

Meet our panelists

Hear from three insightful executives who are gearing up for what comes next for their organizations.



ALEXIS KEARNS
Chief People Officer, GHX

“We are treating this as a grand experiment. We are setting guidelines broadly and looking to managers to have new conversations locally.”



ANTHONY MILANDO
SVP, Chief Supply Chain Officer, Xylem

“The next chapter hasn’t been written yet – we are living it as it unfolds. We are staying flexible, adapting, and creating new ways of working.”



MARGARET WU
EVP, Corporate Operations, Development,
Brookfield Properties

“The ‘connectors’ are becoming even more important – the ones who connect the dots between people and ideas. We aren’t going back; we are going toward better.”

KARRIKINS GROUP

Our **GEAR-UP Model™** gives you a framework for having the right conversations with the right people to push into a fully reimagined model of work – one that leverages the trust that has been built and the skills gained, while also reconnecting to the power of presence.



- Give up on going back
- Eliminate all or nothing thinking
- Ask different questions
- Re-think the work day
- Understand the costs and benefits
- Pull in colleagues

GEAR UP

6 WAYS TO RE-IMAGINE
WORK TODAY

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Give up on going back

Adapt and move forward: Margaret made a point that it is time to let go of “going back to normal” and think instead about “going toward better.” We have all gotten better at multi-modal working styles and we should use that to propel us toward something that is better for everyone and that gives us access to more diverse colleagues while being more inclusive of different ways of working.

Eliminate all or nothing thinking

The messy middle has the most opportunity: Alexis shared with us her beliefs about the power of experimentation. Despite some pushback from her peers, who worry about “squeezing the toothpaste out of the tube,” Alexis believes in squeezing the tube and seeing what happens – with intention and purpose, of course! For GHX, now is the time to build on the trust that has been established and to bring employees into the experiment of designing the workplace of the future.

Ask different questions

Old questions point us to old answers: Tony shared his focus on making sure leaders are thinking about the context within which work gets done. There are “high-context” and “low-context” cultures, tasks, and teams. Understanding the context should guide decisions about when and where people are working, and growing that understanding requires shifting old questions with built in assumptions about work location.

All three leaders shared the concern basing their decisions on the experiences of executives. People with high autonomy (like executives) have to be willing to ask different questions and challenge their assumptions to fully understand the scope of the experience of others who have a different context for work.

Re-think the work day

8-5 Monday to Friday is so 2019: All of our panelists are thinking through the appropriate corporate guardrails and local decision rights for shaping the workday both in terms of place and time. They are all thinking about what new skills managers need to match flexibility, practical job requirements, individual needs / desires, and customer expectations. Now is the time to accelerate development for managers who might default to traditional ways of working when faced with challenging situations!

Understand the costs and benefits

They aren't all financial: Having more flexible work arrangements means that the cost / benefit equation shifts as well. Reconfiguring the existing footprint to meet emerging needs for individuals and teams is a big focus area for everyone. At the same time, there are shifting expectations of businesses, including addressing carbon footprints, which Tony pointed out are lowered when people aren't commuting every day. And, BPD is finding that diversity and inclusion goals are likely to be accelerated by a more accessible work environment.

Pull in colleagues

No single person can design the future on their own: All of our panelists are actively engaged in listening sessions with creative cross-sections of employees. At Xylem, they are hosting “care-giver” sessions to better understand the needs of employees who are also caregivers for children, parents, or others who require connection and care. They are also particularly concerned with mid-level managers and understanding the support and skills they need to take the organization forward. GHX has been particularly successful in on-boarding new people – it has even raised a challenge to their assumptions about how well they were doing pre-pandemic!



The Future of Work livestream discussion is hosted by:

JULIE WILLIAMSON, PhD
Partner and Chief Growth Enabler

Julie is a growth-minded leader who believes executives set the standard for others through the example they provide. She is a strategist, technologist, and a social scientist who puts her energy toward working with leaders around the world as they tackle some of the biggest challenges in their industries and organizations. In today's increasingly complex and interconnected world, Julie knows the power of aligned leaders to deliver on strategy and create value. That's why she focuses her time and energy on helping senior leaders come together to deliver the work that matters most.

Let's reimagine together...

Curious about how Karrikins Group and the *Evolution of Work* might benefit you and your organization?

Say hello@karrikinsgroup.com to set up a complimentary 30-minute focused conversation about your organization.

Check out our 45-day [Evolution of Work program](#) to fully set your investment strategy for moving forward.

Explore our [thought leadership in this area](#) and get to know more about what we do to drive alignment across executive teams.

We look forward to chatting with you!



We are Karrikins.

We're world-class facilitators, cultural changemakers, behavioral scientists, and experience creators, but above all, we're people looking to make a lasting and positive impact. With decades of diverse experience in helping companies set ambitious strategies and act on them, our leaders guide our collective impact and enable transformative growth for leaders and teams.