



Leading for the Future of (Hybrid) Work: How to Engage, Inspire and Thrive

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Suggested Intro Question
(in the chat):

In one word, what is your
perspective on the future of
work?



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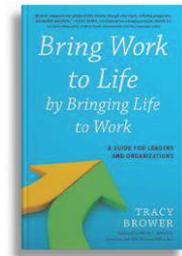
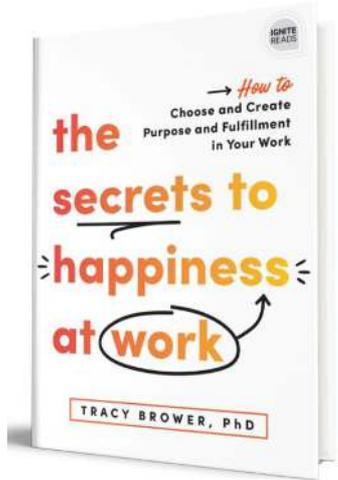
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This will be the most significant
reinvention of work in our
experience.

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reinvention of work in our
experience.

(Be careful what you wish for...)

Why Now

Disruption, reinvention

Work has changed,
mindsets and
approaches must
change as well

Hybrid requires new HR
and leadership skills

...in connecting

...in performing

...in sustaining culture

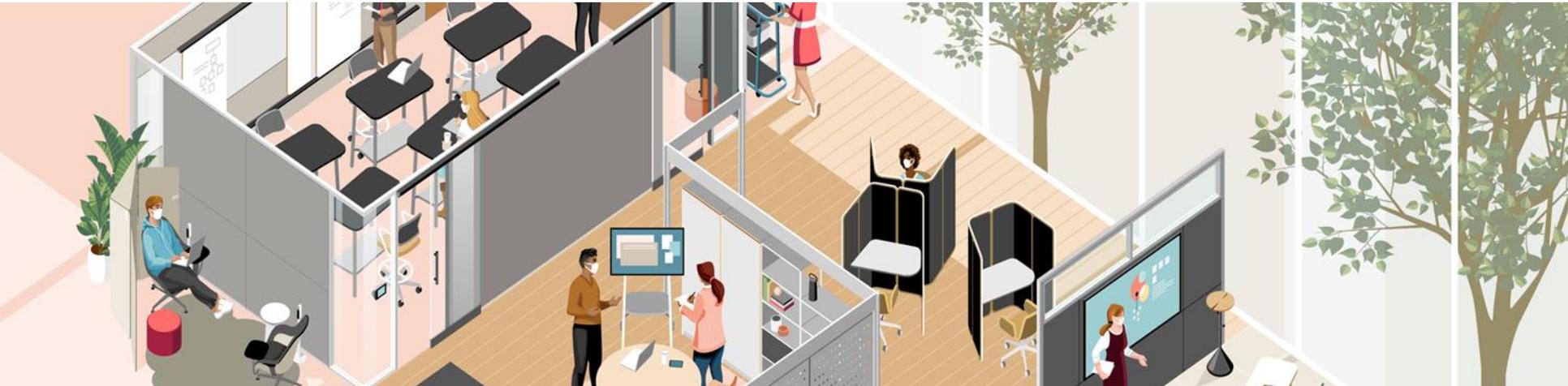
...in motivating and engaging



The Nature of Hybrid

The **either-or** debate is a false contradiction

Hybrid is inherently a **both-and** solution



The Hybrid Paradox (Global Research)

Life has gotten better

(commute, sleep, exercise, socializing, fertility, leisure time, sick days, eating out)

Life at work has gotten worse

(lack clear expectations, mission/purpose, learning and growth, opinions count, materials and equipment)



New Global Research

CEO priorities (2 and 3 of 4)

...38% accessing and creating top talent

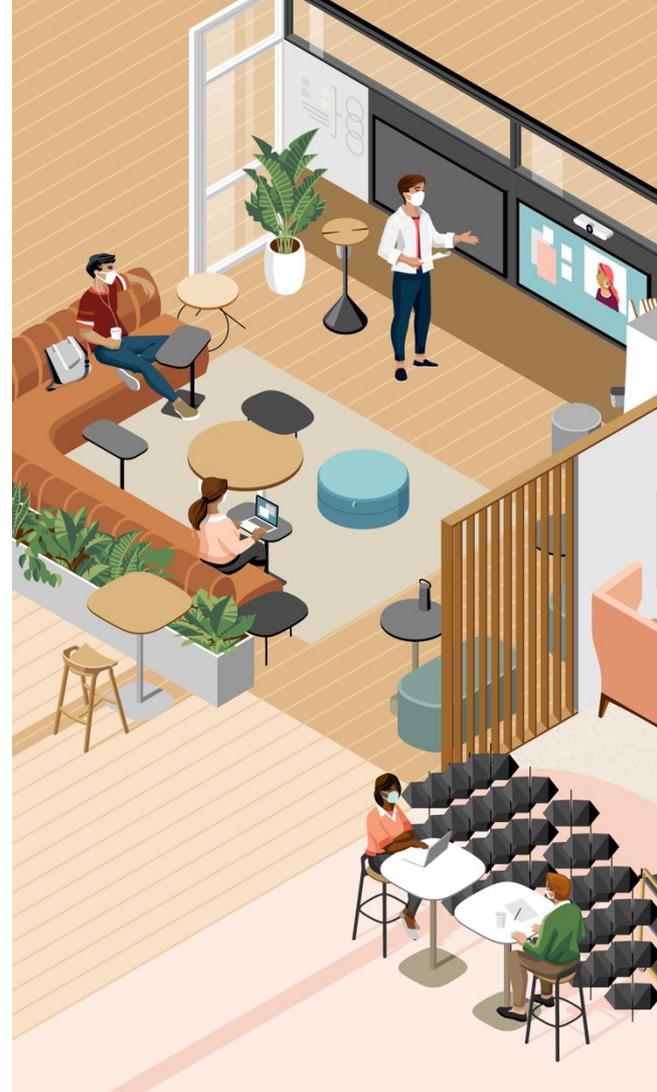
...35% driving connection and collaboration between business units

89% of CEOs say HR leadership should have central role

Productivity growth

...With data and tech = 4%

...With data and tech + people = 11%



New HR Skills

Systems thinking +52%

Financial acumen +44%

Leadership skills +44%

Tech and data skills +39%

Strategic talent
development + 39%

Business acumen +25%



The HR Leadership Laser

Human influence and
the power of modeling

Outsize impact
(accidental tourist)

Presence and
accessibility

At its core, leadership
is hopeful and
optimistic



You're behaving so loudly, I can
hardly hear what you're saying.

HR Shifts

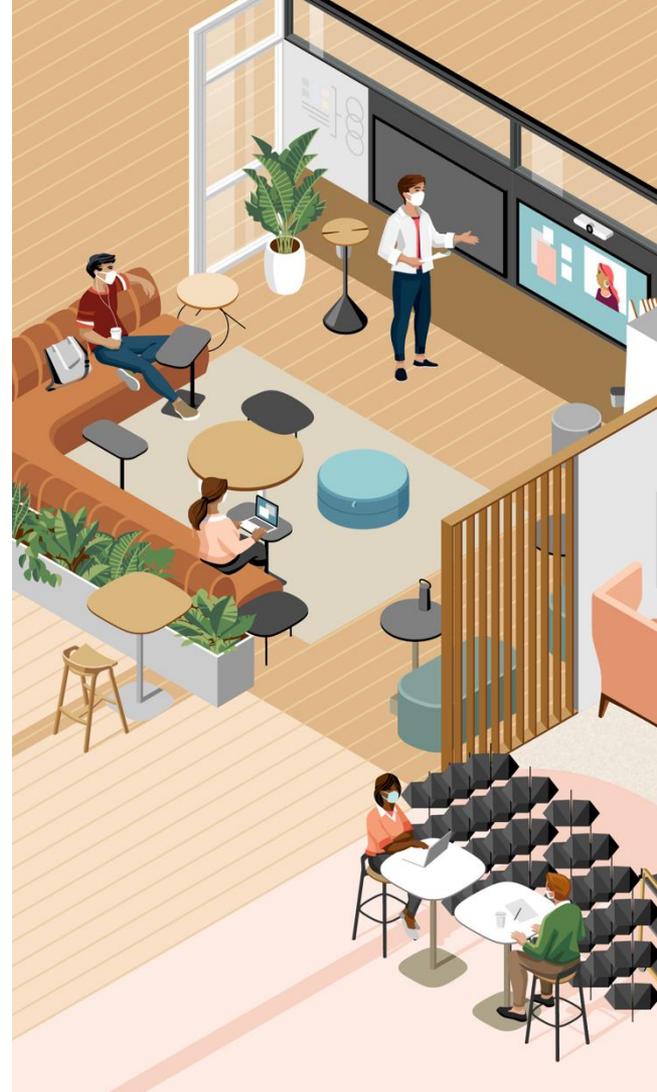
At the table >>> Embedded throughout org

Focused on people >>> Focused on performance

Hybrid work >>> Fulfilling work

Together >>> Belonging

Culture for the organization >>> Culture for all



Discussion + Q&A

Inspiration usually comes during work,
rather than before it.

~L'Engle

Purpose

Dream small

Balance present and future focus

Consider the bandwagon effect

HR Implication: Ensure people have line of sight and purpose



To go fast, go alone.
To go far, go together.

Connections

Hardwired for connection

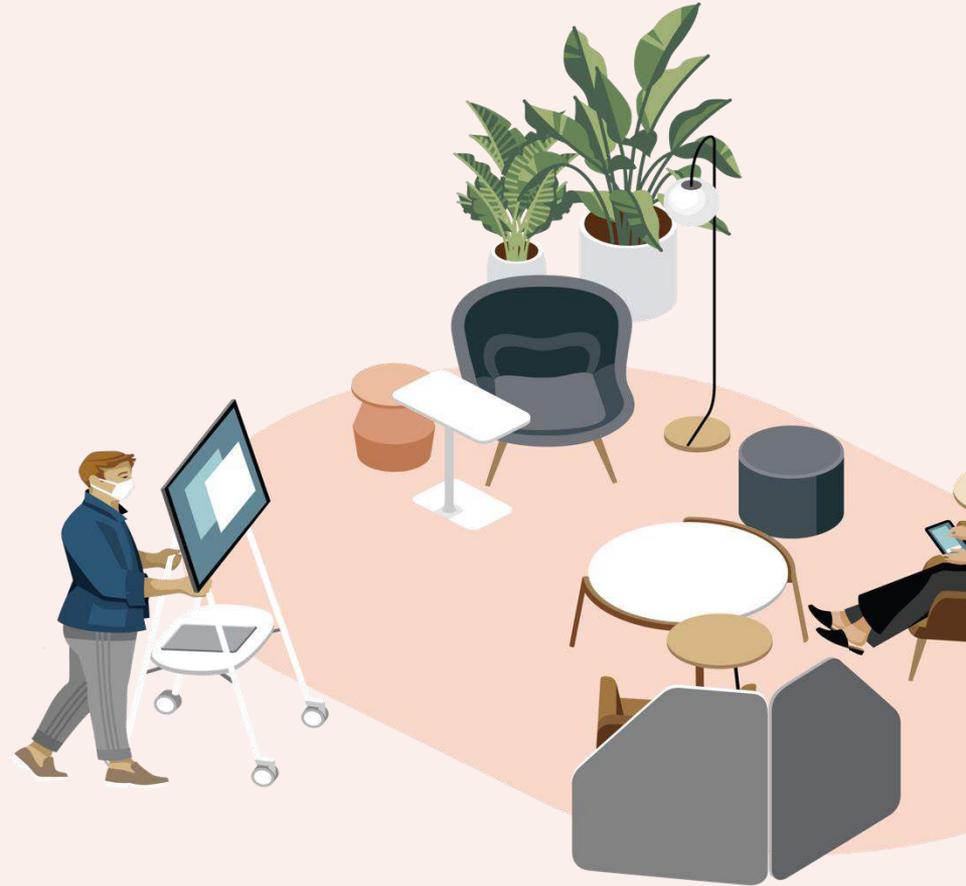
Organizations have a critical role to play

75% friends at work

Work is context for connections

Belonging requires shared identity

HR Implication: Create the conditions for community and cohesive culture



Stretch and Challenge

Psychological safety

Eustress and thriving

The 85% rule

HR Implication: Ensure growth opportunities



Performance

We all have an instinct to matter

Transparency and information empower people

HR Implication: Align skills and talents



Culture

Direction, involvement, consistency, adaptability

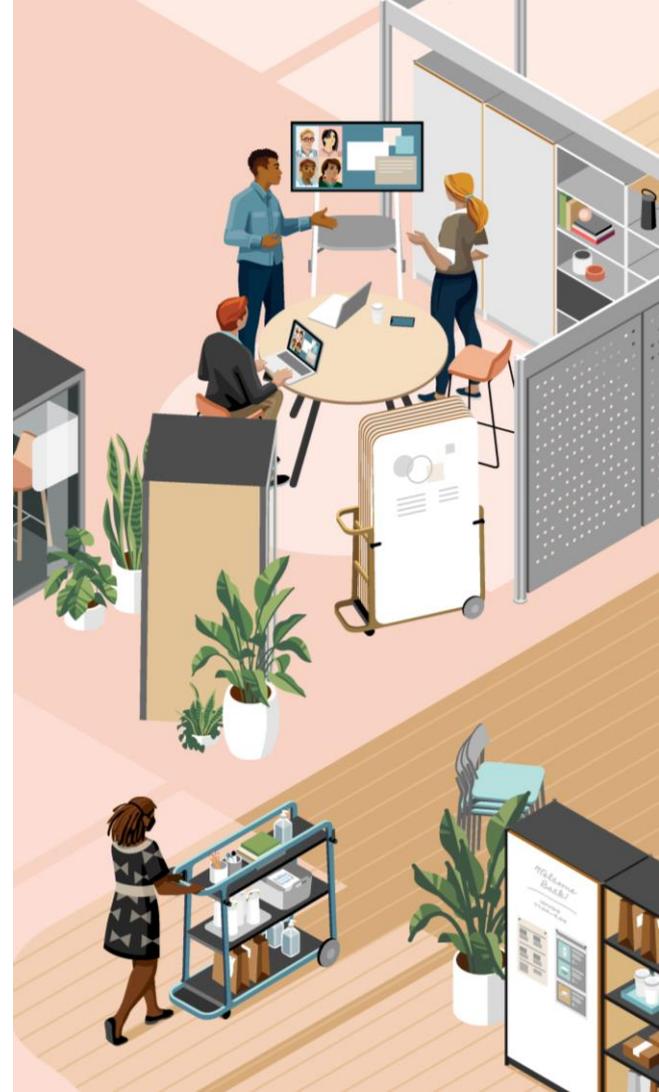
Culture of performance

Fostering choice, autonomy

Flexibility

Culture for organizations and for people

HR Implication: Foster all kinds of choice



Unexpected Sources of Joy

Get up earlier

Take naps

Spend time on things you love away from work

Invest in experience

Eat your veggies

Look beyond money

Spend time in nature



The best time to plant a tree is 20
years ago.

The second-best time is today.

This is our moment for a
bright future.



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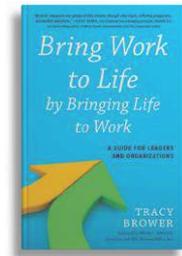
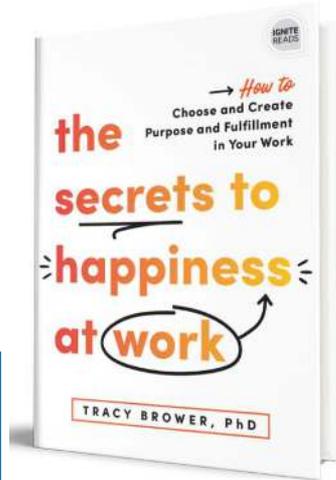
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Discussion + Q&A

Better is possible.

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Internal Note: Following are questions you could consider asking participants if you wanted to (with or without answer options).

Question:

To what extent has your leadership shifted or evolved in the last couple years?

A – Totally. This has changed me and the way I lead.

B – To some extent. Some of my approaches are the same, others have evolved.

C – Minimally. I am the same leader I was before.

D – Wow, I've never considered this.

Question:

To what extent are you optimistic about the future (of work)?

A – Greatly. Bring it on. The best is yet to come.

B – It's mixed for me. I can see pros and cons.

C – Umm...I don't want to be a pessimist, but I'm really not sure it will be ideal.

D – I need another cup of coffee before I answer this one.

Question:

To what extent do you believe it's challenging to create community and connections today?

A – Challenging? No. It's easy as pie.

B – Somewhat. There are pros and cons.

C – Honestly, it's really different, and it's tough.

D – I can't comment work-wise, but my virtual golf league just isn't the same.

Question:

To what extent do you believe people's expectations about work have shifted recently?

A – Significantly. Expectations are bigger, broader and more demanding.

B – A bit. Some demands are greater, but I'm not seeing this across the board.

C – Not so much. We've been through a lot but it's not showing up in shifting expectations.

D – I'll have to get back to you after I get through the latest inflammatory headlines.

Which HR leadership shifts do you believe are most important?
Most difficult (for you, others)?

In what ways have your employees' expectations about work changed?

How might you evolve your leadership approaches to thrive?