

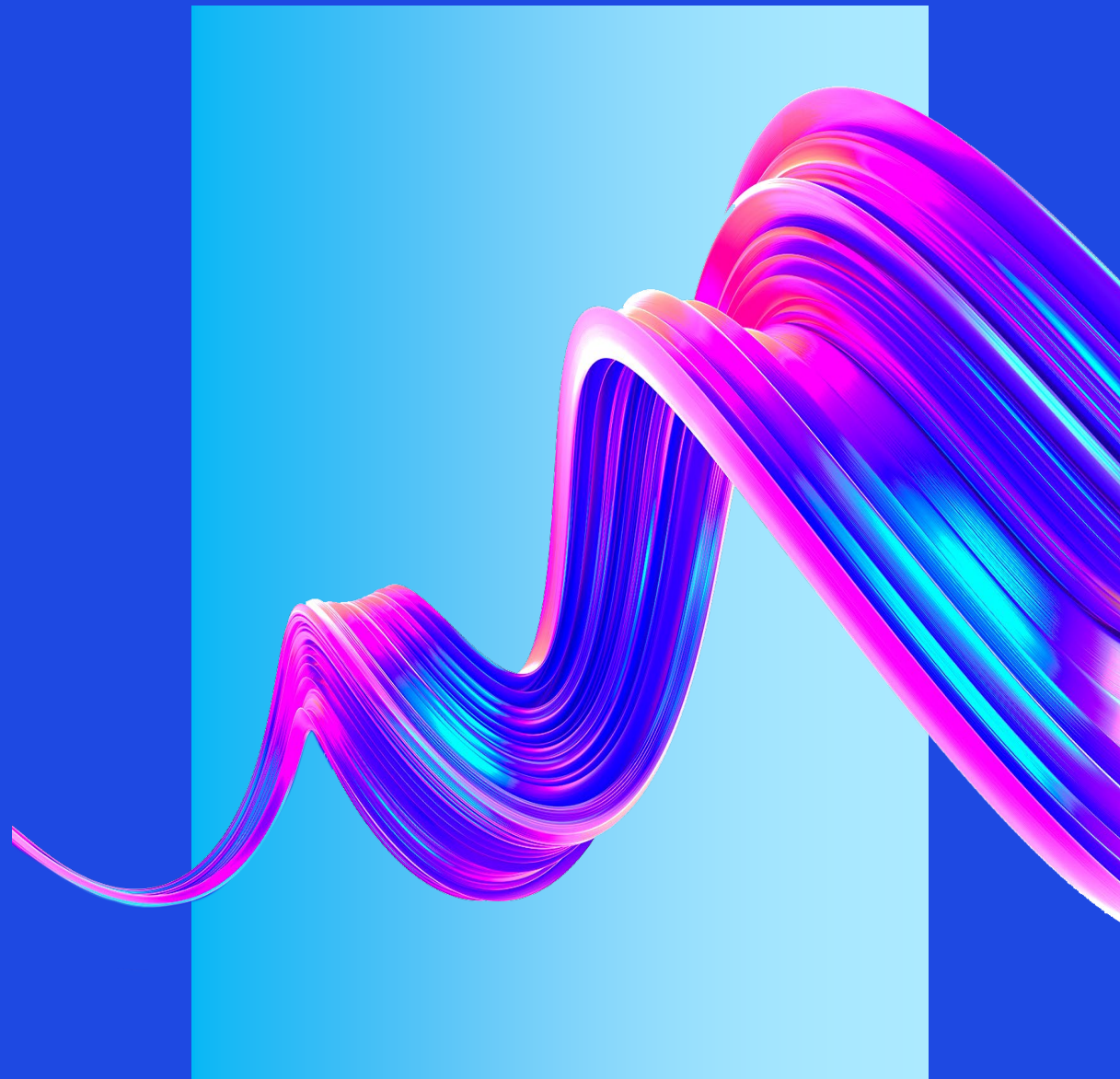


The future of work: How are we handling back to work?

Dr. Hilary Curry, People & Change, GVA

—

May 2022



*We would like to begin by acknowledging
that we are gathered on the ancestral
lands of the Xwsepsum (Esquimalt) and
Lkwungen (Songhees) who shared
traditional land resources with
neighboring families of Scia'new (Beecher
Bay), T'Sou-ke (Sooke) Nations, and
many others.*

Presenter



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Consulting companies

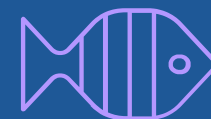
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Degrees including a PhD in
Organizational Development
& Change from Fielding

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Years in Consulting with clients from:
public sector, resources, healthcare,
aviation, retail, and not-for-profit

Hi, I'm Hilary



Let's start with a brief history of work...

1960's

Mad Men Era
Rise of machines, IBM,
and drinking lunches!

2000's

Dot Com Bust
Death to the cubicle, Skype, Google,
Twitter, Facebook, Gmail, Apple

1980's

The Recession
Launch of computers, the World
Wide Web, and the power suit

2020's

COVID-19
CX/EX, Remote work
Diversity, equity, and inclusion

What is the future of work?



Workforce 1.0

- Mechanization of work
- Artisan skills take a back seat; mechanical skills and working efficiency are valued more

Workforce 2.0

- Electronics and computers lead to industrial automation
- Work moves from the factory floor to the office; the office becomes the centre of activity within organizations

Workforce 3.0

- Connectivity enables workers to connect from anywhere in the world
- Flex schedules and remote work take off

Workforce 4.0

- AI, AR, and robotics enable machines to work alongside human workers
- Its drivers include digitalization, globalization, demographic change (ageing, migration), and cultural change



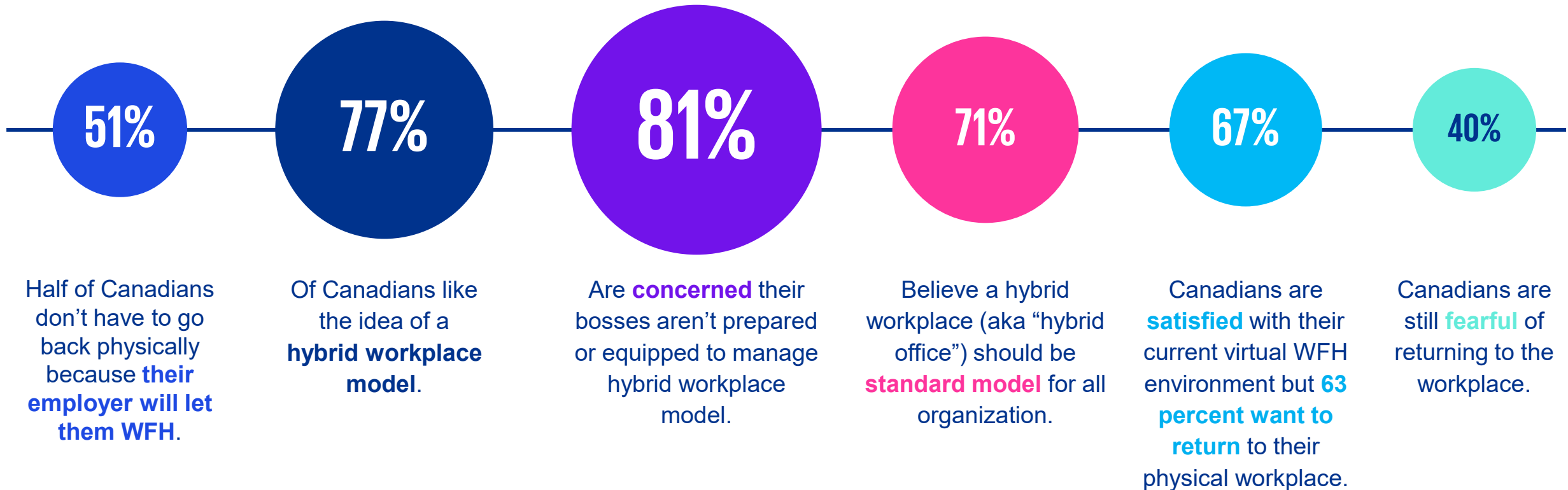
What's happening **NOW?**

Once upon a time during a conversation with a.....

recruiter



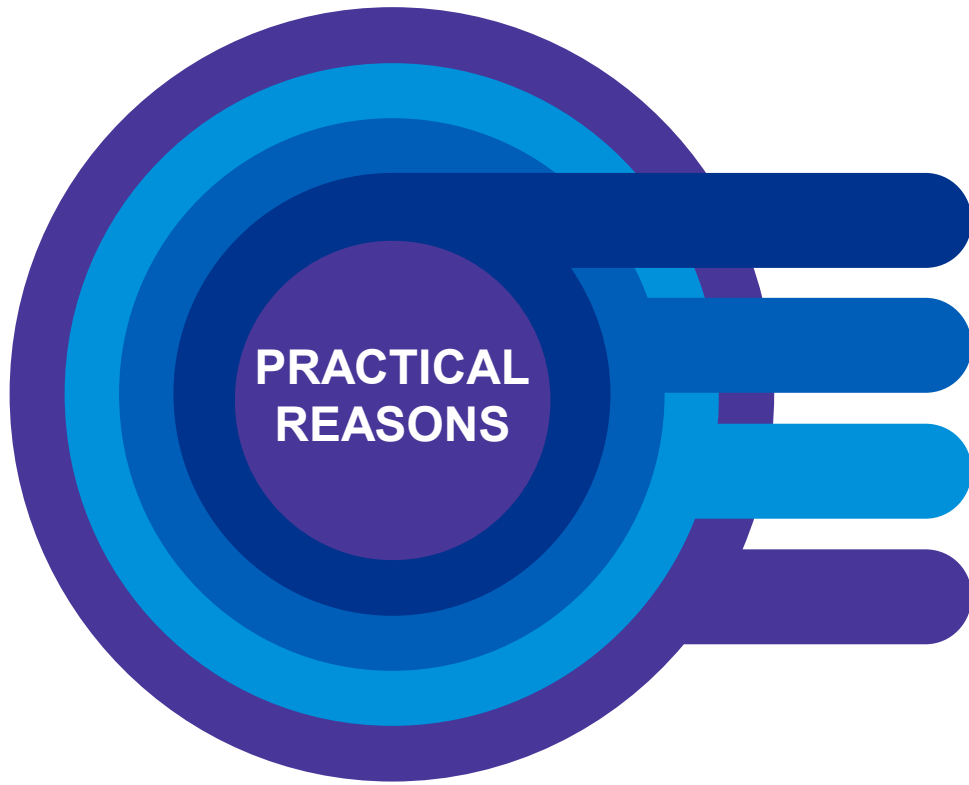
Where do Canadians stand on remote work?



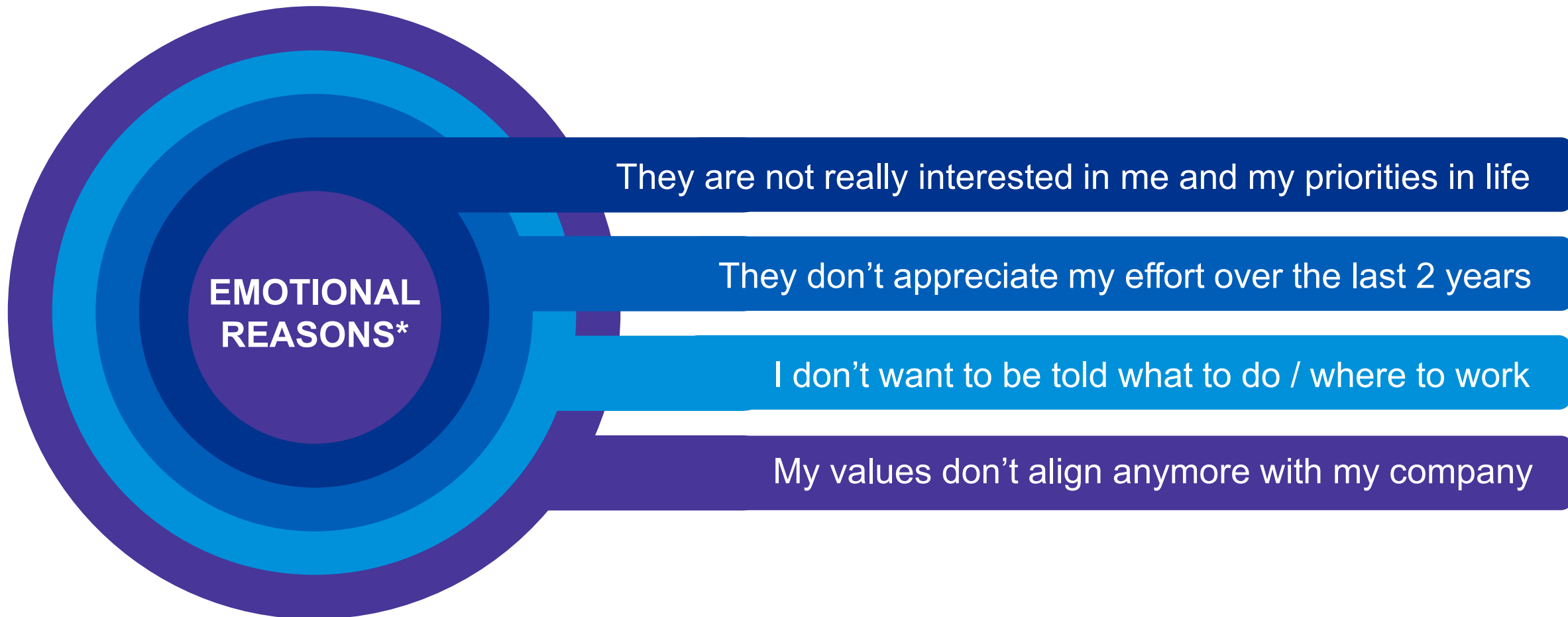
What does this **mean** for your organization?

Let's discuss

**Why don't
employees want
to go back to the
office?**



- Family commitments
- Price of gas/parking/transit
- Commute time
- Done it for 2 years, gotten used to working from home. I am more productive at home
- High maintenance dog
- Don't like putting on work clothes / make-up
- I'm in a high risk category/don't want to get sick



* Representative of internal dialogue!

Why do employers want people back?

* Not representative of all employers

**Organizational culture
has changed
(and we don't like it)**

**Our junior staff aren't learning
as fast as they used to**

**People focus better
at work and get
more work done**

**We can see
that people
are working**

**Better networking
in person**

**The pandemic is over,
time to get back to
what we used to do!**

**Better set up at work
with all the
support you need**

**People can pop into a
room and work out a problem
faster by whiteboarding**

**We've paid for
the office – we are
going to use it!**

What are the options?



Most of us are trying to navigate this....



Work in office

Historical norm



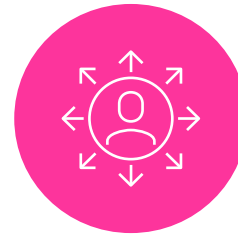
Hybrid model

Any combination of in-office and remote



Work from home

Working in country of origin



Nationally flexible

Working anywhere in country of origin



Semi-Internationally flexible

Working in any country with an established company presence



Internationally flexible

Working in any country, regardless of company presence

What do you think is the **solution** to all of this?

Some things to consider...

How do we enable learning?

What could we share?

What does productivity look like?

What can we automate?

How to measure?





Business travel will resume with decreased duration and frequency



Strategies will shift to support a collaborative culture virtually



New policies for remote work support

There isn't a 'one-size-fits-all'



The choice to work remote will be commonly accepted



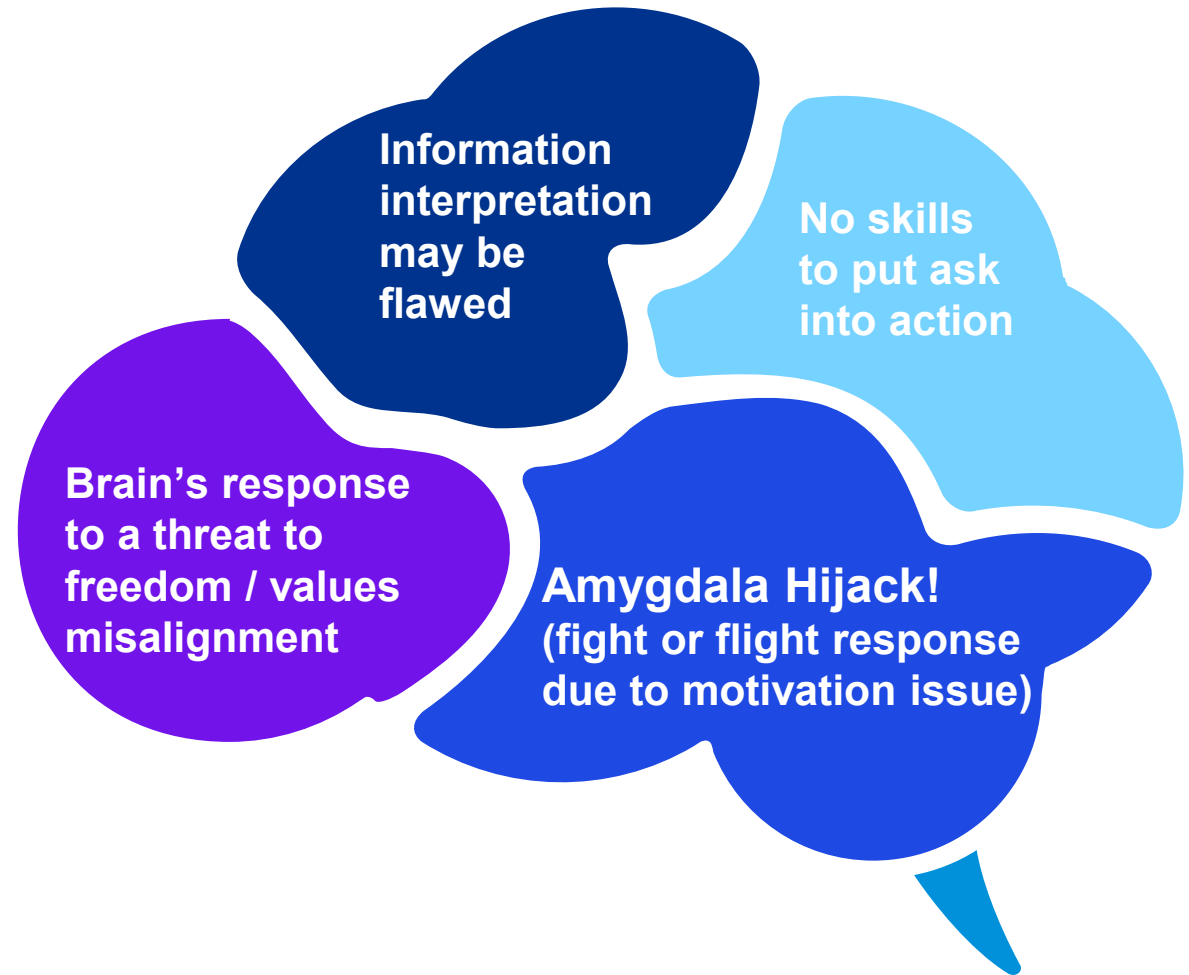
Development of new remote presence technology



Rebalanced real estate footprint for a hybrid workforce

What happens if you tell people what to do?

Psychological reactance.





**What
would
KPMG
do?**

Case study: KPMG Internal Team....



Our clients are wrestling with the same problem!

**How to build a hybrid working model
that meets the needs of
people and the organization**

The Solution:

Meeting employees where they are, engaging relevant stakeholders, and collaboratively working with them to develop their own playbooks.



We call it the
KPMG Hybrid WOW

KPMG Hybrid WOW: Design Principles

Tailored

We will specifically design the engagement to reflect the unique operating circumstances of your organization.

Practical

We will translate the discussions into a team playbook that can be updated through a continuous improvement process.

Collaborative

We will engage the right stakeholders to co-create the solution.

Committed

Participants will sign off on the playbooks and therefore create buy-in through accountability.

Hybrid WOW Design Principles

What's our process?

1

Initial Scope Meeting

Understand any unique operating context and challenges

2

Executive Leadership Meeting

Connect with the leadership team to take them through their own WOW session and buy into the process

3

Workshop Delivery

Work with each functional team to build their own WOW

4

Playbooks and Buy-in

Develop the playbook for each team & a summary version for the organization. Ensure all participants sign off on their playbook and agree to a quarterly review process

5

Executive Leadership Debrief

Take the Leadership team through the organizational playbook and close the engagement



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