



THE SHFM EFFICIENCY IMPERATIVE

Practices Driving Workplace Hospitality

RESILIENCE



CHANGE



INTELLIGENCE



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

Leading Human-Centered Change in Workplace Hospitality

Session 3: Moderated Panel

Phil Kirschner, Robert Gebhardt, Regine Hooper-Campbell, Stu Gonsuron

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- 1** Phil sets the stage 5 min
- 2** Panel discussion 30-40 min
- 3** Live Q&A 10 min

Agenda

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Lesson 1: We're bad at change.



70%

of change programs
fail to achieve their goals

Barriers to Success

- Unclear vision
- Ineffective sponsorship
- Under-communicating
- Not identifying obstacles
- Ignoring resistance
- Not anchoring change into culture

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Lesson 2: Comms isn't enough.



Need for Change	+	Clear Shared Vision	+	Management Behavior	+	People Involvement	+	Supporting Processes	+	Performance Measures	=	LASTING CHANGE
✗		✓		✓		✓		✓		✓	=	No Action
✓		✗		✓		✓		✓		✓	=	No Direction
✓		✓		✗		✓		✓		✓	=	No Role Models
✓		✓		✓		✗		✓		✓	=	No Ownership
✓		✓		✓		✓		✗		✓	=	No Sustainability
✓		✓		✓		✓		✓		✗	=	No Results
✓		✓		✓		✓		✓		✓	=	LASTING CHANGE

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Lesson 2a: We need the need!



1. **WHY is this change happening?** Begin with the business case. What's not working today? Why now rather than six months ago?
2. **WHO is driving this change?** Name names. Who made the decision? Employees can sense when leadership isn't aligned.
3. **WHERE is the change taking place?** Physical locations matter, but so do organizational and technical boundaries. One business unit? One floor? All systems?
4. **WHEN is this happening?** Set clear timelines. When will people be notified? What are the critical milestones?
5. **WHAT is changing?** List the tangible differences people will experience. New tools, processes, reporting structures, etc.

Know your change type!



We **want** to



We were **told** to



We **have** to

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Lesson 2b: Find your North Star.



L1: Aspiration / Vision

Where are we headed?

L2: Themes / Principles

What will we deliver?

L3: Workstreams / Initiatives

How will we do it?

L4: Performance Measures?

How will we know?

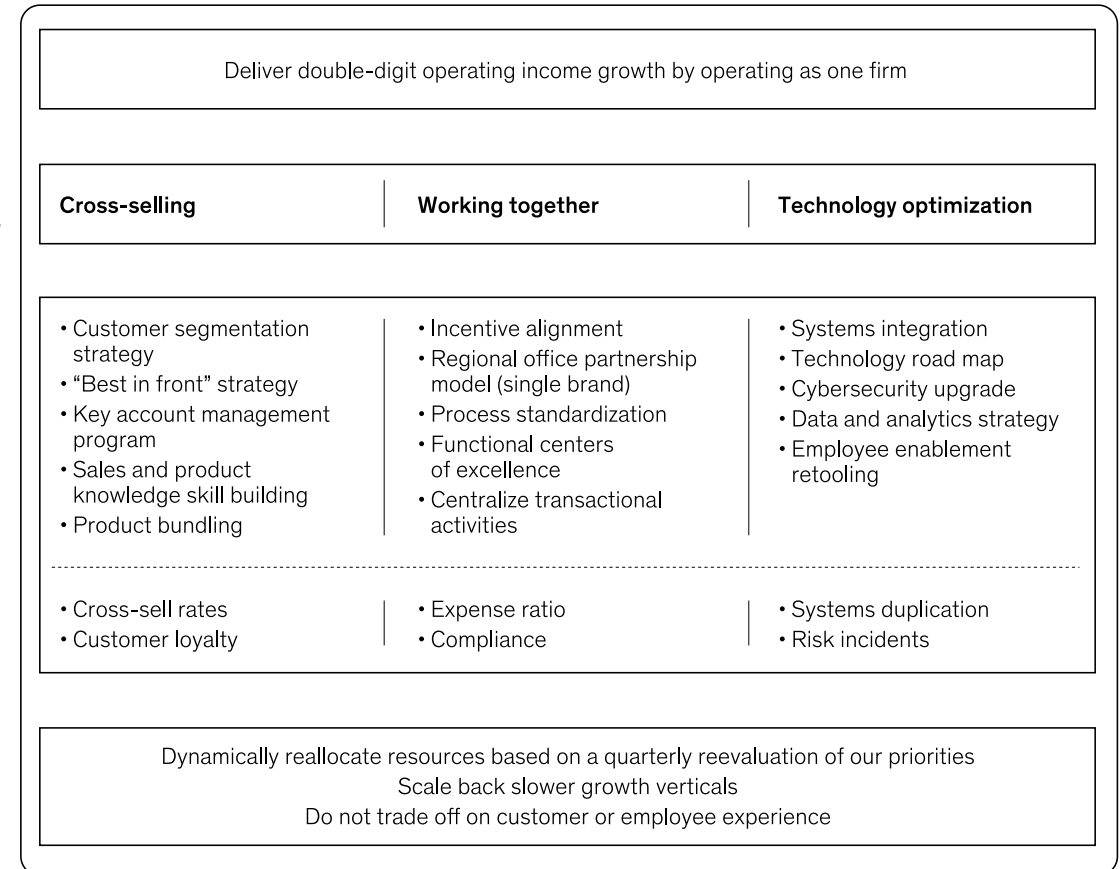
Where are we headed?
(vision)

What will we deliver for our stakeholders?

How will we make it happen?
(bold, strategic moves and key initiatives)

How will we know?
(measures of success)

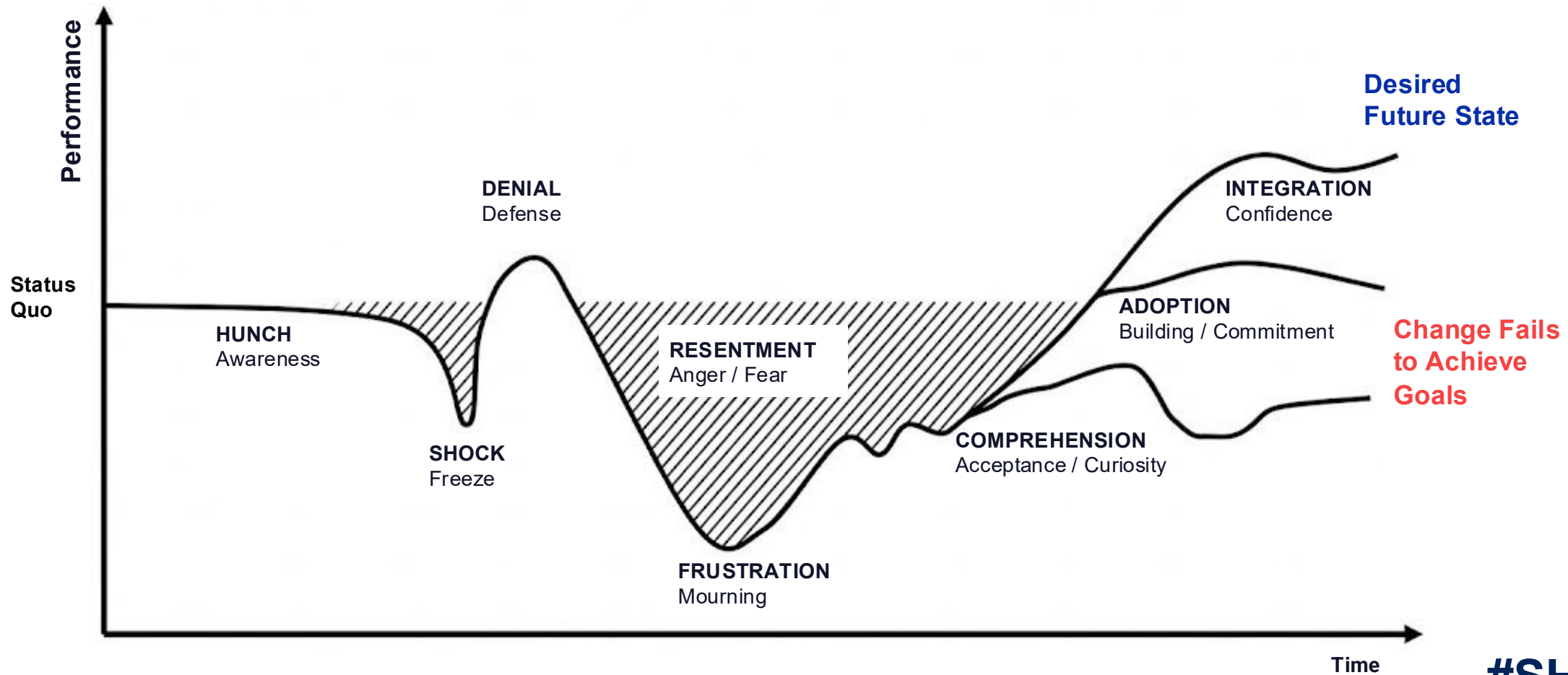
How will we reallocate resources to enable this?



Source: McKinsey CEO Excellence and PK Consulting

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Lesson 3: Speed and timing matter.



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