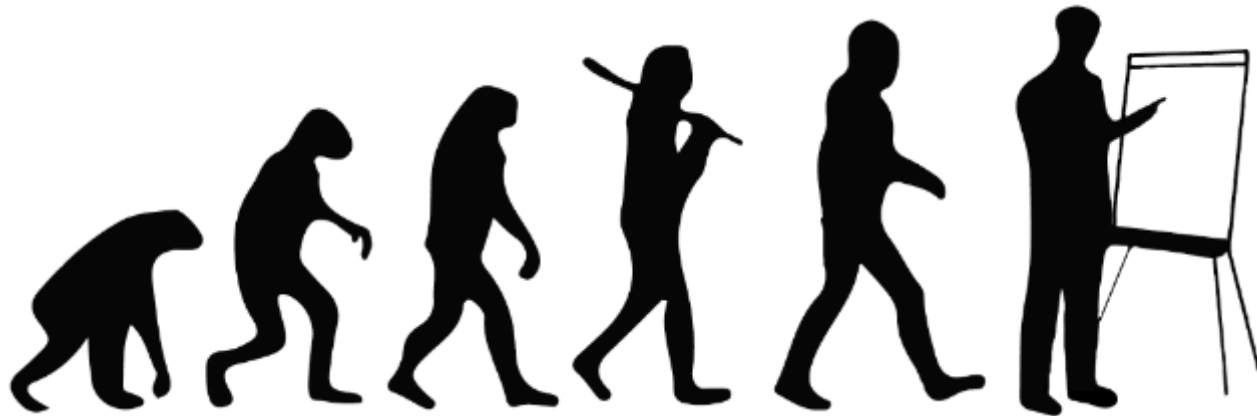




The Future of Work is NOW

In concept and practice



OTM Webinar

Tuesday 26th January 2016

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About your Presenters



Mark LaScola

Senior Consultant & Managing Principal

<http://on-the-mark.com/meet-the-team>



Manfred della Schiava

Founder & Partner, Die Wissens-Berater

<http://www.wissensberater.com/manfred-della-schiava/>





About OTM

Our Solution Sets



Organization Design and Business Transformation – Concept through Implementation



Accelerated Change Readiness – Planning through Implementation



M&A, Business Integration – Due diligence “fit predictor” through implementation

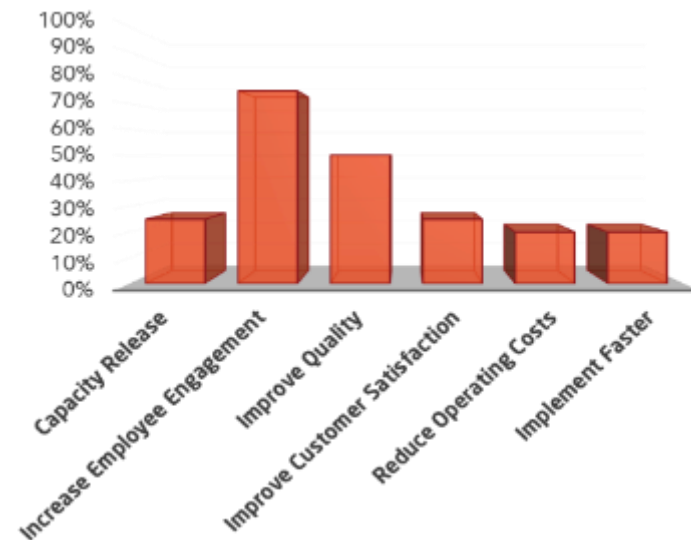


Accelerated Decision Making, Planning and Problem Solving – Issue identification through resolution, implementation, embed and support



Capability Building – Assessment, delivery and support (10/20/70)

OTM is a leader in collaborative organization design and business transformation. Now in our 26th year of operation, with offices located on both sides of the Atlantic (Phoenix, AZ and London, UK), OTM is recognized by many as their preferred vendor in providing real, substantive and lasting change. Our passion is for collaborative business transformation and our work is guided by research, evidenced-based and established best practice and emerging methodology. Our work achieves a common results footprint:



About OTM



Unparalleled Depth of Experience

Having delivered close to 400 organization design and transformation projects, and over 700 total projects encompassing all of our solutions. OTM offers one of the industry's most collaborative, disciplined, comprehensive, integrated and holistic transformation solution.

Breadth of Experience

We have delivered projects in over 30 different countries and countless industry sectors for all business functions as well as City, State, National Governments.

Sectors	Functions	Geography
Aerospace	Human Resources	North America
Defence	Supply Chain	Western Europe
Logistics & Distribution	Manufacturing	Scandinavia
Financial Services	Operations	Eastern Europe
Telecommunications	Finance, IT	Latin America
FMCG	Regulatory	Middle East
IT Software & Services	Sales, Marketing	South East Asia
Manufacturing	Engineering	South Pacific
Retail	Outsourcing – BPO	
	Skunk works	

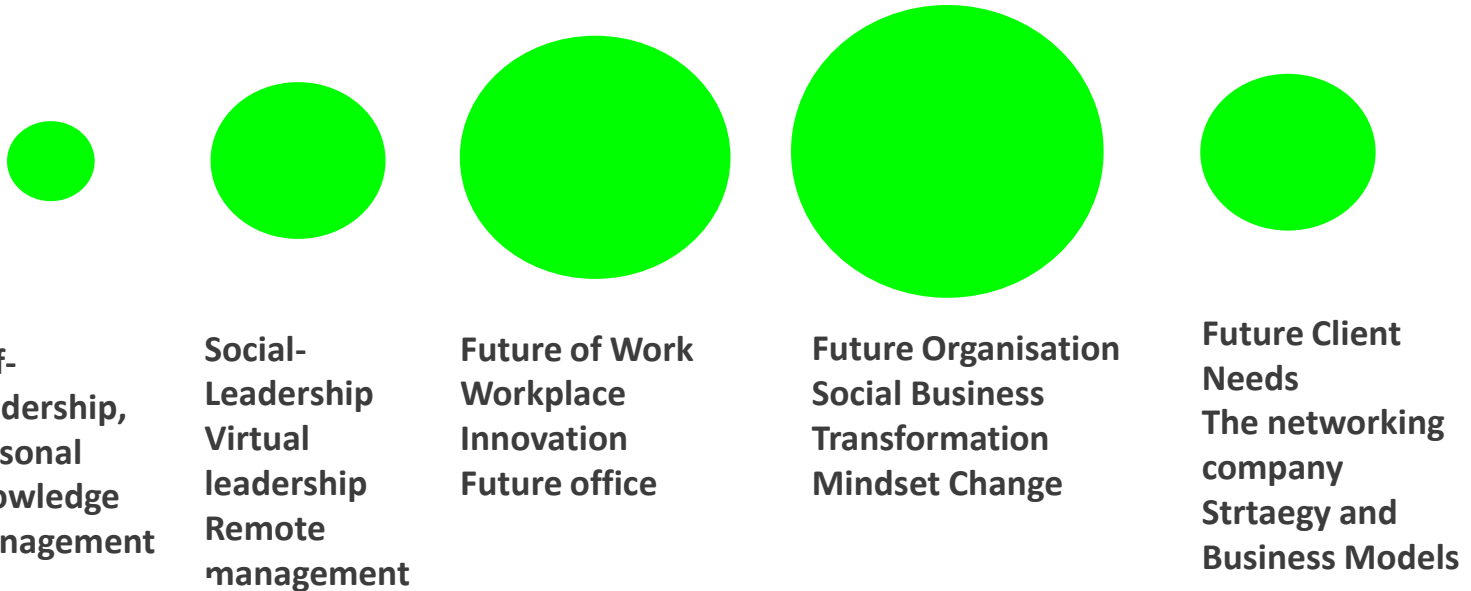
OTM Support Offerings

OTM offers a variety of informing, educating and enlightening support services including executive briefings and primers, internal or external multi-day, hands-on skill building workshops using real projects, behind the scenes support and guidance, case studies, conference presentations and TED Talks. Contact David Howlett, OTM Global Marketing Director at dhowlett@on-the-mark.com.



About Die Wissens-Berater, Knowledge Consultants

The Wissens-Berater Network (1990, Vienna), is focused on knowledge management, the future of work (workplace innovation) and the future organization. With more than 25 years of experience in all different sectors, functions and geographical areas, Wissens-Berater help clients to identify needs to re-invent work and the future organization in order to improve productivity and creativity. Wissens-Berater are strategic partners of worldwide leading collaboration technology suppliers. Designing Social Business Transformation processes and Leadership Development Programs related to future work and future organization are key experiences of Wissens-Berater.



Source: 2012 Die Wissens-Berater

Webinar Objectives & Flow



1. Understand what is meant by the Future of Work (FoW) and why it is important now.
 - The chief enabler, drivers and trends behind it.
2. Recognize key FoW elements, features and tactics as we see them right now... in concept and practicality.
 - Based on real examples of FoW projects.
3. Learn how to plan for, design and implement the FoW as part of an organization redesign or business transformation process.
 - Appreciate the challenge of engaging management to lead the FoW.
4. Recognize the trade-offs, success factors, risks and pitfalls.
5. Further readings and resources.





Understanding what is meant by the Future of Work (FoW)





Simple Definition of the FoW

The future of work is the opportunity to re-invent work, workplaces and ways of working to improve productivity, effectiveness, problem solving, innovation, creativity and healthiness for human beings and the businesses in which they work.

It can also be a solution to overcome *complexity* and *complication* in a global, rapidly changing economy and society, listening to the needs of customers and employees.





Complexity v Complication

Complexity: Complexity is the natural consequence that occurs at the intersection of a business's product and service offering, plus its customer mix and its varied demands, magnified by the speed of response required.

VS

Complication: Business complication is the self-made processes, boundaries and structures, practices, mechanisms, protocols and ways of working and norms embedded in an operating model and organization design that makes up HOW a business manages and copes with its complexity to serve its customers.

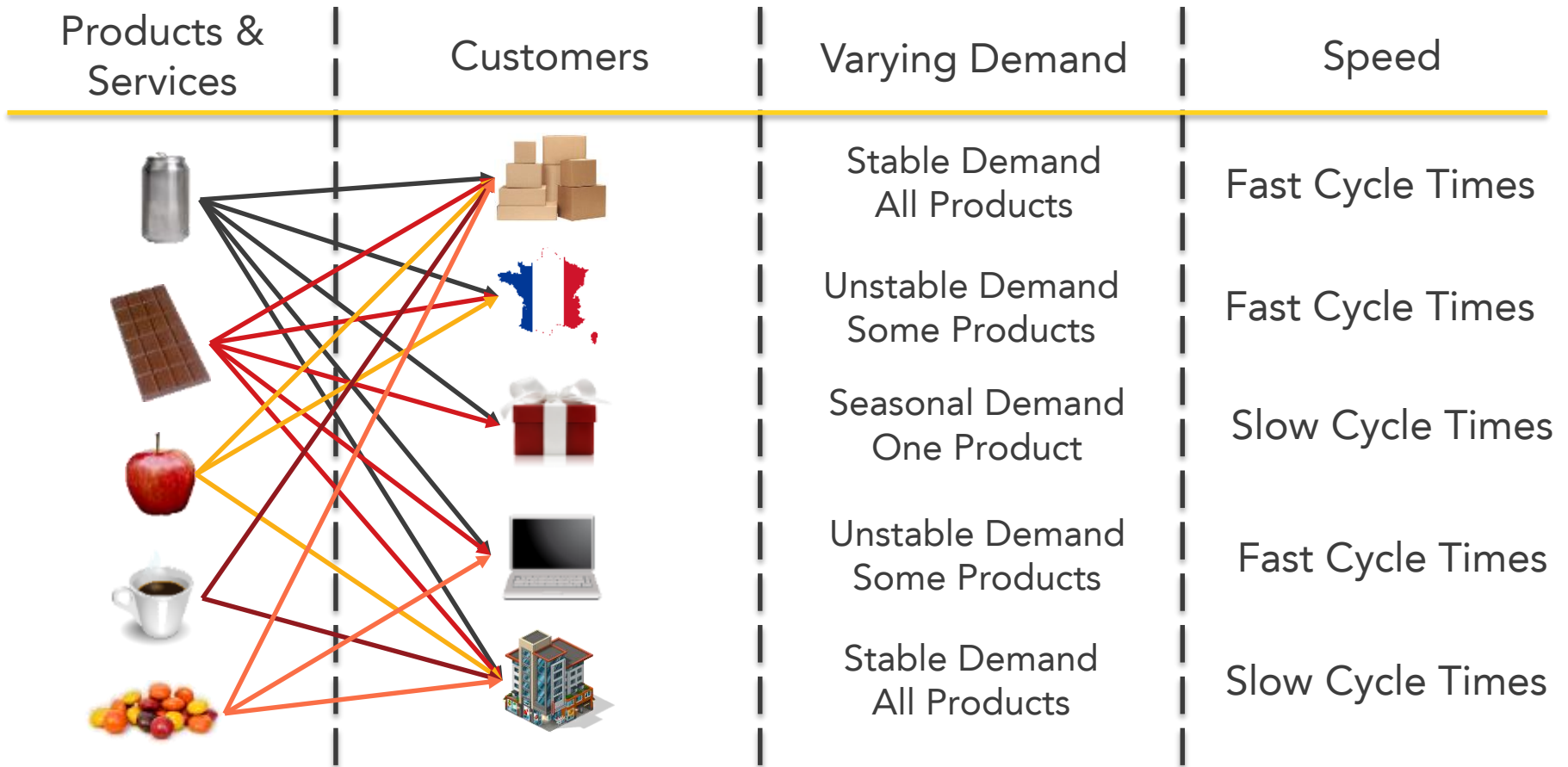
It is OTM's experience that nine times out of ten a business over-complicates its operating model and organization design.



Our understanding of the future of work...



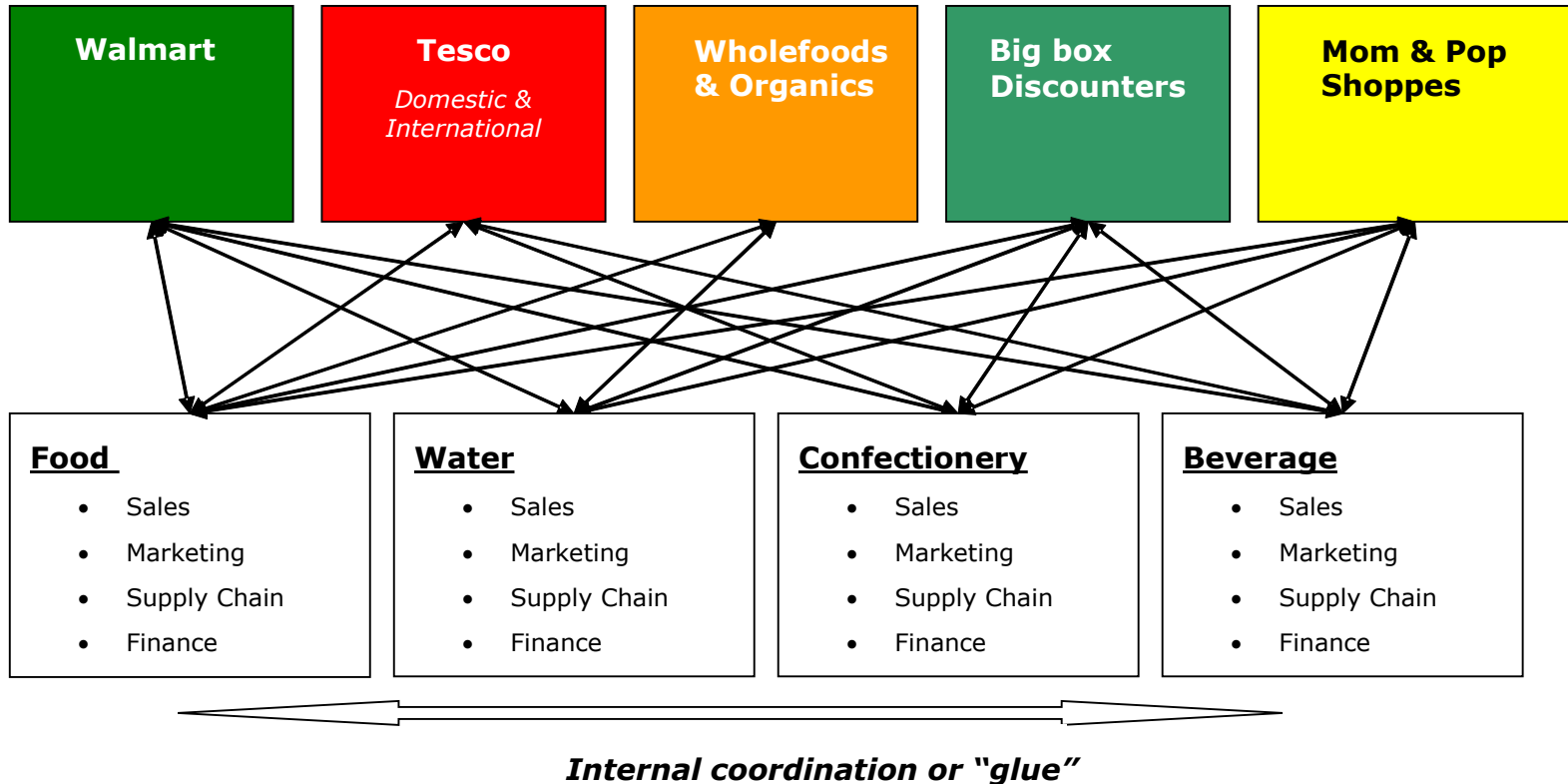
Example of Complexity



Our understanding of the future of work...



Example of Complication





How the customer explained it



How the Project Leader understood it



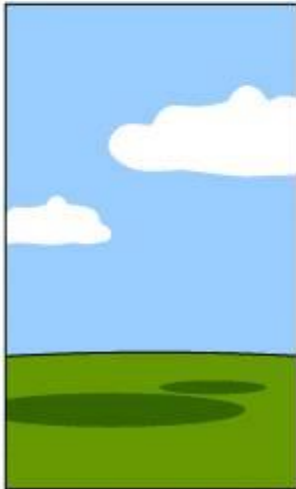
How the Analyst designed it



How the Programmer wrote it



How the Business Consultant described it



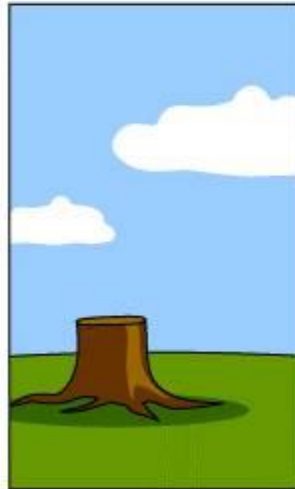
How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed



Why now?!

- The chief enabler
- The key drivers
- Most significant trends
- Changing needs of customers

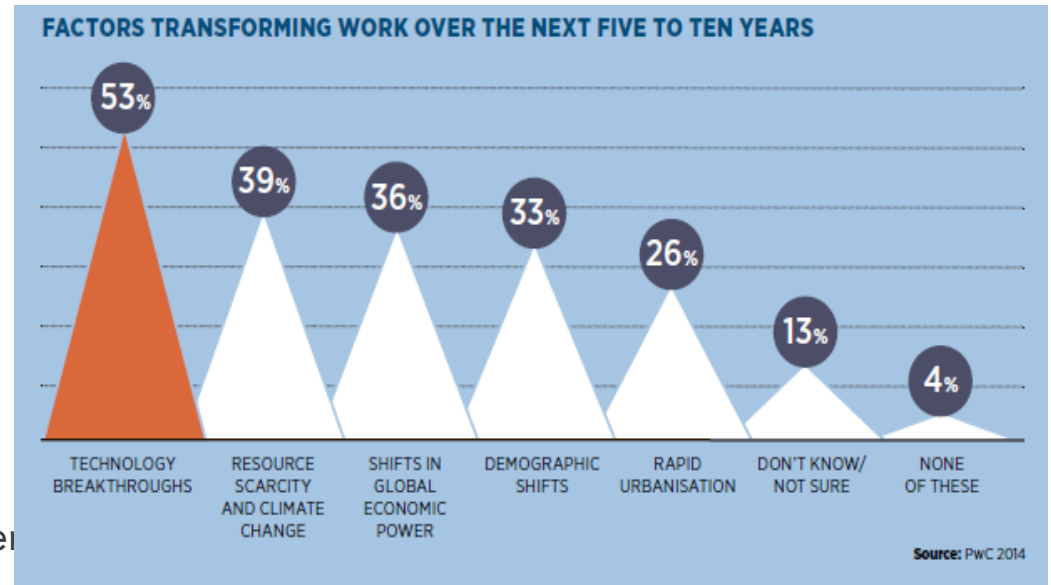


Why now?!



Technology is one of the chief enablers for transforming work. Drivers include...

- Connectivity (Glocal)
- Disruptive technologies
- Social networking
- Speed
- Globalisation
- Artificial intelligence (AI)
- Demographic shifts
- Increasing complexity and complication
- Digitalisation/Internet of Things (IOT)
- Shift of values
- Big Data
- Changing consumer and customer expectations
- Desire for mindfulness & self-actualization
- Resourcing and staffing challenges
- Amongst others...



Source: PwC 2004, in 2015 The Sunday Times on Future of Work





Why now?!

Driver: Knowledge-driven, share-economy

- Access to info
- Demographic shifts
- Knowledge society
- IOT
- Mindfulness
- Sustainability

The impact of the transformation in our society and economies is much greater than that of the industrial revolution.

We have to compare it with the invention of Gutenberg's printing machine.



Source: 2012 Die Wissens-Berater

Why now?!



Bridging the Gap Between Digital, Physical and Mental Worlds...



Source: 2015 Microsoft_on_Becoming_a_Digital_Business

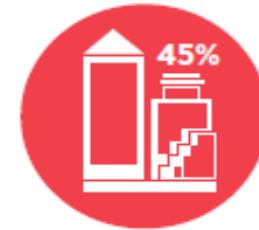


Why now?!



Needs of People as Employees

- Desire to balance and overcome complexity and complications of private life.
- A desire for variety, flexibility and mobility.
- Meaning and relevance
- Healthiness (combat stress, burn out)
- Careers to jobs to gigs...
- Life-long learning and stimulation
- Compatible values
- Multi-tasking



45%
of UK professionals work outside their main office for more than half the week



81%
of senior business people feel that flexible working improves productivity



60%
of UK professionals believe co-working inspires innovation

Source: 2015 The Sunday Times future-of-work



Why now?!



Changing Needs & Expectations of Consumers & Customers



Today's customer-focused organizations are using technology to deliver service that are personalized and natural without delays or hang-ups across multiple channels.

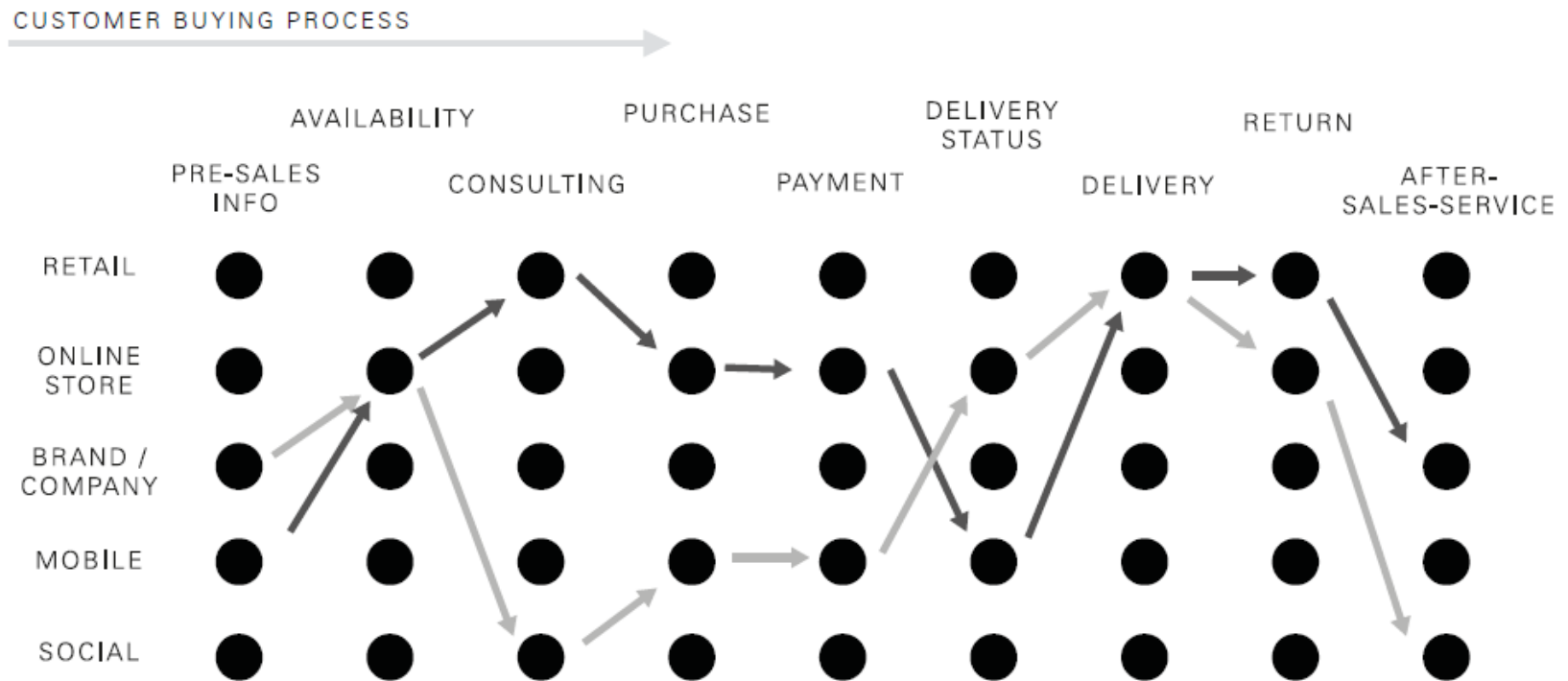
Source: 2015 Microsoft_on_Becoming_a_Digital_Business





Why now?!

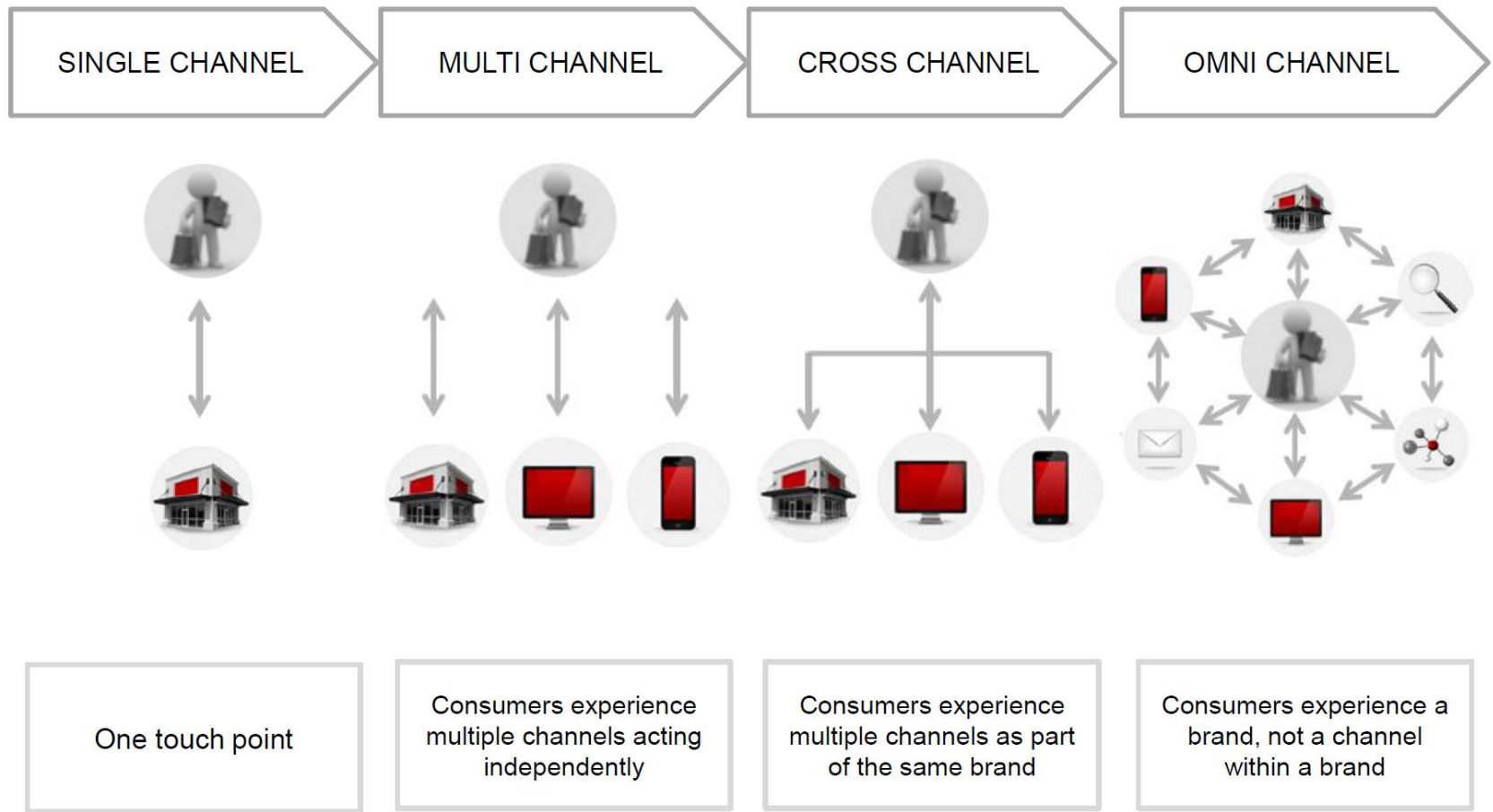
Example: The consumer path of purchase in retail is becoming more complicated



Why now?!



Example: Full Integration of Individual Channels in Retail



Why now?!



Why do it?

- It's a war for talent and retention
- Solve complex problems
- Sourcing best of breed talent
- Improve consumer and customer needs and experience
- Gain a competitive advantage
- More easily reconfigurable
- Resource for peaks and troughs
- Achieve cost benefit
- Plus many more...





Any Questions...

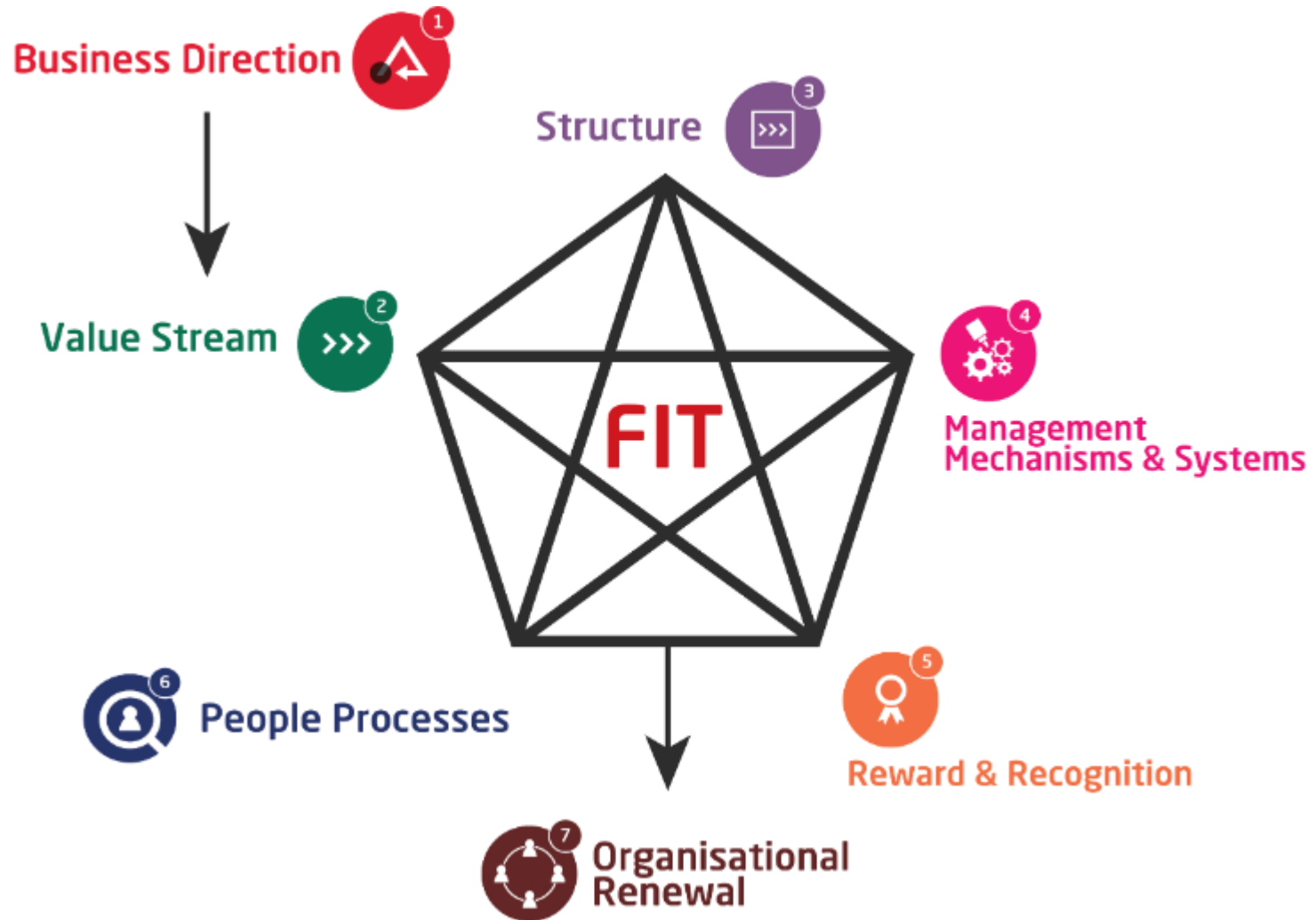




Key FoW Features, Elements and Tactics

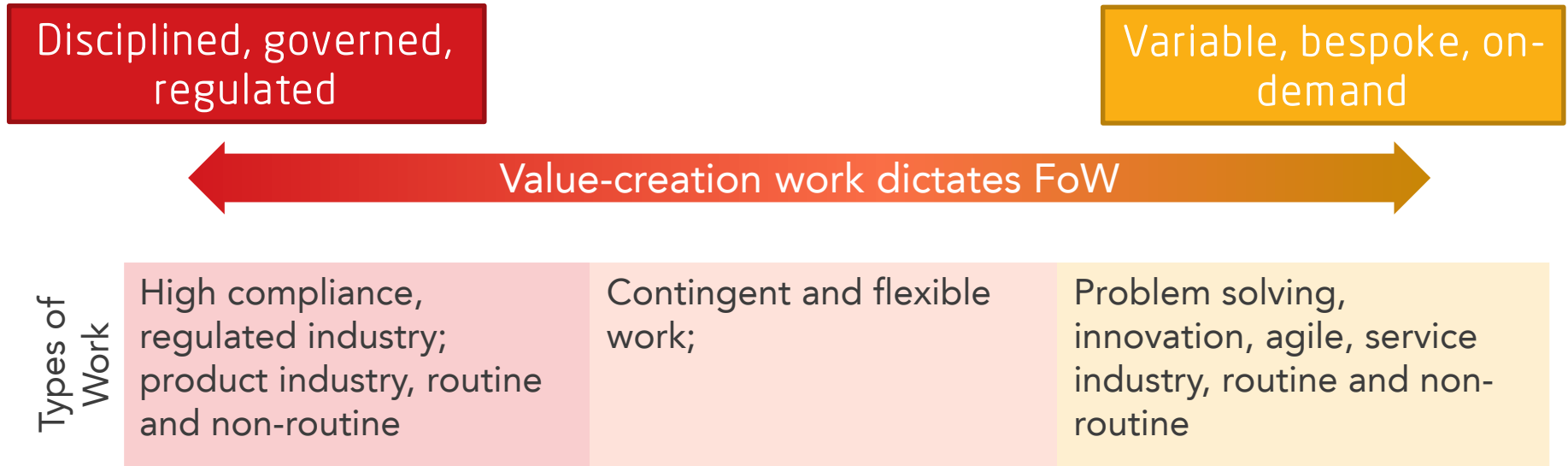


OTM's Applied STAR Model



Features, elements and tactics...

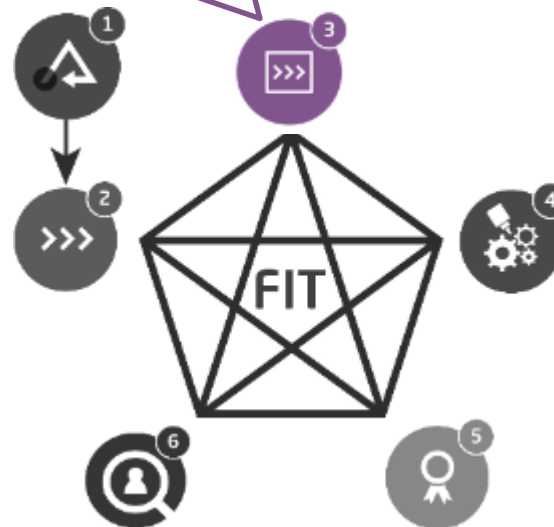
FoW features MUST be designed to match the type of work!





Practical Wisdom: Structure is organizing people around work

- Boundaries around work
- Location of work
- Departmentalization
- Units, teams, cells
- Power



Key features, elements, tactics...



People, place & technology are key elements of FoW

- People: Needs, expectations, emotions & experience, meaning
- Place/Space: Future Office, innovative workspaces
- Systems/Technology
- Social Networking
- Connection
- Knowledge
- Culture
- Rules of engagement
- Others...



 DIE WISSENS-BERATER © 2015

Source: 2012 Die Wissens-Berater





In some cases, working is WHEN, HOW and WHERE you want

New places for knowledge work: garden, cafeteria, inspiring meeting rooms...



Source: New World of Work, Das NeueArbeits, Microsoft Austria, Die Wissens-Berater Vienna

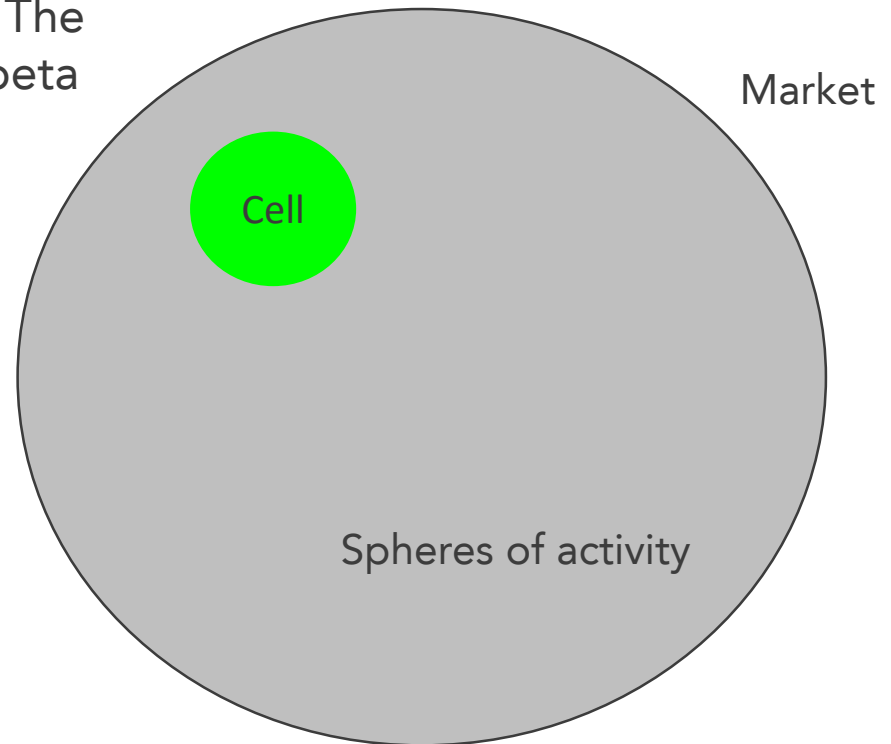


Features, elements and tactics....

The way we organize around work changes

Responding to complex markets in some cases require decentralization, combined with market-like coordination (glue): The organisation cell is design principle beta

“A cell implies functional integration, or cross functional teams. Coordination or glue occurs laterally, among peers. Business process flow mainly between teams.” Niels Pflaeging

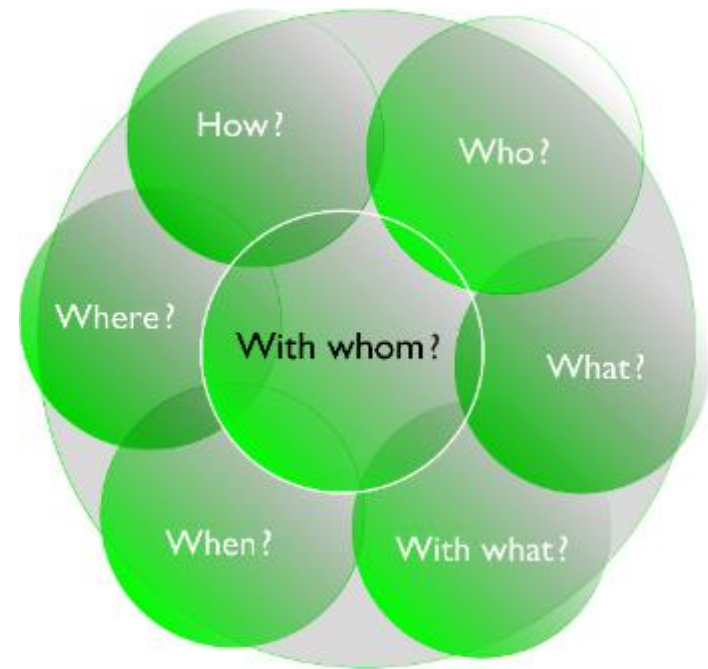
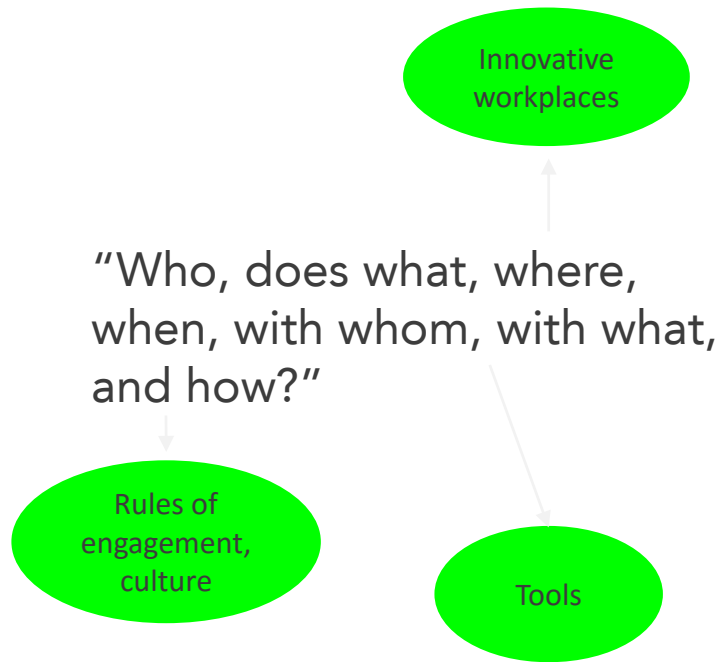


Source: Organize for complexity, Niels Pflaeging, BetaCodex Publishing, New York, www.betacodex.org





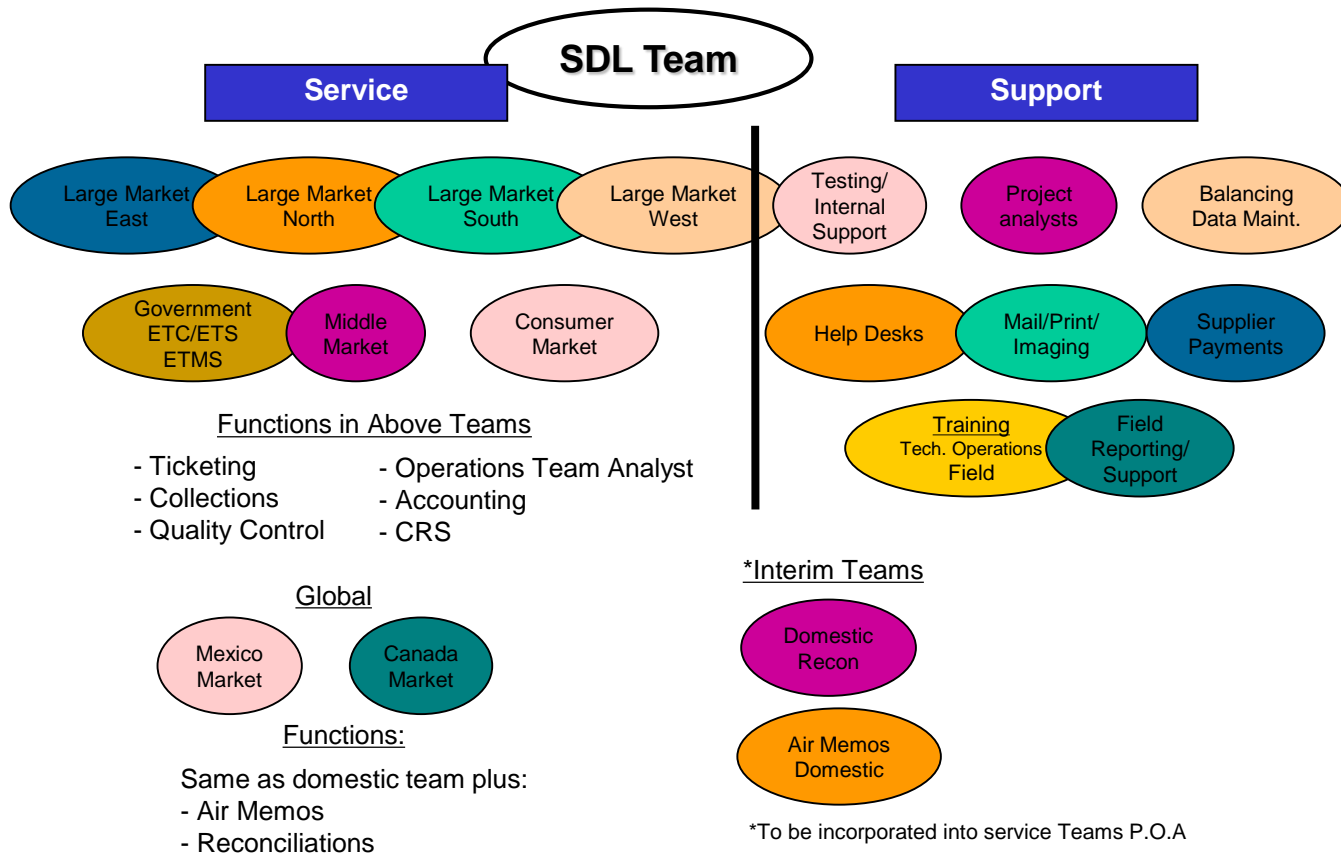
The “working cell” describes what we should do, act and lead in day-to-day working situations, given an “organic” frame, it is the microcosm of an organic organisation



Source: 2012 Die Wissens-Berater



Example: Work cells in a complex customer support business





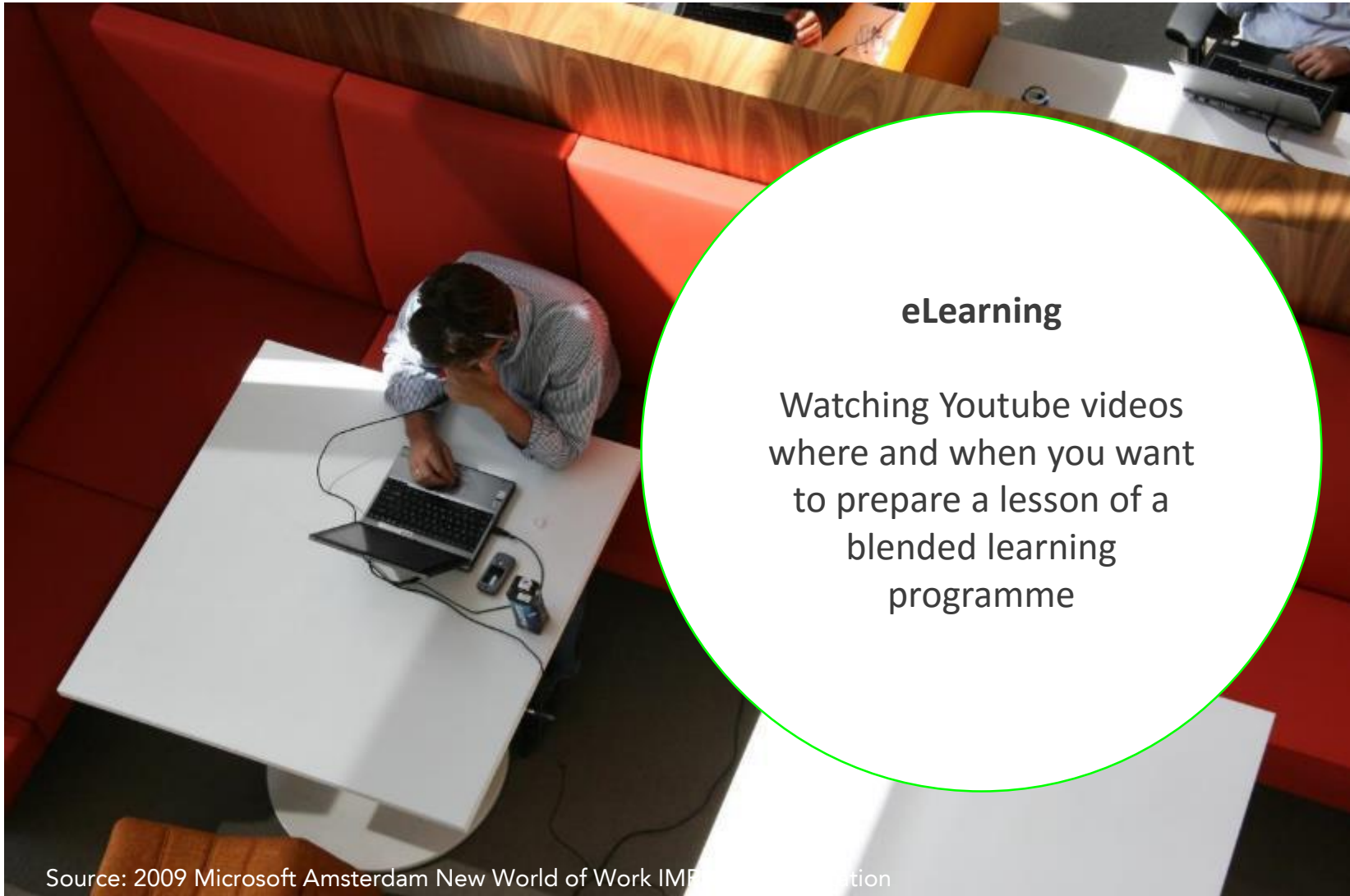
Example: Working cells and glue activity: Planning and conducting meetings, managing tasks and results



Source: 2013 Microsoft Amsterdam New World of Work IMPACT presentation

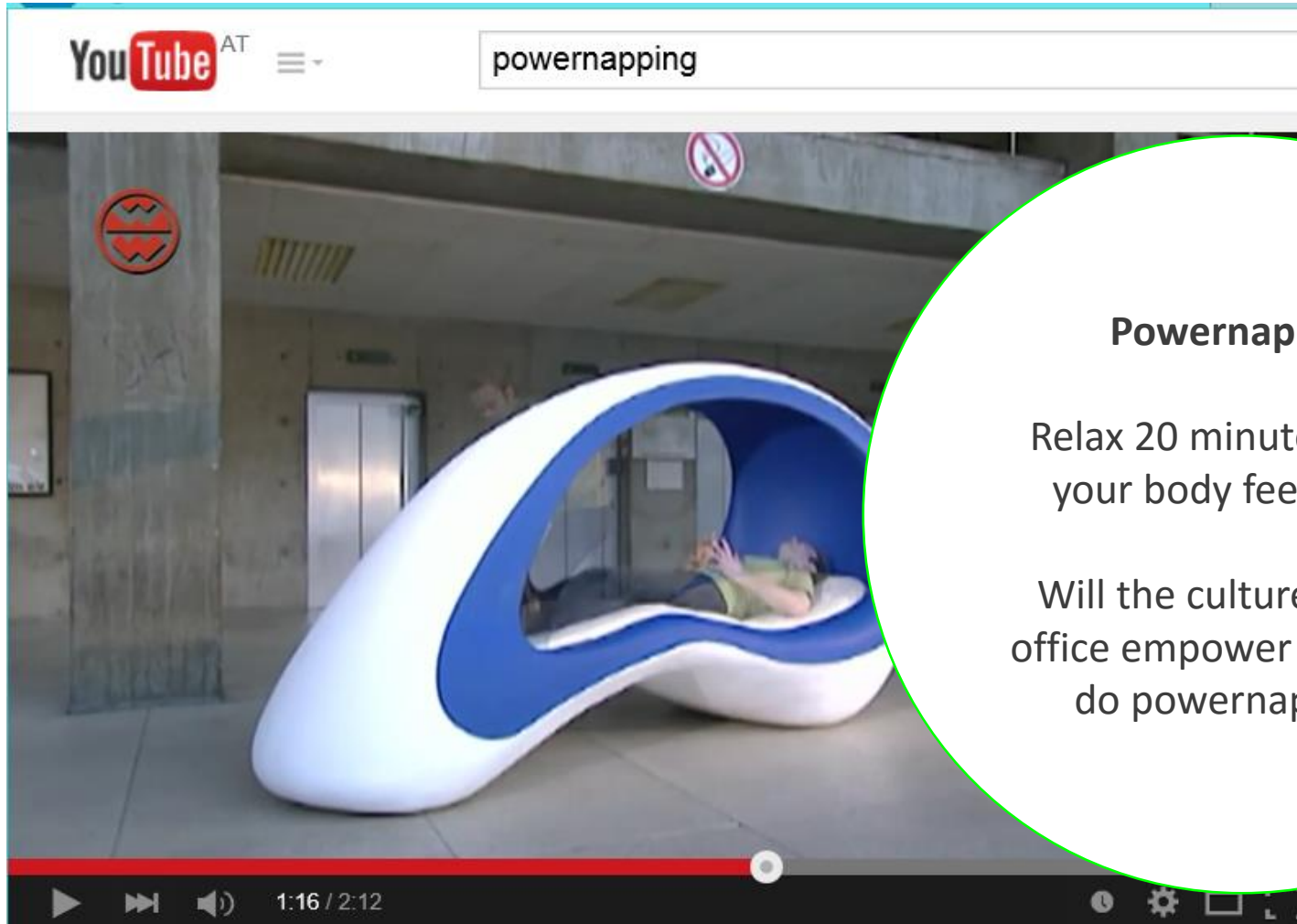


Example: Working cells and e-Learning





Example: Work cells and power napping



Powernapping

Relax 20 minutes, when your body feels tired.

Will the culture in your office empower people to do powernapping?



The power of working-cells is borderless. The microcosm is part of the macrocosm

With about 50 working cells, you can describe and design the future branch for the banking industry, or a future office.

The point is to choose those which are most relevant to execute the strategy, to deliver the best customer experience to gain and retain a competitive advantage



Source: 2014 Die Wissens-Berater, ERSTE BANK Austria



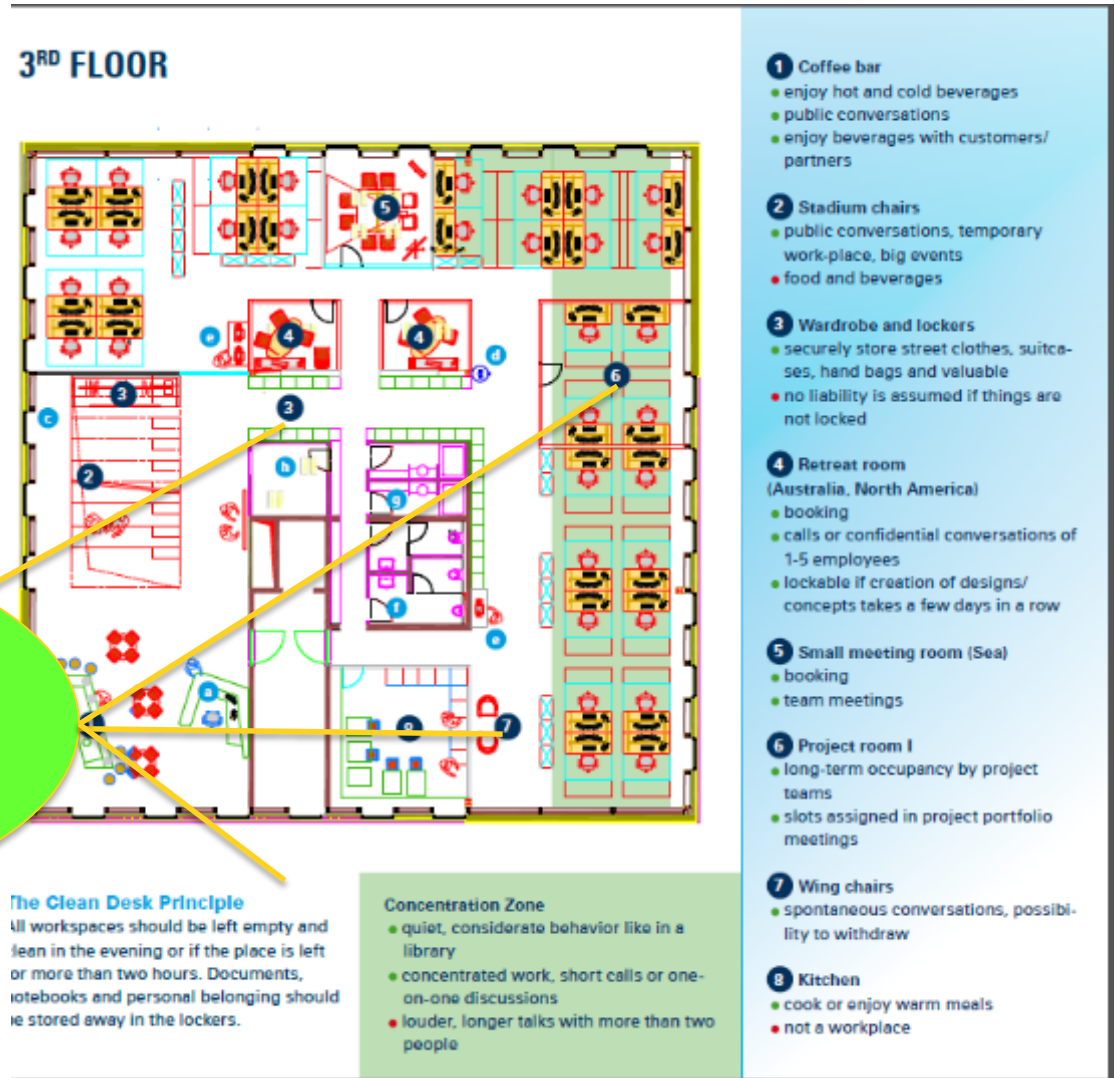
The future office could have many different workplaces for different tasks



Source: New World of Work, Das Neue Arbeiten, Microsoft Vienna



Tool: An office map includes rules of engagement for the future office



An office map describes different working cells and the rules of engagement an principles

Source: 2012 Die Wissens-Berater, inet-logistics

Planning and implementing....

Practical Wisdom: Every aspect of Management Mechanisms MUST Fit With and Enable FoW Features Employed



1. Governance
2. Compliance, risk and security
3. Technologies and tools
4. Scorecard
5. Information flow and Decision making
6. Vertical and horizontal glue
7. Mgmt roles





Tool: Global Meeting / Coordinating Principles and Rules

- No meetings can be scheduled on a Monday or Friday unless it is an emergency.
- Those attending cannot have a late night meeting followed by an early morning meeting.
- Meetings will have checkpoints to share the burden across time zones. These must alternate every two weeks.
- If only two or less time zones are involved in the meeting then they must be scheduled during working hours (8.00-18.00)
- Rules go into effect 3rd April 2015
- Proactively respond to invites so changes can be made if someone cannot join.
- Progress review meetings will be monthly.
- All other meetings must be agenda-driven and members must be able to drop out if they are not required.
- Unit/team meetings should be consistently scheduled at a regularly, re-occurring time so that everyone knows when they can attend other meetings.
- Monthly meetings should be on alternate weeks so that they do not clash.
- All meetings and mechanisms must have a clear charter and purpose.

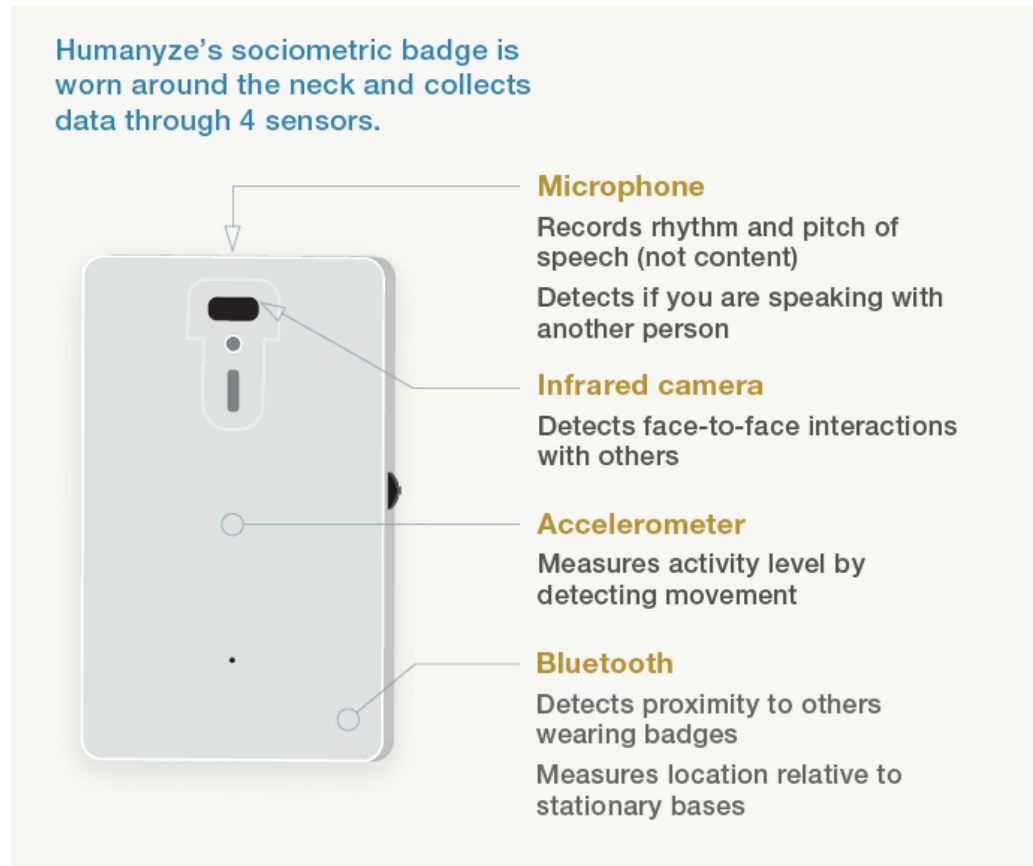




Using wearable technology to improve dynamics

„Sociometric badges can help to improve organizational dynamics and workplace design“

Source: McKinsey Organizing for the Future

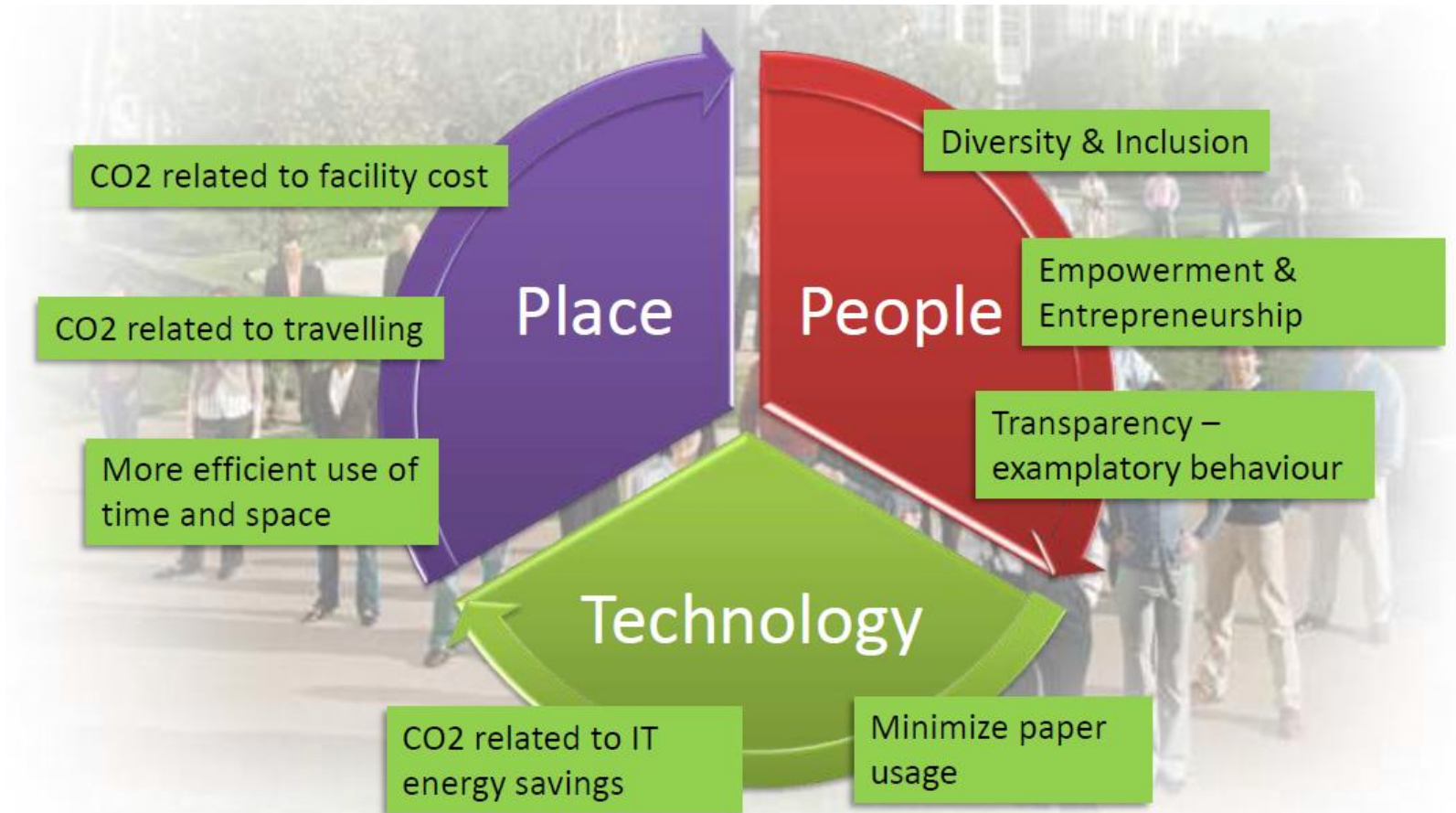


Source: 2016 McKinsey Organizing for the future

Features, elements and tactics...



Sustainability and the FoW Concepts



Source: 2009 Microsoft Amsterdam New World of Work IMPACT presentation, World of Work Report, Erasmus University Rotterdam

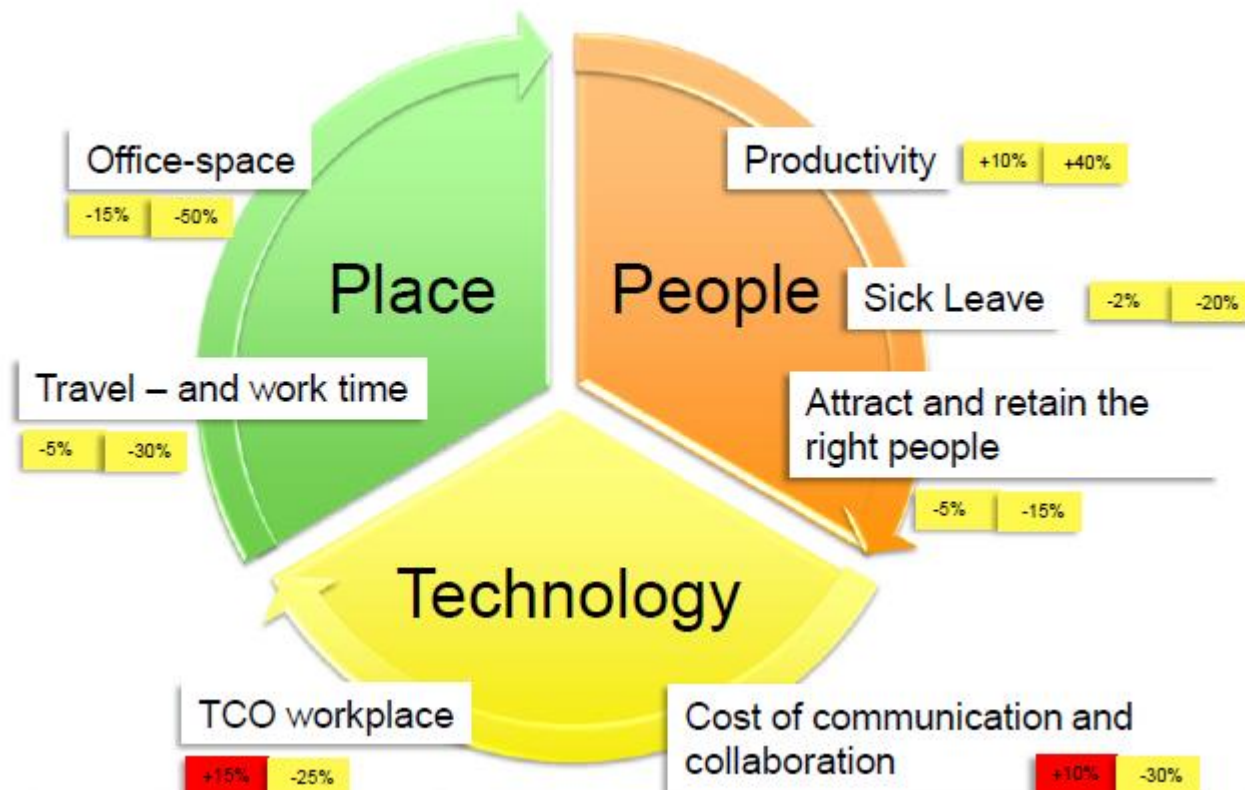




Features, elements and tactics

Business case for change: The CBA of FoW

Systematically planned and mindfully implemented, the benefits will have a very much higher impact than the costs. Source: Erasmus University Rotterdam



Source: 2009 Microsoft Amsterdam New World of Work IMPACT presentation, World of Work Report, Erasmus University Rotterdam



The role of management control and coordination must shift with empowered knowledge workers/working cells

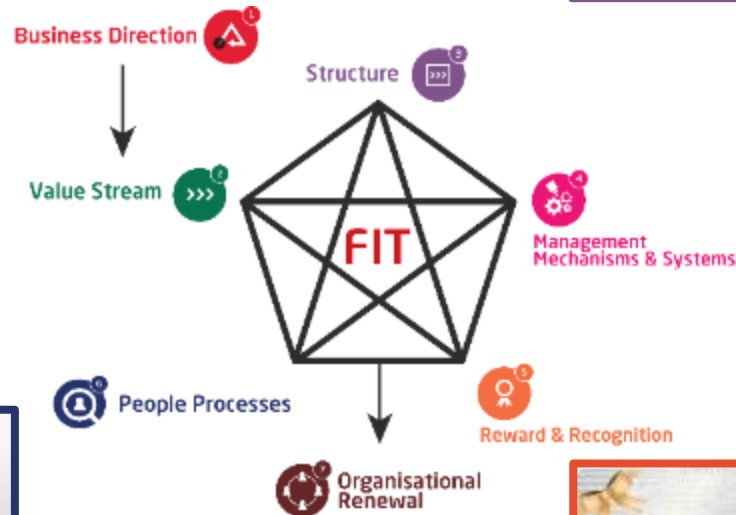


Source: 2012 Die Wissens-Berater



Features, elements and tactics

FoW Features Around the OTM STAR





Any Questions...

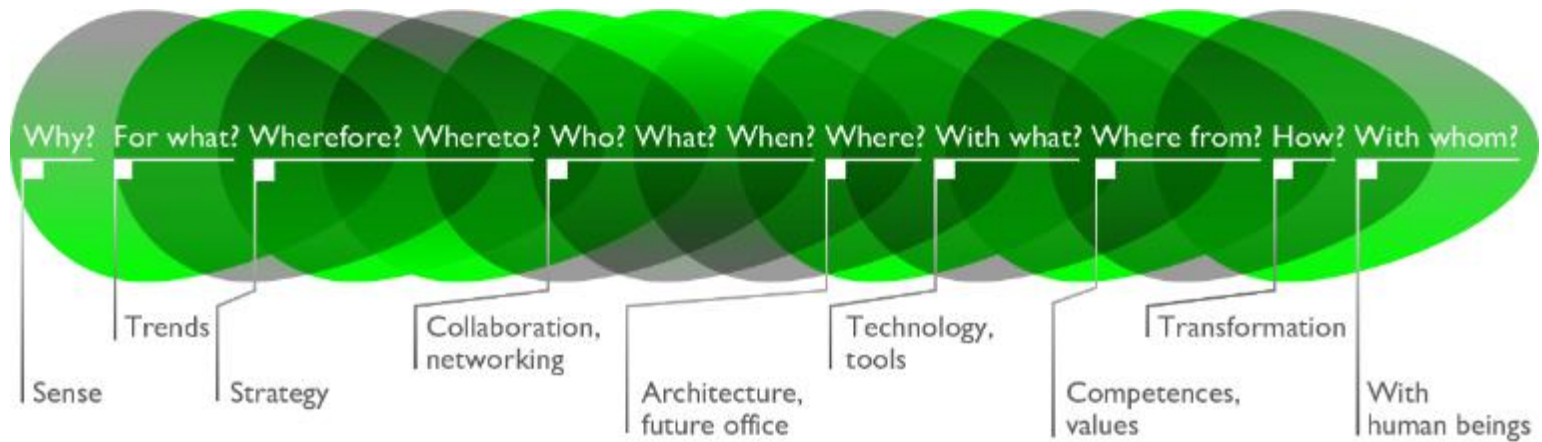




How to plan, design and implement FoW Features, Elements and Tactics



Example: The 12-W-model is one approach...

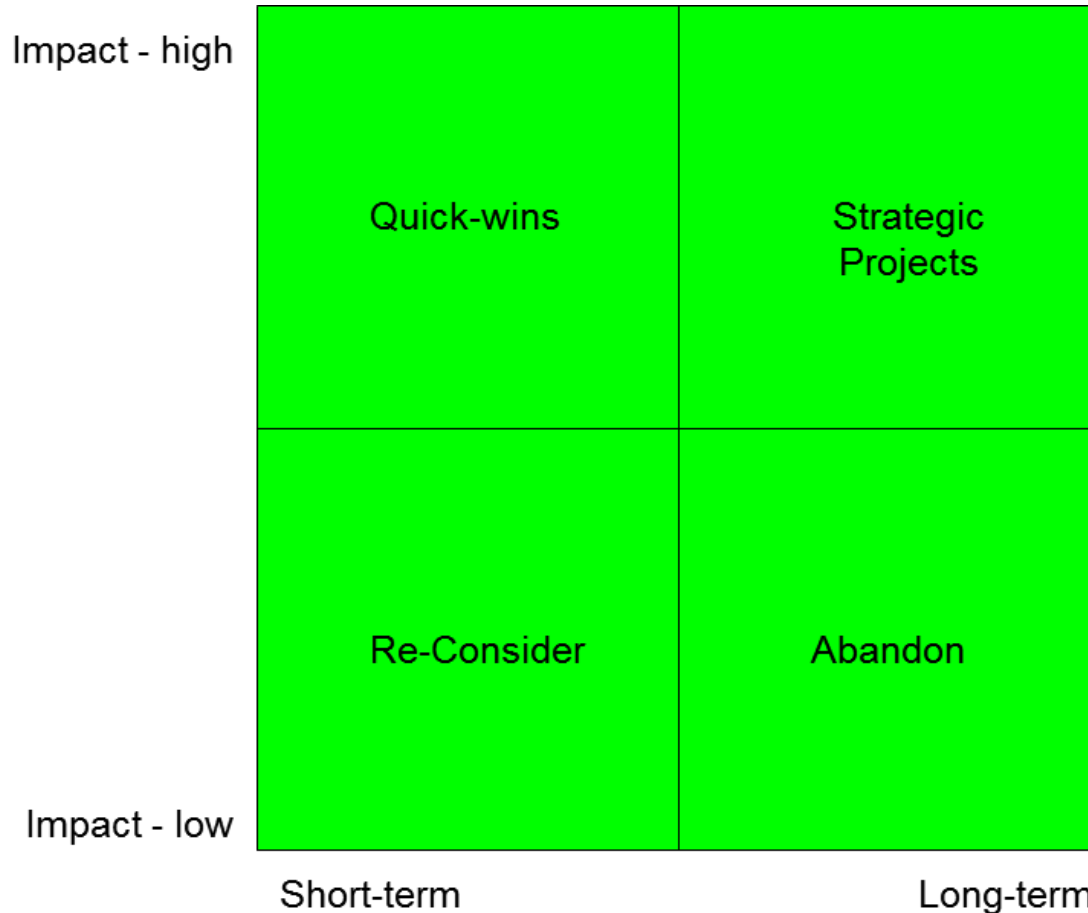


12 key questions should be answered when designing the transformation for the “meaningful workplace in the future organisation” - The most important one is: Why should we do it?

Source: 2012 Die Wissens-Berater



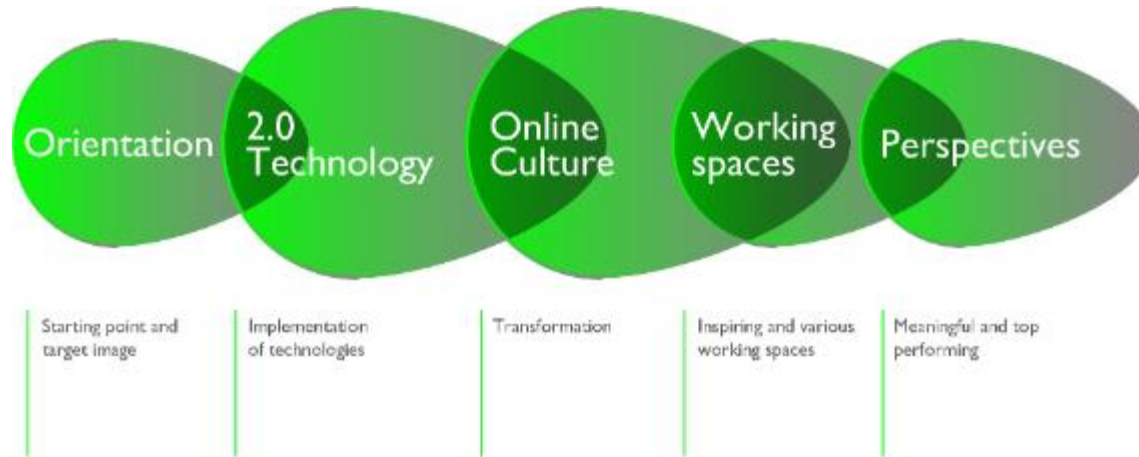
Tool: The priority matrix: How to select strategic relevant working-cells to shape the future of work in order to support the execution of the strategy



Source: 2012 Die Wissens-Berater



At least five phases are necessary to design a human path to the future of work. Technology AND culture are key!



Give human beings in your organization time to change the working and communication patterns - Five phases to transform

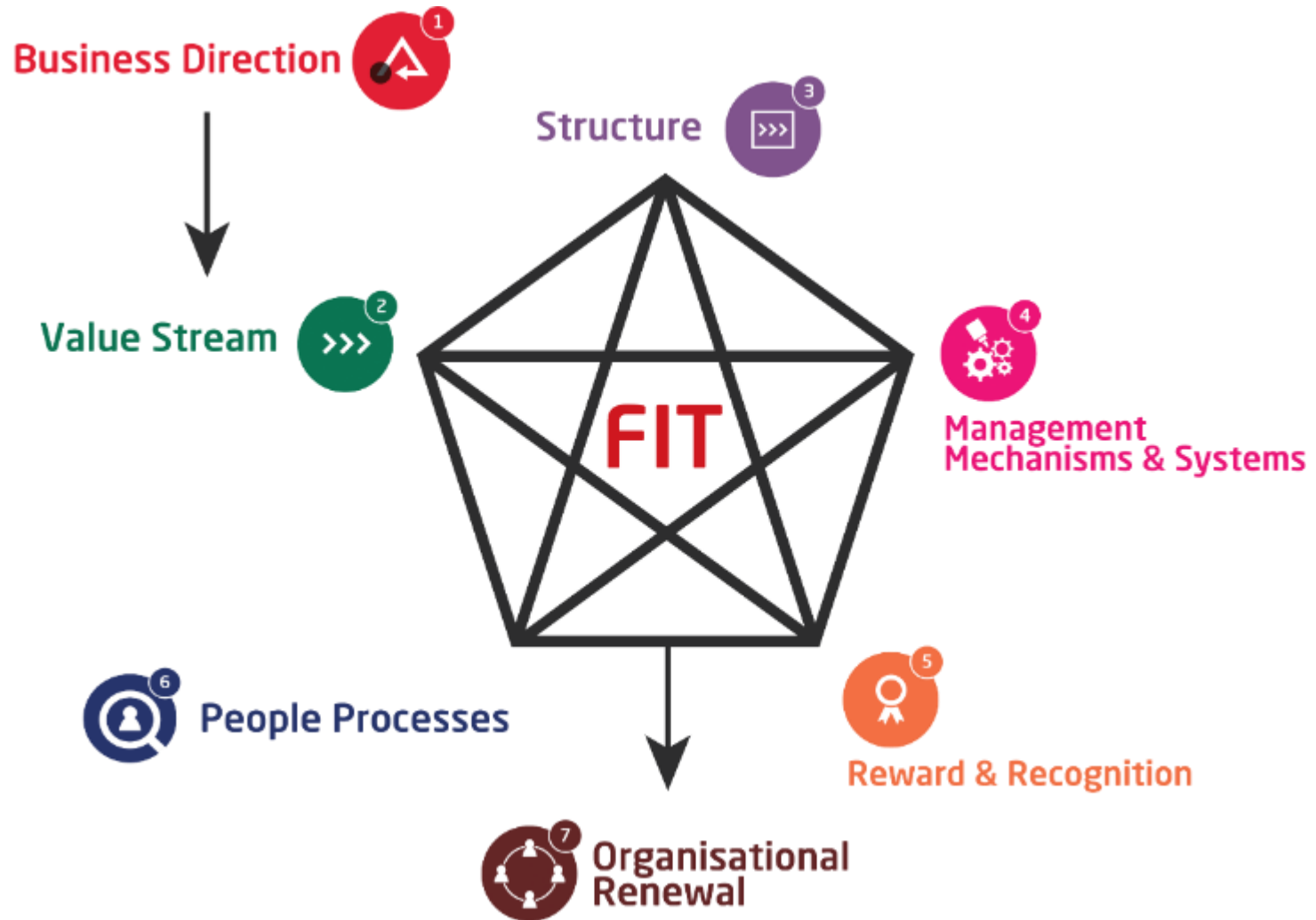
Source: 2012 Die Wissens-Berater



Example: Organization Performance is another...

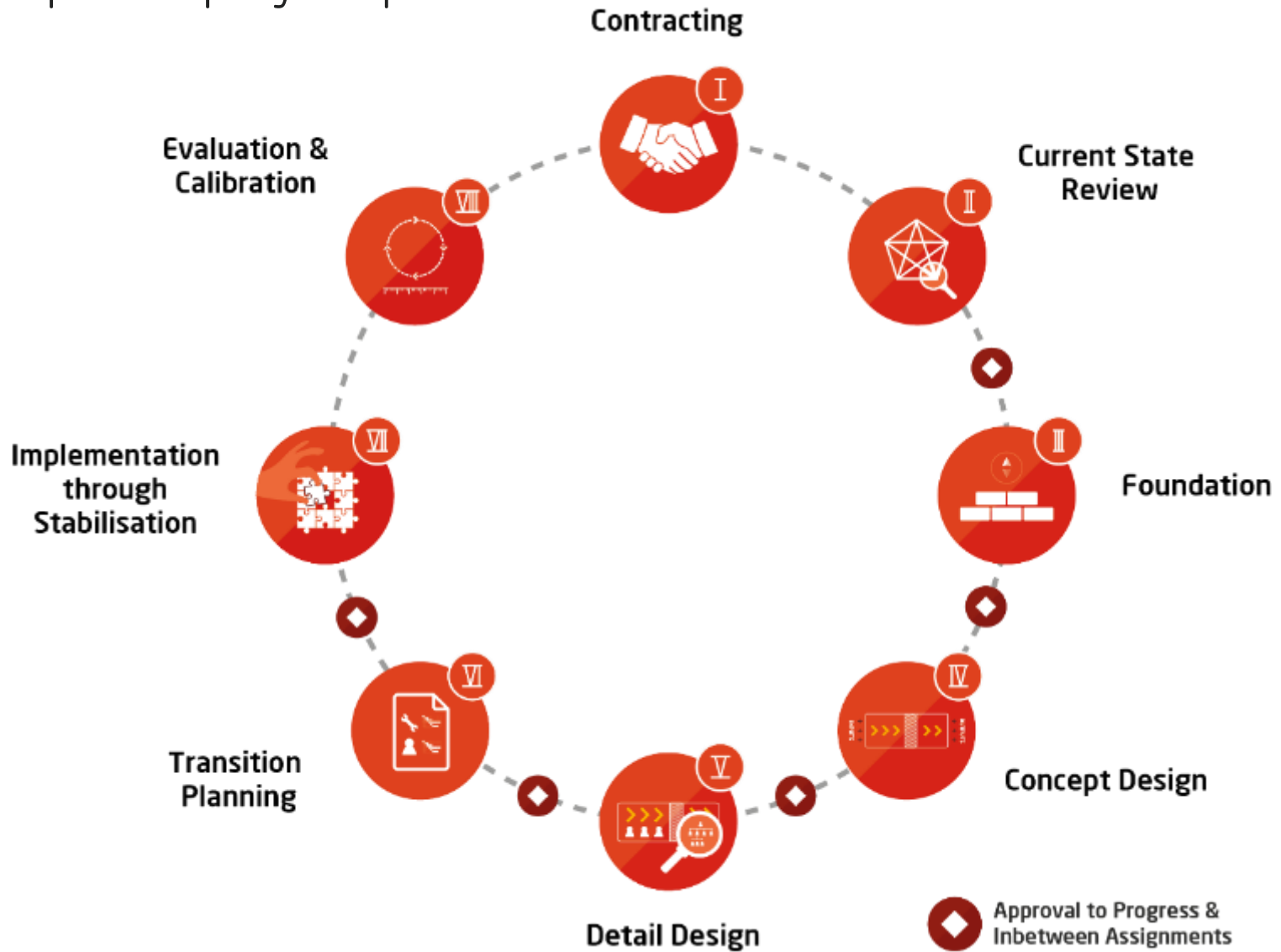


OTM's Applied STAR Model



Planning and implementing...

Example: Step-By-Step...





Practical Wisdom: FoW must be directly connected to Strategy

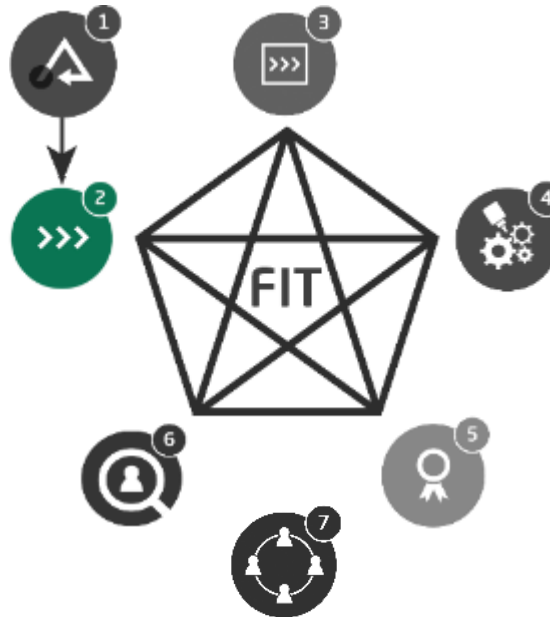
1. Value proposition for FoW directly connected to business strategy
2. Cultural features desired
3. Future consumer and customer experience clear
4. Executive Leadership and Management alignment



Planning and implementing...



Practical Wisdom: The value work comes first!



1. The value-creating work comes before work cells.
2. Assess what value work can be done employing FoW features.
3. Tier the work into yes, maybe, no.



Planning and implementing....

Practical Wisdom: Every aspect of Management Mechanisms MUST Fit With and Enable FoW Features Employed



1. Governance
2. Compliance, risk and security
3. Technologies and tools
4. Scorecard
5. Information flow and Decision making
6. Vertical and horizontal glue
7. Mgmt roles



FoW features must be designed to match the type of work



Disciplined, governed, regulated

Variable, bespoke, on-demand



Types of Work	High compliance, regulated industry; product industry, routine and non-routine	Contingent and flexible work;	Problem solving, innovation, agile, service industry, routine and non-routine
Features of FoW	Some virtual working, work share, innovative workspaces, geographically dispersed teams, x-functional cells; Ecosystems and reliable, proven networks, jobs and gigs	Virtual working, work share, innovative workspaces, geographically dispersed teams, x-functional cells	Crowd-sourcing, virtual working, work share, geographically dispersed teams, x-functional cells, gigs, networks





Any Questions...





Trade-offs, Success Factors, Risks and Pitfalls





Our Top 11 BIG Obstacles to Implementing FoW

1. Does not reflect the business strategy.
2. Unclear business case for change and why.
3. Inadequate understanding of future consumer and customer needs & desired experience.
4. Weak sponsorship of Board and Executives.
5. Disengaged middle-management.
6. Inadequate need for change ($D \times V \times F > R$).
7. Misunderstanding of what work can be done and not done in FoW.
8. Poor implementation.
9. Unwillingness to change work styles, behaviour and mind set
10. Fragmented views when thinking of pillars.
11. Unprepared for the fact that not everyone will thrive in the FoW work setting...





Our Great 8 Key Success Factors

1. Development of a strategy with the participation of the entire management team (Holistic view/approach)
2. Systematic, deliberate change in value-work, structure, management mechanisms, reward/remuneration, people processes that enable FoW features.
3. The early start of a leadership development program for the implementation of the strategy, and the development of a "new" management culture and operating model.
4. The creation of a transformation map, in all relevant areas.
5. The inclusion of HR as a central authority for departmental-wide coordination of implementation activities of all kinds.
6. The detail design of work, working-cells and ways of working (business scenarios) that have equal importance as the basis for further refinement of products, work areas or management rules (Rules of Engagement) for the IT department, technology suppliers, architects, executives, etc.
7. The introduction of Enterprise 2.0 technologies should have an "organizational concept" and accompanying "accelerated change readiness measures" – holistic view (Best Practice)
8. An HR strategy addressing those leaders and employees who choose to not work in the FoW environment, allowing them to leave in positive way.





Studies, Readings, Links and Other Sources for Future of Work



Other sources...



Whitepapers and studies

- 2007 World of Work Report Erasms University Rotterdam
- 2011 Apollo research institute future_work_skills_2020
- 2009 Microsoft Amsterdam New World of Work IMPACT presentation
- 2009 Microsoft Amsterdam A New Way of Working White paper
- 2015 Deloitte DUP_GlobalHumanCapitalTrends2015
- 2015 Die Wissens-Berater – The human path to the future of work
- 2016 Chartered Management Institute Quality of Working Life
- 2016 Die Wissens-Berater – inet-logistics, the second learning curve



Other sources...



Articles

- 1994 Peter Drucker Knowledge Work and Knowledge Society
- 2006 Achieving Innovative Workspaces Using STS; ON THE MARK
- 2012 IBM Leading through connections GBE03485GBEN
- 2014 McKinsey Automation jobs and the future of work
- 2014 McKinsey Strategic principles for competing in the digital age
- 2015 McKinsey Unlocking the potential of the Internet of Things
- 2015 Microsoft ebook digital transformation Unplugged
- 2015 Microsoft on Becoming a Digital Business
- 2015 The Sunday Times future-of-work
- 2016 McKinsey Four fundamentals of workplace automation
- 2016 McKinsey Organizing for the future





Other sources...

Further Reading

 DIE WISSENS-BERATER

Welcome to the age of knowledge



The human path to the future of work

It's Monday morning. Everything's extremely annoying again. Maria K. is taking her two children to school but is stuck in a traffic jam. Your boss has already called twice and is getting impatient because his meeting starts in 30 minutes and the documents are still not ready.



For Alexander P. it's much better. He's taken his daughter for a short walk in the morning sun to her kindergarten, and now he's preparing for his first online meeting in his home office. It's worth time to his "business" office and time when the rush-hour traffic jams on the motorways and main roads have disappeared. His company has already introduced a "Future of Work" concept and provides their employees with technologies that make it possible to work both more flexibly and with more stability.

"People's needs are the only true architects in the office of the future."

 DIE WISSENS-BERATER



inet future office – the second learning curve

ABSTRACT

Attractive employers offer more than simply a good salary. They foster talent, create development opportunities and establish innovative workspaces. This is why inet logistics developed their version of the office of the future: "inet Future Office". A space where "the new work" pushes the boundaries of a world of ideas to the maximum, but is coupled to the greatest amount of fun.

Within the framework of the European Commission's LUMIN initiative, the inet Future Office is already a role model for SMEs way beyond the Austrian national border. For the leadership of inet logistics this is no reason to rest on their international laurels. On the contrary, by constant reflection improvements are continuously identified and implemented. Additionally, due to the changing needs in the market environment, structural adjustments have been made to the inet Future Office.

Mag. Ingrid Schöberl
Knowledge Consultant
info@onthe-mark.com

Johannes Kerschauer
HR Manager
j.kerschauer@inetlogistics.com



Other sources...



Links

- EUWIN – European Workplace Innovation, case study inet-logistics
 - http://portal.ukwon.eu/inet_Logistics
- Video inet future office
 - <https://www.youtube.com/watch?v=vMMKt94MvBE>
- Video Microsoft Amsterdam – New World of Work
 - <https://www.youtube.com/watch?v=vMMKt94MvBE>
- Deloitte Institute of Innovation and Entrepreneurship
<innovation@london.edu>





Any comments, questions
or reflections?

Write us, we'd love to hear
from you...

mlascola@on-the-mark.com
mds@Wissensberater.com



Upcoming OTM Events 2016 Q1 and Q2



What	Format	Who	When, where
Big Data and its impact on org design	Whitepaper, Webinar and Transformation Digest (e-newsletter)	Evan Berrett	Early February Early March
Future of Work is NOW!	Article in Transformation Digest	Mark LaScola David Howlett	Early March
ODF Conference	Conference (incl. presentation)	Mark LaScola	Chicago, 3-5 May
Evanta CHRO Leadership Summit	Conference (incl. presentation)	Mark LaScola and OTM team	San Francisco, 17 May
Executive Briefing	2 hour breakfast meeting	OTM Team	London, Manchester Spring & Summer
Executive Briefing	2 hour breakfast briefing	OTM team	Chicago, San Francisco, San Diego Spring & Summer
Further whitepapers, newsletters & webinars	Various	OTM Team	Monthly

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