People and Talent-Based Circular Economy

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Future organizations will need help addressing the shortage of skilled resources. While a progressive education system would bridge the gap for some of these resource challenges, other challenges that we could encounter would be associated with the liberalization of workforces in the Gig Economy. The overall objective is not for the race towards being the biggest or best but for working in a cohesive ecosystem that would meet the growing business needs.

The circular economy is receiving worldwide increased attention to accelerate economic growth from the optimal consumption of resources. Cities and urban regions are a growing source of resource consumption and are increasingly recognized by national and regional governments as an arena to mitigate resource problems associated with urbanization. This research paper aims to prescribe the approaches that will help organizations adopt a Cyclic Economy to address the growing demand for skilled resources in the years ahead, thus capturing more value from resources.

Keywords: circular economy, human capital, talent pool, shared services, modern-day HRM

INTRODUCTION

In the future, resource efficiency will become one of the significant challenges for the coming decades (Cramer, 2014; T. Jackson, 2014). The current economic system is based on a linear take-make-waste model in which non-renewable resources get mined, processed, and used by an end customer (Andersen, 2006; Zaman & Lehmann, 2013). It is increasingly recognized that a linear economic system has been

detrimental to economic, environmental, and social aspects (Lozano, 2008). Sustainable Development (SD) has been introduced to address the complex dynamic interrelations among these aspects. The World Commission defines Environment and Development (WCED) as "development that meets the needs of the present without compromising the needs of the future generations." (WCED, 1987, p.8).

Circular Economy (CE)

The concept of Circular Economy (CE) is a rapidly evolving approach expected to lead to a balanced, sustainable, and still developmental society. (Ghisellini, Cialani, & Ulgiati, 2015). CE represents an economy in which resources are used in a more environmentally sound way and gets characterized by the creation of new business models, new innovative employment opportunities, improved welfare, and clear impacts on fairness in terms of both resource use and access (Stahel, 2014). CE evolves from an industrial economy, which designs out of waste and aims to reduce, reuse, and recycle biological and technical nutrients (Ghisellini et al., 2015). To increase the resource efficacy of the system, it is crucial to accelerate economic growth and prosperity from the consumption of finite resources (Cramer, 2014). The Circular Economy (CE) provides a coherent framework for systems-level redesign and, as such, offers us an opportunity to harness innovation and creativity to enable a buoyant, restorative economy to define a common language for the Circular Economy (CE). After interpreting and grouping various terms, seven key elements emerged that characterized most of the terms linked to the Circular Economy (CE) - Prioritise, Design, Incorporate, Rethink, Preserve, Collaborate, Use in various organization functions like manufacturing and production, raw material management, waste management, human resource management, finance, etc.

The research and understanding of this research paper are inclined towards exploring more about the benefits of utilizing the Circular Economy (CE) by Human Resource Development for "people and talent-based activity."

LITERATURE REVIEW

Human Capital Management

In a people-centric circular economy, Human Capital goes beyond the conventional definition of waste prevention and reduction rather than a changing mindset and social innovation across and within value chains. Human capital refers to the employees who work in organizations to increase their productivity and output. Known as the lifelines of the organization, the individuals strive to bring alive the company's goals & objectives with their skills, attributes, knowledge, and expertise. Traditionally, this pool of resources is known as human capital management (HCM), which includes hiring, training, supervising, and retaining the employee (A. W. Lewis,1954). Also known as people management – this is a function of developing and upgrading a resource while on your payroll to extract the best work from them. The recent advent of the gig economy brings increased workplace flexibility and a global & distributed workforce. A range of factors gets added to HCM that requires future planning to meet this development, including Occupational Health and Employee Exploitation both in the conventional sense and through the lens of the impending gig economy.

Performance Management

It's the measuring and documenting of an employee's activities vis-à-vis the goals set to get him/her feedback and create accountability for the employee's actions. It enables an organization to raise individual output and overall effectiveness within the team effectively. Most companies follow a biannual process to take stock and improve performance in the latter half of the cycle. The critical insight is creating a system that managers and employees consider fair. The means to do this is by linking the individual's goals to the company, coaching and upgrading the resource frequently, and ensuring varied compensation across levels. With an increasing number of agile talent or independent workers entering the market, it becomes challenging to reinforce performance management though it is imperative to bridge this gap. Measuring beyond the cost, schedule, and quality will help annihilate problems that crop up later when soft factors are

not discussed. Communication is key, wherein the agile talent can voice a concern before it becomes an actual problem. Two-way feedback is a must between the client and the freelancer. Sharing the news and acknowledging excellence is another means of ensuring seamless operations (Jon Younger, Norm Smallwood, 2016).

Occupational Health

While most companies follow safety norms as dictated by labour organizations, a parallel school of thought enforces safety regulations and the overall well-being of the employee, including social, mental, and physical welfare, to garner maximum productivity. It's termed occupational health. Any job detail keeps a person occupied for 8hrs of the day, be it a farmer on a plantation or a top executive at an MNC. With one spending so much time and effort at the workplace, a healthy environment is a must. Employers have even started incentivizing healthy practices at the workplace (vegan food in the cafeteria, free gym memberships, Zumba/yoga workshops in the office, an on-call weekly nutritionist, and sometimes, even a psychologist). Alternatively, successful health coaching (professionals who help you turn action into a plan) is another way of pushing the employee to move from ambivalence about adopting healthy behavior to embracing it. Positive results have been experienced in as little as a 15-minute encounter (Rollnick et al., 2008). With the contingent workforce, because companies claim not to employ the people providing the service of independent contractors, gig businesses deny adhering to various labor laws. Therefore, most do not offer medical benefits.

Employee Exploitation

The asymmetrical power relationship between an employee and his employer, wherein the latter mistreats the former for his gains, is employee exploitation. Child labor, sexual exploitation, forced labor, and slavery are some forms of exploitation in underdeveloped countries and for blue-collar workers. In the corporate world, exploitation exists in subtler ways. Unfair appraisals, not receiving any credit for the work done, overtime, and biases, are examples of the modern slave. The only way to break this vicious cycle is to identify that you are being exploited, conduct a stealth job search on the side, and eventually quit the job. In the gig economy, workers pay a considerable price for flexibility. They are not entitled to statutory protections such as protection against unfair dismissal, redundancy, or sick and holiday pay. With long periods without work, these individuals lower their wages for services rendered and hence face exploitation.

Hypothesis 1: *Human capital plays a significant role in organizational performance in the circular economy.*

Industry Culture and Practices

The shift to a Circular Economy (CE) concerning people and talent would involve a radical change in industry culture and practices. First, employment laws will have to be revised to suit the demands of the gig economy. Outdated employment laws and legal complications are threatening the acceleration of the gig economy (Atmore, 2017). Another challenge will be to integrate in-house resources and independent contractors. Co-working centers are one possible solution for this challenge (Kubátová, 2016.). Lastly, access to training and developing activities are considered elements that are needed from industry culture and practices to drive the growth of the Circular Economy (CE) for people and talent.

Employment Laws

The gig economy does not fit into the traditional work relationship and also the existing legal definitions of "employee" and "independent contractor" (Harris et al., 2015.) Independent workers can choose to work with any number of intermediaries. It means no single employer can bear the cost of benefits and protections received by employees (such as unemployment insurance or maternity benefits.) However, providing such benefits is essential for the development of human capital. Among all the benefits, health insurance, paid vacation, flexible working hours, and paid sick leave work favorably, particularly for new businesses (JG Messersmith et al., 2017.) There's fear that the growth of the on-demand economy could end traditional

benefits available to employees. As on-demand companies such as Uber become more popular, it becomes essential to create new definitions of workplace accidents and injuries (G Stephanie, 2015.) Another challenge is the risk of workforce exploitation, especially among millennials, in the sharing economy. Sharing economy platforms have pushed wage levels to the minimum (E Hunt, 2017.) The industry will have to work together to get the government to change employment laws to meet these challenges and encourage greater worker participation in the gig economy. There's also an opportunity for intermediaries such as Uber, Fiverr, and Upwork to pool their independent workers and use their scale advantage to provide benefits like insurance and retirement products (Harris et al., 2015.)

Co-working Centres

Co-working spaces are bottom-up spaces for workers who seek independence and collaborative networking (Lange, 2011). Social relations are the key factor driving productivity across co-working spaces (Gandini, 2015.) Industry and employers will have to work together to establish co-working centers that allow freelancers with similar skills and knowledge to work together and get their full-time employees to work out of these centers on a need basis. It would mean people with similar skills, say software development, will work together from a single location, irrespective of whether they are in-house employees or independent contractors. One of the benefits for full-time employees is that spending time away from the office at a coworking space can help generate new ideas (Gretchen. Spreitzer et al., 2015.)

BCompetency-based Training

It's a structured approach to training and assessment to achieve a specific objective. Competencies can be a set of knowledge, skill, behavior, or attitudes to deliver outstanding performance. Competency-based training helps an individual to acquire skills and knowledge to perform a specific task with a standard. Working in complex organizational environments, training practitioners often need to pay more attention to particular steps and principles (Wu, 2013). Competency-based training (CBT) clearly defines the outcomes wherein the learner and trainer know precisely their expectations. Results confirm that core CBT can positively affect performance, perceived confidence, and intentions to apply learned content and can provide a broader social justice framework to the role of the individual (Ruiz et., 2012)

Hypothesis 2: *Industry culture and practices have a significant role to play in promoting the growth of the Circular Economy (CE) for people and talent.*

Resource Management Within Organizations

Human Resource Planning, Staffing, and Staff planning are at the heart of every organization that deploys people and ensure that at the heart of every business, there is a team that helps ensure Resource Management is the true unsung hero in organizations.

Resource Sharing Across SBUs

Resource management, in simplistic terms, is a specialized group that ensures that staffing needs get met within the organization. The optimal requirement of incentive systems for general managers of SBUs is a function of the scale of resource sharing (Gupta & Govindarajan, 1986). Some of the critical value-adds that a team derives are:

a) ERP planning and deciding the staffing strategy and planning for the year
b) Staffing and planning on every project for every client deliverable
c) Ensure that the right people get staffed for the project leading to client satisfaction and on-time delivery
d) Normalize staffing levels. Ensure productivity is met for all professionals at a standardly prescribed norm by the organization
e) Improve Quality and Bandwidth availability of resources, managing and effective planning of Resource schedules

f) As per the current industry standards, Resource Management is widely accepted and used as a Corporate Level and Client Service group within the organization.

Training & Development

The last several years have seen rapid expansion in the use of part-time workers across all industry sectors. However, part-time/flexible workers are among the least active and developed parts of the labor force (Goulding et al., 1997.) One of the barriers to training flexible workers included financial constraints, as the organizations needed to pay for their training. Other conditions included matching training hours to working hours and managers' reluctance to train flexible workers (specifically those on short-term contracts.) As a result, the study concluded that flexible workers did not have adequate training opportunities.

Another study in Australia concluded that casual employees are much less likely to indulge in formal training activities than regular employees (R. Curtain, 2001.) The paper proposes individual traineeship and individual learning accounts as one possible solution to this problem. The idea is to limit the employer's role in providing employees with training. In addition, personal learning accounts would mean the government gives a tax incentive to those who invest in their training and development.

The idea of making individuals responsible for their training get backed by a 2014 study on multiple job holding, skill diversification, and mobility (Panos et al., 2014.) The study argues that there's evidence of individuals using various jobs to obtain new skills and expertise and use them as stepping stones to new careers. Therefore, if individuals are made responsible for their training and compensated accordingly, this can further boost the gig economy's growth.

Hypothesis 3: *the efficiency of human resources training and development results in organizational growth.*

Technology

Technology is evolving unbelievably fast and has become an innate part of our lives. Increased global connectivity, advancements in dispensation power, and the flow and gathering of data enable technological innovation at a magnitude we have not seen before. In the past, economies have profited from technological change, and although these shifts occurred over time, the effect of technology is accelerating progress remarkably. For example, Internet penetration, data availability, and usage of mobile phones have risen steeply, fuelled by the rapidly dipping cost of hardware.

Digital Footprint of In-Demand Talent

Two significant technological advancements are managing work online and evolving HR through online platforms that help discover an on-demand liquid workforce'. Most recently, it has been seen that work management is going online, thanks to technology. Some available platforms allow for planning, managing, and executing work remotely. In addition, Digital platforms are making work collaborations very effective online. Mobile and remote workers are slowly becoming a large part of the workforce. Companies of different sizes are replacing traditional tools like email with tools like Google Hangouts and Slack. These tools enable communication for newly virtualized and distributed workplace environments (Accenture 2017). Slack passed 3 million daily active users and 930K paid seats (VentureBeat, 2016). Other tools like Mural provide a platform for collaborative brainstorming and innovative design thinking. Large enterprises like Accenture use tools like Mural as a virtual design environment to organize and share thoughts. In addition to these advancements, freelance websites have started integrating online work management features into their services and found their way into bundled offerings. In recent years, $7 billion has been invested in various technology start-ups. On the other hand, Oracle, Workday, and others compete to be leaders in the overall human capital market. These human resource technology start-ups get spread across a wide range of categories that look after payroll (Gusto), online benefits for employees (Zenefits), and operations (OneSource Virtual).

Creating Platforms for Talent Pools

While online work management is crucial, it is still just half of the story; some platforms enable businesses to meet their labor requirements by exposing them to skilled workforces. In the era of intelligent algorithms, ensuring transparency and efficiency in matching workers and employers is simpler. The freelance website Upwork is an example of s platform where fast-paced companies can forego their long-term traditional workforce and recruit independents with relevant skills and experience. The supply of skilled freelance workers is growing, thus making on-demand labor quick to increase a company's workforce. According to a 2016 Upwork / Freelancers Union study, 55 million, or 35% of the total US workforce of 159 million, are freelancers. A growing part of the US economy, freelancers, earn almost $1 trillion, which is 6% of the $18+ trillion US economy – with a vast amount transacted online. (Upwork 2016). Currently, talent acquisition and management follow practices such as preparing and maintaining records of the employee lifecycle from hiring to termination, finding and hiring employees, engaging with them on HR policies, etc. In the future, the same practices will be done by using applicant tracking software and information systems that enable streamlining of HR processes, applying analytics to the available company to develop insights on hiring trends to match general skills to projects and increasing focus on finding and hiring the right recruits to develop current employee skills. HR leaders will have to adapt and operate in this new age. Newer operating models, technologies, and employee expectations require more unique capabilities, skills, and mindsets. HR leaders should begin by examining the current capabilities of their teams and assess existing HR strategies before redefining roles in the future. The benefits reaped will equip them to add real value to their businesses in the future's challenging and dynamic, technology-driven environment. Freelancers can continue to add to the workforce while the critical parts of the internal force get transformed. Instead of an old-style workforce structure where individuals get hired for a single full-time position, an approach that supports hiring an on-demand liquid workforce for specific projects based on skills, knowledge, and staffing needs will be the approach that thrives in the Circular Economy (CE) led by digital technology (Accenture 2017).

Hypothesis 4: *Technology plays an important role when it comes to human resources development and organizational goal promotion/achievement*

RESEARCH METHODOLOGY

Primary research got conducted through expert interviews and an online survey questionnaire. The survey contained 17 questions based on variables/sub-variables (figure 2) and four on participants' demographic details. Responses for all questions got measured on a five-point Likert scale. Pilot testing got conducted with a sample size of 30 respondents working professionals. The expert interview was also shown to gather additional input, and after Pre-testing, the final questionnaire got circulated to all the stakeholders. In addition, the questionnaire was sent to the HR personnel witnessed by the professional in day-to-day transactional activities between the human resource department (HRD) and their workforce through social media (LinkedIn, Facebook, and WhatsApp). The Survey link was distributed to about 250 participants, out of which 203 attended the survey (34% response rate). Partial Least Squares path modeling was preferred for research studies for its flexible modeling and for identifying key drivers (Hair, 2011). The data analysis was carried out using ADANCO 2.0.1 to develop and evaluate the structural model and the causal relationships between the dependent and independent variables.

DATA ANALYSIS

Reliability & Validity

Jöreskog's Rho and Cronbach's alpha (α) were used to evaluate composite reliability, a measure to understand the integrity and homogeneity of the model (Werts, Rock, Linn, & Joreskog, 1978). Jöreskog's rho values were more than 0.85, and Cronbach's alpha (α) was more significant than 0.744.

TABLE 1

Construct	Dijkstra-Henseler's rho (ρ_A)	Jöreskog's rho (ρ_c)	Cronbach's alpha(α)
P & T Based Eco	0.8636	0.9166	0.8632
Human Capital	0.8167	0.8880	0.8109
Resource Management	0.7705	0.8854	0.7444
Technology	0.7827	0.9001	0.7784
Ind Cul & Practice	0.8882	0.9260	0.8803

Data got tested for validity (convergent and divergent validity**.** Concurrent validity is a parameter used to assess two measures of constructs that should be related hypothetically are related. For each independent variable, convergent validity was used to examine the construct validity using conformity scores; the acceptable value for the AVE should be equal to or above 0.7 (Campbell & Fiske, 1959; Carlson & Herdman, 2012).

TABLE 2

Construct	The average variance extracted (AVE)
P & T Based Eco	0.7857
Human Capital	0.7255
Resource Management	0.7945
Technology	0.8183
Ind Cul & Practice	0.8067

Discriminant validity is a parameter used to assess whether constructs that are supposed to be unrelated are unrelated. The degree of differentiation between the variables got examined by determining whether the AVE of other constructs was lower than the square root of the average variance extracted from a specific construct (Campbell & Fiske, 1959; Carless, 2004).

TABLE 3

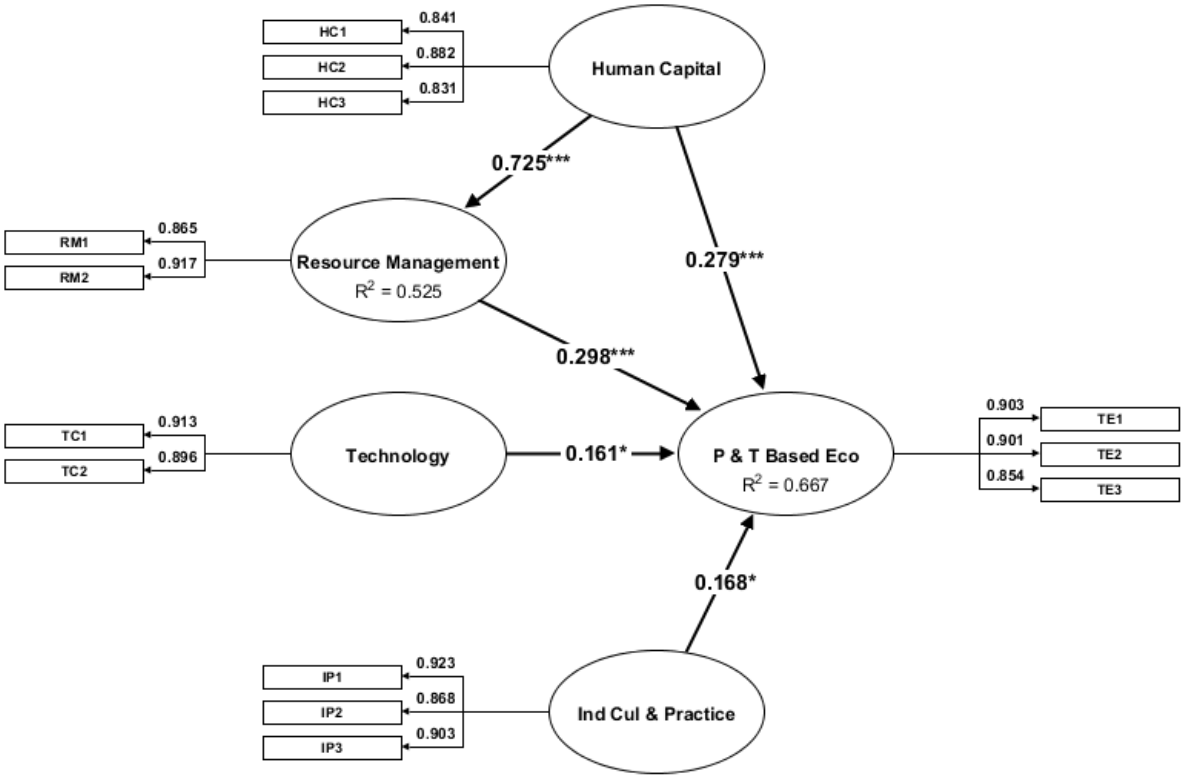
Construct	P & T Based Eco	Human Capital	Resource Management	Technology	Ind Cul & Practice
P & T Based Eco	0.7857				
Human Capital	0.5600	0.7255			
Resource Management	0.5421	0.5250	0.7945		
Technology	0.5099	0.5690	0.4889	0.7183	
Ind Cul & Practice	0.5369	0.6099	0.5356	0.6318	0.7067

Path Analysis

A unique structural equation modeling (SEM) case is path analysis or causal modeling. In path analysis, single indicators are used in the causal model for each variable, and the strength of each path is calculated as a product of the path coefficient along that path. In our research, the value of $R^2 = 0.667$, which is acceptable and supports the model (Hooper, Coughlan, & Mullen, 2008)

RESEARCH FINDINGS

H1: Human Capital Plays a Significant Role in Organizational Performance in the Circular Economy.



As the going gets, more authoritarian organizations emphasize human capital development to put economic growth on a higher pedestal. It got reflected in data analysis, *hypothesis H1, i.e., Human capital plays a significant role in organizational performance in the circular economy with (t=5.6907, β=0.4953 and P<0.05) strongly supported.*

H2: Industry Culture and Practices Significantly Promote the Circular Economy's Growth for People and Talent.

The industry's move towards a circular economy will require competency-based training and a radical change in industry culture and practices. They will have to adapt themselves to the changing needs and mindset of an independent contract-based work approach to harness the potential of the gig economy. *Hypothesis 2: Industry culture and practices have a significant role to play in promoting the growth of the Circular Economy (CE) for people and talent with (t=1.9844, β=0.1685 and P<0.05) was supported.*

H3: Human Resource Training and Development Efficiency Results in Organizational Growth.

Scaling up human assets through training and development has been considered an extra extravagance in the circular economy. The prospects of any association rely upon its HR explicit expense for creating individuals for advancement to higher hierarchical administration. While these perspectives convey some legitimacy, it is quickly becoming evident that skill enhancements should be the trend in society and the need for changing times. Hypothesis H3: The efficiency of human resources training and development results in organizational growth *(t=3.7737, β=0.2979 and P<0.05) was strongly supported.*

H4: Technology Plays an Important Role When Income to Human Resources Development and Organizational Goal Promotion/Achievement.

The rise of digital technology has changed the outlook of life, the way we live, the mode of communication and the way we communicate, new business platforms and the way we conduct businesses, the channels of entertainment, and the way we spend Our leisure time, and much more. Adopting technology within an organization was considered cost reduction, automation, and increased efficiency. Still, human-machine collaboration's value is becoming visible and becoming an integral part of growth and development (Accenture 2017). It was also clearly reflected in the analysis of the survey, *hypothesis H4: Technology plays an important role when income to human resources development and organizational goal promotion with ($t=2.1181$, $\beta=0.1611$ and $P<0.05$) was also supported.*

MANAGERIAL IMPLICATIONS

In 2015 the European Commission published its action plan 'Closing the loop' that sets the pathway for the EU transition from a linear economy of extraction, manufacturing, consumption, and disposal towards a circular one. A circular economy mirrors the systems we find in nature where the elements' lifecycle never ends but follows closed loops in which nothing gets discarded. It is the EU's strategy towards a low sustainable carbon, resource-efficient, and competitive economy.

Closing the loop means that what today we see as waste that needs to be cleaned up has the potential to create more value as a resource that can get reused infinite times. In addition, the transition towards this economic model will generate new opportunities for the labor market. More skilled labor will be needed in an economy with fewer material resources.

What does this transition mean for the human resources sector? The shift towards a circular economic model also requires a different approach to the daily work we all perform. Diverse thinking is necessary to reorganize the set of skills, knowledge, and competencies we have. In a circular economy, workers must develop long-term and interdisciplinary thinking to sustainably and environmentally perform their jobs. Creativity, consciousness, and proactivity can strengthen human resources' capacity and competencies. According to circular economy principles, the development of human resources is an essential precondition for a sustainable and competitive economy.

OPPORTUNITIES

To be successful, the organization must restore its focus to the unique talent of its human capital and transform these talents into long-lasting performance. They must put Humans back into the human resource by building practical tools, processes, and initiatives around the development of each employee. The organization must train its employee in various business functions and knowledge of different work units. It will enable an organization to interchange one individual employee with another department for better performance. It will also help individual employees to gain knowledge about various functions and align themselves to prove a chance of better performance.

Understanding how to manage and motivate people requires business leaders to adopt several progressive strategies. The heart of the talent economy is the people who represent it. Competitive advantage still needs to be discovered. Outside of perks and high wages, another strategy is a "circular workforce," as this helps build a pool of multitalented workforce.

WAY FORWARD

With its proven expertise within organizations, resource management can be further enhanced to achieve macro and global scales of efficiency. This methodology superimposed at a Market, Geographic, and Global level can significantly boost the economy by providing a cyclic economy approach to achieve Gig Scales. Some of the critical steps that Human Resource ecosystems need to adopt for evolution are:

- **Data-driven approach:** Organizations should follow Data-driven Decisions which give than a meaningful insight to evolve into the workforce of the future constantly; it will provide a holistic insight into the current strengths of the current workforce and also help to evaluate the existing skills and how they can be relevant to the moving trends and economy of demand.
- **Reset the baseline:** Reset the baseline (Win-Win Situation) and strive to maintain balance and relevance for the workforce, i.e., weed out the older workforce population that does not have relevant skills or reskill the force for being the workforce of the future.
- **Package it as a service;** Workforce provides their knowledge, skills, and proficiencies packaged as a service rather than being tied down to Body Shopping Conglomerates. An effort was made to uplift the workforce to preserve their static resources.
- **Educate and Empower program:** Move forward from monetization to surplus distribution of knowledge and training through Intuitive Knowledge upgrade platforms that provide free and value-driven content training. Perform ongoing Gap analysis and Continual Improvement plans or upliftment and growth in skilled resources. Enhance skills for the future (IoT, AI, Analytics.)
- Skill Refresh Strategy: A sector get often characterized as one of the soft skills, but this is undoubtedly misleading. Instead, it should be one of the so-called STEM skills (science, technology, engineering, and mathematics) industries where engineering and technical skills are very much in demand. Of course, there will always be a need for operative-level employees. Still, increasingly as processes are automated, these staff will need to be up-skilled to operate the new technology and understand the importance of waste as a resource. It should be backed up by the WRAP/Green Alliance research, which stated that jobs would be created at all levels, from low and intermediate skills to more highly skilled occupations.

The opportunity offered by the circular economy is likely to bring with its tighter regulation and monitoring. With recycling targets set to rise to 60% by 2030, resource management companies will need to closely manage operations and ensure development plans are in place to equip staff with the relevant industry qualifications and to maintain and refresh those skills as required.

An awareness-raising program is also required for householders and the broader business community.

Limitations & Scope for Further Research

There are quite a few studies on Circular Economy (CE) and its vision for Human Resources Management, although there is uncertainty in the outcomes of the state of organizations and workforces in the transformation and implementation of the future work model. While the current workforce is slowly adapting to the independent work style, there still needs to be more clarity on how the transition from a traditional model to a future model takes place in the Circular Economy (CE). Will it decrease or increase the unemployment rate, and would the effects be short-lived or long-lived? Will this style of working be adaptable for jobs at all levels, or will it have its limitations? Will this type of model be fool-proof? How ready will we be to deal with technological failures when the whole organization depends on them? The effects of the transition of the model on both macros as well micro-level need to be studied further for the negative impact, so we can prepare for it much in advance and balance it accordingly.

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