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Mastering the Evolving Workplace

# HR Track

## Critical HR Elements for Transitioning to the Distributed Workplace

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# Distributed Work Statistics

## The Number of US Teleworkers Rose Dramatically

- by 39% - from 12.4 million in 2006 to 17.2 million in 2008
- 2009 Telework Trendlines Survey 2009

**40% of American workers** could work from home

**79% would choose to** if the opportunity were given to them

- Telework Research Network (TRN) Workshifting Benefits Study

**Small business:** 1997 - 9%; 2007- 19%; Now - 44%

- 2010 National Small Business Association survey



# Is Becoming the Rule

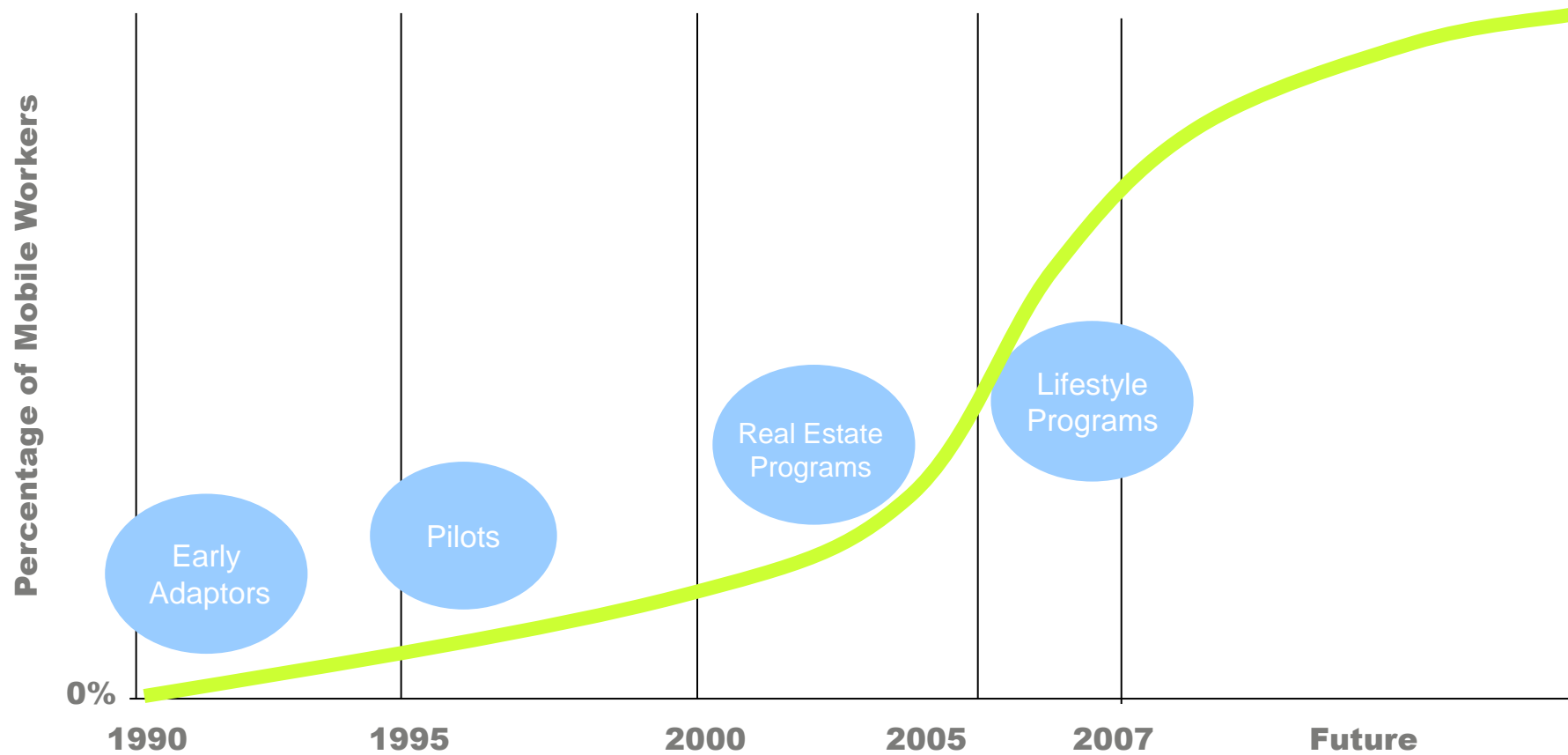
Company	% Regular Telecommuters
Cisco Systems	85%
Deloitte	86%
Intel	82%
S.C. Johnson & Son	40%
American Fidelity Assurance	37%
Accenture	80%
PriceWaterhouseCoopers	70%
Stryker	38%
Brocade Communication	50%
Teach for America	80%

**FORTUNE**  
**Best Places to Work®**  
**with programs:**  
1999: 18 Companies  
2011: 82 Companies

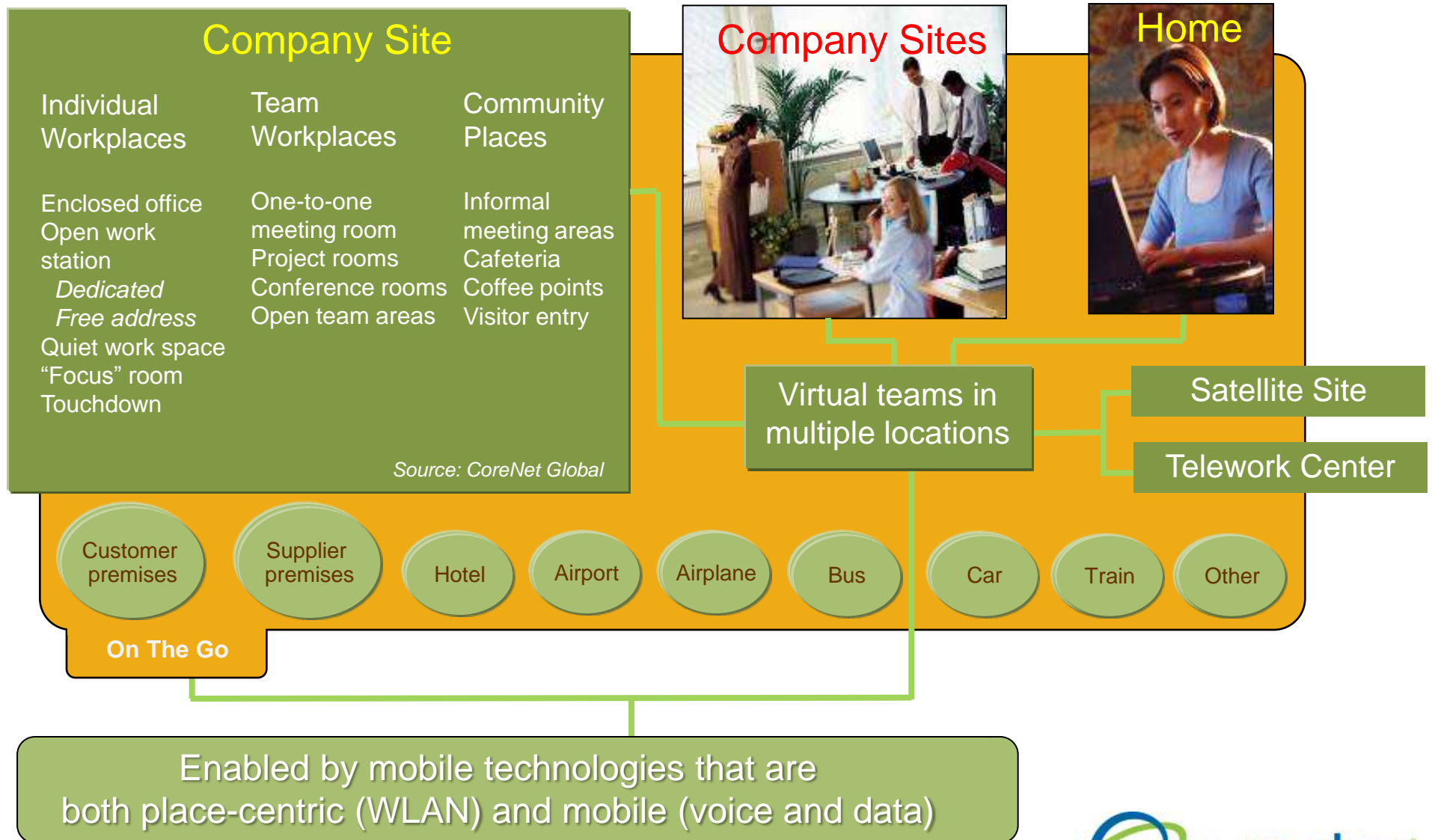


# More Than Just Telework

## Mobility adoption curve Courtesy CoreNet Global



# Realities of the New Workplace



# Undeniable Performance Results

- In a study of more than 24,000 global workers, 80 percent of IBM managers agreed that **productivity increases in a flexible environment.**
- A Work+Life Fit / BDO Seidman survey of CFOs showed 75 percent felt that **flexible work increases productivity.**
- Best Buy measured an average **productivity increase of 35 percent** through its flexible work program.

So why isn't every  
organization doing this???

# Biggest Barrier...



# Biggest Barrier...

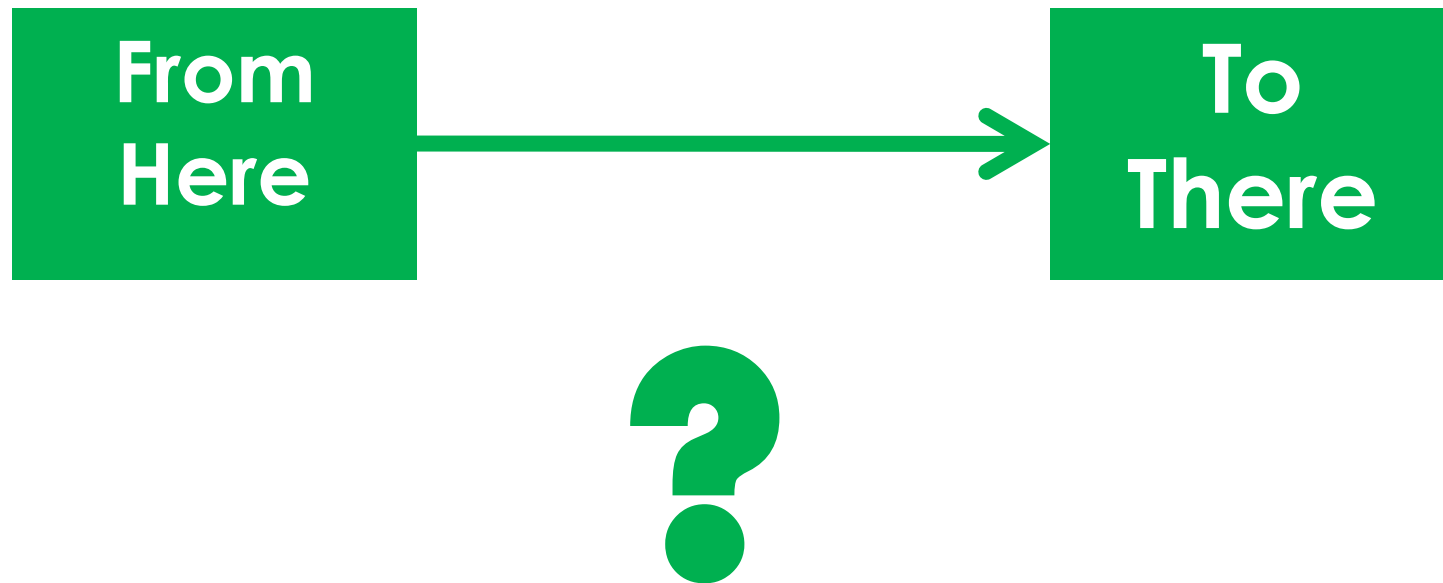
**Is Cultural Resistance!**

**Specifically,**

**Uninitiated Mid-level Managers...the fear of change**



# From an HR Perspective, What will it Take to Get

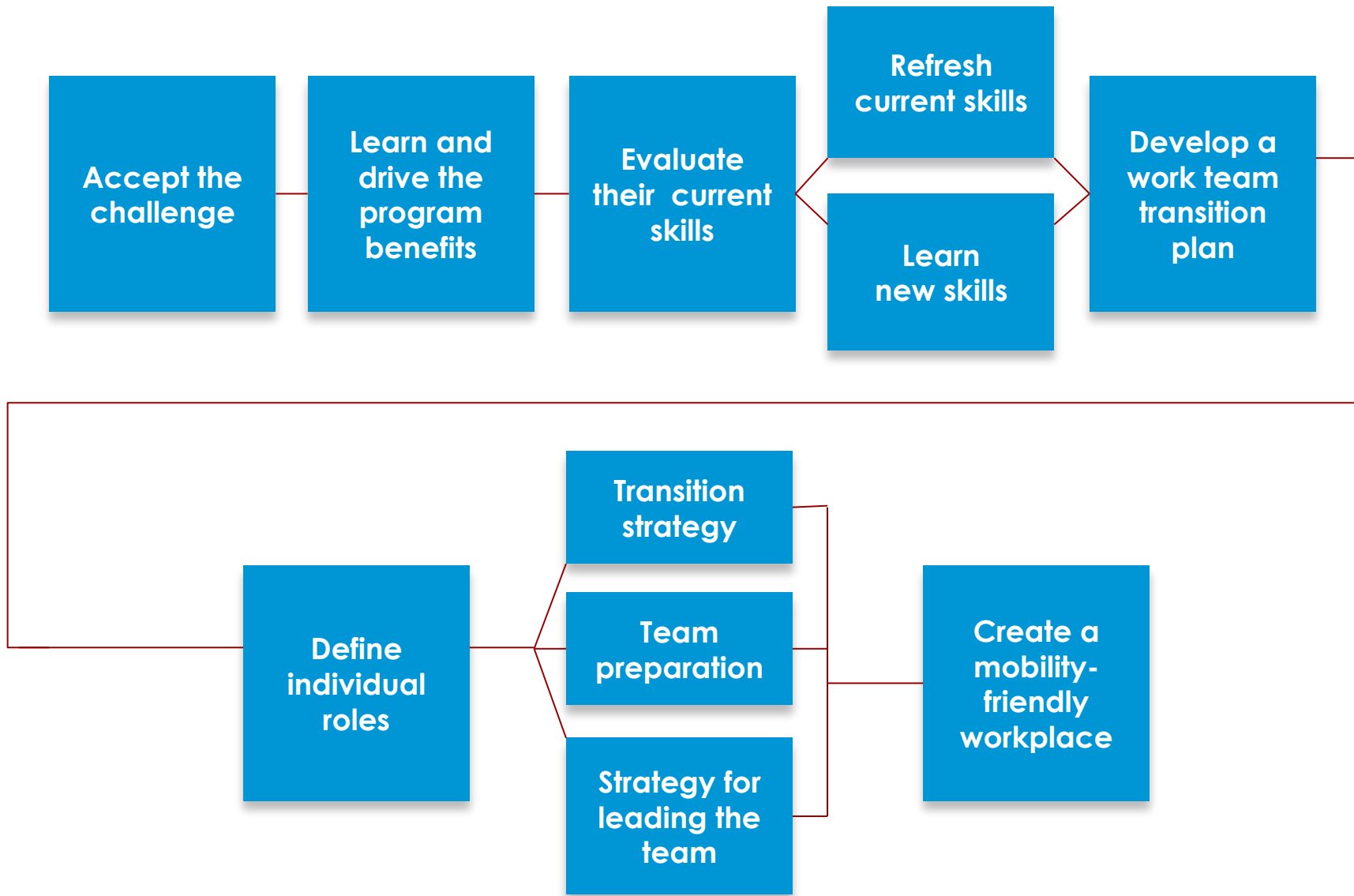


# HR: Getting From Here to There

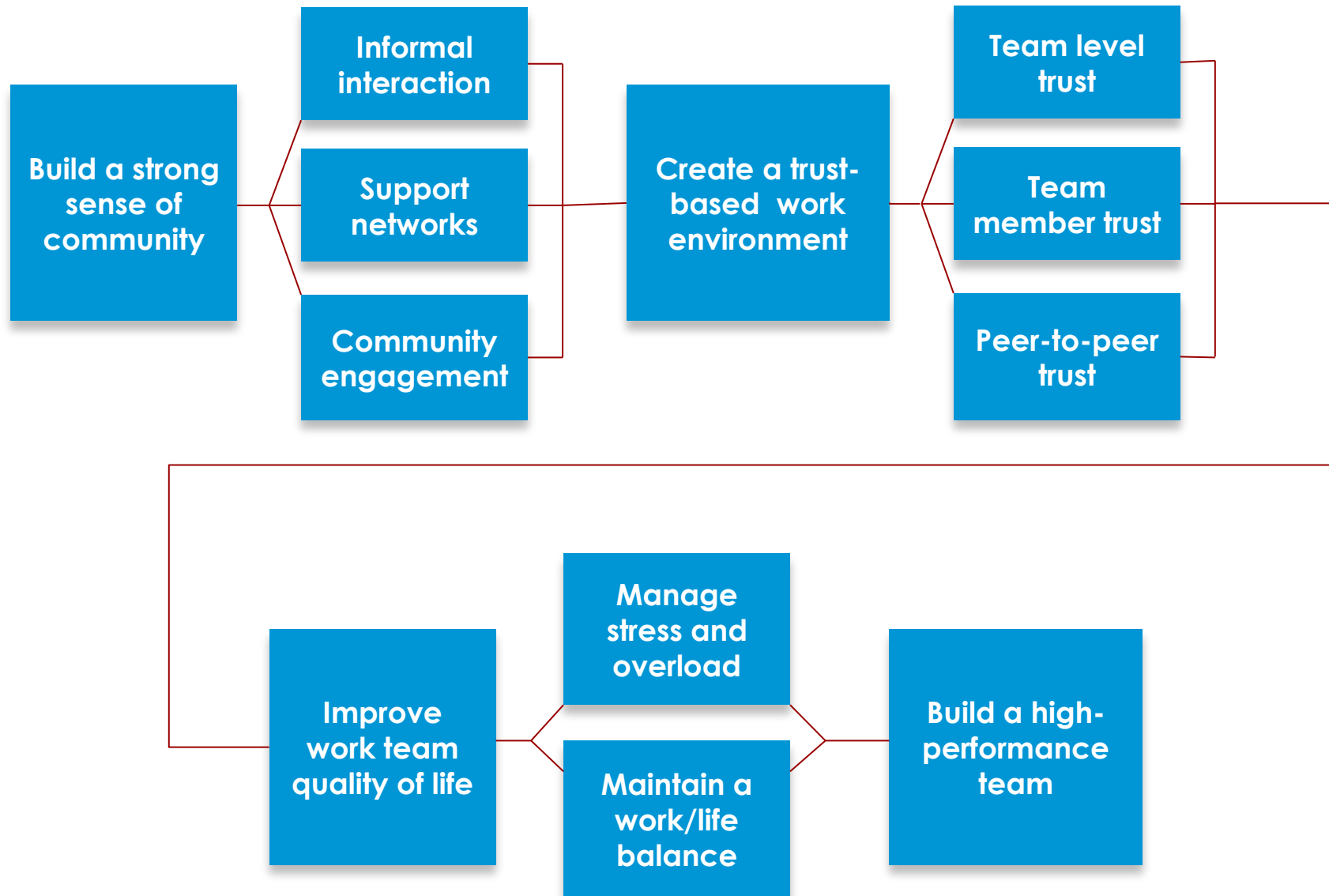
Managers must

- Fully embrace distributed work
- Create a mobility-friendly workplace
- Build a high-performing distributed team
- Enable highly-effective communication and collaboration

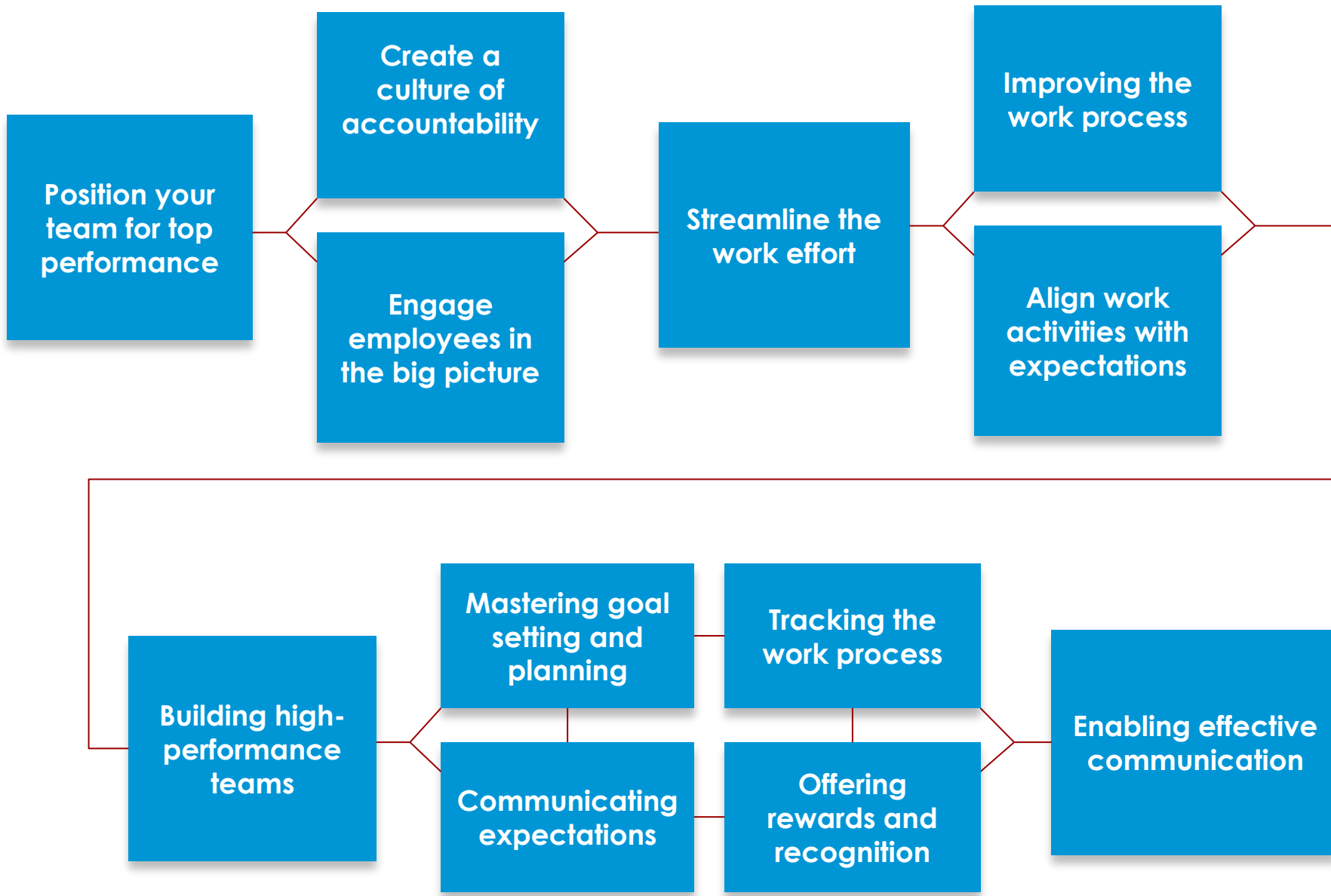
# How Managers Fully Embrace Distributed Work



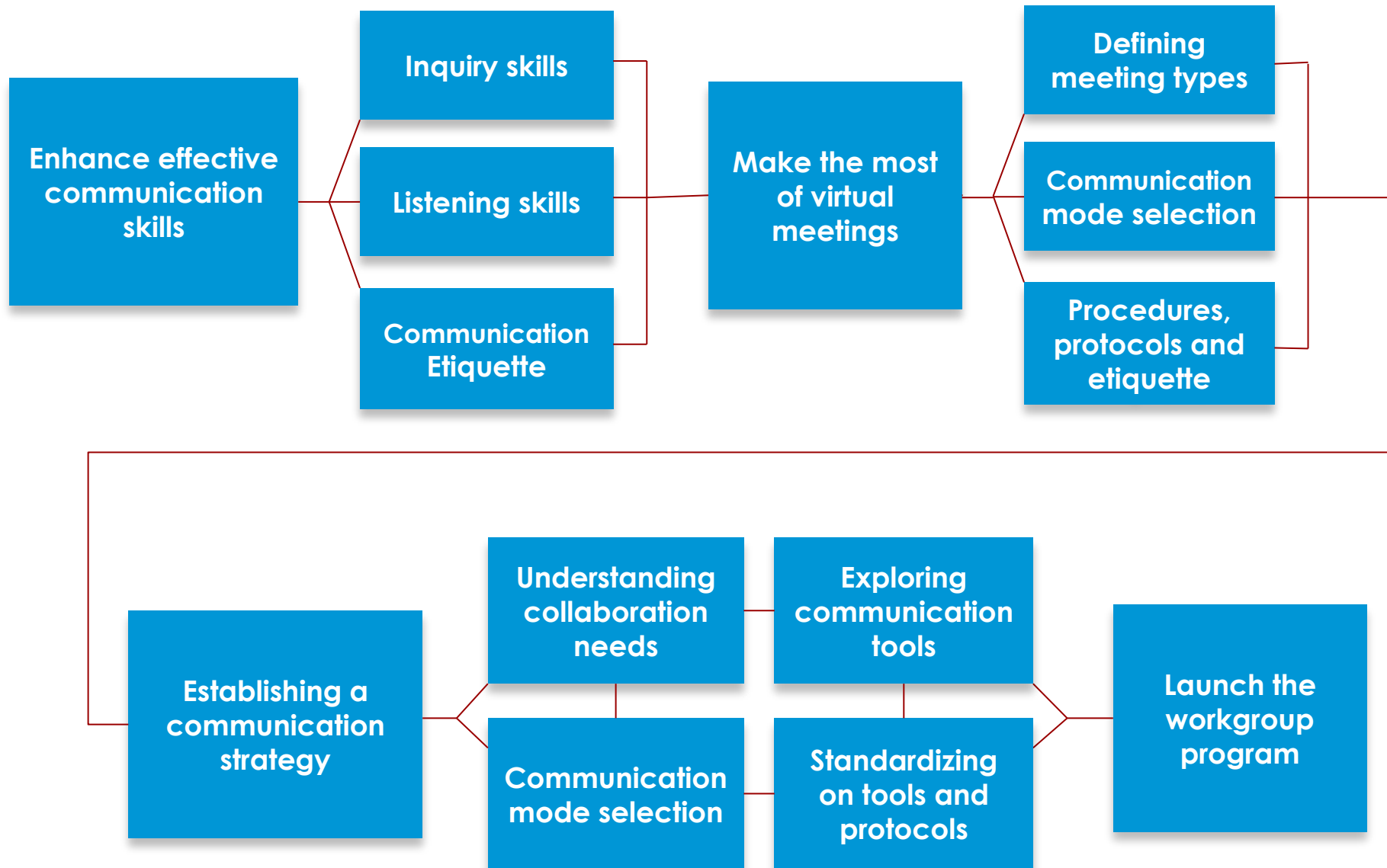
# How to Create a Mobility-Friendly Workplace



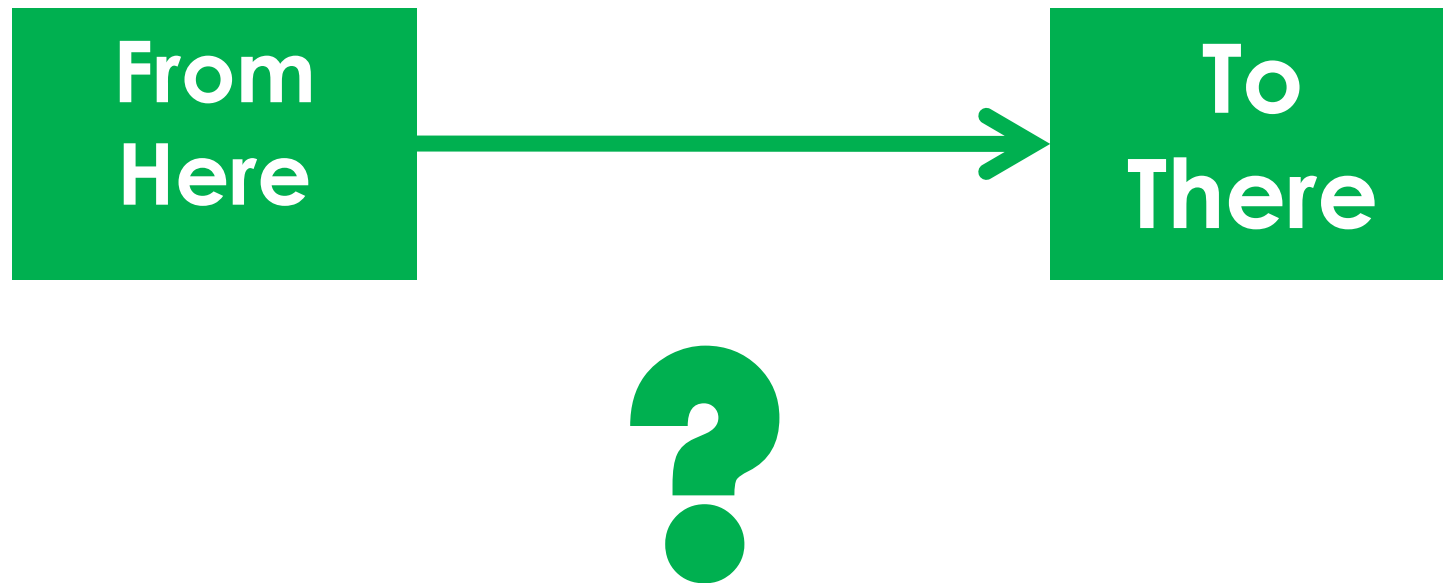
# Building a high-performance team



# Enable highly effective team communication and collaboration



How will you know  
that you've gotten...



# Signs That Distributed Work has Arrived in Your Workplace

# Number 1

# Number 1

You communicate with the guy in the next cubicle using IM more frequently than by face-to-face.

# Number 2

# Number 2

Your organization wins an award for dramatically reducing the number of employee commuter trips.

# Number 3

# Number 3

Terms like 'distributed work' and  
'telework' are no longer used.  
People just work.

# Number 4

# Number 4

When your manager says there's  
a meeting at 3PM, no-one asks  
“Where will it be?”

# Number 5

# Number 5

The number of employment inquiries from top college graduates is up significantly.

# Number 6

# Number 6

On a conference call, it's more common to hear an espresso machine in the background than a copy machine.

# Number 7

# Number 7

Employee performance, satisfaction and morale have all increased measurably in the past two years.

# Number 8

# Number 8

When you say you'll be working from home tomorrow, co-workers say:  
"So what?"

# Number 9

# Number 9

Employee absenteeism and turnover  
have dropped considerably.

# Number 10

# Number 10

Managers no longer have to ask:  
“How do I know if they’re working?”

# Today's Take Aways:

- More than just telework
- Biggest barrier: Manager resistance
- To make the transition managers must:
  - Fully embrace distributed work
  - Create a mobility-friendly workplace
  - Build a high-performing distributed team
  - Enable highly-effective communication and collaboration
- HR elements are critical for getting you from “Here” to “There”

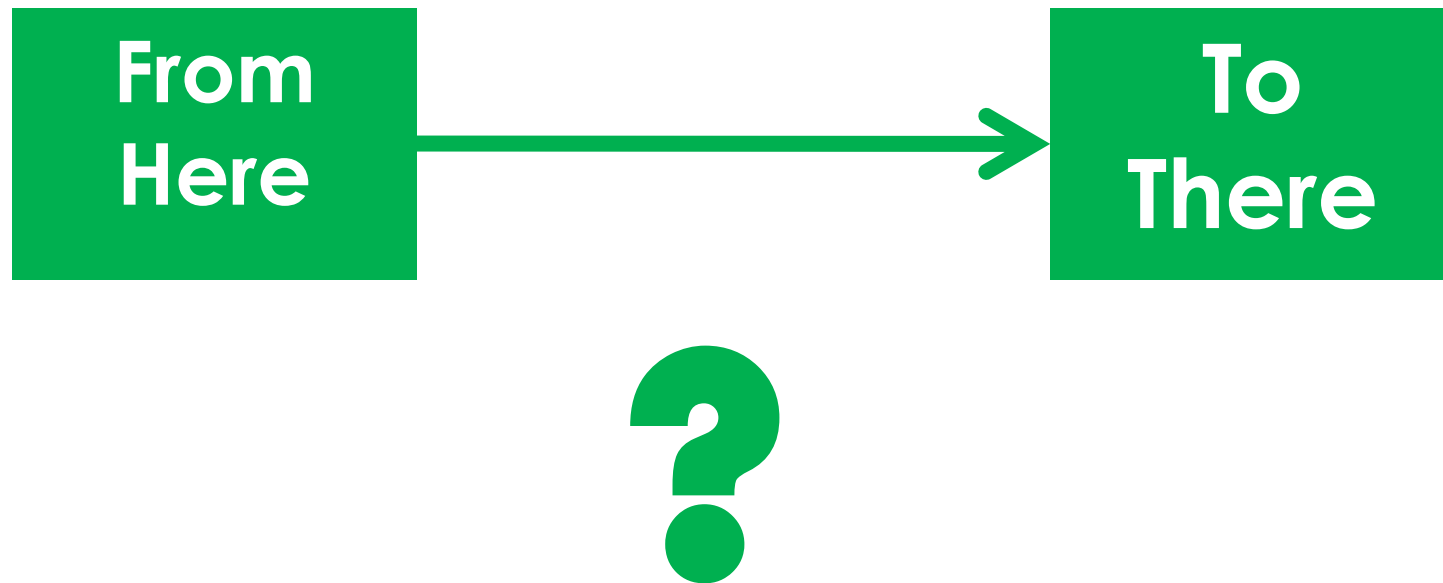
# HR Track

## Critical Elements for Transitioning to the Distributed Workplace

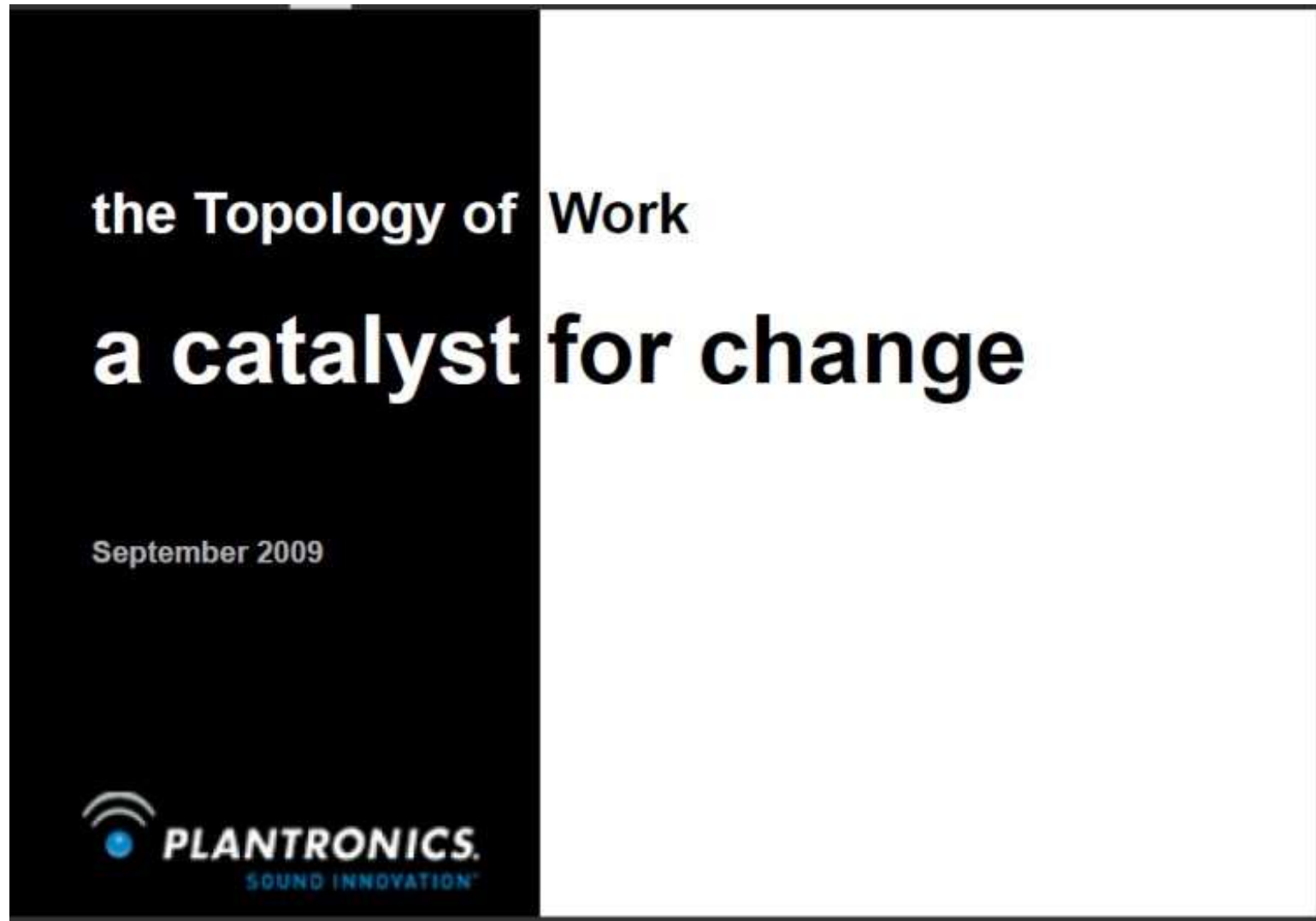
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# What will it Take to Get



# What it Takes to “Evolve” an Organization



# What it Takes to “Evolve” an Organization: The HR Components

- **Develop a new work dynamic**
- **Facilitate the transition**
- **Work and manage smarter**
- Use technology as an intermediary
- Make spaces for smarter working
- Create structures to support freedom
- **Support the Smart Workforce**

