Social innovation: future of work, workforce and workplace

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Social Inclusion

Purpose

- ‘Social’ innovation in the context of workplace refers to non-technical innovations and emphasizes good quality jobs and employee participation.

- Social Innovation assumes that people in need take the initiative to address social problems. But people only start doing this when they are empowered, and one condition that ensures such initiatives is when people have meaningful work.

- Participation through work enables participation in society. Such participation is designed via through the process of bottom up innovation.

Source: Peter Oeij / Steven Dhondt / Frank Pot / Peter Totterdill, Workplace Innovation As An Important Driver Of Social Innovation, 2018
Challenges facing the future of work

Leadership and worker well-being
- Only 22% believe that their leadership has a clear direction for where the organization is going
- Only 25% feel connection to mission
- Only 26% believe that their organization always delivers on what it promises to customers

Well-being and engagement
- Only 15% feel engaged at work, which drives up costs
- More engaged employees are more productive & innovative, while disengaged drive up costs
- Disengaged workers are more likely to steal from their companies, negatively influence coworkers, miss work, and drive customers away
- Only few companies demonstrate ongoing commitment to HWB&E

Source: ISS and CIFS, 2018 and Gallup, 2018
Trends facing the future of work

(Source: ISS, Copenhagen Institute for Futures Studies, 2018)
Shortening of corporate lifespans and new organisations
Technology is breaking down barriers / creating an AVUCA world

(Source: ISS, Copenhagen Institute for Futures Studies, 2018)
Competition is increasing

- Life expectancies of S&P 500 companies are declining – down from 60 to less 20 years
- Half the Fortune 500 will be replaced by 2030
- Companies need to radically transform their business models to survive

Source: CIFS, 2016, AEI, 2016
Changing nature of OSH Risks

- Increasing ergonomic risks
- Cognitive stress and load from new human-machine interfaces
- Cyber-security risks from human machine interface
- Under regulated self-employed workers
- New ways of working and new organization forms changing role of OSH
- Data reciprocity in the big data analytics era
- Loss of control over pace of change and ensuing impacts on work life balance
- More frequent job changes and longer working lives.

Source: EU OSHA, 2018
New types of competitive environments


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## Nuanced approach to workplace strategy

<table>
<thead>
<tr>
<th>APPROACH</th>
<th>OBJECTIVE</th>
<th>WORKPLACE STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. THE CLASSICAL APPROACH</td>
<td>BE BIG</td>
<td>• Quantitative and predictive workplace strategy</td>
</tr>
<tr>
<td></td>
<td>Aims at excelling in a competitive environment</td>
<td>• Traditional workplace planning, outsourcing and supporting services</td>
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<td></td>
<td></td>
<td>• Only moderate changes in the workplace strategy. Radical changes occur rarely</td>
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<td>2. THE ADAPTIVE APPROACH</td>
<td>BE RESPONSIVE</td>
<td>• Need for continuous experiments and real-time adjustments in the organisation</td>
</tr>
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<td></td>
<td>Suited for unpredictable environment</td>
<td>• Reflected in a flexible workplace design – internally and externally</td>
</tr>
<tr>
<td>3. THE VISIONARY APPROACH</td>
<td>BE FIRST</td>
<td>• Must ensure that the organisation can marshal resources and plan for make-or-break projects</td>
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<tr>
<td></td>
<td>Seeing and pursuing opportunities single-mindedly</td>
<td>• Should prepare for both the success and failure of projects</td>
</tr>
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<td>4. THE SHAPING APPROACH</td>
<td>BE ORCHESTRATOR</td>
<td>• Should promote remote work and use of co-working spaces</td>
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<td>Be part of an ecosystem of collaborators sharing risks and resources</td>
<td>• Distributed and shared work solutions must be supported</td>
</tr>
<tr>
<td>5. THE SURVIVAL APPROACH</td>
<td>PERSEVERE</td>
<td>• Organisations respond strategically to changing conditions by calling remote workers back to office</td>
</tr>
<tr>
<td></td>
<td>When internal/external shocks forces the organisation to change course</td>
<td>cutting cost, reducing portfolios and preserving only critical resources</td>
</tr>
</tbody>
</table>

Source: ISS and CIFS, 2018

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As new organisational structures emerge

FROM CENTRALISED

1. CHAIN OF COMMAND
2. BUREAUCRACY
3. 20th CENTURY HIERARCHY

Examples:
Military
Police

Government
Most companies

ALTERNATIVE ORGANISATIONAL STRUCTURES

4. PROJECTS
5. ENTREPRENEURIAL
6. PATH-FINDERS
7. WIREARCHY

Movies
Sports
Freelance

Google
Apple
Tesla

Zappos
Menlo
Valve

Wikipedia
Linux
AirBnB

Traits:
Creative
Defined start/end

Combines 20thC with Projects:
Focus on innovation

Piloting new 21st C. ways to organize people/work

Leveraging the power of community

Source: CIFS, 2017
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The future of the workforce and implications for social innovation and OSH
67% of employees are sometimes, very often or always burned out at work

Source: Gallup, 2018
Bullsh#t jobs – too much work with out meaning

Does your work give you meaning

- “I do digital consultancy for global pharmaceutical companies’ marketing departments. I often work with global PR agencies on this, and write reports with titles like How to Improve Engagement Among Key Digital Health Care Stakeholders. It is pure, unadulterated bullshit, and serves no purpose beyond ticking boxes for marketing departments.”

...not for British and Dutch workers

YouGov, a data-analytics firm, polled British people, in 2015, about whether they thought that their jobs made a meaningful contribution to the world. Thirty-seven per cent said no, and thirteen per cent were unsure—a high proportion, but one that was echoed elsewhere. (In the Netherlands, forty per cent of respondents believed their jobs had no reason to exist.)

Source: Bullshit Jobs, New Yorker, 2018
Talent – is a seller’s market

- Workers have access to technology, as powerful companies offer better adapted options to individual needs
- Workers change jobs 10-15 times during their career
- Millennials job security comes from owning own businesses
- 20-30% work as freelancers
- Workers want to “choose their own adventures”
- Creates a great deal of social pressure and risk of immiseration

Source: ISS and CIFS, 2018
### Proficians v. precariats

**Share of working-age population engaged in independent work**

<table>
<thead>
<tr>
<th>Primary income</th>
<th>Supplemental income</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preferred choice</strong></td>
<td></td>
</tr>
<tr>
<td>Free agents</td>
<td>Casual earners</td>
</tr>
<tr>
<td>30%</td>
<td>49 million</td>
</tr>
<tr>
<td><strong>Out of necessity</strong></td>
<td></td>
</tr>
<tr>
<td>Reluctants</td>
<td>Financially strapped</td>
</tr>
<tr>
<td>14%</td>
<td>23 million</td>
</tr>
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</table>

Source: McKinsey, 2017

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The researchers also discovered which variables were *not* significantly connected with team effectiveness at Google:

- Colocation of teammates (sitting together in the same office)
- Consensus-driven decision making
- Extroversion of team members
- Individual performance of team members
- Workload size
- Seniority
- Team size
- Tenure

Source: Re:work@Google, 2018
http://osha.europa.eu
The future of the workplace and implications for social innovation and OSH
Focus on engagement, workplace experience, and experience cluster

Source: ISS and CIFS, 2018

http://osha.europa.eu
Identifying existing and desired organisational culture

Source: ISS and CIFS, 2018

http://osha.europa.eu
Changes will be influenced by national culture

Source: Steelcase, 2013
Emerging areas of research and its implications on OSH
Emerging: Trying to tune workplace and productivity challenge

Crossover Worksmart

It’s a data-driven solution to help managers measure productivity within their teams and to help workers as a personal productivity application....WorkSmart provides accurate, in-depth analysis of your productivity so there’s never any gray area.

Keyboard activity, application usage, screenshots, and webcam photos to generate a timecard every 10 minutes
Growing importance of understanding how groups and individuals make decisions

Source: Sally Khallash (2016): Beslutningsstrategi, Djøf Forlag

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Emerging: What is driving the gender gap

- **Hypothesis:** male-female differences were due to differences in behaviour and access to mentors.

- **Tools:** Email monitoring
  - Meeting schedule data
  - Sociometric badges
  - Voice monitoring sensors (Volume and Tone) – tells us if one person is dominating a conversation

- **Findings:** There was no perceptible difference in behaviour metrics. The findings appear to show that differences between men and women were the result of bias alone, and not systematic differences in interactions

Source: HBR, 2017
Emerging: Neuroscience, neurodiversity and the workplace

- Behavioural economics and psychology focus on what choices are made and under conditions.

- Neuroscience is being to understand how decisions are made and how different neurological conditions create diverse responses (Autism, ADHD, etc).

- The effectiveness of nudges and other workplace interventions affect people experiencing different conditions.

Thank you!