



EVOLVE

CONNECT TO THE FUTURE OF WORK

21st CENTURY WORK SPACE

NOTEBOOK, SMARTPHONE, WIRELESS BROADBAND



WHERE IS YOUR
BEST PLACE
TO WORK?



WHEN IS YOUR
BEST MOMENT
TO WORK?



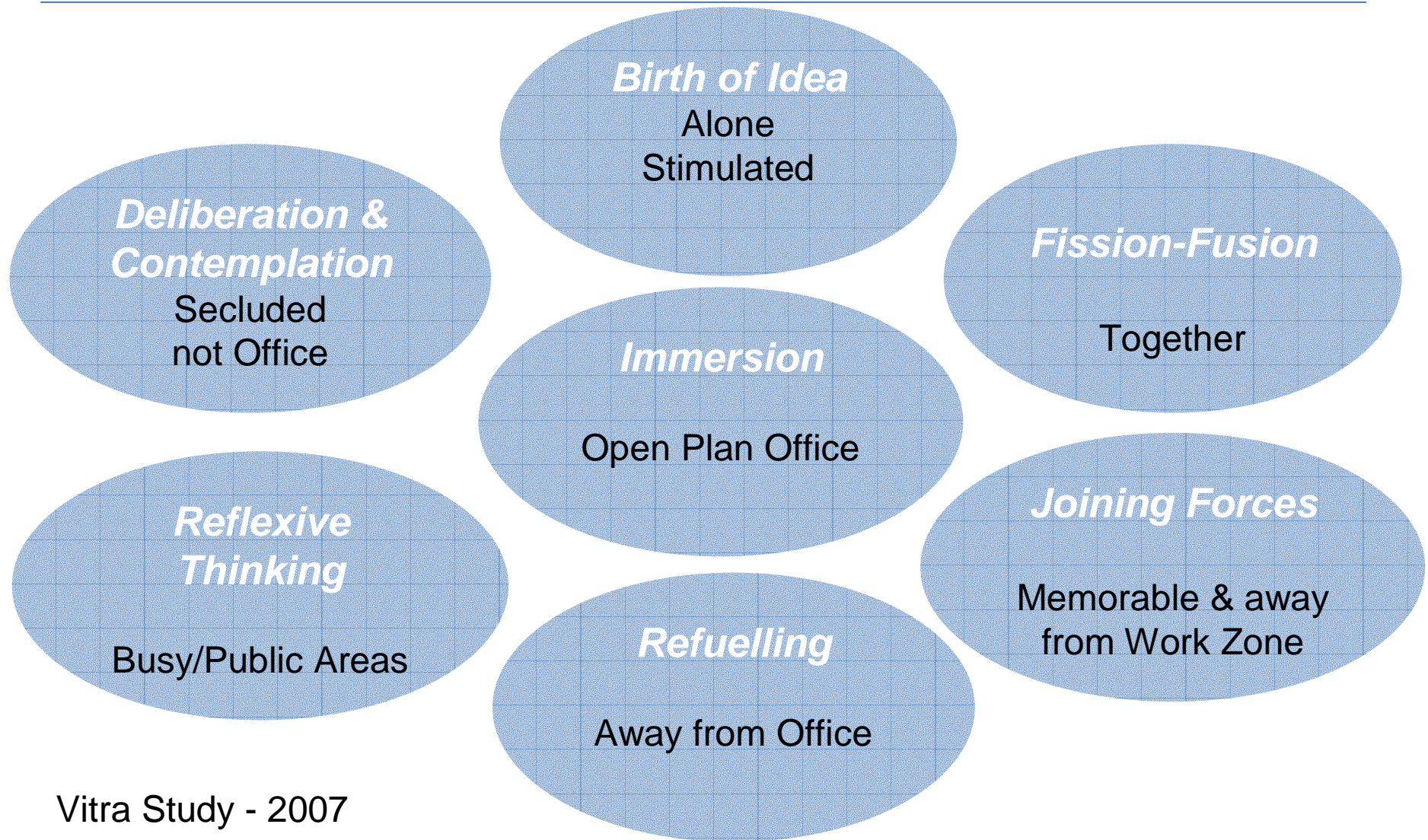
WORK TOPOLOGY

THE NEW SPACE CANVAS

Philip Vanhoutte and Annie Leeson
Plantronics Sponsored Research



PRODUCTIVE INFORMATION WORK BEHAVIOURS



Vitra Study - 2007

OBJECTIVE OF THE **SMARTER WORKING** 2009 STUDY

Practical ideas

for how to make Smarter Working a success

by talking to organisations that
have **experienced** this way of working and

finding out what they think
is **important to achieve success**

SMART(ER) WORKING – DEFINITION

Allowing Information Workers to

work Where & When

they are

Most *productive*

Cost-effective

And *environmentally* respectful

METHODOLOGY

15 organisations, 30 individuals, 60 hours of interviews

Managers, team members & project owners

Broad **spectrum of discussions** covered:

- the use of technology

- the design of offices

- structures and processes

- the role played by leadership

- the effect people

Questions included:

- How did you overcome key challenges?

- What is important to enable smarter working?

- What differentiates REALLY SUCCESSFUL smarter working?

- How does your organisation support smarter workers now?

PARTICIPATING ORGANISATIONS

AT&T

OAC Actuaries and Consultants

DEFRA

South Gloucestershire Council

EC Harris

Price Waterhouse Coopers

Claremont Interiors

Rio Tinto

Hewlett Packard

ihotdesk

Global Technology Company

IBM

Global Financial Services Company

O2

East of England Development Agency

SMARTER WORKING STUDY – KEY INSIGHTS

WORK TOPOLOGY

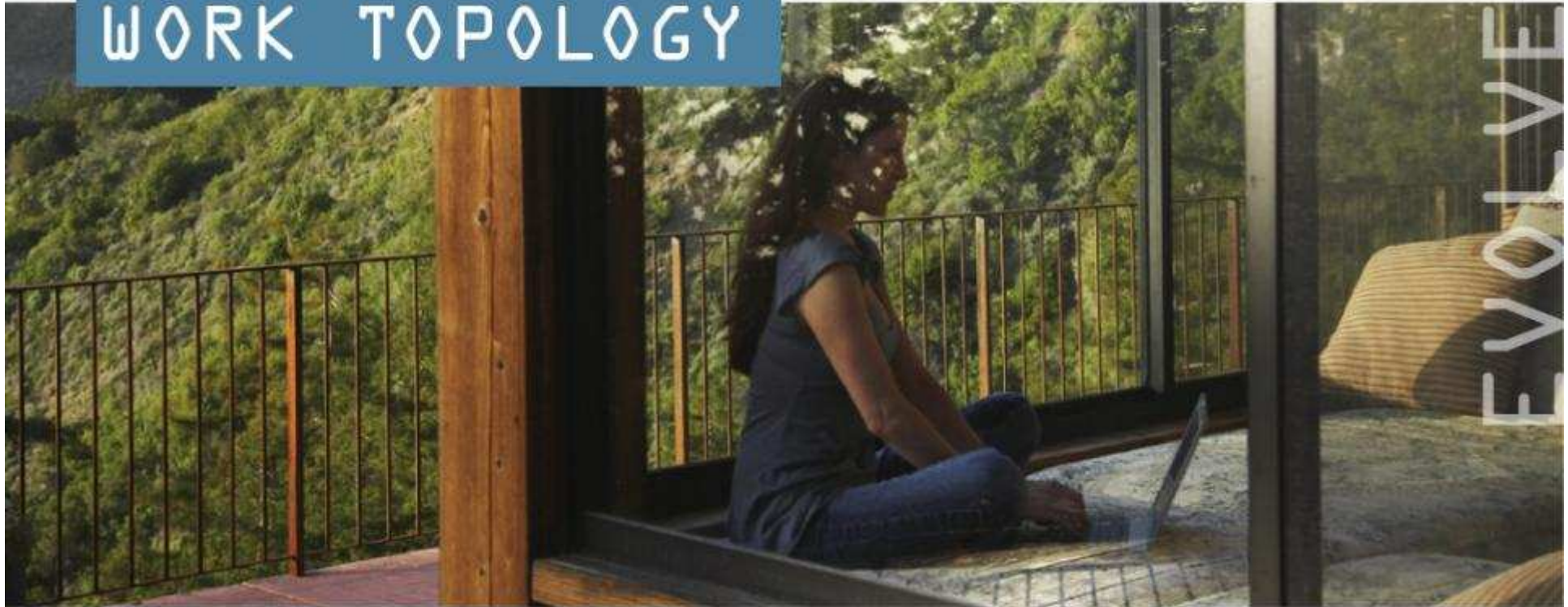
UNIFIED COMMUNICATIONS

SMARTER WORK DYNAMICS



SMARTER WORKING STUDY – KEY INSIGHTS

WORK TOPOLOGY



NEW SPACES TO WORK

OFFICES	Quiet Rooms	small enclosed spaces with acoustic privacy
	Quiet Areas	comfortable and attractive, multiple work- settings for individuals, low noise policy
	Collaboration Areas	comfortable and adaptable for group needs, located away from quiet areas

ELSEWHERE	Social Hubs	relaxing 'off-stage' spaces with refreshments, for groups or individuals
	Inspiring Spaces	stimulating environments such as art galleries, museums or outdoor locations
	Neutral Ground	somewhere to hold meetings outside the corporate territory
	Transition Spaces	public spaces used while in transit, including cafés and transport

HOME	Home or Hotel Room	somewhere private, peaceful and comfortable
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Augmented Reality
Application
that Helps
Road Warriors
Find Workspaces



TOPOLOGY OF WORK – TAKE AWAY

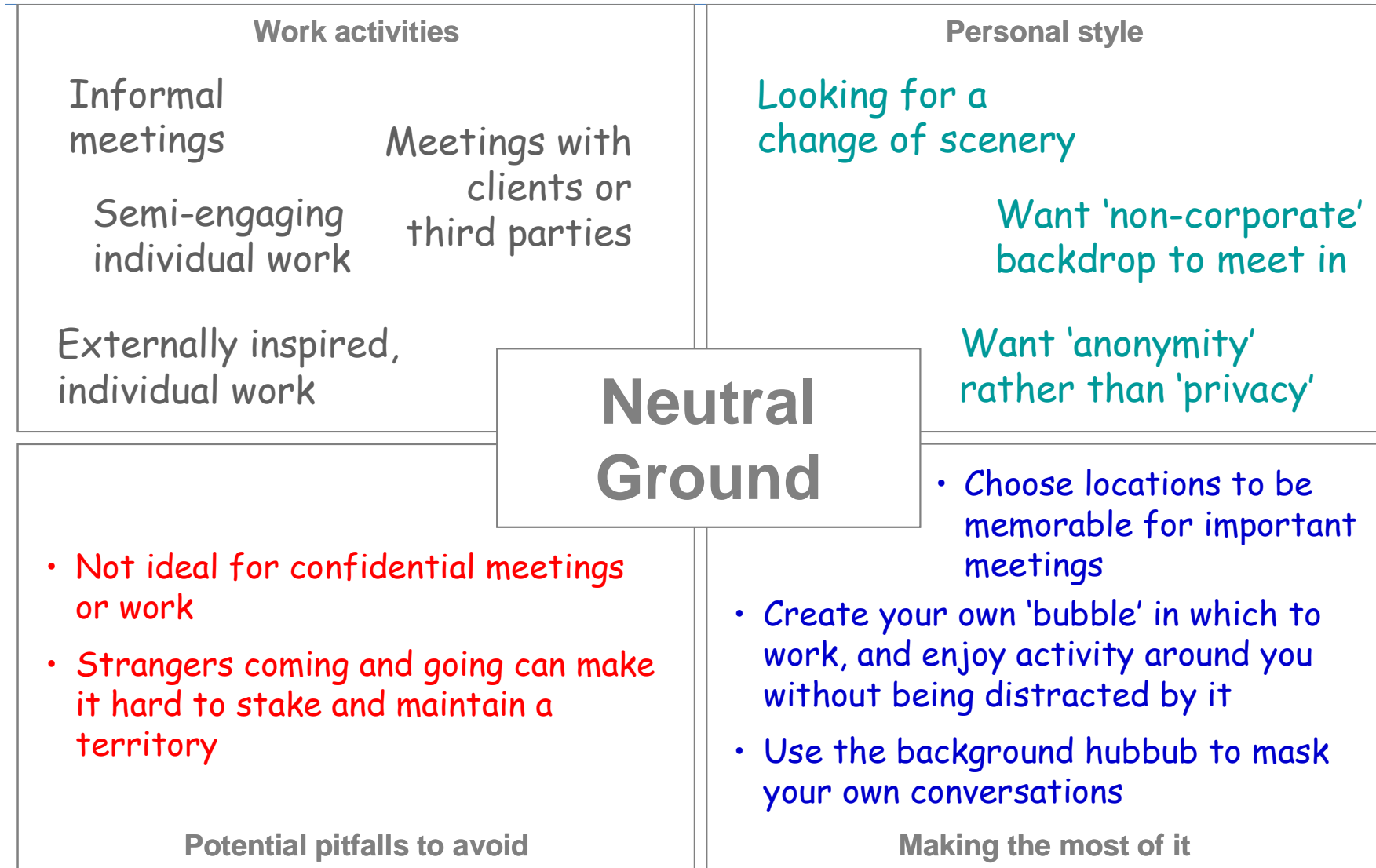
More than half of information/knowledge workers
work better NOT @ Office Desk, between 9 - 5

Each professional has to discover his *portfolio of workspaces* best for his job and personal work style
with *Find Your Space cheat sheets*

Professionals will often work in *poor acoustic spaces*

Headsets essential for high-fidelity communication

TOPOLOGY OF WORK – FIND YOUR SPACE – CHEAT SHEET



SMARTER WORKING STUDY – KEY INSIGHTS

UNIFIED COMMUNICATIONS



BEST TOOLS FOR THE DISPERSED WORKER

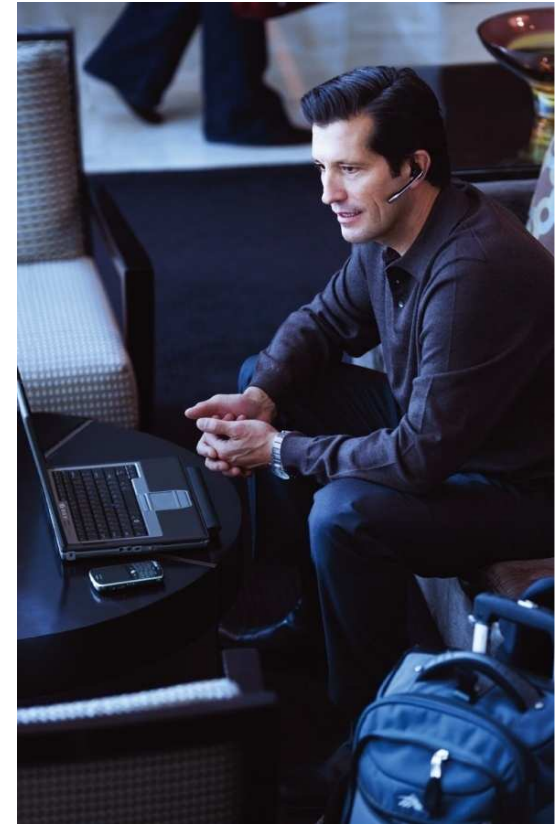
Simplified communications

Instant Messaging





One contact list, single mailbox

Click to Dial (PC telephony)

Headsets



UNIFY THREE PHONE WORLDS

	Voice 	Data/Text 	Image 	Video 
Real-Time Dialogue	Analogue Phone Mobile Phone PC/Internet Phone			Video Call Personal Conference
Instant Asynch Messaging	Push to Talk	SMS IM	MMS IM Flickr	YouTube
Store/Forward Mail	Voicemail Goldmail	Email	Email Goldmail	

One HEADSET to UNIFY multiple hard and soft phones

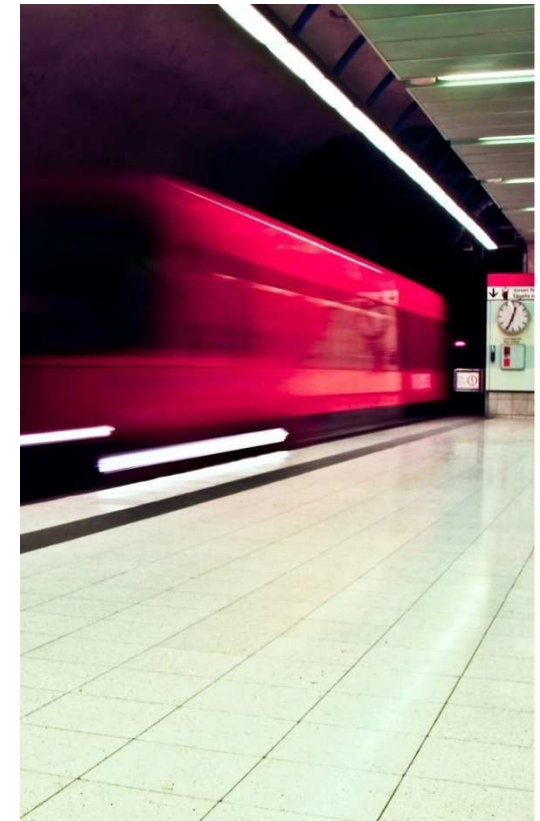
Communications Journey

Check availability via Presence

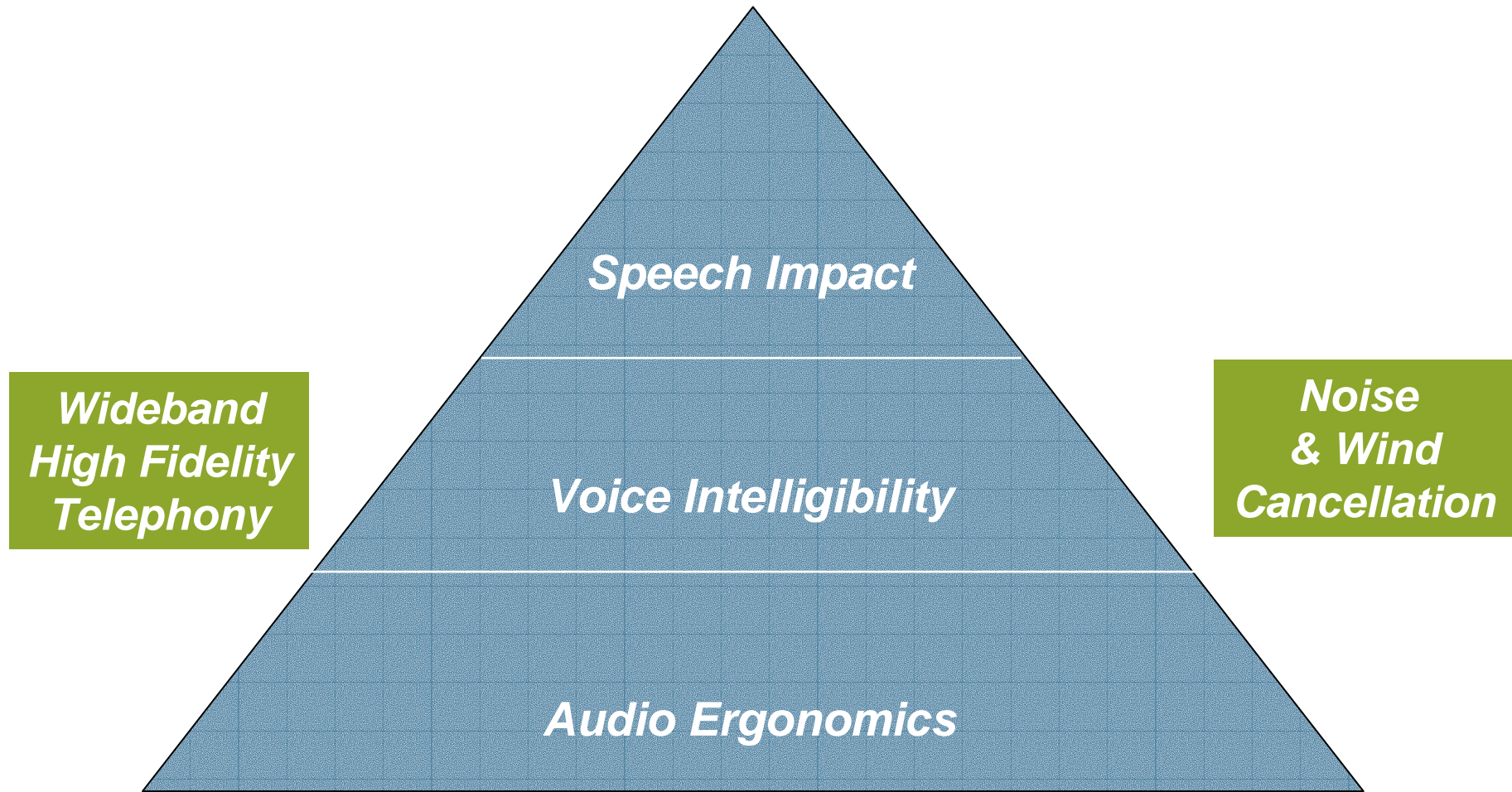
Get attention via Instant Messaging (IM)

Click to talk

Collaborate via audio/video-conferencing



ACOUSTIC INTELLIGENCE



UNIFIED COMMUNICATIONS – TAKE AWAY

Beyond the notebook, smart phone and Wi-Fi

Unified Communications:

Virtual TeamWork

To know who (in your core team) is there (for you) – **presence**

To (quickly) dialogue with them – **instant messaging**

Headsets:

Intimacy & Impact

To **juggle** various phones (desk, mobile, internet)

To move and work **ergonomically**

For maximum remote **intelligibility** (audio presence, free of noise)

SMARTER WORKING STUDY – KEY INSIGHTS

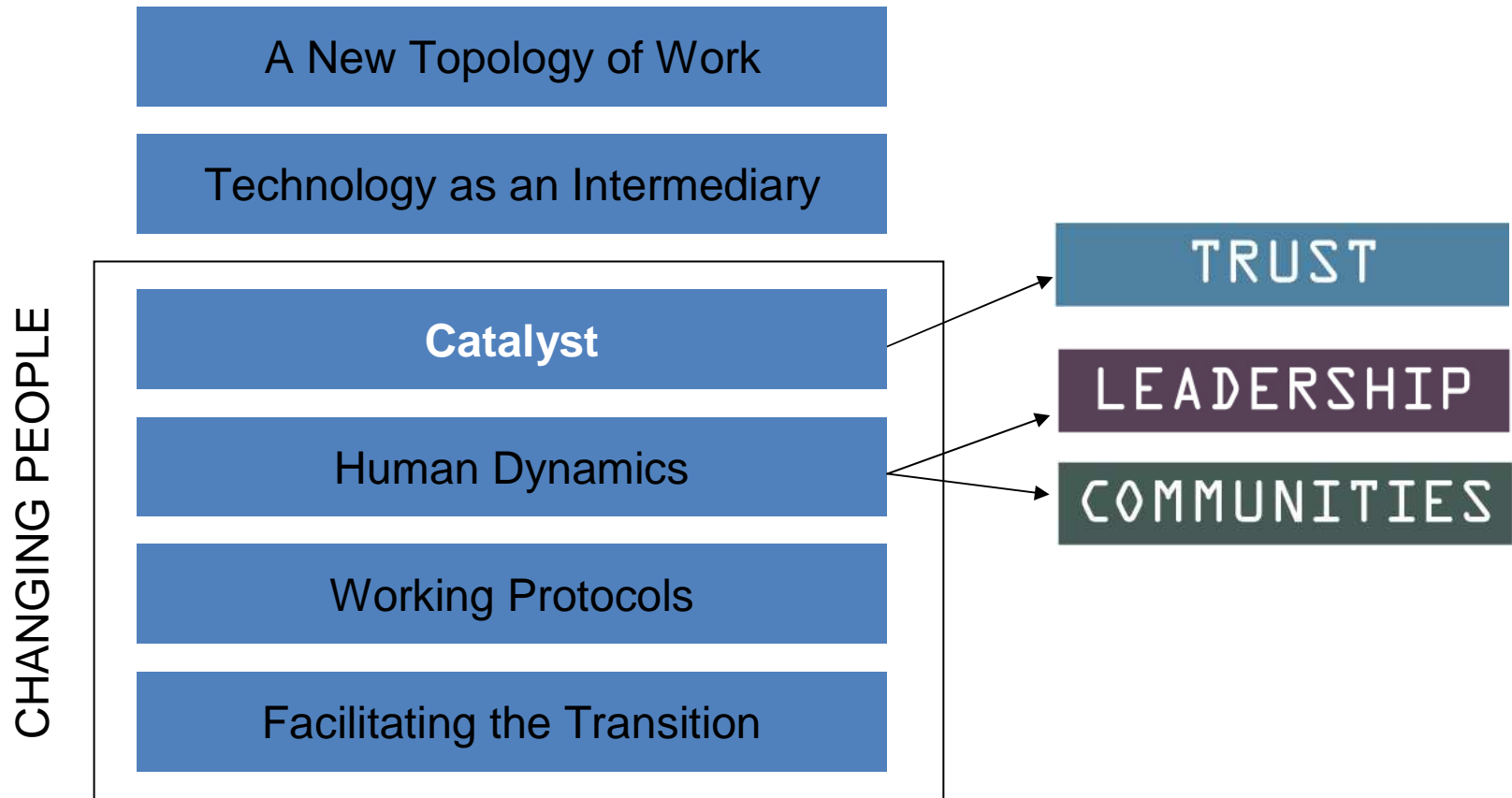
WORK TOPOLOGY

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SMARTER WORK DYNAMICS



SMARTER WORKING STUDY – KEY INSIGHTS



SMARTER WORKING STUDY – KEY INSIGHTS

TRUST



SMARTER WORKING STUDY – KEY INSIGHTS

TRUST

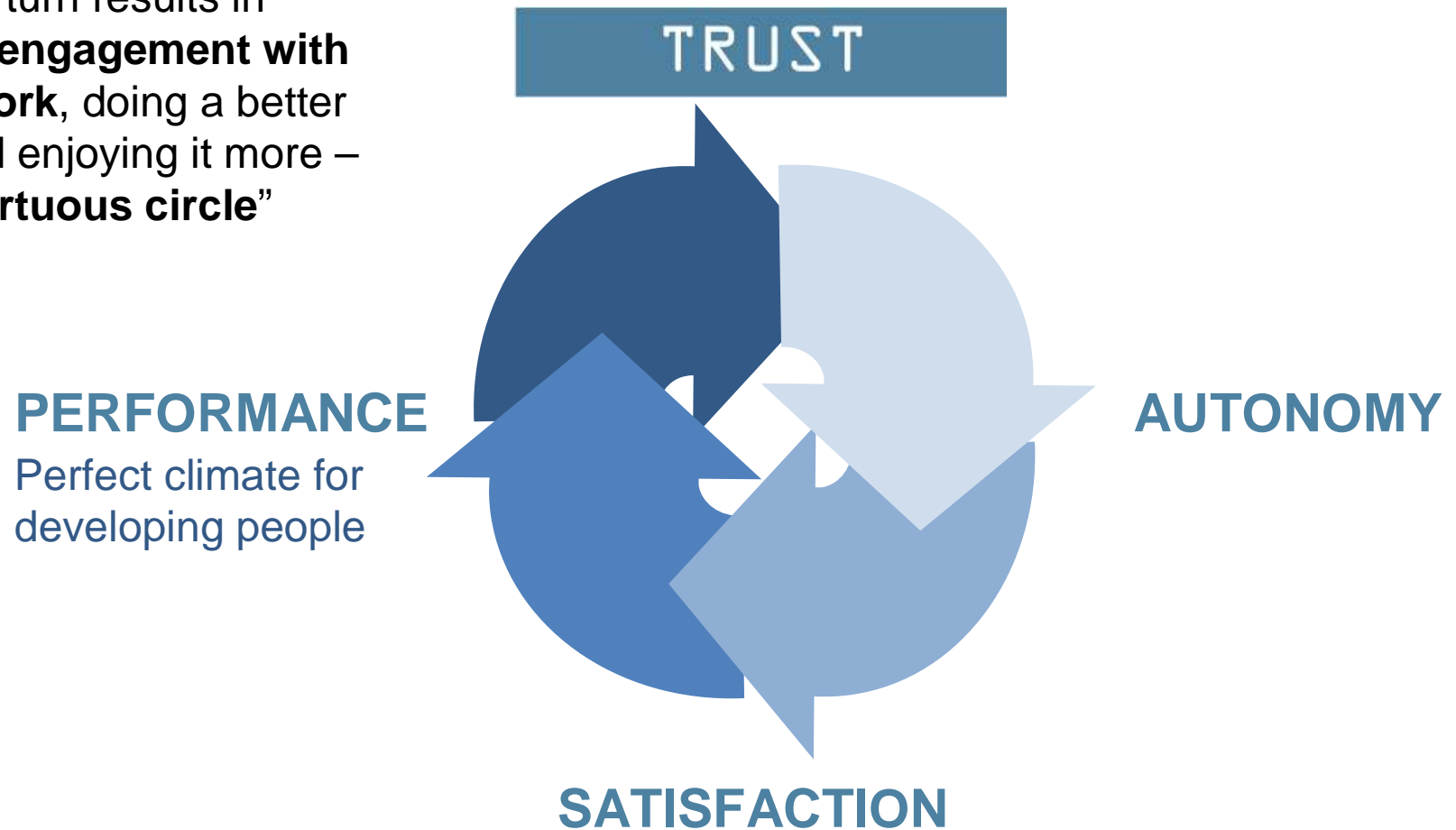
“You have to come from a position of assumed trust – from the belief that fundamentally people want to do a good job.” *DEFRA*



A NEW WORK DYNAMIC - TRUST

“This in turn results in **higher engagement with your work**, doing a better job, and enjoying it more – **it’s a virtuous circle**”

ihotdesk

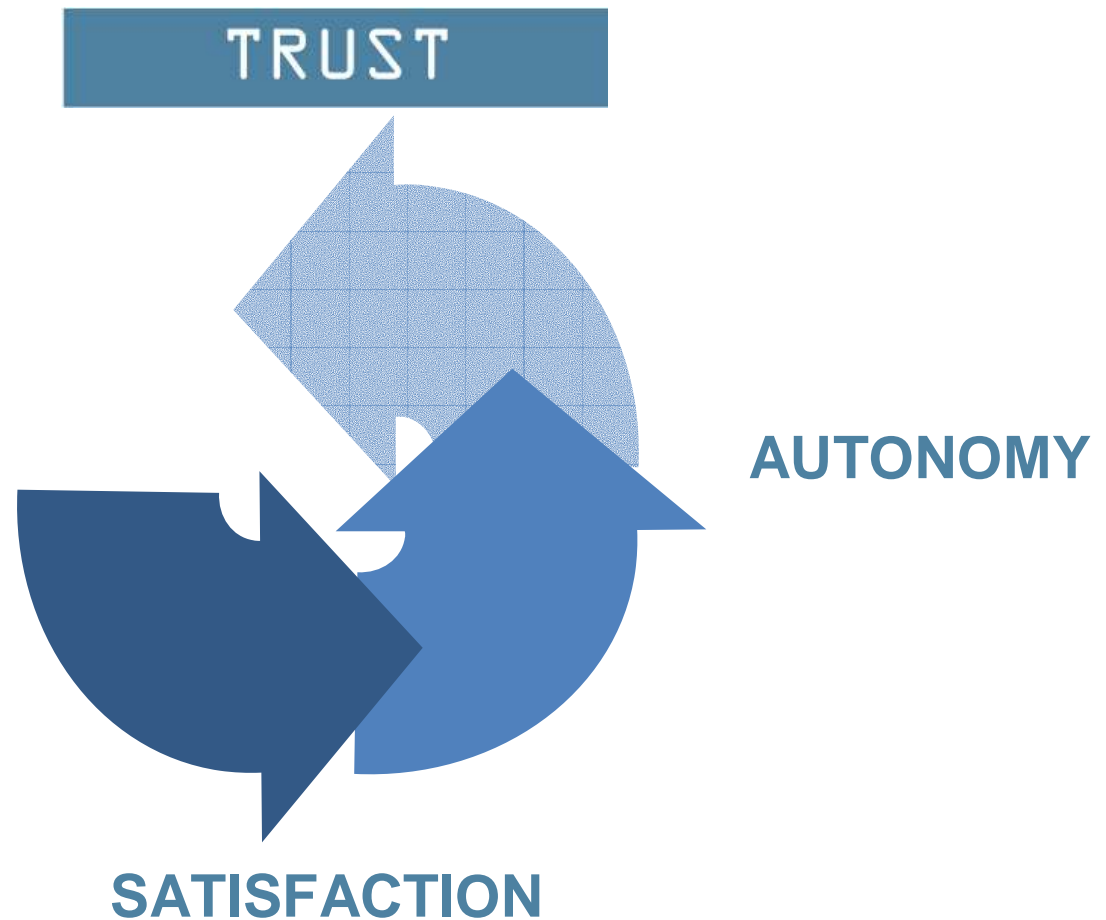


A NEW WORK DYNAMIC - TRUST

“Trust that could be withdrawn or lost, is far more **motivating and empowering** than asking people to earn trust before it’s given.” *DEFRA*

PERFORMANCE

Poor climate for developing people



A NEW WORK DYNAMIC - TRUST

TRUST

Get to know people

Be transparent and honest

Grow people's confidence!

Give people freedom!

“It really helps that my boss is completely open about mixing work and home commitments in his working day. We know when he's available and when he's not, and we know he's working when he says he is. *IBM*”

“people need to feel relaxed and confident, not judged and controlled.” *ihotdesk*

“Empower them, and then don't keep looking over their shoulders!” *DEFRA*

SMARTER WORKING STUDY – KEY INSIGHTS

LEADERSHIP



SMARTER WORKING STUDY – KEY INSIGHTS

LEADERSHIP

“Some people do work remotely better than others, but we’ve found that this correlates directly to the nature of the line manager, not the nature of the individual”

EEDA



HUMAN DYNAMICS - LEADERSHIP

LEADERSHIP

Setting precedent for change

“This kind of **change has to start from the top**, where people take their cues on how to impress and be successful” *Claremont Interiors*

Style of leadership

HUMAN DYNAMICS - LEADERSHIP

LEADERSHIP

Setting precedent for change

Help leaders to believe

*“If I can’t see my team,
how do I know that
they are working?”*

[Smart Work Organisations] will be more adaptable, more responsive to changing market conditions, less cost-burdened and hence more profitable”

James Bellini, Futurologist

“Effort doesn’t always translate into results. Managing by ‘presence in the office’ follows effort, **managing remotely ensures you are only following outcomes”**

Global Technology Company

HUMAN DYNAMICS - LEADERSHIP

LEADERSHIP

Setting precedent for change

Help leaders to believe

Demonstrate leadership support

- Vision
- Advertise
- Walk the Talk

“Hilary Benn set a very clear and holistic vision for **DEFRA** describing a full transformation to project / programme based work, flexible use of resource and space, and a move to **OUTPUT / RESULTS** based measurement of performance.” *DEFRA*

“**It’s the behaviours that matter, not just the big statements.** Small changes can have a deep and lasting effect in the business, both to support change or to undermine it” *Rio Tinto*

HUMAN DYNAMICS - LEADERSHIP

LEADERSHIP

Setting precedent for change

Style of leadership

“Being given clarity over what’s expected, responsibility and freedom over what you do, support without judgement and feedback on your competency and contribution, creates a huge motivation to do a better job and want to contribute even more.”

ihotdesk

Set a vision and clear expectations

Build trust and empower people

Manage by outcomes not input

Coach people to improve themselves

Build team spirit

HUMAN DYNAMICS - LEADERSHIP

LEADERSHIP

“We stipulate that a line manager HAS to go through the self-evaluation and training process before any of their team can adopt Smarter Working”

Global Technology Company

“Change management has become part of the core skill-set for managers. It’s up to managers to help people take advantage of the move to mobile working.”

Hewlett Packard

SMARTER WORKING STUDY – KEY INSIGHTS

LEADERSHIP

“Managing remotely is not just ‘do-able’, it actually **results in a much more productive management dynamic with teams and staff**” *DEFRA*



SMARTER WORKING STUDY – KEY INSIGHTS

COMMUNITIES



SMARTER WORKING STUDY – KEY INSIGHTS

COMMUNITIES

“**Team dynamics have improved**, because people are now making a proactive choice to come into the office to work together when they want and need to.” *Claremont Interiors*

“Remote and Mobile workers are now **better connected** than their office based colleagues.” *IBM*



HUMAN DYNAMICS - COMMUNITIES

COMMUNITIES

Connections are formed more proactively

And are also more authentic

Online nets enable 'broadcast' interactions

Instant Messaging for informal chatter

"The OTTO group (*Other Than Traditional Office*) was started by employees, for employees. It evolved because it was needed." *IBM*

"It's actually easier to collaborate effectively, because you can choose how and when are the best opportunities to make your presence felt, compared to being in the office where that is out of your control" *ihotdesk*

"Mingle – it's like Facebook. It helps to keep people connected on a more social level as well as for work reasons, and builds stronger relationships within teams and across the organisation." *O2*

"IM is the new 'chat at the water cooler'. It was only really tried for novelty value, but has continued to be used" *DEFRA*

HUMAN DYNAMICS - COMMUNITIES

COMMUNITIES

Instant Messaging

You can **chat without disturbing others**

It's **more private** than a phone call

It **gets attention instantly**

It **reduces email traffic**

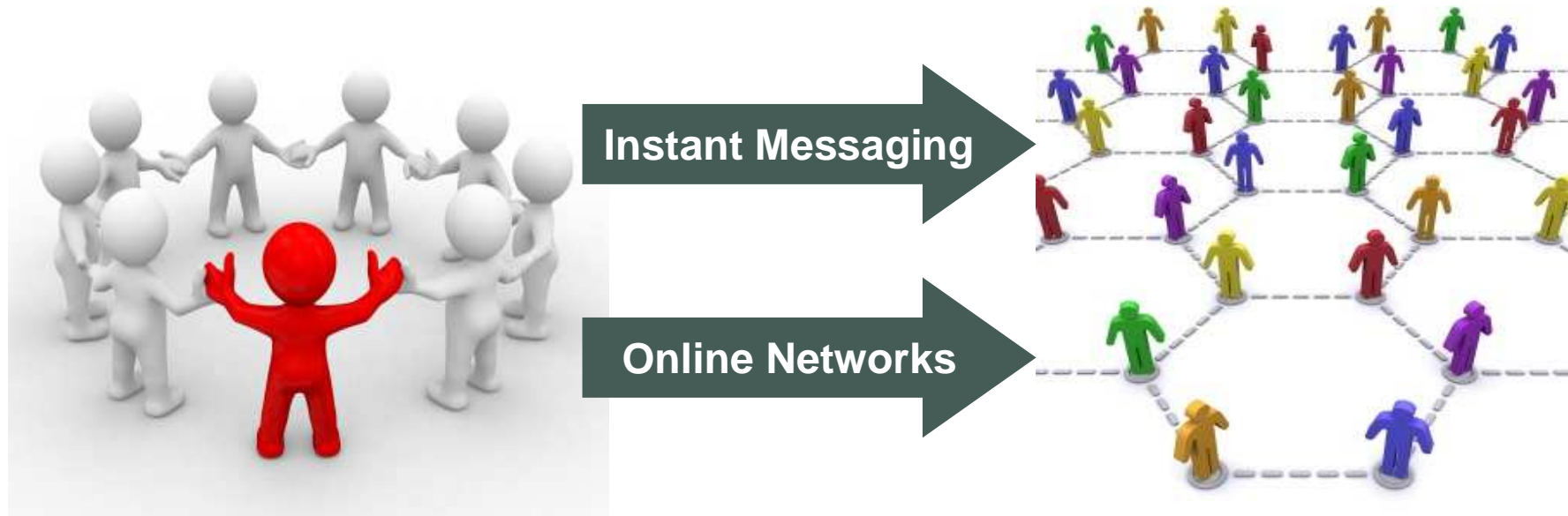
It **reduces phone costs**

It's very **user friendly**

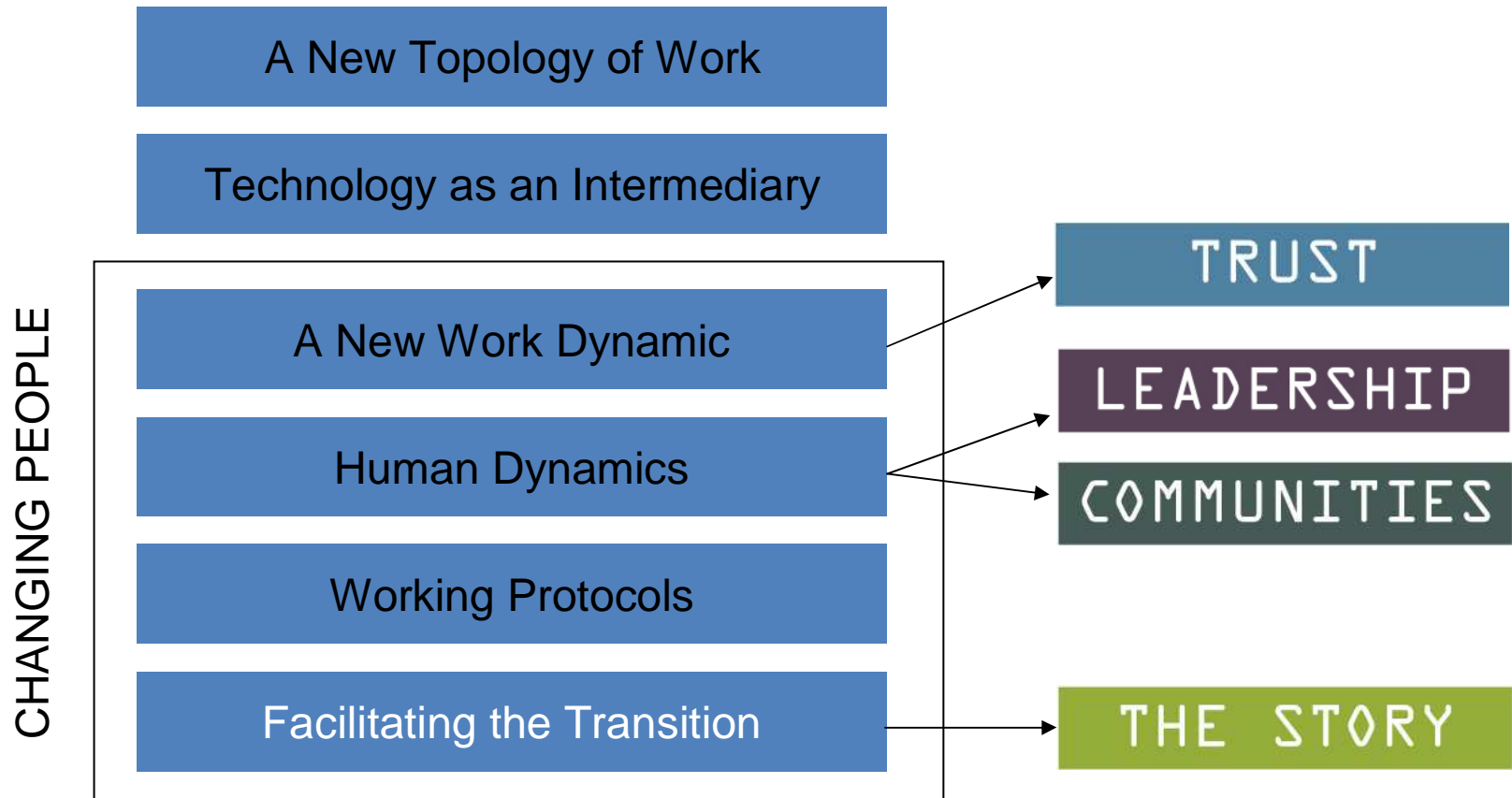
“IM results in more ‘chatter’ – fast, informal, less time required to construct written prose, short but more frequent messages, that are also less likely to be misinterpreted compared to email.” *DEFRA*

HUMAN DYNAMICS - COMMUNITIES

COMMUNITIES



SMARTER WORKING STUDY – KEY INSIGHTS



SMARTER WORKING STUDY – KEY INSIGHTS

THE STORY

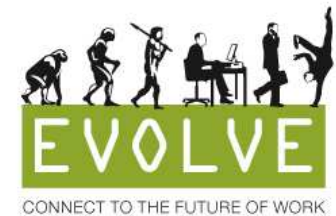


SMARTER WORKING STUDY – KEY INSIGHTS

THE STORY

“Do you understand why the company is doing this?”

“At an early stage, give a really **HONEST** and **CLEAR STORY** about why the change is happening, that doesn’t insult their intelligence or damage your integrity.” *DEFRA*



SMARTER WORKING STUDY

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SMARTER WORK DYNAMICS





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