

DTNU01 on Leadership was the first in a series of events on designing a new business as usual by The Index Project and Designit. These are the key take-aways from the talk, watch it [here](#).

Four things to focus on in the **hybrid workplace** from Jesper Ambrosius

- Input, not output: Instead of observing, define an end-goal and ask for feedback.
- Plan ahead: Both according to own activities and with teams.
- Master the digital room: Housekeeping rules, micro-engagement and energy management.
- Communicate the triad of interest: The I, the team and the company.

Ann Hiatt on **future-proofing leadership**

- Personal ROI: Recognise, own and implement.
- Engineer serendipity.
- Stay curious and humble.
- Complacency is more dangerous than calculated risk-taking.

Best practices in pivot moments:

- Over-communicate.
- Open-door policy.
- Refocus on culture.
- Know your mission, vision and values.

"Dare to show vulnerability, that you don't know the answers. It inspires others to jump out of the box and have a crazy idea."

Pia Huusfelt,
Business Leader
Global at INGKA Group

"Companies can use their space better and make sure that it's there for that critical socialisation."

"But why wasn't this obvious two years ago? Do we really need a crisis to execute?"

Jesper Ambrosius,
Director & Head of LEGO
Workplace Experience

"As a leader, you have to act. And while you're acting, you have to sort of be able to stand next to yourself and look at what you're doing."

Henriette Divert-Hendricks,
Executive Advisor at BCC:

What is **good leadership**?

- Communicating clearly.
- Creating environments where people feel seen.
- Relationships, not individuals.
- Self-awareness.
- Staying close to your values.
- The more human you can be, the stronger you are as a leader.
- Trusting your employees, because they'll return the favour.

What does a **new usual for leadership** look like?

- Be transparent on your own values and priorities.
- Build your team with people who focus on the collective.
- Organisational changes can't always be the solution.
- Remember, non-decision is also leadership.
- Show vulnerability.
- Take calculated risks and act.

"There is often a tendency to say we need more information, let's make the decision next quarter. And that behavioural pattern is basically not creating any value for anybody."

Henriette Divert-Hendricks,
Executive Advisor at BCC:

"Complacency is far more dangerous than calculated risk taking - if we're complacent, that's staying on the backfoot being caught off balance and not being prepared to take proactive decisions."

Ann Hiatt,
Leadership Strategist

"We had this way of working before and now, and I think the beauty of combining these will help companies find their own way in between that becomes a new usual."

Pia Huusfelt,
Business Leader
Global at INGKA Group

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