

Capable People: The Essential Contribution of Modern Organizations

Two imperatives are converging in our 21st century world of work.

The first imperative is the growing realization among leaders that organizations need employees at all levels to operate consistently at higher levels of cognitive, emotional, and social intelligence in order to adapt continuously in a fast changing, complex, and technically driven world. To be competitive and successful in business, people need to work together, in person and virtually, in ways that maximize creativity, innovation, and execution. People need to embrace continuous learning and personal growth to adapt to new kinds of jobs. We believe this need will only intensify in the years ahead and will be a key determinant of business success. In other words: it's not business as usual and we all need to become more flexible and more skilled across many areas of our human potential if we are all to succeed in this new world.

The second imperative is a growing consciousness among all generations, but especially the emerging generations, that the workplace can and must become an environment where people of all backgrounds grow all their human capabilities and realize their full potential to experience acceptance, wellbeing, meaningful purpose, contribution, and fulfillment. Attracting the best employees is increasingly tied to the overall quality of the "employee experience." And the experience we seek is to work in organizational cultures that support our desire to be part of a supportive community where relationships help us grow and succeed.

**In the modern world of work, we can't just read about these imperatives.
We have to practice them.**

There is also an emerging imperative –and it's crucial: It's the key role business can play in meeting the developmental needs of working adults. We believe it is time to recognize that the workplace can and often does contribute significantly to human growth and flourishing. The workplace is where adults not only spend the bulk of their waking lives but is also where they have the opportunity to develop and grow their full potential. Developing people, equipping them with the intellectual, emotional and social capabilities they need to thrive in the 21st century, is not only key to business success, but is what will make the most positive difference in our world. It is the ultimate contribution an organization can make to society. We envision a world in which developing people in the workplace is truly recognized and incentivized. We know that employee development, done well, is the highest form of social contribution.

For organizations to realize any or all of these imperatives, and the full potential of optimal work environments for human performance and growth, a shift is needed toward a more conscious, holistic, and integrated approach to developing people in the workplace.

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