The 7 METATRENDS you need to know to find and retain the best talent in a time of unprecedented change.

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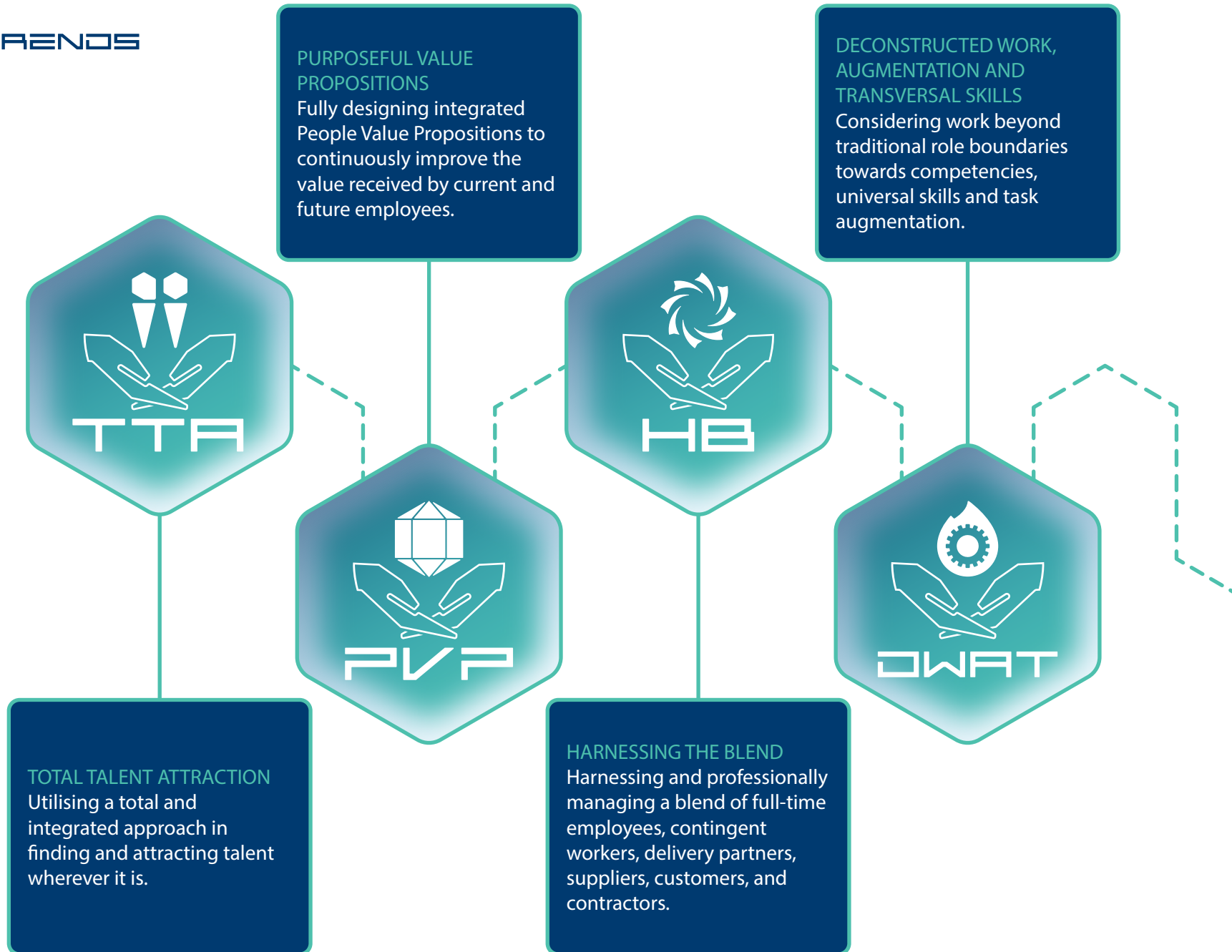# The 7 Metatrends to find and retain the best talent
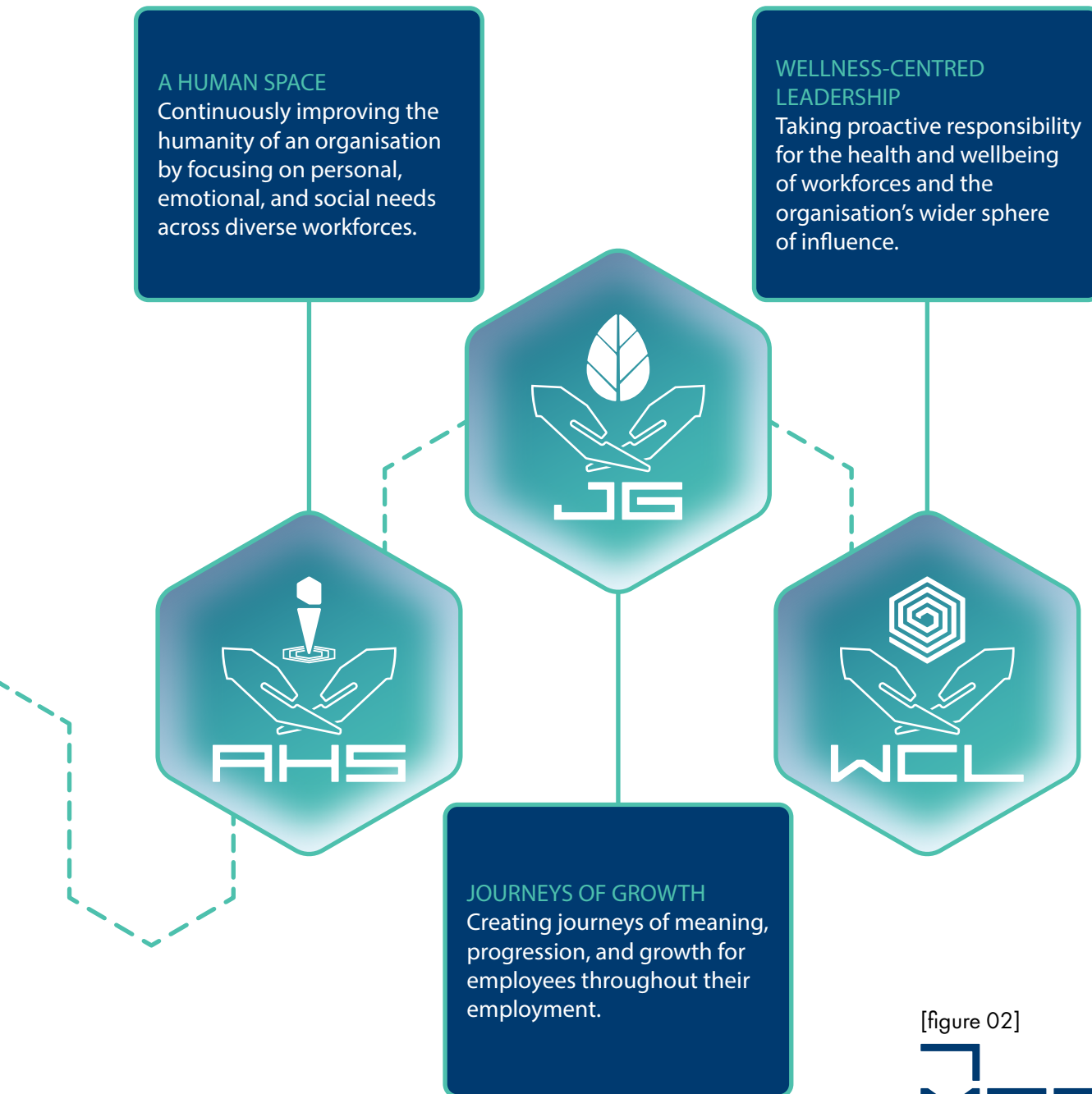
"The future depends on what we do in the present."

- Mahatma Gandhi

We have identified 7 talent metatrends. [see figure 02 next page], and what you need to know to shape your thinking when it comes to your current and future talent strategy. We have curated these trends based on our research, ongoing client engagements and experience of working with many companies in the talent solutions and future of work design space.

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METATRENDS
[figure 02]

PURPOSEFUL VALUE PROPOSITIONS
Fully designing integrated People Value Propositions to continuously improve the value received by current and future employees.

DECONSTRUCTED WORK, AUGMENTATION AND TRANSVERSAL SKILLS
Considering work beyond traditional role boundaries towards competencies, universal skills and task augmentation.

TOTAL TALENT ATTRACTION
Utilising a total and integrated approach in finding and attracting talent wherever it is.

HARNESSING THE BLEND
Harnessing and professionally managing a blend of full-time employees, contingent workers, delivery partners, suppliers, customers, and contractors.

TTA

PVP

HB

DWAT

A HUMAN SPACE
Continuously improving the humanity of an organisation by focusing on personal, emotional, and social needs across diverse workforces.

WELLNESS-CENTRED LEADERSHIP
Taking proactive responsibility for the health and wellbeing of workforces and the organisation's wider sphere of influence.

JG

AHS

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JOURNEYS OF GROWTH
Creating journeys of meaning, progression, and growth for employees throughout their employment.

[figure 02]

METATRENDS

TTA

TOTAL TALENT ATTRACTION

Utilising a total and integrated approach in finding and attracting talent wherever it is.

In essence, any modern approach to Total Talent Attraction must be global and broad in its scope, data driven, and experience centric.

Global & Broad

Sourcing talent is the first and biggest challenge for any talent or HR specialist, and, by inference, the businesses they serve. Technically 100% of the world's global workforce are potential sources of talent for organisation. However, 70% of the global workforce is made up of passive talent who aren't actively job searching, leaving just the remaining 30% as active job seekers.

As a result, true global sourcing and a broadening of what the talent pool is, is becoming critical in a highly competitive market. This requires a rethink in what is perceived as appropriate talent for organisations. Development of programs that might, for example, increase working opportunities for minorities such as working mums, people with disabilities or neurodiverse talent will help organisations tap into new talent opportunities and diverse thinking. It means focusing on talent with the right values and competency fits as opposed to specific job-role fit. Focusing connected recruitment marketing efforts through forensic messaging via social platforms like LinkedIn, Facebook and beyond. Targeting the right talent at a global level is becoming a core competency in competitive talent markets.

Data Driven

Like many key business activities, talent attraction is becoming more and more data driven - where real time data helps to iterate new approaches and new designs. Having data and using data are two very different things. Having a supporting infrastructure that enables strategic decision making to implement improvements and specific programs to address challenges will be key.

"While many Fortune 500 Companies have an abundance of internal data available on their candidate process, that doesn't necessarily mean they know how to make strategic decisions that will yield better results."

- Lorenz Esposito
2019, Talent Culture

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By analysing the right data on employee demographics, skills, and experience, organisations can make more informed decisions about attracting, hiring, training, and development. Thanks to predictions and real-time data, organisations can now cut costs and identify factors that are influencing the hiring process. They can quickly understand, make decisions, and respond to new challenges or opportunities. Organisations like IBM and their IBM Watson AI platform are providing solutions to recruiters to increase recruiter efficiency and candidate quality.

Experience Centric

It is more important than ever that HR and talent sourcing teams fully harness candidate relationship management (CRM) capabilities, to build better relationships with engaged and passive talent. Companies like BambooHR, Personio, Talentlyft, Beamery and Yello offer the tools and platforms for managing the candidate experience. It is now necessary to nurture each potential candidate with personalised, thoughtful outreach to provide stellar candidate experiences. That enhances and reinforces a positive employer brand at key touchpoints, ultimately. Improving hiring conversion rate across the candidate journey [see figure 03]. It is critical that organisations recognise that the candidate journey and related set of experiences must be designed in a seamless manner. Those involved in HR and talent attraction must become experience designers. To face the future with confidence they must learn and apply the skills of design to improve the candidate experience.

[Figure 03]:
Candidate Journey
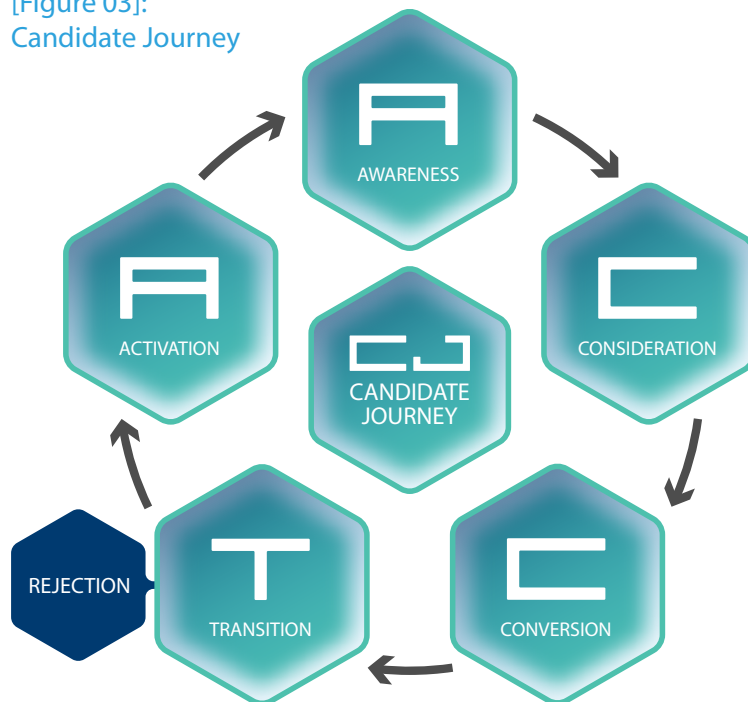
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PVP

PURPOSEFUL VALUE PROPOSITIONS

Fully designing integrated people value propositions to continuously improve the value received by current and future employees.

Employees, be they candidates, in employment, or part of a wider contingent workforce, are demanding better total value that they receive from an organisation. And it's not just about remuneration, which is important, but in many instances is only part of a broader value equation that candidates and employees seek in an employer. From our extensive employee experience, proposition, and brand research with multiple organisations, in the Future of Work Institute, it is often evident that there are a number of contributing factors:

· No consensus view or connected strategy on what the people experience, or proposition is in an organisation

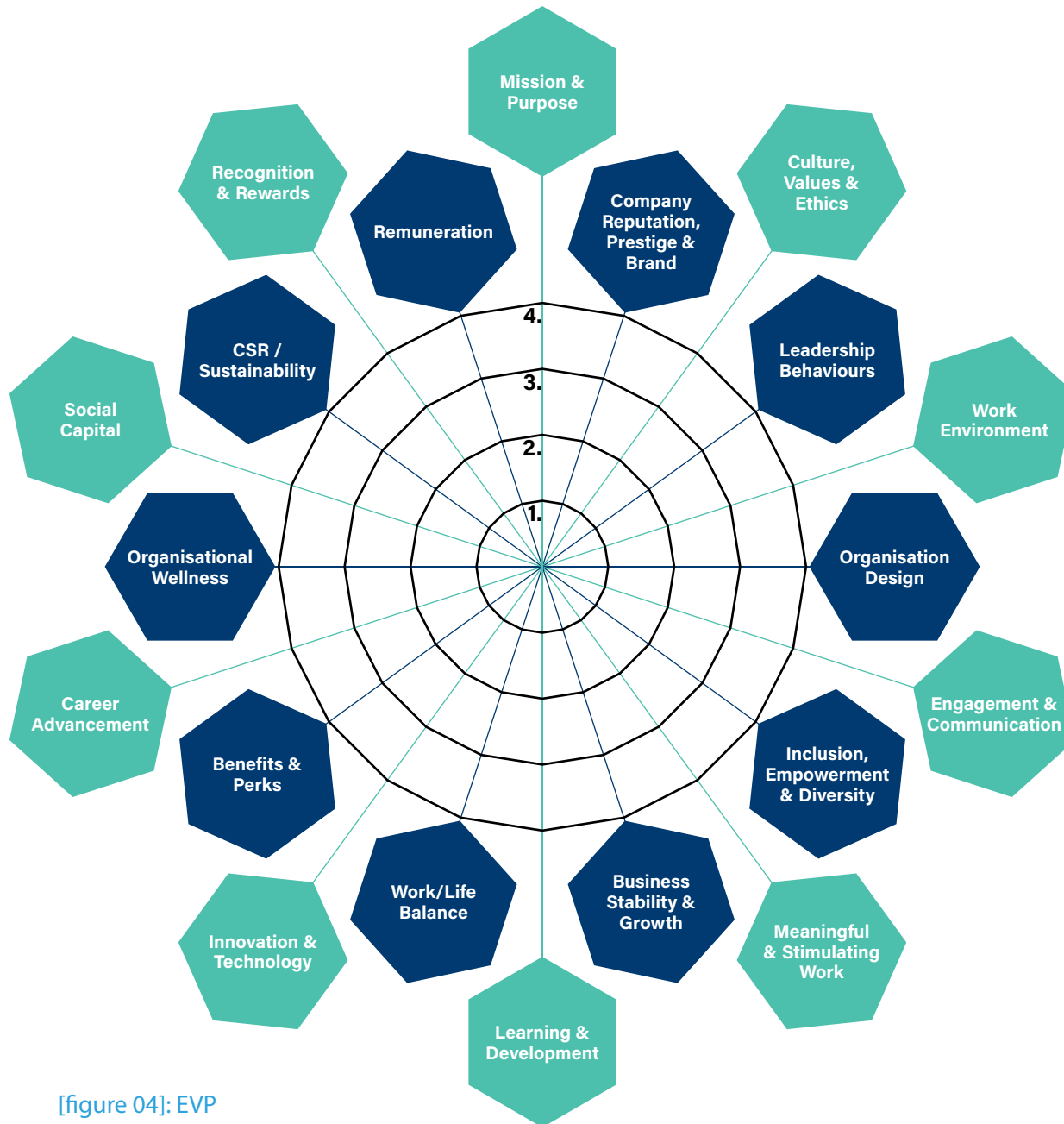· No program of work focused on consistently improving the people experience or the overall people proposition

· A resulting lack of appreciation by employees of the value elements provided to them by the organisation

· A lack of alignment and a lack of clarity in what that organisation is great at

· No clear ownership of the people experiences and proposition

· Weak employer branding and communication strategies deployed by marketing functions

· Bland engagement strategies and vanilla recruitment campaigns that don't fully resonate with the right candidates

In order to respond to these challenges there is an increase in focus on the purposeful design of an Employer Value Proposition [EVP].

The PVP is the value that people receive when they join and stay in an organisation. It is the essence, the experiences, the culture, and the story of that organisation all rolled into one.

From research conducted with Cpl's Future of Work Institute we recognise 20 key elements that are important to consider in the design of a truly comprehensive EVP (see figure 04 next page).

Different companies will have different strengths in some of these elements. The 20 include such areas as remuneration, leadership behaviours, meaningful work, career progression, flexibility, professional development, work life balance, CSR and social capital. Organisations must take a purposeful design led approach to creating every element of their EVP. This starts with mapping it out and finding out where we need to fix, maintain, or stop. Figure 05 (next page) represents the differing leadership and employees overview from one organisation of what they believed their EVP was [FoWI © 2022]. This drives the talent strategy, including attraction, retention and engagement. Employees must be encouraged to share that EVP through their own conversations and actions.

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[figure 04]: EVP

The figure shows a radial diagram with concentric rings labelled 1., 2., 3., 4. surrounded by the following elements:

- Mission & Purpose
- Recognition & Rewards
- Remuneration
- Company Reputation, Prestige & Brand
- Culture, Values & Ethics
- CSR / Sustainability
- Leadership Behaviours
- Social Capital
- Work Environment
- Organisational Wellness
- Organisation Design
- Career Advancement
- Benefits & Perks
- Engagement & Communication
- Inclusion, Empowerment & Diversity
- Innovation & Technology
- Work/Life Balance
- Business Stability & Growth
- Meaningful & Stimulating Work
- Learning & Development

One truly relevant element of the EVP which due, to covid, is often cited as top 3 requirements, is work-life balance, with flexibility and hybrid working a core element of that. Moving, for many, to a remote/hybrid model, has become norm for many workers during the global pandemic. LinkedIn's data on remote jobs - positions explicitly labelled as remote, or ones that contain related keywords, such as 'work from home,' including hybrid roles - showed a dramatic increase in the number of applications. In March 2020, at the beginning of the pandemic, paid remote jobs attracted 1.8 times the share of applications than paid non-remote jobs; in March 2022, this figure was higher at 2.6 times higher. Even as the number of remote roles increased, they couldn't keep pace with the number of applicants for these jobs. "I would only consider a new position or job that allows me to work from a location of my choice" has become the preferred language of the candidate.

CASE STUDY - CREATING AN EMPLOYEE VALUE PROPOSITION (EVP)

Case Study: Technology Company EVP

Reference: The Future of Work Institute, 2022

Development of a strong EVP requires interviews, leadership & team workshops, and employee surveys. These are supplemented by rich data analysis of candidate collateral, online commentary, cultural and operational nuances, internal pulse survey reviews, and internal critique sessions. This example shows the FOWI/TEG EVP framework plot, highlighting the current status of an organisation's strength and weaknesses across 20 core value areas. This formed the basis of a co-created prioritised roadmap to identify and drive the changes required within the organisation's talent attraction, retention, and engagement strategic focus. For this client it focused on fixing Work/Life Balance, Culture, Values, Mission, and Engagement/ Communication. Plus, equally important, the exercise highlighted the positive and attractive image of the organisation that could be immediately prioritised – this included Benefits & Perks, Meaningful & Stimulating Work, Social Capital, CSR, and Career Advancement. The output was a candidate manifesto and employee-facing set of assets and content that HR, employee marketing and recruiters [internal or external] could utilise to further candidate experiences. These outputs can then be used in conjunction with marketing teams to create connected microsites, campaigns, interviews, blog material and a consistent narrative for use internally and externally.
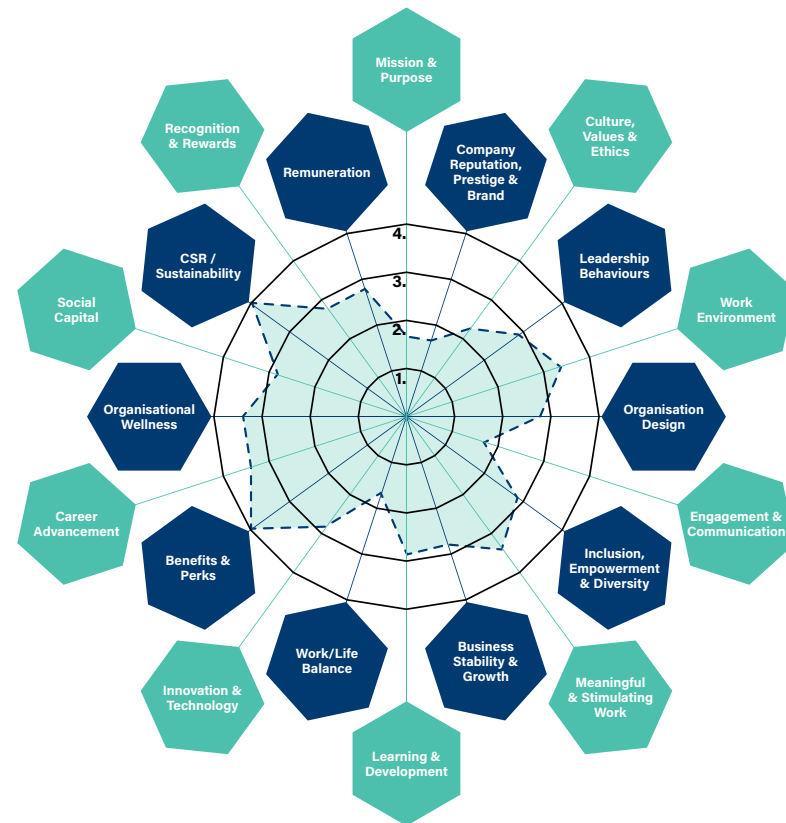
[figure 05]

HB

HARNESSING THE BLEND

Harnessing and professionally managing a blend of full-time employees, contingent workers, delivery partners, suppliers, customers, and contractors.

Most modern organisations are now using some form of blended workforce model. A mix of permanent, temporary, contingent, project, consultant, and gig workers. These blended models can give multiple advantages like agility, ability to scale quickly, access to diverse talent and beyond. Forward-thinking organisations like GE are harnessing 'Crowd' models via their Genius Link platform, in collaboration with UpWork, to get access and insights globally from millions of experts. Lego, and many businesses are even blurring the lines between employee and customer, through co-creation models. Lego's own platform Lego Ideas utilises ideas and concepts from the customer to turn into new products.

Due to a rapidly digitising society, the growth of platforms and a continuous creation of new business models- the blend and indeed latest ideas of what a workforce is, are here to stay. Gartner analysis, for example, shows that organisations will continue to expand their use of contingent workers to maintain more flexibility in workforce management post-COVID-19. Other job models they have seen during the pandemic, such as talent sharing and 80% pay for 80% work may be continued or introduced.
To give a sense of one facet of one model of the new blend- the calculated market size value of the UK's gig economy in 2021 is £27.79 billion with 6.53 million gig workers. It is estimated 7.25 million people will be working in the gig economy by the end of 2022 in the UK.

Whilst these blended models provide many advantages, they are also creating new complexities and meaningful challenges. How inclusive should an employer be to their broader blended workforce pool on initiatives like wellness supports? How connected and engaged can a blended workforce be [or need to be] to the core organization? These are just two of a myriad of questions leaders will face as they try to harness the blend.

And it isn't just about the blend, it is also about how we start evolving our mental models of what a workforce is and can be. From multiple working sessions with clients, it is obvious that there is an entrenched mental model of the organisation [yes, there are disruptive models out there, but they are still in the minority]. Generally, this a moderately empowered, moderately hierarchal approach to the workforce, with a growing use of some mixed employment models, for example, permanent, temporary, and contingent, and a little bit of freelance thrown in. There is a significant focus on the 'owned' workforce- those employees who spend all their time working with one organisation. The reality is that mindsets need evolve beyond these relatively narrow mental models.

If we can shift our thinking and view our workforces through, for example the 'nine workforce mental models' [figure 06, FOWI 2020] highlighted below, we might just think differently about how we engage, utilise, and retain talent.

Network	**Eco-system**	**Blend**
Organism	**MOOC**	**Club**
Community	**Crowd**	**Gig**
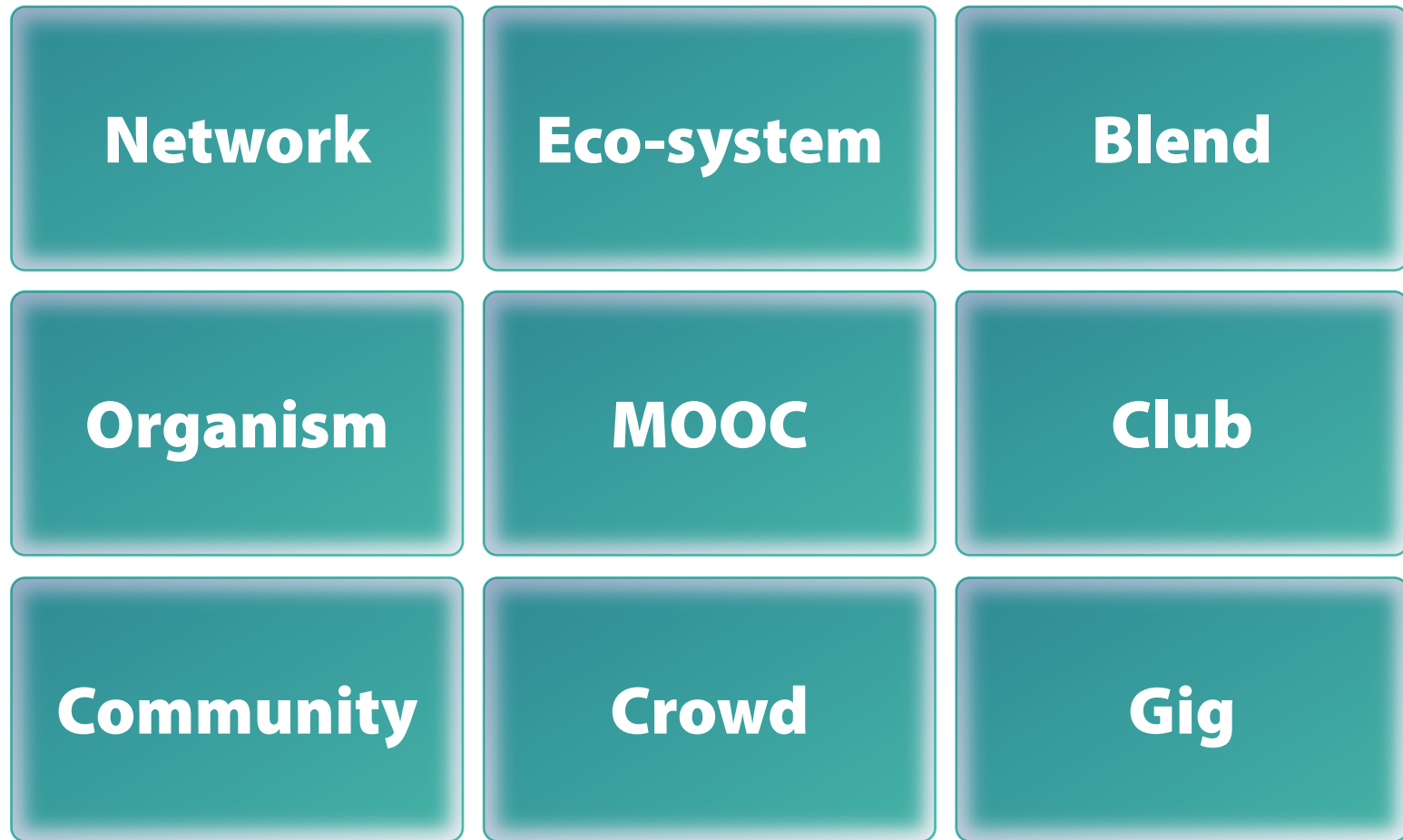
[figure 06] The nine mental models of the workforce- FOWI 2020

For example, if we view one aspect of workforce - our talent pool or pipeline as 'club' then it is likely that we would think about how we would make our 'club' a worthwhile place to spend time in and provide interesting content, useful career insights and engagement mechanisms to our passive and potential talent pool. If we viewed our workforce as 'crowd', then we might think about how we access deep expertise quickly and by the hour or half day and move way beyond the idea of 'owning the talent' whilst still aligning with the expectation of transformation of the individuals we are working with.

DWAT

DECONSTRUCTED WORK, AUGMENTATION AND TRANSVERSAL SKILLS

Considering work beyond traditional role boundaries, harnessing transversal skills, and the augmentation of tasks through technology.

The Skills Based Organisation

We are in a transition between the role-based organisation and the skills-based one. LinkedIn reports that the number of positions that don't require a degree increased by nearly 40% in 2020 compared to 2019. According to the HBR article, the demand is also dropping for higher-level positions: 46% less for mid-level and 31% for high-level jobs. The promise of the skills-based organisation is to have a multi-skilled, constantly regenerative workforce that can be flexibly deployed towards changing business and project priorities. The key philosophy is thinking beyond traditional boundaries or tightly defined roles and deconstructing work tasks to the core competencies and skills required to deliver the work.

Results from skills-based approaches are promising. Research from Deloitte has highlighted that skills-based organisations are 63% more likely to achieve results than those who have not adopted skills-based practices. Research conducted by Accenture shows that taking a skills based hiring approach creates positive growth, with companies experiencing a 1-2% increase in revenue for every 10% increase in intersectional gender equity.

From a talent acquisition perspective, Forbes Council highlight several benefits of skills-based hiring from helping businesses grow, diversifying talent, increasing the talent pool, and improving costs and efficiencies.

Simply put, a skills-based approach may offer genuine advantages to organisations from both a recruitment and retention perspective- and something that needs to be part of any meaningful future talent strategy.

Augmented Work

This digital revolution is enabling organisations to look at tasks and work afresh and to apply AI, RPA (Robotic Process Automation), and other relevant technologies to automate repetitive and low value tasks whilst freeing up workers to focus on higher value work and more to focus on higher value work and more important business priorities.

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Multiple new platforms and solutions are helping workers to increase efficiencies across many diverse sectors and use cases. Platforms like:

- **Wrike** - who launched AI Subtask Creation, in their Work Intelligence™ suite [June 2022]. The tool, which integrates with applications like Zoom, Slack, and Email, turns meeting notes and other forms of unstructured work into actionable subtasks that can be assigned and distributed into a team's workflow or through automation.

- **ISAAC** - platform from Servisource (A Cpl Company) that augments the carer to enhance the overall homecare experience, and enable people to stay in their homes in a confident and safe manner

- **Wrky** - a start-up that focuses on utilising next generation analytics to improve the employee and workplace experience through expert psychometric and evidence-based solutions

The list of these solutions is practically limitless and the reality for most organisations is, to reap the full benefits of the industry 4.0 revolution, they will have to ensure that their employees become more digitally competent and comfortable with the technologies.

Transversal Skills

Alongside the obvious need for a digitally competent workforce is an even greater requirement for transversal skills. UNESCO defines transversal skills as: "Skills that are typically considered as not specifically related to a particular job, task, academic discipline, or area of knowledge and that can be used in a wide variety of situations and work settings." In a world where technology can increasingly take a lot of the burden from workers, these skills will be critical in enabling innovation and business sustainability.

"Transversal skills are increasingly in high demand for learners to successfully adapt to changes and to lead meaningful and productive lives."

Transversal knowledge, skills and competences are relevant to a broad range of occupations and economic sectors. They are often referred to as core skills, basic skills or human skills, the cornerstone for the personal development of an individual. Transversal knowledge, skills and competences are the building blocks for the development of the "hard" skills and competences required to succeed in the labour market. These are the skills that help employees to adapt to change throughout their careers.

There are many classifications of the types of transversal skills- UNESCO gives six categories of transversal skills:

- Critical and innovative thinking

- Interpersonal skills

- Intrapersonal skills

- Global citizenship

- Media and information literacy

- Others (problem solving, communication, teamwork, and leadership)

'Real world' transversal skills	Skills and capabilities related to	Examples of skills and capabilities
Craft	Crafting and testing solutions- products, services or otherwise	Design thinking, coding/scratch programming, experimentation, prototyping and facilitation
Concierge	Being deeply customer and colleague centred	Consulting skills, customer care, emotional intelligence, and quality
Custodian	Doing business responsibly for your company, your team, and society in general	Sustainability, circular and regenerative thinking, servant leadership
Community	Working with and getting the most out of and for communities	Social media and platform skills, social selling, networking, new engagement models and conflict management
Cultural	Harnessing multi-culturalism	Cultural management, diversity and inclusiveness, behavioural sciences, and anthropology sit under here
Care	Self-awareness and wellness	Self-assessments, physical, social and emotional care skills like resilience, nutrition and empathy

In a recent FoWI internal client survey (2021), 85% of the employees were happy to be managed remotely whereas only 6% of the leaders were fully comfortable with leading from a distance.

In this increasingly hybrid working world, transversal skills will become ever more critical in driving the success of organisations, and particularly, to ensure the leaders can continue to motivate and empower their teams to deliver results,

In conclusion, the deconstruction of work and the rise of the skills-based organisation offers multiple opportunities for diversifying talent pools, increasing impact and revolutionising outdated role-based practices. New technologies are enabling the automation of repetitive tasks, freeing talent to work on meaningful projects. The requirement of the future worker and leader is to be both digitally and technologically competent, as well as having broad based transversal skills that are useful beyond traditional roles or sectoral boundaries.

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AHS

A HUMAN SPACE

Continuously improving the humanity of an organisation by focusing on personal, emotional, and social needs across diverse workforces

In a world competing for employees, many businesses are ill-equipped to position themselves as an attractive, human workplace. When the Future of Work Institute surveyed key business leaders and asked, 'what does a more Human Centric workplace look like?' meant focusing on five key things, namely:

1. Life balance, inclusiveness and authenticity to grow and engage people so they can be the best that they can be

2. Demystifying technology and applying it in an ethical manner

3. Pursuing flatter structures that empower individuals to make decisions in a more decentralised way

4. A deeper understanding of the total Human Experience to design moments and experiences for employees to positively engage with them along their life journeys

5. Developing leaders that are more emotionally intelligent, act as coaches, and are socially connected

A selected number of these aspects are highlighted below.

Inclusiveness - Equity, Diversity and Inclusion [ED&I]

Diversity is what you have - it is tangible, measurable and under control in the organisation. Inclusion is what you do. It is intangible and often difficult to measure.

A significant part of ensuring a 'Human' space is the creation of the fully inclusive organisation where "all people, regardless of their diverse abilities, disabilities, generational, ethnicity, gender, sexual preferences, health needs, have the right to be respected, empowered and appreciated as valuable members of their organisation" (FoWI 2019). There are many words and definitions associated with the drive for inclusivity- equity, equality, belonging, meaning etc. But at the core of these

myriad of ideas is the drive by organisations to provide a workplace that fully harnesses the multiple layers of uniqueness that makes us human- whatever we decide to call it.

Many organisations are now measuring ED&I performance across areas like:

• Diverse and inclusive leadership

• Policies, procedures, processes

• Recruitment, retention and progression

• Recording and monitoring

• Impact on external diversity

This move towards quantifying ED&I performance is turning the spotlight towards both ED&I leaders and laggards, creating new benchmarking standards that will inevitably lead to a general improvement of ED&I practices.

As of today, there are still fundamental ED&I challenges yet to overcome. For example - gender inequality.

From 30th June 2026, large companies operating in the EU will have to ensure a share of 40% of the "underrepresented sex" - usually women - among non-executive directors. The EU has also set a 33% target for women in all senior roles, including non-executive directors and directors, such as chief executive and chief operating officer.

In 2021, women occupied 30.6% of boardroom positions across the EU, but this varies widely across the 27 member countries. France, which has a 40% women-on-boards quota, was the only EU country to exceed that threshold, with 45.3% of boardroom seats occupied by women, according to the European Institute for Gender Equality. Italy, the Netherlands, Sweden, Belgium, and Germany were the next best countries, with between 36% and 38% female participation in the boardroom; while fewer than 10% non-executive directors were women in Hungary, Estonia and Cyprus.

Representation of women on boards of the ISEQ20 in Ireland exceeded the 30% target for 2022 at 36% with 74% having three or more female Board members. For other listed companies, the percentage of women on boards is now 26%, exceeding the 22% target set for the end of 2022 and up 16 percentage points since 2018. Note, three listed companies still have all-male boards, albeit down from five all-male

boards in 2021. Representation of women across all publicly listed boards in Ireland exceeded 30% for the first time at 32% Ref: 5th annual 2022 report of the Balance for Better Business Review Group stated that.

According to 2022 December Eurostat data, the share of women in managerial positions in Hungary is 37,5%. Women being in managerial positions reached a record high of 40.80% in December of 2013 and a record low of 36.20% in December of 2009.

However, if we take into account senior management, the percentage of women significantly deviates from parity. Research conducted by the Equalizer Foundation shows the proportion of female senior managers in Hungary is only 10%.

Another challenging area of gender inequality that must be addressed is the gender pay gap. In the EU this stands at 14.1% and has only changed minimally over the last decade. It means that women earn 14.1% on average less per hour than men. On International Women's Day, March 2022, Ireland introduced mandatory gender pay gap reporting.
The UK enacted this in 2017. The goal is to draw attention and ultimately close the inequalities gap therein through transparency. This public information allows employees to make more informed

decisions on the type of company they work for or would like to work for. Another critical ED&I key topic is creating fully inclusive organisations for people with health conditions or impairments. From a global perspective, one billion people around the world live with some form of impairment, making up around 15% of the global population. The most common type, mobility, affects 1 in 7 adults. For example, there are more than 4.7 million disabled people in work in the UK. The employment rate of disabled people is 53%, compared to 82% of non-disabled people. Plus, disabled people are almost twice as likely to be unemployed as non-disabled people, and 3 times as likely to be economically inactive. Living costs are £583 more on average a month if you're disabled. Families of children with health conditions or impairments, on average, face extra costs of £581 a month. The challenges then are with attitudes. One third of disabled people feel there's a lot of prejudice. And one third also see disabled people as being less productive than non-disabled people.

Life-Work Balance and Hybridised Work

A key part of creating a human space is the purposeful design of Life-Work Balance for employees.

If possible, life-work balance should be assessed with colleagues and management. The more visible the process, the more likely it is to have an effect.

"When companies become remote-first, they naturally become people-first. When flexibility and consideration is given to remote workers it's afforded to all".

Life-Work balance repeatedly scores as a key aspect of employee satisfaction or dissatisfaction in various surveys we have conducted with many different organisations (FoWI 2022 internal project work). The Life-Work balance equation has now been reset during the pandemic for many (but not all), as remote home-based working became a new normal. The remote norm has freed up more time to be with family, less commute, more time for activities, and a greater sense of wellbeing.
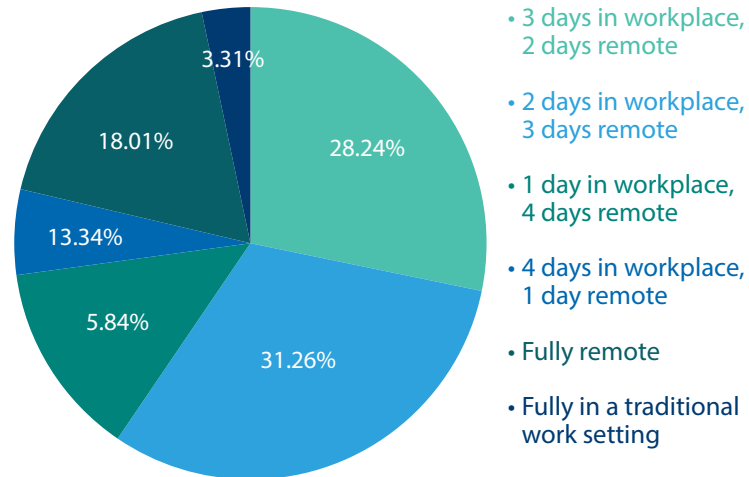
In a recent Owl Labs survey, 38% of employees said that their employer has upgraded their video technology to allow for more hybrid collaboration. In addition, they found that 'of those that worked from home during the pandemic, 70% say virtual meetings are less stressful and 64% now prefer hybrid meetings'. The time is now to rethink the physical office space. It needs to be wired for hybrid collaboration.

After the pandemic, employees have made their new work expectations loud and clear. 1 in 3 employees would quit their job if they could no longer work remotely after the pandemic, with an additional 18% still undecided. Some other key statistics on remote work are that:

- 16% of companies in the world are 100% remote

- 44% of companies don't allow remote work

- Better work-life balance is the main reason why people choose to work remotely

A recent Cpl survey of 1000 employees found that: "Just 18% of workers would choose to work remotely full time suggesting the future of work will operate

What would be your preferred remote working policy post-pandemic?

- 3 days in workplace, 2 days remote
- 2 days in workplace, 3 days remote
- 1 day in workplace, 4 days remote
- 4 days in workplace, 1 day remote
- Fully remote
- Fully in a traditional work setting

on a hybrid or blended working model. Two days in the workplace is the preference (31%), followed closely by three days (28%), and just 3% citing they would like to return to a traditional workplace setting full time. This varies by industry, with 24% of tech workers preferring a fully remote arrangement, compared to only 6% of sales professionals. According to almost 70% of workers, remote working, and the lack of commute, have positively impacted their wellbeing. These workers now have more time to spend exercising, upskilling, and enjoying time with family (48%). Moreover, 89% feel that their productivity levels are the same or greater since the

levels are the same or greater since the shift to home working. This figure remains the same regardless of whether the worker has a family or not.

Conversely, the lack of social interaction, increased loneliness, recurring national lockdowns, and a surging inability to switch off, have negatively affected 22% of workers. In fact, 24% cite they are now working longer hours and using their pre-pandemic commuter time to work more."

Future Working Report: How to Win and Keep Talent in a Remote Working World. Insights from over 1000+ remote workers.

Collaboration and Connected Leadership

Leadership is changing to focus on democratising tasks, working across physical and virtual boundaries, and designing better collaboration and social connection. Even with the plethora of virtual collaboration tools available to the modern worker, teams need more than ever a set of collaboration principles and etiquette for working together coupled with collaborative, connected and purpose driven leadership. With a

powerful sense of community (great co-workers, celebrating milestones, a common mission) and strong social capital keeps employees at a company longer. Ineffective collaborations are often caused by poor communication, poor productivity measures, or personality conflicts. These can deter the success of a group working together on an activity or project. If not addressed quickly, collaboration challenges can affect many project aspects, like budget, timeline, resources, and personnel. Learning to identify issues before they escalate can

help, project teams work together and accomplish their tasks effectively. Not addressing issues can lead to poor team morale, poor employee engagement and knock-on effects with customer satisfaction. Collaboration in a more human space includes demonstrating appreciation, assigning trust, effective and inclusive communication, shared understanding, and empowerment.

The creation of a human space requires a constant focus on ensuring a fully diverse and inclusive environment that allows people to be themselves at work.
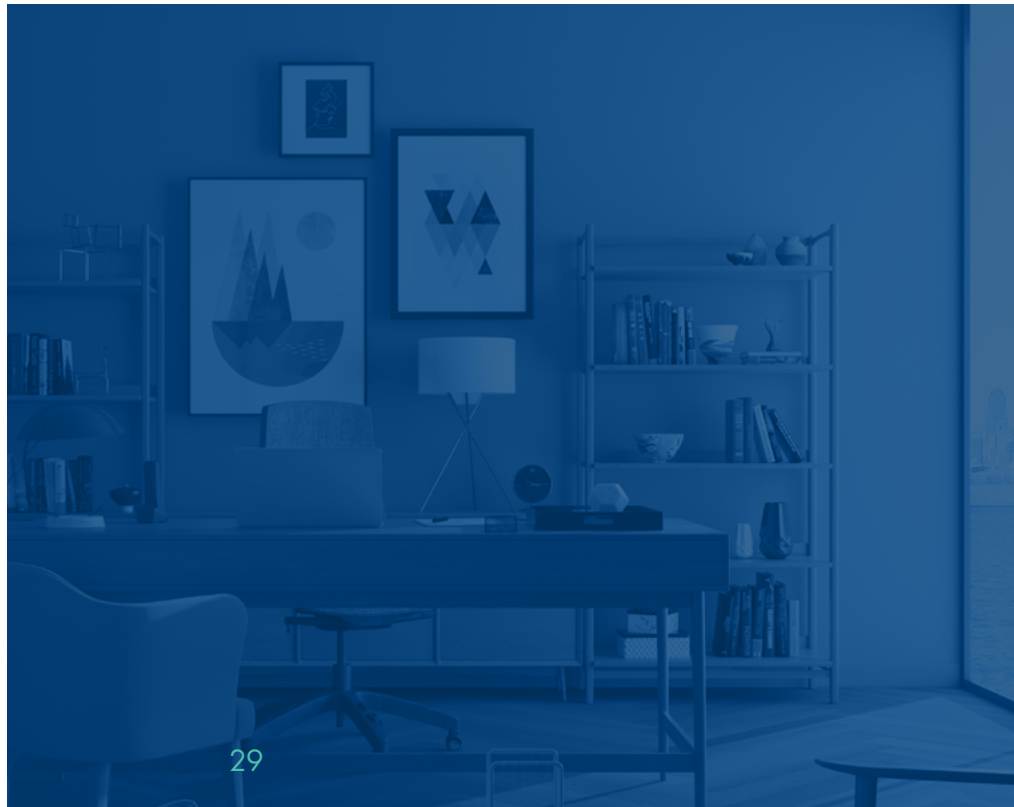
JG

JOURNEYS OF GROWTH

Creating journeys of meaning, progression, and growth for employees throughout their employment.

There is a growing appreciation to manage for specific life stage needs. This includes targeted ED&I initiatives, a refocusing of benefits, developmental supports, and alternative ways of working, to enable people to be at their best at work at various stages of their life. From a quite simple generational perspective, for example, the needs of a 20 year old will be quite different to a 55 year old. When you then overlay the broader forms of diversity you are left with a colourful mosaic of opportunities [and potential complexities] to create innovative journeys of growth that will support the continuous transformation and increasing effectiveness of an organisation's workforce.

In order to utilise the idea of creating journeys of growth, it is essential that organisations adopt a design mindset. They must start properly, mapping the talent acquisition, attraction, developmental journey that they want to create for employees.

A great starting point, particularly in this time of talent shortage, is to map the front-end talent attraction part of the journey. Any meaningful journey map must be co-created with the people who have been on, are on, or will be on that journey. It must also look beyond the process steps and go deep on the emotional element of the journey. It is trying to improve, as well as identify, key touchpoints in the journey that we can use to 'wow' candidates and current employees.

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WCL

WELLNESS-CENTRED LEADERSHIP

Taking proactive responsibility for the health and wellbeing of workforces and the organisations wider sphere of influence in the environment they operate in.

Embracing a culture of health can improve employees' wellbeing as well as the health of consumers, communities, and the environment. A culture of health can help reduce costs, increase revenues and profits, and enhance a company's reputation.

"Caring is the new business asset"

- Cpl Future of Work Institute

Cpl's Future of Work Institute conducted a body of research in 2019 to understand the root cause of work-related stress and identified 8 key dimensions, namely job insecurity and lack of career opportunities

[Occupational Wellness], lack of collaboration [Social Wellness], lack of purpose and meaning in their roles [Spiritual Wellness], poor remuneration and benefits [Financial Wellness], poor communication and lack of development [Intellectual Wellness], poor physical working environment and a lack of inclusion [Environmental Wellness] and of course, more commonly found among wellness programmes, work that impacts Physical Wellness and poor Mental Wellness supports [see Figure 07].

More recently, we are beginning to see a rise in Social Wellness as we strive for more connection and as we work in more blended way. We are also seeing a rise in Spiritual Wellness, as we endeavour to find purpose and meaning in our new ways of working and Environmental Wellness as we continue to strive to create healthy working environments that are both physically and psychologically safe.

"Strategic Wellness is a deliberate and holistic approach to designing and implementing health and well-being interventions for employees that fosters a culture of wellness and is measurable against key business performance indicators that can enhance productivity, engagement, retention and attraction. It is a key strategic business enabler for all organisations."

- Elysia Hegarty,
Associate Director,
Future of Work Institute -2019

Intellectual

Emotional

Physical

Wellness encompasses 8 interdependant dimensions

Social

Spiritual

Occupational

Financial

Environmental

[figure 07]

As we consider the skills and abilities that leaders need to lead geographically distributed teams, we must not overlook the impact that a wellness centred approach to leadership will have on teams, individuals and output. Wellness Centred Leadership involves building resilience and leading in a way that enhances people's wellbeing rather than diminishing it. Resilient leadership is more than bouncing back from adversity or not breaking in the face of hardship, it also includes growth.

These leaders demonstrate the ability to see failures as minor setbacks, with the tenacity to bounce back quickly and seek opportunities. In difficult times, employees are looking for support, courage and guidance. Resilient leaders will set the direction, build commitment and maintain morale.

Studies have found that transformational leadership is the most powerful leadership style for boosting employee wellbeing.

Leaders who seek to intellectually stimulate, support and grow members of their team on an individual bases drive the culture of wellbeing throughout the organisation. As we continue to lead at a distance, leaders who display high emotional intelligence, empathy and display vulnerability are becoming high priority soft skills to display as the leader of the future. This is as opposed to transitional or autocratic leadership styles that have been seen to increase stress and affect productivity.

Ecosystem Wellness - Beyond the Employee

Wellness Centred Leadership can also extend beyond individuals, into the ecosystems that organisations impact, or belong to. The physical space, the supply chains, their processes and waste, the neighbourhoods, and towns they are based. Organisations are increasingly being compelled to play their part in meeting Environmental, Social, and Governance [ESG] requirements in line with stakeholder expectations. To track, report and develop plans on their non-financials annually including gender balance, waste, footprint, and employee wellbeing amongst others. This information is driving transparency to future talent as organisations look to attract them. There is no more hiding.

These reporting expectations cover many topics of critical social and environmental importance to workforces - biodiversity, climate impact, adaptation, inclusion, equity, gender equality, pollution, waste, health & safety, and corruption. Talent managers need to be able to respond to their candidates on what their business stands for, what they are doing and the impact they are having (without green washing). It is a key aspect of their employer brand, story and employee value proposition. Businesses need to navigate this broad range of topics and this requires many new skills sets and insights. Business will take greater and greater responsibility for their impact on society and the environment, across the total value chain.

CONCLUSION

We are living through a period of intense change, challenge, and often crisis. When it comes to finding and retaining the right talent to meet these challenges, organisations should harness new metatrends and thinking to flourish and catch the next wave of talent innovation.

Adopting a total talent approach, purposefully designing the organisations value proposition and reimagining what a workforce can be are all critical in creating a meaningful approach to talent attraction. Continuously developing a humanised working environment, evolving how roles, skills, tasks are implemented and putting wellness at the centre of how we do things for colleagues and communities will be fundamental to retaining the precious resource that is talent.

IT'S TIME TO CATCH THE WAVE OF TALENT INNOVATION. ARE YOU READY?

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