

➤ HUMANIZING WORKPLACE CHANGE



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Business Agility in Workplace

Humanizing Workplace Change



SARA ESCOBAR

GLOBAL HEAD OF WORKPLACE



Workplace Leader
Organizational Change Facilitator

Self proclaimed

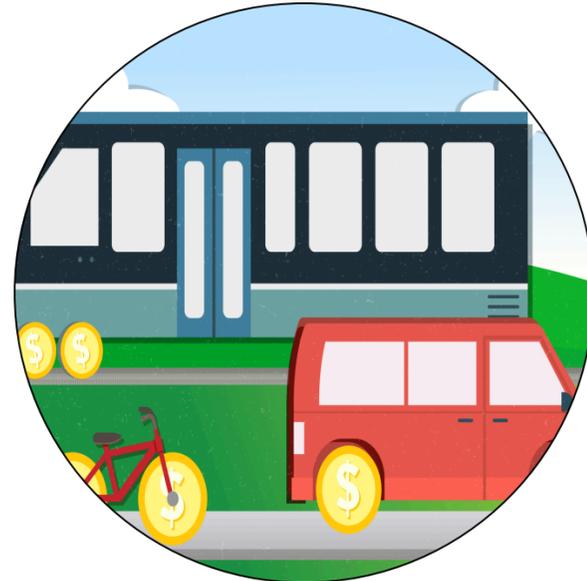
- Risk taker
- Breaker of stuff
- Never happy with status quo

**Breaker of traditional thoughts and approach
to office spaces**

hulu *honey* **NETFLIX**

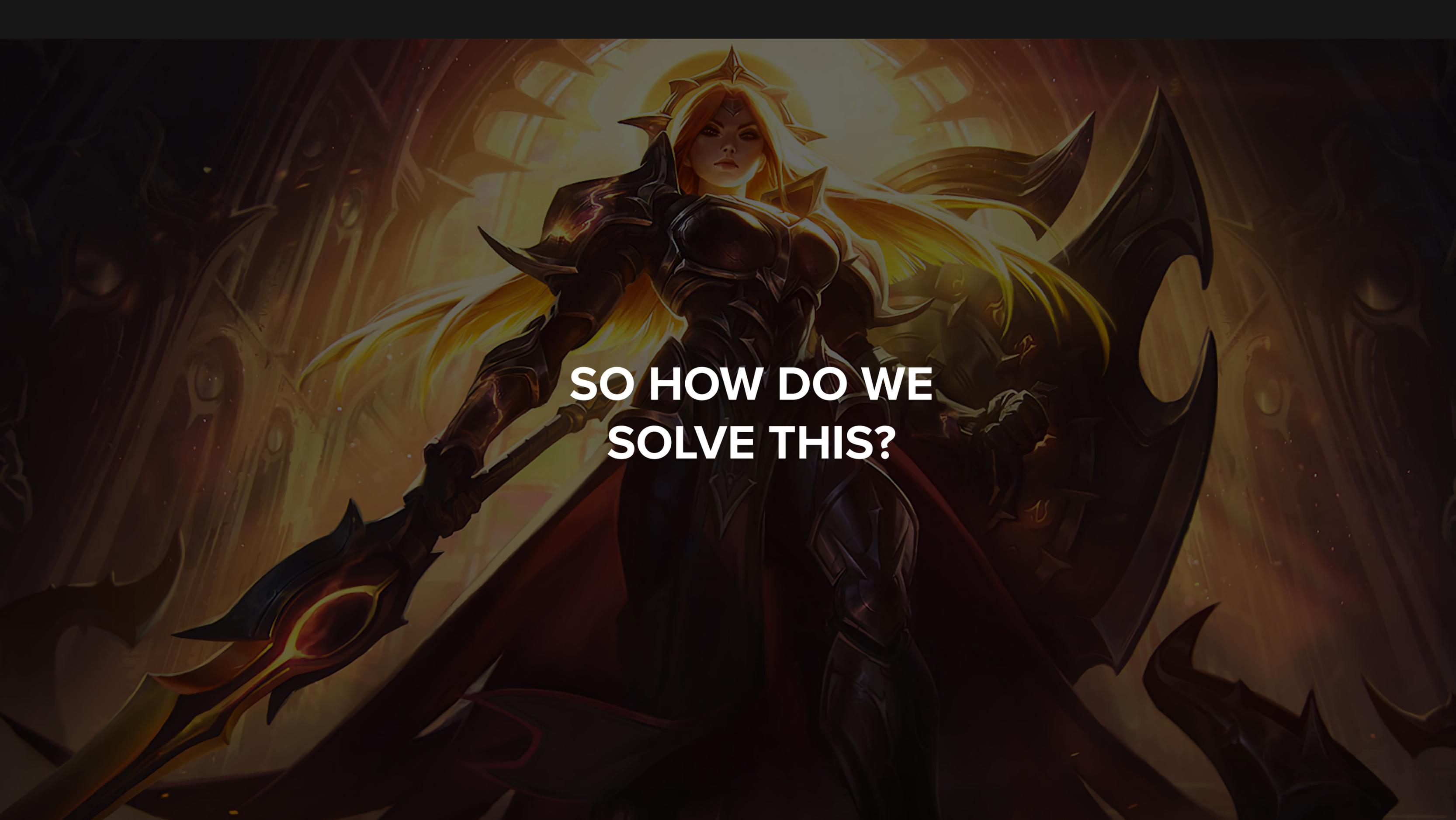
WHY WORKPLACE NEEDS BREAKING

THE HUMAN ELEMENT



FEARS

- OFFICE HAS DRIVEN SUCCESS IN THE PAST
- CONNECTION TO THE COMPANY, THE WORK AND THE PEOPLE
- IT'S EASIER TO
 - SOCIALIZE
 - MOTIVATE
 - BE CREATIVE
 - SUPPORT THE CULTURE
 - TRAIN AND MENTOR
 - BALANCE WORK / LIFE
- WITHOUT THE OFFICE I'LL LOSE CONTROL / PEOPLE WON'T WORK

A female warrior with long blonde hair, wearing dark, intricately detailed armor. She holds a glowing sword in her right hand. Behind her are large, dark, bat-like wings. The background is a golden, ornate, circular structure with a bright light source behind her head, creating a halo effect. The overall tone is dramatic and heroic.

**SO HOW DO WE
SOLVE THIS?**

1-3-1

Our first try

April 2022 - 1-3-1 (M/F optional onsite, Tu-Th onsite)

Less onsite time but easy to coordinate when needed.

- Relationships
- Connection and Collaboration
- Ease of Scheduling

We found:

- This didn't naturally align with the work people were doing and many were spending time onsite alone in a conference room

We had 2 options:

- Adjust peoples habits and rituals
- Align around those rituals and other important factors

Our new approach: Hybrid @ Riot

Riot's hybrid model is centered around creating intentional moments with each other, and reflects a mix of office and virtual work based on what's needed for outcomes.



Must Achieve

Our occupancy and workplace experience should support Rioters doing their best work for players, and we make that happen with a dynamic, hybrid environment that...

- **Enables us to deliver our work**
- **Supports our ability to attract and retain the right talent**
- **Helps us to cultivate a culture that's uniquely Riot**



Outcome-Based and Culture Driven



- Intentional moments
- Flexibility within a framework



- Players first
- Rituals serves the culture



Rethinking **How We Work Together**

The Hybrid Operations Targets “HOT” framework is designed to help connect the dots between our occupancy decisions and our desired outcomes.

The framework focuses on **5 themes** to help us strike the right balance with a hybrid approach as well as build and maintain the vibe that makes us, us.

 Relationships and Trust	We are relationship-based; we value being relational over transactional. So, how do we create intentional moments together to deepen our relationships and improve team dynamics ?
 Alignment	We discuss and debate as a means to align. So, how do we leverage in-person moments to expedite alignment through healthy and productive discussion and debate ?
 Creativity and Collaboration	We co-create often to harness our collective strengths. So, how do we stoke the fires of creativity and innovation that come from organically building on each other's ideas both big and small ?
 Fun!	We have fun, play together, and don't take ourselves too seriously. So, how do we ensure we're carving out space to just have a good time together and remember that it's fun to work at Riot?
 Building Each Other Up	We have gratitude for players and each other. So, how do we ensure every Rioter feels welcomed as part of the Riot community, appreciated for their contributions, and invested-in by each other?

Element: Building Each Other Up

We have gratitude for players and each other. So, how do we ensure every Rioter feels welcomed as part of the Riot community, appreciated for their contributions, and invested-in by each other?



How this may show up (principle(s) and dimension(s) to consider):

A Principle: Rioters should come to a Riot office **in person** to experience and connect to the Riot vibe

Dimensions

- The vibe is the combination of the physical place, the offerings, and Rioters being here in-person.
- The vibe is a recharge of the “Riotness”
- It’s a energizing destination not an office

A Principle: Rioters should be present **in-person** to support other Rioters - and be there for eachother.

Dimensions

- Remember to have free time when you are on-site for in-the-moment connections (don’t over-optimize / over-schedule the in-person time)
- Showing up for each other / supporting each other opportunistically
- Confidence building
- Resilience building
- Managing imposter syndrome
- Mental Health

If Rioters are at home always we deprive each other of our presence.



Core Hybrid Elements

How we achieve these outcomes successfully, and at scale, means finding a solution that supports how we work together, the work we do, and our culture. So, we need to clearly define some parameters to help us do that across Riot.

- **01_ GUARDRAILS //**

the proactively defined boundaries that ensure a consistent approach across Riot

- Where you can live, how we anticipate the office will be used, etc.

- **02_ EXPECTATIONS //**

the standards we set so we all understand what great outcomes look like

- Trainings, onsite activities, etc

- **03_ RITUALS //**

The practices focused on building Riot community and connectivity

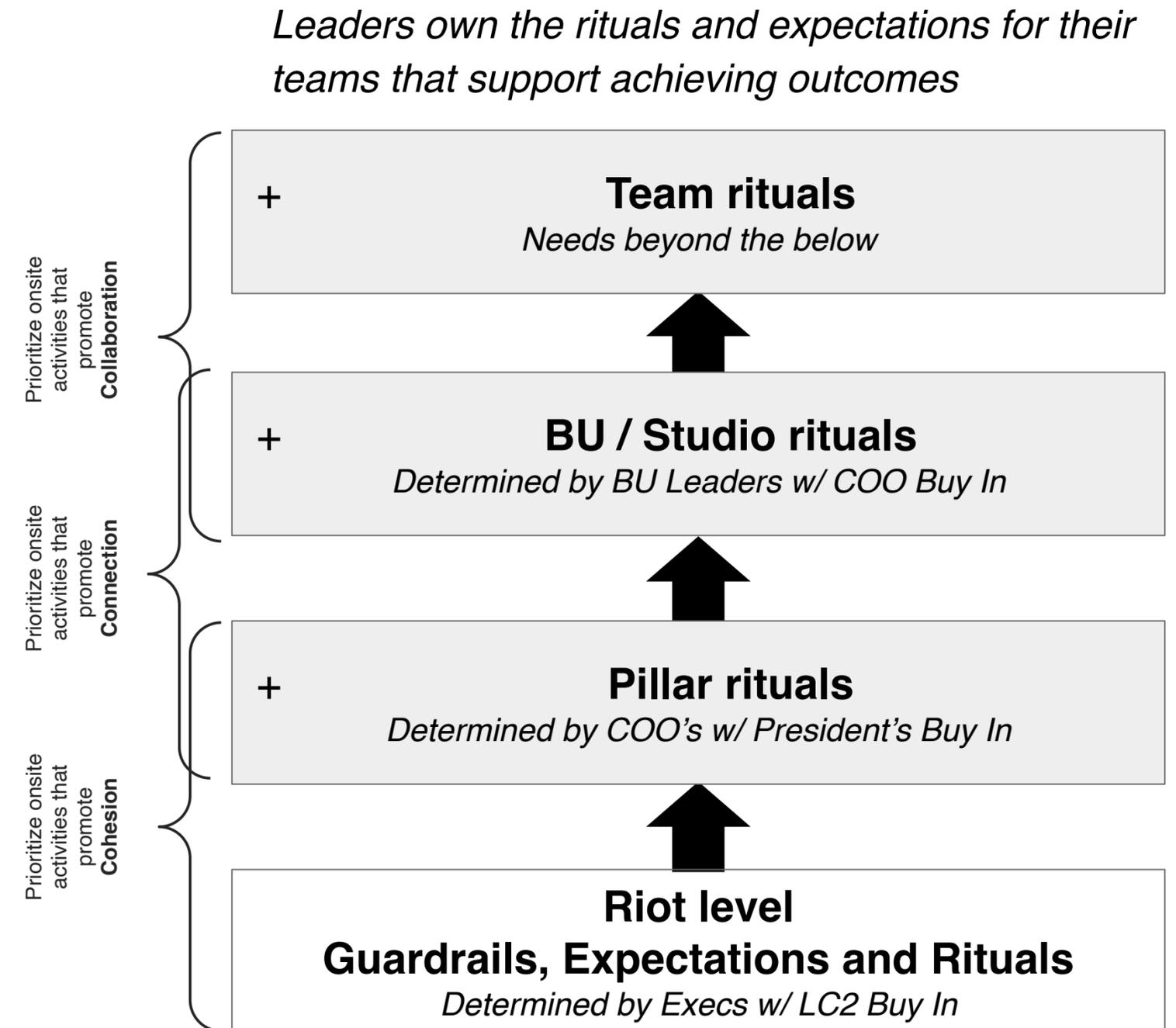
- Cultural events, Riot WW onboarding, etc.

Layered Rituals

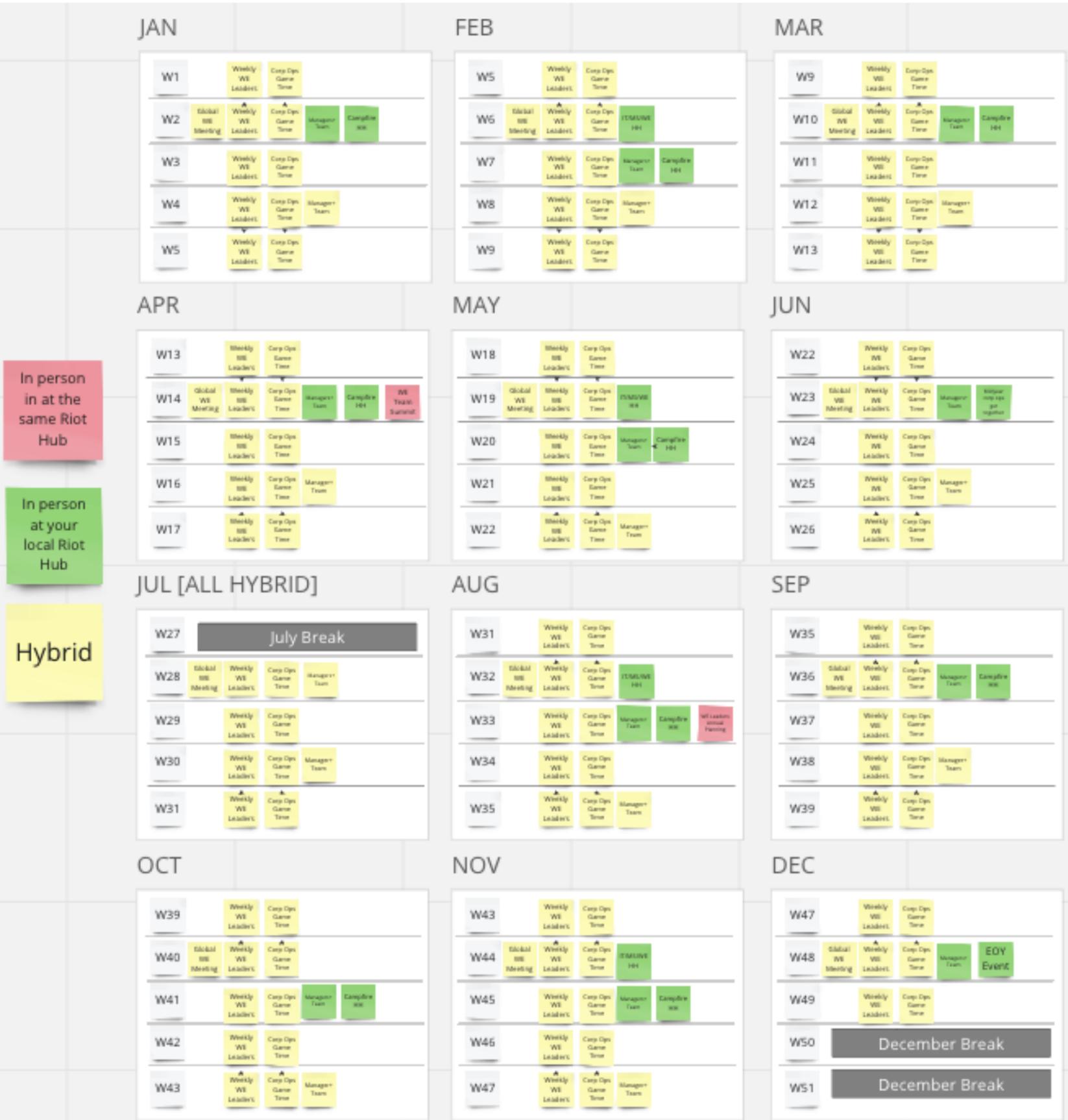
Bringing it all together

Those guardrails, expectations, and rituals are layered, so our leaders can cascade the hybrid experience.

Pillars, BU / Studios, and Teams will build additional rituals on top of Riot-level rituals to cultivate what they believe will be needed to achieve our outcomes.



Cadence Calendars



Triggers

New Hire in-person celebration - attached to next Campfire HH

Storming team's pivot point should happen in-person

Many team members roles require regular in person presence

Leadership team should do annual planning in-person

Chartering should be in-person

Considerations

If you are doing something new or controversial consider bringing people together in-person

Deliver annual and mid-year reviews in-person based on preference discussion with the team member

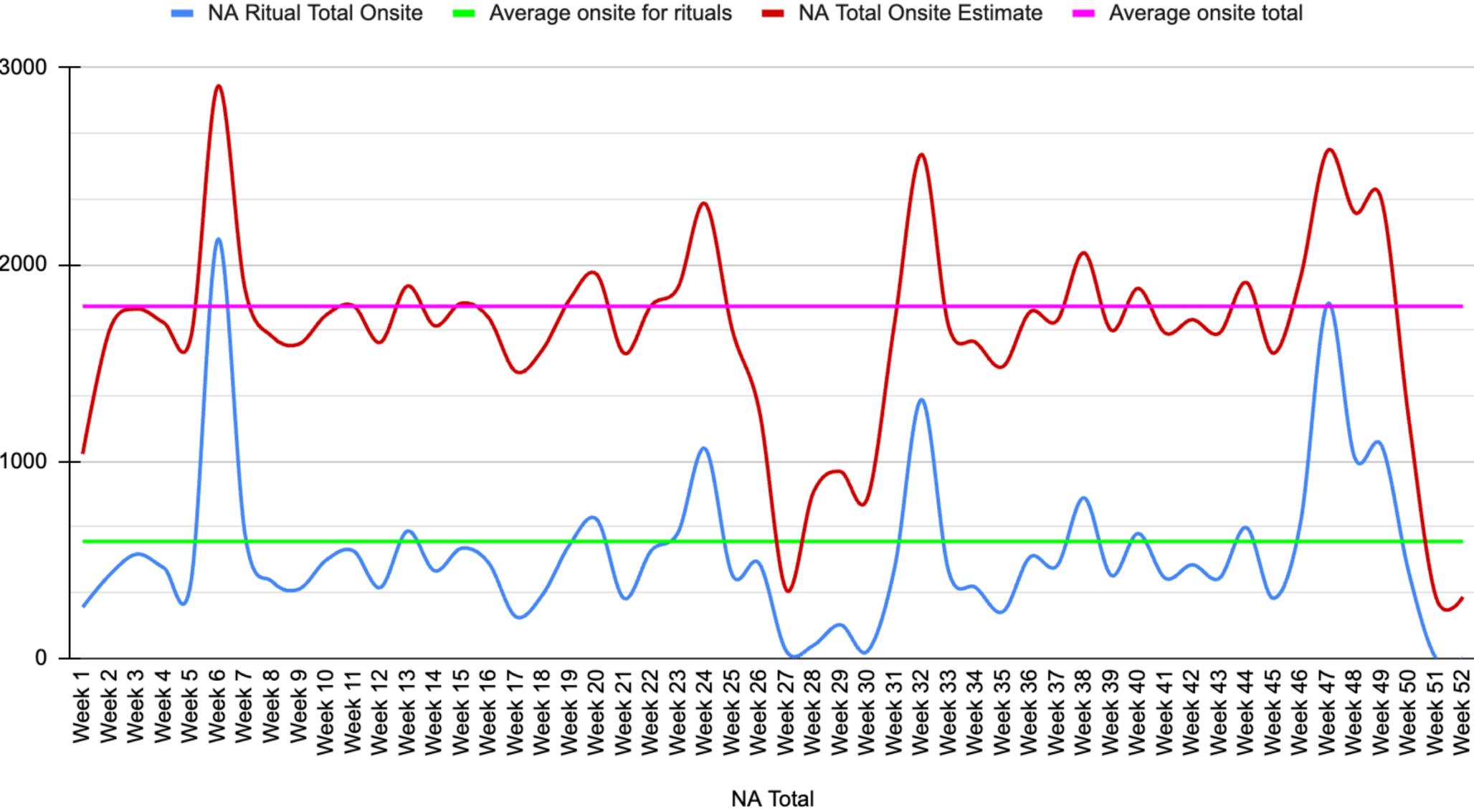
Set time aside to meet with someone outside of your team when you are on-site

Consider how we may be able to rotate in-person requirements to allow for some additional hybrid time

Leverage onsite time (if possible) to in person meetings - avoid virtual meetings

Solving Space Challenges / Providing ROI

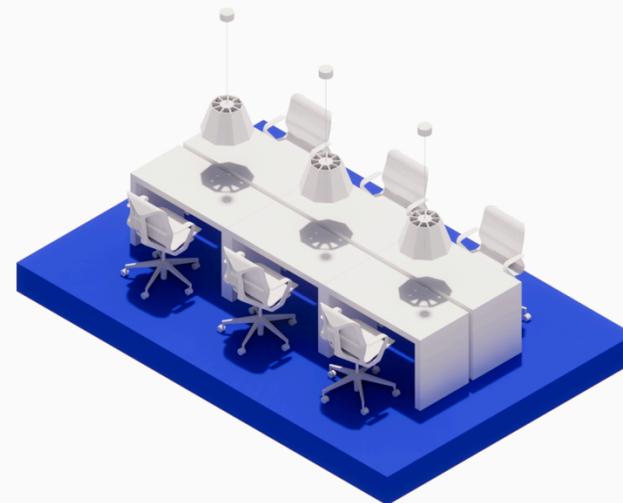
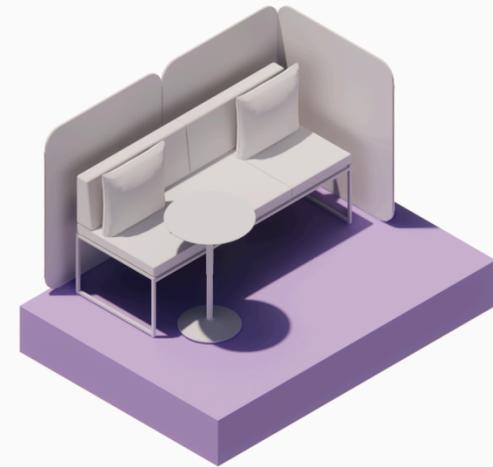
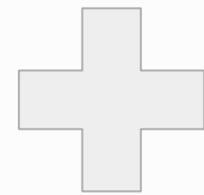
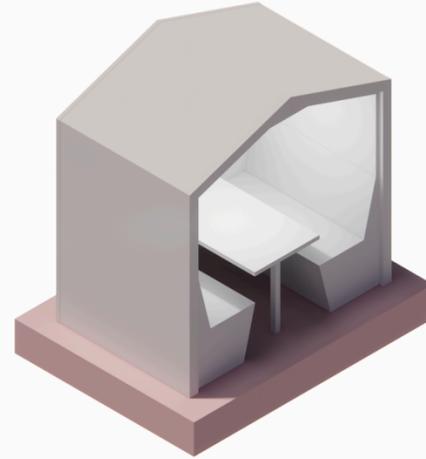
Onsite Anticipated



NA ONSITE CALENDAR HEAT MAP VIEW (ALL ANTICIPATED)					
Jan	1,038	1,670	1,775	1,705	
Feb	1,632	2,908	1,875	1,635	
March	1,597	1,745	1,792	1,605	1,892
April	1,690	1,805	1,731	1,457	
May	1,570	1,825	1,951	1,550	
June	1,792	1,885	2,311	1,670	1,260
July	346	844	949	814	
August	1,705	2,560	1,686	1,605	1,482
Sept	1,760	1,715	2,061	1,667	
Oct	1,880	1,652	1,721	1,652	
Nov	1,910	1,550	1,936	2,580	2,265
Dec	2,325	1,214	311	311	

ONSITE CALENDAR HEAT MAP VIEW (RITUALS ONLY)					
Jan	259	424	529	459	
Feb	386	2129	629	389	
March	351	499	546	359	646
April	444	559	485	211	
May	324	579	705	304	
June	546	639	1065	424	481
July	35	65	170	35	Working with BU leaders to understand if rituals can happen offsite for remote ritual month
August	459	1314	440	359	236
Sept	514	469	815	421	
Oct	634	406	475	406	
Nov	664	304	690	1801	1019 Need to work out rituals around Thanksgiving
Dec	1079	435	0	0	

Shift in Space Usage



Takeaways

We don't need to tell people what to do, but rather find that sweet spot.

Outcomes allow teams and individuals to define that unique sweet spot.

As a leader be very clear about your outcomes not the output (time). If you need guardrails put guardrails, then suspend preconceived notions and trust in your team.

