

# THE HUMAN IMPERATIVE

# WORKSHOPS AND

# MASTERCLASSES

## NOV 10

ALL TIMES ARE  
CENTRAL  
EUROPEAN TIME  
CET

00:00 – 00:00

WORKSHOP STEELCASE

## Investing in Social Glue



**Beatriz Arantes** is a senior researcher for Steelcase's WorkSpace Futures group, and specializes in the psychology of human emotions and behaviors, and how they relate to work and work environments.

The most engaged employees are the ones who feel a sense of belonging. This feeling is built over hours and hours of micro-interactions that bond people together. Working from home, it's been harder to sustain those interactions, and networks have been shrinking. To hold people together in a hybrid work environment, leaders will need to nurture and reward the small acts of human glue that bond people to each other, and therefore to the organization. Who is making your organization's glue?

### Overall Content / Logic for the story

- Each org will have to define their own future and future workplace because everyone is behaving differently, and they have to based on their people, context and plans.
- Workspace has traditionally been the stage for culture
- Culture is a vague word, but basically is the internalized compass that helps employees make decisions that flow by moment to moment, based on thousands of observed interactions.
- It's also how employees create the glue that bond them to each other and to the org.
- Online is an impoverished medium for absorbing culture and for creating bonds
- Bonds, community and culture at risk for degradation in a hybrid environment.
- It's at risk because culture work has been largely invisible and taken for granted. It is mostly invisible, unrecognized, unrewarded.
- Leaders will need to shift to understanding and cultivating culture. And organizations will need to pay for that work

00:00 – 00:00

## MASTERCLASS

# Mastering Entrepreneurship at Scale



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**Gary Hamel** is one of the world's most influential and iconoclastic business thinkers

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Entrepreneurship has been a powerful force for inventing new industries and reinventing old ones, and is critical to job growth and economic dynamism. Entrepreneurial startups, including unicorns, represent only a tiny percentage of the global economy, which is dominated by large, bureaucratic organizations that squander vast quantities of human initiative and imagination. Management experts have long asserted that it is impossible for large organizations to excel at both “exploit” and “explore.” Thankfully, a growing number of vanguard companies are proving that it is possible to be both big and relentlessly innovative.

Drawing on his most recent research, Gary Hamel will lay out a practical plan for igniting the creativity of every human being at work. The payoff: resilient organizations, great jobs and zero bureaucracy.

00:00 – 00:00

## WORKSHOP #

# Digital Trust



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**Liz Grennan** is an Associate Partner, Global Co-Leader of Digital Trust at McKinsey & Company.

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Digitization of business processes, artificial intelligence (AI)/machine learning (ML)-fueled analytics, and adoption of new technologies are now core to most clients' businesses. And yet, we often fail to consider how to mitigate the risks inherent in these activities – cybersecurity, algorithm bias, technology resilience, data privacy and governance, to name a few – until after a risk event has happened. In a world where technology has an increasingly central role and is constantly changing, organizations require a mindset shift towards building digital trust to manage risk holistically and sustain the value of their digital and analytics transformations.

Leveraging 20 years' experience in law and start-ups, Liz Grennan helps clients shift their mindset to proactively identify risks created by transformations and value drivers that come from embedding “de-risking by design.” Building this trust “by design” into an organization's data and technology governance enhances operational performance and protects the investment in technology innovation. Operationalizing responsible use of data and AI, for example, materially decreases tech and regulatory debt for an organization.

In this workshop, she will help attendees learn how to evaluate their organization's own “digital trust” and will share best practices in how to pragmatically implement de-risking by design in an organization – spanning ethics and values, regulatory and legal compliance, protocols, cross-functional teams, communication, and culture. The public is becoming increasingly sensitive to the outcome of various technology and data privacy risks. Companies that effectively manage those risks and create digital trust are better positioned to retain their customers' trust and gain a material market advantage.

00:00 – 00:00

WORKSHOP #

## Navigating Exponential Growth: Leadership and Decision-Making in Times of Nonlinear Change

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**Ed Catmull** is co-founder of Pixar Animation Studios and president of Pixar Animation and Disney Animation.



**Hal Gregersen** is a senior lecturer in leadership and innovation at MIT's Sloan School of Management.

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Most organizations are focused on growth, but when change unfolds at an exponential rate – as happens increasingly in our hyperconnected, digitized world – leaders' instincts often fail them. What's so different about exponential processes? If an opportunity exists to spin one up, how do you make that happen? If big changes are underway, how do you work with them?

In this workshop, Pixar founder Ed Catmull and innovation leadership expert Hal Gregersen use a case-based method – featuring stories from the realms of computer graphics, autonomous vehicles, space exploration, vaccine development, and more – to arrive at essential principles. Participants will leave better prepared to lead in a world where big things are happening – and big problems need solving.