

Are your employees Entitled or Empowered?

(George Kemish LLM MCMi MIC)

I have written a great deal about employees and employers need to undertake a different thought process upon the introduction of remote/hybrid working (please see my articles on the Specialist Human Resources Limited Business Page here on LinkedIn). Well, recently I picked up on a comment made by [Dave Ulrich](#) when talking about the Personalisation of Employee Experience:

'...creating a unique and tailored experience for each employee. Flexible workplace policies lead to personalized workforce work relationships'.

My response: This is not surprising given that remote/hybrid working requires the management of 'individual silos' which, in turn, provides a great opportunity to introduce 'personalisation' of work. What worries me is that we are seeing so much aimed at the need for leadership values and little is written about changes that are required of the employee.

Flexible working (remote/hybrid) requires the employee to accept greater responsibility and accountability - not just for their work but also for ensuring that information flows between employees thereby ensuring that the innovation and creativity needed to support both organisational and employee growth is maintained. The personalisation of work, in my view, can be a great aid to ensuring that this is the case.

I also note, and agree with, a response by Dave Ulrich: 'Agency without accountability will not last long. I see more employees feeling entitled not empowered. Empowerment requires personal responsibility'.

Are your employees empowered to provide value to all stakeholders (colleagues, organisation, customers, investors, society et al)?

Or, do they just see remote/hybrid working as an entitlement without accepting the additional responsibilities and accountability that goes with working in 'individual silos'?