

Human Capital Leadership

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Helping You Maximize Your Human Capital Potential

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Dave Ulrich, the Father
of Modern HR

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Disruptive Technologies &
the Future of Work

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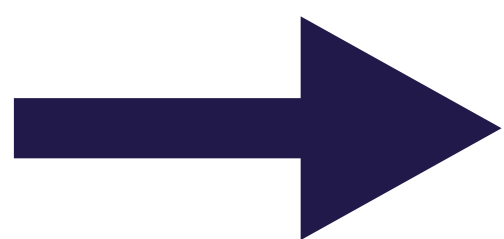
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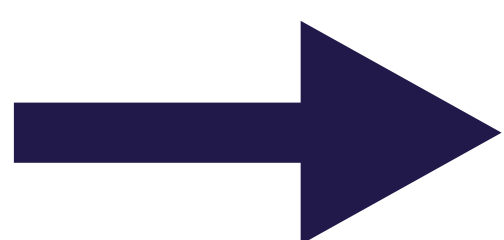
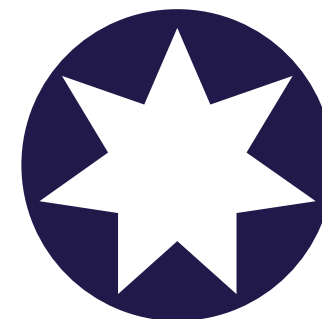
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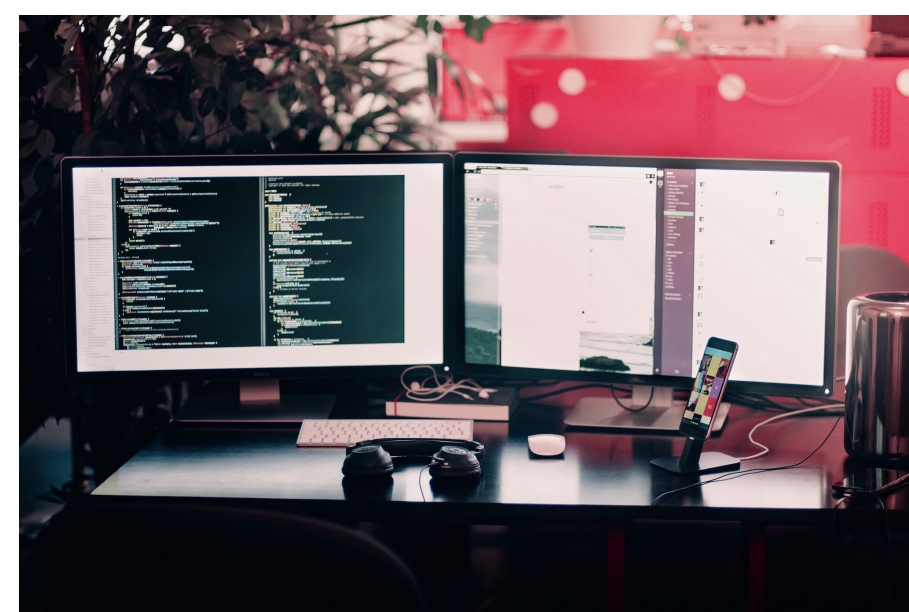


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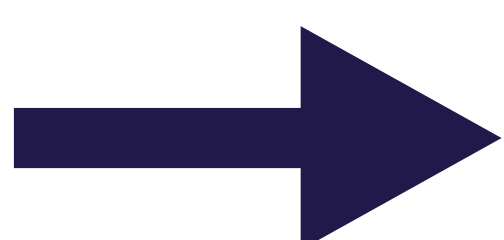


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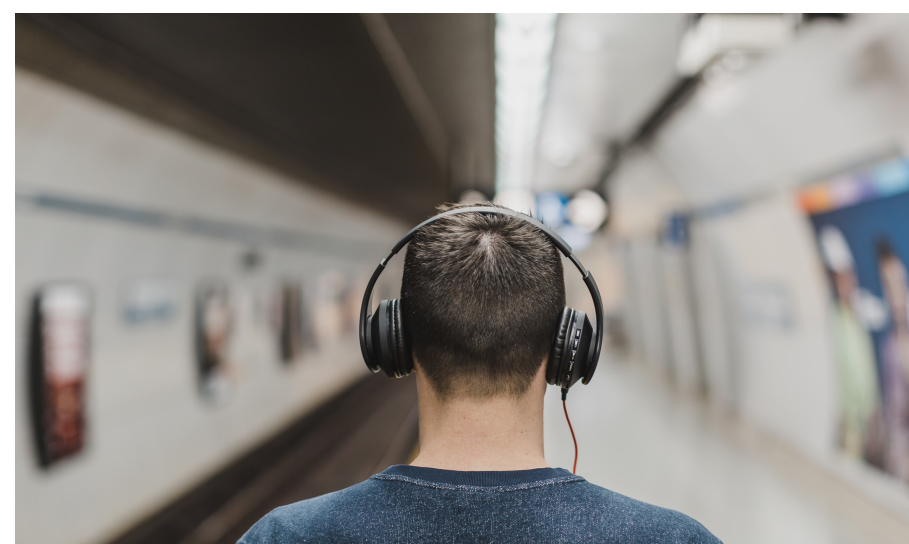
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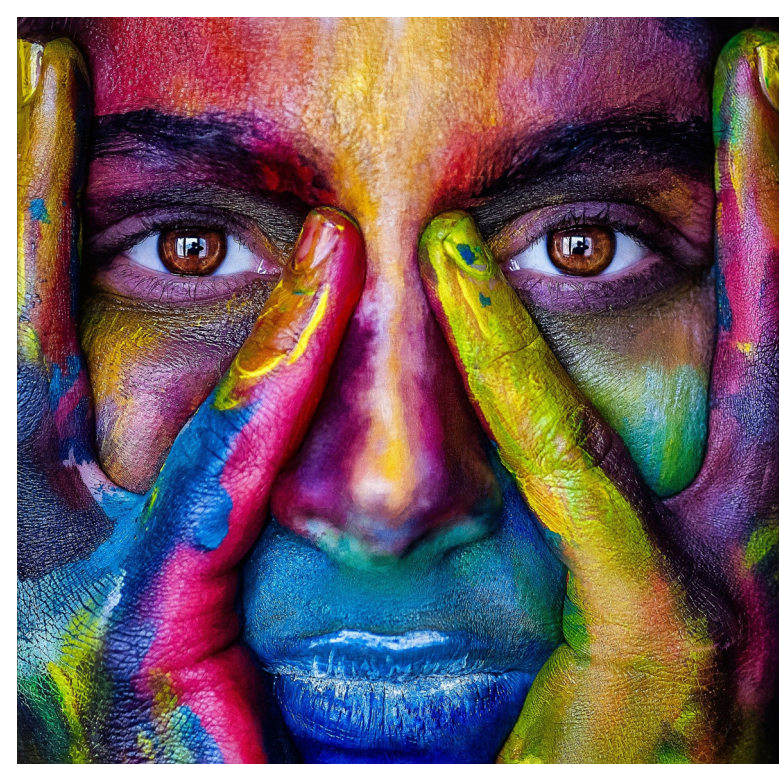
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By Dr. Jonathan H. Westover


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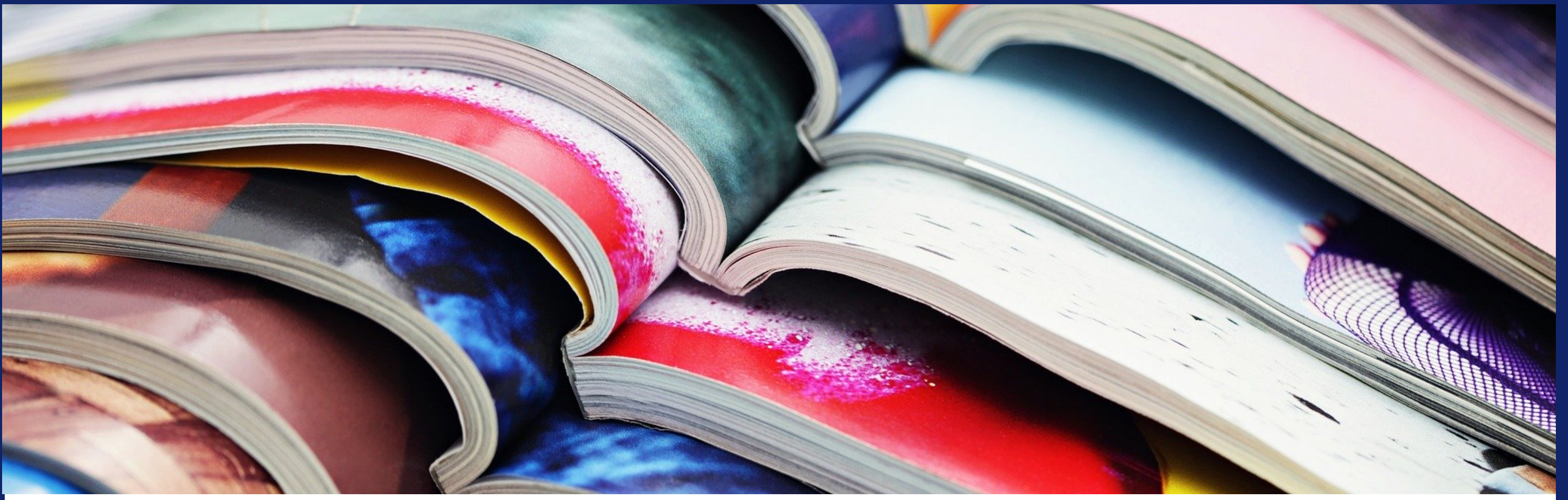
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A Conversation with Dave Ulrich, Father of Modern HR



**Dr. Dave Ulrich &
Dr. Jonathan H. Westover**

Jon: Dave Ulrich, welcome to the Human Capital Innovations podcast!

Dave: Thanks Jon, great to be here.

Jon: It is such a pleasure to have the opportunity to talk with someone of your stature in the field of HR. As a scholar/practitioner myself in the HR space, I followed you for a long, long time. We've had an opportunity to be in the same room many times, and we know many of the same people but we've never really had a chance to talk like this in the past, so it's really a great pleasure to have this opportunity.

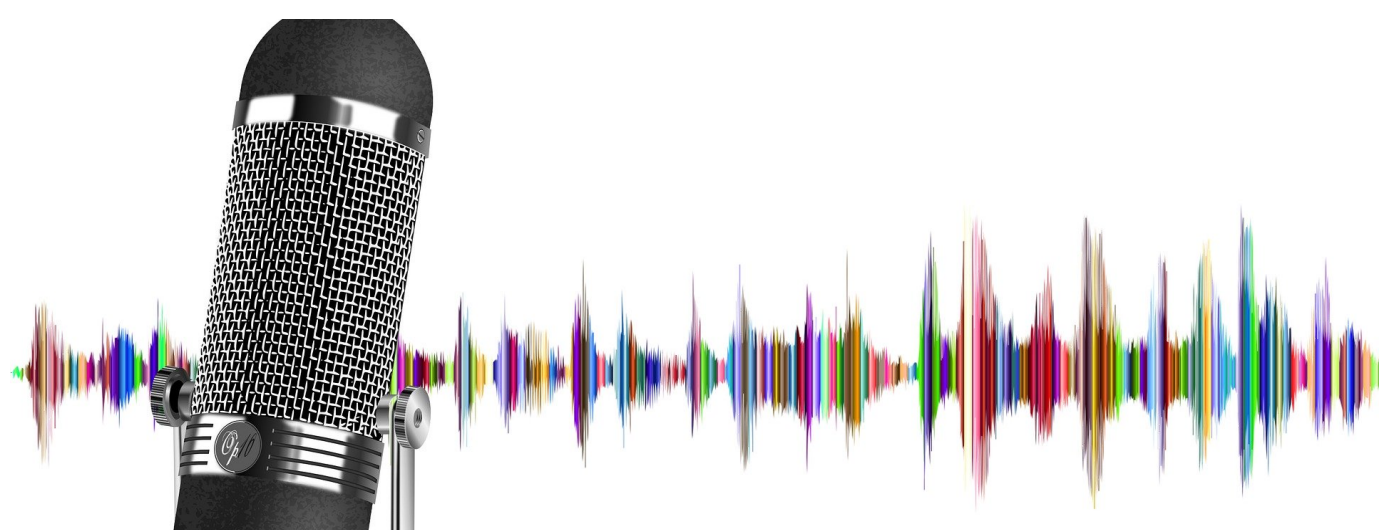
Dave: It is such a delight, Jon, thanks for inviting me and hosting me- welcome to my office, and I think welcome to your room. It's always interesting to see this new- it's not normal- but this new agenda for how we how we connect and communicate I am truly honored and delighted to visit with you.

Jon: Wonderful! And as we begin, I do think you probably go without much introduction because of your reputation, but I do want to share a brief bio and then we'll launch into discussion for today.



Jon: Dave Ulrich is the Rensis Likert professor at the Ross School of Business University of Michigan and partner at the RBL group, a consulting firm focused on helping organizations and leaders deliver value. He has published over 200 articles and book chapters in over 30 books. He edited human resource management from 1990 to 1999, served on editorial boards for journals, and on the board of directors of Herman Miller for 16 years. He has spoken to large audiences in 90 countries, performed workshops for over half of the fortune 200, coached successful business leaders, and is a distinguished fellow in the National Academy of Human Resources. He is known for continually learning, turning complex ideas into simple solutions, and creating real value to those he works with in three fields. It is such a pleasure to be with you, what a tremendous bio and background that you have- truly an influencer in HR space, known as the father of modern HR for good reason and welcome to the podcast.

Dave: Thank you again. You know, when you read that, it makes me tired, and I realize I've



traveled a lot and been spent much of my life on airplanes and in airports and now with this coronavirus we're taping this whenever people watch, so it's so weird to be at home and to be literally home-bound. It gives us time to pause and reflect and I know you've had that opportunity as well, so I've really looked forward to our conversation, Jon, and learning with and from you.

Jon: Wonderful, and same with me. You state just at the end of your bio that you are lifelong learner, that you love continual learning, and you know, that is just such an important element of life. The good life is built upon lifelong learning, I believe. It's one of the things I am constantly trying to share with leaders that I meet with, that I'm constantly trying to teach to my students. You know, in the classroom, as the semester ends, that's literally one of the last things that we will take a good amount of time discussing: what does it mean to be a lifelong learner? Why is it important? What are they going to take away with them after they leave my course? And I'm not dumb enough to think that they're gonna remember a whole lot of the specific things we discuss in the class, or the things that they read in the class; that's just not the way the human brain works. But hopefully over the course of the semester they were able to internalize some things or they were able to apply some things and see the fruits of those applications, and hopefully I can inspire a little bit of this desire for lifelong learning, because you know once you get on the lifelong learning bandwagon, then you're in good shape because you're never going to stay stagnant, you're always going to be progressing, and that's really what life's all about, right?

Dave: I think that's a great comment! Amen, amen, amen. You know, I think that learning how to learn is one of the skills I hope people get. The old model of universities was come from 18 to 24, and in that five or six-year period, learn a whole bunch of stuff, go to courses get a degree, and then go forth. I think now what happens now, is that 18 to 24 is really an incubator to teach you how to learn, to ask questions, to be curious, to be a good observer, and the real learning begins when you leave. And I know where you teach at Utah Valley University is- I think it's one of the most diverse universities in the world today, because you have students of all ages, of all backgrounds, of all areas, and the theory is lifetime learning, which helps us grow, and I hope that's my test and it would be fun, Jon, to know your test as a professor. I give presentations, and often in executive programs, I look at my slide deck because I'm bound by PowerPoint in some unfortunate ways. My rule of time is I want to have 20 to 25 percent new material every 18 months, and people say well that's not a big deal. It is a big deal. In fact, some of my colleagues, they've had the same slide deck for eighteen years. Am I constantly stretching myself to seek new stuff? That's one thing of the last 10 weeks, with the coronavirus pandemic, that has really pushed me outside my comfort zone. So what are the issues people are wrestling with in this setting, that forced me to discover new issues? Anyway, that's for me a passion, and I hope I continue to be curious and alert. Carol Dweck did a book called Growth Mindset that I thought was superb. My wife has her PhD in psychology, and actually studied with Joel Peterson (who was one of the people that created positive psychology with Marty Seligman) and she loves the growth mindset idea. And so I can't (this was not scripted) but I'm

sitting here because I've done a lot of webinars, I made her a pillow and that's the pillow that she now has on her couch, except when I'm doing webinars I'm not failing, I'm learning, and I think that's it's a passion we each share, so thank you.

Jon: Wonderful.

Dave: You want a copy of the pillow? Maybe I could have one made for you as well.

Jon: That's excellent So I'm curious: did you did you go through a company to order that, or did you like hand stitch?

Dave: I clearly handstitched, actually, I've not been asked to confess that. I have a very good assistant of 30 years and one call makes it all happen.

Jon: Very good. Well like I said, you're a major thought leader and an influencer in the HR space and I know you have a bit of a unique approach to thinking about HR and people management. I thought maybe we can just start off with giving you the opportunity to share your perspective on that.

Dave: You bet. When I meet with groups, either business leaders or HR leaders, I often start with a question because I like to I like to force people's unconscious bias to be clear, and then if possible to adapt it.



The question is an easy one and it's when anyone listening can ask, or you can ask: what's the most important thing HR, or a business leader, or an organization- so what's the most important thing HR business leaders in an organization can give an employee? You know it's an interesting test of an assumption, and the answer is (I've actually done a number of webinars where I give them a little poll) a sense of belief, meaning, purpose, a sense of becoming better (the learning that we just talked about, the growth mindset), a sense of belonging to a community, a sense of community, a sense of network relationships, all the above or none of the above. And I've quit doing the poll because the answers are almost all the same; what's the most important thing HR can give an employee and it's 70 or 80 percent all the above and then the others are filters for the first three and two to three percent none of the above. My answer is none of the above, which is really counterintuitive, and that's why I want to start with that. I think the most important thing that we in HR, or business leaders, or your organization can give an employee, is an organization that succeeds in the marketplace. Let me say that again- it sounds really trite, but unless your organization succeeds in the marketplace, there is no workplace. People say in this time "Oh, focus on people, it's all about people, if you don't treat your people, well nothing else matters." Well, if you don't win in the marketplace, there's no people, and the challenge is: how do you link those two? Because if you win in the marketplace and abuse your people, there's going to be no organization over time. But if you treat your people well without winning in the marketplace, there's no success either and so I love to start with my assumption that HR is not about HR; it's about helping the organization succeed in the marketplace.

Now some have said “Well, you’re all about profits.” Not at all! Success in the marketplace means having products/services their customers buy, the communities respect, that investors value, and then number two (that’s number one), number two: what does HR do to make that happen? What’s our unique contribution to helping an organization succeed in the marketplace? There’s tons of stuff and you’ve taught it, you’ve done research on it, your courses I know were the highest rated in your university, you’re the most popular faculty in the history of the university. I don’t know. I love simplicity. My dissertation was on taxonomy it was a statistical assess- oh! I have stuff sitting here, just because I’ve been doing a lot of webinars, this is it! This is the dissertation of 40 years ago, a numerical taxonomy. It’s got statistics on almost every page, very complicated statistics, so I was a statistician and just to finish off the humor so that people get more personal, I know you did a dissertation. There was a group when I did my decades ago called University Microfilms, and they publish them, and I got a check for \$11.65. I spent two years, full-time, writing a dissertation on numerical taxonomy that made me 11 dollars and even then, when I was poor, I couldn’t cash the check. I don’t know why I went into that diatribe, but I love to study three things in a simple, simple world. Taxonomy has been my bias for 40 years: how do you make complex things simple? I think HR creates value in the marketplace with talent, leadership, and organization. That’s it. HR, two things, is not about HR. It’s about helping an organization succeed in the marketplace through talent, leadership, and organization. Now that second point, and I’ve gone too long, is not trivial, because often when I go to HR people, I say “When you go to a business meeting, what is it you talk about?” People, promotions, staffing, hiring, training: all of that is about talent!



But you also gotta build organization that takes the individual ingredients and makes them into an organization, and you’ve also gotta build leadership that brings them together. So in my simple world, two things: HR is not about HR, but helping succeed in the marketplace through talent, leadership, and organization.

Jon: Well absolutely. And you know it’s something I try to drill home constantly with my students in the classroom as well as with well-meaning but perhaps not particularly effective HR practitioners out, you know, in my consulting work, is that you have to you always have to be able to show the ROI of what you’re doing in the HR space. So if you have this employee engagement program or you have this employee wellness program or you’re rolling out this new policy, this new procedure: you have to be able to assess the impact and you have to be able to show the ROI. And it’s, you know, you made the comment it’s not all about profits or sometimes you get accused of being all about profits- well no, it’s not all about profits, and you framed it in terms of the marketplace being successful, but yeah, you have to help the company be more profitable. Otherwise, you’re not accomplishing the purpose of the organization, and if you’re not accomplishing the purpose,

then it's not going to be sustainable, and so they're not mutually exclusive goals. It's not like you can only focus on people or only focus on profit. Obviously, they're overlapping, and when you have really people-oriented policies, practices, and procedures that can drive creativity and innovation and productivity, which can lead to higher profits and greater marketplace attention, and so they're not mutually exclusive, but sometimes HR people (because they come up in the area of thinking "I just want to be about people"), they lose that focus that ability to speak the language and the terminology of business in a way that other leaders can hear the importance of what they're saying about the people.

Dave: Wonderful thought. Two quick reflections Jon, as we think about this. The Business Roundtable in the United States, which is a hundred and fifty or eighty (I don't know how many) senior executives put out a piece in November that's now been lost and it said "profits and purpose". I think it's wrong and I'm gonna change one word and it's gonna freak everybody out but it's profits through purpose. Profits through people. These are not discrete events, like Monday, Wednesday, and Friday I'll do profits, Tuesday, Thursday, and Saturday I'll do purpose. Well that's literally stupid. It's the two that are connected to each other. I happen to teach at the University of Michigan, and we have executive programs and executives come in for a two-week program and we say "What do you want to learn?" "I want to learn about changing culture, I want to learn about leadership development, I want to learn about executive comp." What I love to do with HR people is find simple messages that help them move forward, and here's my simple

What I love to do with HR people is find simple messages that help them move forward, and here's my simple two-word message: so that. I want to learn about changing culture so that our business can deliver strategy, strategic HR, and I say "You gotta do a second so that." "So that our business delivers strategies so that our customers will be more likely to buy from us so that our investors will more likely invest." "I want to build leadership development so that our strategy happens so that we win in the marketplace." When I ask the stupid, simple "so that" question, I take HR from an activity focus to an outcome focus, not only inside the company (HR helps make strategy happen), but outside the company to customers, investors, and communities. And for me, that opens the horizons for HR, and it also challenges HR people in a huge way. I'll stop with that. It sounds like you've had great success getting HR people focused in that way and making some of that happen.

Jon: Well, I think we tend we tend to think about this the same way, and so it's certainly something in the program at the University- I think all of my colleagues who teach in the program think the same way also, and so we try to create an environment where students are constantly applying what they're learning in real-life scenarios, learning by doing experiential-learning and working with real companies on projects, and just drilling that home over and over and over again. So I do think the students tend to get that message a lot, and I hope that I'm successful in sharing that message with business leaders. I'm not always sure that I am, but I certainly try to hit that point home because-

Dave: I think, you know, what I have found with both business and HR leaders is 20 60 20 (normal distribution). 20 percent are there. In fact, the minute I open my mouth, like you, I mean, we don't need to have a debate- we're there.



Move on. 20 percent are never gonna get there. I mean, we could debate and debate and debate and somebody would say it's not 20, it's 10- I'm not gonna fight the numbers. I worry about the percent in the middle: how do we hope well-intended business leaders, well-intended HR professionals, move to see- again, for me, HR is not about HR, it's about helping us succeed in the marketplace through talent, leadership, and organization, and how do we help them re-envision their role to begin to help make that happen? And again, I love to surround myself with the 20 percent, I bet you love to say "Here's the students who really get it, I caused it.", and no offense Jon, you didn't cause it, neither did I- give credit to the mothers and fathers of the world. And then there's the 20%, I don't know if you've run into them (I have with students, I've run into it with executives, I've run into them in companies), they're just not gonna get there. I was in one company and I won't name it for obvious reasons- they did an employee engagement survey, and they hadn't done one for a decade, and it was very negative, and so the head of HR said "I'm not gonna share that with the executive team, it makes us look bad!" And I said "Are you nuts? Are you nuts? Your employees already think you look bad!" I can't share that and I thought "Man, sell short" because, I mean, executives with that mindset and culture are just gonna- they're not gonna succeed. Anyway, so I sure appreciate your work at helping students and those you consult with get not just the top 20 percent who are great but that middle 60 to 70 percent who can make progress.

Jon: Yeah, and it comes back to the growth mindset that you already mentioned. I truly believe that most people, they're well-intentioned, they want to do better, they want to do right by their people within their organizations,

they want to be effective leaders, they just don't always know how, they don't always have the experience, and so they need they need help, they need some guidance, and if we can approach people with a growth- both if we can help them see their potential through a growth mindset lens, but also if we approach them through that same lens, we can see the potential within them, and then great things happen.

Dave: I know you're a parent. You've shared with me you have six kids from six to sixteen, and all of us genuflect with the devotion of your good wife- do you ever find yourself, and I'll ask this because I haven't asked you, I found myself parenting the way I was parented. I mean, I sometimes look in the mirror, and I say "Dad, go away!" Now, your daughter could do this, and I don't know if your wife's mother is alive- when my son was 15, and I know you have a 16 year-old daughter, he stood here, I stood here, and my father stood here, and I looked at my son and I said "Mike, look at me, look at your grandfather, that's your future." But the fact is, most leaders lead the way they were led. When I see those leaders in that bottom 20 percent, instead of getting angry, I have great empathy. Tell me what your early leadership experience looked like, and it was in there at those early formative years (perhaps at home or perhaps in first jobs), the leaders were a little more command and control, they were top-down





they didn't emphasize, they didn't listen, and maybe, if I can get in and tweak that, I don't want to parent the way my parents parented. I want to take some of what they gave me and use it, and then I want to adapt to what my children need today. So I think sometimes we parent the way we were parented, and we need to learn not to always do that, and leaders need to lead not just the way they were led, and hopefully over time, that middle 60 to 70 percent improves. That's my passion. That's my hope.

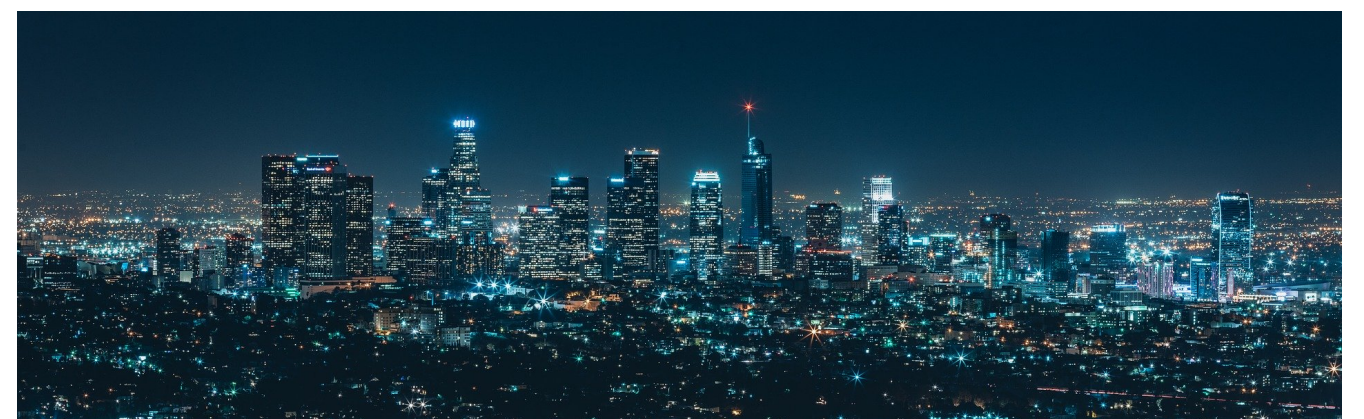
Jon: Yeah, that's my hope too. What do you think most leaders are missing when it comes to how they lead their people within organizations? We've kind of talked around that a little bit, but anything specifically that you would point out and recommend to say those leaders in that bottom 20 percent, or you know, in the bottom portion of that middle 60 percent.

Dave: It's a great question, I'll share mine if you'll share yours. It doesn't matter who goes first- do you want to go first this time? What do you see missing, and then I'll share a couple of things.

Jon: Yeah, I think it simply comes back to a mindset of understanding potential of employees,

and that they are the source of creativity and innovation within the organization, that they're the source of the productivity, they're going to be the ones that drive, that create the new products and services. They're the ones that will drive customer loyalty and retention, so lining up the technical sides of organizations, in terms of the practices, policies, and procedures, is important, but you have to you have to recognize the connection between your people within your team (if you're a supervisor, manager, or executive, whatever) you have to recognize the role of the people in your team in driving the ultimate outcomes for the business. And it's not you as the leader who's creating that outcome, it's your people that are creating that outcome. Hopefully, you're creating an environment to help them be successful, help them feel supported, and unfortunately, what I find often, is you have leaders (whether they're well-intentioned or not), where ego steps in a little bit too much, they feel like they're a little bit too much responsible because of their own good work- and not to say that they're not doing good work- but you know, if I'm leading a team of ten people, if I'm an effective leader, sure, I can take some credit for what we produce, but if I'm not acknowledging in creating an environment where those ten people can do amazing work, then I'm not going to be successful in the businesses. A lack of intellectual humility and heightened ego within leaders and executives is unfortunately too common, and so we constantly have to help people recognize their bias recognize the innate value of their people and how their people are driving the success.

Dave: By the way, I could just stop with that,



May I put some words on what I heard you say, and then maybe push a little one of the principles I've discovered and you said it beautifully is: the value is in leading others is not what you do, it's what others get from what you do. The value is defined by the receiver more than the giver. If my wife gives me a gift, I define the value of that gift, if I give her a gift-when we were newlyweds (and I hope nobody ever does this), I got my wife tickets to sporting events, and she looked at me and said "Enjoy yourself." Because that's not valuable. A few years ago, my kids went together, actually it was so cool, they made me a book. This is a book of my father, and it's a book for children that we can show our grandchildren of grandpa and what he used to do and they actually made me eight books of my life- by the way, I get tender with these books because that's me now, on the couch, looking like my grandfather. Value is defined by the receiver, so leadership is not about what you do, it's about what others get from what you do. And I find leaders off and working out of their minds, not the minds of those they serve. I'll bet you've had this happen. When I teach, once in a while, when I'm teaching and not very often (this is gonna sound a little nanu nanu stuff), but I'm seeing how my ideas are being transferred into the mind of those I'm teaching, and it's changing their mental model and it's going to change their behavior. Now, for me, when that magic happens, I'm teaching it at an elevated level, and that's what leadership is. So when you say what's one thing, I think when I talk to a leader and say "Tell me your agenda, tell me your leadership agenda" and they talk about "I believe this, I believe this, I believe this", I love to then go back and say "That's your agenda, it's not leadership." Leadership starts by saying "How will you use your strengths to strengthen others?" How will you use what you know and do to make others better? In fact, I've been known to say leadership authenticity is a false positive .If you're authentic, but not making others better, you're not necessarily a good leader.

I've even been known to say that there's a leader who's a billionaire and he says "I am a billionaire, I'm a great leader" (this is clearly hypothetical) because I've made all this money and my comment to him would be "How many millionaires have you created?" The leadership is not about your authenticity, leadership is about how you use your gifts to help others create their gifts, and again, I'm going back to this same metaphor that's what you're doing as a parent: you're not trying to impose on your six kids a set of actions, you're trying to help them discover their actions and for me, that's one of the issues that I find I fall prey to. I start to say "Here's what I think you should" do rather than saying "How does what I know help you do what you need to do rather than just doing what I think you should do?" So if I were picking one, that would probably be on top of my list, and that's what you just said. You said it beautifully, you said leadership is not about the leader, it's about helping the employees fulfill their potential. That's the same idea: leadership is not just what you know and do, it's how what you know and do helps others. In our field, there's been some great work (Build on Your Strengths) by the Gallup group and others, and I would argue that's 40 percent. The 60 percent is so that your strengths will give others their strengths

Jon: Right. And I know you've in all of your speeches and webinars and your writing, you talked a lot about organizations being bundles of capabilities, and it seems to be connected to what you were just describing in terms of the strengths, the capabilities of various leaders and the employees. Maybe can you speak to that a little bit more, about our organizations as bundles of capabilities as it relates to leaders?

Dave: I think we have in our mindset, remember, I said there's three things HR gives: good talent (that's the people), good capabilities or organization (that's the people), and ingredients coming together to build,

and leadership that integrates those. Again, in HR, it's actually a fairly simple idea. When I'm in a meeting, do we have the right people? Do we have the right organization, capability, or systems that outlast the people? Do leaders make that happen? Let me give an example, and again, using personal life, our son Mike completed his PhD about three years ago. He had at the time, 4 kids from 8 down to 1, kind of younger than you, and we said to Mike "You want a graduation gift?" And he came back and he said "I want to go to Disney." Okay, we'll go to Disney. And then our daughter said, "I want to go to Disney," and our other daughter said, "I want to go to Disney." So suddenly there's 4 families, 8 adults, and fifteen grand kids. Sixteen of us show up at Disney in Florida and then we say, "Where do you want to stay?" "Oh, we got to have the whole Disney experience, so we want to stay on property, we want to we want to take the monorail to Disney, and get to the thing, and do the whole experience." That was all fine until, we realized it was a gift from Grandma and Grandpa, which meant we paid a fortune, and instead of a new car, sixteen of us went to Disney. I noticed in the Disney rooms, the real difference in the room was the soap had Disney ears carved in it. I said to Mike I said, "You know, I can go buy a couple of bars of soap, and carve ears in them, and we can stay off property." I got the "You know, dad, you don't understand." So long story short, sixteen of us, kids from eight to one in three different families, going to Disney in Florida where it's hot and humid and I'm sweating and we're walking into the park, and a woman comes up all happy and cheery and said, "This is the happiest place on earth!" I said "Not for me." We have three kids in diapers: this is gonna be a seven-hour trudge through Disney. I'm sweating and I was grumpy and so we go through the day and because we're a big group, we got a separate invitation to go visit Cinderella and Snow White. So we go into the room, and out walk Cinderella and Snow White, and our 8 year-old, 7 year-old,

and 8 year-old granddaughters just stop. Do you have an 8 year-old daughter?

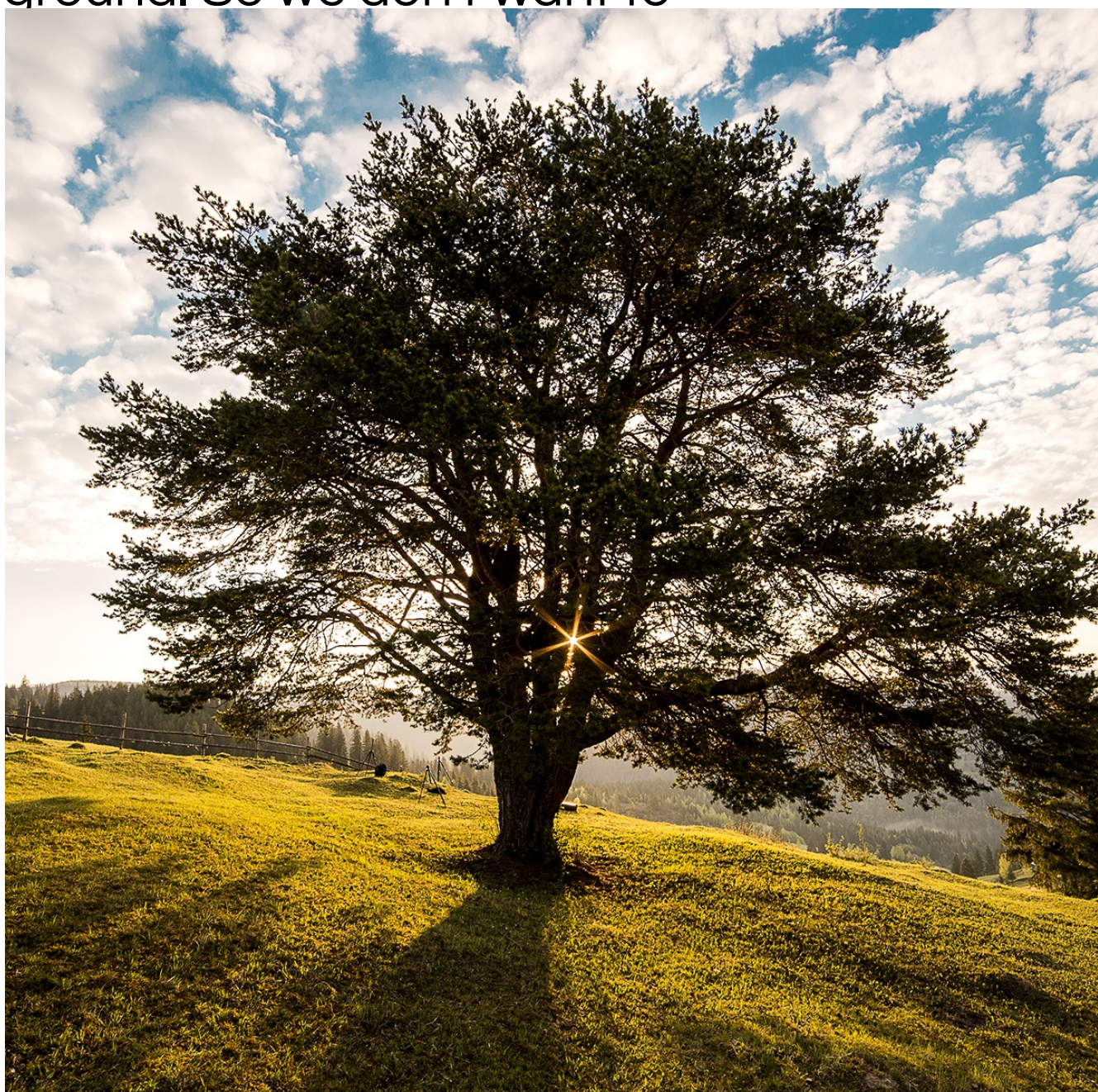
Jon: My son just turned nine and I have a ten year-old daughter.

Dave: Okay, your ten year-old daughter (and I don't know if she's into Disney, these grandkids were into Disney), they stop and they're mesmerized and they turn around and they say, "Grandpa, she's real. Grandpa, she's beautiful." And then they turn around say, "Grandpa, we love you!" All of my grumpiness and my angst just poof! So now what's the theory of that story? And I'm sorry it's a silly story. One: Disney has great people. The Snow White and Cinderella Characters, they looked the part, they dressed the part, they acted the part. They do great stuff. They have built an incredible culture through their movies, their books, so that our grand kids have this image of this magical kingdom of Snow White and Cinderella and Frozen (when it came out we had to go to see it), but the impact is on me. I paid the price of a car to take all those kids on a Disney cruise last summer. And you know what? I'd do it again and again and again. Actually, that's not true- I'd do it every two or three years when we can afford it. But look at what Disney has done, and it's not an accident: they have said "Our job in HR is to create talent, leadership, and organization that gets grand kids, your ten-year-old daughter, your 9 year-old son, with whichever Disney character he may relate to, to go to their parents or their grandparents and spend an enormous amount of money, and claim it was a great experience- Disney's done that with their people, and they've created the organizational culture that perpetuates it. By the way, if you could do that at Amazon, at Alibaba in China, at any Unilever- if you can create that same logic flow, you identify what you want your customers to be known for, or what you want to be known for by your best customers- Disney: great entertainment, great fun, great

experience. We were sitting on the cruise ship last summer (having spent now the equivalent of two cars, not one) and they started doing this animation around the dinner table, and then Snow White comes up to the dinner table and now our granddaughters are eleven and ten and say "Grandpa, look at her! She loves me!" And without the social distancing, they hug and I look back at that and I go "Disney's got it. They've got a formula." So does Marriott, so does Apple, so does Amazon, so does Unilever, and boy, that's the stuff we want to create in HR. That has real value, not only inside, but outside too.

Jon: Honestly, I love the story. It's a good illustration of an organization making a customer-centric culture, that's also people; it's an employee-centric and customer-centric at the same time.

Dave: I know I'm gonna harp on this, but I do get frustrated with stuff. There is so much work on culture as the roots of the tree. It's a description: how do we make decisions, how do we manage information, here's our values, our roots. I love that work and I think it's out of date. I like to think of culture as the leaves of the tree, and the fruits of the tree above the ground. So we don't want to



build a culture and do a great description, we want to create them and you just said it beautifully, and that's why it triggered me- a right culture. Disney has created the right culture because I as a customer am paying a premium and having a great experience, and will be repeat business. So the world of culture to our students and our executives is don't just create a set of internal values that are the roots, create the value of values that are the leaves and the branches. Now you're getting me all excited again and if my son hears this we're gonna have to go to Disney again.

Jon: Yeah, that's great. Something else I thought I would ask you about, just because it's one of your books that I really enjoyed that you wrote with your wife- The Why of Work. I just love that book. Are there any particular key takeaways that you would like to share from that work with the listeners and perhaps as it relates to our current context today with this global pandemic?

Dave: You know, I think I shared- I'm a professor of business, greed is good, etc. I happen to have married up and Jon, you need to say you have to, just so that we have that on record.

Jon: Of course I have, yeah.

Dave: I married a brilliant, brilliant woman who got an MBA, studied an undergraduate in speech and drama education, did an MBA at UCLA and then a PhD at the University of Michigan, and she looks at the world through the individual psychological level. I look more at the organizational level. We had experience where we took three years off to do service for our church in Montreal, and I'll tell a quick anecdote because the stories are helpful and it drove that book. One day as the leader of a mission for a church I visited a family in the ghetto. They were from Haiti.

It was a very impoverished family; three or four children, small kitchen, small family, not furnished very well, but when I sat down with that family and left out of the barrio, there was a warmth, there was a spirit, there was a love- whatever words you can find and just envision what you feel when you've been in that setting. That night Wendy and I had dinner in Montreal (they have the houses on the hill with the butlers and the servants and the view), we went to dinner in one of those houses. We were dressed up, we walked in, the butler greeted us, the 10 people hosted a dinner. Original art, incredible view, incredible food and when we walked out- I can't believe I'm feeling the same emotion now 10-15 years later- we looked at each other and said, "That was empty." You know, what hit us, is that it's not the place where you live that creates this feeling of ambiance or warmth or spirit or whatever metaphor you want. It's the feeling. So we started thinking about that- Wendy from the psychology level (and she's written a lot of books around the intersection of psychology and spirituality) and me at a business level who looks at success in the marketplace, and we said, "Are there some features of work that can create what that family had in their simplistic world that we can transfer to an organization?" Why do you work? When you know why you work, that why becomes so critical, so we studied that and in my my spirit of taxonomy and simplicity we identified a couple of features. I think there were seven: here's what you can bring to a workplace that will help people have that emotional gravitas, if you will. I love that book, and I think we've evolved it. We did that book about ten years ago, and we had seven things: identity, purpose, work setting. I now believe in three and I've already introduced them. Can we as business leaders help people find belief?



Are we meaning makers? Do we as business leaders help people find meaning, belief, and purpose so that customers win? Do we as business leaders help people become better? Do we model and foster growth mindset and agility and learning and do we as business leaders help people belong to a community? Believe, become, and belong, so that our customers will win and experience the same thing. We want them to believe, become, and belong with us. We did Why of Work with seven dimensions that we still think is a good framework, but now we focus on those three.

Jon: I love that. That framing is wonderful. I think a lot about the why behind my work that drives me.

Dave: What is it that drives you, Jon?

Jon: You know, it's seeing people thrive. That's my why. Whether it's students, whether it's leaders, executives. I served a mission for my church in South Korea, and I learned a lot about the culture and the language. One of the things I learned really early on is a bunch of these proverbs that are based off of Buddhist or Confucius teachings that have always stuck with me, and one of them that I really love and that it really drives my framing for how I try to interact with others,

at least, is this proverb which means bluer than indigo. It means that, you know, for whatever success that I might have, I might if I find great success I might be considered indigo, the bluest of blues. But truly if I'm going to find the greatest success, it's only going to happen as I help others around me become bluer than indigo or bluer than myself. So as a teacher, you know, I could approach my students as "I'm the expert, I have all the answers, you need to listen to me, pay attention." Or, as a leader, I could do the same thing with my people, but that's not going to drive great success for them, it's not building them. But if I'm focusing on how to make them better than me, trying to help others find greater levels of success than I've ever experienced, then that's real success, that's real joy.

Dave: Indigo- I love that.

Jon: Yeah, it's bluer than indigo. So I think that's my why, that's the foundational why behind what I try to do and in our pre-discussion before we started recording the podcast, we were talking about how I actually recently tested positive for COVID, and so I've been isolated in my bedroom, and my poor wife has been in the rest of the house with the six children off by herself, and I was, you know, telling her the other day I'm going a little crazy just being stuck in the bedroom and I have a workstation and my symptoms aren't severe, and so I can continue working, and really this isn't a sob story, I'm fine and my situation is just fine- but I'm just bored! And I was telling my wife about this, and she said, "Well Jon, it's because you don't have any hobbies. You need to have hobbies so that you can keep yourself entertained and keep yourself busy." I was thinking about that. I'm like "Well, that's kind of true." My life is really my work and my family and now that my family's been cut off while I'm in isolation, I just kind of have my work now. The difference is I actually see a lot of what I do in my work as really enriching and engaging and energizing so there's a lot of my work that I kind

of see as a hobby, or I frame it that way in my own mind at least because of that why that I have. So there's a lot of, you know, how it is as a scholar/practitioner, you just have a lot of autonomy and flexibility and you end up taking on all these different projects depending on your interests and what you want to dive into and that's what I do too. So I feel like a lot of what I do is just out of curiosity, interest, desire to learn, desire to grow, desire to help other people, and that's why I don't have a lot of outside hobbies. But I do find great meaning and purpose through the work that I do.

Dave: I can't stop without going back. Thank you for your transparency about this pandemic and having tested positive for COVID-19 and just as a stop, we don't know each other personally, we haven't interacted a lot socially, but as person-to-person, may you get well.

Jon: Thank you.

Dave: May you have the blessing of not infecting those you love in a negative way. That's my fear, if I got sick I would be just traumatized. My 92 year-old mother (I'll be transparent as well) is coming in tomorrow to spend the summer with us from having spent winter with my sisters and I'm scared to death. She's 92, and if I did anything that would cause her to be impaired, it would be travesty. So for those listening or watching, I think all of us and whatever divine intervention we have, our thoughts, our prayers, our hopes, our well wishes, and somewhere that psychic spirit may work so that you stay well.

Jon: Thank you so much.

Dave: And I love the why! I love the why. When this (and I'm gonna be really transparent), when this pandemic happened, I can date it- March 11th, I was teaching a course at a local university, an evening course, I walked out of

the NBA canceled, and from that day on- in the United States, wherever you are it's different- the world has changed. I just thought "Okay, I give up. I'm gonna withdraw." And then something spoke to me and said, "Dave. Step up. Don't walk away." So from that day until May 31st, yesterday, I've done 38 webinars in 14 different topics. I hope you can appreciate that. Ten interviews, this is now my first in June, so this is my first of a new season and what a great way to start. I have to start high and keep going and I think- that's my why. I hope that like you, I can be a voice to a set of people where ideas are more powerful, words are more powerful than swords. It's a great quote. And if we can give words as scholar/practitioners that frame ideas that shape behavior that determine actions- boy, is that a place that we make a difference, and for me that's why learning matters, where we started. Because the ideas can't be stale, they have to be fresh. That's why outcomes matter. It's not my ideas, it's will my ideas have impact and I sense that with you and I hope that as you heal physically from this that the emotional and social and spiritual healing is even more powerful as we create ideas that have impact.

Jon: Wonderful. I think that's a great place for us to stop; ideas with impact, amen to that. We want to drive meaningful change within organizations, to drive great success in the marketplace, and great value for the consumers and we can do that largely through our people and that's what HR should be all about. It has been a tremendous pleasure to talk with you today, thank you so much for being so generous with your time. Do you want to give the last word? Anything else you want to say?

Dave: Yeah, you know, it's an interesting

question. I've started in in the last few months, I love to ask people what was the best year or two years of their life and here's what I often get: when I was 16 and in high school, I was, you know, star in the play in in drama, or when I was in college it was such a great year if I can remember it (no offense, as not everybody can remember college). The first year I was married, somebody told me recently the first year after I was married, and all of those are clever answers, but I think they're wrong. I hope that the best year of your life is, to those listening, the next 12 months. I hope the best is yet ahead. That's the mindset of learning, of growth, of aspiration- the best year of my life has not yet occurred. It's the next year and when we get that into our head- you talked earlier about the spirit of learning that you want your students to have that when they leave your course- it's not facts and figures and tests, it's the ability to create the next year as the best year of your life. That would be my final hope for not just HR professionals, for me who struggles with that at time but for all of us.

Jon: Amen. Wonderful, again, it's been a great pleasure being with you, thank you so much, and I hope you stay healthy and safe, and enjoy your week.



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

3

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.

The State of Global Worker Satisfaction

Dr. Jonathan H. Westover
Dr. Maureen S. Andrade

Employers around the world would generally agree that they want a highly satisfied and highly productive workforce. However, many employees not only lack engagement but may actively exhibit counterproductive work behaviors due to job dissatisfaction (Gallup, Inc., 2017; Iliescu et al., 2017). In one large-scale national study in the U.S., only about a third of employees reported being engaged in their work (Gallup, Inc., 2017). To decrease the undesirable outcomes of job dissatisfaction such as absenteeism, turnover, and lowered productivity (Chen et al., 2011; Griffeth et al., 2000; O’Keefe, 2014; Ybema et al., 2010), increased understanding is needed about the interplay of workplace conditions, job characteristics, employee attitudes, and job satisfaction.

To better understand these issues, HCI Research Associates conducted a series of comparative global studies on job satisfaction, across various demographic dimensions, including age, gender, occupational type, organizational type, and supervisory status. The studies are based on cross-national data from the most recent wave of the International Social Survey Program (ISSP), which is administered across 37 countries.

For a full summary and description of this research, see <https://www.gesis.org/issp/modules/issp-modules-by-topic/work-orientations/2015/>.

World Map of Study Countries

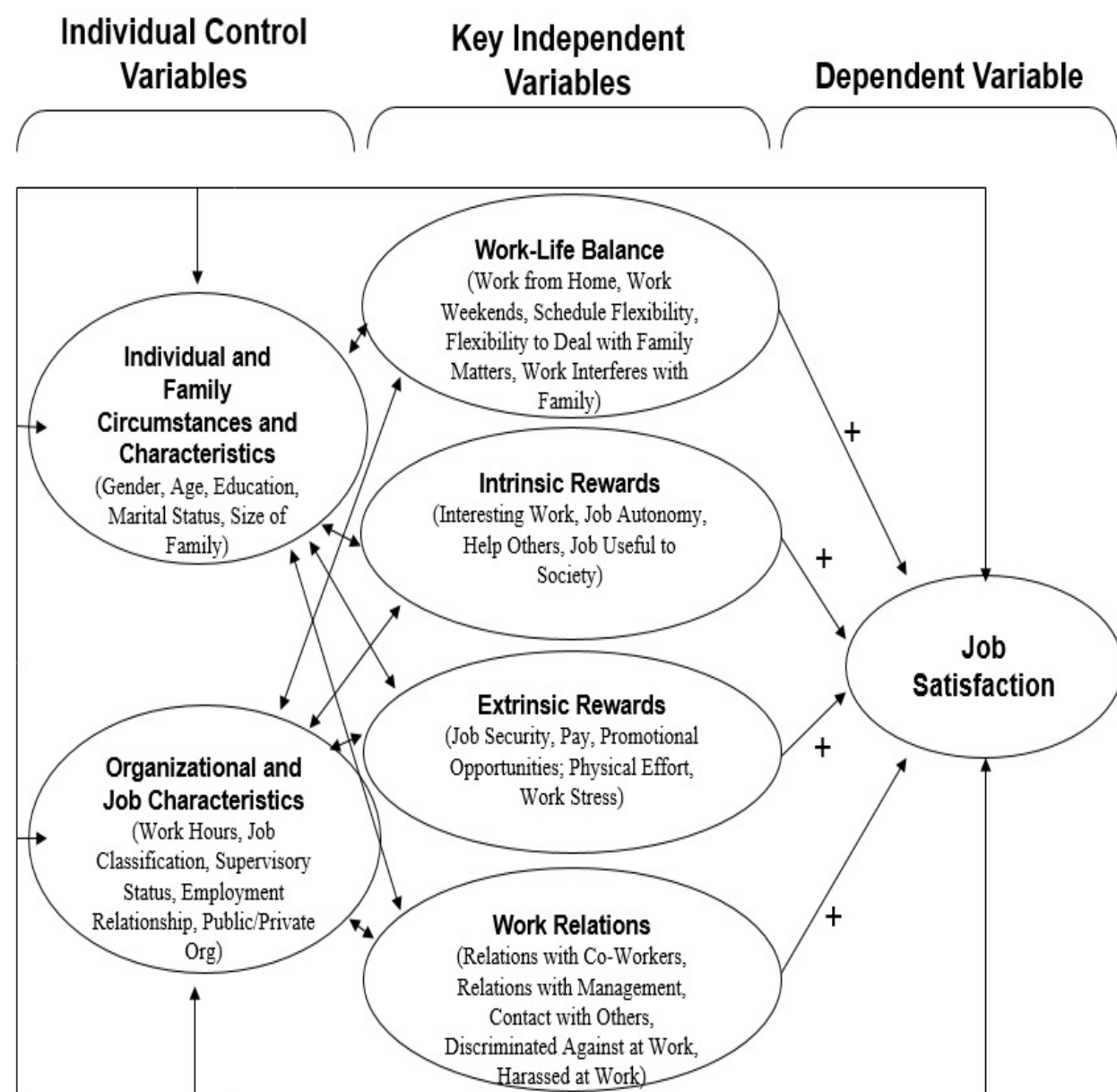
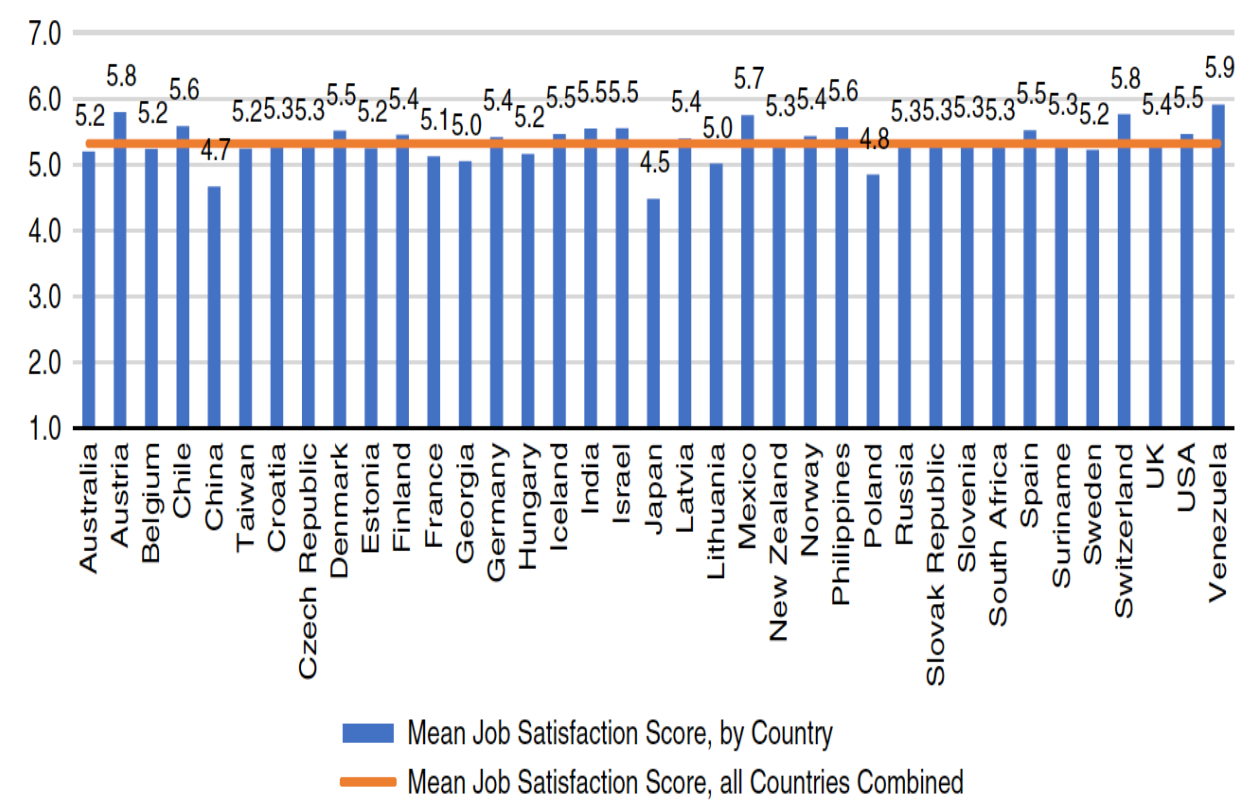


These studies focused on intrinsic rewards such as having an interesting job, job autonomy, helping others, and jobs being useful to society; extrinsic rewards such as pay, job security, promotional opportunities, physical effort, and work stress; work relations between management and employees and coworkers, discrimination, and harassment; and work-life balance evidenced by conditions such as working from home, working weekends, schedule flexibility, flexibility to deal with family matters during work hours, and work interfering with family.

The Research Model

Across the studies, the highest job satisfaction levels were found in Venezuela, Switzerland, Austria, and Mexico (means between 5.7-5.9 on a scale of 7) while most countries had mean scores in the 5.2-5.4 range (the worldwide mean is 5.3).

Poland, China, and Japan had the lowest mean job satisfaction scores (4.5-4.8) (Andrade et al., 2019). Interesting work, pay, work stress, relationships with co-workers and management, and work interferes with family are significant factors in job satisfaction in nearly every country (Andrade and Westover, 2018).



Wide variation is evident in the average age of the workforce of each country sample (average for all countries is over age 43) with New Zealand and Australia having the oldest average workforce (over 49 years old) and Mexico having the youngest (over 36 years old). Iceland and France have the highest average years of education (over 15 years each), while the Philippines has the lowest (just over 9 years of formal education); the average for all countries is a little over thirteen years of formal education. India has the largest average family size of 5.6, while Austria has the smallest at 2.32 (the average for all countries is 3.23). Australia has the lowest average hours worked per week (just under 37) and China the highest (49.43), with the average across countries being approximately 41 hours per week. (Andrade & Westover, 2018a).

- Work-Life Balance (Andrade, Westover, and Kupka, 2019)
- Generational Cohorts (Andrade and Westover, 2018a)
- Age (Andrade and Westover, 2018b)
- Gender (Westover, Andrade, and Peterson, 2019)
- Occupations (Andrade & Westover, 2019)
- Hospitality Workers (Andrade, Miller, and Westover, 2020)
- Private/Public Organizations (Andrade and Westover, 2020b)
- Profit/For-Profit Organization (Andrade and Westover, 2020a)
- Housekeepers (Westover, Andrade, and Miller, 2020)
- Supervisor Status (Westover, Andrade, and Peterson, 2020b)

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Creating a Workplace Culture Of Belonging, Diversity And Inclusivity

by **Dr. Jonathan H. Westover**



I have lived and worked in many unique places around the world and have directly interacted with an even broader range of individuals from all sorts of distinctive backgrounds and worldviews. As part of my travels, I spent an extensive amount of time working in South Korea. In a previous article, I shared a Korean proverb that I learned and that has always been meaningful to me, 우물 안에 개구리, or "frog in a well," which suggests we should take proactive steps to broaden our exposure to diverse ways of knowing and understanding the different individuals and environments we interact with. We can discover ways to both honor and respect our upbringing, while simultaneously valuing the perspectives and views of those around us.

But what types of practical proactive steps can and should we take as

organizational leaders?

We have all heard about the importance of workplace "belonging," "diversity" and "inclusivity," but unfortunately those terms are frequently used interchangeably. However, they aren't actually the same thing. It is worth taking the time to consider each, and then think about specific suggestions organizations can do to better create and maintain a workplace culture that truly values and encourages a greater sense of belonging, diversity and inclusivity.

Workplace Belonging

In a recent Harvard Business Review article, the authors state the value of belonging at work: "Humans are so fundamentally social that we can even bond with strangers over the very experience of not having anyone with whom to bond." Additionally, they

state: "If workers feel like they belong, companies reap substantial bottom-line benefits. High belonging was linked to a whopping 56% increase in job performance, a 50% drop in turnover risk, and a 75% reduction in sick days. For a 10,000-person company, this would result in annual savings of more than \$52 million."

Whether it is for reasons related to company performance and the bottom line, or just an organization's desire to be employee-centric and sincerely focus on the human needs of its employees, leaders need to look for ways to help every employee feel welcomed, needed, wanted, valued, and that they have a genuine way to connect and contribute.

Workplace Diversity

A recent Medium article defines workplace diversity as "a company which

employs people of varying characteristics, such as gender, age, religion, race, ethnicity, cultural background, sexual orientation, religion, languages, education, abilities, etc." A recent article from the Society for Human Resource Management suggests that we should take deliberate steps to recruit and hire "a diverse workforce that includes a range of ages, ethnicities, religions and worldviews... diverse backgrounds and characteristics." Additionally, the same Medium article referred to several other industry reports that point out key benefits of workplace diversity:

Revenue increases by 19% for organizations that have more diverse management teams.

- Decision-making by diverse teams outperforms that of individuals 87% of the time.
- Diverse organizations outperform competitors by 35%.

And the list of benefits goes on and on.

Workplace Inclusivity

Sometimes we may be tempted to think that recruiting and hiring a diverse workforce is the end goal. However, as explained in a recent article,

"Inclusion doesn't happen simply because a diverse staff is present, but making the effort to create an inclusive workplace has a number of benefits. Diverse and inclusive companies are more adaptable, promote creative and innovative thinking, and attract additional talent interested in working in such an environment."

Specifically, in relation to innovation, a recent study by innovation guru Josh Bersin found that "inclusive companies are 1.7 times more likely to be innovation leaders in their market."

Actions To Enhance Workplace Belonging, Diversity and Inclusivity

So, we all know that we should focus on workplace belonging, diversity and inclusivity, but how do we do it? Here are eight important steps and ideas for action that can have immediate impact in any organization:

1. Educate your leaders and invest in meaningful diversity training.
2. Listen to employees and establish a shared vision.
3. Form an inclusion council and be proactive about developing specific inclusion initiatives.

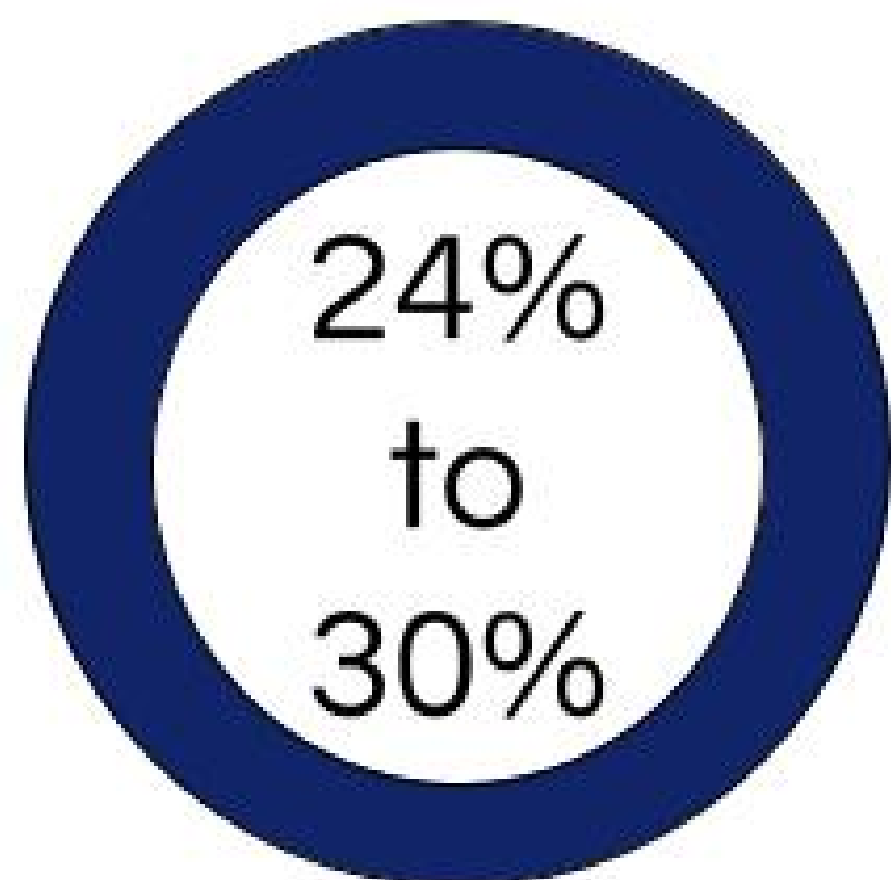
4. Create opportunities to appropriately connect with employees and foster better social bonds.
5. Create opportunities to interact with and celebrate employee difference.
6. Create employee resource groups and establish mentoring initiatives.
7. Hold better meetings, where all views are welcome and sought out.
8. Report goals and measure progress.

Conclusion

It is one thing to understand the business case for creating a workplace culture of belonging, diversity and inclusion (which is incredibly strong and is supported by a tremendous amount of research). But let us also not forget the human argument. It is my position that all people, regardless of personal ascribed or achieved status or characteristic, background or worldview deserve to be treated with dignity and respect. As such, there are tangible actions organizational leaders can start taking today to create and maintain a healthy organizational culture in which all feel genuinely welcomed, needed, wanted, valued and given meaningful opportunities to engage and contribute. When this occurs, organizations and their employees will thrive.

[This article originally appeared on Forbes.com.](#)

The Importance of Scheduling Flexibility at Work



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

- 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.

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?

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?

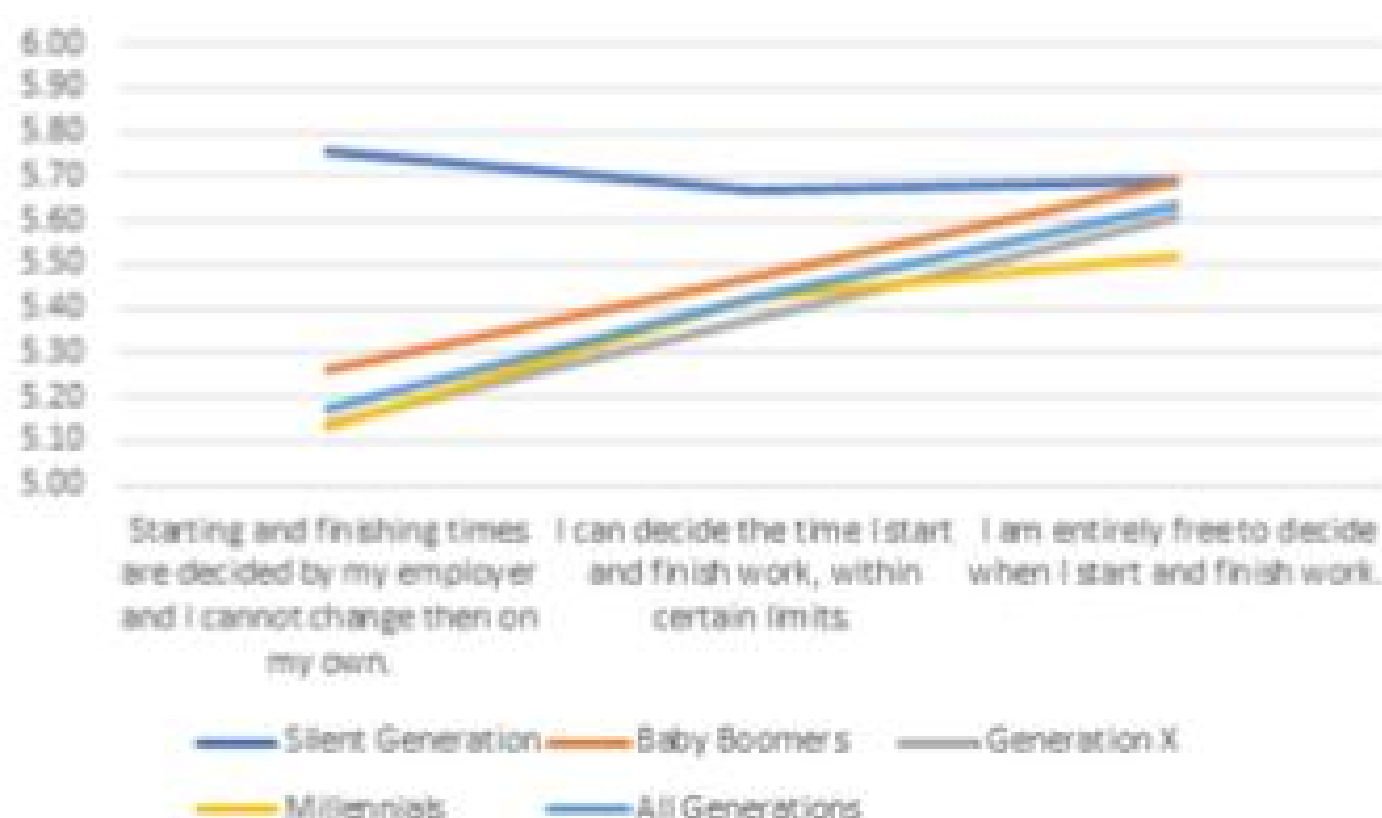
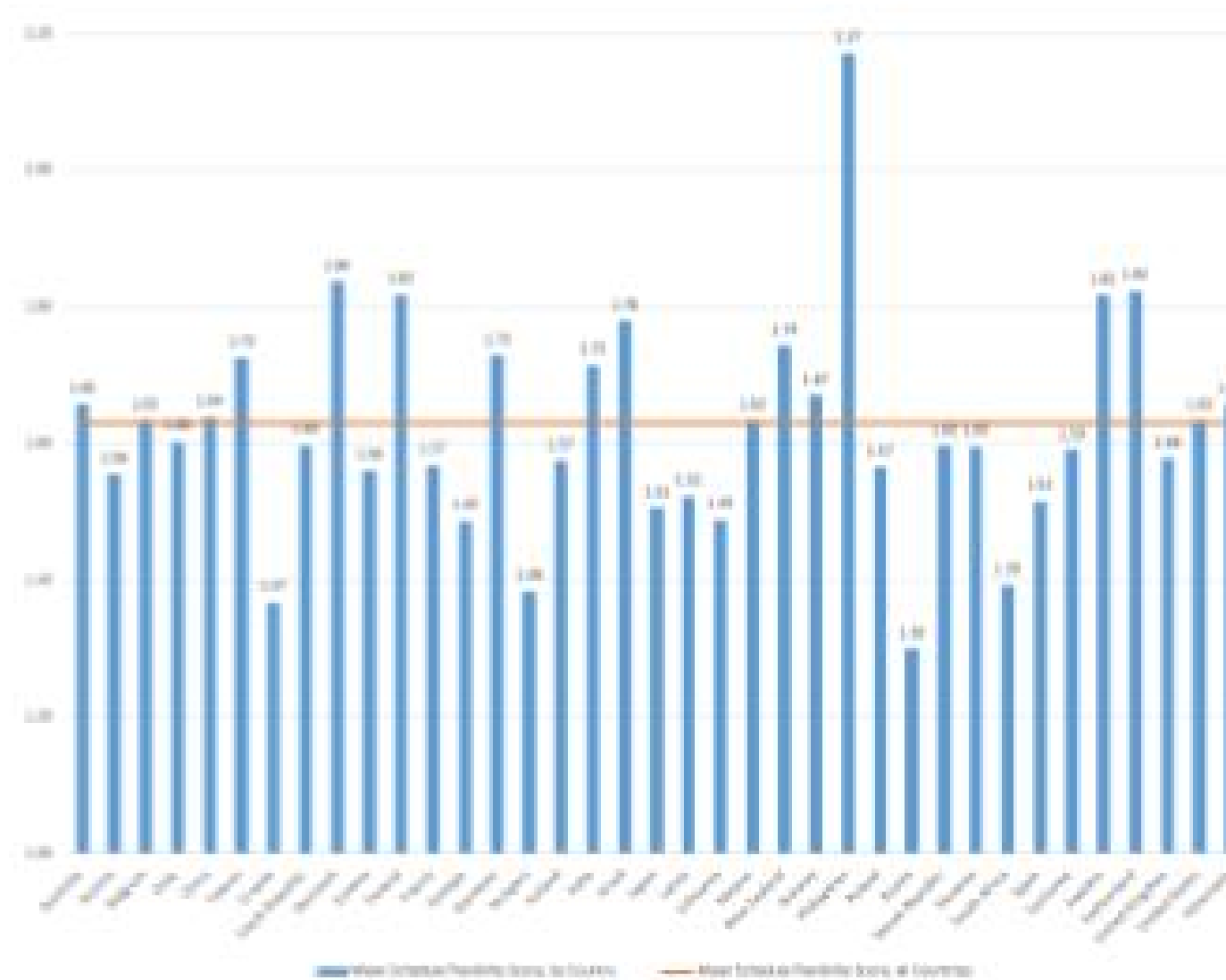


Figure 2: Mean Schedule Flexibility Score, by Country



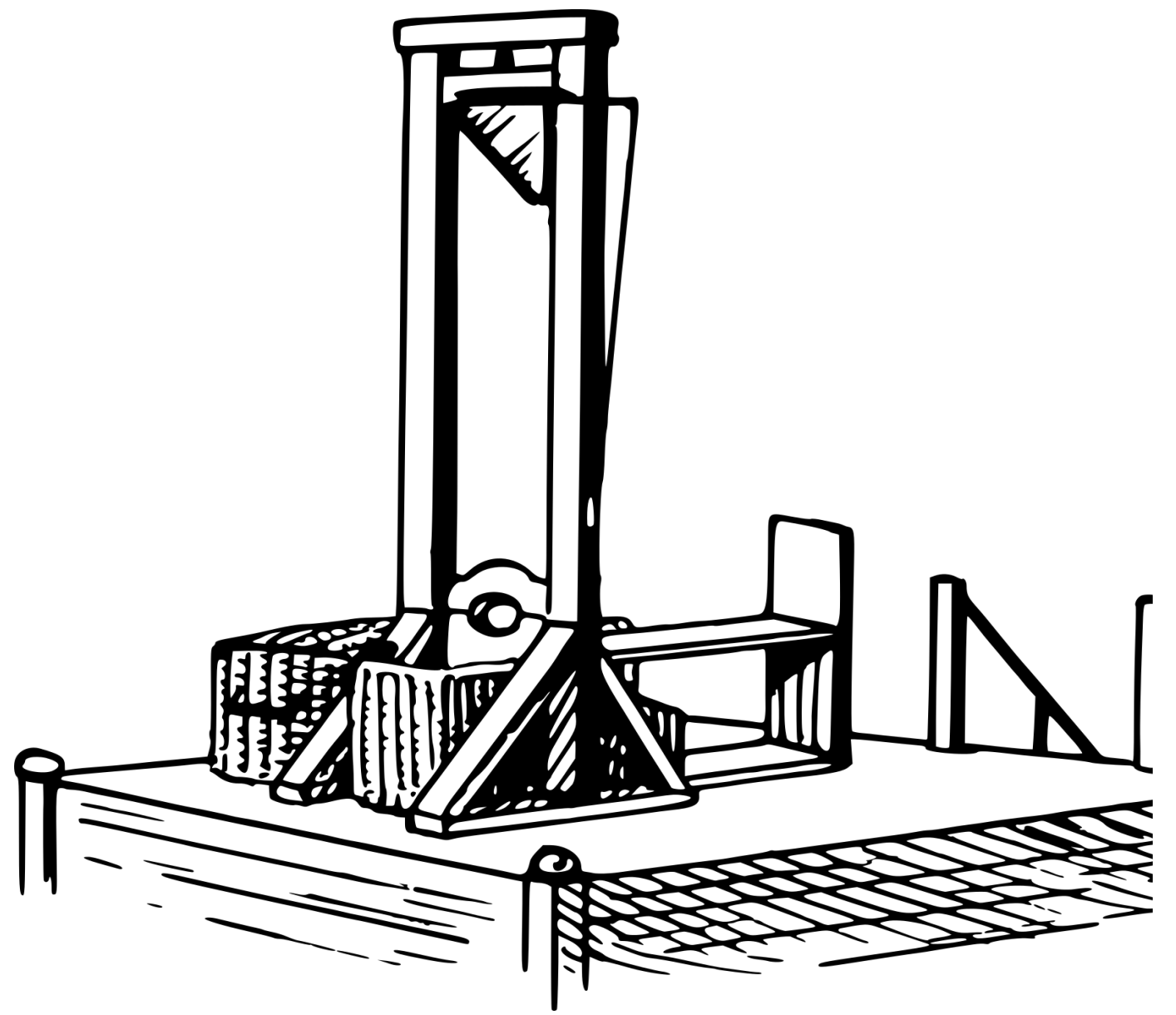
A Little Humility Spare the Guillotine

by Dr. Eric J. Russell

What is the effect on the least privileged in society; will he benefit, or, at least, will he not be further deprived? -Robert K. Greenleaf's *The Servant as Leader*

Atop the Roue de Paris, one can become lost in the beauty of the Paris. At 200ft, the famous Ferris wheel affords riders the opportunity to take in an unobstructed view of some of the world's most notable treasures. From this perch, onlookers can gaze at the grandeur of the Champs-Élysées. The majestic spires and buttresses of the Notre Dame. The awe-inspiring image of the Eiffel Tower. The Roue de Paris stands in the Place de la Concorde in the city's 8th Arrondissement. As the towering wheel turns, delivering each onlooker an unforgettable image, life below is fast paced and bustling. Heavy traffic of locals and tourists, lovers and families, navigate vendors selling everything from trinkets to macaroons. Individuals walk among them offering selfie-sticks, laser-light toys, and umbrellas for a few Euro. At night it can be a dizzying soul-fulfilling experience.

In the hustle and flow of the Place de la Concorde one can innocently overlook what took place in that exact spot where the Roue de Paris stands. Around 1790, long before a Ferris wheel became a part of the Paris Skyline, stood another marvel of engineering, the guillotine. It was in this very



place, at the height of the French Revolution where King Louis XVI was beheaded. Ten months later, Queen Marie Antoinette, Louis's wife, fell victim to the same fate.

So, you're probably thinking, what does this have to do with leadership? Everything!

Society for the most part champions success, fame and achievement. Wealth and celebrity are celebrated and placed upon pedestals. When earned free of violence, coercion, or fraud, accomplishment deserves celebration as well as the rewards that come with it. For the most part, the common person has little bitterness against those who succeed for it is the hope of those who don't have much in the present, to have more in the future. The majority of people imagine themselves in a better place down the road. The Pareto Principle is both accepted and understood with most people envisioning themselves being a part of that winning 20%. However, where it goes off the rails, and Louis XVI can attest to this, is when the few seemingly have it all while the masses seem to have none.

King Louis XVI, Queen Marie Antoinette, and

many others didn't find themselves with their heads beneath a blade because they were rich. The France Revolution didn't take place just because there were nobles with money. It happened because the few who had everything flaunted it and rubbed it in the face of the have-nots. They seemingly forgot to read the room. Moreover, those in power did nothing for the vulnerable and powerless. By the time the whole thing boiled over, all the peasants needed to hear were tales of the Place of Versailles, parties, waste, and to see their children filthy and starving in the streets, to inspire revolt.

Seemingly, this same narrative plays out throughout human history beyond the French Revolution. It can be seen in hundreds of other socio-political uprisings such as the Russian Revolution. It happens when the haves take from and abuse the have-nots, rather than earn, build and achieve on their own. It happens when the few with power forget about the many, or worse, unleash cruelty on the masses who don't. Eventually someone in the crowd is set afire with the spark of revolution, and one of their friends is inspired to construct an execution machine.

I know this idea seems extreme. However, it's pertinent to leadership. It's a lesson to power. Machiavelli warned of this in *The Prince*, to not cause the common to suffer undue hardship. Simply put, when you find yourself above others you have power over them, and with some, this power can spiral out of control. People can become drunk on power. They begin to demand that the people be held to standards they themselves are not. To understand an end result of overwhelming authoritative leadership, look no further than military occurrences known as "fragging", where soldiers kill their superior officer. Position, power, rank, connection, mean nothing

when one's people decide they've had enough. And when the people are used, abused, and forgotten about, systemic problems for leaders will arise.

It is here where a little humility can go a long way. As noted before, people champion winners; they support success. However, when success and power come at the price of others humanity, the most vulnerable suffer. In addition, when those with the most are tone-deaf to the suffering of the many, anger starts to boil over. Think "let them eat cake". King Louis XVI had an opportunity to avoid such a fate, for it wasn't his wealth that caused a blade to cut his throat, nor was it seeing others as less than, but rather, not seeing them at all. Humility removes the blinders that block out the plight of the least privileged in society; moreover, it allows for small - yet significant - changes to be made so that the least among us can be served and not be further deprived.



Leadership in Practice: Sir Ernest Shackleton

By Dr. Maureen S. Andrade

One of my favorite real-life examples of leadership is the story of British explorer Sir Ernest Shackleton. The story goes that in 1914, he put an ad in the paper to form a crew for his trans-Antarctic expeditions. It read:

Men wanted for hazardous journey, small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honour and recognition in case of success.

That sounds completely intriguing to me – it was a different world back then. A very brave and adventurous world!

Shackleton selected 27 men out of 5,000 applicants who responded to his advertisement. Shortly after leaving the whaling station on South Georgia island, their ship, the Endeavor, got stuck in ice; they waited for the spring thaw, hoping the ship would be freed, and hunted seals and penguins to supplement their food supply. Shackleton focused on sustaining morale by involving the men in games and activities, encouraging them to care for each other, and being open and transparent. His motto was “strength lies in unity.” He conveyed this in his actions and example. His goal changed from being the first to cross the Antarctic to “save every life.”



After 10 months of waiting, the ice started shifting and began to crush the ship. The men had to abandon the ship and camp on the ice. The ship was smashed to pieces and sunk. There was no chance of rescue. The crew made several failed attempts to cross the ice to a supply station. Finally, since the ice they were camped on was breaking up, they embarked to the open sea in three lifeboats and made it to Elephant Island but were low on supplies. Their lives were in danger.

Shackleton took a few men and made an 800-mile journey across the sea to South Georgia. If their navigation calculations were off by even half of a degree, he and his small crew would miss the island entirely. They landed on the island but were 22 miles from the whaling station; to reach the station, they had to trek across dangerous mountain terrain filled with crevices and steep ascents, a journey no one had previously taken. Shackleton made it to the station where he immediately made plans to rescue his men; 128 days after he had left them on Elephant Island, he returned. As the ship approached, Shackleton called out, “Are you all well?” The reply was, “All safe, all well!” Shackleton had met his goal to save every life.

An analysis of the details of the story reveals a number of elements of different leadership theories or categories of theories.



Sergey Goryachev / Shutterstock.com

Great man/trait – leadership is inherent, and some people are born to lead. This theory focuses on an individual’s qualities and characteristics—personal, social, physical, intellectual. [Demonstrated honesty; exhibited optimism; understood others’ emotions and needs, which today we call emotional intelligence]

Behavioral – assumes that people can be trained to be leaders and that leaders need to have the “right” behaviors. The theory focuses on people-oriented and task-oriented behaviors. [determined and executed a vision; created a positive atmosphere; kept up morale; established clear routines and tasks; treated people equally; prioritized others’ needs and well-being; understood others’ emotions and needs]

Contingency – assumes there is no best way to organize or lead an organization or make decisions. The best course of action depends on the situation and the effectiveness of leadership in certain conditions. [used caution in pursuing his goal; demonstrated realism; showed flexibility]

Transactional – focuses on supervision and management, rewards, and punishments. Leaders maintain rules and procedures

Employee roles are clear. [delegated effectively; established clear routines and tasks]

Transformational – leaders motivate and inspire, have high ethical and moral standards, focus on helping others achieve their potential, and inspire positive change. [determined and executed a vision; prioritized others’ needs and well-being; focused on teamwork and unity; served others; used participative decision making; inspired confidence and loyalty; kept up morale]

Shackleton led three expeditions to the Antarctic. In spite of his admirable leadership skills, however, he did not reach his goal, which was to be the first person to cross the subcontinent of Antarctica. He did, however, achieve much more. He saved the lives of every one of his crew members (even though his advertisement said, “safe return doubtful”). And he earned their respect. That is quite rare these days. When crossing the Antarctica became impossible, he changed his goal to saving the lives of his crew.

One takeaway from this case, among many, illustrates that although we can gain insights into specific theories or categories, leaders don’t necessarily fit into a category or adopt a particular style. They lead—they know what to do and how to do it and they put others’ needs before their own.

Oh, there is a new movie coming out about Shackleton in 2021, so be sure to watch for it.

This article is based on Dr. Andrade’s book, *Organizational Behavior In Practice*. Publishing rights to this content are owned by Great River Learning.

Looking Ahead —Disruptive Technologies and the Future of Work

by Dr. Jonathan H. Westover



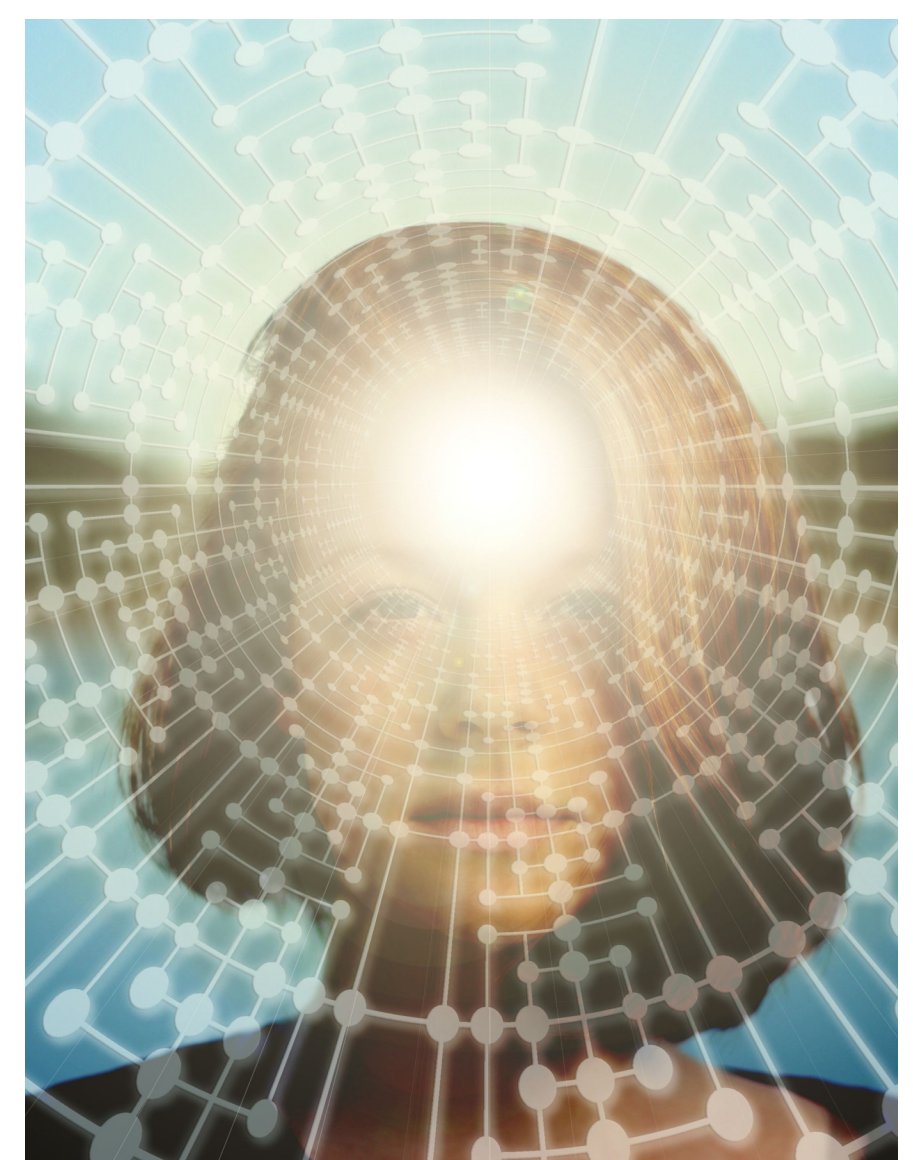
In a recent WSJ article, “The Human Promise of the AI Revolution,” Kai-Fu Lee, an AI expert and venture capitalist, explored the impact of artificial intelligence and other potential disruptive technologies on the future of humanity and makes an eloquent plea for a thoughtful approach to evolving public policy choices that will shape future societies.

While advances in AI and machine learning seem poised to affect many aspects of our lives, one element that is already being directly influenced is our daily experiences in our jobs. While disruptive technologies have long influenced and changed the course human history there is little doubt that technological innovations over the past 50+ years (in conjunction with a shifting global economy) have had significant implications for

the very nature of work. While technological innovations will likely influence continued shifts in global labor markets, changes in organizations and institutions, and the displacement of many current jobs, human history shows us that new types of jobs, even entirely new professions (that we can’t even comprehend now), will be created to respond to new challenges and opportunities. While routinized tasks (not just manual labor, but even complex professional tasks and processes) will likely be increasingly turned over to machines, we will need a new breed of technologically skilled worker that also has a heightened tolerance for ambiguity, finely tuned critical thinking skills, and the ability to recognize bias and acknowledge and appreciate complex ethical concerns. We will increasingly need

individuals with strategic vision, collaborators, integrators, creators, and innovators. The very best of the stuff of humanity.

We don’t have a crystal ball and even the best predictive analytics and AI can’t tell us what the future actually holds. However, recent trends (and human history) suggest that huge shifts will likely occur sooner than later. Are we ready ready for the challenges and opportunities ahead?



6 Books on the Future of Work That Every HR Professional Should Read

by Dr. Jonathan H. Westover

As HR professionals and organizational leaders, it seems we are increasingly bombarded with messages about disruptive innovations and the changing nature of work. While calls to prepare strategically for the "future of work" might sometimes seem over-the-top, it doesn't change the fact that we've seen tremendous shifts in the global economy (including the labor economy) and technological innovation over the past 50 years that have had significant implications for the nature of work.

So what do the next 50 years have in store for organizations and workers? How will disruptive technologies like robotics, artificial intelligence/machine learning, pharmacogenetics, quantum entanglement, virtual presence/augmented reality, 3-D printing, and blockchain (among many others) influence future labor markets?

Here are six books I believe every HR professional and organizational leader should read to better understand these trends and the drivers influencing the shifting trajectories in the future of work.

1. *The Future of the Professions: How Technology Will Transform the Work of Human Experts* (Oxford University Press, 2017) by Richard and Daniel Susskind



The Future of the Professions closely examines the intersection of rapidly advancing innovative technologies and the shifting nature and transformation of work and the professions, providing theoretically grounding and ample examples of emerging technologies, organizations and work arrangements. It is intended for organizational leaders and policy practitioners of all stripes who are interested in the effects of disruptive technologies on the future of work.

2. *The Future of Work: Robots, AI, and Automation* (Brookings Institution Press, 2018) by Darrell M. West

In *The Future of Work*, West sees the U.S. and the world at a "major inflection point" where we have to grapple with the likely impact of an increasingly automated and technologically advanced society on work, education and public policy. The insights provided will be useful to those who manage others and to those who are managed in the workplace of the future.

3. *Rise of the Robots: Technology and the Threat of a Jobless Future* (Basic Books, 2016) by Martin Ford

Rise of the Robots is a somewhat unsettling vision of a future world dominated by artificial intelligence, machine learning and highly automated industries, where most members of the current workforce find themselves replaced by technology and machines; in other words, a jobless future. Based on recent economic and innovation trends, Ford argues that the rapid technological advancement will ultimately result in a fundamental restructuring of corporations, governments and even entire societies as middle-class jobs gradually disappear, economic mobility evaporates and wealth is increasingly concentrated among the elite super-rich.

4. *Gigged: The End of the Job and the Future of Work* (St. Martin's Press, 2018) by Sarah Kessler

Gigged examines the shifting psychological contract between organizations and workers, discusses trends in the organization of work, and documents the movement in recent decades away from traditional employment models and toward part-time work and contingent employment arrangements such as independent contracting and project-based "gig" work. While such work has always been a part of informal economies around the world, the trend is increasingly common in traditional organizations as well, bolstered by the success of companies like Uber and Airbnb.

5. *The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization* (Wiley, 2014) by Jacob Morgan

In *The Future of Work*, Morgan continues the argument that the world is changing at an accelerated pace. He demonstrates that the way we work today is fundamentally different from how previous generations

worked (due to globalization, technological innovation and shifts in the composition of national economies) and suggests that the future of work will be drastically different from what we experience today (a shift from knowledge workers to learning workers), where employees can work anytime and anywhere and can use any devices.

6. *Shaping the Future of Work: A Handbook for Action and a New Social Contract* (MITxPress, 2017) by Thomas A. Kochan

Probably the most academic book on this list, *Shaping the Future of Work* acknowledges an increasingly digitized economy and examines the resulting shift in social contract with regard to work and the professions. Kochan provides a road map for what leaders across contexts need to do to create high-quality jobs and develop strong and successful businesses.

What Does All This Mean? In the next 50 years, we will likely see: a continually shifting geopolitical landscape; continued movement from linear organizations to a more latticed/connected framework; the displacement of jobs and the hunt for talent in a more automated economy; an increasingly mobile and flexible labor force, and a push toward a reskilling agenda within organizations to continually leverage human capital value; technological advancements that continue to disrupt traditional organizational models and shift the very nature of work and professions.

So what does this all mean for HR professionals and organizational leaders? What are the core competencies of organizations that are prepared for these technological disruptions? How does the shifting nature of work influence needed HR competencies?

Regardless of what the future holds, these are questions we need to be asking and discussions we need to be having so that we are prepared for the future of work.

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.

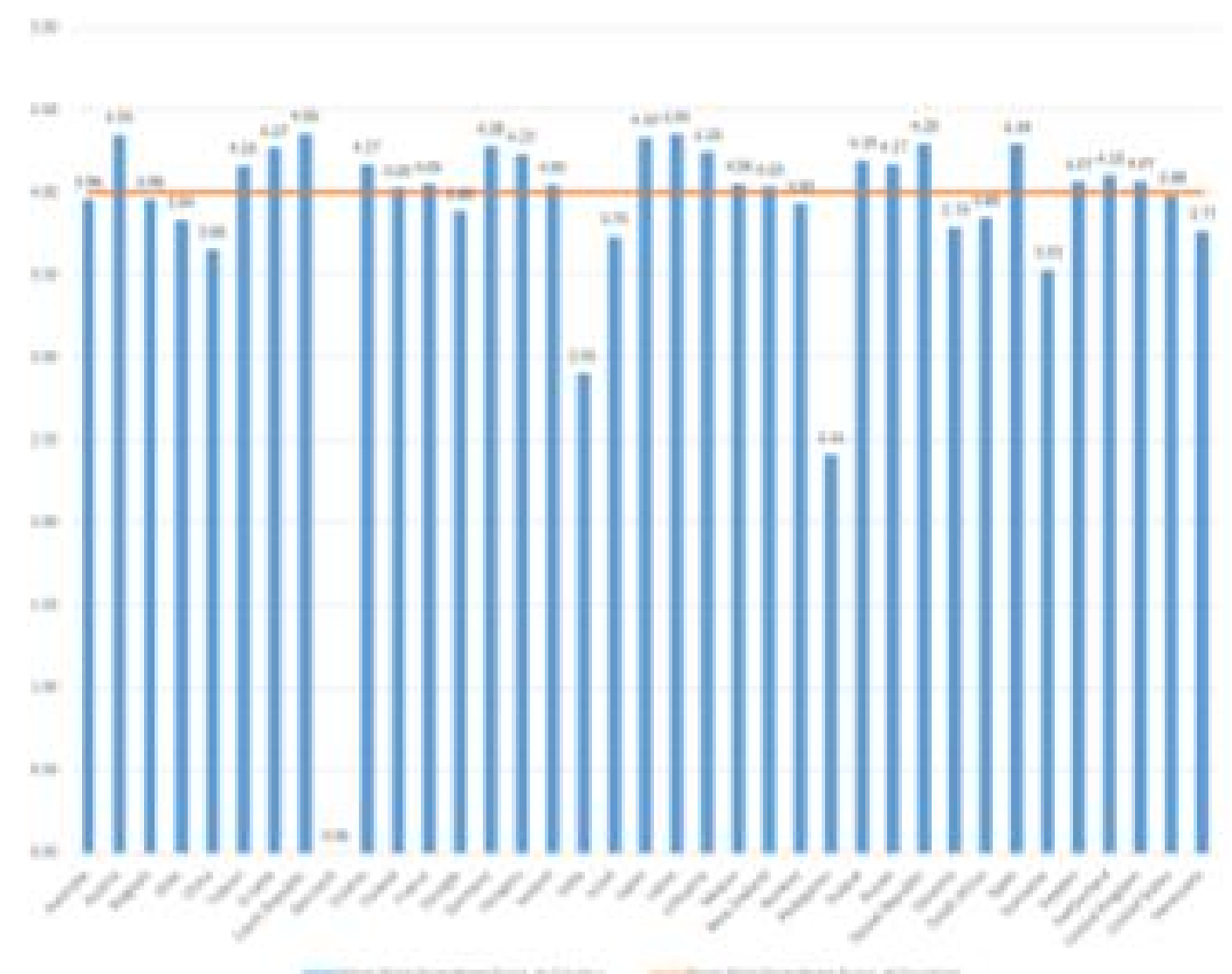
Many employees look for the flexibility to split time between the office and their home when selecting a career.

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?

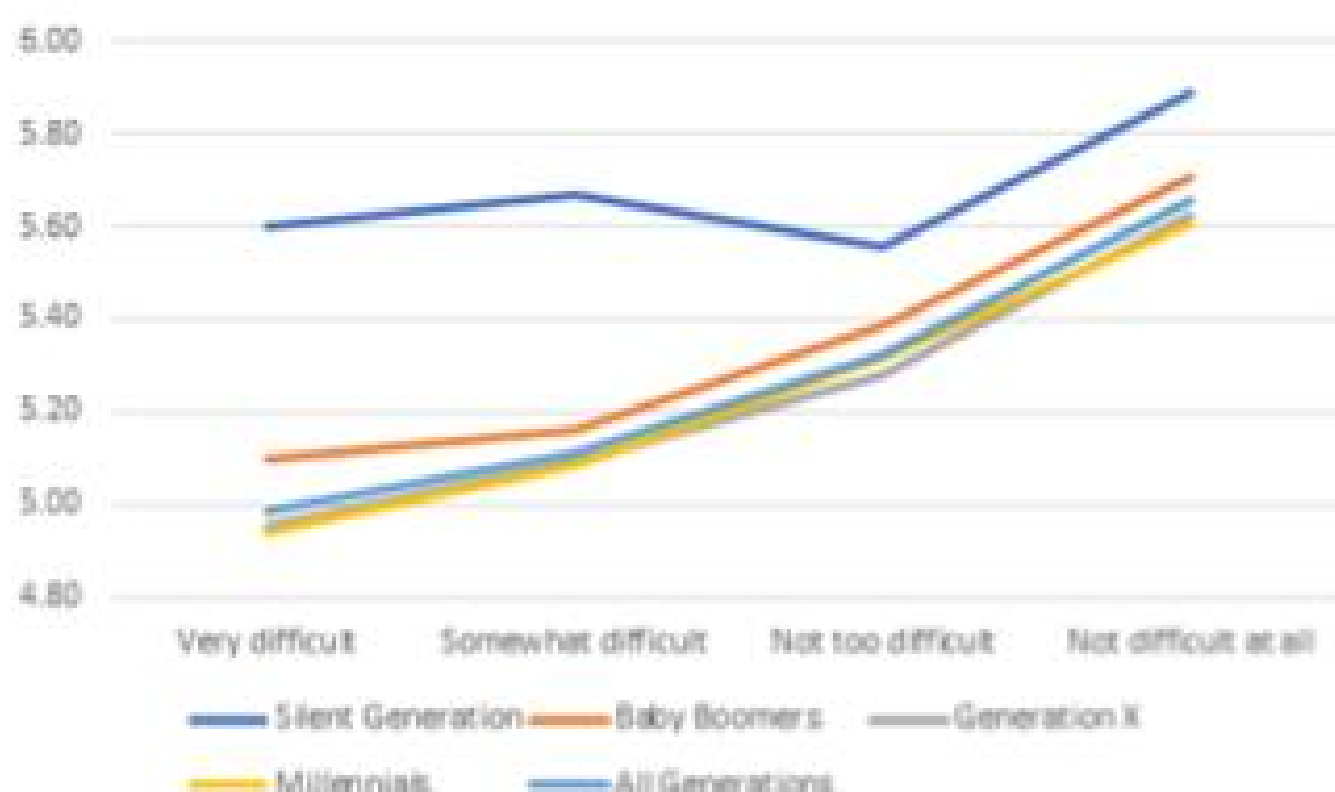
Data from the International Social Survey Programme (ISSP) provides us with some understanding about the role of workplace flexibility on employee engagement and satisfaction, for 5 main age cohorts and across 37 countries.

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?





What is Human Capital Innovations?

This article 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 즐람지예, which translated means “Bluer than Indigo.” Indigo is the bluest of blues, so to have something that is bluer than indigo is truly remarkable—a deep, vibrant, and brilliant blue. Koreans use this proverb to describe the ideal relationship between leader/teacher and pupil—that is that the leader/teacher (indigo) trains and teaches the pupil to become bluer than indigo, or greater than himself/herself. There are many implications of this proverb that are also very important. First, this relationship implies that the leader/teacher sees and recognizes the true potential in their pupil.

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

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Human Capital Innovations (HCI) Podcast

By Dr. Jonathan H. Westover

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

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Human Capital Innovations

Maximizing Employee Engagement by Leveraging a Social Impact Strategy

by Dr. Jonathan H. Westover



I was recently a guest speaker on an interactive webinar, where I addressed several hundred corporate leaders from across the globe on the importance and opportunity organizations have to maximize employee engagement through a corporate social impact strategy.

We asked participants several questions related to their organization's social impact strategy. Only about 40% of organizations represented stated they provided any kind of opportunities or incentives (including corporate giving, employee volunteering, social investing, corporate social responsibility initiatives, social innovations initiatives, etc.). Only about 25% of companies represented had any formal programs. From these participants, clearly there was an interest and perceived need for this kind of work, but few knew how to do it.

The Business Case For Organizational Social Impact Initiatives

Why should organizations develop corporate social impact initiatives? First, we need to openly acknowledge that companies have a social contract with their surrounding communities. As companies directly benefit from the shared community infrastructure, organizations have a responsibility to give back to and directly benefit their communities, and not just through providing jobs.

In a recent Network for Good report on employee engagement, Kate Olsen stated, "An important, often underleveraged, form of [employee] motivation is involvement in social impact initiatives. A growing body of evidence points to the power of enabling employees — especially millennials — to give back to the community and support their favorite causes at work." Additionally, she states, "Employee engagement through cause is a vital means by which to strengthen employee relationships, enhance employee morale and even build critical skill sets and expertise. Plus, employees are hungry for ways to get involved in cause."

Additionally, research has also shown that meaningful and impactful socially-minded work increases company brand loyalty and reputation (consumers are increasingly holding companies accountable for their social and environmental impact in the world) and creates a more attractive organizational culture that enhances the employee value-proposition, allowing organizations to attract and retain top talent in the industry. Additional organizational benefits include enhanced employee/employer relationships, increased organizational citizenship behaviors, enhanced employee creativity and innovation, increased employee organizational commitment and amplified employee motivation and performance.

Finally, social impact work is relevant to organizations because, as stated in a recent SHRM article, "One of the greatest benefits of a community involvement or corporate social responsibility (CSR) program

employees on a variety of different levels, which ultimately drives overall engagement in your company."

Work — with a purpose that gives employees an opportunity to make a social impact in their communities — engages employees, which in turn boosts organizational profits and productivity.

Leveraging Social Impact Initiatives

In another recent SHRM article, HR People and Strategy contributor Kelly C. France examined the importance of corporate social impact initiatives in (1) connecting employees, (2) building leaders, and (3) understanding overall business impact. France states, "These programs demonstrate how companies are addressing some of society's biggest challenges, and are increasingly becoming an important way to attract, retain, and develop talent — particularly Millennials." France further argues that such corporate programs and initiatives "... help increase employee understanding of a company's social impact efforts while providing them the chance to play a direct role in shaping it. And the 'sweet spot' happens when employees become company ambassadors and develop a passion for ways to grow the business, while making a positive impact on the world."

Action Steps For Leaders

So how can organizations take hold of the opportunity to

engage their employees through social impact initiatives and by fostering a shared, society-centric organizational culture of benefiting the world through the work of the firm? It starts with the organization's leadership, who need to collectively buy in and set the example in making a sustained effort toward improving social impact outcomes within the company. Once this leadership commitment is established, management (with input from employees and the community) can identify a shared purpose and set specific goals for the desired social impact strategy and initiatives.

Establishing employee and community buy-in is also important in the process. This can be accomplished through involving key employee and community representatives in the decision-making and planning process. Additionally, leaders should start an organization-wide employee and community partner social impact education initiative and help individual employees and employee teams develop social impact project ownership and accountability. By listening to community partner organizations' living expertise related to the issues and challenges that will be addressed, firms can ensure that they address the most pressing social problems ailing a community and that they "do no harm" in their efforts to help.

As organizational leaders, employees, and community organizations come together

amazing things can start to happen. It is important to develop a project sustainability plan and assessment plan to ensure continual monitoring of progress and assessment of outcomes in a way that will allow the project to maintain momentum and continue into the future. Organizations and communities will then have the opportunity to pay it forward by celebrating and sharing what they have accomplished and learned.

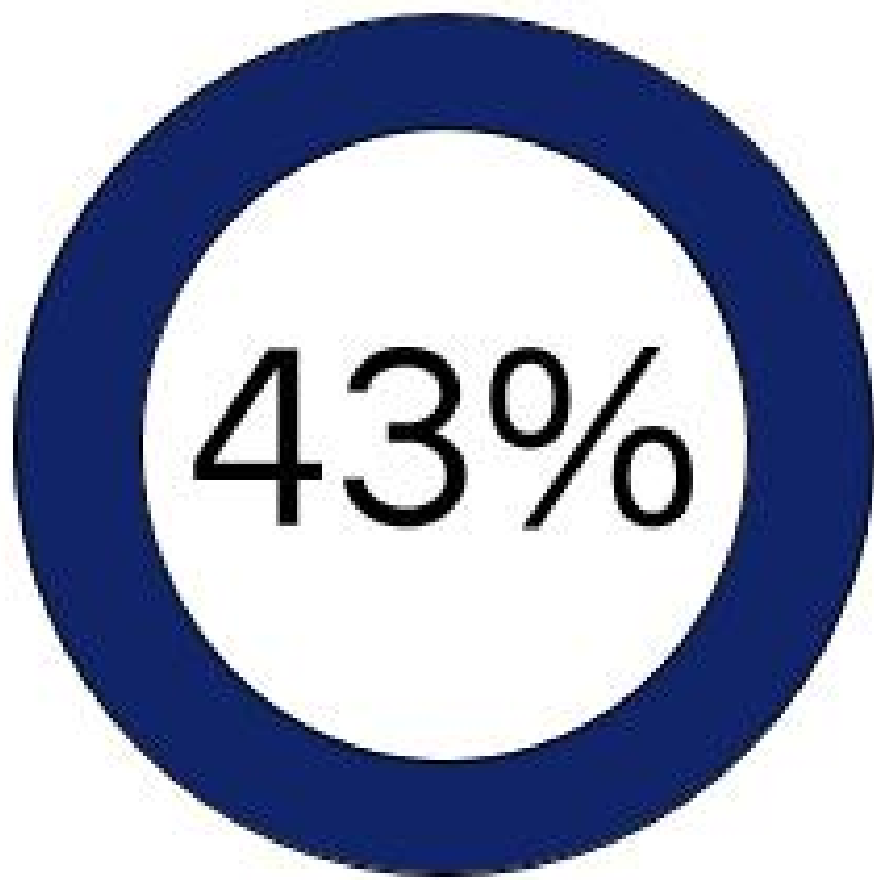
In Conclusion

In the Network for Good report, Olsen concludes, "Companies that realize the power of motivating and engendering loyalty through a portfolio of cause activities will continue to attract and retain top talent — especially among the millennial generation. These companies will make strategic investments in social impact opportunities that link business goals, employee talents and community needs in compelling and transformative ways."

Simply put, a social, impact-driven employee engagement strategy is the next blue ocean worker engagement area for organizations, which will simultaneously increase the firm's socially-minded brand and reputation, while also leading to a wide range of positive organizational benefits and outcomes. And, there is the added benefit that such initiatives, irrespective of the very real firm benefits, can positively impact communities and societies across the globe!

[Original seen on Forbes.com.](#)

Flexibility to Deal with Family Matters

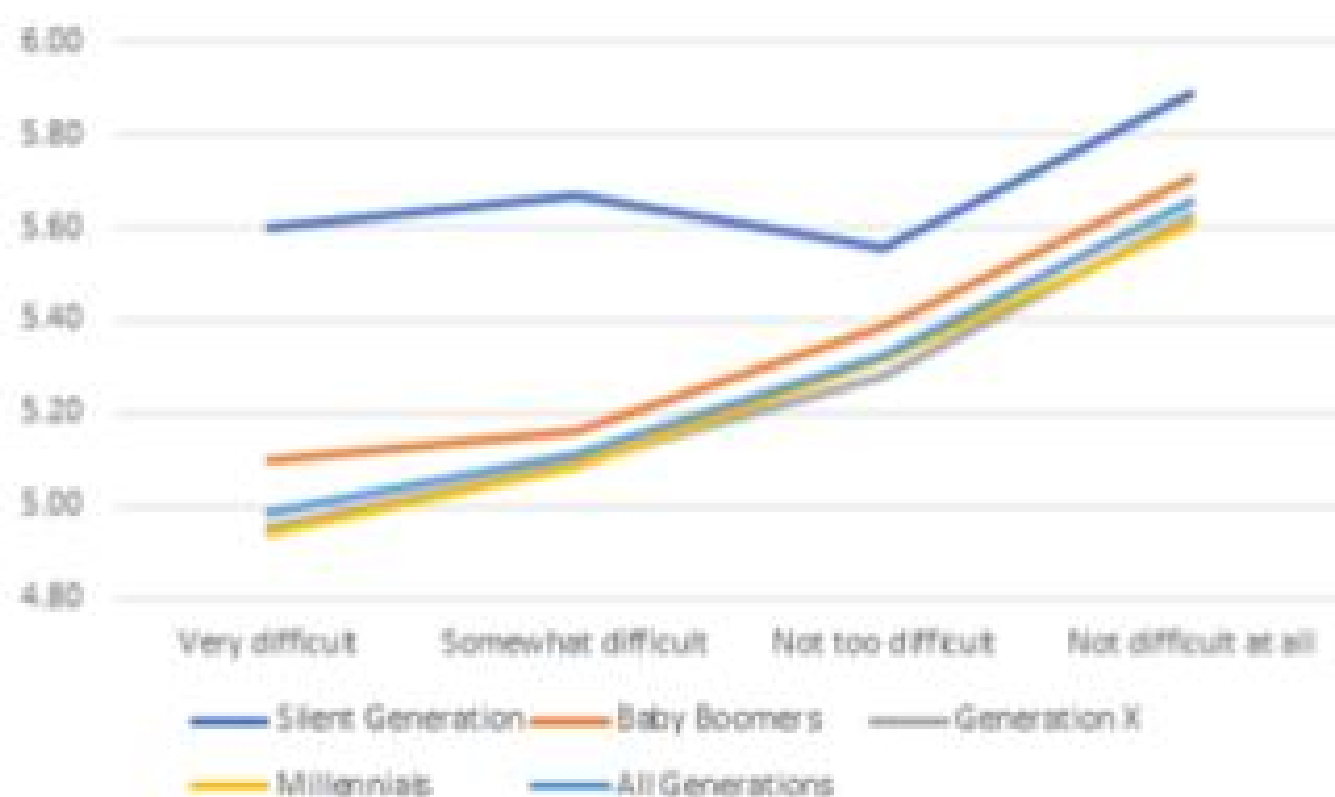


Of employees with families experience some or a lot of interference between work and family.

- 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

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?

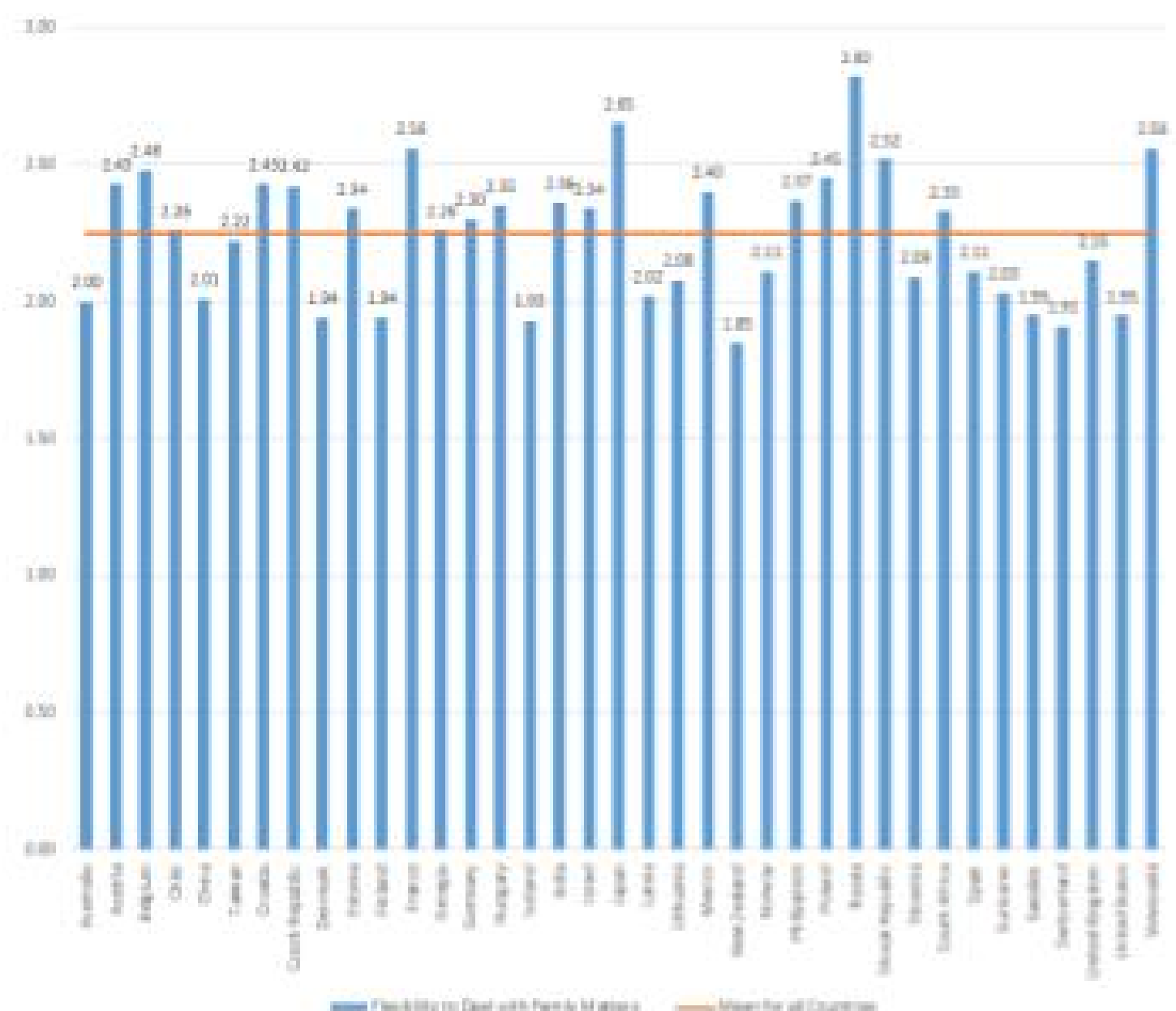


Balancing work and family life is not always an easy task.

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?

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



Research Insight —Autonomy and Responsibility

by Dr. Maureen S. Andrade

Melissa, a candidate for a manager position, was asked to describe her ideal working conditions. She answered, “autonomy and responsibility,” and explained that she was the most motivated and the most satisfied when she was given responsibilities, including those that stretched her capacity, and the autonomy to fulfill those responsibilities in the way she chose. She indicated preferring a supervisor who recognizes her competencies and potential, assigns her appropriately challenging tasks, and demonstrates trust in her skills by giving her broad parameters in which to accomplish those tasks. She stated that these are the conditions under which she thrives, feels she is making significant contributions, develops new skills, and experiences a sense of accomplishment. She also tells the hiring committee that this is the approach she would take as a manager.

These are also the conditions under which employees exhibit organizational citizenship behavior or choosing to go above and beyond one’s assigned tasks, thereby improving organizational effectiveness (Organ & Ryan, 1995). These behaviors can be focused on co-workers as well as the organization as a whole (Williams & Anderson, 1991). Examples include assisting co-workers with no anticipation of reward.



volunteering for assignments, doing more than is required, taking negative situations in stride rather than complaining, attending work-related events, and speaking highly of an organization in external contexts. Antecedents to organizational citizenship behavior are employee perceptions that the organization is committed to them; perceived organizational justice represented by procedures such as pay and performance reviews, decision-making processes, and equity in contributions and rewards; (Greenberg, 1987); employee job satisfaction; and personality characteristics such as conscientiousness and agreeableness (Organ & Ryan, 1995; Organ et al., 2006; Podsakoff et al., 2000; Podsakoff et al., 2009).

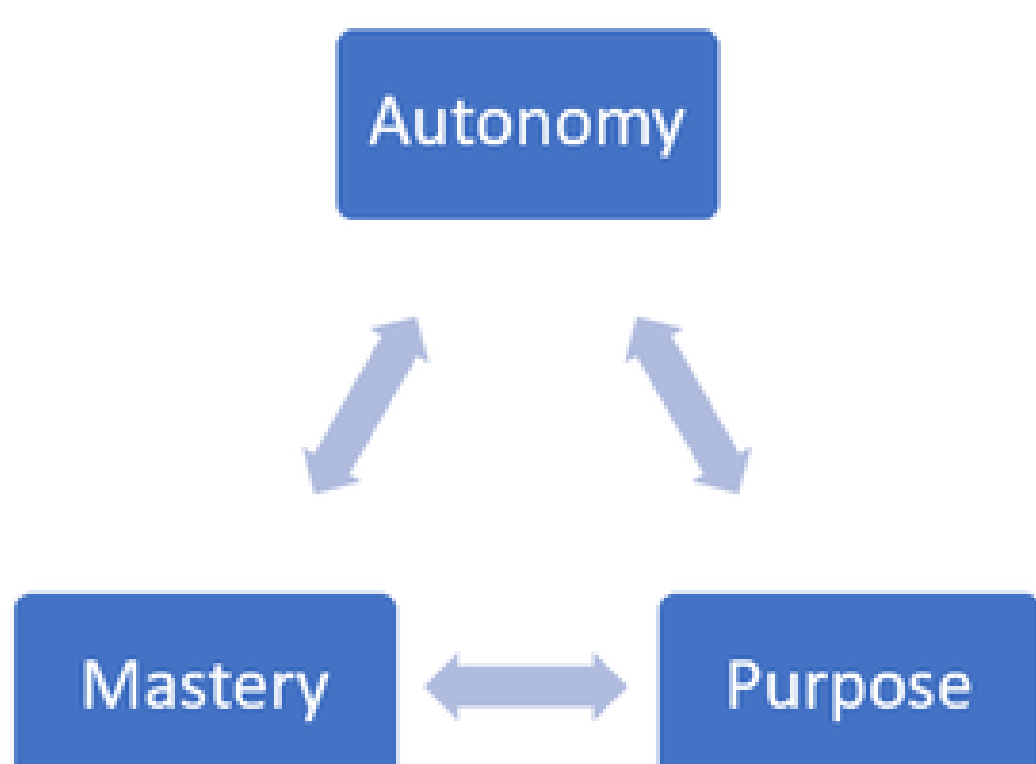
Relevant Theories

Although perhaps not realizing it, in her response, Melissa identified the central components of several motivation and leadership theories. These provide guiding direction for managers in any organization, and when followed, contribute to employee satisfaction, productivity, and organizational effectiveness. The most salient include the following.

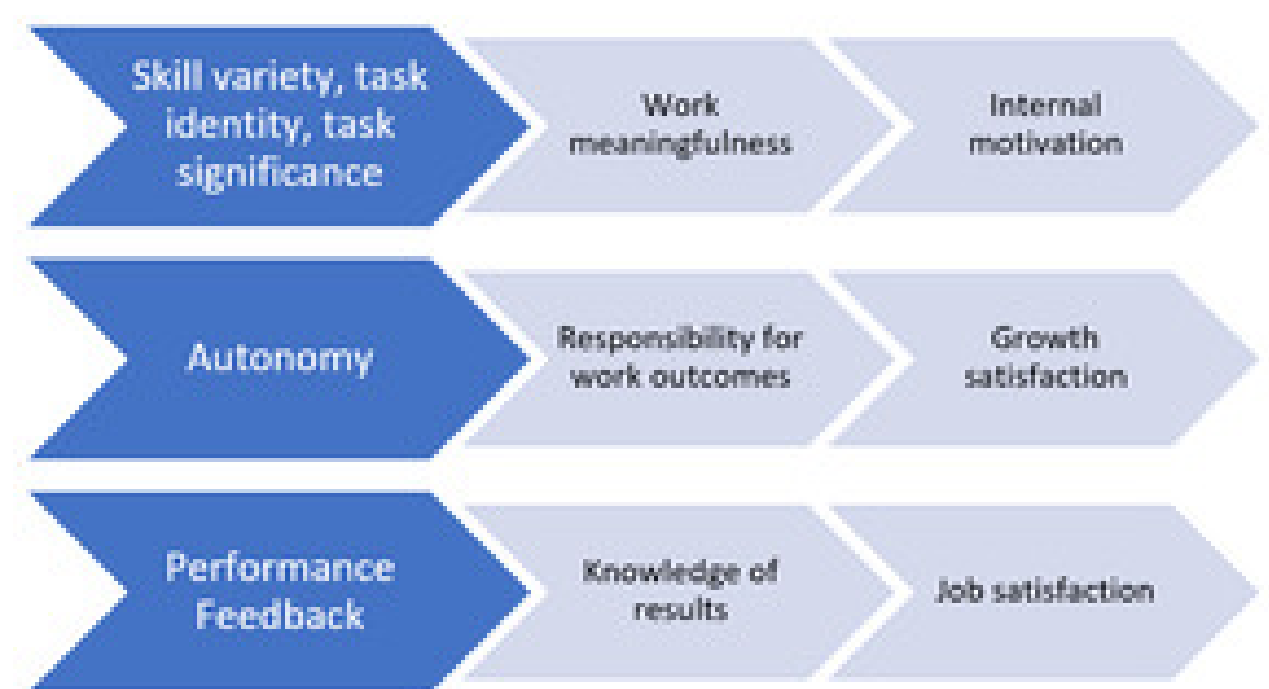
Self-determination theory reflects a person's psychological need for autonomy, competence, and relatedness. Autonomy involves having control over what one does, competence reflects mastery and effectiveness in one's activities, and relatedness emphasizes connectedness and belonging (Deci & Ryan, 2002). In her interview, Melissa emphasized a need for autonomy and competence. She values having control over her work and demonstrating and developing competencies through her responsibilities. Another interview question might elicit her feelings about the importance of a collegial and congenial working environment.



Motivation 3.0 is similar to self-determination theory and also has three components—autonomy, mastery, and purpose (Pink, 2009). Autonomy reflects being in control of one's work and activities, mastery entails improving one's skills and oneself, and purpose involves working toward something meaningful and worthwhile. Once again, Melissa expressed a clear preference for working conditions characterized by autonomy and mastery and the opportunity to make meaningful contributions.



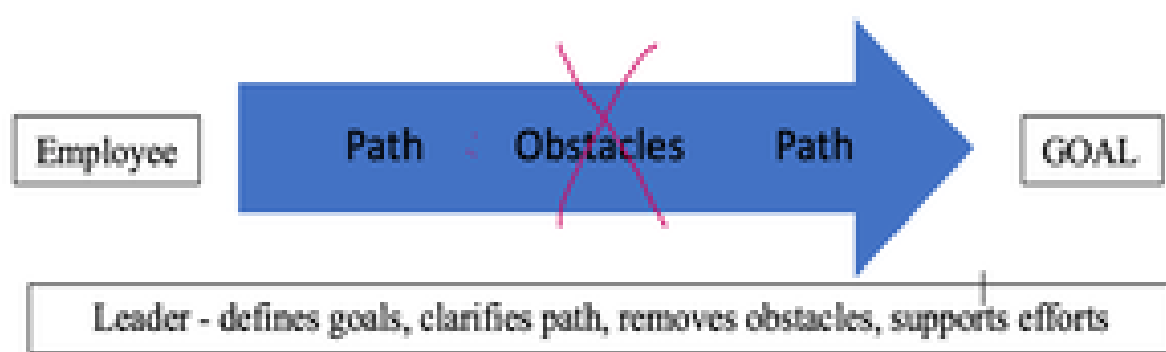
The job characteristics model integrates ideas from both self-determination theory and motivation 3.0 but also identifies the core job characteristics that lead to psychological states such as meaningfulness, responsibility for work, and knowledge of results. These in turn produce outcomes such as motivation, growth, job satisfaction, and work effectiveness. The advantage of this model is its specificity in helping managers understand how to design effective work environments.



In short, if Melissa's supervisor gives her a variety of tasks and the opportunity to learn new skills (skill variety), structures the work so that the finished product is evident (task identity) and its impact on others is visible (task significance), allows Melissa to do the work as she sees fit (autonomy), and gives her focused performance feedback, then Melissa's need for autonomy, responsibility, and meaningfulness will be fulfilled. The organization will benefit from her job satisfaction in the form of organizational citizenship behaviors and organizational goals will be achieved.

Finally, path-goal leadership theory argues that leaders should set transparent goals and create a path to help employees reach them. This might include providing resources, professional development opportunities, or mentoring. This approach entails tailoring goals and pathways based on individual employees' skills, abilities, and needs. Thus, managers must be familiar with the personalities and

and capacities of the individuals they lead.



Lessons Learned

So why was Melissa seeking a new job? Her current position was one in which she had been given few responsibilities she could call her own. She was micromanaged, and at the supervisor's beck and call, primarily in a supportive role with limited freedom to perform responsibilities independently. These conditions were frustrating, and created feelings of being underutilized and underappreciated, which could lead to underperformance, and in this case, to turnover.

Managers must understand motivational issues and create conditions under which their employees can contribute, be involved, and do their best work. The theories reviewed offer common themes and specific strategies for effective management.



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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?

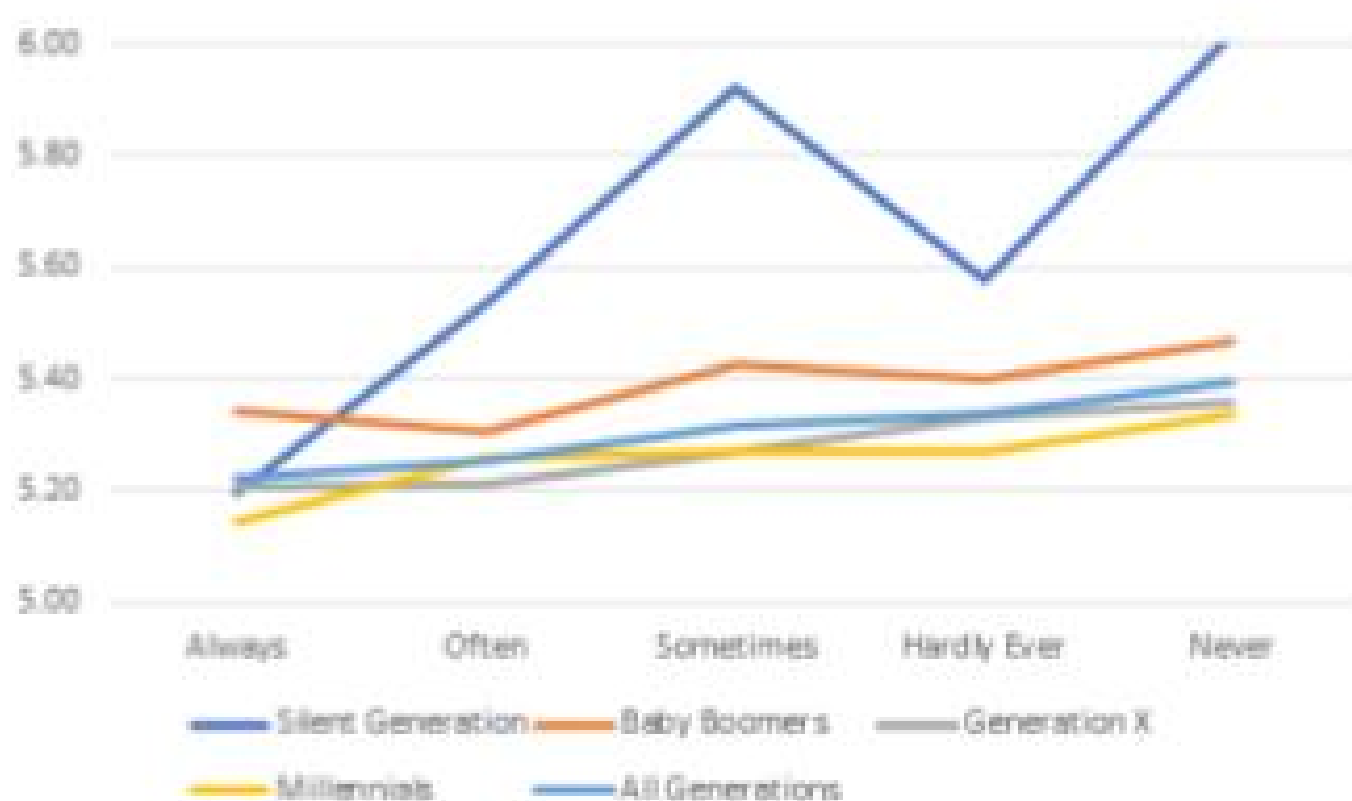
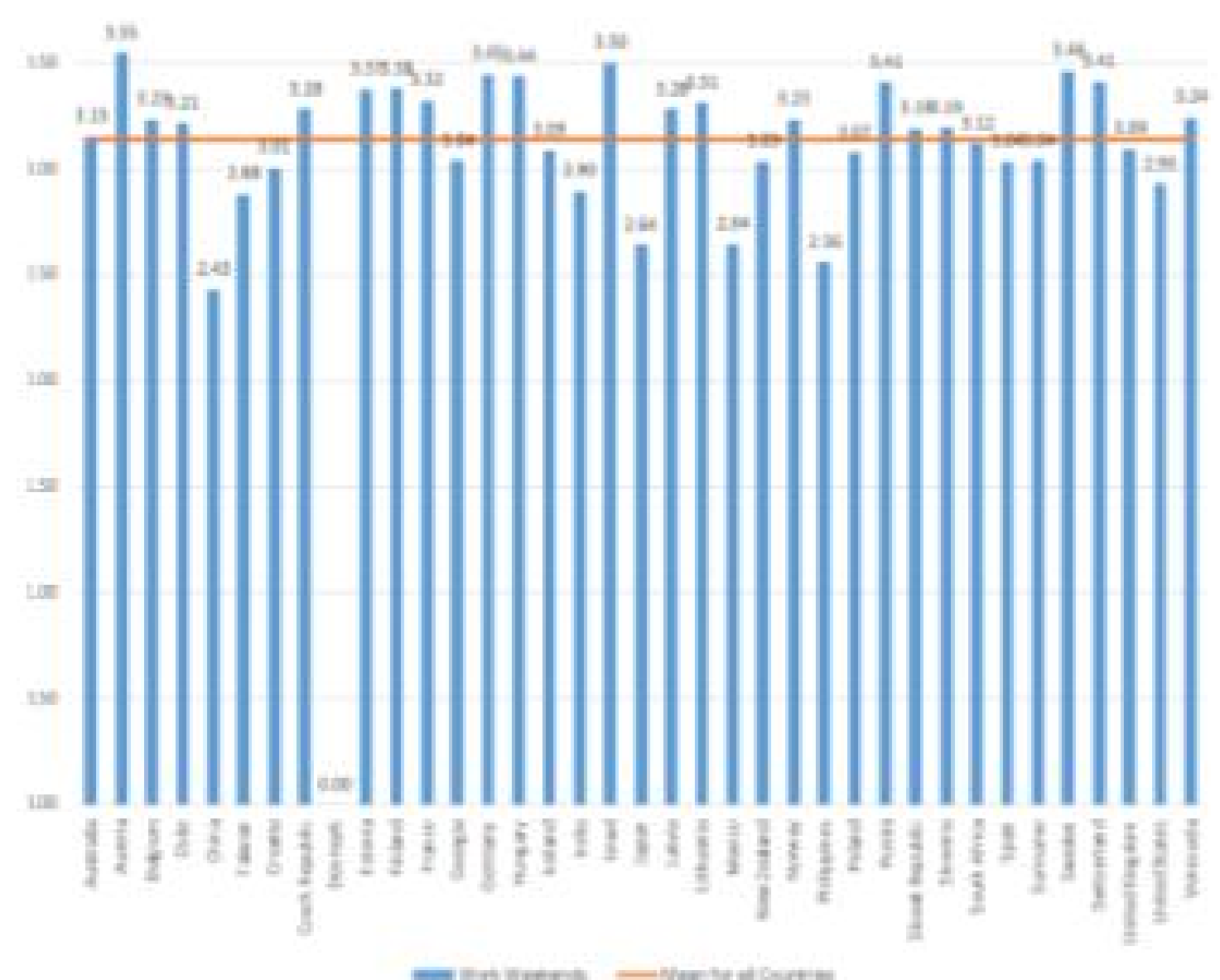


Figure 2: Mean Work Weekends Score by Country



The Importance of a Purpose-Driven Career and Workplace

by Dr. Jonathan H. Westover

Recently I was overseas teaching a group of 45 executive MBA students about organizational development and change management. I was impressed by this diverse group's collective insights related to a range of complex challenges faced in the organizations they lead.

We were exploring organizational health and how to create and sustain a knowledge sharing and innovation culture across disparate organizational types, with varying missions and purposes, providing different products and services. I asked these executives, "So from an organizational development perspective, why is a purpose-driven career and workplace important?"

Clayton Christensen's Legacy

In response to this question, I gave the example of Harvard Business Professor Dr. Clayton Christensen, who is best known for developing the theory of "disruptive innovation." We examined that theory and applied it to the EMBA students' organizations and had a very fruitful dialogue. It was only upon returning to my hotel room that night that I learned Dr. Christensen had just passed away, after a devastating battle with cancer.



As I reflected on his legacy as a management thinker, I remembered his book *How Will You Measure Your Life?* While not as well known as his "disruptive innovation" theory, this book was a New York Times bestseller in its own right, and had a profound impact on me. In his 2012 TEDx Boston talk based in part on his book, he stated: "When I have my interview with God at the end of my life, he's not going to ask how high I went on anybody's org chart or how much money I left behind in the bank. But rather he's going to say, 'Oh, Clay — I put you in that circumstance. Now, can we talk about the individual people who you helped become better people because you worked with them or they were members of your family or you just met them and they needed your help? And then, Clay, I stuck you in this situation. Let's talk about the individual people whose lives you blessed because you used the talents I gave you to help them.' And I realized that that's the way God will measure my life — it's the individual people whose lives I blessed."

For Dr. Christensen, what mattered most — his foundational purpose and how he measured the impact of his life — was not his advanced degrees, his consulting work or his professional status as a top management thinker of the past

half-century. Rather, it was his personal relationships and how he helped and blessed the lives of others.

Why Are We Here

Sally Blount and Paul Leinwand built on Dr. Christensen's book in a recent Harvard Business Review article, entitled Why Are We Here? In it, they explored the purpose-driven organization and its relevance in the modern global context. They argued that if you want employees who are more engaged and productive, give them a purpose, one concretely tied to your customers and your strategy. Furthermore, they acknowledged that "Many people—not just Millennials—want to work for organizations whose missions and business philosophies resonate with them intellectually and emotionally."

The Puzzle Of Motivation

In his TEDGlobal talk, "The Puzzle of Motivation," author and management thinker Dan Pink discussed the importance of three key factors in motivating individuals: autonomy, mastery and purpose. He argued, citing extensive cross-disciplinary research, that it is organizations with a clearly communicated transcendent purpose that are most capable of attracting and retaining top talent and producing the best products and services for consumers.

Person-Job Fit And Person-Organization Fit

In my own research, I have examined the constructs of person-job fit and person-organization fit. The greater the congruence between an individual's personal values and purpose and that of their job and their employer, the better. This research demonstrates a clear connection of P-J Fit and P-O Fit to increased job performance,

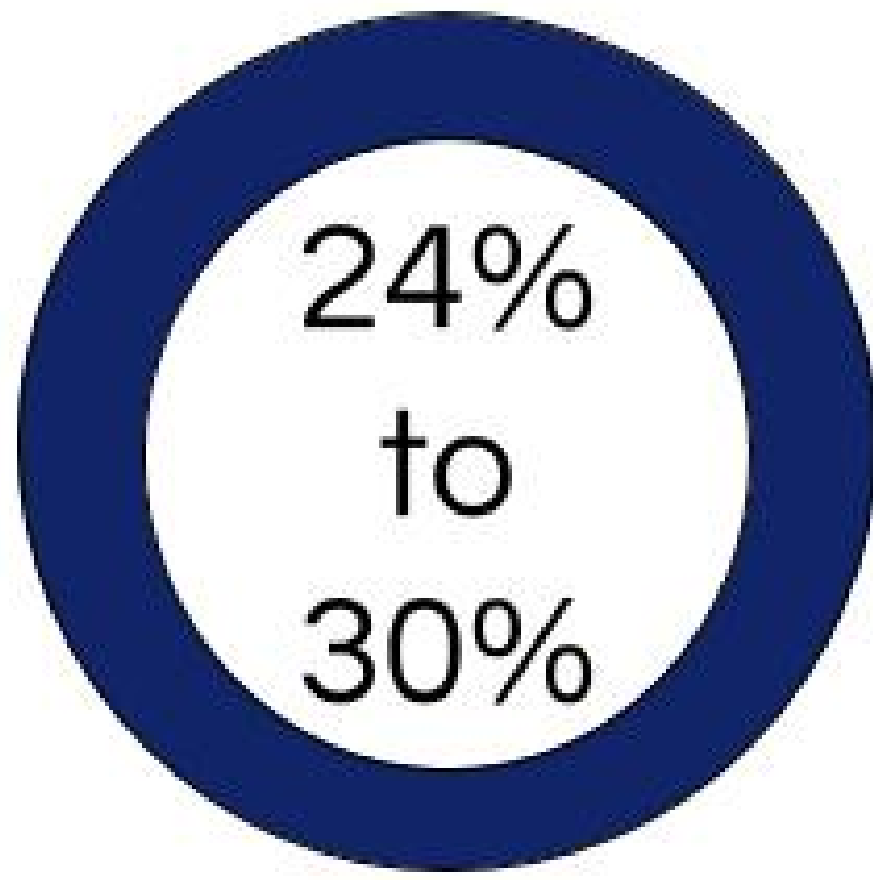
future job choices, lower turnover and intent to leave, as well as increased job satisfaction and organizational commitment.

The Importance Of Relationships And Social Impact Through Our Work

Additionally, I have studied how the extent to which one's job is useful to society, the extent to which individuals have the opportunity to help others through their work and the extent to which individuals have the opportunity to develop meaningful workplace relationships directly impacts employee engagement, satisfaction and worker productivity. Put simply, these factors matter a lot. Employees, especially millennial and Gen Z workers, want their work to have a broader societal impact and are factoring that in when choosing employers. Organizations face diverse competitive challenges and are fighting to attract and retain the human capital that will increase innovation and productivity. Increasingly, employees are seeking enhanced meaning and purpose in their work and the opportunity to impact the broader society in positive ways. To accomplish this, leaders need to pay attention to P-J and P-O Fit when hiring and they need to look for opportunities to more tightly align organizational strategy with a purpose-driven organizational culture. As individuals, we have the opportunity to think about our personal foundational purpose, remembering "what matters most," "why we are here," and critically reflecting on how we want to measure our life. Then we can shape a purpose-driven career, choose a workplace that aligns with our values and purpose and help contribute to a purpose-driven workplace.

Originally seen on [Forbes.com](https://www.forbes.com).

The Importance of Scheduling Flexibility at Work



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

- 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.

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?

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?

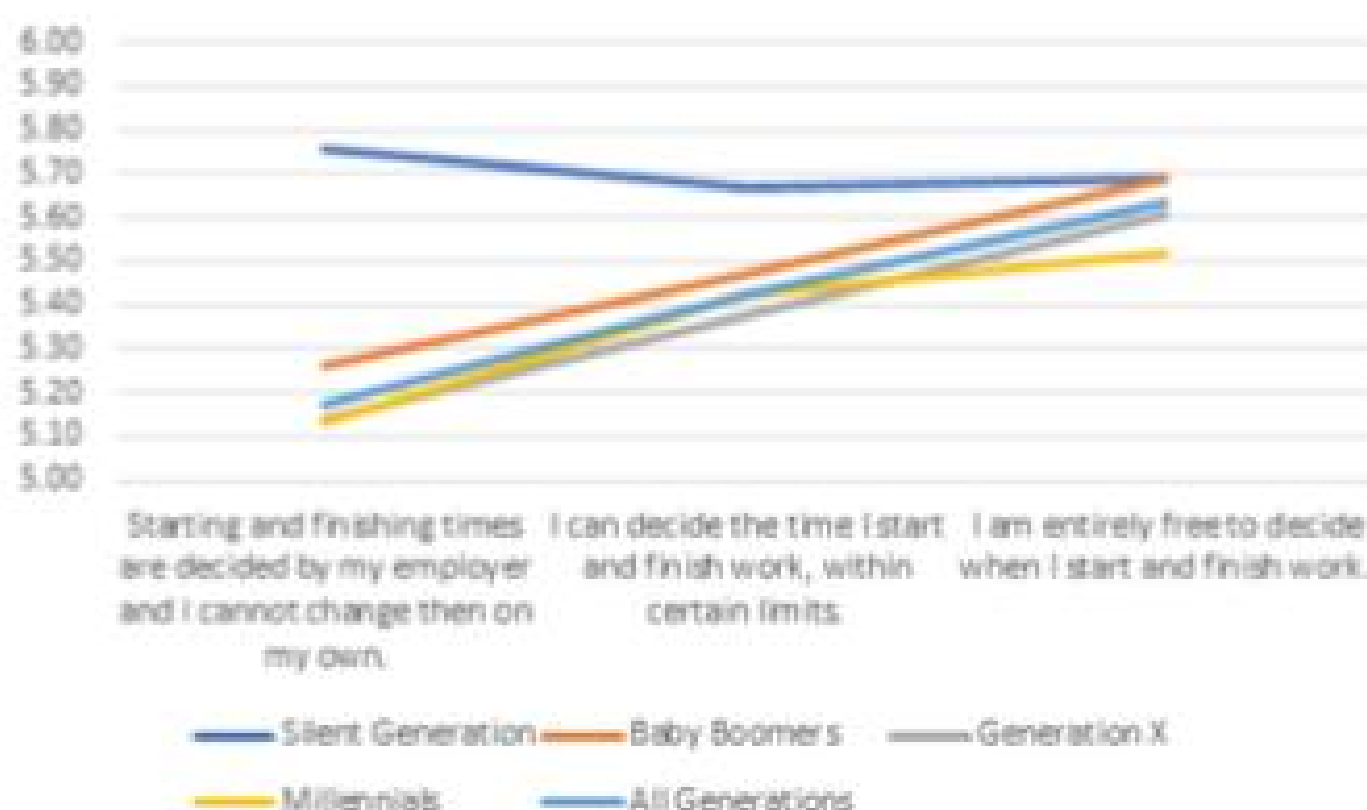
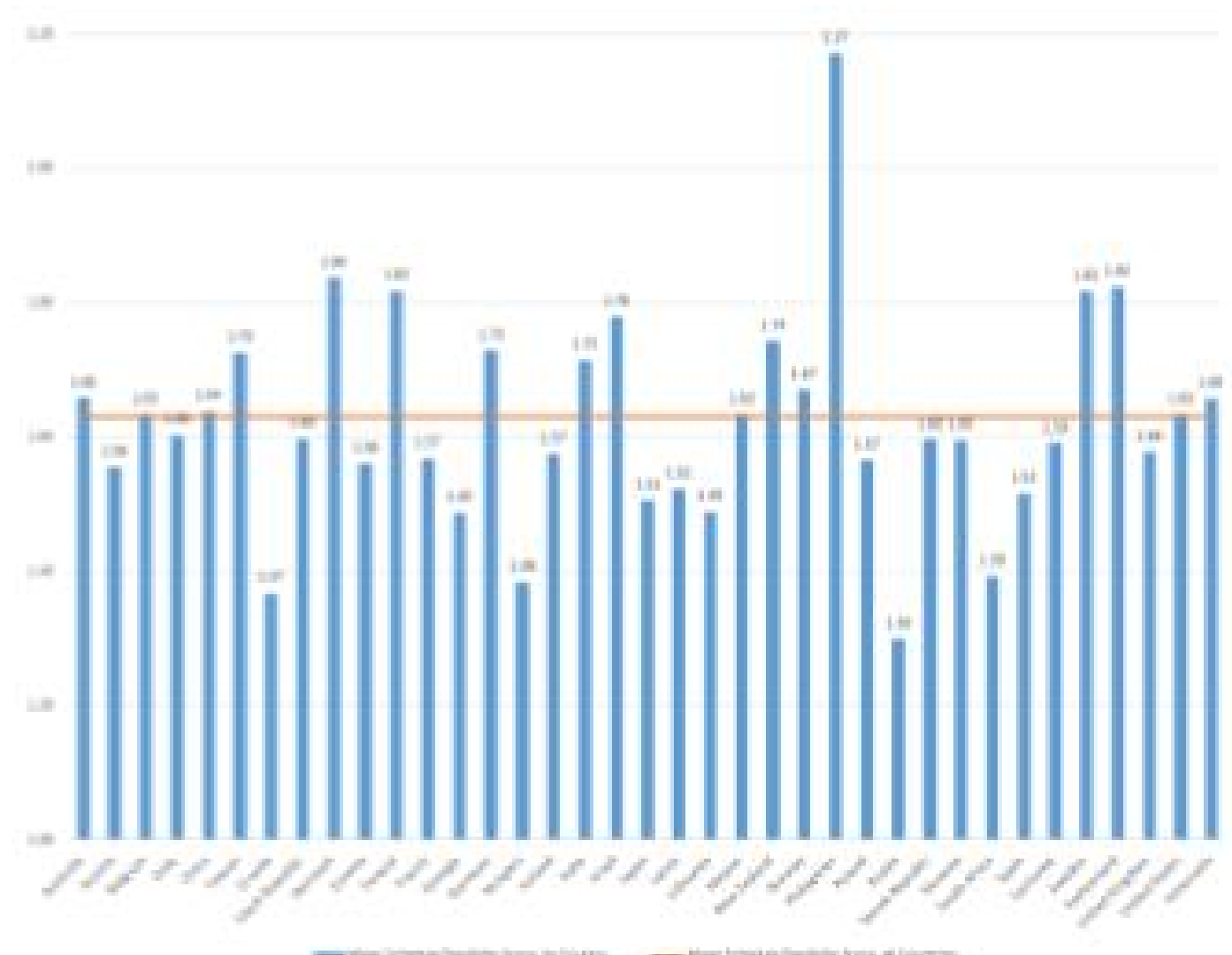


Figure 2: Mean Schedule Flexibility Score, by Country



Leadership for Change - Bolman and Deal's Reframing

by Dr. Maureen S. Andrade



When I was in my doctoral program at USC - the University of Southern California, I took a class from Terry Deal. Dr. Deal is a well-known leadership consultant who has taught courses at a number of universities and is now retired from USC. He is perhaps best known for his book, co-authored with Lee Bolman, called Reframing Organizations, now in its 6th edition.

Much of what a leader does is related to change and it's also one of the most challenging aspects of being a leader. If you look at job postings for executive positions, they typically include something about vision, innovation, change, and strategy.

The reframing model is based on the idea that leaders need to see challenges and opportunities in their organizations through four frames—structural, human resource, political, and symbolic. Through this process, they can envision how a change will impact various aspects of an organization such as its structure and people as well as political and cultural elements.

Adhering to only one frame limits a leader's perspective and results in inappropriate or ineffective actions. In their book, Bolman & Deal show how executives fail time and time again because they are primarily focused on people or structure or vision while ignoring other critical aspects of their organizations. When you ask people in a job interview about their leadership style or philosophy, you can invariably recognize which frame they are coming from.

The tendency of leaders to get stuck in a single frame necessitates making a conscious effort to examine all four frames. It is also wise to seek the perspectives of others who may be more skilled at using a different frame. Each frame offers a different view of an organization and helps guide change. We next examine each frame and the metaphor associated with it.

The structural frame can be compared to a factory. It is related to roles and responsibilities, tasks and deadlines, processes and systems, and how the work gets done. It involves the planning and organizing

functions of management. The emphasis is on clarity, control, and coordination.

The metaphor that best describes the human resource frame is family. This frame focuses on the fit between people and the organization. People want meaningful work and want to feel valued; organizations benefit from their ideas and abilities. Job satisfaction, skill development, autonomy, and motivational factors are considerations associated with this frame.

The political frame involves considering the diverse beliefs, personalities, values, and interests of the people in an organization. Differences can create conflict. Limited resources and competition require making difficult choices. The metaphor associated with this frame is a jungle. Leaders need to form coalitions, resolve conflict, and consider their power bases. The symbolic frame is associated with creating a sense of purpose, inspiring and influencing, articulating a vision, and using stories, traditions, and myths associated with the organization to create connections and

commitment. The leader is seen as a prophet or visionary who can engage people's hearts and minds. The symbolic frame also involves celebrations, events, and rewards. The metaphor associated with this frame is theatre. The symbolic frame emphasizes becoming united through organizational culture and providing direction and stability.

The reframing model provides a broad perspective on an organization rather than specific steps to follow. Motivational issues can be addressed through the human resource and symbolic frames. Confusion regarding goals or overlapping responsibilities point to the need to

emphasize the structural frame. Anxiety, instability, or fear can best be resolved through the symbolic frame. However, with each situation, leaders should look through all four frames to gain insights into what is happening, why, and how to best resolve it.

Bolman and Deal's model ensures that all aspects of an organization are considered in the change process. In my own leadership roles, I have considered the model frequently. Examples includes changing processes, adopting new software, re-organization of departments, and launching new initiatives. If you want to learn more about the frames and which one you are strongest in, Bolman and Deal have a quick

instrument on the website for the book.

Best wishes as you apply this model to lead lasting change!

This article is based on Dr. Andrade's book, Organizational Behavior In Practice. Publishing rights to this content are owned by Great River Learning.



An Iterative Model of Self-Sustaining Leadership and Service

by Dr. Jonathan H. Westover

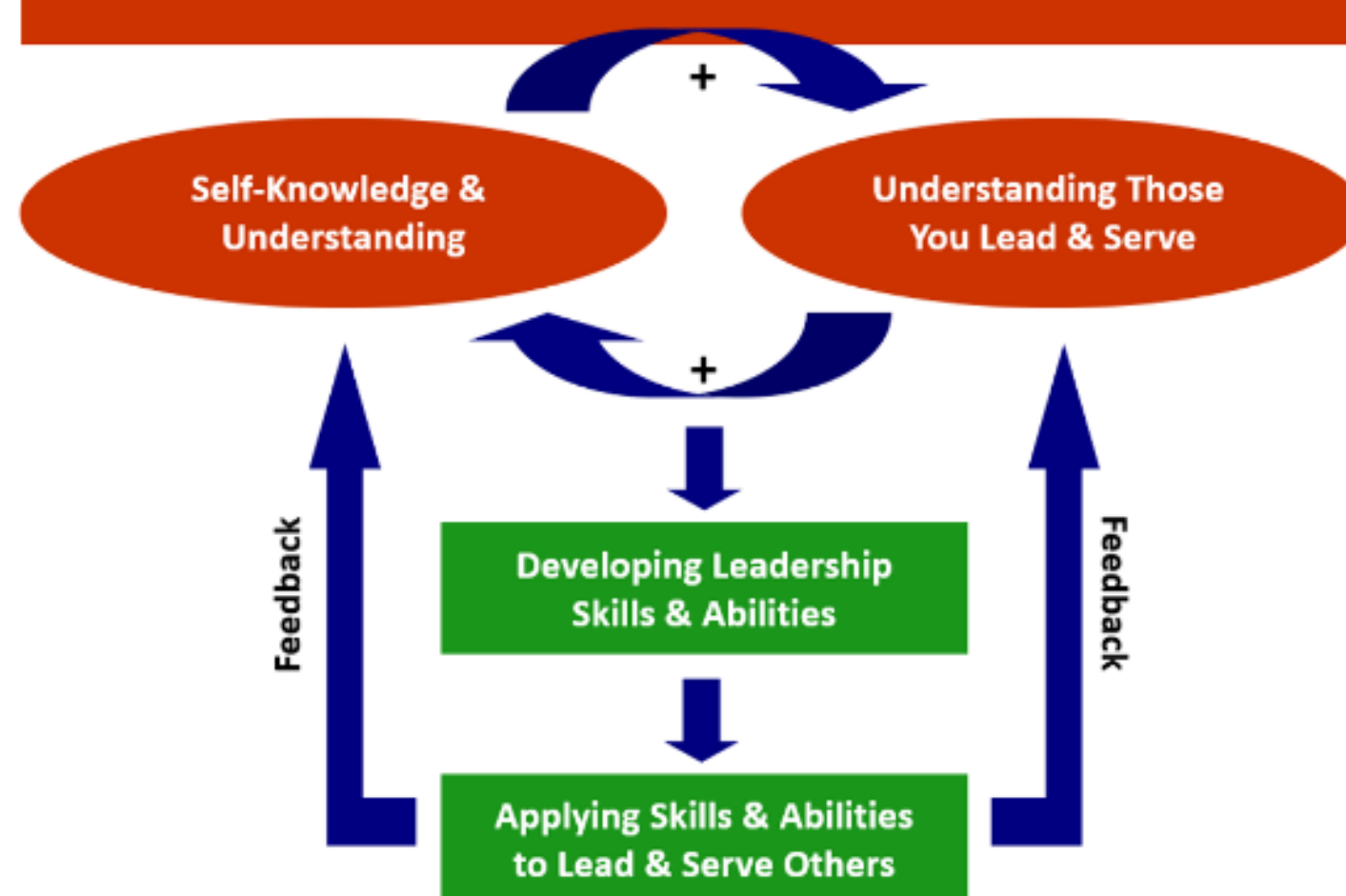
Successfully leading large, complex organizations in a globalized age is not for the faint of heart. There is no shortage of research examining different leadership models and styles (e.g., transactional leadership, transformational leadership and so on) but little scientific consensus around what makes for a great leader. In fact, in wading through the often dense and esoteric academic literature on the topic, one main takeaway seems to be clear: There is no silver-bullet, no one-size-fits-all approach that will guide you to individual and organizational success.

So what is an organizational leader to do?

Years ago, I was sitting in a graduate leadership class contemplating this very question. We were discussing common models of leadership and the various scenarios in which the different approaches might be most applicable. As fascinating as the discussion was, I must admit that my mind began to wander, as none of the models quenched my intellectual curiosity or practical thirst. They were all lacking.

As I sat there in class that day, I jotted down my own model of leadership, which I'll describe below.

The Intersection of Leadership & Service



The Intersection Of Leadership And Service

At the foundation of any effective, self-sustaining leadership approach is a commitment to serving those you lead. While there are a variety of leadership models, styles and methods that can produce compliance-based results, to create a self-renewing culture of commitment and engagement that drives results, leaders must have a genuine interest in and desire to develop and strengthen the capacity of those they lead.

It Starts With Self-Knowledge And Understanding

First, we must be introspective and critically self-reflexive (sometimes brutally so), and seek to better understand our own thinking, capabilities, styles and talents, as well as how we relate to our particular organizational context and those around us.

Understanding Those You Lead And Serve

Our employees are not a monolith; there is no one-size-fits-all answer to motivating and leveraging their unique talents and capacities.

As such, we can't effectively lead and motivate others if we don't first seek to understand them and their needs, ambitions, desires, preferred styles and more.

A Reciprocal Process Of Learning And Understanding

As we come to truly know ourselves in deeper ways, we have an increased capacity for empathy and relating to those around us. As we develop authentic and meaningful workplace relationships with our co-workers, we then have the opportunity to learn more about ourselves, and this becomes a reciprocal, self-sustaining cycle of the discovery of self and those around us.

Developing Leadership Skills And Abilities

Of course, effective leadership can't only be about the warm and fuzzies. There are practical leadership skills, competencies and abilities that we also need to develop, such as effective communication skills, analytical and strategic thinking capacities, team facilitation, people management capabilities, and so on. We should push ourselves to build on our strengths and shore up our weaker areas through continual learning and development.

Applying Leadership Skills And Abilities

Just learning about something in the abstract is not the same as truly developing a new skill. Experiences are what bring a deeper, richer learning that bridges the divide between intellectual, knowledge-based learning and applied, real-world competency development. Effective leaders find opportunities to put their learning into practice by serving those they lead.

Positive Feedback Loops

As we develop and apply new skills and abilities, we have the opportunity to continue our own self-discovery and to better understand those we lead. These positive feedback loops are essential to maximizing our own leadership capacity over time, and we should seek both formal mechanisms and more informal opportunities to learn from both our leadership successes and failures.

An Self-Sustaining Model

As we sincerely seek to learn about ourselves and those around us, continually strive to develop and apply new leadership skills and abilities, and stay open to the feedback our experiences bring, we have the opportunity to create an iterative, self-sustaining process of continual leadership growth and capacity development.

Conclusion

While there is no quick fix or easy answer to becoming a successful leader, it is also not so complicated. We need to foster an attitude of intellectual and social humility, check our ego at the door, be continually critically self-reflexive regarding our thinking and behavior toward others, and seek to truly discover the needs of those we lead and serve. Of course, we also need to develop and apply particular leadership skills, abilities and competencies as they relate to the particular organizational context in which we find ourselves, but these skills and competencies alone will not help us to lead effectively. It is only when we have an unwavering commitment to continually learning and developing others around us that we will be able to lead truly remarkable organizations, made up of truly remarkable people, all contributing at their peak human capital capacity.

[Originally seen on Forbes.com.](#)

Listening to the Vital Truth of Silence

by Dr. Eric J. Russell

When Robert Greenleaf conceptualized the Modern Philosophy of servant leadership, he placed listening at the forefront of what it means to be a servant leader. The key, he noted, was to listen first. Moreover, to spend a little time in the silence.

In his seminal essay *The Servant as Leader*, Greenleaf stated, "One must not be afraid of a little silence. Some find silence awkward or oppressive. But a relaxed approach to dialogue will include the welcoming of some silence. It is often a devastating question to ask oneself, but it is sometimes important to ask it - 'In saying what I have in mind will I really improve on the silence?'"

In our highspeed low drag world, many just want to react. You know Problem-Solution.

But the question is, react to what?

And how?

And how do you know that what you just blurt out would actually make a difference?

Most things, with the exception of a few specific career fields, are not usually an emergency, and don't call for split second decisions. The plane isn't about to go down and the building isn't about to blow up. The problem, however, is we have been programmed. Because of modern technological advancements, it has psychologically turned everything immediate.



You don't have to look any further than Amazon Prime or a Google Search engine to understand this. The ability to have spontaneous real-time information and instant-multiple communication modalities, have made what was seemingly ordinary in the past, urgent. Yet as I said before, they're not urgent.

You have time to listen.

Think of listening like walking down a wooded path, the path itself is walled in by deep forest and you really can't see a thing. And due to grade changes, you can only see so far ahead and so far, behind. Yet, as you get closer to the end of the path, where it opens up to an awe-inspiring clearing, the forest gives way and you eventually get to see everything. Views for miles. Mountaintops. Maybe a lake. When we react without listening, we are reacting with a forest around us. We are incapable of seeing the entire picture, because our vantage point is strictly emotion and bias. The forest is engulfing us and we can't see a thing, yet, ironically our ego believes we're ready to decide. Listening allows for the forest, or ego for that matter to give way. It paints the true picture.

This same concept holds true for listening to self. Specifically, spending time in the quiet of our own mind. Maybe on a walk. Meditation. Whatever works for you. Time free of distraction. Phone off. Mind and ears open.

This is how writers, artists, and musicians create. We expect it if they are then taken back and inspired by what they come up with. This same concept needs to hold true for leaders. Leaders need to demand the quiet, a time for silence.

Alone in the darkness, I like to say. The darkness of our own thoughts. When it's just you, your pillow, and maybe the boogiemonster in the closet. A time for imagination. A time for realization. A time for inspiration. A time to get figure out how to get that monster to go away. When you're surrounded by forest, i.e. noise, the unknowns, the operations, the needs and conversations of people, you cannot listen to self, and what your mind has to say is what you need to know.

Alone with self can be a scary time.



You have to deal with the boogiemonster in front of you, i.e. your thoughts. You can't convince your mind otherwise because it's impossible to deceive yourself since you know the real truth. Lying to yourself is like cheating at solitaire. To try to do so would lead to lasting damage.

As a leader, you have to have the courage to stand alone and listen to the vital truth of silence.



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

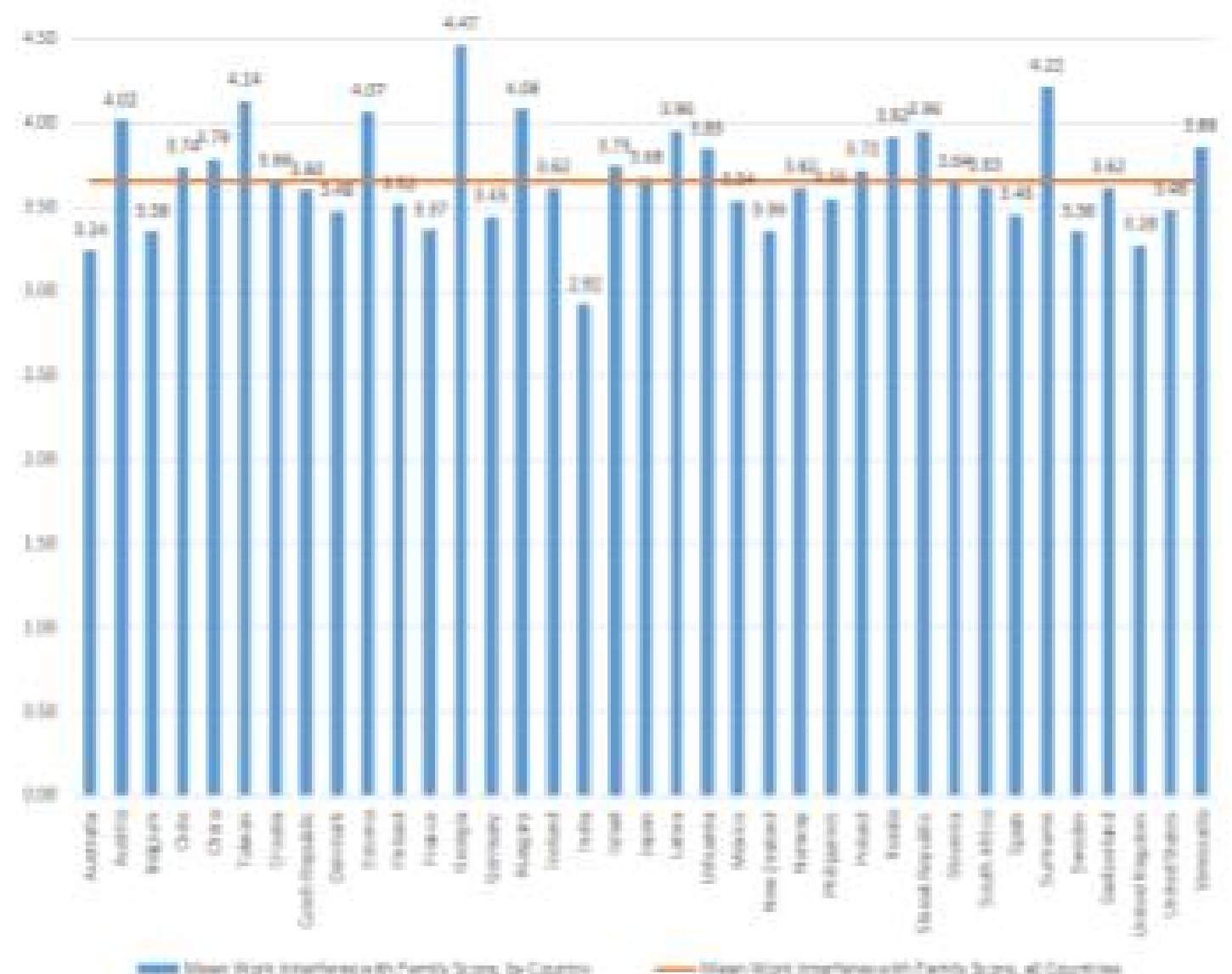
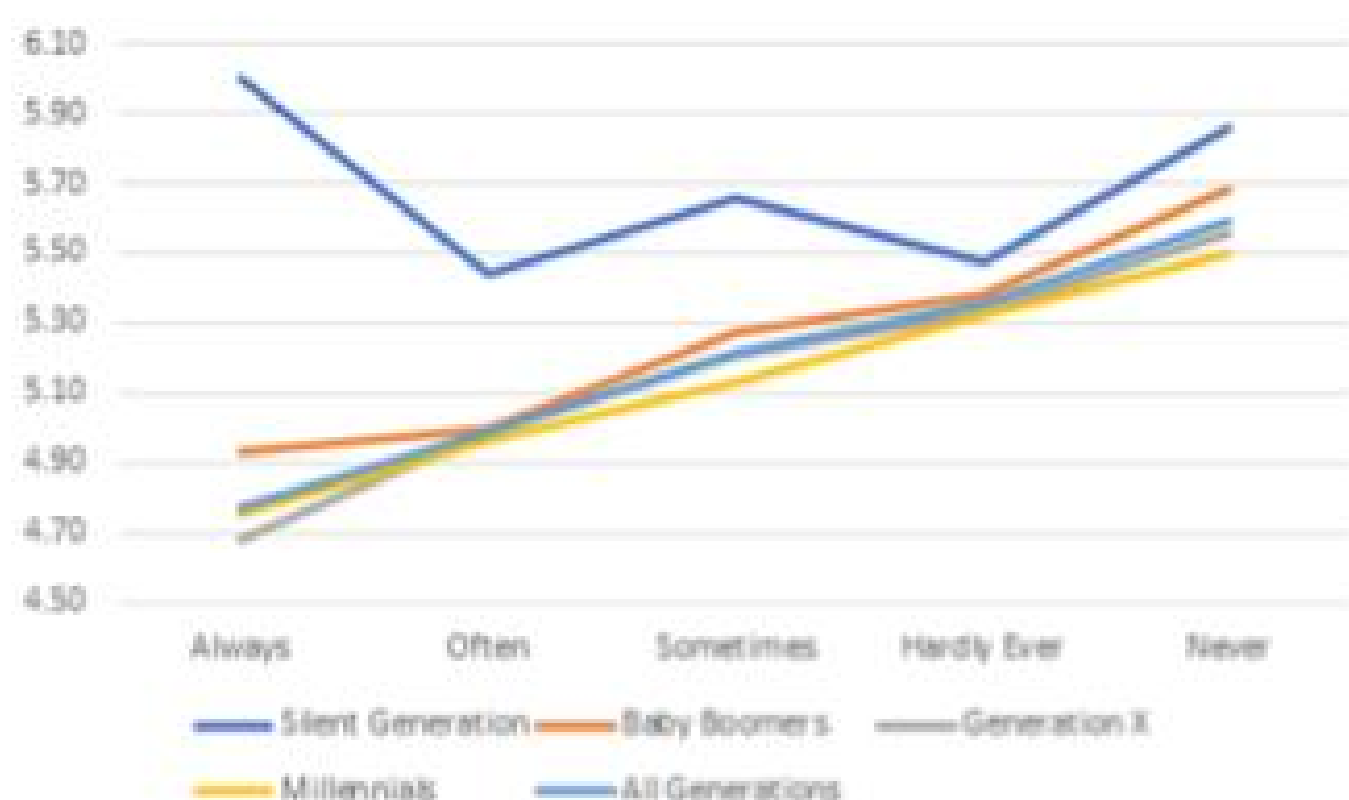


Figure 1: Job Satisfaction Mean Score by Work Interferes with Family—How Often Do You Feel the Demands of Your Job Interfere with Your Family Life?



What A Korean Proverb Teaches Us About Diversity In The Workplace

by Dr. Jonathan H. Westover

Many years ago, I lived and worked in South Korea, first as a service missionary and then as a young employee in the corporate organizational development office at LG Electronics. As the only non-Korean in my division, struggling to learn the language and culture, I quickly became intrigued by the many insightful Korean proverbs that I encountered. One such proverb that immediately resonated with me and has stuck with me all these years later is 우물 안에 개구리, or “frog in a well.”



The Proverb's Meaning

To explore the meaning behind this proverb, first try to imagine what it would be like to be a frog at the bottom of a well. Often those I train will quickly list the following conditions: cold, wet, isolated, limited, trapped.



I then ask if there would be a difference between being a frog that fell into a deep well versus a frog that was born and lived its entire life there. Immediately, trainees see the difference and understand that a frog born at the bottom of the well won't know any different. What the frog experiences is the entirety of the frog's world, and the frog is unaware of the wider world around it (including the broad expanse of the sky, the diverse landscape, the variety of vegetation and animal life, etc.).

Koreans use this proverb to describe someone who walks through life with blinders on, with tunnel vision or with their head in the sand when it comes to all the diversity present in the world around them. The lesson is clear: We need to try to rise out of the well and experience the richness and beauty of the world around us!

Our Bias

The truth is, we are all like frogs in a well to a certain extent. We are all born and raised within a particular culture and context, with espoused values that inform our view of the world around us and create the lenses through which we interpret our interactions with others. However, this understanding in our childhood is necessarily simplistic and limited as we go through the stages of

Shifting Our Worldview

cognitive, social and moral development. We all have deeply embedded implicit (and sometimes explicit) biases and even prejudices based on our own particular upbringing, adjacent cultural conditions and predominant ideologies.

The process of maturing and developing into productive adults often includes broadening our exposure to other people, circumstances and conditions that differ from our own upbringing and may even challenge our overly simplistic conception of a complex world. It is as though we are frogs rising out of the well, peeking over its edge for the first time.

As we climb to the top of the well, for the first time we see the full expanse of the sky above us and the diverse environment around us. We are now free to explore, experience new things, and both broaden and deepen our learning. However, we also quickly notice that ours is not the only well. In fact, the landscape is dotted with countless wells, each with its own little frog peeking out into the scary, complex world. Some frogs get scared, retreating back into their wells for safety (after all, it is what they know). Other frogs get frustrated by the limitations of their wells, rightly recognizing that their previous understanding was lacking, so they decide to explore. In time, many of these frogs will discover new wells but will in effect trade ideology for ideology, and find refuge in their new wells. The relative few who choose to embrace the newly discovered complexity, ambiguity and even dangers of this new world around them come to understand that the life well lived requires continual learning and respect and appreciation for all that the world has to offer.

The Value Of Diverse Thinking In The Workplace

While the wisdom of “frog in a well” teaches us the value of diversity, there is also a tremendous amount of research that has demonstrated the value of diversity in the workplace: Diversity enhances collaboration, creativity, innovation, decision making, and individual and team productivity. Often this research focuses on factors such as race, gender, religion, sexual orientation and socioeconomic status. However, it is also important to remember that diversity of thought is equally important. It is vital that organizations foster a culture that welcomes and embraces diverse social, economic and political backgrounds, as well as a wide variety of experiences, educational tracks and learning and communication styles. Leaders should create a safe environment of openness, trust and mutual respect that allows for the civil and productive sharing of ideas.

We all have biases and limitations to our thinking and understanding of the complex world around us. As we recognize these limitations, we can take proactive steps to broaden our exposure to diverse ways of knowing and understanding the different individuals and environments we interact with. Ultimately, we can discover ways to both honor and respect our upbringing, while simultaneously valuing the perspectives and views of those around us, thus becoming a frog outside of the well. By doing so, we will increase our productivity, creativity and decision-making capacity.

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