# FUTURE OF WORK LEADERS FORUM

Shaping the Future of Work, *together* 

Modern Team Ways of Working: Insights & Lessons from the Frontline

With James Ryan, WorkMatters

29 August 2024





### Today's Agenda

- Welcome & Introduction
- Modern Team Ways of Working: Insights & Lessons from the Frontline – James Ryan
- Discussion & Q&A
- Close & After Hours



### Work Matters....and it's changing

While continued business disruption, transition to more flexible work models, digitalisation and more adaptive ways of working provide opportunity and progress, they also bring significant people and leadership challenges. **That is where we can help.....** 



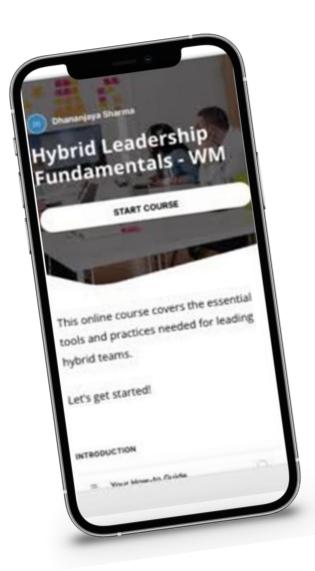
WorkMatters Consulting. Consulting and advisory support to help you address the specific Future of Work and people strategy challenges you face today

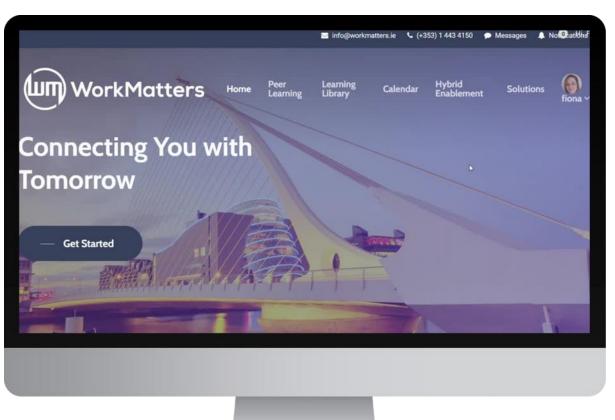


WorkMatters Solutions. Enablement solutions, tools and programmes to help your organisation and people adapt and thrive in the changing world of work



WorkMatters Forum & Portal. A Peer to Peer learning network and membership portal that enables members to shape the Future of Work, *together* 





### **WorkMatters Future of Work Forum & Portal**



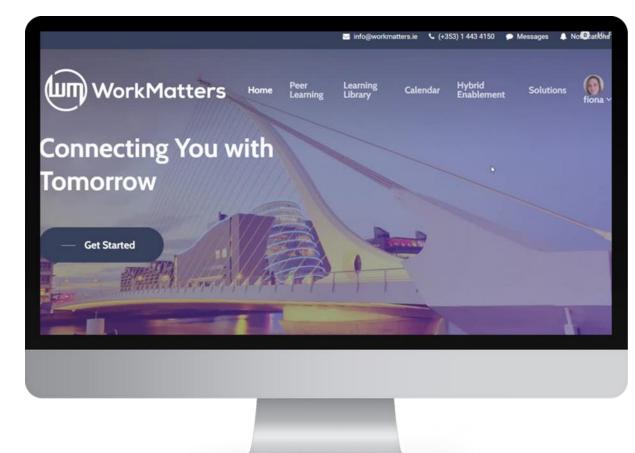
"a unique, knowledge sharing and learning community, designed to enable Future of Work leaders and senior HR professionals shape the Future of Work, *together*"



### Future of Work Leaders Forum - Key elements & events

- Member + Guests Masterclasses knowledge leadership on "next practice" and Future of Work themes impacting the next phase of work
- Member's Case Study sessions member stories on real life practices and ways of working
- Member's Network calls discussions, polls & up todate knowledge sharing
- Online Portal for FoW materials, recordings, tools, calendar & member collaboration





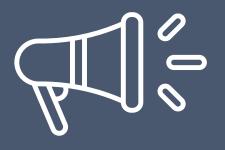




### FoW Leaders Forum: 2024 Events to Date



25 January 2024	Masterclass – Next Level Flexibility and AI Enabled Work Re-Design – Ravin Jesuthasan		
8 February 2024	Member Network Call		
29 February 2024	Masterclass – A Practitioners Guide to Al for HR – James Ryan & Guests		
7 March 2024*	Talent Summit 2024 – "Talent, Technology, Turbulence" – Dublin (free to Forum members)		
14 March 2024	Member Network Call		
11 April 2024	Member Case Study Call – Embracing New Ways of Working – ESB's Smart Working Approach		
22 April 2024	Masterclass – Getting unstuck in the Digital Era and Digital Wellness – Amy Blankson		
8 May 2024*	Future of Work Strategy Workshop – Kevin Empey, in conjunction with IMI		
14/15 May 2024*	HR Congress World Summit 2024 – Porto – "Elevate, Evolve, Engage: Shaping the Future of Work"		
21 May 2024*	Masterclass - The Future of Work Unplugged & Al For HR: with the BrightWater Group		
6 June 2024	Member Case Study – A Team Agility Journey – From Complexity to Clarity – Enterprise Ireland		
July & August 2024	Member Check in Calls		
29 August 2024 * In-Person Events	Modern Team Ways of Working: Insights & Lessons from the Frontline - James Ryan		



### FoW Leaders Forum: What's Coming up.....



12 <sup>th</sup> September 2024	Member Case Study Call – Al For HR in Action - Danielle O'Brien, Global HR Lead, Amdocs	Online, Zoom	Future of Work Members
26 <sup>th</sup> September 2024	Masterclass – Skills, Careers and The New Employment Deal for the 21st Century – Kevin Empey	Online, Zoom	Future of Work Members & Guests
1 <sup>st</sup> October 2024	AgileHR / HR Ways of Working: Certification Programme (IC Agile accredited)	Online & In- Person (Cork). Full Day	Open Programme
2 <sup>nd</sup> October 2024	Agile Lean Ireland Annual Conference (featuring Al For HR Session with James Ryan)	In-Person (Cork) Full Day	Open Programme
3 <sup>rd</sup> October 2024	Demystifying AI for HR: A practical ½ day Application Workshop – James Ryan & Danielle O'Brien, , Global HR Lead, Amdocs	In-Person (Cork) - Half Day	Open Programme

For information on all sessions and Portal recordings where available, contact Fiona.Farrell@workmatters.ie

# Modern Team Ways of Working: Insights & Lessons from the Frontline

James Ryan, WorkMatters



### **JAMES RYAN**

WorkMatters - Senior Consultant and Modern Work Coach

Modern Ways of Working - Lessons from the HR frontline



### A WORLD OF POLYCRISES

Ravin Jesuthasan











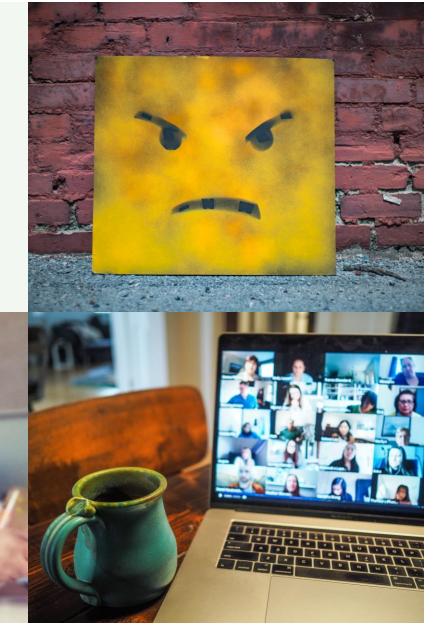




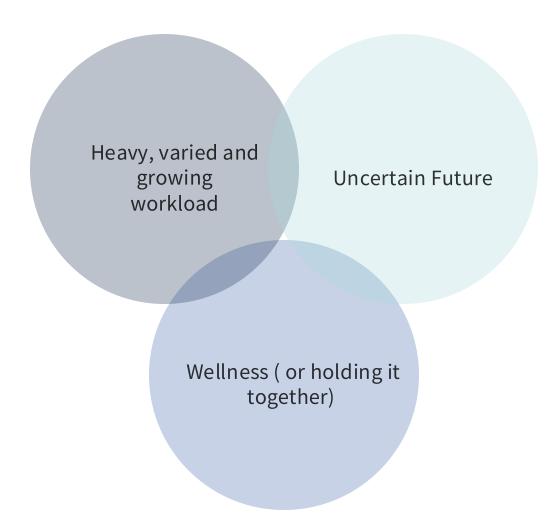
### THE FRONTLINE OF WORK.

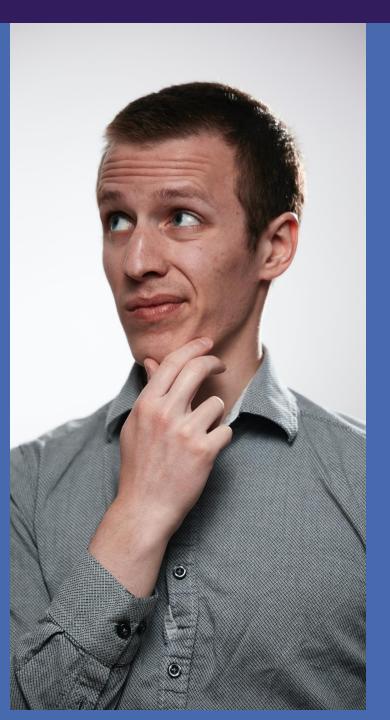






### WHAT ARE EMPLOYEES CONCERNS?





# 

### 40-60%

HR PEOPLE BURNED OUT (HBR 2020)



### WHAT DOES THE FRONTLINE OF WORK LOOK LIKE TODAY FOR HR?

#### Information Overload

Juggling multiple information sources, data streams, and communication channels, leading to information fatigue and reduced productivity.

#### Increased Workload Demands

Heightened expectations for rapid response, 24/7 availability, and multitasking, contributing to burnout and stress.

### **Digital Transformation**

Rapid digitization of workflows, processes, and communication, requiring continuous upskilling and adaptation.

### Constant Organizational Change

Frequent restructuring, mergers, and shifts in priorities, creating uncertainty and the need for agility.

### **Emerging Technologies**

The rise of AI, automation, and other disruptive technologies, reshaping job roles and requiring new skill sets.

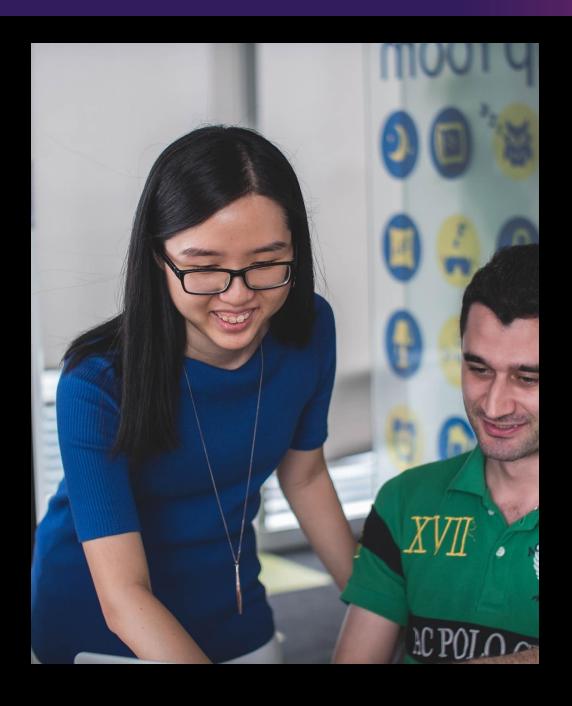
### Higher expectations

Increased demand for productivity, efficiency and quality of work, leading to burnout and stress among employees.

# 

### #1 BACK TO **BASICS** LEADERSHIP AND **CULTURE MATTER**





### STRONG LEADERSHIP, CLEAR PURPOSE

Strong leadership and a clear organizational purpose are critical to navigating times of crisis and uncertainty.

A strong, cohesive culture can provide the necessary support and resilience to weather such challenges.

Investing in ongoing leadership development ensures that an organization has the right people in place to guide it through difficult circumstances.

### **NEXT STEPS: CLARITY AND BREVITY**

### 1. Be clear on what you want

Clearly define your goals and objectives. Understand what you're aiming for and why it's important to you.

### 2. Do less things

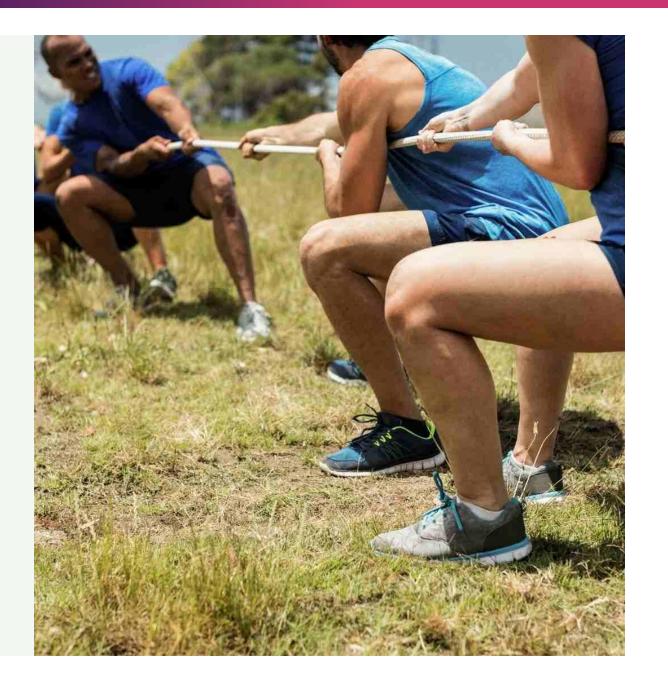
Priority is a singular -Focus on the essential projects and initiatives.

Avoid spreading you and your team too thin by prioritizing and simplifying what you want to achieve

### 3. Constant Communication

Maintain a clear direction and sense of purpose. Consistently guide yourself and others towards the desired outcome.

### 2# HYBRID IS STILL A WORK IN PROGRESS



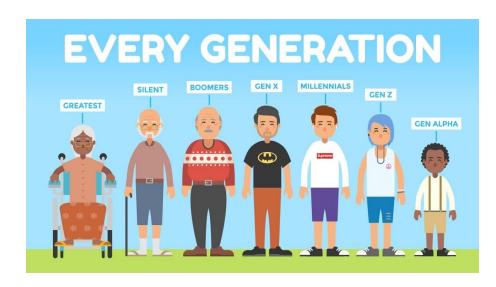
### **CONFLICTS IN HYBRID**



Sustainability vs In office demands



Manage ment versus employ ees



Generation v generation needs

### THE IMPACT OF HYBRID WORKING

#### **Productivity Boost**

82% of leaders reported their teams were as productive or more productive in hybrid settings compared to traditional office setups. Flexible working hours and reduced commuting times contribute to this productivity increase.

#### Talent Attraction and Retention

Hybrid working is a powerful tool for attracting and retaining talent. Organizations offering flexible working report higher employee satisfaction and lower turnover rates, especially among younger generations and those with long commutes.

#### Cultural and Social Challenges

Only about 25% of remote or hybrid knowledge workers feel connected to their company's culture, highlighting the need for strategies that foster engagement and a sense of belonging among employees.

#### Structured Hybrid Models

38% of US companies have implemented structured hybrid policies, requiring an average of 2-3 office days per week. This approach helps maintain team cohesion and facilitate collaboration while offering flexibility.

#### Well-Being and Work-Life Balance

Hybrid working has a mixed impact on employee well-being. It offers better work-life balance and reduces commuting stress, but can also increase feelings of isolation and stress if not managed well.

Companies need to balance flexibility with structured support and engagement initiatives to ensure employees' well-being.

### The 5 Essential Features of Flexibility

- Collective mindset of personal responsibility
- Adopting the techniques of flex working
- Creating a healthy remote work environment
- Upskilling people leaders to lead in flex work environments
- A core focus on the 3 C's of flex work culture

### **NEXT STEPS: MAKING HYBRID WORK**

### 1. Listen to Employees

Regularly gathering feedback from employees and understanding their needs and preferences is crucial in developing effective hybrid work policies that address their concerns and support their wellbeing.

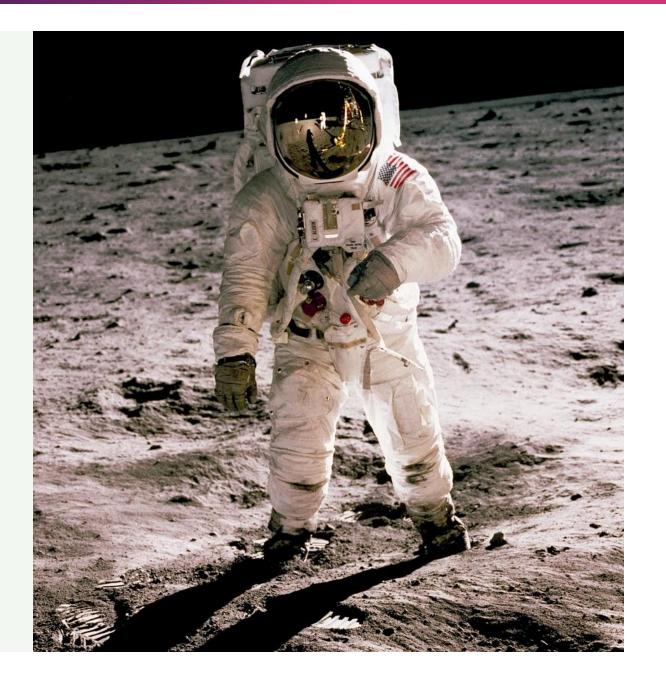
### 2. Base decisions on hybrid working on data

Don't force policies based on instinct –(many employees feel less flexibility now than before pandemic) be clear on the drivers of your hybrid policy e.g KPIs such as productivity, employee engagement, customer satisfaction and ensure that the policy matches the results you want- not what you hope.

### 3. Be open to continuous Evaluation and Adjustment

Regularly reviewing and adjusting hybrid work policies based on data, feedback, and evolving business needs will help organizations maintain a competitive edge and support their employees' well-being

## 3# HR'S SMALL STEPS INTO AI



### HR PROFESSIONALS ARE OVERWHELMED





HR PROFESSIONALS SAID THEY FELT OVERWHELMED BY WORKLOAD WorkVivo 2022

120,000

HOURS SAVED IN 18 MONTHS
BY AUTOMATION (IBM)







### **AI ENABLES HR CAPABILITIES**

### **AI FOR HR**

AI PROVIDES AN OPPORTUNITY FOR HR TO BECOME MORE HUMAN



HR's new superpower- using data analytics to advise the business

**New role:** Workforce Architect

Data driven attraction and retention of a diverse, global multigenerational talent pipeline



Bringing out the human in human resources - Putting employees first

**New role:** Career Shaper Analytics guided leadership,

succession and talent development planning



It's all about the culture - HR as the culture engine

**New Role-** Culture Builder

Purpose driven digitally enabled culture and employee experience in a productive and safe environment.

How Automation and Augmentation will change the future of HR Dr. Caroline Baethge & Claudia Crummenerl (CapGemini)



### TOP 5 FORCES IMPACTING AI IN HR

- 1.I've got 99 problems... (and AI ain't one -yet)
- 2. Complaince and legal fears (EU AI Act)
- 3.IT vs HR driven
- 4. Waiting for first mover
- 5. Knowledge (where to start)



### WHAT ARE PEOPLE USING AND BUILDING?

- Productivity
  - ChatGPT, CoPilot augmentation of emails, structure of proposals
- Process automation
  - Simple tool chains, repetitive tasks (updating spreadsheets et)
- Cognitive insights
  - Using data to find out about employee churn
- Cognitive engagement
  - Chatbots for employee queries connected to FAQs or policies







### HR ENABLES AI ADOPTION



### HR FOR AL

HR will play a vital role in the culture and workplace required for successful AI adoption



### Strategic alignment

HR aligns human resources with organizational goals to integrate AI for enhanced efficiency and technical and cultural innovation.



### **Onboarding Digital Change Colleagues**

HR fosters harmonious coexistence between humans and Al, addressing both aspects for widespread acceptance and utilization.



### management

Through effective change management, HR helps employees navigate the transition, creating a positive attitude toward Al integration and mitigating potential resistance.



### **Culture shaper**

Leaders within HR actively engage in shaping a culture that values continuous learning, adaptability, and collaboration to of AI technologies.



### Observe and adjust

HR has a critical role in ensuring agile roll-out of Al technology, observing the effects of human computer leverage the full potential interaction and tweaking ways of working to maximise benefits



### Leading ethical Al

HR leads in establishing ethical guidelines, ensuring fairness, compliance and transparency while fostering responsible Al practices.

### **NEXT STEPS: STARTING OR GROWING AI**

### 1. Create an agile strategy

Develop a flexible, iterative approach to implementing AI that can adapt to changing business needs and technology advancements.

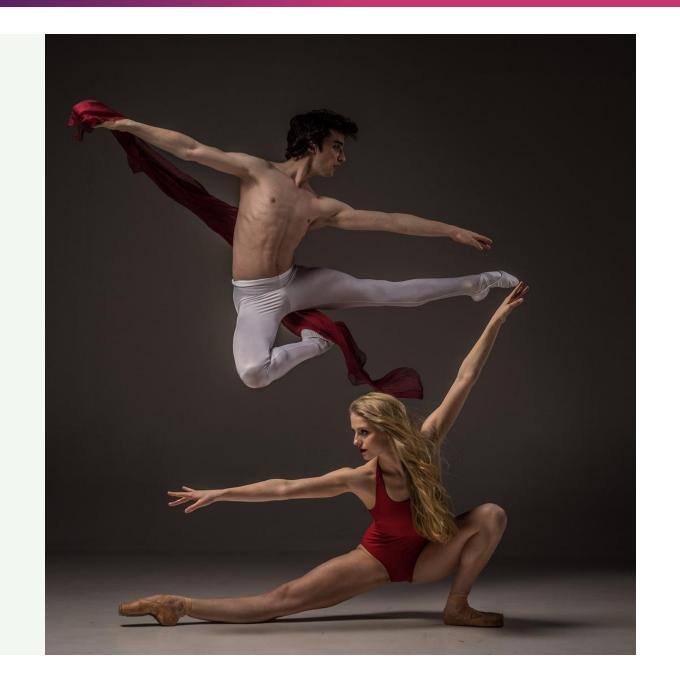
### 2. Educate people (do's and don'ts)

Provide training and guidance to employees on the appropriate use and limitations of AI to ensure successful implementation and build trust.

### 3. Get started, experiment

Begin small-scale AI projects to gair hands-on experience and identify opportunities for broader adoption across the organization.

### **4# THE** EMERGENCE OF **NEW WAYS OF** WORKING

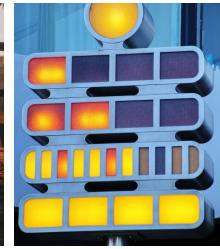


### AGILEHR BECOMES EMBEDDED

- Manages WIP (pull. versus push)
- The agile team
- Responsive versus reactive
- Greater control
- Improved digitization and data literacy
- Improved prioritization







### EMERGENCE OF NEW AND IMPROVED ROLES



#### Agile Talent Pool

A diverse and adaptable workforce that can quickly respond to changing business needs, leveraging Agile methodologies.



#### **Technical Coach**

A subject matter expert who provides technical guidance, mentoring, and training to the talent pool, helping them enhance their skills (such as teams, internal systems, Microsoft products) and deliver high-quality technical solutions.



#### Manager-as-coach

Managers provide guidance, coaching, and empowerment to the Agile talent pool, enabling them to thrive in an Agile environment.



#### Data specialists

Data specialist search for, manage and clean data for use by teams- helps extract insights and help inform decisions



#### Ways of Working Coach

A specialized role responsible for promoting and facilitating adaptive practices, ensuring the talent pool aligns with the organization's approach - lean, agile, design thinking, data analysis



#### HRBP v2.0

Supported by increased automation and ways of working, spends reduced time on Admin and more time on strategic partnering assisted by enhanced data literacy and technological capability

### NEXT STEPS: IMPROVE WAYS OF WORKING AND TECHNOLOGY ADOPTION

### 1. Review work practices

Examine your organization's current work practices and identify opportunities to optimize processes improve efficiency, and foster a more agile and adaptable work environment.

### 2. Teams are the basic unit of work-invest in them

Provide team-based coaching to help your employees adapt to new ways of working, leverage technology, and collaborate more effectively.

### 3. Help HR, help others

HR teams once they have this skills can use their inherent coaching abilities to show otehrs in the organisation and scale practices

### I WANT YOU TO BE HAPPIER

- Remember the basics
  - Clear, concise goals and leadership
- Revisit your ways of working regularly
  - Not just where you work but how you work as a team
- Fearlessly prioritise your work
  - Do less things but to a higher quality- supported by teams, managers and organisation
- Coach teams and managers
  - Huge changes in the way we work and the technology we work with provide the ongoing support your teams need



### **BREAKOUT ROOMS**

As a group choose 1 or more of the 4 areas raised today and discuss what your next steps are in:

**#1 BACK TO BASICS LEADERSHIP AND CULTURE MATTER** 

2# HYBRID IS STILL A WORK IN PROGRESS

3# HR'S SMALL STEPS INTO AI

4# THE EMERGENCE OF NEW WAYS OF WORKING



Email: info@workmatters.ie

Fiona Farrell:
Future of Work Forum Manager
fiona.farrell@workmatters.ie

Kevin Empey: Kevin.Empey@workmatters.ie

