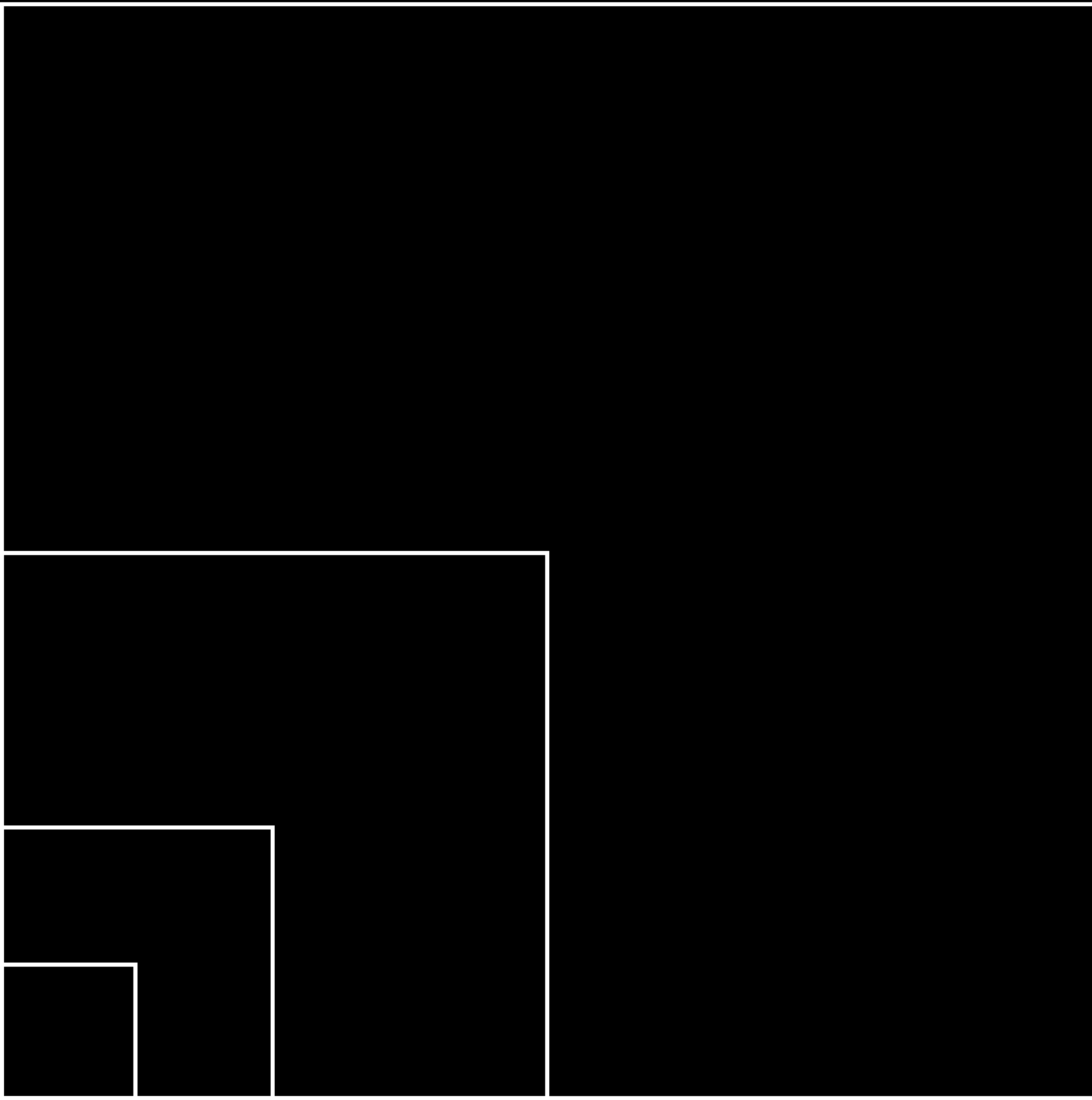
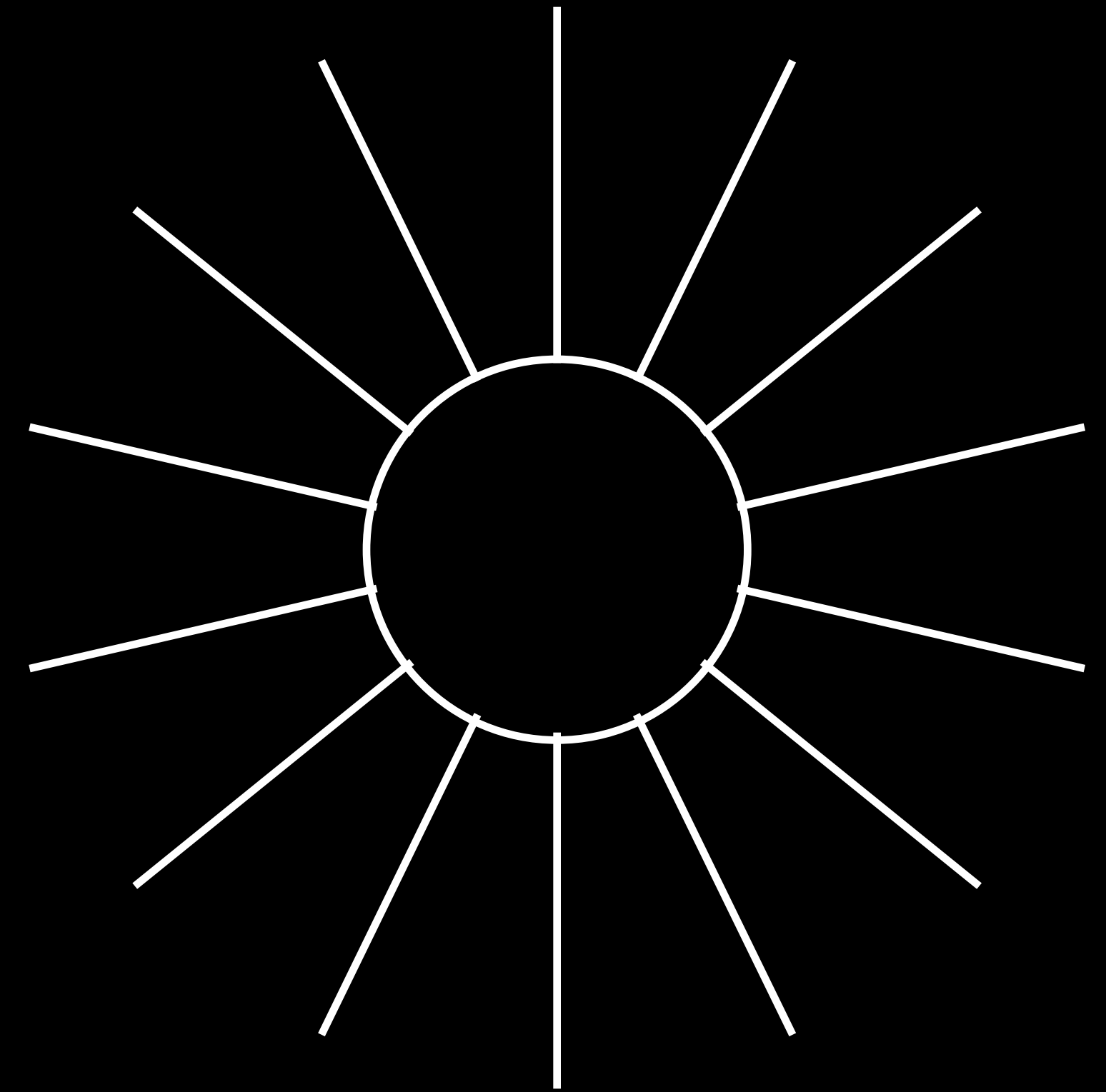


THE EVOLUTION OF WORK



DESIGN MATTERS
COPENHAGEN, SEP 29



VLAD ZELY
HEAD OF DESIGN @ MIRO

OF

I.PAST

II.PRESENT

III.FUTURE

WORK

VLAD ZELY
HEAD OF DESIGN
@ MIRO

JOINED A TEAM
OF 50+ PEOPLE
IN A PHYSICAL
OFFICE SPACE
AT 2017 AS THE
FIRST DESIGN LEAD

CURRENTLY LEADING
A TEAM OF 40+ PPL
PRODUCT DESIGN
CONTENT DESIGN
DIGITAL DESIGN
UX RESEARCH

MIRO.COM
25M USERS
95% OF FORTUNE 100
300+ Y-O-Y GROWTH
1000+ PEOPLE
11 OFFICES:
SAN FRANCISCO
AMSTERDAM
LOS ANGELES
NEW YORK
AUSTIN
BERLIN
MUNICH
LONDON
TOKYO
SYDNEY
PERM

OLDEST STONE TOOLS



OLDEST STONE TOOLS
AGE APPROX. 3.30 MILLION YEARS



OMO KIBISH POINT

**OVER 104,000 YEARS OLD
OMO KIBISH, ETHIOPIA**



I.PAST

**BONE NEEDLES
FROM
XIAOGUSHAN,
LIAONING
PROVINCE,
CHINA, ABOUT
30,000–23,000
YEARS OLD**



I.PAST

SRC: HUMANORIGINS.SI.EDU

THE FRAGMENTS OF POTTERY ARE ABOUT 5,500 YEARS OLD

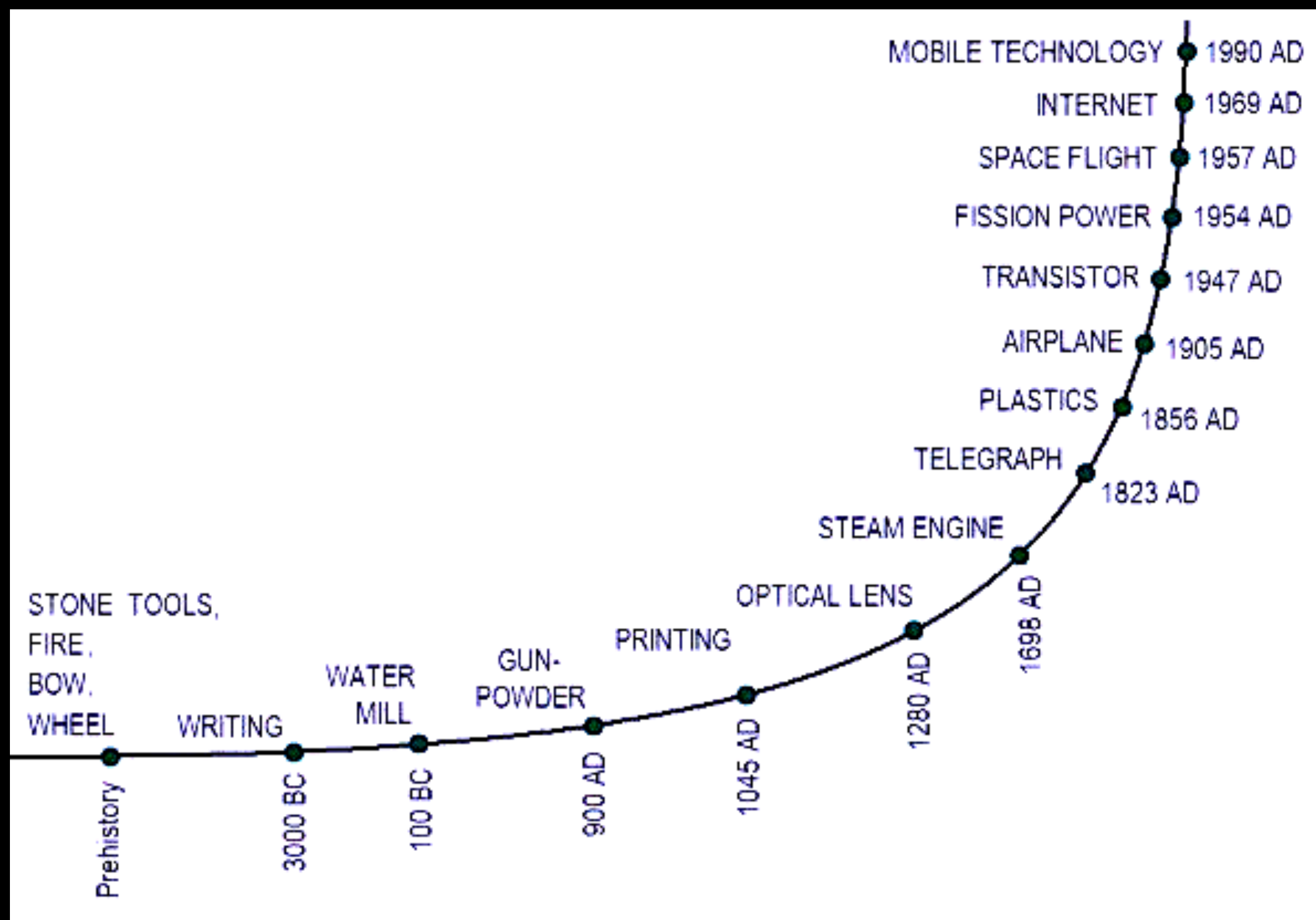


I.PAST

WRITING

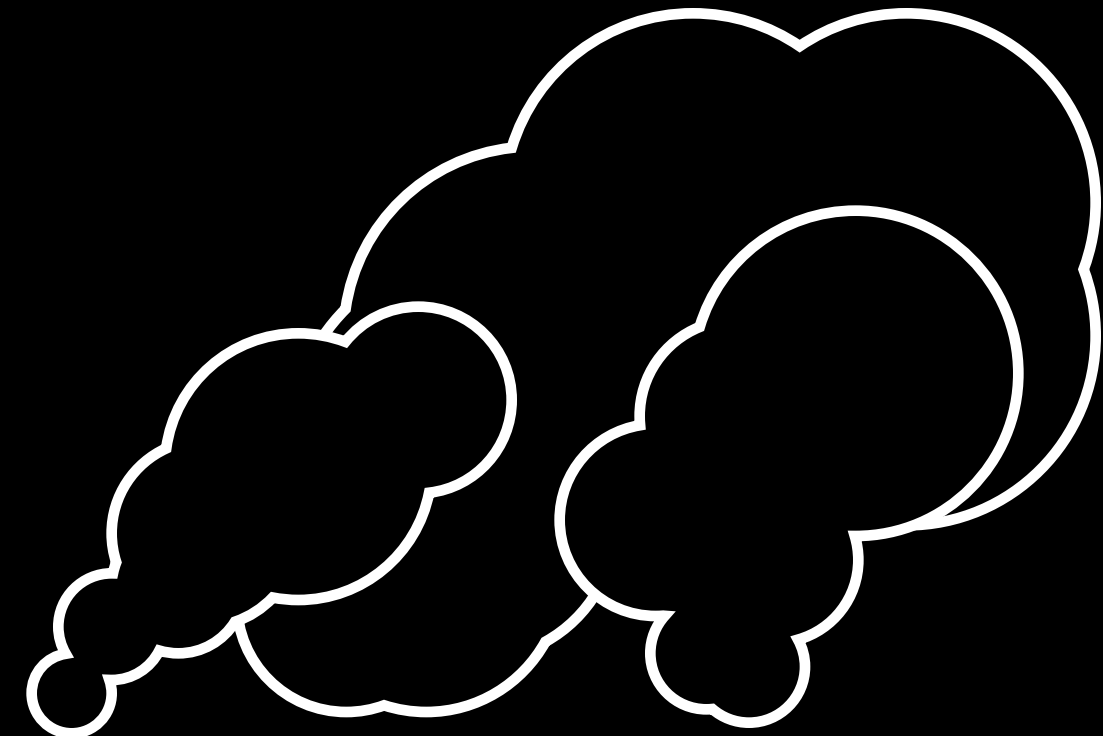
SRC: [HTTP://NEWS.BBC.CO.UK](http://news.bbc.co.uk)

WE SHAPE OUR TOOLS, AND OUR TOOLS SHAPE US



1.

STEAM



MECHANIZATION, FACTORIES,
STEAM PLANTS, STEAM SHIPS,
STEAM TRAINS, EARLY
GLOBALIZATION

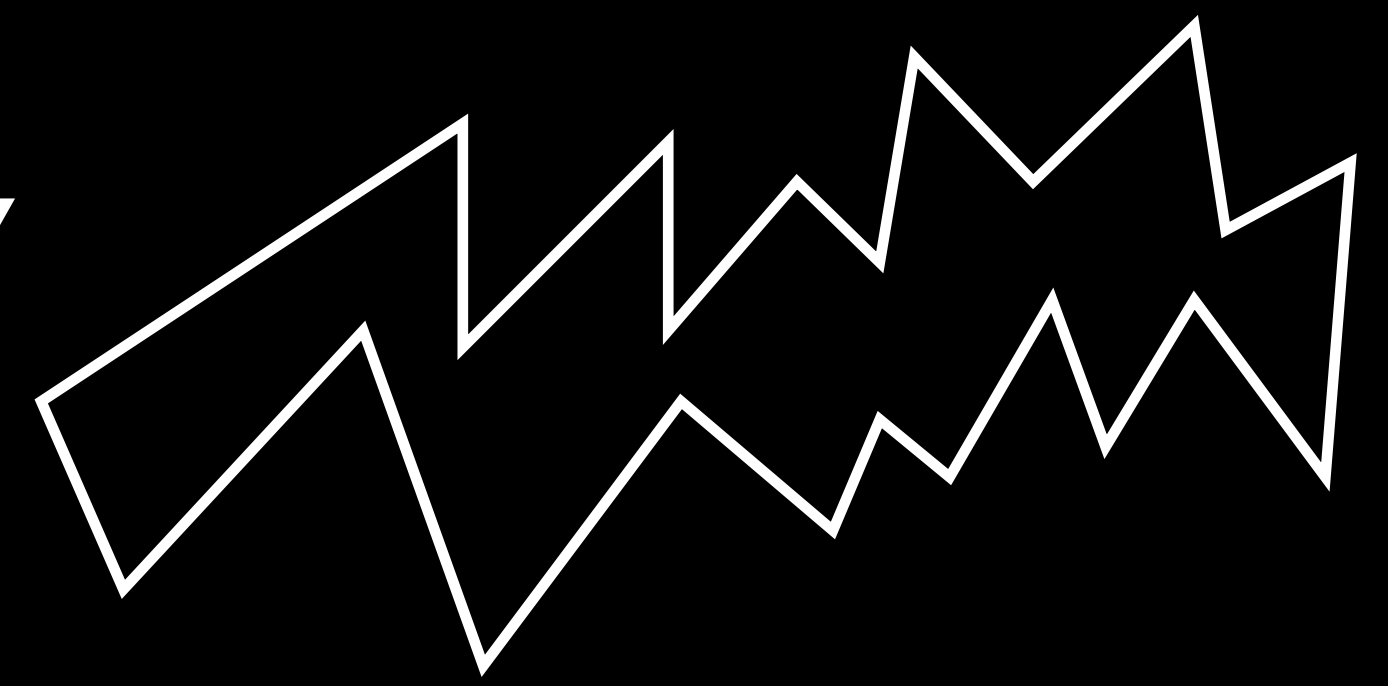
1.

STEAM

MECHANIZATION, FACTORIES,
STEAM PLANTS, STEAM SHIPS,
STEAM TRAINS, EARLY
GLOBALIZATION

2.

ELECTRICITY



ACCESIBLE POWER, LIGHTING,
MOTORS, REFRIGERATION,
ASSEMBLY LINES, MASS
PRODUCTION

1.

STEAM

MECHANIZATION, FACTORIES,
STEAM PLANTS, STEAM SHIPS,
STEAM TRAINS, EARLY
GLOBALIZATION

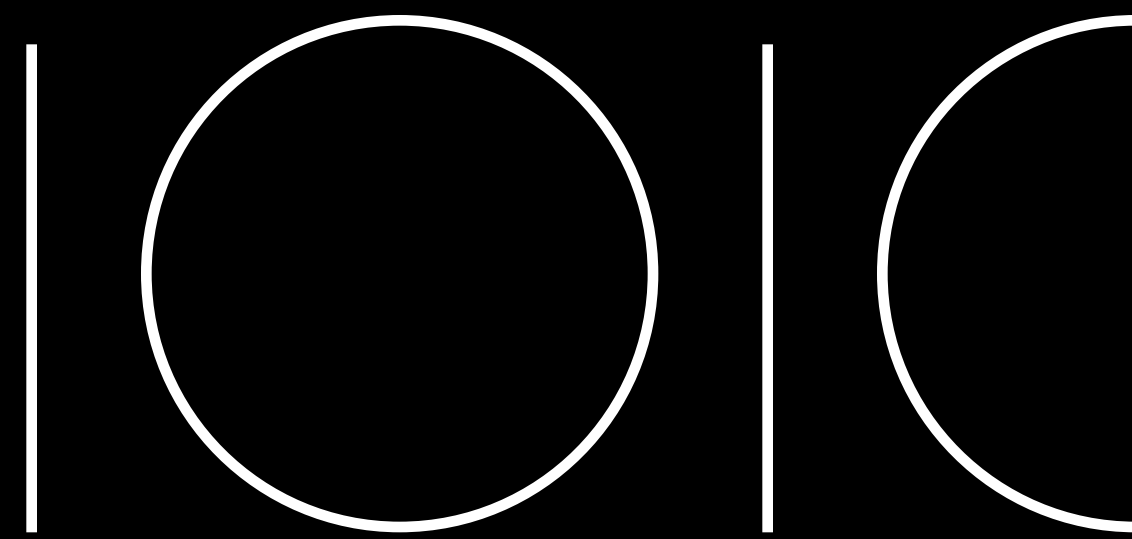
2.

ELECTRICITY

ACCESIBLE POWER, LIGHTING,
MOTORS, REFRIGERATION,
ASSEMBLY LINES, MASS
PRODUCTION

3.

COMPUTING



PERSONAL COMPUTERS, DATA,
PROGRAMMING, AUTOMATION,
INTERNET, ELECTRONICS, GUI,
MOBILE PHONE, EMAIL, WEB

1.

STEAM

MECHANIZATION, FACTORIES,
STEAM PLANTS, STEAM SHIPS,
STEAM TRAINS, EARLY
GLOBALIZATION

3.

COMPUTING

PERSONAL COMPUTERS, DATA,
PROGRAMMING, AUTOMATION,
INTERNET, ELECTRONICS, GUI,
MOBILE PHONE, EMAIL, WEB

2.

ELECTRICITY

ACCESIBLE POWER, LIGHTING,
MOTORS, REFRIGERATION,
ASSEMBLY LINES, MASS
PRODUCTION

4.

CONNECTEDNESS

CYBER SYSTEMS, BIG DATA,
AUTONOMOUS MACHINES,
AI, SMART TECHNOLOGIES,
BIOTECH, ROBOTICS, >>>



TERM

“KNOWLEDGE
WORKERS”

PETER DRUCKER

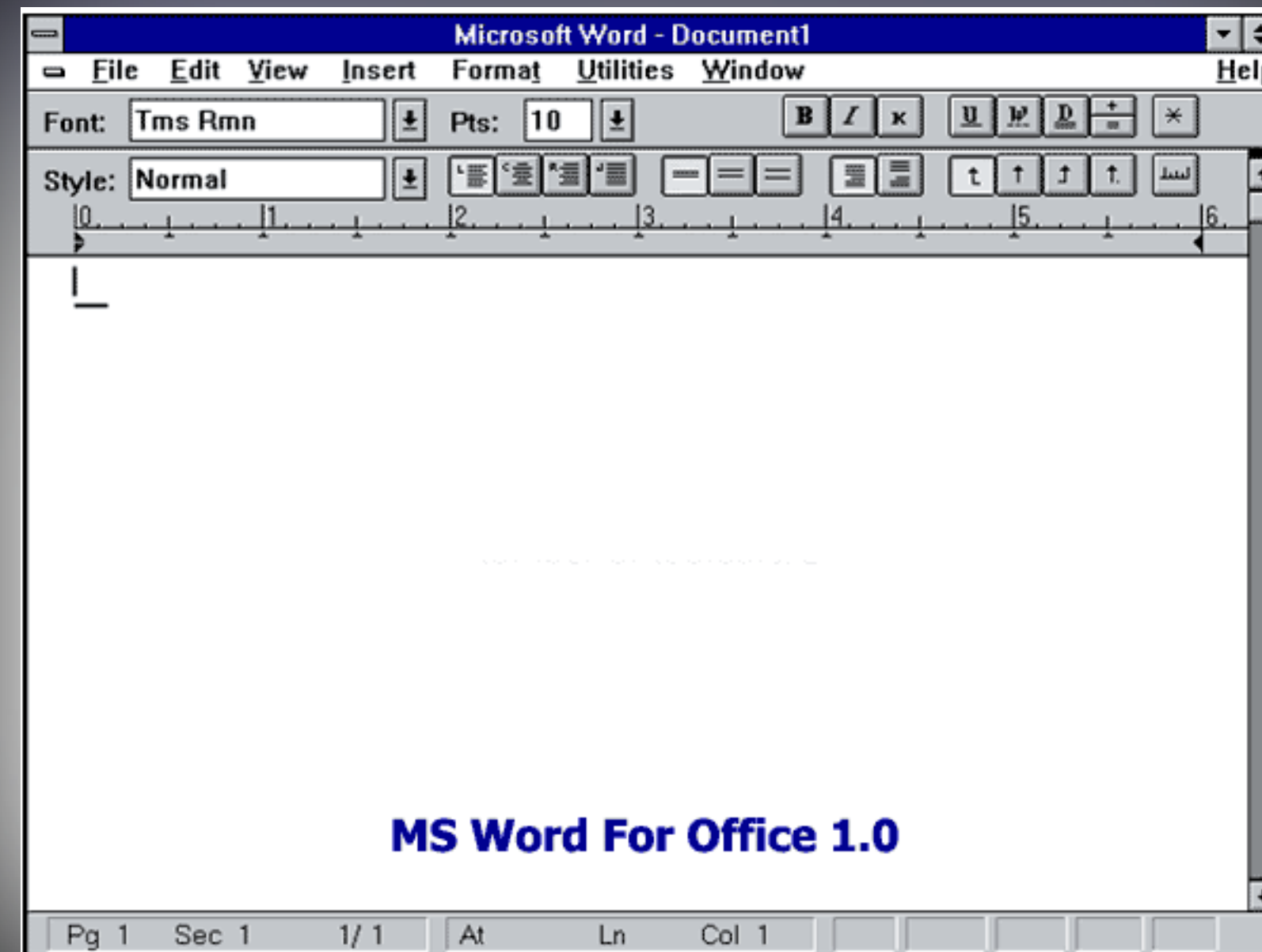
I.PAST

“THE LANDMARKS OF TOMORROW”

1959

"THE MOST VALUABLE ASSET OF
A 21ST-CENTURY INSTITUTION,
WHETHER BUSINESS OR NON-
BUSINESS, WILL BE ITS
KNOWLEDGE WORKERS AND
THEIR PRODUCTIVITY."

1990



I.PAST

MS WORD, OFFICE 1.0

1990



Adobe Photoshop™

Macintosh version 1.0.7

Thomas Knoll, John Knoll, Steve Guttman
and Russell Brown

Copyright ©1989-90 Adobe Systems Incorporated.
All rights reserved. Adobe Photoshop and the
Adobe Photoshop logo are trademarks of Adobe
Systems Incorporated.

Personalized for:
Ref & Pres Library
Apple Computer, Inc.
PCA107000073-629

MacApp™ ©1985, 1986, 1987 Apple Computer, Inc.

About Plug-Ins?

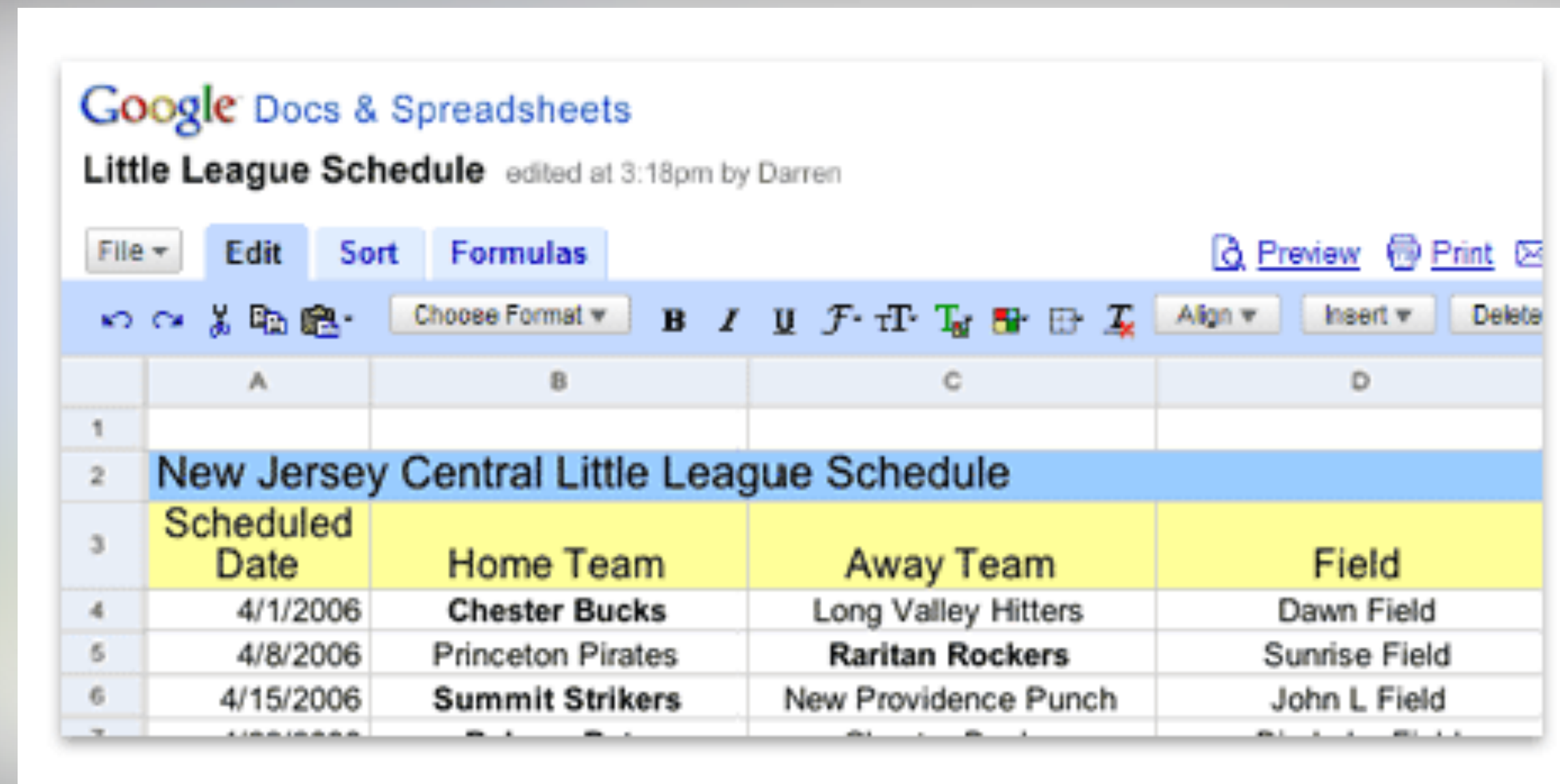
OK

The screenshot shows the Salesforce.com website homepage from 1999. The top navigation bar includes links for HOME, ACCOUNTS, CONTACTS, OPPORTUNITIES, FORECASTS, and REPORTS, along with a Login/Help link. The main content area is divided into several sections:

- Account Sign-up Bonus:** Get complementary Zig Ziglar tape when you open a Salesforce account by June 30, 1999!
- SALESFORCE.COM Highlights:**
 - Free Membership:** Sign up now for the free single user membership. Keep an eye on your sales pipeline to help you manage your individual forecast.
 - Forecast your company's sales pipeline:** Use the advanced team features to forecast your entire organization's sales.
- New to SALESFORCE.COM?:** Follow me and see what you get. [Show me](#)
- Sales Automation for the masses:** No longer do you have to choose between low end contact management systems and expensive enterprise Sales Automation packages requiring huge investments of time and money. Sign up now and automate your sales process. It's that easy.
- Customer Testimonials:**
 - Before I joined SALESFORCE.COM, I thought I was destined to be priced out of sales automation solutions for my company. — Joe Smoe from Cocomo
 - SALESFORCE.COM allowed me to actually start predicting sales for my company. Trying to organize scraps of paper, emails, phone calls and spreadsheets into some semblance of a forecast was next to impossible. — Mary Monday, Advanced Acrobatics Agency
- About our security:** SALESFORCE.COM has some of the most advanced technology for Web Security. We use Netscape's state-of-the-art Secure Commerce Server technology to secure transactions over the Internet. When you access our site using Netscape Navigator or Microsoft Internet Explorer, this method of security protects your communications through server authentication and data encryption.

The right sidebar contains several sections:

- Already a user?:** Username: Password: [Login now!](#)
- Customer Support:** [Sign Up](#), [Products and Services](#), [Search](#), [Site Map](#), [Problems and Questions](#), [Contact Us](#)
- Offers and Promotions:**
 - Take the [SALESFORCE.COM tour](#) and become eligible to win a copy of *Rethinking the Sales Force: Redefining Selling to Create and Capture Customer Value* by Rackham and DeVincentis
- Sponsorship and Events:**
 - Latest issue of [Sales & Field Force Automation](#)
 - Chat with [Robert L. Jolles, author of Customer Centered Selling: Eight Steps to Success from the World's Best Sales Force](#)

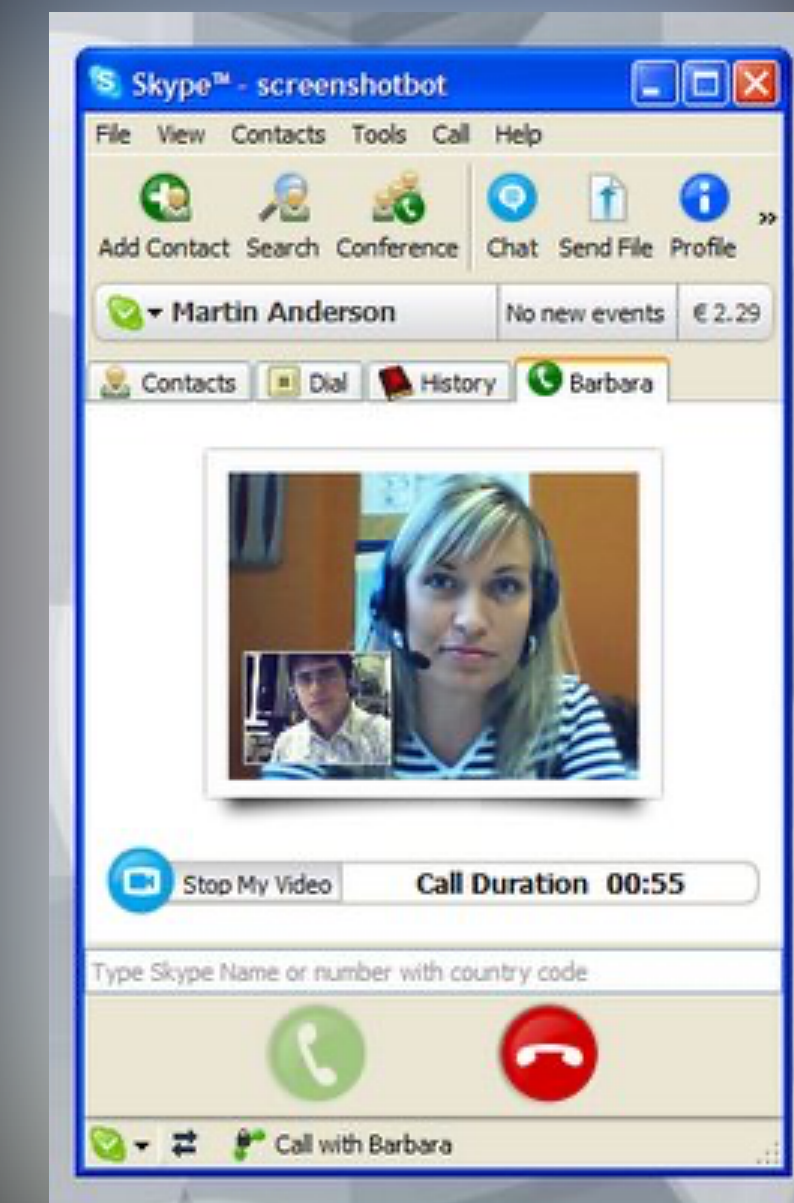


Google Docs & Spreadsheets
Little League Schedule edited at 3:18pm by Darren

File Edit Sort Formulas Preview Print

Choose Format B I U F T T+ T- T+ T- Align Insert Delete

	A	B	C	D
1				
2	New Jersey Central Little League Schedule			
3	Scheduled Date	Home Team	Away Team	Field
4	4/1/2006	Chester Bucks	Long Valley Hitters	Dawn Field
5	4/8/2006	Princeton Pirates	Raritan Rockers	Sunrise Field
6	4/15/2006	Summit Strikers	New Providence Punch	John L Field





II. PRESENT

29 SEP 2021

PRE-COVID →→→→→ 29 SEP 2021 →→→→→ POST-COVID

PRE-COVID

COVID

[1] IN-PERSON / DISTRIBUTED / REMOTE →→→→→→→→→ REMOTE

PRE-COVID

COVID

[1] IN-PERSON / DISTRIBUTED / REMOTE →→→→→→→→→→ REMOTE

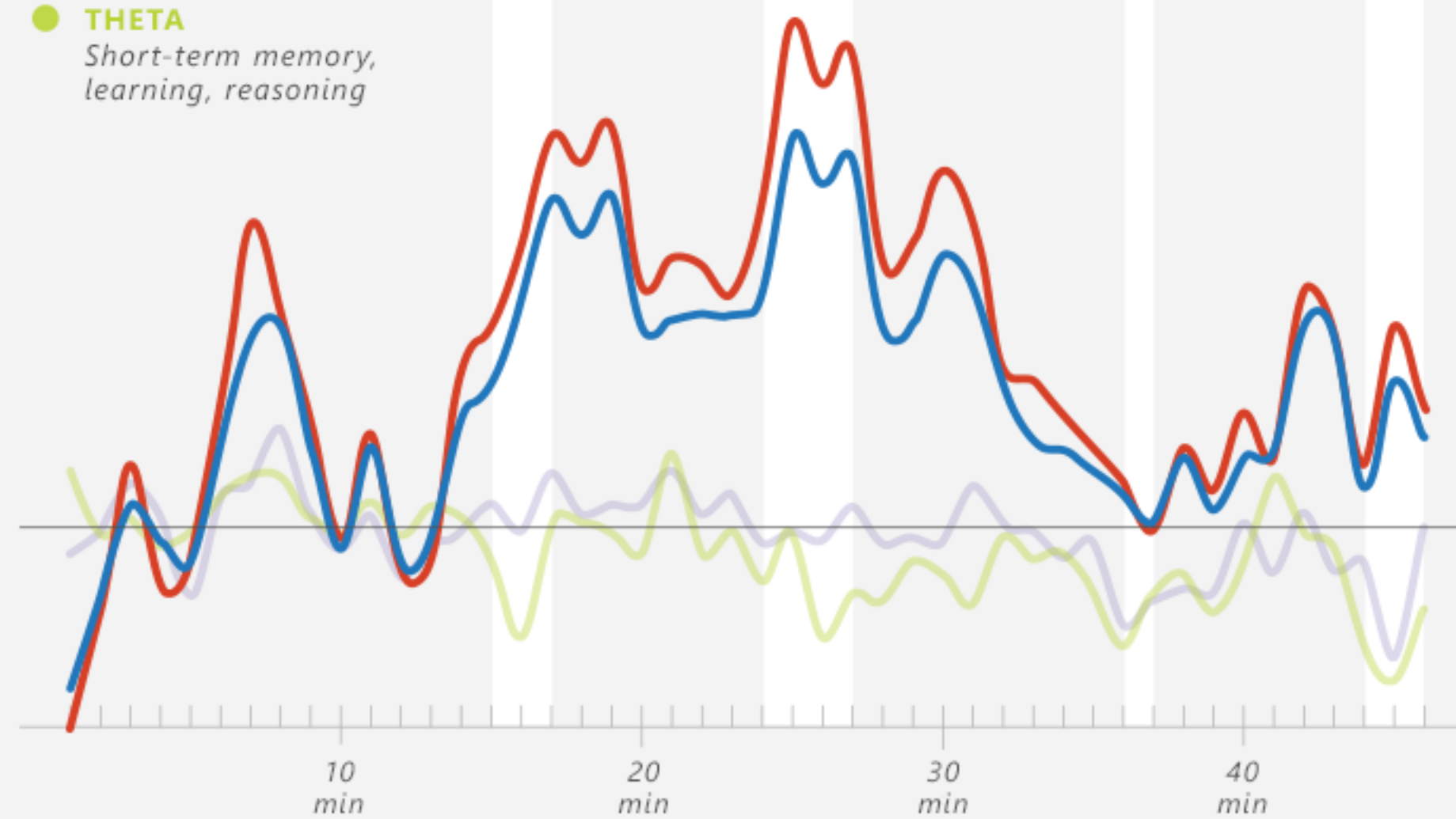
[2] WORK-LIFE BALANCE →→→→→→→→→→ ZOOM FATIGUE / BURNOUT

Microsoft 365

Brainwaves reveal sustained concentration in video meetings leads to fatigue

Source: Study conducted by Microsoft which monitored the brain activity of 12 people using physiological signal monitoring (electrophysiological monitoring method [EEG] & heart rate) April 4 - May 1, 2020.

- GAMMA**
Integrating multiple senses & information
- BETA**
Concentration, anxiety
- ALPHA**
Calm, relaxed
- THETA**
Short-term memory, learning, reasoning



[1] IN-PERSON / DISTRIBUTED / REMOTE →→→→→→→→→ REMOTE

[2] WORK-LIFE BALANCE →→→→→→→→→ ZOOM FATIGUE / BURNOUT

PRE-COVID

COVID

[1] IN-PERSON / DISTRIBUTED / REMOTE →→→→→→→→→→ REMOTE

[2] WORK-LIFE BALANCE →→→→→→→→→→ ZOOM FATIGUE / BURNOUT

[3] WELL-ESTABLISHED NORMS →→→→→→→→→→ NEW PARADIGMS



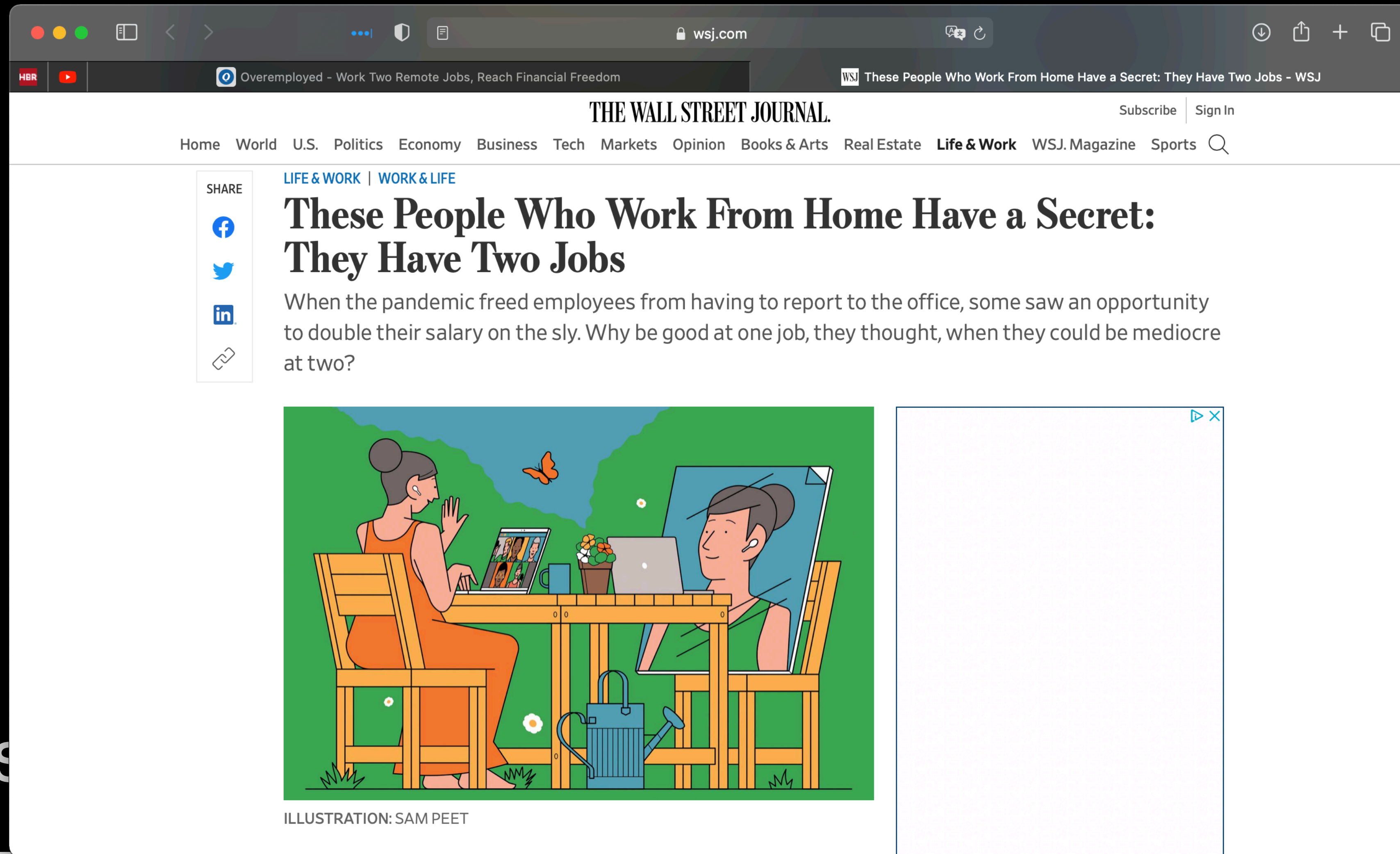
[1] IN-PERSON / DISTRIBUTED / REMOTE →→→→→→→→→ REMOTE

[2] WORK-LIFE BALANCE →→→→→→→→→ ZOOM FATIGUE / BURNOUT

[3] WELL-ESTABLISHED NORMS →→→→→→→→→ NEW PARADIGMS

- [1] IN-PERSON / DISTRIBUTED / REMOTE →→→→→→→→→→ REMOTE
- [2] WORK-LIFE BALANCE →→→→→→→→→→ ZOOM FATIGUE / BURNOUT
- [3] WELL-ESTABLISHED NORMS →→→→→→→→→→ NEW PARADIGMS
- [4] LOCAL TALENT POOL →→→→→→→→→→ GLOBAL TALENT MARKET

- [1] IN-PERSON / DISTRIBUTED / REMOTE →→→→→→→→→→ REMOTE
- [2] WORK-LIFE BALANCE →→→→→→→→→→ ZOOM FATIGUE / BURNOUT
- [3] WELL-ESTABLISHED NORMS →→→→→→→→→→ NEW PARADIGMS
- [4] LOCAL TALENT POOL →→→→→→→→→→ GLOBAL TALENT MARKET
- [5] UNEMPLOYMENT / EMPLOYMENT →→→→→→→→→→ OVEREMPLOYMENT



[1] IN-PERS

[2] WORK-L

[3] WELL-ESTABLISHED NORMS →→→→→→→→→→ NEW PARADIGMS

[4] LOCAL TALENT POOL →→→→→→→→→→ GLOBAL TALENT MARKET

[5] UNEMPLOYMENT / EMPLOYMENT →→→→→→→→→→ OVEREMPLOYMENT

→ REMOTE

BURNOUT



[1] IN-PERS

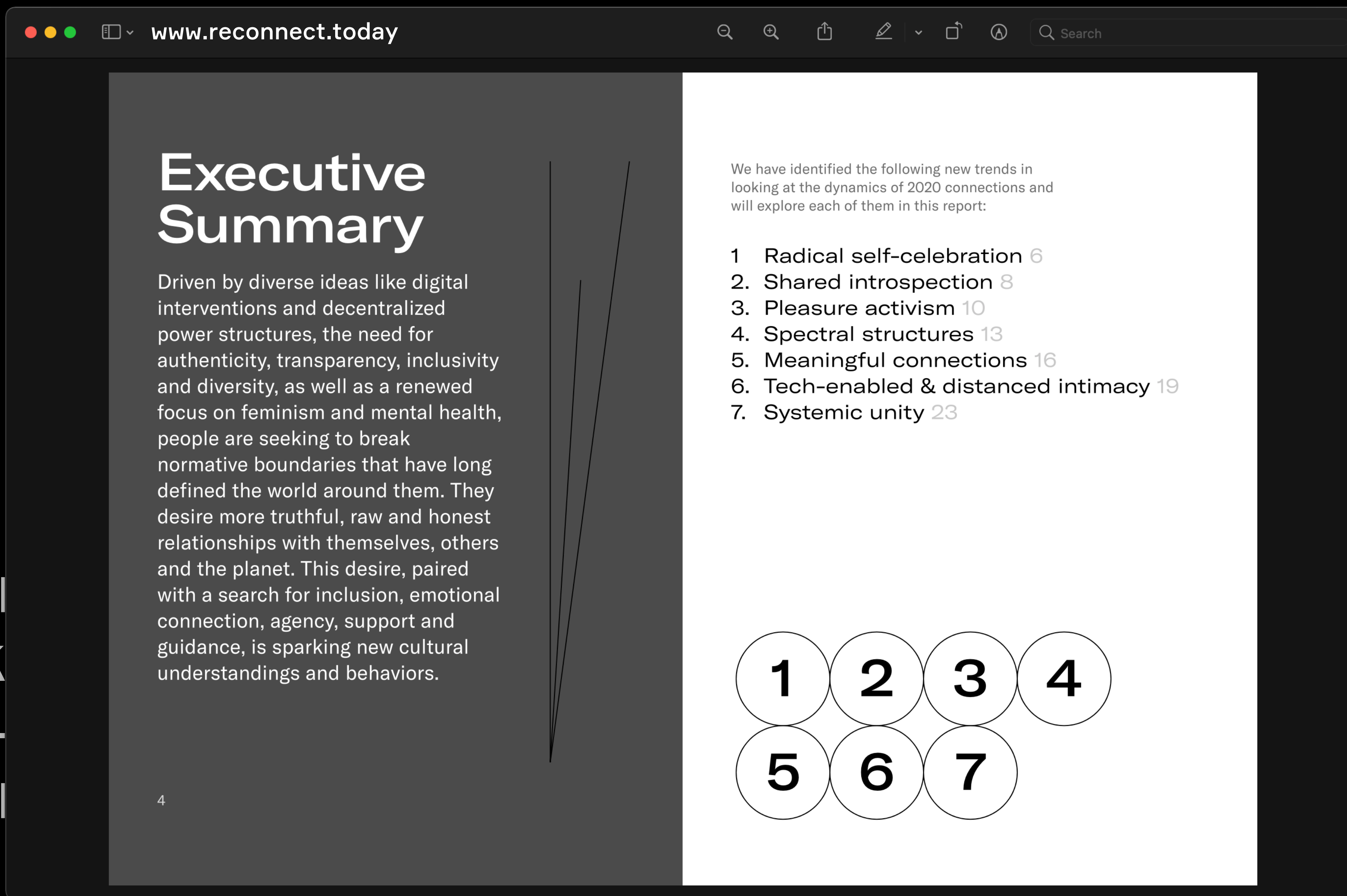
[2] WORK-L

[3] WELL-ESTABLISHED NORMS →→→→→→→→→→ NEW PARADIGMS

[4] LOCAL TALENT POOL →→→→→→→→→→ GLOBAL TALENT MARKET

[5] UNEMPLOYMENT / EMPLOYMENT →→→→→→→→→→ OVEREMPLOYMENT

→ REMOTE BURNOUT



[1] IN-PE

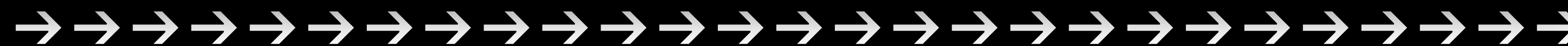
[2] WORK

[3] WELL-

[4] LOCAL

[5] UNEM

[6] PHYSICAL



REMOTE

BURNOUT

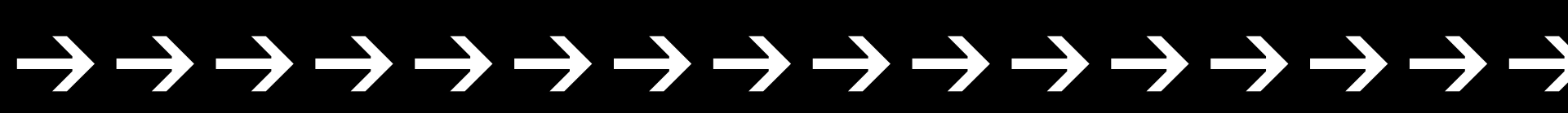
RADIGMS

MARKET

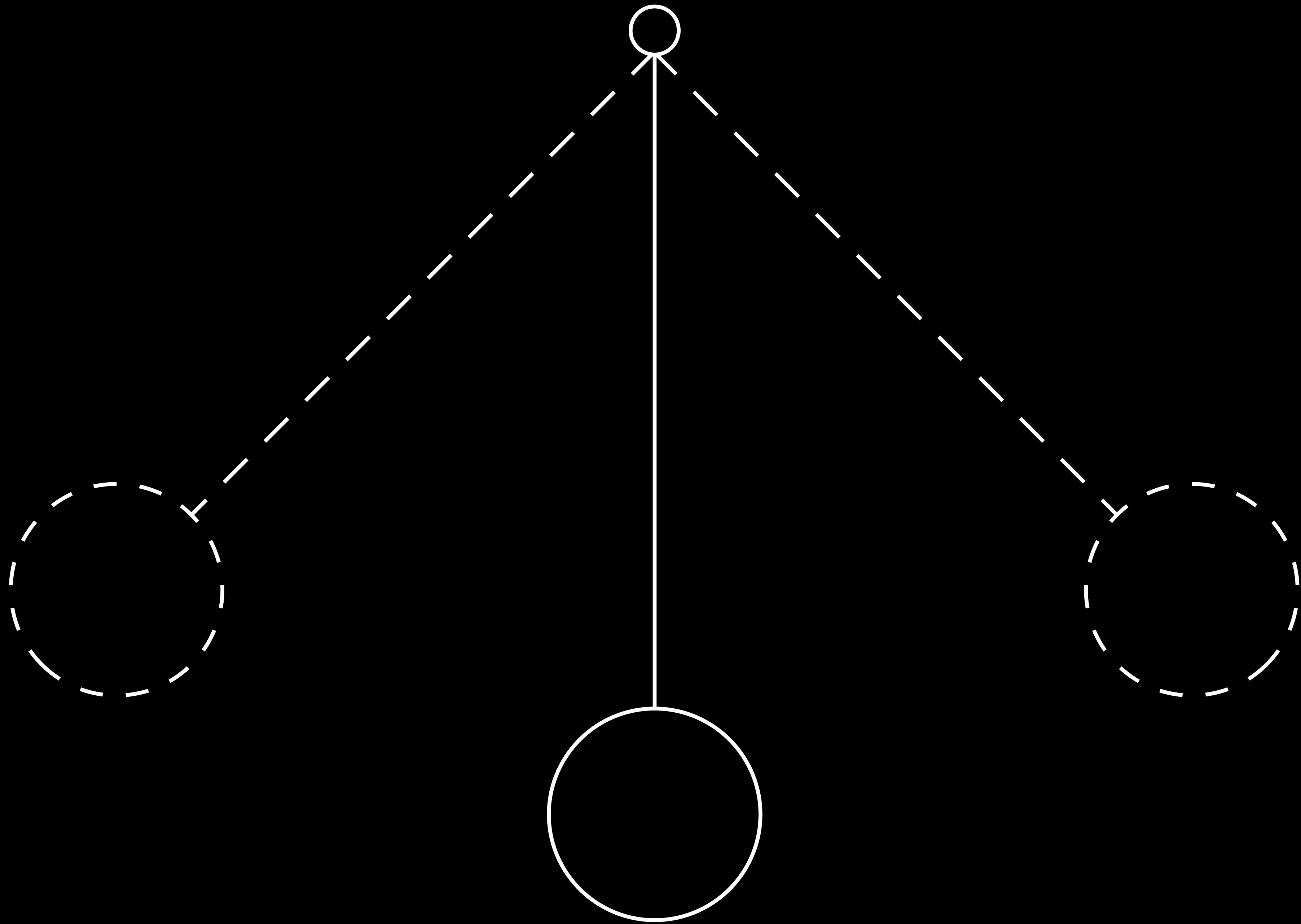
LOYMENT

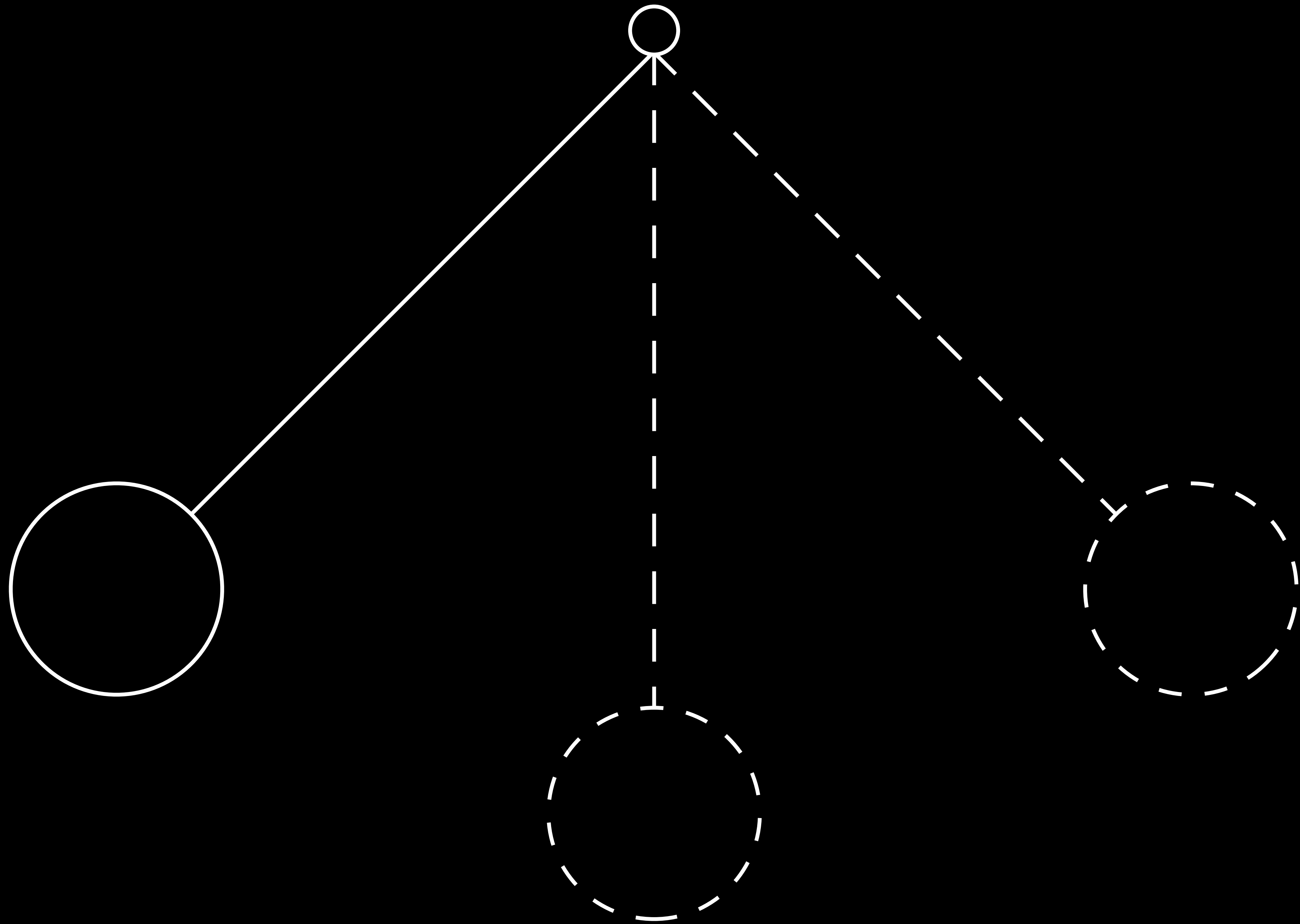
DIGITAL

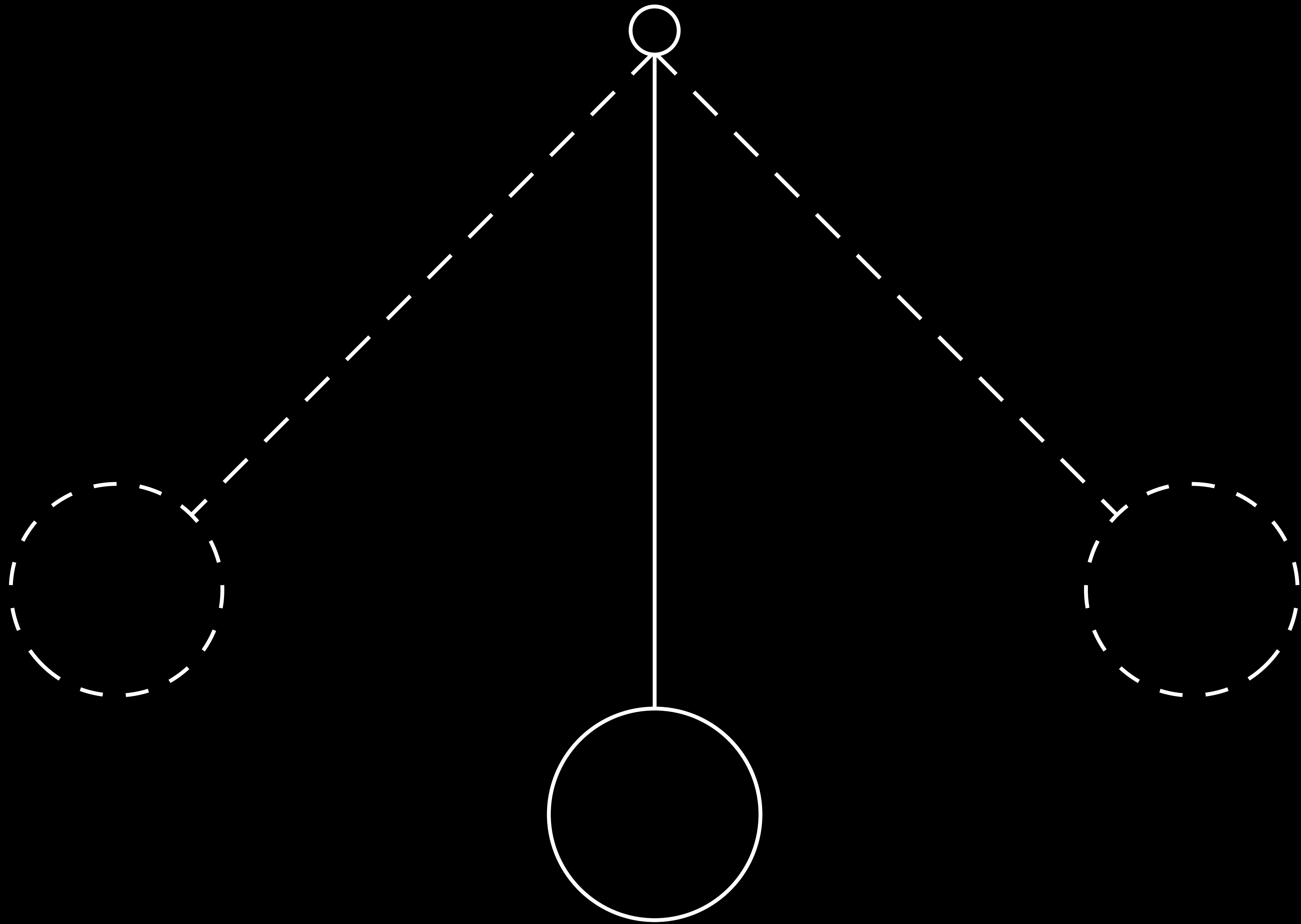
[7] SOCIAL CONNECTIONS

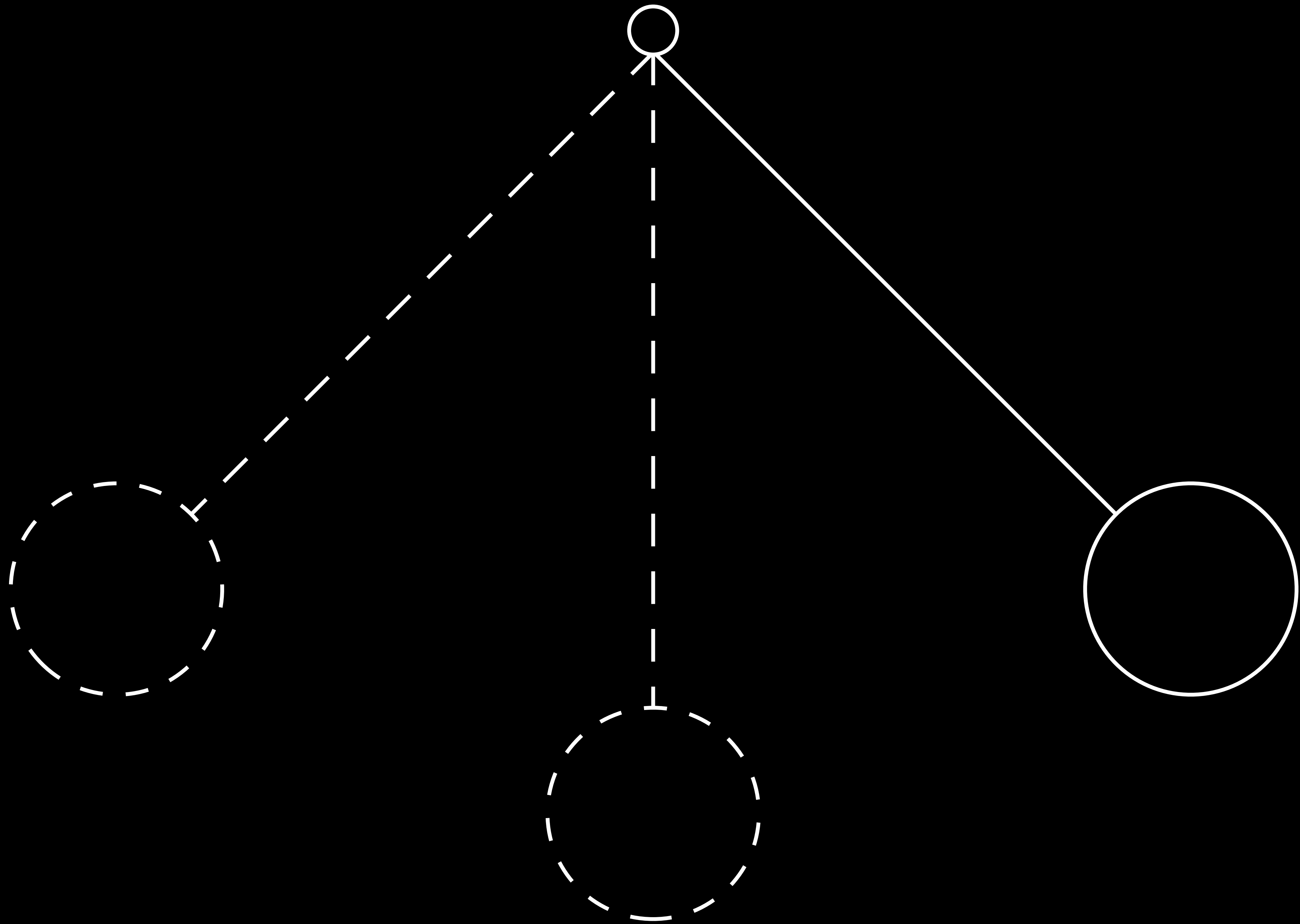


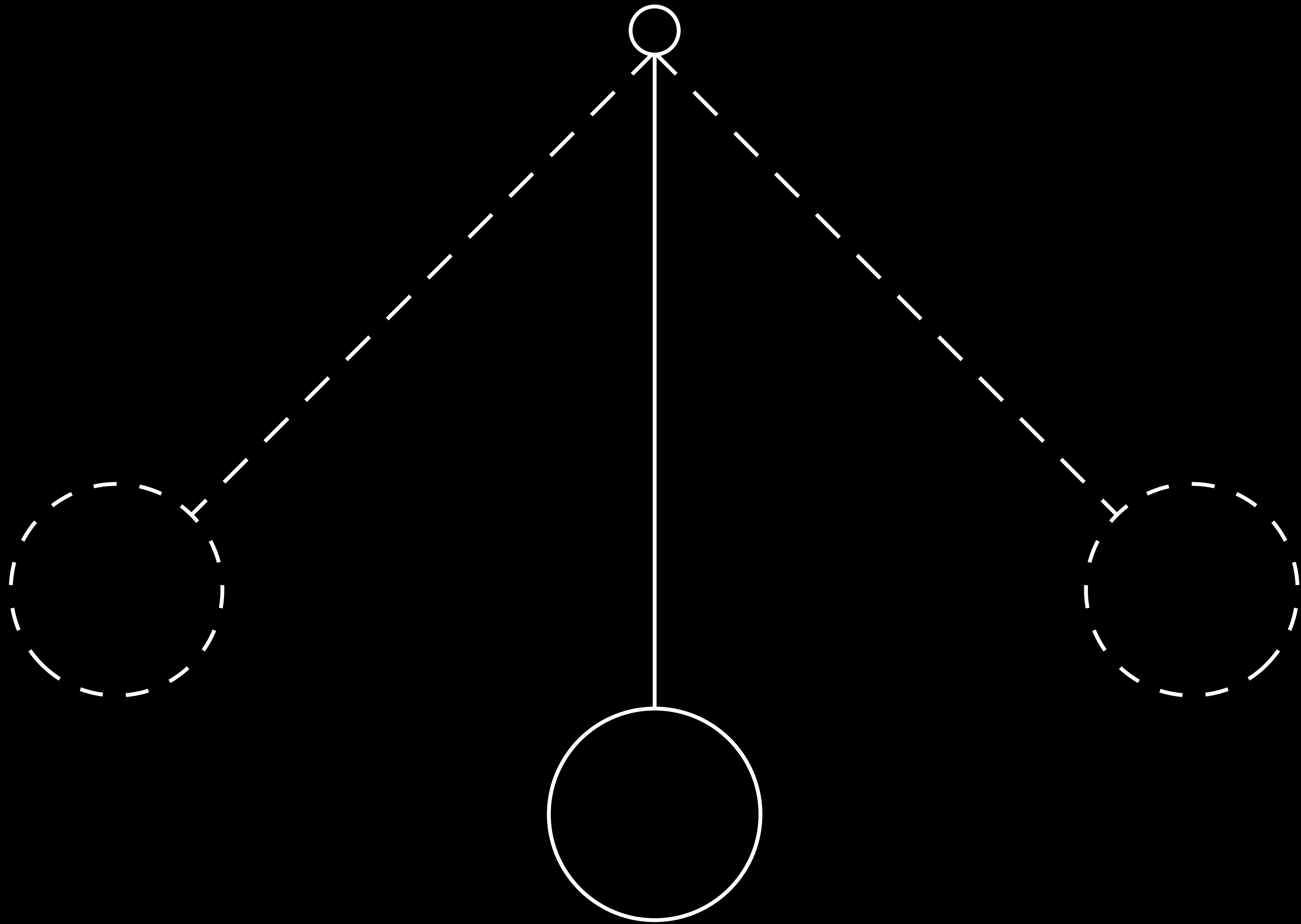
DISCONNECT











Illustrative

● Before pandemic

◆ During pandemic

■ After pandemic

COVID-19 trend

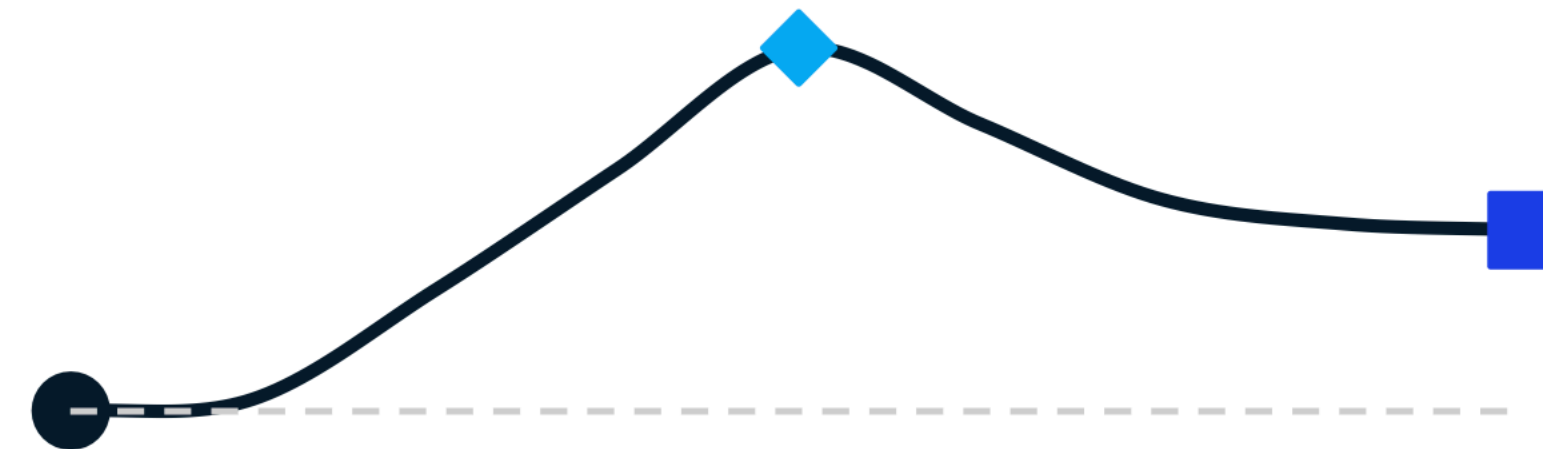
Evolution of demand over pandemic period, illustrative

Reasons why trend may or may not stick after pandemic

Remote work, travel, and virtual meetings

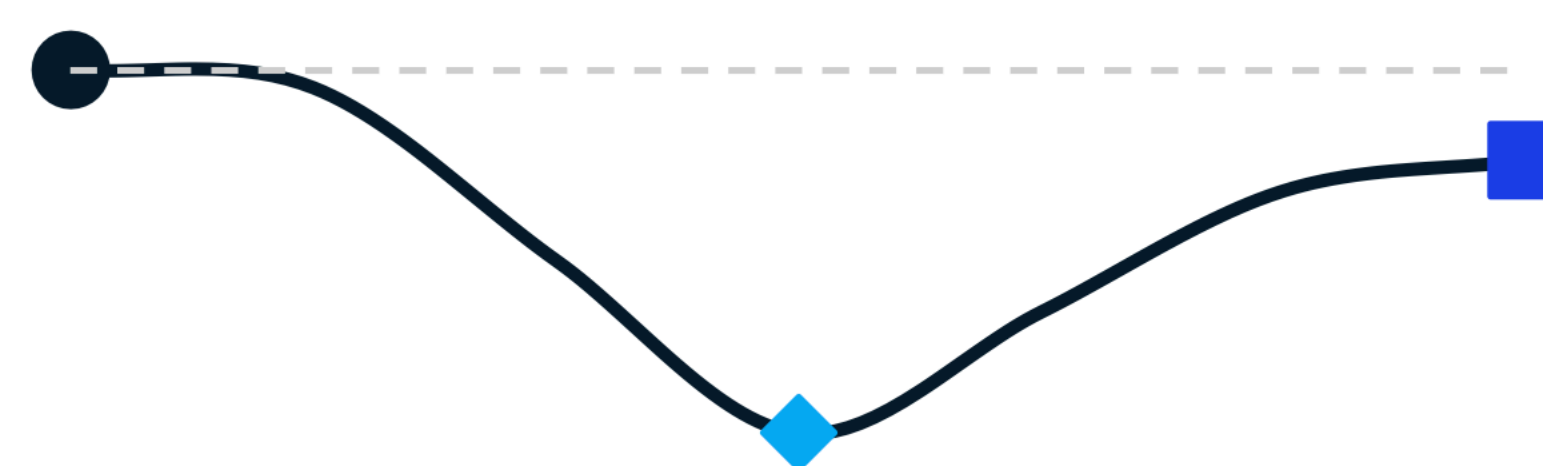


Work from home



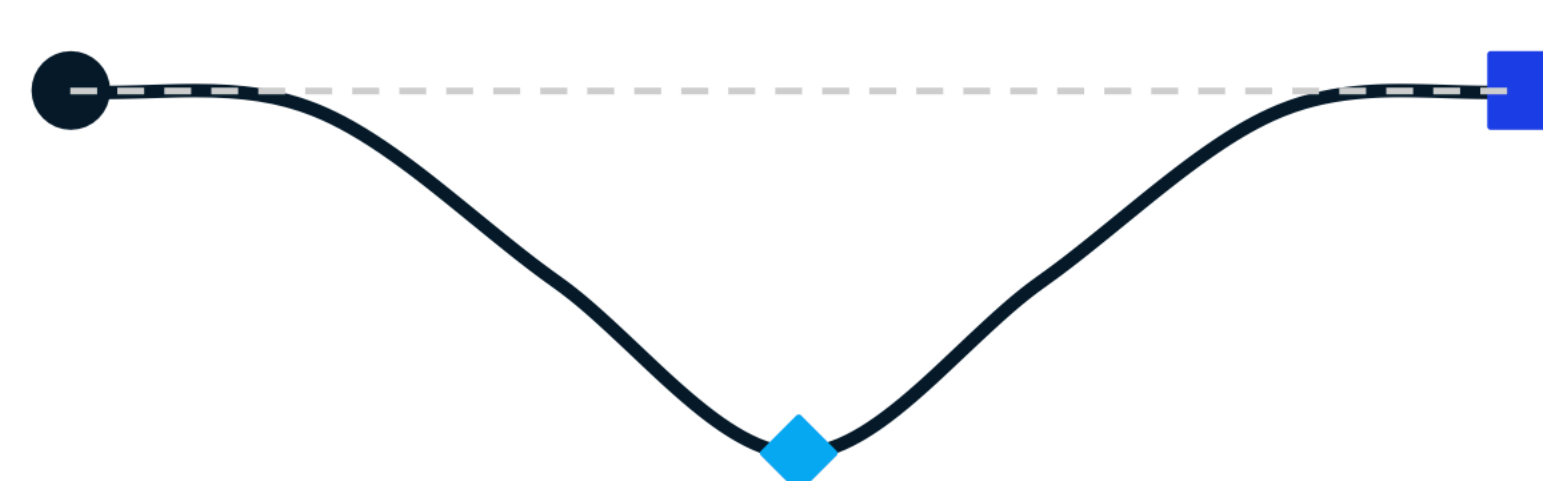
- Flexibility for workers
- Cost savings for companies
- But some tasks more effective in person

Business travel



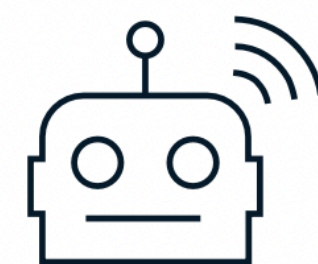
- Videoconferencing and other digital tools available as alternatives
- Cost savings for companies
- Carbon reduction goals of companies

Leisure travel

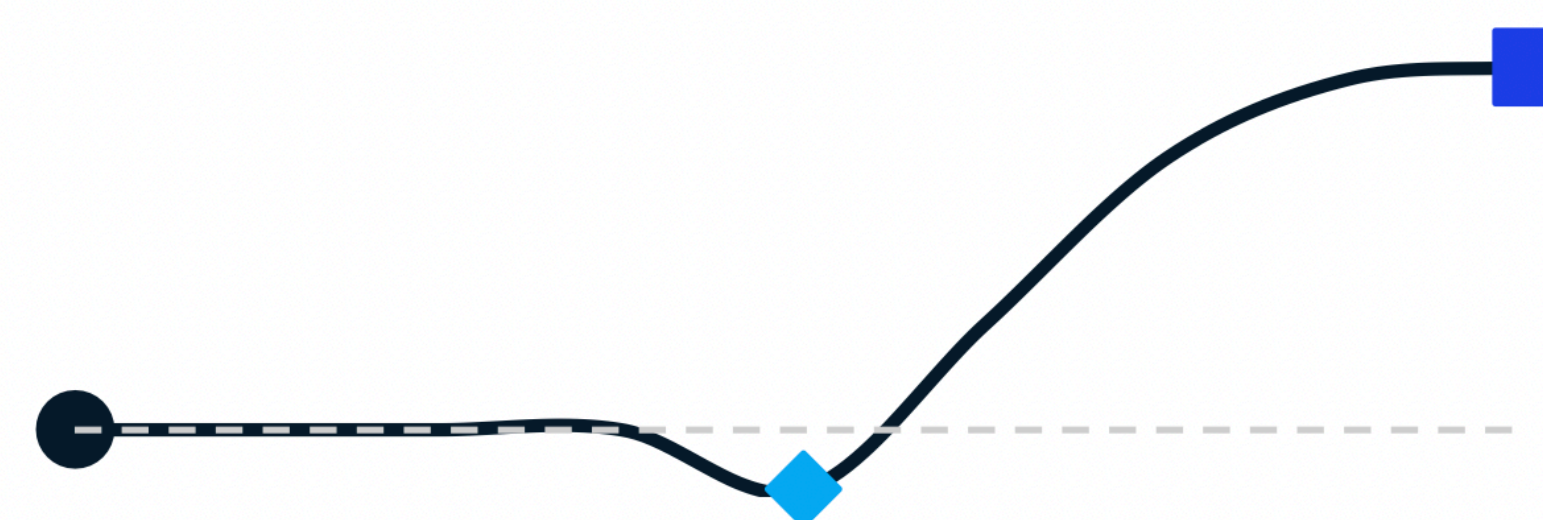


- Streaming and virtual tourism inadequate substitutes
- Leisure travel in China has surpassed prepandemic level

Automation and AI



Automation adoption



- Reasons for potential acceleration:
 - Reduce workplace density
 - Cope with demand variability
 - Improve efficiency and speed
 - Offer contact-free services

Illustrative

● Before pandemic

◆ During pandemic

■ After pandemic

COVID-19 trend

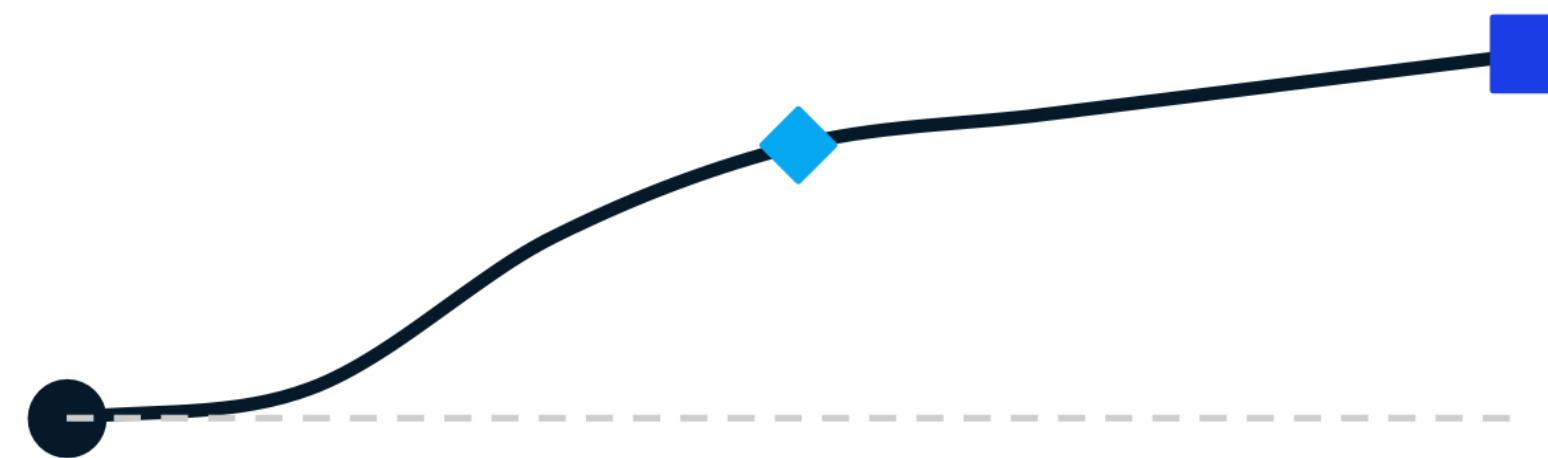
Evolution of demand over pandemic period, illustrative

Reasons why trend may or may not stick after pandemic

E-commerce and virtual transactions

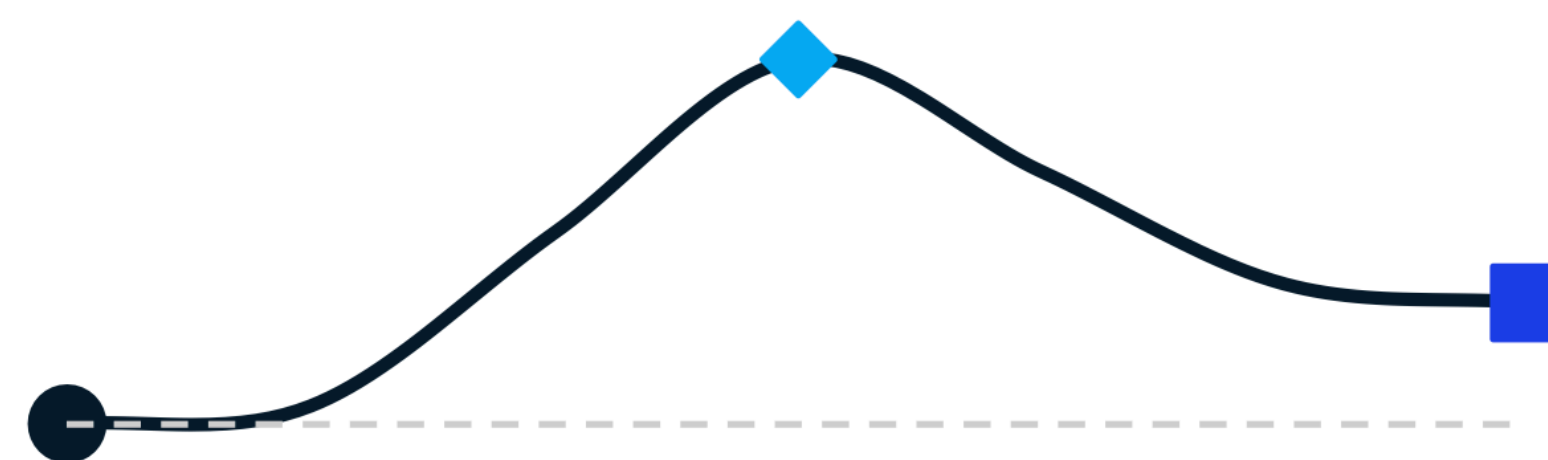


E-commerce penetration



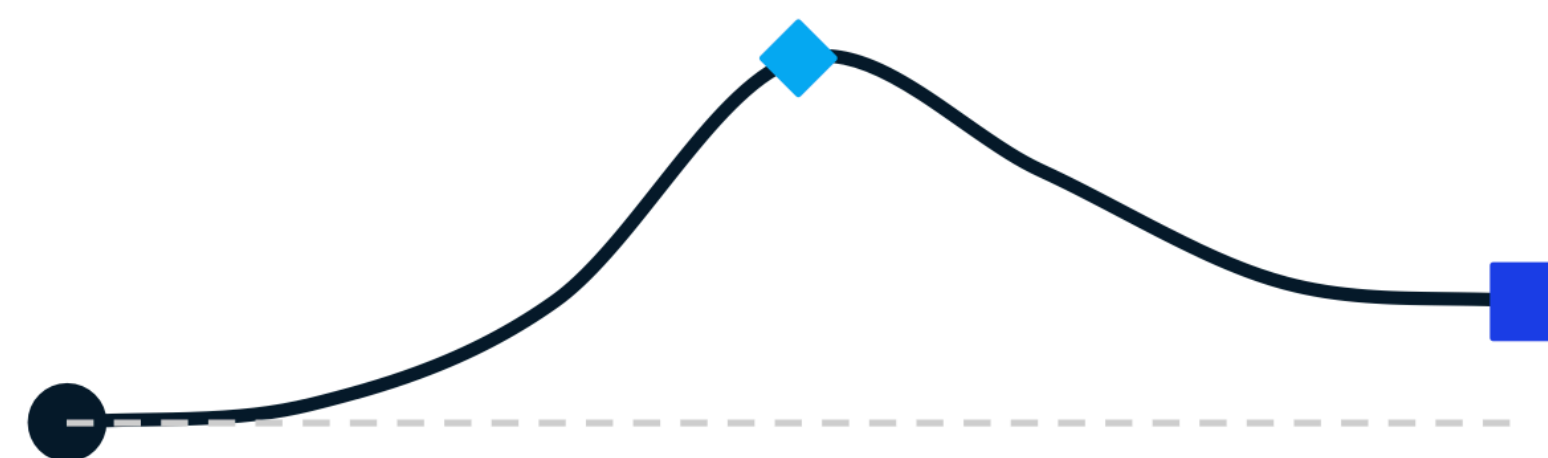
- Convenience for consumers
- Surge in new users during pandemic
- Rising adoption of digital payments during the pandemic

Restaurant delivery



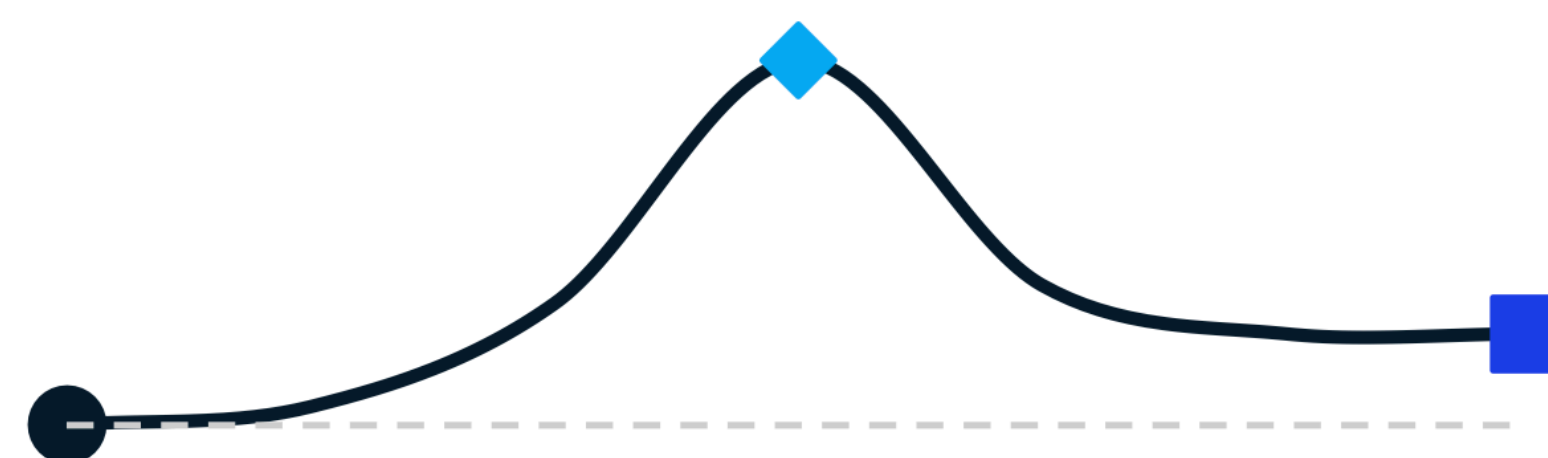
- Convenience for consumers, replacing some home cooking and meals out
- But also return to dining in restaurants once health concerns wane

Online grocery shopping



- Convenience for consumers
- Surge in new users during pandemic
- Efficiency for grocers
- Some return to in-person shopping, such as handpicking and selecting produce

Online education



- Corporate training and postsecondary education move to hybrid model
- But online schooling ineffective for younger ages

III.FUTURE

DISCLAIMER: NO ONE KNOWS THE FUTURE

**MCKINSEY'S RESEARCH IDENTIFIED
56 FOUNDATIONAL SKILLS THAT
WILL HELP CITIZENS THRIVE IN
THE FUTURE OF WORK.**

1.

COGNITIVE

2.

INTERPERSONAL

3.

SELF-LEADERSHIP

4.

DIGITAL

1.

COGNITIVE



1.

COGNITIVE

1.1 Critical thinking

1.3 Communication

1.2 Planning and ways of working

1.4 Mental flexibility

1.

COGNITIVE

1.1 Critical thinking

- Structured problem solving
- Logical reasoning
- Understanding biases
- Seeking relevant information

1.2 Planning and ways of working

1.3 Communication

1.4 Mental flexibility

1.

GOGNITIVE

1.1 Critical thinking

- Structured problem solving
- Logical reasoning
- Understanding biases
- Seeking relevant information

1.2 Planning and ways of working

- Work-plan development
- Time management and prioritization
- Agile thinking

1.3 Communication

1.4 Mental flexibility

1.

GOGNITIVE

1.1 Critical thinking

- Structured problem solving
- Logical reasoning
- Understanding biases
- Seeking relevant information

1.2 Planning and ways of working

- Work-plan development
- Time management and prioritization
- Agile thinking

1.3 Communication

- Storytelling and public speaking
- Asking the right questions
- Synthesizing messages
- Active listening

1.4 Mental flexibility

1.

COGNITIVE

1.1 Critical thinking

- Structured problem solving
- Logical reasoning
- Understanding biases
- Seeking relevant information

1.2 Planning and ways of working

- Work-plan development
- Time management and prioritization
- Agile thinking

1.3 Communication

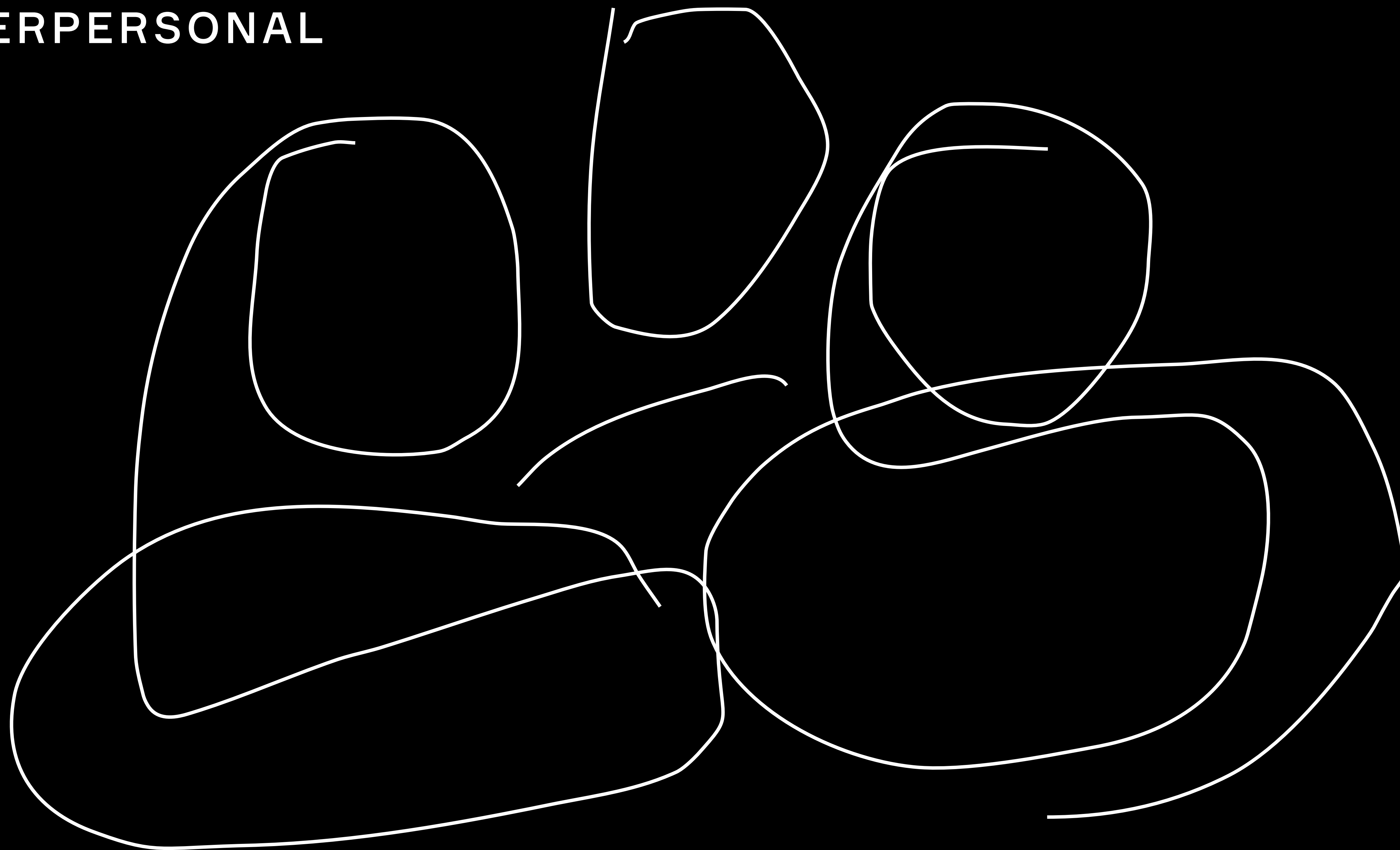
- Storytelling and public speaking
- Asking the right questions
- Synthesizing messages
- Active listening

1.4 Mental flexibility

- Creativity and imagination
- Translating knowledge to different contexts
- Adopting a different perspective
- Adaptability
- Ability to learn

2.

INTERPERSONAL



2. INTERPERSONAL

2.1 Mobilizing systems

2.3 Teamwork effectiveness

2.2 Developing relationships

2. INTERPERSONAL

2.1 Mobilizing systems

- Role modeling
- Win–win negotiations
- Crafting an inspiring vision
- Organizational awareness

2.2 Developing relationships

2.3 Teamwork effectiveness

2. INTERPERSONAL

2.1 Mobilizing systems

- Role modeling
- Win-win negotiations
- Crafting an inspiring vision
- Organizational awareness

2.2 Developing relationships

- Empathy
- Inspiring trust
- Humility
- Sociability

2.3 Teamwork effectiveness

2. INTERPERSONAL

2.1 Mobilizing systems

- Role modeling
- Win-win negotiations
- Crafting an inspiring vision
- Organizational awareness

2.2 Developing relationships

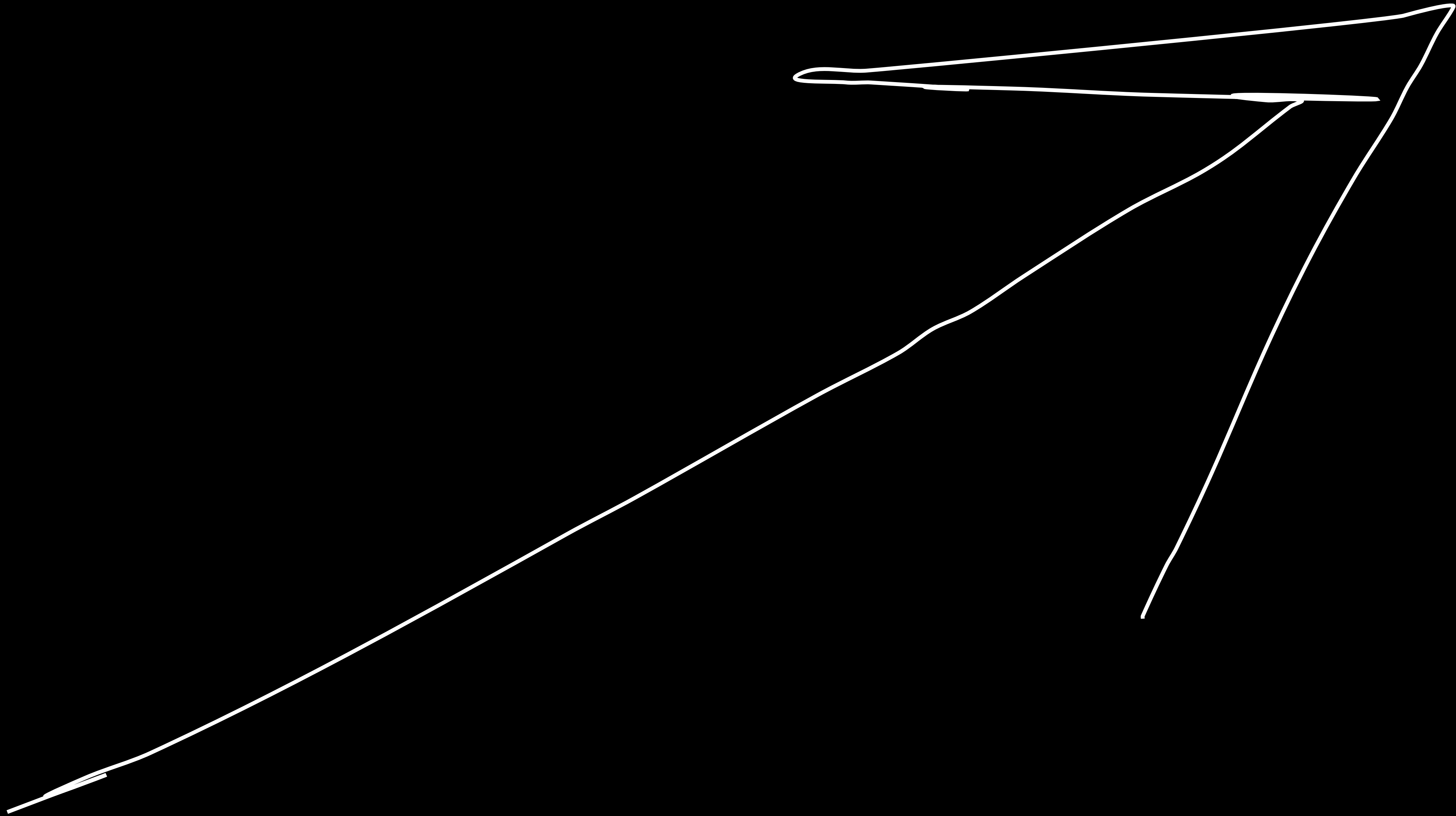
- Empathy
- Inspiring trust
- Humility
- Sociability

2.3 Teamwork effectiveness

- Fostering inclusiveness
- Motivating different personalities
- Resolving conflicts
- Collaboration
- Coaching
- Empowering

3.

SELF-LEADERSHIP



3. SELF-LEADERSHIP

3.1 Entrepreneurship

3.3 Self-awareness and self- management

3.2 Goals achievement

3.

SELF-LEADERSHIP

3.1 Entrepreneurship

- Courage and risk-taking
- Energy, passion,
- Driving change and innovation and optimism
- Breaking orthodoxies

3.2 Goals achievement

3.3 Self-awareness and self-management

3.

SELF-LEADERSHIP

3.1 Entrepreneurship

- Courage and risk-taking
- Energy, passion,
- Driving change and innovation and optimism
- Breaking orthodoxies

3.2 Goals achievement

- Ownership and decisiveness
- Grit and persistence
- Achievement orientation
- Coping with uncertainty
- Self-development

3.3 Self-awareness and self-management

3.

SELF-LEADERSHIP

3.1 Entrepreneurship

- Courage and risk-taking
- Energy, passion,
- Driving change and innovation and optimism
- Breaking orthodoxies

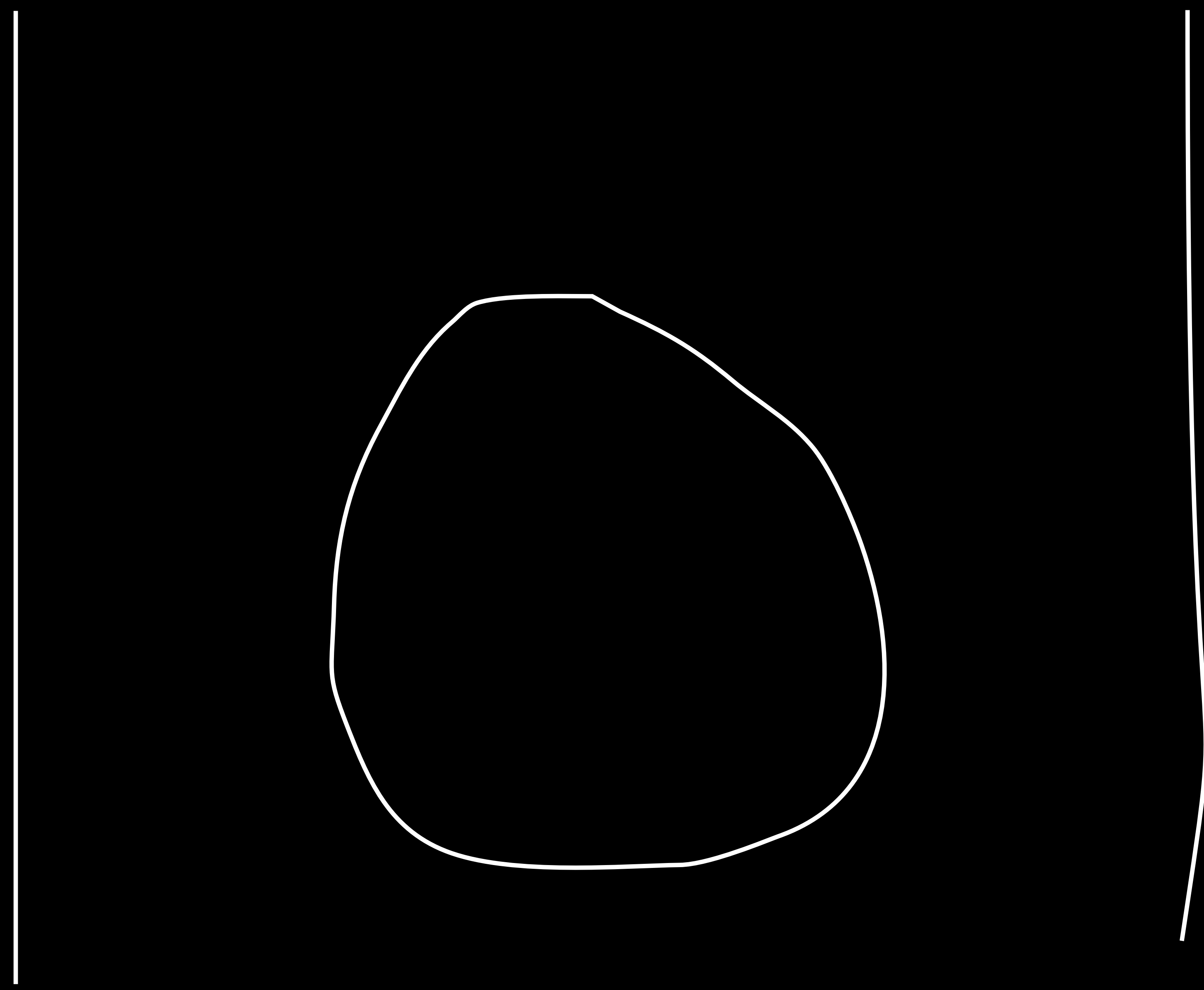
3.2 Goals achievement

- Ownership and decisiveness
- Grit and persistence
- Achievement orientation
- Coping with uncertainty
- Self-development

3.3 Self-awareness and self-management

- Understanding own emotions and triggers
- Self-control and regulation
- Understanding own strengths
- Integrity
- Self-motivation and wellness
- Self-confidence

4.
DIGITAL



4.

DIGITAL

4.1 Digital fluency & citizenship

4.3 Software use & development

4.2 Understanding digital systems

4.

DIGITAL

4.1 Digital fluency & citizenship

- Digital literacy
- Digital collaboration
- Digital learning
- Digital ethics

4.2 Understanding digital systems

4.3 Software use & development

4.

DIGITAL

4.1 Digital fluency & citizenship

- Digital literacy
- Digital collaboration
- Digital learning
- Digital ethics

4.2 Understanding digital systems

- Data literacy
- Cybersecurity literacy
- Smart systems
- Tech translation and enablement

4.3 Software use & development

4.

DIGITAL

4.1 Digital fluency & citizenship

- Digital literacy
- Digital collaboration
- Digital learning
- Digital ethics

4.2 Understanding digital systems

- Data literacy
- Cybersecurity literacy
- Smart systems
- Tech translation and enablement

4.3 Software use & development

- Programming literacy
- Computational and algorithmic thinking
- Data analysis and statistics

1.

COGNITIVE

1.1 Critical thinking

1.2 Planning and ways of working

1.3 Communication

1.4 Mental flexibility

2.

INTERPERSONAL

2.1 Mobilizing systems

2.2 Developing relationships

2.3 Teamwork effectiveness

3.

SELF-LEADERSHIP

3.1 Entrepreneurship

3.2 Goals achievement

3.3 Self-awareness and self-management

4.

DIGITAL

4.1 Digital fluency & citizenship

4.2 Understanding digital systems

4.3 Software use & development

McKinsey ranked the top three DELTAs in which proficiency predicts better for employment, high income, and job satisfaction. outcomes for employment, high income, and job satisfaction.

[1] EMPLOYMENT

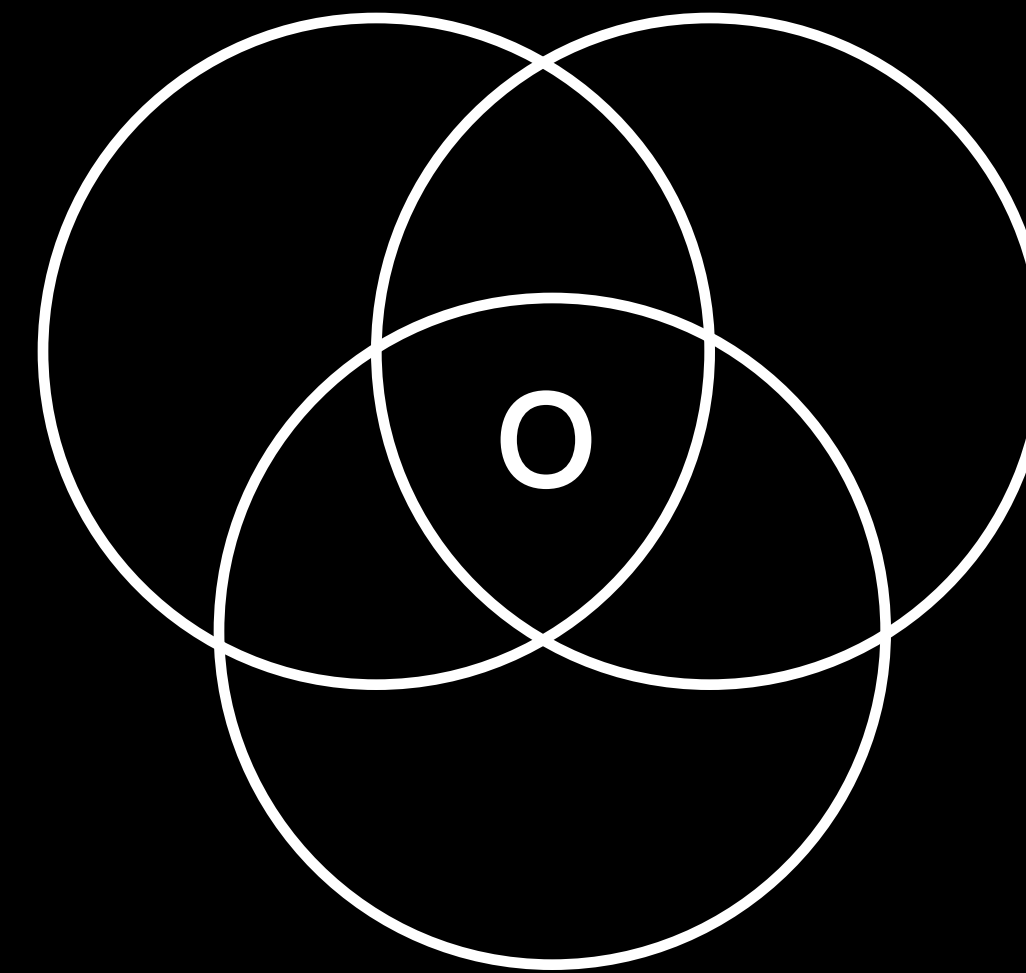
- Synthesizing messages
- Coping with uncertainty
- Adaptability

[2] HIGH INCOME

- Self-confidence
- Work-plan development
- Organizational awareness

[3] JOB SATISFACTION

- Synthesizing messages
- Coping with uncertainty
- Adaptability



D.SCHOOL: 8 CORE ABILITIES

- [1] Navigate Ambiguity
- [2] Learn from Others (People and Contexts)
- [3] Synthesize Information
- [4] Experiment Rapidly
- [5] Move Between Concrete and Abstract
- [6] Build and Craft Intentionally
- [7] Communicate Deliberately
- [8] Design your Design Work

OK. I'M DONE
WITH THE
SKILLS. WHAT'S
NEXT???

OK I'M DONE

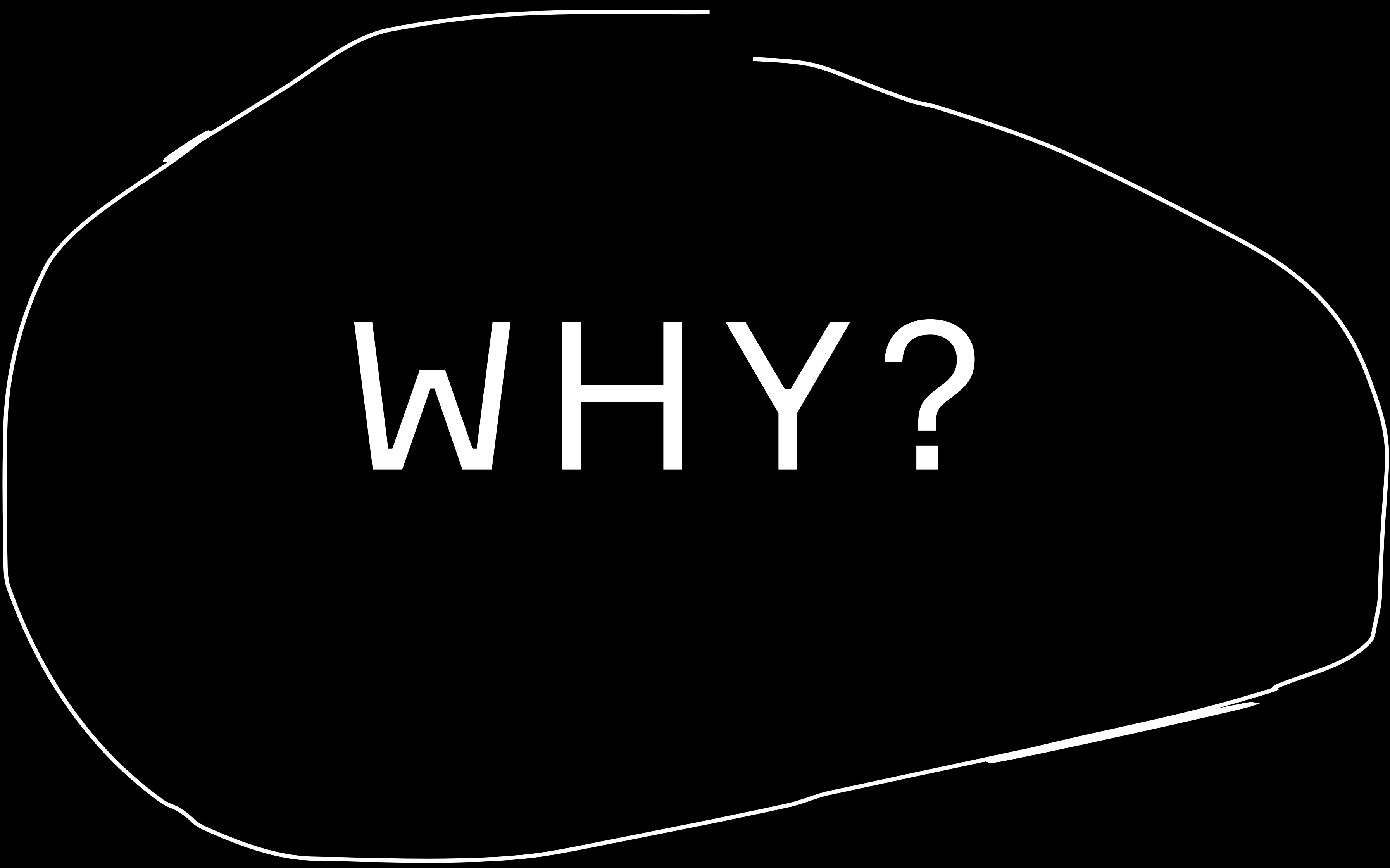


SK

'S

NEXT ????

OK. I'M DONE
WITH THE
SKILLS. WHAT'S
NEXT???



WHY?

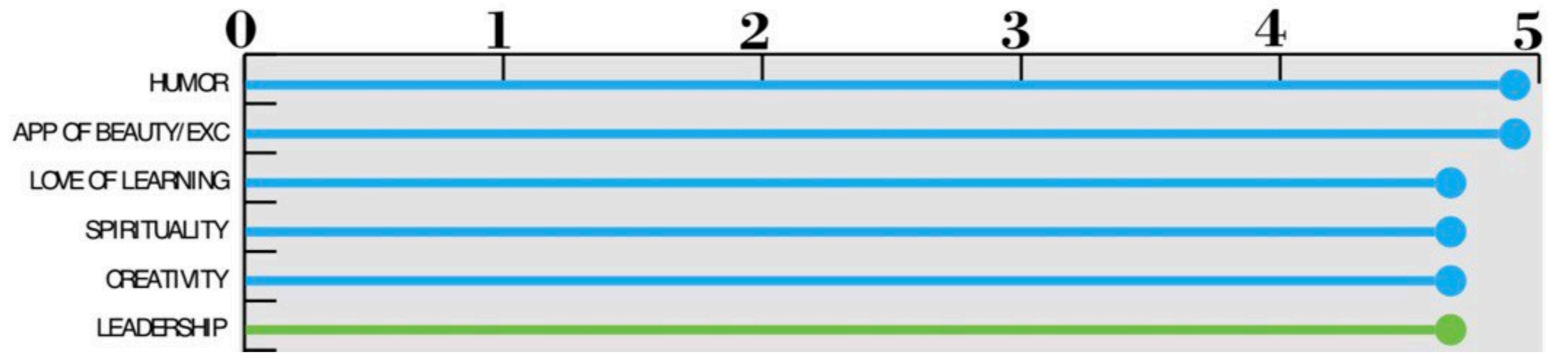
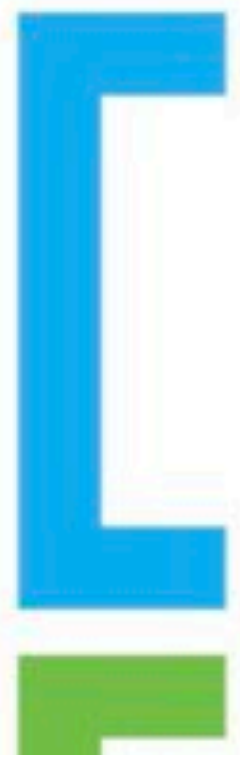
Language ▾ SIGN IN [TAKE THE FREE SURVEY](#)

VIA INSTITUTE ON CHARACTER CHARACTER STRENGTHS | REPORTS | TOPICS | COURSES | RESOURCES | PROFESSIONALS | RESEARCHERS

ALL STRENGTHS | WISDOM | COURAGE | HUMANITY | JUSTICE | TEMPERANCE | TRANSCENDENCE

 Appreciation Of Beauty & Excellence Transcendence	 Bravery Courage	 Creativity Wisdom	 Curiosity Wisdom	 Fairness Justice	 Forgiveness Temperance	 Gratitude Transcendence	 Honesty Courage
 Hope Transcendence	 Humility Temperance	 Humor Transcendence	 Judgment Wisdom	 Kindness Humanity	 Leadership Justice	 Love Humanity	 Love Of Learning Wisdom
 Perseverance Courage	 Perspective Wisdom	 Prudence Temperance	 Self-Regulation Temperance	 Social Intelligence Humanity	 Spirituality Transcendence	 Teamwork Justice	 Zest Courage

<https://www.viacharacter.org/>



vlad zely is on the mission to bring beauty and clarity through design leadership

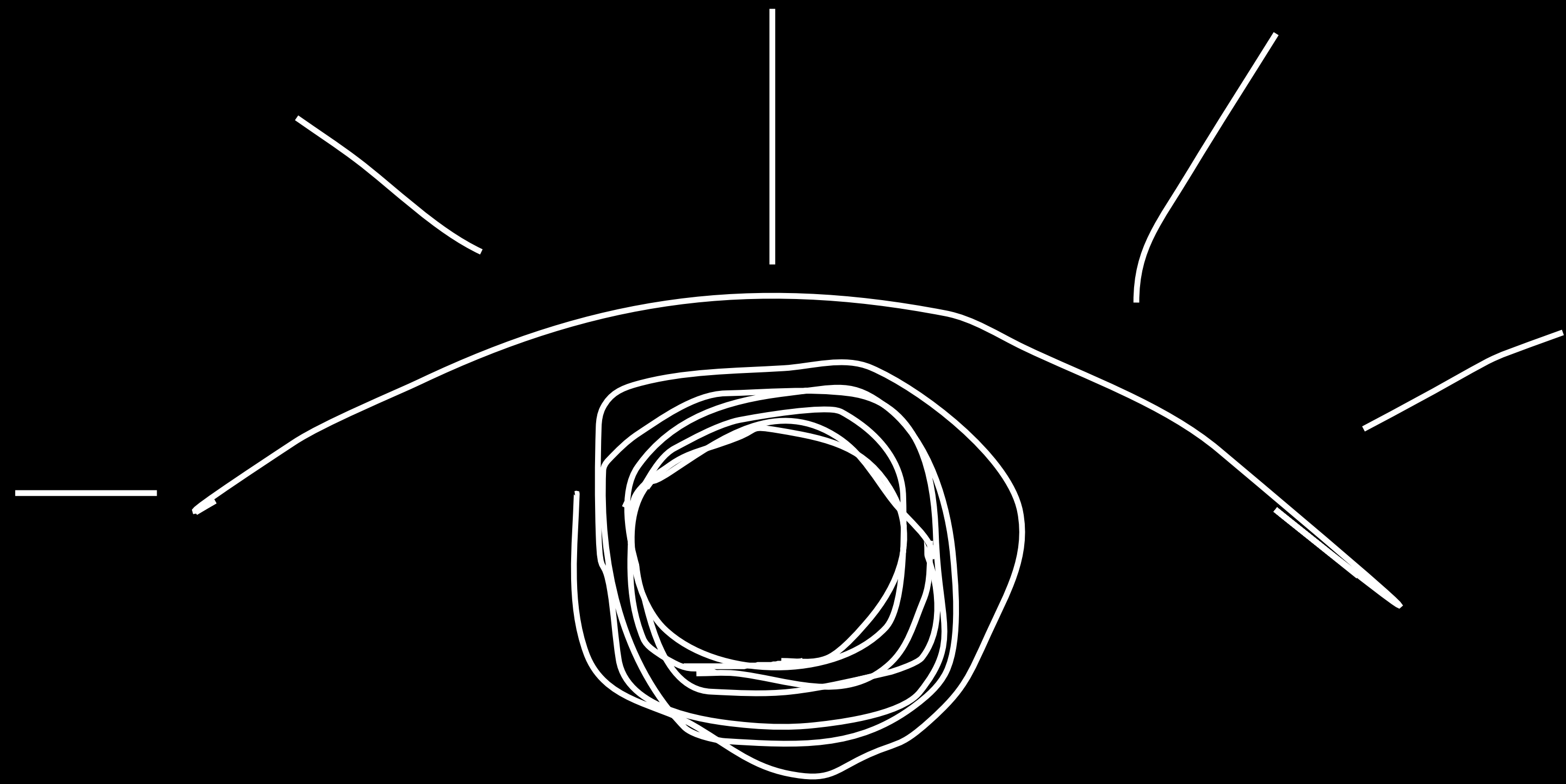
CV ↓



about
linkedin
twitter
pinterest
instagram
telegram
playground
vladzely@gmail.com



PERSONAL VALUES



SHARED VALUES

**VISION
MISSION
VALUS**

VISION

**IS THE STATE
OF DESIRABLE
FUTURE WE'D
LIKE TO MAKE
A REALITY**

**MIRO'S
VISION**

**TO LIVE IN THE
WORLD WHERE
TEAMS CAN CREATE
SEAMLESSLY
REGARDLESS
OF THE LOCATION**

MISSION

**IS YOUR WAY
TO ACHIEVE
THE VISION**

**MIRO'S
MISSION**

**TO EMPOWER
TEAMS TO CREATE
THE NEXT BIG THINGS
BY PROVIDING THE
BEST SOLUTIONS
FOR COLLABORATION**

VALUES

**SHARED BELIEFS AND NORMS
OF BEHAVIOURS TO ENABLE
CONSISTENT DECISION-
MAKING IN DAY-TO-DAY
OPERATIONS AS A TEAM**

**MIRO'S
VALUES**

**[1] PLAY AS A TEAM TO WIN THE WORLD
[2] PRACTICE EMPATHY TO GAIN INSIGHT
[3] LEARN, GROW AND DRIVE CHANGE
[4] FOCUS ON IMPACT, AND MAKE IT HAPPEN**

#COLLABORATION

#EMPATHY

#ITERATIONS

#IMPACT

VALUE — DEFINITION — BEHAVIOR

Value	Definition	Behavior	Foundational	Intermediate	Advanced	Expert
Play as a team to win the world #COLLABORATION	We work, learn, and celebrate in collaboration rather than alone	A Working together with others	Attends team collaboration when asked. Follows others in celebrating team successes	Participates actively in team meetings, rituals and channels. Proactively recognizes teammate's contributions.	Creates opportunities for collaborative work and learning (ie pair coding, ideating, co-designing, team selling). Takes actions to build open and trusting relationships with teammates.	Same as Advanced AND Consciously uses teammates strengths and development areas to make collaboration more effective and engaging. Takes actions to significantly increase trust and open communication across their team.
		B Engaging in feedback conversations	Participates in review processes when asked. Listens to and reads feedback.	Gives actionable feedback in reviews and 1-1s. Receives feedback in an open and inquisitive way.	Gives feedback that is clear, actionable and focused on what's important Seeks out feedback and creates comfort for tough feedback to be shared	Same as Advanced AND Gives feedback using approaches customised for recipient preferences and their context. Surfaces tensions and facilitates dialogue across groups and conflicts.
Practice empathy to gain insight #EMPATHY	We look from the perspectives of customers, users, and each other , to deepen understanding	A Building for and with users/customers	Uses own experience and perception as proxy for users. Works based on personal assumptions about user needs.	Can describe common user use cases, objectives and pain points. Sources user feedback after delivery.	Can describe differences across common user personas and differentiate between user request vs the user needs. Gets input from users before delivery and sources feedback after delivery	Same as Advanced AND Can describes changes in trends in user personas and plausible future changes in user perspective. Creates an environment for self and team to engage users at each stage of research, design, prototyping, and rollout
		B Working across differences	Dismissive of individual and group differences (demographic, styles, timezones) or different perspectives. Takes a "one size fits all" approach to collaborating with others	Describes different sensitivities, working and communication styles of teammates. Adapts own approach to avoid sensitivities and help teammates feel included.	Learns about the drivers of individual and group differences of others across the company. When working across differences, shares own intent and checks-in on how they are being received.	Same as Advanced AND Cross-pollinates diverse ideas and different points of view across hubs, teams, and functions. Guides others to navigate working across differences.
Focus on impact and make it happen #IMPACT	We dream big, prioritize outcomes that matter most, and own our commitments	A Seeing the big picture of work	Can describe their role, responsibilities, and tasks they generally perform. Can describe their intention in taking an action or decision.	Can describe processes they are part of and specific influences they and other stakeholders have on these. Can describe measurable objectives, priorities, and blockers for their work.	Can describe how they influence and are influenced by the work of teams outside their function. Can describe how their objectives and priorities impact company goals and users.	Same as Advanced AND Can describe how stakeholders, competitors, and partners outside the company influence their work. Can describe how important actions and decisions they make are specifically informed by company mission and values.
		B Aligning effort to priorities	Works first on tasks that seem important. Keeps calendar up to date.	Maps out important deliverables and calendars time needed to achieve priorities. Asks for help and helps others to ensure commitments will be met.	Deprioritizes work and says "no" when higher priorities at risk. Sets clear expectations and deadlines for support from and for others.	Same as Advanced AND Finds win-wins to help and gain help within resource constraints. Shapes long-term staffing and goal-setting around emerging priorities.
Learn, grow and drive change #ITERATION	We reflect openly on our successes and failures and apply learnings for our work, team, and self development	A Making improvements	Adapts plans when told what changes to make. Takes action for individual improvement when given written feedback.	Leverages retros and plannings session to improve team's work and collaboration. Seeks out learning opportunities to grow with changes in role and team.	Seeks out new data and leads improvements beyond their team. Keeps a personal learning plan and updates with feedback and anticipated changes in role and org.	Same as Advanced AND Create a sense of urgency, build coalitions, and removes barriers to accelerate change Commits to practices for improving personal awareness and resilience.
		B Reflecting on the past	Identifies own successes or failures in past actions, skewed to one side. Describes what happened in past work.	Identifies own successes and failures in past actions, in a balanced way. Describes lessons or better alternative tactics that could have been taken.	Identifies own and others successes and failures in past actions, in an even way. Describe lessons or better alternative approaches for how the team collaborated.	Same as Advanced AND Identifies these with vulnerability, without defensiveness or pride. Describe themes and patterns recurring across retrospectives

Watch a 3-min video by AJ, our Head of People, on how we use the Miro Behaviors rubric in the performance reviews to identify our strengths and areas to develop:
<https://www.loom.com/share/8e8d0d35ff6a46e790c80260e1646dcf>

#EMPATHY

We look from the perspectives of customers, users, and each other, to deepen understanding

Behavior: Building for and with users/customers

Foundational

- Uses own experience and perception as proxy for users
- Works based on personal assumptions about user needs

Intermediate

- Can describe common user use cases, objectives and pain points.
- Sources user feedback after delivery.

Advanced

- Can describe differences across common user personas and differentiate between user request vs the user needs.
- Gets input from users before delivery and sources feedback after delivery

Expert

(Same as Advanced AND)

- Can describes changes in trends in user personas and plausible future changes in user perspective.
- Creates an environment for self and team to engage users at each stage of research, design, prototyping, and rollout "

**You are a true
culture champion,
thank you!**




**Yes to passion,
no to bullshit**

medium.com

Culture as a Product

Collecting notes, links, references about building organizational culture


Follow



[Messy notes] Four essential criteria for effective company values

Are your company values just posters on the walls or core behaviors and tools that drive your strategy? 4 triggers for re-design

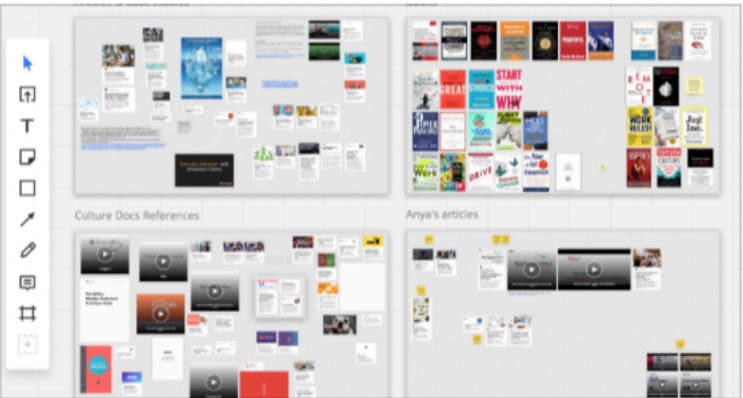
[Anya Dvornikova](#)
Jun 23 · 5 min read



User interviews changed my life and career

Have you ever thought of the motivational power of the user interviews? Here is my story.

[Anya Dvornikova](#)
Jan 29, 2020 · 4 min read ★



Culture as a Product: References Library

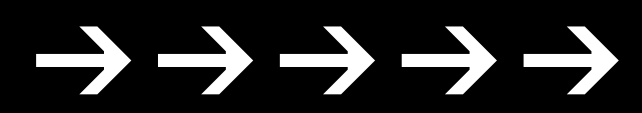
Books, articles and case studies both in English and Russian, as well as links to my articles and presentations about Organizational...

[Anya Dvornikova](#)
Jun 6, 2018 · 3 min read

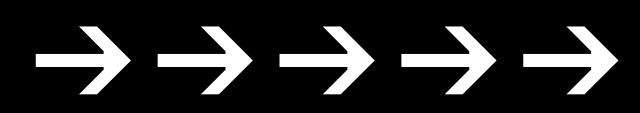
<https://medium.com/culture-as-a-product>

OF

I.PAST



II.PRESENT



III.FUTURE

WORK

The future of work after COVID-19

Trends accelerated by COVID-19

Work arenas with high physical proximity were most disrupted short term during COVID-19, and some will see enduring effects.

Remote work

20–25% of workers in advanced economies could work remotely 3+ days a week on a long-term basis

Digitization

2–5x growth in e-commerce, as a surge in digital platforms is underway

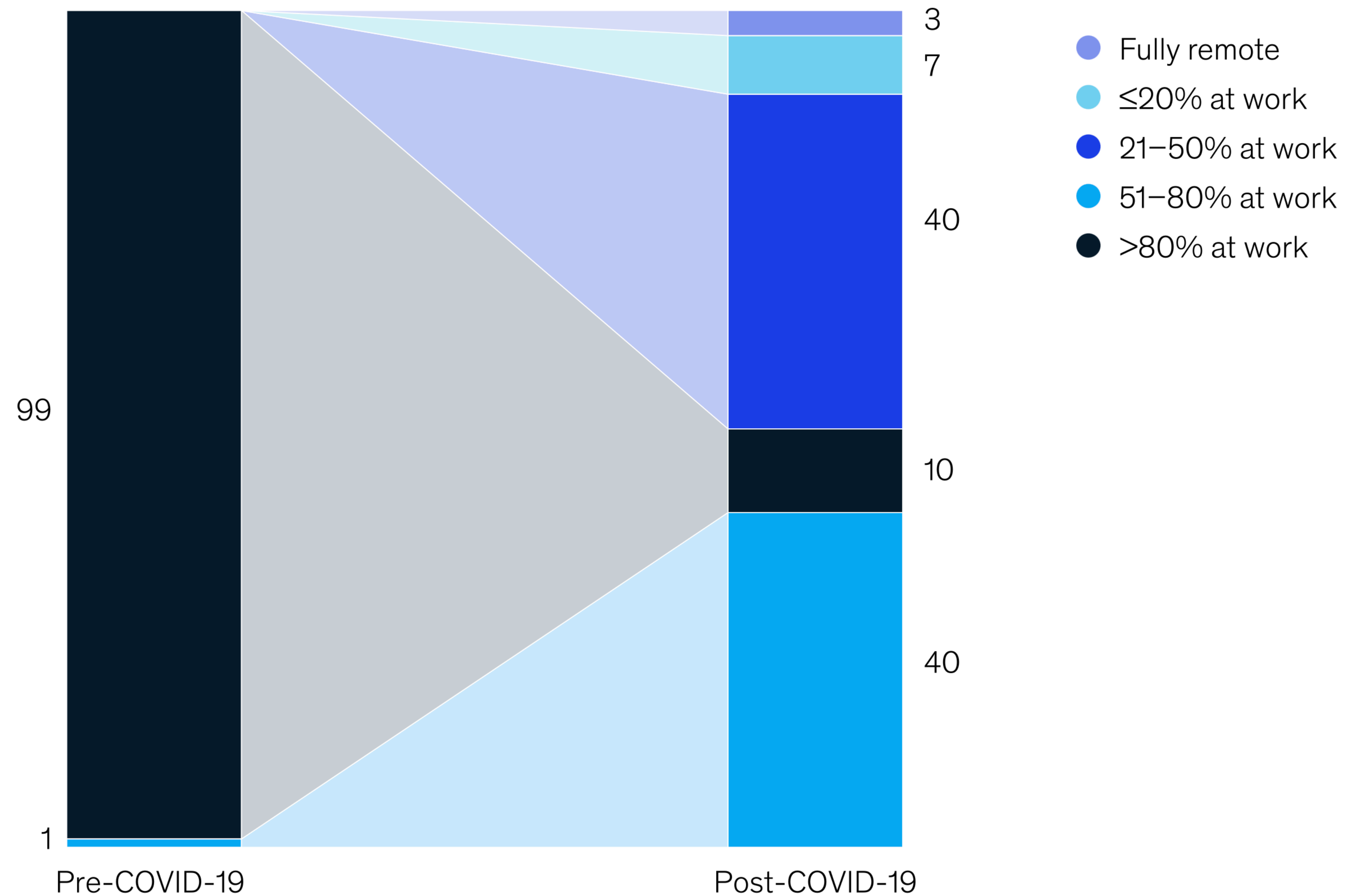
Automation

Uptick in use of robotics, robotic process automation, and AI

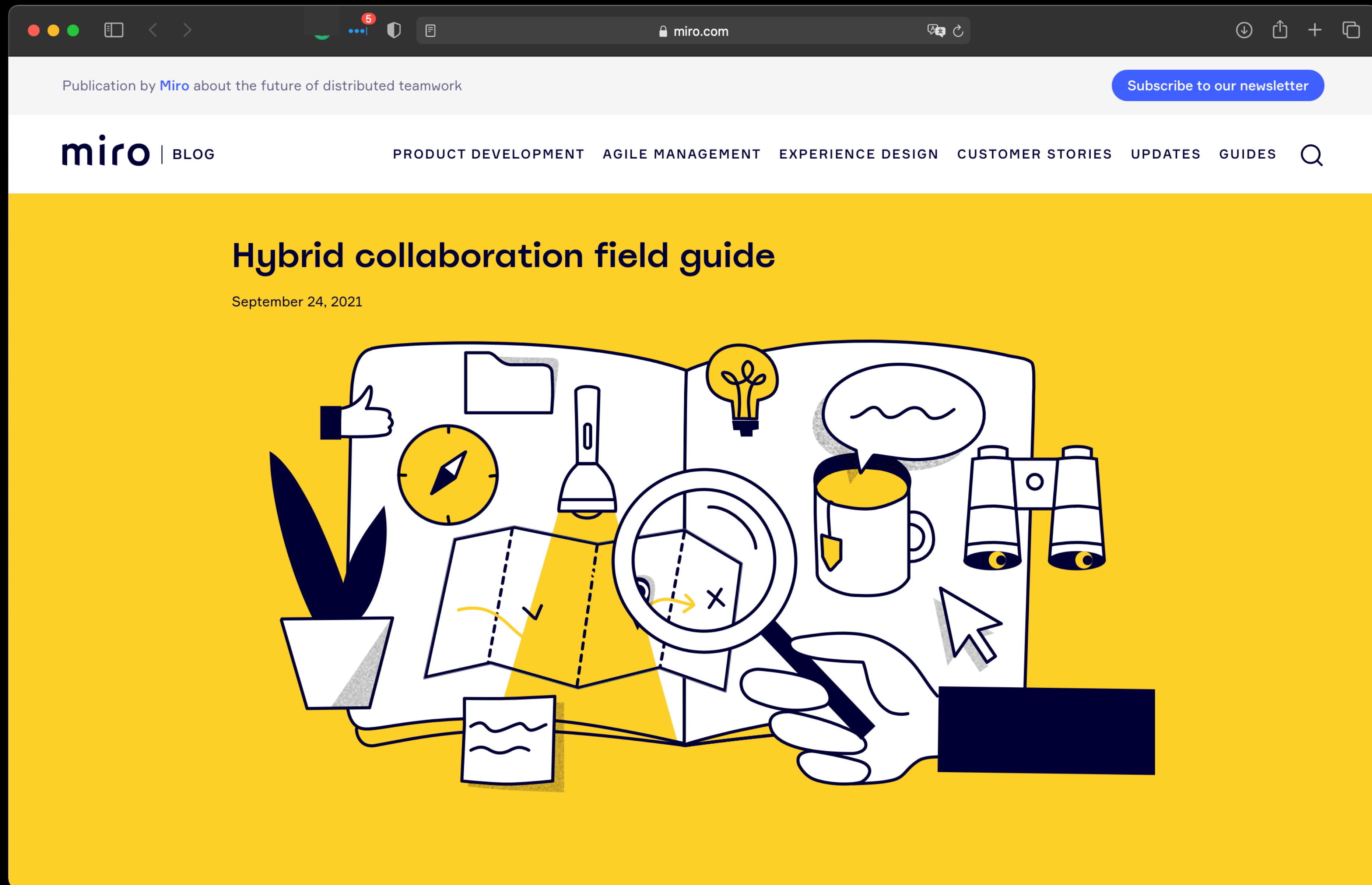


In the post-COVID-19 future, C-suite executives expect an increase in hybrid work.

Past and future expectations of time spent at work location,¹ % respondents



THE
FUTURE
OF WORK
IS HYBRID



<https://miro.com/blog/hybrid-collaboration-field-guide/>

THINGS TO CONSIDER

[1] EXPLORATION OF YOUR PERSONAL VALUES

[2] CONNECTING YOUR VALUES TO THE FOUNDATIONAL “DELTA”
SKILLS AND THE FUTURE SCENARIOS

[3] INCORPORATING ASSESSMENT OF THE TEAM/COMPANY/
BUSINESS YOU ARE WORKING WITH THROUGH THE LENS OF
YOUR PERSONAL VALUES IN YOUR OPERATIONS AND CHOICES

[4] FORMING A CLEAR STATEMENT AROUND YOUR VISION AND
MISSION AS A BUSINESS OR A COLLECTIVE OF PEOPLE

[5] ADOPTING NEW WAYS OF WORKING AND EMBRACING THE
“NEW NORMAL” OF HYBRID WORK

[6] DECREASING SCREEN TIME TO AVOID FATIGUE OR BURNOUT

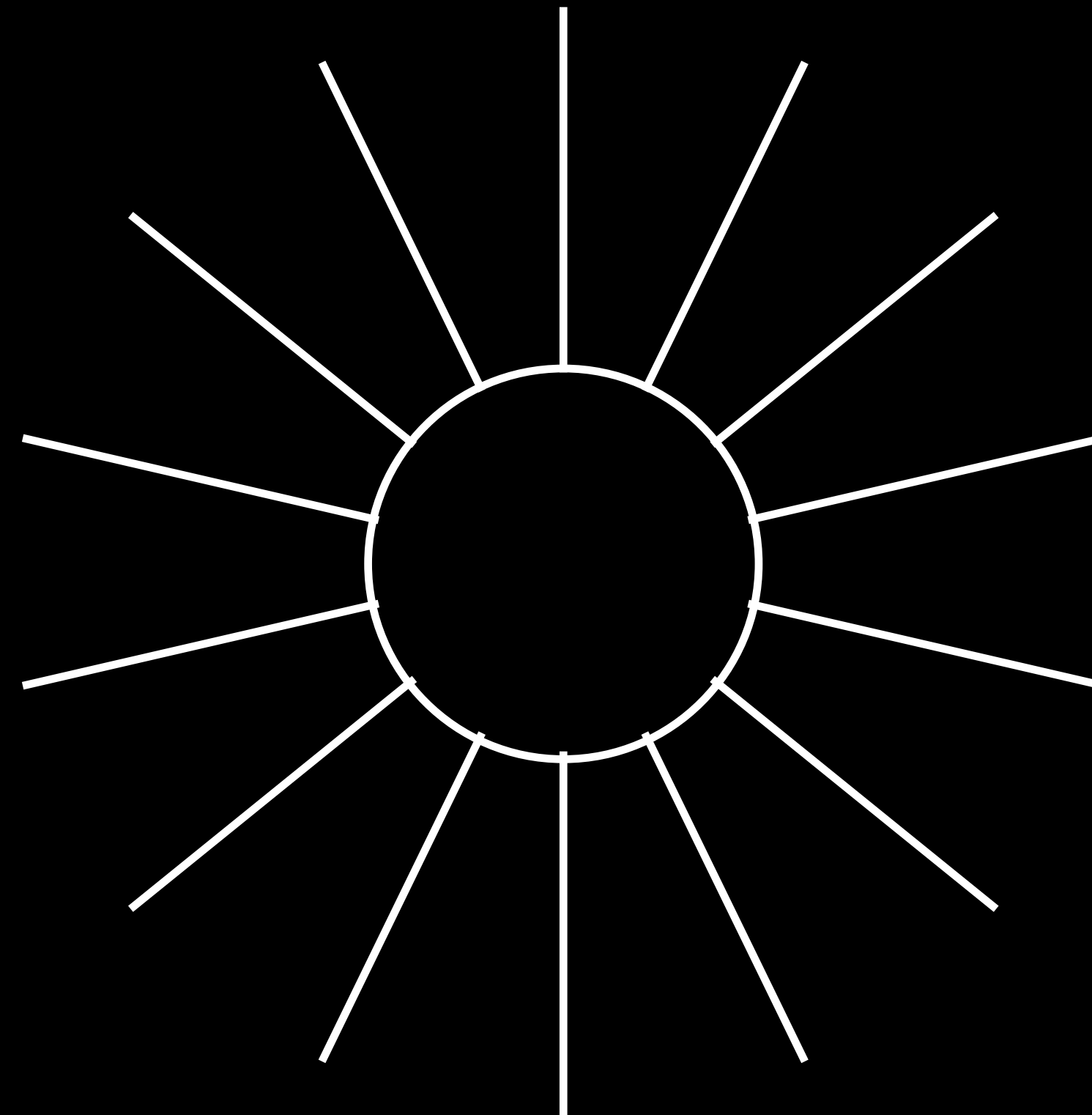
[7] SLEEP WELL, DRINK ENOUGH WATER, AND HAVE FUN

QUESTIONS YOU CANNOT ANSWER ARE
USUALLY FAR BETTER FOR YOU THAN
ANSWERS YOU CANNOT QUESTION

Yuval Noah Harari,
21 Lessons for the 21st Century

THE EVOLUTION OF WORK

29.09.2021



JOIN US TO SHAPE
THE FUTURE OF WORK
[MIRO.COM/CAREERS](https://miro.com/careers)
[VLADZELY.COM](https://vladzely.com)

VLAD ZELY
HEAD OF DESIGN @ MIRO