from reception to governance. It is bold and individual to the company so there is no simple checklist to check the box on. The next 7 steps are easy enough to write, massively challenging to implement thoughtfully and successfully, but overwhelmingly satisfying to human beings and collections of human beings pursuing a common purpose.

2. I would start with a discussion about organizations, people, and purpose. You will have to get governance involved in this and particularly if your board is inculcated with a mechanical metaphor, it could be a challenging process. Are you a machine, or group of people? How is your mission/purpose/governance influenced by that insight?



3. As an employer I would then offer a gift to all your employees. I would offer the gift of helping them to understand explicitly their personal core values. The process only takes a couple of hours for most people. The result for the employee will be greater meaning, well-being, and focus.

4. On this personal foundation they would be prepared to productively engage in an organizational process of determining the group's core values and then creating a connection between the individuals and organizations values. This connection will nurture engagement and motivation.

5. Building on these discussions and their guidance you could go through the process of producing a jointly created statement of intent, your shared vision if you will.



6. Go through your policies, handbooks, stories, compensation plans, performance systems, etc. and align them with the guiding documents and principles.

7. Your next strategic planning cycle will be guided and aligned by these jointly created guidance documents.

8. Your budgeting process is simply the funding of the strategic plan, so the money becomes aligned with your guiding documents.

This process, recognizing that people are busy and taking time for this people-leadership process must be balanced with normal work, could take from a few months to a year. I cannot see any other approach being transformative, however. In other words, efforts less than this will tend to be tactical in nature and have little long-term impact on the organization or people. I recognize that a bell curve applies here, and a few organizations will simply complain doing little, many will stick with tactics, tips, hacks et cetera, and a few at the far right of the curve will make the challenging effort to truly transform their organization to a people centered organization of leaders. What is your decision?



David Edwards worked in health care for 35 years. He took what he learned as a CFO, COO, and CEO and built on it as he researched how to correct what is wrong with healthcare in American. His epiphany, consistent with his career, enduring principles, and the latest in behavioral science led to the 10 principles of individual motivation. On these principles, applicable to all domains of life, individuals build lives of accomplishment, connection, and balance. Employers who offer the gift of these foundations help grow employees that are engaged, connected, and motivated.

LinkedIn www.linkedin.com/in/david-r-edwards-55ab3450 profile,



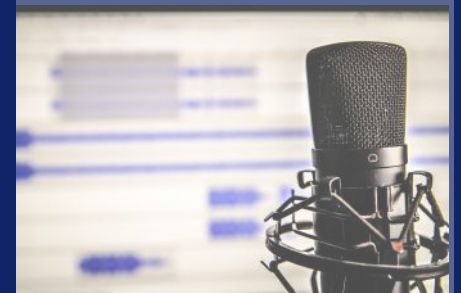
innovativehumancapital.com



HCI In Popular Media



HCI Blog



HCI Podcast



HCI Webinars



HCI One Sheets



HCI Snapshots



HCI Briefs



HCI Articles



HCI Books



Human Capital Innovations

© 2022

Human Capital Innovations, LLC