

hear

me

**The power of Choice,
Voice & Equity**

David Ducheyne

I

hear

you

The Essence of HR

Creating the right conditions

People-centric
Inclusive

Motivation,
Engagement

Competence
Health

HR is about performance

Making sure	all people	are willing	and able	to perform
sustainably	in order to create value		for all stakeholders	

Long Term
Future-Oriented

The transfer of
behaviour into value.

Customer,
Organisation
Employee, Society

It's all about context.

Choice

What are
the choices
that we offer
to our stakeholders?

Voice

To what extent
do we
really listen to
our stakeholders?

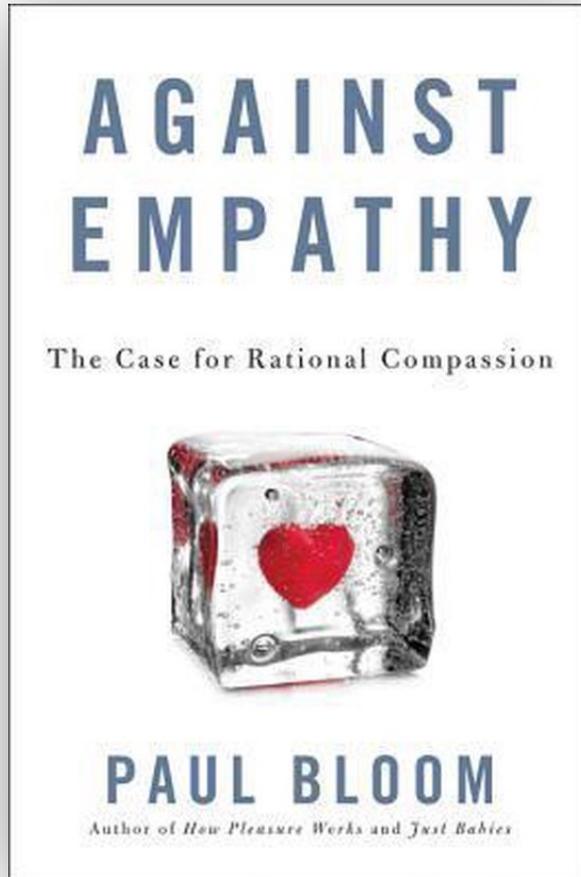
Equity

To what extent
do we treat our
stakeholders
in a fair way?

Emphasizing choice makes employees more willing to **speak up** because choices reinforce their sense of self as strong, independent individuals who **shape their own fates** and **influence the world** around them.

I exist!
I matter!

The Case for Empathy?



Empathy is about

- **Showing that you (try to) understand**
- **Checking what you understand**
- **Acting upon your understanding.**
- **Adapt / Customize / React**

The emotional version of empathy is not so useful.

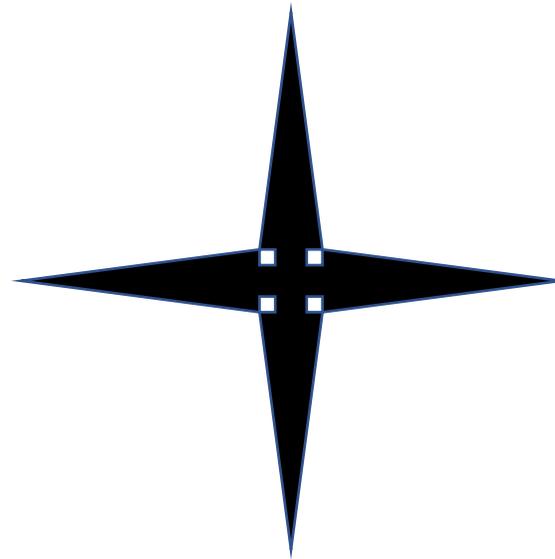
Resolving Tension

Empathy

Kindness

Reciprocity

Fairness



Empathy

Taking care of the
collective

Kindness

Reciprocity

Taking care of the
individual

Fairness

Needed: Balancing of efficiency and experience / collective and individual needs

What do we need to achieve our targets as efficiently as possible?

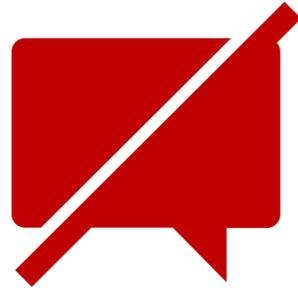
Collective



What do people need to be willing and able to achieve those targets?

Individual

Organizational Effectiveness requires a balance between individual and organizational/collective needs.



Evaluate the sound of silence. (or the sound of the noise)

What does it mean when people are silent?
Is there room for voice?
What's the culture?

What do we (not) talk about?



HR must develop its channels
and build trust

so that we can detect the things that are not said.

Is HR the last to know?



Deep listening is about real listening

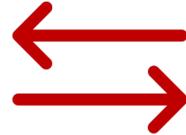
Sentiment Analysis?
Network Analysis?
Pulse?

Everybody matters.
Every question is important to the one who asks it.



Empathy as basis of leadership.

Leadership Quality?
From Empathy to Action?
Quality of Dialogue?
Avoidance of difficult topics?



The more direct, the better.

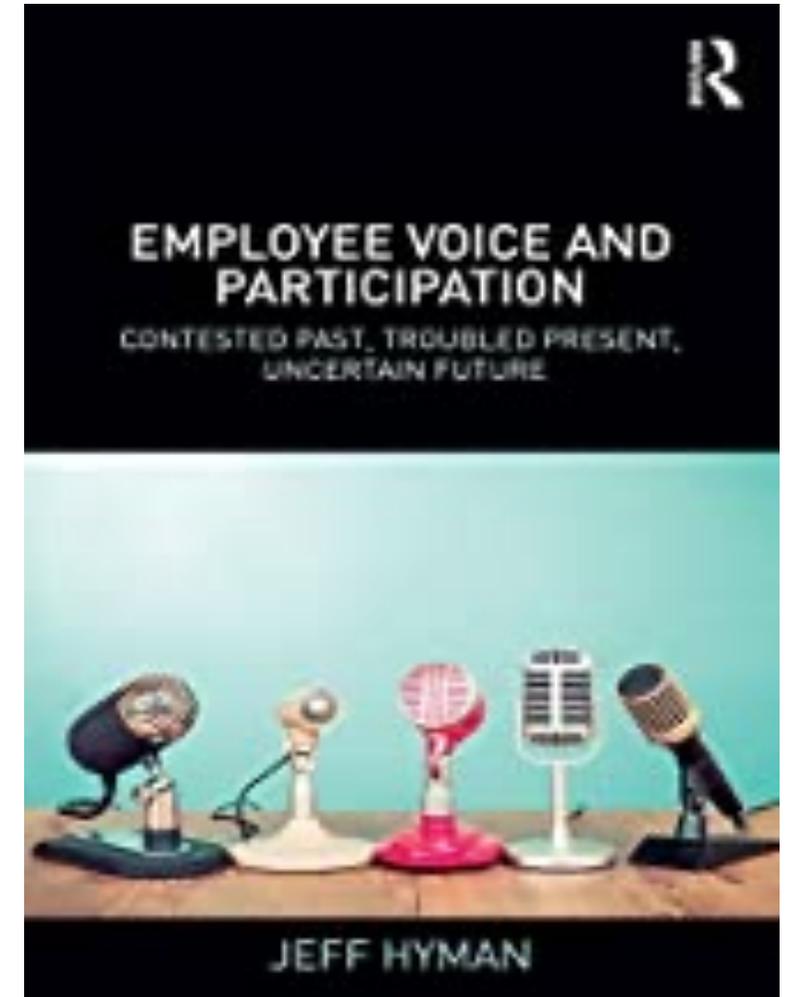
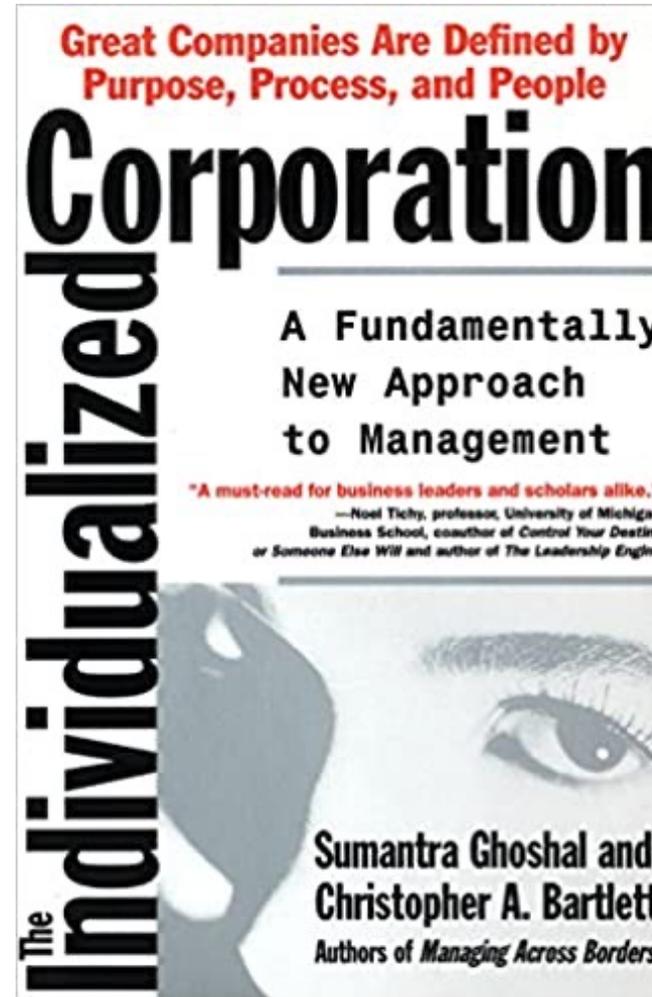
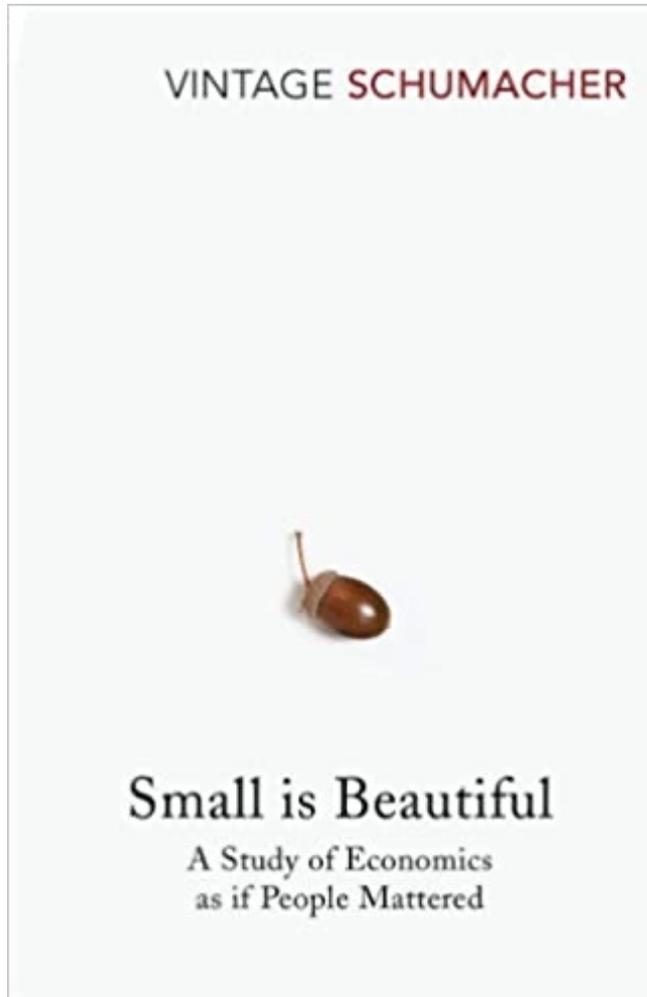
Hierarchy and voice? The bigger the more difficult.

Distance kills trust.

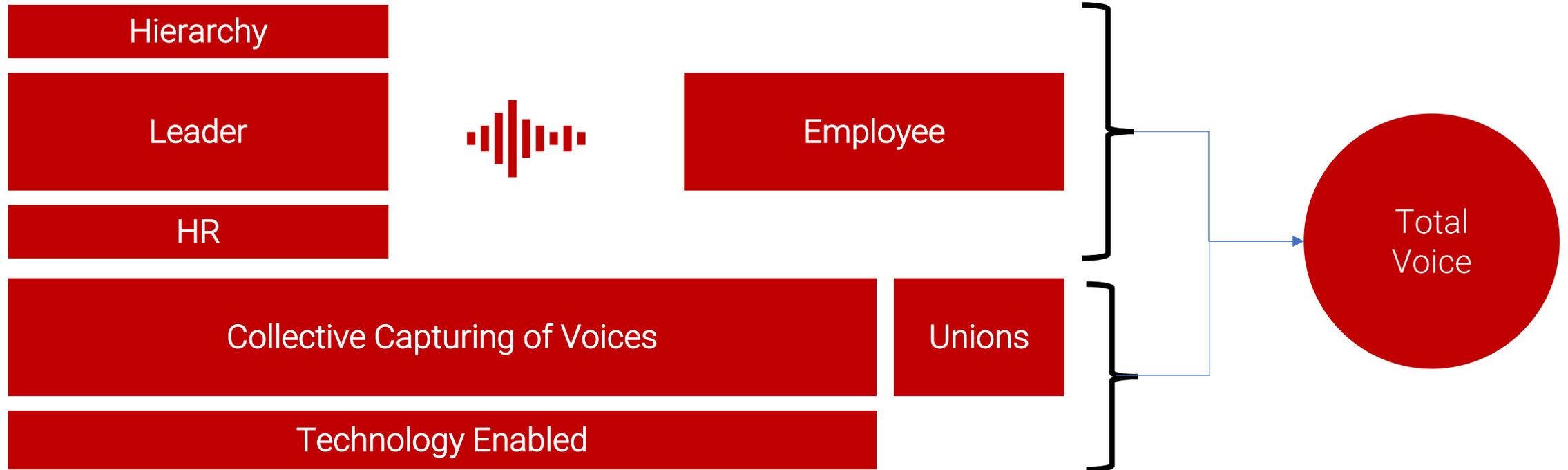
Creating conditions where people can voice their concerns, questions.

No union monopoly on voice.

Voice can get crushed in big structures.



The voice architecture





Technology has its place.

It never replaces human interaction.
Lessons from COVID.

No Magical Solutions

SOCIAL INTRANETS: ARE THEY RIGHT FOR EVERY ORGANIZATION?





Mine for Dissent.

Dissent is an indicator that something is wrong,
or something needs more explaining.

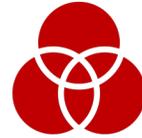
Look for the voice of the minority.

Facilitated Discussions



HR can add tremendous value by designing processes that allow for voice and by organizing facilitated discussions that allow the minority to speak up.

Deep Democracy.
Strategic Doing.



We are all equal. Not.

Ambition / Anxiety / Sociability / Interpersonal
sensitiveness / Prudence / Inquisitiveness / Proactiveness

Everybody matters.
Inclusion



Voice without action is cosmetics.

The listening-doing gap.
Translating what we learn into action is a challenge.
The speed of responsiveness.



Participation = Action

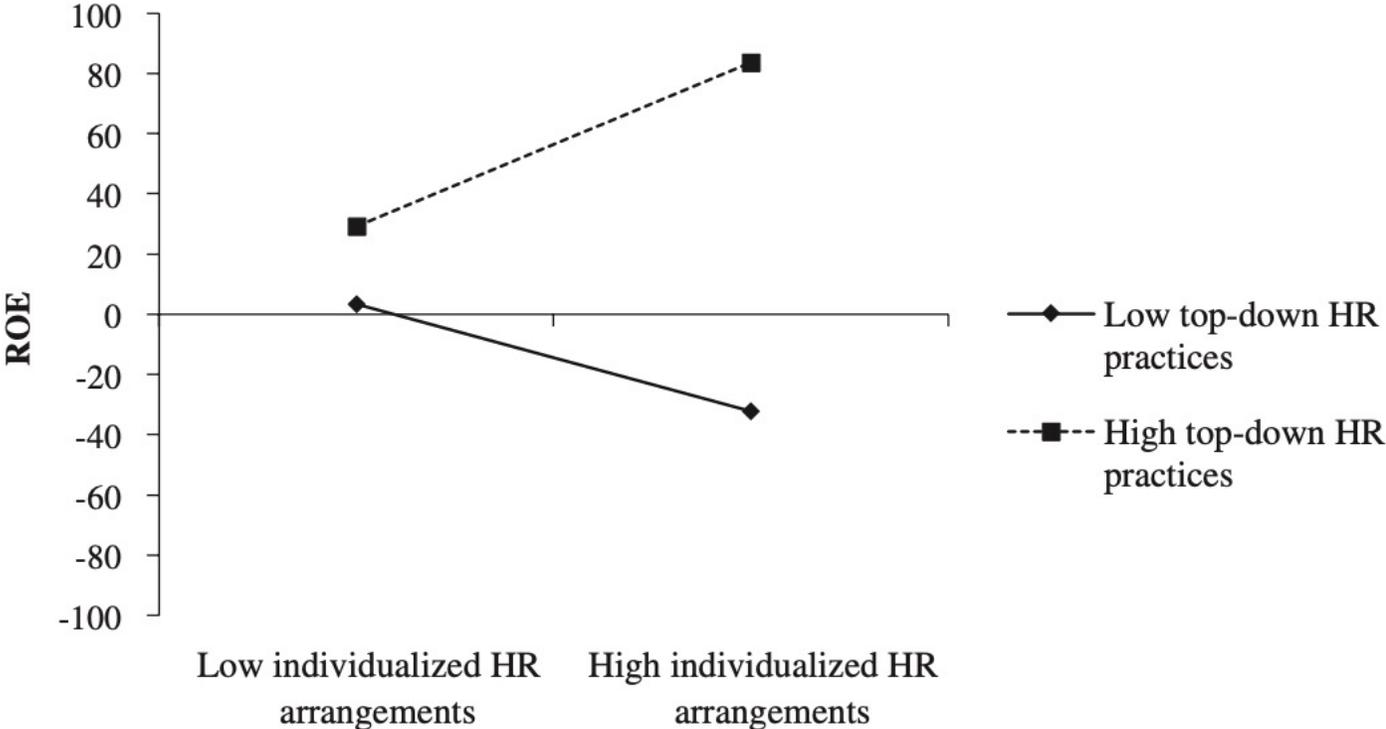
Associations of Talent
Strategic doing
Autonomy



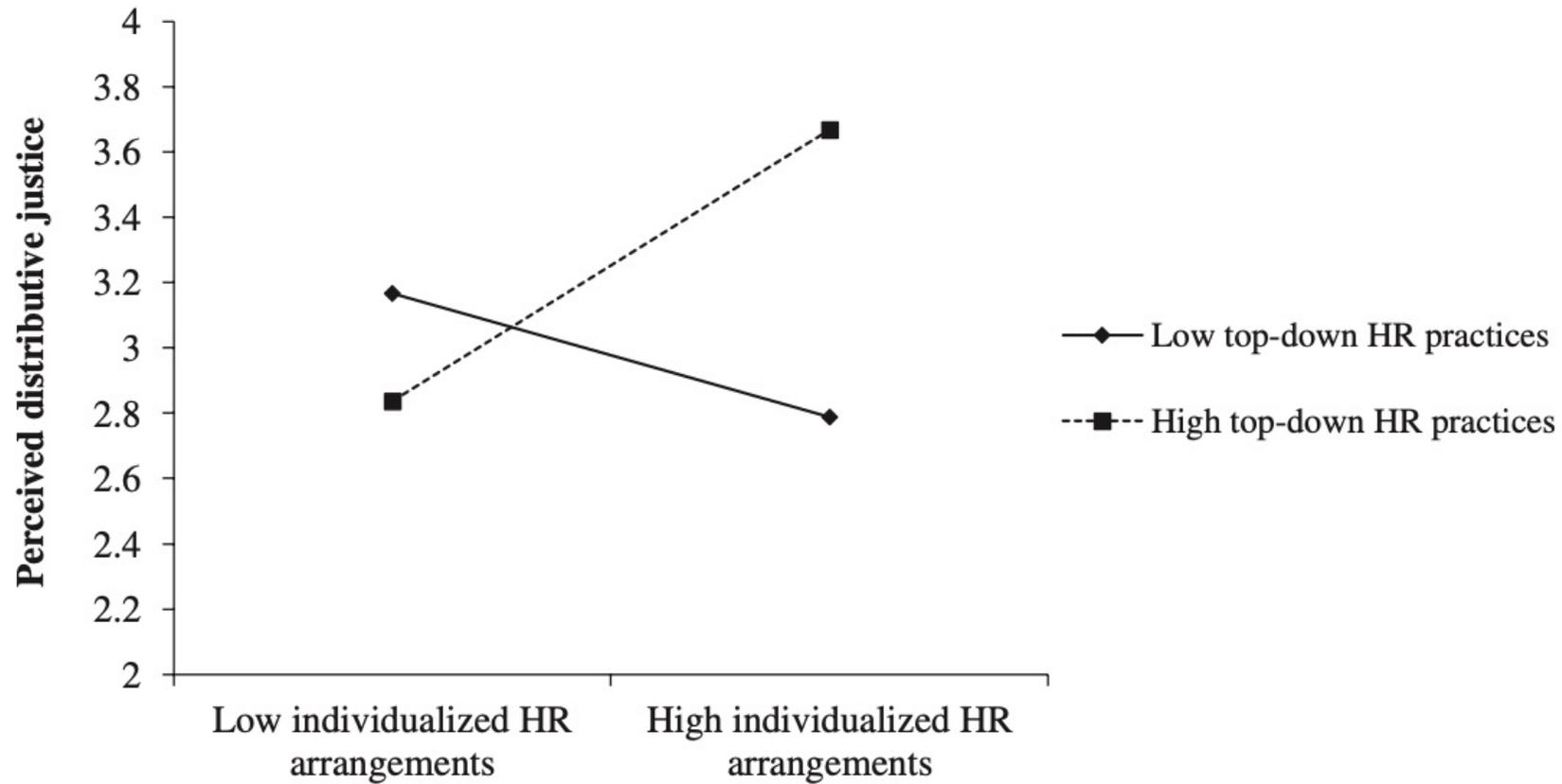
**Customization of work and working conditions
is a good proof that people have a voice.**

I-deals?
Mass Customization?

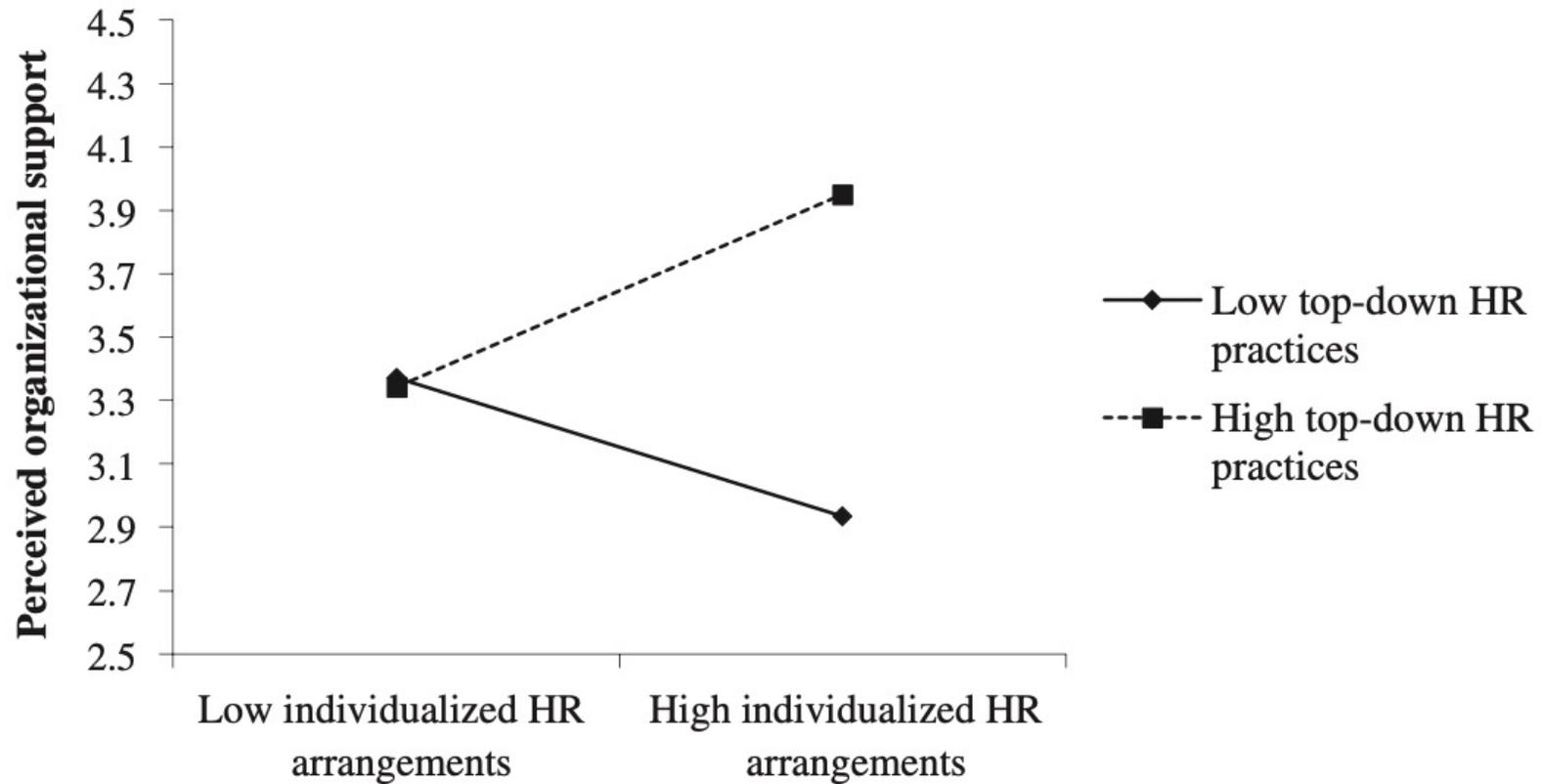
Impact on Results



Impact on perceived justice



Impact of experienced support





Win-win-win.

Voice is contextual
Fairness to one, unfairness to all?
Team-based approach

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Picture on first slide by Eva Eljas:
<https://www.pexels.com/photo/dirty-texture-wall-abstract-5941212/>