

Simple Steps for Creating a Seamless, Hybrid Corporate Culture

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Presented By



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She is author of [two books on culture change](#), editor of Attraction Culture magazine, and keynote speaker on leading positive change that fosters both profit and performance.

Since 1998, she has been helping organizations reinvent the definition of work—who, what, when, where, and how it's done—to foster agile workplaces to navigate the modern world.

She lives and works in Denver, Colorado—where work, life, and well-being are inseparable.

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WHY Culture Change



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Quick Facts on Change ...



Digital Reality

70% of companies have a digital transformation strategy in place or are working on one. Digitally mature companies are **23% more profitable** than their less mature peers.



Churn Quickening

50% of the Fortune 500 will be extinct by 2030. This represents more than two-thirds of the U.S. GDP.



Customer X

Companies that earn \$1 billion a year earn an additional \$700 million over 3 years by investing in customer experience.


1. <https://www.forbes.com/sites/blakemorgan/2019/12/16/100-stats-on-digital-transformation-and-customer-experience/?sh=175fa5443bf3>
2. <https://www.oreilly.com/content/how-industries-are-using-data-analytics-to-accelerate-the-digital-transformation/>
3. <https://www.qualtrics.com/xm-institute/roi-of-customer-experience-2018/>

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Change Cycles
Churning Faster...





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WHAT Change Looks Like



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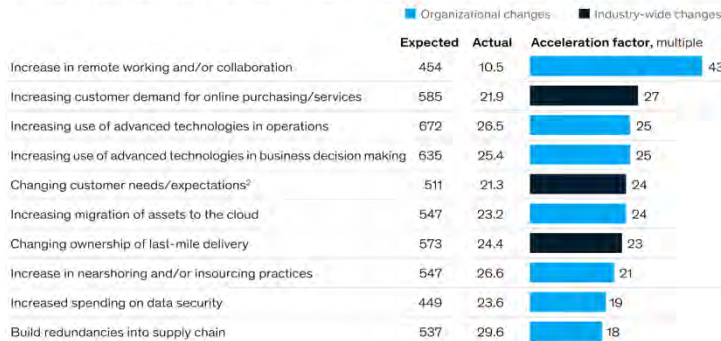
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The Rise of Change Acceleration

Executives say their companies responded to a range of COVID-19-related changes much more quickly than they thought possible before the crisis.

Time required to respond to or implement changes,¹ expected vs actual, number of days



¹ Respondents who answered "entry of new competitors in company's market/value chain" or "exit of major competitors from company's market/value chain" are not shown, compared with the other 10 changes; respondents are much more likely to say their companies have not been able to respond.
² For instance, increased focus on health/hygiene.

McKinsey
& Company

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Workforce Empowerment: Taking the Wheel



Chart is based on 1-year moving averages that were adjusted for inflation.

By The New York Times | Source: Federal Reserve Bank of St. Louis

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#1 Employee Retention Strategy: Well-Being



Workers prioritize transforming work for well-being more highly than executives

What are the most important outcomes you hope to achieve in your work transformation efforts in the next one to three years?

Rank	Senior executives	Individual workers
1	Improving the customer experience	Improving quality
2	Increasing innovation	Increasing innovation
3	Reducing cost	Improving worker well-being
4	Improving quality	Improving the customer experience
5	Doing new work	Doing new work
6	Increasing capacity	Reducing cost
7	Growing market share	Increasing capacity
8	Improving worker well-being	Growing market share
9	Increasing social impact	Increasing social impact

Note: n=4,738 (3,630 executives + 1,108 individual contributors).
Source: The 2021 Deloitte Global Human Capital Trends survey.

Deloitte Insights | deloitte.com/insights



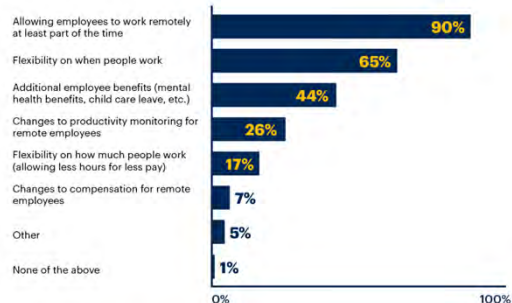
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Which changes driven by COVID-19 will persist even when vaccines are widely adopted?



Out of the changes that you have made because of COVID, which do you expect to keep in place after vaccines are widely adopted?

Percent selecting; multiple responses allowed



gartner.com/SmarterWithGartner

n = 116.
Source: Gartner HR Lessons From COVID-19 Webinar Q&A (December 9, 2020).
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Most Organizational Changes *Still Fail ... Because*

- Crisis mentality leads to short-term change
- Leadership who value profit over people
- No link to improving performance
- Campaigns, slogans, events prioritized over engaging with (and meeting) people's needs



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The Choice to Change

4 Lessons for Cultural Agility



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An HR Daily Advisor Online Event

Emergent Leadership...
Over Pure Hierarchy

Culture Pros.
Driving Professional Growth

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Vary & Mutate Quickly


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 An HR Daily Advisor Online Event

Simplicity, Rules.

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HOW to Optimize a Hybrid Workforce

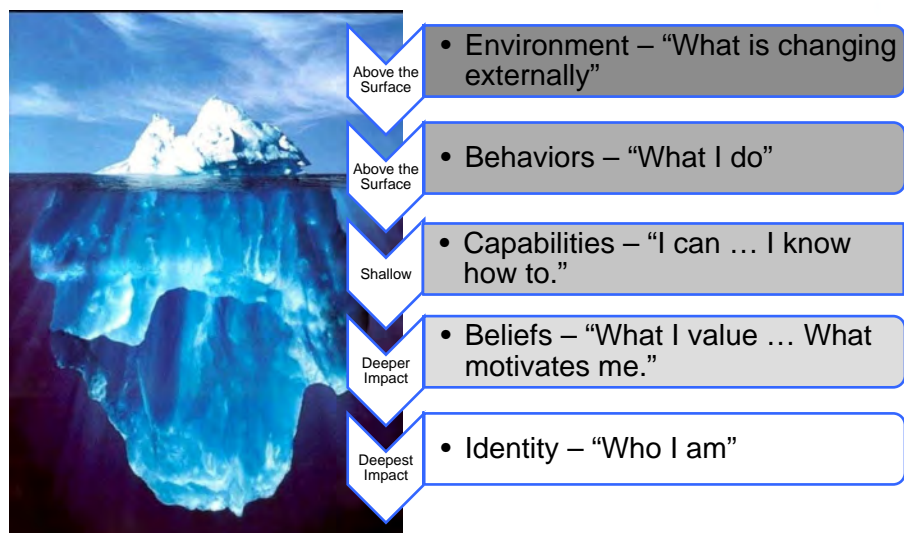


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Managing Levels of Change



Education
Emotion



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Environment



1. Business goals and objectives should determine location

2. Ensure employees are set up for long-term success in WFH situations

3. Consider ongoing flexible work strategies to make the best use of office space—job-sharing, employer talent-sharing



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Behavior

1. Seek employee input
2. Model what you preach
3. Increase frequency of communication and social connection (with any major change)
4. Ensure leaders are trained on signals of distress and showing empathy.



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"The announcement of the changes really went well."

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Capabilities

1. Invest in training and tools for digital savvy (e.g., cloud-based collaboration) and ensure WFH people are learning and growing along with your on-site staff.
2. Increase soft skills training and coaching: Adaptability, self-motivation, remote collaboration help remote employees grow and learn as part of the team.
3. Reward and recognize efforts to automate and redesign workflows, for better communication and collaboration.
4. Reinvent performance management to ensure quicker, real-time feedback (ideally including peers and leaders).



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Beliefs

1. Visibly reference Core Values for a hybrid work model.
2. Challenge yourself to redefine cultural norms you want to promote (and behaviors that reinforce them)—for example “Fairness”—and core beliefs that must change to support it.
3. Ask, ask, ask! A hybrid framework for the future **MUST** include input from both “in-office” and “remote” camps to ensure long-term adoption and minimize complaints.
4. Reframe the role: Hybrid-workforce management is **NOT** micromanaging productivity. It’s about rethinking workflows and removing barriers to better enable outcomes.
5. Managers should be trained to ask questions that elicit beliefs—“Why is this important to you?”

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Identity

- Think differently: Happy Employees = Profitable Growth
- “Lifetime Employment” – is it back? Allow people to change *with* you as life circumstances change.
- Define “portable” vs. “nonportable” skills and rethink roles and jobs accordingly.
- Maintain a lens on generational values (e.g., fairness, work ethic, flexibility) to build trust.



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How does your culture stack up?

**Schedule your
Free Change-Ready Consult
with Lisa Jackson**

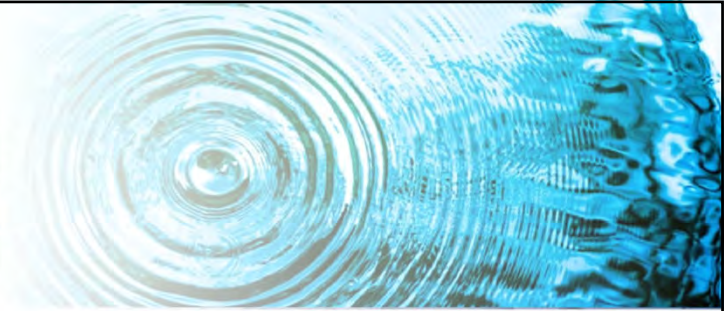
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Thank you!

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