



# 5 HOT HR TRENDS

2021



THE EYE OF THE TIGER  
A BOLD CALL FOR PEACE



Featuring



Libby Gill



Kathleen Klawitter

# TABLE OF CONTENTS

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Introduction .....	3
Trend 1: Leadership Development .....	5
Trend 2: Organizational Culture .....	6
Trend 3: Employee Experience .....	7
Trends 4: Technology .....	8
Trends 5: Workforce Development .....	9
BONUS: Stand, Watch, Listen: Balancing Information with Intuition...	10
BONUS: Ten Tips For Creating A Hope Driven Culture .....	12

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A photograph of a hospital hallway with healthcare workers. One worker in the foreground is wearing a blue surgical cap and mask, holding a smartphone. In the background, another worker in a white lab coat is smiling, and a third worker in blue scrubs is pushing a red cart. The image is overlaid with a dark blue gradient.

**Welcome to the  
frontline of the future**

# THE EYE OF THE TIGER - A BOLD CALL FOR PEACE

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"I've got the eye of a tiger, fighter, dancing through the fire. Cause I am a champion and you're gonna hear me ROAR!!!" ~Katy Perry

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Looking out the window from my home in the Black Hills of South Dakota, I see a blanket of snow covering the countryside. The quiet solitude brings a welcome sense of peace and hope. Peace in the midst of turmoil is an uplifting blessing and one that I wish to share with every one of you reading this special report. I encourage everyone to take on the "Eye of the Tiger" and stand up against pressures that serve to pull us apart and initiate a call for peace in your sphere of influence.

The theme "Eye of the Tiger" has relevance as we enter into a new era. The tiger represents many things, depending on the culture referenced. Overall, the tiger can represent moving with grace, purpose, power of stealth, and self-assurance. It acts with precision, confidence and presence.

The big cat serves as a perfect reminder that we must pay attention to even the smallest of detail and remain ever present, regardless of what is going on around us. This is so we may lead and influence our organizations, team members, customers, and others safely through shifting landscapes.

This year our HR Trends report identified anticipated changes within each of the 5 levers listed below. Looking into the future, I see significant changes that will intensify for workplaces. We will look at how each of these are changing and how design is the thread that is woven through each of them. It is my wish that this report will give you insights so that you can move forward with precision and confidence.

## **Key Levers:**

- 1) Leadership Development
- 2) Organizational Culture
- 3) Employee Experience
- 4) Technology
- 5) Workforce Development



Do you have the eye of the tiger? Having the courage to ROAR, initiate a bold call for peace matters more now than ever.

From my home to yours, let us help you.

*Sincerely,*  
Tresha Moreland, SPHR, SSBP, FACHE  
HR C-Suite, LLC CEO and Principal  
Consultant

## WITH A HEARTFELT THANK YOU TO THESE CONTRIBUTING THOUGHT LEADERS



**Libby Gill**

Leadership Expert and Award Winning Author  
[www.LibbyGill.com](http://www.LibbyGill.com)  
Call: <https://schedulewithlibby.as.me/Zoom30>



**Kathleen Klawitter**

Speaker, Author, Resilience Expert & Coach  
[www.kathleenklawitter.com](http://www.kathleenklawitter.com)  
Email: [Kathleenklawitter9@gmail.com](mailto:Kathleenklawitter9@gmail.com)

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Tresha Moreland,  
SPHR, SSBPP, FACHE  
HR C-Suite, LLC CEO

# TREND #1: LEADERSHIP DEVELOPMENT

## A call for human-centered leadership

It was [Jim Bouchard](#) who said in our recent ROAR Virtual Summit, "Command and Control Leadership is over." From what we are observing and especially in this new era we wholeheartedly agree with Jim.

Leadership has changed forever. The status quo — must go. The pandemic forced a permanent shift in how to lead effectively. Command-and-control, leadership-by-lip-service, or profits-over-people styles are being exposed and collapsed. The call to design a more human-centered leadership approach will only intensify as the months go by.

Human centric leadership means to authentically care. To be attuned and present. Organizations who adopt a human centric approach is seen as being more responsive and agile — a crucial element of success in today's unpredictable reality.

Here is more from our thought leaders.

### Lead Into This New Era

"Leading with compassion isn't just the right thing to do, it's the smart thing to do.

Effective leaders inspire people and impact process.

In times of difficulty, hope opens the door to a better future.

When the going gets tough, the tough pivot.

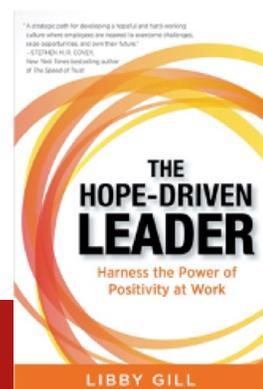
Leaders are always on stage, so put on a stellar performance!

Compassionate leaders increase engagement, boost productivity, and retain top talent.

People with a passion for life-long learning will be the rock stars of 2021."

*Let me show you how!*  
~ Libby Gill, Leadership Expert

- ➡ AUTHENTIC
- ➡ FIERCE MENTOR
- ➡ TRANSPARENT
- ➡ HOLISTIC
- ➡ INCLUSIVE
- ➡ EMPATHY
- ➡ HOPE DRIVEN
- ➡ ETHICAL
- ➡ COURAGEOUS
- ➡ SELF LEADERSHIP
- ➡ BOTTOM UP COMMUNICATION
- ➡ POSTTVE INTENT
- ➡ EMOTIONALLY INTELLIGENT



# TREND #2: ORGANIZATIONAL CULTURE

## A Call For A Re-energized Organizational Culture

"The greatest danger in times of turbulence is not the turbulence, it is to act with yesterday's logic." ~ Peter Drucker

Organizational culture is typically slow to change. However, the pandemic forced rapid changes in a matter of days.

A sudden thrust to a remote workforce, furloughs, business closures, layoffs, skyrocketing demands on supply chain and personal protective equipment (PPE) all presented a major strain on many organizational cultures.

Studies show that since the pandemic hit organizational cultures deteriorated. Measures include the increase in harassment complaints and lack of trust in organizational leadership.

We know that organizational culture is a competitive advantage and is what attracts or repels talent. Our reliance on skills and talent is needed more than ever and the pandemic proved it.

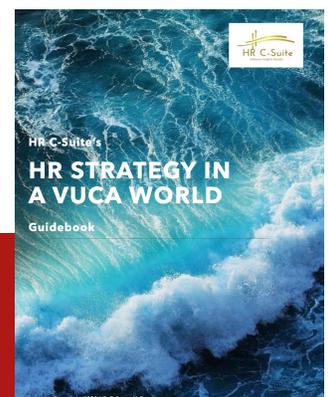
If leaders have lost ground it's not too late to re-energize your workplace. But leaders have to be willing to engage themselves and regenerate above and beyond their own crisis fatigue. Leaders must envision and a better day and commit to designing a better way.

### **Action Tips:**

- 1) Rapidly renew and reinforce commitment towards core values
- 2) Leaders should always model core values — on and off premise
- 3) Recognize employees who exhibit the desired behaviors, take action with those that don't
- 4) Clear and frequent communication — especially those on the front line and remote



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# TREND #3: EMPLOYEE EXPERIENCE

## A Call For Employee Experience Design Thinking

"To win in the marketplace you must first win in the workplace." ~ Doug Conant

Believe it or not, we've been given a gift in disguise. The pandemic gave us a "do over" when it comes to employee experience. A lot of organizations may not put time or resources into employee experience design. Employee life cycle processes such as hiring, onboarding, performance management, or recognition may have been archaic and inherited programs or processes.



When the pandemic came along it disrupted the status quo. Suddenly employers were required to rethink their new or old processes to factor in remote and technological approaches to getting work done through their workforce.

The employee experience in a nutshell is the sum of all experiences an employee has with their employer from recruitment to exit. Influencers such as processes, cultural norms, policies, leadership support, co-worker relationships can help or hinder the overall employee experience and ultimately impact your customer experience. The better your employee experience the better chance you have of attracting and retaining talent.

Don't let a good crisis go to waste. Take this opportunity and intentionally redesign the employee experience to be more meaningful and lasting emotional connection. Here are steps into how to get started.

- 1) Conduct employee journey mapping
- 2) Audit, streamline and improve your internal communication
- 3) Build a better employee onboarding program
- 4) Listen and involve employees in the experience improvement initiatives
- 5) Improve on the physical environment
- 6) Add a career enhancement coaching/mentoring component to your performance review process
- 7) Up the frequency of meaningful and sincere recognition

# TREND #4: TECHNOLOGY

## A Call For Enhanced Remote, Automation, and Cybersecurity

Collaborative, automation and cybersecurity technologies has been accelerating in the marketplace long before the pandemic crisis hit. However, we are predicting the demand for these technology solutions to intensify in the coming years.

The pandemic introduced the widespread need to design remote work strategies and better cyber security measures. The effects of the crisis will be around well into the new year and beyond, sorry to say.

It's savvy leaders who will recognize strategize in how to recruit, engage and retain employees despite the long term crisis. That means to adopt, design new digital landscapes, and leverage existing technologies to power up:

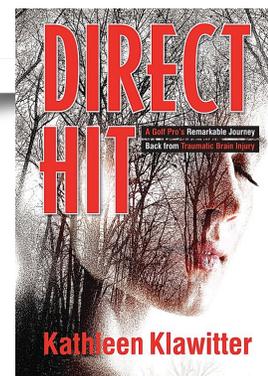
- ➔ Virtual recruiting
- ➔ Remote work culture management
- ➔ Digital rewards & recognition
- ➔ Enhancing employee wellbeing
- ➔ Enhancing cybersecurity

While technologies will intensify, it will be important to keep in mind that it's not just about having additional functionality and all the "bells and whistles" that come with it. Instead success will be found when it is about keeping humans in center of any objectives.

### Balancing the Age of Information with the Age of Intuition

"Leaders are on information overload. Relying on data and spreadsheets alone, left- brain function presents only one side of reality. A well-rounded approach uses the right-brain function to laser cut through fog and noise to understand the world around us, from the inside out. Your intuition determines your "true normal," or true north, and can lead to optimal choices and creative answers to life's complex challenges. When balancing the left and right brain, you are complementing the mind with the spirit and, ultimately, your heart's greatest desire."

~ Kathleen Klawitter  
Speaker, Author, Resilience Expert  
& Coach



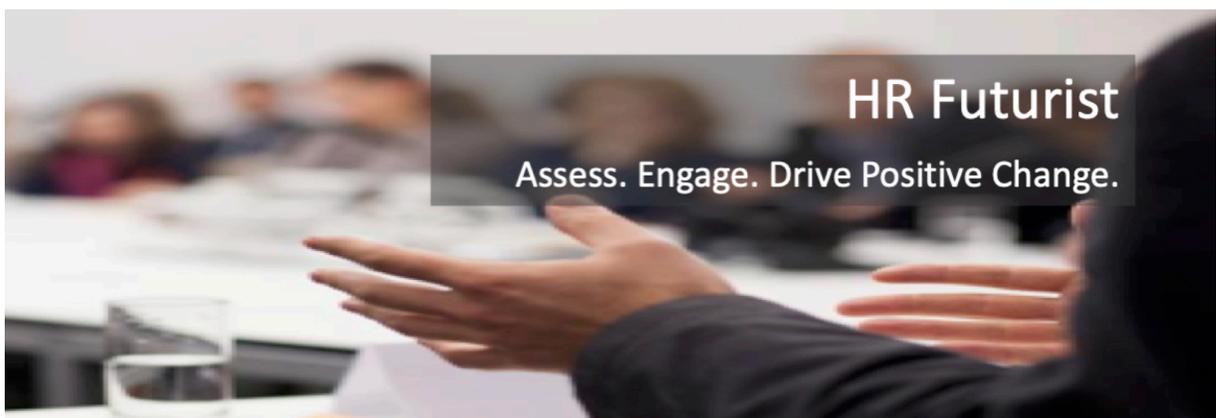
# TREND #5: WORKFORCE DEVELOPMENT

## **A call To Create The Right Skills At The Right Time**

The need for skills are crucial. The pandemic proved it. Front line workers, healthcare workers, delivery workers, food workers and so on. The pandemic didn't suddenly create a flood of highly skilled workers to fill the already growing vacancies. Unfortunately what it did do though is create a flood of unemployed and underemployed.

With over 12 million unemployed in the US the time is now to design workforce development strategies and accelerate reskilling and upskilling efforts. But the status quo programs simply won't do. Efforts could and should include virtual reality training, surge training, leveraging grant funding and other resources, and expanding apprenticeships into STEM, healthcare and logistics.

Employers, educational institutions, and local governments working together —minimizing red tape and rapidly deploying new solutions will go far.. especially right now and in the future.



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**BONUS!**



## **Stand, Watch, Listen: Balancing Information with Intuition - Kathleen Klawitter**

Can you create something out of nothing? Amid chaos, the task may seem daunting, but by tapping into your creative right brain and, ultimately, your intuition, the process is effortless, and can be an accelerated experience. Let me explain.

When I lived in a charming cottage in the Appalachian Mountains in North Carolina, I yearned to make a difference by helping the local community. Recalling my tantra days, I turned to Margot Anand's book, *The Art of Everyday Ecstasy*. The chapter on third chakra development spotlighted my own source of personal power. I had fallen into a black hole and needed to pull myself out, balancing the yin (right brain) and yang (left brain) principles of pleasure and will.

While sitting in daily meditation, I visualized the golden sun filling my solar plexus with radiant light beams. Then, I challenged myself to undertake a self-empowerment project from Anand's book to strengthen the solar plexus energy center, build confidence, and boost my will power and spirits.

While strolling in the forest, I would pause and contemplate a theme for such an all-consuming project, searching for clues. I studied swaying trees, drifting clouds and, suddenly, I heard an orchestra of birds singing in the tree canopy above. It was a party of little woodpeckers guarding their nest.

In the simple act of standing, watching, and listening, I found my purpose and was filled with questions. What kind of birds are those? Where do they come from? How many species are there? Where do they sleep, and why do they come to our feeders?

In the county library, I researched the migration area in North and South Carolina. I went to the local bookstore, which carried several local authors' writings on birds, bird watching in the area, and conserving bird habitat. I visited local visitor centers and chambers to gather more information. I studied and wrote copious notes about bird species, their habitat, local organizations, birding clubs, and prayed daily to the great eagle spirit for guidance.

The project was gaining momentum, and I was enjoying the ride. I created a binder filled with scripts, an outline, pictures, and flyers. I also created a vision board, a beautiful collage on a large poster board of cuttings from bird magazines. A PowerPoint presentation was constructed, with the help of a bird enthusiast and an active member of a civil organization, and later presented to the chamber and the town.

I created an altar in my bedroom on a small dresser facing east, with a picture of an Indian woman holding a white feather above a conch shell that had smoke rising from it, with an eagle above her and a wolf below her, a hawk feather that smelled of the wind, a talking stick, two postcards of Native American Indians, and a Native American Indian arrow, among other things.

I was a visionary, documenting and initiating eight components of a whole birding project. I was named project consultant for establishing Maggie Valley as a real bird sanctuary and birding community. I wrote press releases to increase awareness, and our congressman attended a couple of the project ceremonies.

## STAND, WATCH, LISTEN: BALANCING INFORMATION WITH INTUITION - CONTINUED

My most visible accomplishment was creating the Great Smoky Mountains Audubon Society (GSMAS), which included eight counties that surrounded the Great Smoky Mountains, straddling the border between North Carolina and Tennessee in the Great Smoky Mountains National Park. World renowned for its diversity of plant and animal life, the beauty of its ancient mountains, and the quality of its remnants of southern Appalachian Mountain culture, this is America's most visited national park. The motto of GSMAS became "Stand-Watch-Listen," as that is how the project emerged within me.

The first project of the GSMAS was to secure the trail signs of the North Carolina Birding Trail (NCBT), with the first signs being placed at Lake Junaluska, a winter birding hotspot. The second component was to nominate a North California Birding Trail (NCBT) site in Maggie Valley, which was Cataloochee Ranch and its many acres of conservation land near the Smoky Mountains. The site became official in March 2012 and was commemorated by a ceremony and reception for this accomplishment. Other components of the birding project included heritage, a visual experience down the main road, marketing, advertising, ecotourism and agritourism, mountain migration station and turtle park, and a birding festival. Some of the components were well underway and making a difference in awareness and appreciation for our natural resources in the mountains, especially the birds, to whom I dedicated this project. "A dedication to those who settled this valley and those who walk in their footsteps."

I also envisioned a bigger venture to bring the other mountain Audubon chapters together. I created the history-making "Audubon Mountain Council" with three other mountain chapters attending the inaugural meeting at Cataloochee Ranch in 2011. This meeting marked the first real effort to bring the western mountain chapters together for common interests and goals in the future.

I recall an eagle that made its presence known to me while I strolled at a nearby lake. I had never stopped serving the eagle spirit, even though the road was quite challenging at times, for it had never really been about me. I was just a messenger. The eagle reminded me to soar in my own life again, keeping my head to the sky, the higher vantage point, and follow my intuition.

The birding project increased my self-confidence by giving me a sense of accomplishment and awareness in my new community. Interspersed with the birding project responsibilities, I began a more serious campaign for having a career again.

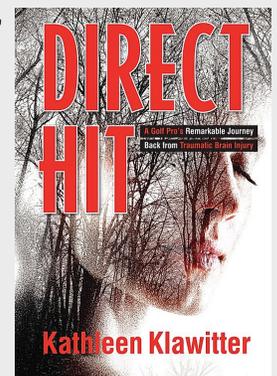
I felt I was ready to work on a career, but what? I had several options: minister, archery instructor, tantra coach, amazing wife, speaker, author, golf instructor, or even strolling with my accordion downtown, playing tunes for tips. Some of these I had already tried part-time, but they were unrealistic due to the cognitive and visual issues I experienced.

I continued having difficulty choosing one lane as I bobbed up and down on the restless sea waters until one day when I stirred with anticipation. I was ready to sail into a port, but I didn't know which one. So, I asked for guidance from God. "Please dazzle me with a big sign that I cannot mistake nor ignore!"

Then, I kept my eyes and ears open, just as I did when I created a vision for the birding project. I did not have to wait long before a sign presented itself to me in a unique way.

To learn more about Kathleen's big sign, and many more intuitive and adventurous tales, read her book, *Direct Hit, A Golf Pro's Remarkable Journey Back from Traumatic Brain Injury*. It will transport you into her real-life stories with a visceral experiential journey, leaving you uplifted, empowered, and ready to seize the moment.

For speaking engagements and consultations, please contact her at [kathleenklawitter9@gmail.com](mailto:kathleenklawitter9@gmail.com), and visit her website [kathleenklawitter.com](http://kathleenklawitter.com) for a bonus, "Balance Your Brain: 6 Tips to Recalibrate and Refocus."



**BONUS!**



*The most effective leaders inspire their teams with a hope-driven vision of the future, especially in times of change, challenge, and chaos! - Libby Gill*

## **10 TIPS FOR CREATING A HOPE-DRIVEN CULTURE**

You may never see these traits in a job description for an executive position, but there are four key characteristics that followers want from their leaders: compassion, stability, trust, and hope.

In a Gallup poll of more than 10,000 workplace participants, those four traits were cited most often. Absent these people-centric leadership qualities, which can be in short supply when leaders are focused on reorganization or change, employees are often not at their most engaged or productive.

In the study, when Gallup researchers asked workers if their managers and leaders made them feel hopeful about the future, among those who said yes, 69% also scored high on a scale of engagement in their work. Of those who said their managers did not instill a sense of hopefulness about the future, only 1% scored high on the engagement measure. Which kind of employee would you rather have? Disengaged and unproductive or engaged and hopeful?

In my ongoing research on hope in the workplace with client companies, I see a clear pattern emerging, highlighted by the following:

- Most professionals see hope as an essential element of leadership.
- Some professionals feel that they intentionally feed hope in their workplace.
- Few professionals believe that their organizations inspire hopefulness among their employees.

Obviously, leaders need to feed hope as they guide their teams to see a vivid picture of the future, understand precisely where they fit into it, and navigate change as seamlessly as possible. Here are ten strategies to help you develop a culture of hopefulness at your workplace.

1. **Paint a vivid picture of the future.** Get people excited about creating a better future. When your team understands where the organization is heading and what that means to them individually, they'll find it a lot more enticing to jump on board. Communicate the vision so fully and frequently - through town hall meetings, internal newsletters, and one-on-one conversations - that everyone wants in on the dream.

2. **Share your purpose.** The why behind your team, division, or organization may be obvious to you, but don't assume everyone else gets it. Look at companies like Tom's Shoes, with its "One for One" program where they donate a pair of shoes to a child in need with every purchase. Putting shoes on kids is a purpose that everyone can get behind.

## 10 TIPS FOR CREATING A HOPE-DRIVEN CULTURE - CONTINUED

3. **Offer information appropriately.** Information is the organizational life-blood on which decisions are made in every company. Honor people with your trust and willingness to give them the facts. Except for confidential info that can't be shared, pass information readily up and down the pipeline that can help others make timely decisions.

4. **Find the formal and informal change agents.** Don't succumb to the notion that only the senior leadership team or HR (and I love HR folks, just to be clear) can manage change. Find those influential people at all levels of the organization who others listen to, respect, and follow. Share your vision of the future—including potential pitfalls—and enlist their help in easing others through change.

5. **Be open and transparent.** Have a common language around your shared values and pre-determined standards. Don't fall into corporate-speak or platitudes that would be better posted in the employee cafeteria or embroidered on a pillow. Instead, share real, honest, down-to-earth talk about what the company stands for and what is expected of employees.

6. **Avoid micro-managing.** Nothing makes employees lose heart like being over-managed. Hire the right people, then give them both challenge and choice. People who are charged with mastering new skills and taking ownership of projects get— and stay—engaged.

7. **Warm up your emails.** It's not so hard to say please, thank you, and job well done. Don't leave employees guessing, or worse, wondering what they did wrong, when they get overly curt emails or texts from you.

8. **Embrace your frontline.** Don't forget about the people who are out front doing hard duty with customers, clients, products and more. When you flip the conventional wisdom and think about leaders as working for their followers, and not the other way around, you are lifting your frontline. Recognize them with celebrations for wins big and small.

9. **Offer ongoing education.** One of the best ways to lift others to success is to invest in their growth and development. When time and budget allow, identify staff members to send to conferences, stipulating that they share takeaways with the rest of the team upon their return. Help people chart out their career paths, offering skills training and support to get them to the next level. Lifting up your life-long learners will come back to you a thousand-fold.

10. **Know your people.** This seems obvious but, believe me, it's not intuitive to everyone. Get to know your team not just as workers (although that's important), but as human beings. You spend a lot of time with your co-workers so take the time to discover their passions, their kids' names, and their hopes and dreams for the future.

Libby Gill is an executive coach, leadership expert, and international speaker. She is the former head of communications for Sony, Universal, and Turner Broadcasting and the author of six books, including the award-winning *You Unstuck*, *The Hope-Driven Leader*, and the forthcoming *Leadership Reckoning*. Learn more about Libby's work at [www.LibbyGill.com](http://www.LibbyGill.com) or book a [Discovery Call](#) to find out how Libby can help your organization.



PO Box 2926  
Rapid City, SD 57709  
[info@hrcsuite.com](mailto:info@hrcsuite.com)  
[www.hrcsuite.com](http://www.hrcsuite.com)

