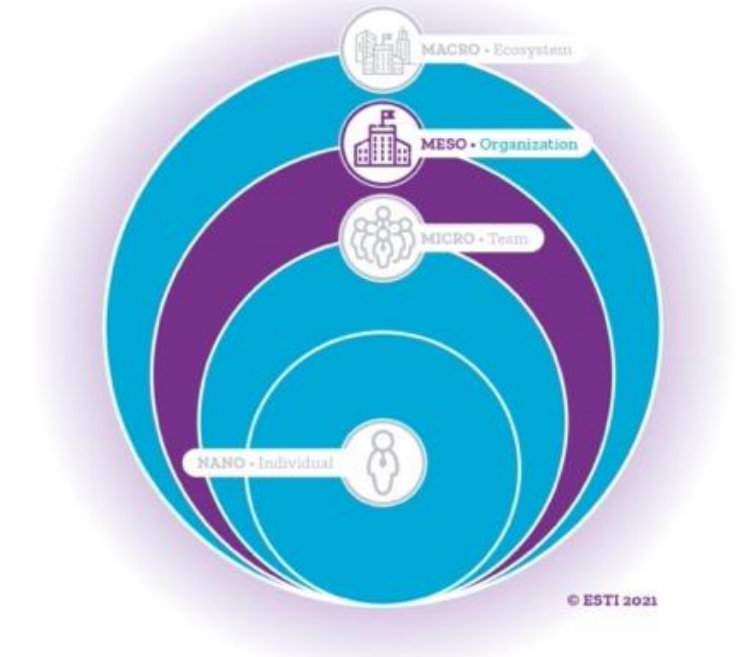


MESO: Dr. Frank Lekanne Deprez



NYENRODE
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MESO: The Rise of Work Ecosystems

Maximize Human Contributions



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MESO: What lies ahead?

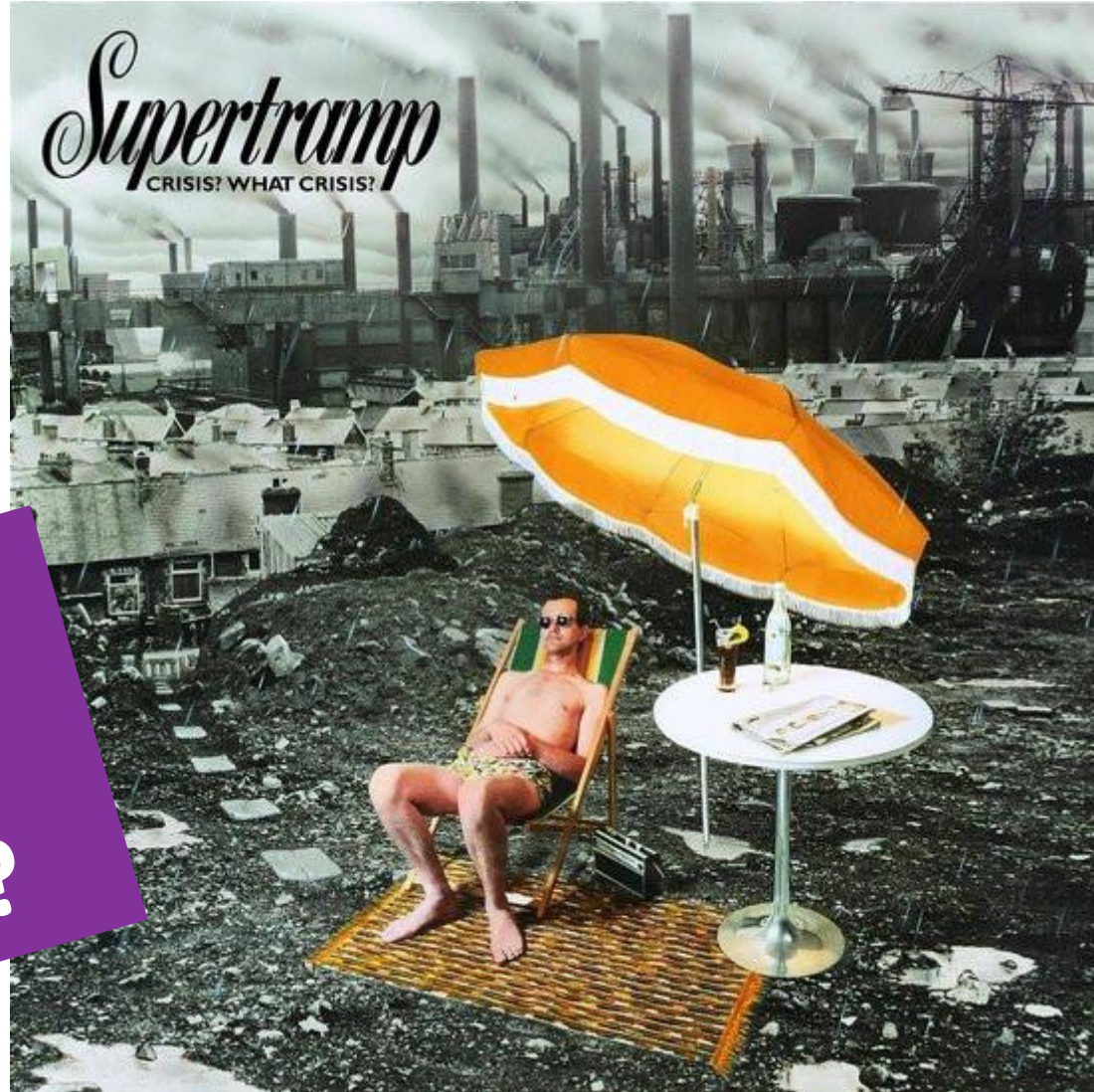


CONTENT



- 1. Crisis? What crisis?**
- 2. The rise of work-ecosystems**
- 3. Maximize human contributions:
embracing a WLFA - mindset**

MESO: 1. Crisis? What Crisis?



Crisis?
What
Crisis?

MESO: Reinvention

1. The Covid-19 crisis is a moment of Reinvention:

Let's not waste it!

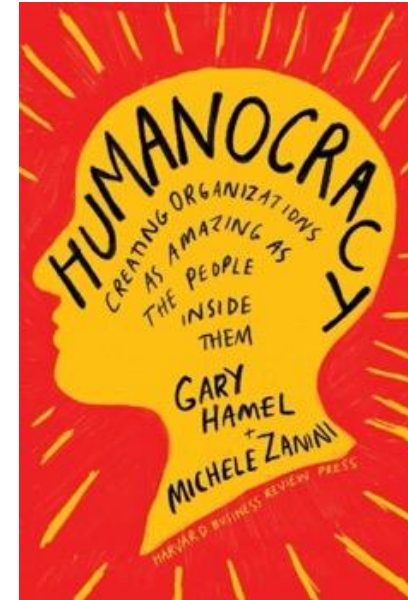
Leena Nair - CHRO Unilever:

- “Every leader—whether they’re leading businesses, institutions, people, NGOs or governments—needs to be bold and to reimagine how things are done.
- Many of our assumptions about how things should be done and can be done have gotten challenged in the last few years.
- This is the time to advocate *reinvention, reimagination, and rethinking work, workplace, workforce, where to work, and how to work.*”

Source: McKinsey, 2021

MESO: 1. Bureaucracy versus Humanocracy

- In a **bureaucracy**, the *people* are **the instruments**. They are the “resources” who are employed by the organization to create and deliver products and services.
- In a **humanocracy**, the relationship is flipped: the *organization* is **the instrument**. It’s the vehicle that people use to ‘better’ their lives and the lives of those they serve.
- And it’s through this shift in perspective that we can imagine and begin to build organizations that are passionate, truly creative, highly adaptable and adding sustainable value... *Fit for people*.



MESO: 2. The Rise of Ecosystems



Source: De Meyer & Williamson, 2020

MESO: Business Ecosystems

In 1993, James F. Moore introduced the concept ‘business ecosystem’ as a community of enterprises and related organizations that co-evolve over time and align themselves with directions set by one or more central companies.

In 1985, Stone & Luchetti stated that office designs should take into account the concept of what the futurist Alvin Toffler's called “electronic cottages”. At that time, this concept was considered a valuable vision on the office of the future.

Their article was foresighted entitled **“You’re office is where you are.”**

Working and learning remotely during the corona crisis has made us realize that ‘central office’ is no longer required and the limitations of a physical office can be overcome.

MESO: The Rise of Human Centric Work Ecosystems

- After all, work is what we do, not where we do it: One can do it in a non-remote, hybrid or/and all remote way.
- Nowadays, a workplace can be seen as a space within an ecosystem.
- A work-ecosystem is a community/network of interconnected (work) spaces orchestrating its interactions with various stakeholders in which human contributions co-create and capture (shared) value for the ecosystem partners/community.
- Within knowledge intensive work-ecosystems employees, partners, gig-workers, knowledge workers, contractors, part-timers will be invited to participate based on the fact that they bring something unique to the table.

MESO: 2. NO REMOTE → STRICTLY REMOTE

- 01 **No remote:** Remote work is not allowed, often due to a leadership mandate or the nature of the business.
- 02 **Remote time:** Also known as “remote tolerated”, this stage allows employees to work some days from outside the office. This is commonly seen in organizations where “remote days” are offered as a hiring perk.
- 03 **Remote exceptions:** Some employees can work remotely indefinitely, while most are required to work from a company office.
- 04 **Remote allowed:** Anyone at the company can work remotely some of the time, with very few exceptions for roles that are location-dependent.
- 05 **Hybrid-remote:** Some employees — but not all — are allowed to work remotely 100% of the time. The rest work onsite in at least one physical office. This can be a tempting compromise, but has many downsides, which we’ll talk more about in the next section.

Hybrid

- 06 **Remote days:** The entire company (executives included) works remotely at the same time.
- 07 **Remote-first:** The company is optimized for remote with documentation, policies, and workflows that assume 100% of the organization is distributed, even if some occasionally visit the office.
- 08 **Remote only:** There is no co-located work in a common office. However, the work is still biased towards one time zone. Some companies maintain “core team hours.”
- 09 **All-remote:** In an all-remote company like GitLab, there is no office, and no preferred time zone. A bias towards asynchronous communication encourages documentation, discourages synchronous meetings, and provides greater flexibility.
- 10 **Strictly remote:** A strictly remote company would never meet in person and never permit synchronous meetings.

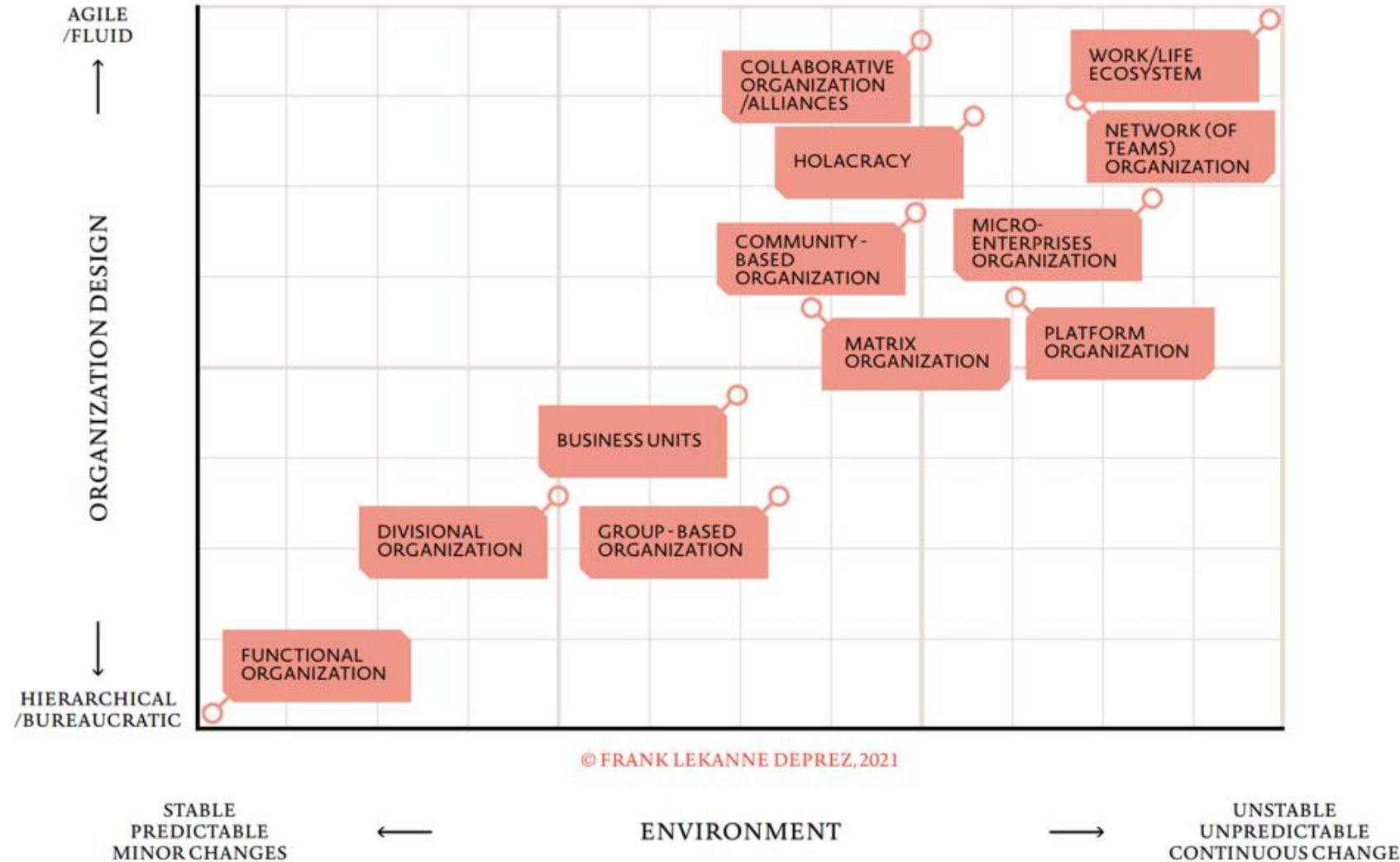
MESO: Human Centric Work Ecosystems

Google's New Hybrid Offices



Source: Google, 2021

MESO: Organization: better by design?



MESO: We only see what we expect to see!



MESO: Maximizing Human Contributions - Embracing a WLFA- mindset

- Within **3N(Next Never Normal)**-organizations, 'work and life' are no longer seen as separate, in competition with each other or integrated, but rather in **harmony**.
- Gradually, people will be embracing a *Work & Life From Anyspace (WLFA) – mindset* to become future ready:
 - Work-Life Separation (1950s -1970s)
 - **Work-Life Balance (1980s – 2000)**
 - Work-Life Integration (2010 -2020)
 - **Work-Life Harmonization (Future)**



MESO: Work-Life Separation vs

Work-Life

Work-Life Separation (1950s -1970s):

- Strict boundaries between work and home.
- Don't bring your personal life /personal stuff to work.
- "I really don't care what's going on in your life."



Work-Life Balance (1980s – 2000):

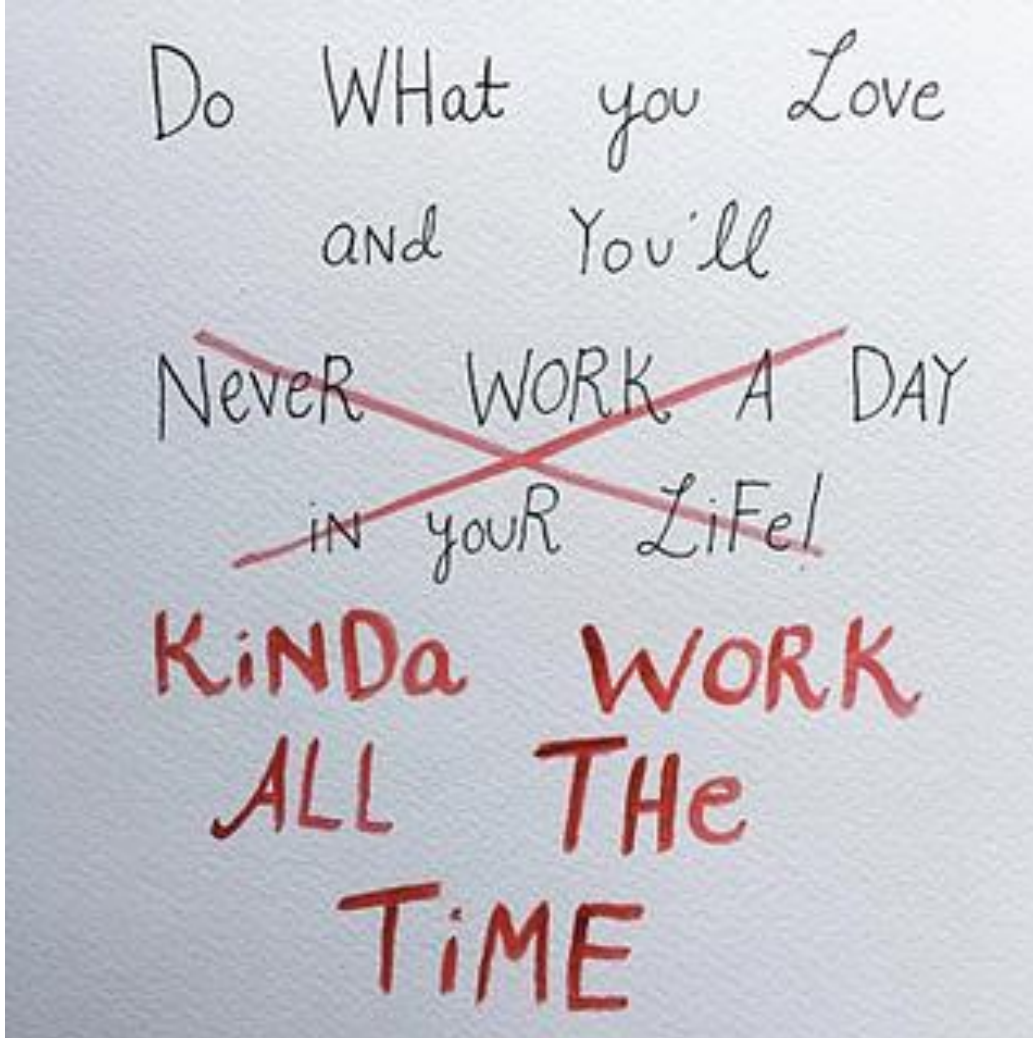
- Managing a delicate balance between work and life so one does not overwhelm the other.
- Often it was a trade-off ('flex hours') where in the end work always came first.

MESO: From work-life balance (“trade off”) to work-life Integration (2010 -2020)



Warning: “You could end up integrating work into every area of your life without integrating much of life into your workday.”

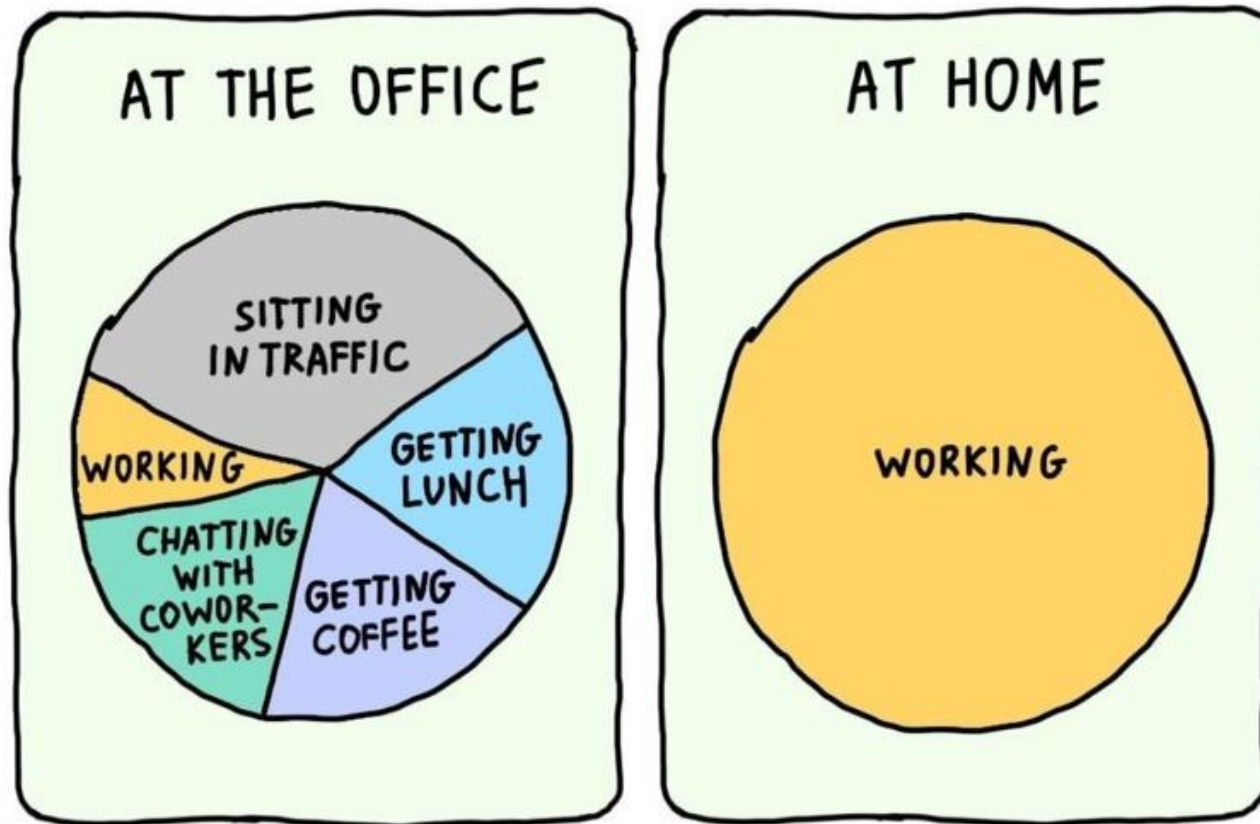
MESO: When reality sets in...



© Mari Andrew, 2018

MESO: When reality sets in... part 2

working



Irina Blok



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MESO: Work-Life Harmonization

- Rather than considering work and life to be two separate entities, forever in competition, organizations shift to a more *inclusive, empathetic mindset*:
 - that accepts work as a part of life, and
 - understands how employee needs and outcomes are all **interdependent**, regardless of what category they fall in.
- “There is just life... and your work is part of your life. That’s it...” (Hinta, 2021).



MESO: Thank You!

