The myth of technology and collaboration
and how to get everyone on a conference call in under 30 seconds

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Work is changing and we must adapt space to needs, creating a variety of work environments.

Activity Based Work (ABW) and team-centered Agile workplace strategies.

Keeping people at the heart of work.

Images: Skullcandy headquarters in Utah designed by Think Architecture and Design
Agile work spaces

I don’t think we have the right mix yet …

From a review, one year in, of a local co-working space:

“One thing we learnt is we need more privacy booths - more than we think, very popular.”

“People are nomadic even within the building but the "collaboration" bench tables are just not used!”

“Either laptops and coffee on a small table or teams like to meet or eat together so we need bigger bench tables.”

“And the soft furnishing is less used as they are not good for either coffee/laptop or team eating.”

So while A/B testing is a great way to develop an agile approach to space / type allocation …
What is OUTCOME-WORK?

Lets think for a moment about what is this WORK we talk about?

A recent report had some great perspectives for FM but the glossary didn’t even contain a definition of WORK.

Do you see how the co-working space observed the people and how they talked about their activities - what are the people actually doing?

NB: Outcome-Work always includes others.
What do we do at work?

### The Cost of Information Tasks to the Enterprise

<table>
<thead>
<tr>
<th>Task</th>
<th>Average Hours Per Worker Per Week</th>
<th>Cost Per Worker Per Week ($)</th>
<th>Cost Per Worker Per Year ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-mail: read and answer</td>
<td>14.5</td>
<td>418</td>
<td>21,753</td>
</tr>
<tr>
<td>Create documents</td>
<td>13.3</td>
<td>334</td>
<td>19,853</td>
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<tr>
<td>Analyze information</td>
<td>9.6</td>
<td>277</td>
<td>14,402</td>
</tr>
<tr>
<td>Search</td>
<td>9.5</td>
<td>274</td>
<td>14,252</td>
</tr>
<tr>
<td>Edit/review</td>
<td>8.8</td>
<td>254</td>
<td>13,202</td>
</tr>
<tr>
<td>Gather information for documents</td>
<td>8.3</td>
<td>240</td>
<td>12,482</td>
</tr>
<tr>
<td>File and organize documents</td>
<td>6.8</td>
<td>196</td>
<td>10,201</td>
</tr>
<tr>
<td>Create presentations</td>
<td>6.7</td>
<td>193</td>
<td>10,051</td>
</tr>
<tr>
<td>Create images</td>
<td>5.6</td>
<td>163</td>
<td>8,461</td>
</tr>
<tr>
<td>Data entry to e-forms</td>
<td>5.6</td>
<td>162</td>
<td>8,446</td>
</tr>
<tr>
<td>Manage document approval</td>
<td>4.3</td>
<td>124</td>
<td>6,451</td>
</tr>
<tr>
<td>Publish to Web</td>
<td>4.2</td>
<td>121</td>
<td>6,301</td>
</tr>
<tr>
<td>Manage document routing</td>
<td>4.0</td>
<td>115</td>
<td>6,001</td>
</tr>
<tr>
<td>Publish to other channels</td>
<td>3.9</td>
<td>113</td>
<td>5,851</td>
</tr>
<tr>
<td>Create rich media</td>
<td>2.8</td>
<td>81</td>
<td>4,201</td>
</tr>
<tr>
<td>Translate</td>
<td>1.0</td>
<td>30</td>
<td>1,545</td>
</tr>
</tbody>
</table>

N=234

Note: Costs per worker per week and costs per worker per year are based on average salary plus benefits totaling $60,000 per year ($28.85 per hour in a 40-hour work week). All workers do not perform all tasks.

Source: IDC's Proving the Value of Content Technologies, 2004

### Graph

- Activities related to creating/managing documents (personal productivity)
- Activities related to review/approval of documents (collaboration)

Source: IDC's Bridging the information worker productivity gap, Melissa Webster, 2012
How does your **work** place support these activities?

Knowledge workers spend the most time per work week on document related tasks.

- Collaborating: 15%
- Emailing: 21%
- Creating: 16%
- Sharing: 13%
Introducing scenarios

Legacy Business Productivity Scenarios

1. Power your personal productivity
2. Instantly communicate virtually with one or more colleagues
3. Find, communicate, and collaborate
4. Maximize your meetings
5. Cross organizational boundary collaboration
6. Effective decision making and tracking
7. Share knowledge/information/best practices
8. Collaborative ideation
9. Effective community collaboration
10. Collaborative document creation, review and approval
11. Collaborative business intelligence
12. Effective teams

A new document is created.

The document is saved to a shared workspace.

Reviewers or approvers are notified.

Confidential content can be protected.

Revisions and comments are saved back to the workspace. Changes are version controlled.
Change is often about removing obstacles

Early stages of maturity remember it is about removing obstacles as much as positive motivation.

Researching further, it seems there is a lot more to motivation. Most people have heard of Maslow's Needs Hierarchy which, as applied to workplace motivation, sought to explain individual employee motivation as a pyramid of needs.

You can read more by researching Frederick Herzberg's motivation theory and Alderfer's ERG (Existence, Relatedness, Growth) as adaptations of Maslow.

Herzberg classified Hygiene Factors (supervision, interpersonal relations, poor workplace environment as well as salary, benefits and rewards) which all demotivate when not present ... as well as the Motivation Factors (achievement, advancement, recognition, responsibility) which will motivate when present.

<table>
<thead>
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<th>Increasing maturity</th>
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<th>Process</th>
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</thead>
<tbody>
<tr>
<td>Existence</td>
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<td>Removal of obstacles</td>
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<td>AWARENESS</td>
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<td>Relatedness</td>
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<td>People with the right mindset</td>
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[https://www.surveymonkey.com/r/6KD8FNP](https://www.surveymonkey.com/r/6KD8FNP)
10. Collaborative document creation, review and approval

Document: Create, share, review, feedback, digital work, co-create.

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**Working Out Loud: The Fundamentals**

- **Narrate + share your work** frequently in digital channels
- **Build skills:** Participate in #WOL circles
- **Let others observe and enrich your digital work**
- **Foster a digital network and online reputation**
- **Collaborate openly on others’ digital work**
Digital infrastructure and channels

Steady Narration of...  
- Ideas  
- Decisions  
- Interim Work Products  
- Links  
- Status  
- Needs  
- Documents

...in Digital Channels  
- Enterprise Social Networks  
- Online Communities  
- E-mail  
- Persistent Chat  
- Blogs  
- Wikis  
- Open Collaboration Tools

...Which Leads To  
- Improved quality of work products  
- Discoverable body of institutional knowledge  
- More transparency  
- Higher employee engagement  
- Fast feedback and fewer errors  
- Less manual status tracking  
- Better management, stakeholder oversight

Note: A #workingoutloud draft seeking open feedback from anyone

* = Preferred due to support for FLATNESSES
FIVE ELEMENTS of WORKING OUT LOUD

John Stepper

1. Relationships
   - The path to knowledge is via others
   - We are wired for reciprocal altruism
   - The currency of real networking is generosity

2. Generosity
   - We are at the heart of WOL

3. Visible Work
   - Amplify who you are and what you do
   - Extends your reach

4. Purposeful Discovery
   - Having a learning goal in mind orients your activities

5. Growth Mindset
   - Develop an open, curious approach to work & life

7 essentials to make WORKING OUT LOUD Successful

- Sharing your thoughts
- Viewing your ideas
- Expressing half baked opinions
- Beginning conversations

SAFE ENVIRONMENT
- Encourage deep conversation, honest feedback & authentic support

BEYOND INFORMATION SHARING
- Sharing the “how” & not just the “what”. Providing context to the information, the exceptions, the success and failures.

INSPIRATIONAL ROLE MODELS
- The early adopters & trendsetters. Even better if it is senior management.

MEANINGFUL CONVERSATIONS
- Invite wider participation, diverse thinking, organizational hive mind. True learning through dialogues.

THINKING COOPERATION
- It is about being consistent, about showing up and sharing. It is a valuable self-reflection and learning tool.

EASY ENTRY & PARTICIPATION
- Create a community space or platform that can be accessed easily. Have a community manager to help.

WOL – A MINDSET NOT ATTITUDE
- Comes from the same attitude of sharing with the intent of helping others learn from what I know and the mistakes I’ve made.

We do what we say! We are WORKING OUT LOUD by co-creating this Infographic.

Based on an article by @sahana2802
sahana2802@gmail.com

Visualization by @RajeshwariR9
rajeshwari.ramachandran@outlook.com
What does this mean for workplace?

So we have ABW and agile space but what more can we do to directly support WOL?

<table>
<thead>
<tr>
<th>Make your work more visible in such a way that it might help others</th>
<th>User signage, wall charts, display screens in open spaces, libraries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work in a more open and connected way</td>
<td>Choice of location helps here, multi-seat workspaces, meeting space availability</td>
</tr>
<tr>
<td>Support for circles (peer support rings)</td>
<td>Where do they meet?</td>
</tr>
<tr>
<td>Foster a digital reputation</td>
<td>Join that with physical presence (locker chalk, corporate branding)</td>
</tr>
<tr>
<td>Generosity</td>
<td>How to give and share space</td>
</tr>
<tr>
<td>Curiosity and serendipity</td>
<td>Flow across and between spaces</td>
</tr>
</tbody>
</table>
4. Maximize your meetings

Meetings are either to discuss or decide both is rarely a good idea.

We used to have an etiquette list on the wall in the meeting room now we are rarely in the same room.

Lots of ideas to on how reduce the number and shorten the length of meetings
   - Stand-up, Daily scrum
   - The 22 minute meeting

So is this just another cultural issue? What change lever can we pull?
At an HR conference we heard a case study that **required** remote workers to be **on video** in their home office for every minute they were working (and being paid!)

They had a great team culture and no pjs on conference calls.

And then I saw this Linkedin post by some colleagues of mine; Rasmus is another big fan of video.
Ask yourself if the conference call you are scheduling is important enough that it would require your undivided attention.

Help yourself resist multitasking, and help your team and colleagues maintain their focus.
Look people in the eye
What does this mean for the Workplace?

Process - insist on video
Culture - commitment to the team
Technology – video, so get set up and practice

Workplace
- Obviously noise! And what is going on behind you
- What is a suitable place for video calls
- Rooms because of light and sound
- Perhaps many more small private spaces
- Home office layout and equipment
- Co-working spaces need more video friendly areas
- Perhaps Starbucks doesn’t fit these criteria.
So the answer to my original question

How do you get everyone on a conference call in under 30 seconds?

It is not the technology, Zoom or GTM or Skype.
And it is not the workplace.
It’s another people thing.

Insist on video as a sign of commitment. Provide the right place, the right equipment, some training, help with set-up but then if you can’t look them in the eye, dump them from the call.
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<tr>
<td><strong>IT</strong></td>
<td>Connectivity</td>
<td>Recognition</td>
<td>Beige cubicles of despair</td>
<td>Hand-offs Approvals Lean</td>
</tr>
<tr>
<td>Existence</td>
<td>Access</td>
<td>Culture</td>
<td>Noise Privacy</td>
<td></td>
</tr>
<tr>
<td><strong>HR</strong></td>
<td>Any device, anywhere</td>
<td>Managers on-board</td>
<td></td>
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<tr>
<td><strong>Workplace</strong></td>
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<tr>
<td><strong>Process</strong></td>
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<tr>
<td><strong>Measurement</strong></td>
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<tr>
<td>Relatedness</td>
<td>Able to share</td>
<td>Change culture</td>
<td>Location choice</td>
<td><strong>Measurement</strong></td>
</tr>
<tr>
<td>People with the right mindset</td>
<td>Choice of device</td>
<td>Networking External mindset</td>
<td>Agility</td>
<td>Meaningful work</td>
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<tr>
<td><strong>CONSIDERATION</strong></td>
<td>Team focused</td>
<td>Multi-skilled</td>
<td>Sensors</td>
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<td><strong>Measure</strong></td>
<td>IoT</td>
<td><strong>Measurement</strong></td>
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<tr>
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<td>AI/ML/Analytics</td>
<td>Work Out Loud</td>
<td>Outcome-appropriate work spaces</td>
<td>STP</td>
</tr>
<tr>
<td>Digital transformation</td>
<td>Connected Data Assistants</td>
<td>Radical transparency</td>
<td>spaces</td>
<td>Automation</td>
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<tr>
<td><strong>TRANSFORMATION</strong></td>
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<td>Disrupt the silos</td>
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<tr>
<td><strong>AI/ML/Analytics</strong></td>
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<td><strong>Connected Data</strong></td>
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<td><strong>Assistants</strong></td>
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</tbody>
</table>
Thank you for your time; let’s discuss

What can the work place do for:

4. Maximize your meetings
10. Collaborative document creation, review and approval

Then you can move on to the other eight scenarios. Backup and references available.
References

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