

WorkLife BUSINESS NEWS

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FOR BUSINESS

November 2023

WorkL for Business : Your Total Employee Experience Partner



Featuring Guidance & Solutions on:

**BUILDING RESILIENCE AT WORK, CHANGE
MANAGEMENT & OVERCOMING FAILURE**

For Business Leaders, Managers and HR Professionals



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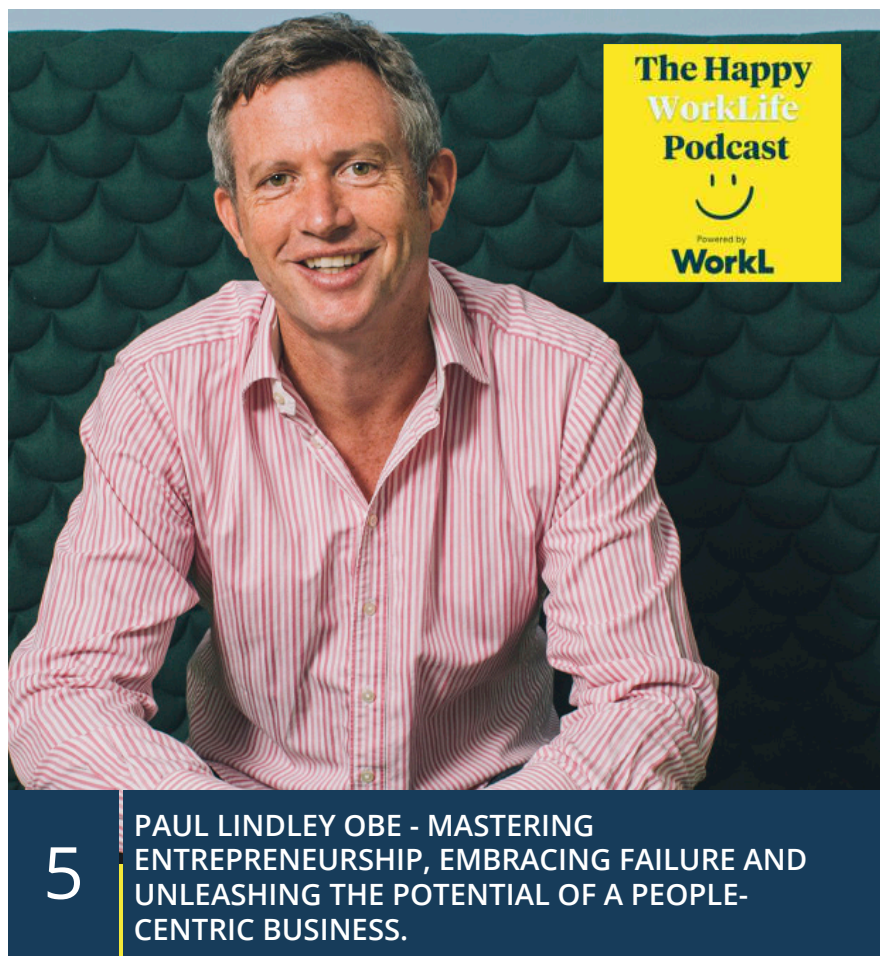
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RESILIENCE, CHANGE MANAGEMENT & OVERCOMING FAILURE

Welcome to November's Edition of WorkL for Business WorkLife News! Get ready to amplify your workplace skills this month! We're providing top-notch resources designed for employers, managers, and HR professionals. Dive in to learn about resilience, managing change, and turning failures into learning moments.

Don't miss our Podcast Feature! On page 5, we're joined by Paul Lindley OBE on The Happy WorkLife Podcast. Paul will be sharing insights on entrepreneurship, the importance of learning from failure, and how to harness the power of a people-focused business.

On page 6, we delve into the world of authentic leadership. Discover what it means and why it's essential in today's business landscape.

Pages 7 to 8 feature our partner organisation, Whirlpool, with a fascinating article written by Hayley Whitwood, Head of HR - 'Nurturing a culture of success.'

In light of Anti-bullying week, page 10 highlights ways to detect and address bullying in the workplace, ensuring a safe environment for all.

From pages 13 to 15, delve into a thoughtful article from Mckinsey about enhancing your organisation's resilience.

For those who love a good listen, page 18 features curated podcasts, including insights from F1 legend Toto Wolff about leadership highs and lows.

On page 20, get a sneak peek with a free demo of our innovative engagement surveys. Learn how to better understand, track, and elevate your employee's workplace experience.

Dive in, explore, and equip yourself with knowledge and tools for a productive month ahead!
Team WorkL for Business



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Green skills for all employees - Skilling up the workplace

Development and skilling up a workforce are always priorities for HR and Managers, but it seems that here in the UK, employers are falling behind when it comes to providing Green Skills for employees.

Written by Lord Mark Price, founder of WorkL

A study by [LinkedIn Data](#) (Global Green Skills Report) highlights that the UK's workforce lacks Green Skills for emerging industries that adopt sustainable strategies. Once an industry wouldn't have thought about sustainability, now a business strategy in any sector will include sustainability, and rightly so. Therefore, employees who are up to date with sustainable issues and strategies will be an asset to any business and will more importantly, find themselves in demand.

Around 60% of the world's emissions are produced by organisations and their supply chains. If we are ever going to reach Net Zero, now is the time for employers to skill their teams in all things green, to ensure that every industry is working together towards Net Zero. This will not only be good for our planet, but help employees widen their skillset for the future.

The United Nations has recognised 'green skills' as one of the key elements for achieving the Sustainable Development Goals (SDGs) by 2030. LinkedIn's report highlights that one out of every eight worker has one or more 'green skills'.

The UN has also pulled out three industries that are likely to put a premium on 'green skills'- energy production, transportation, and finance. The first two sectors are among the top carbon emitters, while the finance industry can finance the transition to circular economies/Net Positive.

The number of people with 'green skills' in the global workforce has risen by an average of 12.3% since 2022. However, jobs requiring just one green skill doubled by over 22% since 2022. This disparity is only going to widen if employers don't invest in sustainability training and development for all employees.

"Not only will the next generation of employees be looking for green skill training in jobs, but they'll be expecting it. Be in no doubt, green skill training will be mainstream within the decade, so I urge employers to invest in their employees and the planet, sooner rather than later."

Lord Mark Price, Founder of WorkL



Paul Lindley OBE:

“Mastering entrepreneurship, embracing failure and unleashing the potential of a people-centric business”



Our founder, Lord Mark Price, chats with Paul Lindley OBE, British entrepreneur, children’s welfare campaigner and best-selling author.

From starting out in the finance sector to founding the organic baby and children’s food brand Ella’s Kitchen in 2006, Paul shares his wisdom on a variety of topics including the importance of “failing fast”, the value of being people-centric in business and the power of asking “Why”.

Paul also talks about his new book “Raising the Nation: How to Build a Better Future for Our Children (and Everyone Else)” and his best-selling book “Little Wins: The Huge Power of Thinking Like a Toddler”.

Paul was appointed an Officer of the Order of the British Empire (OBE) in the 2019 New Year Honours for services to Exports in the Food and Drink Sector and to Children’s Welfare.

“Business is about people, people motivating people so that they live their lives thriving, and get the joy from the work that they’re doing so they can blend that with those same things that they get from their non workplace. So that employers see their people as whole human beings.

If you are a leader of a growing organisation or any organisation then if you think about your staff as people and you understand and work towards work life blend (rather than work life balance) then you will get the most out of them”

LISTEN to Paul Lindley on this month’s The Happy WorkLife Podcast



Also available on YouTube, Apple Podcasts, Spotify and Google Podcasts



What is authentic leadership and why is it important?

Authentic leadership is a leadership style that emphasises genuineness, self-awareness, and integrity.

Source: WorkL.com



Authentic leadership is a leadership style that emphasises genuineness, self-awareness, and integrity. Authentic leaders are true to themselves and their values, and they lead with transparency and honesty. They are also open to feedback, willing to admit mistakes, and committed to continuous learning and growth.

Authentic leadership is important because it fosters trust, engagement, and motivation among employees. When leaders are authentic, they create a workplace environment where employees feel valued, respected, and empowered to contribute their best work. This leads to higher levels of employee satisfaction, productivity, and innovation.

Here are some of the key characteristics of authentic leaders:

1. Self-awareness:

Authentic leaders have a deep understanding of their own strengths, weaknesses, values, and beliefs. They are aware of how their actions and decisions impact others, and they are constantly reflecting on their own behaviour and seeking ways to improve.

2. Integrity:

Authentic leaders are guided by a strong moral compass. They are honest, ethical, and transparent in their dealings with others. They hold themselves accountable for their actions and decisions, and they consistently uphold their values, even in difficult situations.

3. Humility:

Authentic leaders are humble and recognise that they don't have all the answers. They are open to feedback and willing to learn from others. They are also willing to admit mistakes and take responsibility for their actions.

4. Authenticity:

Authentic leaders are genuine and true to themselves. They don't put on a facade or try to be someone they're not. They are comfortable in their own skin and are willing to show their true selves to others.

5. Empathy:

Authentic leaders are empathetic and compassionate. They care about the wellbeing of others and are able to connect with them on an emotional level. They are also able to see things from different perspectives and understand the needs and concerns of others.

6. Purpose:

Authentic leaders are driven by a strong sense of purpose. They are passionate about their work and believe in the mission and values of their organisation. They are able to inspire and motivate others by communicating a clear and compelling vision for the future.

Authentic leadership
is not about being
perfect or having all the
answers.

It's about being genuine, self-aware, and committed to ethical and values-based leadership.

Authentic leaders build trust, inspire others, and create a positive and productive work environment. They are essential for building high-performing teams and achieving sustainable success in today's dynamic and challenging business world.

Nurturing a culture of success

Feature from our partner, Whirlpool.

Written by: Hayley Whitwood, Head of HR at Whirlpool UK & Ireland



In today's dynamic and competitive business landscape, employee engagement has become a critical factor in driving success and innovation across industries.

No company can survive without engaged employees, an understanding which Whirlpool has baked into our culture and policies over the years, developing a wide array of initiatives which promote transparency, personal development and inclusivity. Our strategies, which I'm delighted to share with you, have not only improved workplace morale and engagement but significantly impacted Whirlpool's performance over the years with our leading brands of Hotpoint, Indesit, Whirlpool and KitchenAid.

Clear and consistent communication

One of the main tenets of Whirlpool's ethos around employee engagement is our commitment to clear and transparent communication to all staff. We host regular business updates through various channels, both online and in-person, to ensure every Whirlpool colleague is well informed about the goings-on around the business, as well as the company's performance and

current priorities. We also provide monthly communications from our Managing Director, ensuring everyone feels that they're kept in the loop. This is especially important not only because many of our 2,500 Whirlpool colleagues have been at the company for many years, but more than half of our people are field based throughout the UK and Ireland and not based at our UK headquarters. This ensures that they remain highly invested and interested in the performance and direction of the business, irrespective of the work that they do and where they are based.

The communications from the MD includes a feature whereby employees can submit questions anonymously, which they respond to either over video or in person and share with the organisation.



This has been a great way to respond to questions most employees have, but may not have the confidence to ask their manager or a senior leader in person.

An important part of our communication is regularly asking colleagues which channels they prefer to receive information from. By covering all our bases and releasing updates on a multitude of channels, we ensure all colleagues

are up-to-speed. And by communicating our key priorities regularly, colleagues feel a sense of purpose through knowing their contribution fits into something larger for the company.

Values that guide actions

Our core values are the driving force behind everything we do, and guide how we run our business and achieve our vision. The values of integrity, respect, inclusion & diversity, one Whirlpool and a spirit of winning, are known by all of our colleagues and displayed throughout the organisation as a constant reminder. In our performance assessments, colleagues are encouraged to relate the work they do to these values, and exemplify how the values are embodied in their work.

Our values are also incorporated into the submissions process of our peer-to-peer colleague recognition programme, where colleagues have to be clear which values they are nominating their peers for displaying. Our values are also used as a method of holding each other to account, with references to them being used in discussions to aid collaboration and progression in terms of our organisational goals and objectives.

Continuous development and learning

Our emphasis on the continuous professional development of our employees is another way Whirlpool bolsters our company through employee initiatives. The implementation of our "My Whirlpool" system, a learning and training platform including the "WeLearn" catalogue, has seen great success among our colleagues. Tailored courses are available for employees when they'd like to upskill or refresh their memory on a variety of relevant topics.

Continued...

Every colleague, no matter their department, has their own individual training plan and career path through the organisation known as a Career Compass. We consistently encourage staff to take opportunities to grow and develop within their role and beyond, by running regular talent assessment review sessions with senior leaders. In these sessions, employees can discuss their career and plan for their next milestone with a manager's full support. The success of our learning and development programme is evidenced by the fact that more than half of Whirlpool's senior leadership team have developed their career directly within the company. What's more, every manager and supervisor within our national call centre started as an agent answering customer calls.

as well as specific times during the week, as well as larger interventions related to benefits and events.

To support any colleague with personal, wellbeing or mental health issues, we made professional facilities available to them as well as giving them the chance to speak/confide with our team of Mental Health First Aiders in confidence, who are specifically trained to help in such situations. Examples of support have included a dedicated 'Men's Health' week designed following colleague feedback. We also regularly host third party organisations, groups and charities to provide advice and information to colleagues such as the Alzheimer's Society, Carers UK, Andy's Man Club and Cancer Research.

focuses on schools in the local areas to our 15 sites throughout the UK and Ireland and works on developing STEM skills among children as well as reducing food waste. We find these initiatives are a great source of pride for our employees, who enjoy volunteering and feeling part of our local community. We have recently won a number of national awards for these initiatives.

Investing in longevity

Our company culture which has kept Whirlpool in good stead for 112 years is all thanks to the employee engagement initiatives, rooted in open communication, shared values, and personal development. It's just one of the reasons why we have been awarded Top Employer status for



Focusing on happy and healthy colleagues

The wellbeing and health & safety of our colleagues is a top priority which is why we developed a programme called "Be*Well" which provides a range of support services from physical and mental health to financial advice. The programme includes 6 different pathways all focused on an aspect of wellness and many initiatives have been developed to support the different pathways. This has included smaller things such as ensuring colleagues block out some personal time during the day

We also promote our EAP (Employee Assistance Programme), a 24 hour confidential helpline from Health Assured to support employees through any of life's issues or problems, such as stress & anxiety, family issues, finance etc.

Community and sustainability

Whirlpool is known for our commitment to community and sustainability. It's not just a corporate, social and responsibility (CSR) programme, but a genuine interest to many colleagues. Our "House+Home" programme



6 years running. Our story serves as an example of how investing in your people can be the key to achieving long-term business goals while fostering a culture of happy and healthy colleagues.

Written by: Hayley Whitwood, Head of HR at Whirlpool UK & Ireland



Transgender Awareness Week

Transgender Awareness Week is an annual event that takes place during the week of 13–19 November. It leads up to Transgender Day of Remembrance, which is held on 20 November annually.

Transgender Awareness Week is dedicated to raising the visibility of transgender and gender non-conforming people, as well as addressing the issues the community faces. During this week, people come together to celebrate, educate, and advocate for transgender rights and acceptance.

[Find out more](#)



Anti-bullying Week

ABA are official organisers of Anti-Bullying Week and Odd Socks Day in England, Wales and Northern Ireland.

Anti-Bullying Week 2023 will take place from Monday 13th - Friday 17th November. The theme is Make A Noise About Bullying. In this section you will find everything you need to help make a noise to stop bullying this Anti-Bullying Week.

[Find out more](#)

THE SUNDAY TIMES **T Best Places to Work** POWERED BY **WorkL**

Is your workplace the UK's happiest?

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 ENTER YOUR ORGANISATION**

Six ways to spot and stop potential bullying behaviour

Anti-Bullying Week 2023 will take place from 13 - 17 November.

Written by: Thom Denis Source: hrzone.com



Is it possible that you are a bully at work? Perhaps you have thought before that you are being cruel to be kind with a couple of your comments? Was there that one time when you came across as a little too aggressive? Do you often upset people who are around you? Do you remember that time you belittled that annoying colleague?

Do you think you might have deliberately excluded someone because they are a bit different to you and perhaps you spread a little gossip about them? Has there ever been a time when you misused your power or position at work? Most likely we have all been bullied and have bullying traits, but we often don't recognise it in ourselves.

How do I know if I am bullying someone?

Bullying is clearly sometimes obvious, but we may not realise that what we're doing actually constitutes bullying. The less overt traits of bullying include when we invade someone else's personal space when talking to them, and using known triggers to upset them such as threatening to hurt an already injured foot or talking about something that is likely to cause PTSD.

Shouting at someone or overly

and repeatedly criticising them can badly affect self-esteem, as can isolating someone or making them feel like they don't belong. Gossiping pointedly behind someone's back and trying to turn others against them, setting them up to fail, or doing things to make them feel uncomfortable are all key indicators that you may well be bullying someone.

So why do we bully others?

Without question undue stress and feeling under pressure exacerbate bullying. According to Ditchthelabel.org, those who bully are far more likely than average to have experienced a stressful or traumatic situation in the past five years. Bullies often have been bullied themselves or have poor relationships and low self-esteem. Whilst some of us find positive ways to deal with stress such as talking about it or exercising, as part of our flight, fight, freeze response many of us turn to blame other people if a problem occurs.

Bullying is often insidious

Bullying is often systemic in the workplace because it is condoned by simply not dealing with it and therefore leaders and company culture are complicit. In these organisations, hierarchy is often excessively valued with a clear nod to a 'master and servant' culture. An aggressor may instead be

labelled as 'a strong leader' who gets things done.

In many cases, the victim doesn't realise this constitutes bullying and thinks it is part of the job and the power in the relationship often prevents the target from speaking out. These days we are also usually hired for our technical skills rather than our people skills which are vital for good management, but it doesn't need to be this way.

How can you stop bullying others?

1. Check your stress levels

You might feel horrified if you recognise bullying behaviour in yourself, and a first step may be checking in to look at how you are feeling, whilst recognising bullying is never acceptable. Perhaps you suffer from low self-esteem, burnout, anxiety, depression or stress. Getting help with your own issues may well help you to curb this behaviour.

2. Can you accept criticism?

Leaders need to role model good behaviours and lead by example and create a psychologically safe environment that allows difficult but healthy conversations and challenges to occur. Do you have people around you that are going to tell you if you are out of line and are you open to feedback and constructive criticism?

3. Appraise your work relationships regularly

Understand the impact you are having on someone else's life and experience at work. Recognise if you are in a position of power that balance may have tipped into something unhealthy and potentially toxic. Do you pull rank as a defence? Instead, ask yourself what was your intention. How did that land? Did they learn the lesson you wanted? Are you able to compromise? Are you using different styles of 'leadership' for different people, or do you feel

Continued...

some people need to be taught more of a lesson? Is the other person always in the wrong? Do you think they want to come to work?

4. Take a moment

Often we need to take the time to process and not to react immediately. Sometimes walking away from a possible confrontation before it happens, even for a few minutes might mean you can have some clarity and better perspective on something that was just said. Our natural reaction can be very defensive and come out aggressively.

5. Change the communication

Sometimes the breakdown of the relationship may come from miscommunication, so apologising for any past behaviour and trying to start afresh may be possible. On occasion, reframing and unlabelling the word 'bullying' might help us to stop the shame and stigma of being bullied because of the power dynamics involved.

6. Be more self-aware

Look at how you see yourself and what side other people see. What does everyone else see that you don't, and what does nobody see at all?



STOP BULLYING

WorkL Answers - We ask the experts

WATCH WorkL Answers: 'How to use the appraisal system' with Ann Francke, Chief Executive of Chartered Management Institute (CMI)



**WorkL
Answers**



WATCH WorkL Answers: 'How managers can create a clear structure of communication in their team' with Richard Saundry, Principal Research Fellow at the University of Westminster



**WorkL
Answers**



[View all WorkL Answers on our YouTube channel](#)

10 effective strategies for HR to empower managers and enhance their leadership capabilities

By implementing these strategies, HR can empower managers to effectively lead their teams.

Source: WorkL.com



HR teams play a pivotal role in fostering a thriving workplace by supporting and developing managers, the backbone of any organisation.

Here are ten effective strategies for HR to empower managers and enhance their leadership capabilities:

1. Comprehensive Training and Development Programs:

Provide tailored training programs that address essential management skills, including communication, conflict resolution, performance management, coaching, and team building.

2. Formal Mentorship and Coaching Initiatives:

Establish a formal mentoring or coaching program that pairs experienced managers with less experienced ones to provide guidance, support, and share best practices.

3. Effective Performance Management System:

Implement a robust performance management system that includes regular feedback sessions, goal setting, and development plans. Provide managers with tools and training to conduct effective performance reviews and provide constructive feedback.

4. Leadership Development Programs:

Offer leadership development programs that focus on strategic thinking, decision-making, change management, and innovation to equip managers with the skills and mindset needed to lead effectively.

5. Address Managerial Challenges:

Regularly assess the challenges faced by managers and provide support and resources to address them, such as workload issues, specific skills training, or mediation services for conflict resolution.

6. Recognise and Reward Managerial Excellence:

Recognise and reward managers who demonstrate exceptional leadership skills and achieve outstanding results through formal awards, public recognition, or career advancement opportunities.

7. Foster a Culture of Continuous Learning:

Encourage managers to embrace continuous learning and development by providing access to online learning platforms, conferences, and workshops to stay up-to-date on industry trends and best practices.

8. Prioritise Manager Wellbeing:

Promote manager wellbeing by

providing resources for stress management, mental health support, and work-life balance initiatives. Healthy and supported managers are better equipped to lead their teams effectively.

9. Align with Strategic Goals:

Collaborate with senior leadership to align manager development initiatives with the organisation's strategic goals, ensuring managers are equipped with the skills and knowledge needed to support overall objectives.

10. Regular Evaluation and Adaptation:

Regularly evaluate the effectiveness of manager development programs and adapt them based on feedback and changing needs. Continuously refine strategies to ensure managers receive the most relevant and impactful support.

By implementing these strategies, HR can empower managers to effectively lead their teams, navigate challenges, and achieve organisational goals, cultivating a strong leadership pipeline, enhancing employee engagement, and driving organisational success.

Raising the resilience of your organisation

Repeatedly rebounding from disruption is tough, but some companies have a recipe for success.

Source: mckinsey.com Written by: Dana Maor, Michael Park, and Brooke Weddle



Repeatedly rebounding from disruption is tough, but some companies have a recipe for success: a systems mindset emphasising agility, psychological safety, adaptable leadership, and cohesive culture.

Resilient organisations don't just bounce back from misfortune or change; they bounce forward. They absorb the shocks and turn them into opportunities to capture sustainable, inclusive growth. When challenges emerge, leaders and teams in resilient organisations quickly assess the situation, reorient themselves, double down on what's working, and walk away from what's not.

Cultivating such organisational resilience is difficult, however—especially these days, when business leaders, frontline workers, and business units are being buffeted by multiple disruptions at once. (Think of the war in Ukraine, the decline in markets, the global pandemic and resulting Great Attrition in talent, and increased evidence of climate change.)

This most recent bout of misfortune and change is vexing in its own way. After all, how often have economic downturns coincided with talent shortages, for

instance, or been driven by supply chain challenges?

But the reality is, there is no shelf life on change and no expiration date on organisational resilience. There will always be more uncertainty, more change, and a constant push for teams to realise outcomes more quickly. The companies that cultivate organisational resilience—driven not only by crisis but also by opportunity—can gain an important, lasting advantage over competitors.

For proof, consider McKinsey's early research on the relationship between companies' organisational health and their financial performance during the COVID-19 pandemic: it shows that those businesses exhibiting healthy, resilient behaviors—such as knowledge sharing, performance reviews, and bottom-up innovation—were less likely than “unhealthy” organisations to go bankrupt over the following two years.

Where should organisations start? McKinsey's body of research and work over decades with organizations seeking to be more resilient points to the need to bolster capabilities at four levels.

1. They can build an agile organisation; a shift toward faster, federated, data-informed decision making and “good enough” outcomes can make it easier for leaders and teams to test, learn, and adjust in the wake of complex business challenges.

2. They can build self-sufficient teams that, when held accountable and given ownership of outcomes, feel empowered to carry out strategic plans and stay close to customers, and which, through premortems, postmortems, and other feedback loops and mechanisms, have the information they need to continually change course or innovate.

3. They can find and promote adaptable leaders who don't just react when faced with, say, a natural disaster, a competitor's moves, or a change in team dynamics. They take the time to coach team members through the change. They catalyze new behaviors, and they develop capabilities that can help set the conditions for both a short-term response and long-term resiliency.

4. And they can invest in talent and culture—now and for the future. The companies that focus on building resilient operations, teams, and leaders may gain a two-way talent advantage: such adaptable environments are more likely to attract top talent who will have a greater chance of success and, in turn, be more likely to perpetuate a cycle of resilience.

Senior management will need to tackle all four of these capabilities in the short term—probably simultaneously. They will have to assess the speed at which they make decisions (which, if you ask most managers, is usually not fast enough), whether existing operating models allow for quick pivots when markets change or disruptions occur, and whether their employee value propositions are attracting the “right” talent.

Continued...

It will take time to cultivate organisational resilience, but taking steps now can pay off later. Previous McKinsey research shows that, during the last economic downturn, about 10 percent of publicly traded companies in the research base fared materially better than the rest. A closer look at these “resilients” shows that by the time the downturn had reached its trough in 2009, their earnings as measured by earnings before interest, taxes, depreciation, and amortisation (EBITDA) had risen 10 percent, while industry peers had lost nearly 15 percent in EBITDA.

An agile organisation is a resilient organisation

Many organisations were forced to revamp their strategies, operations, and employee value propositions quickly during the COVID-19 pandemic, given supply shortages, customers’ changing needs, and employees’ changing expectations for what the typical work environment should look like. Some, but not all, have told us they intend to learn from those experiences and continue on an agile track so they’ll be better able to meet future challenges. They recognise that each crisis or opportunity is different in its own way, and so may require different kinds of structures and resources, deployed in different ways, at different times. Beyond just pursuing uptime in operations (physically bolstering production capacity, supply chains, technology systems, and the like), these companies have found ways to build flexible, resilient environments that allow for dynamic, efficient decision making and better time management.

Dynamic decision making. In most companies, specific decision-making authority is rarely spelled out. The question of “who has the D?” can send teams and individuals running in different directions looking for approvals, and, as a result, important business decisions can end up being stalled. This can be especially problematic during times of crisis or disruption, when business leaders are aiming for both speed and quality when it comes to decision making, often without understanding that it’s not an either/or proposition.

It does no good, for instance, to move fast on a procurement decision only to have to reverse course a month later because one leader failed to get input from other functional leaders on the terms of that decision.

To accelerate their decision making, leaders should pause to distinguish among the types of decisions (big bet, cross-cutting, delegated) they may be required to make, as well as the level of risk involved, and adapt their approaches accordingly.⁴ Particularly for big-bet decisions, it may be useful for companies to establish a nerve center or a decision-making body comprising a subset of senior leaders or key stakeholders who can respond to events in real time, using real-world data. This team would report back to the CEO and others in senior management frequently to ensure alignment, but it would be empowered to act quickly on daily decisions.

Apart from distinguishing among different types of decisions, business leaders should encourage employees to continually explore for themselves the question of “who has the D?” and, for each specific situation, clarify what needs to be communicated, who needs to be consulted, and, ultimately, who has the final call. To encourage more accountability and transparency, one renewable-energy company established a 30-minute “role card” conversation that managers needed to have with their direct reports. In these conversations, managers explicitly laid out the decision rights and accountability metrics for each direct report. Through this effort, the company sped up the decision-making process and ensured that its decisions were customer focused.

Effective meetings and time management. A recent McKinsey survey found that, in the post-COVID-19 era, 80 percent of executives were considering or already implementing changes in the content, structure, and cadence of business meetings—this, after taking time to ask themselves, what are these meetings actually for? In one consumer-goods company, for instance, meetings must now be 30 minutes or less

and attendees are required to review materials in advance; the time is to be used for true problem solving, not presentations. Other companies have designated certain days as meeting-free or focused on tasks that facilitate innovation, such as peer-learning labs and hack-a-thons. But it may not be enough to look only at meeting hygiene; leaders and teams should also take a moment to ask themselves about their own time-management practices and priorities: Are they in the room with the right people at the right time? Are they spending sufficient time with their direct reports? Leaders and teams should plan to come back to these questions occasionally—at the beginning and end of every new project, for instance, or when changing roles or responsibilities.

Self-sufficient, empowered teams foster resilience

The actual work of the organisation should be carried out by teams that, when faced with new and imperfect information, feel motivated and empowered to act. To cultivate organisational resilience and to ensure adaptability, companies will need to think differently about how teams are structured and managed, as well as how they’re connected across the organisation. What’s more, companies will need to provide support systems that allow employees to engage in creative collisions and debates, give and share feedback honestly, and continually incorporate that feedback into their routines so they will be better able to adapt to any future challenges.

To cultivate organisational resilience and to ensure adaptability, companies will need to think differently about how teams are structured and managed.

Team management. Rather than continually tell teams what to do, leaders in resilient organisations minimise bureaucracies and foster entrepreneurship among and within teams. They nearly always put decision making in the hands of small cross-functional teams, as far from the center and as close to the customer as possible.

Continued...

provide some guardrails, and ensure accountability and alignment—but then they step back and let employees take the lead. The Disney theme parks provide a good example: every employee is dubbed a cast member, and their clear objective is to create “amazing guest experiences” within a set of guardrails that includes, among other responsibilities, ensuring visitor safety and fostering family-friendly behaviors. Meanwhile, a large multinational manufacturer has divided itself into thousands of microenterprises with about a dozen employees in each. The microenterprises are free to form and evolve, but they all share the same approach to target setting, internal contracting, and cross-unit coordination. The shift has created an innovation mindset among employees.

Another characteristic of resilient organisations is their ability to break down silos and use “tiger teams” to tackle big business problems. These are groups of experts from various parts of an organisation who come together temporarily to focus on a specific issue and then, once the issue is addressed, go back to their respective domains. For instance, when a financial institution needed to divest several major assets, it convened a small project team made up of members of the finance team and the business units to identify and execute on all of the steps required over the next nine to 12 months to eliminate stranded costs from the deal. This freed up leaders in the financial institution to focus on other important elements of the divestiture.

Support systems. Employees are unlikely to change their behaviors if failure is not an option—instead, they will respond to crises or transformational opportunities by hiding problems that will inevitably arise when trying new things, averting the risks that come with innovation and change, and being afraid to ask questions. Organisations that have cultivated a resilience response emphasize psychological safety (or the idea that taking some personal risks can be OK) and continuous learning. Business leaders in these companies continually ask teams—

and themselves—whether they feel as though they have the space to bring up concerns or dissent, whether they fear retribution for mistakes, whether they trust others, and whether they feel valued for their unique skills and talents. Based on the answers to these questions, business leaders can take steps to better support their employees.

They may create new ways of recognising individual and team performance—through monthly innovation awards or other prizes that acknowledge employees’ attempts as much as they do employees’ outcomes. They may build pre- and postmortems into all projects, for example, so team members have a voice or an opportunity to raise concerns and learn from both successes and mistakes in an open environment. At one financial institution, the owner of a business meeting typically designates one person in the room as an impartial observer whose job it is to provide feedback after the session about what worked and what didn’t.

Adaptable leaders set the conditions for resilience

Adaptable leaders enable organisational agility and team empowerment and ultimately set the tone for resilience—which is why it’s so important for companies to identify the traits that set these leaders apart, build them into the company’s performance evaluation processes, and promote the work that these leaders do. So what does it mean to be an adaptable leader? It means not only reacting to a crisis or pressure situation but also finding the lessons in the situation and continually coaching and encouraging individuals and groups to do the same. It means acknowledging that you (like everyone else) may not have all the answers and being willing to ask a lot of questions.

Read the rest of this article on [WorkL.com](https://www.workl.com)



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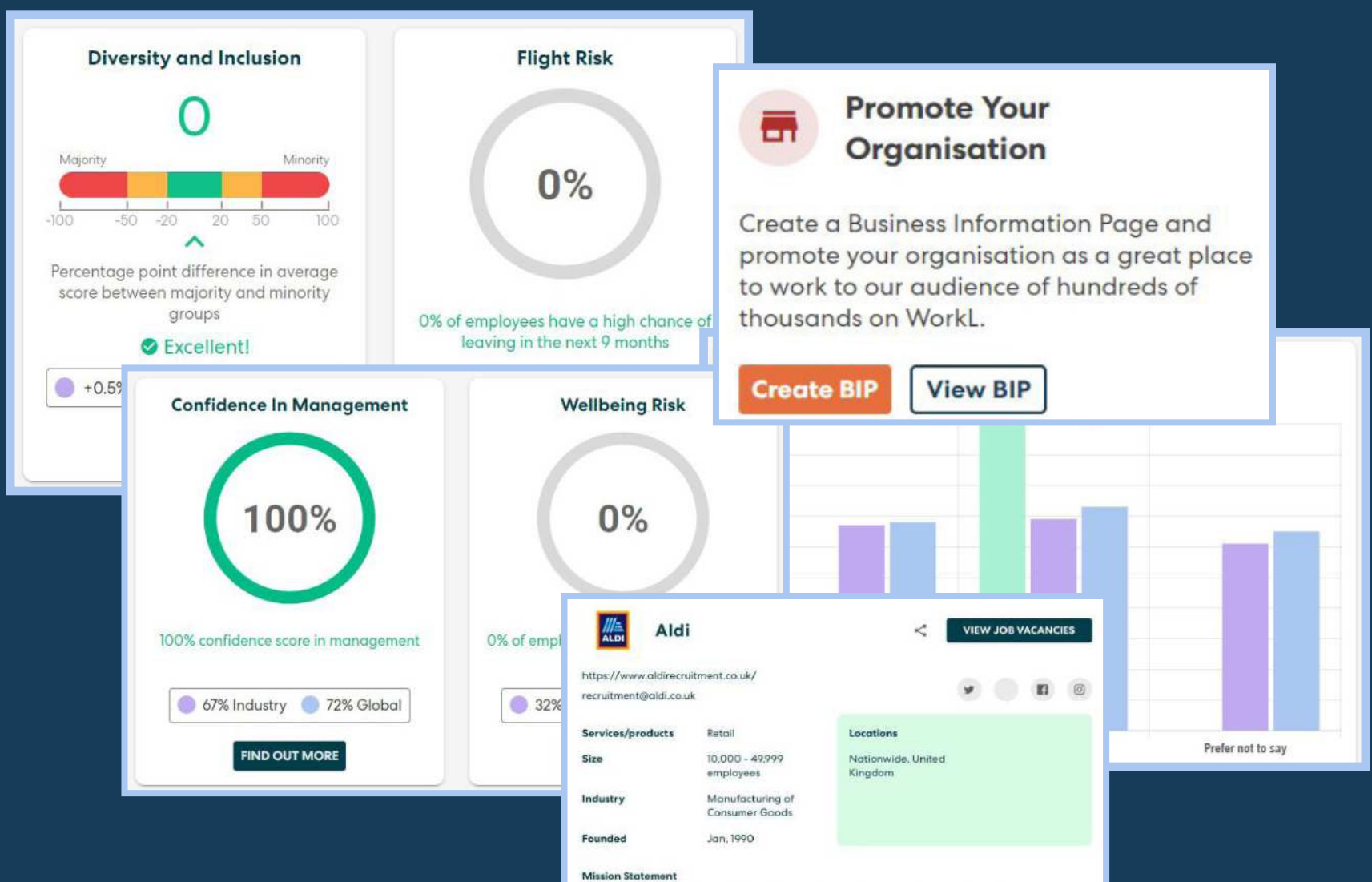
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10 tips for building a resilient workplace culture

Essential for organisations to navigate challenges, adapt to change, and thrive in an increasingly complex and unpredictable world.

Source: WorkL.com



Building a resilient workplace culture is essential for organisations to navigate challenges, adapt to change, and thrive in an increasingly complex and unpredictable world.

Here are key strategies to foster a resilient workplace culture:

1. Embrace Open and Transparent Communication:

Encourage open and honest dialogue at all levels of the organisation. Create a safe space for employees to share concerns, ideas, and feedback without fear of repercussions. Regularly communicate company updates, challenges, and successes to keep employees informed and engaged.

2. Promote Psychological Safety:

Foster a workplace environment where employees feel psychologically safe to take risks, experiment, and learn from mistakes. Encourage open communication, mutual respect, and a non-judgmental approach to fostering a supportive and inclusive environment.

3. Empower Employee Ownership and Decision-Making:

Empower employees to take ownership of their work and make decisions within their scope of responsibility. Encourage autonomy, initiative, and problem-solving skills to foster a sense of ownership and engagement.

4. Invest in Employee Wellbeing and Resilience:

Prioritise employee well-being by providing resources for stress management, mental health support, and work-life balance initiatives. Encourage healthy habits, mindfulness practices, and flexible work arrangements to promote overall wellbeing.

5. Foster a Culture of Continuous Learning and Growth:

Encourage a growth mindset and a culture of continuous learning. Provide opportunities for professional development, upskilling, and cross-training to enhance employee capabilities and adaptability.

6. Celebrate Successes and Recognise Achievements:

Recognise and celebrate individual and team accomplishments to boost morale and reinforce positive behaviours. Acknowledge contributions, express gratitude, and reward achievements to create a culture of appreciation and motivation.

7. Strengthen Teamwork and Collaboration:

Encourage collaboration and teamwork across departments and functions. Create opportunities for cross-functional projects, knowledge sharing, and mentorship programs to foster a sense of community and shared purpose.

8. Promote Diversity, Equity, and Inclusion:

Embrace diversity, equity, and inclusion as core values of the organisation. Create a workplace where everyone feels valued, respected, and empowered to contribute regardless of their background, identity, or perspective.

9. Provide Effective Leadership and Support:

Leaders play a crucial role in modelling resilience and fostering a resilient workplace culture. Leaders should demonstrate adaptability, empathy, and effective communication to guide and support employees through challenges and change.

10. Regularly Evaluate and Adapt:

Regularly assess the effectiveness of your efforts to build a resilient workplace culture. Gather feedback from employees, identify areas for improvement, and adapt strategies to continuously enhance the organisation's resilience.

Building a resilient workplace culture requires a comprehensive and ongoing commitment from all levels of the organisation. By fostering open communication, psychological safety, employee empowerment, and continuous learning, organisations can navigate challenges, adapt to change, and thrive in an ever-evolving world.

TUNE IN to our curated podcasts for insights on building resilience, change management and overcoming failure



HBR On Leadership - F1 legend Toto Wolff on leading through big wins and crushing losses

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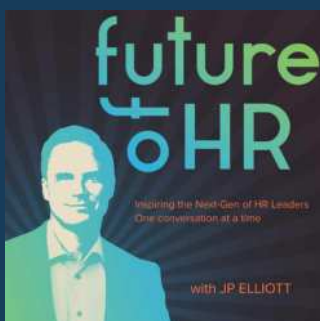


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Why successful companies need to be good at embracing failure

Successful companies need to be good at embracing failure because it is an inevitable part of the innovation process.

Source: WorkL.com



Successful companies need to be good at embracing failure because it is an inevitable part of the innovation process. Failure provides valuable learning opportunities that can lead to breakthroughs and competitive advantages.

Here are 8 key reasons why embracing failure can be crucial for long-term success:

1. Failure Fosters Innovation:

Innovation often involves taking risks and venturing into uncharted territory. Failure is a natural byproduct of experimentation and exploration. By embracing failure, companies can learn from their mistakes, refine their approaches, and ultimately discover new and better solutions.

2. Failure Encourages Calculated Risk-Taking:

A fear of failure can stifle creativity and hinder progress. When companies create a culture that embraces failure, employees feel empowered to take calculated risks, experiment with new ideas, and push the boundaries of what's possible.

3. Failure Provides Valuable Lessons:

Failure offers valuable insights into what works and what doesn't. By analysing failures, companies

can identify weaknesses in their strategies, products, or processes and make necessary adjustments. Learning from failures can lead to more informed decision-making and improved outcomes.

4. Failure Builds Resilience:

When companies confront failure head-on, they develop resilience and adaptability. They learn to bounce back from setbacks, pivot when necessary, and persevere in the face of challenges. This resilience is crucial for navigating the ever-changing business landscape.

5. Failure Promotes a Growth Mindset:

Embracing failure fosters a growth mindset within an organisation. Employees are encouraged to view setbacks as opportunities for learning and growth, rather than as indicators of incompetence. This mindset promotes continuous improvement and innovation.

6. Failure Leads to Breakthroughs:

Many ground-breaking innovations have emerged from failures. Companies that embrace failure are more likely to stumble upon unexpected discoveries and breakthrough ideas. By persisting through failures, they increase their chances of achieving significant breakthroughs.

7. Failure Encourages Open Communication:

When failure is accepted as a natural part of the process, employees feel more comfortable sharing their ideas, even if those ideas might not succeed. Open communication fosters collaboration, creativity, and a willingness to take risks.

8. Failure Humanises the Workplace:

Embracing failure creates a more human and relatable work environment. It acknowledges that everyone makes mistakes and that learning from those mistakes is essential for growth. This fosters a culture of trust, psychological safety, and shared learning.

In conclusion, successful companies recognise that failure is not an endpoint but a stepping stone on the path to innovation and success.

By embracing failure, companies can cultivate a culture of learning, resilience, and adaptability, ultimately leading to greater achievements and a sustainable competitive advantage.

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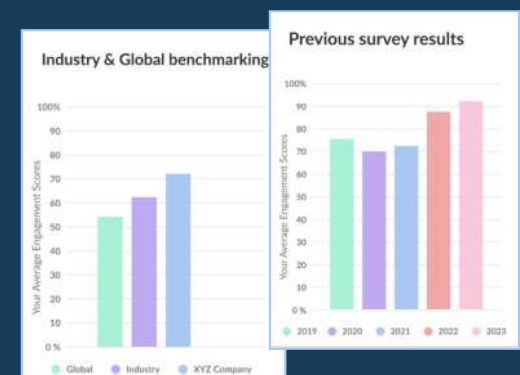
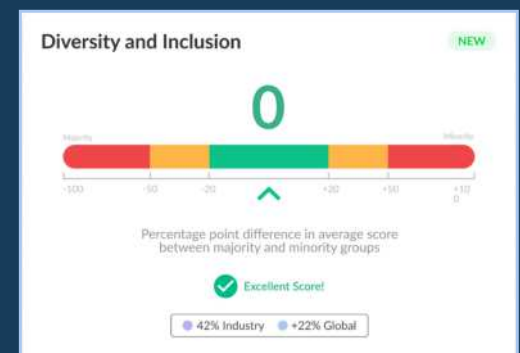
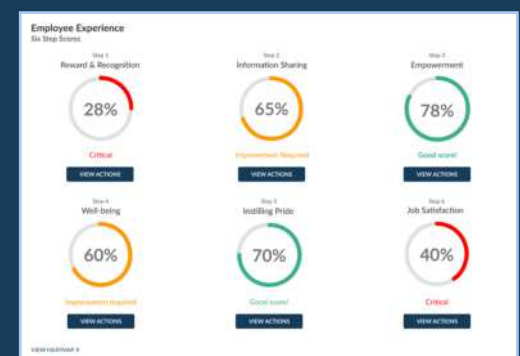
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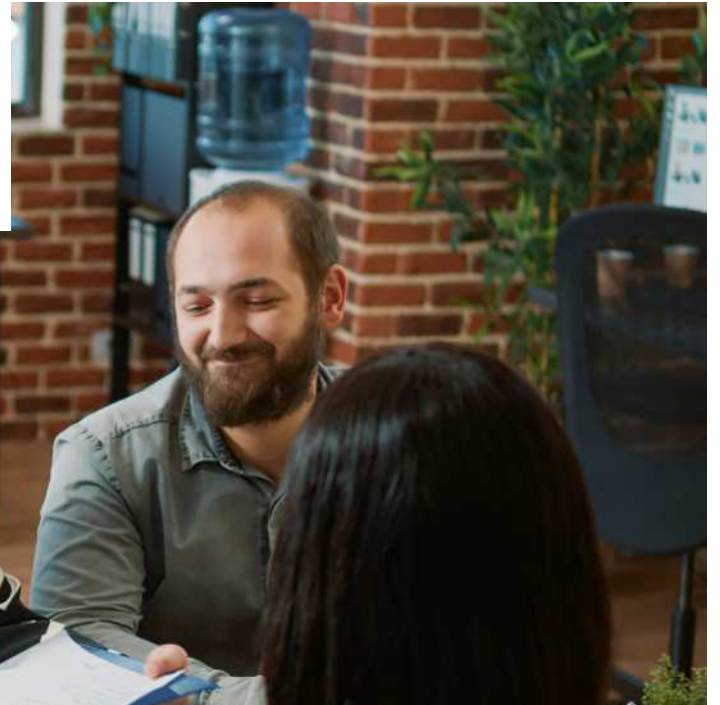


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Leading through change, How HR can support companies and teams

HR plays a crucial role in supporting companies and teams as they navigate change.

Source: WorkL.com



By implementing effective strategies and initiatives, HR can help organisations manage change smoothly, minimise disruption, and foster a positive and adaptable workplace culture.

Here are key ways HR can support companies and teams leading through change:

1. Communicate Effectively and Transparently:

HR should facilitate open and transparent communication throughout the change process. This involves providing clear and consistent information about the change, addressing employee concerns, and encouraging two-way dialogue to foster trust and understanding.

2. Support Leaders and Managers:

HR should provide guidance and support to leaders and managers as they lead their teams through change. This includes training on change management techniques, coaching on effective communication, and providing resources to help managers address employee concerns and maintain team morale.

3. Manage the Impact on Employees:

HR should assess the impact of change on employees and

implement strategies to mitigate any negative effects. This includes addressing potential job changes, providing training and support for new skills or processes, and addressing any concerns about job security or compensation.

4. Address Employee Wellbeing:

HR should prioritise employee wellbeing during times of change. This includes providing resources for stress management, mental health support, and work-life balance initiatives to help employees cope with change and maintain their overall wellbeing.

5. Foster a Culture of Adaptability:

HR should promote a culture of adaptability and continuous learning to help employees embrace change and adapt to new circumstances. This includes encouraging innovation, providing opportunities for upskilling and reskilling, and recognising and rewarding employees who demonstrate adaptability and resilience.

6. Manage Resistance to Change:

HR should anticipate and address resistance to change. This involves understanding the reasons behind resistance, providing clear explanations for the change, involving employees in the change process, and addressing concerns in a timely and empathetic manner.

7. Measure and Evaluate Change Management Efforts:

HR should regularly measure and evaluate the effectiveness of change management efforts. This includes gathering feedback from employees, tracking progress against goals, and identifying areas for improvement to continuously refine change management strategies.

8. Provide Ongoing Support and Guidance:

HR should provide ongoing support and guidance to employees throughout the change process. This includes offering regular communication updates, addressing emerging concerns, and providing resources and training to help employees adapt to new processes or roles.

In conclusion, HR plays a vital role in leading organisations through change by effectively communicating, supporting leaders and employees, managing the impact on individuals and teams, and fostering a culture of adaptability and resilience.

By implementing these strategies, HR can help organisations navigate change successfully and emerge stronger and more adaptable in a dynamic business environment.



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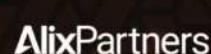
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