USALDA.ME

RIIGI KESKASTMEJUHTIDE KONVERENTS 2022

RAHANDUSMINISTEERIUM

RIIGI TUGITEENUSTE KESKUS

Euroopa Liit
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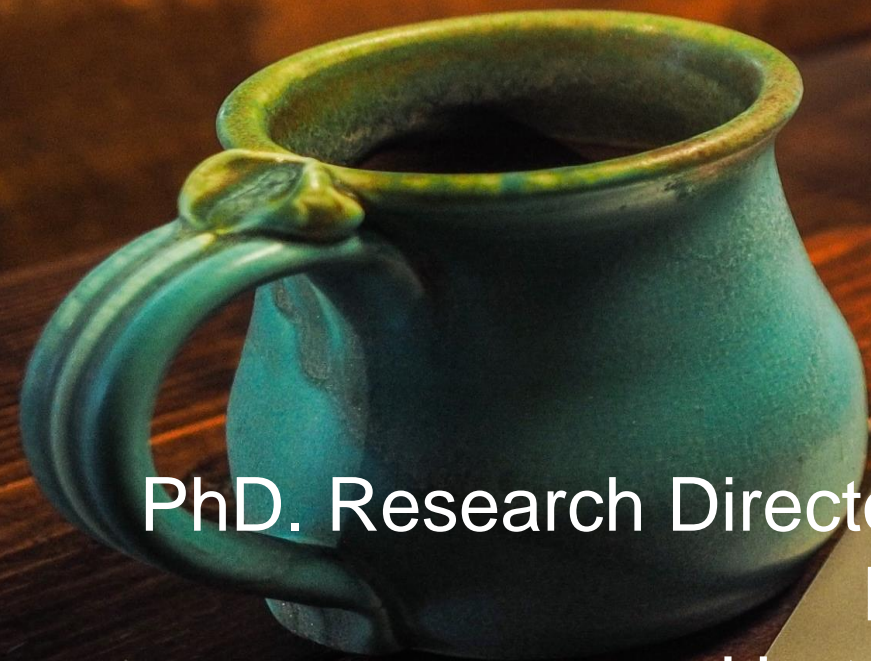tuleviku heaks

TULEVIKUTÖÖ TRENDID JA OOTUSED JUHILE

HERTTA VUORENMAA

Aalto Ülikool, õppejõud ja
Future of Work, teadusdirektor

Changing work – changing leadership?

PhD. Research Director/University lecturer/Chair of FAWORE.
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How are you doing?

Some observations after 30 months of covid-crisis

- Commitment to organization may decrease, some people are not eager to return to the office, others are very eager
- Self-leadership is difficult -> burnout risk increases
- Dramatically less sick days
- In some organizations crisis mode (fighting for survival, fear) has changed to transformation mode (seeing the opportunity, motivation for change, even inspiration)

Big challenge is the huge polarization, corona pandemic does not treat organizations and individuals equally.
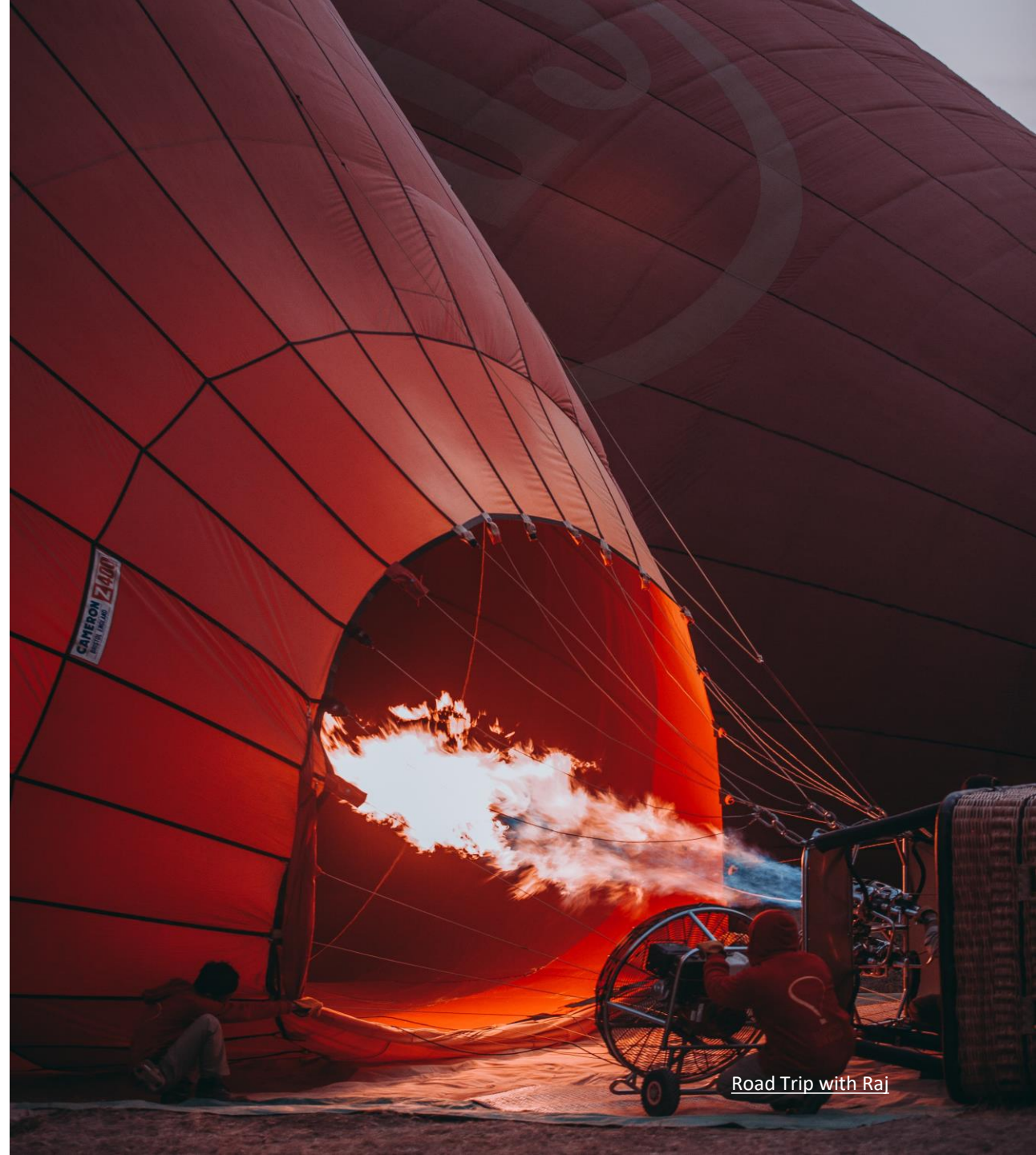
BRAIN FOG

Growing insecurities

Sergey Bobok / AFP / Getty

Future of Work?

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Road Trip with Raj

The central processes

1. Growingly volatile, unequal and complex context
2. The changing content of (knowledge) work - more complex, creative, social and digital
3. Disconnection of work from time and place
4. Disconnection of work from traditional employment contracts -> platform and gig economy, and polarizing job market
5. New hybrid ways of working
6. Life-wide learning
7. Covid-19 has accelerated all this
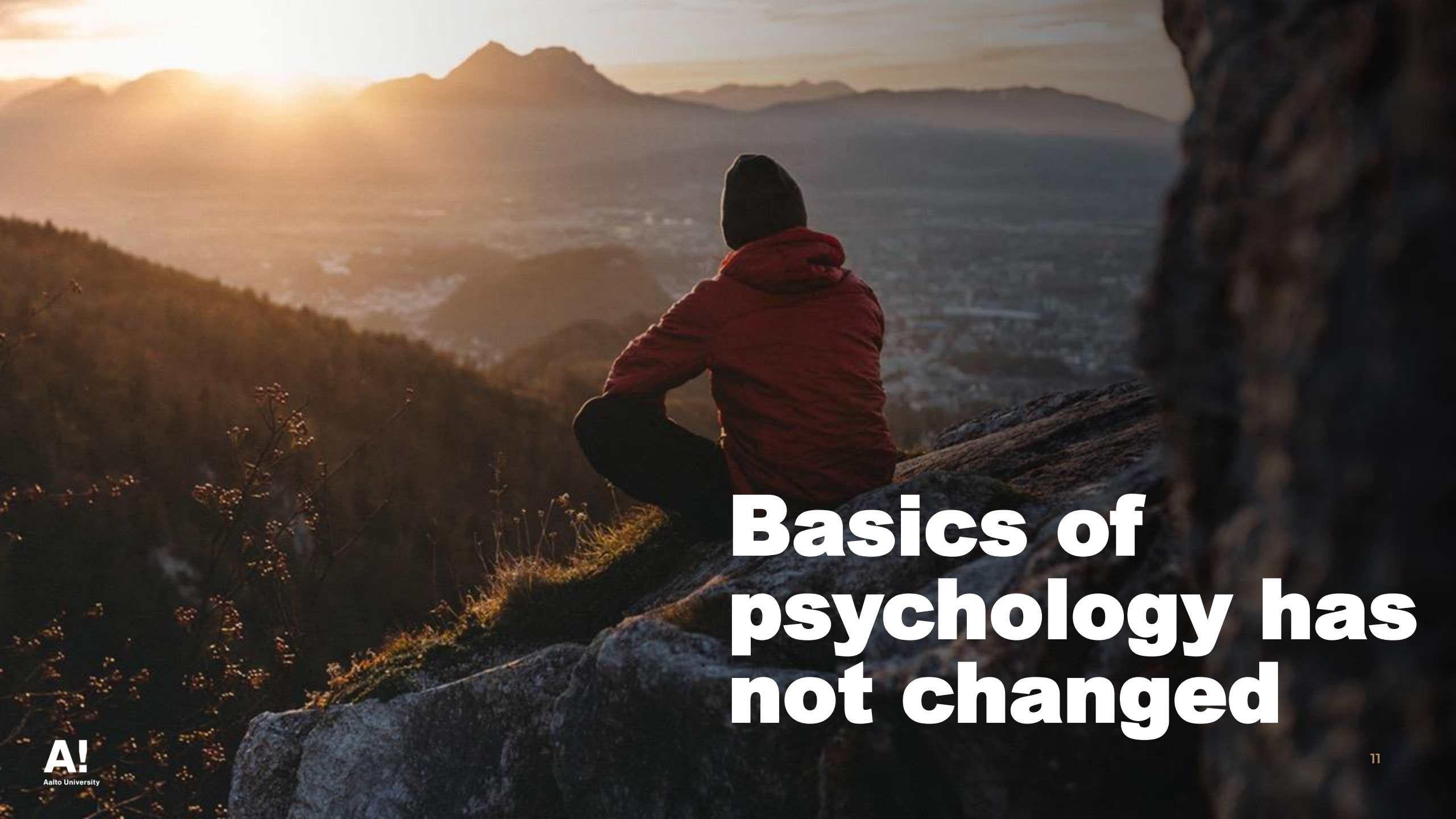
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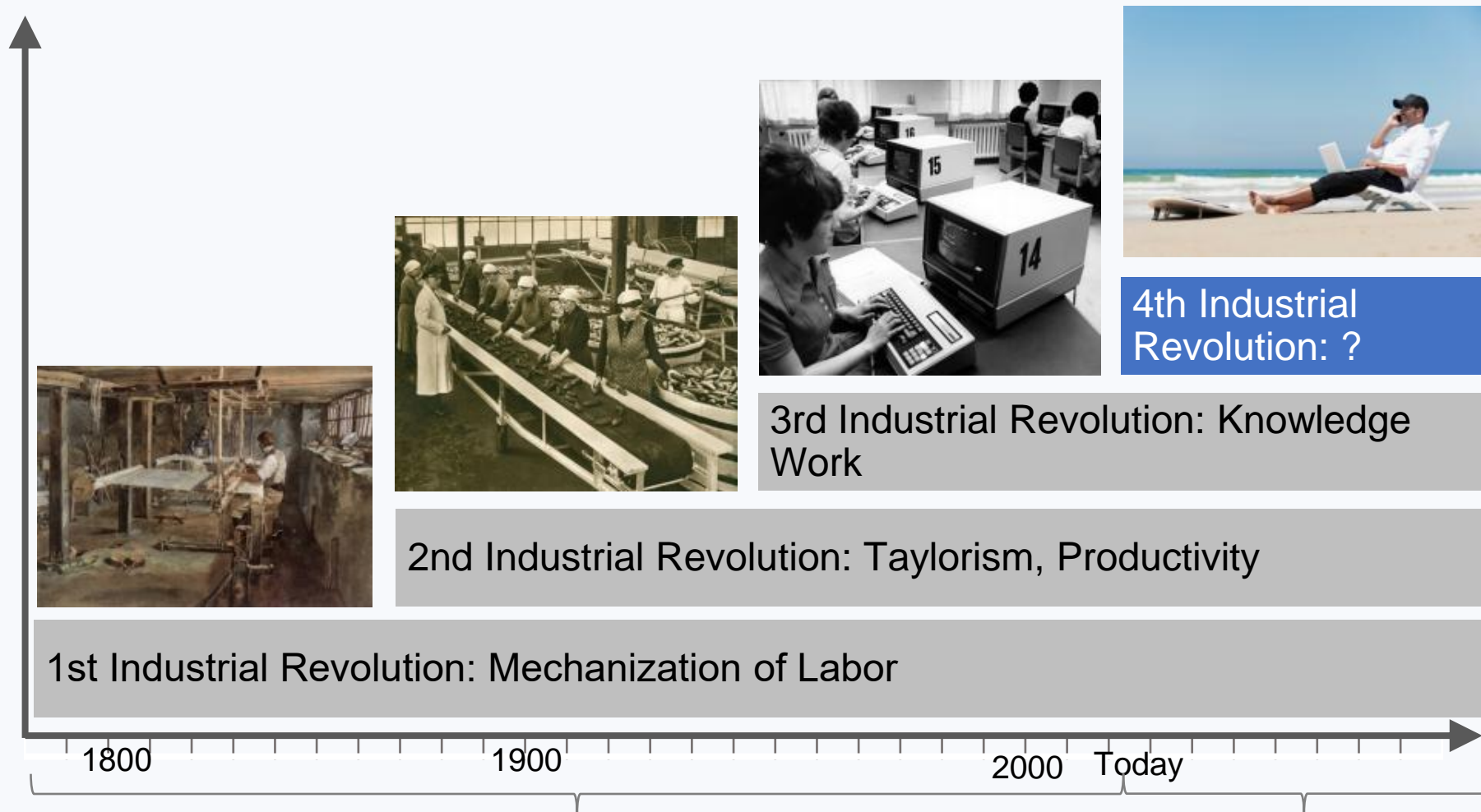
4th Industrial Revolution: ?

3rd Industrial Revolution: Knowledge Work

2nd Industrial Revolution: Taylorism, Productivity

1st Industrial Revolution: Mechanization of Labor

1800   1900   2000   Today

Physical Power
Machines supports humans (physical power)

Mental Power:
Machines substitutes humans (thinking)

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Basics of psychology has not changed

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THE CHANGE?

- Work is not going away. It changes form and shape.

- Longer working careers (one estimate 60+ years/Stanford center on Longetivity) – social sustainability of work is a central question.

- Leadership needs to change – measuring work needs to change

All technologies should be seen as tools and we should ask questions...

- What tasks should and could technologies take care of?
- Whose ethics do they entail? Who coded them?

airfocus-dxrXOD4GehE-unsplash.jpg

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"If you want engagement you have to think about inclusion."

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What does it take to feel included amidst all this change?

Some examples of obstacles for inclusion from our data

Skills
Emotions
Learning
Mindsets
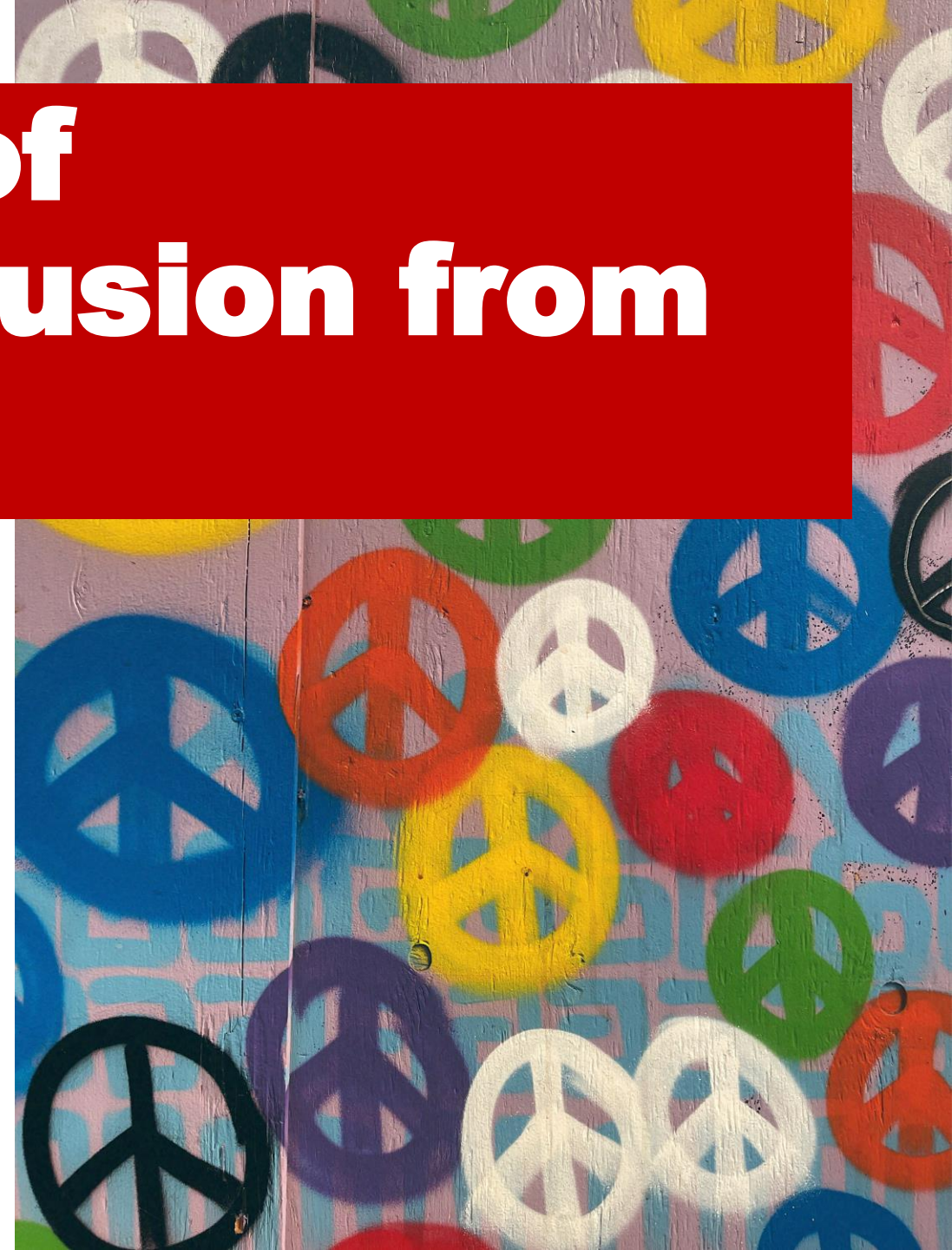Language
Culture /cultural acceptance

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What kind of skills?

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No research consensus here...

- **Some stress hard skills such as technological knowledge, problem-solving, and logical thinking (Tuomi et al, 2018),**
- **Others predict that soft skills such as creativity and emotional intelligence (Gray, 2016).**
- **A third group emphasises digital skills such as IT competencies, teleworking abilities, and digital communication skills (Schwarzmüller et al., 2018)**

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HYBRID WORKING IS A <mark>SKILL</mark>

- **Technological & communication skills**
  Strategic use of different communication media

- **Culture and relationship building**
  Inclusion, social connectivity, cohesion, trust

- **Virtual leadership**
  Engagement, influence, visibility, coordination

- **Innovative collaboration**
  Creative diverse teamwork in and across spaces

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Most companies don't have proper leadership skills and people practices to fully support sustainable **hybrid work**

N/A

Reboarding the organization

- **Updating policies**, norms and collaboration practices for hybrid work

- **Building culture with the new practices**

- **Clarifying common objectives** and plans for achieving these goals

- **Specifying employee expectations** for helping meet these objectives

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Reboarding the leadership skills - What kind of leadership does the change call for?

A servant leader

- Is analytical, knows their organization well.
- Increases the feeling of fairness and facilitates learning.
- Focuses on the needs of the employees and communities and prepares the community for the future challenges.
- Displays high moral standards.
- Holds the interests and well being of the employees at the heart of their practice, even when the organizational interest could be seen to by pass them.

Servant leadership has a positive impact:

On work related attitudes
Participation and behavior in organizations
Helping others
Creativity
Performance levels

Kauppila et al (2018)

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Start with these seven.

1. Analyze your organization, your people and their skills. Identify strong and weak points of your working culture.

2. Ask yourself why would anyone want to work for you/for your organization and list your answers (plusses and minuses) and treat the list as your tool.

3. Clarify. Goals, expectations, tasks, performance evaluation processes

4. Include and empower: employees should have power over their own work, regardless of the content. Everyone should be treated as experts of their own work.

5. Build mutual trust: trust your employees decisions. Control work and processes but keep support and facilitation as your main goals.

6. Lead with the principle that everyone is an expert of their work, also expert in how to develop their own work.

7. Ask, how does this impact our "customers"?

Photo by brandi-redd. unsplash

"We have received a lot more positive things from corona that we even can yet understand - how to be with other people, what is really important, how to take care of people and social sustainability"

- A top manager of a multinational company

Artem Beliaikin/Unsplash

Shared responsibility
– leaders and people managers have a gatekeeper position

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Socially sustainable working life demands simultaneous action on all three levels

Individual – life long learning – self-management- resilience

Organization – changing power relations, working arrangements and facilitating resilient change & learning – more socially sustainable working life

Society – changing institutions and structures around work and creating support for organizations and leaders in all this

(WEF, 2018)

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Where does this leave us?

Photo by Roma Kaiuk on Unsplash

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Behaviour

Emotions

Assumptions, thoughts, attributions

Attitudes, values, beliefs, habits, motives, fears

THINK ABOUT YOUR THINKING

FACT → STORY → REACTIONS IMPACT ON OTHERS

(Saarinen, 2018)

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THINKING EXERCISE

1. Think about different situations around work and leadership/ways of doing work /ways of thinking about work at societal level / in organizations / in your own work.

2. Acknowledge what are the facts related to these situations and what are in fact just your own/shared narratives about them.

3. How may these narratives affect work/working? – What should our new narratives look like?

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"Time and space are modes by which we think and not a condition in which we live."
Albert Einstein

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FUTURE OF WORK

https://www.aalto.fi/en/future-of-work

https://futureofwork.fi/register/

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Creating a world-leading research & practitioner concentration: focus on new forms of work.

Pulling together multidisciplinary projects and researchers across Aalto and in cooperation with top universities and research institutes.

Producing world class research and serving the Finnish society and economy.

Let's create a better and more socially sustainable normal of work

Rethinking the way we work and lead and combining the best of both office and remote work

Thank you !

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Bambi Corro/Unsplash

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