



**Future of work?
September 2022**

THE LAST 2 YEARS HAS DRAMATICALLY CHANGED HOW WE WORK



But what is the best model for future work?

BOTH THE OFFICE AND REMOTE WORKING CAN BRING BENEFITS

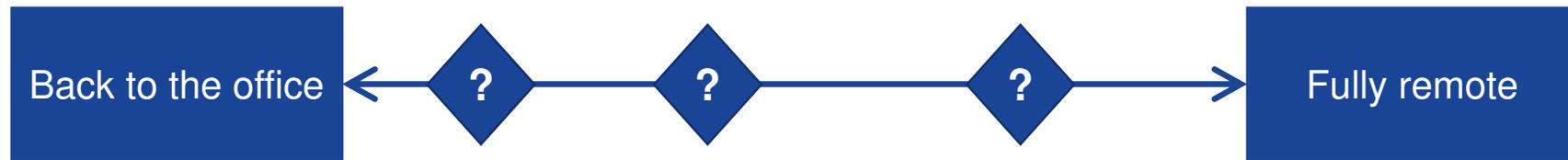
Benefits of the Office

- Easier visual management of activity
- Direct engagement to prioritise work
- Closer 'in person' collaboration
- Easier informal knowledge transfer and learning
- A sense of community and interpersonal engagement
- Control over the appropriateness of the working environment
- Control over physical (and sometimes digital security)

Benefits of remote working

- No time lost to commuting travel
- Increased flexibility around working time
- Potential to reach new, more dispersed talent pools
- Removes 'localism' within hub and spoke organisations
- Can increase global connectivity and collaboration
- Reduced physical infrastructure costs in high cost locations

WHAT IS THE BEST MODEL FOR FUTURE WORK



There is not just one answer...
... and there is not just one right answer

Let's look at it through a few different perspectives

They type of
work

They type of
business

They different
people

HOW DOES THE TYPE OF WORK IMPACT THE FUTURE WORKING STYLE

Some roles and some types of work benefit from co-located work, some can benefit from remote working:

The outcomes / outputs of the work	How easy is it to objectively measure the outcomes or output of work?
The autonomy of the work	How easy is it for an individual to manage their work and priorities?
The need for collaboration	To what does value come from the interaction between teams or the sharing of insight?
How collaboration takes place	How structured or unstructured is that collaboration – and so how easily can it be facilitated through digital collaboration tools?

HOW DOES THE TYPE OF BUSINESS IMPACT THE FUTURE WORKING STYLE

Some businesses benefit from co-located work, some benefit from remote working:

Global versus local

- Global business may want to reduce the dependence upon given locations and can drive collaboration and 'follow the sun' activity
- Locally dependent business may want to retain core skills around a given location and an operational connection with that location

The scarcity of skills / knowledge

- Scarce skills can be utilised across geographical or business boundaries
- Scarce skills can be accessed from a global talent pool

Regulatory or operational compliance

- High compliance environments or businesses with high criticality of data etc may want greater physical control over the working environment

HOW DOES THE INDIVIDUALS' NEEDS IMPACT THE FUTURE WORKING STYLE

Some individuals benefit from co-located work, some benefit from remote working:

New starters versus experienced staff

Remote working is easier for experienced staff
New starters need interpersonal contact for learning and informal development

How development happens

Formal / technical / procedural training can be delivered remotely
Informal learning / contextual learning is better delivered personally

The need for networks

Self-starters and more independent minded individuals can maintain longer periods working remotely – others need contact and networks to perform

Domestic situations

Remote working suits cohorts with space and connectivity at home
New entrants and busy families often don't have great home working conditions

SO IS THERE A BEST FUTURE MODEL?

Hybrid organisation

- Focused on work, teams and individuals who benefit from co-location
- Bringing people together for a purpose

Smaller, focused office environments

Some remote working flexibility

- Fewer 100% remote
- More partial home working – structuring work patterns that can be done from home

- Alternative local facilities – co-working spaces away from home that enable local productivity

More hubs

Collaboration and operational performance technology and techniques

- Formalising use of collaboration tools
- Creating a new agreement on how work effectiveness can be managed