

CHRO Today Executive Network



Discussion Topic: *In Praise of the Office*

Peter Cappelli is the George W. Taylor Professor of Management at The Wharton School and Director of **Wharton's Center for Human Resources**.

He is also a Research Associate at the National Bureau of Economic Research in Cambridge, MA, served as Senior Advisor to the Kingdom of Bahrain for Employment Policy from 2003-2005, was a Distinguished Scholar of the Ministry of Manpower for Singapore, and was Co-Director of the U.S. Department of Education's National Center on the Educational Quality of the Workforce from 1990-1998.



Dr. Peter Cappelli
*Director, Wharton Center for
Human Resources*
cappelli@wharton.upenn.edu

CHRO Today Executive Network



Welcome to C-TEN, Laura!

Laura currently serves as CHRO at **Polaris Transportation**, one of Canada's largest privately held asset-based cross border LTL carriers with daily departures between CAN & the USA.

Laura was the recipient of the 2022 Women in the Workplace award, 2023 Mentor Award from the Women's Trucking Federation of Canada, 2024 she was selected as 1 of 66 judges in the world for Next Generation Foresight Practitioners Fellowship to name a few of her accolades. She has also been a founding leader of Canadian Human Resources for such companies as XPO Logistics, The United Group of Companies, Panasonic Eco Solutions, and Samsung Canada.



Laura Muir

CHRO

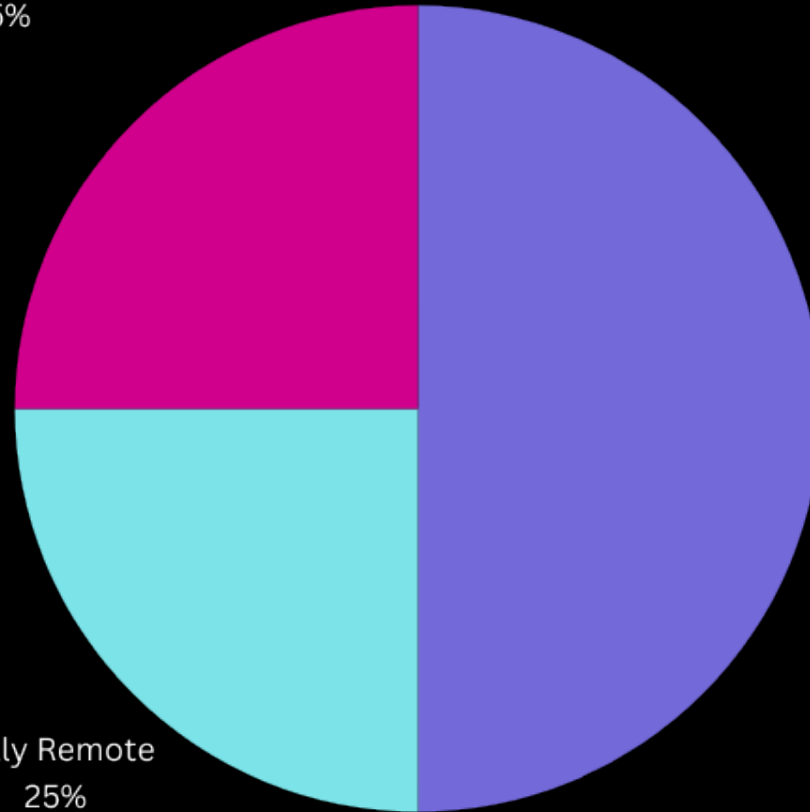
Polaris Transportation

lmuir@polaristransport.com

WHAT IS YOUR ORGANIZATION'S CURRENT APPROACH TO REMOTE AND HYBRID WORK?

Hybrid with Flexible Office Days

25%



Fully In-Office

50%

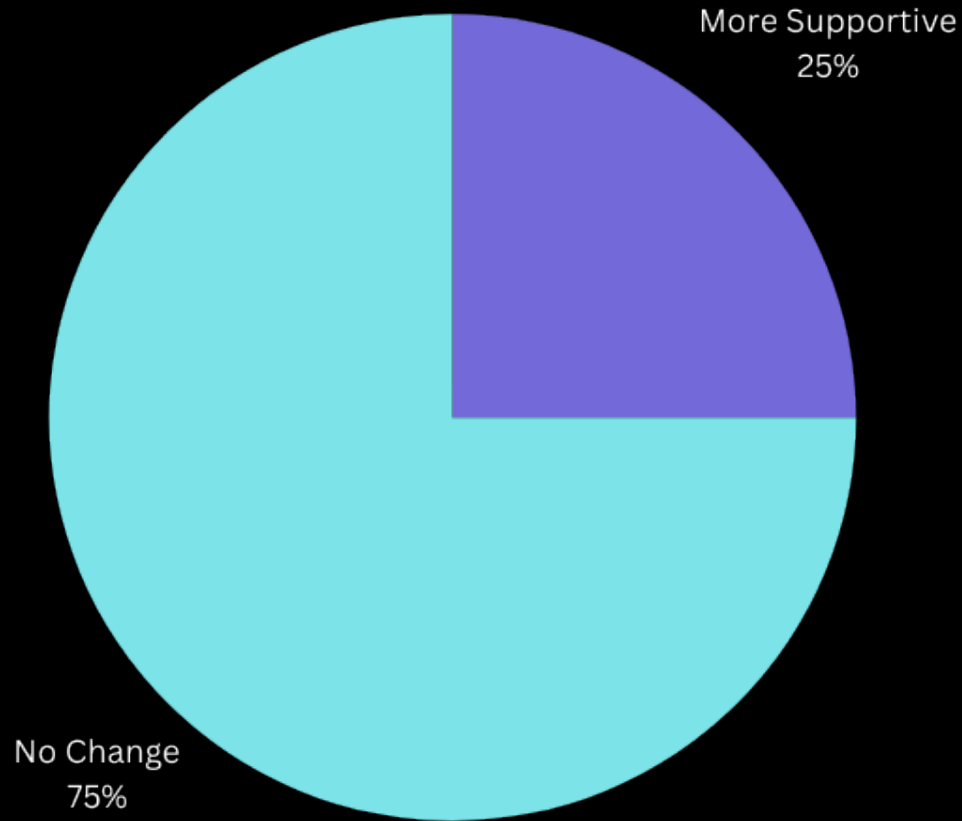
Fully Remote

25%

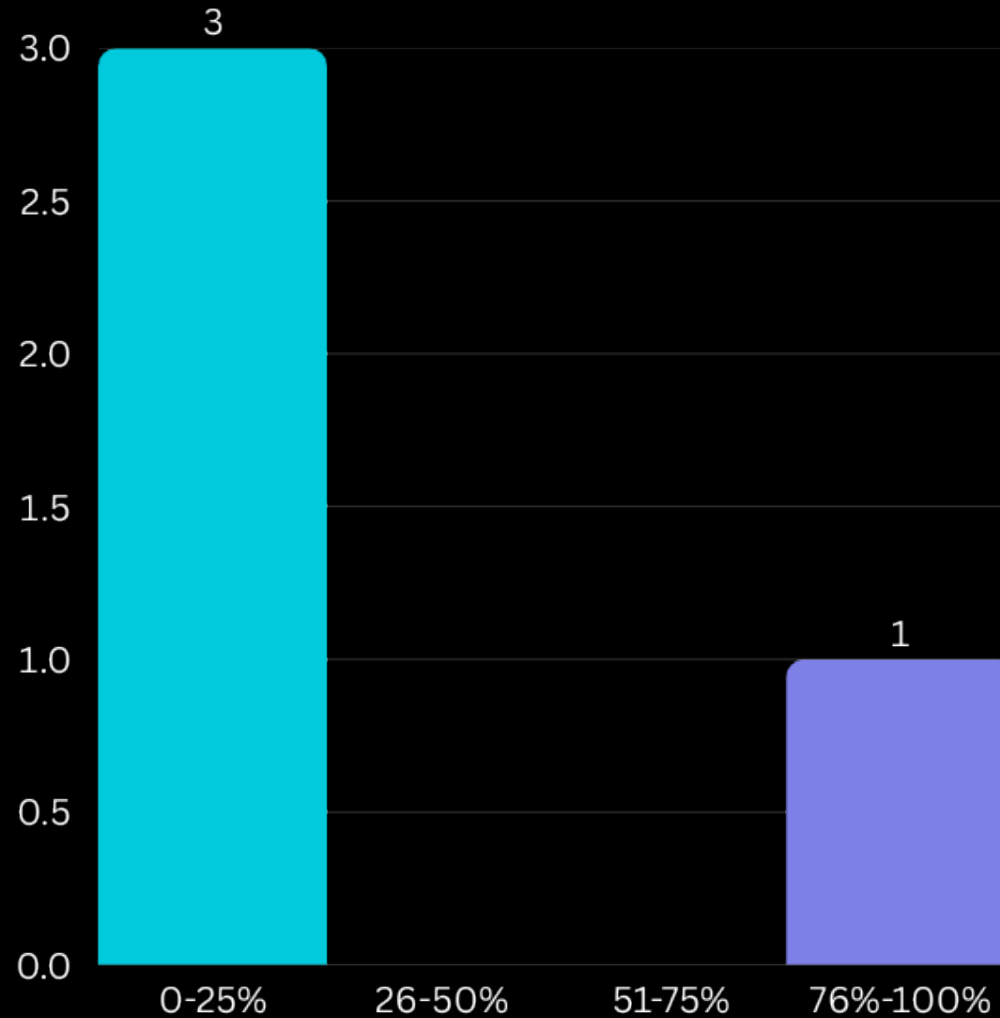


Polling from March 2025 Pre-Meeting Survey

HOW HAS YOUR ORGANIZATION'S STANCE ON REMOTE/HYBRID WORK CHANGED IN THE PAST YEAR?



WHAT PERCENTAGE OF YOUR WORKFORCE CURRENTLY OPERATES IN A REMOTE OR HYBRID CAPACITY?



Polling from March 2025 Pre-Meeting Survey

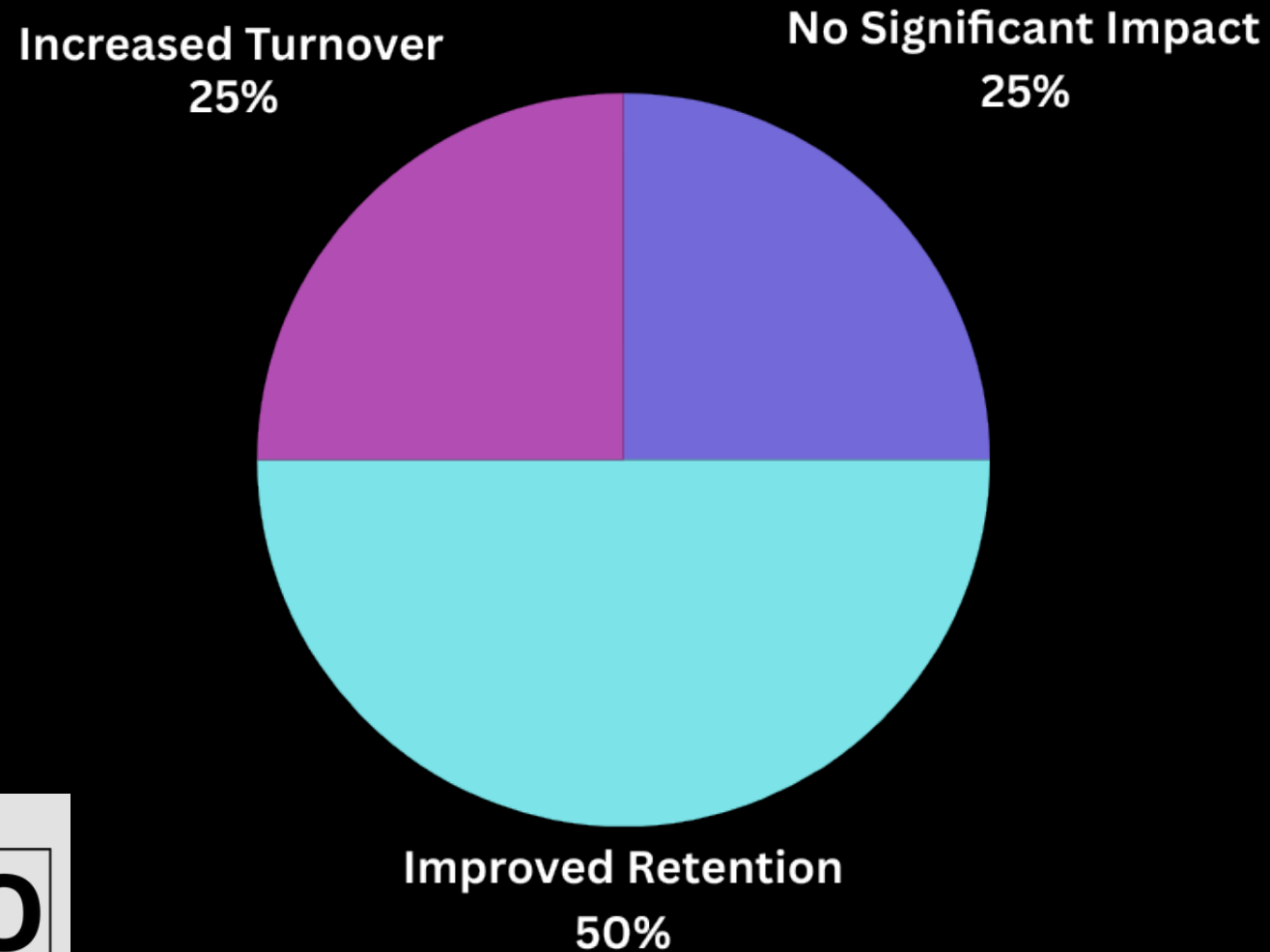
WHAT IS THE BIGGEST CHALLENGE YOUR ORGANIZATION FACES IN MANAGING REMOTE/HYBRID WORK?

Productivity and performance measurement

Compliance and legal risks



HOW HAS REMOTE/HYBRID WORK IMPACTED EMPLOYEE RETENTION IN YOUR ORGANIZATION?



Polling from March 2025 Pre-Meeting Survey

WHAT IS YOUR TOP STRATEGY FOR MAINTAINING COMPANY CULTURE IN A REMOTE/HYBRID ENVIRONMENT?

“Providing flexibility with structure”

“We do a conference one a year where we fly everyone in to be in person. We also do virtual meetings and updates.”

“N/A - Remote work not an option”



HOW DO YOU MEASURE PRODUCTIVITY IN A REMOTE/HYBRID ENVIRONMENT?

“No formal tracking in place”

“KPI's that are measured by the manager. We care about outcomes not tasks.”

“Depends on the role. Production jobs are measured by technology or manual tracking. Non production jobs are difficult to measure productivity.”

“N/A - Remote work not an option”



WHAT IS THE BIGGEST CONCERN AMONG MANAGERS REGARDING REMOTE/HYBRID TEAMS?

Reduced collaboration and innovation

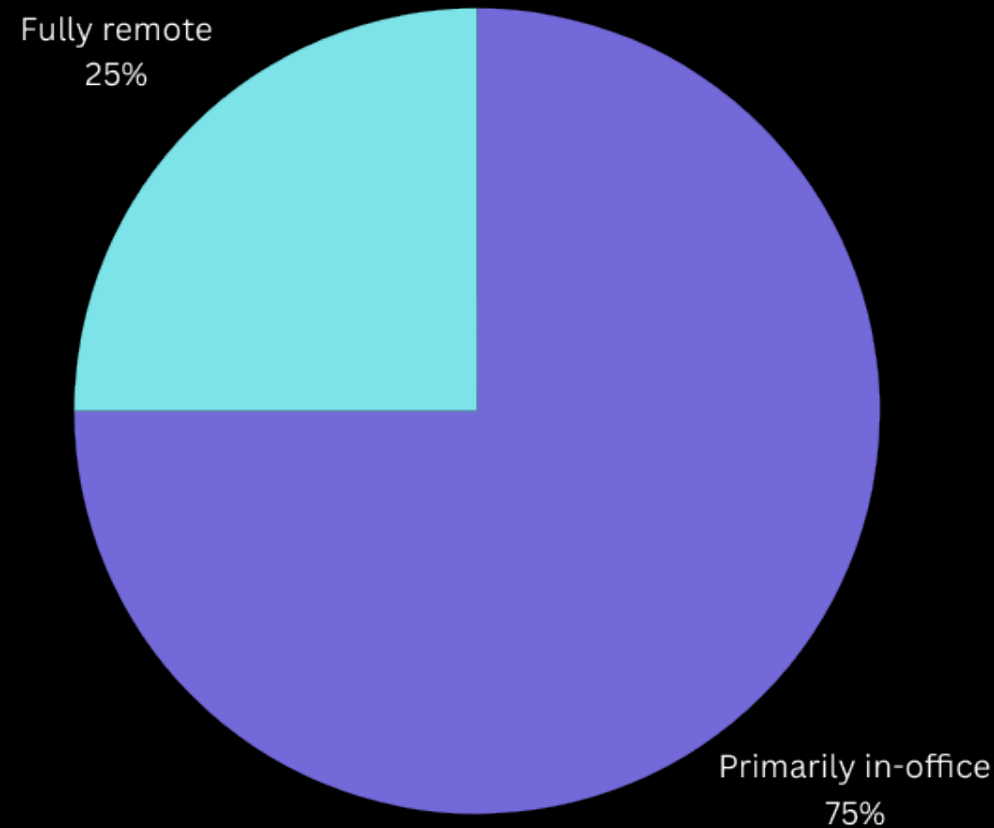
Difficulty building relationships with employees

Technology or security issues

Lack of visibility into performance

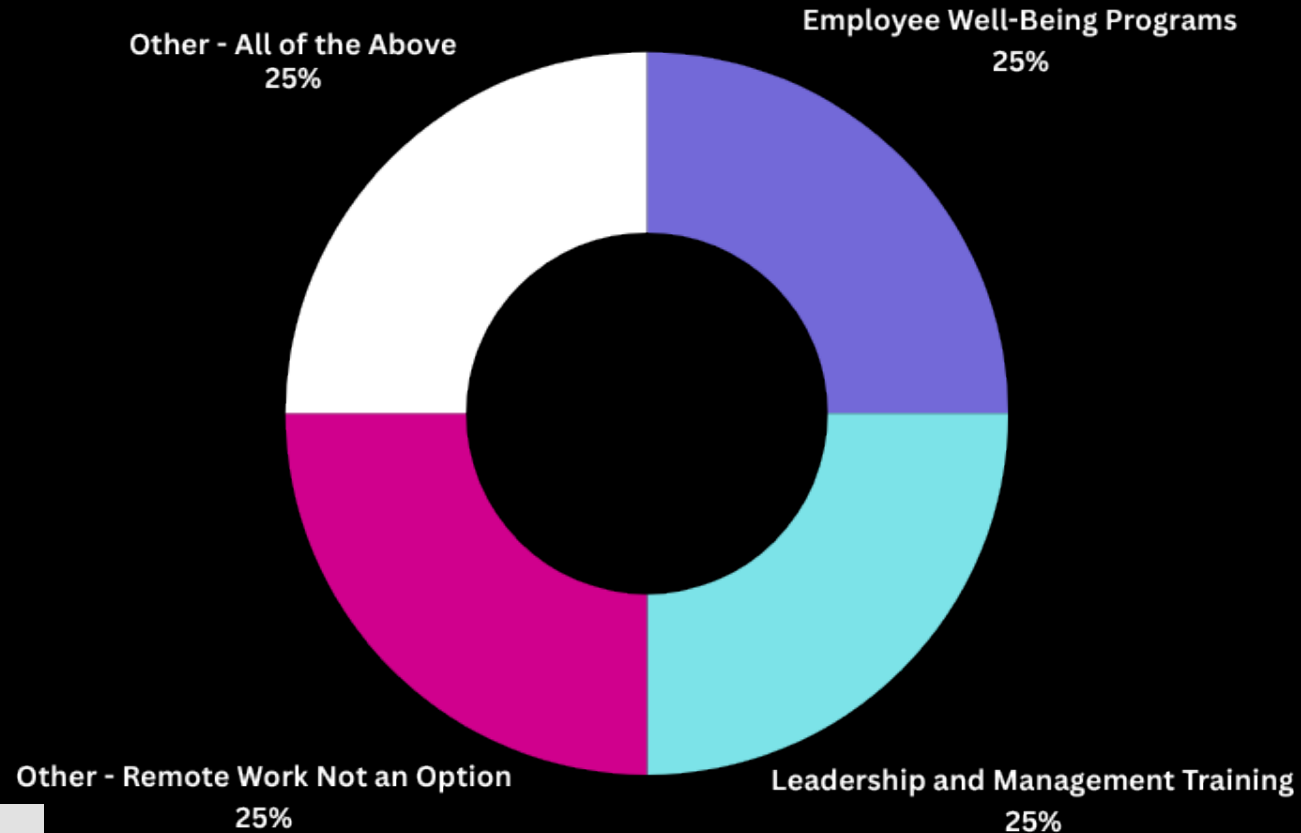


WHAT IS YOUR ORGANIZATION'S LONG-TERM APPROACH TO REMOTE/HYBRID WORK?



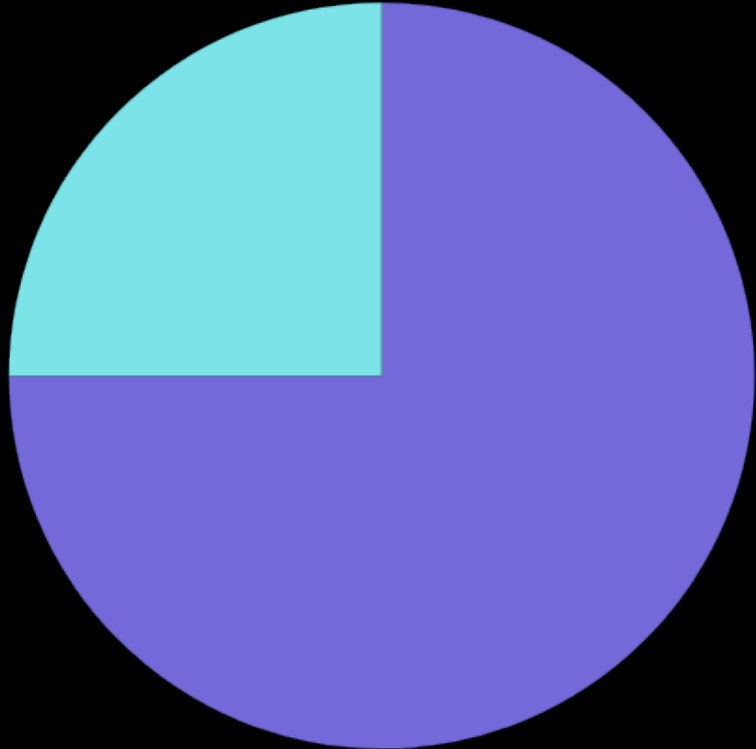
Polling from March 2025 Pre-Meeting Survey

WHAT INVESTMENTS IS YOUR COMPANY MAKING TO IMPROVE REMOTE/HYBRID WORK?



WHAT HAS BEEN THE BIGGEST CHALLENGE YOUR ORGANIZATION HAS FACED WITH REMOTE OR HYBRID WORK?

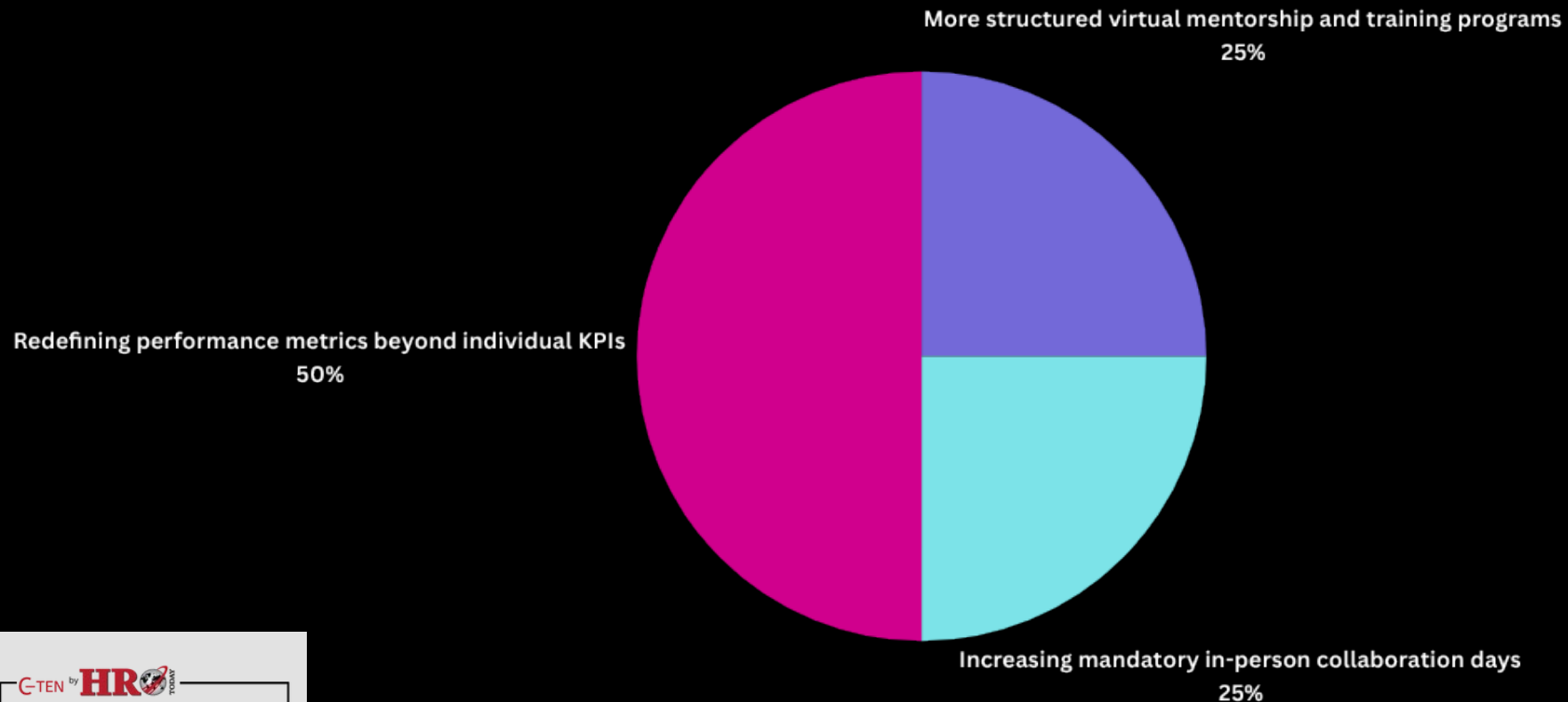
Collaboration and teamwork across departments
25%



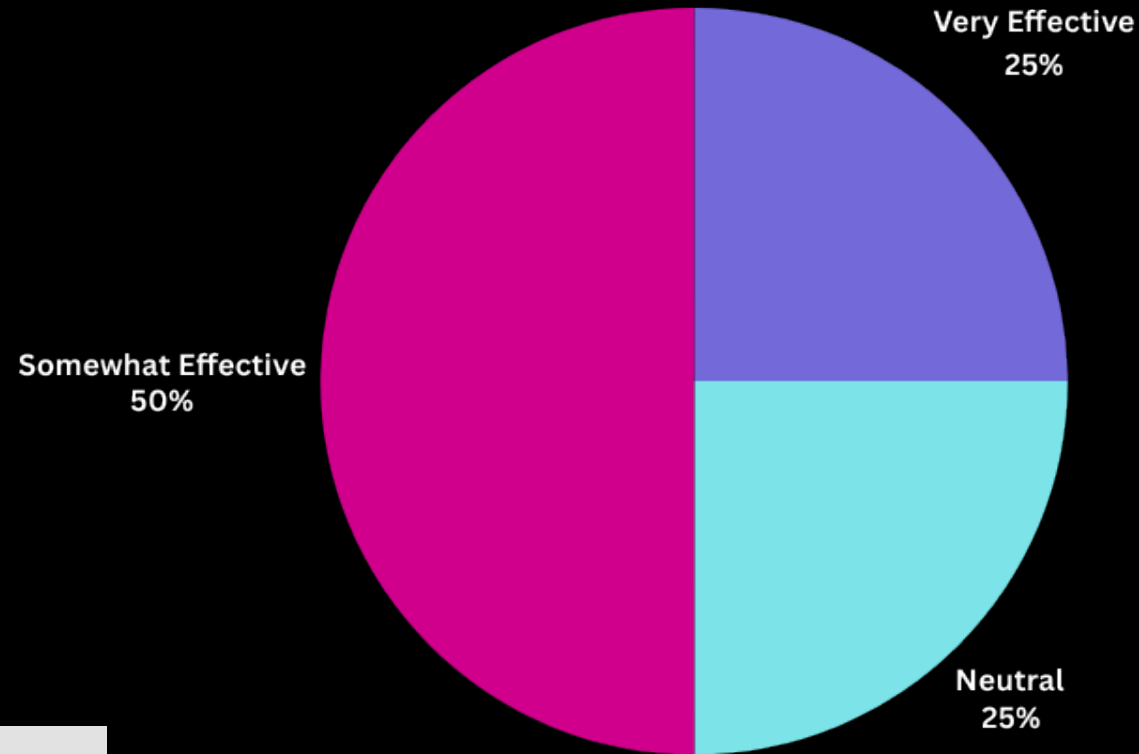
Maintaining company culture and engagement
75%



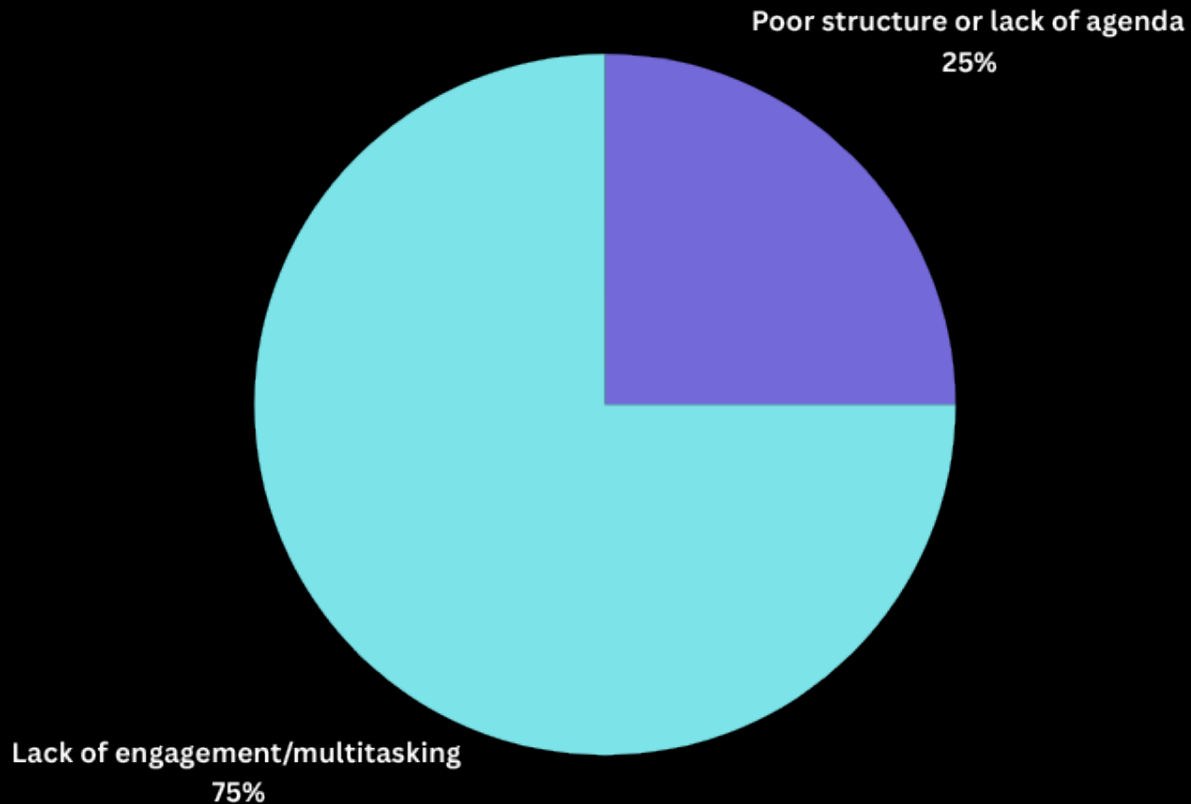
WHAT APPROACH DO YOU BELIEVE WOULD BE MOST EFFECTIVE IN ADDRESSING THE CHALLENGES OF REMOTE AND HYBRID WORK?



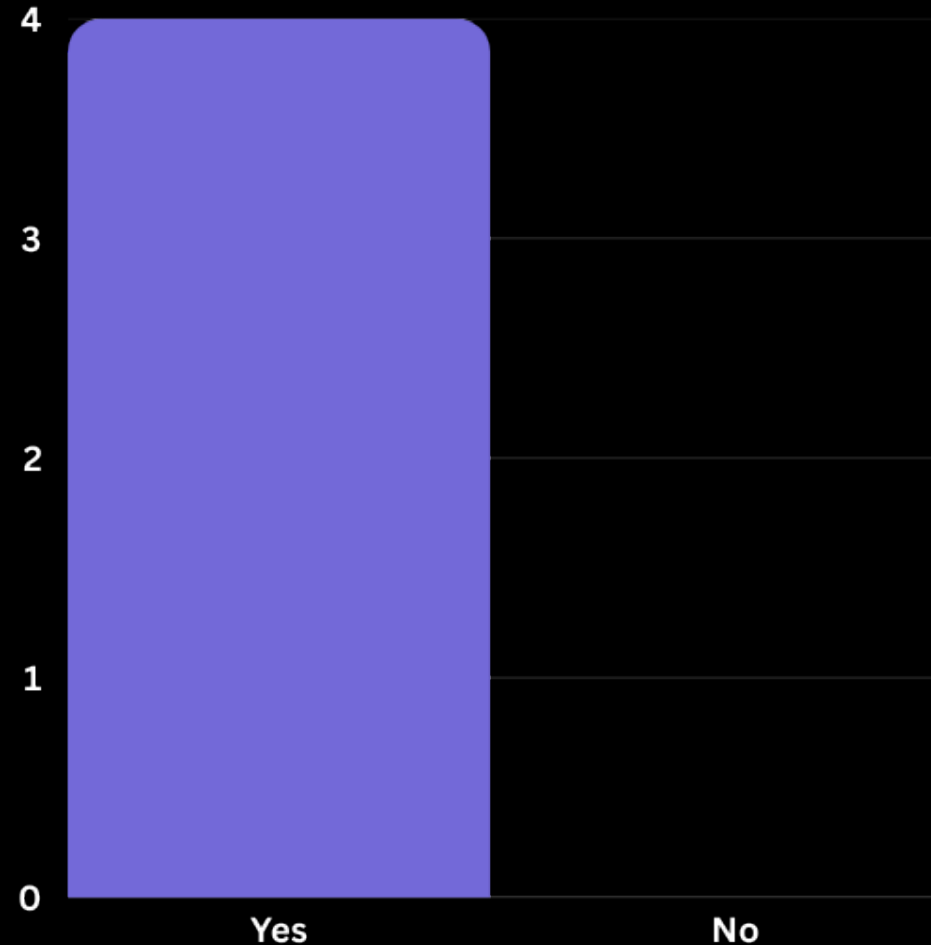
HOW WOULD YOU DESCRIBE THE EFFECTIVENESS OF VIRTUAL MEETINGS IN YOUR CURRENT WORK ENVIRONMENT?



WHAT DO YOU FIND TO BE THE BIGGEST CHALLENGE WITH VIRTUAL MEETINGS?

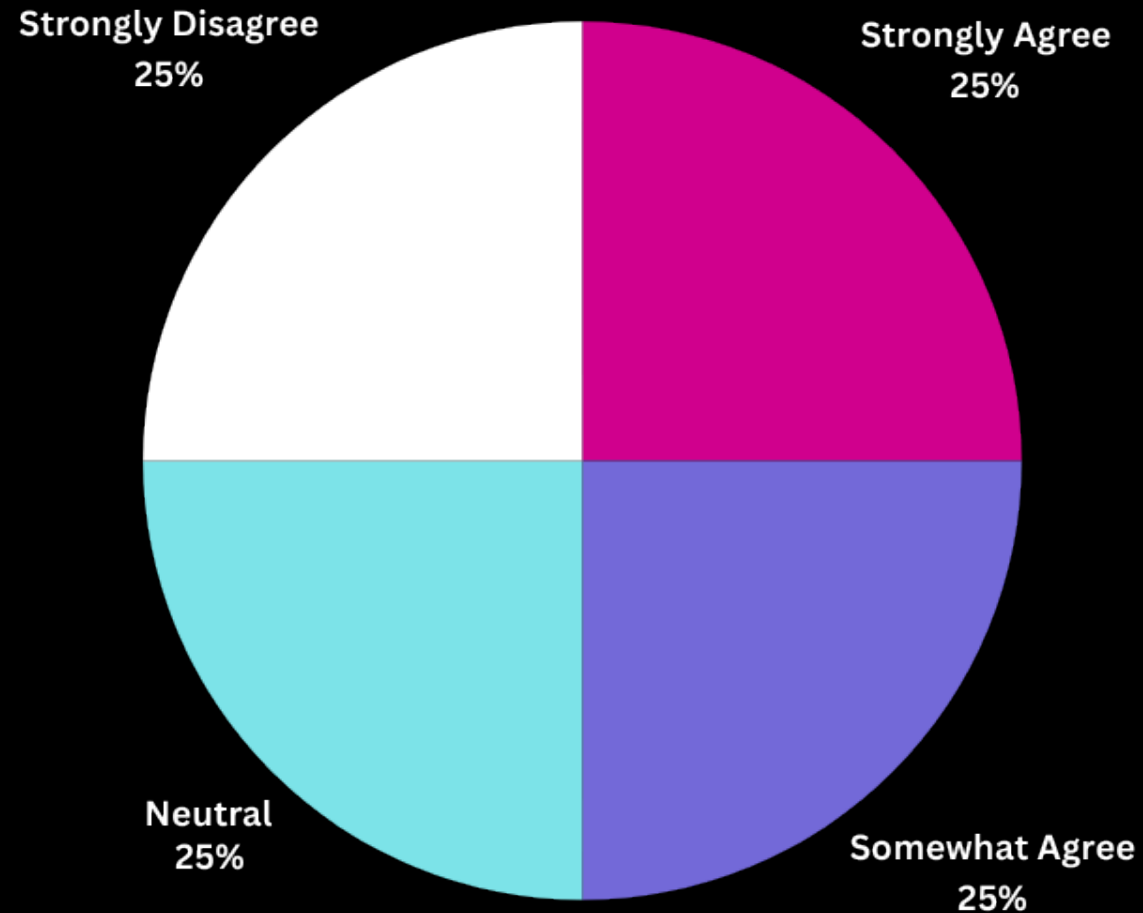


WOULD YOU SUPPORT A POLICY REQUIRING CAMERAS TO BE ON DURING VIRTUAL MEETINGS?

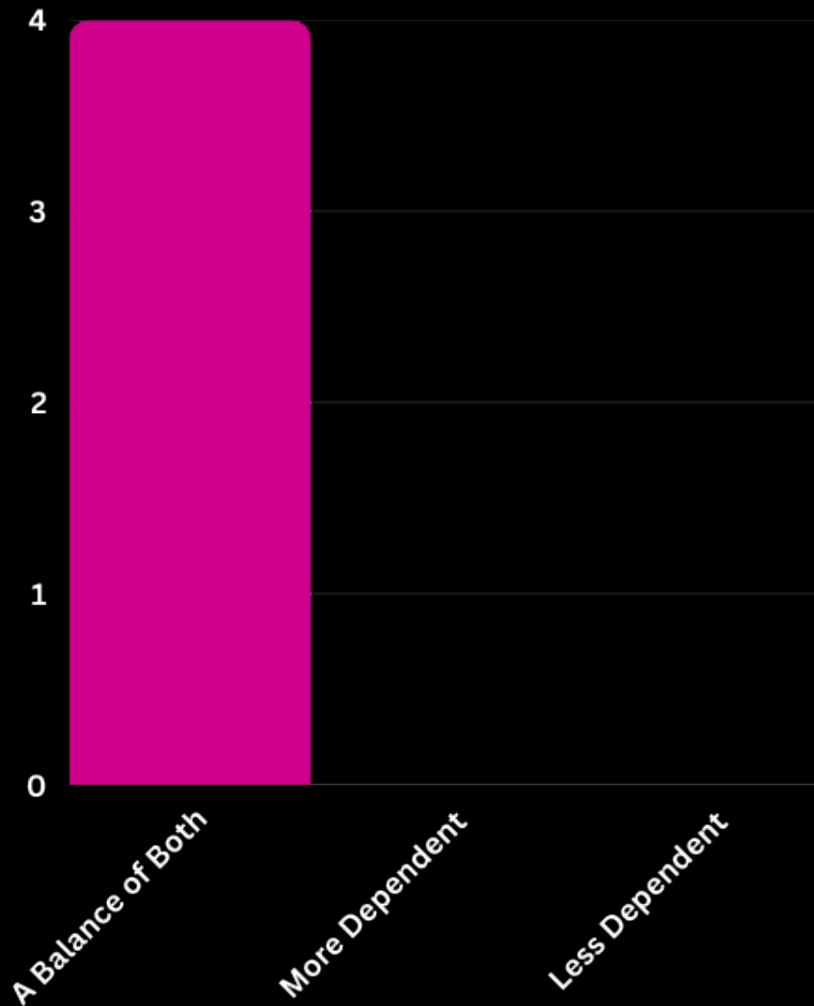


Polling from March 2025 Pre-Meeting Survey

DO YOU BELIEVE THAT REMOTE AND HYBRID WORK HAS MADE PROMOTIONS MORE DEPENDENT ON INDIVIDUAL PERFORMANCE RATHER THAN TEAMWORK AND LEADERSHIP SKILLS?

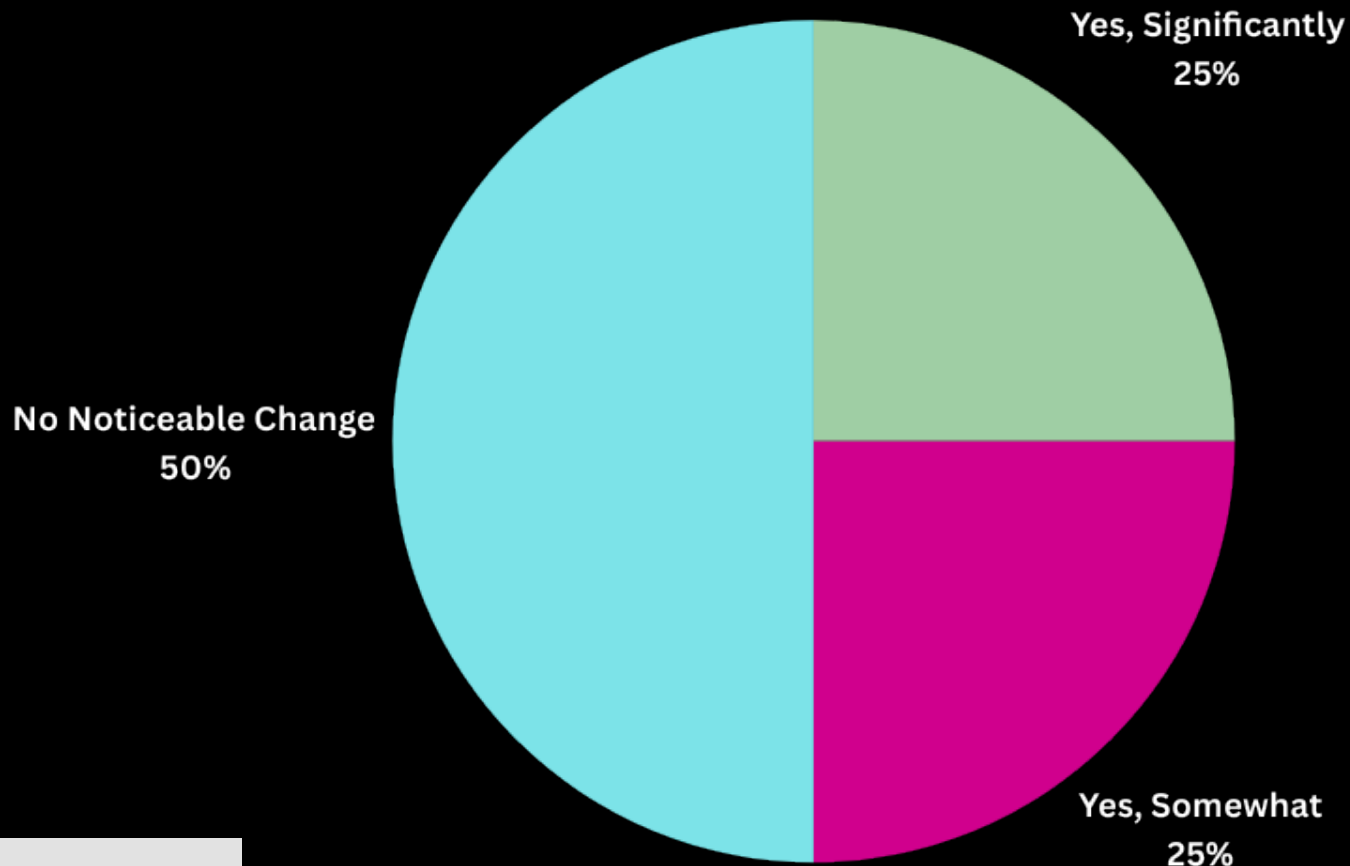


IN YOUR OPINION, WHAT SHOULD BE THE MOST IMPORTANT FACTOR IN PROMOTION DECISIONS?

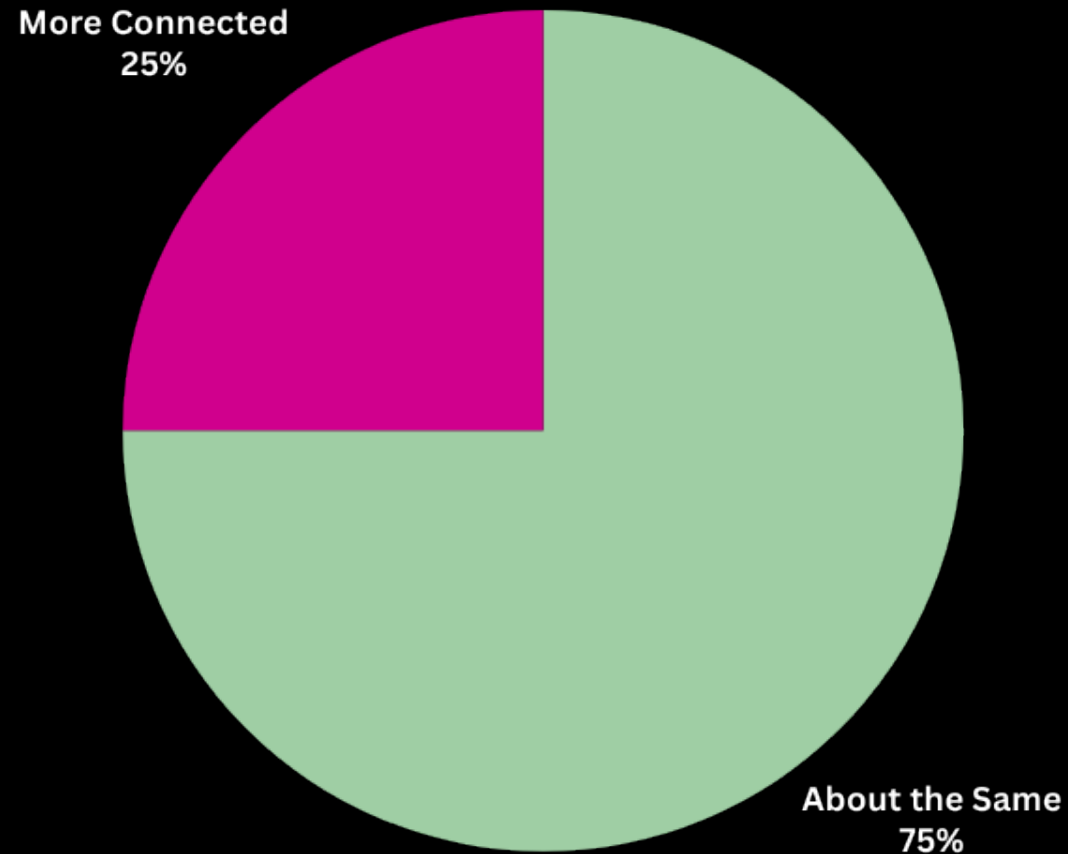


Polling from March 2025 Pre-Meeting Survey

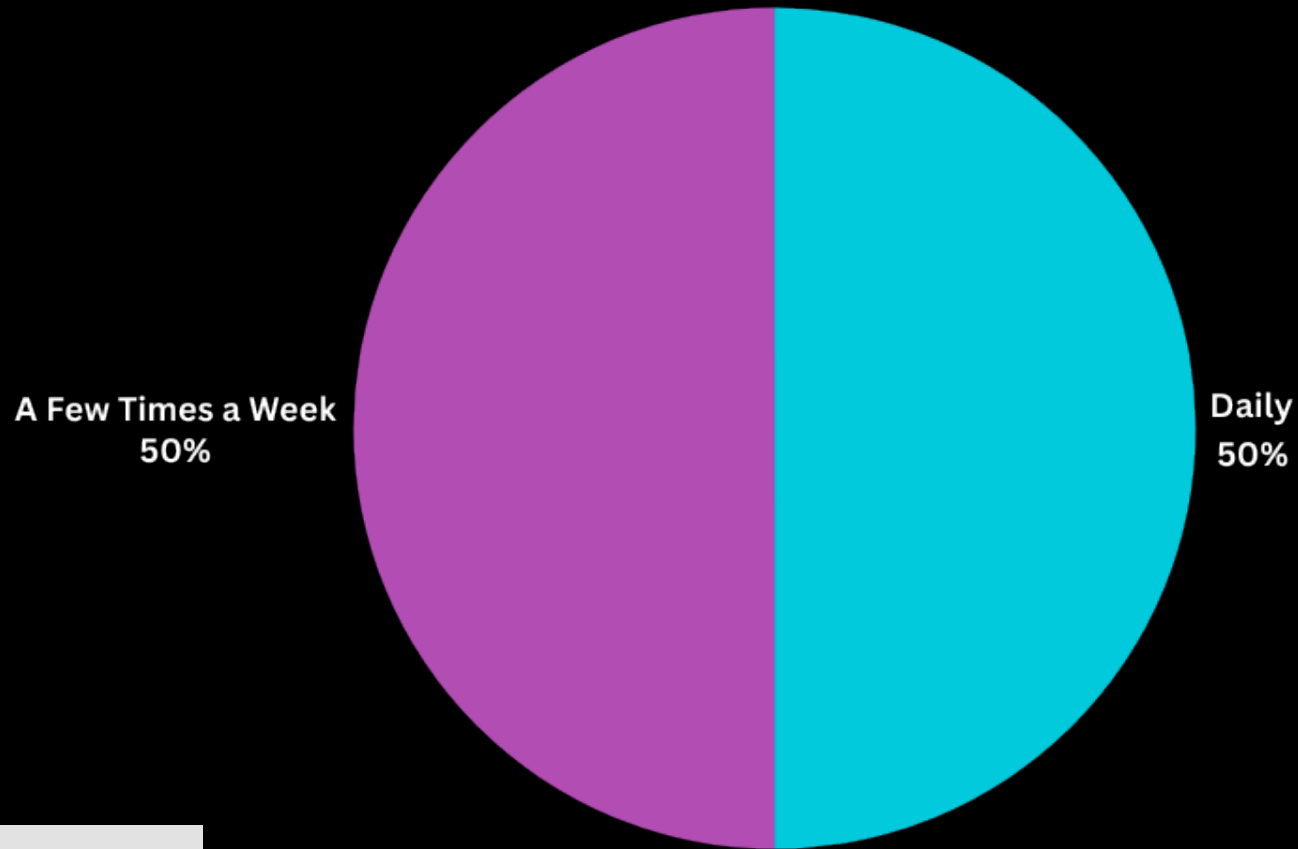
DO YOU FEEL THAT YOUR ORGANIZATION'S CULTURE HAS CHANGED DUE TO REMOTE OR HYBRID WORK?



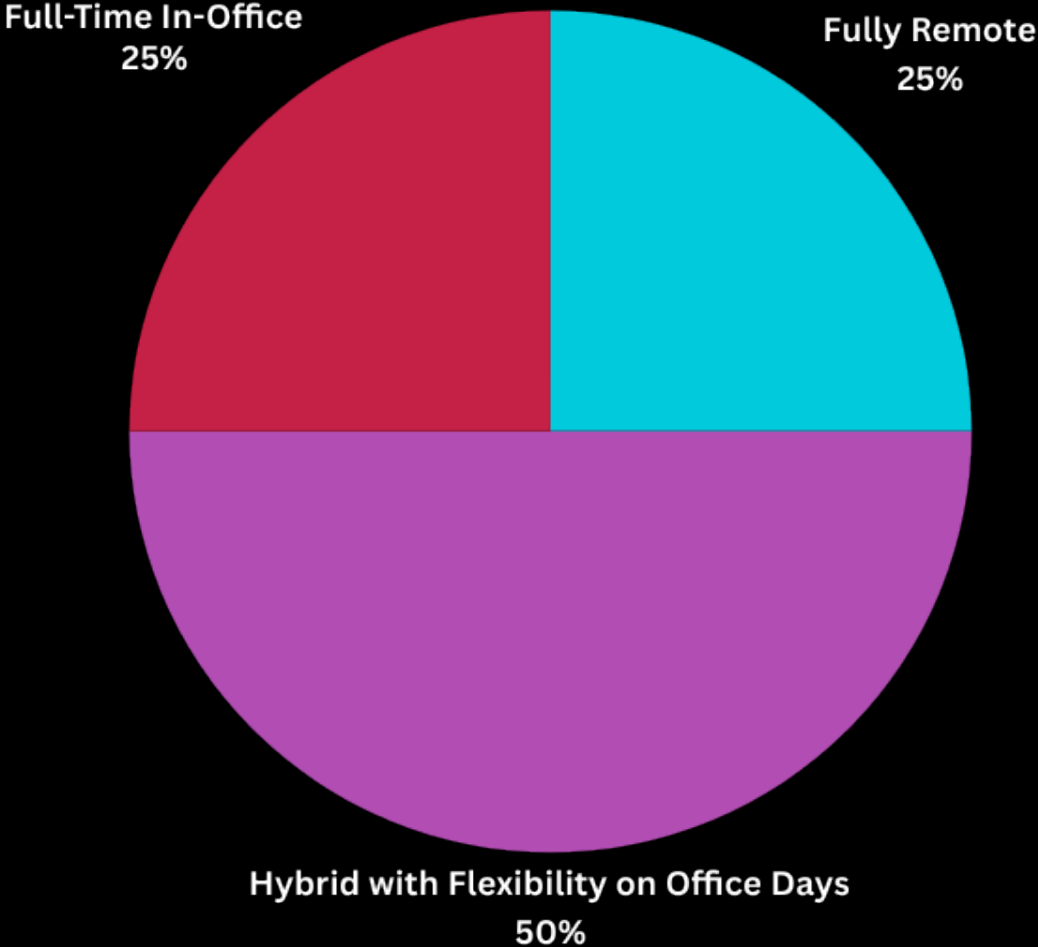
HOW CONNECTED DO YOU FEEL TO YOUR ORGANIZATION COMPARED TO PRE-PANDEMIC?



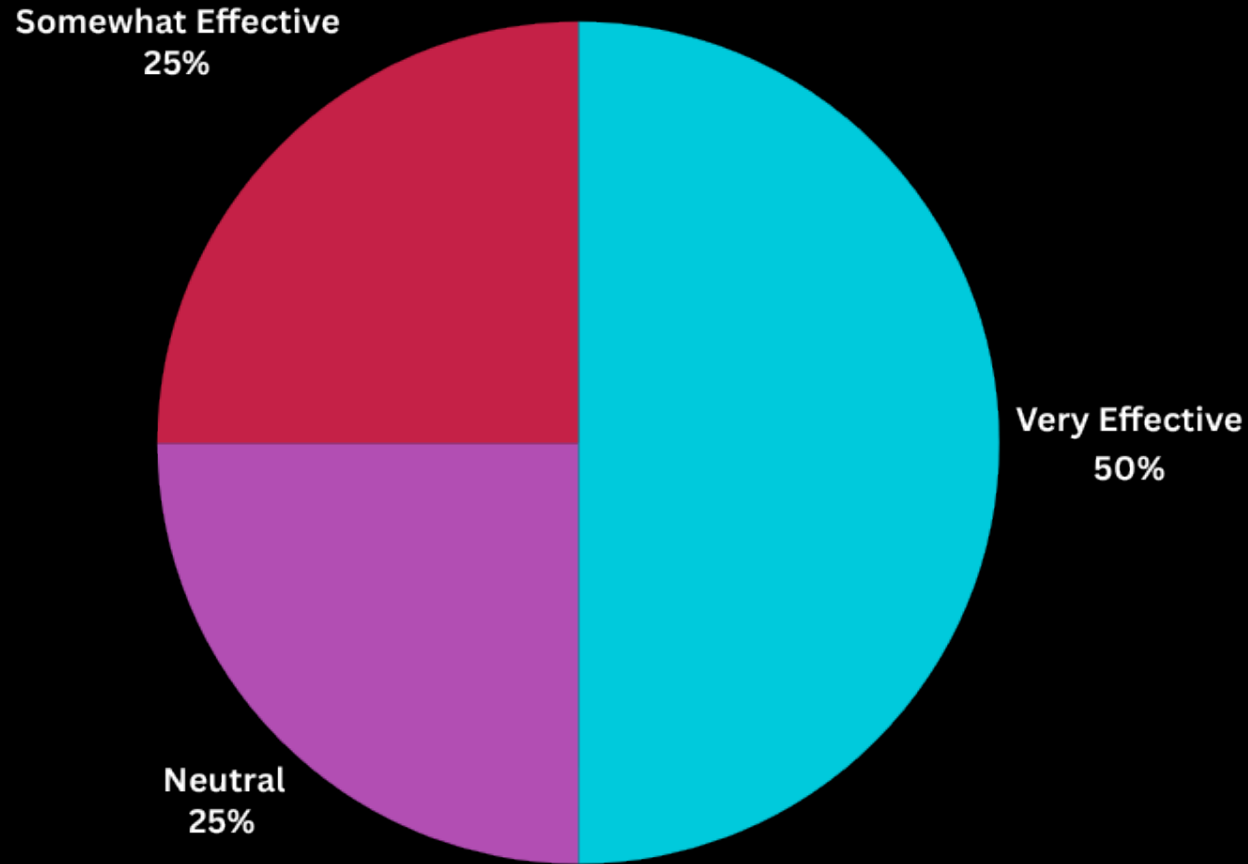
HOW OFTEN DO YOU ENGAGE IN INFORMAL, NON-WORK-RELATED CONVERSATIONS WITH COLLEAGUES?



WHAT IS YOUR PREFERRED WORK ARRANGEMENT?



HOW EFFECTIVE ARE "ANCHOR DAYS" (SET IN-OFFICE DAYS) IN FOSTERING COLLABORATION IN YOUR ORGANIZATION?



Polling from March 2025 Pre-Meeting Survey

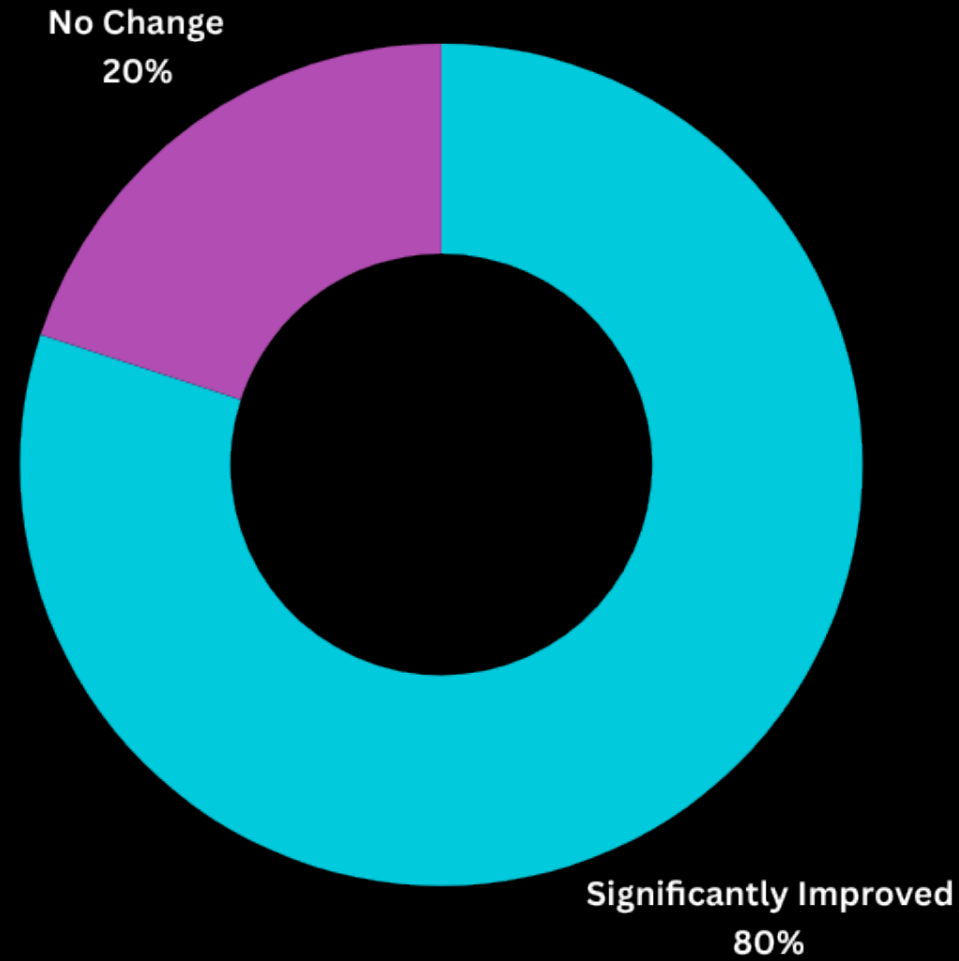
IF YOUR ORGANIZATION HAS A HYBRID MODEL, WHAT'S THE BIGGEST CHALLENGE?

Coordinating schedules with teammates

Difficulty balancing remote and in-office work

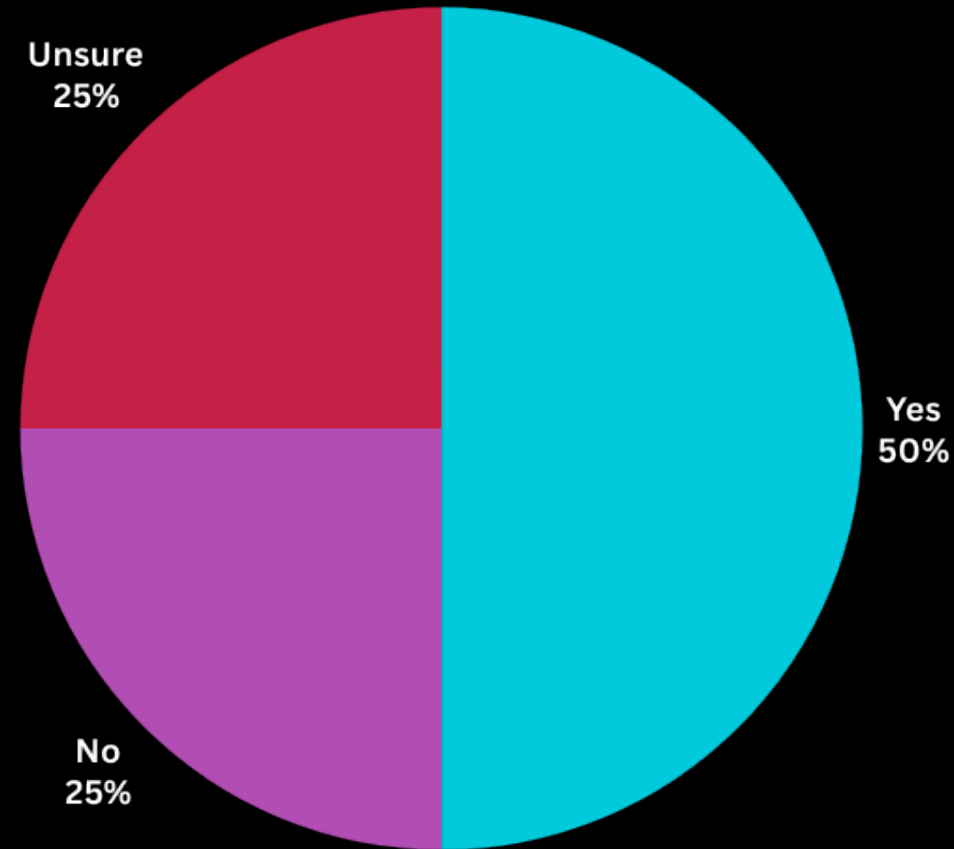


HOW HAS REMOTE OR HYBRID WORK IMPACTED YOUR WORK-LIFE BALANCE?



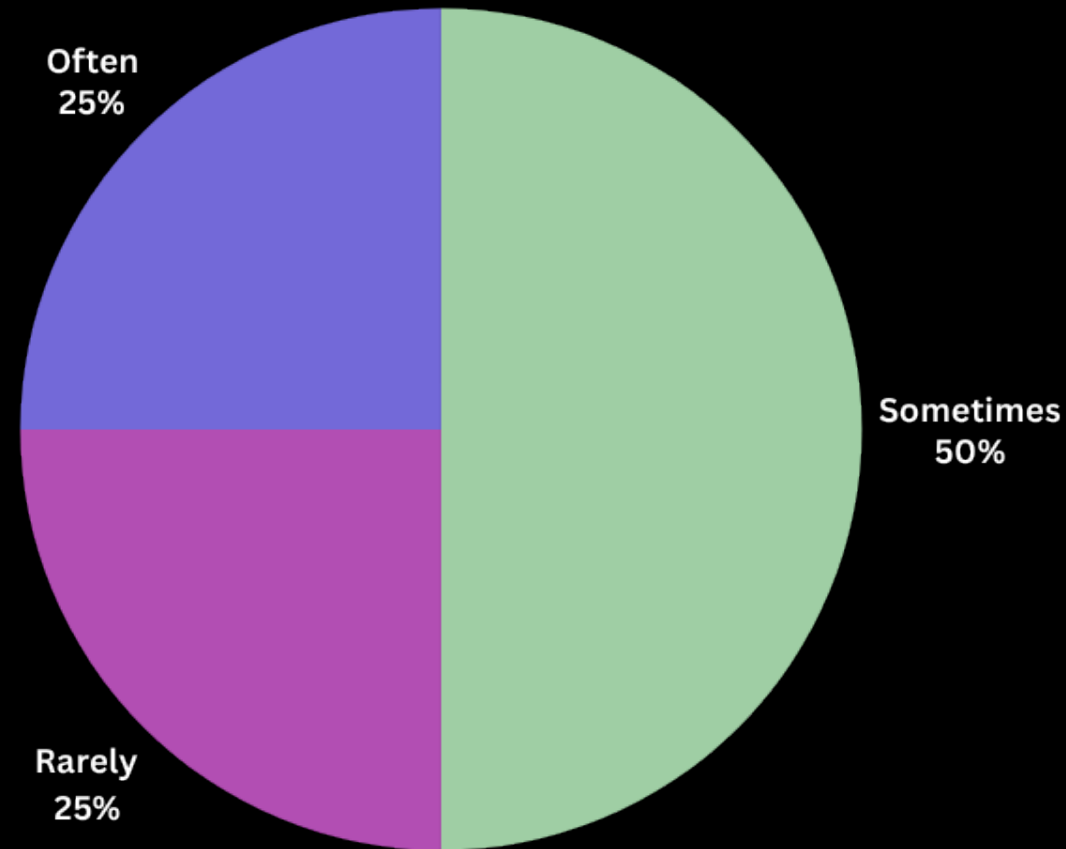
Polling from March 2025 Pre-Meeting Survey

DO YOU FEEL THAT YOUR ORGANIZATION PROVIDES ADEQUATE SUPPORT FOR MENTAL WELL-BEING IN A REMOTE/HYBRID ENVIRONMENT?



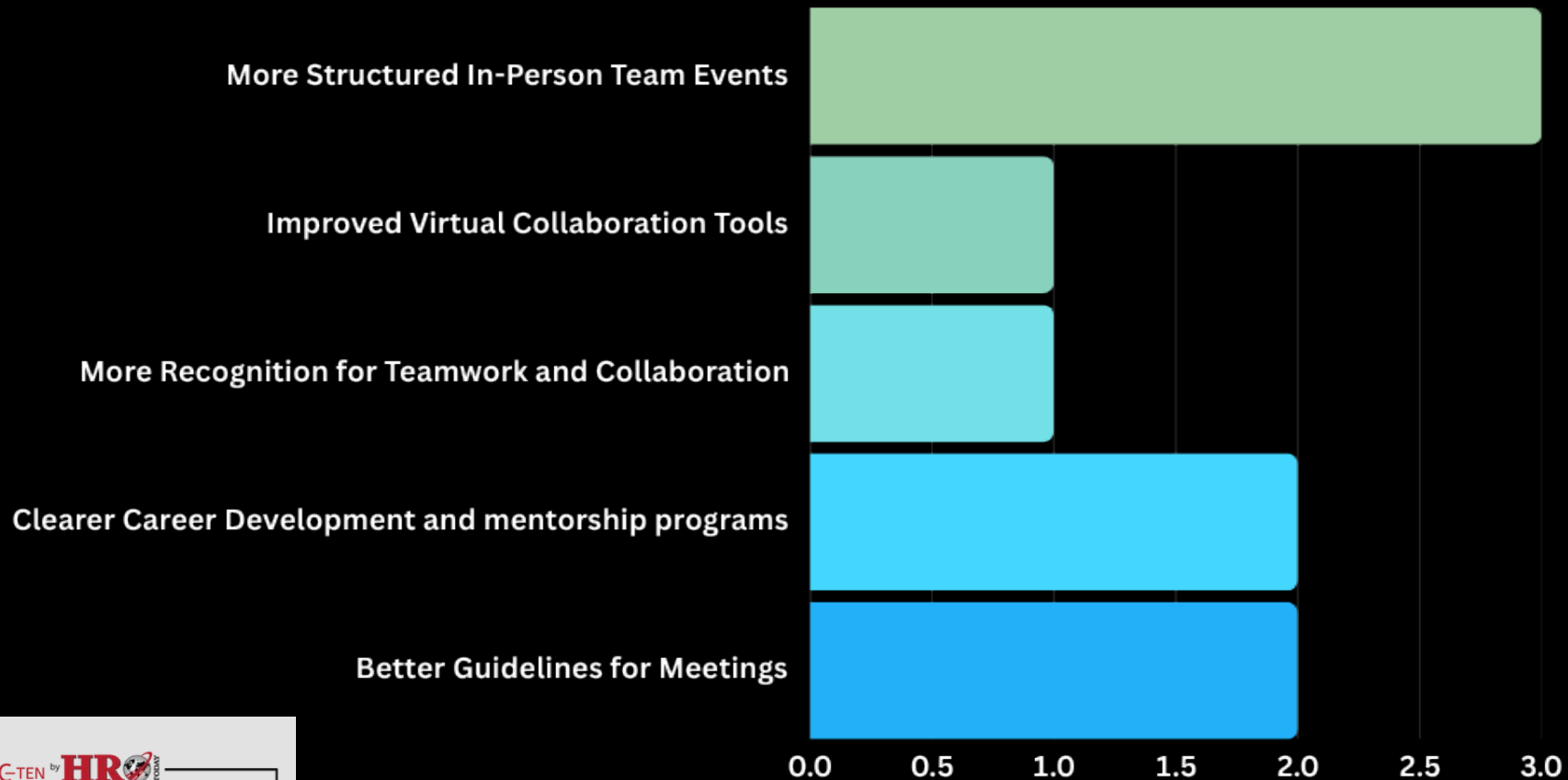
Polling from March 2025 Pre-Meeting Survey

DO YOU FEEL PRESSURE TO RESPOND TO WORK COMMUNICATIONS OUTSIDE OF STANDARD WORKING HOURS?

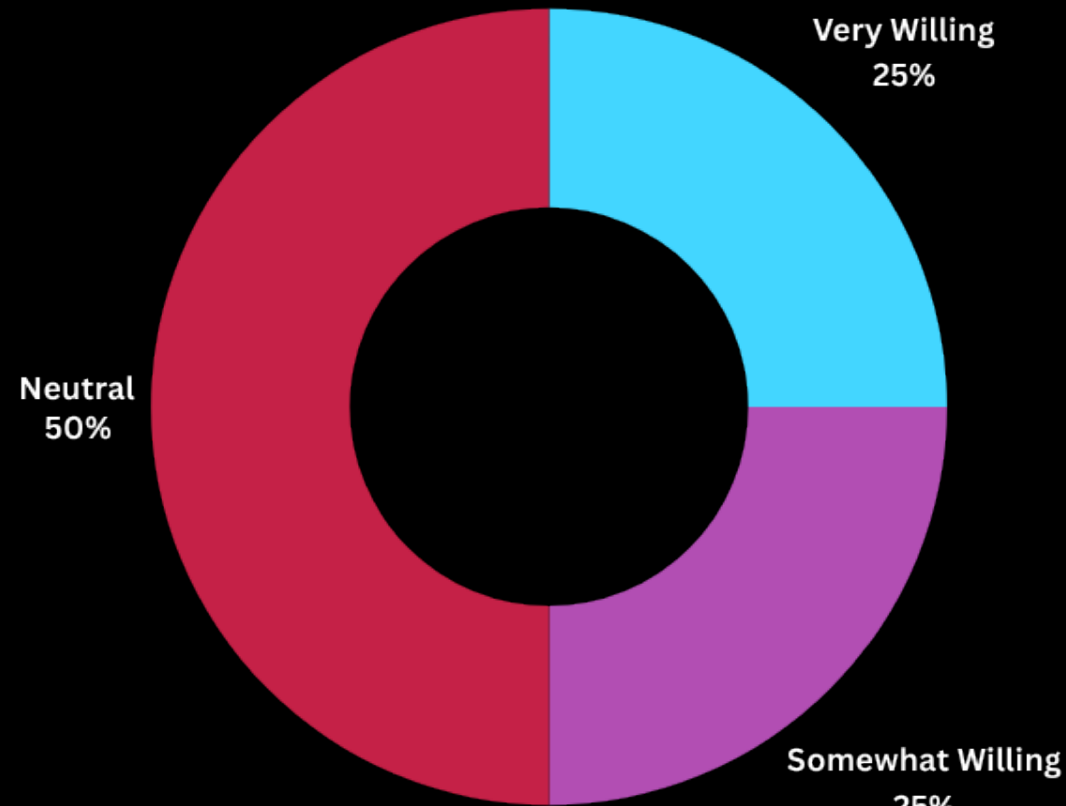


Polling from March 2025 Pre-Meeting Survey

WHAT INITIATIVES WOULD MOST IMPROVE COLLABORATION AND CONNECTION IN A HYBRID WORK ENVIRONMENT? (SELECT UP TO THREE)



HOW WILLING WOULD YOU BE TO PARTICIPATE IN STRUCTURED NETWORKING OR MENTORSHIP PROGRAMS TO STRENGTHEN WORKPLACE CONNECTIONS?



Polling from March 2025 Pre-Meeting Survey

IF YOU COULD CHANGE ONE THING ABOUT YOUR CURRENT REMOTE/HYBRID WORK ARRANGEMENT, WHAT WOULD IT BE?

“I think maintaining the full in-office model is appropriate based on our workforce. However, there may be exceptions (IT) that having a hybrid model could attract more talent based on the nature of the tech industry leading the way in remote/hybrid work.”

“Better use of opportunities to build relationships in a hybrid environment.”



PLEASE SHARE ANY ADDITIONAL COMMENTS YOU HAVE ON HYBRID AND REMOTE WORK.

“From my experience with a focus on culture and relationships and truly productive KPI's it is possible to have a strong remote workforce. Remote work has become one of our strengths.”

“Hybrid/Remote really only works for above property/corporate positions (20% of associates) Our customer facing associates do not have the same level of flexibility given the nature of their jobs.”



CHRO Today Executive Network



Discussion Topic: *In Praise of the Office*

Peter Cappelli is the George W. Taylor Professor of Management at The Wharton School and Director of **Wharton's Center for Human Resources**.

He is also a Research Associate at the National Bureau of Economic Research in Cambridge, MA, served as Senior Advisor to the Kingdom of Bahrain for Employment Policy from 2003-2005, was a Distinguished Scholar of the Ministry of Manpower for Singapore, and was Co-Director of the U.S. Department of Education's National Center on the Educational Quality of the Workforce from 1990-1998.



Dr. Peter Cappelli
*Director, Wharton Center for
Human Resources*
cappelli@wharton.upenn.edu

48 days until we meet in person!

April 30th from 8:30AM – 1:00PM at the HRO Today Forum
JW Marriott Hill Country Resort in San Antonio, Texas

8:30-9:00AM Networking Breakfast

9:00-9:30AM

Guest Speaker: Jeff Bettinger, Chief Administrative Officer, HudsonRPO

The CHRO Pivot: Staying Relevant, Resilient & Ready for What's Next

CHROs must constantly evolve. This personal discussion explores career pivots, leadership resilience, and the strategies HR executives need to stay relevant, influential, and future-ready—without losing themselves in the process.

9:30-10:00AM

Q&A with Jeff

10:00-10:30AM

Group Discussion

10:30-11:00AM

Guest Speaker: Kathleen Weslock, CHRO, Ansys

Navigating the Paradox of HR – the balance between supporting the business objectives and Your HR Instincts to Support Employees

11:00-11:30AM

Q&A with Kathleen

11:30-12:00PM

Group discussion

12:00-12:30PM

Member Speaker

12:30-1:00PM

Lunch/Open Discussion