

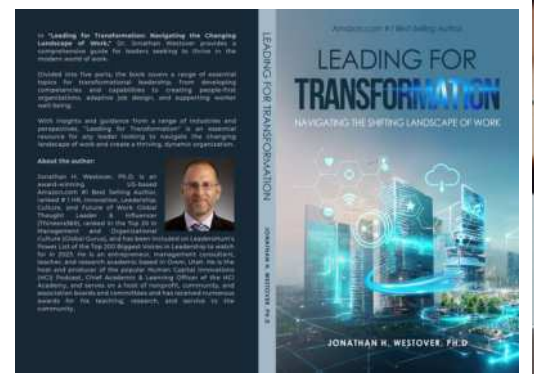
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Leading for Transformation: Navigating the Shifting Landscape of Work

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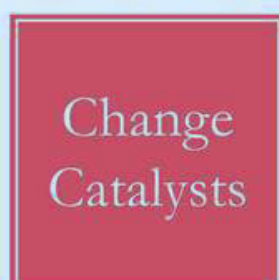
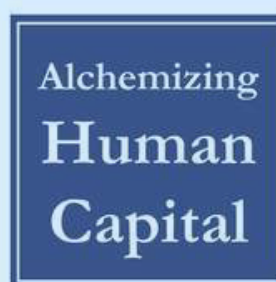
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At Human Capital Innovations, we believe in the power of knowledge-sharing and the importance of continuous learning and development. Our podcast network brings together a diverse lineup of experts, thought leaders, and industry practitioners who share their expertise, experiences, and insights to help you navigate the ever-changing landscape of the modern workplace.

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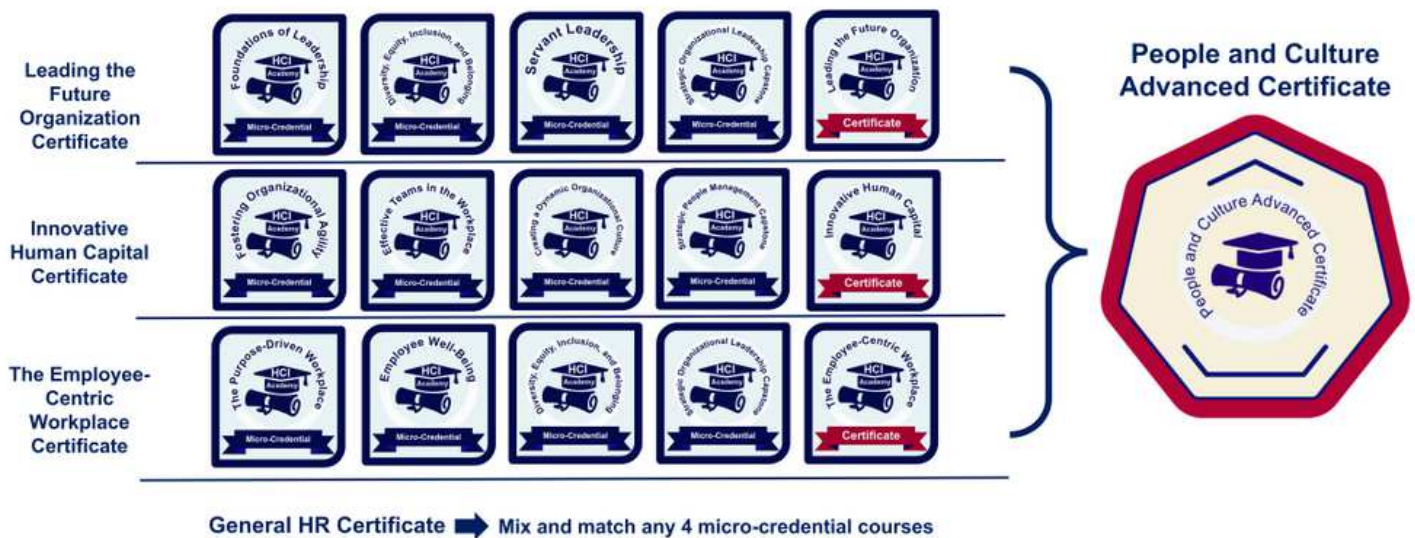
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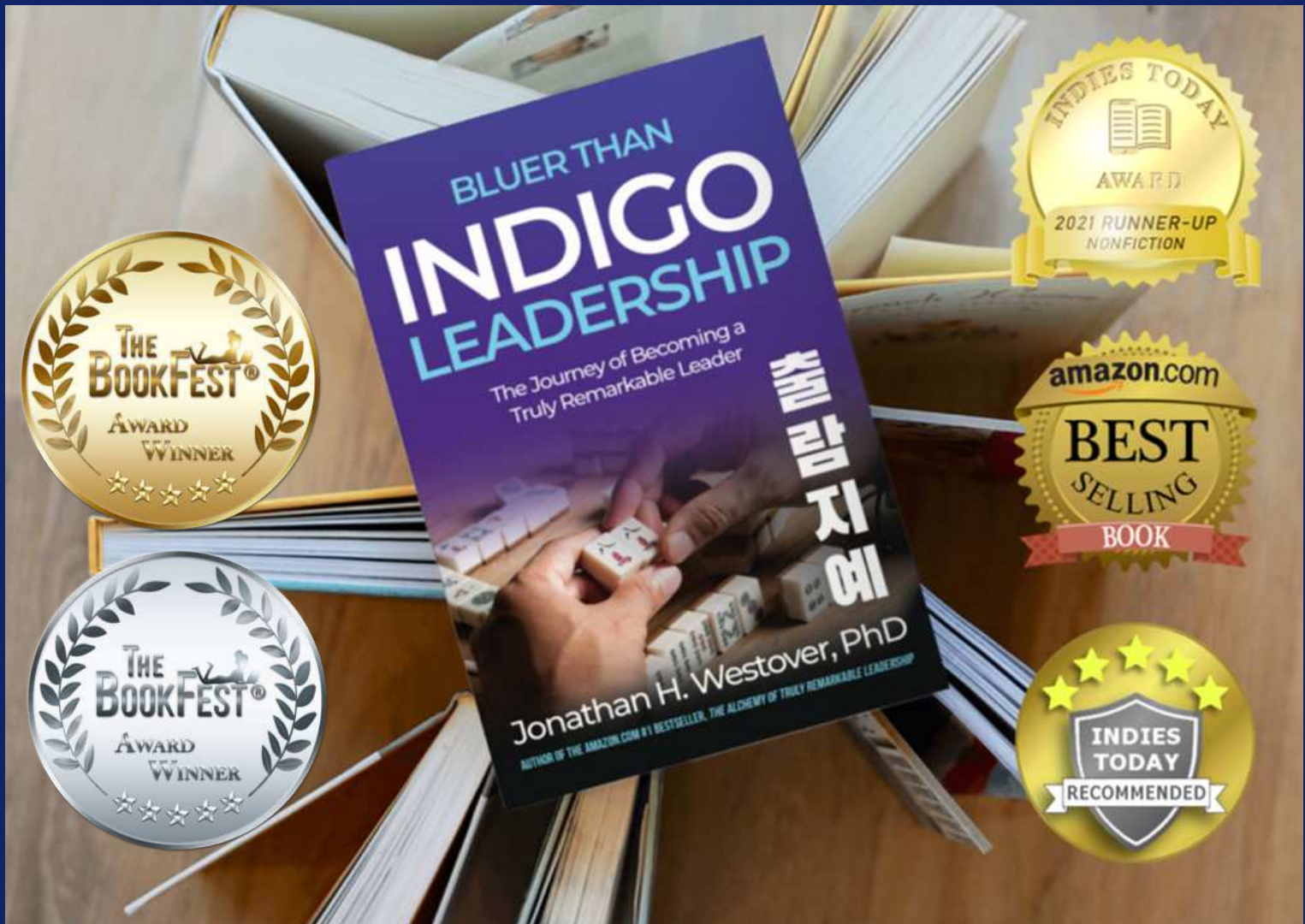


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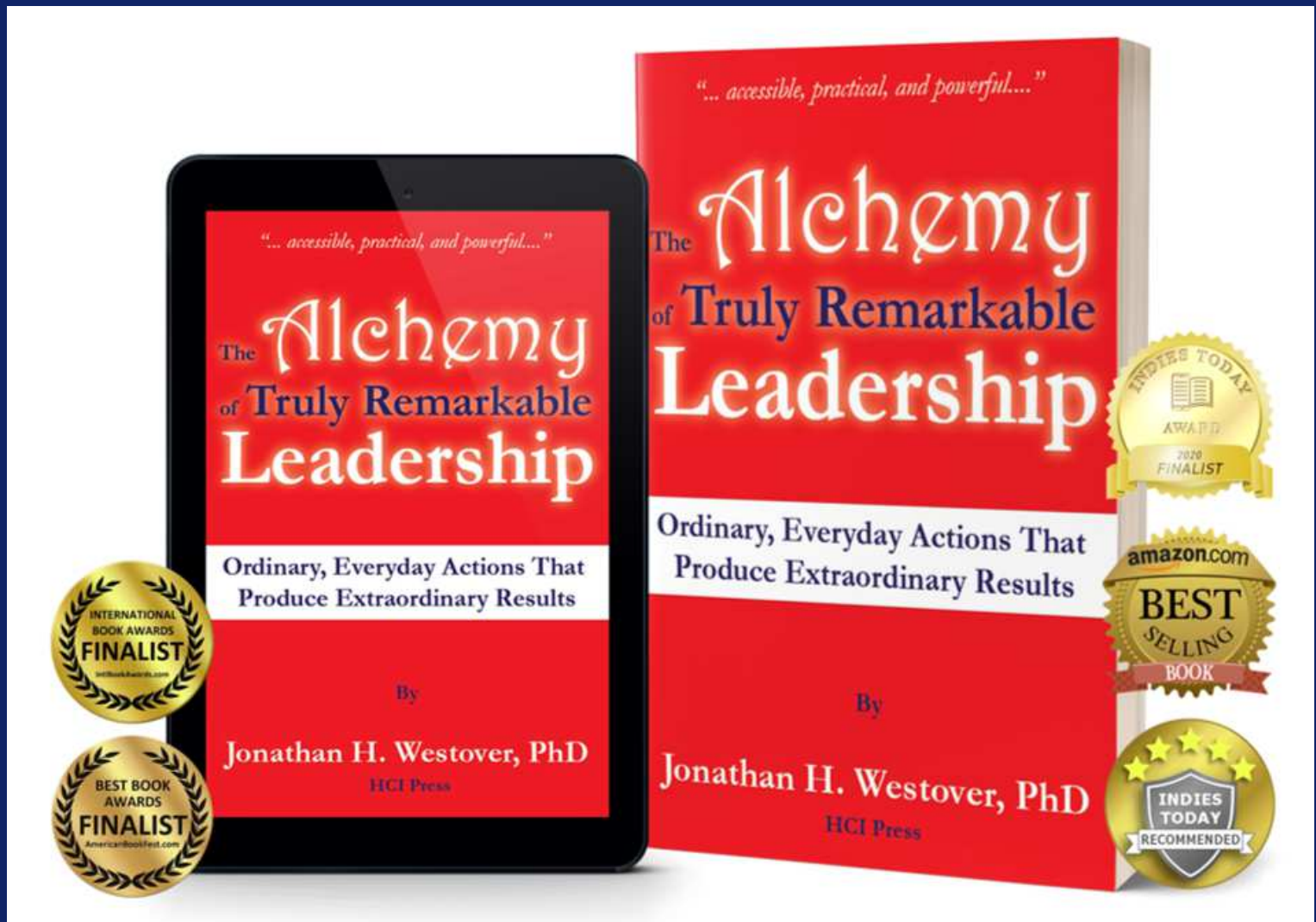
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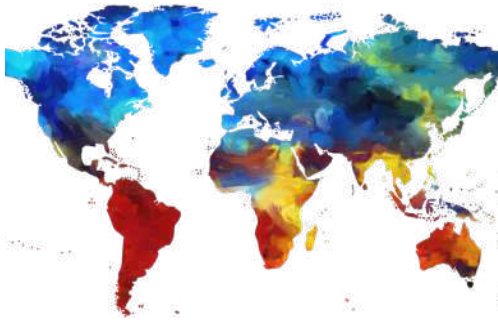
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Editorial Purpose: Human Capital Leadership is a free, interactive e-magazine with the mission to help individuals, leaders, and organizations find innovative approaches to maximize their human capital potential. We publish issues quarterly, in August,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

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How to Hire and Keep Great Employees

by Nancy Butler

Many businesses today have a hard time finding the right people for the job. And, when they finally do, they have a hard time keeping them. Also, knowing when to hire your first staff person can be challenging.

If you hire the right person, he or she will more than pay for himself or herself in a very short period of time, which will free you to do the things that bring more money into the business. If I had done that, I would have seen success much sooner.



When to Hire Your First Staff/Team Member

Looking back, if there was one thing I would do differently in running my business, it would have been to hire staff sooner. Many business owners fail because they think they need to wait until they have a steady reliable income before hiring staff, which is often far too late.



How to Hire and Keep Employees

When employees enjoy their work, odds are they will do a better job and stay with the business longer. I believe many people spend more of their awake hours at work than anywhere else. And life is too short to not enjoy what you do. Here is a proven strategy that I used in my business that cannot only help you hire the right people, but better assure they will stay with you for the long term.

I knew I wanted and needed to grow my business. But every time I tried to change a service, process, or technology, instead of embracing it, the staff complained and even told me why we should not do it. I realized the staff I had in place would not be able to help me take the business to the next level and beyond. It was time to find the right people that were willing to embrace change and do what it takes to continually grow the business.

Imagine what it would be like to have a business where everyone is doing what they love to do and are great at it. In a perfect world, that is what a great business would look like. However, the world is not perfect. To have a better running business with everyone happier at work and therefore promoting happier, loyal clients or customers, business owners should continually work toward this goal.

Here is how I hired new people, the right people, and kept them for the long term.



First, I thought through all the things I do in the business that I absolutely love doing and I am good at it. If I did those tasks all day, I would leave at the end of the day energized and feeling great about going to work.

Next, I thought through all the things I do in the business that I am good at, but hate doing and if I had to do them all day I would be miserable.



And lastly, I thought through all the things I do in the business that I don't like doing and that I am terrible at and someone else would be much better at it than me.

As a small business owner, I needed to be clear on my answers to these three questions. Hiring a clone of me, if there was one, would not work. I needed people that loved to do the tasks the business needed done and that I should not be doing.



Also, keep in mind that the old saying “you get what you pay for” is so true as it applies to how you pay your staff. Hiring the right person is only part of the equation. Hiring low-cost staff can be a mistake. High turnover can cost you more than paying existing staff appropriately. Paying your staff at the right pay better ensures they will stay with you for the long term and be happy in their job. Consider researching what other companies pay for similar work, to learn what is an appropriate pay range for your staff.

It is imperative that everyone “pulls together” to get the job done. Especially in today’s economy, excellent customer service is a must. If you have the right people doing the right tasks at the right pay rate, you are setting your business up for long-term success.

You may have heard the saying “Hire for personality and train for skill”. This is so true for many businesses. You cannot change who a person is, but if they have the right attitude and work ethic, you can teach them almost anything.

During the first interview, I asked all the standard hiring questions which enabled me to narrow the number of potential candidates. During the second interview, I asked the same three questions I asked myself. The goal was to hire people that enjoy doing the tasks that the business requires.

With the right people in the right positions doing the right tasks, you set yourself up for a more efficient, happier, and cohesive business.



Create 3 Lists

1. Things you absolutely love doing, are good at, and energize you.

2. Things you're good at but hate doing, and make you feel miserable.

3. Things you hate doing, you're terrible at, and someone else would be much better at it than you.

Look for people who love to do the tasks that the business needs, and that you should not be doing.

Remember

-You get what you pay for

-Everyone must pull together to get the job done

-Hire for personality, train for skill

Nancy built a business from scratch to \$200 million in assets under management, before selling it. Now, as an international speaker, award-winning author, business coach, and for 2018, 2019, 2020, and 2023 a delegate to The United Nations for The Commission on the Status of Women. Nancy uses her over 35 years of personal, business, and financial knowledge to help business owners do a better job for their clients/customers while improving their bottom line by an average of 200%.





WE NEED
A CHANGE

Creating a Movement for Culture Change: Best Practices for Sustainable Transformation

Jonathan H. Westover

I have seen many organizations struggle with culture change. While change is necessary for growth and innovation, it is often met with resistance and skepticism. In this article, I will explore the importance of culture change for most organizations and the common challenges they face when trying to change their culture. We also explored some effective ways to communicate and engage people during culture change and how leaders can ensure that the change is sustainable and not just a temporary fix.



Why Culture Change Is Important for Most Organizations

I believe that culture change is crucial for most organizations for several reasons.

1. Culture is the foundation of an organization's identity. It shapes how employees behave, interact, and make decisions in the workplace. A positive culture fosters employee engagement, satisfaction, and retention, whereas a negative culture can lead to high turnover rates, low productivity, and poor performance.

2. Culture influences an organization's ability to adapt and innovate. In today's fast-paced business environment, companies must be agile and responsive to changes in the market and customer needs. A culture that encourages experimentation, learning, and risk-taking can drive innovation and competitive advantage.

3. Culture impacts an organization's reputation and brand image. A company's culture is often reflected in its values, mission, and behaviors. Customers and stakeholders are more likely to do business with an organization that aligns with their values and ethics.

4. Culture change is essential for long-term sustainability and growth. As organizations evolve and expand, their cultures must adapt to new challenges and opportunities. A stagnant or outdated culture can hinder growth and limit potential.

Culture change is essential for most organizations because it influences employee engagement and retention, innovation and adaptability, brand reputation, and long-term sustainability and growth.

Culture Change through a Movement, Not a Mandate

We know that culture is like the wind. It is invisible, yet its effect can be seen and felt. When it is blowing in your direction, everything seems to be in smooth sailing. However, when it is blowing against you, everything becomes more challenging.

Culture change is often the most difficult part of organizational transformation, especially for those seeking to become more adaptive and innovative. It is because culture change cannot be achieved through top-down mandates. It lives in the collective hearts and habits of people and their shared perception of "how things are done around here."



For this reason, culture change needs to happen through a movement, not a mandate. It is not enough to have a leadership team dictate new mission statements or company structures. Instead, the change must come from the people themselves. So how can we create a movement in our organization that will lead to lasting culture change?

The first step is to frame the issue in terms that stir emotion and incite action. People need to feel the urgency and importance of the change to be motivated to take action. We should communicate the vision of the future state and how it aligns with the values and aspirations of the organization. By doing so, we create a sense of purpose and meaning that people can rally around.



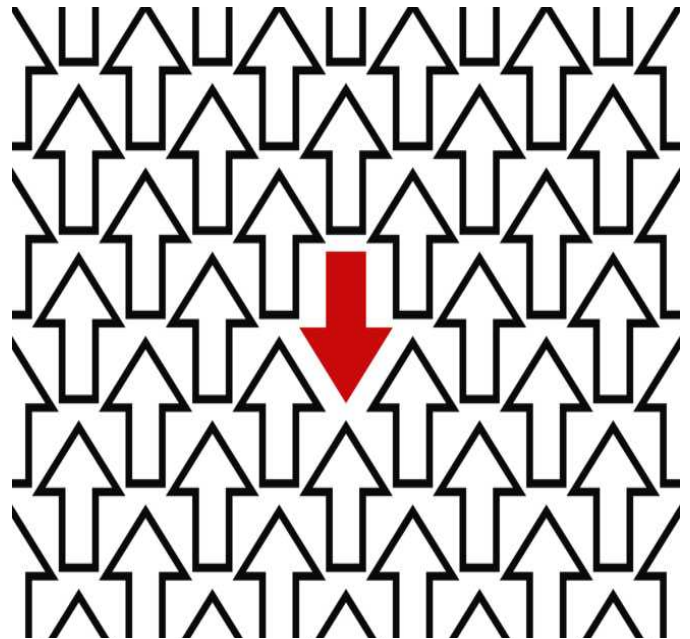
Next, we must mobilize more supporters by demonstrating quick wins. These wins don't have to be significant or grandiose. They can be small but meaningful successes that demonstrate progress toward the vision. Celebrate these wins and share them widely to inspire others to take action.

Third, we should leverage employees' social networks to broadcast these wins even further. Social influence is a powerful tool for driving culture change. Encourage employees to share their successes and invite others to participate.

Finally, we should use symbolism and pockets of innovation to keep the momentum going.

Symbols are powerful because they embody meaning and values. They can inspire people to act and reinforce the change we want to see. Pockets of innovation, on the other hand, are small groups or initiatives that embody the culture we want to create. They demonstrate what is possible and create a sense of excitement and energy around the change.

Common Challenges Organizations Face When Trying to Change Their Culture



I have seen many organizations face common challenges when trying to change their culture. Here are some of the most common ones:

1. Resistance to change: People are often resistant to change, especially if they perceive it as a threat to their job security, status quo, or personal identity. This resistance can manifest in various forms, such as apathy, skepticism, cynicism, or outright opposition.



2. Lack of leadership buy-in and commitment: Culture change requires strong leadership buy-in and commitment, as it sets the tone and direction for the rest of the organization. If leaders are not fully committed to the change, they may send mixed messages or undermine the effort, leading to confusion and resistance.

3. Lack of alignment and clarity: Culture change requires a clear and compelling vision of the future state and how it aligns with the organization's purpose, values, and strategy. If the vision is unclear or not aligned with the organization's goals, people may not understand or buy into the change.

4. Inadequate communication and engagement: Culture change requires frequent and transparent communication to ensure that people understand the rationale, benefits, and expectations of the change. If communication is inadequate or one-sided, people may feel left out or disengaged.

5. Inadequate resources and support: Culture change requires resources, such as time, money, and expertise, to succeed. If the organization does not provide adequate resources or support, people may feel overwhelmed or unsupported, leading to burnout or resistance.

6. Lack of accountability and reinforcement: Culture change requires accountability and reinforcement to ensure that people adopt and sustain the desired behaviors and values. If there is no accountability or reinforcement, people may revert to old habits or resist the change.



Changing an organization's culture is a complex and challenging task that requires leadership buy-in, alignment, communication, resources, support, accountability, and reinforcement. Organizations that address these common challenges can increase their chances of success.



Effective Ways to Communicate and Engage People During Culture Change

I believe that effective communication and engagement are critical for successful culture change. Here are some effective ways to communicate and engage people during culture change:

1. Create a compelling vision: A compelling vision is essential to inspire people and create a sense of purpose and meaning. The vision should be clear, concise, and aligned with the organization's values, goals, and strategy.

2. Communicate frequently and transparently: Frequent and transparent communication is essential to keep people informed and engaged.

Leaders should communicate the rationale, benefits, and expectations of the change, as well as address concerns and questions.

3. Use multiple channels: Different people prefer different communication channels, such as email, video, social media, or town halls. Leaders should use multiple channels to reach different audiences and maximize the impact of their message.

4. Solicit feedback and input: Soliciting feedback and input from employees can increase their engagement and ownership of the change. Leaders should listen to their concerns, ideas, and suggestions, and incorporate them into the change process when possible.



6. Celebrate successes: Celebrating successes can reinforce the change and create a sense of momentum and progress. Leaders should recognize and reward employees who exhibit the desired behaviors and values, as well as communicate and celebrate quick wins.

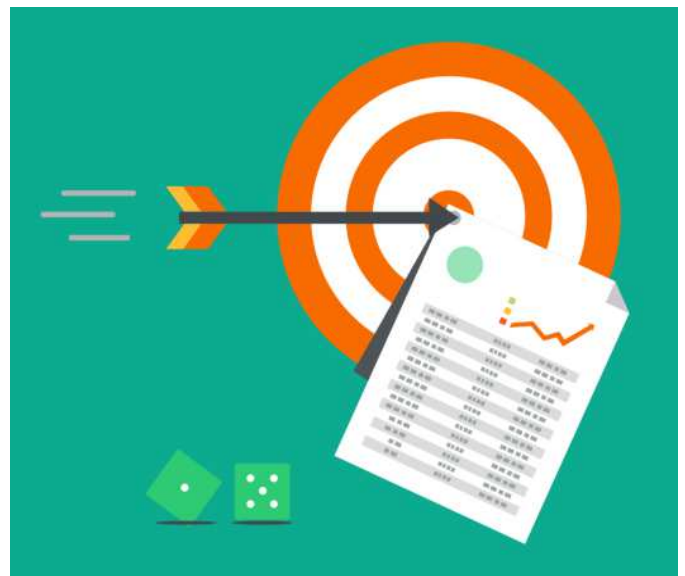


Effective communication and engagement are critical for successful culture change. Leaders should create a compelling vision, communicate frequently and transparently, use multiple channels, solicit feedback and input, provide training and support, and celebrate successes. By following these best practices, organizations can increase their chances of success and create a positive and lasting culture change.

How Leaders Can Ensure that the Change is Sustainable and Not Just a Temporary Fix

Sustainability is a critical aspect of culture change. Here are some ways leaders can ensure that the change is sustainable and not just a temporary fix:

1. Align the change with the organization's purpose and values: Sustainable change requires alignment with the organization's purpose and values. Leaders should ensure that the change is aligned with the organization's mission, vision, and values, and reinforce this alignment through communication, training, and recognition.



2. Embed the change in policies and systems: Sustainable change requires embedding the desired behaviors and values in the organization's policies, systems, and processes. Leaders should revise policies, procedures, and reward systems to reinforce the change and ensure that it becomes part of the organization's DNA.

3. Foster a culture of continuous improvement: Sustainable change requires a culture of continuous improvement, where people are encouraged to learn, innovate, and adapt. Leaders should foster a growth mindset and encourage experimentation, learning, and feedback, to ensure that the change evolves and adapts to new challenges and opportunities.

4. Provide ongoing support and accountability: Sustainable change requires ongoing support and accountability. Leaders should provide resources, such as coaching, mentoring, or training, to help people adopt and sustain the desired behaviors and values. They should also hold themselves and others accountable for the change, and provide regular feedback and recognition.



5. Monitor and measure progress: Sustainable change requires monitoring and measuring progress. Leaders should establish metrics and benchmarks to track the impact of the change, and adjust course as needed. They should also communicate progress and celebrate successes to reinforce the change and inspire others to continue the journey.

Sustainable change requires alignment, embedding, continuous improvement, ongoing support, accountability, and monitoring. By following these best practices, leaders can ensure that the change is sustainable and not just a temporary fix.



Conclusion

Culture change is a complex and challenging process that requires leadership buy-in, alignment, communication, resources, support, accountability, and reinforcement. Organizations that address these common challenges and follow best practices for sustainable change can increase their chances of success. By creating a compelling vision, communicating frequently and transparently, using multiple channels, soliciting feedback and input, providing training and support, celebrating successes, and fostering a culture of continuous improvement, leaders can create a positive and lasting culture change that aligns with the organization's purpose and values. Together, let's inspire a movement towards a better future for our organizations and the world.

-Jonathan H. Westover



5 Strategies to Enhance Interdepartmental Communication in Your Business

Chelsea Lamb

Perhaps individual employees at your company work well within their specific teams - but when they have collaborated across departments, communication seems to break down. Interdepartmental communication can be tricky to master, and even capable leaders can hit roadblocks when trying to manage projects with cross-functional teams.

Here's why interdepartmental communication is essential to your company's long-term success, how to drive cooperation through your company's culture, and how your teams can coordinate for major projects and presentations.



Find Your Company's "Why"

First, it's important to recognize why interdepartmental communication is an essential ingredient for your company's long-term success. Overall, strong communication between teams allows you to complete projects on accelerated timelines, minimize project errors, and send deliverables to your clients in a timely, straightforward manner. Plus, your employees will feel more engaged with each other. When everyone is on the same page about project expectations and standards, it's easier to fulfill these objectives.



Foster a Cooperative Culture

Before implementing any process or workflow changes to promote better communication and collaboration across departments, you'll need to consider how you can help your employees feel more comfortable sharing ideas. In order to create an environment that supports a culture of open communication, you'll want to maintain an optimistic approach toward leadership.

When people contribute their own ideas and perspectives at meetings, be encouraging rather than discouraging, even if you disagree with their points of view. While you'll need to be demanding at times, you should avoid being demeaning. Finally, it's crucial to uphold the idea that success is always possible - when your team genuinely believes that you can always overcome obstacles, they'll feel inspired to look harder.



Identify Failure Points and Roadblocks

Before you can improve interdepartmental communication, you need to pinpoint the specific issues that are holding your teams back from collaborating openly. Indeed states that common communication failures can include delivering surpluses of unnecessary information, neglecting communication with remote workers, or failing to respond to urgent messages. Teams can also end up stuck in "silos" without access to agreed-upon communication channels that everyone involved in a project can access.



Implement Process Improvements

Once you've honed in on the specific areas where you need to improve communications, you can start implementing improvements.

For example, if teams have been sending delayed responses to time-sensitive emails, you can set up notifications to prompt their responses within a specific timeframe. You can also establish a centralized repository with necessary project resources so that people can access the resources they need without being overwhelmed.



Coordinating on Presentations

Presentations and reports for senior leadership are crucial collaborative projects that often require input from numerous teams. If you want to assemble better presentations, Training Industry recommends communicating with key stakeholders or executive leaders to get an idea of what they already know about the topic.

That way, you won't waste time collecting unnecessary details, and you can get straight to the topic at hand. Furthermore, you can focus your collaborative efforts on uncovering the connections between data points rather than simply reporting disconnected metrics.

Interdepartmental communication can make or break your business. If different departments at your company are unable to cooperate effectively, your business might falter. By following these tips, you'll be ready to emphasize open communication as a core aspect of your company's culture, identify current obstacles to smooth communication in your business, and come up with better strategies for coordinating presentations and reports.

- Chelsea Lamb

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Augmenting Human Creativity: How Generative AI Can Democratize Innovation

Jonathan H. Westover

As businesses continue to face challenges in the innovation process, there is growing interest in the potential of generative AI. While there is apprehension about the potential of generative AI to replace human workers in many jobs, there is also an opportunity to augment human creativity and democratize innovation.

In this article, I will explore how businesses can implement generative AI in their innovation process and recommend some of the most popular generative AI tools for businesses.

Using Generative AI to Augment Human Creativity

There is no doubt that there is apprehension about the potential of generative AI to replace human workers in many jobs. However, we must not overlook the opportunities that generative AI offers to augment human creativity.

As leaders, we must embrace technology and use it to our advantage to enhance our businesses and empower our employees.



Over the past two decades, companies have used crowdsourcing and idea competitions to involve outsiders in the innovation process. While these methods have proven successful in some cases, many businesses have struggled to capitalize on these contributions. This is where generative AI comes in.

Implementing Generative AI in the Innovation Process

Implementing generative AI in the innovation process can seem daunting, but with the right approach, it can be a straightforward process. Here are some steps that businesses can take to implement generative AI:

1. Identify the problem: The first step in implementing generative AI is to identify the problem that needs to be solved. This can be anything from improving a product to streamlining a process.

2. Determine the data needed: Once the problem has been identified, it is crucial to determine the data that is needed to solve the problem. This may include customer feedback, market trends, and other relevant data.

3. Choose the right tool: There are many different generative AI tools available, and it is essential to choose the one that best fits the business's needs.



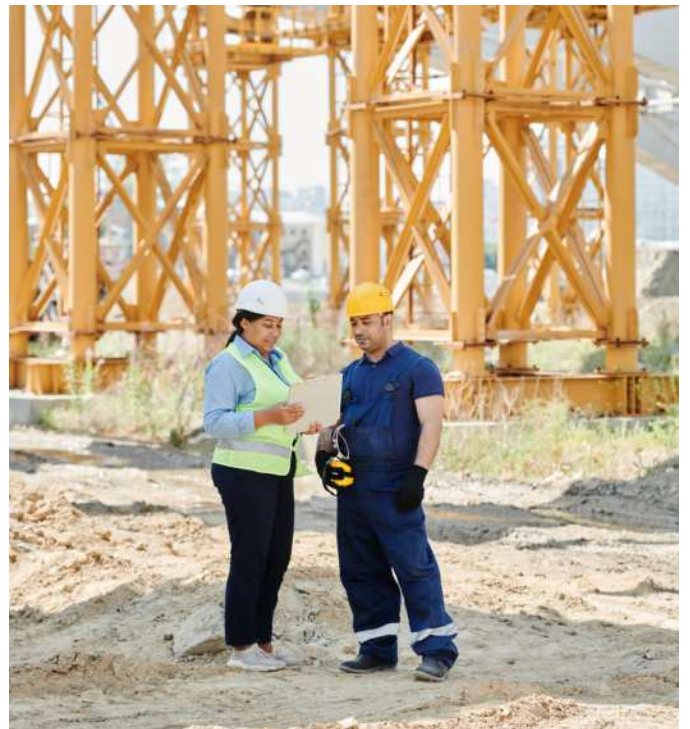
4. Train the AI: Once the tool has been chosen, it is necessary to train the AI on the data that has been collected. This will help the AI generate more accurate and relevant ideas.

5. Use the generated ideas: The generated ideas can be used to supplement the creativity of employees and customers and help them produce and identify novel ideas.

6. Evaluate the ideas: It is crucial to evaluate the generated ideas objectively and choose the best ones to move forward with.

7. Refine the ideas: Once the best ideas have been chosen, they can be refined and developed further with the help of generative AI.

8. Implement the ideas: Finally, the refined ideas can be implemented into the business, whether it be a new product or a streamlined process.



By following these steps, businesses can successfully implement generative AI in their innovation process and reap the benefits of augmented human creativity and democratized innovation.

Generative AI can help overcome the challenges that businesses face when it comes to evaluating ideas and synthesizing different ideas. It can supplement the creativity of employees and customers and help them produce and identify novel ideas, while also improving the quality of raw ideas.



So, how can companies use generative AI to promote divergent thinking, challenge expertise bias, assist in idea evaluation, support idea refinement, and facilitate collaboration among users?

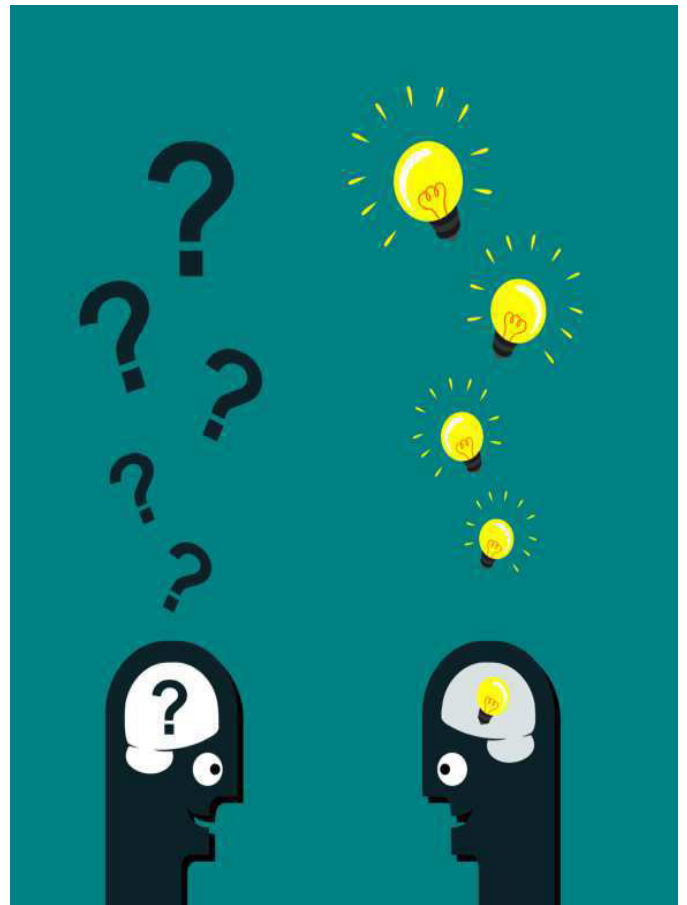
1. Varying Perspectives: Generative AI can promote divergent thinking by providing employees with a wide range of perspectives and ideas. This can help them come up with more creative solutions to problems.

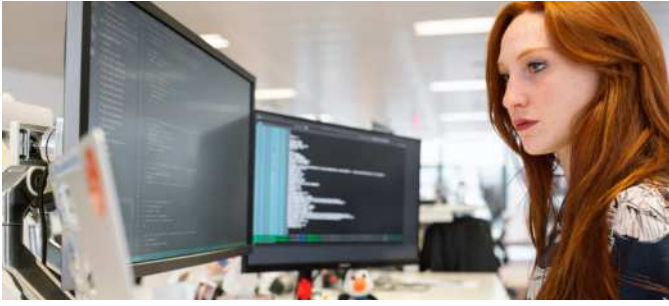
2. Diverse Sources: Generative AI can challenge expertise bias by providing input from a diverse range of sources, including those who may not have a traditional background in the field. This can help businesses break out of their own echo chambers and come up with more innovative ideas.

3. Objective Evaluation: Generative AI can assist in idea evaluation by providing a more objective evaluation of ideas. This can help businesses avoid the pitfalls of groupthink and ensure that the best ideas are chosen.

4. Providing Feedback: Generative AI can support idea refinement by providing feedback and suggestions for improvement. This can help businesses take an idea from its raw form to a fully developed concept.

5. Sharing Ideas: Generative AI can facilitate collaboration among users by providing a platform for employees and customers to share ideas and work together. This can help businesses create a culture of innovation and foster a sense of community among employees and customers.





Generative AI Tools for Businesses

Here are some of the most popular generative AI tools that businesses can consider:

OpenAI: This is one of the most popular generative AI tools available. It is known for its ability to generate natural language text that is difficult to distinguish from human-written text.

GPT-4: This is a state-of-the-art language processing tool that can generate high-quality text in a variety of formats. It is known for its ability to understand context and generate text that is relevant and engaging.

DALL-E: This is a generative AI tool that can generate high-quality images from natural language descriptions. It has been used to create everything from animals to furniture.

Artbreeder: This is a generative AI tool that allows users to create and combine images to generate new and unique visuals. It is great for creating visuals for marketing materials and social media.

Canva: This is a popular graphic design tool that uses generative AI to help users create professional-looking graphics quickly and easily.

These are just a few examples of the many generative AI tools available. It is essential to choose the tool that best fits the business's needs and goals. It is also important to keep in mind that generative AI tools are constantly evolving, so it is important to stay up to date with the latest developments in the field.



Conclusion

Implementing generative AI in the innovation process can help businesses overcome the challenges of democratizing innovation. By supplementing the creativity of employees and customers and improving the quality of raw ideas, generative AI can help businesses come up with more innovative solutions to problems. While there is still apprehension about the potential of generative AI to replace human workers in many jobs, it is clear that there is also an opportunity to augment human creativity and create a future where technology and human creativity work hand in hand to drive innovation and progress.

- Jonathan H. Westover



Office Workers Lost Over \$290.4 Million in Earnings Last Year Due to Injuries

High Rise Financial

New research has revealed which workers suffered the biggest loss in earnings last year due to injuries, as federal legal requirements for paid sick leave are still lacking.

The findings, pulled together by legal funding provider High Rise Financial, compared the number of injury cases reported by the Bureau of Labor Statistics (BLS) to the number of days each person took off work, to calculate what this equates to in terms of forfeited salary.

take 11 days off before returning - equivalent to \$2,643, based on their hourly pay of \$24.22.

These figures are accurate for workers that follow an 8-hour shift pattern, and doesn't account for losses due to forfeited overtime.



The data found that the typical office worker who experienced an injury had to

According to the BLS, there were over 109.9k injury cases reported by office workers last year, resulting in a total \$290.4 million in lost earnings across the sector, or \$2,643 per person. The majority of cases ended up having to take at least 11 days off work.

The most common injuries experienced were sprains, strains and tears (14%), followed by general soreness and pain (6%) - whilst 3,640 people reported multiple traumatic injuries.

Some organizations choose to deduct wages proportionally, based on how the time off compares to the time spent working - but this depends on whether a worker is classed as a permanent full-time employee, an independent contractor or otherwise.



Given there's no federal legal requirements for paid sick leave, many injured and sick workers rely on the Family and Medical Leave Act (FMLA) to reimburse them for time off.

However, employees are only eligible to take FMLA leave if they've worked for their employer for at least 12 months, have at least 1,250 hours of service over the 12 months before their leave starts - and work at a site where at least 50 employees are within 75 miles.

This leaves many new or short-term employees who don't qualify for FMLA leave worrying about their job security and income whilst recovering from an unexpected injury.

Top 10 occupations with the biggest loss in earnings due to injuries

Occupation	Mean Annual Wage	Number of Injury Cases	Average Days Off	Total Loss in Earnings
Healthcare Practitioners	\$96,770	177,650	12	\$927.8 million
Construction and Maintenance	\$53,000	163,560	12	\$732.8 million
Healthcare Diagnostics	\$123,960	104,050	13	\$719.4 million
Service Workers	\$36,210	328,020	11	\$619.3 million
Delivery Transportation	\$43,930	205,580	15	\$581 million
Registered Nurses	\$77,600	78,740	13	\$347 million
Healthcare Support	\$35,560	167,730	12	\$314.7 million
Material Moving Operators	\$43,290	115,870	13	\$298.3 million
Sales and Office Workers	\$50,370	109,900	11	\$290.4 million
Management	\$131,200	41,780	11	\$270.4 million

*all data gathered from the U.S. Bureau of Labor Statistics

Another occupation that saw a major loss in earnings due to injuries last year is nurses - concerning, given a recent report by the National Council of State Boards of Nursing from more than 600,000 nurses intend to leave by 2027 due to stress, burnout and retirement.

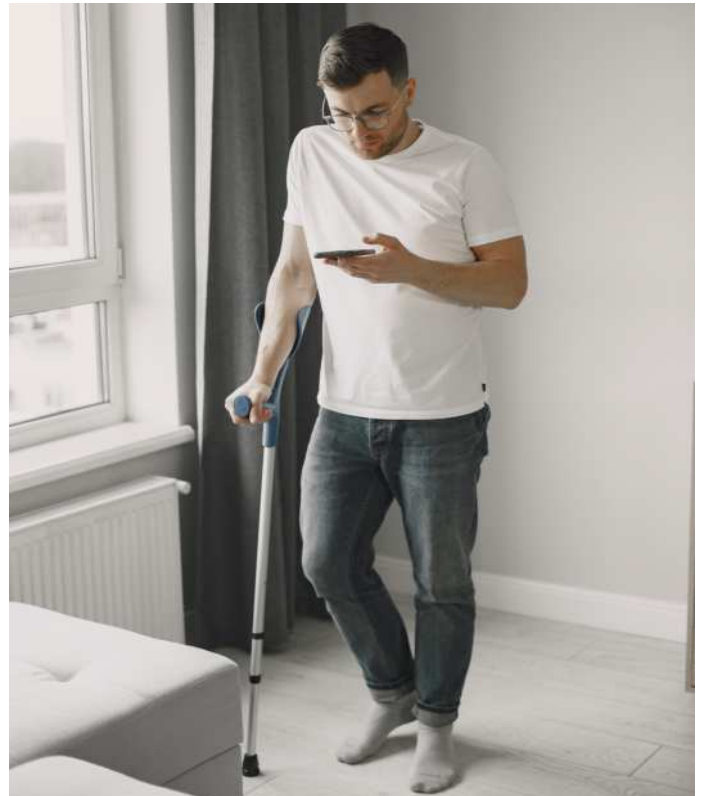
Across all analyzed sectors, the most common reason for needing time off work is sprains, strains, and tears (23%), whilst the least common injury is tendonitis (0.1%).

As sick leave varies state by state - and 1 in 5 workers (22%) don't have any arrangement to accommodate paid time off with their employer, according to the BLS - many Americans will end up returning to work before they're ready in order to limit a potential loss in income.

Speaking on the findings, a spokesperson for High Rise Financial said: "Given a lack of paid leave can result in employees juggling an unexpected financial burden alongside their injury recovery, it's highly likely that workers will return to their job before they're ready to.



"Without a fixed number of days available for sick leave per year, many workers - particularly those on part-time, short-term or temporary contracts - may avoid reporting an injury altogether in order to avoid taking time off, which can result in long-term complications."



Main Points

> New research has revealed which jobs see the biggest loss of earnings when workers have to call in sick - with office workers crowned ninth

> Office workers reported 109,900 injury cases last year, resulting in over \$290.4 million in lost wages due to the time they had to take off to recover

> The average office worker had to take 11 days off due to their injuries, which equates to \$2,643 deducted from their yearly pay

- High Rise Financial



Managing Energy, Not Time: The Key to Success in Today's Workplace

Jonathan H. Westover

As the demands of the workplace continue to increase, managing time and energy have become crucial to achieving success. While many organizations focus on time management, managing energy is equally important. Energy management involves systematically expanding and renewing energy levels in the body, emotions, mind, and spirit. In this article, we will explore the importance of focusing on energy management instead of time management and the ways in which leaders can support the adoption of energy management programs.

The Difference Between Managing Your Time and Managing Your Energy

I am often asked by executives and managers about how to improve productivity and achieve better results from their employees. One of the most common answers to this question is to manage time better.

However, while time management is important, it is only part of the equation. The real key to success lies in managing your energy, not your time.

In today's fast-paced work environment, it is easy to fall into the trap of working longer hours to meet demands. Unfortunately, this approach can lead to burnout, which is not only detrimental to the employee's health and wellbeing but also to the organization's bottom line. To avoid this, it is crucial to focus on the source of your energy.



Energy is not a finite resource like time. It can be expanded and renewed systematically in four wellsprings: body, emotions, mind, and spirit. In each of these dimensions, energy can be enhanced to increase productivity and achieve better results.

For example, taking intermittent breaks and aligning work with the body's ultradian rhythms can help restore physical energy. Avoiding negative emotions and looking at events through three hopeful lenses can defuse energy-draining situations. Avoiding constant distractions introduced by technology can help increase mental energy. And participating in activities that give a sense of meaning and purpose can boost the energy of the spirit.



But it is not enough to create individual rituals to build energy in these dimensions. Leaders must support their adoption to ensure success. When companies invest in all dimensions of their employees' lives, individuals bring their energy wholeheartedly to work, leading to increased productivity and better results.



A prime example of this is a group of Wachovia Bank employees who went through an energy management program and outperformed a control group in generating loans. The employees also reported substantially improved customer relationships, productivity, and personal satisfaction. Similar results have been observed at other companies, including Ernst & Young, Sony, and Deutsche Bank.

Investing in employees' energy levels is a win-win situation for both the company and the individual. When employees feel valued and supported, they bring their best energy to work, leading to better results. In turn, the company benefits from increased productivity, employee satisfaction, and lower costs due to reduced burnout and turnover.

How Leaders Can Support the Adoption of Energy Management Programs

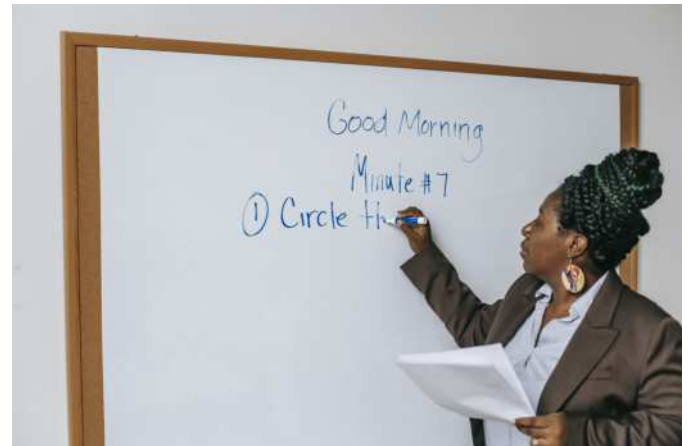
Leaders can support the adoption of energy management programs in several ways.

1. Model Behavior: Leaders can model the behavior they want to see from their employees by prioritizing their own energy management. This will set an example and encourage employees to do the same.



2. Encourage Employees: Leaders can encourage employees to take breaks and recharge their energy levels. This can be done by promoting the use of break rooms or scheduling short, frequent breaks during the workday.

Leaders can also encourage employees to take time off when needed to prevent burnout.



3. Provide Resources: Leaders can provide resources and training to support energy management. This can include wellness programs, exercise classes, or training on stress management techniques. Providing these resources can show employees that the company values their well-being and is committed to helping them manage their energy levels.

4. Emphasize Company Culture: Leaders can incorporate energy management into the company culture and reward employees who prioritize their well-being. This can be done through recognition programs or other incentives that encourage employees to focus on their energy levels.

By supporting the adoption of energy management programs, leaders can help create a positive and productive work environment where employees feel valued and supported. This, in turn, can lead to increased productivity, improved employee satisfaction, and reduced turnover.



Common Challenges When Implementing Energy Management Programs

I have observed that leaders face several common challenges when implementing energy management programs.

1. **Employee Resistance:** Leaders may encounter resistance from employees who are used to working long hours and do not see the value in taking breaks or prioritizing their well-being. This can be addressed by providing education on the benefits of energy management and creating a culture that values employee well-being.

2. **Balancing Needs:** Leaders may find it challenging to balance the needs of the organization with the needs of employees. Energy management programs may require employees to take time off or work shorter hours, which can impact productivity and revenue. Leaders can address this challenge by working with employees to create schedules that meet both the needs of the organization and the needs of employees.

3. **Measuring Effectiveness:** Leaders may face challenges in measuring the effectiveness of energy management programs. It can be difficult to quantify the impact of these programs on productivity and revenue. Leaders can address this challenge by setting clear goals and metrics for energy management programs and tracking progress regularly.

Implementing energy management programs can be challenging for leaders, but the benefits for both employees and the organization are significant. By addressing common challenges and providing resources and support, leaders can create a positive and productive work environment where employees feel valued and supported, leading to improved productivity, employee satisfaction, and reduced burnout.



Effective Ways to Measure the Impact of Energy Management Programs

I suggest that measuring the impact of energy management programs is crucial to determining their effectiveness and identifying areas for improvement. Here are some effective ways to measure the impact of energy management programs:

1. Employee surveys: Conducting surveys can help measure changes in employee energy levels, productivity, and satisfaction before and after implementing energy management programs. This can provide valuable insights into the effectiveness of the programs and identify areas for improvement.



2. Performance metrics: Analyzing performance metrics such as sales, customer satisfaction, and employee turnover rates can help determine if energy management programs are positively impacting the bottom line. If there is an improvement in performance metrics after implementing the program, it can be concluded that the program is effective.

3. Health and wellness data: Tracking employee health and wellness data, such as absenteeism and healthcare costs, can help determine if energy management programs are reducing employee burnout and improving overall health and well-being.

4. Focus groups: Conducting focus groups with employees can help identify the impact of energy management programs on their work and personal lives. This can provide valuable feedback on the effectiveness of the program and areas for improvement.



5. Observation and feedback: Leaders can observe employees and provide feedback on their energy levels and productivity. This can help identify areas where employees may need additional support or training to better manage their energy levels.

Measuring the impact of energy management programs is essential to determining their effectiveness and identifying areas for improvement. By using a combination of surveys, performance metrics, health and wellness data, focus groups, and observation and feedback, leaders can gain valuable insights into the effectiveness of the program and make necessary adjustments to ensure its success.



Conclusion

Managing energy levels is critical to achieving success in today's fast-paced work environment. Leaders can support the adoption of energy management programs by modeling the behavior they want to see, providing resources and training, and creating a culture that values employee well-being. Measuring the impact of energy management programs is also crucial to determining their effectiveness and identifying areas for improvement. By prioritizing employee well-being and investing in energy management programs, leaders can create a positive and productive work environment where employees feel valued and supported, leading to increased productivity, employee satisfaction, and improved bottom lines.

- Jonathan H. Westover



Insights from Global CIOs for Thriving Among a Changing Workplace

Ben Elms

Disruption is no stranger to today's CIOs. Since the pandemic, enterprise technology leaders worldwide have been dealing with disruptive forces that have driven urgency to innovate at record speeds. With the accelerated pace of technology coupled with new macroeconomic, geopolitical and environmental challenges, the way we work has fundamentally shifted. Flexible, hybrid and remote work arrangements are no longer seen as an added benefit, they are an expected aspect of many roles. And these new expectations make it all the more challenging for today's leaders to find top talent and fulfill highly technical roles.

Over 650 CIOs worldwide are grappling with these challenges and how they're navigating through uncertainty and seizing opportunities for growth amidst the changing workforce landscape.

The Hunt for Talent

Sixty-four percent of CIOs have a positive growth outlook for the next 12 months, but that may be hindered by the fact that many organizations are having trouble finding high-value knowledge workers to fill certain roles. When asked about the number one challenge associated with the recruitment and retention of high-quality talent, nearly half (46%) of CIOs said it was employees' desire for roles to be more strategic rather than functional and mundane. The retirement of seasoned workers and the scarcity of skilled experts in key digital technologies further intensify this challenge.

To address this, many CIOs are adopting various strategies,



including upskilling their existing workforce, increasing their use of responsible AI and automation for repetitive tasks, investing in hyper-local knowledge and seeking external partnerships to fulfill critical needs that can be handled by others.

CIOs are also exploring ways to attract and retain talent by offering flexible work options. This flexibility not only enhances employee satisfaction but also widens the talent pool by enabling organizations to recruit from a broader geographic area.



Wrestling with Hybrid Work Arrangements

In addition to the talent hunt, CIOs are grappling with the changing dynamics of work arrangements. Hybrid work has become the expected norm for many employees and CIOs are recognizing the benefits, such as increased flexibility, improved work-life balance, and reduced overhead costs. In fact, 71% of companies have some sort of hybrid work arrangement where employees can work from anywhere at least two days a week and 26% of US CIOs are considering closing some, all, or downsizing physical offices as they simply aren't being used.

However, implementing and managing hybrid work arrangements come with their own set of challenges. Ensuring connectivity for all employees, regardless of where they're located is a critical component of successful hybrid work arrangements, but 30% of CIOs said their network is unable to deliver on the promises made to employees regarding remote working policies. At the same time, 45% of CIOs said hybrid and remote work has placed increased pressure on their IT teams in terms of ensuring application performance across multiple locations, while another 45% of US CIOs said their IT teams are facing increased pressure in terms of delivering 24/7 support.



To effectively implement hybrid work arrangements, CIOs are leveraging technology solutions that enable seamless collaboration and communication among remote and in-office teams. Cloud-based tools, project management software, and video conferencing platforms are being deployed to facilitate virtual collaboration and ensure productive workflows.

As hybrid work continues to become more prevalent, CIOs are closely monitoring its impact on productivity, employee engagement, and organizational culture. By embracing the opportunities presented by hybrid work arrangements and leveraging technology effectively, CIOs can help businesses navigate the evolving workforce landscape and create an environment that attracts and retains top talent.

Consider:

- **Upskilling**
- **Responsible AI Use**
- **External Partnerships**
- **Flexible Work Options**



Ben Elms, CRO, [Expereo](#)





Encouraging a Culture of Learning: Tips for Incentivizing Knowledge-Sharing

Jonathan H. Westover

As a manager, how you react and respond to mistakes can have a significant impact on the culture of your team. Creating a culture where mistakes are expected, accepted, and used as learning opportunities is essential to building a strong, productive team. One way to foster this type of culture is by incentivizing knowledge-sharing.

In this article, I will provide tips for incentivizing knowledge-sharing, measuring its success, and improving engagement levels to ensure that your organization is getting the most out of this valuable resource.

Creating A Culture of Learning and Growth

I often advise managers to prioritize creating a positive work culture that values learning and growth over blame and criticism. One key aspect of this is how you react and respond to mistakes at work.

Mistakes are inevitable, but how you handle them can impact the culture of your team. If you react with blame or criticism, it can create an environment of fear and distrust. Instead, you want to foster a culture where mistakes are expected, accepted, and used as learning opportunities.



One of the biggest mistakes that first-time managers make is trying to conceal their own mistakes, often by ignoring or even hiding them. Prioritizing “blame avoidance” over learning and growth can have a considerable negative impact on your team’s motivation and productivity.

Rather than avoiding or concealing mistakes, I advise managers to adopt an investigative approach. When people feel that their mistakes are treated fairly and with compassion, they will be more likely to take responsibility for them.



To do this, create a process to investigate incidents in which mistakes occur that will help you uncover the underlying cause of the mistake. This will help uncover systemic or process failures that may be at the heart of the issue while simultaneously fostering trust that can help strengthen your team. When your team sees that you value honesty and transparency, they will feel more comfortable coming forward with their own mistakes. This can be a powerful way to build trust and encourage learning and growth.

Another important aspect of creating a culture of learning and growth is to reward people for sharing what they learn after a mistake. When you incentivize knowledge-sharing, fewer incidents happen, and team collaboration improves. To encourage knowledge sharing, you could create a “failure wall” in the office where employees post their failures stories and what they learned from them. Or you could start your weekly team check-ins by talking about a “failure of the week” and congratulating the employee on their learnings and knowledge contributions.

For example, a client of mine who runs a small marketing agency started a “failure of the week” segment during their weekly team meetings. Every week, one team member would share a failure they experienced that week, and what they learned from it. This helped to create a culture where mistakes were expected and accepted. It also helped the team learn from each other’s mistakes, which led to fewer incidents and improved collaboration.



Mistakes are inevitable, but how you handle them can impact the culture of your team. As a manager, it's important to prioritize creating a positive work culture that values learning and growth over blame and criticism. Don't avoid or conceal mistakes, instead, adopt an investigative approach that uncovers the underlying cause of the mistake and fosters trust. Reward people for sharing what they learn after a mistake to incentivize knowledge-sharing and improve team collaboration. By creating a culture where mistakes are expected, accepted, and used as learning opportunities, you can build a stronger, more productive team.



Examples of How to Incentivize Knowledge-Sharing

There are many ways to incentivize knowledge-sharing, some of which I have seen work well in various organizations. Here are a few examples:

1. Recognition and Rewards: One of the most effective ways to incentivize knowledge-sharing is through recognition and rewards. This can be as simple as publicly acknowledging and thanking team members who share their learnings and best practices. You could also consider offering monetary or non-monetary rewards for sharing knowledge, such as additional vacation days, gift cards, or opportunities for professional development.

2. Learning and Development Opportunities: Another way to incentivize knowledge-sharing is by offering learning and development opportunities. For example, you could offer training sessions or workshops on topics related to the knowledge being shared. This helps team members develop new skills and stay up-to-date with the latest trends and best practices in their field.

3. Mentoring Programs: Mentoring programs can be a great way to incentivize knowledge-sharing.

Pairing experienced team members with newer ones can help transfer knowledge and expertise, while also building strong relationships within the team.

4. Gamification: Gamification is another effective way to incentivize knowledge-sharing. You could create a leaderboard that tracks the number of knowledge-sharing contributions made by each team member, and offer prizes or recognition to those who contribute the most.



Overall, incentivizing knowledge-sharing is an essential part of creating a culture where mistakes are expected, accepted, and used as learning opportunities. By implementing one or more of these strategies, you can encourage your team to share their knowledge and best practices, which can lead to improved collaboration, increased productivity, and better outcomes for your organization.

Common Challenges Organizations Face When Incentivizing Knowledge-Sharing

When it comes to incentivizing knowledge-sharing, many organizations face challenges that can hinder their efforts. Here are some common challenges and how to overcome them:

1. Lack of Trust: One of the biggest challenges organizations face is a lack of trust. Team members may be hesitant to share their knowledge out of fear of being judged or penalized. To overcome this challenge, it's important to create a culture of trust and transparency. Encourage open communication, and make it clear that mistakes are expected and accepted.



2. Time Constraints: In today's fast-paced work environment, team members may feel that they don't have time to share their knowledge. To overcome this challenge, make it easy for team members to share their knowledge. Use tools like chatbots or AI to make it easier for them to ask questions and get answers.

3. Lack of Incentives: Another challenge is a lack of incentives. Team members may not see the value in sharing their knowledge if there are no rewards or recognition. To overcome this challenge, offer incentives that are meaningful to your team members. This could include additional vacation days, gift cards, or opportunities for professional development.

4. Resistance to Change: Finally, some team members may be resistant to change. They may be used to working in silos and may not see the value in collaborating and sharing their knowledge. To overcome this challenge, it's important to communicate the benefits of knowledge-sharing and how it can lead to better outcomes for the organization.



Levels in Knowledge-Sharing Initiatives

I have seen many organizations struggle with engagement levels in knowledge-sharing initiatives. Here are a few tips to improve engagement:

1. Make it Easy: The easier it is for team members to share their knowledge, the more likely they are to do it. Make sure that your knowledge-sharing platform is user-friendly and accessible. Consider using tools like chatbots or AI to make it easier for team members to ask questions and get answers.

2. Lead by Example: As a leader, you can set the tone for knowledge-sharing in your organization. Share your own knowledge and best practices with your team, and encourage others to do the same. When team members see that you value knowledge-sharing, they are more likely to follow suit.





How to Measure the Success of Incentivizing Knowledge-Sharing

It's important to measure the success of any initiative you undertake in your organization. When it comes to incentivizing knowledge-sharing, there are several metrics you can use to measure its success. Here are a few examples:

1. Number of Contributions: One way to measure the success of incentivizing knowledge-sharing is by tracking the number of contributions made by your team members. This could include the number of posts on a "failure wall" or the number of ideas shared during brainstorming sessions. By tracking this metric over time, you can see if there is an increase in the number of contributions being made, which indicates that your team is more willing to share their knowledge.

3. Encourage Collaboration: Knowledge-sharing doesn't have to be a one-way street. Encourage team members to collaborate and share their knowledge with each other. This can lead to more creative solutions and better outcomes for your organization.

4. Offer Incentives: As I mentioned earlier, offering incentives can be a powerful way to encourage knowledge-sharing. Consider offering rewards or recognition to team members who contribute the most to your knowledge-sharing initiatives.

5. Solicit Feedback: Finally, it's important to solicit feedback from your team members on how to improve your knowledge-sharing initiatives. Ask them what would make it easier for them to share their knowledge, and what topics they would like to learn more about. Use this feedback to make adjustments to your initiatives and improve engagement levels.

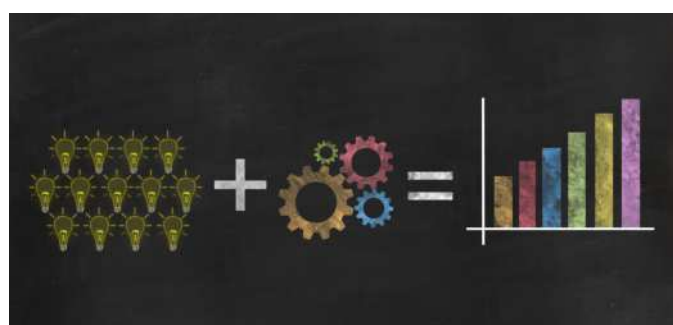
By implementing these tips, you can improve engagement levels in your knowledge-sharing initiatives, which can lead to a more knowledgeable and productive team.



2. Engagement Levels: Another way to measure the success of incentivizing knowledge-sharing is by tracking engagement levels. This could include the number of team members attending training sessions or the number of views on a knowledge-sharing platform. By tracking this metric, you can see if your team is actively engaging with the knowledge-sharing initiatives you have put in place.

3. Feedback from Team Members: It's also important to gather feedback from your team members on how they feel about the knowledge-sharing initiatives you have put in place. You could conduct surveys or hold focus groups to get their input on what is working well and what could be improved. This feedback can help you make adjustments to your initiatives to better meet the needs of your team members.

4. Impact on Business Outcomes: Ultimately, the success of incentivizing knowledge-sharing should be measured by its impact on business outcomes. This could include improvements in productivity, efficiency, or quality. By tracking these metrics, you can see if your knowledge-sharing initiatives are making a positive impact on your organization.



Measuring the success of incentivizing knowledge-sharing is essential to ensure that your initiatives are having a positive impact on your organization. By tracking metrics such as the number of contributions, engagement levels, feedback from team members, and impact on business outcomes, you can see if your initiatives are working and make adjustments as needed.



Conclusion

Incentivizing knowledge-sharing is a powerful way to create a culture of learning and growth in your organization. By tracking metrics such as the number of contributions, engagement levels, feedback from team members, and impact on business outcomes, you can see if your initiatives are working and make adjustments as needed. By following the tips outlined in this article, you can encourage your team to share their knowledge and best practices, which can lead to improved collaboration, increased productivity, and better outcomes for your organization. Remember, creating a culture where mistakes are expected, accepted, and used as learning opportunities is key to building a strong, productive team, and incentivizing knowledge-sharing is an essential part of achieving that goal.

- Jonathan H. Westover



Leantime Launches Project Management Platform for Non-Project Managers with Neurodiversity in Mind

Jonathan H. Westover

The company's open-source and cloud-based tools link the human experience with the purpose of work to maximize project organization and the thoughtful output of all team members.



Leantime

CHARLOTTE, NC, August 9, 2023 — Leantime, a developer of AI-powered, science-based workplace experience solutions, today announced the launch of its open-source and cloud-based project management system for the non-project manager. Unlike other work management tools which focus on juggling and completing tasks, Leantime combines the best project management practices (lean methodology, agile software development, and design thinking), while fostering a holistic and cohesive goals-oriented work experience.

"Up to 90% of all strategic business initiatives fail and often because they were poorly implemented and executed on," says Gloria Folaron, co-founder and CEO of Leantime. "And even if a strategy is well planned, only 7% of employees will be able to say they understand the business strategy and what is needed of them to help the company achieve it. That's where we enter the picture, bridging the gap between strategic management software and project management tools."



To Do List

- 1.
- 2.
- 3.
- 4.
- 5.

Folaron, a former nurse-turned-product manager, recognized a need for a simplified project management solution that didn't overwhelm her ADHD. Utilizing behavioral human science and neuroscience, Leantime is built based on motivational, goal-oriented functions as opposed to task-based functions, which is how most traditional project management tools are designed. With other platforms, users are required to constantly juggle multiple lists of activities and projects without having an understanding of the bigger picture or feeling a vested interest in the work. Leantime takes a step back, allowing team members to add their strategies, project plans, ideas, goals, and supporting documentation before going into the execution mode of creating tasks and milestones.



Leantime also recognizes that productivity is intricately linked to inclusivity. Supporting neurodivergent employees, like the millions of individuals with ADHD/ADD or the one in five people with dyslexia, and prioritizing cognitive accessibility is an essential part of fostering an inclusive work culture.

Leantime's platform creates a cohesive work experience, encouraging intrinsic motivation rather than extrinsic motivation and promoting project ownership across all members of a team. Based on how humans function, the platform is broken into two modules, "Think" and "Make", which includes a variety of features and tools that combine strategy with execution.



"Being part of a team means no one should be struggling and yet, even in 2023, businesses fail to prioritize tools that work for everyone," says Marcel Folaron, co-founder and CTO of Leantime. "We make it easier for businesses to be inclusive by making work management accessible to the whole team."

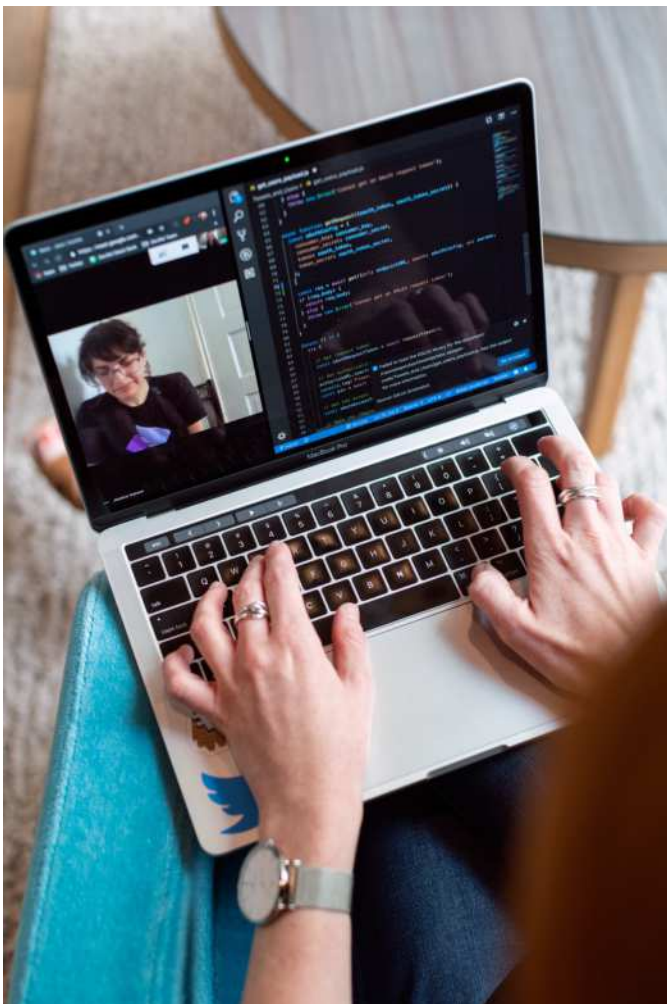
Leantime's cloud-hosted platform is available for small and growing teams: Core \$4/user (up to three users free), Core + Strategy \$11/user, Core + Strategy + Program \$19/user, and Everything + AI \$25/user. The company also offers customized pricing and plans for cross-functional enterprise teams. In addition to its current suite of tools, Leantime will be releasing a variety of new plugins for both cloud and open-source users including Strategy Management and Program + Strategy Management, with Whiteboard and AI available as add-ons. Leantime is now focused on raising additional capital to expand its integration development and plugin infrastructure, establish key partnerships and increase its sales funnel, and hire additional developers.



About LeanTime

Leantime is an open-source project management system for non-project managers, with neurodiversity top of mind. Combining a variety of best practices such as design thinking, lean, and agile, Leantime provides a tool that doesn't require any project management experience. Users get to define, plan, and execute on their projects including project strategy, setting goals, ideating solutions, planning timelines, and delivering on tasks. The Leantime open-source project was started in 2019 and has grown to one of the top open source project management systems with over 50,000 downloads and an active Discord community. Leantime also works with large enterprise organizations looking to get better at strategic implementation and in creating a shared vision across their organization. For more information, visit <https://leantime.io/>.

-Jonathan H. Westover





Maximizing productivity: Tips for a more efficient workday

Jonathan H. Westover

As professionals, we all strive to be productive and efficient in our daily work lives. However, sometimes it can feel like no matter how hard we try, we are unable to complete all the tasks on our to-do list. The good news is that there are ways to increase productivity and make work feel more manageable.

In this article, I discuss some tips for being more productive, including aligning your work with your energy levels, planning your day in advance, developing different rituals for different tasks, and avoiding blocking your calendar 100%.

Many people find that despite their best efforts, they are unable to complete all the tasks on their to-do list. However, there are ways to increase productivity and make work feel more manageable. In this article, we will explore some tips that can help you be more productive and efficient.



Four Tips to Become More Productive and Efficient

Have you ever felt exhausted after a long day at work, only to realize that you haven't accomplished much? You are not alone in this feeling.

1. Align your most important work with your chronotype: Different people have different energy levels at different times of the day. Some people are early birds and are most productive in the morning, while others are night owls and work best in the evening.

It is important to understand your own chronotype and schedule your work accordingly. For example, if you are a morning person, schedule your most important and challenging tasks for the morning, when your energy levels are at their highest. By doing so, you can ensure that you are making the most of your time and energy.

2. Plan your day the night before: Planning your day the night before can help you feel more organized and in control. By taking a few minutes to review your schedule and tasks for the next day, you can ensure that you are prepared and ready to tackle whatever comes your way. This can also help you avoid wasting time in the morning trying to figure out what to do first.



3. Develop different rituals for different types of tasks: Our brains are wired to associate certain physical and temporal cues with certain tasks. For example, if you always work on a particular project in a specific location, your brain will start to associate that location with that project, making it easier for you to focus and be productive.

Similarly, if you always work on a particular task at a specific time of day, your brain will start to associate that time with that task. By developing different rituals for different types of tasks, you can train your brain to be more productive and efficient.



4. Avoid blocking your calendar 100%: While it may be tempting to block your calendar 100% to ensure that you get everything done, this can actually be counterproductive. A fully blocked day can leave no room for moments of creativity and inspiration, which can sometimes be the key to getting things done. Instead, try to leave some open space in your calendar to allow for unexpected tasks or ideas that may come up throughout the day.

Being productive and efficient at work can be challenging, but it is not impossible. By aligning your work with your energy levels, planning your day in advance, developing different rituals for different tasks, and leaving some open space in your calendar, you can increase productivity and make work feel more manageable. Remember, everyone works differently, so it is important to find what works best for you and stick with it. Thank you for reading, and I hope you found these tips helpful.

How to Determine Your Chronotype

Determining your chronotype can be helpful in scheduling your work and maximizing your productivity. There are a few ways to determine your chronotype.

One way is to pay attention to your natural sleep-wake cycle. If you tend to wake up early and feel alert and energized in the morning, you are likely a morning person. If you tend to stay up late and have more energy in the evening, you are likely a night owl.

Another way is to take a quiz or assessment designed to determine your chronotype. There are many free assessments available online that can help you determine your chronotype.



Once you have determined your chronotype, you can use that information to schedule your work and tasks accordingly. For example, if you are a morning person, you may want to schedule your most important and challenging tasks for the morning, when your energy levels are at their highest.

Similarly, if you are a night owl, you may want to schedule your most important and challenging tasks for the evening, when your energy levels are at their highest.

Remember, everyone is different, and what works for one person may not work for another. The key is to find what works best for you and stick with it. I hope this helps!



Planning Your Day the Night Before

1. Review your to-do list: Start by reviewing your to-do list for the next day. Take a look at the tasks you need to complete and prioritize them based on their importance and urgency.
2. Estimate the time needed for each task: Once you have prioritized your tasks, estimate the amount of time each task will take to complete. This will help you plan your day more effectively and ensure that you have enough time to complete everything.

3. Schedule your tasks: Once you know how much time each task will take, schedule them in your calendar. Be sure to schedule your most important and challenging tasks during your peak energy times.

4. Leave room for unexpected tasks: It is important to leave some open space in your calendar to allow for unexpected tasks or ideas that may come up throughout the day.

5. Set reminders: Set reminders for yourself throughout the day to help you stay on track and ensure that you are completing your tasks on time.



Remember, planning your day the night before can help you feel more organized and in control. By taking a few minutes to review your schedule and tasks for the next day, you can ensure that you are prepared and ready to tackle whatever comes your way. I hope you find these tips helpful!

Rituals You Can Use for Different Types of Tasks

Developing different rituals for different types of tasks can help you train your brain to be more productive and efficient. Here are a few examples of rituals you can use for different types of tasks:

1. Creative tasks: If you have tasks that require creativity, such as writing or brainstorming, try working in a quiet and comfortable space with minimal distractions. Try to set aside a specific time of day for these tasks, and use a specific pen or notebook to help your brain associate those physical cues with creativity.



2. Repetitive tasks: If you have tasks that are repetitive, such as data entry or filing, try listening to music or an audiobook to make the task more enjoyable. You can also try breaking the task into smaller, more manageable chunks and taking short breaks in between each chunk.

3. Challenging tasks: If you have tasks that are particularly challenging, try working in a different location or environment than you normally would. This can help you approach the task from a different perspective and break out of any mental ruts you may be in.

4. Routine tasks: If you have tasks that are routine, such as checking email or making phone calls, try scheduling them for the same time every day. This can help you establish a routine and make these tasks feel more manageable.



Remember, everyone works differently, so it is important to find what works best for you and stick with it. By developing different rituals for different types of tasks, you can train your brain to be more productive and efficient. I hope you find these examples helpful!



Avoiding Blocking Your Calendar 100%

Blocking your calendar 100% may seem like a good idea to ensure that you get everything done, but it can actually be counterproductive. Here are a few reasons why it is important to avoid blocking your calendar 100%:

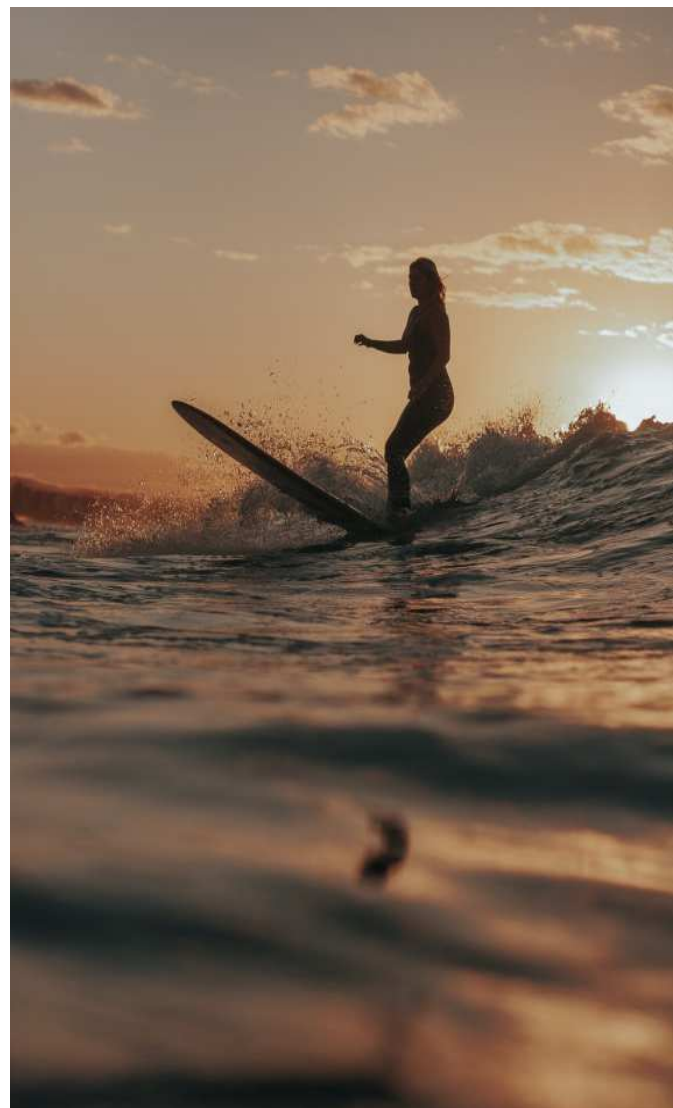
1. No room for creativity: A fully blocked calendar can leave no room for moments of creativity and inspiration. Creativity often comes when we least expect it, so it is important to leave some open space in your calendar to allow for unexpected tasks or ideas that may come up throughout the day.



2. No room for flexibility: Life is unpredictable, and unexpected tasks or emergencies may come up throughout the day. By leaving some open space in your calendar, you can ensure that you have the flexibility to handle these tasks or emergencies as they arise.

3. No margin for error: If you block your calendar 100%, you may be setting yourself up for failure. If one task takes longer than expected, it can throw off your entire schedule and leave you feeling stressed and overwhelmed.

Remember, it is important to find a balance between structure and flexibility in your schedule. By leaving some open space in your calendar, you can allow for creativity, flexibility, and margin for error. This can help you feel more productive and in control, while also allowing you to handle unexpected tasks or emergencies as they arise.



Conclusion

Being productive and efficient at work is important for achieving our goals and feeling successful. By aligning our work with our energy levels, planning our days in advance, developing different rituals for different tasks, and leaving some open space in our calendars, we can increase productivity and make work feel more manageable. Remember, everyone works differently, so it is important to find what works best for you and stick with it. By implementing these tips, you can take control of your workday and achieve your goals.

- Jonathan H. Westover



The Best and Worst States for Work-Life Balance Ranked

Jonathan H. Westover

A new ranking has revealed which states are currently the best and worst for work-life balance - with New Hampshire named the ideal place for following a healthy work routine.

The research, conducted by tech experts [Hostinger](#), compared each state's working hours, occupational stress levels, current living wage, average salary, and retirement savings guidelines to reveal where's best at prioritizing wellness - and where needs extra help.



'The Granite State' scored an impressive 8.6 out of ten overall after performing particularly well for annual salary, occupational stress, and the average hours spent at work each week.

Based on data from the World Population Review, New Hampshire holds a '2023 stress score' of 35 when work-related anxiety and money-related concerns are accounted for. This is two-fifths (40%) less than the worst-scoring state Mississippi scored (58.8).



Each state was then assigned a score out of ten based on how they performed across each metric - with New Hampshire taking the top spot as the best place for work-life harmony.

The typical worker also puts in 37.2 weekly work hours, or 1,934 per year. This means it ranks 7th as one of the top ten states that spend the least time working, with Alaska top.

Despite workers spending less time at work than in other areas, they still benefit from a solid household salary of \$82.5k - the highest of any state in America. When measured against New Hampshire's typical work schedule, this equals an impressive \$43 per hour.

Perhaps most importantly, the state also ranked top for how far the typical salary goes compared to the current cost of living, as workers make more than double the current living wage of \$36k, meaning they're less likely to need a second job to make ends meet.



However, the category that the state could improve is retirement expectations, as the typical worker needs \$946,850 in savings (Bureau of Labor Statistics). While this isn't as high as elsewhere - such as Hawaii at \$1.84 million - it's more than in Mississippi at \$617.6k.

Joining New Hampshire as one of the best states for a healthy work-life balance is Utah, scoring 8.2 /10. The state also performed well for occupational stress (34) and salary (\$75.5k per household - working out at double the state's current living wage of \$35k).

The Ten Best States for Work-Life Balance

State	Score	Top Category
New Hampshire	8.6	Salary vs Living Costs
Utah	8.2	Occupational Stress
South Dakota	8.2	Working Hours
New Jersey	8.1	Occupational Stress
Minnesota	8.1	Occupational Stress
Alaska	8.0	Working Hours
North Dakota	8.0	Working Hours
Massachusetts	7.9	Occupational Stress
Maryland	7.8	Occupational Stress

Overall, the areas that the nation performed best in came out as weekly working hours, as the typical worker puts in 40 - adhering to US labor law's definition of full-time hours.

Meanwhile, the area that most states in the nation need to improve in was how their average salary translates to the effort put in at work, as the average person's wage translates to \$31 an hour. While this is four times the federal minimum wage, it could be significantly higher.

The Ten Worst States for Work-Life Balance

State	Score	Bottom Category
Louisiana	6.1	Salary vs Hours
West Virginia	6.4	Salary vs Hours
New Mexico	6.6	Retirement Savings
Arizona	6.6	Retirement Savings
South Carolina	6.7	Salary vs Hours
Florida	6.7	Retirement Savings
Nevada	6.8	Retirement Savings
Michigan	6.8	Retirement Savings
Georgia	6.8	Retirement Savings

On the other end of the scale, the state that performed the poorest for work-life harmony is Louisiana - largely due to how the average salary translates to effort they put in at work.

Compared to New Hampshire, the typical Louisianan's salary of \$29k translates to \$22 for each hour they put in at work (44.3), which is a difference of 95%.

The majority of the worst-ranking states were let down by the high retirement saving expectations for their workers, with Hawaii ranking top for the highest sum needed to stop working at \$1.84 million. In comparison, Mississippi requires only \$617.7k - 66% less.

These high retirement costs can often cause people to overwork themselves in order to reduce the long-term financial burden - while sacrificing their current day-to-day wellbeing.

Speaking on the findings, Emma Young, Content Manager at Hostinger, said: "While Americans will no doubt consider a variety of factors when deciding where to work, these often focus more on ROI - like salary and benefits - rather than their day-to-day wellbeing.

"This can leave many workers taking on high-intensity jobs that do improve their long-term financial burden and prospects, but that also make their day-to-day lives more stressful than they need to be. It's important to prioritize the now as well as the future, although it's hard."



Summary

> A new ranking has named the best and worst states for work-life balance based on working hours, income, occupational stress, and retirement goals

> New Hampshire took the top spot as providing the best value for money for less stress and effort, while Louisiana came out as the worst state

> Meanwhile, Minnesota came out as best for reducing occupational stress, and Alaskans make the most for every hour they spend at work a year

> Emma Young, tech expert at Hostinger, reveals the importance of establishing a good work-life balance to avoid burnout and reduce daily stress

- Jonathan H. Westover



Exploring Six Dimensions of Modern Leadership: Approaches for Success in Today's Business Landscape

Jonathan H. Westover

As the business landscape continues to evolve, traditional management functions are no longer sufficient to navigate the complexities of the modern world. Organizations must adopt a more innovative, inclusive, and entrepreneurial approach to management and leadership if they want to stay competitive. The six dimensions of modern leadership, which include moving from directive to instructive, restrictive to expansive, exclusive to inclusive, repetitive to innovative, problem-solving to challenging, and employer to entrepreneur, are critical for organizations that want to succeed in today's fast-paced and ever-changing business landscape.

Shifting Functions of Management and Leadership

The traditional five functions of management are no longer sufficient in today's fast-paced and ever-changing business landscape. These five functions, including planning, organizing, staffing, directing, and controlling, have been the cornerstone of management for many years. However, with the emergence of new technologies, globalization, and changing customer preferences, these functions are no longer enough to navigate the complexities of the modern business world.

In today's environment, managers must be agile, innovative, and willing to experiment with new ideas. They must move away from the traditional directive and restrictive management styles and adopt more instructive and expansive approaches. To succeed in today's business landscape, managers must be inclusive, innovative, and entrepreneurial.





Six Dimensions of Modern Leadership

Let's take a closer look at each of these six dimensions of modern leadership:

1. From Directive to Instructive: Leaders must move away from a directive management style and adopt a more instructive approach. This means providing employees with the tools, resources, and guidance they need to succeed, rather than simply giving orders. Instructive managers encourage employees to take ownership of their work and make decisions independently.

2. From Restrictive to Expansive: In today's business landscape, leaders must be willing to take risks and explore new opportunities.

They must move away from restricting employees and instead encourage them to experiment with new ideas. Expansive managers empower their employees to think outside the box and pursue innovative solutions.

3. From Exclusive to Inclusive: Inclusive leadership is critical in today's diverse workplace. Leaders must be able to create a culture of inclusion where everyone feels valued and respected. They must be willing to listen to the perspectives of employees from all backgrounds and create opportunities for them to contribute.



4. From Repetitive to Innovative: In today's fast-paced business environment, leaders must be willing to innovate and experiment with new ideas. They must move away from repetitive tasks and focus on creating new and innovative solutions to meet changing customer needs.

5. From Problem-Solving to Challenging: Leaders must be willing to challenge the status quo and push their employees to think critically. They must encourage employees to question assumptions and explore new ideas. Challenging managers create a culture of continuous improvement where everyone is encouraged to learn and grow.

6. From Employer to Entrepreneur: Finally, leaders must adopt an entrepreneurial mindset. They must be willing to take risks, experiment with new ideas, and create a culture of innovation. Entrepreneurial managers are always looking for new opportunities to grow and expand their business.

Examples of Companies that Have Adopted These Six Dimensions of Modern Leadership

To illustrate the importance of these dimensions, let's take a look at a few real-life examples.



Amazon, under the leadership of Jeff Bezos, has adopted an innovative and entrepreneurial approach to management. Bezos has encouraged his employees to think big and experiment with new ideas. He has created a culture of continuous improvement where everyone is encouraged to learn and grow.

As a result, Amazon has become one of the most successful companies in the world.



Another company that stands out is Google. Google has always been known for its innovative culture, and its management style reflects this. Google's management emphasizes creativity and experimentation, and they encourage employees to take risks and explore new ideas. In addition, Google has a culture of inclusivity and diversity, and they are committed to creating an environment where everyone feels valued and respected.



A third example is Zappos, an online shoe and clothing retailer. Zappos has a unique culture that emphasizes employee empowerment and customer service. Zappos' management encourages employees to take ownership of their work and make decisions independently, and they are committed to creating a culture of inclusivity and diversity.

Many companies have adopted the six dimensions of modern management, and these companies are thriving in today's fast-paced and ever-changing business landscape. By adopting an innovative, inclusive, and entrepreneurial mindset, these companies are creating a culture of continuous improvement and driving success in their respective industries.



How the Six Dimensions Help Companies to Stay Competitive

The six dimensions of modern leadership help companies stay competitive in several ways.

First, by adopting an innovative and entrepreneurial mindset, companies can stay ahead of the curve and develop new products and services that meet the changing needs of their customers. Innovation is key in today's business landscape, and companies that fail to innovate risk falling behind their competitors.



Second, by adopting an inclusive culture, companies can attract and retain top talent from diverse backgrounds. A diverse workforce brings new perspectives and ideas to the table, which can help companies stay competitive and adapt to changing market conditions.

Third, by adopting an instructive management style, companies can empower their employees to take ownership of their work and make decisions independently. This can lead to increased productivity and better decision-making, which can help companies stay ahead of their competitors.

Fourth, by adopting an expansive mindset, companies can explore new opportunities and take risks that their competitors may be unwilling to take. This can lead to new revenue streams and increased market share.

Fifth, by adopting a challenging management style, companies can foster a culture of continuous improvement and encourage their employees to learn and grow. This can lead to better performance and increased innovation, which can help companies stay competitive.

Finally, by adopting an innovative and entrepreneurial mindset, companies can create a culture of experimentation and risk-taking. This can lead to breakthrough innovations and new business models that can disrupt entire industries.



How the Six Dimensions Help Leaders to Prepare for the Future of Work

The six dimensions of modern leadership can help leaders prepare for the future of work in several ways.

First, by adopting an innovative and entrepreneurial mindset, leaders can prepare their organizations for the disruptive changes that are likely to occur in the future of work. They can anticipate changes in technology, customer needs and preferences, and industry trends and develop new products and services that meet these changing needs.

Second, by adopting an inclusive culture, leaders can prepare their organizations for the diverse and global nature of the future of work. They can attract and retain top talent from diverse backgrounds and ensure that everyone feels valued and respected. This can help organizations to be more creative, innovative, and adaptable in the face of change.

Third, by adopting an instructive management style, leaders can prepare their employees for the future of work by providing them with the tools, resources, and guidance they need to succeed. They can help employees to develop new skills and competencies that will be in demand in the future of work.



Fourth, by adopting an expansive mindset, leaders can prepare their organizations for the future of work by exploring new opportunities and taking risks. They can be proactive in identifying emerging trends and technologies and developing new business models that take advantage of these trends.

Fifth, by adopting a challenging management style, leaders can prepare their employees for the future of work by encouraging them to think critically and creatively. They can challenge employees to question assumptions and explore new ideas, which can help them to develop the skills and competencies needed to succeed in the future of work.



Finally, by adopting an innovative and entrepreneurial mindset, leaders can prepare their organizations for the future of work by creating a culture of experimentation and risk-taking. They can encourage employees to take risks and try new things, which can lead to breakthrough innovations and new business models that prepare the organization for the future of work.



The six dimensions of modern leadership can help leaders prepare for the future of work by fostering innovation, inclusivity, and entrepreneurship. By adopting these dimensions, leaders can develop organizations that are agile, adaptable, and ready to embrace the disruptive changes that are likely to occur in the future of work.



Conclusion

The six dimensions of modern leadership are critical for organizations that want to stay ahead of the curve and explore new opportunities. By adopting an innovative, inclusive, and entrepreneurial mindset, organizations can create a culture of continuous improvement and drive success in their respective industries. The examples of Amazon, Google, and Zappos demonstrate the power of an expansive mindset in practice, and other companies can learn from their success. As the business landscape continues to evolve, it is more important than ever for organizations to adopt a modern approach to management that prioritizes innovation, inclusivity, and entrepreneurship.

- Jonathan H. Westover

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