



Developing Adaptive Employees

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Learning Objectives

At the end of this session, you will:

- Describe how managers can foster adaptability in their workers to prepare them to respond successfully to changes in the workplace.
- Identify challenges in creating Adaptable Employees
- Identify the tools needed to create an environment for an Adaptive Workforce
- Recognize how to create and manage a remote workforce



What is Adaptability?

Adaptability is the ability of an individual, team or organization to adjust or change itself to best meet the needs of the situation or environment. So that if change occurs, an adaptable person or team will adjust and find how to best perform in the new situation themselves, as opposed to having to be retrained. Adaptable staff, particularly frontline staff can make all the difference to changing customer needs.



POLL 1

How often did you work remotely...PRIOR to March 2020?

- Never
- 1-2 days a week
- 3-4 days a week
- Full time, never in the office.



Why is adaptability important to our business

- Adaptable employees allow business to grow and change.
- We don't know what tomorrow brings, we just know what the job is.



“It is not the strongest of the species that survives,
nor the most intelligent, It is the one that is the most
adaptable to change”

– Charles Darwin



How to identify an adaptable person?

- Not afraid to Experiment
- Interested in learning
- Teach new skills to others
- Curious
- Looking for Challenges



How to embrace Adaptability within your office?

- Set the example
- Have a clear common objective
- Encourage diversity and inclusion
- Embrace innovation and change
- Collaborate, with team members, IT, Leadership, Vendors, etc
- Not afraid to Experiment
- Teach new skills



Poll 2

How do you feel your ability to transition to this remote situation resulted?

- I feel more productive
- I feel about the same level of productivity
- I feel less productive
- It's a disaster and I can't wait to go back to the office



Skills for Adaptable Workers

- Transferable Skills
 - Abilities to be used in a variety of situations
 - Initiating
 - Problem-solving
 - Collaborating
 - Risk-taking and experimenting
 - Essential for developing adaptive workers
- Self-Management Skills
 - Offer guidance
 - Share open and honest feedback
 - Suggest stress-reduction techniques
 - Know when to seek help



How to be an adaptive Manager

- Reimagine what the word “Productivity” means
- What do we mean by “effectiveness” and “efficiency”
- Should we say “No”?



The Psychology of Adaptation

- Fixed Mindset vs. Growth Mindset
- Safe-Keeping Selves vs. Risk Taking Selves
- Externally motivated vs. Internally motivated



Adaptive Workforce has three key characteristics

- Flexible
- Less Hierarchical
- Composable (quickly assemble and disassemble)



4 Ways to Boost Your Adaptability Skills

- Change your thought process. Let go of the “Well, that’s the way we’ve always done it “ mentality
- Force yourself to take risks. Little progress is made without risk
- Encourage others to be open minded. One of the best ways you can develop an open mind is to encourage others to do the same
- Embrace learning



Poll 3

Do you feel as though you are adaptable in the Office?

- 1) Yes
- 2) No
- 3) Somewhat



How can we help our people.....

- Develop a “Support team”
- Change how meetings run (LIKE TODAY)
- Set new goals. Then work to accomplish them together.
- Encourage your team in researching new technologies or trends in your industry. Have brainstorming sessions
- Delegate and challenge employees to produce new ways to do things
- SUGGEST CHANGES.....



Creating Adaptive Workplaces: How to get started

- Understand the work people do, and where they are most engaged doing it
 - The success of remote work really depends on the personality traits of the employees and the environments they are in
- Look at the science of work behavior
 - In designing an adaptive workplace, organizational analysis can help leaders, managers and workers understand how they work together, identify potential issues and lead to actions that ensure well-being and productive engagement of the workforce.
- Listen to your workforce
- Adapt organizational processes to meet hybrid work needs



COVID-19 has flipped traditional workforce ideas

Traditional Belief

“Work has to be done in the office”	Continuity of operations has been preserved for most govt. functions
“People don’t work as hard from home”	Industry data suggests people are more productive and work more hours from home
“Employee engagement will suffer”	Technology is enabling even greater collaboration and engagement
“We must recruit staff locally or pay to relocate..... them to our offices”	Removing geography expands candidate pool and quality.
“Shared facilities reduce overhead costs”	The more remote, the fewer facilities and overhead, driving down infrastructure costs

But.....



Keys for Maximizing a Remote Workforce

- Set Clear Expectations
- Establish Your Communication and Collaboration Platforms
- Maintain Productivity



Immediate Steps to Transform to an Adaptive Workplace

WHAT NEXT??????



Pros and Cons of Transforming to a Virtual Company-Permanently

- Pro-Save Operating Capital
- Pro-Save on Liability Insurance
- Pro-Afford a Bigger Staff
- Pro-Wider Talent Pool
- Con-Technology Control
- Con-Marketing Challenges
- Con-Lack of Camaraderie
- Pro-So Many Ways to Stay Connected



Building Culture Virtually

- Pay attention to employees' emotional, personal and working experience needs-both formally and informally
- Plan culture-building communications and events to support organization-wide values and mission building by discussing shared experiences among workers.
- Use collaborative technology tools to continue to find ways to share, modify and implement ideas



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Bob is a Professional Search Advisor with a progressive track record in matching exceptional talent with the top organizations across the country.

Bob began his career in the financial services industry and has substantial knowledge in both banking and lending. He brings this knowledge and passion to his clients with CLA.

Bob partners with financial institutions with assets ranging from \$200M to \$2B. With his undisputable skills in Full Life Cycle Recruiting with Banking & Lending institutions, his focus is to improve organizational operations and function in a servant- leader capacity.





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Jenn recently joined the CLA Human Resources Advisory team, works with clients of all sizes across all industries. With a strong generalist background, Jenn brings 20 years of HR experience to CLA. Jenn has held such roles as Employment Manager, HR Business Partner, Outsourced Talent Leader, Benefits Broker, and most recently, Sr. HR Consultant. This experience allows Jenn to see and understand Human Resources from both sides of the desk.

Over the last 20+ years, Jenn has worked as a consultant. During this time, Jenn successfully started and ran her own firm focused on small to mid-sized businesses. At CLA, Jenn is the lead on dozens of projects focused on leadership development, organizational development and talent management. Jenn brings clients a perspective on how to successfully outsource Human Resources, as well as a knowledge of the technological advances including HR Information Systems, performance management solutions and integrated payroll platforms.

