

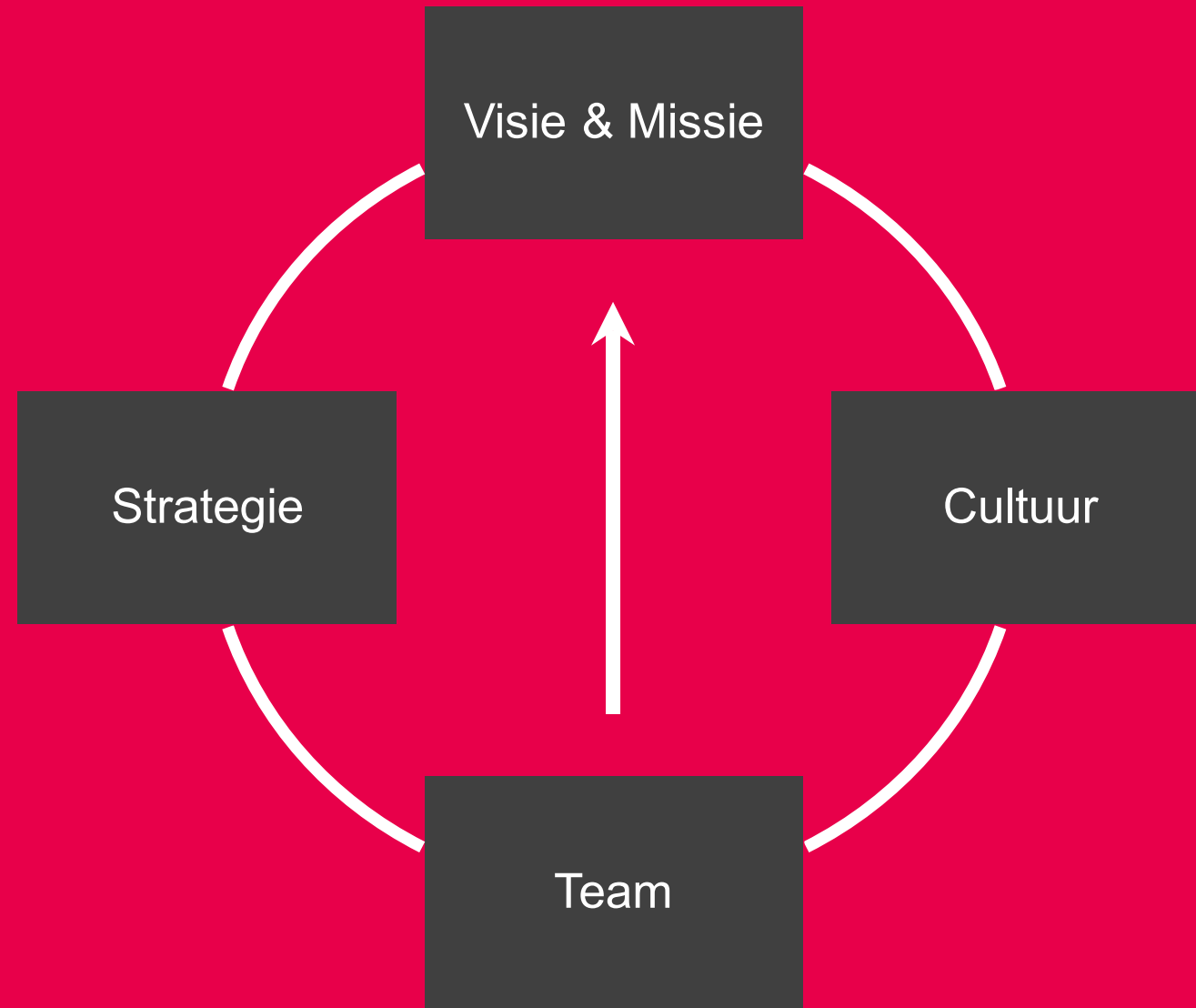


(Hybride)

CULTUUR OP JE ROADMAP

CULTURE EATS STRATEGY FOR BREAKFAST







DISCLAIMER





ABSTRACT?



**HOE DRAAGT EEN POSITIEVE
CULTUUR BIJ AAN HET
BEDRIJFSRESULTAAT?**



- **MEER BETROKKENHEID**
- **LAGER VERLOOP**
- **MEER INNOVATIE**
- **HOGERE KLANTTEVREDENHEID**
- **HOGERE PRODUCTIVITEIT**
- **...EN DUS MEER WINST**



A silhouette of a person standing on a dark, rocky outcrop with their arms raised in a 'V' shape, set against a vibrant sunset sky with streaks of orange, red, and purple. The person is positioned on the left side of the frame.

INTRINSIEKE MOTIVATIE

PURPOSE

AUTONOMIE

PROFESSIONELE GROEI

VERBONDENHEID





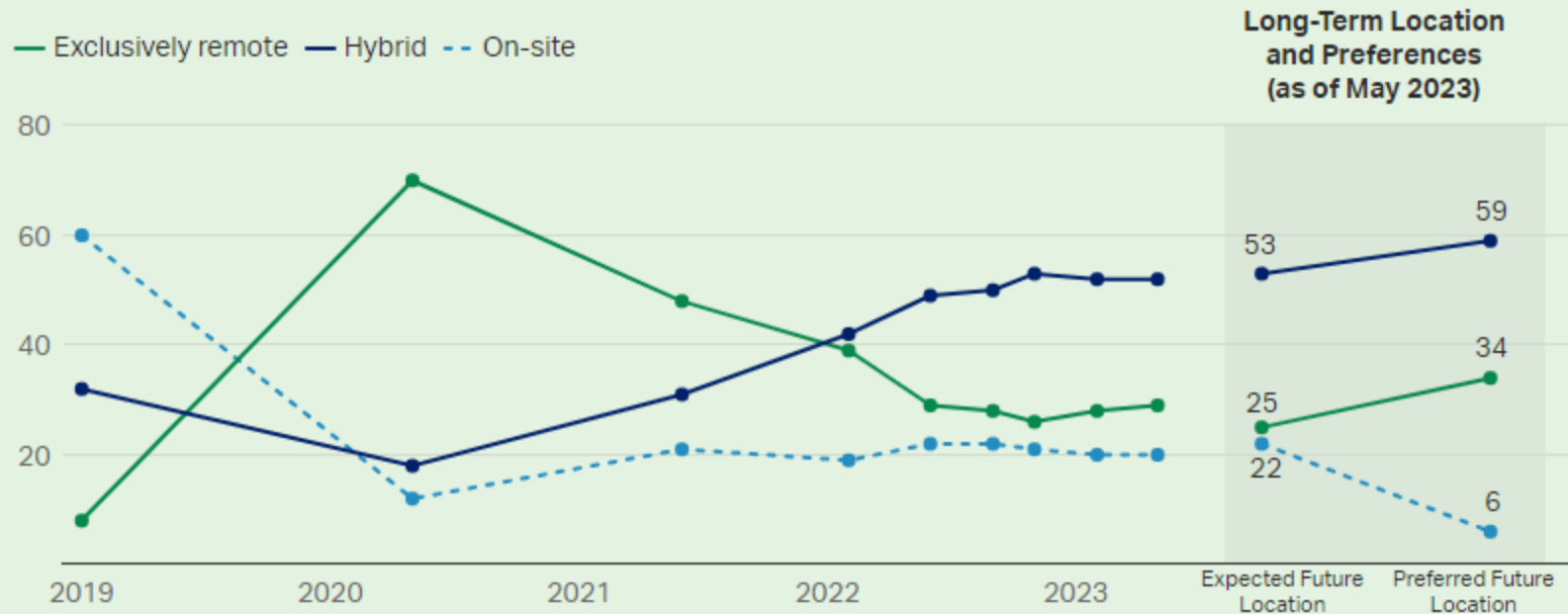
3 REEDS BESTAANDE TRENDS ZIJN VERSNELD

- 1. De behoefte aan flexibiliteit**
- 2. De zoektocht naar een doel/purpose**
- 3. De snelheid van technologische transformatie**



Work Locations for Remote-Capable Jobs

Over half of remote-capable employees expect and prefer hybrid work.



% Remote-capable employees working (or expecting or preferring to work) at each location.
Dates that appear when hovering over "expected" and "preferred" data are placeholders for purposes of data visualization.

Bron: Gartner Global Workplace Research Oct '23



DE STAND VAN ZAKEN

- **50% VERPLICHT OP KANTOOR VOOR X AANTAL DAGEN EN/OF OP SPECIFIEKE DAGEN**
- **30% HEEFT VOLLEDIGE VRIJHEID**
- **DINSDAG EN DONDERDAG ZIJN FAVORIET**



ANIPIS



A woman with long brown hair, wearing an orange sleeveless top and a gold watch, is sitting on a grey sofa and smiling while looking at a laptop. The background shows a modern office interior with large windows and indoor plants.

VOORDELEN



VOOR MEDEWERKERS

- **Betere werk-privé balans**
- **Efficiëntere tijdsindeling**
- **Minder vermoeidheid en burnouts**
- **Meer vrijheid wanneer en waar te werken**
- **Hogere productiviteit**

VOOR ORGANISATIES

- **Lager personeelsverloop**
- **Grotere talenten pool**
- **Minder vermoeidheid en burnouts**
- **Sterkere Employee Value Proposition**
- **Hogere productiviteit**



A woman with long brown hair is lying on a red and patterned couch, resting her head on a tan pillow. She is wearing a light blue button-down shirt over a white top and light-colored pants. A silver laptop is open on her lap, and her hands are resting on the keyboard. The background shows a wooden cabinet and a white shelf with various items.

UITDAGINGEN



**WAT GEVEN WE WERELDWIJD
AAN ALS DE GROOTSTE
UITDAGINGEN OP HET VLAK
VAN HYBRIDE WERKEN?**



GROOTSTE UITDAGINGEN HYBRIDE WERKEN

- 1. Minder goede samenwerking/verbinding met collega's (en eenzaamheid)**
- 2. Lagere productiviteit**
- 3. Afname kwaliteit van product of dienst**
- 4. Verminderde creativiteit en innovatie**
- 5. Vertraagde leercurve (met name voor junioren en nieuwkomers)**
- 6. Minder sterke organisatiecultuur**



CONFLICT

FREEDOM



“If you want to make a career it is better to be in the office. Connectivity is the best way to make promotions.”

Kilian Wawoe – VU Amsterdam





WELKOM



Hoe werken aan één cultuur en team als we hybride werken?





MORE!

MORE!

MORE!



DE ARBEIDSMARKT



03 SOURCINGSDRUK



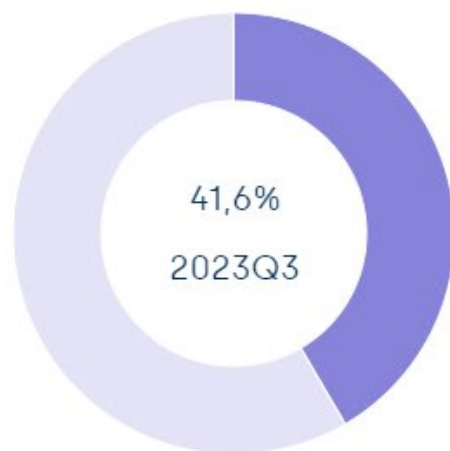
41,6%

Q3 2022

38,8% ▲

Q2 2023

40,5% ▲



Bron: Intelligence Group.

04 WERKLOOSHEID



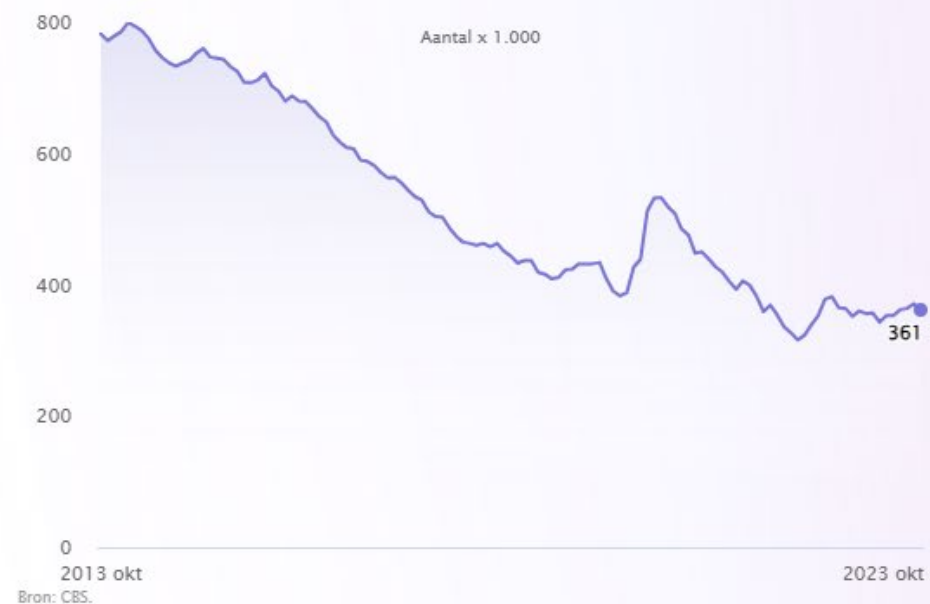
361.000

2022 okt

364.000 ▼

2023 sep

371.000 ▼



10 VACATURES (INCL. PROGNOSE)

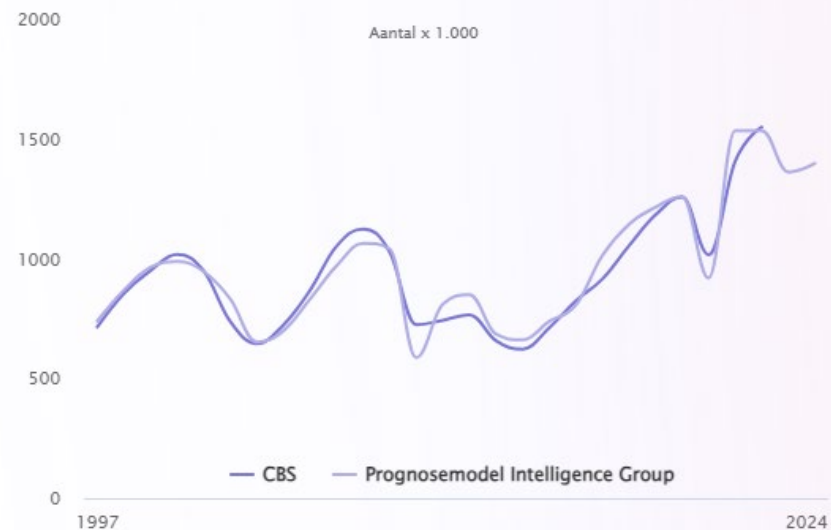
1,6 mln

2023 (progn.)

1,4 mln

2024 (progn.)

1,4 mln



Bron: Intelligence Group o.b.v. CBS, CPB en UWV.

11 TEKORT AAN ARBEIDSKRACHTEN

40,3%

Q4 2022

46,6%



Q3 2023

40,6%



Bron: CBS.



WAT FEITEN Q3 2023 OP EEN RIJ:

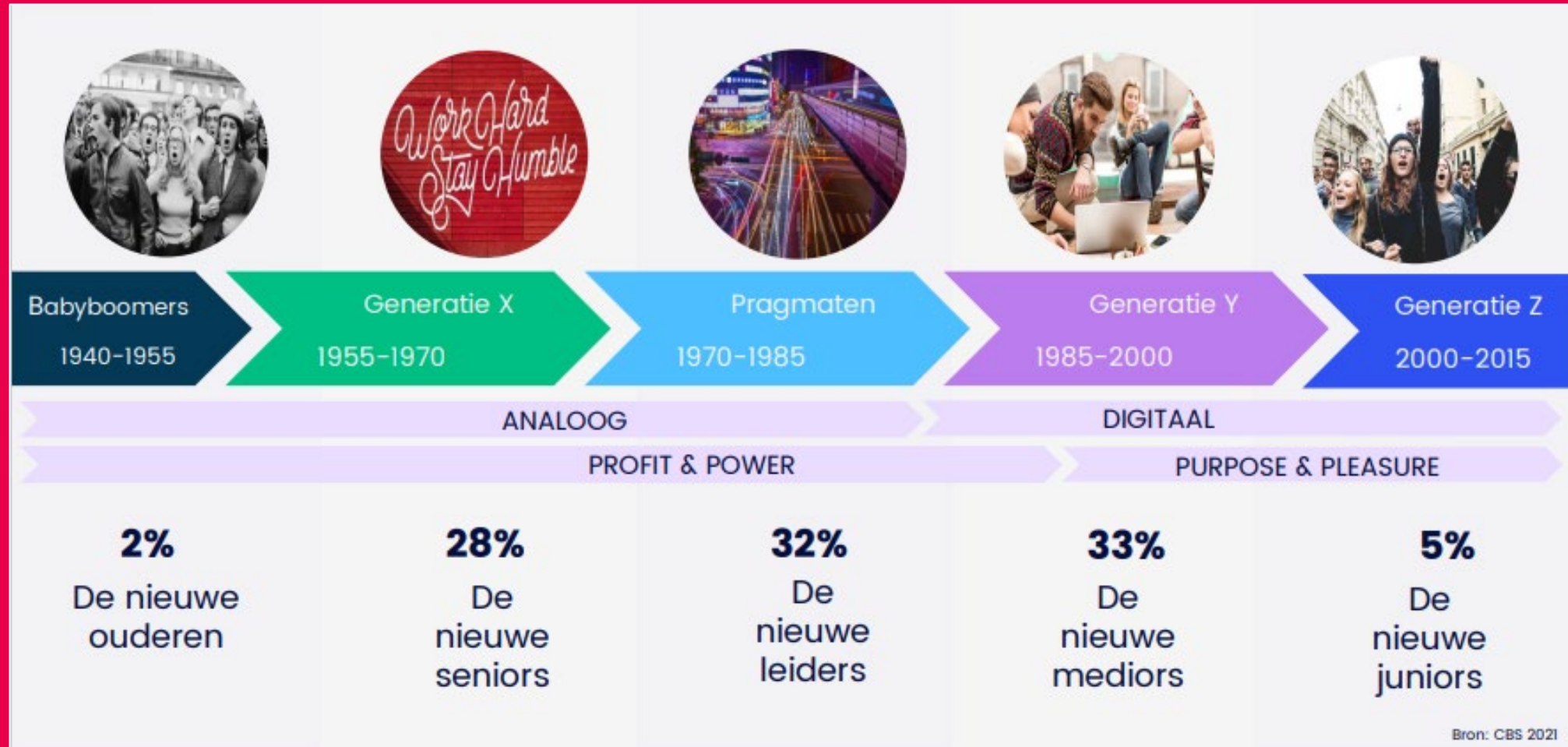
- 1. Arbeidsmarkt blijft zeer gespannen, ondanks afkoelende economie**
- 2. Werkloosheid blijft laag**
- 3. De sourcingsdruk was niet eerder zo hoog (teken van grote krapte)**
- 4. Aantal vaste contracten blijft hoog**
- 5. Hoge salariseisen en uitgebreid wensenlijstje**



EN ER IS MEER:

**GENERATIES IN
ORGANISATIES...**





Bron: Kim Jansen, Employer Branding Summit nov '22



**ONE SIZE
DOESN'T FIT
ALL**



THE GREAT RESIGNATION?



A person is running away from the camera on a white runway or stage. The scene is dramatically lit with several bright spotlights from above, creating a hazy, smoke-filled atmosphere. In the foreground, the silhouettes of an audience are visible, seated and watching the runner. The overall mood is one of high energy and anticipation.

THE GREAT RENEGOTIATION!



**TALENT HEEFT NIEUWE,
HOGE VERWACHTINGEN
OVER HOE WERK IN HET
LEVEN PAST.**



A hand holding a crystal ball against a sunset background. The crystal ball shows a reflection of the sunset and the hand holding it. The text "EEN NIEUWE TOEKOMST" is overlaid in white.

EEN NIEUWE TOEKOMST



**Wat zet jij op je 2024 roadmap voor
een sterke hybride cultuur?**





5

HYBRIDE CULTUUR TIPS

PROD.

ROLL

SCENE

TAKE



1. **VOLG NIET, MAAR LEIDT**



**HOE EXPLICIET
BEN JIJ OVER JE
(Hybride) CULTUUR?**



bunq



2. STA VOOR HET COLLECTIEF



A modern office interior with exposed brick walls, wooden desks, and people working. The ceiling features exposed wooden beams and large silver ducts. In the foreground, there is a brown leather sofa with a potted plant on a small table. To the right, there is a grey armchair and a large TV mounted on the wall. The background shows several people working at desks with multiple monitors.

3.

BEPAAL DE FUNCTIE VAN KANTOOR



DE FUNCTIE VAN KANTOOR

1. Creatie, samenwerken en coaching (professionele interactie)
2. Verbinden en uitdagen (geplande en ongeplande interactie)
3. Afstemmen en communicatie (informatie uitwisseling)



**PEOPLE AND
PURPOSE
BRING YOU
TO THE
OFFICE, NOT
PERKS...**



**WAAR
BEGINNEN?**



Upcoming events December



Monday 4

Company Weekly

Tuesday 7

Tech-Thursday

Monday 11

Company breakfast
Company Monthly

Thursday 14

Mapiq Christmas-event

Monday 18

Company Weekly

Thursday 21

'Just do it' Thursday'
&
Old year's Schie-Dive

Monday 25

1st Christmas day (Office Closed)

Tuesday 26

2nd Christmas day (Office Closed)

Company wide, we expect everyone to join in-person

Have fun and bring others too!

Company wide, joining in-person is highly preferred

mapiq



HYBRIDE WERKEN SESSIE

- 1. Bespreek hoe je het beste – in een hybride structuur – kunt samenwerken**
- 2. Laat de mensen die een uitdaging hebben eerst aan het woord**
- 3. Leg de afspraken vast in een ‘hybride team canvas’**



THE HYBRID TEAM CANVAS

Design an anywhere, anytime workplace culture

Team name:

Date:

DECISION-MAKING What methods do we use to decide?	OUR UNIQUE WAY OF COLLABORATING Which work must be done in person? When shall we work synchronously or not? Define tools for each type of work.		RITUALS Which symbolic acts keep our culture alive?
	Same Place/ Same Time	Different Place/ Same Time	
NORMS & RULES What written and unwritten rules define expected behaviors?	Same Place/ Different Time	Different Place/ Different Time	PSYCHOLOGICAL SAFETY How do we promote participation and diversity of thought?
	PURPOSE Why do we exist as a team?		
		PRIORITIES Use even/over statements to define top three trade-offs toward team alignment.	

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Designed by Gustavo Razzetti
FearlessCulture

www.fearlessculture.design

**Fearless
Culture**



MAAK HYBRIDE CULTUUR EEN 'OPT-IN'



4. ZET IN OP LEIDERSCHAP





MOET ANDERS...



HUMAN LEADERSHIP



Authentic

Act with **purpose** and enable **true self-expression** for themselves and their teams.



Empathetic

Show genuine **care**, **respect** and concern for employee **well-being**.



Adaptive

Enable **flexibility** and support that fit the **unique needs** of team members.



Human Leadership

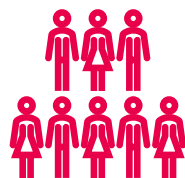
Bron – Gartner HR Top Priorities 2023



A close-up photograph of a hand holding a curved, yellowish, textured object, possibly a piece of food or a small tool, against a black background. The object is curved like a hook or a small arch. The text "SLAPPE HAP" is overlaid in white, bold, sans-serif font across the middle of the image.

SLAPPE HAP





Authentic

Act with **purpose** and enable **true self-expression** for themselves and their teams.



Empathetic

Show genuine **care**, **respect** and concern for employee **well-being**.



Hybrid Leadership



Adaptive

Enable **flexibility** and support that fit the **unique needs** of team members.



Clear

Set clear **expectations**, aligned with the company's **vision** and **strategy**.



EN...

WERKT DAT?



5.

MEET JE CULTUUR



- 7 Contribution
- 6 Collaboration
- 5 Alignment
- 4 Evolution
- 3 Performance
- 2 Relationships
- 1 Viability

- Positive Value
- Potentially Limiting

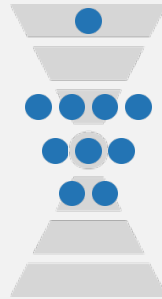
PV & CC
0 Matches

PV & DC
1 Match

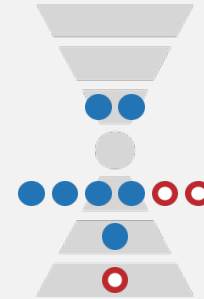
CC & DC
2 Matches

PV, CC & DC
2 Matches

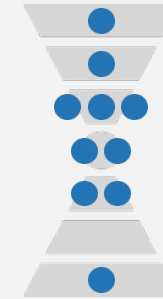
Personal Values (PV)



Current Culture Values (CC)



Desired Culture Values (DC)



VALUE	LEVEL	VALUE	LEVEL	VALUE	LEVEL
accountability	4	achievement	3	balance (home/work)	4
ambition	5	commitment	5	coaching/ mentoring	6
commitment	5	customer satisfaction	5	commitment	5
continuous learning	1	hierarchy	3	employee health	1
curiosity	5	humour/ fun	5	humour/ fun	5
efficiency	7	long hours	3	long-term perspective	7
humility	3	professionalism	3	professionalism	3
humour/ fun	3	quality	3	quality	3
positive attitude	4	results orientation	3	teamwork	4
trust	5	short-term focus	5	trust	5



**CULTUUR LEEFT
EN IS NOOIT AF**



**MEET, LEER EN
INVESTEER**



- **MEER BETROKKENHEID**
- **LAGER VERLOOP**
- **MEER INNOVATIE**
- **HOGERE KLANTTEVREDENHEID**
- **HOGERE PRODUCTIVITEIT**
- **...EN DUS MEER WINST**



(Hybride)

CULTUUR OP JE ROADMAP IS ESSENTIEEL VOOR 2024



**CULTURE EATS STRATEGY FOR
BREAKFAST?**

**HOE STRATEGISCH BEN JIJ
OVER JE CULTUUR?**

(Hybride)



BEDANKT!

**Meer horen? Luister de People
masterminds podcast via de QR**

