

VISTAGE

Leading
in Challenging Times

A Great Place to Work For All: The Time is Now

Presented by Michael C. Bush
CEO of Great Place to Work[®]



Our mission is to build a better world
by helping organizations become
Great Places to Work For All by 2030.







SO







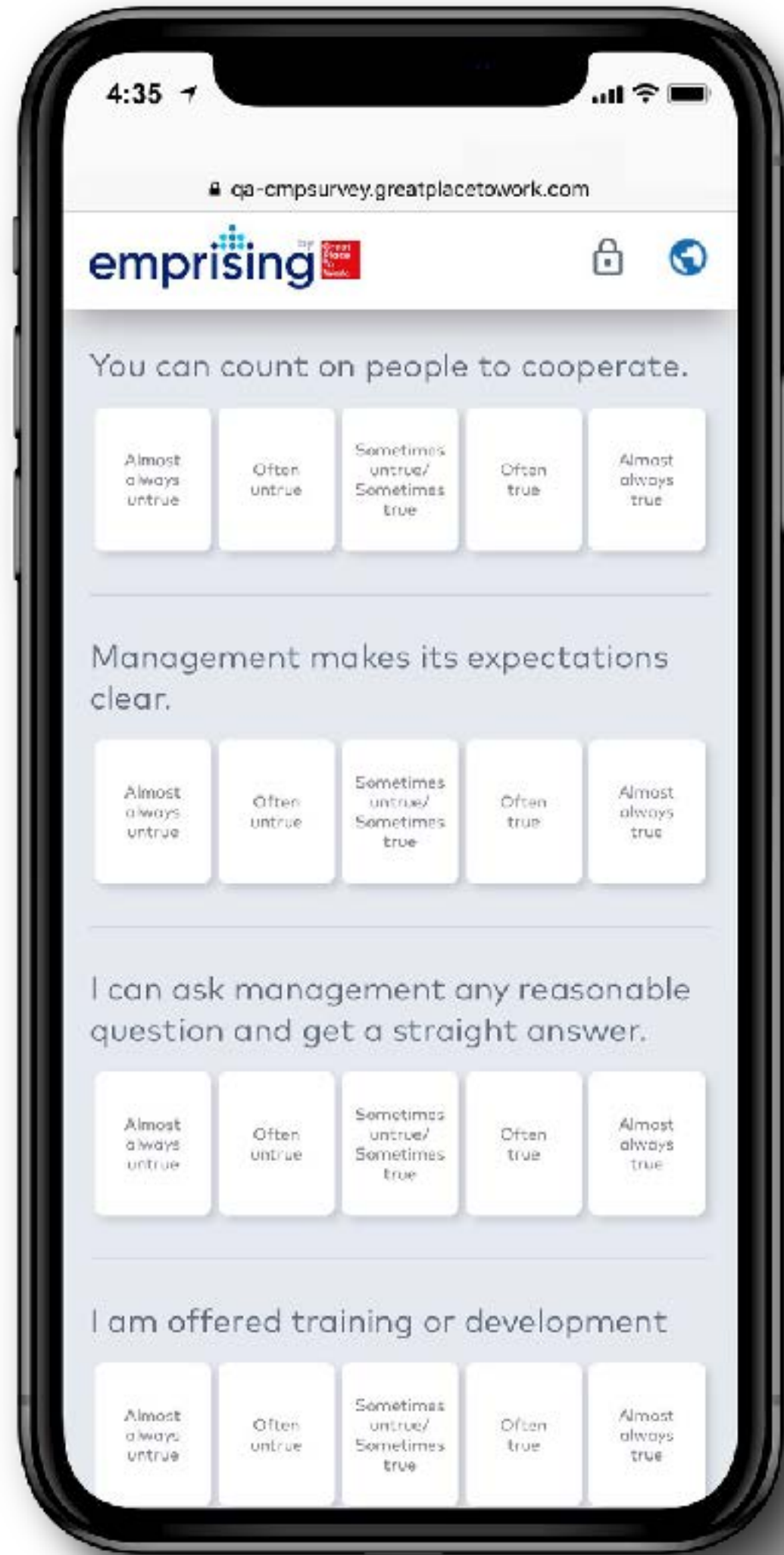




Better for Business.

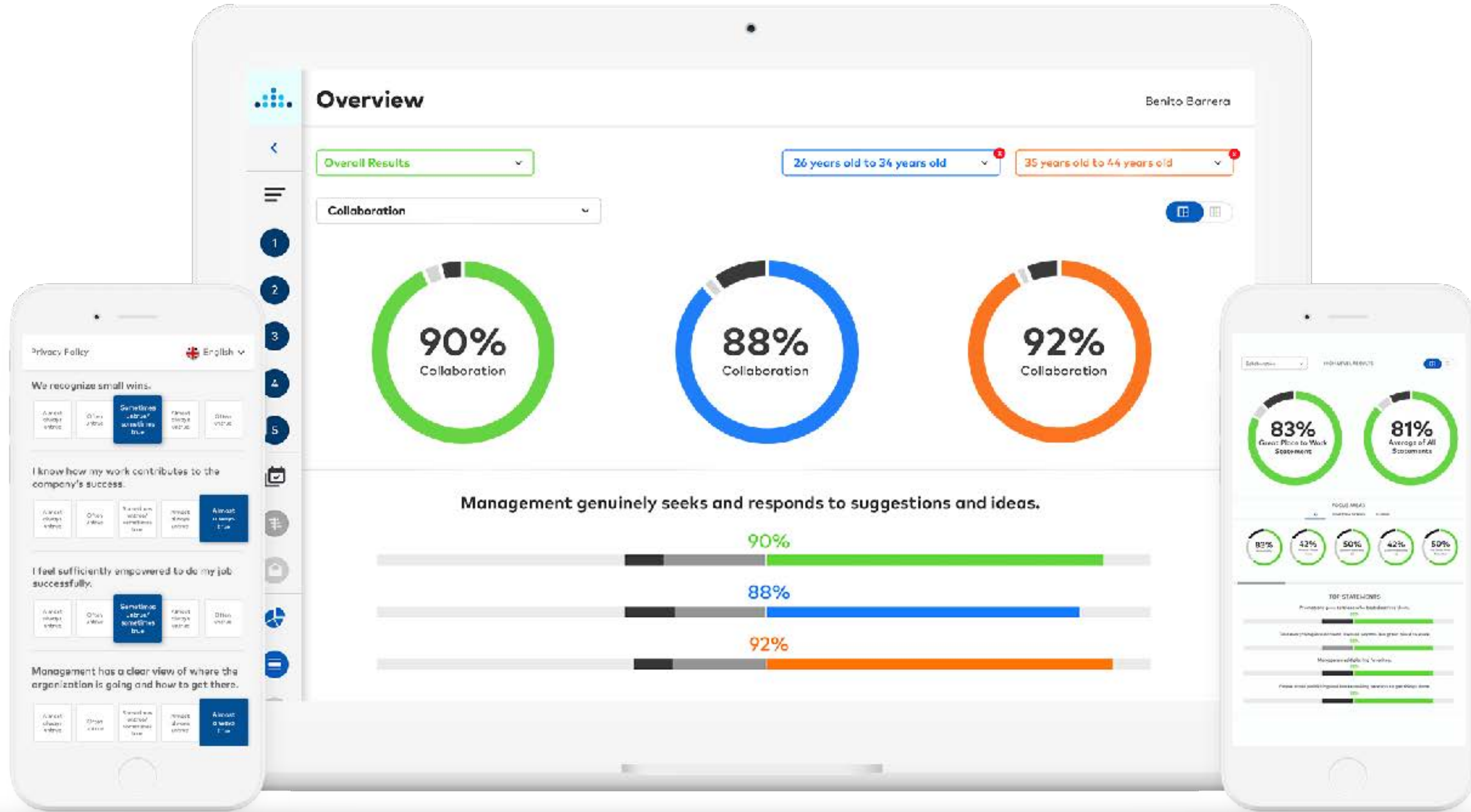
Better for People.

Better for the World.



10 Million Employees.
10,000 Companies.
98 Countries.
Annually.

We quantify culture.



WSJ | WSJ LIVE | REALTOR.COM | MANTON GLOBAL | BARRON'S | MEMBERSHIP | WSJ | X | MORE

News, Quotes, Companies, Videos SEARCH

THE WALL STREET JOURNAL. Cathryn's Journal | Live Help

U.S. EDITION - Thursday, February 11, 2016 As of 2:03 PM EST

Home World U.S. Politics Economy Business Tech Markets Opinion Arts Life Real Estate

Property Search: For Sale & Lease For Sale For Lease Advertise Your Property

City: [] Select a State: [] SEARCH

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Los Angeles Rams' Stan Kroenke to Buy Vast Texas Ranch
The 535,000-acre Waggoner ranch will be sold to billionaire Los Angeles Rams owner Stan Kroenke in a deal approved by a court Tuesday. The terms weren't disclosed, but the property had been listed for \$725 million.

WeWork Shoots the Works With Expansion Plans
WeWork is embarking on a growth spurt, with the help of nearly \$1 billion in investment, as it rapidly expands around the world—and beyond mere office space.

Northern Ireland Military Site Slowly Transforms
Ebrington Barracks in Northern Ireland was a military base for more than 160 years. Plans are moving ahead to transform the property into a hub of hotel space, offices and shops but progress has been slow.

Firms Dig Deeper Into Debt Markets
Two well-known managers of private-equity funds are pushing further into debt investments partly in a bid to take advantage of the opportunities created by recent upheaval in the global capital markets.

The Office Buildings That Welcome Bees
Bee scientist Noah Wilson-Rich heads Boston's

Deal of the Week
[Image of a modern office building]

Speculative Developers Take Medical Projects Off Back Burner
Most developers in the medical-office-building business put speculative projects on hold during the recession. Now some are revisiting the idea, breaking ground on new projects without having any tenants lined up.

Churches Give Properties New Life
[Image of a church building]

SEE FOR YOURSELF WHAT EXTRAORDINARY IS ALL ABOUT.

Best Workplaces Millennials | Best Workplaces Women | Camaraderie

GREAT PLACE TO WORK* 2015

TRANSWESTERN®

THE SECRETS APPLE KEEPS EXCLUSIVE BOOK EXCERPT By Adam Lashinsky

FORTUNE

The 100 BEST COMPANIES to WORK FOR

WITH OVER 70,000 JOB OPENINGS

WHERE TO FIND THE BEST BENEFITS, PERKS, HEALTH CARE, AND JOB SECURITY

+ LARRY PAGE ON WHY GOOGLE IS THE NEW NUMBER ONE

[Image of a suitcase covered in company logos: USA, Salesforce, Zappos, GoDaddy.com, Google, Scottrade, Intel, American Express, Mattel, Capital One, Chesapeake, LinkedIn, etc.]

Harvard Business Review

DEVELOPING EMPLOYEES

How You Promote People Can Make or Break Company Culture

by Jessica Holman, Chinwe Okeyegbun, and Michael C. Wash

JANUARY 02, 2016

[Image of a hand holding a yellow coffee cup with a smiley face and the letters 'U.U.' on it. The hand has a tattoo of a bird on the wrist.

Available Everywhere

A Great Place to Work For All

"A Great Place to Work For All shares the essential values that every organization should follow to thrive in the future."

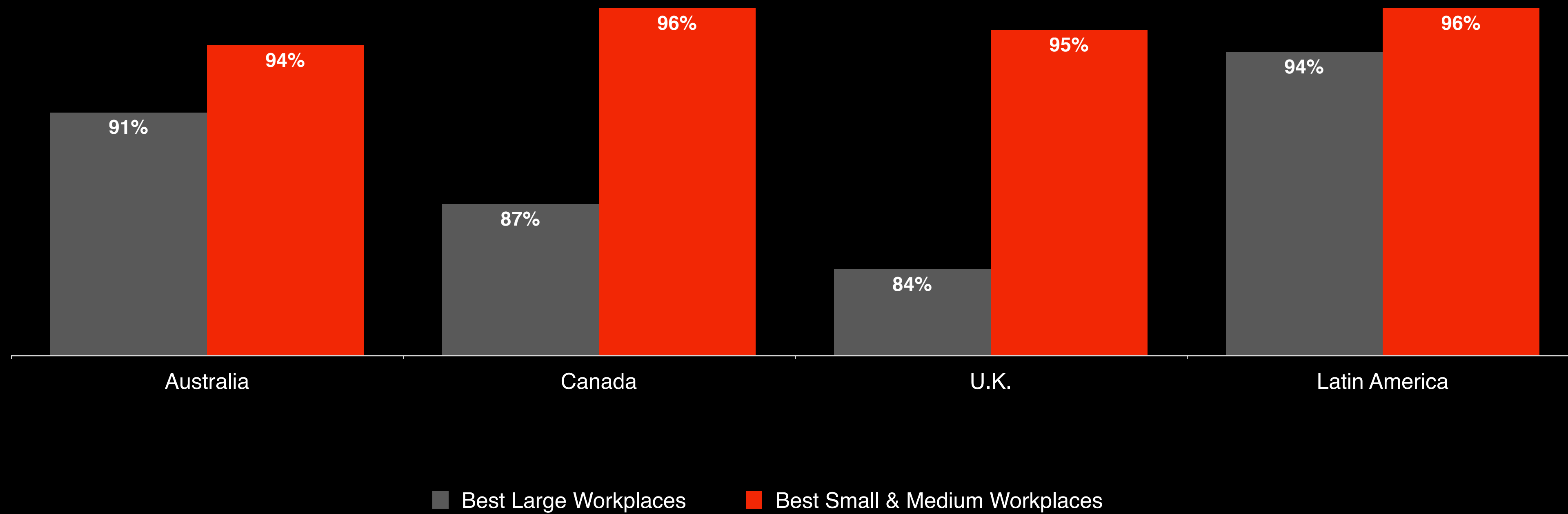
Marc Benioff, Chairman & CEO, Salesforce
#1 on the 2016 FORTUNE 100 Best Companies to Work For®

[Image of the book cover for 'A Great Place to Work For All' by Great Place to Work®]

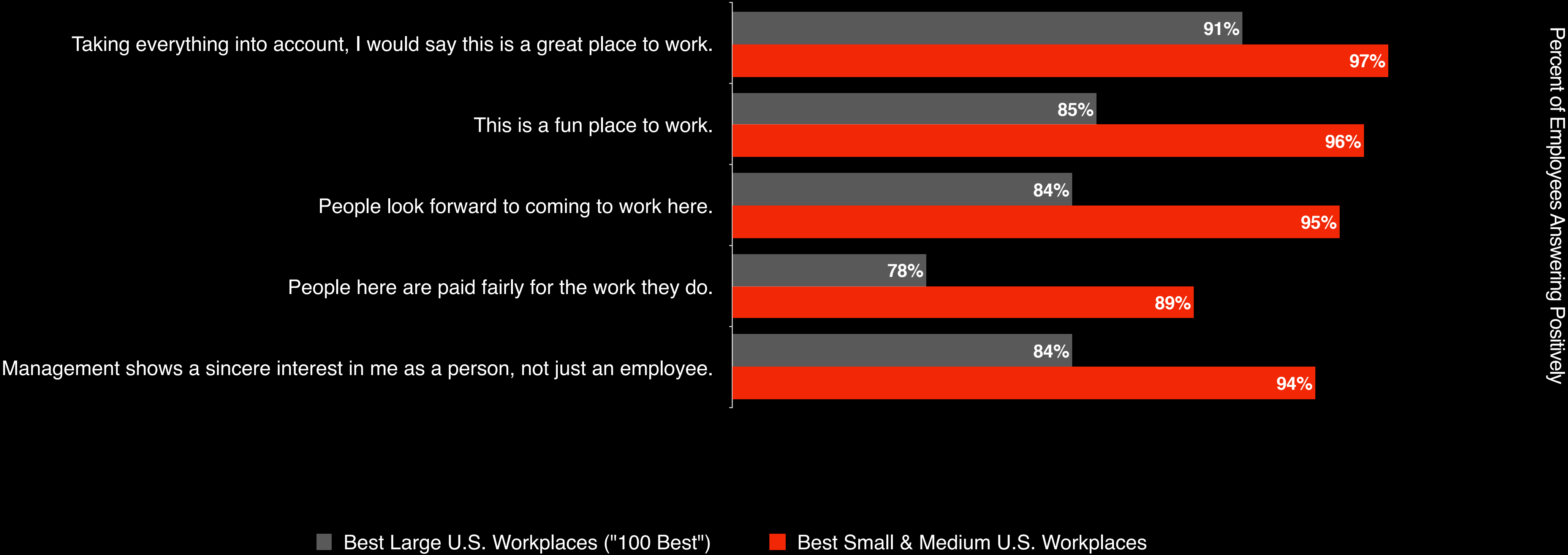


Small and medium workplaces are winning worldwide.

“Taking everything into account, I would say this is a great place to work.”



Small and medium workplaces are besting larger employers.



Trust

Purpose & Values

Leadership Effectiveness

Maximizing Human Potential

Innovation By All

Leadership Effectiveness

Great
Place
To
Work®

F O R A L L™

The logo features the word 'FOR ALL' in large, bold, sans-serif letters. The 'F' is blue, 'O' is yellow, 'R' is red, 'A' is teal, and 'L' is green. To the right of the 'L' is a bar chart with three bars of increasing height, colored purple, light purple, and white. A small 'TM' trademark symbol is positioned to the right of the bar chart.

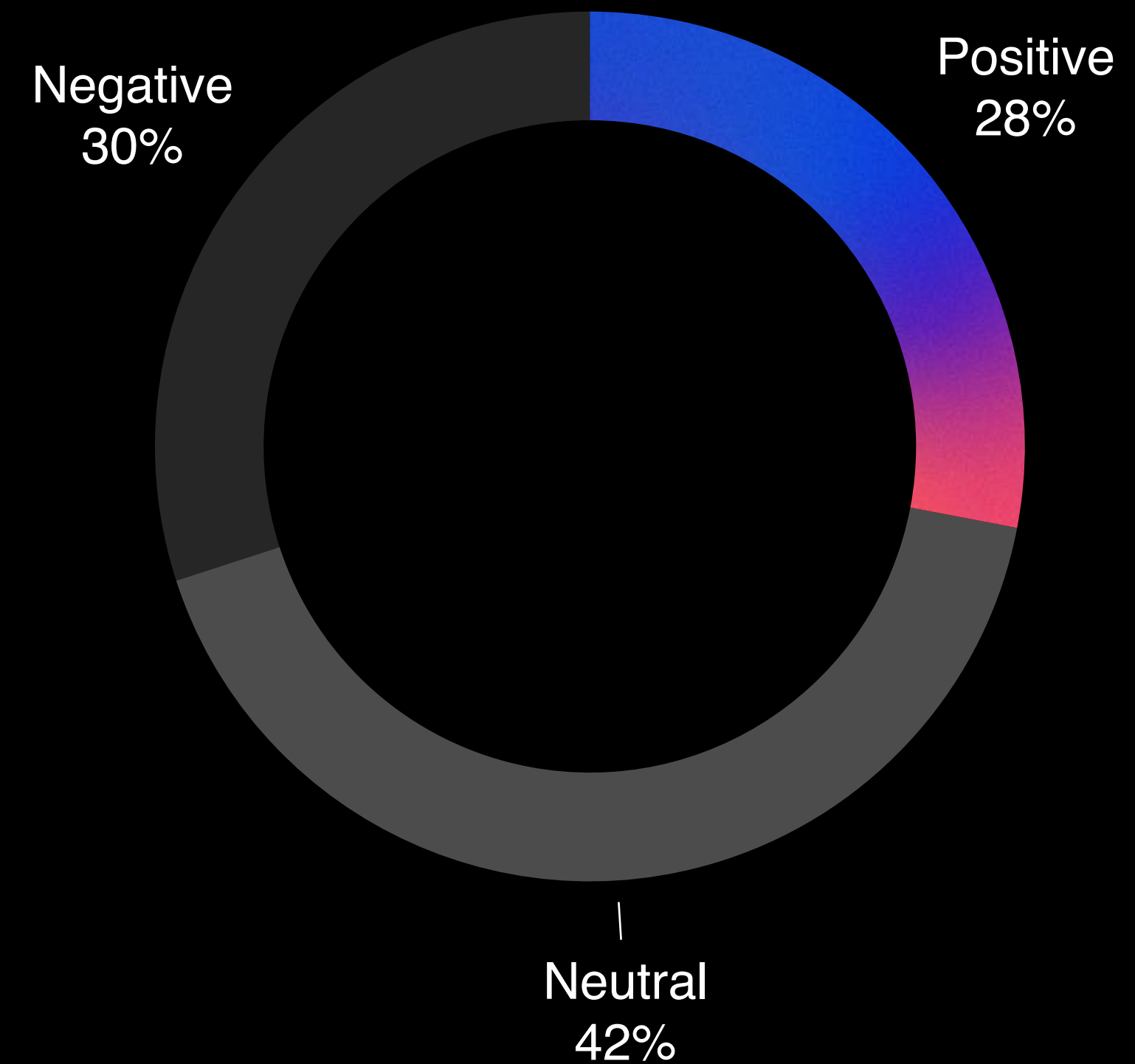
Negative



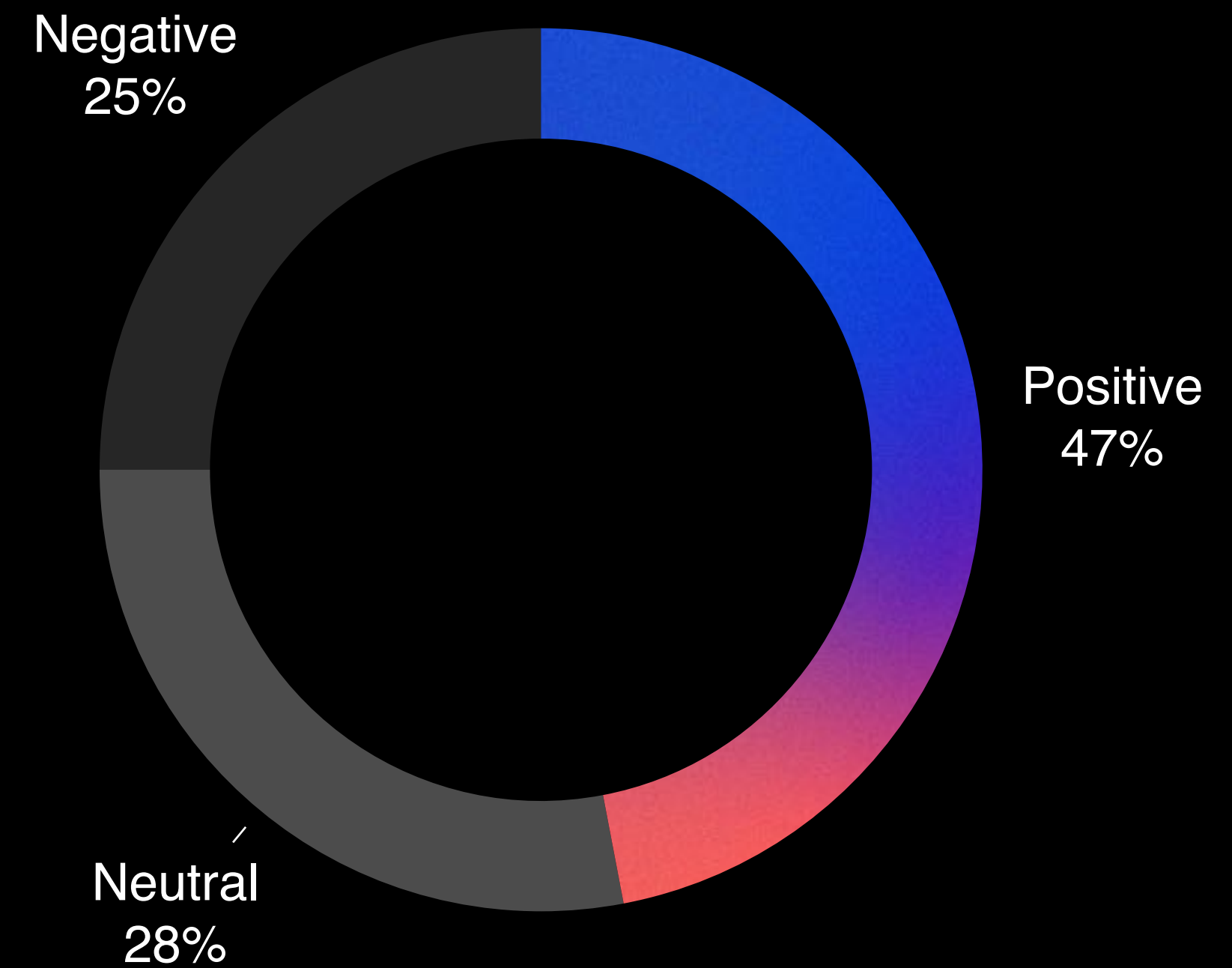
Positive

Neutral

For All Leader
Good Leader
Transactional Leader
Hit-or-Miss Leader
Unintentional Leader



For All Leader
Good Leader
Transactional Leader
Hit-or-Miss Leader
Unintentional Leader



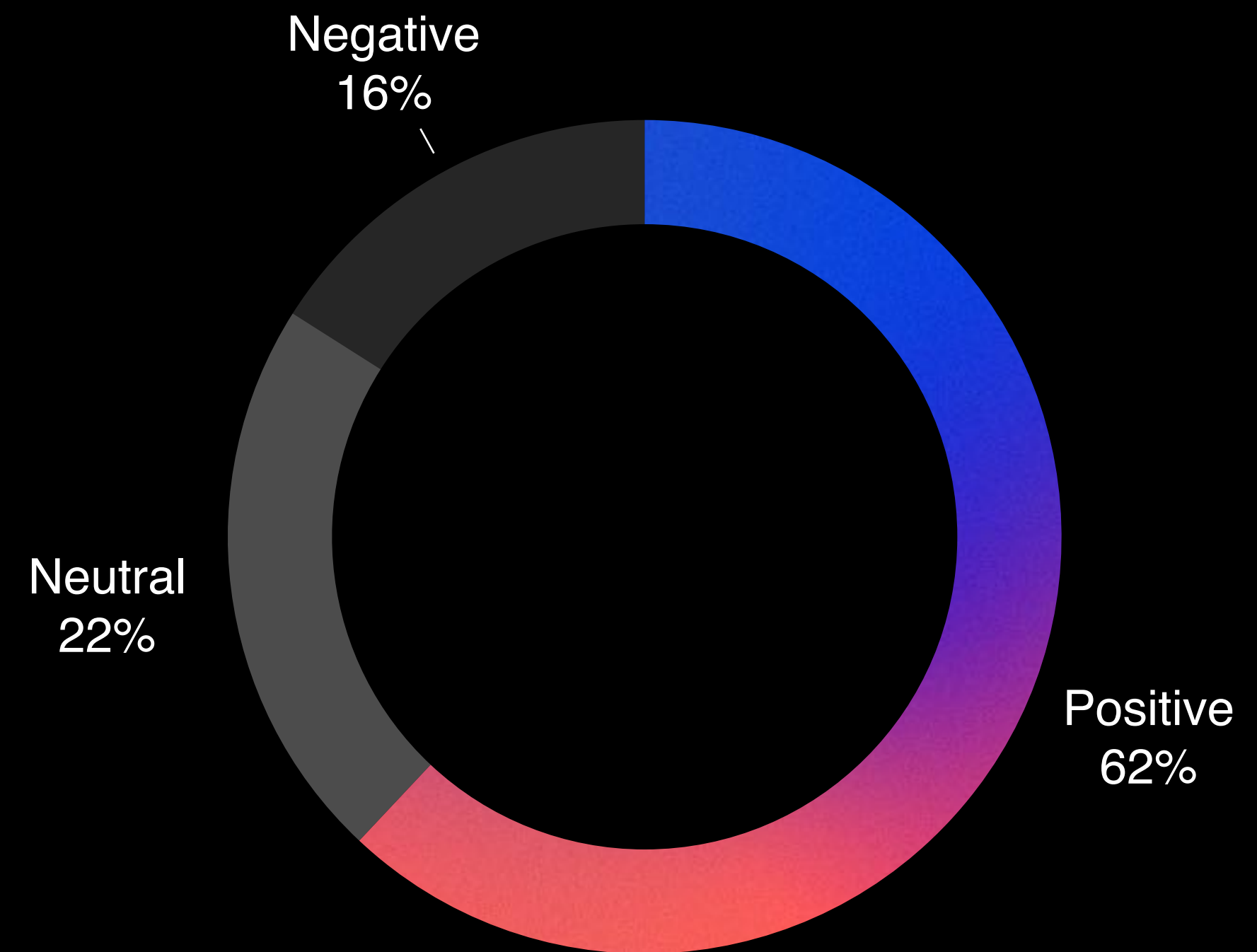
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Good Leader

Transactional Leader

Hit-or-Miss Leader

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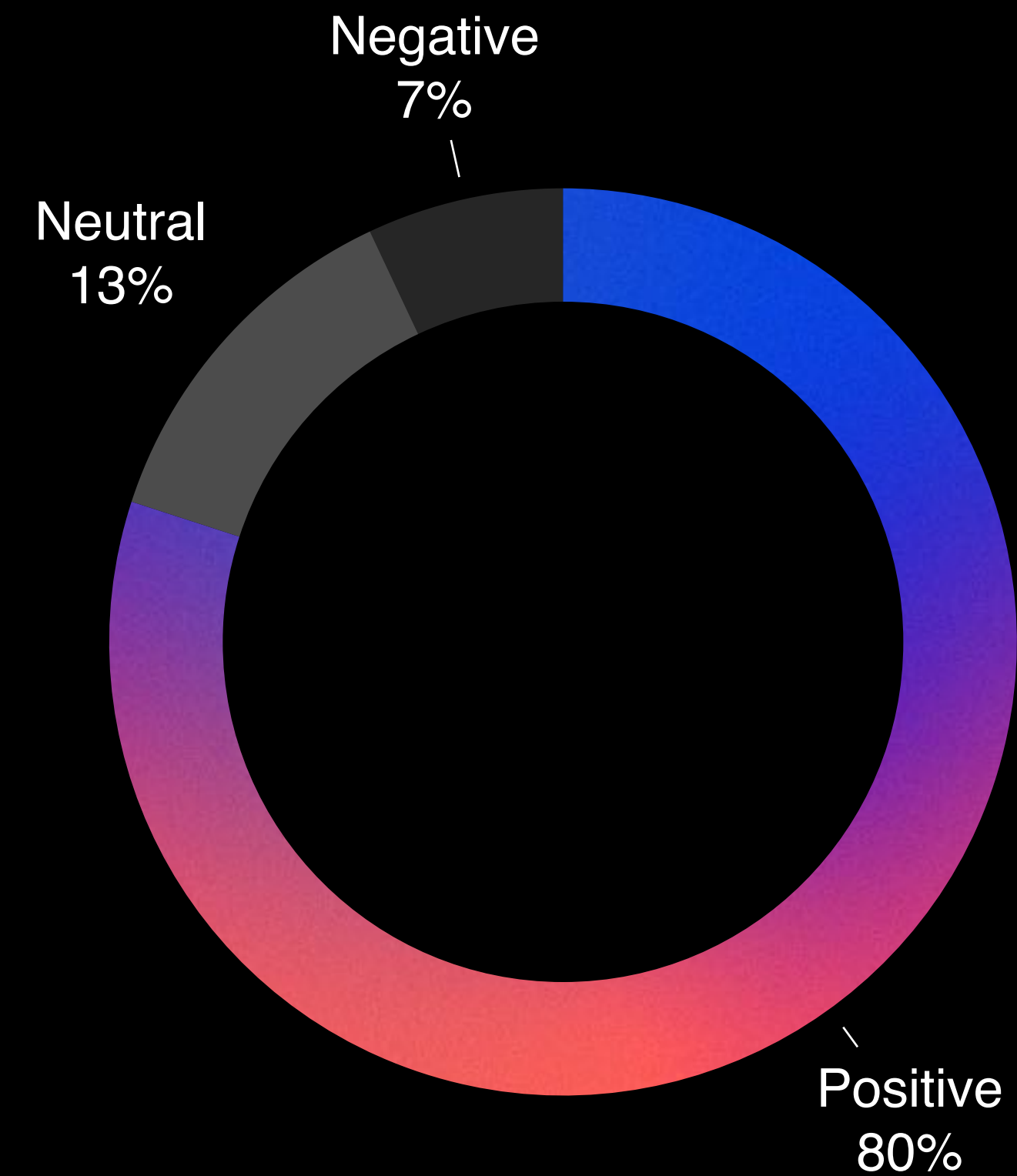


For All Leader
Good Leader

Transactional Leader

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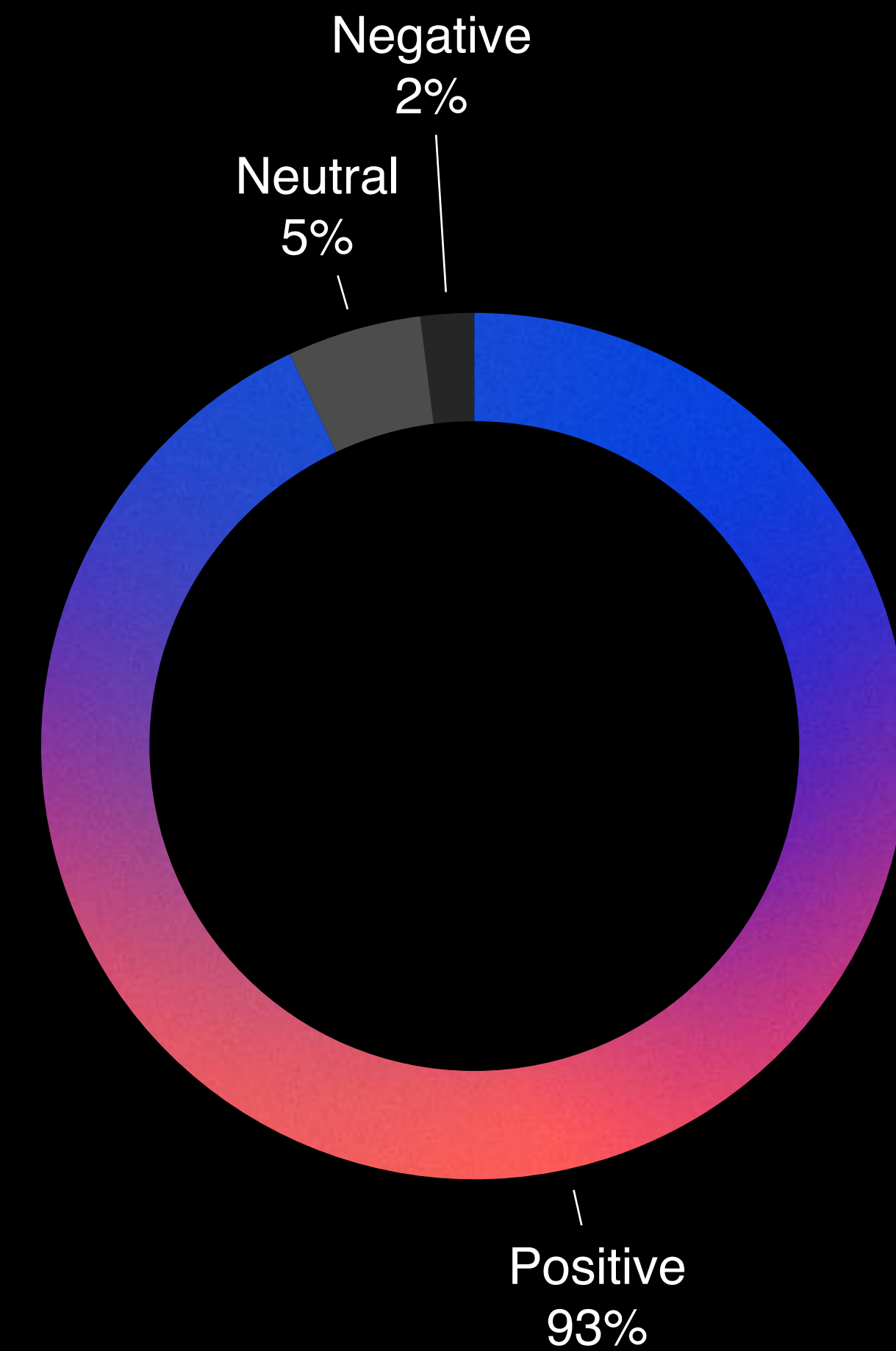
For All Leader

Good Leader

Transactional Leader

Hit-or-Miss Leader

Unintentional Leader



The CEO Big 3.

Covid-19

The Economy



Racial Tension

Fear



Great
Place
To
Work.





Separates people into groups
with similar fears

Stops Inclusion

Stops Innovation





Safety

Emotional
Psychological
Physical

Leaders must...

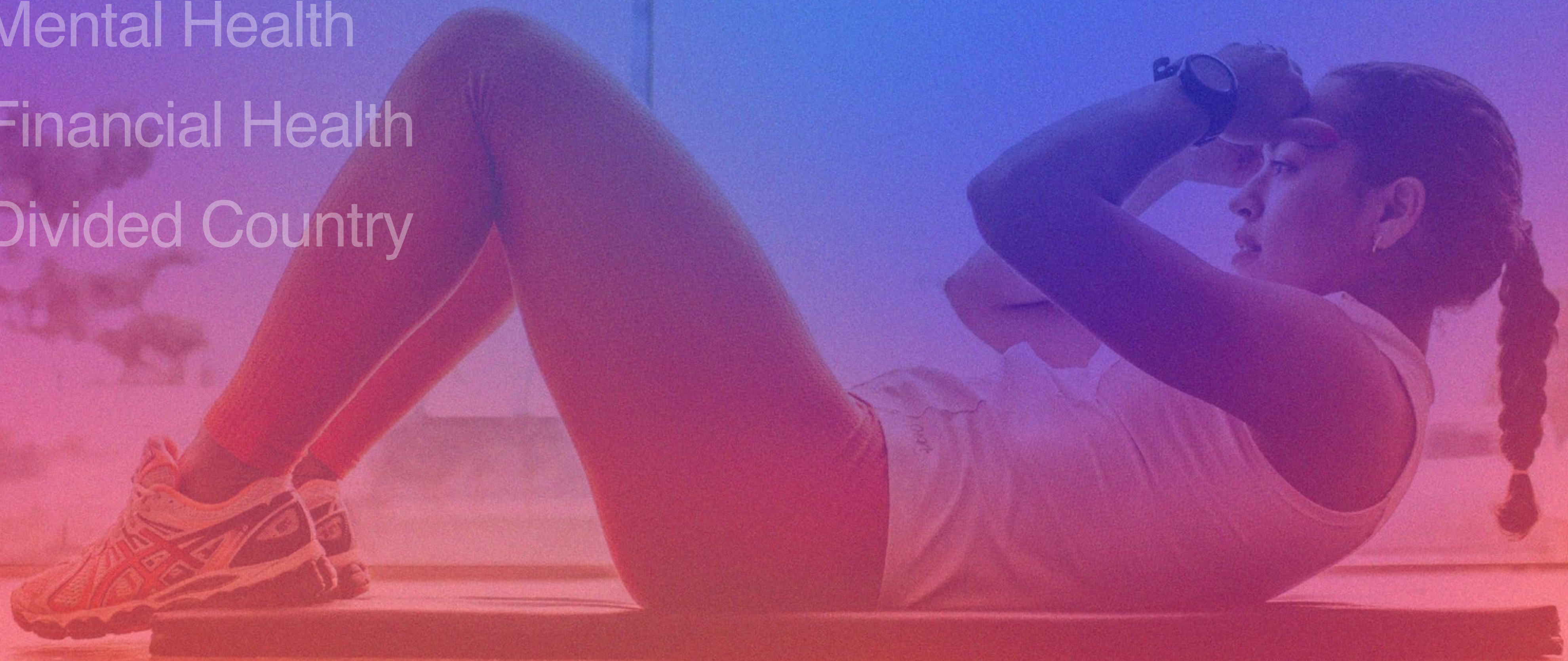
care the most.

Physical Health

Mental Health

Financial Health

Divided Country

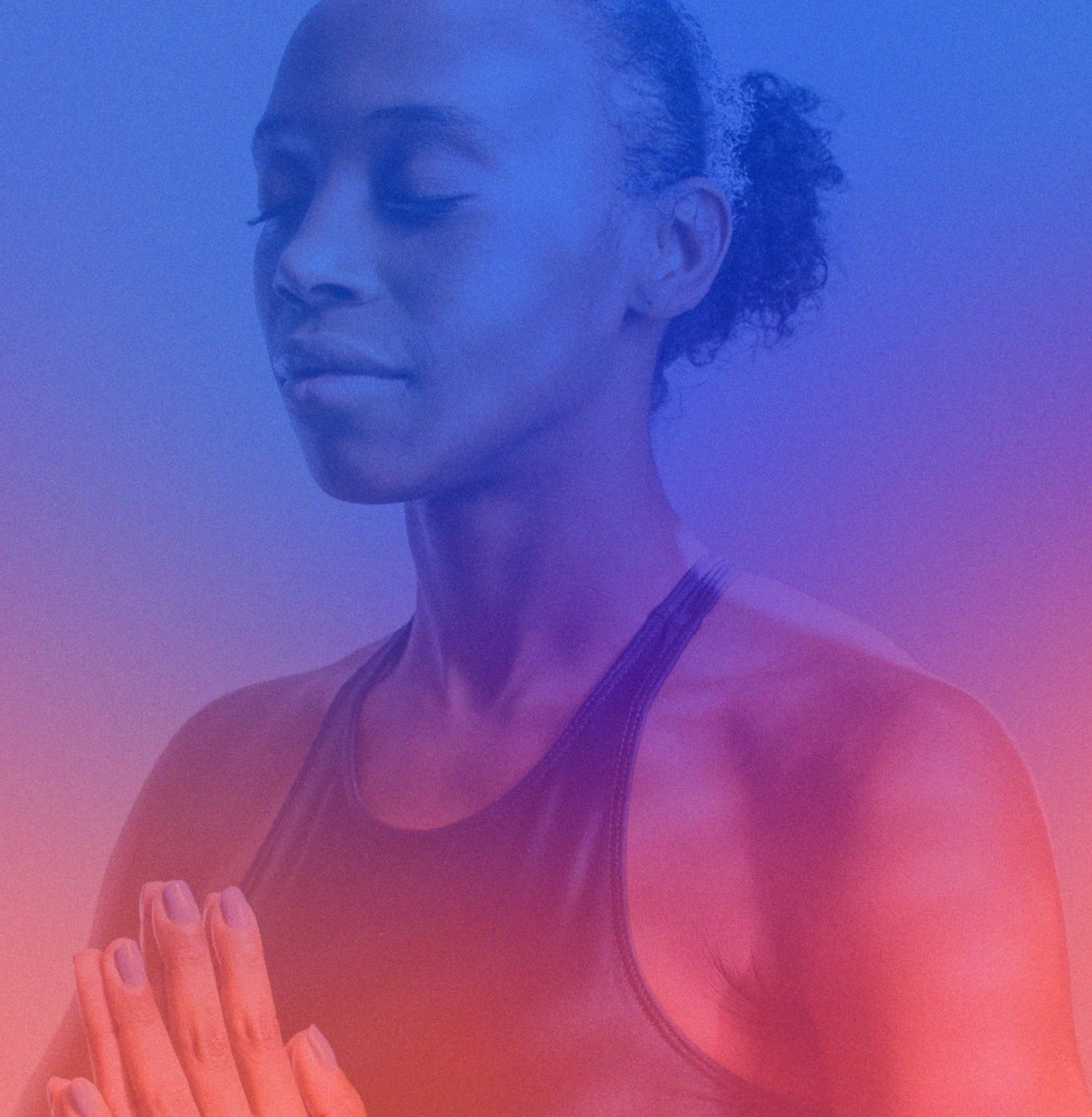


Physical Health

Mental Health

Financial Health

Divided Country



Our Mental Health Future

65% of U.S. adults experience pandemic-related mental health impacts

Remote Best Practices

1. Set standards like 'no apologizing for kids, pets or partners'
2. Hold space at the start or close of meetings to check in with people as people
3. Embrace individuality (e.g. fun virtual backgrounds)
4. Be disciplined in unplugging

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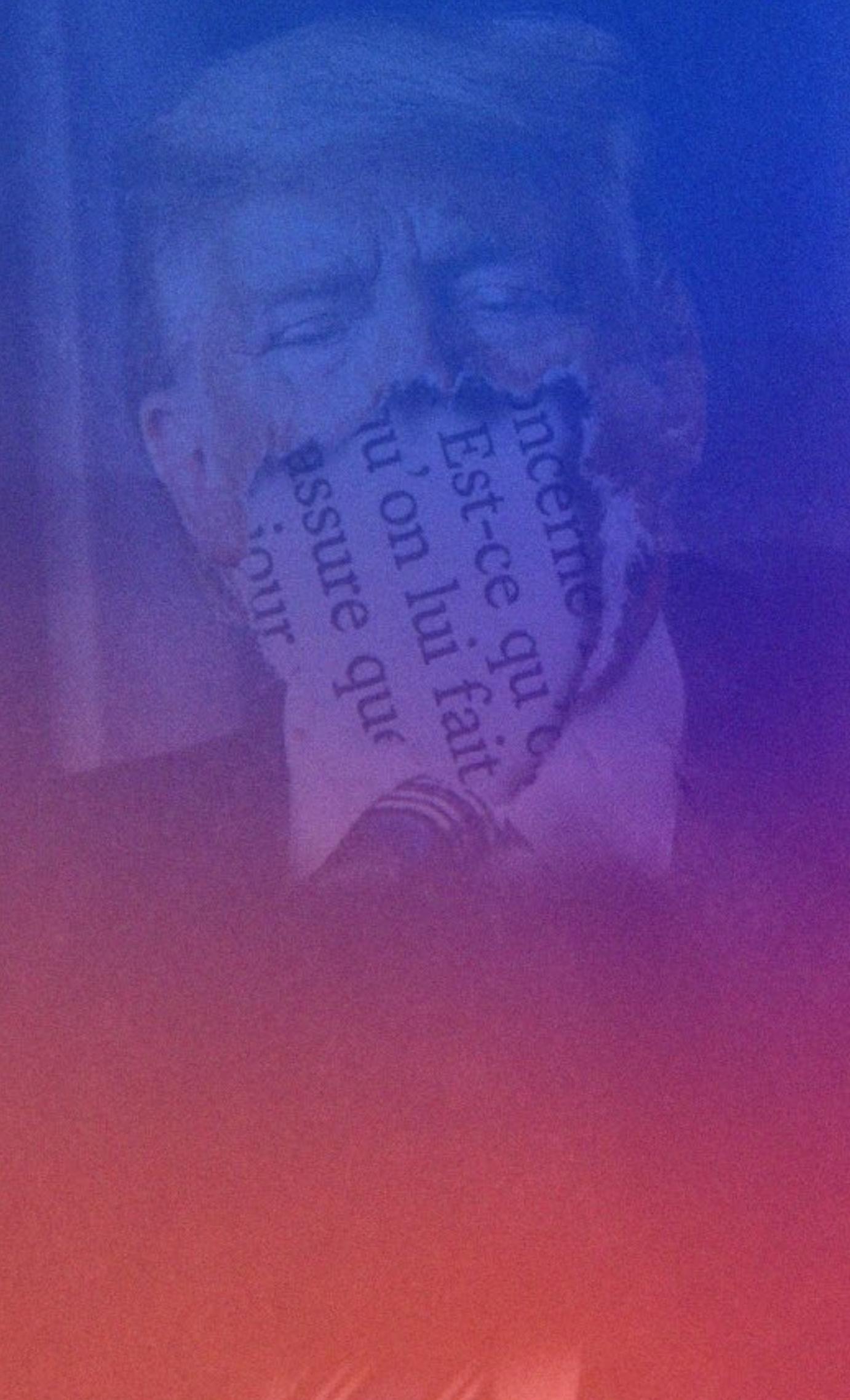


Physical Health

Mental Health

Financial Health

Divided Country





Private companies will
struggle.



Public companies will
be fine.

What are we recommending?

Frequent listening sessions

Learning about how societal issues can be addressed

Maintaining a high trust culture

Diversity and Inclusion

Scenario planning informed by the above

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We want to explore how people are doing now as they live with two viruses.

Wave One

Early Listening

Wave One

Why are we listening?

To help each of us to learn more about ourselves and others. We believe personal change is required for society to advance. We believe as a person changes, that change can attract and inspire others to do the same. We are also listening for a new way of thinking, and new way of being that will insure equality for all.

Wave One

Ground Rules

1. No interruptions please.
2. Listen carefully with an open mind. Breathe and be altered by new ideas.
3. Speak for yourself not others. Everyone has a voice, help them learn to use it.
4. No crosstalk or commenting about what someone says. Positive comments start to form subgroups of thought and that shut some people down and embolden others. Negative comments can shut people down and establish power.

Wave One

Ground Rules

5. It's ok for someone to have nothing to say. This is not group therapy. Silence can be the best way to listen and learn about oneself. Sometimes saying "Jill, we have not heard from you" is an effort to make yourself feel better. Let Jill take care of Jill.
6. Questions that are true attempts to clarify (vs statements) are welcomed.
7. Apologies are good. "Sorry, that came out wrong because I am stressed and nervous".
8. Comments in the room can be shared but should not be linked to any person. If certain leaders in the room are ok with being quoted they should make this clear.

Wave One Questions

1. What has been confusing for you?
2. What has made you angry, frustrated, hopeless or sad?
3. How do you personally re-build yourself and create some hope?

Notes should be taken (without names) on question 3. The organization can use these to do learning development, action planning, benefit adjustments.

Wave One Agenda

- Leader can open with comments about their personal beliefs, values and how and why they align with the companies. Share personal stories if possible.
- At the conclusion of the meeting, say thank you and that the listening and learning will continue so that the best possible plan of action can be developed ASAP.
- Try not to comment on anything anyone said “I like what Bill said”...these things start to set power dynamics that are unintended. It can send the signal “Oh, I need to align with Bill or at least what he said”.

Wave Two

Deeper Listening

(Ground Rules are the same.)

Wave Two Questions

1. Over the last X days, what has made it hard to sleep, work, live, or interact with others?
2. What would you like to understand or learn more about?
3. What do you hope we (our company) can do for the world at this moment?

Notes should be taken on questions 2 and 3. The organization can use these to do learning development and action planning.

Wave Three Changing

Wave Three

Definition

It is not helpful to think of racism as an act of discrimination or violence involving two people or groups of people.

Another definition is needed and much more helpful. Racism is a social system embedded in the culture and its institutions. Racism is like air, you can't see it. Some breath freely and take it for granted while others find with the same air, they can't breath at times. Those that can breath suggest more exercise, healthcare or a new diet. The problem is you can be as fit as LeBron James and you still can't breath.

Wave Three

Mindset

There is Mindset required for meaningful change, will you give it a try?

New Mindset

I need feedback. Any and all feedback. I can handle it. Even if I can't, it will help me build my racial stamina and I need that.

Frequent listening sessions

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Scenario planning informed by the above

People all want the same thing.

Respect

Credibility

Fairness

To enjoy the people they work with.

To have pride in their work.

To feel a sense of camaraderie.

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Sense of Belonging...

- Valued, needed, accepted
- Your efforts have impact
- You are a high performer
- You are surrounded by people like you

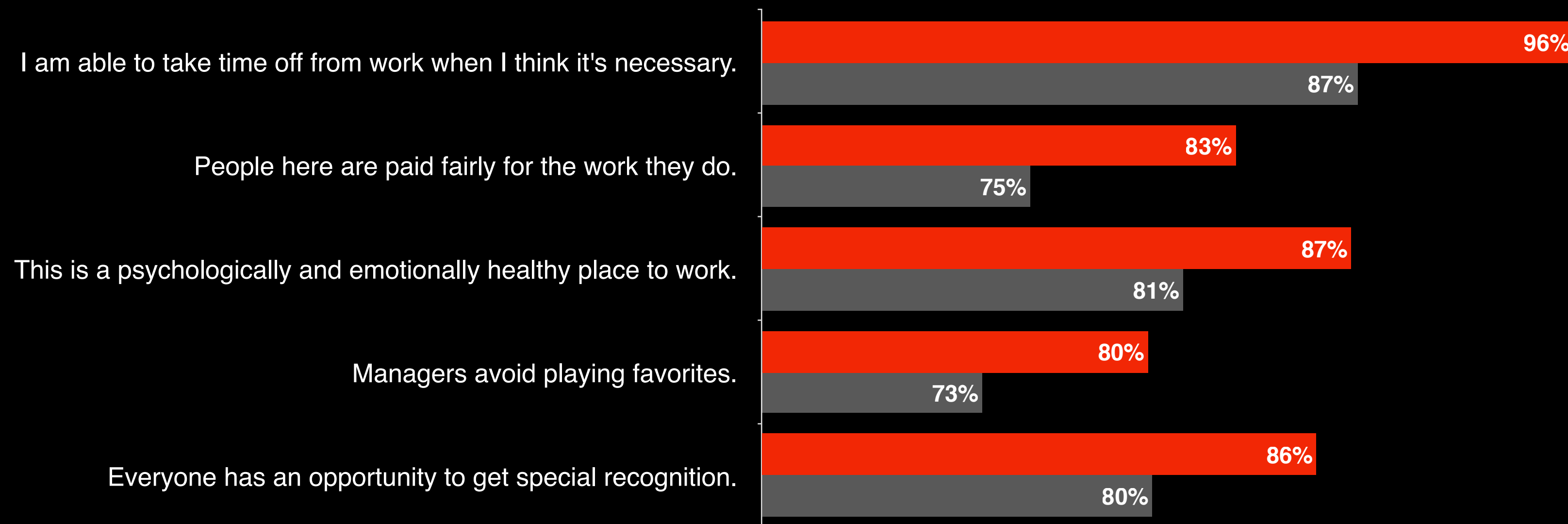
People are less likely to:

- Interact with others
- Weather tough times (no hope)
- Take healthy risks

Wherever they work, people need to feel safe, supported and connected.

- My organization provides the resources that I need
- My organization communicates with me frequently
- I experience a high level of care and compassion

Cisco bests the World's Best.



Percent of Employees Answering Positively

■ Cisco ■ 2019 World's Best

How?

Remote Best Practices

1. Stay on video - 55% of language is nonverbal...
2. Get your virtual water cooler set up.
3. Take a breath and TRUST.

Most companies and employees are going through an abrupt shift...

Before COVID-19:

1. Only 7% of U.S. firms offer telecommuting
2. Remote work has been plodding along at about 10% a year
3. ~4 of 5 Certified Great Workplaces offer telecommuting

“Where” isn't as important as “how”...

- People think there's a choice between remote work and collaboration or innovation. That's false...
- We see high performing workplaces that are fully remote.
- It is possible to build trusting, collaborative, innovative, and productive environments with a partially or fully remote workforce.
- Companies that offer telecommuting are 30 % more innovative.

- 2022 ● Outlook is strong, live events are an impossible habit to break
- 2021 Q4 ● Live events of <1000 with huge virtual features
- 2021 Q2+Q3 ● Hybrid events (virtual + live) will be very cost effective and flexible
- 2021 Q1 ● Most are pausing events
- 2020 Q3+Q4 ● Small gatherings (<300)

Opportunities for virtual
transformation.

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Everybody is talking about Purpose.

What does purpose mean?

Why does Purpose matter?

Best 9 High Trust Leaders

- 9 High Trust Leaders
- FORTUNE 100 Best
- Russell 3000
- Russell 1000

Source: FTSE Russell

greatplacetowork.com

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How do we get there?

Transformation

How does a leader rewire their brain?

Humility

Curiosity

Bold Action



Flight



The stakes are high.

We've seen this before.

This moment. Your challenge.

Imagine.

If you are a butterfly,

If you are a curious caterpillar,

The For All Leader Checklist

3 Do's For Leading Through Crisis

01

Involve others.

1. Let employees know you need their help.
2. Conduct innovation sessions. (How can we get business now?)
3. Give employees a problem where to best help the business.
4. Lead with your purpose and values.

02

Lead with purpose and values.

1. Let people get things done in their own way on their own schedule.
2. Support people in connecting personally when working remotely.
3. Up your mental health support.

03

Convey hope for the near future.

1. Share your own humanity and appreciation of your people's humanity.
2. Talk positively about the future while staying grounded in today's reality.
3. Keep confidence in management high by sharing your learnings about the current situation and how you are working with the team to make decisions.
4. Describe how you'll work to put money into employees' pockets...ASAP.



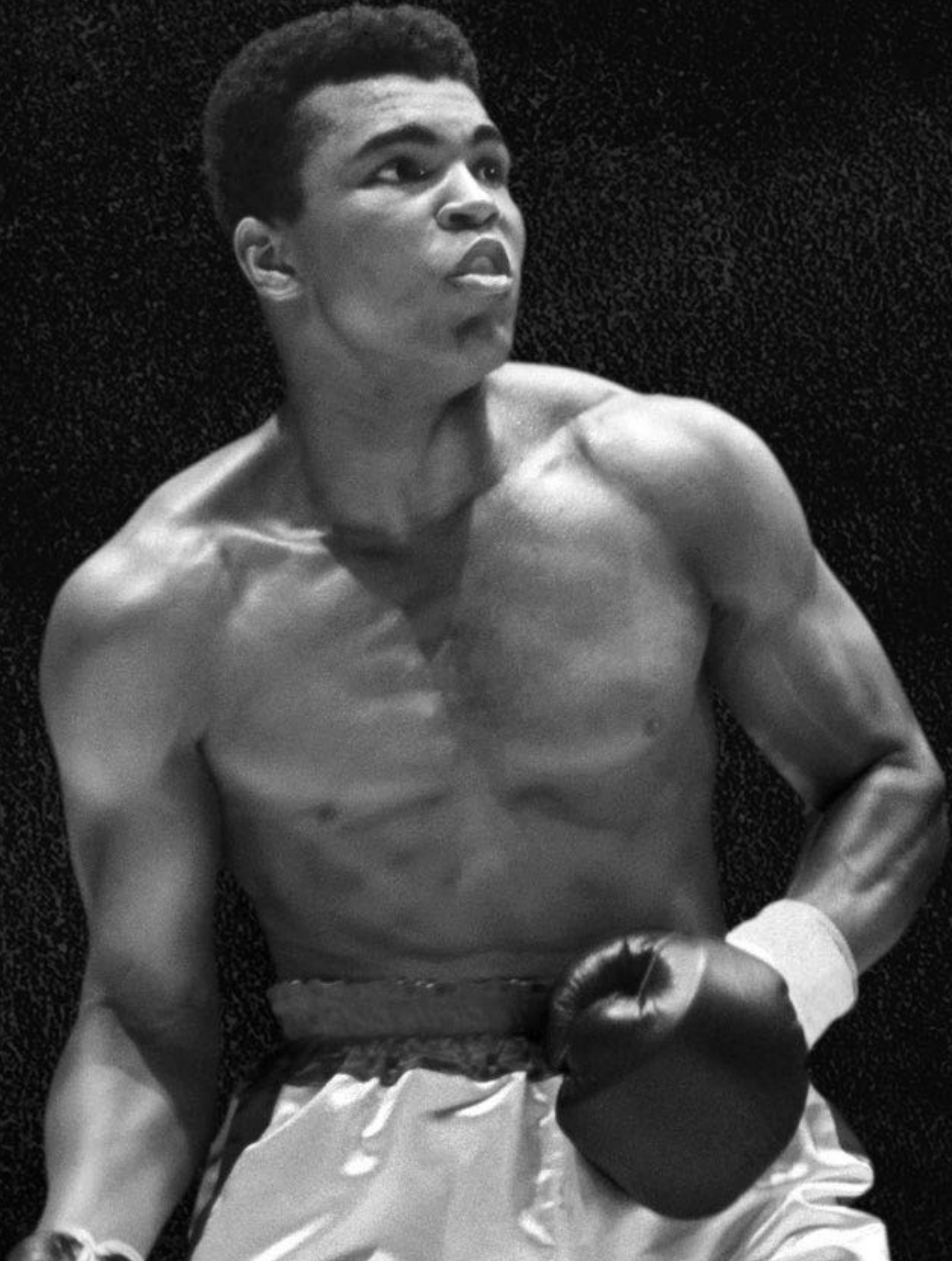






VISTAGE
WORKS

Float like a butterfly...



Q&A

Great
Place
To
Work.

Great
Place
To
Work.®

EXCLUSIVE
WEBINAR
SERIES

VISTAGE

Leading
in Challenging Times

Exclusive to the Vistage community, the Leading in Challenging Times series is designed to cut through the noise and provide the definitive source of thought leadership on the topics that are most relevant to small and midsize businesses.