

# Rethinking Recruitment Practice for the Anthropocene Age



# Hello, I'm Vijay

1. Purpose– ‘Doing the right thing’.
2. Impact– ‘Making a difference’.
3. Demonstrate humility, authenticity and vulnerability- Be nice to people and don't be afraid to say sorry or admit when you're wrong.
4. Collaborate and seek to serve– make a bigger impact by doing things together. Give people what they need to succeed.
5. Fun and funny – if work isn't (mostly) fun and interesting, you're not doing it right.

## How I approach opportunities, problems and relationships:

1. Hypothesis led– it might be wrong, it might be right. A hypothesis is a way to explore opportunity. Be agile if things need to change.
2. Build trust by being generous and don't expect anything in return.
3. Put the client first and yourself in their shoes. Sometimes that means walking away or recommending someone else.
4. Have a point of view. You can't be all things to all people.
5. Listen and learn. Conversations over presentations. Service and not selling.



### I like:

- My wife, Lynsey.
- Badminton (playing, rather than watching).
- Rugby Union (watching, rather than playing).
- Katsu curry (occasionally).

### I don't like:

- Bow ties.
- Bad consulting work.
- Cats.
- Having my photo taken.



**GREAT  
ORMOND  
STREET  
HOSPITAL  
CHARITY**



**Kidney Research UK**





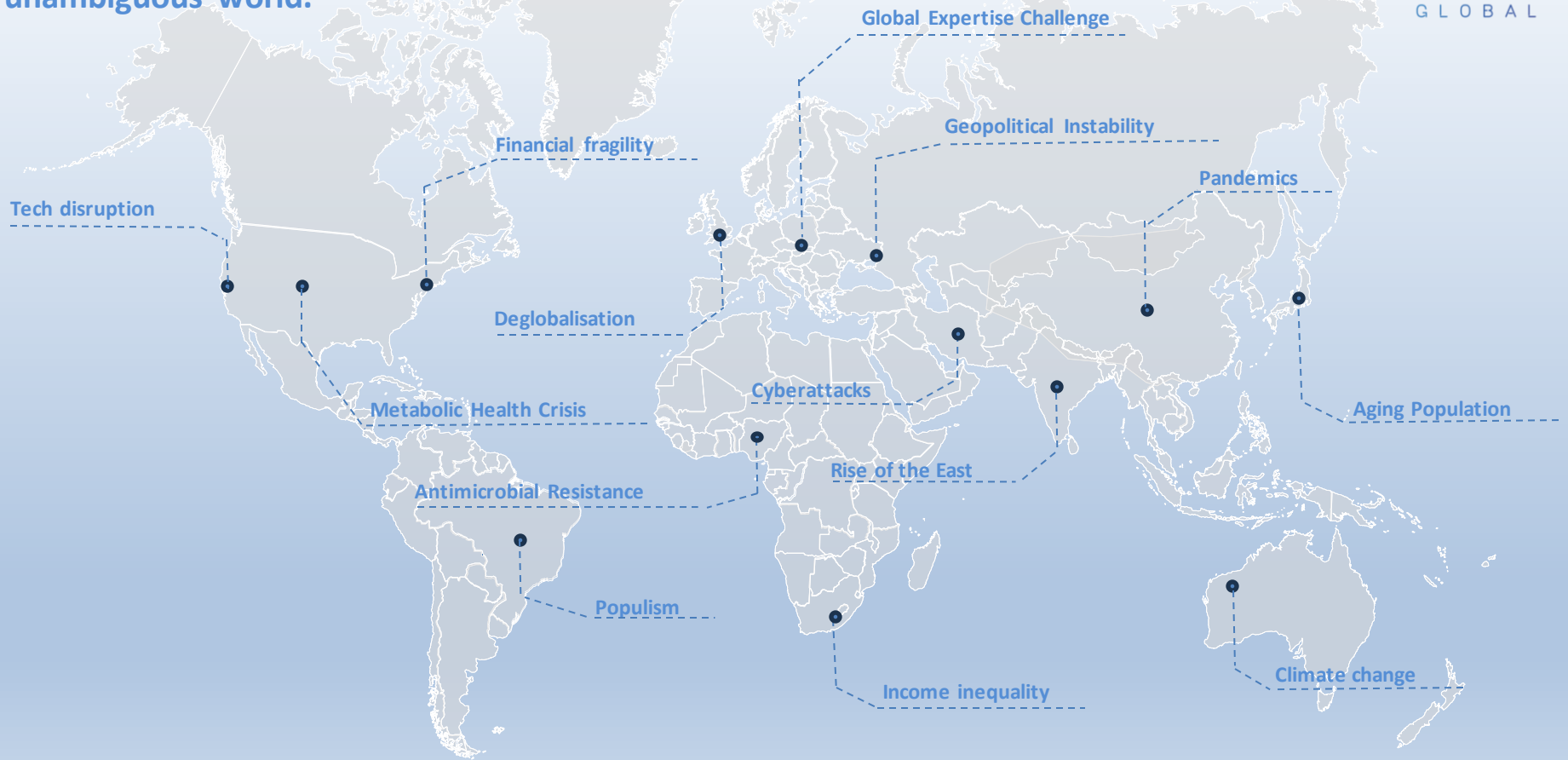




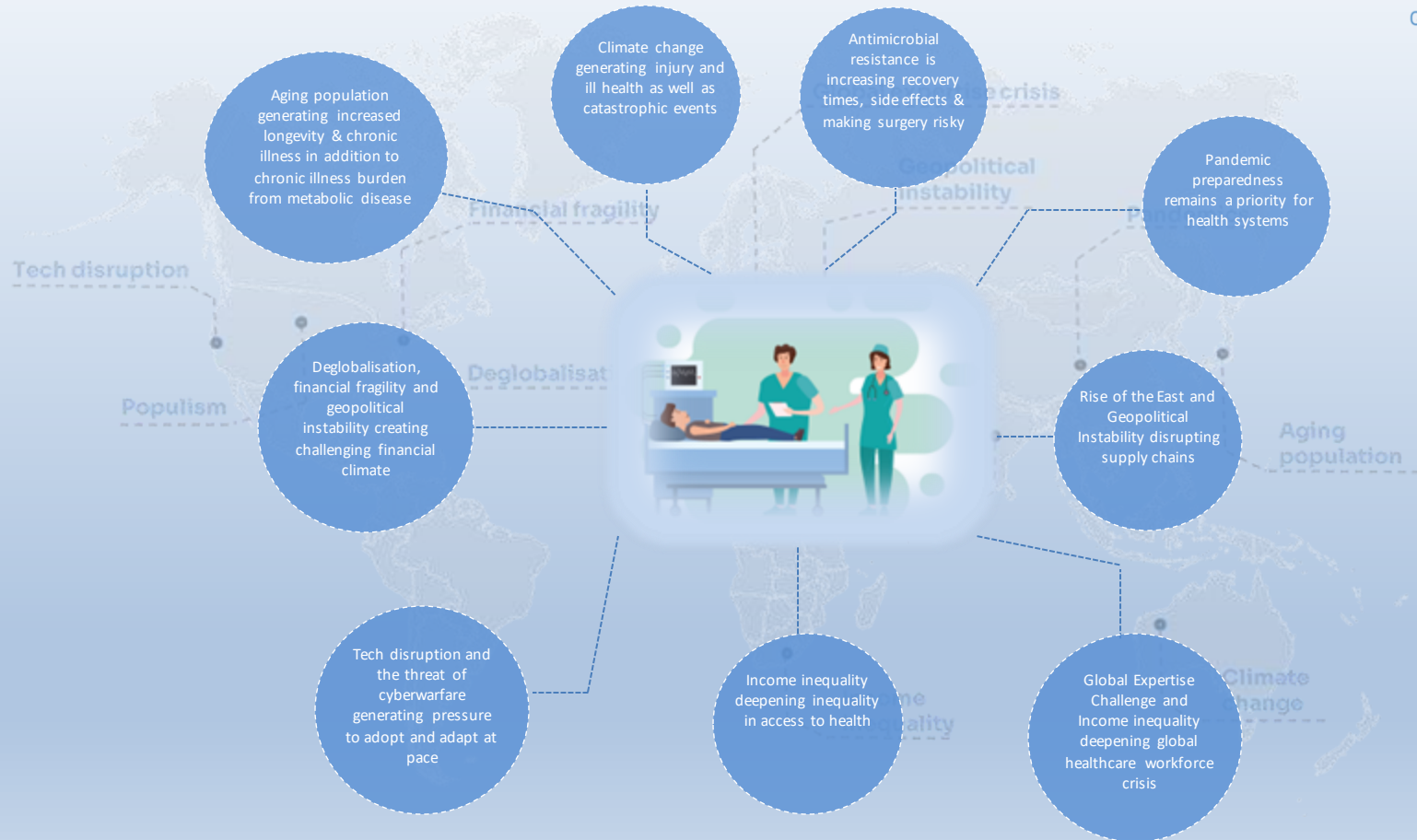
The image features a view of the Earth from space, showing the blue curvature of the planet against the blackness of space. Overlaid on the Earth is a complex, glowing network of white and yellow lines, resembling a global communication or data network. The text "WELCOME TO THE ANTHROPOCENE" is superimposed in white, sans-serif capital letters across the lower half of the image.

WELCOME TO THE  
ANTHROPOCENE

The only constant is change – change driven by a volatile, uncertain, complex and unambiguous world.

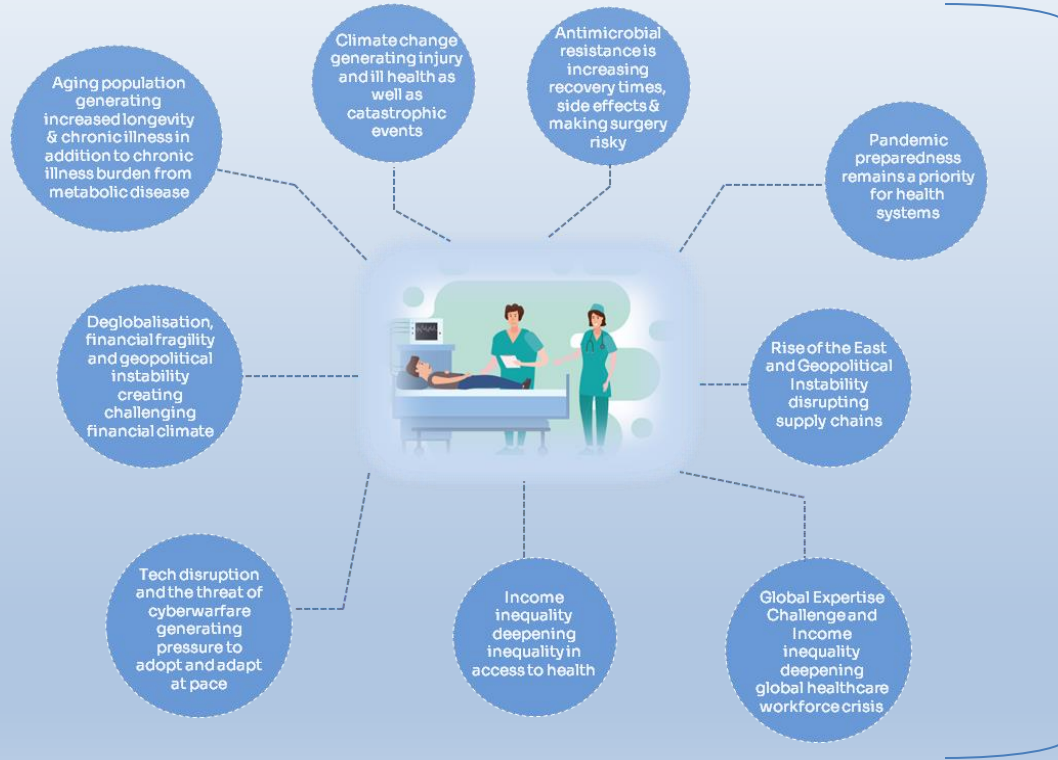


# These issues are impacting organisations in health, life sciences and pharma

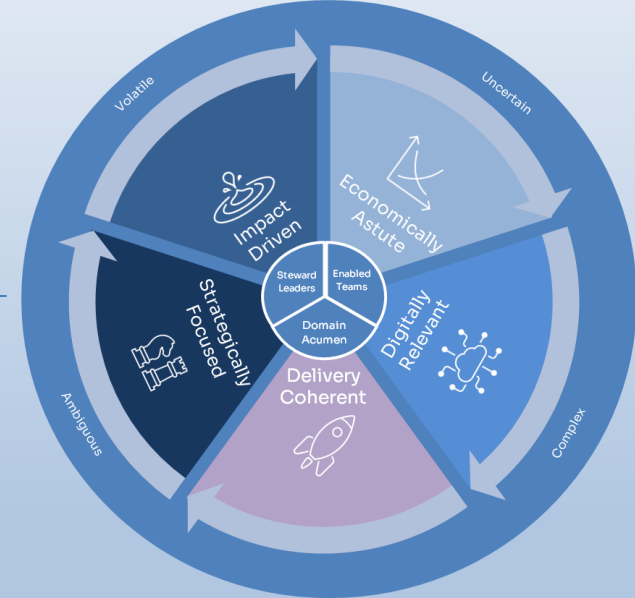




Organisations need to adopt a new approach to succeed.



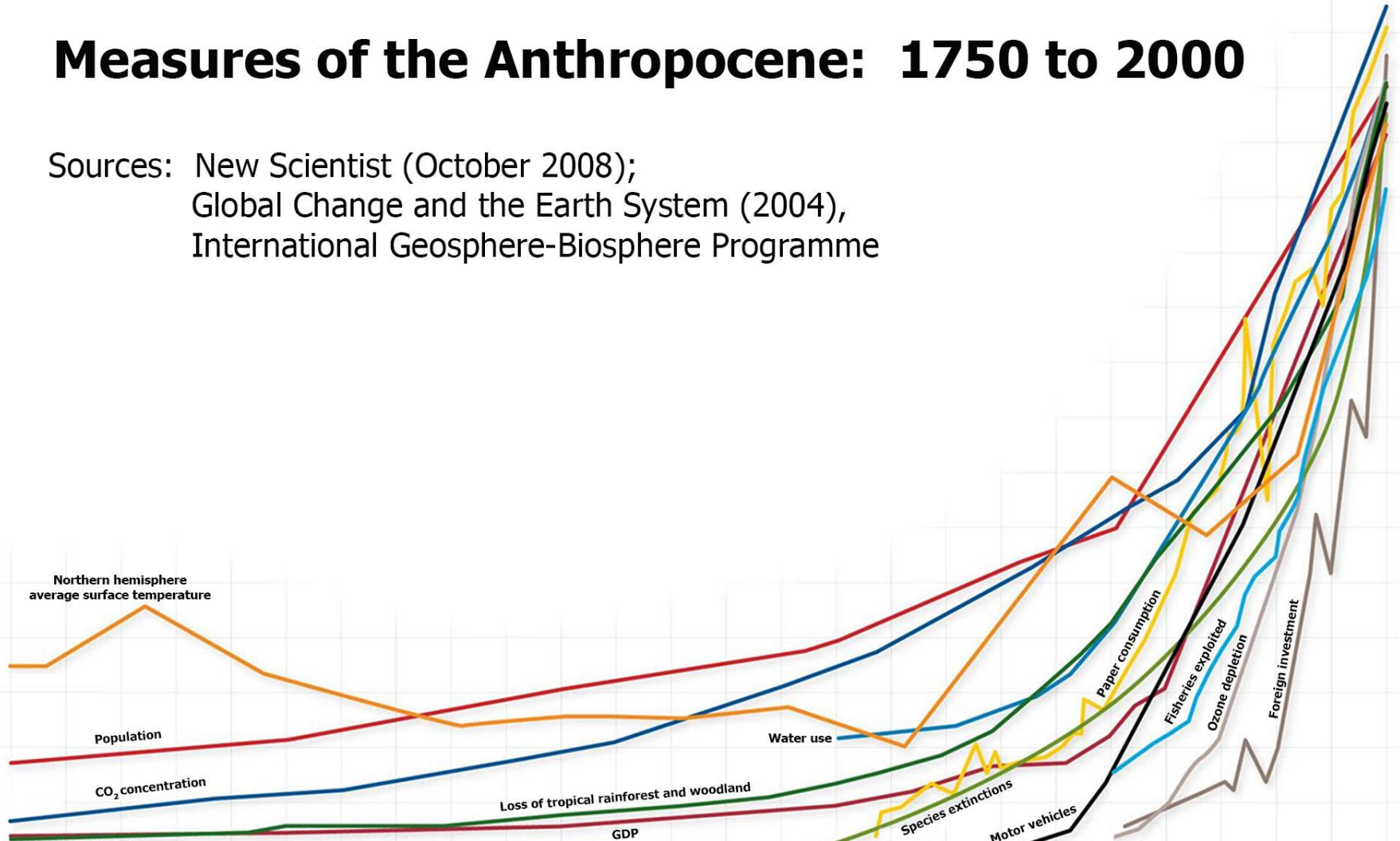
## The Five Elements of the AnthroReady Organisation





# Measures of the Anthropocene: 1750 to 2000

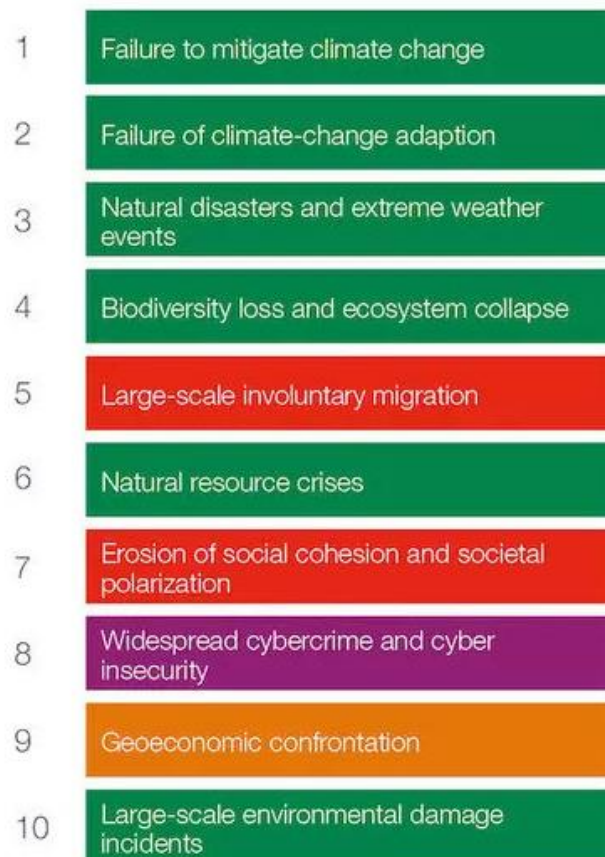
Sources: New Scientist (October 2008);  
Global Change and the Earth System (2004),  
International Geosphere-Biosphere Programme



## 2 years



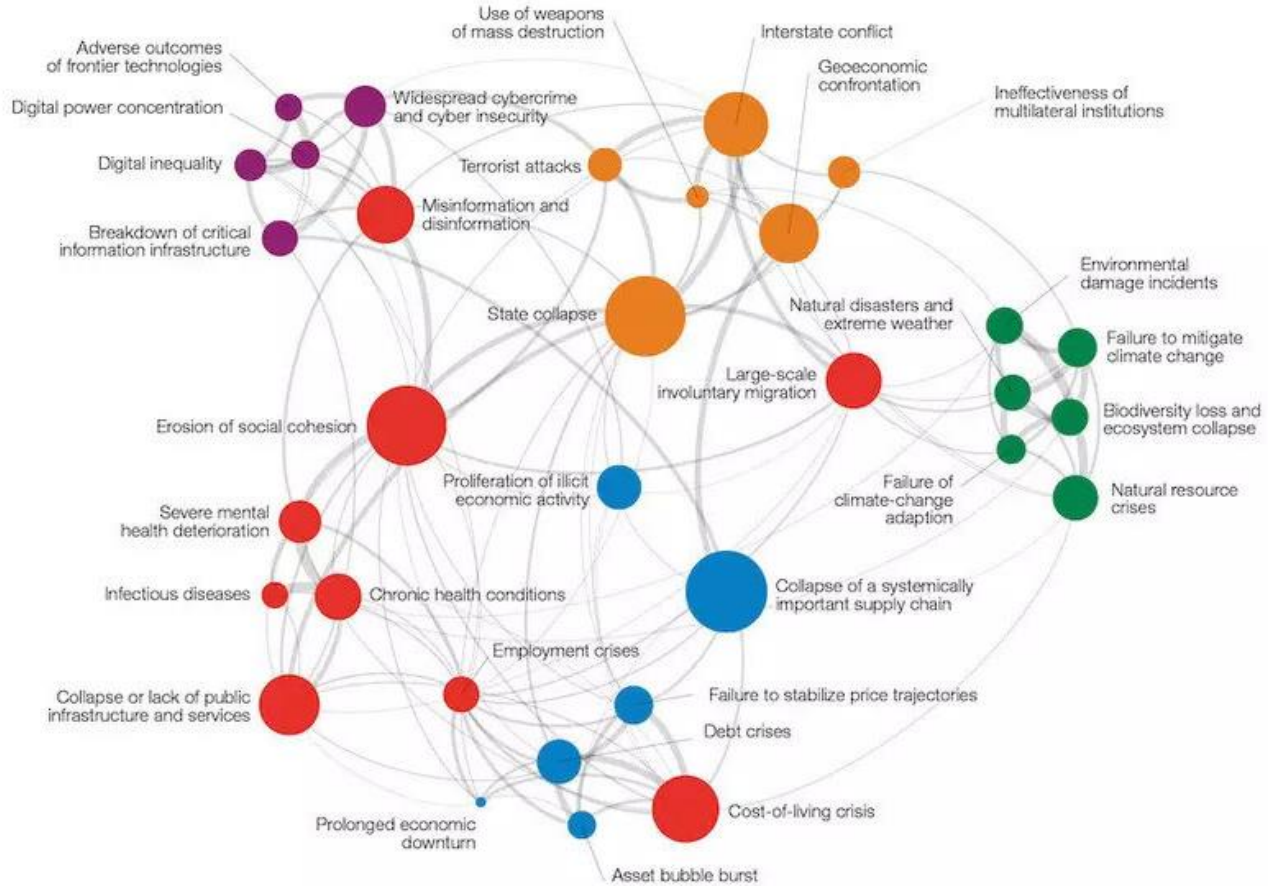
## 10 years



### Risk categories

 Economic  Environmental  Geopolitical  Societal  Technological





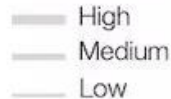
### Nodes

Risk influence



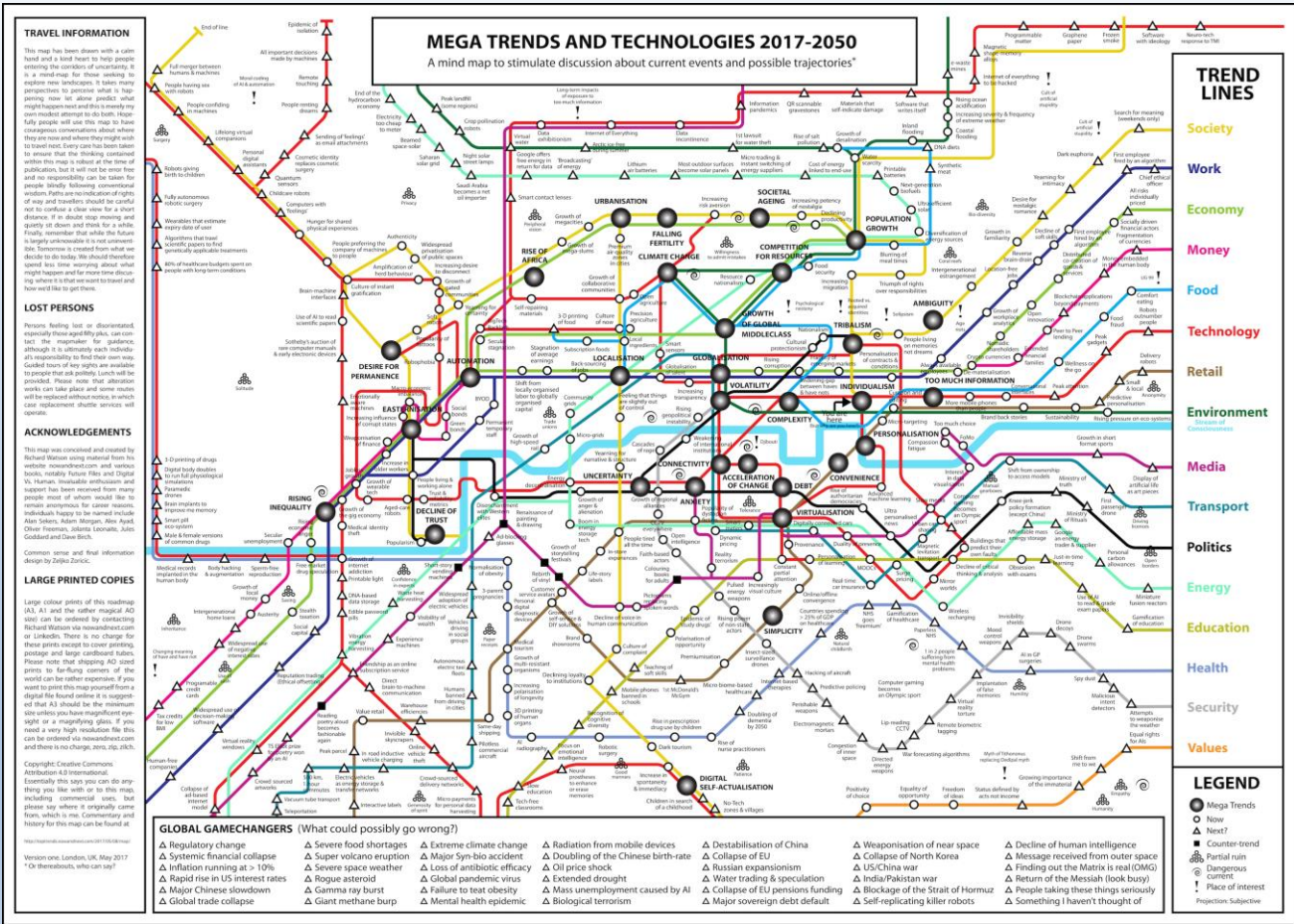
### Edges

Relative influence



### Risk categories





<https://toptrends.nowandnext.com/2017/05/10/map-of-global-mega-trends-2/>





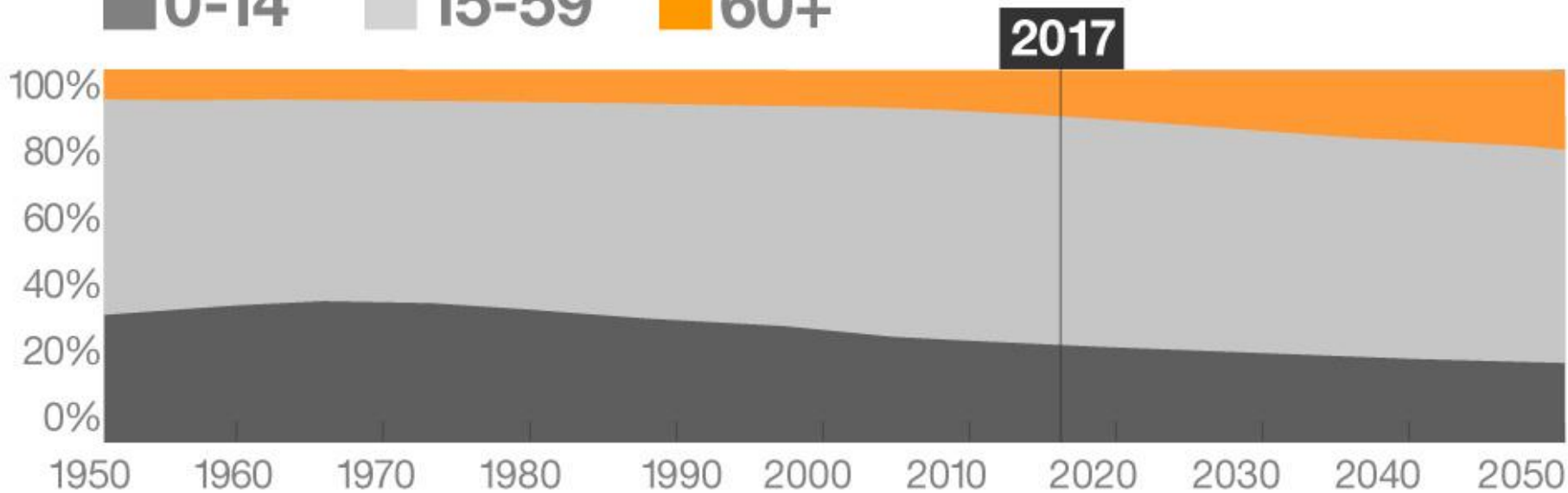




# The world is getting older

In 1955, only 8% of the world population was older than 60 years, in 2015 this had risen to 12.3%. By 2050 this number will be 21.3%.

■ 0-14    ■ 15-59    ■ 60+



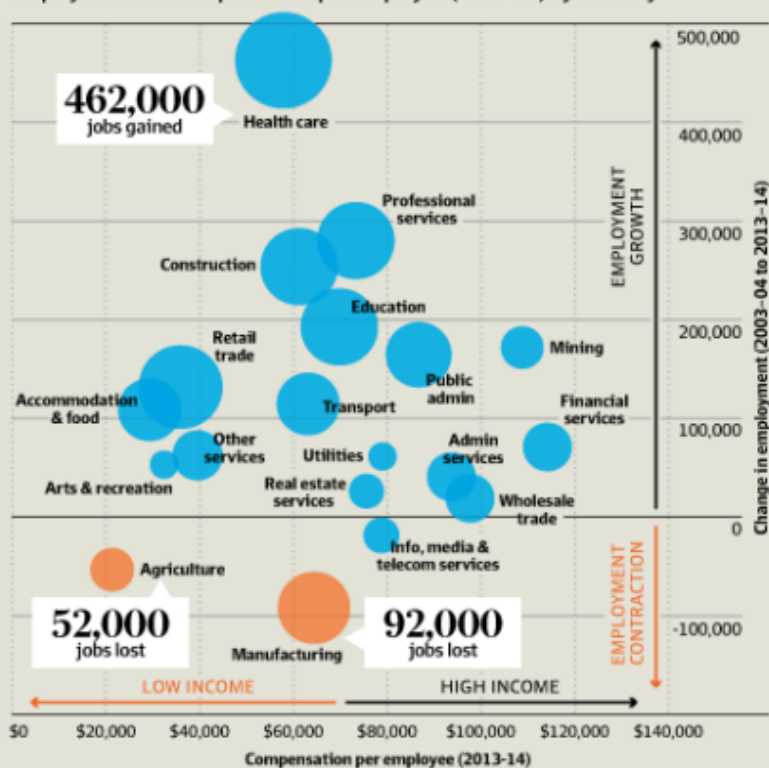
Sources: UN







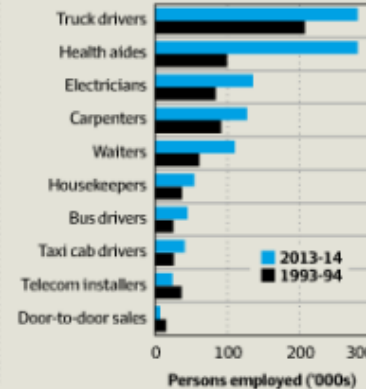
Change in employment (2003-04 to 2013-14),  
employment and compensation per employee (2013-14) by industry



Jobs **most** at risk of being automated



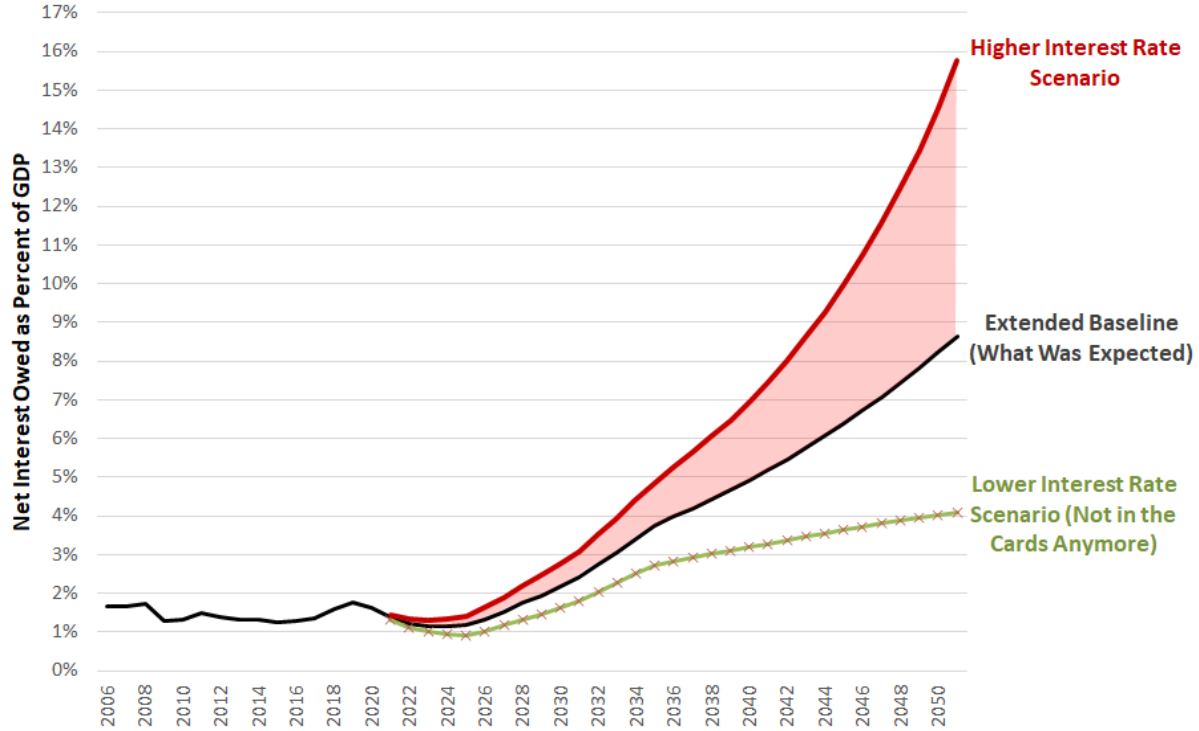
Jobs **least** at risk of being automated



SOURCE: FEDERAL GOVERNMENT



## Net Interest Owed on National Debt as a Percent of Gross Domestic Product



Source: Congressional Budget Office 2021 Long Term Budget Outlook





So what?



We live in a volatile, uncertain, complex and ambiguous (VUCA) world.



Volatile

The speed, rate and rapidity of change



Uncertain

An absence of clarity about the present and future impact and affect.



Complex

Multiple, interconnected factors.



Ambiguous

A lack of clarity about the current and future meaning of events

The external environment will change more rapidly than leaders can  
account for

Therefore

The role of leaders will change...



**DECISION-MAKING**

The role of leaders will be to set the conditions for success by enabling teams and individuals to operate with autonomy, creativity and the right resources.



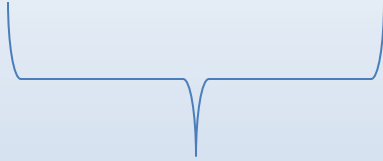
# What do we do differently?

## What does this mean for Executive Researchers?

Think about the characteristics of good leadership in this era of instability.

## Who do your clients need?

## Steward Leaders



### Stewardship

Work for the betterment of society, the planet, your organisation and its people

## Enabled Teams



Teams and individuals that operate with autonomy, creativity and the right resources

## Steward Leaders



## Enabled Teams

### Search



Can you influence your clients to cast a broader net?

Are you identifying candidates other than through LinkedIn?

Are you broadening your network to access less traditional candidate referrals?

### Recruitment



Are you making the process accessible? E.g. can you offer questions in advance?

Are you prompting people to disclose challenges e.g. neurodiversity.

Are you challenging affinity bias and unfairness in selection processes? E.g. all white, all male panels.

### Retention



Are we creating conditions for success?

Do people have the resources they need?

Have we delivered on promises made during the recruitment process?

### Exit



Are we on good terms?

## It's sometimes about more than just 'reasonable adjustments'

### Disability

Online v face to face?

Accessible toilet?

Accessible room?

### Neurodiversity

Questions in advance?

Extra time?

### Ethnicity

Diverse panels to compensate for affinity bias?

### Gender



# Discussion