



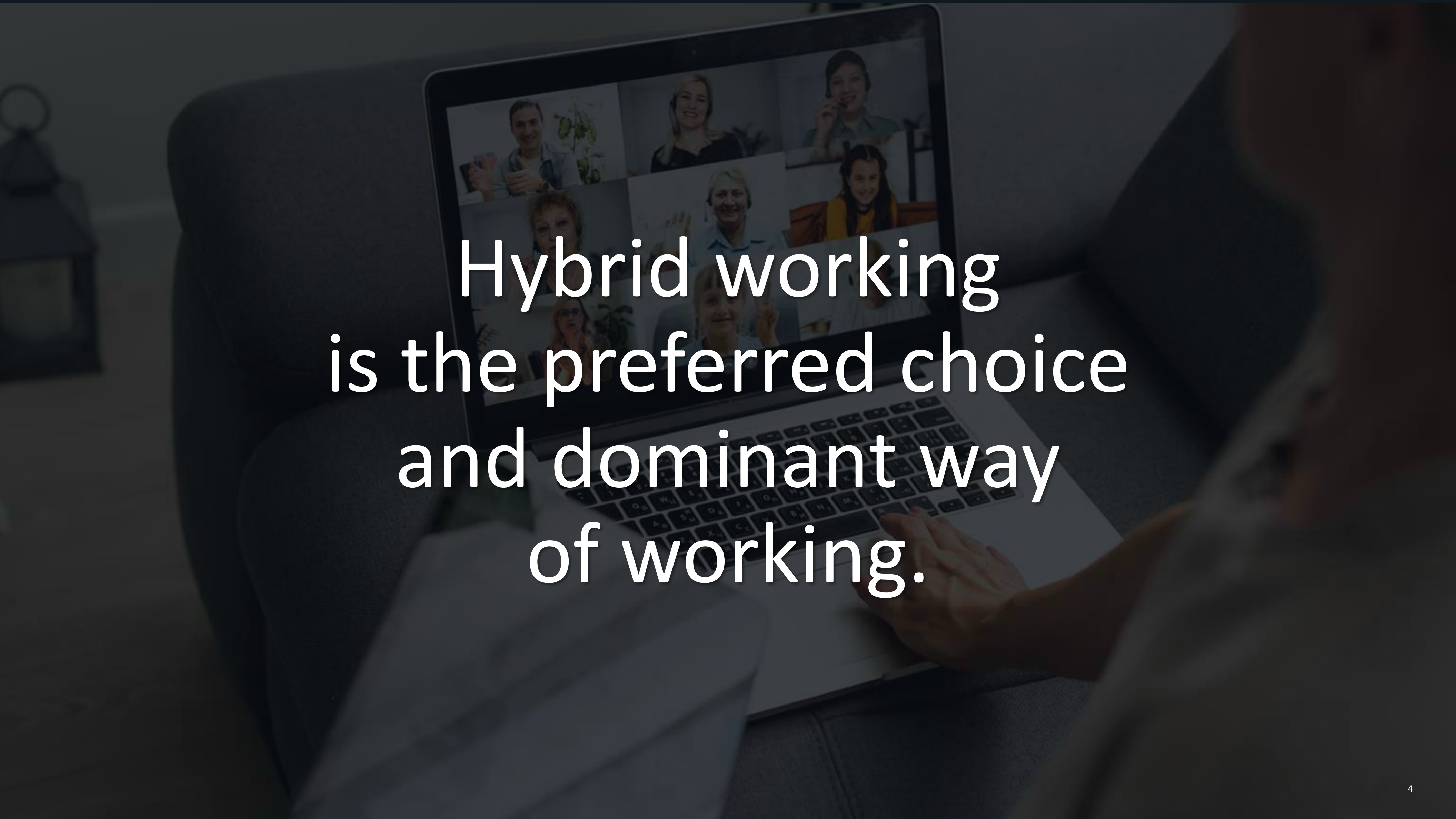
Solving the Hybrid Conundrum

dentsu



The image shows a modern office environment. In the foreground, a woman in a grey sweater and dark pants is walking towards the camera. In the background, several other people are working at desks. Large silver balloons spelling out 'WELCOME' are visible on the left side of the image. The text 'Our employee's relationship with work has fundamentally changed.' is overlaid in the center in a white, bold, sans-serif font.

**Our employee's relationship
with work has fundamentally
changed.**

A person is sitting at a desk, working on a laptop. The laptop screen displays a video conference with several participants. The text "Hybrid working is the preferred choice and dominant way of working." is overlaid on the image in a large, white, sans-serif font. The background is dark and slightly blurred, showing a desk lamp and some papers.

Hybrid working
is the preferred choice
and dominant way
of working.

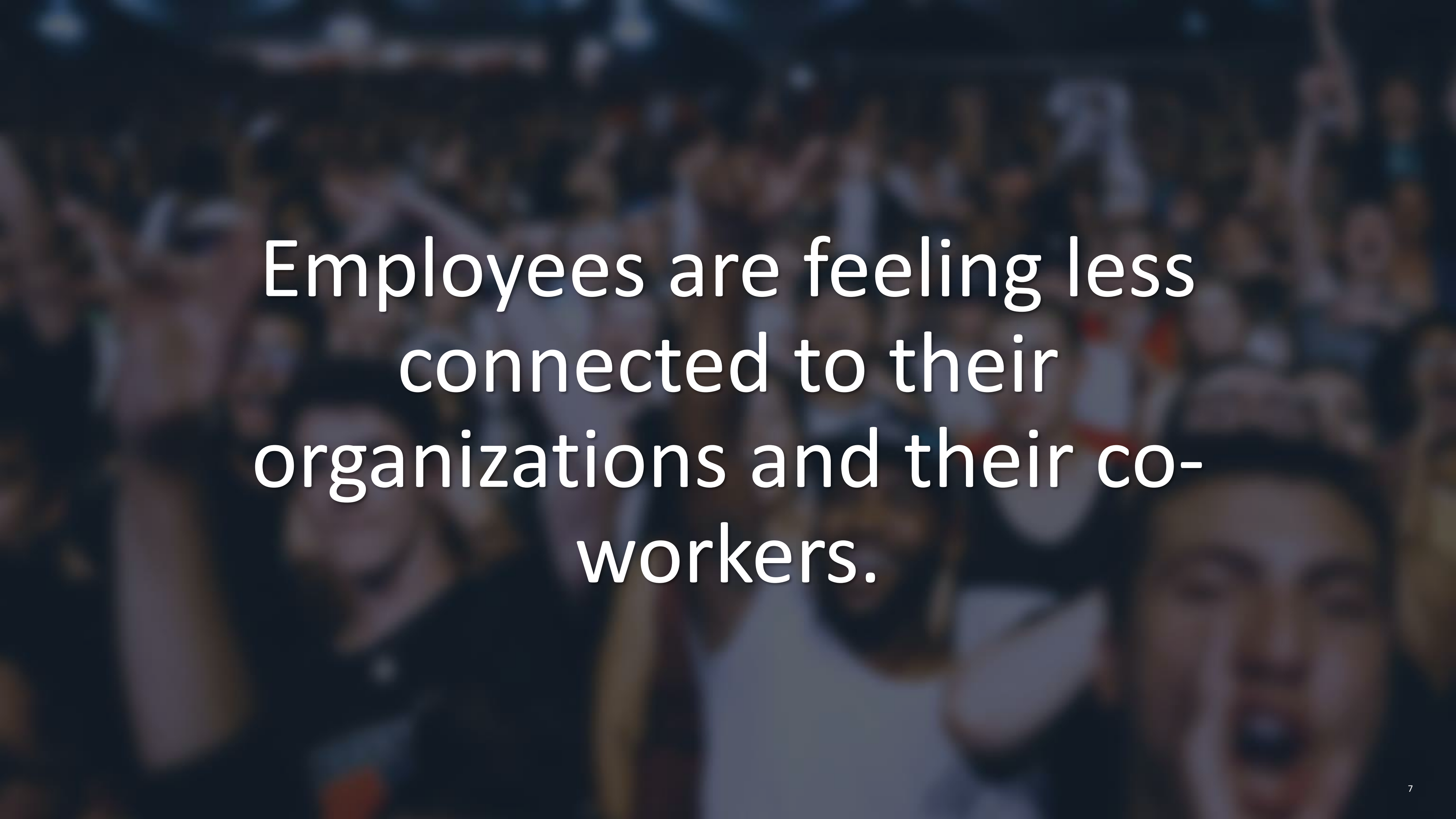
What are we learning about hybrid working?

People can be productive at home and appreciate the wellness benefits.

However, connection to culture, collaboration and engagement are at risk

Our Organizational Networks are Shrinking





Employees are feeling less
connected to their
organizations and their co-
workers.

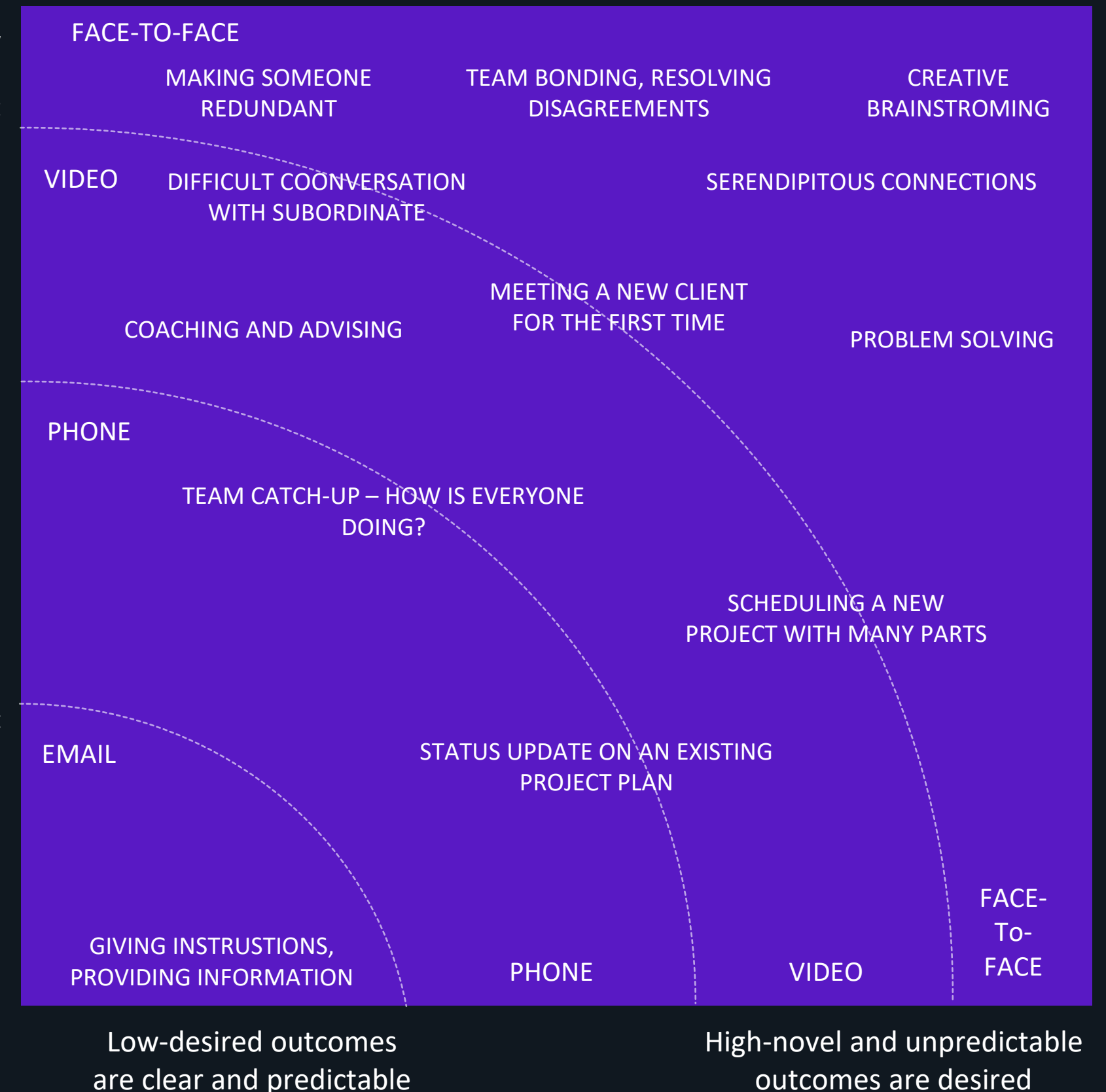
In Person Work Matters

Julian Birkinshaw is a Professor of Strategy and Entrepreneurship at London Business School and is the author of 15 books, including Fast/Forward, Becoming a Better Boss, Reinventing Management and Giant Steps in Management.

High-body
Language and emotions are
important

Amount of non-verbal
information required

Low-body language and
emotions not important



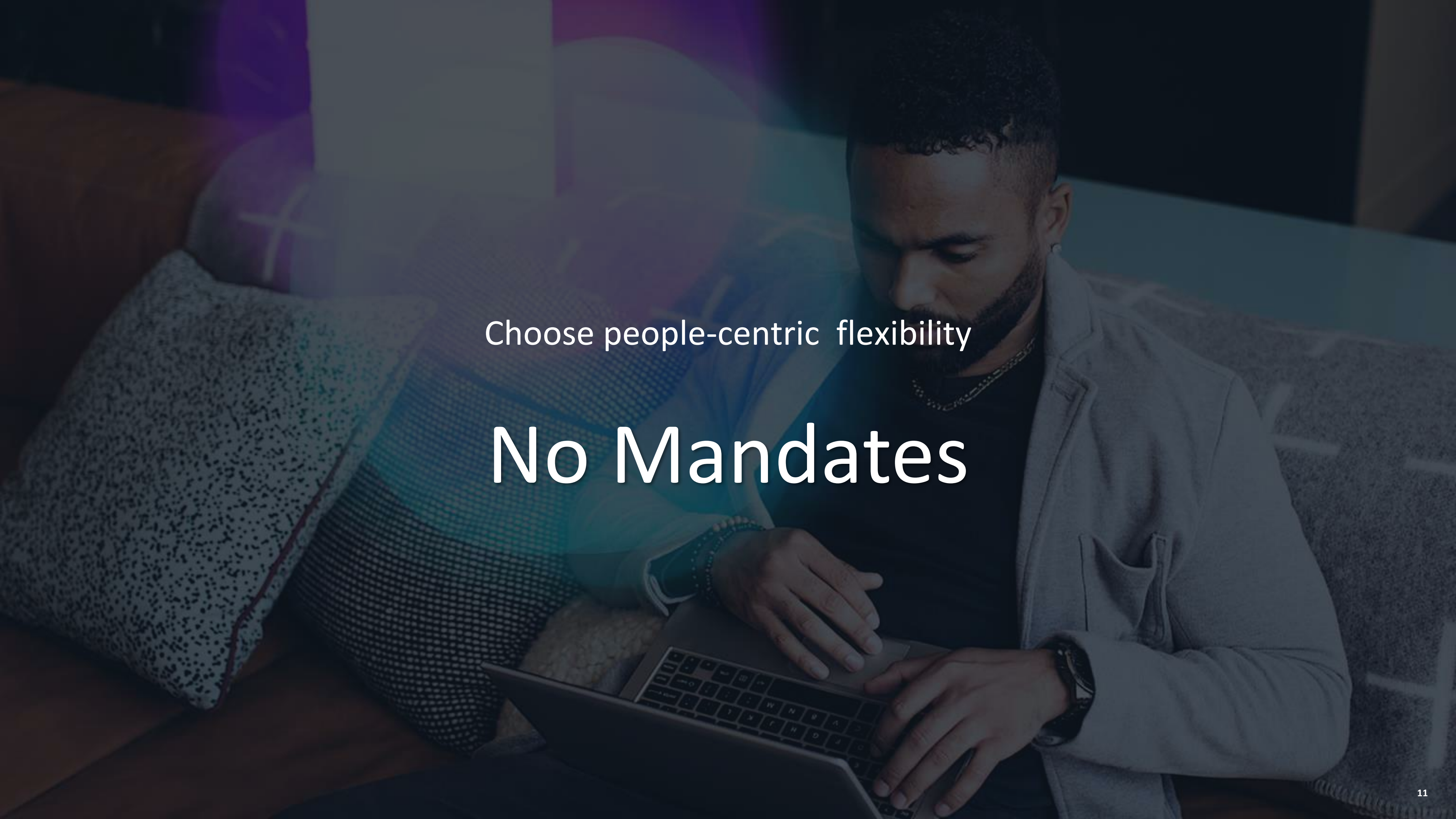


Flexibility Rules

“This is an unbelievable opportunity to remake culture. It’s rare in a leader’s lifetime to have such a clean drop for reshaping how you run the place.”

Bill Schaninger, McKinsey & Company





Choose people-centric flexibility

No Mandates

A high-angle, top-down photograph of a group of people, likely young adults, sitting on the ground and holding their hands together in a large circle. The image is dimly lit with a dark, blue-tinted overlay. The text is centered over the image.

Rally behind cultivating a **Culture of Connection**

Connection: A Powerful Business Driver

Connected employees:

4.5x


more likely to answer
“strongly agree”
that their workplace
is more **collaborative**.

5.5x

more likely to report that
their workplace **motivates**
them to go above and beyond their job
responsibilities.

7x

more likely to agree
that their company
encourages **innovation**.

A group of seven diverse people (four men and three women) are standing in a modern office environment, laughing and connecting. They are dressed in casual business attire. The background shows office shelves and a bright, airy space. The image is overlaid with a dark, semi-transparent filter to make the white text stand out.

Purposeful Intentional Connecting

Making It Real

**Connection to
purpose, mission, &
strategy.**

**Equip leaders with
new mindsets &
skills.**

**Purposely Designing
for Connection**

Connecting to purpose, mission & strategy.

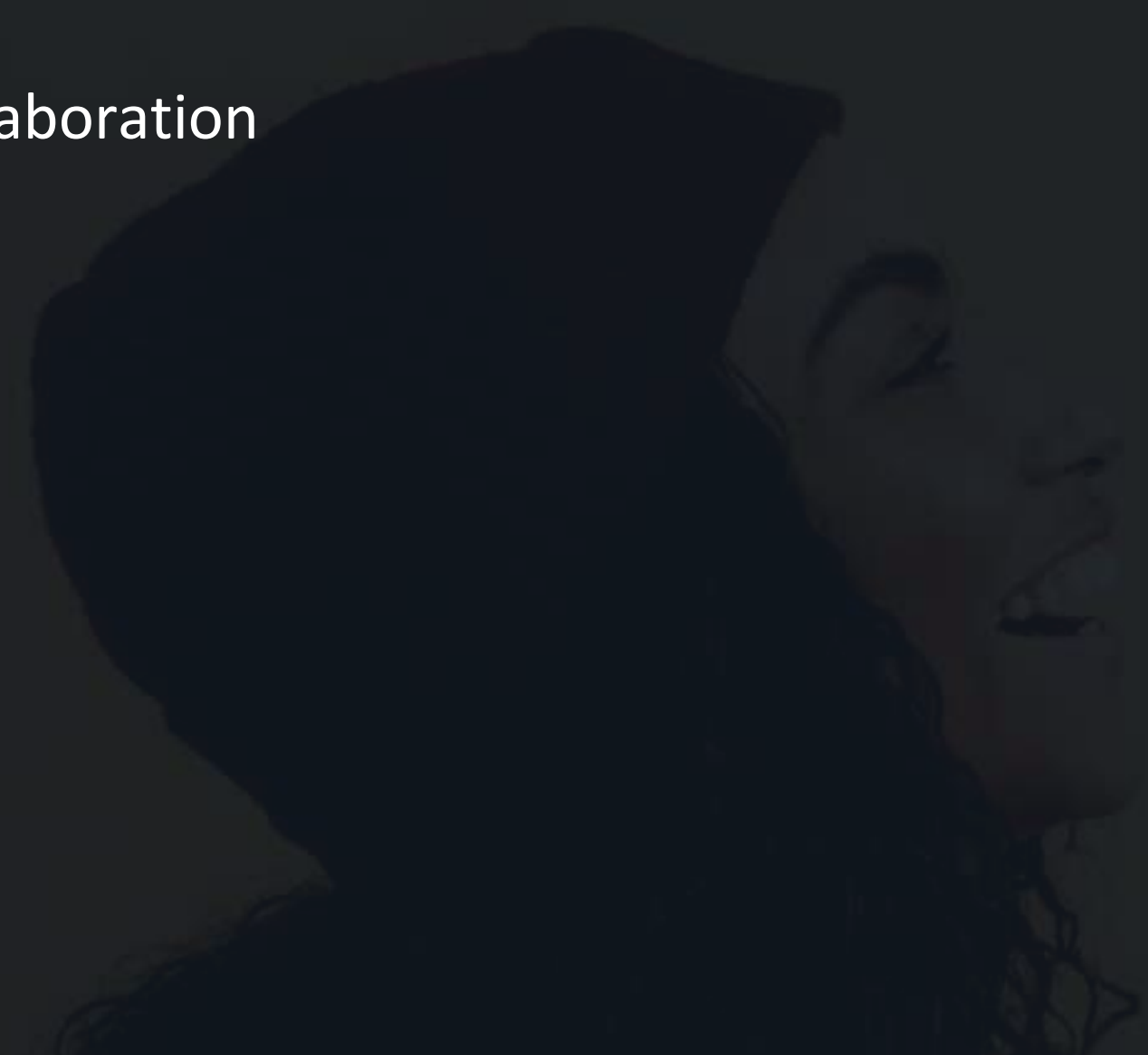
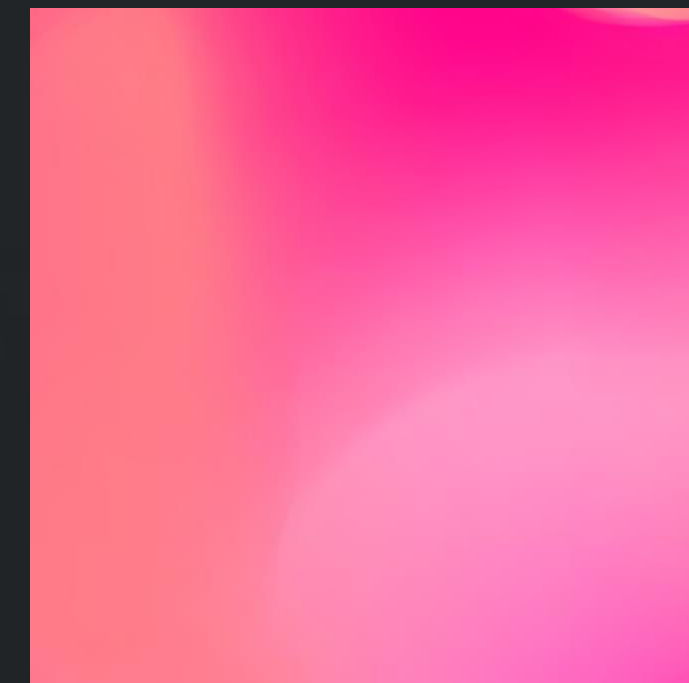
1. Create strategic clarity & excitement for the future.
2. Link individual work to company results.
3. Shift from focus on 'perks' to connection, community and making a meaningful contribution



Equipping leaders with new mindsets and skills

Connect Before Content

- Recognition
- EQ Training
- Second City: Radical Collaboration
- Effective 1:1 's
- Team Cohesion
- Inclusiveness



Designing for connection

Creating experiences and environments where people can establish genuine connections and a true sense of belonging.

- Re-engineer meetings
- Moments that matter – i.e., Onboarding
- Vibrant office community
- Office & technology designed for Hybrid
- Experiential, peer to peer learning
- Mentorship



The background of the slide is a repeating pattern of small, light blue alarm clocks. Each clock has a white face with black numbers and hands, and a dark blue shadow cast to its right. The clocks are arranged in a grid-like fashion across the entire slide.

TIME