



# THE SHFM EFFICIENCY IMPERATIVE

*Practices Driving Workplace Hospitality*

**RESILIENCE**



**CHANGE**



**INTELLIGENCE**



**APRIL 14, 2026 | PEOPLE INC. EVENT CENTER | NYC**

# The New Logic of Workplace Hospitality

How clearer purpose, smarter choices, and better measurement can help organizations thrive in less predictable times

Presented by Phil Kirschner

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# Hi, I'm Phil.



CREDIT SUISSE 

 JLL

**wework**

McKinsey  
& Company



THE  
**WORKLINE**

*Guided by* Phil Kirschner



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Meaningful hospitality matters.

**And** we also need to ask some bigger questions:

How **work** is changing?

What the **workplace** is for?

Are we making good **choices**?



**Set the  
Stage**

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# Work is getting less predictable

90%

of companies founded in  
the past ten years use  
**flexible work** by design

FlexIndex Annual Report 2024

25%

of skilled knowledge  
workers now operate as  
**independent** professionals

UpWork Future Workforce Index 2025

39%

of existing **skills** will be  
transformed or become  
outdated by AI by 2030

World Economic Forum Future of Jobs 2025



# The Big Idea

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# Every workplace now needs a clearer purpose



## Pop Quiz: Which logo matches which purpose statement?

KKR

Google



“Our new location enables us to better listen, learn and engage with our customers whilst providing a modern, worker-friendly headquarters that fosters **collaboration** and reenergizes employees.” (1)

“This is a unique opportunity to create a new office and host our clients. This move will allow our teams to **collaborate** in a dynamic setting that promotes innovation and forward- thinking.” (2)

“Inspired by its core principles of community, **collaboration**, and enlivening workspace, we created the campus to ‘take a playful approach to work’ and emphasize a sense of community.” (3)

1) KKR Press Release “KKR to relocate corporate headquarters to Manhattan’s transformative new neighborhood on the West Side” 2) McDonald’s Press Release “McDonald’s Opens New Global Headquarters in Chicago’s West Loop” 3) Studios Architecture “Googleplex” Project Overview

# What does good look like?



## Melbourne Connect (Australia)

**Melbourne Connect is a purpose-built innovation precinct.**

“The people, place and programs are curated to unlock digitally driven, data enabled and socially responsible solutions to our most pressing future challenges.”

“We have **dedicated teams of experts** who can help unlock the potential of research, build entrepreneurial skills, source funding and guide researchers and founders through the commercialization process.”

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# Imagine your next QBR...

(Quarterly Building Review)



Write down an authentic purpose statement for one of your major office locations or push your client to articulate theirs.

Describe a KPI that would let you know if that office was achieving its purpose. Can it today?

What change(s) in the building, the experience, or how people behave would improve performance?

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# Hospitality is a product, not a perk



Visible expression of workplace **purpose**



Lever for **connection**, not just consumption



Designed and **measured**, not just offered



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# Workers are vibe coding their way to a better experience



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# Can we balance extremely digital with extremely human?



“Our bar team can now shoot their own material with their phone and AI edits, writes, researches, and publishes to the menu.”

What used to take a week involving multiple departments is now done under five minutes by one person.”

— Chief Innovation Officer, Hospitality Co in Vietnam



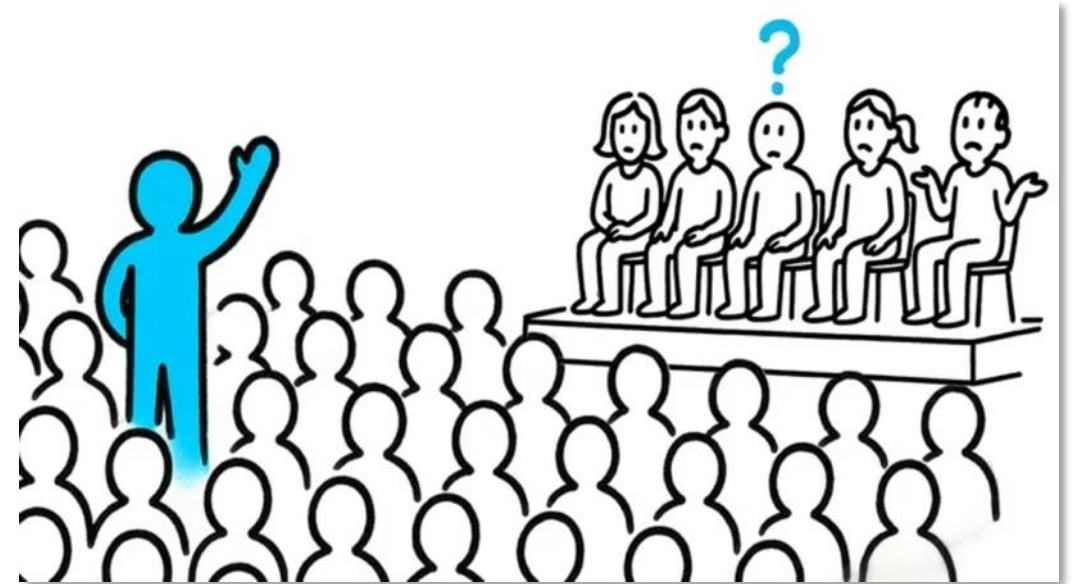
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# The winners will connect choices, measurement, and accountability



My question to a “Future of Work USA” panel:

“How do you align specific employee **experience** initiatives or target employee behaviors to your company’s business **objectives**?”



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# The winners will connect choices, measurement, and accountability



What I was hoping to hear:

If we improve **[specific employee experience]**, we expect to see **[specific business outcome]**, because **[logical connection]**.

Focus on the right kind of metrics:

## Inputs (Less Valuable)

Usage

NPS

Show-Up

## Outputs (More Valuable)

Retention

Effectiveness

...and...

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# Workplace hospitality can build social capital via proof of humanity



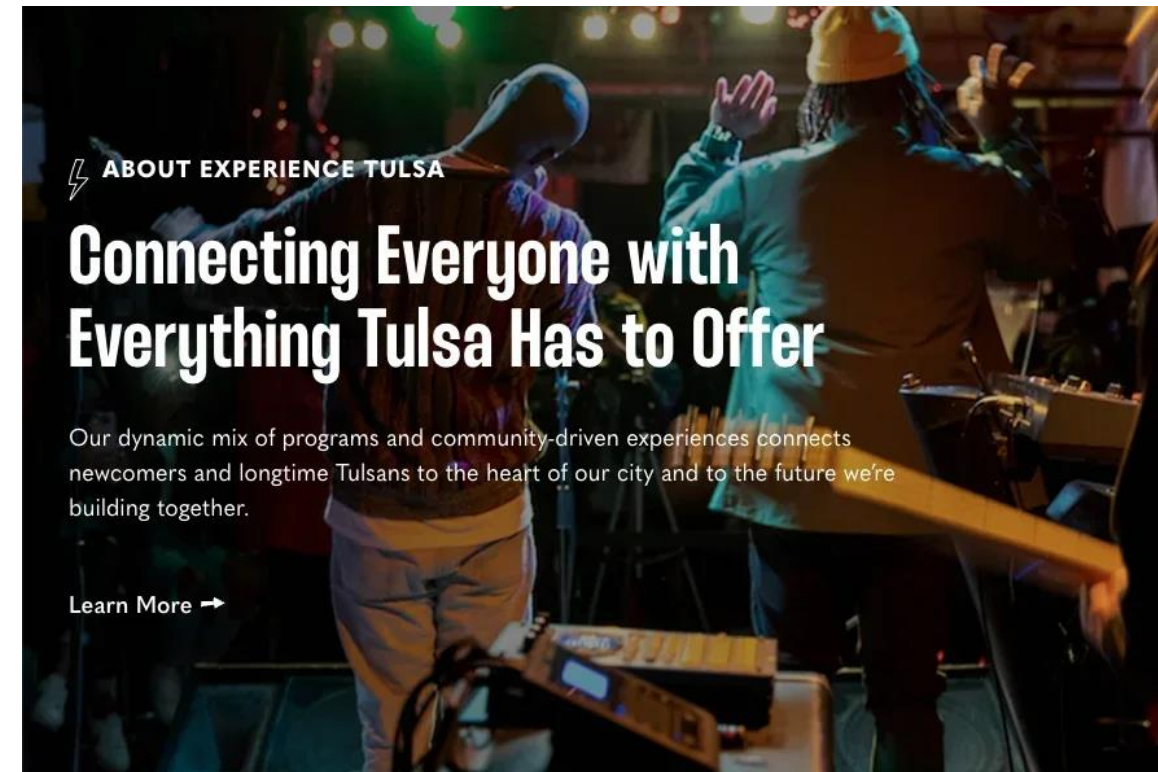
**Trust** grows through repeated human moments



Innovation grows through **bridging** capital (vs. bonding)



Hospitality can help **engineer** both, not just serve them



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# What this means for leaders



- 1 Define the **purpose** of the workplace more clearly
- 2 Design hospitality as a feature of the **product** of work
- 3 Enable **measurement** of choices that achieve goals

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1

Define the **purpose** of the workplace more clearly

2

Design hospitality as a feature of the **product** of work

3

Enable **measurement** of choices that achieve goals



**What this  
means for  
leaders**

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**The question is no longer  
whether hospitality matters.**



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**It is whether we are designing it to  
support how work happens now.**

**Follow me for more: [WalkTheWorkline.com](http://WalkTheWorkline.com)**



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