

Human Capital Leadership

by Human Capital Innovations, LLC

Helping You Maximize Your Human Capital Potential

Sustainable Leadership Issue

5 The Power of Heart-Centered Leadership

By Deborah Crowe

10 Leading Beyond #MeToo: 5 Practices to Inoculate Your Company Culture Against Sexual Harassment

By Christine T. Rose

14 Infodemics and the Wellness of Knowledge

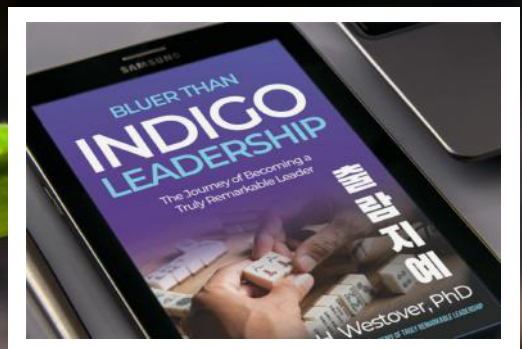
By Kirsten Garbini

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By Alex Brueckmann



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

Check out the Human Capital Innovations (HCI) Podcast



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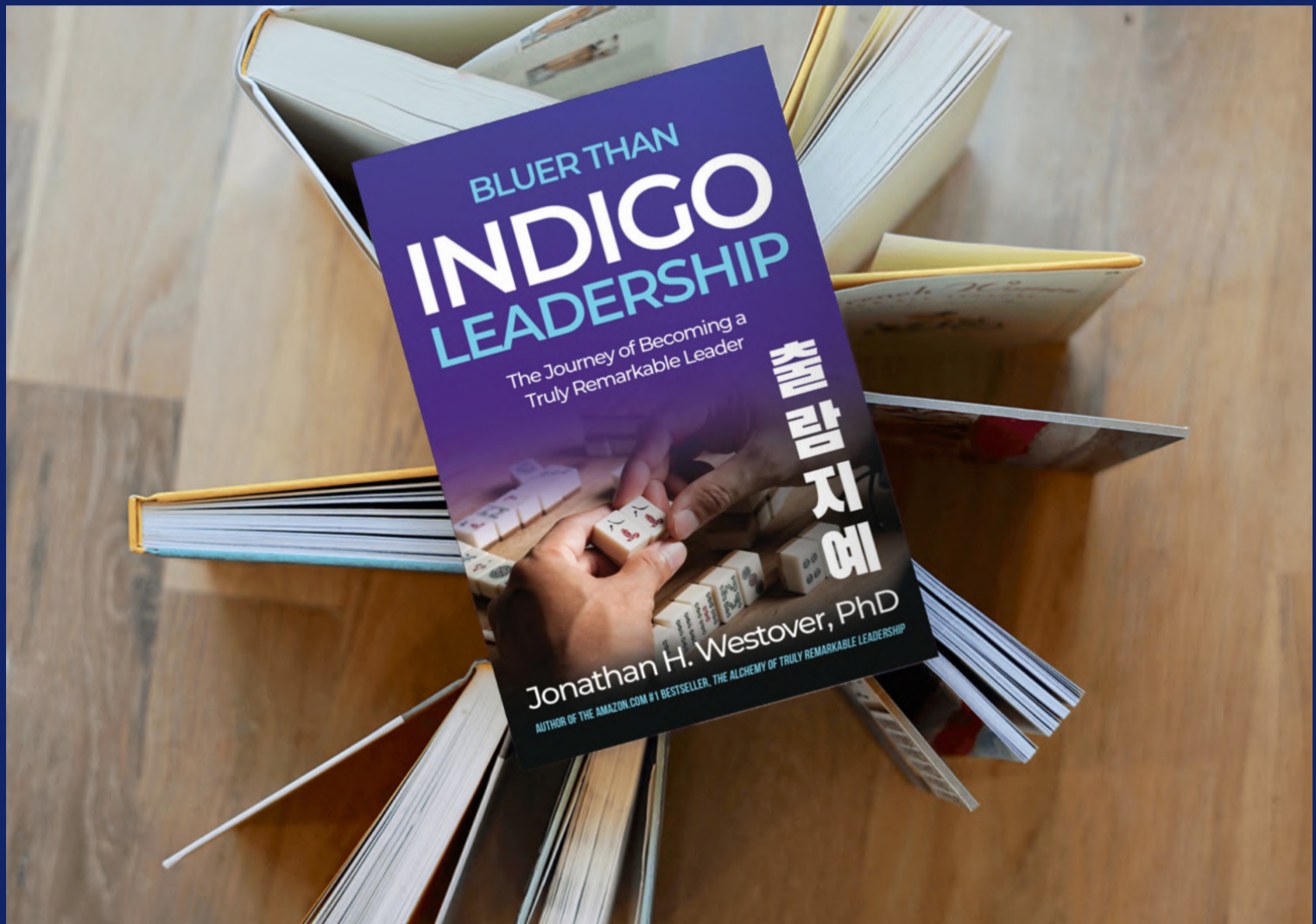
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'Bluer than Indigo' Leadership: The Journey of Becoming a Truly Remarkable Leader, by Jonathan H. Westover, PhD.

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"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



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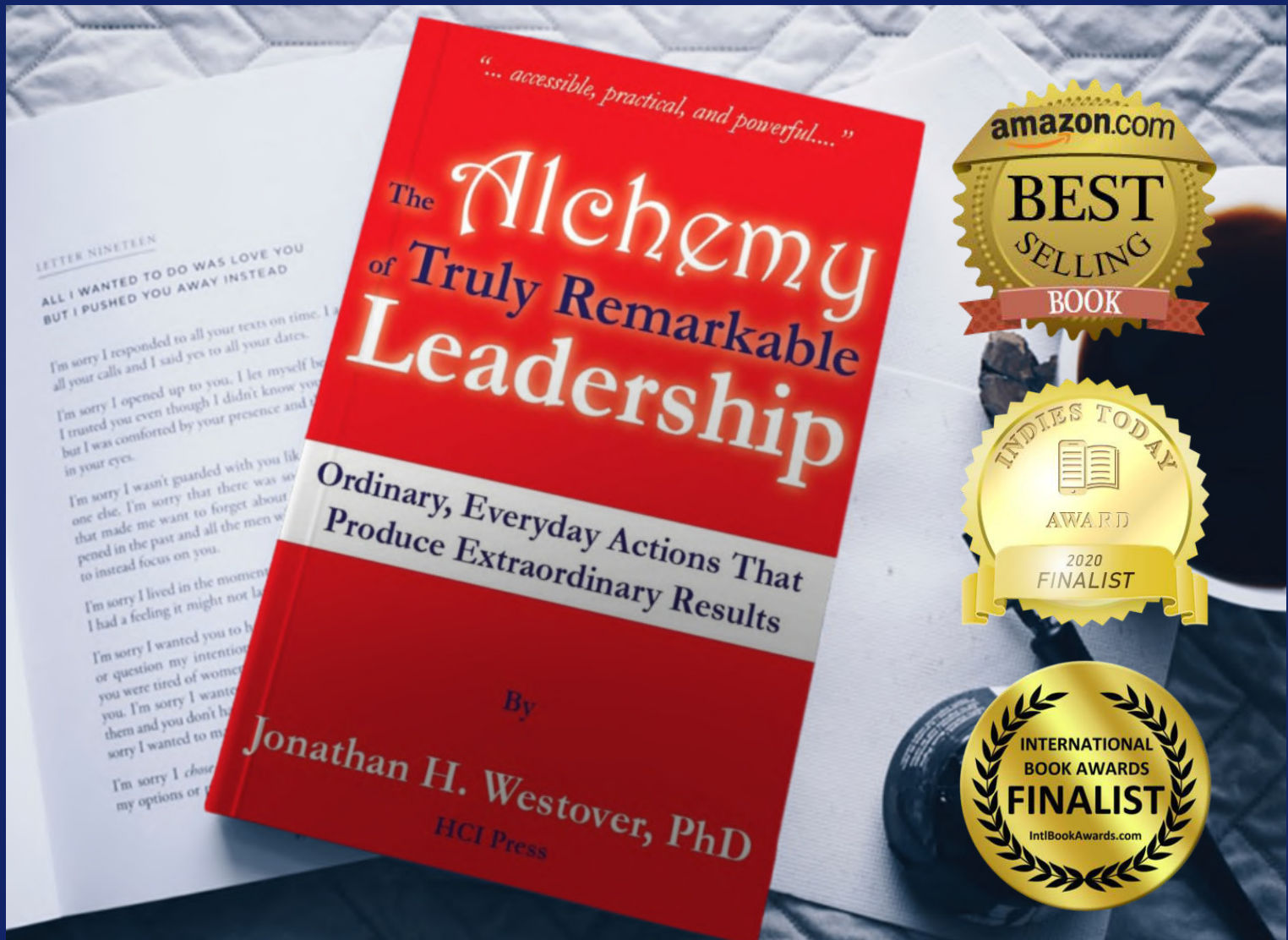


The Alchemy of Truly Remarkable Leadership: Ordinary, Everyday Actions that Produce Extraordinary Results, by Jonathan H. Westover, PhD.

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By Jonathan H. Westover, PhD

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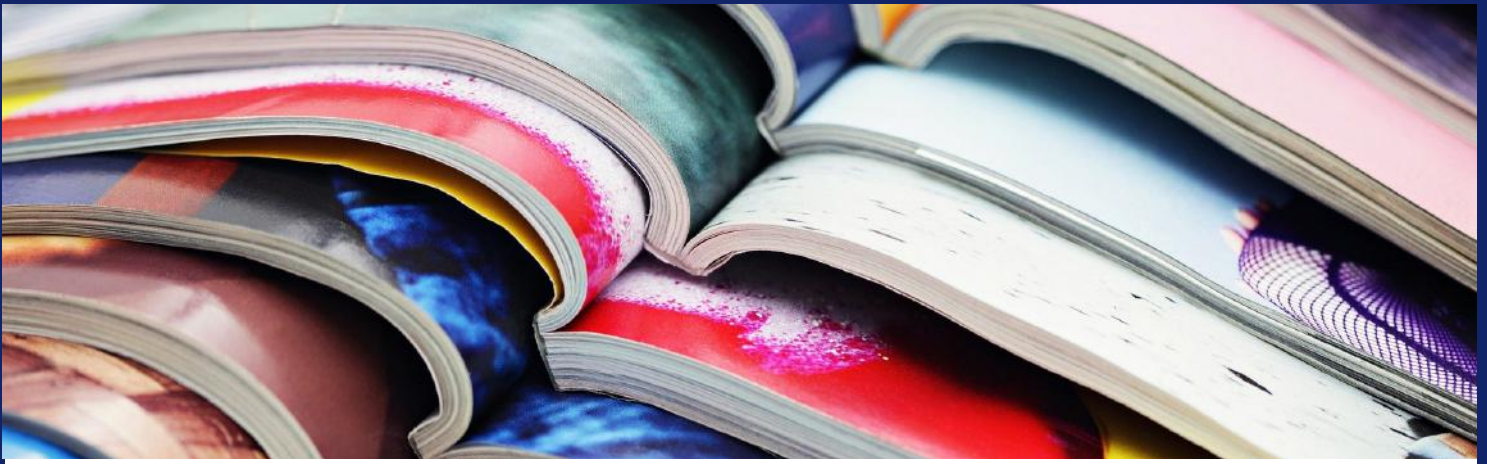
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WHERE TO LISTEN





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The Power of Heart-Centered Leadership

by Deborah Crowe

Leaders across the globe have been significantly challenged by the events affecting our daily lives since March 2020. All this time, I have had a virtual front seat to get to know and observe how leaders have utilized both sides of "VUCA." Might there be a recipe to help?

As you may already know, VUCA is an acronym first used in 1987. The U.S. Army War College introduced it to describe today's Volatility, Uncertainty, Complexity, and Ambiguity, which is the multi-lateral world we had entered at the end of the Cold War. By early 2017, Bill George – prominent executive and Board member – wrote in Forbes that our uncertainties had increased so much that we had entered VUCA 2.0. And that was long before the disruptions of COVID.



Bob Johansen of the Institute of the Future has suggested that leaders transform the VUCA acronym into Vision, Understanding, Clarity, and Agility instead of its current meaning. Leaders from all levels who have successfully shifted their focus achieved that outcome by reviewing, repositioning, and reassessing their organizations.

In following this trend among leaders as part of my coaching practice, I have observed six specific current global leadership challenges:

1. Being practical & encouraging effectiveness in others
2. Inspiring all employees
3. Developing employees
4. Leading a team with heart-centered qualities
5. Guiding change
6. Managing stakeholders

The critical element to all six of these challenges is people. When leaders can view their leadership intrinsically and see people first, it is a win-win for everyone.

Within the space of your calendar and the considerable number of decisions you need to make in a typical day, various sources estimate that an adult makes about 35,000 remotely conscious decisions each day. This number may sound ludicrous, but in fact, we make 227 decisions each day on food alone, according to researchers at Cornell University. As your level of responsibility increases, so does the vast number of choices leaders face and, in instances, with milliseconds to respond, delegate, or decide.

The Venn diagram below shows a clear depiction of a VUCA 2.0 model. It allows the business acumen components of knowledge, skill, and abilities combined with EQ, not IQ – fueled by your journey toward being a great, ongoing leader. When these components are combined, they form a natural and habitual way of being and thinking for someone in your leadership position, with heart-centered qualities as part of the core of your daily behavior.

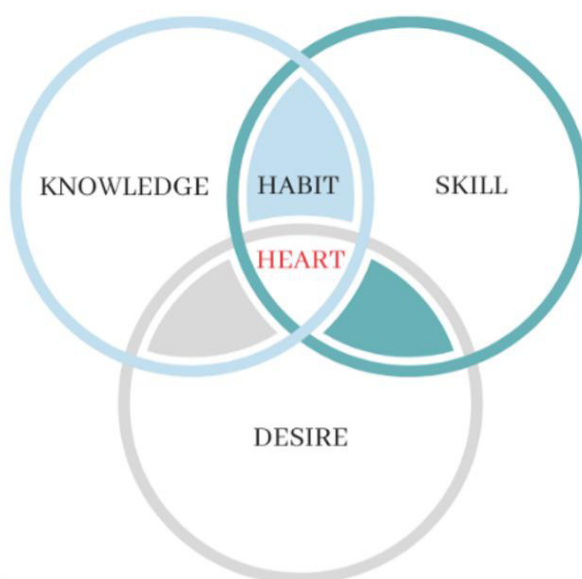
What does the future look like now?

As the world came to a halt with the COVID-19 pandemic, many of us experimented with a new employment model. Work-from-home and remote working policies went into effect.

However, the nature of some firms' work does not allow for a 100% remote work policy. The solution was to strike a balance between the two approaches — a compromise that has given rise to a hybrid workplace paradigm.

Many employees can now do their jobs while conducting some of their work outside the office with this arrangement. (The out-of-office component is completed from home.) As a result of social distancing policies, office spaces were redesigned based on the number of physical people at a given workplace based on their particular "socially distanced" capacity. Work schedules have been rearranged and made more flexible to accommodate both remote and in-office personnel.

HEART-CENTERED LEADERSHIP



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According to a recent Salesforce survey, at least 64% of employees are open to working from home occasionally. Another 37% wish to continue working from home full-time after the outbreak. This approach may sound quite intriguing in principle but putting it into practice can be a challenge.

Let us look at some of the benefits and drawbacks of a hybrid workplace:

Advantages of a Hybrid Workplace

- ♥ Emphasis on productivity rather than efficiency
- ♥ Operational cost savings
- ♥ Collaboration redefined
- ♥ Prioritization by employees

Disadvantages of a Hybrid Workplace

- Client experience has deteriorated
- Isolation of employees has increased
- Increased cyber-threats
- Overly politicized workplace

Consider Your Achievements

As a leader, what are you prouder and more satisfied to have organized and put into place? But also -- what, with 20/20 hindsight, might have been "imperfect" about what you have done?

Embracing your imperfection is key to heart-centered leadership being borderless. Offer an open invitation to allow others to sit in the observer's chair. Share your ' day in a life of ' with your leadership with transparency, vulnerability, and authenticity elements.

We are now a borderless global society, and we are all in the people business. The sector is no longer spoken of or separating us.

Also, please consider the various kinds of value you offer to the people and organization(s) you lead. Conduct a daily self-audit of the three best qualities you possess and note the ones you are consistently working to improve. Attentive listening seems to be at the top of the list for many executives.

End of Life

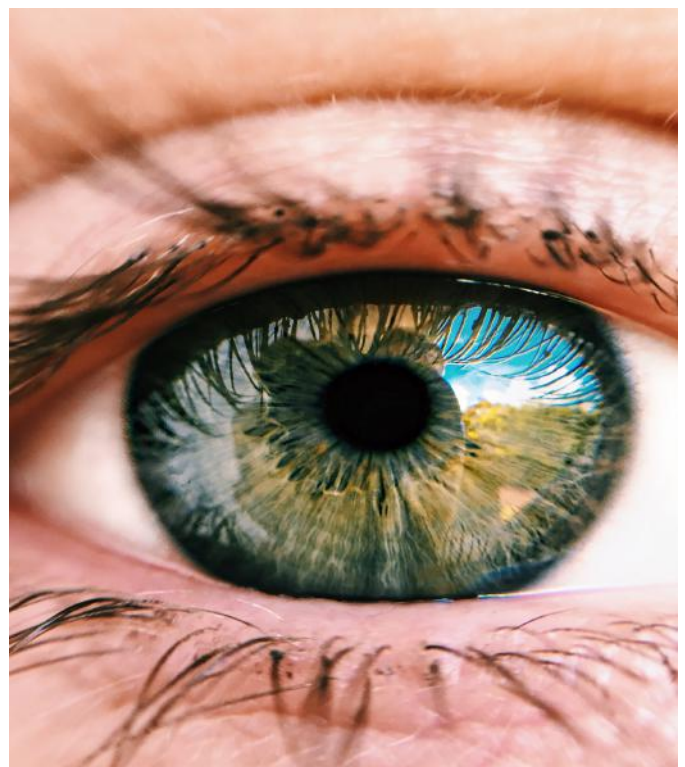
Think about your legacy. Yes, we will all get there, but none of us knows when our 'end' is.

I made a promise 11 years ago to five amazing people. 3 Vice Presidents and two CEOs. They are in my mind and heart daily. As I held their hands at the end of their lives in hospice, they spoke to me and questioned why they chose to pay the price to climb the proverbial ladder of success. Lost health, lost marriages, failed relationships with children and grandchildren, and for what?

I see the future as I used to manage it.

We have **ONE** life.

We have **ONE** chance to **BE**.



Whatever leadership level you now are at, consider these questions as a self-audit?

1. What do I want?
2. What is my end game?
3. Can I lead and inspire others?
4. Do I consider that your leadership qualities are evident to everyone?
5. Have I spent years developing your ability to lead a wide variety of people in any circumstance?
6. Is my charisma natural that people find irresistible?
7. Do I make it easy for people to trust and believe in your words and vision?
8. Are people attracted to me, and what do I have to say?
9. Are you a person that people follow willingly?
10. Is it my ability to inspire others that sets me apart?

When leaders know how to motivate people and present a probable future that others find attractive, it breeds trust and rapport. When leaders inspire others, they can give their best each day. When leaders inspire others to do their best, they demonstrate the depth of their leadership skills.



Perfect your ability to be imperfect to lead and inspire. Leaders may feel that they know so much; however, there is always more they can learn. Leaders avoid becoming lazy and complacent and are continuously improving their skills.

Leadership skills are at a premium in today's world. Do you know and feel that your skills are valued across the globe? As your leadership ability to lead grows, the number of opportunities available to grow as well.

Today, I challenge you to take full advantage of any opportunities to lead and inspire others. Intrinsicly do your best to be a great leader and strengthen your leadership skills even further.

Self-Reflection Questions:

1. What opportunities do I have to be a leader in my life?
2. What can I do to enhance my leadership abilities?
3. What are my greatest strengths as a leader?



Deb Crowe is an executive and business coach. She has 30+ years of global experience in top Fortune 500 companies in Canada, the United States, Europe, Asia, and Australia, leading and coaching Csuite leaders, executive and senior management professionals, and their teams. Deborah's goal is to help people and organizations create an experience they envision and coach them to achieve their dreams, goals, and aspirations.

Here is to being heart-centered. Suppose you are there, kudos to you. If you want to be, let us start. Join me in being an imperfect Chief Equanimity Officer. Equanimity will separate you from everyone else in leadership.

DEBORAH CROWE

Workwise: Training Work, USA, inc.com



HEART-CENTERED LEADERSHIP QUALITIES

1. TRUTHFUL



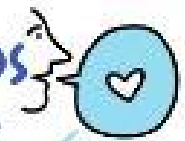
11. HELPS OTHERS RISE AND GIVE SUPPORT



2. TRUSTWORTHY



12. MINDFUL OF WORDS



3. MODELS SELF-CARE



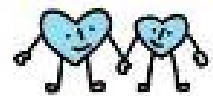
13. ATTENTIVE LISTENING



4. SERVANT LEADER



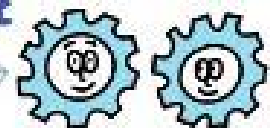
14. COMPASSIONATE FOR SELF AND OTHERS



5. OPEN-MINDED



15. RESPONSIBLE



6. OWN CHARACTER FLAWS



16. COMMITTED



7. LIFELONG LEARNER



17. OFFER A SAFE, WELCOMING ENVIRONMENT

8. AVID READER



18. ABILITY TO FAIL FORWARD



9. APPROACHABLE



19. EMPATHETIC



10. STRATEGIST



20. STRIVE TO MENTOR



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The Benefits of Having Weekends Off



Is more beneficial than having other days off. A shift worker put it by saying a "Wednesday is not a Saturday."

Having weekends off can help balance work and family.

Female employees gain the greatest utility from work schedules that avoid working the weekends.

Questions for Managers

1. What benefits do I see by allowing your employees to have weekends off?
2. What obstacles are in the way of implementing a five-day work week for your business?
3. How can I optimize productivity to allow weekends to be taken off regularly by employees?
4. If weekend work is unavoidable, can it be accomplished with a rotating schedule or incentives to make it more appealing to employees?
5. How would I make a rotating schedule fair to all employees?

- Female employees gain the greatest utility from weekends off because a high number of female employees that are responsible for childcare at home.
- Both men and women can benefit from having added time on the weekend to tend to their family's needs.
- The graph in the bottom left corner shows the impact on job satisfaction across generations based on the regularity of working on weekends.
- Across every generation, satisfaction increases as weekend work became less frequent.

Data from the International Social Survey Programme (ISSP) provides us with some understanding about the role of workplace flexibility on employee engagement and satisfaction, for 5 main age cohorts and across 37 countries.

Figure 1: Job Satisfaction Mean Score by Work Weekends—How Often Does Your Job Involve Working on Weekends?

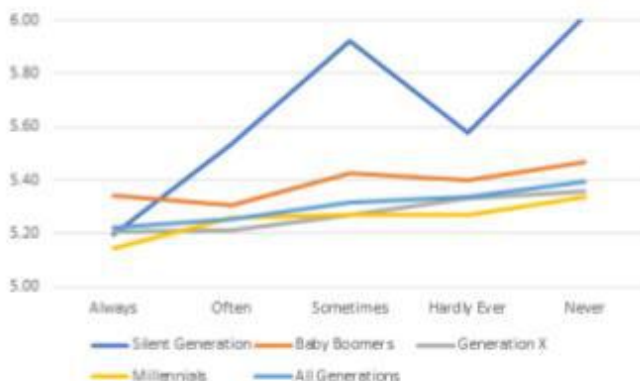
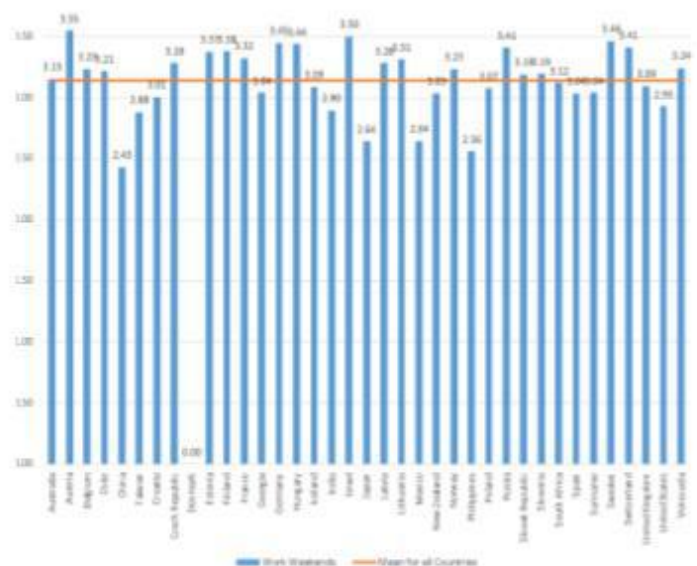


Figure 2: Mean Work Weekends Score by Country



Benefits of Working from Home



Working from home is a job perk and has increased employee success if implemented correctly.

Working from home can make balancing work and personal life easier.

Many employees look for the flexibility to split time between the office and their home when selecting a career.

- WFH has been part of the reason that employees have remained in the workforce with young children at home.
- Companies can support WFH employees through five pillars: Management culture, managers trust, HR support, financial support and technical support.
- Better WFH outcomes are predicted when employees can perform different tasks than those performed in the office.
- Employees will do tasks involving prolonged concentration from home and schedule meetings and interaction for their time in office.
- Having WFH employees meet at each other's houses allows the team to be closer and create a higher level of support throughout the team.
- The graph in the bottom left corner shows work satisfaction for each generation as they have less ability to work from home.

Questions for Managers

1. What parts of your employees' job descriptions could be achieved remotely?
2. How can I simplify and efficiently implement WFH practices into employees schedules?
3. What potential organizational and employee benefits could be achieved by implementing WFH practices?
4. Why should I look to WFH practices as a path towards higher employee engagement, satisfaction, and retention?

Data from the International Social Survey Programme (ISSP) provides us with some understanding about the role of workplace flexibility on employee engagement and satisfaction, for 5 main age cohorts and across 37 countries.

Figure 2: Working at Home Mean Scores, by Country

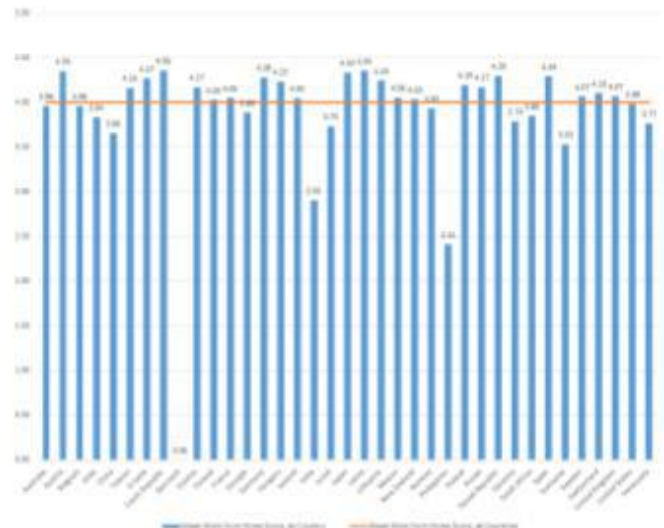
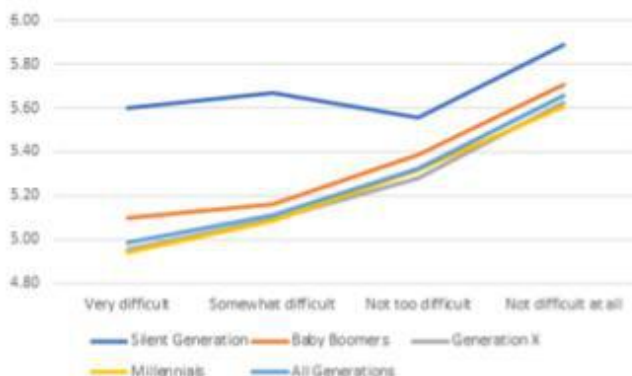



Figure 1: Job Satisfaction Mean Score by Work from Home—How Often Do You Work from Home During Usual Work Hours?





Leading Beyond #MeToo: 5 Practices to Inoculate Your Company Culture Against Sexual Harassment

By Christine T. Rose

Less than a year ago, a server reported harassment by a restaurant patron, “If I cut a hole in my mask and you sat on my face, would I get Covid?” he asked her from behind his mask. In some industries like hospitality, employees report that sexual harassment by fellow employees and by customers has increased significantly since #MeToo exploded on social media in 2017.

The Equal Employment Opportunity Commission reports receiving over 12,000 of sexual harassment every year. Women account for about eighty-three percent of those reporting. And we know that an estimated seventy five percent of people who experience sexual harassment never mention it to anyone in authority, including Human Resources departments, so the number of those reporting to the EEOC represent only a fraction of actual instances of harassment in U.S. workplaces every year.

Leading after #MeToo is extra challenging, as businesses are at risk of ethical, legal, and economic impacts if they don’t take the issue seriously. Smart employers already have solid policies in place, but policies don’t always prevent the misbehavior of employees. Leaders can do more to prevent harassment and hold harassers accountable. Here are five practices leaders can engage in to lower your company’s risk of loss, while also creating a safer culture that increases effectiveness and innovation of your teams.



First, be sure your leadership leads on this issue.

Tolerance of harassment by leadership is the greatest contributing factor to its pervasiveness in the workplace. Leaders who lead by example and by serious conversations up front reduce the risk of harassment happening on the job. Demonstrate safe mentor-protégé relationship. Demonstrate respect for all genders by making sure there is equity in pay and in roles and responsibilities. Show the team it's not acceptable to exclude or objectify by modeling inclusion and respect. These are keys to a culture of safety.



Secondly, foster a culture of psychological safety.

When your employees understand and agree that every team member is included and valued for what they can contribute to the team regardless of gender, ethnicity, belief systems, age, sexual orientation, because we all are people, you've laid a foundation of safety.

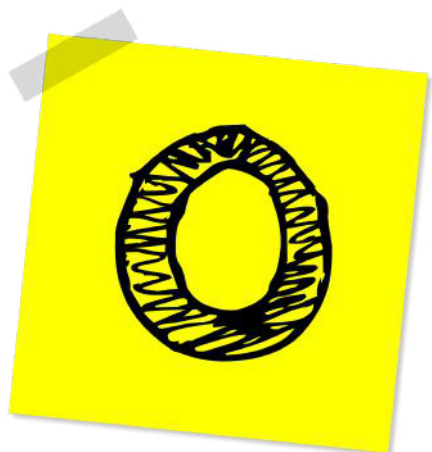


When team members are able to learn and even fail without fear of losing their job or being demoted, you've created space for employees to talk about their real experiences, instead of holding back or posturing. Team members will feel the freedom to be authentic and to share learnings about any topic, including how others' behaviors are impacting them or the team. The team becomes a safer place when all are valued, even while they're learning. Opening space for conversation can help to educate would-be offenders to see the incongruence between objectification and the respect for diversity well before they would consider taking a chance on harassing someone on the team. Safe cultures also can make it easier for any employee to report sexual harassment. This will give leaders the opportunity to address the problem as soon as it arises, and eliminate it from the organization.

Third, insist on and practice zero tolerance.

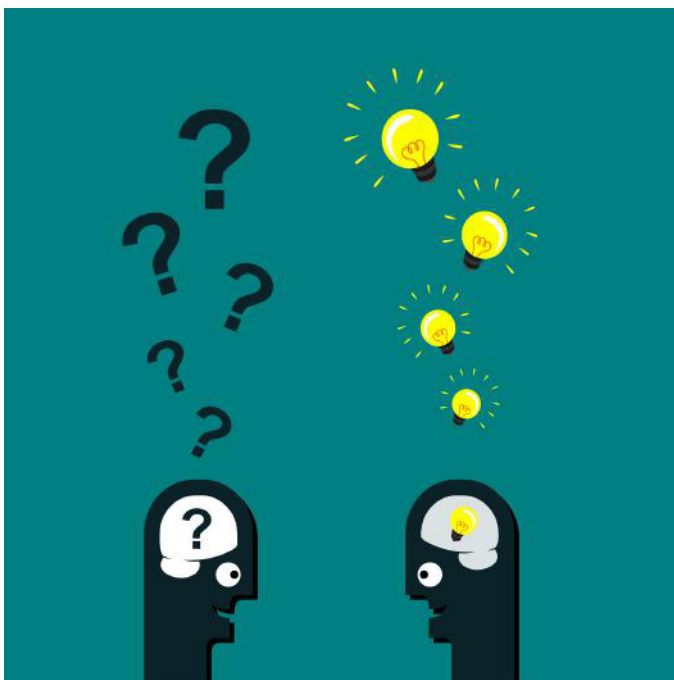
Let your New Normal include clearly communicating that your company's zero tolerance policies extend not only to employees but to all your business relationships. Don't wait for 'cancel culture' to target your company. Refuse to serve harassers, and refuse to choose them as a service provider. There's enough money in the economy of people who respect others, and there are always other service providers that hold high levels of integrity and safety. Dependence on a few customers or suppliers (who tolerate harassment) can compromise your company's values if you permit it. (By the way, it can also put a company at financial risk and lower the company's valuation.) Align with those who care about safety.

Your team members all need to know that if sexual harassment happens, it's not the target's fault, it is the predator's fault, and the predator will be terminated immediately. For example, a program director of a teen program told participants on day one of a program, "There are two things that will result in your immediate expulsion from this program with no refunds: The first is stealing, the second is sexual harassment." Zero tolerance is a powerful deterrent, even to those who tend to view others as 'less than' or targets.



Fourth, educate your leadership and teams about unconscious bias.

Gender bias increases the risk of sexual discrimination and harassment. If 2020 taught us anything, it demonstrated that the marketplace and economy continue to favor men over women. During the pandemic, a biased culture resulted in loss of employment for over three million women, while males were more likely to get promoted and get salary increases. In her book [What Works: Gender Equality by Design](#), Iris Bohnet provides tested practices to decrease bias and shift organizational culture to be more inclusive.



And fifth but certainly not the end of practices your company can adopt, leaders should model, encourage, and expect upstanding in your organization.



Upstanding is when an observer intervenes on behalf of someone who is being harassed or who is at risk. When the VP had a few too many drinks at the company party and is hitting on the interns, leaders need to do more than laugh and walk away. It's not harmless fun if it puts anyone in your company at risk. Intervention in conversations where harassment is imminent will remove opportunities for perpetrators, while protecting team members. Training intentional and purposeful communication as a practice among team members can also help. If there is any risk of a verbal communication or physical action being interpreted as harassment when that is not the intention, a co-worker needs to feel safe to say "No, thanks." Team members should feel equally safe to ask, "Is it okay if I put my hand on your arm?" when they're empathizing with a co-worker who is grieving. Upstanding and intentionality are powerful tools to inoculate a company against harassment.

Ending sexual harassment or discrimination based on gender is not going to happen as a result of a "one and done" workshop or class, or as a result of updating policies and posting new posters in bathrooms or break rooms. Leaders must engage in regular practices to win in this endeavor.



Recommended Resources:

Iris Bohnet, *What Works: Gender Equality by Design*

Christine Rose, *Life Beyond #MeToo: Creating a Safer World for Our Mothers, Daughters, Sisters & Friends*

David G. Smith & W. Brad Johnson, *Good Guys: How Men Can Be Better Allies for Women in the Workplace*

Christine Rose, ACC, helps CEOs and owners of SMEs to grow leadership, effective teams, and profitable, high value companies. A member of Forbes Coaches Council, Certified Value Builder™ Advisor, Certified Psychological Safety Coach, and Certified Core Values CVI™ Coach, Christine's insights are featured on Forbes.com, Public Interest Radio, National Business Radio and many sites globally. An award-winning business coach and award-winning, #1 internationally bestselling author, she speaks to organizations on business and personal growth.

www.coachchristinerose.com



Flexibility to Deal with Family Matters

43%

Of employees with families experience some or a lot of interference between work and family.

- An organization that allows for productivity and flexibility for family matters, increases job satisfaction and employee retention.
- The graph below shows that employees have fewer obstacles when they get a few hours off their job, and satisfaction increases.
- Employees' taking time away for essential family matters is critical in providing this benefit to your employees.
- In the graph in the bottom right corner, it shows that the US in particular, still has a lot of room for improvement

Balancing work and family life is not always an easy task.

Questions for Managers

1. How does your organization's culture look at employees who take time off every few weeks or months to deal with family matters?
2. Would your organization look at them differently if they took time off more frequently?
3. Looking at yourself in your position, is it easy for you to take a few hours to deal with family matters?
4. Looking at those you manage, is the process for them to take a few hours off difficult, and what could you do to streamline the process?
5. Does your organization have incentives for staying at work? How can you keep incentives but remove the pressure for employees to stay at work longer than necessary?
6. Alternatively, does your organization have programs that punish employees that take time away to deal with family matters frequently?

Data from the International Social Survey Programme (ISSP) provides us with some understanding about the role of workplace flexibility on employee engagement and satisfaction, for 5 main age cohorts and across 37 countries.

Figure 1: Job Satisfaction Mean Score by Flexibility to Deal with Family Matters—How Difficult Would It Be for You to Take an Hour or Two Off During Working Hours to Take Care of Personal or Family Matters?

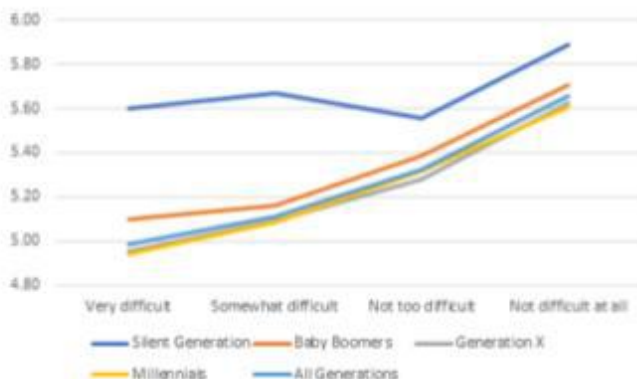
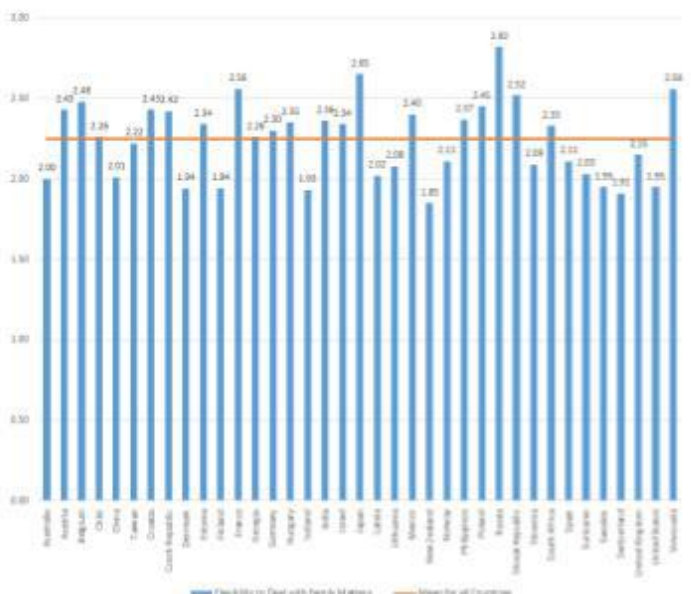


Figure 2: Flexibility to Deal with Family Matters Mean Scores, by Country



Work-Life Balance

1

Intrinsic rewards have the most positive impact on job satisfaction, with extrinsic rewards having the second highest impact.

Few workers have the flexibility of working from home, with the Philippines and India being exceptions. Workers in the Czech Republic, Austria, Latvia, and Japan are the least likely to work from home.

2

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Most workers sometimes work weekends, with those in China, the Philippines, Mexico, Japan, and India being most likely to do so. Workers in Austria, Israel, Sweden, and Switzerland are the least likely.

Most workers have a regular schedule or shift; those in Russia, Croatia, Hungary, and South Africa have the most standardized schedules and those in the Philippines the most volatile.

4

5

Most workers can take a couple hours off during work hours to deal with family or personal matters; those in Sweden, Finland, and the US, have the most flexibility, and Japan, France, the

Most workers do not perceive that work interferes with family life; interference is most likely to occur for workers in India, and least likely in Georgia, Taiwan, and Estonia.

6

7

Overall, findings are relatively positive in terms of global work-life balance practices. However, organizations and leaders can continue to do more to provide WLB benefits to their employees.



Infodemics and the Wellness of Knowledge

By Kirsten Garbini

Fake news has become a ubiquitous scourge in recent times, so much so that the term no longer needs to be contained in quotation marks. The world is currently experiencing a huge rise in mistrust of the media. As a result, the trustworthiness of information is currently severely threatened. In fact, there was so much information disseminated about the COVID 19 outbreak that even the World Health organisation noted the volume and rapid scale-up of facts, but also the misinformation and disinformation, and stated that it was an unprecedented “infodemic” that threatened to have a negative impact on the management of the spread of the virus. This knowledge crisis permeates throughout society and has brought with it a raft of new challenges that leaders and practitioners of knowledge are now forced to navigate.

Sceptics and disbelievers have been vital throughout the course of human history in challenging dogmas and shady status quos. The original Greek meaning of skeptikos was “an inquirer,” someone who was unsatisfied and still looking for truth. Scepticism is a tool, a powerful torch, which illuminates the dark spots left by blanket approaches and misguided notions. The Age of Enlightenment, that crucial period from which human consciousness transcended the intellectual bondage that preceded it, was born from positive scepticism. Immanuel Kant, one of the central enlightenment thinkers, provides the best maxim to summarise the purpose of scepticism during the Enlightenment: *sapere aude* – “dare to know”. From this widespread questioning arose some of the most important ideas in human history: reason, progress, and the scientific method.



It is logical that questions are needed before there can be answers. As leaders, making space for the right questions that welcome a “dare to know” audacity is vital. This together with an awareness of the value of scepticism in our everyday lives, can enhance our perception of reality. Leaders are thus forced into a position wherein they must practice a balancing act between appropriate scepticism and authentic openness to new ideas. It is crucial that leaders are capable of on one hand, holding the stability established policies require and affording room for radical and disruptive change on the other. It is only after carefully honing their own sense of scepticism and equally their ability to make space for innovation, that leaders may rectify the spread of false information amongst their teams.



What lessons can leaders and knowledge practitioners glean from these findings? Firstly, the lasting ability to identify false information is best achieved from a more hands-on interaction with the material before the determination of its veracity. Being told that an item of knowledge is false either before or during the interaction will stunt the recipient’s ability to reliably identify false information later. Leaders are therefore tasked with discerning fact from fiction, along with how and when to best communicate findings relevant to their teams.



In a recent study by Brashier et al, it was found that timing the correction of beliefs inspired by fake news is essential. The authors conducted an experiment to conclude whether a debunking approach (whereby the fake news was shown to be false after exposure to material), a pre-bunking approach (whereby the fakes news was shown to be false before exposure to material) or a labelling approach (whereby the fake news was shown to be false during exposure to material) is the most effective in instilling a lasting impression on the audience. Ultimately, the experiment showed that a debunking approach is the preferred method if one is truly attempting to change minds in the long run.

The notion that leaders must simply remain a step ahead of the curve to be able to debunk false beliefs as they manifest, is not feasible and belongs to industrial age thinking where leaders had to be seen to know more. As recently as four years ago, the organisational hierarchy also represented a knowledge hierarchy. In today’s organisations, leaders are part of the team, and perhaps assigning a sceptic, someone to play devil’s advocate for the session or someone who is tasked to do research, may be more contemporary responses to the problem. Adopting a design thinking approach and asking “what’s the worst response we could have if this was true and equally what are the consequences if this is false” may open up the floor to healing the infodemic collectively. In a corporate world where people are paid to know the answer, accepting we really don’t know, and that we are easy prey for fake news is a big ask.

Perhaps as leaders we need to be more academic. The primary reason academics are taken seriously is because they develop their thoughts, and they review the ways they seek evidence and examine the knowledge they hold as reliable. They have conversations with other thinkers and critically debate their ideas. In fact, they may hold the keys for the rest of us as to how we vaccinate the infodemic with rational clean thinking. As leaders, let us take a stand on fake news and pay attention to the wellness of knowledge.



Kirsten Garbini's background in strategy, operations and her business acumen and understanding of complex organisations enables her to deliver highly relevant solutions, designed with her clients, to deliver measurable impact.



Work Interfering with Family Life



Has been an objective for employees for as long as there have been jobs.

Work interfering with family life is a regular occurrence and a major obstacle for some employees

Questions for Managers

1. Does your organization allow for short notice schedule changes?
2. Is there a time requirement for your employees to be present or is it a workload requirement? Could your organization's culture have both of these requirements?
3. During performance reviews, are you asking your employees about hour preferences?
4. Are you collecting data on what your employees want in regard to total hours or specific hours worked?
5. How could you implement a more efficient scheduling system to accommodate employees who want non-traditional schedules?

- Workplace culture is important to manage when attempting to minimize the interference between work and family for employees.
- Some believe that this balance should be created by the executives of a company, others think that it should be created by employees themselves.
- The graph to the bottom left shows the mean work satisfaction score for multiple generation in relation to their perceived level of family interference. It shows that, with the exception of the silent generation, work satisfaction goes up as work interferes with family less.

Data from the International Social Survey Programme (ISSP) provides us with some understanding about the role of workplace flexibility on employee engagement and satisfaction, for 5 main age cohorts and across 37 countries.

Figure 1: Job Satisfaction Mean Score by Work Interferes with Family—How Often Do You Feel the Demands of Your Job Interfere with Your Family Life?

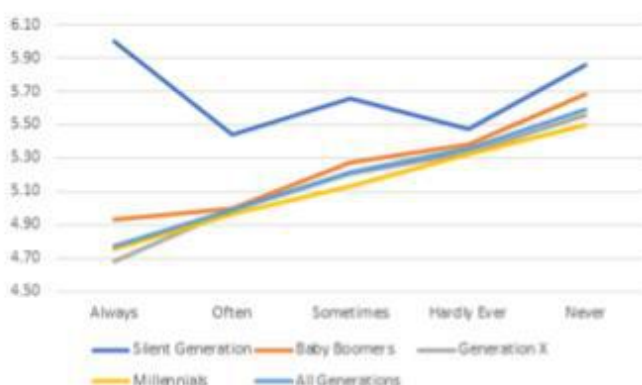
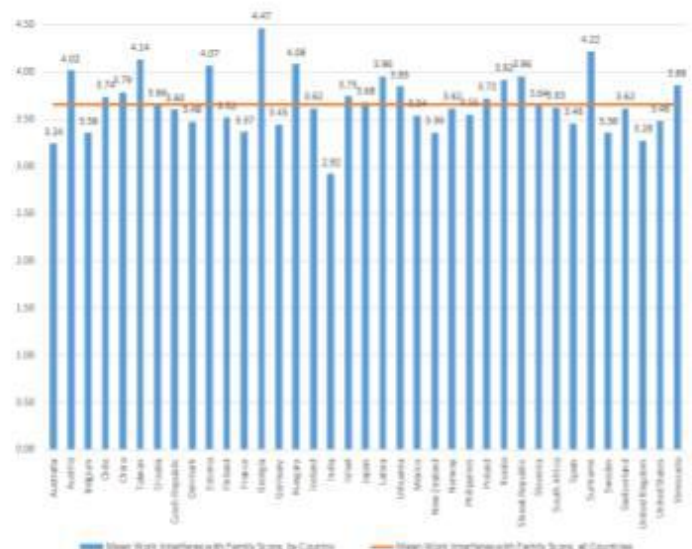


Figure 2: Work Interfering with Family Life Mean Scores, by Country



Benefits of Working from Home



Working from home is a job perk and has increased employee success if implemented correctly.

Working from home can make balancing work and personal life easier.

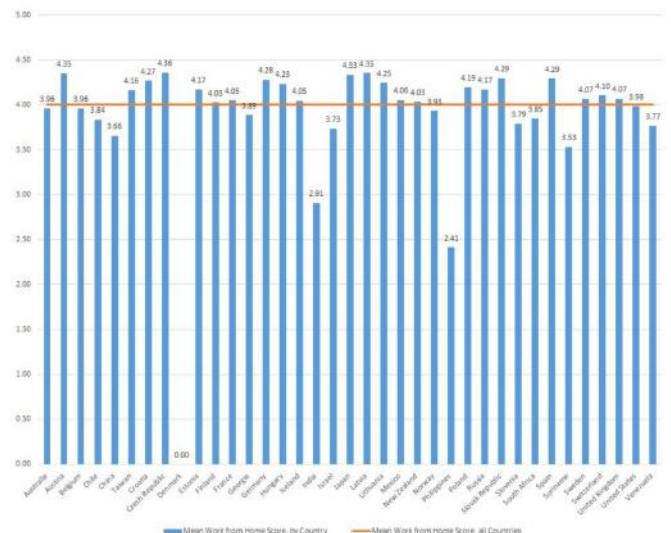
Many employees look for the flexibility to split time between the office and their home when selecting a career.

Questions for Managers

1. What parts of your employees' job descriptions could be achieved remotely?
2. How can I simplify and efficiently implement WFH practices into employees schedules?
3. What potential organizational and employee benefits could be achieved by implementing WFH practices?
4. Why should I look to WFH practices as a path towards higher employee engagement, satisfaction, and retention?

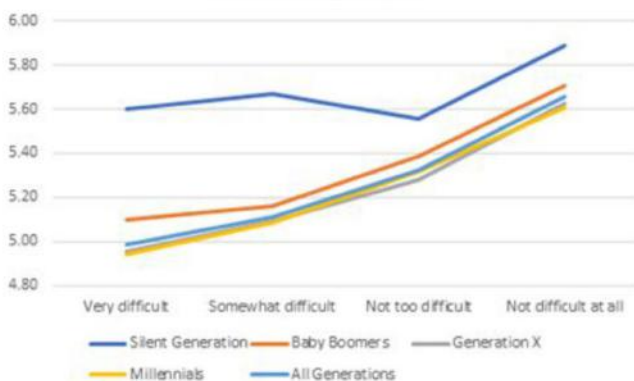
Data from the International Social Survey Programme (ISSP) provides us with some understanding about the role of workplace flexibility on employee engagement and satisfaction, for 5 main age cohorts and across 37 countries.

Figure 2: Working at Home Mean Scores, by Country



- WFH has been part of the reason that employees have remained in the workforce with young children at home.
- Companies can support WFH employees through five pillars: Management culture, managers trust, HR support, financial support and technical support.
- Better WFH outcomes are predicted when employees can perform different tasks than those performed in the office.
- Employees will do tasks involving prolonged concentration from home and schedule meetings and interaction for their time in office.
- Having WFH employees meet at each other's houses allows the team to be closer and create a higher level of support throughout the team.
- The graph in the bottom left corner shows work satisfaction for each generation as they have less ability to work from home.

Figure 1: Job Satisfaction Mean Score by Work from Home — How Often Do You Work from Home During Usual Work Hours?



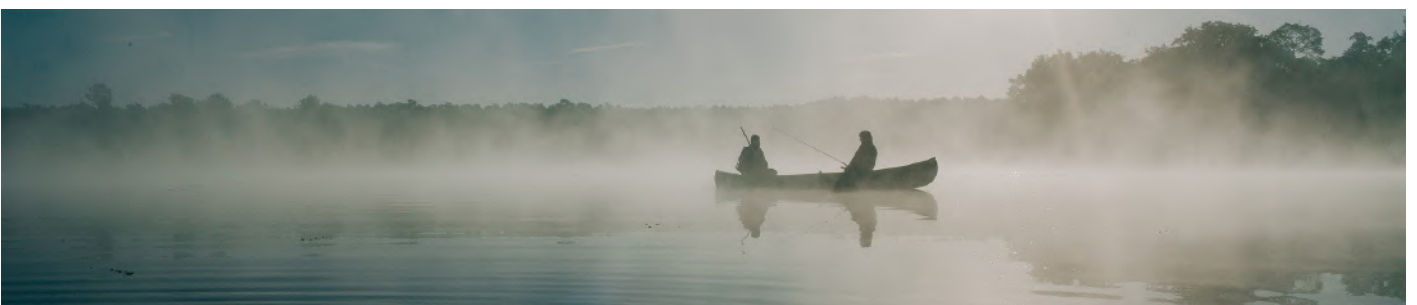


The Definition & Composition of a Leader Defining Leadership and Analyzing Its Four Main Traits

by Damon “DaRil” Nailer

What is a leader? There are many definitions. In my opinion, a leader is a person who directly or indirectly influences others to think, feel, and act in a certain manner and/or follow him/her as he/she travels to a certain destination or pursues some idea and/or organizational agenda. Because of this, a leader must ask him/herself -what do I want to inspire others to think, feel, and do, where am I going, and what am I trying to achieve? If one cannot answer these three questions, then leading him/herself or others will certainly be a challenge. On the other hand, whoever can answer all three questions will possess the potential of being a quality leader. This person will be capable of being entrusted with the privilege of overseeing others while simultaneously creating a “win/win” scenario whereas he/she can love leading people, and people can love him or her as their leader.

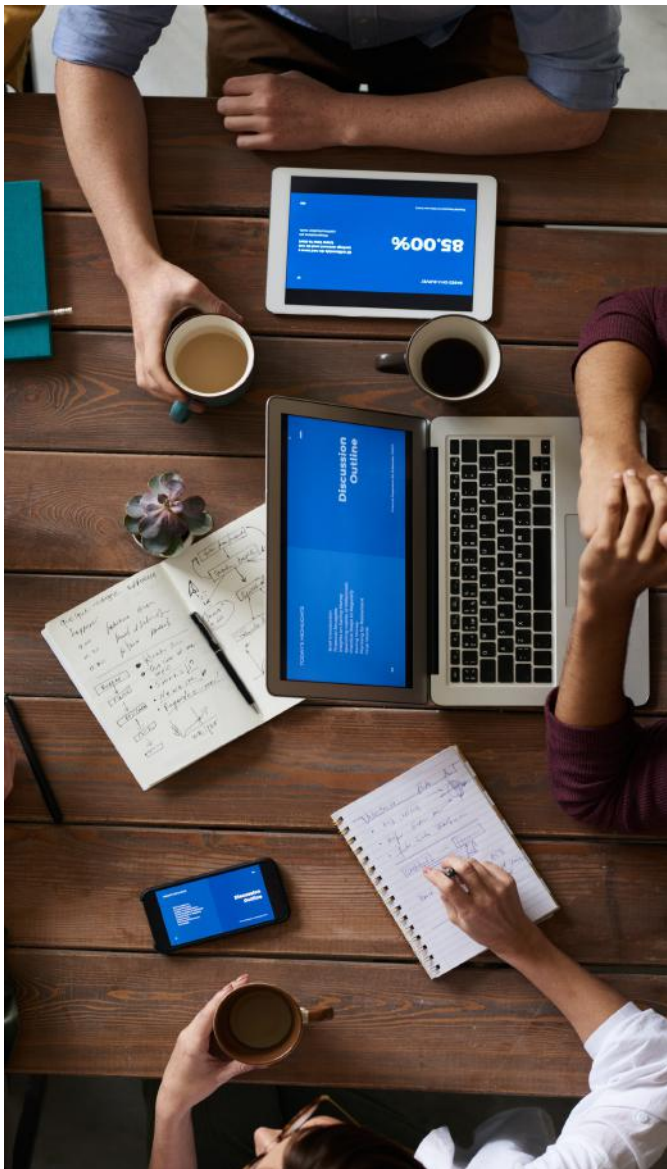
So, what are the main characteristics of a leader? The first and foremost trait of a leader is vision. A leader must see for him/herself and others. While it is in the potential stage, the leader must be able to envision it as being actualized. When it's in the infancy stage, the leader must see it fully developed and matured. This element makes the difference in the effectiveness and longevity of a person in a role of authority. If the individual lacks vision, then he/she will wander about aimlessly, never arriving at a destination. If the individual possesses limited vision, then he/she will only possess the capacity to take people a short distance, and his/her success will be brief. If the individual has clear and unlimited vision, there is no limitation as to where this person can go, what this person can do, how many people he/she can influence, and for what length of time this person can remain in a prominent place of headship?



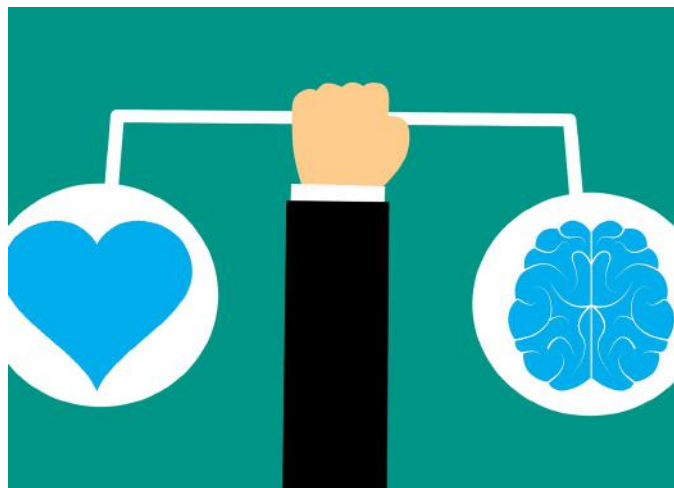
The second critical characteristic of a leader is communication. Anyone who is leading others must be able to clearly articulate and explain what he/she is trying to accomplish and where he/she is trying to go. This component makes the difference in the success or failure of a leader. When a leader struggles with communicating their visions and goals, it presents many problems to those who are under his/her supervision, such as disorganization, unclear roles/expectations, miscommunication, and confusion. On the contrary, the leader who is an effective communicator will be able to convey a clear, concise message, easily organize others through effective policies/procedures, create clear roles/expectations, and bring about order in any group.



The next vital trait of a leader is organization. He/she must have the capability of attracting, gathering, and placing the right people in the right places to aid in accomplishing his/her vision and mission. One of the drawbacks of some influencers is that they drive people away instead of drawing people in. In many cases, it's because they lack social skills and empathy due to being too transactional. Leaders who are sociable and relational form some of the greatest, long-lasting connections and healthiest relationships, which translates into loyal, committed supporters. Another shortcoming that affects leaders' organizational skills is when they entrust the wrong individuals with the responsibility of operating or functioning in an area that they are uncomfortable with and deficient in. I have observed this happening in many instances. Oftentimes, the leader will do this just to fill a position, so he/she can boast of having many functional departments/committees. Regrettably, it is frustrating to the individual who is merely being used to fulfill a role that he/she is not suited for or happy with. Great leaders are skilled at helping people to find their strongest talents and serve in their proper roles. This ultimately enables the individuals and the group to prosper.



Lastly, another great characteristic a leader should possess is discipline. Discipline is formally defined as self-control, strong mental fortitude, and mental toughness. Personally, I define discipline as the ability to stop doing negative, detrimental things and to start doing positive, beneficial acts consistently. To succeed with this, the decision must be personal and internal as opposed to collective and external/imposed. Amazingly, I have found when a person doesn't have discipline, it typically is not limited to one area, but it leaks into many others, such as the following.



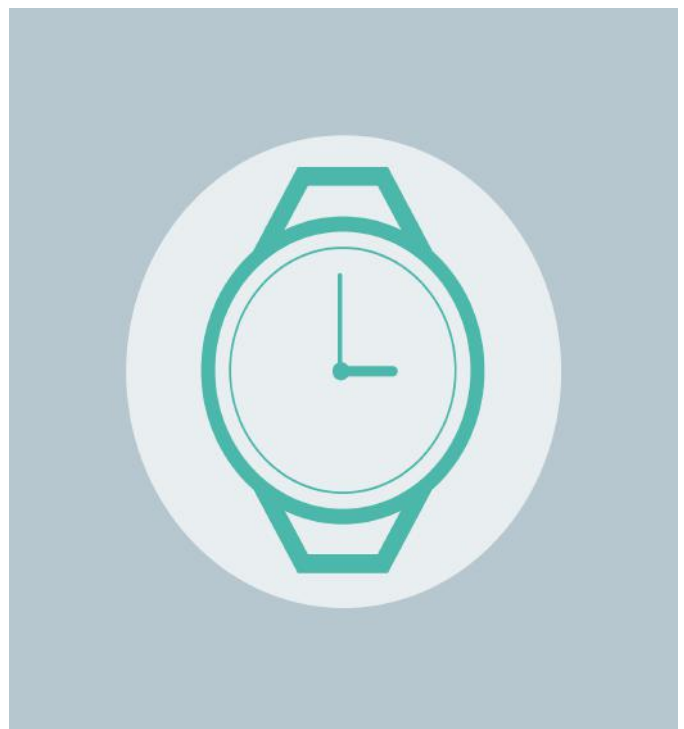
Money Management- Lack of self-control causes financial problems because individuals who struggle with this usually cannot maintain a budget, meaning they overspend. As a result, these people always struggle with debt and lack (expenses exceeding income) regardless of how much extra money they make. It is vital that a leader is capable of managing money and budgets.



Emotional Control- When a person is deficient in discipline, it's challenging to manage his/her temper or emotions, sometimes resulting in angry, aggressive outbursts, impatience, verbal threats, and insults, use of profanity, physical confrontations, and the list goes on. Therefore, it's imperative for leaders to develop discipline, so that impulsivity and out of control behavior won't be their ruin.



Timeliness- Would you believe that struggling with being on time is actually a result of lacking discipline? Yes, it is. The results of this are shown through chronic procrastination, tardiness to meetings/appointments, missing deadlines, and being inefficient. To be an effective leader, it's mandatory to prioritize and schedule things properly, which will enable you to be efficient and punctual.



Recommended Resources

Living, Loving, Leading-
<https://www.amazon.com/Living-Loving-Leading-Damon-Nailer/dp/B084QJT1QT>

Article- <https://upjourney.com/why-is-public-speaking-important-for-leaders-and-in-business>

Article- <https://medium.com/authority-magazine/damon-nailer-of-kitril-giving-feedback-how-to-be-honest-without-being-hurtful-a794cf7c241a>

Article- https://issuu.com/bayoulifemagazine/docs/march_21_web/106

Article- <https://enterpriseleague.com/blog/negative-effects-of-micromanagement/>



Biographical Information

Multifaceted, passionate, and skilled all describe Damon "DaRil" Nailer. With several hundred speaking engagements and many published works under his belt, Damon is known as a "Renaissance Man", Inspirational Communicator, Gift Guru, and Authority/Expert who is able to provide direction, inspiration, and education to any audience. Mr. Nailer possesses a wealth of knowledge in the following areas: educational, entrepreneurial/business, religious, entertainment, relationships, leadership, and parenting. Currently, he serves as a consultant, leadership trainer, motivational speaker, author, and educator. As a result of his experience and expertise, he has been featured over 200 times in various media outlets, including The Huffington Post, Reader's Digest, Thrive Global, Goalcast, MSN, Yahoo, Yahoo Finance, Redbook, Insider, podcasts, radio/TV shows, magazines, and newspapers.

Podcast- <https://soundcloud.com/8minutesoflearningwithguest-damon-daril-nailer>



Work-Life Balance

1

Intrinsic rewards have the most positive impact on job satisfaction, with extrinsic rewards having the second highest impact.

Few workers have the flexibility of working from home, with the Philippines and India being exceptions. Workers in the Czech Republic, Austria, Latvia, and Japan are the least likely to work from home.

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Most workers can take a couple hours off during work hours to deal with family or personal matters; those in Sweden, Finland, and the US, have the most flexibility, and Japan, France, the

Most workers do not perceive that work interferes with family life; interference is most likely to occur for workers in India, and least likely in Georgia, Taiwan, and Estonia.

6

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Overall, findings are relatively positive in terms of global work-life balance practices. However, organizations and leaders can continue to do more to provide WLB benefits to their employees.

Hospitality Workers' Job Satisfaction

1

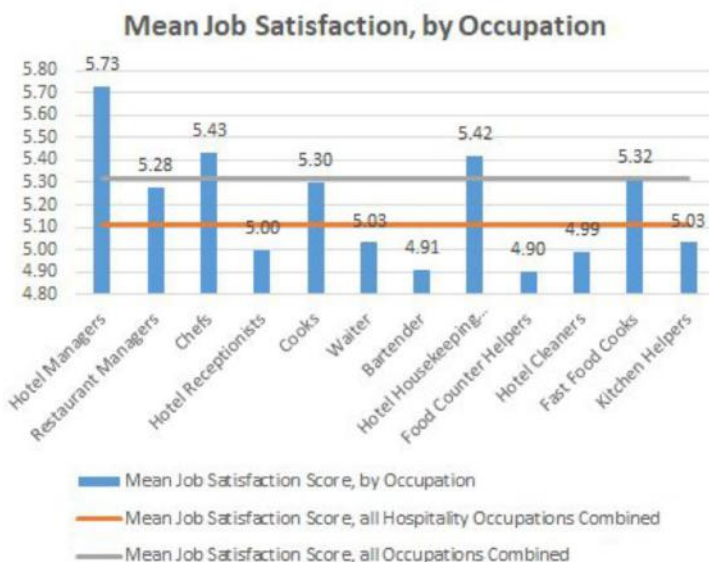
The hospitality industry is invested in the job satisfaction of employees due to the challenges of hiring and retaining productive employees.

The role of work relations and work-life balance in hospitality jobs is more central to job satisfaction than for all other occupations.

2

3

The highest job satisfaction levels for hospitality workers are for hotel managers; several hospitality occupations have a mean job satisfaction scores in the 5.2 to 5.4 range with the overall world-wide mean at 5.32. Bartenders, hotel cleaners, waiters, and kitchen helpers have the lowest mean job satisfaction score, 4.91 to 5.03.



This graph shows the mean job satisfaction score by occupation, the mean job satisfaction score with all hospitality occupations combined, and the mean job satisfaction score for all occupations combined. The occupations included are hotel and restaurant managers, chefs, hotel receptionists, cooks, waiter, bartender, hotel housekeeping supervisors, hotel cleaners, and food counter and kitchen helpers.

Working weekends has a significant impact on job satisfaction for hospitality workers, while physical effort, contact with others, and working from home are not significant factors.

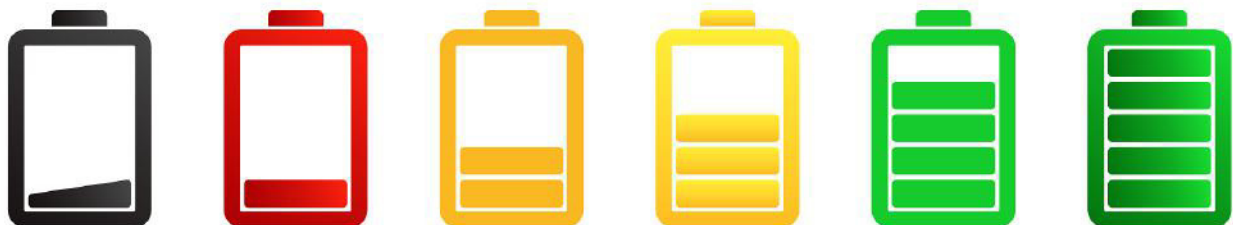
4

The Culture Imperative for Executives - The Supercharged Organization

by Alex Brueckmann

Culture is everywhere. Every organization, department or team has one. They either consciously created it, honed it over time into what some organizations call their 'secret sauce', as in 'not copyable by the competition'. Or they have a culture that just appeared, accidentally, whatever it might be. Trust me, you don't want an accidental culture. I've been there, I have seen what these cultures can look like and what they do to people. In accidental cultures, there are hardly any boundaries, the doors are open to all kinds of behaviours, even toxic ones like lying, cynicism, gossip and avoidance of accountability. As a result, people will burn out and leave. This is true for all kinds of organizations whether non-profit or for-profit.

Wait a second. I'm a strategy guy. I help leaders to consciously build a legacy, something larger than themselves by designing and executing purpose-driven strategies. Why would I write about a seemingly fuzzy topic like corporate culture that can sometimes feel like trying to nail jelly to a wall? Because consciously created cultures are superchargers for performance and are closely linked to strategy. Without this context, what would culture be all about anyway? If you think of culture as the fun and games side of an organization – like table football in the lobby, family events, or free fruit for everyone – think again. If you think culture is all about corporate values, codes of conduct, and how they shape collaboration, decision-making, and communication, then yes, that's certainly part of the picture.





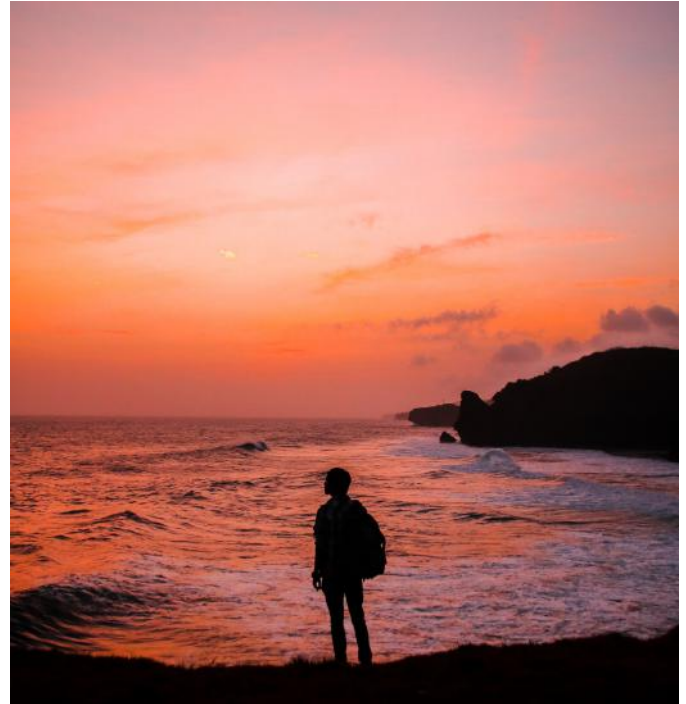
To me, culture is more than that: it is the way an organization performs, how the job gets done, how people take individual accountability for results. Culture means performance culture. What people do or not do when no-one is watching. The process of designing and implementing strategy can shape culture like no dedicated 'culture project'. Let me provide three reasons why this is the case:

1. Culture projects are a waste of time and money

As I have described in previous articles, I see 'strategy' as one of the "Nine Elements of Organizational Identity". It is uniquely positioned to bring an organization's entire identity to life. While identity consists of nine tangible elements – purpose, guiding principles, mission, vision, strategy, goals, individual targets, capabilities and management systems – a performance culture, is what emerges as a derivative of identity. It is potentially less tangible, but it is nevertheless clearly visible and graspable.

Culture projects are a waste of time and money: because Culture is not a primary input factor that you can simply fix. Instead, it is a derivative of strategy and leadership. Please don't waste money on a program trying to fix culture. Instead, invest in people-centric, strategically relevant capabilities. To implement strategy, to radiate purpose, and to bring values to life, organizations need strong leadership that display a defined set of mission-critical capabilities.

Some of the most relevant capabilities in this context are the abilities to inspire, collaborate, and communicate. Also, strategic acumen, leading by intention, and selflessness. The way people communicate with each other, the words they use, the topics they care about, the atmosphere they create are crucial.



2. The job of a leader is strategy, not culture (or is it?)

The second reason why a strategy process can shape culture better than any culture project is that no-one cares about your culture efforts. If you want to achieve a major transformation in any organization, you need executive buy-in and directors need to act as power sponsors. No brainer. But what are the odds of success if you walked into an executive meeting of your organization and said: 'Folks, we need to work on our culture!...' That's just not going to happen. Culture on its own is rarely a key topic. Executives often shy away from it, either because it seems to be not tangible enough, because they believe it to be a topic that HR should deal with in well-being programs, because they know it takes time to move the needle and their incentives are more short term, or because they simply don't care.



Company leaders often deal with numbers – financials, sales, production volume, growth targets etc. – legal issues, mergers and acquisitions, restructuring, the political, economic, and competitive environment, the big picture. If you want to talk about culture, then good luck. Instead, if you challenge executives to sharpen the organization’s strategy and performance, you’d probably get more eyes and ears on you. If they understand that they can kill two birds with one stone, they will listen. Positioned in such a way, leaders will be more willing to make culture their job.

Performance starts with knowing where you want to be some years down the road. Having nailed a vision down, organizations develop a plan to get there, a strategy. Powering vision and strategy with purpose and values, makes it a worthwhile endeavor that people want to be a part of. Now remove barriers, enable and empower people to make the plan happen, be clear on why you want to do it and how and you are about to create a performance culture.



Establishing a performance culture requires leaders to translate strategy, purpose, and values into action. Communicating a vision, engaging people into a two-way dialog about a strategy plan (as opposed to just top-down communication), helping everyone in an organization understand how they contribute to success – are essential steps that engage, motivate, and empower people to perform at their best. It is all about co-creating success, and by doing so, establishing a performance culture that celebrates individual and team achievements.



3. Culture has become a strategic decision factor for capital markets and stakeholders

Leaders need to design and implement their organization’s identity, with all its nine elements. This is what shapes culture more than anything else. Together with identity, an organization’s culture is probably the most important legacy that a leader can build. Identity and culture influence and shape the lives of employees, their families, and friends, long after a leader has moved on. Where they struggle, executives often have boards as a sparring partner: supervisory boards steer the longer term direction of an organization, stress test the strategy, hire and fire the CEO.

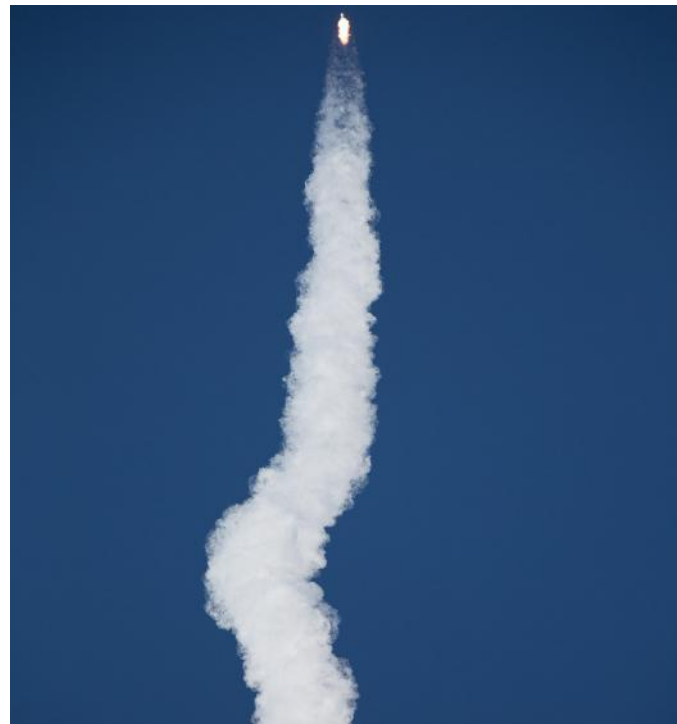
Especially from an ESG perspective, boards are responsible for nudging executive teams towards shaping culture to support the strategic trajectory. This is the third reason why a strategy process can shape culture better than any culture project: the support of the board of directors. While more and more organizations are professionalizing their boards of directors, there is still a long way to go to make performance culture a regular boardroom topic that goes above and beyond the annual exercise to check the boxes for regulators and investors.



After all, culture is indeed a topic for executives and boards of directors – in the specific context of performance. If organizations lead strategy implementation from a purpose and people-centric perspective, they invariably create a new culture. A culture where everyone focuses on what's important, where they overcome egos, where they work towards a common goal. Where leaders act as role models, lift others up and create opportunities for personal growth. Why? Because a leader with the above listed capabilities is a leader that does not accept behavior and performance that are detrimental to implementing strategy or negative for the work environment. Implementing the business strategy from this perspective is truly a driving force for culture.

A leaders' guide to performance culture

If you want to create culture, approach it from a strategic perspective. It will force you to crystallize your thinking around a set of interconnected topics:



Financial markets seem to demand more and more transparency about ESG efforts, which hopefully will also lift related cultural aspects onto the agenda. Publicly listed companies will increasingly feel the pressure to deliver on investor expectation. In the words of Jim Clifton: "If there are two companies with equal shareholder return, but one makes people and the planet sick and the other makes them better, investors will pick the latter." The shift from shareholder to stakeholder capitalism is in full swing. Therefore, the responsibility for culture lies both in the boardroom and with executives.

- For the area I lead, what is our contribution to the overarching business strategy?
- How do we measure this contribution and how often are we talking about these key metrics?
- To what degree are these metrics translated from an organizational and departmental level to the individual level, to make contribution manageable and visible?
- What are the relevant capabilities that my teams need in order to succeed and deliver on expectations?
- What is my contribution to helping those around me succeed?
- As a people leader, do I assign work based on people's strengths, interest, passion, and growth opportunities?
- How and how often do we celebrate successes, team and individual?

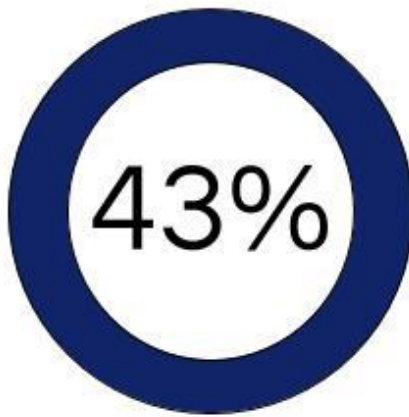
The job of a leader is to link the strategic and individual day-to-day levels. As a result, a performance culture emerges where individual contribution matters.



Alex is an entrepreneur, author, executive coach, and board advisor. He built, scaled, and exited companies in Europe and Canada, and led client projects across the world.



Flexibility to Deal with Family Matters



Of employees with families experience some or a lot of interference between work and family.

- An organization that allows for productivity and flexibility for family matters, increases job satisfaction and employee retention.
- The graph below shows that employees have fewer obstacles when they get a few hours off their job, and satisfaction increases.
- Employees' taking time away for essential family matters is critical in providing this benefit to your employees.
- In the graph in the bottom right corner, it shows that the US in particular, still has a lot of room for improvement

Balancing work and family life is not always an easy task.

Questions for Managers

1. How does your organization's culture look at employees who take time off every few weeks or months to deal with family matters?
2. Would your organization look at them differently if they took time off more frequently?
3. Looking at yourself in your position, is it easy for you to take a few hours to deal with family matters?
4. Looking at those you manage, is the process for them to take a few hours off difficult, and what could you do to streamline the process?
5. Does your organization have incentives for staying at work? How can you keep incentives but remove the pressure for employees to stay at work longer than necessary?
6. Alternatively, does your organization have programs that punish employees that take time away to deal with family matters frequently?

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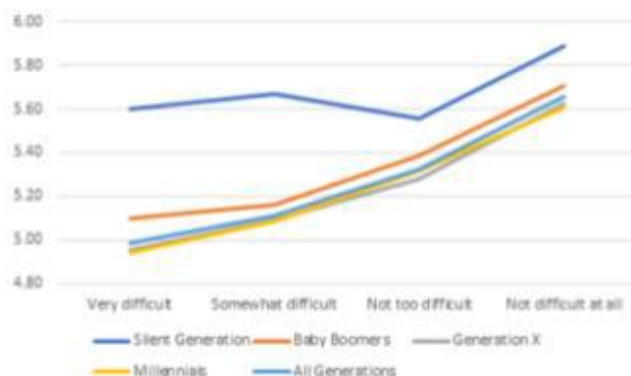
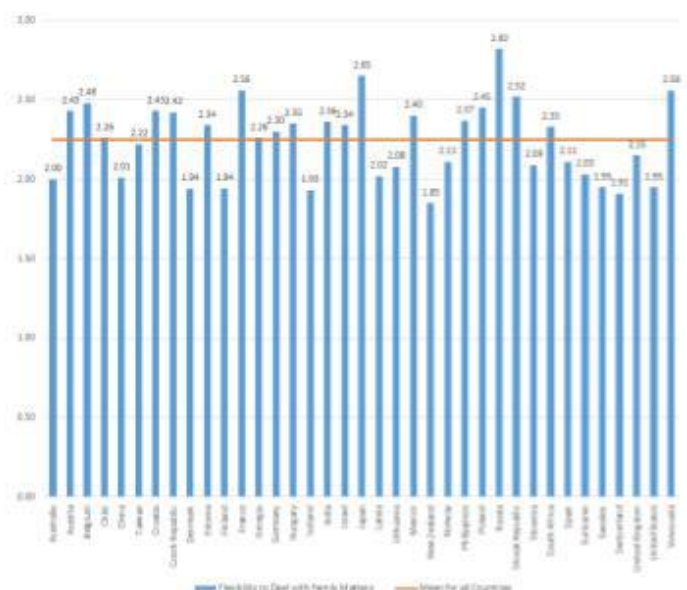


Figure 2: Flexibility to Deal with Family Matters Mean Scores, by Country



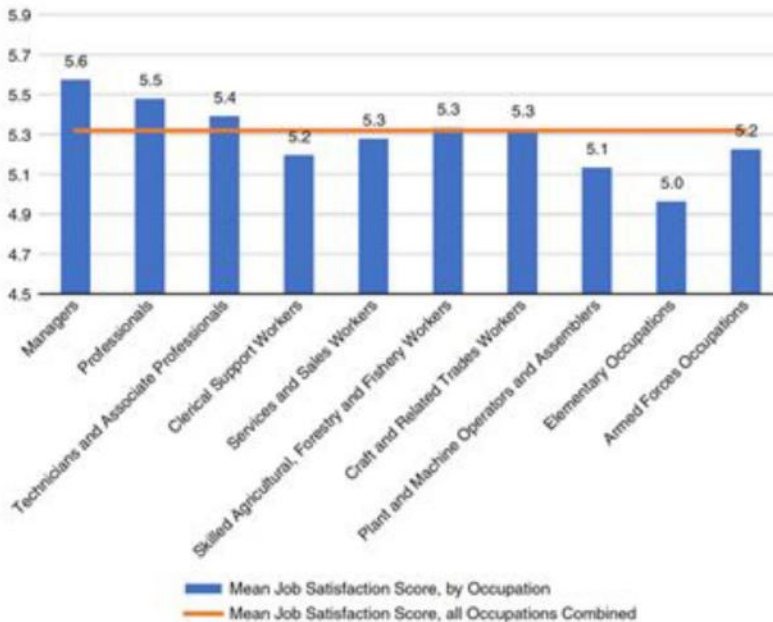
Occupational Differences in Job Satisfaction

1

Findings indicate more differences than similarities among countries and occupations.

The highest job satisfaction levels are for *managerial* and *professional* jobs (means between 5.5 and 5.6 on a scale of 1-7).

2



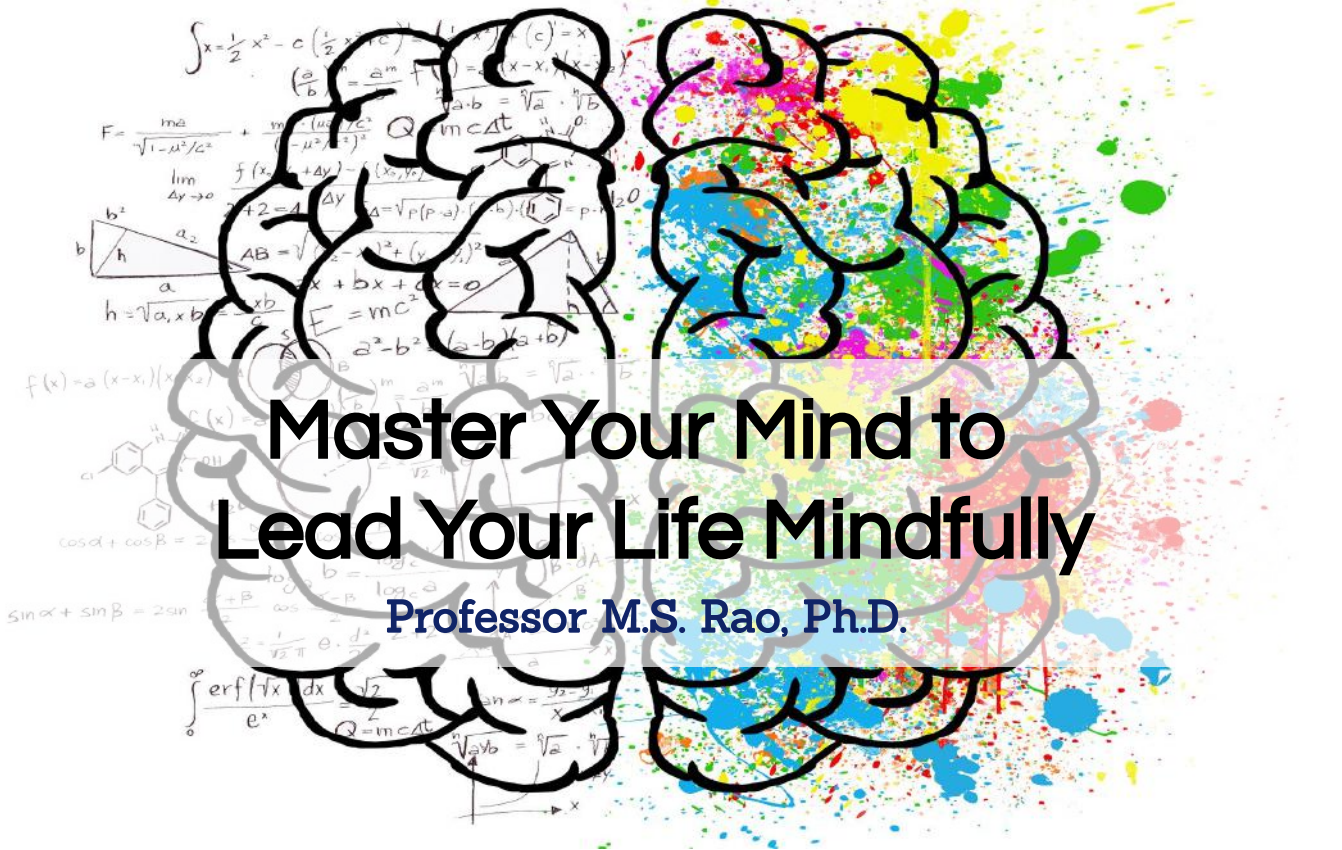
The graph to the right shows the mean job satisfaction score per occupation, and the mean job satisfaction score for all occupations combined.

3

Managers must consider how to improve job satisfaction for workers in occupational categories with low levels of job satisfaction by:

Adopting strategies such as flexible work environments (e.g. flexible scheduling and working from home).

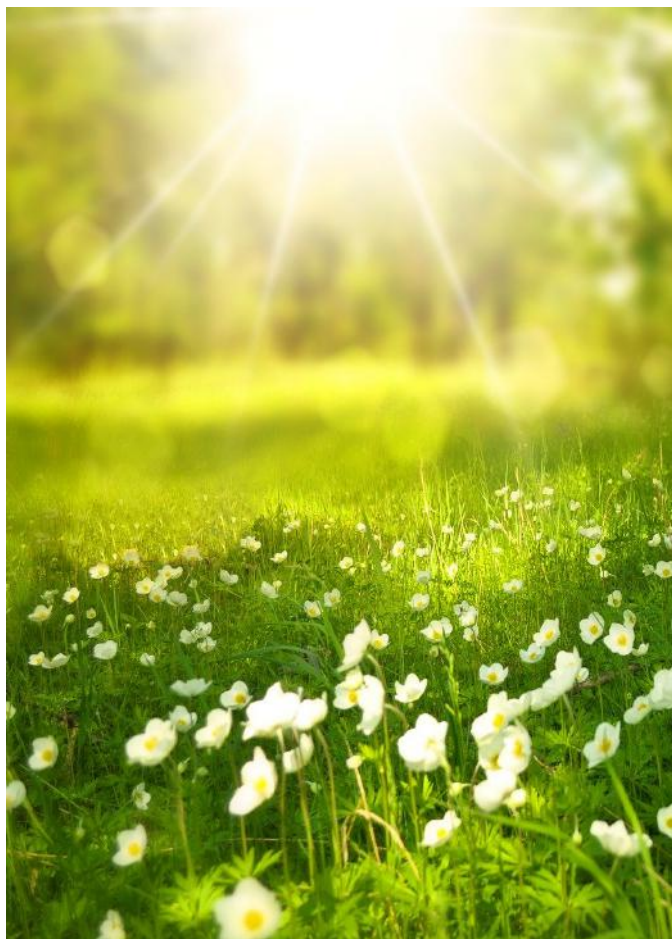
Creating opportunities for advancement by providing training, coaching, or mentoring to assist employees in acquiring additional skills and build their capacity for supervisory or managerial roles.



Master Your Mind to Lead Your Life Mindfully

Professor M.S. Rao, Ph.D.

“See the light in you. Your life is in your hands. Enjoy every moment by looking at the positive aspects. Build a new foundation with the bricks thrown at you. Turn your scars into stars. Life is great.”
—Professor M.S. Rao



People talk within themselves throughout the waking time which is known as internal conversation, internal monologue, self-talk, inner speech, inner discourse, or internal discourse. It is quite natural and normal. However, some people argue in their heads which leads to internal conflict, anxiety, and depression. Most challenges in the individuals arise due to the arguments within their minds. When people feed their minds with negative information they evolve as negative individuals whereas when people feed their minds with positive information they evolve as positive individuals.

Don't Waste Your Precious Mental Time

“If you are depressed you are living in the past if you are anxious you are living in the future, if you are at peace, you are living in the present.” —Lao Tzu



When you argue in your head, you poison your mind and waste your precious time. It may have adverse effects on the people around you. People often think that wasting time is physical. It is mental as well. In fact, people waste more of their mental time and less physical time in their lives. When you think about negative people and unpleasant events from the past excessively you waste your precious time mentally. Research shows that people waste 30 percent of their time thinking about their unpleasant past that cannot be changed. So, learn to live in the present without thinking about your unpleasant past and worrying about the future. Feed your mind with positive thoughts and work constructively and creatively to achieve success.



Avoid Becoming A Chronic Overthinker

“Thinking too much leads to paralysis by analysis. It's important to think things through, but many use thinking as a means of avoiding action.” —Robert Herjavec



Overcome the paralysis of analysis. Avoid thinking as follows: I wish I succeeded as an entrepreneur. I wish I was born into a healthy family. I wish I had a regular education. I wish I had education from eminent educational institutions. I wish I had a mentor or coach in my early life to become successful. Avoid irrational imaginative internal arguments. Be realistic and practical. Be positive and confident. See the light in you to lead your life with peace and happiness.

Avoid Imaginary Irrational Arguments In Your Head

“Do not let the behavior of others destroy your inner peace.” —Dalai Lama



Here are some tips to avoid arguing in your head. Don't take unhealthy criticism personally. Be thick-skinned. Avoid the individuals who enjoy arguing with others. Don't react to them. Ignore them. Act positively. Detach from negative individuals and attach with positive individuals. Have self-awareness. Understand the power of internal monologue and leverage it constructively. Write down the journal. For instance, whenever there is an issue or conflict in my mind, I write it down. It serves as a therapy. I get relief and a solution for it. Additionally, I unlock the power of my subconscious mind to find solutions for the problems and resolve the conflicts effectively.

Rehearsing Arguments Is A Double-Edged Sword

“Never be in a hurry; do everything quietly and in a calm spirit. Do not lose your inner peace for anything whatsoever, even if your whole world seems upset.” —Saint Francis de Sales

Research shows that rehearsing arguments in your mind ends up causing more harm than good leading to mental illness and damaging your body. It adversely affects your mind and body. However, litigation lawyers often rehearse a lot mentally before they actually argue in the courts. Before writing an article or research paper, I play out the whole scenario. Before uploading a video on my YouTube channel, I play out the whole scenario. Before I attend an interview or podcast or webinar as a guest, I play out the whole scenario. It helps me contribute my best as I anticipate probable questions and rehearse with my answers. So, playing out the whole scenario is a double-edged sword. It all depends on how you use your mind and subconscious mind.



Master Your Mind To Lead Your Life Mindfully

“A mind at peace does not engender wars.” —Sophocles



Avoid war in your head. Remember that the internal enemy is more dangerous than the external enemy. So, avoid your internal arguments to check your internal enemy. Calm down your irrational argumentative mind to lead your life mindfully and meaningfully. Your mind is a masterpiece. You can use it either for constructive or destructive activities. It is under your control. Don't make a mess of it. Use it constructively to build a better world. To summarize, use the power of the subconscious mind positively to stop arguing in your head to excel as a positive individual and perceive others positively. You can talk great things with others and inspire them. Remember, you are what you feed your mind. So feed your mind positively to excel as a healthy individual. To conclude, avoid imaginary irrational arguments in your head to lead your life mindfully and meaningfully.

“Nobody can bring you peace but yourself.” —Ralph Waldo Emerson

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Professor M.S. Rao, Ph.D. is the Father of “Soft Leadership” and the Founder of MSR Leadership Consultants, India.

Job Satisfaction Across Generational Cohorts

1

Workers in the Silent Generation have the highest job satisfaction levels, while Baby Boomers slightly lower. Generation X and Millennials are nearly identical.

Across all generational cohorts, the older you get, the more satisfied you are with your job. However, age is only a statistically significant predictor of job satisfaction for workers in the Baby Boomer generation.

2

3

Statistically significant cross-generational differences are evident in the levels of job satisfaction across generations and significant cross-generational differences in the other determinants of job satisfaction.

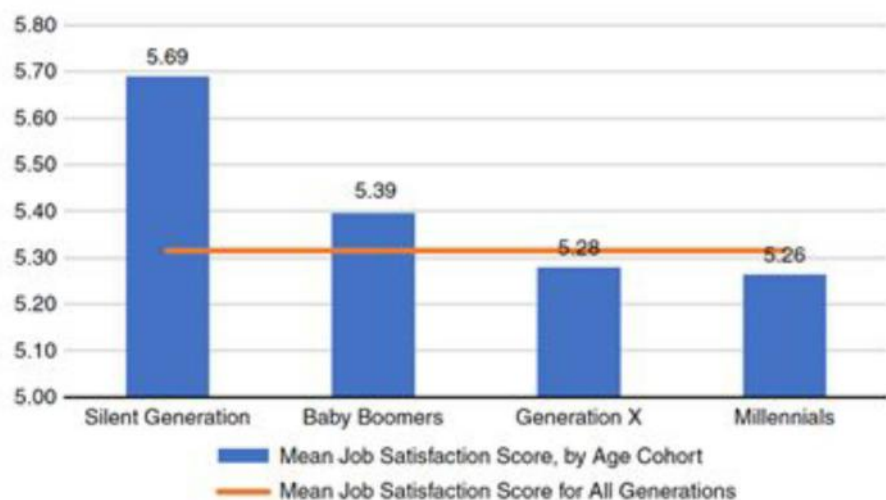
The Silent Generation is known for their loyalty and sacrifice to their employers, while Baby Boomers are considered to be the most optimistic in their work. Generation X values responsibility in the workplace, while Millennials enjoy challenges, but question authority with their supervisors.

4

5

In essence, supporting the work preferences and values of each generation can increase job satisfaction.

The graph to the right shows the mean of job satisfaction by age cohort, and the mean of job satisfaction for all generations.





Ask me Anything... About Remote Hiring

By Gavin O'Loughlin, VP Technology Pacific
Northwest at IDA

As the Vice President of International at Terawe Corporation, a Washington state-based software company providing sustainable solutions and services for a global customer base, Steven Duggan has been at the forefront of the rapid transition to hybrid teams, which have the capacity to work remotely and connect in-person when needed.

With more than 80 percent of companies offering remote work at least part of the time, recruiting, hiring, and retaining top talent has become a significant challenge for many organizations. At the same time, a [Harvard Business Review](#) survey of leaders managing hybrid teams found that more than 40 percent of respondents indicated “low self-confidence in their ability to manage workers remotely.”

In other words, hiring and supporting remote teams is a ubiquitous challenge for today's companies. We asked Steven about the urgent need to embrace remote hiring, the soft skills that often define successful remote teams, and the challenges leaders face as they guide their teams through this transitional time.

Q: Why should companies consider remote work as they scale operations in a post-lockdown business environment?



A: There is no doubt that companies in every sector are struggling with a profound talent shortage. With people leaving their jobs at historic rates, attracting and retaining top talent has quickly become a significant concern for many businesses. This is especially true in the tech sector, where job descriptions, pay scales, and other tangible elements can be difficult to differentiate.



At Terawe, we knew that we needed to expand our applicant pool to maintain operational continuity and account for growth. Specifically, although we are based in Washington state, Ireland offered an incomparable level of support, allowing us to tap into an extensive talent pool with the resources to flourish in a remote work environment. This made hiring remotely key to our talent strategy. In fact, we are still hiring and actively looking to fill positions in both sales and technical roles.

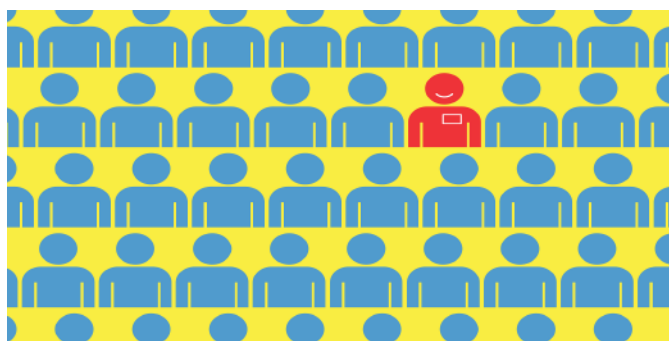


We found that when employees have a remote option, they are less likely to leave, reducing overall company turnover while catering to many employees' strengths. Many of our employees had experience working remotely and our programmers and software developers were especially well-suited for this transition. It also provided innovators space to engage in deep work and creative expression, which boosted overall productivity and enhanced our employee experience.

Ultimately, hiring remote teams was a win-win-win, allowing us to expand our applicant pool while catering to employee preferences and supporting organizational outcomes.

Q: What skills should team leaders or hiring managers look for when recruiting or interviewing remote workers?

A: Hiring managers will have little difficulty identifying qualified applicants. However, resumes rarely capture and convey the unique soft skill set that defines effective remote workers. For starters, recruiters should identify candidates that are easy to reach, responsible, reliable, and flexible.



In this way, a candidate's references and professional recommendations may provide a more helpful snapshot of their qualifications than their work history or academic credentials. Remote hiring is most successful when recruiters combine a candidate's professional expertise with certain soft skills, including:

- willingness to communicate thoroughly and effectively
- ability to practice self-care
- disciplined approach to time management
- capacity to make independent decisions
- desire to learn and adapt.

At Terawe, we needed candidates with the capacity to sell that understood our core target industries; however, those qualifications had to be paired with charm, communication, and other soft skills to help us build a successful business. In this way, hiring remotely in Ireland was uniquely helpful for our organizations. In addition to technical expertise, they often have hard-to-quantify people skills that can be difficult to find.



Q: How can leaders best support hybrid teams to ensure excellence and sustainability, regardless of physical location?

A: Our remote teams have, in many ways, thrived in a hybrid work environment. They've developed new skills and enjoyed new benefits – like improved work-life balance – that are a net positive for our teams. In some ways, the recent pandemic forced people out of their comfort zones, and we've all benefited.

Of course, this transition isn't without its challenges.



Q: When is working remotely too remote?

We want to empower remote workers, but it's helpful if they aren't too remote. Employment laws, tax compliance, and other obligations make expansively distributed teams difficult to manage and maintain. Where an employee is working in a country that is different to the location of their employer, a taxable presence or permanent establishment (PE) is created. This means that if a company is based in Ireland and has employees working remotely in Italy, it may lead to additional Italian corporation taxes for the company. It may also lead to additional value added tax (VAT) registrations. So may lead to extra HR workload.



However, when remote workers are loosely congregated in a particular area, we can capitalize on the benefits of remote work while avoiding many of the challenges. Highly qualified professionals are equipped to excel both in-person and remotely. This flexibility allows us to thrive in a hybrid environment without compromising the interpersonal elements that ultimately make companies successful.

In fact, Terawe is looking to add more talent to our growing team. We are explicitly recruiting in Ireland, looking to capitalize on these qualities to power our organization in the months and years ahead.



Gavin O'Loughlin, IDA Ireland

Gavin O'Loughlin is VP Pacific Northwest for IDA Ireland the Irish government agency responsible for attracting foreign direct investment into Ireland. IDA provides a wide range of services to support companies expanding into the European market.

O'Loughlin started his career with IDA based in Dublin, working in the pharmaceutical industry, before being promoted to a role in the New Forms of Investment Division. More recently, O'Loughlin has been appointed to Seattle, an important location for IDA Ireland where he works with companies such as Microsoft, Amazon, Nulia, Avanade, Affirma and many others. He spent his early career working in the pharmaceutical industry in Ireland. O'Loughlin's formal qualifications are in pharmacology and business. <https://www.linkedin.com/in/gavin-o-loughlin-ida-seattle/> Contact O'Loughlin on Gavin.OLoughlin@ida.ie



Work Interfering with Family Life



Has been an objective for employees for as long as there have been jobs.

Work interfering with family life is a regular occurrence and a major obstacle for some employees

Questions for Managers

1. Does your organization allow for short notice schedule changes?
2. Is there a time requirement for your employees to be present or is it a workload requirement? Could your organization's culture have both of these requirements?
3. During performance reviews, are you asking your employees about hour preferences?
4. Are you collecting data on what your employees want in regard to total hours or specific hours worked?
5. How could you implement a more efficient scheduling system to accommodate employees who want non-traditional schedules?

- Workplace culture is important to manage when attempting to minimize the interference between work and family for employees.
- Some believe that this balance should be created by the executives of a company, others think that it should be created by employees themselves.
- The graph to the bottom left shows the mean work satisfaction score for multiple generations in relation to their perceived level of family interference. It shows that, with the exception of the silent generation, work satisfaction goes up as work interferes with family less.

Data from the International Social Survey Programme (ISSP) provides us with some understanding about the role of workplace flexibility on employee engagement and satisfaction, for 5 main age cohorts and across 37 countries.

Figure 1: Job Satisfaction Mean Score by Work Interferes with Family—How Often Do You Feel the Demands of Your Job Interfere with Your Family Life?

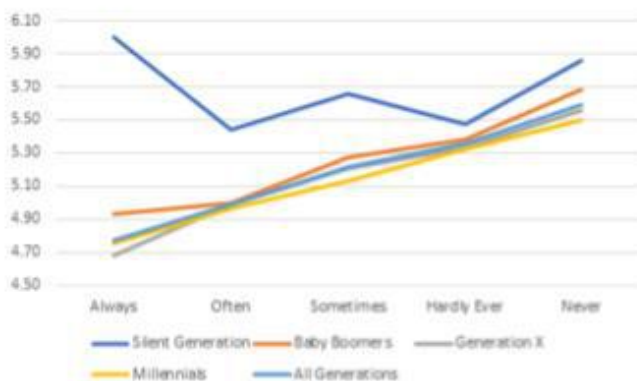
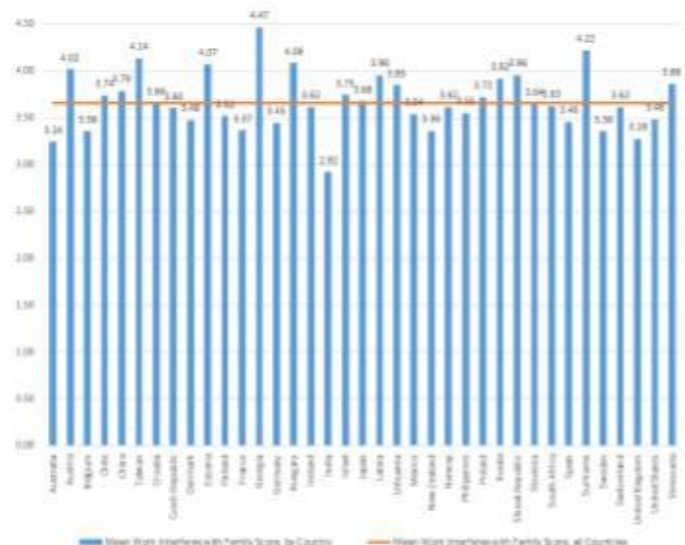


Figure 2: Work Interfering with Family Life Mean Scores, by Country



Gender Differences in Job Satisfaction

1

Overall mean job satisfaction scores for men and women across countries are similar, but slightly higher for men, suggesting gender differences are becoming less prominent than in the past.

Job satisfaction for men and women are equally affected by extrinsic rewards, possibly because women have become primary breadwinners rather than providing supplemental income; thus factors related to pay, stability, and opportunities for growth are also important for female workers.

2

3

Men and women both find satisfaction in doing work that is interesting, offers autonomy, and is useful to society, but work being helpful to others is not a significant factor in job satisfaction for men. This suggests that men have more of an instrumental orientation to work than women.

Interestingly, being harassed at work was significant in predicting job satisfaction for men, but not for women. Although surprising, this may be because women are more used to experiencing regular harassment than men.

4

5

Personal contact with others is a significant factor in predicting job satisfaction for men but not women. Men may have fewer personal networks outside of work, while women may have more.

Working weekends and schedule flexibility are significant factors in job satisfaction for men, but interestingly not for women. As with harassment, this may be because women tend to have a heavier load in dealing with family matters and house work and may be more used to this reality than men.

6



Mentoring – Development of Future Leaders

by Doug Lawrence

It most definitely is a challenge! Organizations are struggling with the leadership talent shortage and it is not getting any better. When you look at surveys that have been done the numbers are quite alarming and they do not appear to be getting any better. When I look inside organizations I see that management is not spending the time on developing their future leaders. They claim to be dealing with other more pressing matters! Not having a leadership talent pool seems to be a pressing issue to me. Who is going to lead the organization into the future if we do not invest in our people now? Most will tell you that they have this under control as they have a succession plan in place. What is missing in the plan though is succession development. We don't develop our successors - we set them up for failure. We throw the leadership ball at them at the last minute and expect them to wing it! When they stumble and fall, we say that it was a poor choice.

Picture a herd of sheep (your employees) heading in a direction where they are guided by the shepherd (one of your leaders). When one of those sheep starts to drift aimlessly the shepherd takes action and attempts to get the wandering sheep back on track. When it appears that the behaviour cannot be changed then the shepherd culls that individual from the flock.



In an organizational setting, where there is no change in behaviour, the leader would begin the process to terminate that employee from the organization. There would be costs that should be considered as part of that decision to replace the employee. There is an impact on the client(s), training of a new employee, lost productivity, organizational culture impact, etc. In most cases the decision to terminate is viewed as a quick solution to a more in-depth problem and that is a leadership talent void in the organization. What I mean by that is that good leaders would take the time to determine what the root cause of the behaviour is and see if that can be changed. It may mean using different techniques to better understand what is the root cause. This is where mentoring can play a huge role.



I have had huge success with an approach I call, mentoring vs termination. This is a process where we determine what the root cause of the behaviour is for an employee that is performing in a less than desirable manner. I have seen employees go from being an introvert to become more extroverted as a result of the mentoring process. I have seen where an employee who was subject of a number of client complaints on his demeanor to one where he was getting accolades for how he communicated with clients. It took a little time and effort to work with the employee and through effective mentoring techniques facilitate the behaviour change that was in the best interests of the employee, the organization and the people that they served.

How do we deal with the leadership talent shortage? One solution that we see that can assist in addressing the leadership talent shortage is to implement a mentoring program in your organization. You can even go one step further and implement a mentoring culture – creating a learning and development environment in your organization. It is a culture where leaders will flourish and be ready to lead your organization into the future.



If you think this is a major challenge in your organization imagine what it would be like to address this as a nation. Gemstone in Nigeria and Progress Intern and Mentor Institute in Ghana are doing just that.



When you have some of your herd beginning to wander aimlessly and your shepherds appear to be lost. When your organization is not sure where to turn to address their leadership talent shortage – remind them of the work being done to address this as a nation. The “gift of mentoring” is a powerful tool – embrace it after all “Can you afford not to?”

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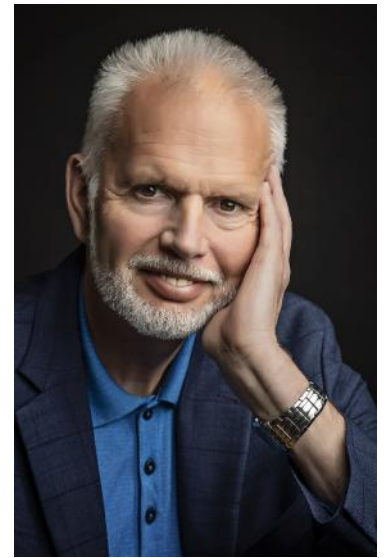
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Doug Lawrence is the founder of TalentC® and Co-founder of the International Mentor Community. Doug leads organizations to experience the benefits how mentoring will encourage



workforce culture to flow in harmony (mentors), improve productivity from employees (mentees), reducing costly employee onboarding improving the bottom line (organizations). Doug is an International Certified Mentor, and has obtained his Certificate of Achievement – Mentoring, his Certificate of Competence – Mentor and his Certificate of Competence – Journey Mentor from the International Mentoring Community (IMC).



The Importance of Scheduling Flexibility at Work



Increase happens when employees have the ability to change start and end times.

Balancing work and family life is not always an easy task. Increasing schedule flexibility is linked to higher work/family balance.

Questions for Managers

1. Is a flexible schedule possible for my employees? (Retail position may not allow for this due to opening and closing time)
2. Do I have any employees that are consistently late or leaving early for family related issues?
3. What do I think a program that allows for schedule flexibility could do for my employees' morale, retention, and job satisfaction?
4. What are the potential benefits of implementing flexible schedule where possible for your workforce?
5. How can you implement a simple, yet effective flexible schedule program?

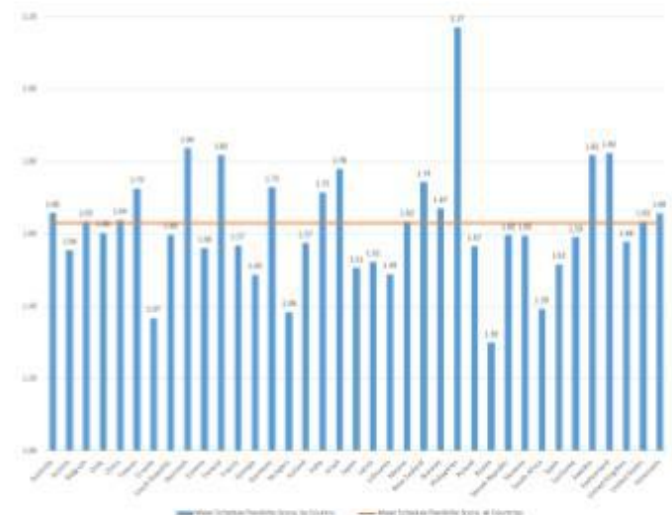
- Increasing schedule flexibility is linked to higher work/family balance, which can help employees gain loyalty in an organization.
- Employees that have children have shown to be the most consistent predictor of schedule flexibility benefit.
- Schedule flexibility can be very beneficial to employees who have children and other commitments outside of work.
- Allowing employees to choose start and stop times will improve job satisfaction by helping employees feel understood and valued.
- The graph in the bottom left corner shows that as employees choose their start and stop time, job satisfaction increases.

Data from the International Social Survey Programme (ISSP) provides us with some understanding about the role of workplace flexibility on employee engagement and satisfaction, for 5 main age cohorts and across 37 countries.

Figure 1: Job Satisfaction Mean Score by Schedule Flexibility—Which of the Following Statements Best Describes How Your Working Hours are Decided?



Figure 2: Mean Schedule Flexibility Score, by Country



Age and Job Satisfaction Across the Globe

1

Job satisfaction levels for workers in 37 countries appears fairly consistent with only minor increases and decreases from age 25 to the time of retirement. However, mean job satisfaction levels decrease for those in their late 70s to early 80s, followed by a steep increase for the final years of work life.

The impact of age on job satisfaction varies by country, with age being statistically significant predictor of job satisfaction in only eleven of the thirty-seven countries, specifically Austria, Taiwan, the Czech Republic, Estonia, Finland, India, Japan, Latvia, New Zealand, Switzerland, and the UK.

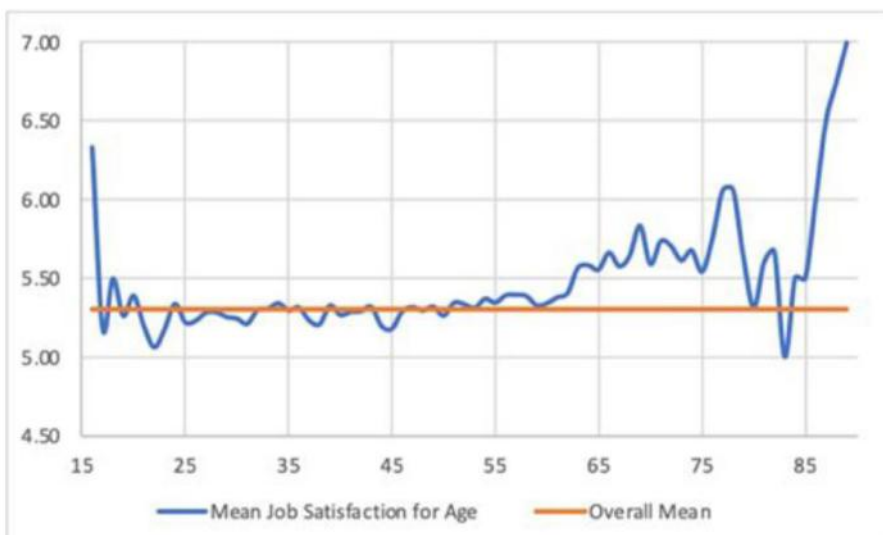
2

3

While there is a positive relationship between age and job satisfaction, in nearly every case where age is a statistically significant predictor (e.g. the older one gets, the more satisfied one is with one's job), in 2 of the 10 countries (Austria and India), age has a negative relationship with job satisfaction. (e.g., as one ages, job satisfaction decreases).

Overall, age has a positive impact on job satisfaction. As workers increase in age, their job satisfaction also increases.

4



The graph to the left shows the mean job satisfaction for age, and the overall mean for all ages for all ISSP survey respondents across the globe.



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 출람지예, 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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By Jonathan H. Westover, PhD

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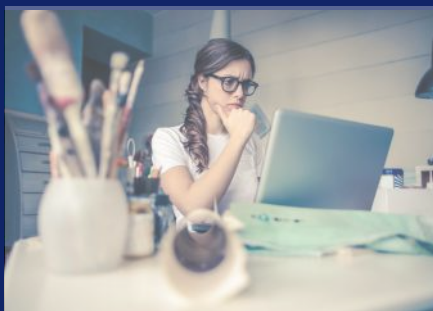
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