

# The future of work, the organisation ... and HR

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everything<sup>®</sup>hr

24-25 May 2023 • Brasov, Romania

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NEXT BIG THING  
Understanding Tomorrow Today



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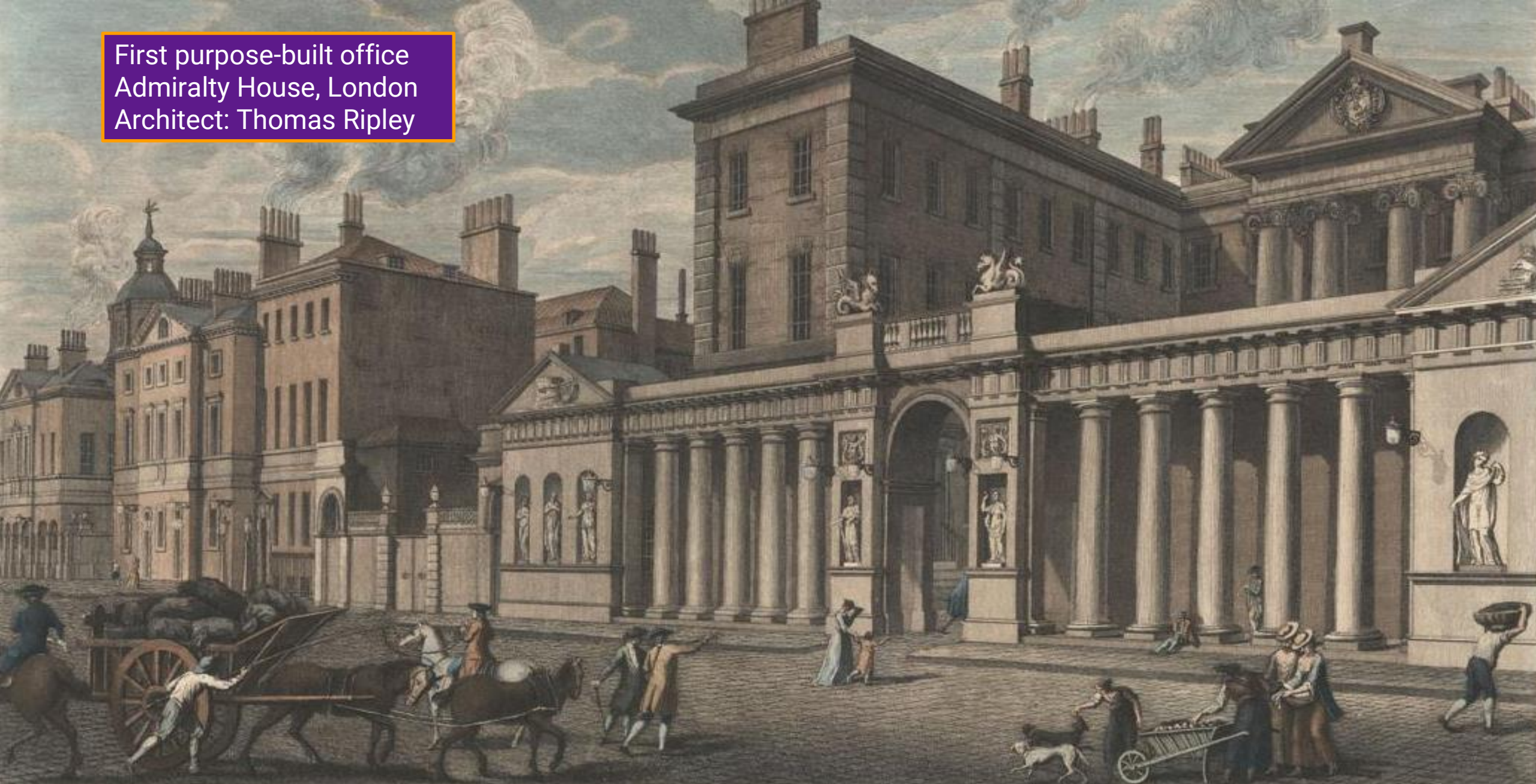


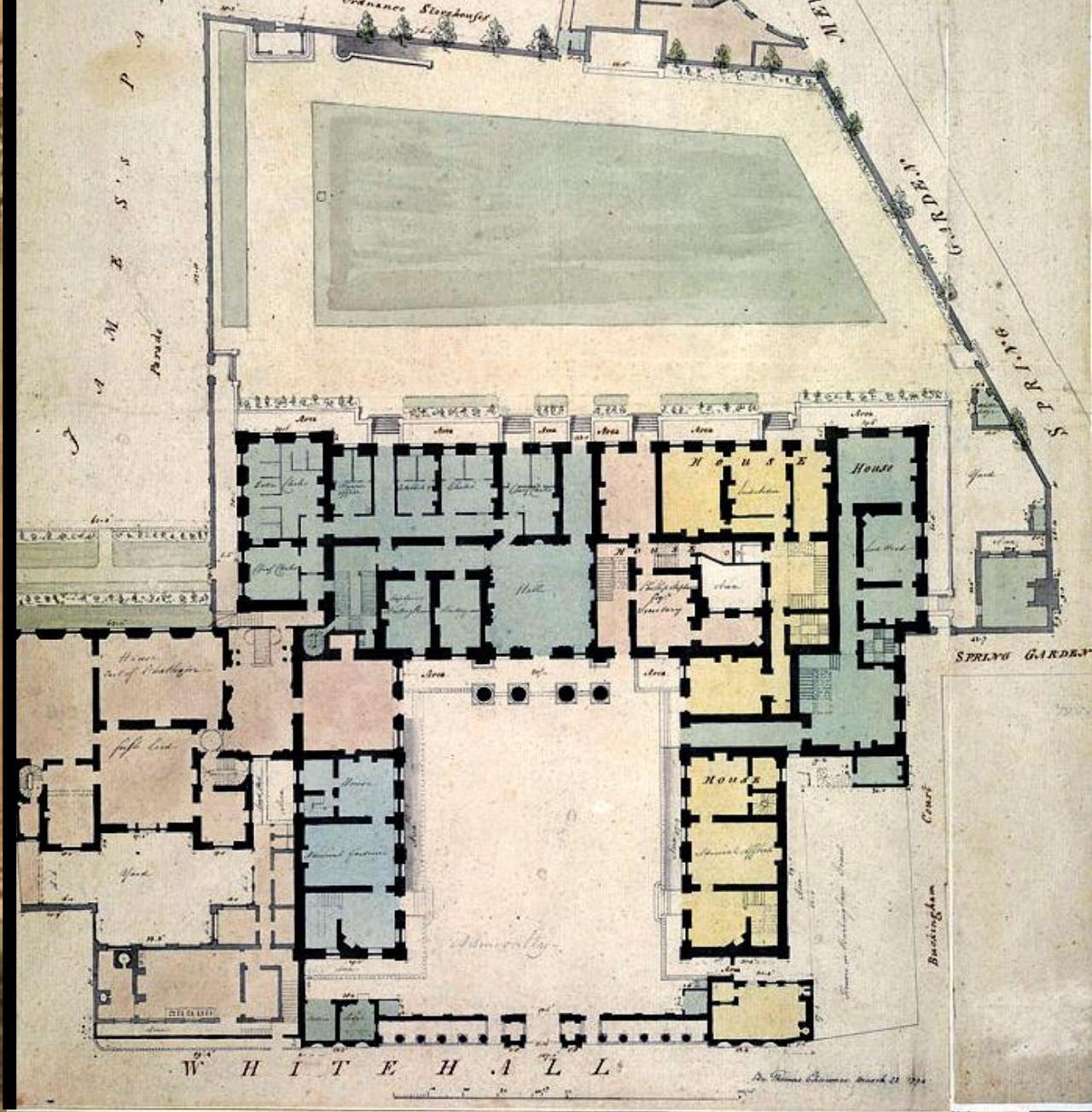
nextbigthingco



nextbigthingconsulting.com

First purpose-built office  
Admiralty House, London  
Architect: Thomas Ripley







# 86%

European workers  
unengaged or  
actively disengaged

Gallup, August 2022

# 39%

European workers  
experience “a lot” of  
stress each day

Gallup, August 2022

# 33%

European workers  
expect to quit job in  
next 3-6 months

McKinsey, Dec 2022

“

*When technologies converge, industries transform and work is remade, just tweaking a management system based on old rules will no longer be effective.*

*To usher in the organisation of the future, Chief HR Officers should do nothing less than reimagine the basic tenets of organisation.*

”

McKinsey, April 2021

# THE FUTURE OF WORK





# Uncertainty -> Flexibility

- Known unknowns | VUCA | Grey Swans
- Uncertain: technology, economy, society
- Tech disruption | New business models
- 88% say flexibility key: just 23% have it.<sup>1</sup>





## Empowerment -> Autonomy

- Tech disintermediat'n | Fintech | Price comp'n.
- 55% self-diagnose now vs 34% 2010.<sup>1</sup>
- 34% own fitness monitor vs 19% 2017.<sup>2</sup>
- Kaisen | Upskilling | Skillebrity | prepping.
- 31% who left a company did so to start one.<sup>3</sup>

## Engagement -> Community

- Just 17% feel connected to organisation. <sup>1</sup>
- 52% Europeans distrust all institutions. <sup>2</sup>
- Competitive Leisure | Covid | Local | Co-Living
- Euro parents spend 2x time with kids as 1960s <sup>3</sup>
- 34% Europeans wd pay more for local product. <sup>4</sup>



# Flexibility | Autonomy | Community



# THE ORGANISATION OF THE FUTURE



# **FLEXIBILITY**



## Employee adaptability

- Future: redeployment and reskilling
- Concertina companies, fluid workforce
- 14% jobs will end, 32% disrupted <15 yrs.<sup>1</sup>
- Immersive AR/VR training laboratories
- Analysis, creativity, empathy, flexibility

## Spatial adaptability

- Cross-locational comms | Function not dept
- Modular space, furniture | Noise cancellation
- Smart utilities, walls, desks | AI-led chairs
- Design Thinking: fluid, specific needs-led





# AUTONOMY

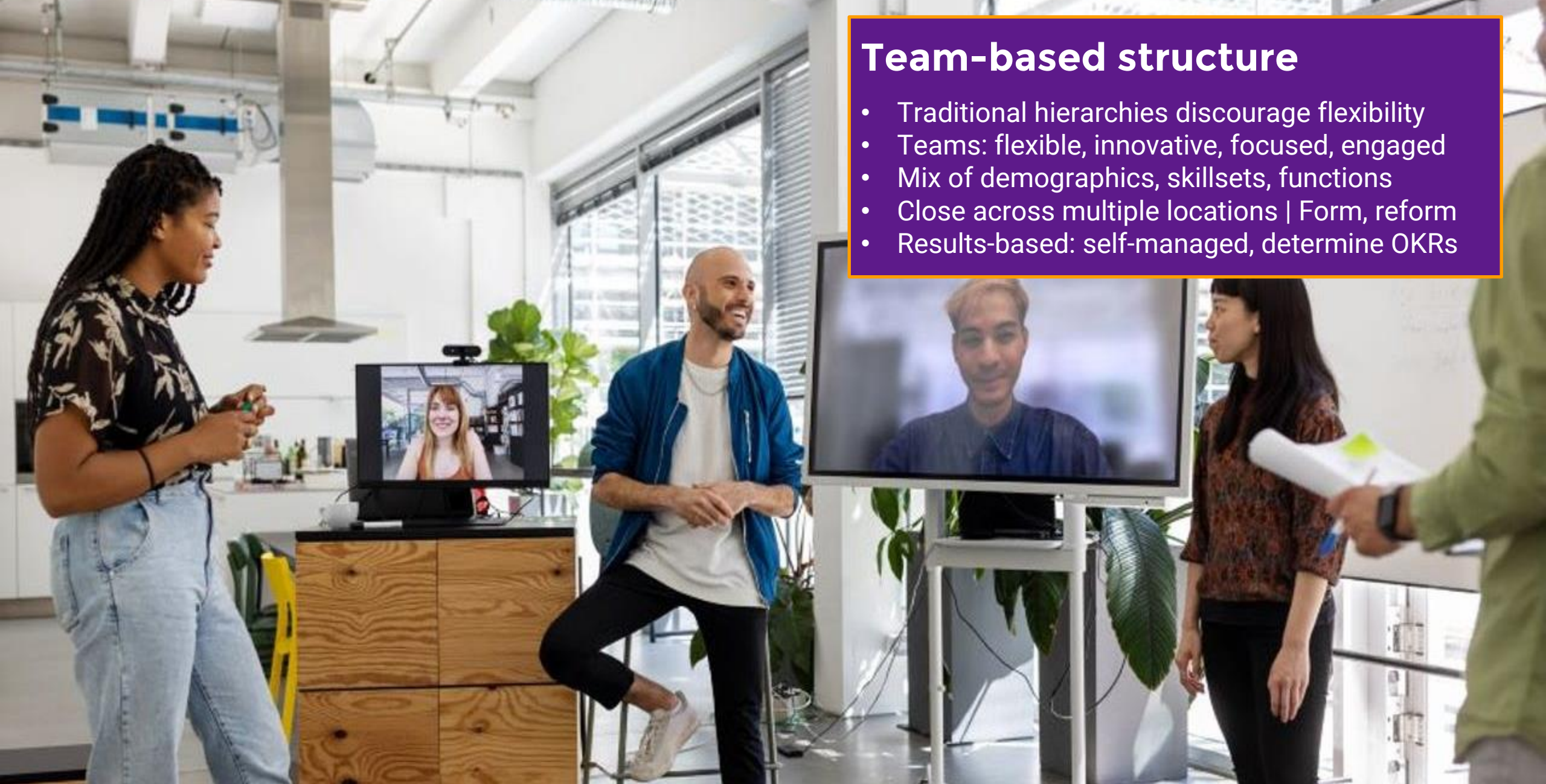
# Individual enablement

- Tech-enabled, Augmented Intelligence
- Individual needs eg, access lawyers, monitor?
- Individual attributes eg, soft, non-core skills
- Identity, whole self, "my best me", Kaisen



## Team-based structure

- Traditional hierarchies discourage flexibility
- Teams: flexible, innovative, focused, engaged
- Mix of demographics, skillsets, functions
- Close across multiple locations | Form, reform
- Results-based: self-managed, determine OKRs



# COMMUNITY



## Boosting collaboration

- Office more WeSpace than MeSpace
- Focus on hospitality, activity, events
- Huddle rooms, concierges, genius bars
- Leadership empathy, listening, collab'n

# Nurturing culture

- Culture more important in hybrid workspaces
- Connected 29% more likely to trust company.<sup>1</sup>
- Communal purpose, wellbeing, lifestyle
- Canteen, sports hall, creche | Monitor culture
- Live, Work, Play spaces? Cadbury Village?





**Flexibility | Autonomy | Community**



# **SUCCESSFUL ORGANISATION OF THE FUTURE**





## Success tomorrow?

- Not best products, marketing teams
- But most flexible structure, reskill/deploy
- Engaged, collaborative, inclusive culture
- Smartest workflow, resource allocation
- People strategy drives company strategy?

## HR tomorrow

- More embedded in company
- More collaboration with IT, CRE eg workflow analysis
- AI will deal with more admin
- Enables focus on strategy, EX



HR

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**Thank you -  
and good luck!**

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