

HRD

THE ONLY INDEPENDENT STRATEGIC HR PUBLICATION

the **HRD**DIRECTOR

OCTOBER 2021 | ISSUE 204

IN THIS ISSUE:

EXCLUSIVE EXTRACT:

DIVERSITY INTELLIGENCE

GENDER PAY GAP

BUSINESS REDEFINED

ORGANISATIONAL CULTURE CHANGE

FUTURE EMPLOYEE COMPETENCY

VISION

“WHEN THE RAISON D'ÊTRE IS TO BE
UNIQUE, DISRUPTIVE, A BOX SHAKER,
HR HAS TO BE A CREATIVE EQUAL”

KIRSTIN FURBER
PEOPLE DIRECTOR
CHANNEL 4



Employee feedback made easy



www.surveysolutions.co.uk – 020 8943 1445



survey solutions



FOUNDER & MANAGING DIRECTOR
Peter Banks

EDITORIAL
Jason Spiller

ADVERTISING
Tracy Campbell
advertise@thehrdirector.com
01454 292 063

ADMINISTRATION
Sonja Grimes

DIGITAL MEDIA
Hady Elsayed

DESIGN
8FOOT3 Creative Design
www.8foot3.co.uk

PHOTOGRAPHY
Stuart Thomas Photography
www.stuthomas.com

For more information please visit
www.thehrdirector.com

EDITORIAL
PANELLISTS

Ravi Chand
Chief People Officer
Department for International Development (DfID)

Gemma Dale
HR Consultant

Harvey Francis
Executive Vice President
Skanska UK Plc

Dr Anthony Hesketh
Department of Management Learning & Leadership
Lancaster University Management School

Makbool Javaid
Partner

Simons Muirhead & Burton

Michael Kerr
Former VP & Chief Officer
Aston Martin Lagonda

Brian Newman
Vice President Human Resources
Live Nation Entertainment

Jo Mosley
Director of People & Support
Dorset Police

Hayley Tatum
Chief People Officer
Asda

Graham White
Former NHS Director of HR

The publishers accept no responsibility in respect of advertisements appearing in the magazine, and the opinions expressed in editorial material or otherwise do not necessarily represent the views of the publishers. The publishers accept no responsibility for actions taken on the basis of any information contained within this magazine. The publishers cannot accept liability for any loss arising from the late appearance or non-publication of any advertisement for any reason whatsoever.

ISSN 1754 0224

THEHRDIRECTOR IS PUBLISHED BY PURE STRATEGIC MEDIA LTD
REGISTERED IN ENGLAND & WALES NO. 7878098



PRINTED ON ENVIRONMENTALLY FRIENDLY PAPER. CHORUS
SILK IS AN FSC MIXED SOURCE MATERIAL, IS TOTALLY
RECYCLABLE AND BIODEGRADABLE, ECF FIBRE.

CONTENTS

05	EDITOR'S WELCOME	39
	Editor's perspective of all the subjects covered in this issue	
06	LEGAL UPDATES	40
	A round up of verdicts from the courts, plus new and adapted legislation explained	
08	COVER INTERVIEW	
	Kirstin Furber, People Director - Channel 4	
16	EXCLUSIVE EXTRACT	42
	The Mars and Venus accord	
	Diversity Intelligence: How to Create a Culture of Inclusion for Your Business	44
I	GENDER PAY GAP	
21	Mind... the gap	45
	Lack of visibility could see gender pay gaps grow and promotion opportunities diminish	
22	The injustice of convention	
	Any tactics used to deliver pay equity will only be as successful as the culture allows	
24	A break in the clouds	47
	We must use gender pay reporting as the credo for a fresh, post pandemic, workplace agenda	
26	Crosswinds	48
	People from underrepresented groups grow tired of being expected to share their experiences	
28	The sum of its parts	
	Perceiving gender pay reporting as an imposition misses the point somewhat	50
II	BUSINESS REDEFINED	
31	Blurred life	52
	The lines have blurred, turning work/life balance in to work/life integration	
32	Change, before you have to	
	For years there has been much talk about personal development plans, yet we still haven't joined the dots	54
34	The hybrid elephant is occasionally in the room	
	Businesses are contorting themselves over reinventing what office work looks like	
36	Hybrid or herring?	
	Is hybrid just the latest buzzword in a long line of corporate jargon	
37	The great reset	
	Hybrid will be much more than a descriptor for dividing time between the office and home	

III

ORGANISATIONAL CULTURE CHANGE

- The sweet spot
The cycle of burnout will continue indefinitely, if organisations do not reinvent workplace cultures
- Rising tide
Organisations cannot ignore calls for a more responsible and sustainable approach to the way they do business
- Culture will eat vision for breakfast
If compliance is forced, rebellion will not be far beneath the surface
- Fears for tiers
The hybrid framework must not descend into a toxic, two tier workplace
- A new moral code
Now there is momentum, to make sustainable change, putting people at the centre

IV

FUTURE EMPLOYEE COMPETENCY

- Waiting for AI Godot
The fundamental shift is the treatment of employees as unique individuals and not as a uniform, job family collective
- Second that emotion
The misconception is that good leadership requires omniscience. The risk here is that there is no real scope for collaboration
- Disrupting Newton's cradle
The triple whammy is creating such turbulence, people will require a portfolio of new skills

TO THE POINT

- Force of nurture
Now, bridging that gap between business and humanity is the imperative

MOVERS & SHAKERS

- Who is going where at the top of the HR profession?

SUBSCRIBE - PRINT & DIGITAL

UK ANNUAL SUBSCRIPTION £175.00
UK 2 YEAR SUBSCRIPTION £260.00 SAVE £90.00
OVERSEAS ANNUAL SUBSCRIPTION £250.00
OVERSEAS 2 YEAR SUBSCRIPTION £400.00 SAVE £100.00
WWW.THEHRDIRECTOR.COM/SUBSCRIBE

RE-SCHEDULED DATE ANNOUNCED!

ANNUAL HRDRINKS

25 NOVEMBER 2021 18:30-21:30

**COMPLIMENTARY COCKTAILS & CANAPÉS
PROVIDED BY BACARDI®**



HRDRINKS is a relaxing evening where HR Directors and Senior HR Practitioners can meet face-to-face with peers from other organisations and sectors to socialise in a convivial environment, share best-practice, discuss strategies and shine a light on the road ahead. It's also an opportunity to reflect on these extremely challenging times.

NO PRESENTATIONS, NO SPEECHES, JUST NETWORKING

STRICTLY FOR HR DIRECTORS & SENIOR PEOPLE PRACTITIONERS ONLY

the **HRDIRECTOR**

IF YOU ARE AN HR DIRECTOR OR SENIOR PEOPLE PRACTITIONER AND WOULD LIKE TO ATTEND, PLEASE REGISTER YOUR INTEREST SOONEST AS WE HAVE ONLY 60 PLACES AVAILABLE.

WWW.THEHRDIRECTOR.COM/HRDRINKS-REGISTRATION

THE ONLY INDEPENDENT STRATEGIC HR PUBLICATION DEDICATED TO HR DIRECTORS

October 2021 / Issue 204

BIG QUESTION MARKS ABOUT THE FUTURE OF WORK HANG OMINOUSLY IN THE AIR, FORCING THE AGENDA OF THE TENTATIVE RETURN. IN THE CHAOS OF CORONAVIRUS, NEXT TO NO RESEARCH HAS GONE INTO HOW THIS WILL IMPACT PEOPLE CAPACITY IN BUSINESS OPERATIONS AND POSES AN EXISTENTIAL QUESTIONS.



JASON SPILLER, EDITOR

If you have an opinion on any of the articles featured in this magazine, please share it by going to this link
www.linkedin.com/company/thehrdirector



During this crisis, people have shone through resilience, stoicism, adaptability, compassion and relationship building and these are human qualities that must play a part in how people are developed and supported in the future. But do schools understand what skills are needed for today and in the future? Who is developing future employees and where will younger generations learn what future competencies they will need for a very different world of work?

It is the strangest of paradoxes that a pandemic has volt faced the traditional purpose of a business organisation - namely, to make products or supply services in the most efficient way - to maximise profits for shareholders. When business is fixated on profits and the bottom line, it is difficult to see where culture adds value. Surely the answer lies with people, whom we have witnessed putting others before themselves in this crisis and this has given traction to a culture of purpose-over-profit, as companies recognise the compelling qualities and mutual potentials of aligning business models to help and support employees, customers, communities and the wider world.

Mandatory gender gap reporting has divided opinion, with critics describing it as a crude, blunt instrument and plaudits heralding it a panacea to finally level the playing field on gender pay. The magnitude of protracted pay inequality is almost incalculable - eighty percent of employers, ranging from SMEs to large corporations - were paying

male employees more than female staff, for doing exactly the same job. It has affected many millions and the potential indemnity is colossal, as is the reputational damage to the employer and commercial brands. That this has been forced into the light is one thing, but what does it really say about the culture, the driving motivations and mindset of companies, that discriminated at epic scale, with impunity, for generations?

The enforced directive to work from home has, in the main, allayed fears that mass remote working was a charter for chaos and the headline debate is, what does a hybrid workplace look like? The immediate concern is the displaced, the furloughed and the 25 percent of employees - on top of the normal times churn of 15 percent - who are having to switch occupations, as the pandemic has rendered the workforce in complete disarray. So how will workforce planning be approached in the transition back to normality and recovery? Finally, how the pandemic has impacted us psychologically will take time to reveal and how organisations manage people during these precarious transitional stages, will define future outcomes.

LEGAL UPDATES

IN PARTNERSHIP WITH

simons muirhead burton

*If you are seeking legal advice, please visit
www.smb.london*

THE WORLD OF EMPLOYMENT LEGISLATION CONTINUES TO EVOLVE AND REACT TO THE FAST CHANGING WORLD OF WORK. HERE IS THE LATEST ROUND UP OF VERDICTS FROM THE COURT, PLUS NEW AND ADAPTED LEGISLATION.

COURT CASE REPORT

A Care assistant wins unfair dismissal claim after being made redundant instead of being furloughed. In *Mhindurwa v Lovingangels Care Limited*, an Employment Tribunal held that an employee, who was made redundant in the early months of the pandemic, was unfairly dismissed because her employer did not consider furloughing her. Mrs Mhindurwa was employed as a care assistant. She raised a grievance in February 2020 relating to the fact that she should have a written statement of

particulars, she had not been auto-enrolled into a pension and she had not been provided with a copy of the Employee Handbook. There was also an alleged issue with underpayment of wages.

Mrs Mhindurwa was providing live-in care for an elderly woman until in February 2020 the lady was moved into a care home. In May 2020 she asked to be furloughed but was refused on the basis that her employer couldn't offer her any more live-in care work due to the restrictions imposed to control the spread of the virus. In July 2020 she was

dismissed for redundancy. Her unfair dismissal claim was upheld. The principal reason for this was that the judge held that 'in July 2020 a reasonable employer would have given consideration to whether she should be furloughed to avoid being dismissed on grounds of redundancy'.

Although her employer had no work for her at the time of the dismissal, it had no way of knowing if that was going to change and didn't consider whether she should be furloughed for a time to see if any other work became available.

EMPLOYMENT LAW

WHY EMPLOYERS SHOULD BE CONCERNED ABOUT OUT OF WORK BEHAVIOUR

Companies should have robust, zero-tolerance policies when it comes to racism and discrimination and employees should know what standard of behaviour is required from them, both in and outside of work. An employee's conduct, while outside of work, can put the employer's reputation at risk. Recently we have seen estate agency Savills placed in such a position following the online racist abuse levelled at Marcus Rashford, Jadon Sancho and Bukayo Saka. One of its staff posted a racist tweet after the game. Savills suspended the employee and launched a swift investigation into the tweet. The employee has subsequently claimed his account was hacked and the matter is being investigated by the police.

Companies should ensure that it is expressly stated in policies that any personal social media posts that risk bringing the company into disrepute will be a disciplinary matter.

CAN EMPLOYERS REDUCE THE SALARY OF STAFF WHO OPT TO WORK FROM HOME?

Following reports that an unnamed government minister has said civil servants who don't return to the office should have their wages cut and the decision of Google US to potentially cut the pay of remote workers, employers will need to tread carefully to avoid potential discrimination claims if they are considering similar actions. Changing the terms of contract is a legal process and care would have to be taken that it is equitable. Otherwise they are at risk of discrimination unless there are any provisions in the contract of employment.

LEGAL DIARY

- 31 December 2021: This is the Final date for new hires for the Government's Kickstart Scheme.
- 2022 1st Q: The PRA/FCA is to publish a consultation paper on Diversity & Inclusion.
- April 2022: Regulatory reforms for trade unions and employers' associations will be introduced, under which "new enforcement powers and levy mechanism will bring the Certification Officer into line with other regulators like the Pensions Regulator".
- 2022: The right to request a more predictable and stable contractual working pattern after 26 weeks' continuous service will be conveyed to all workers. This was originally announced in the Government's Good Work plan in 2018.



FOR FURTHER UPDATES

To see more Legal Updates, please visit
www.thehrdirector.com/legal-updates

SAVE 25% on 2021 Team Management Profile Accreditation from TMSDI

Pay just **£1125** + VAT per person (usual price £1500)

Want to unlock the potential of individuals and build high performing agile teams focused on business success? Join our network of learning & development professionals accredited in the Team Management Profile.

Webinar Accreditation

Delivered live by our experienced tutors, giving plenty of opportunity for discussion, participation and questions.

26 October 10-11 November
25 November 8-9 December 16 December

Book online at www.tmsdi.com/dates

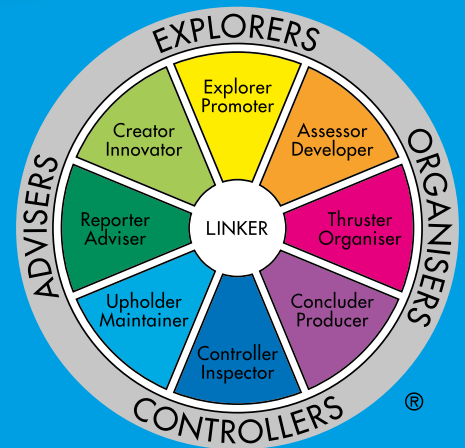
(Discount automatically applied)

NEW Online Accreditation

24/7 learning with our seven interactive online modules combining video, audio, tasks and reading. Fully supported by our expert team.

Book online at www.tmsdi.com/online-accreditation

Discount automatically applied



Customised in-house accreditation webinars, virtual team events and one-to-one coaching also available.

Find out more: email us at info@tmsdi.com or visit www.tmsdi.com



KIRSTIN FURBER PEOPLE DIRECTOR CHANNEL 4

INTERVIEW BY JASON SPILLER
& PHOTOGRAPHY BY STUART THOMAS

ONCE-UPON-A-TIME, THERE WERE ONLY THREE CHANNELS IN THE UK, A TIME WHEN LITTLE AND LARGE DREW 18 MILLION VIEWERS. WHEN CHANNEL 4 LAUNCHED IN 1982, IT HIJACKED THE BEIGE FAMILY SALOON CAR THAT WAS DAWDLING DOWN THE MIDDLE OF THE ROAD AND WITH ITS FOOT TO THE FLOOR, DROVE IT THROUGH THE DEATH OF VIDEO, THE RISE OF THE UBIQUITOUS INTERNET, THE UPS AND DOWNS OF DVD, THE METEORIC ORBIT OF GAMING, THE BIRTH OF NETFLIX AND COUNTLESS SATELLITE CHANNELS. ALL ALONG THAT JOYRIDE, 4 KEPT INNOVATING, MOLD BREAKING AND OUTRAGING.

"WHEN THE RAISON D'ÊTRE IS TO BE UNIQUE,
DISRUPTIVE, A BOX SHAKER, HR HAS TO BE A CREATIVE
EQUAL AND BE BRAVE, INNOVATIVE AND CONFIDENT"

KIRSTIN, TELL US ABOUT THE EARLY PART OF YOUR LIFE AND HOW YOU FOUND THE PATH TO A CAREER IN HR. I grew up in Bath and then studied for my business degree in Sheffield and, curiously, HR was - for as long as I can remember - an ambition. I seemed to always gravitate towards the people-orientated aspects of the course and psychology really fascinated me; our perceptions, reactions and what influences us. After University, it was a tough job market and I applied for a job at BBC Magazines, selling advertising space. It was great experience, with very good training and an invaluable insight into the cut-and-thrust of commerce. You learn things that a degree course can never teach, finding out how people interact, how different departments work, the synergies and the flashpoints. It galvanised what was a fascination with people into a really

compelling ambition. I wasn't the best salesperson, but I learnt so much and I remained committed to pursuing HR as a career. From here, I moved to Laser, the sales house for Granada Media group - in my first personnel role - initially in a contract position, which became permanent. I took every opportunity to become more involved and created a role that had the core admin HR tasks - payroll, contracts, recruitment and interviewing - I also began studying for my CIPD.

YOUR DETERMINATION SPEAKS VOLUMES, BUT THE HR ELEMENTS YOU WERE INVOLVED IN SEEM PRETTY RUN OF THE MILL, DID THAT NOT DISSUADE YOU? I could see the need for creativity and innovation, about how important trust and integrity are, how volatile the balance is and how a great initiative can

fail because of miscommunication. It's a fascinating and dynamic profession and I felt I was on the edge of a massively compelling and exciting prospect. It felt like my purpose was clear and I wanted to make a difference. HR is so reflective of the organisation, whereby there are some businesses where it's perceived as the police, with hard and fast policies, with no flexibility. Compare those companies with the more enlightened, relationship-driven and supportive cultures, where individuals have the confidence to thrive and there is the clear difference that inspired HR can bring. It's become something of an HR cliché, but my ethos is unavoidably people-centric, today I call myself the People Director and my team is in place to support people. Regardless of skillset and experience, we're all human and different and that provides both challenge and opportunity.

LOOKING BACK, WHERE DO YOU THINK THE FIRST MAJOR STEP-CHANGES WERE IN TERMS OF YOUR PROFESSIONAL DEVELOPMENT? I look back at my career in three phases; the first was the fast learning in the beginning, but the next big phase was international experience, which began when I worked at Ziff Davis and later Discovery Channel. This time of my life was constant international travel. I relished gaining an understanding of different cultures, interpreting situations and adjusting to the incredible diversity. The more I saw, the more I wanted to expand my global experiences and I think this is so key to great HR. I always encourage people in the profession to seize international opportunities, because the learning is so rich, memorable and translatable. At Discovery, it was my responsibility to hire and develop talent as the business expanded globally and so it was a hectic time. But it honed my ability to resource, develop and mobilise teams quickly and install team members who were empowered and confident to continue autonomously.

It was about building very trusting and capable HR teams with the capacity to be flexible and tuned into the local culture, building frameworks and relationships for them to be self-sustainable, wherever they are in the world. I look back at that phase and it exercised my ability to quickly see situations with clarity and pragmatism - important not to be dragged into the minutiae - but to bring people into the frame that are adaptable, confident and resilient. It's a combination of localised talent, but also utilising centralised skills and moving talent around in a global company and building a culture where people can share knowledge and build relationships, experience what it's like locally, rather than from a centralised HQ perspective and you cross-pollinate those different skills and experiences.

RECENT EXPERIENCES DURING THE PANDEMIC ARE BOUND TO IMPACT ON OPERATIONS GOING FORWARD AND TECHNOLOGY IS WRITING THE FUTURE, WHAT IS YOUR TAKE ON THIS?

No question that COVID has accelerated change and tech has filled voids that convention could not fill. In so many ways, I see digital as a hugely significant new phase personally, for the profession and the world of work as a whole. I look back at my time at Ziff Davis which was during the dotcom bubble and this situation that has appeared in the wake of COVID seems a long time coming, but it is unquestionably an important catalyst. Back then, the fear was that good solid businesses could be washed away by digital and, of course, many were. But others made radical shifts and survived and thrived and I think it will be similar during this massive change, where there will be organisations that make the right calls and others will flounder.

"BACK THEN, YOU COULD PLAN A BUSINESS STRATEGY TEN YEARS AHEAD. NOW THERE IS NO POINT IN SETTING THINGS IN STONE, ONLY TO HAVE YOUR FINELY-BALANCED EQUILIBRIUM SENT ROCKING"

THERE'S ALWAYS CHANGE, SO WHAT'S SO DIFFERENT NOW COMPARED TO THE PAST? Without doubt its pace of change and uncertainty. Back then, you could plan a business strategy ten years ahead. Now there is no point in setting things in stone, only to have your finely-balanced equilibrium sent reeling. There needs to be continuous evolution and everyone should feel the compunction to stay curious, keep asking questions, knowledge share, constantly challenge and experiment.

TELL US ABOUT THE NEXT STAGE OF YOUR CAREER. The digital transition was in full swing and this aligned with the

next phase of my career. I was hired as HR Director, EMEA for 20th Century Fox, managing the theatrical distribution of films and DVD across Europe. It was an offer that I couldn't refuse, such an iconic company and the market was so vibrant and changing fast. As I reflect now, it was such a momentous time because the whole industry was in digital transition, from how films were distributed to moving from physical DVDs to downloading content to own. HR was having to ask some big questions about skills and capability across the sector, so this was a time establishing what skills we needed to recruit for and develop. As part of the senior management team, workforce planning was top of the agenda, in order to capitalise on the accelerating digital commercial potential. Technology was accelerating faster and faster and there was no point being all skilled up to late. I realised that I had to have clarity of thought that wasn't bogged down with the technology, which became a useful foil in a roomful of sector experts, all agreeing. It really demonstrated to me that having the widest possible range of perspectives is essential to competitiveness, rather than a room of people nodding approval at each other on everything. That does, however, present big HR challenges, but there is no side-stepping the fact that, diversity will be the defining factor for every business in all sectors.

AND THEN YOU MOVED FROM ONE ICONIC COMPANY AND JOINED ANOTHER. Everything seemed to be happening so fast. As I recall this time, I think of this next stage as entering the third phase of my career transformation, as I became the People Director for BBC Worldwide, the commercial arm of the BBC. With a strategy for driving international growth, we needed to understand consumer and distributor needs and adapt. This was more broadscale strategy than I had ever encountered, being part of an entire 'system' working together. Having a decentralised regional structure, synergy and cohesion was about listening and adapting to local consumer needs, setting up two-way communication between regional and central functions, combined

with shaping culture to support the growth strategy. Culture can be a very loose term, but in this instance, it was about engaging with everyone across the company - how to work together, respecting the past that has brought success and looking to what is needed to support the future - then making it real, by embedding the change through the employee life cycle. In partnership with leaders across the organisation, we needed to start 'living' what we said we were going to achieve rapidly, in order to gain momentum and trust. My time at BBC Worldwide was definitely a significant career definer, but I felt that I needed to be stretched more and challenged.

YOUR NEXT MOVE WILL SURPRISE, YOU MOVED FROM BBC WORLDWIDE TO JOIN A START UP. WHAT WAS THE CAREER RATIONALE IN THAT DECISION AND HOW WAS THE EXPERIENCE DIFFERENT? I came across ClearScore, a leading UK Fintech, by chance and I saw a new business that was exciting, passionate and ambitious to scale. Instantly, I could see the challenge I was looking for from a career and HR point view, as it was almost the proverbial blank sheet of paper, from an HR perspective. This meant, for the first time, I would be working on strategic HR from scratch, as well as with investors, heading up the people element of a very ambitious expansion plan. With a startup, it's certainly different, much more raw, immediate and less protocol than you experience in established companies. That makes for a compelling mix of excitement and fast pace but, at the end of the day, whether you're looking after a team of ten or a workforce of 10,000, people are people and the HR basics are essentially the same. The big differentiator for me was that, with a start-up, there is no legacy for people to hark back to and compare and no precedence, so every decision is new and untried and there's no layers of management and buffers to absorb mistakes, so confidence and conviction are bolted on necessities. By any standards, it was pretty aggressive, scaling across Europe and Asia and, as fast as we could recruit and resource, the business grew faster. Speed and scale

teaches you that there's no room for ambiguity and when you're growing internationally, at such pace, you have to keep cultures and values front of mind and be consistent.

"I LOOK BACK AT THIS TIME AS BEING EXHILARATING - TOUGH, IN MANY WAYS - MY HR CAREER BOOTCAMP. I SET MY MIND ON SOME BENCHMARK ACHIEVEMENTS FOR WHEN I PASSED THE BATON ON TO SOMEBODY ELSE TO RUN WITH"

THE FINANCIAL SERVICES MARKET IS SO COMPETITIVE, CHANGEABLE AND HIGHLY RESTRICTED AND SCRUTINISED, IT MUST HAVE BEEN A LOT OF PRESSURE TO ESTABLISH YOUR HR MARK WHEN THE ENTIRE BUSINESS IS PREOCCUPIED WITH GROWTH AND MARKET SHARE. I was creating and embedding all the processes, from the standard basics through to the mandatory regulatory and bespoke elements. The focus was to adapt to speed of change. As the market continued to change, we were constantly adjusting and balancing process, because you don't want to overwhelm an organisation under stress from the rigours of growth, to the point that you can incapacitate with too much process. You need to be acutely aware of the parameters and, when people are under so much pressure, you need a clear and practical approach to wellbeing. It was exciting but draining. I look back at this time as being exhilarating - tough, in many ways - my HR career bootcamp. I set my mind on some benchmark achievements for when I passed the baton on to somebody else to run with and I joined Kantar, a research and analytics company, which was a massive contrast of culture and style. Well established,

foot-sure and with a global of 20,000 plus employees. But it wasn't a role that simply needed an assured hand on the tiller and steady-as-you-go, it was a very interesting and challenging time. There were big changes for the business, which was just coming out of WPP. I set my sights on a forward-looking HR plan, when the pandemic hit. The best laid plans of mice and men, to coin a phrase and like all your readers, the plans were brushed to one side and myself and the HR teams became crisis support, in unprecedented circumstances, trying to work out how the business could continue operating. The oxygen was the rapid opening of channels of communication as people dispersed making sure there was a network in place to support and reassure and guide people in the right directions. All of a sudden, the leadership team was debating massive, existential issues; where does this leave the business strategy? Can we carry on? Can we connect the leadership team with the dispersed teams? It was a wild mix of emotions and trying to form some sort of semblance of normality in very abnormal times was quite surreal. Amazingly, however, it was during lockdown that an opportunity came my way that I simply could not turn away from. I began talks with Channel 4 to become the new People Director.

A RETURN TO YOUR MEDIA ROOTS, TELL US ABOUT HOW THE CHANNEL 4 OPPORTUNITY CAME ABOUT AND WHAT THE APPEAL WAS AT THIS STAGE OF YOUR CAREER? I genuinely feel that everything that has happened has led to becoming People Director at Channel 4. During my initial interviews - as we discussed the massive challenges ahead for television - the passion and determination was deeply compelling and the strong purpose, to not just be a broadcaster that thrives, but one which defines the future, was a thrilling prospect. The remit is absolutely clear, it's a public service broadcaster with incredible innovation and bravery, that sets out to break molds, set agendas and have impact. It's a reputation built upon being first to set trends and test the boundaries of convention. From point one, I knew that this was going to be an



exciting proposition. When you're in discussion with people and the direction of talk is about being different, unconventional and distinctive, with your HR head on, you can see opportunity and potential for great diversity and inclusion. So, the HR agenda would need to align, in terms of being innovative and unconventional and pushing the boundaries, that are making us think about things in a different way. Having the different voices heard across the UK is really exciting. Channel 4 is, of course, in a sector that must ask some massive questions about itself and what it represents. To coin the HR clichés, it must flex, be agile and adapt to an ever-changing threat from technology and how content is consumed. It's about the pressing agenda of technology, but also changing trends, mindsets, habits and cultural drivers. Channel 4 has always been a force of change, a box shaker and very progressive, but for that to be allowed to happen, the HR infrastructure must support it. I knew I had to bring all of my experiences to the task in hand.

EXPLAIN WHAT THE MAIN CHALLENGES ARE FOR CHANNEL 4 AND WHAT THE NETWORK'S PLANS ARE FOR THE FUTURE ARE. The pandemic and lockdowns have definitely impacted our viewing habits, not surprisingly. Of course, we've been watching more TV and it has heated up the home entertainment content market even more. If we take a look at Netflix and Amazon, the subscription and pay-per-view streams have been redefined and the content has attracted a massive audience. However, so did Public Service Broadcasters, which UK viewers relied upon not just for entertainment and escapism, but also to connect with content which reflected their lived experience and for news they could trust. Obviously, the current discussions about the future ownership of Channel 4 are deep, but it exists to serve the UK. Yes, it's a commercial business funded by advertising - as is Google and Facebook - but it has a clear remit. Its raison d'être is to be unique, which is its most important USP and that is being driven by independent and exciting

content that walks - as we have all seen, a fine line sometimes - but is invariably compelling and stimulates debate. My joining coincided with the launch of the new strategy, which had been in the planning for quite a long time. We call it Future4, which is essentially Channel 4's transformation into a digital first PSB, which puts viewers at the heart of decision making. It provides a strong platform from which we can deliver the evolving needs of audiences, which grows our streaming and social platforms, whilst maintaining our linear schedule and diversifying new revenue streams.

"WE HAVE TO BE THIS
CREATIVE WORLD'S
EQUAL THROUGH
INNOVATIVE HR. PEOPLE
NEED SPACE, GUARDRAILS
AND CONFIDENCE TO KEEP
PUSHING BOUNDARIES
EVEN WHEN THINGS
LOOKED BLEAK DURING
THE PANDEMIC"

WHERE DID YOU POSITION YOURSELF AND HR IN GENERAL? Immediately, I defined my role as People Director to assess what was needed from the people function, to support the challenges ahead and the ambitious plans. I identified that this lands in three areas and that was the basis on which I set my people strategy. Firstly, everyone had to clear on what their role was, both individually and collectively. That sounds obvious, but during the pandemic, having that clarity has been essential to continuity and connectivity has been and will remain key. But above all else, we have to be this creative world's equal through innovative HR. People need space, guardrails and confidence to keep pushing boundaries with confidence, even when things looked bleak during the pandemic. So that there

are no obstacles to knowledge share, we needed to empower people to make decisions, without passing everything up the chain and losing momentum and so we are pushing down decision making. Finally and most importantly, we have extended and strengthened our support for wellbeing. It's been a tough time maintaining continuity 24/seven in these tough times and we have taken feedback from across the organisation, about how people have been coping. In many ways the pandemic has made organisations look closer at the whole wellbeing piece. Before pandemic, burnout and suffering mental health was a massive concern for all and the pandemic has switched a telling light on the necessity to make positive and meaningful changes in the transition to more normal times. Part of what we've introduced is making downtime a positive, we've introduced meeting free Fridays, both virtual and physical, we have no meetings during lunchtimes and we're encouraging people to take time out to exercise and reflect and think about their mental and physical energy. We're also listening very closely to employees about elements of their lives that employers have not traditionally supported. An example of this is, we launched our pregnancy loss policy. There is a definite move towards a closer, more transparent and proactive employer and employee relationship which I believe will be fundamental to outcome in the future. I think the pandemic has been a leveler and it's also opened people's worlds up to us and there is a definite rise in empathy and understanding, which I hope will survive the transition.

DO YOU THINK THAT THE PANDEMIC HAS CAUSED, FOR WANT OF A BETTER PHRASE, AN "EMPLOYEE SPRING"? It's given people time to reflect and think about what work means to them and it's presented them with choice. But we must be mindful that all the new freedoms wrapped up in the so-called hybrid framework come with caveats and self-responsibility. But it's a real opportunity for us all to work towards a better future that supports sustainable work-life balance and opens up opportunity for all. We've all seen into

each other's lives more and it's shown that we are all individuals with different pressures and responsibilities and those real-life issues should not be used as reasons for being side-stepped for opportunities. How we approach the transition in the coming months will be really important to outcomes. We all need to be flexible and adapt, but you do need guidelines and framework, to avoid everything descending into chaos. We have introduced a 50-50 Manifesto, which means people will in general spend about half the time in the office and half at home. But we've been very clear, this isn't a policy that we're putting in place, we're going to be trialing it in the autumn and we will adjust accordingly, which demonstrates my point about adaptability.

WHAT HAS BEEN THE IMPORTANT LEARNING FROM MANAGING IN SUCH A DISRUPTIVE CRISIS AS THE PANDEMIC AND HOW DO YOU THINK IT WILL IMPACT THE FUTURE OF WORK? The most important outcome is that, we may not have been ready for a pandemic, but like most businesses - and thanks to technology - we've been able to continue operating. I acknowledge that this hasn't been the case for all sectors, but we're fortunate to be a country with strong infrastructure and governance. We all hope for a speedy return to normality, but what we've learned about COVID, is that we're going to have to become accustomed to living with it and none of us can plan too far ahead, because it's a volatile and changeable situation. It's not a time to set, rigid plans and policies in place, to try and galvanise the future of work operations, we have to see what happens. We will need to be pragmatic and ready to adapt. Most importantly, we need to be mindful of how this time has impacted on people. It's not just the threat of COVID, it's the changed mindset and the notion that, much of what we took for granted as convention has changed. The commute, the nine-to-five, the contract between employer and employee - both physical and psychological - has radically changed in a very short timeframe. It's an important opportunity and we must be aware that

it's a big responsibility for all of us. There are elements of the past that remain fundamental to the future and I'm talking about trust, values, culture, shared purpose and vision. One of the founding core elements of Future4 was to support people to be able to do their best work in a supportive environment, that embraces and celebrates difference and supports people to be individuals, confident and

"ALL THE NEW FREEDOMS
WRAPPED UP IN THE SO-
CALLED HYBRID FRAMEWORK
COME WITH CAVEATS AND
SELF-RESPONSIBILITY. BUT
IT'S A REAL OPPORTUNITY
FOR US ALL TO WORK
TOWARDS A BETTER
FUTURE THAT SUPPORTS
SUSTAINABLE WORK-LIFE
BALANCE AND OPENS UP
OPPORTUNITY FOR ALL"

energised. The pandemic is not something that any of us will look back on with relish, but it has focused minds on what really matters that, aligned with running a successful business, wellness and happiness are essential components to the future. Importantly and thankfully, the last taboos and stigmas surrounding mental health have finally diminished and the connection with work and mental health is more readily understood and most organisations acknowledge where their responsibilities lie.

WHAT ARE THE NEXT BIG PLANS FOR CHANNEL 4 AND HOW ARE YOU PREPARING HR TO MEET ITS COMMITMENTS TO THE FUTURE CHALLENGES? After the disruptions, all of our minds are focused on being future-ready. For the industry as a whole, it's been a disruptive and volatile time,

as it has been for so many and we are committed to supporting the creative and production sector. We are interested in mindset, not just skillset. We have a profile where people are confident because they are well supported, but also agile and resilient, so that we can all move quickly to respond to changing and different markets. With all this in consideration, we're constantly thinking about our partnerships, ensuring that the people we do business with share our values and we have always had an unforced, organic approach to having different voices and faces within our content.

LOOKING AHEAD, WHERE DO YOU SEE THE BIG CHALLENGES PERSONALLY, FOR HR AND FOR CHANNEL 4 AS A WHOLE? For Channel 4 our ambition is deliver on our Future 4 strategy against a competitive, fast-moving market that is going through incredible change. Personally, for me this is partnering with your leaders to support this change through embedding the people strategy, building a high performing diverse, culture, building leading edge capability and having an organisation that is agile and responsive, importantly evolving the foundations of the great brand and culture that already exists. I believe HR leaders need to be data savvy, have leadership presence be authentic and open to listen and make decisions in the moment, whilst delivering against a longer-term plan. In the swirl of change and disruption, most importantly, we must never forget we are all human and that means looking after our mental wellbeing so we can do our best job. As leaders, we must acknowledge our great responsibility in role model that and to reflect authentically and wholeheartedly the values and motivations of the whole organisation and that includes looking after ourselves. It has been a tough time through this pandemic, but as we all learn to live with COVID and move into a new era, there is much to be excited about and we are ready and prepared for the future.

IN PRINT, IN PERSON & ONLINE

PROUD TO BE IN PRINT BUT ALWAYS AVAILABLE DIGITALLY



TAKE OUT A DIGITAL SUBSCRIPTION TODAY TO OUR TRUSTED SENIOR HR
& INDEPENDENT RESOURCE FOR ONLY £40PA AND RECEIVE 56 PAGES OF
CONTENT EACH MONTH ON THE DEVICE OF YOUR CHOICE.

TO FIND OUT MORE AND TO SUBSCRIBE VISIT
WWW.THEHRDIRECTOR.COM/SUBSCRIBE

PLEASE NOTE: WE DO NOT ACCEPT ANY PAID FOR EDITORIAL AND WE HAVE NEVER RENTED OR SOLD OUR DATA.

DOWNLOAD OUR FREE APP FOR MORE CONTENT





ARTICLE BY
HEIDI R. ANDERSEN, FOUNDER - LIVING INSTITUTE

This is an edited extract from Diversity Intelligence: How to Create a Culture of Inclusion for Your Business, by Heidi R. Andersen
Published by www.wiley.com

THE MARS & VENUS ACCORD

A study by the Technical University of Munich and Boston Consulting Group¹ in 2017, showed how much more innovative companies are when there is an equal representation and a high degree of diversity, particularly in top management. There are certain diversity parameters that seem to have an especially profound impact. The biggest difference to innovation were gender and cultural diversity.

In this study, gender balance was highlighted as particularly important and showed that there is a certain positive effect if you have one woman out of ten people. That positive effect increases if you have two women out of ten people. However, once you reach a figure of three women out of ten, there is exponential growth in innovation power. To me, the bottom line is, why just hire one woman when you could hire three? Let us have a look into the mechanisms of being the only person in the room that differs significantly from the majority - the one being 'the odd one out' - in this case, one woman on a board with nine men. She will most likely hesitate to raise her voice, especially if she disagrees with the majority when important decisions are being made. However, if there are three women, there is a much greater chance that one of them will raise her voice to ask those important questions. Why?

Because she no longer needs to fit into one mould. This is why we see a greater positive effect when more than just one woman is introduced to a board.

Having women in top management positions can have a significant impact on both the bottom line and share price of a business. However, this is not just about gender balance, improved diversity in a broader sense in management teams, has an even higher positive impact. A study published by Credit Suisse in 2019, found that companies with more diverse management teams outperformed their competitors with below average diversity in their top management by almost four percent per year.² This shows that, while having a female executive can improve business performance, having diversity in the broader sense, has an even bigger impact. The bad news is that the penalty for failing to act on diversity and inclusivity initiatives is that the

company will most likely be wiped out. In the short term, you will find that there is a penalty in your bottom-line quarterly performance if a lack of diversity persists. A study in 2018 by McKinsey found that, overall, companies in the bottom quartile for both gender and ethnic or cultural diversity were 29 percent less likely to achieve above average profitability than all the other companies in the dataset.³ In short, not only were these companies not leading, they were lagging. The reality is, if an organisation does not achieve gender balance and better representation at the top, that company will fail to exist in even five years' time. That surely typifies what a business-critical issue is, one that you must tackle with urgency, because without taking action, you will have no staying power.

What makes this business critical is that organisations that fall behind soon find

they cannot attract and retain the best talent anymore. I recently spoke with an executive of one of the largest companies in Norway about just this issue. The company has been in business for over 150 years and has always attracted the top talent. Now, this executive was saying to me: "The best talent doesn't want to work with us anymore. Millennials don't want to work in our company and the people we can attract aren't competent enough or don't have the potential for developing into great performers." If ever a company needed to make a cultural transformation to ensure it appeals to talent in any shape or form it is this one. That the board members are aware that if they do not make a change, they will be unable to maintain their leading position in the market informs us all that, whichever way you look at it, this is a business-critical issue. It's taken as read that this is a problem that has existed for many years, but what seems to be happening at the moment is that many executives and board members are becoming painfully aware of the financial impact of doing nothing or doing something that has no impact and executives and board members know it.

Discussions are no longer centred around 'why' but around 'how'; how can we introduce more diversity into our top management? How can we bring about the necessary cultural change that makes talent choose to work in our organisation? Although these are the two biggest drivers for change among boards and executives, there are many other benefits to having greater diversity in top management. For example, Juliet Burke released a study in 2018 which found that, when a business has diversity in its top management, risk is reduced by 30 percent and innovation is increased by 20 percent.⁴ Fundamentally, everything is pointing in the same direction: diversity and gender balance in top management makes businesses more resilient, sustainable and more profitable. In the past, businesses performed with 100 percent homogenous teams, gender balance and diversity were not issues.

But while you were unlikely to have highly efficient teams, you were also unlikely to have completely inefficient teams. What you would have is something in the middle, an average. That meant, for example, if you ran a factory producing beer, you could confidently say that 100 men could produce 1,000 bottles of beer in a certain period of time, let us say eight hours. If we plot this on a graph, the result is a good old-fashioned bell curve where few companies had a significant higher or lower productivity, so most could rely on having average productivity. Nowadays, it is the

"THE REALITY IS, IF AN ORGANISATION DOES NOT ACHIEVE GENDER BALANCE AND BETTER REPRESENTATION AT THE TOP, THAT COMPANY WILL FAIL TO EXIST IN EVEN FIVE YEARS' TIME. THAT SURELY TYPIFIES WHAT A BUSINESS-CRITICAL ISSUE IS"

opposite, when you have a high number of diverse teams, what you see is that there are far fewer teams with an average output and more with either incredibly high performance or with incredibly low performance. You could look at that and wonder why there are many diverse teams that perform so poorly. The answer lies in a company culture that is toxic to diversity and inclusivity and the cure is diversity intelligence.

Diversity intelligence refers to the way in which any human system is designed to; attract, motivate, engage and retain people with diverse profiles who, through shared inclusion, can leverage their diversity to create better results. We must bear in mind that the figures

showing that diversity benefits a business's bottom line - like the 4.5 percent figure calculated by Credit Suisse - take an average across businesses that are considered to be diverse. That means some of those businesses will have highly efficient diverse teams that are probably outperforming their peers by ten-to-15 percent. Interestingly, other firms with very inefficient diverse teams, will be performing worse than their homogenous counterparts. These inefficient diverse teams drag down the average performance of those companies overall, which is how we arrive at the 4.5 percent figure. It is therefore not true to say that diversity is the cure for everything. If you are unable to master diversity and create an inclusive culture, it is better for you not to have it. There is a risk that diversity will make your company less efficient. Diversity without inclusion is simply bad for business. If you foster a diversity intelligence organisational culture, you can expect to see an improvement in your bottom line far in excess of the 4.5 percent estimate by Credit Suisse. So, what does diversity intelligence look like, in comparison to the opposite? There needs to be a mix of competencies and experience, as well as an authenticity in the way you work and collaborate. There are many benefits to having equal representation and inclusivity; improved decision-making, greater innovation, better talent attraction and retention, higher customer satisfaction, psychological safety and increased employee wellbeing. The differentiator is not whether you have diversity or not - it is whether you have inclusion or not.

One of the characteristics of well-functioning diverse teams is that there is an improvement in decision-making. Imagine that tomorrow you have to go to a meeting, where important decisions are to be made and the other participants in the meeting are just like you. You have been working together for many years, you went to the same universities and have the same educational backgrounds. You know each other very well. Even though you

are going to be making important decisions in that meeting and you are going to be making suggestions on how to move forward, you are probably not going to prepare particularly thoroughly, because you know that John, Susan and Peter will all agree with you anyway. You have had to make similar decisions before and you knew what to do, so you go to work that day a bit underprepared, because you expect the other participants in that meeting to agree with you on how to move forward. Now imagine a different meeting: Imagine that tomorrow you have to go to a meeting where important decisions are to be made and the other participants are highly diverse and different from you in many ways. You do not always agree on all the different perspectives and you know you cannot predict how different people will react to the suggestions you bring to the table. The evening before that meeting, you prepare very thoroughly. You are going to be making important suggestions and you want the other participants to see and understand your perspective. You know, however, that at least three or four of them think differently to you and are likely to come up with other proposals. You want them to choose your suggestion, so you make sure you are well prepared to win them over to your point of view. There is a clear difference in the decision-making process between those two teams. Katherine W. Phillips carried out a study⁵ that revealed that these two scenarios outlined are what typically happens. The participants in diverse teams are generally much better prepared when they go into meetings and this means their decision-making process is improved. All perspectives are heard and discussed before they finally reach a decision. Decision-making drives 95 percent of business performance, which demonstrates why the way we make decisions matters so much. According to research from Cloverpop⁶, which studied the DNA of how extremely good business decisions were made. They found that teams with a mix of gender, age and geographic diversity made better decisions 87 percent of the time, did so

twice as fast and with 50 percent fewer meetings than less diverse teams. That is where the money lies. Good decision-making is essential to good business performance.

"IN THE PAST, BUSINESSES PERFORMED WITH 100 PERCENT HOMOGENOUS TEAMS, GENDER BALANCE AND DIVERSITY WERE NOT ISSUES. BUT WHILE YOU WERE UNLIKELY TO HAVE HIGHLY EFFICIENT TEAMS, YOU WERE ALSO UNLIKELY TO HAVE COMPLETELY INEFFICIENT TEAMS. WHAT YOU WOULD HAVE IS SOMETHING IN THE MIDDLE, AN AVERAGE"

So, where to begin with diversity intelligence? Gender balance is one priority for organisations, in terms of improving inclusion and diversity. Another area that the world is becoming more and more ready to talk about is that of sexual orientation. Many people who are heterosexual are increasingly aware that they need to challenge the concept that heterosexuality is the norm. Many who identify with this sexual orientation are blind to their privilege of belonging to a majority. Being heterosexual and not understanding what it is like to be an LGBTQ person, is like being white and not understanding what it is like to be black. Although gender balance might be the burning issue you are trying to address, it is important not to overlook the positive benefits of improving diversity in other areas. Unquestionably, diversity and inclusion of sexual orientation can be particularly beneficial to organisations

in all industries. Being out at work leads LGBTQ employees to feel safer, more empowered and more creative. A study shows us that those who are open about their sexual orientation at work feel 1.5 times more empowered than their LGBTQ colleagues who have not come out at work. They also feel 1.5 times more able to take creative risks than their LGBTQ colleagues who have not come out.⁷ Let me end with a quote from Warren Buffett on why he is passionate about gender balance: "Look what's happened over the past 300 years using half our talent. Just imagine what's gonna happen when we go full blast with 100 percent."⁸

REFERENCES

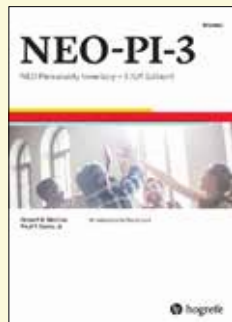
1. Brosi, P., Lorenzo, R., Schetelig, K., Voigt, N., Welp, I., and Zawadzki, A. (2017), "The Mix That Matters", Boston Consulting Group and Technical University of Munich, 26 April 2017, available at: <https://www.bcg.com/en-gb/publications/2017/people-organization-leadership-talent-innovation-through-diversity-mix-that-matters>.
2. Credit Suisse Research Institute (2019), "The Changing Face of Companies".
3. McKinsey (2018), "Delivering through Diversity".
4. Australian Institute of Company Directors (2016), "Which Two Heads are Better than One? How diverse teams create breakthrough ideas and make smarter decisions".
5. Phillips, K.W. (2014), "How Diversity Makes Us Smarter", Scientific American.
6. Cloverpop (2017), "Inclusive Decision Making Increases Performance of Diverse Global Companies".
7. BCG (2020) "A New LGBTQ Workforce Has Arrived – Inclusive Cultures Must Follow".
8. Trevett, I. (2018), "Rich and popular: How does Warren Buffett do it?" Platinum Business Magazine, Issue 49 (p. 20), available at: https://education.issuu.com/platinumbusiness/docs/platinum_business_magazine_issue_49.

FOR FURTHER INFO
LIVINGINSTITUTE.COM



Reliable psychometrics for selecting, developing, and retaining top talent

Whether you need help with recruitment, coaching, team development, or supporting employee wellbeing, we've got a tool in our catalogue to suit your needs. Below are some of our most popular psychometrics for use in the workplace, from personality measures to situational judgement and cognitive ability tests.



NEO Personality Inventory, Third Edition UK (NEO-PI-3)

The NEO Personality Inventory is the gold-standard questionnaire measure of the Five Factor Model of personality, providing a detailed personality description that can be a valuable resource for a variety of professionals.



Leadership Judgement Indicator 2 (LJI-2): Standard, Sales, and Global versions

Crafted from the principles underlying leadership theory, the LJI-2 is a situational judgement test specifically created to measure the level of 'wisdom' that the respondent uses in decision making.



Business-focused Inventory of Personality – 6 Factors (BIP-6F) Second Edition

The BIP-6F Second Edition is a brief and reliable measure of personality in the workplace. This self-rated measure takes just 10–15 minutes to complete, making it well-suited for use in selection and development.



Power and Performance Measures – Revised (PPM-R)

Made up of seven aptitude and ability tests, the PPM-R is designed to meet the demands of occupational test users seeking high levels of reliability, validity and flexibility. Each test can be administered independently or as a battery.

Coming soon!



Emotional Processing Scale - Wellbeing (EPS-W)

Available this autumn, the EPS-W will be a valuable addition to employee wellbeing programmes. Taking only 5–10 minutes to administer online, the measure features a new interpretation guide and narrative report, providing practical guidance for improving wellbeing and building resilience.

Visit our website (hogrefe.com/uk) to discover our full range of occupational assessments and training courses, or contact us directly at customersupport@hogrefe.co.uk to discuss your needs.

I

GENDER PAY GAP

THE MAGNITUDE OF PROTRACTED PAY INEQUALITY IS INCALCULABLE. EIGHTY PERCENT OF EMPLOYERS WERE PAYING MALE EMPLOYEES MORE THAN FEMALE STAFF FOR DOING EXACTLY THE SAME JOB.

IT HAS IMPACTED MANY MILLIONS AND THE POTENTIAL INDEMNITY IS COLOSSAL, AS IS THE REPUTATIONAL DAMAGE. BUT WHAT DOES IT SAY ABOUT THE CULTURE, MOTIVATIONS AND MINDSET OF THOSE THAT DISCRIMINATED WITH IMPUNITY FOR GENERATIONS? SURELY NOW IS THE TIME TO REDRESS THE BALANCE AND SET EQUALITY AS A KEYSTONE OF THE NEW WORKING FRAMEWORK?

SOCIALLY CONNECTED



theHRDIRECTOR @theHRDIRECTOR
#HR #Polls | Do you believe that your organisation is committed to closing the gender pay gap?



If you have an opinion on any of the articles featured in this section, please share it by going to this link
www.linkedin.com/company/thehrdirector



ARTICLE BY CAROLINE WHITE-ROBINSON, HEAD OF LEARNING & DEVELOPMENT - SHOOSMITHS LLP

MIND... THE GAP

ADMITTEDLY, IT IS EARLY DAYS, BUT SO FAR GENDER PAY GAP REPORTING HAS NOT HAD THE LONG HOPED-FOR IMPACT. ALONG WITH SHORTCOMINGS IN THE DATA, THERE ARE REPORTS OF MISTAKES RANGING FROM; THE MISCALCULATION OF AVERAGE AND MEDIAN PAY, TO ENTERING THE DATA FOR INCOME QUANTILES THE WRONG WAY AROUND.

It is perhaps unsurprising that mistakes are being made, given that obtaining and compiling accurate payroll data that can speak to HR data can be difficult and not many organisations have payroll software that is sophisticated enough for this process. Also, lest we forget, there are the anomalies of the pandemic to consider whereby, for example, this year's reports exclude employees on furlough, whose pay was not topped up by their employer. Taking a look at the statistics - of workers aged below 21, more women than men have been furloughed, but for workers aged 22 and above, men are more likely to have been furloughed - so it is hard to see how reports for 2021 can present an accurate picture of the gender pay gap.

The success of the reporting requirements relies upon employers being concerned about the reputational risk of a widening pay gap, to incentivise them to change. But the lack of any meaningful enforcement system also means some employers simply refuse to report on their gender pay gap. The risk they face is that the UK's Equality and Human Rights Commission (EHRC) issue an unlawful act notice and obtain a court order to comply. However, this requires the EHRC to have the time and resources to follow up such matters. It is not surprising that change is slow and, to make matter worse, the pandemic has understandably put plans and objectives back, as businesses consolidated and

focused on survival. Consequently, many of the strategies required to reduce a gender pay gap are in lag, because they will involve long-term planning for development of women within an organisation, along with support, so that there is equity in career development opportunities. However, counterproductively, the new models

"GIVEN THAT MORE WOMEN
THAN MEN ARE LIKELY
TO REQUEST A FLEXIBLE
WORKING PATTERN,
THEIR LACK OF VISIBILITY
COULD SEE GENDER PAY
GAPS GROW, AS WOMEN
MISS OUT ON PROMOTION
OPPORTUNITIES"

of working being discussed could actually hamper progress even further. Whilst increasing flexible working options for senior roles is likely to make them more attractive to a broader range of employees, there is already talk of agile employees being less visible and therefore less likely to be promoted. Given that more women than men are likely to

request a flexible working pattern, their lack of visibility could see gender pay gaps grow, as women miss out on promotion opportunities. Flexibility on its own is not enough.

Does this mean we should scrap gender pay gap reporting in its entirety? The answer is surely no, but clearly more needs to be done to make the regime effective at closing gender pay gaps. Key to this will be ensuring that organisations are held to account and it could be that the introduction of a single enforcement body, as promised by the Government - with more resources at its disposal - will go some way to correcting this. If reporting is here to stay, organisations would be best advised to embrace it. There also needs to be focus on overcoming bias and stereotypes about women in the workplace, from recruitment to promotion, talent management and reward. But organisations must be realistic too, complete eradication of the gender pay gap is unrealistic, when you consider individual choice and circumstance. The bottom line is, gender pay gap reporting has its problems and limitations, but if it is a focal point to strive for, not avoid, then it represents the best chance for moving closer towards gender pay equality.

FOR FURTHER INFO
WWW.SHOOSMITHS.CO.UK



ARTICLE BY ALI SHALFRASHOON, PSYCHOLOGIST &
HEAD OF INTERNATIONAL ASSESSMENT R&D - PSI SERVICES

THE INJUSTICE OF CONVENTION

"THE ADAGE; "CULTURE EATS STRATEGY FOR BREAKFAST", HAS NEVER FELT MORE RELEVANT, AS ANY TACTICS USED TO DELIVER PAY EQUITY WILL ONLY BE AS SUCCESSFUL AS THE ORGANISATION'S CULTURE ALLOWS"

This crisis time has revealed clear evidence of the disproportionate negative impact on women, in terms of economic hardship, due to many factors including; increased childcare and home-schooling during lockdown. Women have been more likely to reduce work hours, take temporarily leave or have disappeared out of the labour market altogether. In response, UN Women Director, Anita Bhatia said: "Everything we worked for, that has taken 25 years, could be lost in a year".

Arguably, the gender pay gap is the biggest injustice in the world of work and the pandemic's exacerbation of the issue is very concerning. The magnitude of protracted pay inequality is almost incalculable - gender pay gap figures show eighty percent of employers, ranging from SMEs to large corporations, were paying male employees more than female staff, for doing exactly the same job. Surely as we contemplate a hybrid future with remote and flexible working, now is the time to redress the balance and set equality as a keystone.

Many leaders are very keen to address this fundamental issue, so what are some practical considerations organisations can adopt to help improve the situation? As the pay gap is such a fundamental and

pernicious problem, there are no easy answers that will fully address the issue on their own. It requires a strategic overhaul and each organisation must address it in a manner pertinent to their context. It will demand significant effort, over time, to overcome both the legal and societal challenges ahead, but there are steps to take now that could redress the balance.

There are three broad levers that could facilitate change for the better. The first step is to ensure leaders are committed to this change, the next is enhancing existing systems and procedures and finally, there needs to be a culture of inclusion. Like any strategic change, commitment from leaders is pivotal, as they are the primary communication channels and set the benchmark for

behaviour. When someone attempts to facilitate change as a consultant or specialist, they are typically responsible for what is termed 'micro-changes', which can be more easily dismissed as radical opinions, different to the norm. But leaders can facilitate what is termed as 'macro-change', as their actions can be perceived to have more weight and so have a significant influence on the direction of the organisation. Effective leadership involves having a clear vision and a strong strategy for implementing change. In the case of the gender pay gap, this means developing a strategy with clear objectives, that identify actions that render inequity non-negotiable. Leaders need to commit to the change they want to see and must be backed by both

financial and human resources. In a paper by the Government Equalities Office, regarding potential solutions to the gender pay gap, a range of activities are highlighted that organisations can take to redress the balance. Interestingly, the solutions shown to have the most evidence of a positive impact were focused on improving the fairness of hiring practices, promotion procedures and compensation schemes.

Despite our own perceptions that we are not biased, everyone is to some extent. Consequently, to increase objectivity in the recruitment process, rather than just relying only on an interview, consider asking candidates to perform tasks they would be expected to perform in the role they are applying for. These tasks or 'workplace simulations', when designed correctly, have been shown to be most predictive of future performance. Turning to interview practices, it's advisable to use structured interviews rather than unstructured ones, as they are fairer and more objective. To differentiate, structured interviews are pre-determined, consistent, focused on questions relevant for the role and assessed using standardised criteria. Whereas, unstructured interviews are more spontaneous and agile, but are more prone to inappropriate questioning, inconsistency and bias. Notably, transparency of salary ranges is necessary in salary negotiation, as it helps applicants know what they can reasonably expect and helps enable more transparent discussion, as women are less likely to negotiate their pay at this stage than their male counterparts.

Even though explicit processes can address some of the issues of the gender pay gap more formally, inequality unfolds in the day-to-day actions of employees. The Peter Drucker adage; "culture eats strategy for breakfast", has never felt more relevant, as any tactics used to deliver pay equity will only be as successful as the organisation's culture allows. Whilst not directly addressing issues of gender pay differentials, the more inclusive the organisation's culture is, the more likely a solid foundation for change can exist.

Facilitating an inclusive culture is not a simple undertaking but, nevertheless, the ABC model of inclusion provides a useful framework, to help leaders and employees support an inclusive culture. This model accounts for the fact that all of us are on our own "inclusion journey" and we may be at different stages. The goal is to create an organisation of allies, who are keen to advocate inclusion and ultimately equity, so everyone in all their uniqueness will be treated and paid fairly.

"AS IMPORTANT AS
REVENUE, ORGANISATIONAL
EFFECTIVENESS AND OTHER
POTENTIAL BENEFITS ARE,
WHEN AN ISSUE UNFAIRLY
IMPACTS MORE THAN HALF
THE POPULATION OF THE
WORLD, ADDRESSING THIS
ISSUE IS NOT JUST A NICE
TO HAVE, IT IS A MORAL
IMPERATIVE"

We begin with A for Appreciation: Appreciating inclusion is the antecedent of change and the process begins with an awareness and appreciation of the issues at hand. This stage is reflective of an individual's growth in awareness and may involve an initial step of accepting that equity in society is something worth striving for. Individuals in this phase are identifying the challenges of creating an inclusive environment, the existence of the gender pay gap and becoming open to learning about their need to act. B stands for Builds: Essentially building an inclusive climate by behavioural change. This second stage moves from an individual gaining awareness and becoming open to addressing the challenges of equity, to directly building an inclusive environment. Individuals in this phase are helping build a fair and

equitable climate by their actions. They are proactively building relationships with others, gathering diverse perspectives, empathising, actively listening and communicating transparently. C is Champions: Championing change by acting as a catalyst for others. This last phase is one of advocacy and individuals at this stage take their behavioural commitment to another level. They tend to look for opportunities to affect change formally and informally. To be successful at this stage, individuals need to be courageous, action-oriented, composed and willing to commit.

Dealing with this critical issue is not going to be easy. However, by utilising the influence of leaders, improving recruitment, promotional and compensation processes and facilitating an inclusive organisational culture, the situation can be improved. The benefits of gender equality are plain to see, as organisations across sectors will be able to tap into a richer and more diverse pipeline of potential talent and skills. But as important as revenue, organisational effectiveness and other potential benefits are, when an issue unfairly impacts more than half the population of the world, addressing this issue is not just a nice to have, it is a moral imperative. The Gender Pay Gap review spearheaded by the Equality and Human Rights Commission (EHRC), is intended to highlight and address the significant societal issue of salary inequity. While the EHRC took the decision to suspend enforcement until 5th October 2021, that date is now upon us. So, what will the headlines say when the dust settles and a true picture emerges?

FOR FURTHER INFO
WWW.PSIONLINE.COM

A BREAK IN THE CLOUDS

The gender pay gap report date passes and if headlines of previous years are repeated - lamenting the entrenched gender pay gap - this must surely put pay equality right at the top of the priority list, in the so-called build back better, post pandemic. But this has to be more than a cursory nudge of the dial because, not only has COVID-19 proved a cruel medical virus, it has also caused societal and economic shockwaves, where women have been disproportionately impacted.

"WE MUST SEIZE THE MOMENT TO USE GENDER PAY REPORTING AS THE CREDO TO FORM A FRESH, AMBITIOUS, POST PANDEMIC, WORKPLACE AGENDA, WHICH MUST REFLECT THE SONOROUS CHANGES IN THE BROADER SOCIAL WORKPLACE LANDSCAPE"



ARTICLE BY ESTHER LANGDON, EMPLOYMENT LAWYER - VEDDER PRICE

The global health crisis did not strike a level playing field. The virus seems to infiltrate and exacerbate many of the factors already underlying gender inequality, turning up the pressure at home and on (unpaid) caring responsibilities, adding homeschooling and lack of childcare to the mix and causing havoc to work life balance. Those in low paid and vulnerable work are suffering most and across the board, figures show that mothers were more likely than fathers to be made redundant, furloughed or have their hours cut. Against this background, the issue of pay gap reporting - gender, but also more widely, including ethnic pay gap reporting - should be on the radar for all businesses, whether they are legally mandated to report or not. The Fawcett Society's *Equal Pay Day 2020 Report*, has been somewhat appropriately dubbed the "coronavirus crossroads" and it highlights that we are at a pivotal moment and, crucially, that there are real risks that the pandemic could turn the clock backwards for gender equality.

While the scale of the disruption caused by COVID-19 and the disproportionate impact on women is clear, what is not clear is how businesses are likely to react. Some see now as a once-in-a-generation opportunity for HR Directors and business leaders in general, to apply some real strategic and blue sky thinking, to develop an ambitious workplace agenda, positioning the business for the future world of work. There is a chance to recalibrate what essentially matters to the business and its stakeholders and to extract some positives from the hard learned lessons from the pandemic. HR leaders now have some clarity about writing the next chapter of people and work, having called upon enormous versatility and resilience over the course of the pandemic. Workplace and people issues were thrust front and centre and employee engagement and good communication have been shown to be the critical components they always were. Throughout the turmoil, the pandemic has forced agendas and opened up conversations about fairness across the board and as a matter of necessity, workplace change has accelerated,

unquestionably more quickly than in normal times. Indeed, the move towards more flexible or agile working was slowly on its way, but now will be seen in history as a defining moment in work. Likewise, pay gap reporting must be an accelerant in a new direction of travel that finally achieves the true and sustainable equity objective. Why the gender pay gap has been able to linger for so long is multifarious and complex. Pay reporting is more understood and acknowledged generally, since the first pay gap reports were uploaded onto the Government portal in April 2018 and we are beginning to be able to judge companies for improvement - or lack of it - year on year. But for many, progress has been inexorably slow. That COVID seems to have rejuvenated the focus on pay gap reporting provides some solace from this bleak and disruptive time.

"PAY GAP REPORTING
HAS ITS CRITICS - IT IS,
ADMITTEDLY, FAR FROM
PERFECT - FIGURES BASED
ON MEAN AND MEDIAN
FIGURES, CAN ONLY SAY
SO MUCH AND IS ALWAYS
GOING TO BE A BLUNT
TOOL. IT LEAVES NO ROOM
FOR NUANCE OR DELVING
INTO THE PARTICULAR
CIRCUMSTANCES"

As the world of work is remodeled, we must seize the moment to use gender pay reporting as the credo to form a fresh, ambitious, post pandemic, workplace agenda, which must reflect the sonorous changes in the broader social workplace landscape and utilise the learning from how both individuals and businesses have lived the moment, adapting with agility and resilience. We have all seen the worst in human capacity, but also been inspired by the best and this will fuel momentum. We've learnt through this time that success

is not just about profit, ROI and market share and that ESG factors have proved even more fundamental to engagement and purpose. Encouragingly, in the wake of the storm, they are being increasingly used by businesses to measure value, identify risks and opportunities. As part of this change in perspective - along with mandatory reporting - there is a noticeably sharp focus on pay equality and transparency, with fairness forming part of expectations shared by investors, stakeholders and employees. But that is not to say that pay gap reporting has its critics - it is, admittedly, far from perfect - figures based on mean and median, can only say so much and is always going to be a blunt tool. It leaves no room for nuance and delving into the particular circumstances of any individual workforce is open to being easily skewed. However, a blunt tool can still do a job and the fact is the gender pay gap has been so deeply entrenched for generations, it is going to require real grunt work to eradicate this injustice. Mandatory reporting is only a risk to those that discriminate. But whatever the criticisms, pay reporting - both as a concept and as a core ESG measure - is here to stay and so it makes total sense to embrace this as a positive opportunity.

The positives for businesses in workplace equality should not be taken for granted and cannot be over communicated. But it's important not to have pay reporting in isolation, but as one tool in a broad diversity and inclusion, ESG informed workplace agenda. Employers do not have to wait for legislation to scope out their own agenda - not just on pay gap reporting, but on flexible working, promoting organisational resilience and a culture of transparency - they should be rigorously stress testing policies and practices for embedded discrimination and bias, turning the bluntness of the tool into a positive.

FOR FURTHER INFO
WWW.VEDDERPRICE.COM

CROSSWINDS

That the drive for equality will have been blown off course is inevitable. But throughout this time of trial, it has been people that have made the difference - many on the front line, often on low wages - without whom, much of what we all rely upon would have completely ground to a halt. The fact that many will have been women, must galvanise all endeavours to create a future that stands for authentic and sustainable equality, that renders the gender pay gap to the history books.

"DIVERSITY FATIGUE IS A REAL ISSUE, WHEREBY PEOPLE FROM TRADITIONALLY UNDERREPRESENTED GROUPS BECOME TIRED OF BEING EXPECTED TO SHARE THEIR EXPERIENCES TO INFORM POLICY AND BECOME DISMAYED AT THE LACK OF PROGRESS BEING MADE"



ARTICLE BY TERESA BOUGHEY, FOUNDER OF INCLUSION 247 & CEO OF JUNGLE HR

*Teresa Boughey is author of the bestselling book, 'Closing the Gap - 5 Steps to Creating an Inclusive Culture (2019)'
Published by Rethink Press UK*

Lest we forget, equality, diversity, inclusion, belonging, valuing and embracing difference was the foundation upon which core organisational values were built before the pandemic. In this instance, surely nothing has changed and, if anything, it is actually more important than ever before. Working and living through the pandemic has undoubtedly been unsettling emotionally, financially and socially with women and other under-represented groups bearing the considerable brunt of this. But the one, big positive coming out of this is that now, organisations have been presented with an unparalleled opportunity to reinvent their operational practices, in ways that are much more inclusive and embeds DE&I at the centre, not just within bolt-on policies. The Gender Pay Gap Reporting was paused in 2020 for organisations with 250 or more employees but, even so, a handful of organisations did continue to report their status and progress. After further postponement, October 2021 was the pressing date in business diaries, to report on their gender pay gap, rather than the usual April deadline. Whilst the delay imposed by the pandemic will have been an open door for some organisations to neglect their inclusivity responsibilities, the importance of reporting such information has not gone away. In fact, this pause is likely to have widened another gap even further, namely between those organisations that truly have a commitment to inclusion and those who merely pay lip service to it.

Of course, gender pay reporting is certainly not a complete solution to the considerable inequalities that remain in the workplace. Indeed, it fails to address the variances that exist in ethnicity and disability pay gaps too. Nevertheless, it does provide a very public declaration on an organisation's current situation, along with the opportunity to move forward, if this is accompanied by an action plan. One of the questions asked to more than 500 organisations within the Inclusion 247 Accelerating Inclusion report was: "Have you shared your gender, disability, ethnicity pay data and action plan with your entire workforce, beyond publishing this on your website?" Here, tellingly,

only 25 percent of respondents answered yes, 60 percent said no and 15 percent admitted that they didn't know. This surely indicates that many organisations continue to perceive all that this represents as merely a box ticking compliance exercise, rather than an opportunity to cement their DE&I commitment. Gender pay reporting has to be accompanied by a published action plan, if it is going to make a tangible difference to an organisation's culture. However, it is only going to make that difference if it is shared widely and actions are actually carried out. Employees are tired of empty rhetoric and so are prospective candidates, who could use this publicly available information to inform their choices.

"IT REQUIRES FOCUS,
RESILIENCE AND AN
OPEN MIND TO QUESTION
EVERY SINGLE POLICY AND
PROCESS. THIS IS WHERE
GENDER, ETHNICITY AND
DISABILITY PAY REPORTING,
ALONGSIDE REGULARLY
REVIEWED ACTION PLANS,
CAN DEMONSTRATE
PROGRESS THAT IS
BEING MADE"

It's advisable not to dismiss diversity fatigue, it is a real issue, whereby people from traditionally underrepresented groups become tired of being expected to share their experiences to inform policy and they can become dismayed at the lack of noticeable progress being made. Sustainable action plans that confront the status quo, have the potential to break through this fatigue, but only if they translate into real progress and those responsible are also held accountable for policy and behavioural changes across the organisation. Working with marginalised groups to foster an inclusive workplace culture is important, but it is the role of

everyone in the workplace to create a sense of belonging. Individuals can do this by calling out all levels of discriminatory behaviour and making space for others to inform and influence an organisation, such as in DE&I networks. Despite this, tackling the gender pay gap requires dedicated actions, like regularly reviewing reward strategies, promoting pay transparency and encouraging the use of equitable flexible working. Similarly, organisations can use employee departure data, to more effectively determine the real reason why someone is leaving and correlate these to understand if they are for DE&I reasons. Diversity fatigue can also occur when tackling substantial, ingrained issues such as pay inequalities. It requires focus, resilience and an open mind to question every single policy and process. This is where gender, ethnicity and disability pay reporting, alongside regularly reviewed action plans, can demonstrate progress that is being made. It can also be a clear sign that actions have not been applied or are not working and a different approach is required.

The pandemic has highlighted the importance of key workers, many of whom receive lower pay rates and also often bearing significant family or caring responsibilities. Research also suggests that many furloughed women are likely to face redundancy as organisations restructure. Employees will consider how they have been treated in the past eighteen months and beyond, those organisations that don't walk the talk when it comes to inclusion and don't recognise and reward their people equitably will be left behind and will lose talent. So the time is now to rebuild with these inclusive cornerstones. People are the fundamental element to any business and they deserve to feel valued and respected and to be treated fairly. Tackling the gender, ethnicity and disability pay gaps is within the gift of every organisation, regardless of their size and is a clear and impactful way to demonstrate they are committed to building back better.

FOR FURTHER INFO
WWW.INCLUSION247.COM

THE SUM OF ITS PARTS

PERCEIVING GENDER PAY REPORTING AS AN IMPOSITION MISSES THE POINT SOMEWHAT. THIS COULD BE THE CATALYST - ALL BE IT MANDATORY - TO ENCOURAGE BROADER THINKING TO DRIVE THE D&I IMPERATIVE. BY BEING PROACTIVE, ESTABLISHING DEDICATED GENDER PAY FORUMS AND STEERING COMMITTEES TO BRAINSTORM SOLUTIONS, THAT COULD HELP ENSURE PROMISED INITIATIVES ARE DELIVERED.

ARTICLE BY KATHERINE MURRAY, CONSULTANT - GALLAGHER

It's safe to say that most organisations will have found it hard to move the dial on their gender pay gap statistics reported last year. Although the pandemic has impacted labour market hours worked and pay, it has had little influence on the national gender pay gap data reported by the Office for National Statistics (ONS). Women have taken a disproportionate share of the economic hardship, either working fewer hours or dropping out of the labour market altogether and furloughed female employees - who were paid less than normal - could have a significant impact on an organisation's gender pay metrics. Publishing a narrative is crucial, when recognising the shift in employee populations for this reporting period.

As the economy resets itself during the second half of 2021, the full impact will be revealed with Government support tapering off. While there are some encouraging early signs - a +0.2 percent growth in employment reported by the ONS in June 2021 - when coupled with the fact that the proportion of women holding positions in the top quartile of employees has only very slightly increased, it's clear that more needs to be done to level the playing field. Most companies know they can't just magic up change for the better, but this has never been about overnight transformation. It's about identifying the problem, articulating the solution, then taking a long-term view and it should be supported with a watertight narrative that's capable of walking the talk. This needs to build on last year's story, ultimately answering the question: How are you going to demonstrate commitment to your gender pay goals? If there's a widening of the pay gap, how are you going to explain this? For smarter organisations, that narrative will include an emphasis on gender pay being part of their wider

diversity and inclusion goals. They're saying; 'it's not just about gender, we need to think about all our groups' - and they're asking, whether they've a LGBTQ+ community in the workplace and if so, do they feel supported?

Recognising the pandemic has had a huge impact on working patterns, proactive organisations are promoting flexible working as gender neutral. These employers are showing that they are committed to flexible hiring, ensuring those who need to work flexibly are able to enter, re-enter and progress in the workplace, rather than being trapped in a low-status role or excluded from working at all. The financial services sector has led the way in terms of creating steering committees to help support minority groups at work, with other sectors following suit - specifically in science, technology, engineering and manufacturing. In the case of gender pay, these are being used to achieve engagement at executive level to ensure initiatives are delivered. In some cases, outcomes from these steering committees have led to initiatives where caution is required - for example, tying in metrics around gender 'quotas', to bonus arrangements for senior leadership teams. Such practices, if not handled carefully, might be considered positive discrimination. Gender pay reporting is only the start. Ethnicity, disability and LGBTQ+ pay reporting obligations are under constant review and a growing number of organisations have published these metrics, as part of broader ESG reporting. It's about recognising that a company's performance in these areas is likely to become more influential in the future, when it comes to corporate ratings and valuations.

FOR FURTHER INFO
WWW.AJG.COM/UK

stay connected.



DOWNLOAD OUR FREE APP TODAY TO ACCESS MORE CONTENT:
NEWS, FEATURES, LEGAL UPDATES, BLOGS, SENIOR HR JOBS AND
HR & PEOPLE LEADER INTERVIEWS.



DOWNLOAD OUR FREE APP FOR MORE CONTENT



AVAILABLE FOR APPLE & ANDROID

II

BUSINESS REDEFINED

A DEMOLITION BALL HAS SWUNG THROUGH THE RICKETY AND TIME-WORN CONVENTIONS OF EMPLOYMENT AND BUSINESS OPERATIONS, HERE IS A ONCE-IN-A-LIFETIME OPPORTUNITY TO SWEEP AWAY THE DEBRIS AND RE-IMAGINE THE WORLD OF WORK. THE ENFORCED DIRECTIVE TO WORK FROM HOME HAS, IN THE MAIN, ALLAYED FEARS THAT MASS REMOTE WORKING WAS A CHARTER FOR CHAOS AND THE HEADLINE DEBATE IS, WHAT DOES A HYBRID WORKPLACE LOOK LIKE? OPERATIONAL STRATEGY ASIDE, HOW THE PANDEMIC HAS IMPACTED US PSYCHOLOGICALLY WILL TAKE TIME TO REVEAL.

SOCIALLY CONNECTED



theHRDIRECTOR @theHRDIRECTOR

#HR #Polls | Is your organisation planning to redefine the way it operates, post-pandemic?



If you have an opinion on any of the articles featured in this section, please share it by going to this link www.linkedin.com/company/thehrdirector



ARTICLE BY MARCUS MOSSBERGER, GLOBAL SOLUTION & INDUSTRY MARKET STRATEGY LEADER - INFOR

BLURRED LIFE

THE PANDEMIC WILL UNDOUBTEDLY CONTINUE TO FUEL DEBATE AS THE ONGOING IMPACTS ARE REVEALED. ONE MAJOR SHIFT IS THE GROUND-SHAKING CHANGES IN THE WORLD OF WORK AND BUSINESS OPERATIONS. WITH MUCH DISRUPTION AND HYBRID A WIP FOR MANY, MEASURES MUST BE TAKEN TO ADDRESS PSYCHOLOGICAL RISK AND WELLBEING ACROSS THE ORGANISATION.

One of the most important considerations in developing a longer-term strategy, is that it's not an entirely risk-free option and when evaluating potential strategies, employers must look carefully at the bigger picture, before making decisions. From a health and safety perspective, there are substantial considerations, which shouldn't be ignored, testament to which is the introduction of a new ISO standard, ISO 45003, in June 2021, which will provide guidelines for managing psychological health and safety at work, through identifying psychosocial risks. The lines between work and home have, for many, blurred, turning work/life balance on its head and instead promoting work/life integration, something which is undoubtedly easier for some than others. From an employer's perspective, tracking and managing potential burnout and associated mental health flags, is crucial in curating a happy, motivated and successful virtual workforce, as well as positively impacting the bottom line.

Innovators in this space are doubling down their focus on the new health and safety risks of a virtual workforce, implementing creative approaches which optimise productivity while minimising risk. Such approaches vary from company to company, with human capital management systems often a start point, leveraging occupational health and safety modules. HCMS can be leveraged to gain

a real-time understanding of the health of the workforce, tracking trends and patterns and highlighting potential issues which require attention. From an employee's distance from the office, to absence relating to sickness and medical appointments, a profile can be established of each employee.

"THE LINES BETWEEN
WORK AND HOME HAVE,
FOR MANY, BLURRED,
TURNING WORK/LIFE
BALANCE ON ITS HEAD
AND INSTEAD PROMOTING
WORK/LIFE INTEGRATION"

This kind of system can also be extended to help to identify whether employees are actually suited to remote working on a long-term basis, as it doesn't suit everyone, with many people working more productively and creatively in an office environment. In recognition of this fundamental consideration, predictive talent analytics can identify profiles and expand knowledge and understanding of the behavioural DNA of each individual within their organisation. Research shows that some profiles are best suited to

remote working, with findings pointing to a need to remain task-focused with a true sense of personal strengths and weaknesses, as well as being forthcoming and comfortable expressing thoughts and emotions. Indeed, successful remote workers also seem to have little reliance on external praise and are motivated by a sense of urgency on work tasks. This kind of insight presents serious questions for employers which are considering a wholesale shift to virtual working, with many taking a more considered, hybrid approach to accommodate a range of profiles and maximise their talent base. For those adopting a hybrid approach, even falling back on the physical office is less than straightforward, with creative scheduling of people's office-based hours to minimise those in close proximity, larger working spaces and improved air filtration systems all likely.

Whether the wholesale virtual or hybrid model are the right fit, it is absolutely crucial to adhere to best practice, as set out in the new ISO accreditation and, indeed, to recognise the importance of having the right systems to monitor, which highlight, inform and foster engagement as part of the process. The future of work is here, somewhat quicker than we anticipated.

FOR FURTHER INFO
WWW.INFOR.COM



ARTICLE BY CHRIS KEELING, FOUNDER AND CEO - JOBTRAIN

CHANGE, BEFORE YOU HAVE TO

"THE MAIN SOURCE OF TALENT FOR MOST COMPANIES IS ITS OWN
PEOPLE AND FOR YEARS THERE HAS BEEN MUCH TALK ABOUT PERSONAL
DEVELOPMENT PLANS; INVESTING IN L&D AND NURTURING "OUR MOST
IMPORTANT ASSET", YET WE STILL HAVEN'T JOINED THE DOTS"

The Chinese have a curse that I heard very early in my career, that is to; "wish upon your enemy one hundred years of success". It is a wise, strategic insight into the failings of many great organisations. They enjoy success and, instead of constantly revisiting the drive, the processes and the inspiration that brought them that success, they instead adopt a policy of "if it ain't broke don't fix it". In doing so, they doom themselves to complacency and ultimate failure.

Never has the reading of budgets, business plans and strategies from 2019 been so sobering in appreciating that, in the words of JF Kennedy; "the only certainty we have is uncertainty." But what the events of the past 18 months has delivered to us all is an opportunity to step aside from the day-to-day and to question everything; what we do, the people we need to do it, the place that we work and the hours that we work. Things so fundamental that they were never even considered in many plans, pre-pandemic. But now, as we emerge from this most seismic social and economic event, what has it meant and what lessons can we learn? Let us begin by looking at the sheer numbers of staff who are purported to be

either displaced by their organisation or are now simply re-evaluating their working options post-pandemic. Under normal circumstances, there was an assumption that 15 percent of the workforce are 'churning', that is moving between jobs. Depending on which report you read, it is now reported that the figure could be anything between 25 percent and 40 percent, according to the Microsoft *Work Trend Index*. Either way, for most employers it is remiss to think there will be no problem and the ship will sail happily onwards. But as the Chinese saying suggests, that is not a reason to sit back and do nothing.

Taking a step back further in time to November 2020, a Gartner report

revealed that 32 percent of organisations were planning to replace full-time staff with contingent workers, essentially to save costs. How things have changed, as we now see companies such as; Tesco, Arla and Morrisons, all paying significant sign-on fees and wage increases to drivers. This is not the behaviour of an organisation trying to move to casual contracts to save costs, but is more reminiscent of an attempt to build loyalty and commitment through enhanced pay, conditions and security of employment. We are seeing businesses in hospitality offering reduced service because they cannot recruit kitchen or waiting staff. So, far from looking to save costs, businesses are now adopting incentives

to attract and keep staff and that's a whole new ball game. It would be safe to assume that, given the shortage of talent in certain quarters, talent pools would be coming into their own. But contrarily, a recent survey undertaken by The Forum for In-House Recruitment Managers, showed that they were only considered the 8th most likely source of candidates. But are we using them correctly and are we thinking of them in the right way?

The main source of talent for most companies is its own people and for years there has been much talk about personal development plans; investing in L&D and nurturing "our most important asset", yet we still haven't joined the dots. One relatively simple step organisations should take in joining up the thinking is to first ensure that all staff are encouraged to sign-up to job alerts on the firm's own website. During each review, a discussion could be had with every employee, to discuss what direction their career may want to go in. It could be a step-change in terms of function or department, or it could be that someone wishes to consider moving to another part of the country - maybe to have family support, or to offer support to a parent - or maybe they simply feel thwarted in the current role and overlooked. In each scenario, it seems that for many, the only way to resolve their current situation is to actively look for work elsewhere. But it could be so much better if, as part of their review, the employee and their manager together, discussed and signed up for job alerts as part of the process of managing the careers of staff. In that way, everyone who wanted to know about relevant alternatives would be sent an alert right at the start of the process. If that alert was in an area where the employee already had the support of their manager, then fast-tracking an interview could be an option. There was a report by The Oxford Economic Group, citing the cost of hiring a member of staff was as much as £30,000, dependent on factors such as training cost, paying for interim staff and the cost of operating below optimum whilst learning. But £3,000 was considered the basic cost of losing

a member of staff. Taking the above steps, which really cost nothing and potentially save a proportion of turnover, certainly makes economic sense as well as demonstrating sound HR.

At a time when there is much debate on the future of the office and flexibility, now is not the time to stick with tried-and-tested methods in the belief that "we have always done it that way". How we plan to return to the workplace has exercised many minds during this crisis. The BBC conducted a survey of the UK's 50 largest firms and all of them said that they have no plans to bring people back into the office full-time. This is

"NECESSITY IS THE
MOTHER OF INVENTION
AFTER ALL - AND IF WE
FAIL TO CHANGE AND
ADAPT NOW AND TAKE
POSITIVE LEARNING FROM
THIS PAST 18 MONTHS,
THEN WE MAY WELL
LEARN WHAT HAPPENS
AFTER SUSTAINED
SUCCESS, AS THE CHINESE
FORETOLD"

a significant change from the mindset immediately before the pandemic. At that point, 'presenteeism' was a problem, real estate was a huge cost and trust in remote workers was questionable. Indeed, the CIPD 'Working lives' survey in 2019 revealed that approximately only one in twenty (5.3 percent) jobs are worked mainly from home. The genie is now out of the bottle, simply travelling to an office to do work that can be done elsewhere is no longer acceptable. If people are going to make the effort to commute to an office then the experience when they arrive needs to be exciting, engaging, collaborative and social. In

other words, it needs to deliver what someone cannot gain at home.

Many organisations are of course looking to re-imagine the workspace and our own view has been to consider that people can do their work from anywhere - some prefer the office, many prefer home, but the choice can be theirs. But when it comes to collaborative tasks, then we are asking people to do that in the same space in the office, because good collaboration means a good exchange of ideas and dynamic conversation, it means problem solving and over-coming challenges. It needs teamwork. Unquestionably, Teams and Zoom have played an effective part in supporting that, but having a team working together to solve problems in the same space allows all those human traits that we possess to come to the fore, the reading of body language, seeing who is or isn't contributing well and having challenging conversations, not polite linear ones. But would we have made such a radical move - including re-designing our office space to allow for larger group meetings rather than individual desks - without the trigger of the pandemic? In all honesty, I am not sure we would have been brave enough. Without doubt, it was this set of circumstances that forced the issue, jolting us out of the complacency that the Chinese curse had warned us about. So, let's not miss the opportunity we now have, for now is the time to try something different. Innovation is about solving problems - necessity is the mother of invention after all - and if we fail to change and adapt now and take positive learning from this past 18 months, then we may well learn what happens after sustained success, as the Chinese foretold.

FOR FURTHER INFO
WWW.JOBTRAIN.CO.UK



THE HYBRID ELEPHANT IS OCCASIONALLY IN THE ROOM

As we take stock of what is behind us and look ahead to the future, the pandemic has, without question, weighed heavily on global economies, markets and industries. But perhaps the biggest impact was felt by employees. With the worst of the pandemic nearly behind us, we stand at the intersection of two seismic events, the return to work and the future of work. These coexisting factors pose many challenges, but they are alive with opportunities for the bold and the visionary.

"EMPLOYEES WHO WANT TO SWITCH FIELDS RADICALLY,
OFFERING TO RENEGOTIATE COMPENSATION AND BENEFITS IS
GOING TO RECEIVE SHORT SHRIFT FROM AN INSURANCE BROKER
NOW SET ON OPENING A PET GROOMING BUSINESS"



ARTICLE BY WENDY MUIRHEAD, VICE PRESIDENT - CERIDIAN EUROPE

For the millions of employees globally who have spent untold hours at home, the pandemic precipitated a reordering of priorities. In April 2021, a record four million Americans quit their jobs - the highest number since the US Bureau of Labor Statistics began publishing such data in December 2000. Polls from LinkedIn, Monster and Microsoft have indicated that where the US has led the way, the UK and Europe are following quickly behind. A general meta-analysis of surveys on the subject indicates that around 40 percent of the UK workforce is ready to resign this year.

The reality is, there's not much that firms can do to hold on to employees who want to switch fields radically. Offering to renegotiate compensation and benefits is going to receive short shrift from an insurance broker now set on opening a pet grooming business. On the other hand, employees looking for a far less radical change have now realised they are in a very strong position to think about what they really want in their personal and work lives and are actively evaluating their options. Salary is not the only point for negotiation, our own 2021 Executive Survey asked over 2,000 senior executives globally about their post-pandemic work environment. They anticipate 27 percent of their workforce will stick with remote work, while 29 percent will opt for an office-based/remote work hybrid. Seeing those numbers two years ago would have been unthinkable, it's a neat snapshot of just how much has changed and quickly. If one moment could encapsulate the shift in power from employer to employee, a fair bet would be the response to the remark by Goldman Sachs' CEO that working from home was an 'aberration'. His remarks sat at odds with his own company - one of the world's biggest banks - successfully operating with less than ten percent of its almost 40,000 staff in the office for most of 2020. What's more, his employees did not share his view, prompting a public climbdown.

Google was one of the first businesses to tell its staff to work from home in 2020 and publicly said that they could do so until June 2021. The company was widely heralded as a trailblazer at the time, yet Google CEO Sundar Pichai also recently

stated his belief that in-person is best. Meanwhile, Google has set record profits for the third quarter in a row, with the majority of its 200,000 staff still working remotely. Against this backdrop, it's to be expected that some workers are questioning exactly what it is that offices provide which is not being delivered via remote work. Many organisations look at the actions of Goldman Sachs and Google as large-scale exemplars of their own concerns or worries about working from home. But they should also look to those businesses that have put a stake in the ground and made a clear decision on the subject. For instance, PwC has announced official plans for their 22,000 staff in the UK to work from home between 40 percent and 60 percent of the time.

"COMING TOGETHER AS
GROUPS IN-PERSON TO
COLLABORATE HAS BEEN
PART AND PARCEL OF
OUR WAY OF WORKING
FOR DECADES AND THAT
DOESN'T NEED TO CHANGE"

As one of the Big Four accounting firms, PwC's announcement could prompt its consulting peers - Deloitte, EY and KPMG - to follow suit if they're to attract or retain employees looking for increased flexibility. There are still lots of questions about post-pandemic work to unpack: How do we ensure hybrid or remote workers are not penalised - socially, culturally and financially - for not being in the office? When many of us can work anywhere, should we be thinking more about a shake-up of traditional working hours too? How do we continue to push diversity, equity and inclusion up the agenda to ensure more urgent, positive progress? Are we doing enough to ensure working parents - particularly women - are not being left behind when it comes to career advancement opportunities? What is company culture, when employees are

spread across the country or continent, don't share an office and rarely meet? What does great leadership look like in 2021, in the wake of the pandemic?

The elephant in the room is the hybrid model, which has presented some unique challenges in comparison to the standard way of work. Businesses are contorting themselves over reinventing what office work looks like, when we know what works and what doesn't. Coming together as groups in-person to collaborate and devise new ideas has been part and parcel of our way of working for decades and that doesn't need to change. It's perhaps not a perfect solution, but video call technology at least enables remote workers to contribute and feel part of creative sessions, even if they can't be physically present. It's true that some younger workers are longing to be back in the office, perhaps because of a lack of a dedicated workspace at home, or for social reasons. But many workers of all ages are craving the camaraderie, learning opportunities and sociability of office life. The question now is how organisations enable this for employees who can come to the office, without disadvantaging those who can't attend. A hybrid approach must be the solution, formulated from the best developments from the past 18 months.

Perhaps the biggest and most positive change has been more employers prioritising and delivering an employee-centric culture via policies, that are more inclusive than the pre-pandemic status quo. Company cultures have faced their biggest test yet during the pandemic, but a strong culture and leadership will be central to answering many of these questions and ensuring ongoing success. The connection between leaders and employees is the most vital of all. A meaningful and multi-dimensional relationship with employees is needed to maintain trust, an affinity with managers and the organisation, to outlast the pandemic. Authentic, trusted leaders were one of the few winners in the pandemic and have seen their stock rise.

FOR FURTHER INFO
WWW.CERIDIAN.COM



ARTICLE BY JENNI FIELD, FOUNDER, BUSINESS COMMUNICATIONS STRATEGIST
& AUTHOR - REDEFINING COMMUNICATIONS

HYBRID OR HERRING?

AS WE REDEFINE WORK - NOT JUST HOW WE WORK, BUT HOW WE THINK ABOUT WORK IN SOCIETY TODAY - ALL FOCUS AND EFFORT IS BEING CHANNELLED INTO DEFINING THE HYBRID WORKFORCE. BUT IS HYBRID JUST THE LATEST BUZZWORD IN A LONG LINE OF CORPORATE JARGON, THAT ESSENTIALLY STOPS US FROM MOVING FORWARD?

Talking about hybrid working allows us to use opinion - not data - to make decisions, narrowing our focus to one aspect of change, location. Technology, a global pandemic, multiple generations in the workplace and a politically motivated society means work can no longer be in a separate bucket to life. Hybrid working is more than working in an office a few days a week, it's about changing how work fits in with the balanced lives we seek to lead in a modern society. When we talk about hybrid working, what we need to discuss is fundamentally changing how we work, based on society and technology. We need to look at organisational culture and the behaviours that align to that culture. We need to train people to have conversations that build workplace relationships, so we become more human and connected. This is the opportunity to change in a way we've never experienced before, a chance to reimagine workplace culture for everyone. We must be deliberate and think about how culture can be the key driver of growth.

This is the biggest shift in working practices for decades, if not centuries and, as always, we can learn from history. During the industrial revolution, we didn't grab the chance to reimagine factories when electricity came in. Instead, we just replaced steam with electricity, using the same production processes. Working practices remained stagnant for 25 years. It's the same today,

we adapted in the pandemic to working at home and "lifted and shifted" to create a model that allowed us to progress through. Now we need to redefine the rhythm of our organisations. What stays, what goes and importantly, what kind

"THINK "FREEDOM
WITHIN A FRAMEWORK"
- OUR INTENTIONS AND
OUR REALITY ARE OFTEN
DIFFERENT - WE NEED
A MIX OF DATA AND
CONVERSATIONS TO HELP
US THINK DIFFERENTLY
AND EXPLORE NEW WAYS
OF WORKING"

of workplace do we want to embrace? We can't focus purely on location, we must reimagine the factory. Executive teams need to think differently, challenge norms and question default thinking.

Many people say how great working from home has been for productivity. With the lack of commute, the ease of being at home, many have claimed the office is dead. But they're wrong. Research carried out during the pandemic found

we're 20 percent less productive at home. This study isn't based on opinion, but on data around how people work. The longer hours people have worked to complete the same amount of work means we're less productive. Importantly, working from home has a detrimental impact on communication, collaboration and innovation - all fundamentally key to productivity. To reimagine work, we need to listen to data, not just opinions and focus on giving people the ability to choose. Think "freedom within a framework" - our intentions and our reality are often different - we need a mix of data and conversations to help us think differently and explore new ways of working.

As we transition from the global pandemic, we must not rush to find solutions, before we delve into the detail or the root cause, that is just plastering over cracks. Those cracks can quickly turn to chaos. If we understand we are in a pandemic revolution, we can diagnose and delve underneath issues we're facing, fix things long term and step into a place of calm. A place where people feel psychologically safe is where culture is clear, behaviours are aligned to purpose and where we invest in helping people to lead with empathy.

FOR FURTHER INFO
[REDEFININGCOMMS.COM](https://redefiningcomms.com)

THE GREAT RESET

NO QUESTION, THE FUTURE OF WORK WILL LOOK VERY DIFFERENT. BUT HYBRID WILL BE MUCH MORE THAN A DESCRIPTOR FOR DIVIDING WORKING TIME BETWEEN THE OFFICE AND HOME. IT'S AN ENTIRELY NEW WAY OF WORKING THAT BRINGS A RAFT OF CHALLENGES AND OPPORTUNITIES. BUT THE QUESTION OF WHERE PEOPLE WILL WORK AND WHEN HAS MUCH LARGER IMPLICATIONS THAN JUST LOGISTICS.

ARTICLE BY LINDSAY KOHLER, LEAD BEHAVIOURAL SCIENTIST - SCARLETTABBOTT

It's taken as read that businesses have a lot to tackle. From mental health and burnout, to 'the great resignation', bringing teams back together post-pandemic will be far from plain sailing. Many decisions around who has to return to the office and how frequently, will quite obviously vary by role and by line manager and certainly in the transitionary stages, unrest could easily result when some are able to work more flexibly than others. The right to work from home can be viewed as a perk and, on the flip side, those who can't, may see this as a punishment, or inequality. It doesn't take a lot of imagination to see that this fairness divide could have a huge impact on engagement very quickly. So, what is best practice, what are the measures of compensation and how can equilibrium be maintained as a hybrid framework takes form?

How people collaborate in a hybrid world will also change too and it will be easy to fall back on old work habits, such as prioritising the people in the room versus those participating remotely. Practices such as virtual whiteboards and making sure everyone dials in, even if in the same room, can help to give everyone an equal voice. Another big challenge to collaboration centres around who is chosen for important projects. Teams may be more likely to form in-groups, often around some area of similarity, such as location, which could inadvertently leave others out. Those picked for the best projects might not be the best for the job, but rather they just happen to be in the manager or team leader's line-of-sight. One way to break up the formation of these groups is via acquaintances and colleagues with whom we have more informal relationships. These relationships are often pivotal for how information is disseminated throughout an organisation and are a key driver of culture.

Many have theorised that 'the great resignation' is upon us after months of people asking big

questions about their lives and what is most important to them and the traditional nine-to-five routine may not cut it anymore as a purpose-driver. Flexibility over how and where we spend our time is more highly prized than ever. Will colleagues leave their current organisations if their employers' approach to hybrid working isn't aligned? Only time will tell, but businesses would be smart to start advertising their hybrid work policies on their careers sites and across other recruitment materials. A logical place to focus is purpose, it's the secret weapon for increasing engagement and is especially important in times such as the current climate, where engagement levels have dropped. By communicating why an organisation exists and the impact everyone's collective actions have, you can help people find a sense of meaning which just may be the factor that makes the difference between people choosing to stay, or walking.

If the purpose of an office is connection, community and innovation, this is a chance to radically redesign the space. Amid the uncertainty, incredible opportunities lie ahead and are there for the taking for employers willing to seize them. Our greatest learning about human behaviour over these trying times has been just how adaptable people are. Changes that would have previously taken place over years - such as the transition to remote working - happened in days and many didn't just survive, they thrived. Being armed with that knowledge and a willingness to co-create a better world of work, will help teams embrace engage and enthuse about future potential.

FOR FURTHER INFO
WWW.SCARLETTABBOTT.CO.UK

III

ORGANISATIONAL CULTURE CHANGE

IT IS THE STRANGEST OF PARADOXES THAT A PANDEMIC VOLT FACED THE TRADITIONAL PURPOSE OF A BUSINESS ORGANISATION - NAMELY, TO MAKE PRODUCTS OR SUPPLY SERVICES IN THE MOST EFFICIENT WAY - TO MAXIMISE PROFITS FOR SHAREHOLDERS. THAT A MODEL WHERE ALL STAKEHOLDERS BENEFIT - DRIVEN BY HUMANITY AND EMPATHY - SHOULD COME FROM THIS TRAGEDY, HOLDS SOME SOLACE AT LEAST. BUT IT CAN ONLY BE CAPITALISED UPON WITH CULTURE AND VALUES THAT ARE ALIGNED WITH THE DIRECTION OF TRAVEL.

SOCIALLY CONNECTED



theHRDIRECTOR @theHRDIRECTOR

#HR #Polls | Do you believe that your organisation is emerging from the pandemic with a commitment to improving organisational culture?



If you have an opinion on any of the articles featured in this section, please share it by going to this link
www.linkedin.com/company/thehrdirector



ARTICLE BY KAREN MEAGER (PICTURED) & JOHN MCLACHLAN,
ORGANISATIONAL PSYCHOLOGISTS & CO-FOUNDERS - MONKEY PUZZLE TRAINING & CONSULTANCY

THE SWEET SPOT

THE CYCLE OF BURNOUT WILL CONTINUE INDEFINITELY, IF ORGANISATIONS DO NOT REINVENT
WORKPLACE CULTURES TO BECOME PREVENTATIVE RATHER THAN REMEDIAL. MANY OF THE
CULTURAL ADJUSTMENTS REQUIRED TO PREVENT BURNOUT EMBODY BEST PRACTICE LEADERSHIP
AND OD PRACTICES, BUT DIAGNOSING CORE SYSTEMIC ISSUES IS EQUALITY CRUCIAL.

Organisational culture is so critical to work-related stress and burnout and yet few make the connection. One of the most prominent academic researchers in this area is Christina Maslach, creator of the *Maslach Burnout Inventory*. Current data about working through lockdown backed up her original work in normal times, that there are six areas of organisational life that contribute to burnout; workload, control, reward, community, fairness and values. Work overload is an obvious trigger, but boredom can also lead to burnout, as less work is not always the answer. The sweet spot is found where people are challenged, enthused and stretched, but not overwhelmed. Not surprisingly, many organisations have seen motivation and morale nosedive during the pandemic because, in an attempt to cut down workload, they have inadvertently cut all the stimulating work. Therefore, there needs to be a reassessment of the intensity and complexity aspects of workload, as we go forward.

Research shows that where people have a moderate level of autonomy, burnout is lowest. That's because too much autonomy can be stressful for people, as it leaves them with too much ambiguity and responsibility. The key here is clarity, in giving people direction, but just the right level of autonomy. Focus too is important, as multitasking and context

switching exacerbate burnout and so it's better to set one or two priorities as the main focus. One thing hasn't changed in the new world of work, people still need to feel that their efforts and achievements

"WORK OVERLOAD IS AN
OBVIOUS TRIGGER, BUT
BOREDOM CAN ALSO
LEAD TO BURNOUT,
AS LESS WORK IS NOT
ALWAYS THE ANSWER. THE
SWEET SPOT IS FOUND
WHERE PEOPLE ARE
CHALLENGED, ENTHUSED
AND STRETCHED, BUT NOT
OVERWHELMED"

are recognised and that they are rewarded appropriately for their work. Without this, there is emotional deficit in relation to the perception of effort versus reward and this leads to people feeling despondent and frustrated, which only adds fuel to burnout. Here it's important to remember that reward can fall into many categories, not just pay and formal processes.

Meaningful social connection is a critical mitigator against burnout. When people are driven and ambitious, but do not value their colleagues or connections at work, burnout levels are generally high. Remote working has to some extent left people feeling more disconnected than ever. So the objective is to create community through building meaningful interactions between people, rather than transactional ones. This will be especially important for organisations moving to a hybrid working model post pandemic. Where people feel that an organisation is generally fair, burnout is lower. At the core of organisational culture is values and if there is values mismatch, rifts and tensions are never far behind. The issue with a lot of organisational values is that they are aspirational rather than an accurate articulation of what is being experienced on a day-to-day basis. This is understandable, but it is important to humanise values and honest and open conversations about values mismatches. At a time when many organisations are considering moving back into the office, creating a hybrid model or more flexible working practices, now is an ideal time to perform a burnout reset.

FOR FURTHER INFO
[MONKEYPUZZLETRAINING.CO.UK](https://www.monkeypuzzletraining.co.uk)



ARTICLE BY PROFESSOR MATTHEW GITSHAM,
DIRECTOR OF CENTRE FOR BUSINESS & SUSTAINABILITY - HULT ASHRIDGE

RISING TIDE

"IT'S ABOUT TAKING A STANCE AND SPEAKING OUT -
SOMETIMES PUSHING GOVERNMENTS FOR MORE REGULATION -
RATHER THAN FIGHTING AGAINST IT"

Organisations cannot ignore calls from customers, regulators, investors and employees, for a more responsible and sustainable approach to the way they do business. The events of the past 18 months have now combined to push the issue to the top of the corporate agenda. Irrefutably, now it's not just customers looking towards companies with green credentials and concerns for human rights across their supply chains, it's employees who want to be associated with strong societal and sustainability track record.

Reputations are at risk as pressure groups become increasingly vocal in their demands that organisations act on everything, from reducing carbon emissions through to inclusion and gender and racial equality. There is no longer just a moral necessity to act, there's a commercial imperative and a commercial opportunity too. Businesses are sitting up and taking notice and increasingly recognising they need to redefine corporate success beyond just delivering return on investment to shareholders and towards delivering societal impact, resilience and a greater sense of shared responsibility for humanity's future. In practice, this means abiding by international human rights norms and global environmental agreements, regardless of whether governments are enforcing them

effectively. It means seeking opportunities for growth through innovation and bringing to market products and services that make a difference to global challenges. It's about taking a stance and speaking out - sometimes pushing governments for more regulation - rather than fighting against it.

This new approach requires a new organisational blueprint as well as a change in culture and mindset. So how do organisations decide which global challenges are the important ones to focus on - and how do leaders go about building the culture of responsibility that is needed to support the transformation? The answer lies in a combination of strategy and leadership. The first step towards establishing a new strategic direction is to conduct a sustainability assessment, which will provide a map and

compass to guide future action. This will help the organisation assess exactly where it stands in relation to the sustainability agenda and what it needs to do next. The United Nations Sustainable Development Goals - all 17 of them - which cover issues such as good health and wellbeing, gender equality, responsible consumption and production and climate change, are a good starting point. Using these as a basis, organisations can draw up a long list of challenges that are relevant to their business. They can then begin to hone this down by identifying those which have a current high impact - or a potential high impact on the business - and mapping these against those challenges which are also of high interest and concern to stakeholders. With a clear picture in place and priorities identified, the focus can then shift to creating a

culture that will enable action and that is where leaders have a key role to play.

A generation ago, a leader's role was heads down and focused on the numbers. Challenges in society were the job of political and activist leaders. For business leaders to be involved would be a distraction, would lack legitimacy and would end up adding cost to the bottom line. But as research* has shown, in today's world, business leaders need a different mindset. They need to see addressing societal and sustainability challenges as at the heart of their job description and not as a source of cost, but at the core of the way they add value. Leaders are beginning to think differently about the scope of their role. They recognise that they are responsible, not just for leading cultural change within the organisation, but also for leading change across industry sectors and wider society, often working in partnership with campaigners and other business and political leaders. But while many leaders are beginning to adopt this mindset, there is still some way to go. A recent study by the UN Global Compact and executive search firm, Russell Reynolds Associates, found that while 92 percent of business leaders believe the integration of sustainable issues is critical to business success, only four percent of C-Suite role specifications demand sustainability experience or mindsets. There are a number of issues that leaders driving the change need to consider: How do they talk about the purpose of the work the organisation is engaged in? The stories leaders tell bring purpose to life and send powerful signals to the rest of the business. What do they hold people accountable for and what do they reward them for? What are they prepared to stick their neck out for? Do they have the courage to raise difficult issues in the face of vested interests? How can they use language and symbols effectively to influence culture? What are they seen to ask questions about? What are they seen to prioritise spending their own time doing? What and who do they champion?

HR has a critical part to play in supporting leaders as they step into this

new territory. Indeed, the CIPD suggests that the profession should be championing sustainable mindsets and practices at the highest level and challenging boards to pay attention to wider environmental, social and corporate governance issues. In its recent report, *People Profession 2030 Future Trends*, it suggests HR should be weaving social value and purpose throughout the entire employee lifecycle, starting with recruitment through to performance and employee engagement. In practice, this means developing a range of interventions which, in combination, will nudge the right behaviours and help to subtly shift the culture.

"A GENERATION AGO,
A LEADER'S ROLE WAS
HEADS DOWN AND
FOCUSED ON THE NUMBERS.
CHALLENGES IN SOCIETY
WERE THE JOB OF
POLITICAL AND ACTIVIST
LEADERS. FOR BUSINESS
LEADERS TO BE INVOLVED
WOULD BE A DISTRACTION,
WOULD LACK LEGITIMACY
AND WOULD END UP
ADDING COST TO THE
BOTTOM LINE"

HR can help to encourage dialogue among employees, for example, by using internal communication channels to raise awareness of sustainability issues and to prompt discussions. It's a great opportunity for people professionals to work with marketing and communications colleagues to develop appropriate and engaging messaging. Weaving responsibility and accountability for responsible business practice into job descriptions is also key, as is looking at how performance and incentive

programmes can be used to reward sustainable practice.

The past 18 months has highlighted the urgency for HR to take action on diversity, inclusion and equality. There is clearly much to be done, with recent research suggesting 40 percent of companies still have no comprehensive DEI strategy. HR needs to be driving the development of overall strategy, as well as putting the organisation's approach to recruitment, talent management and reward under the microscope. Developing a psychologically safe environment is another factor that needs attention, so that those who are leading change are free to challenge corporate thinking and experiment with new approaches, without fear of negative consequences. Of course, people professionals are at the heart of learning and leadership development and are in the best position to integrate the development of the skills and mindset for responsible business into the management development programmes they put together. Leaders who are finding themselves in these challenging and unfamiliar new roles will need to develop core skills, such as managing stakeholder relationships, confidently expressing their views on a public, external stage and advocating the need for change to often resistant or sceptical stakeholders. There is a unique opportunity - indeed a duty - for the profession to step up and help organisations develop the sustainable, responsible approaches they will need to adopt if they are to build back better.

*Hult Ashridge

FOR FURTHER INFO
WWW.HULT.EDU

CULTURE WILL EAT VISION FOR BREAKFAST

As the pandemic continues to provide a litmus test for the robustness of all manner of business practices, leaders are being challenged to move away from old modes of thinking to meet the era of hybrid working. In the past, mission statements and value-setting have often been exercises in aspiration and have proved no panacea. Visionary slogans cooked up in C-Suites were writ large in reception without reference either to the status quo, or to how the vision would be made reality.

"WHEN IT COMES TO SHAPING CULTURE, WE'RE STUCK IN A
CIRCULAR ARGUMENT. WE AGREE THAT WE MUST HAVE VALUES
- AND POSITIVE ONES - BUT WE STRUGGLE TO PIN DOWN HOW
THOSE MANIFEST IN OUR BEHAVIOURS AT WORK"



ARTICLE BY VICTORIA BROWN, HEAD OF RESEARCH & DEVELOPMENT - BELBIN



The ILM's 2019 study found misalignment between the values of people and organisational values across all sectors and industries, with organisational value-setting primarily the work of CEOs and senior management teams. Not only were those in the lower echelons less likely to be given a say in what organisational culture should look like, but the top team overestimated the extent to which their juniors had been included in the process and were now 'walking the talk'. Employees must be consulted about culture, to ensure that they feel heard, because they are the culture, the roots of it, determining its very form and growth. What's more, connection to organisational values has a direct impact on the bottom line. Values-led companies outperform others, with four times the growth in revenue, seven times the rate of job creation and 750 percent higher profits (Dearlove & Coomber, 1999). On the other hand, when there is a misalignment between stated values and the real culture on the ground, employees begin to lose faith.

Roger Steare defines corporate culture as "the way human beings behave together - what they value and what they celebrate". But value-setting buzzwords are often too abstract to provide direction. In fact, the most highly-rated value in ILM's study, was 'integrity', defined as 'honesty' and 'having strong values'. In other words, when it comes to shaping culture, we're stuck in a circular argument. We agree that we must have values - and positive ones - but we struggle to pin down how those manifest in our behaviours at work. When we set values or concoct mission statements without reference to extant behaviours, the rot sets in. Organisational culture by design, is a luxury only afforded to start-ups. Nevertheless, with smaller numbers - and at an early stage in their life cycle - these organisations offer interesting insights into how culture is formed. In a 2015 study as part of the UK Government's Growth Accelerator programme, 34 start-ups' team role culture was analysed, as the companies grew. The most successful showed greatest cognitive diversity. The entrepreneur founders - who tended towards innovation and an appetite for

risk - ushered in people managers and organisers who could implement ideas and ensure quality output. Rather than regarding the inevitable change in culture as a threat, this enabled those companies to create a firm foundation, shaping a culture where diverse contributions were not only valued and respected, but recognised as essential to progress.

"FOR LARGER
ORGANISATIONS- AND
THOSE IN LATER STAGES
OF EVOLUTION - EXISTING
CULTURE IS OFTEN
ENTRENCHED, FOR BETTER
OR FOR WORSE. CULTURE
IS NOTORIOUSLY DIFFICULT
TO CHANGE AND IF
COMPLIANCE IS FORCED,
REBELLION WILL NOT BE
FAR BENEATH THE SURFACE"

For larger organisations - and those in later stages of evolution - existing culture is often entrenched, for better or for worse. Culture is notoriously difficult to change and if compliance is forced, rebellion will not be far beneath the surface. Culture change requires not vision, but strategy, backed by evidence and hard work. The first step must be to analyse the culture forensically, gathering this evidence brick-by-brick, team-by-team and making no assumptions as to which characteristics are extant, missing or required. The objective should be to renovate rather than obliterate, preserving the best of the existing culture and entwining it in the new. To gain trust and traction, we need to return to basic principles; 'the way human beings behave together'. Writing in the *Financial Times*, Kevin Martin recommends we follow 3M's example and think in terms of "strengths and stretches". Which behavioural assets does the organisation already possess in abundance - even

overabundance - and where do we need to seek out other contributions? What does success in teams look like and how might this be extrapolated to organisational culture at large?

The most impactful strengths-based tool works from the ground up, enabling each individual to establish a direct link between their contribution and team and organisational culture. This behavioural evidence can be aggregated to provide strategic insights that reach into every function. Has the company stopped innovating because of a culture dominated by task-focused individuals, that want to maintain existing processes? Is it failing to move forward because it is overrun with those who avoid decisions for fear of causing conflict? Where value-setting by voting for popular words and phrases might be an exercise in 'more of the same', the most effective method is to diagnose culture, according to what's missing, as well as what's already there. Before the pandemic, the question of how to measure behaviour and shape culture at scale was challenging enough. Now, hybrid working both poses a threat and presents an opportunity - how do we know who we are if we aren't co-located? How do we reorganise and recalibrate? With geographical boundaries no object, we're becoming more open-minded about who we interact with and where we might seek out the resources we need. Culture change may be incremental and hard-won, but it is essential to ensure ongoing relevance and competitiveness. In essence, success in the endeavour depends on how proficient organisations are at shaping the way their employees work and behave. Those organisations that have never been in the habit of taking their cultural pulse - or continue to issue mandates from above - will likely find themselves floundering, as hybrid working transforms our working landscape. The most successful will move away from empty rhetoric and will start small, when it comes to cultural change and renovate one team at a time. They will analyse successes and failures as part of an evidential, strengths-based strategy and will pull ahead of the pack.

FOR FURTHER INFO
WWW.BELBIN.COM



ARTICLE BY MARK SEEMANN, FOUNDER & CEO - STAFFCIRCLE

FEARS FOR TIERS

THERE IS REAL OPTIMISM FOR A WORKING CULTURE THAT DELIVERS ON WELLBEING, ALTHOUGH CHANGES WILL NEED TO BE BALANCED WITH EMPATHY AND UNDERSTANDING. CULTURE IS KEY, AS IS THE NEED TO BE MINDFUL THAT THE HYBRID FRAMEWORK DOESN'T DESCEND INTO A TOXIC, TWO TIER WORKPLACE THAT FAVOURS THE PRESENT AND FORGETS THE "INVISIBLES".

As a new era of work begins and an opportunity to make really impactful improvements presents itself, we need to capitalise on the positives and address the potential negatives. There's a real possibility of those 'invisible' employees receiving different benefits, appraisals and progress, if cultures become divided between remote workers and the office, creating this two-tier divide. The lack of communication can undoubtedly lead to isolated and disconnected employees and so equity needs to be prevalent across the business, creating a flexible, but focused approach that includes all. We need to move beyond the empty culture clichés of pre-pandemic, to usher in a change that will focus on outputs and goals as opposed to rigid working hours.

The difference between just offering 'flexible' or 'remote' work and taking on a hybrid approach, is that the latter is truly dynamic in nature and organisational culture needs to respond to this. Hybrid elements need to be mixed into an office-centric culture to allow for this - where and by whom work is done - is driven by achieving the highest levels of productivity and engagement, when and how your workforce performs their best, as opposed to just efficiency. What emerges is a fluid chain of osmosis between employees, shifting environments as and when required.

In fact, envisaging the problem as a two-tier workplace negates the idea

of multiple workers working in different spaces. Pre-COVID, there were companies with workers in the office and workers onsite, but the pandemic has created a binary idea of those working

"THERE'S A REAL
POSSIBILITY OF THOSE
'INVISIBLE' EMPLOYEES
RECEIVING DIFFERENT
BENEFITS, APPRAISALS AND
PROGRESS, IF CULTURES
BECOME DIVIDED BETWEEN
REMOTE WORKERS AND
THE OFFICE, CREATING THIS
TWO-TIER DIVIDE"

remotely and those in the office. As we emerge into a hybrid, working world, we have both these environmental settings, combined with the "third workplace", flexible workspaces, whether that be cafés or employees working on the move, as an example. In effect, the two-tier workplace can be avoided by encouraging this flexible, adaptable approach, that could propagate multiple tiers - from a variety of workspaces - and, if handled well, ones that are all

underpinned by the same culture and values, the one tier. Crucial to this flexibility is, of course, connectivity and digital communication tools can unlock this process.

Performance management tools that focus on recognition can foster a culture where employees are visibly appreciated for their efforts, work and achievements. Whether it's manager-to-peer or peer-to-peer feedback, or social channels that allow people to connect and collaborate, such positive reinforcement and social inclusion fosters a success orientated culture, which is known to help engagement to soar. Transparency through real-time data can also help to measure culture, inform decision makers on whether goals are being met and be prevalent for future planning and success. With less of a sense of what's going on around the organisation, it's crucial that employees can source this info through scalable digital tools at their disposal. The future of organisational culture lies in an equity in which all employees have choice and feel equally empowered while ensuring maximum productivity. Communication, transparency and visibility - supported by tools - can pave the way to an inclusive, equitable culture that puts people first.

FOR FURTHER INFO
WWW.STAFFCIRCLE.COM

A NEW MORAL CODE

PRE-COVID, ORGANISATIONAL CULTURAL CHANGE WAS SLOW BUT SURE, SO RATHER THAN A COMPLETE 180, COVID HAS ACTED AS AN ACCELERANT. THERE IS CLEAR EVIDENCE OF THIS, SUCH AS THE RISE IN POPULARITY OF B-CORPS CERTIFICATION, WHICH SAW A SURGE IN 2018 AND HAS BEEN RISING IN POPULARITY SINCE. NOW THERE IS REAL MOMENTUM, TO MAKE SUSTAINABLE AND IMPACTFUL CHANGE, PUTTING PEOPLE AT THE CENTRE.

ARTICLE BY MATT PHELAN, CO-FOUNDER AND HEAD OF GLOBAL HAPPINESS - THE HAPPINESS INDEX

B-Corps certification is a very worthwhile ambition, but takes a long time. Organisations need to reach a score of 80 plus, out of 200, against five areas of impact: Governance, Community, Workers, Environment and Customers. Certification is renewed every three years and firms are also required to change their articles of corporation. It's worth noting that the organisations who are committing to this initiative aren't just smaller "ethical" brands. Danone, for example, has 11 certified subsidiaries and is working to become the world's largest B-Corp. They are far from the only large organisation who have certified subsidiaries; Coca Cola subsidiary Innocent and Unilever brand Ben and Jerry's are also B-Corp. Increasingly, a 'growth above all else' mindset is a turn off and could spell disaster for companies. The increase in popularity of schemes like B-Corp, are a quantifiable way of visualising this interest. However, this is just the tip of the iceberg.

The level of dedication it takes to pursue B-Corps accreditation shows the very edge of the bell curve. If there are organisations rewriting their articles of corporation to better reflect their values, then there is a critical mass of organisations taking more measured steps. This was underway well before coronavirus and a 2019 study by Grant Thornton and Oxford Economics found that more than half of all organisations surveyed had taken steps to improve their organisational culture. Since the pandemic, this has been taken up a notch. Increasingly, policies are putting people and culture at the centre of the narrative and the general public have bought into the story, marking a huge societal shift.

Although it has long been thought that culture is hard to measure, this is no longer the case. Technology has stepped into the breach when it

comes to giving qualitative backing to both organisational culture and the ROI of investment in people. Measuring culture can be used and of course third-party tools can fill in the picture with greater detail and can excel in collecting truly anonymous data. Contributors who believe their feedback cannot be attributed back to them, give more candid and therefore accurate feedback. This will allow the design of a people strategy which highlights strengths and builds on weaknesses. Additionally, to galvanise an already robust arsenal, advanced AI and machine learning can provide the nuanced and subtle aspects of mood, mindset and trends and can bring significant benchmarking into reach, which is essential to creating sustainable change. There are pros and cons to competitor benchmarking, but the real benefit lies in introspection. Workplace culture is bound up in how happy and engaged people are and that inevitably will ebb and flow. Rather than having targets, when it comes to culture, the object is to measure and understand it. Once there is significant quantitative data describing your culture, it can provide trends and areas for improvement, enabling you to measure the impact of your activity and make data-led changes. The biggest benefit though, is that people are at the centre of the people strategy. Recent thinking describes culture as a product you produce for your people. Active listening and measurement means that the changes you make are meaningful, because they are what people want.

FOR FURTHER INFO
[THEHAPPINESSINDEX.COM](https://www.thehappinessindex.com)

IV

FUTURE EMPLOYEE COMPETENCY

UNDER TOUGH CONDITIONS, PEOPLE HAVE SHOWN RESILIENCE, STOICISM, ADAPTABILITY, COMPASSION AND RELATIONSHIP BUILDING AND THESE ARE HUMAN QUALITIES THAT MUST PLAY A PART IN HOW PEOPLE ARE DEVELOPED AND SUPPORTED IN THE FUTURE. BUT DO SCHOOLS UNDERSTAND WHAT SKILLS ARE NEEDED FOR TOMORROW? WHO IS DEVELOPING FUTURE EMPLOYEES AND WHERE WILL YOUNGER GENERATIONS LEARN WHAT FUTURE COMPETENCIES THEY WILL NEED FOR A VERY DIFFERENT WORLD OF WORK?

SOCIALLY CONNECTED



theHRDIRECTOR @theHRDIRECTOR
#HR #Polls | Do you think colleagues in your organisation are being adequately supported to maintain employee competency?



If you have an opinion on any of the articles featured in this section, please share it by going to this link
www.linkedin.com/company/thehrdirector





ARTICLE BY ADRIAN HARVEY, CEO - ELEPHANTS DON'T FORGET

WAITING FOR AI GODOT

THE UK EDUCATION SYSTEM DOESN'T DELIVER EMPLOYMENT-READY HUMAN RESOURCES AND HASN'T FOR DECADES. IT'S A "FACTORY" APPROACH AND IT APPEARS INTENT ON EQUIPPING STUDENTS WITH AN OFTEN-IRRELEVANT SET OF QUALIFICATIONS - LITTLE OF WHICH IS OF ANY USE, OTHER THAN BECOMING USEFUL MEMBERS OF A PUB-QUIZ TEAM!

Whilst many corporate statements are littered with positive sentiment about investing in people, the fact of the matter is, you would be hard-pressed to find a single FTSE business with an executive director solely responsible for employee development. Harsh perhaps, but true. Brexit - regardless of the rights and wrongs - has seen worker migration leave some sectors so short of experienced labour, that they cannot operate. To top it all, of course, COVID wreaked havoc with all forms of education, in almost all instances, rendering formal face-to-face and informal peer-to-peer learning redundant. With peer-to-peer learning accounting for as much as 70 percent of an employee's in-role knowledge and competency, it's temporary removal will reverberate for years to come.

The UK is facing an increasing employment and talent crisis that can only be solved by employers, because waiting for UK Gov - and the schooling system to solve it - is like Waiting for Godot. For this to happen, employers need to fundamentally change their approach to workplace learning. Most L&D is currently designed around a one-size-fits-all curriculum, delivering learning for the lowest possible cost and largely ignoring how humans learn and retain knowledge. In addition, there needs to be a crystal clear, proven, evidence-based correlation between investing in employee competency and

shareholder value creation. It does not exist today and if it did, we would see L&D represented at the top table and part of the solution, rather than a cost to be managed down. Anthony Seldon in

"THE FUNDAMENTAL
SHIFT THAT NEEDS TO
OCCUR IN WORKPLACE
LEARNING IS THE
TREATMENT OF EMPLOYEES
AS UNIQUE INDIVIDUALS
AND NOT AS A UNIFORM,
JOB FAMILY COLLECTIVE"

his excellent, best-selling book *The Fourth Education Revolution* bemoans the failure of schools in particular, to deploy Artificial Intelligence, to assist students with rapid and relevant learning. In fact, on the first page of his book, he states: "AI should be the fairy-tale princess or Prince Charming in education".

The fundamental shift that needs to occur in workplace learning is the treatment of employees as unique individuals and not as a uniform, job family collective. Imagine if you could - to keep the fairy tale analogy - wave a magic wand and accurately and gently

establish as a matter of fact, the actual relevant knowledge and competency of every employee and that doing so was achieved in the flow of work, with no detriment to employee productivity. Then, theoretically at least, evidence-based learning strategy could be implemented. The challenges of course are; how would you possibly achieve this across any diverse and complex organisation? How would you ensure individual knowledge/competency profiles were dynamic and kept pace with changes? Then once individual employee "dynamic baselines" of knowledge and competency are established, how do you repair the "gaps" in a way that is employee and employer beneficial? This is the role of AI in employee development.

For all intents and purposes, it is impossible to do without AI - which almost certainly explains why schools and corporates haven't even attempted it - but in and of itself, it still falls short of the real acid test for every business. Perhaps the reason an L&D professional is rarely seated at the top table is because of the absence of evidence-based learning and reason for that deficit is the absence of artificial intelligence to perfectly, continually and consistently do all the huge amount of hard work achieving this entails.

FOR FURTHER INFO
ELEPHANTSDONTFORGET.COM



ARTICLE BY DORON DAVIDSON-VIDAVSKI, COMMUNICATION SKILLS SPECIALIST - STREVAS LIMITED

SECOND THAT EMOTION

"THE SUSTAINED PRACTICE OF SELF-CHALLENGING AND STRIVING TO
IMPROVE LISTENING AND COMMUNICATION SKILLS HELPS TO EXERCISE
THE ABILITY TO REMAIN CONSCIOUS OF OTHERS"

Our relationship with work and expectations from the workplace have never been as fluid as they are today. This fluidity essentially translates to constant change and business leaders who are unable to respond to such evolutionary shifts in their organisations with emotional intelligence, face the prospect of being stuck behind the curve. In practice, that means risking missed opportunities for personal growth, as well as potentially alienating teams and creating challenging work dynamics, with detrimental impact on productivity.

We each have our individual strengths and, whilst not everyone is born with a natural, inherent, gift for emotional intelligence, the good news is that the ingredients of EI can be developed, honed and utilised to a positive effect at work. A quarter of a century after its release, Daniel Goleman's *Emotional Intelligence: Why It Can Matter More Than IQ*, remains a seminal book. Yes, scrutiny of some of its tenets through a more modern lens. The global financial crisis, the #MeToo and Black Lives Matter movements, climate change, identity politics - and, indeed, the world-altering pandemic - renders Goleman's magnum opus very much of its time and highlights limitations at the heart of certain key

ideas it had put forward. The watchword in Goleman's proposition is "monitoring". Not Big Brother, NSA-like stealthy scrutiny of others, but rather, inward reflection and examination of one's own feelings, emotions, motivators and goals, as they relate to and exist alongside those of others. Note that the need for meaningful introspection at the core of this premise is not an invitation for self-involvement. Instead, this internal monitoring seeks ultimately to encourage empathy, that is, an understanding, appreciation and acknowledgement of the circumstances and perceptions of others and what role we might potentially play in how other people feel and behave. Additionally, monitoring enables flexible

emotional regulation, a key to how we conduct our interactions. This overall process is pivotal to effective communication in both social and work settings and it promotes relationships that are a two-way street, where dialogue is open and future-focused and consideration is given both to what you know and what you don't. Personal development and continued learning are likely to be stultified in the absence of these conditions.

There is a misconception that good leadership requires omniscience or, at the very least, the impression of knowing everything and having the solutions to all problems. On an obvious level, the risk here is that there is no real scope for

collaboration. Another, crucial dimension to this is that decisions and actions are more likely to be based on a set of assumptions, instead of informed enquiry. Assumptions can, of course, be very helpful when we don't have a full picture of a situation, but a distinction has to be made between circumstances where there's no way of gaining more information about the situation and, on the other hand, circumstances where a fuller picture is within reach, but we make little or no effort to actually find out more than the initial detail. Leaders who take the time to ask rather than just tell, are far better-placed to nurture a deeper understanding of others, what their drivers, motivators and objectives are. With such understanding, leaders can reap the benefits of better connections with their teams, increasing the likelihood of enhanced performance. Asking questions may sound like a basic notion, yet it is an efficient way of garnering information. In this latter regard, open questions do the majority of the work for us and set things up for successful interactions. 'What' and 'how' are particularly useful open question starters, as they frame expansive parameters for gleaning as much data as possible.

Making the effort to find out rather than merely relying on presumptions creates a more optimal position to assess facts and paves the path for dialogue. It is important to remember, however, that the 'ask, don't tell' angle, will only take us so far. Without an aptitude for listening, *really* listening, to whatever comes back in response to the open questions we pose, the questions themselves are nothing but lip service. When you are truly listening to what the other person is saying - not just performatively nodding whilst thinking about what you would like to say next - you are then able to gain an insight into their perspectives and process their suggestions or requests to a fuller extent. It also means that your subsequent responses - or other next steps - have a better-informed basis at their core, you are more likely to prime decisions with an eye on the win-win and there's a higher chance of a buy-in from the other person.

Realistically, the process of balanced, self-contemplation, doesn't come easily for everyone. On the one end of the spectrum, we find those for whom an objective, critical internal assessment simply doesn't occur naturally - their strengths lie elsewhere. Still, the absence of monitoring also means that they are rarely engaging with the prospect that their actions and choices have an impact on anyone else.

"THERE IS A
MISCONCEPTION THAT
GOOD LEADERSHIP
REQUIRES OMNISCIENCE
OR, AT THE VERY LEAST,
THE IMPRESSION OF
KNOWING EVERYTHING AND
HAVING THE SOLUTIONS
TO ALL PROBLEMS. ON
AN OBVIOUS LEVEL, THE
RISK HERE IS THAT THERE
IS NO REAL SCOPE FOR
COLLABORATION"

On the other end of the spectrum are those whose inward reflection mechanisms are blighted by an overwhelming amount of limiting beliefs, whereby critical internal assessment is exaggerated into unrelenting self-judgement. This isn't conducive to EI either. So, the monitoring which EI requires can be challenging on either side of that line. It asks of us not only to undertake an honest valuation of what's really going on - and, in turn, being able to consider what's going on for others - but also to do this in an objective, empirical manner which bolsters a balanced conclusion. One could argue that, in order to be able to go through such aligned assessment in the first place, you need to already possess some EI.

However, even where a base level of EI doesn't exist, it can be established and built up. The important thing to remember is the need for objectivity to form part and parcel of the mindset. Another challenge of inward reflection is the risk of it encouraging self-involvement. In monitoring our own feelings, emotions, motivators and goals regularly, it is imperative that we actively try to avoid becoming entangled in a heightened internal focus, so that we don't find ourselves unable to then open the process up to consideration of other people. Otherwise, we diminish the conditions in which empathy thrives.

For leaders to whom EI isn't a primary access point when it comes to inter-personal communications. A deliberate, methodical and opportunity-finding use of tools such as consciously putting the focus on others, active listening and the adoption of a vocabulary that promotes an environment of empathy - can bring about a stronger awareness of fellow team members and of how our own approaches and behaviours resonate with and/or directly affect them. This, in turn, becomes a more integral part of how we interact, so that a more emotionally intelligent mindset is embedded in 'muscle memory', as it were. In other words, the sustained practice of self-challenging and striving to improve listening and communication skills helps to exercise the ability to remain conscious of others, making EI an increasingly natural response from leaders, to issues that arise within a team, much like our reflexes do.

FOR FURTHER INFO
WWW.STREVAS.COM

DISRUPTING NEWTON'S CRADLE

Most future work scenarios, looking at embedding emerging and frontier technologies, predict chaos to workforces. Add the disruptive influence of COVID, social movements and climate control and the impacts are sonorous and cannot be ignored. How this might play out in future employee competency and how humans will interact with AI, is the challenge we now face ahead of us. There is a sense of reacting at a gallop and having to plan with very limited information.

"IF WE CONSIDER FUTURE FIT - IN TERMS OF SKILLS,
COMPETENCES AND EVEN CHARACTER - WE KNOW IT HAS
BEEN IMPACTED BY A 'TRIPLE WHAMMY'"



ARTICLE BY DR NAEEMA PASHA, DIRECTOR OF CAREERS
& PROFESSIONAL DEVELOPMENT, EQUALITY, DIVERSITY & INCLUSION & FOUNDER -
HENLEY BUSINESS SCHOOL'S WORLD OF WORK (WOW)

*Dr Naeema Pasha is co-author of Futureproof Your Career: How to Lead and
Succeed in a Changing World with Dr Shaheena Janghu-Jivraj
Published by Bloomsbury Business*

To help to understand the impact of the imminent changes that technology and AI will bring, we can contextualise what some of these changes might look like in our everyday lives, such as, a simple drive to the shops. In the future we may choose to own a completely autonomous car, but if not, we should be ready for some autonomous technology to be embedded into our cars. For example, AI car technologies could be used to sense our moods, using emotional facial recognition technology. Developers say this form of AI can judge human fear, anger, upset and even illness. AI emotion car sensors will read, for example, that the kids are fighting and offer solutions - some music or a movie, or highlight the nearest food outlets. For such AI car technology to work seamlessly, the technology will also be implanted into our roads and buildings, using 5G and IoT technologies - for example fuel, parking and space booking will all work off the AI in your car, your phone and your wallet pay. Once at the stores, we would see they too have adapted, by the increased consumer preference for online shopping, rocket fuelled by the pandemic. Physical stores will instead offer us virtual experience of luxury personal customer service and use new technology such as AR and VR. We will wear a headset to see how that sofa would look in the lounge and, meanwhile, the kids are kept occupied by the store entertainer, who may be a real person, or an avatar capable of being adapted to meet the corporation's stand on cultural diversity.

All these technologies are near market or in-market and many have been accelerated by the pandemic. But as most of the world has relied heavily on AI technology during the crisis, we've observed how AI investment has soared. The result is that the pace of AI product development is faster than pre-pandemic. So, if we think our Sunday drive will look significantly different, imagine the influence and impact on work. It is vital, therefore, that we focus on essential elements of building the ethical and social impact of technology into workplaces. Broadly speaking, most organisations do not act nefariously, but we can't rule out cyberattacks or other forms of influence

on how cars and smart cities might be manipulated - or how our car usage might be enhanced or curtailed by external agents. Right now, leaders need to consider working on the ethical and social impact of technology. An AI-for-good mindset needs to be adopted across all sectors and not stay as a fringe movement and here, skilling is critical to building towards better future of work scenarios. Indeed, skilling may well be the most crucial ingredient to the future of work.

"A BYGONE ERA OF
A 'JOB FOR LIFE' MEANT
THAT A SINGLE SKILLSET,
WITH SOME TWEAKING,
SPANNED AN ENTIRE
WORKING LIFETIME.
HOWEVER, THE TRIPLE
WHAMMY IS CREATING SUCH
TURBULENCE, PEOPLE WILL
REQUIRE A PORTFOLIO
OF NEW SKILLS"

The pandemic has exacerbated the adoption of technology and we are still addressing what the new world of work means for careers. If we consider future fit - in terms of skills, competences and even character - we know it has been impacted by a 'triple whammy', leading with the emerging technology on careers and the impact of AI and automation on job roles: This means for leaders - and especially the emerging leaders - when it comes to students leaving schools and universities and joining the workforce, there needs to be a focus on skills that will enable responsible practices, such as the ethics of technology. This, along with adaptable skills of critical thinking, analytical ability and creative problem solving, must top the list of new world competencies. A key point is that we need to kill off the idea of 'static skills' in other words, a single set of skills developed through education that are used throughout entire careers. A bygone era of a 'job for life' meant that

a single skillset, with some tweaking, spanned an entire working lifetime. However, the triple whammy is creating such turbulence, people will require a portfolio of new skills, that will need to be honed, with some skills dropped and new ones adopted. Re-skilling, up-skilling, side-skilling are critical to survive and thrive in workplaces experiencing accelerated change. In short, the skill we need is learning to learn.

The impact of the pandemic on working lives cannot be underestimated and the switch to hybrid working, even if many organisations are still running on-premise working, will still effect all workers as changing hours, days and work patterns domino across sectors. A change we may expect ahead is the introduction of technology to support hybrid and remote - video conferencing of course - but also additions of AR and VR headsets to make more interactive virtual meetings. Many leaders when looking at remote and hybrid working highlight issues such as loss of creativity, spontaneity, interactions with colleagues and exposure to external stimuli, therefore developing these newer skills in the new workplace is the leading challenge for organisations. Therefore, how we show up at workplaces means we may need to develop deeper AI-Human skills. Social movements are in the workplace to stay and leaders will have to truly understand how to develop a core diversity strategy in order for it to carry influence and impact. The ongoing turbulence means we cannot forecast the entire set of skills we will need to navigate our careers; but the one thing that is certain is that lifelong learning is the necessary skill to keep ahead of the curve. AI adoption, diversity and so on will mean that organisations will adapt and grow, but if not managed well, it will be jagged upward adoption with many false starts and pitfalls. This is because the Skilling Strategy an organisation uses should not only be integrated into overall strategy, but also must create more aligned work cultures and take a wider view of diversity.

FOR FURTHER INFO
WWW.HENLEY.AC.UK/PEOPLE/NAEEMA-PASHA

TO THE POINT

FORCE OF NURTURE

TRADITIONALLY, THE IDEA HAS ALWAYS BEEN TO KEEP PERSONAL VALUES AND LIFE SEPARATE FROM WORK. THE MENTALITY WAS THAT THE HUMAN IN YOU SHOULDN'T INTERFERE WITH THE JOB. TODAY, THIS CONCEPT HAS EVOLVED, TO SEEKING HARMONY BETWEEN WHO PEOPLE ARE ON A "HUMAN" LEVEL AND ALIGNING IT WITH WORK. NOW, BRIDGING THAT GAP IS THE IMPERATIVE.



ARTICLE BY JENN LIM, CEO - DELIVERING HAPPINESS

*Jenn Lim is the author of *Beyond Happiness: How Authentic Leaders Prioritize Purpose and People for Growth and Impact*
Published by Grand Central Publishing*

At Amazon, Jeff Bezos emphasised that customers need a seat at the table. A literal empty seat at the meeting room table was there to remind everyone of their connected purpose. He put customer centricity at the forefront when he allowed customer reviews on Amazon, which was widely criticised in the early years. His argument was: "We don't make money when we sell things, we make money when we help customers make purchase decisions." How incredibly empowering for the customer and greatly effective for business. So, what if humanity had a seat at the table too? What if this concept of customer centricity evolved and gave humanity a voice and a stand in the workplace - what kind of profound impact would that make?

Just like great movies mirror society, companies must reflect what people are asking for now and it goes beyond the concept of 'happiness' in the workplace. Last year, I lost one of my business partners and soulmates, Tony Hsieh. He often brought up this concept of "greenhouses", in which he believed real leaders would grow and sustain greenhouses for others to thrive in. What

I've learned is that we must tend to our own greenhouse first and once we do that successfully, we can then cultivate ecosystems for others, create a sense of belonging and allow them to embrace their wholeness. As a result, we experience what I call the double ROI - a return on investment and a ripple of impact.

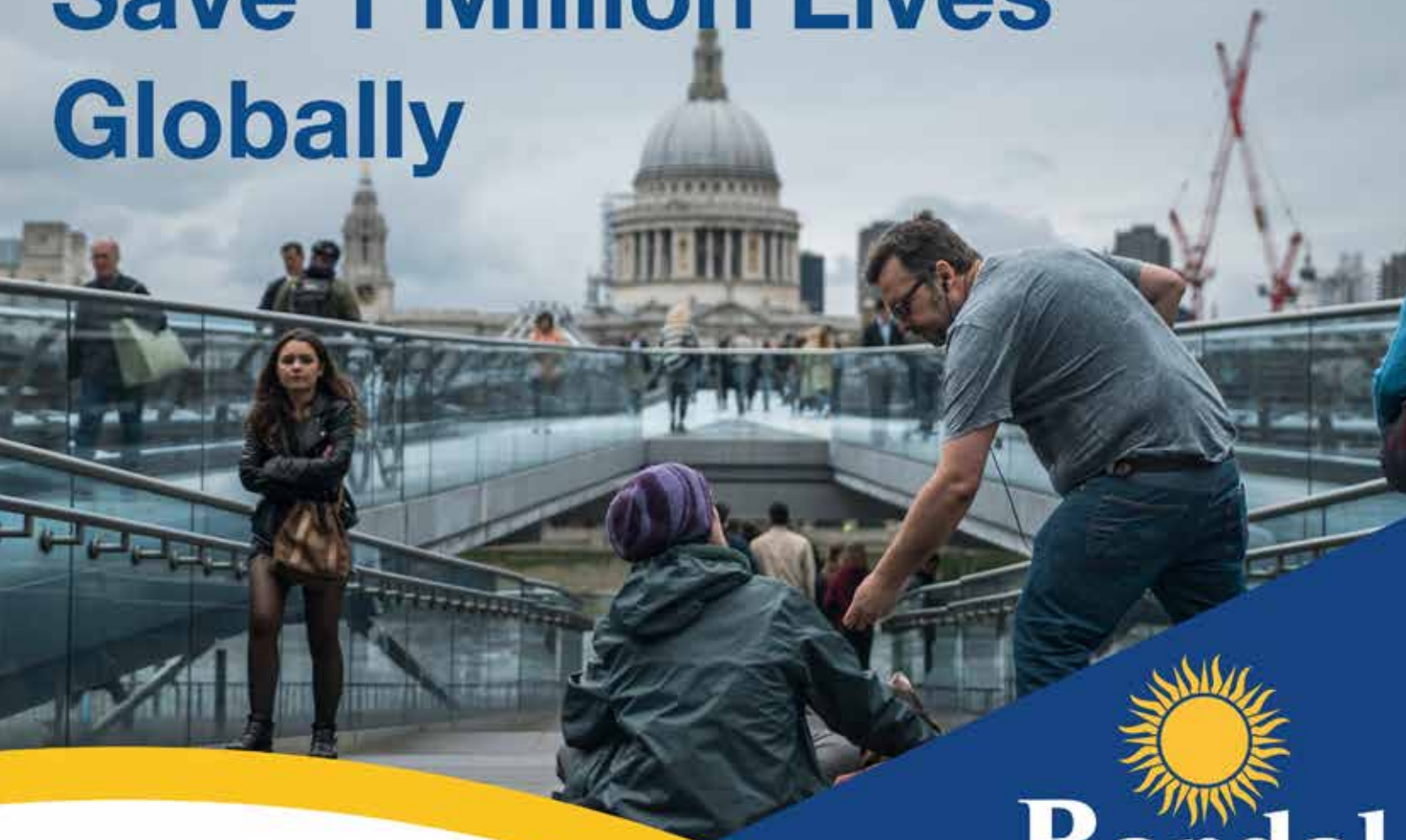
I have learned there are significant ways to drive a double ROI. Start with the individual and nurture what gives them a sense of purpose, a sense of progress and a feeling of control or autonomy over their work. Once the individual's purpose is further defined, it needs to align with the organisation's purpose and values. Combine that with what I call the Greenhouse Conditions: Alignment, Belonging, Accountability and Commitment and this energy can then transcend into the ecosystem of the business and extend out into the community, which includes customers, vendors and stakeholders, creating a ripple of impact. As companies shifted to remote work, physical buildings faded from the picture and what we were left with was people. The human factor of every company became larger than the

office space, rec rooms or cubicles and gaps surfaced in what people need, want from a workplace and what employers have been providing.

Just like Amazon proved with its customers and Zappos proved with its culture, we can use humanity as a foundation on which to base decisions, the direction of our company and our greater impact, by starting with each individual. Giving humanity a seat at the table begs the questions; "what's in it for me? What's in it for all?" To create a greenhouse for us all to be authentically happy, let's give humanity a seat at the table asking ourselves in the daily decisions that drive our business, is this good for all? No longer can it be profits over people, or what's good for one over what's good for all. Organisations must bring a human approach to their team. It will show up when leaders can tend to their own greenhouses and cultivate those around them, while they flourish authentically.

FOR FURTHER INFO
JENNLIM.COM

Our Aspiration is to Save 1 Million Lives Globally



The **Randal Charitable Foundation**
is proud to be HR Director's Charity of the
Season.

Our unwavering vision is to **directly save lives**
and **significantly improve the quality of life**
for those in need in the UK and around the
world.

Find out more at:
randalfoundation.org.uk



MOVERS + SHAKERS

IN PARTNERSHIP WITH



If you are looking for your next career move, please visit
www.oakleafpartnership.com

WELCOME TO THIS ISSUE'S ROUND UP OF THE PEOPLE AT THE TOP
OF THE HR PROFESSION, WHO HAVE MOVED TO NEW JOB ROLES.



Deena Fox

ROLE CHIEF PEOPLE OFFICER
COMPANY GORILLAS TECHNOLOGIES

Delivery platform, Gorillas Technologies, announced Deena Fox as its first Chief People Officer. Deena's arrival coincides with staff numbers at Gorillas increasing to more than 10,000 in just one year.

The Germany-based organisation, which operates in more than 55 cities in the US, UK and European Union, offers grocery and convenience goods deliveries within ten minutes of the items being ordered on its platform. Deena has held senior HR roles at Amazon, Hugo Boss, Jet and Oscar Health. Her experience includes collaborating with early-stage startups and companies preparing and executing initial public offerings, as well as major blue-chip businesses. As CPO, she will sit on the senior board and report directly to founder and CEO Kagan Sumer.

Lydia Stirling

ROLE PEOPLE DIRECTOR
COMPANY WELSH RUGBY UNION

The Welsh Rugby Union has strengthened its executive team with a new appointment, Lydia Stirling, who has been appointed People Director.

Previously, Lydia was at global engineering and consulting business, Arup, where she was Head of HR for the UK, India, Middle-East and Africa region. She was also a former HR business partner at McLaren Racing. Her appointment is part of the new look executive team, following the appointment of Steve Phillips as permanent Chief Executive in March. Lydia, who will join the WRU in September said: "Even watching from outside of the organisation, I can see that these are exciting times for the Welsh Rugby Union and for the sport in general, as a new era dawns beyond the confines and restrictions of the pandemic."

Lisa Topley

ROLE HEAD OF HR & EDI
COMPANY MCCANN

Civil and electrical engineering firm McCann has continued its significant recruitment drive with the appointment of experienced HR professional Lisa Topley, as new Head of HR and EDI.

The firm announced its three-year growth plan in early 2021, following the appointment of Strategic Highways Director Clive Leadbetter. Now the business is targeting an expansion of between £60m and £150m within that time, by winning more major infrastructure projects across the UK. Lisa's appointment sits firmly within the company's ambitions, as McCann looks to continue the evolution of its HR and EDI practices, to be an employer of choice within major infrastructure delivery. Lisa

brings a wealth of experience from previous positions, including 12 years with Balfour Beatty, as well as her most recent position as HR Manager for Wabtec Faiveley.

Melanie Halsey

ROLE CHIEF PEOPLE & CULTURE OFFICER
COMPANY FIRST SENTIER

National education and training Specialist investment capabilities provider, First Sentier Investors, has recruited Melanie Halsey as its new Chief People and Culture Officer.

Melanie will be based in London and will report to Chief Executive Officer, Mark Steinberg and her primary responsibility will be partnering with the business, to design and implement strategies that will attract, engage, and develop employees. She will also help the company to build a "high-performance" culture, based on its values, which will reflect the evolving global changes in workplace culture. Prior to this new appointment, Melanie will bring more than 20 years of experience in senior HR roles. Most recently she was Executive Vice President of HR at Colt Technology Services, where she led a global team of 150 HR professionals across 15 countries.

FOR FURTHER UPDATES

To see full updates, movers & shakers and much more,
please visit our website thehrdirector.com



NEXT MONTH ISSUE 205

If you have an opinion on any of the articles
featured in this magazine, please share it by going to this link
www.linkedin.com/company/thehrdirector

INTERVIEW

Lisa Finnegan, VP of
International HR - LinkedIn

WORKFORCE TRANSFORMATION

Organisations are faced with the
biggest workforce transformation
in generations, at speed.

TALENT MANAGEMENT

Climbing the greasy poll is not
the driving ambition. Talent seeks
flexibility and meritocracy, not
closed-faced hierarchy.

HR COLLABORATION

The profession must now
capitalise on its success during
the pandemic and forge alliances,
flatten silos and synergise
resources and capabilities.

RECRUITMENT REIMAGINED

The entire journey, from
CV to onboarding and beyond,
is automated. What the long-
term outcomes of this human
void will be, only time and
data will tell.



THE RELIABLE, STYLISH PEOPLE MANAGEMENT RESOURCE, PUBLISHED SINCE 2004

SUBSCRIBE TO THE PEOPLE MANAGEMENT PUBLICATION THAT IS FRESH, CONTEMPORARY AND DESIGNED SPECIFICALLY FOR SENIOR PEOPLE LEADERS



100% NO PAID FOR EDITORIAL
IN PRINT, IN PERSON & ONLINE
HRD
estd 2004
100% NO PAID FOR EDITORIAL

SUBSCRIBE FOR ONLY £175 PA PLUS RECEIVE:

- 12 issues of the **HRD** DIRECTOR magazine (print & digital)
- Maximise your business impact as an HR Professional with your complimentary **The GC Index®** profile worth £100
- Business Book of the month **Activate Brand Purpose**
- 25% donation to our chosen charity: **Randal Charitable Foundation**



TO FIND OUT MORE AND TO SUBSCRIBE VISIT
WWW.THEHRDIRETOR.COM/SUBSCRIBE

PLEASE NOTE: WE DO NOT ACCEPT ANY PAID FOR EDITORIAL AND WE HAVE NEVER RENTED OR SOLD OUR DATA.

DOWNLOAD OUR FREE APP FOR MORE CONTENT



AVAILABLE FOR APPLE & ANDROID

Practitioner Diploma in Executive Coaching

Available throughout the year

