



FASTCOMPANY

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03-12-21 | POV

## You are not the person you were before the pandemic

This is what an entire year since quarantine started has done to you.

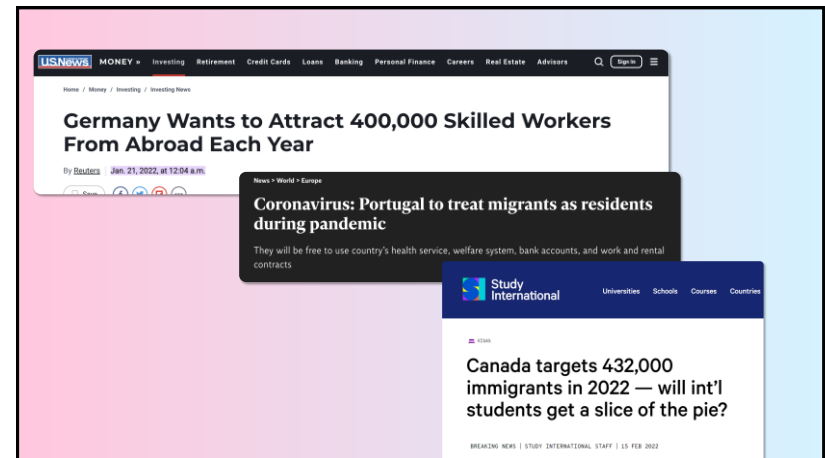
Special Report: COVID at 2 Years >

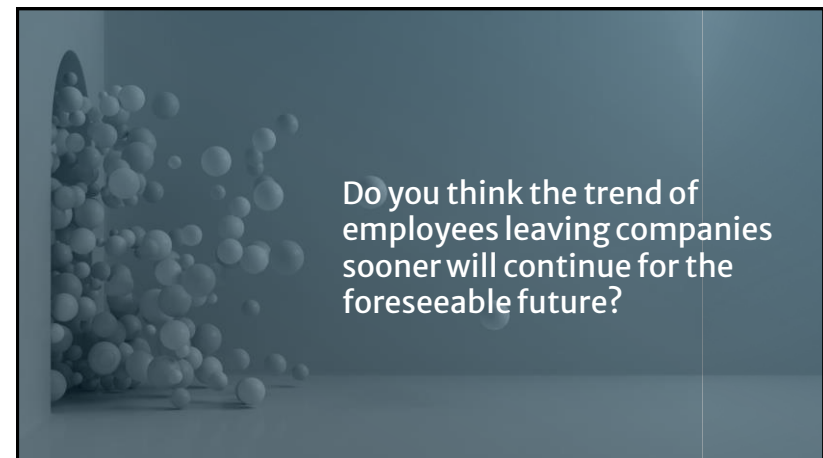
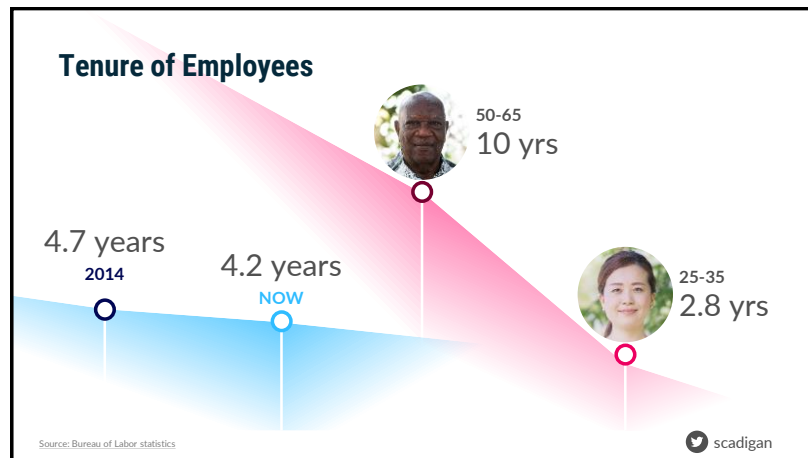
[NEWS SPECIAL REPORT]

## The Pandemic Has Changed Us, Permanently

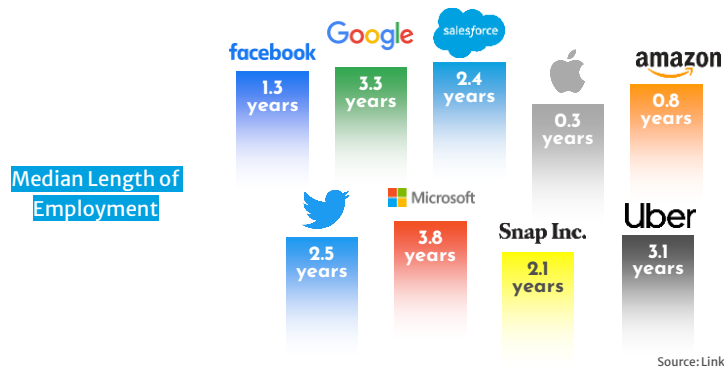
By Nick Tate

COVID-19 Has Changed Everything We Know, Including Human Interaction



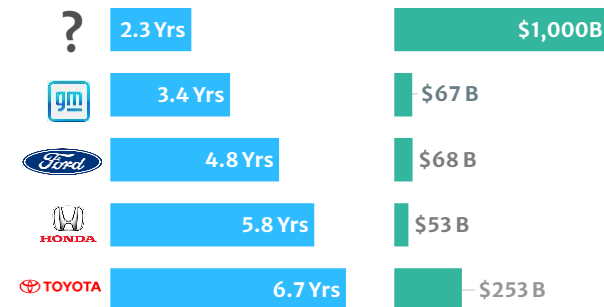


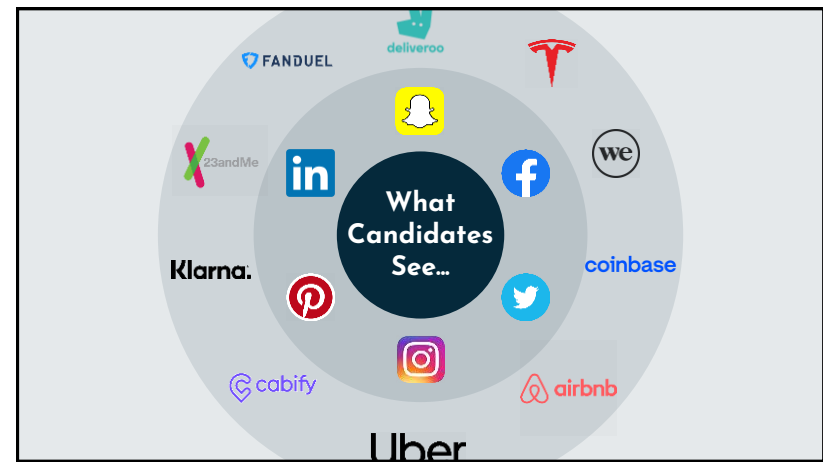
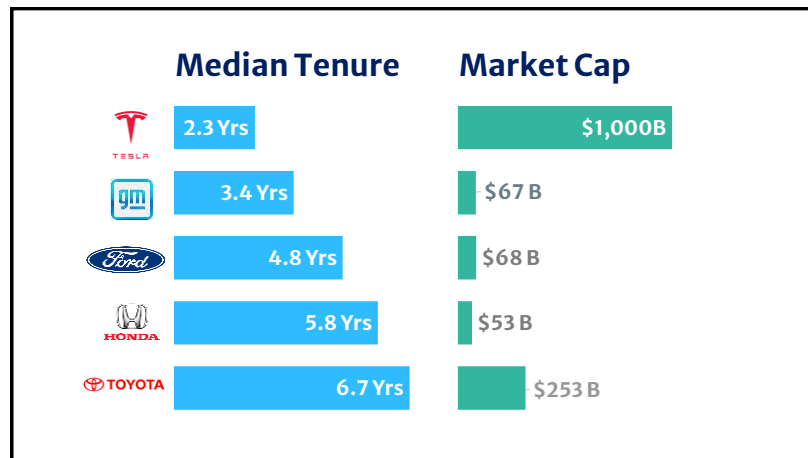
## Have We Overvalued Long Tenure?



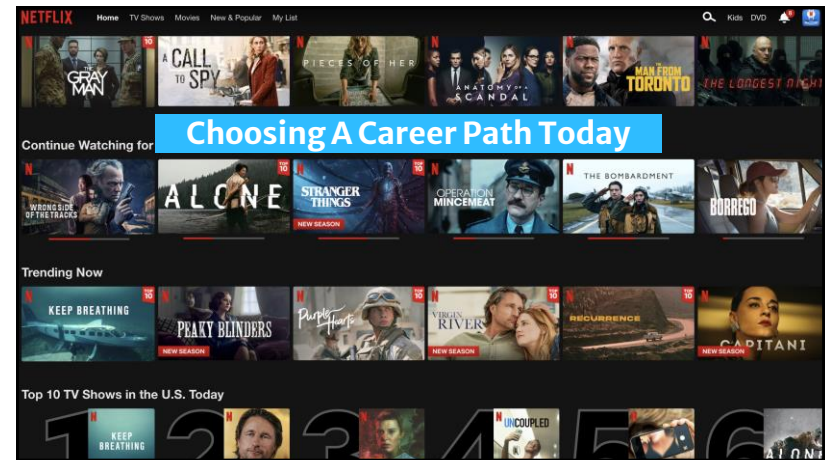
### Median Tenure

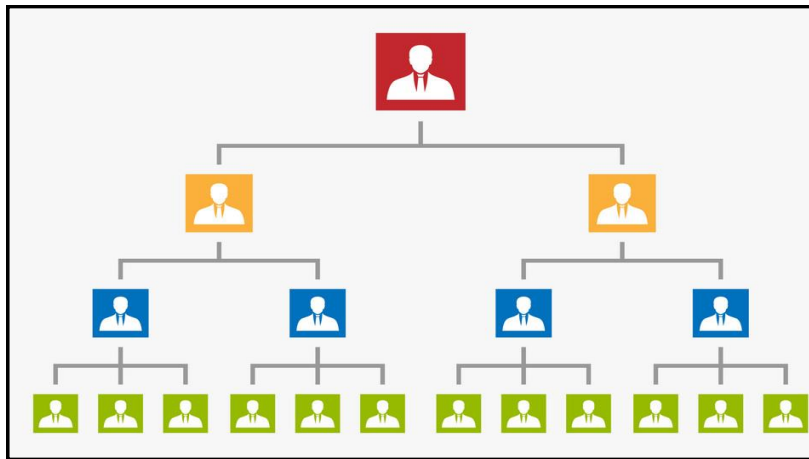
### Market Cap



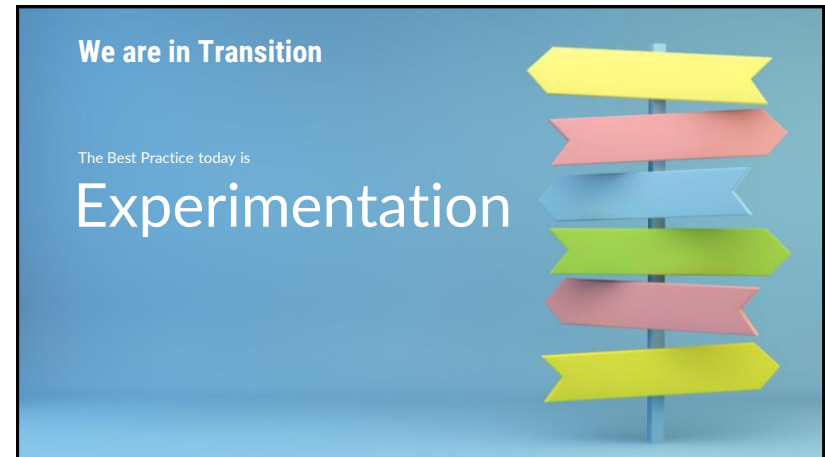












## Airline Industry – A Case Study



### CHALLENGES

1. Pandemic reduced air travel
2. Airlines reduce staff & flights
3. Many pilots & flight attendants retire
4. Cost of airline fuel rises dramatically
5. Demand for travel rises as COVID wanes
6. Airlines unable to fill key Pilot positions
7. 25% Laid off pilots not returning to commercial work – Move to private jets
8. Airline employees unionize more than ever – demand better treatment

## Airline Industry – A Case Study



### RESPONSE TO CHALLENGES

1. Airlines apply to reduce number hours required to be a pilot (fm 1500hrs to 760hrs)
2. Airlines apply to extend max retirement age
3. Airlines try to lure back early retirees
4. Airlines cancel shorter routes in favor of longer routes (which pilots prefer)
5. Most airlines dropping requirement for college degree
6. US Airlines Recruiting Pilots from Australia
7. Significant Compensation increases

### New Models for Work and Careers



### Talent Hacking & Alumni Strategy



*"We are Engaged in YOUR future"*



**My Chick-fil-A Success Story: Team-Member-turned-Team-Leader focuses on creating connections**

"As a company, business and family, it's very important that we all form connections and teach our Team Members how to connect with guests."



**My Chick-fil-A Success Story: From restaurant Team Member to fifth-grade teacher**

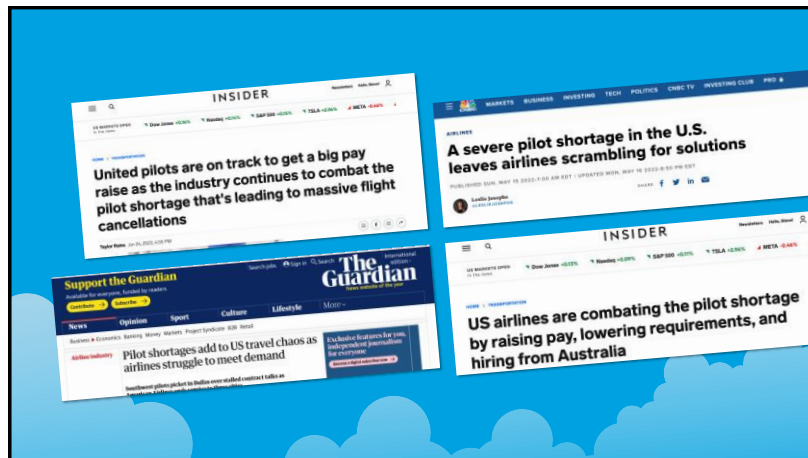
"I could go on and on about everything my local Chick-fil-A restaurant experience taught me. But if I had to choose just three lessons, they would be leadership, communication and teamwork."



**My Chick-fil-A Success Story: How being a Team Member prepared this ER nurse to care on the frontlines**

"Being able to have all my patients feel cared for and understood and listened to — I learned that skill from Chick-fil-A."





## Creating a Global Talent Pipeline



300,000 Player Evals

90 Countries

World-Class Talent



## Retain Our Relationships



## Rethinking Productivity

- Volunteers
- Internships & Apprenticeships
- Temporary Staff
- Independent Contractors
- Employees
- Secondment
- Outsourced Providers
- Partners

New Systems, Tools & Processes to Optimize Work

## Pillars of a New Talent Agenda

Engage in the Employee

Job and Work Redesign

Commit to Careers... not just to Employment

Developing Talent must be your Core Business

Own Your Talent Pipeline

We Have The Opportunity of a Lifetime

To Rebuild Better

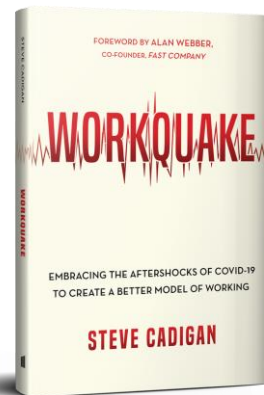
To Be The Benchmark

To Reimagine Your Talent Strategy

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## Welcome Our Panelists



**David Beach**  
SVP, CHRO Hospital  
Sisters Health System



**Katherine Bunting**  
PhD, RN, MSN, CEO Fairfield  
Memorial Hospital



**Jim Prister**  
FACHE, President & CEO  
RML Specialty Hospital