
Trends in employee development

house of skills 



2021 Introduction

The year 2020 gave us the world of VUCA in practice and brought enormous changes - also in the areas of professional work and employee development. We faced numerous challenges, we faced problems, discovered opportunities and possibilities. Many organizations at an express pace popularized the methods of operation so far reserved for enthusiasts and narrow groups leading the peloton of change.

At the beginning of the new year, we hope that the situation will improve. Regardless of when it happens, we are convinced that we will not fully return to the old ways of functioning. Significant transformations in many areas of life are far from over – these changes are still ongoing. This also applies to human development.

Development in companies is a topic more important than ever today. This period of radical change means the necessity to re-evaluate beliefs, attitudes and redefine the required competences. We ask questions about the sense and effectiveness of the actions taken and the methods by which we carry out these actions. The roles of CEOs, leaders, managers and HR departments have been completely redefined. We live in extremely interesting times.

As every year, we present a set of the most important, in our opinion, trends in the area of people development. We analyzed dozens of reports, articles and conference summaries. We talked (usually remotely) with our customers and consultants. We have drawn conclusions from hundreds of projects implemented in Poland and Europe by two of our brands: House of Skills and e-learning.pl. The fruit of this labour is this report. We invite you to read the analysis of trends in employee development for 2021.

01.

Work around life rather than life around work

Until March 2020, it was standard to see work as the main area around which we organized everything. It was the employment: the employer, company habits, and the location of the office that determined the schedule of the day and the rhythm of life. Work influenced important choices, for example, the decision to change where we reside was often dictated by the company's location, especially in larger cities, where daily commuting to work can be burdensome.

The pandemic radically changed this paradigm. We anticipate major changes that are summarized in the title of this trend. We are moving step by step towards organizing work around life, with the growing importance of everything that is not work. Of course, this will not be the case for all professions and organizations. Most of the freedom understood in this way will be gained by specialists and knowledge workers, and this group is a growing group in our society. Already today, in many areas we use the services of experts who do not have to be related to our place of residence.



This applies, for example, to lawyers, tax advisers, nutritionists. Remote contacts mean that it doesn't matter where we are and where they are. Service, knowledge and the delivered product become important.

For many of us, work is subject to "delocalization". No matter where we perform it. The pandemic will pass, but the changes it causes will largely survive. We will live in any place, not necessarily in the centres of the largest cities (it will be cheaper and healthier), and work according to our own rhythms, adjusting professional activities to other activities, such as caring for our family, playing sports or developing hobbies.

Development activities accompanying professional life are undergoing the same revolution. Today, almost all of us work in a hybrid model that is localized and based on a multi-element process. It is also more and more often individualized and detached from a specific time in which we consume individual stages of development activities. It is a new, interesting world which, if properly prepared, can turn out to be very effective, and above all - human.

Among the companies that took part in the nationwide survey conducted by the Cube Research agency commissioned by Bigram and Thinktank *, 59% completely switched to remote work, and 19% partially. Most of the respondents assess home office work as effective. The most common advantages include:

- no need to spend time on commuting and business trips (73%),
- more flexible working hours (69%),
- greater autonomy (41%).

Remote work also has mental health benefits. In the global Owl Labs** study, 72% of respondents declared that it reduces the level of perceived stress.

The main disadvantage of remote work is the feeling of alienation indicated by 7 out of 10 respondents. The disadvantages of working remotely also included the lack of contact with colleagues (59% of responses), the feeling of being at work constantly (48%) or the need to perform duties in conditions unfavourable to remote work (41%).

* *Rynek pracy po koronawirusie*, Bigram, Thinktank, 2020, <https://think-tank.pl/wp-content/uploads/2020/11/Raport-Rynek-pracy-po-koronawirusie.pdf>

** *State of Remote Work*, Owl Labs & Global Workplace Analytics, 2020, https://www.owl-labs.com/hubfs/website/sorw/2020/owl-labs_sorw-2020_report-download_FINAL_07oct2020.pdf

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Paradigm shift - not time, but effect

Under the influence of shock therapy, we made a leap that was once unimaginable in many organizations. It also applies to not so obvious areas that until now seemed impossible to change. What are we talking about? Well, we have been forced to abandon control, and trust has become the new currency. This is particularly good news for Poland, as the levels of trust in Europe have been breaking negative records for years.

In most organizations, we have moved away from the paradigm of time. Nobody was able to monitor how much and how we work locked in our homes. The emerging impulses to control remote work in some way (there are applications that make it possible) met with considerable reservations - it was not a good time to impose further restrictions. This change means the end of "we all stay until 5 p.m." or another, known here and there: "we only leave once the boss goes home".

It turned out that what management theorists have been writing about for decades is suddenly possible. What matters is the effect, not the time spent producing it.



This applies most to knowledge workers, because in organizations requiring the presence of a human being in a given place (e.g. in a factory) little will change. This change has the strongest impact on the beliefs and practices of leaders and managers, and thus indirectly also on the character of organizational culture. The flexibility of companies and bosses should increase, while employees should gain greater autonomy in organizing their own activities and greater influence on the functioning of the organization. The main task will be to determine in the near future who works at home and who in the office and for how many days, in order to optimize work efficiency.

Also in development activities, we are in for a strengthening of the trend of expecting real business results. While each of us hopes that 2021 will turn out to be a year of economic rebound, whether or not it will, funds for development activities will be spent carefully. For economic reasons, there simply will be less trainings. This should result in focusing on certainty and quality in development activities.

Initially, many leaders predicted a decline in the effectiveness of people working remotely. However, the results of a survey conducted in the USA on a group of 680 employees between March and May 2020* indicate that they quickly adapted to working online.

The respondents were asked about job satisfaction, commitment, perception of their effectiveness, stress, negative emotions and the current life situation. In the second stage, the hypotheses were confirmed in interviews with senior managers.

Job satisfaction and commitment plummeted after two weeks of lockdown and working online, but improved by the end of the second month. Employees experienced an improvement in their own effectiveness. There was an increase of 10-20% compared to the results before the pandemic.

* E. Bernstein i in., *The implications of working without an office*, „Harvard Business Review”, lipiec 2020, <https://hbr.org/2020/07/the-implications-of-working-without-an-office>

03.

Accelerated digital transformation



n Poland, the digital economy grew at a rate of 7.2% annually between 2017-2019. From January to May 2020, this growth accelerated sharply and was 2.5 times higher than in the previous two years¹. Technology trends will become even more important in 2021 and subsequent years. They will decide not only about competitive advantage, but also about survival in general - professional and organizational to be or not to be.

This year's global lockdown made everyone realize the need for long-term development of a remote work environment. Many companies focus on ensuring technical parity for all employees, so that employees, regardless of location and role, have access to the same technological tools and solutions ensuring business continuity, security, communication and cooperation.

According to a report by E&Y and Oxford Economics² the largest market players will most often invest in the Internet of Things (67% of companies participating in the survey), artificial intelligence (64%) and cloud solutions (61%).

At the same time, scaling digital transformation remains a challenge, mainly due to the lack of appropriate employee skills (this issue is indicated by the largest group of respondents – 65%).

In most sectors of the economy, this is associated with an increasing demand for workers with digital skills. Representatives of the HR and L&D departments will not only acquire the necessary specialists, but also prepare existing staff for roles requiring new skills and change the way of operating where the current standards and well-worn paths are quickly becoming irrelevant. Digital transformation is no longer a matter of choice, but an inevitable action resulting from a pressing need and involving all the company's teams. Its basis is building common readiness of employees, overcoming barriers step by step, at the educational, tool and, above all, psychological level.

The coronavirus forced us to quickly cross digital borders, and in many cases we paid a high price for it. This is the time to urgently but carefully prepare for organizational change by balancing the functioning of all areas of the company.

¹. T. Marciniak i in., *Digital challengers in the next normal in Central and Eastern Europe*, październik 2020, <https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/digital-challengers-in-the-next-normal-in-central-and-eastern-europe>

². S. Prabhakaran, G. Engler, T. Qui, *Will your investment strategy go from virtual to reality*, grudzień 2020, https://www.ey.com/en_gr/strategy/will-your-digital-investment-strategy-go-from-virtual-to-reality

Virtual leadership

The widespread change in the method of communication and cooperation to a remote form presented leaders with challenges related to the definition and implementation of new standards of team cooperation with the use of technology. Entrepreneurs indicate the growing trend of remote and hybrid work - more than half of employers in companies that have recently introduced remote work declare that in the future their employees will be able to perform some or all of their duties remotely³.

The online environment, often devoid of formal cultural symbols related to status and hierarchy, emphasized as never before - in addition to operational and technological efficiency - the importance of relationships and personal influence in a situation unfavourable to spontaneous interactions that usually take place in the office, e.g. in informal spaces, on the occasion of various ad hoc meetings and talks.

In conversations with training participants, we hear that in the face of these challenges, fundamental managerial competences become particularly critical - joint goal setting, delegation, support and coaching. On the other hand, the pressure of time and results, especially in difficult business situations, is a natural temptation for many leaders to over-control, which, however, triggers a negative feedback loop: the progressive loss of trust and the lack of a sense of security among employees.

³ Aktywni+: praca zdalna z perspektywy pracowników i pracodawców, <https://raportpracazdalna.pl/>



According to the research conducted by Cube Research⁴, a large percentage of people consider building a communication network (57% of responses), expanding autonomy (38%) and increasing employee participation (28%) to be the most important motivational tools for leaders (28%). First of all, we need situational leaders (53%) and supportive leaders (39%) as well as strategic leaders (36%). This means a growing and strengthening trend of a partnership-oriented, individualized approach of the leader to the employee and his/her needs. The pillars are empathy and perfect interpersonal communication in a hybrid work environment - understanding what filter and requirements are imposed on us nowadays by technology that is so helpful as to prevent undesirable phenomena such as misunderstanding, loneliness, digital ostracism. "Online" leadership, like any other, is a relationship. An invitation to a virtual coffee, the use of a team climate barometer, care for psychological safety, and organizing a joint informal team session contribute to the feeling of community. Physical distance does not have to mean social distance.

Our context has changed so much that many companies have started or are starting to fundamentally change and redefine their business models. We need innovation. Empathetic leaders know how to create an atmosphere in which all members of their team, not just a few, present ideas. Ideas for oneself, the team, for the organization - for new times.

⁴ Rynek pracy po koronawirusie, Bigram, Thinktank, 2020, <https://think-tank.pl/wp-content/uploads/2020/11/Raport-Rynek-pracy-po-koronawirusie.pdf>

More than 1,000 HR and L&D professionals - specialists in leadership, learning and talent development, took part in The Ken Blanchard Companies* annual survey on trends and the biggest challenges they expect in 2021. When asked about the content of planned and needed development programs, they most often indicated:

- building a team and team collaboration,
- coaching,
- team leadership,
- communication,
- remote team management,
- change management,
- employee involvement,
- performance management,
- diversity and inclusion,
- building trust.

* 2021 trends report: L&D in a COVID world, <https://resources.kenblanchard.com/ebooks/2021-trends-report>

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Online learning is the standard

The Covid-19 pandemic has suddenly moved education online. However, online learning is nothing new. Remote education knocked on our door before the epidemic broke out. For a long time, companies from the educational technology sector have been growing rapidly - the value of the global market this year may exceed USD 250 billion⁵. The shift towards online learning therefore started earlier. A survey conducted on a group of 1,675 L&D experts at the beginning of 2020 shows that 57% of them planned higher budgets for online learning last year⁶. The coronavirus has been a catalyst for change and has only accelerated the transformation of learning.

What does online education actually look like? It offers an abundance of forms. Webcasts, interactive webinars, online workshops simulating work in a training room in virtual rooms are only the tip of the iceberg. The philosophy of human development has changed, and with it the forms of knowledge delivery. Anywhere, anytime. We want to learn in a flexible way, tailored to our needs, time possibilities and preferences. Development "happens" while you work. It is no longer a detached, single event.

⁵ *Edukacja w XXI wieku: trendy i użyteczne narzędzia*, Cyfrowa rp.pl, czerwiec 2020, <https://cyfrowa rp.pl/sponsorowane/48849-edukacja-w-xxi-wieku-trendy-i-uzyteczne-narzedzia>

⁶ *4th Annual 2020 Workplace Learning Report*, LinkedIn Learning, <https://learning.linkedin.com/resources/workplace-learning-report>



It can be done live in real time with the trainer and other participants or asynchronously. Then we get acquainted with the materials, perform tasks at any time convenient for us, using appropriate platforms, applications and communicators.

We have gone imperceptibly from traditional two-day training courses to development paths divided into stages. This trend, which had accompanied us much earlier, was only reinforced in this new reality. We design online development processes in a new way, looking at the needs and experiences of the recipients of development services. During the conference "HR Solutions and Perspectives" we asked participants what duration of online training a day is optimal. The vast majority (46%) prefer sessions lasting 2-3 hours, 34% of respondents are ready to participate in longer sessions - from 4 to 6 hours, 19% prefer two-hour or shorter sessions. Screen-fatigue syndrome takes its toll when we try to recreate old habits in an online version.

Many institutions will combine classroom learning with online learning. Hybrid education models will be part of the post-pandemic scenario. In the era of galloping digitization, hybrid development processes may encounter a number of barriers. Maintaining attention and involvement when the teacher or trainer is separated from the participants by a screen, or the selection of key content with the increasing supply of stimuli and information today are examples of such challenges. We see in practice how important it is to design educational hybrids well and use the strengths of each method so that development activities are friendly and ensure the best results.

Opinions on remote education are divided. Almost 300 Polish students participated in the survey conducted by the press office of Ujot FM*. Nearly half of them (46.9%) are not satisfied with remote learning. Among the disadvantages of this form of education, the most frequently mentioned were difficult contact with the teacher (49% of responses), poor class organization (43%), an increased number of tasks and materials to be developed (32%).

A study conducted by Digital University and Great Digital** studied employees' beliefs about remote education, their experiences and learning preferences, and employers' approach to online education. 77% of respondents believe that remote education can be the same experience as stationary education - good or bad.

* *Zdalne nauczanie w czasie pandemii. Sukces? Porażka? Trudno powiedzieć?*, Redakcja Prasowa Ujot FM, maj 2020, <https://ujot.fm/zdalne-nauczanie-w-czasie-pandemii-sukces-porazka-trudno-powiedziec/>

** *Edukacja pracowników w czasach COVID: raport z badania*, Digital University & Great Digital, 2020, <https://greatdigital.pl/raport-edukacja-pracownikow-w-czasach-covid/>

The human face of online learning

In developmental processes, an overabundance of digital educational tools and materials has the opposite effect - people don't learn. In this case, less is more. Close and positive contact with another person is one of the basic human needs. In a digitized reality, an authentic relationship matters most.

Methodology before technology. A common mistake in designing development processes is the misuse of technological tools. They should be deliberately chosen and respond to different learning needs and methods. The intended results, the characteristics of the target group and the previous experiences of the participants as well as organizational culture should lead to the choice of tools and not the other way around.

The adult education industry is based on a direct relationship - between the coach and the participant as well as between the participants and their supervisors. Research shows⁷ that employees perform better during face-to-face contact.

⁷ S. Pinker, *Efekt wioski: jak kontakty twarzą w twarz mogą uczynić nas zdrowszymi, szczęśliwsi i mądrzejszymi*, Charaktery 2015.



We need real contact with other people to develop and act effectively. The rapid shifting of development forms into the virtual world only emphasized this.

Not all activities in development journeys are equal. It is important that participants receive support and reinforcement at critical moments for behavioural change. Many of the customers we work with face an oversupply of development tools, platforms and applications. Thanks to them, experiences of the participants can become a success or a nightmare. What distinguishes effective development processes? In our opinion, this is direct contact with the human on the other side of the monitor. A real relationship with the coach strengthens motivation and prevents participants from feeling anonymous, makes them have a sense of security and support. It encourages participants to undertake activities that they are to do independently - exercises and implementation tasks embedded in the context of work.

Close contact and the opportunity to receive feedback evoke emotions and invigoration, making the learning process engaging. In development activities, these factors play a key role, override the tools used and constitute the axis of well-designed development paths.

In the study *The Ken Blanchard Companies* L&D specialists* were asked how the meaning of face-to-face training can change. Here are the results:

- 56% of respondents believe that traditional classroom activities will not lose their importance and will become part of hybrid development programs (blended experience);
- 24% of respondents believe that live meetings in-house will be organized only for high impact events;
- 17% of respondents claim that classroom training will remain the standard and the preferred form of development.

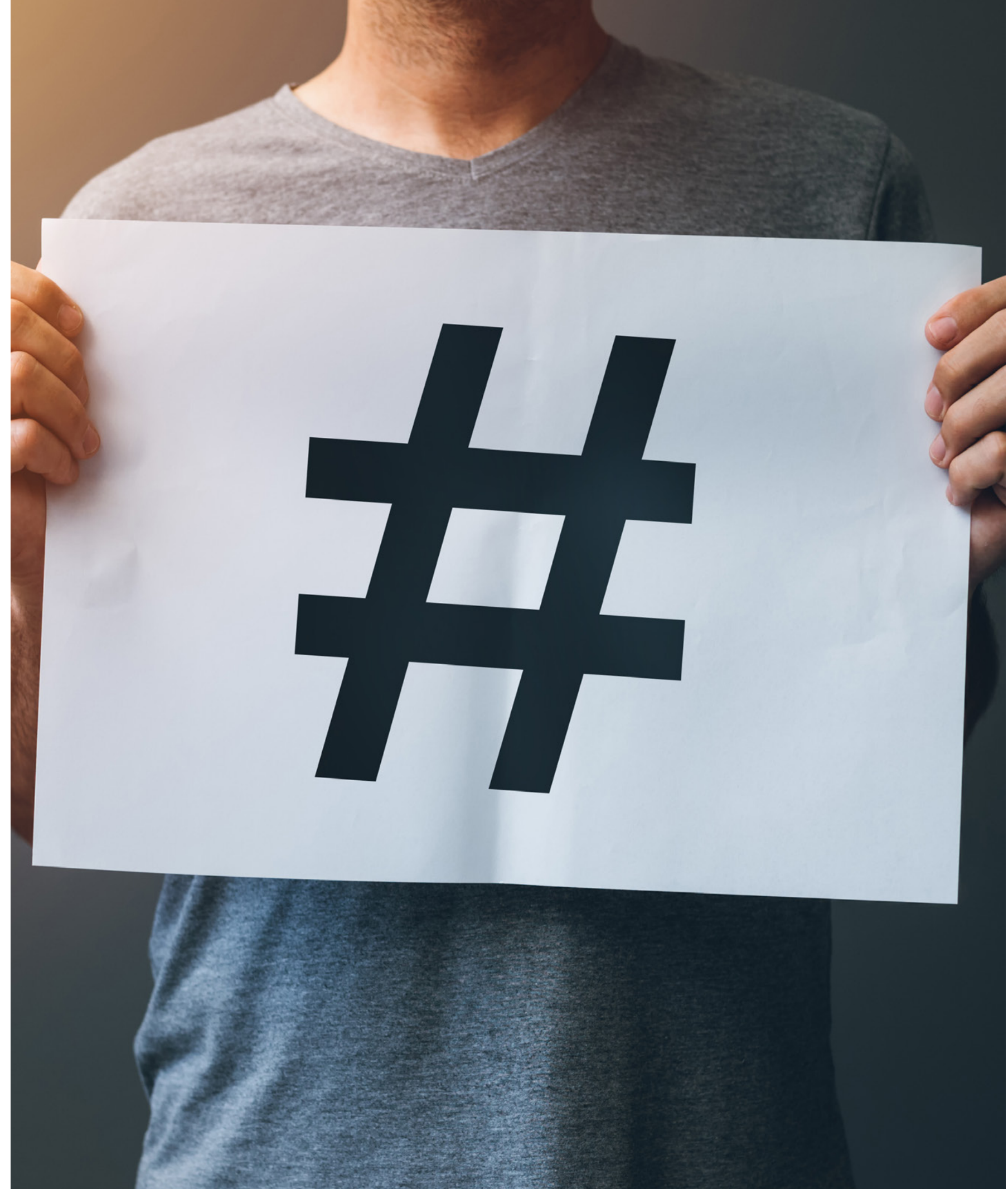
* 2021 trends: *Learning and development in COVID world*, The Ken Blanchard Companies, 2020, <https://resources.kenblanchard.com/research-insights/2021-trends-report>

The need for belonging and identification

The long-lasting difficult business situation forced many companies to make difficult decisions aimed at reducing costs, resources and support, simplifying processes, and changing the way they operate. These decisions, which have a direct impact on employees, are often controversial, arouse emotional opposition, are perceived as unethical, although these were not the intentions of the leaders.

In many companies, this resulted in a significant drop in trust in management, especially in those cases where trust capital was not intentionally built over many years and strong enough for times of turbulence and trial: verification of the credibility of leaders.

The need to quickly make a decision and implement it, work in dispersed teams - in an atmosphere and a feeling of general uncertainty about the future, was definitely a negative factor. A frequent phenomenon was a decrease in motivation, commitment and identification with the organization.



Expanding the scope of work in virtual and hybrid reality, quick response to the market environment, implementing changes difficult for employees always require foundations in the form of an organizational culture that builds and strengthens trust in leaders, shapes a sense of meaning of work, integrates around values, responds to the need of belonging to a company and a team.

The key is clear, transparent communication about the strategic intentions of the company and emphasizing those aspects that are certain in an uncertain environment, at the same time building the identity of hybrid teams around values that are constant in changing times. In our opinion, these are the activities on which the cultural priorities of the organization will focus. The litmus test of the effectiveness of leaders will be, even more than before, the ability to motivate people in difficult situations, as well as support employees in acquiring new competences.

Organizations that have prioritized building a strong organizational culture based on trust and commitment will have a much better starting position in the new reality. Those who did not will have to follow quickly.

Employees are more than twice (2.3) more likely to be fully engaged in the performance of their duties if they are convinced that they are team members.

The challenge becomes even more important in the case of remote, dispersed teams. According to a study by the ADP Research Institute*, only 55% of employees feel they are part of a team.

* M. Hayes i in., *Full report: The global study of engagement 2018*, lipiec 2018, <https://www.adpri.org/assets/the-global-study-of-engagement/>

Cooperation in a remote environment

Lockdown, quarantines, and self-isolation have forced millions of people to work from home, accelerating an experiment many companies have tried to conduct before. Remote cooperation has become our daily bread. In a survey from June 2020, which was attended by over 10,000 employees, over 80% of respondents declared that adapting to remote work, flexible working hours and greater autonomy was easy or very easy⁸. This opinion is shared by employees of all generations, not only the so-called digital natives born in the times of widespread use of the Internet in private and professional life. The experiment appears to have been successful. However, there is a risk that this is just an apparent success. Despite having a laptop, internet access, a shared drive, and instant messaging, recreating valuable office routines and collaborating effectively can be difficult.

⁸ W. Gosling, M. Coppola, K. McCarthy, *May the workforce be with you: The voice of European workforce 2020*, Deloitte 2020, https://www2.deloitte.com/content/dam/insights/us/articles/emea83757_may-the-workforce-be-with-you/DI_May-the-workforce-be-with-you.pdf



In early 2020, most companies made a pandemic call: "All hands on deck!" In the face of the crisis, we all went into overdrive, but this situation cannot last forever. We need balanced cooperation that, despite the physical distance, ensures team integration.

The dispersion of employees and the loss of spontaneous interactions can lower trust and have a negative impact on innovation and creativity at work⁹. In remote conditions, organizations should cultivate social capital and knowledge transfer, foster a community of experiences and strengthen the organizational culture. Physical closeness and meetings facilitated this kind of exchange,

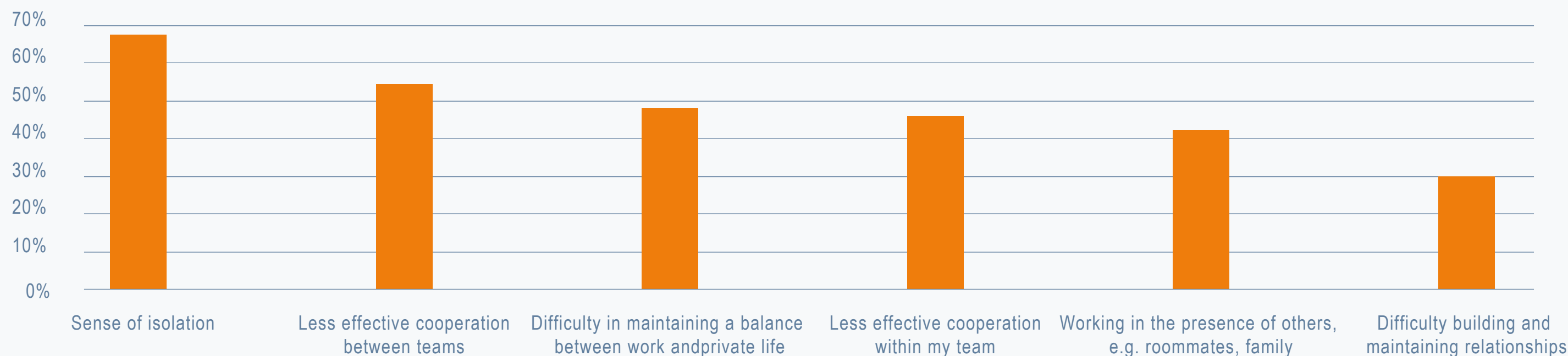
introducing new employees, building and developing relationships. To ensure higher-level collaboration - not only inside, but above all between teams - proactive leadership action is needed. This means, among other things, setting specific, transparent expectations towards oneself, agreeing on the form of communication, current information about the progress, difficulties, the need to make decisions.

Remote or hybrid cooperation will last longer, and its quality will affect business results, employee engagement and the health of the organization. The winners are those who adapt to the new conditions the fastest.

⁹ Full report: *The impact of working from home on collaboration, Wework 2020*, <https://www.wework.com/info/the-impact-of-working-from-home-on-collaboration-pdf>

47 employees (66%) participated in the work environment survey conducted by Knight Frank as part of our internal office space reorganization project. We checked, among other things, how we perceive remote work. Among the most frequently mentioned negative aspects, there were those concerning cooperation - both within teams and between them.

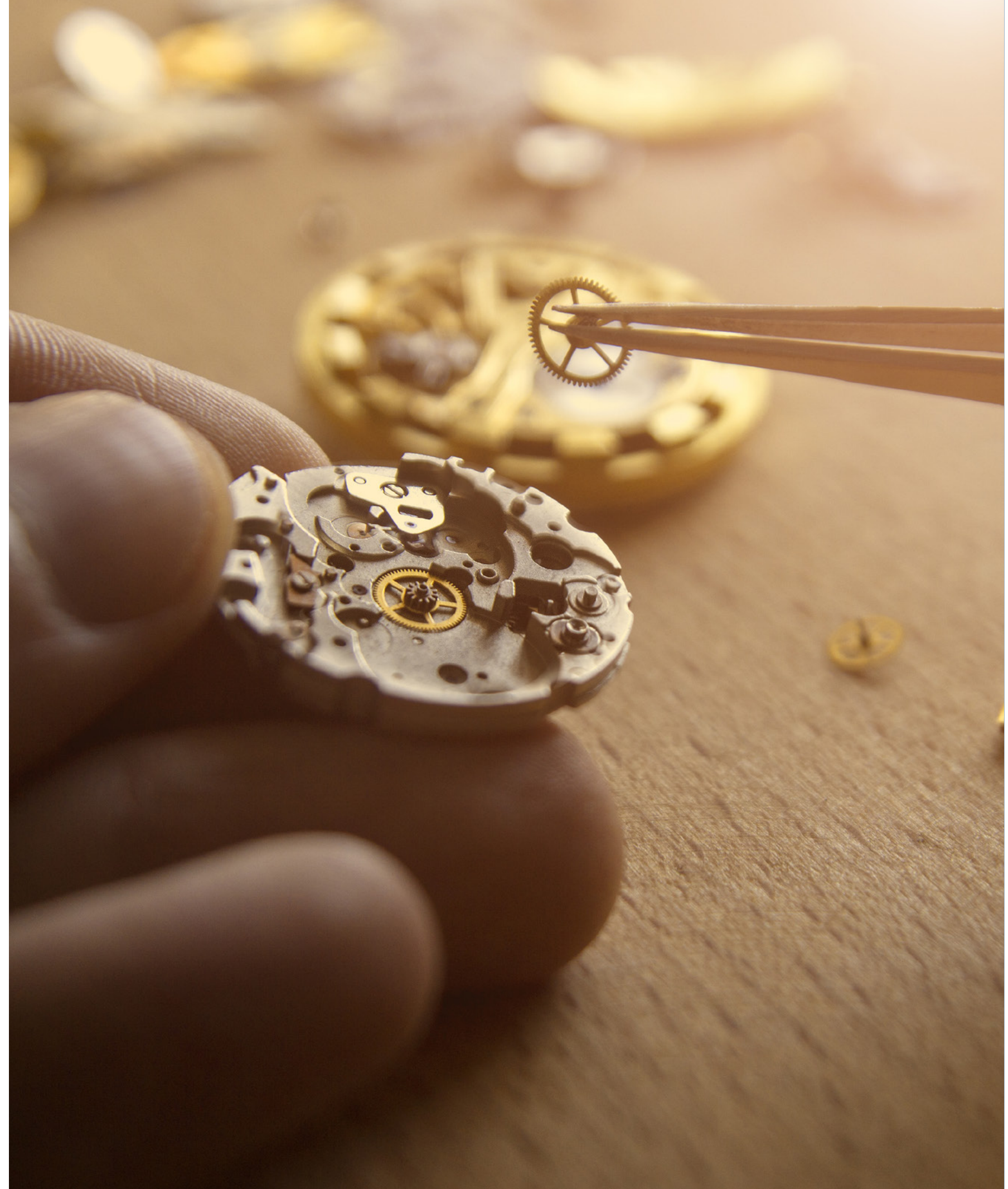
NEGATIVE ASPECTS OF REMOTE WORK



E-learning. Quality matters

Over the decades, a number of development goals have been achieved with the help of traditional e-learning. In asynchronous methods, recipients decide for themselves when and how they will consume the content, without the direct participation of a coach or an expert. With the first lockdown, many social groups were subjected to mass exposure of such activities. It happened in various areas - including education (from kindergarten to universities), offices, companies and non-governmental organizations. At the beginning of 2021, we can see that the balance of this experiment seems negative on a large scale. A huge educational opportunity, created thanks to the infrastructure enabling access to online content, may be lost due to basic errors that have been known to the e-learning market for years. These are: improper substantive preparation, failure to adapt the methodology, lack of competences of the people operating and preparing the courses, technical barriers (more often resulting from the lack of competences than the technology itself).

However, we are optimists. The undisputed advantage of the events of 2020 is the popularization of e-learning as a teaching method, its acceptance as a form of development and the rapidly growing offer of ready-made courses and modules. The demand for e-learning is reported by companies and organizations that have never used it before



Therefore, we see opportunities for our country to take a leap forward, which should first be made in the minds of decision-makers and concern the competences of people involved in e-learning. Asynchronous methods are plentiful today. However, these are still just tools. Their application requires an analysis of business needs, selection of the appropriate methodology, proper preparation of the learning process and the use of e-learning platforms - this approach will avoid low audience involvement and further disappointments.

The e-learning market will change in the near future as a consequence of the initial pandemic wave of interest in distance learning. First there will be the search for good quality e-learning - here the pressure will be exerted by participants who reject low quality. The second - increased educational activities for people and organizations operating in this area, which will allow for effective work with asynchronous methods. Already today, the number of organizations investing in high-quality e-learning is growing. There are more and more multi-threaded projects that require energy and attention, but also give the most satisfaction and bring good results. The range of development topics that are implemented with the help of e-learning is expanding and covers practically every area of life. This is another advantage of the changes taking place in the environment.

Undoubtedly, we will see an increase in interest in e-learning, which is a response to the current need, is available "here and now" on any device, is interesting and presented in an attractive, engaging form.

From the analysis of 43 studies and reports on e-learning prepared by the e-student.org portal *, we learn that:

- 90% of corporations now use e-learning, compared with just 4% in 1995,
- e-learning takes 40-60% less time for employees than traditional learning,
- employees have an average of only 24 minutes a week to study,
- e-learning can increase the student retention rate by as much as 60%.

* S. Tamm, *100 essential e-learning statistics for 2021*, e-student.org, grudzień 2020, <https://e-student.org/e-learning-statistics/#sources>

10.

Mental resilience - where you work affects how you feel

In 2020, we got used to the feeling of uncertainty and lack of support. We need immunity not only to defend ourselves against the virus. How we deal with adversity has become even more significant. The emotional well-being of employees has become a rightful variable in the formula for business efficiency of companies. Mental resilience shields us in a tense situation and allows us to stay focused and productive at work. The emotions we experience affect the level of achieving goals, the speed of learning, innovation and the quality of customer service. Talking about them and systematically approaching the topic of mental health becomes a key element of organizational culture.

The pandemic forced a change in the operating strategy of most organizations. Taking care of the mental well-being and health of employees is becoming a key function of HR departments. Improving employee health protection is the second most frequently chosen activity (49% of indications), right after the digital transformation of processes (62% of indications), on which organizations want to focus in the near future¹⁰.



¹⁰ Rynek pracy po koronawirusie, dz. cyt.

The pandemic shed new light on the issue of wellbeing and showed the gap between the enormity of needs and the preparation of organizations. At the same time, we observe the greatest discrepancies here. 80% of companies declare that the well-being of employees is important for success in the next year, but only 12% of companies are fully ready to implement a work model focused on employee well-being¹¹.

Under the influence of unfavourable events, man bends like a tree under the pressure of the wind. Mental resilience is a type of flexibility - it determines whether the tree will break irreversibly or if it just bends and returns to balance relatively quickly.

Regardless of individual predispositions, mental resilience can and should be nurtured. We ourselves and the organizations in which we work have a significant influence on it. To a large extent, it depends on our attitudes as well as on the organizational culture and actions taken by the managerial staff. Today's reality forces employees, team leaders and senior managers to consider and analyse practices and take appropriate actions to create healthy and friendly workplaces.

¹¹. *Global Human Capital Trends 2020: Firmy odpowiedzialne w praktyce*, Deloitte 2020, <https://www2.deloitte.com/pl/pl/pages/human-capital/articles/raport-trendy-hr-2020.html>

The workplace resilience model * places the concept of resilience in the organizational context - it connects it with our actions, behaviour of team leaders and senior management.

ELEMENTS OF RESILIENCE IN THE WORKPLACE

ACTIONS OF THE EMPLOYEE	ACTIONS OF THE TEAM LEADER	ACTIVITIES OF SENIOR MANAGEMENT
<p>Efficiency and influence - identifying with tasks and increasing personal influence on the way they are performed.</p> <p>The ability to focus and distinguish - concentration on specific activities with the conviction of the possibility of achieving a specific goal.</p> <p>Building personal strength at work - identifying types of professional activities that give strength and motivation, and making sure they are an important part of the job.</p>	<p>Pre-emptive communication and priorities - sharing knowledge and information about the company's priorities.</p> <p>Psychological safety - creating an atmosphere for safe experimentation and risk taking.</p>	<p>Farsightedness and Confidence - Communicating certain things that can be relied on despite an ever-changing reality.</p> <p>Keeping commitments - defining things that can absolutely be promised, even if they do not concern the entire organization, but parts of its functioning; showing what actions follow and what results have been achieved.</p>

* M. Hayes, F. Chumney, M. Buckingham, *Workplace resilience study*, ADP Research Institute, 2020, https://www.adpri.org/wp-content/uploads/2020/09/03154021/R0120_0920_v1_RS_ResearchReport_090220.pdf

AUTHORS



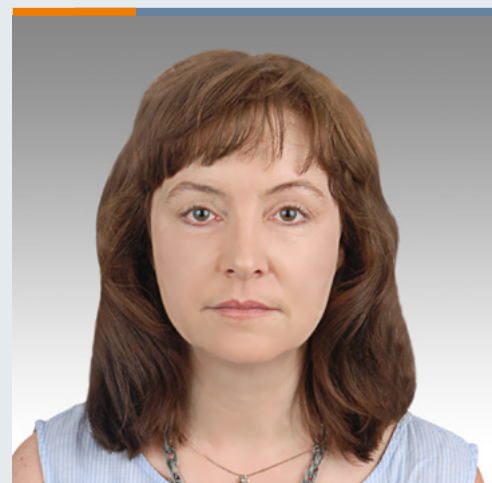
Michał Zaborek President of the Management Board

He is responsible for the implementation of the business strategy, creation and implementation of new consulting and training solutions. He is a graduate of management and marketing at the Warsaw School of Economics. He also completed Executive MBA studies conducted by UQAM (University of Quebec at Montreal) and the Warsaw School of Economics. A graduate of the School of Business Trainers under the patronage of the Polish Psychological Association. He is the vice-president of the Management Board of the Polish Association of Consulting Employers. Co-author of the book „Zespoły po polsku. Jak firmy działające na polskim rynku podnoszą swoją efektywność dzięki pracy zespołowej” (“Teams in Polish. How companies operating on the Polish market increase their efficiency thanks to teamwork”).



Katarzyna Marszałik Know-how development specialist

She tracks and analyses trends in people development in organizations. She manages know-how and coordinates activities related to product development at House of Skills. She works with trainers and consultants in various substantive areas. A graduate of the Faculty of Psychology at the University of Warsaw with a specialization in supporting personality development. She graduated from the School of Transactional Analysis, basic course in Solution Focused Therapy, international coaching practice course in the Netherlands.



Joanna Domeradzka Director of Development, Blanchard Poland Manager

At House of Skills she is responsible for the substantive offer, cooperation with know-how partners and product development. A graduate of the Institute of Social Prevention and Resocialisation at the University of Warsaw and postgraduate studies in people management. She has many years of experience in work related to the design and implementation of development solutions in organizations, incl. in the International Foundation for Capital Market Development and Ownership Transformation in Poland - Privatization Centre and Asea Brown Boveri Poland.

ABOUT US

House of Skills is a leading brand on the Polish market of consulting and training services. The scope of our activity ranges from proposing solutions at a strategic level to implementing programs, thanks to which we develop competences of large groups of employees. We work with 19 international know-how partners, and our customers include 1/3 of the 500 largest companies in Poland.

We create and implement projects in the stationary, online and hybrid formula so that investments in human development and the management system bring a real return. The essence and the reason for undertaking development activities is CHANGE - starting to do something new, developing a different attitude, adequately reacting to new situations, implementing effective strategies in everyday activities. We help to introduce real and measurable changes at every level: from employees, through leaders and their teams, to strategic changes for the entire organization.

House of Skills

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