



Identifying and Discussing Drivers and Barriers of a Job System for the Virtual Agile Workforce of the Future

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SDM paper



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Approach chosen
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RESULTS

Flexible
Leadership
Virtual Work

INTRODUCTION

INTRODUCTION



Just like society is always developing and thus changing,
the work environment cannot stop or reach the end of its development



Term “agile”
Scrum, probably the best-known
agile software development
technique in use today



Agility can be outlined as being
observant, anticipating,
adaptable, flexible and decisive

“ How can companies prepare for,
sustainably react on and work with
the agile workforce? ”

Apply a **literature review !!**

METHODOLOGY

METHODOLOGY

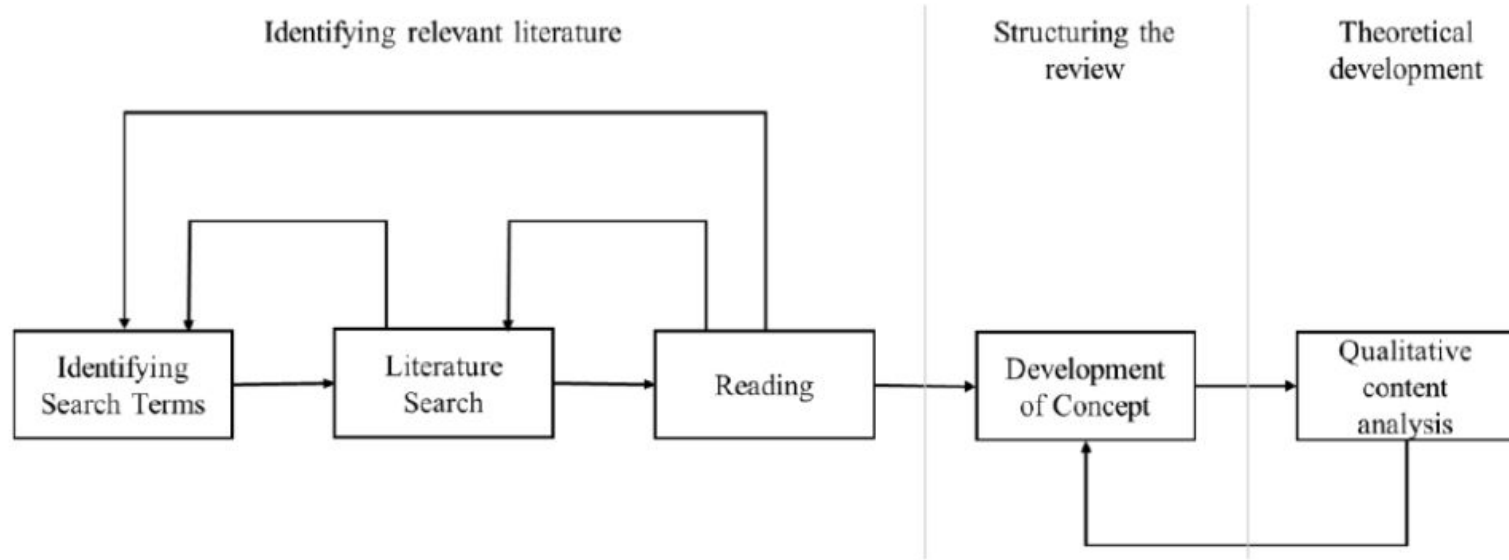


Figure 1. Procedure of the Literature Review (adapted from Manhart and Thalmann [18].

METHODOLOGY

Table 1. Search Terms Used

Initial Search Terms	Added Terms
Agile	Agility, Flexible, Flexibility
Workforce	Employee, Staff, Labor, Labor Market
Management	Manager, Leadership



Article Inclusion Criteria

The German Academic Association for Business Research (VHB)

429 journals were chosen as basis for the review -> agile involve

No limiting parameters were applied to the facts of where ...

Articles had to be in English language, as is the lingua franca of today's science

METHODOLOGY

Table 2. Core Domains and Topics of the Concept Matrix

Core Domain	Agile Work Systems	Flexible Employment (work time & space)	Flexible Organization	Flexibility Strategy	Intl. Organizational Agility Concepts & Culture	Leadership	Virtual Work
Relevant Topics	Agile Company	Compressed Workweek	Contingent Labour	HR Strategy	Company Values	Change	Data Security
	Agile Mgmt	Empowerment	Contractor	Knowledge Mgmt	Corporate Culture	Communication (Obstacles)	Virtual Company
	Agile Project Mgmt	Expats	Crowdsourcing	Skill Development	Cross-Cultural Cooperation	Conflict Management	Virtual Team
	Agile Workforce	Flex Time	Downsizing	Strategic Mgmt	Cross-National Cooperation	Control	
	Scrum	Flex-Shift	Offshoring		Globalization	Employee Loyalty	
		Flexible Work (FWA)	Open Source		Intercultural Aspects	Entrepreneurial	
		Gradual Return to Work	Outsourcing		Multinational Company	Leadership Style	
		Overtime	Temp Work		Process Mgmt	Network	
		Remote Work			Project Mgmt	Paradox	
		Work-Life / Family				Team Functionality	
						Trust	

Structuring the Review



266 articles

After applying the aforementioned classification

191 articles
considered relevant



RESULTS

RESULTS



Figure 2. Research topics by occurrence in articles.




Flexible Organization



The most important topic observable in the articles is outsourcing

There is no more distinction between outsourcing in the home country of an organization and outsourcing to different parts of the world

With 14 total articles relating to this topic, 7.3% of articles had an outsourcing topic



Flexible Organization



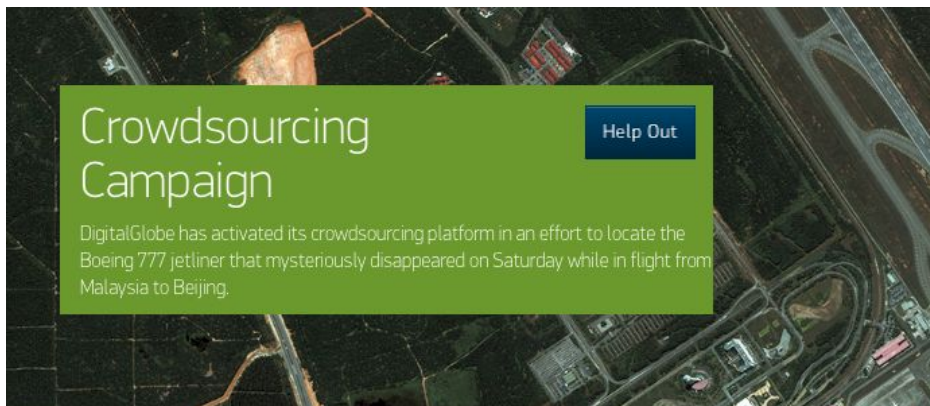
The second important topic in this domain is “non-standard” employment practices, such as temp work, outsourcing or contracting. Ten articles (5.2%) had a distinct relation to this topic

The topic of temp work is also a stand-alone, as six articles took a closer look at this phenomenon

Flexible Organization

Crowdsourcing, observed in five articles (2.6%), is a topic with a potentially higher relevance for the future and in the context of workforce agility

Crowdsourcing = Crowd + Outsourcing



Leadership

The most dominant topic in this cluster is the **leadership style** (67 total articles).

Leadership styles are vital in how to manage change processes and lead change to a successful and sustainable implementation of new processes, models, or structures



Figure 2. Research topics by occurrence in articles.

Leadership

The topic with the second most articles assigned is team functionality (48 overall articles, 25%).

Similar to the leadership style argument, the functioning of teams and a healthy relationship among team members is a prerequisite for the successful implementation of changes

Further, the cluster trust is a multi-faceted topic that can be applied, for example, in the complex and challenging case of virtual team members, especially in the creation phase



Leadership

The remaining three topics :
paradox (6 articles total), entrepreneurial (5 articles) and change (4 articles)

Paradox stands for the situation, that in a dynamic and competitive environment contradictory demands occur that a company needs to fulfill.

Entrepreneurial , often found in regard to start-ups and their attitudes and articles, that entrepreneurial approaches are needed within companies and departments and the entrepreneurial mindset is pictured as a driver to achieve agile innovation.

Change has been mentioned across all domains, but is often treated as implicit.





Virtual Work

The dominating topic in this cluster is that of virtual teams (26 articles in total).

While the technological issues are mainly solved, questions in regard to the integration of virtual teams into existing work processes or topics relating to the social factor, such as communication between team members, cross-cultural issues or knowledge sharing are still of ongoing importance.

A phenomenon that, in part, can only exist thanks to virtual teams is that of virtual companies (3 articles).



Virtual Work

Mullenweg and his company Automattic are considered a prime example of a virtual company, it does still have a postal address and an “automattic lounge” in San Francisco.

A topic that is connected especially with work in the virtual space is that of data security (1 article)



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Automattic to Close San Francisco Office

f Chandler  April 18, 2017  6<https://wptavern.com/automattic-to-close-san-francisco-office>

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Lounge

Automatticians can work from anywhere in the world. So it turned out our “office” was no longer necessary. In July 2017, we closed down the Lounge in San Francisco. [Read more about it at Quartz.](#)

Hawthorne is the San Francisco home-away-from-home for Automatticians and friends of Automattic.

Whether you're an Automattician in town for the day looking for strong wifi, good coffee, and stiff competition on the ping pong table, or your new Dogecoin trading group needs space for a 200-person happy hour (such cocktail!), Hawthorne waits for you.

For more information please visit lounge.automattic.com



Summary

...that sharing employees' values has already become more important for their employment decision than the amount of their salary

“people are an organization's most valuable resource and [...] a manager's job is to prepare and free people to perform”



The background is a scenic landscape of mountains at sunset or sunrise. The sky is a gradient of orange and yellow. In the foreground, there are dark blue silhouettes of mountain ridges. In the top-left corner, there are several light orange rectangular bars of varying lengths, tilted at an angle. In the bottom-right corner, there are several dark blue rectangular bars of varying lengths, also tilted at an angle. The text 'Q & A' is in the bottom-left, and 'Last Slide' is on one of the blue bars in the bottom-right.

Q & A

Last Slide