

## Workplace 2.0: The Healthy Option

Using the Cloud for Better Recruiting,  
Retention, and Compliance



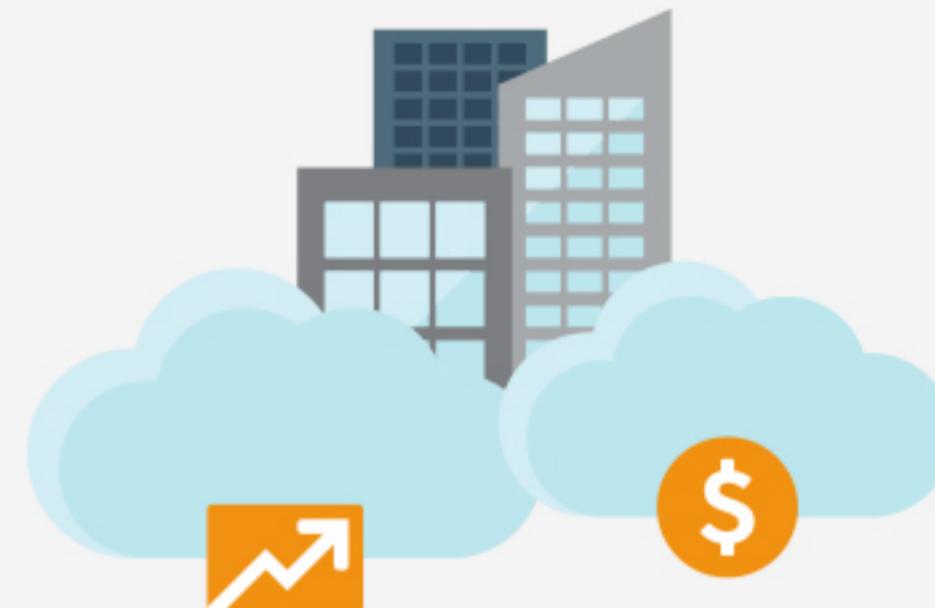
Overview

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Workplace 2.0II.  
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## Overview

We've come a long way from the smoke-filled offices and rigid nine-to-five of 25 years ago – when today's leaders were starting their careers.

In the early 90s, organisations banned smoking to improve health and installed PCs to boost productivity. Today, they're turning to physical, mental and financial wellness programmes and mobile, cloud-based, data-driven systems to do the same things. Employees need to feel engaged and creative as they adapt to automation. That's creating new challenges – and opportunities – for HR teams.



This digibook is a guide to how those challenges might be framed and met.

In this guide you'll find...

### I. Workplace 2.0

Adapting HR and IT  
to new modes of business.

### II. Less Work, More Network

Organising teams, projects and roles  
in a distributed enterprise.

### III. Rebooting Wellness

A sound mind in a sound body  
makes for better work.

### IV. The Feel-Good Factor

Translating customer-experience  
excellence for employees.

### V. What We Pay, to Whom, and Why

It's just the "end of the beginning"  
in the war for talent.

### VI. Shaping Businesses to People

The structures, platforms and  
interactions that support Workplace 2.0.

## Who will find this digibook useful?

- HR leaders.** Employee engagement is increasingly well understood as a driver of productivity and talent retention. Adopting new thinking around wellness, teamwork and management styles – as well as the technology that supports it – is now critical to sustainable growth.
- C-level executives.** The workplace is undergoing a massive transition. A multigenerational workforce, the need to be agile, distributed teams and automation – these are all asking huge questions of the relationship between enterprise and employee. Decisions about the workplace must be based on robust analytics and strong intelligence about your people.
- Line management.** Managing has always been a skill. Today, that skill is being tested more than ever. Technology platforms that allow for distributed teams and flexible working can boost productivity – providing that managers feel equipped to use them to build employee engagement too.



I.  
Workplace 2.0



## Workplace 2.0: The Healthy Option

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### I. Workplace 2.0

We're all start-ups now. So how do we behave like them?

The buzzwords come thick and fast. Disruption. Agility. Innovation. Millennials. Engagement. Automation. Every organisation is wrestling with the world of VUCA – volatility, uncertainty, complexity and ambiguity. Start-ups become giants in an incredibly short space of time, innovating in products and services – and starting from scratch with twenty-first-century ideas about technology, management and business models.

And that's leaving many enterprises flat-footed.

Translating these pressures into workplace design is a Herculean task. But it's essential if organisations are to respond to new rivals and accelerating customer expectations.

Employees, too, have enhanced expectations – not just the digital-first generations entering the workplace, but across the workforce. While the workplace of 25 years ago was all about where people were and how they were controlled, today's organisations need to figure out ways of helping their talent collaborate when, where and how it most adds value.

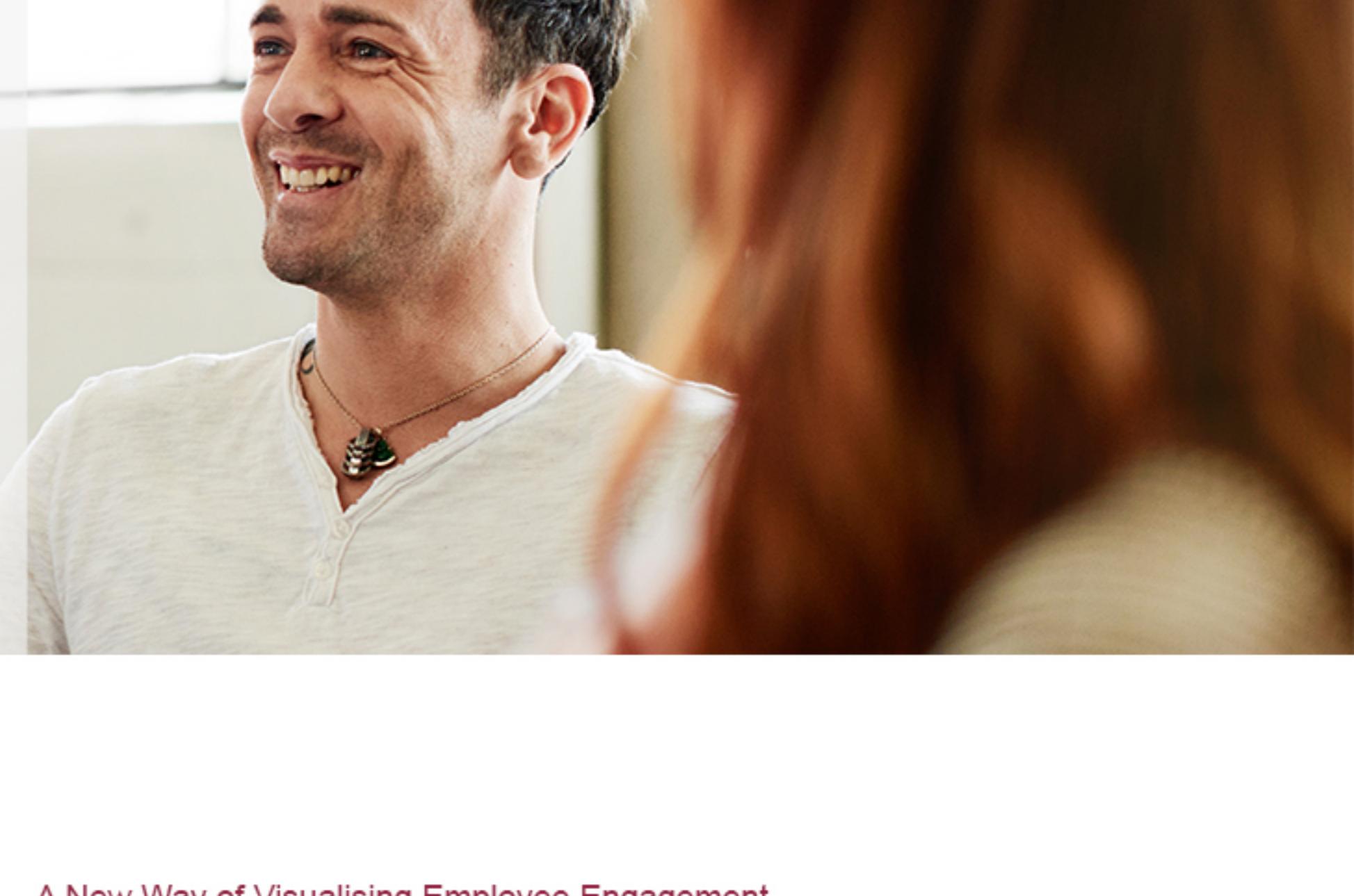
25 years ago	Today	Tomorrow
Sectioned offices	Open-plan, mobile	Everywhere
The nine-to-five	Flexible working	Work when you can add value
Rigid hierarchy	Flat structures	Global, self-organising teams
Work in serial	Work in parallel	True collaboration
Lifetime employment, climbing the ladder	Strategic career management	Project-based gigs for self-development



Give us the tools...

This is both an organisational and technological challenge. But the technology is largely in place. Mobile productivity is a given. Cloud services allow dispersed teams to work from multiple locations, across all the traditional boundaries. Data collection and analysis is almost passive – with the right tools. We can communicate and collaborate in the moment.

This all places the onus on leadership to equip specialist teams such as HR, line managers and employees themselves with the right environment to collaborate, engage and develop. And Oracle's own research shows that on this score, there is room for improvement.



Engagement unlocks the future.

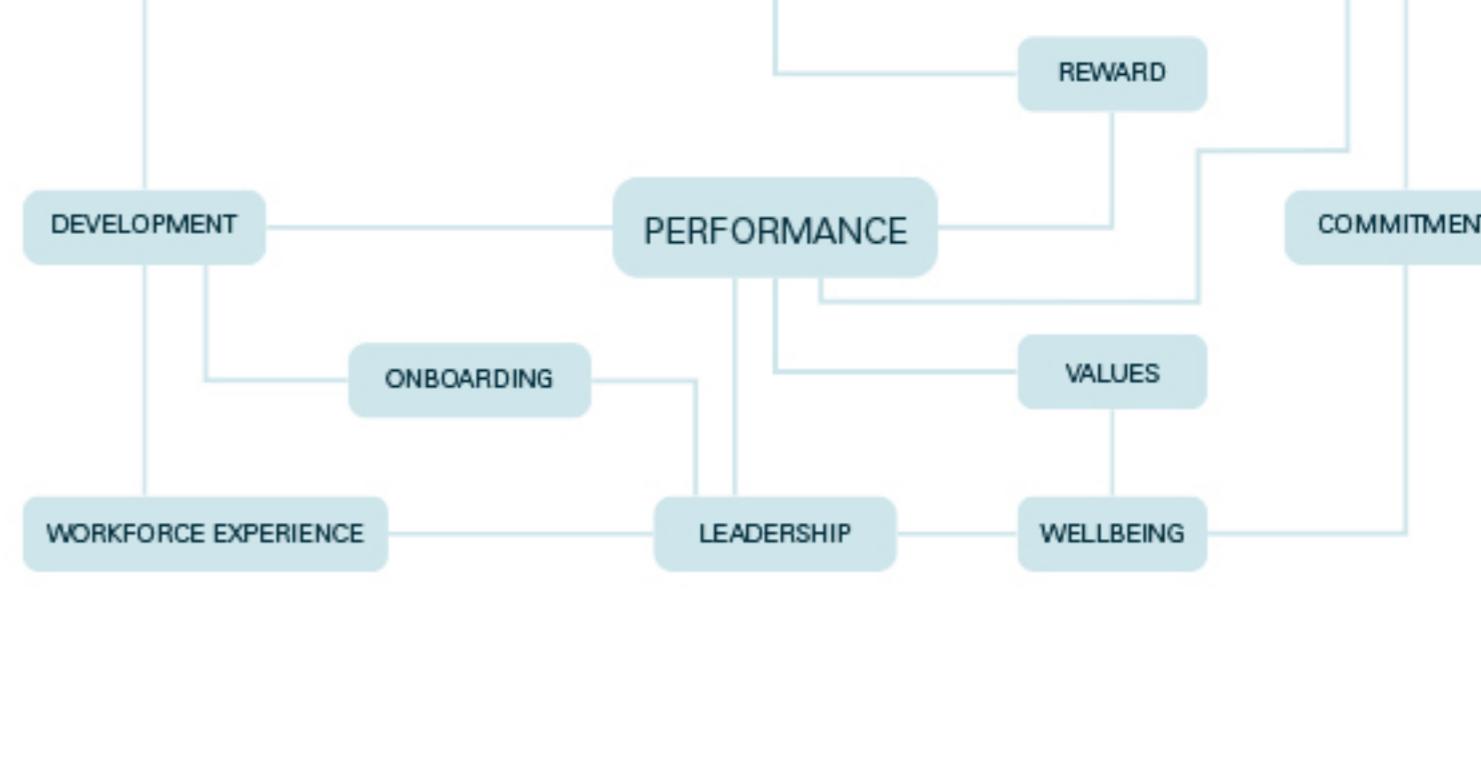
What we're seeing is a transfer of power. (As analyst Josh Bersin put it: "The war for talent is over, and the talent won.") It's moving from rigid, hierarchical structures to ad-hoc teams and individuals.

It's shifting from "whoever's available" to "whoever's best". Today's workplace technologies and platforms make it impossible to sustain silos – however much nervous managers and poorly engaged teams want them as a crutch.

If we think of the team as the highest-value unit of production – they are, after all, what "gets things done" – we can identify the characteristics of those who are lost in the past and those fit for the future.

The objective of Workplace 2.0, then, is to find ways to free teams into "the zone of engagement".

A New Way of Visualising Employee Engagement



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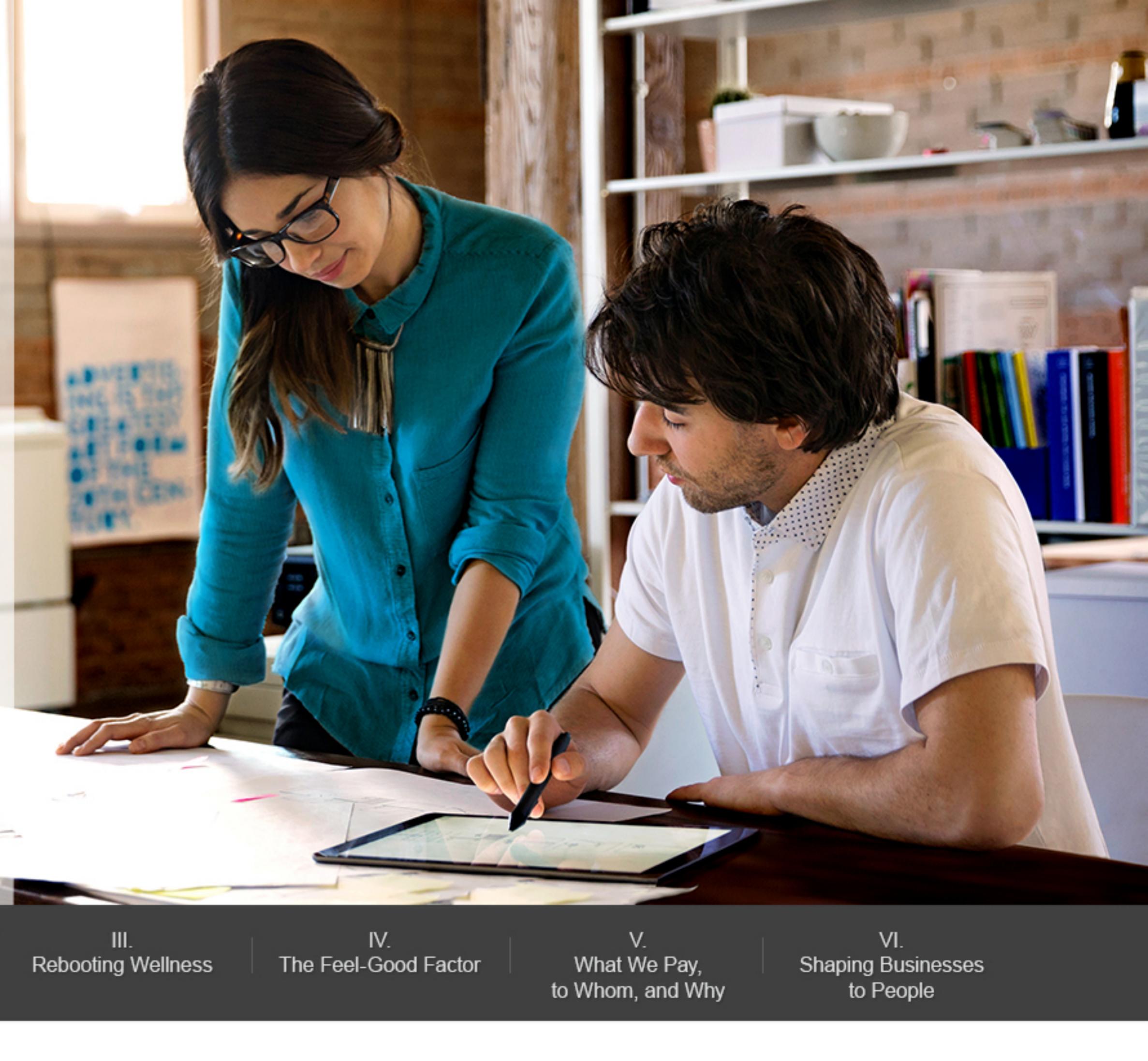
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### II. Less Work, More Network

#### How do you design a workplace for teams that aren't there?

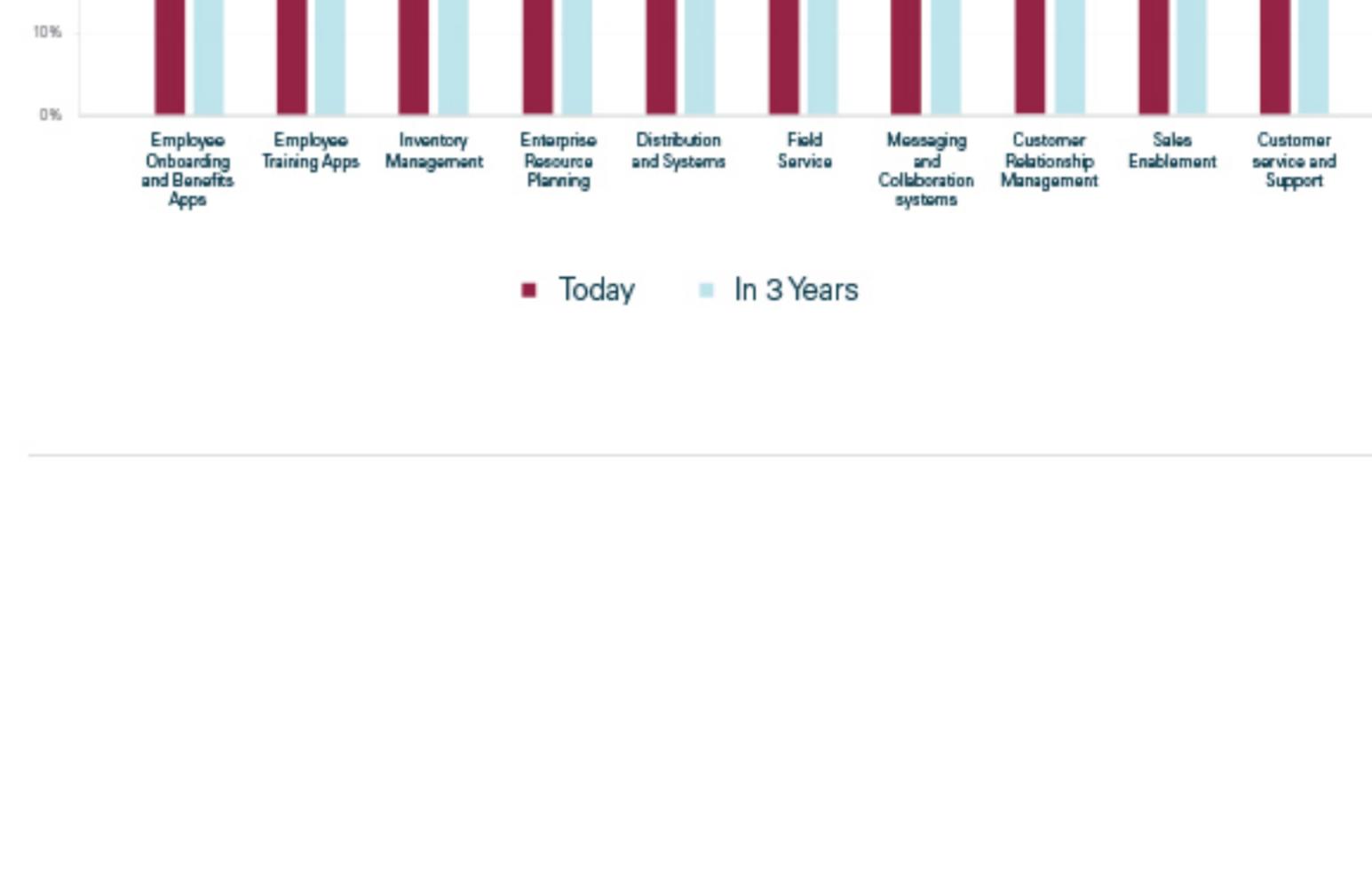
We live in a "work anywhere" world. That requires new thinking around how we organise teams, projects and roles, adapting to more automation and wider collaboration. The nine-to-five died long ago – so what are we doing to replace it?

The answer starts in distributed computing: using mobile devices and cloud technology to give employees access to the apps and data they need wherever they are. These long-running trends are strengthening.

##### Seven stats on "workplace anywhere".

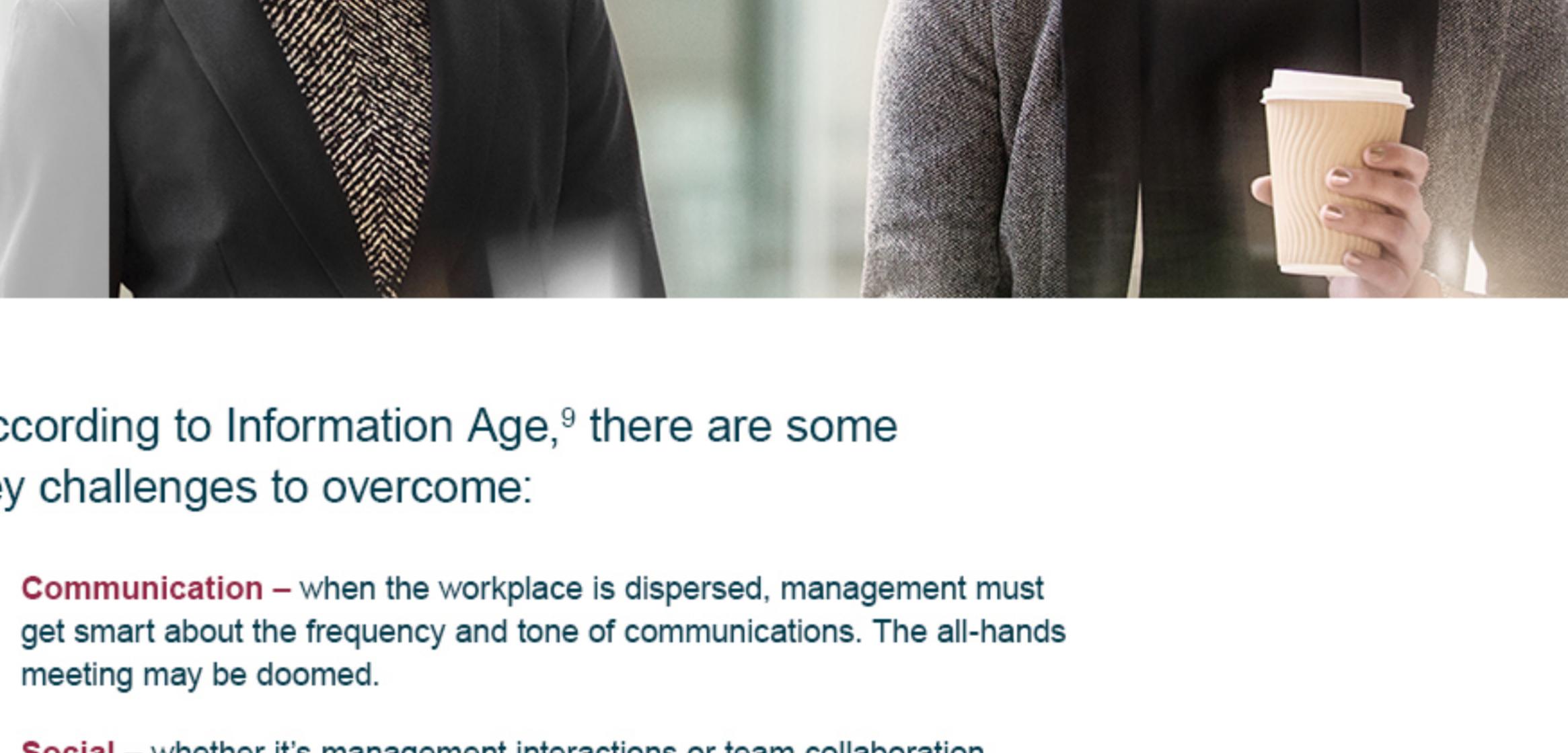
- **48 per cent** of employee-facing IT investments were mobile-focused in 2016<sup>2</sup>
- **67 per cent** of all enterprise IT infrastructure and software spending will be for cloud-based offerings by 2020<sup>3</sup>
- **61 per cent** of IT workers say they need to access company data on their own devices<sup>4</sup>
- **91 per cent** of firms in Britain have at least one employee working from home<sup>5</sup>
- **30 per cent** of employees feel that their productivity increases when they work away from the office<sup>6</sup>
- **85 per cent** of millennials want to telecommute 100 per cent of the time (and 54 per cent want flexible schedules)<sup>7</sup>
- **61 per cent** of decision-makers say that without enterprise mobile apps, they are at a competitive disadvantage<sup>8</sup>

Company success: how important are mobile apps today vs. in 3 years?



#### The management challenge.

If the technology is available, and increasingly in place, what's the wait? Simply put, it's the structures, facilities, policies and management style that organisations layer on top of the tech.



#### Questions for CIOs

- How will you deliver secure, reliable data connections for teams working in remote areas?
- How will you ensure cross-platform support – securely – for enterprise apps used on employees' own devices?
- How will you help leaders and line managers stay aware of what's happening, factoring in time zones, shifting objectives and existing enterprise KPIs?

According to Information Age,<sup>9</sup> there are some key challenges to overcome:

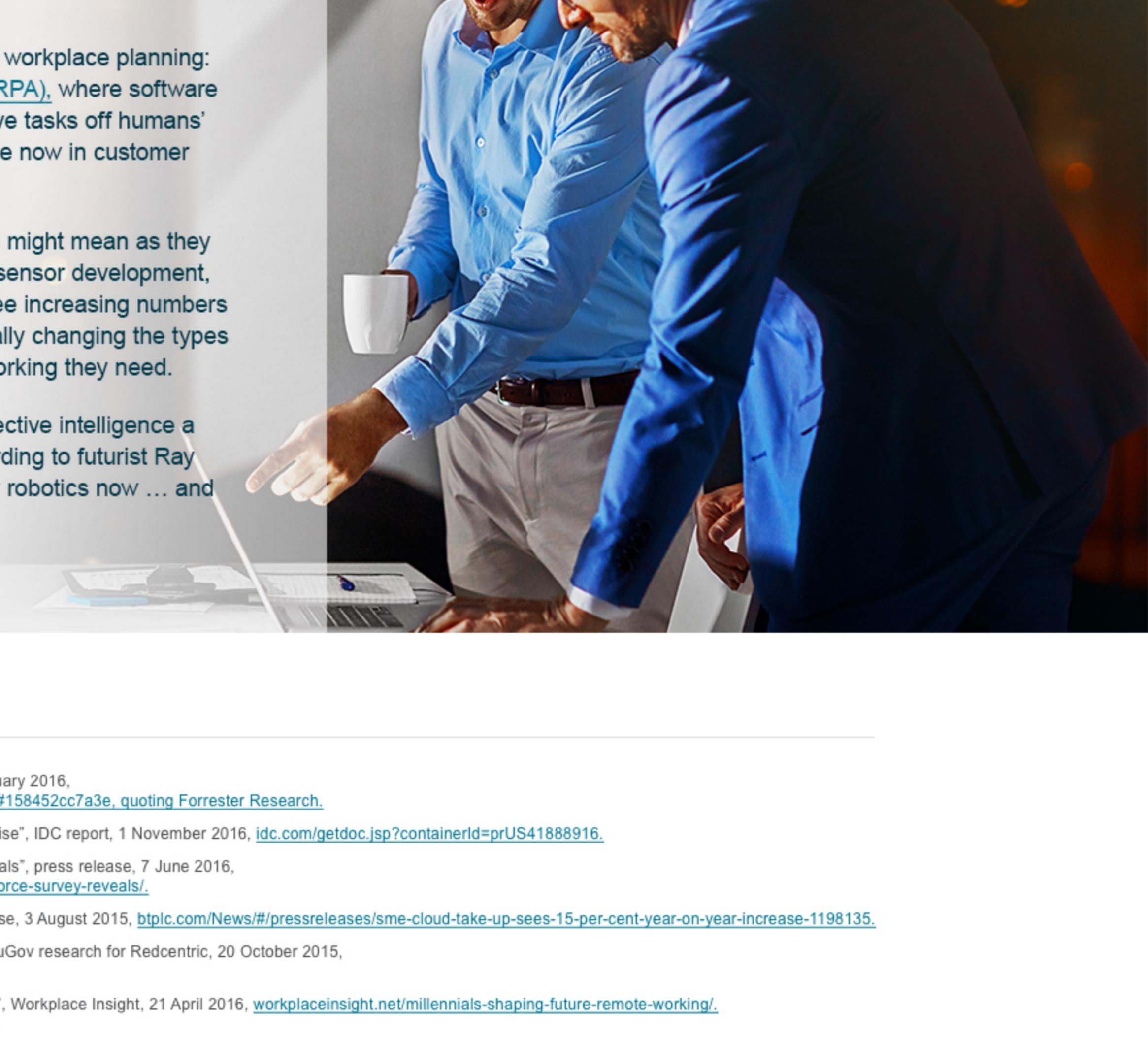
- **Communication** – when the workplace is dispersed, management must get smart about the frequency and tone of communications. The all-hands meeting may be doomed.
- **Social** – whether it's management interactions or team collaboration, tools based around social media are becoming a must. That demands new skills from managers.
- **Process** – when the workplace is no longer one place (and maybe crosses time zones and cultures), having clear and sensitive processes and protocols becomes more important.
- **Feedback** – listening to employees, managers, HR and peers in different enterprises becomes even more important. The cultural and behavioural norms will change in a mobile workplace – and course correction is a must if things go awry.

#### Ready for the singularity?

There's one other big factor that should be looming large over any workplace planning: robotics. We're already in the age of [robotic process automation \(RPA\)](#), where software agents integrated into existing systems can take a heap of repetitive tasks off humans' plates – leaving people to handle just the exceptions. That's as true now in customer support as it was in a car factory 25 years ago.

Businesses are beginning to understand what artificial intelligence might mean as they learn of its potential. And there is no doubt at all that advances in sensor development, machine learning and a host of other cognitive technologies will see increasing numbers of both manual and knowledge jobs being reshaped – fundamentally changing the types of organisational structure, workforces, roles, skills and ways of working they need.

We might not see "the singularity" – "when we will multiply our effective intelligence a billionfold by merging with the intelligence we have created," according to futurist Ray Kurzweil<sup>10</sup> – until 2045. But our workplaces are being redefined by robotics now ... and at an accelerating pace.



<sup>2</sup> A J Agrawal, "Eight Tech Trends Changing How We Work in 2016", Forbes.com, 11 January 2016, [forbes.com/sites/ajagrawal/2016/01/11/eight-tech-trends-changing-how-we-work-in-2016/#158452cc7a3e](http://forbes.com/sites/ajagrawal/2016/01/11/eight-tech-trends-changing-how-we-work-in-2016/#158452cc7a3e), quoting Forrester Research.

<sup>3</sup> IDC, "IDC Sees the Dawn of the DX Economy and the Rise of the Digital-Native Enterprise", IDC report, 1 November 2016, [idc.com/getdoc.jsp?containerId=prUS41888916](http://idc.com/getdoc.jsp?containerId=prUS41888916).

<sup>4</sup> Nexsan, "Security and Speed Top Barriers to a Truly Connected Workforce, Survey Reveals", press release, 7 June 2016, [nexsan.com/press\\_releases/security-and-speed-top-barriers-to-a-truly-connected-workforce-survey-reveals/](http://nexsan.com/press_releases/security-and-speed-top-barriers-to-a-truly-connected-workforce-survey-reveals/).

<sup>5</sup> BT, "SME Cloud Take-up Sees 15 Per Cent Year-on-Year Increase", BT.com press release, 3 August 2015, [btplc.com/News/#/pressreleases/sme-cloud-take-up-sees-15-per-cent-year-on-year-increase-1198135](http://btplc.com/News/#/pressreleases/sme-cloud-take-up-sees-15-per-cent-year-on-year-increase-1198135).

<sup>6</sup> YouGov, "30% of UK Office Workers Are More Productive When Working Remotely", YouGov research for Redcentric, 20 October 2015, [yougov.co.uk/news/2015/10/20/30-uk-office-workers-are-more-productive-when-work/](http://yougov.co.uk/news/2015/10/20/30-uk-office-workers-are-more-productive-when-work/).

<sup>7</sup> Sara Sutton Fell, "How and Why Millennials Are Shaping the Future of Remote Working", Workplace Insight, 21 April 2016, [workplaceinsight.net/millennials-shaping-future-remote-working/](http://workplaceinsight.net/millennials-shaping-future-remote-working/).

<sup>8</sup> Adobe, "Driving Competitive Advantage with Enterprise Mobile Apps", Adobe.com, 2016, [offers.adobe.com/content/dam/officer-manager/en/na/marketing/Experience%20Manager%20PDF/s/2016/Adobe-Report\\_Driving\\_competitive\\_advantage\\_enterprise\\_apps.pdf](http://offers.adobe.com/content/dam/officer-manager/en/na/marketing/Experience%20Manager%20PDF/s/2016/Adobe-Report_Driving_competitive_advantage_enterprise_apps.pdf).

<sup>9</sup> Information Age, "Overcoming Mobile Workforce Challenges: Tips for Business Leaders", Information Age, 19 June 2017, [information-age.com/overcoming-challenges-mobile-workforce-tips-business-leaders-123466851/](http://information-age.com/overcoming-challenges-mobile-workforce-tips-business-leaders-123466851/).

<sup>10</sup> futurism.com, "Ray Kurzweil Predicts the Exact Year Singularity Will Occur", futurism.com website video, [futurism.com/videos/ray-kurzweil-predicts-the-exact-year-singularity-will-occur/](http://futurism.com/videos/ray-kurzweil-predicts-the-exact-year-singularity-will-occur/).

## Workplace 2.0: The Healthy Option

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### III. Rebooting Wellness

Discovering new dimensions to the well worker.

Workplace wellness isn't a new concept. As early as 1981, academics were analysing the impact of employee burnout on businesses – and creating a clear link from physical and mental health to exhaustion, cynicism, and a sense of inefficiency.<sup>11</sup>

Today, 78 per cent of HR leaders view employee wellbeing as a critical component of their business strategy; and 97 per cent agreed with the statement "wellbeing positively influences engagement".<sup>12</sup>

Yet only a quarter of companies treat wellbeing as a priority; 57 per cent of business decisions have been found to give little to no consideration to employee wellbeing; and 46 per cent of organisations report that operational demands take precedence over employee wellbeing.<sup>13</sup>



Time for a reboot.

But there are three new dimensions to wellness that have pushed it squarely up the HR agenda:

- We can see the cost.** According to RAND Europe, the UK economy loses up to £57 billion a year in productivity due to poor health and wellbeing of employees. At the enterprise level, the digitisation of work and more-sophisticated analytics are showing us where and how stress and illness are affecting work for individuals and teams.
- We can see the causes.** Wellness initiatives traditionally focus on physical complaints. Repetitive strain injury, for example, or cycling to work are easy campaigns because they have a direct link between work, workability and health. Now mental health is fast rising up the agenda – stress and emotional wellbeing have become legitimate HR issues.
- Employees are addressing it.** The "quantified self" is a manifestation of the revolution in personal technology – with wearables and apps designed to address personal wellbeing. Organisations also have access to huge amounts of data about their people, and are perfectly placed to identify and address wellness issues if they have the right analytics tools and management intent.

So just as silos between business functions have been broken down – largely thanks to technology – so the artificial barriers between personal wellness and employee performance are breaking down.



But does it work?

Oracle sponsored a study conducted by the LSE into the effectiveness of wellness initiatives<sup>14</sup> that showed how important this joined-up approach is. Superficial, standalone wellness programmes – encouraging step-counts, offering free fruit and so on – that were isolated from wider workplace culture inclines employees to treat them as a fad – with no sustainable competitive advantages for the business.

But where organisations tied wellness to the work being done, focused on overall mental wellbeing and put in place wider strategic initiatives that showed care for employees, the impact was far greater.

Overall, wellbeing programmes were perceived very positively, with 60 per cent of employees agreeing that they increase company attractiveness. For any organisation looking to recruit and retain the best talent, such a programme is a good business investment.



Delivery checklist.

- ✓ **Invest** – not just in wellness initiatives, but in reshaping the workplace and organisational culture to show care for employees.
- ✓ **Communicate** – central to this culture is openness. Research shows millennials are particularly responsive to clear messaging about wellness.
- ✓ **Focus on mental health** – 67 per cent of employees value mental wellbeing most (gym membership only engages 13 per cent).
- ✓ **Meaning is critical** – in the actual job and the organisation's mission. Frame job descriptions and feedback loops around a higher purpose.
- ✓ **Development** – give employees a sense of their own growth opportunities.
- ✓ **Control** – in a more dispersed and collaborative world of work, autonomy (towards agreed goals) is valuable.
- ✓ **Technology** – the right tools to achieve work goals, share ideas, understand the organisation's mission and seek support are critical. Bring the "social" into the workplace.

#### Financial wellness

Financial insecurity is a fact of life for many people in the current economic climate. That leads to stress and poor performance at work. Many businesses are now adopting financial wellness programmes to help employees beyond the pay cheque. Four areas to consider:

- Awareness** – understanding and applying basic financial concepts; use online education and seminars.
- Health** – managing day-to-day finances and unplanned expenses. Budgeting tools are ideal.
- Security** – plan and protect for the future. Automated savings products – such as pensions and PMI – work well.
- Inclusion** – financial solutions, from student loan support to employee assistance plans.

These must sit on your HR platform to **connect to the employee and related benefits** in order to drive awareness, engagement and participation. **Employer reporting and benchmarking** are vital to provide return on investment (ROI) measurements.

11 Christina Maslach and Susan Jackson, "The Measurement of Experienced Burnout", Journal of Occupational Behaviour, Vol. 2.99-113 (1981), [smir.rutgers.edu/sites/default/files/documents/faculty\\_staff\\_docs/TheMeasurementOfExperiencedBurnout.pdf](http://smir.rutgers.edu/sites/default/files/documents/faculty_staff_docs/TheMeasurementOfExperiencedBurnout.pdf).

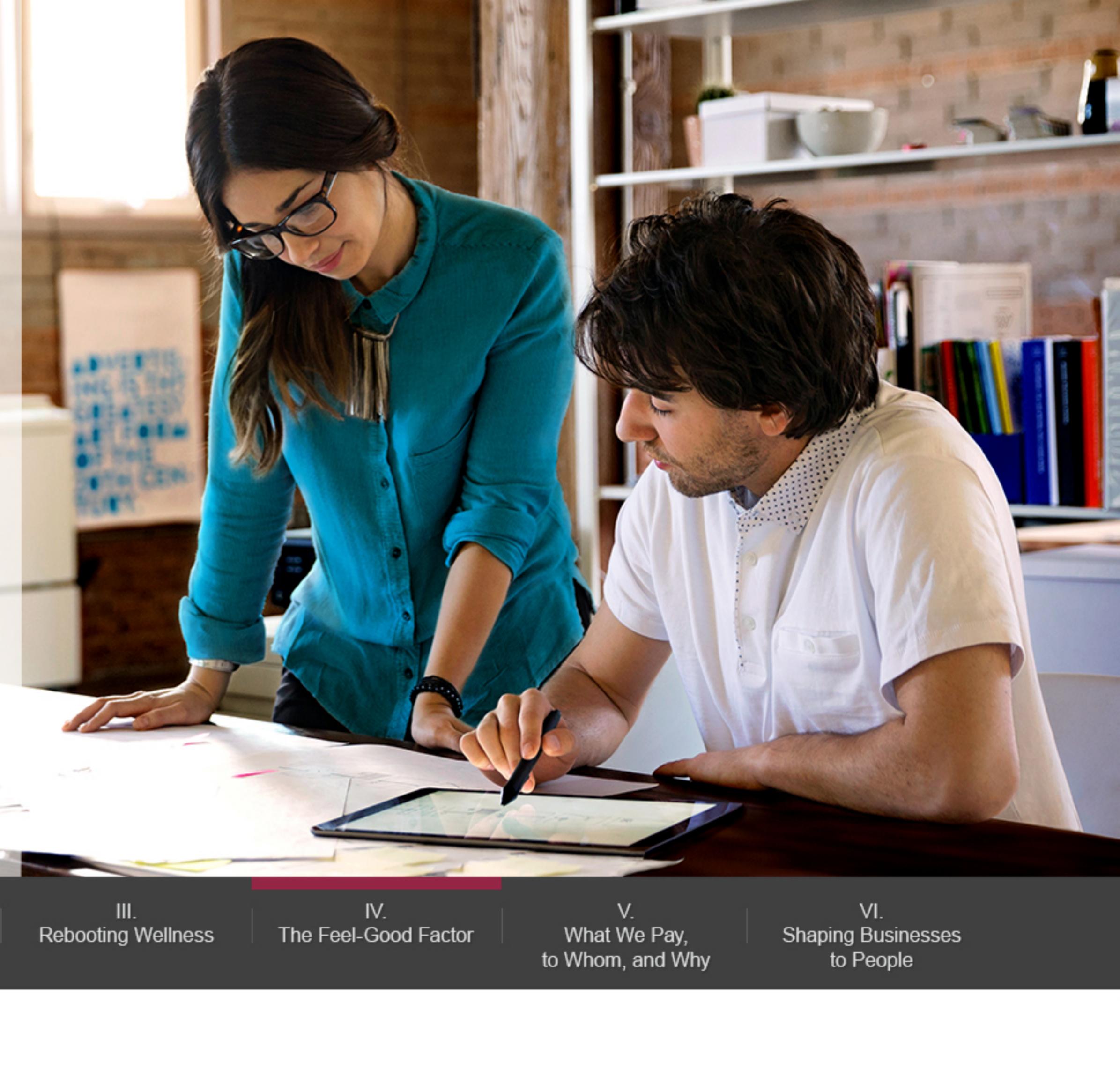
12 Virgin Pulse, "2017 State of the Industry Survey Results Reveal Wellbeing As Key Driver of Workplace Culture and Employee Engagement", press release, 18 January 2017, [virginpulse.com/press/2017-state-industry-survey-results-reveal-wellbeing-key-driver-workplace-culture-employee-engagement/](http://virginpulse.com/press/2017-state-industry-survey-results-reveal-wellbeing-key-driver-workplace-culture-employee-engagement/).

13 CIPD, "Growing the Health and Well-being Agenda: From First Steps to Full Potential", CIPD policy report, January 2016, [cipd.co.uk/images/health-well-being-agenda\\_2016-first-steps-full-potential\\_tcm18-10453.pdf](http://cipd.co.uk/images/health-well-being-agenda_2016-first-steps-full-potential_tcm18-10453.pdf).

14 M. Skotchko, S. Agrawalla, C. Hu, J. Kim, L. Hey and M. Bueschi, "Wellbeing at Work", LSE/Oracle, 26 April 2017.

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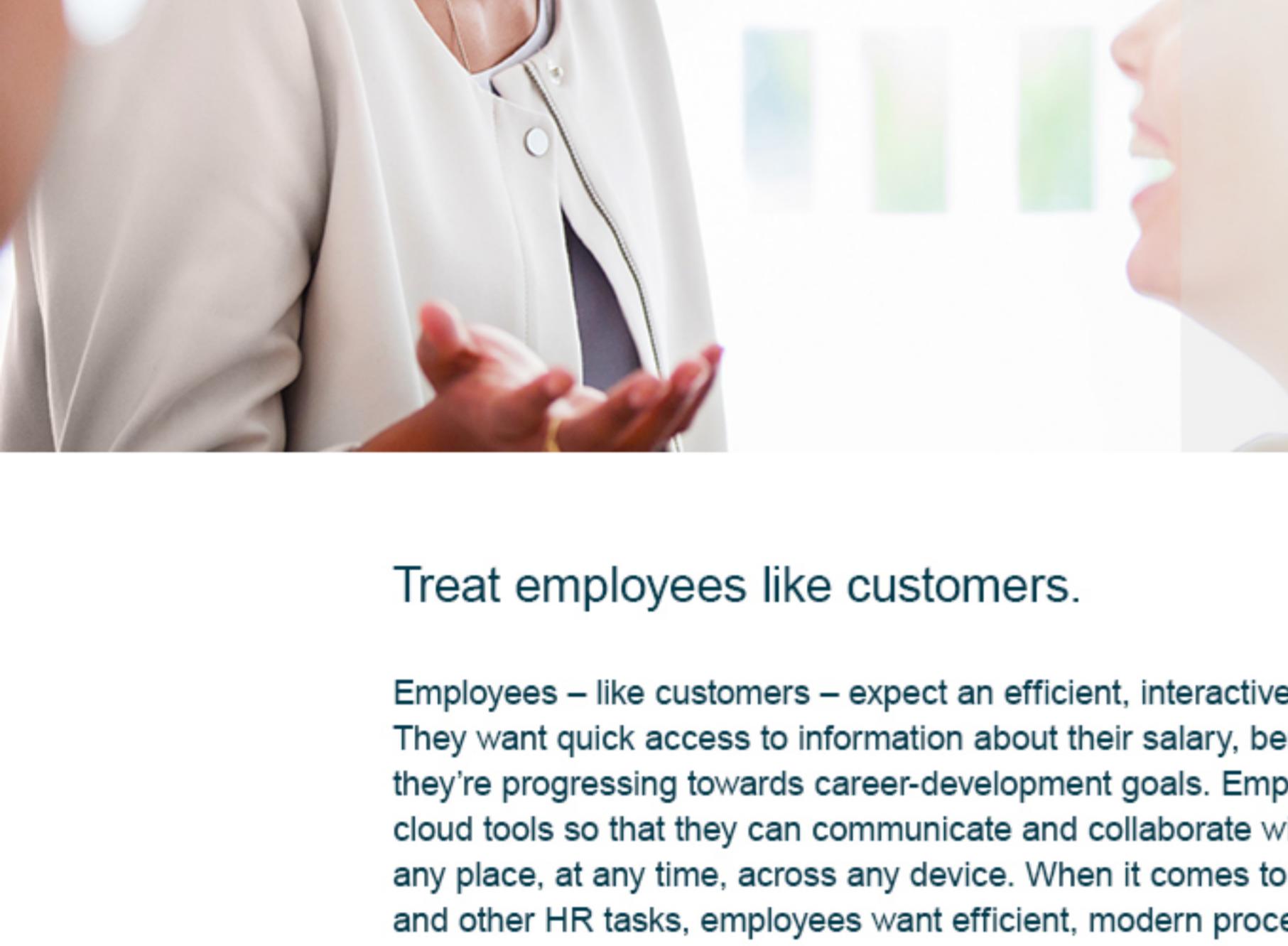
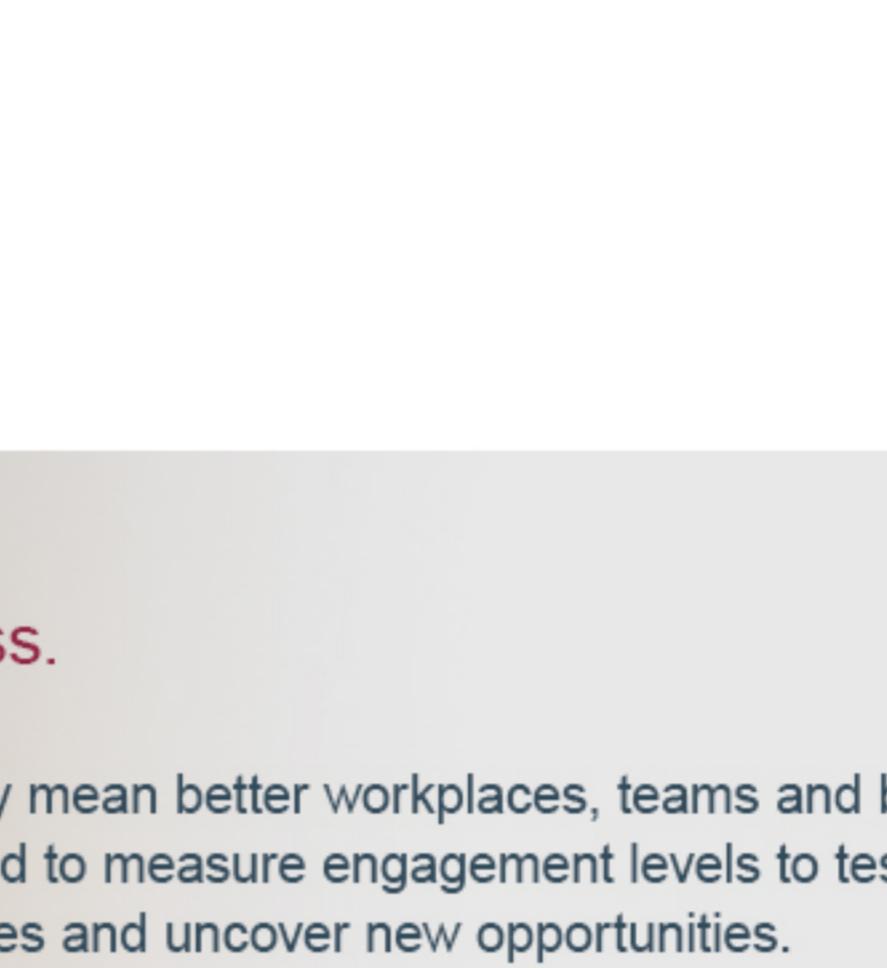
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### IV. The Feel-Good Factor

Translating customer-experience excellence for employees.

We make workplaces better because it's the right thing to do. But are we doing the right things? Perhaps analytics and adapting the new disciplines of customer experience (CX) point the way to happier, engaged and productive teams.

"If you look after your employees, they'll look after your customers. If you look after your customers, they'll look after your shareholders." It's a well-established management mantra. But how often is it ignored? And the reason is usually that while we're getting really good at analysing customer data, many organisations have been less effective at translating employee data in actionable insights.



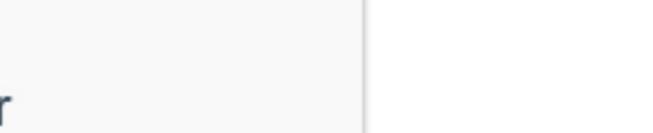
#### Quantifying happiness.

Engaged employees clearly mean better workplaces, teams and business outcomes. But we also need to measure engagement levels to test their effectiveness, tailor initiatives and uncover new opportunities.

In Oracle's own research, 68 per cent of employers said they still rely on standard staff surveys to understand engagement levels. Only 37 per cent use advanced data analytics. Similarly, relatively few businesses look to augment staff surveys with additional information, such as customer surveys (51 per cent) and informal channels (34 per cent).

Most of the 1,500 employees sampled by Oracle in 2016 said they would engage better if companies were proactive, took care of their individual needs and treated them as individuals. They also said they needed recognition, a sense of how they actually contributed to the organisation, and the chance to work on the kinds of project they actually found exciting.

And that means they're starting to behave like customers.



#### Treat employees like customers.

Employees – like customers – expect an efficient, interactive digital experience at work. They want quick access to information about their salary, benefits, time off, and how they're progressing towards career-development goals. Employees expect the latest cloud tools so that they can communicate and collaborate with their colleagues from any place, at any time, across any device. When it comes to timesheets, expenses and other HR tasks, employees want efficient, modern processes so they can get back to the work that matters most.<sup>15</sup>

So just in the same way that fewer organisations are evaluating CX purely on the basis of a satisfaction survey, workplace sentiment should measure *engagement*, not just satisfaction. According to the CIPD, "In particular, using social-media platforms potentially marks a major shift from the traditional survey approach, because employees interact with each other as well as management."<sup>16</sup>

**Level 1b** – descriptive analytics that use multidimensional data. These can uncover interesting relationships between different HR activities and processes – for example, combining leadership capability data with engagement scores to measure leadership effectiveness.

#### 1a Descriptive analytics

#### 1b Descriptive analytics that use multidimensional data.

#### 2 Predictive analytics

#### 3 Prescriptive analytics

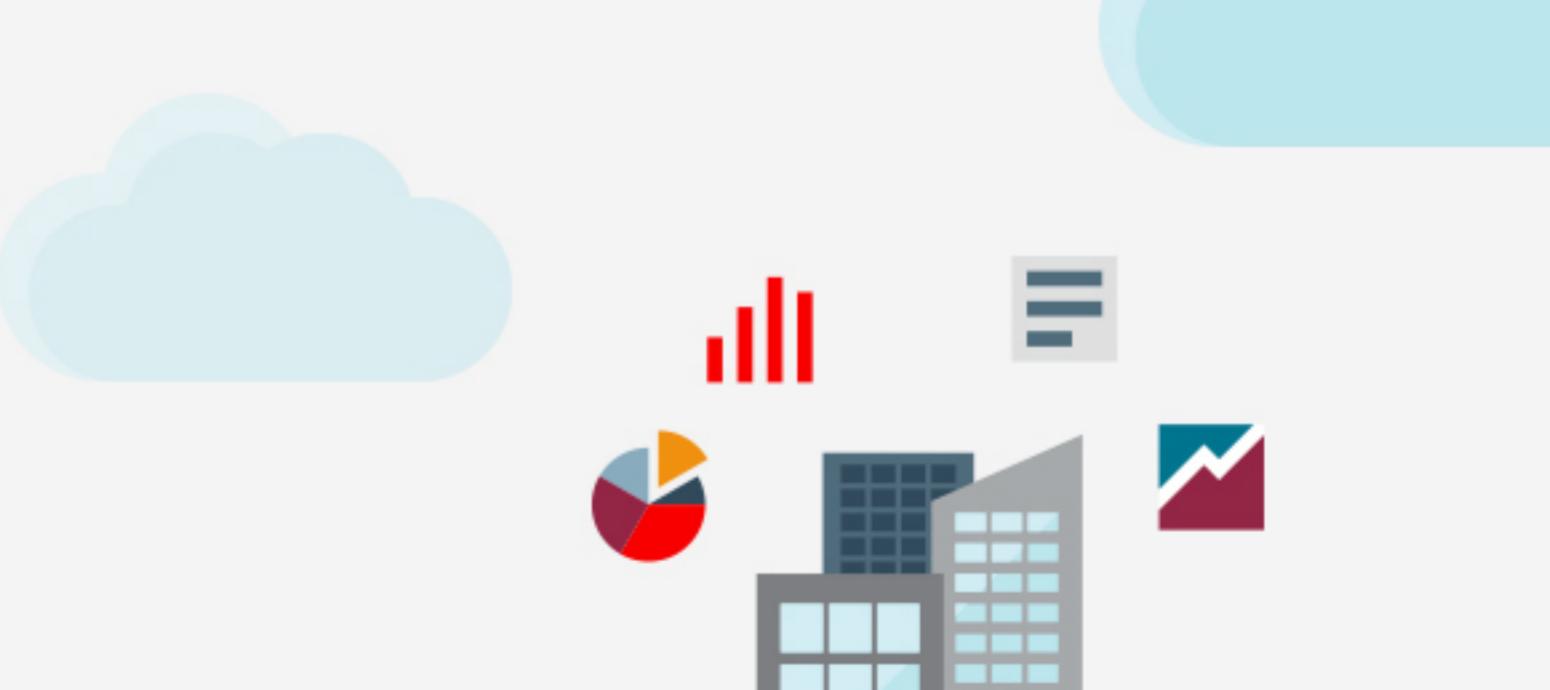
#### What matters to employees.

Knowing how to measure employee sentiment is one thing. But to what end? Research<sup>17</sup> shows that employees value a range of factors when choosing a job (see chart). While remuneration is still a big factor, it's the social, cultural and personal-development aspects of an organisation that stand out.

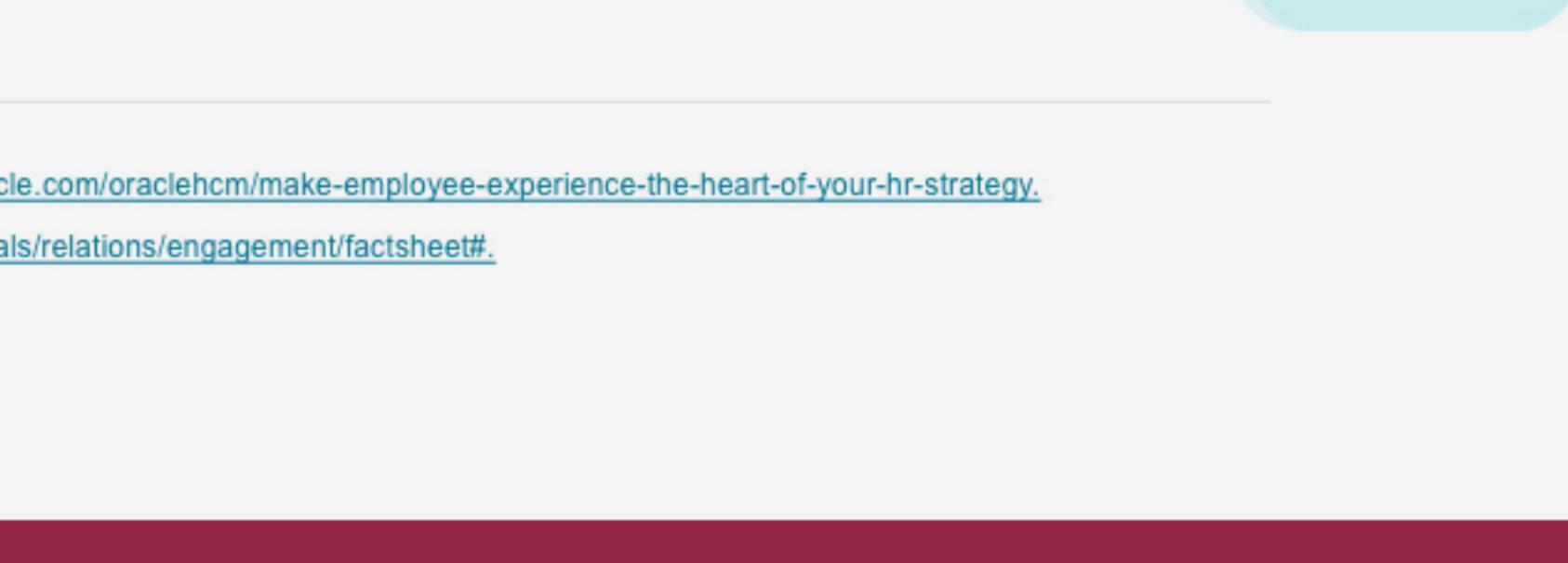
More importantly, when asked about what creates stress, respondents overwhelmingly identified work-related issues (overwork (two-thirds cited this), the nature of their job, lack of guidance, and office politics) above factors in their personal lives.

And the Oracle/LSE study showed employees on average would sacrifice 18 per cent of their salary to receive a balanced package of well-being benefits at work. For any business looking to drive sustainable employee engagement and manage ongoing employment costs, this cannot be underestimated.

How important are the following aspects when choosing a job?  
Shows % of respondents (n=208) that ranked factor as very important



- ✓ **Vision** – it's not just millennials; everyone wants to know how their contribution moves the dial. And they want that dial to mean something. Lay out the mission and make it matter.
- ✓ **Goals** – increasingly autonomous teams and individuals need clarity in their objectives. And they want those goals to be tailored to their own personal aims, too. Be clear and direct in team goals.
- ✓ **Cadence** – annual reviews are too infrequent and raise the stakes too high for both positive and negative feedback. Train managers to offer more frequent, more granular input.
- ✓ **Detail** – create a "customer journey" for employees. Feedback should be treated to granular analysis. Don't argue the details – use them to form a shared platform for positive change.



← III. Rebooting Wellness

V. What We Pay, to Whom, and Why →

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### V. What to Pay, to Whom and Why

Workplace fairness is often tested in the field of compensation.

Unfortunately not.

As the nature of work and the way we organise it changes, how do we remunerate our people? The war for talent has swung decisively towards “the talent” – but today’s workplace needs to accommodate those who make a real difference and those who deliver essential hard work.

Both need to be engaged – and compensated appropriately. And with a dispersed, collaborative workforce, management needs to work out how to focus on rewarding outputs (which in turn requires a sophisticated understanding of the actions and behaviours that drive value) – not inputs (such as showing up at your desk on time).

We’ve already seen that salary and benefits are big drivers of engagement. But in our own research, we’ve found that too many people don’t feel they’re getting their fair share.



#### Rewards are biggest behavioural marker.

In Workplace 2.0, transparency is paramount. And that in turn means developing the kind of understanding at management level that co-workers within teams have of performance. For example, if you promote or reward an employee who hits all their deadlines but leaves a mess for other team members to clear up, that creates a problem.

So link rewards to appropriate behaviours; and link those behaviours to organisational performance.

- **Hierarchical bonuses:** Are you rewarding people simply for being more senior? What message does that send about lateral movement?
- **Perquisites:** Are benefits (a company car, say) offered by grade level, role requirements or “by right”?
- **Pension plans:** The old, gold-plated final salary scheme is dead – but enhanced support for retirement planning sends a powerful signal about commitment to employee life outcomes and long-termism.
- **Performance bonuses:** You want to incentivise individual and team performance – but by what yardstick? Sales, cash flow, productivity, customer satisfaction?
- **Terms of employment:** Do employees feel they can take holiday and use flexible work arrangements? Are these even offered?
- **Benefits:** Health, wellness, financial support – and whether these benefits apply to loved ones. These are very powerful cultural drivers.



#### Understand workers to reward them.

One of the biggest challenges in compensating talent is that there are diminishing returns to escalating pay. Today’s performance-management systems can generate real insights into who the star performers are. But there comes a point when simply adding more remuneration stops being motivational.

It’s clear that simply increasing everyone’s pay – while it may deliver an effective engagement boost in the short term – isn’t sustainable. Instead, leaders should focus on:

- ✓ **Performance**, which in a dispersed workplace and more collaborative business models demands more-sophisticated analytics.
- ✓ **Alignment** with employee desires – some might like pay, but for many others, flexibility, benefits, development opportunities or autonomy might be important.
- ✓ **Identify** at-risk individuals – which, increasingly, is possible using new tools such as sentiment analysis – and ensure they’re fairly rewarded.
- ✓ **Clarity** across the organisation around compensation strategy and available rewards.

Only **41%** of people say they are compensated fairly

A mere **36%** say they will be rewarded based on their performance

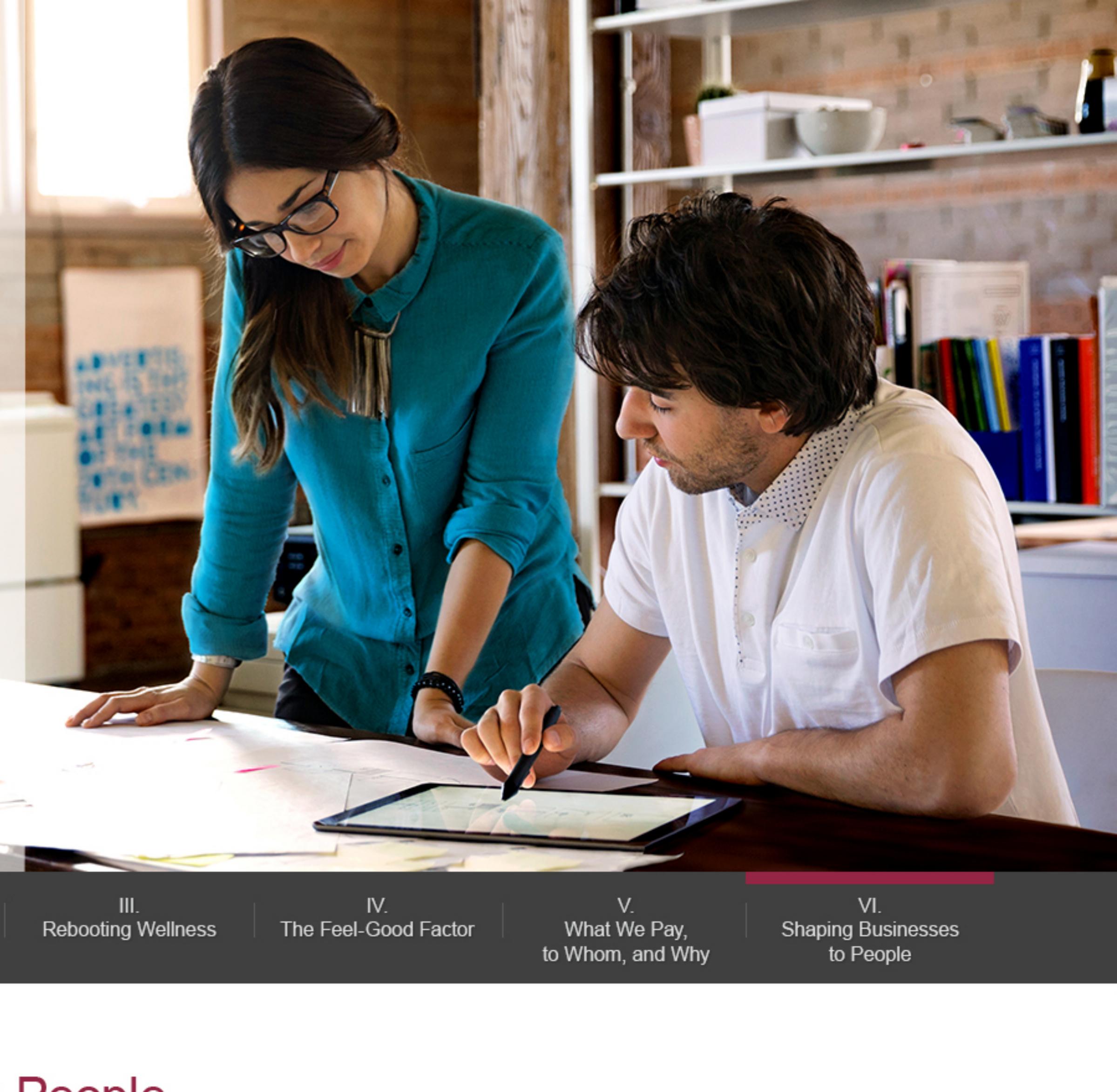


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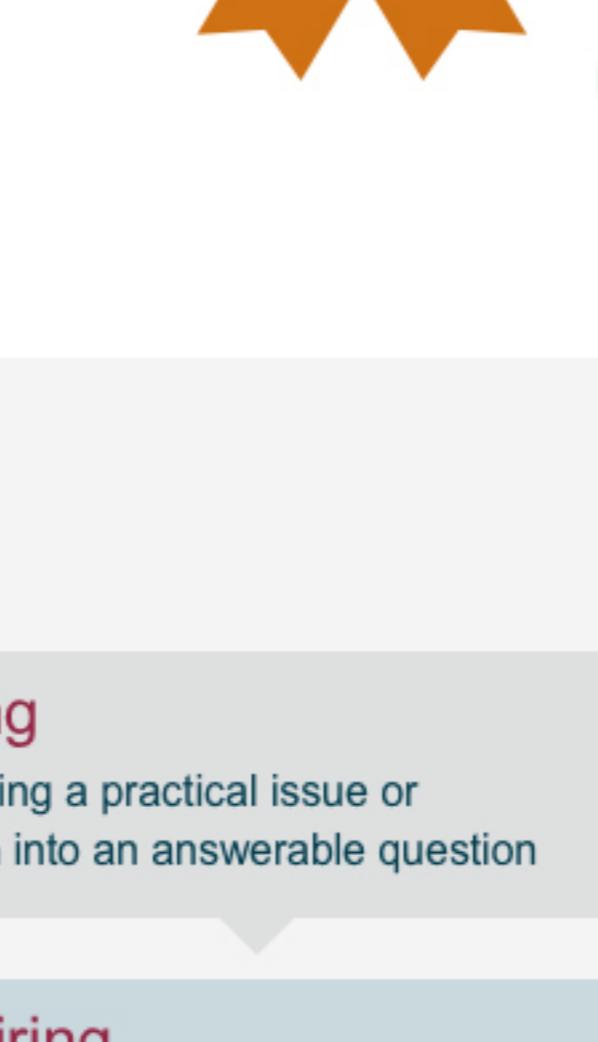
### VI. Shaping Businesses to People

Turning businesses into platforms for excellence.

We expect creativity and flexibility from employees – so our structures should reflect that. The way we set our business models, manage employees and provide platforms (not discrete systems) to support them must be holistic.

In Workplace 2.0, we can rely on line managers to adopt new ways of working – and build up their confidence in a more dispersed, collaborative model with technology that supports clean, efficient delivery on projects.

But having in place the right structures and chains of command; clear processes and procedures; and the right level of insight into team performance are all vital tools to raise their confidence.



#### Agile: top-down, bottom-up.

Agility and flexibility within teams is clearly important. As we've seen, clearly stated objectives, allied with well-structured autonomy and systems that ensure clarity between collaborators, can deliver on that score.

But that demands a top-down embrace of new approaches from leadership. Organisational culture and behaviour is dictated by leadership behaviours. Workplace 2.0 will place an intolerable strain on line managers if they're expected to coordinate work-anywhere teams with flexible processes while the senior leadership expects them to deliver progress updates using old-fashioned reporting lines and metrics more suited to old office norms.

Flatter structures help. And a project-based approach to management – emphasising inputs, outputs and outcomes, rather than particular ways of working – can be supported with the right collaboration systems.

Above all, concise, timely, accurate data about performance can make all the difference to management agility. That doesn't replace the old management skills – it hones them, like a sports team coach who knows the game; knows their playing personnel; and has the performance data to tune their approach.

- **"Management by instinct"**: great managers know what needs to happen and when; they know their teams and their strategic objectives, and can marry the two.
- **"Management by wandering around"**: this remains a crucial way to pick up on team dynamics, behaviour, sentiment and practical challenges.
- **Evidence-based management**: this is the third pillar, offering data and analysis to support team decision-making. Rob Briner at Queen Mary University of London School of Business and Management resolves this down to six As – and HR systems should support them all.

**1 Asking**  
Translating a practical issue or problem into an answerable question

**2 Acquiring**  
Systematically searching for and retrieving the evidence

**3 Appraising**  
Critically judging the trustworthiness and relevance of the evidence

**4 Aggregating**  
Weighing and pulling together the evidence

**5 Applying**  
Incorporating the evidence into the decision-making process

**6 Assessing**  
Evaluating the outcome of the decision taken

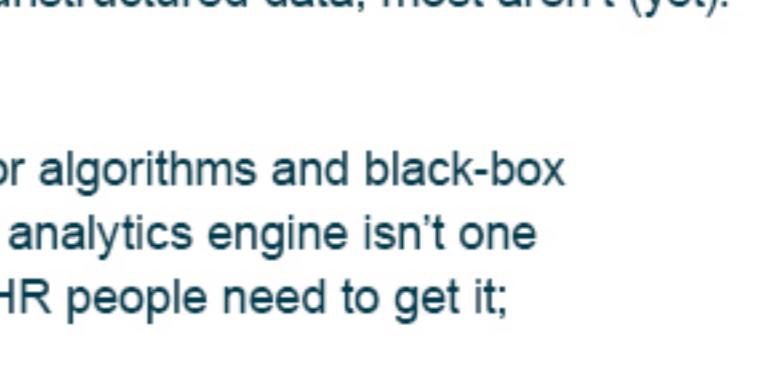
To increase the likelihood of a favourable outcome

#### Guide to diverse teams.

*Harvard Business Review's* guide to managing global teams is an excellent checklist for businesses at any stage of building out a new workplace model. And one key theme from that work is that power dynamics must be respected. Dispersed teams can end up resolving into "in groups" and "out groups" – a problem as acute for office-based versus mobile workers as it is for, say, multicultural teams in which one culture heavily predominates.

Much of the advice to leaders here is based around communication:

- **Re-state the mission** frequently, and contextualise the team's contribution.
- **Maintain frequent**, and low-level, **communications** – not just orders and recriminations.
- **Create unstructured time** – the old office has its watercooler, workplace 2.0 needs an equivalent.
- **Channel disagreement** – even the best collaborative tools can spur fights over control; but if disagreement is not aired, it can simmer and then explode.
- **Train for dialogue** – cross-cultural teams, in particular, might need to learn how to communicate with different intensity. (Some might say the same is true of in-office teams...)
- **Conscious inclusivity** – within the old workplace, unconscious biases in behaviour can be more easily monitored. With dispersed teams, they might be harder to spot.



#### Four building blocks to shape flexible structures.

- **Enterprise Systems**. HR data stuck in silos means analytics is always going to be hobbled. You need access to all data under one roof. IT strategy should be looking at smarter data-warehouse solutions and consistency in formatting.
- **Accurate data**. Some systems are great at managing unstructured data; most aren't (yet). If the data isn't timely and comparable, it's garbage.
- **Easy-to-use systems**. That IT staffer with a passion for algorithms and black-box mathematical models has her uses. But designing your analytics engine isn't one of them. Simple, actionable analytical models are key. HR people need to get it; and communicate it.
- **Operational efficiency**. The facts change in HR all the time. In big organisations, hundreds of people come and go every month. Data should match the needs of the business in each area – some updating in real time, some more strategic. Operational decisions can be enhanced with data pushed to mobile devices in some cases; in others, complex data from a variety of sources can undergo detailed analysis for insights relevant to strategic planning.

## Building Your Action Plan

Use this checklist to build your action plan. As you select each item, they will build into a comprehensive set of next steps for you.

Which of the following do you need to do?

Your action points:

1. Actively plan for a new kind of workplace.
  - Mobile productivity is now a hygiene factor. It rests on cloud, secure mobile apps and integrated systems.
  - Existing physical spaces should be re-tooled for more flexible teams. New spaces should be designed for agile working from the ground up.
  - Employee engagement is now a productivity priority – avoid the "zone of pseudo-engagement" with deeper workplace analytics.