



HERO Winter Think Tank: March 3 and 4, 2022 – A Virtual Convening

Changing Boundaries, Changing Benefits: How employee well-being approaches are adapting to the new ways we work

Building on HERO's 2021 Forum where we examined how the syndemic of COVID-19 and racial inequities has challenged individual and organizational resiliency, this think tank examines how organizations that are chronically adapting their workplace cultures are also revisiting their approaches to supporting employee well-being. Business pages are brimming with dos and don'ts and successes and failures relating to providing hybrid work options, hosting virtual meetings, and managing people and work processes remotely. Employee benefits that would have been viewed as rich, even radical, a few years ago are ever more commonplace in response to "the great resignation." Unlimited paid time off, flexible work schedules, and four-day work weeks are accommodations that may be just a preview of what many consider the advent of permanently flexible workplace cultures.

What will become of employee well-being when work cultures are constantly adapting? To be sure, honing resiliency is the strategy de jour when polls show burnout is rampant. But, as one of our Forum21 speakers mused about the syndemic of a viral disease alongside racial dis-ease, "We can't Yoga our way out of this." Just as organizational and management flexibility is the watchword for employers striving to support a diversity of work styles and scheduling preferences, how should well-being initiatives be tailored to support a diversity of personal health and well-being needs and preferences? Where some find hybrid work settings socially isolating, others revel in new found autonomy. Where some yearn for clearer boundaries between work and life, others welcome a fusion of the two. While many celebrate the flexibility attendant to working at home, others fret that taking breaks, even vacations, are a thing of the past.

This think tank anticipates that chronically flexible approaches to organizing work foretell exciting opportunities for bolstering employee well-being. We also expect hybrid work, the gig economy, and labor shortages presage untold threats to employee health and safety. Per our HERO Think Tank tradition, we will welcome an eclectic mix of experts representing business, population health, and social sciences to share their research, ideas, and insights about how ongoing and significant change in personal and professional boundaries can be a boost or a bane to employee well-being. And, per usual, we will dedicate a healthy proportion of our Think Tank agenda for members to learn from each other, share stories about how they are adapting their well-being initiatives, and embark on unfettered ideation that challenges us all to meet a chronically flexible work environment. It is apparent that one thing that will not change is that organizations must continue to change. Gladly, there is yet another unchangeable dynamic in the American world of work. That is, that HERO members are the keepers of the constancy of employee well-being as a bellwether of organizational success.

Thursday, March 3, 2022, 10:00 AM – 3:30 PM CT

- 10:00 AM CT WELCOME
Karen Moseley, HERO President
- 10:15 AM CT **Workplace Re-design for Employee Well-being and the [Harvard Toolkit](#).** [Lisa Berkman](#), PhD, Director of the Harvard Center for Population and Development Studies and Thomas D. Cabot Professor of Public Policy, Epidemiology, and Global Health and Population, Harvard T.H. Chan School of Public Health.
- 10:45 AM CT **Reactor Panel**
- 11:15 AM CT **Table Topic Discussions**
- 11:45 AM CT BREAK
- 12:30 PM CT **Navigating the New Workplace Landscape. Expert Panel:** [Paul Fronstin](#), PhD, Director of Health Research and Education Program, Employee Benefit Research Institute (EBRI); [Patti Rittling](#), PhD, Senior Associate, Mercer; Invited: [Brett Hautop](#), Vice President of Workplace, LinkedIn.
- 1:00 PM CT **Table Topic Discussions**
- 1:30 PM CT **Equipping and Supporting Boundary Keepers.** [Beth Livingston](#), PhD, Assistant Professor of Management and Entrepreneurship, Tippie College of Business and Faculty Director of the Dore Emerging Women Leaders Program, University of Iowa.
- 2:00 PM CT **Reactor Panel**
- 2:30 PM CT **Table Topic Discussions & Report Outs**
- 3:30 PM CT ADJOURN
Karen Moseley, HERO President

Friday, March 4, 2022, 10:00 AM – 3:30 PM CT

- 10:00 AM CT WELCOME
Karen Moseley, HERO President
HERO Board Introductions: Interview of new board members.
- 10:30 AM CT **Why Difficult Times Demand Difficult Conversations.** [Cheryl Persigehl](#), MBA, Organizational Effectiveness (OE) Consultant & Executive Coach.
- 11:00 AM CT **Group Work on Leadership in Hard Times**

- 11:30 AM CT **HERO Research Update.** Member HERO Scorecard goals and progress, member input, exploring research collaboration prospects.
- 12:00 PM CT BREAK
- 1:00 PM CT **Designing Healthy Workplaces Within Changing Landscapes.** [Leigh Stringer](#), MBA, Managing Principal - Washington DC, Workplace Strategy and Senior Principal, EYP.
- 1:30 PM CT **HERO Members Unplugged.** Special Interest Group Discussions: Reshaping Spaces, Mental Health Resources, Program Re-Design, Comparing Scorecards, Strategic Planning Primer.
- 2:00 PM CT **HERO Committees Updates.** Member input, exploring new committee needs.
- 2:30 PM CT **Who Needs Cities or Buildings? Changing work styles: remote/virtual/hybrid.**
Employer Panel: [Chia-Chia Chang](#), MPH, MBA, Coordinator for Partnership and New Opportunity Development for the Office of Total Worker Health at the National Institute for Occupational Safety and Health (NIOSH), Centers for Disease Control and Prevention; [Tyler Amell](#), PhD, Chief Health and Strategy Officer, Medkeeper Inc.; Invited: [Janani Rajbhandari-Thapa](#), PhD, Health Policy & Management Associate Professor, Director of Diversity, Equity & Inclusion, Director of Economic Evaluation Research Group, Director of Obesity and Weight Management Certificate, University of Georgia; Invited: [Anna Binder](#), MBA, Head of People, Asana.
- 3:15 PM CT **Table Topic Discussions**
- 3:30 PM CT ADJOURN
Karen Moseley, HERO President

Learning Objectives

Participants will be able to:

- Discuss the role of leaders and managers in defining, respecting, and encouraging work-life boundaries that enhance well-being.
- Explain employee well-being benefits and threats attendant to benefits design policies, such as unlimited paid time off, shorter work weeks, job sharing, and/or job shaping. What would be included in an organizational code of caring?
- Describe the negative and positive effects that hybrid work schedules can have on employee, family, and community well-being.
- Discuss individual differences in the impact of flexible work schedules and remote work settings on employee engagement, needs for social support, and overall health and well-being.
- List examples of organizational strategies aimed at responding to changes in employee needs and preferences related to permanently flexible workplace policies.
- Discuss how an increasingly empowered workforce creates opportunities for making improvements in employee health and well-being initiatives and health benefits.

CHES/MCHES Credits Available: 9 (attendance required March 3rd and 4th)