

PREPARING YOUR ORGANISATION FOR THE FUTURE OF WORK.

Introduction

Today's employees don't want a career – they want an experience.

Adapting your business to meet these expectations and needs is the challenge for today's IT leaders. This white paper will explore why preparing your organisation for the future of work is so critical to remaining competitive, productive and profitable.

A [global study by Deloitte](#) found startlingly high levels of employee disengagement in organisations around the world. The study attributes its findings to the fact that workers no longer aspire to work-life balance – they demand it. They expect their leaders to provide them with meaningful work, a flexible and inclusive workplace, and the key ingredient to make it all possible: trust.

Because work-life balance is now a prerequisite, early adopters such as Accenture, BHP Billiton and Microsoft, to name a few, have made the switch to an activity-based working (ABW) model. These companies have redesigned their office spaces to enable greater collaboration, and equipped employees with multi-use devices, as well as secure cloud-based access to the data and applications they need to work from anywhere, anytime.

However, the challenges of restructuring costs, IT security and regulatory requirements may be a deterrent to some businesses. Every company should develop its own methodology to enable greater workplace flexibility, as there is no one-size-fits-all approach. However, organisations wanting to attract top talent must assess their flexible work practices, as the risks of not adapting to the future of work are far greater.

Workers expect their leaders to provide them with meaningful work, a flexible and inclusive workplace, and the key ingredient to make it all possible: **trust.**

Further resources

- [How can BYOD help keep your business secure?](#)
- [Why every business needs a mobile strategist.](#)
- [Top 10 technology trends shaping business today.](#)

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Introduction (continued)

- ⇒ **79%** of business and HR leaders believe they have a significant retention and engagement problem.
- ⇒ **75%** are struggling to attract and recruit the top talent they need.
- ⇒ And **86%** believe they do not have an adequate leadership pipeline.

According to research by Microsoft and [Tech Research Asia](#), organisations that don't provide flexibility may experience difficulty attracting and retaining top employees. Lower-than-average rates of productivity and innovation are also an issue, as is the potential for damage to their brand by not meeting employee, partner and market expectations. Additionally, a recent [Harvard Business Review](#) article states that millennials are quite prepared to move overseas to find workplaces more accepting of work-life flexibility.

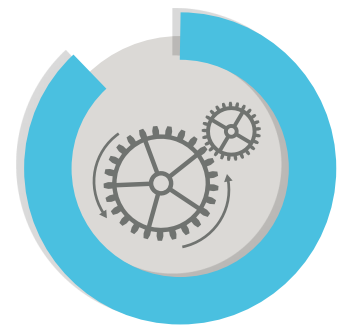
Employees are now in the driving seat, and businesses have to act to meet their needs. To attract and retain talented people, organisations must invest in solutions that enable flexible work practices. CIOs are in an ideal position to help their organisation achieve that goal. By collaborating closely with other C-level executives, CIOs can play a vital role in tailoring a workplace-transformation strategy that meets the needs of the business and its people.

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Welcome to the workplace of the future

- ➔ **87%** of employees believe that advanced technology will positively impact profitability if it has the right processes around it.
- ➔ **59%** predict that holograms will be utilised in the workplace within the next 20 years.
- ➔ And within 30 years, more than **50%** of employees expect that they'll be using Bluetooth technology that transmits data brain-to-brain.



In the workplace of the future, an employee's desire for flexibility is paramount. And as new technology becomes cheaper and more prevalent, demand will only continue to grow.

Research by [Robert Half UK](#) shows that in the last three years, flexible and remote working practices in private sector organisations have increased by more than a third (37 per cent), and by almost half (47 per cent) in the public sector.

According to research by Coleman Parkes and [Ricoh Europe](#), by 2036 European workplaces will have been transformed by technology and processes that do not even exist today.

"The modern workforce expects their employer to offer sophisticated technology, optimised processes and new ways of working, while taking into account their preference to work non-traditional office hours," says [David Mills](#), CEO at Ricoh Europe. "All of this heightens the pressing need for businesses to adopt a flexible approach."

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The rise of ABW

Forward-thinking companies are making their physical workspaces more flexible by moving away from cellular, open-plan office designs to an ABW model.

Dr Megan Divett from Puzzle Partners, a specialist in transforming physical workspaces and cultures, defines ABW as a flexible environment where individuals are decoupled from specific working locations. Individuals can move around a variety of workspaces depending on their requirements and what's available. ABW differs from hot-desking in that each workspace is designed to enhance the activity taking place within it.

"ABW breaks down silos and improves collaboration, and when done well, can improve staff engagement," Divett says. "Matching the right environment to what you want to achieve as an organisation will give you the biggest catalyst."

One thing is certain: flexibility brings with it the challenge of an ever-increasing and insatiable appetite for raw computing power and data storage. To enable collaboration and flexible work practices, CIOs must provide employees with secure mobile, cloud and wireless technology, and access to a full suite of corporate applications with no loss of functionality.



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– DR MEGAN DIVETT



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Mobile, BYOD and the consumerisation of IT

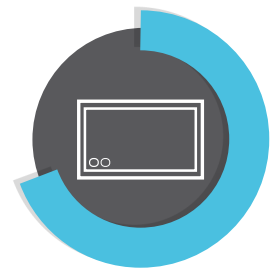
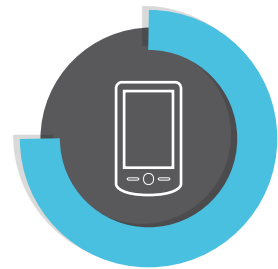
- ➔ Information workers choose and pay for **73%** of the smartphones they use for work and **66%** of tablets.
- ➔ More than **112 million** mobile tablets and PCs will be purchased globally in 2015.

The rise of mobile technology, coupled with round-the-clock access to business information 'in the cloud', has fuelled employee demand for greater flexibility to work when, where and how they want.

Today's employees expect to be connected at all times – not just to business networks, but also to their personal social channels. The main challenge in supporting this shift is ensuring they do so securely, using trusted and manageable devices.

A wide range of personal mobile devices have already made their way into workplaces and will continue to do so. [Research](#) by Forrester indicates that information workers choose and pay for 73 per cent of the smartphones they use for work and 66 per cent of the tablets.

Some companies are taking back control by implementing a choose-your-own-device (CYOD) policy. This alternative to bring-your-own-device (BYOD) policies is becoming more popular than BYOD in Europe; costs associated with CYOD are greater, but the security and management risks are fewer.



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Supporting the shift to flexible workspaces

To meet the needs of today's connected workers, companies must look to business-grade solutions that satisfy not only IT requirements for security and manageability, but also meet end-user demands for flexibility and convenience.

The blurring of the line between work and personal life means employees are demanding mobile devices that are not only stylish and portable enough to fit with their lifestyle, but powerful enough to handle both their business and leisure needs.

Mobile devices with multiple usage modes can be ideal in this respect, and US [research](#) reveals that organisations can make substantial cost savings by investing in two-in-one devices, instead of providing employees with both a laptop and a tablet. For example, a Lenovo ThinkPad Yoga 2-in-1 with in-built projector costs US\$1500 (€1330) less per employee over three years than a tablet plus a laptop.

Additionally, mobile devices designed for the enterprise typically offer features that enable your IT team to retain centralised control by remotely managing settings and applications, while providing flexibility and convenience to employees.

Look for enterprise-level features like on-board data encryption, application password enforcement and remote data-wiping capabilities. Features such as integrated fingerprint readers also help to ensure that if a device is lost or stolen, valuable corporate data remains safe.

What to consider when selecting enterprise mobile devices:

- Find a balance between security, portability and performance.
- Take advantage of flexible, multi-mode devices.
- Compare total cost of ownership to find real savings.

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Seamless transition from mobile to desktop

While it's important to have hard-working mobile technology at employees' disposal, it's just as important to provide users with the ability to seamlessly transition between mobile and desktop modes of working.

When Microsoft Netherlands introduced ABW into its Amsterdam office, it enabled its employees to work anywhere in the office building by using a laptop, headset, webcam or smartphone. Everyone connects to the office network either via WLAN or by docking their laptop at a desk. This ensures staff members – including the CEO – can seamlessly transition from mobile to desktop, without expensive and complex wiring or accessories.

Theo Rinsema, CEO at Microsoft Netherlands, doesn't have his own desk. He and the rest of the executive team transition between mobile and office-based modes of working, depending on their requirements.

"I use four, five or six workspaces a day – concentration zones, collaboration zones, quiet zones, lounges – and don't find that at all troublesome," Rinsema says.

Look for technologies that work together seamlessly to enable greater flexibility and support for an agile working environment.



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– THEO RINSEMA



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Cloud and wireless technology

Providing employees with unprecedented levels of work flexibility brings with it increasing levels of complexity, which is why CIOs must be involved with workplace transformation projects from the outset.

Successful ABW environments require strong, reliable Wi-Fi coverage in the workplace. They also require videoconferencing capabilities, which could be as large as a state-of-the-art telepresence system, or as simple as a laptop camera. Companies must also review their telephony system and decide whether to provide logins for fixed telephony services, or become a mobile-phone-only company.

Depending on the type of business, flexible workplaces may also require follow-me printing, where employees use a swipe card at a printer station to print their work. Follow-me print systems have the added benefit of reducing erroneous print jobs, which also decreases paper consumption.

Essential to all these systems is the need for data and applications to be made available on secure cloud architecture. CIOs must ensure end users have flexible access to data across mobile, home and office settings. The choice of solution must meet the demands of both the IT department and employees alike to ensure the long-term success of any workplace-transformation project.



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How CIOs can help drive workplace transformation

The workplace of the future is built on flexibility. As such, CIOs have a vital role to play in ensuring the success of workplace transformation projects.

By collaborating with employees on choosing the right tools and defining what 'flexibility' means to them and the business, CIOs can help champion successful workplace-transformation projects – ones that increase employee productivity and overall satisfaction levels.

The first step for CIOs is to undertake a detailed evaluation of their current workplace strategy, and extend it to 2020. This will ensure the business can start laying the groundwork for a highly flexible work environment that is successful in the long term.

Next, CIOs should develop a comprehensive workplace strategy that includes mobility, as well as document and workflow digitisation applications. IT leaders must also embrace the wider use of process-automation tools to free up employee time for higher-value tasks.

[Tech Research Asia](#) also recommends CIOs visit high-performance workplaces that have already adopted advanced mobile strategies, and that are open to receiving requests for an office tour or conversation.

Remember that every business is unique and there's no one-size-fits-all approach to flexible work practices. The right approach requires IT and business leaders to clearly understand employees' work goals, preferences and needs. CIOs can contribute by designing and developing a solid digital foundation for work-life flexibility.



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