

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

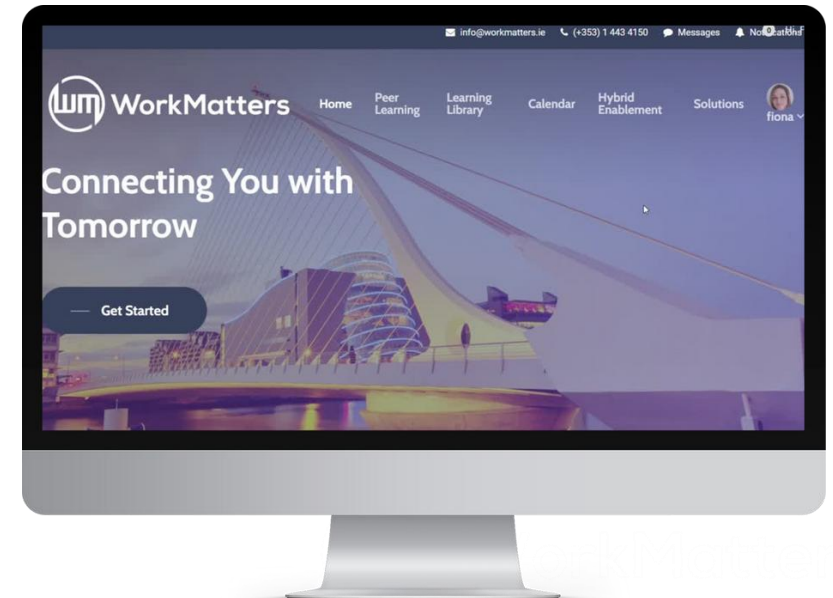
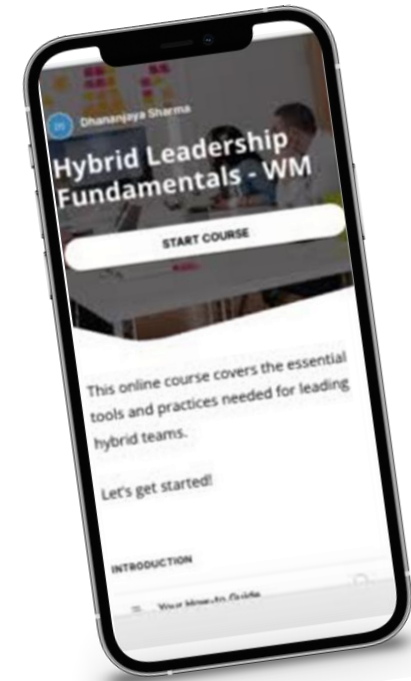
While continued business disruption, transition to more flexible work models, digitalisation and more adaptive ways of working provide opportunity and progress, they also bring significant people and leadership challenges. **That is where we can help.....**



**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



**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**

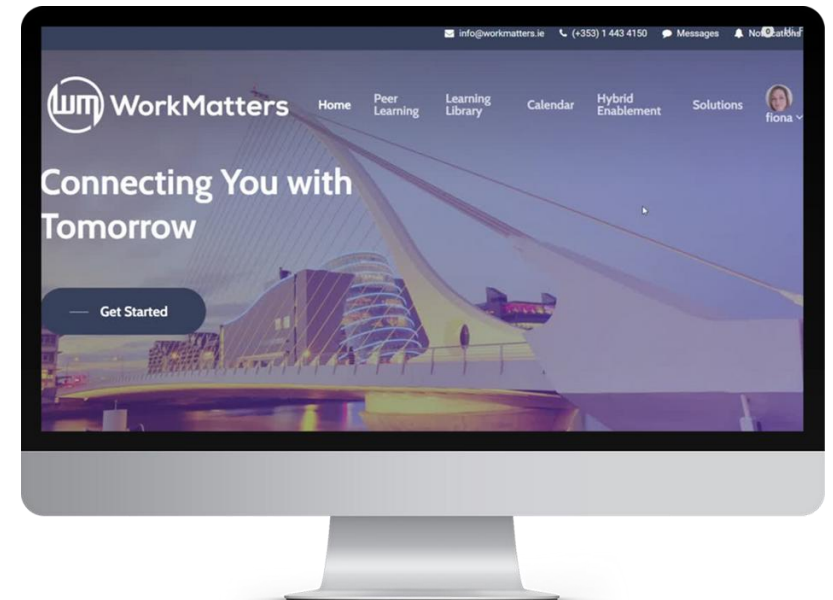
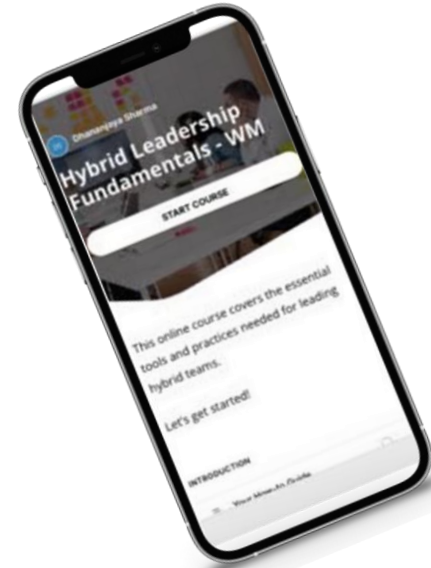
**For full 2025 joining details contact [Fiona.Farrell@workmatters.ie](mailto:Fiona.Farrell@workmatters.ie)**





# 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](mailto: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



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

For full 2025 programme of events and joining details contact [Fiona.Farrell@workmatters.ie](mailto:Fiona.Farrell@workmatters.ie)

# **Empowering HR Through Agility and Psychological Safety**

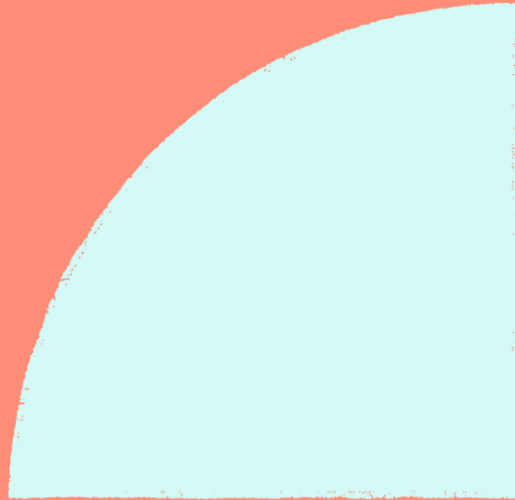
**Susie Leacy, Chief People Officer**

**Eleanor Hession, People Experience Partner**

**Clúid Housing**





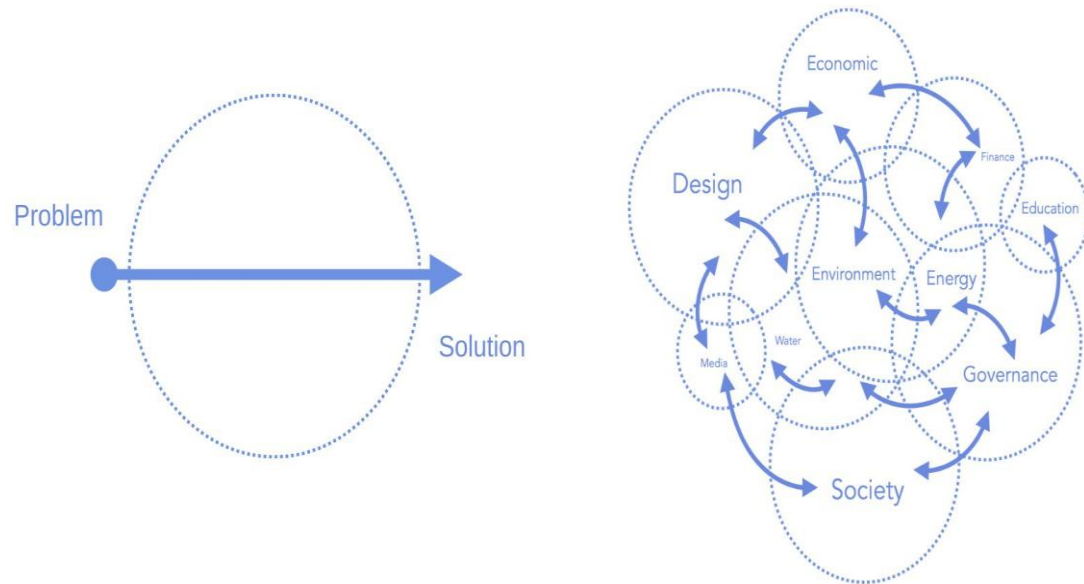


# Smart Strategies & Productivity Hacks for a stress free workplace

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.

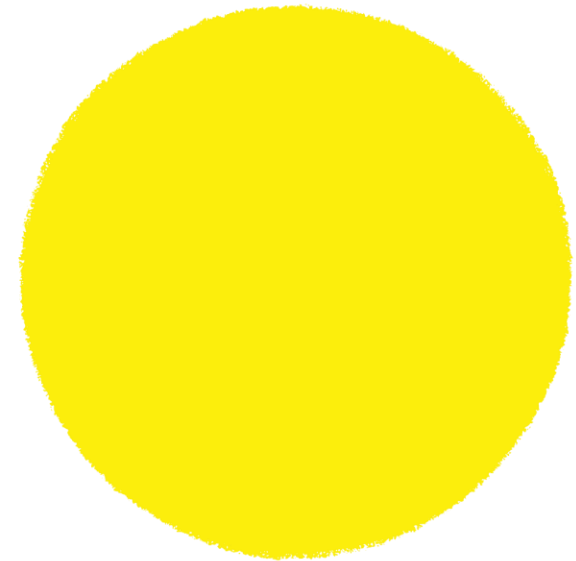


### 3. Changing HOW we FEEL

Transparency, Safety & Belonging

- People Team Wellbeing
- People Team Sustainability

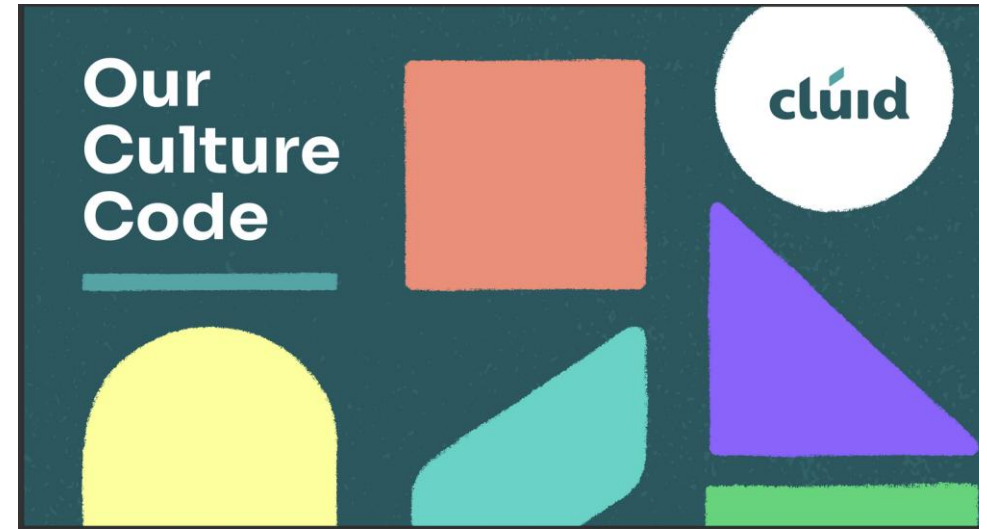
For us **stability does not mean staying still** – it means knowing we can **adapt** without burning out.



# 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

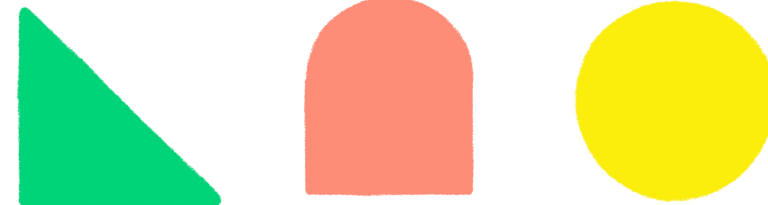
Reframing the Wicked Problem – We Didn't  
Solve it, We Shifted with it.

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).

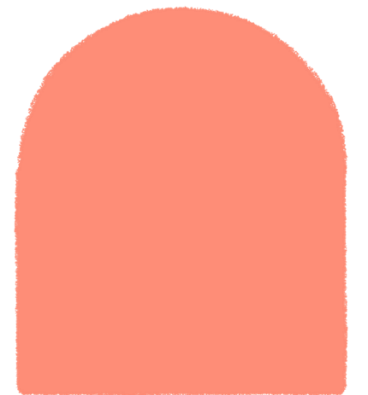
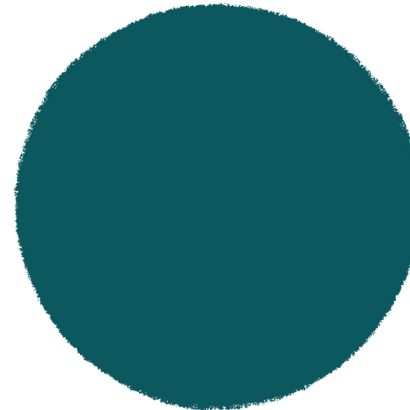
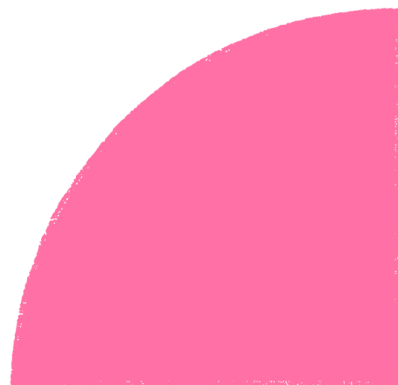
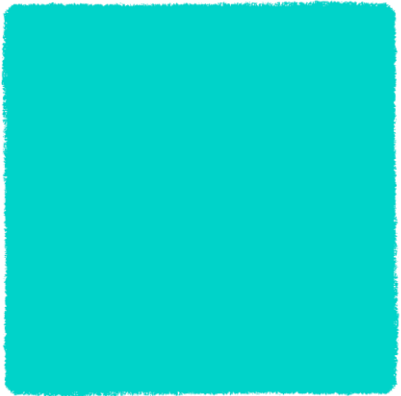




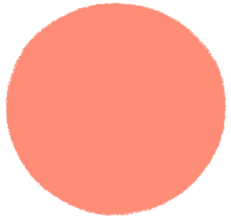
**You do not need to start big.**

**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.



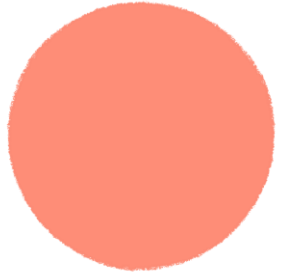
**Forms**

Customize surveys and quizzes, get real-time results.



**Whiteboard**

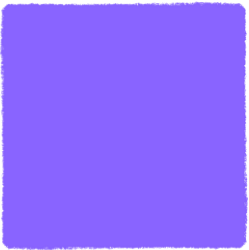
Ideate and collaborate on a freeform canvas designed for pen, touch and keyboard.



**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

**Teams** ... ≡ +

**General** Posts Files Clúid Calendar **Clúid Voices** ▾ +

📅 Today < > **March 2025** ▾ + Add new event 📅 Work week ▾

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

**Discover**

▼ Pinned

- PE Team Chat  
People Experience Team
- PO General  
People Office

▼ Your teams

- CV Clúid Voices
  - General
- PE People Experience Te...

**Daily Scrum**

- Team Chat

▼ PO People Office

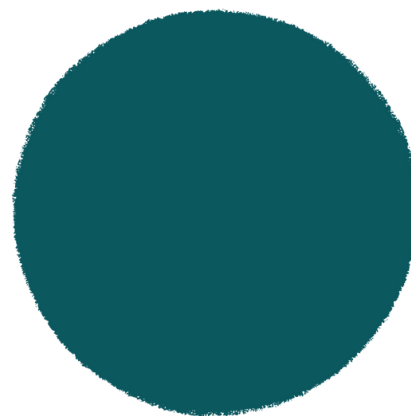
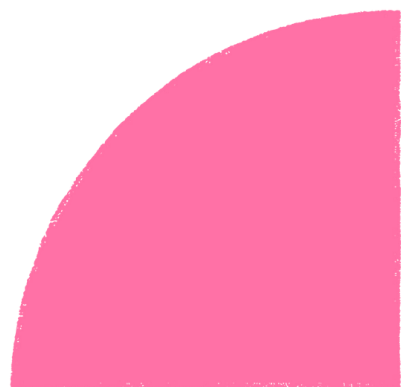
- General
- Scrum of Scrums
- [See all channels](#) **New**

▼ Workplace Experience



# So,

**Just start.**



The logo for Clúid Housing is a teal-colored, irregular shape with a rough, hand-painted texture. It is positioned on the left side of a light teal background. The words "clúid" and "housing" are written in white, lowercase, sans-serif font, stacked vertically within the teal shape.

clúid  
housing



**Email:**

[info@workmatters.ie](mailto:info@workmatters.ie)

**Fiona Farrell:  
Future of Work Forum Manager**

[fiona.farrell@workmatters.ie](mailto:fiona.farrell@workmatters.ie)

**James Ryan:**

[james.ryan@workmatters.ie](mailto:james.ryan@workmatters.ie)

