

2

0

BEYOND THE
PURPOSE
HR TRENDS

2

3

THE GREAT RETENTION 04

THE LIQUID WORKPLACE 07

A BUSINESS WITH A REASON 10

LONGING FOR BELONGING 13

THE WELL-BEING ODYSSEY 16

THE ERA OF PERK-TO-ORDER 19

THE AUGMENTED LEADER 22

ABOUT

Over the past years, we've seen the proliferation of a renewed meaning for work. From the remote revolution, the great resignation, to quiet quitting, both employers & employees are finding ways to rewrite the well-known work-life balance into the work-life integration narrative.

With extensive digitization, automation, and the uptake and adoption of artificial intelligence, the real value of human work is no longer dictated by input (like hours worked) but rather by the outcome (the why behind the desired output).

To be able to respond to rapid market developments, shifting customer demand, financial pressures, and unforeseen challenges, companies have already been shifting their operating models in numerous ways to become more flexible and adaptable.

But true agility, the inseparable twin of business sustainability & innovation, will require leaders to break up the hierarchical command systems, understanding that employer-employee relations lie in a true partnership.

The pandemic has shifted what people value the most. With it, the expectations and demands on employers have shifted. Employees want to belong and invest their precious time in things that matter.

As we move into 2023, leaders need to see purpose as a way of business, not as an initiative.



THE GREAT RETENTION

As we sit on the cusp of a recession, more than one HR professional might be tempted to sit back and assume traditional attrition rhythms will come into play. When times are tough and workers have to tighten their belts, one would naturally assume that the primary consideration of all employees would be to stay in secure work and that relentless focus on productivity will guarantee enterprises an escape from financial woe.

However, in the post-pandemic world, stable employment numbers cannot be taken for granted, and neither can the assumption that people will work more effectively or more productivity without revitalized operating models and systems of work that match the needs of the modern worker.

The Great Resignation is far from over. From the rise of quiet quitting to the continued pressure companies are facing to recruit talent in a timely manner, the current recruitment environment is peppered with disruption, insecurity, and doubt, much of it driven by employees seeking a better work/life balance, more flexibility, and better career opportunity.

The pandemic accentuated long-standing problems in high- and low-skilled sectors, such as healthcare and information technology, education, construction, catering, distribution and transport.

And when the first two quarters of 2022 saw record levels of employment within the Eurozone, the pressure continued to rise within recruitment communities. Concern is mounting about how to best secure workforces - and therefore sustain company revenue.

In previous years, recessions caused a recruitment slowdown and, with a lower turnover of staff, business owners could focus on ensuring business continuity. But no employer can rely on a recession to turn the tables. This is because the great resignation isn't over: it only has evolved. We now live in the era of the great retention, and the battle is now how best to keep staff engaged, happy and productive.

LUTHERONE SUGGESTS

ADOPT MULTILATERALISM

Find a common ground and common consensus amongst your employees built around empathy, active listening and care. Tailor your employees' needs to your value propositions and business model - it's a win-win.

THINK BEYOND THE PAY

Give people a reason to stay at your company beyond a paycheck. Use remuneration as a bridge to your company's purpose, and connect your people's pay with your overall company vision to better generate advocacy and loyalty.

EQUIP FOR RELENTLESS INSTABILITY

In short, learn to do more with less. If you build agile, flexible teams and forms of work, you'll find your people are more capable of handling disruption and instability inside and outside of work. It's resilience in real-time.





THE LIQUID WORKPLACE



We live in the era of the liquid workplace - a time of fluid experimentation in staff and workplace management.

But fluidity doesn't necessarily translate to sustainable flexibility, and some companies - adamant about a return to in-office working - are running up against a workforce in direct opposition to their post-pandemic workplace demands. In contrast, other companies are fully embracing remote life, letting employees build their universe of hybrid workflows.

In the spring of 2022, Apple announced plans to compel workers to clock into its Cupertino HQ at least three days a week. Tesla's CEO Elon Musk hinted in June of 2022 that remote work was ending with immediate effect, including veiled threats to lay off remote workers who should "pretend to work somewhere else." At the other end of the remote work spectrum, companies like Spotify, Airbnb, or even Microsoft & Dell are offering full remote/hybrid schemes.

This mismatch of working expectations is drawing a wedge between business leaders and workers. Second to that is the

genuine worry of internal disconnect within enterprises. Companies thrive from social interaction, and the loss of creative potential by leaning too heavily on remote structures is becoming a pain point for many.

So how can we balance social interaction with efficiency and employee empowerment?

The remote work conversation is far from over. Even into 2023, we'll still be searching for the right workplace equilibrium, especially given the added pressure of inflation and the rising cost of living.

And the extra pressure on companies to meet renewed salary demands as living becomes more expensive might tie into employee demands for remote work. And employees are not afraid of denying companies their labor, as the Great Resignation showed us. In short, it seems like employees have the upper hand in negotiations, and employers need to be hyper-aware of it.

Some corporate leaders believe that their demands for traditional, in-office "workplace cohesion" will help them better navigate an uncertain economy. Employees, for their part, want flexibility, career development, meaningful work, and a more supportive corporate culture.

So how do we provide autonomy and flexibility whilst continuing to foster corporate and business togetherness?

LUTHERONE SUGGESTS

VALUE CO-CREATION

A super effective way of building more collaborative and trusting teams no matter where they work is by co-creating business models with your employees. This is a genuine leadership win-win - staff have more control and input on the processes and methods of work and therefore have a fuller insight into how and why

LISTEN CLOSELY

Monitor your workplace situation closely. Mind the gaps between in-office and remote workers, and work to bridge them using the wealth of technological assistance on offer. This is where building cultures of continuous feedback really makes itself felt, as leaders and workers collaborate ever closer.

RETHINK LEADERSHIP

There is no shame in overhauling legacy management strategies if they simply don't work anymore. Enterprise owners need to enable and empower change at the management level, and they need to support leadership teams in running operations in our changed, hybrid working world.



A BUSINESS WITH A REASON

The pandemic forced the working world to reassess what was important in their lives. Professionals across every industry started to pay more attention to their health, their commutes, the impact on the environment, and how and why they worked at all.

The increase in quality time spent with their family, and the clear breakdown in legacy work/life balances, created a unique sort of post-lock down mindset - we're now more aware of how we spend our time and are much more particular about what we invest our effort into.

For many, part of the pandemic recovery was finding a renewed meaning for work. Businesses learned pretty quickly that if they didn't communicate their brand purpose and if they didn't start threading their brand mission into the fabric of their employees' lives, they were going to fail to recruit staff and fail to retain staff.

The demographic this has had the most effect on are the younger Millennials and Gen Zers. Their future has been irreparably scarred by COVID-19, and as such, they work from a completely different set of ethics and professional morals than older generations.

They're more activist, less beholden to traditional patterns of career building, more aware of sustainable cultures of work, and much more confident at calling out poor management behavior.

Perhaps most crucially, our digitally native younger generations are redefining how to build a career - not by asking for an opportunity, but by taking it.

Thanks to the proliferation of tech platforms, portfolio tools, online training, and a dose of post-pandemic self-reflection, it's easier than ever for people to supplement a primary income stream with a monetized hobby or side hustle.

The war for talent now has two fronts - the competition within your own industry and the cult of the side hustle. How you approach, it will speak volumes for how you look after your people and continue to hire the best in class.

LUTHERONE SUGGESTS

REDISCOVER THE WHY

Imbue everything you do with purpose, and make sure you communicate across your business functions why you do what you do.

INVOLVE TO ENGAGE

Build systems and open forums of peer-to-peer idea sharing where people can get involved with operations beyond their day-to-day.

BEWARE OF MORAL INJURIES

Don't do lip service; walk the talk. The emotional response that occurs when someone's ethical code is violated is terminal for workplace cohesion. Make sure whatever plans you put in place, whatever changes you make, follow through





LONGING FOR BELONGING

Since the eve of the pandemic, there has been a seismic shift in how, why, and where individuals build careers.

People are fundamentally thinking differently about their sense of agency over their own lives - the clearest example of this is the rise of the side-hustle economy to be more than an outlier interest of portfolio workers; it's now a fundamental aspect of the professional lives of millions of talented people, who have found themselves analyzing how their individual interests and career pathways intersect, realizing they want more from their career.

Rather than wait for opportunity, people are now taking the opportunity to reclaim better work/life balance; establish themselves in new fields; create their own future, and own their narratives.

Naturally, this rise in professional individualism and independence has major implications for organizations, their current employees, and their relationship with consumers, users, and future employees. The very fabric of career building is much more individual than it's ever been. Suppose this rise in independently managed work thought is mismanaged or ignored. It could be disastrous for companies that are building a post-pandemic employee value proposition.

The most attractive and compelling employer value propositions are the ones that elevate a sense of community, ideas sharing, creative collaboration, and real-time relationship building. Humans are social creatures, after all, and we feel companies that neglect communal, safe, and protected social spaces ultimately suffer from misaligned company purposes.

But the best contemporary leader will take stock of the rise of the side hustle and the demand for a little more interdependence amongst workers and learn to combine them into a culture of independent belonging.

Traditional workplace bellwethers of collaboration - in-office meetings, social events, away days, team building - have to sit simultaneously alongside the demand for more remote work and the post-pandemic honoring of professional individualism.

LUTHERONE SUGGESTS

EMBED DEI INTO YOUR DNA

Companies that value diversity benefits from a more engaged, productive, and happier workforce. One of the most powerful company-side employee value tools at a leader's disposal is the choice to create diverse teams, which builds immense loyalty and respect, even amongst remote workers - so make DEI part of your DNA (through hiring and onboarding all the way through to the last day).

SAFE-TO-SELF ENVIRONMENT

Psychological safety is vital in the modern workplace. No matter where your workers reside or work, they will suffer from stress, burnout, and unproductivity if they don't feel protected or respected. Employer value lies in the structures created to protect their people.

PHYSICAL & MENTAL ACCESSIBILITY

Workplace support has to reach beyond simply offering a sense of creative belonging. It also has to create open-door policies of ideation that incorporate physical and mental accessibility for all staff, all the time.





THE WELLBEING ODYSSEY

Although it may not seem like it, the great resignation was the first and loudest stage of a modern well-being revolution. The sentiments behind the great resignation have defined what people expect from an employer in regards to well-being support and will continue to do so for years to come.

Indeed, the pandemic shone a very particular sort of light on corporate well-being tradition and found much of it lacking in substance and sustainability.

Even the most well-positioned and wealthy of organizations struggled with the pandemic pushback from employees. Gone were the days of steady ship HR management - employees took a microscope to their work/life balance and found that well-being support wasn't agile enough to cover multiple real-life pain points, including mental health, physical health, financial health, and social health of their fellow workers, friends, and community.

The COVID-19 crisis caused a lot of introspection. The enterprises that survived the pandemic with their workforce intact understood that well-being couldn't be fixed by relying on traditional support structures - they needed to be flexible and inclusive with how and where they helped their people.

It's now simply not enough for organizations to improve a benefits package, pay their staff more, or introduce a new mental health wellness strategy into their company to "fix" issues with staff well-being - employers need to show that they value and invest in well-being beyond a profit margin or recruitment selling point. They need to understand (and prove) that they have the patience and depth of care to support workers across numerous touch points.

Effective well-being programs rely on various forms of support, benefits, perks, mental health support, mentoring, career development, and disciplinary structures.

Your people need to feel they can trust their leadership and that they'll be heard. But one of the most insidious and subtle of poor well-being management is letting outsidersness fester.

In reply, organizations must expand their well-being offer. They need to clearly define how they embed care into their practices for their employees, customers, and wider community and society.

Only by doing that do they guarantee a fully-fledged, trusted, and viable well-being culture that staff, prospective staff, and customers will engage with.

LUTHERONE SUGGESTS

WELL-BEING DIVERSITY

Well-being strategies have to focus on all its elements and all its people. It's not about creating a one-size-fits-all well-being structure and expecting people to accept it. Good staff care means diversifying your well-being outreach to suit your entire community, whatever their needs.

HYBRID EXPERIENCE

Furthering the theme of a diverse well-being culture, your remote workers need to have their hybrid well-being platform. That means creating, more than likely from scratch, a whole new way of looking after your hybrid workers that distinctly differs from in-office well-being strategies.

BEWARE OF OUTSIDERNESS

As we mentioned above, don't allow your people to feel physically or mentally outside the company. Alienation of your people is a surefire way to degrade the well-being of your company.



THE ERA OF PERK TO ORDER

When work perks don't work anymore, how do you continue attracting staff, recruiting effectively, and rewarding your people for a job well done?

This was the most obvious and brutal of workplace pandemic challenges - scores of employers found their perks weren't enough to battle the effects of the great resignation, and entire systems of recruitment, retention, and performance reward were turned upside down. Previously untouchable benefits packages became redundant as remote work requests and workplace wellbeing became HR focal points.

For some employers, this crisis writing on the wall ushered in a new age of perks. First forward-thinking employers turned to new and enhanced benefits to help employees through the rapidly evolving workplace, and the world for that matter.

From physical, mental & financial health to remote and flexible working arrangements, to psychological safety, and a revamped attitude to people development, performance management, and feedback, the latest developments

have shed light on what is most important to people.

In our view, employers must focus on personalization, employee feedback, and lifestyle needs as the primary drivers of post-pandemic, contemporary benefits strategies.

Consider the elevation of remote work to the pantheon of work perk demands. No longer can benefit structures be place-bound, so make your benefits work for your people, where they work, how they work, and why they work.



LUTHERONE SUGGESTS

LISTEN TO CO-CREATE

The trick to creating attractive benefits structures lies in de-siloing decision-making. Involve your teams! Put the personal in personal work perks!

FLEXIBILITY TO RELEVANCE

If your perks are not relevant, they aren't working, and they certainly won't attract skilled talent. Flexibility means focusing on worker perk relevancy above all else.

WELLBEING FRONTIER

Put wellbeing and wellness at the heart of your work perks, and use your benefits offers to remind your team you don't just want to celebrate their performance but that you value their health and happiness.



THE AUGMENTED LEADER

Dynamic workplaces need dynamic leaders. If the pandemic - and this eBook - has taught us anything, it's that leadership has moved into a new, post-legacy management space. What we need now are augmented leaders.

By augmentation, we mean leaders who are able to grant management staff within an organization the autonomy and trust to cut through bureaucratic red tape and think beyond traditional staff management policies to support their employees in real-time, delivering real outcomes.

These leaders should enshrine in their managers and staff a culture of reactive workplace support - such as how teams and wider departments pivot in the event a team member falls sick, someone quits, or employees start disengaging. This also covers reactive attitudes to hiring - for example, how to build

personalized, flexible onboarding strategies or appropriate training programs.

The modern leader also needs to elevate wellbeing to the very center of workforce management, including by approaching remote work from a place of flexibility and empathy and creating cultures of clearly defined corporate purpose for staff and future staff.

And finally, to succeed against the continuing effects of the great resignation, leaders need to remember the value of meaning.

Many millions of workers found real meaning lacking in their pre-pandemic jobs and used a generationally defining moment to redefine what that meant to them. The modern business leader knows this, empathizes with it, and uses it to their advantage - to clearly communicate what working for them really means.

LUTHERONE SUGGESTS

MANAGER 3.0

What does it mean to be a leader in your organization? Are you giving your managers the tools to become the leader you need, not the leader you think you want?

UP-SKILL. RE-SKILL. CROSS-SKILL.

Business leaders need to put their money where their mouth is and hire people that fit the profile of their company and the expectations of their market. But they also need to invest in the leaders who already work there, and give them the tools to become better at their job.

Manage tomorrow
today

WITH LUTHERONE

CONTINUOUS ENGAGEMENT SURVEYS

FEEDBACK PLATFORM

SKILL & COMPETENCE MAPPING

RECOGNITION & APPRECIATION

INTERNAL SOCIAL NETWORK

PERFORMANCE MANAGEMENT

TASK MANAGEMENT

