

# 2022 BILLION DOLLAR CEO ROUNDTABLE

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# BEST PRACTICES OUTLOOK FOR HYBRID WORKFORCE 2022-2023

Presented by the Honorable Dr. Jeff T. H. Pon for  
Members of the National Association of Wholesalers  
(NAW)

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# WHY WOULD YOU LISTEN TO ME?

- 25 years of experience in Large Scale Global Organization Change
- Integrating merged and acquired organizations
- Repositioned companies to be the leader in highly competitive industry spaces
- Head of Human Resources for the Department of Energy, Society of Human Resource Management, and US Federal Government
- Advisor/Board member, Consultancies, and Private & Public Sector C-Suite

# WHAT'S HAPPENED SO FAR

## Pre-pandemic

- Brick and mortar
- 9-5 - 40 hour plus workweek
- Slow transition to alternative work schedules & gig economy
- Separation between business and personal
- Managers manage performance

## Post-pandemic

- Hybrid becomes mainstream
- Work as needed from home
- Exception for customer-facing, front-line workers
- Computer & electronic devices serve as your connection to outside world
- Great resignation/designation
- Emphasis of well-being
- Managers role shifts

# EXPECTATIONS

## Employee

- 40% want full autonomy to work as they wish - 60% want more structure
- Employee expect the organization to respond
- Generational differences (i.e. GenZ wants in-person work experiences)
- Boundaryless work-week

## Customer

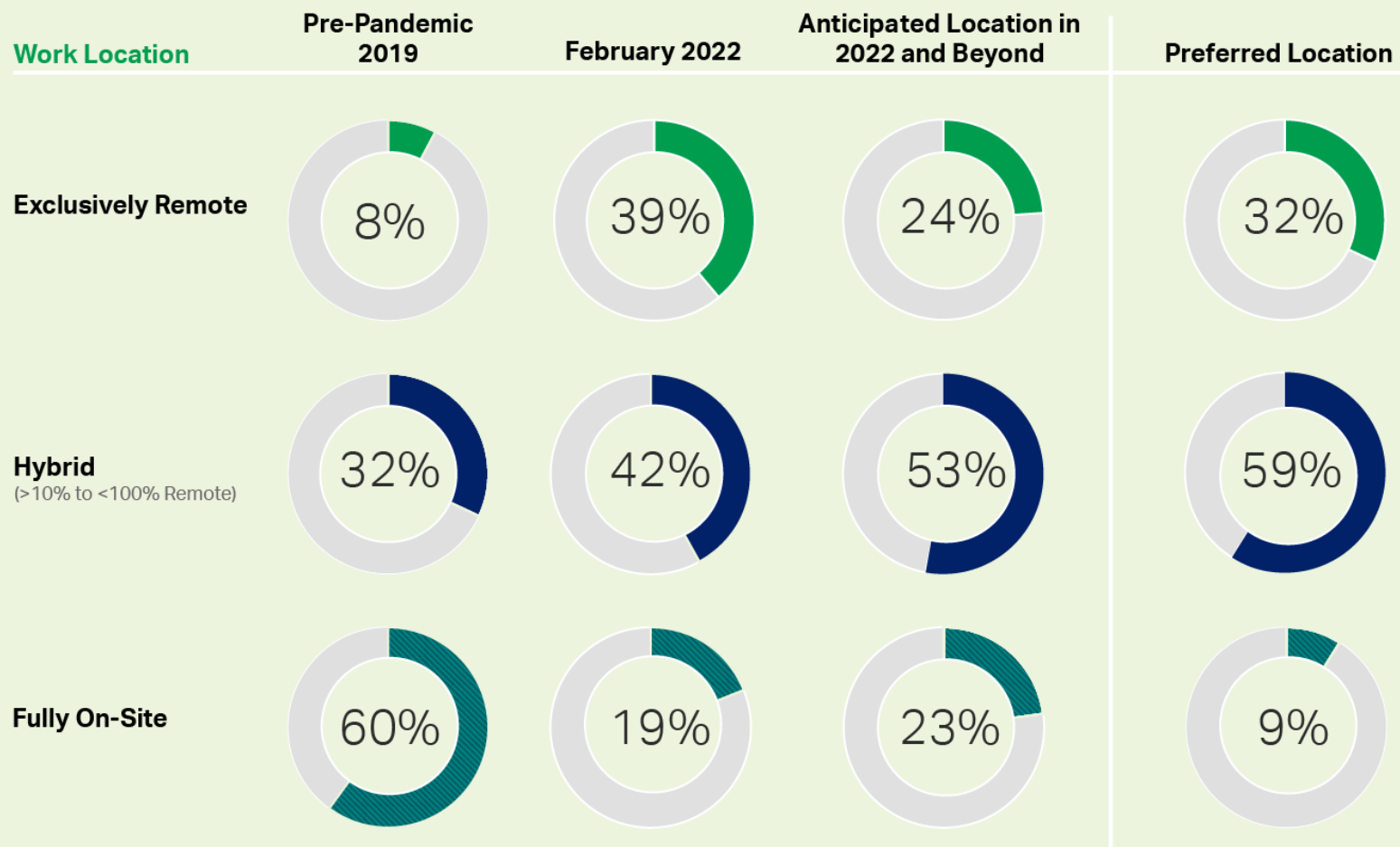
- No change to service or greater expectation for services being delivered to home
- Combating increased pricing/inflation

## Management

- Performance will not suffer
- Relationships and culture remain strong
- Employees continue to develop and progress

# WHERE WE ARE HEADED

## Current and Anticipated Employee Work Locations for Remote-Capable Jobs



GALLUP®



## SO WHAT DO YOU DO?

- Re-connect - prioritize and plan the time with your people, preferably in-person
- Be intentional, transparent and honest about what is happening at the workplace
- As an Executive team, weigh out the risks for the hybridization of your workforce
  - Impact on business, customers, employees, competitors
- Greater emphasis on health and well-being
- Re-defining the boundaries between work and personal – acknowledging it's messy
  - re-architecting the work, unleashing work through technology, adapting the workplace
- Bottom-line we are not returning to the same workplace environment

# QUESTIONS TO ASK TOMORROW

- How many days a week or what % of time should people meet up
- What type of scheduling policies should we have and where is the decision to be made – at the individual, team or organizational level
- How do you connect on a periodic basis with the team (face-to-face, zoom, retreats, outings, on-site meetings and get-togethers)
- How do you know if it's working:
  - Turnover/absenteeism, applications, employee sentiment, NPV, productivity and performance





# FINAL THOUGHTS

*Adapt, change, conquer,  
never give up, win always sir*



