

Accelerating Growth through Strong HR Practices and Robust Governance

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Abstract

The article "Economic Milestones: Driving Growth through HR Practices and Good Governance" examines the significance of HR practices and good governance in promoting economic development. This statement emphasises the combined influence of strategic human resource management and governance principles on fostering development, and highlights their interdependence with organisational success. The article explores the impact of well-defined human resources processes on employee engagement, professional development, and the innovation and efficiency of a company. Emphasising the need of connecting HR strategy with larger company goals is crucial, as it fosters a collaborative endeavour that drives financial success. The success and longevity of companies in dynamic economic environments are significantly impacted by their methods for recruiting, cultivating, and retaining talent. Moreover, the article emphasises that strong leadership is essential for maintaining economic progress. This article discusses how accountable and transparent governance systems may create a favourable environment for investment, enhance economic stability, and attract both local and foreign capital. This research investigates the correlation between ethical leadership and economic success, highlighting the crucial role of organisations that prioritise integrity and responsibility in driving social and financial advancement. The study finishes by emphasising that achieving economic benchmarks requires a cohesive approach to human resources practices and governance principles. Organisations may achieve long-term success and have a significant impact on the economy by effectively using their workers' strengths while upholding ethical governance norms.

Keywords: Economic Milestones, Hr Practices, Good Governance, Optimize Human Capital

1. Introduction:

Companies that take the time to understand and value millennials' distinct perspectives and flexibility in HRM may find that they bring valuable insights to the table. The capacity of millennial workers to pursue personal goals and interests while working is a crucial fact to recognize. Many people's first impressions of millennials are that they are idealistic and put a premium on strong professional ties. Because of the wealth of knowledge at their fingertips, they have developed a worldview that is marked by courage, open-mindedness, and a love of freedom. When people feel their creativity is being stifled or when they realize that their company does not promote principles like information openness, they are more likely to be responsive and critical (Arizal et al., 2021). Thematic Gender Statistics: Profile of Indonesia's Millennial Generation, a 2018 publication of the Central Statistics Agency and the Ministry of Women's Empowerment and Child Protection, shows that millennials place a high importance on personal and professional development. They may find it difficult to work with bosses who are very commanding and who place a premium on open and regular communication. One common perception about millennials is that they are too critical of the organizations they work for (Fadilurrahman et al., 2021). People are inclined to seek for new chances when they see a conflict between their own convictions and the values embraced by the company. A decrease in talent acquisition and an increase in worker turnover might be in store for the organization if this turns out to be true. The bulk of today's employees are millennials, thus it's imperative that companies develop HR policies and practices that cater to this generation's unique traits (Kabul et al., 2023). Organizations may take use of a variety of approaches to human resource management that take into account the specific characteristics of the millennial generation. Millennials must be hired for positions that are a good fit for their interests, skills, and personality. The company has taken initiative to improve working conditions for millennials by matching their skills and interests with appropriate opportunities. Plus, it's a great way to learn about new things and have a different view on your job goals (Syuaib et al., 2023). People born in the millennial generation are known to have an insatiable appetite for learning, especially if doing so would boost their career opportunities. Their openness to new experiences allows them to see things from different angles, which provides them more options when faced with a challenge. In light of this crisis, businesses need to adopt a more flexible and creative strategy in order to come up with new ways of working. Working in an atmosphere that supports millennials' need for knowledge may help them gain new skills and advance in their careers. Another potential outcome of this process's application is the birth of new ideas and approaches (Satriadi et al., 2023). Adolescents rely heavily on abstract concepts that help them reach their full potential. Millennials, with regard to their careers, want to see the materialization of their ideas. As a result, businesses must establish norms and policies that encourage employees to think creatively and respond proactively when given ideas. Generation Y will be able to develop an appreciation for the arts and a feeling of creativity as a result of this. Companies are required to include a wide variety of employee viewpoints and ideas when developing success criteria. According to Ardianti et al. (2023), it is crucial to create a work environment that values the health and respect of its employees. Equal treatment of all people is a deeply held ideal among millennials. Upholding and advocating for human rights is of paramount significance in today's world. Organizational structures should be designed to promote fair treatment of employees in terms of both rights and responsibilities. Jamil et al.

(2023) emphasizes the critical relevance of a well-organized system of corporate management that is defined by clear and expertly implemented laws. The company should create a communication culture that is practical, fair, transparent, and long-lasting to guarantee that everyone benefits. Also, make sure people have opportunities to hone their own skills. In order to support the personal development of millennials, which encompasses a broad variety of human traits and skills, a strong and inclusive framework is necessary (Sari et al., 2023). Companies should make it a top priority to create a structure that helps people grow as people and encourages them to be ethically committed. Encouraging people to find their own reasons for personal improvement and imparting principles in a sensitive and appropriate way are both crucial. Enabling people and providing them with a variety of alternatives allows them to naturally gain information rather than depending on preconceived viewpoints or instructions. But according to Shahdiq et al. (2023), learning the technical parts of a job is where most people put their attention. In order to help its workers advance in their careers, businesses might take stock of their current skill sets and create individualized training programs. A number of approaches exist for accomplishing this goal, including offering training programs, scholarships, or courses tailored to their work duties. In addition, as pointed out by Yulyanti et al. (2023), modern business human resource managers must understand the value of data. There has been little focus on data as a digital HR management tool, even though it may be quite valuable. For reasons like gauging consumer happiness or assessing market potential, third parties often make use of collected and assessed business data. On the other hand, its use inside internal domains, especially in human resource management, remains restricted. The use of this technology to gauge workplace satisfaction and spot trends in employee interactions is being considered (Yusuf et al., 2023). Decisions on the organization's future course must be based on accurate information. Regardless of their own inclinations, human resource managers must improve their skills in utilizing data for staff management. The ability to collect and analyses data on employees over time is a must-have talent for every human resources manager. At the same time, businesses should think about integrating digital HR administration solutions into their systems. One key factor is the millennial generation's heavy reliance on mobile devices. This generation makes up the bulk of today's productive labor. According to Alhempri (2023), they use integrated data servers and depend on other digital apps or platforms. In addition to being in sync with millennial values, these technologies also provide real-time data, simplify workflows, and cut down on wasted time. Depending on the facts of life, these management tactics may or may not work right now. According to the research of Habibah et al. (2021), human resources in the future will have a broad variety of talents and sophisticated abilities. They value independence and self-improvement, think critically, are open to new ideas, and depend significantly on digital technology. More creative methods of identifying and dealing with people with distinctive traits should be investigated by businesses, and especially by HR management departments.

2. Literature Review:

Management of human resources places a focus on people as resources in and of themselves, rather than only as a means to an end (the organization's performance). Focusing on their growth, improvement, and maintenance is more important than seeing them as costs to be reduced in this case. In contrast to the more conventional method of managing employees,

human resource management encompasses more than just paperwork and following regulations. Rather, it adopts a more prospective stance, as shown by several academic works (Storey, 2001; Kaufman, 2015; Wilkinsone and Johnstone, 2016). A systematic strategy to recruiting, training, enhancing, retaining, and establishing consensus between management and staff is necessary to promote employee engagement and well-being. Even though HRM stresses the strategic relevance of human resources, many HR professionals still put short-term results ahead of long-term objectives (Irpan et al., 2021). Several possible causes of this illness have been proposed by Marchington et al. (2015). Some of the many problems that have been identified by Breadwell and Thompson (2017) include placing too much emphasis on short-term performance metrics, putting strategic business alliances ahead of employee welfare, giving special treatment to high-performing employees while ignoring the rest of the workforce, and widening the gap between core workers and suppliers. Professor Sparrow (2015) argues that HR experts are often misunderstood because they put systems ahead of people and may not fully grasp company objectives. The application of computers and the internet to HR management has grown substantially in the last 20 years. All of the recent developments in AI-related science and technology are collectively referred to as artificial intelligence (AI). People are able to think more broadly and do more complex analyses because to technological advancements. The power of combining talents Analytics that include natural language processing are reshaping HRM, and electronic machine learning is helping with problem solutions. Some jobs' skill sets are changing as a result of automation, according to Irpan et al. (2022). In today's fast-paced society, people's cognitive and social-behavioral skills are clearly deteriorating. On the other side, qualities like being able to think critically, creatively, and adaptably are highly prized. These characteristics are essential in today's workplaces, say Korn and Pine (2011). Employees come from many walks of life and represent a wide range of ages, genders, races, and levels of technical knowledge. A good work-life balance, educational opportunities, and flexible schedule are their top priorities. Cultural sensitivity, ethical awareness, and flexibility are essential qualities for human resource managers and employers to succeed in today's business world (Gulliford and Dixon, 2019). In order to free up business leaders from routine tasks and allow them to concentrate on activities that prioritise human well-being, human resource practitioners use technology to help leaders make optimum choices (Hogg, 2018). The nature of employment and the degree of competitiveness in the job market are being profoundly altered by the extensive use of digitalisation and robotics. The ever-changing need for human expertise, changes in hiring methods, the digitisation of office activities at a fast pace, and the constant flow of new data and technology are all challenges that modern organisations must contend with. Because of these issues, businesses are reevaluating their approaches to managing their employees. In order to facilitate transformation and bring strategic value to the organisation via digital methods, human resources play a pivotal role (Bokelberg et al., 2017). Human resources may be a great asset to workers by encouraging professional development and assisting businesses in seeing the benefits of new digital technologies (Mitrofanova et al., 2019). According to Curtarelli et al. (2023), almost every job now requires strong digital abilities. Cloud computing, big data, RPA, social media, real-time communication, and the increasing use of VR are just a few examples of the fast developing digital technologies that have given HR departments a leg up. Digital revolution has altered HR procedures significantly. Some new approaches to

problem-solving, conclusion-drawing, and the use of digital resources have recently emerged (Manuti & de Palma, 2018, pp. 41-44). Human resources experts, to keep up with the ever-changing digital landscape, need to rethink their roles and develop new skills that will benefit companies and employees alike (Cantoni & Mangia, 2019, pp. 58-59). Using SMAC (social media, mobile applications, analytics, and the cloud) is central to the idea of digital HR. Improving work-life balance, increasing efficiency, and introducing a fresh perspective to HR operations are all goals of this HR automation initiative. Following the method described by Stephan et al. (2016) allows one to make choices in real-time and accomplish their goals. Using real-time interactive platforms, mobile-first apps, and integrated analytics, the main goal is to modernize and improve staff training and skill development, find talented persons, and simplify HRM solutions and operations (Galgali, 2017). In order to facilitate transformation and exploit the potential and knowledge of workers, Molotkova et al. (2019) emphasized the necessity of digital HR. Digital HR stands out due to its adaptability and prominence in the digital sphere. When it comes to comprehending the difficulties that businesses have in the age of Industry 4.0, the human resources department is pivotal. In addition to helping to identify employees who could be impacted by automation, the organization promotes an environment that is open to change and new technology. A lack of user experience, inadequate IT system capacity, and the need to manage massive amounts of data across several spreadsheets are common challenges faced by human resources workers. Employee engagement, retention, and recruitment have been profoundly affected by the aforementioned difficulties (Irpan et al., 2021). Big data and analytics, autonomous robotics, cloud computing, virtual reality, the internet of things, and artificial intelligence are just a few examples of the modern innovations that have brought about massive changes that have necessitated the development or acquisition of new skills for humans. Understand that when it comes to managing people, being creative, emotionally intelligent, and cognitively adaptable, technology and gadgets just can't hold a candle to a human brain. Accordingly, it is critical to recruit a fresh crop of workers who can take charge when needed and adapt quickly to changing circumstances (Cantoni & Mangia, 2019, pp. 232-235).

3. The Nature of Human Attribute:

You must have a complete grasp of the notion of character before you can begin to cultivate outstanding human resources with character. This is due to the fact that creating highly competitive and extraordinary human resources is strongly related to cultivating outstanding character attributes. Rooted in the Latin "Karakter and kharassein" and the Greek "Character," the English word "character" traces its origins back to these languages. Sharpening is the English word for making anything very sharp or acute. Reference: Iyansyah et al., 2021. A person's "character" consists of their own collection of traits, principles, and personality quirks, as stated in The Big Indonesian Dictionary. It is the result of an oblique translation of the word "character" from English into Indonesian. The best way to understand morality, say Joko et al. (2022), is as a person's core character. When it comes to aesthetics and personality, there are mainly three types of ethics or attributes:

3.1 Religious Attribute:

The beliefs and teachings of their religion are very important to this person. It is possible that this character's roots lie in its representation of religious philosophy and principles. The Islamic concept of *aqidah* includes this quality, and there may be good and bad sides to a person's religion. Many admirable traits are embodied by this character, including honesty, kindness, charity, patience, and compassion. "Akidah and Tawhid" are the two holy texts of Islam that serve as its cornerstone. The more a person's faith grows, the more their Christian principles permeate their whole being. Good Islamic religious character is shown when a Muslim steadfastly believes in Allah SWT, the Last Day, Heaven and Hell, and the concept of rewards and sins, also called "Faith in the Unseen." Genuineness, calmness, candour, and doggedness define this personality trait. These qualities are often fostered among Muslims by a commitment to spiritual development, strengthening of faith, and adoration of Allah (SWT) and the Day of Judgement (Kurniawan et al., 2021).

3.2 Moral Attribute:

This aspect encompasses a wide range of concepts, from ethics to the link between people and God to the connection between people and the natural world. This facet of character developed as a result of blending religious and scientific ideas with more conventional wisdom. The concept of "*Akhlak*" has a major role in shaping what is often referred to as moral character in Islam. This facet may take on good or bad forms depending on the circumstances. An upright Muslim always acts with kindness, humility, compassion, and mercy. Common components of treatment for this kind of character include strengthening moral character, taking into account the influence of one's religious, cultural, and environmental influences, and cultivating and acting in accordance with one's ethical principles (Kurniawan et al., 2021).

3.3 Performance Attribute:

Human endeavor culture and ideas constitute this character's foundation in performance. Additionally, it could be shaped by religious beliefs. In this person, a people's religious beliefs, work ethic, morals, and wisdom are encapsulated. Strong basic values, knowledge, and work culture of a community or country may have a profound impact on an individual's character and life accomplishments. This is only one of several ways that characters are categorized according to Mahfuzah et al. (2021). Consciousness, negligence, bravery, fear, and laziness are on opposite ends of a wide range of possible performance. Being consistent or opportunistic, truthful or dishonest, cooperative or self-serving are all possible qualities.

3.4 Predictions 2024 and beyond:

In many ways, the range of variety is expanding. New worries about diversity are cropping up. Workforce diversity in the United States includes people of many different races and ethnicities, including White, Black, Asian, bicultural, and Native American. A self-reported 17% Hispanic or Latino workforce was present, regardless of race. There has been a consistent rise in the percentage of women in the workforce, and it is now at 58%. The United States' demographic makeup is predicted to undergo a dramatic change by 2045, with the fastest-growing groups being Hispanics and Asians. For all intents and purposes, these minority

groups may soon outnumber White Americans. In order to make the most of their employees' varied skill sets, businesses should value diversity of thought and experience. Based on our study, teams who make an effort to understand and consider other viewpoints tend to do better in terms of Diversity, Equity, and Inclusion (DEI). They have a better grasp of the varied and worldwide needs of customers, are able to entice better talent, and come up with better ideas overall. The range of varieties is expanding substantially. At this point in time, the phrase "diversity" incorporates more than only racial and ethnic groups. Age (over five generations), gender, language, intelligence, and other characteristics are all part of it. Building inclusive and diverse companies is becoming more important to chief executive officers and chief human resources officers. Businesses will need to change to keep up with the rapidly evolving workforce, which is happening despite obstacles including educational inequality, prejudice, and outmoded ideas. While speaking with King Willem-Alexander of the Netherlands, it became clear that his nation is decades behind the US in terms of diversity acceptance. There hasn't been a social revolution, in his view, like affirmative action or the civil rights movement. There is a lot of ground to cover in this area, and it's not just one country.

3.5 Increasing workers scarcity:

Another issue related to population dynamics is the so-called "demographic drought." There is a noticeable decline in the workforce. Review the data that has been supplied. The ideal fertility rate, which indicates that families should have an average of two children, is 2.1, which is required to keep the population steady. Present fertility rates in developed nations are shown in Figure 1. Every industrialized nation's workforce is now functioning at or near its optimum potential. In 2045, the World Bank predicts, the population of industrialized nations will reach its peak. The only nations where this trend is likely to continue are those in Africa, Indonesia, and India. Several nations differ on this issue, yet this proves that immigration is the only way to achieve economic progress. The United States' strategy of welcoming around one million immigrants per year gives it a clear advantage. This problem affects countries like China and Japan that have relatively low immigration rates. The unemployment rate has dropped significantly in recent years, reaching a historic low of 3.5% in 2022. Not to mention the unexpected spike in prices, strong economic growth, and high employee turnover. Businesses with which we work are worried about the high turnover rate, especially among younger workers. Having kept their turnover below 10% for quite some time, a well-known investment bank has just announced that it has increased significantly, hitting double-digit levels. In this way, employees are given more agency. The most important thing to keep in mind for the next year is that you will need to change the way you interact with, keep, develop, and put your employees to work. To achieve all of those objectives, you will also need to adopt a fresh outlook on work and careers.

Figure 1: Transformation to Convergence in Industries

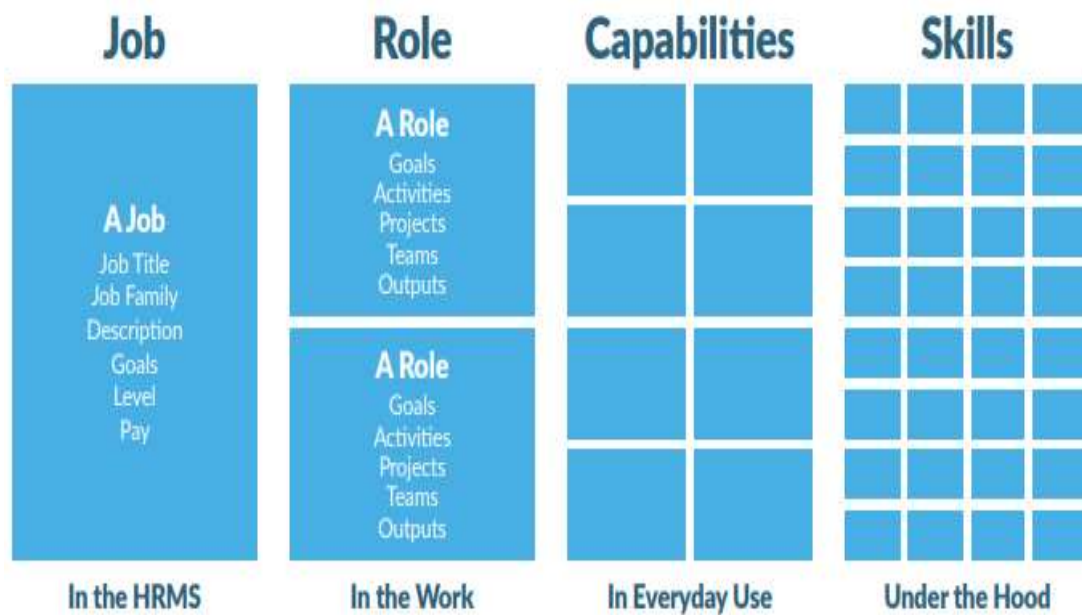
Retail	Healthcare	Banking	Telco	Media	Autos	Energy
Stores Logistics Food Service Deli Pharmacy Promotions Membership	Care Nursing Physician Facilities Emergency Research Insurance	Branches Products Sales Mortgage Risk Analytics Service	Infrastructure Network Management Service Technology Call Center Design	Talent Creators Production Movies Social Media Subscription Publishing	Design Manufacture Source Supply Chain Engineering Service Dealers Safety	Sourcing Exploration Production Refining Distribution Environment Safety Research
Last Mile Distribution	Informatics	FinTech	Media	Social Platforms	EVs	Batteries
Pharmacy Healthcare	Telemedicine	Crypto	Publishing	Creator Economy	Software Engineering	Solar, Electric
Financial Services	IT Cybersecurity	Insurance	5G	Metaverse	Semiconductors	Energy Systems
Omni Channel	Business Operations	Product Management	Consulting	Distribution	Data Services	Mining

Source: The Josh Bersin Company, 2023

3.6 Every company will get serious and pragmatic about skills:

It is not our intention to replace the competence models of the 1980s and 1990s with those focused on information and analytical reasoning. The scenario is so new that a fresh strategy is required. Flatter organizational structures that promote internal mobility, project-based assignments, and cooperation are first gaining popularity. More and more, especially in official contexts, the "individual" and the "occupation" are losing their connection. Employees nowadays often juggle many tasks inside their own businesses. The ability to do any of these jobs well calls for a unique set of talents. Capabilities are detailed explanations of the traits essential to succeeding in business, while competencies are the particular sets of information and talents needed to excel in a single occupation. We painstakingly recorded or referred to a handbook as we selected skills for the competency model phase. Afterwards, we meticulously matched each skill with an assigned job. There is a continual evolution of the present official matches. As an example, the skills needed in software engineering are always changing since new needs come up every few months. Keep in mind that the talents we're dealing with presently are varied, and that the need for each of them may change over time as a result of technological developments and changes in the job market. Using this data, a talent-focused company can answer specific business questions like how to improve overall performance, find employees with the right skills for a promotion, and assess candidates for internal positions. A growing number of businesses are putting a premium on skill development and encouraging their workers to do the same. In contrast to competency-based methods, this innovative approach to managing people stands out. Organizations will have a better grasp of the issue in 2024 when the technology industry stabilizes.

Figure 2: Understanding Jobs, Roles, Skills, and Capabilities



Source: The Josh Bersin Company, 2023

3.7 CEOs and CHROs will increase their focus on wellbeing:

In the middle of all the wellness initiatives aimed at improving employees' health, an intriguing finding has surfaced: it seems that productivity inspires wellbeing, not the other way around. Instead of focusing on encouraging longer work hours and offering substantial benefits, we should priorities creating a more reasonable workplace. Right now, we're going to take a look at the workforce. More than 81% of workers are suffering from burnout, according to Mercer's study. Unionization poses a serious threat to digital behemoths like Starbucks, Amazon, and Apple due to the growing belief in workers' agency and agency in decision-making.

The early career turnover rate for this year was above 26% at a well-known investment firm that is known for its dedication to low turnover rates. Improving staff flexibility, increasing compensation, and providing more prospects for professional growth is a trend that they are trying to emulate, as is the case with many other firms. A sea change has occurred in how we define health. From its humble beginnings as an additional benefit to be offered alongside vacation and insurance, it has transformed into a powerful tool for companies aiming to grow.

Both our previous studies and our current enquiries into human-centered leadership point to a deeper understanding of this topic among chief executive officers, chief financial officers, and chief human resource officers. To thrive in today's fast-paced technological and economic environment, they know they need dedicated workers who are both skilled and enthusiastic. Involvement is high. The happiness and health of Howard Schultz's workers has recently been stressed by Starbucks chairman Howard Schultz.

3.8 Productivity will become an essential measure of employee prosperity:

If you want to help your company or nation succeed, economists say you can either increase the size of your workforce by having more people, or you can boost productivity on a personal level. We have paid close attention to the first approach for the last fourteen years while ignoring the second.

Moreover, this adds a considerable extra hurdle to overcome. A basic thought that we'd want to share is this: in a perfect world, a team's output would increase as its size increased. If your recruiting strategy just prioritized expansion, leading to a decrease in productivity with each new recruit, would your investors be happy with the results? This is an important consideration when departing from the usual. They could be more likely to put that money into non-traditional investments. Not only did they have too many workers, but they also didn't know how to progressively boost output. Keeping this from happening at this point in the economic cycle is of the utmost importance. Design, in its many forms (such as design for teams, design for competences, and design for employment), is now at the center of this discussion.

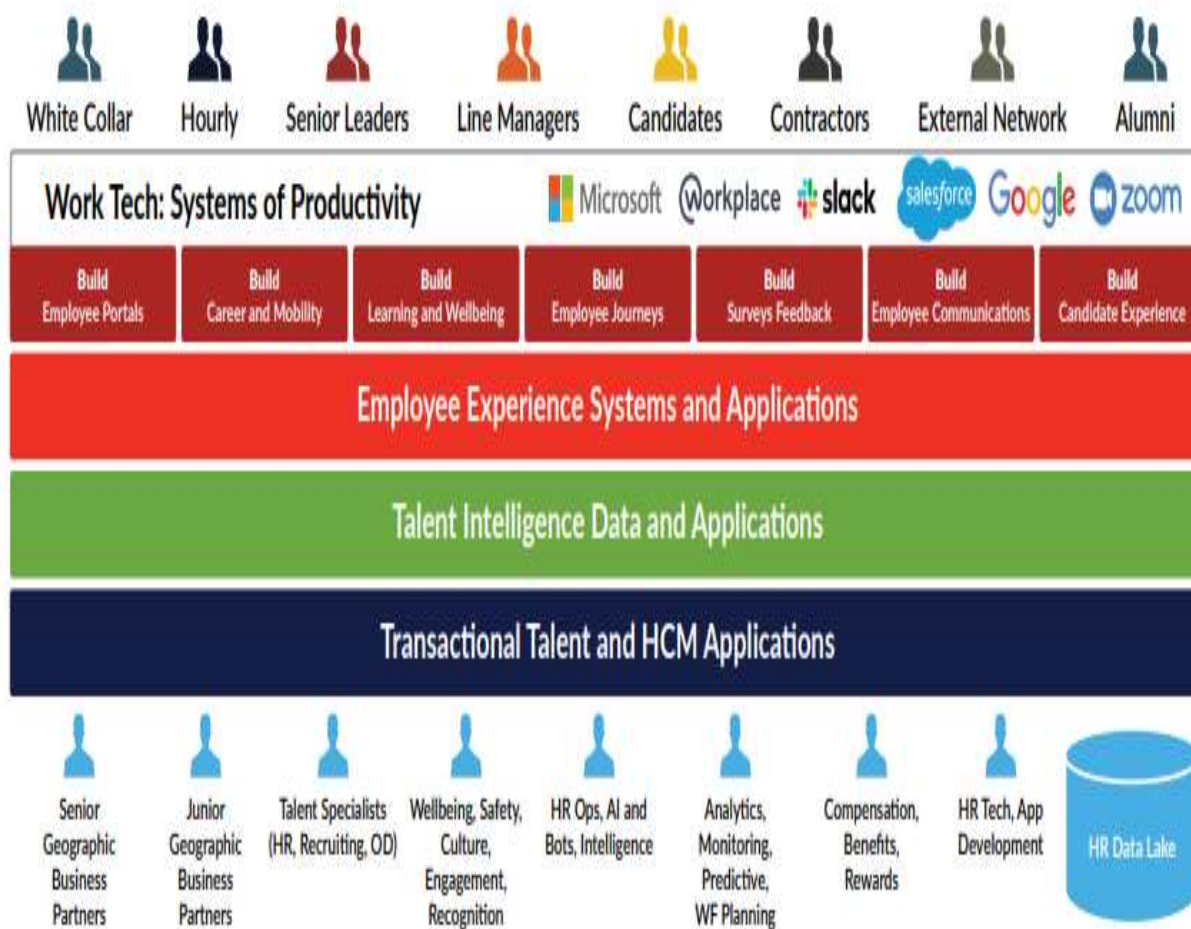
Will the team benefit from the knowledge and experience of a recently hired person with unique skills? Is it likely that this purchase will make the team more efficient? Would they, on the other hand, slow things down? We need to proceed with extreme care on this issue as human resources experts. Avoiding superficial "slot filling" and instead doing in-depth analyses of the company to consider ways to restructure roles for more efficiency is the way to go.

Figure 3: The Four Rs of Talent Intelligence



Source: The Josh Bersin Company, 2023

Figure 4: HR Technology—2023 and Beyond



Source: The Josh Bersin Company, 2023

Conclusion:

To attain and maintain peak performance on an individual and organizational level, good human resource management is essential. Human resource management in the modern digital age is always evolving to keep up with new technologies and has seen profound changes. Human resource professionals are facing a multitude of new possibilities and threats as a result of digitization. They will have to change how they do things if they want to make the most of technology and meet the changing needs of businesses and their workers. One major effect of the information age is the increasing dependence on AI and robotics in HR operations. A number of industries have benefited from the increased efficiency and precision, including payroll processing, performance management, onboarding, and recruiting. Modern human resource management strategies increasingly emphasize data-driven decision-making. Human resources experts may be able to glean a wealth of information on employee involvement, productivity, conduct, and overall business effectiveness from the mountain of data at their fingertips. By using analytics and HR data, organizations may improve their decision-making process for people acquisition, development, and engagement strategy. In any case, HR professionals need to strike a balance between being ethical and making use of data. Part of this is making sure everyone's privacy is protected and that decisions are fair and unbiased. The

modern digital age has significantly altered the nature of employment. As more and more companies adopt remote work and flexible work arrangements, HR professionals must understand the challenges and opportunities that come with this trend. Prioritizing the development of connections, support, and engagement among employees, irrespective of their location, and integrating effective technologies for communication and collaboration are both critical. Furthermore, as a result of the digital revolution, HR professionals today need to be able to react fast. A combination of technology and interpersonal interactions will characterize successful human resource management in the digital era. This will allow organizations to prosper in an environment that is always changing and driven by technology.

Human resources and business executives may look forward to a plethora of exciting and challenging events in 2024. Consistently optimizing hybrid work and improving the employee experience should be our top priorities. We must also make it a top priority to integrate our HR department better and increase worker productivity. In times of slowing economic growth and fierce job competition, many people look to talent intelligence and the Four R model for answers. It is recommended that you provide your HR staff more training, tools, and direction in order to maximize their productivity. Taking part in our Global Capability Assessment would be a huge boon for your HR staff. Talent Intelligence: This is a way to evaluate and contrast your skills. At this time, it is more important than ever to encourage learning, competence, and connections in the HR sector. In today's business world, human resources is undeniably a pivotal division. These days, it's not uncommon for a CHRO to juggle many responsibilities, including those of COO, COO of productivity, COO of culture, and others. This is due to the high need for people with people skills and the fact that good business management relies heavily on an in-depth understanding of people. Success hinges on one's intelligence, concentration, and steadfast commitment to continuously deepening their knowledge of people and organizations. Finally, we are looking forward to 2024, a year that will bring our company several firsts. As businesses face the difficulties of a slowing economy and priorities industry overhauls, retraining employees and reassigning them to other teams or projects is likely to become more common. Rethinking organizational structures and job descriptions should also be a top priority. Although resources may mount, the most innovative ideas will come from leaders who are willing to work with their teams and aren't afraid to try new things. Please know that we are here to assist you in any way we can as you put these changes into action. It is now clearer than ever before that we are here to serve as your trustworthy guide, expert assessor, and instructor.

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