



The myth of technology and collaboration

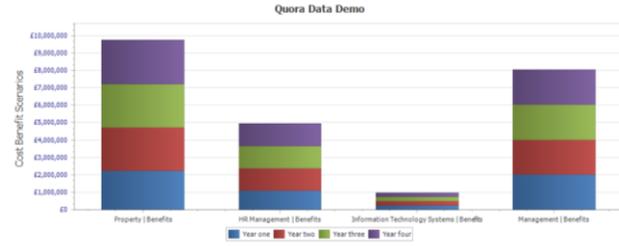
and how to get everyone on a conference call in under 30 seconds

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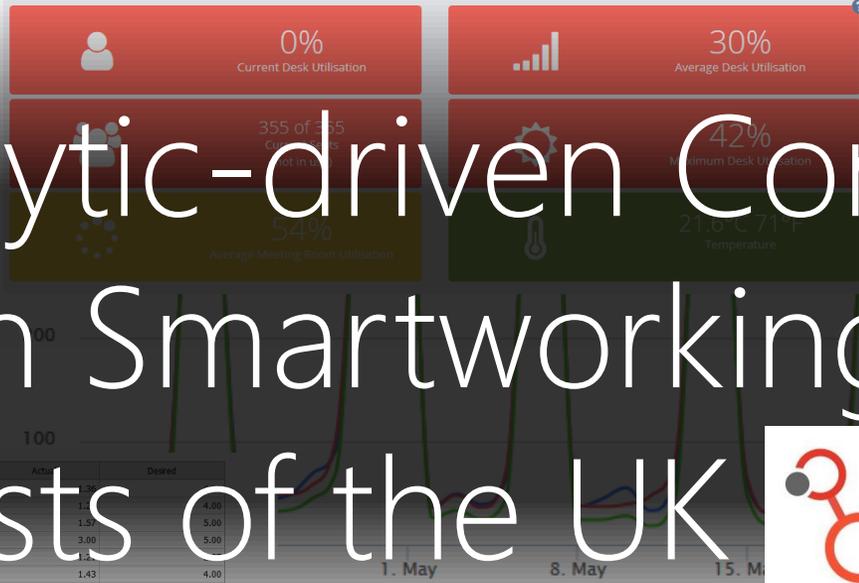
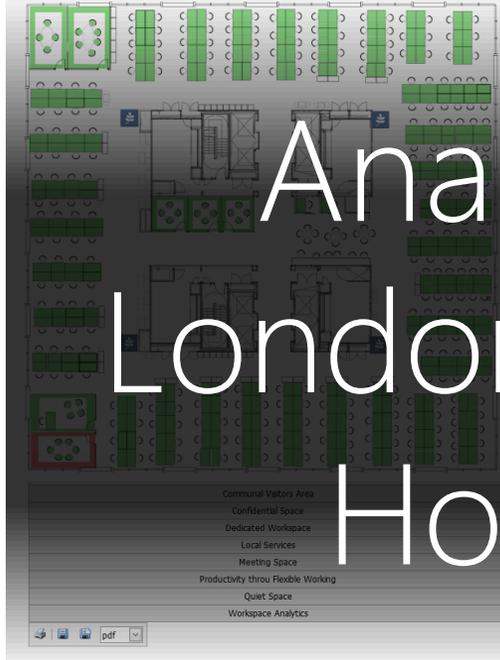
@thedavidslight



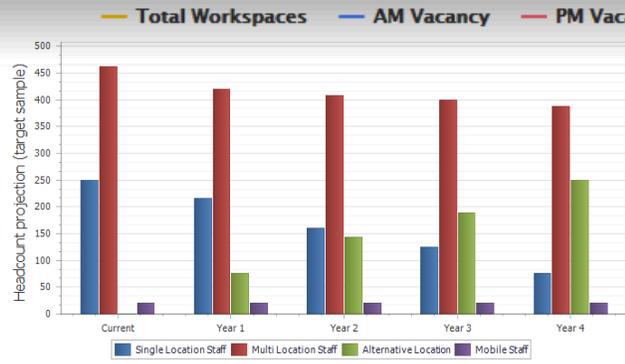
	Year one	Year two	Year three	Year four
Property	Benefits £2,224,597	£2,503,258	£2,503,258	£2,503,258
HR Management	Benefits £1,097,851	£1,285,669	£1,285,669	£1,285,669
Information Technology Systems	Benefits £243,656	£243,656	£243,656	£243,656
Management	Benefits £2,012,960	£2,012,960	£2,012,960	£2,012,960



Project Name: Quora Data Demo		Maturity Model		Current State		Adjusted Current State		Desired State		Adjusted Desired State		#
HR Management	Alternative Working Quality	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
HR Management	Business Process Management	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
HR Management	Career Progression	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
HR Management	Company Values	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
HR Management	Effective HR Processes	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
HR Management	Employee Wear 'n Tear	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
HR Management	Guidelines	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
HR Management	Personal Development & Training	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
HR Management	Sustainability	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Information Technology Systems	Collaboration	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Information Technology Systems	Dynamic Location Communications	Unaware	Unaware	Unaware	Unaware	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Information Technology Systems	Electronic Storage	Unaware	Unaware	World Class	World Class	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Information Technology Systems	Home Workspace	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Information Technology Systems	Location Agility	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Information Technology Systems	People-Related Services	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Information Technology Systems	Support Services	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Information Technology Systems	Temporary Workspace	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Management	Corporate Communications	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Management	Management by Outcome	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Management	Rethinking Management	Unaware	Unaware	Capable	Capable	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Management	Sense of Belonging	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Management	Virtual Culture	Unaware	Unaware	Unaware	Unaware	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Property	Communal Visitors Area	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Property	Confidential Space	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Property	Dedicated Workspace	Unaware	Unaware	World Class	World Class	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Property	Local Services	Capable	Capable	World Class	World Class	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Property	Meeting Space	Unaware	Unaware	Unaware	Unaware	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Property	Productivity thru Flexible Working	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Property	Quiet Space	Unaware	Unaware	Mature	Mature	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0
Property	Workspace Analytics	Unaware	Unaware	World Class	World Class	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0	£0.0



Analytic-driven Consulting London Smartworking Summits Hosts of the UK



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

Activity Based **Work** (ABW) and team-centered Agile **work**place 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:

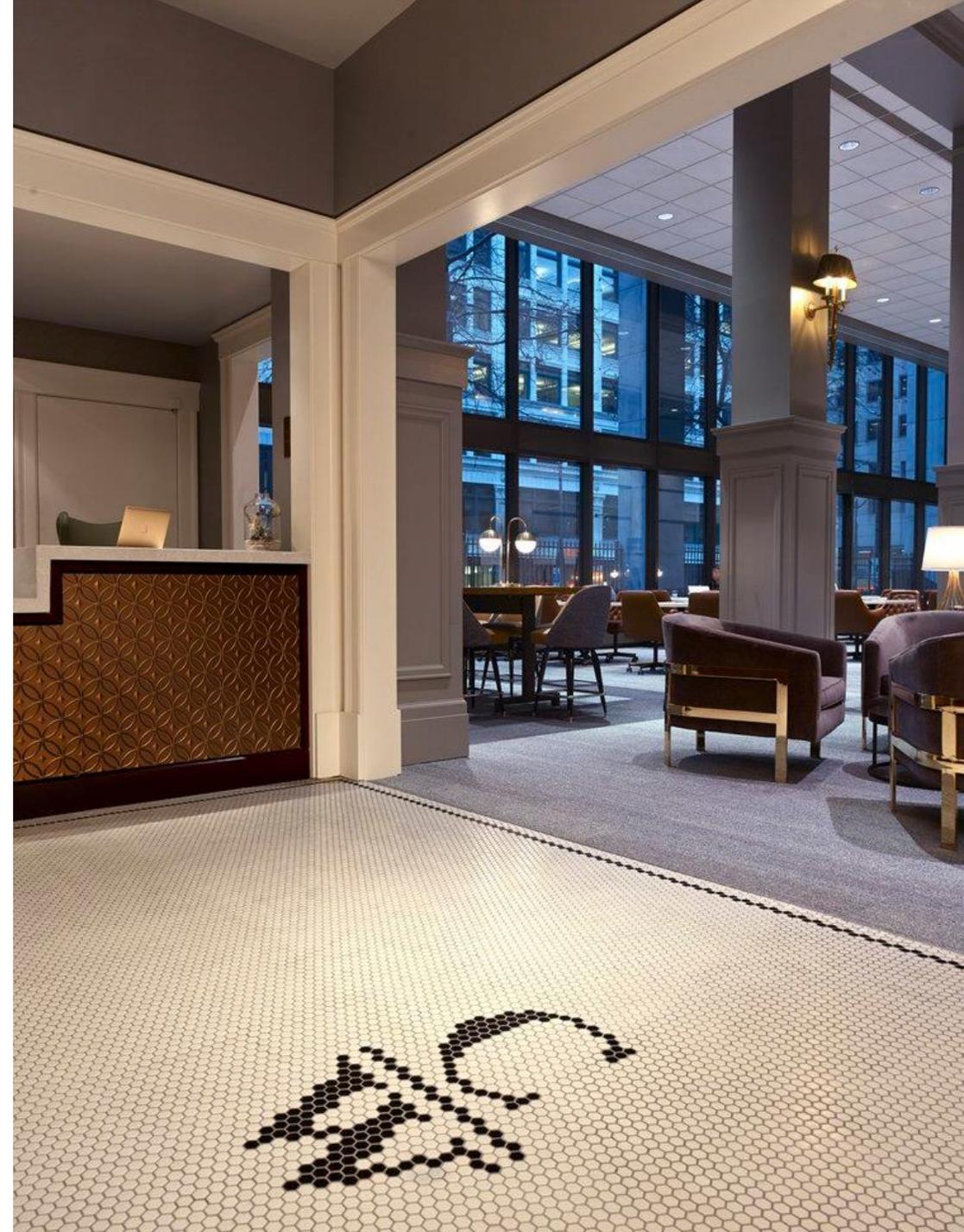
"One thing we learnt is we need more privacy booths - more than we think, very popular."

"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 ...



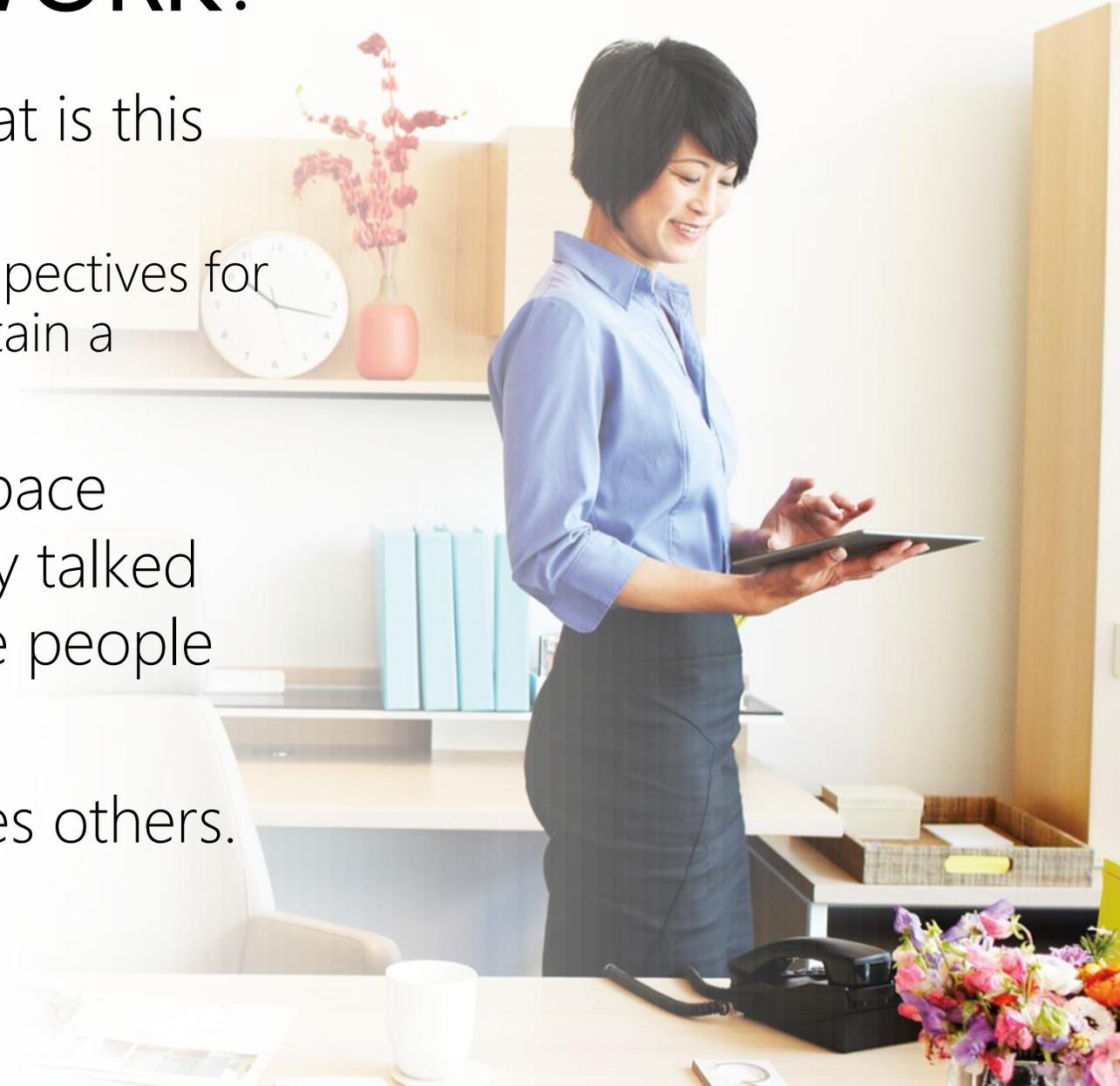
What is **OUTCOME-WORK**?

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?

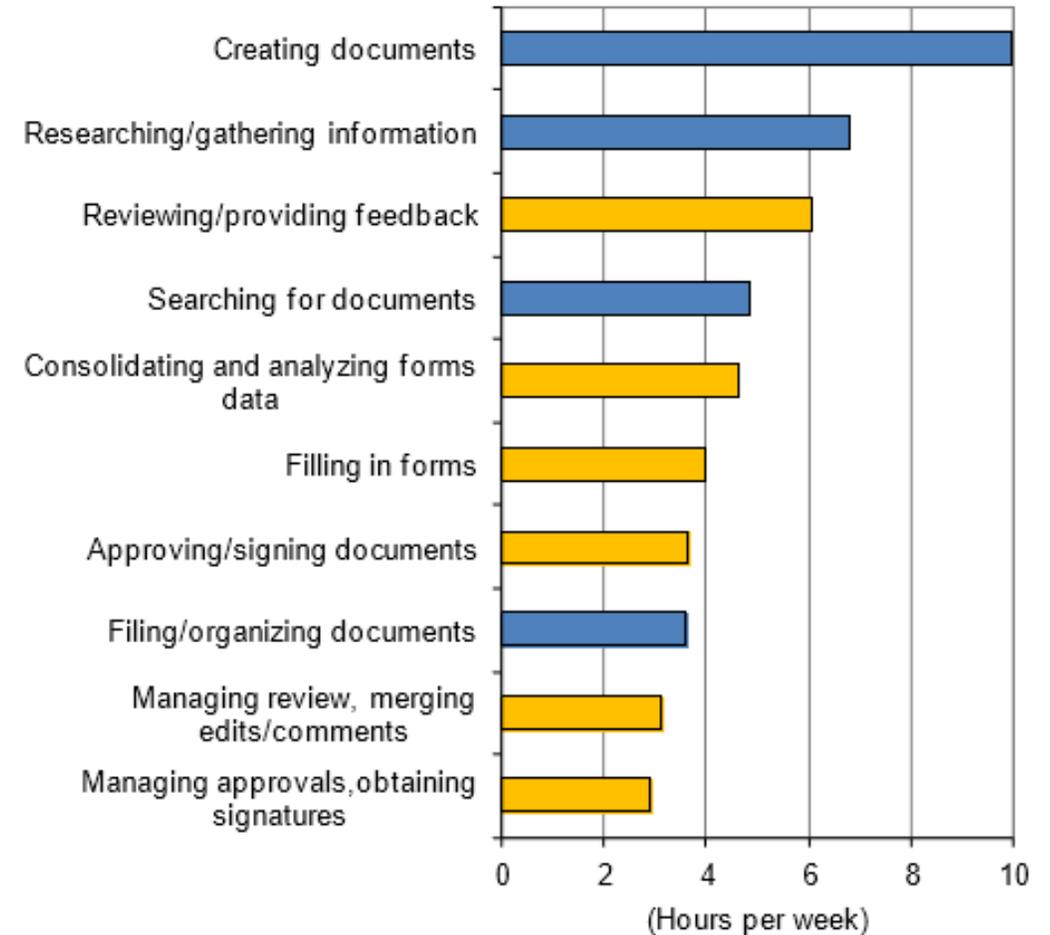
The Cost of Information Tasks to the Enterprise

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

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 week). All workers do not perform all tasks.

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



- 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
- Emailing
- Creating
- Sharing



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



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 work place 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.



Herzberg's Hygiene and Motivational Factors



Increasing maturity

	IT	HR	Workplace	Process
Existence Removal of obstacles AWARENESS				
Relatedness People with the right mindset CONSIDERATION				
Growth Digital transformation TRANSFORMATION				

<https://www.surveymonkey.com/r/6KD8FNP>



10. Collaborative document creation, review and approval

Do not do it in private, share it, review, feedback, digital work, co-create.

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

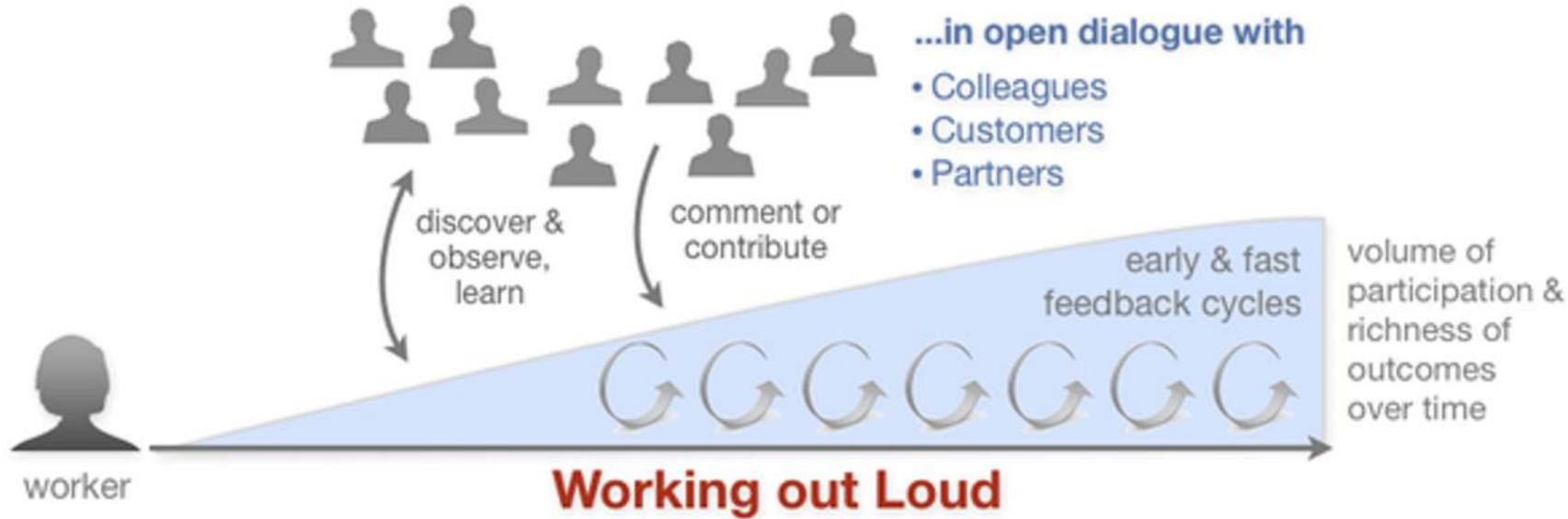


Foster a digital
network and
online reputation



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‡

* = Preferred due to support for FLATNESSES

...Which Leads To

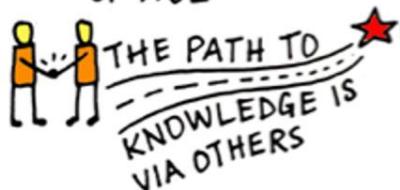
- Improved quality of work products
- Discoverable body of institutional knowledge
- More transparency
- Higher employee engagement
- Fast feedback and fewer errors
- Less manual status tracking
- Better management, stakeholder oversight

FIVE ELEMENTS of WORKING OUT LOUD

John Stepper

Relationships

ARE AT THE
OF WOL



Generosity

WE ARE
WIRED FOR
RECIPROCAL
ALTRUISM



THE CURRENCY OF REAL
NETWORKING IS GENEROSITY

Visible Work

AMPLIFY
WHO YOU
ARE &
WHAT YOU DO



EXTENDS
YOUR
REACH

Purposeful Discovery

HAVING A LEARNING
GOAL IN MIND
ORIENTS YOUR ACTIVITIES



Growth Mindset

DEVELOP AN OPEN,
CURIOUS APPROACH TO
WORK & LIFE



7 essentials to make WORK OUT LOUD Successful

WOL IS

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



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?

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

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.

MEETINGS

Stop Scheduling Conference Calls and Finally Commit to Videoconferencing

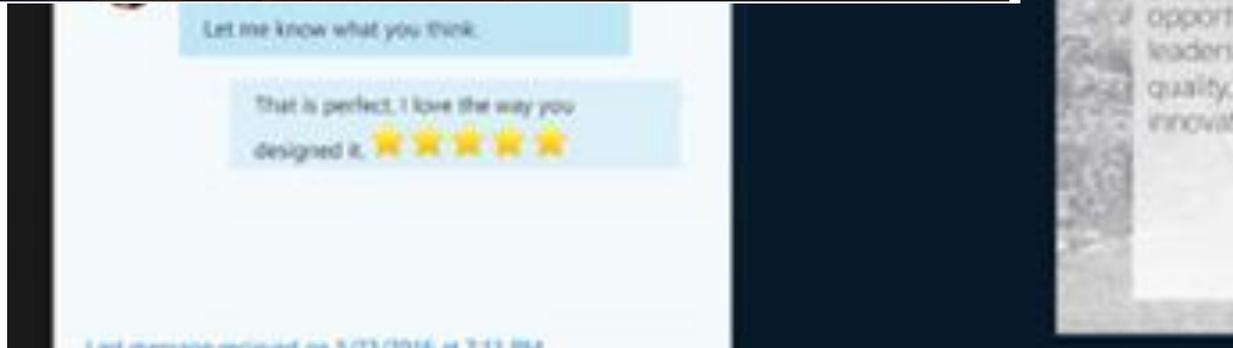
by Scott Edinger

JUNE 29, 2018

☰ SUMMARY + SAVE ↗ SHARE 1 COMMENT HH TEXT SIZE 🖨️ PRINT \$8.95 BUY COPIES



Look people in the eye



What does this mean for the Workplace?

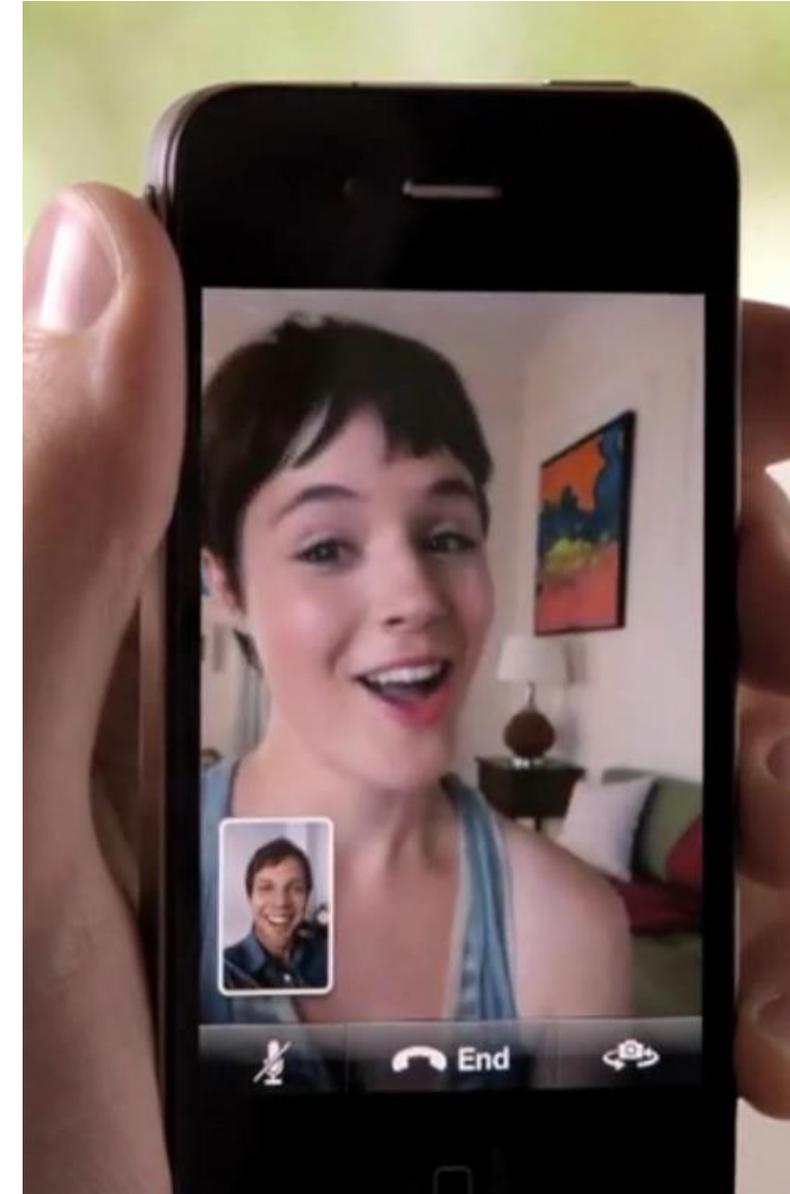
Process - insist on video

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.

Increasing maturity

	IT	HR	Workplace	Process
Existence Removal of obstacles AWARENESS	Connectivity Access Any device, anywhere	Recognition Culture Managers on- board	Beige cubicles of despair Noise Privacy	Hand-offs Approvals Lean
Relatedness People with the right mindset CONSIDERATION	Able to share Choice of device Measurement Team focused IoT	Change culture Networking External mindset Multi-skilled Measurement	Location choice Agility Sensors	Measurement Meaningful work
Growth Digital transformation TRANSFORMATION	AI/ML/Analytics Connected Data Assistants	Work Out Loud Radical transparency	Outcome- appropriate work spaces	STP Automation Disrupt the silos

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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