work/22
A virtual symposium to navigate the workplace revolution
11:00 a.m.  Welcome  
Abbie Lundberg, Editor in Chief, MIT Sloan Management Review

11:05 a.m.  Hybrid Work Is the Future  
Aruna Ravichandran, CMO, WebEx Collaboration, Cisco

11:15 a.m.  Leading in an Era of Employee Activism  
Megan Reitz, Professor of Leadership and Dialogue, Hult International Business School

Rising generations of employees are demanding that leaders engage on topics such as climate change and racial equity, and leaders must understand how to respond. This session will explain how organizations can develop a plan for encouraging employee voice and acting on issues raised by workers.

11:40 p.m.  A Chief People Officer’s View of the Future of Work  
Jacqui Canney, Chief People Officer, ServiceNow

The intersection of people and technology has created immense opportunities for businesses and new challenges for managers to lead an increasingly diverse and distributed workforce. This session will explore why inclusion is the key skill for the future of work, and how to equip and enable managers to lead in an inclusive way.

12:05 p.m.  DEI Practices That Have an Impact  
Stephanie Creary, Assistant Professor of Management, Wharton School of the University of Pennsylvania

Many organizations have recently renewed and strengthened their commitments to diversity, equity, and inclusion in the workplace, but management lacks clarity on what specific practices will make an impact. This session will share findings from a large-scale research study that shows what practices really underlie positive DEI outcomes.

12:30 p.m.  Agility at the Point of Execution  
Rob Cross, Edward A. Madden Professor of Global Leadership, Babson College

The collaborative intensity of work has skyrocketed, yet most organizations don’t manage internal collaboration productively. This session focuses on how to identify collaborative dysfunction and improve teamwork at the point of execution, where teams are working on new products, on strategic initiatives, or with top clients.

12:55 p.m.  Day One Closing Remarks  
Abbie Lundberg and Elizabeth Heichler, MIT Sloan Management Review
**Agenda Day 2  / Nov. 4, 2021**

11:00 a.m. **Welcome**  
Abbie Lundberg, Editor in Chief, *MIT Sloan Management Review*

11:05 a.m. **A Global Brand President’s View of the Future of Work**  
Doug Palladini, Global Brand President, Vans  

In our dynamic, post-pandemic reality, many companies are evolving and transforming their workforce approaches. For global sports lifestyle brand Vans, that has included managing retail store disruptions, developing programs to diversify and broaden accessibility into creative brand careers, and going all-in to increase diversity and inclusion for underrepresented minorities in company offices, among senior staff members, and with the many contractors and creatives who contribute to the brand. This session will highlight the leadership commitment and actions required to drive positive change.

11:30 a.m. **Creating Good Jobs**  
Zeynep Ton, Professor of the Practice, MIT Sloan School of Management

Underlying the “great resignation” is the reality that we are not generating enough good jobs with fair pay and good working conditions. That’s a problem for society and also for companies, and company leaders must drive systemic change. This session will explain why — and discuss the leadership beliefs and expectations that must be reexamined.

12:00 p.m. **A Leader’s Guide to Hybrid-Remote Work Success**  
Tsedal Neeley, Naylor Fitzhugh Professor of Business Administration and Senior Associate Dean of Faculty Development and Research Strategy, Harvard Business School

As organizations pivot to a mix of in-person and remote work arrangements, leaders face new challenges in maintaining trust, organizational cohesion, culture, and employee engagement. This session will examine how leaders can be most effective in virtual or hybrid workplaces and what new skills they need to develop.

12:30 p.m. **Effective Coaching, Mentoring, and Sponsorship in the Virtual Office**  
Curtis Odom, Executive Professor, Northeastern University

Identifying promising employees and guiding their development is a crucial task for leaders who want to keep these workers engaged. This session will explain some of the unique challenges of coaching, mentoring, and sponsorship in the virtual world and give attendees insight into how to create these supportive relationships even at a distance.

12:55 p.m. **Closing Remarks**  
Abbie Lundberg and Elizabeth Heichler, *MIT Sloan Management Review*