

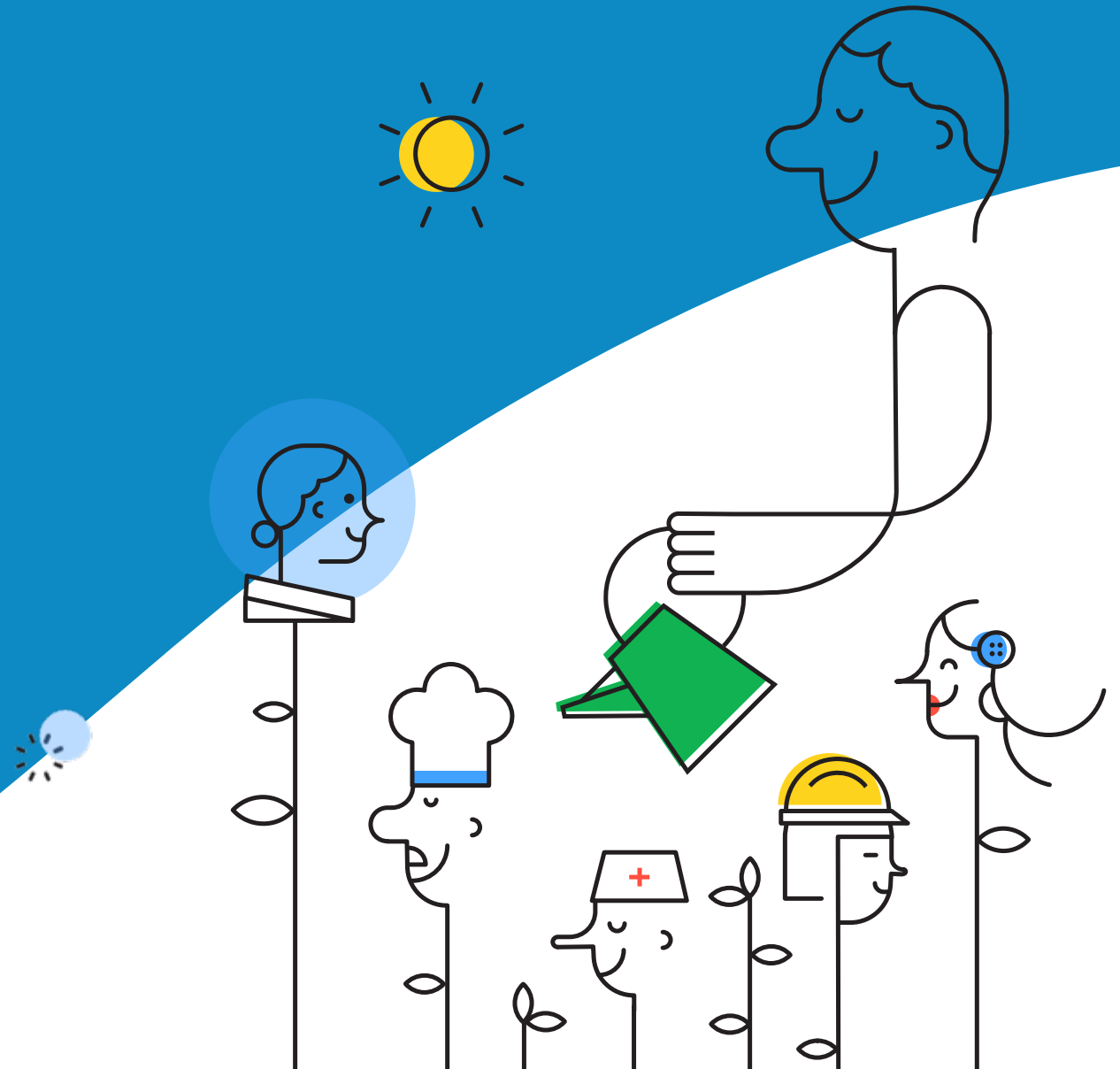


The 2023 Shift

From survival to leading the
rethinking and redesign of work

FEAL National Conference
Leadership in a complex work

3 August 2023



Acknowledgement of Country



Agenda

01

Acknowledgement

02

Looking back - How did we get here

03

Right now

04

What if... what's possible?

05

Leadership

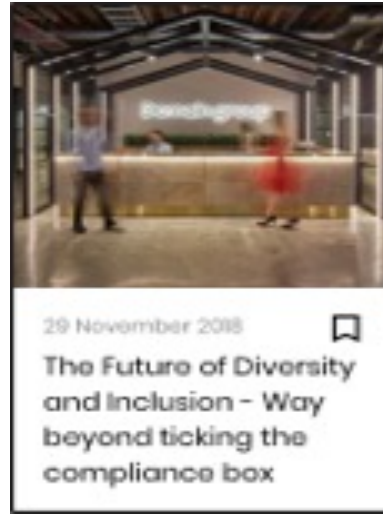
06

Cohorts

07

Next

About mwah.



Visual of mwah. clients removed for confidentiality



Looking back: A pandemic timeline



Frenetic First Responders



Jury is out and will stay out

'Get people back to the office': NAB boss

Ayesha de Kretser, Nick Lenaghan and Yolanda Redrup

Feb 4, 2022 - 5:29pm

Save Share

Businesses have called for state governments to reverse their "stay home" messaging to encourage workers back to desolate central business districts, with March 1 emerging as the target return date for some of the country's biggest companies.

The head of Australia's biggest office landlord Dexus, David Steinberg, said there is an increasing sense of frustration among many of his customer base with the government. He said March is now the month that many are targeting workers back into the office.

RELATED QUOTES

NAB \$26.460 0.00

1 year 1 day

Microsoft: Remote work is bad for innovation
Published on the 22/09/2021 | Written by Heather Wright

What a Year of WFH Has Done to Our Relationships at Work
by Nancy Baym, Jonathan Larson, and Ronnie Martin
March 22, 2021

MUSK RETURN-TO-WORK ULTIMATUM

Leaked Musk email to Tesla staff



"Anyone who wishes to do remote work must be in the office for a minimum (and I mean *minimum*) of 40 hours per week or depart Tesla. This is less than we ask of factory workers."

Elon Musk
Tesla CEO

Stanford Institute for Economic Policy Research (SIEPR)

How working from home works out

"We expect the effects... will impact productivity and, in the long-term, innovation."

— Opinion

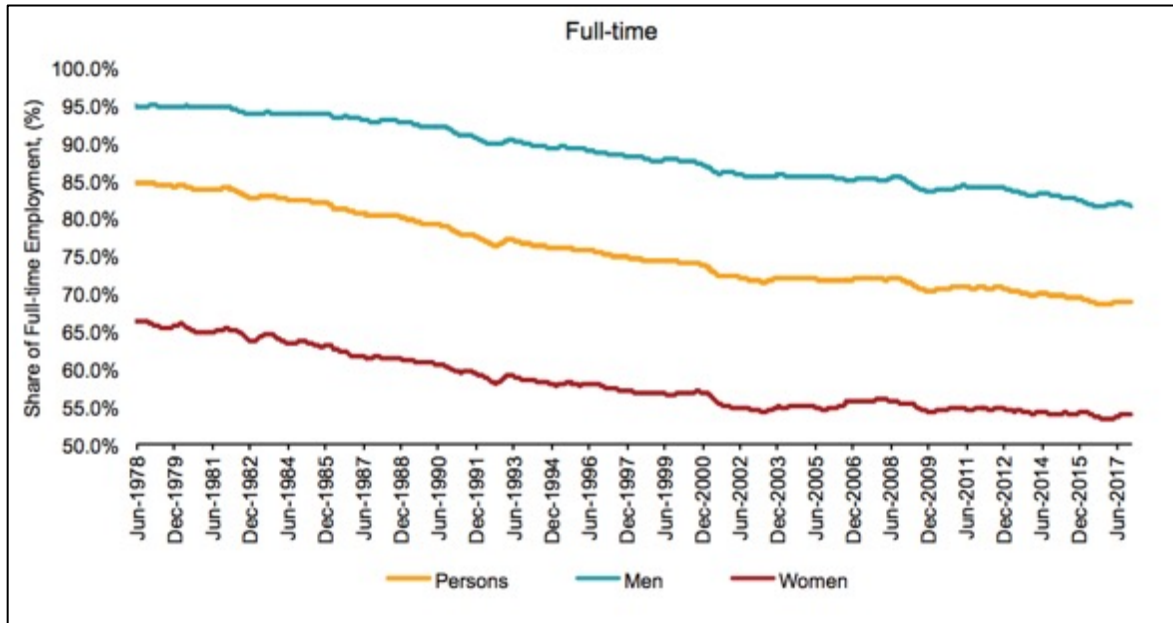
Big test for return to the office starts now

More Australian companies are trying to get more of their employees back to the office more often. They argue it's better for employees, customers and the businesses. Will it work?

Jennifer Hewett Columnist

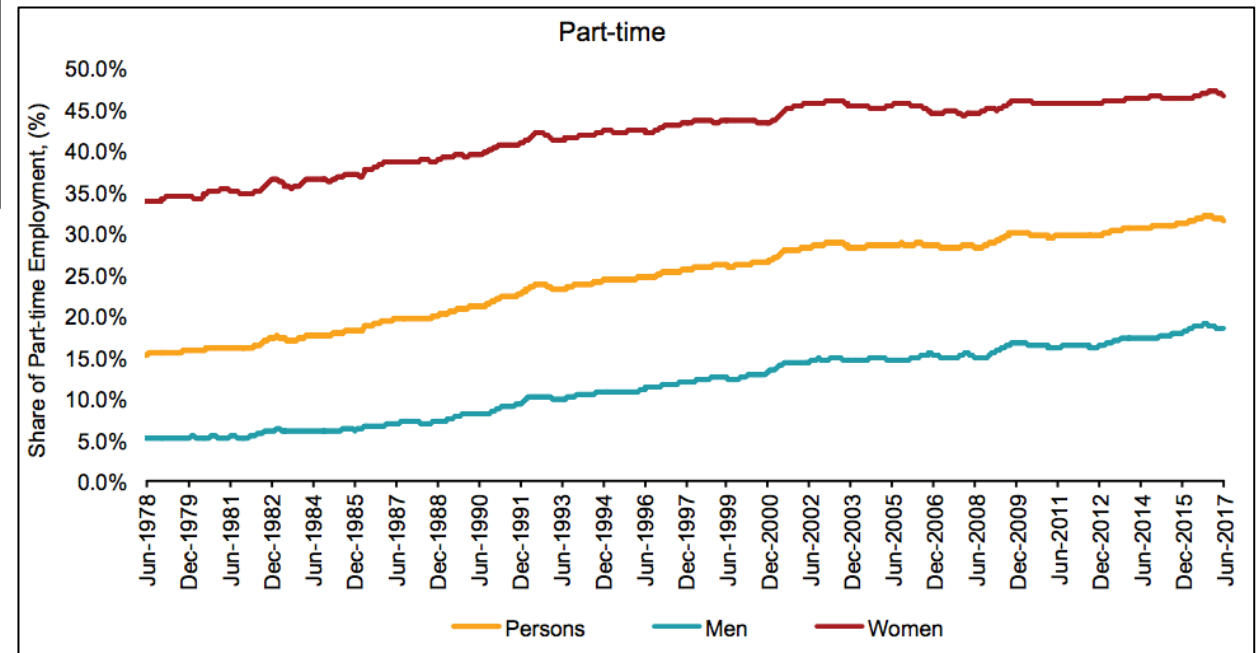
Bosses think workers do less from home, says Microsoft

What was already changing

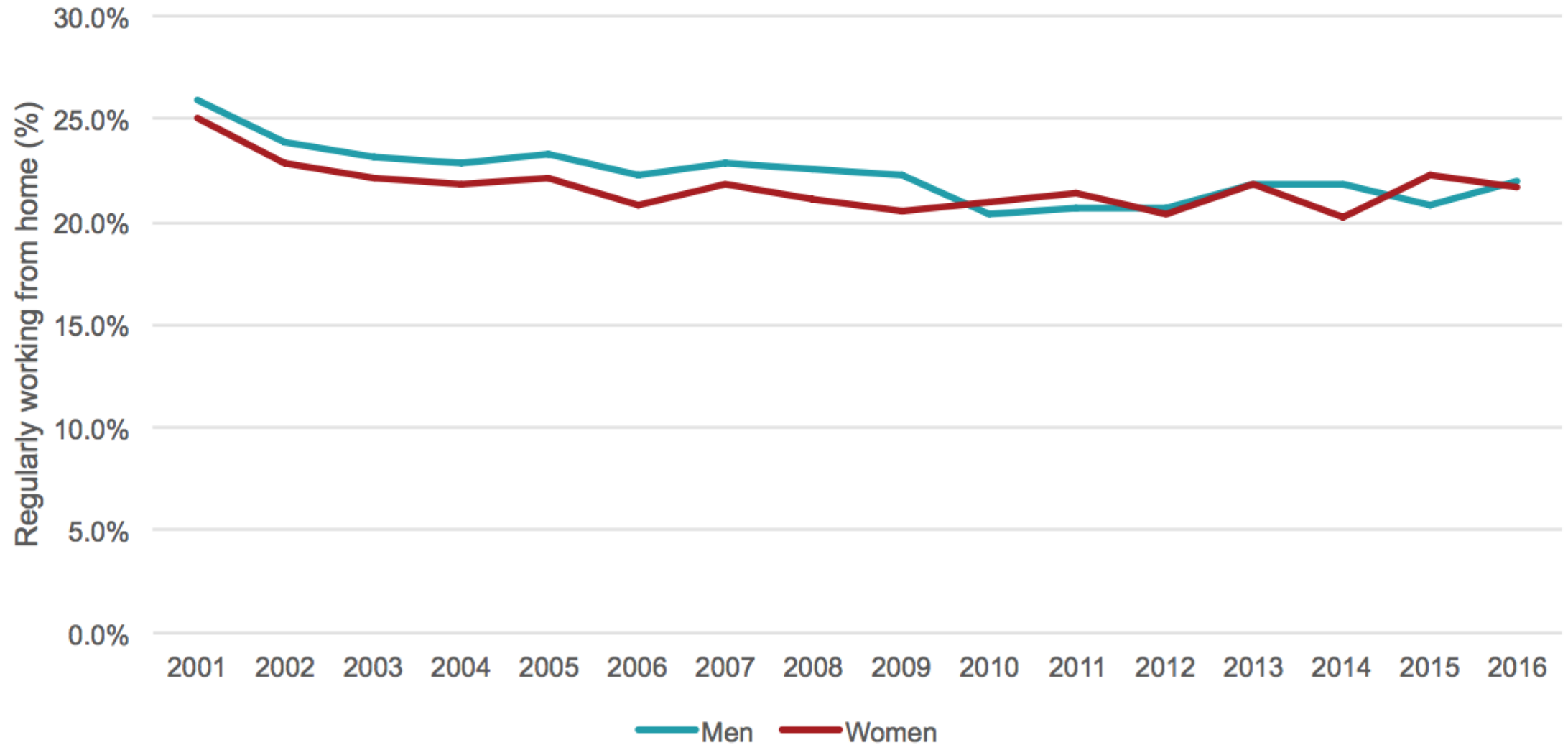


Source: Bankwest Curtin Economics Centre | ABS Cat No.6202.0, Labour Force, Australia.

Figure 3 – Share of full and part-time employment, 1978 - 2018



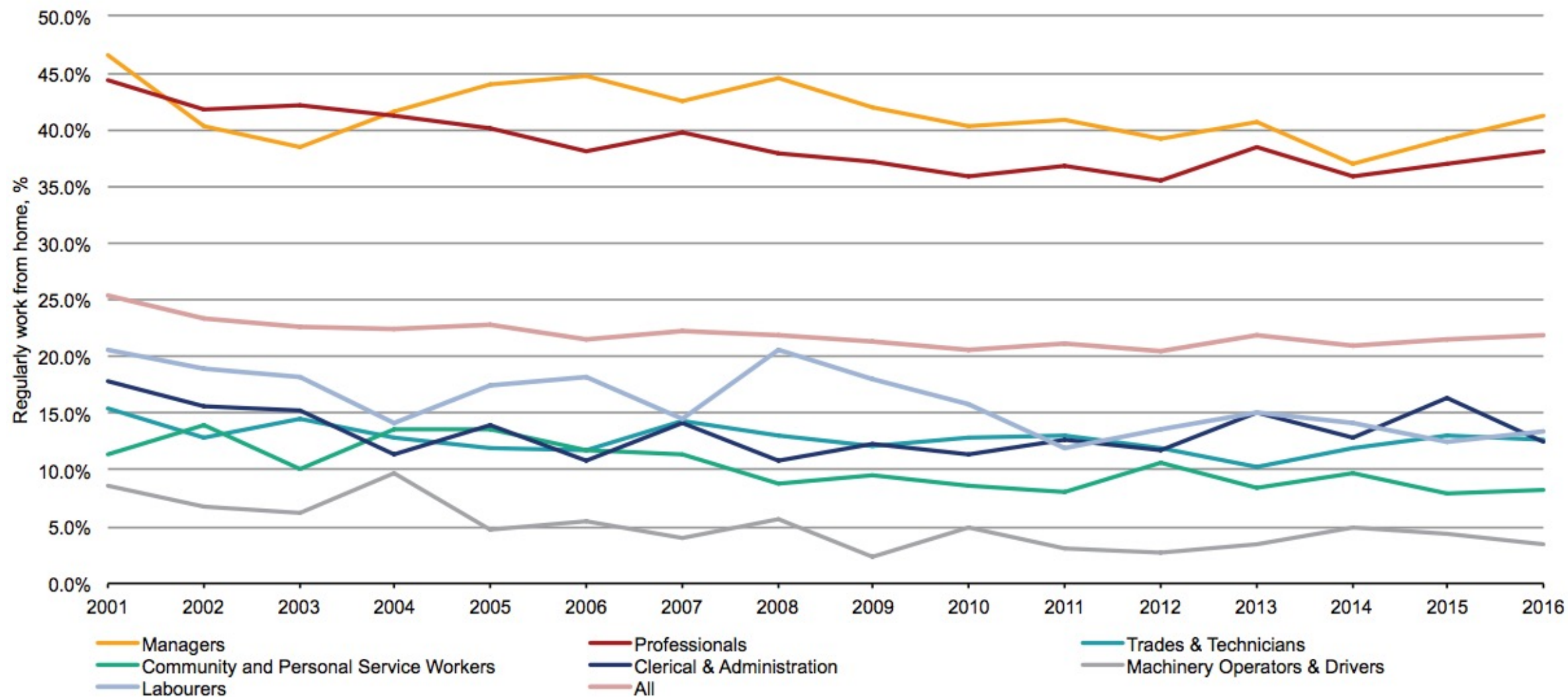
What was changing already



Source: Bankwest Curtin Economics Centre | Authors' calculations from HILDA Waves 2 to 16.

Figure 16 – Regularly work from home, men and women, 2001 and 2016

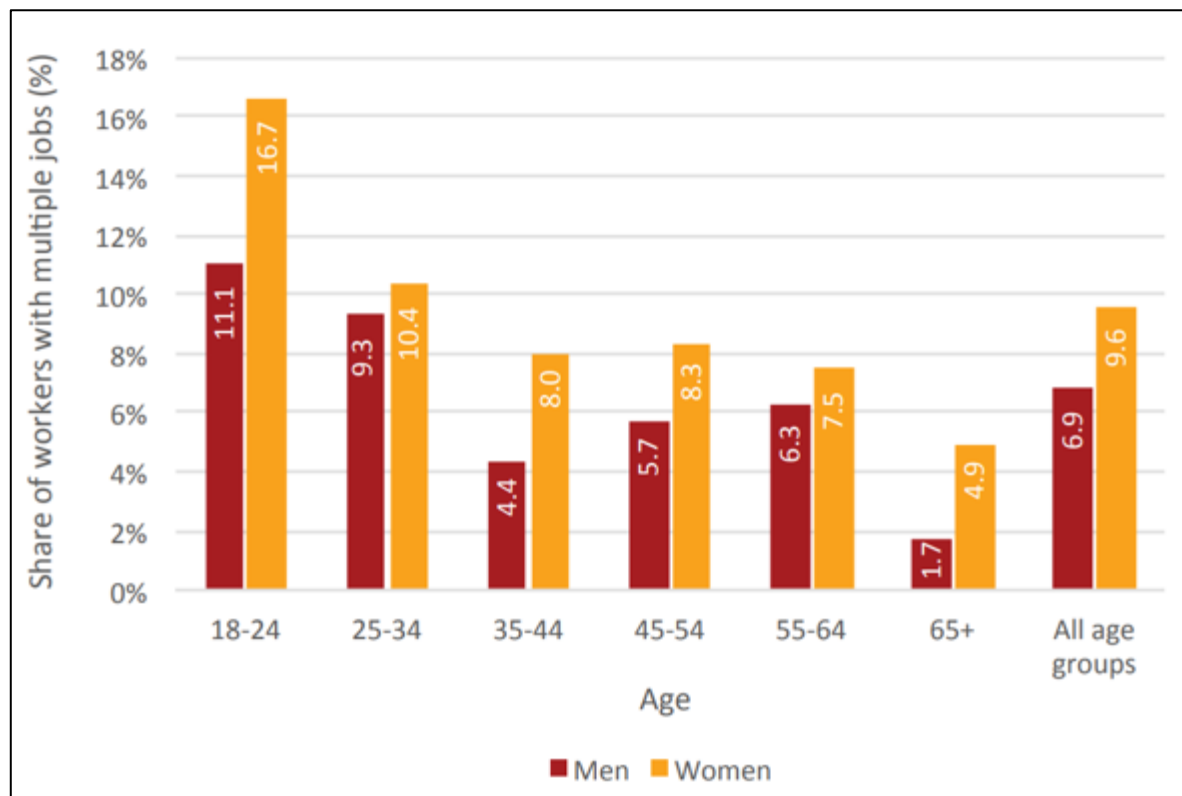
What was changing already



Source: Bankwest Curtin Economics Centre | Authors' calculations from HILDA Waves 2 to 16.

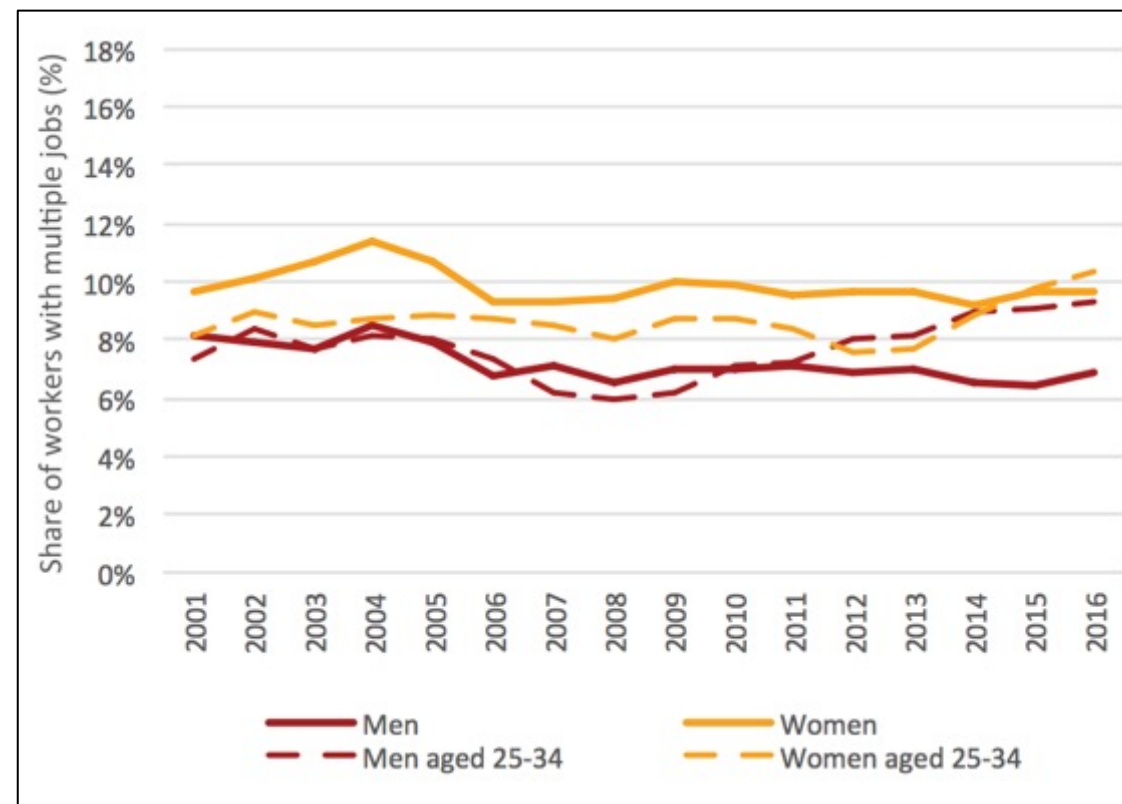
Figure 18 – Regularly work from home, major occupation group, 2001 to 2016

What was changing already



Source: Bankwest Curtin Economics Centre |
 Authors' calculations the HILDA survey, waves
 1 to 16

Figure 21 – Share of workers with multiple jobs, by age and gender, 2014 to 2016



Right now

Global
Organisations

Tech
Organisations

Australian
Organisations

Academics

Media



Some Workforce Themes



Retention – the great resignation, or quiet quitting, or a marketing campaign?



Hybrid Work and Two Speed Workforces
Two Speed Teams
Two Speed Careers?



Laggard capability build in hard skills
Pause in soft skills development



The possibilities, and tensions between technology and humanity



Leaders as community builders



Org Culture has heightened value post-pandemic

What matters at work?

A 3D model of a city skyline, composed of various rectangular blocks of different heights and widths, sits on a light-colored shelf. Below the shelf, a complex arrangement of interlocking gears of various sizes and designs is visible, suggesting a mechanical or industrial theme. The background is a textured, light blue-grey surface with faint clouds.

Purpose Relationships Agency Accountability

Fairness Safety

New Data – Psych Safety – 2 sides

Visuals of aggregated data from mwah. Culture Dashboard removed. Demonstrates positive moves in some aspects of psychological safety - support from colleagues and organisational support for learning from practice and trials (including mistakes)

New Data – Psych Safety – 2 sides

Visuals of aggregated data from mwah. Culture Dashboard removed. Demonstrates negative moves in some aspects of psychological safety – overwhelm from information sharing

New data – Change and agency

Visuals of aggregated data from mwah. Culture Dashboard removed. Demonstrates tension between acknowledgement of need for organisational agility and change, versus personal need for security and stability.



Culture Work

Baseline: What is culture?

“

Collective behaviours driven by a set of norms and values that directly impact decision-making.

AICD Director Tools
Governing organisational culture

”

“

Culture is the tacit social order of an organization: it shapes attitudes and behaviors, in durable ways. Cultural norms define what is encouraged, discouraged, accepted or rejected within the group.

Harvard Business School. 2018
(spelling deliberately American English)



”

“

The way you treat each person, and each other, around here.

”

How Culture Measurement is informing understanding

	 Engagement	 Culture	 Business Strategy	 Sustainable Business/impact on society and ecosystem
Intent	Measure productivity	Productivity and wellness	Alignment to strategy	Culture as an organisational asset
What it is	Single survey of high and low scores	Culture Deficits 'to fix'	Behaviour and culture needed to achieve strategy	Getting biz results and doing the right thing
Measurement	Lengthy surveys	Lengthy online surveys	Complex system. Correlations to business objectives	Live data, Longitudinal measurement of impact
Actions	Address low scores Compete on %	Long action plans Survey fatigue	Leadership, Investment, pivots	Measurement of culture as a system (not a score)
Outcomes	Static Annual Reports Gameable scores	Static Annual Reports Long Action Plans	Culture Biz Plan to achieve strategy	Culture as a sustainable competitive advantage

Leading edge practice

Maturing of culture measurement and impact on organisation

What if ...



Rethinking: What is work ?



For Self and Others

New expectations of leaders





Let's talk
about age



**Let's talk
about age**



An invitation



making work absolutely human.

A lush, dense tropical forest scene. The foreground is filled with vibrant green ferns and other foliage. Several tree trunks are visible, some covered in thick moss. Sunlight filters through the dense canopy, creating a bright, dappled light effect. The overall atmosphere is one of a healthy, thriving ecosystem.

Sonder

Questions & a conversation



Thank you



For more information
please scan the QR code
and visit our website

