



# Creating and Leading Today's Flexible Workplace

Moderated by



Peg Pennington

Oct. 27 AM

Level Up on the Maturity Model: Cool New Things to Build Capability

Oct. 27 PM

Creating and Leading Today's Flexible Workplace

Nov. 3. AM

Coaching for Success

Coaching Analytics

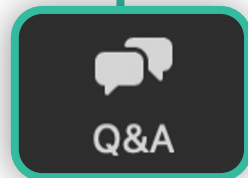
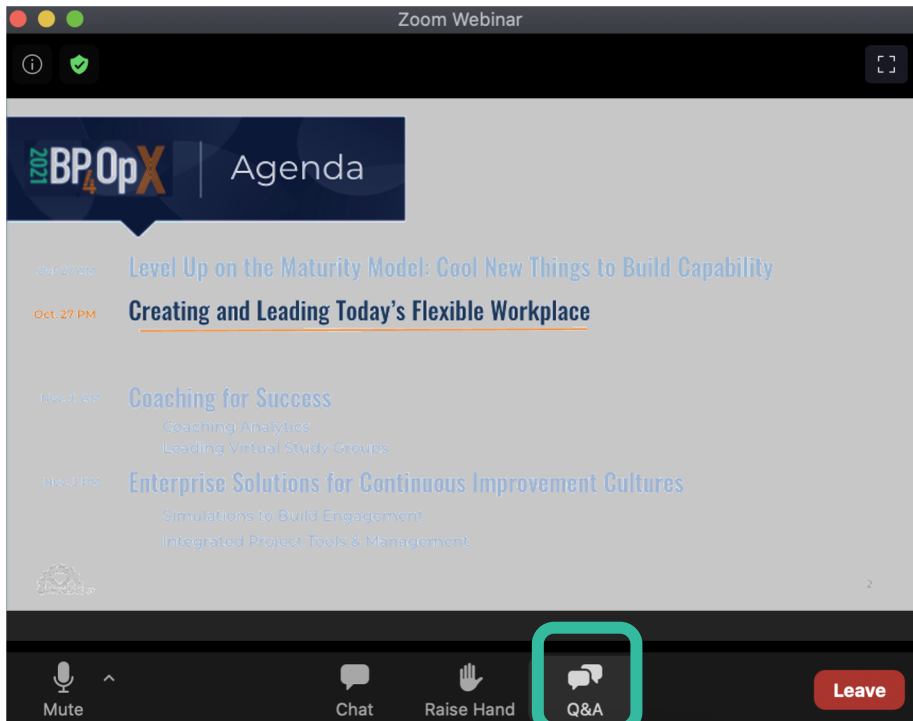
Leading Virtual Study Groups

Nov. 3 PM

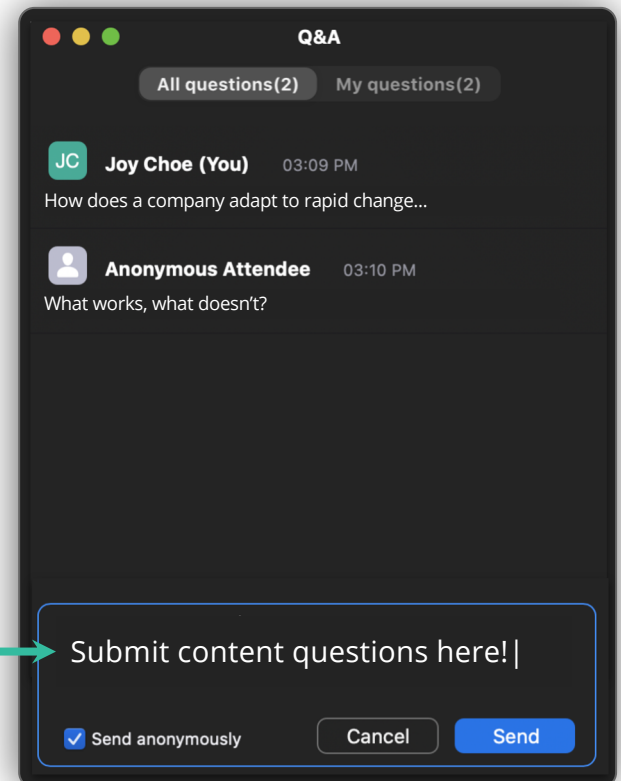
Enterprise Solutions for Continuous Improvement Cultures

Simulations to Build Engagement

Integrated Project Tools & Management



click on 'Q&A' to converse



October 27 PM

# Creating and Leading Today's Flexible Workplace



## Larry Inks, PhD

*Clinical Associate Professor of Management and Human Resources in the Fisher College of Business at The Ohio State University*

*Inks.3@osu.edu*

# Overview

---

- What This Discussion Is and What It Isn't
- Some Numbers and Observations...A Point in Time
- Key Issues to Consider
- Potential Criteria for Decision Making
- Culture—A Big Concern
- Considerations for Other Areas of Talent Management
- Summary Thoughts

# Lots of Numbers and Observations...

- ~ 55-70% of remote workers want to continue working remotely (at least to some extent).
- ~ 60-70% of employees are looking for a new job (part of the “Great Resignation”).
- ~ 60-70% of leaders/executives want employees back in the office.
- Employees think leadership doesn’t trust them/must supervise them.
- Organizations are struggling to find and retain talent.
- The “New Normal” seems to be constantly evolving!

*What are some of the latest numbers? Where are we now?*

# Current Company Workforce Plans\*

---

Mix of in-person, hybrid and fully remote	33%
All in-person	19%
Mix of in-person and hybrid (no fully remote)	18%
All hybrid	18%
Teams self-organize	4%
All fully remote	4%
Delaying implementation	3%

\* Source: PWC Pulse Survey (<https://www.pwc.com/us/en/library/pulse-survey/future-of-work.html>)

# Current Employee Preferences for Work\*

---

All remote	19%
Almost entirely remote (4 days remote/week)	8%
Mostly remote (3 days remote/week)	17%
Mostly in office (2 days remote/week)	12%
Almost entirely in the office (1 day or less remote/week)	22%
Not Applicable—Nature of work doesn't allow remote work	21%

*So how do we find our way through all this turbulence?*

\* Source: PWC Pulse Survey (<https://www.pwc.com/us/en/library/pulse-survey/future-of-work.html>)



# My Suggestions...

---

- Don't feel like you must jump on the “we HAVE to be hybrid” bandwagon!

*but at the same time...*

- Be open to new possibilities...if they make sense.
- Recognize that we're all in the midst of change and things will continue to evolve in the workplace.
- Be thoughtful, purposeful and take the time to decide what your workplace needs to look like...and how you'll proceed.
- Recognize, think through and discuss some key issues!
- Be open, honest and authentic in your communications with employees.

*What will make your organization most successful is YOUR call!*

# Some Key Issues to Consider

---

*“Human Capital” vs. “Social Capital”*

*“Short-Term” vs. “Long-Term”*

*“Tactical” vs. “Strategic”*

*“Can We” vs. “SHOULD We”*

# Human Capital vs. Social Capital

---

## Human Capital (individual)

- Visions and aspirations
- Intellect, knowledge, etc.
- Technical and social skills
- Confidence/self-esteem
- Enthusiasm
- Motivation and commitment
- Honesty and integrity
- Persistence
- Initiative/entrepreneurship
- Creativity
- etc.

## Social Capital (collective)

- Shared visions/goals
- Shared values and culture
- Trust, mutual respect, etc.
- Friendship and supportiveness
- Engagement
- Cooperation/collaboration
- Team effectiveness
- Mentoring/role modeling
- Development
- Innovation!
- etc.

*Social capital is generally where (and how) great things get done!*

# A Focus on Social Capital Is Critical...

*“Remote work virtually eliminates spontaneous learning and creativity because you don’t run into people at the coffee machine, talk with clients in unplanned scenarios, or travel to meet with customer and employees for feedback on your products and services.”*

-- Jamie Dimon, CEO/Chairman, JPMorgan Chase

*“Can” do is not necessarily the same as “Should” do!*

# Potential Criteria for Decision Making

---

- How should the work be done for maximum success and effectiveness?  
To meet/exceed stakeholder expectations?
- What potential alternative arrangements (e.g., hybrid) are feasible?
- To what extent do these alternative arrangements impact our social capital?
- Do we have good measures/metrics for success? The ability to track them?
- How well is the work being done now? Can it be done better a different way?
- To what extent are IT resources and equipment available? New technology?
- To what extent is data security a concern?
- What do our current talent capabilities (e.g., retention, bench) look like?

*Consider these in the context of the tradeoffs mentioned earlier*

# A Helpful Reminder--Galbraith's Star Model

Focuses on 5 critical elements of organization functioning:



*Work clockwise from Strategy, but all elements are interconnected*

# Implementation Suggestions

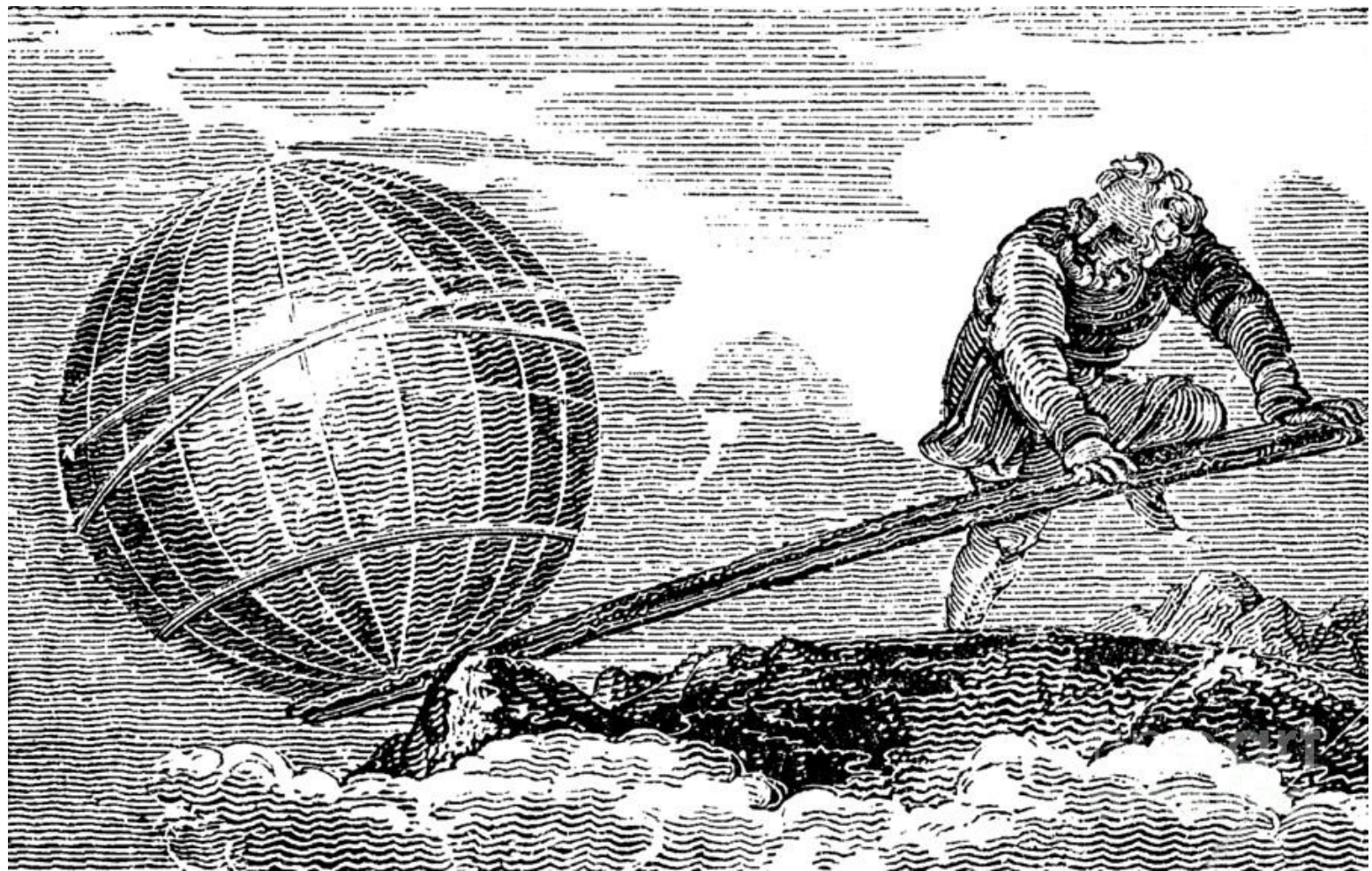
- Be able to make a strong business case for the decision(s) you've made, then...
- Communicate that business case clearly and in an authentic, genuine way!
- Establish consistent criteria for use in making the “future work arrangement” decisions...don't leave it up solely to the discretion of the individual manager.
- Think through the process. Do you allow requests? Who approves? At what level are these decisions made? Is there an appeal process, etc.?
- Make sure people see this as a “work in progress”...because it probably is.
- Be sensitive to “transitions”—each person's psychological experience of change.
- Recognize that it may take some time to get where you need to be.

*Lots of potential issues to consider before making these decisions*

# **A Significant Concern for Senior Leaders...**

**ORGANIZATIONAL CULTURE**





*"Show me but where to stand and I will move the Earth." -- Archimedes*

# **Some Ways To View Organization Culture**

---

“The set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments”.

“The values shared by associates in an organization”.

“What it’s like to be a member of this organization”.

**But also, the answer to some key (and timely) questions, such as...**

“How do we keep our top talent when someone else can pay them more?”

“How do we keep our people from turning into contract employees?”

“How do we stay successful, even in turbulent times?”

# Ways to Understand an Organization's Culture

Stories: Highly memorable events from the past

Myths: Dramatic narratives of imagined events

Heroes: People who have “done it the right way”

Symbols: Icons that show “what we’re all about”

Symbolic Acts: Single acts that are very memorable

Language: Speech that carries a specific message

Rites: Ceremonies that are visible reminders of values

Artifacts: Material objects that express dimensions of culture

Surveys: Quantitative and qualitative information



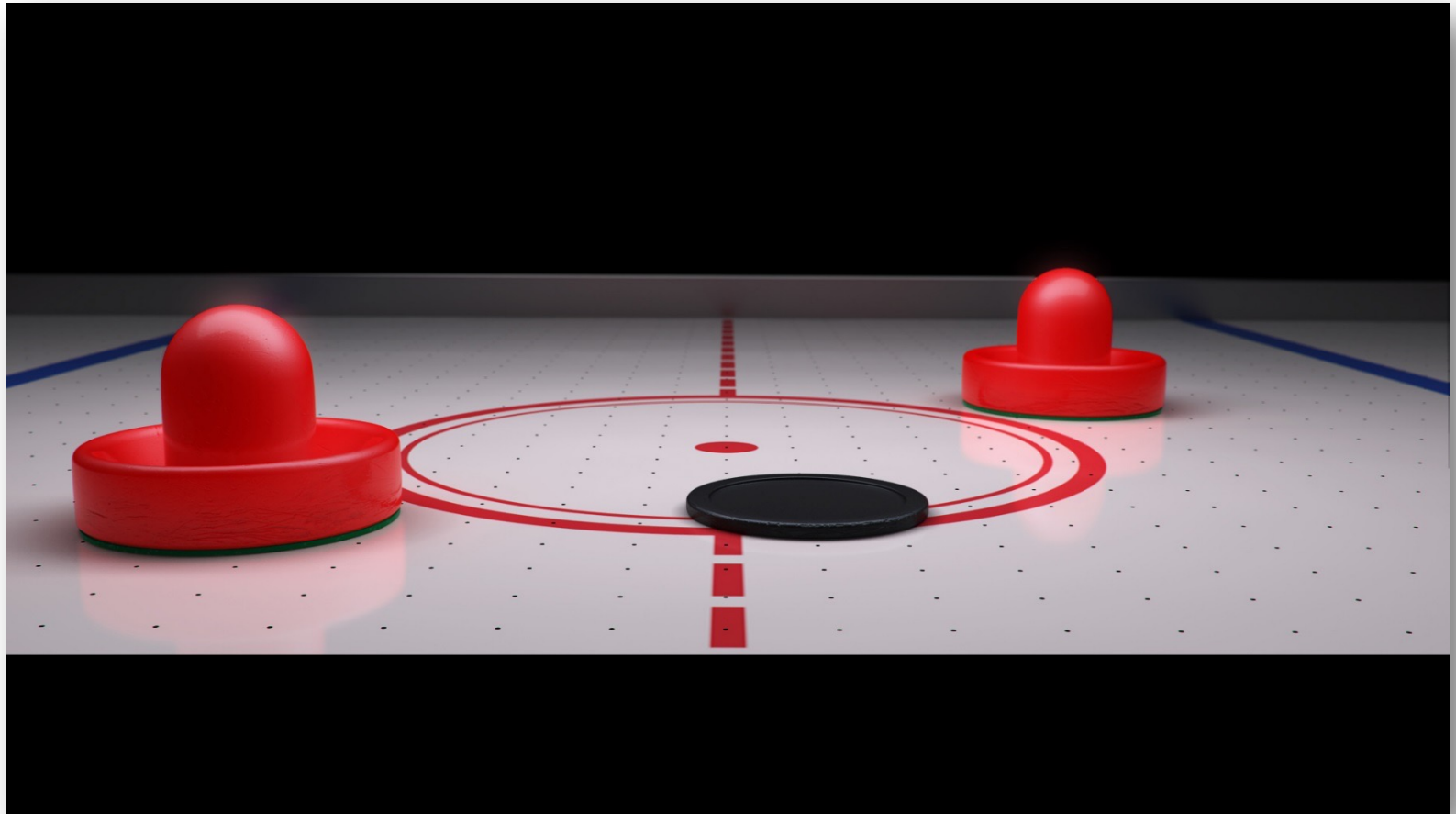
# Consider An Analogy...

---

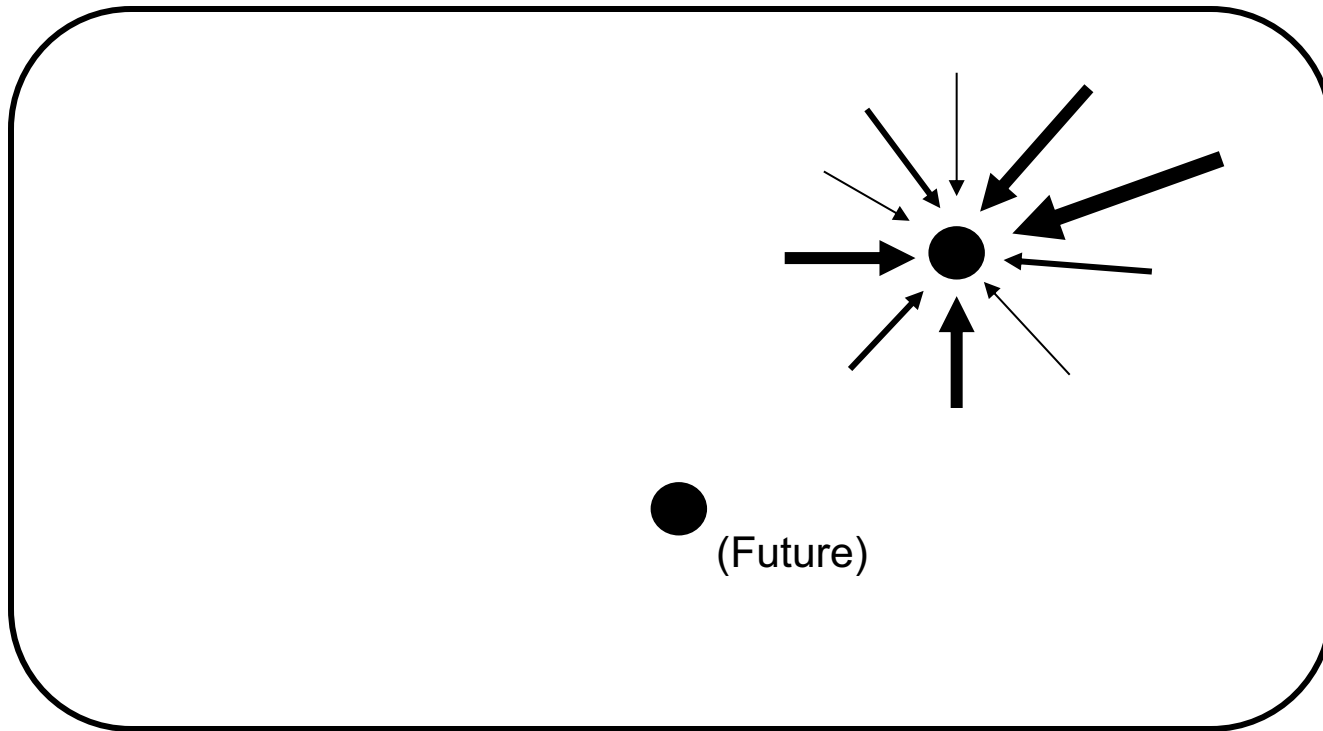


# Let's Take A Closer Look...

---



# **“Air Hockey” Analogy for Organizational Culture**



*What would your organization look like through this lens?*

# Other Talent Management Areas Impacted

---

- Vision, mission, values, etc.
- Competencies
- Talent Acquisition (branding, recruiting, selection processes, etc.)
- Onboarding
- Retention
- Team Effectiveness
- Performance Management
- Talent Development
- Human Resource Planning

# Summary Thoughts

---

- There is a LOT of noise and chatter out there, but...
- You have to make the decision(s) that are right for your organization.
- Understand where (and how) social capital is critical for your success.
- Balance the short- and long-term and the tactical and strategic.
- Think carefully about “should we” vs. “can we”.
- Make thoughtful, purposeful, defensible decisions about the workplace.
- Communicate those decisions authentically and honestly.
- Be resilient and remember this is “work in progress”!



---

***What questions do you have?***

---

***Larry Inks, PhD***

***Inks.3@osu.edu***



Up Next:

Wed., Nov. 3

## **Coaching for Success**

9:00 AM - Coaching Analytics

10:00 AM - Leading Virtual Study Groups

## **Enterprise Solutions for Continuous Improvement Cultures**

1:00 PM - Simulations to Build Engagement

2:00 PM - Integrated Project Tools & Management

*Join the conversation*

**#BP4OpX**



*Questions? Looking for more details?*  
*Reach out to [sales@moresteam.com](mailto:sales@moresteam.com)*