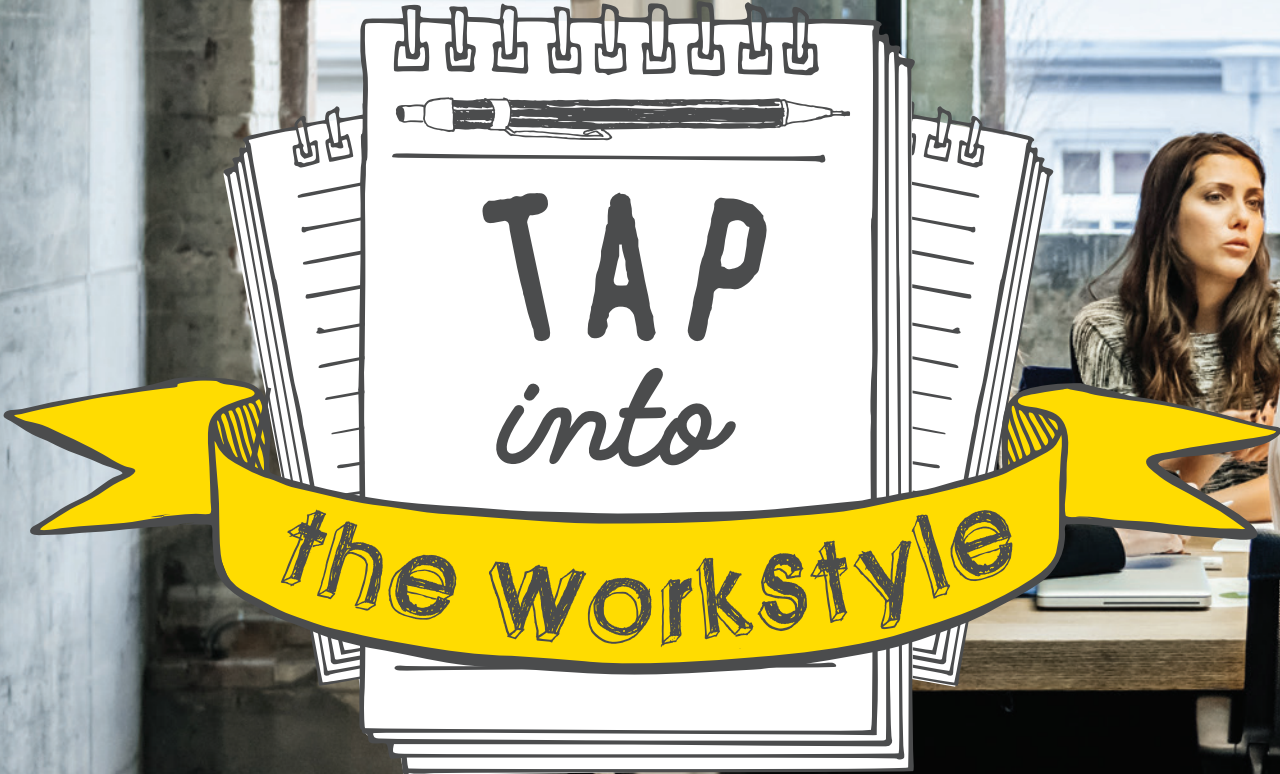


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TAP
into
the workstyle

Styled for team work

Workstyle describes the way today's employees react to and bring about this new world of work. Technology now connects businesses, ideas, people and places in ways many of us never dreamed of, and workstyle has evolved as a result. Many workers have been released from office spaces, rigid office hours and other traditional productivity 'safeguards', and business leaders are recognizing that keeping pace with lifestyles through holistic collaborative working has significant, untapped benefits.





Giving up the day job

Work – how we see it and how we go about it – is changing. The concept of each member of the workforce having ‘a job’ – in which they execute the same or similar tasks on a daily basis – is on its way out. Traditional modes of being ‘at work’ – clocking in, desk jobs, the 9-to-5 – are fading. Today’s workers no longer perceive work the way their parents did.

Much of this change in workstyle is because of the work we do. Peter Drucker, one of the founding thinkers of ‘post-capitalism’, spoke about the demise of the wage worker and the advent of the ‘knowledge worker’. Knowledge workers, according to Drucker, are paid by the value of their contribution, rather than the number of hours they are ‘at work’. They fuse their knowledge and combine their

skills with those of others to produce new ideas, products, and services.

Knowledge workers thrive on possibility. They’re paid to think. As a result, they don’t tend to ‘log off’ at the end of the working day. For the knowledge worker, ideas keep happening wherever they are, just as the mind keeps working. To use a metaphor from the industrial era, the ‘cogs keep turning’.

With knowledge workers being recognized for their skills, businesses will develop a professional ecosystem based around skillsets, rather than ‘roles’.

OgilvyRed’s Think series – ‘The future of work’

Pigeonhole at your peril

Yet just as many of our metaphors for work relate to past models of task-based labor (think of 'the daily grind' or 'working your fingers to the bone'), so many businesses cling firmly to the past and choose not to recognize the evolving dominance of the knowledge worker.

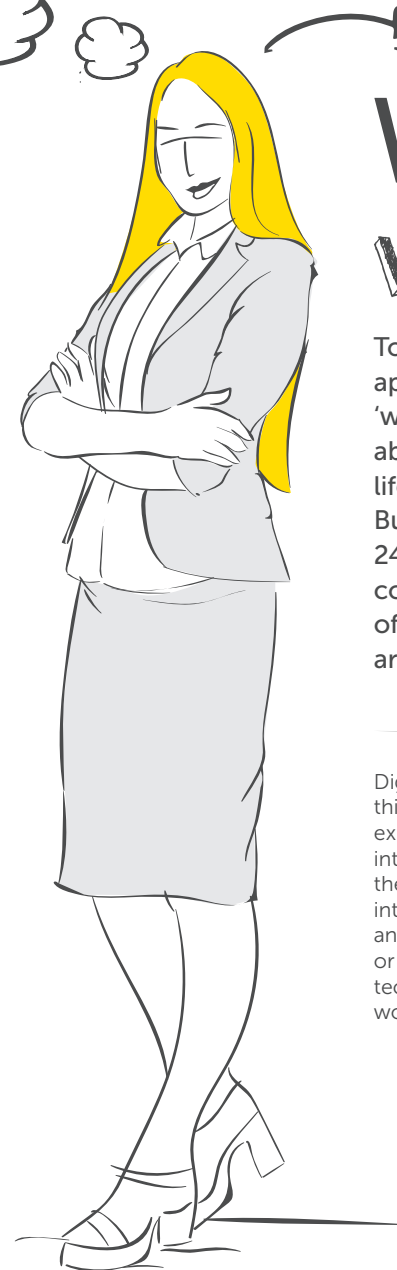
But employees no longer expect to be 'pigeonholed' (another workplace anachronism). They expect to be valued for their unique contribution, to take part in different projects across the business, using their transferrable knowledge and skills to collaborate with others. Enterprises that choose not to recognize this growing impetus risk missing out on the best new talent – and discouraging initiative and innovation in the people they already employ.

Top executives depend on certain tasks getting done, day in and day out. The easiest way to accomplish that is to assign employees to jobs and functions in which they have experience.

The Wall Street Journal, *Bosses Who Pigeonhole Workers Waste Talent*, Contribute to Turnover.

Drucker declared that increasing the productivity of knowledge workers was "the most important contribution management needs to make in the 21st century."

Harvard Business Review – *What Peter Drucker knew about 2020*



Workstyle vs lifestyle

Today's new workforce also have a very different approach to the decidedly Generation X idea of 'work/life balance'. Again, this has traditionally been about recognizing a divide – a separation of home life and work, with both as manageable entities. But, as technology connects people 24/7, helping them naturally collaborate across all areas of their lives, work and life are increasingly converging.



Digitally native, collaborative thinkers are bringing their tech expectations and enthusiasms into the workplace and carrying their agile approach out again into areas of personal fulfilment and endeavor, such as hobbies or 'side hustles'. However, technology is liberating workers across all generations,

enabling them to work in more flexible ways – whether they're juggling parental duties, working remotely, spending time in different locations or collaborating on the move. And all of these changes in workstyle have significant implications for businesses.

Agility enables collaboration

An obvious change is in how businesses are structured. We're seeing hierarchies being flattened to create a more egalitarian atmosphere with fewer reporting lines. Middle management is arguably less prized than it once was as organizations strive to tap into the natural, disruptive talent pool at the base.

The days of men in suits sitting in board rooms, cascading information down the corporate hierarchy and running projects by decree, are numbered. Traditional corporate mentalities are dying out.

Spontaneity, adaptability, agility and the fast exchange of ideas are increasingly encouraged. There's a desirable ethos attached to being an organization that truly enables collaboration.

This change in mentality is particularly noticeable in forward-thinking businesses that have incorporated 'huddle spaces' in the workplace. Huddle spaces have become very popular with the evolving workforce, facilitating as they do spontaneous, fast, small-group meetings, using the latest

in collaboration tech. They're the definition of agile business in action, enabling a permeation of the disruptive, innovative, 'huddle mentality' throughout the business – driven by those who work that way naturally.

For years now, analysts and influencers have been calling for top-down culture change in enterprises. In a 1992 interview with The Harvard Business Review, Peter Drucker predicted that the best knowledge workers 'would be their most profitable and productive when left to do whatever they wanted, and that the best CEOs of the future would quickly learn to accept this reality' (OgilvyRed's Think series 'The future of work'). In workstyle, that bottom-up revolution is well underway.

Meetings bring people together. They're about unleashing the power of shared knowledge. If you bring people together, you always get to a better outcome.

Wim De Bruyne, Vice President and GM of Meeting Experience at Barco



Enabling a more agile workforce

If your business wants to attract the best talent, you need to provide a welcoming, creative, inspiring workplace – one that lets people work in a style they are comfortable with. Engaged and motivated employees are those with access to the right blend of technologies, and an environment that will set them free.

Enable a more agile workstyle with the following actions.



focus on developing digital skills

To IT leaders and many digital natives, speaking in the language of tech is second nature. But to employees with experience in other areas, it can feel like they're talking in riddles. Pursue a program of education so that everyone is kept up-to-date with digital innovations, and build simple 'knowledge bridges' for those in non-tech roles so they can plug into Workstyle agility alongside the rest of the team.



enable collaboration

Put the technology in place to enable fluid collaboration between your workspace hub and remote locations, such as the home or even airport departure lounges. Knowledge workers don't tend to 'log off' when they're out of the office. Give them the opportunity to capture inspiration wherever it strikes, and to share ideas and contribute to discussions wherever they happen to be.



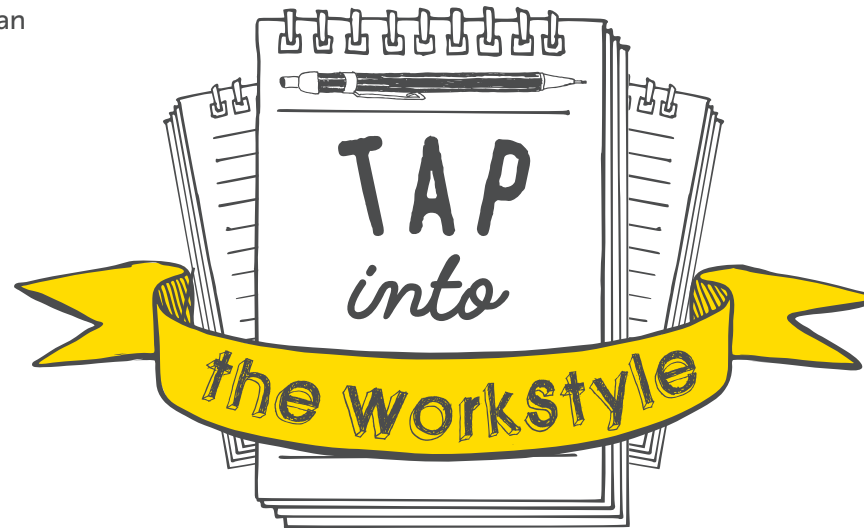
break jobs down

Breaking jobs into chunks that can be distributed amongst team members utilizes talent and encourages the fast exchange of ideas. Team members will encourage and support each other to get the work done efficiently, often sparking innovative thinking in the process. Don't pigeonhole a role. Many employees can add value in other areas of the business and will leap at the chance to do so.



become employee-centric

Consider micro-learning to train – and gain more from – your talent pool. Become a catalyst of ecosystems rather than a controller of resources. Encourage an agile, bottom-up evolution of talent based around skillsets rather than roles, and encourage personal entrepreneurship.




don't forget to huddle

Promote a 'huddle mentality' where tasks are accomplished through short sprint cycles by agile teams. A huddle is a simple, time-saving daily meeting where employees can share news, results, priorities and ask for peer help. Huddles are short, intensely productive and informal – think standing up and tapping in, not booked rooms (and never boardrooms).



Work virtual

You'll find people working remotely across every agile business. For working parents, distance commuters, team members with disabilities, or anyone needing time out of the office to get work done, virtual connectivity is empowering, rewarding and inspires productivity. A virtual approach is also attractive to a new generation who prefer to use their own devices to connect to the virtual workspace.

Tap into our reports in the other areas of business that are transforming the way we work – the Workforce, Workplace and Workspace.

Download our full comprehensive report 'The Four Ws'



Sources

Harvard Business Review 'What Peter Drucker knew about 2020'
The Wall Street Journal 'Bosses Who Pigeonhole Workers Waste Talent, Contribute to Turnover'
OgilvyRed's Think series 'The future of work'
ISE 2018 interview. Wim De Bruyne, Vice President and GM of Meeting Experience at Barco