

# **WEAK SIGNALS**

**SCAN CLUB**

**THE FUTURE OF  
LEADERSHIP**

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# **New Study: Continued staff turnover is a result of the leadership's resistance to the new workplace**

## **What?**

A recent study by Achievers Workforce Institute found that companies where senior leaders accept remote work are 29% less likely to struggle with employee attraction and retention. The study found that better work flexibility, rather than career advancement or pay, was the main driver of job changes during the pandemic.

The C-suite, according to more than half (56%) of HR executives, is not aware of the changes taking place in the workplace. To implement policies that will entice, engage, and retain top talent, HR executives (45%) contend that they lack the support of the C-suite.

At companies where HR leaders claim the C-suite supports remote work, they are less likely to say they struggle to recruit and retain employees.

## **So What?**

Business leaders must accept that if they want to attract, engage, and keep great talent, their companies must adapt to the new reality of work.

Successful leadership in the future could be centered more around keeping the employees' well-being a priority and providing flexible work environments over rigid structures and norms.

## **Sources**

[2022 Culture Report: The Tech-Enabled Employee Experience - Achievers](#)

[New Study: Leadership's Resistance to New World of Work Drives Continued Employee Turnover | Business Wire](#)

# 'Quiet quitting': Gen Z's take on work life balance

## What?

The trend of “**quiet quitting**” is sweeping social media this year. The phrase is somewhat misleading because quiet quitters do not actually quit their jobs. Instead, they are giving up hustle culture or, as a TikTok user said, "the idea of going above and beyond at work." Gen Z and millennial knowledge workers trying to change the workplace rules are responding favorably to the trend.

This trend seems to run parallel to “The Great resignation” - an ongoing economic trend since 2021 where employees have voluntarily resigned from their jobs due to job dissatisfaction or seeking companies with better remote working policies.

However, workers are not just “quiet quitting”, managers are guilty of “**quiet firing**” too. Quiet firing is when some toxic management techniques are used subconsciously, such as favouring employees or making them do extra work for free. For example, by failing to include them in crucial conversations, whether in email threads or specific meetings, a senior male leader may choose to exclude female employees from specific discussions, creating a toxic environment.

## So What?

### Manager-employee relationship:

*“Suppose you have multiple employees who you believe to be quietly quitting. In that case, an excellent question to ask*

*yourself is: Is this a problem with my direct reports, or is this a problem with me and my leadership abilities?”*

Quiet quitting has less to do with a worker's willingness to work longer and more creatively and more to do with a manager's capacity to strengthen relationships with their staff.

Although both trends have originated from a lack of communication between the employer and employee, they are allowing businesses to address how they may fail to respect their employees' needs.

## **Sources**

[Quiet Quitting Is About Bad Bosses, Not Bad Employees \(hbr.org\)](https://hbr.org)

# A B-Corp's Self-Managing Approach

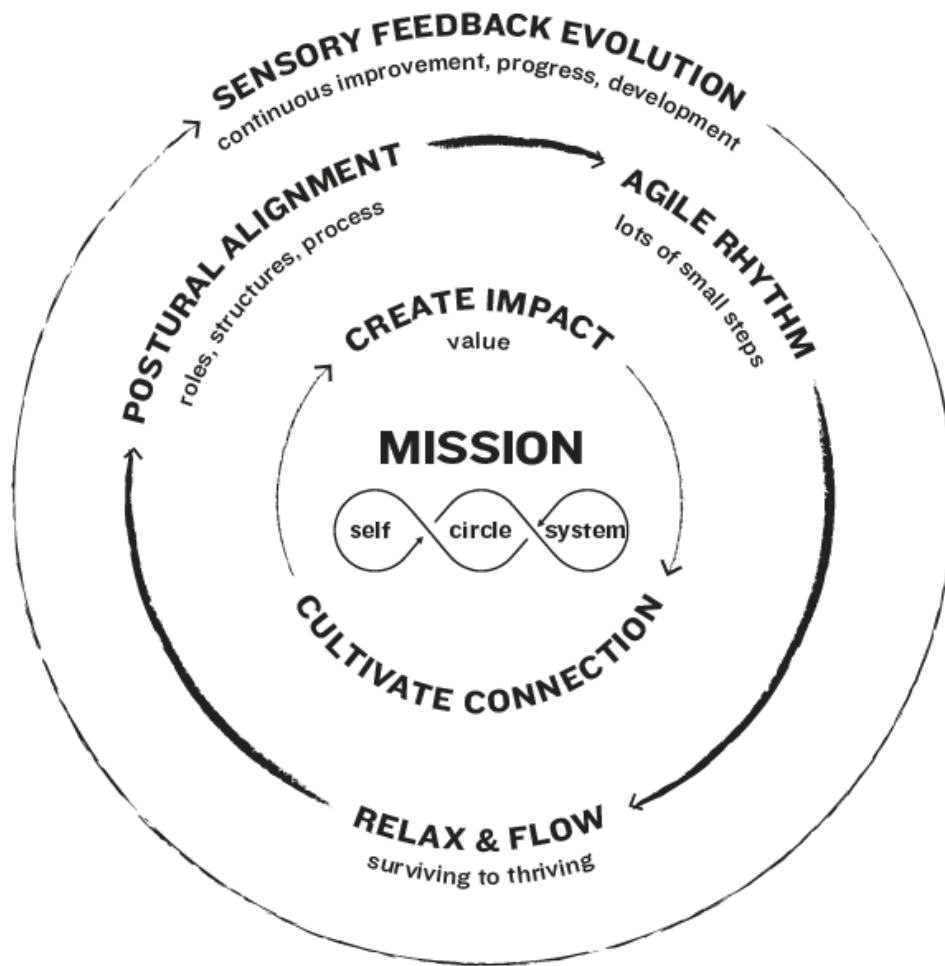
## What?

Vivobarefoot – a b-corporation shoe company – has “swapped a vertical hierarchy of rigid teams for a more fluid network of autonomous “circles” formed around business needs:

**Home Circles:** where day-to-day business is looked after.

**Project Circles:** where cross-functional projects with a Project Lead (facilitator) occur.

**Yin Circles:** where people gather to sense the overall health of the workplace ecosystem; a space for reflection and peer-to-peer coaching.



Structurally, this means horizontal working, self-management, swapping general principles of “control/manage” for “sense/respond”, and prioritizing openness autonomy and authenticity.

Thus far, they have found that “creating the space for teams to self-manage and learning to communicate openly and authentically to allow self-management to thrive (creating appropriate space for people to take responsibility and make decisions in effective ways. Not hand-holding, but also not forgetting to inspire, coach and mentor).”

**So What?**

Hybrid work-teams – similar to what we at HRI practice – are a great step towards honouring the fluidity of work and the will of the individual. However, we are still bound by a traditional systemic structure created in a colonial, patriarchal, capitalist moment in time. Its efficiency has prolonged its existence.

With employees' values changing and businesses – particularly B-corporations – look at non-profitteering incentives, the traditional organizational structure model is exposed for its stringency and imbalance in responsibility, compensation, and relationships.

Organizational experimentation could become more commonplace as a post-industrial-technological society toils with Climate Change and emphasizes the [non-financial] value of human beings.

## **Sources**

[\(10\) Living Barefoot – Building a self-managing community at Vivobarefoot \(our little award-winning B-Corp\) | LinkedIn](#)