

# Smartworking

- a definitive report on today's smarter ways of working



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# CHAPTER ONE – AN EXECUTIVE INTRODUCTION TO SMARTWORKING

## DEFINING SMARTWORKING

**"Smartworking** is the newly coined term that embraces the entirety of new ways of working opportunities in an integrated manner – be that spatial and temporal autonomy, the required cultural and trust transitions, technological advances, wider intellectual connections and stimuli, social, ethical and environmental sensitivities – all harmonised to suit the individual working style".

## THE SMARTWORKING LANDSCAPE

**It** is easy to recognise that the world of work has changed – and continues to change at a daunting pace. Indeed, most executives recognise that, even in today's turbulent times, the very nature of work is changing faster than the economic world that surrounds it. It's becoming a question of survival of the fittest – and only those organisations that seize these changes for competitive advantage will survive.

Rapid technology advances – unimaginable just a few years ago – mean we're no longer tethered to a single location for work. We now have opportunities to deliver more, quicker and faster with fewer resources. Unquestionably, when approached in a structured and measured manner – a smart working approach – these changes can dramatically amplify our individual and collective productivity at a greater pace than any previous time in history.

Managers will require ongoing support as they shed the old command and control status symbols, and migrate to a new virtual world of guidance and encouragement. In a global digital world running at a frenetic pace, 'smart workers' will increasingly need to call on social connectivity and outreach networking to help them to listen and respond to the weak business signals that create a competitive differentiation.

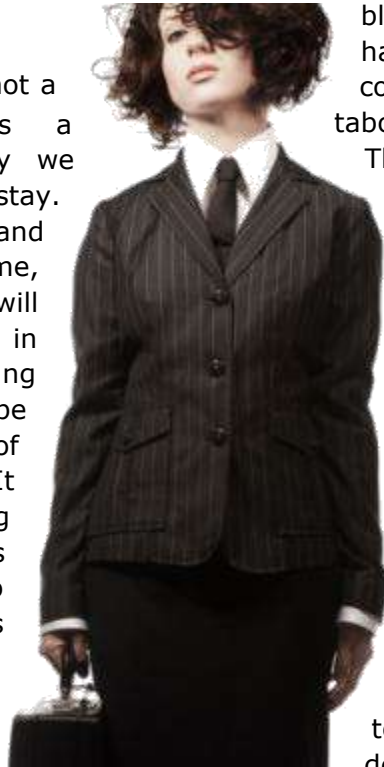
*"...the very nature of work is changing far faster than the economic world that surrounds it..."*

In recent years, where, when and even who we work with has been totally stood on its head. Furthermore, how we work – our ecological impact – has rightly come under considerable scrutiny.

Maximising the potential of this socially connected smartworking world will require support and guidance to deliver the gains and avoid people becoming overwhelmed at the outset.

## HERE TO STAY

**Smartworking** is not a passing fad – it's a revolution in the way we work that's here to stay. Over the months and years to come, smartworking will dominate discussions in every forward-looking boardroom and it will be the defining mantra of every new enterprise. It articulates the changing attitudes and practices to work that are here to stay – these changes are set to accelerate their march through our workplaces.



Smartworking defines what today's employees now expect and indeed demand – it's the spatial and temporal autonomy, the trust, the engagement and empowerment that's required by default. What's certain is that employees are fully prepared to vote with their feet if these freedoms are not provided.

Smartworking isn't 'merely' something you can buy – it's not a single product or service from your IT vendor or office designer. It's a pervasive principle and philosophy that transcends every aspect of an organisation. It's the new kid on the

block – willing to challenge old habits, shrug off old conventions, and break office taboos that don't stand scrutiny.

This new kid is eager and inquisitive to find new smart ways of working that deliver remarkable increases in productivity, innovation, and creativity in an ecologically sustainable and socially just manner at greatly reduced cost. This kid is willing to embrace new technologies in a restless quest for community, connectivity, and inspiration, but is equally willing to ditch tools that fail to meet these exacting demands.

As previously stated, this 'new smartworking kid' is here to stay – it's the 'way we will work' for the Google generation for whom "*impossible*" is just something to fix and everything is an opportunity.

The principles of smartworking will shape management practices, infrastructure demands, social, ethical, and environmental expectations, and the very nature of work for generations to come.

*Smartworking isn't just a passing fad – it's here to stay and will only accelerate the rapid march throughout our workplaces.*

## CHAPTER TWO – WHY OFFICES? A POTTED HISTORY OF THE WORKPLACE

The practice of 'work' has evolved into something really quite peculiar, particularly so over the last decade. Work is something we love and hate in equal measure. In varying degrees, we find it fascinating, dull, boring, and challenging. We find it debilitating exhausting, full of angst and stress, but also something the majority of us wouldn't live without. In fact, medical evidence shows that, deprived of the intellectual rigours of work, our health and mental sharpness rapidly declines.

Most of us 'work' to earn a living but this doesn't explain why we're forever striving to move up the career ladder or why, in increasing numbers, we're becoming entrepreneurial<sup>i</sup>. This is often described as the 'human condition' – the competitive spirit to achieve and win that defines us sentient beings. We're the only beings that can – and regularly do – push ourselves beyond the limit of endurance.



Just as marathon runners push themselves through the psychological 'wall' of endurance to run 26 miles, in the business world many of us are prepared to push ourselves beyond normal limits to achieve and excel. This is

independent of where you are on the corporate ladder – from the bottom to the top rung, from the smallest to the largest companies – we all harbour that inbuilt drive to better ourselves.

*In 1959, Peter Druker coined the term "Knowledge Worker" to describe those working primarily with information, or develops and uses knowledge in the workplace*

We've also radically shifted our perspective on career and skills over the last decade. Until the mid 19th Century, people were frequently defined by their job – the baker, blacksmith, tanner, furrier, etc. These were skills acquired for life and often shaped the surnames of the practitioner. Today, most of us can anticipate changing careers several times during our working lives – with knowledge-worker<sup>ii</sup> skills amongst the most transferable. Recent studies<sup>iii</sup> have shown that 48% of staff anticipate changing jobs within two years, be it through choice, or circumstances forced on them by the company re-sizing. With knowledge workers outnumbering other work types by 4-1 across G7 countries<sup>iv</sup>, this transient labour force willing to ditch the idiom of skills-for-life will create formidable challenges for notion of office space.



## THE OFFICE AS A SOCIAL SETTING – THE EARLY DAYS

**I**ronically, what goes on in today's offices – and indeed, the very reason why we use office space – is not terribly different from the offices that emerged in the late 19<sup>th</sup> Century. The work is similar: people work individually, and in groups, they store and access files, they use technology, they socialise, they have formal meetings. The office of a 100 year ago was a social setting where people come together to engage in activities that help the enterprise persevere and prosper.

The primary difference from those early offices to today is the concept of the office as a social setting has become lost, or at least diminished.

We have a certain Frederick Taylor to thank for the habits and conventions of the office. In 1911, Taylor published a seminal study into "*The Principles of Scientific Management*", which defined the ethics of work.



In the name of efficiency, Taylor's report broke down complex tasks into discrete, repetitive activities that could be done quickly by people with little training or skill (and hence, low wages). Reflecting the values and views of his time, Taylor saw workers as inherently lazy, in need of constant surveillance, and strict management control.

Out of this uncompromising climate emerged a management view that socialising was a waste of the firm's time. Being "*on task*" was what counted. Yet if you study pictures of offices from 100 years ago, what you see is people interacting: partners across their doublewide desks; managers in their shared closed offices; supervisors and staff together in a large room without dividing panels or barriers. In effect, what you see are in many ways the kinds of team-oriented offices we strive for today, albeit far less tidy and with an abundance of paper.

As the last Century wore on, people increasingly convened in offices because that was where specialised equipment was found – initially typewriters, telephones, and mimeograph machines, progressing to computers, copiers, printers, and fax machines. However, they also continued to come together to meet, share information and socialise – and to be supervised – to make sure they were really working.

## THE '50's & '60's OFFICE SCENE

*...in the '50's and '60's panels started to define one's turf. As has always been the case in history, the size and location of territory marked distinctions in status and rank...*

**M**oving into the '50's and '60's sees the emergence of panels to create widespread private (one-person) segregation. For the first time, firms created places where rank-and-file staff were expected to work alone and be productive by being "on task" in private. In effect, the panels replaced supervisors and created physical barriers to inhibit 'unnecessary' socialising. It also made it tough to get to know your colleagues, and to share information and ideas through serendipity.

The panels provided negligible acoustic privacy, but they did precisely define one's own turf. And as has always been the case in human history, the size and location of one's territory served to mark distinctions in status and rank. Higher-ranking staff received larger spaces and higher panels. The highest-ranking people got 'real' walls and doors, with the size of the office reflecting their relative ranking among the organisation's elite.

In an evolutionary process, what began largely as a social setting evolved into one that more closely resembled a rabbit warren? Enclosure and office size had less to do with the key activities required to prosper, and more to do with conveying status and rank. Over the course of a hundred years, the emphasis had shifted from the groups of people working together to solitary productivity in an environment designed to support and reinforce the notion of status.

## INTO THE 21<sup>ST</sup> CENTURY OFFICE

**A**s organisations increasingly required multiple disciplinary teams spanning diverse cultures and geographies to grapple with complex problems, the segregated workplace model has come under mounting scrutiny in the 21<sup>st</sup> Century. Interaction and communication has come to the fore as the primary driver for congregating in an 'office'.



The drive for increased communication and interaction to create fast information flow became the mantra for office layout. Designers acknowledged that stifling information flow would impair decision-speed consequently partitions were torn down and open-plan became de rigueur. Roles that previously been allocated private space because they required high levels of were swept aside in this new regime of open plan.

The need to retreat to a private enclave to reflect and create a considered report were banished under the perception that everything would be better in this new homogenised open space devoid of



boundaries. It was assumed – but not tested – that an open plan concept would dismantle boundaries and thereby ‘force’ the continuous sharing and flow of information needed to enable rapid decision-making. This would even make unpredictable events manageable.

However, what the open plan evangelists ignored was the simple fact that when people are separated by more than 3-4 metres, they are unlikely to interact or even know each other<sup>vi</sup>. Poorly utilised open plan officing exacerbated this problem – with space utilisation plummeting to just 30-50% in many cases<sup>vii</sup>. When coupled with the failure or reluctance to deal with office hierarchies and status issues, and the overwhelming use of asynchronous communication tools (i.e. e-mail and voice-mail, etc), this effectively throttled information flow.

### ENTER THE SMARTWORKING ERA

Our homes have become progressively larger, with increasing numbers of us owning rather than renting. The norm is for homes to be wired for high-speed internet access, and, with increased ownership of larger homes comes a space to think and work where we live. Such changes make the home office more feasible and attractive than it was even five years ago.

This is not to say everyone wants to or should work at home. It is simply an attractive option for many.

Research continually highlights that few people want to work away from the office on a full time basis. We are social animals and consequently, we still need to occasionally visit a corporate hub, not for specialised equipment or the lack of space elsewhere, but simply because we miss the camaraderie and social interaction it offers. We miss the opportunities for tacit learning, and

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We're social animals and miss the energy that motivates us and makes work tolerable...*

**Advances** in technology that would have been science fiction just a few years ago have shifted the focus away from fixed physical locations. We can now access information from virtually anywhere, at anytime using a plethora of Wi-Fi, Bluetooth, and high-speed networking to create seamless connectivity. Effective digital storage and archiving means we are no longer dependent on information stored in file cabinets or desk drawers in a dedicated ‘office’ in order to carry out our daily tasks.

for mentoring; the opportunities to get clear direction about the projects we are working on, and timely feedback about the progress we are making.

Above all, we miss the energy that motivates us, and makes work tolerable, if not fun and exciting.

## PAYING ATTENTION

*...by 2010, we will spend just 5% of our working day in the same space and time as our colleagues. 95% of our time will be spent working alone, in a different location or on a different schedule...*

The natural human attention span is also playing an important part in how we currently work. Studies by the University of California<sup>viii</sup> have shown that, given the distractions and interruptions we suffer from, attention span can be as low as 3-4 minutes and a sustained 30-45 minute span of concentration on a single task or project is the best we can achieve before productivity dramatically tails off. OK, some of us may protest we are 'head-down', concentrating for hours on end, but there's no escaping that, for all of us, productivity drops off after a relatively short period. How often do we create the need to 'stretch our legs' or 'get a coffee'?

Some of the factors behind this changing attention span are;

- An uninhibited work anytime, anywhere ethic,
- Elimination of traditional office constraints, habits and conventions,
- Unbridled swathes of information to distract us,
- A constant flow of pings, clicks, rings, pop-ups, etc from our ICT,
- An increasing portfolio of projects being managed at any given time.

This changing attention span isn't a bad thing – it simply results in an adjusting of our working patterns to deliver productivity across an extended day.

We are dicing up our working time into multiple 30-45 minute sessions, each offering better concentration, and creativity.

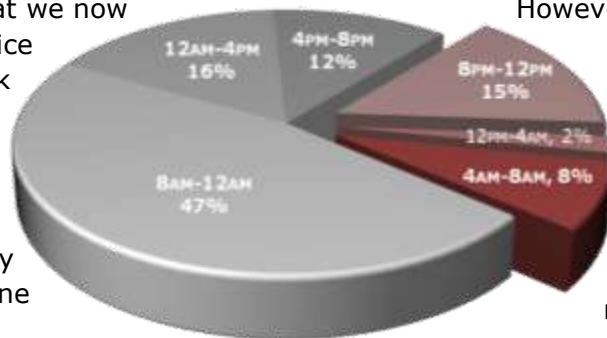
The result is our work-days are being reconfigured to reflect personal demands and often, through choice, being greatly extended. Some folks get up early to plough through e-mail at home. Others are night owls, working into the early hours to meet deadlines or personal goals. And overall, the demands on specific locations are greatly reduced.



The annual Chartered Institute of Personnel and Development working time surveys<sup>ix</sup> graphically illustrate this trend. The surveys show that a quarter of us now report our most productive time is between 8pm and 8am – whereas five years ago, few of us were reporting any productive time outside of 'conventional' working hours.

It's interesting to speculate when we might reach a point where work becomes entirely a 'just-in-time' activity evenly distributed around a 24-hour day?

What's clear is that we now have greater choice over our work output than at any time since the middle ages. The focus is (or should be) firmly on what one accomplishes rather than when or where it's done.



**FIGURE 1 - MOST PRODUCTIVE WORKING HOURS (CIPD 2007)**

However, to paraphrase Mark Twain; *"tales of the office being dead have been greatly exaggerated"*.

We have simply adapted our rationale for using specific locations. We

need places to congregate, socialise, and stimulate our thinking, however whether any office space needs to be assigned to an individual for their exclusive use is highly questionable.

With increasingly scarce resources of people and time, coupled with mounting space and technology costs, it is entirely feasible that a smartworking office will be a social hub more akin to a giant Starbucks with great meeting facilities – a location for the corporate brand and for stimulating intellectual exchange. This will increasingly lead to hub-and-spoke office configurations, with smaller corporate centres linked to

satellite or regional 'branch' office locations.

Extrapolating the impact of this changing work ethic to physical office space, the conclusion must be that it's future will solely as a hub for staff to convene inspire and inform each other, to share information and for social interaction. Relatively little of the work undertaken today requires deep, individual concentration for hours at a time confined to a dedicated location.

Indeed, Gartner Group project that by 2010 knowledge workers will be spending just 5% of their working day in the same space and time as their colleagues. 95% of their working day will be spent working alone, in a different location or on a different schedule<sup>x</sup>.



*...with increasingly scarce resources of people and time, coupled with mounting space and technology costs, it is entirely feasible that the office of the future will be a social hub more akin to a giant Starbucks...*

## CHAPTER THREE – 21<sup>ST</sup> CENTURY WORK: COMPLEX OR CLUTTERED?

*...work today is clearly complicated – however, it's not what we do, but the web of work interdependencies that creates complexity...*

**Providing** it's said quickly, today's work challenge is easy. Do more, faster and better, with less. Realising this challenge requires every aspect of work be continually scrutinised for improvement.

In today's connected workplace, it's the interaction between work components that make a difference rather than the point solutions of yesteryear that offered so much but commonly failed to deliver

Today, there is no longer the 'quick-fix' gain from "computerisation" or joining the e-business march.

The interdependencies across the today's integrated, dynamic, and fast-paced workplace mean it's no longer economically desirable to consider any function in isolation.

For example, considering office space in isolation the projected working styles of potential users or technology interventions in isolation to the socio-economic and ecological impacts are no longer viable.

Consider for a moment that you've a \$50K budget to enhance collaboration across your organisation. Refurbishing or creating new meeting space will fulfil this objective – and will reduce external meeting room hire – but at a cost of \$35K. Equally, web collaboration tools will also fulfil your objective, and will reduce the 'burn' from staff travel – but this will also cost \$35K. How do you balance these competing demands on your budget? Is it feasible to reduce

both excessive travel and external meeting room costs, while at the same time increasing the effectiveness of your staff? This is the world of smartworking where understanding the work component interactions provides the crucial reconciling of

these conflicting budget demands

Work today is clearly complicated – however, it's not what we do, it's the web of interdependencies that results in the complexity.



## "WICKED PROBLEMS"

**Complexity** neatly brings to mind the work of one Horst Rittel. As Professor of the Science of Design at Berkeley University, Horst coined the term "wicked problems"<sup>xi</sup> in 1973. Problems are 'wicked' when they are tough to solve due to the web of interconnected factors that make it difficult to understand how decisions in one area will affect decisions in other areas, let alone the overall situation. How a solution works out depends on events beyond the scope of the immediate problem. 'Wicked problems' must be solved in a dynamic and largely uncertain environment that generates its own risks. Unsurprisingly, this creates conflict. Conflicts stem from trading off "goods" against "bads" within the same value system.

In the context of today's workplace, the "goods" may be employee preferences and the "bads" the costs of meeting these preferences – and there's no simple route to gaining consensus.

Wicked problems neatly frame the dilemma facing today's 'smartworking' planners as they seek to balance the competing goals of reducing capital and operating costs while increasing flexibility and adaptability in the face of organisational and economic uncertainties. And this must be achieved while creating a workplace that attracts and retains the best talent and enables them to realise their full potential.

Clearly, 'wicked problems' admirably define today's workplace however considering the relationships between work components rather than specific point solutions can provides a fluent, agile resolution and alleviates the 'wickedness'.

Workplace interaction provides a precise metric for the balancing of "goods" and the "bads", and juggling competing budget demands. This offers a truly smart approach for supporting the needs of the individual, makes work more accessible, and reducing complexity..

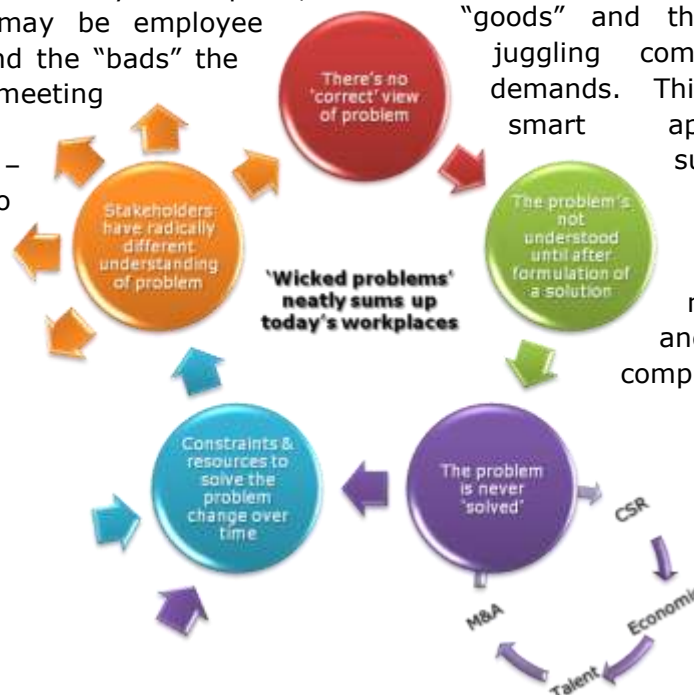


FIGURE 2 - WICKED PROBLEM MODEL (RITTEL 1973)



## RESPONDING TO WEAK SIGNALS

*...the demands of 21<sup>st</sup> Century work are to be agile and flexible, and to be responsive to weak signals from wherever they emanate...*

**A**long with the demands for increasing agility and flexibility, the globally connected workplace also demands being responsive to 'weak signals' from wherever they may emanate.

Weak signals are comments, hints, news and announcements that would not be tracked during your normal working cycle. This could be a new market entrant, a change in legislation of compliance from halfway round the globe, an innovation or development in an emerging economy, or simply a product delay or service hiccup in your own back yard.

In a connected world, tracking weak signals provides an essential competitive advantage however it's a Herculean task to single-handedly track every global development or news source. This is where social networking comes to the fore – it offers literally thousands of listening ears and eyes to report issues to you. And importantly, social networks avoid overwhelming your workload with weak signals – they reduce complexity while vastly amplifying your connections to every possible corner of the world.

### DECLUTTERING THE WORKPLACE

**C**omplexity dramatically increases with the number of 'connections' being juggled. Examples of connections could be;

- between people,
- between cultures,
- across your workflow,
- between divisions and/or companies,
- routes to market.

Each of these connections can create their own 'weak signals' and each can create 'stand-offs' that demand individual attention. In order to make a difference to your business, each 'connection' has different values and priorities that must be understood, honed, and balanced. Consideration must be given to both positive and negative complexity. Positive complexity can be increasing the access points to your customer or speeding access through multiple 'connections'. However, negative complexity can result from having to deal with differences of opinion and/or contention.

A balance must be struck between curbing 'complexity' alongside enhancing agility and responsiveness. This requires a focus on eliminating unnecessary clutter – bureaucracies, rules, policies, and practices that contribute minimally to profitability and only serve to impede business decisions and innovation. It also means scrutinising and challenging habits or conventions that hinder the flow of weak signals.





With the excess 'clutter' reduced, strategies can be shaped to contain costs whilst attracting, recruiting, and retaining the best talent, and cultivating a smart working climate where innovation, speed-to-market, and responsiveness to weak signals are foremost.

A smart working environment creates sufficient opportunities to work without interruption or

disruption; and do all of this at as low a cost as possible.

The bottom line is the nature of 21st Century work should be entirely outcome-based. Yes, it can be complicated – if we make it – and it can readily become cluttered, but only if we allow it to be.

*...curbing 'complexity' requires eliminating unnecessary bureaucracy, rules, policies, and practices that contribute minimally to profitability and only serve to slow business decisions and impede innovation...*

## CHAPTER FOUR – THE IMPORTANCE OF WORKING STYLES

*...with a 13% decline in prime-age workers to 2010, and dwindling birth rates, real talent is becoming an increasingly rare commodity...*

The digital age has spawned a remarkable socio-economic revolution, the most notable outcome being the huge rise in entrepreneurship. Canada, for example, has seen a 172% increase start-up businesses in the last decade<sup>xii</sup>. In part, this entrepreneurial growth can be attributed to labour market turmoil – decreased job security – and in part, this can be attributed to the principles of smartworking – the connectedness and access to work.

For individual knowledge workers and small businesses, these changes are liberating a previously confined labour pool, namely women, who turning to free enterprise in droves. For larger organisations, this is challenging – the changes are forcing an overhaul of work practice and the abandoning of a unilateral approach to staff needs..

### THE RAREST COMMODITY – TALENT

In a world more accustomed to glacial labour change, all continents are experiencing slowing birth rates coupled with an aging population. In countries such as Japan and China, a 4-6 fold increase in the ratio of inactive (over 65) to working population is projected by 2050<sup>xiii</sup>. Within the EU<sup>xiv</sup> and US<sup>xv</sup>, the average ratio is a projected three-fold increase.

Mapping this to reducing birth rates shows an overall 13% decline in prime-age (25-45) labour availability to 2010<sup>xvi</sup>. By 2050, the EU and US gulf between prime-age and aging populations is going to dramatically widen to match that of the Asian economies.

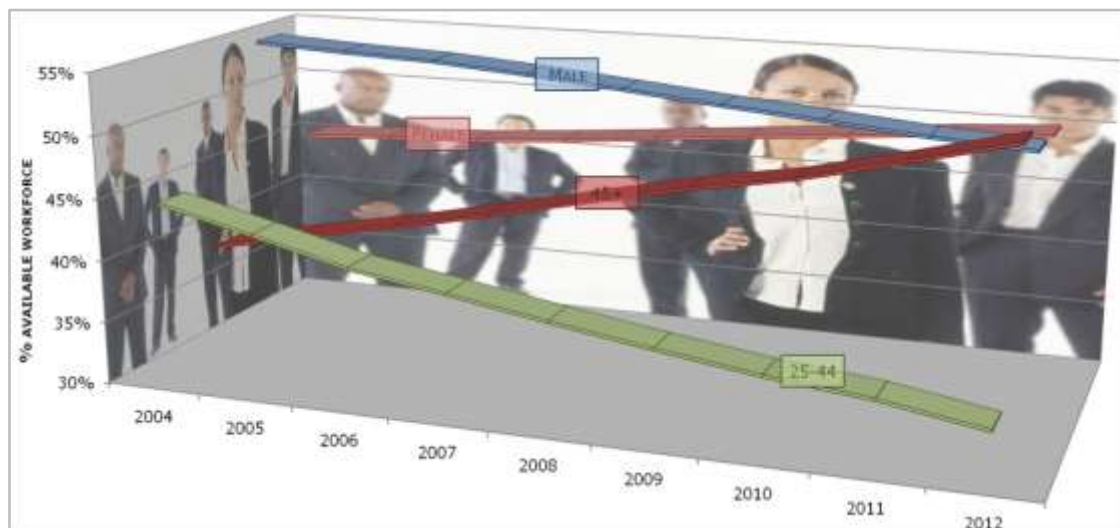


FIGURE 3 - EU LABOUR DEMOGRAPHICS (OECD 2007)

The net result is real talent is becoming an increasingly rare commodity – with conservative estimates projecting knowledge worker demand outstripping supply 2:1 by 2020<sup>xvii</sup>.

LinkedIn and PlanetRecruit.com. Monster.com for example is one the 20 most visited web sites, and LinkedIn, despite being less than five years old, boasts over 3.2 million visitors a month, and is growing at a

*...today, you can even find the professional profiles of Barack Obama, Hillary Clinton, and John McCain on LinkedIn!!*

Compounding matters, the internet now exposes dwindling talent pools to a voracious global recruitment market – and talented folks are all too easy to find. Organisations such as Google, Nokia, and Microsoft openly state they aim to hire the best talent irrespective of location – be it the far side of the globe or sat in your own organisation. The fallout of such global recruitment drives is to significant shift individual expectations. Whether an employee is considering a local employer, a small start-up business, or a major global player, they're all-too aware of their value and the pent-up demand for their services.

### **POWER TO THE PEOPLE**

**Ask** any recruiter about how their business has changed over the last five years and you will gain a fascinating insight into the power of the individual.

A few short years ago, recruitment was very much a clandestine one-on-one affair. Today it's very different – millions of us are happy to post our professional history online irrespective of whether we are seeking a new role or not.

There's no longer anything furtive about broadcasting your skills – it's now entirely open, devoid of shame, and has led to a phenomenal boom in business networking sites such as

colossal 485% per annum<sup>xviii</sup>.

Today, you can even find the professional profiles of Barack Obama<sup>xix</sup>, Hlilary Clinton<sup>xx</sup>, and John McCain<sup>xxi</sup> on LinkedIn!!



Nor has the significance of social networking such as MySpace, Facebook, Bebo, Orkut, Hi5, Friendster, and Tagged been lost on the business world. In an increasingly virtual world where regular face-face contact with our colleagues is dwindling, social networking has supplemented real-life meetings and interaction.

In the 'old' world, networking used to involve travelling, business card exchange, personal assistants, and establishing credibility on a given topic, however internet networking has stood this process on its head. Social network web sites connect people instantly at negligible cost, on an unimaginable scale, and provide huge gains for innovators, entrepreneurs, and small businesses alike. Prior to this globally connected

world, becoming an 'expert' merely meant articulating your authority to a local and often relatively small group of peers. In today's digital age, the sole way to claim professional authority is to secure peer endorsement on a global basis – and this can only be realised through wide-scale networking, community building, and broadcasting to peers. This is precisely what social networking delivers – enabling like-minded individuals to share instantly knowledge and experiences.

Professional networks attract, aggregate, and assemble large business audiences by creating informative and interactive meeting places. These virtual communities are growing at a mind-boggling pace – the top seven social networking sites (MySpace, Facebook, Bebo, Orkut, Hi5, Friendster, and Tagged) boast over 300 million users spanning every continent and are growing at over 250% per annum. Indeed, the top three sites, Tagged, Facebook, and Bebo, grew by 774%, 270%, and 172% respectively<sup>xxii</sup>.

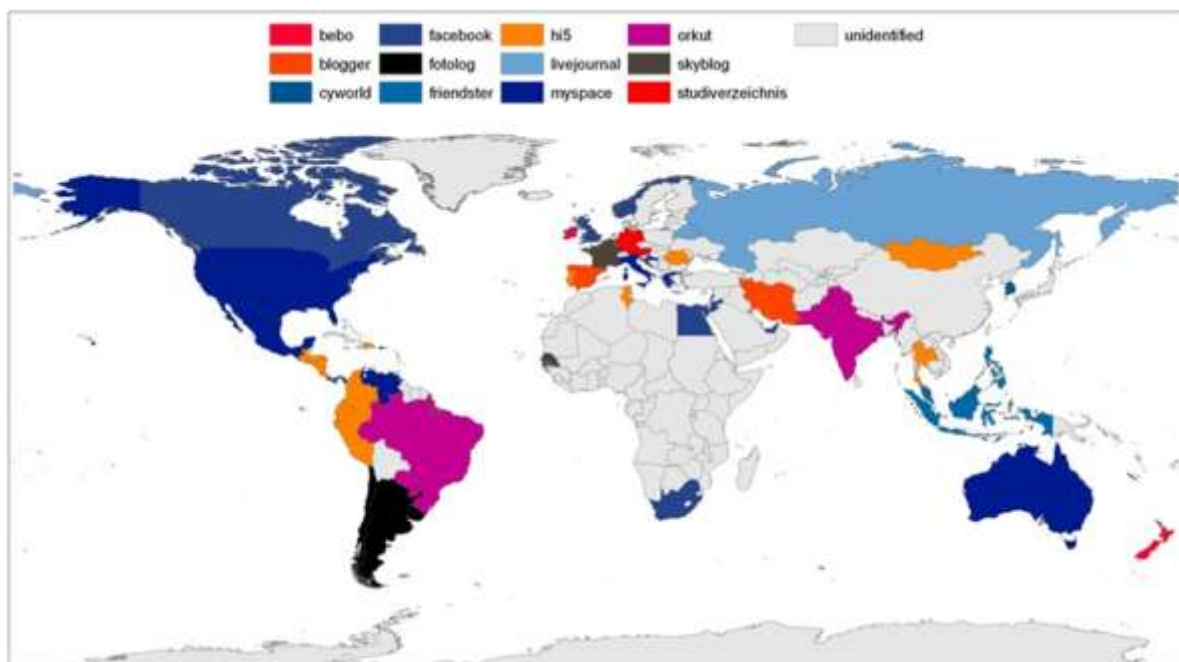


FIGURE 4 - THE GLOBAL SPREAD OF SOCIAL NETWORKS (ALEXA 2007)

## ARISE THE FEMALE ENTREPRENEUR

Female entrepreneurs are appearing in unprecedented numbers, with

*...female entrepreneurs are appearing in unprecedented numbers – in many countries starting 3-4 times the new businesses to their male counterparts...  
...currently women create 75 to 80% of all new enterprises in the US, by contrast, the UK lags a disappointing 2½ times behind this rate...*

The increased individual visibility together with the easy access to work offered by smartworking has created vast entrepreneurial opportunities. It's dismantled the barriers to work that confronted previous generations and has enabled countless people to enter the workplace, many for the first time.

A strong bellwether for this is the ascendancy of female entrepreneur. Historically, by dint of nature, women have been confined by their roles as carers and mothers, however, emerging factors such as smartworking principles and internet connectivity have combined to overturn this situation.

many countries having women are starting enterprise at 3-4 fold the rate of their male counterparts<sup>xxiii</sup>. This gap is growing at a startling pace, with women creating 75-80% of all new enterprises in the US<sup>xxiv</sup>.

Notable examples of female entrepreneurship growth include South Africa (70% of new business), Russia (64%), and China (48%). By contrast, start-ups in UK and Japan are 25% and 23% respectfully<sup>xxv</sup>.

There's major economic gain for encouraging free enterprise and women entrepreneurs – in 2006 the UK's Trade and Industry Secretary Alan Johnson stated, "If women in the UK were as entrepreneurial as their US counterparts, the UK would have 750,000 more businesses"<sup>xxvi</sup>

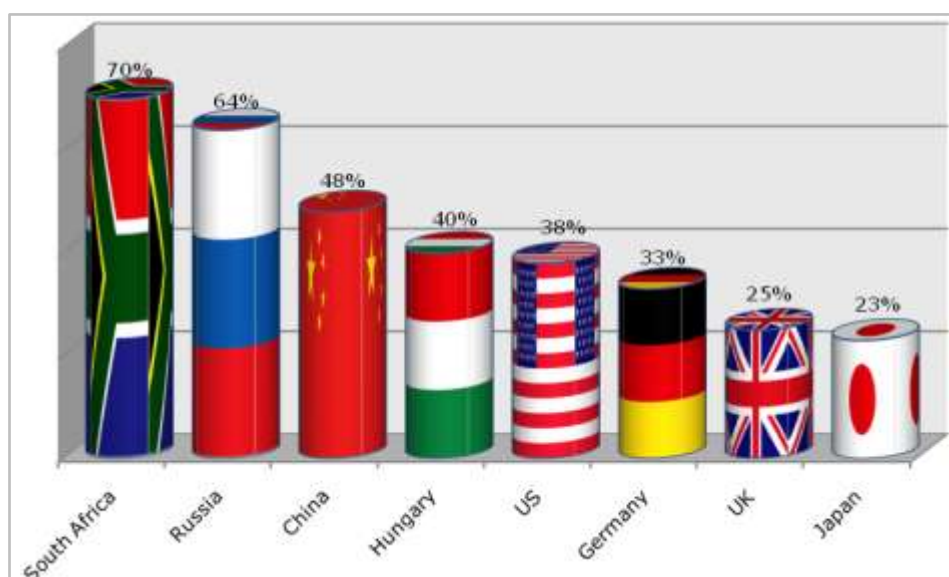


FIGURE 5 - % OF WOMEN VS. MEN STARTING NEW BUSINESS (OECD 2006)

*"If women in the UK were as entrepreneurial as their US counterparts, the UK would have 750,000 more businesses". Alan Johnson, Trade & Industry Secretary"*

The reasons for countries, the UK amongst them, being lacklustre at promoting female entrepreneurship are multi-fold however, lack of government support coupled with poor female take-up of business training at schools and universities play a prominent role. Government policies must stimulate free enterprise and encourage confidence in young women to start new business

### RECOGNISING WORKSTYLES

The volatile labour market, empowered staff, and the temporal and spatial autonomy offered by smartworking principles have literally stood the old business guard on their head overnight. Within the space of three or four years, the fabric, the conventions, and the habits of work have been challenged to its very foundations.

In the business equivalent of a blink-of-an-eye, staff have secured technologies that freed them from the classic 9 to 5 grind and, for the first time in a Century, liberated them from Frederick Taylor's onerous principles. A smartworking world arrived virtually overnight and, it's fair to say that most employers were caught by surprise – they were (and to a great extent, still are) in catch-up mode.

For organisations striving to operate "in the today", these workplace changes – typified by; agility, choice, collaboration, convenience, familiarity, 24x7 availability, financial effectiveness, and fluent

communication – must be addressed head-on to maintain competitiveness. As stated in chapter three, using outmoded stereotyped conventions to tackle complex, interdependent work dynamics in isolation no longer sufficed – they underperform and fail to impress an increasingly demanding workforce.

What business leaders urgently needed was a way of understanding their rapidly changing workforce based on how they worked rather than the old hierarchy of function, job titles, roles, and desk size.

This was precisely what a philosophy called 'workstyles'<sup>xxvii</sup> delivered. First introduced in 2002 following collaborations with the universities of Carnegie Mellon, US and Surrey, UK, 'workstyles' provided a detailed model of the way people worked.

A good way of visualising 'workstyles' is to consider two employees in identical roles. Both are high performers, destined for greatness and the organisation is anxious to retain them. Both perform the same tasks with similar sized teams, however, one lives 50 kilometres away,





is married with three school-age children, and the other is single and lives just round the corner from the office. Clearly, they have diametrically opposing life pressures and working styles, and a unilateral workplace ethic would compromise the performance of both. For the first time, the science of workstyles allowed organisations to appraise the wants and needs of these diverse working patterns as individuals.

Applying a 'workstyle' philosophy made it became possible to appraise a broad range of employee 'wants and needs' to match differing expectations for physical office space/ locations; technology demands; varying collaboration and communication styles; and diverse working-hour requirements.

At the heart of this 'workstyle' science are models to engage an

entire workforce to deliver their optimum performance. For the first time, workplace strategists were able to develop multiple forward-looking scenarios based on socio-economic change and commercial dynamics. The net result of this workstyle science is a set of precision tools that allowed workplace planners to understand and respond to the temporal and spatial demands of a changing workforce. Workstyle models and tools help identify the opportunities, impacts, and constraints of smarter working patterns, they enhance responsiveness, and they engender trust and empowerment. The reality is most people want to excel at work – applying the science of workstyles enables them to do just that.

*...business leaders urgently needed a way of understanding their rapidly changing workforce based on how they worked rather than the old hierarchies of function, job titles, roles, and desk size...*

## CHAPTER FIVE – WHAT'S REQUIRED OF A 21<sup>ST</sup> CENTURY MANAGER?

There's no escaping that managers must adapt in order to survive in this new world order. As Gary Hamel<sup>xxviii</sup> succinctly puts it, *"it's impossible to reinvent management without first escaping the dead weight of our management orthodoxies. We must consciously challenge the assumptions, habits, and patterns of thought that prevent us from imaging new ways of leading, organising and managing"*.

Ignoring the expectations of today's workforce are a sure-fire way of inhibiting productivity and finding staff voting with their feet.

Managers must shed the old command and control status symbols, and instead operate in a virtual world of guidance and encouragement.

Central to this change is a rewriting of the old conventions to reflect new bonds of mutual trust and outcome-based performance measures – easier said than done. Shifting to smartworking is resulting in a major headache for many managers – particularly middle managers endeavouring to climb the corporate ladder. Most of today's managers have acquired their skills in a classic physical office environment.



### **Retooling Management for the 21st Century – Gary Hamel**

*"At its essence, the work of management is focused on two essential tasks – **amplifying human capability** (creating an environment that inspires, enables and empowers people to give the very best of themselves) and **aggregating human effort** (co-ordinating the activities of individuals in ways that allow them to achieve together what they could not otherwise achieve alone).*

*When one views management in this way, one can begin to understand how the web will dramatically change the way we amplify and aggregate human capabilities. Everything about the internet, its global reach and configurability, its diversity and openness, its community-centric ethos and anarchic disorderliness, serves to enlarge the scope of human accomplishment.*

*Blogs, podcasts, mash-ups, wikis, crowd-sourcing, folksonomies, opinion markets, discussion boards, and social networks – these technologies have already extended the range of human creativity and collaboration in ways that would have been unimaginable a decade ago, and there is undoubtedly more to come."*

*...with disparate teams working virtually – team members are increasingly likely to be external to the organisation, with different loyalties and goals, and/or often from different cultures...*

They learnt their skills from peers and colleagues who were schooled in old concepts of staff management and motivation – the ways proffered by Frederick Taylor a Century ago.

Yet, in today's increasingly virtual world – the Gartner projection is that 95% of us will be working virtually by 2010 – means the role of a manager is radically shifted from a few years ago. The power suit and vast office doesn't work when your team remote. The trappings and 'status' traditionally associated with 'moving up the ladder' have long-gone.

Without these 'clues', how do you motivate a team you don't see? The emphasis has shifted to building trust, fostering relationships and connections, championing success, continual coaching, mentoring and motivation, transparency and clarity of goals. Focus must be given to career development and promotion opportunities, and the potential for staff to feel isolated and disenfranchised cannot be

*...just as snooping on an unfaithful spouse doesn't bring about fidelity, snooping on employees is an utterly flawed strategy...*

underplayed.

An effective manager in the 21<sup>st</sup> Century must confident support and motivate disparate teams working virtually.

Increasingly, team members will be external to the organisation, with different loyalties and goals, and often from different cultures. A successful manager must champion these scattered, remote, and diverse team members in equal measure.

### **CORPORATE PARANOIA AND MISTRUST**

**A** disconcerting, paranoid reaction by many organisations to the loss of Taylorism-type control has been the increase in workplace surveillance and monitoring.

Research<sup>xxix</sup> has recently shown that as many as two-thirds of organisations currently employ some form of software to block websites deemed inappropriate. 55% of organisations retain and review employee's e-mail messages, not just for compliance but also for checking terms deemed 'inappropriate' such as "seeking new job" and competitors names. 51% track and monitor employee phone calls, 36% have installed software to track content, keystrokes, and time spent at the keyboard.

It's an inescapable fact that hiring a private eye to snoop on an unfaithful spouse doesn't bring about fidelity – it simply confirms there's been an irretrievable breakdown on the bond of trust.



The same applies in the workplace – which is a ‘marriage’ of free-spirited, freethinking sentient beings that voluntarily form a union, to respect and to trust each other. A positive manager-employee relationship can only be founded on mutual respect and trust.

### **‘SMART’ RELATIONSHIPS**

The primary reason for organisations employing “human beings” rather than “human doings” is that they value the freethinking intellect able to conceive and create new products and services, and craft solutions beyond the norm.

Staff must be granted the support, the freedom, and unswerving levels of trust from their managers that allow them to fulfil their potential, and deliver optimal creativity and innovation that elevates performance to world-class,

Against this backdrop, snooping on employees is an utterly flawed strategy. If the work relationship has sunk to such levels of distrust that managers feel compelled to allocate valuable resources of time and energy on covert surveillance of their staff, then the trust relationship will undoubtedly have long-gone.

And if the trust has gone, how on earth can managers expect anything approaching optimal performance.

Out-of-control management insecurities certainly do not foster harmony and world-class output. What’s wrong with an employee ordering their groceries online while at work if they are delivering world-class output?

What’s wrong with staff ‘chatting’ to colleagues on Instant Messenger if it fosters closer working relationships? Would any right-minded employer try to stop employees chatting over lunch?

A smart working world means exactly that – adopting forward-looking, smart principles where trust is key. Reverting to 100 year-old Taylorism principles hardly counts as forward-looking or smart. In a society where employees can – and will change jobs with alarming regularity, surely the ‘smart’ way to go is to stimulate an open working environment where staff are free to voice dissent and grievance – if issues, challenges, and concerns exist, is it not better to know about them?

*...to deal successfully with the cultural changes demanded by today’s smarter ways of working, a manager must demonstrate integrity, honesty, sensitivity, and humility. In equal measures, they must also inspire, motivate, and be willing to challenge habits and conventions...*

## CHAPTER SIX - ALIGNING VALUES AND TRUST FOR SMARTWORKING

*...where there is no statement of values, or where the values aren't accepted, there's a real danger that staff will act in their own interests...*

**A** key smartworking leadership responsibility is to create a statement of values that guide the principles of trust throughout the organisation. If clear values are absent or not accepted, there's a real danger that staff will act in their own interests, risking the entire organisation's reputation.

How can a diversified and virtual organisation establish a culture that engenders trust?

Values are often used to focus and motivate staff behind bolstering the trust needed for organisations to flourish, and indeed survive. However, despite being cited as one of the main reasons for business failure, culture remains poorly understood and managed.



### THE IMPORTANCE OF TRUST

**AS** work become increasingly virtual, the need for organisations to span cultural and operational boundaries is forcing them to a focus on values. Values and trust are also key to providing cohesion. If staff have confidence that their colleagues are operating on the same basic trust principles as themselves, it creates harmonious and effective working relationships.

A trust-based culture also plays a crucial role in attracting and retaining top talent. It's broadly recognised that, far beyond adequate reward, the current generation of workers demand meaning and inspiration in their work. For organisations, the balance has shifted from using brand to differentiate to the outside world to using brand as a key differentiation for current and prospective employees through their values. A strong culture is proving vital to attracting and motivating talented people.

Furthermore, the emergence of smartworking means centralised command-control is no longer an effective means of management, consequently values are key to creating empowered, aligned staff.

*As companies' transition to smartworking, and centralised command-control is no longer effective, values are key to creating empowered, aligned staff*

By having clear tenets that everyone understands, believes in, and adheres to, leaders can have confidence that staff will do the right thing when left to make decisions independently. This creates a flexible, more nimble organisation that's able to implement stronger, faster decisions.

### A VISION FOR SMARTWORKING

**M**ore than at any previous time, today's turbulent business environment needs a robust, strong corporate vision. It provides the foundation and essential cohesiveness of values and trust for disparate, virtual teams. A vision for smartworking needs to include two crucial statements;

1. A constant ideology that defines the organisations' character, including;
  - The purpose – the organisations' fundamental raison d'être; and
  - Core values – the shared beliefs and principles for behaviour, decisions, and interactions.
2. A view of future – describing the medium-long term goals and articulating the organisation's ambition – "what's it going to be like and how it will work".

It's often the core values where leadership teams struggle the most – finding the concept intangible and consequently failing to articulate meaningful values, never mind translate them into reality. All-too-often, this results in value statements that are politically correct rather than beliefs and aspirations that staff recognise and empathise

with – i.e. the values and trust needed for smartworking..

### MAKING THE DIFFERENCE

**W**hen strengthening an organisation's culture to bolster the trust and management performance in order to take advantage of smartworking, it must be remembered that value statements only make a difference when;

- The entire organisation share the values,
- They're genuinely believed by all,
- They guide day-day behaviour,
- They're integrated into strategy, processes and decisions

### LEVELS OF CULTURE AND TRUST

**F**igure 6 provides a useful mechanism for visualising culture and trust at various levels throughout an organisation.

The innermost circle represents the 'unconscious' core of trust and culture. The outer levels are easier to observe and constitute the more conscious processes to bolster trust.

In brief, the cultural levels are;

#### • ARTEFACTS

These are physical manifestations of culture – the things we observe and feel in the workplace, such as; organisational structures, rules, processes, routines, office layout, and status symbols. Artefacts are also the things that are talked about - heroes and villains, 'taboos' and 'war stories'. All artefacts exist for a reason and have their roots in the deep cultural elements.



## ● BEHAVIOURS

These are the ingrained patterns or 'norms' of behaviour – the accepted 'way we do things around here' and define what it takes to 'fit in'. Rarely does a published code of practice reflect behavioural norms, it's the unwritten behaviour rules that count.

## ● ESPOUSED VALUES

These are values an organisation 'claims' to hold, but rarely turn into a tangible reality – the 'preached but not practiced' values. A prime example is the "People are our biggest asset" statement that pops up in every annual report, but rarely reflects the daily reality inside the organisation. Values 'espoused' but not practiced detract from a culture of trust. If it's not authentically believed, trust and behaviour revert to old norms.

## ● CORE VALUES

These are the unconscious, taken-for-granted beliefs at the heart of an organisation. These timeless, guiding principles for behaviour, decisions, and actions are utterly ingrained, second-nature, and instinctively acted on. They're the fundamental ideals an organisation will never give up, and represent the very pulse of trust.

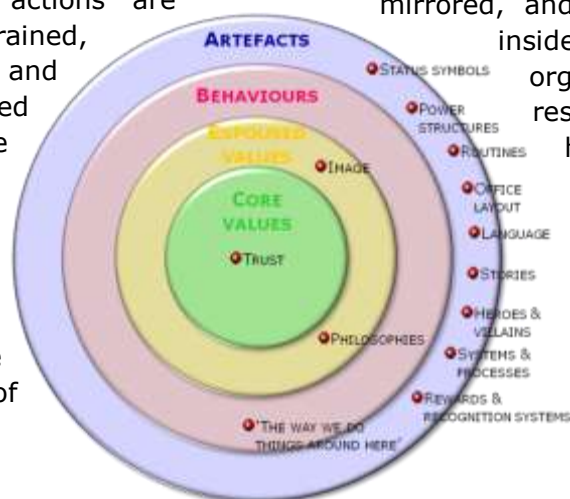


FIGURE 6 - LEVELS OF VALUE AND TRUST (JBA)

## LEADERSHIP QUALITIES

It takes a smart leader to face up to these challenges, and many may wonder if they've the required qualities.

A common misconception is that only a charismatic leader can change culture and inspire trust. This isn't true – while charisma isn't a hindrance, it is far less important than other qualities.

To successfully deal with the changes to culture and trust demanded by today's smarter ways of working, a manager must demonstrate integrity – they should be honest and prepared to put their words into action. They must be sensitive to what's going on, and be able to communicate, listen, and foresee the effects of change across the entire business.

Finally, leaders need to have humility. Building a culture that inspires trust isn't about putting their stamp on everything, and creating dependency. Leaders must focus on the organisations' success and reputation, not their personal gain. In this way, a culture can be easily mirrored, and is respected both inside and external to the organisation without resorting to presence, hierarchy, or status.

## CHAPTER SEVEN – SUSTAINABILITY AND THE SMARTWORKING GENERATION

### IRREFUTABLE SCIENCE

**C**limate change is an issue for all of us on planet earth – from the lowest to the highest role, from the smallest to the largest organisation – there's no escaping the untold harm and destruction to our way of life.

In the 4.54 billion year life of our planet, the human race has been around for a mere 200,000 years – less than 0.004%<sup>xxx</sup>. However, since the onset

of industrialisation a couple of hundred of years ago – we have been depleting our resources at a pace far beyond where planet's natural mechanism can cope.

Using Antarctic ice core samples, researchers<sup>xxxi</sup> have calculated that over 610,000 years the CO<sub>2</sub> change was just 22 parts per million. However, in the last two centuries human industry have raised CO<sub>2</sub> levels 14,000-fold. Sadly, this pace is accelerating – the Intergovernmental Panel on Climate Change (IPCC) is projecting CO<sub>2</sub> emissions to double over the next fifty years – making 28,000-fold increase.

Figure 7 vividly shows the economic damage from a 2°C temperatures increase. Without immediate action, there's no question this damage will



occur and lead to unthinkable social destruction. The IPCC models project that, by 2100 a 4°C global temperature increase will trigger economic damage exceeding \$20 trillion per year or around 8% of global economic output. Action to hold global warming to 2°C would halve this damage at a far lower cost. It's worth considering this \$20 trillion only includes easy-to-measure impacts, and further impacts could include;

- 'hot' summers in 63% of years by 2080, compared with 1% of years in 2020;
- droughts and floods – 40% less rain in summer, and 30% more rain in winter;
- doubling the coastal flooding risks – it's estimated that annual flooding in the UK alone will cost \$32 billion;
- unsupportable demand for air-conditioning – with increased energy costs of \$550 billion a year;
- environmentally-driven refugees and a need for greater expenditure on aid.

*...a 4°C global temperatures rise would cause economic damage exceeding \$20 trillion per year ... equivalent to around 8% of global economic output...*

TEMP RISE BY 2100 (°C)	LIKELIHOOD	PROJECTED EFFECTS
0.6°	Has already occurred	<ul style="list-style-type: none"> <li>More frequent extreme weather events, more floods and droughts, more heat waves;</li> <li>A slow pole-ward migration of plant and animal species, with less mobile and less adaptable species increasingly at risk of extinction.</li> </ul>
2°	Will be exceeded unless there are immediate and vigorous efforts to reduce emissions	<ul style="list-style-type: none"> <li>More tropical diseases over a wider geographic area;</li> <li>Decreased crop yields in the developing world and, as a result, widespread hunger; many communities facing serious water stress and widespread droughts;</li> <li>A total loss of arctic ice and the extinction of many arctic species;</li> <li>A near total loss of coral reefs due to 'bleaching'</li> <li>And perhaps the onset of the complete melting of the Greenland ice sheet, slowly but unstopably raising sea levels by seven metres over the course of the next 3,000 years</li> </ul>
3°	Extremely likely without major efforts at reducing emissions	<ul style="list-style-type: none"> <li>Decreasing crop yields in the developing world and decreasing world food supplies;</li> <li>Widespread species extinctions and desertification;</li> <li>The wholesale collapse of the Amazon ecosystem;</li> <li>The complete loss of all boreal and alpine ecosystems</li> </ul>
4°	Likely with no efforts at reducing emissions	<ul style="list-style-type: none"> <li>Entire regions will have no agricultural production whatsoever and the melting of the west Antarctic ice sheet will gradually increase sea levels by 5-to-6 metres (in addition to the increase from the loss of the Greenland ice sheet)</li> </ul>
> 4°		<ul style="list-style-type: none"> <li>There is a 50-50 chance that the ocean's circulation system will shut down, removing the crucial currents that warm and stabilise the climate of Northern Europe.</li> </ul>

**FIGURE 7 - CLIMATE CHANGE IMPACTS TO 2100 (IPCC)**

## **AN ECOLOGICALLY SUSTAINABLE AND SOCIALLY JUST GENERATION**

**Business** appears wholly unaware – or simply choosing to ignore – the enormity of public awareness on climate change issues. The younger workforce is particularly aware of the finite quantities of CO<sub>2</sub> we can put into the atmosphere. It's widely accepted that the major global economies have just four years left to get on a manageable sub 2° C path. The result is major concerns are being voiced about the cynical way in which business economists are treating environmental harm.

To many, it appears that organisations persist in deriving commercial growth at the cost of the planet and through copious environmental resource

consumption. Organisations are perceived as regarding the cost to our grandchildren as being worth far less than costs to our generation. Things without a perceived tangible cost – such as the harm commuting causes – are all-too frequently ignored.

Today's ethically sensitive, environmentally aware workforce are simply not prepared to tolerate irresponsible attitudes whereby organisations 'choose' what's included and what's excluded from their environmental footprint. Smartworkers are globally networked, highly aware, and importantly mobile and vocal. When faced with blatant disregard for issues they consider of paramount importance, they can – and do – vote with their feet.



**FIGURE 8 - STUDY OF 'READINESS' TO MAKE SIGNIFICANT LIFESTYLE CHANGES TO AVERT CLIMATE CHANGE (GLOBEscan)**

Unless organisations act – and act now, we're poised to see ethical migration – the movement of talented labour pools (and the accompanying lifestyle changes) to greener and more environmentally friendly locations.

Recent studies<sup>xxxii</sup> have highlighted the extent of personal sacrifice that people are prepared to make over climate change. In a global study spanning 22 countries (see figure 8), 70% said they were prepared to change their lifestyle, and 83% were prepared to make significant lifestyle changes to help prevent climate change.

Choice of employer is now highly influenced by ethical and socially just responsibilities – 86% state they would not work for an organisation that doesn't have a demonstrable

carbon neutral or carbon negative policy.

In a talent-constrained market, this must clearly be a preeminent issue for all organisations. And this is before the brand impact is considered.

The smartworking generation know these challenges are of our own making, and that business has a major role in reducing the catastrophic impact. Figure 9 shows the extent of change – a 1.1 – 6.4° C temperature increase<sup>xxxiii</sup>, which will lead to formidable changes to lifestyle and personal well-being.

*...best estimates are that the major global economies have just four years left to get on a path that keeps global warming below a 'manageable' 2°C rise...*



*...a technological society has a choice; it can – wait until catastrophic failures expose systemic deficiencies, distortion, and self-deceptions – or provide social checks and balances to correct for systemic distortion prior to catastrophic failures...*

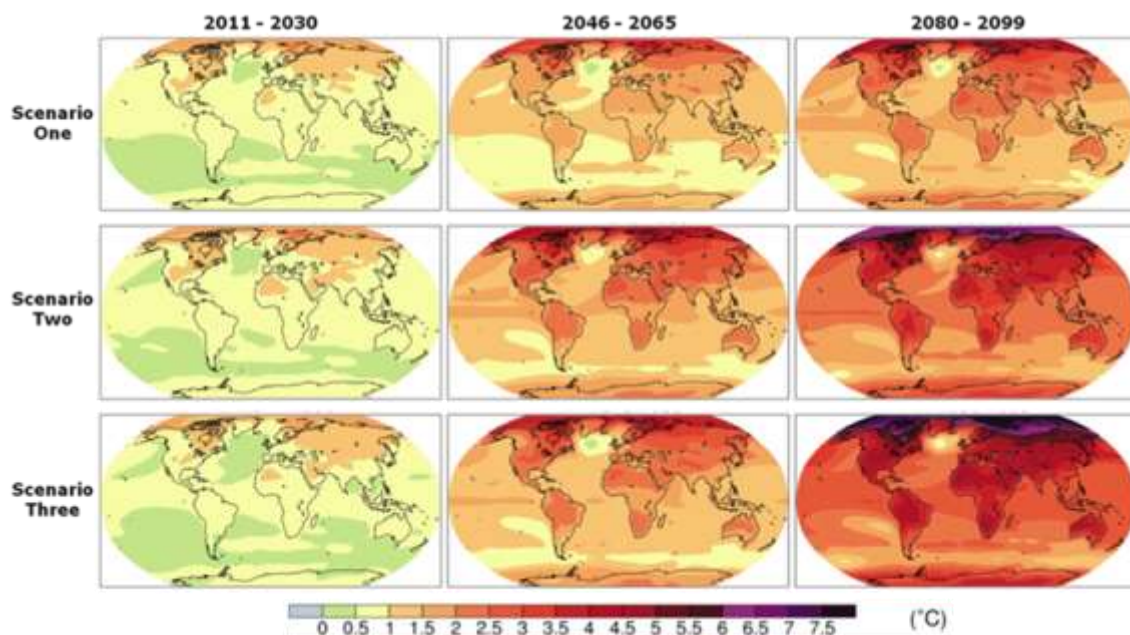
A technological society has a choice, – it can wait until catastrophic failures expose systemic deficiencies, distortion, and self-deceptions – or it can provide social checks and balances to correct for systemic distortion prior to catastrophic failures.

Smartworking offers crucial changes to our working practices that can make a significant contribution to these environmental challenges.

With offices and the way we work being collectively responsible for circa 50% of CO<sub>2</sub> output<sup>xxxiv</sup> (figure 10), smartworking can make a real dent. In broad terms, half of the 50% carbon emissions created by the way we work are due to commuting and two-fifths attributable to energy consumption.

Energy consumption alone is a massive issue – consumption has increased by 80% in the last decade and is projected to rise by a further unsustainable 50% over the next five years<sup>xxxv</sup>. With power grids already struggling to meet existing demand, most seasoned observers agree this growth cannot be met.

Unequivocally, the sustainable and ethical opportunities presented by smartworking must be at the core of every organisational strategy – large and small, irrespective of geographic location or industry sector.



**Figure 9 - Considering variable population growth; fossil and alternate fuel use; and consequent CO<sub>2</sub> increase - global warming of 1.1 to 6.4C is predicted to 2100 (IPCC 2007)**



FIGURE 10 - WORKPLACE CO<sub>2</sub> EMISSIONS (JBA 2007)

### A SMART WAY FORWARD

**R**ising global ecological damage is pushing the world ever-closer to climate catastrophe. There's no escaping our individual and corporate responsibilities – we all share the same planet and there's no hiding place.

Business growth can no longer be derived from simply putting more people to work, as in the past, or from driving greater consumer demand. For the future, growth can only be derived from a continuing increase in the effectiveness of 'smart' workers. This means seeking out new ecologically sustainable and socially equitable working practices.

We must invest in a culture that embraces new and innovative technologies that do not harm the environment, both during manufacture and use. A smartworking philosophy must prevail that extinguishes the deficiencies, distortion, and self-deception mindset of previous generations to allow real progress to surface.

Now is the moment at which we have to choose – a world damaged beyond recognition with maimed economies and massive loss of human life, or a world pulled back from the brink of chaos with a low-carbon economy and a stable future for all of us.

*...now is the moment at which we have to choose - a world damaged beyond recognition with maimed economies and massive loss of human life, or a world pulled back from the brink of chaos with a low-carbon economy and a stable future for all of us...*



## CHAPTER EIGHT – THE IMPACT OF SMARTWORKING ON THE CORPORATE AGENDA

We're at the dawn of an era of truly radical work transformation. The growing power of the internet, globalisation, innovative new technologies, labour dynamics, and environmental pressures are combining to rewrite the rules of business, culture, and society.

Few enterprises will escape the impact of these vast cultural and economic forces. Those who ignore it do so at their peril. Those who understand and act on these new smartworking principles will be well positioned to create real value.

*...why are executives uneasy about embracing smartworking?  
Quite simply, they are worried that their current organisations will not be able to adapt...*

So, why are executives uneasy about embracing this rich era of smartworking?

Quite simply, they're worried that their current organisations will not be able to adapt. In a recent survey<sup>xxxvi</sup> highlighted a staggering two-thirds of CEOs stated they needed to make fundamental changes to their business in the next two years.

Executives know the rules are changing. A company such as Craigslist ([www.craigslist.org](http://www.craigslist.org)) can create and run an organisation that serves nine billion page views per month and is one of the top 40 most visited web sites in the world<sup>xxxvii</sup> – all with just 24 staff working from a converted Victorian house



A harbinger of this disruptive change is the billions of dollars currently flowing into start-ups focused on emerging technologies. Like Craigslist, these companies are small and highly agile, they leverage nimble smartworking practices that have changed the way their staff interact, and they offer new business models to support these changes. They embrace today's new workplace

expectations, with entrepreneurial staff trusted to deliver what's "knowingly right". Staff are productive at any time or place.

This is fast becoming the de facto of what employees expect and indeed demand of their workplaces and employers.

## THE GENIE'S OUT OF THE BOTTLE

*Smartworking is one genie that will not go back into the bottle*

**S**martworking isn't a passing fad – it's here to stay and is set to accelerate its rapid march throughout our workplaces. This is one genie that will not go back into the bottle. Employees now expect and demand the spatial and temporal autonomy offered by smartworking – and they fully expect 21st Century levels of trust to "just get on with their jobs" by default.



mutual trust, respect, and outcome-based performance measures.

And importantly, as employees migrate to a smartworking era, support and guidance is needed on maximising the use of social networking tools. In a globally connected world working at an increasingly frenetic pace, these tools create the essential networks to help us listen and respond to weak signals.

## CHALLENGES, BARRIERS, OPPORTUNITIES

*...it's easy to see why managers might find this new smartworking world intimidating. It overturns the old world rules and transfers considerable authority to the hands of the individual worker...*

Smartworking isn't something you can buy – it's not a product your IT vendor or office designer sells. It's a pervasive principle and a philosophy that touches every aspect of an organisation.

The physical workspace needs considerable scrutiny – it must be the "place to be", it must "delight, stimulate, and inspire" rather than be a daily trudge. It must offer tools and technologies appropriate to the individual – the former one-size-fits-all approach is no longer appropriate for staying competitive.

Managers need ongoing coaching and mentoring as they shed the former command and control status symbols, and migrate to a virtual world of guidance and encouragement. This mentoring must reflect today's demands for

**I**t's easy to see why managers find this new smartworking world intimidating. It overturns the rules, habits, and conventions of old working practices, and transfers considerable authority to the hands of the individual worker.

With the arrival of smartworking, timing is ripe for organisations to scrutinise their business practices – and to adjust, change, and ditch inappropriate methods, policies, rules and practices to secure early mover advantage.

Organisations need to recognise the new values created by today's untethered and increasingly autonomous workforce. Executives need help in understanding the new ways in which emerging principles, practices, and technologies, are empowering a smartworking generation.

## PURPOSE, PICTURE, PLAN, PART

**Without** careful forethought and planning, change – especially on the scale required by smartworking – can be uncomfortable.

For business leaders transitioning to smartworking, a change plan must answer the four 'P's – purpose, picture, plan, and part. **Purpose** needs to answer, "what's the reason for this change?" and "what's in it for us?" **Picture** needs to articulate "what will things look like after the change?" **Plan** must address "what's the timeline?" and "what outcomes can we expect?" **Part** must help staff understand "what's my part during the change?" and "what's expected of me now and later?"

While technology isn't a barrier to smartworking, new tools are emerging at a bewildering and each needs careful consideration for the value it adds and the merit to the smartworker – is it a passing gimmick or an essential tool?

In the old, pre-Smartworking world, organisations tended to use the Pareto (the 80-20 rule) principle<sup>xxxviii</sup> for providing technologies and infrastructure – 80% of staff needs covered with a limited set of tools

and the remaining 20% not meriting attention.

As staff demand greater productivity (and greater demands are made of them), being hemmed in by technology limitations will not be tolerated. With technologies emerging all the time that enable new ways to create, socialise, and access every form of digital content, it's increasingly likely to find innovation and inspiration originating from outside the organisation.



Staff are already making extensive use of virtual contact tools, and organisations must recognise, accept, and embrace these emerging forms of communication as the new norm – not supplanting traditional face-face meetings but adding new dimensions for regular contact with outreach communities.

## CHAPTER NINE – WHAT DOES THE FUTURE HOLD FOR SMARTWORKING?

*...fostering trusting relationships will become 'the' defining skill of the smartworking generation...*

### A PEOPLE PERSPECTIVE

**In** an increasingly virtual world, feeling isolated or disenfranchised is a potential concern. To head-off any issues before they arise, attention must be given to building smartworker loyalty and brand advocacy. This means giving careful consideration to;

- Building loyalty, trust, and camaraderie across a distributed workforce.
- Expert contributors and committed participants to spark innovative discussions in communities.
- Company advocates to dispel information and misinformation that can instantaneously appear on the internet



Key to staying competitive will be the ability to foster rapid, trust-based collaborative innovation. However, with diminishing opportunities to look someone in the eye and shake hands, building trust can be challenging.

The ease and fluency that people can build rapport will raise them above the norm and identify them as 'someone who can be trusted and relied on'.

Fostering trusting relationships will become 'the' defining capability in the smartworking era. Communicating the value brought to a team, demonstrating commitment to each other's expectations and diligently responding to problems will greatly enhance an individual reputation. These skills will be the 'must-have' for the smartworking era, delivering huge benefits for locating and inspiring talent, and gaining international perspectives.

Understanding how you can help each other 'out-of-the-box', keeping commitments, and letting each other know you'll do a task the 'right way' are great foundations for building trust.

### THE VIEW FROM THE OFFICE

**Uncertainty** is rife in the corporate real estate market.

Only a few short months ago, no one had heard of sub-prime market issues or the credit crunch. Yet, these issues have combined with economic uncertainty to create a sharp adjustment and sizable risk in corporate real estate markets– with falls of more than 20% on the value of commercial property being reported in UK alone<sup>xxxix</sup>.

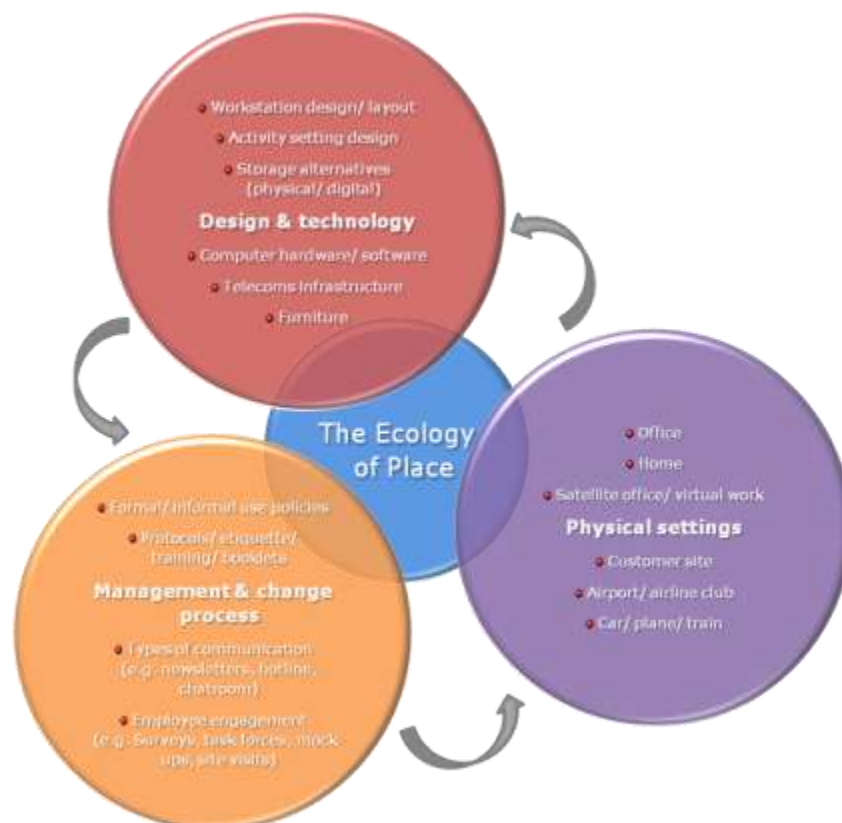
*...increased empowerment of employees has resulted in the onset of self-determination regarding expectations and use of office space...*

When these factors are considered along with talent challenges and unpredictable, competitive markets, the rules of the corporate property market are being rewritten with dizzying speed. Increasingly empowered staff are flexing growing self-determination over how they value office space – making their own minds up about what space they'll use, when and how. This is shifting power from the corporate centre to the individual, with space becoming far more of a commodity – there to be used as and when needed rather than somewhere they are forced to use out of habit or convention.

Organisations are having to rethink how they do business: how they manage their real estate, where and when they convene employees, and the very manner in which work is done.

From the one desk per person ethic of a decade ago, today's tumbling office utilisation means leading practice is closer to 1:1.5 (50% more staff than desks).

For organisations at the vanguard of smarter working, they are finding office use ratios of 1:3 or 1:4 (three or four times the number of employees to desk provision) to be appropriate.



**FIGURE 11 - THE ECOLOGY OF PLACE (JBA 2006)**



*...smartworking has brought about a diminished allure for the vast corporate hub, and the 'death of predictability' for corporate real estate practitioners...*

Consequently, demands for various forms of 'alternative officing' are now the staple diet for every forward-looking corporate property team – resulting in increased demand for hoteling, drop-in space, satellite hubs, swing space, serviced space, virtual officing, zero-time space, etc.

These changes place an emphasis on viewing the workplace as an entire ecosystem<sup>xi</sup> (see figure 11) – considering the interactions between the various work components and what's needed to make each aspect thrive in its most effective state.

What's certain is that working space needs to be highly attractive for transient use. Smart space will need to be accessible over a much wider time frame (even up to 24x7) and will need to reflect a 'camp fire' philosophy – offering ease of convening people with a common interest rather than fixed departmental desking.

It will need to be responsive to individual needs, reconfigurable in the blink-of-an-eye, and offering just-in-time availability ... and crucially, it must have great coffee!!

Smartworking is decreasing the allure for the vast corporate hub, especially in congested city centres. A hub and spoke concept with resurgence of regional and local offices offers greater appeal to today's smart worker. One result of this change is the 'death of predictability' for corporate real estate practitioners – with a rapidly

shrinking appetite for large, inflexible facilities on long-term leases or design-build-own projects.



The office may not be dead but it's sure undergoing one heck of a change.

## TOOLS AND TOYS

A socially vibrant internet will create a huge knowledge dependency for all organisations, as they become increasingly reliant on emerging technologies to serve valuable insights from online social networks to amplify weak signals. The reward will be with superior insights on sales and market trends, access to talent, new product ideas, competitive intelligence, and operational issues.

MIT's Dr. Irving Wladawsky-Berger recently stated<sup>xli</sup>; *"Meetings, learning, and training may very well be the 'killer app' for virtual worlds".*

As organisations become ever more distributed across locations and cultures, their knowledge ecosystem will become fragmented across employees, partners and customers. This hyper-distributed world will



*...organisations will become increasingly reliant on social computing technologies to serve the valuable insights that amplify weak signals...*

place mounting demands on fluent staff connection and collaboration.

Albeit essential from time-to-time, face-face meetings will become increasingly prohibitive in terms of both time and expense. In addition, there will be mounting scrutiny on the anti-social, undesirable ecological impact of business travel – flying or driving for a meeting will be regarded as unacceptable corporate excess. When the sharply growing cost of oil is factored in, organisations will be forced to rethink their operating strategies as vast swathes of staff simply find they cannot afford to commute.



Communication tools will become far smarter. Today's conference calls and web meetings lose much of the social capital created through personal interactions. Consequently, solutions such as Telepresence – with their emphasis on the 'feel' of physical presence – will progressively start to bridge this gap.

Some forward-looking organisations are even holding new employee training sessions in Second Life in order to encourage staff to 'meet' in a virtual world regardless of their location – the goal being to create a richer experience than a conference call.

Lastly, advances in video streaming are being adopted to enhance virtual collaboration. As 3D gaming and video streaming worlds converge, many experts see a combination of both video and 3D internet technologies providing strong platforms for virtual communication and collaboration.

### **WHERE DOES THIS LEAVE MANAGERS?**

**Given** the many challenges managers face, they will need to remain flexible and well positioned to communicate with their teams and colleagues.

Key communication challenges will include; rapid change, increasing distraction, growing geographic and organisational labour dispersion, the heterogeneous nature of business relationships and 'ambush' communications by external or internal adversaries (see the panel on page 40 for detail).

Today's communications repertoire has many traditional and comfortable 'tools' carried over from the command and control era (such as e-mail, conference calls, and face-to-face meetings). For the future, managers will need to be open to unconventional options such as crowd-sourcing, folksonomies, mash-ups, opinion markets, wikis, etc – terms that are undoubtedly utterly alien to almost all board directors today. Whatever tools are required, managers will need to maintain a focus on the audience and the desired outcome.

*...while the goals of leadership have not changed, the environment for leadership communication continues to change at a frenetic pace and is placing mounting pressure on management skills...*

The payoffs will handsomely reward any manager intent on mastering future communication expectations.

It's clearly growing more demanding than ever to be a leader – in the key area of communications, managers will be faced with rapid change, an ever more distracted and dispersed workforce, the challenges of cultural diversity, and more competition for mindshare.

The velocity of global communication is making the world a smaller place – what was once could be contained as matter of internal policy and practice is now likely to be a matter demanding transparency, public integrity, and openness.

While the goals of leadership have not necessarily radically changed, the environment for leadership communications will continue to change at an increasingly frenetic pace and this will place growing demands on management skills

### Communication in the smartworking era

- **Dynamic.** Speed of interactions, business objectives, tactics, and budgets constantly revised on multiple levels. Rules change in the blink of a scandalous headline or news of financial mayhem. Transparency means work is apt to be discovered and assigned new requirements from unseen stakeholders. New partners are 'gifted', whether you want them or not. You're likely to be communicating changing subjects and inconsistent views to people you've just met.
- **Distraction.** Interruptions from every direction with annoying regularity and insistency. Have you "read your e-mails/ articles/ headlines, and returned your calls?" Is multitasking working for you? Even if you're focused, you're also tasked with getting and keeping the attention of team members without being irritating or disruptive? The multiple demands of "being time respectful and only pestering when appropriate" are both crucial to maintaining trust and confidence. The old days of "I talk, you listen" are long gone.
- **Dispersion.** Work spanning organisations/ management chains/ cultures/ continents. Etiquette would stop you calling a colleague at 1am, but have you ever scheduled conference call at antisocial hours? With increasingly distributed team members, how do you treat them equitably, with common work interests? How do you coordinate, maintain connections, and make yourself available (since communication is bi-directional)?
- **Heterogenic.** Relationships spanning different cultures, classes, and disciplines demand being polite and politically correct, but not evasive or boring? We must develop rapport that transcends cultures, age, education levels, and perspectives, and often with people whose professions are 'alien' to us. We must display empathy for perspectives and backgrounds, and be sensitive to misunderstandings as soon as they arise
- **Ambush.** Today, anyone can be a publisher or agent provocateur. The internet gives everyone the ability to talk to the world, but it's always a shock to find you can be anonymously confronted in your own space. The emerging challenge of citizen (or participatory) journalism is gaining increasing respect and influence. They don't play fairly or deal directly, have hidden agendas, freely access your team, and they may lie. And, whether deserved or not, they may have credibility. Even worse, you may not even know that you or your ideas are being attacked until it's too late

## SMARTWORKING – AN ECOLOGICAL PERSPECTIVE

**T**ranscending all other factors, climate change is increasingly going to dominate every agenda. Climate change has been the catalyst that's put 'ethical, sustainable practices' into the daily boardroom dialogue, even if most corporate executives still have a narrow view of what sustainability actually means.

change;- ① spiralling, unsustainable energy costs; ② the impact of climate change on brand value, customer behaviour, and employee pressure; ③ government and regulatory pressures.

Today, significant regional variations exist, with Western Europe probably twelve to eighteen months ahead of the U.S. In Eastern and central Europe, along with many parts of the Asia/Pacific region, environmental

*...2007 marked a tipping point in public consciousness of environmental issues, with an estimated 1-2 million bodies worldwide working toward ecological sustainability and social justice...*

Media coverage of green issues is way ahead of where most organisations actually are with their social responsibility actions. However, 2007 marked a tipping point in public consciousness of environmental issues, with an estimated 1-2 million bodies worldwide working toward ecological sustainability and social justice<sup>xlii</sup>

A growing number of executives are acknowledging the strategic risks and opportunities associated with the perception and the reality of climate change. That, along with pressure to 'be seen' as setting an ethical agenda, is driving a proliferation of corporate social responsibility policies. That said, the primary motivation for far too many management teams is cost avoidance and the environmental agenda is only be tackled as a supplemental goal.

Over time, confluence of three major trends will have the most impact on the scale and scope of workplace

issues are lower on the agenda but catching up fast. However, we are witnessing a real and sustained change in the priorities attributed to environmental issues coming from the population at large – be it pressure groups or growing public awareness on the topic.

Every aspect of the way we work produces CO<sub>2</sub>. Over the next couple of years, the tracking and account of these emissions will not just become a priority for all companies, it will also become an issue of individual accountability. The public at large will demand and expect transparency from their organisations – whether that as prospective or current employees, or simply as concerned consumers..

## BIOGRAPHY OF JOHN BLACKWELL - BUSINESS TRANSFORMER



John's a highly sought after thought-leader, and global authority on effective business operation and ecological sustainability. A noted author of over 30 management books and a visiting fellow at 3 leading universities, John is regularly called on for expert commentary on BBC News, Newsnight,

Radio interviews, and is a prolific keynote speaker at major conferences.

Starting his career in forensic science, John moved into general management where his strong commercial and strategic acumen surfaced. In the early '80s, John founded two start-up enterprises, with each being acquired by global corporations for £multi-million sums. During this period, John renewed a passion for organisational psychology with an award-winning multi-national change management programme.

The mid-late '80s saw John start a decade as chief executive of international operations for MCI, where he collaborated with such luminaries as Vint Cerf<sup>xliii</sup> to turn the internet into effective business strategies. The close of the MCI period saw John devote considerable energies to merging with British Telecom – only for the plan to be derailed by the WorldCom acquisition.

Following MCI, John spent 5-years with IBM, heading business transformation. The practice combined embryonic disciplines such as knowledge management, organisational transformation, social capital, and strategic change into a highly effective deliverable. Dynamic socio-economic and corporate challenges also provided the catalyst for John's groundbreaking business effectiveness models.

Today, John and his colleagues at JBA consult on workplace effectiveness and ecological sustainability. A visiting fellow at three universities, John's a noted author of management books, including the best selling "*The Agile Company: Transforming the Workplace*" (ISBN 0749442808). JBA collaborates with the universities of Carnegie Mellon, Cornell, Durham, Surrey, Henley Management College, and the De Bono Foundation to create world-leading organisational performance change.

In addition, John co-founded the not-for-profit foundation MWM with Noel Edmonds, aimed at lobbying policies and opinion on unacceptable, antisocial business travel.

John's highly sought after as a public speaker, having appeared at international conferences including; Conference Board Leaders Forum, CBI and IOD conferences, Business Week Leadership Forum, and numerous CSR, Sustainability and Agile Business summits, et al.

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