



# BPO BULLHORN

**Straight talk. Smart insight. No bull.**

**Thursday, January 29, 2026**

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## Hello there

This week's **Heard** feature spotlights Rita Soni on why impact sourcing is emerging as a **capability-led workforce strategy** for the AI era, grounded in digital fluency, resilience, and scalable leadership. Read the article [here](#).

Plus, we kicked off the conversation around **where should AI stop** on LinkedIn. [Join the conversation](#).

### This week:

- Latin America's Quiet BPO Power Shift
- Philippines BPO Sector Faces a Worker Reckoning
- U.S. Employee Engagement Hits a Decade Low

Let's get moo-ving! 📣🐮

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Editorial Team

**Bullseye: The Essentials** 

**[Industry News](#)**

→ **Costa Rica, Colombia outshine Brazil, Mexico in latest figures**

Costa Rica and Colombia are Latin America's fastest-growing modern services exporters, rapidly gaining market share while traditional leaders Brazil and Mexico see their dominance slowly erode. **Costa Rica tripled its share of the region's modern services exports** from 3% to 10% over, now tied with Argentina as the third-largest exporter, according to ECLAC research. Colombia doubled its share from 3% to 6%, backed by a BPO workforce of 790,000 and \$2.934 billion in service exports. While Brazil and Mexico still command the largest shares at 33% and 17% respectively, both are gradually losing ground to these faster-growing competitors.

→ **Philippines pushes major worker protections for BPO sector**

**Legislative momentum builds for BPO worker protections in the Philippines.**

Senator Raffy Tulfo is advancing Senate Bill No. 1493 following testimony from workers about the lack of health benefits, union formation prohibitions, and labor law violations affecting 1.82 million workers. BPO employees flagged inadequate HMO coverage, companies blocking unionization, and DOLE inspections that only interview HR rather than frontline staff. The bill mandates job security, overtime pay, mandatory health insurance, and protection of workers' right to self-organization.

## **Employee Engagement**

→ **U.S. employee engagement drops to 10-year low**

**Employee engagement averaged 31% in 2025, down from 36% in 2020,**

representing about 8 million fewer engaged workers, according to Gallup. Gen Z and younger millennials saw the biggest drops, falling eight to nine points, with 13-point declines in feeling cared about and 11-point drops in opportunities to learn and grow. Clarity about expectations and feeling cared about showed the largest overall declines across all employees.

→ **Workers shift to survival mode as job search intent collapses**

Monster's 2026 WorkWatch Report shows **job search intent dropped from 93% in 2025 to just 43% in 2026** as workers prioritize stability over mobility.

Fifty-two percent expect rising layoffs, and 58% say wages haven't kept pace

with inflation, with 73% citing salary increases as their top demand. 32% already have side hustles, and 31% would refuse a job requiring full-time office attendance, the highest deal-breaker on the list.

## **Leadership**

→ **Stop tracking employee engagement. Try this instead**

Companies have more tools to measure engagement than ever, yet employees feel more disconnected, with the core issue being relational capacity rather than motivation. **Workplace experts argue engagement surveys miss critical dimensions** like relational trust, belonging, psychological bravery, and feeling seen. They propose measuring connectedness through quarterly pulses, relationship network mapping, collaboration friction scores, and belonging gaps instead.

## **Media Field Guide**

### **Video**

**TED Talk: How to Stop AI from Killing Your Critical Thinking - [YouTube](#)**

Advait Sarkar examines the cognitive trade-offs of using AI at work. While chatbots promise speed and efficiency, he argues they can quietly weaken our ability to reason and reflect, turning us into “middle managers of our own thoughts.” Drawing on research in AI and design, Sarkar explores how automation reshapes decision-making and introduces a different approach to AI tools that prompt reflection and actively strengthen human thinking.

**Why watch:** a timely perspective on how AI is reshaping knowledge work and a reminder that productivity gains matter less if they come at the expense of critical thinking.

### **Podcast**

**Psychology of Customer Success - [Spotify](#)**

In this episode, Rachel Provan explores why failure is essential for growth and learning. She unpacks how mindset shapes our response to setbacks,

explains the difference between fixed and growth mindsets, and highlights subtle ways fear of failure can limit progress at work and in life. The conversation reframes failure as experimentation, emphasizing resilience, curiosity, and the importance of separating self-worth from outcomes.

**Why listen:** a practical, reassuring discussion on turning failure into a learning tool and building a more resilient approach to personal and professional growth.

## **Books**

### **The Shape of Change: On Leadership, Resilience, and the Urgent Art of Becoming More Human, Together - [Amazon](#)**

Jennifer Brown reframes change not as a one-time transformation but as an ongoing practice of awareness, reflection, and renewal. Drawing on decades of work with global organizations and her own lived experience, she explores how leaders can navigate uncertainty with empathy, rebuild trust, and foster connection in fractured cultures. Through a series of essays, Brown shows that meaningful change starts within individuals and ripples outward into teams and organizations.

**Why read:** a grounded, human-centered take on leadership for anyone navigating disruption who wants to lead with clarity, compassion, and resilience, not just results.

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What media would you like to see more of? **Hit reply** and let us know. We'll give you a shoutout if we include it.

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## **Resource Rodeo** 🤠

**Featuring NEW releases:**

**Industry Report: State of AI in the Enterprise – Deloitte**

Based on a global survey of more than 3,000 senior leaders across industries, Deloitte's report captures how enterprises are moving from AI experimentation to scaled adoption, and where most are still getting stuck - [Download](#)

**Also spotted:**

- The Capability Mindset: Turning Business Transformation into a Repeatable Discipline - [Download](#)
- State of Contact Centres 2026 (Puzzle) - [Download](#)
- 2025 State of the Shared Services & Outsourcing Industry (SSON / Celonis) - [Download](#)

## Toro's Timetable

### February

10 - [Medallia Experience '26](#) | Las Vegas, NV

23 - [Customer Contact Week Berlin](#) | Berlin

### March

4 - [CX Alliance Workshop](#) | London

10 - [Enterprise Connect](#) | Las Vegas, NV

18 - [CCW Digital](#) | Sydney, AU

## The Tail End

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Thanks for reading. See you next Thursday.

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