

An aerial night view of London, England, featuring the River Thames, the London Eye, Big Ben, and the Houses of Parliament. The city lights are visible in the background.

The Big Reset Playbook

Change Agility

"Change has never been this fast and will never be this slow ever again."—Gordon Moore, Cofounder, Intel Corporation

If there is one word we've been hearing a lot of lately, it's *change*. Clearly, things have changed in many of our personal lives—we've learned to homeschool our children, become experts on masking and distancing, identify the best online shopping services, and rearrange our homes for extended lockdowns.

Change Is Everywhere

While the change that impacts us today has accelerated in the past two years, we have essentially been experiencing a culmination of changes over the past few decades. We're now in a nexus of digitalization; globalization; an empowered workforce; alternate forms of employment like gig and contract work (which is becoming mainstream); Big Data (becoming bigger than ever before); AI and robotics (becoming more sophisticated and affordable every day); the rise of the creator economy; the pandemic response; the sudden shift to remote and hybrid work; and the economic boom and the supply chain shortages of people. All this is part of the same story—rapid, exponential, and unprecedented change—change that is everywhere and that's coming at us faster than ever.

Whether or not they're prepared, businesses and people must adapt to these changes. For businesses, this means transforming and adjusting rapidly to alter business and work models, implementing mask requirements and social distancing rules, tracking vaccination statuses, using digital tools, responding to massively changed customer needs, putting employees' health and wellbeing front and center, and holding on to talent in the middle of the "Great Resignation."¹

For people, this means learning new skills, harmonizing the coexistence of work and personal needs often in the same physical space, and coping with a cognitive and digital overload (a consequence of working virtually), or instead, if you're a deskless worker, coping with the exacerbated risk to physical and psychological safety.²

1 ["The Great Resignation Is Accelerating,"](#) Derek Thompson/*The Atlantic*, October 2021.

2 [The Big Reset Playbook: Deskless Workers,](#) Josh Bersin; Kathi Enderes, PhD; Nehal Nangia; and Mark Spratt/*The Josh Bersin Company*, October 2021.

Legacy Change Approaches No Longer Cut It

Think about the past two years: when you read news that is even a week old, it seems ancient. Things we were sure we had "under control" suddenly look completely different. If you planned a vacation in summer 2020 for summer 2021, thinking that the pandemic would surely be over by then, you couldn't have anticipated the Delta variant pushing up rates of infection around the world.

The COVID-19 pandemic taught us many lessons about change and transformation and human resilience. We can't predict the unpredictable, and we can't manage the unmanageable. Therefore, the notion of "change management" needs a complete overhaul—from a top-down, management process to a human-centered design discipline.

Less Project Management, More Human Design

For many years, companies had been hesitant to adopt even the most basic remote work requests from their people. For example, the "remote work Friday" seemed like a major innovation. In 2017, IBM's decision to end its decade-long remote work experiment made lots of headlines, and people quit the tech giant in droves. When the pandemic made remote work a business necessity rather than an employee perk, the company was well prepared to flip the switch back again. But even companies that had never planned for the change made it happen flawlessly. From Deutsche Telekom and Banco Santander to Yum! Brands, we've heard many stories of success with the unplanned mass change to remote work. Employees adapted extremely well, leaders communicated more than usual, and teams worked together across functional and geographical boundaries, using new technologies to collaborate and ideate.

We need to evolve change management from a sibling of project management to a design discipline that nudges people to adopt new behaviors and transform their work.

Managing Change in a New Reality

The percentage of people voluntarily quitting their jobs every month is at an all-time high. More than 4.4 million people are quitting their jobs in the U.S. each month³ (about 3% of the workforce), and two-thirds of those quitting are choosing to leave without another job lined up.⁴ It is important for organizations to pause and reflect on the following:

Is this really the impact of change, or the impact of the inability of organizations to manage change effectively?

To evolve change management for today's unpredictable, fast-moving world, we need to think about change differently, and also *act* differently. The traditional idea of "change management" was built around a belief that "we need to manage change." And that's how most methodologies of change communication, change readiness, change agents, and training were created. In today's business world, change is constant. So, the new world of change management demands that organizations become "change-enabled" and "always ready for change." Then, when change occurs, the organization immediately responds effectively.

Consider, for example, the way the military prepares for change. Soldiers, airmen, and marines are physically, mentally, and psychologically trained for combat. They know their roles, and they are expected to take ownership for their responsibilities. They undergo constant war games and preparedness drills so when a real battle occurs, they are ready to perform.

In business, we are in a similar situation. Rather than thinking of change management as a "project," we should think instead about "change enablement," which is a muscle we need to build, using the learnings we identified in our Business Agility, Employee Experience, and Healthy Organization research. The HR team, which is the expert in culture, training, rewards, and organization design, needs to help tone and define this muscle so the business can use that muscle and use it well.

As we learned from the pandemic, the more "change ready" you are, the faster your company will respond and thrive today. However, there are three considerations to recognize:

1. Change management needs to be part of the business strategy itself, and it needs to be embedded in every business activity. Companies that innovate and transform for the future are not only more resilient to respond to any crisis, as our [Pandemic Response study](#) shows, but they are also much more profitable, have higher customer satisfaction, and much more engaged employees.
2. Your approach to change and transformation is integral to your business success and will critically impact your ability to attract customers, employees, and even stakeholders. If we've learned anything from the pandemic, it's that no company, no industry, no geographical location is immune to disruption, and the way you not only respond to it but also get ahead of it will mean the difference between leading in your business or lagging behind.
3. You need to listen and communicate well. Any time we study any topic, from pandemic response to diversity, equity, and inclusion (DEI) to employee experience, wellbeing, and organization design, listening to employees and communicating transparently always come out as key drivers of success. Employees have the answers to most problems, and it's up to us to listen to them, make sense of what we are hearing, and drive change forward.

In this playbook, we go well beyond legacy change management tools and practices. While all these approaches are valid (we list some in the Appendix), they are no longer enough. We define new approaches to designing work, nudging behaviors, leading change, and involving employees all along the way.

We also cover the learnings from our discussions with more than 400 business and HR executives around the world, talking about the new reality and its impact on our companies. Read more about these working groups and topics in the Appendix.

³ ["Table 4. Quits Levels and Rates by Industry and Region, Seasonally Adjusted,"](#) U.S. Bureau of Labor Statistics/Economic News Release, November 2021.

⁴ ["Great Attrition' or 'Great Attraction? The Choice Is Yours,"](#) Aaron De Smet, Bonnie Dowling, Marino Mugayar-Baldocchi, and Bill Schaninger/*McKinsey Quarterly*, September 2021.

Figure 1: The Business Resilience Maturity Model



Source: The Josh Bersin Company, 2021

Achieving Business Resilience: The Impact of Agility and Transformation

In our Pandemic Response research,⁵ we looked at leading practices of adaptive companies. We found success requires more than a focus on health and wellbeing: high performers reinforce the company's mission and purpose, they explain how their reinvented business models work, and they work in cross-functional teams to create change.

The pandemic taught us that we can, in fact, change and adapt quickly, respond rapidly, and reinvent a new reality for employees, customers, and society. When we analyzed the

survey results of our research, we realized the pandemic-related practices form the foundation for business resilience. In fact, the head of talent for a large consumer company in our Big Reset sprints asked how we might bottle these practices up for the future. Enter the Business Resilience Maturity Model.

The Business Resilience Maturity Model

In our research, we identified a model for business resilience, showing every company at one of four levels. See Figure 1.

Level 1: Hope for the Best

Organizations at this level are focused on keeping normal operations running and surviving financially. These organizations may be ignoring customer or worker concerns for safety and furloughing or laying off employees. HR is likely focused on highly tactical processes. Often, these companies

⁵ *Business Resilience: The Global COVID-19 Pandemic Response Study*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, October 2020.

are low-cost, low-margin businesses with immature business and people processes.

Level 2: Care for the People

These organizations are aggressively protecting the health of workers, customers, and suppliers and focusing on safety in all areas. They may be providing new sick pay or healthcare programs. These organizations can put into place necessary safety measures relatively quickly but are probably not taking advantage of the transformational opportunities related to business disruptions like the pandemic.

Level 3: Drive Agility & Culture

At this level, organizations are putting emphasis on educating and supporting employees to increase their agility and productivity, developing cross-functional solutions, and leveraging technology to create new processes and customer offerings. There is an emphasis on mission and purpose. HR organizations are likely focused on collaborating with functions across the enterprise to transform people processes. These

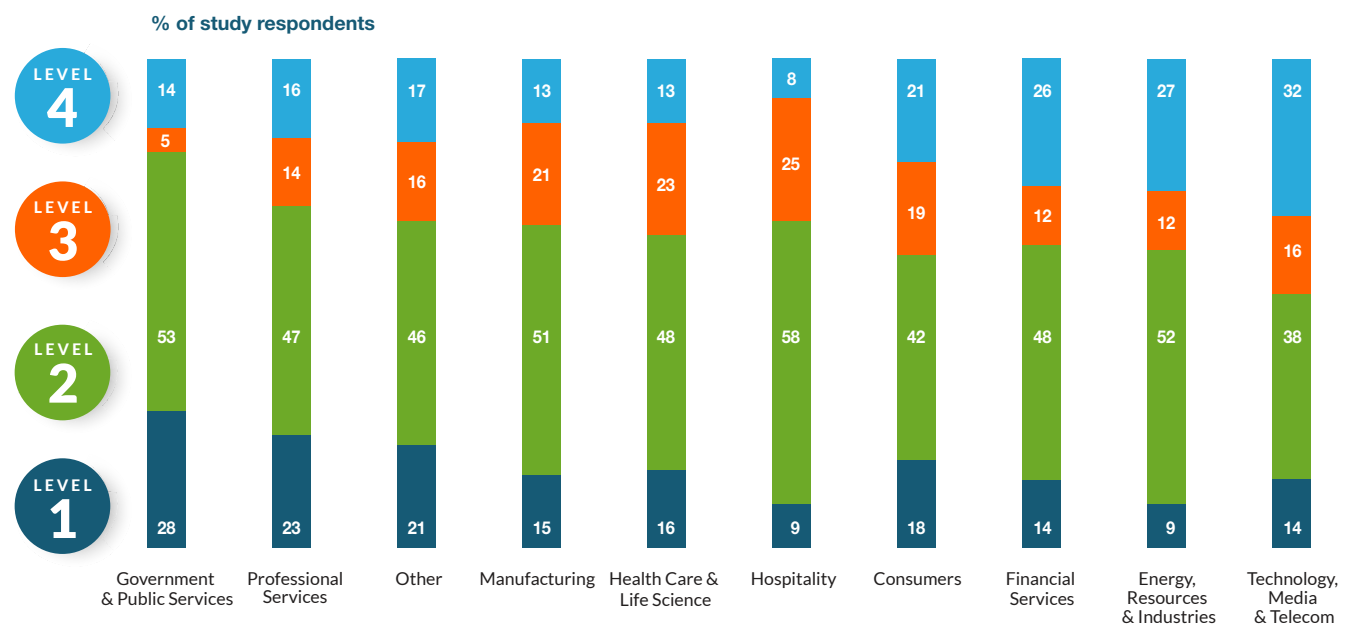
organizations are more resilient and have built agile ways of working over time.

Level 4: Transform & Reinvent

Organizations at this highest level are likely reinventing hiring, job design, performance management, and pay to adapt to market conditions and accelerate transformation. Worker-driven, experiential learning is built into the culture of these organizations, which likely embraces failure as a learning opportunity. Leadership is built on trust and transparency. HR leads transformational change, leveraging full-stack HR capabilities. These organizations are resilient to disruptions and leading the industry in new ways of thinking and working.

These maturity levels can be encountered in any geographical location, organizational size, or industry, but the biggest differentiator is the industry of the company (see Figure 2). While 21% of all companies are at the highest maturity level, 32% of technology, media, and telecom companies are at this level compared with only 13% of manufacturing companies.

Figure 2: Maturity Levels by Industry Segment (sorted by average)



Source: The Josh Bersin Company, 2021

Three Critical Strategic Areas for Business Resilience

We found some practices matter much more when it comes to creating adaptability and resilience to change in your organization. There are in fact ten practices that matter most, and they fall into three big categories: Health & Wellbeing; Business Agility & Change; and Adaptive Transformation. See Figure 3.

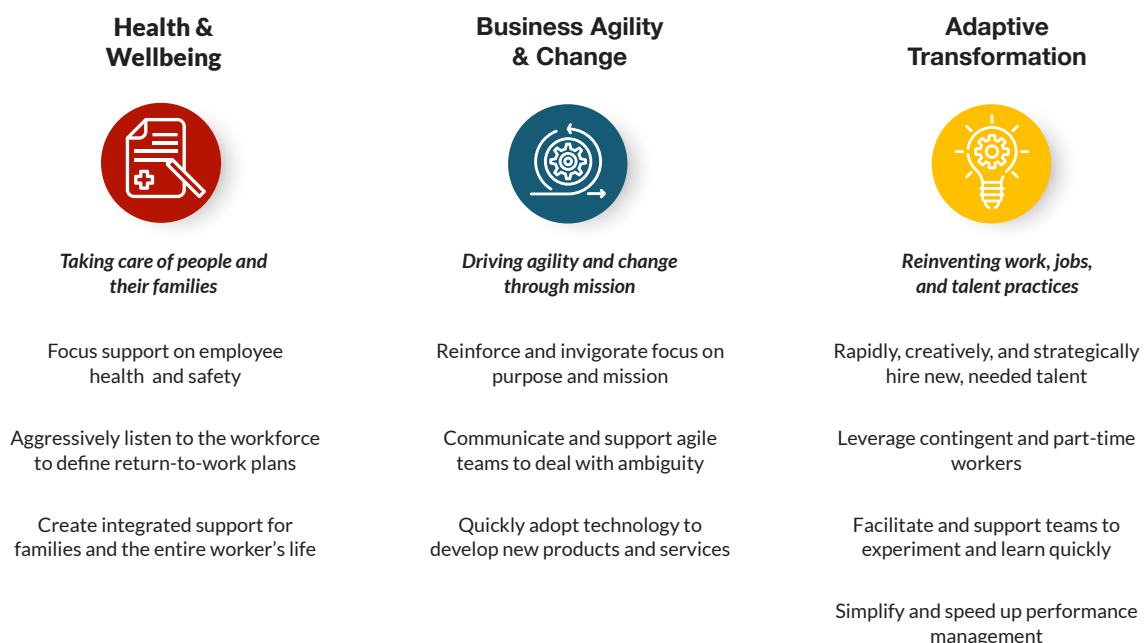
The following provides some more insight into these ten practices:

Health & Wellbeing

- Focus support on employee health and safety:** High-performing organizations have the health and safety of their workers as a priority. For example, Google, Facebook, and Atlassian pulled their workforce out of offices into remote work immediately and then extended the remote work option to Summer 2021, or in some cases, indefinitely. In other industries like healthcare, this support can be more challenging as remote work is not always possible.

- Aggressively listen to the workforce:** High-performing organizations don't just use impersonal health data to determine who gets to go back to work. They supplement it with customer and worker input. For example, they may have weekly pulses of workers to understand where they are in their personal readiness. AB-In Bev changed out its semiannual survey to frequent pulses, with much higher response rates. Some also opened dialogues in which people can offer up suggestions such as job sharing, bringing in contingent workers, or augmenting human work with robots and other technologies to make work safer. Discussion forums such as Reliance's MyVoice and WhatsApp groups used by Deutsche Telekom open channels for people to be heard.
- Create integrated support for families and the entire worker's life:** High-performing organizations act on the understanding that employees' personal and work lives are deeply entwined. They extend support beyond the workday to encompass childcare support, dependent care opportunities, or social interactions for families such as virtual movie nights or free subscriptions to Netflix.

Figure 3: Business Resilience Framework



Source: The Josh Bersin Company, 2021

They also help employees reduce stress, disconnect from work, take time off, and establish connections with coworkers based on hobbies or interests. Legendary Entertainment provides subscriptions to meditation (e.g., Headspace) and coaching sessions.

Business Agility & Change

- **Reinforce and invigorate focus on mission and purpose:** Now more than ever, people need to know why their work matters and how it helps create a better world. Deutsche Telekom's mission, "I will not stop until everyone is connected," takes on a new meaning in a world where technical connectivity can now mean the difference between education and illiteracy, or work and unemployment.
- **Communicate and support agile teams to deal with ambiguity:** Throughout the pandemic, dealing with ambiguity has become an important powerskill when all aspects of life had been upended. But people also need a feeling of safety and security, and they increasingly look to their companies to support them. In a world of constant change, it helps when organizations focus on mental wellbeing, providing employees with mindfulness support, counseling, and connecting with others.
- **Quickly adopt technology to develop new products and services:** Sainsbury's developed a scan-and-go technology to help contactless pickup of groceries. Tech and finance companies are increasingly collaborating—in companies such as BBVA and Google, or Goldman Sachs and Apple—to bring digital financial solutions to customers. Restaurants had to rapidly create online ordering mechanisms to stay in business or partner with existing platforms like DoorDash.

Adaptive Transformation

- **Rapidly, creatively, and strategically hire new, needed talent:** When people are already overwhelmed and stressed, adding more work to their plate is not a good idea. Schneider Electric and Unilever are using talent

marketplaces to facilitate an internal rebalancing of their talent, helping employees find work within the organization where it is most needed. Danone trained Mexican factory workers via Zoom instead of sending specialized engineers from overseas.

- **Leverage contingent and part-time workers:** The alternative workforce—contingent workers, consultants, freelancers, gig workers—has been a focus of much discussion, but most organizations still do not include these workers in their overall workforce portfolio. In times of workload uncertainty, rapidly changing skill needs, and evolving strategies, these workers are increasingly important to help companies quickly scale up and down. Big tech companies like Facebook and Google have always heavily relied on contractors or freelancers and doubled down on their use to satisfy an exponential demand.
- **Facilitate and support teams to experiment and learn quickly:** In addition to formal learning, organizations need to foster experiential learning—letting people safely experiment and learn from mistakes. IBM created a Remote Work Pledge that was continually refined based on feedback from employees and customers. L'Oréal leverages an existing transformation program, called Simplicity, that promotes new ways of working and managing in complex environments. Southwest Airlines is replacing overcomplicated decision-making with multidisciplinary teams making "good" rather than "perfect" calls, testing the results, and improving along the way.
- **Simplify and speed up performance management:** As the most-hated people-related process, performance management is ripe for disruption, especially when manager time is needed for high-priority operational work. AB InBev and Atlassian have moved to a continuous performance management approach and added rewards and recognition for COVID-19-related contributions. IBM was well positioned with its agile performance process, called Check In, which facilitates employee input and lets people adjust priorities in real time.

Why Business Resilience Matters

Companies that use these practices are much more likely to have outstanding business, organizational, and workforce results (see Figure 4). What this means is that when companies build their business practices and HR strategies for adaptability and change agility, they are not only better prepared for any change but also are more profitable, their customers are happier, and they win in the market.

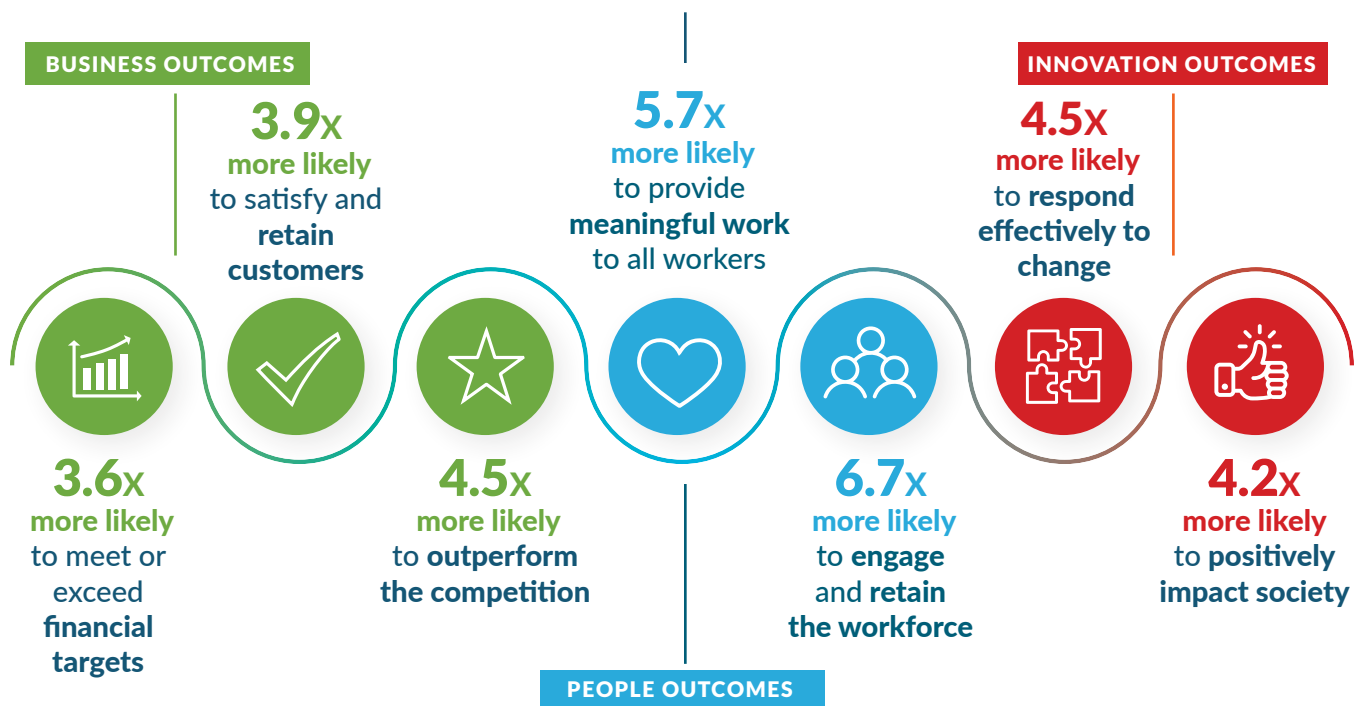
So how do you do this? What specific practices do you need to put in place to not just respond to change but to also be leading change and agility for the future? Talking with hundreds of companies and studying a wide range of leadership, HR, and people practices, we identified a new world of change agility practices, with ten powerful lessons.

The Ten Lessons of Change Agility

As we discussed change and transformation with hundreds of HR and business leaders and studied thousands of company practices and approaches on topics from pandemic responses to DEI, employee experience, HR technology, wellbeing, organizational design, and talent acquisition in the past two years, we learned ten lessons that hold true not just for the massive change the pandemic has brought us, but for any large transformational change.

Figure 4: Business Resilience and Better Outcomes

HIGHLY RESILIENT COMPANIES HAVE MUCH BETTER OUTCOMES AND ARE:



Source: The Josh Bersin Company, 2021

Lesson 1: Every interaction is a change intervention.

Traditional change management models assume discrete change activities, notably, managing stakeholders, identifying communication plans, building training curricula, and defining change leaders and champions. And change management came “last” in the project management methodology, after the solution was designed and built. This may have worked well for one-off change efforts like a technology implementation when the rest of the work and personal environment was stable.

Change is not clear cut and isolated. Our lives don’t stop for a new system to be implemented. Our work doesn’t stay stable outside of the new technology. Change is not an activity but a system of interrelated activities, and just because we know about the change and understand why it should benefit us, doesn’t mean we can or want to change behaviors.

Yet, the pandemic showed us we can change and adapt in many areas at the same time. While we moved to remote working and rapidly adopted new collaboration tools, we also homeschooled our children, changed our lives around to purchase many more goods via e-commerce, and cooked at home instead of going out to eat. What this means for HR and business leaders: Change interventions are not just “deployment activities” that occur at the end of the process. Instead, we need to intentionally view change opportunities in every interaction. Every meeting, communication, and team collaboration builds up the change adaptability muscle, and employees need to be part of it from the very beginning, not just in the end.

Examples of Excellence

Rabobank, a very large Dutch bank, is creating the new hybrid work reality with employees, experimenting and iterating on the best way of working. While other companies implemented strict rules and policies for when people had to be in the office and when they could work from home, the HR Innovation team collaborated in a cross-functional team with facilities, IT, sales and marketing, and communications to iterate on what works for people. Getting in on the ground floor of change, conducting focus groups and surveys, talking with senior leaders and frontline employees, and bringing in behavioral data of actual meeting attendance, productivity, and performance really helped shape the future.

“We are just at the beginning, as we are all learning what works,” said Jan Nieuweboer, Head of Future of Work. The team sees all these interactions—meeting attendance, manager and team behaviors, communication patterns—as part of the change journey. “You either design the change intentionally, or it happens without your intervention. People observe the actions we take, and if we don’t take action, that sends a signal, too,” explained Nieuweboer.

Lesson 2: Effective change starts with listening to employees.

Our DEI study shows the most impactful practice for improving not just diversity outcomes but also employee engagement and retention, business agility and innovation, and profitability is listening to employees and acting on the results. Why? DEI is a massive change effort, and the most effective change starts with listening.

No matter what topic we study—employee experience, getting value out of your human capital management (HCM) solution, or how to build a healthy organization—we learn the same thing: listening to employees, digesting the insights, and taking action is integral to effective change within an organization. Companies that use advanced people analytics and action-taking are 6.7 times more likely to effectively manage change and 7.7 times more likely to innovate well.⁶

So how do you listen to employees? Listening comes in many forms (see Figure 5 on following page). Employees “speak” to us all the time, whether we are directly asking them questions in surveys, looking at indirect signals like helpdesk tickets or performance reviews, or observing their behaviors by reviewing time off of work or meeting attendance.

Of course, there are lots of tools out there to support your listening—Perceptyx, Medallia, Qualtrics, Glint, Culture Amp, Momentive (previously SurveyMonkey), Quantum Workplace, Willis Towers Watson, and more. Even ServiceNow and Workday are now getting into listening (Workday bought Peakon for that reason), so the question is not if you can listen to employees but if you can do it well.

⁶ [The Definitive Guide: Employee Experience](#), Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, July 2021.

Figure 5: Many Forms of Listening to Employees

DIRECT SIGNALS	INDIRECT SIGNALS	OBSERVED BEHAVIORS
<ul style="list-style-type: none"> • Annual and pulse surveys • Polls • Digital health platform engagement numbers • Wellbeing scores • Online conversations • Wearables • Biometrics 	<ul style="list-style-type: none"> • Performance reviews • Support tickets • Meeting records • 360 feedback • Absenteeism rates • Chatbot transcripts • Time-off patterns • Aggregate EAP interactions 	<ul style="list-style-type: none"> • Meeting attendance • Volunteer activities • Internal recognition and rewards

Source: *The Josh Bersin Company, 2021*

How can listening help with change agility? When we identify and quantify the barriers and enablers for a specific change, hot spots and cold spots, readiness and resistance, we can target change interventions where they are needed and prioritize resources and activities.

Examples of Excellence

When COVID-19 hit, many companies—from Deutsche Telekom and Delta Airlines to Target and Walmart—stepped up their listening programs in a big way. Frequent surveys, pulse checks, and virtual discussion groups were a staple. But as we got more used to the pandemic, these practices waned, assuming that change was the norm, not something new.

Microsoft listens to a representative subset of its employees daily with a full survey, targeting these surveys so nobody gets the survey more than once a quarter. In addition to the survey questions, a few open-ended questions that can be targeted to specific topical points help inform change efforts. The people analytics team uses tools like natural language processing and organizational network analysis to supplement insights gained from other sources.

T-Mobile crowdsources suggestions using Crowdicity (by Medallia) to enable store employees to submit ideas and suggestions ranging from the strategic (how is the merger with Sprint going) to the personal (a new PTO plan) to the operational (we need a sign in Hawaiian stores telling people “no shoes, no shirt, no service”)—all of this from the work iPads they use to serve customers. Ideas on how to deal with change—planned or unplanned—are also voted on, and people can see where implementation stands. Workers also win

badges and awards for submitting ideas, voting on suggestions, as well as for those winning ideas triggering change.

PepsiCo used a crowdsourcing approach to identify process inefficiencies in its “process shredder” using Waggl (now part of Perceptyx). “We become agile—by being agile,” said Sachin Jain, Senior Director, Global Talent Management. Rather than defining agile processes and approaches, the team tapped into the collective intelligence of its people to pinpoint outdated processes and bureaucracy, and to solicit ideas about how to remove them. Sachin and his team were surprised about the amount and depth of the suggestions, and how this bottom-up approach helped accelerate adoption of the new, streamlined processes.

IBM has been doing “values jams” since the early 2000s, crowdsourcing ideas of what the values should be and how to manifest them in the real world. Based on hundreds of thousands of discussion threads, a smaller team is then tasked with consolidating the insights and surfacing the common threads. Rather than developing the values statements as aspirational statements of the senior leadership team, these values are expressions of the lived experiences of every IBMer—and they change over time, just like the people in the company and the environment.

Lesson 3: Start a mission-first movement, not a marketing campaign.

Traditional change management approaches tell us to start with the WIFM (What’s in It for Me). Conventional wisdom says you need to identify why people should care about

whatever change you want to sell them on—whether it’s a new technology, a change in organizational structure, or a new operating model. Then, you’ll sell them on the change to avoid the dreaded change resistance.

The pandemic showed us that in a rapidly changing environment where change happens every day, this is neither feasible nor desirable. Think about the constant changes of working remotely, returning to the office, going back to working remotely, wearing masks, distancing requirements, changing to digital customer offerings, hybrid working, vaccinations, and more. Well-intended WIFM statements no longer cut it or could be crafted fast enough to provide value. Instead, what people really needed was a sense of purpose and mission to align behind; then, dealing with isolation, concerns about infection, uncertainty about their financial future, and everything else became easier to handle.

When companies make the mission and purpose part of everything people do, they are 4.3 times more likely to be profitable and 4.8 times more likely to have high levels of customer satisfaction. And they are also 4.7 times more likely to adapt well to change.⁷

Starting with the mission and purpose of the company might seem like a lot of work because sometimes the relationship to the mission is not immediately obvious. But it always pays off to try and connect to the mission because people are much more likely to be part of something that is meaningful to them.

Examples of Excellence

As business growth stalled in the LEGO Group, a new business and leadership model was needed. This was a big change effort and required transforming mindsets, behaviors, and beliefs. Instead of building a top-down leadership model like most companies, the C-suite decided to ground this work on the most fundamental and foundational belief of the LEGO Group, that “children are our role models.” The mission of the company, to inspire the builders of tomorrow, was set as the basis of the new “Leadership Playground” that was created by employees, for employees, to “energize everyone every day.” True to LEGO’s culture, it was created to be playful and engaging for anybody and spread across the company by 1,000 “Playground Builders.”⁸ This was a very different approach, and it aligned to the people behind this work, rather than designing

a new top-down leadership model and then communicating the WIFM to employees after the fact.

Healthcare distribution giant McKesson grounds every change effort—from acquisition integration and implementing a new HCM system to new leadership practices—in the mission of “improving healthcare in every setting—one product, one partner, one patient at a time,” and its global I²CARE Values exist to guide the company through change and transformation.

This unwavering commitment to the purpose was critical for the role McKesson plays in COVID-19 vaccination work. In November 2020, as the vaccine authorization was imminent, the company’s talent acquisition staffed up from the outside, added contingent and hourly workers, and redeployed employees into new roles—all with the goal of ending the pandemic. The focus on the values and mission was key. “We stayed tremendously focused,” said Garner Crowder, Senior Director of Talent Acquisition Operations and U.S. Core Delivery. “I couldn’t be prouder of our team that managed through so much uncertainty to successfully support the needs of this program, and I’m confident in our ability to continue to do so no matter what might come our way.”

Lesson 4: Foster human-centered leadership to inspire change and transformation.

Every solid change management approach—whether it’s top-down, structured project management or a bottom-up, behavioral focused individual approach—emphasizes the role of change leadership. Like it or not, leaders play an outside role in shaping experiences, beliefs, actions, and outcomes. Traditional change management methodologies often see leaders as communication vehicles. Surely, if we just give leaders the right scripts to convey at the right time to the right people, this will get to the right outcomes.

In reality, leaders at all levels can play a much bigger role. Yes, what leaders say is important, but how they behave is even more important. Transparency, empathy, and a focus on people above profit is key in leveraging them for any change. When leaders help employees translate the mission and purpose to their individual work, their organization is 8.2 times more likely to be change adaptable.⁹


⁷ *The Definitive Guide: Employee Experience*, The Josh Bersin Company, July 2021.

⁸ *The LEGO Group Leadership Playground: Energizing Everyone Every Day*, Josh Bersin and Nehal Nangia/The Josh Bersin Company, August 2021.


⁹ *The Definitive Guide: Employee Experience*, The Josh Bersin Company, July 2021.

Figure 6: Business- vs. Human-Centered Leadership

Business-Centered	Human-Centered
Lead the business People coming along for the ride	Lead the people They drive the business forward
Goals, rewards, incentives, and alignment	Inspiration, skills, empowerment, relationships
Drive innovation with execution, innovation in a silo	Execution demands innovation every day
Focus on growth and change	Learn from problems to evolve organization
Proud, confident, knowledgeable, decisive	Humble, empathetic, listener, growth mindset
Focused on the inside, managing the company	Focused on outside, listening to customers, market
Pick favorites, rely on trusted confidants to succeed	Look for diverse performers, open to new people
Focused on problem-solving, accountability	Focused on systems thinking, why problems occur
Targets, budgets, plans	Vision, goals, and growth perspectives
Driven by financial success, job promotion	Driven by purpose, mission, grit, and passion
Massive change programs and initiatives	Iterative change, series of small, measurable steps



Business First, People Second
"People as a means to an end"



People First, Business Second
"People as the purpose of the business"

Source: *The Josh Bersin Company, 2021*

Human-centered leaders don't just say the right things but also believe in people as the source of their organization's competitive advantage and the key to business success. Therefore, they act in a way that allows each person to do their best, and enable change in behaviors. See Figure 6.

Examples of Excellence

Hybrid work is a great example of two different leadership approaches. While some business-centered CEOs demanded a return to the office to "spur productivity, engagement, and innovation," and others rushed to define policies and guidelines for the number of days in the office, human-centered leaders identified this as the start of a new era, experimenting to find what works best for people because that in turn will be good for business.

Dow, for example, adopted a model coined as "Design Your Day," where every employee is tasked with defining how

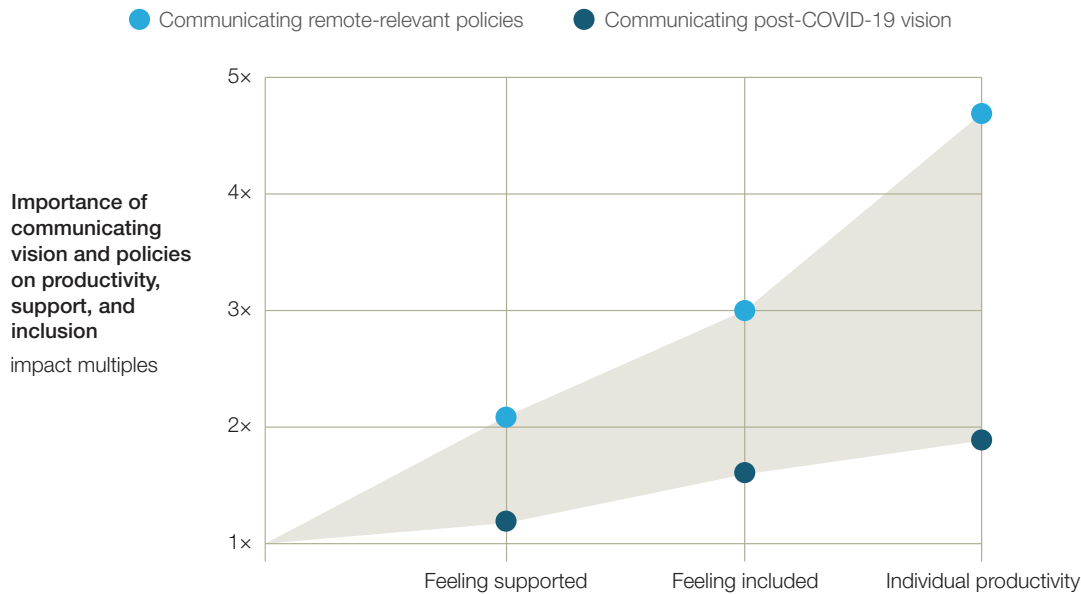
to best craft their work location, activities, schedule, and support systems to personalize their work. "Hybrid work isn't a new policy but a new culture," said Mitchel MacNair, Global Learning and Career Development Consultant.

“ *Design Your Day is Dow's new flexible workplace strategy. It is not a policy or a one-size-fits-all approach. Instead, it is a mindset and a cultural shift that is rooted in our ambition. The Dow Leadership Team fully endorses Design Your Day because it is better for employees and best for Dow.* **”**

Jim Fitterling
CEO, Dow¹⁰

¹⁰ "Dow Corporate Careers." dow.com.

Figure 7: Employee Wellbeing and Productivity Rises in Line with Communication



Note: All analyses conducted while controlling for all other predictors, region, industry, company size, job level, age, gender, and parental status (n = 4,854–5,043).

Source: *Reimagine Work: Employee Survey* (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)¹¹

When Eventbrite’s business model of providing tickets for events was abruptly turned upside down by the pandemic, the company had to quickly pivot. Rapidly declining revenue and a need for completely different skillsets might have driven other companies to cut down on employee development and do mass layoffs to rescue the business. However, leadership at the company realized they were not going to survive drastic measures that put the business presumably first; instead, they looked for new engineering talent to pivot to a new approach.

Eventbrite’s company leaders doubled down on learning and development for its people and saw a significant increase in uptake of learning programs. As the HR team directed people to the right programs to hone needed skills for the business transformation, the company was able to retain its people throughout this challenging period. Leadership development was another key component of the turnaround. This people-first approach supported a significant business model change, and now the company is in growth mode again.

Lesson 5: Transparent, fit-for-purpose communication sets the tone.

During the pandemic, many companies started showing weekly CEO videos, which were created in their home environment by phone rather than by a professional video crew. This gave employees access to the CEO’s personal circumstances, business decisions, and anything in between. Done right, employees can be connected with leadership and feel like they belong.

When we communicate with employees and educate them about changes, they feel more confident, and they can adapt more easily to new ways of working. Companies that do this well are 6.7 times more likely to adapt well to change and 7.6 times more likely to engage and retain their workforce.¹²

A study by McKinsey & Company shows that productivity and wellbeing were tied to the communication of strategy and policies for remote work (see Figure 7).

¹¹ "What employees are saying about the future of remote work," Andrea Alexander, Aaron De Smet, Meredith Langstaff, and Dan Ravid/McKinsley & Company, April 2021.

¹² Business Resilience study, The Josh Bersin Company, 2020.

When it comes to communication, it's not just about what's said but how it is said. Personalizing the communication to the recipient—both content and channel—will help get the message not only heard but also understood. For that, a comprehensive communication plan that dives deeper into the different audiences and their needs will be key.

The communications department is about halfway split between sitting in HR and marketing. But regardless of where the function stands, HR needs to work with communications to tell people about changes ahead and reinforce the message on an ongoing basis.

Examples of Excellence

Choosing communication channels wisely is key to effective communication. If your employees don't access email, the best email campaign won't land. YUM! Brands started a program called "Belonging," where they discuss how leaders can help everyone feel welcome at work.

LinkedIn has weekly meetings focused on diversity, equity, and inclusion where team members share their lived experiences at work, challenges they experience, and personal stories of how they are working on creating a more inclusive environment.

Hyatt uses FirstUp, a digital employee experience platform focused on communicating with deskless workers, to give 3,000 people managers communication templates, using a "Creator Platform" approach to frontline employee communication. The key to its success is testing out different vehicles and messaging to see what most resonates with its

hotel employees. The company uses data around engagement (from open rates to two-way communication and surveys) to fine-tune these communications, maximizing impact.¹³

Lesson 6: Design thinking builds change adoptions into the solutions.

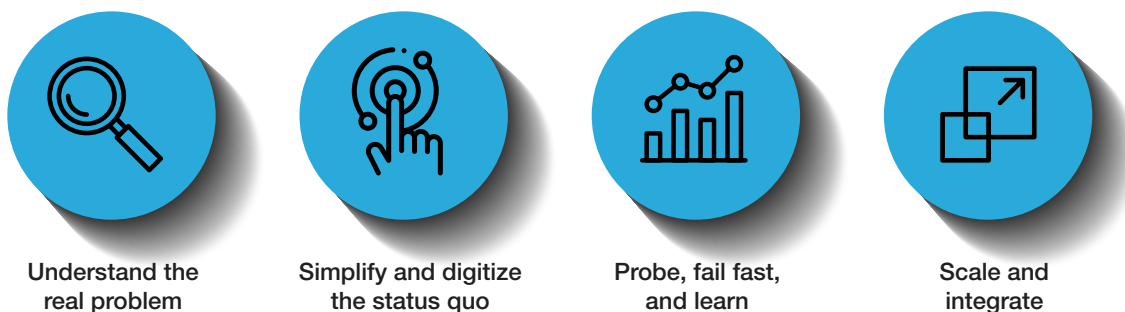
Traditionally, employees are the "change targets" that need to be brought on board with a change management effort. Once a solution (a new technology, new business process, or new operating model) is designed, the most-impacted people need to be motivated to adopt it. The problem? If we design without the "change customers" actively engaged, we usually don't get the solution right because we may not even understand the real problem. Rather than changing the solution, we usually just change the approach and then sell people on the wrong solution. This in turn might minimize resistance, but the problem will still not be resolved as well as it could.

Enter design thinking (see Figure 8). This discipline not only helps design the right solution but also has change adaptability built into it. Rather than seeing employees as recipients of change, we make them active participants in the design of the solution itself. That way, we don't need to sell the solution because it will by design be superior to the status quo.

Examples of Excellence

After Boeing selected Workday as its new HCM system, the HR team designed the experience of six different personas of employees, leaders, and candidates. For each of these

Figure 8: Design Thinking in an HR Nutshell



Source: The Josh Bersin Company, 2021

¹³ The Big Reset Playbook: Deskless Workers, The Josh Bersin Company, October 2021.

personas, journey maps were then built and tested against the prototypes to verify alignment to decisions made much earlier in the project. And the HR team fine-tuned the experiences based on the design-thinking process to make them easier to do, avoid “fixing bad design with training,” and increase adoption of new approaches.¹⁴

Deutsche Telekom has been using design thinking for a decade, starting with one experiment in HR. Now it has 600 design-thinking projects for HR transformation and even for nontechnology projects, such as how to structure executive compensation. By designing with the employee customer, change adoption is much easier because the solutions meet the needs of those who are recipients of the designs. The design-thinking approach helps create much better experiences, and with that, a much higher adoption rate of any solution, technology-related or not. “Give people the experience of the design-thinking workshop, the prototyping, the implementation of the prototype, and then support them in the implementation so that there is a change of observable behavior,” Reza Moussavian, former Senior VP of HR Development said. “When this happens, then the mindset changes. This can then change the culture of the organization.”¹⁵

Lesson 7: Microchanges result in macrotransformation.

When you think of big transformations, the sheer magnitude of the change can seem overwhelming and might stall work altogether. Traditional change management approaches are often gearing up for “big bang” implementations that make it easier on the teams driving the change. But these “one and done” approaches fail to consider human nature: we can’t change many things all at once. But we can change many little things, and over time, they become big compound changes.

Similarly, trying to get everybody to change at the same time is usually unsuccessful. Leaders at Infosys identified three strategies for successful microchange management:

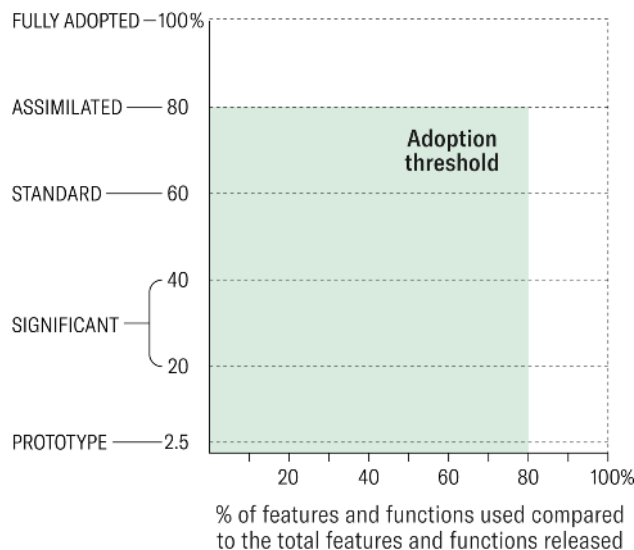
1. Deconstruct big change into small steps.
2. Change behavior through small modifications to habits and routines.
3. Continuously measure, learn, and evolve.¹⁶

To measure adoption on the functional level (percentage of features and functions adopted) and on the employee level, the company adopted an evaluation framework (see Figure 9). Rather than jumping into the adoption threshold in one go, the team eases a small subset of people into a small functional change, and then expands.

Figure 9: Measuring Change at Scale

This two-dimensional evaluation framework can help measure microchange adoption, especially for software-driven experience and features.

% of users who have started to use the app or new release



Source: Infosys; calculations by Jeff Kavanaugh and Rafee Tarafdar

14 *The Definitive Guide: HCM Excellence*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, July 2021.

15 *The Definitive Guide: Employee Experience*, The Josh Bersin Company, July 2021

16 “Break Down Change Management into Small Steps,” Jeff Kavanaugh and Rafee Tarafdar/*Harvard Business Review*, May 2021.

Examples of Excellence

Spectrum Health, a healthcare provider with over 30,000 employees, is adapting to hybrid work with a “virtual fishbowl” experiment. Rather than designing strict policies mandating specific attendance rules, the team selected three groups to observe and experiment. People can watch how they’re navigating in this new space; share best practices; identify the tools, strategies, and mindset shifts that need to happen; document all the learnings; and then open it up to the whole organization. This experimentation is key to making these small tests of change, so people can learn along the way and only then expand and scale.

23andMe is aiming to create grassroots community and connection in the hybrid world, and one approach is its summer camp. In these sessions, employees can sign up to be “camp counselors” and promote their camp activity (e.g., mountain biking, golfing, etc.). That way, people get to know each other on a personal level, fostering collaboration and teamwork in the work environment, and creating a sense of belonging and community. Easing into community-building and collaboration like this helps employees take ownership of their communities, too, and is well suited for the company’s culture.

Lesson 8: Nudge technology puts behavior change into the flow of work.

Behavior change is tough. We only change behaviors for one of two reasons: we are forced to do it or we want to do it. The old change management approaches try to bribe or threaten people into submission (the sticks and carrots approach). However, neither bribes nor threats work particularly well to embed new behaviors into our work.

Think about increasing team diversity, for example. You can tell hiring managers quotas they have to adhere to, send them to diversity training, and educate them on the benefits of diverse teams. But when they have a team meeting, will they be more inclusive? Will they ask for opinions from all team members? Behavior change requires constant nudges and reinforcements.

This is where technology can have a big impact. Sure, technology can help you track completion of trainings, communication engagement, and stakeholder activities, and create pretty dashboards, but that is not why people change

their behaviors. Instead, the right technologies can digest vast amounts of data and interpret behavioral signals with advanced methods like machine learning, natural language processing, and organizational network analysis. Technologies like Cultivate (see Figure 10 on following page), Culture Amp, Change Q, Emtrain, Humu, Microsoft Viva, and Workday Everywhere focus on nudging to make small behavior changes easy and, in turn, create a big impact.¹⁷

Examples of Excellence

BASF, a German chemical manufacturer with 117,000 employees around the world, uses nudges from Cultivate to give managers immediate, personalized nudges in their relationships with their team members, from fostering wellbeing over feedback and recognition to diversity and inclusion, with extremely high engagement of its people and much better results in changing actual behaviors. “Learning not about people like you but about yourself, when you need it, where you need it, so you can quickly recalibrate behaviors, is just much more engaging, and impactful,” explained Thomas Rausch, Global Head of Digital Innovation Community. The company now plans to expand the use of AI coaching and work-embedded nudges beyond leadership development to also tie into sales effectiveness and digital behaviors.¹⁸

If you are using Microsoft, you are probably getting daily notifications about the way you spend your time, making more focus time, not sending out after-hours emails, and following up on commitments. These in-the-flow nudges help us keep our good intentions, the health and wellbeing of our coworkers, and our own positive behaviors in check. It’s one thing to resolve to build focus time into your work, and another thing to have a technology solution that takes away the guesswork and feeds right into your schedule. Using these nudge technologies, we can make “change stick.”

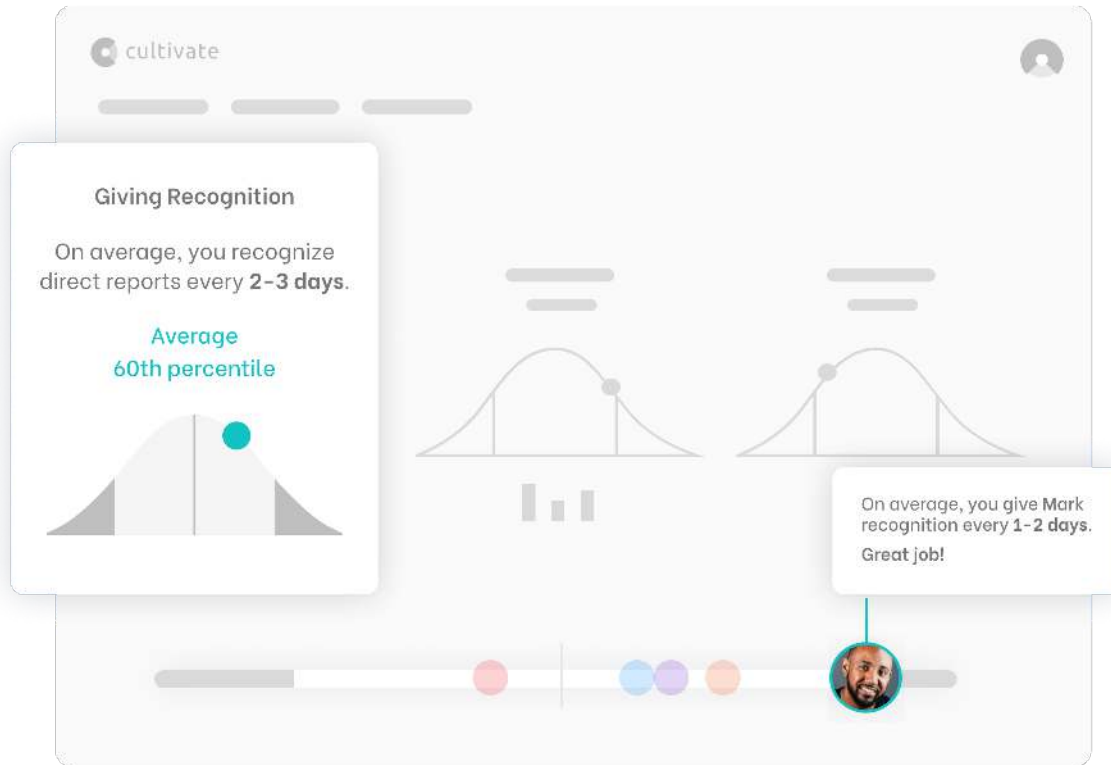
Lesson 9: Reward and recognize new, changed behaviors.

When people change behaviors, rewards and recognition are key to sustaining and spreading these new actions. Rewards

¹⁷ “Flow of Work Applications Have Arrived,” Podcast, joshbersin.com, October 2021.

¹⁸ *Coaching at Scale: AI Democratizes Leadership Development*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, June 2021.

Figure 10: Example of AI Coaching



Source: Cultivate, 2021

and recognition can be monetary or intrinsic, public or private, but most important, they need to be fair and equitable.

Companies that work hard to make rewards and recognition fair and equitable will find there is a significant impact on outcomes (see Figure 11 on following page). These companies are 7.3 times more likely to adapt to change well and 5.8 times more likely to innovate.¹⁹

In the context of change and transformation, fair and equitable rewards practices are transparent and aligned with those behaviors that the company wants to foster. This reinforcement makes “doing the right thing” also the thing that people want to do.

Examples of Excellence

Many companies are talking about the importance of upskilling and reskilling and considering how to incentivize learning for new skills. When the CEO of energy company

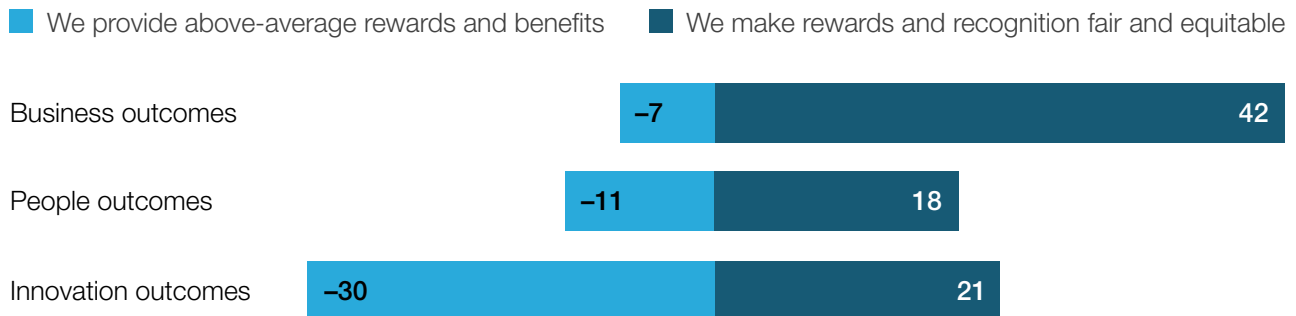
DCP Midstream said, “I would gladly pay more money for fewer people with better skills,” the HR team literally put its money where it wanted to see behavior change. To boost the uptake of the upskilling programs (focused on developing more multidisciplinary people with T-shaped skills), the team instituted an increased hourly rate of \$1.25 for each certified skill. “Our workers get more pay, and if a machine breaks down, we don’t have to wait for hours to get it fixed. The local worker can do it themselves. So, our customers are happy because they get things faster. It’s a win/win,” explained the CHRO.

Colleague recognition is an important part of the culture at Citizens Bank. The Credo Awards is a big recognition program that allows leaders, managers, and peers to show appreciation and gratitude. Each year, employees send over 100,000 Credo eCards to say, “thank you.” The most significant accomplishments are celebrated in the Credo Awards Ceremony. In 2021, the team added an innovation award to celebrate ideas big and small that bring about change and transformation.

¹⁹ *The Definitive Guide: Employee Experience*, The Josh Bersin Company, July 2021.

Figure 11: Money Alone Doesn't Talk

Impact compared to average for outcomes, %



Source: The Josh Bersin Company, 2021

Lesson 10: HR capabilities to foster change agility are critical.

Amid all this continuing change, HR teams around the world are being charged with catalyzing change seamlessly and effectively for the workforce, while coping with changes in their own roles and personal lives. In fact, when we asked almost 8,000 people through our Global HR Capability Assessment, change and transformation emerged as the number-one priority for HR professionals across the world (see Figure 12 on following page). However, at the same time, 40% of HR professionals expressed they don't feel they have the skills needed.

Organizations need to create bandwidth and provide development opportunities for HR to build the muscle for change management. Here are a few ways in which the organization can help HR build the skills it needs:

- **Assess capability gaps.** Evaluate the current state of HR capabilities in your organization to prioritize development opportunities. The capabilities that matter the most, as we discussed above, include continuous listening; the ability to analyze, interpret, and translate data into action; design thinking; and fostering human-centered leadership.
- **HR values and needs coaching.** As part of the Global HR Capability Project, we also ask HR professionals to

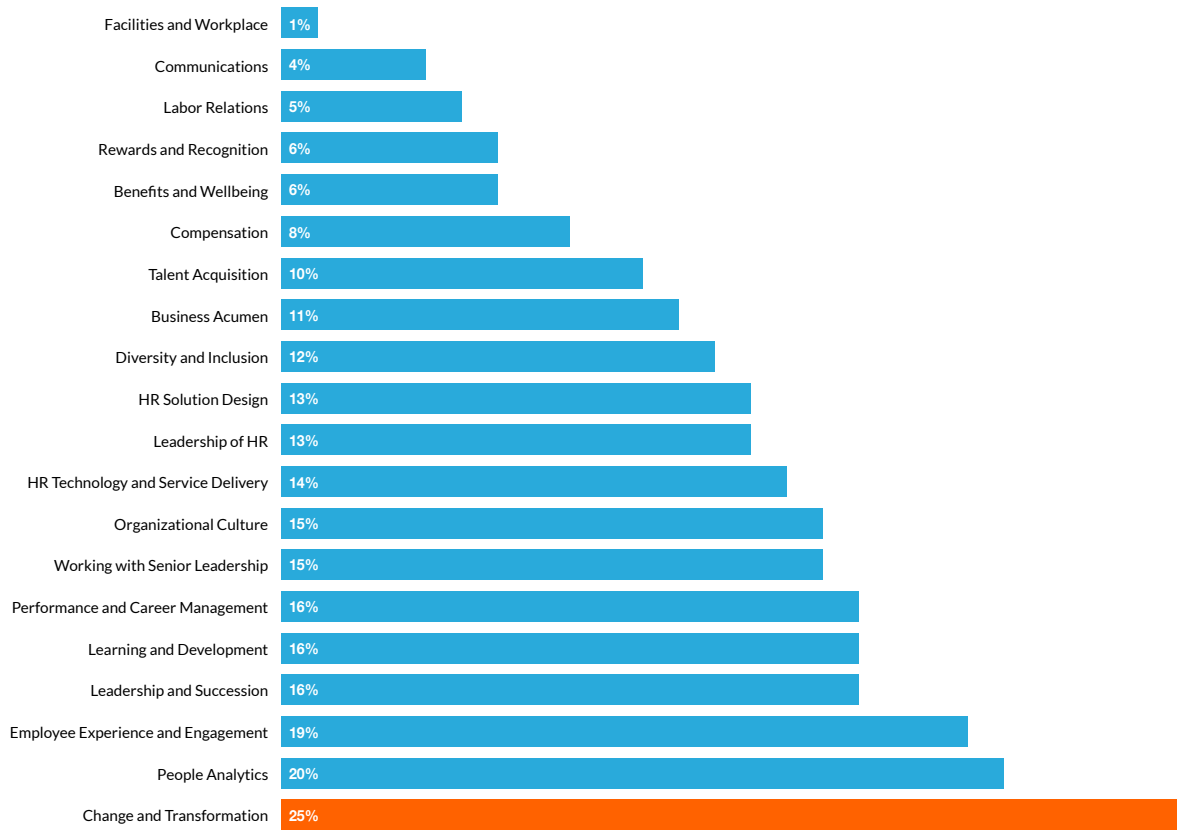
indicate the development opportunities they consider most important for their careers. Coaching and mentoring surfaced as the developmental opportunity that HR considers most important for advancing its skills and capabilities. HR leaders must focus on providing their teams with tailored coaching on short-term capability needs and mentoring to support capabilities important for long-term career growth and business success.

- **Leverage capability academies.** The concept of capability academies implies organizing learning so it is focused on business capabilities, not just lots of content, bringing together developmental assignments, credentials, certifications, and often networks of people that come together and share knowledge and information. The Josh Bersin Academy is an example of an HR academy, focusing on accelerating critical capabilities in HR. The role of L&D is to be the sponsor and architect of capability academies, not just for the business but also focused internally on HR, liaising with teams to understand where there are needs and gaps, and providing relevant opportunities to address those needs.

It is a daunting, yet exciting time for HR, as HR sits in the front seat, and business leaders and workers lean on HR to navigate the path forward. HR has the power and responsibility to make it happen, and leaders must provide HR with the support they need to justify this heroic role.

Figure 12: HR Capabilities Lagging in Change Management

Among all these areas, which are your top three priority areas for your development in the coming year? (Select top three)



Source: *The Josh Bersin Company, 2021*

Examples of Excellence

A large multinational manufacturing company headquartered in Germany started its agile transformation with a small team of practitioners outside of HR in the engineering area. Then, as the team expanded the scope, it brought in HR practitioners to colead design-thinking sessions, shadow the engineering team, and take on scaling agile processes. The HR team also attended design-thinking courses to hone its technical skills on the principles of employee-first change design. The team is now planning to add an internal certification for design thinking.

As another example, Kaiser Permanente identified that change management capabilities for its 220,000 employees and physicians was widely disbursed and varied across

different regions and business units. Approaches for change management were not consistent, ranging from agile approaches to more traditional waterfall change approaches all the way to healthcare change-improvement methods. Rather than focus on methods and tools, the organization development team brought together a change management community of practice with close to 100 people from HR, IT, and business operations, sharing success stories and learning and supporting each other to deal with change and transformation. The community of practice shares knowledge and tools in monthly meetings and in online discussions, with a focus on increasing overall change capacity.

Operationalizing Change Agility

The onus of change management is not on HR alone. Leaders on the ground drive the change. HR plays the role of the navigation system, constantly relaying the best path forward, and HR and leaders collectively own the responsibility to ensure that employees ride shotgun—in the passenger seat and not in the back seat.

To operationalize change that drives the business and workforce outcomes critical for an organization to survive and thrive, we recommend six steps (see Figure 13) and questions that every organization must answer.

Step 1: Envision the future.

The first step is to establish the North Star. What is the overarching vision of where you want to be, and what should the journey look like? How does it relate to your mission and vision, culture, and leadership values? Why is this important, and who should you involve in the process of validating that this is important? Unpacking the answers to each of these critical guiding questions will start to put the pieces of the puzzle together.

Organizations need to envision change for the future but start managing change from the present. Communicate at every stage of change, even if it is a discovery stage of envisioning what change should look like, because every intervention is a change intervention.

Figure 13: The Six Es of Operationalizing Change Agility



Source: The Josh Bersin Company, 2021

Step 2: Evaluate readiness.

The next step is to assess readiness in terms of capabilities, consensus, and collaboration to drive the vision forward. Think of the new skills and behaviors that you need to cultivate across different segments involved—HR, leaders, and workers. Think of the capabilities and connections that already exist and can serve as enablers of change. Also think ahead to anticipate any potential barriers and how to mitigate them.

Evaluating readiness for change starts with listening to employees, crowdsourcing feedback and suggestions, and putting the power of identifying both problems and solutions into the hands of employees.

Step 3: Elaborate and design.

In this step, you plan the journey and take your employees along on the journey. Essentially, once the vision of change has been established, organizations need to plan how to get there. Organizations need to design change by putting their people at the center of change.

Design change for the employee experience you want to create for your workforce. When designing change, prioritize people over processes, effectiveness over efficiencies, and always design for what is good for the people, not just for the business. This is where design thinking and user-centricity fit in.

Step 4: Empower and upskill.

Empower and equip the workforce to adapt and think about their specific needs. If workers need to work from home, how can you give them the flexibility to balance work and personal commitments? If you are bringing people back to work, how can you ensure their safety, not just physical safety but also psychological safety? How do you support them with tools that will help them collaborate and be productive? How do you capture early signs of burnout? Also, are you paying fairly and equitably for the new expectations and skills that you've charged your workforce to live up to?

At the same time, empower your HR people and your leaders to develop the skills they need, and give them the choice to build the skills through opportunities they value the most. Provide all segments with “anytime, anywhere learning” that provides flexibility and autonomy, rather than learning that takes away from productivity or disrupts the flow of work.

Step 5: Execute and communicate.

Communicate along the way; don't wait until the end of a change initiative to do so. Communicating throughout the process helps change leaders refine the vision, affirm the value, and gain commitment from the organization to steer the change forward. It helps employees feel included and valued, and it also gives them an opportunity to participate in ideating solutions.

Two themes are important here: transparency and personalization. Focus not just on communicating the “what” (new processes, policies, structures, or technology) but also on communicating the “why” (a tie to the mission and purpose and how the change benefits customers and the broader community) and the “how” (with a focus on support mechanisms and tools to enable people to be successful with new behaviors).

Step 6: Enhance and iterate.

One of the foundational principles of agile is to start in small sprints, validate effectiveness, and expand scope. Listen continuously and enhance your approach as needed. Employees have the answers to most problems, and it's up to us to listen to them, make sense of what we are hearing, and drive change forward.

You may come up with the most effective design, which is true in the moment, but by the time it is ready to deploy, things may have changed. The goal of change agility is not to stick to a plan that is set in stone but to create a path that is best for your people and your organization. It is no longer a sequential waterfall approach, but a nonlinear and evolving approach.

Conclusion: A New Approach to Change and Transformation

A new era of change management has arrived—one that puts people, not processes, at the center; prioritizes purpose over procedures; and unleashes the creativity of each change “subject” to make change happen.

In this new paradigm of change agility, change management is no longer about spreadsheets, tools, templates, methodologies, timelines, rigor, and consistency. Instead, a focus on people, iterative and agile practices, flexibility, new approaches, and individuality takes priority. Change agility warrants approaching and implementing change in ways that are significantly different from traditional change management. A shift from change management to change agility demands new behaviors, as shown in Figure 14.

Next Steps

In today’s world, change is constant, unpredictable, and nonlinear. New technologies, customer requirements, employee expectations, environmental changes, societal shifts, environmental needs, and political circumstances all make this reality, even without a black swan event like the pandemic. While old change models can give some comfort of providing a structured approach, these models also lead to a false sense of security: Even if you follow any of these change management methodologies to a T, there will be something coming at you—your employees, your leaders, or your customers—that you didn’t expect and that will disrupt the best-laid plan.

We need to change the paradigm. Rather than managing change projects, we need to facilitate change and transformation for our people, supporting them on the journey to a new and always-changing future. HR capabilities, leadership behaviors, and employee ownership are key components of this, as is business resilience.

The most important shift is a dramatic change in mindset. Every interaction is a change interaction, from the seemingly trivial to the massive moments, and we need to craft the small moments even more carefully than the big ones because it is the small moments, as well as the readiness for change and transformation, which make a culture.

Figure 14: Change Management vs. Change Agility

Change Management	Change Agility
Point in time	Continuous
Top-down, leadership driven	Bottom-up, employee-driven
Business and efficiency focused	People and effectiveness focused
Responsive	Adaptive
Project management activity	Agile design activity
One big change	Many small changes
Follows a plan	Iterates along the way
Takes place after change	Takes place in real-time
Aims to succeed	Aims to evolve

Source: The Josh Bersin Company, 2021

The LEGO Group Launches the Leadership Playground: Human-Centered, Grassroots Change

The LEGO Group is a privately held toy production company headquartered in Billund, Denmark. The company was founded in 1932 and has come a long way over the past 90 years—from a small carpenter’s workshop to a modern, global enterprise that is now one of the world’s largest manufacturers of toys, with more than 42 offices and 20,000 employees worldwide.

In 2017, while the company was producing an operating margin of 26 to 27% and consistently generating profits, growth rates unprecedentedly stalled at 0%. The LEGO Group quickly realized they needed a new go-to-market approach to keep pace with digitalization, sustainability, consumer preferences, and an ever-changing market landscape. Most important, the LEGO Group needed to change the way it leads to help navigate change and cultivate a culture conducive to sustainable success in a rapidly evolving landscape.

Driven by the intent to modernize the traditional leadership approach, the LEGO Group’s executive team decided to take an “employee as customer” approach and ask employees what they need to be successful and what kind of leadership would drive success. This approach shifted the onus on employees to determine whether the LEGO Group should refresh existing leadership models or devise a new one.

The LEGO Group created a small working group of 15 employees to collaborate and conceptualize what the new leadership model should look like. The working group comprised a diverse set of employees spanning across different tenures, roles, levels, and locations. “If you want to create a model that could resonate to a diverse workforce, it has to be created by a diverse group of people. We tasked the group to figure out what the future LEGO leadership model should look like, and worked with them, not from a consulting perspective, but to create a learning environment for those 15 individuals and help navigate the sessions through a design-thinking process,” said Loren Shuster, Chief People Officer at the LEGO Group.

The working group landed on the notion that leadership is for everyone, not just people leaders. Leadership can be demonstrated in everyday work behaviors, project management, and interactions with peers and teams.

The working group gathered input from more than 200 other colleagues to validate the notion and get additional perspective on what was working and what wasn’t. This exercise helped them align on a concrete list of leadership principles that represented what the workforce believed in as a team.

The working group decided that the new leadership model should be anchored in the most fundamental and foundational belief of the LEGO Group—that “children are our role models” due to their natural hands-on, minds-on approach to learning. They drew a parallel to creating a workspace with psychological safety, akin to a playground where children explore, learn, and create in a safe environment. This exercise distilled the concept of the “Leadership Playground,” and a beautiful articulation of leadership as the act of creating a space where everybody feels energized every day.

Based on the philosophy underlying the Leadership Playground, the working group established the following leadership principles:

- Leadership is an act, not a position. The responsibility of creating the Leadership Playground at the LEGO Group belongs to everyone at the LEGO Group.
- Leadership is expressed by individuals in the actions and words they choose and not prescribed in a “one-size-fits-all” cookbook.
- Leadership is demonstrated by everyone in the common things that everyone does and not in grand gestures alone.
- Leadership should bring even greater joy to every employee and the LEGO Group.
- Leadership should energize everyone every day.
- Leadership should enable everyone to succeed together.

To embed the Leadership Playground into its principles and behaviors, the LEGO Group used a grassroots approach. The executive team recruited over 1,000 volunteers as “Playground Builders,” one from each team across the LEGO Group. Playground Builders activated the new model through 15 events at office locations worldwide. These Playground Builder

Springboard events unleashed a community of changemakers that is driving forward the process of changing behaviors and ways of working.

The Leadership Playground now serves as an expression of how people at the LEGO Group behave and lead both now and in the future. The language of the Leadership Playground is now a natural part of the day-to-day lexicon and is being used as part of the way multiple functions express their strategies and goals.

The Leadership Playground was designed entirely by and for the employees at the LEGO Group to unleash a culture where everyone leads, experiments, and embraces new ways of working to thrive in a VUCA (volatility, uncertainty, complexity, and ambiguity) world. Unlike the typical top-down approach to leadership and change management seen in most organizations, this approach truly puts employees at the center.

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What's most powerful about the model is that it espouses people to empower each other and step into their leadership qualities regardless of role or level, and that is actually the way in which it was designed.

Loren Shuster
Chief People Officer, The LEGO Group

McDonald's Adopts a Real-Time Change Management Approach

McDonald's, the American quick-service restaurant company, is the world's largest restaurant chain by revenue and undisputedly one of the most well-known brands worldwide. Headquartered in Chicago, Illinois, McDonald's serves nearly 70 million customers daily in 100 countries across 39,000 outlets, including both corporate- and franchise-owned locations. The restaurants lean heavily on hourly workers for operations, with hiring volumes to the tune of over 1 million hourly employees per year in the U.S. alone, and over 2.1 million globally between McDonald's corporate- and franchise-owned restaurants.

Restaurant managers at most McDonald's-owned restaurants don the hats of recruiters as well as hiring managers. It is believed that many franchisees choose to operate similarly. Time spent by restaurant managers on recruiting likely impacts time spent with customers and supporting crew. Adding to this complexity, the legacy hiring tools used by McDonald's corporate-owned restaurants relied on multiple platforms.

Identifying an optional high-volume hiring solution that would be simple and fast while offering a highly differentiated end-user experience seemed key to optimizing hiring in McDonald's restaurants. As a solution, McDonald's Corporate partnered with Paradox to develop McHire—a fully customized candidate management system built specifically for use in

restaurants, both corporate-owned and franchise locations (where the owners/operator(s) elected to use McHire). McHire is powered by Paradox's Olivia, an AI-enabled recruiting assistant who helps answer questions, screen candidates for basic requirements, coordinate interviews, and share information during recruitment and onboarding—all without the risk of inadvertent bias toward candidates.

The adoption rate of McHire is rather unprecedented, with nearly all franchisees electing to use the tool, which is quite significant in less than two years, especially considering McDonald's doesn't mandate the adoption of technology for franchises. McHire has completely replaced the applicant tracking system (ATS) and serves as a unified channel supporting all of McDonald's corporate recruiting and hiring needs. McDonald's corporate U.S. restaurants have delivered a 95% positive candidate experience through McHire and a 60%+ reduction in time to hire.

McDonald's Corporate attributes the successful adoption of McHire to the unique capabilities of Olivia, as well as to the strategic and real-time change management approach, from the discovery phase all the way through the launch and implementation phase. The launch of McHire was guided by four key tenets:

1. **Collaboration and Cocreation.** McDonald's partnered with a group of leaders representing the franchisee community from the inception of the new approach to hiring. Early buy-in was likely achieved by calibrating input from the owner/operator network at each stage, including vendor selection, considering owner/operator needs, and receiving feedback throughout the process of customizing and designing the platform.
2. **Messaging and Transparency.** McDonald's Corporate Talent Acquisition team was intentional in drafting and communicating the messaging around the business case and value proposition of McHire while simultaneously designing the solution. Rather than simply communicating the benefits, the team hooked into

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Olivia answers candidates' questions throughout the hiring process, ensuring that candidates are constantly engaged rather than having to wait for a hiring manager to respond, or wait for an interview to get scheduled. For hiring managers, it gives them hours back in the week to be able to focus on restaurant operations, employees, and customers.

Alexa Morse
Director, Workforce Planning & Talent Acquisition
McDonald's

the mission of McDonald's and identified why the new approach helped its owner/operators. This transparent kind of messaging was instrumental in driving interest and openness to the product, even across broader groups that weren't involved in the initial design or pilot.

- 3. Change Management from Day 1.** McDonald's Corporate started the process of managing change from the beginning, rather than waiting to go through the stages of designing, piloting, deploying, and then managing change at the end. This required communicating regularly and ensuring alignment on the new approach at every stage of designing the solution, not just at the time of rollout.

- 4. Education and Training.** McDonald's field HR teams—teams that provide consulting to restaurants on HR tools and solutions—were trained on the tool seven to eight months ahead of the launch, and the McDonald's corporate team continues to expand on the education and training with guides, webcasts, and videos that have been well received by corporate stores and the franchisees who have opted into McHire.

With McHire, McDonald's Corporate has established a hiring process that aligns with a holistic employee experience—personalized, elevated, and infused with digital capabilities. Actively driving change forward in every interaction has amplified the unprecedented adoption of the new tool.

Rabobank Moves to Hybrid Work with a “One-Size-Fits-One” Approach

The Rabobank Group is a Dutch multinational banking and financial services company headquartered in Utrecht, Netherlands. Rabobank has more than 43,000 employees serving approximately 10 million customers in 38 countries.

The COVID-19 pandemic ushered in a sudden switch to remote work for most organizations around the world—both those that had never envisioned remote work as a possibility and those that had envisioned a remote or partially remote working model for a while but hadn't yet implemented it. The latter was true for Rabobank.

In response to emergency shelter-in-place orders, Rabobank transitioned to remote work within a week, without any noticeable consequences on performance, productivity, and customer satisfaction. “We quickly caught on to the idea that although the pandemic has had devastating consequences for a lot of things, it also brings interesting new perspectives and opportunities for enhancing and expediting things that we had been thinking about for several years. We leveraged the opportunity to embrace positive things that have come out of the pandemic and bring new ways of working within the bank. We decided that hybrid work would be our new normal,” said Jan Nieuweboer, Future of Work Leader at Rabobank.

After lockdown restrictions lifted, Rabobank's HR team knew it was in uncharted territory—designing a new hybrid work model. Rather than implementing rigid policies and procedures to dictate work protocols, the team approached the new hybrid work design project as a systematic change management activity. They started with a focused listening exercise to understand employee preferences, followed by establishing a cross-functional team of leaders and change managers sponsoring and championing the change. The team recognized that a one-size-fits-all approach wouldn't make the cut. Instead, they aimed to provide teams and leaders with autonomy and agency to design the work model that fit best with their work. The change management journey to implement a hybrid work model at Rabobank—Rabo@Anywhere—spanned several phases:

- **Listening to employees:** The business case for the shift to hybrid work was well established and listening to the

workforce helped crystalize what the new approach should look like. According to Nieuweboer, “Eighty-three percent of our people said they would never want to work five days a week in the office again, more than eighty percent of our people said two days a week in the office at the maximum, and approximately sixty percent of people said one day a week would be optimal.” A listening approach—with surveys and focus groups, as well as observed meeting and attendance behaviors—served well in setting the stage for the new model to succeed since neither HR nor the business needed to sell the new approach. The buy-in already existed, and the exercise provided direction to the change. Continued listening helps recalibrate and adjust as needed.

- **Cross-functional collaboration powered by the mission:** As a next step, Rabobank convened a cross-functional team ranging from HR to IT, facilities, corporate communication, to risk and finance. The new team also included members from local banks and the central organization to provide a more client-driven perspective. This team rallied around the purpose, mission, and vision of the company to define the guiding principles for designing the new model and to support decision-making at each stage. The team also comprised senior leaders who served as change champions and sponsors to expedite decision-making and remove any potential barriers.
- **Establishing guiding principles:** The team acknowledged the need to establish working principles to help guide the design and decisions throughout the change management journey. Calling on the mission and vision of the company, the team established these principles:
 - **Digital first.** Anything that can be done digitally should be done digitally. This means all regular meetings will remain virtual via video conferencing.
 - **Meet with the team.** The new approach should optimize teamwork and collaboration, create opportunities for social connection, and define when people need to collaborate physically versus

digitally. The approach should foster relationships and establish cadences for meeting as a team and for one-on-one meetings between team members and their managers.

- **Meet and share with others.** More people working from home means an increase in available office space and facilities. The new approach should take advantage of this to meet with other teams and customers.
- **Establishing desired outcomes:** Keeping mission and purpose front and center throughout the change process, the team clearly defined desired outcomes that aligned with the goals of the company. These outcomes, listed below, reinforced that changing the working model supports the company's goals and served as a measure of success.
 - **Improve performance on the company's mission.** A more flexible and digital way of working aligns with the bank's mission to be a digital bank and with its business strategy, as well as with its new hybrid work approach.
 - **Empower the workforce.** Through hybrid working, people will feel more empowered to work in ways that are most conducive to driving productivity, engagement, and wellbeing.
 - **Support cost reduction.** Scaling down real estate based on activity patterns of workers in the new model will reduce costs and free up funds that can be rechanneled to support more important talent and business needs.
 - **Reduce the carbon footprint.** With reduced travel, commuting, and footfall in the workspaces, the company sought to monitor and consciously reduce its carbon footprint.
- **Pilot group testing:** For the next three months, Rabobank piloted the new hybrid model with 1,500 people and continuously collected data on productivity, performance, and employee sentiment. This employee listening approach was key to adjusting and understanding what worked for people. When the Dutch government lifted restrictions, Rabobank expanded the scope of the hybrid work model across the organization.

- **Empowering teams and individuals:** As employees returned to the workplace, the team shifted responsibility and ownership to team leaders and team members to determine what worked best for them. Rather than a prescriptive approach of telling teams what to do, the bank provided coaching to leaders on how to have conversations with their team members and calibrate feedback to land on the best approach for their teams. "Other companies put in place rigid policies, like Monday, Wednesday, and Friday in the office. We did not want to prescribe anything—because our team members know what works best for their work," said Nieuweboer.
- **A focus on wellbeing and productivity:** Rather than intervening in how people manage their work-from-home or office schedules, Rabobank focused on helping people manage their workload and feel a stronger sense of control and agency over their work. This brought to the fore the company's belief that when employees are overworked and overwhelmed, they're less likely to be productive, irrespective of whether they have flexibility. Rather than approach concerns about burnout and stress with quick fixes like yoga classes or meditation, the team aimed to solve the problem at its core—to design work practices for health.

Despite unprecedented market disruption during the pandemic, the company saw steady engagement and retention rates. The ability of the bank to respond and adapt to change by putting people front and center and listening to people; starting small; and focusing the change on the collective purpose, mission, and vision of the business culminated in the success of the new hybrid approach. The team knows this is just the beginning of the journey and that it will take iterating and improving along the way to figure out what works.



For Rabobank, hybrid work is not just a best-fit proposition but a best of both worlds proposition. It fits with our strategy, and that's the way to go with any change.

Janine Vos
CHRO and Managing Board Member
Rabobank

XP Listens and Codesigns with Employees to Foster Change Agility and Learning

XP Inc. is a Brazilian investment management company serving 3.1 million domestic and international clients with 800+ investment products. XP was founded in 2001 and currently has about 6,000 employees—this number has been doubling each year since 2017, and XP is preparing to reach 10,000 employees by 2022.

The talent team at XP determines its priorities based on the needs of its internal customers—the rapidly expanding workforce. Through climate surveys and forums, the team gathers employee input to establish and continually update its focus areas.

Since going public in 2019, XP started to rapidly grow its customer base and portfolio of product offerings. While experts in the organization were innovating and solving complex customer problems, they were doing this in silos. There was limited knowledge-sharing, and the need for more learning and development started to surface as a pervasive theme across all the listening channels.

To break down organizational siloes, XP sought to create a learning environment where people can learn from each other, especially in a remote, hybrid, and digital work model. The talent team aimed to ensure it fully understood all L&D related pain points, rather than just scratching the surface. The process of discovering challenges and launching a new approach spanned five phases:

Phase 1: Discovery. XP conducted a discovery process to capture feedback from all their employees, and it became clear their traditional learning management system (LMS) couldn't deliver what employees needed to be successful. Their LMS primarily supported mandatory compliance training requirements, but it did not support modern learning capabilities such as continuous learning, content authoring, tailored learning recommendations. The voice of the employee was key in this discovery.

Phase 2: Global Search. Moving forward on the decision to adopt a new technology to enable their strategy, the learning and development (L&D) team partnered with a

group of employees to establish criteria that the new solution should meet. This team included stakeholders from HR and the business, representing the voice of learners as well as administrators, including IT and digital security infrastructure representatives. Involving learners in this search helped actively address the real problems learners were having, rather than assume the L&D team understood the needs fully.

Phase 3: Proof of Concept Testing. Based on the search criteria, XP conducted a market review of learning solutions and shortlisted two solutions. The discovery team tested out the two platforms and voted on several parameters such as the extent to which the solution supported their selection criteria, their experience working with the vendor, etc. Based on meticulous user-testing and review, the discovery team selected Valamis—an end-to-end solution that provides learners with access to a vast array of learning opportunities from a single user interface (UI). The learner voice was instrumental in this step as well.

Phase 4: Minimum Viable Product (MVP) Design and Launch. For the next three months, the L&D team worked with a designated team of employees and the Valamis team to develop personas and prioritize customization needs for what would add the most value for each of those personas. The team applied design-thinking approaches from their customer experience team to build the MVP, and it was then launched to a small audience selected by the L&D team with the intent of creating a success story that other teams would want to follow. XP launched the MVP with a clear strategic intent of creating buy-in by building on the pain points that the solution intended to address, rather than adopting a marketing or promotional approach.

XP followed the following guiding principles for the MVP launch:

- The MVP launch will be led by influential and admired leaders, not the L&D team.
- The communications will focus on the “why,” not just the “what,” addressing the pain points that the platform would solve, rather than the platform itself.

- Participants will receive system nudges personalized to their development needs covering content and events, rather than dive into the features or benefits of the platform.

Phase 5: Implementation and Rollout. For the next 45 days, XP made adjustments based on the MVP launch and by mid-2021, launched the platform to the entire company. For the companywide launch, XP repeated the strategy that worked during the MVP, and invited leaders to talk to their teams about how the new digital platform would support employees’ development and career growth. XP tapped into existing channels to roll out communications—e.g., all hands meetings and business events instead of creating new meetings or events.

XP’s new digital learning platform is called “Campus XP” and provides a wide array of learning technology capabilities to support a modern learning infrastructure. Campus XP makes learning accessible to all employees through a single UI, gives them the autonomy to author and share content, and generates analytics that the learning team can use to measure its progress and impact.

The net promotor score (NPS) for Campus XP is 87, an exceptional score for any learning solution. Early statistics since the launch of Campus XP and even during the MVP have been outstanding (see Figure 15).

The new solution makes compliance and development training; asynchronous and synchronous learning; and interactive knowledge-sharing channels like forums and wikis all available in one place. Almost half of the content creation (and sharing in the environment) is generated by employees outside the L&D team, which is a testimony to its effectiveness. The success of the new platform’s adoption can be attributed to addressing the right pain point, choosing the right solution, and most important, putting the learners at the center of their entire change journey.

XP rolled out the new solution with a laser focus on employee needs, a deep understanding of pain points, liaising with learners throughout the selection and launch of the solution, and leveraging leaders to drive communications. The new approach has been a real enabler for driving scalability of learning and creating an environment that fosters continuous development. Going forward, XP plans to continue to evolve their digital learning capabilities putting the learner at the center, iterating, and improving the solution to the ever-changing needs of their employees.

Figure 15: Results Before, During, and Postlaunch of Campus XP

ENGAGEMENT WITH THE NEW PLATFORM	OLD LMS	MVP	CAMPUS XP
8x increase in monthly active users	11%	76%	85%
3x increase in monthly access per user	2 days	6 days	7 days
5x increase in % content authored by employees	9%	17%	43%

Source: The Josh Bersin Company, 2021

Appendix

Common Change Management Approaches

A collection of various change management approaches is provided (courtesy of David McLean²⁰). The list, although not comprehensive, is presented in alphabetical order for your convenience.

[ADKAR Model](#)

[The A3 Lean Management and Leadership Thought Process](#)

[Bridges' Transition Model for Change](#)

[The Change Leader's Roadmap](#)

[Crucial Learning's Influencer: The New Science of Leadership](#)

[Deming Cycle \(PDCA\)](#)

[Kotter's 8-Step Change Model](#)

[Kübler-Ross Change Curve](#)

[Lewin's Change Management Model](#)

[Maurer's 3 Levels of Change Resistance](#)

[The McKinsey 7S Framework](#)

[The Satir Change Model](#)

[David Rock's SCARF Model](#)

²⁰ www.linkedin.com/posts/davidmcleanatgetkeepgrow_chro-leadership-changemanagement-activity-6860172348310597632-xQ0O.

The Big Reset Working Groups

Started in March 2020, the Big Reset working groups have clearly transformed the way we share, ideate, and research ideas to transform for the new reality of work. Hundreds of hours of dialogue with senior leaders from across the globe and many different industries helped us understand trends and burning issues and supported leaders to share across company boundaries what works, what lessons they learned, and how to not just survive but thrive in a world of crisis.

After the first five sprints of five-week meetings in 2020 and 2021, we continued to convene meetings with executives and quickly realized that participant priorities and focus areas had evolved.

Therefore, for this sprint, we formed five topical working groups and people self-selected accordingly based on their interests and needs. Each group was facilitated by a senior faculty member of The Josh Bersin Company. The groups were arranged into five major areas.

- 1. Job Architecture and Skills Taxonomy:** Participants explored leading practices, ideas, and success stories around job architecture and skills taxonomy in a post-pandemic world. This group was led by Reza Moussavian and Fred Kohler.
- 2. DEI Accountability and Impact:** We dove into one area within an organization each week, discussing how this group is accountable for DEI practices. The groups will include C suite, middle management, individual contributors, and external partners. This group was led by Alex Martinez and Daniel Shannon.

- 3. People Insights and Data Ethics:** This topic is at the forefront of talent strategies today. Participants identified challenges that many organizations are facing, shared leading practices, and discussed innovative ways to deliver real business value through people insights and data ethics. This group was led by Manisha Singh and RJ Milnor.
- 4. Hybrid Work Culture and Change:** As many organizations are transitioning to hybrid work, this group explored best practices, ideas, and the challenges around hybrid work design and implementation and the impact on culture. This group was led by Jill Sochor and Terry VanQuickenborne.
- 5. Evolving Workforce Compositions:** The group explored practices companies are experimenting with for the optimal composition of workers (e.g., full and parttime, gig, etc.) needed to thrive in the new world of hybrid work. This group was led by Ray Narine and Nancy Vitale.

Throughout this report, we provided detailed examples and case studies of what we discovered: how companies are applying new mindsets, practices, and approaches to build the change adaptability muscle into their business and people practices. Other findings and resources are available to The Josh Bersin Company members.

The Josh Bersin Company helps companies around the world align, improve, and transform their HR and people strategies and achieve measurable results, offering independent advisory services, groundbreaking research studies and topical reports, and insights from our analyst team.

About the Authors



Josh Bersin

Josh founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. He expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership and became a recognized expert in the talent market. Josh sold the company to Deloitte in 2012 and was a partner in Bersin by Deloitte up until 2018.

In 2019, Josh founded the Josh Bersin Academy, a professional development academy that has become the "home for HR." In 2020, he put together a team of analysts and advisors who are now working with him to support and guide HR organizations from around the world under the umbrella of The Josh Bersin Company. Recent research covers topics such as hybrid work; HR technology market trends; employee experience; and diversity, equity, and inclusion. He is frequently featured in publications such as Forbes, Harvard Business Review, HR Executive, The Wall Street Journal, and CLO Magazine. He is a popular blogger and has more than 800,000 followers on LinkedIn.



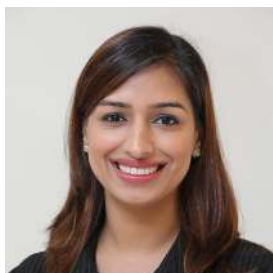
Mark Spratt

Mark is senior vice president of worldwide strategic planning and sales for The Josh Bersin Company. He also leads the Josh Bersin Academy's Big Reset initiative, created to help HR leaders address the unprecedented challenges of the coronavirus pandemic. He brings 20 years of management consulting experience to his clients. In senior advisory roles at Deloitte and PwC, he worked with clients on a variety of engagements ranging from preparing workforces for the future to enterprise HR transformations to integrated learning and talent solutions. Mark has dual master degrees in public administration and social research from the University of Southern California; he also served as an adjunct lecturer for three years at USC.



Kathi Enderes, PhD

Kathi is the vice president of research at The Josh Bersin Company; she leads research for all areas of HR, learning, talent, and HR technology. Kathi has more than 20 years of experience in management consulting with IBM, PwC, and EY and as a talent leader at McKesson and Kaiser Permanente. Most recently, Kathi led talent and workforce research at Deloitte, where she directed many research studies on various topics of HR and talent and frequently spoke at industry conferences. Originally from Austria, Kathi has worked in Vienna, London, and Spain and now lives in San Francisco. Kathi holds a doctoral degree and a master's degree in mathematics from the University of Vienna.



Nehal Nangia

Nehal is the senior manager for research at The Josh Bersin Company. In this role, Nehal drives empirical research on key workforce-related topics and the development of actionable insights and powerful stories for today's talent executives. Nehal has almost 15 years of professional experience in human capital, with a focus on performance management; employment value proposition; workforce transformation; and diversity, equity, and inclusion (DEI). Prior to joining The Josh Bersin Company, Nehal was a global advisor for clients at Deloitte and published several studies on pertinent topics such as DEI, performance management, and bias. Nehal lives and works in India and has a master's degree in psychology.

Contributors



Fred Kohler

VP, People at 23andMe

Fred Kohler is an HR leader specializing in organizational development and executive coaching with demonstrated success across a variety of roles including international expatriate assignments in high-growth technology, pharmaceutical, and biotech industries. He is experienced in diagnosing people challenges and executing cross-functional initiatives to achieve strategic business and organizational objectives and drive change.



Alex Martinez

Director of Global Equity, Inclusion, and Belonging, Yum!

Alex is currently leading the global expansion of equity, inclusion, and belonging strategy at Yum! Alex also has extensive experience driving change with senior executives through previous leadership roles in talent management, organizational development, total rewards, and digital transformation. Prior to Yum!, he spent several years at Deloitte Consulting in the Human Capital practice supporting global Fortune 500 clients such as Walmart, Pepsico, AT&T, and others across many industries.



RJ Milnor

Head of People Analytics, Uber

RJ is an HR leader with about 20 years of global experience improving organizational performance through data-driven talent strategies. RJ's career started in investment banking, and he has advised Fortune 100 companies on six continents about how to optimize their talent management approaches and build analytical capability. He has launched new businesses in both executive education and people analytics.



Dr. Reza Moussavian

VP People Products, Zalando SE

Dr. Reza Moussavian was recently senior vice president (SVP) at Deutsche Telekom Group. His mission was to transform Deutsche Telekom from a telecommunications network infrastructure corporation to a digital human-centric service company. In a previous role, Reza was SVP of Digital & Innovation where he successfully supported the digital and cultural transformation of Deutsche Telekom's overall organization in general and the HR organization in specific toward customer-centricity, digital transformation, and innovation.



Ray Narine

Head of Talent Development and Deputy Diversity Officer, Consumer Reports

In January 2020, Ray Narine joined Consumer Reports, the leading consumer advocacy organization in the U.S., to lead its talent development, employee experience, and DEI work. Ray develops impactful solutions that apply expertise in various domains, including talent management, engagement, culture formation, and diversity and inclusion. Ray's contributions are noted for future-of-work focus and innovative practical approaches to talent-building programs, technology implementations, and operational efficiencies. Prior to joining Consumer Reports, Ray held HR and talent management roles at multiple companies, including S&P Global and American Express.



Noah Rabinowitz

Chief Learning Officer and Vice President Human Resources, Intel Corporation

Noah Rabinowitz is a global leadership and learning executive focused on transformational change and digital, agile, and problem-based leadership development. He has over 20 years learning and leadership development experience working across industries and regions. He is inspired by learning as the catalyst for accelerated change and achievement of mission, purpose, and potential.



Daniel Shannon

Chief Inspirational Officer, Daniel Shannon Speaks

Daniel has nearly two decades of executional and thought leadership experience with Fortune 100 companies in the CPG, financial services, and retail industries. He brings expertise in the areas of strategy, diversity/equity/inclusion, marketing, multicultural market development, sales, change management, leading through ambiguity, training and development, emotional intelligence, professional speaking, large group facilitation, and motivation.



Manisha Singh

VP and Global HR & People Analytics, AstraZeneca

Manisha Singh works on enabling the people strategy through data-driven actionable insights and digital HR transformation. Manisha is a systems thinker and a futurist who believes that HR is the conscience-keeper of the business, human capital is the key differentiator, and that the future is human. She passionately champions diversity, ethical governance, and vocational education for youth.



Jill Sochor

Global Leadership Development Manager, Ford Motor Company

Jill Sochor is an experienced talent development professional, HR business partner, strategist, and educator. She is passionate about a holistic view of leadership development that includes wellbeing, inclusion, team effectiveness, and motivation. Jill is a collaborator and innovator who enjoys shaping white space and creating experiences in which leaders grow.



Terry VanQuickenborne

Global Head of L&OD, Autodesk

Terry VanQuickenborne is a learning and organizational development professional and executive coach. In her role at Autodesk, she leads the design and delivery of enterprise learning strategy and organization development service offerings. She has over 20 years' experience in organization and leadership development. She holds a master of science in organization development from Pepperdine University and has served as adjunct faculty.



Nancy Vitale

Cofounder and Managing Partner, Partners for Wellbeing

Nancy Vitale was most recently the CHRO for Genentech, where she led a team dedicated to creating a great place for the organization's 14,000 employees to do their best work. She cofounded Partners for Wellbeing, an advisory and consulting firm dedicated to helping organizations create better places to work. Nancy also serves as a board member for the Make-A-Wish America Foundation.

Fellows

Jill Gardner

Jill is a corporate learning leader with experience in instructional design, talent development, and HR technologies. She is currently a strategic consultant and operations manager for enterprise learning and development at Farmers Insurance. Previously, she held multiple learning-related roles at The Walt Disney Company and was a human capital consultant for Deloitte.

Mat Moeller

Matt has more than 20 years of experience executing human capital projects and organizational transformations. He worked for Deloitte for 14 years and held a variety of positions. Most recently, he was manager of talent development for Deloitte Services and manager of workforce transformation for Deloitte Consulting. Matt holds an MBA from San Diego State University.

Victoria Morgan

Victoria has a master's from Tufts University, where she focused on communication, intervention, and behavior change. She also holds a PHR certificate from the Human Resource Certification Institute. Victoria has been involved with many aspects of corporate wellness, including physical fitness, nutrition, psychological wellbeing, and culture change.

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Vijayshree has a BA in English literature; a masters in instructional systems design; a postgraduate certification in business management; and over 15 years of experience in instructional design and training.

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Karen holds a BS in business administration from the University of Southern California, where she recently completed her MBA. Prior to pursuing an MBA, she worked in retail management and human resources.

Celina Wong

Celina has an MBA from the Marshall School of Business at the University of Southern California. She enjoys researching ways to attract and retain great talent and build an inclusive, fantastic culture and work environment for employees.