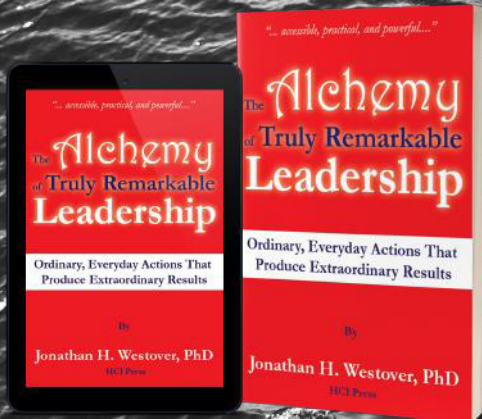


Human Capital Leadership

by Human Capital Innovations, LLC

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by Dr. Jonathan H. Westover

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46 Triggers in the Workplace:
Responding Instead of
Reacting
by Marjorie Warkentin

5 Leadership for Change:
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Workers During COVID-19
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39 Debunking Myths About
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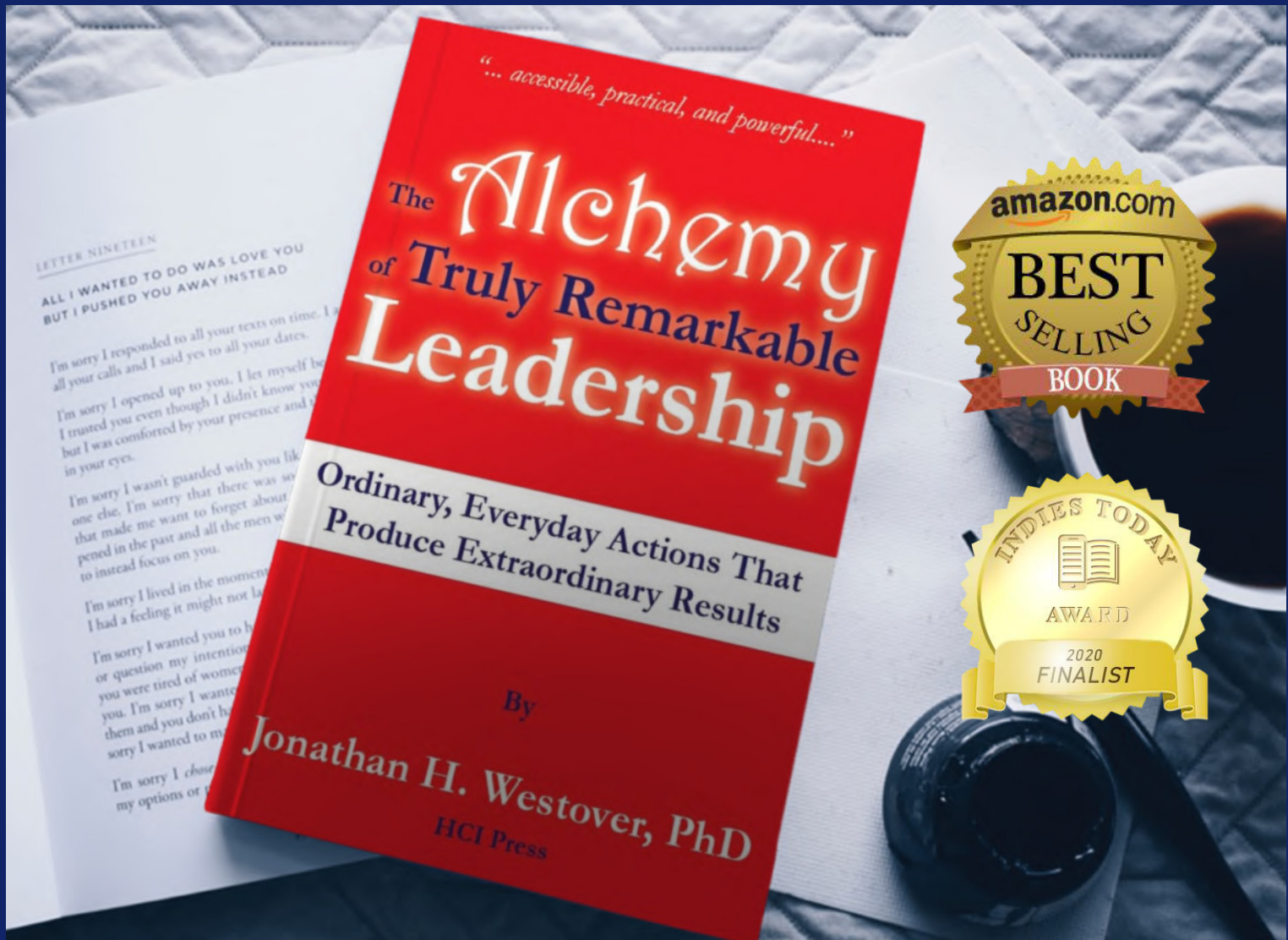
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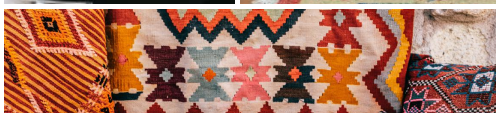
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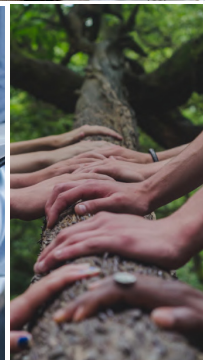
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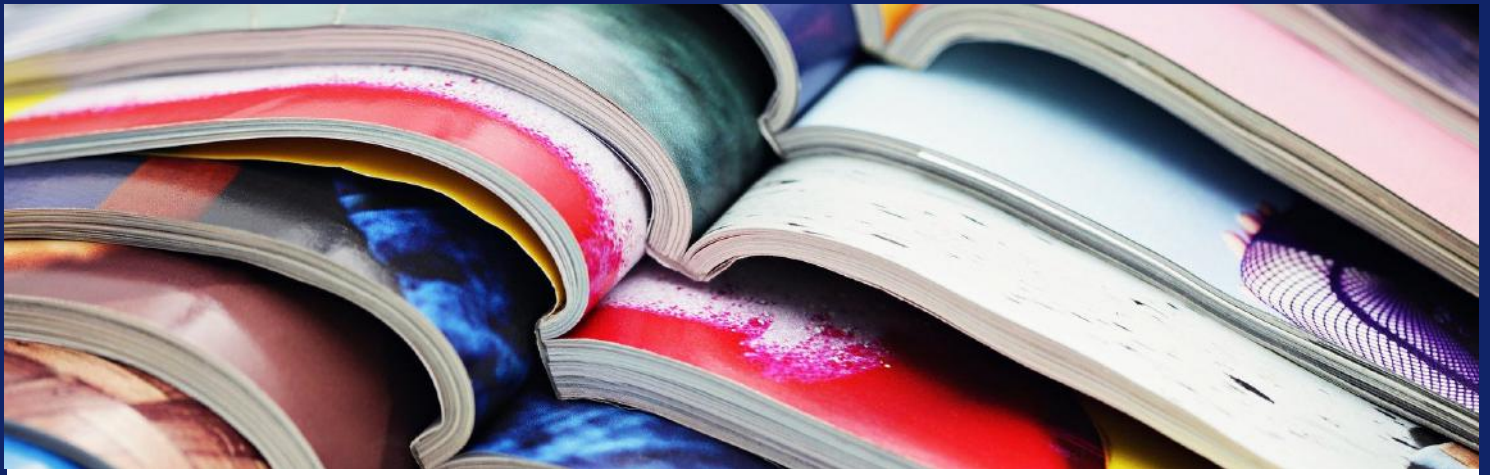
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Leadership for Change: Anticipating Post-COVID Reforms

by Dr. Maureen Snow Andrade

COVID-19 has necessitated quick responses from leaders across sectors and around the world to identify and establish new practices. Leaders have had to address working conditions and employee motivation, rethink how to serve customers, and significantly modify their operations. Many businesses have been able to pivot quickly to conform with safety measures, maintain and possibly expand their customer base, care for their employees, and even launch new products or services. These changes have required innovative thinking and effective decision-making in order to not only survive but also thrive.

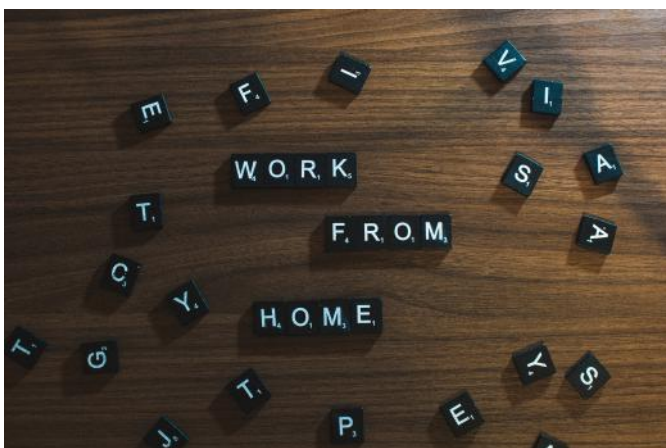
The pandemic is an example of unplanned change that required swift action. This need for change has been continual as conditions have created ongoing disruptions affecting all facets of life and knowledge about the virus and related health guidelines have gradually evolved. Consequently, many leaders



may be wondering if the changes they have implemented will be permanent, evaluating outcomes related to these changes, and considering new opportunities. A key question that leaders may be asking is if the changes made due to unanticipated external conditions should be permanently adopted, and if so, how?

Change is critical for organizational success. Some estimates indicate that 60-70% of attempts at change are ineffective (Maurer, 2010). Planned change is focused on setting goals and modifying structures, processes, systems, and behaviors as needed to meet those goals (Andrade, 2020). In the case of COVID-related change, organizations and the people within them had little opportunity to plan or even to resist change when it occurred. Normally, resistance is a major barrier to change due to engrained habits, satisfaction with the status quo, fears about needed new skills, concerns regarding job security, the influence of group norms, current practices and policies (Andrade, 2020; Kotter & Cohen, 2002), defiance, and pessimism (Robins & Judge, 2017).

Now is the time for leaders to reflect on the changes they have implemented. This reflection might involve questions such as the following:



- How did I manage the needed changes?
- How did I make decisions?
- Who did I involve in decision making?
- What was the process for the change?
- What information did I use to inform the change?
- Did I pursue change quickly enough?
- How effective was the change?
- What can I learn from this experience?

A Guiding Framework

A possible framework for reflecting on change processes and outcomes is Kotter and Cohen's (2002) 8-step model, which is informed by research on failed change. A summary of the steps follows along with an analysis of how each step might apply in situations of unplanned change such as a global pandemic.

STEP	DESCRIPTION	ANALYSIS
Create a sense of urgency.	Identify opportunities and threats; help those involved see the need for change; use stories that appeal to the emotions rather than data to convince others of the urgency for change.	In unplanned situations where external forces are driving change, a sense of urgency is readily apparent. Most people will recognize the need to change in order to survive as an organization and to safeguard lives. However, leaders and stakeholders must determine opportunities and threats based on external conditions to inform potential changes.
Form a guiding team.	Identify change agents and stakeholders to lead the change.	Even though rapid change is essential in response to external events like a pandemic, wide input and expertise are needed in order to make good decisions and fully consider all the variables and impacts. A guiding team with complementary skills and who can influence others in the organization is a critical step.
Get the vision right.	Determine a clear vision that helps stakeholders understand where the organization is headed, why, and anticipated results of the change.	Having a vision is key during unsettled times where people fear for their livelihoods and their futures. While leaders may not be able to predict the future in such situations, a clear vision accompanied by a plan will provide a sense of stability.
Communicate for buy-in.	Share information, invite input, listen to diverse perspectives, and involve others.	Communication is critical and must be on-going not only to inform stakeholders about the current situation but to understand their perspectives and benefit from their insights.
Empower action.	Remove barriers by examining policies and processes that may limit change; provide training to build confidence and skill; reward those who exhibit desired behaviors.	Empowerment is critical in the context of urgent change. Current practices may deter the achievement of new goals. Lack of needed skill sets may also impact success.
Create short-term wins.	Change takes time; identify short, intermediate, and long-term steps. Focus on immediate successes that are highly visible and clearly related to the vision for the change.	Short-term wins are critical to all types of change—planned and unplanned. They build confidence in the vision and in the ability of those in the organization to realize it. They also help address skepticism and resistance.
Don't let up.	Enable employees to focus on the vision and accomplish related goals. Eliminate unnecessary practices that may interfere with effective use of time; inspire people to innovate and solve problems. Do not be satisfied with only short-term wins.	Enduring and staying the course is critical in times where rapid change is needed; former processes and ways of operating must be reviewed and modified or eliminated in order for the change to be successful.
Make change stick.	Changing organizational culture is an on-going process. Recognize progress, celebrate success, reinforce desired behaviors.	Making change stick is key area for leaders in crises such as the COVID pandemic. To what extent have needed changes been positive and what elements of change are desirable going forward?

This analysis demonstrates that the eight steps are applicable for both planned and unplanned change, even when the latter is due to unexpected external threats. In reviewing the framework, leaders can ask to what degree they followed each step and how they can address gaps in their approaches that may have made change less effective than desired. As part of this reflection, leaders also must determine how or if to move forward with changes made as a result of the pandemic and anticipate new opportunities for innovation.



Real-Life Examples

The following two examples illustrate how leaders in various sectors can manage change effectively. Although the contexts and factors are not identical to those of COVID-19, the scenarios demonstrate components of the 8-step model.

The first example is Shell Oil Company, which faced an oil reserve crisis in 2004 that negatively affected share price (Chartered Management Institute, n.d.). The chairman at the time, Sir Philip Watts, resigned. Watt's replacement, Joeroen van der Veer, knew that Shell had to change its structure and processes in order to survive. Although unpopular, the new global, standardized processes he introduced were critical to success. Van der Veer communicated a clear vision about the need for simpler, standardized procedures and the need to adopt them quickly (e.g. urgent change). He formed a

team with technical expertise and leadership skills who modeled the desired new behaviors and were able to communicate effectively with those impacted. As a result, van der Veer succeeded in turning the company around.

This description demonstrates Kotter and Cohen's 8 steps—creating a sense of urgency (the company was facing a crisis), forming a guiding team (choosing role models with needed skills), getting the vision right (knowing that structures and processes needed to be changed globally), empowering action (putting new processes into place to simplify procedures), communicating for buy in (handpicking a team to help communicate the vision and listen to input), recognizing short-term wins, not letting up, and making change stick (evidenced by the success of the change) (Andrade, 2020). In an interview, van der Veer emphasized the importance of communication in leadership: "You have to think a lot about communication. Externally and internally, what are your key messages?" (McKinsey & Company, n.d., para 13).



The second example of successful change involved 26 higher education institutions seeking to implement various types of reform (Eckel et al., 2001). Although higher education institutions are known for their resistance to change (Andrade, 2020), the study revealed that those able to successfully transform practices shared several characteristics (Eckel et al., 2001).

1. "Favorable external environments and internal conditions allowed institutions to create and control their futures in the face of outside pressure to change.
2. Leaders upheld academic values, established trust, shared credit for success, and had a long-term perspective.
3. Leaders understood the need for new practices, structures, and procedures and encouraged people to examine underlying assumptions of the status quo.
4. Leaders made adjustments in their actions as they listened to stakeholders across the institution and learned from them" (Andrade, 2018, p. 4).



Although this example does not specifically illustrate the eight steps, it does illustrate principles behind the steps. Leaders established a compelling reason for change (e.g., encouraged people to examine the status quo), listened and learned from others (e.g. communicated for buy-in), had a vision (e.g., understood the need for new practices), celebrated short-term wins (recognized those who contributed to change), and didn't let up (e.g., had a long-term perspective). A key point about this example, however, is that internal and external conditions were favorable for change even though there was outside pressure to change. In the case of COVID-related change, internal and external conditions may have been less than optimal for many organizations.



Successful change involves careful planning and effective leadership. Models such as Kotter and Cohen's framework can be used to think through various aspects of change and how to lead it to resulting in lasting change.

Future Reform

Although leaders may not have followed a change model for COVID-related changes due to the unexpected nature of the situation and the need for rapid change, it is beneficial to consider some possible missteps in order to determine how processes can be improved. The following table identifies common barriers associated with each step.



STEP	POSSIBLE BARRIERS TO CHANGE
Create a sense of urgency.	Some stakeholders may perceive more urgency than others. Leaders may fail to present the situation in a compelling way to help all understand the urgency for change.
Form a guiding team.	Leaders may impose changes, particularly when rapid change is needed, thus creating resentment and misunderstanding, rather than forming a team of key stakeholders to lead the change process.
Get the vision right.	The vision for change may be unclear, poorly conceived, or based on a lack of data; hoped-for outcomes of the change may not be evident to stakeholders.
Communicate for buy-in.	Communication may be uneven due to people's preconceptions or interpretation of the messages, ineffective delivery methods, or other barriers; the focus may be on compliance rather than an urgent vision-based appeal.
Empower action.	Stakeholders may lack information, structure, or guidance related to the proposed changes. Training may be ineffective or unevenly distributed.
Create short-term wins.	Short-term wins may not be recognized or celebrated or may appear inauthentic or unrelated to the change.
Don't let up.	Leaders or managers may fail to evaluate the change or address problems; this can lead to a lack of buy-in or resistance as well as compromise or abandoning the change; employee turnover may result in disruptions to the change process.
Make change stick.	Leaders must evaluate the status of the changes implemented, the degree to which they are resulting in desired outcomes, and how to embed them into current systems; making them part of the culture of the organization is critical to making change stick.

Three key questions for leaders to ask when considering future reform follow (Andrade, 2018). These questions can provide insights into the efficacy of COVID-related change and help leaders determine future directions.

1. How are various change efforts or proposed efforts connected and which should be prioritized?
2. Will the proposed change address a particular issue or opportunity or threat? How do I know?
3. What is the rationale for the change and will it stand up to stakeholder examination?" (Andrade, 2018, p. 4).

In the context of COVID-related change, leaders will need to consider these questions related to existing or in-process change as well as new situations or opportunities that may have arisen.

Lessons Learned

An analysis such as the one presented using the 8-step framework can help leaders determine if changes implemented as the result of COVID-19 will be lasting, if they have become part of organizational culture, and how to solidify reforms that are in process if desirable. To make change stick, it needs to be embedded into the culture, or the underlying values and beliefs of the

organization; these underlying unwritten rules influence how people behave in an organization (Andrade, 2020).

Change requires effective leadership. Such leadership can be enhanced with evidence-based frameworks to guide efforts. In the absence of such guidance, changes are likely to be minimal or incremental and have limited impact. Kotter and Cohen (2002) explain the problem caused by focusing on only small modifications.

People without a great deal of bold strategy development experience often flounder. They can't figure out what to do because it's different from anything they have done before. They sometimes back away from the obvious because it's threatening. Or they convince themselves that small modifications in their current ways of operating will achieve the vision—eventually. Or, because they can think of no strategic possibility, they conclude that the vision is ridiculous, even though it is not (p. 73).

Leaders often decide that incremental change is preferable to bold change. Or they may fail to act at all. Leaders must adopt a deliberate approach to change-related decision making that involves collaboration and clear processes. They must determine how to initiate, implement, and sustain change as well as how to influence others (Andrade, 2018). The pandemic has presented almost unprecedented challenges for leading organizations but also opportunities to innovate and create lasting post-COVID reforms.



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Job Satisfaction Across Generational Cohorts

1

Workers in the Silent Generation have the highest job satisfaction levels, while Baby Boomers slightly lower. Generation X and Millennials are nearly identical.

Across all generational cohorts, the older you get, the more satisfied you are with your job. However, age is only a statistically significant predictor of job satisfaction for workers in the Baby Boomer generation.

2

3

Statistically significant cross-generational differences are evident in the levels of job satisfaction across generations and significant cross-generational differences in the other determinants of job satisfaction.

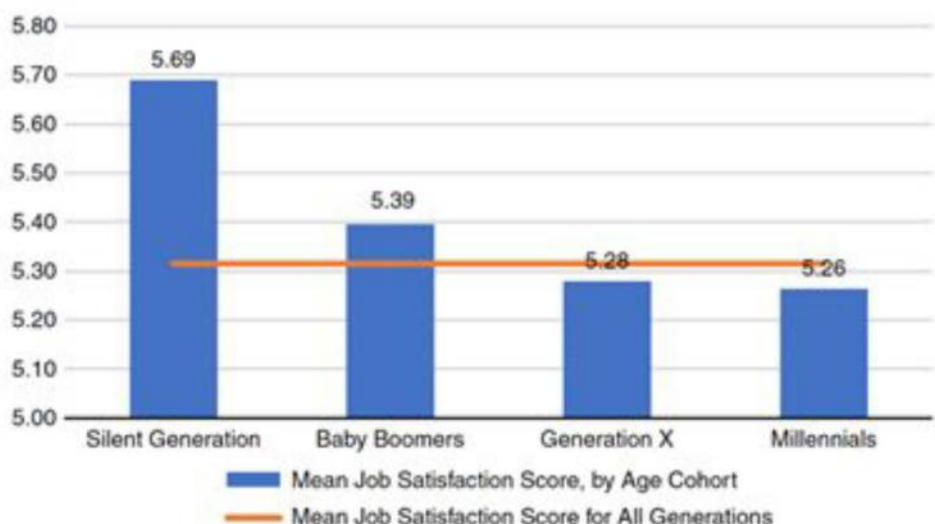
The Silent Generation is known for their loyalty and sacrifice to their employers, while Baby Boomers are considered to be the most optimistic in their work. Generation X values responsibility in the workplace, while Millennials enjoy challenges, but question authority with their supervisors.

4

5

In essence, supporting the work preferences and values of each generation can increase job satisfaction.

The graph to the right shows the mean of job satisfaction by age cohort, and the mean of job satisfaction for all generations.





The Key To Creating A Growth Culture And Producing Exceptional Results

by Dr. Jonathan H. Westover

Years ago, I found myself in a toxic organization with toxic leadership — and they didn't have a clue.

I was a newly minted graduate, master's degree in hand, in a prestigious management trainee position in a large corporation. I had the opportunity to spend time in each operational and functional area of the organization before taking over leadership of my own team. Initially, I was very excited for this new role. It was challenging, and I was learning new things every day. Furthermore, I was developing relationships with key individuals throughout the organization, and I figured this would bear fruit later as I worked to build my young career at this organization.



Relatively quickly in my rotations, I experienced many dysfunctional behaviors in the various divisions and teams in which I worked. While the organization prided itself on fostering what it deemed to be a high-performance work culture, what I actually witnessed was extremely unhealthy and disruptive competition — teams undermining each other to make themselves look better, micromanaging and over-the-top employee monitoring to drive efficiency, and even full-fledged employee exploitation to achieve goals at all costs. All of this was done in the name of accountability and results, but as performance dipped, the company's leadership put more and more blame on the "lazy" and "disengaged" employees, and it became a rather predictable downward spiral.

Despite the organization's intentions to drive higher performance and results (which is a good goal), what its leadership actually created was a fear-based culture that led to protectionism, lower risk-taking and innovation, higher employee burnout and turnover, and ultimately poorer performance. I chose not to stick around — one of the easiest professional choices I ever made. Here's how other companies can avoid that same fate.

Start with a growth culture, not a performance culture.

In a Harvard Business Review [article](#) on creating a growth culture, author Tony Schwartz argues that, counterintuitively, "building a culture focused on performance may not be the best, healthiest, or most sustainable way to fuel results. Instead, it may be more effective to focus on creating a culture of growth." He then outlines four organizational elements required to develop a growth culture that produces results: a safe environment, continuous learning, manageable experiments and continuous feedback. In essence, he is arguing for an organization that rewards appropriate risk-taking to drive innovation, and one in which everyone is always coaching and learning from each other.



What the most successful organizational leaders have long understood is that focusing on performance first often results in employees feeling overwhelmed, unsupported and even exploited. This, in turn, leads to worse individual, team and organizational outcomes, not better. While performance-based pressure can produce some better results in the short term, these fear-based short-term bursts of increased productivity are not sustainable, and over time employees will disengage and performance will decline.



On the flip side, when leaders help their people to feel supported and empowered and provide them with the resources they need to succeed, focusing first on growth and continual learning, employees will tap into their intrinsic motivations, find more meaning and purpose in their work, be more engaged and more committed to the organization, and be more likely to sustainably thrive and produce exceptional results.

Lead with a growth mindset.

I've [previously discussed](#) the importance of leading with a growth mindset. When we adopt a growth mindset in our own leadership style and consistently model a growth approach when working with our people, we can create a safe place for everyone to expose and address their vulnerabilities. After all, we all have gaps in our understanding, skills and capabilities. Sometimes we don't openly address those gaps at work if we are



afraid of being “found out” or exposed. This can lead to many unhealthy workplace behaviors, such as information hoarding or dysfunctional competition, which ultimately undermine organizational performance. However, with a growth approach, consistently modeled by organizational leadership, we begin to see our gaps and limitations as developmental opportunities, rather than obstacles to be avoided. As we address those areas, work collaboratively across functional silos and see our work as iterative experimentation to further learn and grow, we will collectively drive greater, more sustainable personal and organizational success.

Remember the four elements.

While perhaps counterintuitive, creating an organizational culture of growth first is

the key to helping our people maximize their performance potential. We need to create an organizational culture where our people feel it is safe to be vulnerable and take appropriate risks. Where everyone is committed to continuous learning and personal and team development. Where we regularly experiment, falling forward and failing fast. And where continuous feedback loops are embedded throughout the organization, reinforcing our continuous learning and growth culture. When organizational leaders focus on these four elements, coupled with an inward commitment to provide a consistent example of growth mindset, our people will thrive, and we will create a sustainable growth culture that will lead to far greater innovation, performance and results than we could ever hope to accomplish by just focusing on performance and results alone.



Affirmation, Freedom, and a Unified Purpose in the Workplace, with Grant Botma

Interview by Dr. Jonathan H. Westover, on May 26, 2020

Jon: It's really a pleasure to have the chance to talk with you, and I appreciate you taking the time out of your busy schedule to meet and discuss issues surrounding employee motivation, positive organizational culture, those sorts of things. Before we jump into the discussion though, I just want to briefly introduce you to my listeners. Grant is the author of the Amazon best-selling book "The Problem Isn't Their Paycheck". In this book, Grant teaches business owners, leaders, and managers how to attract talent and build a thriving company culture. For the past decade, Stewardship has been providing home loans, insurance, and investment advice with wisdom and love. They're nationally ranked top producers and have won awards like the "Top 1% in Apple Producer/Broker of the Year", and recently, their team of 20+ won the "Inc 5000 Fastest Growing Company in America" award, which is an incredible achievement. So both personally and professionally, you know with stewardship, it looks like you're doing some amazing things, so welcome again. Is there anything else you'd like to add by way of introduction before we launch through the discussion?



Grant: Thank you so much for that introduction. It's humbling and it's an honor. I think the thing I'd really like to add is any success that we've had is a result of the team. I couldn't do any of that- I couldn't grow our profits and our financials to that level on my own. It took having an awesome group of people that are self-directed, that I trust, and that are on mission to pursue this and earn some of these accolades. So it's not me, it's them, and I'm just grateful to be a part of it.

Jon: I love the way you frame that, and it says a lot about you as a leader that you do frame it that way: that you give credit where credit's due and that you point back to your team and you said, you know, how they're self-directed. I love that, and particularly in this time of remote work, I think it's extra important that we foster a team atmosphere where people can be self-directed and they can expect that of themselves and their team and that leaders can empower them and



give them a chance to do that effectively. I just think that's so vital and important in motivating and having a positive culture, so I mean that alone is a great example that you're setting for the listeners and I appreciate that.

Grant: Yeah, you know, self-directed is kind of one of those things that we all want as a manager or leader or business owner and it's simple to try and get your team to do it, but it's not easy. It's simple because what it takes is trust, but man is it hard to fully trust people, especially those business owners and leaders that have experienced success, because most the time they've experienced that success because they know how to grab the bull by the horns and make things happen. They themselves are really great high performers. They're probably above average performers and I'm not really sure that that they trust their business, their work, their files, their clients, their whatever, with other people. So sometimes it's hard to let go of that and it's a tough thing to do.

Jon: Yeah, I think you're absolutely right. Typical organizational leaders, as they go up the ladder, they get promoted because of their expertise, because of their success in their past roles, and they're often assertive and you use the term "take the bull by the horns", and I think that's very apt. Now certainly not all leaders are that way, but that I think that's the tendency with the type of people who tend to advance up the ladder. There's a lot of positives that go along with those characteristics and attributes, but sometimes some of those characteristics can potentially be hindrances to effective leadership as they move up and find themselves in increasing worlds of influence. So finding opportunities, finding ways to keep to check ourselves at the door, keep ourselves humble, and continue to rely on others around us rather than feeling like we are the answer to every problem, is super important. It's not necessarily always easy to help leaders think that way, but a super important endeavor.



Grant: Yeah, that was a that was a turning point for me; I struggled with it. There was a time that I was in my business and didn't necessarily have that team. I worked really, really, really hard to try and build a reputation, build a brand and market and get business in, and then what do you know, it worked right and I wasn't prepared and didn't necessarily have the Team. I was sleeping at the office, trying to figure it out on my own, and man, it was rough, it was really rough. It was a tough time and one of the hardest things ever did in my life was to really let go and start trusting and become the leader that I needed to be to have a really great culture. I'm so glad I did because it changed everything.



Jon: I feel like I have a similar story, you know, I definitely can remember distinctly that period of time where I kind of had the "aha" moment, and I started to transition and shift in the way I understood and framed my interactions with other people and the teams I worked with. That kind of transformational mindset shift has been very important and definitely has driven a lot of the success I've seen in my personal and professional life, so I'm glad that happened. You know, I think I would have been successful had I not had that shift, but I many of the opportunities that have come would not have come because I just worked differently back then. So I want to talk a bit about your book and about this idea of money as a motivator. So most people think that people are most motivated by money; the ethos of your book debunks that myth. How do you find people to really be motivated?

Grant: Yeah so I think money is important: it is motivating, and not only have I experienced this personally in the people that I lead, but there is study after study after study and years, hundreds of years, of people (in the way that we're wired) that prove we're motivated by three other things more than money and those three things are: autonomy- we all want freedom, on some level we desire that. On many levels we want affirmation, we want to become a master of a craft, we want to be good at something, and we want to know if we're doing things right. And then the most motivating thing is purpose, and the thing that I try to frame in my book is- there's a right way and a wrong way to create a purpose and a mission, and there's a way that you can have a purpose that I call a "unified purpose", that invites other people that are a part of your team and a part of your company culture to be in this purpose together. And man, when people are a part of a community pursuing a purpose together, it's extremely powerful and very motivating. So those are the three things that that I have experienced and have seen in other various studies to be more motivating than money.



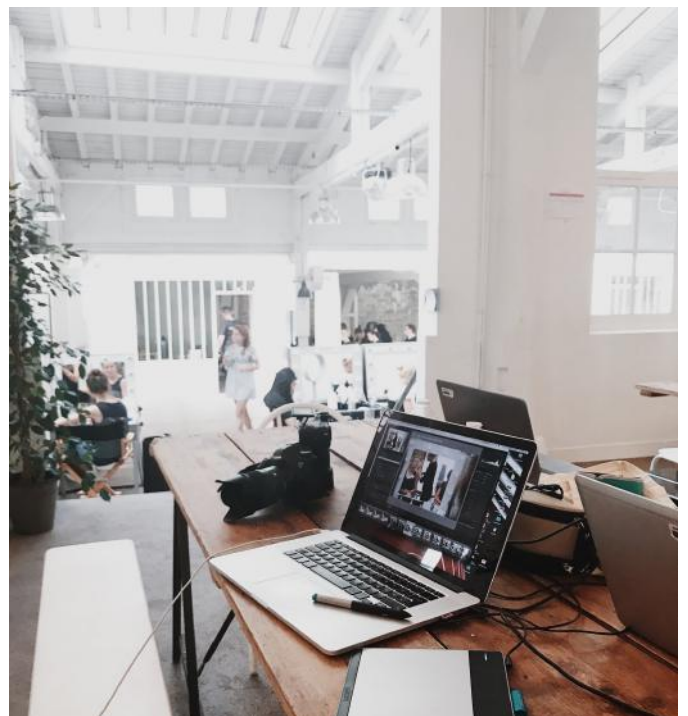


Jon: And so you mentioned these other three factors, and money is on the list, it's still important- so understanding that it does matter but that there are also these other intrinsic elements that are also vital, how do you deal with the reality of money? It's a necessary evil, some might say, so how do you deal with the reality of money?

Grant: What I try to do, is those people that are motivated by money and maybe there's some people listening now that think "No, Grant, you don't understand, I've had people on my team that have left for money." I try to think, well, what do they want that money for? Maybe they want a nice car in a big house, they want people to think that they're quote unquote successful, so what they really want is affirmation, right? That's not the money they're after. Maybe they want to go on more vacations or to retire early- well what they really want is freedom, autonomy. That's what the money is providing. Maybe they want to donate to a philanthropic endeavor or give more or provide for their family so what they really are after is a purpose. So again it's the money pointing then to those three things that are more motivating. So it's trying to understand "Okay, why does that individual want money?" And if you don't believe you can point to those things in an individual or a team member or somebody you're considering hiring, I would highly recommend not hiring that particular person, because it could be that they're in an unhealthy mental state that is extremely selfish, and selfishness is one of the most poisoning things to a team or to a company culture. And that's

understanding that money is important is a big deal, but what does that money point to? Trying to discover what those things are and that individual's mind is a big deal.

Jon: Let's talk just a little bit more about selfishness; you know, different parts of the world view this a little differently, but in the U.S., we are a very individualistic society. In individualistic culture, there's kind of a "pull yourself up by the bootstraps" mentality, and along with that, there's positives to that, but there's also just a kind of an inherent selfishness or orientation towards ourselves that maybe is higher in the U.S. than in other parts of the world. So we, it seems, like society as a whole, really values that the best way to get ahead is by looking out for yourself. How would you respond to someone who says "Well, I want people who are self-interested, who are selfish in the workplace?"



Grant: I think that's there's always a selfishness when it comes to survival, but in our society in the United States, there really isn't a ton of people who feel they've got to go to work just to survive. They're going to work to try and thrive. They're not going to work just because they absolutely need to get money that day otherwise they're not going to get a meal or they're not going to have a roof over their head- there isn't a ton of those folks in the United States. Now for those folks it's going to be a little bit different, but for most workplace cultures, most employees have options and most employees have the ability to decide what level of engagement they're going to give at the workplace.



Deloitte recently did a study that proved eighty-nine percent (like eighty nine or eighty eight point eight percent or something like that) of employees are not performing their best at work. They're consciously even not giving their best at work. Now, the twelve percent that did, they were on a mission, and had a purpose, that they believed that what they did mattered, that what they did was going to make the world a better place, so if I would argue that instead of trying to find people that have a self-interest, you want to find people that are the complete opposite, that genuinely believe that the work that they're going to be able to do is going to make a real impact on real people that day. I think that's one of our biggest jobs as managers and leaders: to

connect the tasks that employees are doing to an impact that's being made on a real person somewhere down the supply chain. The more that we can do that, the more that we can give purpose and meaning to their work, the better off things are going to be. There's even studies that have come out that said people are willing to take up to a thirty percent pay cut, as long as they know the work that they're going to do matters. That purpose is super motivating, and if you can unify people around a purpose because the purpose is selfless, that's a huge win.

Jon: Absolutely, a driving purpose matters. People want to feel like the work that they do, the time that they spend every day at work, makes a difference in the world, a positive difference. One of the best motivators is to connect to purpose and I think particularly for Millennials and Gen Z workers, there's a lot of evidence that they have an even heightened sense that they want to do stuff that has significant value for the world. So if we recognize that, as leaders, we can build into our organizational cultures and workspaces those types of opportunities, to at least openly communicate those connections of purpose to work and meaningful work, and then sometimes drive new interesting and innovative initiatives that tap into that as well.



Let's talk a little bit more- I know you have some great examples of some of the things you've done to help with affirmation and freedom and unified purpose with your team; would you mind just sharing a couple examples of what you've done successfully to reinforce those elements?

Grant: Yeah, so one of the things that we experienced recently with this whole stay-home period, and the coronavirus- we're a finance company, so we do home loans, insurance, and investments, and you would think that during a recession we would be struggling. But

really over the last two months, we've done more business than ever. I mean, we've been open for over a decade, and we've never done more business than we've done over the last two months. It's absolutely amazing, the team of people that I have. I am so fortunate to have these amazing high producers that are on a mission and they did it all from home.

Now, I think there's a couple of reasons why they did well from home, beyond being amazing human beings. We have a culture of freedom, where literally people can come and go as they please, and they can work from wherever they want. I do anything and everything I can to empower them to do that by providing

the technology in the workspaces and the things that that they need to be able to work from home or a coffee shop or the beach, it doesn't matter. So as a result of that, when it said "Hey, everybody's got to stay home," we didn't have to make that big of a shift, because people

were working from home anyways if they ever wanted to. But what the coronavirus did was add some uncertainty to our society, to our teams; it added some extra stress, especially with kids not being able to go to school, so now working from home had a different element to it. So the first thing that I did was intentionally sought out each of my team members

"YES, YOU NEED TO BE A VISIONARY, BUT I THINK FIRST YOU NEED TO BE A LISTENER, YOU NEED TO BE A VERY, VERY GOOD LISTENER"



and tried to understand what their needs were. I tried to be a very good listener. I kind of had this statement where leaders—yes, you need to be a visionary, but I think first you need to be a listener, you need to be a very, very good listener, and I try to ask all kinds of questions to figure out what they were going through, what their specific needs were. So we compiled a list of all these things and put together some care packages, and sure, the care packages had some general things, like food, toilet paper and all that, because it was being run out of at the stores, but we put specific things in each care package to prove that we listened to them, we care for them, and we love them.



Then the next week what we did is provided something for their kids to do, so if somebody had younger kids, I rented a bounce house to get put in their backyard for a week, so then now the kids had something to do so that the parents could try to figure out “Okay, what’s life gonna look like as I’m working from home and I have kids here?” I try to empower them by giving the kids something to do, and then the next week I assumed that, man, there’s got to be a lot of stress and



things going on, and maybe some of them were even getting sick of their kids, but they still love them, they still wanted to spend time with them, so what could I do that was stress-free? I bought everybody a projector so that they could (we live here in Arizona, so weather was great at the time) they could project and stream movies, you know, in their backyard and just sit and relax and be with each other. That was another thing that we did, and then it started getting really hot, so then I bought like slip’n’slides and water toys and different things for the families and the kids; but one of the more important things we did, is that we tried to evaluate what we thought our state was going to do, and how our state was going to respond to things, and I tried to understand how the team was responding to things, and I tried to add some certainty. I said “Hey, listen, on this date, we are going to have a party, and there’s no agenda to the party, it’s just adults gonna be able to be with adults and we’re gonna play games and we’re gonna have fun and we’re gonna engage with each other socially and you can come as you are.” I’ve also tried to involve some of the other local businesses that are in our complex, so there’s a karate studio and they were struggling and didn’t have any business, so we paid for the kids to be there: you could come drop your kids off, and then you as an adult could hang out and be at be out this party. So adding some certainty or something for them to look forward to, it

was really important and it all started with just listening and caring. It was it was only those two things that it took, and those intentions are great, but following it up with intentional actions, and those are some examples of what we did to help our team really flourish during this stay home period.

Jon: I love the creativity, and some of those ideas- I mean, that's so much fun and it's nice, anything's nice, so any acknowledgement of the strain, the extra anxiety and stress, and the good work that people are doing, that's always appreciated. I love how you tailored that acknowledgement in very specific ways, depending on the shifting circumstances, and that you didn't just rely on money: that you didn't just rely on sending someone a gift card or a gift certificate or a bonus. You probably do those things too, but doing something like a slip'n'slide or projector- I mean, how cool is that? That's something that the families will remember; not just the employee, but everyone will remember that and appreciate that. That drives greater loyalty long-term from your employees.

Grant: Oh yeah. One of the worst things that you can have is employees coming to work with burdens. If they are walking out of the house and their kids and their spouse are not supporting their employment, that's gonna be tough. The employees won't want to be at that place of employment and it won't be sustainable, so if you genuinely care for not just the employee, but the employee's family, then when that employee leaves the house to come into work, they get supported now, or their kids, their spouse, have pride about where their mom and dad work, and that changes a lot. More statistics and studies that that are out there, talk about employees that are able



to say "My boss genuinely cares about me", they perform at higher levels- literally, their performance increases and our company purpose, our unified purpose, at Stewardship is to love people through finances, and if I'm gonna say "Hey, we're gonna love people," well, I gotta love them. That sounds ambiguous, but when I give specific examples of me acting out that love to my team, then they know exactly how they're supposed to be treating our clients. There's no checklist of do this, and don't do that; it's creatively listening to our customers and doing everything we can to meet their needs, and genuinely showing that we care for them and we love them.



Jon: Awesome. Well, we're about to the end of our time together, which is too bad, because this has been a lot of fun and we could go on and on about these topics. Before we close, I just wanted to give you a chance to let the listeners know how they can get in connection with you and how they can learn more about what you're doing, what your company's doing. Would you mind just sharing a little bit about that?

Grant: Sure! One of the best ways to connect with me is on Instagram: my handle is @grantbatma, and I'm showing up there every day with a post in my feed every day, and even Instagram stories almost every day, and I share a lot about finances, but I share a ton about company culture and employees and hiring and firing and goal-setting and

accountability and all that, so you can feel free to reach out to me there. I'm very active in my direct messages too, so Instagram is a great way to connect with me. To learn more about some of the stuff that I've done in my company and how I did it, you can check out my book: you can search my name "Grant Botma" on Amazon, or search "The Problem Isn't Their Paycheck"- it's on softcover, hardcover, eBook, audible, all the things. You can you can check it out there!

Jon: Wonderful. Well I encourage my listeners to do that, to reach out to you, and get connected. This has really been a great discussion, and I'd love to have you back at some point so we could dive even deeper into some of these topics. Thank you so much for being here and I hope you have a wonderful week!



Gender Differences in Job Satisfaction

1

Overall mean job satisfaction scores for men and women across countries are similar, but slightly higher for men, suggesting gender differences are becoming less prominent than in the past.

Job satisfaction for men and women are equally affected by extrinsic rewards, possibly because women have become primary breadwinners rather than providing supplemental income; thus factors related to pay, stability, and opportunities for growth are also important for female workers.

2

3

Men and women both find satisfaction in doing work that is interesting, offers autonomy, and is useful to society, but work being helpful to others is not a significant factor in job satisfaction for men. This suggests that men have more of an instrumental orientation to work than women.

Interestingly, being harassed at work was significant in predicting job satisfaction for men, but not for women. Although surprising, this may be because women are more used to experiencing regular harassment than men.

4

5

Personal contact with others is a significant factor in predicting job satisfaction for men but not women. Men may have fewer personal networks outside of work, while women may have more.

Working weekends and schedule flexibility are significant factors in job satisfaction for men, but interestingly not for women. As with harassment, this may be because women tend to have a heavier load in dealing with family matters and house work and may be more used to this reality than men.

6

The Power of Listening

by Dr. Jonathan H. Westover

Still Waters Run Deep

Years ago, as a young college student trying to learn the ropes and figure out my path in life, I found myself in the office of an older, very sage professor, seeking advice. I was contemplating switching majors (again!), but the university didn't then offer the specific program I was seeking.

This professor, who became a dear mentor to me, sat there and patiently listened as I expressed my scattered, naïve, probably incoherent thoughts. Instead of offering any specific advice, he simply listened intently, only speaking at times to restate something I had said in order to confirm understanding or to ask a thought-provoking question. As I left that brief meeting, I was amazed by the clarity I had regarding my conundrum and how to move forward. My questions and concerns had been heard, I felt understood, I felt genuine compassion and caring, and I felt empowered to make my decision.

Upon further reflection, I realized that I experienced firsthand the power of listening.

Impactful Active Listening

A recent [article](#) by Elle Kaplan defined effective listening as "giving your complete, intentional focus to what someone says, rather than what their words literally mean." Effective listening requires [active listening](#), which the

University of the People defines as "a soft skill that directs the focus from what's in your head to the words coming from the outside. By being able to focus on what another person is saying, you can understand needs and information more accurately."

In other words, listening is more than just hearing the words someone is saying, but rather impactful active listening is all about understanding the context in which those words are shared, along with other



"No one is as deaf as the man who will not listen." - Jewish Proverb

verbal and nonverbal cues, such as voice inflection, tone, facial expressions and body language. When we actively listen, we practice mindfulness, we are present with those around us and we do not allow distractions to take away our focus on the most important thing in that moment: seeking understanding, showing compassion and demonstrating empathy.

The Organizational and Individual Benefits



A tremendous amount of [research](#) has demonstrated the impact and power of listening. Effective active listening within an organizational setting has been shown to produce a wide range of positive benefits for companies, leaders and individuals, such as: (1) building stronger relationships, (2) developing greater trust, (3) more effective team collaborations, (4) enhanced individual and group decision-making, (5) greater productivity and (6) enhanced creativity and innovation.

While the business case for intentional, mindful and compassionate active listening is irrefutable, we should also not forget the many human benefits of helping individuals [feel safe](#) being their authentic self as they feel heard, validated, understood and valued.

Listening and Servant Leadership

In a previous [article](#), I shared the importance of fostering a servant leadership approach to interact with and lead others. One of the foundational elements of servant leadership theory and practice is authentic listening.

In her article, "[Listen to Serve: Servant Leadership and the Practice of Effective Listening](#)," Jessica Zisa examines the importance of listening in servant leadership and states. "Servant leadership reminds us of the importance of listening, and the practice of mindfulness. Listening allows us to look

within ourselves and become aware of the barriers that inhibit our ability to listen effectively.” As we better understand ourselves, we are then in a better position to understand others and show authentic compassion and empathy.

Additionally, we need to listen carefully to perceive others’ needs, wants and desires, and thereby have the information needed to better serve and lift those we lead. As Zisa states, we need to create “a space where individual voices can grow and be heard, and where fear-based leadership is overcome” and “tune in to one another and share communication in a space of reciprocity.”



Listening With Intent And Compassion

In his international bestseller, *The 7 Habits of Highly Effective People*, Stephen Covey outlined seven key principles that drive personal and organizational success, including habit number six, “Seek First to Understand, Then to Be Understood.” As part of this habit, in discussing the importance of listening with intent to understand, Covey states, “Most people do not listen with the intent to understand; they listen with the intent to reply.” If we fall into the all-too-common trap of tuning out while we formulate our own response, we will never fully “be” with the person sitting in front of us and we will have little chance of fully understanding them and helping them feel heard and valued. We will not have the information

we need to effectively lead those in our teams and help them maximize their potential.

Furthermore, Tich Nhat Hanh, Vietnamese Zen Buddhist monk, **stated**, “Deep listening is the kind of listening that can help relieve the suffering of another person. You can call it compassionate listening. You listen with only one purpose: to help him or her to empty his heart.” Compassionate, empathic, other-centered listening engenders authenticity and trust and will help leaders develop the meaningful and productive relationships in the workplace.

Conclusion

As we lead in organizations, we need to cultivate our self-understanding and our understanding of others through active and compassionate listening. As we adopt a servant leadership mentality and seek first to understand those we lead, we will develop trust and stronger workplace relationships, which will lead to increased collaborative capacity and greater innovation and productivity. We need to learn to leverage the power of effective active listening to better help our people to feel heard and valued.



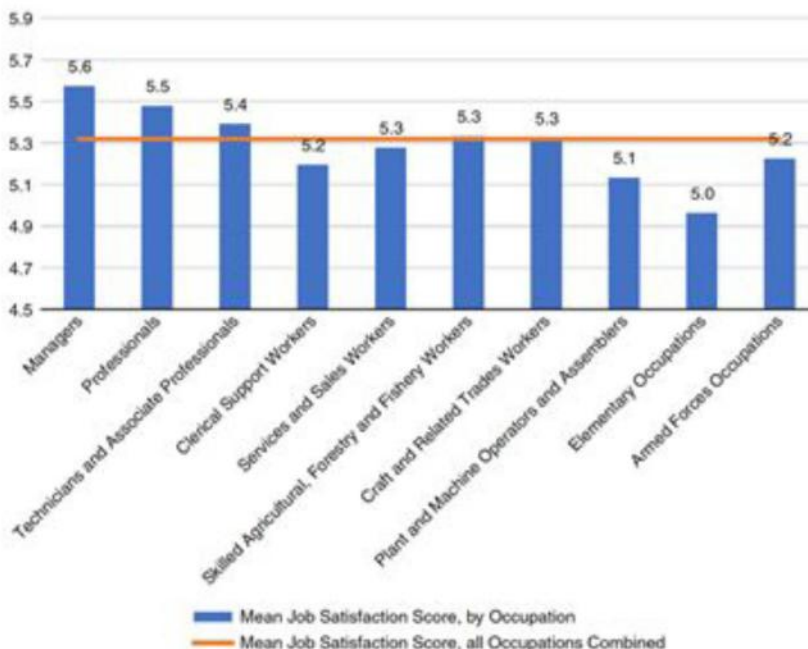
Occupational Differences in Job Satisfaction

1

Findings indicate more differences than similarities among countries and occupations.

The highest job satisfaction levels are for *managerial* and *professional* jobs (means between 5.5 and 5.6 on a scale of 1-7).

2



The graph to the right shows the mean job satisfaction score per occupation, and the mean job satisfaction score for all occupations combined.

3

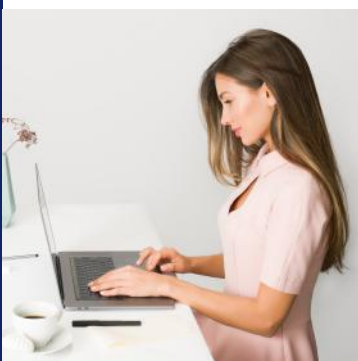
Managers must consider how to improve job satisfaction for workers in occupational categories with low levels of job satisfaction by:

Adopting strategies such as flexible work environments (e.g. flexible scheduling and working from home).

Creating opportunities for advancement by providing training, coaching, or mentoring to assist employees in acquiring additional skills and build their capacity for supervisory or managerial roles.

Supporting Women Workers During COVID-19

By Jessica Pauly



There's been a murmuring I've heard from many of my female friends lately. This murmuring takes on many forms and is said in both selective words and also wild tangents. Here's a sampling of what I've heard: *I'm struggling with a sense of what's next; It's been a crazy year and it's put a lot of stuff into perspective for me; I have started to reevaluate my job and our family long term plans on where to live; if I could quit my job, that would be ideal.* I identify these deep thoughts as murmurings – a low, continuous whisper, a confidential complaint, half-suppressed.

Collectively, these quiet but profound whispers are uncertain at times, confident at others, but seemingly everywhere. And I've contributed, too. They're thoughts and feelings many of us have had, and I'd venture to guess these strong mutterings are more likely shared among women than men in this moment in time.

We're well aware the pandemic is an equal opportunity offender, but research suggest women have been affected in a unique and acute way. McKinsey & Company's (2020) annual

Women in the Workplace study paints a grim picture, explaining how women of color and working mothers in particular have been jeopardized. In reality, "the pandemic has intensified challenges that women already faced" (para. 3), and the burden is now too big to bear causing one in four women to consider leaving the workforce. A recent article from Salt Lake Tribune reviews a few of the ways women have struggled during this difficult time dubbed the 'shecession' (Jacobs, 2020). In Utah specifically, from mid-March through April when the pandemic set in, the majority of the unemployment claims came from women. Nationally, in September, the number of women that left the workforce was triple the number of men (Jacobs, 2020). Many women across the country have been taking on the tasks of home schooling or coordinating virtual school, alongside fulfilling their duties for fulltime work and managing a household that has transformed into a bustling 24/7 school/work/home. This common circumstance can further be challenged with potential furloughs and layoffs, sickness to do COVID or otherwise, and mental health

challenges, among other issues.

In trying times such as these, what are managers to do? How best can leadership support women in these desperate times? Here I identify a few key ways managers can be more mindful and supportive of women. These suggestions are based on both theory and practice.

First and foremost, leadership must go beyond offering surface-level support. We know this to be true from human relations and human resources scholarship. In essence, the beliefs and behaviors of managers must align. It's not enough to simply offer supportive policies or standards in the workplace; policies and standards must be actively supported and championed by managers so all employees can benefit (this becomes increasingly important when managers are predominately male and employees are predominantly female). For instance, flex-time is nice in theory, but do managers broach the topic with employees and encourage them to use it? If managers are not actively supporting employees, it doesn't matter how wonderful policies and standards are because they fall on deaf ears. From a communication perspective, discursive leadership (Fairhurst, 2007, 2008) can be pivotal in this moment. Discursive leadership

is generally understood as leadership that is rooted in managers' everyday interactions and influence on their employees, assuring meaning management and task accomplishment. In a time when uncertainty is high – given the struggles many women are facing, as reviewed above – this kind of grounded-in-action, communication-based leadership can afford organizational members a stronger sense of understanding, support and control. Practically speaking, this could mean reevaluating performance expectations, deadlines, and goals. Doing so not only shows female employees that managers are aware of their challenges in this time, but it also opens a conversation for both manager(s) and employee(s) to reconsider possibilities and work responsibilities.

Another key way managers can be more mindful and supportive of women in the workplace is by facilitating and supporting mentoring opportunities. Mentoring relationships can be particularly useful and successful in supporting women of color in the workplace (Tarr, 2020). Not only does this offer personal and professional support that is much needed in this moment in time, but it offers individualized, (potentially) one-on-one support from an experienced manager to an employee. Moreover, mentoring opportunities have the



potential to address a variety of issues pertaining to both the workplace and beyond, including: emotional labor, diversity and inclusion, loneliness, and mental health (Tarr, 2020). These issues, if addressed and supported effectively, could make the difference between an employee's decision to adjust or reevaluate job duties versus the decision to leave a job all together. In the time of COVID-19, mentoring relationships could take on many forms: informal/formal, individual/co-mentoring/group mentoring, socially distanced/virtual. Managers can make the experience optional, and allow the mentor-mentee relationship to flourish on its own, or provide resources (e.g., a list of questions) for fodder. Regardless of the structure, managerial support and facilitation of these important relationships can signal to employees an awareness of difficult times and the need for additional connection.

It's possible the murmurings I've heard as of late won't go away. It's possible they will fester and grow within the minds and hearts of women across our country's workforce. But it's important that managers are aware of specific and intentional ways they can have a direct effect on the decisions made by women in their companies. The two key suggestions offered in this article are both practical and theoretical; if utilized in earnest, they have the potential to thwart such murmurings from taking root. And if we can collectively thwart such

murmurings from taking root - thereby retaining and supporting our female workers - that would most certainly be a win for us all.

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Cultural Differences in International Business Don't Really Matter...

by Chris Smit

"When you are expanding your business internationally, cultural differences do not play a role. The Dutch like Italian Pizza and the Italians like Dutch football."

With this unforgettable quote, the former CEO of KLM dismissed the cultural differences between the Italians at Alitalia and the Dutch at KLM Royal Dutch Airlines in 1999.

The result was that this international merger ended in a financial and catastrophic failure for the Dutch: no less than €250 million had to be paid to the Italians for breaking up a contract between the two companies.

Let alone the number of Dutch "would be expats" who already had sold their houses in the Netherlands and had bought a place to live close to Rome.

What is IBD?

"Cultural Differences in International Business Development" is exactly what it says: develop your business internationally and pay attention to cultural differences. This includes international alliances, partnerships, or mergers.

A keyword here is "development". You don't just hop across the border and work

internationally. You can't just buy a fax and are an international company (yes, I still know what a fax is).

But you get my point; too many organizations have tried it: Let's team up with a company from another country and we're international and we've expanded our market.

Well, a simple Google search on failed (international) mergers and acquisitions will tell you the contrary: the majority actually fail. Or at least will have a difficult marriage.



Why Is it Important?

It just goes to show that what works in comparable countries on a cultural level, are no guarantees for success. At the time of this writing (November 2020, Starbucks has (only) 39 locations in Australia...

As I stated earlier, just the fact that you can send emails to a foreign email address doesn't mean your international business will be a success. Mind you, on the other side of the email there is someone from another culture.

And, given our 20+ years of experience, as soon as you want to develop and/or expand your business across your own borders, you will bump into cultural differences. Whether you like it or not.

You can deny gravity, but that doesn't make it go away. The same holds true for international business development: You cross a border? Then you will encounter cultural differences (mind you that I talk about differences, not necessarily of cultural difficulties, although they are more often than not part of the deal).

So, the basic message is: come prepared. Know what you're doing. Understand your new market. Know why you're doing what you're doing and most of all understand your own culture in relationship to the "new" culture you're trying to expand your business into.



Some Examples

There are plenty of examples of international mergers and acquisitions that in the accountancy room made perfect sense, but in the real world it turned out to be different.

The list of companies is a little less important (you can find those online). The point here is more that most of the international M&A's make sense if you look at it from a financial point of view (profit, economies of scale, procurement, etc.).

However, what the accountants come up with is not necessarily a reflection of what happens out there in the real world.

When it comes to expanding your business internationally, many people get what they ask for, but not what they want. And there's a huge (!) difference between the two.



What are Your Benefits?

If you prepare well, and not only operationally and/or financially, but primarily culturally your benefits are plain and simple: You will save time and money.

How?

People will be better prepared and hence less frustrated (ever calculated how much it costs to replace a frustrated colleague who leaves because of cultural differences?).

Processes will run smoother, faster, and with less frustration, thereby saving you time, which often translates into money. So, if (one of) your objectives are to either return a profit or increase shareholder value, you better invest in preparing yourself for your next international business development.

What to do Next?

Simply put: stop and think.

Who will you be dealing with? What other cultures will be involved? All the legal and

labor stuff you can easily outsource to a local expert.

But getting yourself, you, ready for this is something you cannot outsource. Cultural Differences and International Business go hand in hand and you cannot leave that up to someone else.

Follow a course on how you and the “others” are different. Where can you expect the friction points? Know with the “what” you’re dealing with; it will explain a lot of the “why’s” that are happening.



For the last 20 years, Chris Smit has been working with thousands of people all over the world to improve their cultural competence. <https://culturematters.com>



Hospitality Workers' Job Satisfaction

1

The hospitality industry is invested in the job satisfaction of employees due to the challenges of hiring and retaining productive employees.

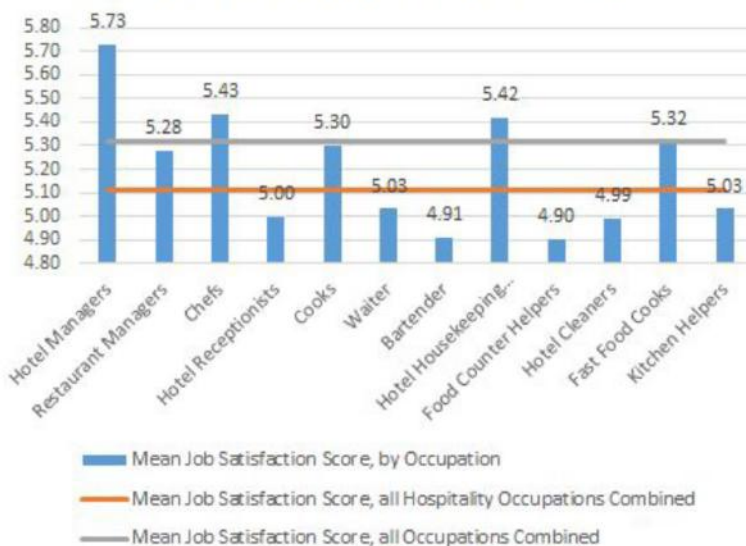
The role of work relations and work-life balance in hospitality jobs is more central to job satisfaction than for all other occupations.

2

3

The highest job satisfaction levels for hospitality workers are for hotel managers; several hospitality occupations have a mean job satisfaction scores in the 5.2 to 5.4 range with the overall world-wide mean at 5.32. Bartenders, hotel cleaners, waiters, and kitchen helpers have the lowest mean job satisfaction score, 4.91 to 5.03.

Mean Job Satisfaction, by Occupation



This graph shows the mean job satisfaction score by occupation, the mean job satisfaction score with all hospitality occupations combined, and the mean job satisfaction score for all occupations combined. The occupations included are hotel and restaurant managers, chefs, hotel receptionists, cooks, waiter, bartender, hotel housekeeping supervisors, hotel cleaners, and food counter and kitchen helpers.

Working weekends has a significant impact on job satisfaction for hospitality workers, while physical effort, contact with others, and working from home are not significant factors.

4

Fostering and Sustaining Institutional and Interpersonal Trust as a Leader

by Dr. Jonathan H. Westover

We've all been there. Told one thing, while observing another. Sometimes this is unintentional, the natural result of imperfect people in an imperfect institution, doing the best they know how to do right by their people and help their organizations to succeed. However, other times, leaders and the organizations they serve seem to inexplicably and purposefully put in place policies, practices and procedures that reinforce an unhealthy culture of distrust across the organization. What can and should leaders do to better foster and sustain both their institution and institutional trust within their teams and across their organizations?



party. It is the expectation that the faith one places in someone else will be honored." We all know that trust is essential to effective and successful leadership, and while developing trust is not rocket science, developing a reputation of honesty, integrity and reliability can be quite difficult.

Another recent [article](#) explained trust this way: "Trust, to my mind, is the foundation of all successful interpersonal relationships, both personal and in the workplace. Trust is the confidence or belief a person feels toward a particular person or group and so trust is, therefore, one of the primary forces that enables people to gel and truly work effectively together." If we hope to build and sustain successful teams and a competitive organization, we need these strong interpersonal trust-based relationships, which will lead to stronger collaborations and a more effective workforce.



The "What" And "Why" Of Trust

What exactly is trust and why is it so important to organizations and their leaders? Put [simply](#), "Trust is the belief or confidence that one party has in the reliability, integrity and honesty of another

Additionally, “Trusted leaders get many rewards such as the ability to retain talented people, more engaged employees, a more positive ‘performance development’ driven work culture rather than the more traditional command control culture and most importantly improved business results.” If we want to attract and retain the best people in our organization and develop and sustain a healthy organizational culture to drive results, then leaders need to proactively engage their employees and exhibit their trust-based capabilities to deliver on an authentic people focus.



The Formation of Institutional Trust

In one of the seminal scholarly works on trust, “[Not So Different After All: A Cross-Discipline View of Trust](#),” Denise Rousseau and colleagues offer the following definition for trust: “Trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviors of another.” Further, they state that, “Risk taking buttresses a sense of trust when the expected behavior materializes,” while “the nature of trust changes as interdependence increases.”

Just like individuals need to develop trust in order to sustain productive and meaningful relationships, so too must institutions and organizations. I’ve previously written on the topic of [trust formation](#): “In a nut-shell, institutional trust is just like it sounds — trust within an institution — and means that institutions (in this case a particular organization) either promote or constrain micro-level interpersonal and personal trust relations through macro-level organizational processes. Often one can look specifically at a given organization’s characteristics and processes (programs, policies, procedures, hierarchy, etc.) and denote some of the impact that these characteristics and processes will have on the trust formation and maintenance of individuals within that organization.” In other words, institutional trust either works to enhance and build or undermine and diminish the development and maintenance of sustainable interpersonal trust within organizations. Without the healthy trust-promoting mechanisms of institutional trust, interpersonal relational trust will be inhibited, and even perhaps undermined, leaving a leader with little in their arsenal to be effective in their role.



Why Individuals Trust Institutions And Their Leaders

Trust has been thoroughly examined across academic disciplines (e.g., psychology, organizational behavior, political science, sociology, sociology, etc.) and researchers have found that the **foundational mechanisms** of institutional trust formation and maintenance **include:**

- Knowledge of the history of the institution (including background/emergence of the institution, past interactions with society and institutional uniformity)
- Personal history and overall knowledge of the institution (including personal upbringing, the establishment of personal values, beliefs and social norms and social interactions with individuals/small groups within the institution)
- Institution-based trust facilitating mechanisms/procedures (including goodwill gestures to the surrounding community/society, consistent communication/openness/transparency and private enforcement/regulation systems)

Understanding the how and why behind institutional trust formation and maintenance can help leaders to leverage the strong histories of their organization and its people while also enhancing and increasing their own leader-based trust as they openly acknowledge and work to address the more difficult and unhealthy aspects of the organization, better aligning organizational policies, practices and procedures with its stated values and mission.

We develop our leadership trust capabilities by showing our vulnerability and communicating and displaying our trust to those on our team and across our organization. Furthermore, we develop trust by practicing personal openness and transparency while encouraging greater institutional openness and transparency. We destroy trust and our own credibility and reputation when we fail to do what we say we will do and when we fail to take ownership of our mistakes. Nobody expects perfection from leaders or the institution as a whole, but they do expect an honest and consistent effort. When this occurs, we develop goodwill in our team and throughout the organization, which will allow us to better weather the storms and sustain the institutional and interpersonal trust necessary for the organization to thrive.



Debunking Myths About Volunteers and Interns

by Nicole R. Smith

Working with volunteers and as an intern manager preparing more than 500 interns to enter the workplace in churches, sports, radio, and the performing arts, as well as being a volunteer and intern myself — I have heard it all. “They are lazy, unreliable, entitled, and the quality of their work is lackluster.” The list goes on and on. When I hear this, I am utterly amazed and wonder to myself what they base these sentiments upon. I have found volunteers and interns to be some of the most dedicated, passionate and reliable people known to mankind.

What I do know is that in an environment that thwarts their growth and in an organization that underestimates their value, volunteers and interns will “vote with their feet” and quietly walk away never to return; and that could possibly give the impression that they are unreliable.



However, in an environment that provides structure, constructive criticism, positive reinforcement and **most of all purpose**, they thrive. Does this mean that every volunteer/intern I have ever encountered was stellar? Absolutely not. There have been a few bad apples in the bunch.



However, let me ask you this. If an organization hires a bad employee or two, does that mean the organization is full of terrible employees and they are all worthless? Absolutely not. Typically, the organization will take steps to work with the employee to improve and if there is no improvement, then the organization will let the employee go.

The same applies to volunteers and interns. Sure, you may have worked with a few bad apples, but that doesn't mean they are all bad. I would like to take a few minutes to pull the curtain back to reveal the truth behind unfair stereotypes.

1. People won't help out for free: False.

If you or your organization have a cause that someone is passionate about, or they simply believe in you, people will gladly lend a hand for free. The only caveat is they need to know that the time they are donating to your cause is worthwhile and most importantly, appreciated.



3. They are unreliable: I have worked with many volunteers and interns over the years and have found that yes, SOME are unreliable. But that is the case about everything in life. You have certain friends, coworkers, family members and employees that are unreliable. However, I have discovered that once expectations were established, most were eager to comply, resulting in some of the most reliable people I have ever met.

4. All they need is busywork: Nothing can be further from the truth. Someone donating their time is often looking for that magical ingredient to help them feel like they have purpose and in the case of the intern, perhaps land their first professional job to jump start their career path. That Magic is known as **HANDS-ON EXPERIENCE**. This means they are looking for meaningful assignments that will not only make a difference in the organization, but will boost their confidence and/or resume. All internship and volunteer programs should be a win / win. In actuality, for an internship program the student should benefit more than the organization, but that's another topic altogether. The bottom line is, if all your intern or volunteer does is perform menial tasks such as making copies and going on coffee runs and isn't contributing something meaningful to the organization, you will definitely see disinterest. That disinterest may manifest as being *unreliable* because it is a waste of their time.

2. They are uneducated: This one baffles me the most. Many people feel as though if a person willingly gives of their time, they are unintelligent. This just doesn't make sense. According to CNN, most volunteers range in age between 35–54 and possess a bachelor's degree or higher. Furthermore, studies show that people with little to no high school education are the least likely to volunteer. People volunteering for your organization are typically in the prime of their careers, nearing retirement or are retired which means they have typically left their careers at the top of their game. This means not only are they educated, but they have a plethora of life and professional experience under their belt. So not only are they donating their time, they are contributing countless years of experience and knowledge to your organization that would otherwise prove costly. All of this to say that your volunteers are not uneducated.

5. They feel they are entitled: When it comes to interns, well yes. Some of them do. But again, not all of them. As a matter of fact, the majority of them don't. Again, once clear expectations are laid out and the intern understands not only what is expected of them, but what your commitment to them is, the sense of entitlement tends to wither away.

So, before you throw the proverbial "intern/volunteer baby" out with the "intern/volunteer bathwater," think on this. They can be a HUGE asset to your

organization. I have learned that through Communication, Care and Connection, you can build the mightiest of volunteer and/or internship programs and witness loyalty beyond measure.

In 2019 alone, one particular organization that I worked with, between both volunteers and interns, they contributed over 41,000 hours to the organization: essentially the equivalent of over a \$1,000,000 in-kind donation. The impact they have has been tremendous and it can be so for your organization too.



Nicole is a Panamanian-American, workforce development specialist, published author of *Game On! Relentlessly Pursue Your Dreams* and the *101 Note-taking Affirmation Journal Series*, dancer and motivational speaker. She earned her Bachelor's degree on a Division I full-ride track scholarship. After graduating, she founded Step It Up! Inc., a non-profit dance organization. Her experience in sports and entertainment, radio, TV and the performing arts has spanned nearly 20 years covering the Chicago, Houston and Miami markets.



Benefits of Working from Home



Working from home is a job perk and has increased employee success if implemented correctly.

Working from home can make balancing work and personal life easier.

Many employees look for the flexibility to split time between the office and their home when selecting a career.

Questions for Managers

1. What parts of your employees' job descriptions could be achieved remotely?
2. How can I simplify and efficiently implement WFH practices into employees schedules?
3. What potential organizational and employee benefits could be achieved by implementing WFH practices?
4. Why should I look to WFH practices as a path towards higher employee engagement, satisfaction, and retention?

Data from the International Social Survey Programme (ISSP) provides us with some understanding about the role of workplace flexibility on employee engagement and satisfaction, for 5 main age cohorts and across 37 countries.

Figure 1: Job Satisfaction Mean Score by Work from Home—How Often Do You Work from Home During Usual Work Hours?

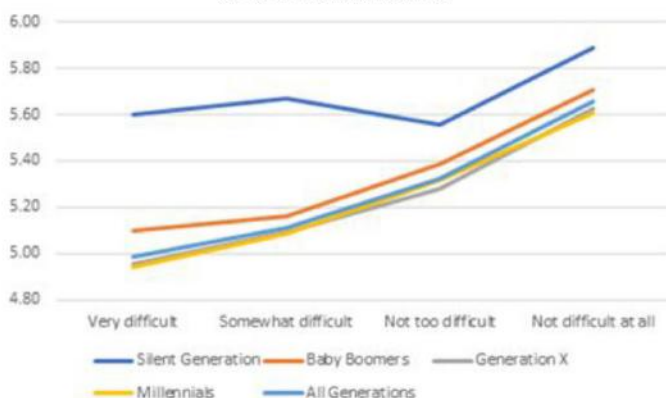
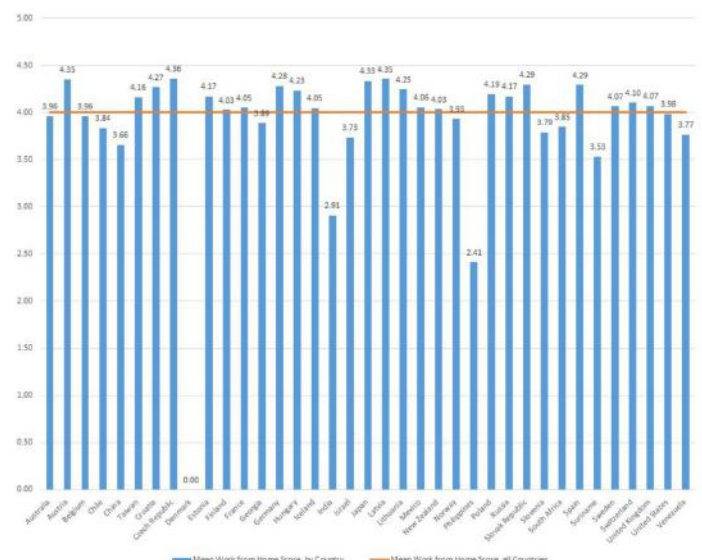


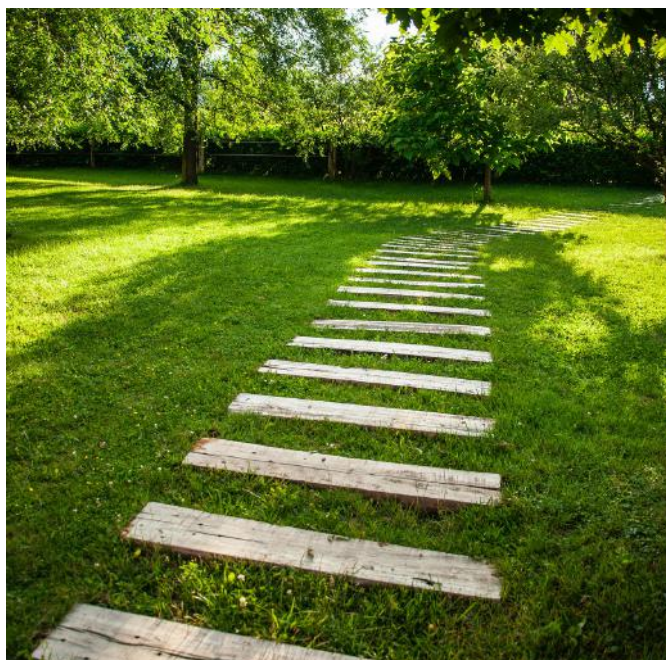
Figure 2: Working at Home Mean Scores, by Country



How To Lead With A Growth Mindset

by Dr. Jonathan H. Westover

Years ago, as a young 19-year-old, I accepted a challenging service assignment that would interrupt my university studies, lead me to leave friends and family and spend two years in South Korea, learning the Korean language to the best of my ability so that I would be better equipped to serve the Korean people. It turns out that Korean is a difficult language to learn for English speakers, and I really struggled despite giving it everything I had. I noticed that some of the other service volunteers I was training with picked it up much easier than I did and it would be an understatement to say that this was very discouraging to me. I fell into the all too common trap of measuring my success by comparing myself to the performance and outcomes of others.



continual progress. Over time, I noticed that I started “catching up” with some of those in my training group that had picked things up so much faster in the beginning. I began to be tapped to fill leadership roles despite being a complete novice. In fact, by the end of my two-year volunteer service, I had grown into one of the best non-native Korean speakers. It was sort of a classic tortoise and the hare story. I was never complacent and I continually pushed myself. Unbeknownst to me at the time, what I had learned and developed as a young 19-year-old service volunteer and leader in a foreign country was what would later become known as a “growth mindset.”

What is a growth vs. a fixed mindset?

In her groundbreaking book, [Mindset: The New Psychology of Success](#), Dr. Carol Dweck introduced the world to the concepts of growth and fixed mindsets. While she didn’t invent these approaches, decades of research allowed her to shine a light on the benefits (and dangers) of these different mindsets. In brief, she describes the distinction between these two common approaches as follows: “In the fixed mindset, everything is about the outcome. If you fail — or if you’re not the



As time went on and as I consistently and diligently worked at learning the language and applying it in everyday life, I slowly but surely improved and grew in my confidence. I developed important daily habits that helped me make

the best — it's all been wasted. The growth mindset allows people to value what they're doing regardless of the outcome." Other [scholars](#) describe the growth mindset as "a belief that people, including oneself, can change their talents, abilities and intelligence."



In other words, it is as much, or more, about the process than the outcome. We often can't control outcomes, despite our best efforts. But we can all choose to approach the process as one of continual learning and growth. Having a growth mindset (as opposed to a fixed one) also means that we recognize the reality that we are all starting from different places and that we are all at different points in our personal journey; we don't need to compare ourselves to those around us, we just need to be focused on our own continued development and growth.

What does a growth vs. fixed mindset look like for a leader?

Those who lead with a fixed mindset (toward themselves and others) often demonstrate demotivating micro-managing behaviors, create a culture of fear within their teams, increase employee burnout and turnover and drive lower long-term performance. On the other hand, a leader with a growth mindset sees opportunity, even during times of crisis. They look for ways to help their team grow, break down silos and create opportunities for collaboration so that they can overcome challenges together. They never place blame, foster personal accountability and also work to improve themselves.

How can you model a growth mindset for your people?

When we lead with a growth mindset, we not only see the yet-undeveloped personal potential of individuals on our team and the team as a collective whole, but we also recognize our own growth potential and continually seek to fulfill it. In this way, we can successfully model a healthy growth mindset for our people, while taking proactive steps to eliminate a fixed mindset in how the team interacts



with each other and performs their jobs. We need to be vocal about the growth we see (in ourselves and in others on the team), encourage and applaud sincere effort and the learning that occurs and work to help our people see their own untapped potential and actively support them in achieving it.

Focus on continual growth and development.

Life is a marathon, not a sprint. In fact, life isn't even a race at all, at least not in the conventional sense. The truth is, we all start at different points on the track (based on a variety of personal, family and societal circumstances) and our personal journeys often take us off what we think is a predetermined path. We aren't actually racing against anyone else

at all; we are only racing ourselves. When we trip and fall, we pick ourselves back up, dust ourselves off and continue on. When we reach an obstacle, we can learn from it and, in time, overcome it. At the end of our personal race, we find that there isn't even a finish line. It was always simply about the journey.

As leaders, we need to foster a deeply rooted personal commitment to continual growth and development, both in ourselves and within each member of our team. We need to encourage lifelong learning and support others. Not only will fostering a growth mindset lead to greater personal, team and organizational outcomes, it will help everyone achieve their fullest human potential.



Triggers in the Workplace: Responding Instead of Reacting

Tools to Recognize and Handle Triggers Leading to Increased Team Partnership

by Marjorie Warkentin

There are many workplaces that have changed dramatically over the past year. The number of employees working from home has increased, and the necessity of communicating virtually has created many new challenges. You may be familiar with the term, 'Zoom fatigue'. At psychiatrictimes.com, it is described as tiredness, worry or burnout associated with overusing virtual platforms.

There is also the blurring of work and home life boundaries as people combine childcare, homeschooling and work commitments with a growing sense of over-whelm. When we put into the mix the added concern of keeping safe from COVID-19, it is clear that there are many added stressors that affect how people show up in the workplace.



All of this leads to increased barriers to clear communication among team members. Many are missing the in-person connection, and they may be irritated or frustrated by their colleagues as they struggle to work together virtually.

I have noticed that I am also more easily triggered these days. It seems that the pandemic with the social distancing guidelines and the instructions to stay home, are causing me to be easily upset. For example, I find myself wanting to yell at the person I see who is not following the guidelines for safety. I am impatient with my husband for things that I would ordinarily ignore. I don't think I am alone in this.



It is challenging to work together when there is edginess and a critical vibe among team members. In my work as a consultant with leaders in health care, I taught about what it means to be in partnership in the workplace. The resource for the workshops was the book, "Clear Leadership: Sustaining Real Collaboration and Partnership at Work" by Gervase R. Bushe.

One of the barriers to team work and partnership is the concept of triggers. Let's take a look at triggers and see how learning about them will enhance communication and partnership on teams.



What does it mean to be triggered?

A trigger can be an internal or external event that causes a 'fight, flight or freeze' reaction. When a trigger happens, there are physical signs that show up in the body. They may be increased heart rate, shallow breathing, flushed face, tense fists or jaw, or abdominal upset. The focus is on reacting to the trigger, and the blood flow is not going to the brain at this point. This is often when poor decisions are made and unwise actions take place. Unkind words may be spoken, doors may be slammed or it may be tempting to throw things.



How does being triggered keep team members from communicating effectively?

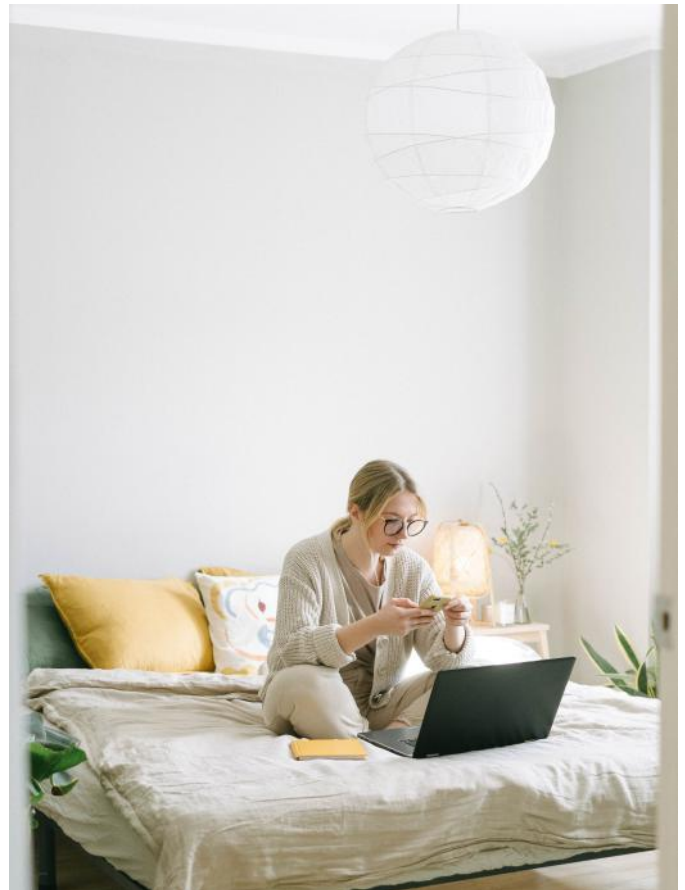
It is probably obvious that in the midst of being triggered, a person is not ready to listen to anyone else, or have a calm discussion. When a team member is reacting with these symptoms, there is no curiosity or willingness to hear the other person's perspective. Effective communication shuts down. Often both parties are arguing and seeing the other person as the problem.

What is the answer to this dilemma?

Self-awareness is a skill that is crucial in preventing a trigger from blocking communication. The physical signs are an 'early warning system' to the individual that they are being triggered. If they are aware of their body's messages, they have a choice as to what to do next.



- STOP and breathe deeply and slowly. This calms the nervous system, by slowing the heart rate and sending oxygen to the brain, where wise decisions can be made.
- Get CURIOUS. What might the other person's intention be? Why did they say or do what they did? Was there perhaps something going on that was not clear?
- ASK for more information. This takes practice. It is necessary to ask in a way that is truly curious, without being judgmental. Describe your desire to be in partnership.
- LEAVE for a time, if necessary. This is necessary if you are not able to be calm and listen carefully. Tell the other person that you will be back to finish the conversation. This is an act of respect for yourself as well the other person.
- GIVE up your 'right to be right'. This means admitting that you may not have the whole truth, and that you are willing to assume the best of the other person. This usually creates a willingness to have further discussion.
- LISTEN to their experience. Be prepared to apologize if necessary. They may have been triggered by you and so it is helpful if you show that you are willing to engage in the 'dance of clarity' together.



What difference will it make?

When colleagues are willing to learn about their triggers, there are many benefits.

- Meetings will be more productive when there is willingness to listen carefully, rather than jumping to conclusions and judgments.
- There will be increased employee health when there are fewer arguments and misunderstandings. Conflict in the workplace leads to increased sick time and lack of engagement.
- Team members will have more fun working together, when they trust that they can process triggers with each other safely.
- As team members see the benefits they will be open to deeper learning about other areas of leadership and conflict resolution tools.



'Triggers are my teachers'. I heard this phrase many years ago and it has guided me as I continue to learn about how to manage my reactivity in relationships. The practice of Responding rather than Reacting is a life long discipline. I trust that you will be encouraged to give some of these ideas a try in your workplace. You will not be sorry!



Resource

Bushe, Gervase R. 2001. Clear Leadership: Sustaining Real Collaboration and Partnership at Work. Palo Alto: Davies-Black Publishing.

About the Author

Marjorie Warkentin; Author, Speaker and Life Path Mentor has spent most of her working career as a nurse in a healthcare setting. Marjorie has also been a trailblazer in many areas of her life, one being the main income earner for her household, providing for her husband and three



children way before that was a common situation. She also started running marathons in her fifties which inspires others to do the same.

Marjorie is a life-long learner with a passion for connecting theory to the practical applications that lead to transformation. With her wealth of experience and broad perspective on life, she is able to share her wisdom in accessible and inspiring ways.

As a woman that has a heart wired to care for others you can also find her spending time giving back to her community. Marjorie is a wife, mother, and grandmother who lives in Abbotsford, BC.



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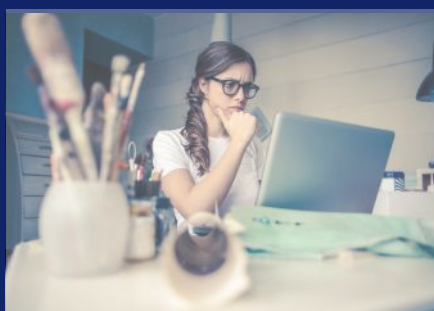
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