***BOOK CLUB DISCUSSION GUIDE for***

***RESET: A Leader’s Guide to Work in an Age of Upheaval***

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***Reset*** Discussion Themes

**Your Carpe Diem Moment**

Crisis and upheaval brings about uncertainty in nearly every aspect of work compelling leaders to reimagine, restructure and *Reset* their organizations.

**Finding and Keeping Great Talent**

Leaders’ biggest challenge isn’t technology, innovation, or even leadership: it’s engendering a culture that readily finds and engages the right talent to thrive now and in the future.

**Highlighting the Human in Human Resources**

Businesses must evolve in these challenging times, and HR—the profession and the people—is where innovation must happen.

**Harnessing the Power of the People You Overlook**

The value of tapping hidden, non-traditional talent pools – and how they enrich your culture to put your business over the top.

**Building Inclusive Workplaces**

To win the future of work leaders must understand how to build a culture in which diverse talent can thrive—truly inclusive organizations leverage differences for both growth and innovation.

**Revisiting Antiquated Policies**

COVID-19 forced a reexamination of old paradigms and policies. How CEOs can contend with existing regulations and employment laws to support company culture.

**Creating Cultures that Work for All**

The pandemic presents opportunities for leaders to completely reimagine company culture.

**Redefining Employee Experiences**

It all starts with pay equity. You get what you pay for, so if you want to get culture right, leaders must get compensation right.

**Bridging Skills Gaps**

Workforce training and development remain crucial, but now it’s all about developing cultures to support remote education and distance learning.

***Reset*** General Questions

* What do leaders risk the most by not embracing their *Reset* moment?
* Why should organizations tap into the power of non-traditional talent?
* What is the role of curiosity in organizations? How can anyone become a curious worker?
* How do you define company culture, so everyone understands its purpose and value?
* What is the role of empathy at work and how we can we all be more empathetic in the workplace?
* What does Inclusion mean to you and why is it important for organizations?
* How do organizations leverage differences for growth and innovation?
* What can new employees learn from *Reset;* What can new managers learn from *Reset*?
* How does *Reset* empower employees as well as leaders?
* What are some ways employees can help reimagine company culture?
* What are some ways everyday workers can innovate every day?

***Reset*** Select Quotes to Start Discussions

1. Leadership makes the difference. There are transactional leaders who can be very effective, but they’re never going to get you that next layer of innovation. And then there are transformational leaders who build with HR as the people and HR as the profession, all in pursuit of the big ideas.
2. As we look at leadership under a new lens, it is important to consider the greatest capital for any organization: talent. The organization succeeds not with trite perspectives on unleashing human potential or driving greater growth, but through a deep examination of how the organization reinvents itself regularly through effective talent management.
3. What we engage in as employers is building false hurdles. If you want a salesperson, yes, you need a level of skill and refinement to sell the product, but what you’re really looking for is a motivated, sharp person who’s going to kick ass
4. To discover candidates with the requisite skills, you’ll have to rethink your interview questions. Instead of simply asking about past projects and performance, go deeper: Have you ever come up with a great idea?
5. HR, more than ever, is now the driver of the innovative employee experience, with customized levels of employment and a broad array of potential work settings. Your CHRO is now the primary cog in maximizing operational efficiency and driving talent acquisition for new business lines. This has never been the case until today. For this reason, you as a leader should engage HR with ingenuity and innovation as the primary objective. Businesses must evolve in these challenging times, and HR (the profession and the people) is where innovation MUST happen.
6. Workplace policy is the unspoken influence on every one of our organizations.
7. As a leader, what did you do when the protesters marched from spring through summer? How did your company react to the social unrest in the streets and in your workplace? With empathic action and awareness, or with empty thoughts and prayers and a vague statement of support?
8. Let’s agree on a definition of culture. And I know there are tons of definitions because there are so many different kinds of companies, missions, and visions. But to me it’s very simple. Culture is how sh\*t gets done. Honestly, that’s the best way to describe it. Let’s not stand on fancy phrasing in a PowerPoint. Let’s just tell it like it is.
9. The call to action for any CEO is this: be intentional about your culture, define it with purpose, and live it authentically.
10. A CEO has to live the culture they establish and communicate that identity each day.
11. In times of crisis, trust sets the bar for your company. People have to believe in each other, the company, and the leadership. They have to believe in you.
12. This is a wake-up argument and appeal for leaders to acknowledge long-undisputed facts such as how having 50 percent or more women on your team increases innovation, or how hiring disabled workers increases both morale and retention rates, or how not all workers want to be permanent employees. The contemporary mindset isn’t just about being ready for change; it’s also about being fed up with the lack of change and having the determination to do something about it.
13. Who is getting diversity and inclusion right? I am confident that no one is getting it right. There are those who get it relatively right. That means some are simply trying harder than others, with programs ranging from truly inclusive leadership development to social efforts for seeding relevant fields.
14. As leaders, the lesson is clear, and not in relative terms, either. We should do three things: invent, invest, and implement those programs best suited to our culture and communities. If the imperative is inclusion for females in STEM, then focus on those programs and do not feel negligent or guilty for homing in on one area.
15. As leaders, we cannot forget people’s astounding ability to sink any change. Remember this: reset relies on reduced resistance.
16. Accountability’s time has arrived. Organizations must also recognize that inclusion and diversity extends far beyond race, gender, and sexual orientation.
17. Check your inclusivity constantly in the workplace. Observe how meetings are conducted and who is present. When you see random acts of inclusion, note and reward them.
18. The math of inaction is right in front of us. Pay attention to the rule of three to develop a successful diversity and inclusion path: right person, right budget, right mentality. If one is missing, the results will net nothing.
19. D&I must become part of your DNA. That doesn’t mean you have to go to racial injustice protests or a Pride parade. But in the actions you take, in the way you treat others, your workplace reflects your priorities by who you hire and who you promote.
20. When there is cultural alignment—a guiding principle—people unite. So, as a leader of your company, answer the question, What is your core? Is my company united by loyalty, cooperation, or a purpose? Are we driven by revenue, building, or learning?
21. Guiding principles break the cycle of trying to be everything to everyone and, ultimately, nothing to no one.
22. Diversity isn’t a message on a cup or a slogan in an ad campaign—it’s a belief that guides you and every person within the organization. If CEOs would get emphatic about this and make it a nonnegotiable for people who work within their businesses, it would get resolved. I promise.
23. The curious worker is a resource saver in a workplace where we’ll have to do more with less in our pandemic afterlives. So often workers fear that, to trim budgets, AI—artificial intelligence—is coming for their jobs, but the reality is that fast adaption can defend against the machine.
24. Nothing represents a reset for people more than learning and development. Today, we call these things reskilling and upskilling, but back in the day, I thought of them as training. Workforce training and development remain crucial, but now it’s all about remote education and distance learning.
25. A word about corporate cultures: For better or for worse, they are enduring, stable, hard to change. They can be a source of advantage or disadvantage. You can write down your corporate culture, but when you do so, you’re discovering it, uncovering it—not creating it. It is created slowly over time by the people and by events—by the stories of past success and failure that become a deep part of the company lore. If it’s a distinctive culture, it will fit certain people like a custom-made glove.
26. Compensation can’t be arbitrary or random because that’s where all good intentions of reward can break down. When we talk about meeting employee expectations, specifically around compensation, we’re not pursuing equality. We’re pursuing equity.
27. Setting expectations is important because it sets the table for your culture. If you oversee a company that will greet the post-pandemic world by continuing bagel day or by putting LaCroix and avocados in the office kitchen, that’s fine and good. But perks aren’t the only measure of a culture.
28. Defining the employee brand is an important part of the employee value proposition and is essentially what the organization communicates as its identity to both potential and current employees. Basically, it’s the embrace of an organization’s mission, its values, culture, and personality. It’s the identity you wear as a company.
29. HR is your people. HR is where we find the heart and soul of an organization, and also its mind.
30. Why wouldn’t you seek the best innovators and brightest thinkers for the lifeline of your organization? That’s what we’re building. We want a challenge environment. We want to disrupt the old paradigms. We want to break down the internal silos.