



SEPTEMBER BREAKFAST PROGRAM



WELCOME NEW MEMBERS



Brenda Christian
SVP, HR
Randstad USA



Gretchen Lumsden
Sr. Director, Enterprise Leadership &
Career Development
The Home Depot



Sabrina Green
Chief People Officer
HD Supply



DVD
VP, HR – Associate Experience
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OUR PROGRAM

The Battle for Talent Rages On



BRIAN ELLIOTT

ADVISOR, CO-FOUNDER OF FUTURE FORUM AND AUTHOR OF
HOW THE FUTURE WORKS



Return vs Redesign

How flexibility drives better outcomes
for people and organizations



BRIAN ELLIOTT

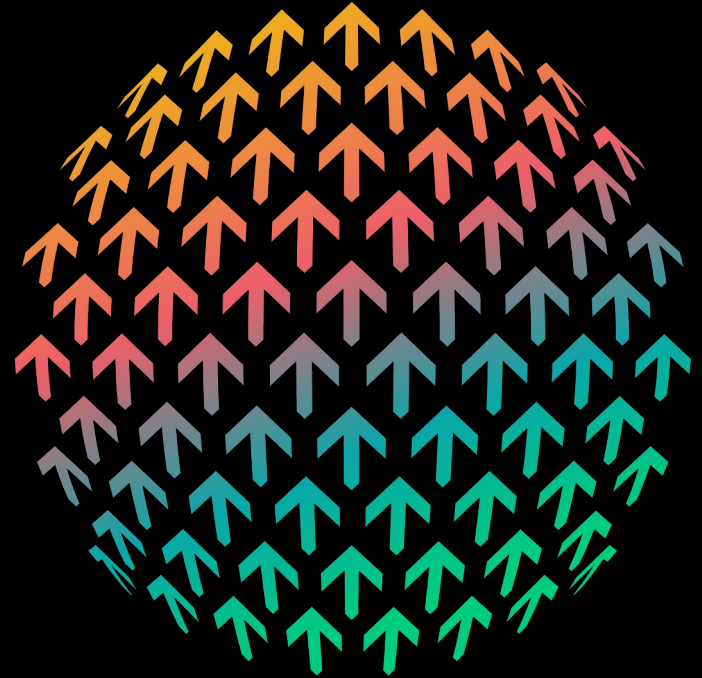
Co-founder of Future Forum

Author *"How the Future Works"*



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Bloomberg

US Edition ▾

Worker Burnout Is Even Worse Than at the Peak of the Pandemic

Economic unrest, layoff fears and more stringent return-to-office policies are unsettling white-collar employees globally.

The New York Times

Elon Musk, Management Guru?

Why the Twitter owner's ruthless, unsparing style has made him a hero to many bosses in Silicon Valley.

Bloomberg

US Edition ▾

Fewer Wall Street Firms Are Requiring Full-Time Office Attendance

FORTUNE

PERSONAL FINANCE · CHILDCARE

The childcare crisis poses a \$122 billion economic threat to the U.S.—and the long-term consequences could be even more dire

Bloomberg

US Edition ▾

No Longer Tied to Offices, Workers Are Still Bound by the Clock

While the pandemic shifted where work gets done, we're still following Henry Ford's advice about when it should get done.

THE WALL STREET JOURNAL

The Bosses Are Back in Charge

CEOs are reasserting their authority now that workers are starting to worry about job security amid rising layoffs; 'this whole concept of working from anywhere went too far'

FORTUNE

WFH's staunchest proponents just dropped a bomb: Fully remote workers are officially less productive

THE WALL STREET JOURNAL

The Return to the Office Has Stalled

Offices remain half empty as companies settle into hybrid work plans

THE WALL STREET JOURNAL

Bosses Push Back on Workers Who Resist Office Returns: 'They Will Need to Show Up'

Managers say team productivity has taken a hit as employees stay remote.

The New York Times

Pace of U.S. Hiring Surges Unexpectedly

Bloomberg

US Edition ▾

Work Shift | Modern Management

The Middle Managers Are Not Alright

Mid-tier bosses face pressure from both sides as employees return to the office, leading to the highest risk of burnout of any job level.

FINANCIAL REVIEW

Get back to the office, or get forgotten

The generation of 35-50 year olds is fast becoming the forgotten generation. They seem to have convinced themselves that their careers still have potential while working from home.



/in/belliott

Flexibility is a key element in the battle for talent

81% of employees want flexibility in *where* they work; vast majority want regular time together with their teams

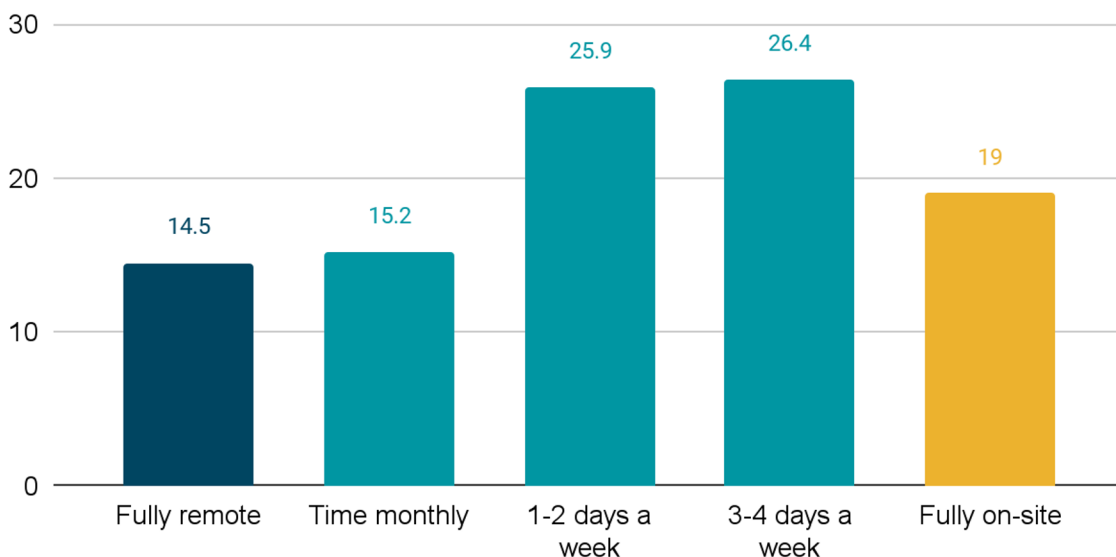
 **75%**

open to new roles if
don't get flexibility

 **50%**

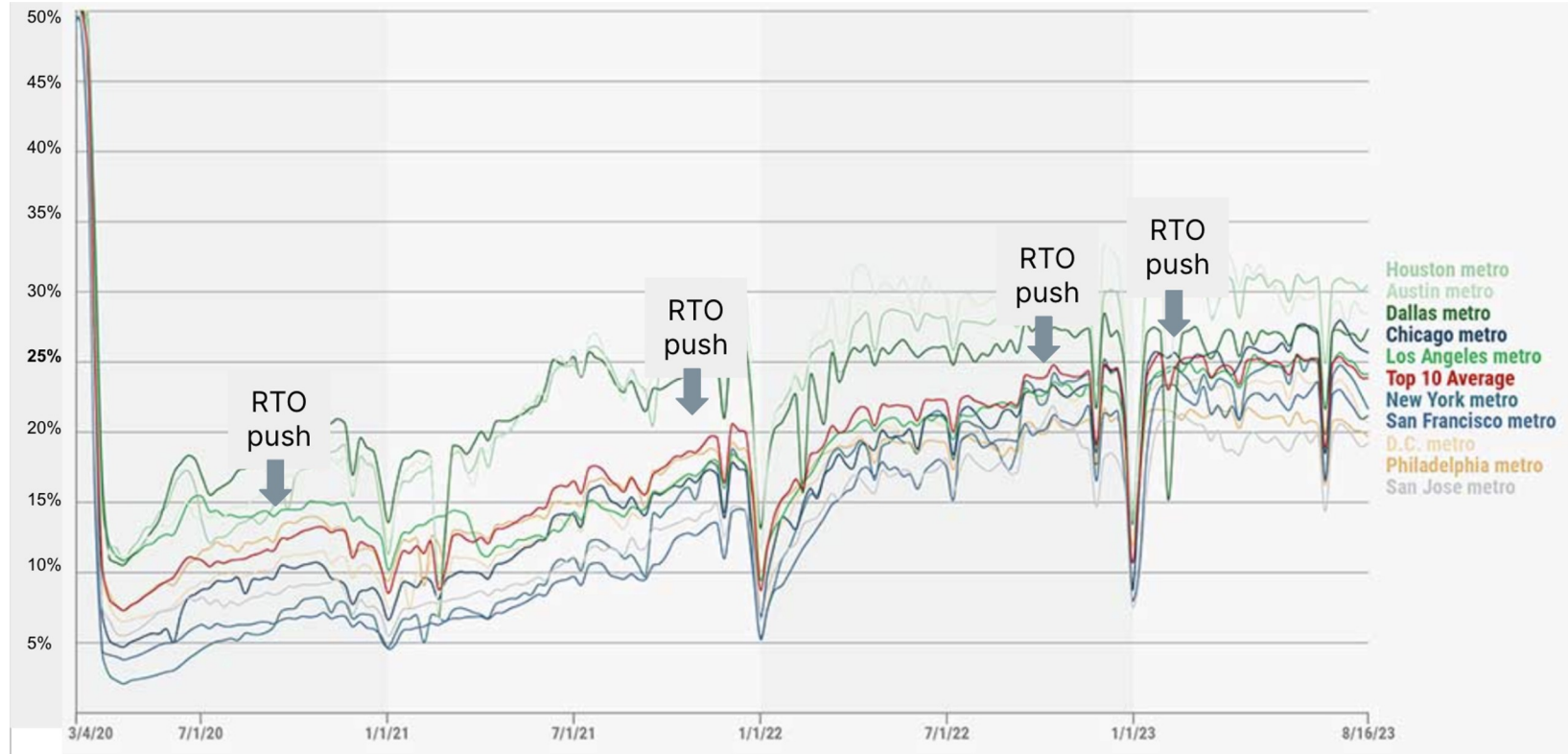
of middle managers would
quit or take 20% pay cut
vs going back to 5 days

Percentage of Global Employees



RTO drives increasingly ineffective

50% of pre-pandemic norms means ~25% actual average utilization



Common challenges

Polarization: CEOs vs employees and the “echo chamber”

Productivity concerns

Leadership development and demands on managers

Culture, connection and employee engagement

Onboarding new employees and developing junior talent

Innovation and creativity

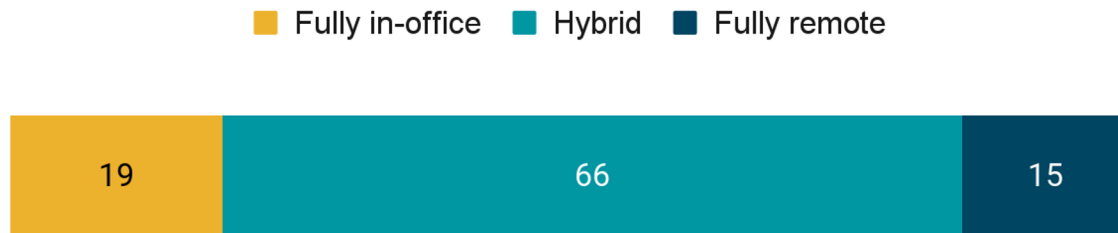
Employees want flexibility and choice

Vast majority want it in a framework



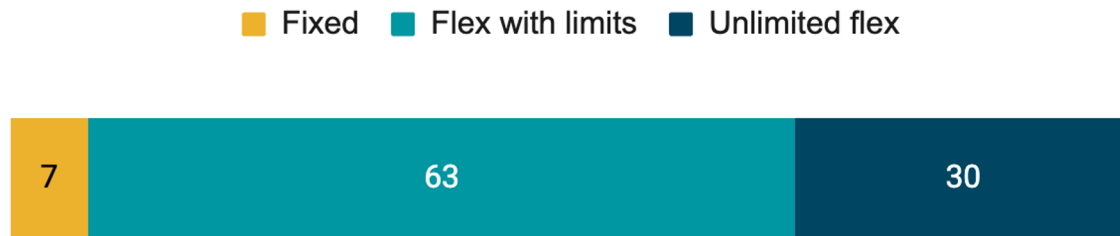
81%

want flexibility in
where they work



93%

want flexibility in
when they work



Flexibility boosts productivity

Time matters more than place



Location flexibility:

8%



higher productivity scores

Schedule flexibility:

39%



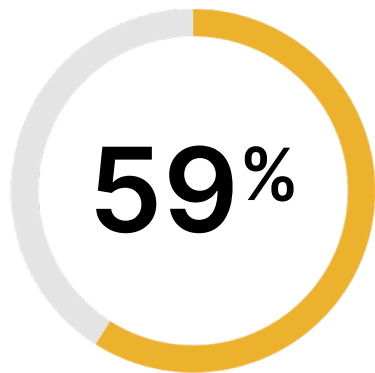
higher productivity scores

Future Forum Pulse, Wave 9, conducted Nov 16–Dec 22, 2022. Number of completed responses = 10,243. comparison of populations; [HBS Rai Choudhury, et al 4.4% at USPTO, Is Hybrid Best of Both Worlds](#) (2022), Bloom et al [2 hours/week 2023, 5% productivity book](#) ; 13% example from Bloom et al



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Flexibility creates opportunity for more inclusive redesign



of working mothers
want to work from the office
2 days a week or less

Federal government **job applicants**
are more diverse for flexible roles

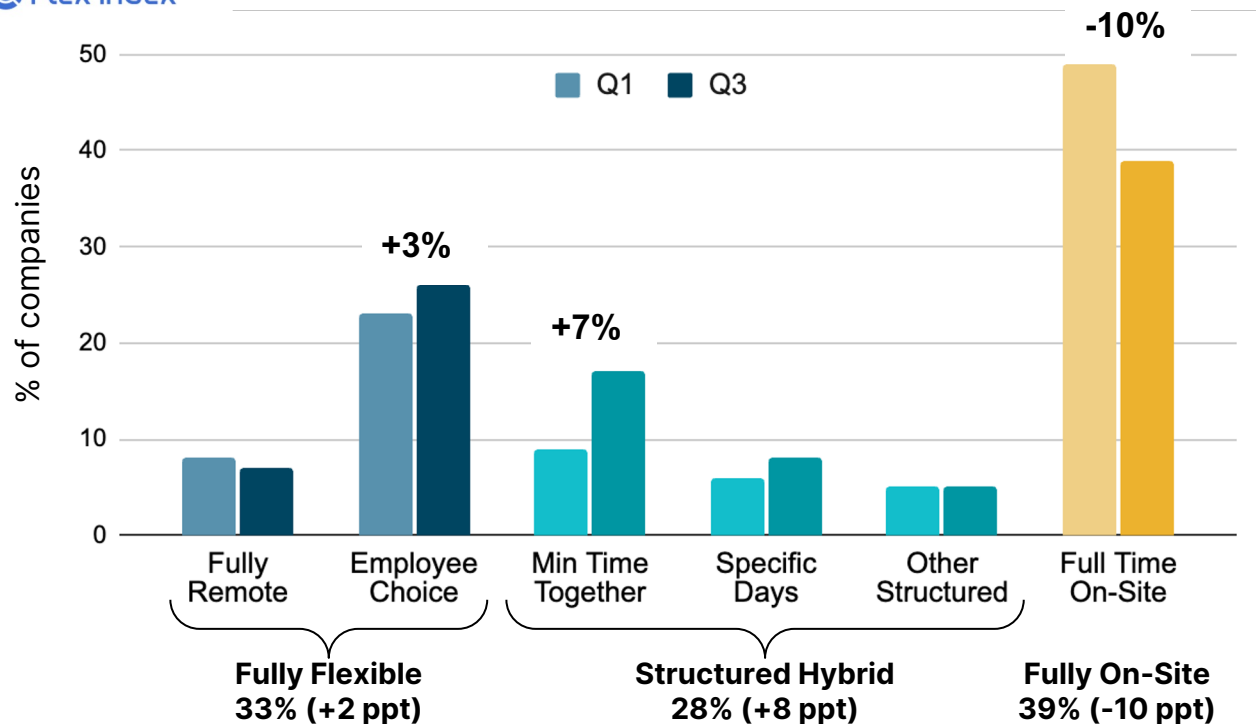
↑ **38%** more women

↑ **44%** more veterans

Employment rate of **people with**
a disability at an all-time high

Companies moving towards more flexible models

Fully on-site policies are declining, regardless of headlines



Employee choice models on the rise, especially among younger companies

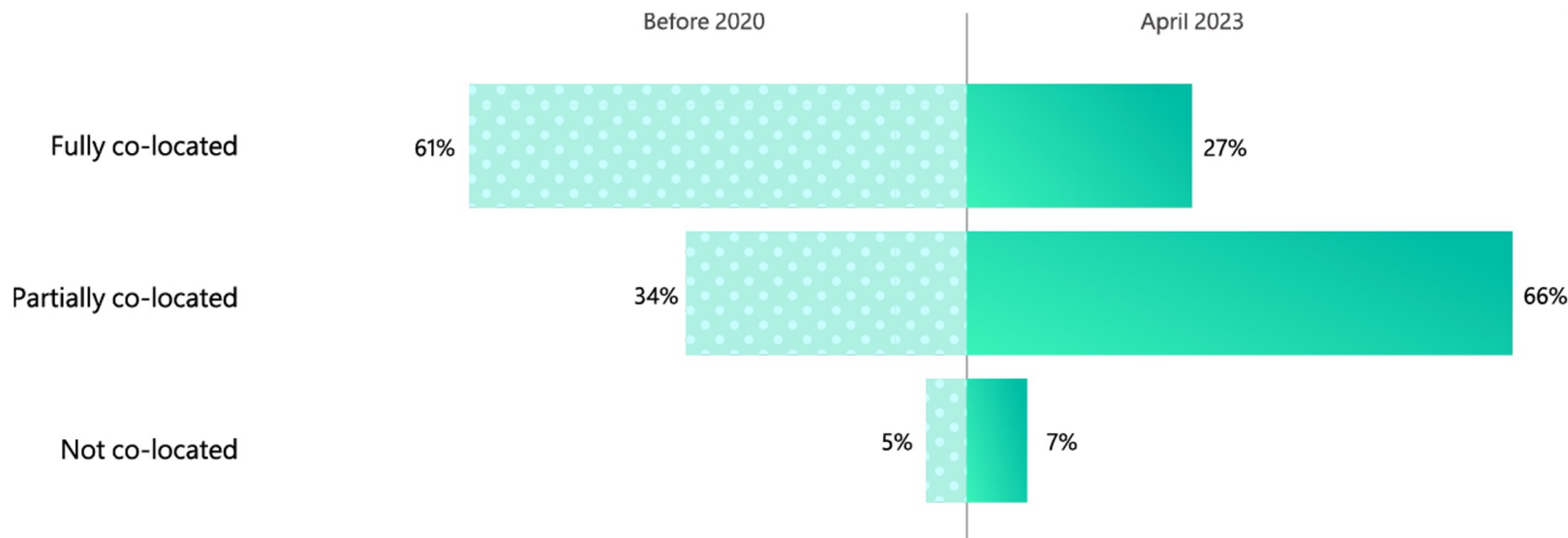
Hybrid: minimum time guidelines growing fastest

- 50% at 3 Days
- 39% at 2 Days

Distributed



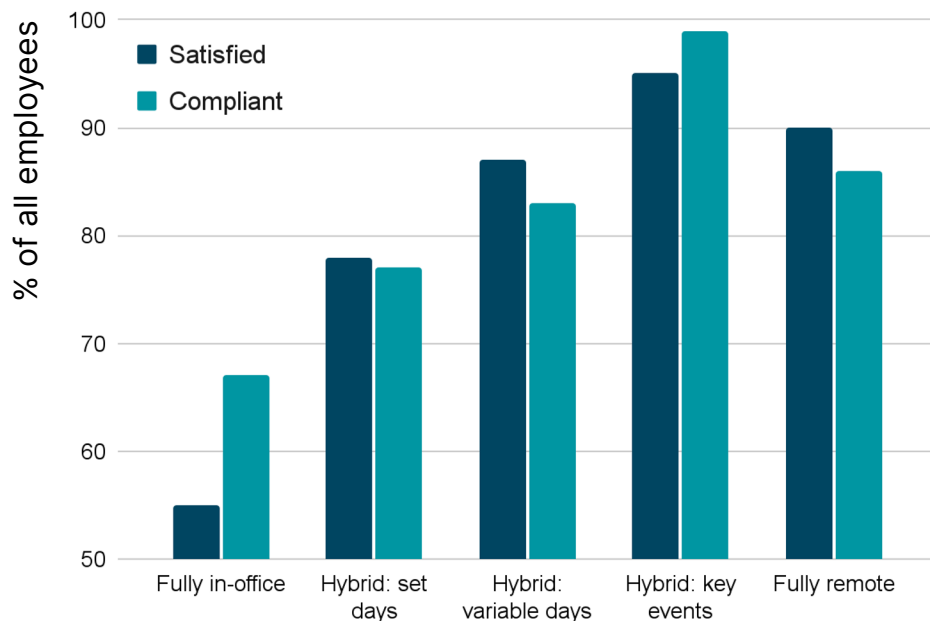
Teams are *more* distributed post-pandemic



Managers have to be trained, supported and given the tools to manage **distributed** teams

Purpose-driven hybrid: highest compliance and satisfaction

Common elements: team-centered, support space and tools, focus on key events that account for distributed teams



Team-level agreements

Revenue growth rate (LTM)



Allstate

+14%



AMERICAN EXPRESS

+22%



mastercard

+13%

Employee choice + key events

Revenue growth rate (LTM)



+23%



+26%



private

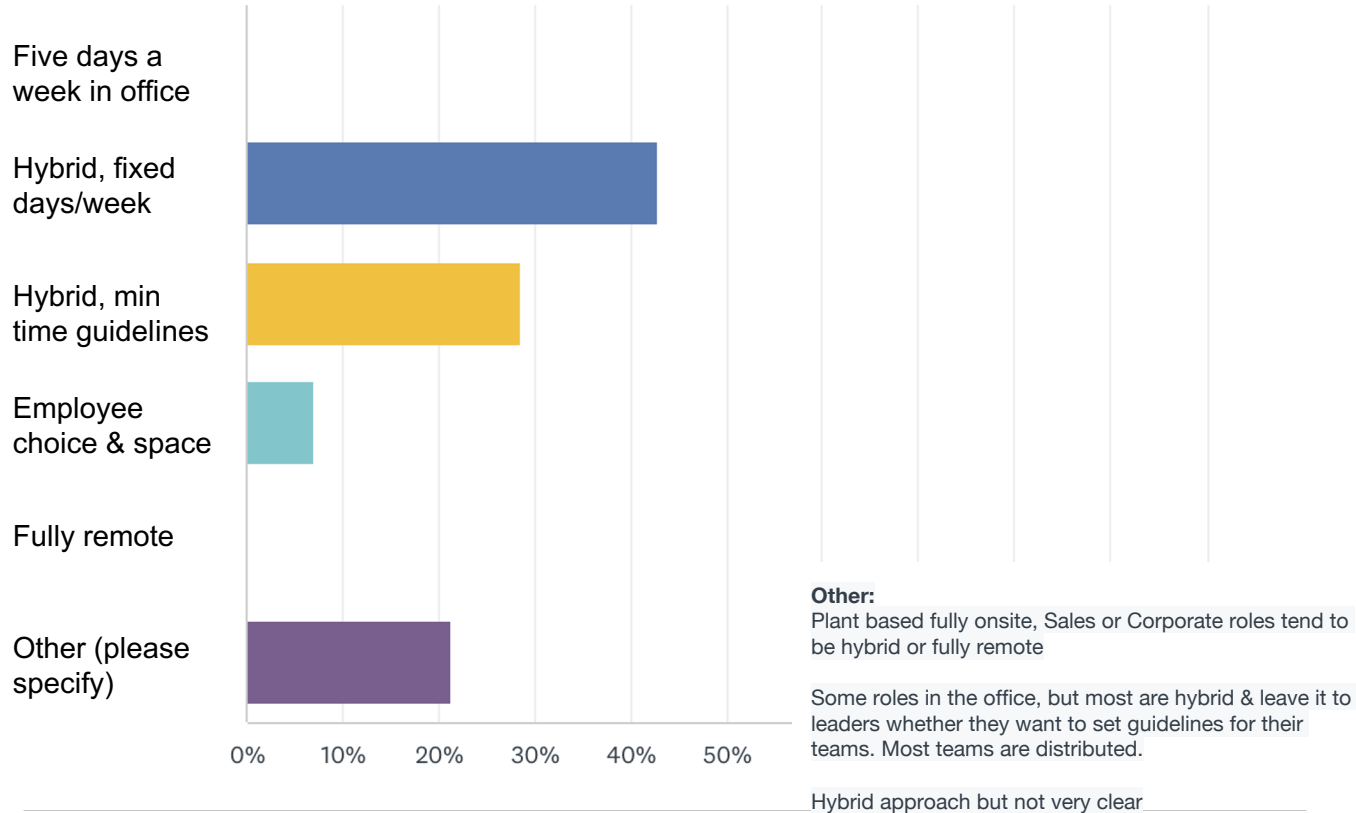


+30%

Source: BCG surveys of ~1,500 global desk/office-based workers conducted March 2023 through May 2023

What's your company's stance on flexibility in the workplace for office workers?

Answered: 14 Skipped: 0





Flexibility within a framework:

- Guidelines and Agreements, not Policies
- Team-Level, not top-down or individual free-for-all
- Outcomes-driven leadership
- Reskilling managers

Pick **one** big challenge...

Breakout #2: What's your biggest challenge?

Polarization: CEOs vs employees and the
“echo chamber”

Productivity concerns

Leadership development and demands
on managers

Culture, connection and employee
engagement

Onboarding new employees and
developing junior talent

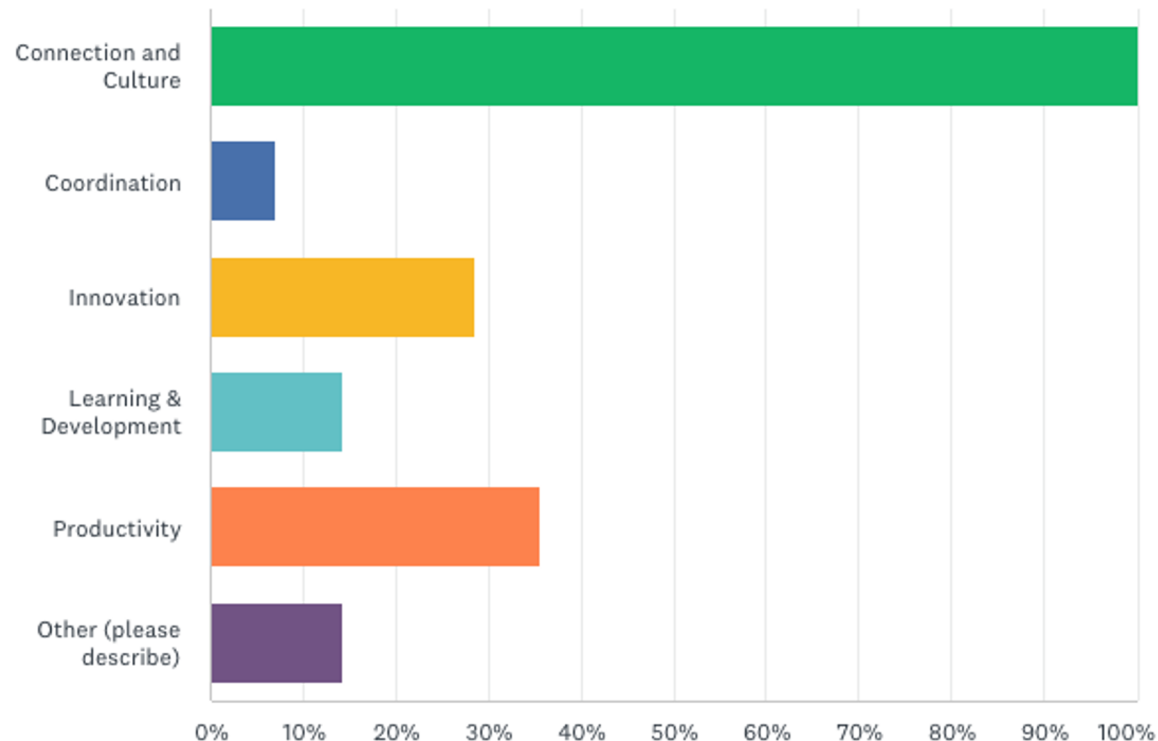
Innovation and creativity

What else...?

Breakout #2

What are your top two leadership team's biggest concerns when it comes to workplace flexibility?

Answered: 14 Skipped: 0



Flexibility boosts culture and connection

Culture isn't about slogans and connections aren't about perks: it's how you work together, what you resource, who you reward ... and whether you demonstrate trust

Remote and hybrid workers are

57% *more likely*

to say their company culture has improved over the past two years

These workers are

14% *more likely*

to say they feel “very connected” with their direct manager, executive leader, and company values

Intentional Design

Building Connection

Intentional redesign of onboarding

- In-person culture and connection
- Team design, mentors day one
- Build networks: 6 x 3

Team-level connection

- Personal User Manuals
- Check-ins / icebreakers

Intentional gatherings

- Team and function minimums
- Intentional cross-fertilization

Redesigning space

Cross-team: donuts, BBLs, give-a-toss

What else...?

Resources: [Building Connection](#); [Social Connection at Work](#); [Future of Work Glossary](#)

Intentional Design

Culture and Engagement

Culture shows in what we reward, who we reward, and where we invest

- Outcomes vs Activity
- Opportunities and promotions
- EX → CX

Executive visibility and transparency

- Investment in digital literacy
- Transparency & guardrails
- Limit to areas of organization purpose

Mission-driven cross functional task forces

Measurement: eNPS & outcomes

What else...?

Resources: [*Future of Work Glossary*](#); [*Work From Home Doesn't Have To Dilute Your Corporate Culture \(HBR\)*](#); [*Modern Leaders Guide to Organizational Transparency*](#)

Intentional Design

Productivity: Outcomes and Manager Training

Moving to outcomes-driven management

- OKRs, V2MOM frameworks
- Clear measurable goals & priorities
- Ladder all the way down; regular reporting all the way up

If it's not hard, you're not doing it right

Manager as leaders, not monitors: create clarity, build trust, unlock potential

- Building networks
- Tactical help: 1:1s, status reporting
- Burnout and focus time

Unlocking potential requires performance management

Mentorship and coaching

What else...?

Resources: [How to Help Middle Managers Thrive](#); [It's Time to Free the Middle Manager \(HBR\)](#); [Measuring Success](#)

Return vs Redesign

How flexibility drives better outcomes
for people and organizations



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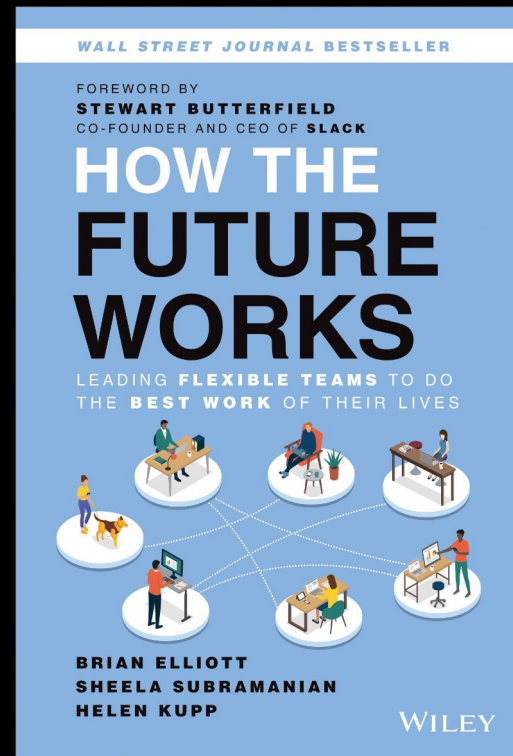
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Appendix

The top reasons deskless workers leave



50%

Flexibility and
work-life balance



41%

Career advancement



30%

Pay related



15%

Enjoyment of
current role



14%

Recognition for
their contributions

Sources: BCG Future of Work Deskless Worker Survey, March–April 2022; BCG analysis.

Note: Survey question: "You indicated that you plan to leave your current job within the next six months. Which of the following, if any, are the main factors driving your decision to leave?" Respondents had 22 options to choose from and could select up to three.

When you ask frontline employees what matters, emotional needs are not top of mind ... but it's why they end up leaving

When employees are asked why they would take a new job, functional needs are at the top

Top reasons workers would take a job at a new employer
% of participants that chose option



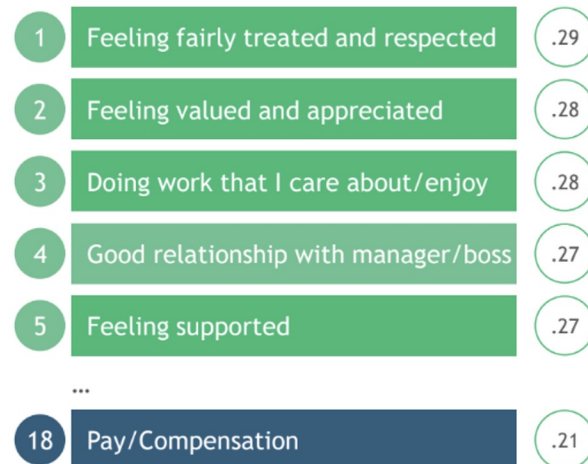
When employees have to make a choice, emotional needs rise in importance

Top preferences when forced to pick between options¹
Preference score when participants chose option in trade-off



When you look at what drives attrition, emotional needs dominate

Needs correlated most to attrition at a year²
Correlation value



Source: BCG FoW Deskless Worker Survey, October 2022 (N=4,668 in the US, Germany, France, UK, approximately ~1,000 per country)

Note: 1. Respondents were asked what they care the most/least about at work and were prompted to select the top and bottom among 21 options in randomized groups of 5; The score represents preferences - for example, the .33 score for pay/compensation, is calculated by subtracting the number of people that chose pay as the item they care least about from the number of people who chose that they care most about it in a set and then dividing the difference by the total number of respondents that chose that option

2. Correlation between satisfaction with each listed element and attrition risk at 1 year

Intentional Design and Managers and Leadership Development

Moving to outcomes-driven management

- OKRs, V2MOM frameworks
- Goals, priorities and escalations

Executive transparency and engagement

Manager as leaders, not monitors: create clarity, build trust, unlock potential

- Building networks
- Tactical help: 1:1s, status reports
- Burnout and focus time

Mentorship and coaching

Performance management and 3x3s

What else...?

Resources: [How to Help Middle Managers Thrive](#); [It's Time to Free the Middle Manager \(HBR\)](#)

What drives innovation?

It's not watercoolers and whiteboards



Team generation of new ideas, products, services, campaigns, or processes

Impact differential:

Team co-location **1.0-1.1X**

Comfortable asking for help **1.5X**

Team willingness to take risks **1.8X**

Org investment in new tools and processes **2X**

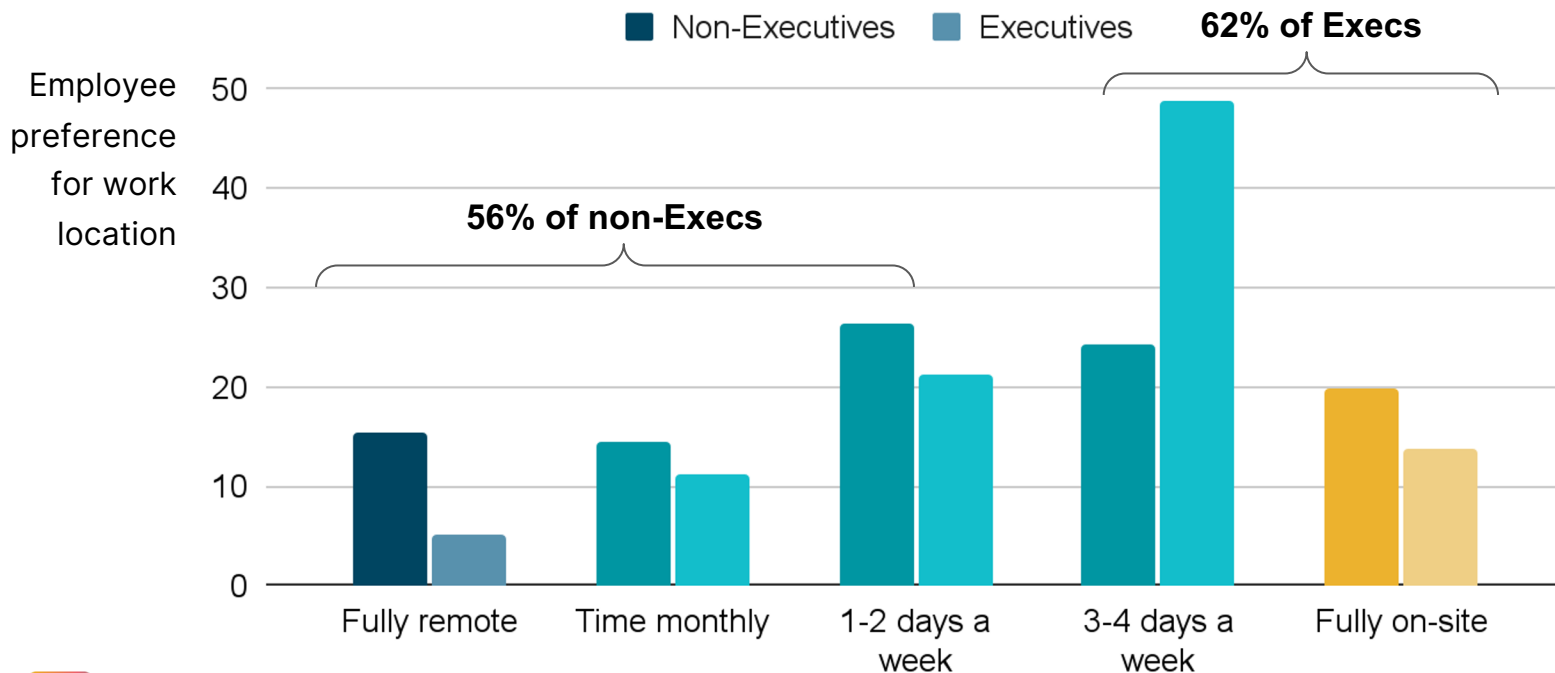
Source: Future Forum Creativity Deep Dive Survey of 760 US-based knowledge workers, March 2021; [Office Brainstorms Are a Waste of Time](#) (WSJ), [Do Chance Meetings at the Office Boost Innovation? There's No Evidence of It.](#) (NYTimes)



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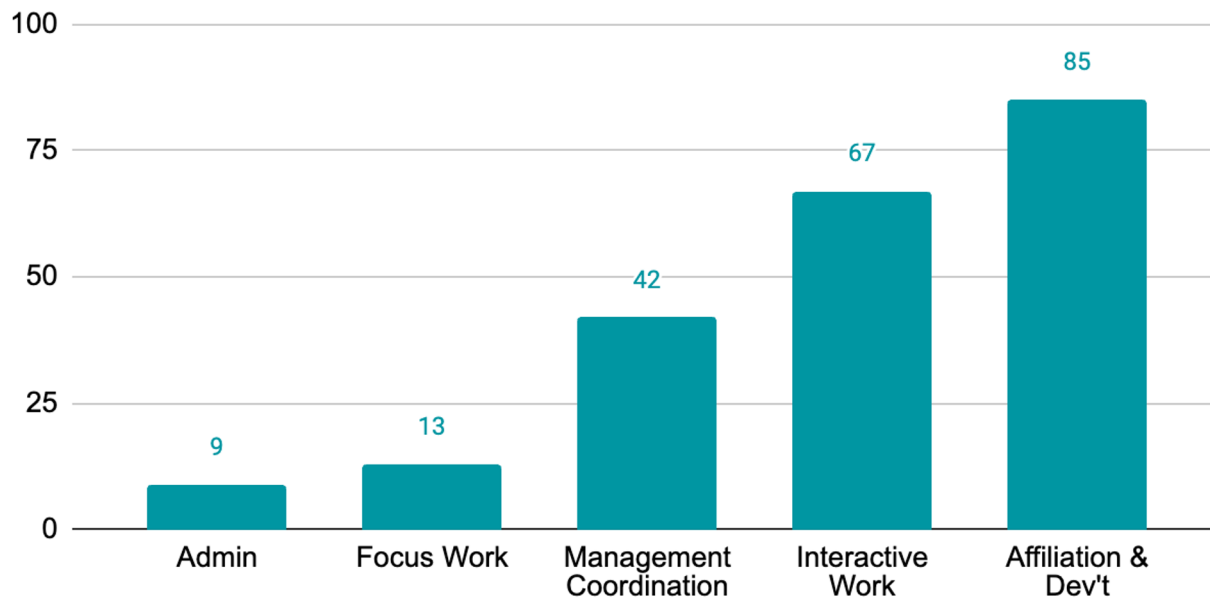
Execs vs Employees: the headlines are misleading

Execs want ~3 days/week, employees ~2 days/week



Purpose for coming together: relationships, deep interaction & mentoring

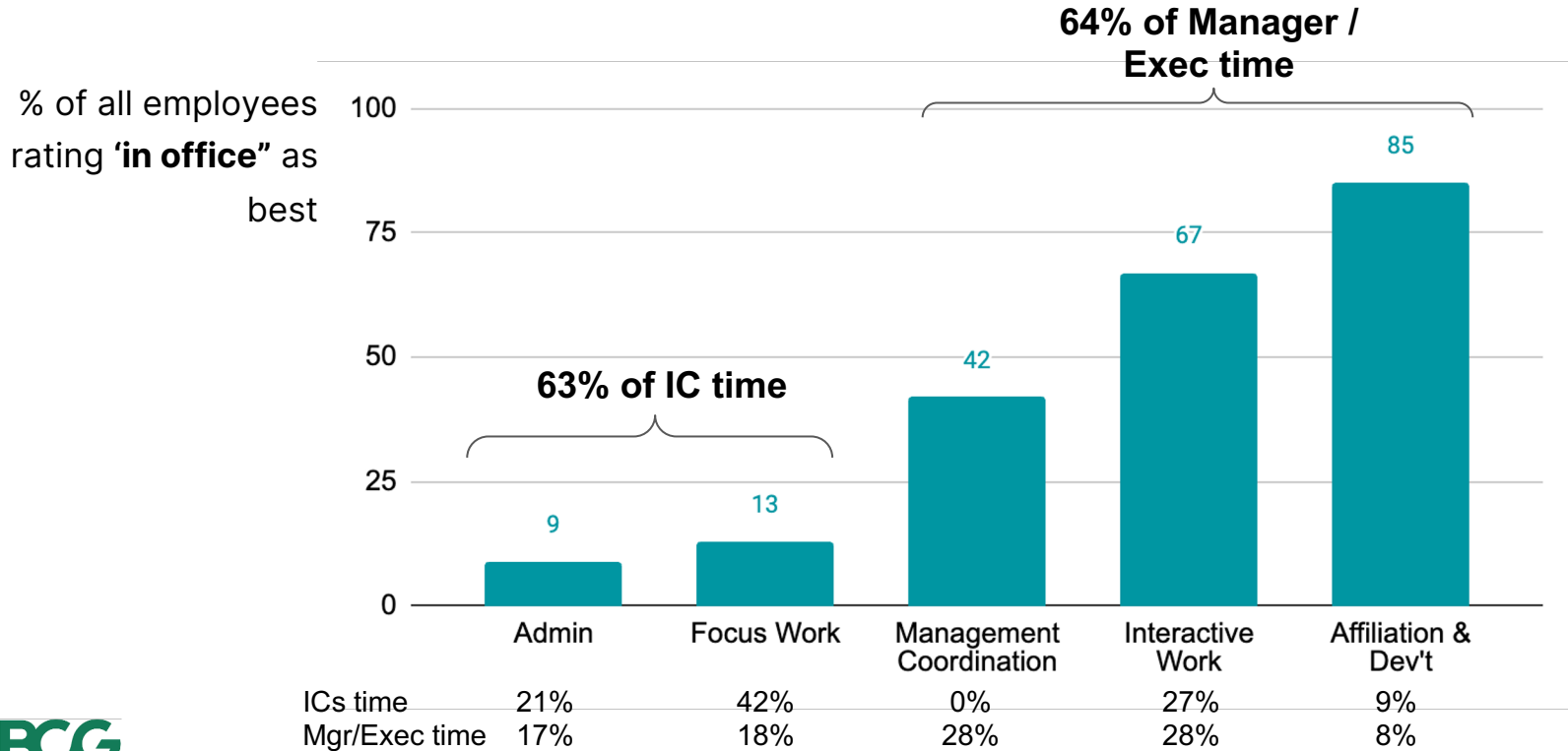
% of all employees
rating **'in office'** as
best



Source: BCG surveys of ~1,500 global desk / office-based workers conducted March 2023 through May 2023

1. "Given the option, where do you do your most effective..." for the categories included. "Overseeing work," "Team Logistics," and "Coaching" only asked to those who self-identified as "Manager / direct supervisor" or "Executive / leadership team role"; 2. Includes <1% respondents who selected 'not sure'; 3. Data for this category includes a previous survey version which described this as "Collaborative work"

Execs and individuals just have a *very* different mix!

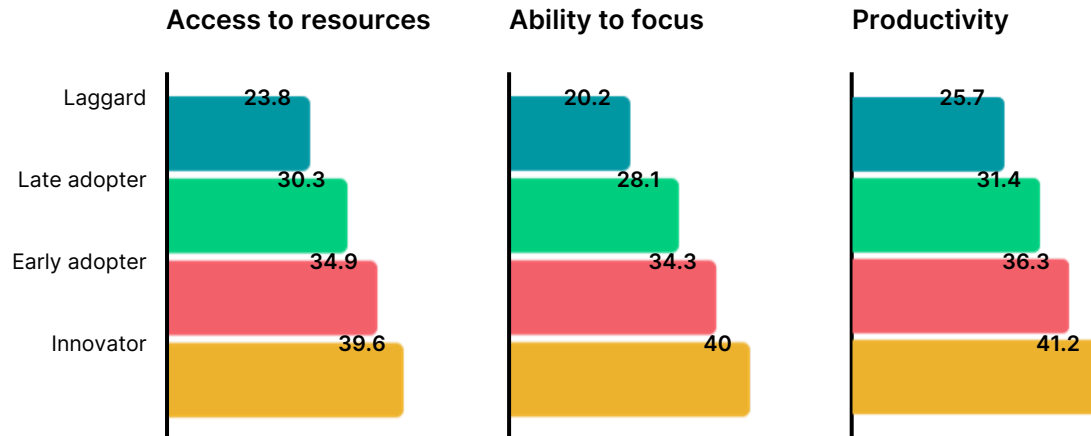


Source: BCG surveys of ~1,500 global desk / office-based workers conducted March 2023 through May 2023

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Technology innovators dramatically outpace laggards

Future Forum Pulse scores by company's approach to adopting new technology



People who work at companies they describe as technology innovators see

↑ **2x** ability to focus

↑ **1.7x** access to resources

↑ **1.6x** productivity

↑ **2.2x** sense of belonging