

# ΑΝΘΡΩΠΟΣ

# + ΕΡΓΑΣΙΑ <sup>53</sup>

# Prospects and Opportunities for Cypriot Businesses: The Enabling Role of Quantum Technologies

Event: Drinks with the Board 2022

Tackling Cancer at Work: The Employers' Role

Interviews with HR Professionals:  
Generations in the Workplace

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για Διευθυντικά Στελέχη και Επαγγελματίες Διαχείρισης Ανθρώπινου Δυναμικού

► Στρατηγική Προσέγγιση για  
παραγωγική Υβριδική Εργασία

► Integrated Strategic Talent Management  
for High Performing Organisations

► Κρίσιμες Γνώσεις και Δεξιότητες  
για Chief Happiness Officers

## ΕΚΠΑΙΔΕΥΤΡΙΕΣ

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Dear Readers,

Happy New and Prosperous Year! We are excited to present to you our 53rd issue of our magazine "People and Work" on this nice wintery period of the year. This fresh electronic edition of our magazine promises to offer you updates and insight around hot and challenging issues we come across today!

In this new publication we outline the recent activities and events initiated and held by our Association; our successful event drinks with the Board which once again gave us the opportunity to meet with you all physically and enjoy everyone's company. A reference is made on The Business Breakfast with the hot and challenging topic "Tackling cancer at work: the employers' role" and the event Digital storytelling as a tool to embrace diversity and inclusion in the workplace. Also, The EAPM Delegates Assembly 2022 which took place on September 2022 in Istanbul and the event "How to future-proof your HR career by becoming T-shaped".

We encourage you to read our president's, Mrs. Elena Stavrinou interview in Gold Magazine on Diversity, Equity and Inclusion as well as the Interview about the Different Generations in the Workplace, where HR Professionals from different industries and backgrounds share their valuable knowledge and experiences.

Additionally, in this issue you will find significant articles to read from HR professionals and experts on current important and challenging topics such as «Tackling Cancer at Work: The Employers' Role», «Ageism – How can we combat it at the workplace», «Establishing prospects and opportunities for Cypriot businesses: The enabling role of quantum technologies», «Hellenic Bank innovative feedBank App-How technology facilitates in building a feedback rich culture», «The Future of HR: From flux to flow», «Can you risk losing our High Potentials» «Is your High Potential Strategy in place for 2023 and beyond» and «The evolution of the art of hiring talent».

We hope you enjoy this new face of our magazine and find interesting its material as much as we enjoyed its preparation for you. Happy reading!

**Christina Tsolaki Patsali**

Member of the CyHRMA Board of Directors, Publications and Communication Representative

Αγαπητοί Αναγνώστες/Αναγνώστριες,

Καλή Χρονιά! Σ' αυτή την όμορφη χειμερινή περίοδο του χρόνου με ιδιαίτερη χαρά σας παρουσιάζουμε το 53ο τεύχος του περιοδικού μας «Ανθρώπος και Εργασία». Αυτό το τεύχος, το οποίο για πρώτη φορά δημοσιεύεται μόνο σε ηλεκτρονική μορφή, υπόσχεται να προσφέρει στους αναγνώστες του επικαιροποιημένες πληροφορίες και απόψεις σχετικά με τις εργασιακές και κοινωνικές προκλήσεις που αντιμετωπίζει ο κλάδος του Ανθρώπινου Δυναμικού σήμερα!

Σε αυτό το ηλεκτρονικό τεύχος περιγράφονται οι πρόσφατες δραστηριότητες που πραγματοποίησε ο Σύνδεσμος μας και γίνεται αναφορά στην επιτυχημένη μας εκδήλωση, παρουσία του Δ.Σ, στην οποία για ακόμα μια φορά μας δόθηκε η ευκαιρία να βρεθούμε με φυσική παρουσία και να απολαύσουμε την καλή παρέα όλων σας. Γίνεται επίσης αναφορά στο Επιχειρηματικό Πρωινό με «φλέγον» θέμα «Ξεπερνώντας τα εμπόδια γύρω από τον καρκίνο και την εργασία: Ο ρόλος του Εργοδότη/» και στην εκδήλωση με θέμα «Η ψηφιακή αφήγηση ως εργαλείο για να αγκαλιάσει τη διαφορετικότητα και την ένταξη στον εργασιακό χώρο». Επίσης, αναφορά γίνεται στη συνέλευση «The EAPM Delegates Assembly 2022» που πραγματοποιήθηκε τον Σεπτέμβριο του 2022 στην Κωνσταντινούπολη και στην εκδήλωση «How to-proof-proof your HR career by becoming T-shaped».

Σας προτείνουμε να διαβάσετε τη συνέντευξη της προέδρου μας, κας Έλενας Σταυρινού στο περιοδικό Gold με θέμα «Διαφορετικότητα, Ισότητα και Ένταξη στο χώρο εργασίας», και τις πολύ ενδιαφέρουσες συνεντεύξεις από επαγγελματίες του Ανθρώπινου Δυναμικού με θέμα «Different Generations in the Workplace» όπου μας αποκαλύπτουν τις γνώσεις και τις εμπειρίες τους επί του θέματος.

Επιπλέον, στο τεύχος αυτό θα βρείτε άρθρα από επαγγελματίες και ειδικούς του τομέα μας, στα οποία μοιράζονται τις γνώσεις, τις απόψεις και τις εμπειρίες τους σε επίκαιρα και σημαντικά θέματα όπως «Ξεπερνώντας τα εμπόδια γύρω από τον καρκίνο και την εργασία: Ο ρόλος του Εργοδότη», «Ageism – How can we combat it at the workplace», «Establishing prospects and opportunities for Cypriot businesses: The enabling role of quantum technologies», «Hellenic Bank innovative feedBank App-How technology facilitates in building a feedback rich culture», «The Future of HR: From flux to flow», «Can you risk losing our High Potentials» «Is your High Potential Strategy in place for 2023 and beyond» and «The evolution of the art of hiring talent».

Ελπίζουμε να απολαύσετε αυτό το πλούσιο τεύχος και να το βρείτε ενδιαφέρον όσο απολαύσαμε και εμείς την προετοιμασία αυτού. Happy reading!

**Χριστίνα Τσολάκη Πατσαλή**

Μέλος Διοικητικού Συμβουλίου του Κυ.Συ.Δ.Α.Δ., Υπεύθυνη Εκδόσεων και Επικοινωνίας



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23.09.22

## Εκδήλωση με το Διοικητικό Συμβούλιο Drinks with the Board

της Άρτεμις Ριαλά

Την Παρασκευή 23 Σεπτεμβρίου 2022, ο Κυ.Συ.Δ.Α.Δ. διοργάνωσε εκδήλωση δικτύωσης: «Ποτά με το Διοικητικό Συμβούλιο», με περισσότερους από 80 συμμετέχοντες.

Η εκδήλωση είχε σκοπό να δώσει την ευκαιρία στα μέλη και φίλους του συνδέσμου μας να συναντηθούν με συναδέλφους και συνεργάτες από τον τομέα της Διεύθυνσης Ανθρώπινου Δυναμικού, και παράλληλα να μοιραστούν απόψεις, ανησυχίες, ιδέες και εισηγήσεις απευθείας με τα μέλη του Διοικητικού Συμβουλίου του Κυ.Συ.Δ.Α.Δ. Όλα αυτά φυσικά σε ένα ευχάριστο περιβάλλον, απολαμβάνοντας ωραίο κρασάκι με καλή παρέα.

Η εκδήλωση φιλοξενήθηκε από το μπαράκι La Isla, στη Λεμεσό με χορηγό την εταιρεία ΧΜ. Ήταν το τέλειο μέρος για ένα χαλαρωτικό απόγευμα με καλούς φίλους και συνεργάτες, με θέα την θάλασσα, απολαυστικά πιάτα και καλό κρασί!

Τα μέλη του Συνδέσμου μας που συμμετείχαν, είχαν την ευκαιρία να εκφράσουν τις εισηγήσεις τους για μελλοντικές δραστηριότητες και πρωτοβουλίες που θα μπορεί να υλοποιήσει ο Σύνδεσμος προς όφελος όλων των μελών του.

Η προσέλευση ήταν εξαιρετική. Τα μέλη του Διοικητικού Συμβουλίου, καλωσόρισαν όλους τους συμμετέχοντες στην εκδήλωση, και επαίνεσαν τη σκληρή δουλειά που γίνεται από όλους, επιβεβαιώνοντας παράλληλα τη δέσμευση του Διοικητικού Συμβουλίου και του Συνδέσμου να συνεχίσουν την προσπάθεια και τις ενέργειες που αποσκοπούν στην προώθηση του επαγγέλματος μας και στην στήριξη των επαγγελματιών στον τομέα αυτό. Τόνισε την ανάγκη και τη σημασία του να είναι ο Σύνδεσμος κοντά στα μέλη του στα πλαίσια της επίτευξης των στρατηγικών του στόχων.

Μια επιτυχημένη βραδιά που έκλεισε με θετικά σχόλια από όλους.

Ένα μεγάλο ευχαριστώ σε όλους όσους παρευρέθηκαν, και φυσικά στην εταιρεία ΧΜ που χορήγησε την εκδήλωση και την αγαστή συνεργασία!

On Friday, 23rd of September 2022 late afternoon, the networking event “Drinks with the Board”, was organised by CyHRMA and more than 80 members and friends of the Association participated.

The event offered the opportunity to its members to interact with colleagues from the HR community. It also served as a forum for the members to share their opinions, concerns and ideas directly with the Members of the Board. And of course to enjoy a drink with good company, by the sea.

The event was hosted at the bar La Isla, in Limassol, a perfect venue for the specific event, with good companion along with delicious platters and good wine.

The Members of the Association were encouraged at the event to share their thoughts to the new CyHRMA Board, their suggestions for future CyHRMA activities and initiatives that would help them get the most out of their membership.

The evening turnout was excellent. The members of the Board welcomed everyone to the event and encouraged the hard work to continue, while reaffirming the Board's and the Association's commitment to continue the effort to reach out to all its members with value adding activities and initiatives that aim to promote their profession.

A big thank you goes to all participants and of course to XM for sponsoring the event and the great cooperation!

22.11.22

# Ξεπερνώντας τα Εμπόδια Γύρω από τον Καρκίνο και την Εργασία: Ο Ρόλος του Εργοδότη / Tackling Cancer at Work: The Employers' Role

της Άρτεμις Ριαλά

Σε πολλές ευρωπαϊκές χώρες, **ένας στους τρεις ανθρώπους θα διαγνωστεί με καρκίνο μέχρι την ηλικία των 75 ετών**. Επομένως, ως Επαγγελματίας Ανθρώπινου Δυναμικού, Εργοδότης ή Διευθυντής, είναι πιθανό να καλεστείτε να διαχειριστείτε καταστάσεις όπου το προσωπικό σας ή τα αγαπημένα τους πρόσωπα θα έρθουν αντιμέτωποι με τη μάστιγα του καρκίνου. Και παρόλο που η ευαισθητοποίηση για τον καρκίνο έχει αυξηθεί πολύ τις τελευταίες δεκαετίες, η διαχείριση των σχετικών θεμάτων που προκύπτουν, η συζήτηση και η **ανοικτή επικοινωνία για τον καρκίνο στον εργασιακό χώρο, εξακολουθεί να είναι ταμπού**.

Μέσα σε αυτό το πλαίσιο, ο Κυπριακός Σύνδεσμος Διεύθυνσης Ανθρώπινου Δυναμικού διοργάνωσε στις 22 Νοεμβρίου 2022, στην Ελληνική Τράπεζα, Λευκωσία, δωρεάν φιλανθρωπικό επαγγελματικό πρόγευμα με τίτλο **«Ξεπερνώντας τα εμπόδια γύρω από τον καρκίνο και την εργασία: Ο ρόλος του εργοδότη»**, με την στήριξη του ΠΑΣΥΚΑΦ και χορηγό την Ελληνική Τράπεζα.

Ομιλήτριες ήταν οι Έμιλυ Παναγιώτου (Κοινωνική Λειτουργός, ΠΑΣΥΚΑΦ) και Άρτεμις Κοματίνα (Συμβουλευτική Ψυχολόγος/ Συντονίστρια Ψυχοκοινωνικής Υπηρεσίας, ΠΑΣΥΚΑΦ)

Κατά τη διάρκεια της εκδήλωσης, 40 συμμετέχοντες είχαν την ευκαιρία να λύσουν απορίες και να ανταλλάξουν ιδέες. Η εκδήλωση στέφθηκε με μεγάλη επιτυχία, καθώς η ανατροφοδότηση από τους παρευρισκομένους ήταν πολύ θετική ως προς το περιεχόμενο και τη διοργάνωση. Επίσης, στους συμμετέχοντες έχουν δοθούν οδηγοί που έχουν σχεδιαστεί από το ECL – Association of European Cancer Leagues που περιέχουν κατευθυντήριες γραμμές και καλές πρακτικές για χειρισμό τέτοιων θεμάτων στον εργασιακό χώρο.

Θα ακολουθήσει στις επόμενες σελίδες σχετικό άρθρο.

In many European countries, **one in three people will be diagnosed with cancer by the age of 75**. Therefore, as an HR professional, an employer or manager, you are likely to face a situation where your employees or their loved ones are affected by cancer. And although cancer awareness has greatly increased in the last decades, **managing cancer at work is still a taboo**, with a key challenge being poor communication between employees diagnosed with cancer and their employers.

Within this context, CyHRMA organized a Business Breakfast on the subject of **“Tackling cancer at work: the employers’ role”** on the 22nd of November, at Hellenic Bank, in Nicosia. The breakfast was supported by PASYKAF and sponsored by Hellenic Bank.

The presenters of the event were Ms. Artemis Komatina (Counseling Psychologist/Psychosocial Service Coordinator of PASYKAF) and Ms Emily Panayiotou (Social worker, PASYKAF).

During the breakfast 40 participants had the opportunity to ask questions and share experiences. Participants found the breakfast really interesting and beneficial. The participants also received a manual designed by the ECL – Association of European Cancer Leagues containing guidelines and good practices for handling such issues in the workplace.

A related article will follow on the following pages.





## Άρθρο / Article:

Άρτεμις Κοματίνα & Έμιλυ Παναγιώτου

**Μ**ια από τις πιο δύσκολες εμπειρίες στη ζωή ενός ανθρώπου είναι όταν μαθαίνει ότι πάσχει από κάποια σοβαρή ασθένεια. Στην περίπτωση του καρκίνου, το άκουσμα και μόνο της λέξης προκαλεί τεράστια αναστάτωση και φόβο καθώς πρόκειται για μια ασθένεια με πολλά πρόσωπα, με το καθένα να χρήζει διαφορετικής αντιμετώπισης και συνήθως μακρόχρονη διαδικασία θεραπείας.

Ανεξαρτήτως του είδους καρκίνου και της πρόγνωσης, το άτομο καλείται να διαχειριστεί διάφορες προκλήσεις μέσα από τις αλλαγές που προκύπτουν, όπως αλλαγές στην καθημερινότητα και ρουτίνα, στον οικογενειακό ρόλο που διατηρεί, στην κοινωνική ζωή, στην αίσθηση και εικόνα του εαυτού, καθώς και αλλαγές στην οικονομική και επαγγελματική του κατάσταση.

Στην προσπάθεια προσαρμογής του ατόμου στη νέα κατάσταση, η συναισθηματική αναταραχή είναι αναπόφευκτη και συνδέεται με έντονα συναισθήματα, όπως σύγχυση, δυσπιστία, άγχος, θλίψη, φόβο, απελπισία, μοναξιά και πολλά άλλα.

Κατά συνέπεια, η εμπειρία καρκίνου σηματοδοτεί μια νέα πραγματικότητα που απαιτεί την αναπροσαρμογή του ατόμου σε όλα τα επίπεδα. Μία τέτοια νόσος δεν επηρεάζει μόνο το άτομο που λαμβάνει τη διάγνωση, αλλά και τον κοινωνικό του περίγυρο. Πέραν της οικογένειας και του στενού κοινωνικού δικτύου του κάθε ατόμου, σαφέστατα μπορεί να επηρεαστεί και το επαγγελματικό του περιβάλλον.

Συγκεκριμένα στον επαγγελματικό τομέα, άτομα με εμπειρία καρκίνου συχνά αντιμετωπίζουν δυσκολίες. Σύμφωνα με διεθνές μελέτες, το ποσοστό ανεργίας μετά από καρκίνο αυξάνεται, καθώς παρατηρείται και η αλλαγή εργασίας εργοδότη, η πρόωρη συνταξιοδότηση αλλά και η απόλυση.

Επιπλέον, ένα σημαντικό ποσοστό ατόμων αναφέρουν έλλειψη υποστήριξης από τους συναδέλφους ή τον εργοδότη και ανεπιθύμητες αλλαγές στην κατάσταση εργασίας, όπως, μείωση των ευθυνών, στασιμότητα μισθού ή/και ανακοπή της εξέλιξης της σταδιοδρομίας.

Λαμβάνοντας υπόψη ότι η συχνότητα εμφάνισης καρκίνου αυξάνεται και περίπου το ήμισυ των ατόμων που διαγιγνώσκονται με καρκίνο βρίσκεται σε ηλικία εργασίας, είναι μέγιστης σημασίας επαγγελματίες ανθρώπινου δυναμικού, διευθυντές και εργοδότες να είναι σε θέση να κατανοήσουν την εμπειρία καρκίνου και το βίωμα του κάθε ανθρώπου. Εξίσου, να υποστηρίξουν το προσωπικό τους με σαφείς και στοχευμένες πολιτικές και διαδικασίες σε όλα τα στάδια της εμπειρίας, στην αρχική φάση της διάγνωσης, κατά την περίοδο θεραπείας όταν το άτομο απουσιάζει από την εργασία, κατά την περίοδο θεραπείας όταν το άτομο επιθυμεί να συνεχίσει την εργασία, και στα στάδια της επανόδου του ατόμου στην εργασία.

Κατά την αρχική φάση της διάγνωσης της νόσου, το άτομο, ως εργοδοτούμενος, είναι αναγκαίο να ενημερώσει το αρμόδιο πρόσωπο στον επαγγελματικό του χώρο και να γνωστοποιήσει το γεγονός. Εδώ είναι που καλείται είτε ο εργοδότης, είτε ο εκπρόσωπος του τμήματος ανθρώπινου δυναμικού, να διαχειριστεί αυτή την ενημέρωση. Αυτό που χρειάζεται να γίνει από πλευράς του εργοδότη, είναι να δοθεί ο χρόνος στον εργοδοτούμενο, να εκφραστεί όπως ο ίδιος νιώθει καλύτερα, ακόμα κι αν αυτό σημαίνει ότι δε θα δοθούν πολλές πληροφορίες.

Ο εργοδοτούμενος, πρέπει να νιώσει ότι μπορεί να εμπιστευτεί το άτομο στο οποίο μιλά και να διασφαλιστεί η εχεμύθεια. Η ενσυναίσθηση είναι από τα πιο σημαντικά συναισθήματα που μπορεί να δοθεί από τον εργοδότη / τμήμα ανθρώπινου



δυναμικού, ως ανατροφοδότηση, δίνοντας την ελευθερία να απουσιάσει από τα καθήκοντά του, χωρίς ανησυχία για τη θέση του στη δουλειά.

Είναι σημαντικό και αναγκαίο να γνωρίζει το ίδιο το άτομο τα δικαιώματά του ως εργαζόμενος σε οποιοδήποτε χώρο εργασίας, ωστόσο εξίσου σημαντικό είναι να έχουν τη σωστή γνώση και οι εργοδότες. Μέσα στο χρόνο που ο νοσούντας θα χρειαστεί να απουσιάσει από τη δουλειά του, είτε για λόγους θεραπείας, προεγχειρητικά ή και μετεγχειρητικά όπως επίσης και κατά τη διάρκεια της θεραπείας και αποκατάστασης, είναι βασικό να παρέχονται από τον εργοδότη οι άδειες που θα έχουν προ συμφωνηθεί και οφείλεται να δίνονται γραπτώς όλες οι λεπτομέρειες περί αδειών, πληρωμών και αποζημιώσεων από τις υπηρεσίες κοινωνικών ασφαλίσεων. Το τμήμα ανθρώπινου δυναμικού κάθε οργανισμού είναι αναπόσπαστο κομμάτι στη διαδικασία αυτή, αφού είναι το καταλληλότερο για να απαντήσει τα ερωτήματα αυτά και να δώσει λύσεις στα προβλήματα που μπορεί να προκύψουν.

Η κάθε περίπτωση είναι μοναδική και ακριβώς έτσι πρέπει να αντιμετωπίζεται. Μια ειλικρινής συζήτηση με το άτομο που βιώνει την εμπειρία του καρκίνου θα δώσει απαντήσεις και στις δύο πλευρές. Αφενός από τη μεριά του εργοδότη, ο διευθύνων του τμήματος ανθρώπινου δυναμικού θα διερευνήσει τις ανάγκες του εργαζόμενου, τις απαιτήσεις που προκύπτουν και τις προσδοκίες του. Αφετέρου, από τη μεριά του εργοδοτούμενου θα γνωστοποιηθούν οι ανάγκες, ο χρόνος που εκτιμάται να απουσιάζει από την εργασία του και αν θέλει να διατηρήσει επικοινωνία με άτομο ή άτομα του εργασιακού περιβάλλοντος κατά την περίοδο απουσίας, είτε μέσω τηλεφωνικής επικοινωνίας, γραπτού μηνύματος ή ηλεκτρονικής αλληλογραφίας.

Η τακτική επικοινωνία με το άτομο κατά τη διάρκεια απουσίας του από την εργασία μπορεί να βοηθήσει στην επιστροφή και στην ομαλή επανένταξη του στην εργασία. Η επικοινωνία αυτή θα πρέπει να γίνεται με τρόπο που θα έχει προ συμφωνηθεί μεταξύ των δύο

πλευρών, όπως επίσης και να διατηρείται η εχεμύθεια. Οποιαδήποτε πληροφορία σχετικά με τον εργαζόμενο, τη νόσο, τις απουσίες του από την εργασία, εφόσον αναφέρει ότι επιθυμεί να μεταφερθεί στο εργασιακό του περιβάλλον και σε συναδέλφους μπορεί να γίνει μόνο από εξουσιοδοτημένο πρόσωπο, που το ίδιο το άτομο θα ορίσει.

Επιπλέον, κατά την περίοδο απουσίας του εργοδοτούμενου, είναι ευχάριστο για τον ίδιο να γνωρίζει ότι υπάρχουν άτομα που τον σκέφτονται και αυτό είναι θεμιτό να γίνει με διακριτικό τρόπο όπως για παράδειγμα η αποστολή μιας ευχετήριας κάρτας για ταχεία ανάρρωση ή με την αποστολή ενός μικρού δώρου ή λουλουδιών.

Άτομα με εμπειρία καρκίνου συχνά επιθυμούν να συνεχίσουν την εργασία τους, όχι μόνο για να εξασφαλίσουν την επαγγελματική τους πορεία ή το εισόδημά τους, αλλά και για συνέχιση της καθημερινότητας και της ρουτίνας και ως διέξοδο από δύσκολα συναισθήματα που μπορεί να νιώθουν. Στην περίπτωση όπου ο εργοδοτούμενος είναι σε θέση να συνεχίσει να εργάζεται κατά τη διάρκεια της θεραπείας, ο εργοδότης θα πρέπει να είναι προετοιμασμένος να προβεί σε εύλογες προσαρμογές, όπως και στο στάδιο της επανένταξης στην εργασία όπως ακολούθως περιγράφεται.

Η ανοικτή επικοινωνία και πάλι είναι ύψιστης σημασίας προκειμένου να γίνει ξεκάθαρο εάν είναι δυνατή ή όχι η επιστροφή του ατόμου στην εργασία του. Στο στάδιο της επιστροφής είναι σημαντικό ο διευθύνων του τμήματος ανθρώπινου δυναμικού ή ο εργοδότης να είναι σε θέση να κατανοήσει τις ανάγκες του ατόμου και να προβεί σε πιθανές εναλλαγές, προσαρμογές και τροποποιήσεις στη θέση αλλά και στο χώρο εργασίας του, με πιθανότητα τοποθέτησης βοηθητικού εξοπλισμού, ώστε να επιστρέψει στο χώρο εργασίας του με τον καλύτερο δυνατό τρόπο.

Ο καρκίνος ή/και οι θεραπείες του μπορεί να έχουν μακροχρόνιες επιπτώσεις για το άτομο και συχνά αυτές





δεν είναι ορατές, όπως η ψυχολογική δυσφορία, η δυσκολία συγκέντρωσης και μνήμης, η σωματική εξουθένωση και η μειωμένη σωματική λειτουργικότητα. Η έναρξη μερικής απασχόλησης με προοδευτική δομή είναι συχνά καλή επιλογή που επιτρέπει τη σταδιακή προσαρμογή και ανάληψη καθηκόντων χωρίς την οποιαδήποτε σωματική ή ψυχική επιβάρυνση. Σε περίπτωση μερικής ή σταδιακής επιστροφής στην εργασία, μπορεί να συμφωνηθεί μεταξύ των δύο μερών, η αναπροσαρμογή ωραρίου απασχόλησης και μισθού.

Μερικές κατευθυντήριες ερωτήσεις που μπορεί να καθοδηγήσουν τη συζήτηση και την εξεύρεση λύσεων που εξυπηρετούν τόσο τον εργαζομένου όσο και τον εργοδότη είναι: Ποιες εργασίες μπορεί να κάνει ο εργαζόμενος χωρίς δυσκολία; Ποιες εργασίες δεν μπορεί να διεκπεραιώσει με άνεση στο παρόν στάδιο; Ποιες εργασίες είναι πιο κουραστικές και ποιες μπορούν να ενεργοποιούν το άτομο; Ποιες λύσεις και επιλογές μπορούν να εξεταστούν και να προταθούν; Αποτελεί επιλογή η μερική/σταδιακή επιστροφή στην εργασία; Ποιες λύσεις και επιλογές προτείνει το ίδιο το άτομο;

Η βελτιστοποίηση της στήριξης, αποκατάστασης και επιστροφής στην εργασία των εργαζομένων που έχουν βιώσει τον καρκίνο είναι σημαντική, τόσο για τη βελτίωση της ευεξίας και ποιότητας ζωής του ατόμου με εμπειρία καρκίνου, όσο και για τη μείωση του κοινωνικού και οικονομικού αντίκτυπου. Η σύσταση πολιτικών και διαδικασιών ενσωμάτωσης ζητημάτων που αφορούν τον καρκίνο στο χώρο εργασίας δύνανται να συμβάλλουν στην ελαχιστοποίηση του οικονομικού κόστους της μακροχρόνιας απουσίας, στη μείωση του κόστους πρόσληψης νέου υπαλλήλου και στη βελτίωση της παραγωγικότητας των ατόμων με εμπειρία καρκίνου κατά τη διάρκεια της παρουσίας τους στο χώρο εργασίας.

Συμπληρώνοντας, η δημιουργία ενός ανθρωποκεντρικού εργασιακού περιβάλλοντος χωρίς αποκλεισμούς οπωσδήποτε συμβάλει στην θετική εικόνα της κάθε επιχείρησης, στην προσέλκυση ταλαντούχων εργαζομένων, στην ενδυνάμωση της αφοσίωσης μεταξύ των εργαζομένων και των συναδέλφων και στην τόνωση του ηθικού όλου του ανθρώπινου δυναμικού.

Ο ΠΑΣΥΚΑΦ (Παγκύπριος Σύνδεσμος Καρκινοπαθών και Φίλων) είναι ένας Εθελοντικός, μη κερδοσκοπικός Οργανισμός που ιδρύθηκε το 1986 από ανθρώπους με εμπειρία καρκίνου, σηματοδοτώντας την αρχή για μια συνεχή και πολύπλευρη δραστηριότητα με επίκεντρο την προσφορά στους συνάνθρωπους μας με εμπειρία καρκίνου και στις οικογένειες τους.

Σήμερα, ο ΠΑΣΥΚΑΦ έχοντας ως αιχμή του δόρατος του μια μεγάλη εξειδικευμένη ομάδα ιατρικού και παραϊατρικού προσωπικού, στηρίζει ετησίως περισσότερους από 7000 άτομα με εμπειρία καρκίνου και μέλη των οικογενειών τους προσφέροντας τους δωρεάν Εξειδικευμένα Προγράμματα και Υπηρεσίες Ανακουφιστικής και Υποστηρικτικής Φροντίδας που ενισχύουν με κάθε δυνατό τρόπο την ποιότητα ζωής και την ανθρώπινη αξιοπρέπεια!

Ανάμεσα στις δράσεις του, ο ΠΑΣΥΚΑΦ εργάζεται σε ευρωπαϊκό επίπεδο σε συνεργασία με τον Σύνδεσμο Ευρωπαϊκών Αντικαρκινικών Ενώσεων (The Association of European Cancer Leagues) για την ανάπτυξη εύστοχου ενημερωτικού υλικού, την στήριξη ερευνών και την προώθηση καλών πρακτικών σε χώρους εργασίας, καθώς και την προαγωγή πολιτικών και νομοθετικών πλαισίων που στηρίζουν άτομα με εμπειρία καρκίνου στο χώρο εργασίας.

Στο πλαίσιο της συνεχής προσπάθειας να ανταποκριθεί στις ανάγκες των συνανθρώπων μας, ο ΠΑΣΥΚΑΦ θέτει ως προτεραιότητα τα ζητήματα που αφορούν τον καρκίνο στο χώρο εργασίας και δηλώνει σύμμαχος κάθε μικρής και μεγάλης επιχείρησης και δίπλα σε κάθε άνθρωπο που επηρεάζεται από την εμπειρία καρκίνου. Για περαιτέρω πληροφορίες, μπορείτε να απευθυνθείτε στον ΠΑΣΥΚΑΦ στο 77771986.

Μαζί μπορούμε να προσφέρουμε περισσότερα!

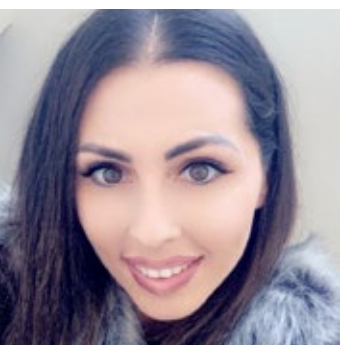


Άρτεμις Κοματίνα

Είμαι Συμβουλευτική Ψυχολόγος και Συντονίστρια της Ψυχοκοινωνικής Υπηρεσίας του ΠΑΣΥΚΑΦ. Εργάζομαι τα τελευταία 17 χρόνια με ογκολογικούς ασθενείς, παρέχοντας ψυχολογική υποστήριξη και θεραπεία, τόσο σε ασθενείς, όσο και στις οικογένειές τους.

Έχω αρκετή εμπειρία με ψυχο-εκπαιδευτικές και ψυχοθεραπευτικές ομάδες. Και τα τελευταία 4 χρόνια έχω ασχοληθεί ιδιαίτερα με την ανάπτυξη της Υπηρεσίας Στήριξης στην Ανθρώπινη Απώλεια του ΠΑΣΥΚΑΦ. Η υπηρεσία παρέχει ατομική και ομαδική υποστήριξη.

Ως συντονίστρια της Ψυχοκοινωνικής Ομάδας, ο ρόλος μου συμπεριλαμβάνει την υποστήριξη των Ψυχολόγων και των Κοινωνικών Λειτουργών Παγκύπρια και την συνεχής ανάπτυξη της υπηρεσίας με προγράμματα που στοχεύουν στην καλύτερη και ολοκληρωμένη φροντίδα των ατόμων με εμπειρία καρκίνου και των οικογενειών τους.



Έμιλυ Παναγιώτου

Είμαι 33 ετών, κατάγομαι από τη Λάρνακα και νιώθω ευτυχής και περήφανη που εργάζομαι στον ΠΑΣΥΚΑΦ στη θέση της κοινωνικής λειτουργού τα τελευταία τέσσερα χρόνια. Τα προηγούμενα χρόνια εργάστηκα με ΑμΕΑ σε ΜΚΟ για 2 χρόνια ενώ παρέμεινα εθελόντρια στηρίζοντας τις καλλιτεχνικές εκδηλώσεις.

Επίσης πρόσφερα υπηρεσίες Λειτουργού Κοινωνικών υπηρεσιών στις Υπηρεσίες Κοινωνικής Ευημερίας Λάρνακας, για μικρό χρονικό διάστημα, κατά την περίοδο εφαρμογής νέων δεδομένων στο σύστημα πρόνοιας και επιδοματικής πολιτικής.

Συνεχίζω να ασχολούμαι με την κοινωνική επανένταξη και στήριξη ατόμων που βρίσκονται στη χρήση απαγορευμένων ουσιών, ενώ πρόσφατα εντάχθηκα στο διοικητικό συμβούλιο του Συνδέσμου Κοινωνικών Λειτουργών Κύπρου.

05.10.22

# How to Future-Proof your HR Career by Becoming T-Shaped

by Eleana Agrotou

On the 5th of October 2022, in light of our recent partnership with the Academy to Innovate HR (AIHR) we organized our first webinar, titled “How to future-proof your HR career by becoming T-shaped”.

The event was focused on how the HR professionals can future-proof their career and become T-shaped. This kind of professionals can showcase a new set of HR competencies beyond the traditional ones and become capable to interact freely with internal stakeholders while remaining fiercely committed to their specialist performance. In other words, a T-shaped professional is a balanced combination of a generalist (horizontal bar of the letter T) who possesses a broad understanding of different functional areas within his/her domain and a specialist (vertical bar of the letter T) who has a deep understanding of knowledge in an

area of expertise within one profile. Someone who has breadth in how can collaborate and innovate across disciplines, and depth in specific areas of expertise.

In today's complex workplace the T-shaped HR Professionals can take on key strategic challenges and navigate issues like diversity and inclusion, digital transformation, and strategy & leadership. They can operate in a more agile way, using data to influence decision-making and leveraging technology to boost productivity. Additionally, they communicate more effectively as they have a better understanding of various perspectives within HR.

By the end of the webinar, all participants get access to a free skills-gap analysis, T-shaped Assessment, offered by AIHR.

## T-Shaped HR Professionals



Eleana is a Senior Learning & Development Executive at XM. Previously was employed at the HR Division of Hellenic Bank since February 2018 following the acquisition of ex-Cooperative Bank, after spending 2 years at Deloitte. She has experience in several fields of HR such as recruitment and selection, performance and talent management, training, career planning, coaching and HR analytics.

She holds a bachelor's degree in psychology from University of Cyprus, a master's degree in Human Resources Organization from London School of Economics (LSE) and she is currently a PhD candidate with scholarship in Business Administration School at University of Cyprus. Eleana is a member of the Chartered Institute of Personnel and Development (CIPD), board member of CyHRMA and a certified coach accredited by the International Coaching Federation (ICF).



# The Digital Storytelling as a Tool to Embrace Diversity & Inclusion in the Workplace

by Alexandra Pambouka

Center for Social Innovation (CSI) has been supported by CyHRMA to implement the 2-day seminar “Digital Storytelling for Diversity and Inclusion – The Digital storytelling as a tool to embrace diversity & inclusion in the workplace” in the context of the project DIGIMI-Digital Storytelling for Migrant Integration which is co-funded by the AMIF (Asylum, Migration and Integration Fund) Union Actions Programme of the European Commission. The DIGIMI project started in December 2020 and was successfully completed in November 2022, in collaboration with 10 partners from eight countries; Cyprus, Netherlands, Greece, Austria, Spain, Portugal, Italy, and Lithuania.

The DIGIMI project focuses on creating social impact, meaning creating stronger and more resilient communities by connecting different groups within these communities: newcomers and people who have been living in these communities for a longer period of time. To this end, the DIGIMI partners have created educational materials including a methodology, a training curriculum, a platform for collecting digital narratives and an app for recording digital stories, the DIGIMI App. The material is available free of charge at <https://digimi.eu/>.

CSI is an organisation focusing on developing and introducing disruptive solutions to systemic social, education and economic problems. A lot of currently running and completed projects target the migrants’ social and labour integration and support. Thus, CSI is continuously collaborating with migrants, refugees, and various stakeholders in the field of integration. For the implementation of the DIGIMI training, CSI designed several workshops and one event to attract people from different backgrounds, in Pafos, Nicosia, Larnaca, as well as online to achieve the maximum impact.

The seminar “Digital Storytelling for Diversity and Inclusion” was especially designed for professionals in the diversity and inclusion sector. It took place in 2 parts: an online seminar on the 20th of September and a face-to-face one on the 27th of September 2022. Nine participants attended in total from the diversity & inclusion and HR departments of medium and big size companies and organisations; PwC, C.A. Papaellinas Emporiki Ltd., NetU Consultants Ltd, The Cyprus Institute, KESEA, and the Diversity Charter Cyprus.

The seminar was supported by CyHRMA who disseminated it to their wide network. There was constant communication with the CyHRMA to design the seminar in the most convenient way for the participants.

During the seminar, the participants were introduced to the DIGIMI Training Package. They were informed about the storytelling theory and the creation of a safe space for storytelling, and then were informed how to use digital storytelling as an awareness tool. During the second day, participants discussed the opportunities to create awareness activities using digital storytelling at their organisations. Participants were encouraged to further involve with the material online. The aim is to create an inclusive workplace for all by letting people get to know each other after exchanging their experiences. This concept can help create empathy in an organisation and the community in general.

By referring to digital storytelling we refer to the creation of a story that contains some combination of computer-based text, images, recorded narration, music, or video clips. It is considered as a modern approach for creating digital multimedia content to present knowledge, thoughts, and wisdom communicated through digital artifacts. The consortium has created the DIGIMI App which guides moderators, educators, social workers, local communities and migrants, through the recording of personal stories and sharing with the community. Moreover, it can help people tell, share and preserve personal or family stories about their journey by creating digital stories. The DIGIMI App contains groups of questions helping to create an initial narrative, which can be recorded and uploaded on the DIGIMI platform. Moderators can support the narrators to develop their story with the available DIGIMI methodology and storyboards.

CSI would like to thank CyHRMA and the participants for the great collaboration. If you wish to learn more about the project and the material, please contact the DIGIMI Project Manager in Cyprus, Ms Alexandra Pambouka at: [alexandra.pambouka@csicy.com](mailto:alexandra.pambouka@csicy.com).



Alexandra Pambouka is a Visual Artist and an EU Project Manager at the Center for Social Innovation-Cyprus. She holds a BFA in Visual and Applied Arts from the University of Western Macedonia, Greece and an MA in Cultural Policy and Development from the Open University of Cyprus.

She has experience in creating art projects and workshops related to sustainability, natural environment, upcycling, intangible cultural heritage and social engagement.

She currently works on EU projects, regarding inclusion and culture.

09.09.22

# EAPM Delegates Assembly 2022

by the European Association for People Management

Elli Matsouka, Board Member of the European Association of People Management (EAPM) and Board Member of the Cyprus Human Resource Management Association, has attended the Delegates Assembly annual meeting of the EAPM. The annual meeting was hosted by PERYON, the People Management Association of Turkey, on 9 September 2022 in Istanbul.

EAPM welcomed representatives from 19 countries in person and 13 online. It was an opportunity for Delegates from across Europe to come together to discuss HR and People Management subjects, network, as well as help shape the agenda for the future of the EAPM.

EAPM started with a warm welcome from the EAPM President, Even Bolstad.

The EAPM Delegates Assembly 2022 annual meeting was more than a formal necessity. The Delegates Assembly is the supreme body of the EAPM and as such, is governed by the decisions made at the annual meeting. Delegates were invited to vote on, and subsequently passed revised Statutes and regulations and agreed the operational plan and financial approach for 2023.

EAPM held an election for a new Vice-President and subsequent Board Member from January 2023. The Delegates Assembly elected Berna Öztınaz as EAPM Vice-President. Berna has been an EAPM Board Member since 2020 and also represents the EAPM on the

WFPMA Board since 2022. In January, EAPM welcomes Darko Petrovski as a new Board Member.

As well as discussing their own Country and Association's challenges over the past year, thoughts were also with our colleagues in Ukraine. EAPM was joined online by Kateryna Kovalevska from a Ukrainian HR Association to share her personal as well as professional story. The struggle of supporting employees and promoting efficient operation of the business whilst being in a constant state of fear and change.

Alongside an annual delivery report, the EAPM Secretariat also presented a video showcasing the activities and achievements of the EAPM so far in 2022. As an organisation built on volunteers, EAPM relies heavily on the Board Members, Working Group Members and Associations to shape and deliver. Close the end of year one out of four-year strategic plan, EAPM is confident in what they have achieved in 2022 and planned for 2023.

During the meeting, EAPM hosted interactive sessions where delegates were given to opportunity to address, discuss and find potential solutions to issues they feel impact their Associations, as well as the Peoples Profession.

It wasn't all 'work and no play.' PERYON organised some truly fantastic cultural excursions and dinners for the Delegates, allowing participants to immerse themselves in the Turkish culture, while providing







great opportunities to mingle, build and strengthen relationships with the other delegates.

EAPM's Delegates Assembly annual meeting is also an opportunity to connect and strengthen European relations. The opportunity to get fresh ideas and perspective and come away with renewed energy is so important. For EAPM Delegates, the opportunity to experience new ways of working in different cultures really helps with both professional and personal development.

Many of the Delegates had worked together on projects online for the past few years. As People professionals,

EAPM understands the importance of face-to-face meetings to foster and maintain great working relationships. In a time of much uncertainty in the economy as well as security, the EAPM plays an important role in connecting the HR professionals internationally and providing support to its member-organisations for stability and continuity.

The next Delegates Assembly annual meeting will take place in October 2023 in Lisbon, Portugal. APG, the Portuguese Association of People Management won a Membership vote to host the next annual meeting.



# Focusing on Diversity, Equity and Inclusion

Interview of the CyHRMA President,  
Ms Elena Stavrinou in **Gold** magazine

Elena Stavrinou, President of the Cyprus Human Resource Management Association (CyHRMA), explains how the Covid-19 pandemic impacted and changed the role of HR managers, who are now helping employers and workers adapt to swiftly changing market demands.

The interview was conducted by Athena Yiazou and was published in Gold magazine

## What are some of the current trends in the Human Resources sector of Cyprus?

The latest drastic changes in the employment market and the way we do work, has given more visibility to the function of HR and the opportunity for it to be seen as a strategic partner and more attached to business realities.

Existing HR tools need to be therefore re-invented to aid the transition from the transactional & administrative partnership to a more strategic one.

Investment in technology and innovation, in a number of new digital tools and processes and new technologies like Analytics and AI will also aid HR to make a shift towards more strategic as well more employee-centric activities. Digital transformation is not a choice anymore.

As a result of this, there is a great need for reskilling and upskilling the workforce. Employees need to be trained in new tools, new ways of work; they need to develop skills like flexibility, adjustability, empathy, agility and a digital mindset – managers need to develop new leadership and management skills since they are now faced with the changing realities and needs of the workforce.

In short, the priorities of the HR function have shifted and HR is now taking steps to safeguard the well-being of employees and is reinventing the whole employee experience; employees are demanding more flexible work structures, more perks/benefits, a work-life integration, a culture that enhances well-being, mental and physical health.

Last but not least, HR more than ever focuses on diversity, equity and inclusion (DEI) strategies. Resourcing employees from around the globe is the new reality, so HR needs to think how employees from diverse backgrounds and cultures can collaborate efficiently and effectively.

## How has the role of Human Resources Manager Professional evolved over recent years? Did the pandemic had an impact on that?

The definite truth is that the pandemic has brought about new changes in the way the HR profession is perceived.

CEO and management looked to HR to get the guidance and training to cope with the new demands of the way they would work during the pandemic. So, HR got its chance to gain trust and show that they could be strategic partners during a crisis and not just an administrative firefighter – their work could be more visible both to employees and senior management/ CEO's.

Now more than ever, HR seems to be –

- Proactively troubleshooting future needs and challenges rather than tackling issues as they arise
- Coaching leaders to resolve conflict rather than being a firefighter themselves
- Using analytics and technology to automate their admin work and assist decision making and rather focus on strategy
- Focusing on reskilling and rebuilding the workforce for the future challenges and changes
- Focusing on improving employee engagement, strengthening the company culture and managing talent rather than on admin tasks and records management

Despite the progress and evolution that occurred in the role of the HR professional, research has shown that both HRs and Executive Management feel that the HR function needs to further reinvent and transform itself.

As Dr. Dave Ulrich has suggested, the role of the HR professionals need to be aligned with the needs of the changes in their organization. They need to become **Strategic Partners, Employee Advocates and Change Champions**.

## How to HRMs dealing with the skills gap many employers in Cyprus have recently complained about?

The skills gap is one of the major challenges for the HRs in Cyprus. Unfortunately, the mismatch between one's job skills and the job market's demands in Cyprus is one of the highest in Europe.

Sectors like tourism, health, construction (technical jobs in general) and retail are seen to be faced with major



shortage of staff. Also, the pandemic has increased the need for unskilled staff in areas such as distribution/ delivery due for example the transition from physical sales to digital.

Companies are struggling to bridge that skills gap with several initiatives such as:

- Employing staff from third countries or asylum seekers and/ or Ukraine refugees
- Outsourcing work
- Taking away admin work that do not require specialization from people with rare and/ or specific skills so that they can concentrate on specialized tasks
- Utilizing technology and remote ways of working to employing staff and/ or buying expertise from around the globe
- Use of technology to automate specific work processes
- Re-defining the employee experience packages to retain talent and/ or attract new talent

### What are some of the ways CyHRMA contributes to the Human Resources sector?

- By actively promoting and establishing the HR profession in Cyprus through education fairs or informative lectures or by just being heard
- By actively contributing in the development of the profession in Cyprus through memberships or active participation in local and international committees, Bodies, Associations and Organizations i.e. CYS (Cyprus Organization for Standardization), Ministry of Labour, OEB, WFPMA, IFTDO and EAPM.
- By developing and/ or educating or acting as a training provider to its members on new areas of the HR field
- By acting as a source of information and updating on new legislations, laws and practices in the field
- By actively supporting HR professionals in Cyprus
- By bringing together HR professionals to exchange ideas, practices and initiatives



Elena holds a BSc in Business and Management Studies from the University of Bradford in the UK and an MSc in Human Resource Management from Cardiff University. She has worked as an HR Software Systems Consultant at IBM Cyprus and has been a Group HR Manager of Logicom Public Ltd. Today she is leading her own company, which specializes in Human Resource Management, as well as issues related to personal development. Elena is also a certified Quest facilitator of Quest International, a program focusing on the development of life skills for infants up to 20 years of age; and she is certified in 16PF, CAB & OVIS psychometric tools. Additionally, she is a certified SAP Systems Consultant in the field of Human Resource Management as well as a Certified Industrial Relations Officer from the Cyprus Employers & Industrialists Federation. Through the various roles she has held during her career, she had the chance to work with many important organizations both in Cyprus and abroad. She is currently the President of the Cyprus Human Resource Management Association.

# Generations in the Workplace

## Interviews with HR Professionals



**Loukas  
Theodorou**

**For the first time in history there are as many as five different generations in the workplace at once. What are your expectations while looking to recruit, hire, onboard and manage new employees?**

Indeed, in today's era, age diversity in the workplace is increasingly apparent, which in turn, creates an additional challenge to the management team of any organisation. Each generation has different characteristics, expectations, values, beliefs, motivators and an entirely different view of the world of work.

The Traditionalists (birth years 1928-1945) are mainly characterised for their loyalty, discipline, confidence and "work to live" moto. They prefer top down management style, expect reward for hard work, respect and employment security.

Baby Boomers (birth years 1946-1964) are characterised also for their loyalty, competitiveness, excellent communication and network skills and the fact that they abhor laziness. They prefer the consultative management style and want to be on top and in charge. They seek respect and want to feel that are contributing in the work environment.

Generation X (birth years 1965-1980) are characterised from their adaptability, problem solving skills, morality and loyalty to their profession. They are sceptical, they love freedom and have strong analytical skills. They expect direct feedback from their managers and value teamwork and developing new skills. They value also mentoring and seek work-life balance.

Generation Y or Millennials (birth years 1981-1996) are characterised from their strong technical and technological skills, their morality and their interest to social responsibility initiatives. They believe that open and honest communication and direct feedback are mandatory in the workplace.

Generation Z (birth years 1997-2012) is characterised as the tech-savvy generation considering that this generation grew up in the digital era. They prefer security and stability in the workplace and need remote working and flexibility. They believe in corporate social responsibility, diversity, equality and inclusion initiatives. This generation focuses on investing in new technologies and digital applications in the workplace. They seek development and growth opportunities, and value employer investments on upskilling and reskilling initiatives for their employees. Based on the characteristics of each generation in the workplace, and considering that all these generations are consisting of the human capital of an organisation (with different percentages of course), it is imperative

for businesses to have strategies aiming in attracting, engaging, and retaining employees of all ages.

When it comes to the recruitment, hiring of new employees, organisations need to ensure firstly that the new recruit fits the job description with respect to technical skills, previous experiences, qualifications and personal characteristics. Although most of the recruiters give more emphasis on the technical skills and qualifications, personal characteristics, such as the values and beliefs of each candidate, are equally important during the recruitment process.

When managing a new employee, it is crucial that the manager clearly defines the responsibilities and challenges of the role and the impact it has on the company's strategic objectives. Moreover, managers must communicate the company's values, mission statement and vision, align their employees with the company's culture, appreciate and recognise their efforts, be fair and transparent. Lastly, they should constantly invest on in their employee's personal and professional development to become more efficient and effective.

**The way all those different generations view the future, the work they do today and the way they understand and cope with their colleagues, does it positively affect the company or is it causing conflicts?**

Due to the differences in the characteristics, values, skills, beliefs, and experiences between each generation, organizations have several challenges to face due to the various conflicts that are created between them. However, this can also be a blessing if it is managed correctly.

On one hand, having multiple generations in the workplace can bring a diversity of perspectives, ideas, and skills. Each generation has its own unique strengths and experiences that can contribute to the success of the organization. For example, older generations may have more experience and knowledge, while younger generations may be more tech-savvy and adaptable to change.

On the other hand, different generations can also have different communication styles, work ethics, and values that could lead to conflicts. For example, older generations may be more traditional and prefer face-to-face communication, while younger generations may be more accustomed to digital communication and less hierarchical structures.

To minimize conflicts and maximize the benefits of a multigenerational workforce, it's important for managers to be aware of these potential challenges and to foster a culture of respect, understanding, and open communication. Encourage employees of different generations to share their perspectives and ideas, and provide training and resources to help employees learn how to communicate and work effectively with colleagues from different generations.

The role of the HR Manager and the Executive Team is to create an environment whereas all generations coexist and





continuously contributing to the success of the company. To be able to achieve this, the HR division needs to personalize the working environment for each employee in order to accommodate the differing values and beliefs that characterize each generation.

**Statistics show that by 2025, the Millennials will Make-up 75% of the Global Workforce. What are the challenges you expect to face?**

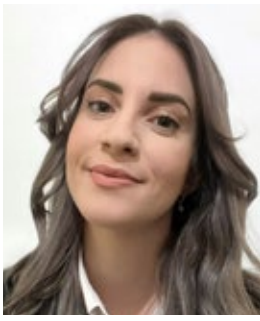
The challenges I expect organisations will face, are derived mainly from the characteristics of the particular generation. With respect to the management style, millennials prefer the inclusive managers. They want minimal rules and bureaucracy, and they emphasize transparency and openness. They expect to be empowered and seek daily feedback from their managers. They are fascinated for new challenges, opportunities and meaningful tasks, prefer interactivity with co-workers and management and demand flexibility. They seek for training and development opportunities, a working environment that will provide them with the opportunities to gain marketable skills and experiences. They want to work for companies that have a sense of purpose and align with their personal values. They value work-life balance, corporate social responsibility, diversity, equity and inclusion. In respect to their personal characteristics, they are positive, energetic, socially conscious, moral, and favour electronic communication. They are emotional, have strong technical skills and are very impatient.

Based on the above, organisations must be able to provide opportunities for growth and development by providing training; mentoring and leadership opportunities that help them advance their careers and feel more fulfilled

in their roles. Also, they must encourage a collaborative work environment and give millennials the opportunity to work on projects with peers. In respect to flexibility, they need to be open to flexible work arrangements, such as remote work or flexible schedules, as long as it does not compromise the productivity and performance of the team. Moreover, organisations must provide the latest technological tools and resources that millennials are accustomed to working with. Furthermore, and considering that millennials appreciate open and honest communication organisations need to provide regular feedback on their performance and show appreciation and recognition.

Organisations and managers need to be agile and accommodate change in order to achieve employee engagement in a working environment that includes millennials as the majority, and the other four generations as well. It is important to remember that managing millennials is not fundamentally different from managing other generations.

*Loukas Theodorou is the Head of Human Resources Division at Eurobank Cyprus Ltd, with more than 20 years of progressive experience in the financial services industry. He holds an MBA from the University of Leicester, UK, and is also a Fellow Chartered Certified Accountant, a member of the Institute of Certified Public Accountants of Cyprus, a member of the Chartered Management Institute and a member of the American Bankers Association. Also, he is a certified trainer approved by Cyprus Human Resource Development Authority.*



## Charitini Theodorou

**For the first time in history there are as many as five different generations in the workplace at once. What are your expectations while looking to recruit, hire, onboard and manage new employees?**

Today's workforce includes 5 different generations co-working. Different generations that, as hundreds of articles demonstrate, have different characteristics. 'Traditionalists' born between 1925 and 1945 are regarded as dependable and loyal, 'Baby Boomers' born between 1946 and 1964 are characterized by their strong work ethic, 'Generation X' born between 1965 and 1980 are presented as independent and seeking work-life balance. 'Millennials' born between 1981 and 1996 are considered the technologically savvy and lastly 'Generation Z' born before 2015 are said to value flexibility and transparency in the workspace. While there are identifiable qualities that characterize whole generations, one might argue that people are not entirely defined by the generation they fall into.

When looking to recruit and hire a new employee, companies should focus primarily on the requirements of the specific open position they are looking to fulfill beyond any generational characteristic and the assumptions it brings. Candidates should be examined based on the academic criteria, the experience needed and the essential skills that are required each time.

The goal is to match a person's knowledge, experiences, personality traits to the available position and equally as important to the company's culture. When it comes to onboarding and managing new employees it takes all parties to help welcome the new hire to the company and make them feel included.

**The way all those different generations view the future, the work they do today and the way they understand and cope with their colleagues, does it positively affect the company or is it causing conflicts?**

The way we view the future, our work and our workspace relations differ not only between generations but also within the same generation. Each of us differs in so many aspects of our personal and professional life. In the way we view the future, make priorities or to what we are willing to sacrifice in order to achieve our goals. Additionally, the way we work, the way we choose to cope and resolve conflict with our colleagues may vary. We may share the same age with someone but not necessarily 'live' the same way.

The uniqueness of each employee of a company could have either positive or negative impact depending on the interaction between the different employees within the same company and how the company's culture and structure includes and allows for the different personalities to co-exist.

Now, more than ever, companies need to re-establish the way they work, communicate and assign people to different projects. It is adamant that companies re-evaluate key-role positions and the employees that hold them such as high managers, team-leaders etc by supporting them in order to avoid conflicts that are caused by miscommunication. High managers need to allow employees to share their thoughts about their work, the way it gets done and question the "silent" norms that are not helpful or productive. This is crucial for companies that want to continue existing and growing in today's and tomorrow's business world.

It is imperative that people try to consider and understand another's person's perspectives, experiences or motivations in order to co-exist in the workplace. Communication and understanding are the keys to moving forward.

**Statistics show that by 2025, the Millennials will Make-up 75% of the Global Workforce. What are the challenges you expect to face?**

While one can identify general characteristics and values that describe a generation due to shared experiences such as culture, economy politics etc, yet one can argue that personality plays a huge role one's work attitude. Millennials are said to seek a company culture that values collaboration, innovation, professional development and a holistic pleasant employee experience. However, everyone is different, one size never fits all.

That said, personally I believe that the challenges that companies will be faced with in the following years are not different to what they are already facing today, especially after the covid era. Challenges such as lack of communication between employees either in the same line of work or not. This often reflects the need for innovation in the way we work and at the same time the resistance for change. Adaptability is key and everyone in the workplace needs to embrace change no matter what generation they belong to. Another challenge concern employees' performance and improvement in today's business climate that calls for change, innovation, efficiency in order to survive.

Moreover, a common challenge is the insufficiency of employee recognition which subsequently leads to other challenges. The lack of transparency in leadership and high management positions will need to be improved as that is something that Millennials really appreciate. Additionally, the motivation and engagement levels of employees need to be increased. And last but not least conflict management needs to be addressed and resolved.

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*Charitini holds a BA in Psychology from University of Cyprus and MSc in Work and Organizational Psychology from the Maastricht University at the Netherlands. She also, holds a certification of Occupational Health and Safety Officer from TUV Austria Group. From her graduation August 2019 until now she work's as Human Resource Manager at INCITO LTD – custom architectural woodworking company. She is involved in all aspects of HR from recruiting through the exit of an employee from the company. She is passionate about Employee Wellbeing and especially about Mental Health. Beyond her work at Incito Ltd she is also currently pursuing her HRDA trainer certificate as well as a Positive Psychology Diploma by Hellenic Association of Positive Psychology.*







## Pagona Liggou

**For the first time in history there are as many as five different generations in the workplace at once. What are your expectations while looking to recruit, hire, onboard and manage new employees?**

The problems faced by different generations coexisting in the same workplace are more visible than ever in the modern Internet-based era.

The workforce is aging while our associates are getting younger. The market becomes increasingly flatter, and rhythms of life become faster. Human resources called upon to work together, side by side and to deliver results encompass broadened age groups with different values. So, learning to address the issues raised by the existence of different generations in the workplace, we are taking an important step towards success in the most diverse market established. In order to integrate new employees into our organization and do so smoothly, we should successfully foster the coexistence of generations in their workplace and adopt five common principles that we should follow to ensure a favorable environment for all. These five approaches will effectively embrace diversity, demonstrate flexibility, emphasize respect-based relationships, and focus on keeping talented and gifted employees. Young people today expect concrete things from employers such as respect at all levels, fair pay and benefits, trust between employees and senior management, job security and opportunities to use their skills and competences at work. By hiring a new employee, we expect him/her to be flexible, to understand and accept the other generations in the workplace, to learn from senior staff and pass on his/her own knowledge and new ideas and be able to join the team with respect for and from everyone.

**The way all those different generations view the future, the work they do today and the way they understand and cope with their colleagues, does it positively affect the company or is it causing conflicts?**

On the one hand, young people being totally familiar with technology, consider they are smarter than the elderly and that they possess the appropriate knowledge to respond to the challenges of our times; on the other hand, employees aged 50+ discovered at the proper age the wonderful world of power, holding posts in decision making centers and operate under a totally different pattern of behavior and action. I think that trying to bring these groups together is a big challenge. The employees themselves, representing different generations, see each other in confusion and with some suspicion when they interact in the workplace. The key to survival and evolution in a multi-generational work environment involves everything, uniting and not dividing employees. In any case, convergence is becoming necessary. Young employees are very familiar with technology, as well as with different ideas and suggestions. On the other hand, experienced employees bring experience and knowledge, valuable success components to an enterprise. So, what are the chances of succeeding without the required cooperation? A flexible company and management, perceiving cross-generational diversity, has more chances to succeed. It is important to replace an environment where suspicion, lack of trust and isolation prevail with a field where respect and cooperation i.e., the foundations for creativity and evolution shall be prominent.

**Statistics show that by 2025, the Millennials will Make-up 75% of the Global Workforce. What are the challenges you expect to face?**

The main features of this generation's representatives are flexibility, promotion targeting, the use of technology in all aspects of life and the work-life balance. Millennials are looking for professional development and are exploring opportunities for development far more than other generations; this is a catalyst in their commitment to an employer. It should be noted that millennials faced great difficulties in joining the labour market, as this was the timing when the world economy was seeking to find its pace after the deep recession. This is how millennials learned to use every available source of job search from specialized websites to social networks, reversing traditional methods.

As millennials will soon be the bulk of the workforce, a very important challenge we must face is to manage the talents of the next generation, the way of working and the strategy. In the future, business success will depend on balancing between the business objectives and the job satisfaction of an ever-changing workforce. The main elements, which seem to determine more the job satisfaction of millennials, are, above all, personal. They are motivated by a job that adds meaning to their lives and offers them security. At the same time, however, a pleasant and fair working environment is needed where employees themselves can get trained, evolve, and grow. In this context, they are looking for employee-oriented employers who adopt an employee-oriented culture.



Pagona Liggou was born and raised in Athens, where she took her first professional steps in an Italian multinational Cement industry for 28 consecutive years in a succession of senior positions such as Official Spokesperson, Public Relations & Communication, Human Resources Management & Development and Corporate Governance. She holds a master's degree in Human Resources Administration from Indianapolis University and a Bsc in Business Administration and Public Relations. Since 2012, she lives in Cyprus, where, until May 2020, was Chief Human Resources and Communication Officer in a heavy industry. During the period 2019-2020, she served as Secretary of the Board of Directors of the Cyprus CSR Association, and is also a member of the Cyprus Mediation Association & Cyprus HR Management Association. As a speaker and trainer, she has spoken in conferences on Social Dialogue, Labor relations and Negotiations, CSR, Corporate Communication & Public Relations, Crisis Management, HR Management and Career Development, in Greece, Italy, France and Cyprus. Since September 2022 she holds the position of Director of Human Resources at Parklane, a Luxury Collection Resort & Spa.



## Valentina Charalambous

**For the first time in history there are as many as five different generations in the workplace at once. What are your expectations while looking to recruit, hire, onboard and manage new employees?**

Indeed, for the first time in history companies shall consider five different generations when looking to attract and recruit new talents within a workplace. From the traditionalists to generation Z, below we analyze the main considerable factors.

- The Traditionalists value old-time morals, safety, security, and consistency. This generation favors conventional business models in the legal workplace and a top-down chain of command. Work ethic and reliability are also important to them.
- Baby Boomers, candidates from 59-65 years old are looking for a work-life balance and clear managerial hierarchy. They will likely have started working in an entry-level role before climbing the career ladder and reaching senior positions.
- Generation X, candidates from 43 to 58 years old are looking more into flexibility and care about company culture and they like to engage in opportunities for professional growth.
- Millennial candidates from 27 to 42 years old and Generation Z from 27 years old and below are looking for more than just a paycheck. They want to feel good about their jobs, have a positive impact with the work they do, and feel like they're making a difference in the world. In addition Generation Z are tech-savvy, and desire independent work environments with positive relationships.

**The way all those different generations view the future, the work they do today and the way they understand and cope with their colleagues, does it positively affect the company or is it causing conflicts?**

Generational diversity is to include all five generations into a common workplace, where it has significantly become a trend during the last years. There is no doubt of the benefits provided to all colleagues as diversity and inclusion help people develop and exchange ideas

which leads to work improvement, that leads to personal development. In addition, it helps people improve their interpersonal relationships and problem solving skills. They become innovative thinkers with in-house mentoring (both up and down the age scale).

Companies shall identify their own unique ways for all generations to work well together and foster environments that encourage teamwork, and a "learn from one another" culture.

**Statistics show that by 2025, the Millennials will Make-up 75% of the Global Workforce. What are the challenges you expect to face?**

Indeed, based on statistics, millennials will make up 75% of the Global Workforce by 2025 and since the early 2000s, when millennials first began entering the workforce, there have been struggles with some misperceptions in regards to millennials ideologies and work approach such as entitlement, lack of respect of authority, lack of loyalty. The truth is that millennials value open communication, honesty and truth in a workplace. Therefore being a transparent organization in all aspects might be a challenge. In addition, millennials are witnessing their leaders in action, they are expecting to learn from them so they can grow. Another challenge is that millennials need to be connected with a cause, an interesting and meaningful work. Last but not least, a challenge an organization needs to take into consideration is that to attract millennials a creation and implementation of an inclusive company culture is an important factor when making them the job offer. A company that recognizes and rewards each achievement, that values effective intergenerational relationships and provides mentorship.

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*Holder of an Msc in Economics from the University of Cyprus and a Master in Management emphasizing in Human Resources Management from Cyprus International Institute of Management. I am also a certified Global Career Development Facilitator. I have been working in the field of Recruitment since 2014 where I began my career as a Recruitment Consultant in a private recruitment agency, and since 2016 I am the Founder and Owner of the boutique recruitment agency Work Channel that is based in Limassol, Cyprus. I have worked in MELCO Resorts and Entertainment for almost 5 years in the position of Talent Acquisition Manager. The areas of my expertise are: Talent Acquisition strategy, Mass Recruitment Expertise, Pre-Opening Expertise, Recruitment Testing, Internal Promotion Programs, Employer Branding, HR Data Analytics, Business Plans, Project Management.*





# AGEISM

## How can we combat it at the workplace?

by Kiki Kallis



Workplace ageism, also known as **age discrimination**, refers to the prejudice or discrimination against individuals based on their age in the work setting. Employees should be valued for their potential, performance, contribution and engagement. However, we do come across of organisations who value employees based on their age and the perception they have of it.

### Ageism at the workplace. What does it feel and look like?

Typically, ageism is bias against people of a certain older age. People as young as 40 are sometimes perceived as “too old” by some managers or whole organisations, which is why employees of 40 years old or above in the United States are protected by law against age discrimination. However, it’s not just the older workers who may suffer from age-related bias. The main recipients of work ageism tend to be those at both ends of the employment age spectrum: the youngest and the oldest. Young employees are often perceived as lacking experience, making them also victims of discriminatory decisions at work, such as being passed for a promotion.

Ageism can be particularly prevalent in the workplace, where it can create barriers for older or younger workers and undermine their contributions and potential. Ageism at the workplace can manifest itself in various ways, affecting hiring and promotion decisions, creating pay discrepancies, stereotypes and even allowing harassment to take place.

### The Effects of Ageism

Ageism has negative effects on several levels. According to the World Health Organisation (WHO), at a personal level, ageism can severely damage the recipients’ physical and mental health, and even shorten life expectancy by up to 7.5 years. When ageism permeates an organisation’s culture, its negative effects can vary from limiting individual contributions, leading to devaluation of people, splitting the solidarity between colleagues and resulting in workplace exclusion. If managers allow continuing ageist behaviours, research has shown that this leads to decrease in job satisfaction and employee engagement which as we know result in low productivity and increased employee turnover rates.

### How can HR professionals find out if their organisation suffers from ageism?

To help their organisations identify whether they have an ailing ageist culture, HR professionals can observe with a critical eye the organisation’s practices and behaviours. As an HR professional, do you see certain worrying trends forming? For example, are managers finding excuses to get rid of older employees? Are young employees being passed for promotion based on their perceived inexperience?

HR professionals have a number of tools available to them to gather information. Exit interviews are a great source of information on what needs to improve, but also “stay interviews” are becoming more and more popular. HR representatives can carry out confidential “stay interviews” with employees during various employment cycle stages (during the probation period, during the performance

appraisal period, during development planning, and so on) and as part of their discussions quiz employees on how they perceive the organisation, the culture and whether there are any issues, including discrimination, which need to be addressed.

But more concrete data can provide the needed evidence to back up actions to combat ageism if it exists. Employee surveys with targeted questions can provide quantitative data and age-related trends, such as the age of those leaving and remaining and it's important that HR professionals collect and act on such information.

### How can we fight ageism for social inclusion in the workplace?

Combating ageism in the workplace requires a multifaceted approach that involves both individual and organisational efforts. At the individual level, one can take certain steps to address ageism at the workplace:

1. **You can educate yourself:** It is important to understand the dynamics of ageism and the ways in which it can manifest in the workplace. This can help you recognize ageist behaviour and respond appropriately.
2. **Speak up:** If you witness or experience ageism, it is important to speak up and report it. This can be difficult, especially if you yourself are the target of ageism, but it is an important step in addressing the issue.
3. **Seek support:** If you are experiencing ageism at work, it can be helpful to seek support from colleagues, friends, or HR.
4. **Challenge stereotypes:** Ageist attitudes and beliefs are often based on stereotypes and myths about older workers. Challenge these stereotypes by highlighting the skills, knowledge, and experience of older and younger workers in your organization.
5. **Promote diversity and inclusion:** Organizations that value diversity and inclusion are more likely to be inclusive of workers of all ages. Encourage your organization to adopt diversity and inclusion policies and practices, and work to create a culture of respect and inclusion.
6. **Support professional development:** Older workers may need additional support to stay current in their fields and adapt to new technologies. Younger employees may need additional support to build soft skills such as critical thinking, decision making and leadership. Encourage your organization to invest in professional development opportunities for all workers, regardless of age.

### What can HR do to create organisations free from age bias?

Combating ageism in the workplace requires ongoing efforts and commitment to promote inclusivity and equity. Thankfully, HR and leaders have a number of strategies and tools available to them to create a more inclusive and age-friendly work environment.

- **Educate your staff:** The first step is to make people aware of ageism and why it's not a good thing to allow to fester. HR professionals can make use of freely available resources and training material such as the training modules of the LearnGen ERASMUS+ project to this effect.
- **Encourage inclusive language:** This can include language in employee handbooks and codes of conduct, as well as providing training for managers and employees on

the importance of discouraging insensitive and biased language, comments, jokes or labels.

- **Promote inclusivity:** You can start from your employer branding. Use your older employees as well as your younger team members in your recruitment campaigns.
- **Encourage inclusive practices:** It is important to ensure that hiring and promotion practices are free from age bias. This can be achieved using objective criteria in the selection process, such as skills, experience, and qualifications, rather than relying on subjective factors such as age. It is also important to have a diverse hiring committee, which can help to prevent unconscious bias from influencing the selection process. In addition, your recruiting strategy should bring about a diverse group of employees including older and younger candidates.
- **Establish clear policies and procedures that prohibit age discrimination.** This includes adopting clear policies that prohibit age discrimination and providing training to employees on how to recognize and address ageism. It's also important to ensure that these policies are consistently enforced and that any instances of age discrimination are promptly addressed and dealt with appropriately.
- **Create a diverse and inclusive culture that values and respects the contributions of all employees, regardless of their age** to create a more inclusive and supportive work environment.
- **Provide opportunities for professional development to employees of all ages and stages in their career:** Offering opportunities for professional development can help keep employees of all ages engaged and motivated and can also help to promote career advancement and growth. It is also important to provide support and resources for employees at all stages of their careers, including regular opportunities for employees to learn and grow and develop and advance their careers. These may include training programs, workshops, seminars, and networking events that bring together employees from different age groups and backgrounds. By creating a culture of learning and development, organizations can help to foster a sense of community and belonging among their employees and create a more inclusive and diverse work environment.
- **Form intergenerational work opportunities:** Create opportunities for people of different age groups to work together on tasks or projects in pairs or teams.
- **Make it safe for employees to report wrongdoings.** You can start with the leadership demonstrating commitment to accountability on age-related wrongdoings. Create an anonymous channel of formal reporting through a Whistleblowing policy that protects the person reporting discrimination incidents. Lastly, you can provide support to employees being discriminated against, by providing counselling or other specialist support.
- **Inclusivity in corporate events:** Ensure that the events that are for all employees don't directly or indirectly exclude certain age (or other types of distinctive) groups. Some people may be unable to attend evening training classes or corporate events due to family commitments.
- **When making your wellbeing action plan, make sure to address the interests of all age and groups:** Offering free beer after work may be something that younger, male workers like but not to an older female employee's liking.



Consider activities and their timings that will interest and be feasible for the majority of your colleagues to partake in.

### Intergenerational learning practices for combating workplace ageism

In addition to all the previously mentioned practices, a very important weapon in the armoury of leaders and HR professionals who want to combat ageism is the creation of intergenerational learning opportunities. Intergenerational learning involves prospects for employees of different ages to learn from one another and share their knowledge, skills, and experiences. This type of learning can foster mutual understanding, respect, and appreciation for the unique perspectives and contributions of each generation, helping to bridge the gap between different age groups and create a more welcoming and supportive work environment for all employees.

Mentoring and reverse mentoring are two approaches that can be used to facilitate intergenerational learning and promote inclusion in the workplace. By bringing together employees from different age groups and backgrounds, these programs can help to bridge cultural and experiential divides, foster mutual understanding and respect, and create a more cohesive and inclusive work environment.

Mentoring is a relationship in which an experienced employee, known as a mentor, provides guidance and support to a less experienced employee, known as a mentee. The mentor helps the mentee to develop their skills and knowledge, and provides insight and advice based on their own experience and expertise. Reverse mentoring, on

the other hand, involves pairing younger employees with more experienced employees, with the goal of helping the latter to learn from the former. This approach is particularly useful in helping older employees to stay current with new technologies as well as trends, and can also help to foster a sense of mutual respect and understanding between employees of different generations. Both mentoring practices can be an effective way to transfer knowledge and skills from one generation to another and can also help to build trust and foster professional relationships between employees of different ages.

To create an effective mentoring or reverse mentoring program, it is important to set clear goals and expectations, establish a structured framework, and provide ongoing support and resources. It may also be helpful to involve a third party, such as a human resources representative or outside consultant, to facilitate the program and ensure that it is running smoothly. The free ERASMUS+ project LearnGen provides educational material for HR professionals interested in implementing mentoring and reverse mentoring in their organisations and for Mentors themselves who want to improve their mentoring skills.

Overall, creating an organization free from age bias requires a commitment to inclusivity and equity, as well as ongoing, concerted efforts to establish and maintain policies and practices that promote these values. By taking these steps, organizations can create a more diverse and inclusive workplace that values the contributions of all employees, regardless of their age.



With studies in Psychology and Human Resource Management and an international career spanning over 25 years, Kiki is currently the HR Manager for CARDET, the HR Award-winning, largest non-profit research and training organisation in Cyprus. She is a Fellow member of the Cyprus HR Management Association, of which she served for a number of years as a Board member, and Member of the CIPD. Certified as a trainer by the Cyprus HR Development Authority, she loves delivering HR training workshops for capacity building, currently on the hot topic of Hybrid work as well as on Strategic Talent Management.



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# Hellenic Bank: Innovative *feedBank* App

## How technology facilitates in building a feedback rich culture?

by Maria Spyrides



When it comes to workplace feedback, as HR professionals we surely know the vital role it plays in keeping people highly engaged and motivated. Frequent feedback encourages us to try harder, become a better version of ourselves and move forward, through a journey of continuous development. Needless to refer to the numerous statistics and research, illustrating the importance of institutionalising regular (on-the-spot) feedback within organisations and particularly the importance attributed by new generations.

Even though business leaders will agree with us that feedback needs to be given more often than once a year, and ideally in the context of day-to-day work, it seems to be a habit that is challenging enough to establish.

At Hellenic Bank, we believe that constructive and continuous feedback is pivotal. That is why we ensure to invest in this aspect, by upgrading our performance management tools on a regular basis, based on global trends, best practices, and of course based on the feedback received from our people.

Over the past few years, following discussions with colleagues, we identified the need of our people to provide and receive feedback across the Bank and across all levels, on the spot, anytime, in an easy and direct way, when working together on projects or interdepartmental activities.

This is how the *feedBank* app journey started, to create the first bank wide Microsoft 365 Power App! Digitizing the provision of feedback has become of increasing importance in the modern and dynamic work environment we are working on and particularly in the post-pandemic era, where remote working became the new norm (or an alternative way of working).

Our aim was to promote honest, constructive feedback across all levels and teams, reinforce two-way communication, promote continuous development and growth, provide a venue for employees to feel valued for their work, efforts, and contribution to the Bank, facilitate collaboration and promote team spirit. But most important of all, to create a culture where employees feel comfortable and safe to request and provide regular feedback.

Here's how the story goes. Technology and Human Resources Units joined forces, to design and develop inter-



nally an app that would allow quick exchange of feedback, outside the structured framework of the annual Performance Appraisal Process and the 360° Feedback Scheme.

We decided to team up with Microsoft and with their guidance and technical expertise on the one hand, as well as with the commitment, creativity, and innovative spirit of our internal team, we developed a functional and user-friendly tool; the *feedBank* app, that is available to all employees through Microsoft Teams and mobile devices.

The creation and design of *feedBank* was based on the philosophy of social media applications and is also embracing the notion of diversity, through the utilisation of gender-neutral characters featured in the app.

*feedBank* app gives you the opportunity to:

- a) request or provide feedback
- b) request feedback on behalf of your team (for people managers).

Through the *feedBank* app, colleagues can:

- a) respond to at least one of 4 predefined questions that relate to the provision of comments for both areas of strength, as well as for areas in need for development
- b) send a badge for quick acknowledgement of a col-

c) a dedicated page in the Bank's internal portal was created with useful information about the app, as well as testimonials from the design team and from regular users, in order to create awareness and engagement.

We know that employees like the *feedBank* app by the way they talk about it:

- "I am a regular user and fan of the *feedBank* app and I encourage all of us to use it for positive feedback, appreciation and comments."
- "The feedback is insightful and constructive: on one hand it provides me with a sense of feeling being valued and appreciated as a Manager, while on the other hand provides an insight for my personal development and growth."
- "It is motivating to receive a badge after you do something well and provides you with confidence to continue doing the right thing."
- "I believe, this culture of exchanging feedback should be further enhanced and promoted within the Bank and *feedBank* provides such an opportunity."
- "The *feedBank* app is an easy way to acknowledge the effort and support provided by our colleagues and express our appreciation!"
- "I am using *feedBank* app, to send to colleagues with whom I am frequently working with feedback & badges, to show my appreciation, easily and quickly."

*"At Hellenic Bank, we believe that constructive and continuous feedback is pivotal. That is why we ensure to invest in this aspect, by upgrading our performance management tools on a regular basis."*

league's positive characteristics/behaviours - Badges are related to strategic messages that the Bank wants to disseminate; they are easy and fun to use, and they have a gamification element where employees get trophies for every 10 badges of the same behaviour.

Considering also that it is a feedback app, our people could not be excluded from the design process (from brainstorming to launching):

- a) all staff was asked to be part of the journey via an internal poll, where they had the opportunity to vote for the name of the app, based on a list of options
- b) Virtual Open Days to present and promote the app were conducted

Still as an organization we have a long way to go to ensure that the app is fully utilized and that it is embraced across the organization. We thus monitor its use on a regular basis, and we share the statistics with colleagues. We are also working on further upgrading the application, as well as aligning it with other performance management tools of the Bank.

In conclusion, we believe that when organisations fully embrace feedback, they can change the entire demeanor of a workforce. As Bill Gates said once, "We all need people who will give us feedback. That's how we improve".



Maria Spyrides is the Manager of People Experience & Development at Hellenic Bank's HR Division. Maria has an experience of more than 15 years in the HR field. Before joining Hellenic Bank, she was a Senior Manager at Deloitte's Human Capital Services, where she led people advisory projects for both local and international clients and prior to that she worked at the Human Resources Department of EY. Maria is a Chartered member of the Chartered Institute of Personnel and Development (CIPD) and was one of the first HR professionals in Cyprus who was certified to provide consulting services with the "Investors in People" standard. She holds an MSc in Human Resource Management & Development from the London School of Economics and Political Sciences (LSE) and a BSc in Operations Management from the University of Lancaster

# The Evolution of the Art of Hiring Talent

by Tereza Demetriou

I am standing in a buzzing room, full of movement, excitement, high energy and flamboyance. Same as all the years before, but different at the same time. There is uneasiness in the air. Determined professionals are promoting their companies, big reputable names, trying to acquire new talent with perks, fanfare, and new tech. They are on a mission, we all are. The expo booths are different; there's VR, drones, and banners with the latest buzzwords such as, innovation, transformation, digitization, and agility; all stating their EVP – their “why” talent should choose them. The aim is to stand-out and be talent's choice. It used to be that none of these would be needed, talent would come to you, and you would just have to pick from the crop. How the mighty have fallen! The competition for talent acquisition is apparent however, the game has changed, it has been in a while now. As stated by PwC's US Chairman T. Ryan, “the war for talent is over and the talent won” (Balasaygun, 2022).

Challenges in finding talent and filling positions, especially within the tech industry, is the only certain in the new world of HR. As such, recruitment techniques need to evolve. Competition for talent acquisition just won't cut it anymore. As digitalisation spreads, tech skills are sought after, not only within the tech industry but across all sectors. At the same time, demand for Science, Technology, Engineering and Mathematics (STEM) graduates as well as professionals has increased drastically. Computer Science undergraduates from Cyprus universities, secure employment in their field of study prior graduation, in contrast to the near past where securing a job was a big challenge.

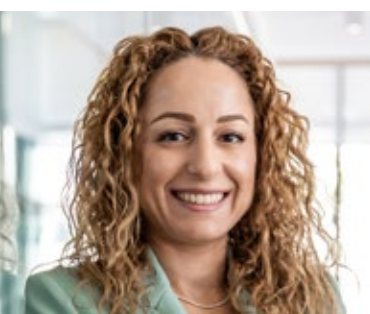
The issues with ICT jobs are not just local but are evident on a global scale and are multifaceted. Despite, the recent large-scale layoffs in US tech companies like Netflix, Amazon, Meta, Adobe and Assure, this is not enough to compensate for the shortage of tech talent globally. As per DESI (2022), 55% of EU businesses in 2020 reported difficulties in filling technology related vacancies and it has now become more difficult. The demand for ICT jobs is increasing and the supply of new professionals is diminishing at the same time. In 2020 the ICT graduates in the EU were merely 3,9% of the total graduates and in Cyprus, 2.7% of all graduates (DESI, 2022). Furthermore, issues such as gender representation in ICT specialists continue to plague the industry, reducing the talent pool, since “only 19% of ICT specialists and one in three sciences, technology, engineering and/or mathematics graduates being women” (DESI, 2022).

So, where does all these leave us? HR tactics need to evolve into an art of hiring talent. We need to embrace this evolution. The new approach towards hiring have forced us to think proactively and creatively. It is paramount that we build a workforce that is ready to meet the upcoming demands of the market. We, in the crucial role of HR, must lead the way towards upskilling talent in ways that benefit enterprises, communities and advance our world. Governments across the EU must collectively invest towards the upskilling and reskilling of all four generations that are now in the workforce, by subsidising vocational trainings towards acquiring digital skills. The educational system should shift towards creating awareness and actively promoting STEM specialisations, starting from elementary schools. Career counsellors should be equipped with ICT business knowledge to promote the industry more accurately. We must redesign the way we work, introducing more flexible ways of working, while ensuring that the productivity and engagement of our employees remain high and that is where we must focus on finding the formula for success. Leadership skills extend towards managing remote, diverse, and multigenerational teams and this is where we need to support managers develop these crucial skills. We should focus on creating meaningful positions that positively impact society, focusing on the outcomes and purpose of roles and how they contribute towards the success of organisations. We must explore a blend of working arrangements to attract talent, such as outsourcing highly specialised skills through project-based roles. Expanding our search to other parts of the world and creating a diverse workforce has become our key recruitment strategy, where we must divert our efforts. Our recruitment process should become agile and fast, aiming to complete the full cycle (from applying to making a job offer) within less than two weeks.

Let's come together to recreate and evolve the art of hiring, exchange ideas of tried and tested approaches. This is not a war for talent, but a call for a collaborative innovative approach to the art of hiring.

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Tereza Demetriou is the People & Culture Manager at NetU Group, whereby she designs and drives the people and culture strategy and initiatives. She holds a BA in Psychology from the University of Ottawa, an MSc in Mental Health from the University of Manchester and an MSc in Organisational Psychology from Manchester Business School. She is a Chartered Psychologist with the British Psychological Society and a member of the CyHRMA. Tereza's HR journey started 14 years ago, from start-ups to global multi-asset companies, across six industries. She completed a full cycle of HR functions including, Talent Acquisition, Talent Management, Com & Ben, Learning & Development, Organisational Design & Transformation. Tereza is married to a board-game enthusiast, is a mom of two goodhearted kids and a self-centered pincher. She recharges with yoga and finds balance through art.



# Can you risk losing your High Potentials?

## Is your High Potential Strategy in place for 2023 and beyond?

by Marios Melanides

Distinguishing high potentials (HiPos) from high performers (HPs) is essential for the long-term sustainability of every organisation. When leaders talk about HiPo employees, they often opt to hire external candidates, in the absence of systematic internal processes to identify and assess objectively their people's potential. As per SHL's and Gartner Research, 46% of organisations lack such a process for identifying HiPos. The implementation of a HiPo strategy, accompanied by the introduction of objective methods to identify HiPos is crucial, especially if we take into consideration the current challenges in the labour market and the unstable economic environment.



### Have organisations clearly defined the meaning of High Potential (HiPo)?

In a period of constant change and economic shakeup, that keeps impacting the already competitive market, many leaders and organizations are desperately searching for HiPos who can drive their organizations through an environment of continuous change. But, do leaders and organizations appreciate the importance of identifying, supporting and growing their HiPos? Do they really understand the difference between High Performance (HP) and High Potential (HiPo)? Do they assess performance and potential simultaneously through the annual performance appraisal system? Probably the answer to all these questions is that many leaders and organisations have the concepts of HiPos and HPs confused, therefore, they have no clear strategies in place on how to identify, manage and retain their HiPos. Many times, the easy solution for leaders is to select their HiPos from the group of their high performers. **However, according to SHL's and Gartner Research, only 1 in 7 high performers is actually a HiPo.** Therefore, can you be certain that someone who performs extremely well at his/her current role has the potential to undertake successfully a more senior role? The truth is that past performance cannot guarantee future success at a role that requires a different set of skills. Let's also not forget that the qualities that make someone great today, do not always translate them to success at the next level.

### Why is it important to identify and develop High Potentials?

How often do organizations find themselves in the situation of not recognizing the value of their own HiPos within their companies, and then they see them joining a competitor who is willing to invest in them? The answer is that leaders and organisations find themselves in this unpleasant situation quite frequently, especially in our days, as the competition in the labour market is fierce, where HiPos are in great demand and are often headhunted for higher roles, responsibilities and financial packages.

Therefore, instead of offering a "gift" to your competitors, by giving them space to attract your talented future leaders, it is best to ensure that you firstly identify the potential of your people at an early stage in their career, through the use of objective tools, and then invest in their career and professional development, thus, ensuring their long-term commitment to stay. Let us not forget that, nowadays, we mostly hire/manage young professionals who belong to GenZ, who can prove to be very capable employees, but at the same time less committed to stay in case their career expectations are not met.

It is of utmost importance to have a clear strategy on HiPos, if you wish to secure the long-term commitment of your future leaders and of the smooth succession of your leadership team. This can only be achieved through the early

identification of your people's potential and timely planning of their career development.

### Essential attributes of High Potentials Employees

A HiPo employee is a proven high performer who scores highly in three distinguishing attributes. A combination of the following attributes, allow HiPos to rise to and succeed in more senior and critical positions within the organisation:

- **Aspiration** – to rise to senior roles
- **Ability** – to be effective in more responsible and senior roles
- **Engagement** – to commit to the organization and remain in challenging roles



SHL High Potential Model

**According to SHL's and Gartner Research, employees who have the blend of aspiration, ability and engagement, (SHL HiPo Model), are 12 times more likely to be effective in senior roles and 11 times more likely to achieve an executive position.**

Effective High Potential programs and predictors of High Potential

An effective HiPo program should focus on measuring people against an objective and predictive set of competencies to identify high potentials. Organisations that use a structured and predictive set of measures are more likely to engage their workforce and promote people who will succeed during times of uncertainty and economic instability. In the recent years, a number of leadership qualities/competencies required to maintain stability during times of uncertainty have been highlighted. You may consider the role of each of the five competencies below, which truly differentiate high potentials from high performers:

1. **Resilience:** The ability to cope with difficult situations, bounce back after failure and overcome challenges in times of uncertainty.
2. **Empathy:** The ability to understand others' feelings and show empathy during a period of uncertainty.
3. **Communication:** The ability to share information broadly, create streamlined channels of communication, keep messages simple, communicate frequently, and reinforce/repeat information through multiple sources.
4. **Candor:** The ability to speak with transparency and clarity. Speak the truth, even when the answer is difficult.
5. **Humility / vulnerability:** The ability to demonstrate humility and vulnerability, which helps build trust faster than

others. Practically this is achieved by checking on our ego, admitting mistakes, learning from others, leaving ourselves open to receiving critical feedback, keeping an open mind, and resisting becoming defensive.

6. **Active listening:** The ability to listen to others carefully and respond in a responsible and engaging manner, which motivates/encourages others to carry out an effective discussion with you.

### The value of High Potential Employees & your company's Strategy

Do not miss opportunities and proceed to implement a strategy that aims to identify HiPos within your organization first, prior to searching to hire external candidates. In addition, be patient and persistent in developing your HiPos by giving them the right stimuli that increase motivation towards roles of greater complexity and engagement towards your organization.

Finally, I would like to conclude by saying that it is at least tragic to lose HiPos to whom you have invested time, money and energy. Can you take the risk of losing them, especially due to competition? Is there a way to calculate the financial cost of losing your HiPos?

My humble opinion is that the answer is no. It is extremely difficult, if not impossible, to calculate the cost of losing your possible future CEO, CFO, COO, CHRO, etc. Only one thing can be certain about the cost – it will be very high!!



Marios Melanides holds a BA in Political Economy from Greenwich University and an MBA in Human Resource Management from CASS Business School in the UK. He started his career in Cyprus with Laiki Bank, where he worked in the Human Resources department for eleven years. He then joined Sharelink Financial Services as the Head of People, position that he held for three years. His next career move was to PwC in 2002, where he held the position of the Director of Human Capital until his retirement in March 2022. As of April 2022, Marios is an independent HR consultant and associated himself with Evalion-SHL Greece & Cyprus, as the company's Cyprus Country Partner. Marios is an approved HRDA training instructor, as well as psychometric test user and career orientation advisor by SHL (UK).



# Establishing Prospects and Opportunities for Cypriot Businesses: The Enabling Role of Quantum Technologies

by Georgios Christos Kostaras

The passing of every year corroborates in the most explicit way the constantly growing and pivotal role of technologies across the settings of the modern global society. Emerging and deeply disruptive technologies such as the Internet of Things (IoT) and Blockchain and Quantum technologies have surfaced during the last years, underpinning the advent of the era of digital transformation. This article will focus on the transformational impact and generated benefits for the businesses of the Republic of Cyprus from the integration of such a forward-looking technology like quantum.

Quantum computers can solve highly complex computing problems, that would take more than 10.000 years for conventional computers, in mere 4 minutes. Meanwhile, prospective use cases spanning in niche sectors such as pharmaceuticals, chemicals, automotive, and financial transactions are forecasted to generate a value between 300 and 700 billion USD; while knock-on effects for every sector and in turn citizens' daily live is also anticipated. Essentially, quantum technologies can fulfill a multitude of functions from optimizing a business portfolio management and risk analyses to accelerating the production of pioneering drugs and improving traffic management and logistical planning for retail companies. With this in mind, it is hardly difficult to envision how this technology could holistically alter the existing business models across the globe, despite quantum still being at the early-stage development.

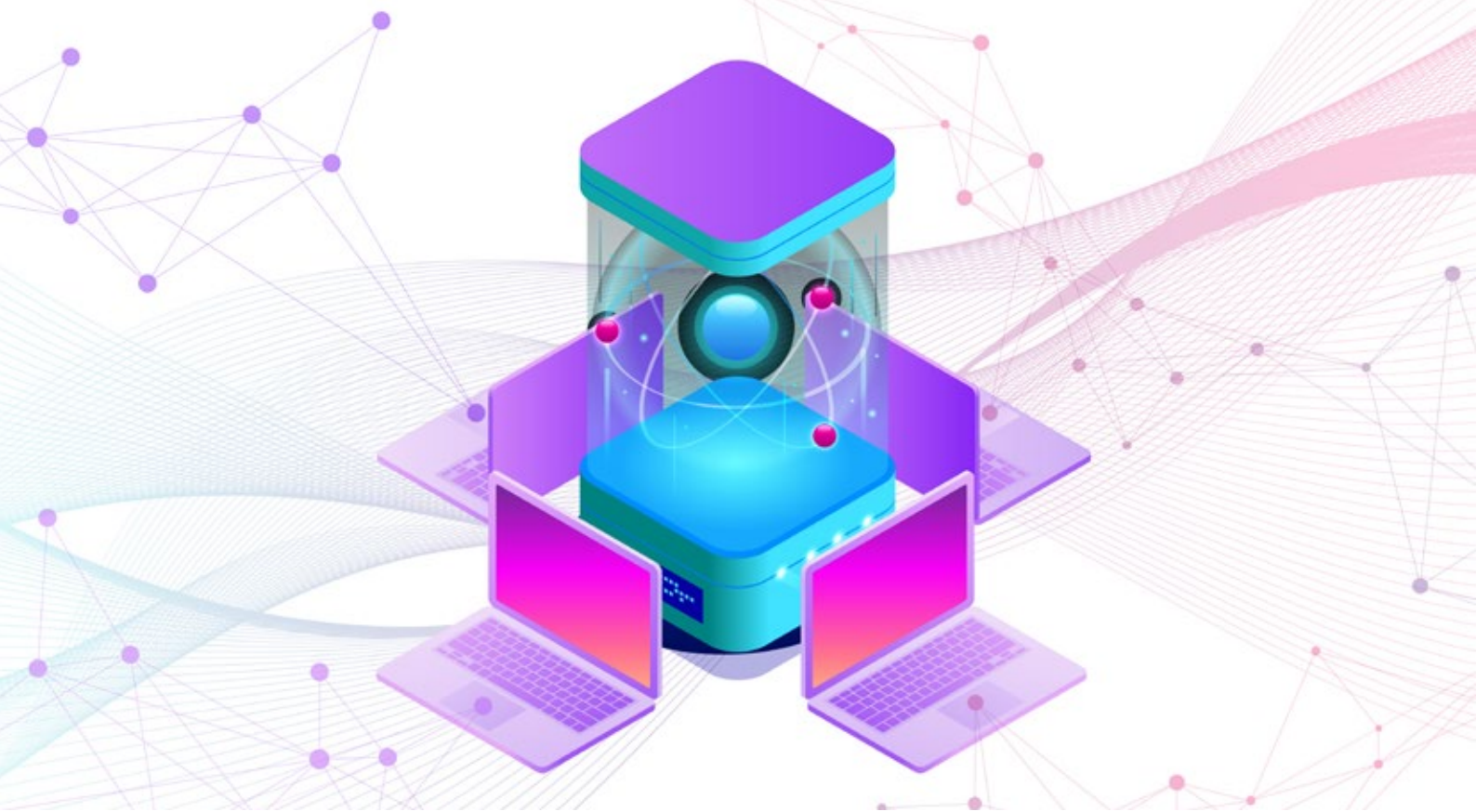
Although projections imply that these technologies are a decade far, business and policy leaders should keep a close look on the steep surge of investments, the formulation of legal and strategic frameworks in countries and in EU level (i.e., USA, China, France and the Netherlands indicatively, as well as landmark EU initiatives like the Quantum Flagship and EuroQCI) and the establishment of start-ups, that altogether suggest otherwise. Currently, the majority of big techs (e.g., Microsoft, Google, Amazon and IBM) and an increasing number of states are already tapping into their quest for quantum supremacy through a buy-in towards the development of quantum capacity, with an aggregate governmental funding amounting to 30 billion USD (i.e., buildup of use cases, infrastructure and talent and adoption of institutional frameworks). This wider policy trends has been labelled as "the quantum race", whereby countries and multinational companies are seeking to secure and the first-mover and early-adopter comparative advantages. Nevertheless, a successful technical deployment of quantum does not guarantee an equally befitting maxi-

mization of benefits, without the involvement of businesses that could further diffuse and stimulate their technological effects. For various analysts once this technology is fully commercialized, all relevant sectors and in turn their business clusters will be largely affected by its newest technological applications.

According to the latest data, the national economy of the Republic of Cyprus is generally dependent on niche sectors that quantum is expected to have tectonic effects (i.e., manufacturing, retail, health, information and communication, transportation and financial services), altogether collectively amounting to 40% of the Cypriot GDP. However, that does not represent the only reason that quantum technologies should attract businesses; the combination of other parameters, such as the entailing zero-sum game logic behind these technologies, along with the time-consuming process of establishing the necessary requirements for its integration within the business cycle of each company, should also be closely considered. For all the previous reasons it is safe to assume that a high number of stakeholders from the public and private sector in the Republic of Cyprus will be interested towards quantum in the years to come.

Because of the topic's paramount importance, targeted and action-specific steps were presented and elaborated during the **12th SLR Network Meeting in November 2022** (conducted as part of the co-financed project by the Republic of Cyprus and the European Social Fund titled "Sound Labour Relations, Contemporary Enterprises") which was coordinated by the **Cyprus Employers and Industrialists Federation (OEB)** under the topic "*Transition to the Quantum Economy: Trends, prospects and opportunities for Cyprus and Cypriot businesses*". The event was attended by more than 150 HR professionals that were provided with tools, new approaches and guidelines that could render their businesses quantum-ready.

Generally, there is one critical and overarching approach for the integration of quantum technologies by businesses, that will be briefly explored thereunder. The latter is called "in-house approach" and is predominantly based on a five-stage path that is characterized by the internal assignment of specific people as "quantum champions" i.e., the people that will be tasked with the comprehension and integration of quantum technologies within the business workflows and the relevant reporting processes to senior manage-



ment. This role can be fulfilled by a blend of both technical and non-technical individuals that are situated within each company such as consultants, hardware experts, business analysts, leads and computer scientists and mathematicians. In the second stage, these people will be already quantum-literate to monitor the latest – and closest to commercialization – use cases in their sector, thereby selecting the most useful and compatible ones with their business needs. The third stage will focus on cultivating a technical understanding of how these quantum applications could solve the specific business' problems and under which requirements they could interoperate with the existing business' systems. All the previous, will culminate in the fourth stage where the “quantum champions” will collectively establish a roadmap of targeted actions that will facilitate the integration and regular employment of quantum technologies in the business' workflow, rendering the latter as quantum-ready. Ultimately, the final stage that will provide the renown quantum advantage, will be to continue the monitoring and identification all latest developments in accordance with the ever-changing trends and business needs, in order to establish the enabling environment for the readjustment the company's quantum overture.

These efforts can be additionally reinforced by participating in quantum-conducive ecosystems that feature a wide number of different stakeholders from the quantum value chain (i.e., suppliers, hardware and software companies, research institutions, end-users and government representatives) which would not only enhance and mature

the business understanding over quantum due to the mix of backgrounds but also provide additional opportunities (e.g., participation in upskilling programmes for the business' personnel, company-specific e-learning programmes). The most prevalent example in this category can be traced in the case of the Netherlands with the nationwide ecosystem coined as Quantum Delta NL. However, all the previous do not only depend on the steadfast commitment of each business, but also on the willingness of each government to head the transition process towards the quantum economy.

In the case of the Republic of Cyprus, quantum represents yet another building block in the consolidation of the national vision towards digital, that includes inter alia efforts for the expansion of the country's digital footprint and transformation into a regional hub across the Mediterranean. Although symbolic actions have already occurred and boosted the momentum towards of quantum in the public discourse, the most important is yet to be realized; the Republic of Cyprus should capitalize on the growing EU focus towards quantum, as well as benefitting from its unique geographical and financial characteristics to formulate a national strategic framework for quantum technologies, that will catapult the Republic of Cyprus into new heights of digital readiness and innovation and transform the country into a centerpiece for quantum business leaders.



Georgios Christos Kostaras is a Senior Consultant at BK Plus Europe. He holds an M.A in International Security from SciencesPo Paris and a B.A in Political Sciences from the Aristotle University of Thessaloniki. He has previously worked in the European Parliament and collaborated with research institutions in Athens and Brussels. His specialization is centered around strategy and policy development and innovation consulting, with focus on policy areas that have an increasing impact in the future of the European Union and its member states.



# The Future of HR: From Flux to Flow

της Έλενας Φιλιππίδου

Πριν την πανδημία του COVID-19, ο τομέας διαχείρισης ανθρώπινου δυναμικού ήταν σταθερός και σε μεγάλο βαθμό προβλέψιμος, με τις εξελίξεις να διαμορφώνονται βάσει καλών πρακτικών και ακολουθώντας τις επιτυχημένες πρακτικές άλλων οργανισμών. Η φετινή έρευνα της KPMG “The Future of HR: From flux to flow”, στην οποία συμμετείχαν 300 διευθυντικά στελέχη σε θέματα ανθρώπινου δυναμικού (HR) και 12 από τους πιο πρωτοπόρους οργανισμούς (Pathfinders), ανέδειξε ότι τα δεδομένα έχουν αλλάξει ανεπιστρεπτί, με τον τομέα διαχείρισης ανθρώπινου δυναμικού να βρίσκεται σε μια κατάσταση “flux”.

Η παγκόσμια αστάθεια και αβεβαιότητα έχουν αλλάξει τις μεθόδους στρατηγικού σχεδιασμού σε θέματα ανθρώπινου δυναμικού, και έχουν καταστήσει παρωχημένα τα όποια μακροπρόθεσμα πλάνα. Η αγορά εργασίας αντιμετωπίζει μεγάλες ελλείψεις σε ορισμένες δεξιότητες, ενώ το ίδιο το ανθρώπινο δυναμικό βιώνει το “Great Reconsideration”, αναζητώντας μια πιο ουσιαστική και ωφέλιμη σχέση με τον εργοδότη του. Ενόψει αυτών των δεδομένων, οι οργανισμοί απαιτούν ακόμα περισσότερα από την ομάδα HR, και κυρίως να λειτουργεί ως ένας αποδοτικός, ευέλικτος και ψηφιακός στρατηγικός πυλώνας, σε σύμψη με την ευρύτερη στρατηγική κατεύθυνση του οργανισμού.

Γι’ αυτό, η ομάδα HR κάθε οργανισμού πρέπει να χαράξει και να ακολουθεί τη δική της μοναδική πορεία, ανταποκρινόμενη με ευελιξία, καινοτομία και μεθοδικότητα στις ανάγκες του οργανισμού και των ανθρώπων του. Αυτό είναι ένα από τα πιο σημαντικά μηνύματα που αφήνουν οι πρωτοπόροι σε θέματα HR οργανισμοί (Pathfinders), οι οποίοι βρήκαν τον τρόπο να μετακινηθούν έξυπνα από την κατάσταση “flux”, στην οποία όλα είναι αβέβαια, σε μια νέα κατάσταση “flow”, στην οποία βελτιώνουν τις αδυναμίες και δημιουργούν αξία για το ανθρώπινο δυναμικό και τον οργανισμό συνολικά.

Η έρευνα της KPMG ανέδειξε έξι βασικές θεματικές οι οποίες απασχολούν τις ομάδες HR των Pathfinders, και στις οποίες επικεντρώθηκαν για να μεταβούν από το “flux” στο “flow” καθώς πορεύονται προς το 2025.

**1. Δρουν στρατηγικά:** Οι Pathfinders δημιουργούν πιο αποδοτικές και αποτελεσματικές λειτουργίες HR, επιδιώκοντας να προσφέρουν προστιθέμενη στρατηγική αξία στους οργανισμούς τους, πέρα από τις παραδοσιακές δραστηριότητες της πρόσληψης, της μισθοδοσίας και της παρακολούθησης της ικανοποίησης του ανθρώπινου δυναμικού. Το HR «διαπερνά» όλο τον οργανισμό, προσφέροντας ενημερωμένη πληροφόρηση με βάση τα δεδομένα των εργαζομένων, και στρατηγικές εισηγήσεις στις οποίες στηρίζεται η λήψη αποφάσεων του οργανισμού για την ευρύτερη επιχειρησιακή στρατηγική του. Ταυτόχρονα, οι ομάδες HR των Pathfinders δεν αναλώνονται στο τι τι πιστεύουν οι άλλοι για το HR, το οποίο παραδοσιακά αντιμετωπιζόταν ως υποστηρικτική και όχι στρατηγική λειτουργία, αλλά εισχωρούν δυναμικά στη διευθυντική “C-suite” ομάδα και αποδεικνύουν έμπρακτα την αξία του HR.

**2. Λειτουργούν ψηφιακά, έμπρακτα:** Οι παραδοσιακές διαδικασίες και τρόπος εργασίας δεν γίνονται πλέον ανεκτά από το ανθρώπινο δυναμικό στη σημερινή ανταγωνιστική αγορά

εργασίας. Γι’ αυτό το HR πρέπει να προσφέρει την ίδια εμπειρία στους εργαζόμενους που προσφέρει και στους πελάτες: ποιοτική, απρόσκοπτη, προσαρμοσμένη στις ανάγκες τους.

Οι Pathfinders επιταχύνουν τις όποιες αναγκαίες εφαρμογές νέας τεχνολογίας και προσηλώνονται στην ενσωμάτωση ψηφιακών εργαλείων και τρόπου σκέψης σε κάθε ροή εργασίας.

### 3. Αξιοποιούν διορατικά και ουσιαστικά τα δεδομένα:

Οι Pathfinders έχουν προχωρήσει πολύ πέρα από την παρακολούθηση δεικτών απόδοσης και τη δημιουργία dashboards. Αντ’ αυτού, απαντούν με σιγουριά στα ερωτήματα του οργανισμού χρησιμοποιώντας relational analytics, την επιστήμη των ανθρώπινων κοινωνικών δικτύων. Αυτό σημαίνει ότι οι ομάδες HR είναι ενδυναμωμένες και διαθέτουν τα κατάλληλα μέσα και γνώση όχι μόνο να συλλέγουν και να αναλύουν δεδομένα αλλά να λαμβάνουν ουσιαστικές, στρατηγικές δράσεις με επιτυχή αποτελέσματα.

**4. Δημιουργούν και αξιοποιούν αγορές ταλέντων:** Οι Pathfinders ανατρέπουν τον παραδοσιακό τρόπο με τον οποίο κατανέμονται οι δεξιότητες στον οργανισμό, και βρήκαν τον έξυπνο τρόπο να διαθέτουν τα talenta του «σε ροή». Αναγνωρίζουν ότι πλέον η αυστηρή αντιστοίχιση ανθρώπων και ρόλων δεν επιτρέπει την απαραίτητη ευελιξία στον οργανισμό, και κινούνται με γνώμονα την αντιστοίχιση δεξιοτήτων με τις εργασίες για τις οποίες είναι απαραίτητες. Επίσης πειραματίζονται με τις αγορές ταλέντων, αξιοποιώντας δεδομένα ανθρώπινου δυναμικού, επιχειρηματικές γνώσεις και προβλέψεις. Οι αγορές ταλέντων είναι μια νέα πρακτική, ακόμα και για τους πιο καινοτόμους οργανισμούς. Ωστόσο οι Pathfinders τολμούν να πειραματιστούν, και τις λαμβάνουν σοβαρά υπόψη ως βασική ανταγωνιστική πρακτική.

**5. Κάνουν τον σκοπό (purpose) πραγματικότητα:** Οι Pathfinders χαράσσουν τον δρόμο στον καθορισμό ενός ουσιαστικού σκοπού του οργανισμού, και εφαρμόζουν κάθε ενέργεια που απαιτείται ώστε να τον κάνουν πραγματικότητα για τους ανθρώπους του. Συγκεκριμένα, αγκαλιάζουν το ESG και εμπλέκουν ενεργά το ανθρώπινο δυναμικό στη στρατηγική net-zero, ώστε να γίνει ένα με τον οργανισμό και οι θετικές επιπτώσεις της να φτάσουν τον ίδιο τον πελάτη και την κοινωνία.

**6. Δίνουν προτεραιότητα στην ευημερία του ανθρώπινου δυναμικού:** Οι Pathfinders δίνουν προτεραιότητα στην ευημερία, εισάγοντας καινοτόμες προσεγγίσεις που είναι ταυτόχρονα ουσιαστικές. Το ανθρώπινο δυναμικό και ιδιαίτερα οι νεότερες γενιές, απαιτούν περισσότερα από τους οργανισμούς στα θέματα υγείας και ευημερίας. Οι Pathfinders το αντιλαμβάνονται πλήρως, εφαρμόζουν πρακτικές και είναι ήδη έτοιμοι να ανταποκριθούν σε κάθε νέα ανάγκη που προκύπτει.

Για τους πρωτοπόρους σε θέματα HR οργανισμούς, η κατάσταση flux δεν αποτελεί ανησυχία, εφόσον είναι έτοιμοι να ανταποκριθούν στρατηγικά στις ανάγκες του ανθρώπινου δυναμικού και του οργανισμού με ευελιξία και δημιουργικότητα. Ταυτόχρονα δίνουν απλόχερα καλές πρακτικές που μπορούν να αξιοποιηθούν από κάθε ομάδα HR, ώστε να μεταβεί με επιτυχία στο δικό της flow.



Η Έλενα Φιλιππίδου είναι Senior Manager στο Τμήμα Συμβουλευτικών Υπηρεσιών Διοίκησης της KPMG, υπεύθυνη για τις Υπηρεσίες People & Change και ενεργό μέλος του KPMG Global People and Change Center of Excellence. Κατέχει πτυχίο Διεθνών και Ευρωπαϊκών Σπουδών, μεταπτυχιακό σε Διεθνές και Ευρωπαϊκό Δίκαιο της Ευρωπαϊκής Ένωσης και των Διεθνών Σχέσεων, και μεταπτυχιακό σε Δημόσιο Διεθνές Δίκαιο. Διαθέτει εκτενή εμπειρία στην παροχή συμβουλευτικών υπηρεσιών σε θέματα, μεταξύ άλλων, διαχείρισης ανθρώπινου δυναμικού, όπως βελτίωση της κουλτούρας και της εμπειρίας του προσωπικού, διαχείριση της αλλαγής, διαχείριση της απόδοσης, εκπαίδευση προσωπικού, μετασχηματισμός ανθρώπινου δυναμικού και οργανωσιακή ανάπτυξη. Πρόσθετα, η Έλενα είναι εγκεκριμένη εκπαιδευτρια από την ΑνΑΔ και είναι μέλος της εκπαιδευτικής ομάδας του Τμήματος Συμβουλευτικών Υπηρεσιών Διοίκησης.

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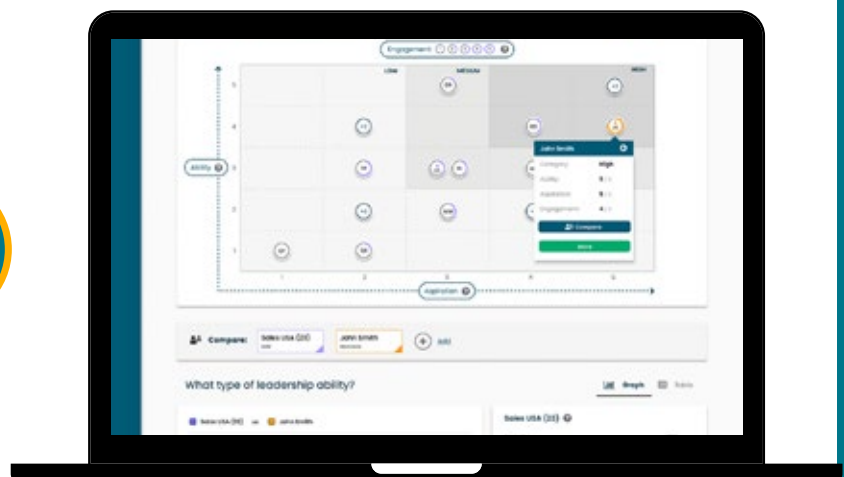
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