



# Executive Insight & Perspective-Sharing Summit

*Post-Event Summary*

MAY 3, 2024



# TOPIC 1: THE HYBRID WORK ENVIRONMENT

These takeaways highlight the ongoing evolution and complexities of hybrid working environments, emphasizing the need for adaptive strategies tailored to specific roles and business needs.

## Role Dependency & Variability ▼

The effectiveness of hybrid work varies significantly depending on the industry, role, and specific business needs. Some roles, especially leadership positions, require in-person interactions to maintain productivity and influence morale, while administrative and task-based roles can often thrive remotely.

## Productivity & Measurement Challenges ▼

Defining and measuring productivity in a hybrid environment is complex. There is a debate over whether productivity should be assessed based on output (results) or input (time working). This complexity is heightened by the difficulty in measuring intangible aspects, such as effective leadership and collaboration.

## Generational & Cultural Shifts ▼

There is a noticeable shift in generational expectations regarding work environments. Younger employees often expect flexibility and remote work options, which contrasts with traditional views that emphasize on-site presence in the office. This shift requires businesses to balance these new expectations with operational needs and productivity goals.

## Leadership & Trust Dynamics ▼

Effective leadership in a hybrid environment requires new skills and approaches. Building trust without being on site is challenging but essential. Leaders must focus on clear communication, setting expectations, and fostering a culture of accountability and trust. The traditional management style of monitoring attendance is less relevant, with a greater focus on results and alignment with company values.

## Health, Well-Being, & Work-Life Balance ▼

Hybrid work can positively impact employees' health and well-being by providing more flexibility and time health and wellness. However, companies are still learning how to optimize hybrid work to maintain this balance while ensuring productivity. There is recognition that excessive reliance on remote work can hinder the transfer of tribal knowledge and reduce spontaneous, creative interactions that occur in person.

### PODCAST



**WorkLife with Adam Grant**

### ARTICLE



**Forbes**  
**"Preserving Culture in a Hybrid Work Environment"**

### MEMBERSHIP CLUB



**WORKTECH Academy**  
**The world's leading membership club and intelligence network exploring the future of work**

## TOPIC 2:

**EXPLORING AI + EMERGING TECHNOLOGY**

*These takeaways highlight the strategic considerations and challenges businesses face in integrating AI and emerging technologies, emphasizing the need for a holistic approach that includes technological, security, and human factors.*

**Digital Transformation** ▼

More and more businesses are viewing themselves as technology companies. The transition from traditional to digital operations is crucial, requiring companies to integrate advanced technologies to remain competitive and relevant. This involves adopting a mindset where technology drives the business, with an emphasis on becoming tech leaders or fast followers in respective industries.

**Change Management & Behavioral Adaptation** ▼

Implementing new technologies is not just about adoption but also about managing the change effectively. This involves altering organizational behaviors and processes to optimize the use of new technologies. Successful change management practices are essential to realizing the full benefits of technology.

**Security Is a Paramount Concern** ▼

The biggest threat in adopting new technologies is security. Protecting data is critical, especially as businesses increasingly operate in digital and hybrid environments. Ensuring robust security measures and having dedicated roles, such as a Chief Digital Officer or Chief Information Officer, to oversee these details is vital to safeguard business operations.

**Efficiency & Risk Management** ▼

The primary driver for adopting new technologies is to improve efficiency rather than expanding customer bases. Companies need to focus on technologies that reduce maintenance, streamline processes, and solve business problems. Additionally, managing the risks associated with new technologies is a crucial step in the decision-making process.

**Automation & Skill Development** ▼

There is a strong emphasis on automation, with AI being leveraged primarily to handle repetitive tasks. This shift necessitates new skill sets and roles within organizations. Companies need to focus on building capabilities that support automation and AI to maximize their benefits and drive operational efficiency.

**TEDTALK**

**Andrew Ng**  
**"How AI Could Empower Any Business"**

**ARTICLE**

**Change Management Review**  
**"How Artificial Intelligence (AI) Drives Change Management"**

**ARTICLE**

**PwC**  
**"Seven Crucial Actions for Managing AI Risks"**

# TOPIC 3: CULTURE

These takeaways highlight the critical aspects of leadership, intentionality, clarity, feedback, and balance in cultivating and sustaining an effective organizational culture.

## Intentional Culture Shaping & Leadership ▼

Leaders play a crucial role in shaping corporate culture. They must communicate the company's vision and cultural expectations clearly. For instance, some organizations have differentiated their culture from others and emphasized the importance of both what employees achieve and how they achieve it. This approach underscores the need for intentionality in cultural transformation, setting clear expectations and being willing to part ways with those who do not align.

## Microcultures within a Global Framework ▼

Large organizations often consist of diverse microcultures across several locations and departments. While these microcultures can foster innovation, they can also hinder overall synergy and cohesion. Companies need to balance the existence of microcultures with a unifying global culture that aligns with the broader organizational goals.

## Understanding & Defining Culture ▼

A clear and shared understanding of what "culture" means is essential for any efforts to change it. Leaders need to articulate what their culture values and how it contributes to business outcomes. Defining and communicating the cultural values and behaviors expected within the organization are crucial steps in making culture impactful.

## Integrity & Genuine Feedback ▼

Integrity, or "walking the talk," is fundamental to sustaining a healthy corporate culture. Leaders must demonstrate the values they identify to build trust and credibility. Additionally, gathering genuine feedback, especially from departing employees, provides invaluable insights into the cultural strengths and weaknesses of an organization.

## Balancing Accommodation with Core Values ▼

Organizations must differentiate between being accommodating and maintaining their core values. While it is important to be welcoming and supportive, companies should not compromise their foundational values and expectations to attract or retain talent. A strong culture involves welcoming individuals who align with the company's mission and values rather than constantly adjusting the culture to fit new hires. This approach helps maintain a cohesive and purpose-driven organizational culture.

### ARTICLE



*Society for Human Resource Management*

**"The Culture Effect:  
Why a Positive Workplace  
Culture Is the New Currency"**

### ARTICLE



*Integrated Project  
Management Company, Inc.*

**"Culture: The Biggest  
Opportunity CEOs are Ignoring"**

### ARTICLE



*Society for Human Resource Management*

**"Remote Work  
Challenges Company Culture"**