

# Event Session

## Setting The Scene Future Human Behaviour Going In And Out Of Crises

Date: May 12, 2022

00:00:08 --> 00:00:09: Good morning.

00:00:11 --> 00:00:14: Yes. So I've been in virtual keynotes for two years

00:00:14 --> 00:00:17: and I've missed, I've missed that the energy. So, but

00:00:18 --> 00:00:21: we're here, we're together and we're going to talk about

00:00:21 --> 00:00:24: how we as people, as societies are coming out of

00:00:24 --> 00:00:28: the pandemic straight into the next crisis, war in Ukraine,

00:00:28 --> 00:00:32: straight in, most likely a global recession. And then we

00:00:32 --> 00:00:35: have the climate crisis on top of that or underneath

00:00:35 --> 00:00:38: that still ongoing in and out of crises. And what

00:00:38 --> 00:00:40: does that do to human behavior?

00:00:41 --> 00:00:44: Now when preparing this talk with the organizers and I

00:00:44 --> 00:00:47: asked, for example, he said, I asked, alright, So what

00:00:47 --> 00:00:50: do do you allow people want? What should I bring?

00:00:51 --> 00:00:53: And they said to me, and they said to me,

00:00:53 --> 00:00:56: Timon, there's one thing you need to bring and that

00:00:56 --> 00:00:57: is a graph.

00:00:59 --> 00:01:02: Whatever you do, bring a graph. Otherwise, did you like

00:01:02 --> 00:01:06: people won't take you seriously? So here it is. First

00:01:06 --> 00:01:10: slide graph. No, Lisa didn't say that. But I have

00:01:10 --> 00:01:13: one graph. Start with it. But this is actually a

00:01:13 --> 00:01:17: very, very exciting graph and I'm sharing this to explain

00:01:17 --> 00:01:20: to you how people respond to crises and how they

00:01:20 --> 00:01:24: get out of this. Now this is the so-called disaster

00:01:24 --> 00:01:28: response model for emotions, disaster response model for

00:01:29 --> 00:01:31: emotions.

00:01:29 --> 00:01:31: Now what we have here on the vertical axis is

00:01:31 --> 00:01:35: emotional highs, happy, happy, happy. And here emotional

00:01:35 --> 00:01:38: lows. We're

00:01:35 --> 00:01:38: very depressed and sad, right. And that is time. Now

00:01:38 --> 00:01:41: when a disaster happens, first you get the impact phase

00:01:42 --> 00:01:44: and we feel a little bit, you know, bad, Oh  
00:01:44 --> 00:01:48: my God, a disaster. But then interestingly what happens right  
00:01:48 --> 00:01:51: after disaster are emotional. You know, we go into emotional  
00:01:51 --> 00:01:54: highs, we actually get excited and a little bit more  
00:01:54 --> 00:01:58: happy because we entered the so-called hero and  
honeymoon phase  
00:01:58 --> 00:01:59: of disaster.  
00:01:59 --> 00:02:01: And the hero faced one of the heroes come out.  
00:02:01 --> 00:02:05: You remember the key workers, the vital workers that were  
00:02:05 --> 00:02:09: still working the honeymoon phase, the Pharmaceutical  
industry, the governments  
00:02:09 --> 00:02:13: and the corporations, everyone working together. We were  
applauding all  
00:02:13 --> 00:02:16: the healthcare workers. You see it now with the Ukraine  
00:02:16 --> 00:02:20: crisis. Hero face, zolensky, of course, honeymoon phase.  
We're all  
00:02:20 --> 00:02:23: taking in refugees from the Ukraine and we actually feel  
00:02:23 --> 00:02:25: quite good about that. But it's only a short face  
00:02:25 --> 00:02:28: because right after the hero and honeymoon face, you see  
00:02:29 --> 00:02:29: it's one steep.  
00:02:29 --> 00:02:32: Rob and it goes on and on and on until  
00:02:32 --> 00:02:35: we fall in the so-called valley or through of disillusionment  
00:02:36 --> 00:02:38: while we realize, Oh my God, this is really a  
00:02:38 --> 00:02:42: disaster, it's really a pandemic. It's a war. People are  
00:02:42 --> 00:02:45: dying, people are losing their jobs. This might take a  
00:02:45 --> 00:02:48: while. This is actually, this is actually very bad. And  
00:02:48 --> 00:02:51: we end up there in a quite long through of  
00:02:51 --> 00:02:55: disillusionment, value of disillusionment. But then we start to  
get  
00:02:55 --> 00:02:58: up back into our feet and then we start the  
00:02:58 --> 00:02:59: so-called reconstruction.  
00:02:59 --> 00:03:03: Days where we find pandemic vaccines and we start to  
00:03:03 --> 00:03:06: figure out how this works, and then we slowly start  
00:03:06 --> 00:03:07: to reconstruct now.  
00:03:08 --> 00:03:11: The interesting thing that happened with the pandemic is that  
00:03:11 --> 00:03:14: we had the first wave and then society opened up  
00:03:14 --> 00:03:17: again. Reconstruction phase. OK, OK, but do boom. We fell  
00:03:17 --> 00:03:20: back into the valley of disillusionment. And then.  
00:03:21 --> 00:03:24: Vaccines came last year. Everyone was, hey, the vaccines  
are  
00:03:24 --> 00:03:27: here now. We're gonna get out of this for good.  
00:03:27 --> 00:03:29: They're gonna, you know, this is the end of the  
00:03:29 --> 00:03:32: pandemic. But then another wave of the pandemic came,

and

00:03:32 --> 00:03:36: we fell back from reconstruction to disillusionment. So depending on

00:03:36 --> 00:03:38: where you have been in the world for the past

00:03:39 --> 00:03:41: two years, you've been to 345 times in and out

00:03:41 --> 00:03:45: of the reconstruction phase, back into the valley of disillusionment,

00:03:45 --> 00:03:46: going back and forward.

00:03:47 --> 00:03:50: Between these two phases and that does something with our

00:03:50 --> 00:03:53: emotions. And last year, the end of last year, a

00:03:53 --> 00:03:56: group of psychologists got together and said we have to

00:03:56 --> 00:03:59: revisit this model. And this is a few decades old

00:03:59 --> 00:04:02: model is standard in social psychology. And said we where

00:04:03 --> 00:04:05: we are right now, we need a new model, we

00:04:05 --> 00:04:08: need a new phase right here. And they introduced this

00:04:08 --> 00:04:11: phase called the sandbar, a new face for this model.

00:04:11 --> 00:04:14: Now what does this sandbar, it's of course it's a

00:04:14 --> 00:04:17: metaphor and it's where we are right now.

00:04:17 --> 00:04:20: Now the metaphor is, is that we've shipwrecked. That was

00:04:20 --> 00:04:23: the pandemic. We shipwrecked, but we've made it to the

00:04:23 --> 00:04:27: sandbar. There we are. That's you, that's me. That's society.

00:04:27 --> 00:04:30: We made it to the sandbar, meaning we're not drowning

00:04:30 --> 00:04:33: anymore. But we're only on a sandbar, right? We're not

00:04:33 --> 00:04:36: unsure yet. And yes, the pandemic seems to be over,

00:04:36 --> 00:04:39: but another wave might come there, Shanghai there in lockdown.

00:04:39 --> 00:04:43: And there are several variants still developing. So we're on

00:04:43 --> 00:04:46: the sandbar. There might be another wave. There might be

00:04:46 --> 00:04:47: a storm sweeping us.

00:04:47 --> 00:04:50: From the sandbar and this is where we are as

00:04:50 --> 00:04:54: society right now. On the sandbar starting to feel better.

00:04:55 --> 00:04:58: UK crisis came, the war came, boom put us back

00:04:58 --> 00:05:02: on the sandbar. The interesting thing is the impact of

00:05:02 --> 00:05:05: the war in Ukraine was actually less to our emotions

00:05:05 --> 00:05:09: because we were already on the sandbar. Now what are

00:05:09 --> 00:05:13: sandbar emotions? 2 interesting things. One is a mix of

00:05:13 --> 00:05:18: positive and negative emotions. So positive, OK, I'm not

00:05:18 --> 00:05:22: drowning. More positive. Hey, we're here together. It's great right?

00:05:22 --> 00:05:25: Getting together again. But Oh my God there's a war going

00:05:25 --> 00:05:29: on. There's economic, you know, supply chain. Shanghai is closed

00:05:29 --> 00:05:33: business. What does that mean? Is there recession coming? Ohh.

00:05:33 --> 00:05:36: Great. I'm gonna have a beer tonight. And these emotions

00:05:36 --> 00:05:39: follow, can follow each other very, very far. So mixed

00:05:39 --> 00:05:43: positive and negative emotions. And the other big emotion is

00:05:43 --> 00:05:44: people are tired.

00:05:45 --> 00:05:48: People are tight fatigue and most professionals.

00:05:49 --> 00:05:52: Leaders I talked to, not in groups like this, but

00:05:52 --> 00:05:56: in one-on-one, conversations say to me, Timon, I'm just tired.

00:05:56 --> 00:05:59: I haven't had a breather, right. We came out of

00:05:59 --> 00:06:03: COVID, came out of Las logjam straight into this war

00:06:03 --> 00:06:07: and recession, supply chain crisis, inflation going on and climate

00:06:07 --> 00:06:10: change. I haven't had a breather. I'm just so tired.

00:06:10 --> 00:06:14: And that is unfortunately what it is. And this sandbar

00:06:14 --> 00:06:17: situation, and I actually photoshopped this graph to be a

00:06:17 --> 00:06:19: little bit longer. We don't know.

00:06:19 --> 00:06:23: How long does sandbar situation is going to last? It's

00:06:23 --> 00:06:26: going to be a very long sandbar as all these

00:06:26 --> 00:06:29: crises are stacking on top of each other. Now why

00:06:29 --> 00:06:32: is this important for business is that if you're on

00:06:32 --> 00:06:36: the sandbar, if you're very tired and very fatigued, you're

00:06:36 --> 00:06:39: for example not much open to change. Because if you

00:06:39 --> 00:06:43: want to embrace change, if you want to change things,

00:06:43 --> 00:06:46: it takes energy. If you are from a mental health

00:06:46 --> 00:06:49: perspective, if you're not in a good place, if you

00:06:49 --> 00:06:50: have.

00:06:50 --> 00:06:52: Low energy. You can stick to what you know. So

00:06:52 --> 00:06:55: you've got to get your industry moving. You got to

00:06:55 --> 00:06:59: get your company over. You're trying to get yourself moving,

00:06:59 --> 00:07:02: but you just don't have the mental strength to do

00:07:02 --> 00:07:04: so. Why not? You are on the sandbar. We are

00:07:04 --> 00:07:07: on the sandbar. And the interesting thing is when society

00:07:07 --> 00:07:10: was opening up, when we came out of the lockdowns

00:07:10 --> 00:07:13: recently, we saw a group of people not moving. We

00:07:13 --> 00:07:17: saw a group of people anxious actually getting back into,

00:07:17 --> 00:07:20: you know, rooms like this. What is students having party.

00:07:20 --> 00:07:24: Anxiety, people being anxious, getting back to the office. One

00:07:24 --> 00:07:27: that's not the people that are going five days in

00:07:27 --> 00:07:30: the office that we just saw in the poll. I'm

00:07:30 --> 00:07:33: lecturing at Utah University. We have a big group of

00:07:33 --> 00:07:37: around 30 to 40% of students who have anxieties not

00:07:37 --> 00:07:40: coming back to campus. The University of Utah still offers

00:07:40 --> 00:07:44: digital lectures and we're trying to do everything they can.  
00:07:44 --> 00:07:47: Anxious of getting back to the office now. This has  
00:07:48 --> 00:07:50: to do with our actually our, our mental.  
00:07:50 --> 00:07:54: Well-being our mental health, if we look at mental health  
00:07:54 --> 00:07:57: research around the globe, we see that people are not  
00:07:57 --> 00:08:01: doing well, we're anxious, we're depressed, working from  
home burnouts.  
00:08:03 --> 00:08:07: We have suicidal thoughts, antidepressant uses, all trends  
are pointing  
00:08:07 --> 00:08:11: in the wrong direction now. These anxieties and our mental  
00:08:11 --> 00:08:14: state can actually drive business. For example, this now, I  
00:08:14 --> 00:08:18: don't think they're in Brussels yet. the Super fast, Ultra  
00:08:18 --> 00:08:21: Fast grocery deliveries, but they're in Amsterdam where I  
live.  
00:08:21 --> 00:08:24: Are they in your city yet? Right. Groceries in under  
00:08:24 --> 00:08:29: 10 minutes. They're popping up everywhere. They're billion  
dollar business.  
00:08:29 --> 00:08:32: And when we first saw this coming people research thought,  
00:08:32 --> 00:08:33: oh this is.  
00:08:33 --> 00:08:37: About convenience, people want convenience and this is just  
the  
00:08:37 --> 00:08:41: convenience trend in an extreme form. But then there's  
there's  
00:08:41 --> 00:08:44: been one research on this that I ran into last  
00:08:44 --> 00:08:48: year where researcher actually took a look at, all right,  
00:08:48 --> 00:08:52: what is the reason for people ordering this? Because these  
00:08:52 --> 00:08:56: ultra fast grocery delivery people are operating in cities like  
00:08:56 --> 00:08:59: this now where do we find the most grocery stores,  
00:08:59 --> 00:09:03: convenience stores in cities now this researcher took a look  
00:09:03 --> 00:09:03: at.  
00:09:04 --> 00:09:06: Where do these people live? How far away from a  
00:09:06 --> 00:09:09: convenience store did they live now? What did he found  
00:09:09 --> 00:09:12: out is that there was quite a percentage of people  
00:09:12 --> 00:09:15: that lived right across the street or in an apartment  
00:09:15 --> 00:09:18: building where there was a convenience store right at, you  
00:09:18 --> 00:09:19: know, at the ground floor.  
00:09:20 --> 00:09:23: And he interviewed these people and asked him, why are  
00:09:23 --> 00:09:26: you ordering why you could just take a flight of  
00:09:26 --> 00:09:29: stairs across the street? And you know, are you that  
00:09:29 --> 00:09:29: lazy?  
00:09:31 --> 00:09:34: Now the interesting thing, there are people. A few people  
00:09:34 --> 00:09:37: have said I'm just lazy, you know? I don't wanna  
00:09:37 --> 00:09:39: go there, but the majority of people said yeah, but

00:09:39 --> 00:09:42: if I order here, I know exactly what's going to  
00:09:42 --> 00:09:44: happen. I get a picture of the delivery person coming  
00:09:45 --> 00:09:47: to madora, this countdown timer. I know when the bell  
00:09:47 --> 00:09:50: rings, I know who's there. There's. And there's nothing scary  
00:09:50 --> 00:09:53: about this. If I go out, I might meet someone.  
00:09:53 --> 00:09:56: I might have an awkward encounter, some random  
conversation. This  
00:09:56 --> 00:09:58: is safer. I'd rather stay here.  
00:09:59 --> 00:10:02: Now I see a few people go what, what, what?  
00:10:02 --> 00:10:05: You came out here, you don't feel this right? But  
00:10:05 --> 00:10:08: the people that are not here might recognize these people  
00:10:08 --> 00:10:12: being anxious about this. Now Speaking of Ohh, wait, now  
00:10:12 --> 00:10:15: the interesting thing is this is a challenge for you  
00:10:15 --> 00:10:18: as well. Just on a side note, the Ultra Fast  
00:10:18 --> 00:10:21: grocery delivery, there are quite a few people liking this  
00:10:22 --> 00:10:26: because they're growing quite rapidly, but they're also  
disrupting cities  
00:10:26 --> 00:10:29: and we are now a little bit in the first  
00:10:29 --> 00:10:29: wave of.  
00:10:29 --> 00:10:32: Airbnb and Uber where it's not regulated yet and this  
00:10:32 --> 00:10:35: is actually a challenge for you. Yes, people want that  
00:10:36 --> 00:10:39: and wanted to drivers is is that they're socially anxious.  
00:10:39 --> 00:10:42: On the other hand, it is disrupting cities. Now Speaking  
00:10:42 --> 00:10:44: of shopping and one of the questions.  
00:10:45 --> 00:10:48: You have loads of my clients have is what is  
00:10:48 --> 00:10:51: the balance going to be between ecommerce and brick and  
00:10:52 --> 00:10:55: mortar shopping? Are we going back to the shopping streets  
00:10:55 --> 00:10:58: just like where we were pre COVID and the answer  
00:10:58 --> 00:10:59: is no.  
00:11:01 --> 00:11:04: We were forced to shop online, so we did because  
00:11:04 --> 00:11:07: the stores were closed. But no one is forcing us  
00:11:07 --> 00:11:10: back into the shopping street. Or some of you might  
00:11:10 --> 00:11:13: have a brilliant idea to do that, but if people  
00:11:13 --> 00:11:16: are not forced to do something, they're not going to  
00:11:16 --> 00:11:19: do that. And the interesting thing is whatever you do  
00:11:19 --> 00:11:22: to a shopping St. it when it comes to efficiency,  
00:11:22 --> 00:11:26: speed, price, convenience. It can never beat ecommerce. So  
what  
00:11:26 --> 00:11:28: can brick and mortar?  
00:11:30 --> 00:11:33: Shopping sprees like this do is to not beat on  
00:11:33 --> 00:11:37: efficiency, speed, price, etcetera, but go fully human. The  
interesting  
00:11:37 --> 00:11:41: thing is if something is physical then it automatically creates

00:11:41 --> 00:11:45: a connection and it creates trust. If you want to  
00:11:45 --> 00:11:49: build engagement, connections and trust, you need something physical. So  
00:11:49 --> 00:11:52: if you can add that to a shopping St. and  
00:11:52 --> 00:11:56: of course anything physical you can attract. People. Give you  
00:11:56 --> 00:12:00: one example, which is actually from the Netherlands.  
00:12:00 --> 00:12:03: This is the jumbo, which is a grocery chain store  
00:12:03 --> 00:12:08: and they recently opened up 200 so-called Kletzky Casas, which  
00:12:08 --> 00:12:11: is Dutch, for a chat checkout. It is the opposite  
00:12:11 --> 00:12:15: of ecommerce because what it actually is, is this is  
00:12:15 --> 00:12:19: a cash register where they've put the most social person  
00:12:19 --> 00:12:24: working there behind the cash register and they will actually  
00:12:24 --> 00:12:28: have a conversation with you. You can clutch there, which  
00:12:28 --> 00:12:30: is that you can just chat.  
00:12:30 --> 00:12:33: Anyway, take your time. No one is rushed.  
00:12:35 --> 00:12:38: This is the complete opposite of ecommerce. It's slow, it  
00:12:38 --> 00:12:42: takes time, it's very human. It's making a connection and  
00:12:42 --> 00:12:45: I think it's brilliant. What I don't think it's brilliant  
00:12:45 --> 00:12:48: is the fact that this is actually a photo from  
00:12:48 --> 00:12:51: the PR materials that they're using. Seniors in their PR  
00:12:51 --> 00:12:54: material. Well, if we look at mental health research, it's  
00:12:55 --> 00:12:57: not the seniors who need this most. Yes, they need  
00:12:57 --> 00:13:01: it, but it's actually our youngsters who need this most.  
00:13:01 --> 00:13:04: It is the under 25 generation Generation Z who's doing  
00:13:04 --> 00:13:04: the worst.  
00:13:05 --> 00:13:08: When it comes to their mental health, it's the it's  
00:13:08 --> 00:13:11: the students we lecture at. They actually would need the  
00:13:11 --> 00:13:15: class Casa most. Now, these youngsters in all the research  
00:13:15 --> 00:13:20: again, anxiety, self reported stress, suicidal thoughts, antidepressant usage. They  
00:13:20 --> 00:13:23: are fully in there. They're more anxious than we are,  
00:13:23 --> 00:13:26: the more depressed than we are. It's quite a serious  
00:13:26 --> 00:13:29: topic now, if you dive into the research and ask  
00:13:29 --> 00:13:32: them what are you anxious about? The future?  
00:13:33 --> 00:13:36: The future. I am anxious about the future. What is  
00:13:36 --> 00:13:39: going to happen to the world? Why isn't anyone doing  
00:13:40 --> 00:13:43: anything? This is an academic study came out of September  
00:13:43 --> 00:13:47: last year. Barth University global study. I don't know if  
00:13:47 --> 00:13:49: you can read it from the back.  
00:13:50 --> 00:13:53: 70% of the Under 25 year olds feel the future  
00:13:53 --> 00:13:56: is a frightening prospect and the vast majority are angry  
00:13:57 --> 00:14:00: at their governments not doing anything. And what I do

00:14:00 --> 00:14:03: worry most about is the climate. The climate is the  
00:14:03 --> 00:14:06: one thing they worry about the most.  
00:14:07 --> 00:14:10: Inaction is not an option for this generation. This is  
00:14:10 --> 00:14:14: a street protesting activist generation again and if they have  
00:14:14 --> 00:14:18: entered your organization, you will know this because they  
will  
00:14:18 --> 00:14:21: come in with an activist attitude and do not accept  
00:14:21 --> 00:14:25: inaction. We're currently with my organization. We're helping  
quite a  
00:14:25 --> 00:14:31: few organizations with intergenerational conflict where these  
youngsters, activists coming  
00:14:31 --> 00:14:34: in and the organization just doing their business, not doing  
00:14:34 --> 00:14:37: enough. We're on the sandbar. It's very much.  
00:14:37 --> 00:14:40: An activist organization.  
00:14:41 --> 00:14:44: Um, one important thing to mention here, and this is  
00:14:44 --> 00:14:47: what I often hear say, yeah, alright, but this is  
00:14:47 --> 00:14:51: probably for the this is not greater tunberg, but this  
00:14:51 --> 00:14:54: is for the privileged Scandinavian kids whose mom is a  
00:14:54 --> 00:14:57: famous opera singer, Greta Thunberg, right. This is not a  
00:14:57 --> 00:15:01: global thing. Now in this study, the three countries, the  
00:15:01 --> 00:15:05: top three countries where the youngsters, the under 20 fives,  
00:15:05 --> 00:15:08: are worried most about climate change #1, the Philippines  
#2.  
00:15:09 --> 00:15:10: India.  
00:15:10 --> 00:15:14: #3 Brazil, Europe. There are few European countries in the  
00:15:14 --> 00:15:17: top ten, but they're not in the top three. So  
00:15:17 --> 00:15:20: mind you, this is not only for the Greta tunberg.  
00:15:20 --> 00:15:23: This is very much a global trend that is going  
00:15:23 --> 00:15:26: on now. Yesterday I was in so going to your  
00:15:26 --> 00:15:29: world. Yesterday I was at this museum in Berlin where  
00:15:29 --> 00:15:32: I was for keynote and the future museum for the  
00:15:32 --> 00:15:33: future. Has anyone been?  
00:15:35 --> 00:15:37: A few people want to to alright, it's a great  
00:15:37 --> 00:15:40: museum opened up I think right before the Pandemic  
Museum  
00:15:40 --> 00:15:42: of the Future. And of course they have a whole  
00:15:42 --> 00:15:45: piece on the future of living housing cities. And it  
00:15:45 --> 00:15:49: looks like this took this picture yesterday. Now the interesting  
00:15:49 --> 00:15:52: thing is everything in there on future living, future cities,  
00:15:52 --> 00:15:55: etcetera is sustainable, solving the climate crisis. And they  
have  
00:15:55 --> 00:15:59: all these beautiful buildings, some are concepts, some are  
actually



00:15:59 --> 00:16:02: have been built. They're green, they don't use any energy,  
00:16:02 --> 00:16:05: they're carbon neutral, they're bike lanes everywhere.  
00:16:05 --> 00:16:07: But I kept asking myself, or I did. Might be  
00:16:08 --> 00:16:11: green, it might be sustainable. But how happy are you  
00:16:11 --> 00:16:12: if you live in here?  
00:16:13 --> 00:16:16: Is this good for your mental well-being? Yes, it's green  
00:16:16 --> 00:16:18: and and it doesn't use any energy. And yes there's  
00:16:18 --> 00:16:20: a bike lane here, you know if you can see  
00:16:21 --> 00:16:23: the little bike, but there is mental health in there  
00:16:23 --> 00:16:25: as well. So what I would like to add, because  
00:16:25 --> 00:16:26: we saw the.  
00:16:27 --> 00:16:30: See change initiatives. I know what you're working on and  
00:16:31 --> 00:16:35: what you're building. Sustainability is in your DNA already  
and  
00:16:35 --> 00:16:38: you're working on it. Well done. What I'd like to  
00:16:38 --> 00:16:41: add to Dad is mental health does cause you can  
00:16:41 --> 00:16:45: live in a green lovable, but does it increase improve  
00:16:45 --> 00:16:49: your mental health as well? Sustainability and mental health  
specifically  
00:16:49 --> 00:16:51: for our youngsters.  
00:16:52 --> 00:16:55: Alright. Ohh yeah. So what can you do specifically so  
00:16:55 --> 00:16:58: people give, can you give us an example of what  
00:16:58 --> 00:17:01: you're thinking about for the build environment? One of the  
00:17:01 --> 00:17:04: things youngsters would actually works for youngsters is this.  
This  
00:17:04 --> 00:17:07: is a mini trend. They're called climate cafes. I don't  
00:17:07 --> 00:17:10: know if you've heard of this. So these are physical  
00:17:10 --> 00:17:12: places. It can be in a shopping St. It can  
00:17:12 --> 00:17:15: be at a university campus or in an office where  
00:17:15 --> 00:17:18: people, young people actually get together to talk about their  
00:17:18 --> 00:17:21: worries. Climate change here, we also have these for mental  
00:17:21 --> 00:17:22: health.  
00:17:22 --> 00:17:24: And then I have another one for you. You can  
00:17:25 --> 00:17:27: open up a climate cafe, but you can also open  
00:17:27 --> 00:17:28: up a puppy room.  
00:17:30 --> 00:17:32: So this is a University of Amsterdam who saw in  
00:17:32 --> 00:17:36: their research that students were getting more anxious than  
ever.  
00:17:36 --> 00:17:38: So they did a pilot where they opened up a  
00:17:38 --> 00:17:41: puppy room where you could come in for 10 minutes,  
00:17:41 --> 00:17:43: cuddle with a puppy, and then go into your exam  
00:17:43 --> 00:17:45: a little bit more relaxed.  
00:17:47 --> 00:17:49: Now I see a few smiles. I see a few

00:17:49 --> 00:17:52: people go. What? What's he saying? Now? Don't take the  
00:17:52 --> 00:17:55: puppy room literally. Take the puppy room as a metaphor  
00:17:56 --> 00:17:57: and go back to this.  
00:17:58 --> 00:18:01: All these things you're building and you know, future  
scenarios.  
00:18:01 --> 00:18:05: One is the metaphor. Where are the puppy rooms? Right?  
00:18:05 --> 00:18:07: Where are the things that are great for our mental  
00:18:08 --> 00:18:11: health, for our sandbar emotions, right. Building puppy rooms  
so  
00:18:11 --> 00:18:14: you can write this down right now, right now. Puppy  
00:18:14 --> 00:18:17: rooms. In your future plans, are there enough puppy rooms  
00:18:17 --> 00:18:21: in there? Not literally. Metaphorically. Alright now, last but not  
00:18:21 --> 00:18:24: least, this. This is the big question all my clients  
00:18:24 --> 00:18:27: have. How much of this are we going to do  
00:18:27 --> 00:18:28: right? Everything.  
00:18:28 --> 00:18:30: Online, how much is that are we going to do  
00:18:31 --> 00:18:33: all back in the office or is it going to  
00:18:33 --> 00:18:36: be? This had the buzzword of the past two years  
00:18:36 --> 00:18:39: hybrid where we mix the virtual and the physical. Now  
00:18:40 --> 00:18:43: there's been quite a bit of research what works and  
00:18:43 --> 00:18:46: what doesn't work. What have we seen? This does not  
00:18:46 --> 00:18:50: work and this actually does from a human behavior,  
engagement,  
00:18:50 --> 00:18:54: connection perspective. Why? Because this is inequality and  
what we  
00:18:54 --> 00:18:57: see here is so-called inequality of engagement.  
00:18:58 --> 00:19:01: The people that are physically present immediately engage.  
They respond  
00:19:01 --> 00:19:04: to each other, body language, etcetera. They have a small  
00:19:04 --> 00:19:07: conversation when they enter and when they leave, they  
they,  
00:19:07 --> 00:19:09: they, they see each other in the eyes. They trust  
00:19:09 --> 00:19:13: each other more just because they're physically present, the  
people  
00:19:13 --> 00:19:13: on the screens.  
00:19:14 --> 00:19:17: Are not trusted as much. They're not engaged. Must they  
00:19:17 --> 00:19:20: communicate as well? Even if you have a perfect meeting  
00:19:20 --> 00:19:23: leader, there's a big difference between the physical, the  
people  
00:19:24 --> 00:19:27: that are physically present and the people now looking into  
00:19:27 --> 00:19:30: camera that are digitally there. It's actually from a human  
00:19:30 --> 00:19:34: engagement relationship perspective, better to have  
everyone virtual or everyone  
00:19:34 --> 00:19:38: physical. Now I know there are wonderful technical solutions

coming

00:19:38 --> 00:19:41: where you could attend your next meeting like this. John

00:19:41 --> 00:19:43: is not in today, but he's sitting in his favorite

00:19:43 --> 00:19:44: chair, right?

00:19:46 --> 00:19:48: And you could invite it, you could have invited me

00:19:48 --> 00:19:52: like this, right? I was actually at an IKEA conference

00:19:52 --> 00:19:54: and they just, they just reeled me in like this.

00:19:54 --> 00:19:57: So and you could have done that right now, right?

00:19:57 --> 00:20:00: Saved you a train ticket from Amsterdam.

00:20:01 --> 00:20:06: But it wouldn't have been the same right now.

00:20:07 --> 00:20:10: But also won't be the same as this balance. 5

00:20:10 --> 00:20:12: days at the office is over and we all know

00:20:12 --> 00:20:15: there's going to be some working from home, some remote

00:20:15 --> 00:20:18: work. But how much is that? Everyone wants the answer

00:20:18 --> 00:20:21: and we don't know. What we do know is that

00:20:21 --> 00:20:23: if you ask people, so if you ask in HR

00:20:23 --> 00:20:26: research, you get the wrong answer. Because people from a

00:20:26 --> 00:20:30: sandbar perspective, if you're from a mental health

00:20:30 --> 00:20:33: perspective, if

00:20:30 --> 00:20:33: you're in a bad place, you're not going to give

00:20:33 --> 00:20:35: the true honest answer what you want in the long

00:20:36 --> 00:20:38: term. So if you see all these researches.

00:20:38 --> 00:20:41: That people want this much working from home or remote

00:20:41 --> 00:20:44: work. Don't take it too seriously, but because on a

00:20:44 --> 00:20:47: sandbar you won't give the real true answer, that's important.

00:20:47 --> 00:20:50: Secondly is the most important thing about this is that

00:20:50 --> 00:20:53: people want flexibility. Because they might say I might want

00:20:53 --> 00:20:56: to work two days from home now, but if I'm

00:20:56 --> 00:20:58: going to have kids in a few years, I might

00:20:58 --> 00:21:00: want to work a little bit more from home. Or

00:21:00 --> 00:21:03: if I go to a management role, I want to

00:21:03 --> 00:21:05: spend some more days in the office. The real thing

00:21:05 --> 00:21:08: people want is not two days or exactly 3 days.

00:21:08 --> 00:21:11: Or they want flexibility from their employers and they want

00:21:12 --> 00:21:15: flexibility from the build environment. And if employers do not

00:21:15 --> 00:21:19: give flexibility when it comes to this, they're gone. You

00:21:19 --> 00:21:22: will have heard from the great resignation, the big quit,

00:21:22 --> 00:21:23: the great reshuffle.

00:21:25 --> 00:21:27: If you look at it, this is people after the

00:21:27 --> 00:21:30: pandemic switching jobs. If you look into the research, why

00:21:30 --> 00:21:33: people are leaving, one of the main drivers, they're more

00:21:34 --> 00:21:37: drives out there, is that people want flexibility and that

00:21:37 --> 00:21:39: has to do with an uncertain future. I don't know  
00:21:39 --> 00:21:42: where I'll be in the future. I don't know what  
00:21:42 --> 00:21:45: the crisis will bring. I want an employer that is  
00:21:45 --> 00:21:48: flexible. Now the problem here is again the inequality of  
00:21:48 --> 00:21:51: engagement. If this lady right here calls in by herself  
00:21:51 --> 00:21:54: to the office where a group of people is, there's  
00:21:54 --> 00:21:55: inequality of engagement.  
00:21:55 --> 00:21:58: How can you solve that? By creating hubs. Now, I  
00:21:58 --> 00:22:01: don't have to explain hubs to you. Well, I do.  
00:22:01 --> 00:22:04: Well, I will. It's you're in a remote environment. You  
00:22:04 --> 00:22:07: have a tiny office here where three or four colleagues  
00:22:07 --> 00:22:10: are getting together and dial in as a little group,  
00:22:10 --> 00:22:13: and then you solve the inequality of engagement. The  
interesting  
00:22:13 --> 00:22:16: thing is that there are many hubs initiatives around the  
00:22:16 --> 00:22:19: world. My favorite one comes from Ireland, where the hubs  
00:22:20 --> 00:22:23: around Ireland are actually funded by the government.  
They're pouring  
00:22:23 --> 00:22:26: millions of EUR into hubs all around the globe.  
00:22:26 --> 00:22:29: Trying to revise, revitalize the countryside and to give people.  
00:22:30 --> 00:22:32: Actually, if you find this article, you can read what  
00:22:32 --> 00:22:35: the government has to say to improve their mental health.  
00:22:36 --> 00:22:38: Because if you sit in your home and there's no  
00:22:38 --> 00:22:41: distinction between your work and your private life, that's not  
00:22:41 --> 00:22:43: good for your mental health, so.  
00:22:44 --> 00:22:47: Adding to this one, all your future visions, sustainability is  
00:22:47 --> 00:22:50: in there. Add on top of that mental health, add  
00:22:50 --> 00:22:53: on top of that full flexibility. That is what people  
00:22:53 --> 00:22:56: want. Now. Wrapping up 3 takeaways. The first one you  
00:22:56 --> 00:22:59: have to design, you have to develop, you have to  
00:22:59 --> 00:23:02: build to improve mental health. We're going to be on  
00:23:02 --> 00:23:05: the sandbar for quite a while. There is always another  
00:23:05 --> 00:23:09: crisis coming. You've seen the model. Mental health has to  
00:23:09 --> 00:23:11: be in there now, Jen said. We know they're about  
00:23:11 --> 00:23:14: climate change, but they want your action.  
00:23:14 --> 00:23:16: Right now. So it's great to talk about it. It's  
00:23:16 --> 00:23:19: great to have plans. But if you get talent in,  
00:23:19 --> 00:23:21: they're going to ask you, alright, I've seen it in  
00:23:21 --> 00:23:24: your mission statement. You have a great purpose, but what  
00:23:25 --> 00:23:27: are you actually doing? Action. They want action now, and  
00:23:28 --> 00:23:30: this is around the globe and not just in Scandinavia  
00:23:30 --> 00:23:33: or here in this part. Now, the future of work

00:23:33 --> 00:23:35: and the future of home, the new buzzword I'd like  
00:23:35 --> 00:23:39: you to write down is flexibility, flexibility, flexibility, because if  
00:23:39 --> 00:23:42: when the future is uncertain, flexibility is one of the  
00:23:42 --> 00:23:44: answers and the things people need.  
00:23:45 --> 00:23:46: Thank you very much.  
00:23:51 --> 00:23:51: OK.  
00:23:54 --> 00:23:56: Now I'm looking. I'm looking at the clock.  
00:23:56 --> 00:23:59: Yeah. No, we're we don't. We had the time for  
00:23:59 --> 00:24:02: a couple of questions actually. So team on 30% of  
00:24:02 --> 00:24:05: our crowd wants to work five days a week at  
00:24:05 --> 00:24:07: the office. Who are they?  
00:24:08 --> 00:24:10: I mean more seriously, but you know, like, is that  
00:24:10 --> 00:24:13: a reversion to a type? Is that like, you know,  
00:24:13 --> 00:24:15: a legitimate way that people have? Are those types of  
00:24:15 --> 00:24:18: personalities that that suits them a lot better?  
00:24:18 --> 00:24:20: Well, I I think it's a great example of how  
00:24:20 --> 00:24:22: diverse we are and the challenge that HR departments and  
00:24:22 --> 00:24:25: leaders have because some people want to work five days  
00:24:25 --> 00:24:28: at the office. But, and it wasn't in the question.  
00:24:28 --> 00:24:30: There are also quite a few people that say, let  
00:24:30 --> 00:24:32: me work five days from home now, what are you  
00:24:32 --> 00:24:34: going to do as a manager? What are you going  
00:24:34 --> 00:24:36: to do as an HR department? How are you going  
00:24:36 --> 00:24:38: to get engagement between the five days?  
00:24:38 --> 00:24:41: At the office people and the five or maybe four  
00:24:41 --> 00:24:43: days. So this is a big challenge. It used to  
00:24:43 --> 00:24:46: be so easy. Everyone at the office five days a  
00:24:46 --> 00:24:48: week and we don't have to think about it, we  
00:24:48 --> 00:24:50: don't have to talk about it. It's just what it  
00:24:50 --> 00:24:51: is so.  
00:24:52 --> 00:24:55: And and and this is a challenge, yeah, OK and  
00:24:55 --> 00:24:58: I I I say alright, you might want five days  
00:24:58 --> 00:25:01: at the office now in your current role, but in  
00:25:01 --> 00:25:03: a few years time that might.  
00:25:03 --> 00:25:05: Change flexibility is more long time.  
00:25:05 --> 00:25:07: More, I assume even the five days at the office  
00:25:07 --> 00:25:10: people would like flexibility that, you know, there were  
00:25:10 --> 00:25:12: priorities  
00:25:10 --> 00:25:12: might change in the future, OK.  
00:25:12 --> 00:25:15: And just a final question. Are you there for optimistic  
00:25:15 --> 00:25:18: or pessimistic about the future in terms of all that  
00:25:18 --> 00:25:20: you've shared with us today?

00:25:21 --> 00:25:25: Well, I'm, I'm actually optimistic about the long term future.  
00:25:25 --> 00:25:28: I'm pessimistic about the short term future. I actually think  
00:25:28 --> 00:25:29: I actually.  
00:25:30 --> 00:25:33: This sounds very bad. I was hoping for the pandemic.  
00:25:33 --> 00:25:36: I was hoping for actually, I was hoping things would  
00:25:36 --> 00:25:39: get a little bit worse because I think things have  
00:25:39 --> 00:25:42: to get a little bit more worse or maybe a  
00:25:42 --> 00:25:45: lot more worse before we actually truly change because  
we've  
00:25:45 --> 00:25:48: bounced back quite soon. I was, I don't know if  
00:25:48 --> 00:25:52: you've seen Schiphol airport, our national airport last week  
when  
00:25:52 --> 00:25:55: we had the May vacation. It it was madness that  
00:25:55 --> 00:25:59: we've never seen before. People just back in their old  
00:25:59 --> 00:25:59: behavior and.  
00:26:00 --> 00:26:01: And unfortunately.  
00:26:01 --> 00:26:04: Yeah, I think it's gonna get short term a bit  
00:26:04 --> 00:26:04: worse.  
00:26:04 --> 00:26:06: OK. But long term, we'll go with an optimistic view  
00:26:06 --> 00:26:07: then?  
00:26:07 --> 00:26:08: But yeah, 100%.  
00:26:08 --> 00:26:11: Yes, perfect. Please joining me and thanking Timon de  
Young  
00:26:11 --> 00:26:12: for a fantastic presentation.  
00:26:12 --> 00:26:13: Thank you very much.  
00:26:13 --> 00:26:14: Cheers you so much.

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