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Building a Future-proof Organization
Prepare Your People for Unpredictable Changes

Whitepaper

Introduction

Our lives and work have turned upside down. Arguably, we now have the greatest opportunity to reinvent our organizations, how and where we get work done, and the culture and experiences we foster. If you could start with a blank page and design an organization from scratch, what would it look like?

On average, about 1/3 of our lives is spent at work. This means that our jobs greatly impact our quality of life. Over the past year, our personal and professional lives have collided as we are entering a new chapter of a very different world. The corner in the kitchen carved-out as a work-station—a place for video calls; for designing new slide decks; where children appear looking for crayons or asking for another snack; and thought processes are interrupted by the beep of the washing machine or ring at the door. Pandemic-related factors have also led many employees to have a renewed sense of motivations, expectations, and purpose. Moreover, leaders are forced to shift their focus and think of a new way to manage their organizations, and most importantly their people. The crisis affects everyone deeply in the workforce, not only on a professional, but also on a personal level.

What must we do to ensure our business is still here in 12 months' time? Do we want to maintain more flexible, remote working approaches? How can we harness the power digital advances offer? Are we building a genuinely inclusive, community-linked organization?

There are four considerations that we need to take into account in our strategy:

- What will our design principles and goals be?
- What will our organizational culture look like?
- What kind of opportunities and priorities will this crisis create for individuals as they navigate their careers, and how we can empower them?
- What attributes will leaders need to embrace and let go?

This paper will delve into key aspects of organizations: the design, the experiences, and opportunities we create for our people, and how leaders' need to evolve and grow as the organization's purpose and impact broadens. For organizations' leaders and HR, the insights from this paper can be used as a guidance to remodel the workplace, by keeping the "must-haves" and ditching the redundant.

Despite the disruption, the crisis also brings a new meaning to our workplace. This is an opportunity for us to reimagine our organizations—how we work and prepare ourselves with a bullet-proof shield to anticipate unpredictable changes that may hit again in the future.
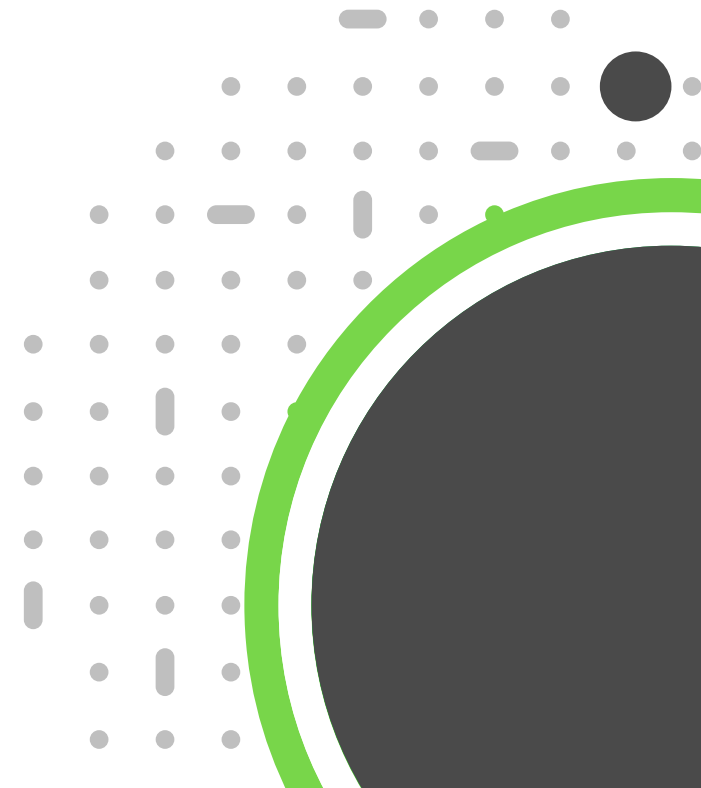
Design

Ever since last year, we have been experiencing an extreme change in work environments. We are pushed to be creative in finding new ways of working and collaborating with each other. The change is most likely permanent for many, as many tasks can be done remotely without any productivity loss. But is the change sustainable and is it for everyone? Moreover, do our organizational structures and ideologies still fit for the new way of working?

Our challenges now are to make the change sustainable and to create a work arrangement and system that is good for both the employee and organization. Reviewing old practices and adapting to new changes will not only help make our organizations more resilient, but also help us be more agile, productive, and purposeful in what we do.

There are four areas that organizations need to consider in conceptualizing the new organization's framework: working place and hours, organizational structure, impact measurement, and goals and outcomes. Let's dig deeper to each of them.

Four areas to consider in your organization's design

Working place and hours
Where and when do we work?

Organizational structure
How do we want to work?

Impact measurement
How do we measure impact between our input vs output?

Goals and outcomes
What do we want to achieve as an organization?

Building a Future-proof Organization

1. Working place and hours

If anything, the change showed us that working from anywhere, anytime is possible for most of us. In fact, studies found that work productivity increased during the pandemic, as we take more responsibility of our own schedule. Moreover, remote work also cuts down commuting time, which we can use for exercise, a longer morning coffee, or simply more quality time with our family.

However, remote work also comes with some downsides, namely work-life balance. The personality preferences we display at work might not always be entirely consistent with those we express at home, for example how we behave with family and friends is different to that with colleagues. And as home has become work, the personas we are used to sharing in isolation have morphed, creating tension and discomfort or anxiety in some cases. Misalignment between current personality and desired personality causes lower levels of health—and the greater the misalignment, the greater the impact on health and well-being.

Furthermore, those who thrive on interaction, in-person collaboration, the social side of work, have also had to work in isolation—video calls providing a poor substitute for much of the natural human interaction we crave.

Some people thrive in a completely remote work environment, some thrive when they meet others face-to-face, and some thrive when they are in between—that is a fact that we need to accept. And with the fast adoption of technology, hybrid work is most likely the future of work, where remote work and on-site work are blended together. But getting hybrid work right is another story to tell, and that involves ensuring that the key productivity drivers—focus, energy, coordination, and cooperation—are maintained. Here are three simple steps that can help you maintain productivity in the hybrid work environment:

- **Provide facilities that help people collaborate seamlessly**
  This can include hubs that are equipped with office hardware and furniture (e.g., desks, chairs, computer screens, projectors) and a secured network. This way, employees can still invite clients over for a sales meeting, meet with colleagues and work together face-to-face, or even find a space where they can work alone and undisturbed.

- **Ask your employees their preference**
  As discussed above, not everyone is into remote work and the other way around. Identify your employees' capabilities and preference through an engaging survey and offer an arrangement that works for them. If they choose remote work, provide them with the necessary support too, for example by giving them the budget to purchase work-from-home equipment. And as we enter the era of digital workplace, a 9-5 working hour is out of the door. While this may have a drawback, such as the dissipated work-life boundaries, this also provides opportunities to those who thrive by having a big break in between the working hours. Give them the flexibility to manage their own schedule, so they can decide when they have their focus time and when they need to take a break.

- **Implement technology to simplify workflows and communicate**
Evaluate what tasks or processes are redundant and do not hesitate to take them out of the workflows. In the fast-moving world that we are entering now, being efficient and agile is key to a happier and more productive workforce. Moreover, nowadays workplace technology comes in a diverse range of forms and purposes. Use the right technology to coordinate tasks, communicate with each other, and share insights, for example by using whiteboard, task management software, and video conferencing tools.

2. Organizational structure

The pandemic has showed us that being sharp and flexible is critical to ensure business continuity. Many organizations still operate under a hierarchical model where accountability is hidden under the many layers of complexity and decision-making processes are often unnecessarily long. Flatter organizations allow for a faster, more responsive, and more agile problem solving.

We see more organizations start experimenting with other structures, such as helix model, networks of teams, or matrix management. There are three actions that you can carry out to help you organize for the future:

- **Reduce layers and complexity for efficiency**
An organizational structure that is simple and straightforward leads to more effective decision-making. Furthermore, when there are less layers and bureaucracy between the top- and low-level management, it enables everyone to quickly tackle problems from the get-go without having to go through a painstaking process. Move beyond the hierarchy of bosses to networks of teams and collaborators.

- **Give employees a sense of ownership**
When people feel disengaged from their job, they will not think their job is fulfilling—and when they start feeling that way, there is a danger of less productivity and lower mental health. Let your people own their work and hold them accountable for their tasks. It will incite internal motivation and give them a sense of fulfillment.

- **Create a dynamic network of teams to work on projects or issues**
In times of crisis, responding to any issues quickly and effectively is important. By gathering a team of employees with complementing capabilities, you can solve issues better and in a more agile manner. This also applies for any emerging opportunities.

3. Impact measurement

There are two types of impact: quantitative and qualitative impact. Numbers are important. But solely relying on those is not enough—there is a story behind those numbers. On the other hand, qualitative data is subject to bias. We need data to validate and substantiate results, so we can determine future steps. Follow these three steps to build a robust data-driven culture that is embedded with deep insights:

- **Choose the right metrics and KPIs**
Before you implement measurement, you need to define what success means for your organization. This does not only mean quantifiable and observable results such as increased sales or decreased time for hiring. Success can also be in a qualitative

state such as achieving gender equality or employee health and well-being. Set the right performance indicators that can help you track and measure them carefully based on those.

- **Use the right analytics to help employees and customers alike**
When it comes to measuring impact, there is no one-size-fit-all procedure. Choose the right method, technology, and/ or software to measure the impact that you want to achieve. Continuously evaluate how you measure the results and adapt if necessary.

- **Cultivate a habit of explaining data**
Data is a powerful tool as it is a proof of things going better or worse. But what is more important is how we translate and use that data to build our strategy upon. For that, we need to understand what each number means and who it affects within the organization—does it affect only a group of people, people that are involved in the project, or the whole organization? Use data visualization widely to tell the story behind the numbers, so every decision-making process is backed with valid evidence, minimizing biases.

4. Goals and outcomes

The crisis that we have experienced challenged many organizations around the world. We cannot deny external environment and how it also influences organizations—look at how the pandemic accelerated digitalization across all organizations. This is the turning point for all of us. Long gone is the time when we only think about ourselves and our profits. Organizations have a responsibility to contribute to the wider society. The same goes within the organization. We work with people, and their health and well-being are more important than profits.

When it comes to goals, they should go beyond mere monetary gain. Determine what your purpose is, what you want to achieve as an organization, both internally and externally, and how to achieve it. Decide what you want to progress internally—do you want higher employee satisfaction, more innovation, more cross-collaboration, and so on? Furthermore, define what broader outcomes you want to attain—how do you want to contribute to the local community, environment, sustainability?

To build an organization of tomorrow, we need to be purposeful, adaptable, and most importantly, mindful about our people and surroundings. Consider these three simple steps to make your goals powerful:

- **Decide what you want to work towards**
Think of what you want your organization to be within five, 10, or 20 years from now, and write them down to make them feel tangible. Focus on these three points: who you want to be, how you will operate, and how you grow.

- **Keep the goals SMART**
Keep your goals SMART (Specific, Measurable, Achievable, Relevant, and Time bound). Think of what you want to accomplish, what resources you need, how and when you achieve it, how can you measure the success, and if it matches your situation. All these questions will help you define your targets.

- **Break down the goals into smaller targets**
Creating milestones along your goal path will help you efficiently gain more achievements than waiting until the bigger picture is in place.

12 Steps to take in remodelling your organization's design

Working place and hours

1. Provide facilities that help people collaborate seamlessly
2. Ask your employees their preference
3. Implement technology to simplify workflows and communicate

Organizational structure

4. Reduce layers and complexity for efficiency
5. Give employees a sense of ownership
6. Create a dynamic network of teams to work on projects or issues

Impact measurement

7. Choose the right metrics and KPIs
8. Use the right analytics to help employees and customers alike
9. Cultivate a habit of explaining data

Goals and outcomes

10. Decide what you want to work towards
11. Keep the goals SMART
12. Break down the goals into smaller targets

Culture and Experience

Culture and strategy work side by side to power sustainable organizations. The challenge with culture is that it is just there, all around us—the way we interact with each other, share information, and so on. Because of that, existing people in the organizations are often so ingrained in certain ways of working, that it can be very challenging and time-consuming to proactively change. Culture can create very

positive outcomes but also serve to maintain or perpetuate a norm—the 'type' of person we hire, or who gets promoted, can become homogenous and foster toxicity if the balance goes unchecked. This can lead to a positive or negative employee experience.

Cultural change can start small and rapidly gain momentum. Leaders have a huge responsibility and opportunity to spark change. Behavior and responses which might feel insignificant—e.g., acknowledging and encouraging action following a difficult email from a customer; ignoring unconscious biases and prejudices to objectively evaluate existing employees for new roles and opportunities; bringing external thoughts and perspectives into the business—are all noticed and often replicated by others. Therefore, this is the time for leaders to seize the opportunity to ensure your culture is positioned to lead to long-term, sustainable impact.

There are four elements that shape an organizational culture, which are instrumental in influencing the overall employee experience: purpose, connection, work-life balance, and diversity, equity, and inclusion (DEI). Let's discuss each of them thoroughly.

> ## **Four** elements of organizational culture
>
> ### Purpose
> How can we set a purpose that appeals to everyone in the organization?
>
> ### Connection
> How can you build personal and authentic relationships?
>
> ### Work-life balance
> How can you make work-life balance a part of your workplace culture?
>
> ### Diversity, Equity, and Inclusion
> How can you ensure everyone feels safe, valued, belonged, and included?

1. Purpose

Purpose leads to a meaningful work as it helps build a bridge between employees and organizations. Finding purpose is more important for many individuals and organizations than ever before. Individuals need to feel meaningful purpose throughout their lives, and organizations that provide the environment to enable this will thrive across the longer term. A McKinsey study revealed that people who have a strong sense of purpose are:

- **5x more likely to report higher levels of well-being,**
- **4x more likely to report higher levels of engagement and to help the organization deliver higher EBITDA margins,** and

Strikingly, another study showed employees report 33% higher levels of motivation when profit is not the primary concern.

Purpose is dynamic and each individual has a different one depending on life stages and circumstances. In organizations, where there are often hundreds or even thousands of employees who differ in age, background, aspiration, and life priorities, it is not easy to set a purpose that appeals to everyone at multiple life stages. So, how can you build a bridge between your organization's purpose and each individual's purposes?

- **Decide upon an organizational purpose with meaning beyond profits**
  The most powerful purpose is the one that goes beyond profits. Think of a broader impact that you want to accomplish. By creating a collective sense of purpose internally, you can connect your people and increase motivation—and it also radiates externally, as customers connect with the meaning and message a brand conveys.

- **Understand each of the employees' core motivators and drivers of purpose**
  Everybody has different core motivators and goals. Understanding what motivates each person will help you craft a strategic goal in which everyone is united by a shared vision, yet with individual journeys to navigate.

- **Empower employees to interpret and own their mission in a personalized way**
  When this is combined with an understanding of individual drivers and motivations, the results can be powerful for everyone. That is when purpose can build a strong and sustainable bridge between individuals and organizations.

2. Connection

The next step after defining your purpose is building a personal and authentic connection. Connection brings people together to create a broader impact. In the workplace that is rapidly digitalized, this is especially important to maintain as remote work keeps us away from each other physically. Consider these four steps to promote genuine connection between your organization, your people, and the outside world:

- **Focus on relationship building rather than networking**
  There is no doubt that networking will benefit you as you climb the ladder or simply need to get a job done. However, a personal relationship will get you further

than just being at the top or getting a task accomplished. Networks diminish as people change priorities and jobs, but relationships last longer, even if you change jobs and have different priorities.

- **Promote open and honest communications**
  Being honest and transparent is important in building relationships. When your team is doing a great job, let them know. The same way goes when there is an issue. Acknowledge the issue and let others know as well.

- **Foster a learning attitude and appreciation to others**
  There is always something to learn from each other, whether you are a top-level manager or an operational staff and whether it is a hard or soft skill. Listen to each other, recognize contributions, and be open-minded—this is key to boost everyone's morale.

- **Think of how you want your culture to be seen from outside**
  As we experience 'The Great Resignation' and

the job market is starting to bustle again, organizations must prepare to be exposed to job seekers. This means your company culture will be experienced inside and out. Proactively think about the culture you want to communicate with potential employees, because it can cause lasting damage if you get it wrong.

3. Work-life balance

Work-life balance is vital to employee well-being, yet it often is so difficult to achieve. Even before the pandemic started, 94% of people in the U.S. reportedly worked more than 50 hours a week and two thirds of UK employees overwork by six hours. Now, within the changed environment, the wall between work and home has dissolved, making it even more difficult to maintain work-life balance.

But once it is achieved, work-life balance is not only beneficial for the employees, but also for organizations. It helps reduce stress levels and burnout, resulting in a healthier and more motivated workforce. Furthermore, it also serves as a competitive advantage, as 50% of

candidates prefer to work in an environment with a good work-life balance. But how can you create a culture that truly upholds work-life balance for the long term? One thing you should remember, achieving work-life balance is not a one-time process—it is a continuous process which you need to iterate for sustained impact. Here are three steps that can help you embed work-life balance in your culture:

- **Increase mental health and well-being awareness**
  Most people who overwork themselves tend to hold an overestimated value of job satisfaction— Let your people know that it is okay to be offline and not to be perfect. Their health and well-being should prevail against any goals and profits, no matter what.

- **Set clear expectations and boundaries**
  Missing boundaries are the enemy of work-life balance. Therefore, to help establish boundaries, you need to inform others clearly when you are accessible and not accessible. The same goes the other way around—do not contact others during off hours.

- **Prioritize your tasks**

  This is especially true when you have an overloaded workload on your plate. Weigh the trade-offs among your tasks and focus on solving the most pressing matters when the time does not allow—there is always tomorrow.

4. Diversity, Equity, and Inclusion

Now is the time to review how people progress within the organization and having the evaluation processes in place to make sure you are building a truly diverse and inclusive workforce. Check if they feel a sense of belonging to your organization and if they feel psychologically safe within the work environment.

For a complete guide to build a DEI strategy with a holistic approach that considers your people, process, and technology, read our DEI guidebook here.

As culture is just there and around us, it is not always easy to see what good output looks like. So, how can you measure and monitor culture? The answer is by using employee experience as a metric. According to a study by Josh Bersin, the right technology can help organizations get real-time data and deep insights into employee sentiment, which can be used to address risks and identify opportunities.

11 Steps to take in creating a meaningful and inclusive employee experience

Purpose

1. Decide upon an organizational purpose with meaning beyond profits
2. Understand each of the employees' core motivators and drivers of purpose
3. Empower employees to interpret and own their mission in a personalized way

Connection

4. Focus on relationship building rather than networking
5. Promote open and honest communications
6. Foster a learning attitude and appreciation to others
7. Think of how you want your culture to be seen from outside

Work-life balance

8. Increase mental health and well-being awareness
9. Set clear expectations and boundaries
10. Prioritize your tasks

Diversity, Equity, and Inclusion

11. Ensure everyone feels safe, valued, belonged, and included

Learning and Growth

Updating your talent management strategy has never been more important than now. Recent experiences have magnified the role of organizations as part of a broader ecosystem, as organizations are connected with communities, networks, and other businesses to serve a broader purpose. 'Human-first' leadership and culture should be prioritized over financial performance alone. Where we previously talked about employees and jobs, we are now referencing people, tasks, and skills, as demonstrating individual value within the ecosystem.

To upgrade the skill set your people possess, you need to facilitate learning so you can drive growth for all within the ecosystem. For that to happen, consider reviewing these four areas: career opportunities, reskilling and upskilling, growth mindset, and partnership and alliances. Let's take a look into each of them in detail.

Four areas of opportunities that drive growth

Career path
What possibilities can you offer to each individual as they navigate through their careers?

Reskilling and upskilling
How can you identify potential and empower them to reach the next level of their careers?

Growth mindset
How can you nurture a passion and yearning for growth?

Partnerships and alliances
how can you create a network of learning and collaboration in the extended marketplaces?

1. Career path

As organizations evolve, so should the people within. Career development is important for both the organization and the individuals—it helps retain people, reduce turnover, boost motivation, and improve productivity. Therefore, it is important for organizations to develop attractive career paths that give individuals something to look forward to. Consider these three steps:

- **Think along with your people**
  Talk with your people and ask them how they feel about their job, where they see themselves in the next few years from now, what they want to achieve, and what you can do to help them achieve it.

- **Democratize learning and development**
  Let individuals own their careers and empower them through talent marketplaces. This enables them to re-skill and reinvent themselves to be on top of their progress.

- **Determine the next moves**
  Build a roadmap for the future and decide the steps you need to connect your people's career path with your goals. Determine if you need to create new roles or functions and how you mobilize talent.

2. Reskilling and upskilling

By 2030, the World Economic Forum predicted that we would reskill more than 1 billion people. And as remote work is reported to increase productivity by 65%, this productivity may also dissipate if people are not equipped with new skills to stay ahead in the dynamic market. Therefore, it is important to:

- **Use dynamic data to identify potential**
  Use technologies, such as people data applications and HCM software, to gain deep people insights so you can quickly spot potential and align talent.

- **Set priority skills that you need today and tomorrow**
  The skills that you need today may not be the same as what you need in the future. Prioritize the skills that you need now, while in the background, prepare for the skills you need tomorrow to anticipate shortcomings.

- **Commit to training and education programs**
  Organizations should ensure there are opportunities for continuous education and trainings. This helps align individuals with market needs, and when you invest enough in your greatest asset—your people—your organization will thrive too.

3. Growth mindset

Developing a growth mindset is important to close skill gaps. To cultivate passion and yearning for growth, you need to start:

- **Focus on future learning**
  Shift your focus from historical performance to future learning, growth, and psychological safety. This will help encourage creativity and collaboration.

- **Encourage individuals to evolve**
  The changing marketplace leads to a surge in the demand for new skills and new roles. In this constantly evolving environment. Organizations and individuals also must evolve to anticipate future demand and possible disruption. This also helps refresh motivation and priorities. Encourage your

people to embrace change, re-skill, and reinvent their own careers. More importantly, prepare to invest in those with the potential to learn and who might break the 'cultural mold'.

4. Partnership and alliances

Now is the time for organizations to emphasize partnerships and alliances between companies. This helps to facilitate learning and knowledge sharing, and strengthens collaboration through extended marketplaces. To do this, you need to:

- **Deliver value for multiple stakeholders**
  As HR and people initiatives are now becoming more important, the value proposition needs to include more than leaders, investors, and customers to clearly drive transformation.

- **Move the experience of work towards an employee-centric approach**
  Employee-centric experience is a goal

shared by HR and business leaders, so it is important to align all stakeholders with the same mindset as job applicants place greater emphasis on an organization's culture and commitment to their community when evaluating job offers.

10 Steps to take in cultivating the drive to learn and grow

Career path
1. Think along with your people
2. Democratize learning and development
3. Determine the next moves

Reskilling and upskilling
4. Use dynamic data to identify potential
5. Set priority skills that you need today and tomorrow
6. Commit to training and education programs

Growth mindset
7. Focus on future learning
8. Encourage individuals to evolve

Partnerships and alliances
9. Deliver value for multiple stakeholders
10. Move the experience of work towards an employee-centric approach

Leadership

Building the foundations for the new ways of working and preparing for the post-pandemic recovery do not only start with the organizational design and culture, it also starts with the people who helm the organization. As digitalization is accelerated and organizations become flatter, leaders also need to adapt the way they govern their people.

To build a sustainable organization, leaders must be able to connect their vision with the broader outcomes and find the balance between the organization's business, technology, and people. The current situation presents a great opportunity for HR professionals, occupational psychologists, and business leaders to transform organizations in a uniquely human way. Therefore, as organization's purpose and impact broaden, leaders' role, priorities, traits, skills, and behavior must also evolve.

Three aspects of leadership that need to evolve

Role
What is the role of leaders in the new workspace?

Priorities
What new priorities need to be set?

Traits, skills, and behaviors
What are the attributes a leader must now embrace and let go?

1. Role

Any progress we are making needs to start with people. For a long time, the role of a leader was centered around directing and managing their people. The pandemic has shown us the importance of promoting behaviors that are focused on care, empathy, humility, and genuine inclusion. Hence, leaders need to shift their focus into enabling their people, for they are the engine behind a successful organization. As leaders, you need to:

- **Empower instead of micromanage**
  Now is time for leaders to make their people flourish in the organization. This not only includes letting them own their work, but also giving them access to information and upskill them whenever necessary. Avoid nitpicking your people, and instead give them the credit they deserve, inspire, and support them all the way through—the future belongs to empathetic leaders, not narcissistic ones.

- **Be a purpose champion**
  As you set a shared purpose and vision, knowing how to translate these into actions

is crucial. Strong leadership is when leaders are able to speak to the people and explain clearly what they need to do to achieve success and why what they are doing matters. When leaders emerge as purpose champions, people will follow—and together, they will move forward towards the same goals.

- **Enable constant reinvention and transformation**
  The role of leaders in our new world will be as transformation curators for individuals and organizations. They need to build growth cultures, founded on trust, inclusivity, and connection, and help each individual to upgrade themselves.

2. Priorities

The rapid change means that every leader has a new set of priorities to address. Those priorities are not simply to grow the business, improve share price, satisfy customers and stakeholders. They need to create a lasting impact, way beyond the business itself. They need to:

- **Transform business**—so we can thrive in a post-pandemic world, respond to shifting market demands and innovation, and build better lives.

- **Build, promote, and maintain an inclusive organization**—so each individual has an equal opportunity to develop themselves and their career.

- **Prioritize relevance and well-being**—so we can have a happier, more motivated, and more productive workforce who are ready for the next challenges and opportunities.

3. Traits, skills, and behavior

There are many qualities that make up great leaders. But in the new world of work, where hierarchy becomes less important and remote work is the norm, these are the attributes that leaders need to embrace to build a sustainable workplace and stay pertinent in the present and future workspace:

- **Empathy**—great leaders understand that people are an organization's greatest asset. They tackle issues and see opportunities

through the eyes of their people, even when the world seems to be upside down. They care deeply about their people and shape positive changes that last.

- **Prescience—**leaders need to have a strategic foresight and understand own capabilities and gaps and use those to make informed decisions. They also know how to forge a link between human behaviors and organizational performance. Leaders of tomorrow take lessons from the past and use it to catalyze the organization into the future.

- **Innovativeness—**the need to embrace new technologies and business models, and view innovation as a strategic capability is more important than ever. This not only helps the organization to respond to the market more swiftly, but also helps its people stay creative and refreshed.

- **Agility—**leaders need to believe in their people's ability to self-manage by creating an environment where people have the freedom to cross-collaborate fluidly, learn from each other, and get quick feedback.

- **Openness to learning—**being open-minded and willing to learn from others is key to a successful leadership, especially when there are many uncertainties in the future.

As now is the time to reinvent leadership, what about the attributes that leaders need to let go? Leaders need to stop:

- **Putting people in the wrong roles—**identify what your people want, need, and are capable of. Use the right tools and metrics when you acquire or manage talent. When people are put in the right roles, they will thrive and perform the best to their capabilities.

- **Setting unrealistic expectations—**be consistent and realistic with your expectations and set a list of priorities so your people know what to follow. This way, everyone will be more focused and unnecessary stress can be avoided.

- **Not taking accountability—**when an issue arises, instead of blaming others, start by asking, "what could I have done differently?". Be honest, accept responsibility, and be an exemplary leader to your people.

- **Being a passive listener—**most people are hesitant to provide honest feedback to those with more authority. Reach out to your people and be a good and proactive listener.

6 Steps to take in transforming the focus of leadership

Role

1. Empower instead of micromanage
2. Be a purpose champion
3. Enable constant reinvention and transformation

Priorities

4. Set priorities that transform business, promote and maintain inclusivity, and prioritize relevance and well-being

Traits, skills, and behavior

5. Embrace empathy, prescience, innovativeness, agility, and openness to learning
6. Stop putting people in the wrong roles, setting unrealistic expectations, not taking accountability, and being a passive listener

Closing

Over 30% of our lives are spent at work, which means that our job affects our overall quality of lives. For organizations, this emphasizes the importance of building a supportive work environment. As the world of work evolves, now is the time to reimagine our organizations to ensure a sustainable future and harness the power digital advances offer.

There are four key areas to optimize, alongside with the questions that can help leaders to plan steps to reshape the way of working:

Design

- Where and when do we work?
- How do we want to work?
- How do we measure impact between our input vs output?
- What do we want to achieve as an organization?

Culture and experience

- How can we set a purpose that appeals to everyone in the organization?
- How can you build personal and authentic relationships?
- How can you make work-life balance a part of your workplace culture?
- How can you ensure everyone feels safe, valued, belonged, and included?

Learning and growth

- What possibilities can you offer to each individual as they navigate through their careers?
- How can you identify potential and empower them to reach the next level of their careers?
- How can you nurture a passion and yearning for growth?
- How can you create a network of learning and collaboration in the extended marketplaces?

Leadership

- What is the role of leaders in the new workspace?
- What new priorities need to be set?
- What are the attributes a leader must now embrace and let go?

The disruption the pandemic brought to the workplace made one thing clear: only organizations that are prepared and equipped for unexpected changes will thrive, even during a crisis. They are those that are open to changes, ready for digital accelerations and innovation, and think long-term. As organizations are becoming part of a much larger ecosystem, leaders must build a network of collaboration and partnerships within the organization as well as the extended marketplaces and communities. Enable, facilitate, and empower your people; encourage a culture of learning an experimentation; use real-time data and insights to understand opportunities and risks; measure not just short-term goals, but also broader outcomes; and create an environment where people feel psychologically safe and included. Only when leadership evolves alongside the world around it, can we start moving toward a successful and sustainable future.

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