“What begins as undifferentiated space evolves into place as we come to know it and better and endow it with meaning and value.” Yi Fu Tuan

The June 2023 Summit is the culmination of our year-long inquiry that invited us to reflect on the role of placemaking in hybrid work environments; its impact on culture and leadership; and implications for learning and thriving in organizations. Placemaking offers us new ways to understand the future of work, and how changes in work can impact us on both the individual team and organizational levels. By studying organizational placemaking, we aimed to better understand the future of work as the pandemic restructures how people use, occupy, and claim space.

LILA’s working definition describes organizational placemaking as an intentional, creative, and collaborative process that sees people and place as interrelated and co-constructing agents with the power to influence and shape each other over time, to create and sustain value, meaning, and purpose for organizations and the individuals within them.

As organizational leaders making decisions for the future, it’s important to take a step back to consider how the new landscape of work and life might be impacting employees differently, affecting their ways of interacting in the world, and shifting their perspective and priorities. Our conversations during the Summit will help us reflect on our role as “placemakers” and consider how research can continue to inform the placemaking practices we create in our organizations.
LILA 2023 Summit: Placemaking

Agenda

June 7, 2023 (Members and Guests)

Morning Session

10:00 – 10:30  Welcome, Big Ideas from the year
10:30 – 11:15  Keynote Address: *Creating More Conscious Connections*  Marissa King
11:30 – 12:15  Small Group Sensemaking
12:15 – 12:30  LILA Community Conversation

Afternoon Session

1:30 -2:00  Informal Chat between Summit Participants
2:00 – 2:30  Bridging Practice and Research on Placemaking
2:30 – 3:30  Perspectives and Provocation Sessions with Guest Faculty
3:30 – 4:00  Closing Conversation

June 8th, 2023 – LILA Member Only

Morning Session

10:00 – 10:30  Welcome and reflections from the summit
10:30 – 11:50  The year in review
11:50 – 12:15  10K view of theme for 2023-2024

Afternoon Session

1:00 –2:00  Workshopping the theme 2023-2024
2:00 – 2:30  Closing for the year and appreciation
LILA Summit Keynote: Creating More Conscious Connections

Social networks have a powerful impact on career trajectories, innovation, profitability, and how effectively teams and companies can coordinate. However, few professionals or organizations have a strategy in place to effectively manage their networks. In the absence of a conscious strategy, place and circumstance often determine how relationships evolve. In this session, we will use insights from decades of research on social networks to gain a better understanding of how to create, use, and manage networks effectively.

About Marissa King

Professor Marissa King’s research examines social networks, social influence, and team dynamics in health care. Her most recent line of work focuses on access to treatment for substance use disorders. She is also currently studying how to improve health care team dynamics to reduce burnout and enhance quality of care. Professor King is the author of Social Chemistry: Decoding the Elements of Human Connection. Her research and book have been featured in The New York Times, The Wall Street Journal, The Atlantic, and National Public Radio, among other outlets. She was a professor at the Yale School of Management for more than a decade before joining The Wharton School.

Perspectives and Provocation Sessions

The Perspectives and Provocation sessions are small group conversations designed as an exchange between researchers and the LILA community. The sessions will run concurrently so please think about which one you would like to attend in advance.

Session A: Towards an Integrated Employee Value Proposition

Mark Mortenson, Associate Professor of Organizational Behavior, INSEAD

With potential and current employees now able to choose among many options for working arrangements, growth and development opportunities, and company culture, attracting and retaining talent has become about much more than just compensation and where employees can work from. Importantly, these various elements cannot be effectively evaluated or optimized individually – what is needed is an integrated model that takes into account tradeoffs and reinforcing effects. Importantly, aligning organizations’ offers with employees’ needs is a win-win. For organizations it reduces costly absenteeism and turnover while boosting engagement and ultimately productivity. For employees, it promotes healthier work-life balance, inclusion, and wellbeing.

In this session Mark will share an integrated and data-driven approach to understanding the integrated whole of what employees want and what they think their organizations deliver. In collaboration with Amy Edmondson of Harvard Business School, they have created a measurement tool which allows organizations to both collect data and understand its complex effects. Mark will share insights gained from a growing number of organizations and the benchmarking it provides.
To jump start the discussion, take some time to reflect on:

- How confident are you in your knowledge of what your employees want and how well they feel you are delivering on that?
- Employee needs are never uniform – what do you think are the most relevant subgroups that exist within your organization? (ex. are your juniors looking for something very different than your seniors? Is HQ vs. field a more relevant distinction?)
- Where have you seen tradeoffs in your organization? (ex. the autonomy of flexible work coming at the cost of sense of community)

Mark’s area of expertise is organizational collaboration, with an emphasis on two increasingly prevalent ways of organizing that do not fit traditional models of team dynamics: globally distributed (virtual) and project-based work. In his research, he has investigated the nature of conflict in distributed collaborations and its relationship to identity, context, and communication; the impact of dispersion structure – in the form of balance, imbalance, and isolation – on collaboration dynamics; and the effects of first-hand experience – gained through site visits and expatriate assignments – on trust. He has also explored the interpersonal effects of working in multiple, partially overlapping, fluidly-shifting projects, developing a fundamentally new model of collaboration.

Session B: “PLACEMAKING: What is the New Role of the Physical Workplace?”

Janet Pogue McLaurin, FAIA, FIIDA and Patricia Nobre, Gensler

The return to the office is still underway. Work has changed, along with both employer and employee expectations. Choice in where people work—both within the office and remotely—has never been higher. New workplace research from Gensler, a global architectural and design firm, has found that the role of the office has shifted, and the workplace is no longer effective for what employees need most. Yet, employees say they NEED to work in the office more often to maximize their productivity. So, what’s holding them back? What is the new role of the office in a hybrid work ecosystem?

This P&P will share some of the key surprises from Gensler’s global research to set the context for an interactive discussion on how the physical workplace could be reimagined to positively impact work behaviors, performance, and a great workplace experience that is worth the commute! We offer two questions to launch us into a productive discussion:

- What are the spatial ingredients that make the workspace become a destination — not an obligation?
- What spatial strategies can you use to strengthen agency, belonging and connection?

Janet is a global leader of Gensler’s Work Sector practices and research initiatives. As the firm’s Global Director Workplace Research, which is one of the six centers of the Gensler Research Institute, she has been instrumental in leading Gensler’s global Workplace Surveys and Workplace Performance Index® (WPI) client tool, which measures space effectiveness and workplace experience on projects. She is active in developing workplace strategy and designing innovative workplace environments for a wide variety of clients. A
registered architect, she has served on the Gensler’s Board of Directors for the past two years and currently serves on Gensler’s Practice Area Management Committee.

**Patricia** is Director of Gensler Boston’s Strategy Lab. She leads a multi-disciplinary team dedicated to helping organizations across industries thrive in times of change through design for a range of possible futures. Spanning science, healthcare, education, and workplace, her work is driven by a fundamental belief in the human experience of belonging. She is passionate about understanding the lived experience of others to better design the spaces, policies, and cultures that will shape healthier, more resilient, and more equitable communities. A recognized leader in the research and design of radically inclusive spaces, Patricia is steadfast in balancing data and real voices through deep user engagement. She holds a Master of Education from Harvard University, a Master of Architecture from the University of Massachusetts, and a Bachelor’s Degree in Architecture and Urban Planning from the University of Sao Paulo in Brazil.

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**Session C: Title: The strategist as bard - strategy, strategystories and storytelling**

*Donald MacLean, Professor Adam Smith Business School, University of Glasgow*

Donald’s research has focused on how new ideas might help to overcome high rates of “implementation failure” in strategic management (as high as 80% in some reports). In particular, he has used insights from complexity theory and creative action to develop new approaches to managing “emergent strategy”. For the last 5 years he has continued his research on the links between storytelling and strategic management, and has co-founded a business (StrategyStory Ltd) based on the combination. Donald’s update will share stories and insights into the practice of strategic management as storytelling - from research and practitioner perspectives. He'll offer some conceptual insights and suggest some practical "do's and don'ts" together with some implications for the future of strategy and strategic management. Questions to consider include:

- What makes for a really good story?
- What have strategy and story got in common, and how might they differ?
- How well known is the story (or stories) of your organization, and how are stories curated?

**Donald** is Professor at the Adam Smith Business School, University of Glasgow as well as the MD and co-founder of StrategyStory. Donald’s internationally published, ground-breaking research on strategy is used by business and academics across the world. He is widely published in top journals and his book has been described as ‘genius’ and ‘tour de force’ by leading international scholars. He has held a number of non-exec board appointments such as Chair of the board of SAMS Research Services Ltd., Chair of the Steering Group of Oban as a University town and Strategy lead for the Institute of Directors in Scotland. He currently sits on the board of ILM Ltd and chairs the Oban branch of An Comunn Gaidhealach. You can meet Donald here: [https://vimeo.com/289489841](https://vimeo.com/289489841)