

## Future of (how we) Work Task force Meeting

October 2021 High Level Meeting Takeaways

Topic: Performance and Talent Management in Hybrid Work Settings

What have been some of the challenges (and solutions) that you and your org. encountered as you think about performance and talent management in a hybrid workplace?

### Performance management discussion takeaways

- **People can still work well cross-functionally with the right strategies**  
We need to transition more from task-based to outcome-based measures. Creating forums that are more purposeful and feel natural. One participant said he has had his most effective 360 feedback review process over the phone.
- **So many virtual meetings = less productivity**  
Everything is a meeting, no chatting in the cafeteria or over coffee, we're all just sitting at our computers for scheduled meetings all day. And our work days have extended. One participant found it hard as a leader to understand the work that's happening with the massive amount of meetings and lack of time and opportunity to connect on the actual work. Furthermore, another participant shared that there was limited time to actually do the work with so many meetings.
- **Bridging the generational and seniority divide at work**  
One participant is matching younger staff and staff with less work experience with a work mentor. They are also placing more staff with less work experience into special projects that might've been reserved solely for senior level staff. This is done in an effort to reach down and bring up more junior-level staff, and give them opportunities to grow.

### Talent management discussion takeaways

- **There needs to be more human connection**  
When we think about career development, we may be able to maintain the more formal training, structure, learning, etc. but it's hard to have the 360 immersion people benefit from when they are not in an in-person setting. One participant shared how they have worked on national and global teams before, but it's a harder challenge to adjust to not seeing the people you used to work alongside.
- **Creating culture can be very difficult virtually**  
There needs to be more purposeful opportunities for staff to interact, particularly for more junior staff with senior leaders. People still "live off the capital of credibility built before all of this" and it's harder to both prove your worth and advance *and* build up a network in a virtual setting.

## **Future of (how we) Work Task force Meeting**

October 2021 High Level Meeting Takeaways

Topic: Performance and Talent Management in Hybrid Work Settings

- **A huge diversity of needs across employees means employers need to be more accommodating and communicative**  
One participant is seeing that some employees want to gather but others see returning in person as an “existential threat” to their new way of living and to their health and family’s health. We can’t assume that people can all connect in the same traditional way that we’re used to. It’s more challenging for leaders and for employees.
- **Intentionality in events and efforts during the day helps**  
Given the current landscape, it ends up feeling like a big ask to have employees do activities (especially online) after everyone has spent all day on their computers. One participant suggested doing things outdoors during the workday like going on a kayaking trip. Another participant cited optional lunchtime arts sessions where employees could gather and interact informally as effective.
- **It can be hard to “lure” people to attend evening networking events**  
One participant thinks some people are hesitant to mix work with their free time but those who do come to existing events find it to be energizing.
- **Many employees are rejecting the idea that we can’t collaborate and connect virtually**  
Times are changing and the longer people stay home, the more they don’t want to come back. We need to think of productive avenues to create the right collaborative setting that works for everyone, because there are a lot of employees now who feel that they are adequately collaborating and connecting in ways that work well for them in virtual settings. Further, one participant said how his organization has hundreds of new employees that have never had the chance to even see the office. Getting them to come in during this “voluntary” time is challenging.