

Setting the good-work agenda

It's vital all in public office think ethics-first when it comes to organisational decision-making, says **Karen Grave**

So it's another case of *deja vu* as I start a PPMA supplement by saying 'I can't believe how quickly time has gone'. But, honestly, I really can't believe the year is almost over already.

This supplement will be published as Solace Summit is underway in Birmingham. I'm delighted to be supporting that in a discussion on ethics. Given where we are in our political discourse and climate, it feels right to remind ourselves that ethics is a really topical subject. Brexit has tested our politics – and the media's capacity for balanced journalism – to a degree we were clearly not prepared for.

While we've had periods of real social challenge before, and no doubt we will have them again, the worrywarts (or perhaps the middle aged) among us may question our future capacity to create an environment where we can robustly argue and debate, but still maintain a respect for one another.

It seems to me, the seven Nolan Principles go hand-in-hand with the good work agenda

The red lights are clearly flashing across government. Sir Jonathan Evans, Chairman of the Committee for Standards in Public Life, published an open letter to all public office holders on 20th September reminding us all about the importance of how we behave. In reflecting on the political climate around Brexit, he notes that while our institutions are undertaking their roles in providing constitutional checks and balances, 'behaviour matters as much as formal structures'.

Those of us in HR and OD will be rolling our eyes – hopefully, at this point, at the blindingly obvious nature of this observation, and the one that came next: 'Leadership of standards needs to come from the top: from Government and from Parliament'.

This leadership issue is all-encompassing for our organisations. Standards, values and behaviour are the bedrock of our organisational

cultures. How we tend to, nurture and maintain our foundations doesn't just affect us now, it impacts our collective and individual futures.

Sir Jonathan ended this letter with the following: 'These long-established principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership are a personal responsibility and set the tone for leadership across the whole of public service. They are what the public expect of us'.

I set out in the last supplement that we'd be looking at Future Workforce in this one and the principles of 'good work'. As a reminder, good work is:

- fairly rewarded;
- gives people the means to securely make a living;
- gives opportunities to develop skills and a career and ideally gives a sense of fulfilment;
- provides a supportive environment with constructive relationships;
- allows for work-life balance;
- is physically and mentally healthy;
- gives employees the voice and choice they need to shape their working lives;
- accessible to all.

Arguably, we should all be delivering good work now. But we know we aren't. How do we know that? In 2017, KPMG estimated that 5.5 million UK workers are paid below the foundation living wage. Poor absence rates, instances of bullying, patchy employee engagement and poor representation of minority groups in leadership roles are indicators we cannot ignore.

It seems to me, the seven Nolan principles go hand-in-hand with the good work agenda. You can make a relatively easy case that the characteristics of high-performing cultures align with them, and the role of leaders becomes even more important.

If leadership is so important – and I would always argue that it is – why have we chosen to focus on Future Workforce. There are a few reasons for me: internal and external drivers for change aren't slowing down – technology is exerting ever more pressure with the increasing use of



AI in processes and software; our ageing workforce is demanding that we think evermore creatively about attracting and retaining older workers; Brexit will present a clear and present opportunity for us to genuinely face and address an uncertain landscape, and so on.

We talk increasingly about local, places-based services needing to focus on those with complex multiple needs. But we don't hear that language being used in the context of how public service organisations reflect and adapt so that they can shape and respond to the future.

It's probably a conversation we should be having more for a number of reasons. I've been encouraged by amazing leaders who are proactively pushing what I call the values agenda. Talking to chief executives about Brené Brown, vulnerability, compassion, etc, no longer gets you filthy looks, which is a positive. But, ironically, it does feel as though, for

all the available work around good and effective leadership, the brilliant and visible leaders we automatically think about almost attract an alchemical/mystical aura.

The argument about nature and nurture is a long-standing one and I wrote many essays on this at Uni. Even if you took the view that good leaders are born, the reality is we can't afford to accept that – we just won't have enough of them. Being really clear about relationships between leadership, good work, the Nolan principles and our capacity to create, shape, guide, develop, nurture, and encourage future workforces that aspire, thrive and flourish is critical.

In this edition, you will be reading about PPMA member organisations who are looking to address aspects of the good work agenda. What characterises these organisations is they are clear on their relationships with their communities, they

understand that the now affects the future, they're not waiting for the future to happen to them and they know our organisations have complex, multiple needs.

It's an important agenda. And I'm delighted to say we will be further exploring this at the Annual Conference in March/April 2020. I'm also delighted to introduce Max McKeown to the community. Max will be a keynote speaker at Conference 2020. He has written for us on another important topic – crisis and how we can harness that to innovate.

We'll be announcing PPMAHR20's theme on Tuesday 29th October. It's hugely exciting, so please keep an eye out on www.ppma.org.uk for more details.

Karen Grave
is PPMA
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MHR

A collaboration that puts wellbeing first

Sam Betts analyses an ambitious period of change for Greater Manchester in which an HR collaboration has already started to reap benefits for workers across the region

For the last five years, Greater Manchester (GM) has led the way on city-region devolution in England. This agreement incorporates a wide-ranging and complex set of transformation plans including devolution of health and social care, development of local transport infrastructure, planning powers, house building and support to encourage the growth of local businesses and help people back into work.

While much of the devolution agreement is focused on these 'place-based' issues, it also provides an opportunity to come together to improve the skills base and delivery of our public services across the region. This approach has enabled us to tackle problems together, target regional resources where they are needed most, and limit duplication across the system.

At the heart of these changes is the development and retention of our workforce. Working in partnership with the combined authority, the 10 local authorities in GM have created and implemented a number of collaborations in organisational development and human resources. These have taken place across a variety of areas, including occupational health, recruitment and retention, and health and wellbeing. While these have been undertaken with a clear view towards reducing the cost of public services by increasing efficiencies and economies of scale, they also aim to create an environment where employees in GM public sector organisations feel that they are valued and empowered, and that they have the opportunity to grow and develop within the city-region.

In 2015, the GM HR Collaboration teamed up to re-tender their existing occupational health contracts. In total, eight organisations joined the framework to take advantage of the favourable contract specification and pricing schedule. Four out of the eight were already procuring from the same provider, but with different contracts and pricing, while others had different models including in-house provision. Working together meant the market had to be transparent with specifications and pricing.

Through this the GM HR Collaboration was able to provide a consistent occupational health offer across our workforce. This has saved around £320,000 across the city-region, an average of £40,000 per organisation. Qualitative improvement in the system was also delivered by establishing clear contract monitoring and governance, making better use of resources by sharing clinic provision and working together on service improvements to share good practice and implement it at pace, while also focusing on improving attendance levels across the region.

Again, in 2016, the GM HR Collaboration embarked on the re-tender of their jointly procured recruitment system and jobs website (*greater.jobs*). Incorporating all 10 GM authorities, Blackpool Council and the GM Combined Authority (GMCA), the partnership has been in operation since 2006. However, during the re-tender process the group focused on the potential of the website to support a wider selection of employers across GM with the ambition to make *greater.jobs* the leading recruitment site for public sector job roles in



the region. In the two years since its creation, *greater.jobs*, supported by a jointly-funded centralised support team, has generated more than £200,000 in income from over 200 customers. This has rendered it financially self-sustainable.

At the heart of these changes is the development and retention of our workforce

The decision to make social media a priority for the central team and the local organisations that utilise *greater.jobs* has also resulted in a major boost in public engagement with the platform. Since December 2016, the website has received more than 43 million page views, with more than 35,000 jobs vacancies advertised. The success of the website has established a strong and identifiable GM-wide brand to our residents and further afield.

It is our ambition that *greater.jobs* will continue to grow to become a one-stop shop for all public sector jobs within the city region.

Our collaboration has also led to significant improvements to the health and wellbeing offer for our workforce across all partner organisations through the formation of the GM Health and Wellbeing Squad in 2017. There are now nearly 20 different public sector organisations on the squad that together have developed a core standard in relation to

workforce wellbeing and created mechanisms to jointly commission wellbeing initiatives, share good practice and provide a network for officers to ask for advice on supporting complex wellbeing cases.

The GM Health and Wellbeing Squad also allows for a coordinated response to government-backed initiatives that require a response, such as the *Thriving at Work* report. This means that only one reply is required instead of 11.

A collaborative and partnership-led approach has also been used to successfully address some of the most pressing workforce and recruitment issues in GM, most notably the hiring and retention of agency workers and, in particular, social workers. The high demand for experienced, capable social workers, usually in children's services, typically outstrips the available supply. This results in a constant need to source more officers, especially the period immediately after Ofsted inspections. Often this is resolved by the use of agency provision, which combined with the driving up of pay rates due to need, results in significantly higher costs for local authorities during a time of extreme financial uncertainty.

In the past, GM authorities would see each other as competition for social workers, who would frequently respond by moving around the system in search for the highest pay rate. This further exacerbated costs and raised a number of other organisational and service issues. In 2015,

HR directors from all 10 GM authorities plus Blackpool agreed with our children's service directors to coordinate pay rates and recruitment processes for qualified social worker roles.

Although significant challenges with this job role still remain, we have made significant progress in mitigating them by achieving consistent agreement across GM on clear and capped pay rates appropriate to the different levels of social work, and regular and transparent reporting on compliance per authority. Further agreements have also been reached to continue open dialogue between HR directors regarding ongoing issues, and to develop a joint recruitment campaign through *greater.jobs* to reduce our reliance on agency staff.

While we acknowledge that such an ambitious and wide-ranging change programme will take a number of years to complete, the achievements of our human resources and organisation development collaborations so far are testimony to the hard work and contribution by directors, employees and partners across Greater Manchester.

Sam Betts is Assistant Director, Human Resources and Organisational Development, Salford City Council and PPMA North Region co-chair with Tracy Brennan.





Putting our workforce at the heart of our ambitions

Making your organisation ‘the best place to work’ is a mantra Leeds City Council is heavily invested in, as **Andy Dodman** explains

I’d been in my role as Chief HR Officer at Leeds City Council for only a week at the time of writing. In that period, I’ve been inspired and motivated by the sense of shared purpose and genuine ambition I have found here – to make Leeds the best city and the best council. And how can HR contribute to this? To make the council the best place to work in.

It’s simple to say, but harder to do. One important component of our approach relates to actions and interventions for our lowest paid staff. Identifying actions we can take to create a rewarding employee experience, or ‘good work’, is something that Leeds has been working towards for some time.

The Leeds Inclusive Growth Strategy, launched in 2018, aims to deliver inclusive growth across the city. It focuses on people, place and productivity – providing opportunities for all of Leeds’s citizens, reducing unemployment and increasing wages.

As a large workforce, how our employees (and those in other ‘anchor institutions’) are rewarded has an impact on inclusive growth ambitions. The commitment to support the lowest paid workers comes right from the top of the organisation. Recognising the role our frontline staff play in delivering essential and valued services to vulnerable members of our community is vital.

The issues faced by lowest paid workers are complex. We have been ‘topping up’ pay

awards for a number of years to meet the National Living Wage Foundation rate for approximately 5,000 staff who are around this threshold. And it was re-affirming that the NJC pay award matched the ‘real living wage’ rate, too, with the 2018/19 pay deal. But this is part of ongoing work that goes beyond pay awards.

Low pay impacts people in many different ways. Leeds has worked to ensure staff are supported in their financial wellbeing, in much the same way as we aim to support people in their physical, mental and social wellbeing. Viewing new policies, procedural developments or staff benefits, through a lens of low pay (similar to the approach we take with protected characteristics) enables us to shed more light on how these can impact our lowest paid colleagues.

Leeds chooses new schemes carefully, we are cautious around schemes that could encourage people to spend more or get into further debt. By ensuring our partners are working in the best interest of the lowest paid staff, we have been able to help people access reputable financial advice and avoid unnecessarily expensive finance products that exacerbate the problems of low pay.

Lower paid workers are often on low hours and multiple contracts with several employers. It’s not unusual that someone has a job cleaning in the morning, and then cleaning

later on somewhere else in our organisation or with other employees in the city. Juggling the demands of multiple contracts when everything is running smoothly is a challenge, doing so when a child or parent is ill is very stressful.

Leeds chooses new schemes carefully. We are cautious around schemes that could encourage people to spend more or get into further debt

Understanding this more means we can improve our offers on flexible working. We continue to strive to understand the impact working in this way has on colleagues so that, together, we are better able to design work and practices that not only create a better employee experience, but also help individuals to bring their whole and best selves into the workplace.

We can put together hours of work to create a working pattern that not only benefits the organisation but also makes life more manageable for staff who were previously juggling multiple contracts, decreasing the stress and pressure felt by the staff and increasing wellbeing.

We have worked with our agency provider

in areas with high agency use to ensure better systems to transfer staff onto more stable employment with Leeds City Council – when people want to do so and where ever possible.

Access to opportunity is also very important. We aim to offer more work experience to people in the most deprived areas of our city, targeting communities that have traditionally missed out on opportunities to develop skills that will improve their chances of job security and earning potential. We also aim to make the most of the apprentice levy by recruiting people into apprenticeships, targeting those who may have traditionally been missed out of training and opportunities to progress careers and earn more money.

The business case for this work is clear. There are obvious benefits to the individuals who are earning more money in more secure jobs with increased access to opportunities for career development. As an employer, we also see a great deal of commitment from staff who have come through these non-traditional routes.

This approach contributes to our aspiration for all our staff to be healthy, happy and engaged, and subsequently able to deliver the best services to our city.

Andy Dodman is Chief HR Officer at Leeds City Council



Embracing the future

The future of work is changing and organisations must adapt quickly, says **Jenny O'Neill**, who outlines the key drivers

Why Future Workforce?

Perhaps one thing we can agree on at the moment, is that the future of work is becoming a more important topic. If ever there was a time in recent history that exemplified VUCA – volatility, uncertainty, complexity and ambiguity – this is it. A military concept developed by Warren Bennis and Burt Nanus, VUCA has taken hold in strategic leadership and business fields. And it's not a stretch to apply it to the current political climate.

Shaping the future

Arguably, public services have been responding to VUCA conditions since 2010 – certainly this would apply to local government. Some of the challenges we have responded to from a workforce perspective have been seen through the lens of a short-term response to immediate (and threatening) conditions, eg. workforce down-sizing has often been more about cost reduction than a strategically thought through response to shaping a future workforce.

Clearly, we need to address this. Ensuring our workforces are able to respond to internal challenges is really important, but we also need to ensure there is an organisational resilience that will enable us to seek out future challenges and also respond to the more immediate ones that we didn't quite see coming.

We see six broad drivers for ongoing change:

- technological changes – AI and automation transforming the workplace;
- new jobs emerging as automation replaces old jobs;



- our ageing population – people working for longer, creating a multi-generational workforce;
- changing social contracts – people wanting different things from work and having more say;
- globalisation – more movement of people and a greater reach for talent from further afield;
- more flexibility and agility in the way work can be done.

What is the focus for our Future Workforce theme?

Responding to the now, but focusing on and shaping the future is a strategic imperative for

our public services leaders. And, of course, HR and OD professionals have a critical role to play in that. We need to enable our organisations, its employees and leaders adapt, thrive and flourish by:

- working closely with IT and external partners to understand the shifting technological trends, which are developing ever more quickly;
- collaborating with governments and society at large in responding responsibly to changes and influencing policy;
- supporting different operating models, which includes integration with Health, ALMO, LATCs, Social Enterprises and so on;
- supporting individuals in life-long learning and

- the acquisition of new skills and experiences;
- developing meaningful workforce planning and talent pipelines to address skills shortfalls;
- developing employer/employment propositions that appeal to future workers and help attract and retain workers at all stages in their career;
- communicating and engaging with workers to share an understanding of motivations and concerns about changing.

What next?

We have collated valuable resources that exemplify the fantastic work already being delivered in public- and private-sector organisations. You can find this on our theme pages – and we are starting to look at our future workforce research programme.

Our most immediate focus is the Annual Conference 2020, which has an exciting theme. We will be launching that on October 29th, so we hope you will visit our website to find out more. If you would like to know more about the Future Workforce, please email futureworkforce@ppma.org.uk.

Jenny O'Neill is Head of Organisational Development and Learning at Buckinghamshire County Council and PPMA Strategic Theme Lead for Future Workforce



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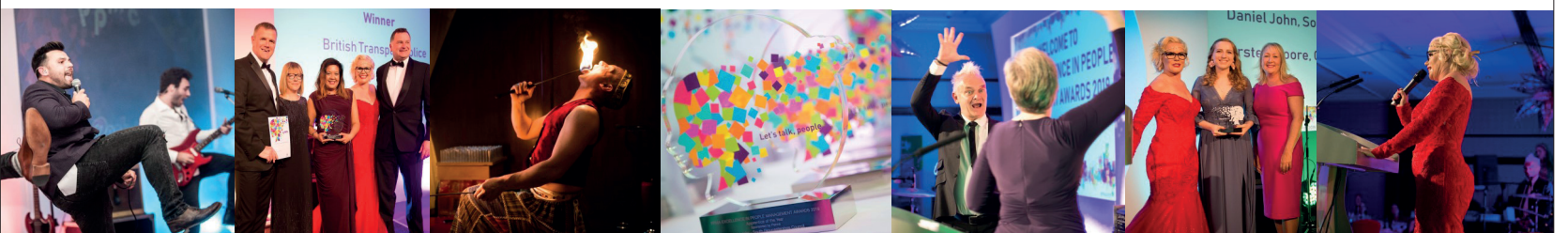
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Alexa: where is the #human touch?

AI and robotics are revolutionising our workforce, says **Leatham Green**, but there are some aspects of life that can't be replicated

I never use McDonald's and I don't own a voice-activated device, but I was intrigued to read recently that the burger chain had launched a new initiative called the 'Apply Thru' by which owners of Amazon Alexa or Google Assistant devices can begin job applications using standard Alexa and Ok Google voice commands. The company sees it as a way to give young people more opportunities to start entry-level careers at one of its restaurants, and that apparently extends to AI-powered digital voice assistants.

You can't actually complete the application process using Alexa or Google Assistant: 'After beginning the experience via Alexa or the Google Assistant, all they'll need to do is answer a few basic questions out loud. They'll receive a text, following their responses to these questions, with a link to complete the application process online. Simple as that,' reads McDonald's press release.

So, with such headlines highlighting how certain jobs are being automated out of existence as robots and AI develop, it becomes easy to think that if a job disappears it's simply gone and nothing will fill the void. It was therefore refreshing and somewhat reassuring to hear from Dr Rand Hindi – an entrepreneur and researcher in Artificial Intelligence and Privacy – at a recent lecture he delivered at The Science Museum that this prediction is not altogether a true reflection of the future of work.

Dr Hindi went on to share that: 'Machines have no emotional decision-making process, AI will do logical tasks brilliantly but only humans can perform emotional tasks.'

He described how the consequences of changing technology will impact the talent landscape far and wide, from roles that will and will not move to machines, to technology that finds and engages talent, and to the digital selection tools that will get the right people into the right jobs.

Today, we can only see a small slice of what the future holds for us. Technological advancement has already transformed our lives in ways at one time we could only dream about, and these same technologies are now rapidly re-shaping the workplace and how we work and connect. I was struck by the forecast shared by Dr Hindi that partly due to the fact AI is growing at a much faster pace than robotics, the dramatic predictions of job losses over the coming decade may not be as great as the headlines would have us think, with as many as 40% of jobs not being impacted, 10% being fully automated and 50% of jobs requiring human collaboration with machines (based on research undertaken against the French economy).

For someone like myself who advocates the importance of recognising the power and creativity human beings – people – bring to the workplace, this prediction fills me with joy and as such I feel drawn to it! It signals an opportunity for the HR/OD profession to prepare people who will still be working in future decades to grasp the importance of making sure there are opportunities for continuous adaptive learning, and that they are future-relevant.

This concept features too low on the agenda of most organisations. Very few senior leaders of today are life-long learners and they are

reluctant to step out of their comfort zone, But I am delighted to say there is a growing movement across public service bucking this trend, including the brilliant work undertaken at Wigan Council, an outstanding ambassador.

There is no doubt AI and robotics will continue to revolutionise our future workforce in ways we currently cannot imagine – or at least I can't! This was beautifully illustrated by Yazad Dalal, Head of Strategy, HMC Cloud Applications at Oracle, at this year's PPMA Annual Conference. He shared a very exciting picture of how such technological advancement has and will continue to impact HR/OD functions and services in the life cycle of the employee, especially when it comes to recruitment, induction, transactional activities and learning.

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This advancement will continue, with or without our endorsement. There is a chance, however, to embrace it, with AI and robotic systems replacing those HR transactional tasks people don't enjoy, or generally do not do very well all of the time. As I used to advocate to the HR teams I managed: 'We are in the business of getting it right first time every time, not sometime or most of the time.' Working alongside HR professionals, robotics and AI

will free-up time to allow the human being to do the things automated systems and robots cannot do: caring for others; extending the human touch; smiling with authenticity; making others feel as if they matter and showing that someone cares about them.

Today, many human-to-human jobs that involve physical and emotional engagement are undervalued and maybe we will see these vital jobs gain in respect and remuneration in the future. Human beings are complex emotional creatures with a need to belong, and who crave a 'human touch' – something a machine or system will never offer in my lifetime.

Although I have a great automated coffee machine at home, I still love to meet friends or just people-watch in a crowded coffee shop. I can see wonderful things on the computer and listen to talks in the comfort of my own home, but I still love to go museums and lectures delivered in person. And I can stream all of the music I never thought possible, but I still love going to listen to live musicians play wonderful music and enjoy the experience with others.

I was talking recently with my mother, who is 84 and loves her Alexa. I asked her what she had been doing and she made me smile when she said: 'Well I have just had a day with me and Alexa playing my favourite tunes, but it's a shame she doesn't sing along with me, you can't beat that human touch, our Leatham.'

Leatham Green is Executive Director at the PPMA and founder of The Mindful HR Centre





A future leader for a future workforce

With the growing list of attributes and skills expected of our leaders, **Jan Cox** says now is the time to be bold

'People will forget what you said and what you did but they will always remember how you made them feel' – Brené Brown

Such an overwhelming responsibility for a leader. Such an imperative to behave responsibly with this level of influence and power over the people making up our future workforce.

Brené Brown challenges us to do better and her definition of what it means to be a true leader (*see inset below*) should make anyone with a responsibility for people stop and think. For those who know they are not doing the best for their people, this should make them consider their actions and behaviours:

In her book *Dare to Lead* she advocates for brave leaders and describes a desperate need for more leaders who are committed to courageous, wholehearted leadership and who are self-aware enough to lead from their hearts, rather than unevolved leaders who lead from fear and hurt.

How will you behave today? How do you want to be remembered by your teams and what do you want to be your legacy for our future workforce?

We have read so much in this supplement about our future workforce, how they will expect to be treated and what they will need from their employer. To thrive as an organisation and be sought after as the place that people want to work in, this future world of work will only be possible through our leaders being authentic, engaging their people with honesty, integrity and consistency.

Our leaders today must refine their skills in order to engage with this workforce of the future – they must reflect on their practice and be honest about their own skills, beliefs, prejudices, favourites and bias. Our leaders must offer a safe environment for our future workforce to grow and learn.

If you are truly reflecting and being honest with yourself, these leadership challenges bring a new opportunity to also grow as a leader, to truly have honest relationships and conversations with your people and those around you – your people will thank you for listening and will always remember how you made them feel.

We have an obligation to make the world of work exciting and safe for our future workforce

Consider the qualities needed for inclusive leadership – this is about ensuring your people feel that they belong, safe in their knowledge they will be supported, treated fairly and respectfully – there is no place here for a blame or bullying culture.

When faced with negative environments we know the future workforce, who will expect to be treated properly, will also vote with their feet and not be afraid to give their feedback!

Writer Deepa Agarwal has identified six key qualities for inclusive leadership:

- Courage
- Empower
- Compassion
- Belongingness
- Collaboration
- Authenticity

There is a whole range of thinking around each of these qualities if you want to learn more and develop your skills – at its core, it is about the courage to lead from the heart, being honest and authentic with your people.

We have an obligation to make the world of work exciting and

safe for our future workforce. Professor Beverly Alimo-Metcalfe challenges us to be the 'engaging leader' and through her work over many years has real evidence of how listening to and talking with your teams can inspire them, along with having a tangible impact on their health and wellbeing. This, in turn, has positive impact on your business. It makes complete business sense to engage with your workforce!

There is an ever growing list of attributes and behaviours that we expect of our leaders today and I don't underestimate the challenges in striving to become the engaging leader for the future, developing your skills and staying curious – you have to do what is right for you and if you are not being authentic your people will know that you are acting.

But just picture the scene if you successfully lead from your heart, with honesty, supporting your people at every step and ensuring they learn and grow – your people and your business will thrive. I'm going to leave you with a quote from the lovely Brené again as it is so relevant: 'Feel the fear and do it anyway! See you in the arena!'

Jan Cox is Deputy HR Director Competition and Markets Authority and PPMA Strategic Theme Lead for Leadership

leader noun | lead·er | \ˈlē-dər\

Anyone who takes responsibility for finding the potential in people and processes and has the courage to develop that potential.

Leadership is not about titles or the corner office. It's about the willingness to step up, put yourself out there, and lean into courage. The world is desperate for braver leaders. It's time for all of us to step up.

Get your hands dirty!

Every crisis is an opportunity, says **Dr Max McKeown** the trick is knowing how to transform necessity into curiosity

Although it may feel like it, crisis is rarely the same as a disaster (although a disaster may prompt a crisis). A crisis is a decisive turning point that forces a choice between inertia and innovation.

A crisis is a wake-up call. Smart leaders of the most successful organisations learn that waiting for the full force of a real crisis may not allow you enough time to save the day, situation, company or planet. The answer for them is the gospel of perpetual crisis.

People need reasons to make tough choices. Organisations find it even harder to make progress. They usually wait until a real crisis comes before getting on with the hard stuff.

To plug into the power of perpetual crisis, there's no need to fake it. Instead, look into the past, present and future to find your sense of urgency. What do you need to do? What needs to be done?

Take external pressure from crisis and transform it into motivational pressure to do something worthwhile. Instead of being depressed by forces outside of your control, use those same forces to drive you forward towards something you want to achieve: move from bad energy to good energy.

Get Your People Curious. The true parents of innovation are necessity and

curiosity. Necessity can be a force that starts from things out of your control, but one that can be cleverly redirected. You become an innovator when you combine necessity, what needs to be done, with curiosity, the drive to discover, explore and understand.

Get Your Hands Dirty. This is about getting outside: of your office, your head and your schedule. Making time to walk about, ask questions, and learn. The work of an innovator involves making a mess. Taking things apart and putting them back together again. Finding out how things work so you can make them work better.

The first Apple computer was built by hand from wood and parts in a garage. The first Google search engine was coded by the founders in a lab. The founder of Toyota learned how to build his first car by dismantling and reassembling a Chevrolet. The first organ transplants involved blood, guts and deaths before they finally started to save lives. Messing up other people's clean.

Get Your Game On. This is about turning fear into focus. And focus into the fun of creating something new and improved. The best way of dealing with a crisis is to innovate your way out of it. Continuing as though nothing has changed is a missed

opportunity and may encourage complacency rather than imaginative, bold solutions.

At such times, there is often a temporary willingness to consider better ways of doing things. You will waste them if the message spreads that there is no need for change or creativity. Innovators lose their moment and innovation loses its momentum.

Get Idea Hungry. This is about a culture where people seek out new ideas. People want to understand how to make the world better. They want to make a difference. They are driven by curiosity to question assumptions. People view their expertise as a starting point.

They want to contribute to new knowledge rather than using what they know as a defence mechanism. Individuals and their networks challenge boundaries. They see impossible as motivational, and value even unwelcome change as an opportunity to try new ideas.

Get Culture Karma. People want to know where they are going and whether the destination is worth the pain of the moment. The leader sets the tone. The leader can make the future seem desirable and a path to that future seem possible. Every little thing you do sends a message about what you



The Innovator's Book: Rules for Rebels and Rule-Shapers by Dr Max McKeown is published by LID Publishing (£9.99 at amazon.co.uk)

want, what you care about and whether supporting you is worthwhile.

If you talk about the future, people will prepare for the future. If you're in the market for great new ideas, creative people will bring you their best work. If you have a track record and reputation for nurturing new ideas, everyone will bring you the best of themselves – because you care. Even

in a crisis, leaders tend to get the innovation they deserve to create the future they want.

Dr Max McKeown is a strategist, psychologist and author of several award winning books.

As an innovator, be ready to mess up the clean, tidy, situations you want to improve.

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The modern workplace seems like a different world compared to decades ago. And your business model needs to adapt, as **Paul Friday** explains

What will work look like in the near-future?

Have you heard the rumours? The world of work is changing. What's your job? An HRD, a service director? Do you mean... project manager, mathematician, marketing expert and specialist in conflict resolution? Basically, our jobs are increasing in complexity every year.

Thirty years ago, knowing how to use a computer made you an IT expert, today it makes you human. The world has changed. And it's about to change faster.

It is suggested we won't have a job title, we'll have a set of skills, which will be applied to various jobs. And this is now. So, let's consider what other changes we have seen recently.

What's your gig?

We all know about the gig economy. Despite the flexibility provided, these jobs are often criticised, but in future we'll all work 'gigs' based on skills.

So, looking ahead, we'll need to develop a well-rounded set of skills to compete for jobs – many of these will be short-term contract work, too.

We're already competing in an unstable jobs market, with jobs being

created and disappearing every year, so it's time to level up. Public sector employers are struggling to recruit and retain the key jobs they need to fill, eg, directors of HR, directors of finance and service directors.

Where do you work?

It's not just jobs that are changing, it's workplaces, too. Mobile working is on the increase, so employees can work from anywhere (in certain roles), and easily work for multiple companies in a day or for an allocated time, using current technology.

This makes interim and short-term work more likely. Social media is awash with references to side hustles (a second source of income that can be very lucrative), so we'll all be entrepreneurs soon, with some people working at several roles in place of traditional careers.

Of course, there will be specialists working with complex contracts who work in full-time roles (although they may still do private jobs), but for the wider workforce there will be no jobs for life (remember those?) – so there needs to be continuous learning to keep up with technological change.

An office in the palm of your hand

Elon Musk has said we're essentially 'cyborgs', such is our symbiotic relationship with technology, viewing half the world through our eyes and half through a 'black mirror'.

With 3D contact lenses and holographic conference calls just around the corner, technology is really empowering us now, particularly with AI 'BOTS' (such as MHR's Peoplefirst and Talksuite), putting your organisation in your hands, 24/7, or on a social level with Amazon's Alexa.

A child born today, will have unimaginable tech expertise when they start work and will have better access to information and education than anyone in history.

What is the influence of research?

The future of work is being studied in detail right now, so we'll have a better workplace in the future. It's a given that technology will change the nature of work, but how fast can this happen with an ageing workforce and the continuous problems for employers with recruitment and retention?

Automation will change jobs and in some instances remove them, so

we need better design of jobs and a different attitude and skills with flexibility of operations.

When will we work?

As well as changing our approach to business, we've got rid of workers, work (technically), the office, and jobs...so, what's left?

Since 2014, employees with 26 weeks' service have had a legal right to request to work flexibly. Employers must consider such requests and have a sound business case for refusing.

We could therefore get rid of our schedule and days at work. You might be wondering if I've completely lost the plot at this point? Well I haven't and here's what I'm referring to.

Four-day week

Following a successful trial of the four-day week in New Zealand, people are questioning what full time should mean.

Dr Daniel King of Nottingham Business School has said the four-day week could end presenteeism and that 'British workers value work-life balance over any other aspect of a job', so if that's the case, one could argue that the traditional

working model isn't working for many people.

Flexitime

Four-day weeks mean more time for errands and family, but this model doesn't suit all businesses. The answer may simply be flexibility. Stressed workers perform worse, so allowing workers to start and finish at their discretion means they have a better work-life balance, are happier and so achieve more, with increased quality.

So, what does this all mean?

The modern workforce needs to be mobile, technically competent and can get more done in less time. But despite the best tech, the answer lies in leading your business strategically, by reviewing your business model, supporting your employees and making sure everyone gets the training they need. Use of big data analytics will bring together the insights you need to future-proof your business.

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