RESET
A leaders guide to work in an age of upheaval

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As the leader of an organization devoted to HR, I find that I'm often frustrated by how difficult it can be to convince other leaders why HR is important.

Maybe it took the COVID 19 crisis for people to get HR.

"Progress is a nice word. But change is its motivator. And Change has its enemies."
-Robert Kennedy.

No one feels the weight on the workplace other than the CEO and CHRO.

Principles of leadership

1. Culture comes first

2. Data is your greatest friend

3. Be "extra"

Extra means making the extra effort to recognize those who are working through extraordinary circumstances.

Companies that hunker down to ride out the storm often emerge from shelter bewildered to find competition that's innovated, gambled and invested.

Yahoo tried a work from home model in the early 2000s to attract talent to silicon valley. In 2013, Melissa Mayer, the CEO called everyone back to the office.

For Mayer, it had been a mistake to embrace WFH and the silos that came with it.

CEOs look for CHROs with the following tenets:

1. Push boundaries to power organizational agility
2. Unleash digitalization
3. Embrace perpetual work reinvention
4. Rethink culture and leadership
5. Elevate HR decision science

"If you've always done it that way, it's probably wrong" - Charles Kettering

A crisis is a pressure test of imagination.

Shocks to your business come in all varieties and sizes.

In the early days of the pandemic, 6 in 10 people felt increased symptoms of depression in the USA.

Crisis creates insecurity and unease and these are real issues that have to be addressed.

Achieving the desired degree of challenge and innovation in your corporate culture starts with a process of self reflection.

At Blockbuster they never figured out what's next, they were interested in the next movie.

Defining moments are generated by great minds thinking ahead. Standing still is by definition falling behind. Playing not to lose will mean certain defeat.

Workplace policy is the unspoken influence on every one of our organizations. Workplace laws effect our costs and revenues. They drive how we view shareholder or stakeholder capitalism.

Culture is how things get done.
An organization has shared unspoken values, a set of norms of how people should behave, and a set of practices.

To be clear, there are no right or wrong cultures, but there is the right timing. All transformation has to start with culture change.

Culture is the operating system of an organization.

At southwest airlines, the three elements of culture that are appreciated are appreciation
recognition and celebration

Employees at southwest are expected to show up with the ME – pride, humility and integrity, and work with the WE – service, teamwork and honesty.

At Walmart when employees staged a walk out over gun violence, Walmart took ammunition for military style weapons off its shelves.

Expectations are everything. What culture defines you? At Nordstrom, they say " Hire the smile, train the skill"

Disruption can divide or unite a company culture.

Competency is discoverable. Skills are identifiable. But, culture is the tripwire for many companies once an employee is hired.

A recent 2021 Mc Kinsey survey revealed that 87 % of executives worry about skills gap but fewer than half know what to do about it.

America has a youth obsessed culture but organizations that reflect this bias are only shining a mirror on their own shortcomings and insecurities.

Diversity is not a box on an excel spreadsheet.

To win the future of work, you must look beyond the traditional talent pools.
We must invest, invent and implement the programs best suited for our culture and communities.

A CEO can be committed to change, but the reality is that it has to be holistic change at every level.

Unconscious bias is unconscious and that's how it has been since the beginning.

Check your inclusivity regularly. Check how meetings are conducted, do people invite people outside the norm?

As a CEO define your CORE, is your core about loyalty, cooperation or a purpose?

Every CEO has to be the chief diversity officer of the company.

In an economy growing more knowledge based by the day, thinking small on inclusion means losing big.

Technology has put paradigm shifts on speed dial and we have to say it too : Too few are answering the call.

There is a change every five years in how we live and work, making almost everything you knew yesterday outdated by lunch today.

What we are seeing at the workplace is the rapidity of obsolescence.

What's next?

1. Wearable tech will invade the workplace

2. The spanification of America is real

3. The terms employee and employment will be redefined

4. Cities will experience the greatest migration to rural areas since the great depression (USA)

5. The US and other western nations will adopt the Chinese education system model.

Curiosity is a trait, not a test score, its ethereal, not visible

The CEO has to embrace, support and live curiosity.

The selection is more important than the seduction. Great talent with attractive skill sets can torpedo a team. Rabbit holes exist when you try to engage rather than select for alignment

I am not mad at the company that stocks its kitchen with organic food treats, but you need to realize that at any moment the standard of expectations you created might boomerang.

In the office in such situations the conversations turn to what you don't have and not what you have.

A star system wherein your top performers are lavishly rewarded , can be divisive or it can be incredibly incentivizing.

The concept that we have to treat everyone the same is good as a bumper sticker, it doesn't work on the ground in real life.

Experience is king and leads to so much success if orchestrated properly.

Culture = NICE

- Net promoter Score +

- Inclusion+

- Curiosity Indicator +

- Employee brand

We are hearing a lot about diversity these days, the real question surrounds inclusion.

Nobody has got inclusion right.

When I think of employer brand, its really about the quality of people management in the organization, how well that defines itself through its culture, and how that ethos makes it into the brand of the company.

Data is good but what you do with that data matters more. Key insight backed by research is important.