THE CHANGING WORKPLACE.

People, Flexibility and Innovation

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The Changing Workplace

The workplace environment around the world has changed significantly in recent decades.

a) First, the pace, intensity, and hours required of workers have increased.

b) The women's movement and increasing social acceptance of women in professional roles have opened new opportunities for women to enter and advance in the workforce. At the same time, economic realities have made it a necessity in many cases for women to engage in paid employment.

c) The participation of women has also altered the responsibilities for caretaking.

The Changing Workplace

At the same time, many adults—with or without children—have an additional caretaking concern-the elderly.

For the majority of families in which all adults are working outside the home, they must depend on outside help for caretaking responsibilities.

The People

By 2020, Generation Y or 'Millennials' (those born in the 1980s until mid-1990s) and Generation Z (those born from 1995 onwards) will comprise more than half of the workforce.

They are digital natives, collaborative, adept at multitasking and their attitudes and expectations will have a major impact on the work environment as they are striving for greater autonomy and flexibility.

They expect a genuinely agile work ecosystem, with good internet access, where they can work from basically anywhere – home, client's office, co-working space, even from a holiday resort.

The People

This drive for flexibility will contribute to shifting the status of employees into more and more freelancing.
In US it is expected that 40% of workers will be freelancers by 2020.

The movement towards freelancing is also linked with a strong desire to be able to balance professional and private lives.

The aspiration for personal development is a strong movement within these new generations.

The People

Surveys show that a lot of young employees today are motivated to leave their companies, because they feel they do not have enough opportunities to develop their expertise and soft skills within their companies.

But it is not only about training. Millennials expect exciting personalized career plans with new fields to explore on a regular basis – much more often than the previous generations.

Interestingly, 60% of Millennials think that 7 months of work means they are 'loyal'.

Flexibility

Workplace Flexibility

- Workplace flexibility is simply a way to describe how, when, and where work gets done.

- It is increasing an essential part of creating an effective organization.

- Flexibility is about an employee and an employer making change to when where and how a person will work to better individual and organization needs.

- Flexibility should be mutually beneficial to both the employee and the employer and result in superior outcome.

Flexibility

Elements of Workplace Flexibility

•Being able to take a few days off without losing pay, having to use vacation days, or making up an excuse for absence.

•Being able to work some regular hours at home.

•Having a work shift that is desirable and predictable.

•Having complete or a lot of control over work schedule.

•Being able to work part-time (if currently full-time) or full-time (if currently part-time) in one's current position.

Flexibility

Elements of Workplace Flexibility

•Being able to work a compressed work week.

•Being able to work part-year in current position.

•Seldom being required to work paid or unpaid overtime with little or no notice.

•Believing that one can use flexible work arrangements without jeopardizing job advancement.

Understanding these as elements of workplace flexibility provides insight into how such flexibility can be incorporated in a number of workplace settings.

Flexibility

Workplace Flexibility

•Progressive organizations and individuals are gradually developing or adopting creative frameworks that respond to changing demographics in the workplace.

•One example is the Business Opportunities for Leadership Diversity (BOLD) Initiative.

•It examines how businesses can schedule employees' work time around the needs of the market.

Flexibility

Workplace Flexibility

- The BOLD model is based on building work teams that identify performance goals and needs for flexibility and then devise innovative work schedules.

- The goal is to improve the work process while improving performance goals and responding to flexibility needs.

The BOLD Initiative has proved to be a successful flexibility framework that provides workers with greater control over when and how work is accomplished and employers with reduced absenteeism and overtime costs

Flexibility

Workplace Flexibility
A much more revolutionary new framework is known as ROWE—Results-Only Work Environment.
This initiative was developed by Cali Ressler and Jody Thompson

"A Results-Only Work Environment is a management strategy where employees are evaluated on performance, not presence.

In a ROWE, people focus on results and only results—increasing the organization's performance while creating the right climate for people to manage all the demands in their lives, including work.

Flexibility

Effective steps to implement Workplace Flexibility

- Develop business case
- Review your company experience
- Define policies and practices
- Create tools and resources
- Help supervision
- Learn to manage flexibility
- Learn to communicate
- Evaluate usage and effectives
- Highlight success outcome

Flexibility

Benefits of flexibility to employees

a. Better work/life balance

b. Ability to meet both work and personal commitments

c. Increased sense of control leading to increased well being

d. Greater job satisfaction, being able to remain in the work force longer

e. Greater loyalty, trust and respect towards employer

f. Better physical and mental well being

g. Reducing stress

h. Reducing negative spillover

Workplace Innovation

Innovation is the ability to see change as an opportunity – not a threat.

Steve Jobs

Workplace Innovation

Innovation

"**Workplace Innovation** is **defined** as a social process which shapes work organization and working life, combining human, organizational and technological dimensions.

Workplace innovation
a). Is a process of productive reflection as part of everyday working life.
b). Derives from interaction between stakeholders within and outside the organization.

Workplace Innovation

c). Builds bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and organizational design knowledge of experts.

d). Works towards win-win outcomes as a creative convergence rather than a trade-off.

Workplace Innovation

Dimensions of Workplace Innovation

a. **Cognitive dimension** -Solving complex tasks, carrying out complex tasks, working with smart phones, comps etc, ability to apply own ideas at work.

b. **Decision latitude** – Ability to do or change order of tasks, speed or rate of work, methods of work and having a choice of work colleagues.

c. **Organizational participation** – Consulted before objective are set for own work, Involved in improving the work organization or work processes of own department or organization, Ability to influence decisions that are important to your work.

d. **Training** –Training paid for or sponsored by employer. On the job training over the past 12months.

Workplace Innovation

Promoting of workplace innovation

Enhances productivity

Creates a learning organization

Produces well being at work.

Workplace Innovation

How do we foster innovative culture at work place?

- Being easy going

- Hire those who are innovative during recruitment

- Bring on people who love what they do

- Encourage diversity

Workplace Innovation

Innovation in a Team involves

- Combination of brainstorming/reflection

- Outlining your problem

- A defined leader & team ground rules-How you will work together

- A clear communication & delegation of different tasks and responsibilities

- Trust and accountability

- A good mix of background and different skill levels

Workplace Innovation

How to ensure innovation succeeds

- Collaborate with staffs & stakeholders

- Analyze the market and changing needs

- Listen to feedbacks

- Build trusted environment for ideas

- Willingness to take calculated risk

- Continuous improvements

Common reasons why innovation fail

• Not being flexible/adaptable to change

• Insufficient planning/brainstorming & new ideas

• Risks not managed

• Failure to see problem/feedback

• Poor communication

• Lack of commitment and responsibility by stakeholders/team members

Conclusion

Skills needed for tomorrow's leaders to succeed:

•**An ability to see around corners**- Identify trends early and stay ahead of the fast-moving competitive landscape.

•**Tolerance for ambiguity**– Tomorrow's leaders need a constant readiness for changing business dynamics and an ability to work towards unclear goals and outcomes.

•**Agility in decision-making**– Be flexible-minded and a curious life-long learner who is open to testing and measuring new ways of doing things.

Conclusion

- **Adaptability in execution**– Drive nearly constant renewal inside an organization.

- **At ease with technology**– Embrace technology both as an accelerator of change, and as the key tool to remain agile, to adapt to changing circumstances, and to stay close to consumers and influencers.

- **Be Surround by a great team**– Attract great people and cultivate a positive culture with a happy workforce, centered around trust with staff, to compete in the marketplace.

- **Humility**–Maintain a modest opinion of your own importance and be open to listening and learning from all that's happening in the global environment

END OF PRESENTATION

Questions and Answers

END OF PRESENTATION