



EFMD aisbl
Rue Gachard 88 – Box 3
1050 Brussels, Belgium

Phone: +32 2 629 08 10
Fax: +32 2 629 08 11
Email: info@efmdglobal.org

Design by www.jebensdesign.co.uk

global focus



The EFMD Business Magazine | Iss2 Vol.16 | www.efmdglobal.org

In partnership with

FutureWorkForum

Special supplement

The Lived Experience, Working Life in the 21st Century

The Lived Experience, Working Life in the 21st Century

Contents

3	The Lived Experience model of Work Peter Thomson	43	Cross-cultural Leadership in times of crisis Peter Thomson and Carol Yeo
7	The Case for Stakeholder Capitalism Richard Savage	49	Purpose: The Key to Personal and Professional Growth Sabine Hoffmeister
13	Can Finance Save Humanity? Rudi Plettinx and Dirk Verbruggen	55	Is it time to end our addiction to leadership? Mark Thomas
19	Remote Work Update Matthias Moelleney, Dr. Pamela Bethke, Dr. Annina Coradi and Lorenz Ramseyer	61	The Power of Peers: The Future of Collaboration Lies in Global Innovations Ecosystems Jennifer Vessels
25	The DAO of Work Diana Wu David	69	It's not a great resignation, it's a flight to quality Cliff Dennett
31	Toxic Workplaces and The Rise of the Toxic Humans Michael Jenkins	73	Scaling Goodness as the foundation of the "Lived Experience" Patrick Cowden
37	SpaceTime is Everything Andrew Chadwick and Sabine Hoffmeister		

Life in general has changed dramatically over the last two years. We have had to adjust to severe limitations to our mobility and learn to live with turmoil, disruption, pain, and loss of life. On top of the ravages of the pandemic, we now have the war in Ukraine causing a humanitarian disaster and economic side effects. It is hardly surprising that working life has been disrupted as never before in peacetime.

It is now evidently clear that we need a fundamental rethink of the role work takes in our lives and a serious review of the leadership needed to take us forward. Never has it been more true that "What brought us here might not be the right solution to get us there".

Even before the war in Ukraine, we had evidence that people's trust in leadership was lacking. The well-reputed global Edelman Survey found that over 60% of those polled believe that governments and business leaders deliberately mislead us. The polarisation of opinions is apparent.

For too long, businesses have demonstrated too little concern for their stakeholders beyond shareholders. No wonder then that they are not trusted by many. Only recently during the worst of the pandemic did businesses find that they could trust employees to work remotely without being visibly supervised. And many people rebalanced their lives recognising the importance of family and friends over career and compensation.



It is hardly surprising that working life has been disrupted as never before in peacetime

To quote the worldwide Microsoft Work Trend Index of March 2022: "One thing is clear: we're not the same people that went home to work in early 2020. The collective experience of the past two years has left a lasting imprint, fundamentally changing how we define the role of work in our lives."

In this series of articles in collaboration with EFMD, partners of FutureWork Forum, the need for a cohesive approach to work and life are explored. It would appear that many leaders are hoping to turn back the clock and revert to their pre-pandemic habits. They will soon find they are out of step with their people who, in troubled times, are looking for purpose in life and therefore work. To get beyond the basic levels of employment, to address the needs of self-esteem and self-actualisation, requires organisations and their leaders to focus on the human aspects of work.

One of the most important requirements for all, but particularly the young, is the need for hope and belief in the future. Without this, the future of work as a key element of life is in for a rough ride. The bonds that keep society and the economy working in harmony, may be very different and be sorely tested. To provide hope for future generations, business leaders have a rare opportunity to bring back humanity to the workplace.

Mike Johnson
Chairman and Founder, FutureWork Forum

Eric Cornuel
President, EFMD



The Lived Experience, Working Life in the 21st Century

By
Peter Thomson

The Lived Experience model of Work

Social and technological changes over the last decade have had a major influence on the way we approach work and our wider lives. The boundaries between work and home have been significantly blurred by mobile technology and flexible working arrangements have become much more common. The pandemic forced many companies to reassess how work was done, as governments mandated that people should work from home where possible. This change proved that many jobs could be done effectively without the need for a daily commute. A global generation of employees experienced the freedom of managing their own time. Managers were forced to measure results/ outputs instead of hours/inputs. This has accelerated more agile working arrangements and the growth of independent workers in the 'gig economy'.



There is growing evidence that corporate leaders are increasingly recognising the importance of the 'human factor' in maintaining a prosperous and healthy business. The search for individual employee purpose is generating concepts such as the 'great resignation'. The need to create more human-centred organisations and businesses has perhaps arrived after many decades of promise.

Against this backdrop, the FutureWork Forum has created a model to represent work as part of a 'lived experience' and not as a distinct and separate compartment of life. Previous concepts have illustrated work-life balance as a stressful see-saw of trade-offs being made between competing needs. The FWF model articulates work and life as intertwined helixes, similar to the DNA molecule. By connecting these strands together in one symbiotic helix we place the human experience at the centre of life and in turn advocate a new 'human-centred' approach to leadership. The search for purpose and fulfilment is then intimately linked to the role of the organisation.

To develop this view of the future of work, FWF partners have explored the many factors now influencing working life in the twenty-first century. We have focused on the way the pandemic has influenced, and will continue to influence our world. Planet *sustainability* is high on the list, both from the corporate environmental impact and the citizen employee perspective. The need for a broader view of business purpose is a

The Lived Experience, Working Life in the 21st Century

“
The difference between an average performing organisation and an outstanding one will be in the willingness of the workforce to ‘go the extra mile’

key influence. The narrow ‘profit is the key goal’ perspective, is replaced by a broader ‘Stakeholder Capitalism’ model that elevates and prioritises the social responsibility of organisations. The impact that work locations have on *cities and local communities* is combined with new and evolving *technologies* that allow people to work remotely. This in turn impacts significantly on *travel patterns* with subsequent benefits for the environment.

As Artificial Intelligence replaces routine decisions in many jobs, the people concerned can expect to be more engaged and experienced in exercising their human judgement. Greater excitement and motivation will come from more interesting and challenging work that puts a premium on trust and empowerment. The difference between an average performing organisation and an outstanding one will be in the willingness of the workforce to ‘go the extra mile’. Leaders who focus on the human factor will create a culture that harnesses human talent and prosperity for all. Leaders who obsess around narrow financial goals and view people as a disposable commodities will not survive for long in the twenty-first century.

The two key strands of our ‘DNA’ model of work represent a Human Centred approach to life. Surrounding the strands are the external factors that set the context for any work scenario. How work connects with the rest of our lives is heavily influenced by the personal circumstances of the employee which in itself is a product of the surrounding environment. Any organisational role is now experienced in the wider and richer context of life as opposed to the traditional job tasks and description.

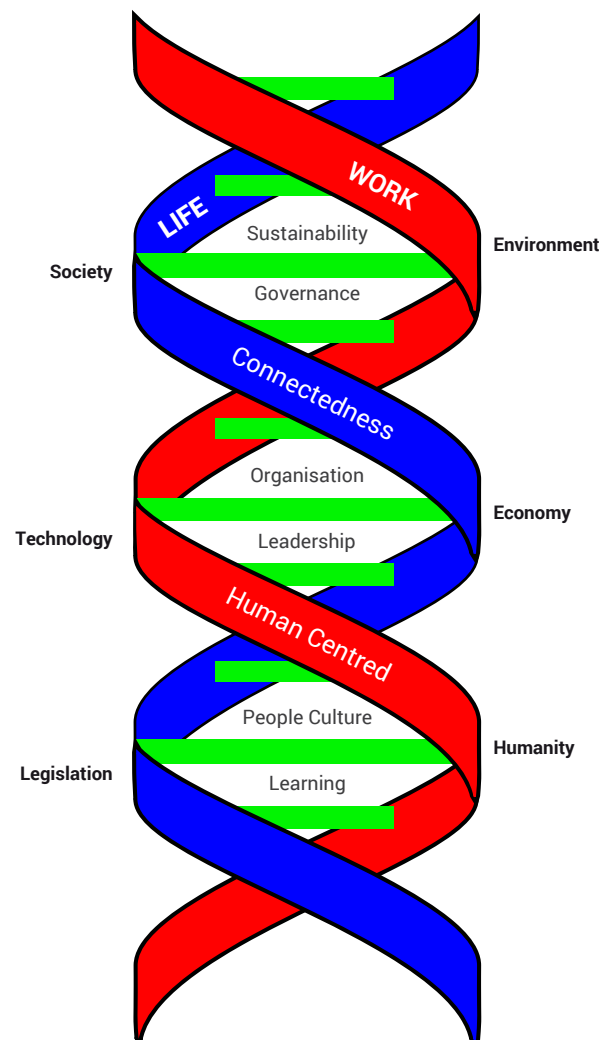


Figure 1 The Lived Experience



Covid

The COVID-19 pandemic is the biggest disruption to working life since the Second World War

The COVID-19 pandemic is the biggest disruption to working life since the Second World War. It has radically changed peoples’ expectations. Work is now part of our broader ‘lived experience’. Employers must recognise this if they want to retain talented and engaged people. Millions have experienced freedom from the daily office commute and a calendar full of back-to-back meetings. Home working has been transformational. It’s not just a change of location, it’s a radical change in taking responsibility for managing our lives

Prior to the pandemic, work routines were dictated by a belief (and often a contract) that the ‘working week’ was time owned by the employer. If the employee wished to take time off for personal reasons, they needed permission. Most of their waking hours were bought by a corporate entity and in return they carried out duties in the form of a job. Enforced working from home obliterated this link. People gained control overnight over what they chose

to do during weekdays. Family responsibilities could now be attended to during the day and work caught up with during the evenings. The classic work and home boundary evaporated.

Having tasted the benefits of autonomy, employees are reluctant to return to the old model of work. The master/servant relationship is now a relic of the past. People expect to be empowered and trusted to get on with the job without needing close supervision. Much to the surprise of many managers, staff who were left to manage themselves at home during the lockdown got the work done. In many cases productivity actually improved because employees were able to choose when to work and not required to work at a time enforced on them by the boss.

Current surveys show that around a third of the working population are refusing to return to the old way of working. Employers who are insisting that people go back to a daily commute even though some of their work can be done remotely, are facing the ‘Great Resignation or Reshuffle’ with increases in employee turnover appearing in many countries around the world. We have leapfrogged into an era of Hybrid Working where some work is still performed at a fixed time and place, but the rest is done flexibly with the employee deciding when and where.

Enlightened leaders are increasingly realising that their role is to create an environment of prosperity for all. Any workforce must be inspired beyond simple pay and benefits to deliver corporate goals that have a sense of wider societal purpose and contribution. The old industrial shareholder model is rapidly decaying. It may not disappear overnight but it is in decline. The future belongs to the human-centred organisation.

The Lived Experience, Working Life in the 21st Century

By
Richard Savage

The Case for Stakeholder Capitalism

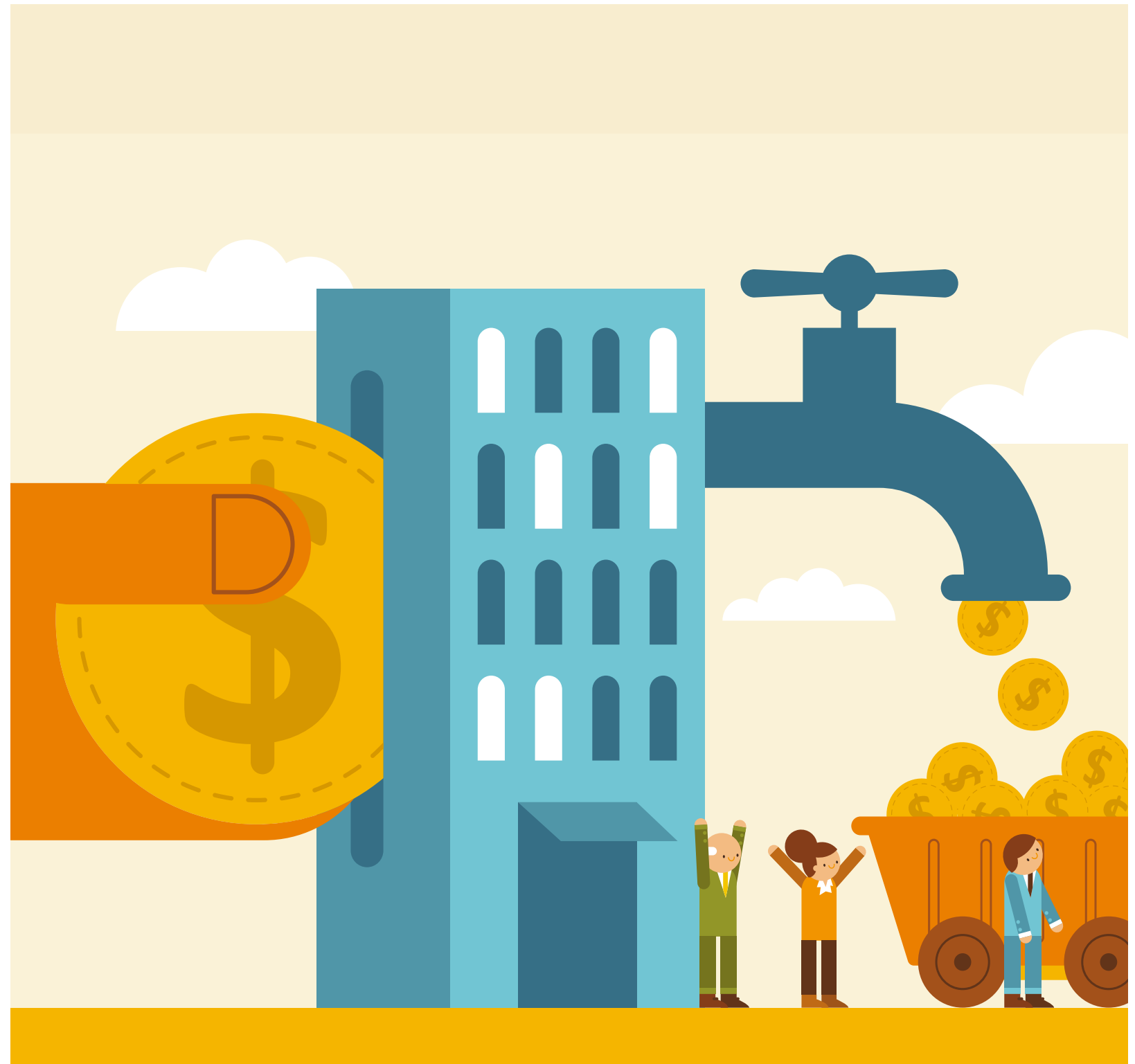
I've been hoping that those in positions of power and influence would have realised that capitalism, as currently operating, needs reform, and that they would be doing all in their power to bring about that change. Maybe those in power are comfortable and benefit from where we are. There are others, myself included, who believe that we need a capitalism that keeps all the elements of the 'Lived Experience' in balance and harmony.

The capitalism of today – shareholder capitalism – stems from Milton Friedman's seminal work of 1970. Friedman said that the purpose of business is 'generally to make as much money as possible, while conforming to the basic rules of society'. That's what companies did and are doing – and we've all shared in that value. Living standards have risen enormously, we live healthier, longer lives, millions worldwide have been taken out of poverty, innovation through competition has provided huge advances and far greater choice. Capitalism has done a great job – and if you're not convinced, look at East vs. West Germany or North vs. South Korea.

'The times, they are a-changing'

I've been – and remain – an ardent capitalist ever since I started full-time work – which was eight years before Friedman's work was published, and my last formal economic training was in 1966, when I was awarded an HNC (Higher National Certificate) in Business Studies (with Distinction!). At that time, the majority of companies took their wider responsibilities very seriously. But over time, capitalism, I think you've lost your way, and the abuse of the power you have demonstrated requires a significant shift for the good of society.

Times have changed hugely since 1970. Consider another quote from Friedman's letter to the New York Times, 'that businessmen who believe that business has a social conscience and takes seriously its responsibilities for providing employment, eliminating discrimination, avoiding pollution and whatever else may be the catchwords of the contemporary crop of reformers. In fact they are—or would be if they or anyone else took them seriously—preaching pure and unadulterated socialism'. Wow! How well would that go down today? That's not what I see as socialism. To me it shows that what Friedman wrote was maybe appropriate for then, but society has moved on and is wildly inappropriate now.



The Lived Experience, Working Life in the 21st Century

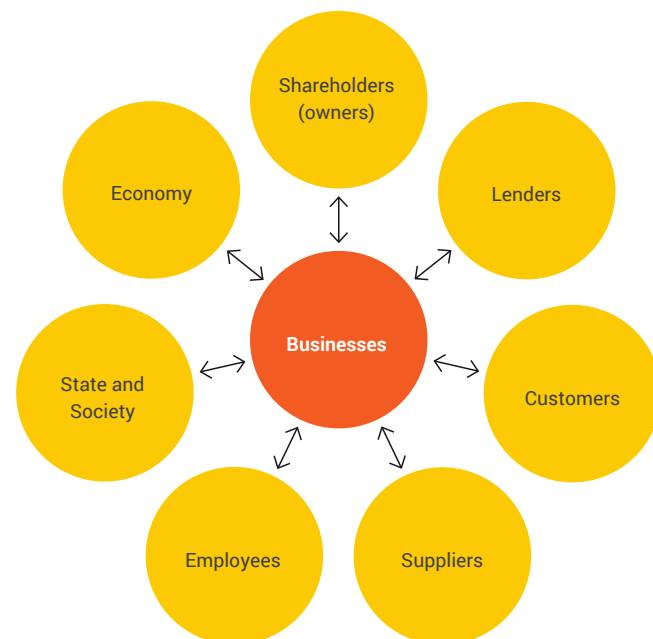
Sadly, capitalism, you've abused the power that you've been given. The pendulum has swung too far in your favour and you've forgotten that we are all humans, deserving of respect.

'Money, money, money'

I can list the abuses. They start with the fact that an ever-increasing share of GDP is going to shareholders and a decreasing share of GDP is going to labour. And within that shift is hidden the fact that the earnings of CEOs and C-suite members have been increasing at huge rates, while the earnings of the rest stand still. So, the rewards are being shared unevenly and this has an impact throughout society on such issues as social mobility, as wage earners find it harder to improve themselves.

The encouragement and indeed focus on short-term earnings growth at the expense of long-term prosperity is another concern. There is plenty of evidence to show that companies that take a long-term view outperform on earnings, revenue, investment, and job growth (<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/five-ways-that-esg-creates-value>). Add to this the level of share buy-backs, which increase returns only to shareholders and take money that should be invested back in the business for long term health in many cases.

Then, there is the darker side of the abuses. Company scandals: where companies have cheated to drive returns for shareholders (and for senior executives, of course, holding share options). They have shown disdain for the rule of law, their customers and society – VW with its emissions scandal, Apple tampering with battery life, Kobe Steel covering up quality



issues, Facebook's data used by Cambridge Analytica for political purposes, the US opioids scandal, Wirecard, Theranos, etc. These are not insignificant businesses who wouldn't attract attention if caught, but huge corporations, driven by greed and delusions of grandeur. I'm sure they all have/had a nice statement on ethics in their companies. Or, still on the dark side, we see the explosive 'Panama Papers', which exposed money laundering and the extent to which corporations and individuals would go to avoid paying their taxes, or at least to the jurisdiction where it was earned. Perhaps in some case it could have been legal – but ethical, no.

No wonder trust levels in business are low – in the well-reputed global Edelman Trust barometer for 2022, 63% of people believed that business leaders were purposely misleading people.

The lack of restraints on shareholder capitalism has allowed corruption and mistreatment to take place. Governments, sadly, are often not willing to even tap the back of the hand that feeds them for fear of reprisal. This unrestrained power has allowed the master-slave mentality to survive, where need over want keeps employees working in companies. The impact of digital overload and 24/7 accessibility has increased levels of stress and mental health problems to epidemic proportions (*Conquering Digital Overload, 2018, Thomson, Johnson and Devlin, Palgrave Macmillan*).

“”

The impact of digital overload and 24/7 accessibility has increased levels of stress and mental health problems to epidemic proportions

Search for the hero

So, you've been weighed in the balance and found wanting. What's needed is a capitalism that provides fairly for all – nowadays described as Stakeholder Capitalism, where the interdependence of a business and its stakeholders are recognised and treated equally.

I've shown a simple model used by the World Economic Forum who are major proponents of the model, (the founder of the WEF has written an excellent book on stakeholder capitalism – *Stakeholder Capitalism, 2021 Klaus Schwab, John Wiley & Sons*). This model shows the two-way responsibilities that a business has with all its stakeholders. Other institutions and companies (including Xynteo, Imagine.one, Conscious Capitalism, etc.) are also firmly behind this approach, alongside the UN, through their focus on the Sustainable Development Goals, the American Round Table and their redefinition of the 'Purpose of the Corporation' (<https://www.businessroundtable.org/business-roundtable-redefines-the-purpose-of-a-corporation-to-promote-an-economy-that-serves-all-americans>) and the wonderful 'B Corps' organisation (<https://www.bcorporation.net/en-us/>), whom I ardently recommend both for the companies who have joined and the resources they make freely available to any company thinking of embarking on the journey. Please check them out and read about the great work that all certified B Corps are doing to 'make every business a force for good' – what a wonderful mantra!

Providing huge additional weight to this requirement for change are two situations: the ever-increasing realisation of the urgency behind climate change and the Covid pandemic.

The Lived Experience, Working Life in the 21st Century



As the enormity of the climate change challenge has become more apparent, so has the role that businesses need to play in halting it. Investment managers understand the desire for investments that reward investors, while also ensuring that companies have goals designed to act responsibly in reducing their impact. So, investment in Environmental, Social and Governance, (ESG) has been phenomenal as investors seek moral and ethical investments that deliver returns.

The focus of ESG isn't merely the Environment. The Social aspect looks at how well employees are treated, gender, inclusion, levels of engagement, customer service. These are all aspects of a business that will predict how well it will perform in the long run and these issues are particularly relevant to sub-40-year-old investors. Governance looks at the ethical practices of the company, the calibre of management decision making, and executive compensation – all information that can give an investor confidence, or not, in the company's prospects.

And why wouldn't you – if over the long term, you can demonstrate better returns – invest in morally and ethically run businesses? Plus, when you are looking for a new job, the first port of call should be a company's record on its ESG targets.



COVID has been an event unknown in our lifetimes and its impact on people has been immense. People are realising their own fragility and questioning: What is my life about? Am I satisfied with the way I'm being forced to live my life? Does my life have meaning? It's certainly fuelling 'the great resignation' as it's become known. (Of course, there is currently a third disruption taking place, the tragedy of the invasion of Ukraine – what long-term impact this will have is unknown at the time of writing, in early March 2022, but the human misery it has and will produce will undoubtedly have major impacts on those who live in free societies).



'He ain't heavy, he's my brother'

Now for the tough part. It isn't easy. Let's be very clear, it is not about sacrificing profitability over employees or over the environment – we have to consider all of these – so the leadership team must consider the often-competing demands of the various stakeholders. Decisions need to be taken for the long-term health of the business, not quarterly results. There is a wonderful quote from Sister Irene Kraus, 'no margin, no mission' – you can only make things better for your stakeholders if you are profitable. Communication is paramount, you have to explain why have you taken this approach, this decision, if you are to ensure support when it is needed. You must be able to demonstrate that the decisions you take are for the long-term health of all stakeholders.

At least you have the most amazing body of support available to you: your employees. As people search for meaning and purpose in their lives now, working for a company that not only has positive ESG targets, but also involves employees both in developing the targets, the metrics behind them and working on progressing them, is well on the way to being successful.

Capitalism needs to be a force for good – to repair its damaged reputation and focus on providing prosperity for all its stakeholders, current and future generations. What a wonderful time to be a leader!



i About the author
<https://futureworkforum.com/project/richard-savage/>

The Lived Experience, Working Life in the 21st Century

By
Rudi Plettinx and **Dirk Verbruggen**



Can Finance Save Humanity?

Does the world really need another manifesto calling for companies to link their business to the sustainable development goals? One problem with the green business argument is that sustainable business strategies are still too often seen as an effort in corporate social responsibility or a perception game. If linking sustainability and profitability continues to be seen as a woolly argument by many investors today, this is largely because green values are often a 'programme' when they need to be embedded in the business strategy.

Green targets need to be established, understood, measured and part of quarterly reporting. But by what criteria? And who sets the standards? If companies have trouble figuring out how sustainable thinking can be part of their business model, it may be because the wrong people are in charge of this strategy.

This article makes the business case that sustainability is a core value for companies and that finance is the driver of this new agenda for organisations. Why? If you can't define the value of a business strategy and measure it, it will never be credible. Enter the CFO.

The Paris Agreement and the most recent COP in Glasgow mark a historic moment for humanity. They inspire interest for broader environment, social and governance actions. The buzzword in the business community is 'sustainability', and it seems that all business leaders know what it means for their organisations – and how it is critical to their value proposition.

Many may still not be convinced. But we see a number of key players who are leading by example today. Unilever, Ikea, Microsoft, Solvay (chemicals), Warehouse De Pauw (logistics real estate) have elevated sustainability to a corporate priority for shareholder value.

If we put a value on environmental responsibility, it becomes a business priority. Financial professionals are the vehicle to make this a reality. The community of CFOs, venture capital, investors, private equity and bankers guide companies to integrate environment, social and governance actions in the company's fabric.

We argue for a broader view for finance. Today's leaders in finance should be responsible for optimising prosperity for all stakeholders.

**Sustainability =
Purpose + Prosperity + Innovation**

All organisations today face four disruptions to business as usual:

- Consumers are opting for sustainable products
- Employees demand that their professional activities and lives have purpose, not just profit
- Investors are choosing sustainable investments
- Government regulators require compliance with sustainable principles

The Lived Experience, Working Life in the 21st Century



So what does Finance bring to the party?

Finance helps a company's board and executive team put a value on sustainability and to understand how it fits into the strategy. It monetises non-financial sustainability data, showing managers how sustainability fits their business goals, and gives a framework for evaluating progress toward targets. To progress this thinking forward, finance should take the lead in defining a new earning model, with innovation at its core.

New earning models

The elements of a new earning model are:

- non-financial reporting that demonstrates value creation of 'sustainable factors', and integrates them with financial reporting; and
- circular economy factors that consider the full life cycle of a product from creation to decommission and waste.

To be credible in embracing sustainability as a business goal, finance directors need tools to track and report on sustainability metrics, to clearly show investors and management how sustainability is a core value for the company. For example, they can help rethink the

company's business model by mobilising innovative accounting frameworks triple performance measurement – economic, social and environmental goals. Sustainability-based data analytics help make the case, with processes to aggregate and interpret sustainability-related data. This will empower managers to deliver on reporting integrated business and sustainability information that drive decisions.

Sustainability criteria and performance management

You can only manage what you can measure. This is why sustainability criteria need to be integrated into performance management.

Scenario-based, or cross-divisional planning of sustainability-related factors such as CO2 penalties or climate risks to operations also need to be included. By tracking the extent to which sustainability is integrated into a business, finance can use this progress to optimise financing capacity and the funding mix or venture capital, private equity and other funding sources.

Finance is the key actor to identify and reduce risks

Here finance professionals play a key governance role for driving sustainability. They provide credible reporting to all stakeholders. At a minimum, **finance must ensure the company understands and complies with increasingly complex sustainability legislation**, to avoid penalties.

It is also essential to develop a good understanding of the most pressing ESG issues and quantify their impact on long-term performance. CFOs can expend risk identification to measure sustainability-related risks. The C-suite needs to be involved in this process, as sustainability risks can emerge in all areas of the company. Once quantified, 'material' and 'immaterial' issues need to be separated in order to effectively manage sustainability.

With our globally interconnected supply chains, environmental factors such as wildfires, water shortages, or plastic pollution can rapidly become serious risks. Companies need to anticipate the impacts of climate on their operations – for example by maintaining low water levels that restrict inland waterway transport, budgeting higher energy costs for refrigeration, etc.

Impact investment: relationship management

CFOs are the first point of contact with impact investors and they will manage this relationship carefully. While there is consensus that 'sustainable impact investing' blends investment returns with positive social or environmental effects, many still doubt that fund managers really take green values into consideration on the same level as maximising profit – greenwashing remains widespread. CFOs need to be seen as the honest broker, keeping sustainable value on the agenda for the board and for shareholders, and ensuring that the organisation's efforts are sincere.

New aspects of sustainable finance are disrupting financial markets and how companies manage investor relations. Green Bonds, ESG funds, and other sustainable development instruments are increasingly popular. Companies that demonstrate a focus on sustainability can improve their financing terms by negotiating higher financing capacity and lower interest. They can also apply for subsidies linked to sustainability transformation. The EU and also individual countries offer 'green subsidy' programmes. Corporate finance experts help understand and unlock these opportunities.

The Lived Experience, Working Life in the 21st Century

Issues with sustainability ratings

An increasing number of companies are asking to be rated according to their environmental impact, social responsibility and level of 'good governance'. But there is no generally accepted standard for tracking and measuring sustainable investing, as there do not seem to be accepted standards and common ways of assessing a company's ESG score. To clarify this situation, the Belgian financial weekly, **De Financieel Economische Tijd** assessed the largest twenty shares on the Brussels stock exchange. Its investigation reveals that the sustainability measurement criteria and scores of green rating agencies such as MSCI, S&P Global, Sustainalytics and Refinitiv vary widely. Plotting the ESG scores on a scale of 0-100 (where 100 is best), the study shows that 30% of the companies rated show a difference between best and worst score is 50 percentage points. Some 65 percent of all star stocks show ratings that can be 30% higher or lower – depending on the rating agency. In this process, CFOs play a vital role in making sense of this ambiguous situation.

Collective effort and collaboration across Boards, C-suite and all Stakeholders

Now is the moment for finance to take the lead to embed sustainable criteria and green performance in corporate strategies – and show that this value can be credibly measured. In their role, CFOs now have a new opportunity to add new value to their organisation. They are best placed to make the link between the hard numbers and profitability targets at their company, and show how this also makes a contribution to humanity, supports purpose, and creates prosperity for all stakeholders.



“
Now is the moment for finance to take the lead to embed sustainable criteria and green performance in corporate strategies



To make this transformation happen, finance can be a green catalyst. Together with their C-suite colleagues CFOs can change the corporate mind-set. How to achieve this? The question is, how can a purpose-driven organisation demonstrate creating prosperity for all stakeholders in society and make a profit?

Today most companies are still a long way from this goal. But we are optimistic that the seeds of this transformation exist in the minds of many business leaders. Climate activists remind us that we don't have a lifetime to transform – time is running out. Our 2030 sustainable development deadline is less than a decade away. Now is the time for finance leaders, boards, and executive teams to step up and take responsibility.

A green future is the vision. Innovative earning models are the tool. And the CFO is the driver that can make this happen.

gf

i

About the authors

<https://futureworkforum.com/project/rudi-plettinx/>
<https://www.linkedin.com/in/dirk-verbruggen1/>

The Lived Experience, Working Life in the 21st Century

By
Matthias Moelleney, Dr. Pamela Bethke, Dr. Annina Coradi and Lorenz Ramseyer

Remote Work Update

The Corona pandemic has led to a surge in digital work. Home offices have gone from being the exception to the norm; in particular, the measures taken to combat the COVID-19 pandemic led to a very large number of workers, especially knowledge workers, being forced to work from home. In this sense, the percentage of people working from home in Switzerland has doubled from 25% to 50% (<https://www2.deloitte.com/ch/en/pages/press-releases/articles/remote-working-most-employees-want-to-go-back-to-the-office-after-the-pandemic-but-not-as-often-as-before.html>).

A study by Rundstedt shows that most companies surveyed have not introduced smart working, however, but teleworking, which means they have simply moved the same processes that previously took place in the office to a remote location. (https://www.rundstedt.ch/wp-content/uploads/2021/03/Whitepaper_Smart-Working_2021_DE-1.pdf). Remote working is thus often understood as a technical phenomenon rather than an organisational, cultural, or management issue. This was not particularly surprising at first, because at the beginning of the pandemic, virtually no one was prepared for the widespread introduction of home-office work. The research suggests, however, that since the lockdown began, less has changed than one might suspect. Many work processes continue to run synchronously, unlike the usual practice in location- and time-independent remote work settings by means of asynchronous communication.

“

In the post-pandemic era, the increasing prevalence of remote work will give companies access to international and more flexible talent pools

A study by the HWZ Zurich University of Applied Sciences conducted interviews with 10 Swiss companies of different sizes from various industries, giving a differentiated and encouraging picture of the opportunities that could be exploited with remote work, but also of the challenges that must be overcome in the process (HWZ, 2022, Remote Work - Opportunities and Challenges of Hybrid Work in Swiss Companies). We would like to describe this picture in the following paragraphs.

In the post-pandemic era, the increasing prevalence of remote work will give companies access to international and more flexible talent pools located outside of the companies' main markets. However, this inevitably leads to higher competition in an international labour market. To successfully combat the shortage of skilled workers, it is essential for decision makers, managers, and employees alike to have a high level of affinity with remote work issues.

The HWZ study clearly shows that almost all the companies surveyed have had good experiences with hybrid working, a combination of remote work and office work. They have

50%

The percentage of people working from home in Switzerland has doubled from 25% to 50%



The Lived Experience, Working Life in the 21st Century

“
The true benefits of remote work with asynchronous and location-independent performance of work are not yet universally recognised as an opportunity



found that neither extreme – 100% Office Work or 100% Remote Work works well enough. A complete focus on remote work often leads to problems in collaboration within and between teams. In the case of exclusive office work, negative effects on employer attractiveness are to be expected if work is only permitted in the office, although remote work would be possible to a reasonable extent. In addition, in this case the potential productivity benefits of well-organised remote work cannot be exploited. For this reason, all the companies surveyed – with one exception – have decided to rely on a hybrid combination of remote work and office work in the future. Technical and organisational adaptations have already been implemented or are in the planning stage. These can include a new design of the office space with special zones for deep work, collaboration, and project work. Others have introduced innovative collaboration tools like wonder.me or agile working methods. However, this also shows that not all companies have yet initiated the upskilling and reskilling of employees and managers regarding their workflows and workstyles.

The fears that hybrid work would be lived out as a virtual form of the traditional office process with a lot of presence due to the pandemic have been partially confirmed. The true benefits of remote work with asynchronous and location-independent performance of work are not yet universally recognised as an opportunity. This shift could enable a new style and attitude in management but would also presuppose a high degree of autonomy on the part of employees. Another interesting argument concludes that the work environment impacts creativity which is crucial for innovation and market success. Skilled employees working in remote settings benefit the company and enjoy a higher degree of autonomy, and their workflows result in an increase of individual creativity.

Positive experiences with remote work will presumably only gain momentum when managers themselves act as role models to exemplify the new possibilities of hybrid work. It would be important not to view remote work as a purely technical or organisational phenomenon, but to treat it as an organisational, cultural, and management issue. The pressure on companies



to introduce hybrid work models will intensify further due to the shortage of skilled workers and the desire of many job seekers for work-life balance. Good employer branding regarding flexible forms of work will offer an indispensable competitive advantage for many companies in the 'war for talent'.

Remote work will also have a major impact on tourism. There are already more than 40 countries that offer a so-called remote work visa, making it possible, for example, in Portugal to stay in the country for up to five years while working remotely. Switzerland is one of the most competitive countries in the world, due to its excellent education system, political stability, and very high innovative strength. In addition to these

classic factors, however, the degree of digitisation of companies and the willingness of management, executives, and employees to transform are also of central importance, and here the Swiss Remote Work Competence Center can offer professional support and networking.

When considering remote work as an organisational development issue, a frame of reference is needed against which possible measures can be assessed. One dimension of the framework is the concept of 'psychological safety' which has been studied in positive psychology research for many years. Psychological safety describes how individuals perceive the consequences of their interpersonal risk behaviour in a specific context. Particularly



The Lived Experience, Working Life in the 21st Century

“

...having access to a safe environment with regulation of privacy when working remotely, can lead to better concentration and increased creative output

in situations with unclear hierarchical subordinations, or where employees have a high degree of autonomy and have not been systematically prepared for these forms of work, individuals perceive an increased risk of revealing their true self in this collaboration. On the other hand, creativity in collaboration is required in these situations, as well as the ability to question the status quo and develop new solutions on this basis (<https://doi.org/10.1146/annurev-orgpsych-031413-091305>). Studies also show that having access to a safe environment with regulation of privacy when working remotely, can lead to better concentration and increased creative output on an individual level (<https://doi.org/10.1080/00140130512331319409>). Due to the sudden, unforeseeable, and widespread introduction of the home office as part of the pandemic-related measures, most of the employees affected have not been prepared either personally, structurally or culturally for the requirements of remote work. The current wave of massive resignations in the USA, which particularly affects remote workers, shows a development that is also imminent in Europe if effective measures are not taken quickly in personnel development.

In concrete terms, this means that companies should accompany the introduction or, in the case of the pandemic, the normalisation of remote work with measures to increase

psychological safety. Both managers and employees must specifically address the three most important pillars of psychological safety – respect, trust, and appreciation – in further training, team building and, above all, in the selection of managers.

A second dimension of the framework is formed by the principles for agile working and agile leadership because of its relevance to the innovative capacities of companies. Employees who are not used to working with agile methods such as Scrum or Design Thinking must be trained in these and provided with competent support in their application, at least at the beginning when working remotely on a team level. This applies even more to the preparation of managers for agile leadership methods such as Cinefin, Catalyst Leadership or the application of the 'Agile Onion'.

On the one hand, anyone who sees the home office as a continuation of the same activity in the same structures at a different work location ignores the opportunities inherent in greater autonomy and agile processes. On the other hand, they accept the risk that employees who work remotely will feel excluded from internal communication flows and, for this reason alone, experience a less strong connection with the company, which in turn promotes the intention to leave, unless the managers learn how to engage employees working remotely.



gf

i About the authors

<https://futureworkforum.com/project/matthias-moelleney/>
<https://futureworkforum.com/project/annina-coradi/>
<https://ffh-hwz.ch/news/dozierende-im-fokus-dr-pamela-bethke/>
<https://www.linkedin.com/in/lorenzramseyer/>

The Lived Experience, Working Life in the 21st Century

By
Diana Wu David



“”

Decentralization has not only an administrative value, but also a civic dimension, since it increases the opportunities for citizens to take interest in public affairs...

A. De Tocqueville

1m

in 2021, DAOs surged and now collectively have about a million members

Decentralised organisations are not a new phenomenon, but everyone is talking about a new type of organisation called a DAO, a blockchain-based decentralised autonomous organisation. From membership collectives, to buying and running a basketball team, DAO's have grown rapidly, turbocharged by the rapid acceleration of web3 and blockchain. Research by ConsenSys show that, in 2021, DAOs surged and now collectively have about a million members while the top 20 groups have 14 billion USD in digital assets. Uniswap, which has more than 275,000 members and 1 billion USD in revenue, has set up a DAO to allow participation in various levels of engagement and governance.

In the same way that play-to-earn is redefining how people earn income in a digital world, DAOs are redefining how we organise, and even the idea of employment itself. At a moment in time when employee engagement is at an all-time low and attrition at all-time highs, what can we learn from this new trend that young, savvy knowledge workers are flocking to in droves? How do you compete for talent when people would rather be a member of an income-producing collective than an employee with a boss?

What is a DAO?

What exactly is a DAO? A network, a company, a management philosophy? Blockchain hype attached to the same old practices as your local co-op?

According to a16z, an early investor, DAOs are 'internet-native, global collectives that share resources, build products, and work together toward common goals'. Decisions are governed by proposals and voting to ensure everyone in the organisation has a voice on things like admission of new members, upgrades, or how to spend the treasury of tokens. People join with clear rules laid out by the protocol and no one can change it on a whim.

Gabe Quintela is head of Partnerships at FWB (Friends With Benefits), one of the most well-known DAOs. This membership community of web3 designers requires an application and for participants to buy the token (essentially like buying shares in the company). Members then collaborate on projects and design protocols for splitting of revenue.

The Lived Experience, Working Life in the 21st Century

DAOs vs. Traditional Companies

The simplest way to describe how a DAO works is to compare it to a company:

Org structure

- Company: Hierarchical structure led by the CEO and other executives.
- DAO: Flat structure led by a group of core contributors.

Decision-making

- Company: Management approves proposals and makes decisions behind closed doors.
- DAO: Members submit proposals and vote on them using DAO tokens in public.

Onboarding

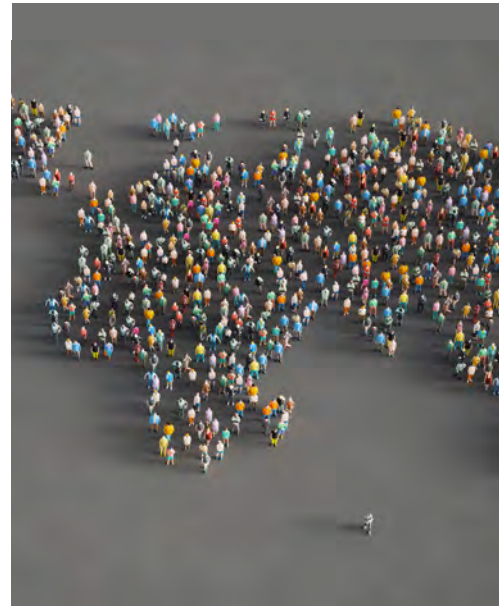
- Company: Candidates need to apply and pass interviews to get hired.
- DAO: Some DAOs let anyone join while others require a minimum number of tokens. Tokens can be bought or earned by contributing to the DAO (e.g., taking meeting notes).

Career advancement

- Company: Employees need to climb the corporate ladder to get promoted.
- DAO: Members can start contributing right away to gain the trust of core contributors and get paid once they figure out the value they can provide.

Compensation

- Company: Most employees work full time and are compensated through salary and stock.
- DAO: Most contributors work part-time and are compensated through DAO tokens or other cryptocurrencies (e.g., stablecoins).



'I started out as a member, looked around and felt that they would benefit from the partnerships experience that I developed through my work at Summit and elsewhere. After looking at what they had and had not done and asking questions in the chat groups, I put together a proposal, a project plan and the budget to do it. The community voted to go forward,' Quintela said on a recent webinar.

DAOs have both advantages and disadvantages compared to traditional companies. On the one hand, they offer a way for more people to contribute flexibly in a way that is oriented around skills vs job descriptions. Anyone can be engaged who cares about the mission of the company and is willing to put in the effort. On the flip side, setting up a DAO takes a lot of thought and coordination around processes and how to gain value from community contributions.



The Benefits of a DAO

In a perfect world, DAOs can have triple bottom line benefits. The kind of benefits for individuals, organisations, and society that we at the FutureWork Forum define as crucial to craft the DNA of work.

For individuals, DAOs allow you to own the value you create by letting you craft your very own job description and letting others vote on whether or not they feel it will be valuable. They allow you to earn more if you are a value creator and can convince the community of it. For example, OdysseyDAO started as a loose collective of members to educate people about web3. As it grows, they learn about new technologies, co-create lessons and are now launching paid courses.

For organisations, DAOs help a core group embed a culture of community ownership. John Patrick Mullin, the founder of MantraDAO, says that his company has traditional employee contracts and processes required by law in the multiple jurisdictions where his company operates. But being a DAO has also forced them to think about ways to engage the wider community in product development, proselytisation, and engagement. The knock-on effect is that he has a ready group of people who know MantraDAO's mission. He has successfully hired freelancers who are community members and can add value fast. Mullins says it is ultimately about culture. As the company builds its community-governed financial platform, a DAO fits with the company values and ideals.

Finally, for society, distributed ownership may lead to better equality and the ability for all people to share in the upsides of ownership, but also, potentially, the downsides. Like gig work, the atomisation of work can lead to precarity with income reliant on the next proposal that the community accepts. However, DAO members are often paid in tokens that can increase in value

Source: <https://www.odysseydao.com/pathways/dao>

The Lived Experience, Working Life in the 21st Century

like equity. DAOs are also, by their nature, communities. Often when people cannot work, the DAO will step up to find a solution that feels fair and reasonable for the community member in order to retain that person on the project in the longer term.

What can we learn from DAOs?

One of the greatest problems facing organisations today is to recruit and retain people in a well-functioning organisation, rally them around a common purpose, and produce long-term sustainable profit.

It sounds simple, yet with engagement at all-time lows and people resigning in record numbers, clearly the recruit, rally, and retain portion of that equation is one that leaders are struggling with at all levels.

Some traditional executives look at new startups with the disdain of a passing fashion fad. Khakis? Yes, I'm sure those are nice but we wear suits here. Likewise management trends can feel like something to ignore or wait out.

However, these trends can show us the answers to questions that otherwise stymie us. What do people want? Why are good people leaving? How can we make them stay?

While most traditional companies will not become a DAO, the format provides some interesting insights into how to motivate people to contribute. DAOs are also changing employee expectations around work, decision-making, and ownership of value creation in ways that may help traditional leaders unlock value in their own organisations.

Looking at what DAOs offer can give us some clues as to the underlying needs of today's employees. What are the defining features that attract people to the best DAOs?



These organisations:

- Align everyone around a common purpose
- Allow people to dive in to do what they are best at
- Have clear ways for people to own their contributions
- Provide the flexibility to do work as you can
- Automate the processes by which the broader group makes decisions

As Jennifer Vessels of the Executive Growth Alliance says, 'This is basically what the millennials have been asking for 15 years.'

Does it seem like an impossible proposition for more traditional organisations? One innovative nonprofit doesn't think so. Ashoka's Changemaker platform is a global NGO with thousands of members. It trains members in its ecosystem in core skills like facilitation and then hires them to run its workshops. In addition, active members are invited to join a paid core team where they are invited to craft a job that creates the greatest contribution they can depending on the needs they see and the expertise they bring. A lot like a DAO, but without the blockchain.



What can you do?

What is a leader to do? The executives I spoke to in DAOs all had experience in traditional companies and had ideas of what they might do differently if they were back at a traditional company.

- 1. Reflect** on your own Leadership and working style – what would change about the way you led if you were heading a DAO? If the future of work is decentralised and autonomous, do you have the capabilities to bring people together without authority to accomplish great work? Write down what you might do differently.
- 2. Experiment.** It's not necessary to form a DAO in order to participate. Many of the lessons from DAOs can apply to traditional workplaces. Review your processes to ask if there is a benefit to introducing some of these concepts, like voting on proposals or job crafting, into your organisation.
- 3. Learn.** Set up or join your own learning group for these topics to learn, share, experiment with those ideas you feel have possible benefits for your organisation. You can even join one of the popular learning DAOs like Odyssey, RabbitHole or Invisible College.

There are many new ways of working and earning on the horizon – DAOs, metaverse, and play-to-earn to name a few. Leaders who can learn from the changes around them and capture the fluidity of today's brightest talent will win the day.

“

One of the greatest problems facing organisations today is to recruit and retain people in a well-functioning organisation, rally them around a common purpose, and produce long-term sustainable profit

gf

i

About the author

<https://futureworkforum.com/project/diana-wu-david/>

The Lived Experience, Working Life in the 21st Century

By
Michael Jenkins

Toxic Workplaces and The Rise of the Toxic Humans

“

The key issue seems to be the toxicity of the culture that is driving the decision to leave and is very much part of the lived experience for all too many people



In recent months I have had a number of conversations with friends and colleagues who have shared their decision to leave their job and move on to something new. What's interesting is that many of them don't actually have a new job to go to. What they do know, is that the moment has come to call time on a situation which, for them, has become intolerable. And the common denominator in all of this is not disillusionment with the purpose of the organisation nor even a burning desire to move on to somewhere that pays better. The key issue seems to be the *toxicity of the culture* that is driving the decision to leave and is very much part of the lived experience for all too many people. So while the true picture behind 'The Great Resignation' is a multi-faceted one (whether it is hype or happening depends on the sector, can differ within sector – and is different in different countries) – the common thread is the manifestation and impact of a toxic culture. In their article '*Toxic Culture is Driving the Great Resignation*', Donald Sull, Charles Sull and Ben Zweig share their research findings and point out:

'A toxic corporate culture is by far the strongest predictor of industry-adjusted attrition and is 10 times more important than compensation in predicting turnover.' *MIT Sloan Review*, 11 January 2022

So what exactly do we mean by a toxic culture? And how would you know if you were in one?

Emergence of 'The Vicious Circle'

One way to make sense of this is to consider who is responsible for the creation of the toxic workplace in the first place. As I listen to my friends and colleagues who have decided to move on, describing their experiences – a pattern of human behaviour starts to emerge. I think we are all aware of the existence of 'The Virtuous Circle' but what is impacting us now is a different kind of circle. For a start, unlike the Virtuous Circle which builds on positive events to influence future events positively, the phenomenon we see today is bleak and negative. We are in fact witnessing the malign influence of 'The Vicious Circle'. The Vicious Circle is a mechanism whereby organisations are shaped by Toxic Humans (not all of them leaders incidentally, as the existence of the bullying of seniors by peers and juniors attests) – and these toxic humans are themselves shaped by the toxicity of the organisational culture: a vicious circle. In her landmark work on psychological safety, Amy Edmondson points out that the VW emissions scandal occurred on the watch of Martin Winterkorn of whom it was said that, the moment you knew you were being summoned to see him, 'your pulse would start racing' – but that very culture of fear and intimidation at VW was started not by Winterkorn but by his predecessor Ferdinand Piëch. Bad behaviour begets bad behaviour. It contributes to the development, longevity and resilience of a toxic work culture and results in unethical behaviour leading to corporate scandals and worse.

The Lived Experience, Working Life in the 21st Century

“

Added to this we have technology enabling and empowering employees to rate their employers in new and exciting ways - and which place the worker centre stage like never before

So back to our original question – how would I know that I am in a toxic culture? Here we provide a definition of the toxic workplace:

'A toxic workplace refers to a **dysfunctional and stressful professional environment**. It could be that the people in charge are bullies, or the organisational culture is bent on winning regardless of what it takes. It could be that coworkers are inconsiderate or even abusive. Whichever one it is, toxic workplaces can be detrimental to not just your physical and mental health but also to your happiness and your professional growth.' *Professional Services Staffing Solutions report 2021*

And here are some of the signs we need to look out for:

On the surface and obvious signs

- Passive-aggressive behaviour from bosses (and teammates)
- High rates of absenteeism and presenteeism
- High attrition rates including frequent turnover in senior management
- Intimidation including bullying, gaslighting and blaming
- Lack of respect for people's personal time

Deep inside and not-so-obvious signs

- A lack of care, resulting in a compassion- and empathy-free zone
- A lack of trust leading to a lack of psychological safety
- Lip service paid to diversity, equity and inclusion
- Stasis in terms of innovation and creativity
- Mental ill-health on the part of employees
- True 'Purpose' in decline

All of these eventually start to impact organisational effectiveness in terms of poor performance leading to an inability to achieve organisational objectives. And all too often the reaction of stakeholders is to demand the removal of the leader in an attempt to arrest the by-now perceptible decline in an increasingly negative employer brand. Sometimes a move like this can change the culture for the better (witness Satya Nadella of Microsoft and his espousing of empathy as a core value) but often the rot has already set in and is so pervasive that changing the culture is like pushing water up a mountain. Added to this we have technology enabling and empowering employees to rate their employers in new and exciting ways - and which place the worker centre stage like never before – as well as the brutal power and speed of social media (as experienced recently by the CEO of McDonalds who, thanks to a leaked email, was called out for his lack of empathy in respect of a shooting incident involving two children, necessitating a public admission of a failure – an inability – to connect with people). Bad behaviour is being called out, but we need it to be called out more. A further and important consideration is to take time to analyse what we are hearing in exit interviews and really getting underneath the skin of employee engagement surveys (where these are an organisational practice) – this can be helpful in ascertaining where our attention needs to be focused.



So how then do Toxic Humans typically show up? What exactly do they do that marks them out as such? My reading and investigations suggest that they are invariably:

- Self-oriented and obsessive about advancing their agenda and that of their supporters or clique
- Able to sense the vulnerabilities of others (a perversion of empathy) and to move swiftly to exploit them
- Relentless in pursuit of their objective (which is often to destroy a chosen target)
- Ruthless, lacking compassion, charming and good communicators

They are also, themselves, broken in some way.

So what can be done? I think there are three key things to consider:

The Lived Experience, Working Life in the 21st Century

Provide clarity on what we stand for as an ethical organisation

It is not a bad idea for managers to remind followers about the positive values of the company and to reinforce those through role-modelling these values themselves. However this might not be quite enough to tackle aggressive behaviour and rudeness. In their paper on stopping the spread of incivility in organisations, Shannon G. Taylor and Lauren Locklear point out:

‘... negative information is given more attention by our brains and is thus “stickier” than positive information, so managers should instruct employees in what they ought not to do. Evidence suggests that company policies against incivility are most effective when managers clearly define what bad behaviour entails. Otherwise those policies will sound like empty slogans.’ *A Little Rudeness Goes a Long Way, MIT Sloan Review, 24 January 2022*

What this means is that well-intentioned assertions about being more empathetic as a leader or even exhortations to ‘be kind’ – while welcome and helpful – may not, in themselves, suffice. Spelling things out like Jeffries Group CEO Richard Handler might be more powerful. He said: ‘We do not have or want jerks at Jeffries.’ That’s clarity.

Identify toxic individuals and take action to deal with them

We have to start calling out the Toxic Humans in organisations as they are the ones who shape dysfunctionality and normalise what we should all regard as unacceptable behaviour. We need to learn to read the signs and be ready to act against these people. These are the hardcore bullies, the narcissists and corporate



“

We need to devise ways to make altruism, compassion and empathy the norm – and to help people to get a good grasp of what that looks and feels like



psychopaths who for whatever reason make other people’s lives miserable. They are largely ‘un-coachable’, and their behaviour goes beyond what we might see as simply lacking civility. They are the ones who use empathy in a negative, nefarious manner thanks to their ability to scent vulnerability in others (usually people who are different to them, gentler or unassuming). These Toxic Humans are the people whose emails, text messages and WhatsApp notifications cause our pulses to race and our throats to feel dry. Does this happen to you at work? Chances are you are the victim of a Toxic Human.

Strengthen the organisation’s cultural foundations by normalising, implementing and operationalising altruism, compassion and empathy

We need to devise ways to make altruism, compassion and empathy the norm – and to help people to get a good grasp of what that looks and feels like in a practical, applied manner. For example, praising people and acknowledging them for their contribution costs nothing and we should do more of it. Training people in *how to show appreciation* may sometimes be necessary because, absurd as it may sound, some people just don’t know how to do it. Above all, we need strong and empathetic leaders: individuals who are brave and courageous enough to stand up to call out the damaging behaviour of the Toxic Humans – using ‘compassion with teeth’. This is the essence of ethical leadership – to be tough *and* compassionate. There is no time like the present to get started – and the sooner we do, the sooner we will be able to nurture safer, healthier workplaces.

gf

i

About the author
<https://futureworkforum.com/project/michael-jenkins/>

The Lived Experience, Working Life in the 21st Century

By
Andrew Chadwick and Sabine Hoffmeister

SpaceTime is Everything

We tend to think of space and time as two separate entities, but of course they are not. In the early twentieth century, Einstein famously combined them to construct his vision of the universe showing amongst other things that gravity was caused by the bending of SpaceTime. Put simply, SpaceTime is the physical universe inside which we and everything else exists. It is made up of three dimensions of space and one dimension of time, although it is arguable whether time can flow in all directions at once meaning SpaceTime has at least 5 if not an infinite number of dimensions. What, therefore, is the significance of this phenomenon to the business world? How can we use our knowledge of how the universe works to ensure the 'human factor' is paramount and the core of 'the lived experience' DNA?

In our view and in the first instance it behoves the manager of the 21st century to understand how the universe works to give him or her an informed perspective on decision-making. It also offers a vision of a new multi-dimensional world where opportunity is only limited by the number of realities you can imagine.

“

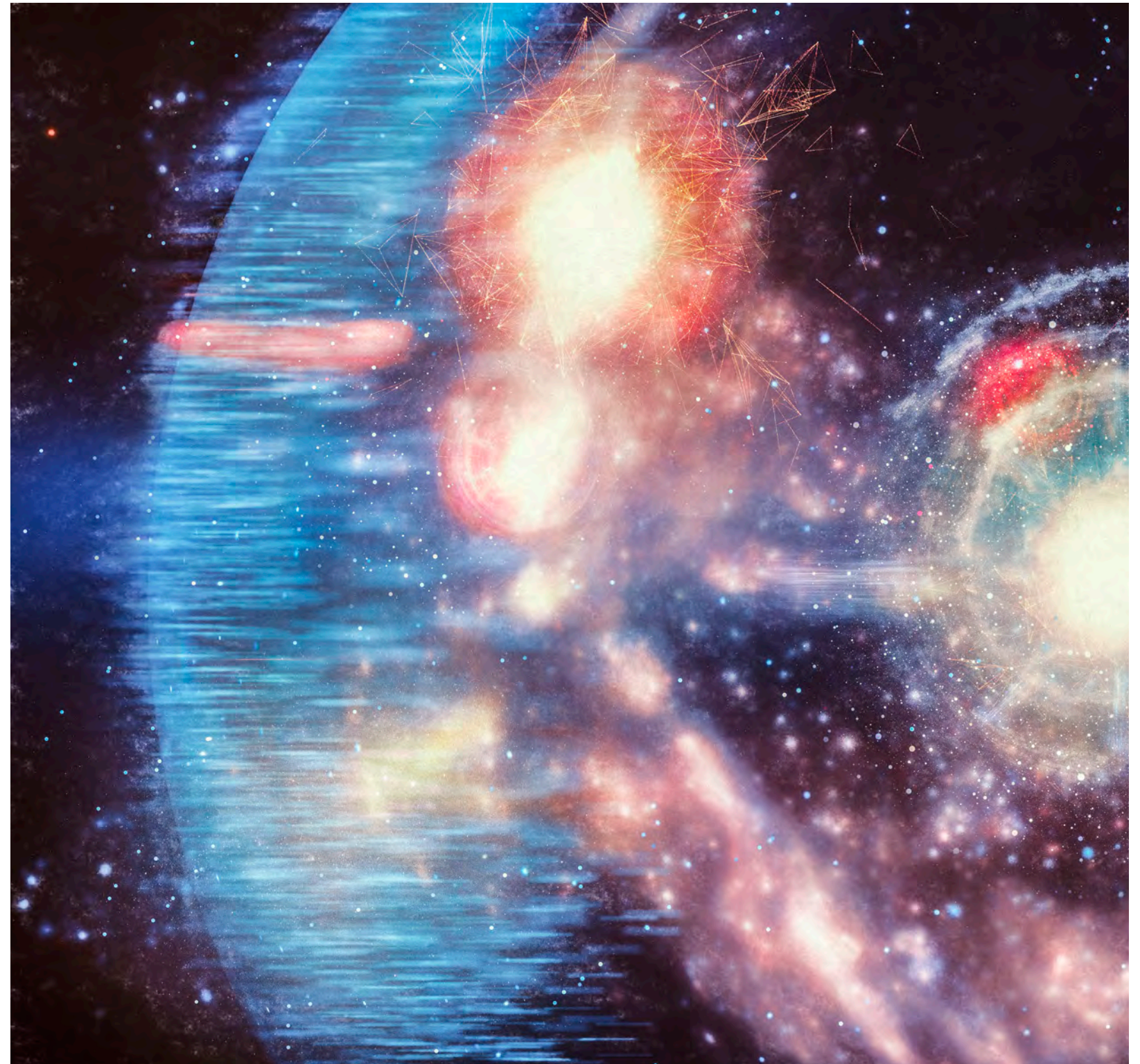
In our view and in the first instance it behoves the manager of the 21st century to understand how the universe works

The process has already started – for example the real world has transformed into the virtual world. It would be instructive for the reader to study what Facebook/Meta has done to see the path to the future. A future in which every laptop, iPhone, and tablet will become part of an all-encompassing metaverse and all companies will have to trade with it to secure their future. At this point in time their outside face is more of a gaming nature but with virtual avatars playing it.

How will SpaceTime create a new style of management? We will examine the possibilities inherent in the existential changes happening today. We will look at the effect of technology on humanity, and consider: What has technology done or will do to our humanity, and what challenges will we face?

If SpaceTime is the all-encompassing medium in which we live then it follows that SpaceTime methods are all inclusive too. Will SpaceTime change the way the human race works and will we become different? Will there be a change of status? Probably not, but SpaceTime means that organisations and their structures will tend to be multi-faceted rather than linear and responsibility will be spread across age, sex, and skill groups.

The world is changing faster than ever with one shock following another in quick succession like never before – major technological advances, Brexit, the Pandemic and now War!!..... People certainly must anticipate and adapt.



The Lived Experience, Working Life in the 21st Century

Let us look at the way in which SpaceTime affects the workplace. The concept of the SpaceTime Office is supported by six key principles:

Principle 1 Liberation of work from any fixed location

- The advent of the mobile phone and associated devices allow the owner to work from a mountain top if they so choose.
- Technology allows you to work from anywhere across the planet.

Principle 2 The Space you need for the time you need it

- Reservation introduced across all assets

Principle 3 Equal access to multiple locations

- Creation of SpaceTime estates

Principle 4 Square foot hours as measure of space time

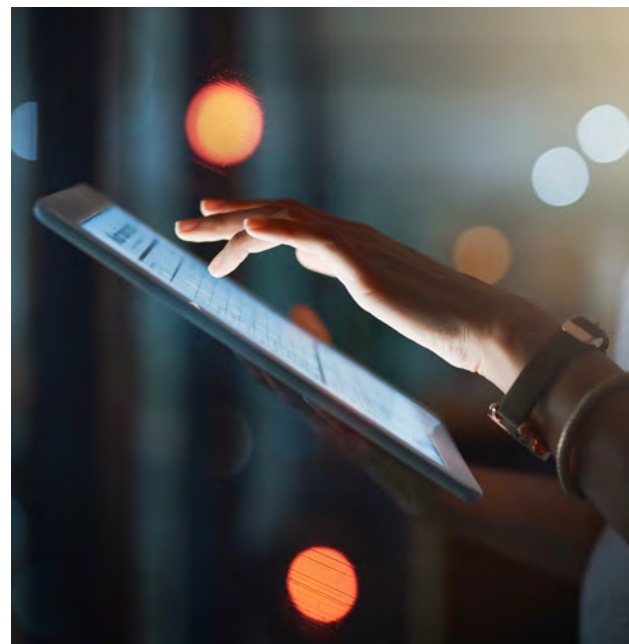
- 30,000 square feet = 262,080,000 square foot hours per annum

Principle 5 Using technology intelligently

- Loading charge cards with millions of square foot hours is more secure than currency. User only pays for what he/she takes, and the owner can change income with small changes of rate

Principle 6 The Office as common good

- Providing excess space to the charity market enhances the public realm
- The SpaceTime Office, then, is a clear response to our troubled time. It is flexible, affordable, and developable. It challenges the old norms of leases and loans that are increasingly unaffordable, permitting change in place to be achieved with little effort.



The SpaceTime concept itself is a fundamental of the universe and promises to give business a new and bold restart. **Let us look at different SpaceTime ways of doing things:** The Six Principles can be applied to key behaviours: **thinking, learning, working, leading, communicating and living.**

Here we will look at the effect of technology on humanity. What has technology done or will do to our humanity? And what challenges will we face?

New ways of thinking

From secrecy and discretion to transparency for all, from prejudice to consideration of all lateral options; these are new ways of thinking. A new mindset is key, thinking laterally instead of in straight lines and using Artificial Intelligence as your guide. Imagine the benefits of transparency!

7bn

Just think what a difference 7 billion educated people would make



“

Educating yourself about history and current affairs is a key lesson for understanding the troubled world around us

New ways of learning and education

There is an increasing need to develop yourself and others, with focus on developing soft skills and technology to continue learning by continuing to read to be 'state of the art'. A few very talented and knowledgeable teachers could teach a million people at one sitting. So in theory we can educate the world thanks to new SpaceTime technology. Just think what a difference 7 billion educated people would make. We could teach the whole planet – if we had the will to do so.

Educating yourself about history and current affairs is a key lesson for understanding the troubled world around us. But to do so, the content has to be really good – no propaganda – no lies! Words can hurt.

New ways of working

Working is location and time independent; using the office for 'the SPACE you need for the TIME you need it'. Remote and flexible working, Hybrid working, home office; where it is possible to still work 24 hours per day. All space assets are managed via a single reservation system that can be controlled either centrally or locally.

Meetings real and virtual need to be set in advance, and meetings by chance will be limited. Even time for reflection, development or relaxation needs to be planned in advance. Having work and life in one location changed work life balance completely – but is this sufficiently 'human centred' as it is?

The Lived Experience, Working Life in the 21st Century

Companies need to perform work that is of benefit but does not necessarily attract financial gain, working in projects for common good rather than for profit will be more common place. Companies and organisations will transform into communities, from centralised power to shared responsibilities. Eco-systems will proliferate. Organisational and hierarchical structures will become flattened and new incentive schemes will be trialled.

New ways of leading

Leadership needs a 'leadershift', from hierarchy to serving people, installing trust rather than micromanagement and control. People want to be involved and participate in decision-making and sharing in success. Putting people first, being humble, empathetic, and compassionate in your style of leadership, rather than dictatorial and narcissistic is essential, as well as removing toxic behaviour that leads to resignation by employees. We need a more holistic approach to recruiting people that recognises the qualities of the applicants in terms of attitude and more general skills will make for recruiting success.

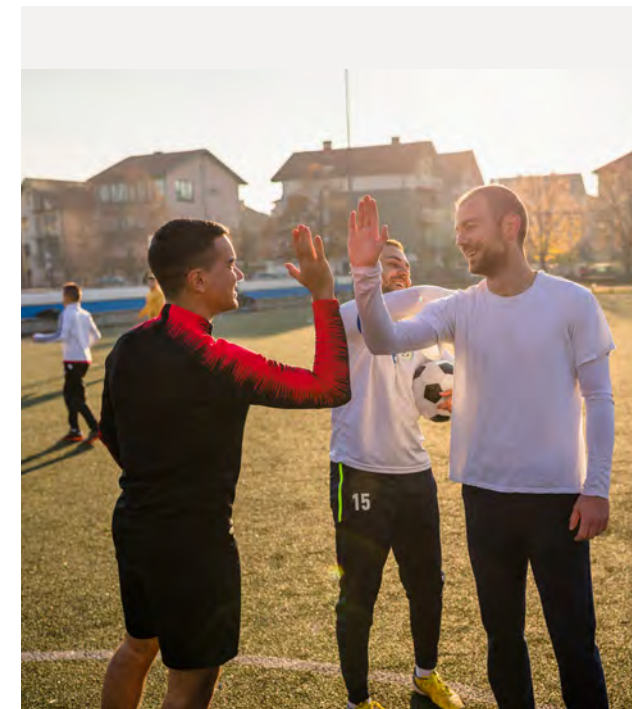
New ways of communicating

Technology now permits virtual communication on a much greater scale than pre-pandemic. Social media has become the most important means of communication in business and made it faster and easier to connect with others throughout the world. The power of imagery transmitted around the world is not to be underestimated. And on the other hand, face-to-face communication has the addition of social contact and body language to inform meaning. Exactly the same words can mean something completely different depending on how they are said, and if there is a misunderstanding you have to cope with the consequences in terms of the feelings and reactions of the other party, although maybe it was always this risky.



“”

People want to be involved and participate in decision-making and sharing in success



New ways of living

The crisis and pandemic have forced us to rethink our purpose in life, to explore our abilities and possibilities. The effect of crises is to make people very conscious of the way they live. Technology has intervened to a level never experienced before. The phone has become the principal instrument of life, and its loss is unbearable because it contains our complete existence.

Still we are able to control the way we live and to make it a better place for us and other people and to have a broader appreciation of the world in general. Making time for non-business activities, sports, social activities and relaxation will be a balancing factor. Designing and creating your way of life and not living on autopilot will make it much more fulfilling.

Conclusion

As we said at the start of this article, SpaceTime is everything – it is the physical universe inside which we and everything else exists. Technology has impacted our concept of SpaceTime and has pointed the way for the changes in our lives that we are now experiencing. SpaceTime is the new controller of our world. SpaceTime technology should be designed to support our psychological and physical needs to create 'digital well-being'. With unlimited possibilities it is even more necessary to set barriers and priorities wisely.

The SpaceTime world is simply a recognition of the quality of life – it is not a construct – and it should remain a pleasant place to be in. The aspiration is to create this world, to value this world, and make it sustainable.

Choose your time and space wisely, become conscious with a conscience to make a difference.

gf

i

About the authors

<https://futureworkforum.com/project/andrew-chadwick/>

<https://futureworkforum.com/project/sabine-hoffmeister/>

The Lived Experience, Working Life in the 21st Century

By
Peter Thomson and Carol Yeo



Cross-cultural Leadership in times of crisis

The pandemic changes priorities

It takes a worldwide pandemic to focus the minds of leaders on what is really important to their employees. When individuals fear for their own lives, they are in survival mode and their priorities dramatically change. They no longer care about office politics, the next promotion or how to impress the boss. They are looking to their organisation for empathy, caring, trust, and understanding. They are judging their leaders by the way they react as human beings.

It's not what leaders say that matters, it's what they do. How they behave in a crisis is a better indication of their personal values and beliefs than any corporate policy or mission statement. So maybe it's not totally surprising that we are seeing the 'Great Resignation' following on from the pandemic as employees are disillusioned by the way they have been treated and are voting with their feet.

Faced with a major disruption to their working lives, many employees have had the opportunity to revisit the role that work plays in their existence. They have thought about the purpose of work, not just as a source of income but as something that brings satisfaction and meaning to their lives. And they have looked more critically at the organisation providing them with their work. Does it live up to their personal expectation of how they would like to be treated? Or does it espouse values that are not reflected in management and leadership behaviours?

It's the habits of leaders that end up setting the cultural norms in an organisation. These are the visible indications of the true values of the top team, not the slogans on the website or the presentations to the staff. The true measure of organisational culture is the shared experience of the people who are living with it every day.

Is culture universal?

So, does it make any sense to try to have a universal culture that applies throughout an organisation? Can values really be set from the top and apply worldwide? And are there such things as universal values anyway? There has always been a point of tension where corporate cultures clash with local national ones. This typically happens in multinational organisations that have a culture set from their headquarters that works well in the country/region where the head office is located, but is out of line with local practice in operating companies round the world.

Leaders have to be careful in deciding what are the true universal values that their organisation upholds and what are accepted practices in different local cultures. They need to test their assumptions with a wide range of people and not just share their views with their colleagues in the ivory tower. It is easy to assume that there are some universal aspects of human behaviour, only to discover that these are simply products of an individual's life experience and that customs vary significantly across the world. Employees may be caught between corporate policies and local practices. In extreme cases, local legislation may not allow some business practices that are considered normal in the country of the headquarters.

At one extreme, leaders who hold strong beliefs about how to treat employees may choose not to operate in countries where their approach is at odds with local practices. At the other extreme is the Distributed Autonomous Organisation, where individuals are left to manage themselves and fit into the local culture. Somewhere between these extremes lies a compromise between corporate culture and local practice.

The Lived Experience, Working Life in the 21st Century

How consistent does leadership need to be?

This raises a question about how certain management practices can be applied universally. Are there rules about leadership that apply across the world, regardless of race, religion or national culture? Or should leadership look distinctly different in different regimes? Do we expect leaders in a country with an autocratic government to behave differently from those in a democratic environment?

This then leads to further questions about how much of good leadership behaviour is universal, based on human nature, and how much is dependent on circumstances. Can leadership be learned, or is there a fundamental personality type that makes someone a good leader regardless of the culture they operate in?

The pandemic has shown that there are some universal factors that govern the human race regardless of the cultural context. Individuals have been vulnerable to the virus across the world although the approach to controlling it has varied. Some countries have had very strict lockdown rules whilst others have been more relaxed - with the most obvious differences in relation to international travel. But one common impact has been to question some of the old working habits that have been around since the Industrial Revolution.

So how can leaders prepare themselves in leading organisations that will become more autonomous, more flat, and ever more global? What needs to be adapted and changed in the current structures, policies, practices and systems? What tools can leaders use? And how can leaders come to the front in a crisis?

Train your global leaders on intercultural awareness and inclusion

Leaders who are responsible for a multicultural team must be sensitive to cultural norms and ensure equity and inclusion. Many have brought in external or internal culture experts and run Diversity and Inclusion training. In one example, the talent management team in a global pharmaceutical company brought together the senior leadership from Asia to their headquarters in Germany to get to know the corporate universal culture. At the same time, senior leaders from headquarters were given a lens into the Chinese and other Asian cultures and how these influence trust, communication, and decision-making processes.

It has been shown that companies with happy employees on global teams are more likely to have culture experts. Erin Meyer, the author of *The Culture Map* and Professor at Insead, works with senior leaders across the globe to map out themselves, their teammates, and dozens of world cultures on a 'Culture Map'. Using her methodology, corporate culture can be plotted on the Culture Map dimension to build, maintain, and enhance a highly innovative global culture.

Leaders and managers need to also be retrained to be aware of the impact of their behaviour and be sensitive to how backgrounds and situations are different. With the crisis it is becoming even more important to understand how work and life situations have changed for employees due to the pandemic, potential threat of war and the shift to remote work. There is also a need to also re-evaluate how this could have an impact on performance evaluations. A manager's expectations and evaluation of their team's trust and commitment may have been established previously from face time in the



office. How has this changed moving into a hybrid work environment? How can the metrics of success and high performance be re-focused on deliverables, milestones and KPIs?

In a SHRM global employee report: Diversity of thinking, creativity, and access to talent anywhere are top benefits for global teams. By building competencies for intercultural leadership globally, organisations can then at the same time leverage the opportunity to access remote talents from different corners of the world.



With the increasing focus of businesses on Environmental Social and Governance (ESG) goals, senior leaders from different cultures are being challenged on their purpose, values, and next career steps

Embed aligned purpose into your internal talent continuity selection processes

With the increasing focus of businesses on Environmental Social and Governance (ESG) goals, senior leaders from different cultures are being challenged on their purpose, values, and next career steps. Partners in the FutureWork Forum who advise senior leadership have seen that even prior to the pandemic, potential internal or external candidates for Global Executive Board roles are being asked during interviews: 'What do you stand for?' Our evidence from workshops shows that many mid to senior leaders are stumped by this question. They have rarely been asked for their purpose and values and are not used to these being considered in their performance evaluation process. This reflects the fact that the majority of people have difficulty answering this question, as mentioned in Sabine Hoffmeister's article in this magazine ('Purpose: The Key to Personal and Professional Growth').

The Lived Experience, Working Life in the 21st Century

So how can leaders help their employees build clarity of purpose? In one example, a global technology company organised a wellbeing week for their employees during the pandemic. One of the FutureWork Forum Partners delivered a virtual career clarity and development session for more than 200 people across Germany over Zoom. The objectives were to provide a space for participants to clarify their purpose and at the same time align their purpose with their next career steps and the organisation's goals. One of the frameworks used was the ikigai, loosely translated from the Japanese as 'the reason for being' (also mentioned in Sabine Hoffmeister's article). This asks four universal questions

- What are you good at?
- What do you love?
- What impact would you like to create?
- What can you be paid for?

Through these sessions, individuals build deeper understanding and friendships with each other through discussions about the individual's values and culture, aligning these with the corporate purpose.

Build your culture bottom up

In times of crisis, in a pandemic or in war, employees look to their leaders to lead by example and to provide them with a sense of security, aligned purpose and action. At the same time, leaders can leverage this opportunity to provide a space for employees to share their challenges, new realities and activate a joint call for action.

In addition trust also needs to be established through clear lines and channels of communications. Leaders need to redesign workflows and structures that support cross-cultural collaborations and leverage technology for more effective hybrid global teams. Regional



“

In times of crisis, in a pandemic or in war, employees look to their leaders to lead by example and to provide them with a sense of security



or local teams need to have a say in the organisation and ownership of decision-making where diverse voices are heard. Another example from the FutureWork Forum is a food and beverage company which acquired local businesses. They mapped out business processes and took time to ensure that the local leaders were able to share their cultures and values together with the global leadership team. This helped to ensure the universal corporate culture was aligned as part of the post-acquisition integration process.

Leaders must be prepared to have their views challenged and ensure that employees will not face negative consequences. History has taught us that leaders who surround themselves only with those who hold the same views tend to move away from reality. Leaders need to have the open mindedness to recognise change and react to it.

Sources

<https://www.forbes.com/sites/forbesbusinesscouncil/2021/01/14/remote-work-might-force-us-to-be-better-cross-cultural-managers/>

<https://www.pwc.com/us/en/services/governance-insights-center/library/covid-19-returning-workplace-boards.html>

<https://corporate-rebels.com/rendanheyji-forum/>

<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/igniting-individual-purpose-in-times-of-crisis>

gf

About the author

<https://futureworkforum.com/project/carolina-yeo/>

<https://futureworkforum.com/project/peter-thomson/>

The Lived Experience, Working Life in the 21st Century

By
Sabine Hoffmeister



Purpose: The Key to Personal and Professional Growth

Most of us will ask the following question at some point in our lives: *What is the purpose of my life?* This is just one of those existential questions that we often ask in moments of change or during challenging circumstances. When life is easy, fun, and you are aligned with your purpose, you may not even stop to think about it. But when you experience difficulties or are faced with a big choice, it's normal to ask questions about life related to purpose.

The events of the last two years, with the arrival of COVID-19, have had more of an impact on many of us than any event since the Second World War. The degree of uncertainty faced has left many people questioning if they are spending their lives wisely. Many have faced the trauma of bereavement, job loss, impact on their children, lack of social contact, etc. meaning that we are now experiencing the 'great resignation', people leaving without a job to go to as they ask, 'does my life have meaning, or a purpose?'

Each of us has an *individual purpose* – something that will help bring true fulfilment when you live in alignment with it.

The Art of Purpose – the big Why

Purpose. It's a common enough word but it is full of depth and meaning. Your purpose, as an individual, is an answer to the question:

Why do I exist?

Some people know the answer to this question and can share it without a second thought. They might know that their purpose is to spread joy, to save animals, to help people, to serve God, or to save the planet. They may have always known deep-down what they are here on Earth to do and live it out each day. Other people, most likely the majority of us, have a much harder time identifying our purpose, and perhaps we have never even thought of it before. Or, we can be influenced by the environment around us trying to dictate things that are important.

Let's look at what might help us work through this question.

“”

The degree of uncertainty faced has left many people questioning if they are spending their lives wisely

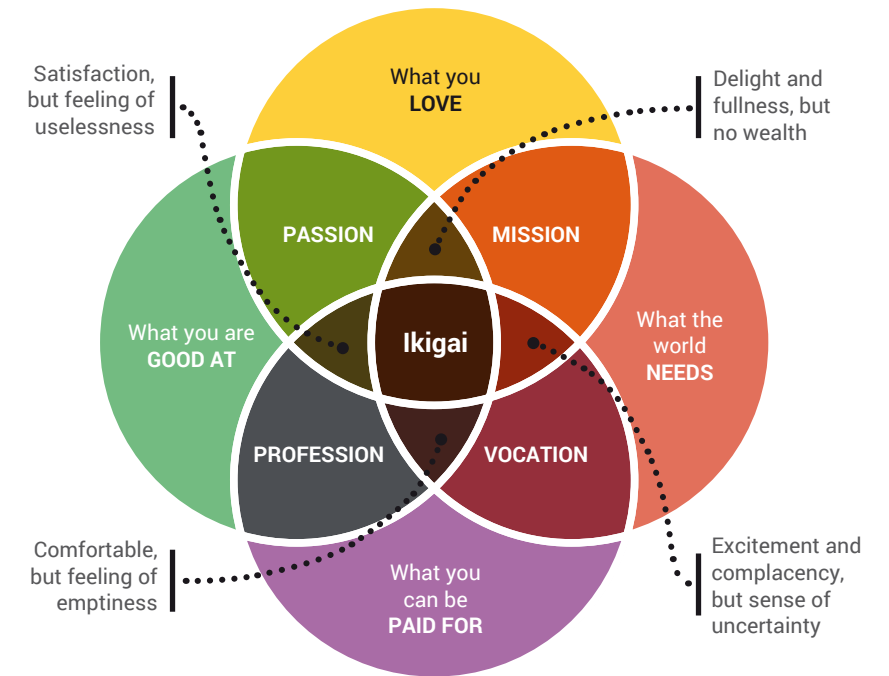
The Lived Experience, Working Life in the 21st Century

There is a Japanese concept, **ikigai**, which helps illustrate what purpose is. *Ikigai* means 'a reason for being' and refers to a concept of having direction in life with a sense of fulfilment. This guides the person's actions and gives them satisfaction and a sense of meaning. *Ikigai* combines the terms 'iki', meaning life or alive, and 'gai' meaning benefit or worth. Combining these two means 'a reason for being' or 'raison d'être' and this guides the person's actions and gives them satisfaction and a sense of meaning or purpose.

To find ikigai, or your purpose, look at these four intersecting elements:

- **What you love** – these are the things you love to do and what you are passionate about. It intersects with your *passion* and your *mission* in life.
- **What you're good at** – we all have natural and learned skills. What are you good at? What set of skills have you developed? This will overlap with your *passion* and your *profession*.
- **What the world needs** – this is a subjective question, because we all perceive things differently. From your perspective, you might see that the world needs more love and joy, or maybe it needs more structure and order. Whatever you perceive the world as needing, this will inform your *mission* and your *vocation*.
- **And what you can be paid for** – at the end of the day, we all need to pay bills. So, something that you can be paid for will intersect with your *profession* and your *vocation*.

Another way of looking at purpose is by relating it to **virtues**, which are the essence of your character and what you live out each and every day. For example, the Romans lived by virtues such as *fideltas*, *disciplina*, and *fortitudo* (loyalty, discipline, and endurance). Today, others might have virtues that are important to them, such as helpfulness, honesty, faith, or generosity. These virtues speak to the core of who you are as a person and what is important to you.



Source: dreamstime / Toronto Star Graphic

The Canadian psychologist Jordan B. Peterson, author of *The 12 golden rules for life: An antidote for chaos* states that 'only the pursuit of happiness is a pointless goal' whereas the search for meaning is a worthwhile path.

Cognitive-Behavioral Therapy emphasises that pursuing activities that produce enjoyment and a sense of mastery, can offer a way to alleviate depressive disorder.

And the Flow Concept – described as a string of 'best moments' or moments when we are at our best. These best moments 'usually occur when a person's body or mind is stretched to its limit, in a voluntary effort to accomplish something difficult and worthwhile' (Csikszentmihalyi, 1990).

It could be said that Flow occurs when there is a combination of consistently doing something you love and that you are good at, with an added benefit of bringing value to others' lives. If so, flow might be seen as being in tune with your ikigai, or activities that give your life meaning and purpose.

The Lived Experience, Working Life in the 21st Century

How to Find Your Purpose for Life

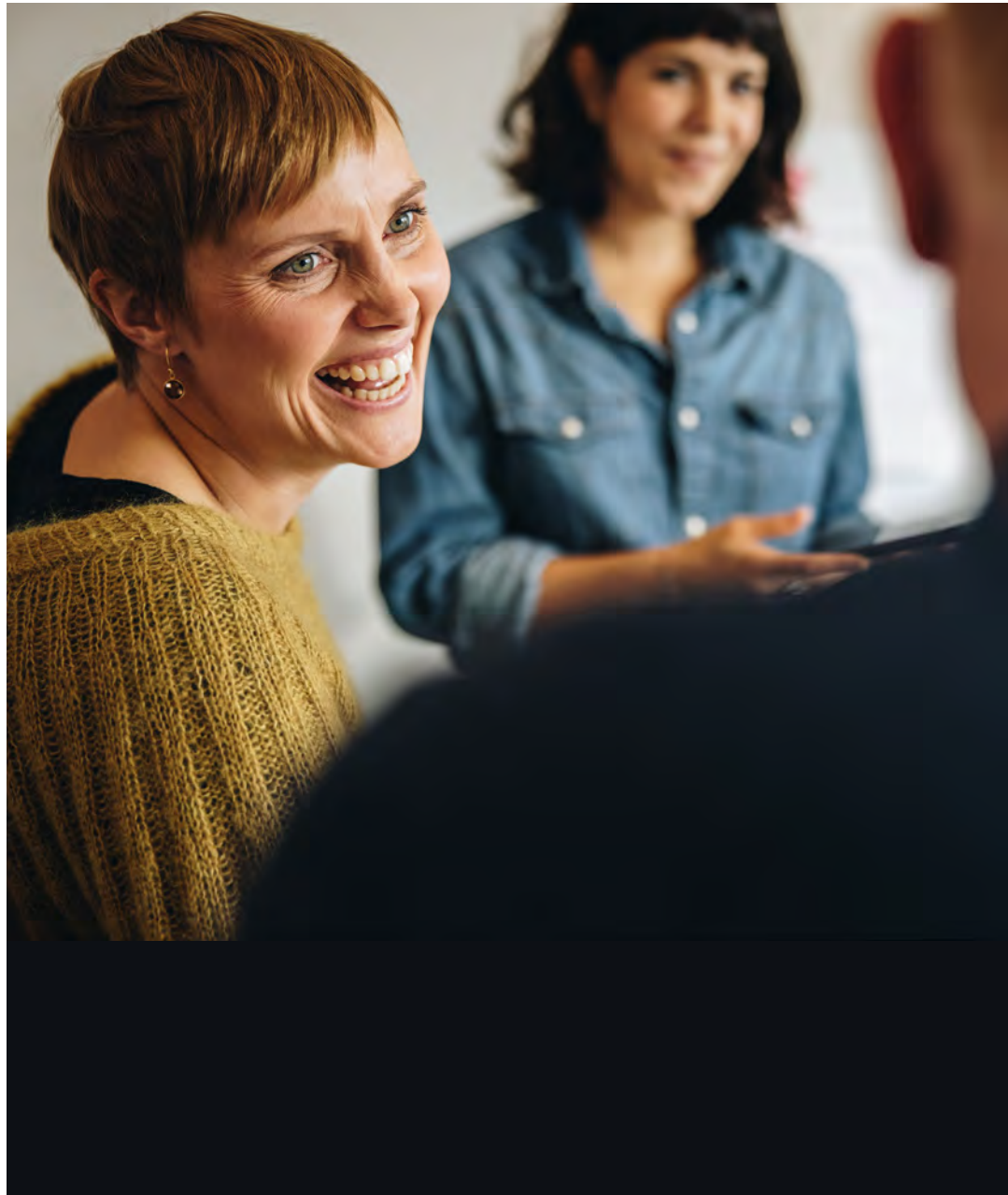
Once you have a better idea of what purpose is, it is important to spend some time thinking about your own purpose and articulate it. This can help provide clarity about what is important to you and where you want to go in life. The best way to find your purpose is to be introspective and ask yourself some questions. Consider these prompts:

- What do you **love**? What did you love as a child?
- What are you **passionate** about?
- What is something that **needs to be solved** in the world and how can you contribute?
- What are you best at? Where do you get **recognition**?
- What drives and **motivates** you?

These questions, along with the four aspects of ikigai described above are an excellent starting point to begin to understand your own purpose. It's okay if you don't have all the answers right away – it's a complex topic and may take some time to really understand.

Purpose at Work

As you begin to think about your purpose, you might start questioning the choices you've made in life and wonder if the two are aligned. Many people will have a moment of clarity about their purpose and realise that their relationships, hobbies, or job no longer fit into that purpose. For example, if you realise that your purpose is to help people, you might feel that your sales job is not aligned with that and seek out work as a nurse or counsellor. But the reality is likely to be very different – have I the potential to be a counsellor or nurse, what training will I have to have? Maybe, when you think about it, in the job in Sales, your purpose is to help people find solutions to their problems – you are helping people.



“”

Many people will have a moment of clarity about their purpose and realise that their relationships, hobbies, or job no longer fit into that purpose



Now, to be clear, your personal purpose in life does not have to be the exact same purpose of the company or organisation that you work for. But the two do need to be in **alignment** with one another so that you are staying true to yourself and a purpose.

It can be that, if you feel your purpose is to help young people, that you use your job to provide money so that in your spare time you can coach your local children's sports teams. So long as you feel your company acts ethically in what it does, you may be able to fulfill your purpose outside of your work.

If your company has strong ESG goals, Environmental, Social and Governance and you can see the good they are doing, this may be more than sufficient.

If you are at a point where you feel the need to seek your purpose, or Ikigai, treat it as a journey, not necessarily a one-off exercise. While your desire to achieve and contribute may always be there, your priorities may change – as your children grow up, or you have to care for someone else. As these moments/changes occur, it is well worthwhile to take the time to review – am I in balance, am I being fulfilled, what else could I be doing?

Remember, the aim is to feel more fulfilled – not fretting as to whether I have found my true purpose in life!

gf

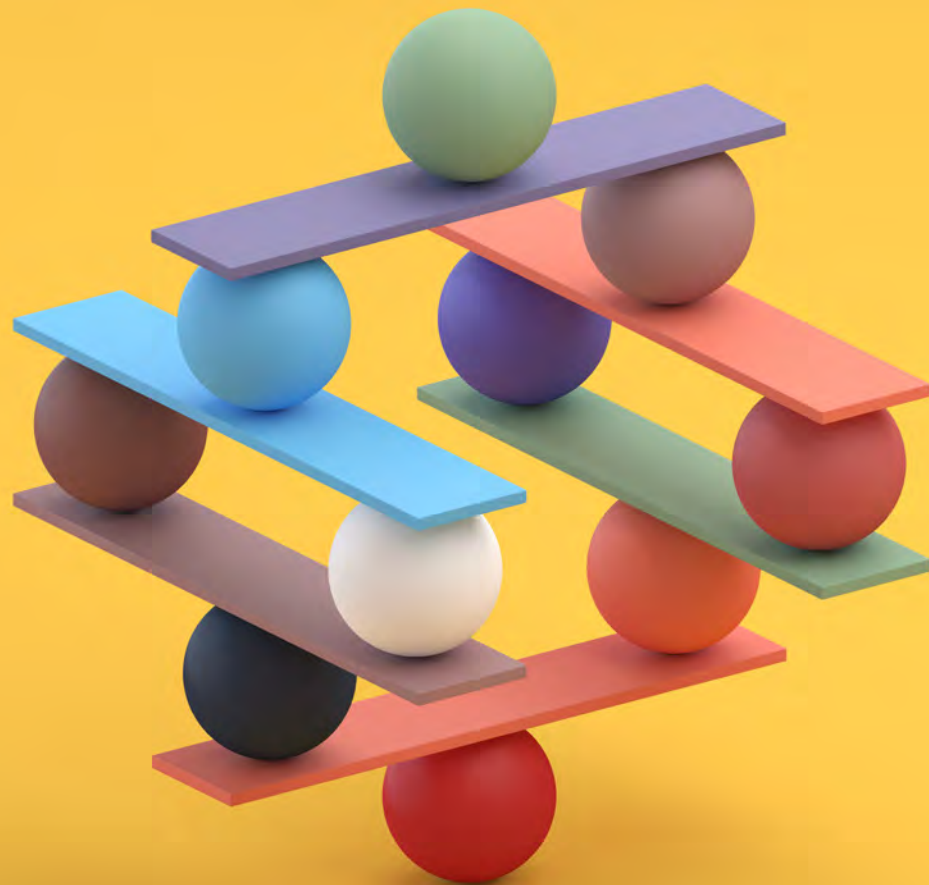
i

About the author

<https://futureworkforum.com/project/sabine-hoffmeister/>

By
Mark Thomas

Is it time to end our addiction to leadership?



The FutureWork Forum model and approach to shaping the new world of work identifies leadership as one of the key strands in the *lived experience* of people. The model questions the conventional lines of demarcation between employment and home life and many current leadership perspectives. In this article, we argue that leadership should be recalibrated for the betterment of all.

There is no doubt that the world of business is addicted to leadership. Thousands of leadership models exist, yet more and more continue to be defined, developed – and marketed. While the word *leader* first appeared in the English language in the fourteenth century, the term *leadership* came into existence in the late 1700s; the addiction began in earnest in the early 1900s and accelerated thereafter. Leadership had previously been associated with privilege, inherited wealth, and power, but rapid industrialisation assured its promotion in the corporate world.

If you Google leadership, you will get an astonishing two billion hits. Meanwhile, the billion-dollar global leadership industry gladly tries to satisfy a seemingly insatiable appetite for its products and services. Aspiring prophets jump from one approach to another in search of the next big thing or else promote their own, having trawled every inconceivable area of human endeavour for saleable insights. As Rob Briner has observed, 'People are terribly impressed with the idea of heroes and superstars.'



None has more contempt for what it is to be a man than they who make it their profession to lead the crowd.

Søren Kierkegaard

But are the benefits of leadership easier in the imagining than in the realisation? Does an addiction to leadership cause an increase in marginal utility? Is it the case that leadership often works to the advantage of leaders rather than those being led? After decades of *peak leadership*, do the climate crisis and shocking levels of income inequality illustrate that our obsession is misplaced?

Success in the corporate world is frequently attributed to leaders who possess the superhuman power to turn huge businesses around single-handedly. Whilst they enjoy ever higher incomes and greater rewards, the knowledge, skills, and application of thousands of employees are conveniently treated as an aside. Were it not for stellar leaders, we are led to believe, nothing positive would ever happen. Is our current approach to leadership too reductionist? Is there a need to reassess our pre-occupation with leaders?

In his prescient 1998 book *Creating Value in the Digital Era*, futurist Alf Chatteel argued that businesses prioritise the received wisdom of their leaders over the opinions of employees. He also highlighted the inherently patronising and demeaning nature of many leadership theories. A common underpinning of leadership philosophy is that people need to be motivated by an external source or they will falter, an idea which does seem to devalue the human spirit.

The Lived Experience, Working Life in the 21st Century

Corporate leadership competency statements bulge with words like *vision*, *inspiration*, *motivation*, and *communication*. Over the past few decades, business schools across the world have worshipped at the shrine of leadership, principally through a qualification called the Master of Business Administration (MBA). This ordinarily comprises modules on shareholder value, strategy, finance, risk management, information technology – and leadership. The promotion of creative and complex financial engineering methods has been central in attracting some of the best young (and often most privileged) talent, who then find work in the biggest global organisations.

It is no wonder that business schools, for whom the *Financial Times* Global MBA ranking is the primary metric of success, have multiplied and enriched themselves by supporting their corporate cousins or paymasters, securing their patronage, and mimicking the same 'free' market principles they preach. Business school deans themselves invariably draw down salaries that compare especially favourably with those offered by other faculties, and the heads of medium- and even small-sized institutions receive remuneration unthinkable in previous decades.

Perhaps unsurprisingly, MBA curricula pay little attention to the conduct of chief executives, which Manfred Kets de Vries describes as the "inner theatre". Questions concerning ethical and moral behaviour have all too often been regarded as optional or peripheral. Matthew Syed has argued that a focus on the Friedman doctrine of shareholder value maximisation – and the elevation of personal success at the expense of all else – has resulted in an erosion of the principles that help build social cohesion.



“”

Questions concerning ethical and moral behaviour have all too often been regarded as optional or peripheral



In addition, corporate scandals reinforce a widespread belief that too many leaders are regularly gaming the system and not playing fair. The consultancy firm Edelman claims that there has been a "breakdown in the trust ecosystem". The usual response to these reactions is that so-called questionable practices are perfectly legal. Herein lies a fundamental question: should ethics based on the common good play a role in the market?

In recent years, faced with a failing model and growing political and societal concerns about business excesses, many schools have begun to teach corporate social responsibility and sustainability, and those most in touch with a rapidly changing and questioning world are adopting a more inclusive agenda. Their interest in *human-centredness* indicates a move towards the thinking of the FutureWork Forum model. Whether this is a genuine response or yet another kneejerk reaction to transient market needs remains to be seen. There is evidence to suggest that some academics have become increasingly uncomfortable with how their institutions have morphed into a supply chain for corporate behemoths.



The Lived Experience, Working Life in the 21st Century

“”

Running neck and neck with the business schools and the corporations are the consultancies and gurus

Big business itself invests billions in the promotion and pursuit of the leadership agenda. Core leadership concepts are endlessly reconditioned while sophisticated corporate development systems and mechanisms are built around them. In most companies, the direction of travel remains firmly upwards. Junior managers attend in-company development days, middle managers go to external providers, and senior managers join expensive bespoke business school programmes.

There is little point in exposing junior or middle managers to leading-edge thinking. After all, many only get to interact with customers every day of the week! And bringing junior and senior managers together on a programme would be a waste of the latter's precious time! These observations may seem cynical, but they are empirically founded. It is common practice for invited leaders to turn up for 10–20 minutes and introduce a high-end programme, only to disappear for three to six months before returning for an hour or so during the valedictory dinner. Feedback is later collected and often dismissed as evidence that the participants lacked any real understanding; little wonder when the 'leaders' failed to engage in any meaningful way. Such experiences are replicated week in, week out.



Running neck and neck with the business schools and the corporations are the consultancies and gurus. The former range from global brands to independent operators, all of whom possess the secret sauce of leadership success. The gurus – who often feel little need to refer to results or research – espouse the latest concepts or endlessly revamp the human fundamentals: passion, purpose, and so on.

More and more people are re-evaluating the cost of working in corporate environments. In some ways, the Great Resignation has echoes of the early-90s concept of downshifting, though the context is of a different order. But the fact that so many appear to want to break free from their current employers says much about the impact of relentless leadership proselytising.



Whilst we recognise that bona fide leaders are indispensable and not all corporate conduct is questionable, the time has come to focus on the unique attributes of all individuals and their ability to shape the future of their organisations. We would also suggest that true leaders are neither born nor made; they emerge from particular sets of unforeseeable circumstances. In the meantime, re-orienting towards the majority of employees rather than a select minority might produce better corporate governance and outcomes. Such an approach would have huge implications for people engagement and wellbeing, as Peter Thomson highlights in his opening piece.

We don't profess to be able to answer the questions we raised at the beginning of the article definitively, but we do think the corporate world's longstanding addiction to leadership needs to end. The withdrawal process could be managed by acknowledging that the job role is often self-designated; leaders are invariably fallible; and non-leaders deserve to be listened to – on the grounds that many of them might have something useful to say. As French philosopher Montesquieu commented, 'To accomplish great things, one must be with the people, not above them'.



gf

i About the author
<https://futureworkforum.com/project/mark-thomas/>

The Lived Experience, Working Life in the 21st Century

By
Jennifer Vessels

The Power of Peers: The Future of Collaboration Lies in Global Innovations Ecosystems

For centuries, 'communities of practice' (as coined by Etienne Wenger-Trayner and Jean Lave) have been formed to inspire and guide growth for their members. From guilds to farming cooperatives and executive peer groups, the collaborative sharing of ideas and resources has delivered results. A recent study by the Vistage CEO community showed that CEOs who collaborate with peers achieve **30% greater results** than leaders who go it alone.

C.S. Lewis – 'Two heads are better than one, not because either is infallible, but because they are unlikely to go wrong in the same direction.'

Ecosystems fit into the framework of 'The Lived Experience' perfectly, demonstrating that mutualism allows for the social system as a whole to flourish.

In today's world of ambiguity, accelerated digitalisation, disruption, and everchanging business landscapes, the need for global diverse communities where people can get out of their 'echo-chamber', to access and work with people who bring new views to shared challenges is growing. This is leading to Innovation Ecosystems which are an increasing part of the Lived Experience.

“”

...there is a need for global diverse communities where people can get out of their 'echo-chamber'



The Lived Experience, Working Life in the 21st Century

Examples of thriving ecosystems throughout time:

- Earth where plants, animals, and other organisms, as well as weather and landscape, work together to form a bubble of life
- Guilds bringing together masons with different skills
- WEF Davos Agenda and the Xynteo Exchange Program in which corporate leaders are advancing

An Innovation Ecosystem is an 'interconnected system' or a working group through which individuals with common goals, purpose, or challenges can openly share, collaborate, learn, and co-create new opportunities.

Silicon Valley is the 'birthplace' of the global innovation ecosystem collaboration – interconnecting startups, students, investors, corporations, the public sector, and service providers committed to changing the world through technology. It is precisely this incubation of collaboration, fierce competition, agility, continual learning, and moving forward that makes Silicon Valley one of the most successful places for entrepreneurs in the world.

As leaders grapple with the complexities inherent in the Future of Work, traditional ways of gaining inspiration and insight (corporate retreats, innovation courses, conferences) no longer give the multidimensional view needed. In the words of Oystein Bach, Novartis, 'There isn't a book or course on post-pandemic growth in the 21st century – we are writing it. By collaborating with others in an Innovation Ecosystem, I gain new perspectives as we co-create the future.'



How and why Innovation Ecosystems work

In an Innovation Ecosystem, 3-20 people from diverse backgrounds collaborate regularly to share experiences, challenge one another, and learn from each other – to advance a common purpose, goal, or challenge. All are committed to taking action, sharing key learnings, and contributing equally to create value for all in the ecosystem.

By supporting and holding one another accountable to get out of the comfort zone and think differently everyone learns, while 'writing the book' of success. In addition, there are opportunities for hands-on collaboration to co-create new products, tools, and business models.

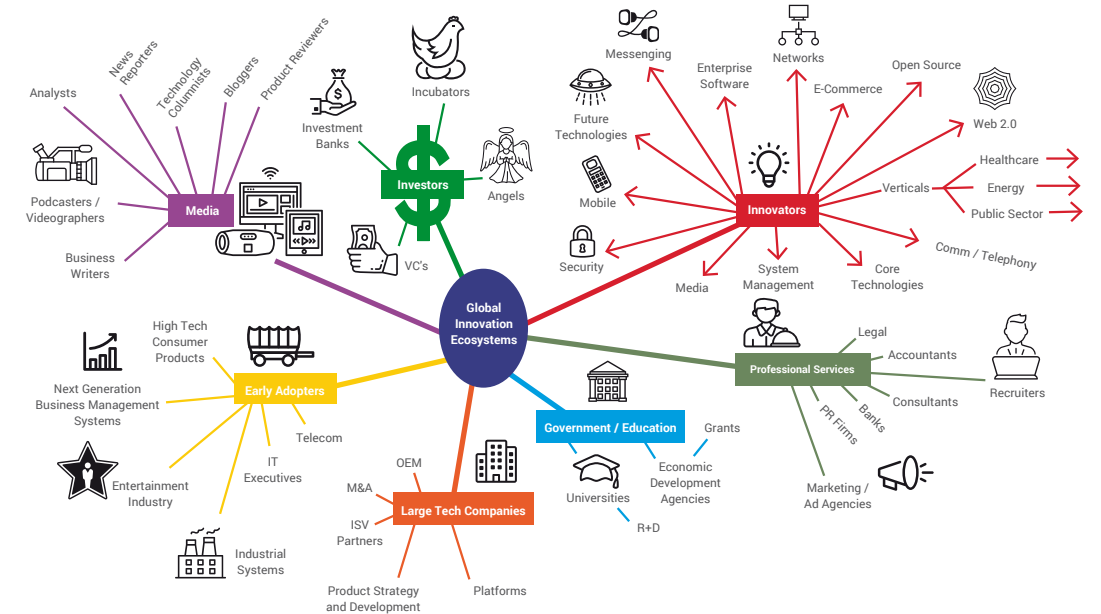
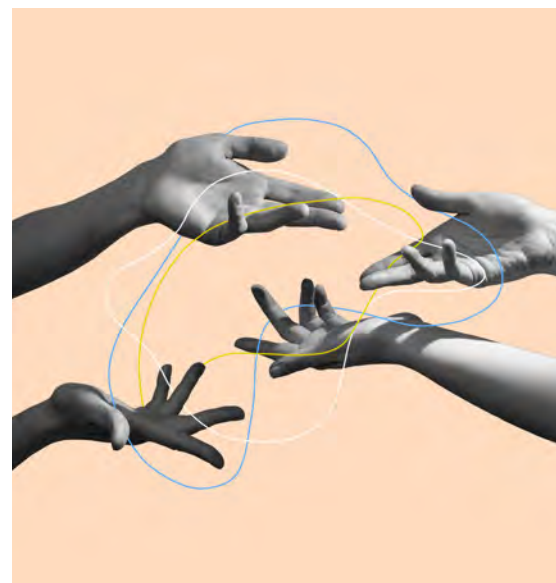


Figure 1 Sustainable Growth

Innovation Ecosystems can 'pop up' as opportunities arise or be long-term collaborations. The critical success factors for an effective ecosystem are:

- Equal commitment from all participants who are open to new ideas, brave enough to be challenged, and dedicated to showing up, following up, and sharing their learning.
- Diversity – in gender, age, location, industry, but with shared passion or common challenges.
- A facilitator or a catalyst (from within the group or ideally an outside objective party) to ensure equal contributions and accountability for action.
- Confidential environment that allows and encourages all to speak open – ideally on a digital platform that allows human connection globally.

Innovation Ecosystems in Practice

Through work in an Innovation Ecosystem, leaders from Global 2000 companies including Schneider Electric, Novartis, Sutter Health, Burson Cohn and Wolfe, IKEA, RoboBank, Norwegian Air, Hydro, Cap Gemini, YMCA, Wilhelmsen, TechnipFMC, have experienced the power of communities working together.

By participating in bi-monthly (2 hour) facilitated Executive Growth Circles (EGC), the ecosystem members have overcome adversity, co-created new solutions, and delivered record-setting results.

Each Circle is structured around a Specific Actionable Challenge (SAC) relevant to all members. SACs may be as specific as, 'how do I identify new business partners to advance circularity in my industry' or as broad as, 'how do I transform organisational culture to motivate behaviour aligned to the company goals'.

The Lived Experience, Working Life in the 21st Century

At the beginning of each circle, members share their key learnings from real-world situations, then guided by a Catalyst, they collaborate to identify alternatives to address the challenge. Finally, all leave with Committed Actions to apply insights from the circle in the real world. This often includes collaboration between the ecosystem members as they co-create future opportunities.

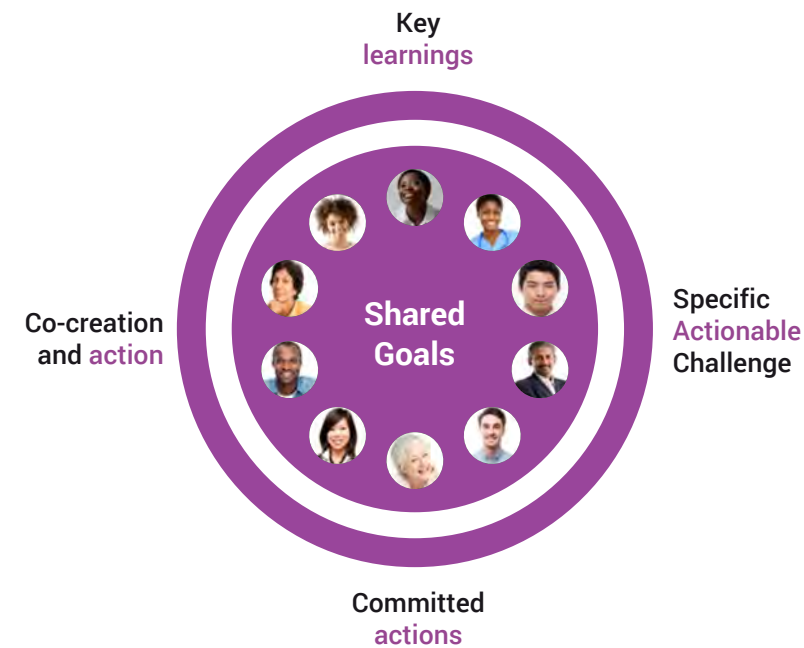
During the following circle when the leaders reconnect, they are each accountable for sharing their learnings from taking these actions. As each member of the circle shares their key learnings, all gain deeper insight into ways to approach common challenges. As many community members work on various aspects of a specific challenge such as 'transforming culture' across multiple circles, the collective learning grows exponentially. Ultimately members of the circle gain confidence that they have a strong base of experiences on which to make decisions and take future actions.

Unlike casual meetups with colleagues, conferences or courses, Innovation Ecosystems are built on:

- A. Common goal, challenge, or opportunity shared by all members of the ecosystem
- B. Commitment by all to take actions then openly share learnings and insights from real-world experiences
- C. Accountability for actions, equal sharing, and value creation for and by all members
- D. Diversity in perspectives as people from different countries, industries, backgrounds, generations, and roles work together.
- E. Relevancy of Specific Actionable Challenge for all in the circle.

Results achieved through Innovation Ecosystem:

Some of the Specific Actionable Challenges addressed are described below.



How can I build a culture of innovation and creativity into traditional corporate culture?

Building an innovation culture in which employees are empowered to explore, take quick action, and delight customers are critical to success. **However, shifting mindsets and inspiring out-of-the-box creativity in traditional organisations can be difficult.**

Through collaboration in the circles, members successfully: Built creativity and innovation into daily activities for all team members even those working remotely; implemented forward-thinking OKRs (Objectives and Key Results) – moving from financial performance driven KPIs and transformed incentive programmes to reflect the connection between the company strategy and employees' personal goals.

The result? Each company reported increased revenue, faster time to market, and improved employee satisfaction.

Some of the key learnings for the individuals in the circle included:

- Recognition that peoples' ambitions and ways of living have changed and it is essential to adjust culture to address evolving needs.
- Creating time for team members – asking questions, listening, and helping employees understand how they will benefit from taking on greater responsibility speeds up change.
- Power of aligning incentives with company objectives and individual employee motivations.
- Need to lead by example – personally taking risks, sharing failures and wins.

The Lived Experience, Working Life in the 21st Century

“
By sharing diverse perspectives, collaborating around customer journeys, needs, and values, ecosystem members identified, defined, and co-created new cross-industry solutions



How do I transform my business model and scale my operations rapidly while maintaining financial health?

Commonly referred to as 'riding two horses simultaneously' the challenge of bringing new products, and business models (which may cannibalise traditional offerings) to market is often addressed in EGCs.

Members who worked on this SAC have successfully launched new offerings, while gradually shifting resources from existing offerings – leading to record revenue growth through learning to:

- Set clear goals and openly communicate progress toward each milestone.
- Enable the Try-Fail-Grow approach. Celebrate risk-taking, even when the risk fails.
- Empower autonomous teams to design, develop and launch new solutions – outside of traditional KPIs or reward systems.
- Gain full commitment from, and share progress openly with, all stakeholders.
- Celebrate each win along the way.

How to disrupt instead of being disrupted – co-creating new revenue streams

By sharing diverse perspectives, collaborating around customer journeys, needs, and values, ecosystem members identified, defined, and co-created new cross-industry solutions.

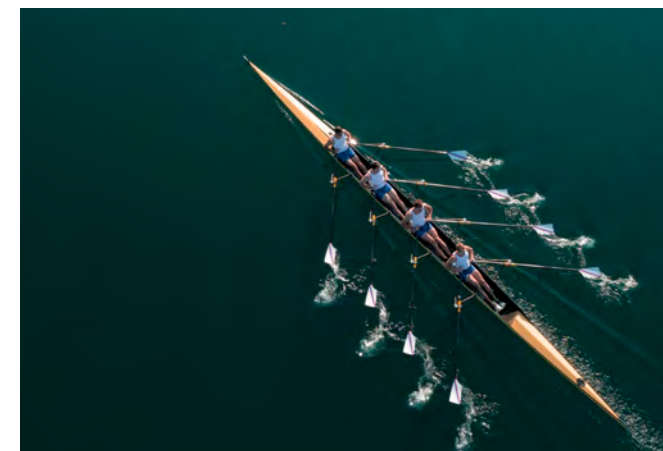
Along the way, they learned:

- The importance of understanding customer motivations (not just behaviour) today and (using predictive AI) the future.
- Ways to align product packaging and pricing with customers' perception of value.
- Criticality of learning by doing, pivoting, seeking honest feedback from people with diverse views.

Anything is possible when people who bring diverse views to a common goal collaborate in a safe space. This particular SAC led to the launch of a new service co-created by two highly regulated public/private entities – in 9 months (compared to previous 9-year time to market).

9 months

...this particular SAC led to the launch of a new service co-created by two highly regulated public/private entities in 9 months



Future of Innovation Ecosystems

Accelerating complexity, volatility, digitalisation, and competition require out-of-the-box thinking and a different approach to innovation. Through providing access to diverse perspectives, accountability for action, commitment to address common challenges and create new opportunities, Innovation Ecosystems are a glimpse of what the collaboration model of the future might look like.

As the lines between organisations, customers, and employees become more fluid and the boundaries blur between work and personal life, Innovation Ecosystems have the potential to evolve into a new way of working in the Lived Experience. This is similar to engagement in a Decentralised Autonomous Organisation (DAO). In DAOs, individuals spanning industries and continents commit to working together on a common purpose, creating and sharing value equally. You can learn more about DAOs in 'The DAO of Work' by Diana Wu David in this supplement.

Closing

We are all writing the book of future success through lived experience. The good news is that you don't have to do it alone. Innovation Ecosystems provide support and inspiration within a community of fellow explorers who share common goals and challenges. If you want to learn more about working in or building an innovation ecosystem, please get in touch with the author.

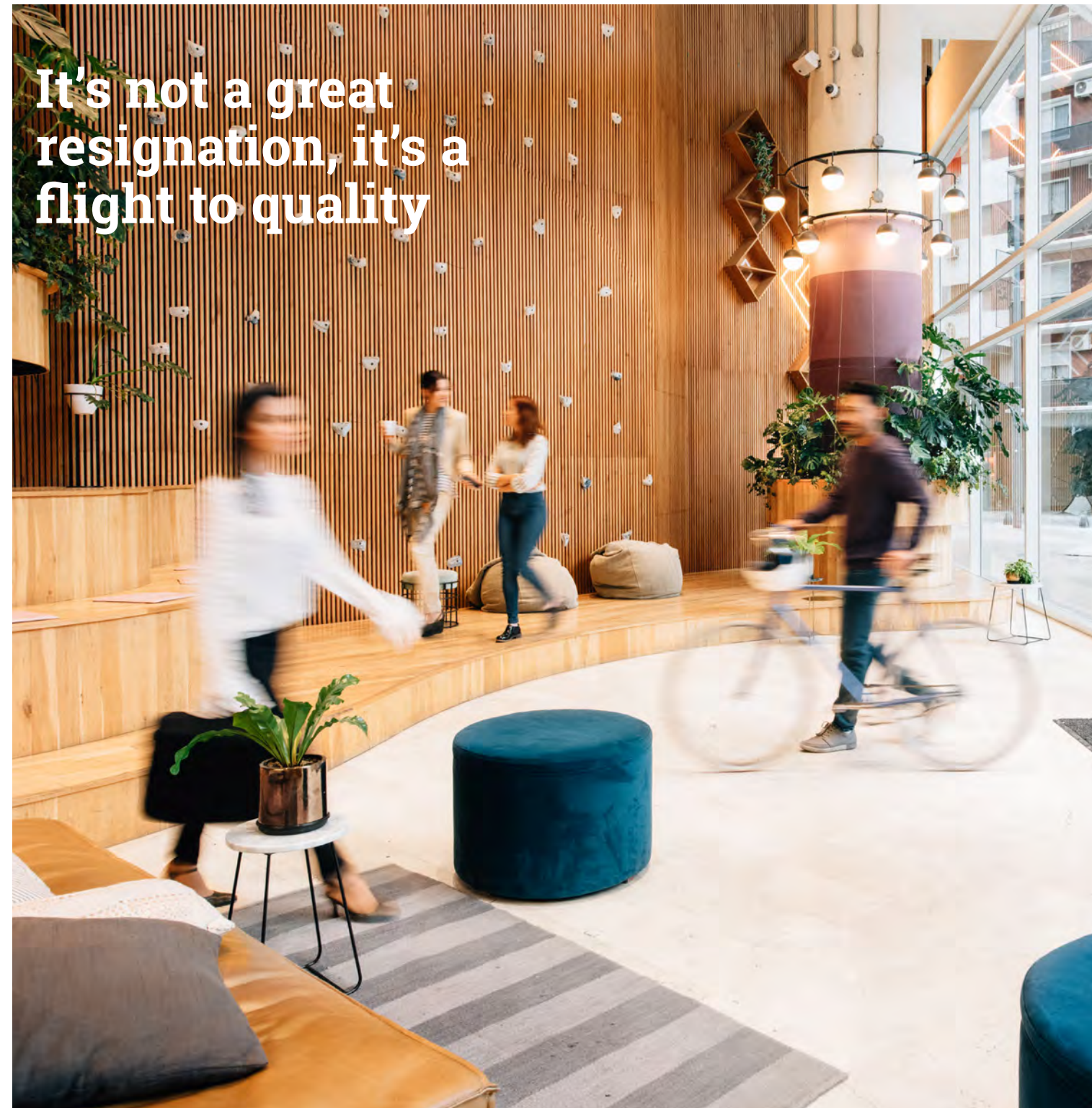
gf

i

About the author
<https://futureworkforum.com/project/jennifer-vessels/>

The Lived Experience, Working Life in the 21st Century

By
Cliff Dennett



It's not a great resignation, it's a flight to quality

Covid-enforced remote working – and its sibling (still at the toddler stage), hybrid working – have challenged the one-size-fits-all approach of traditional career management and heightened the aspirations of employees toward more flexibility and integration with their lives outside of work.

Thoughtful and thought-leading companies should recognise that the response to these emerging work dynamics may not be as simple as suggesting everyone can work from home 1-2 days per week. There are more subtle, longer-term consequences to this increased flexibility that need a more considered response.

Experiments with hybrid working are still playing out in the workplace, though two things appear to be clear;

1. After months of reflection time, employees will heavily resist returning to toxic work cultures, especially in a buoyant labour market full of choice.
2. The workplace needs to offer more benefits to the employee than working from home and these benefits need to be felt by workers.

These aspects together are really what is underlying Dr Anthony Klotz's 'Great Resignation' but that terminology is incomplete because employees aren't just resigning and doing nothing. They are resigning to move to companies that care and offer a higher quality of experience. A recent Gallup poll suggested that only 24% of employees believed their company cared about their wellbeing. Rather than a great resignation, it's a *flight to quality*; a trend accelerated by COVID-19.

“”

Being denied too much of the energy of person-to-person and small-group creative thinking can leave individuals feeling unfulfilled and unneeded

The flight to quality is a recognition that in order to attract employees out of their homes and back to working together in person, the workplace must offer something better than the home. In turn, this means digging into what employees really want to make them feel happy and needed.

While many workers *could* now work remotely, it doesn't necessarily mean that they *should*. Similar to having a long-term financial savings and investment plan, people need to invest in relationships for the longer term. By the time you need the money, it's too late to start investing and the same may happen with personal development and thereby employee satisfaction and business success.

Employees not investing in strong-tie human relationships may find themselves wanting for meaning, human connection, personal development, and a strong network. Being denied too much of the energy of person-to-person and small-group creative thinking can leave individuals feeling unfulfilled and unneeded. This is a creeping death to personal fulfilment and motivation, the impacts of which will only become apparent in the months and years to come.

While many of us have enjoyed the increased flexibility of a hybrid working world, the positives of hybrid working may be outweighed by the negatives. These include:

1. Weakening connection to the core team, feeling more out of the loop and less like your opinion counts or is asked for.
2. Lower frequency of serendipitous moments with colleagues because the end of the video call signals the end of human interaction. The only conversations are the planned ones, leaving little room for the rich surprises of spontaneity.

The Lived Experience, Working Life in the 21st Century

3. Missing the opportunities to spontaneously add value or learn new things through eavesdropping on the conversations of others.
4. Feeling torn between the pull of homelife responsibilities and being noticed enough at work to secure promotions and other career benefits.
5. Lack of mentoring opportunities; particularly for younger employees, working life without the office is not the optimal way to learn. The need to learn from seeing others, and from constant contact; immediate feedback is invaluable.

These negative consequences of hybrid working are the consequences of losing the structured working week. Connection to a common culture, serendipity, spontaneity, and demonstration of self-worth are some of the most powerful intangible benefits of work that can make us feel most human. They differentiate us from the machines and provide self-development opportunities that make us feel valued and value-adding, and which provide meaning and a route to express our innate creativity. The Dalai Lama reminds us that the purpose of life is to be happy and to be needed, and shared experience helps this.

Companies that are not thinking about strategies to enhance personal development in a hybrid world may find themselves with even more dissatisfaction in the workplace and more staff looking elsewhere for work.

Few of us really want to resign, with all of the negative connotations and consequences that means. During COVID-19, many employees have either been forced into change or have *reflected themselves* into changes that have brought decades-old debates on work-life balance out of the academic literature and well into the hearts of minds of workers around the world.

Employees want experiences that are more meaningful and tailored for *them*. They don't want to stop meeting others completely, they just don't



want to be forced into meetings when really they need time to focus. Equally, people don't want to be left sitting alone in a home office when a problem shared can be a problem solved.

One area where this flight to quality is becoming most apparent is in the investment decisions of commercial office property developers – traditionally a field with significant balance sheets where decisions are made that can affect the pensions of millions.

Due to COVID-19, it was illegal to use offices in many countries for much of 2020/21 and the return to the office has been slowed by Omicron and continued experiments in hybrid working.

However, investment in offices continues apace and the shifting demand for type and location of offices also suggests a flight to quality.



The office market industry splits the sector into grade A and grade B, the former usually being brand new, highly equipped city centre space, the latter being cheaper, older buildings, often converted from former factories and warehouses. Post COVID-19, the demand for grade A has significantly increased compared to grade B, reflecting the flight to quality in physical form. More than this, prospective tenants are asking for higher quality furnishings and fittings and spaces that encourage collaboration, creativity and that are better than working from home, coffee shops or trains.

Workers are also looking for spaces that embrace wellness. Whatever organisation you are working in, you will almost certainly have been on a corporate awayday or retreat. Typically held in lavish hotel surroundings, usually in a countryside setting, these awaydays often focus on introspection, creativity, wellness or strategy; topics for which the traditional daily grind doesn't allow time.

Imagine now that the office felt like this. Your home takes the place of the space where the daily grind used to happen and the office feels like the awayday retreat. This is where the future of the office lies; the worlds of hospitality, commercial office and business school merge, and every visit to the office feels energising, personally rewarding, and collaboratively creative. This doesn't mean that the time spent in the office necessarily decreases. Taking a holistic view of workspace and process design creates visits to the office that are more energising, creative, and productive.

Tech industry programmers are often (mistakenly) characterised as people who don't need to be co-located. Software development is sometimes outsourced abroad, so has COVID-19 resulted in large swathes of the tech industry shunning the office to work from home permanently?

In fact, most programmers don't spend their whole day sitting in front of a computer writing code. Often they're seen standing around a whiteboard with other programmers, working out solutions and creating structures, because most programming work is about problem solving. Then they may spend some time at their desks coding, then trying to find a quiet place to make a call or do research and self-development. These same people need space for quiet contemplation, somewhere to lunch (ideally mixing with new people), a place for good coffee, ideally plenty of outdoor options, and somewhere for their own belongings. All of these modes and needs have to be addressed in the modern workplace and perhaps only one or two of these can really be offered at home.

The 'campfire' benefits of co-located working are heightened the more innovative the activity needs to be. If the organisation has a well-defined product, understands its target customers intrinsically, has a highly stable staff profile and therefore little need for innovation, then arguably more of that company's work could be done with fewer physically co-located people. However, in today's world, how many companies exist that can leave innovation to others?!

To attract, engage, and retain the best talent, and for workers to produce the best results for the organisation and themselves, the convergence of hotel, business school, and office will continue with workspaces offering the kind of self-development benefits that used to be provided by the traditional workplace awayday.

Condemning the 'great resignation' to the past can be achieved by providing a high-quality 'lived experience' through a 'flight to quality'.



About the author

<https://futureworkforum.com/project/cliff-dennett/>

The Lived Experience, Working Life in the 21st Century

By
Patrick Cowden

Scaling Goodness as the foundation of the "Lived Experience"



Over the ages, the human race has been empowered by goodness and kindness, so how can we build this into lived experience? Can leaders create a corporate culture filled with kindness, goodness and joy, where we can truly be the best and ever better version of ourselves, each time we meet, even as strangers? Can the workplace of the future be a place where our ability to be together, create together, perform together, and transform together, reaches the highest levels?

It is natural to assume that creating this human-centred approach has to be driven solely by people. But what if technology is the missing link for making that space and future happen? How would technology, AI and robots have to be designed and built so that this version of a better future is possible?

With the development of Artificial Intelligence it would be entirely reasonable to have a code for robots (and even ourselves and our leaders) that designs empathy, kindness, and compassion into every interaction. This would inspire a 'be there for others' mindset and culture that makes our spirit come alive each time we meet, no matter if that encounter is with real, virtual, or artificial others.

That would be a future where goodness prevails, and empowers us and the human spirit to shine bright and light up the world around us. A world where noble endeavours are the norm and where everyone, no matter who they are, contributes to a better 'lived experience' – that is worth striving for. We can do this in conjunction with our friends the robots. They are no longer the cold, unfeeling, logical machines we see in science fiction. They are capable of enhancing positive human interactions.

Here is an account of how a positive experience of this kind could work:

The other day, my friend George invited me to join him at an event with friends.

I gladly accepted. He said it would be an intriguing experience for us all, so I was curious.

When I arrived, at first, the hostess that greeted me just said that it would be good for me to wait for the others to arrive and asked me how I was. I gladly answered. I liked her voice, it kind of reminded me of my sister. It was warm, yet insistent.

So, I waited, and when the others came, the hostess asked us to briefly greet each other with a smile, before we would begin moving to the other rooms. Four of us warmed up a bit through that first encounter, and, again, our hostess came in and told us that we could warm it up a bit more if that was okay with us.

And so she invited us into rooms of two, to get to know each other better. And she said that the most natural question for us to begin with was, 'How are you?', but she added a 'really' to the question. I was with Beverly, and so I asked her 'how are you, really?'

The hostess had told us just to listen and to give appreciative and thankful feedback for what we notice in the conversation, just a couple of minutes and just two of us. Wow! We did get closer and the appreciation I gave, I received in return. And that helped us be a lot closer to each other. And what a difference that tiny word 'really' made for the two of us.

Then, the hostess came back and said, 'Listen, I'd like to bring you back together with the others and reflect on how that was, how we feel now.' So we shared our experiences, and it was nice to hear how warm and kind we had been with each other just during the first couple of minutes. And as we shared, we came became closer again. Then our hostess came in and asked us to express our gratitude to each other at the end, before progressing to the main event.

This is a future 'lived experience' that is already becoming reality. The hostess was, of course, a robot. The people were real, and the ensuing event was warmer, kinder, more familiar than it would have been otherwise.

Having the ability to 'insert' this type of 'goodness' routine into meetings and gatherings of any sort, will uplift the quality of everything we can "do" together. Because it is a routine driven by AI, we feel safer, warmer, more familiar, generous, energised, joyful, and content. And since our Hostess could be in millions of such welcoming rooms simultaneously, the scale and positive impact for us all would be significant. **A touch of goodness, everywhere.**

gf

i

About the author

<https://futureworkforum.com/project/patrick-cowden/>