



# CHARLY NEWS

WHAT IS HAPPENING IN HR & LEADERSHIP?  
WHAT ARE THE TRENDS?

12.09.23

## The New World of HRM and Leadership

With **Charly Green**, we've been building with our clients for years. We see really cool vitality programs contributing to a "fun" workplace but it goes beyond that. You want to work with employees who really feel like it, are on your doorstep to come work for you and will continue to be of value in the future. In short, it's time to take a broader view of your people in your organization!

### What can leadership and HR do?

#### On to leadership that gets people moving

The trends that leadership has been moving toward in recent years, from directive to more servant-like, is necessary for employees to grow in their ambitions. In fact, an environment where your growth mindset is stimulated is crucial for development and healthy performance.

Major global studies like Gallup show the impact of leaders on development, (mental) health and engagement of people. Hitting people 'intrinsically' and getting them moving makes them happy and engaged. A good leader succeeds.

### What does it take?

The most important thing is that you know your employees. Be curious about what drives someone, not just at work. You reflect together on your employee's goals/ ambitions in the current job, long-term career, personal dreams and vitality. See the pillars in the picture helps to structure that process.

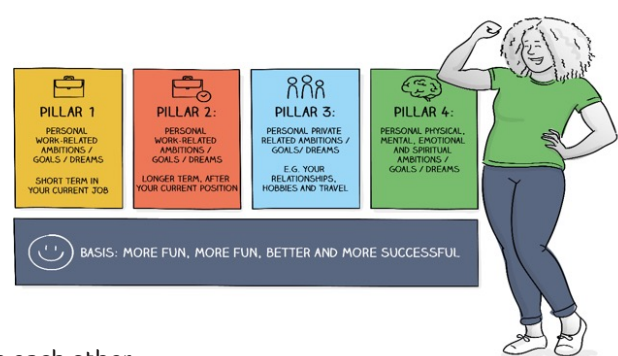
One way to realize this is in the team structurally (quarterly) to do a dream/ ambitions session with each other. By doing this with the team and structurally you see that there are many solutions in the team and also people are willing to help. You can also follow up the progress in your 1 on 1. If you know the dreams and ambitions of your people then you know what you can "serve" or coach on.

### Required leadership skills

Knowing yourself. Getting better starts with knowing what you are doing. Get feedback on your behavior so you can reduce your own blind spot. Recognizing and dealing with your own situations, thoughts and emotions is necessary to be a good leader. Personal leadership over your own brain is necessary to get your employees into this movement as well. The leadership skills that require continuous maintenance are listening and questioning, turning on the other person's brain. In addition, it is super important to set a good example of what you yourself expect from your employees. Employees do whatever you do. In addition to a leader who serves, we also need clarity (clarity is safety for our brain). Be clear to your people what you expect from each other. Keep challenging your employees and your team to think for themselves, preferably just a bit outside the comfort zone. Follow up on what you agree on! People simply need an incentive and a stick to keep them moving. How cool is it that you as a leader can provide that.



Figure 1: Trends noticed by HR and leaders 2023





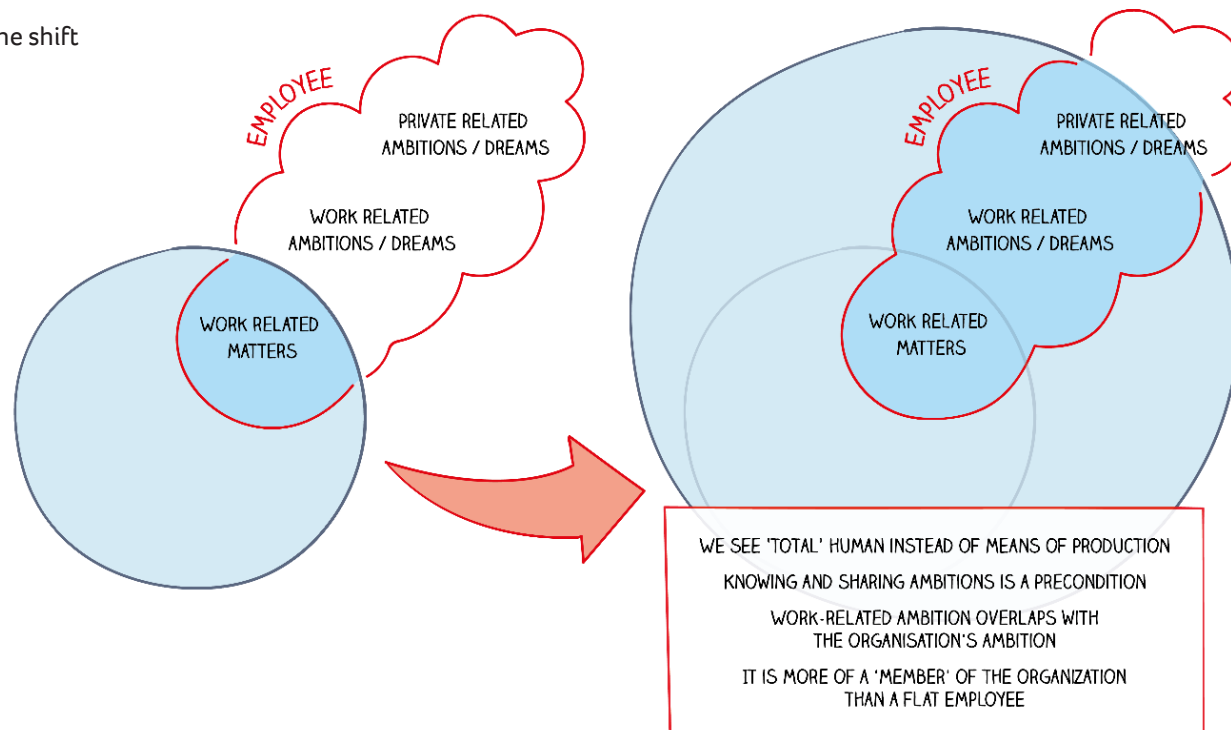
## Human Management, next level vision of employee development

### Employee Growth

A very nice philosophy for HRM is Employee Growth. It brings together a great deal for HR in the areas of talent development, recruitment & selection, leadership, sustainable employability and vitality.

What drives people and where do their ambitions lie? Determine together that this is where you want to be significant as an organization.

The figure below illustrates the shift



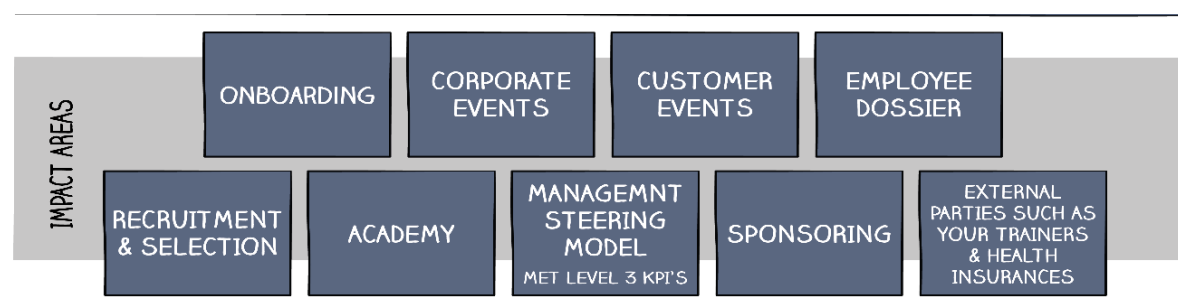
### Being meaningful on the dreams and ambitions means getting these very sharp.

Working closely with management and the teams, you get them.

Budgets will go more toward customization. The difference with now is that this will be used with less no-obligation. There is always a concrete plan in which you make agreements together. Management follows this up with the individual employee. HRM supports where necessary.

The input from the dreams and ambitions of your people are better suited to all aspects that you organize together, such as:

### For the organization, this means a sharp philosophy on employees



Before embracing this, it is important that as an organization you form a clear philosophy on employees. And have dot on the horizon/ ambitions. That you are proud that people want to spend their time with your organization and want to contribute to their development and talents both in the short and long term, personally as an employee (work-life balance) and vitality challenge (dealing with stress, physical challenges).

You can make this very concrete by expressing ambitions such as:

- o We want our people to develop at least 40% personally on their ambitions/dreams in their current job
- o We want to contribute > 20% to our employees' top 3 ambitions/dreams in personal private dreams and vitality.
- o We recruit 50% of new talent through online and offline personal content that employees publish themselves, without being directed.
- o Every current employee brings in a new employee every year.

As you read here, we go much further with this than the current sometimes vague goals companies have on e.g., sustainable employability.

### What you give attention grows

Create a culture so that the real dreams and ambitions are on the table. Make agreements and record them. Keep giving this attention and fulfill agreements. Stimulate and help each other to actually get and stay in motion. Ultimately, development is always about learning new behaviors or unlearning behaviors that do not help. How cool is it if you as a company can contribute to this and reap a lot of benefits yourself (if you do it right!)?

What questions do you have after reading this story? Mail ([sonja@charlygreen.nl](mailto:sonja@charlygreen.nl)) or feel free to call me 06-54220354 (Sonja)

Do you want to take a big step to do things differently? Get challenged by an inspiration session next level leadership/ HRM. Or order the book LEVEL 3 Employee Growth or the book: Healthy Business.

Or read more on the websites Employee Growth Factory and Charly Green

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