

THROUGH THE MAGNIFYING GLASS **NINE PREDICTIONS** FOR THE GLOBAL DEVELOPMENT SECTOR IN 2022

LG Consulting has gathered data from top executives in the international nongovernmental sector. Through the insights provided, we have identified nine key predictions for 2022.

The uncertainty and challenges of the past several years will continue in 2022, demanding our collective attention and calling upon us all to do more.

1 The Only Certainty is Uncertainty



We may have thought we were getting back to “normal” this year, but that’s not the case. In fact, we are now facing the reality that there is actually no such thing. This uncertainty will continue to present challenges for those running organizations. Simply, it’s difficult to lead others and move your organization forward when you can’t plan because change is the only thing on which you can count. We must accept that work is more difficult than we thought, and life will remain complicated. There are no easy solutions when you can’t anticipate what comes next. Despite the fatigue of thought and worry prevalent during uncertain times, we must reprioritize how we conduct our businesses. We are now called upon to take more action on the subject of complexity, including engaging in public-private partnerships, promoting systems thinking, accepting technology, and remaining nimble.

2 Forging Relationships in a New Hybrid World



"We'll have to figure out how to promote 3 Cs - culture, creativity, and collegiality - while working in a hybrid environment."

*--- Douglas Rutzen,
President and CEO,
International Center for Not-for-Profit Law*

Throughout 2020 and 2021, we unraveled the logistical impacts of remote and hybrid work solutions, which, in large part, were technology based. Now, the focus will shift to the interpersonal impacts. Leaders will be concerned not with who has the appropriate technology to "see" their colleagues, but instead with what organizational culture and creativity impacts this solution is having in the workplace. With the realization that inequities will continue to surface, as we are not going back to the old ways of working, there will be an increased focus on relationships, and in particular, mentorship. The question of whether employees are getting the support they need in a time where mental, emotional, and physical exhaustion and burnout are at all-time highs will be brought to the forefront. Specifically, in 2022, organizations will more closely monitor the alignment of productivity, creativity, and staff development and growth in a hybrid work environment.

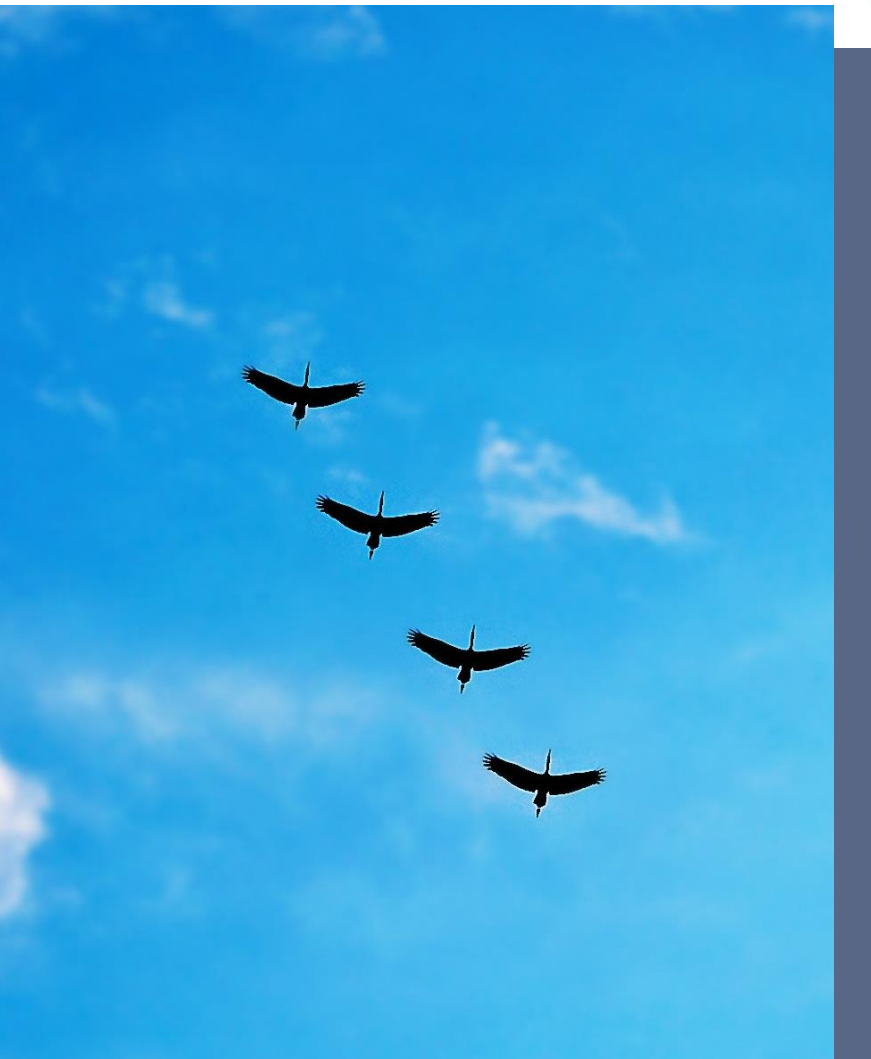
3 Collaboration Eases Fragmentation

More than ever, our time and attention are being divided by issues, challenges, and problems. However, when each one is crucial and a priority, its significance becomes diluted, and responses fragmented. This fragmentation is consequently leading to a fragmentation of resources, including leadership attention and funds. Simply, the question is – will there be enough of either to go around? And the answer will be found in collaboration. This is particularly important in the global sector, where unification is key to forward movement. With the increasing competition for resources, organizations will need to actively reprioritize and collaborate with others in order to properly allocate funds and time.

4 Welcome to the World, DEI

Over the past nearly two years, attention to diversity, equity, and inclusion (DEI) increased exponentially in the United States. However, there have been few solid efforts at the sectoral level. In 2022, that will change. There will be an increase in coalitions of organizations working on racial equity issues. With increased awareness across industries in the development/humanitarian sector, DEI will become a crucial investment in the sector's future success. Transparent, communicative, empathetic leadership will help to properly address issues and forge plans to advance DEI across the entire sector. Equity will gain global traction, making significant changes in how we work and with whom we do so.

5 The Great Realignment Begins



This year, the focus will shift from the actions of employees to the reasons behind those actions. This will be a year of reprioritizing and rethinking in all workforces, across all industries, and throughout the global sector. For example, the Great Resignation means something beyond staffing shortages. In 2022, organizations will begin to focus more on the “why” behind these actions through increased employee engagement. The realization that keeping employees engaged and fulfilled increases retention will permeate organizations. As such, retraining, reskilling, and an overall depth of perception into their needs will become new priorities.

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“I prefer to look at the Great Resignation through a positive lens: The Great Realignment. People are going towards what they want. They are making new choices based on greater clarity on where, with who, and how they want to spend their time.”

*- - - Fiona Macaulay,
Founder and CEO, WILD Network*

6 Digital Transformation Speeds Forward

Technology has shaped, and will continue to shape, all that we do. The digital transformation that the world has collectively experienced will neither stop nor slow down this year. 2022 will bring more innovation and connectivity in the global development sector, such as it has with 5G capabilities. However, with more innovation and connectivity comes more privacy issues, ownership issues, and, of course, cybersecurity issues. New issues will continue to surface, including how to protect those most vulnerable. Organizations will need to balance the benefits of increasing innovation with the minimization of risks.

7 Climate Issues are Hot

Issues surrounding climate change will become less of a political conversation and more of an organizational one this year. Organizations will have a renewed focus on working together to become more sustainable and environmentally conscious. More global organizations will begin to do their own “carbon audit” and pivot to be more climate informed, especially as it relates to international travel. The cost and carbon footprint savings weighed against the lack of human connection that can only be experienced internationally when someone immerses themselves in another culture will result in a new balancing act.

8 Bouncing Back with Resilient Organizations



The seemingly never-ending changes that we have all had to adjust to have brought the notion of resiliency to the forefront. However, in the global development sector, this resiliency is on the organizational level. We have spent an enormous amount of mental energy on uncertainty and ambiguity. And our brains are generally trained to make decisions and move on. Not being able to do so has caused stress, anxiety, and exhaustion. Organizations will shift that depleting energy to building change resilient organizations that can weather any storm moving forward.

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“In 2022, we need to look at the resilience of those who are most impacted by environmental and societal changes and discover what can we do specifically about that.”

- - - Brigit Helms,

Executive Director, Miller Center for Social Entrepreneurship at Santa Clara University

9 Local Work Leads to Local Decisions

The momentum for locally led development has increased both in the United States and internationally. It is no longer about policy. Rather, it is about a shift in mindset to how and where decisions are made. Power will be transitioned to the local levels, where the work is happening, strengthening the local development capacity. Decisions will be funneled down to the places where people who are most affected by a given problem or solution can make the best, most effective decisions. The resulting decentralization will ensure that work is locally led and managed.



2022
**MEANS MORE
COLLABORATION**



2022
**A DIGGING
OUT YEAR**



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