



In today's rapidly changing work environment, the competition for recruiting and retaining talent has never been tougher. The HR Working Group discussed talent acquisition strategies, hiring practices, employee retention and wellness programs.

Key Points

- To expand talent pipelines, firms are shifting from searching for experienced talent to “growing their own” with new-to-industry talent
- Seizing every opportunity to differentiate your company - remote work, forgiving student loan debt, referral incentives
- Marketing strategies are critical to success in reaching broader populations. Tools like company videos and social media are being heavily utilized.
- Two clicks to apply – firms must make it easy for candidates to engage in the interview process

JOINT SESSION

Prominent organizational development practitioners, Farzin Farzad and Warren Wright, led an interactive workshop introducing the concepts of inclusion and psychological safety, Humanocracy, and the new demands of leadership, all in the context of a hybrid work environment. Wright is the Founder & CEO of Second Wave Learning and Farzad is Owner & Principal, Critical Equity Consulting, LLC.

Farzad and Wright emphasized the rapid pace of societal growth demands a workplace that is more agile, adaptable, inclusive, and dynamic. Simultaneously, they expressed employees are more conscious to their own needs for professional fulfillment and autonomy and in turn are actively seeking organizations whose values align with their own. Farzad and Wright stated these two phenomena function in lockstep and will operate in harmony so long as some key foundational changes are made. The new imperative for organizations is to build a human-centered and unified culture.

Key points

- After COVID-19, employees who were surveyed said “empathy” is what they desired most from their leaders.
- Only 26% of employees felt psychologically safe during the pandemic. Only 30% strongly agreed that they felt their opinions were valued in the workplace.
- The more psychologically safe employees feel, the better they perform. For instance, less safety incidents, less absences, higher sales, higher productivity, and higher profitability all stem from psychologically safe environments. The opposite of a psychologically safe environment is one where employees feel fearful.
- One detractor to psychological safety include microaggressions such as Microinsults (“How did you get that job?”), Microassaults (Racial Slurs), and Microinvalidations (“You’re being too sensitive”). Additional detractors include dismissal, bullying, blame, betrayal and being overlooked.
- Detractors can lead to negative health effects like prolonged stress, heart disease, Type 2 Diabetes, and anxiety.

Farzad and Wright illustrated the importance of listening and conversation skills. They laid out five goals of an effective one-on-one conversation – improve morale, increase productivity, demonstrate respect, increase performance, and build rapport and trust. See our presenters’ deck for more information, including an overview of “Humanocracy” – the newly coined term for an organizational system that puts human impact over institutional output.