



Debbie Roos | ACC, CPC, Gallup Certified Strengths Coach, SHRM-SCP

210.867.4330 | debbie.roos@simply-people.com

www.simply-people.com

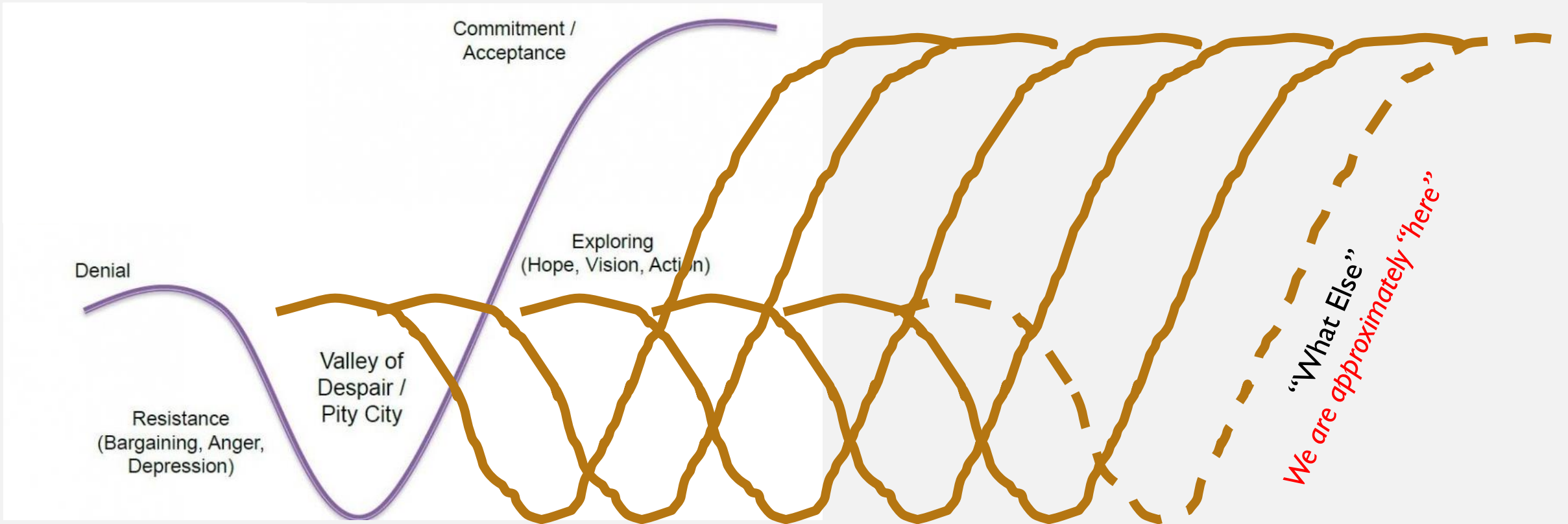
BACK TO WORK

**Tackling Today's Top 5 People
Challenges**

TODAY'S HEADLINES

- “Polls show that nearly 40% of white-collar employees would rather leave their jobs than give up remote work...”
 - *Why The Big Quit Is Happening And Why Every Boss Should Embrace It*; Forbes, June 30, 2021
- “The only thing that’s certain about the return to work is that there will be a lot of uncertainty.”
 - *How to Have Tough Conversations about Returning to the Office*; HBR, July 16, 2021
- “15 months is a long time in which new habits have been formed.”
 - *Back to the Office by Labor Day?*; SHRM Online, July 8, 2021

MANAGE "THE WOODS:" STILL IN TRANSITION



TODAY'S PEOPLE AGENDA

- **Mental Health**
- People Development / Growth
- Diversity, Equity & Inclusion (DE&I)
- Empathy
- Leadership

“IT HURTS WHEN I DO THAT...”

51%

Mental Health Struggles Are Affecting Work Life



51% of people reported worse mental health at work since COVID-19 started

Employees report many factors impacting mental health have worsened with the pandemic

● All Employees ● Work from Home ● On Site

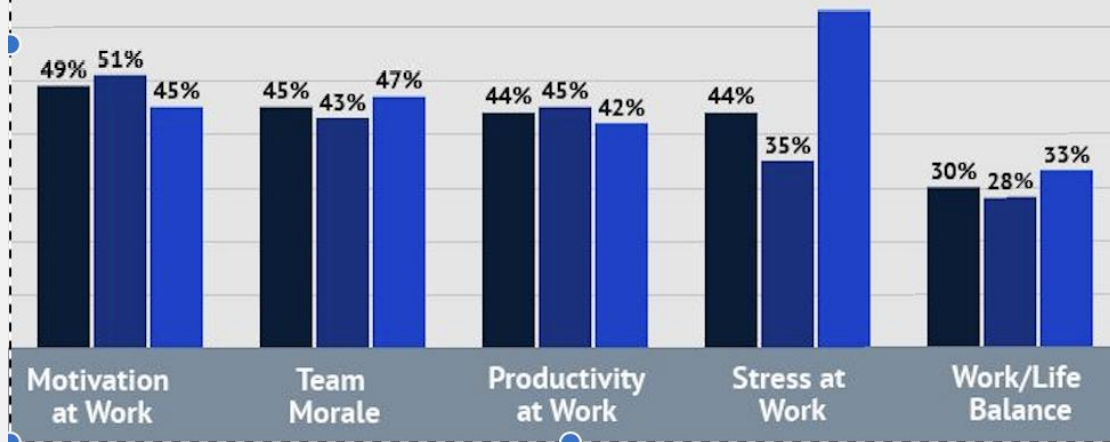
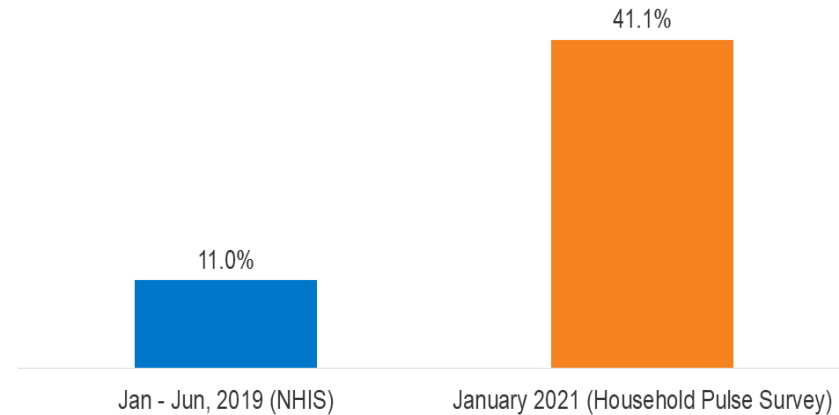


Figure 1

Average Share of Adults Reporting Symptoms of Anxiety Disorder and/or Depressive Disorder, January-June 2019 vs. January 2021



NOTES: Percentages are based on responses to the GAD-2 and PHQ-2 scales. Pulse findings (shown here for January 6 – 18, 2021) have been stable overall since data collection began in April 2020.

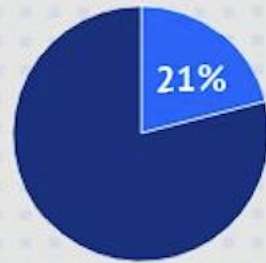
SOURCE: NHIS Early Release Program and U.S. Census Bureau Household Pulse Survey. For more detail on methods, see: <https://www.cdc.gov/nchs/data/nhis/earlyrelease/ERmentalhealth-508.pdf>



ALL'S QUIET

Recent SHRM research found that 41% suffered from burnout and exhaustion, while nearly 25% frequently felt down, depressed or hopeless. Yet more than 33% of employees reported *having done nothing to cope with these feelings*.

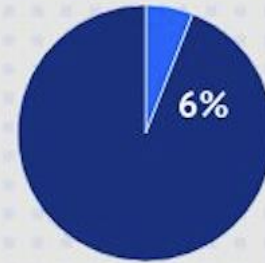
Who colleagues feel comfortable confiding in regarding their mental health:



Supervisors



Co-workers



Subordinates



No Colleagues

30% of employees reported being fearful that disclosure of mental health could lead to being fired or furloughed

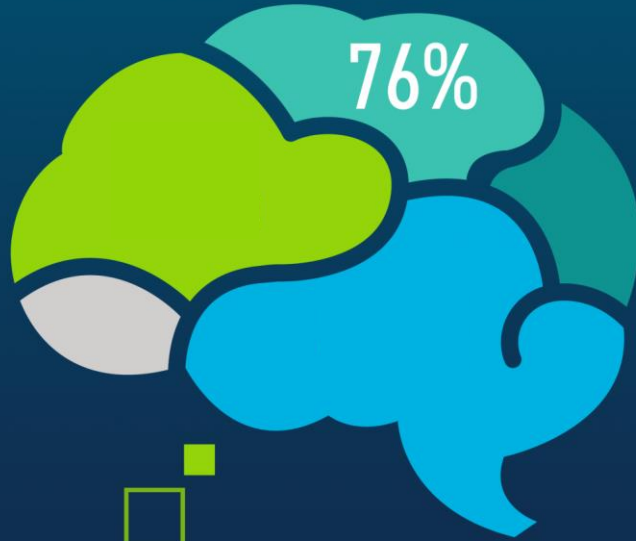
57% of entry-level employees reported feeling uncomfortable talking about mental health compared to 37% of managers

WHAT EMPLOYERS CAN DO



76% of workers believe their company should be doing more to support the mental health of their workforce

76%



SOURCE: ORACLE

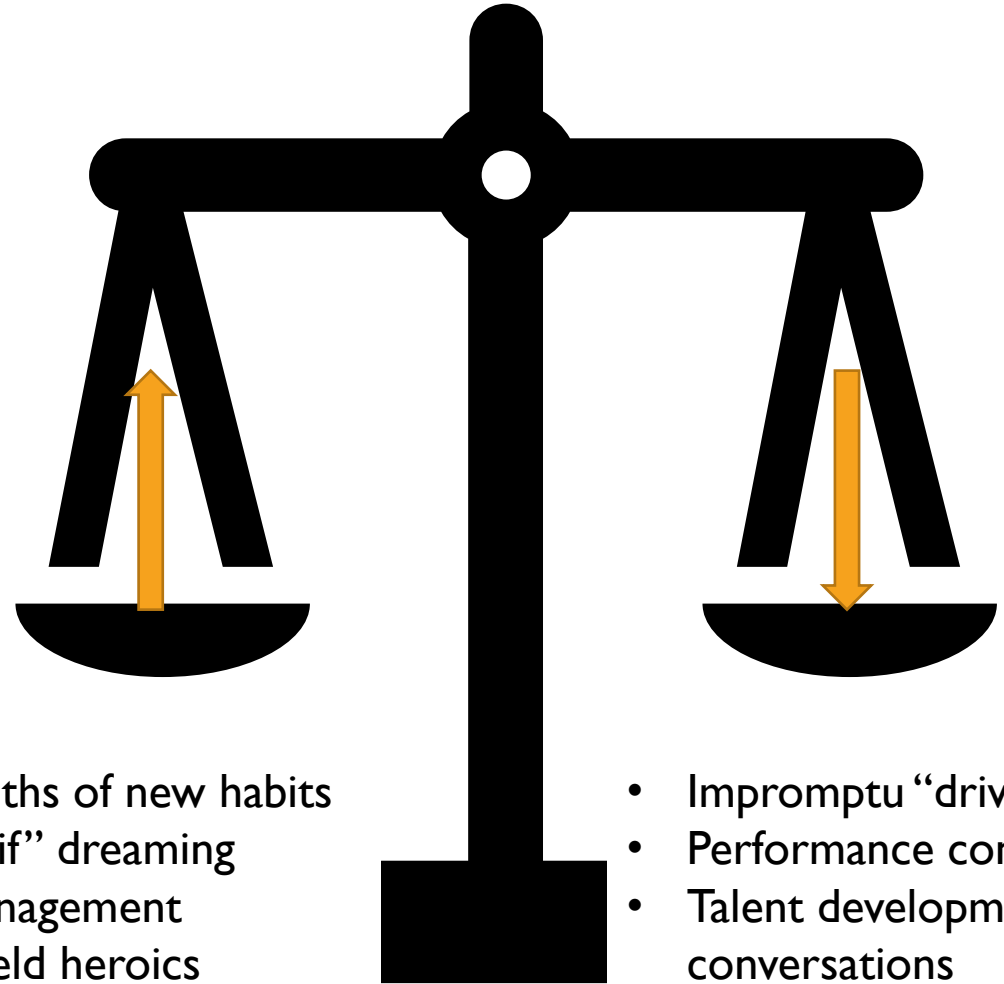
- Speak candidly about mental health in the workplace
 - Normalize it
- Ensure health & wellness insurance packages cover mental health
 - Show people how to use / access it
- Co-create policies with employees that address issues that create stress
 - E.g., childcare, teleworking, financial management, food security, etc.
- “Walk the talk”
 - E.g., If you encourage a 1-hour lunch break, invite folks to lunch vs just telling them to take the time. If you want folks to take vacations, help calendar it and enable work distribution to make it feasible.

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PEOPLE DEVELOPMENT PRESSURE

- Financial Focus
- Operational Intentionality
- Client management



- 15 months of new habits
- “What if” dreaming
- Self-management
- Battlefield heroics

- Impromptu “drive bys”
- Performance conversations
- Talent development conversations
- <25% orgs investing in reskilling / upskilling



RETHINK DEVELOPMENT

- Do SOMETHING!
 - Development = Forward Progress
- Lean into the virtual environment
 - Leverage training platforms for leadership / non-technical courses
 - E.g., LinkedIn Learning, Coursera & Udemy
- Recruit / Hire / promote from within
- Create an “intrepeneur” program
- Mentor / Reverse Mentor

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DE&I:
IN 2020, IT WAS A PROMISE;
IN 2021+, PEOPLE EXPECT ACTION

“Whether organizations were prepared or not, conversations happening *outside* the workplace increased the urgency for (leaders) to accelerate them inside the *workplace*.”

- *Quantum Workplace*

FOR YOU
#S FOLKS

- 25% of women in corporate jobs in US and Canada reported considered downshifting or leaving the workforce
 - US mothers reduced work hours 4-5X more often than fathers to take care of children / house
 - US mothers 1.5X more likely to spend 3+ more hours/day than men on housework and childcare (approx. 20 hrs / week)
- Women earn 82 cents for every dollar earned by men
 - Black women earn 62 cents...
 - Hispanic women earn 52 cents...
- **Yet inclusive organizations are**
 - 2x more likely to meet or exceed financial targets
 - 6x more likely to be innovative and agile
 - 8x more likely to achieve better business outcomes

CLOSER TO HOME...

TABLE 4: RESPONDENTS WHO VIEW THE PROFESSION AS EQUITABLE OR INCLUSIVE

	I believe the profession is equitable.	I believe the profession is inclusive.
Nonwhite, Hispanic, or Latino	26%	30%
Female	33%	37%
All	48%	50%

THE DATA

TABLE 1: KEY STATISTICS: U.S. POPULATION, ACCOUNTING WORKFORCE, AND ACCOUNTING LEADERSHIP

	2019 U.S. Population ³	2019 U.S. Accountants and Auditors Workforce ⁴	2019 Sitting CFOs of <i>Fortune</i> 500 and S&P 500 Companies ⁵	2018 Partners in Accounting/ Finance Functions of U.S. CPA Firms ⁶
Female	50.8%	61.7%	13.9%	23.0%
Hispanic or Latino	18.5%	8.9%	1.6%	2.0%
Black or African American	13.4%	8.5%	1.4%	1.0%
Asian	5.9%	12.0%	4.9%	4.0%
American Indian and Alaska native, alone	1.3%	<i>Data not available</i>	<i>Data not available</i>	0.2%

EMPLOYEES ARE WATCHING

- Be publicly accountable
 - Join the other 96 accounting organizations on the [CEO Action for Diversity & Inclusion](#) coalition (as of July 2021)
- Do the work
 - Candidly assess your organization's diversity – *and do something if it's lacking*
 - Critically evaluate pay scales and pay practices – *and do something if it's lacking*
 - Analyze your leadership and your promotion paths – *and do something if it's lacking*
 - Critique your policies – *and do something if they hinder progress*
 - Involve those impacted, listen, learn – *the answers live in your organization*

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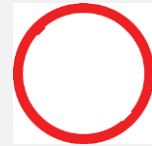
EMPATHY \neq WEAKNESS



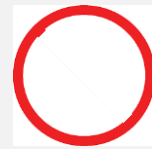
Endorsing poor performance



Agreeing with the person / situation



Suspending judgment



Gaining alternative perspective

PRACTICAL ACTION

- Leaders go first.
 - *68% of CEOs fear they will be less respected if they show empathy*
 - *25% of employees believe empathy in their organization is sufficient, while 50% of CEOs believe it is*
- Watch for signs of overwork.
- Demonstrate sincere interest in the needs, hopes and dreams.
- Offer to help resolve a personal problem.
- Show compassion when others disclose a personal loss or challenge.

EVEN IF YOU'RE NOT A HUGGER...

Eye contact

“**M**ug” (facial expression)

Posture

Affect

Tone

Hear (listen!)

Your response

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- Empathy
- **Leadership**

THE CRITICAL LINK



6 KEY LEADERSHIP SKILLS



Set and
communicate
clear
expectations

LEAD ON

- Train your people
 - CPA Society, Coursera, coaches, CPA consortiums, etc.
- Break Bad Habits / Squelch Old Myths
 - The Peter Principle
 - Tenure = Leader
 - Let 'em linger
- Aggressively cultivate and hunt talent
- Encourage volunteer board service



**“BRAVE LEADERS ARE NEVER SILENT
AROUND HARD THINGS.”
- BRENÉ BROWN**



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simply thank you