

Human Capital Leadership

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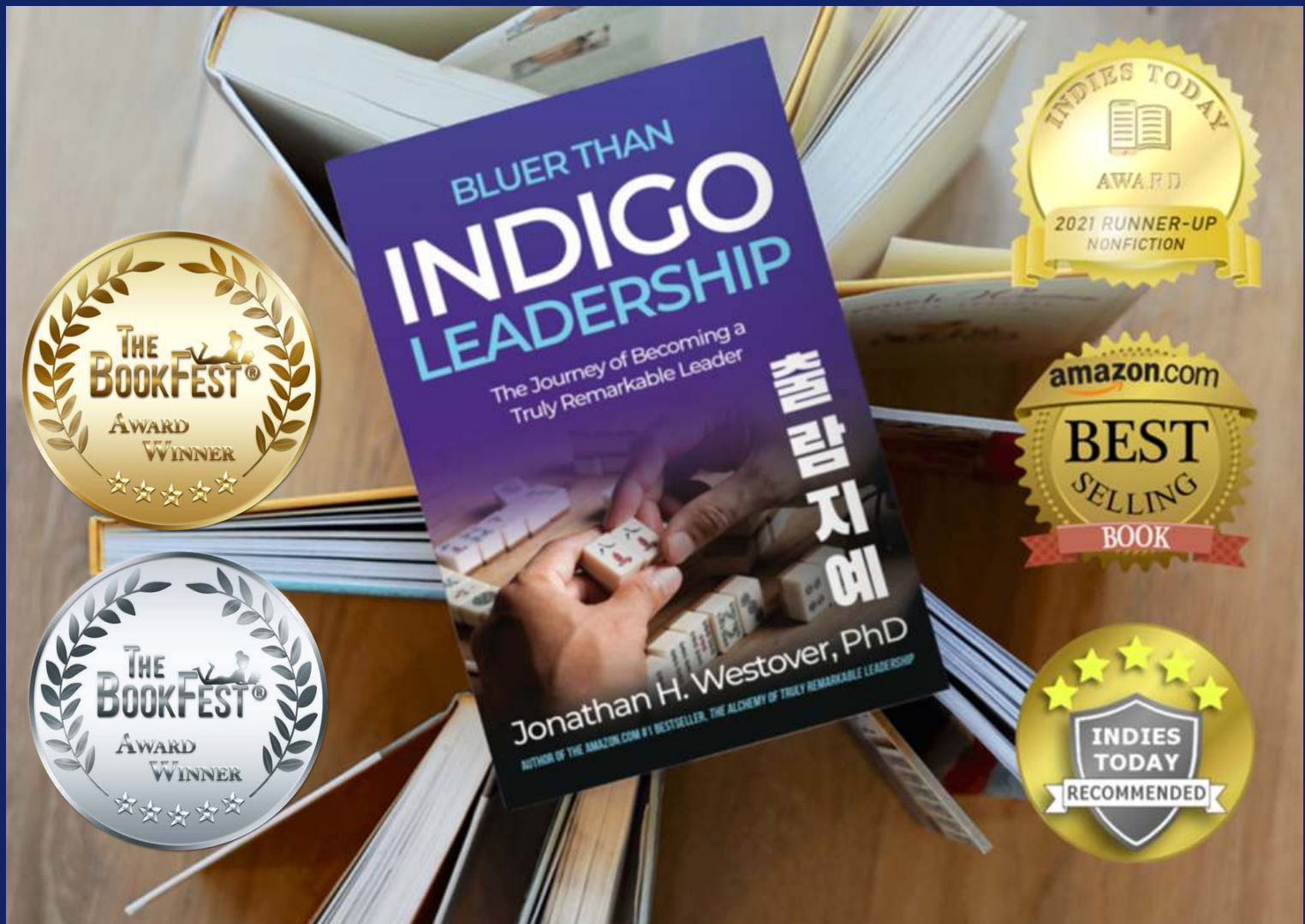


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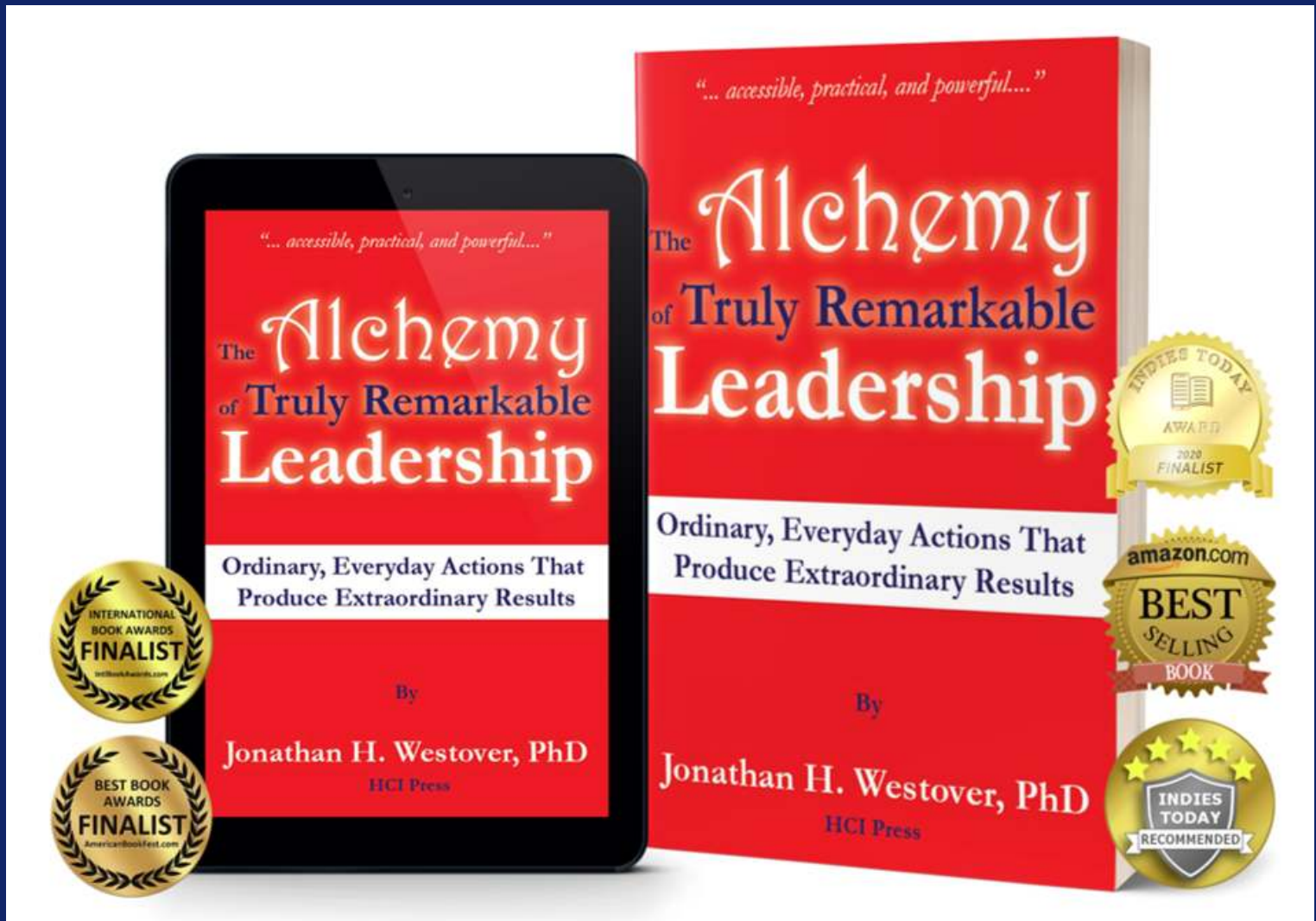
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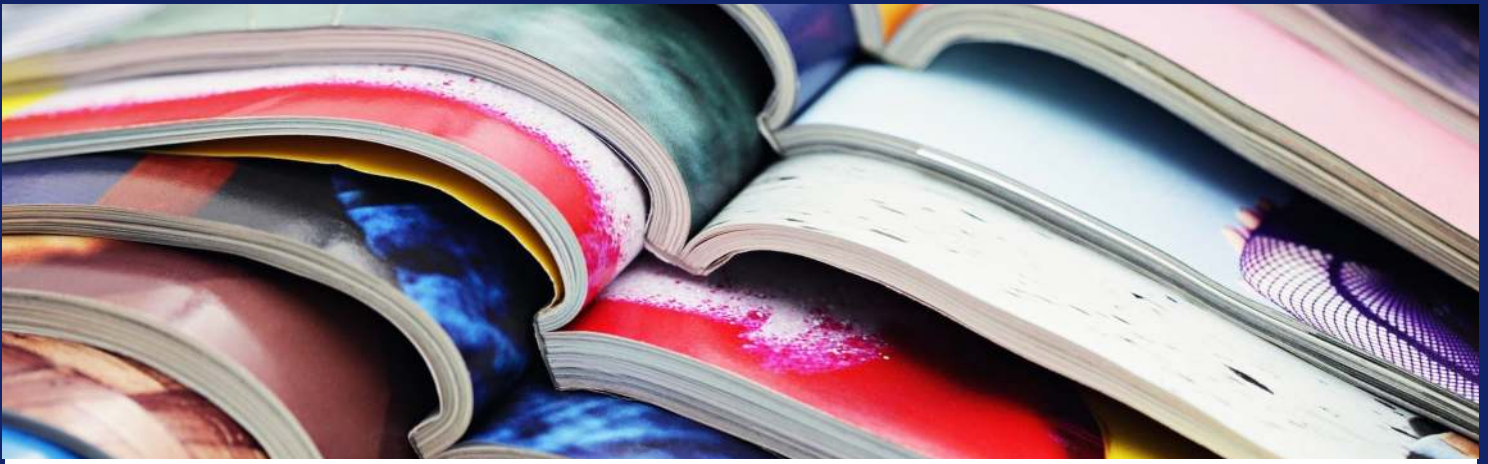
- 1 S35E18 - Navigating the Complex Employee Health... 32 min
- 2 S35E17 - Slovenia HR Conference Keynote: Skills... 56 min



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S35E18 - Navigating the Complex Employee Health...

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How to Make an Impact and be Heard Every Time You Share a Message

With Chloe Oestreich

Chloe talked about how an important part of making “an impact and be[ing] heard every time you share a message” is to understand that “... executive presence is made up of physical, vocal, and mental presence.” At the end of the day, “We want to accomplish our goals” and “the key is to increase your level of self awareness, to recognize your motivators, your drivers, your derailers, your belief system, your value system.” Doing this allows you to see yourself in a more clear light. It is then your “responsibility to foster a level of emotional maturity” so you can understand where you are coming from.



One you realize that, you can express that more clearly to others, thereby putting your point across more clearly and making it easier for people to hear and understand you. “It ultimately starts with having the courage to look inward and to start asking yourself some really insightful and thought provoking questions”.





Chloe also shared her perspectives on helping people to develop a project or a pitch: "If we can't see [the people we're talking to] for who they are and what they bring to the table and meet them where they're at, much of our efforts are going to be lost on them." You need to be able to understand yourself when it comes to getting your point across, but also understanding the people that you are communicating with. "Part of it is cross cultural competency and cultural awareness that we need to be able to navigate these different settings."

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You can listen to the full episode at innovativehumancapital.com/podcast, or anywhere you listen to your podcasts, just search "HCI Podcast".

Chloe is an executive coach, consultant, and speaker. She works with leading organizations and coaches CFOs globally on how to be heard, lead with impact, and communicate effectively. You can find her on LinkedIn as Chloe Oestreich or her website www.ceoconsultancy.com. Au



Chloe Oestreich



With Jonathan H. Westover, PhD



Dr. Jonathan H. Westover



How to Make an Impact and be Heard Every Time You Share a Message, with Chloe Oestreich

January 9, 2022

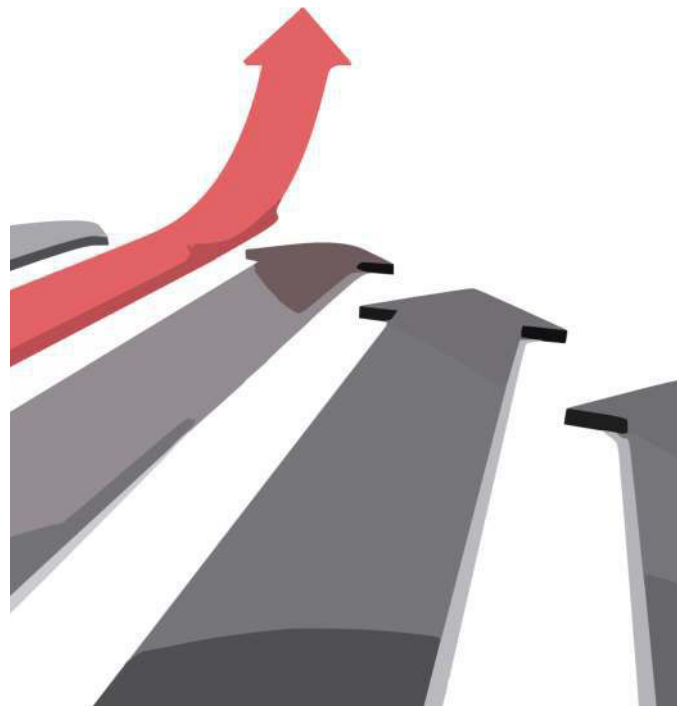
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An illustration of four diverse people (two men and two women) in a meeting, looking at a laptop. The style is simple line art with flat colors (orange, yellow, grey).

Attracting, Retaining and Supporting Employees in The Modern World of Work

By Jonathan Westover

As I walked into the office on my first day as a new hire, I couldn't help but feel a sense of excitement and nervousness. I had landed my dream job at a company that I had long admired for its innovative products and forward-thinking culture. As I settled into my new role, I quickly realized that the company lived up to its reputation. My manager was supportive and empowering, the company provided a range of benefits and perks and there was a strong emphasis on work-life balance. It was clear that the company valued its employees and was committed to their success.



Over the years, I've come to realize that, unfortunately, this type of positive, healthy work experience is often not the norm. In today's modern world of work, many employees feel overworked, undervalued and disconnected from their companies. The Covid-19 pandemic has only exacerbated these issues, as remote work and virtual communication have become the norm for many workers.

How can more companies replicate my positive experience as a new employee within their team and organization?



The Shifting Organizational And Leadership Landscape

Gone are the days of the traditional, hierarchical corporate structure. Today's companies are increasingly adopting more flexible and agile approaches to work, with a focus on collaboration and innovation. This shift is driven in part by advances in technology, which have made it easier for employees to work remotely and collaborate across geographical boundaries.

In addition to the changes in work structure, there is also a shift happening in leadership styles. The old model of top-down, authoritarian leadership is no longer effective in today's fast-paced and constantly changing business environment. Instead, more companies are embracing a more collaborative and empowering leadership style in which leaders work with their teams to set goals and solve problems. This approach not only fosters a more positive work culture but can also lead to better outcomes for the company as a whole.

Providing Holistic Support For Workers

Everyone wants to feel valued and get paid, but in order to attract and retain top talent, companies must go beyond just offering a competitive salary and benefits package. Employees today are looking for a holistic work experience that meets their physical, mental, spiritual and emotional needs.

One key aspect of holistic support is providing the resources and tools to help employees be productive and successful in their roles. This includes things like access to technology and software, as well as training and development opportunities. Companies should also consider offering support services such as mental health resources and wellness programs, as well as opportunities for social connections and community building. Companies can also support their employees by promoting a positive work culture, including providing opportunities for personal and professional development, as well as creating a safe and inclusive workplace.



Another way to provide holistic wellness and support is through the implementation of employee assistance programs. These programs offer resources such as counseling services, stress management techniques and financial planning assistance to help employees navigate the various challenges of life.

Overall, it is essential for companies to prioritize the holistic wellness of their employees and provide support in order to foster a productive and engaged workforce. By providing resources and promoting a positive work culture, companies can support their employees in leading healthy and fulfilling lives and help the organization succeed.



Five Strategies To Up Your Employee Attraction And Retention Game

As an organizational leader, employee attraction and retention is crucial for the success and growth of your company. High turnover rates can be costly and disruptive, while a team of engaged and motivated employees can lead to increased productivity and profitability.

Here are five strategies to up your employee attraction and retention game:

- Foster a positive company culture. A positive company culture that values diversity, inclusivity and open communication can help attract and retain top talent. Make sure your company values and culture are reflected in your hiring process, employee policies and daily work environment.
- Provide opportunities for growth and development. Employees are often more likely to stay with a company that offers opportunities for professional development and advancement. Consider offering training and development programs, mentorship opportunities and the chance for employees to take on new challenges and responsibilities.

- Encourage work-life balance. A healthy work-life balance is important for employee satisfaction and retention. Offer flexible work arrangements, such as the option to work from home or have flexible work hours, to help employees manage their personal and professional responsibilities.

- Show appreciation and recognition. Recognizing and showing appreciation for employees' hard work and contributions can go a long way in increasing employee satisfaction and retention. Consider implementing a recognition program or simply taking the time to thank employees for their efforts personally.

- Offer competitive compensation and benefits packages. Employees are more likely to stay with a company that values their contributions and offers competitive salaries, bonuses and benefits such as healthcare, retirement plans and paid time off. Consider conducting market research to ensure your compensation and benefits packages are competitive within your industry.

Implementing these strategies can help you attract and retain top talent, leading to a stronger, more productive team. By investing in your employees, you can improve retention rates and overall business performance.



In conclusion, the modern world of work is constantly evolving, and it is important for organizations to adapt their strategies for attracting, retaining and supporting employees. The shifting organizational and leadership landscape has brought about new challenges and opportunities, and it is crucial for organizations to provide holistic support for their workers. By implementing the strategies outlined above, organizational leaders can enhance their employee branding with potential workers and supercharge their employee attraction and retention efforts, leading to a more engaged and productive workforce. Ultimately, attracting, retaining and supporting employees is not only the right thing to do from a human perspective, but it is also essential for the success of any organization in today's hyper-competitive and interconnected global business environment.

A Strategic Approach to Employer Branding

With Bryan Adams

Bryan suggests that when it comes to a “... good employer brand, ... 99% [of the success of it], is down to aligning with the organization.” If an employee sees a job opportunity that looks like the ideal position for them, and the listing doesn’t describe the job accurately, the employee will simply end up looking elsewhere for a better suited environment for them.



When writing up a job listing, you want to make the job seem ideal to as many people as possible. After we write an idealized version of the job so workers want to apply and hope to get the job. While this is a fairly common strategy, “... you also have to really try to be authentic and genuine.” If a worker is expecting a laid back environment and ends up with a very strict and demanding one, that will be a shock to them. “We’ve all had those experiences ... where you just end up working for a jerk boss in a toxic environment, at least at a minimum, one that’s not particularly engaging and one that you want to be at.” When workers experience this, they will most likely search for a job elsewhere.

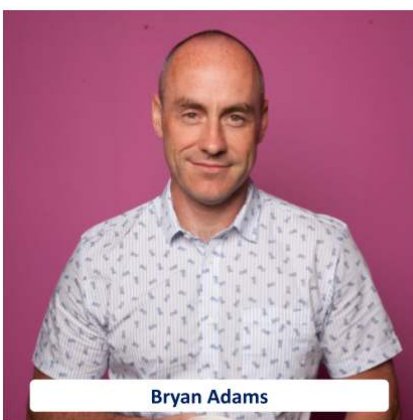


If you want your company to have good employees who fit the organization, you need to understand that workers "... want to feel needed, valued, wanted, [and have] the opportunity to contribute in meaningful ways. They want to continually develop themselves and do cool things." When it comes to being an employee friendly employer, you want "... [p]eople [to] understand why they're there, how their contribution matters, and then whether they feel comfortable and they can bring their whole self and they feel like they can belong.... They want to make an impact, and they want to continually learn and grow. They want their leaders, their organization to do what they say they're going to do..." Bryan notes that "... [b]y and large it does come down to clarity and just setting very clear expectations of who you are and how you're not."

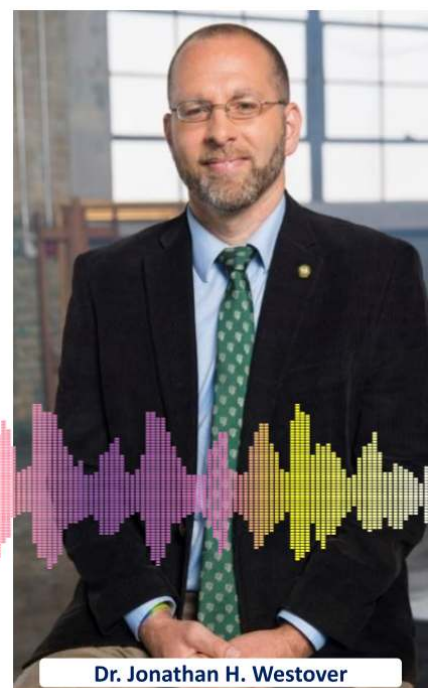
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Bryan Adams is the CEO and founder of PH Creative Recognizes, one of the leading employer brand agencies in the world. PH specializes in building world class employer brand FVP and talent engagement strategies for companies such as Apple, American Airlines, British Telecom, and Virgin. Bryan is a specialist speaker and two times bestselling author of *Getting Goosebumps* in 2015 and *Five and Get Employer Branding* in 2020. He is considered a prominent employer brand thought leader and his creative, unconventional, and even controversial methodologies are said to regularly change the way people think about employer branding and FVP. You can get both books on Amazon, and find him on LinkedIn by searching Bryan Adams or visit his website PHcreative.com.



Bryan Adams



Dr. Jonathan H. Westover



A Strategic Approach to Employer Branding, with Bryan Adams

January 4, 2022

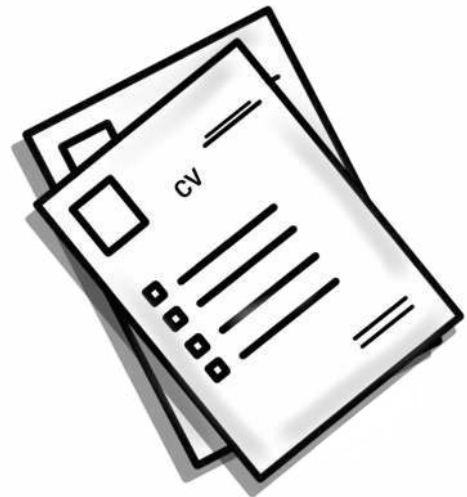
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Supporting Holistic Worker Well-Being In Your Organization

By Jonathan Westover

In recent decades, employee wellness is a concept and practice that has really caught hold in corporate America. While worker safety and physical health were the primary focus of organizations for decades, organizations have started to offer all sorts of different benefits, perks and programs to address various aspects of holistic worker wellness and health.



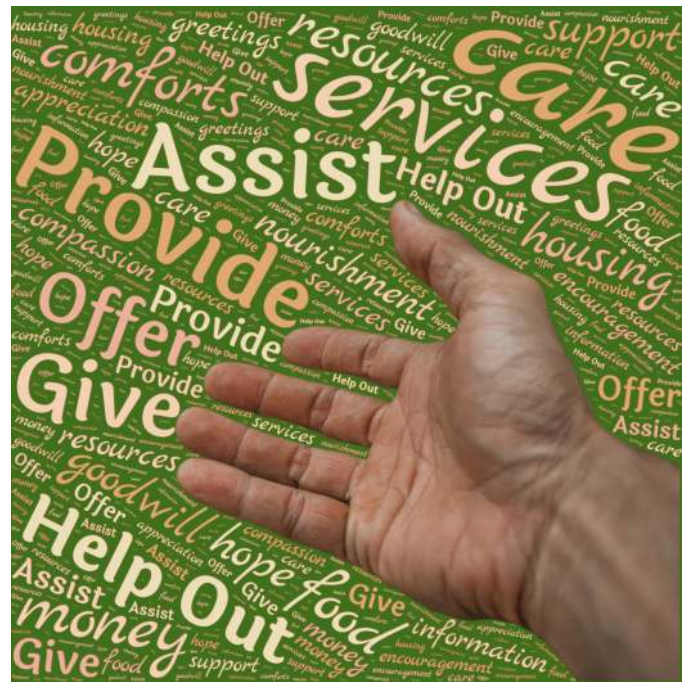
Years ago, I was working in one such organization. The HR benefits page on the company website offered a long list of different types of benefits to support workers in various aspects of their life. At the time, I thought this was so progressive and a great sign of the organization's commitment to its people. And while I would rather have more options than fewer, over time I have realized that having a long list of benefits is not enough.

The problem with that organization's approach is that while they provided a broad smorgasbord of options:



1. these options and opportunities were not communicated clearly and effectively to individuals within the organization,
2. they weren't connected or integrated in any meaningful way to a broader wellness and health strategy, and
3. leaders in the organizations didn't seem to buy in or participate, so
4. participation and utilization of most of the programs and benefits (outside of traditional health benefits) was incredibly low.

Ultimately, upon greater reflection, it seems like this organization (and many others I have seen since) was more concerned about providing a long list of offerings they could point to rather than really addressing the needs of their people in a meaningful and sustainable way.



What is holistic worker well-being, and why should leaders provide support?

While there are many ways to define holistic care, simply put, holistic worker well-being is all about "cultivat[ing] wellness by addressing a patient's body, mind, and spirit."

As leaders recognize the need and work toward better supporting their people, not only are they doing right by their people, but they will also be helping their organization succeed. According to the Centers for Disease Control and Prevention, "workplace health programs can increase productivity" and provide a wide range of positive workplace benefits, even increased revenue and profit. For example, a study found that healthier workers are more motivated and engaged, absent less and tend to stay with their employer longer, resulting in lower absenteeism, presenteeism and turnover rates.



Furthermore, according to the recent Holistic Well-Being at Work report (registration required), "Stress and burnout can lead to decreased worker engagement, productivity, and job satisfaction. Fostering workers' mental and physical health, on the other hand, promotes many positive outcomes for individuals, teams, and organization. A more holistic view of worker well-being has become critical as employers prepare for a post-COVID-19 world while managing the current period of great uncertainty. Integrated efforts and communications around different aspects of well-being can help workers at all levels manage stress, engage, and adjust to change."

The reality is, in the modern world of work, we can't adequately focus on improving organizational systems, increasing operational efficiencies and enhancing overall firm productivity unless we directly connect those efforts to the very people who make the organization run and provide the creative innovations that provide a competitive advantage and help the firm bring value of the market.

How can leaders provide support for holistic worker well-being?

Physical Health And Safety

Leaders should encourage regular physical movement and organize the physical office space to promote health and safety. While creating an ergonomic workspace is essential, workers need to also have opportunities to recover from taxing meeting or physical activity associated with their work. Regardless of the type of work performed, try introducing regular stretch and breathing breaks, and if a worker is desk-bound, make sure they have movement breaks every hour.

Social Well-Being

Leaders should encourage and proactively build a sense of community and belonging among their team members. You can encourage and support both formal and informal face-to-face and virtual meet-ups during and after work hours, but regardless of what that looks like, the key is to strengthen authentic and meaningful relationships between team members and with managers and to help everyone develop appreciation for each other's unique contributions. And always remember to include your remote colleagues.



Emotional And Mental Well-Being leaders need to focus on the emotional and mental well-being and health of their team. Strive to create an inclusive environment and culture with psychological safety, where everyone can be appropriately vulnerable and where they feel safe and talk openly about emotional and mental health challenges. Leaders should also regularly review work schedules, design manageable work (and even reduce workloads when appropriate) and encourage their people to take time off to recharge.

A Culture Of Holistic Wellness And Health

Ultimately, organizational leaders need to show by their personal example the importance of the holistic wellness of their people. If you see your leaders regularly practicing self-care and focusing on their own physical, social and emotional/mental well-being, it gives you and the rest of your team permission to do the same. It signals the holistic worker wellness is a core value and top priority of your organization, and your actions will speak much louder than words. As this emphasis is maintained consistently over time, a culture of wellness and health will permeate the organization.



Conclusion

While corporate attention to employee wellness and well-being is not necessarily new, the increased necessity and focus on the overall holistic well-being and health of workers has been receiving renewed emphasis in recent years, in large part due to organizational and people challenges that came about due to the Covid-19 pandemic. Leaders need to recognize both the business case and human case for this focus and provide better holistic support to their people to be positioned to address the complex combination of physical health and safety, social well-being and emotional and mental well-being. As leaders proactively foster a culture of holistic worker wellness and health, their people will have the best opportunity to fulfill their potential and help the organization achieve its goals.



The Employee Experience Trifecta - HR, IT and Internal Communication

With Carolyn Clark

One of the first things that needs to be understood is that "... [e]mployee experience is every single touch point in an employee's life." All leaders should "really consider [themselves] as advocates for the employee wherever [they] are." You want your employees to feel safe and comfortable within the workspace by doing simple things, from accommodating different practices that students follow for religious reasons, to making sure that your employees are told the truth and understand what is expected from them. "The people who are doing it right are the places who have evolved and who are now creating spaces where you can connect, you can get informed, and you can have this community."



Next, Carolyn suggests we should "... [r]eflect on [our] own organizations, what's going well? What could be improved upon." Carolyn also notes, "... the people who are thriving are the ones who are figuring out how to create those experiences [with effective HR and communication management] digitally so that everybody can be part of the culture of the company...."



Finally, Carolyn suggests that we should "... take these two pieces of advice and the broader conversation we've had today and try to see how you can apply it in your particular context."

You can listen to the full episode at innovativehumancapital.com/podcast, or anywhere you listen to your podcasts, just search "HCI Podcast".

Since starting her career, Carolyn Clarke intentionally diversified her experience to all facets of communication, from producing news to consumer PR, product PR, to media relations and corporate communication, and more recently, leading internal HR communication at major tech companies, including Yahoo, Oath, GoDaddy, and Opendoor. She has lead countless transitions, navigated more crises than she can count, and shepherded thousands of employees through complex acquisitions and integrations. She has a passion for navigation difficult situation and an ability to drive communication strategy thought complicated corporate issues, come of which many companies never experienced before. You can find her on LinkedIn as Carolyn Clarke and her blog at simpler.com



Carolyn Clark



Dr. Jonathan H. Westover



The Employee Experience Trifecta: HR, IT and Internal Communications, with Carolyn Clark

December 15, 2022

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The Shifting Psychological Contract: How Leaders Can Adapt To Improve The Employee Experience

By Jonathan Westover

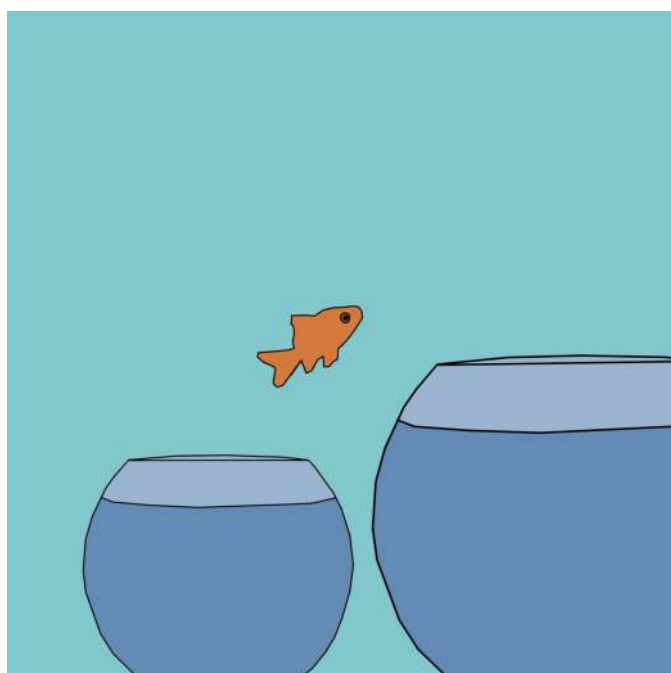
When I first joined the workforce, at the ripe old age of 11 with a paper route, I had a very simple understanding of my relationship with my employer, the newspaper. They would deliver the day's newspapers to my doorstep by 4 a.m., and I would need to have them delivered to the homes on my route by 6:30 a.m., sage and dry. In exchange for doing this daily work, I would receive a monthly wage. If I kept the subscribers happy, the newspaper was happy. It was a simple exchange of labor for wages, and I had no real expectation beyond that. I continued delivering papers for several years until I transitioned to other, more traditional forms of part-time employment and eventually full-time employment.



Fast-Forward 30-plus years and my workplace expectations have evolved dramatically. In today's world of work, I still want a fair and equitable wage for work performed, but I also expect reasonable benefits, autonomy and flexibility in how, where and when I perform my work. I want a positive and healthy workplace culture, and I want to be able to derive meaning and purpose from the work that I do.



Unlike previous generations, workers in the modern workforce generally desire both autonomy and flexibility while recognizing that most organizations don't offer much in the way of job security. As the psychological contract of work has shifted, employers' willingness and ability (or lack thereof) to adapt and meet the ever-evolving needs and expectations of their employees has had a large impact on worker satisfaction, engagements and the overall employee experience. Frankly, most organizations have not paid adequate attention to the shifting psychological contract and overall employee experience during periods of a down economy and tight labor market, as employers could essentially get away with it. However, during the pandemic and the corresponding "Great Reevaluation," the labor market tightened significantly. Employers have since realized (many far too late) that drivers of employee satisfaction and engagement, as well as the holistic employee experience, are essential if they hope to attract and retain great talent.



Strengthening A Positive Psychological Contract With Your People

So, how can we effectively reorient ourselves, our teams and our organizations around a mutually beneficial psychological contract?

1. Focus on developing and maintaining authentic relationships of mutual accountability and trust.

A big reason for the erosion of the traditional psychological contract is the employers have become less focused on their people while continually ratcheting up workload and performance expectations. Many employees have become cynical and distrustful of leaders and have thus shows diminishing commitment and loyalty toward their employers, When leaders invest in their people, tenaciously advocate for them and foster a culture and environment of mutual accountability and trust, they can strengthen the psychological contract and improve the employee experience. While investing in your people starts with a baseline of paying fair and equitable living wages and benefits, it is more about your commitment to their development through providing ongoing coaching, mentoring and feedback. Moreover, in the knowledge economy, practice top-down authoritative leadership. Leaders need to foster a reciprocal trust that can only emerge and be sustained as they willingly encourage and accept feedback (even strong pushback) from their people.

2. Laser focus on the holistic employee experience to become an employer of choice.

Especially in a tight labor market, leaders need to learn how to clearly and consistently articulate and communicate their employee value proposition to their people and potential new workers. Gone are the days when employers can get away with taking their people for granted. If you have an unhealthy, unsafe and un motivating workplace, people won't stay, and negative word will spread. In the ongoing fight for talent, leaders must learn to honor the whole individual--who they are at work and outside of work--create a purpose-driven and invigorating work environment and maintain laser focus on becoming an employer of choice!



The psychological contract of work has shifted dramatically, not just over the past several decades, but particularly over the past several years. This shift has resulted in an increasingly competitive battle to attract and retain great people who can be committed to their organization and continually add value to the market. Whether you are worried about worker turnover or quiet quitting, leaders need to recommit to creating and maintaining a positive psychological contract of work.





A Shifting Approach to Employee Learning and Development

With Tami Wolownik and Christine Laster

“We all want to work for an organization where we’re energized and excited and proud to show up and do the work that we do, recognizing also ... things are hard too. It’s not like everything’s always roses and we have to deal with the challenging things as well.” It is incredibly important to balance these two things to ensure that employees feel safe in their work environment, while also promoting learning and development. The state, “The workforce has to change for the future because of the skill sets that are required for the future with this heavy focus on digitalization, with the metaverse, with doing things differently and in different ways.” So, business leaders need to promote learning among employees to adapt to the ever-changing workforce and the tools available.



Additionally, companies need to provide a “... learning platform that’s encouraging people to learn more about digitalization, more about the new technologies that we need to deliver to our customers at an even faster pace than we’ve ever seen technological innovation occur before.” This is because many employees and companies are changing to remote or hybrid work, which requires employees to have a more indepth knowledge of computer technology and tools.





Another important point to note is that companies who have better training and learning programs provided to employees "... want the learning to be meaningful. And so they don't want to just learn for the sake of learning. They want it to be meaningful and something that they can utilize." Tami and Christine noted that "... [b]efore ... [they] created those training programs, ...[they] were losing a lot of people because ... [the employees] didn't understand the job, they didn't understand what was needed of them, [and they] felt that they didn't have good enough training."

With the constantly changing landscape in the world of work, employers must provide adequate training programs and encourage learning and employee development to make sure that workers feel safe, understand their job, and promote success for the company overall.

You can listen to the full episode at innovativehumancapital.com/podcast, or anywhere you listen to your podcasts, just search "HCI Podcast".

Tammy is Siemens Mobility, head of People and Organization, and Christine is Siemens Mobility's HR director. You can find them both on LinkedIn as Tami Wolownik and Christine Laster.



Tami Wolownik and Christine Laster



Dr. Jonathan H. Westover



A Shifting Approach to Employee Learning and Development, with Tami Wolownik and Christine Laster

January 5, 2023

www.innovativehumancapital.com



How Leaders Can Respond In The Face Of An Economic Downturn And The Great Reawakening

By Jonathan Westover

Back in March of 2020, the world was shocked by an almost-overnight shutdown of the economy due to public health concerns surrounding the Covid-19 pandemic. While the level of lockdown precautions varied across the world, the economic impacts were felt almost immediately, resulting in many government interventions to sustain the global economy and provide the social safety net to help individuals and families survive the trying times.



Many employers had to lay off or furlough a large number of employees, while others struggled with the shift to remote work. During this time, like many of my colleagues, friends and extended family, my immediate family felt the heavy impacts of increased social isolation and the challenges of schooling children at home and adapting to remote and virtual work.

As the pandemic moved from something we hoped would be resolved within weeks or months to years of adjustments, it took an increasingly heavy toll on the physical and mental health of workers, and organizations the world over started reporting increased levels of burnout among their employees, as workers were forced to juggle a variety of challenging conditions and circumstances with continuous strain and change happening all around them.



The Great Resignation, The Great Reawakening And Quiet Quitting

As many organizational leaders and pundits have discussed this past year, the dramatic social and economic disruptions felt by so many for such an extended period of time have resulted in many individuals reconsidering their core values and life priorities. In mass, the workforce (particularly the younger workforce) started to challenge long-held assumptions and norms around work and life, thus ushering in the "Great Reawakening."



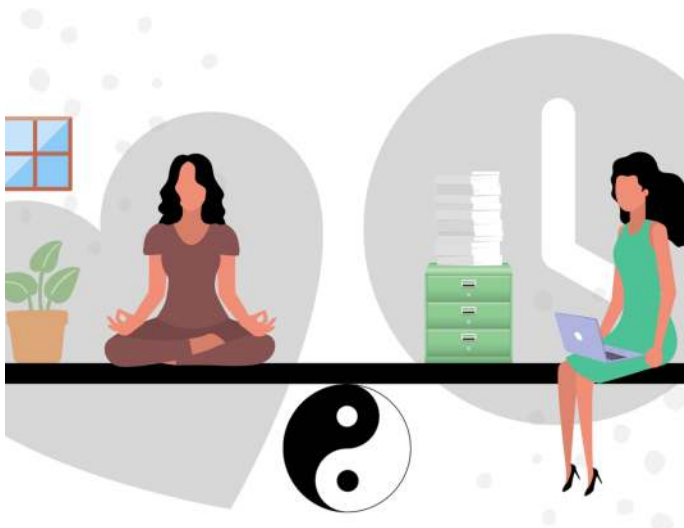
Many, who may have felt stuck in jobs they didn't love, decided life is too short and took a leap of faith to switch jobs or, in some cases, entire careers. Still, others decided that they wanted to opt out of the traditional employer-employee work model and chose to embrace the gig economy, lean into their side hustle, hang their own shingle and strike out on their own, leading to the "Great Resignation."

While doing so may seem strange in such uncertain times, it also make sense, as many young people were deciding that the traditional "American Dream" wasn't particularly salient, or even relevant to them. Rather than being a part of the rat race, working long hours, with a long commute, all to pay for a mortgage and more and more stuff, they are increasingly opting to adopt a more minimalistic lifestyle that requires less work and income to support it.



Other workers have decided that though they are OK staying with their current employer, they need to recalibrate the scales of work effort put in related to the benefits received. This has led to what is called "quiet quitting." More and more, workers simply aren't willing to endure long commutes, they want a compelling reason to return to the office (not just because that is what the leader wants or because it is "the way we do business"), and they aren't willing to put in long hours for an employer that doesn't seem to adequately value them.

In a world of work where little commitment and loyalty exists between employer and employee, where many workers can be downsized or let go with little or no notice and where worker exploitation is often seen as the rule, not the exception, and increasing number of workers have decided to do their job and do it well, but within the constraints of well-defined personal boundaries and work-life expectations



The Need For Organizational Leaders To Respond

As organizational leaders navigate an economic downturn, coupled with a tight labor market, what can leaders do to stem the trends of the Great Resignation and quiet quitting so they can bolster the effectiveness, productivity and innovations of their teams?

While many employers showed genuine care and empathy for their people during the pandemic, many organizations failed to step up to the plate and employees haven't forgotten how they were treated. First and foremost, leaders need to shift their strategic mindset around people operations and how they relate to their people. Gone are the days when leaders could get away with having an uninspiring workplace, let alone a toxic environment and culture. In the modern world of work, with a tight labor market, employees in such a workplace will simply leave because they have many options. Rather, leaders need to focus on prioritizing the morale and engagement of their people while actively investing in the ongoing development of their human capital capacity.

Additionally, leadership teams need to increase the frequency and value of their open and transparent communications with their people. In the modern world of work, employees expect to be regularly informed about the challenges facing the organization, the changes that are needed (including the "why" behind those changes) and the available opportunities for continued growth and development to be able to face challenges head-on. When leaders fail to be open and transparent, rumors will inevitably fill the information void, and usually, this will lead to more distrust, lower productivity and other negative team dynamics and individual workplace behaviors.

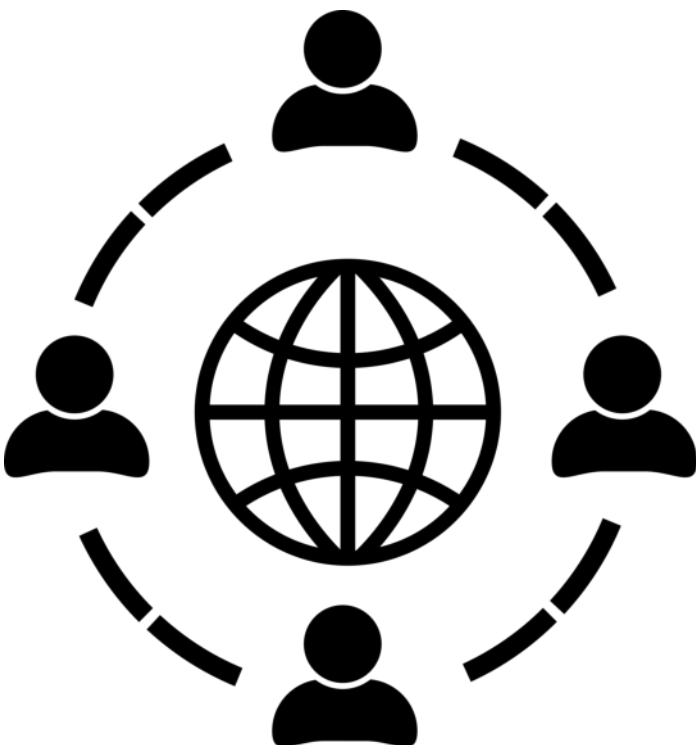
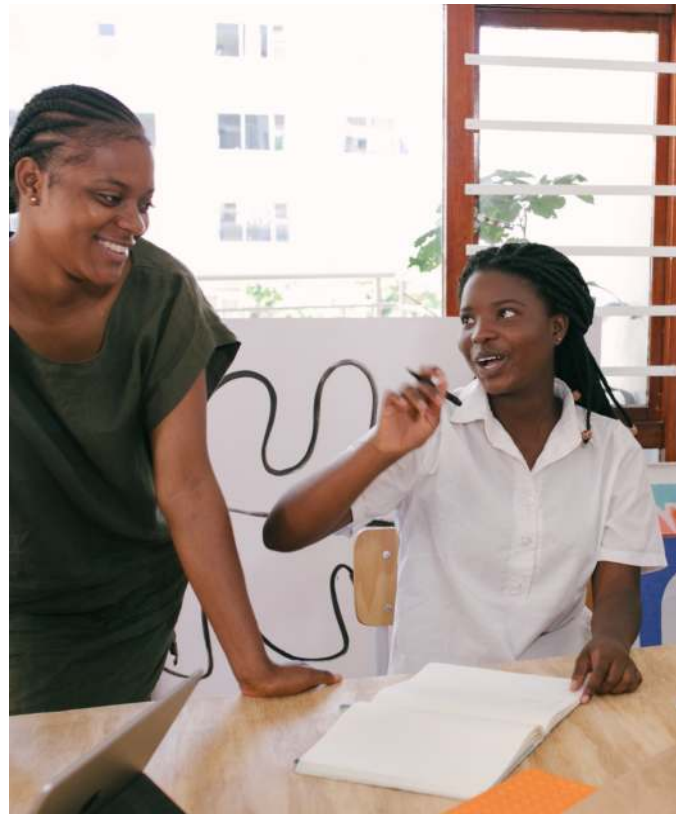


Many leaders have expressed frustrations with the difficulty of getting their people back to the office while lamenting the shift in employee attitudes and preferences toward more virtual and flexible work arrangements. Some have even pointed to the Great Resignation or quiet quitting as evidence of entitled, uncommitted and disloyal employees. However, regardless of one's personal attitudes and preferences, leaders need to understand that the nature of work has shifted; they can either choose to adapt and thrive, or they can stagnate and become increasingly irrelevant. Adopting a more human-centric and empathy-driven approach to your leadership while increasing transparency and focusing more on employee moral, engagement and the continual development of your people can help you attract and retain great talent, even during a tight labor market.

Global Employment and the Seismic Shift in Current Employment Traditions

With Derek Gallimore

Derek states, "Outsourcing is the most transformative business tool available today." It allows you to "... access the pool of 8 billion people across the globe..." and can save you a major percentage of your costs. When making the decision to outsource, "... you don't want to go for the average, you want to go for the high performers", and outsourcing allows you to not be restricted to a particular geographic location.



Despite the many pros, there are also a few cons that need to be kept in mind. "It seems [working with others] seems to be able to happen more organically when people are physically together." Being in person and working with others while physically in the same room tends to increase communication and understanding between coworkers.



Derek again emphasized that outsourcing can be very beneficial for many companies. You aren't limited by location or distance, but there are cons when it comes to productivity and communication between teams when working remotely. The best option is to blend them both, having different teams in different countries, and having them be in person some of the time. But something that is important to keep in mind when it comes to your company, Derek states, "I'm not sure there's a one size fits all, actually. I'm pretty darn sure there's not a one size fits all."

So, Derek suggests that we should "... try to get the best of both worlds, so to speak. There's benefits to being in person, there's benefits to the flexibility of the remote or the virtual work." Often, when the option is there, "... it's really going to be beneficial to [your employees] to at least part of the time, be in person." Many employees enjoy remote working because "... [i]t's easier and more fun to stay at home... but it's not always good in the long-term."

You can listen to the full episode at innovativehumancapital.com/podcast, or anywhere you can listen to your podcasts, just search "HCI Podcast".

Derek has been in business for over 20 years, outsourcing for over seven years, and has lived in Manila, Philippines, the world's outsourcing capital for over three years, and you can find his business at outsourcaccelerator.com



Derek Gallimore



Dr. Jonathan H. Westover



Global Employment and the Seismic Shift in Current Employment Traditions, with Derek Gallimore

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JONATHAN WESTOVER PhD

consultant | author | speaker



Futures Literacy and Developing A Futures-Thinking Mindset for the Future of Work

Jonathan H. Westover, Ph.D. is an experienced organizational leadership, people management, and organizational development consultant and managing partner and principal at Human Capital Innovations, LLC. For two decades, he has worked to help transform organizations across the globe.

Jon is also the producer and host of the Human Capital Innovations (HCI) Podcast and Managing Editor of Human Capital Leadership Magazine. Previously, Jonathan was an external consultant with the firm Targeted Learning, and an internal consultant in the Human Resource Development office at Brigham Young University, in the corporate Organizational Development office at InterContinental Hotels, and in the corporate Organizational Development office at LG Electronics in Gumi, South Korea.

Jonathan's work can be found in/on these media outlets... and many more!



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"I liked that I left inspired to apply what I learned and be a more service-based leader."

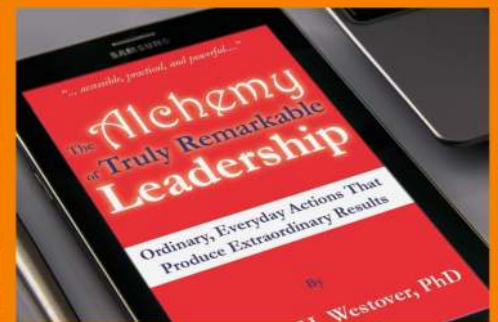
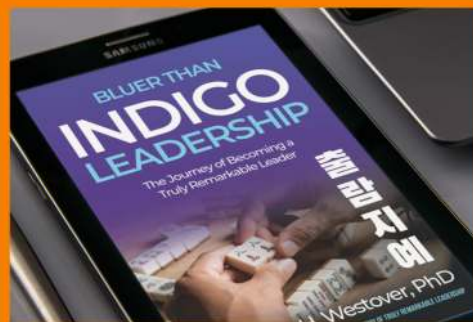
Anonymous Executive Training Participant

"Seeing a framework placed around our realities and realizing it isn't just us who are experiencing this on a day to day basis is quite relieving."

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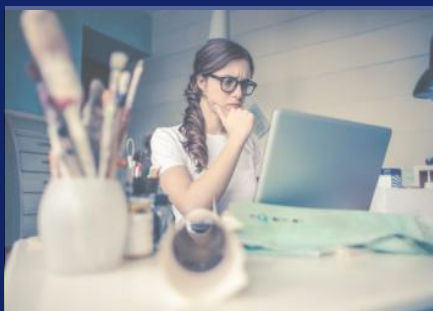
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