

New Way of Work : it's about culture – not technology

HR SERVICES | HEALTH & SAFETY | HR INSURANCE | HR CONSULTING | SOCIAL ADMIN | HR RESEARCH |

People are the heart of a winning strategy. Great businesses are an asset to their people.



#### STARTING POINT

What does someone need and want?





# Does work make you happy?



### What can we do to make work a source of personal success?







TERESA AMABILE STEVEN KRAMER





#### We rediscover the "H"



DINA CLAR MAI CLAR C Let's stop thinking about our people in terms of our assets, our capital or our main competitive advantage.

These are terms that might sound very business-like, but the truth is, that we have forgotten to think about employees as human beings, with the full emotional and behavioural dimension of humanity.





People want to live successful lives :

- Good Health
- Family
- Friends
- Leaving a legacy
- Work
- Happiness

Every individual has to "assemble" his/her own definition of what success means. It's a **choice**. No-one can judge.



## To what extent is a company designed to contribute to people's happiness?



Time & attendance	Control Mechanisms
Cameras	Approval Flows
Dress Codes	Structures
Bureaucracy	Power Distance













#### Putting the "H" back.

By integrating human needs in strategy



### People are the heart of a winning strategy

And great businesses are an asset to their people.



# Being an asset to your people.





### helping people to live their lives





#### helping people to live their lives

as a basis for enduring business success

**STARTING POINT** 





A personalised HR starts from the needs and possibilities of any individual

And provides a context that helps people to **fulfill their needs** and to **use their potential** *"Thanks to Securex I can ..."* 

Personalisation means to **add value** to the lives of the people that decide to work with us (not for us).

And through this enable them to add value for the company.



#### **MASS CUSTOMIZATION**

Producing goods and services to meet individual customer's needs with near mass production efficiency



#### **I-DEALS**

Voluntary, personalized agreements of a nonstandard nature negotiated between individual employees and their employers regarding terms benefiting each party. These individualized employment arrangements differ to some extent from those received by coworkers.







## New Way of Working @ Securex

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Context





**Original Purpose** 

#### Offer a mobility solution to employees

#### Reduce costs of office space & transport

# Leadership **Technology** Organization Infrastructure **Processes** Legal Training





#### **Flexible Work Spaces**



#### **Cooperative Environments**



#### **Teleworking arrangements**



**Collaborative Technology** 



**Modern Environments** 





- 65% of people use the facilities offered to them to flexibilise their working place and time.
- 10% (ca 150) do it every week on fixed days
- Retention of employees is high (96,4%).
- Managers increasingly use the facilities to accomodate personal needs.
- Mileage went down by 8%
- Office space reduced by 10%, still 15% to go.
- Flexibility basis for managing personal health





#### **Less Hierarchy**



## Contribution and Progress, not rules



What I do, counts. Not my function. Or where I am.



**Temporary Talent Associations** 



**Networks instead of tribes (silos)** 

#### The new way of working is based on trust

#### But also on relentlessness.





## Autonomy







## Responsibility







**Social capital** 



#### New way of working

- Must be part of your (people) strategy.
  - What do you want to offer people by promoting the new way of working
  - What are the business results you expect
- Requires a culture of trust & responsibility
- (Remote) Leadership essential









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