Recent Book

» Conducted three global surveys to learn about current challenges working remotely

» Interviewed more than 100 senior executives to better understand the current and future landscape

» Focus of the book is on practical lessons to help lead from a distance
## Book Interviews

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Highlights From Our Research

» Productivity has not been impacted

» Work life balance is still a net positive overall, yet many people are very overwhelmed given the blur between work and home

» Pandemic has been hard on working mothers and many have exited the workforce

» Video or “Zoom fatigue” is extremely prevalent

» Many senior leaders are concerned about culture and onboarding

» Most employees want greater flexibility and want to commute less BUT also want collaboration and a place to connect with others periodically
The Virtual Road Ahead

» The hybrid model is here to stay, and this presents different challenges, particularly around equity

» Companies who try to “go back to normal” are likely to have challenges

» Most organizations are rethinking real estate and virtual work models (e.g., geographic hubs, fewer offices)

» Some sectors and roles are more suited to remote work

» In a virtual world, leadership is even more critical, and organizations need to proactively set people up for success
Hybrid Work Is Here To Stay…

» Employees given “the choice on where to work” were 40 – 50% more motivated than those who were forced to work remotely or in person (HBR)

» 61% of executives believe a strong culture can be maintained with employees in the office 3 or fewer days per week (PwC report)

» 60 – 80% of employees surveyed prefer a flexible approach to work
Hybrid Model in Practice

**Pros**
- Increased motivation
- Broader talent pool
- Potential cost savings
- Increased retention

**Cons**
- Potential for inequity due to in-person bias
- Increased chance of burnout
- Difficulty building connections
Hybrid Model Challenges

» Psychological safety is more important and harder to foster in hybrid work models

» A growing fear within hybrid models is “out of sight, out of mind”

» Ensuring that leaders role model the right behaviors is even more important

» One size approach does not fit all
Leadership in the Hybrid Model

» Leaders need to role model best practices from the top (e.g., to minimize digital overload and burnout, demonstrate authenticity, encourage breaks, etc.)

» Leaders will need to lead differently – (e.g., host “virtual office hours” to ensure equity and empower employees)

» Organizations need to ensure that leaders have the skills to successfully coach and lead in a hybrid model

» It will be critical for leaders to encourage and incentivize collaboration and networking
The New State of Leadership

- Be Authentic
- Be Equitable
- Be Deliberate
- Be Authentic
“Natural” activities such as office drop-ins, breakroom chats, and last-minute lunches are harder to replicate.

It is important to proactively establish points of connection.

“Common knowledge” is not so common in hybrid models; expectations must be clearly documented.

Being deliberate means doing things outside your comfort zone to facilitate relationships, manage accountability, maintain motivation, and solidify process.
2 Be Equitable

» Studies suggest proximity influences performance reviews, promotions, feedback, and access to projects

» Leadership activities occur more easily with those nearest you

» Meetings can become awkward in hybrid environments

It is more important to ensure consistency in your leadership practices
3 Be Authentic

» Authentic leadership matters now more than ever

» Employees are redefining their sense of purpose in hybrid work environments

» Less frequent interaction leads to fewer opportunities to motivate and inspire

» Changing work dynamics creates additional stress and impacts motivation

The highest performing leaders possess a solid sense of purpose, understand the purpose of each team member, and connect that purpose to the purpose of the company or team.

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Best Practices

- Create a sense of purpose and community
- Spend more time recognizing good work
- Make “care calls”
- Provide the autonomy to determine the best way to get work done
- Create opportunities for virtual team members to build relationships
- Role model behavior and seek out feedback