

# THE 21ST CENTURY MINDSET

THE KEY TO  
BUSINESS  
SUCCESS

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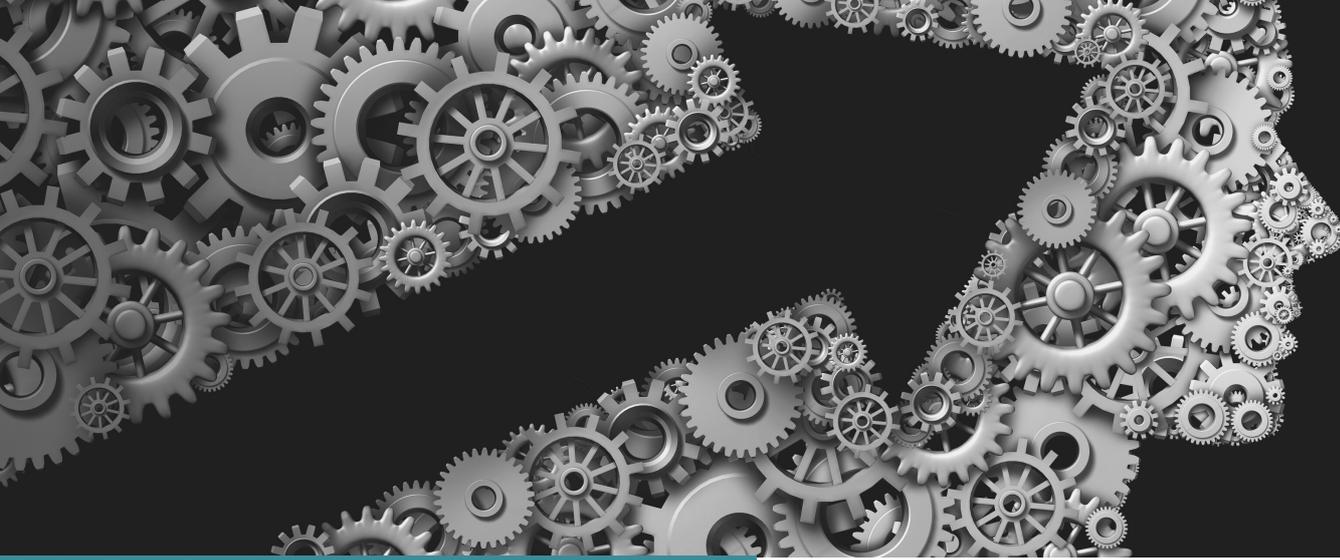


I Have Got This



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# SUMMARY

Throughout our research, individual, team and organisational thinking underpinned the perceptions, experiences, actions taken and fates of the organisations we engaged with.

**This is mindset, it influences all aspects of our daily lives and as such, has the potential to be the biggest single influence in business today.** We can choose how we view the pandemic. Was it something that upturned our lives or an inevitable accelerator of change that we now take advantage of?

Much has already been written about the importance of a growth mindset for individuals to be successful and our research has corroborated that this is vital in this constantly changing world. Agility, resilience and openness to change need to become an integral part of the **individual mindset**.

In a 21st century businesses, a collaborative **team mindset** will be key. Businesses need to encourage creativity and innovation as well as a more open and connected view of what really makes a team.

Managers and leaders need a **leadership mindset** that focuses more on value and output rather than continuing with the outmoded focus on time spent and presenteeism. This enables leaders to build motivation and ultimately create a strong and trusting culture.

From an organisational perspective the disconnect between individual employees and business goals was clear in many of our respondent organisations. The **organisation mindset** needs to be purpose driven resonating with employee thinking, communicating a clear 'why' in order to help everyone understand the focus and direction of the business.

**It is clear that there have been and will be opportunities for businesses, leaders, teams and individuals in this changing world.** Thinking differently, adopting a bold and courageous growth mindset will separate the average from the exceptional as we move forwards. It's time for businesses to shift the focus of their employee development away from traditional skills and competencies, towards creating mental strength, agility and resilience.

At I Have Got This we help build the mental muscle in an organisation's most valuable resource, its people.

Our bootcamp style development programmes are based around 6 cognitive habits that build strength, confidence and resilience:

- I embrace change and personal growth
- I value and care for myself
- I am open and generous to others
- I am positive and optimistic
- I am motivated and driven
- I am bold and courageous

With an I Have Got This mindset you and your business will thrive no matter what changes occur now and in the future.

# RESEARCH BACKGROUND

We know that people are the most valuable commodity a business has. In fact, they are often the differentiator between a good and a great business.

The end of H1 2021 was full of projections for business growth for the second half of the year, the first signs of growth since March 2020.

With the promise of a 'new normal' we wanted to explore the impact the last 18 months had on individuals and teams and how the businesses were planning to 'build back better', particularly in a new hybrid world.

Engaging with leaders from a range of organisations across the public, private and third sectors, we discussed the challenges they faced. In addition, we explored their successes and future plans, with a focus on how these businesses are cultivating and supporting their most valuable assets in an ever-changing world.

- In July 2021, the IMF predicted 6% growth for the global economy in 2021 which has since slowed down showing there are still signs of uncertainty (1)
- In February 2021, the global Harvard Business Review study showed that 89% of workers said their work life was getting worse, 85% said that their well-being declined, and 56% said that their job demands had increased (2)
- The number of job vacancies in July to September 2021 was a record high of 1,102,000, an increase of 318,000 from its pre-pandemic (Jan to Mar 2020) level (3)
- The Fawcett Society found 35% of working mothers have lost work or hours due to a lack of childcare support during the pandemic (4)

What risks and barriers do you anticipate?

What are your main goals?

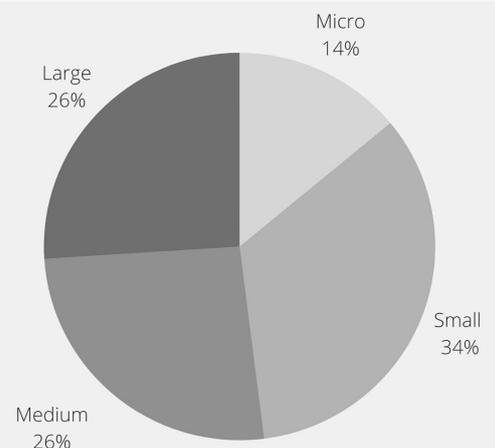
What is the impact on Individual, Team & Business Performance?

How are these being overcome?

What are your key Business, Team and Individual Challenges?

Market Research Questions

Size of Participant Company





## THE CHALLENGES

From our discussions and research, we have explored the experiences of businesses from the individual, through teams and leadership, to a strategic or organisational perspective.

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# INDIVIDUAL CHALLENGES

Ways of thinking and perceptions of the pandemic appeared quite different across each of the organisations we interviewed. Feelings ranged from those who felt proactive and ready to 'muck in' whilst others, sometimes in the same team, felt stuck and 'forgotten'.

**49% of respondents felt their team's morale has worsened or had been impacted negatively.** Factors cited included long hours being worked, no increase in pay, the rate of unforeseen change and juggling family commitments.

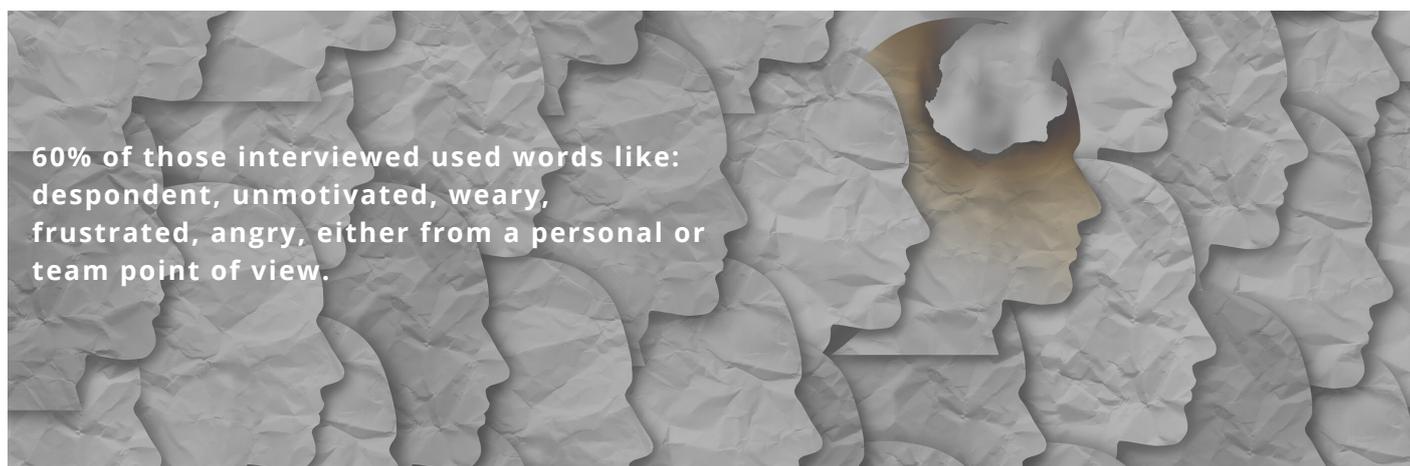
Many felt the past 18 months had been relentless, leaders also stating that in supporting others they sometimes forgot to look after themselves.

As the lines between work and homelife became blurred, many found themselves unable to switch off. This feeling of overwhelm left people worn out, with one company citing that at least half of their employees felt 'stuck' and unable to prioritise their work.

Changes in working practices have affected productivity and personal effectiveness with some saying how much more productive they had been whilst others struggled to focus and missed the buzz of the office.

Some felt their team had remained engaged throughout and saw no change in productivity. In fact, one department saw a marked improvement in call centre productivity metrics when they moved to homeworking. External research has shown that in many companies, individuals feel more productive remote working.

Those who actively monitored absence saw that short term stress cases had increased. However long-term stress was reducing, signalling people were willing to seek help and speak out which allowed them to bounce back more quickly. General sickness absence had also reduced as many were able to still work from home and remained in smaller 'bubbles', reducing contact with others.



60% of those interviewed used words like: despondent, unmotivated, weary, frustrated, angry, either from a personal or team point of view.

Homeworking clearly suited some more than others, influencing factors including: job role, personal circumstances and personality type. Many leaders recognised that those who lived alone needed regular check ins, those with young families juggling home schooling needed more flexibility, and that younger people were yearning for more social elements to their job.

**One of the top challenges was, and continues to be, how to keep staff engaged, supported and included.** Individuals continue to want development opportunities and a sense of career progression. Some leaders recognised and continued their focus on talent programmes and promotions. Others were only able to focus on survival and the immediate operational concerns.



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# TEAM CHALLENGES

"We are no longer defined by the walls of our organisation"

Depending on sector and role, businesses, teams and individuals have experienced minor to significant changes to working practices over the last 18 months. Many organisations we spoke to had a mix of office based and 'on the ground' employees, leading to challenges around perceived fairness and equality.

At the start of the pandemic, organisations were quick to react and take advantage of technological improvements in platforms such as Teams and Zoom, to enhance the frequency and consistency of their communication. 'Town hall' style events were replicated virtually for large audiences (150-200 people) and what was interesting is that more feedback was received virtually as individuals felt more comfortable speaking up or putting comments in chat. This helpfully uncovered views which wouldn't ordinarily be aired.

A recent Gartner survey reveals 64% of managers believe that office workers are higher performers than remote workers and are likely to give in-office workers a higher raise.

However, data 2019 (pre-pandemic) and 2020 (during the pandemic) shows the opposite: Full-time remote workers are 5% more likely to be high performers than those who work full-time from the office (5)

Companies recognised that often there might only be 3-4 hours productive work a day once meetings, travelling, breaks and general chat were discounted. With many of these factors taken away, individuals were working harder, however water cooler conversations were more difficult to replicate with many not taking regular breaks. **There was a consensus that a change in mindset was needed when managing teams remotely.** This needed to shift from a focus on time spent at a 'desk' to one targeting output and value (explored further in the next section).

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# TEAM CHALLENGES cont'd

As teams moved to working remotely, they found it a challenge to stay connected and most missed the 'chatter' of the office. Companies cited that the innovation culture suffered as a result of remote working and felt that employees no longer seemed as excited about the company changes or new product developments as they had been.



**Most people struggled with the quality of communication from managers and the organisation as a whole.** Leaders were required to do more engagement activities and one to one check-ins to temperature check and identify concerns. This made managing the team a more complex task. Many tackled the changes by ramping up communications to staff to keep them informed, some feeling the need to 'over communicate'. In general, weekly communications seemed optimal for staff. Leaders found that although initially team drop-ins (created to keep the teams updated and connected) were well attended, overtime participation dropped and they had to constantly try new engagement approaches.

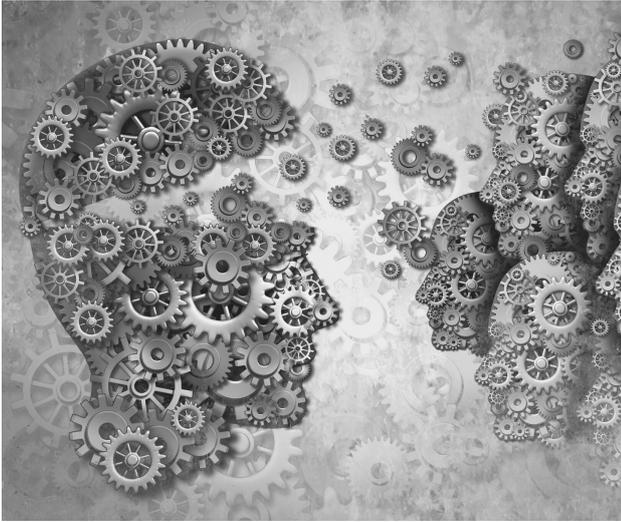
- An Adecco group study shows that 63% of workers in the UK want a hybrid model where more 40% of their work time is remote working (6)
- As part of the same study, it said that productivity has not suffered with remote work, with 82% saying they feel as productive or more productive than before. We have also seen companies such as Oracle where homeworking shortened their monthly reporting timelines by 20% (7)
- 33% of employees say the ability to collaborate makes them loyal (8)

Some managers commented that as their teams were on high alert, messages and communications didn't always seem to land effectively. They would receive such varied feedback from a single piece of communication, indicating employees were taking different angles and perspectives on the same message.

This is a reflection of the individual nature of our mindsets. The meaning of communication is the response we get rather than the intention we planned. When we are in a state of uncertainty our beliefs (which reflect our own translation of our experiences) will 'fill the gaps'. As a result, in challenging times such as the pandemic, even a simple piece of communication can be interpreted in hundreds of slightly different ways and not always have the impact that was intended.

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# LEADERSHIP CHALLENGES



It became apparent during our conversations that **the challenge of the pandemic required leaders and managers to refine their skills and behaviours** to provide a new type of support for their teams. Some found it hard to lead where there was a strong desire in many of the team to return to the previous state of certainty. They also found it difficult to motivate the team whilst working remotely and missed the face to face human interaction.

"No one size fits all, we are constantly learning and evolving"

From weekly yoga classes to daily chinwag sessions, themed meetings and recognising personal successes, what leaders found was that initiatives would initially work but then the impact would lessen. Many continued to try new things to connect and build the team engagement. Some avoided emails where they could be misinterpreted, others introduced concepts such as 'no email Wednesdays'. There was generally a move towards verbal communication to enhance connection and improve understanding.

There was a greater need, particularly in the early stages of the pandemic, for managers to find the time to explore how the team were feeling. By doing this the goal was to reduce the need for more formal help at a later stage. Many managers found this time consuming and needed to rely more on their mental health first aiders and HR to check in with staff. This however put pressure on those teams, with one HR function in particular working with 250:1 employee to HR ratio.

For some, too many priorities within the business meant a lack of ability for the organisation to absorb the changes they were making. **Teams and leaders were under pressure and felt they were trying to do too much, rather than backing a few things and doing them well.**

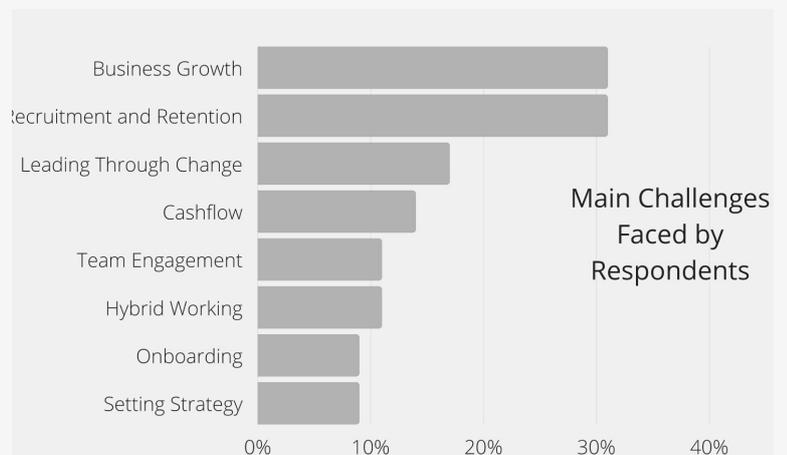
For some respondents, where one department was hungry and eager for change, others were waiting for the 'good old days' to return. This caused frustration and inter department conflict at a time when the organisation needed full cooperation and support to drive forwards. Some managers said that within their company it very much depended on the team leader's mindset. It was ultimately up to senior leadership to set direction and tone, cascading down to the management teams to align and drive the vision forwards operationally. The challenge that remains for many is how to create a compelling future for everyone.

"how we can use our unique position to drive real and lasting change?"

# ORGANISATION CHALLENGES

For the organisations we spoke to, long term **strategic and operational planning had to be rethought in 2020**. Businesses moved to 90 day or even monthly targets, which aligned to the companies' priorities. These were constantly measured against to ensure the whole business was making progress.

Another approach we saw was that each individual was challenged on the top 3 things they could do that would make a difference to a particular problem, rather than focussing on larger goals.



*"Staff are connected to their roles but not to the team and there is a growing disconnect to the company's purpose"*

The general opinion from leaders was that whilst there will always be some degree of resistance to change, it was more so during the pandemic as the speed of change accelerated. One organisation put it succinctly, "this is not just a period of uncertainty, it's here to stay so if they don't evolve the company and themselves professionally, neither will survive."

Since the start of the pandemic there has been much talk about the importance of purpose as a motivator, particularly in challenging times. We had a number of conversations with organisations where purpose is at the centre of what they do. Some felt the purpose had been disconnected and that teams were becoming task orientated rather than purpose driven. Managers found it difficult to get staff aligned to common goals and although teams vocalised their resistance to the changes, managers found it frustrating that although they had poor engagement results, no solutions came from the team.

For many companies we spoke with, one of the biggest challenges facing organisations was the surprisingly dynamic flow of employees over the last 18 months. In the early stages of the first lockdown, the focus for many businesses was how to work with a mix of furloughed and employed staff (although some went to great lengths to avoid furlough). At the same time though, as individuals questioned their future, prompting things like the great resignation, the employment market went from being employer to employee lead. This has presented businesses with a whole new range of people related issues.

Companies in growth talked about the resource drain and how difficult it was to find and upskill people. Productivity fell at a time of increasing demand and hiring the right staff quickly enough has been a priority. **Companies are finding it hard to access the right talent and see this as a key barrier for future growth.** We explore this in more detail in Appendix 1.



## THE WAY FORWARD

In this section we will share the successes discussed in our market research conversations and also bring in broader thinking around succeeding in an uncertain world. Our solutions begin with the cornerstone of success, the individual.

# THE INDIVIDUAL

**Change is here to stay and how we view it influences whether we grasp or resist what comes next.**

For all the organisations we engaged with, supporting people remains a priority. Many employees were 'stuck' and had picked up some bad habits in lockdown and others genuinely feared coming back into the office. An immediate goal of some leaders is to give staff time to recover and we have seen employers such as Nike give staff a week off as a mental health initiative. These types of initiatives tend to work best with office based staff though, clearly demonstrating there isn't a 'one size fits all' solution.

Wellbeing remains a priority for many companies we spoke with and there are challenges for businesses to get the right infrastructure in place. Research suggests that 85% of people's wellbeing has declined (2). Another reports that 37% of leaders admitted to suffering from burnout, increasing to 54% of young leaders (6). **Business have a duty of care to look at working practices and initiatives that support mental health for all staff as we move forwards.**

There is clearly a question around how companies support people to work in a hybrid environment. One large government body we spoke with is trying to create a truly flexible workforce allowing them to work anywhere, any time, on any device. Changes in working practices like this require a significant shift in the individual mindset. **Self confidence and personal accountability and greater flexibility will be key** in order to base work from home but come into the workplace if it adds value, if there is a need to collaborate or for wellbeing purposes.



54% of young leaders reported suffering from burnout

Many companies we talked with had launched optional initiatives such as providing wellbeing apps, resources and guest speakers to help employees adopt healthier working practices. They also saw an increase in the take up of employee assistance and counselling programmes and the use of mental health first aiders who gave regular updates on the challenges people were facing. Most leaders we spoke to were measuring wellbeing through employee engagement, more frequent pulse surveys and more informal 'check-ins' with employees. In addition, some increased the frequency of 1:1 conversations or separated operational and wellbeing/social calls to provide better support for remote workers.

*In the current climate it is more important than ever to encourage the development of an adaptable and resilient mindset in individuals. Work done by Carol Dweck and others around the growth mindset points to the importance of believing we can change and learn new ways of doing things. In a fast-changing world this way of thinking is key.*

*In addition, at I Have Got This, we stress the need to understand and value the skills and abilities we already have. It's critical that businesses make the most of and protect the people assets, particularly given the recruitment and retention challenges currently emerging.*

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# THE TEAM

As we return to the office, companies find themselves needing to create new strategies for their business, bringing the team back aligned to purpose, embracing technology shifts and navigating a new hybrid way of working where appropriate.

Initiatives such as 'how to manage your time working remotely' were a way to motivate and help teams to self-manage. The key message was about connecting and collaborating, helping everyone to understand that a strong team it is greater than the sum of its individual parts.

Companies and individuals are realising the benefits of hybrid working in terms of increased productivity, with reduced time commuting and cost of travelling. 34% of the leaders we spoke with said that making hybrid working effective was one of their top key goals, **only 9% citing that homeworking has simply not worked and they will be returning as before.** Most at this stage are exploring options with staff and those who had run surveys reported that most wanted to return 2-3 days a week (with only 1-2% wanting to come back full time).

A Predictive Index report cites 97% of CEO's will allow some degree of remote working moving forward and 51% stating it was their top hurdle (11). Some companies we spoke to had already closed their offices or were in the middle of relocating to smaller offices for collaboration purposes.

Since the pandemic began, 10% fewer CEOs believe their teams have a strong cohesion according to a Forbes report (17). It also states that 75% of employers saw the value of collaboration and teamwork to their business, yet 39% of employees stating they do not collaborate enough (10)



- A study from Gartner revealed that where employees worked a standard 40 hours a week in an office, only 36% were high performers. Where companies offered radical flexibility and choice, this grew to 55% (16)
- Mothers in paid work were 47% more likely than fathers to have permanently lost or leave their job and 14% more likely to have been furloughed (17)
- Women do 78% more childcare than men in households with a child aged under 5 (18)
- Companies with the most ethnically diverse executive teams are 33% more likely to outperform their peers on profitability (19)
- 75% of people believe that the improved work flexibility will help those with disabilities, 73% of working parents and 69% from diverse backgrounds (6)
- An inclusive culture is twice as likely to exceed financial target, 3 times more likely to be high performing, 6 times more likely to be innovative and agile and 8 times more likely to achieve better business outcomes (21)

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# THE TEAM cont'd



The question remains, how do you get your team to collaborate and value what each other is doing? **Pulling teams back together will be one of the biggest challenges** according to the organisations we spoke to, with some using psychometric or 'discover me' tools to encourage greater individual understanding. In general they are searching for initiatives that promote teamworking and build a more collaborative mindset.

Businesses need to also consider the long term set up of remote workers. With homeworking happening almost overnight, verbatims collected would suggest there are still issues with logistics such as internet connection, workspace, health and safety and little support on homeworking expenses. Businesses need to think of ways to assign budgets for homeworkers and policies are needed keep employees safe. People want more flexibility over their roles, however according to a new government consultation paper, 30% of flexible working requests are currently turned down. This might not be something businesses can ignore as flexible working becomes the norm in many organisations (12).

**Greater flexible and remote working however could be a positive for some businesses, as it will be a key lever for attracting and retaining talent.** Those that get it right will be able to create and promote an environment where work and life balance is truly valued. We have seen 5 times the number of remote job advertisements on LinkedIn (8) and according to Forrester research, 60% of employees would be willing to take a pay cut for more flexibility and 83% say they would stay loyal to their current employer if they can keep the flexibility (13). Companies such as Multiplex (14) are responding to this by introducing flexible packages where individuals can choose options such as flexitime, early Friday finishes, weekend time off in lieu, remote working and 4 days weeks in order to attract the 'best'.

*A collaborative approach can spark creativity, innovation and increase productivity, which is why our third cognitive habit in the I Have Got This mindset is 'I am open and generous to others'. Working together helps the team to spot new opportunities and play to the strengths within the team.*

*At time of writing (October 2021) a scarcity mentality is beginning to emerge in the UK which will hamper recovery from the impact of the pandemic. Whilst we are not suggesting the solution is to put on rose tinted glasses, this is the time to help others to develop an abundant and optimistic outlook to set teams on the path to success.*

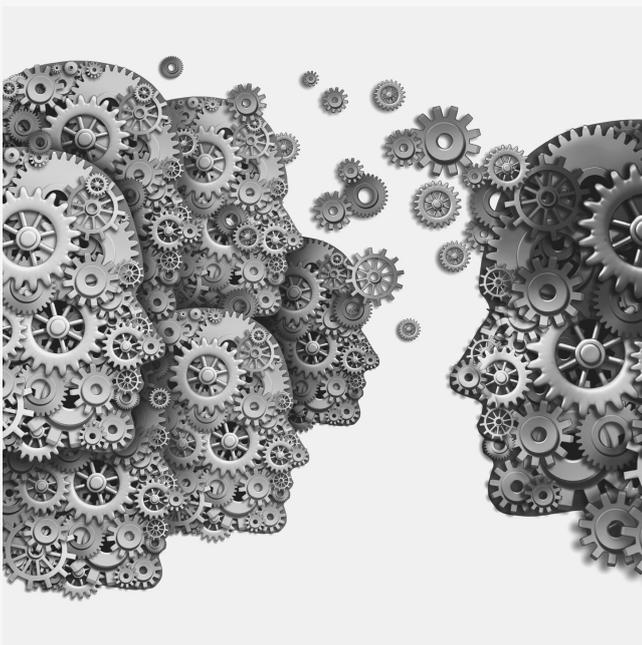
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# LEADERSHIP

*"We have to re-understand leadership. If we talk to millennials they use the words co-lead, co-create, because hierarchical leadership does not do well with innovation and change"*

The concepts of job security and employee loyalty have been slowly eroding over the last decade. The pandemic has been akin to a grenade in a barrel of fish for some businesses, shattering the tenuous links and loyalty that remained, transforming engagement into something that will have to be hard won by the employer in years to come.

**One of the biggest challenges cited was whether businesses have the leadership capabilities to bring and lead change in a hybrid world.** Larger businesses are recognising that they will need to create new and more dynamic leadership development programmes, ones that focus on building teams that thrive in ambiguity and have a mindset that embraces and seeks opportunities in change. In fact 17% of the organisations we spoke with were specifically planning to upskill managers and leaders to lead in the new hybrid working world.



As a physical presence and the traditional 9-5 evolves, performance management needs to be focus on output and most importantly value to the business. Feedback from individuals is that their managers should not micro manage them but to set direction and give them the support and space to deliver.

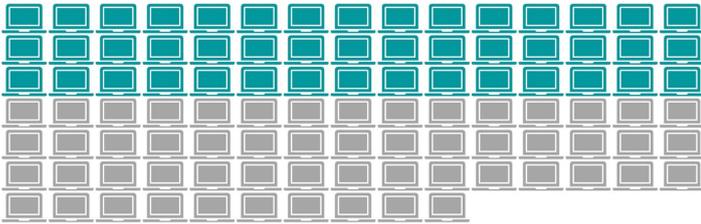
**It is up to leaders to set the tone of the working environment.** As much as we talk about wellbeing, from our interviews we found that it was working practices and culture that caused most stress with one person citing 'rather than giving me a mental health first aider, I would rather they didn't phone me on a Sunday or gave me a day off in lieu'.

It is critical that leaders create an environment that ensures staff are not overworked and feel supported. Without this we will see more burn out and resignations. From a recent Microsoft report (9), 20% respondents said their employer doesn't care about their work-life balance, 54% felt overworked and 39% felt exhausted. Trillions of productivity signals from Microsoft 365 quantify the precise digital exhaustion workers are feeling such as average teams call now lasting 10 minutes longer, 45% more chats each week, 42% of chats after hours and 50% answering chats within 5 minutes. These 'unhealthy trends' in working practices are all things leaders will need to remain aware of.

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# LEADERSHIP contd

Microsoft Office 365 productivity signals



45% more chats a week  
42% more chats after hours

An important aspect of leadership, as one particular respondent pointed out, is the ability to promote a sense of psychological safety and the removal of a blame culture if innovative thinking is to be encouraged. In these unprecedented times, there is a clear desire to encourage new ideas and ways of working, but this will only come if teams feel safe to try new things, make mistakes and learn without repercussion.

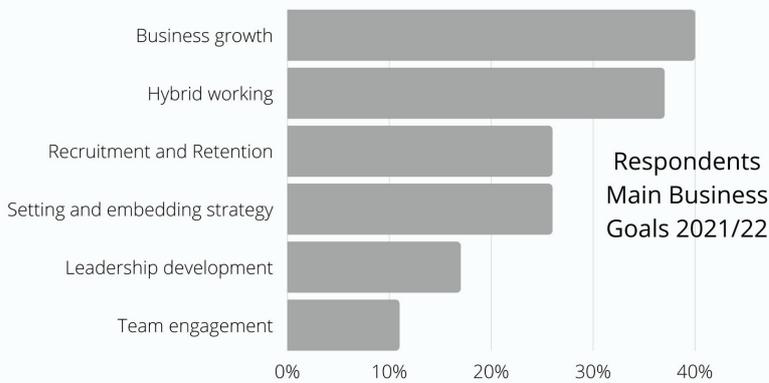
We have also seen some companies promoting individuals to management positions in order to accelerate required changes but without the full skillset to support and coach their teams. Coaching is a key skill for all managers, with active listening and empathy being recognised as critical during the pandemic. This needs to remain a valued approach going forwards.

*It has never been more important for leaders to take time to understand what matters to each individual in their team, rather than adopt a 'one size fits all' approach.*

*Managers and leaders need a mindset that focuses on the value each individual brings to the team, making the best use of skills available and encouraging their teams to 'make things happen because of me' (accountability).*

*This then leads to motivated individuals who have the drive to move a business forward through uncertainty and ambiguity and the resilience to pick up and move on when things don't quite go as planned.*

# THE ORGANISATION



What is clear from our research and external reports is that more businesses are shifting from surviving to thriving. **66% of the organisations we spoke to plan for business growth** either through business development or setting a strategy to develop new products or markets. Most are thinking how their business can now evolve from the last 18 months and how to connect their teams to a new purpose and strategy.

The pandemic has shaken up the business world and accelerated change for some organisations we spoke to. One said they had undergone 2.5 years of change in 9 months. The last 18 months have seen many real challenges for companies, but it is clear there are many great opportunities too if we look for them.

With the economic uncertainty, some businesses feel they should 'just get through this', approaching next steps with caution. Others want to change quickly but recognise that too much change could be destabilising for their workforce. For a number we interviewed, they acknowledged there had already been a significant amount of change including new strategies, values and restructures. However these have not been properly embedded into the business or culture. Work now starts to reinforce these changes before next steps are taken..

Organisations are facing critical decisions around building their workforce for the future (see Appendix 1). **Finding the right people remains a challenge** although some we spoke to are seeing this forced recruitment drive as a chance 'to stoke up the culture'.

Where opportunities exist for growth, businesses want to move and recruit quickly before the market becomes saturated. Some have found it's better economics to replace 3 cheaper with 2 expensive more experienced people who generate greater revenue and can adapt with the business.

Companies are now looking beyond traditional skills and competencies in their recruitment, talent and development programmes focussing on an individual's potential. Critical future skills quoted by many thought leaders and industry bodies include: curiosity, openness, empathy, resilience, adaptability and optimism. These skills and ways of thinking are vital to ensure that individuals, teams and the organisation as a whole are change ready.

New working practices are emerging such as the 'helix model' which balances flexibility and stability. Too much flexibility breeds inefficiency or even disorder and too much stability invites inertia and bureaucracy.

Companies like ZF Friedrichshafen are separating people leadership responsibilities from operational managers who run the product lines. This gives stability of a constant people manager whilst giving them flexibility to work across the fast-evolving business.

This could be something we continue to see in the marketplace as we balance the need for agility with stability (20).

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# THE ORGANISATION cont'd

- In the 2020 Global Human Capital Trends survey, 53% said between half and all of their workforce will need to change their skills and capabilities in the next three years. Increasingly success depends on innovation, entrepreneurship, and other forms of creativity such as critical thinking, emotional intelligence, and collaboration (21)
- Unilever has introduced 2 major approaches: a major upskilling programme to plug the gap of emerging new skills and roles as well as an employee model which gives the flexibility associated with contract roles with the benefits of an employee (22)
- Amazon has pledged US\$700 million to upskill 100,000 of its US workers by 2025. The program reflects Amazon's ongoing commitment to building resilience in its workforce through a variety of programs (23)
- In the 2021 Deloitte Global Human Capital Trends report, executives identified "the ability of their people to adapt, reskill, and assume new roles" as the top-ranked skill to navigate future disruptions (24)

As one organisation said 'hiring the wrong people is a risk to the culture' so it is important to identify clearly what is needed. Staff will need new behavioural skills to support new strategies and technical skills to make the most of technological advancements. However, **we believe mindset and attitude remains the critical factor for future success.**

Individuals, teams and businesses are looking for purpose driven futures to sustain future growth. There is an anticipation that the uncertainty will continue and significant new challenges may be on the horizon. As such it is key that the purpose and vision of the organisation is clear to all. Many managers said they were finding planning difficult in constant uncertainty and needed to understand the direction of travel from their leaders. Some respondents were finding it a challenge to create a strategy that had organisational resilience and drum up support and appetite for change.

*'Organisations that embrace a survival mindset will be able to tread water however to move to thrive, there needs to be a willingness to use disruption as a catalyst to drive the organisation forward. Organisations with a thrive mindset aim to create new realities that they choose for themselves; it's about doing what's possible, not just to succeed today, but also to dominate tomorrow' (25).*

*There is no doubt that these are unprecedented times for businesses. In the UK, in particular, the perfect storm of the pandemic, the impact of Brexit and the energy crisis is running alongside an economy already influenced by technological advances and a need for a more sustainable way of working.*

*An organisations purpose and direction of travel needs to be clear to all. That is the organisations mindset and without it there is no foundation on which to build success.*

*This is not a time to be faint hearted. As an individual, team, leader or business a Bold and Courageous mindset is needed to step up and make the most of the opportunities we can see and also those that have yet to emerge.*

*With that way of thinking You Have Got This!*

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## APPENDIX 1 - RECRUITMENT AND RETENTION



As a result of the pandemic, 69% of companies have experienced some form of restructure (15). With the acceleration of change in the workplace, those involved in people strategy have had to make some big decisions.

**To build or buy?** Uncertainty in business has led to a talent exodus for some organisations. This has made strategic workforce planning difficult and research from Manpower/Adecco suggests that companies will shift from trying to build skills for an uncertain future and instead just hire, and pay a premium for those skills, when the need actually manifests itself. We saw this in our research as many companies had hired temporary resource or outsourced roles such as IT and Marketing. In addition, they are reassessing reskilling options, such as apprenticeship schemes, to build up their skills base, as the war on talent is pushing many salaries up.

Research from Manpower Group (25) states that 7 in 10 employers globally are reporting difficulties hiring skilled workers. In addition, 69% of employers globally are struggling to find workers with the right blend of technical skills and human strengths including accountability, reliability and discipline, resilience, stress tolerance and adaptability.

**New and different skills required.** Teams had found it hard to replace many leavers or recruit the right skills for those businesses which were expanding. Research from Gartner (26) found that 33% more job related skills were listed in 2020 compared to those required in 2017. In addition training new recruits put yet another set of requirements on staff who were also struggling with their own roles.

**Attracting the right people from a bigger pool.** Although remote working opened up opportunities to access a wider global talent pool, some still found it a challenge and they had 'kissed a lot of frogs' in order to find the right people. Between June to August 2021, the estimated number of vacancies was at its highest level since records began, with all industries growing on the quarter. In the same period there were 3.4 vacancies for every 100 employee jobs, also a record high (ONS(27)). Companies we spoke to were responding to this with recruitment activities ramping up and were creating job boards, investing in advertising and building their employee value proposition (EVP). We noticed many talked about mindset rather than skills, looking for the right people who were positive and adaptable to future proof their business against further change.

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## RECRUITMENT AND RETENTION cont'd

**Retaining current talent.** In August it was reported that as many as 1 in 20 of UK workers resigned from their roles in the wake of the pandemic. Reasons cited included salary and benefits, location, job security, job atmosphere and flexibility.

Our findings back this up, as some of the individuals we spoke to felt their career was being put on hold whilst companies were reevaluating structures and business models. In an effort to retain staff many organisations have realised the importance of continuing their talent programmes and promotion opportunities in this time of flux as individuals want to feel they still had a career path. Research from Oxford economics and Unum suggests that turnover per employee costs on average £30.5k (based on employees earning £25k or more) which includes finding a replacement, onboarding and training (13)

**Onboarding and retaining new recruits.** Navigating their way through a new business was a theme for new starters during the pandemic. Companies that already had a structured induction process found it easier, whilst others 'cobbled together' programmes for new members. For many, they had previously relied on job shadowing and organic learning which were no longer an option. Some people who joined during 2020/21 were using google more than internal systems or their peer groups for information. In addition, new recruits were finding it difficult to pick up the phone 'with no purpose', a key requirement in order to build relationships with other colleagues.

One business recognised the high cost of new employees not staying. This led to them putting additional measures in place to ensure managers 'put their arms' around the new recruits.

*For many organisations there is now a retention and reskilling crisis. Organisations may not be able to reskill the capabilities of their existing workforce fast enough to meet their changing needs. Rather than trying to build skills for an uncertain future, they may take the short term approach to just hire, and pay a premium for skills when the need actually manifests. Other companies will expand their use of contingent and contract hiring or expand their partnerships with organisations to "rent" employees for a short period of time to meet the needs that they are facing.*

*Whilst both these approaches may provide quick fixes, those businesses that focus on developing resilient, growth mindsets within their own workforce to be better positioned for the challenges ahead.*

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# ABOUT US - ALISON BURGESS AND CATHY LAWSON

Our mission is to help individuals and companies evolve and thrive to be their best using the most powerful tool available to us - our mindset.

"It's only as we develop others that we permanently succeed"

In a VUCA (Volatile, Uncertain, Complex and Ambiguous) world, we are all impacted by change, however, how we react and respond is within our control and defines our future. Opportunities are endless when we perceive the world for its possibilities rather than its limits and we are passionate about helping build a mindset that empowers people to seize opportunities for future success.

The research undertaken here reflects our continuing desire to understand the challenges facing our clients. Our goal is to not only explore the impact of the changes experienced by companies and individuals but to also help inform and share best practice on solutions with our clients. This way too we can ensure our coaching and development programmes that build mental strength, agility and resilience remain relevant and accurately reflect the world we live in.



Our programmes are built around the 6 cognitive habits that create an I Have Got This mindset. We equip leaders to spearhead change within their organisations and empower individuals to take control, be energised and own their future. Having mental strength ensures people not only embrace change now and in the future, but grow thrive as a result.

Between us we have over 60 years of combined experience within a variety of industries. Our specialisms include Coaching, Change Management, NLP, Talent Management and Leadership Development. Our purpose is to help people and businesses break down the mental barriers that are holding them back and develop the mental strength to achieve their full potential.

*To find out more about how we can support you and your business to achieve its full potential contact us:*

*Alison.Burgess@ihavegotthis.co.uk  
Cathy.Lawson@ihavegotthis.co.uk*

*or visit our website [www.ihavegotthis.co.uk](http://www.ihavegotthis.co.uk)*

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