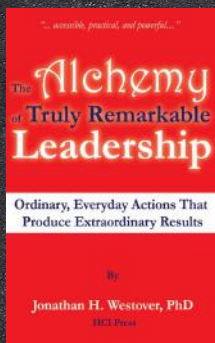# Human Capital Leadership

by Human Capital Innovations, LLC

Helping You Maximize Your Human Capital Potential

A Conversation with Dr. David Yudis President at Potential Selves

Great Leaders Leverage Diversity for a Competitive Advantage by Steve Gavatorta

New from HCI Press: The Alchemy of Truly Remarkable Leadership by Dr. Jonathan H. Westover

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The Alchemy of Truly Remarkable Leadership

Ordinary, Everyday Actions That Produce Extraordinary Results

By

Jonathan H. Westover, PhD
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Dr. Westover is an experienced organizational leadership, people management, and organizational development consultant. Additionally, he is professor and chair of Organizational Leadership in the Woodbury School of Business at Utah Valley University, Academic Director of the UVU Center for Social Impact.

Dr. Westover has been published widely in academic journals, books, and practitioner publications. He is a regular visiting faculty member in other international graduate business programs.

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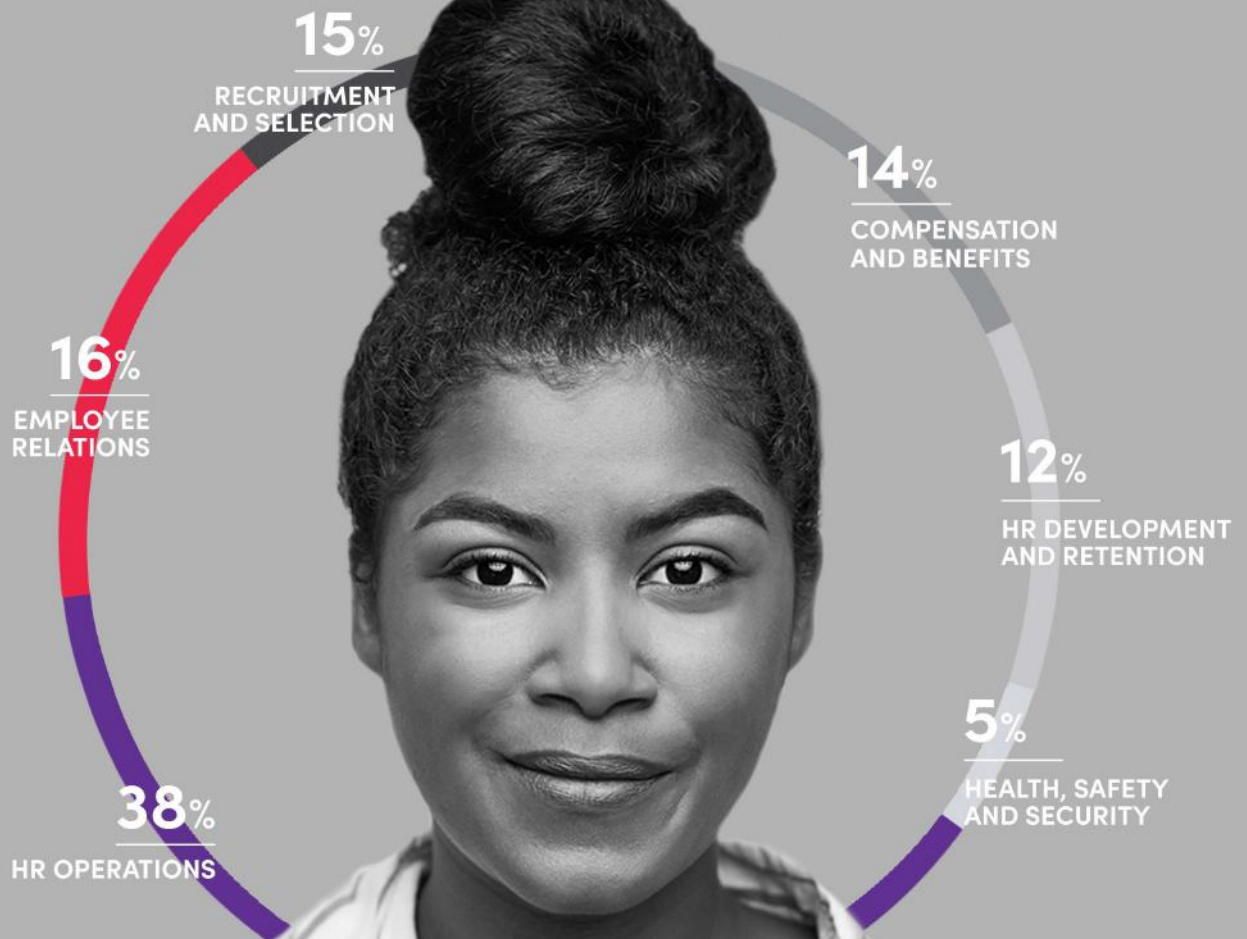
By

Jonathan H. Westover, PhD

HCI Press

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

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By Dr. Jonathan H. Westover

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WHERE TO LISTEN

Successful Talent Management to Drive Organizational Success, with Dr. David Yudis

Dr. David Yudis &
Dr. Jonathan H. Westover
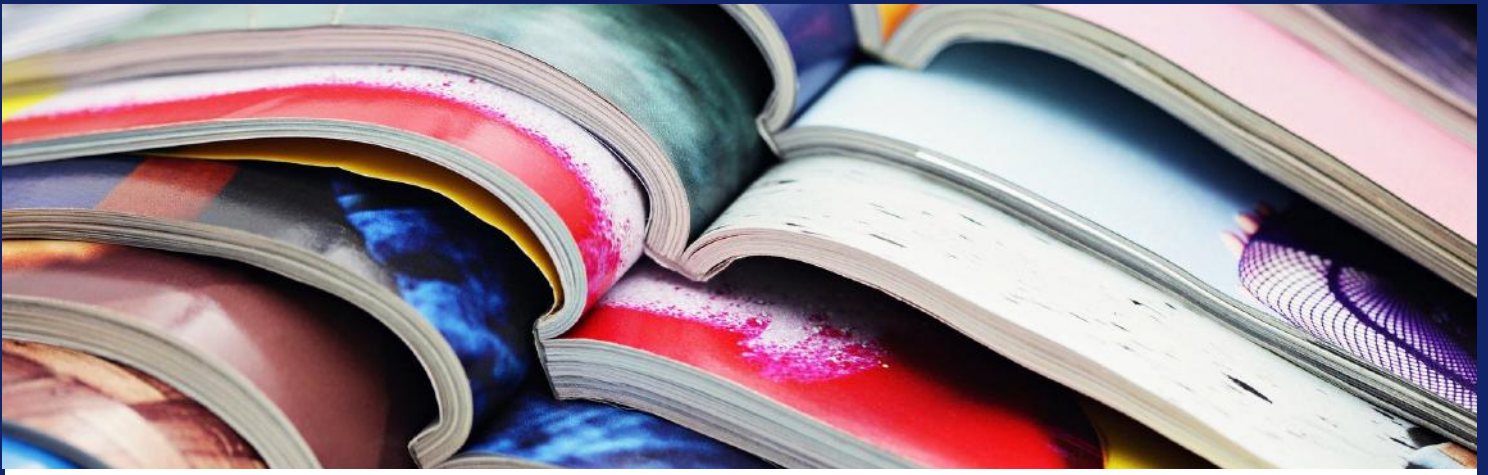Originally aired on the HCI Podcast: Listen HERE.

Jon: David Yudis, welcome to the Human Capital Innovations Podcast.

David: Thanks Jon it's great to see you. Thanks for having me.

Jon: Yeah, I'm so excited to have the chance to to talk with you about talent management, HR, leadership within organizations, and you come to us with such a really great background professionally--and educationally, and so in just a second I'll share a little bit about your bio with the listeners; but first really I just want to say welcome, it's really great to have you here.

David: It's great to be here, and I think this is a critical topic--you know, I don't think we can under-emphasize the importance of HR function; it really looks at the people and I think it's all about the people. They are who make things happen in organizations and who makes things happen in the world, so it's a great focus.

Jon: David Yudis is a relentless champion of organizational talent, he invests in people and working collaborations with clients, he decreases the distance between them and their next success. David's talent development is grounded in his experience as a senior human resource executive and management consultant, in a variety of organizational settings. David has his doctorate in psychology, his MBA, his master's in education, and a bachelor's degree in psychology and a number of professional certifications.

David, really a great background and expertise in talent management, so again welcome. Is there anything you would like to add by way of personal introduction before we really launch into our discussion today?

David: So I really appreciate just the touch on the background. Here's what I would say; I'm a business psychologist and I am really focused on the people. There's two things I do today. I'm running my business, which is Potential Selves, and that's executive coaching, usually with senior leaders, who are working in leadership transition. That is, oftentimes, when someone has recently been promoted, and/or someone has been assigned, or received a new major task-- that could be a new organization, it could be launching a new business line, it could be something focused around the P&L directly, and/or when someone is seen as a future leader,

but not necessarily receive that promotion, and so an organization is looking to get them skilled up, or support them in the best way to get them ramped up to get to that position. The other focus is really around team effectiveness, and that's a fascinating work, Jon, sometimes they go hand in hand; but, I've been doing a lot of work around senior teams, their chemistry, how they get things done, and how they work with one another to ultimately drive the success of the business.

Jon: Awesome! I love that framing, and I think everything you just mentioned is so incredibly vital. In the best of circumstances those are all vital elements to successful organizations. But given the current business climate and global economic climate--surrounding the pandemic, I think it's even heightened in its importance and our ability to attract and retain great people, to develop our people, to help them transition and move into senior leadership roles; everything you mentioned is so incredibly important.

David: I'd like to mention as well, Jon, just one line you use there that's really important to me, and it really captures what I'm about, that I do believe in my work, in my life: I invest in people. That's really what I do, that's about the work I do. So investing in people means I really try to connect and link with them, see where they're at, so that we can get to where they're trying to go, and by doing that I think there's always major return on investment.

Jon: Absolutely! I completely agree, so let's talk about talent management/talent development. What is your experience in working with coaching leaders and working with organizations as a consultant? What have you seen as the major gaps, and maybe pitfalls, shortfalls of organizations when it comes to how they manage and develop their talent?

David: It's a great question, and one I think about in terms of, where is the focus?--so where are leaders focused? Maybe a better question, might be, Jon, where should leaders be focused? As I'm thinking about it, and we'd be remiss, you and I, I think, if we don't stop for a real quick moment and just acknowledge where we're at, in history, in time, in the current climate, right. We are in the midst of at some form, hopefully further along and maybe at the back end; that's my hope. But we're still in a pandemic moving through it, and we're at a real inflection point in terms of society, in terms of connection with people, in terms of Black Lives Matter, and what we're seeing come out for people in the day-to-day, and I think organizations have to recognize that. So, where leaders focus is really critical. And I believe the greatest gaps are, and that's the way I like to think about that, Jon, I call it--it's like a C-suite, right a C-suite notion if you will, and I think about them in this way: four C's.

Firstly, to communicate, I just think we are social creatures and communication, in and of itself, cannot be understated. So communication, or lack thereof, to go back to where one's focus is, is too critical. The second C for me is concern, and concern is all about empathy: you know where do you stand today, where do people feel, what is the pulse of the organization, where is the culture of my climate. I think leaders need to be able to think about concern, and by having concern, it shows empathy.

The third C, for me, is connect, and that's all about reaching out and making a connection. Again, we're social creatures, we're social species, you know. The ability to connect is really important, and again, something that can't be missed and if we take our eyes off of thinking about it we may not actually try to connect. It's also possible in today's world that has recently been much more about virtual connection. We don't turn the camera on, we don't reach out, and so connect is really important, and for me, in the focus of the final C. The fourth C is all about collaboration, and I think that brings us back really to the human capital space. Leaders' connecting with their people, and ultimately collaborating to get to success.

Jon: I love that framework, and I love those C's and they're all people driven-- right. Connection, compassion, and collaboration--you know. Getting to the heart of how people interact and work with each other is at the core of successful organizations and it's about relationships, it's about compassion and empathy for people, understanding where they're at, listening to them, and then helping everyone to be their best selves and to maximize their potential-- right.

That's really, truly what it's all about. What is your approach when you go into an organization, and you see a particularly challenging transition occurring--what do you do to help coach and mentor and consult with that organization and that leader to help them get ready for their new professional role?

David: Well you just mentioned some words that are really kind of near and dear to me, and I think you captured some things that are great; you use the word selves and you use the word potential and achieving it. I mean that really is the name of my company, which

is Potential Selves--and I'll just share that is a framework that I did a lot of research on years ago when I was working on my doctorate--and here's what's interesting about potential selves. You know, there is real science behind understanding or thinking about what are the futures that we truly want to create for ourselves, and though that's easy to say and think about, perhaps if we don't actually take actions to enable what those possible futures may be, there's no way to reach them. And so the tagline for my company-- Potential Selves, is "realize your possibilities." I share that with you because when I walk into a company, I think anytime a consultant is being called into a company there's probably some form of challenging situation, but for me I'll go back to another C now. I think context is really important, so first, what's the context, what's the referral, let me understand where is a person, where is the department, where is the leadership, where is that organization at this point in time--so that's context. You know, where have they been and where are they at the moment, and by the way, as a business psychologist, when I hear some of the descriptions of that context, I'm often thinking about or looking at what's not being said, sometimes in communication. What's not being said is more powerful than what is being said, and so that's something contextually that's really important to understand. Next, I'm looking at what is it that leader or the person

making the call in, is looking to achieve. And does that line up with the context of what they've said, and also how they may have talked about it. Where they're trying to get to--and so bridging the gap if you will, or creating what I consider often to be spoke solutions, are based on, where are we, where do we need to go, what's that gap, and what can I bring to the table? From really many experiences over my career, that is what I ask to that particular person, that organization; that we'll help together.

Jon: Awesome! I think as we explore the shifts in work, you're absolutely right. That coaches and consultants tended to get called in when there's a problem, which is its own challenge--right. But within that context, and in overlaying that normal context of when we would be working with organizations anyways, with the fact that we are in a period of transition, we're in a period of pandemic, where people are experimenting more with virtual work; and a high likelihood that once we come out of this, things won't just go back to the way they were, but--you know--we're going to be embracing these new technologies on an ongoing basis; the nature of the workplace and the nature of work will be shifting and we have to conceive of these new futures. You overlay that with the already--you know-- existing challenges and gaps within organizations; that becomes a really tall order for any organizational leader, and for the consultant coming in and trying to help them to navigate all of this uncertainty and to be successful. What are your thoughts about shifts in the workplace, the nature of work, and where we're going in the future? And how do you think organizations can best prepare for and respond to some of these shifts?

David: Let's take it back to the leader for a moment and maybe in our context for what we're talking about, Jon, let's talk about the CHRO, or the Chief Talent Officer. I just think it's a great way to focus what you said. You know, when I'm thinking about everything you just put together, that's overwhelming to me. I don't know how you feel about it, but for anyone I believe in an organization, where we've been, all the things we've got to do, how do we get back to moving along, now where do we take that; that can be a really overwhelming number of experiences to think about. How do we then translate that or grade an organization and its people along with? That's why I like to think about the leader first, because it is from our leaders, I believe, that we truly touch the masses and can transform the organization for better, or often for worse. So if we think about that leader and in this case if we talk about the CHRO, or Chief Talent Officer for a moment, I think it is so easy-- and I've seen this many times when I look at an organization's competency model. There's 10, 20, 30, or 100 competencies-- I'm exaggerating--but a lot of competencies that we may be going after, and I think it's easy to get lost: Where am I supposed to focus? So the first thing I would say is it's really important in getting back to where we're going: focus on one thing--maybe we need to go beyond that and say focus on a few things--but focus on one big goal because that will really help get people

around, "where we're supposed to be going," and some clarity on what they're supposed to be doing. The second thing that I think is important for a leader is, there are gonna be certain roles, especially as you come back, get back online, or even you've been online and you've been an essential business and you've been busy anyway, but moving forward and moving further. I think there are mission critical roles, and so really important to deploy, or assign, or distribute talent--really top talent--to those mission-critical roles and then a back piece of that I would say is important to measure what success looks like today. And how do we reinforce that, because if we can do that we're gonna move the bar and continue the momentum, perhaps of bringing people back in some form or another, or focusing on that one, or a few things. And then lastly, I'd say, as we keep moving it's a block and tackle, managing performance so really important to manage performance to communicate with real-time feedback so that everyone knows how they're doing, and where they're supposed to be going.

Jon: Yeah let's talk a little bit more about that performance management piece, because that's a challenge I think in the best of organizations. We've seen a major shift over the last decade, in terms of performance management, in terms of having meaningful conversations, meaningful feedback, timely feedback, getting away from the annual performance appraisal approach, to a more real-time performance management approach and discussions.

What has been your experience with organizations as they've been grappling with the shifting approaches to performance management? Have they been open to these shifts? Are they adopting them? Are you working with organizations where they're pretty resistant and they want to hold on to kind of the old annual review model? What have you seen?

David: Yes, and it depends. And what I mean by that is, I mean you bring up a great point. We have to seen the shift in the past decade. And that really does capture, I mean literally like a new world, but it's interesting within that space I have experience working with clients, everything from, 'we're not moving yet,' 'we want to see where this trend lands,' to 'we're blowing up our performance management system and process, we're not doing that anymore--the annual review--and we're gonna do pulse survey and daily feedback check-ins and that's how we're gonna do feedback,' 'we're not having a performance review anything anymore, it's just on the manager to really manage their people.' And so everything in between, across that continuum if you will, some of it worked, some of it hasn't, some of it landed, some of it hasn't. And I think the reasons for that are the cases where it's been better embedded and we've seen success, at least in my experience with clients that I've done work with, have been where, again, I'll go back to context, where the organization really understands its historical context of what it's done. How it communicates where the change might be happening. And really piloting that change in so that it is not such a drastic, if you will, flip the light switch and we were one thing yesterday and today we've completely-- you know--abandoned that and adopted something new. That can be really tough. Now, I don't want to take away from certain organizations that [are] actually

really good at that. They're very nimble. They're very flexible. And they're able to do that, but my general experience has been, for greater success, those who are eased into a new way, they are very communicative about what that looks like, and why they're doing it and piloted with training--if you will--and then reinforced in support of their leaders to have that more dynamic ongoing feedback, versus a once-a-year standard written review that might be in the system; those are the ones that have done better.

Jon: Yeah, that's my experience too, and it does really depend on the context: the type of organization, the size, the stage of organization--and of its maturity--all these things matter. I was talking with another HR professional recently who was describing to me that after college he'd gone off and worked for Goldman Sachs for a number of years. Then he'd gone and worked for a couple other big corporations and then over time he decided he wanted to be more of a generalist. He was a specialist in these other organizations. He decided he wanted to go into a more generalist role. He went to a smaller organization. Along his career path, he had experienced vastly different types of approaches to performance management, from very complex systems like a Goldman, where they're constantly doing 360 feedback there: it's very structured, very formal, and they're annual raises are very tightly

connected into this ongoing feedback that they provide; and how they, not only on what an individual employee perceives internally in terms of feedback, but also in how they're helping others to develop themselves--they're evaluated on that. So he went from a very formal system like that, to another larger organization that was a little less formalized but still had the pulse approach, the daily approach that you were talking about, and then he landed in this smaller organization as an HR generalist that had responsibility for performance management. And they had nothing. They had really nothing. They didn't even do annual reviews, and they had a lot of problems. And so he decided, I need to go in, and I need to help establish a performance management process and system, train people, help them to build a culture of performance management. And initially his approach was to basically try to copy the Goldman model and do it in the smaller--you know--manufacturing organization. And to his credit, pretty quickly he realized how foolish he was to try to just take that model and move it over. He quickly backtracked and he realized, 'wait a minute, we don't need anything nearly that complex. We just need to ask some basic questions and have some basic dialogue, some basic conversations and input mechanisms in place so those can happen. And we can start to develop a culture.' And since then he's had great success, and he's seen wonderful changes. So I share that just to illustrate really what you've been sharing too. That context matters, that there's no one-size-fits-all--we can't just plug and play an approach at one organization to another organization. We have to know the history. We have to know the employee-employer-relationship in the past, and then we need to design something that will lead to what will work for that organization. To drive higher levels of performance and help people fulfill their

potential. Thoughts on that and as it relates to your experience?

David: Really appreciate the example, I think it's great and what I most appreciate about what you shared, Jon, is the learning in that; meaning--you know--with best intent, I might have done the exact same thing: 'Hey this is an awesome model at this organization, I've seen it do great things. Let me go change some bells and whistles here, but I'm just gonna plug this into your organization because it worked right there, and you're kind of similar to them, and so it's gonna work right for you.' And boom! It doesn't. But really appreciate the learning, and the pause, if you will, to kind of take a quick look back and say, 'Oh, you know what, this isn't working so well, but let me understand that, 'why not?' and 'what can I do with it?' So I think the insight behind that is really helpful, and hopefully--you know--move that next organization to a better place because of that. Organizations sometimes don't have the patience or the time to wait and figure that out. But I do appreciate what I'll call what I think is important, the flexibility. I do think I'm definitely a proponent, I am a proponent that the old model of, decades ago--if you will--that was in place for a long time for performance management, is no longer as relevant or as meaningful as it may have been during that period of time. I think we live in a different world today, and I think there are times we don't appreciate some aspects of those systems. But flexibility today is really important, the two things I would add would be: there needs to be a level of consistency -- especially in a large organization -- because if we can't have consistency in your department as compared to my department--even though we're two different businesses in two different regions but we're under the same umbrella of the same organization -- then we have two very different experiences about how our performance

is being managed. One, that's unfair, and two, that's really not developing people in a very good way. So, consistency is pretty critical. The other thing I'd say is, 'where is the accountability at the end of the day?' We have to be able to account both for what we're getting from what we're trying to implement. But also, 'how have we set up our managers, our leaders to implement and lead that system?' Because if we haven't, what are we doing?

Jon: Yeah absolutely! I think in all of this, I think of how things have shifted in the past to where we are now, and I start to think about where we're going in the future. In--you know--thinking about disruptive technologies and innovations that have been occurring that have driven us towards a new normal and in the future of work already. And I feel like COVID is just accelerating that shift because it's forcing us to rely on technologies more. Thinking about the shift in the future of work, what does "next" look like? What do we see in HR departments, and people management departments? How will they need to respond to and adapt to this shift as we move into the future of work?

David: That is the million dollar question you asked. Now I'm not a fan, I dislike some of the jargon that's come out of current times, "social distancing," the new next, or what is the "next normal." Someone said to me yesterday, a client said, "I don't think we're going back to normal, at least in my organization we're not." And here's what that means: So I first go back to, Jon, what do I think of when I think of HR. Well what's the definition, if you will, of the function. Think about HR as a support function that needs to speak the language of the business and delivers on business objectives by enabling people. And so "the next," whatever it may be, as I think about that is first HR needs to be thinking about, 'what's our business

strategy?' We should know that already; maybe it's changed in COVID, or moving out of COVID or moving through COVID, but 'what is our business strategy?' and then the next question is "How is HR delivering on that strategy through people." I think that's a really good road map, if you would, to follow. Maybe it's a little bit of a legend--you know--that's guiding the map. But then I think you get to short-term and long-term. Short-term for me goes, 'What's the immediate focus? How do we acknowledge the current climate we're in? Manage the speed or flow of what we've been doing based on recent impact and where we're moving?' and then the question comes to be one of my favorite ones, which we should always be thinking about it, always working on, but maybe we've lost some of that in current times, but it's again back to that future: 'How do we engage now to create the futures we once talked about or that we should be talking about now?' Whatever it is, that we want to do and operate in, we need to work on creating that 'now.' Maybe not fully, but a piece of our time, or a piece of our workforce needs to be working on that because if we don't, it's going to happen to us, and then we are reactive versus if we focus on it now and we work towards it, we are proactive and bringing us back around. For me and Potential Selves that goes to creating our future of making it.

Jon: I love that! I love the focus on being proactive, we obviously don't have a crystal ball, we don't actually know what's gonna happen, and despite our best intentions, we probably will get things wrong and we will stumble. And we'll take two steps forward, one step back, but it's being proactive rather than being responsive and taking a kind of long-term strategic sustainable approach to, 'how we will respond to the shifting context around us.' It's not about getting it all right, it's not about being perfect, but it's about

learning as we go, and it's about being proactive. So I think if we can do that, there will still be stumbles--inevitable stumbles--but we will be in a better position to respond to the shifts that occur, and we'll have healthier organizations that will be in a better position to leverage the talents of their people in new ways that maybe we're not used to doing right now.

David, it has been a true pleasure talking with you. We're about out of time, but before we close today I just want to give you a chance to tell the listeners how they can get in touch with you, where they can find out about you and your company and things like that.

David: Thanks for that, Jon. So the website is potentialselves.com altogether, so two words put together the word potential and then selves: S-E-L-V-E-S potentialselves.com. You could reach me by email at d-day that's: D-D-A-Y dday@potentialselves.com. You can look me up LinkedIn, etc. I would be happy to connect with anyone. Excellent conversation, Jon. It's great to have colleagues like you doing the work that you're doing because as I shared at the beginning, I think by working with leaders in organizations, we truly get to touch the masses of people that are out there that bring change to the world. And to me that's a positive force. Thank you.

Jon: Thank you, it has been an enlightening discussion and I really appreciate your expertise and sharing your experience. I hope that we can have future conversations and have the opportunity to work together in the future, so thank you so much!
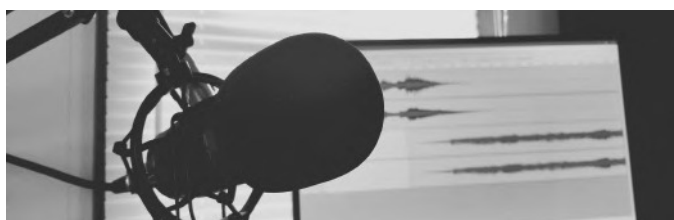
How Much Are Toxic Leaders Costing Your Business?

by Dr. Jonathan H. Westover

Years ago, I held a job as a teenager at a small local grocery store in rural Missouri. As we served a small community, we had a small staff, and over time, I found myself doing just about every job there. For the most part, we all got along and worked well together, and I even had some co-workers who were good friends. Shift supervisors were reasonably positive, I liked the work and my interactions with the customers and, collectively, we did a good job doing what needed to be done. While the grocery store felt like my own little professional community, and I mostly enjoyed going to work, I always hated it when the store manager showed up. Not because he was a micromanager, because I was worried about getting caught goofing off, or even because he might point out my mistakes. I hated it when he came into the store because he was just a huge jerk. When he was around, anxiety levels were always high, and his negativity made everyone nervous. It hurt customer service and our overall productivity.

As I reflect on the impact this store manager had on the business, its employees, and its customers, I am struck by just how much damage one toxic leader can cause. Just a couple short years later, the grocery store went out of business, not because this little rural town didn't need a grocery store, but because of the various negative impacts that followed in the wake of the store manager.

The Cost of Toxic Leaders

In management literature, there is what has become known as the "no a--hole rule" or the corresponding metric that has become defined as the "total cost of a---holes" (TCA). Professor Robert Sutton coined this provocative and admittedly crude term in his 2007 book, following it up a decade later with a self-proclaimed "survival guide." In a nutshell, TCA refers to the total cost to firms for employing toxic managers who end up increasing company turnover rates and reducing the creativity, innovation, motivation and productivity of their team. Sutton is adamant about his usage of the crude term because he believes related words "do not convey the same degree of awfulness."

In his book, Sutton suggests two simple tests to identify such toxic leaders: (1) "After encountering the person, do people

feel oppressed, humiliated or otherwise worse about themselves?" and (2) "Does the person target people who are less powerful than him/her?" He identifies toxic behaviors that often follow such individuals, which both act as identifying markers and warning signs: insults, violations of personal space, unsolicited touching, threats, sarcasm, flames, humiliation, shaming, interruption, backbiting, glaring and snubbing. And while Sutton acknowledges that we all have a bit of toxicity in us that we may manifest on occasion, there is a big difference between the occasional a---hole and what he calls the "certified a---hole." Of course, the latter is the major problem for organizations.

The Importance Of Positive Workplace Relationships

Many discussions have examined the role of workplace relationships generally, and the leader/subordinate relationship more specifically. In my own research, I have repeatedly demonstrated the importance of workplace relationships with co-workers and employee/employer relationships. Very consistently, across time, location, industry and culture, these relational factors are among the most important predictors of employee engagement and satisfaction, turnover intentions and withdrawal cognitions, and employee innovation and productivity.

Simply put, when workplace relationships are bad, particularly with a boss, the cost to the organization is large. On the flip side, when relationships are positive, employees feel supported and empowered; are more inclined to take the appropriate risks needed to drive innovation; are more engaged and productive; and are far more likely to stay.

Final Thoughts

So how do we effectively deal with toxic leadership?

Returning to my cautionary tale about the store manager, the reality is there is only so much the average employee can do because of the power differential in their relationship with their boss. As a teenage employee with no power, there was likely nothing I could have done to change my manager's behavior, and if I tried, I likely would have ended up on the receiving end of more negative behaviors.

This is why other organizational leaders (with status and position power) need to look out for toxic behaviors and stand up for the most vulnerable among their employees. Organizations need to ensure that robust reporting mechanisms are in place and utilized. Most importantly, organizations need to remember TCA and ensure they hire and promote leaders who have a servant leader and employee-centric mentality that can create a positive purpose-driven workplace culture.

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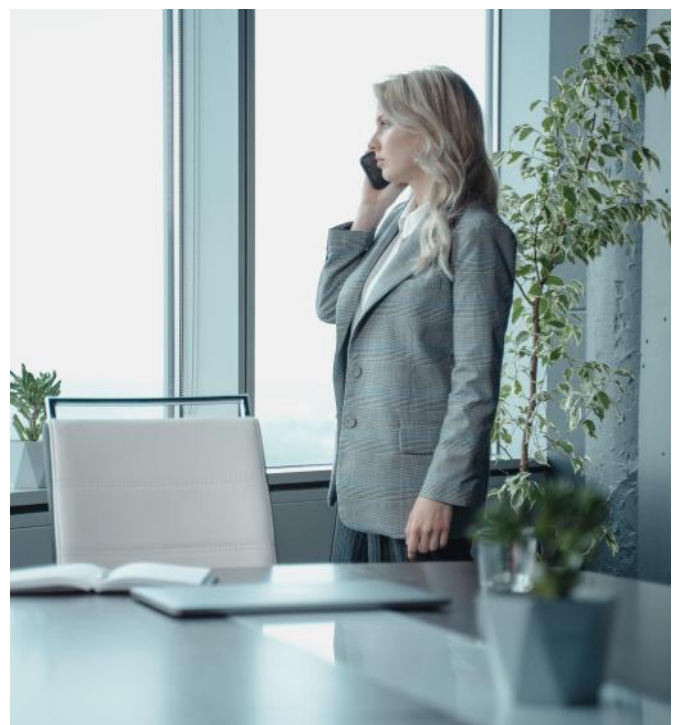
Age and Job Satisfaction Across the Globe

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

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

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

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

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

Human Capital Innovations
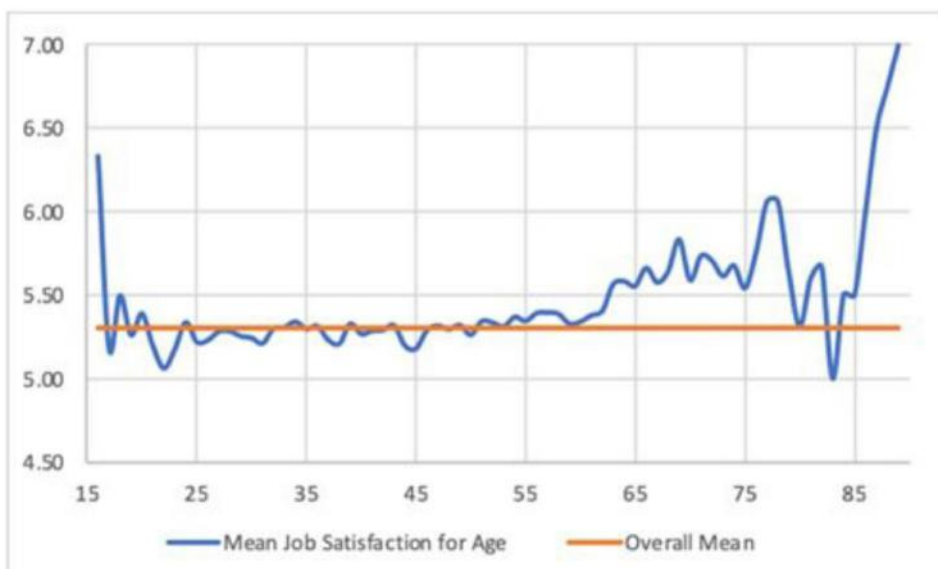
Crisis = Danger and Opportunity

by Scott F. Paradis

The CATO Institute recently released a book titled Ten Global Trends Every Smart Person Should Know. In the book, authors highlight some details about the human march of progress: that we are living longer, that economic circumstances are improving for a majority of the global population, that war and violent crime and even disease are on the decline, and so on. While the trends are encouraging, the optimism doesn't seem to square with media headlines broadcast daily. Why are our politics and economics so tenuous, even when factoring out a global pandemic?

The simple answer is that human society doesn't progress in a straight line; it advances in cycles. The cycle flows through phases much like the seasons. Spring is a season of renewal and rebirth; people pull together and usher in monumental progress. Summer follows spring. The bounty of spring, the 'in this together' operating paradigm gives way to personal awakening, unleashing a yearning for authenticity and autonomy. Fall follows summer. Fall is the season when the previous autonomy begins to assert an attitude of 'every man for himself.' The 'every man for himself' prevailing attitude of fall inevitably ushers in winter – the season of crisis.

Crisis equals danger and opportunity.

It is winter now and we are immersed in a growing crisis. Danger and opportunity abound. What are we to do?

A crisis season is a season of decision. Cold winds blow in the winter, driving people to seek shelter and warmth. Following a competitive strategy, people divide and isolate and discontent grows. That discontent can lead to either calamity or renewal. It's up to us – the people – to decide if we will pull together and welcome in the renewal of spring or if we will destroy what progress we have made and fall apart.

Sheep, Herders, Wolves – Why We Are Where We Are: A Modern American Fable explains this process through an allegory:

At a bar with college friends celebrating the end of the fall term, Jeff hears José declare, "Society operates by two mandates: Might Makes Right, and the Many Serve the Few..."

Troubled by those assertions Jeff questions, "What are you saying, José? That we're not a country governed by laws, offering equal opportunity for all?"

"That's exactly what I'm saying my good man," José responds. "Throughout all of human history, the masses have served the few. The peasants have always served the powerful – those bold enough to seize power. Times haven't changed. Human nature hasn't changed. That we acquire debt and shackle ourselves in servitude is not by happenstance. The system always evolves to ensure the many serve the few. We just happen to be the many."

Home for winter break, Jeff discusses José's assertions with his grandfather, Papa. Over a cribbage match Papa shares with Jeff an illuminating tale of creation: Sheep, Herders, Wolves to explain why we are where we are and who really possesses the power.

People essentially have three options. They can live their lives as sheep, conforming and contributing as needed. They can choose to lead, guiding and guarding the herd. Or they can decide to break out on their own and become self-serving wolves. In the winter season wolves dominate.

Leadership, genuine self-less leadership is the only way to overcome the ravages of wolves. To move from winter to spring requires that instead of being sheep, more men and women choose to become leaders. Leadership is the means to move beyond danger to seize opportunity. Surviving winter demands leadership.

Thought-provoking, scary and inspiring all at the same time Sheep, Herders, Wolves reveals the prevailing truth about our divisive politics and our winner-take-all economics, ultimately reminding us: the power rests with the people and it's up to the people to exercise that power judiciously and justly. Nothing less than our lives are at stake.

If you believe the crisis is building it's no time to incite passions, divide and isolate the masses. It's time to look for and embrace opportunities to pull together. Crisis equals danger and opportunity. Only by pulling together will we welcome a renewal of spring and leave the season of crisis behind.

About the Author

Scott F. Paradis, author of "Sheep, Herders, Wolves - Why We Are Where We Are: A Modern American Fable" and "Explosive Leadership - The Ultimate Leaders Training Experience" focuses on the fundamental principles of leadership and success.
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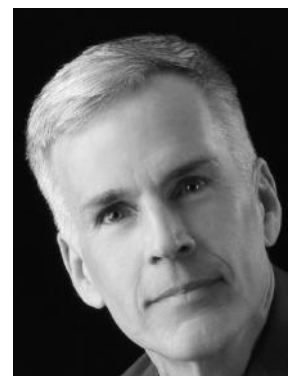
Strategies Used in Work Environments with a Lot of Sexual Harassment

by Dr. Maria Blevins

As the conversation around sexual harassment was reignited around the #metoo movement, hopefully, organizations gain a deeper understanding that harassment behaviors are unacceptable. However, cultures are slow to change, and studies indicate that sexual harassment training can have counterproductive results (Feldblum & Lipnic, 2016). Additionally, many individuals experience backlash when they report harassing behaviors (Dobbin & Kalev, 2019). Organizations have much work to do around processes and procedures regarding sexual harassment. The following case study offers insights to Human Resources managers to help identify strategies individuals might be using to cope in hostile working environments. Being able to identify these behaviors could help HR professionals and allies to look for signs that harassment could be occurring and take action. This article will offer the case study of the whitewater rafting industry and strategies that women use to thrive and fit into a hypermasculine environment. This research can prove useful for any organization interested in creating a more inclusive working environment.

In the winter of 2015, more than a dozen female National Park Service employees united together to submit a letter to then-Secretary of the Interior Sally Jewel. The employees outlined 15 years of sexual harassment by the River Rangers in Grand Canyon National Park (Gilpin, 2016). The harassment varied from verbalabuse to physical assault, and an organizational

culture that dismissed reports of abuse, punished and silenced women that accused their harassers, and empowered the men to continue assaults on female employees. The aftermath opened a dialogue in the professional rafting community about the culture of guiding and harassment. Articles in Men's Health and Outside Magazine issued the charge that it was time for a change (Landlois, 2018; Moye, 2016). This article will discuss the aspects of the job that allow a lackadaisical approach to combating sexual harassment and some of the strategies that female raft guides have used to succeed in this environment.
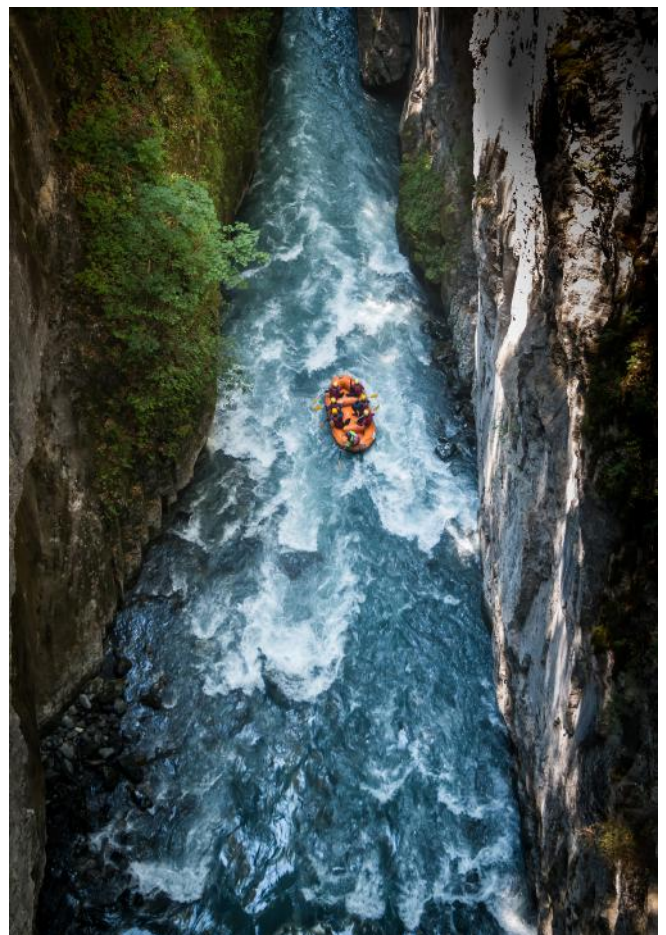
The job of a raft guide has many components that make it fun and challenging. As a guide, you are on vacation with people, showing them a good time and running the river. It can also be stressful; the guide is responsible for keeping people safe in the backcountry. The combination of long hours, high-adrenaline activities, close living quarters, and easy access to alcohol creates a unique atmosphere where sexual harassment lines are often hazy. Additionally, there is a party culture in the guiding community that is unusual in most industries. The job revolves around showing people a good time- that means bars onsite and drinks by the river every night. Imagine a job where every day is the company holiday party. An extension of the party atmosphere is the presence of a lot of sexual joking and teasing. Some participants described it as fun, and others found it tedious and insulting. Many found it to be all of these things. When asked if participants in this study have experienced harassment, here are a few responses:

Tim: Millions. And no, I can't remember them all. Millions. Probably 65 today, minimum.

Will: Just yeah. Yeah. Every day.

Elizabeth: You know. Every day like ten thousand times a day.

The expectations of professionalism are different at a guiding company. The environment requires individuals to look past the harassment and joking. Female guides must continuously negotiate their identity as women and professionals in a male-dominated occupation in which you live and work together.

To succeed in this environment, participants in this study outlined some strategies that women use to be successful. The strategies are:

Be Tough

The first strategy is that of being tough. Participants repeatedly indicated that women have to be tough to be able to do the job. The toughness that was spoken about as a strategy involved something akin to grit. Mark said, "I know a lot of really good female river guides, but they're really tough people. I think that's what it takes for women to survive in this industry is they be tougher than average." Zeb stated, "I think raft guides and outdoor folks in general, as you know, usually doesn't bring in the softest people, so they're usually pretty ... the women that I've worked with are pretty tough women, they're pretty great. So thin skin doesn't usually last too long in the guide world." Interestingly, I often think the word tough meant that the women could handle the job's rough and tumble social environment. As Joshua said:

Especially because there are so many, at least in my experience, there are so many women that are just really strong, independent, tough women. So it's almost as if the women that do maybe take things, you know, aren't comfortable right, like not comfortable with the jokes, not comfortable with the sexual innuendos or the whole environment, just kind of get labeled as you know, the job's not for them. As if that whole environment is part of the job, which let's be honest, it is.

There is a sense that if you want to be a guide, you will have to toughen up and handle the organization's crass culture. There is no indication that the culture of lewdness will change, women will have to learn to put up with the harassment, or it is assumed they were not tough enough for it.

Use Humor to Fit In

In addition to being tough and acclimatizing to the environment, many reported that women's strategy is to adopt crass humor. An attitude of if you can't beat them, join them. Tim expressed that "some of the girls have worse mouths than any male I've ever heard in my life. Of course, they are accepted quicker because all the guys think they're more fun. You're not walking on eggshells on what you can say around them." Being able to match the guys in wit and words will earn a female raft guide respect. Jennifer recognized that she would need to be crass to fit in. "Then also kind of becoming one of the boys, so that was another part of it. Just being right in there with them with the crudeness and jokes." To fit in, most people

interviewed outlined using humor, particularly raunchy humor, as a way to gain acceptance in the guiding community.

Be Good at the Job

The next strategy to be explored is that female guides felt they had to be exceptional. They expressed that they thought they were held to a higher standard than their male counterparts. Emily stated:

> So, it forces you to have to basically be perfect, you know. Like the guys, they could do stuff like make a mistake or something, and it was just laughed about, and if the girl makes the mistake, then it's like that they aren't confident. So as a woman in a job that's like that, I think you have to be perfect. You have to hold yourself to a higher standard than the guys for sure.

Emily could not identify what extra was expected of her but knew there was extra required to do the job.

> Well, I'm sure you'll hear all of the same ... maybe as a woman you felt like you had to not be just good enough, you had to be the best, or that much better. I felt like it wasn't enough to just run the rapids well and cook them their lunch and learn all their names. You had to have this extra whatever it was, and it felt elusive. It felt like you would never actually get it all right.

The expectation was that as a woman, you had to make fewer mistakes than male counterparts to be accepted as a guide.

Warn Each Other

To keep others safe from predators, organizational members warned each other to stay away from individuals with a history of being unsafe for women. Kendra stated:

> But, yeah, there are times where it can act as a protectant/ protector. And it's that I think, kind of that dynamic of in any workplace how women will do that whisper thing like Hey, look out for this guy, he's bad news.

Jessica reinforced this idea by saying:

> You knew who was not above board. You knew who to not hang around with. You knew who to not be alone with. That existed. There were people that they were like, "Don't go on an overnight by yourself with them. That's not cool," which means, of course, somebody else did and learned that lesson.

Although most participants were unclear about what policies and procedures existed in the organization if they had a harassment complaint, informal networks that warned each other about people that crossed the line from the everyday harassment that was typical as a guide and those that were dangerous. In the absence of an organizational sanctioned reporting system, these guides create an informal network to protect each other—whisper sisters.

Leave the Organization

Many participants described leaving guiding to pursue a job where the culture has less blatant harassment. Sarah felt she would have stayed longer if it would have been different.

> I think I probably would have guided longer if it wasn't for this culture. I don't know if I would have stayed there forever… I did love guiding. I loved being on the river. I loved working with the clients. I loved living outside and being outside every day, and I loved the closeness of my relationships with the other guides, but I felt like I was fighting all the time, and it exhausted me.

Leaving is a more challenging strategy to understand than the others because often, people that go do not stay in touch with people from the guiding world. It is impossible to speculate if they left because of the environment of harassment or for some other reason. Julie expressed this by saying, "I have personally not experienced anybody leaving mid-season because of many reasons, but I've definitely known women that didn't go back for a second season." One participant expressed that she did not return to living onsite due to issues of assault.

Kim affirmed, "My sister left because she was assaulted. Which is part of the reason that I didn't come back and live full-time. I mean, she definitely wasn't comfortable." If a place is not safe, people leave.

Conclusion

These are strategies that individuals use in whitewater and countless other industries to react to harassment or toxic environment. Teresa, who has worked in whitewater and other industries, said this.

> When I was in whitewater, maybe I excused some of it because it's like, "Oh, it's like we're freer spirits, and that's why this is happening." That's not the case. It's happening like in every ... every ... You can't pick a single community or profession where it hasn't happened, and that's just been going on in the darkness. It's like if you shine a light on it, then it's like you don't feel as alone.

American culture is in a moment of shining a light on harassment. I argue that harassment needs to be exposed, but it is also crucial to identify the repercussions of harassment. Recognizing the consequences of the harassment or the strategies that organizational members have adopted may help allies that want to end harassment see where it is happening even if it is not being reported. It may be naïve to think that an organization may change culture when confronted by the strategies that individuals use in the face of harassment when it does not change when the harassment is apparent. I argue that a more robust understanding of the impacts of a culture of harassment could offer a new perspective on the consequences of harassment and a new way to combat it.

Resources

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Dr. Maria Blevins is an HCI Research Associate and Assistant Professor of Communication at Utah Valley University. Her research focuses on conflict, organizational, and environmental communication. Specifically, much of her research focuses on socializing new members into organizations.

The Role of Systems Thinking in Organizational Change and Development

by Dr. Jonathan H. Westover

Years ago, I was working in the corporate organizational development office at an international electronics company in South Korea. I was at the beginning of my career and excited for the adventure of working for such a large company, in a foreign country, doing the work that I love. I was the only American in the division, and having lived and worked in South Korea for two years previously, I had developed relative fluency in the Korean language and familiarity with the culture.

Very early on in my time on the job, the division vice president asked me to work on a project related to gender equity issues at the company (perhaps because I brought an outside perspective). Being so young and a non-native speaker, I was worried about how I could possibly tackle such a complex and challenging issue at such a large organization. And I was concerned about how I could possibly convince executive leadership to take the steps that this young, naïve American would recommend.

Though I did not have the vocabulary for it at the time, as I reflect back on this experience, I realize that what I did was take a systems-thinking approach to organizational change and development. Additionally, I did not try to convince leadership to adopt my recommendations. Rather, I created a compelling and holistic case for striving for greater gender equity at the company, mapping out the interconnectedness and

causality of various inputs and outputs, and I asked a series of probing and reflexive questions that guided leadership to ultimately arrive at the desired conclusions all on their own.

Overview of Systems Thinking and Organizational Change and Development

Systems thinking has been gaining significant interest lately as a comprehensive approach to introducing organizational change and development. Through systems thinking, a number of core concepts and practical tools can be applied to better understand the complexity of each organization.

There are many competing definitions of systems thinking in the academic literature. As Ross D. Arnold and Jon P. Wade point out in their recent article,

"Systems thinking is, literally, a system of thinking about systems."

Organizational development "refers to the context, focus and purpose of the change while developing an organization." Additionally, one recent definition of organizational development states: "Organizational development is a critical and science-based process that helps organizations build their capacity to change and achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes."

In essence, good organizational change and development require a systems-thinking mindset and an interdisciplinary, holistic approach to tackling complex organizational challenges.

Six Themes Of Systems Thinking

Although systems thinking may be considered a talent, there is a lot of supportive theory and a stack of tools to use when applying it. Leyla Acaroglu, a systems-thinking educator, points out six key elements to creating a systems thinking mindset: (1) interconnectedness, (2) synthesis, (3) emergence, (4) feedback loops, (5) causality and (6) systems mapping.

Interconnectedness and synthesis relate to the dynamic relationships between various parts of a whole, the process of obtaining expected synergies between parts of the company. This includes the idea of circularity, which stresses the requirement of a mindset shift from linear to circular. Similarly, the concept of emergence relates to the outcomes of synergies that can come about as the elements of a system interact with each other in nonlinear ways. In the workplace, this often takes the form of the push and pull that happens due to organizational politics and competing priorities. Organizational leaders with a systems-thinking mindset will see this as an opportunity for enhanced collaborations and innovation.

Balancing and reinforcing feedback loops within an organization serve as guidance for making adjustments as we learn more about the interconnectedness of the elements of the system and their outcomes. Additionally, causality refers to the flows of influence between the many interconnected parts within a system. As we better understand the causality and directionality of these elements, we will have an improved perspective on the many fundamental parts of the system,

including relationships and feedback loops. In the workplace, a skilled systems-thinking leader will ensure that mechanisms for multiple feedback loops are established and effectively communicated to their employees. Furthermore, they will understand correlation versus causation as they use the data gathered from the feedback loops to enhance workplace practices.

Finally, systems mapping is a tool that systems thinkers can use to identify and visually map out the many interrelated elements of a complex system, which will help them "develop interventions, shifts, or policy decisions that will dramatically change the system in the most effective way," as Acaroglu explains it. By visually laying out the key inputs and outputs, all of the stakeholders and the directions of the flows of information and influence, you can visually start to see and more deeply understand the nonlinear complexity of the given system, which can help you make appropriate adjustments to workplace policy, practice and associated systems in your organization.

Conclusion

Contemporary businesses operate in ecosystems full of interconnectedness and constant feedback loops. Mapping such complex systems helps organizational leaders navigate into adaptive strategies. The ultimate gain is the ability of organizations to be responsive to the changes in ecosystems and to be prepared to fine-tune and adapt parts of their organization on the fly. With this understanding, systems thinking provides clear benefits to organizations. It helps in framing complex problems, which are often being misdiagnosed when using linear thinking. It shows alternative directions for improvement with respect to the company's inner and outer connections. It gives a significant advantage in increasing the organization's capacity for change and, as a consequence, to fulfill the vision of business sustainability. Although it requires some talent and a deeper understanding of complexity and ambiguity, systems thinking can be successfully introduced and utilized to strengthen organizations.

This article originally appeared on Forbes.com.

Gender Differences in Job Satisfaction

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

Job satisfaction for men and women are equally affected by extrinsic rewards, possibly because women have become primary breadwinners rather than providing supplemental income; thus factors related to pay, stability, and opportunities for growth are also important for female workers. **2**

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

Interestingly, being harassed at work was significant in predicting job satisfaction for men, but not for women. Although surprising, this may be because women are more used to experiencing regular harassment than men. **4**

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

Working weekends and schedule flexibility are significant factors in job satisfaction for men, but interestingly not for women. As with harassment, this may be because women tend to have a heavier load in dealing with family matters and house work and may be more used to this reality than men. **6**

Avoiding Conflict Avoidance

by Dr. Maureen Snow Andrade

Teamwork skills are regarded as critically important by employers across sectors along with other 21st century skills (often called soft skills in the business world), such as oral and written communication, critical thinking, problem-solving, and ethical behavior (Hart Research Associates, 2015). However, although 64% of recent university graduates feel adequately prepared to work in teams on the job, only 37% of employers agree (Hart Research Associates, 2015).

As a university professor, I design my management courses to facilitate the development of teamwork skills. Students participate in teams to complete assignments leading to a community-based project, and are guided by the organizational behavior concepts they are learning related to communication, conflict, leadership, perception, diversity, and other topics to help them better understand and work more effectively with people. At least a few times during every course, however, I receive a message like this:

> Dear Professor,
> So far in this class, I have done most of the team assignments all on my own. George helped with last week's assignment but this week I did the assignment by myself because no one answered my texts or emails when I asked them when they could meet. It's unfair that they receive credit for the assignments and have done nothing to contribute. I don't want to be unkind or create problems or make people not want to work with me, but I also don't want to do everything by myself and then they get points for my work. Is there a way I can be moved to another group? That would be great. Thank you.

In spite of statements upfront in the course that teamwork is a critical skill for academic and professional success, students do not always understand its benefits, or that in the future, they will need to work with others to get things done. To be effective employees and managers, they need to learn to get along with people with different personalities, levels of motivation, and ways of doing things, be comfortable working collaboratively, and learn to appreciate and manage conflict. They also need to develop the ability to plan, organize, lead, and control (Fayol, 1916).
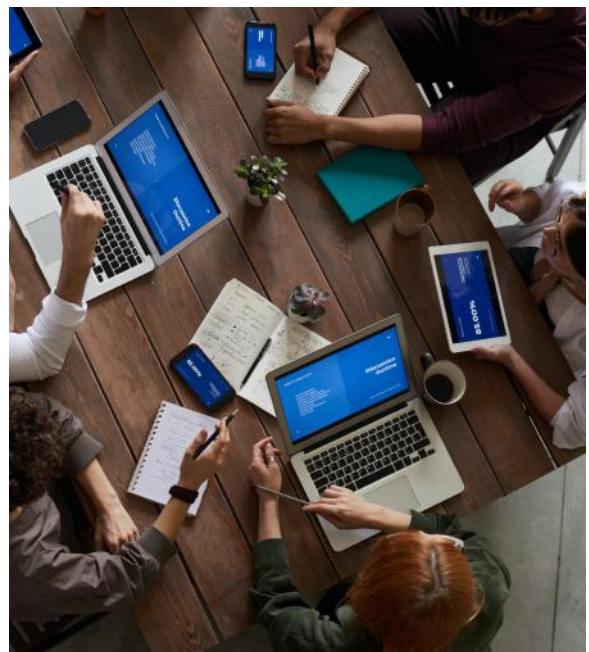
Conflict Avoidance

A survey asking 1,025 managers and employees about a time when they had a concern at work but did not address it indicated that they engaged in "one or more resource-sapping behaviors including: complaining to others (78%), doing extra or unnecessary work (66%), ruminating about the problem (53%), or getting angry (50%)" (Maxfield, 2016, para 10).

People demonstrate various behaviors when they encounter conflict. These behaviors reflect varying degrees of cooperativeness, or accommodating others, and assertiveness, or demanding on their own way (see Thomas, 1992, 2002). The email I received from my student represents a classic case of conflict avoidance, which is characterized as being both uncooperative and unassertive. The team member wants to avoid the situation and withdraw in order to maintain his relationship with team members. Rather than opening a dialogue with team members, or improving team processes related to roles, planning, organizing, or accountability, the response is simply to leave and hope for something better working with a different group of people.

Avoiding Conflict Avoidance

So how do I respond to such requests in order to help students develop teamwork skills? Here is an example:

> What have you done to talk to the other team members about how you are feeling and get things out in the open? I think that's the first step. You don't need to be mean – just tell them how you are seeing things and ask for how they are seeing things. There is a strategy called STATE that you can use. The goal is to help people feel safe and get them to dialogue so that they share their perspectives. You don't want to make them mad and you don't want them to go to silence, or not feel comfortable saying how they feel. See the ideas below. Take some time to prepare for the conversation and consider the strategies. You may want to practice them before you have the conversation. Let me know how it goes.

Then I share the following information from the book Crucial Conversations (Patterson et al., 2012).

Consider the issue – Is it a one-time incident or an on-going problem? Is it affecting your relationships with someone or related to processes or other factors? How serious is it? Does it prevent you from achieving what you want? Considering these questions in advance will help you understand how to approach the conversation. For example, if an employee misses a deadline once, you

would handle this differently than if she habitually submits projects late.

Understand your motive for the conversation. Identify why you are having the conversation and what you want to happen as a result. Do you need information or a better understanding? Do you expect an apology? Do you want to create a plan for moving forward? Do you expect a change of behavior? Think about what you want for yourself, others, the relationships you have with others, and your team or organization. Understanding the purpose for the conversation will help you focus and know how to respond, particularly when opinions and expectations differ. Consider what you want:

> ● "I want my team members to be more conscientious. I'm tired of them doing the work and them getting the same credit for it as I do."

Recognize that confronting conflict is difficult. Prepare for the conversation by knowing that it may be awkward for you and for the others involved. Help them feel safe so that they will share how they truly feel. Be empathetic and compassionate. Assume that you need to learn. If things get sticky, clarify what you want and discuss how to accomplish it together. Bring the conversation back to dialogue so that views, opinions, facts, and experiences can be shared and understood. Consider what you want to avoid:

> ● "I don't want to come across as being mean or create bad feelings or accuse people. I know that won't solve the problem."

After you clarify what you really want and prepare yourself for the conversation, consider how you can accomplish your goal. "How can I talk to my team and help them be more responsible without causing bad feelings?" You want to be open and honest but not hurt or offend others.

The following strategy, called STATE your path—share, tell, ask, talk, encourage, will help you do this:

● **Share** your facts - Start with facts. Facts are persuasive and non-judgmental. Focus on what you saw or heard. Explain how this differs from what you expected. Don't interpret what you observed. Useful phrases include: "I noticed that you left early yesterday, "I saw you coming out of Joan's office," "I was expecting this yesterday."

● **Tell** your story - explain why you are concerned about what you saw or heard and what you concluded. Watch for signs that safety might be at risk, and people might be getting defensive. Clarify your concerns. Useful phrases include: "I believe that you are not managing your time well," "I'm starting to think that you aren't committed to our team," "This leads me to believe that you don't value my opinion."

● **Ask** for others' paths – invite others to share their facts and stories to increase your understanding and expand the pool of meaning. Be open to learning and be humble. Listen carefully. Useful phrases include: "How do you see it? " "What's going on?" "This is how I saw it. Have I misunderstood?"

- **Talk** tentatively – Share your story in a way that shows you aren't quite sure about your conclusion and that you are sharing an opinion. Don't be too forceful. That will create resistance and silence, but don't act like it's not important. Useful phrases include: "I get the impression that..." "From my point of view..." "In my opinion..."

- **Encourage** testing - Invite differing views that challenge your own thinking. Help them feel safe sharing their stories. Be sincere in encouraging others to speak up. Your purpose is not to persuade or convince or compel others. Useful phrases include: "What problems will this cause?" "Do you see it differently?" "I know there are more opinions about this. I'd really like to hear from you."

Outcomes and Applications

Invariably, I receive a follow up email thanking me and stating that the conversation brought the issues into the open so that the team could find a path forward and even that others on the team were experiencing similar frustrations but no one wanted to say anything. Then at the end of the semester when student write a final reflection, I receive comments like this:

> I have learned so much about teamwork this semester. One of the reasons I learned so much from my classmates is because we are all so different. Sharing our ideas and experiences with each another helped me learn and think differently because we all have different insights.
>
> Working in teams is a much

better way of learning in my opinion. The reason I prefer this is because in the workforce. I have rarely seen or done anything where it was individual, like tests or exams. Every job that I've had and some of my friends have had involved teams and groups where we work together and hold each other accountable.

Working in teams confirmed that everyone is different and will learn and listen/respond in a different way. You as a leader must understand this well enough to implement it in your everyday duties. I also learned how to better approach conflict. I am actually the go-to conflict solver at my current job. I felt like this class helped to prepare me for what employers are really looking for. I actually feel completely confident going into any managing role because I feel I have learned the important qualities that are needed to do the job.
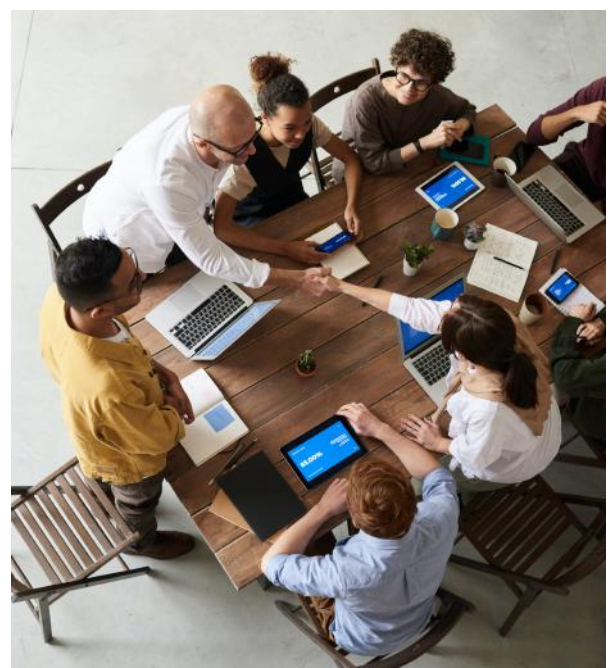
The issues described with teamwork are not limited to student teams in university classrooms nor are the techniques applicable only to this context. Most organizations achieve their goals through the use of teams and all organizations have conflict. Virtual teams are increasingly common and present additional challenge such as team members not being able to see body language, or sometimes, facial expressions. Sometimes virtual team members do not know each other or feel connected. To address these conditions, organizations need to help employees understand the benefits of teams—diverse perspectives, needed skill sets, task distribution—and the benefits of conflict—solutions, innovations, problem-solving, critical thinking, increased participation, cohesiveness, and increased buy-in for decisions. Training employees and helping them develop appropriate skill sets for effective teamwork and addressing conflict. will increase organizational effectiveness.

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Dr. Maureen S. Andrade is a professor in the organizational leadership department at Utah Valley University. She is an experienced leader in higher education, having served as a director, department chair, associate dean, and associate vice president.

Job Satisfaction Across Generational Cohorts

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

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

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

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

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

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

Bar chart — Mean job satisfaction by age cohort:
- Silent Generation: 5.69
- Baby Boomers: 5.39
- Generation X: 5.28
- Millennials: 5.26

Legend:
- Mean Job Satisfaction Score, by Age Cohort
- Mean Job Satisfaction Score for All Generations
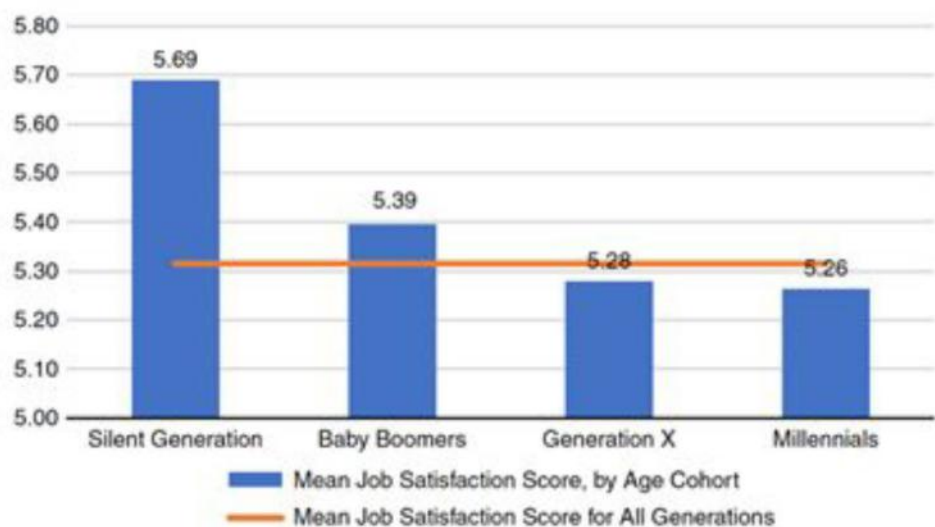
What is Human Capital Innovations?

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

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

What inspired Human Capital Innovations?

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

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

What makes Human Capital Innovations special?

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

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

Where did you get your passion for business?

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

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

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

Where do you want HCI to be in 10 years?

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

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

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

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Human Capital Innovations (HCI) Podcast
By 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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HCI PODCAST
Human Capital Innovations

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WHERE TO LISTEN

Human Capital Innovations

HR Insight

by Karen Tibbals

Our country is more politically polarized today than it has been in a long time. Even after the election is over, the rancor that it has created will probably linger for a long time. So, it ends up affecting the workplace.

Politics has always been a touchy subject. The rule used to be that we should avoid talk about politics at work. But we can't outlaw all talk about politics in the workplace, especially if we want people to bring their whole selves to work. I heard a story recently of an employer and employee who until recently had gotten along fine. But politics arose, and the discussion was contentious. It was only resolved by the employer telling the person that they would only talk about old movies.

temptation to only include "like-minded people" on a team or only hire people like ourselves in a company.

The recent political divisions are related to several factors. Part of it is the social sorting that has been going on for the past few decades, with the better educated moving to cities while others stay behind in the more rural areas. Part of it is the social media environment and the media bifurcation, so that we all don't see the same information and don't trust what the other side sees. The final part is the alignment of political party and worldview.

These factors have brought more acrimony to political discussions and pushed people into being more

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"People are not the positions they take on an issue."

We all know the research that diversity increases the problem-solving ability of a group. So, having a team that has a range of beliefs should also be helpful in creating better solutions to business problems, especially if the customer base or employee base are diverse as well.
But the better problem-solving ability isn't true if the group spends all its time arguing or makes someone an outcast. That isn't helpful for solving problems. It just creates new ones. This can lead to a

uncompromising. At the core of these disagreements are two factors:

1) We confuse a person's position on issues with the person itself.

2) We don't respect each other's values.

I'll make an obvious but necessary statement: people are not the positions they take on an issue. We can and should consider whether we agree or disagree

with any particular position. But we shouldn't let it affect how we feel about the person. It is tempting to malign the person who takes a disagreeable position.

How can we avoid doing that? The first idea is to spend some time to recognize the values that are underlying the positions people take. We don't often talk about values; they are invisible to us. But values are what people go to war for. We ignore them at our peril. If we can understand someone's values and how they drive the positions they take on an issue, that opens a new area of discussion. And all humans have the same values; our conflicts are due to the different importance we place on them and the different interpretation we give them. We can build a bridge to someone we disagree with when we recognize our similarities in values.

In this article, I am drawing on a psychological theory called Moral Foundation Theory, as created by Jesse Graham and Jonathan Haidt. Jonathan Haidt's best seller, The Righteous Mind Why Good People are Divided by Religion and Politics, explains the theory, but doesn't tell us how to get over this. That's why I wrote my book, Persuade, Don't Preach: Restoring Civility Across the Political Divide, which draws on additional research by Robb Willer and Matt Feinberg, which Dr. Willer describes in his popular TED talk: https://www.ted.com/talks/robb_willer_how_to_have_better_political_conversations?language=en

These are valuable new skills we need to learn to be able to have respectful, civil, and meaningful conversations at work about politics. But it isn't easy, it takes a desire to do the work and to take a chance. If we want civility in our workplace with a diverse workforce, or if we want to appeal to customers who don't think like we do, it is worth it to invest the time in learning how to do this.

Karen Tibbals is a speaker, author and consultant on how to apply the ideas in her book, Persuade, Don't Preach: Restoring Civility Across the Political Divide, and has developed training modules on these concepts. Contact her at info@ethicalframes.com.

Leadership for Change

by Terry Sidford, ACC

Change can often be difficult for individuals and teams. But without change, there is not innovation and creative action that leads to new levels of success. An effective leader will create a vision for change that ignites excitement for what is possible.

How do you define leaders who encourage change? They are people who take chances and thrive in the unknown. They know if they do not take risks, they will never know what is possible. They lead by example, devote more of their time to making the change and encourage people to believe in their collective vision. They focus on the big picture. As a leader, it is their job to inspire people to act courageously to overcome obstacles and achieve new levels of success. Leaders are looked to for clarity and connection - especially in times of change.

I have found that many people hold themselves back from making changes due to money, education, discipline, support, or past failures. All these things do seem like obstacles, but when you look at people who have achieved great success, many of them were dealing with one, if not more of these issues. But they did not let anything hold them back. Why? Because they had something that empowered them to break through barriers and achieve their dreams.

COURAGE

Courage will empower leaders and their teams to overcome just about any obstacle. In fact, courage is essential in achieving your full potential and successful change.

Other areas that successful leaders take part in are good communication and a clear explanation of their vision, values, purpose and how they will benefit their organization. They engage employees early in the change process and encourage them to be an integral part of the solution. If teams do not have clarity on how their roles will change and how they will be held accountable, they will begin to question the change and the leadership.

Leaders who navigate change successfully have a deep commitment and ability to be patient, to adapt easily and to be persistent. Leaders for change are resilient and courageously stay focused on the outcome. They understand that when they step outside their comfort zone, that is where the growth happens.
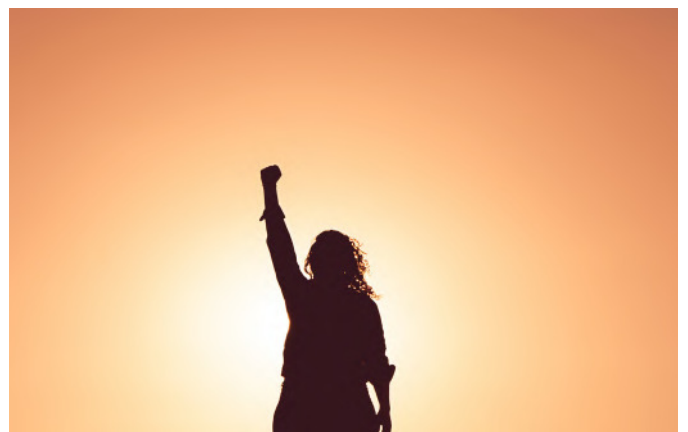
When leaders help organizations see change as an opportunity, it creates energy that helps with solutions and action. What they believe and express becomes contagious. They motivate everyone around them to take inspired actions into the unknown where all possibilities lie. They must also be accountable for what is working and what is not. Being accountable promotes a desire to fix problems and to produce the best results. Leaders must be willing to let others see how things are truly going. And that, in turn, will help their team embrace an openness to evaluate their own performance.

Leaders are people who have clear values and stand up for what they believe and courageously lead by example.
Roy Disney once said: "When your values are clear to you, making decisions becomes easier."

Leaders are also good story tellers. They help give us a reason to go outside our comfort zone into the unknown. The stories we hear and the stories we tell ourselves, define how we act and show up in the world.

There is nothing more powerful as a leader, than sharing a superhero story to effect change.

We have talked about various solutions to be a leader for change, now how do we implement them for real lasting change?

It takes moving from status quo to an exciting vision that lives outside what is expected. Real change is blazing new perceptions, thoughts and ideas. Leaders that are passionate, committed, clear and deliberate with their vision of the future engage others to forge new ground with them. It is much easier to take a leap of faith as a group, with a leader who has strong conviction and believes in the endeavor.

This is where storytelling can help bring a team together to see something that they have never seen or thought about. It creates the possibility of something bigger and greater than they could envision on their own. This is the power of leadership. It takes extraordinary courage, perseverance, and vision to lead your team to new heights.

Good leaders must be the change they want to see. They must understand the mindset of their team, enlist their support, and hold them accountable. They also want their leader to be approachable. Perceptions of leaders are often shaped during times of transition and change.
In conclusion, leaders for change embody and inspire vision, purpose, innovation, teamwork, persistence, excitement, and courageous action.

Terry Sidford, ACC
TEDx International
Speaker, Author, Coach
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Hospitality Workers' Job Satisfaction

1

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

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

2

3

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

Mean Job Satisfaction, by Occupation

	Value
Hotel Managers	5.73
Restaurant Managers	5.28
Chefs	5.43
Hotel Receptionists	5.00
Cooks	5.30
Waiter	5.03
Bartender	4.91
Hotel Housekeeping...	5.42
Food Counter Helpers	4.90
Hotel Cleaners	4.99
Fast Food Cooks	5.32
Kitchen Helpers	5.03

■ Mean Job Satisfaction Score, by Occupation
— Mean Job Satisfaction Score, all Hospitality Occupations Combined
— Mean Job Satisfaction Score, all Occupations Combined

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

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

4

Human Capital Innovations

Transformative Leadership: How To Help Others Become 'Bluer Than Indigo'

by Dr. Jonathan H. Westover

Being an effective organizational leader is a challenging, often underappreciated role. While some leadership positions come with a measure of prestige, power and higher pay, the vast majority of those who lead in organizations fall somewhere in the middle of the organizational hierarchy and often don't have a significant formal role that brings with it much elevated status. Additionally, they usually have to work much longer hours, have greater responsibility and accountability and often feel constant pressure from all sides.

So why do employees take on and stay in leadership roles (some formal, some more informal) when they are often so demanding, with relatively little payoff? Of course, there is an element of personal growth and development in such opportunities; we can often leverage a growth experience to move into a new, elevated role and thus build our capabilities and grow our own careers. While this self-interested component to being willing to take on leadership responsibilities can be both inevitable and healthy, I don't believe it is the main reason so many effective and inspiring leaders stick with it, day in and day out, through the long, hard slog of the ups and downs of running an organization and leading their people.

Servant Leadership

So why do leaders choose to lead, and what is the key that makes them effective and successful?

I am a firm believer in servant leadership and that effective leadership requires, in addition to confidence and some measured self-interest, a great deal of selfless desire to lift those we lead and a continual focus on what matters most as we strive to positively influence those in our stewardship. In his 2012 TEDxBoston talk, Harvard Business School professor and management guru Dr. Clayton Christensen stated: "When I pass on and have my interview with God, he is not going to say, 'Oh my gosh, Clay Christensen, you were a famous professor at H.B.S. He's going to say... 'Can we just talk about the individual people you helped become better people? ... Can we talk about what you did to help [others] become wonderful people?'"

Similar to Christensen's approach, every day, leaders around the globe, in organizations of all different shapes and sizes, strive to make a meaningful impact on the lives of their people to help them to become better, more fulfilled and

successful workers and individuals. They know what Christensen knew: that empowering, developing and lifting others is the mark of a truly successful leader.

Bluer Than Indigo

As I have contemplated the many examples and impacts of truly great, selfless leaders in my life, I have come to my own philosophy of leadership. Early on in my adult life, I learned about an Asian proverb that translates as "bluer than indigo." I have found that many of the principles of servant leadership that I hold dear are embedded in the meaning of this proverb. If you think about the color indigo, it is a brilliant, deep and vibrant blue — what some would call the bluest of blues. So to have something that is "bluer than indigo" is rare and truly remarkable. Based on Buddhist and Confucius teachings, this proverb describes the ideal of the teacher/leader and pupil/follower relationship — one where the teacher/leader's greatest desire is to help their pupil surpass their own capabilities and capacities, thus becoming "bluer than indigo," or surpassing the teacher/leader.

What would a "bluer than indigo" leader look like, and what would they do?

As I consider the implications of the proverb, I think implicit in its meaning is

that this sort of leader will always be able to recognize and work to help their pupil fulfill their fullest potential. That means the leader needs to be other-oriented, attuned to the needs of those around them and able to keep their implicit biases and ego in check. Too often the leader will be too caught up in their own successes and achievements to really be truly and fully invested in their pupil. Sometimes they may even feel threatened by the successes of their pupil. When this happens, they allow their status, position and power to get in the way of fully developing and supporting their pupil.

Among my greatest desires is to become a bluer than indigo teacher/leader, as challenging and stretching as that ideal may be to achieve. However, as we work to develop more authentic relationships of mutual accountability and trust with those we serve and lead, listen more and develop greater emotional intelligence, it is possible. Furthermore, as we train ourselves to recognize the tremendous potential in those around us, not just seeing them for what they can currently do for us, but more importantly, what and who they can become, we will then be in a better position to help them recognize their own potential and support them in achieving it.

Conclusion

As we strive to consistently demonstrate our complete commitment to the development and success of others, we help to build a healthy, people-centric and sustainable organization. In helping to lift and build the capacities and capabilities of others, we will come closer to reaching our leadership and teaching ideal of helping others to become bluer than indigo, the mark of a truly great leader.

This article originally appeared on Forbes.com

The Necessity Of Consciously Inclusive Leadership

by Dr. Jonathan H. Westover

In previous articles, I discussed the value of diversity in the workplace and the importance of creating a workplace culture of belonging, diversity and inclusivity. More inclusive organizations are better able to attract and retain talent, experience greater customer loyalty, have greater productivity and are more innovative. For these reasons alone (and the fact that it is the morally right thing to do), leaders should have a laser focus on promoting greater inclusivity within their organizations.

I believe we also need to develop our leadership skills around inclusivity. So why are inclusive leaders good for organizations?

A recent Harvard Business Review article explores this question: "Simply throwing a mix of people together doesn't guarantee high performance; it requires inclusive leadership — leadership that assures that all team members feel they are treated respectfully and fairly, are valued and sense that they belong, and are confident and inspired."

But how do we become more inclusive leaders?

The Challenge Of Successful Unconscious Bias Training

Years ago, I was sitting in a leadership meeting when my boss announced that we were going to have unconscious bias training. There were probably a couple dozen of us in the room, and there were a lot of eye rolls, moans and groans, and other expressions of discomfort and annoyance. While I was excited about the training, it appeared that the vast majority of my colleagues weren't. In fact, as the training progressed, I witnessed active resistance from many of my colleagues, who simply were not having any of it and didn't want to hear about their privilege, their microaggressions and their unconscious biases. A couple of individuals even vocally objected and said that they felt personally attacked by the presenter.

Their thinking was that if their biases and prejudices were unconscious, there was nothing they could do about them, so why even try?

Overall, this training was not effective and probably caused more harm than good. It aggravated my colleagues, caused most of them to put up walls and resulted in their re-entrenchment to outdated and harmful perspectives. Of course, unconscious bias training done well can have better outcomes, but the point is that it is easier said than done.

If Not Unconscious Bias Training, Then What?

While unconscious bias training is an important part of an organization's efforts toward making a safe and inclusive workplace environment and culture, I don't think it is enough. Additionally, it carries with it a lot of social and cultural baggage, and many turn off as soon as they hear terms like unconscious bias, privilege and microaggressions.

Recently, I was interviewing Steve Yacovelli, author of Pride Leadership and an expert in organizational inclusion and LGBTQ+ advocacy, for my consulting podcast. Among the many things we discussed, he introduced me to the concept of being a consciously inclusive leader. He uses this action-oriented framing because he has seen many respond to unconscious bias training in very passive and often unproductive ways. So he wants to flip the script, break down resistance and help others understand why inclusion is in their best interest.

I think consciously inclusive leadership could effectively fill the gaps of unconscious bias training.

Becoming Consciously Inclusive Leaders

For Yacovelli, being a consciously inclusive leader requires us to not only work to uncover and understand our unconscious biases, but also to actively cultivate a culture and environment of organizational diversity, inclusion and belonging. According to him, "Diversity is being invited to the dance, and inclusion is being asked to dance. Belonging is feeling comfortable and being wanted at the dance. The feeling of belonging is key to a more productive and content workplace."

He also suggests that the consciously inclusive leader needs to proactively "think in, speak up and act out." Put simply, "think in" means to be willing to critically reflect on our own hidden personal biases and prejudices. "Speak up" simply means that we are willing to stand up for others when we witness an injustice occur. "Act out" means we need to be proactive about correcting the organizational systems to create a more inclusive workplace.

As we strive to become consciously inclusive leaders, I believe it is important to acknowledge that it isn't rocket science. In fact, it is quite the opposite; often it is rather commonsense approaches that can help us be more inclusive. In large part, it is simply a matter of consistently treating yourself and everyone around you with dignity and respect.

Everything you do should demonstrate your awareness and understanding of the ambiguities, messiness and complexities of the world around you. Help those on your team understand and feel that you sincerely see them and hear them; that they are truly valued, needed and

wanted; and that they have a meaningful opportunity to contribute to the organization's successes and future strategic trajectory. Make your organization a place where everyone wants to be and where they can flourish.

Conclusion

An organizational culture and environment of diversity, inclusion and belonging are essential for the long-term sustainable success of any company. Not only do we need to create systems and programs to develop, promote and maintain a safe and inclusive workplace, but I think we also need to help all organizational leaders become more consciously inclusive in their interactions with their people and in modeling people-oriented values of dignity and respect for all.

The Uphill Battle of a Chief Diversity Officer

by Regina G. Hanson

Whether creating content, storytelling or increasing brand confidence, Regina can compel the public to take notice of your organization. Historian & Author M.A., American Studies

Various companies are hiring their own Chief Diversity Officers (CDO). The executive position garners a $150,000 dollar salary or more. As in any professional situation, the future of Chief Diversity Officers lies in their success. Unfortunately, the majority seem to be having a bit of trouble. How do we ensure the success of diversity and inclusion in the workplace?

The Wall Street Journal confirmed that the average stay for a Chief Diversity Officer with a single company is three years. What is the most common reason for leaving? CDO's reported management's failure to adequately support them, as well as, unrealistic expectations.

According to Mita Mallick who recently wrote on the subject for the Harvard Business Review, CDO positions are relatively new. Having been initiated in the 1980's, initially they were a political strategy to counteract civil rights lawsuits. Today, they are considered more of a public display of political correctness. At best, hiring a Chief Diversity Officer may be seen as an effort to maintain employee retention. Subsequently, not every company filling that position desires true change.

In order for your corporation to ensure progress with your new CDO, you need to set tangible, realistic goals from the get-go. Understand that a cultural shift is required and that it takes time. It will take months, if not years for your new Chief Diversity Officer to discern the true mindset of your employees. Once the environment and behaviors are established, then the real work begins.

Networking on your company's behalf

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Networking on your company's behalf within the BIPOC & LGBTQ community is required to increase confidence amongst your minority employees. Simultaneously, the CDO needs to build a rapport with the rest of your team. This requires a master networker with a great deal of diplomacy. Once your CDO proves themselves trustworthy to all of your employees, then you will see real change begin. BIPOC and LGBTQ employees are more likely to be honest regarding their interactions with staff members once this devotion to their community has been established. This infiltration allows your Chief Diversity Officer to best focus on how to shift your company's culture.

We all know that our culture has evolved over time. Some traditions are devoutly maintained while others seem to fall by the wayside. But who determines what remains? Moreover, how do we change outdated mindsets while respecting everyone throughout the process? Deciding what regulations and

expectations to set is an executive responsibility. Once implemented, they can't be ignored for anyone.

It is imperative that your Chief Diversity Officer have direct access to your Chief Executive Officer. Additionally, your CDO should be included and supported by your entire executive team. Their participation in the process is imperative. Without executive support – across the board – you can't expect real, long term change.

Curtailing the bias within an organization begins at the top. Charlie Scharf, CEO of Wells Fargo, recently stated, "While it might sound like an excuse, the unfortunate reality is that there is a very limited pool of black talent to recruit from." He later apologized, but the truth remains: this viewpoint is all too common with executives.

As I reflected on this CEO's conclusion and brazen claim I realized something. Many Fortune 500 companies still believe the best man for the job is a White male. Less than 1 percent (.08%) of Fortune 500 companies have a Black CEO. Less than 4 percent (3.8) of senior executive roles are occupied by Black employees. In contrast, 7.8 percent have female CEO's. There is a huge disparity here overall, most particularly for the Black community. Black employees are twice as likely as White employees to leave their employers within two years. Why? The consensus is that they are not respected

or consulted, much less promoted. Consequently, they move on in an effort to find an organization where they will be appreciated. Retaining "good Black talent" is determined by a company's culture. The representation is in the workforce. Unfortunately, executive powers are overlooking those employees.

My challenge to organizations who want to do the right thing during this tumultuous time is to be honest with your intentions and hunker down for the long haul. This isn't a sprint. Our culture has been battling cultural and systemic racism for centuries. It isn't going to be solved overnight. Nor is it going to be swept underneath the rug. If you truly want to be a part of the solution, you need to create an atmosphere in which your entire organization is dedicated to the uphill battle that lays ahead.

Furthermore, if you represent or are in control of a corporation that doesn't want genuine change, then don't waste the time and efforts of a talented and devout diversity and inclusion officer. They are there to create positive change. You damage their professional reputations when you fail to provide them with the necessary environment to succeed. Worse still, you muddy the waters of your institution's potential for future progress. If your employees lose faith in the possibility of evolving early on, how likely are they to be a part of the cultural shift?

If you want to set your Chief Diversity Officer up for success, set achievable goals and allow the necessary time to see the change take place. Slavery and racism has suffocated our country for centuries. The solution won't happen overnight. Nor should we expect it.
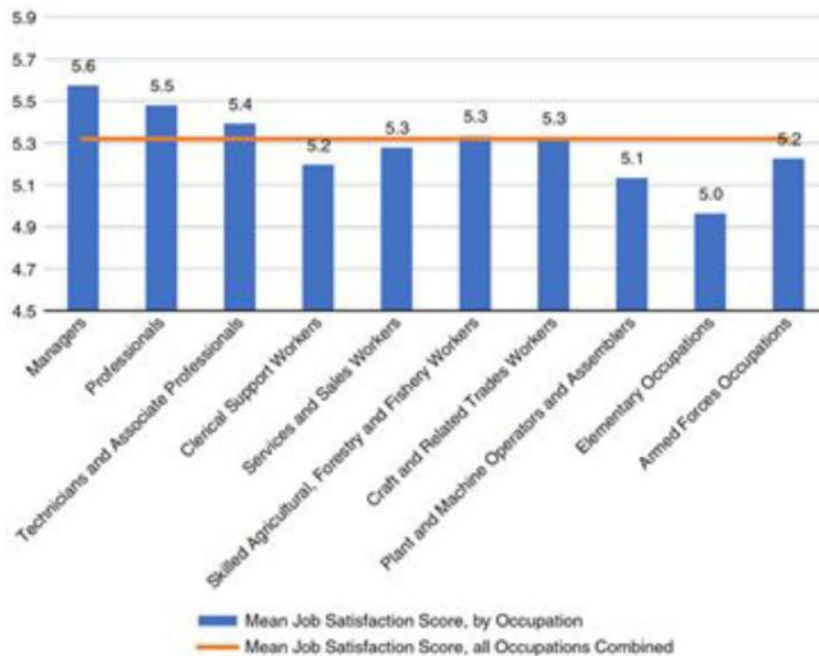
Occupational Differences in Job Satisfaction

1 Findings indicate more differences than similarities among countries and occupations.

The highest job satisfaction levels are for *managerial* and *professional* jobs (means between 5.5 and 5.6 on a scale of 1-7). **2**

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

Chart values (Mean Job Satisfaction Score, by Occupation):
- Managers: 5.6
- Professionals: 5.5
- Technicians and Associate Professionals: 5.4
- Clerical Support Workers: 5.2
- Services and Sales Workers: 5.3
- Skilled Agricultural, Forestry and Fishery Workers: 5.3
- Craft and Related Trades Workers: 5.3
- Plant and Machine Operators and Assemblers: 5.1
- Elementary Occupations: 5.0
- Armed Forces Occupations: 5.2

Legend:
- Mean Job Satisfaction Score, by Occupation
- Mean Job Satisfaction Score, all Occupations Combined

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

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

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

Great Leaders Leverage Adversity for a Competitive Advantage

by Steve Gavatorta

"He was not born a king of men ... but a child of the common people, who made himself a great persuader, therefore a leader by dint of firm resolve, patient effort and dogged perseverance ... he was open to all impressions and influences and gladly profited by the teachings of events and circumstances no matter how adverse of unwelcome. There was probably no year when he was not a wiser, cooler, and better man than he had been the year preceding.
*~*
-Horace Greeley, on Abraham Lincoln-

Probably no leader in our country's history overcame more obstacles than Abraham Lincoln. He profited from many to become the 16th president of the United States. No event he faced was fruitless, there was a lesson to be learned.

In our high tech, fast-paced, rapidly changing world, adversity is hitting us at speeds significantly faster than ever, leaving us little time to respond and arming us with far too few tools for controlling our responses in a productive manner. When an individual lacks the tools to handle challenges, it's easy for a person to become frustrated, averse to risk, and afraid. These are attributes, aren't becoming to a successful leader.

Like Lincoln, business leaders today must be prepared to face, overcome, and learn from adversity. Creating a culture with that same attitude is a must. This approach will help leaders and their organizations not only survive, but thrive in these highly turbulent times. This is a new form of gaining a competitive advantage.

Listed are four proactive steps successful business leaders can initiate:
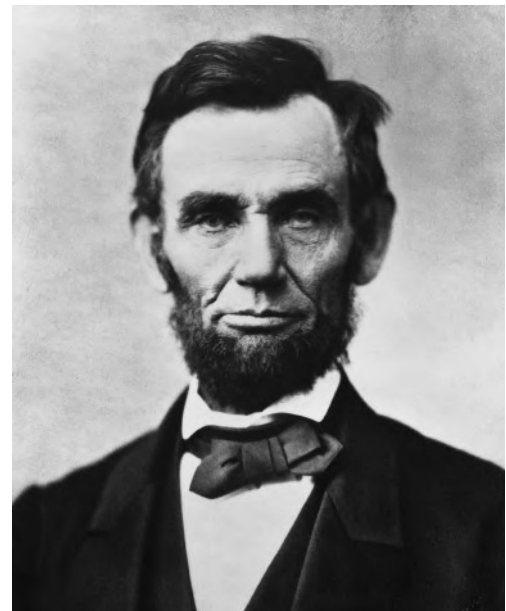
Create a Culture of Acceptance & Acknowledgment – First key for any great leader to do is accept that adversity is going to strike. Negative things are going to happen so be prepared, don't be alarmed, and/or frustrated. Next, they must acknowledge that adversity is meant to occur, and hence leveraged to advantage. We tend to learn the greatest lessons when adversity strikes, that is if our mindset is right. Bottom-line, adversity is placed in our lives, for us to evolve. Any great leader realizes this and leveraged his situations to his/her advantage. It is how an organization grows.

Prepare People to Succeed – Making an investment in employees is crucial. Clearly defined roles, and responsibilities with relevant training in these jobs is a must. There must not be any grey areas regarding expectations, along with skills to help employees meet them. The more a leader can prepare their team for their respective roles the more successful the organization will become. When some employee lack relevant skills to do their jobs, they will struggle. They don't have the skills to thrive daily let alone when adversity strikes. One of the highest costs for any organization is turnover, miss-hires, and/or unhappy employees. Investment in people is a must.

Encourage People to Learn from Failure – The only way an organization can learn, and grow is for it to be willing to attempt the unthinkable. A great leader encourages such an environment. Failure is not an organizations worst result, stagnation is. Properly preparing people alleviates this problem. By educating that adversity, failure, change, and conflict can paradoxically be catalysts for positive things and help people evolve into who they were born to be is a game changer.

Create a Culture of Reflection – The key to handling an adverse situation is to learn from it. Organizations must be prepared to be reflective, so a history is built, lessons are learned and leveraged

effectively. This can come in the form of debriefing sales calls, to adhering to strong professional development plans for employees along with consistent performance reviews.

A leader who can incorporate these four foundational pillars will create to competitive advantage for their organization, along with a culture where employees want to work.

Steve Gavatorta, owner of the Steve Gavatorta Group, specializes in empowering individuals and organizations in identifying, developing, and exceeding performance goals. Steve has had the privilege of coaching and training thousands of high performers across an array of industries. From small businesses on the move to Fortune 500 companies, Steve collaborates with organizations to build foundations, set goals, and eclipse their highest potential.

Steve is a Certified Professional Behavioral Analyst (CPBA) and Certified Professional Values Analyst (CPVA), a certified Myers-Briggs practitioner, and accredited to coach and train for Emotional Intelligence (EQ). He is a two-time published author, and his new book In Defense of Adversity: Turning Your Toughest Challenges Into Your Greatest Success won Richter Publishing's Amazon Best Seller Award for 2018. Steve currently resides in Tampa.

Shining a Spotlight on the Dark Side of Email:
How to use email effectively to brighten and boost your team's performance

by Leanne Wyvill

How many emails does it take to change a lightbulb?

Just one, if it's written effectively.

At least three, in my experience, if the sender's email skills are dim.

If you're a smart sender, your well-written email shines a light on how and when you want the reader to respond.

Everyone knows what to do, gets on with their job, and things move along at a happy, productive pace.

If you're a slapdash sender, you presume that your reader has ESP and endless time to fumble around blindly in the dark recesses of your mind trying to figure out what you mean.

And if you're the frequent recipient of such emails, you feel frustrated several times a day – as well as annoyed, disrespected, disrupted... maybe even a little murderous!

As a leader, you are responsible for your team's performance and that will only be impressive if they're not held back from getting things done.

A Project Management Institute report revealed that ineffective communication is the main reason for project failure **one-third** of the time. It also has the biggest negative impact on project success **more than half the time.**

COVID-19 has forced everyone to rely on email a lot more in recent months and, as with video conferencing techniques, you have no doubt discovered whose skills development has been neglected.

Does this scenario seem familiar?

Monday 6.52 am
You: Hey Leanne, we need to talk about the project.

Monday 8.15 am
Me: Hi [insert your name]
The ABC project?
I have time today between 10 am and 1 pm, or tomorrow between 9 am and 12 noon. Which of these times suit you best? Do you want to do this by phone or would you prefer a Zoom call or maybe a Teams meeting?

Monday 11.00 am
You: No the XYZ job. They want an update on Friday.

Monday 11.00 am
You: No the XYZ job. They want an update on Friday.

Monday 11.23 am
Me: Hi [insert your name]
I wasn't aware that project had the green light. No problem, though. How about I call you at 12.30 today to discuss it? What do you want to cover first?

Monday 2.21 pm
Me: Hi [insert your name]
I've tried to call you a couple of times today, but you must be in back-to-back meetings. Shall I send you a Zoom invite for tomorrow at 9 am?

Monday 3.54 pm
You: Sorry, have been running online training today. Let's do after 2 tomorrow.

Monday 4.05 pm
Me: I'm not available tomorrow afternoon, sorry. What's the best time for you on Wednesday? I have no other meetings or calls scheduled yet. Let me know what time suits you and how much time you think we'll need to cover what you want to talk about and I'll send you a Zoom link.

Tuesday 8.07 am
You: I've got back2backs all day Wed. Let's do Thurs.

Tuesday 8.32 am
Me: O.K. Which of these times suits you best? 9.30 am, 11.15 am or 1.30 pm? Shall I call you or send a Zoom invite?

Tuesday 2.11 pm
You: I'll call you.

Thursday 2.35 pm
Me (to voicemail): Hi [insert your name], do you still want to discuss the XYZ project?

The future's not looking bright for the XYZ project, is it?

How much time and energy would have been saved if the first sent email made clear what was needed?

Being concise is encouraged, but not at the cost of actual communication.

Here's a practical guide for time-saving, sanity-surviving emails you can share with your team (and lead by example!) that will keep them from wanting to electrocute you or their slapdash-sending colleagues.

1. Does this need to be an email? What's the best way to achieve the response you want, when you want it?

2. Think about how and when your reader is likely to see this – on a mobile phone while on a bus? At their desk with dual screens? The context of the reading should influence your choices for the message.

3. Match the subject line with the message below. Your reader won't open it if the reason to do so is not obvious. Use a

verb to indicate the action required, e.g. "XYZ report ready to review".

4. State the reason for writing (the connection, benefit or importance to the reader), e.g. "Here's the update on Project XYZ you asked for after Tuesday's meeting."

5. Explain what you want the reader to do + when + why, e.g. "Please use the Track tool to mark up any changes and return the file to me by Wednesday COB. That will help me have the final version ready for your signature first thing on Thursday morning (the submission is due at 11.00 am)."

6. Keep it short and focused. If you've typed more than 150 words, consider summarizing your message with bullet points and putting the detail in a linked or attached document.

7. Use subheadings, bullet points or numbering to help your reader scan for the key points.

8. If there's an attachment or link, say so.

9. Confirm you've included everything your reader needs to understand for taking the action you want and when, including links and attachments.

10. Fix typos and irregular formatting.

11. Check your tone is right for the context, relationship and purpose.

12. Revisit steps 1-11 before hitting the send button (assuming the spellcheck will start automatically!)

Imagine how much better your team will work together when they start using this guide for emails... no more miscommunication risking your relationships with clients.... no more time wasted sorting out the confusion and blame games...

Teams work better together when they understand each other's communication styles and have the ability to meet expected standards.

If reading this has been a 'lightbulb moment' for you, what will you do now to keep your team connected and switched on?

Ends.

Recommended Resources

The High Cost of Low Performance: The Essential Role of Communications Project Management Institute report

Note: This article is a modified version of an original post https://www.linkedin.com/pulse/how-many-emails-does-take-change-light-bulb-leanne-wyvill/

Leanne Wyvill helps teams work better together by boosting their communication confidence and capability. Drawing on her extensive experience in corporate communications, she supports aspiring leaders and business teams that want cohesion, empathy and professionalism to power their performance.

Benefits of Working from Home

WFH

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

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

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

- WFH has been part of the reason that employees have remained in the workforce with young children at home.

- Companies can support WFH employees through five pillars: Management culture, managers trust, HR support, financial support and technical support.

- Better WFH outcomes are predicted when employees can perform different tasks than those performed in the office.

- Employees will do tasks involving prolonged concentration from home and schedule meetings and interaction for their time in office.

- Having WFH employees meet at each other's houses allows the team to be closer and create a higher level of support throughout the team.

- The graph in the bottom left corner shows work satisfaction for each generation as they have less ability to work from home.

Questions for Managers

1. What parts of your employees' job descriptions could be achieved remotely?

2. How can I simplify and efficiently implement WFH practices into employees schedules?

3. What potential organizational and employee benefits could be achieved by implementing WFH practices?

4. Why should I look to WFH practices as a path towards higher employee engagement, satisfaction, and retention?

Data from the International Social Survey Programme (ISSP) provides us with some understanding about the role of workplace flexibility on employee engagement and satisfaction, for 5 main age cohorts and across 37 countries.
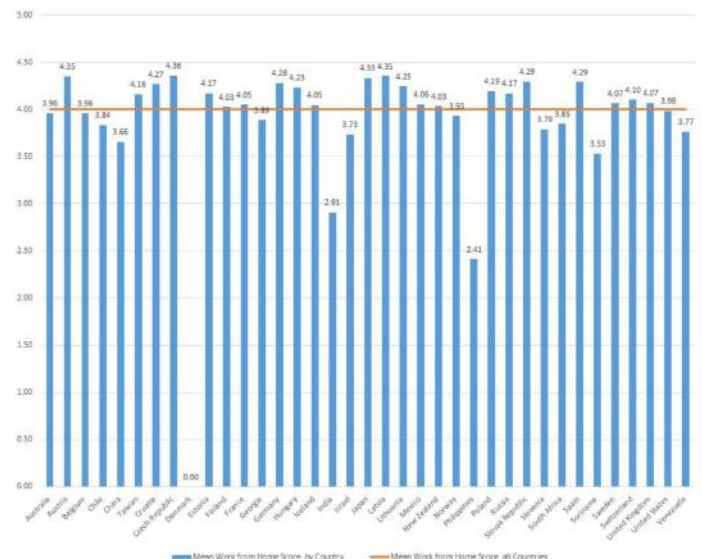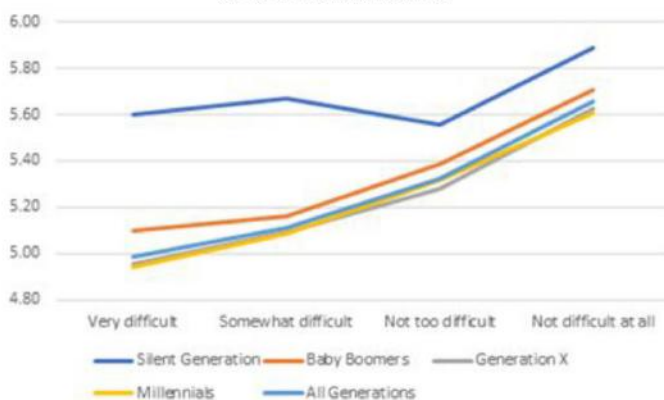
Figure 2: Working at Home Mean Scores, by Country

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

Human Capital Innovations

Researching the Biases of Researchers

by Carol Sanford

In 2002, Daniel Kahneman won the Nobel Prize in Economic Science for examining and effectively proving bias existed in human activity. The Nobel Committee said it this way. "For having integrated insights from psychological research into economic science, especially concerning human judgment and decision-making under uncertainty."

In 1982 when I researched the bias of researchers for my dissertation, I could not get it accepted nor get it published. It was designated 'theoretical' since it was about bias and "one can't study inside the mind." A very biased view of research before Kahneman did something similar. So, I chose another subject and proceeded. But, that dual dismissal has motivated me my whole life. I was called to explore this bias decades before from my family and social experience. If I could not make sense of it, I swore I would lose my mind. Which my Mother had already done, and my sister would eventually succumb to as well. Each were diagnosed with mental illness.

My purpose was different than Kahneman's and, in fact, goes outside his work. I had already seen bias at work, even as a young child in the racist South with a radically racist father and an experience of people seeking to deeply influence my way of seeing people of color and different gender identification. My question even by the time I was seven was "Can you and how do you change bias?".

Kahneman is still coming late to the game. When interviewed recently he claimed to believe it cannot be changed and to have never applied it to himself. Starting with my dissertation research, but mostly on the application of practical change processes, I proved that bias can be shifted and have used it on myself and with everyone I touch for over four decades.

My dissertation was about getting graduate students, while writing their own dissertations and involved in doing their own research, to examine their own biases as they worked. They were to report on observations, shifts in thinking, as well as the impact that their observations-- using a set of proscribed processes-- had on them. Specifically, what biases they observed and how their 'biases were affecting their work. It was based on an action learning and research process I designed. I had 22 students who joined in the project for over a year.

It was not accepted because it was seen as theoretical, not behavioral. And that is one of the biases that has been driving science, including Kahneman, for decades. I think it is time to share my extensive research of that time and the follow up for decades of the participants involved in their work. It has been held in the private realm all this time.

My work was on research in academic institutions but it is relevant to all organizations. Research and change processes are about increasing understanding and applicability to our lives and work, and having all people be able to contribute and grow their potential. This means being able to see our biases and their effects. And to increasingly change its effects and event existence.

I did learn how to erode bias very successfully, including my own. And make explicit a way to do that.

A Broad Overview of the Project to Examine Bias

The Objective of the project was self-directed reflection with framework thinking. Participants were set up with a reflective journaling process for an assessment of themselves on their own research work.

Before they started, before even designing a protocol, the students were asked what they believed about the subject they were interested in. They also had to plan how to maintain their own objectivity and do a self-assessment on how likely they saw themselves on removing biased or letting bias affect their decisions in their research.

Next, they were asked what they believed about various research methodologies they were considering. How would they be objective in the design and execution of their design? Additionally, how well did they predict they would be able to stay objective and not be influenced or influence others involved?

Before summarizing and presenting findings, we did a similar process of projecting their beliefs, how findings can

be mismanaged and presented, and their own prediction on themselves in avoiding these pitfalls.

Daily, in each instance, they committed time to record reflections regarding their observations on the choices they made about methodology at the beginning, methodology in the middle and summarizing and drawing conclusions in the end. The students were asked to evaluate their own decisions and work and where their pre-articulated beliefs were affecting these three phases. We converted their pre-statements into principles they wanted to pursue and asked them to rate themselves on success in pursuit thereof, adding explanatory notes.

The ratings were self-reflection and were not to be seen by anyone besides themself. Simply, "How well they were doing," on each principle by these three categories: Getting it about right, Over attending, and Under attending.

Notes were made to share with me and my team on how well they were on target for what they expected and the effect of those targets on their work.

When were they obsessed with something to the point of excluding other important things in their life or work? And what was the effect of that obsession on their work? When did they tend to ignore what they had states as desired, even after several days of being asked and what effect did that have?

All were asked to share how and what they noticed in terms of this 'lack of capability to manage the hidden variables of bias," and how it affected their decisions on research questions and methods, interpretations of data and reported findings.

My Findings

All though there were variations, all 22 reported being surprised at how bad they were at sticking to their aspirations and research objectivity. They were very specific about their ability to see their own biases in work and the effects of them on their choices. These were psychology doctoral students so the effects could have been extreme. There was a great deal of hand-wringing on what this meant for their work with patients and clients.

After a few months, we followed up to ask them to continue the project but there was no expectation for them to report to us. Of the original 22 students, 19 of them continued in the same way and reported that, over time, they got better at making an appropriate correlation using a ritual of reflection with their own principles versus abstract ones given in a Methods Class. A few pursued a career in research as a result of being involved in the experiment.

Applications

As a result of this work, though never accepted for my dissertation or publication, it had a lasting effect on me for decades to come. I took a path of educating people on how to watch their own mind at work and the effect of their thinking on the outcomes they achieved and the effects on others. I applied it to strategic thinking biases, leadership and management bias, as well as personal biases resulting in all the 'isms' of society (racism, genderism). The reason is that

the self-directed reflection and examination was the best way to root out one's own biases. Particularly when coupled with education without advocacy. Self-reflection, examination and education was faster, deeper and more effective at bringing about change across a broader set of subjects simultaneously and continued to change people over time.

One of my earliest large scale successful applications was in Boksburg, South Africa, working in a co-creative process with Colgate Palmolive, in the mid to late nineties. This was during transition out of apartheid led by Mandela. We had all members of the Core Team involved in a similar process, who were committed to executing on the new Constitutional Mandate and creating a radical redesign of business practice based on a Living Systems framework. Each business, institution and organization was given five years to have the executive levels of the organization reflect the racial mix of the population at large. The existing executive demographic were mostly upside down with 97% being white with a 97% black African population.

Most claimed this Constitutional Mandate was an impossibility since Black Africans had been barred from formal schooling for decades and even generations in the large metropolitan areas. We not only achieved it, we managed to flip the leadership of Boksburg Colgate business leadership in six months. Mandela created and gave Colgate the Constitutional Award for proving it could be done effectively since we also grew the business revenue by 45% in a commodity business. That rate continued for the next five years under the leadership of Stelios Tsezos, General Manager for Colgate Africa.

One of the greatest successes of the 'bias

reflection' process, beyond demonstrating the rapid result it offers, was the leadership's shift from only counting formal schooling toward qualification for top roles. It had been a way to embed systemic racism. Leadership began to count leadership experience in the townships of South Africa as a qualification. This came from a taskforce, led by a White Afrikaans manager, who formally engaged the task team in the reflection and journaling I had offered. They also reflected on what was changing for them at the end of each meeting. When Mandela offered the plague for the Award, the new executives pulled him to the front of the room with them. They later said it was because he had the hardest job and the most to change and they wanted to honor that.

The business relevance of bias is in the newspaper daily in the twenty-first century. The impact is found in every institution from justice to education to the workplace. The tendency is to work on it directly, head on. What I did, and you can do, is work indirectly. Direct confrontation of bias tends to escalate it into opposing forces. You work on the capability to see bias on something indirectly related.

The Approach: Working on a business endeavor, personally decide to reflect on your bias on the project, not their relationships to others. Learning to see bias, and being self-directed in that reflection, builds the mental practice of seeing how our own thinking gets in the way of our intentions. That has a spillover effect after doing for a sustained period of time without the necessity of confrontation and the polarization. It seems counter-intuitive but it is really a different paradigm which we have become attached to. Direct shows down change. Indirect, capability building and consciousness, is not only faster and deeper, but more extensive in its effects

and domains. We can't escape our old paradigms without putting in the work, self-reflection, and education. Those who have tried it have inspired themselves and others. Which is a great way to start change!

If you would like to read more of this story, many of the details are in The Responsible Business: Reimagining Sustainability and Success, and No More Feedback: Cultivate Consciousness at Work

Carol Sanford is an award-winning business educator, Summit Producer, podcaster, and author. Her books are required business school reading at Stanford and Harvard. For 40 years, she's collaborated with clients to develop people to realize their inherent capabilities. Carol's clients include Fortune 500 companies like Colgate, DuPont, and Seventh Generation. Google's Innovation Lab uses her Responsible Business Framework. Learn more at CarolSanford.com and the Business Second Opinion podcast.

Leadership Is Becoming an Employee-Centric Mindset

by Paul & Shell Phelps,
Co-Founders of Phelps Strategies, LLC

It used to be you could walk into a room full of workers and quickly identify the boss. The person standing at the front of the room or handing out orders with all eyes on them. The new image of leadership is vastly changing. A leader is no longer the person commanding attention when speaking boisterously handing out directives with an authoritative voice.

These days the role of leadership is not always visible by a significant job title or by wearing fancy attire. The tide of conducting business is changing rapidly since most office staff are now finding themselves working remotely. Business must find alternative methods to keep in step and moving forward in these competitive markets to avoid closing-up shop.

Leadership styles have been transitioning over the decade but now are progressively moving at a much sharper pace during the pandemic. Ultimately, companies need to adapt to more unconventional styles to keep their valued employees by avoiding the pitfalls of previous ways of doing business. The world is transforming new business practices and leaders need to adjust.

The conference rooms that were once full are now sitting vacant and teleconferencing has become a new standard of business communication. Our inboxes are full of countless emails because we are relying on written communications now more than ever as well. How are innovative leaders adapting?

The new-age leader needs to be agile in their approach to leadership. It's no longer commanding the current space; it's more about shifting to an enlightened mindset. Study after study demonstrates a need to connect with employees. Engagement is the order of the day. It has been that standard for companies to coach, incentivize, pressure, or just plain cheerlead team members into compliance, which is increasingly proving an ineffective means of motivating. More than ever workers need to feel that what they are doing makes a difference.

An effective leader will know when to lead but will also know when to pull back and be led through their team of experts. It is about gaining buy-in from the company's greatest and most valuable asset, their human capital. Managers and supervisors have the day-to-day contact needed to maintain employee engagement. It is essential that these

frontline managers possess the skills needed to foster autonomy in this burgeoning remote workforce.

In some ways, this "work-from-home" model has compelled companies to move in a direction that emphasizes focus on human capital. The silver lining of our predicament is that some work adjustments have naturally favored trends that employees have desired for some time; such as flexible work schedules, working from home, a sharp reduction in meetings, and the autonomy to organize workflow ie., no micro-managing. For work to continue, projects to be completed, and business to move forward companies needed to develop ways to manage remotely. The leaders can follow these three tips:

1. Breaking the fourth wall – A leader needs to connect with their audience when communicating. For example, "You are important in promoting change in the company". This form of communication makes the team member feel the speaker is directly relating to them.

2. Guided Imagery – Is known to be effective at promoting positive change.

This is a powerful tool that challenges employees to envision the reality, solution, or vision that a leader has for the company. For example, "Image how our growth would explode if we produced a better widget?"

3. Protecting Autonomy – It's giving the employee the reigns to cultivate their own method. This gives an employee a feeling that they are part of the solution, which ultimately produces buy-in and ownership from the employee. For example, "I'm interested in your ideas of how we can improve the widget".

Miraculous things begin to happen when leaders challenge their employees to use their creativity, passion, and talent. Leaders are seeing more productivity, loyalty, and retention from their human capital when these strategies are used. There are major benefits for leaders to begin shifting towards an employee-centric mindset as companies seek ways to stay innovative to survive during these unprecedented times.

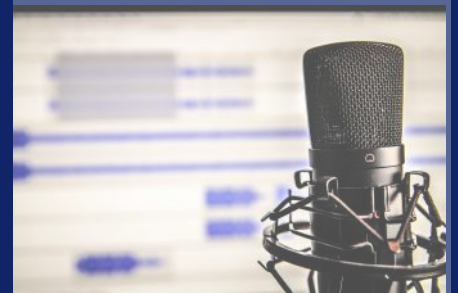Paul & Shell Phelps are Co-Founders of Phelps Strategies, LLC Strategic Life Coaches

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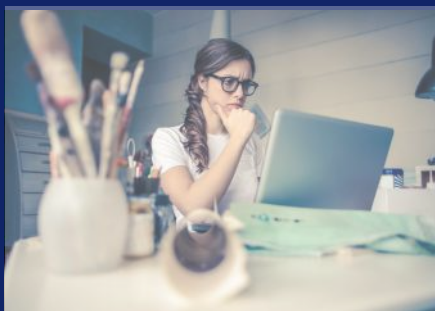
HCI Briefs

HCI Articles

HCI Books