

EY People Leaders Forum

Humans@center - Unlocking people potential



Building a better
working world

Welcome



Leah Shinh

Partner, Mobility Tax, EY

Agenda

DAY 2 | September 14, 2022

The people function of the future

Impacts of geopolitical megatrends on the mobile talent agenda

The art of upskilling and reskilling

Mobility as a strategic driver for your global talent strategy

Unleashing the power in humans to achieve the extraordinary

Lightning in a bottle: Capturing Leadership Agility & People Engagement Lessons Learned

The people function of the future

SPEAKERS



Paul Tucker

Partner,
HR Transformation, EY



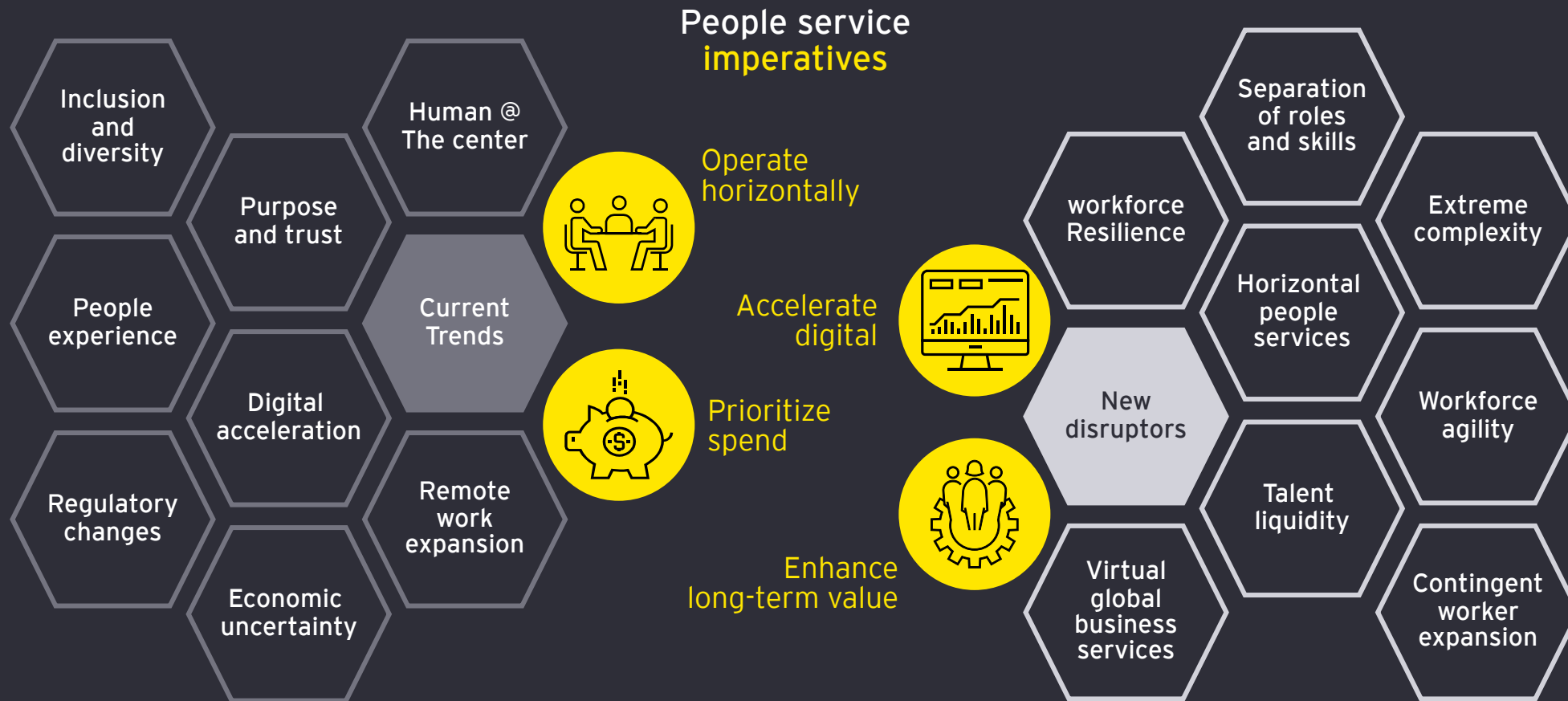
Chris Dodge

Associate Partner,
HR Transformation, EY

Trends shaping the future of the people experience and function



Recent events have disrupted how organizations approach their people agenda. Some of these trends are not new and others are truly disruptive to the traditional work delivered by HR teams around the world. The magnitude and speed of this impact have brought the future of the people function to life overnight.

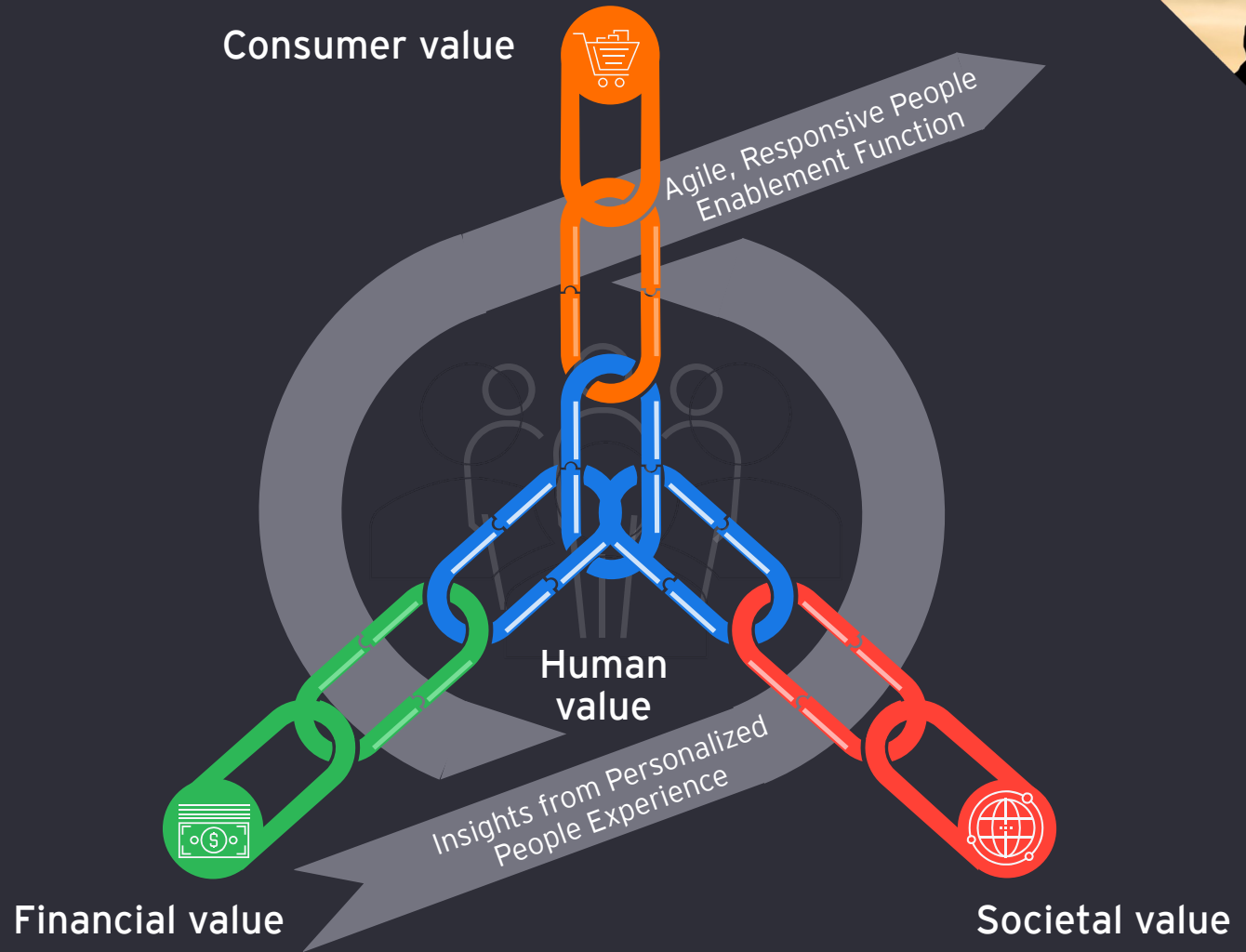


Humans at the center, going forward

Companies are moving purpose-led initiatives, to build a better working world. Sustainable long-term value creation is comprised of four elements:

- ▶ Human value
- ▶ Financial value
- ▶ Consumer value
- ▶ Societal value

Organizations are working to convert a vertical HR function into the horizontal people capability that operates in the “messy middle” where experiences are amplified, and value is created or destroyed every day.



How we define HR Transformation

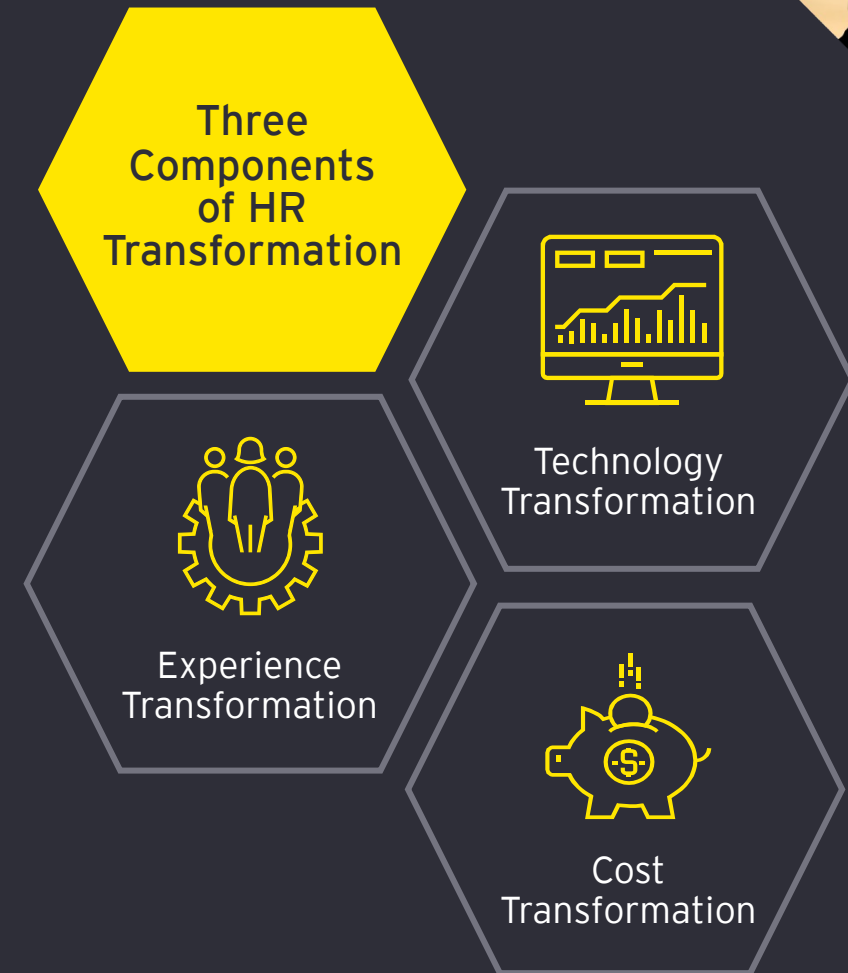


“Disrupting what HR does and how HR work is done”

Technology: Accelerate delivery of People services digitally to support the future of work

Experience: Create a consumer-grade People experience, backed by automation, data and technology

Cost: Manage value and risk through workforce resilience and agility

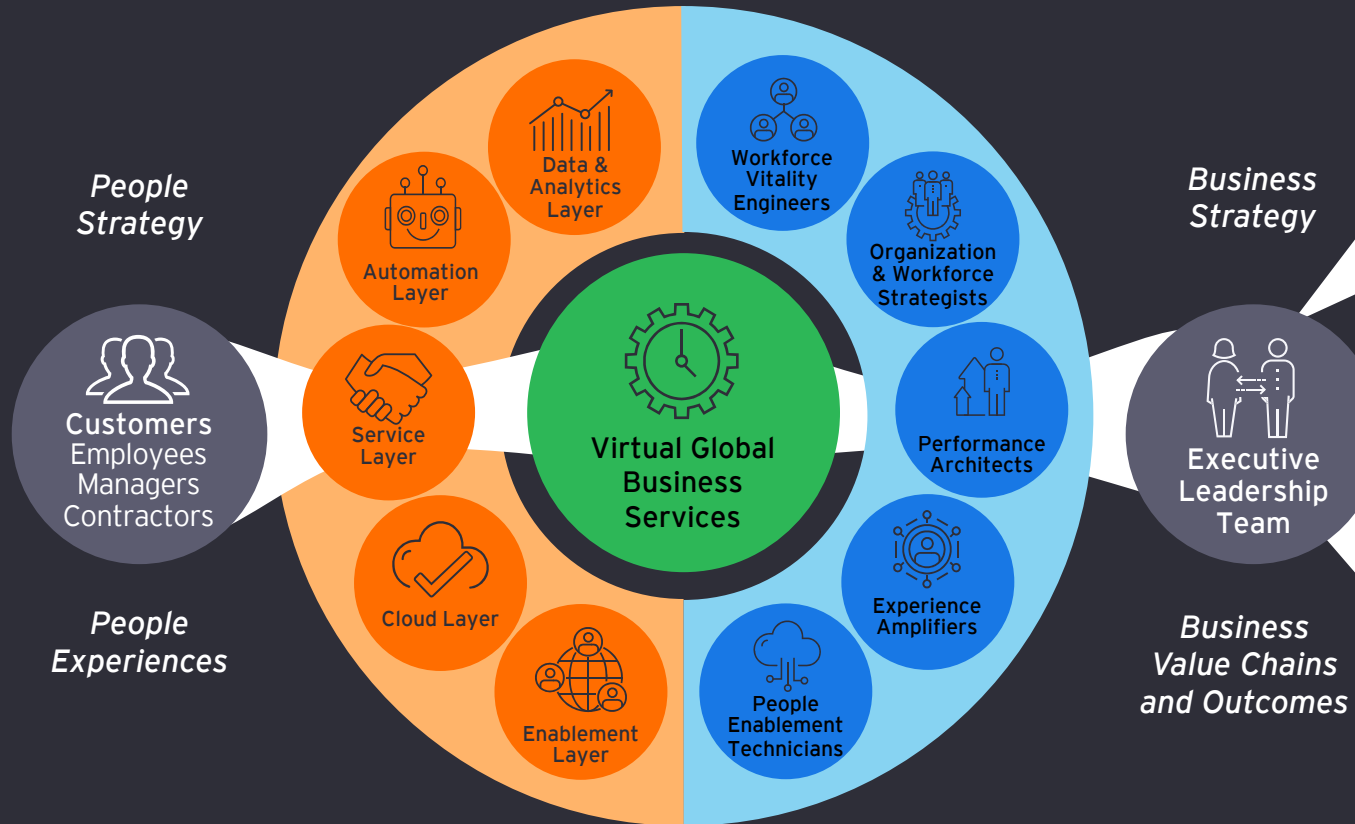




The People Value Chain: An operating model, answering the imperatives affecting the future of HR

HR must rebalance their priorities as they make the most of a 'new normal' - and rethink their operating model to reflect this.

People Value Chain Model



Core components

- Digital People Team**
Adopt, innovate and share a suite of enabling technology to support and connect the workforce, and provide deep people insights
- People Consultants**
Provide strategic guidance and expertise to the business to address problems, providing the 'people-lens' and working in agile teams
- Virtual GBS**
Deliver cross-functional service management, providing scale while reducing cost through virtually connected, global pods

The People Value Chain: three core components that will flex and collaborate to deliver people services



Digital People Team



VGBS



People Consultants

Example characteristics

Actively delivers HR work, and amplifies the contributions of the workforce, offering a suite of assets that improve experiences, automate tasks, simplify work and fuel collaboration.

- ▶ Delivers a digital-first people experience
- ▶ Utilizes virtual agents to meet demand
- ▶ Fosters cross-functional service management
- ▶ Provides seamless integration
- ▶ Fuels virtual collaboration and teamwork
- ▶ Provides people insights to the business

A step change from traditional operations / shared services constructs, VGBS works across sub-functions, services, and transactions - maximizing both virtual working and labor arbitrage.

- ▶ Drives global, digital delivery of 80% of HR work
- ▶ Handles specialist and operational tasks previously handled by CoEs
- ▶ Manages generalist work previously handled by field HR / HRBPs
- ▶ Serves from key locations, scaling localized delivery through in-country pods

People Consultants are "solution finders" who stitch together the focus on people contributions - stitching together the right combination of people services to achieve business outcomes

- ▶ Serves as the people advisor to Leadership
- ▶ Sets the people strategy and tailors it to each business unit
- ▶ Understands what drives and destroys business performance - working "business-back" rather than HR-forward
- ▶ Acts as product owners to enhance existing services and introduce new ones

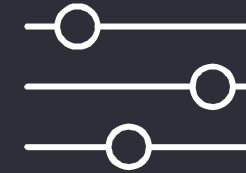
Success metrics

- ▶ Satisfaction metrics (e.g., net promoter score)
- ▶ Service metrics (e.g., ratio of touchless transactions)

- ▶ Operational metrics (e.g., first contact resolution rate)
- ▶ Financial metrics (e.g., cost per contact)

- ▶ Human value metrics (e.g., ROI on talent)
- ▶ Consumer value metrics (e.g., R&D spend ratio)

By fine tuning the Digital Acceleration layers in the Digital People Team you can achieve your ultimate business outcomes



Look at transforming as if you're tuning the radio to the perfect station.

No matter where you are, the correct calibration of each technology stack layer, will help you achieve your desired business outcomes.

Service Layer	Automation Layer	Cloud Layer	Data & Analytics Layer	Enablement Layer
<p>Through case and knowledge management, employee portals and virtual agents: Digital first experience that helps:</p> <ul style="list-style-type: none"> ▶ Answer your questions ▶ Initiate people services ▶ Complete people tasks 	<p>Deploys tools, like robotic process automation and AI that progress the HR experience and:</p> <ul style="list-style-type: none"> ▶ Increases speed ▶ Improves accuracy and insight - Provides a pipeline ▶ Increases return on HR activities 	<p>Available and on-demand data through best in suite, integrated HR solutions that allow companies to cover an expanded range of HR services and processes while simplifying and scaling the way HR work is done globally.</p>	<p>Harnesses the power of operational data and experience data to provide deep insights and foster confident business decisions.</p>	<p>Provides tools that drive the employee experience and enable PMO, change management and interaction:</p> <ul style="list-style-type: none"> ▶ Collaboration tools ▶ Survey and Listening Tools ▶ PMO Tracking Tools

The impacts of geopolitical megatrends on the mobile talent agenda

SPEAKERS



George Reis
Managing Partner, EY
Law, Immigration



Christopher Gordon
Partner, EY Law,
Immigration



Batia Stein
Partner, EY Law,
Immigration



**Dominic
Cole-Morgan**
SVP Total Rewards,
Scotiabank

The art of upskilling and reskilling

SPEAKERS



Lindsay Falkov
Associate Partner,
Workforce Advisory, EY



Gordon Stanford
Partner, Business
Consulting, EY



We live in an age of
hyper-disruption.

Tsunami of Data

- ▶ 9x more in last 2 years²
- ▶ Major enabler of machine learning

Post-pandemic teams
Net zero
Automation AI

Months?
Weeks?

Connected tech

18 months

Digitization

Two decades

Agriculturalization

Industrialization

Thousands of years

One century



The global workforce can't keep up.

375m

people need to be
reskilled by 2025

World Economic Forum, 2021

2030

is the year in-demand skills
will become widely unavailable

EY reskilling priorities

\$8.5t

predicted unrealized revenue due to
the skills crisis

Korn Ferry
Management consulting company

By 2025, **\$500b** a year will be
spent on fragmented employee training.

Low impact

New skills aren't mapped to
business need.

Low speed

New skills aren't
implemented at pace.

Low ROI

Fragmented solutions
deliver poor value.





Why is it so hard
to create a workforce
that's **fit for purpose?**

How do I **train** my people?

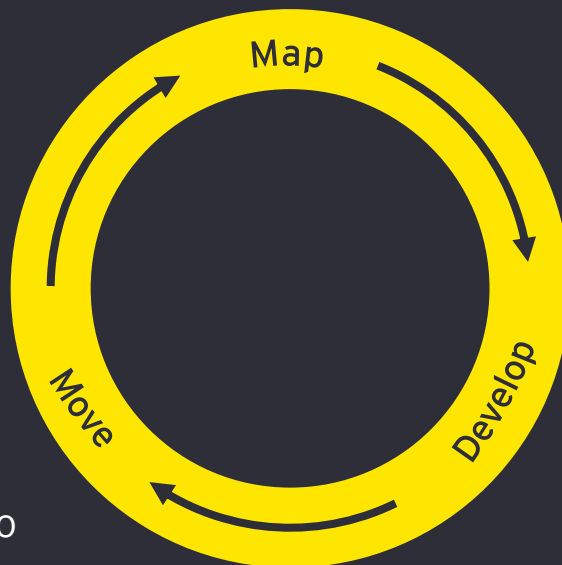
→ How can I create an
adaptive workforce?





Map

the size and shape
of your skills gap.



Move

the right people to
the right role.

Develop

the skills you need,
not the ones you don't.

The platform effect

High impact

Skills are mapped
to your need.

High speed

Reskilling happens
at pace and scale.

High ROI

People go where they're most
valuable.



The best way to
develop new skills is
**in the flow of
actual work.**

Re-designing how people work and learn through different learning formats

We know that **learning** has to be...



Experiential

Connecting to human emotion and relevant experience is key to committing learning to memory



Work-integrated

Integrating learning into work means its more efficient, immediately applicable and memorable



Blended / hybrid

Blending online/digital learning experiences with facilitated, hands-on experiences lead to increased scalability and accessibility



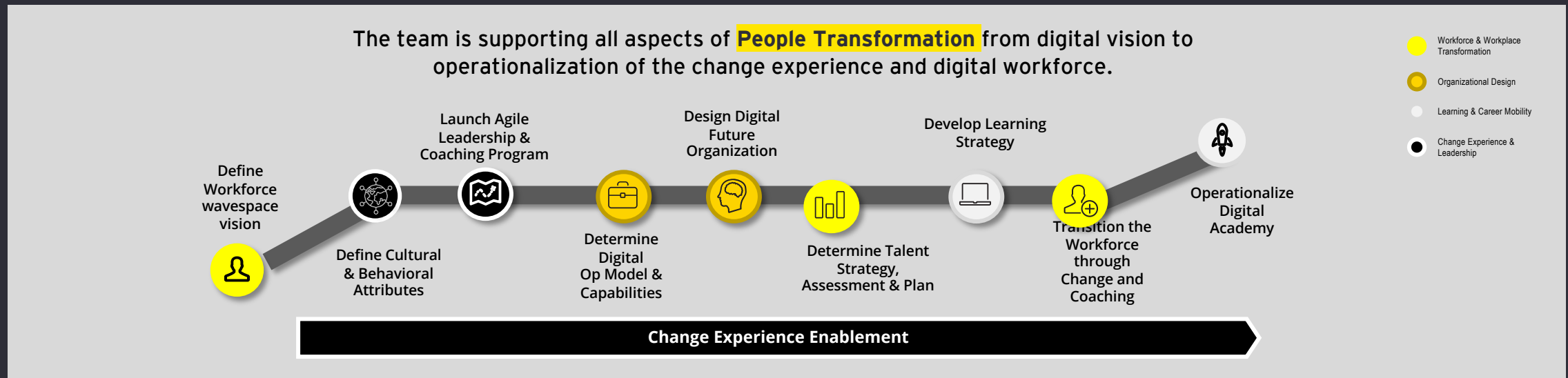
Lifelong

Learning that is perceived to contribute to the overall personal and professional growth of the individual is valued more deeply

Case study: Transformation Realized (Digital and Future Ready Workforce) together



The Client embarked on a 'Digital Transformation' journey, shifting from a provincial "monopoly" to a leading digital first organization. This required a very significant re-think on the overall talent strategy. All while under pressure to deliver in a more Digital manner - right now!



Every significant program initiative such as this Digital Transformation is an opportunity to upskill and develop new competencies in the flow of the work with a purposeful people transformation journey.

Mobility as a strategic driver for your global talent strategy

SPEAKERS



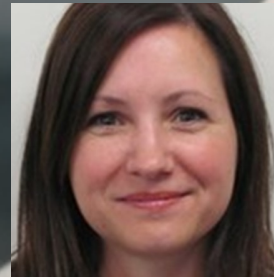
Jo-Anne VanStrien
Partner, Mobility Tax,
EY



Leah Shinh
Partner, Leader,
Mobility Tax, EY



Andy Leung
Director, Workforce
Advisory, EY



Heather Finnerty
VP, Talent and Total
Rewards, Element
Fleet Management

Disruptive forces on mobility for talent

Organizations are exploring new ways for driving a strong talent pipeline

47%

of employers are prepared to hire employees in hard-to-fill or critical skills from any geography and allow them to work from anywhere



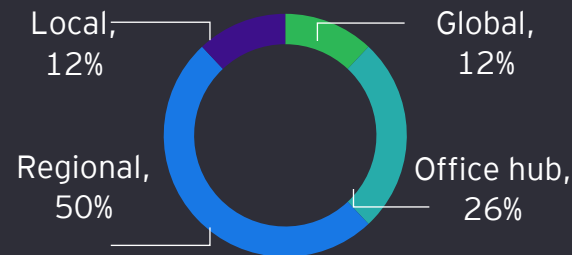
58%

of employers believe flexibility is the key to retaining talent while 44% believe it is key to attracting talent



74%

of organizations are exploring greater geo flexibility outside their office hub location



Mobility needs to be different to stay in the forefront of this new talent market dynamics

Mobility is focusing on addressing different defined assignment operational needs with focus on making sure each assignment is served at an effective and smooth manner

Yesterday

Assignment-based

Until now, mobility services have been determined based on the types of the assignment that need to take place.

Up to 3 months

- ▶ Extended business trips

3-12 months

- ▶ Short-term assignments
- ▶ Talent development
- ▶ Commuter

1-3 years (plus extension)

- ▶ Long-term assignments
- ▶ Talent development

Permanent

- ▶ Local+
- ▶ Localization from LTA
- ▶ International Local Hire

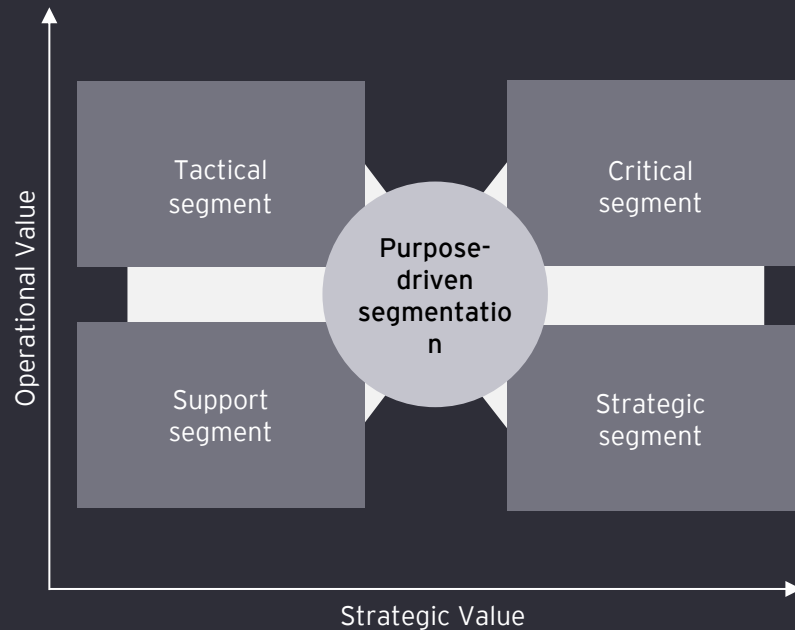


Mobility needs to be different to stay in the forefront of this new talent market dynamics

Today

Talent Purpose led

The segmented model depicts mobility mandate based on value to the strategy and value to the assignment operations.

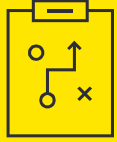


● Including optional virtual/hybrid mobility solutions

Mobility is delivering on its operational mandate and also playing as a strategic partner in supporting the development of global talent strategy



Key success factors for embracing mobility in your talent strategy



New interaction model for mobility



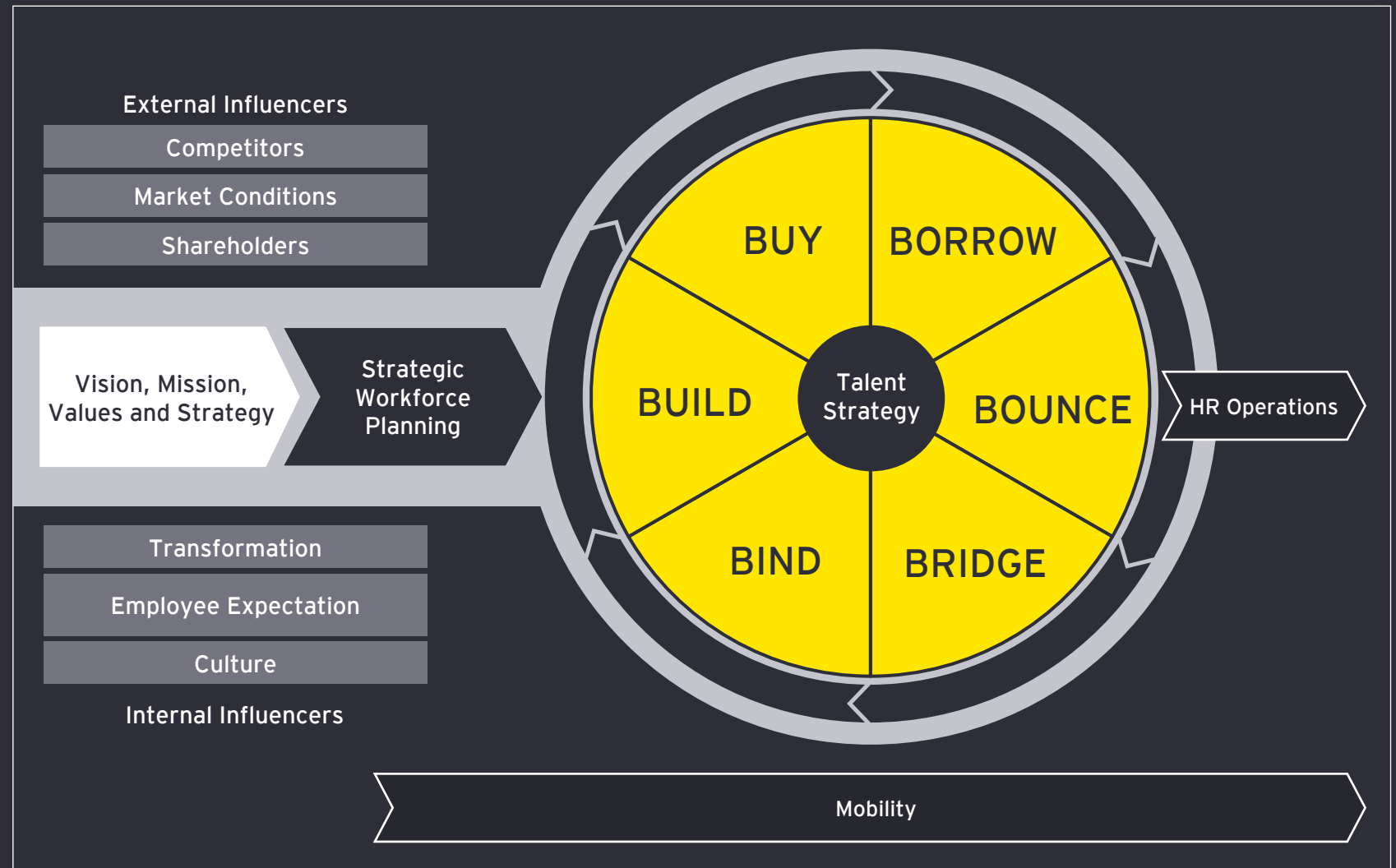
New mobility mandates and capabilities



Key to be the employer of choice



New interaction model for mobility



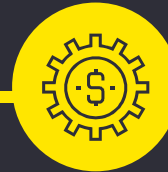
New mobility mandates and capabilities

In the current evolving context, Global Mobility is required to support the organization and people agenda with different responsibilities ranging from administrative tasks to strategic advisory support. The skill set required is evolving equally quickly.

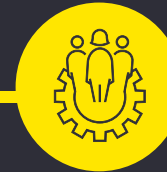
Strategic Partner



Organization & People strategy



Cost efficiency



Global workforce planning

Talent enabler



Different segment needs

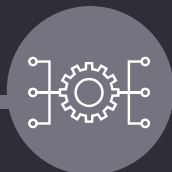


Employee flexibility of choice



Talent development

Master of operations



Complexity of move types



Increased compliance requirements



Volume fluctuation and scalability

Key to be the employer of choice

Mobility is a source of differentiation that is helping organizations to provide compelling employment that is key to attract, engage and retain talents in this new paradigm



Key take away for all organizations

1

Being boundaryless is the key in winning the war for talent

2

Mobility should not be an after thought, it needs to be part of your people strategy and planning from the beginning

3

Mobility is a core capability and differentiator in the future people function

“ The secret of my success is that we have gone to exceptional lengths to hire the best people in the **world!**

Steve Jobs



Afternoon Kick-off



George Reis
Managing Partner,
EY Law, Immigration

Unleashing the power in humans to achieve the extraordinary

SPEAKERS



Antoine Mindjimba
Partner, Culture
Leader, EY



Andrea Wolfson
Partner, Workforce
Advisory, EY



Uros Karadzic
Partner, Rewards
Advisory Leader, EY

What is culture?



Corporate culture is defined by the implicit, unwritten rules that create expectations for how people choose to behave. It is about the “how” – how people collaborate, how decisions are made, how value is created, and how people motivate each other.

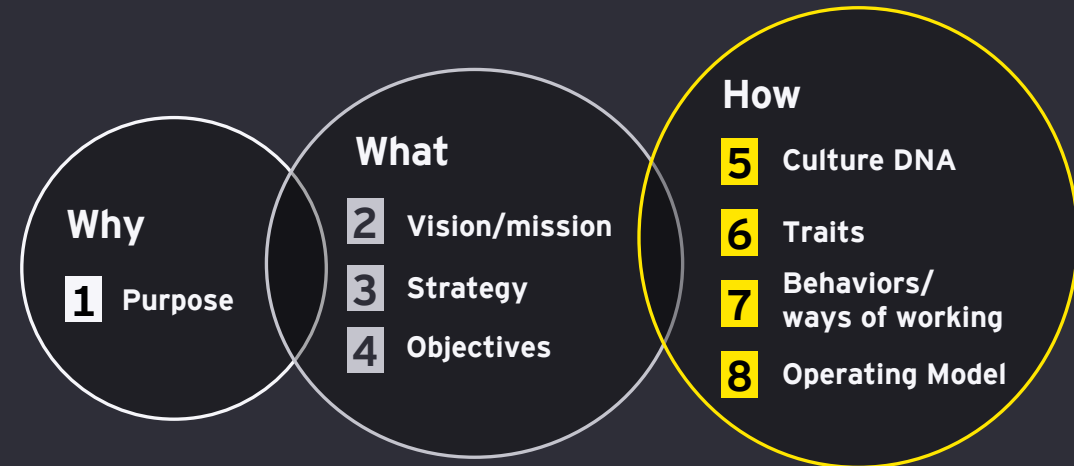
It is determined by the collective beliefs and values of your people and is manifested in behaviours, systems and symbols

Culture is the “how” of your organization and can enable your business strategy

Culture is created through the unspoken messages people receive about what is valued



New organizational cultures take a **long time** and significant **effort** to make them stick in their systems, behaviours and symbols.



Metrics linked to business imperatives

(e.g., how things get done, how people work together, how value is created, how people are motivated, how people talk and make decisions)

Why should organizations evolve their culture



Culture Enables Strategy

Start your culture evolution strategically with “culture archetypes” – a way to clearly connect your business strategy with your people strategy. Declaring an organizational culture archetype – your cultural north star – articulates how you aim to create value through your people.

Below are the five culture archetypes:

The Concierge
We make it all about our patients



The Optimizer
We are efficient



The Perfectionist
We focus on quality first



The Innovator
We Innovate



The Brand Ambassador
We build and protect our brand



It Has a Real Business Case

Culture has a strong impact on your business metrics. It is important to understand the relationship between cultural results with business metrics.

Establishing a culture by putting employees first resulted in a

4% turnover

Southwest airlines.

Long-term customers increased to almost twice industry standard, customer satisfaction and employee retention improved with almost

25%

Of employees having a tenure of 20+ years

Chevrolet study

92%

of leaders say that investing in culture has improved their financial performance

FT Remark, Culture Survey, 2016.

73%

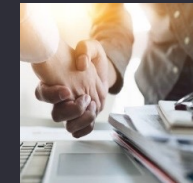
switch to brands with a strong culture and clear purpose

Edelman, The goodpurpose study, 2012.

Certain Moments Require Culture Change

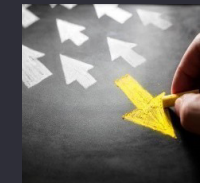
Certain aspects such as transactions, transformation and strategy shift require a culture change.

Below are common examples across global organizations:



M&A activity

Recognition that corporate deals succeed or don't in large part because of leadership and culture fit



Change in organizational strategy and direction

Change results in new things to achieve with old ways of working and prevailing culture and behaviors



Disruption demanding innovation

Fast, agile disruptors enter the market competing for customers and talent

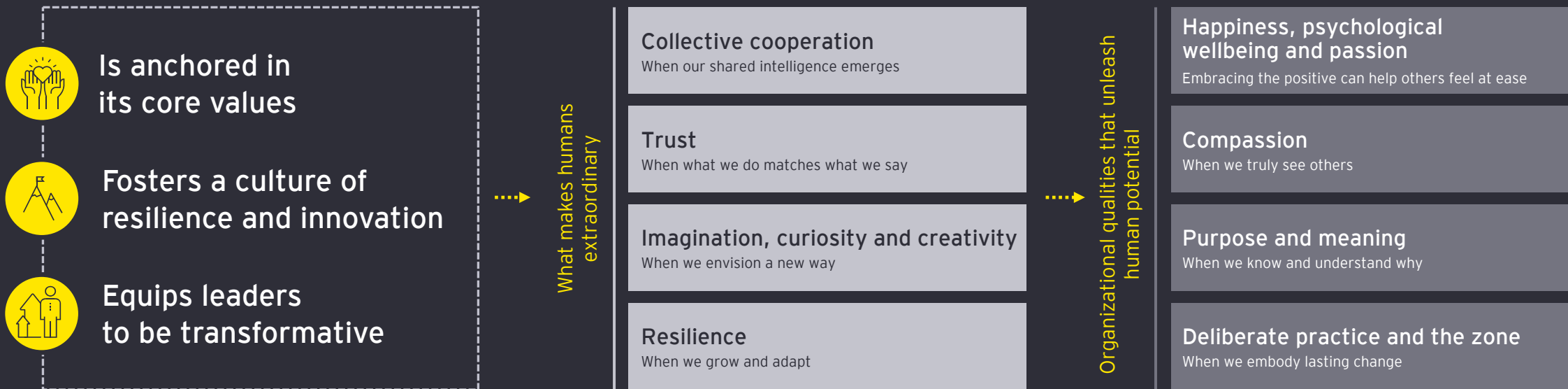
Cultural Traits and Organizational Levers

Developing characteristics in organizations to unleash extraordinary power of humans



An organization that...

...will be capable of unleashing the full human potential of its workforce



Inclusion is foundational to your culture

DE&I in the context of the ESG



Trends in DEI Disclosures

Current trends show companies with increasing commitments to reporting DEI data showing significant growth. Some of the key DEI areas of focus include:



Board Diversity



Female Leadership



Workplace Transitions



Pay Equity

Key Drivers



Increasing Focus on DEI by Rating Agencies



Investor Activism



Reputational Risk



Regulatory and Legislative Pressure



Increasing Cost Implications (Employee TO/Talent Acquisition)

How are Companies responding

Leading companies are responding to these trends by:

- ▶ Taking a proactive approach in response to the changing regulatory landscape
- ▶ Revising and outlining their DEI commitments especially in relation to Talent acquisition/retention, female leadership, pay equity etc.
- ▶ Increasing transparency and democratizing human capital management by creating open communication channels with their employees and actively gaging satisfaction/engagement
- ▶ Introducing programs and benefits specifically geared towards workplace transition

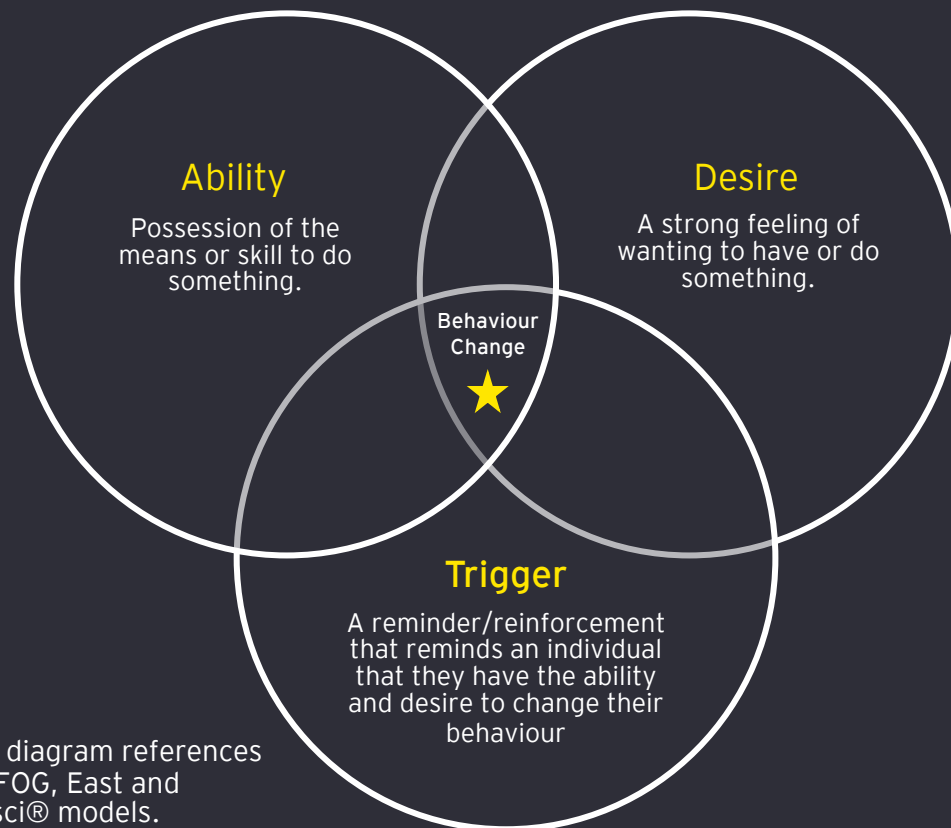
The “Social” pillar of ESG and specifically DEI is fast becoming a key focus for standard setters and regulators globally. Leading organizations worldwide are responding to these changes by rethinking their Human Capital strategy with specific commitments to bolster an inclusive workforce. This presents a unique opportunity for organizations to implement meaningful changes to be top-quartile performers.

Source: EY SMR, Refinitiv, Thomson Reuters, EY Analysis, Company ESG Reports, Canada.ca

Key levers to culture evolution



If an organization wants to implement a strategic change or go through a transformation, that can require people to change their behaviour. This is influenced by 3 factors; an individual's ability to chat, their desire to change and the triggers to change. These 3 factors intersect with one another and push an individual to change their behaviour.



This diagram references the FOG, East and Prosci® models.

Shove and Nudge to evolve your culture

- ▶ **Shove** is a larger change that occurs to push an individual to change their behaviour. These involve changes to the systems in the operating environment and are generally unilaterally enforced onto employees. Organizations can use shoves to implement long term strategic changes. Below are examples of shoves that trigger us to change our behaviour.
- ▶ **Nudge**: is a small action change that pushes an individual to change their behaviour. They are generally voluntary and non-intrusive to employees. Organizations can use nudges to influence behaviours of their people to align their people to their strategy. Below are examples of nudges that trigger us to change our behaviour.

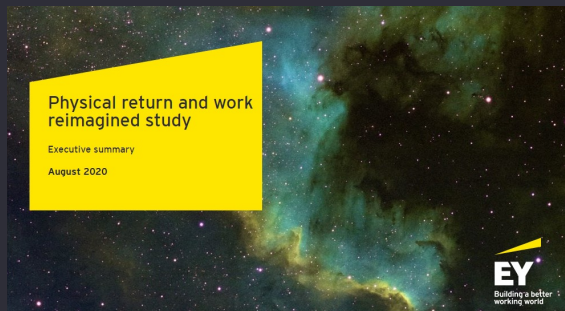
Focus on some Shoves

- ▶ Flexible Work
- ▶ Total Rewards

EY's work re-imagined survey continues the research performed on reimagining work and understanding employee and employer perspectives

August 2020

Physical Return and
WR Study 2020



3,682 employee and
709 employer sample size

3 countries surveyed

Key headline: Six major
“resets” in key areas of the
work experience

April 2021

WR Employee
Study 2021



16,264 employee sample size

16 countries surveyed

Key headlines: Flexibility is the
new normal, the great
resignation is coming

September 2021

WR Employer
Study 2021



1,083 employer sample size

9 countries surveyed

Key headline: Business
suffering “commitment issues”
on flexible working

April 2022 +

WR 2022 Survey



17,101 employee and
1,575 employer sample size

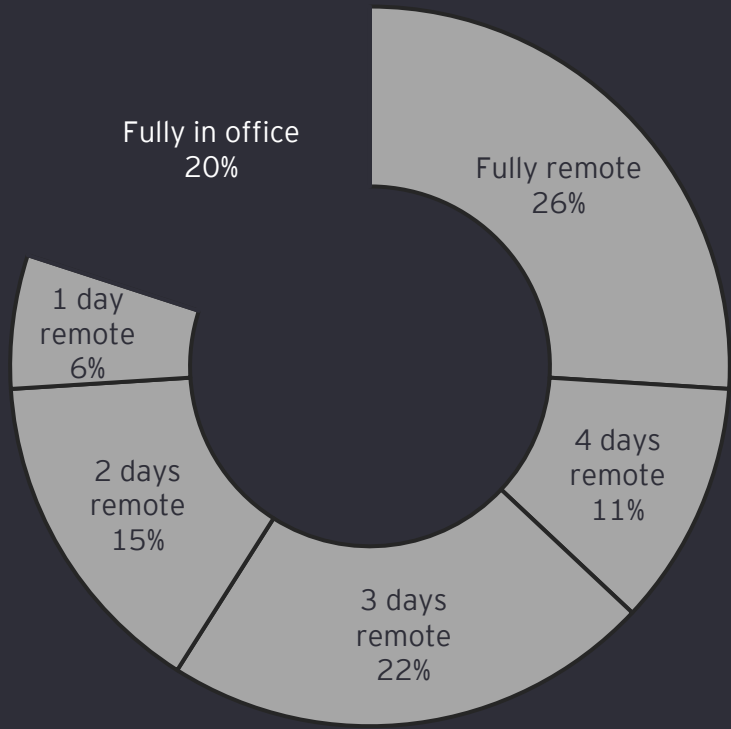
22 countries surveyed

Continued research on
work reimagined + evolving
themes on talent “fluidity”
and sustainability



80% of Canadian employees don't want to come back to office five days a week

Canadian employers aren't convinced that remote work is the best for productivity and culture



My organization is **committed to providing flexibility** on when and where people work

My organization's **productivity has improved** since the beginning of the pandemic

My organization's **culture has improved** since the beginning of the pandemic



55% of Canadian employees believe the commute is "worth it" for in-person interaction



EMPLOYEE

Population



Individual

EMPLOYEE



The Canadian market is ramping up for a fall return to office

RBC CEO asks staff to come into the office more often

'Technology can't replicate the energy, spontaneity, big ideas, true sense of belonging and fun' of being in the office, CEO says



Bloomberg News
Kevin Orland

Aug 16, 2022 • August 16, 2022 • 1 minute read • [Join the conversation](#)

John Tory really wants people in Toronto to get back into the office



ECONOMY

Canada's jobless rate jumps to 5.4% as hiring falls for third consecutive month

MATT LUNDY > ECONOMICS REPORTER
PUBLISHED SEPTEMBER 9, 2022

Ready to go back to the office? Employers and workers are divided over the fate of remote work

Some employers are beginning to make it compulsory for employees to come back into the office for a minimum number of days a week

VANMALA SUBRAMANIAM > FUTURE OF WORK REPORTER

PATRICK EGWU >

CLARE O'HARA > WEALTH MANAGEMENT REPORTER

PUBLISHED SEPTEMBER 1, 2022

UPDATED SEPTEMBER 3, 2022

WORLD

Employers can use 'quiet quitting' to reshape the workplace: advocate

By Adena Ali • The Canadian Press

Posted August 29, 2022 7:52 am • Updated September 1, 2022 2:05 pm



BUSINESS | News

Remote work debate intensifies as companies mandate return to office after Labour Day



As We Work

A podcast about the changing dynamics of the workplace. Every week, we'll hear from people who are challenging and reevaluating life at work - and talk to experts and Wall Street Journal colleagues about navigating the shifting environment.

Listen on Apple Podcasts

LISTEN ON Spotify

TUESDAY, SEPTEMBER 6, 2022

9/6/2022 9:00:00 AM [Share This Episode](#)

Why Some Minority Workers Say Staying Remote Is Best for Their Careers

A growing list of companies are demanding workers come back to the office for a few days a week. But for some workers, being back in the office reminds them of pre-pandemic times, when they say they regularly suffered slights small and large because of their race, ethnicity, gender or sexual orientation. Some would rather stay remote, and are seeking out jobs that afford them that opportunity. Jennifer Wameling is a transgender woman and details her journey from working in an office and being misgendered and dead named - called by her old name instead of her new, actual one - to feeling happier in a fully remote job. Then Dr. Tiffany Jana, a diversity, equity and inclusion expert and adviser, tells us what companies can do to address the prevalence of microaggressions in the workplace and why remote work may not actually slow one's career growth.

MORE WAYS TO LISTEN

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Some aspects of flexibility are being avidly debated and are highly contextual to each organization



Anchor days: do you require people to show up on a particular day?



Equity: is flexible work a privilege, benefit or a right?



Productivity: what are the new measures you need to put in place?



Guardrails: how flexible is your actual flexibility?



Actual work: how are you building a more flexible and agile workforce to fill the shortages?



Wellbeing: how can you balance flexibility with broader wellbeing offerings as part of your total rewards?

What would you add to this list?





Organizations are “Reimagining Rewards” to better support dynamic workforce needs and outperform market expectations

Key drivers for job changing



41% - increased total pay

25% - better job/ career advancement



16% say increased flexibility in when I work

24% - flexibility in where I work from



EY Total Rewards Framework embraces the ‘whole employee’ including all investments provided for the well being of employee



- Rewards which are
- Empathetic & Personalized
 - Transparent
 - Dynamic & responsive
 - Understood & Appreciated
 - Easily accessible

The spectrum of rewards components has evolved

Traditional perceived components

- ▶ Fixed Cash Salary (Base Pay, Tax Efficiency Allowances, etc.)
- ▶ Annual Performance Linked Compensation (Short Term Incentives, Bonus, etc.)
- ▶ Health Benefits (Insurance, etc.)
- ▶ Retirement & Pension
- ▶ Perquisites (Mobile phones, Travel, etc.)
- ▶ Long Term Incentives (Stock Options, Restricted Stock, Deferred Cash, etc.)

New and evolving components

- ▶ Flexibility in Work (Location and Time)
- ▶ Perks for New Ways of Working (e.g., home office allowance, commute allowance)
- ▶ Learning & Development Opportunities
- ▶ Working Environment
- ▶ Recognition & Gifts

However, just having the right components is not enough

It needs to be delivered right:



Employees recognize and are excited by all the components of the organization's rewards offerings



Total rewards provide a suite of offerings in line with differing financial and lifestyle needs of different employees



From an organization perspective, higher return on investment on collective rewards offerings by combining organizational cost imperatives with employee preferences

Therefore, organizations must strategize their rewards around:



Total Competitiveness



Equity and Parity



Communication and Marketing

Lightning in a bottle: Capturing Leadership Agility & People Engagement Lessons Learned

SPEAKER



Kat Lee

Partner, Workforce Advisory,
EY



Reflection:

We, as people, went through a lot over the last few years



Google Meet's daily usage by mid March 2020 was **almost 30x** what it was in January 2020.



Companies acted **25x faster** than expected. What took **11 days** would have taken **up to a year**.




Accenture, CEO Paul Daugherty:
We **3 years of transformation** in **3 months**.



Millennials prefer a company that provides the chance to drive **meaningful progress over higher pay**.

Technology cannot replace the impact of the human.
We are in a world where people are starved for connection.



During the pandemic, what was the **#1 behavior, cited by leaders**, that enabled them to accelerate the pace of transformation?

1

Ability to rally their workforce on a global challenge

2

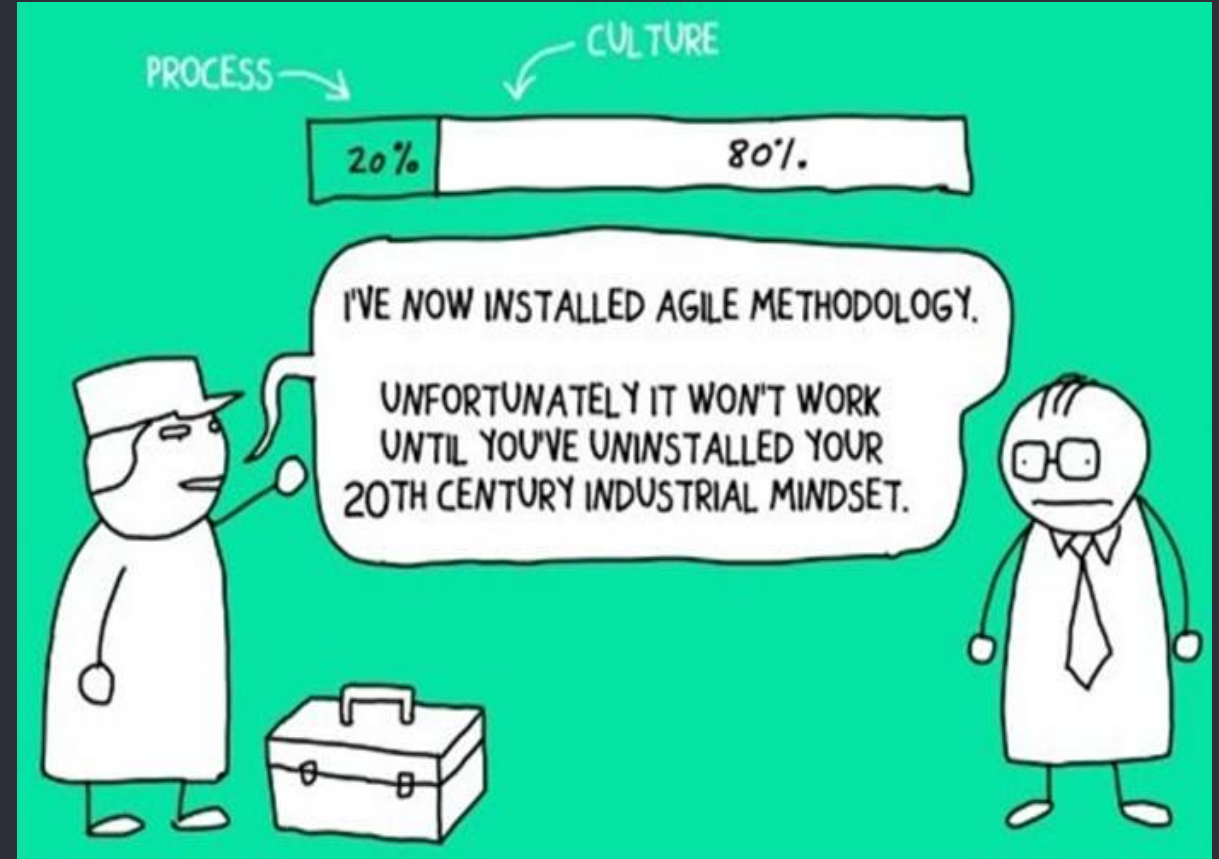
Access to virtual collaboration tools to switch to remote working

3

Supporting their workforce to manage mental wellness and work-life balance

4

Effective decision making to focus on key priorities



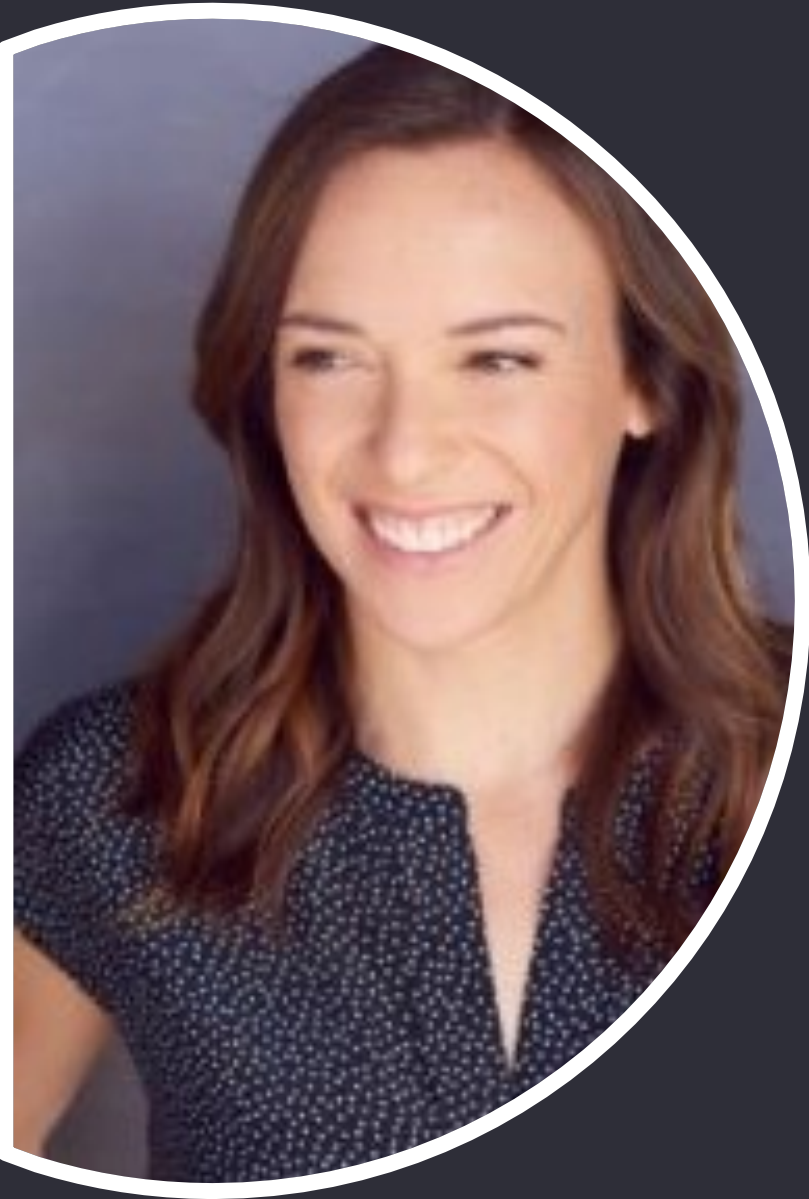


**Psychological
Safety**

Purpose

**Empowered
Execution**

“Deciding what not to do is as important as deciding what to do.”
-- Jessica Jackley



“I pride myself on making as few decisions as possible in a quarter.”
-- Reed Hastings



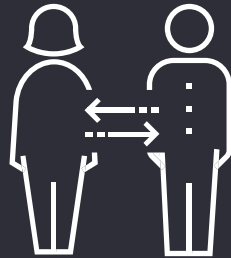
“Servant Leaders serve by leading and lead by serving”
--Jean Tabaka



“There is no way I will be able to buy more time.”
-- Warren Buffett



Engaging Hearts and Minds



- ▶ Agility: Leaders as servants
- ▶ A clear and inspiring mission and purpose builds meaning and identity
- ▶ New ways of working: delegated authority, iterations, team performance, and healthy challenge
- ▶ Trust, continuous learning and experimentation

TRUE SERVANT LEADERS HAVE AN ADAPTABLE LEADERSHIP STYLE

Jeffrey P McNulty Founder and CEO of "The Ultimate Retail Courses"
Founder | CEO | Creator | Retail Turnaround Expert | Global Retail Influencer | Leadership Coach | International Author
Published Jan 11, 2021

How to Facilitate Change Through Agile Servant Leadership

AGILE 5 MINUTE READ

Forbes

Humility: The Key Leadership Attribute Behind A Healthy Workplace Culture

Jason Richmond Forbes Councils Member
Forbes Business Council COUNCIL POST
Mar 25, 2022, 07:30am EDT

Harvard Business Review

How Humble Leadership Really Works
by Dan Cable
April 23, 2018

Forbes

Why Servant Leadership Is More Important Than Ever

Palena Neale, Ph.D Forbes Councils Member
Forbes Coaches Council COUNCIL POST | Membership (Fee-Based)

POST WRITTEN BY
Palena Neale, Ph.D

Executive and Leadership Coach, Lecturer, Founder of **unabridged** – engaging your power and potential for greater personal and social impact.



What we found...

21% Increase in agility and ability to navigate ambiguity

20% Increase in confidence and ability to lead

29% Increase in sense of belonging

15% Of participants felt more equipped to manage work-life balance

99% Retention over a 1-year period



- ▶ Agility focuses on **enabling purpose, psychological safety** and **empowered execution**.
- ▶ Decision making and prioritization are key micro-behaviors to drive agility:

Lead with context, not control

How many times do you ask your teams: What do you think?

Praise empty calendars

Let's not forget productivity is about getting the right things done.

Say no to more meetings

by saying, "I'm planning on sitting this one out." And don't think twice about it.



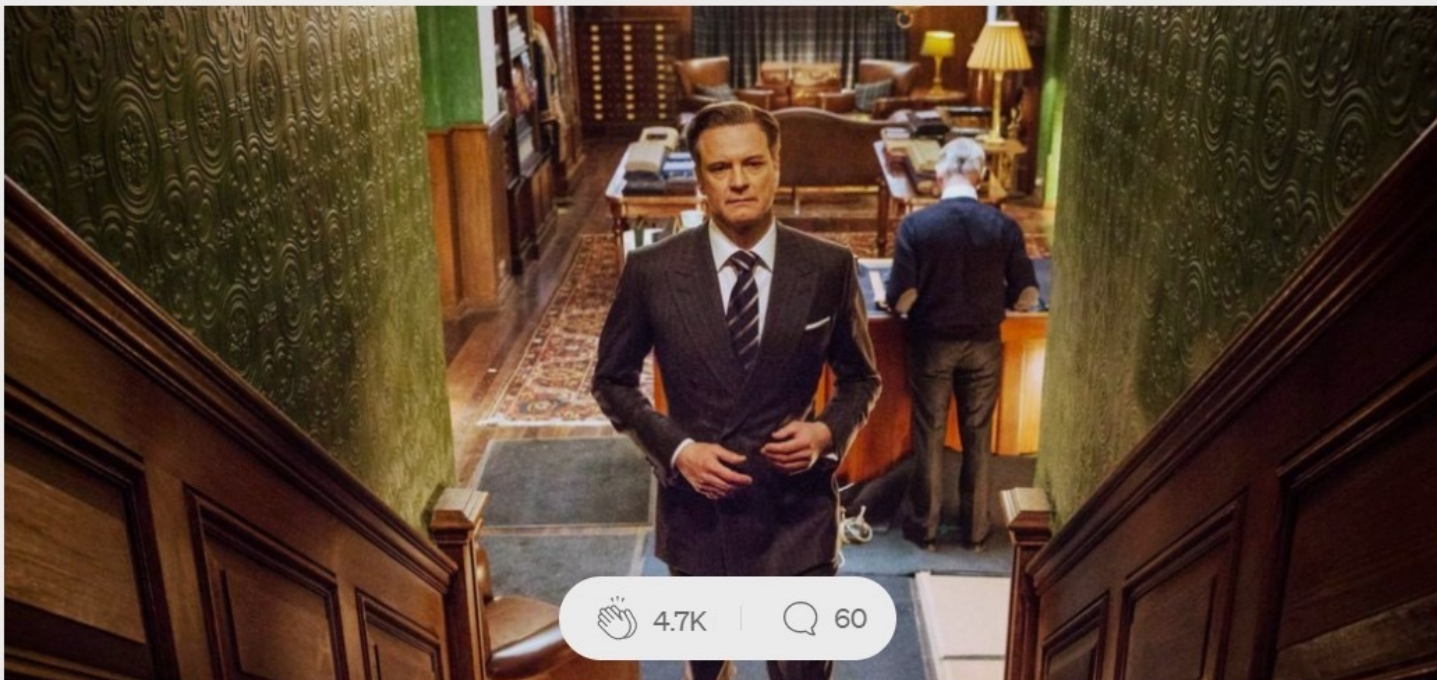
Tim Denning

Jun 23, 2021 · 5 min read · Member-only · Listen



People Who Brag About Being in Back-to-Back Meetings Deeply Misunderstand Productivity

The Buddha's empty calendar explains an alternate reality.



4.7K | 60



Obinna Uruakpa
about 1 year ago



It's only those who had lived and nearly died in those meeting fumes that can relate to the avoidable waste



6

Reply



Juana Flor
about 1 year ago



Busy is covering up for a deeper problem. Busy is insecurity. Busy is a fear of facing the truth.

I just love how you said this. I wish I had known this years ago, but that's how hindsight works.

My Brazilian husband (they have much less busy culture than their Northern neighbours) pointed out how much I, and others use the word busy. Now I avoid.....

[Read More](#)



4

Reply

Closing



Danielle Laramee

Partner, People Advisory
Services Leader, EY

EY | Building a better working world

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