

WORKFORCE ARCHITECTURE

VOL 2. ISSUE 1



SPRING / SUMMER 2022

Space Reimagined

- ▶ Impact work in revolutionary times
- ▶ Legacy Careers® hidden in your organization
- ▶ Facilitating hybrid workshops
- ▶ A Culture Blueprint that works
- ▶ Making space for your Future of Work

We are the architects.



Work·force Arch·i·tec·ture

noun. The application of career development, Future of Work, and revolutionary change thinking to today's workforce in order to create a future that advances the prosperity and well-being of individuals, organizations, and communities.

www.ChallengeFactory.ca



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Land Acknowledgement

Challenge Factory acknowledges that our head office in Toronto is situated on the traditional lands of the Huron-Wendat, Petun, Haudenosaunee, Anishinaabe, and Mississauga Anishinaabe of New Credit.
www.Native-Land.ca

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The pandemic has changed how we think about and relate to space. What impacts will this have on work, careers, and organizations moving forward?



Welcome to the second issue of *Workforce Architecture*, a digital magazine and research exchange that explores the structural underpinnings of workplace culture and strategy. This issue is dedicated to topics related to space:

- ▶ the spaces in which we work (e.g., physical workspaces, real estate)
- ▶ the space we give to work and careers in our lives (e.g., work-life balance)
- ▶ the spaces we find ourselves in as jobs and work continue to change (e.g., lifelong learning, career stages)

We've become obsessed with talking about space. In many interactions, we either lament our video call fatigue or consider how it feels to be back in person (great, weird, tiring, to be determined). We add modifiers to our language to clarify whether we'll be in person, hybrid, or remote for meetings and social gatherings. We see photos on social media taken from airplane windows or cities where our travelling colleagues, friends, or loved ones are reveling in the possibility of being "someplace different."

What our clients were really grappling with was how space-related decisions would affect their organizational culture and impact.

In late 2021, clients began asking Challenge Factory to help them address their real estate challenges. As specialists in the Future of Work, we are used to having all sorts of questions and topics brought to us. But our advice on floorplans, seating charts, and safety measures felt like new territory—until we started getting into more detailed discussions.

We quickly learned that while our clients were asking questions about (hybrid) return-to-work policies and guiding principles for sharing office spaces, what they were really grappling with was how space-related decisions would impact organizational culture. They were asking about physical assets and considerations because real estate concerns represent something concrete when everything feels uncertain. Desks need to be arranged. Walls can be taken down or rebuilt. Physical configuration can fit on a map, budget, and timeline.





However, most of our clients have gone through office renovation projects in the past. They've accommodated growing or shrinking teams and adjusted their real estate footprint...without calling on our assistance. What's different now is that the underlying challenge is not really about the physical. It's about the future of the workplace at a tenuous moment in time when space and our relationship to it have become disrupted. It's about the new meaning and value we now have for place-based activities.

We need a broader understanding of how space is shaping the Future of Work.

In recent online workshops, I've led groups through an activity that asks participants to count the number of screens they have in their workspace, either at home or their organization's office. As these sessions take place over video call, the gallery of faces and my shared screen are available as everyone considers and counts their screens. No one ever includes these types of virtual screens (in website browsers or desktop applications) that have also come into our spaces with new regularity and meaning. Even in a session dedicated to talking about hybrid work, without prompting or challenge, participants will default to traditional definitions of space, place, and work.

We need a broader understanding of how space is shaping the Future of Work. Ultimately, work is a human activity that must be done somewhere and

somehow. Physical space is one important part of this, but it's not the whole of it. If we are going to truly examine today's workplaces with an eye on what might be possible for the future, we need to consider space in a more fulsome way. In this issue, you'll find articles, tools, and activities that can help us all create new space for dialogue and collaboration based on impact and sustainability. Throughout, you'll also find models and concepts for tackling the new needs, challenges, and opportunities of today's evolving workforces.

Let me end with a final thought. Today, events often begin with an acknowledgment that they are taking place on land originally and continuously inhabited by Indigenous peoples. An Anishinaabe colleague shared with me why this is meaningful. When we acknowledge those who are the keepers of the land we live and work on, we create space to meet on common ground. We create agreement and affirmation that the land, cultures, and relationships between us are important and meaningful, and that those who protect them do so for the well-being of us all. While land acknowledgements have been introduced to many of us as part of acts for truth and reconciliation, they also provide a reminder of Indigenous wisdom: we are not separate from our environment. It is part of us and our work.

Enjoy this exploration of space. I look forward to hearing how it helps you define, tend to, protect, and grow a Future of Work where there is a place for everyone.

Lisa Taylor, President, Challenge Factory

Impact work in revolutionary times: How to know if we're succeeding

Instead of focusing on what we do, we should focus on what impact we have and how we know.

By Lisa Taylor

In 2012, less than a year after Challenge Factory's founding, I attended my first [Cannexus](#), one of the largest career development conferences in the world. Career development is a hidden sector in Canada. It is comprised of the practitioners, organizations, and academics who help Canadians in areas related to careers, work, and learning across the entire lifespan.



At that very first introduction to the career development sector, I was caught off-guard by the perception of a divide between private sector and non-profit/education sector organizations. Over time, however, I would learn why this divide exists and gain a much deeper appreciation for why initial reactions to Challenge Factory as a business were met with skepticism.

Members of the career development sector are not unique in assuming that the sole purpose of business is to generate profit,

but the assumption that this purpose prevents for-profit organizations from contributing to the public good is limiting. Ultimately, this assumption is outdated and unhelpful. For-profits are equally capable of positively impacting their communities, and non-profits don't always make the difference they strive for.

In this article, let's explore how to create space for impact-driven work that helps organizations thrive, fosters collaboration between sectors, and leads to a better future for all.

OUR SHIFT TO IMPACT THINKING

Having come from the corporate technology sector, I was very familiar with the cocktail party networking and relationship-building that met me at Cannexus12. I was not familiar with the “good guy-bad guy” perception that positioned non-profit and educational organizations in one camp and private sector organizations in the other, especially since the feeling in the room at that first event was that I fell into the “bad guy” camp.



I know now that my good intentions at Cannexus12 were interpreted as infiltration. In a sector where many career development practitioners work at non-profit organizations and focus on helping underserved clients, I had not yet proven we shared common values.

The contribution of businesses to the well-being of all their stakeholders—people, communities, the environment, shareholders, and society as a whole—is a complicated topic. Thankfully, the days when a business’ financial performance was the only measurement of success valued by its leaders and shareholders are fast disappearing. Shifts in stakeholder needs, values, and demands are pushing businesses to transform in profitable ways that benefit everyone.

In my [Virtual Fireside Chat with Alastair MacFadden](#), the former Saskatchewan Deputy Minister and current Interim Director at the Johnson Shoyama Graduate School of Public Policy highlighted that the purpose of career development has nothing to do with specific fields, sectors, or even interventions used in the work. The purpose and value are the impact of the work—and that impact needs to be understood, measured, and communicated.



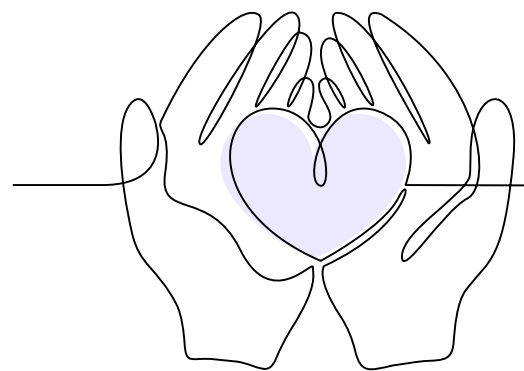
To be sure, businesses do have a profit motive. Our survival is based on our ability to continually and profitably provide products and services that meet market needs. But today's consumers have many needs that go beyond the delivery of goods and services. They want to know more about the culture and people behind the businesses they buy from.

How ethical are their practices? How does sustainability factor into production options? How diverse is their team or inclusive is their culture? What are all the reasons they should buy from one business versus another?

It's no longer good enough to have quality products or services. Consumers are looking for businesses with values that mirror their own or even challenge them to do better. Environmental, social, and governance (ESG) considerations are among the [top three drivers](#) that affect whether the public will trust a business, buy from it, recommend it to others, and give it the benefit of the doubt in times of crisis.

Alastair is right. When all is said and done, what matters is the impact.

What matters is the impact.



MAKE BUSINESS A FORCE FOR GOOD: B CORP CASE STUDY

Challenge Factory has learned a lot since my early experience of feeling out of place at Cannexus12. We've worked hard to bring the [United Nations Sustainable Development Goals](#) (UN SDGs) into our work and, for the past two years, have been pursuing [B Corporation Certification](#).

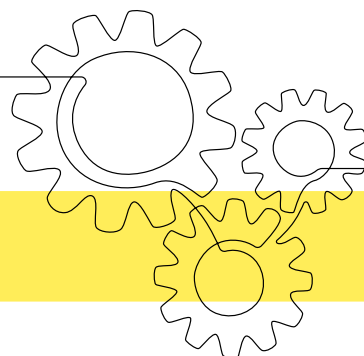
To be successful in the B Impact Assessment (powered and scored by B Lab), your organization has to demonstrate a current, existing positive impact in the categories of governance, workers, community, the environment, and customers. You have to consider the impact of your organization's work not only on the customers or clients you serve, but on everyone who participates in your supply chain, as well as the relationship between that supply chain and the environment.

Your articles of incorporation have to be changed to embed impact values into your organization and you have to adopt an [Impact Business Model](#) (IBM), use it to drive your business strategy, and demonstrate the impact your organization has on the world as a result. These business models are a terrific tie to the UN SDGs. They ensure businesses are not only focused on doing good, but on doing it well—in service of a higher purpose with clear metrics and accountability for results.

Becoming a B Corp is difficult, and it is public. Your business scorecard is made available on the B Corp Certification website and you have to share financial and other performance-based information with your staff.

Not every organization will pursue B Corp Certification—and that's okay.

But the basic principle of holding ourselves and our organizations to account for the impact we have is available to everyone at much lower effort through the UN SDGs. These 17 goals unite work, individuals, and organizations around the world, elevating and connecting day-to-day tasks to broader impact. They unite different types of organizations across geographies and provide common language and understanding of why we do the work that we do.



CREATING SPACE FOR IMPACT WORK

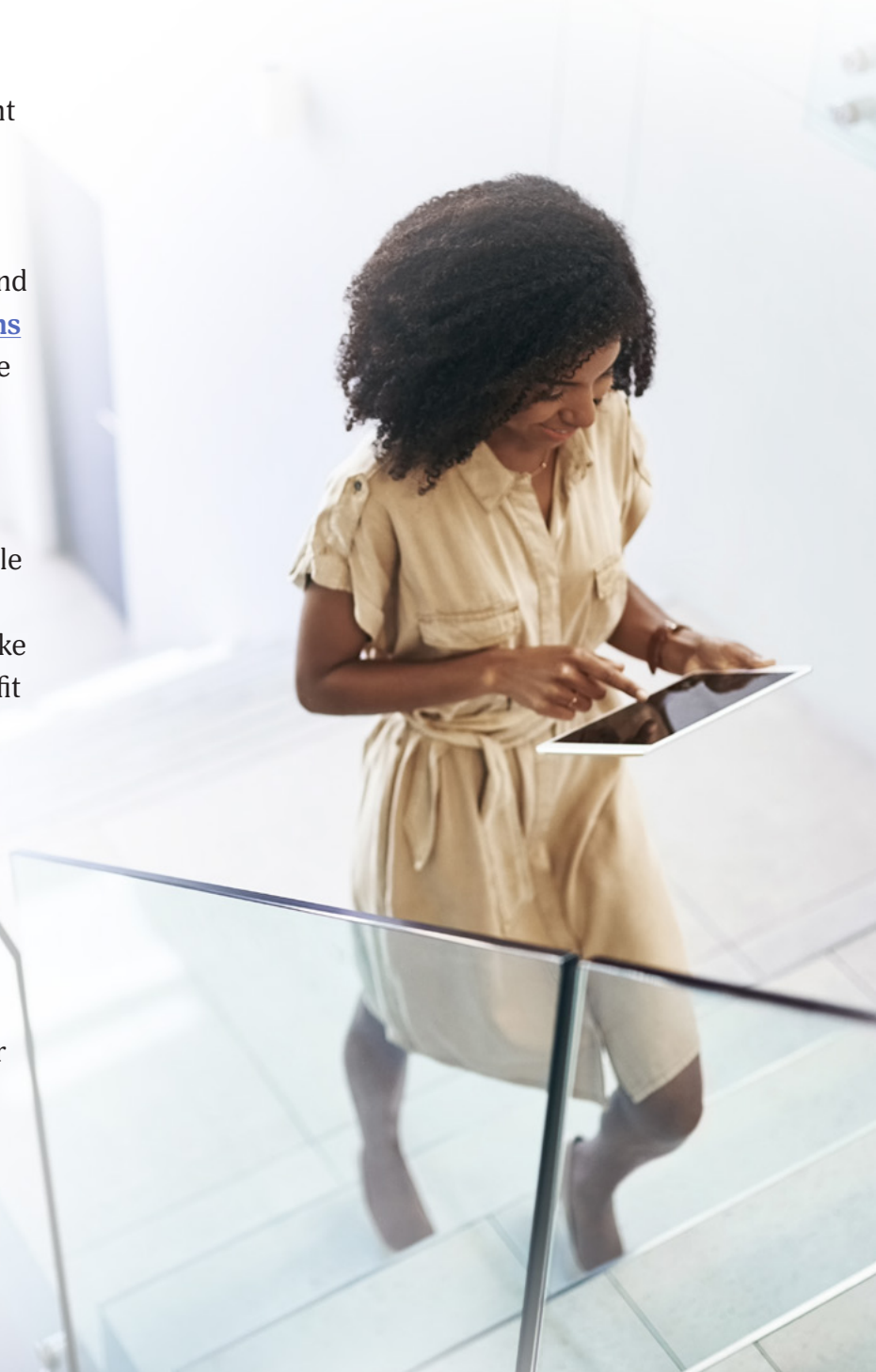


My experience at Cannexus12 didn't shake my commitment to my new business or career journey, although it was a moment that would require reflection and sense-making.

For my session at Cannexus in 2022, I facilitated a workshop with career development professionals about shaping the future of our sector together. It led to powerful moments of connection between attendees, between our presents and futures, and between our work and the UN SDGs. It also led to [important questions](#) that need answers if we want to bring the value of career development to all Canadians.

B Corp Certification is one example of how to break down silos between sectors that are too often assumed to be separated by irreconcilable public good and profit mandates. It demands that for-profit and non-profit organizations alike demonstrate they are viable and well-run. Profit is celebrated when it serves to accelerate the positive impact of the business.

We're in revolutionary times. To shape the Future of Work, from workplace cultures to careers, we need specific mechanisms to hold organizations of all types accountable for creating, sustaining, and celebrating positive impact. Without these mechanisms, we'll never know for certain if and how we're succeeding.



The Legacy Careers[®] hidden in your organization



What space do leaders make for challenging their own assumptions about their staff? What space do older workers have for reflecting on where they are at in their careers?

We hear all the time that older workers are disengaged and less productive, that they reach a certain point in their careers and then they're just...done. **It's all myth.**

The research in [*The Talent Revolution: Longevity and the Future of Work*](#) shows that the single greatest factor in determining whether an older worker is going to remain engaged and productive is if their manager believes they are a valuable team member.

It is not a worker's age that shapes an organization's workforce. It is a leader's attitudes—and the approaches they take to their older workers—that shape the workforce they get.

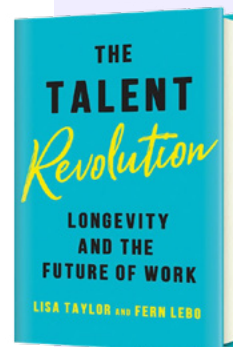
So, how can leaders start valuing their older workers? How can older workers be empowered to actively engage in their career development even later in life?

First, leaders and older workers have to realize that a whole new phase of working life has emerged: the **Legacy Career[®]**.

The following action steps for identifying high-value, high-priority Legacy Careers[®] have been adapted from chapter 11 of *The Talent Revolution: Longevity and the Future of Work*, by Lisa Taylor and Fern Lebo. In it, Lisa and Fern discuss critical actions that will help HR leaders capitalize on the people and culture opportunities available to their organizations in today's evolving workplaces.



Listen to an expanded list of steps that HR leaders can take to normalize Legacy Careers[®]. This type of HR leadership and revolutionary change focuses on identifying new workforce and career management structures and relationships, recognizing the value of the Legacy Career[®] through useful culture models and alumni programs. We've also included a bonus "Observation from the Field" about how good alumni programs translate into real numbers.



After listening to this excerpt, if you would like a copy of [*The Talent Revolution*](#) as a resource for your team, it is available for purchase from all booksellers as an audiobook, eBook, or hardcover.



A large cohort of **hidden talent** exists in your organization —just waiting for you to see their value.

Are **YOU** missing out?

ACTION STEPS

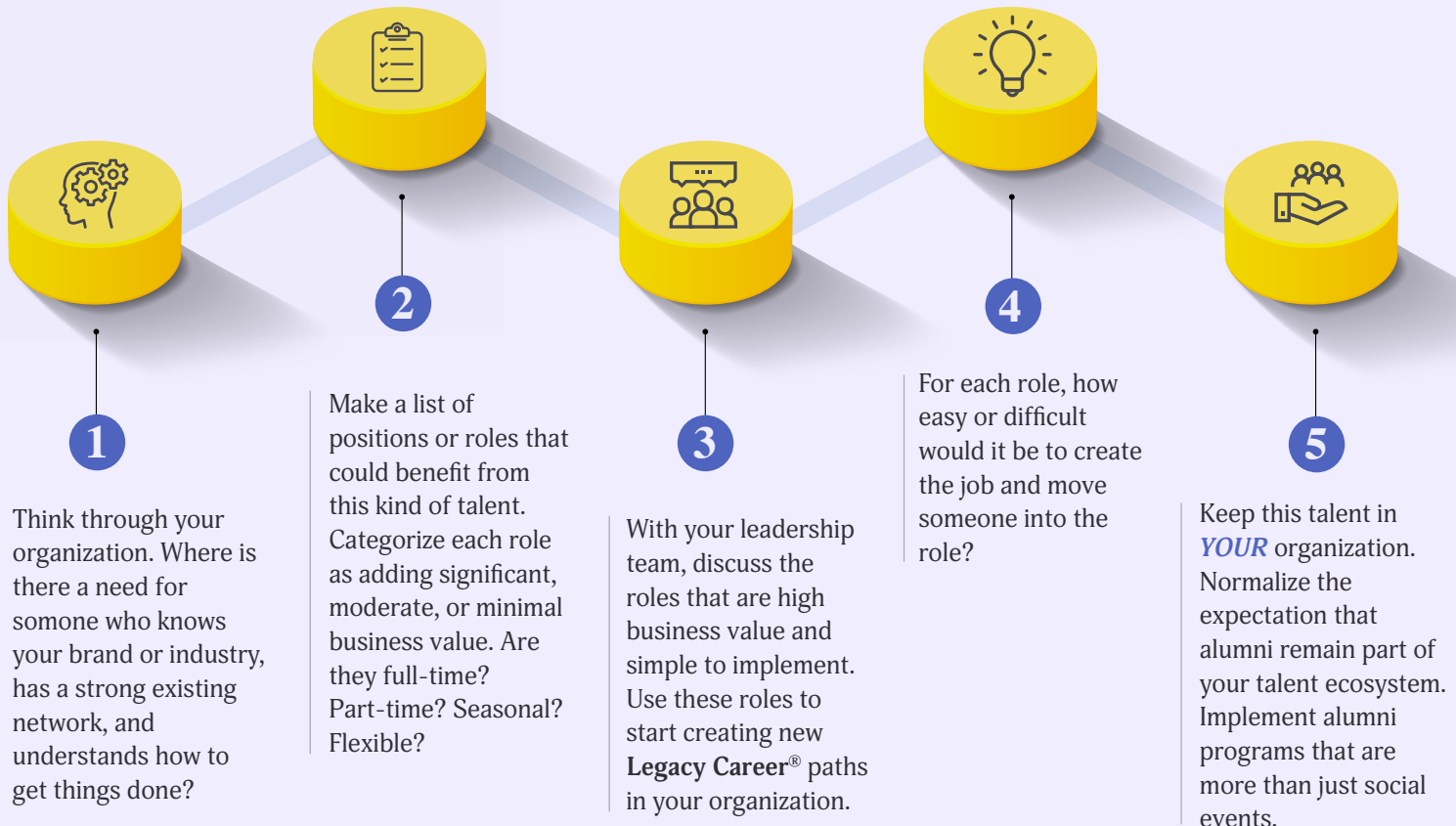
How to identify high-value, high-priority Legacy Career® roles in your organization.

Fewer and fewer people in their 50s, 60s, 70s, and beyond are following traditional retirement paths.

A new phase of working life has emerged: the **Legacy Career®**.

To build a lasting workforce advantage, employers have to stop discounting the skills, knowledge, and experience of employees in their Legacy Career®.

- ENGAGE THEIR INTERESTS
- USE THEIR TALENTS
- LEVERAGE THEIR STRENGTHS



Adapted from *The Talent Revolution: Longevity and the Future of Work*, by Lisa Taylor and Fern Lebo.

To learn more about the Talent Revolution, Legacy Careers®, or Future of Work, contact us at Consulting@ChallengeFactory.ca.

Facilitating hybrid workshops



LESSONS LEARNED FROM COVID TIMES

By Justin Doran

Challenge Factory is a big proponent of people getting back together at work. As early as Fall 2021, we were helping organizations make the shift back into office spaces in ways that help the work engagement of employees and leaders.

Prior to the pandemic, daily work, meetings, and events were optimized for in-person participation. Since 2020, we've learned how to take advantage of tools and capabilities that support fully remote configurations. Today's workforces and workplaces are forever transformed—and they aren't done transforming.

We're living in a hybrid world, where some people are remote and some are in-person.

The shift taking place is not simply 'back to the office', but rather to flexible work arrangements that make group collaboration both complicated and full of potential. This is true of workshops, webinars, and conference sessions as well.

**A new skill is required:
facilitating *hybrid* workshops.**





The most successful hybrid workshops will be the ones that create engaging experiences for both in-person and virtual participants. Several factors need to be considered when deciding how to facilitate this type of event. Use the following recommendations, tips, and worksheet to plan your hybrid events and hone your skill as a facilitator.



ROOM SET-UP

Make sure you know before your arrival what equipment is available to you, how it will be set up, and what adjustments you will need to make. For example, knowing that there's going to be a single camera set up in the centre of the room facing the front means that the presenter is limited to that space. The presenter won't be able to move around the room freely unless you have a dedicated camera controller providing support.



CREATIVE FACILITATOR TIP:

You won't always have advanced technology and tools, like OWL cameras or professional video support. Where in-room video coverage is a challenge, have in-person participants log into the video call on their own computers (muting all microphones and speakers) so that there is an inclusive visual "gallery" of attendees that everyone can see.



USING A MICROPHONE

Another critical piece of equipment is the microphone. If possible, have a dedicated microphone connected to the computer so that both audiences can hear the presenter or other speakers clearly. Remember that the farther a speaker is from the microphone physically, the harder it will be for your in-person and virtual attendees to hear. If you only have one microphone and more than one speaker, you need a plan for sharing it whenever the time is right.



CREATIVE FACILITATOR TIP:

Consider the room layout and microphone/speaker positioning. You might find that traditional tabletop teleconference tools (like the Star speakers in many offices) work better than laptop microphones for hearing the whole room and accommodating virtual attendees. If this is the case, have virtual attendees "dial in" for audio.



POWERPOINT PRESENTATION

If a PowerPoint presentation is being used to help facilitate the workshop, decide beforehand how it will be shared with the in-person and virtual audiences at the same time. Assign someone to control the PowerPoint slides (and know the appropriate timing to click through them) or make sure the speaker has an easy way to control them (such as a clicker).



CREATIVE FACILITATOR TIP:

Remember that most video conferencing tools will feature the slides on attendees' screens, rather than the speaker or attendee gallery. In other words, showing slides might mean your virtual attendees can't see each other. If you are sharing complex information, this might be appropriate. But if the goal is to foster dialogue and engagement, you may want to provide a handout for participants to print or use on another screen while keeping the focus on the attendees.



AUDIENCE PARTICIPATION

Due to the limited capabilities of microphone and camera placement, audience participation by those in physical attendance might be difficult for virtual attendees to hear or follow along with. If you're able to shift the camera view onto the audience at appropriate times, consider doing so to foster a more inclusive atmosphere. The speaker who has the microphone can also repeat comments or questions made from the physical audience so that your virtual attendees can hear.



CREATIVE FACILITATOR TIP:

Use the video call's chat function to your advantage. If both virtual and in-person attendees are logged into Zoom or Teams, having someone punctuate key points or pose key questions in chat means everyone will be able to follow the discussion. This also makes it more likely someone will chat back with a comment or let you know if something about the room's set-up, sound, or pace of discussion is not working for them. Remember that listening to a speaker and following chat means attendees will need more time before answering questions or switching topics. Slow your pace down to ensure you "have the room" before charging ahead.



MODERATOR

The excitement of being back in person with an audience might make it harder to remember the important role your computer screen and webcam are still playing. Your virtual audience is as important as your in-person audience and needs to be engaged equally. Having a dedicated moderator will make the workshop better for everyone. Think of this moderator as a go-between for the speaker(s) and the virtual audience. Discuss beforehand what the moderator's responsibilities will be, such as monitoring the online chat, addressing virtual comments, compiling questions, troubleshooting technical issues, and keeping the speaker(s) informed. Having a prepared and effective moderator allows the speaker(s) to focus on presenting.

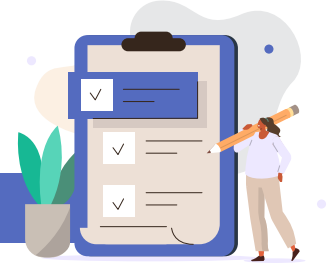


CREATIVE FACILITATOR TIP:

As you prepare your presentation and workshop flow, build a "moderator run sheet" that includes key questions you'd like the moderator to pose at different times in chat to gauge engagement. The run sheet should also include links to other resources or documents you want to share with attendees, either to use immediately as part of the workshop's content or for future use. Test these links in advance to ensure internal firewalls aren't a challenge, especially if the virtual attendees are from outside your organization.



Download and
save this one-page
fillable template.



ACTION PLAN CHECKLIST

ROOM SET-UP

What equipment is available in the event space?

How will the equipment be set up?

What equipment adjustments are needed?

USING A MICROPHONE

What is the plan for audio?

- Connect a dedicated microphone to the computer
- Instruct speakers on microphone etiquette and sharing

POWERPOINT PRESENTATION

What is the plan for presenting PowerPoint slides?

Are handouts required?

- YES NO

What instructions does the team member in control of the PowerPoint slides need?

- Assign a team member to control the PowerPoint slides
- Instruct the assigned team member on PowerPoint sharing

Use this template to build your own plan for facilitating hybrid workshops. Check out the creative facilitator tips on pages 16-18 of *Workforce Architecture: Spring/Summer 2022* for suggestions.

AUDIENCE PARTICIPATION

How will the equipment capabilities help or hinder inclusive audience participation?

Can the camera view be shifted to the audience at appropriate times?

- YES NO

What instructions do speakers with microphones need to ensure participation from both in-person and virtual attendees?

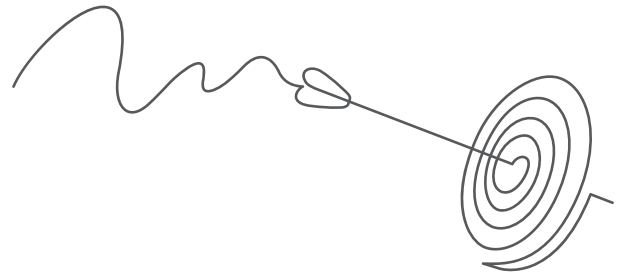
What's the plan for using the video call's chat function?

- Assign a team member to monitor and facilitate the video call chat

MODERATOR

- Assign a team member to moderate between the speaker(s) and the virtual audience
- Discuss and determine the moderator's responsibilities beforehand
- Prepare a moderator run sheet for engaging the video call chat
- Test any hyperlinks to online resources that will be shared in the chat





Asking better questions

A Culture Blueprint that works

By Emree Siaroff

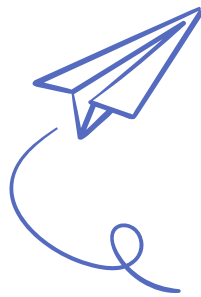
How can leadership teams boost engagement and performance? Revitalize your culture with intentional careers, people, and space strategies.

A quick Google search on the words “company culture” returns about 48,300,000 results (in 0.75 seconds). While this has always been a hot topic, the Great Resignation, Great Retirement, and Canada’s labour shortages have seen more leaders than ever realize that the talent in their organizations is not just “an asset” but rather the fundamental element of their success.

In her *Toronto Star* op-ed, novelist, journalist, and editor [Mireille Silcoff](#) notes that after all we’ve been through during the pandemic, “boredom, lassitude, angst—signs of grief—are creeping into unexpected places. Waiting for a bus, you might suddenly wonder what any of it is *for*.” If these thoughts and feelings are being experienced in unexpected places (like at a bus stop), they are also going to be found in those places where they are expected, like work.

Your culture is the reason why people join, stay, and thrive in your organization. Culture is a combination of written and unwritten rules, norms, beliefs, behaviours, and values. It is how work gets done, how people interact with each other, and how they see their organization’s place in the world.

The success of an organization rests on whether its people are doing work that engages them in an environment that they want to be in. This type of work and environment also provides an antidote to today’s dominant feelings of malaise and discontent.





WHAT IS *YOUR* UNIQUE ORGANIZATIONAL CULTURE?

Think of an organization's culture as its personality, but on a broader scale. Just like an individual's personality, an organization shouldn't try to be something it isn't—it won't be authentic, and leadership and staff will sense this. So long as the culture isn't toxic or unsafe, it's unwise to try to make wholesale changes overnight. Every personality has strengths and flaws, and perfection is never possible.

If you're not sure what your organizational culture is, imagine a conversation over a family dinner. Around the dinner table, Aunt Jenny asks your employee, "So what is it like working at Company XYZ?" How your employee answers this question is, in essence, your organization's culture. If they say, "I feel like I'm making a difference" or "the leaders are great, they really appreciate me" or "the whole team is awesome," this means your employee has found a great place in your organization.

If your employee struggles to answer Aunt Jenny or doesn't have a positive answer, it's time to better understand your culture—and how you can impact it. It's time to map out your Culture Blueprint.



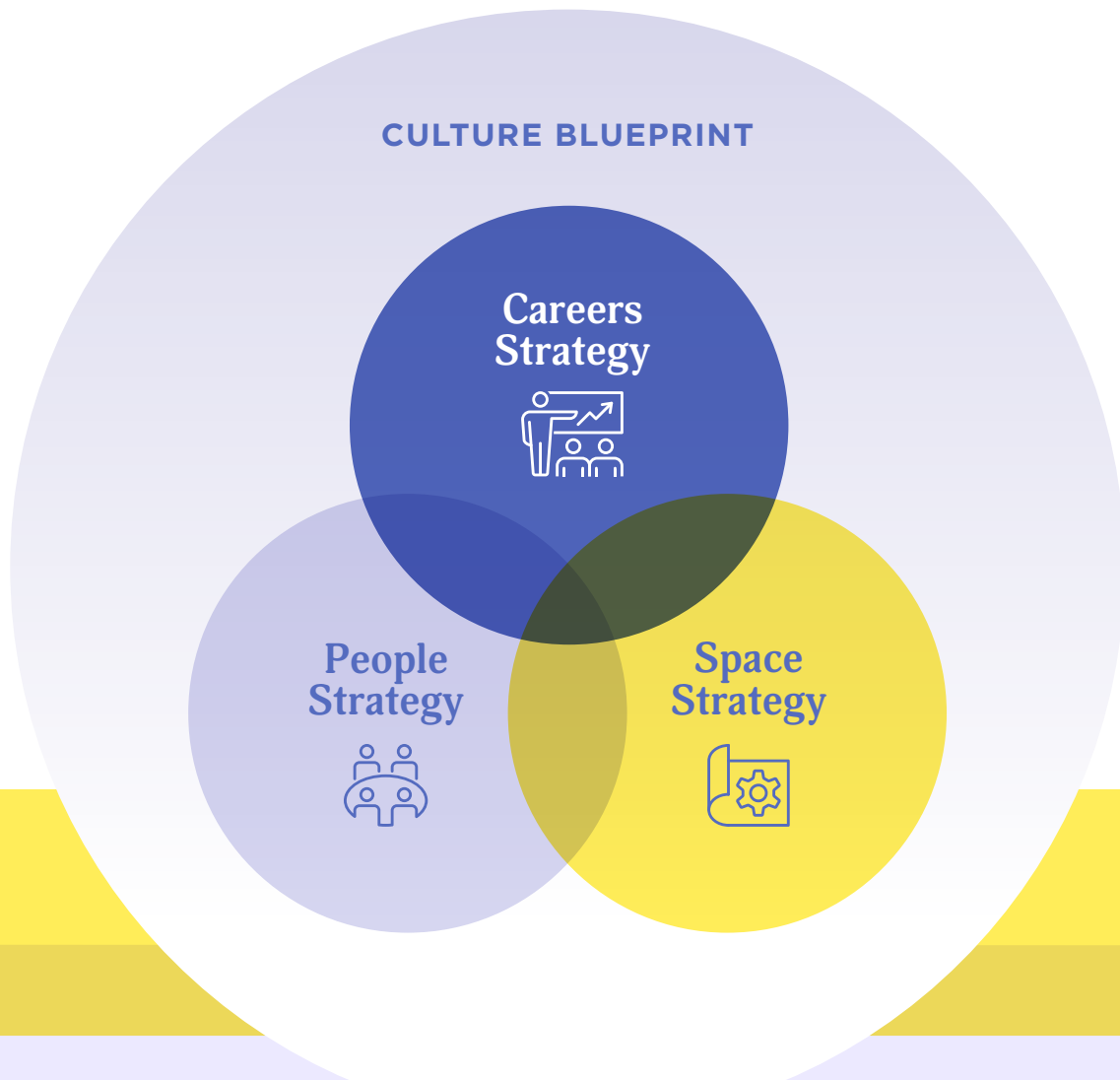
What is a Culture Blueprint?

A Culture Blueprint is a framework designed for leaders to capture all that you know, need to know, are doing, and want to be doing to ensure your workforce continues to be part of your competitive advantage.

The term “culture” is often used as a catch-all for any number of issues, topics, and business planning activities. The Culture Blueprint that we’ve created has three overlapping pillars—careers, people, and space—that together create the foundation and environment for all other organizational activities.

Mapping your Culture Blueprint with intention and honesty allows you to critically examine if your organization is on the right track with a solid foundation, if it needs repair and adjustment, or if it requires a massive overhaul to remain viable. Because culture is a set of rules, norms, beliefs, behaviours, and values, engaging emotion and storytelling is an effective way to start your mapping work.

Let’s get into it.





How do you start mapping your organization's Culture Blueprint?

Here's what you need to do. Gather your senior leadership team and slow things down. Provide time and space to step back from the pressures of daily management, creating an opportunity for you and your team to consider the culture of the organization you are leading together—and what is it likely to become tomorrow.

Here are a few futures thinking questions to get you started and engage your leaders in a different type of conversation.

1

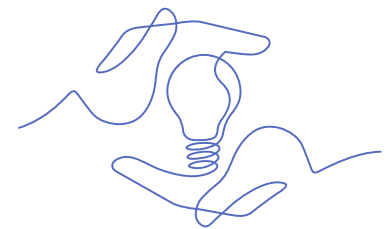
Setting aside mission statements on the wall and core values presented in slides during employee orientation sessions, how would our staff speak about our culture at their family dinners? How sure are we of this answer? Do we, as the leadership team, agree?

2

If we keep the same culture we currently have, what are 3-5 scenarios that might unfold in the future as a result of our culture? For example, who will be leading the company in ten years? What happens to people's career advancement? How are the organization's goals and metrics met or missed as a result of the intersection of culture and workforce potential?

3

Which of the scenarios we've identified are worth exploring in more detail—either as a cautionary tale or to reinforce what is strong and noteworthy about our culture?



These types of questions help frame your Culture Blueprint. With new scenarios in mind, the next series of questions delves into the three pillars (careers, people, and space) that link culture to strategy and execution.

Organizations with healthy cultures explicitly align the lifelong career supports that are provided to employees, the priorities and management of their people, and space and physical environment considerations. With intentional planning, it becomes easier to look for opportunities in the overlaps between your careers, people, and space strategies.



The second step is to go deeper and ask questions like:

mapping your organization's Culture Blueprint cont'd

- 1 What does our people strategy look like? How do our communication, onboarding, approach to DEI (Diversity, Equity, and Inclusion), and other key components play out in our organization?
- 2 Do we have a careers strategy? Can people learn and grow? How do we handle change? What is the capacity of our leaders and managers?
- 3 A space strategy is not only about physical space, although it is one component of it. How are we approaching hybrid work? The freelance or gig economy? Are we basing decisions on outdated workplace thinking?

What is this all for?



Many of us have experienced a massive societal reset in how we understand, connect with, and contribute to the world around us. During the pandemic, **organizations with strong cultures** that maintained honest communication with staff didn't experience the same level of employee retention and engagement challenges as other organizations did.

The best strategy for success is taking the time to ask the right questions and, more importantly, to act on the answers—even if you don't like them. Using Challenge Factory's Culture Blueprint gives you a powerful, living tool that combines data and creativity to tease out the unique opportunities and potential of your organization.

No one wants a life of “boredom, lassitude, and angst.” Be the organization where your employees can tell Aunt Jenny that they are “excited, alive, and content.”

Making space for your Future of Work

TO DREAD AND TO DREAM

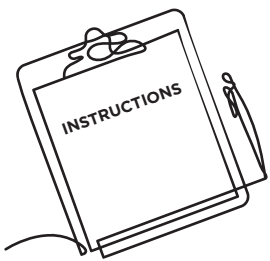
The pandemic shifted how we all relate to work and space. None of us are in the same place we were at the beginning of 2020 (whatever *place* means to you), and a key source of opportunity and anxiety has become new—or old—work arrangements.



Many of us don't often step back from our daily tasks to consider how we feel about what's happening around us. Sometimes there's simply no time; our workloads are always high and our resources are frequently limited. Other times this type of reflection simply feels futile when you're only one person in a broader system or a leader with a mile-long list of duties and responsibilities.

Use this [interactive activity](#) to carve out a couple minutes for yourself.

Take a step back and reflect on where you and your organization are today—and where you want to be. Consider especially what you fear and hope might be true about workplaces and careers.



- STEP 1** [Click here to join the activity](#). You will be prompted to answer two questions, one about your fears and one about your dreams for the world of work. You may submit as many answers as you want.
- STEP 2** To receive the results of the activity in your email inbox, click "See voting results" on the last page of the activity. You will be prompted to enter your email address. If you are one of the first to participate, the results field may not be heavily populated. Check back at a later date.
- STEP 3** [Subscribe to Workforce Architecture](#) to make sure you don't miss out on highlights and insights from interactive activities that we publish in future issues.

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