

# insights

on the Future@Work

Issue 3 | 2022

## ALL SYSTEMS GO FOR TECH START

Helping women  
launch careers  
in space

## HOW TO PREVENT A LOST GENERATION OF WOMEN AT WORK

C-suite voice by Valérie Beaulieu,  
Chief Sales and Marketing Officer  
at The Adecco Group

## BREAKING THE BIAS: WOMEN WORKING IN TECH

What can we do  
to make progress?

# A note from our editor

**W**ELCOME BACK TO Insights Magazine. In our third issue of the magazine, we're talking about women in the workforce. More than two years after the pandemic started, women are returning to their careers at much slower rates than expected. On top of that, women are more burned out than in recent years. So how can we encourage women to jump back into the workforce?

In this issue, our Chief Sales and Marketing Officer Valerie Beaulieu makes the argument for seriously and imaginatively addressing the often-prohibitive costs

of childcare and elder care so we can prevent a lost generation of women at work. Plus, stories on female careers in space, navigating neurodiversity in the workforce, and crafting your career and life as a female leader.

We'd love to hear from you and welcome your feedback and suggestions for future issues. Shoot me an email: [mara.stefan@adeccogroup.com](mailto:mara.stefan@adeccogroup.com)

Sincerely,  
**Mara Stefan,**  
Editor of Insights Magazine

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#TOP STORY

Photo: This Is Engineering from Pexels

Gender parity within the global tech sector still remains at an all-time low. What can we do to make progress?

By Reshma Ramachandran,  
Group SVP and  
Head of Transformation at  
the Adecco Group

# Breaking the Bias: Women Working in Tech

**A**RE WE REALLY BREAKING the bias when it comes to women in technology? While we are making progress, the statistics of women in technology and engineering are far from even closing the gap. Only about 25% of jobs in technology are held by women in 2021.

I studied engineering and have held engineering positions for the first 20 years of my professional life, and I have personally faced several adversities to make headway in my career. Our purpose of making the future work for everyone requires breaking the bias along several different stereotypes.

The future of work will see women taking up more and more of the non-stereotypical roles. I feel privileged to be part of this incredible journey, where we are not only using technology to disrupt our ways of working but also breaking the bias having several women leading our digital transformation and creating products for the future.

## Women in Tech

In the early days of Silicon Valley's tilt at world domination, tech start-ups operated according to a now-famous motto: 'Move fast and break things'.

One thing they have failed to break, however, is the gender bias within the global tech sector. According to growth platform Tech Nation, less than one in five workers in the UK tech sector are women – and almost six in 10 of those women believe gender inequality occurs either frequently or very frequently within the sector, compared with 32% of their male colleagues.

These are all good reasons to break this bias but there's an increasingly strong business case for doing so, too. The more gender-diverse an organisation's executive team, the more likely that company is to outperform its peers.

Photo: This is Engineering from Pexels

What can organisations and leaders do to start closing this gender gap? The most important step, according to Laila Iftikhar, VP of Digital Success Management at Adecco Group, is to foster a culture in which everyone feels heard and able to flourish. As in many industries, technology has become central to the way Adecco works, making her role pivotal.

Although not from a tech background, three years ago Iftikhar became Adecco's Head of IT and Transformation. It was a male-dominated team working in an area outside her expertise at the time, and it wasn't always plain sailing.

'I would second guess myself,' she recalls. 'You get a lot of impostor syndrome when you get in those situations – do I say something if I don't agree with that decision, and it's being taken by people who are more knowledgeable than me? You doubt yourself a lot.'

Encouragement she received from those around her was key to overcoming these challenges: 'Thankfully I had allies within the organisation locally and globally that would ask my opinion, knowing that I always have one!'

Women make up only around one in three STEM students in higher education worldwide – and just

3%

of those women choose to study information and communication technology.

### A blocked pipeline

As well as welcoming women in from other sectors, however, breaking the gender bias will require, over time, a more balanced influx of new blood. But this pipeline has a blockage. Women make up only around *one in three* STEM students in higher education worldwide – and just 3% of those women choose to study information and communication technology.



Photo: This Is Engineering from Pexels

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“We’re working with organisations on meaningful change, identifying and addressing systemic issues... A lot of what we are doing is helping to elevate diverse talent but then also helping leaders to become more inclusive.”

— **Kelly Griffith**, Global Director of Coaching Services at Ezra Coaching

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We shouldn’t need science to tell us this isn’t down to any gendered aptitude for the sciences. Nevertheless, a 2018 study by researchers from the *University of Queensland* found that girls and boys perform equally well at STEM subjects in school, from the top of the class down – and that girls in fact routinely outperform boys.

Why, then, aren’t more young women taking jobs in tech? The Australian researchers suggest this could be partly due to longstanding cultural biases, such as the notion that tech is not a welcoming field for women. One way to help dispel that is by ensuring that when graduates and older pupils look at the tech sector, they have strong female leaders to look up to; women who have beaten the path they hope to tread.

Kelly Griffith, Global Director of Coaching Services at Ezra Coaching, an online platform that delivers executive-level coaching to people at every level of an organisation, a part of the Adecco Group, says she has benefited in her career from exactly that kind of support.

“My experiences in tech have been very positive,” she says. “I’ve been lucky enough to be surrounded by very strong female leaders and role models.”

### Positive signs

There are signs that the sector is moving in this direction. Griffith says that among Ezra’s clients are several big technology firms: “We’re doing a lot of work with them around building an inclusive culture. We have coaching programmes dedicated to that area,” she says. “We’re working with organisations on meaningful change, identifying and addressing systemic issues... A lot of what

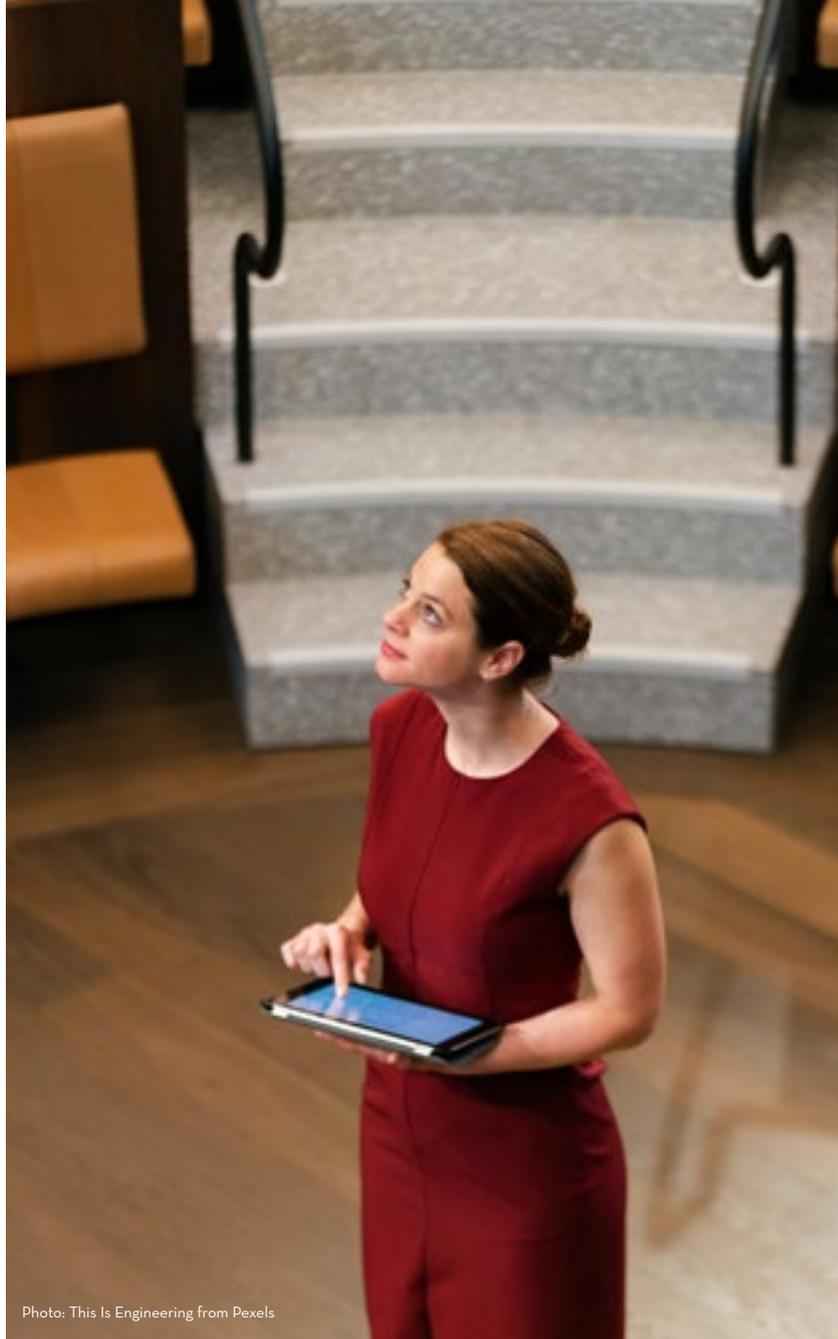


Photo: This Is Engineering from Pexels

we are doing is helping to elevate diverse talent but then also helping leaders to become more inclusive.”

Izabella Khazagerova, Global Head of Career Services at HR firm LHH, a part of the Adecco Group, was another newcomer to the tech space when she took up her current role two years ago. Her mission was to develop an online career activation portal – a product that helps individuals working within a company to find new roles within that organization, helping to retain talent in-house while helping valued employees build their careers. The portal also identifies any gaps between the skills an employee possesses and those they require to do the job they want – and enables users to sign up for training courses that will help them close that gap.



Photo: This Is Engineering from Pexels

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“You can see there are more women entering the STEM education path, or who have a willingness and desire to improve things in engineering, science and technology.”

— **Kelly Iftikhar**, Global Director of Coaching Services at Ezra Coachin

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One major enabler of this, Khazagerova says, was the network of female colleagues already there – and one in particular. “I connected a lot with other women who are in positions of power in my company,” she says. “One senior colleague – and I’d encourage others do this – reached out to me at the start of this project and said “Would you like me to be your career mentor?”. That meant a lot.”

### Culture above all

As for the next generation of female talent – that pipeline blockage could be shifting, too. At Adecco Group, Iftikhar says she began a programme to

recruit more graduates into her department, both to create opportunities for talented youngsters and to broaden the perspectives available to her team as it set about creating digital products.

“I was pleasantly surprised by the number of females who applied for the positions,” she says. “You can see there are more women entering the STEM education path, or who have a willingness and desire to improve things in engineering, science and technology.”

Ultimately, the key to breaking the bias lies in attracting female talent into the sector. If a workplace is truly inclusive – if everyone feels valued and heard, no matter their gender, personal or professional background – then that workplace will be a welcoming environment for anyone with the right drive and talent. That’s good for society, good for equality, and ultimately good for the bottom line.

“The culture for me is the most important thing,” says Iftikhar. “You have to be willing to be honest and open, and not afraid of failing. And the more resilient we are and the quicker we go through the change curve, the better it makes us.”



## #PODCAST

How can women build a career around their priorities and make choices that reflect their goals?

In the latest episode of the Future of Work Conversations, Gaëlle de la Fosse, President of LHH, sat down with Lisa Lewin, President of General Assembly, for a wide-ranging conversation in honor of Women's History Month and our women in the workplace issue. Lewin and de la Fosse discuss the shifting role of women in the workplace, the importance of emotional intelligence in leadership, and the growing burnout many women leaders face.

# Future of work conversations



## IN CONVERSATION WITH...

Gaëlle de la Fosse, President of LHH  
with Lisa Lewin, President of General Assembly

# Crafting Your Career and Your Life as a Female Leader

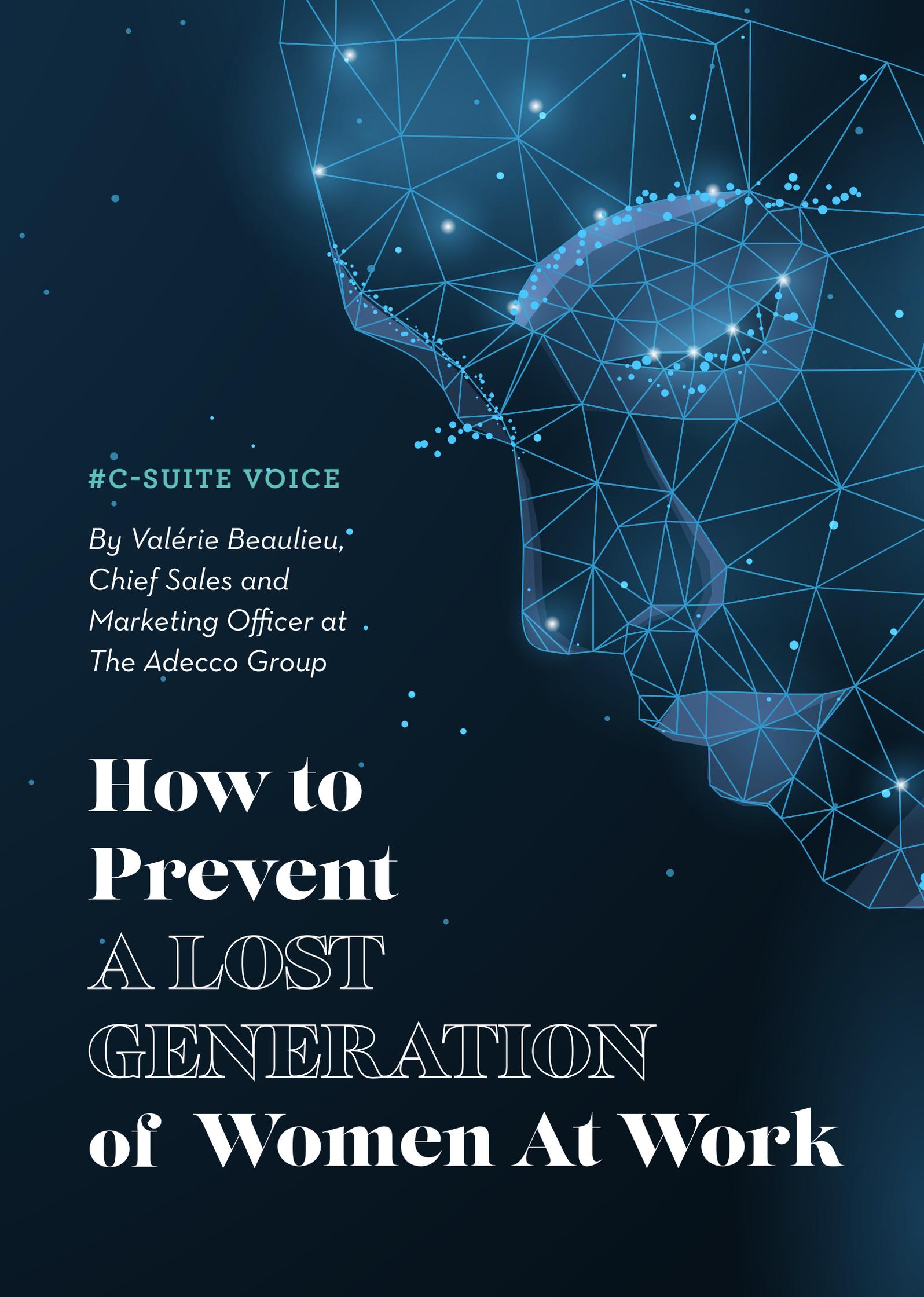
**“W**OMEN ARE REALLY THINKING about what they want in their jobs. Previously, women were in a take-it-or-leave-it position. Now, it’s more, ‘What am I crafting for myself?’ ‘What do I want out of my professional life, my personal life, and how do they tie together?’ This is different than in the past,” de la Fosse said.

Since the onset of the pandemic and the resulting shift to remote and hybrid work, women have played a key role in changing the way we work and the way leaders dealt with management challenges. Millions of women have begun to rethink their priorities in life, and as a result, they have begun to make changes, from leaving the workforce to finding more flexible arrangements. Watch the full video to hear Ms. Lewin and Ms. De la Fosse speak about women in leadership.

The future of work is constantly shifting – and fast. How can you keep up?

The Future of Work Conversations is a podcast all about the intersection of human talent, and leadership in the shifting world of work. Whether you’re a CHRO leading a human resources function or a business leader, this podcast brings together experts, decision-makers and C-suites to discuss everything impacting the changing world of work – and how companies are shifting to become future-proof.

Dive deeper into the latest episode featuring Lisa Lewin, CEO of General Assembly, and with Gaëlle del la Fosse, President of LHH. The leaders discuss the shifting role of women in the workplace, the important of emotional intelligence in leadership, and the growing burnout many women leaders face.



**#C-SUITE VOICE**

*By Valérie Beaulieu,  
Chief Sales and  
Marketing Officer at  
The Adecco Group*

# **How to Prevent A LOST GENERATION of Women At Work**

“We cannot afford to wait: at the current rate of progress, we are not looking at only a generation to achieve gender equality in the economy – it’s 267 years.”

Valérie Beaulieu,  
Chief Sales and Marketing Officer  
at The Adecco Group



**T**HE FIRST WAVE OF THE PANDEMIC in 2020 saw a collapse in women’s employment. Since then, not enough of them have been returning to work. What explains this, and what can we do about it?

The first and most obvious reason is that women work disproportionately in sectors that were especially hard hit by Covid. Some, such as hospitality and retail, were affected by shutdowns. In others, such as health and social care, women were *on the front lines* of the crisis and working conditions became more stressful.

Our *Resetting Normal Report* for 2021 found that men and women had experienced the pandemic differently. Women were more likely than men to say they felt

burned out (39% vs 36%), their mental wellbeing had declined (34% vs 29%) and they were anxious about returning to the office (46% vs 38%).

Another important part of the explanation is that in many societies women still bear the brunt of domestic care responsibilities. These increased dramatically as schools closed and families sought to protect elderly relatives from the virus by taking over more aspects of their care.

McKinsey and Lean In *found in 2020* that US mothers in a dual-career couple were more than twice as likely as fathers to say they’d taken on at least an additional five hours of household chores during the early stage of the pandemic. In two-income households where one partner gave up work, this was a woman in 80% of cases.

The continued burden of caregiving responsibilities still holds many women back from rejoining the workforce. Societies need to think much more seriously and imaginatively about how to address the often-prohibitive costs of childcare and elder care.

### Getting more women into digital jobs

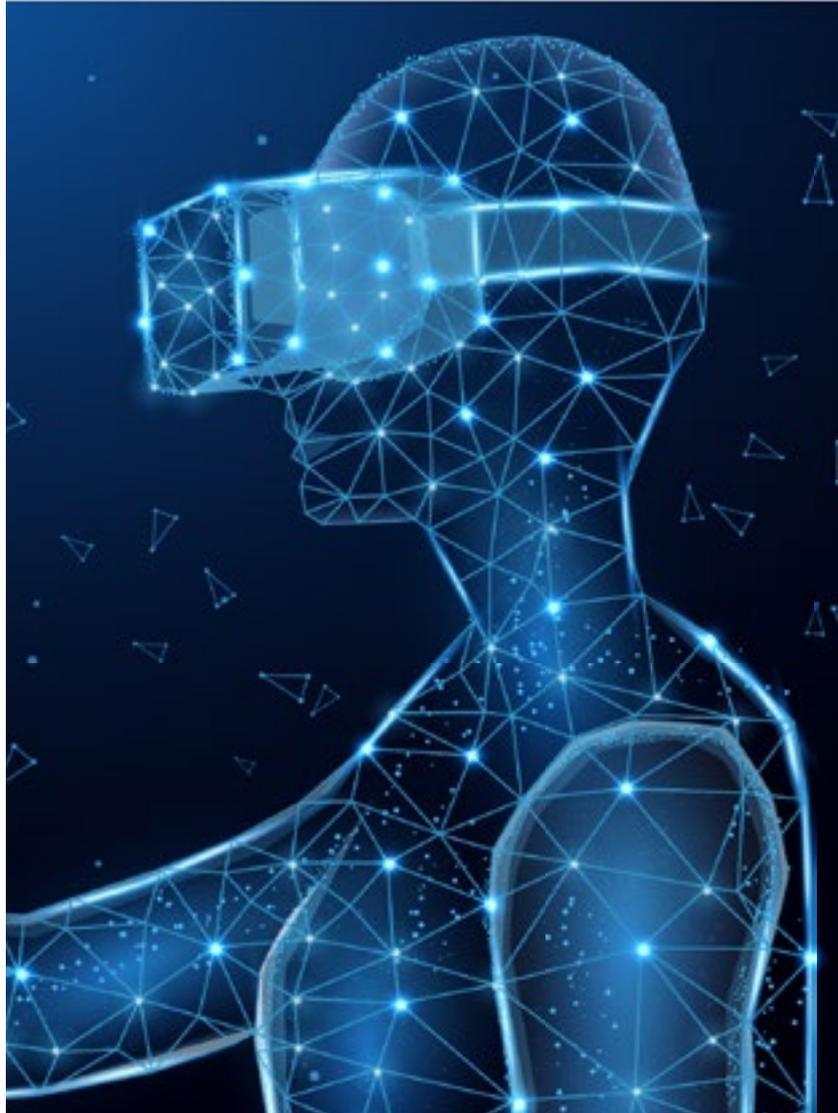
Women's slow speed of return accentuates a growing problem that Covid accelerated: for years the digitalisation of the economy has been excluding women due to the longstanding, systemic gender deficit in students doing STEM degrees.

I worked for 30 years in the tech industry before joining Adecco, and I saw first-hand the difficulties women face: the more important digital roles become in the economy, the lower the share of important roles go to women. So how can we avoid the rapid shift to digital making women feel even more excluded? Here are four suggestions.

First, role models are important to mobilise girls to want to study technology. Many women, for example, are now working as scientists in law enforcement because they loved the character of Abby Scuito in NCIS. Astronaut Mae Jemison, the first African American woman to go into space with the US space program, said she was inspired by actress Nichelle Nichols on Star Trek – who, in turn, had been encouraged by Martin Luther King to continue the role so she could inspire others. We need more movies and TV shows featuring inspiring and powerful women as leaders and scientists. Gender equality starts with the arts.

Second, governments should accelerate regulatory action on wage discrimination – asking companies to prove that they are paying men and women equally for work of equal value – while investing in the care economy to enable women to return to work, and prioritizing women for upskilling and reskilling programmes.

For many years I was against positive discrimination, because I never wanted to wonder whether I had been promoted for my capabilities or my gender. But I have changed my mind because we cannot afford to wait: at the current rate of progress, we are not looking at only a generation to achieve gender equality in the economy – it's 267 years.



### Flexible training and more male sponsors

Third, we need to devise better ways of delivering training programmes in digital skills that fit practically with women's lifestyles. Podcasts are one example – for many women, they offer an opportunity to absorb information while also performing daily care tasks.

Some women are put off from digital roles because they imagine being isolated, working on their own with a computer. We need to emphasise that this is increasingly not the case – plenty of roles involve digital elements alongside a diverse range of other skills.

Last, but not least, more men need to ask themselves how they can be sponsors of women in the workforce. We are starting to see an attitude shift that mirrors the difference between the civil rights movement of the 1960s – which primarily involved black people fighting for their own rights – and today's Black Lives Matter movement, which has led wider swathes of society to recognise their own need to change.

Being a sponsor goes beyond being an ally. A sponsor is someone who will talk about you when you're not in the room. Women tend to do this for other women, and men can do it too – I know how much my own career benefited from having amazing male sponsors who made a conscious effort to speak up on my behalf.

Women had made decades of progress in the workplace before the pandemic set it back. For the sake of our daughters, we need now to get that progress back on track. Listening to people continues to be a critical skill, and one that somehow escapes too many executives. In 2022, focus on developing a feedback loop with both management/leaders and employees. People analytics, and data-driven feedback methods, such as tracking retention or engagement survey data, are vital – but not, on their own, sufficient. HR leaders need to leverage this data to drive actual conversations, understand the needs and expectations of the current workforce, agree to ways of working or other aspects, and commit to actions to sustain change.

### Digital transformation is here

Digital transformation was a vague buzzword, a “nice-to-have,” in past years. Not anymore. It's a reality, a key transformational driver throughout the enterprise, due to the COVID-19 pandemic that has resulted in a significant increase in remote working.

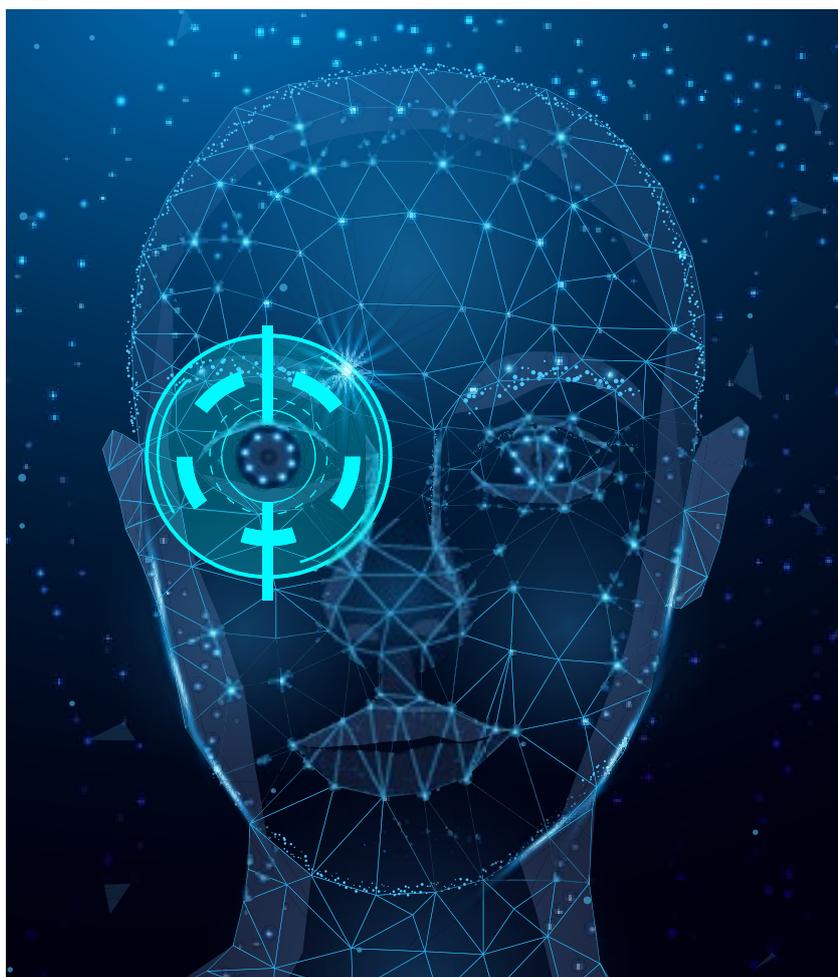
This year, HR leaders must connect leadership and business needs with employees' capabilities through effective digital platforms as hybrid working now dictates a balance between in person and virtual working. That entails helping to create virtual internal talent marketplaces that foster inclusion, understanding modern technology, all while ensuring better online collaboration in the new hybrid era of work. It's about weaving purpose through the organization's business culture and activities through virtual communications and prioritising more data-driven decisions.

It's not all about data, though. It's just as important to include an understanding rooted in empathy. That context and data combined should drive decisions. Going forward, HR will need to own many of these essential processes.

### New world working

The brave new normal of hybrid and remote working has been written about widely – including on *our Future of work insights*, where we've explored helping new hires adapt, maximizing remote teams, and more. It's absolutely vital that HR stay on the leading edge of this long-term trend. Companies have turned to their HR teams for advice on every topic relating to their people. This ranges from remote onboarding to navigating a scarce talent market heavily driven by the needs and expectations of the worker to increasing diversity at the leadership level to how to create the workforce fit for the future.

It's imperative that leaders take the time to **reset their base understanding of the needs of their employees** as the new way we work involves more than only physical location and it is more about introducing flexible work models that consider all aspects of what your people need. HR must act as the conduit between the employee and the company in order to create a model that works in their company. People have begun to reassess where



they want to spend their time and energy both personally and professionally.

As an example referenced in [this flexible working models guide](#), the Adecco Group has developed its own New World Working Guiding Principles to support our people. In addition to considering hybrid working, we also are reviewing productivity metrics—to better consider how our workers are being rewarded for results. Smart planning and agile working are also important, as employers leverage technology to maximise effectiveness and provide ongoing training opportunities while still putting employee wellbeing at the forefront.

### Wellbeing to the forefront

The pandemic has prompted many employees to re-prioritise their wellbeing and even take a more holistic view of their wellbeing. As [Gordana Landen, Adecco Group's CHRO, pointed out recently](#), it is time to put a spotlight on wellbeing “and talk openly about how companies can better support their people, their wellbeing, and their mental health – especially as companies begin shifting to a post-pandemic future.” This remains true and provides an opportunity for HR to lead the way.

Wellbeing should be considered holistically as one aspect of wellbeing can impact the other. For example, physical health and social wellbeing are linked. [Studies](#) have shown that exercises, from dancing to aerobics to swimming and beyond, can help alleviate depression and anxiety. As such, the [Workforce Vitality Model, created by the Adecco Group Foundation](#), is a good starting point for any company when considering a holistic approach to employee well-being that unites both top-down management and bottom-up feedback.

### Diversity and inclusion

Investing in a diverse and inclusive culture is no longer an ask, it is an established expectation. HR leaders must focus on understanding their employee populations and client groups to build programs that improve employee engagement, support non-traditional employees, and incorporate inclusive policies that reflect generational differences while driving retention and cross-functional collaboration.

This will mean reviewing the recruitment process and employee career development from the



ground up – traditional views on how to leverage people, technology and processes must evolve to allow a person’s true skills to shine through. Aspects like accessibility, blind CVs and gender-neutral messaging, pronoun consideration, to name a few, must be integrated throughout the employee experience.

### Learning never stops

According to a Boston Consulting Group [study](#), more than two-thirds of workers globally are willing to retrain for new jobs. And yet in [our latest workers research](#), just 58% of respondents said their company has a clear strategy to train employees in new digital skills that the company will need in the future. And only 37% of non-managers feel their company is investing effectively in developing their skills. That gap is a problem that HR leaders will need to address.

Our current workforce is comprised of four different generations, each with their own learning styles and their own needs. Employers need to consider upskilling and reskilling workers

a priority when looking to attract and retain top talent. It's much more efficient to train a worker for current skills they need.

HR staffers will need to steer employers to include hiring people for skills – not just their degrees. Hiring managers need to look beyond conventional candidates (educated, employed workers) and consider applicants with transferable skills from other industries and other jobs. Skills-based hiring will become increasingly prevalent and a necessity for many employers looking to widen their job pool – and access non-traditional candidates.

Expect such concepts to advance in 2022 due to sheer necessity; according to the *OECD*, more than a billion jobs will be transformed by technology in the next decade, and in the very short term, 42% of the core skills required to perform existing jobs will change.

### Rollin' on a river

Talent pools are out. Talent rivers (the philosophy was developed by *Pontoon Solutions*) are in. The difference?

Talent pools are static, even stagnant, while rivers are always in motion. Candidates no longer sit in talent pools, hoping to be selected, but instead are constantly moving. HR leaders must adapt to these new waters, if they are to capture the right talent at the right time and place. That means adopting the same “lean” principles that have upended software development to design a faster, more agile, more responsive hiring process.

But it also means looking at non-conventional sources of talent, such as creating returnship programs to bring populations back into the workforce.

### Corporate empathy and true leadership

As Adecco Group CEO Alain Dehaze has *said*, the Great Re-Evaluation has empowered workers in new ways. One trait increasingly insisted upon by these employees – especially up and coming generations – is an organisation in which discussing one's emotions and personal life is not only permissible, but encouraged. This new attitude is often called emotional intelligence or corporate empathy. It is about understanding people's emotions in work situations and being able to talk openly about those emotions, whether they arise from a personal situation

or a work situation. For example, say a team is under a great deal of stress, and this results in displays of emotion during team calls. Rather than ignoring the situation, a leader might ask what is causing the emotions, listen to answers, and make an adjustment to reduce stress and improve team wellbeing.

This empathy is especially important given the myriad changes for workers and leaders in the ways we work: remote and hybrid employment, automation, etc. Executives and managers who may have been brought up equating emotion with weakness need to adapt, and HR leaders will play a key role here. The focus should be on training leaders and providing them with access to coaching to lead in a new era that demands emotional intelligence and effective remote communication.





#RESEARCH

# Are You Ready?

## Switching Off Autopilot and Gearing Up for Change

The Future of Work is here, but are you ready? New research from LHH uncovers the state of readiness in today's workforce. **Dr. Mary Clare Race, Chief Innovation and Product Officer at LHH**, introduces the Readiness Index — a game-changing study of the conscious and subconscious drivers behind preparing for a changing career.

**I**N MY WORK AS AN organizational psychologist, I'm fascinated by what causes people to behave the way they do at work – what makes them stay, and what makes them ready to take bold steps in a new direction. COVID-19, and other global shockwaves, have reshaped how we think about work, sparking a movement many dub *The Great Resignation*. People are rethinking life and work and want jobs that align with their values. I prefer to call it *The Great Re-evaluation* – a disruption that brings a real opportunity for innovation and culture change.

### Understanding the drivers for change

At LHH, we've started to dig into people's motivations for taking the next step in their career, tapping into data science to build a picture of the factors that drive readiness. Our study started with a literature review of over 150 peer reviewed papers from leading psychologists and academics relating to employment "readiness." That helped us define measures of readiness and identify the three factors that influence how ready a person is. Firstly, how they *feel* on a personal level, secondly the impact of the workplace culture, and finally the wider environmental and societal issues.

*Our Readiness Index* has been developed by behavioral scientists to meaningfully explore the difference between how people *say* they feel about their work, and what's really going on for them at a subconscious level. Our quantitative survey was designed to capture both conscious and unconscious attitudes, encouraging people to go a little deeper than the automatic response. The result is a scientific measure that can shine a light on people's deeper motivations, helping employers to understand how ready their people are so they can support them to grow.

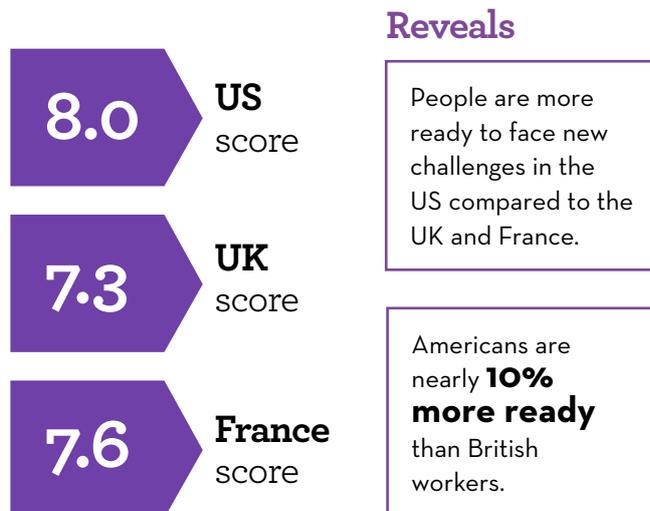
### How ready are people?

The Readiness Index is a score derived from both the implicit and explicit responses to the survey. The score on a scale of one to 10 indicates how ready people are to take the next step in their career, with 10 being the most ready. We asked 2000 people working in the finance sector in the US, UK, and France what factors are driving their readiness to take the next step. Initial findings show a high degree of readiness across the groups we surveyed, with an average score of 7.7.

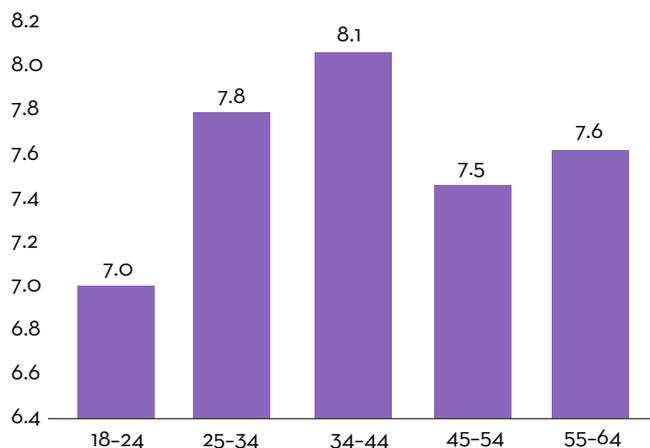
There was no difference in readiness between gender groups, and 78% of both men and women say they are ready for change. But our research revealed different

## How Ready is the world?

The study has shown that there are clear differences by country.



### Differences by age



- **People aged 35-44** are sig more ready than 18-24, 45-54, 55-65
- **Only 25-34** are not sig different
- **18-24** are sig less ready than other age groups

drivers for change. Women are more inward focused and interested in opportunities for personal growth. Concerns about the future center around lack of self-belief in abilities and skills. The men we surveyed are more motivated by external factors like salary and workplace relationships. Men are 48% more likely to say their manager is poor compared with women and are more concerned about the rise of tech and other environmental factors, like COVID-19.

The group that emerged as the least ready across the three countries is 16-24-year-olds. We're calling this group The Vulnerable Youth. Young people, contrary to what we sometimes think about Gen Z and Millennials, appear to be the most disillusioned. Over half of the young people we surveyed say they feel anxious about next steps, and one-third that their voice isn't heard. Young people have the highest levels of anxiety and a lack of self-confidence which is related to a low level of control over their next step and a pessimistic outlook over their future. Our research revealed that young people working remotely during the pandemic had missed out on the mentoring, belonging and connection they need to feel part of the workforce. As a result, young people say they feel excluded.

### Waking up to what people really want from work

Psychologist *Daniel Kahneman* says we have two systems of thinking – fast and slow. System 1 is fast thinking that controls our intuitive, automated, rapid responses. System 2 is slow thinking where we have time to engage in deliberate effort, planning and reasoning.

## The vulnerable youth

**Who are they?** Aged 18-24 this cohort has the lowest Readiness Score. They are the most disillusioned (as a result of starting their career in a post-COVID hybrid working world) and also have the highest levels of anxiety. A low level of control over their next step and a pessimistic outlook for the future has decreased their levels of selfconfidence.

### 18-24 year olds

- **Worry the most about** all the environmental factors compared to older people
- **Feels less in control.** One in three feel they can't control their next step.
- **Tend not to have** good relationships at work.

**34%** feel they don't get along with colleagues.

**55%** are anxious about their next step.

**1/3** feel their voice isn't heard compared to older people.





We spend most of our time in System 1 – moving through our lives and careers on autopilot – perhaps taking the first job on offer and continuing along a path set by early choices. The conscious parts of our brain might say we’re ready to take the next step, but our subconscious patterns and emotions tell a different story and often stop us from making a move. Sometimes we need a jolt to shock us out of passivity. And COVID-19 has been that catalyst, as people wake up to how they’re spending their precious time and will no longer stay in jobs where they don’t feel valued.

Unfamiliarity and change can leave the subconscious brain at sea. It can no longer tick over happily on autopilot, so our conscious brains are forced to take back the controls. We are more likely to move out of comfort zones, and act on concerns that have been simmering beneath the surface. Crisis can lead to opportunity. By understanding what really matters to people – and why they might stay or be ready to go – business leaders can design solutions that work for people in their career today.

### **Advice to employers: Harness the power of intention**

Employers and employees now have a real opportunity to do things differently, and support workers to optimize their skills and desire for change. We’ve started by focusing on the financial sector and will be widening our lens to look at different sectors and global territories over the course of the coming year. We’ll be using insights from the Readiness Index to develop

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“Sometimes we need a jolt to shock us out of passivity. And COVID-19 has been that catalyst, as people wake up to how they’re spending their precious time and will no longer stay in jobs where they don’t feel valued.”

— **Mary-Clare Race,**  
Ph.D., Chief Innovation and Product Officer, LHH

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processes that will help you take the pulse of your teams, drive readiness, and release untapped potential.

People want purpose at work. They are ready to walk away from a toxic workplace or bullying culture and will no longer stay in jobs where they are unhappy. The uncertain climate caused by the pandemic has led some people to invest in themselves and their skills. And they want to use them. One big lesson for employers is, ignore the aspirations of your workforce to develop at your peril. If you don’t harness the extraordinary latent abilities of your people, then someone else will.

So, if you want to attract and retain talent, and create an environment where people can flourish, then keep in touch with LHH and the wider Adecco Group as we embark on our latest journey to help get people “*Ready for Next*”.

#TRENDS

Top

5

trends

from the world of work

Traditionally, mothers have always been the ones responsible for taking time off work to look after children. Women often take on an unfair burden of unpaid care each week. But the pandemic has accelerated a huge shift: many fathers are taking a more active role in family life. Can paid, mandatory paternity leave make a big dent in workplace equality?

In this issue's edition of Top 5 trends from the world of work, we're looking at women in the workplace and the trending stories around equality. From the companies making fast-moving changes in workplace parental leave to the ways in which affordable childcare would help women save for retirement, these are the trends in the world of work.

# #1.



Photo by DOMINIKA ROSECLAY / Pexels

## Is paternity leave the key to workplace equality?

For decades, mothers have traditionally been the ones who left work to look after children.

But the pandemic has accelerated a new shift: fathers wanting to take more of an active role in family life. Fast-moving changes in the workplace parental leave world have resulted in big shifts for mothers and fathers alike, as well as the co-workers who pick up the slack.

If older, male leaders within an organization look down on younger colleagues taking time off to spend with their families, they might be risking losing those employees to different companies with more forward-thinking policies.

Are we still thinking of fathers as the breadwinners in the family, and the women as caregivers? Read more [here](#).

# #2.



## “My company is not my family.”

The Great Resignation opened up a dramatic shift in the world of work for so many companies and employees alike. Some workers in the U.S. took advantage of their newfound options by quitting their toxic jobs, others negotiated for a raise, and some...some decided to slowly scale back their working hours.

Some workers saw this as their chance to work less. U.S.-based recruiter Justin, for example, had spent much of his working life putting in 10- to 12-hour days. He didn't want to keep spending so much of his life dedicated to work, especially after the birth of his first child. So he decided to very slowly scale back.

“I was sweating bullets, but I was like, look, they're not going to fire me,” Justin told *Insider*. “It would take them months to find someone new and train them up. My lessened productivity is better than zero productivity.”

For many lifelong overachievers, work has become just that: work. For the first time ever, these professionals are seeing their jobs as a simple source of income to support their families instead of some higher calling that demands all their time and dedication.

“These companies just see you as a resource, not as a person,” one IT worker told *Insider*.

The pandemic has only made it easier for these professionals to put their jobs in perspective, too. Amid a tumultuous labour market and talent shortages, workers feel like they have job security. It's the perfect time to be a recovering overachiever.

Many people around the globe would call these employees lazy, unambitious, or shiftless. But name calling misses the point. Instead, these workers say they are making a considered, educated decision. They are done letting companies squeeze out extra hours of overtime. Is this the end of hustle culture? Read the full piece at *Insider*.



# #3.

## Affordable childcare would boost women's retirement savings, report finds.

Women could save up to \$118,000 more for their retirement if the Australian government increased subsidies on childcare, according to new research by Industry Super Australia (ISA).

Childcare costs take a big toll on women, especially financially. Now, one study is revealing the exact

financial cost for women in Australia. In Australia, the government subsidizes up to 85% of childcare costs for lower income households. However, for every percentage point a family earns over \$70,000 a year, that subsidies goes down – a lot.

Increasing subsidies could help close the gap between men and women, who retire with an average of a third less than men. According to research by the Grattan Institute, this dramatic fall in subsidy discourages women with small children from working more than a few days a week. Read more in the [Guardian](#).

## The boomerang employees returning to previous employers — with new skills and new experience

In 2018, Lien Ceulemans left Salesforce and took a new job at Google. In 2021, she returned to Salesforce, becoming a “boomerang” employee.

“The people I used to work with reached out when a role came up,” Ceulemans told the *Financial Times*.

It may seem odd to return to a previous employer, but it’s more common than most people think. LinkedIn found that 4.5% of new recruits on its platform were boomerangs last year compared with 3.9% in 2019.

There are advantages to the employee, of course: you’re familiar with the workplace culture, and it can be easier to integrate with the company.

Of course, there are also advantages for the employer: you may save money on recruitment and training costs all while increasing productivity. One Cornell study found that boomerangs outperformed new hires, especially in roles that involved “relatively high levels of administrative co-ordination, such as project manager and purchasing agent that encompass planning, goal setting, scheduling, and the application of organisational routines and rules.” Read more at the *Financial Times*.



Photo: Tima Miroshnichenko from Pexels



# #5.

Photo: Pixabay

## Why workers and employers are suddenly ghosting each other

Laura was invited for a final-stage interview at a multinational company in London, and she thought she was on the cusp of landing her dream job.

“It was presented to me as a formality,” she told the [BBC](#). “The interview went well, and I was later told I’d got the job.”

But after that – nothing. Despite those initial guarantees, Laura never got any contract or follow-up emails. In fact, she barely heard from the company at all. She is one of many workers who were ghosted. Instead of sending formal rejection letters, or explaining what happened, her potential employer ignored her.

It’s not just companies, either. Employees are ghosting back. Some of that ghosting is happening during the interview process, while others never even show up to work. Are we stuck in a ghosting spiral? Read more at the [BBC](#).

### What made headlines this month?

[Young women are out-earning young men](#) in several U.S. cities, data shows.

How to prevent a [lost generation of women at work](#).

Almost half of working-age women in UK do [45 hours of unpaid care a week](#), study finds.

How to [show off your soft skills](#) when applying for jobs.

Women-led UK firms struggle to [attract equal investment](#), study finds.

We’ve got a full breakdown of all the top headlines you can’t miss this month.



#EDITOR'S PICKS

# What Is Parental Shame – And How Can Leaders Help To Reduce It?

Most parents in the working world have experienced some type of parental shame. It's one of our new realities: The pressures of work are making it increasingly difficult for people to be happy and successful parents.

Photo: Cottonbro from Pexels



Photo: Emma Bauso from Pexels

**E**VER SINCE PEOPLE STARTED leaving their homes to work in offices and factories, there has been a tension between the twin responsibilities of being a productive worker and a good parent.

During the second half of the 20th century, many parents became concerned by the way the additional demands of raising children, especially for mothers, might be having a negative and unfair impact on their careers. Today, attention is turning to the other side of the coin, and how the pressures of work are making it increasingly difficult for people to be happy and successful parents.

A new piece of *research published recently in the Journal of Applied Psychology* sheds a fascinating fresh light on this phenomenon. The study – which is provocatively titled ‘Managing My Shame’ – was designed to examine “the effects of parental identity threat and emotional stability on work productivity and investment in

parenting.” As *Cynthia Wang, a clinical professor of management and organisations at the Kellogg School and one of the authors of the study, explains*: “Parents are always questioning whether they’re being a good parent, and there’s so much societal pressure about the ‘right’ way to parent. All these pressures put so much burden on us that shame becomes a prevalent emotion.” When the pressures of being a perfect parent are then combined with the pressures of having a successful and productive career, this can result in what is known as parental shame.

### The threat to ‘parental identity’

To investigate the causes and impacts of parental shame, the study sought to identify and analyse moments of “parental identity threat”, which the researchers defined as occurring at moments when working parents perceived that an aspect of their jobs, such as having to work long hours, had “challenged, questioned, or reduced their understanding of themselves as parents”.

In a survey conducted by *The Economist*,

75% of respondents said they expect a form of hybrid working that is more flexible in terms of both location and working hours to become standard practice within their organisations in the next three years.

In the first of the three studies that made up the research, a group of working parents were asked to complete an online survey before the start of their working day which measured their emotional stability and ability to react calmly to stress. The parents were then divided into two groups. The first group was shown a piece of fictitious research claiming that working parents aren't as involved or as close to their children as nonworking parents; the second group were shown another fictitious piece of research which said the opposite, that working parents were just as involved with and close to their children as nonworking parents. After work, both groups were asked to report their feelings of shame and embarrassment and to rate how productive they had been that day. Unsurprisingly, the group of parents who had been reading about the negative effects of being a working parent reported higher levels of parental identity threat and parental shame – and lower levels of productivity.

However, the research revealed an interesting additional insight, which was that parents who had shown greater emotional stability when answering the initial survey tended not to feel ashamed or embarrassed when they experienced parental identity threat, while their work productivity was also unaffected. These parents still felt the pressures of juggling work and family roles – pressures which posed a threat to their identity as parents – but crucially they did not lead to parental shame.

So, what can we learn from the psychological concept of parental shame and, in particular, how



Photo: Cottonbro from Pexels

to reduce its impact in the workplace? The first thing for parents and their employers to realise is that, as the world emerges from the COVID-19 pandemic, businesses have an unprecedented opportunity to adopt more flexible, parent-friendly working patterns.

### A profound shift

During the pandemic, millions of people worked from home for the very first time. And now, even as the restrictions on movement that necessitated the shift to remote working are being lifted, it seems likely that some degree of remote working will remain the norm. In a survey conducted by *The Economist*, 75% of respondents said they expect a form of hybrid working that is more flexible in terms of both location and working hours to become standard practice within their organisations in the next three years. This statistic is particularly striking given that 70% of respondents said they had never worked remotely before the pandemic.

This profound shift in the way the world works is being welcomed by parents in particular according to the findings of *Resetting Normal, a major study conducted by the Adecco Group* that asked 15,000 workers across 25 countries about their priorities for 2022. More than three quarters of respondents (85%) said that being able to maintain a good work/life balance will be an important factor in their working lives after the pandemic. What's more, a higher percentage of mothers (81%) and fathers (71%) said that it will be important for employers to support their flexible working needs, compared to respondents who had no dependents (71%). As well as highlighting working parents' desire to continue with hybrid working, the Resetting Normal report revealed a desire to move from an hours-based office culture to an outcomes-based culture, which would help time-poor parents by discouraging presenteeism and rewarding performance.

As well as reducing the likelihood and impact of parental shame, introducing flexible working policies is also an excellent way for companies to attract and retain talent. There are as many as 5 million Americans who are not currently working because they are caring for children who aren't in school or daycare. In addition, nearly 1.6 million working mothers left the US workforce during the pandemic era. Companies that make themselves

more accommodating to parents will be best placed to retain their own staff while also attracting some of these talented non-working parents back into employment.

### The importance of empathy

As we have seen, there are a range of practical changes that companies can make to reduce the incidence and impact of parental shame. However, there is also a more intangible strategy that can be just as effective, which is to adopt "corporate empathy". Empathy means seeing the world from someone else's perspective and, as *Alain Dehaze, CEO of The Adecco Group, argues*, organisations that make a conscious effort to understand the psychological challenges faced by working parents will thereby encourage their employees to "work harder, take more risks, and help others succeed".

The final group who should reassess their attitudes to working parenthood are parents themselves. People are bound to feel the pressures of juggling work and family roles. The difference should be that they are no longer ashamed of it – because when work commitments do inevitably pull people's focus away from their children, this doesn't automatically make them bad parents. Instead, *says Professor Wang*, parents can "reappraise it as, 'Hey, this is just something that happens.' Don't be so hard on yourself."



Photo: Lina Kivaka from Dexels



Adecco

## #EDITOR'S PICKS

Looking for exceptional permanent talent while also increasing diversity & inclusion in your workforce? Adecco is here to help you uncover and nurture the wealth in untapped talent pool.

# Navigating Neurodiversity: A Practical Guide to Empowering Workers Who Think Differently

**T**ODAY'S TALENT MARKET, permanently changed by the Covid pandemic and the associated Great Resignation / Re-Evaluation, is a story of labour shortages and skills gaps, creating an ever-increasing headache for HR managers across the world.

At the same time, a growing pool of potential, such as workers with disabilities or veterans, are unemployed or underemployed, but remain effectively hidden from most businesses.

It's important to work alongside those within these overlooked talent pools, and the very real benefits they can bring to

companies. Every year we connect thousands of people who are at-risk in the labour market with purposeful jobs, providing them with meaningful careers, while also giving companies first-class employees.

At Adecco, it is our core mission to make the *future work for everyone*. We believe in talent, not labels, and we know that differences are not deficits. In *Neurodiversity report*, we share our thinking on how employers can solve their hiring woes by seeking out – and empowering – this untapped talent.

### Why you need neurodiverse talent

The benefits of a robust diversity and inclusion (D&I) policy are well documented. In short, you cannot afford not to have *a diverse and inclusive workforce and leadership team*. Not only do companies with strong D&I policies enjoy better staff retention, D&I can positively impact innovation, productivity, and profit.

But while some might believe D&I is all about race, gender or sexual orientation, a truly inclusive workforce should be wider than that, embracing all of society, including those whose specific diversity might be hidden. One example of this is neurodiversity.

The term neurodiversity is a combination of 'neurological' and 'diversity'. It is the notion that brain function differences are just another form of identity and that *there's no such thing as neurologically normal (or neurotypical)*.

### Every innovation starts with someone thinking a little differently

While neurodivergent people may struggle with specific skills, they tend to have above-average abilities – think of them as superpowers – in other areas, including analysis and pattern recognition. Neurodiverse teams see things that others don't see, because they are comprised of people who literally think differently. As such,

Photo: Karolina Grabowska from Pexels



they can come up with novel ideas, improve product quality, and adapt in step with a fast-moving market.

But neurodivergence isn't all superpowers. Nuanced, and sometimes invisible, neurodiversity is also one of the *most challenging areas of diversity and inclusion for employers*. Many companies still do not include neurodiversity in their diversity and inclusion strategies. As a result, neurodivergent people encounter many practical barriers at work as well as more subtle challenges like lack of co-worker empathy.

## How can employers redress this imbalance?

By taking a customer-experience approach to candidates and new hires. Here's how:

### Write inclusive job descriptions

- Job descriptions that only appeal to candidates who conform to conventional standards effectively *screen out neurodiverse talent*.
- Take time to define the exact needs of the role. Don't assume that you know because you already have an old job description. Previous job descriptions may contain outdated, exclusionary requirements or terminology. Start fresh, every time.
- Separate 'must-haves' from 'nice-to-haves'. Neurodivergent candidates are unlikely to tick all the boxes.
- Only use phrases like 'excellent communication skills' or 'attention to detail' if they are truly core to the role. These sorts of terms can discourage candidates who struggle with social skills or concentration in certain settings.
- Include a 'neurodiversity-positive' statement. Be explicit that you are happy to discuss reasonable adjustments — and be truly happy to discuss reasonable adjustments.
- Clear and concise communication is a best practice for all candidates, but certain neurodivergent candidates will have difficulty interpreting context. Be direct. Avoid jargon.

## Ensure fair selection

- Your selection process should not be designed to weed people out, especially in today's tight labour market. Here's how to make it neurodiverse positive.
- **Cast your nets wide.** Don't go to the same candidate sources over and over. Actively seek out and engage with neurodiverse communities and bodies.
- **Acknowledge internal biases.** Make sure that your processes are designed to find the right people and not just the people that

you are comfortable with. Set up training or workshops on diverse hiring for everyone involved in the process.

- **Don't penalise the past.** Avoid discounting candidates *with breaks in their educational or work histories*. Neurodivergent individuals often deal with stigma and/or lack of support, which can lead to gaps on resumes.
- **Beware automated systems.** Applicant Tracking Systems (ATS) and Recruiting Management Systems (RMS) often exclude potentially high-performing neurodivergent candidates who don't fit the mould. Regularly audit any used by your company to ensure they are not amplifying prejudices.



For more, read the [full neurodiversity report from Adecco](#).

#EDITOR'S PICKS

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# All Systems Go for Tech Start:

Helping women launch careers in space



## A new program from Akkodis is helping South Australian women launch careers in the space, defence

Today, women fill only about 25% of jobs in Australia's space and defence industry. But Akkodis, a technology-focused Adecco business unit, is working to change that with an innovative program named Tech Start. The goal of the initiative, which is a joint effort with Microsoft, is to provide women with training, networking connections and confidence as they pursue a career in this growing sector.

The free 10-week program is open to any woman interested in developing experience in data analytics regardless of their academic and work background. Initially, Tech Start will help candidates acquire skills and micro-credentials that will prepare them for an entry-level data analyst role. Starting later this year, future iterations of the program will also focus on cybersecurity and software development – critical components of technology, defence, space, and virtually all other industries.

News that *American Jessica Watkins* is preparing to be the first Black woman to live and work on the International Space Station for an extended mission

lends even more excitement to Tech Start, while also highlighting the fact that the space, defence and tech industry has a long way to go in providing opportunities for women. The partnership is a major step in the right direction. "It serves the important purpose of building more equitable career pathways into the high-tech jobs that Australia is actively creating," says Anatoli Kovalev, Head of Akkodis Tech Academy. "It will help kickstart the careers of women aspiring to participate in these industries by providing them with industry-recognised training certifications, professional connections and practical experience."

### ORIGINS

The ongoing goal of the Akkodis Tech Academy is to address a challenge that often exists: How do you bridge the gap between completing higher education and securing that first job that serves as a toehold into a given industry? The Australian Tech Start program came about relatively quickly in 2021 when the academy enrolled in the Microsoft Learning Partner program. "I was fortunate to connect with Beth [Worrall] and learn more about her work at Microsoft," says Kovalev. "It was clear from the start of the partnership that we shared a common aim of enhancing the role women play in the tech and space industries, and we wanted to act decisively to do something about it."



Photo: This Is Engineering from Pexels

For her part, Worrall notes that “I had the opportunity to work with many people in the Adecco network and was impressed by their energy, enthusiasm and commitment to supporting people to reskill, upskill and find work.”

### **DELIVERABLES**

During the 10-week immersive Tech Start program, participants will receive Microsoft Certified training in the rapidly growing fields of data analytics and business intelligence. This will culminate in a Demo Day during which they’ll present their projects to key stakeholders the Australian space, defence and technology industries. By the end of the year, Kovalev says, “We hope to have supported at least 100 women through the program,” in addition to adding cloud and cybersecurity modules.

### **OTHER KEY INFORMATION INCLUDES THE FOLLOWING:**

- Students must apply to take part in the inaugural program; 20 will be selected for each cohort.
- The program includes four modules exposing students to both technical concepts (with an initial focus on data) and highly sought-after professional skills that will benefit them in any field they choose.
- The key outcome is for students to understand what an entry-level data analyst role in Australia’s space, defence and technology industries involves and to leave with the pathways, tools and confidence to pursue such a career.
- Students who complete Tech Start will earn two Microsoft certifications that they can display on their LinkedIn profiles or CVs in the form of digital badges.

### **DELIVERABLES**

With Tech Start, Akkodis and Microsoft are creating a platform that incorporates experiential learning by providing opportunities for students to engage with partner organisation projects that enhance their employability, provide hands-on industry experience, and improve their awareness of Australia’s high-tech industry as a career opportunity. “We will

expose participants to a wide range of learning opportunities that aren’t necessarily explored in their primary field of study or occupation,” Kovalev points out.

Additionally, Tech Start drives equity, diversity and inclusion by providing cutting-edge learning opportunities to students from a broader range of socioeconomic, gender and regional backgrounds, with an initial focus on increasing the participation rates of women.

Microsoft and Akkodis view Tech Start as “a wonderful way to connect South Australian women to successful women already working in the space, defence and technology industries,” Worrall says. “Ultimately, this is about supporting people to access jobs and opportunities that might have otherwise been unavailable to them.”

Research from Australia’s Tech Council highlights the impact a job in technology can have; such jobs are a ticket to a level of economic and career opportunity that far outstrips most other fields. Getting people into tech jobs has been identified as a vital tool for driving social mobility in Australia.

Moreover, Tech Start serves as a flexible template. Kovalev believes the model could be adapted to multiple regions and industries. “When it comes to Tech Start,” he says, “the sky’s the limit.”

**#EDITOR'S PICKS**

# Put Mentoring at the Heart of Career Development Programs

Many organizations are simply not providing mentorship opportunities. A 2019 survey found that 76 percent of respondents identified mentoring as important or very important. However, only 37 percent had access to a mentor.

*By Izabella Khazagerova,  
SVP and Global Head of Talent Mobility and Future of Work Solutions, LHH*



**Want to retain top talent?**

Mentoring is near the top of the list of what talent really wants.

## Welcome to 2022 – the year of the Mentor

**W**ITH ALL THE CHALLENGES we're facing in the upcoming year – including the lingering effects of a global pandemic – you may be wondering why mentoring is expected to take on such an important role?

It's precisely because of the nature and magnitude of those challenges.

The pandemic and the economic uncertainty that comes with it continues to ravage industries and threaten jobs. There is also a ruthless war for talent right now that has empowered anyone willing to change jobs – and there are a lot of those right now – tremendous leverage to demand huge increases in salary and benefits.

It has never been more important to create a culture that not only retains top talent but also

helps recruitment. And when you start to look at what talent really wants right now, mentoring is very near the top of the list.

### What is mentoring and how does it work?

Mentoring has long been seen as a valuable tool for helping people to succeed at all stages in their working and non-working lives. For example, the Harvard School of Public Health declared January to be *national mentoring month* in the United States, to promote mentoring and recruit mentors for youth.

In the business world, mentoring is used to describe the relationship between more experienced and senior employees, often managers, and younger employees, often new hires. In this context, mentoring is designed to help

younger employees navigate corporate culture, work expectations and career pathing.

The best mentoring relationships are reciprocal and have accrued benefits for both mentor and mentee: for the mentor, it's a chance to work on coaching techniques and polish their leadership skills; for the mentee, it's a source of valuable advice on how to succeed in their current organization.

Many successful organizations use mentoring as the foundation for high-potential and leadership development programs, or to support onboarding and ongoing career development.

### Who wants mentoring and why?

In short, just about everybody would like to have a mentor at one time or another in their careers. However, many organizations designate mentoring to high-potential candidates or those in leadership development streams. The failure to fully democratize mentoring - and offer it as a standard career development tool at scale to all levels of an organization - is a missed opportunity given that it not only helps your best people realize their career goals, but it can also help them discover new talents while helping you keep your best people.

A *Gartner study* on the impact of mentoring on employees at an information technology company found mentees and mentors were five times more likely to be promoted than colleagues outside mentoring programs. The same study found that retention rates for both mentor and mentees was about 20 percent higher.

Not surprisingly, mentoring has become a table stakes commodity for many working people, particularly in younger generations. In a 2021 survey that looked back on the attitudes of Millennials over the previous decade, Deloitte found that mentoring was ranked as a top career development priority for leaders in this cohort.

Unfortunately, it appears many organizations are simply not providing as many mentorship opportunities as many of us would like. A 2019 *survey* found that 76 percent of respondents identified mentoring as important or very important. However, only 37 percent had access to a mentor.



**The best mentoring relationships are reciprocal** with benefits for both mentor and mentee.

A Gartner study on the impact of mentoring on employees at an information technology company found mentees and mentors were

5X more likely to be promoted than colleagues outside mentoring programs.

### Why is mentoring not offered in many organizations?

There is a school of thought that mentoring is more of an ad hoc relationship than a formal program.

Search the internet or scan major business publications, and you'll discover loads of free advice on how younger, up-and-coming talent can find a mentor. And while some do exactly that, many others find it difficult to ask managers or senior colleagues if they are willing to invest some



**Only a fraction of mentorees go out and find their mentor on their own**, in most instances a formal program is needed.

time guiding their careers. Multiple surveys of people who have found a mentor confirm that only a fraction got it by going out and finding one on their own.

The reality is that while mentoring can evolve naturally as a function of normal, every-day business relationships, in many other instances a more formal program is needed. In fact, many of the world's most successful companies formalized mentoring many years ago. To that point, a [2016 survey](#) found more than 70 percent of Fortune 500 companies have formal mentoring programs.

Caterpillar, the iconic global heavy-machinery manufacturer, assigns every new hire a mentor for three years. The company also has developed a "reverse mentoring program" where younger employees mentor senior employees about technology and generational divides.

GE has been regarded for many years as a pioneer in mentoring and reverse mentoring. For decades

A 2016 survey found more than

**70%**  
of Fortune 500 companies have formal mentoring programs.

now, GE has assigned senior executives to mentor employees at all levels of the organization, in part to feed the company's pipeline of future leaders.

It is always possible to encourage employees to go out and find someone willing to mentor them. In fact, looking for a mentor helps younger employees develop skills like networking, which are essential for business success.

However, the benefits are so profound that the world's most successful companies are making deliberate efforts to promote mentoring at scale to all levels. They have built mentoring into the core of their organizational culture to meet the need of top talent for career development and boost both engagement and retention.

There will always be individuals who almost instinctively seek a mentor to help bolster their career aspirations. But given that the benefits are so broad and profound, do you really want to leave it to chance?



# insights

on the Future@Work

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