



SOLID West 2023

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**We aren't going back.
How do we go forward?**

SIRM

Gartner

Forbes

**Harvard
Business
Review**

GALLUP

FORTUNE

FORRESTER

*The
Atlantic*

State of the
Global Workplace
2022 Report

THE VOICE OF THE
WORLD'S EMPLOYEES



*Discover how employees around the world
experienced life and work last year.*

Employee Engagement and Life Evaluation | Daily Negative Emotions
Environmental, Social and Governance | Job Market

GALLUP

**“Improving life at work isn’t
rocket science, but the world
is closer to colonizing Mars
than it is to fixing the
world’s broken workplaces.”**

Rocket Science is Easy
Social Science is Hard



The Challenge for Leaders

The background of the slide is a dark space scene. In the upper right, a bright orange and red planet, likely Mars, is visible. Below it, several glowing orange and blue orbital paths curve across the sky. In the lower right, a large blue and white Earth is partially visible. In the foreground, the dark silhouette of a rocky surface is shown, with four astronauts in full space suits standing on it. To the right of the astronauts, a black rocket with a white nose cone is positioned as if ready for launch.

A mission plan

Mission skills + astronaut

Ground crew is enormous and essential

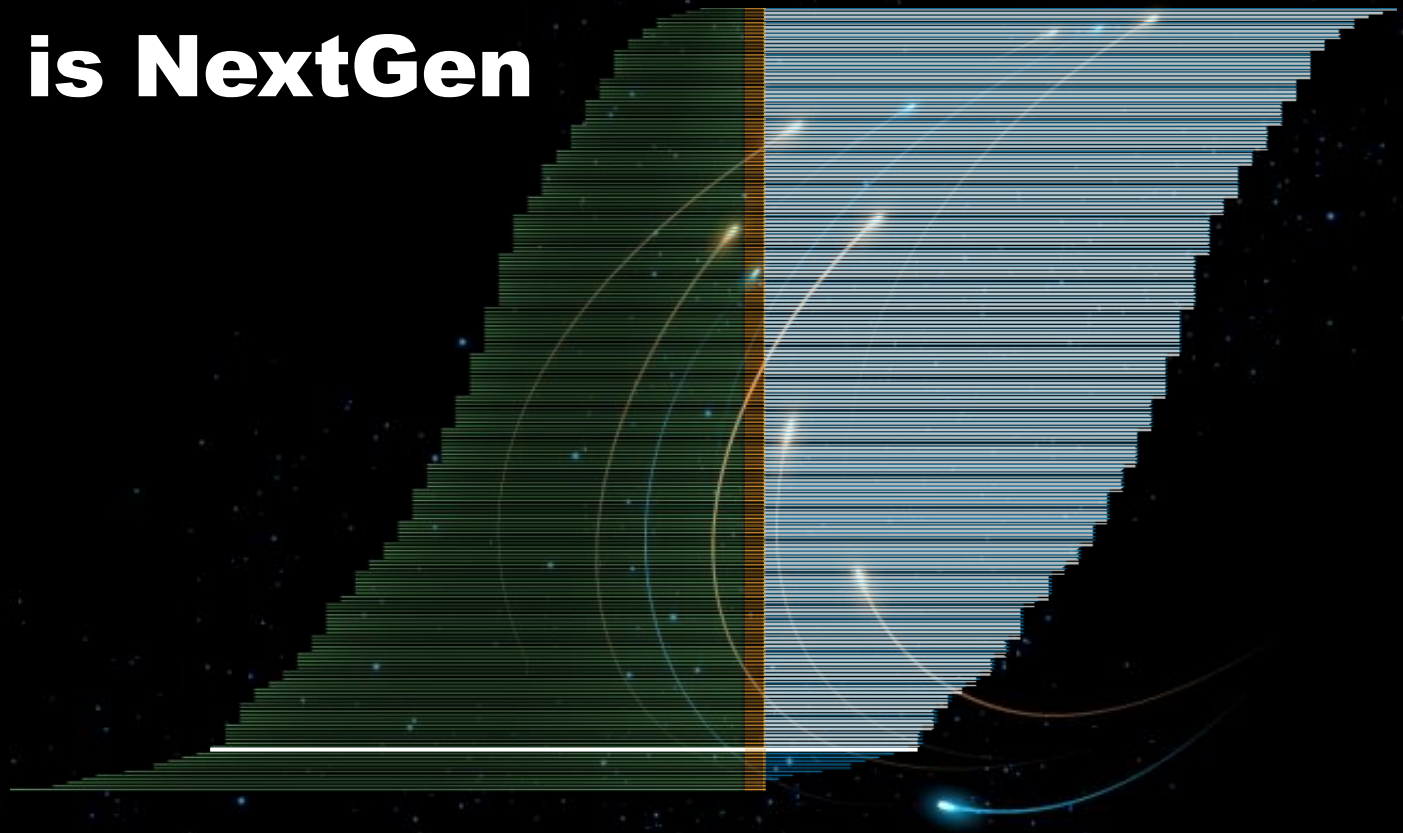


**“The real fix is this simple:
better leaders in the workplace.”**

FoW is NextGen

47 Years

FoW is NextGen





Intentional planning and execution
Full participation at all levels

The background is a dark, starry space scene. It features several curved, glowing lines in shades of orange and blue, resembling star trails or comet paths. The lines are concentrated in the upper right and lower right areas, creating a sense of motion and depth. The overall tone is futuristic and expansive.

We are Going to Work

165 million Americans workers

Research Links

At ProSearch we have used Friday Pulse survey for more than 6 years to track employee engagement.
<https://fridaypulse.com/features>

Dynamics of hybrid work. I would add "action items for employees" along side those for managers/leaders.
<https://www.gallup.com/workplace/390944/four-essential-dynamics-hybrid-work.aspx>

Virtual communication curbs creative idea generation.
<https://www.nature.com/articles/s41586-022-04643-y>
A case for not making eye contact during a video call.
<https://www.nature.com/articles/s41586-022-04643-y/figures/2>

WFH Research

wfhresearch.com

This group is conducting regular and comprehensive surveys to measure and report on remote work trends in the US and globally. Their work is being cited in media reports and academic journals.

Research Links

Microsoft has something to sell, but it also partners with many institutions to do research.

2022 Work Trend Index

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

Something for frontline workers!

<https://www.microsoft.com/en-us/worklab/work-trend-index/technology-unlocks-a-new-future-for-frontline>

How video conferencing is changing communication. This is interesting research on the pattern of overlaps in turn taking behavior in video meeting participants.

<https://www.microsoft.com/en-us/research/uploads/prod/2022/03/Margariti-CHI22-LBW-CameraReady.pdf>

Multitasking in Hybrid meetings

https://www.microsoft.com/en-us/research/uploads/prod/2021/01/CHI2021_RemoteMeetingMultitask_CameraReady-2.pdf

HBR Articles

Personally, I think knowledge work that can be turned into codifiable tasks is skilled work. <https://hbr.org/data-visuals/2020/06/how-to-determine-if-knowledge-work-lends-itself-to-gigification>

Asynchronous work requires documentation.

<https://hbr.org/2022/03/what-great-hybrid-cultures-do-differently>

<https://hbr.org/2020/05/the-key-to-building-a-successful-remote-organization-data>