

A FoW REPORT ON RESILIENCE AND PURPOSE



A report prepared by the Future of Work Research Consortium, April 2014
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FUTURE ofWORK

RESILIENCE AND PURPOSE ABOUT THE FUTURE OF WORK CONSORTIUM

The Future of Work Research Consortium (FoW) is widely acknowledged as one of the most innovative and collaborative forums for exchanging insights, models and concerns about the future of work. Led by Professor Lynda Gratton, FoW unites academic research and organisational practice to deliver a unique multidisciplinary experience.

FoW was established on the understanding that the challenges facing organisations today are far too complex to address in isolation. Instead, they require the combined efforts of leaders across multiple industries and disciplines. FoW has brought together executives from more than 80 multinationals to collaborate on the issues they are facing and to share examples of the most effective solutions.

FoW explores core themes selected in association with members. These themes provide the context for a collaborative research process beginning with an extensive literature review conducted by the FoW team. The insights from the literature review provide the basis for an active phase of co-creative research with member organisations.

Through a combination of Masterclasses, online jams and diagnostics we delve deeper into each theme and create fresh perspectives into both long-standing and emerging business challenges. The insights from this range of research methods are combined into one compelling report for each theme. This, combined with an extensive FoW library of articles, case studies and videos, enables members to embrace the challenges and opportunities they are facing armed with the latest data.

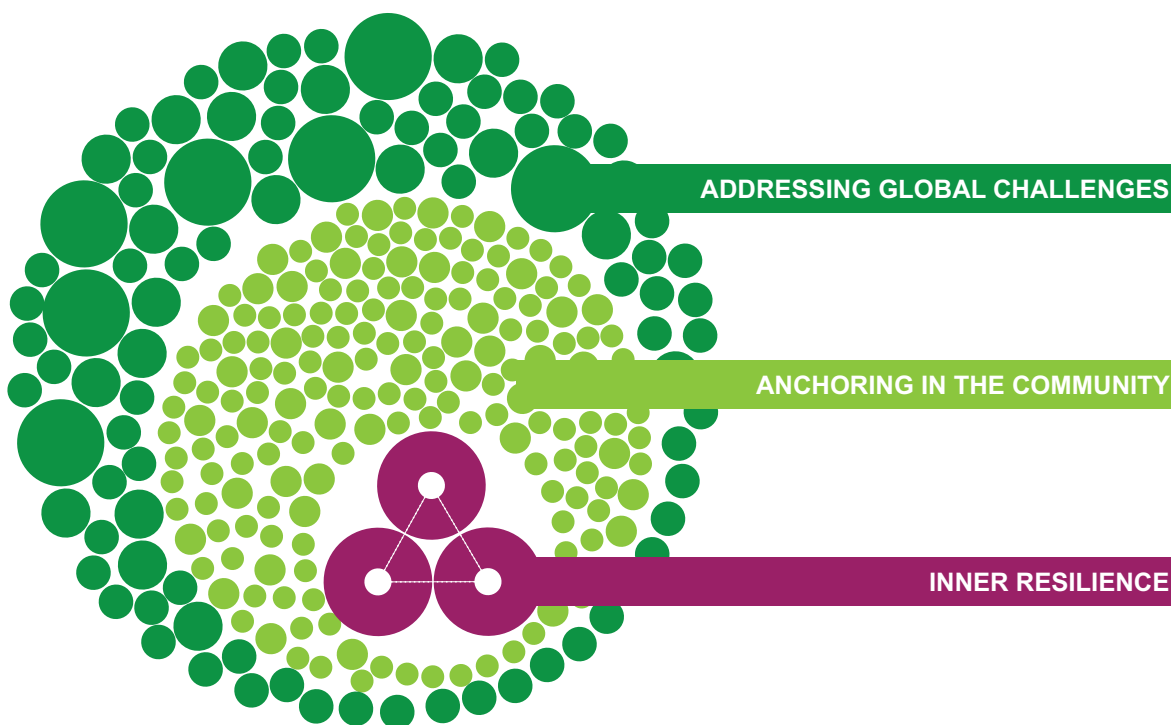




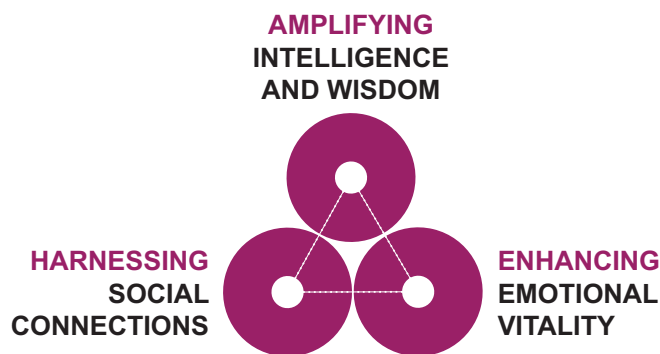
INTRODUCTION TO RESILIENCE AND PURPOSE

The business world is becoming ever more interconnected, unpredictable and volatile, and the consequences of external events are becoming more substantial. As a result, the future of work will be defined by the ability to deliver not only short-term profit, but also long-term stability. This will depend on managing foreseeable risks and unexpected circumstances through an organisational strategy that places resilience and purpose at its core. Resilience can best be understood as the ability to anticipate key events from emerging trends and to constantly adapt and recover through the development of complex and dynamic systems.


According to Professor Lynda Gratton's latest research, organisations can build resilience through three key spheres of influence: the inner most sphere that builds inner resilience within the organisations, the outer sphere that anchors and build resilience in the communities organisations operate in and the outer most sphere of influence that addresses global challenges.



During our recent research on Business and Society, we investigated how organisations can develop resilience by anchoring in the community and addressing global challenges. In this report we focus our attention on how organisations can build inner resilience. This core of inner resilience is developed by enhancing emotional vitality, amplifying intelligence and wisdom and harnessing social connections of the organisations' most valuable asset - employees.



According to our research, these sources of intelligence, vitality and connectedness are enhanced and brought into action through the way employees build resilience themselves, the practices and processes of the organisation and the way leaders create a purpose and a narrative. It is the combination of employees, the organisational structure and the leadership that together create the capabilities that are at the heart of inner resilience.



Our research on Resilience and Purpose is structured around four provocations:

ENHANCING EMOTIONAL VITALITY (PAGE 4)

According to *Tower Watsons Health, Wellbeing and Productivity Survey*, 98% of UK employees are impacted by stress and 97% of employees struggle with work-life balance. The main sources of stress for employees around the globe are tied to the work experience — inadequate staffing, low pay increases and conflicting job expectations. In order to stay resilient in the face of increasing workplace stress, employees must shift towards a working life that has meaning, balance and positive productive experiences. Supporting employee wellbeing also gives organisations the best chance of making a sustainable difference to their employee's productivity levels. This topic addresses what a healthy organisation looks like and the role employers and employees can play together to enhance emotional vitality.

AMPLIFYING INTELLIGENCE AND WISDOM (PAGE 9)

Because of the depth and severity of the skills crisis, companies can no longer rely on hiring the talent they need to close skills gaps. They must also build talent in-house through learning and development processes. The need for employees to possess a portfolio of skills has further driven investments in internal people development. Furthermore, given the potential to deliver consistent, expert-driven, capability-based training to employees through innovative learning modes, the time has actually never been better for bringing relevant and new skills to the workforce. To amplify intelligence and wisdom, organisations must also absorb the best practices of internal and external experts into their own knowledge base, connect ideas, experiment and turn the entire organisation into a learning enterprise.

HARNESSING SOCIAL CONNECTIONS (PAGE 14)

Harnessing social connections underpins the business strategy of many organisations. Many organisations have turned to team structures over the past 15 years, and this trend does not appear to be slowing. Although teams that are large, virtual, diverse, and composed of highly educated specialists are increasingly crucial with challenging projects, those same four characteristics make it hard for teams to get much done. To put it another way, the qualities required for success are the same qualities that undermine success. Absent other influences, members of complex teams are less likely than homogenous teams, to share knowledge freely, to learn from one another, to shift workloads flexibly, to help one another complete jobs and meet deadlines, and to share resources - in other words, to collaborate.¹ These challenges require organisations to have a deeper and more nuanced view of what collaboration is, and the means by which it can build resilience in an increasingly complex world.

DEVELOPING RESILIENT LEADERS (PAGE 20)

A convergence of forces is reshaping the global economy and creating a new context for leadership. Leaders today face extraordinary new challenges both inside and outside of their organisational boundaries, that will require them to balance short-term profits with a long-term vision of the organisation's purpose in society. When we re-imagine leadership we need to imagine leaders who can see beyond the boundaries of the corporation, who can harness the 'wisdom of crowds' and who can acknowledge the importance of multi-stakeholder alliances in solving global challenges, all against a hyper-transparent backdrop of 24-hour financial coverage, ubiquitous blogs, and Twitter feeds. If the burden of leadership in the modern age seems overwhelming, the potential benefits are overwhelming too. Organisations, if led well, have an opportunity to change the world in ways their predecessors never imagined.²

In this report, we summarise the key emerging insights from the Resilience and Purpose Masterclass, the 48-hour online jam, Resilience Diagnostic, and findings from our initial academic research. Quotes throughout the report are taken from the FoWlab jam, which took place between 3 - 4 April 2014. Cases can be found in our online library, which is open to all FoW members at www.fowlab.com. We hope you enjoy reading this report and we welcome your insights on this important topic.

Haniah Shaukat

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Research - Future of Work Research Consortium

Note: All opinions expressed within this report are those of the attributed author, and may not reflect the opinions of their organisation.

1. ENHANCING EMOTIONAL VITALITY

Enhancing Emotional Vitality received the second highest comments of all four provocations in the jam, with 103 contributions from Jammers. The sentiment behind conversations on the three most popular topics, detailed below, was neutral-positive:

MOST POPULAR JAM TOPICS	# COMMENTS
Does your company look after your wellbeing?	23
Are you resilient?	21
What constitutes employee wellbeing?	12

SENTIMENT ANALYSIS KEY	
NEGATIVE	POSITIVE

Sentiment ranges from -1 (Negative) to +1 (Positive)

What Constitutes Wellbeing? Wellbeing has not one but a realm of potential dimensions (see, “Multidimensional Nature of Wellbeing”). Given that it is not a simple and straightforward phenomenon and may mean different things to different people, it poses significant challenges in being put into practice.

During the Jam, participants shared their views on what constitutes wellbeing:

“ Wellbeing is multi-faceted and will vary between companies and sectors. Generally speaking, I would say the main elements are physical, mental, social (relationships with managers/colleagues), environmental (workspace), developmental, and work/home interface.

- Bridget Juniper, Director, Work and Wellbeing

“ Employee wellbeing can differ slightly because people are engaged and motivated by different things. My wellbeing goes outside being an employee. It means finding a balance between all parts of my life, where I can do each effectively. Doing well in one has a positive effect on all the other areas as well which can only be a good thing. I am not saying I have managed to get this 100% right but that is my aim. Leaving the job at work is the key.

- Ngozi Nwabine, Global Talent and Resourcing Assistant, Diageo

FoW INSIGHT: MULTIDIMENSIONAL NATURE OF WELLBEING

Based on our academic research and the jammers’ discussion of the term ‘wellbeing’, we have summarised the key dimensions of employee wellbeing below:

Physical: adequate mobility, physical safety, opportunities to balance work-life cycles and access to good health care.

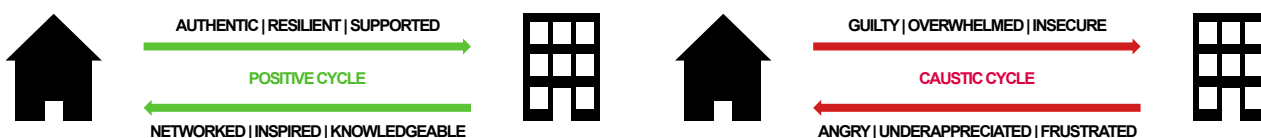
Mental: meaningful work, mentally stimulating work, opportunities for creativity and innovation, opportunities to experiment and learn from failures, opportunities to develop skills.


Emotional: feelings of self-confidence and self-esteem, a sense of meaning or purpose, a sense of agency and accomplishment, control over the design of one’s work, ability to handle conflict, opportunities to ‘play’.

Social: supportive and fulfilling relationships, feelings of trust and cooperation, a sense of social connectedness and acceptance, opportunities to contribute.

Psychological: a sense of efficacy, optimism, hope, and resilience.

As the jam quotes above show, employee wellbeing takes into account all the influences on an employee’s functioning at work, including those that emanate from outside the workplace. Employees are often unable to compartmentalise the different parts of their lives. Our research indicates that activities and behaviours outside the workplace can have a significant impact on how well employees function at work. During the Resilience and Purpose Masterclass, Professor Lynda Gratton illustrated through the model below how feelings and emotions about home-life ‘leak’ into the workday and likewise emotions about work - if not the work itself - often go home with employees:





Crafting Your Own Wellbeing: Given that so many factors can deplete wellbeing, a key question becomes how employees can generate more emotional vitality, reduce fatigue and build resilience at work (see, “Strategies to Craft Your Own Wellbeing”). This is important as people spend more and more time at work and have less time for recovery outside of work. During the Jam, participants shared a variety of strategies they use to actively manage their emotional vitality at work:

“ I go to the gym at lunchtime; go to a different building to work on something for a different perspective; live by lists and have 1 'big' thing each day (each for work and home) plus 'small' things; coffee with colleagues; read BBC online - I'm addicted!

- Siobhain Tapley, Head Talent Management and Organisational Development, Novartis

“ I find I feel most energised at work when I've had positive interactions with colleagues e.g. sharing a joke, building rapport, etc. and that is not necessarily always face-to-face. I also always feel energised after getting positive feedback. For me positive reinforcement is key to helping people feel re-energised.

- Laura Cole, AMEA HR Delivery Manager, BT Group

“ I have used breathing exercises for many years now in order to give myself the opportunity to focus or re-focus on what I am doing. Taking a short walk outside, having a coffee with a colleague, zumba and yoga are a good combination. Prioritised to-do lists are essential. I also work in a great team so I find it energising to bounce ideas around and laugh together.

- Jacqueline Rosenberg, Global OD Leader, Novartis

“ Resilience is something that I believe can be developed. Yes, some people seem to have an innate ability to bounce back more than others. But if people systematically challenge themselves each day to do something out of their comfort zone, they can build more resilience. Dealing with failure and how your support network deals with your failure is important.

- Pauline Salomons, OD Consultant, BT Group

FoW INSIGHT: STRATEGIES TO CRAFT YOUR OWN WELLBEING

Based on our academic research and analysis of the jam discussions, we have summarised below five key strategies related to the sustenance of wellbeing at work:

Physical: These strategies usually take the form of a 'micro-break' to fulfil basic physiological needs such as drinking coffee.

Mental: These strategies include learning from peers, sharing ideas, reflecting on failures and challenging yourself to do something out of your comfort zone.

Emotional: These strategies refer to focused and sometimes future-oriented behaviour such as making a to-do list for work or making weekend plans.

Social: These strategies include interacting and connecting with peers in a positive manner.


Psychological: These strategies are used to help see the “bigger picture” of things - for example, through thinking about the meaning and purpose of one's work, through learning from failures or through meditation.

The strategies used by our jammers to craft their own vitality fall into two categories. The first category is called “micro-breaks”. These are not directly related to the *doing* of work. They involve taking a complete break from the work. Examples include drinking water, taking a walk, smoking, exercise, checking personal e-mails, making plans for the weekend, running an errand, or having a snack. The second category is called “work-related strategies”. These are used while *doing* work. Examples include switching to another task, making a to-do list, or offering help to someone at work. Recent research has found that the most often used “micro-breaks” are not associated with higher levels of vitality at work. Rather, “work-related” strategies that reflect notions of learning, relationships, and meaning at work are most positively related to emotional vitality.³ (See “It's The Little Things that Matter” to understand why might this be).

How Can Organisations Create Wellbeing? Although individuals are being encouraged to assume more responsibility for their wellbeing,⁴ there is growing evidence that behavioural change is difficult when the organisational context does not facilitate and support individual efforts. Organisational structures and processes can have a direct effect, either beneficial or detrimental, on employees in terms of feelings of trust and respect, a sense of personal agency, ability to recuperate, and overall satisfaction with one's work - all considered factors in employee wellbeing. The broad consensus among Jammers was that both employers and employees together are responsible for enhancing emotional vitality:

“ I find the wellbeing question an intriguing one - to what extent is it the organisation's responsibility to promote health and wellbeing? On the pro side of this argument you could look at your employees as elite athletes. You invest in every aspect of these athletes. As a result of this investment you ensure that your employees perform consistently at the top of their game. On the against side of the argument, you get the over-involved parent syndrome. To what extent do I want an organisation to manage my wellbeing, tell me what to do and monitor what I do. The answer is probably somewhere in between those two but, ultimately, it is about organisations supporting and promoting the practice of more healthy work.

- Nicola Millard, Futurologist, BT Group



According to our jammers, organisations should create employee wellbeing through the following three strategies:

1. Understand Employees: The different dimensions of wellbeing require diverse strategies and a wide array of programmes or initiatives. Addressing the different dimensions may also require difficult trade-offs. Recent research has found that in practice one dimension of wellbeing is often improved at the expense of another (see, “Trade-off effects on employee wellbeing”). Organisations will need to define wellbeing in a way that facilitates the process of putting it into practice and avoids unintended outcomes.

At the same time, the cookie-cutter approach does not work - it is essential for organisations to understand how their employees define wellbeing, and why and how these factors affect productivity and behaviour on the job. More and more employees are expecting to be consulted about wellbeing activities, rather than having such activities designed and implemented on their behalf. HR practitioners and managers who make the effort to understand their employees’ wellbeing priorities can begin to fashion a more relevant, customised and meaningful wellbeing programme, thereby increasing their odds of retaining employees and driving down turnover and replacement costs (see, “Customising Strategies”). Guest Jammer, Bridget Juniper explained:

“ It ceases to amaze me how much corporates invest in 'wellbeing' programmes without first validating levels of health and wellness amongst their workforce and identifying (empirically) the main needs and wants. The cookie-cutter approach does not work.

- Bridget Juniper, Director, Work and Wellbeing

2. Build Natural Rhythms: Initiatives that take into account natural rhythms of life and provide employees balance and flexibility in their work arrangements go a long way towards creating emotional vitality.

ACADEMIC INSIGHT: IT'S THE LITTLE THINGS THAT MATTER

The strategies found to be most positively related to emotional vitality are (in order of magnitude):

1. Learn something new
2. Focus on what gives me joy in my work
3. Set a new goal
4. Do something to make a colleague happy
5. Make time to show gratitude to someone
6. Seek Feedback
7. Reflect on how I make a difference at work
8. Reflect on the meaning of my work

Why might this be? In terms of learning, recent academic research shows a strong relationship between learning and emotional vitality. When people are learning, they are growing and developing, which in turn creates psychological resources and resilience. In terms of relationships at work, recent academic research suggests that positive relationships at work are energising, both physically and emotionally. Positive relationships at work create immediate consequences for an individual’s cardiovascular, immune, and neuroendocrine systems. Thus, they are actually health-producing. Finally, in terms of meaning, our recent FoW research on *Engagement* suggests that when people feel that their work has meaning, they are more, satisfied, engaged, and committed to it.

Fritz, C., Lam, C. F., & Spreitzer, G. M. (2011). It's the little things that matter: An examination of knowledge workers' energy management. *The Academy of Management Perspectives*, 25(3), 28-39.

ACADEMIC INSIGHT: TRADE-OFF EFFECTS ON EMPLOYEE WELLBEING

In this article, the trade-offs between the multiple dimensions of wellbeing are tested by seeing the impact of teleworking on various dimensions of well-being. According to the results, teleworkers experience positive effects on their physical wellbeing through ‘reduced fatigue’ and ‘increased energy’. Similarly, they experience positive effects on their psychological well-being through ‘increased satisfaction’ and ‘reduced stress’. However, at the social level teleworkers experience negative effects on their well-being through reduced ‘social coherence’.

Canibano, A. (2013). Implementing innovative HRM: trade-off effects on employee well-being. *Management Decision*, 51(3), 11-11.

FoW INSIGHT: CUSTOMISING STRATEGIES

During our recent research on Employee Engagement, we learned how organisations are increasingly able to customise their strategies through new tools such as Big Data Analytics. However, customising employee strategies while ensuring that all employees are treated fairly is a significant challenge for organisations. Analysing data on worker motivation, interests, drivers and creating customised strategies without being perceived as intrusive is a careful balancing act for companies. We recommend creating a set of wellbeing options from which each person in the company could choose. This would enable people to select the right package based on their life stage, working preferences and demographic, without the company appearing discriminatory.

The Engagement 2.0 Report is available in the library at www.fowlab.com

“ Classic psychology says that a job with high demand & low control is likely to lead to stress. So, the more ways an employer can build choice & control (or at least the perception of control) into jobs, the better this will be for stress reduction at the very least (especially since the managing demand part is harder).

- Nicola Millard, Futurologist, BT Group

A wide range of flexible working arrangements are currently being offered by employers globally, with telework, flex time and part-time schedules the most commonly offered type of flexibility. However, according to WorldatWork 2013 survey,⁵ arrangements such as career on/off ramps are offered by less than a quarter of employers globally when in fact, our research indicates that such arrangements most closely reflect the natural rhythms of life. Interestingly, the process of implementing career customisation is also the highest risk area in enhancing emotional vitality amongst FoW members (see, “Enhancing Emotional Vitality Risk Areas”). We recommend the Career Customisation framework to facilitate the offer and uptake of career on-ramps and off-ramps (see “Career Customisation Framework”).

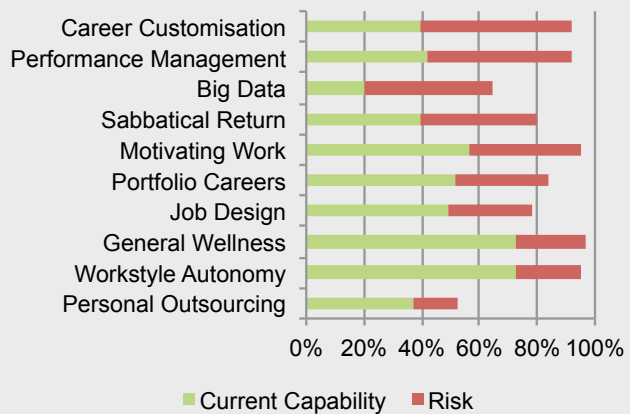
3. Create Times to Play: As we learned earlier in this section, the work itself can also become a source of emotional vitality. The implication of this for organisations is to create a working day which has within it times of unstructured and free flowing playful activities (see, “Playfulness at W.L.Gore):

“ “Time to play” requires a culture where there is recognition that adults need to play in order to be productive and requires leaders who are themselves role-models for the behaviour, giving permission for the spontaneity that is sometime required and at other times ensuring it receives the diary time it should. Positive impacts are felt on morale, energy and the strengthening of cross boundary relationships that ensure organisational resilience.

- Rosemary Kirkby, Principal, Rosemary Kirkby & Associates

FoW INSIGHT: ENHANCING EMOTIONAL VITALITY RISK AREAS

Our FoW Resilience Diagnostic Survey revealed that, for most consortium companies, the highest risk area in enhancing emotional vitality is implementing career customisation.



n = 665

FOW INSIGHT: CAREER CUSTOMISATION FRAMEWORK

Based on our Inclusion and Diversity Research, we have identified five key conditions for the successful implementation of a Career Customisation Framework:

Taking a Life-Stage Perspective: The concept of life stage perspective ensures that organisations move away from the overt emphasis on demographic diversity. Our research indicates that understanding employees’ demographic context is not enough to create dynamic and engaging work arrangements that bring out the best in each employee.

Creating Results-Only Work Environment: In broad terms, it focuses managerial attention on output (was the product high-quality? Delivered on time? Did the worker hit the promised numbers?) while disregarding traditional productivity metrics (number of absences or hours worked).

Establish the Business Case: An important question to ask is whether or not customised working arrangements increase shareholder value.

Tailoring Rewards: HR practitioners who make the effort to understand their employees’ rewards priorities can begin to fashion a more relevant and meaningful rewards package.

Re-Integrating Off-Ramped Employees: Organisations need to endorse practices such as ongoing networking, training and mentoring to attract people who have off-ramped or downshifted in their career course.

The Inclusion and Diversity Report is available in the library at www.fowlab.com



CASE STUDY: PLAYFULNESS AT W.L.GORE

The textiles company W.L.Gore, is best known for the way that unstructured, playful work impacts on the vitality of workers and on the resilience of the company. Take for example how in one of Gore's medical products plants, an engineer took advantage of 'free-time' to improve the gears of his mountain bike, inventing along the way Gore's "Ride-On" line of bike cables. He then went on to use that idea to develop cables that control the movement of oversized puppets in such places as Disney World, using guitar strings to control the movements. When he noticed that the guitar strings easily broke, he then asked how he could develop less-brittle guitar strings. To answer this question he teamed-up with a colleague who was an amateur musician and another colleague who helped develop Gore's non-breakable "Glide" dental floss. Over a period of five years they played together in Gore's 'free-time' and in their own free time, without 'asking for anyone's permission or being subjected to any kind of oversight'. By the end of this playtime they reinvented acoustic guitar strings and this new product was able to capture 35% share in a market where Gore had traditionally had no presence.

Full case study available in the library at www.fowlab.com

KEY INSIGHTS

WHAT CONSTITUTES EMPLOYEE WELLBEING?

According to our academic research and analysis of the jam discussion, wellbeing has not one but a realm of potential dimensions. They key dimensions that came out are:

Physical: adequate mobility, physical safety, opportunities to balance work-life cycles and access to health care.

Mental: meaningful work, mentally stimulating work, opportunities for creativity and innovation, opportunities to experiment and learn from failures, opportunities to develop skills.

Emotional: feelings of self-confidence and self-esteem, a sense of meaning or purpose, a sense of agency and accomplishment, control over the design of one's work, ability to handle conflict, opportunities to 'play'.

Social: supportive and fulfilling relationships, feelings of trust and cooperation, a sense of social connectedness and acceptance, opportunities to contribute.

Psychological: a sense of efficacy, optimism, hope, and resilience.

SHOULD ORGANISATIONS PLAY AN ACTIVE ROLE IN ENHANCING EMOTIONAL VITALITY OR IS IT SOLELY THE RESPONSIBILITY OF EMPLOYEES?

The broad consensus among Jammers was that both employers and employees together are responsible for enhancing emotional vitality. However, most jammers want to be consulted about wellbeing activities, rather than having such activities designed and implemented on their behalf. Research has found that employees tend to perceive health and wellbeing programmes as paternalistic and even manipulative when they are employer-led. For this reason, it is essential that employers engage employees directly in the development and implementation of a wellbeing strategy. Through the direct engagement of employees in the developmental process, companies are more likely to bring about a sense of ownership and 'buy-in' by employees, which can be expected to dramatically increase the chances of programme success.

IS IT PRACTICAL FOR ORGANISATIONS TO PROVIDE EACH EMPLOYEE WITH CUSTOMISED CAREER OPTIONS?

As we learned during the Resilience and Purpose Masterclass, Career Customisation provides a framework in which employees together with their employers can discover abundant options to design and achieve what they consider to be their optimal career paths. Does offering customised career paths mean that in any given circumstances, there will be as many different profiles as there are people? On the contrary, Cathy Benko's research found that at any point in the time the vast majority of individuals – more than 90 percent – have profiles that are similar. If this is so, then why invest in a Career Customisation Framework? In part, because of the options it provides. According to our jammers, employees who believe they have some level of control, or options in setting priorities are happier and have higher levels of wellbeing.



2. AMPLIFYING INTELLIGENCE AND WISDOM

Amplifying Intelligence and Wisdom received 34 comments during the jam, placing it last in terms of popularity of provocations. Overall, the sentiment behind the three most popular topics detailed below, was neutral to slightly negative:

MOST POPULAR JAM TOPICS	# COMMENTS
Skilled enough for tomorrow?	9
The place for experimentation in your organisation	3
Obstacles on the road ahead	3
SENTIMENT ANALYSIS KEY	
NEGATIVE	POSITIVE
Sentiment ranges from -1 (Negative) to +1 (Positive)	

Skills Gaps within the Organisation: Employers are increasingly facing huge skills gaps within the organisation’s existing workforce. Only 16% of 674 global executives describe their workforce’s skill level as industry leading.⁶ The main reason for the skills gaps within the organisations is that employees today need a diverse portfolio of skills to stay relevant. The complex jobs making up today’s knowledge-driven, technology-oriented economy requires individuals to develop not just one or two key functional skills but rather a large and increasingly diverse portfolio of skills. During the jam, most participants felt employees need to augment their skills portfolio with additional capabilities:

“ I believe that our employees need EQ just as much as IQ - there still remains a lot of focus on academic intelligence and emotional intelligence is not considered as important. Whilst we clearly need to have academic intelligence, if we are to truly develop mindfulness in our leaders and employees, the ability to connect, collaborate, motivate and inspire others will be paramount.

- Nicola Lintott, Senior Global Manager D&I, Novartis

Embedding Learning In the Culture: Our research indicates that hiring needed skills is not the only answer anymore, companies must also find ways to significantly upgrade the skills levels of the employees they already have. But that doesn’t mean operating in isolation when it comes to skills development. Quite the opposite: It means organisations must absorb the best practices of internal and external experts into their own knowledge base, connect people in ways that will amplify intelligence and wisdom and turn the entire organisation into a learning enterprise. (see, “The Learning Enterprise”) .

Through academic research and analysis of the jam discussion, we have identified five innovative strategies that, when combined in creative ways, can help organisations create a learning environment and thus close skills gaps.

ACADEMIC INSIGHT: THE LEARNING ENTERPRISE

The following strategies can turn the entire organisation into a corporate-wide enterprise learning team:

Inventory your skills: Generating a list of the workforce skills needed to execute business strategy is crucial.

Identify Interdependencies: No employee operates in isolation, so identifying the most critical dependencies is important.


Locate pockets of expertise: The ability to identify particularly valuable content or performance behaviours is especially important to delivering on both skills relevance and timeliness.

Create learning chains: It is important to leverage many sources and modalities of learning, and to offer a variety of reinforcing experiences linked together over time.

Create responsibility of learning among employees: Employees need to understand that they cannot be merely passive recipients of training.

Keep learning continuously aligned with business needs: It is critical that organisations keep an eye on how well learning is aligned with business goals and needs.

Leon, D., Nulty, T., & Marcroft, G. (2012). *The Learning Enterprise*. Accenture Outlook



1. Find a balance between formal and informal learning: Every year, organisations spend significant amount of money and time on formal training programmes. Are they getting their money's worth? Not according to the recent Skills Gaps Study: Only 21 percent of respondents reported developing new skills in the past five years through formal training programmes offered by their companies.⁷ The statistical evidence suggesting that formal training is failing to deliver value to employees does not mean that traditional classroom training is inherently an out-of-date delivery channel. Rather, it is an indication that it too often delivers learning experiences that are not timely or relevant and so the programme does not ultimately support an employee's ongoing needs. To invest in people development, your organisation should make learning an integrated component of work. This approach makes it easier for employees to continuously build skills as they carry out their everyday job responsibilities. By embedding learning in everyday work through informal means - shadowing others, mentorships, or learning from peers - organisations can help formal online or classroom training become more relevant and more effective.⁸

“ Some companies are very good at creating an environment which makes learning while doing possible. They have developed a culture of coaching - it is part of their DNA. It's a continuous loop of learning: hear one, see one, do one, teach one, then move to the new one.

- Marc Godeau, Manager - HR Simplification, SunCorp

2. Embrace Innovative Learning Modes: Recent developments that are scalable are promising to help training become more relevant such as gamification that immerses employees in virtual, first-hand scenarios (see, "RoadWarrior at SAP"), Massive Online Open Courses that provide flexibility in participation and mobile training delivery that allows learning to take place at the point of need wherever an employee happens to be.

Innovative Learning Modes however, are not without risks: leaked information, learning programs that might be inconsistent and contradictory, fear of loss of control and a candor in exchanges that may not always be productive. During the jam, participants highlighted the barriers to implementing innovative learning modes within their organisations:

“ Fear and lack of understanding are the main two barriers to innovative learning modes. Also it can be difficult to see where new modes of learning fit into the company culture and strategy so organisations stick with what they know.

- Ngozi Nwabine, Team Assistant - Global Talent & OE Team, Diageo

Properly designed and managed, however, these innovative learning modes have great potential to deliver relevant learning experiences that reflect both proven expertise within a function or industry and timely access to an organisation's best thinking, wherever it might be.

3. Utilise the 'Whole Person': Consider all the capabilities of your employees when deciding how best to utilise them. Needed skills may be hidden inside your organisation. To mine and deploy this talent, create a database of employees' skills. Then design processes and incentives that encourage people to move to parts of the organisation where their skills are in demand. Keep your competency and skill models up to date, and frequently engage with employees to ensure you understand all of the skills and abilities they can bring to work - versus what they do bring to work.⁹ This view was shared by most jammers:

“ What I think is particularly surprising nowadays is the non-willingness of some of our managers to see beyond current acquired competences of talents. We all know that we will have to work longer, change jobs area, be flexible and agile but still we recruit the talent based on what they learned at university. I wish we could see more cross profile fertilisations and give our young generation the benefits of their brain agility.

- Christelle Ravez, Head HR, Novartis Pharma




CASE STUDY: ROADWARRIOR AT SAP

Being a sales representative in a large technology company like SAP involves keeping up with a constant stream of new technical information and dynamic changes. Roadwarrior is an interactive multiplayer learning game that supports SAP sales representatives in this endeavour. It allows them to stay up-to-date with the newest products and services around SAP's mobile technologies and applications. In the game the customers - mostly CIOs of fictitious companies - describe their problems and ask questions on mobile technologies. By responding through multiple-choice tests, the players close the deal and move to the higher level to negotiate with the next customers. At the end of the simulation, the sales representatives are better prepared for the real customer interaction.

Gartner predicts that by the end of 2014, more than 70 percent of 2,000 organisations globally will have at least one "gamified" application, which can range from mastering a specific skill to improving one's health.

Full case study available in the library at www.fowlab.com



As Christella Ravez's quote above shows, to close skills gaps, organisations need to look beyond specific skills altogether. Research by organisational psychologists has shown that ability in specific skills is a far less important predictor of performance for most jobs than broader competencies (such as the ability to be entrepreneurial or detail oriented) as well as cultural fit within the organisations.¹⁰ Therefore, by developing a more open mind, organisations can increase the odds of finding highly competent people who, with a little additional training, can meet a job's highly specific skill requirements.

4. Surface and Connect Ideas: Surfacing ideas and sharing knowledge across the workforce provides organisations with an opportunity to amplify intelligence and wisdom. Increasingly, corporations are developing business strategies through surfacing and connecting ideas from across the organisation and even from clients, analysts and partners (see, "Rethinking Planning at HCL").

“ The traditional view of a decision is that it is made behind closed doors by a few people. Some people know that better decisions can be made by design through larger groups. Collaboration, enables you to engage with people in a different way, by bringing them along and allowing them to be part of the decision. This is not about building consensus, it is about making brilliant decisions that stick.

- Nyk Loates, Director - U-Collaborate, KPMG

During the FoW *New Ways of Working* Masterclass, we explored the revolutionary power of online social structures and communities in their ability to surface ideas. By encouraging people to store and share their 'intelligence' in online platforms, organisations can create repositories of information that can be accessed and built upon by future generations of workers. This 'intelligence', previously passed on in closed email or face-to-face communications, can become increasingly codified and available to those who need it most (see, "Zero email at Atos").

“ Social media is a far better collaboration tool than email because I simply put an idea out there and people contribute to that. Collaboration over email is much more difficult because I need to know who I want to collaborate with in order to email them and then it disappears into the black hole of an inbox.

- Nicola Millard, Futurologist, BT Group

5. Build Insights through Experiments: According to our recent research on *Organisational Agility*, experimentation lies at the heart of every company's ability to create a learning environment. The systemic testing of a multitude of diverse ideas is what enables organisations to learn more rapidly and innovate. However, according to our 2014 Resilience Diagnostic survey, which we distribute to all consortium members, experimentation represents the highest risk area amongst our FoW members (see, "Amplifying Intelligence and Wisdom Risk Areas").

Interestingly, it also came out as the highest risk area during Interactive Exercise at the Resilience and Purpose Masterclass (see, "Interactive Exercise Summary"). To understand why experimentation represents such a high risk area, jammers speculated the barriers to experimentation within their organisations:



HCL

CASE STUDY: RETHINKING PLANNING AT HCL

In 2009, HCL turned the company's existing business-planning process - a live meeting called Blueprint, which involved a few hundred top executives - into an online platform open to thousands of people. The new process, dubbed My Blueprint, involved 300 HCL managers posting their business plans, each coupled with an audio presentation. More than 8,000 employees were then invited to review and provide input on the individual blueprints. Since any planned strategy was to be reviewed by a large number of people, managers put in a lot more effort into the quality and depth of their business analysis. Therefore, the high degree of transparency increased not just the volume but also the quality of insights through the amplification of intelligence and wisdom.

Full case study available in the library at www.fowlab.com



Atos

CASE STUDY: ZERO EMAIL AT ATOS

In 2011, the Chief Executive at Atos pledged that they would become a Zero Email Company by the end of 2014. The drive to replace email was driven by the discovery that his employees received over 100 emails a day, and that reading and replying took up to 20 hours of their workweek. As part of the zero email initiative, Atos acquired the French software company blueKiwi in early 2012, rolling out their ZEN social networking software across its organisation. By creating a place where employees can contribute and share, blueKiwi ZEN captures the collective knowledge of an entire organisation.

Full case study available in the library at www.fowlab.com

“ KOKUYO has a place for experiments, named "LIVE OFFICE", where we can try to use our prototypes. It is not only a prototyping lab but also a future showroom for our customers, so we can receive feedback from ourselves and customers. The key barrier to experimentation for us is perfectionism.

- Keiko Inagaki, Researcher, Kokuyo

MASTERCLASS INSIGHT: INTERACTIVE EXERCISE SUMMARY

At our recent FoW Resilience and Purpose Masterclass, participants took a closer look at how they can build resilience in their organisations. During the first part of the interactive exercise, participants investigated how organisations can ensure resilience by enhancing emotional vitality, amplifying intelligence and wisdom, harnessing social connections, and developing resilient leaders. During the final part of the exercise, their resilience strategy was put to the test with a series of future scenarios outlined in the table below. By putting their resilience strategies to the test, participants learned about those risk areas that were not sufficiently resilient in the context of the scenarios. These are the top ten risk areas our participants faced:

- Creating a Culture of Experimentation and Risk-Taking
- Developing Agility in Organisational Culture
- Creating Shared Purpose Amongst Employees
- Developing Corporate Lattice Structures
- Developing Innovative Virtual Platforms
- Attracting and Retaining Diverse Talent
- Creating Time and Space for Playfulness
- Leveraging the Full Expertise of Older Generations
- Developing External Perspectives in Leaders
- Creating Collaborative Leadership

During our recent research on *Organisational Agility*, we investigated the potential barriers to experimentation, and how they may be overcome (see, “Barriers to Experimentation and Proposed Solutions”). What we learned was that the ability to experiment is predicated on the ability to encourage risk-taking, accept failures, and learn from every outcome (see, “Bamboo Culture at Akram Khan Company”).

FoW INSIGHT: AMPLIFYING INTELLIGENCE AND WISDOM RISK AREAS

Our FoW Resilience Diagnostic Survey revealed that, for many consortium companies, the highest risk area in amplifying intelligence and wisdom is experimentation:



n = 665



GUEST SPEAKER CASE STUDY: BAMBOO CULTURE AT AKRAM KHAN COMPANY

There are multi-fold ways through which Akram Khan Company has successfully created a 'bamboo culture' that is dynamic and innovative:

- **Experimentation and risk-taking:** Through constantly seeking to innovate, the company has created a culture of experimentation and risk-taking. However, at the same time they have established processes for brutal examination of their failures to create self-awareness and authenticity.
- **Bamboo Structures:** Through an absence of preset structures and rules and an emphasis on multidisciplinary and multicultural collaborations, Akram Khan Dance Company has successfully created an agile culture that is responsive, and evolves organically according to changing circumstances and needs.
- **Agile Employees:** The makeup of their workforce is international, with artists coming from various cultures each with their own unique skill sets. This is a conscious effort to ensure diverse viewpoints and perspectives.

Full case study available at www.fowlab.com

“ Line managers should think of situations where they can give more trust to their people - with the risk to fail - and this could then lead to "true" innovative ideas because the people do not feel that they have to hide something because the corporate etiquette does not allow them to think in new, risky ways. Risky ideas have led to truly innovative ideas and new skills in organisations.

- Sandro Krug, Head HR, Sandoz

FOW INSIGHT: BARRIERS TO EXPERIMENTATION AND PROPOSED SOLUTIONS

During our FoW Masterclass on Organisational Agility, we investigated the potential barriers to experimentation, and how they may be overcome:

POTENTIAL BARRIER	PROPOSED SOLUTION
Risk: Organisations are afraid to lose resources and time in experiments.	Failures need to be recognised as learning opportunities, and risks needs to be distributed across smaller experiments.
Leadership: Typically focused on short-term shareholder returns.	Leaders need to be shown that experiments produce a return with a small initial investment.
Middle Managers: Are most likely to lose their jobs if these experiments succeed.	Experiments often prove that multiple levels of middle management are not necessary. This is an inherent part of agility.
Lack of Vision: Can create an uncreative environment, which lacks direction.	Need to emphasise the long-term goal of an experiment, and ensure that the purpose is aligned to corporate outcomes.
Scaling: The ability to scale experiments is often very difficult.	Natural experiments occur in organisations all the time. The trick is to recognise them.

The Organisational Agility Report is available in the library at www.fowlab.com

KEY INSIGHTS

HOW CAN ORGANISATIONS BRING NEW AND RELEVANT SKILLS TO THE WORKFORCE?

Through academic research and analysis of the jam discussion, we have identified five innovative strategies that, when combined in creative ways, can help organisations bring new and relevant skills to their workforce:

1. Find a balance between formal and informal learning
2. Embrace Innovative Learning Modes
3. Utilise the 'Whole Person'
4. Surface Ideas
5. Build Insights through Experiments

IN SPITE OF ALL THE INNOVATIONS IN GAMIFICATION AND WEB-BASED LEARNING, WHY IS 70 PERCENT OF CORPORATE TRAINING STILL DELIVERED THROUGH TRADITIONAL METHODS?

Traditional methods are still the best way to deliver many forms of training. For example, traditional learning is good at building common skills, ensuring shared understanding and making best practices available to everyone at the same time. Therefore, the point here is not to throw out everything organisations know about learning and replace it with innovative learning modes. The point is rather to recognise where different learning approaches are most appropriate and have the best payoff in terms of performance improvement and then to blend these together for maximum impact. By embedding innovative learning modes into traditional learning solutions, organisations can thus, leverage the biggest database of all—the collective experience of people both within and outside their own organisation.

HOW CAN ORGANISATIONS CAPTURE THE KNOWLEDGE AND EXPERTISE OF BABY BOOMER WHO WILL SOON BEGIN RETIRING IN LARGE NUMBERS?

In the next ten years, Baby Boomers (those born between 1946 and 1964) will begin retiring in large numbers. Organisations have a small window of time in which to capture their 'intelligence'. During our research on New Ways of Working, we found that online social structures and communities present one possible solution. By encouraging people to store and share their knowledge in online platforms, organisations will be able to create repositories of information that can be accessed and built upon by future generations of workers. This expertise, previously passed on in closed email or face-to-face communications, will become increasingly codified and available to those who need it most.

The New Ways of Working Report is available in the library at www.fowlab.com

3. HARNESSING SOCIAL CONNECTIONS

Harnessing Social Connections was the most popular provocation in terms of number of comments received. Jammers submitted 123 comments on topics ranging from how can you trust someone you do not know to personality traits and collaboration. Overall, the sentiment behind the three most discussed topics was neutral to slightly positive:

MOST POPULAR JAM TOPICS	# COMMENTS
How can you trust someone you don't know?	28
Collaboration: it helps, but can it also hurt?	19
Personality traits and collaboration	14

SENTIMENT ANALYSIS KEY	
NEGATIVE	POSITIVE

Sentiment ranges from -1 (Negative) to +1 (Positive)

Are People Intuitively Givers? Central to collaboration is how we work with others, how we share our knowledge and connections, and how we support others. How we collaborate falls into three categories: *takers* like to get more than they give; *givers* prefer to give more than they get; whilst *matchers* strive to preserve an equal balance of giving and taking.

In an article published in 2013 called *Human Cooperation*, David Rand and Martin Nowak reported a series of experiments to determine whether or not people are intuitively 'givers'. Their results indicate that when making decisions rapidly, people are more likely to be 'givers' than 'takers' – the intuitive decision is always cooperation (See, "Human Cooperation"). Most of our jammers also view people as intuitively cooperative and blame the breakdown of collaboration on organisational structures and processes.

“ I would like to refer to scholar work done on cognitive intelligence. Michael Tomasello, in his recent book, *A Natural History of Human Thinking*, states that what makes humans a species apart is our ability for collective intentionality or shared intentionality. We have the natural cognitive ability to collaborate in order to achieve a common goal. Most of the time, organisational structures are a barrier to collaboration as they constraint the communication path and the ability to naturally connect.

- Marc Godeau, Manager - HR Simplification, SunCorp

“ Adding to Marc's erudite comment is the research and thinking of Professor Martin Nowak who demonstrates how human history has evolved via the concept of cooperation based on reputation.

- Chris Talbot, Manager People Strategy and Metrics, SunCorp

ACADEMIC INSIGHT: HUMAN COOPERATION

To ask if humans were impulsively cooperative or selfish, Rand and his colleagues recruited volunteers, and presented them with a choice. Each volunteer was offered a standard wage for playing a game with three other participants. Before playing, each participant was asked if they wanted to contribute their wages to a common pool – that pool would then be doubled after the game, and split among all the participants. If all the participants contributed, everybody gets extra money. But if only some of the participants contribute, those who do not contribute get a free-ride: they keep all of their wages, plus a share of the common pool.

The researchers measured the amount of time it took a participant to make a decision, and the percent of their wages they contributed to the common pool. Volunteers who decided quickly donated significantly more money than volunteers that mulled it over. Quick deciders donated 65% of their wages to the common pool, while slow deciders gave about 50% of their wages to the pool.

The authors never found a time when the intuitive, rapid response was less cooperative than the time-delayed response, suggesting that for most people, our intuition leads us to cooperate with others. It's only upon reflection that we tend to act more selfishly.

Rand, D. G., & Nowak, M. A. (2013). Human cooperation. *Trends in cognitive sciences*, 17(8), 413.

As Chris Talbot's quote highlights, reputation plays a large role in why people collaborate. The essence of reputation is that future consequences exist for present behaviour. As our work becomes more complex, sophisticated and interdependent, the way we work today with others will increasingly impact our success

tomorrow. Hence, giving is not only an intuitive decision but also the most successful strategy for people hoping to build a long and productive working life.

Do Personalities Play A Part? During the jam, participants speculated whether personality types (introversion/extroversion) play a role in the way people collaborate:

“ We have just done some research on introversion and extroversion and its effect on collaboration with Davies/Hickman. We do get distinctive collaboration preferences between introverts and extroverts - extroverts like immediacy, seeing people and lots of feedback; introverts tend to like to think about things a bit more, write thoughts rather than verbalise and tend to travel less.

- Nicola Millard, Futurologist, BT Group

Even though jammers feel that there might be differences in how people interact across diverse personality types, many feel it is these differences that add value to teams. According to them, organisations require the input and expertise of people with disparate views, personalities and backgrounds to create cross fertilisation that sparks insight and innovation.

“ In my experience the most effective collaboration comes from teams with a strong diversity profile, not only interdisciplinary but also comprising of introverts and extroverts. They require a significant investment in learning to work together, and patience, but when they develop respect for each other's strengths and an understanding of how best to use them, the results are often very creative solutions to complex issues. Of course the team leader's role is critical. I always find the learning process amazing to watch as they come together and I am never surprised when project team members actively seek each other out for further assignments.

- Rosemary Kirkby, Principal, Rosemary Kirkby & Associates

Collaboration Conundrums: Many organisations have turned to team structures over the past 15 years, and this trend does not appear to be slowing. A recent Gartner report concluded that in the future, “the primary work unit in the enterprise will be the virtual ‘matrixed’ team, which is composed of diverse competencies, knowledge, and capabilities, and assembled to meet specific project goals or ongoing process deliveries.”¹¹ Although teams that are large, virtual, diverse, and composed of highly educated specialists are increasingly crucial with challenging projects, those same four characteristics make it hard for teams to get anything done (see, “Collaboration Conundrums”). To put it another way, the qualities required for success are the same qualities that undermine success. Absent other influences, members of complex teams are less likely than homogenous teams to share knowledge freely, to learn from one another, to shift workloads flexibly, to help one another complete jobs and meet deadlines, and to share resources—in other words, to collaborate¹².

To maximise the complex teams’ effectiveness, we recommend the following eight strategies.

JAM INSIGHT: DO PERSONALITIES PLAY A PART?

According to research done by BT Group in collaboration with Davies/Hickman, whether you’re an Extrovert (**EXTRO**) or an Introverts (**INTRO**) impacts the way you prefer to work. The percentages below indicate how many people agreed with the following statements:

	EXTRO	INTRO
I like instant feedback	77%	57%
I am out and about a lot	47%	26%
I get work done in places like cafes	31%	14%
I travel more than 10 hours a week	31%	14%
I check work comms out of hours	68%	53%
I use LinkedIn	42%	22%
I use YouTube	17%	15%
I use Twitter	17%	13%
I like making video calls	52%	39%
I like instant messaging	69%	74%

ACADEMIC INSIGHT: COLLABORATION CONUNDRUMS

Large Size: As the size of the team increases beyond 20 members, the level of natural cooperation among members of the team decreases.

Diversity: The higher the proportion of people who do not know anyone else on the team and the greater the diversity, the less likely the team members are to share knowledge.

Virtual Participation: As teams become more virtual, collaboration declines.

High Education Levels: The greater the proportion of highly educated specialists on a team, the more likely the team is to disintegrate into unproductive conflicts.

Erickson, T. J., & Gratton, L. (2007). Eight ways to build collaborative teams. *Harvard business review*, 11, 1-11.

1. Understand when to collaborate: The belief that working in teams makes us more creative and productive is so widespread that when faced with a challenging new task, leaders are quick to assume that teams are the best way to get the job done. However, collaboration isn't always useful or necessary. When assembling a team together, organisations should always first ensure whether the task at hand requires collaboration (see, "When to Collaborate").

“ For me collaboration is useful when the team result is greater than the sum of its parts and it hinders progress when connecting the dots seems difficult or nearly impossible.

- Sandro Krug, Head HR, Sandoz

“ I think collaboration is helpful when it is focused on solving specific problems. We have "Leadership Smashes" and "Fed Ex" days where we gather a group of people together and follow a process to solve a particularly difficult problem.

- Chris Talbot, Manager, People Strategy and Metrics, SunCorp

2. Don't Force Collaboration: During the jam, participants articulated the need for collaboration to occur organically in organisations. Many felt that collaboration should be flexible and free flowing:

“ I don't agree with having a specific and rigid structure/process that collaboration should follow. Collaboration is best served organically with a slice of common sense.

- Ngozi Nwabineli, Team Assistant - Global Talent & OE Team, Diageo

3. Create Transparent Commitments: According to our FoW research on *Complex Collaboration*, transparent commitments are crucial to harnessing social connections. Transparent commitments are open and accessible, making roles and responsibilities clear to all, and placing the responsibility for addressing performance issues upon those to whom the commitment is made (see, "Cyber Trust and Friendships at TCS").

“ I don't think trust is an issue just in virtual teams. I have been in face-to-face meetings where the feeling of trust is not there. I think trust comes with meeting expectations people have of us, in different situations. This is linked to our perceived level of competence, the way we follow through on what we "promise" and reliability to deliver on expectations. Trust is fundamentally about walking the talk, in my view.

- Raffaella Dabusti Wilson, Head HR Communications, Novartis Pharma

4. Build Trust in Complex Teams: Natural trust emerges from a combination of proximity, shared time, and common experiences. Increasingly, people will be called upon to develop trust in circumstances that lack these factors. Developing trust at distance, within a short timeframe, and with a diverse range of people will be challenging, but is increasingly important as more work becomes virtual (see, "Building Trust in Virtual Teams"). During the jam, most participants highlighted the need for face-to-face interactions. Furthermore, they stressed the importance of creating a culture of 'trust someone until they are unworthy of trust'. If an organisation creates a context that assumes employees are able to act with generosity and

FoW INSIGHT: WHEN TO COLLABORATE?

Based on our academic research and analysis of jam comments, we have summarised seven prerequisites for collaboration below:

1. The task is complex and unlikely to be accomplished successfully using individual skills.
2. The task requires collective input from highly specialised and smart individuals.
3. The task requires diverse perspectives and heuristics.
4. The task must be completed under extreme time pressure.
5. The success of the task is highly dependent on understanding diverse preferences or needs.
6. The outcome of the task will be influenced by events that are highly uncertain and difficult to predict.
7. The task can be broken down into smaller pieces and clear roles can be attributed to individual members.



CASE STUDY: BALANCING CYBER TRUST AND FRIENDSHIPS AT TCS

Performance and Upholding Commitments: At TCS, employees coordinate their work through a series of transparent commitments they make to each other.

Constant Communication: TCS discovered that one of the key indicators of team performance was the extent and depth of communication. The teams that communicated most also trusted each other more, making it easier to cooperate and, ultimately, enhance their performance.

Cyber Trust: Trust is considered so important at TCS that they have built a culture around the view that people should "trust someone until they are unworthy of trust." This means that employees have to live up to trust and uphold their commitments.

Face-to-Face Interactions: Balancing cyber cooperation with the intimacy of face-to-face is crucial at TCS.

Full case study available in the library at www.fowlab.com

cooperation, then through self-fulfilment they encourage employees to be cooperative and trusting of others:

“ To build trust in complex teams, we need to communicate, set goals, track commitments and work at any opportunity to meet face to face.

- Anshoo Kapoor, Lead - Talent Management, Tata Consultancy Services

“ Starting with the position of ‘expecting positive intent’ is the first step to creating trust in complex teams.

- Claudia Bidwell, Global Head - Organisation Development, Novartis

5. Create Shared Purpose: According to our recent research on *Inclusion and Diversity*, bringing people together by inculcating shared purpose in them is one way to ensure diverse teams perform efficiently. Shared purpose can be achieved by bringing a meaningful goal to the team. Such goals might be task related, organisationally relevant, or focused on values. Our research indicates that goals, particularly those that focus on values and norms are likely to be more powerful than others. However, even beginning interactions by discussing what team members have in common as well as what they can each uniquely bring to the group is a good strategy.

“ For collaboration to succeed it is important to start by really getting to know each other and create a connection by repeated interactions, virtual or not, and become more aware of shared values.

- Cynthia Chiaramitarain, Production Head, Novartis

6. Foster Collaborative Environment: According to our jammers, more often than not collaboration turns into ‘giving my opinion rather than building common insights’. Therefore, organisations that teach employees how to build relationships, listen to diverse perspectives, communicate well, and resolve conflicts creatively can have a major impact on team collaboration. Interestingly, conflict management also represents the highest risk area among our FoW members (see, “Harnessing Social Connections Risk Areas” and “Collaborative Environment”).

“ I still observe a lot of people think that Collaboration is about ‘giving my opinion’ rather than building common insight and moving in one direction. It actually requires a significant amount of practice to be a thoughtful ‘giver’ and ‘open taker/receiver’.

- Craig Yetter, Senior Global OD Leader, Novartis

FoW INSIGHT: BUILDING TRUST IN COMPLEX TEAMS

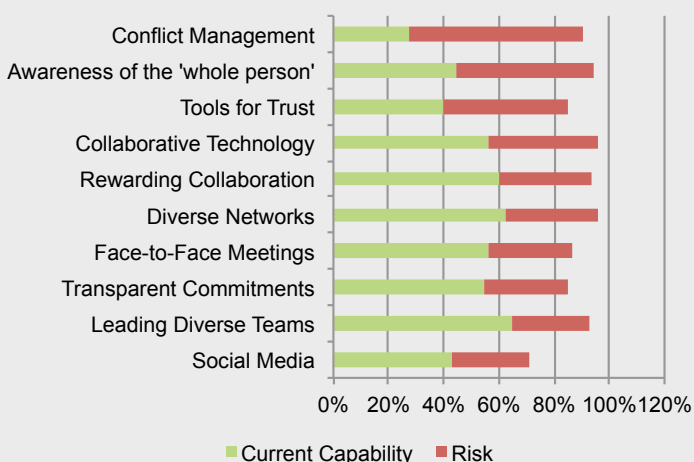
Based on our FoW research on New Ways of Working and Complex Collaboration, we have highlighted below eight key strategies to build trust in complex teams:

- Create a culture of ‘trusting someone until they are unworthy of trust’
- Trust may be given upfront (on credit), but it must be understood that it is still earned: reputation is a key indicator of trust.
- Create shared purpose
- Train team leaders in virtual collaboration
- Make face-to-face time as productive as possible.
- Harness collaborative technology like online social communities and Virtual Worlds
- Create transparent commitments
- Define clearly the role of individual team members

The New Ways of Working and Complex Collaboration Reports are available on the library, at www.fowlab.com


FoW INSIGHT: HARNESSING SOCIAL CONNECTIONS RISK AREAS

Our FoW Resilience Diagnostic Survey revealed that, for many consortium companies, the highest risk area in harnessing social connections is conflict management:



n = 665

7. Reward Collaboration: Rewards send a powerful signal about the behaviours your organisation encourages. Organisations that want to create a culture of ‘giving’ must structure compensation, bonuses, and rewards based on collaborative achievement rather than just individual achievements. During the Resilience and Purpose Masterclass, our Guest Panelist, Andrea Winfield (Director - Talent, Culture and



Leadership) shared how Microsoft has replaced its stack-ranking system with a fundamentally new approach to performance and development designed to promote collaboration and agility (See, “Performance Management At Microsoft”).

“ The need to collaborate must be reinforced and this is what companies can do: reward collaboration equally to individual achievement. How can a company objectively measure collaboration? Some software editors have developed apps that track and analyse email, telephone and internal social network activities to assess the level of information exchanged between people on a given topic. This is quite promising.

- Marc Godeau, Manger - HR Simplification, SunCorp

8. Role Modelling Collaborative Behaviour: In companies with many thousands of employees, relatively few have the opportunity to observe the behaviour of the senior team on a day-to-day basis. Nonetheless, our research indicates that the perceived behaviour of senior executives plays a significant role in determining how cooperative teams are prepared to be.

“ Trust comes with the culture of the organisation - the "way we do things". Lary and Sergey, founders of Google, have created a culture of openness in their organisation which they demonstrate with their weekly CEO hang-outs open to all globally, where anyone can ask a question. In this example, the virtual connection is a driver of connectedness and trust with 40,000 Googlers.

- Marc Godeau, Manager - HR Simplification, SunCorp

FoW INSIGHT: COLLABORATIVE ENVIRONMENT

Our recent research on Inclusion and Diversity indicates that collaborative environment is fostered through the following three conditions:

Willingness: Organisations need to create an environment of psychological safety, fairness, non-discrimination, respect and trust. Failure to do so compromises the willingness condition. To foster collaborative teams, the questions organisations should be asking are: What goes into a person's decision to offer his or her perspective? What motivates a person to share a different thought or approach?

Readiness: To leverage readiness, the questions organisations should be asking are: Is care taken to develop the processes and practices that facilitate team building and consensus building? Do we train our employees in self-awareness and awareness of others?

Opportunity: The way an organisation is structured and organises the work process makes a difference in collaboration. The questions organisations should ask themselves are: Are avenues present for people to offer their ideas, suggestions and insights? Is information communicated up, down and across the organisation? Do we allow for interaction and influence?

The Inclusion and Diversity Report is available in the library at www.fowlab.com

GUEST SPEAKER INSIGHT: PERFORMANCE MANAGEMENT AT MICROSOFT

The new Performance Management system at Microsoft is based on the following pillars:

More emphasis on teamwork and collaboration: The new performance management systems focuses not just on the work employees do on their own, but also how they leverage input and ideas from others, and what they contribute to others' success.

More emphasis on employee growth and development: Through a process called "Connects", Microsoft is optimising for more timely feedback and meaningful discussions that help employees grow and learn. "Connects" also introduce more flexibility in how and when performance and development is discussed rather than following one timeline for each employee.

No more curve: The new performance management system is no longer based on a pre-determined targeted distribution. Managers and leaders have flexibility to allocate rewards in the manner that best reflects the performance of their teams and individuals.

No more ratings: The new performance management system enables employees to focus on what matters – having a deeper understanding of the impact they have made to other employees and leveraging opportunities to grow and improve.

KEY INSIGHTS

HOW CAN ORGANISATIONS CREATE A CULTURE OF 'GIVING'?

Create transparent commitments: According to our FoW research, transparent commitments are crucial to creating a culture of 'giving'. Transparent commitments are open and accessible, making roles and responsibilities clear to all, and placing the responsibility for addressing performance issues upon those to whom the commitment was made

Create a culture of 'trusting someone until they are unworthy of trust': Trust may be given upfront (on credit), but it must be understood that it is still earned: reputation is a key indicator of trust.

Create Shared Purpose: According to our recent research, bringing people together by inculcating shared purpose in them is one way to ensure diverse teams perform efficiently

Role model collaborative behaviour: The perceived behaviour of senior executives plays a significant role in determining how 'giving' teams are prepared to be.

Reward Collaboration: Organisations that want to create a culture of 'giving' must structure compensation, bonuses, and rewards based on collaborative achievement rather than just individual achievements.

Constant Communication: The teams that communicate most also trust each other more, making it easier to cooperate and, ultimately, enhance their performance.

Foster Collaborative Environment: Organisations that teach employees how to build relationships, listen to diverse perspectives, communicate well, and resolve conflicts creatively can have a major impact on team collaboration.

DO PERSONALITY TRAITS FOR EXAMPLE, INTROVERSION OR EXTROVERSION PLAY A ROLE IN HOW PEOPLE COLLABORATE?

Even though most jammers feel that there might be differences in how people interact across diverse personality types, many feel it is these differences that add value to teams. According to them, organisations require the input and expertise of people with disparate views, personalities and backgrounds to create cross fertilisation that sparks insight and innovation.

WHAT DOES A REWARD SYSTEM TIED EXPLICITLY TO COLLABORATIVE BEHAVIOUR LOOK LIKE?

During the Resilience and Purpose Masterclass, our Guest Panelist, Andrea Winfield (Director - Talent, Culture and Leadership) shared how Microsoft has replaced its stack-ranking system with a fundamentally new approach to performance and development designed to promote collaboration and agility. The new Performance Management system at Microsoft is based on the following pillars:

More emphasis on teamwork and collaboration: The new performance management systems focuses not just on the work employees do on their own, but also how they leverage input and ideas from others, and what they contribute to others' success.

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No more curve: The new performance management system is no longer based on a pre-determined targeted distribution. Managers and leaders have flexibility to allocate rewards in the manner that best reflects the performance of their teams and individuals.

No more ratings: The new performance management system enables employees to focus on what matters – having a deeper understanding of the impact they have made to other employees and leveraging opportunities to grow and improve.

4. DEVELOPING RESILIENT LEADERS

Developing Resilient Leaders was third out of the four provocations in terms of number of comments received. Jammers contributed 82 comments and overall, the sentiment behind the three most popular topics detailed below, was neutral-positive:

MOST POPULAR JAM TOPICS	# COMMENTS
Resilient leadership - what is it and how do we develop it?	35
How far would you be prepared to go?	11
Reluctant or Resilient Celebrities?	4

SENTIMENT ANALYSIS KEY	
NEGATIVE	POSITIVE

Sentiment ranges from -1 (Negative) to +1 (Positive)

Building Authenticity: The rigours of leadership means leaders need to continually strive to manage their energy, deal with stress and fortify their characters – all against a hyper-transparent backdrop of 24-hour financial coverage, ubiquitous blogs, and Twitter feeds.¹³ Interestingly, coping with increased transparency came out as the highest risk factor in developing resilient leaders amongst our FoW consortium companies (see, “Developing Resilient Leaders Risk Areas”).

In the face of increased transparency, most jammers stressed the importance of authenticity. Authentic leaders are self-actualised individuals who are aware of their strengths, their limitations, and their emotions. They know who they are, and are able to present themselves in a consistent and steady way:

“ Resilient leadership is about being 'real' and authentic. Authentic people don't get tripped up. Real people make mistakes - yes. But, making a mistake is human - and much more acceptable/forgivable than creating a public image that isn't actually you.

- Pauline Salomons, OD Consultant, BT Group

You do not have to be born with any particular characteristics or traits to lead in an authentic manner, as there is no clear profile of an authentic leader. Our research indicates that anyone can learn to be an authentic leader by being genuine and self-aware.

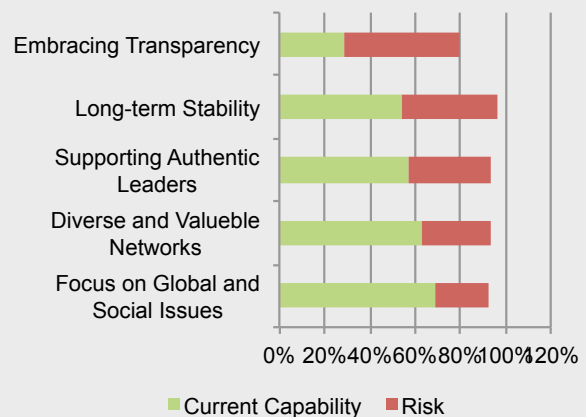
“ I think that if leaders are self aware and they can recognise both their stressors and their own behaviour under stress, this can help enormously. They can then adjust their behaviours to build resilience in whatever way is most useful for them individually.

- Angela Brook, Head of Talent Management and OD, Novartis

According to Bill George, the most effective way of developing authenticity is to form True North Groups - peer groups of 6 to 8 people who share openly about who they are and the challenges they face. True North Groups provide the feedback that enables people to understand their blind spots, open up hidden areas, and gain a deeper understanding of who they are. They offer a unique environment for people to develop self-awareness en route to becoming authentic leaders (see, “True North”).

FoW INSIGHT: DEVELOPING RESILIENT LEADERSHIP RISK AREAS

Our FoW Resilience Diagnostic Survey revealed that, for many consortium companies, coping with increased transparency is the highest risk area in developing resilient leadership.



n = 665



ACADEMIC INSIGHT: TRUTH NORTH

The emergence of True North Groups represents a low-cost, high-value-added approach to developing collaborative leaders with the self-awareness and capabilities to be successful. Seeking advice, counsel, and feedback from others is only half the challenge in becoming a collaborative leader. True North Groups address the need for support teams to enable people to get through challenging times and celebrate good times by bridging the gap between their individual lives and the organisations and communities they engage every day.

George, B. (2011) *Becoming A Collaborative Leader*, *The Journal of the American Management Association*, 10(3)

On the other hand, Boas Shamir and Galit Eilam believe that leaders achieve authenticity through the development of a strong life-story. Life-stories are not only 'who I am' stories, but also 'why I am here' stories. In this regard, it is different from most leadership development programmes, which tend to focus on the acquisition of behaviours either in courses and workshops or through on-the-job experiences. In contrast, the life-story approach to authentic leadership development implies that the development process should be highly personal and organic in order to produce authenticity (see, "What's Your Story"). Our research indicates that leaders who do not take time for introspection and reflection on their life stories and experiences are more vulnerable to being seduced by external rewards, such as power, money, and recognition¹⁴ (see, "Engaging in Reflection and Dialogue at Standard Chartered Bank").

“ Rather than wait for something to come out or be said about them, leaders should think about the stories they want to tell and how they want to tell it. Mistakes will happen and leaders must be prepared to be accountable, strong and open when these happen. Hiding mistakes looks worse and can breed mistrust which can be very difficult to recover from.

- Ngozi Nwabine, Team Assistant - Global Talent & OE Team, Diageo

ACADEMIC INSIGHT: WHAT'S YOUR STORY?

How do authentic leaders develop the life-stories that provide them with self-knowledge, self-concept clarity and strong convictions? Life stories are not testimonies to the objective events that happened, but the manifestation and expression of the events as perceived and interpreted by the individual that experienced them. Personal narratives are much more than remembered. They are constructed. This storied construction of reality has less to do with facts and more to do with meanings.

Constructing a coherent life story involves highlighting certain participants and parts and ignoring or hiding others. This does not mean that authentic leaders lie while constructing their life stories. Rather, they are constructing their truth by legitimately selecting and emphasising certain events and participants in the service of this purpose.

Shamir, B., & Eilam, G. (2005). What's your story? A life-stories approach to authentic leadership development, *The Leadership Quarterly*, 16(3), 395-417



CASE STUDY: ENGAGING IN REFLECTION AND DIALOGUE AT STANDARD CHARTERED BANK

At Standard Chartered Bank, leaders are trained in authenticity via the following methods:

Method 1: Reflecting on first 100 days

During the first 100 days, every new senior executive at SCB is assigned his or her own internal personal facilitator. The role of the facilitator is to encourage the executive to consider their own sense of authenticity, to reflect on how they come across to others and to think about how this is aligned with the corporation's values.

Method 2: Creating Time to Talk

Leaders are encouraged to create a 'story board' time when the team talks about their lives and what has shaped and influenced them.

Method 3: Creating Personal Narratives

Executives at SCB create their own personal narrative that describes what they stand for, how they have learnt, and what they have got wrong.

Method 4: Confronting Dilemmas

Coaching and mentoring plays a strong role when training leaders to confront dilemmas in an authentic manner. The idea of these sessions is to challenge leaders and to really put to test the Bank's core value statement, 'Here for Good'.

Full case study available in the library at www.fowlab.com

ACADEMIC INSIGHT: DEVELOPING BUSINESS INNOVATORS BY INTEGRATING PROFITABILITY AND SOCIAL VALUE

The First Movers Fellowship Program brings together high-potential, mid-career business professionals who are exceptional innovators and are helping their companies grow in ways that produce financial results and contribute to our collective wellbeing. The program's objective is to strengthen their capacity to innovate and lead change.

The need to develop business leaders with these capacities is greater than ever before, and there is increased urgency in companies to adapt and innovate with attention to the footprint they are leaving. Companies already have experts in their midst; First Movers whose efforts are helping their organisations meet these pressures and expectations. At present, however, they are an under-recognised and under-developed talent pool. By identifying First Movers and offering them a tailor-made development experience, The First Movers Fellowship Program hopes to encourage them to be even more daring and inventive, and to become more effective leaders and champions.

Nancy McGaw, *Developing Business Innovators Integrating Profitability and Social Value*, Aspen Institute

Balancing Profits with Purpose: By taking a long-term view, resilient leaders are those that sustain a balance between the organisation's purpose in society and profits (see, *Developing Business Innovators by Integrating Profitability and Social Value*). A resilient organisation has to have a sense of purpose. When such a purpose exists, it provides employees with a clear sense of direction, helps them prioritise and inspires them to go the extra mile. Purpose, by its nature, transcends making money: It is about people coming together to do something they believe in and allowing profit to follow as a consequence, rather than as an end in itself. The important question is not whether there is some tension between purpose and profits; there is. Instead, the question to ask is: How can leaders ensure that organisations balance these dual goals?

“ I actually suspect companies of the future won't make any profit without a clear purpose and they definitely won't attract the next generation of talent. A clear meaningful purpose is becoming one of the criteria for whether talent will join a company.

- Jan Hills, Consultant, Head, Heart and Brain

FoW INSIGHT: CREATING SHARED VALUE

According to our FoW research on *Business and Society*, there are four steps through which leaders can balance profits with purpose:

Step 1: Identify the social issues to target. The selected social issue must offer a potential source of real competitive advantage, either by increasing revenue, or by reducing risks and operating costs.

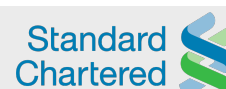
Step 2: Make the business case. Model the potential business and social results.

Step 3: Track progress against desired targets. Track inputs and business activities, outputs, and financial performance relative to projections.

Step 4: Measure results and use insights to unlock new value. Validate anticipated links between social and business results and determine if the outlay produces a joint return.

The *Business and Society Report* is available in the library at www.fowlab.com

Our recent research on *Business and Society* highlighted that there are a few fundamental organising principles that can help leaders sustain of purpose over time while still achieving profits. This model goes beyond simply aligning purpose with business objectives or creating smart signature programs in relevant funding areas. Instead, it requires synthesising purpose and financial goals into a single corporate strategy that creates shared value (see, "Creating Shared Value").



CASE STUDY: 'FORMULA' FOR SHARED PURPOSE AT STANDARD CHARTERED BANK

Standard Chartered Bank have created a sense of purpose that transcends financial concerns by reaching out to the emotions of employees. They did so by following these steps:

Ignition Point: Identified a shared purpose that inspired employees (preventable blindness).

Goals for Action: Launched Seeing is Believing, in 2003, which aimed to restore sight to 28,000.

Harnessing Altruistic Capital: This was driven by volunteering employees and every dollar raised was matched by a corporate fund.

Authentic Leadership: The initiative was architected by then CEO Mervyn Davies.

Powerful Partnerships: SCB partnered with the IAPB to gain access to specialist knowledge.

Full case study is available in the library at www.fowlab.com

Who Defines Purpose: Our research shows that, in resilient companies, the responsibility to create purpose is rarely delegated to a sole leader. Rather, the whole company needs to develop a strong emotional connection to a core purpose to enable sustainable organisational performance (see, “Formula’ for Shared Purpose at Standard Chartered Bank”). Our research shows that organisations have a significantly stronger sense of shared purpose when senior managers consult employees on key issues and when employees feel that they have opportunities to contribute. Shared purpose needs to be grounded in clear goals to be achieved and employees need to understand how their roles contribute to delivering those goals:

“ The employees are the DNA for any organisation and it is essential we take their inputs and feedback to define direction and purpose. TCS’ Purpose4Life encourages employees to self-initiate social projects of their choice and interest.

- Anshoo Kapoor, Lead - Talent Management, Tata Consultancy Services

Building Boundary-Spanning Capabilities: Many of the increasingly complex issues such as unemployment, education, or resource constraints are too complex and interrelated to deal with in isolation. As such, networks and alliances are increasingly important for the purposes of sharing solutions and joining diverse forces. According to our jammers, leaders must develop boundary-spanning capabilities and be able to engage and collaborate across the private, public, and social sectors. It is essential for organisations to develop ‘outer journey’ programmes that provide leaders with an opportunity to build the necessary networks with multiple stakeholders.

In practical terms, this outer journey should provide a mix of sensory, cognitive, and emotional stimuli that should deepen awareness of the self, others, and the larger world. There are examples of such multi-sensory, multifunctional experiences in executive development. Even activities like adventure education, including mountain climbing, river rafting or urban anthropology, can be a mentally and physically engaging experience. Yet it can also be a rich medium for personal insights and yield metaphors about leadership and the workings of the larger world.¹⁵ Opportunities to work abroad in different cultures for a set period of time are another way for leaders to develop boundary-spanning capabilities and a worldview (see, “Leadership development at Arla”). Furthermore, some organisations like Shell use Scenario Planning to give their senior leaders the tools and insights they need to form a worldview (see, “Scenario Planning at Shell”).

“ I would personally say that working overseas was a great experience. Not necessarily to develop different cultural work experiences and understanding - as I think with the virtual world and access to data you have the opportunity and insight into the world anyway. However, I believe the biggest learning is in developing personal resilience and personal insight by being in a new environment.

- Ngozi Nwabine, Global Talent and Resourcing Assistant, Diageo



CASE STUDY: LEADERSHIP DEVELOPMENT AT ARLA

The goal of the Future Fifteen (F15) Graduate program at Arla is to develop young talented employees for leadership positions 15-20 years in the future. As part of the programme, a cohort of young leaders go to three different positions over a two year period, typically 8 months in each job, working outside their home country and rotating geographically and functionally.

As a result, participants develop a global and holistic mindset and become more open minded. Their 8 month exposure to teams in countries like Argentina, Canada, Russia or Sweden creates an open and inquisitive mind. Furthermore, people who come off the programme are keen to continue learning and to focus on personal and professional development.

Finally, In a world where leadership networks and stakeholder management are crucial, the programme ensures that people are exposed to a massive number of people both internally and externally. Throughout, they are encouraged to build external networks.


Full case study available in the library at www.fowlab.com



CASE STUDY: SCENARIO PLANNING AT SHELL

Scenario planning is one of the approaches that Shell uses to give their senior leaders the tools and insights they need to meet the future better prepared. Typically, these scenarios describe two possible futures, to help executives gain a sense of the complexity of the emerging world. Supporting this way of far-sighted thinking has been crucial to the success of Shell. What is crucial about the process of scenarios at Shell and the narratives and conversations that surround them, is that they encourage and enable leaders to broaden their perspectives and to create learning environments that foster integrity, authenticity, and transparency. The decades of successive scenario planners at Shell have probably gone further than any other group in constantly putting time and resources into taking a longer-term worldview. In an industry often defined by uncertainty and volatility, Shell is stronger thanks to the forward planning capacity that scenarios bring.

Full case study available in the library at www.fowlab.com



According to recent research, mindfulness, meditation, and prayer, essentially spiritual experiences can also inform and shape the way business leaders think and feel about situations and one another (see, “Developing Socially Responsible Behaviour”).

ACADEMIC INSIGHT: DEVELOPING SOCIALLY RESPONSIBLE BEHAVIOUR

As part of a large-scale research project, RESPONSE, four companies took part in randomised controlled experiments to test the effectiveness of different approaches to management education designed to develop socially responsible behaviour in leaders. The results indicate that traditional approaches to management education are not effective in changing behaviours regarding Corporate Social Responsibility (CSR). However, approaches aimed at mindfulness and meditation, even without explicit reference to CSR, enhance socially responsible behaviour in leaders.

Schneider, S. C., Zollo, M., & Manocha, R. (2010). Developing Socially Responsible Behaviour in Managers. *Journal of Corporate Citizenship*, (39).

KEY INSIGHTS

WHOSE RESPONSIBILITY AND PREROGATIVE IS IT TO DEFINE THE PURPOSE OF THE ORGANISATION: THE LEADERS', THE BOARDS' OR EMPLOYEES?

Our research shows that, in resilient companies, the responsibility to create purpose is rarely delegated to a sole leader. Rather, the whole company needs to develop a strong emotional connection to a core purpose to enable sustainable organisational performance. Our research shows that organisations have a significantly stronger sense of shared purpose when leaders consult employees on key issues and when employees feel that they have opportunities to contribute. Shared purpose needs to be grounded in clear goals to be achieved and employees need to understand how their roles contribute to delivering those goals.

IS IT TIME TO DEBUNK THE SUPERMAN MYTH?

Increasingly, we need leaders who can see beyond the boundaries of the corporation, who can harness the ‘wisdom of crowds’ and who can acknowledge the importance of multi-stakeholder alliances in solving global challenges, all against a hyper-transparent backdrop of 24-hour financial coverage, ubiquitous blogs, and Twitter feeds. Many companies have spent decades trying to identify and clone the mythical “perfect leader.” But it turns out there is no such thing. Each of these unique challenges requires a unique kind of leader. One size does not fit all. Increasingly, organisations will require a more human approach to leadership, with a shift away from command-and-control and towards authentic, horizontal relationships.

We have explored the notion of collaborative and collective leadership in detail during our Leaders of the Future theme. The full report is available in the library at www.fowlab.com

HOW CAN ORGANISATIONS DEVELOP RESILIENT LEADERS?

A convergence of forces is reshaping the global economy and creating a new context for leadership. Leaders today face extraordinary new challenges both inside and outside of their organisational boundaries, that will require them to balance short-term profits with a long-term vision of the organisation’s purpose in society. Our research highlights that organisations can help leaders sustain this balance through:

Helping them build authenticity: According to Bill George, the most effective way of developing authenticity is to form True North Groups - peer groups of 6 to 8 people who share openly about who they are and the challenges they face. True North Groups provide the feedback that enables people to understand their blind spots, open up hidden areas, and gain a deeper understanding of who they are. They offer a unique environment for people to develop self-awareness en route to becoming authentic leaders

Training them in creating shared value: Our recent research on Business and Society highlighted that there are a few fundamental organising principles that can help leaders sustain purpose over time while still achieving profits. These principles go beyond simply aligning purpose with business objectives or creating smart signature programmes in relevant funding areas. Instead, it requires synthesising purpose and financial goals into a single corporate strategy.

Providing opportunities to build boundary-spanning capabilities: Increasingly, leaders must develop boundary-spanning capabilities and be able to engage and collaborate across the private, public, and social sectors. In this context, it is essential for organisations to develop ‘outer journey’ programmes that provide leaders with an opportunity to build the necessary networks with multiple stakeholders.

The Business and Society Report is available in the library at www.fowlab.com



CONCLUDING REMARKS

Organisations have an increasingly wide range of tools and insights at their disposal to build inner resilience, from more sophisticated understandings of employee wellbeing to innovative learning modes and new forms of collaborative technology. Below are ten of the key trends from our the research on Resilience and Purpose:

ENHANCING EMOTIONAL VITALITY

Wellbeing is Multidimensional: Wellbeing has not one but a realm of potential dimensions. The key dimensions of wellbeing are: Physical, Emotional, Social, Mental and Psychological. Given that it is not a simple and straightforward phenomenon and may mean different things to different people, it poses significant challenges in being put into practice.

Strategies to Craft Your Own Wellbeing: The strategies found to be most positively related to wellbeing are 'work-related' and reflect notions of learning, relationships, and meaning at work.

Organisations' Role in Wellbeing: The different dimensions of wellbeing require diverse strategies and may also require difficult trade-offs. At the same time, the cookie-cutter approach does not work - it is essential for organisations to understand how their employees define wellbeing, and why and how these factors affect productivity and behaviour on the job.

AMPLIFYING INTELLIGENCE AND WISDOM

Role of Innovative Learning Modes: Innovative Learning Modes like Gamification Techniques and Massive Online Open Courses are promising to help corporate training become more relevant, flexible and cost-effective. Furthermore, by embedding innovative learning modes into traditional learning solutions, organisations can leverage the biggest database of all—the collective experience of people both within and outside their own organisation.

Utilising the Whole 'Person': Organisations need to consider all the capabilities of their employees when deciding how best to utilise them as needed skills may be hidden inside the organisation. Therefore, organisations must frequently engage with employees to understand all of the skills and abilities they can bring to work - versus what they do bring to work.

HARNESSING SOCIAL CONNECTIONS

People Are Intuitively 'Givers': People are intuitively cooperative. As our work becomes more complex, sophisticated and interdependent, the way we work today with others will increasingly impact our success tomorrow. Hence, giving is not only an intuitive decision but also the most successful strategy for people hoping to build a long and productive working life.

Understanding When to Collaborate: Collaboration isn't always useful or necessary. When assembling a team together, organisations should always first ensure whether the task at hand requires collaboration.

Rewarding Collaboration: Organisations that want to create a culture of 'giving' must structure compensation, bonuses, and rewards based on collaborative achievement rather than just individual achievements.

DEVELOPING RESILIENT LEADERS

Who Defines Purpose? In resilient organisations, the responsibility to create purpose is rarely delegated to a sole leader. Rather, the whole organisation needs to be involved in crafting the organisational purpose.

Debunking the Superman Myth: Many companies have spent decades trying to identify and clone the mythical "perfect leader." But it turns out there is no such thing. Each of the unique leadership challenges requires a unique kind of leader. One size does not fit all.¹⁶

We look forward to exploring these emerging insights further as we look ahead to our next FoW themes.

NEXT IN THE SERIES



THE HUNDRED YEAR LIFE

Intangible Assets | Maintaining Momentum | Portfolio Lives | New Life Stages

We are at the dawn of the 100-year life. This creates enormous opportunities, but also significant challenges and risks. We will draw on psychological and economic research to introduce the concepts of tangible and intangible assets at the level of the individual, exploring how a three-stage career will evolve and what it means to work for up to 80 years. From the corporate perspective, we will consider what this means for selection and development, for mentoring and coaching, and how corporations are beginning to prepare for what will without doubt be the most significant change in human capital ever faced.



THE COLLABORATION IMPERATIVE

Generosity | Diversity Dividend | Rewarding Collaboration | Developing Collaborative Skills

Working with colleagues across time zones and locations is part of our everyday business life and an increasing number of teams have to collaborate virtually on complex projects. As a result, management teams now see strong collaboration capabilities as a must-have rather than a nice-to-have. At the same time, they recognise that the conventional design of organisations is not geared towards fostering a collaborative way of working. In this theme, we will explore the new advances in research on collaboration, including the role generosity has to play in building collaborative teams, how best to recognise and reward collaboration, and opening up the debate on diverse teams.



TALENT INNOVATION

New Talent Frontiers | Maturing Gen Y | Emergence of Gen Z | Jobs of the Future

Demographic shifts are changing where the world's workforce will be located, with some countries entering a period of demographic dividend with millions of young people entering the workforce. But, what does this mean for workforce planning and how will organisations develop the agility they need to respond? In this theme, we examine the jobs of the future, the frontier markets for talent, the progression of Generation Y into managerial roles, and the challenges and opportunities of welcoming Generation Z into the workplace. With the latest data from our Generation Z survey, combined with academic and business insights, we translate these shifts into what they really mean for the employers of tomorrow.

ADDITIONAL RESOURCES

For more information on Resilience and Purpose and all our other key Future of Work themes, visit the library at www.fowlab.com/library. Here you will find a range of Reports, Case Studies and Hard Facts as well as information about other FoW member companies with whom you can connect.

The screenshot displays the FoWlab website interface. At the top, there is a navigation bar with the 'FUTURE ofWORK' logo on the left and links for 'Home | My profile | Contact us | Logout' on the right. Below the logo are icons for 'FORUM', 'ABOUT', 'SEARCH', 'JAMS', 'LIBRARY', 'NEWS', and 'STATISTICS'. The main content area is divided into several sections:

- INVITE COLLEAGUES**: A button with a plus icon.
- FoWlab**: The site name and a search input field.
- FEATURED ARTICLES**: A row of three article cards: 'Transparency at Buffer', 'Anticipatory Shipping at Amazon', and 'Staffing on Demand at oDesk'. Below this is a 'Case Studies' section with a star icon and a 0-star rating, featuring the article 'Staffing on Demand at oDesk' with a brief overview.
- LATEST FROM THE LIBRARY**: A section with a 'Sort by: Date | Favourites | Viewed' dropdown and 'You are sorting by: Date'. It contains a grid of article cards:
 - 'Toolkit: CSM Engagement Animations' (12.2.14, 5 stars)
 - 'Case Study: Anticipatory Package Shipping at Amazon' (11.2.14, 4 stars)
 - 'Presentation: Engagement Keynote' (5.2.14, 2 stars)
 - 'Case Study: Bamboo Culture at Akram Khan Company' (27.11.13, 2 stars)
 - 'Themes and Provocations 2013' (7.8.13, 2 stars)
 - 'Case Study: Transparency at Buffer' (May 14, 3.1 stars)
 - 'Case Study: Open Source Innovation at AT&T' (4.12.13, 3 stars)
 - 'Themes: Engagement 2.0: Introductory Research' (4.12.13, 3 stars)
- MY FAVOURITES**: A section header for personalized content.
- MOST VIEWED**: A list of popular articles: 'Gamification at Knack', 'Presentation: Engagement Keynote', and 'Transparency at Buffer'.
- SEARCH**: A search bar with the placeholder text 'Type here to begin search...'.
- THEMES**: A list of thematic filters with radio buttons: 'The Hundred Year Life', 'Resilience and Purpose', 'Engagement', 'New Ways of Working', 'Business and Society', 'Future Talent', 'Organisational Agility', 'The Five Forces', and 'General'.
- TYPE**: A list of content types with checkboxes: '69 Case Studies' and '30 Hard Facts'.



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