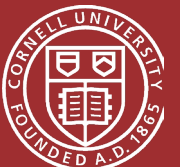# Talent Strategies in an Ever Changing Work Environment

Rashi Vora, Dan Miller, and Holly Harmon

ILR School

Research Assistants

Rashi Vora
MILR'23

Daniel Miller
MILR'23
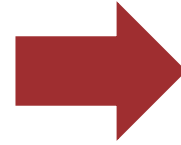
Holly Harmon
MILR'23

Agenda

1. Study Focus

1. Returning to Work: Implications of Modality

1. Impact On Talent Strategy

1. Changes to Leadership Capabilities

1. Considerations for the Future

1. Q&A

Study Focus

Research Question

How are companies rethinking talent strategies to remain competitive, as they navigate in a post-pandemic environment?

Topics of Focus

- Work Modalities
- Pain Points
- Leadership Capabilities
- Overall Themes

Methodology

16 Companies

15 Interviews

35+ Leaders

Thank you for participating!

Returning to Work: Implications of Modality

❖ Modalities across organizations

❖ Hybrid as newest normal

❖ Types of organizations navigating new modalities

❖ Returning to in person work with intention

❖ Hybrid work elements of success

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Modalities Across Organizations

100% of surveyed companies are keeping some type of new work modality

❖ Rethinking what flexibility means to different groups

❖ Redefining teamwork/productivity/connection

❖ Return to more in person work from the Covid 19 Pandemic but still not fully in person

Only 3 out of 16 organizations kept the same work modalities as they had in the pandemic

Hybrid As the "Newest Normal"

Post pandemic work modalities are being dominated by hybrid work

- ❖ No two organizations have the same hybrid experience

- ❖ Employees understand differences in offerings

- ❖ Least impacted: Manufacturing, / plant, and field employees

Remote
4.5%

In Person
19.4%
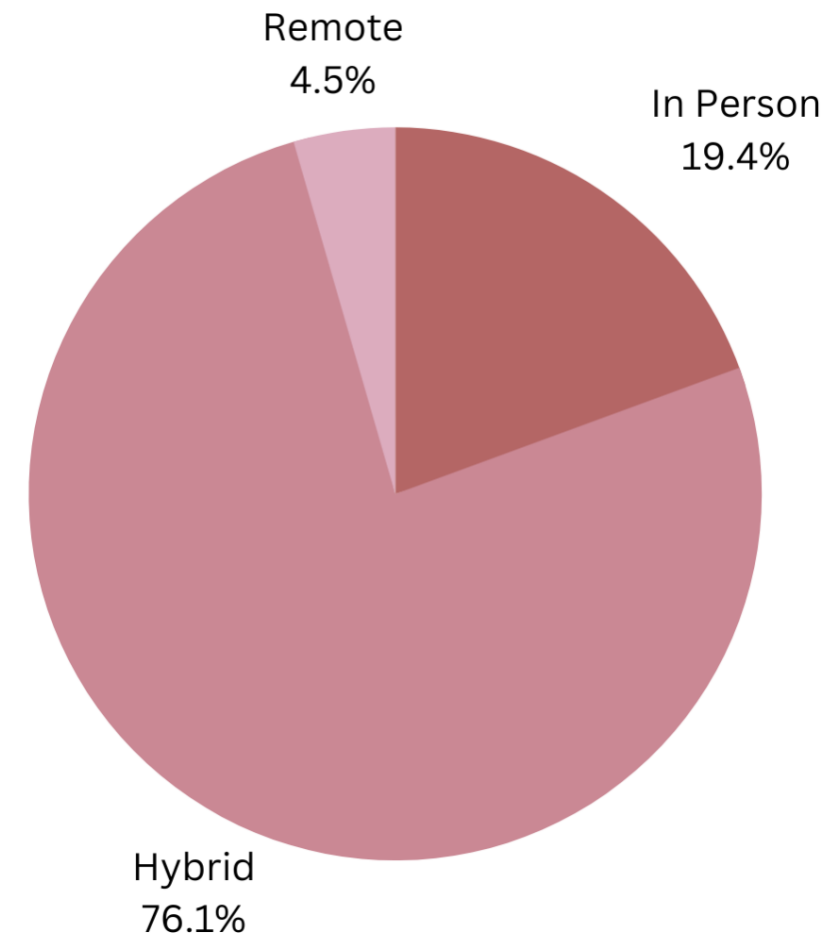
Hybrid
76.1%

Types of Organizations Navigating New Modalities

Type 1	Type 2	Type 3
Offered hybrid work modalities as a differentiating option for its talent, but now it has lost that advantage	Implemented new work modalities and is now focused on aligning its employee value proposition with its business strategy	Struggled to effectively align its talent strategy with the conflicting interests of its management and employees

Critical Considerations:

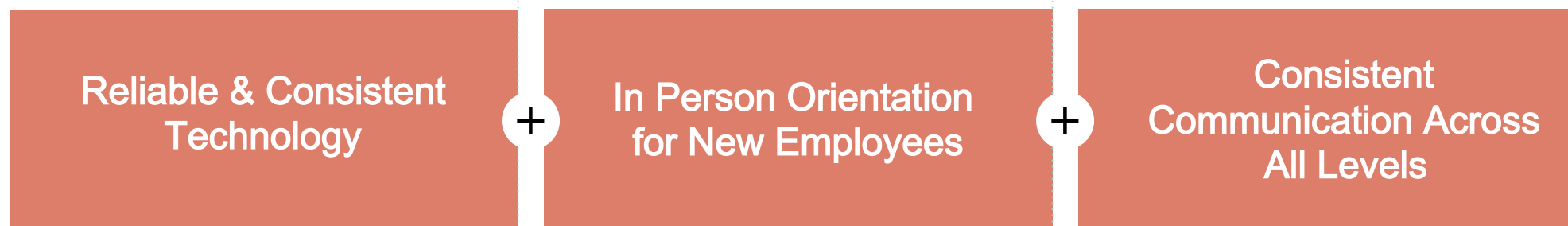|		
Continuing with further developments in unique employee experience	Measure the impact of change to your talent strategy	Utilize data to make a choice on modalities and enact it with a clear communication strategy

Returning to In Person Work With Intention

Successful return to the office strategy is focused on **intentionality, connection,** and how that relates to the **core mission** of the organization.

❖ In office events may bring people back for a day, but these strategies are unsuccessful in the long term

❖ Major disconnect between what leaders and employees believe which modality is needed for the success of the company

❖ Lack of data regarding productivity and performance is leading to inaction

Hybrid Work Elements of Success

Organizations have had success with navigating work modalities when they utilize these elements:

| Reliable & Consistent Technology | + | In Person Orientation for New Employees | + | Consistent Communication Across All Levels |

Impact On Talent Strategy

❖ Top pain points across groups

❖ Implications on talent strategy

❖ Focus on manufacturing/plant groups

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Top Pain Points Across Groups

	Senior Leader	Regional Offices	Corporate Offices	Field	Manufacturing / Plant
1	Talent Acquisition	Retention	Retention	Talent Acquisition	Talent Acquisition
2	Retention	Engagement	Talent Acquisition	Retention	Retention
3	Engagement	Talent Acquisition	Engagement	Engagement	Rewards & Pay

Implications to Talent Strategy

Engagement:
- Area of the most change in talent strategy
- Companies focusing on permeating culture from a distance

Compensation:
- Tool to retain High Potential Employees
- Attract talent for completely in -person roles

Performance Management:
- Training implications for managers to evaluate outcome vs attendance

Legend: ■ No Change ■ Some Change ■ Major Change

Chart y-axis: 0, 5, 10, 15, 20

Chart categories: Talent Acquisition, Talent Engagament, Compensation & Benefits, Performance Management, Leadership Development, Other

Focus on Manufacturing/Plant Groups

Companies are recognising the shifting gears in manufacturing

Challenges:

- ❖ Talent acquisition and retention with availability of remote work
- ❖ In-equity in benefiting from EVP of flexibility

Tried and tested remedies:

- ❖ Rethinking EVP for this group
- ❖ Stronger benefits
- ❖ Opportunities for career growth and transitions from non-exempt to exempt positions
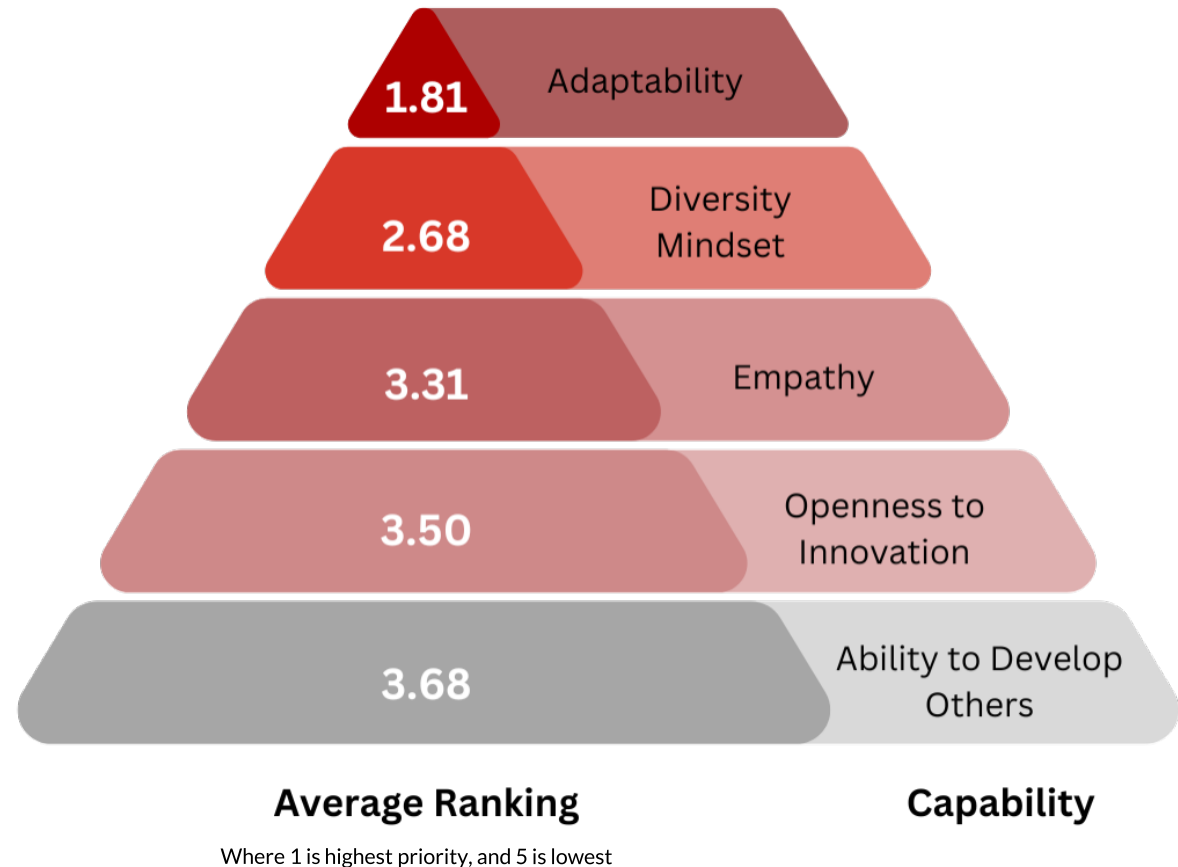- ❖ Feasible models of flexibility: Select days of remote work, 4 day work weeks

Changes to Leadership Capabilities

- ❖ Adaptability is a critical leadership capability in new working models

- ❖ Leadership expectations and resulting impact on job groups

- ❖ Leadership's role in permeating culture

Adaptability Emerged as the Most Impactful Leadership Capability
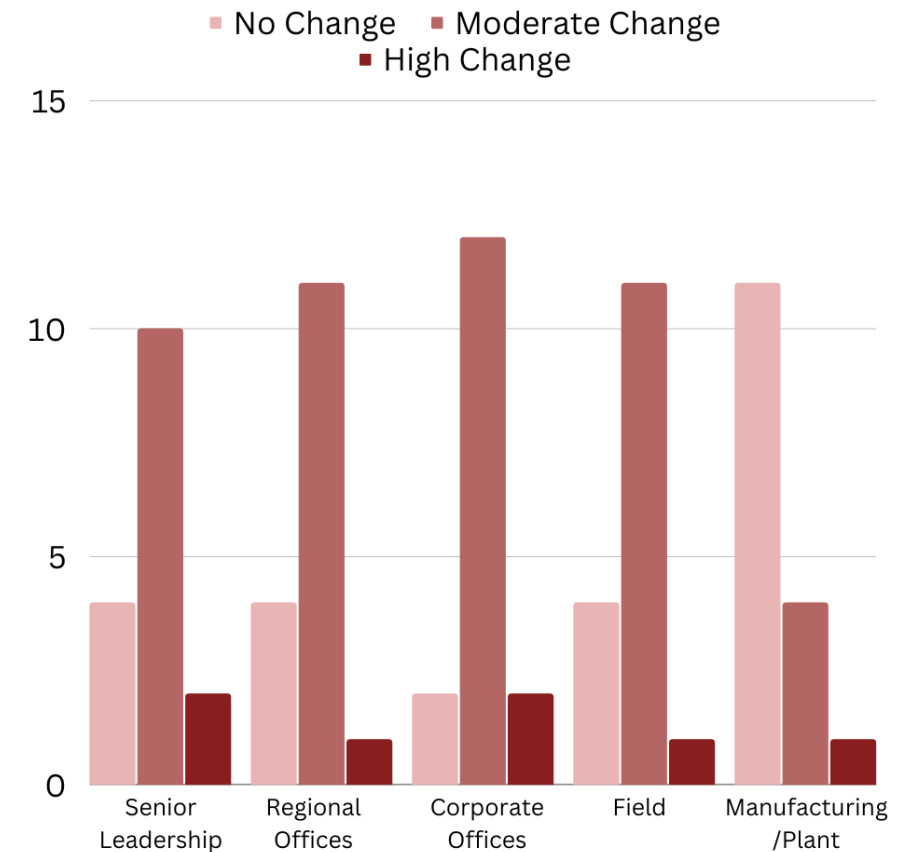
❖ **82% of respondents indicated that adaptability along with agility, and resilience are core to long-term business success**

	Average Ranking	Capability
	1.81	Adaptability
	2.68	Diversity Mindset
	3.31	Empathy
	3.50	Openness to Innovation
	3.68	Ability to Develop Others

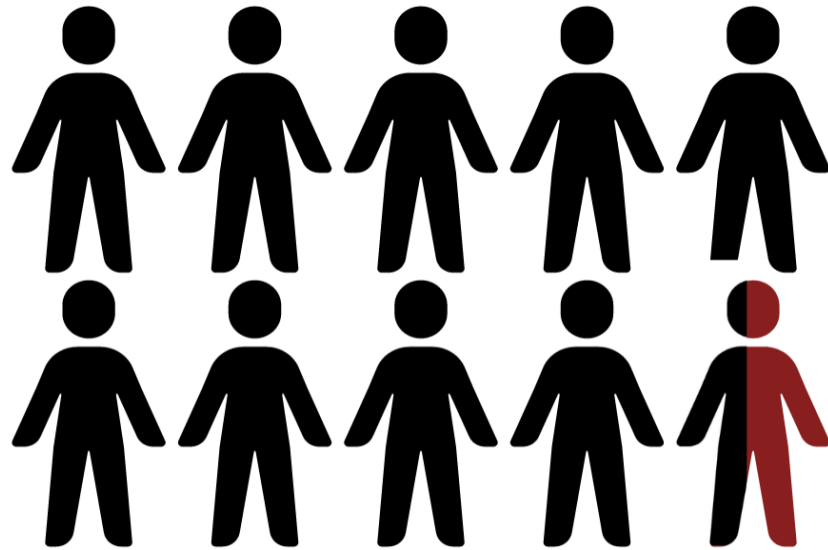Where 1 is highest priority, and 5 is lowest

Leadership Expectations Have Changed

Across the majority of job groups there was moderate change in approaches to building leadership capabilities

❖ 82% of respondents indicated considerable changes in building leadership capabilities for senior and regional leaders

❖ Manufacturing/Plant had the least amount of change - alignment to overall impact of new modalities

Legend: ■ No Change   ■ Moderate Change   ■ High Change

Categories: Senior Leadership, Regional Offices, Corporate Offices, Field, Manufacturing/Plant

Leadership's Role in Permeating Culture

94% of respondents indicated moderate to high change in building leadership capabilities for corporate offices.

- ❖ Increased need to know how to work and lead regardless of physical presence

- ❖ Overcoming productivity paranoia

- ❖ Focusing on effective collaboration

Considerations for the Future

- ❖ Aligning HR Strategy with Competitive Advantage

- ❖ Refining Employee Value Proposition and Employee-Employer Relationships

- ❖ Discussions of Equity

Aligning HR Strategy to Competitive Advantage

❖ Being intentional about what you reward, celebrate, and condone to reinforce the values of the business

❖ Benchmarking company's EVP with the competitor's and focusing on elements which differentiate the organization

❖ When it comes to changes in work modality and leadership capabilities, it is imperative that organizations are focusing on intentional change that aligns with their organization mission and strategy

Refining EVP With Changing Employee-Employer Relationships

Reinforcing Values and Mission Centric Organisations

Using technology as a tool to rethink socialisation in hybrid / remote work models

+

Halo effect of tapping into employee experience

Middle managers being proponents of culture

Change in Employee-Employer relationship

- Reprioritization of work
- Alternate revenue streams and gig work
- Humanised leadership

Discussions of Equity

Greater Autonomy & Flexibility

Allows individuals to better balance their work and personal lives.

Especially beneficial for women, who are often responsible for caregiving tasks and may struggle to conform to traditional 9-to-5 work schedules.

+

Removes Long Commutes & Costs

Commutes can be especially burdensome for women and people with disabilities.

Can reduce costs for transportation and housing.

→

Increase in Equity

Hybrid work makes it easier for women and other underrepresented groups to succeed in the workplace.

Final Takeaways

1	Hybrid Work	May become a dominant modality of the employee work experience for "office jobs"
2	Pain Points	Talent acquisition, retention, and engagement will remain key pain points for organizations across industries
3	Leadership Capabilities	Adaptability has become the greatest leadership capability to develop across organizations
4	Future Significance	Agile leadership and employee value proposition strategy are crucial for organizational success

Questions?

THANK YOU

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