THE NEW WORKER, THE NEW WORK AND THE NEW WORKPLACE

Presentation by Katie Cavanagh, HR Business Advisor, Ministry of Natural Resources and Forestry

September 19, 2018
Drivers for Change

A MODEL FOR THE NEW WORLD AT WORK

HR

Attract, develop, engage and retain future talent.

OD

Build and nurture structures, teams, values, strategies and leadership to support the new world.

GLOBALIZATION
Work without borders.

LR

Cultivate strategic allies and partnerships for mutual growth.

Forces and Capabilities coming together to create organizations that are Relevant, Sustainable and Successful.

TECHNOLOGY
Big data enable modernization and decision making.

Source: Queen’s University, Industrial Relations Centre, 2015

Ever changing collaborative networks.

Collaborative technologies and spaces.

It’s about developmental feedback.

Mobility. Career lattice.

Adaptive. Learn by doing.

Fluid work and life.

Source: Queen’s University, Industrial Relations Centre, 2015
Talent. Broad. Whoever has need, talent, interest. Self Discovery of “what is needed.”

Connecting and Leveraging talent.

Designed to enable:
- Talent
- Knowledge transfer
  

What you do.

NEW WORLD

Fueled by Talent.

Directed by Self Discovery of “what is needed”.

Who’s Involved Broad. Whoever has need, talent, interest.

Value created from Connecting and Leveraging talent.

Technology Designed to enable:
- Talent
- Knowledge transfer

Focus Innovating. Learning. Contributing.

Essence What you do.

A place you go.

Offering disciplinary excellence.

Designed to control.

Individual contribution.

Narrow. The function with Authority.

Boss. Job Description.

Capital. Investment.

NEW WORK

OLD WORLD

Source: Queen’s University, Industrial Relations Centre, 2015
<table>
<thead>
<tr>
<th>OLD WORLD</th>
<th>NEW WORKPLACE</th>
<th>NEW WORLD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profitability.</td>
<td>Success defined by</td>
<td>Relevance, sustainability, Prosperity.</td>
</tr>
<tr>
<td>Local.</td>
<td>Reach</td>
<td>Global.</td>
</tr>
<tr>
<td>Efficiency for mass production.</td>
<td>Competitive Focus</td>
<td>Innovation for mass customization.</td>
</tr>
<tr>
<td>Supervision and control systems.</td>
<td>Alignment</td>
<td>Purpose and values, a few simple rules.</td>
</tr>
<tr>
<td>Hierarchy.</td>
<td>Structure</td>
<td>Networks.</td>
</tr>
<tr>
<td>Job-related aids.</td>
<td>Tools and technologies</td>
<td>Link and leverage talent.</td>
</tr>
<tr>
<td>Designated experts.</td>
<td>Decision Making</td>
<td>Data analytics.</td>
</tr>
<tr>
<td>Simplified operations.</td>
<td>Built for</td>
<td>Learning and responsiveness.</td>
</tr>
<tr>
<td>Bricks and mortar Premise.</td>
<td>Place</td>
<td>Virtually anywhere.</td>
</tr>
</tbody>
</table>

Source: Queen’s University, Industrial Relations Centre, 2015
I encourage you to reflect on these three models and have discussions within your organization and/or across sectors, using the questions below.

1. How are these trends playing out in your organization? What are you noticing about:
   - The new employee?
   - The new work?
   - The new workplace?

2. If we designed a workplace to support the new employee and advance the new work, what would we do? How might we guarantee success?

3. As you reflect on your organization, what’s your ah ha? For example, if your emergency management system relies on rigid structure/hierarchy, how could you offer flexibility? Would it affect how you respond to calls for assistance, or notify people of issues/status of incidents and events?