

The People Dividend

Leadership Strategies for Unlocking Employee Potential

Mike Horne, Ph.D.

Chapter 1

The Human-Centered Workplace: Redefining Leadership

Have you ever worked with a boss who made you feel unstoppable? The kind of inspirational leader for whom you would have willingly ventured into uncharted territory? Leaders like these are unicorns in the world of work.

My own encounter was with a senior executive who cultivated an environment brimming with open dialogue, consistently upholding a policy of openness. He trusted me and encouraged me to speak up and stay involved. Regardless of the demands of his global responsibilities, he was always ready to listen to what I had to say. Sure, he wasn't thrilled with my work sometimes, and he told me so. Yet, his respect for me never wavered, and his interest in my perspectives was steadfast. Even on his off days, I never doubted that he cared.

In an era where organizational success is often measured solely in terms of financial performance and market share, the concept of people-centered performance emerges as a beacon for change, advocating for workplaces that prioritize human dignity, equity, and well-being. At its core, people-

centered management is a system that seeks to harmonize organizational success, measured by financial and operational objectives, with the well-being of employees. It is rooted in the belief that businesses should operate in sustainable, ethical, and beneficial ways to all stakeholders—including society at large.

Delivering people-centered performance reshapes our understanding of the workplace, refocusing on the well-being and growth of every individual. It is rooted in theories pioneered by psychologists such as Abraham Maslow and Carl Rogers, emphasizing the importance of addressing human needs and advancing an environment that encourages individuals to realize their full potential. Additionally, Mary Parker Follett's groundbreaking work in management theory highlights the significance of collaborative leadership and the holistic integration of individual and organizational goals. By integrating the principles of people-centered performance in the workplace, organizational leaders, just like the one I described, nurture a culture where employees feel valued, understood, and empowered to contribute their best work.

The evolution of humanistic management and people-centered performance reflects the changing workplace and the increasing recognition of the importance of human values in business operations. These principles are more relevant than ever in fast-paced, digital, and often remote work environments. For example, a telling statistic from the World Health Organization highlights the economic toll of mental health conditions like depression and anxiety, costing the global economy about \$1 trillion annually in lost

productivity.⁶ Human-centered methods are pragmatic strategies that directly contribute to the sustainability and profitability of businesses in the digitally connected world. These strategies and means offer an agenda for addressing the challenges of employee engagement, mental health, and the integration of work and personal life.

The development of people-centered performance stems partly from the evolving nature of the work environment, marking a critical shift towards honoring human values within business. Flexible work arrangements are one example of people-centered performance. Many companies in the technology sector (for example Dropbox, Slack, and Salesforce) have introduced policies that allow employees to choose where and when they work.⁷ This flexibility might include remote work, flexible hours, compressed workweeks, or job sharing. These initiatives recognize employees' diverse needs and life circumstances and acknowledge that a one-size-fits-all strategy is no longer viable.

The shift that is underway reflects a growing awareness of the critical role that employee well-being plays in the broader context of organizational success. It draws from a wellspring of thought leadership in human resources (HR) and organization development (OD). I take personal inspiration from Charlie and Edie Seashore, Dick Beckhard, Warren Bennis, and Peter Block, whose ideas and insights into organizational culture, leadership dynamics, and the essence of community in the workplace have been instrumental in shaping my strategy for people-centered performance management. By championing principles like

transparency, dignity, and collective progress, people-centered management aligns organizational objectives with the sustenance of the individual, a model that is not only effective but ethically grounded.

In the vast expanse of management theories, the allure of humanistic management lies in its simplicity and profound impact. It isn't about reinventing the wheel but shifting the pendulum to place humanity at the core of organizational life. By emphasizing the value of each individual, this method seeks to create an environment where employees feel genuinely valued as human beings with unique needs, aspirations, and potential. The philosophy extends beyond mere productivity and efficiency; it's about nurturing organizational cultures that celebrate diversity and convey a deep sense of belonging.

The significance of people-centered management cannot be overstated, especially in an increasingly automated and technology-driven world. Amid many demands, it's easy for executives to lose sight of their most valuable asset—people. This management strategy reminds us that, even in the age of AI and robotics, the human element remains irreplaceable. It's about leveraging technology to enhance human work, not replace it, ensuring that progress never comes at the cost of well-being.

Reflecting on the principles of people-centered leadership also reveals a broader societal impact. It encourages organizational leaders to consider their role in the community and the environment, promoting sustainable practices and social responsibility. In this sense, the

strategies you will learn in this book transcend workplace boundaries, contributing to a more just and compassionate world. It's an action-oriented testament to the power of placing people at the heart of business decisions. This strategy enriches employees' lives and promises long-term success and societal improvement.

Core Principles of People-Centered Leadership

The concept of people-centered performance requires a mental shift toward valuing human dignity, equity, and overall well-being within the corporate world and a departure from financial growth at all costs. I advocate for a blended approach where business success is achieved not at the expense of employees but through their growth and satisfaction. I am proposing an integrated framework where a corporation's financial objectives align seamlessly with the well-being of its people, asserting that a company's true success is measured not just by its balance sheets but also by its positive impact on its people and society.

The development of my approach is a direct response to the evolving dynamics of modern workplaces, characterized by their fast-paced nature, digitalization, and often, the physical distance between team members. It presents a set of principles tailored to meet contemporary challenges in employee engagement and the blurred lines between professional and personal life. The pioneers in this field have underscored the importance of cultivating corporate cultures that value community, transparency, and mutual respect, setting a standard for leadership that emphasizes the growth and development of individuals and teams.

At its essence, this is a call to return to basics—to recognize and nurture the human element in business operations. It suggests a shift towards viewing employees as integral stakeholders whose contributions extend beyond mere function. In an era dominated by technological advancement, this methodology is a vital reminder of the irreplaceable value of human insight, creativity, and connection. Through fostering an environment that prioritizes humanistic values, people-centered leadership lays the groundwork for enhancing organizational performance and making a meaningful contribution to global welfare.

To further encapsulate the essence of people-centered performance, it's essential to distill its guiding principles into actionable practices. Below are the key elements that organizations and their leaders can adopt to embody this management philosophy in daily operations. These practices enhance the workplace environment and contribute to employees' overall satisfaction and growth, thereby creating a great-place-to-work culture.

1. **Respect for the individual** underscores the importance of treating each employee as a person with unique needs, aspirations, and potential. It entails providing opportunities for personal and professional growth and recognizing the intrinsic worth of each team member.

2. **The importance of community and belonging** highlights the value of creating a sense of connection and community within the organization. This principle advocates for an inclusive culture where everyone feels valued and part

of a collective mission.

3. **Creating value through people** acknowledges that an organization's value lies in its human capital. This mode leverages employees' strengths, creativity, and innovation to drive organizational success.

4. **Leadership** plays a decisive role in aiding a humanistic culture. Leaders are not just figureheads but the embodiment of the values of empathy, transparency, and integrity. They set the tone for the organizational culture and influence how work gets done, thereby shaping overall success.

5. **Accountability and ethical considerations** are the bedrock of every successful organization. They ensure that goals are achieved in an equitable and just manner. This involves making decisions that are in the best interest of all stakeholders and upholding high ethical standards in every aspect of the business, thereby reinforcing a commitment to fairness and integrity.

6. **Empowering habitual learning and adaptation** underscores the recognition that an organization must encourage a culture of ongoing learning and flexibility to thrive. These principles advocate for creating opportunities for employees to acquire new skills, knowledge, and competencies that align with evolving industry trends and organizational needs. It moves us from seeing people as replaceable to recognizing them as renewable assets.

7. **Practicing sustainability and social responsibility** broadens the scope of people-centered performance beyond the confines of the organization, urging businesses to take an

active role in addressing global challenges. This principle underscores the importance of operating in a way that benefits the company and contributes positively to society. It calls for actions supporting sustainable development goals, reducing undesirable environmental footprints, enhancing community well-being, and aligning business operations with the broader social good.

My work as a global HR and OD leader has been instrumental in developing organizational cultures that emphasize the human element at work. By devising strategies for organizations, I have worked with executive leadership teams to kindle environments where respect for the individual is paramount, promoting inclusive practices that acknowledge the unique contributions of every employee. In efforts to nurture a community culture, my method has centered on creating strong, supportive networks within organizations. Through the encouragement of collaboration and open communication, the leadership teams I have worked with enabled a sense of belonging among employees, thereby enhancing teamwork and fueling cooperative success. Another pillar of my work, as evident in *Integrity by Design: Working and Living Authentically*, has been promoting authentic and ethical leadership.⁸ By exemplifying integrity and transparency in decision-making, I aim to assist you in establishing leadership standards that uphold trust and accountability.

The Relevance of Humanistic Management Today

People-centered management is more relevant than ever

in today's changing workplace. Shifts in work dynamics, driven by technological advancements and the global move towards remote and hybrid work models, have brought the significance of focusing on the human element within the organizational framework to the forefront. One compelling reason for its relevance is the direct correlation between employee engagement and productivity.

A study by Towers Watson underscores this point, revealing that organizations with high employee engagement report a 22% increase in productivity.⁹ This data crystallizes the importance of people-centered practices in upholding environments where employees feel valued and motivated, directly linking employee engagement to enhanced customer retention.

Leaders, as the architects of organizational culture, play a fundamental role in nourishing a people-centered environment. Research by the Society for Human Resource Management (SHRM) reveals that a culture of respect and dignity, when championed by leaders, leads to higher levels of job satisfaction and lower turnover rates.¹⁰ By acknowledging everyone's unique contributions, leaders can create a workplace environment that promotes inclusivity and appreciation, thereby contributing to improved performance.

A statistic from Deloitte's 2020 Global Human Capital Trends report emphasizes the growing relevance of people-centered management.¹¹ The report reveals that 93% of respondents agreed or strongly agreed that a sense of belonging drives organizational performance. This statistic

highlights the critical importance of nurturing an inclusive workplace culture where every employee feels valued and connected, a central tenet of people-centered management.

The importance of corporate social responsibility (CSR) and ethical business practices has gained prominence, influencing employee perceptions and loyalty. Employees are more likely to commit to organizations that demonstrate a genuine commitment to social responsibility, including ethical labor practices, environmental sustainability, and community involvement. The Edelman Trust Barometer supports this, indicating that companies perceived as socially responsible command higher trust from their employees, which, in turn, supports a stronger sense of community and organizational loyalty.¹² Therefore, people-centered management not only abets a positive internal work culture but also aligns with broader social values, making it highly relevant in any business ecosystem.

By prioritizing these core principles, organizations can unlock higher levels of innovation and productivity. This demonstrates the significant impact of people-centered management on individual and organizational success, positioning it as a competitive advantage.

Humanistic management and people-centered performance are intrinsically linked, with the former serving as the philosophical foundation for the latter's application in the workplace. Humanistic management celebrates an organizational culture that values each employee's contribution and potential by prioritizing individuals' well-being, development, and fulfillment. This approach naturally

leads to people-centered performance, where the focus shifts from narrow productivity metrics to a wider view of success, encompassing employee satisfaction, engagement, and growth. The relationship between humanistic management and people-centered performance underscores a contemporary understanding of organizational excellence, recognizing that truly effective performance is inextricably linked to human capabilities and spirit at its core.

The evolution of this work can also be contextualized within the broader economic shifts that have occurred over the past century. We moved from production-based economies to service-oriented businesses and, most recently, to information and digital economies, particularly in the developed world. This transformation has necessitated a fundamental reevaluation of management practices as the nature of work itself has changed. In the early industrial era, management theories centered mainly on efficiency, standardization, and optimizing labor for production. However, as service industries began to dominate, the focus shifted towards customer satisfaction, employee empowerment, and quality. The information and digital age further accelerated these trends, emphasizing innovation, knowledge work, and digital competencies. These economic transitions have underscored the need for a more nuanced management approach that considers the human elements of creativity, collaboration, and intelligence. As organizations navigate these shifts, the principles of people-centered performance have become increasingly vital, reflecting the growing recognition of the importance of human capital in driving sustainable success.

Historical Foundations and Key Pioneers

The development of the method presented in this book has been deeply influenced by the pioneering work of key figures in psychology and organizational theory, who have highlighted the importance of human values, ethical leadership, and the nurturing of organizational culture. Among these, Abraham Maslow, Carl Rogers, and Mary Parker Follett stand out for their contributions that have significantly shaped how managers and organizations approach cultivating environments that promote personal growth, community, and mutual respect. These are the lessons I learned in graduate school. While I will develop these ideas further in Chapter 7, it seems worthwhile to highlight the pioneers that shaped the approaches presented in *The People Dividend*.

Abraham Maslow's hierarchy of needs provided a profound understanding of employee motivation. It emphasizes that fulfilling employees' higher-level psychological and self-fulfillment needs can lead to more motivated, productive, and satisfied workers. This insight has become a cornerstone in developing people-centered management practices, which focus on creating conditions that allow employees to achieve their full potential.

Carl Rogers, known for his person-centered approach to psychology, emphasized the power of empathy, active listening, and unconditional positive regard in developing an environment where individuals feel valued and understood. His work has inspired management practices that prioritize genuine connections, open communication, and a supportive

atmosphere, enabling employees to thrive personally and professionally.

With her forward-thinking views on management and leadership, Mary Parker Follett advocated for power-sharing through "power-with" rather than "power-over" relationships and the importance of cooperation, negotiation, and integration in the workplace. Her ideas laid the groundwork for collaborative, inclusive management practices that value the voice and contribution of every team member, reinforcing the essence of humanistic management.

These pioneering thought leaders have contributed to a shift away from traditional, hierarchical management models toward more people-focused methods. Their work underlines the transition toward a human-centered paradigm in organization development, highlighting the ongoing evolution from purely mechanical organizational structures to genuinely valuing and nurturing talent.

My people-centered performance model also draws significant inspiration from the contributions of Edie and Charlie Seashore, Warren Bennis, Doug McGregor, Dick Beckhard, and Peter Block, luminaries in the field of OD and the human potential movement. These thought leaders have collectively emphasized the importance of understanding and leveraging human dynamics, potential, and motivation within organizational contexts. From McGregor's Theory X and Theory Y, which juxtapose different views of employee motivation, to Block's focus on stewardship and empowerment, and Bennis's distinction between managing and leading, each has contributed to a complementary

framework that values the individual at the heart of organizational processes. Beckhard's strategic insights into organizational change and the Seashores' exploration of group dynamics and interpersonal relationships further enrich this model, embedding principles of transparency, trust, and respect. Together, their pioneering work provides a robust foundation for my system, underscoring the belief that unlocking human potential is key to achieving superior organizational performance.

The historical trajectory of OD reflects a continuous effort to balance operational efficiency with the human needs of workers, integrating principles from psychology, sociology, and systems theory to view the organization in relation to its environment. The contributions of those cited have been essential in this respect, providing important concepts that inform current management practices and guiding a future where businesses succeed by optimizing processes and growing cultures that deeply value the human aspects of work. Through such a lens, the relevance of humanistic values, authentic leadership, integrity, and cultures that promote personal and collective growth becomes increasingly apparent, defining a path for organizations to thrive in an era characterized by change and complexity.

Humanistic Management in Action: Case Examples

Applying people-centered management principles in various organizations worldwide exemplifies the tangible benefits of centering humanistic values in business practices.

The following three examples vividly demonstrate how people-centered leadership can significantly improve that which is important to organizational stakeholders.

Examples of Organizations that Embody Humanistic Values

REI (Recreational Equipment, Inc.) is celebrated for its dedication to environmental stewardship and employee well-being. It offers flexible schedules, generous paid time off, and sabbaticals to promote work-life balance. Employees enjoy perks like gear discounts and the "Yay Day" program, which encourages outdoor adventures and conservation efforts. With a focus on diversity and professional growth, REI fosters a supportive culture that aligns employee satisfaction with its mission of promoting outdoor activities and environmental responsibility.¹³

SAS Institute has consistently been recognized for its outstanding workplace culture, high levels of trust, autonomy, and employee benefits. Their approach to management highlights the importance of valuing employees as individuals, which drives innovation and loyalty. This commitment to a people-centered approach enhances employee morale and significantly contributes to the company's overall success and reputation.¹⁴

Semco Partners, under Ricardo Semler's guidance, has achieved global recognition for its novel methods in management. The company exemplifies the principles of participative management and workplace democracy, offering employees exceptional levels of freedom in

determining their work schedules, roles, and involvement in decision-making processes. This culture of autonomy has enhanced employee satisfaction and furthered an environment of improvement and collective responsibility.¹⁵

Embarking on the path to human-centered management requires an enduring commitment to cultivating a culture that places the well-being, development, and empowerment of every team member at its core. This journey is commanded by a leadership team that embodies empathy, transparency, and open communication, setting a tone that values individual contributions while endowing a collective sense of purpose. By ingraining these principles into the organization's core values, leaders can instill and nurture an environment where employees feel genuinely valued.

To actualize this vision, leaders can implement policies and practices that reflect a sincere interest in employee well-being, such as flexible working arrangements, comprehensive wellness programs, and meaningful learning and development opportunities. As I have consistently learned and practiced, encouraging employee participation in decision-making empowers individuals and enhances performance. Companies can create more engaged workforces by treating employees as whole persons and respecting their lives outside of work. This pathway benefits employees and contributes to the organization's success, proving that putting people first is a strategic choice.

From an Employee Perspective

From the perspective of employees, the workplace

presents both opportunities and challenges. Employees today seek more than just a paycheck from their jobs; they seek meaningful work that contributes to their personal and professional growth. For instance, the trend toward remote work has provided employees with unprecedented flexibility, allowing them to balance their personal and professional lives more effectively. However, this shift also requires individuals to possess strong self-management and communication skills as the lines between work and home become increasingly blurred.

Another critical aspect from an employee standpoint is the demand for learning and development. With the pace of technological innovation, skills that were relevant yesterday may become obsolete tomorrow. Employees are, therefore, looking for organizations that invest in their learning and development, providing opportunities for upskilling and reskilling. For example, Google's "Grow with Google" program offers training and professional certificates that help people grow their skills, careers, or businesses, showing how companies can play an essential role in employee development.

Workplace diversity, equity, inclusion, and belonging (DEIB) programs are also paramount from an employee's perspective. In the global business environment, employees seek a workplace where diversity is celebrated and everyone has equitable opportunities to succeed. Salesforce's commitment to DEIB, which includes comprehensive annual equality updates and action plans, is a strong example of how organizations can create an inclusive culture. Such initiatives embed a sense of belonging and drive innovation

by bringing diverse perspectives to the table.

The role of feedback and recognition in enhancing the employee experience cannot be overstated. Employees thrive in environments where their contributions are recognized and their voices are heard. Adobe's "Check-In" performance management system, which focuses on regular, timely feedback rather than annual reviews, illustrates how companies can encourage cultures of improvement and recognition.¹⁶

Leadership greatly impacts employee motivation and engagement. It's often noted that managers and leaders are frequently discussed at family dinner tables. Leaders who demonstrate people-centered behaviors cultivate loyalty and trust among their teams. An example of such leadership is Alex Gorsky, former CEO of Johnson & Johnson.¹⁷ His dedication to ethical practices, employee well-being, and innovative healthcare solutions has significantly contributed to the company's robust culture and sustained success.

Sustainability and corporate social responsibility (CSR) are increasingly becoming factors employees consider when choosing where to work. Employees want to be part of organizations that are committed to making a positive impact on society and the environment. Patagonia's dedication to environmental causes, for instance, enhances its brand reputation and attracts employees who share similar values.

The integration of technology in the workplace is viewed as both positive and negative by employees. While digital tools can enhance productivity and collaboration, there is

growing concern about digital overload and the loss of human interaction. Employees increasingly admire organizations that find a balance between using technology and maintaining human connections, such as Slack's efforts to improve communication while promoting work-life balance.

From the viewpoint of employees, an ideal workplace caters to a wide range of their needs, ensuring that they have the opportunity to flourish in both their professional and personal lives. By prioritizing these considerations, organizations are likely to successfully attract, retain, and develop the most talented individuals.

Enhancing Workplace Performance with People-Centered Practices

As described earlier, the correlation between people-centered management and productivity is intuitive and empirically supported. This relationship becomes clearer when examining the intrinsic motivation employees experience when they feel integral to their organization's goals. Such environments elevate productivity and contribute to a culture of sustained improvement.

In the tech industry, the repercussions of poor management and leadership practices are stark. These practices have been directly linked to significant adverse outcomes, including marked decreases in productivity. The tech sector's relentless pursuit of productivity often results in toxic work environments that hinder output and innovation.¹⁸ Furthermore, the tech industry's quest for peak

productivity is ironic in that it can sometimes lead to counterproductive work cultures.¹⁹ These examples underscore the critical need for people-centered management to avoid such detrimental effects, particularly in fields where the pace of change and innovation is relentless.

Under the umbrella of people-centered management, creativity thrives. A culture that encourages risk-taking, values diverse perspectives, and treats failures as learning opportunities becomes a proving ground for success. When employees are liberated from the fear of judgment or repercussions for thinking outside the box, they are more likely to propose groundbreaking ideas that propel an organization forward. This highlights the central role of people-centered management in advancing innovation, undeniably crucial for organizational growth.

For example, Google, known for its innovative edge and dominance in the tech industry, famously encourages its employees to spend 20% of their work time on personal projects that interest them.²⁰ This policy, rooted in people-centered management, has created some of Google's most successful products, such as Gmail and AdSense. By treating failures as learning opportunities, Google has cultivated an environment where creativity flourishes. Employees feel able to propose groundbreaking ideas without fear of judgment or repercussion, moving the company forward and setting it apart from competitors. This path underlines the importance of creating and maintaining a supportive work culture and showcases how employee freedom can lead to significant innovations. This creative liberty sets a company

apart from its competitors.

The immediate benefit of people-centered management is that it enhances employee engagement, which leads to better customer outcomes. Companies can significantly elevate engagement levels by considering employees as their most valuable asset. Engaged employees are not just more loyal and less likely to leave; they also become advocates for their company, attracting like-minded talent and boosting a positive public image. This underscores the direct correlation between people-centered management and customer growth and retention.

To cultivate a people-centered culture, leaders must commit to an overarching shift that prioritizes employees' needs and experiences. This involves regular and open communication, genuine efforts to understand and accommodate diverse employee needs, and a commitment to ongoing improvement. Tangible actions that demonstrate a company's devotion to its people include inspiring collaboration and teamwork, recognizing and rewarding contributions, and promoting from within. The pathway to success begins with leadership's willingness to view success through the lens of their people's well-being and fulfillment.

Tools and Strategies for Implementing People-Centered Management

Implementing people-centered management requires a shift in both mindset and practice. Managers play a crucial role in this transformation, serving as models for the values and behaviors that define a human-centered workplace. Here

are some practical tips and strategies for embedding humanistic values into an organizational culture:

1. **Lead by example:** Demonstrate empathy, transparency, and respect in every interaction. Leaders should embody the humanistic values they wish to see throughout the organization.
2. **Foster open communication:** Encourage a culture where feedback is welcomed and valued. Implement regular check-ins and open forums where employees feel safe to express their thoughts and ideas.
3. **Invest in development:** Support employees' personal and professional growth through training programs, mentorship opportunities, and career development plans. Show genuine interest in their aspirations and well-being.
4. **Recognize and reward:** Acknowledge individual and team achievements publicly and regularly. Use recognition to reinforce behaviors that align with the organization's values, boosting morale and encouraging continued excellence.
5. **Promote well-being:** Implement flexible working hours, remote work options, and policies that support a healthy blend between work and personal life. Recognizing the importance of mental health and well-being contributes to a productive workforce.

By integrating these strategies, organizations can foster a human-centered culture that enhances productivity and

creativity and ensures employee satisfaction and well-being. A workplace prioritizing empathy, open communication, and personal growth creates a more motivated and loyal workforce. Recognizing achievements, supporting work-life balance, and encouraging diversity and inclusivity lead to a more innovative and resilient organization. Ultimately, people-centered management transforms the workplace into a thriving environment where both employees and the organization can flourish.

Conclusion

The shift towards people-centered management underscores a significant evolution in organizational philosophy, emphasizing success through genuine engagement and employee welfare. The unceasing importance of people-centered management for the future of work is critical to success. As the workforce continues evolving amid technological advancements and shifting expectations, the need for workplaces to prioritize human values over efficiency metrics becomes increasingly crucial. The future of work demands a paradigm where employee well-being is a precursor to economic success. Adopting humanistic management practices creates a strategic advantage.

The shift towards people-centered management will mark a crucial evolution in how organizations conceptualize employee engagement. The approaches I presented in this chapter provide an important framework for cultivating a workplace that prioritizes people. By redefining what it means to be successful, these strategies emphasize the

importance of including metrics (more on this in Chapter Three) of employee engagement and well-being alongside traditional financial indicators. This dual focus ensures a more rounded way of assessing organizational health and underscores the integral role employees play in achieving business goals. Encouraging participatory decision-making further empowers employees, giving them a voice in shaping the direction and policies of the organization, which in turn instills a deep sense of ownership and commitment.

Adopting a people-centered strategy in management and organization development strategies is beneficial and essential in creating an extraordinary workplace. This change represents a broader move towards more empathetic and humane business practices, setting a new standard for excellence in the corporate world. Organizations that commit to these principles are likely to see financial success and a more engaged workforce.

Reflection Questions for Chapter One

- How can leaders incorporate empathy into their management practices?
- What are the benefits of a workplace that prioritizes employee well-being?
- How can open communication impact organizational culture?
- In what ways can recognition of achievements motivate employees?

- How does a human-centered workplace contribute to the overall performance of an organization?

About The Author

Mike Horne, Ph.D., is a highly experienced global corporate human resources and organization development leader, distinguished executive coach, best-selling author, and sought-after speaker. He is dedicated to empowering aspiring leaders, executives, and teams to navigate transitions, excel in new roles, and increase their effectiveness and influence.

Since launching his coaching career in 2018, Dr. Horne has guided numerous leaders and teams in adopting goal-directed behaviors that create immediate improvements and long-term behavioral changes that sustain progress. Presently, he collaborates with industry leaders in biopharmaceuticals, technology, professional services, finance, and medical devices, among others. Dr. Horne hosts *The People Dividend Podcast*, a platform where meaningful dialogue, diverse perspectives, and inspiring stories come together to redefine the world of human capital. It currently ranks in the top 10% of all podcasts globally.

Previously, for nearly three decades, Dr. Horne held pivotal human resources and organization development roles, including the head of Human Resources for Gilead Sciences' research division, global leader of Talent and Development for Brocade, and head of Organization Development for Genentech. Before these positions, he served for fifteen years in human resources leadership roles for Nortel Networks, Marriott International, Willis Towers

Watson, and the National Labor Relations Board.

His current book, *The People Dividend: Leadership Strategies for Unlocking Potential*, describes the return on investment businesses experience through investing in their employees' growth and well-being. He highlights key areas for investment, including building trust, encouraging motivation, ensuring open communication, retaining employees, making better decisions, and enhancing the organization's reputation. He is also the author of *Integrity by Design: Working and Living Authentically*, which calls readers to their higher purpose and inspires them to work and live authentically.

Dr. Horne is the graduate faculty chair of Human Resources Management and Leadership at Golden Gate University (San Francisco). He holds multiple coaching credentials, including Immunity to Change and Positive Intelligence Coaching. He has provided strategic guidance to the American Foundation for the Blind and the American National Red Cross. Dr. Horne is a returned Peace Corps Volunteer (Solomon Islands).

Dr. Horne earned his Ph.D. in Human and Organization Development from Fielding Graduate Institute. He received a Master's in Human Resources and Organization Development from American University and a Bachelor of Science in Labor Relations from La Salle University.

You can contact Dr. Horne via his website, email, and phone number given below:

URL: mike-horne.com

Contact number: +1 760-636-4411

Email: info@mike-horne.com