



C-TEN Executive Summary

Meeting Date: May 6, 2026

In person meeting at the HRO Today Forum

Advice | Support | Best Practices

Overview

This C-TEN meeting centered on the importance of personal and organizational balance amid rising burnout, AI disruption, and workforce uncertainty. Across multiple segments, the discussion reinforced that sustainable performance requires intentional self-leadership, stronger workforce planning, and a reset in how organizations think about retention, change, and well-being.

8:30–8:45 | Networking Breakfast

Informal networking and reconnection among members set the tone for the session, reinforcing the value of shared experience and peer learning within the C-TEN community.

8:45–9:45 | Guest Speaker: Michael J. Mannix – The 5Ls

Michael J. Mannix introduced his “5Ls” framework as a practical model for achieving personal and professional balance: Love (self-love), Laughter, Labor, Leisure, and Leave (knowing when to let go).

Key themes included:

- Burnout is widespread and deeply connected to lack of balance and self-care
- Self-love is foundational and not selfish—it enables better leadership and caregiving
- Humor, gratitude, and perspective improve resilience and mental health
- Leisure and recovery time directly improve performance and decision-making
- “Leave” emphasizes releasing what no longer serves you (habits, roles, or relationships)

He reinforced that small, consistent behaviors (time for self, gratitude practice, energy awareness) compound into long-term well-being and effectiveness.

9:45–10:15 | Group Discussion – Workforce Strategy & Retention

This discussion focused on two core challenges:

- Workforce planning is still reactive, not strategic
Organizations continue to respond to disruption (AI, labor shifts) rather than proactively design future workforce models.

- Retention is the critical gap
While hiring confidence is increasing, retention remains a major vulnerability—creating a “leaky bucket” effect where growth is offset by avoidable attrition.

The group explored the tension between optimism in hiring and the persistent inability to address root causes of turnover.

10:15–10:30 | Break

A short break provided space for informal peer exchange and reflection on the morning’s themes.

10:30–11:00 | Facilitated Discussion – AI, Automation & Workforce Balance

Led by Mike Sorensen, this session explored how organizations can balance AI and automation adoption with workforce stability, morale, and trust during periods of rapid transformation.

Key themes included:

- AI adoption is accelerating faster than workforce planning in many organizations
- Leaders are balancing efficiency gains with concerns about employee displacement, burnout, and morale
- Retention and engagement remain critical as roles are reshaped rather than eliminated outright
- Transparent, consistent communication is essential to maintaining trust during change
- Successful adoption depends on pacing transformation so employees can absorb and adapt to new expectations

Key insight: Leaders are under pressure to modernize quickly, but long-term success depends on guiding people through change in a way that preserves confidence, clarity, and organizational stability.

11:00–12:00 | Guest Speaker: Dr. Peter Cappelli – Sustainable Agility

Dr. Cappelli explored the concept of “sustainable agility” in workforce management.

Key themes included:

- Organizations are in a near-constant state of restructuring
- Continuous change can lead to fatigue, confusion, and inefficiency if not managed well
- Agile organizations must still provide stability, clarity, and realistic expectations
- The challenge is balancing adaptability with organizational coherence

The central question:

Can companies continuously restructure without overwhelming their workforce?