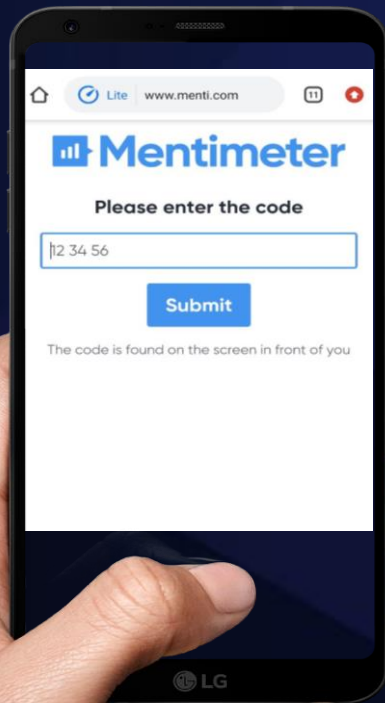


Deloitte.



**Future Leaders:
Leading in the
New Normal**

As a Leader, what has challenged you the most in the last 18 months?



01 Grab your phone

02 Scan the QR Code *or* Head to **www.menti.com** and input code **2872 9777**

03 Respond to the questions on the screen!



A Time
like no other...



Paradox:

[ˈperəˌdäks]

a situation, person, or thing that combines contradictory features or qualities.

Connection



Safety



Productivity



Distance

Privacy

Efficiency

Megatrends were already **changing** the game...



And then...

“The coronavirus, and its economic and social fallout, is a **time machine to the future.**”

Changes that many of us predicted would happen over decades are instead taking place in the span of weeks.”

A N N E - M A R I E S L A U G H T E R

New York Times, March 21, 2020

Work is faster...



A hand is shown interacting with a tablet. The tablet displays a complex data visualization with various colored lines and points, possibly representing a network or a data flow. The background is dark, and the overall scene is illuminated by the light from the tablet. The text is overlaid on the top left of the image.

**...and change is
bumpier**

**There is a
tension
between
stability and
agility**



**Ideas are moving between
people at incredibly fast rate...**

A misty forest landscape with evergreen and deciduous trees. The scene is hazy, with a thick layer of fog or mist obscuring the background. The foreground shows a dense line of trees, including evergreens and bare deciduous trees. The overall atmosphere is quiet and somewhat somber.

**Yet isolation and feelings of loneliness
are increasing**

The pandemic caused...



**Economic
Pressures**

Shrinking Economy



**Social
Pressures**

Shrinking Wallet Size

For once, nobody is immune...



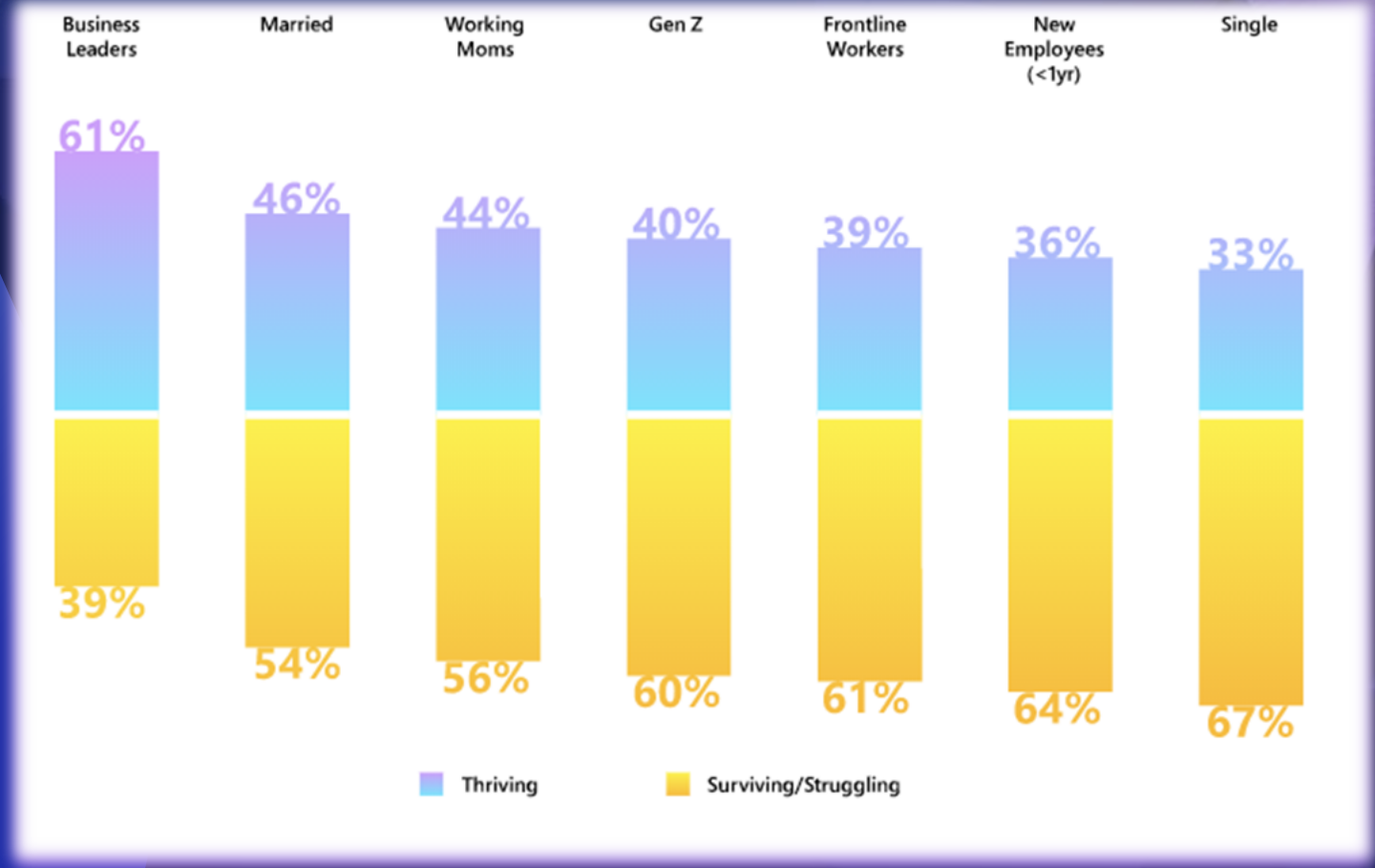
Everyone is disrupted

Just not
equally...

Business
Leaders are
doing better
than most..

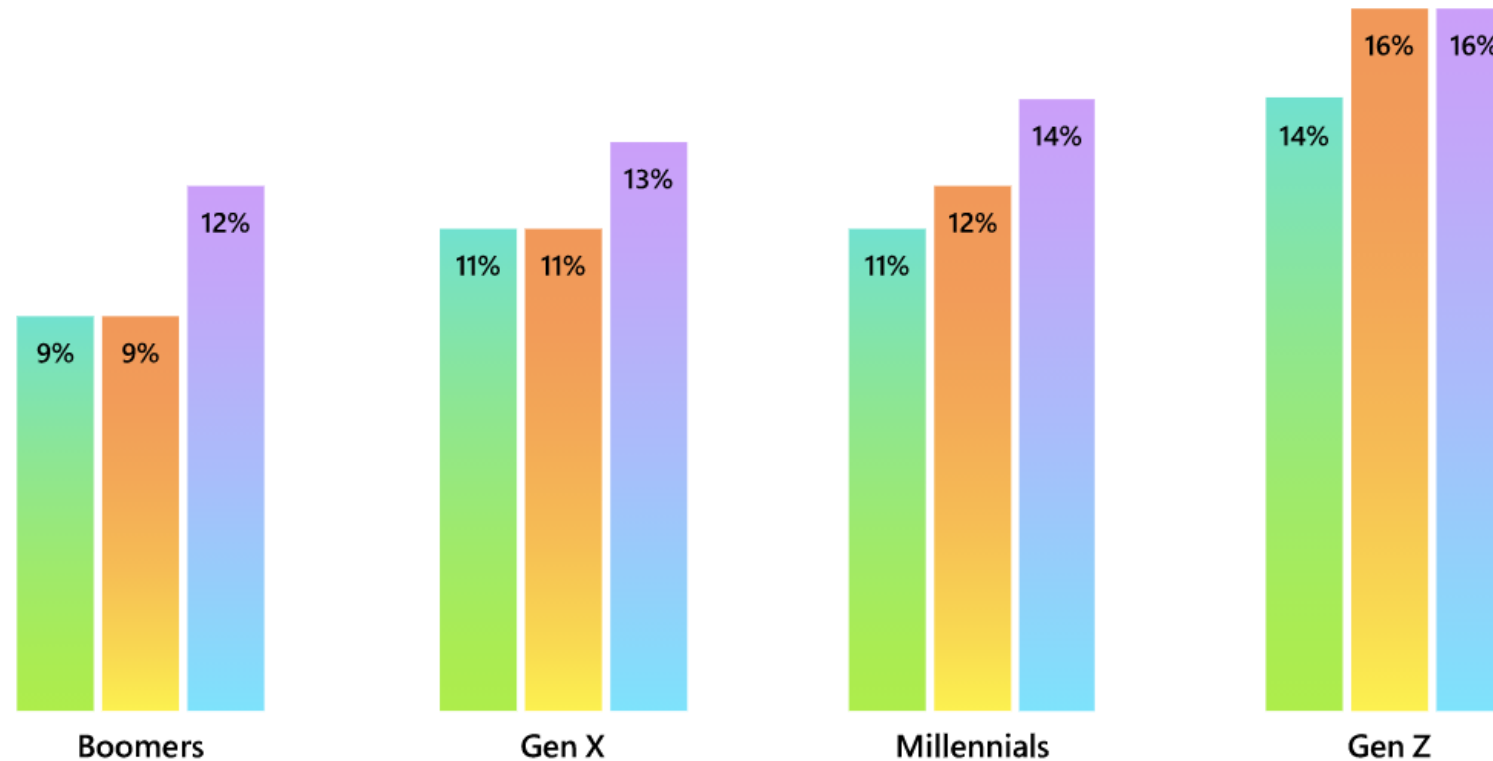


According to a recent
Microsoft study...



Source: <https://www.microsoft.com/en-us/worklab/work-trend-index/hybrid-work>

...While Gen Z needs re-energizing



Gen Z is More Likely to Say They're Struggling than Older Generations on These Aspects at Work

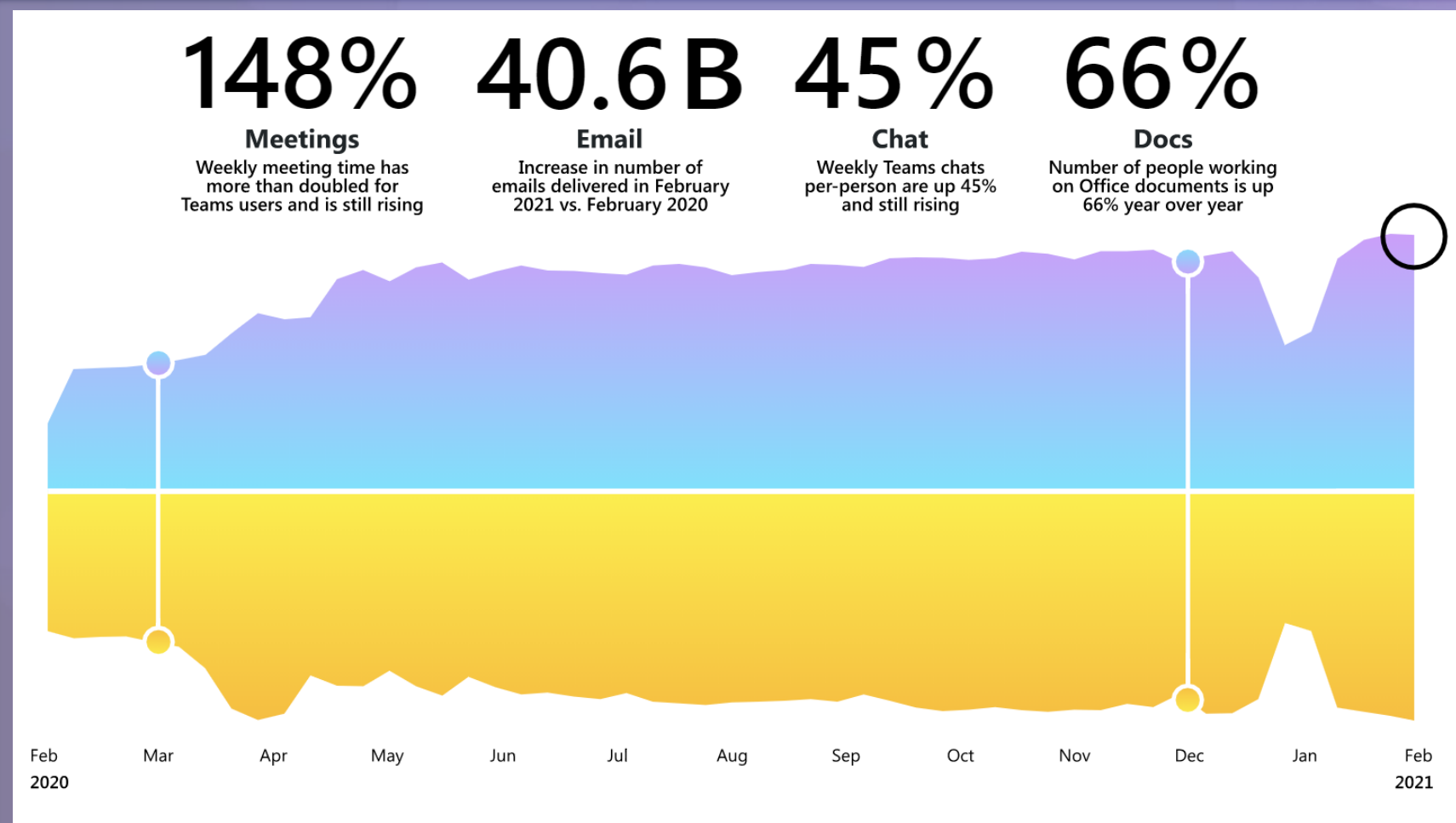
Being able to bring new ideas to the table

Getting a word in during conference calls / meetings

Feeling engaged or excited about work

Source: <https://www.microsoft.com/en-us/worklab/work-trend-index/hybrid-work>

And high productivity continues to cause exhaustion...



Source: <https://www.microsoft.com/en-us/worklab/work-trend-index/hybrid-work>



**A new
leadership
imperative has
emerged**

A tough year has made **work** more...



Our Role as Leaders...



**Have a
Virtual First
Mindset**



**Re-architect
work**



**Double Down
on Belonging**

Our Role as Leaders...



**Have a
Virtual First
Mindset**



**Re-architect
work**



**Double Down
on Belonging**

Leaders are faced with...



**EXISTING
EXPECTATION**



RISING EXPECTATION



NEW EXPECTATION



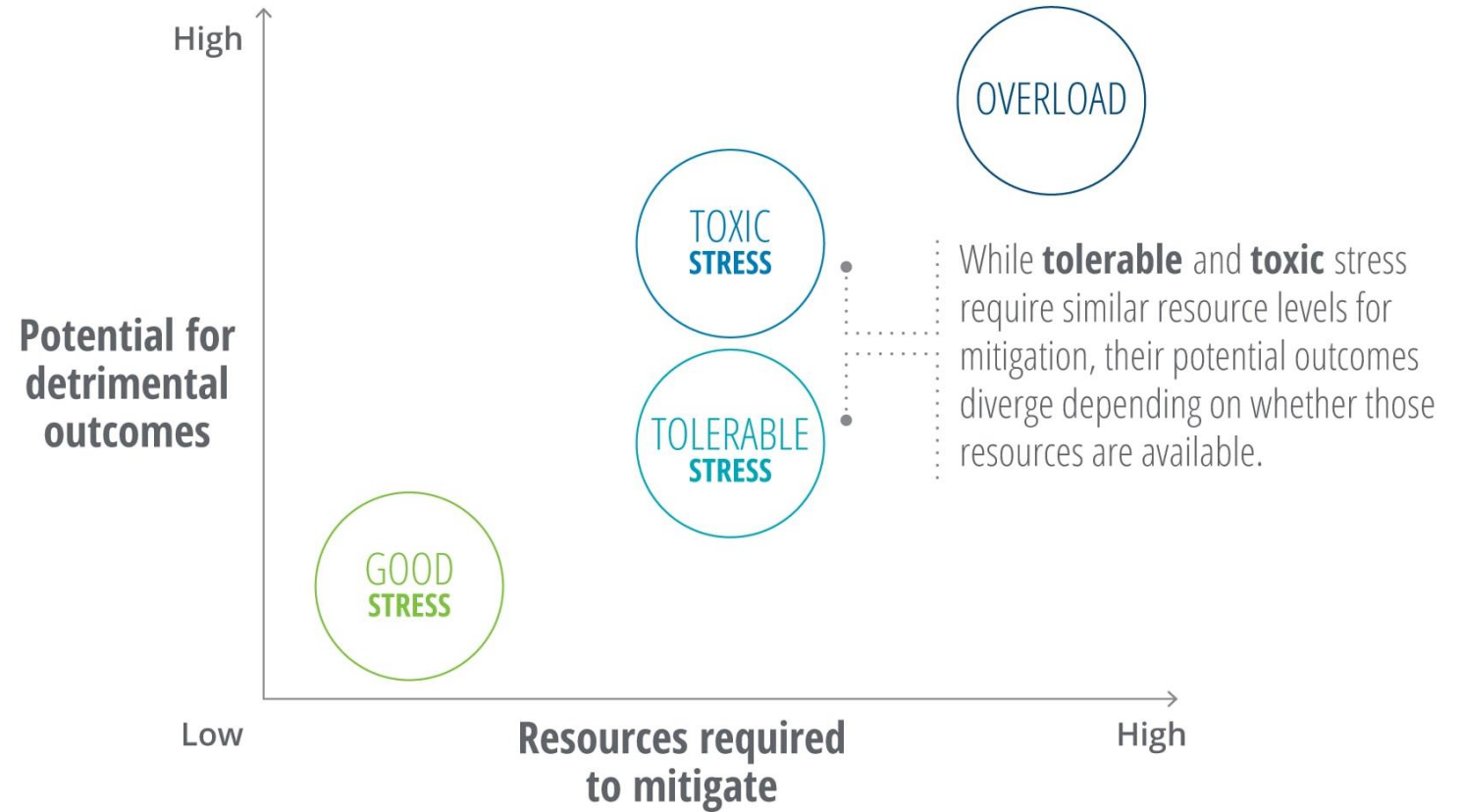
Our People see us differently...



“Boss”
equals...
**Performance
manager**

+

**Friend
Counselor
Psychologist**



Source: Deloitte analysis.

Balance is the **wrong analogy**



Work and life are not opposing forces



Embrace a Virtual-First mindset and challenge current norms...



Be Present

Be present in all **physical, cognitive and emotional** aspects. Avoid distractions and be **present in the moment.**



Be Visible
Everyday

Proactively and **deliberately** engage with your team and stakeholders daily. Make an **effort** to build relationships and cultivate **trust.**



Connect
Ready

Be ready to contribute in each session. Know the objective of the meeting and **join prepared.**



Question to
Understand

Ask questions to align (create clarity and ensure an understanding of objectives/goals.)



Always Share
Knowledge

Share knowledge freely and without prompting. **Contribute thoughts, knowledge and ideas.**



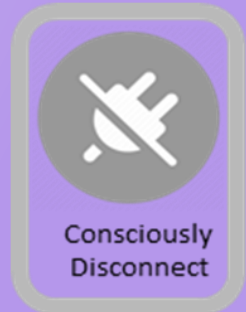
Simplicity
and Clarity

Always **communicate clearly.** Set clear goals and expectations. Indicate what success would look like and how it will be measured.



Everyone
Participates

Engage in discussions and keep team members **accountable to participate** and to engage.



Consciously
Disconnect

Create space to do work and for personal life

Our Role as Leaders...



**Have a
Virtual First
Mindset**



**Re-architect
work**



**Double Down
on Belonging**



YOU must be ready for **your** teams to be wherever they **want** or **need**



Hybrid is the new normal...



This is **not about doing the same work in the same way**, just in a remote setting, its about **re-architecting work** completely...

Re-architecting work means rethinking how work is done, to unlock human potential



We need to change the lens



WORK

Is not a place anymore

**It is a community and provides a
sense of purpose and belonging**

**Re-architecting work is augmenting
human potential with technology**

As leaders, ask yourself:



WORK

- ✓ How can **we bring the work to the people**, instead of the people to work?
- ✓ How will we manage hybrid work practices and rituals to **create an inclusive culture and sense of community**?
- ✓ How can we recompose work to automate the dull, dangerous and dirty activities and **elevate the uniquely human elements**?



WORKER

- ✓ How will we provide greater autonomy, choice and flexibility to **allow our people to personalize their work experience** according to the flow of their lives?
- ✓ How **open do we want our talent ecosystem** to be? What policies and practices will we need to evolve?
- ✓ How do we improve wellbeing and support our people to **'disconnect' in an increasingly virtual world**?



WORKPLACE

- ✓ How will we **support different workplace models** beyond our classic 'on site' model? What are the costs and benefits of different options?
- ✓ How do we redesign the workplace as a **vibrant destination to attract and excite our people and our customers**?
- ✓ What will be **the purpose of the workplace in the future** – how will it be utilized?

Our Role as Leaders...



**Have a
Virtual First
Mindset**



**Re-architect
work**



**Double Down
on Belonging**

Pre-pandemic, Belonging was cited as a key gap... COVID reinforced this

25%

COMFORT

A work environment where employees are treated fairly and can bring their authentic selves to work

31%

CONNECTION

Having a sense of community and identifying with a defined team

44%

CONTRIBUTION

Feeling aligned with the organization's purpose and having a resilient mindset

As leaders, you must create a sense of belonging for your teams



COMFORT

Notice who is **MISSING** and ask why?

Establish **NEW** team norms

Keep your **COGNITIVE BIAS** in check



CONNECTION

Develop an authentically **HUMAN** connection

Invest time in **CHECK-IN's**

Establish communities



CONTRIBUTION

Talk about and connect work to overall **PURPOSE**

Share stories of **IMPACT**

Replace low value add with **HIGHER VALUE** work



In Summary

LET'S BRING THE STORY TOGETHER



Have a Virtual First Mindset



Re-architect work



Double Down on Belonging

Embrace a Virtual-First mindset and challenge current norms...

Be Present Be present in all physical, cognitive and emotional senses. Avoid distractions and be present in the moment.	Be Visible Proactively and deliberately engage with stakeholders daily. Make an effort to build relationships and cultivate trust.	Connect Be ready to contribute in each session. Know the objectives of the meeting and come prepared.	Question Ask questions to align (create clarity and ensure understanding of objectives/goals.)
Always share Share knowledge freely and without prompting. Contribute thoughts, knowledge and ideas.	Simplify Always communicate clearly. Set clear goals and expectations. Indicate what success would look like and how it will be measured.	Everyone Engage in discussions and keep team members accountable to participate and to engage.	Continually Disconnect Create space to do work and for personal life.

As leaders, ask yourself:

WORK	WORKER	WORKPLACE
<ul style="list-style-type: none"> How can we bring the work to the people, instead of the people to work? How will we manage hybrid work practices and rituals to create an inclusive culture and sense of community? How can we recompose work to automate the dull, dangerous and dirty activities and elevate the uniquely human elements? 	<ul style="list-style-type: none"> How will we provide greater autonomy, choice and flexibility to allow our people to personalize their work experience according to the flow of their lives? How open do we want our talent ecosystem to be? What policies and practices will we need to evolve? How do we improve wellbeing and support our people to 'disconnect' in an increasingly virtual world? 	<ul style="list-style-type: none"> How will we support different workplace models beyond our classic 'on site' model? What are the costs and benefits of different options? How do we redesign the workplace as a vibrant destination to attract and excite our people and our customers? What will be the purpose of the workplace in the future – how will it be utilized?

Source: Re-architecting Work Models: <https://www2.deloitte.com/us/en/insights/focus/human-capital/articles/re-architecting-work-models.html>

As leaders, you must create a sense of belonging for your teams

COMFORT	CONNECTION	CONTRIBUTION
<ul style="list-style-type: none"> Notice who is MISSING and ask why? Establish NEW team norms Keep your COGNITIVE BIAS in check 	<ul style="list-style-type: none"> Develop an authentically HUMAN connection Invest time in CHECK-INs Establish communities 	<ul style="list-style-type: none"> Talk about and connect work to overall PURPOSE Share stories of IMPACT Replace low value add with HIGHER VALUE work

Source: <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2020/creating-a-culture-of-belonging.html>

And Finally – remember... No One is Immune..

1 Recognize

What drains your battery and how do you know when your battery is low?

Changes in your cognitions, emotions & physiology, behaviours

2 Respond

What can I do *right now* to deal with my situation?

Take charge of the things in your control, and manage yourself for the things you don't

3 Recharge

What can I learn from the situation and what do I need to do cultivate a buffer for the future?

Cultivating your Resilience Buffer

..put your oxygen mask on first

Make **Something** Happen

THANK YOU



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Carolina Coloma | Senior Manager
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- 01** Grab your phone
- 02** Scan the QR Code *or* Head to www.menti.com and input code **2872 9777**
- 03** Respond to the questions on the screen!

