

Reimagine WorkTM

Post-Pandemic Paradigms for the New World of Work

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SLIDES FROM IVEY ACADEMY LIVESTREAM

REIMAGINE WORK™ - NOVEMBER 2020

Who we are

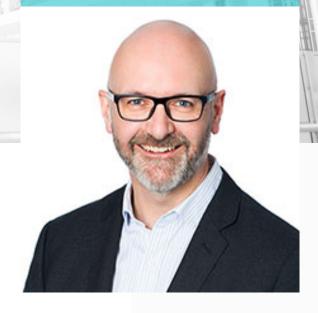


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Val Duffey

Chief HR Officer, In Transition

An experienced CHRO who puts organizations in transformation on the path to sustained business results through foundational people strategies.



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Founder,

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future foHRward

A people-centric strategic and innovative consultant, facilitator and coach with a passion for the future of work.

Reimagine Work



Our Belief

- The shared societal experience of the pandemic is creating a fundamental, organic reset of the world of work
- Many elements of this reset were already being contemplated and underway - this 'New World of Work' has now been accelerated by as many as ten years
- Organizations that adapt by quickly letting go of the past, embracing the reset, and consciously reshaping themselves will be the ones to win, thrive AND be ready to respond to the next crisis

Our Approach

- Diverge and identify the real-time insights, experiences, analysis and trends
- Converge on an emerging picture of work reimagined

Our Principles

- Big picture, industry agnostic
- Bias to knowledge workers, office environment
- Design thinking test and iterate
- Identify practical, pragmatic and usable insights

Reimagine ORGANIZATION DIMENSIONS



VALUES

What we hold as sacred—the standards to which we hold ourselves



CULTURE

How we think, react, relate, collaborate, decide and learn



LEADERSHIP

Those whose role is to set direction, and galvanize and equip the workforce to succeed



ORGANZATIONAL CAPABILITIES

Our competitive differentiators—how we succeed, what we monetize



TALENT STRATEGY

How we leverage our human ecosystem to deliver our value proposition

Towards a NEW PARADIGM

OLD PARADIGM: PROFIT-CENTRED

ORGANIZATION FOCUSED ON CREATING

SHAREHOLDER VALUE

Global Shifts: emerging technologies, demographics, environmental sustainability, political and social uncertainty

Crisis & Disruption: Global Pandemic hails market uncertainty, emerging social and work norms, accelerates 'Future of Work'

Social Inequalities: global calls for social justice reform in the wake of Black and Indigenous racism, and widening disparities in wealth distribution











EMERGING PARADIGM:

EMPLOYEES

PURPOSE-DRIVEN
ORGANIZATION
FOCUSED ON
DELIVERING VALUE
TO ALL
STAKEHOLDERS
INCLUDING
CUSTOMERS &

The SHIFTING DIMENSIONS

TRADITIONAL PARADIGM

Employees embrace the organization's values

People can't be trusted - need rules, oversight, incentives

Leadership is hierarchical and about rules and control

Fixed mindset of what we need to compete and thrive

Org structure, output and staff are static, predictable



EMERGING PARADIGM

Organizations must adjust to new societal values



In the right ecosystem, people do the right thing



Human-centred leaders empower the collective to deliver on the purpose



Growth mindset for dynamic, emerging capabilities



Org systems, work and talent are dynamic and flexible

Reimagine VALUES



TRADITIONAL PARADIGM: *Employees* embrace the organization's values.



EMERGING PARADIGM: Organizations must adjust to new societal values.

- Health & Safety important in some workplaces
- Belonging centred on white, male privilege vs. 'others'
- Mental wellbeing conversation is fringe and risky
- Corporate Social Responsibility for company interests
- Personal and work lives have fixed boundaries

- Priority #1 in every workplace with new protocols \$
- Belonging for all by structured/systemic design 💲 🦰



- Mainstream, vulnerability, social/emotional supports \$
- Social contribution and organization selflessness
- Blurred boundaries, personal/family accommodations



Risk implications



Financial implications

Reimagine CULTURE



TRADITIONAL PARADIGM: People can't be trusted—need rules, oversight, incentives.

EMERGING PARADIGM: In the right ecosystem, people do the right thing.

- The office is where we come to work everyday
- Decision-making is high, centralized, concentrated
- Oversight of productivity through in-office supervision
- Behaviour code defined by the organization/industry
- Change & comms carefully crafted, rolled out

- Virtual work and differentiated office experiences
- Ψ
- Relinquished hierarchy, distributed decision-making



- The unbossed organization empower, outcome-focused
- 'Platinum Rule' treat others as they expect: kindness, respect, equity and empathy
- Rapid transformation, frequent, transparent comms

Risk implications

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Financial implications

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