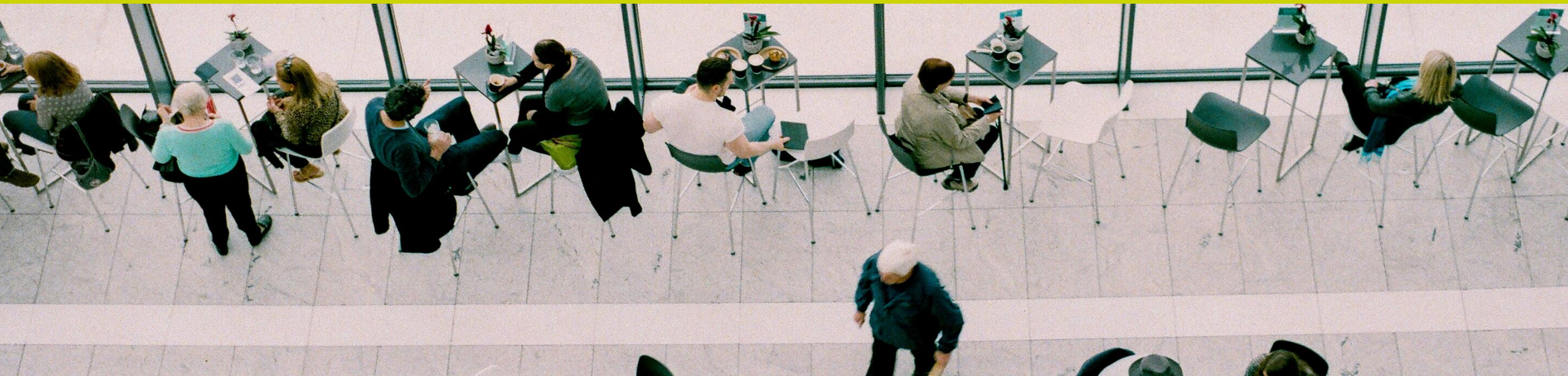


öbu-online #11

New Work – Wie sehen die Arbeitswelten der Zukunft aus?



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- Wir bringen **Menschen, Unternehmen, Ideen und Methoden zusammen**, um uns gemeinsam für eine zukunftsfähige Schweizer Wirtschaft einzusetzen
- Wir unterstützen Unternehmensvertreter*innen dabei, **nachhaltiges Wirtschaften in die Unternehmensstrategie zu integrieren** sowie umzusetzen und so zukunfts- und wettbewerbsfähiger zu werden
- Wir kommentieren Themen, die für eine nachhaltige Wirtschaft politisch zentral sind
- Lesen Sie mehr über uns und unsere Aktivitäten: [oebu.ch](https://www.oebu.ch)



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Die Expertinnen von HCM International



Dr. Hanna Hummel

Partnerin bei HCM International

Expertin kulturelle
Transformation Leadership



Claudia Würstle

Senior Managerin und Projektleiterin
bei HCM International

Expertin Nachhaltigkeit und
ESG-Strategie

Veranstaltungshinweise



Donnerstag, 7. April, 12.00 – 12.45 Uhr:

Brown-Bag-Lunch: Klimaneutralität in der Praxis mit Coca-Cola



Mittwoch, 13. April, 8.45 – 17.00 Uhr:

Starter-Seminar «Nachhaltigkeit in der Lieferkette»



New Work - Wie sehen die Arbeitswelten der Zukunft aus?

February 7th, 2022

hcm.com

About HCM International

- HCM is a leading international and independent advisory firm with a focus on the strategic aspects of Corporate Governance, Compliance, Finance, Compensation and Cultural Transformation.

2001

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COMPENSATION
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Chair of GECN

Megatrends currently shaping Work 4.0 relate to shifts in society and bring room for creativity and innovation



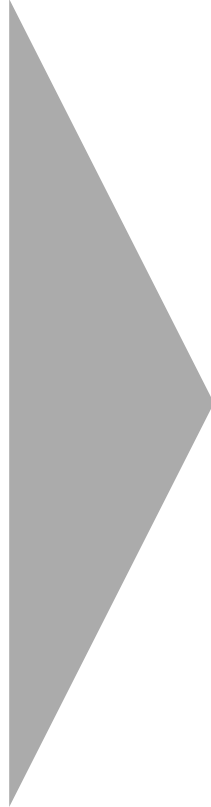
New Demographic Mix



Digital Transformation



Changes in Value



Engagement, continuous learning and development



Network structures and agile project organizations



Health and well-being



Mobile-flexible work



Inspirational, open and inclusive leadership



Flat hierarchies and less rules

COVID-19 has accelerated the transition to work 4.0

COVID implications on work environments



Increase employer's attractiveness by offering employees more flexibility



Greater diversity and therewith, productivity and innovation



Higher efficiency through increased availability and less travelling

Balancing leadership challenges



Create routines for social exchange and networking



Setup a hybrid workplace strategy

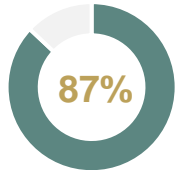


Remote work gained momentum

Morning Consult,
Jan 2022



Share of remote workers who...
...**enjoy working remotely**



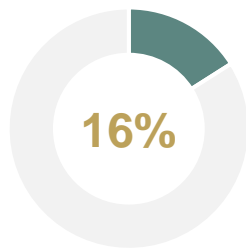
... are more likely to **apply for jobs that offer remote work**



PWC Study,
2021



Employers who believe that employees were **less productive**

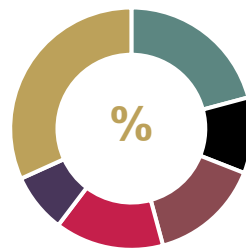


(data from 2021, in comparison to 2020)

Harvard Business Review, 2021¹



How often do workers want to work from home?



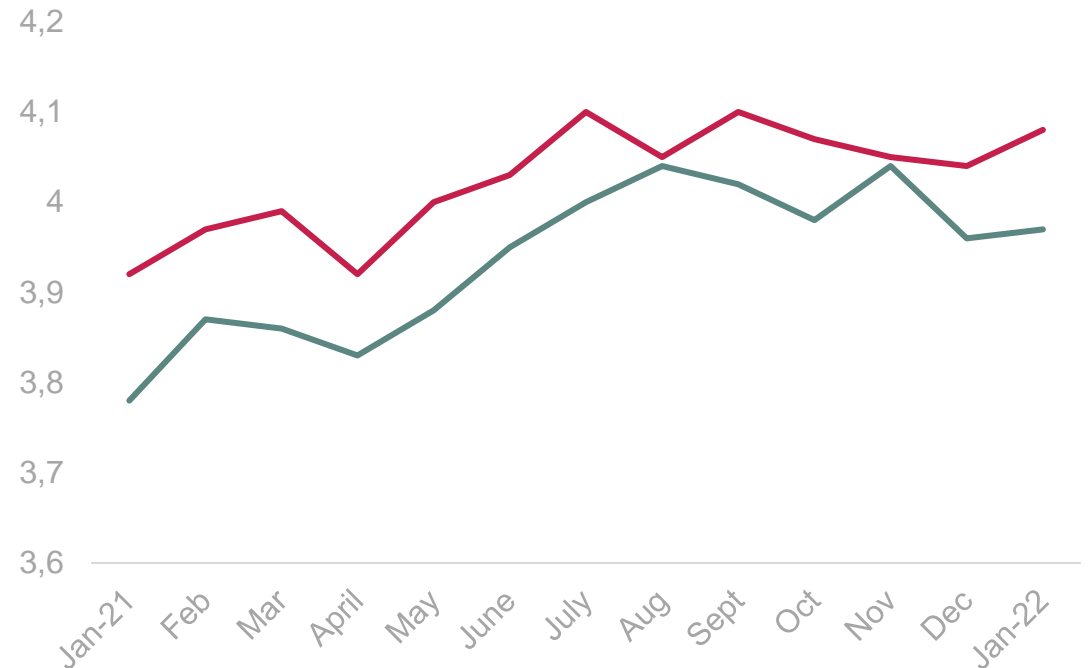
5 days a week: 31.7%
4 days a week: 7.9%
3 days a week: 14.5%
2 days a week: 14.8%
1 day a week: 10.1%
Rarely or never: 20.8%

WirtschaftsWoche,
Jan 2022²



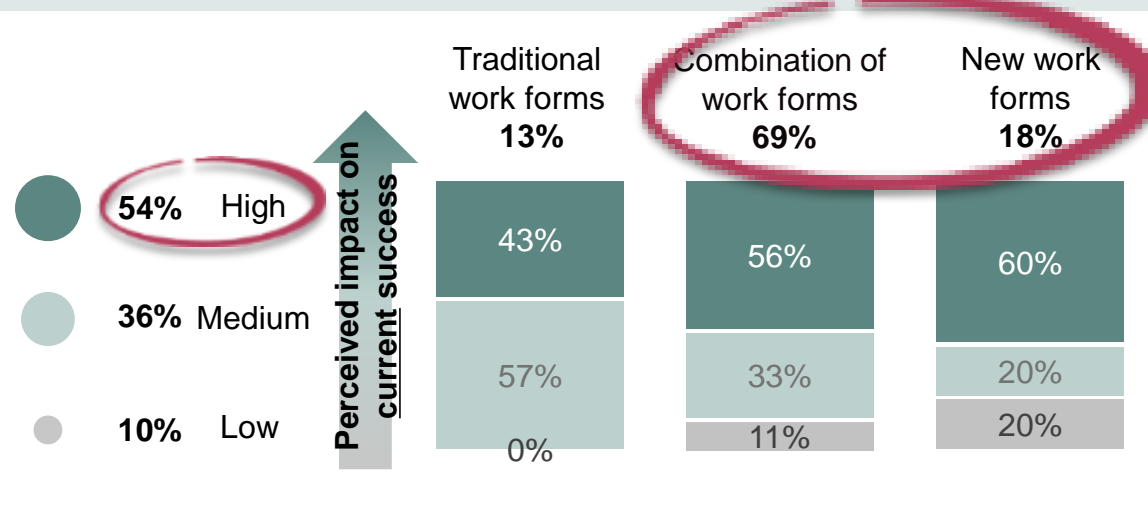
Conviction of being able to **successfully complete tasks** at home
(1 = not at all, 5 = very strong)

Satisfaction with Home-Office
(1 = not satisfied, 5 = very satisfied)

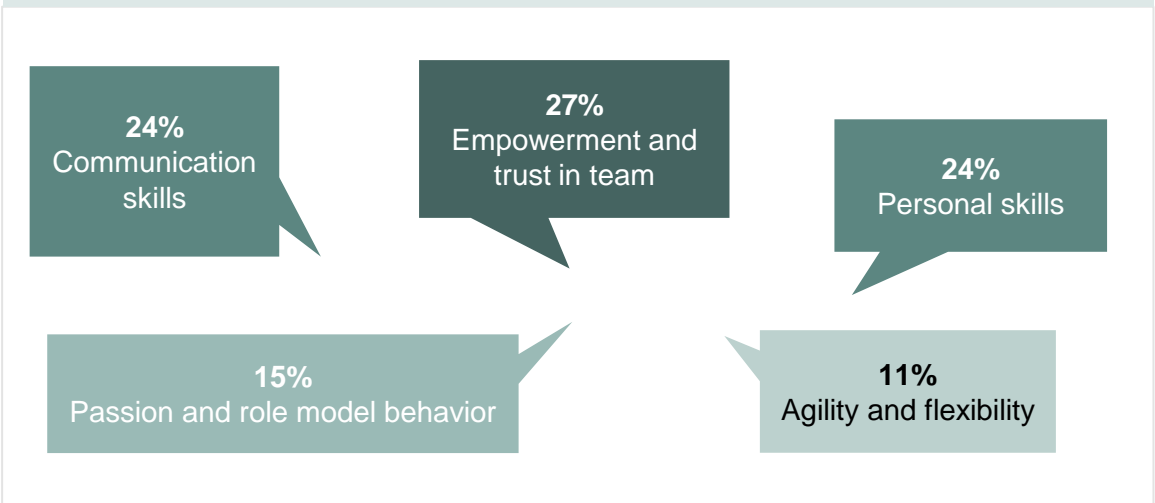


A transformation of work models can also be seen in Switzerland

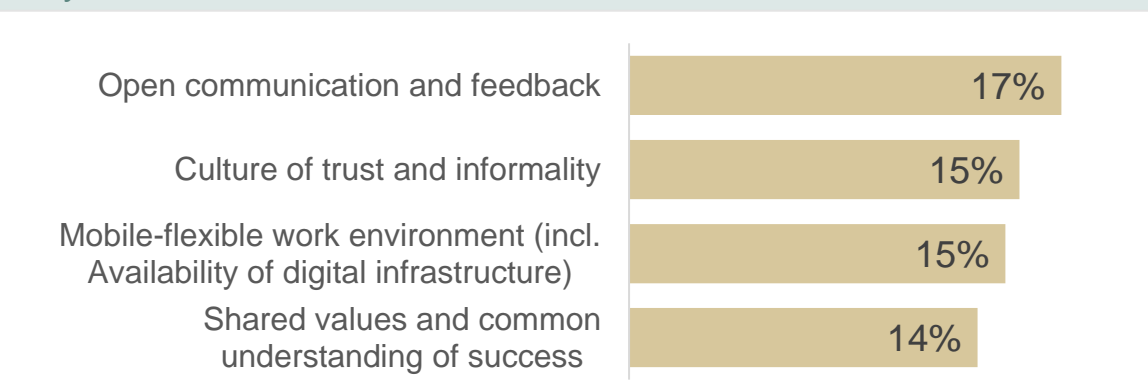
Transformation of work forms



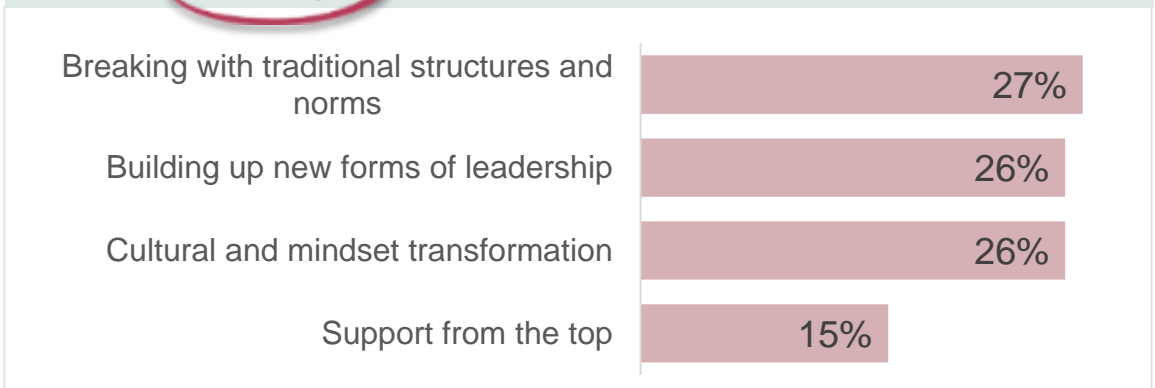
Leaders' competencies required in Work 4.0¹



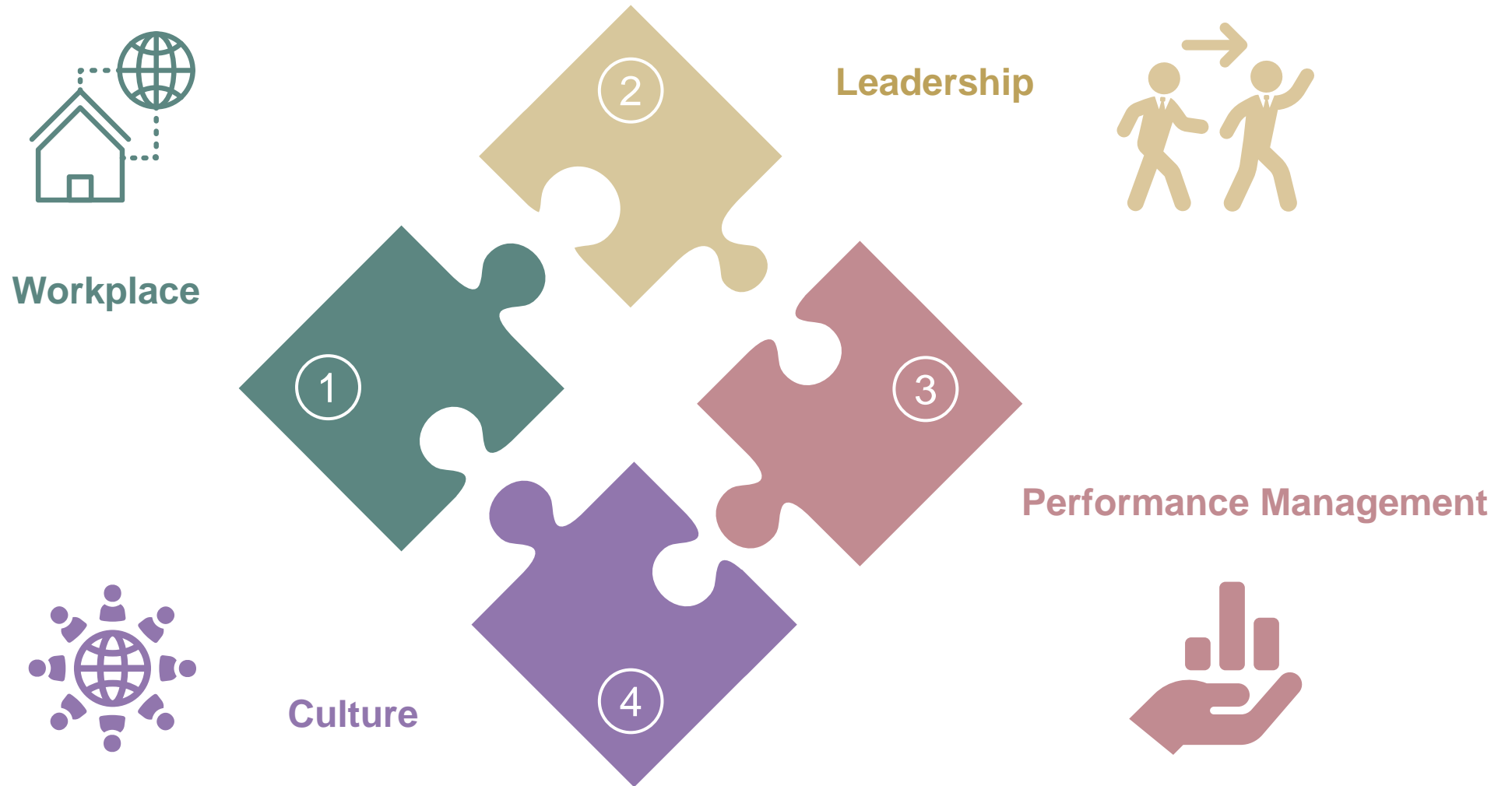
Key success factors for Work 4.0 transformation¹



The main challenges faced in Work 4.0 transformations¹

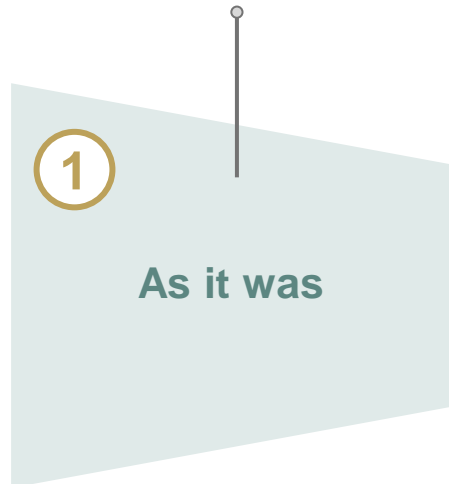


Four key areas for the transformation to Work 4.0

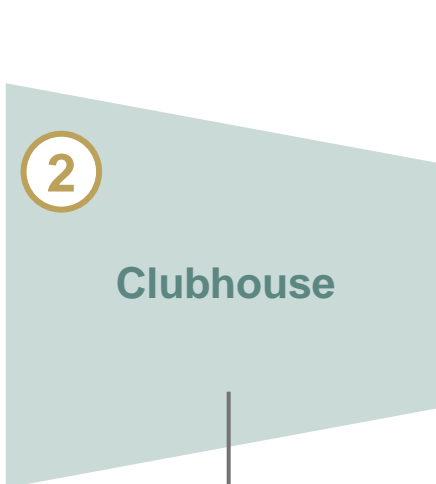


Five potential models for a post-pandemic workplace

- Nine-to-five in the office
- Maybe more hygienic and flexible



- Variety of workspaces in the office itself, no assigned desk
- Employees working remotely a couple of days a week

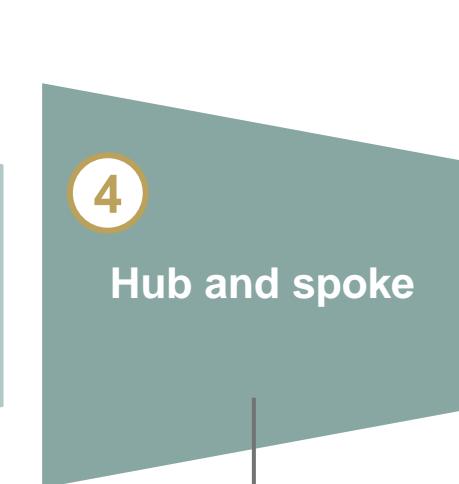


- Office as social hub for collaborative work
- Home for focused work

- Variety of workspaces in the office itself, no assigned desk
- Employees working remotely a couple of days a week



- Work from anywhere
- No office space required

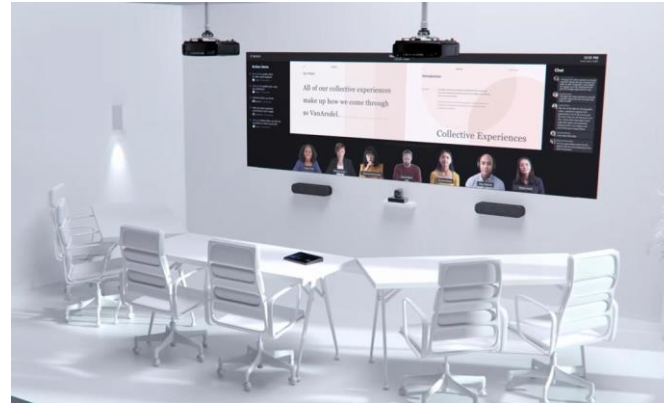


- Satellite offices in suburbs and neighborhoods
- Less commuting time



Example of DZ Bank

- The office of the future will be more flexible and tailored to different needs, and differentiates more strongly between collaboration and focus work.



Although the possibility of work from anywhere brings many chances, there are certain pitfalls that should be considered

Chances and pitfalls



Freedom

Well-being

Environment

Diversity

Talent

Cost savings

Productivity

Engagement

Communication

Performance evaluation

Knowledge sharing

Culture & team spirit

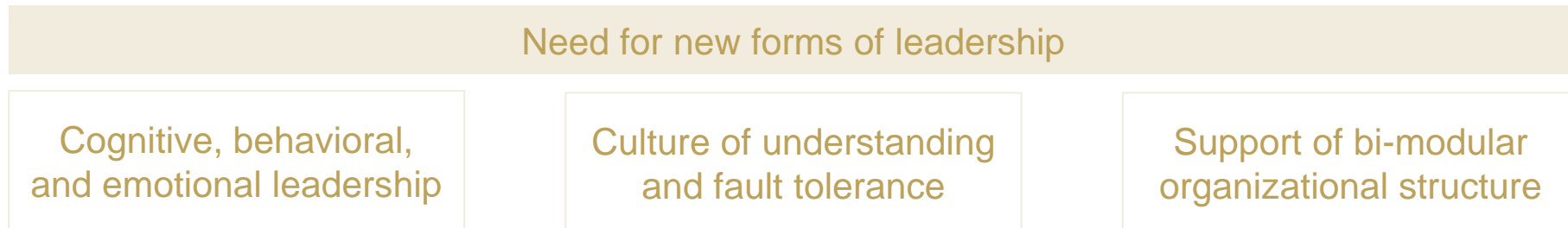
Data security & regulation

Guidelines

Organization

Technology

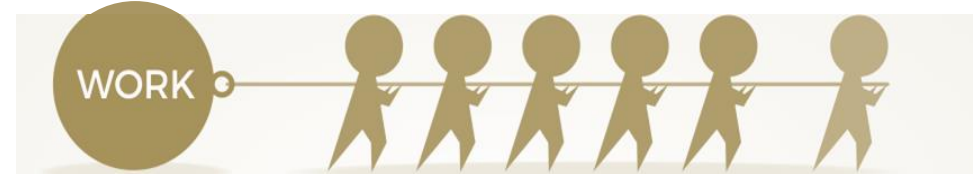
The transformation from traditional work to work 4.0 requires new leadership approaches



Increasing need to create a culture of trust, characterised by a deep sense of team spirit and "we together"



Transactional leadership



Transformational leadership

Leadership through concrete objectives, target setting and performance achievement (incl. individual ratings)

“Do the things right”

Task management and command & control

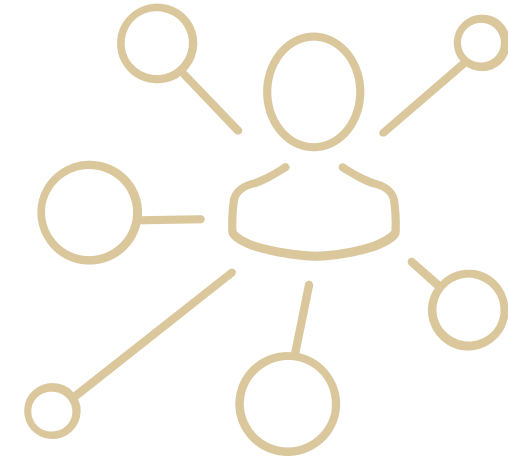
Leadership through inspiration, empowerment and mental stimulus (common objective and purpose)

“Do the right things”

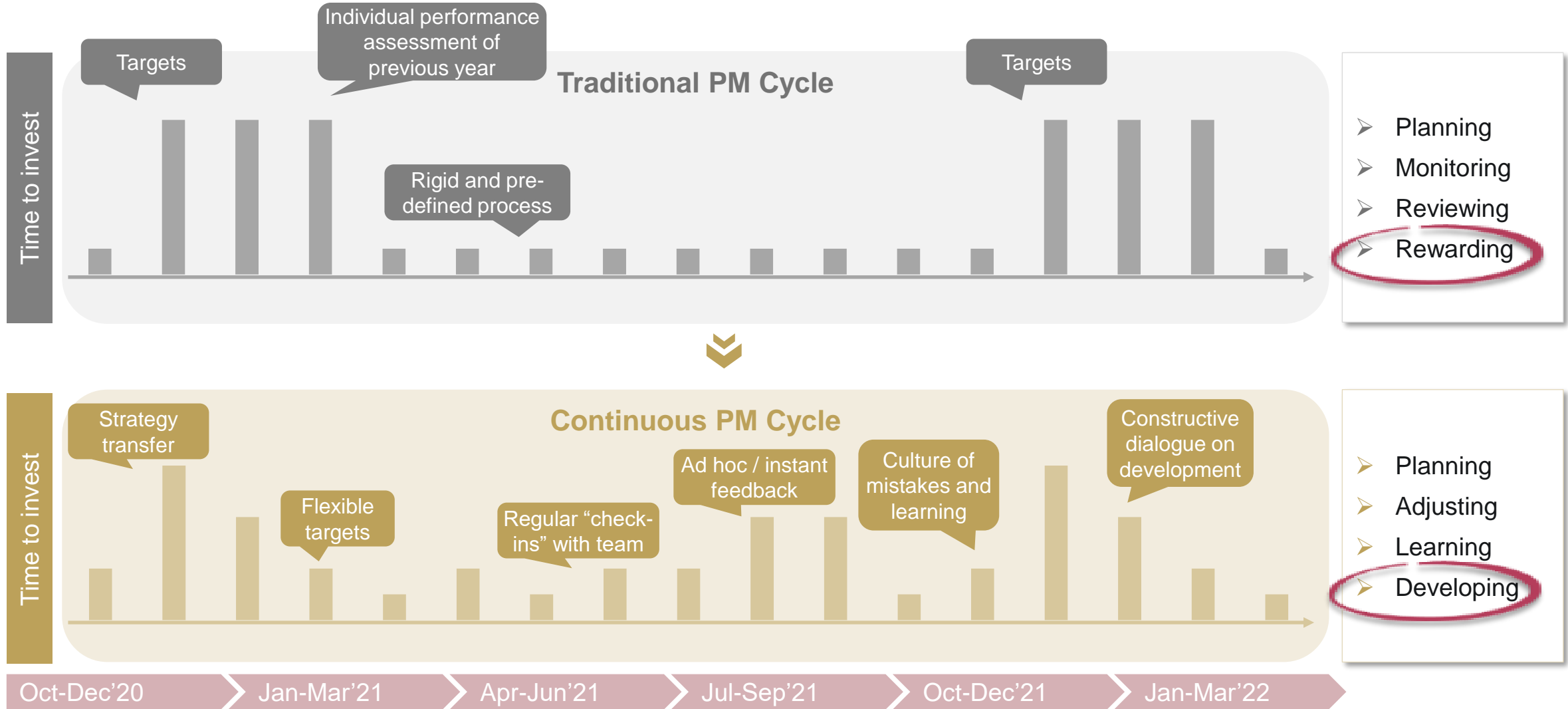
Multifaceted leadership style with a spirit of innovation

10 do's for virtual leadership

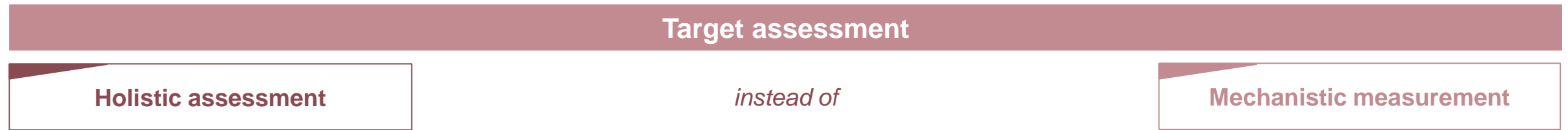
1. Empower teams
2. Give direction, communicate vision, reduce complexity
3. Keep virtual teams small
4. Define meeting goals and provide guidance
5. Understand digital economy
6. Balance frequency of contact
7. Pay attention to email tone
8. Establish agile working and quick decision making
9. Experiment and drive innovation
10. Be present and approachable



Organisational transformation calls for a new performance management cycle



The future of target assessment should follow a holistic rather than a mechanistic assessment

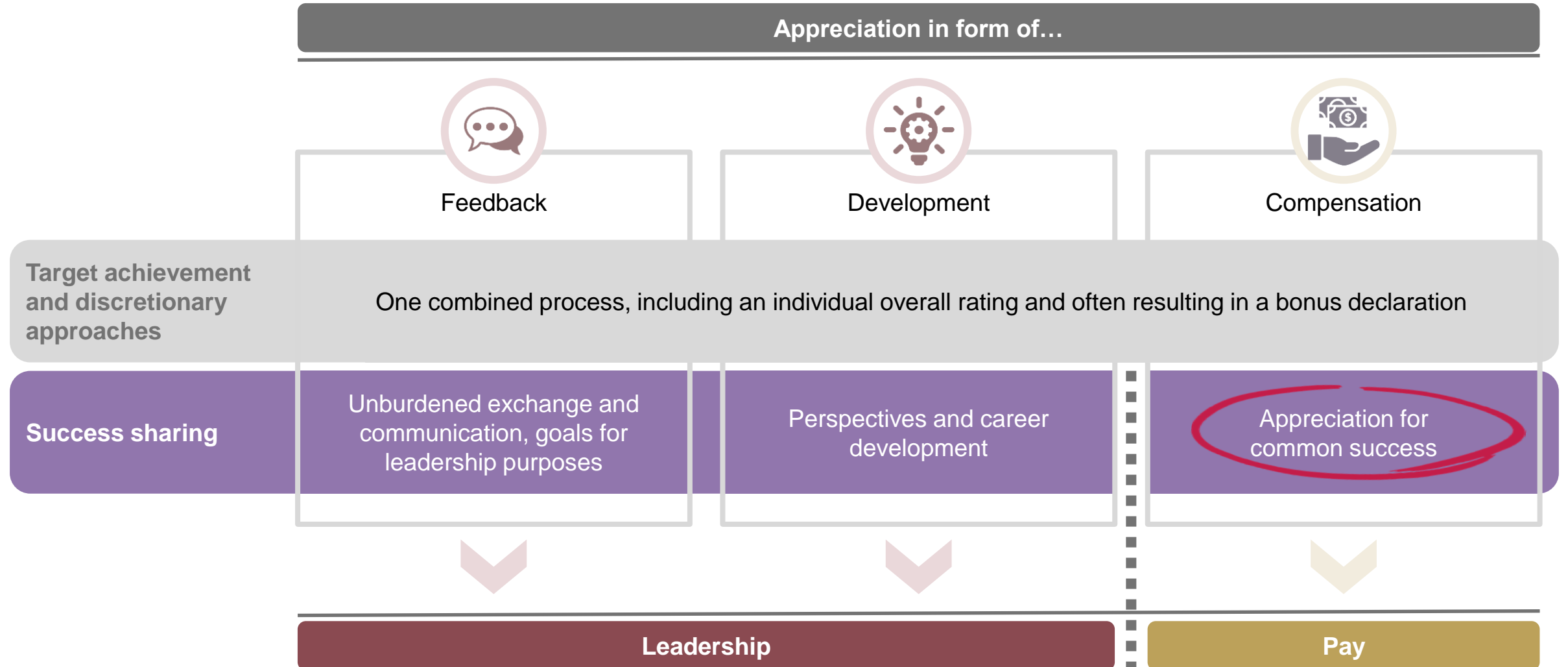


- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ More flexibility for performance differentiation ▪ No rating ▪ Development of employees | <ul style="list-style-type: none"> ▪ Possibility of considering dependencies among achievement of different goals ▪ Forward looking ▪ Fewer concrete targets are required |
|---|--|

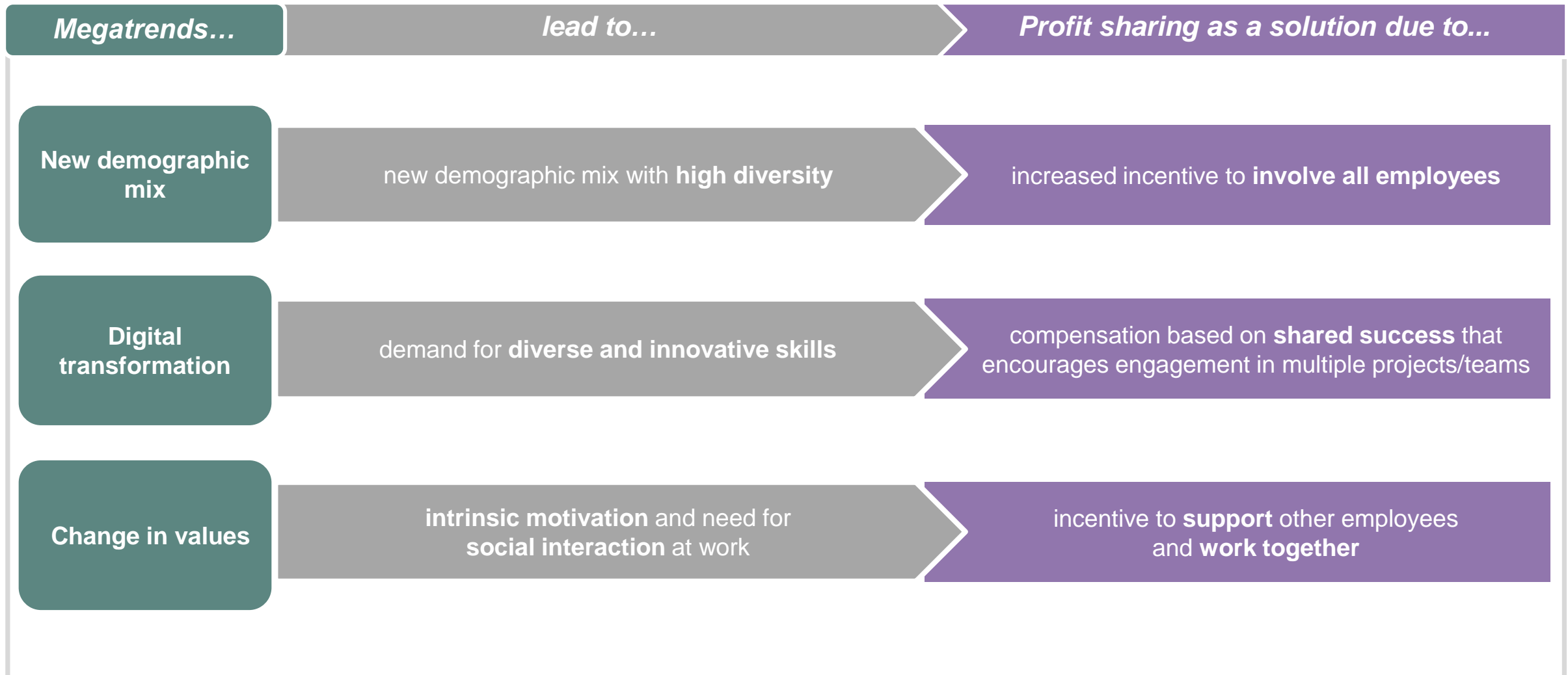
Key Topics	Requirements «OKR» concept	Illustrative milestones for #1	Frequency
#1 ESG Improving Sustainability	specific	Team level: Review of following all KPIs relevant for MSCI-Rating «BB»	monthly
#2	simple, concrete, quantifiable		quarterly
#3	ambitious, realistic	Individual level: Registration of all emissions (scope 3) for supply side	annually
	limited in time		

Illustrative

Success sharing as an approach for employee appreciation to unbundle the elements of feedback, development and compensation



Profit-sharing helps to master new requirements and challenges companies face



In summary, the following fields of action result in order to adapt work 4.0 in your own company

Three megatrends are leading the transition to work 4.0 which has been accelerated by Covid

Workplace

Set up a workplace strategy in consideration of the changing working habits and remote work gaining momentum

Leadership

Enable leaders to embed a transformational leadership approach as well as to build virtual leadership skills

Performance Management

Focus on continuous dialogue and development to address changing needs of employees

Culture

Embed a culture of collaboration and trust with an aligned compensation strategy to remain an attractive employer



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