

Hilton's new report, "The Hospitality Mindset: A New Blueprint for Culture and Performance for Any Industry," draws on research from U.S. workers and insights from top-performing hotels to show how hospitality-driven leadership can strengthen workplace culture across any industry. It highlights five trends shaping the future of leadership and performance, including:



### Mutual Mentorship

People are happier in cultures that operate less like an organizational chart and more like a hotel team – nimble, adaptive, deeply interdependent. A mutual mentorship mindset replaces top-down development with shared learning, where everyone teaches and everyone grows.

#### Key Insights

- 77% say having a **trusted mentor** is essential to their happiness at work. *(Ipsos)*
- 75% of workers say they are more likely to stay at organizations where leaders focus on **developing them as individuals**. *(Ipsos)*



### RTO: Return to Opportunity

Workers are seeking stability, visibility, compassionate flexibility and relief from loneliness – and many are finding it by interacting with their colleagues in person. Like frontline teams that work side by side, in-person environments build capability through shared experience and the ability to learn from one another as people.

#### Key Insights

- Gen Z workers are 2x as likely as Gen X to feel lonely at work, with **loneliness affecting nearly 50% of early-career workers**. *(Ipsos)*
- 94% say **returning to the office serves a purpose** today and 96% of Gen Z workers say they see value in coming into the office. *(Morning Consult)*



### From AI Anxiety to AI Agency

As AI continues to rapidly reshape work, the biggest risk aren't agents, but the lack of agency. Workers are caught in the middle, looking for the resources, skills and tools they need to catch up. But when cultures shift their approach from AI anxiety to AI agency, people are empowered to grow, and technology can serve as a catalyst rather than a constraint.

#### Key Insights

- More than half of workers (52%) say they feel **anxious about AI's impact** on their job. *(Ipsos)*
- 55% expect their organization to **provide AI skills, tools and subscriptions**. *(Ipsos)*
- 87% say **on-the-job training** is critical to their overall happiness at work. *(Ipsos)*



### Chief Host Officer: The New Leadership Vibe

While technology continues to evolve at a rapid rate, workers and recruiters alike believe human attributes – genuine connection, judgement, service, empathy, collaboration, emotional intelligence – are becoming more important and make people feel valued and motivated to stay.

#### Key Insights

- 92% say having a **good relationship with their manager** is critical to their happiness. *(Ipsos)*
- When workers are asked why they stay in their jobs, job security may top the list (57%), but what follows are **deeply human needs**: feeling valued (50%), career growth (46%), flexibility (46%) and workplace relationships (~40%). *(Morning Consult)*
- **Burnout and weak managers** are the top two barriers to worker performance (41% and 33%, respectively). *(Morning Consult)*
- 83% of workers say companies should **prioritize people over technology**. *(Ipsos)*



### The Meaning Multiplier

Delivering service at a hotel creates more than results; it creates deep, personal meaning. The same principles apply to demonstrating care for colleagues at work, and building a culture centered on an actively shared purpose.

#### Key Insights

- 85% of workers, when asked what influences their career decisions, said they'd prioritize **opportunities that make a difference**. *(Ipsos)*
- One-third say recognition from a manager defines a good day, underscoring that **agency is reinforced when effort is noticed and valued**. *(Ipsos)*