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THE CULTURE SOFTWARE

SIX CULTURE SHIFTS TO REDUCE BURNOUT AMONG REMOTE & HYBRID TEAMS

A Best Practice Guide for Reversing Employee Burnout through Culture Transformation

SUMMARY

Sound familiar? You bring on a young and promising new hire to drive productivity, and boy, do they deliver. They take pride in their work, care about the mission and their output is off the charts. It's an increase in effort that you haven't seen in a long time, and you are thrilled. In your mind, you've struck gold.

As time passes, you notice an attitude shift. Your team member has become easily irritated and takes days to answer emails. Output drops, and they're noticeably less engaged in team meetings and no longer the energetic racehorse you hired. After only a year, they jump ship.

It's called the "burnout arc," and research shows that in our increasingly fast-paced work environment, with rising revenue goals, always-on technology, and ever-increasing workloads, our talented employees are burning out at alarmingly high rates.

As you can imagine, this burnout arc has only been exacerbated by pandemic fatigue, as employees figure out how to navigate changing priorities and hybrid and remote work arrangements, while balancing newer and different homelife priorities. Once an employee is running on fumes for too long, they leave. And even as signs point toward recovery in many economic sectors, data collected by in March 2021 for Prudential Financial's Pulse of the American Worker survey show that 1 in 4 workers who have been working remotely during the pandemic plan to look for opportunities with a new employer once the threat of the pandemic has subsides.

Reasons most certainly include concerns around career advancement, skills and growth, and potential burnout.

Historically, we've treated burnout and low employee engagement as an isolated problem that we address one case at a time. We also tend to think of burnout as an individual problem, solvable by "learning to say no," more yoga, better breathing techniques, practicing resilience — the self-help list goes on.

But evidence is mounting that applying one-off band-aid solutions to a rapidly evolving 'occupational phenomenon' may be harming, not helping, the battle. With "burnout" now officially recognized by the World Health Organization (WHO), the responsibility for managing it has shifted away from the individual and towards the organization. It's now on you to build a burnout strategy...and it starts with culture. The good news is that there are research-based activities you can implement today to build the kind of culture that prevents burnout.

Intended Audience

This guide is for business leaders and people managers who are responsible for talent management strategies and driving team effectiveness. This guide will provide strategies and recommendations for investing in and building the kind of organizational culture that values the whole individual and recognizes that each team member plays a critical role in the success of the organization.

CONTENTS

THE COST OF BURNOUT

According to the World Health Organization, burnout is characterized by feelings of energy depletion or exhaustion, increased mental distance from one's job, feelings of negativism or cynicism related to one's job, and reduced professional efficacy.

Factors like overwork and insufficient resources play a role in burnout, in addition to change fatigue. In a 2019 Human Capital Institute study about change, 83 percent of respondents indicated: "As a whole, my organization is in a state of constant change; priorities and strategies are continually shifting." Last year's Gallup report indicated that 76 percent of workers reported feeling burned out at least sometimes, with 28 percent reporting they are burned out "very often" or "always" at work. Given the impacts of COVID-19 last year, it's safe to assume these numbers are now nearing 100 percent.

As COVID-19 continues to impact the way organizations do business, **recent reports** also prove employee burnout is on the rise. In a poll of U.S. workers, more than half reported feeling the symptoms of burnout, and when you consider the condition's top causes — lack of work/life balance, isolation, unmanageable workload — the increase isn't surprising.

It is a growing problem for the modern workplace, having an impact on organizational costs, as well as employee health and well-being. These include possible long-term health risks and, due to its contagious nature, a toxic working environment of low morale, scapegoating, and increased office politics.

One **survey** noted that "95 percent of human resource leaders admit employee burnout is sabotaging workforce retention" and another reported workplace stress caused between $125 million and $190 billion in additional healthcare spending annually. And that was before the pandemic. In fact, burnout costs organizations at a rate comparable to cancer, at $172.8 billion in losses a year.

Business Insider has reported that the annual cost of burnout to the global economy is estimated to be $323.4 billion. Such costs have led to the World Health Organization predicting a global pandemic within a decade.

95%
Human resource leaders that admit employee burnout is sabotaging workforce retention

125M+
Additional healthcare spending annually

173B
Burnout costs for organizations per year, comparable to cancer

$323B

Annual cost of burnout to the global economy

Burnout is undeniably costly. While individuals with full-blown cases can lose months of wages and carry the burden of expensive mental health interventions, more than half of all professionals fall somewhere on the burnout continuum. Burnout increases risk of coronary disease and type II diabetes, is associated with lower heart rate variability—generally understood to be indicative of reduced health and aging—and there have been studies showing the shortening of telomeres (protective caps at the end of chromosomes) usually associated with biological aging.

Burnout also has neurological implications, associated with thinning in the prefrontal cortex, giving people less capacity for decision making and implicating memory, attention, and emotional regulation. Beyond the cost of treating burnout, research indicates severe consequences for burnout on relationships, especially our closest relationships. A partner of someone who burns out is at higher risk for burnout themselves – called compassion fatigue.

What the research shows is that burnout and low engagement are actually signs of deeper workplace culture challenges at play – including communication, transparency, and change management issues.

Reminder:

Employee burnout is costly for everyone... the employee, organization, and economy.

Three out of five workers say they are burnt out on the job, which has a negative impact on an employee's physical and mental health, productivity, and job retention. Coupled with ever-declining employee engagement statistics, this cannot be ignored, especially when employers are trying to attract and retain talent.

Key Action:

Don't neglect organizational culture... admitting a culture problem is the first step in reversing burnout.

Multiple studies, including one by the Harvard Business Review, indicate that organizational culture plays a key role in whether your best performing and most engaged employees sink or swim. Larger culture shifts need to be identified, but at minimum, respectful boundaries and communication are the cornerstones of any organization that strives to retain its top talent.

ROOT CAUSES

Individuals can't yoga or meditate their way out of burnout. Heightening pressure on already-stressed individuals to "fix themselves" only perpetuates the cycles of stress. What's worse, we – as employees – often don't talk about why we feel burned out.

So what really causes burnout? Long-standing **research into burnout** links office politics, menial working tasks that interfere with work duties, and high job demands – along with rising workloads and long hours as the main culprits; however, some employees are better able to cope or are more adaptable than others, so it may not be immediately perceived.

Perception of stress is also a contributing factor. If you perceive you do not have the right resources to cope with your workload, or perceive it to be more than you can cope with, you are much more likely to succumb to stress-related disorders.

Team-Level Causes
- Underlying team structures, such as the size of the team, how they collaborate, and how they get things done
- Atmosphere created within the team, such as the degree to which people communicate openly and are able to take risks

Organizational Causes
- Level of transparency in the organization, such as how readily leadership shares significant information with employees
- Organizational structures, such as role clarity

With a dive deeper into the underlying root causes of burnout, we'll find ourselves on a path to improving it.

- **Unclear Requirements:** When it's not clear to team members how to succeed, it's harder for them to be confident, enjoy their work, and feel they're doing a good job. If the job description isn't explained clearly, if the requirements are constantly changing and hard to understand, or if expectations are otherwise unclear, employees are at higher risk of burnout.

- **Impossible Requirements:** Sometimes it's just not possible to do a job as it's explained. If a job's responsibilities exceed the amount of time given to complete them properly, for example, it's really not possible to do the job well. Employees will put in a lot of effort and never quite feel successful, which also leaves them at risk for burnout.

- **High-Stress Times With No "Down" Times:** Many jobs and industries have "crunch times" where workers must work longer hours and handle a more intense workload for a period. This can actually help people feel invigorated if the extra effort is recognized, appropriately compensated, and limited. It starts becoming problematic when "crunch time" occurs year-round and there's no time for workers to recover.

- **Big Consequences for Failure:** People make mistakes; we're human. However, when there are dire consequences to the occasional mistake, like the risk of a lawsuit, for example, the overall work experience becomes much more stressful, and the risk of burnout goes up. Those in law or healthcare often have higher rates of burnout because of the potential consequences.

- **Lack of Personal Control:** People tend to feel excited about what they're doing when they are able to creatively decide what needs to be done and come up with ways of handling problems that arise. Generally speaking, workers who feel restricted and unable to exercise personal control over their environment and daily decisions tend to be at greater risk for burnout.

- **Lack of Recognition:** It's difficult to work hard and never be recognized for one's accomplishments. Awards, public praise, bonuses, and other tokens of appreciation and acknowledgement of accomplishment go a long way in keeping morale high. Where accolades are scarce, burnout is a risk.

- **Poor Communication:** Poor communication in a company can cause or exacerbate some of these problems, like unclear job expectations or little recognition. When an employee has a problem and can't properly discuss it with someone who is in a position to help, this can lead to feelings of low personal control. Also, when companies lack formal internal communications and ways of disseminating salient information, employees are left wondering and feeling unstable – compounded over time, it can be a contributing factor.

Remote Work

Further, as we continue to shift into new working structures, we'd be remiss not to address remote work and its impact on burnout.

Ellen Pao, former Reddit CEO, who currently runs an advocacy group for diversity & inclusion, recently conducted **a survey** that dug deep into the dark side of remote working – work pressure, mental health impacts, harassment & hostility. The results are eye-opening and warrant an urgent systemic change by companies.

Increased work pressure
- 64% of people are working longer hours since Covid-19
- 10% of people said their manager checks in on them daily

The pressure is just magnified with surveillance tools to track key-presses or to record videos & screenshots as employees work.

Mental health impacts
- 85% people across levels said their anxiety levels have increased
- 50% people had increased anxiety about communicating with coworkers

Employees don't trust companies
The biggest setback is that employees don't think companies are capable of preventing any of the above problems. And only 42% of respondents said that their company would respond to problems fairly when related to harm.

Remote work by itself is not the problem, neither the solution. We need to bring in a conscious systemic level change.

Reminder:

If employees are your most important asset – the front lines to your customers and partners and key to driving profitability – it's imperative to create a culture that allows them to thrive.

An inability to influence decisions that affect the job — such as schedule, assignments or workload — unclear job expectations, dysfunctional workplace dynamics, activity extremes, work-life imbalances, and lack of support are all organizational-contributing factors to employee burnout.

Key Action:

Look at reversing burnout NOT as a problem or obstacle but rather an opportunity.

Organization-level interventions are required because these causes are the product of organizational culture. Focus on the areas that will impact employees most... communication, transparency, respect, and workload. According to research by Christine Porath, professor at Georgetown University and author of Mastering Civility, nearly two-thirds of employees report being treated rudely by a coworker, boss or customer at least once per month. Many employees also feel pressured to check work emails when they're off the clock, which can lead to anxiety and cause excess strain on your team. These areas are where we can make changes today!

6 CULTURAL SHIFTS TO CURB BURNOUT
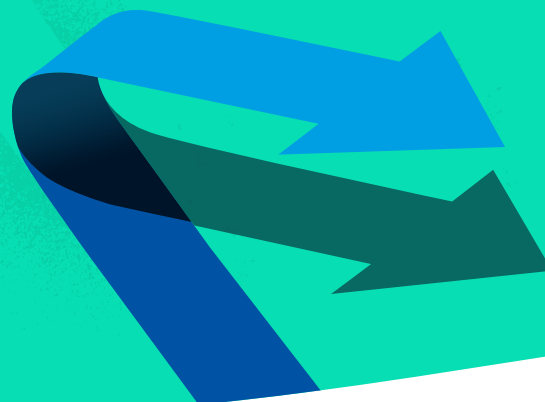
It is essential that companies adapt to reflect the unique needs of a workforce navigating the challenges brought on by COVID-19 – and create cultures that value the whole individual, not simply the sum of their efforts. Below are ways to make broader-scale culture shifts that up your chances of retaining your most talented employees before they succumb to burnout.

1. Create Sustainable Workloads & Reshape Underlying Mindsets Around PTO

Workload is often one of the top reasons employees cite when feeling burned out. Despite some **reports** showing that productivity went up as teams transitioned into remote work, leaders must not take it as a clear invitation to increase workloads. For many, throwing themselves into work was one way to cope with the vast unknowns which characterized last year, and productivity levels may dip simply because they've been firing so hot for so long.

It's also important to consider competing challenges employees may be facing, such as childcare or Zoom fatigue, and assign tasks and the complexity of the workload based on your assessment and each employee's abilities.

Productive rest often gets shoved to the backburner for the sake of pushing onward and upward. But problems arise when rest is neglected, and that forward motion turns into spinning wheels. If our brains are headed toward burnout, but we can't or won't put work on hold for rest, the quality of that work is going to suffer compared to what it could've been if we'd taken some time away from it.

In a survey of 1,067 employees conducted by T-Sheets, 61 percent of those who received paid time off did not use all of it last year, and 52% of employees with PTO said

they've worked while they were supposed to be off. The top two reasons survey respondents gave for not using PTO were saving it to carry over and having a heavy workload. Further survey results showed that 84% of respondents still work when they're sick, and 33% say it's because their employer creates a culture of working when you're sick.

> **The results show that many employees are either directly or indirectly, through culture implications, expected to favor working over rest.**

If there's a mindset in your company that taking time off, or even short breaks throughout the day, comes across as not being a hard worker, dealing with employee burnout is going to require a clear culture shift. Perhaps this mindset is inherent in the way achievements are rewarded too, while successful rest goes unacknowledged. Have you ever seen someone get a plaque for coming back to work completely refreshed after a vacation?

If the value of rest is diminished compared to hard work, it's tempting for employees to continue pushing maxed out brains to look like a good worker.

2. Reset Performance Expectations

It's easy to get excited about the maximum potential, especially when your employees demonstrate they are great at what they do. But, repeatedly setting the bar impossibly high can cause employees to go into "loss-prevention" mode, in which they'll focus on accomplishing your goals by any means necessary, even to their own, or the organization's, detriment.

> **Leaders should make sure employees have what is needed to meet a goal — including time — and not set unrealistic expectations.**

High levels of stress due to performance expectations can often be solved by analyzing your teams in the current context. The abrupt shift to virtual teamwork created a lot of strain for individuals, and the pressures on teams will continue as companies shift their focus to how, if, and when to bring employees back to the office – or completely transition its workforce model.

Evaluate the makeup and status of your organization's teams, giving consideration to both tasks and people. Are their objectives still relevant and are their timelines appropriate? Are you spreading certain individuals too thin by placing them on unnecessary teams? Or are there teams who need more resources to work more effectively? Approaching performance with curiosity can help organizations better identify problems and ease the pressure to perform.

Additionally, giving employees clear priorities can help them focus on what's most important and balance their responsibilities. Ensure your teams have a solid understanding of the goals or deadlines they're expected to hit and feel empowered to weigh in on those expectations.

3. Require Better Balance & Model It

With the boundaries between work and home blurring more than ever, cultivating a culture that prioritizes rest is critical. Rest goes hand in hand with innovation, creativity, and results; however, the pandemic has made traditional travel fraught with challenges, if not impossible. Most employees continue to work with no vacation in sight and forget they can still use their paid time off, even if there's nowhere to go. Remind them of the importance of taking a break.

It's also important to adapt your notion of what constitutes a workday. For some, traditional work hours may still fit with a working-from-home landscape, while for others, a less-traditional schedule may do wonders for their wellbeing. Create ways for your teams to reflect on when they work best and adapt their workflow. Are they most inspired in the evenings after the kids are in bed? Do they need a couple hours between meetings to give themselves time to recharge? Be open to new timelines and structures, and lead by example.

Does your company tell employees it's healthy and helpful to take breaks throughout the day? Do you cross-train to prevent overworked employees from feeling like they can't take time off because something won't get done?
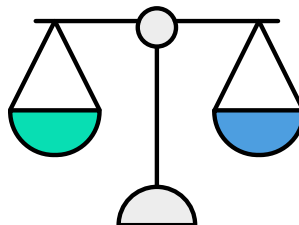
Productivity and rest represent two sides of a scale that continually need to be balanced. They each lose their luster when the balance is off, which makes neither one superior to the other.

It's one thing for company leaders and managers to say it's good to rest, but like every other facet of building or changing company culture, those words have to be backed up by actions. Are your leaders modeling what it looks like to value rest? That underlying mindset of breaks looking like laziness is often a direct result of leaders being off balance in their productivity to rest ratio.

"If you have a boss that's never taking breaks, it's hard to feel like you can take one," said Christine Corbet, managing consultant in the New York City office of Right Management.

Especially when you have employees who want to be recognized, earn a promotion, and make a positive impact with the company – all signs of the high engagement that many companies dream of – managers should make a point to set the example for a healthy balance of work to rest. That's how you promote high performance and prevent employee burnout at the same time.

Try not to approach finding a good work/rest balance as "adding rest time to the to-do list." The goal here is to learn how to make breaks genuinely restful, so time spent on work becomes more focused and productive. You don't want people falling victim to **Parkinson's Law** – the theory that work expands to fill the time allotted to it.

52:17 A good tactic is scheduling breaks throughout the day ahead of time. Recent research has suggested that 52 minutes of work followed by a 17 minute break is the optimal ratio, but this could look different for everyone.

Additionally, the increased reliance on virtual communications and home offices means that for many, it is more difficult to unplug and turn work off. Ask employees what rest looks like for them in this new landscape. Is it having a day of no meetings? Having cutoff times for phone calls? These small steps can be crucial in ensuring that your teams have the time and space they need to recharge.

4. Actively Encourage Feedback & Open Communication

During any period of rapid change, employees need to understand the company's future vision and direction. An unknown future can make employees feel very unsafe and insecure. It could also lead them to imagine and predict outcomes that may (or may not) happen. Creating a culture of trust, transparency and openness is critical to reducing the stresses felt by today's workforce.

Last year was filled with uncertainties, so being open with your teams about the organization's return-to-work plans and pivots in structure or projections can help give them a sense of control when it comes to childcare planning, personal financial decisions, and how they prioritize their tasks.

> **With clear, regular updates from leadership, organizations can boost morale and increase employee engagement, and help their teams feel empowered to make well-informed decisions.**

The American Psychological Association's Center for Organizational Excellence outlined the importance of communicating to prevent burnout, recommending "regular, ongoing opportunities to provide feedback to management." Doing this allows leaders to recognize when it may be time to dial demands back and expand resources, such as child-care assistance and increased wellness and mental health support.

Remain open and find ways for employees to provide feedback. Team members feel reassured when their leaders encourage them to give feedback about new goals and strategies. They are also more likely to feel their thoughts are valued. And they will be more likely to commit to achieving new goals.

5. Find Better Ways to Engage and Listen Actively

One of the toughest challenges currently facing companies is how to help mitigate their employees' feelings of isolation. In multiple 2021 State of Remote Work surveys, more than 35% of people working from home still cite isolation and connection to colleagues as a challenge.

Feeling disconnected can compound stresses due to workload and performance, and with many organizations still fully remote or transitioning to remote-first, leaders must find new ways of inspiring authentic connection.

For some organizations, hosting virtual happy hours, trivia nights and **even karaoke parties** have been innovative ways they've created a culture of online fun. Slack can also be used for more than productivity — consider starting a channel that invites people to share birthdays, posts pictures of pets and funny WFH moments, and of course, share memes. It's small but momentum builds and impact increases. In one-on-ones, also be sure to ask your team members how they're doing, and mean it.

Make it a regular practice to check in on them about how they're doing overall. You shouldn't pry, but you should let them know you genuinely care.

Stay on the look for disgruntled employees too, who often talk to each other. This can create a subculture of resistance and poor performance. Not all employees are willing to talk about their issues with their leaders, even though these issues may occupy a loud place on the office grapevine. By listening actively and compassionately to employee concerns, leaders can identify potential problems before they begin to affect team collaboration.

6. Create an Honest, Fair, and Equitable Culture Across All Levels

Office politics can make work highly stressful. And they can get worse when people are working remotely, without face-to-face conversations. Problematic office politics can also violate your organization's code of ethics and potentially expose the organization to legal problems. Strive

in policy and practice to treat all employees honestly, fairly, and equitably.

It all comes down to creating an atmosphere that values respect. Respectful boundaries and communication are the cornerstones of any organization that strives to retain its top talent. Consider a few hard-learned truths about your employees' day-to-day realities:

- Nearly two-thirds of employees are treated rudely by a coworker, boss, or customer at least once per month.
- Employees feel pressured to check work emails when they're off the clock, which can lead to anxiety and cause excess strain on your team.

If you're a leader who cares, then you'll be alarmed by this data. It's important to remember that most of us are not fitted with impervious suits of armor that allow disrespect to roll off our backs. The reality is, most of us experience negative thoughts and feelings when we feel disrespected. In fact, 80% of all employees will spend significant work time worrying about the disrespectful behaviors they experienced on the job.

At the same time, many people feel that in order to be effective (or at least valued), they need to stay almost constantly connected to work. But, if the organizational culture is disrespectful, this need to be connected only reinforces feelings of negativity.

If employees don't feel respected by their leaders or the organization, then all the coolest perks in the world won't do a thing to make them want to stick around. Instead, their easiest solution becomes jumping off the toxic merry-go-round on which they've found themselves. And when they leave, they take their talents with them.

Reminder:

The key to curbing employee burnout is reshaping the organization's mindset around a few target areas.

Organizational culture starts at the top, and respect is infectious. When you treat your employees with consistent and genuine respect, they're far more likely to treat one another and your customers with respect, too. Choose to fight the burnout arc by cultivating respectful cultures where employees are empowered to grow right alongside the prosperity they create.

Key Action:

Focus your tactics on performance expectations, communication and feedback loops, supporting better balance, connecting people, and making people feel valued.

If employees don't feel respected by their organizations, they will leave sooner rather than later. When they leave, they take their talents, knowledge, experience, and sometimes a few colleagues with them – the costs of which are high.

HOT FIX FOR SUSTAINING CULTURE

First things first, if you can't measure it, how can you improve it? And once you measure it, you'll know the moves to make to continue improving it.

Nothing can happen without organizations first acknowledging the circumstances. By choosing to not proceed with business as usual, leaders can generate responsive strategies with the capacity to increase employee satisfaction and retention, and improve performance. From here, you have to know who you are as an organization, and if you have the right people managers in place, in order to execute on improving your culture – and reducing employee burnout.

Only up until lately, team culture dynamics have been difficult to measure. With Culture-as-a-Service, you can assess culture at the team level and build more engaged, higher performing teams across your organization – that aren't plagued by burnout. Within a week, you'll be able to identify the individual and collective behaviors, motivators, and work energizers that make for a high-performing team – and from there be able to strategize your shift.

With CaaS, you can transform and manage culture in a way that drives team effectiveness and empowers your employees.

- Map current vs. target cultures for teams or the entire organization
- Pinpoint strengths and gaps to identify necessary shifts, including management level changes
- Align talent management and learning development strategies to those goals
- Enable better collaboration in order to drive performance
- Power teams to deliver results from wherever they work
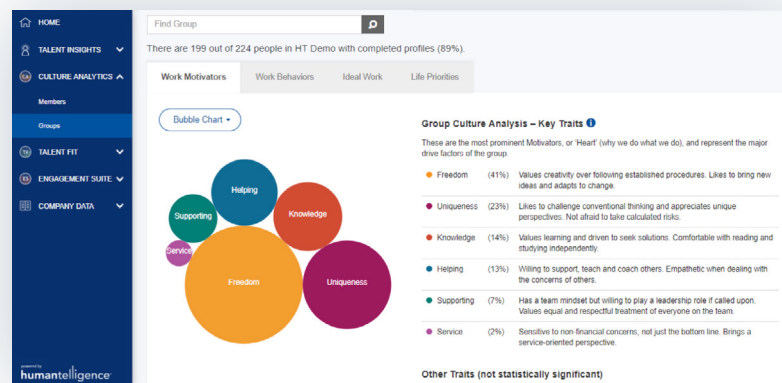
Current team Culture Map to identify leading motivators, behaviors, and work energizers for your team.

This is called managing culture through culture fit, which does not only mean hiring or making personnel decisions based on who you like but rather being open to hiring people unlike you or any others in your organization. Each individual you add, remove, or shift will play a part in your culture's evolution.

Hire in individuals who share or have demonstrated the values you have identified as paramount, believe in your vision, and are excited about the work your team is doing. Avoid recruiting cookie-cutter replicas of your current employees and rather hire for culture adds and gap fillers – those are candidates who will enhance your culture, as well as bring unique and valuable experiences and a diversity of thought to the team.

Hire for Fit: When it comes to hiring, leverage technology to take the guesswork out of candidate fit and predictive success.

When you have the right data and people in place, the results are happy, healthier employees – and stronger, better performing organizations.

Reminder:

To identify your cultural dynamics, plan to invest in Culture-as-a-Service technology.

Whether a growing company is working on defining its culture or an established company is shifting its culture, the important thing to remember is that workplace culture consists of the values, people, and communication of a company. It forms a community that thrives on the participation of all parties. So the best way to hire based on culture fit is by ensuring those involved in the hiring process have a good, data-informed grasp of the culture and know how to evaluate for culture fit.

Key Action:

You have to measure culture first before you can manage and shift it.

As your company grows and changes, as new faces join, and as roles and teams shift focus, remember so too does your culture. Use technology to regularly assess how these changes could affect or increase burnout. Consider the changes you can make in communication and underlying structures, as well as how technology can help you foster improved collaboration and performance in order to sustain – and more importantly – scale your company for success.

CONCLUSION

The pervasiveness of burnout in our culture makes it a relatively normal, even expected experience of our modern economy. But the scale to which it is affecting people today is staggering – thanks in part to our ongoing pandemic. As many of us know, 'pandemic fatigue' has become the very real feeling of exhaustion as a result of COVID-19's impact on our lives—from quarantining, to fears of getting sick or losing jobs, to workplace transitions and future uncertainties—all of these play into the fatigue many of us are experiencing and only continue to compound employee burnout.

The financial, physical, and mental costs of burnout to both employees and organizations make organizational-intervention imperative -- the kind of interventions that transform the underlying causes. When you combine tactical foundational shifts with a data-informed approach to managing culture, you'll gain a more holistic view of your team's culture scape and be able to drive greater organizational effectiveness in ways that reverse employee burnout. What you can expect from this approach includes:

1
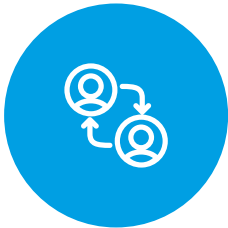
Reduced Turnover

Up to 20% reduced turnover costs

2

Improved Collaboration

Better understanding & stronger communication

3

Increased Productivity

Greater efficiencies with a clearer way to explain your organizational identity and how your team contributes

4

Employee Engagement

Hire & support mobility intentionally based on fit, diversity of thought, and predictive performance

Use this guide as a reminder to regularly assess your culture and consider the changes you can make in communication, expectations, workloads and assignments, organizational structure, as well as how Culture-as-a-Service technology can help you foster improved collaboration and performance in order to reduce the risk of burnout long term.

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LET US HELP!

Humantelligence is the leading cloud-based platform for the accurate measurement of culture at every level of an organization, from individuals and teams to overall corporate culture. HT has the quickest, most comprehensive self-assessment that measures behaviors, motivators, and work energizers so that leaders have the culture and talent intelligence needed to measure, manage, and hire for fit, optimize collaboration while reducing turnover, and build engaged high-performing teams across the organization.
For a consultation, contact us at www.humantelligence.com.