

FUTURE OF WORK LEADERS FORUM

Shaping the Future of Work, *together*

Member Case Study Call with Clúid Housing

24 April 2025



Today's Agenda

- Welcome & Introduction
- Empowering HR Through Agility and Psychological Safety - Explore how agile practices, psychological safety, and small experiments can boost HR productivity.
- Digital tools and the power of saying "no"
- Discussion & Q&A
- Close & After Hours



Work Matters...and it's changing

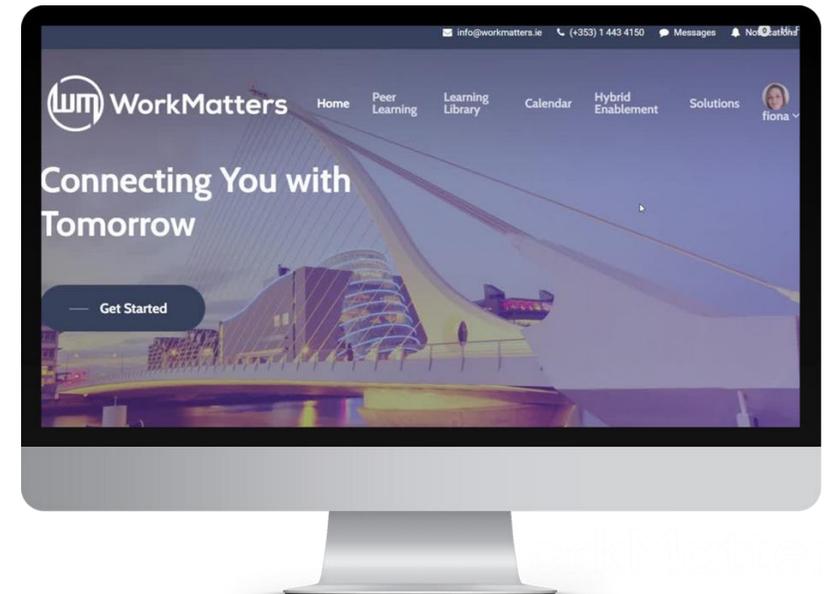
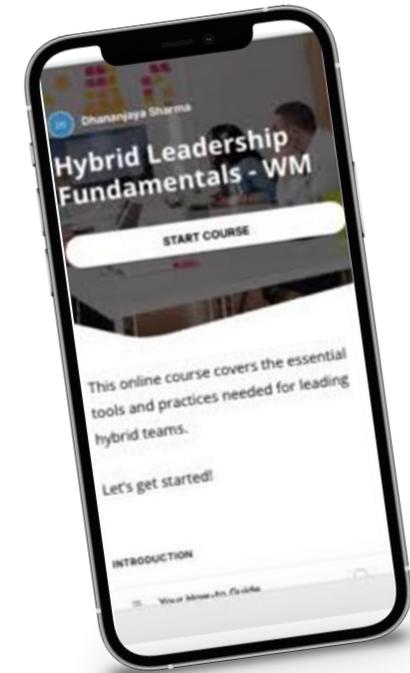
While continued business disruption, transition to more flexible work models, digitalisation and more adaptive ways of working provide opportunity and progress, they also bring significant people and leadership challenges. **That is where we can help.....**



WorkMatters Solutions: Enablement and Ways of Working solutions, development, AI /HR tools - programmes to help your organisation and people adapt and thrive in the changing world of work



WorkMatters Forum & Portal: A Peer to Peer learning network and membership portal that enables members to shape the Future of Work, *together*



Future of Work Leaders Forum: 2025



WorkMatters

FUTURE OF WORK
LEADERS FORUM

**UNIQUE LEARNING COMMUNITY OF
FELLOW FUTURE OF WORK LEADERS,
PIONEERS & PRACTITIONERS**

Join our market-leading peer-to-peer learning and knowledge exchange community, dedicated to shaping the changing world of work, together

A unique peer-to-peer learning and knowledge exchange community, dedicated to shaping the changing world of work, *together*

"This Forum has been of huge value to us as we deal with our future of work strategies and plans - a high impact blend of both inspiration on local & international best practices with practical peer to peer support.

Simply not matched by any other ongoing forum for topics shaping the future of work".

Tamsin Trevarthen

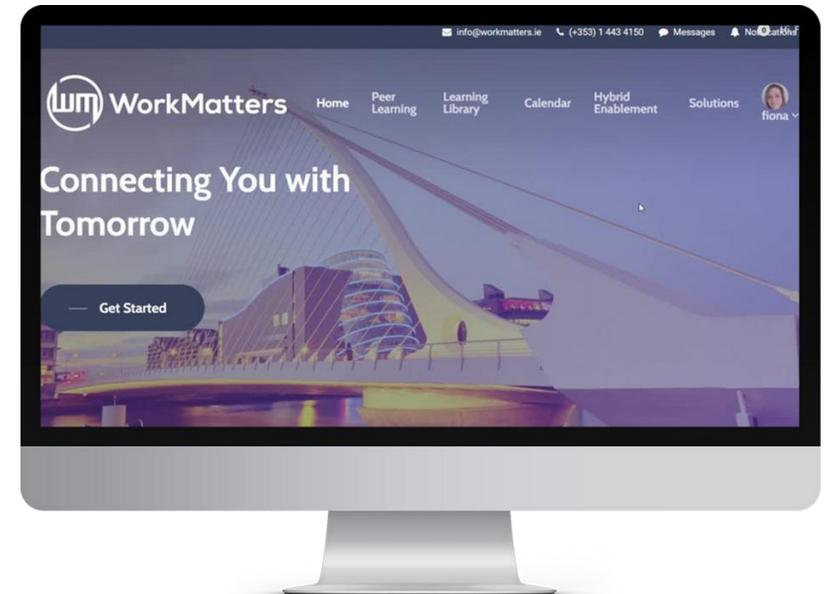
Head of Culture & Capability, Irish Distillers

For full 2025 joining details contact Fiona.Farrell@workmatters.ie



Future of Work Leaders Forum – Key elements & events

- Member + Guests **Masterclasses**– knowledge leadership on “next practice” and Future of Work themes impacting the next phase of work
- Member’s **Case Study** sessions – member stories on real life practices and ways of working
- Member’s **Network** calls – solution orientated member discussions on specific themes
- Member’s Online **Portal** for FoW materials, recordings, tools, calendar & member collaboration





Future of Work Leaders Forum: A flavour of what's coming up

24 April 2025	Future of Work Member Case Study – details to follow	Future of Work Member Case Study	Online via Zoom	Future of Work Leaders Forum Members
20, 21 May 2025	HR World Summit – Elevate, Engage, Empower: Shaping the Future of Work	HR World Summit	In Person	Future of Work Leaders Forum Members
5 June 2025	Future of Work Member Case Study – details to follow	Future of Work Case Study	Online via Zoom	Future of Work Leaders Forum Members
26 June 2025	Future of Work Masterclass - details to follow	Future of Work Masterclass	Online via Zoom	Future of Work Leaders Forum Members and Guests

For full 2025 programme of events and joining details contact Fiona.Farrell@workmatters.ie



Free and Discounted LIVE Events in 2025 for Members.....



<https://www.talentsummit.ie/>
Free ticket offer for Members
6 March 2025



“HR Unplugged: Smart strategies & productivity hacks for a stress free life”
2 April 2025



<https://hrworldsummit.com/>
Half price ticket offer for Members
20/21 May 2025



<https://workmatters.ie/event-applied-ai-for-hr/>
Member discounts
11/12 March 2025

For full 2025 programme of events and joining details contact Fiona.Farrell@workmatters.ie

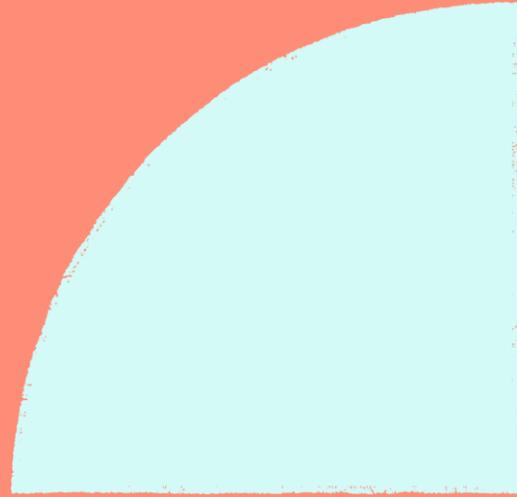
Empowering HR Through Agility and Psychological Safety

Susie Leacy, Chief People Officer

Eleanor Hession, People Experience Partner

Clúid Housing



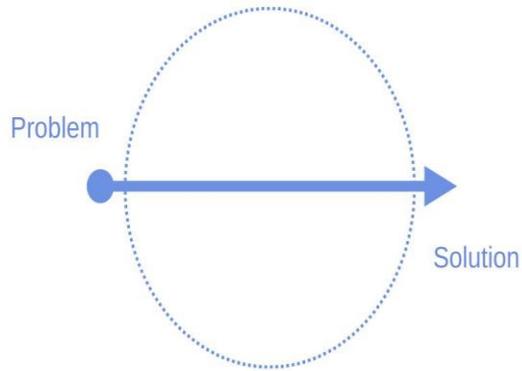


Smart Strategics & Productivity Hacks for a stress free workplace

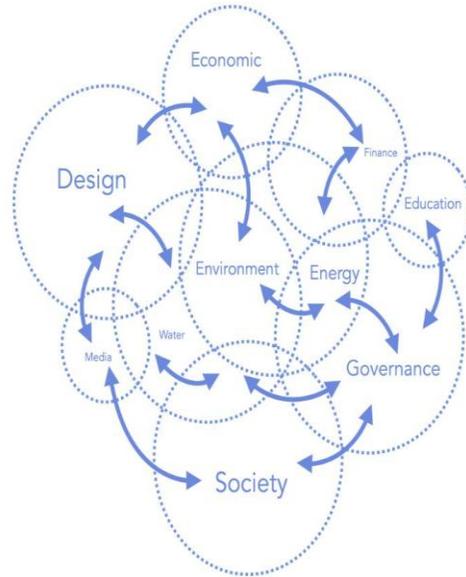
Clúid Housing:

Real world case study on what measures they
have put in place for effectively managing
workload

Solving Complex Problems



Tame Problems



Wicked Problems

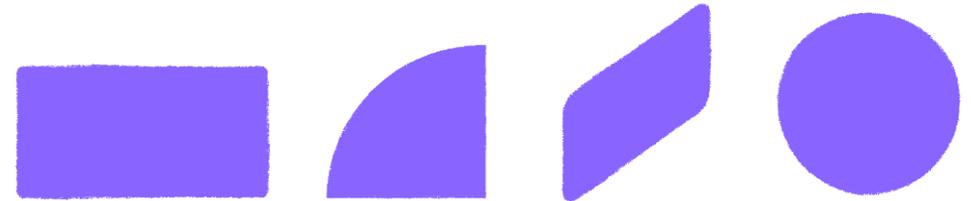
“Wicked problems are systemic and emerge out of the interaction of many different interdependent factors and systems.

As a consequence, wicked problems cannot be isolated and tackled through the traditional linear analytical approaches.

Wicked problems are systemic and require a whole new set of systems approaches to address effectively.

Thus understanding the difference between "tame" and "wicked" problems is key to systems innovation”.

[Systems Innovation, LinkedIn, March 2025]



Approach for Wicked Problems:

1. Map the mess
2. Make sense of the mess
3. Create an ideal state
4. Build a bridge and understand what we can deliver and how we can partner

The Wicked Problem We Were Facing

How can we enable a stretched People Team realign to the expectations of the business, enable growth and transformation - without burning out or losing the people-first heart of what we do.

Why is this a Wicked Problem?

Wicked Trait

- No single root cause
- No one solution fits all
- Solutions create new challenges
- High emotional and people stakes
- Problem evolves as you act on it

Clúid Context

- Pressure from business growth, changing org needs, legacy structures, unclear scope
- Needs vary across HR, L&D, EeEx, ER, and with external partners
- More agile = more visible = new expectations
- Burnout risk, team morale, perception of HR, loss of meaning
- Org transformation changed while the team itself was also transforming

Competing Tensions

Stakeholders & Complexity

Competing Tensions		Stakeholders & Complexity	
Tension	Examples	Who is Involved?	Why it's complex?
Agility vs Stability	How do we move fast and protect wellbeing?	People Team (multi-disciplinary)	Different specialisms, working styles, delivery rhythms
Delivery vs Reflection	Can we pause to learn where there's pressure to keep doing?	Org leaders & Managers	Expectations vary- some want strategies HR, others want quick fixes
People – first vs Process	How do we serve human needs without over-systematising everything?	Employees	Desire clarity, fairness, wellbeing – often underserved in times of change
Support vs Enablement	When do we step in, and when do we build capability in others?	External partners	Bringing best practice, but it needs to be contextualisation
Internal team needs vs Org-wide demands	How do we care for our people team while supporting 350+ colleagues		

Themes Emerging from the Wicked Problem

1. Workload and Visibility - Changing **HOW** we **WORK**'
2. Perception & The Role of the People Team - Changing **HOW** we **'THINK'**
3. Wellbeing and Psychological Safety - Changing **HOW** we **'FEEL'**
4. Alignment and Culture - Changing **WHAT** we **'STAND'** for

We were not solving a task problem - we were holding a complex, shifting system with multiple tensions. And we knew we could not 'fix' it - we had to work with it.

1. Changing HOW we Work

From Submarines to Shared Flow

**Agile People
Practices**

**Not just tools,
mindset shift**

We could finally see **what we were working on** - and **what we weren't saying no to** – which enabled us to **create stability** for the people team in how we worked as well as **enabling a more open adaptive agile mindset.**

2. Changing HOW we THINK

From HR as Enforcer to HR as Partner

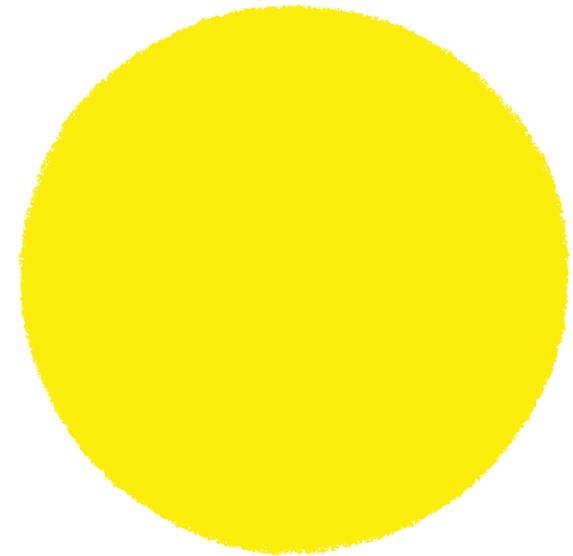
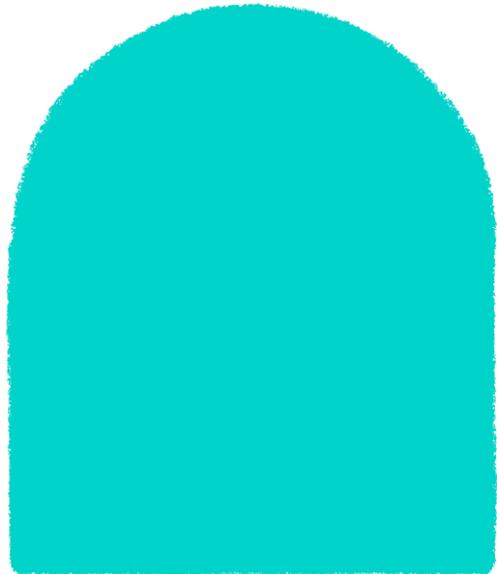
- People Team Awareness
- Cross Functional Collaboration
- People Team Evolution
- We stopped **doing 'HR'** to the business, and started **doing it with** them.

3. Changing HOW we FEEL

Transparency, Safety & Belonging

- People Team Wellbeing
- People Team Sustainability

For us **stability does not mean staying still** – it means knowing we can **adapt without burning out**.



4. Changing WHAT we STAND For

Culture, Value and Shared Language

- Whole System change
- Culture Alignment
- It is not just about agile systems—it is about aligning who we are and how we show up.



Clúid Reflections

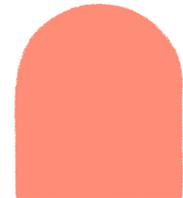
Reframing the Wicked Problem – We Didn't Solve it, We Shifted with it.

This was **not** a tidy transformation. **The organisation was shifting, as was the people team.**

Embedded a **people first operating model**, and one that mirrors the values of Cluid so our **people team worked with the organisation, not around or behind it.**

Stability and sustainability for us came **from doing the right things for Clúid, together, with care.**

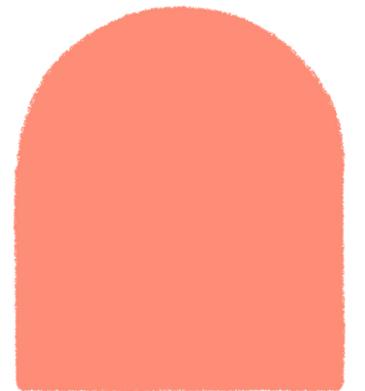
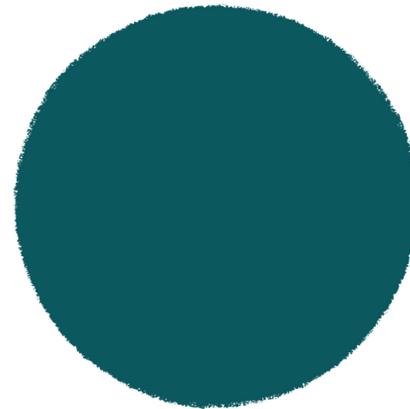
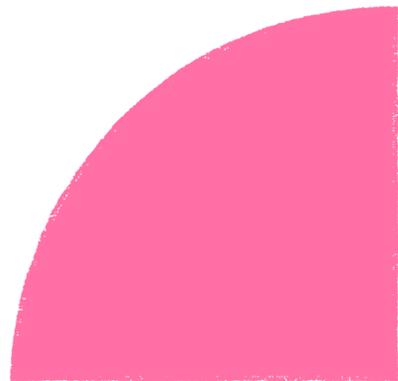
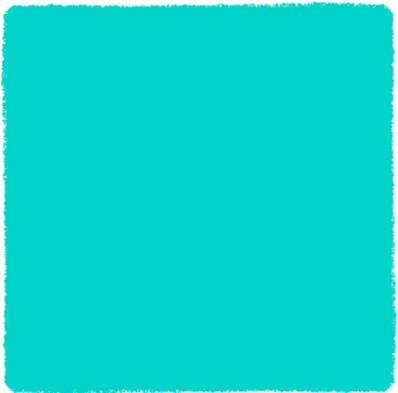
Our agile approach gave us **rhythms and reflection tools to adapt = more stable and more people centred** (which has been warmly welcomed by the org).



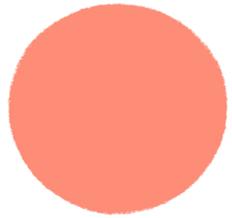
You do not need to start big.

Just start.

Start where it hurts and where it matters through holding that system lens.



Wicked Problems into Well-Oiled Machines at Clúid



Digital led Way of Working



Employee Empowerment & Engagement



Time & Wellbeing

We didn't reinvent the wheel, just used the right spanner.



Power Automate

Sync files and more to simplify your work.



Teams



Planner

Create plans, organize and assign tasks, share files, and get progress updates.



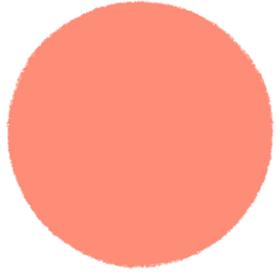
Forms

Customize surveys and quizzes, get real-time results.



Whiteboard

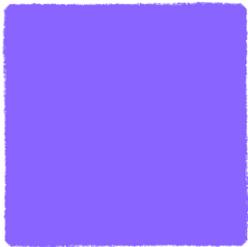
Ideate and collaborate on a freeform canvas designed for pen, touch and keyboard.



Service Level Agreement



Automated Emails & Shared mailboxes



Linked all the tools for our teams

Clúid Voice's

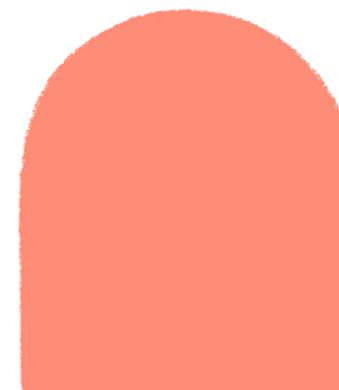
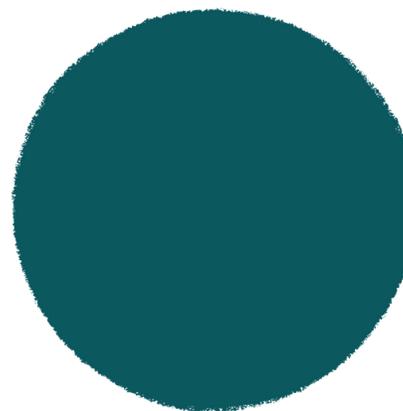
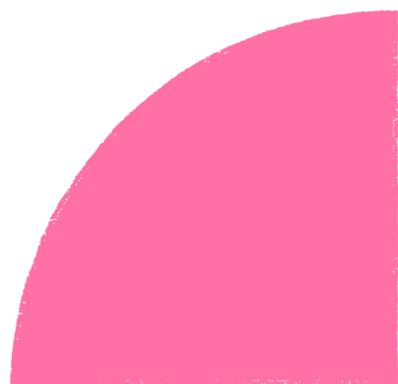
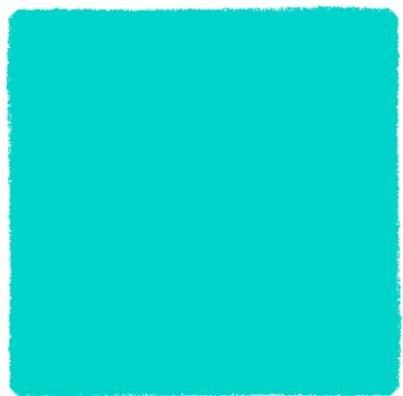
🌟 Celebrate International Women's Day with Us! 🌟
Cope - Ground Floor; shelly ; Online
Clúid Voices

The screenshot displays the Microsoft Teams interface. On the left is a navigation pane with sections for 'Discover', 'Pinned' (Team Chat, General), 'Your teams' (Clúid Voices, General, People Experience Te...), 'Daily Scrum' (Team Chat), 'People Office' (General, Scrum of Scrums), and 'Workplace Experience'. The main area shows a calendar for 'March 2025'. The calendar grid has columns for days 10 (Monday) through 14 (Friday) and rows for hours 9, 10, 11, 12, and 13. An event titled 'Celebrate International Women's Day' is scheduled for Thursday, March 13th, from 12:00 to 13:00. The event details include 'Cope - Ground Floor; shelly ; Online' and 'Eleanor Hession' as the organizer.

	10 Monday	11 Tuesday	12 Wednesday	13 Thursday	14 Friday
9					
10					
11					
12				🌟 Celebrate International Women's Day Cope - Ground Floor; shelly ; Online Eleanor Hession	
13					

So,

Just start.



A large, teal-colored brushstroke graphic that tapers from left to right, serving as a background for the text.

**clúid
housing**



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