

**TALKSHOW'S TRANSCRIPT**

# Post Pandemic Era: Leadership in the Future of Work

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PERSOLKELLY has recently launched its first talkshow titled “**Leadership in the Future of Work**”. PERSOLKELLY Consulting’s Senior Consultant, Chris Sotomayor, and Alvin Leung, the Regional Head of Learning Academy APAC will discuss on effective strategies to engage with employees, and how to be better leaders at the workplace.

**CHRIS:**

**Hi. WELCOME to PERSOLKELLY Talk Show MAY 2022!**

We offer workforce solutions and HR advisory in 13 markets across the Asia Pacific.

I am Chris Sotomayor - Senior Consultant PERSOLKELLY Consulting Group - and your host for today. We are here to discuss a prevalent topic in the post pandemic era: Leadership in the Future of Work.

**Here are the reasons why we chose this topic:**

As Asia-Pacific economies recover from the impact of Covid-19, we’re seeing that:

- Employee expectations have changed regarding when, how and why we work.

- Salaries are important but not the only important factor anymore.
  - People are re-evaluating their life purpose.
- All these factors have become key triggers for switching jobs.

We hope Talent and HR Leaders will find something helpful from this show.

Joining me today is my colleague from PERSOLKELLY Consulting Group - Alvin Leung - who is the Regional Head of Learning Academy of APAC. He brings useful insights from his engagements with the APAC Leaders and he is very passionate about this topic because it is one of his popular Coaching and Training sessions.

**In the next few minutes, we will address and explore 2 MAIN AREAS:**

- A. CHALLENGES faced by APAC leaders of the future; and
- B. Engagement strategies leaders could adopt in this post-pandemic era.

**CHRIS:**

Hello, Alvin!

Let's begin with the RISING WORKFORCE CHALLENGES that we're seeing across the board.

We all know about the **TOP challenge at present is the talent war for highly skilled or specific role.**

Alvin, please share your insights on HOW we could attract the best candidate in the light of this war?

**ALVIN:**

Hello, Chris and everyone. Based on my engagement with Leaders and observation, it all boils down to 2 main steps: internal marketing and recruitment process revamp.

Step 1 – Internal marketing. Companies need to focus on 'internal advocates.' We need to foster a positive company culture to improve the employee experience. After employees go through an extraordinary experience, career growth, and life fulfillment, they will become our testimony, and they speak for us to become an attractive element to external candidates.

Step 2 - Companies need to streamline and improve their recruiting process. As part of the employee and candidate experience, the hiring cycle is a momentum game. We all want the candidate to be excited about coming on board shortly. Or else we can't keep their interest for long.

**CHRIS:**

It seems critical to set up employees for immediate and future success! For example:

- Focusing on talent integration through a "buddy system"; and
- Strengthening onboarding process.

The skills they acquire along the way will help companies in their organisational changes.

**CHRIS:**

**And then there's the 2nd CHALLENGE: about talent retention.**

As many companies are experiencing now, there is a competitive demand for talent and resignations are happening mainly due to lack of career development.

**So how do we address this?** Based on my experience: there are 3 TOP issues, which are:

1. Rewards or benefits do not meet the talents' expectation.
2. Lack of opportunity for upskilling.
3. Lack of career development.

**These TOP issues are sometimes due to Leaders lack of EQ where:**

- Leaders are lacking in self-awareness to understand their own blind spots and weaknesses.
- Instead of understanding trends & changing times/practices, they use dictator method and this drives good talent away.

Therefore, HR plays an important role in facilitating and coaching Leaders on people management.





**ALVIN:**

Indeed, Chris, I agree with you! Self-awareness is vital in leadership, while assumptions and being judgmental are incredibly harmful. But, they are all subtle and unconscious. Companies need to build ample feedback channels for leaders. We hire people for their work performance. To let them be willing to challenge their standard of excellence, we have to allow autonomy and unleash their skills, abilities, and experience.

Psychological safety becomes a crucial team norm, allowing people to speak up, defend who they love, what they love, and boost innovation, which is a fundamental desire for everyone. This is the key to talent retention.

**CHRIS:**

**Thanks for your thought, Alvin.**

**As for the 3rd CHALLENGE, it's all about talent development.**

Talent is the single most important key to success. Without the right people with the right skills, no matter how brilliant your strategy may be, it can't be executed.

**In my opinion, Leadership Development is crucial to helping leaders avoid behaviours that drive away the best talent.**

**Managers and direct supervisors must be in line with their teams needs and expectations.**

**Leaders must demonstrate higher EQ.**

You can't develop others unless you improve and develop yourself first. Self-awareness is key.

**What's your TAKE on this, Alvin?**

**ALVIN:**

Yes, Chris, I deeply agree that Leadership development is crucial to avoid driving people away and ensure empathy.

Besides, On-the-JOB-Training (OJT) is continuously the primary talent development strategy. But what we mean by OJT nowadays comes with a broader perspective. The talent's original role is not a boundary, and any job within the organisation is accessible. This is the talent marketplace.

Here is the pain point: the staff feels that he can't develop continuously riding on the current position, so he resigns. While senior leaders look at this resignation and realise it is because of the perceived job constraint, then say, "We have the desired job in another department. Why this staff didn't speak up?" And then, in the exit interview, it is found that the staff actually raised his hand to seek jobs from another department, but he is being told, "Sorry, we don't have such a policy to let you be in team A, but doing jobs from team B." See, not to blame anyone, but a talent marketplace mechanism needs to be established. Then, the genuine OJT with meaningful and desired work experience for talent development can be accomplished.

### CHRIS:

Based on the 3 CHALLENGES discussed, it's clear that the KEY is about how we ENGAGE with the current & future workforce.

Our Workforce is impacted by the pandemic and requires an updated treatment. Leaders need to adopt a new mindset to address the new world of work.

Therefore, PERSOLKELLY focuses a lot of the following 4 aspects of engagement. They are:

1. FLEXIBILITY
2. COMMUNICATION & CONNECTIVITY

3. WORK LIFE INTEGRATION or BALANCE
4. MANAGING GOOD JUDGEMENT CALL

### ALVIN:

Indeed Chris!

1. Flexibility - "It's not about the physical count of work output but the value of work."
2. Communication & Connectivity - "When to use face call, phone, email or text."
3. Work Life Integration or Balance - "Bosses, even colleagues must understand that people have personal lives too. There are different changing parts in people's lives both at work and at home."
4. Managing Good Judgment Call - "Doing well is short-term, while doing good is long-term. We must address the increasing awareness of sustainability."

**Thank you for reading this transcript. To view the video, click here:**

<https://www.youtube.com/watch?v=oYOss3v7K5M>

