

Reimagine Work™

Post-Pandemic Paradigms for the New World of Work

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NOVEMBER 5, 2020

SLIDES FROM IVEY ACADEMY LIVESTREAM

Who we are



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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



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

The SHIFTING DIMENSIONS

TRADITIONAL PARADIGM



EMERGING PARADIGM

Employees embrace the organization's values



Organizations must adjust to new societal values

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



In the right ecosystem, people do the right thing

Leadership is hierarchical and about rules and control



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

Fixed mindset of what we need to compete and thrive



Growth mindset for dynamic, emerging capabilities

Org structure, output and staff are static, predictable



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 
- 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*

 *Financial implications*



THANK YOU!