




# Getting Hybrid Work Right

November 10, 2022

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# We discover the people practices that drive high performance

to help you see what's coming  
around the curve.



i4CP



# High-Performance **Defined**

1. Revenue Growth
2. Market Share
3. Profitability
4. Customer Satisfaction

*Over a five-year period*

## Research Focus:

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What do high-performance organizations do differently?

Do those practices correlate to market performance?

# ● i4cp Members (partial list)





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Fortune



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London Business School



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March 27 – 30, 2023 | Scottsdale, AZ & Virtual

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# Getting Hybrid Work Right Series

## Today's Agenda:

- Reminders and announcements
- Discussion with special guest **Jessica Noble**, Vice President, Employee Experience at **Hallmark**



KEVIN OAKES  
CEO & Co-founder



TOM STONE  
Senior Research Analyst

## Upcoming Calls:

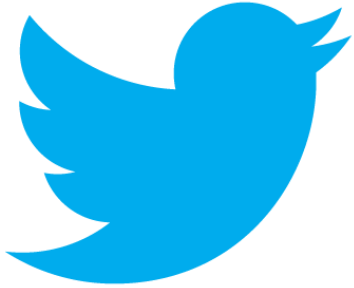
**11/17 – Building Scalable, Actionable, Measurable Inclusion Tools**  
with **Maureen “Mo” Berkner Boyt**, Founder and CEO at **The Moxie Exchange**

**12/1 – Sourcing, Analytics, and Hiring with Takeda**  
with **Jimmy Zhang**, Head of Global Talent Acquisition at **Takeda**

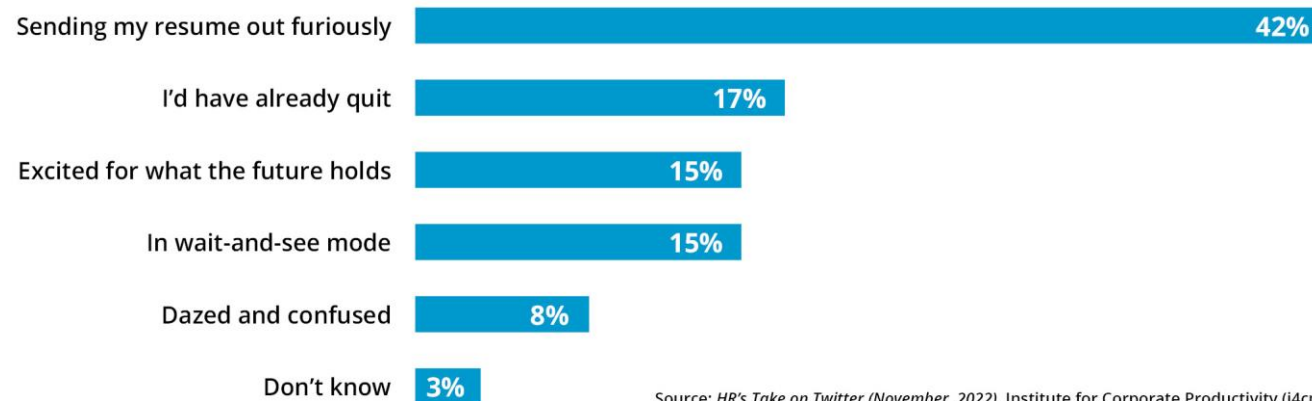
**12/8 – How Adaptive Teams Get Hybrid Work Right**  
with **Michael Arena**, author of **Adaptive Space**, and former talent leader at **Amazon, GM, and Bank of America**

For more, go to [i4cp.com/company/events](https://i4cp.com/company/events)

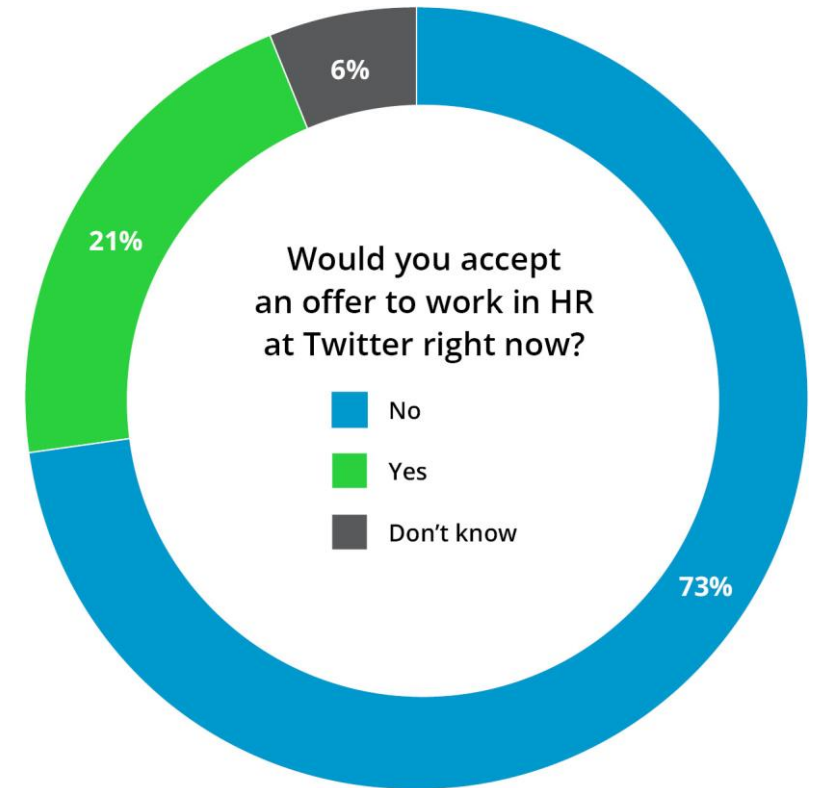




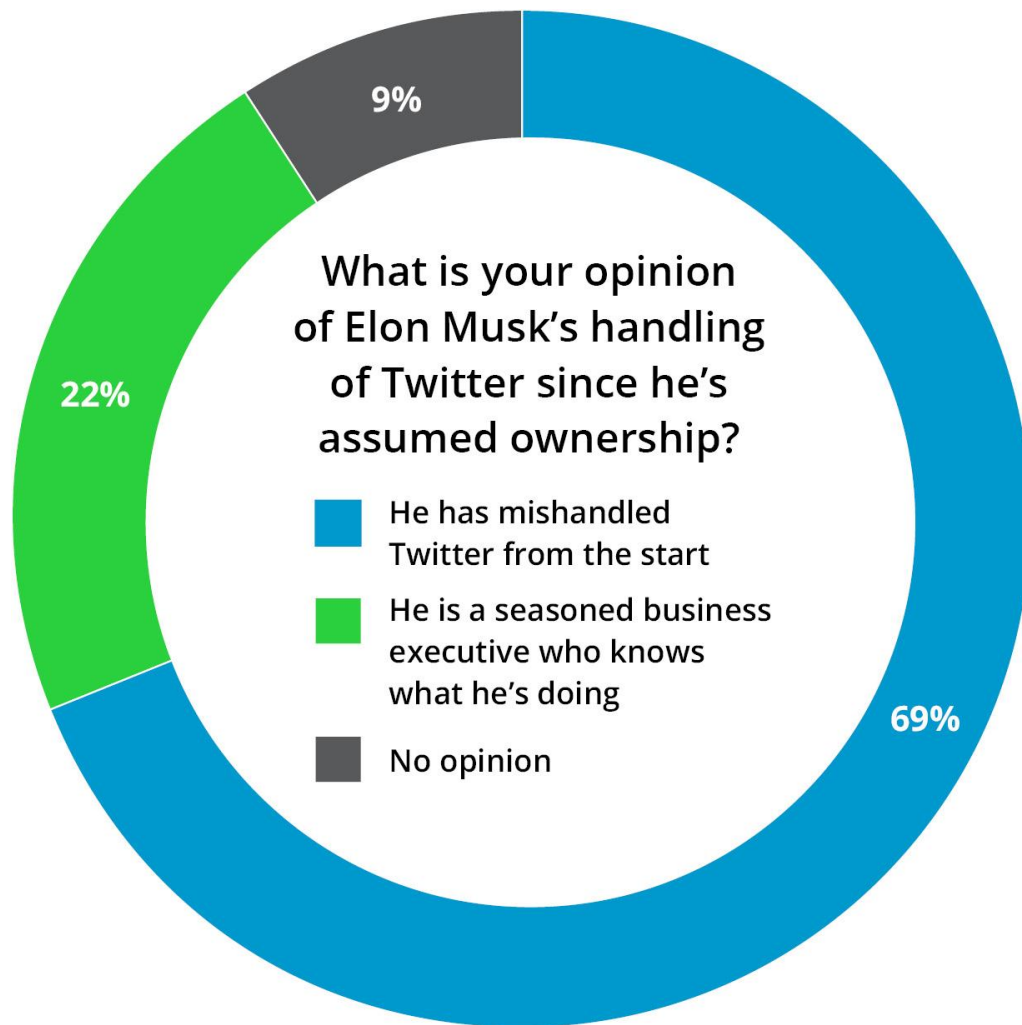
If you worked at Twitter (and survived the layoffs) what do you think your reaction would be?



Source: *HR's Take on Twitter* (November, 2022), Institute for Corporate Productivity (i4cp).



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## In one word, describe Musk's leadership style.

- Top responses included “chaotic,” “erratic,” and “autocratic.”
- Negative terms far outnumbered positive ones.
- However, some neutral or positive superlatives were used, such as “bold,” “visionary,” and “decisive.”



Bloomberg

# Musk's First Email to Twitter Staff Ends Remote Work

- Expects employees to put in at least 40 hours in the office
- New boss wants subscriptions to account for half of revenue

Source:

<https://www.bloomberg.com/news/articles/2022-11-10/musk-s-first-email-to-twitter-staff-ends-remote-work>





Today's Guest:

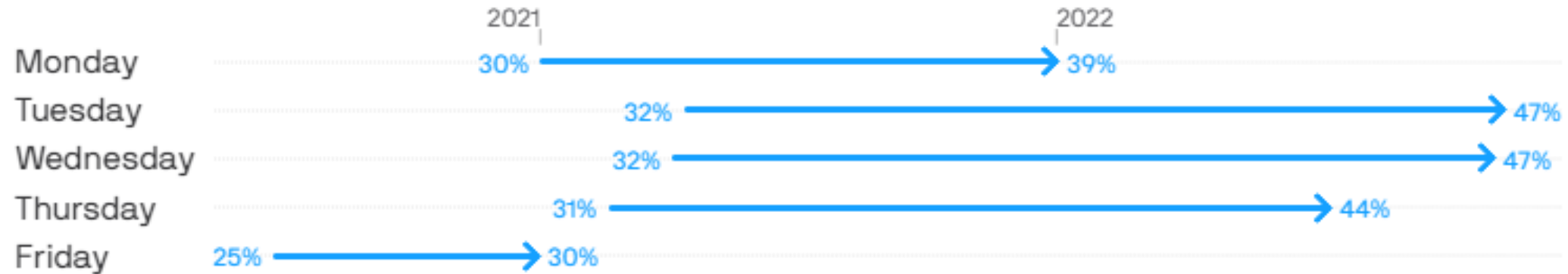
**JESSICA** NOBLE

**Vice President, Employee Experience**



# Office occupancy rates, by day of the week

2021-2022; Among offices using Kastle systems; As of Oct. 26, 2022



Data: Kastle; Chart: Erin Davis/Axios Visuals

Per Axios' story, "Before the pandemic, most office workers came in every day of the week, with a slight dropoff on Friday, according to Kastle. Mondays were a big deal and you definitely showed up."



**Poll:** As part of your employee listening strategy, **how often** do you seek employee input?

- Once or twice a year
- Quarterly
- Once a month
- Weekly
- We take an “always on” approach to employee listening

**Poll:** When surveying employees...

- We only ask Likert / multiple choice questions; we don't have write-in comments
- We review and analyze write-in comments manually
- We get write-in comments, but we don't do much with them
- We review and analyze write-in comments using technology (NLP / Artificial Intelligence)



WHITE PAPER »

# Supercharge Your Listening Strategy

## Featuring:

- 4 critical elements of an effective employee listening strategy
- 5 most overlooked sources of information
- 3 ideas for integrating your listening strategy and fill any gaps
- Plus, i4cp's Employee Listening Integration Diagnostic to self-assess the robustness of your current strategy

Download at [go.i4cp.com/listening](https://go.i4cp.com/listening)

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## Enterprise Membership



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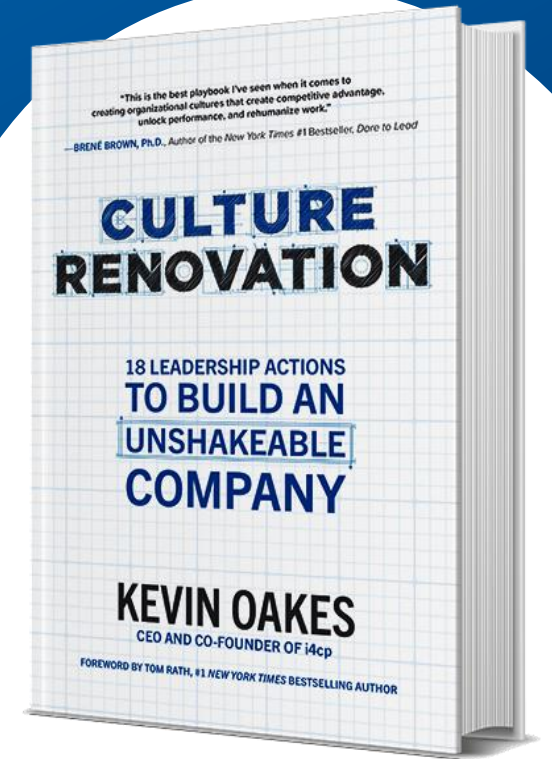
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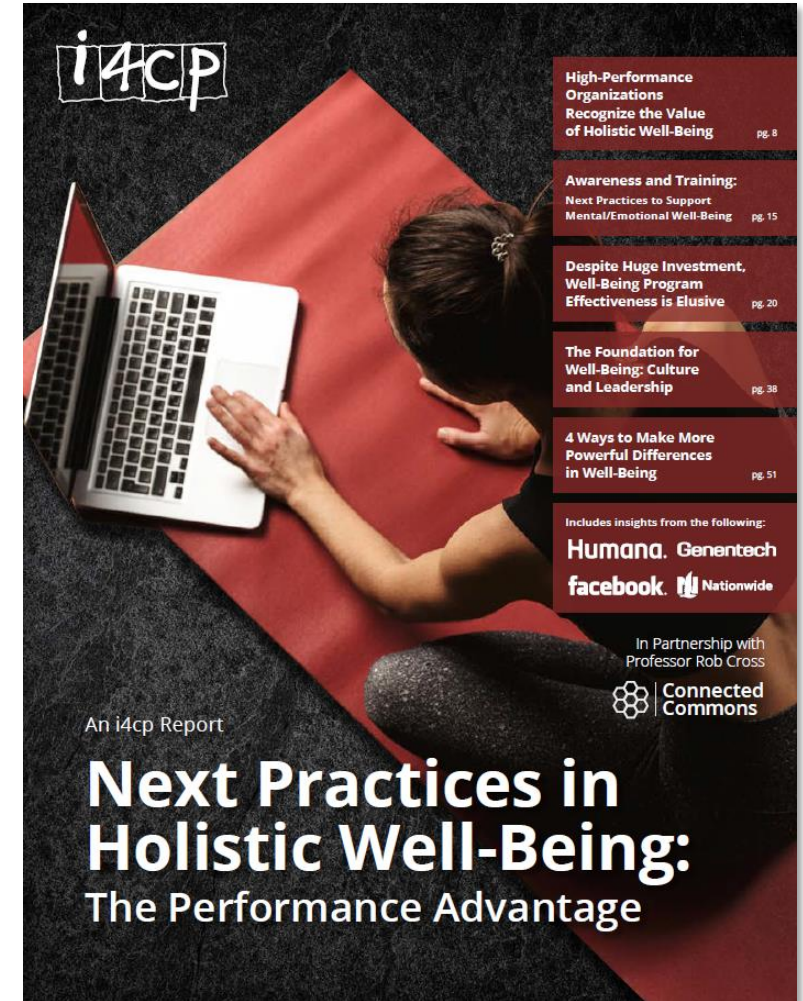




# Holistic Well-Being

High-performance organizations place greater emphasis on all six areas of holistic well-being:

- **Physical health**
- **Mental/emotional health**
- **Financial** – managing personal finances, savings, mortgages, etc.
- **Community** – connectedness to communities where people live/work, volunteer involvement, philanthropy, etc.
- **Career** – happiness with job, advancement opportunities, development, etc.
- **Social/relational** – connectedness to others at and apart from work: family, friends, colleagues, etc.





# How Adaptive Teams Get Hybrid Work Right

**Thursday, December 8, 2022**  
8:00AM - 9:00AM PT/11AM - 12PM PT



Author of *Adaptive Space*

**Michael Arena**





# Thank You

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