

EXECUTIVE SUMMARY

# MANIFESTO

## FOR THE NEW AGILE WORKPLACE

TONY DIROMUALDO & JONATHAN WINTER

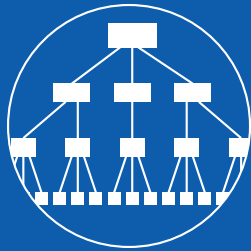


Career Innovation



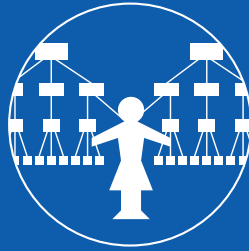
# WHY

IS WORK  
DEFINED IN JOBS?



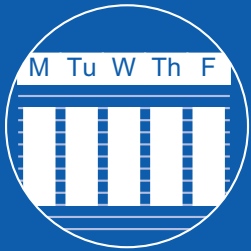
# WHY

CAN'T WORKERS BE  
EMPLOYED BY MORE  
THAN ONE COMPANY?



# WHY

IS HIRE & FIRE  
THE DOMINANT  
EMPLOYMENT MODEL?



# WHY

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DIVIDED INTO  
40 HOUR CHUNKS?



# WHY

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THESE ARE NOT MERELY HYPOTHETICAL  
QUESTIONS.

THEY ARE IN FACT AT THE VERY HEART OF  
WHAT'S WRONG WITH MANY COMPANIES IN  
THE EYES OF SOME OF THEIR BEST TALENT.

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## THE LATEST CI SURVEY OF TALENTED KNOWLEDGE WORKERS IN 32 COUNTRIES UNCOVERED SHOCKING LEVELS OF DISSATISFACTION:

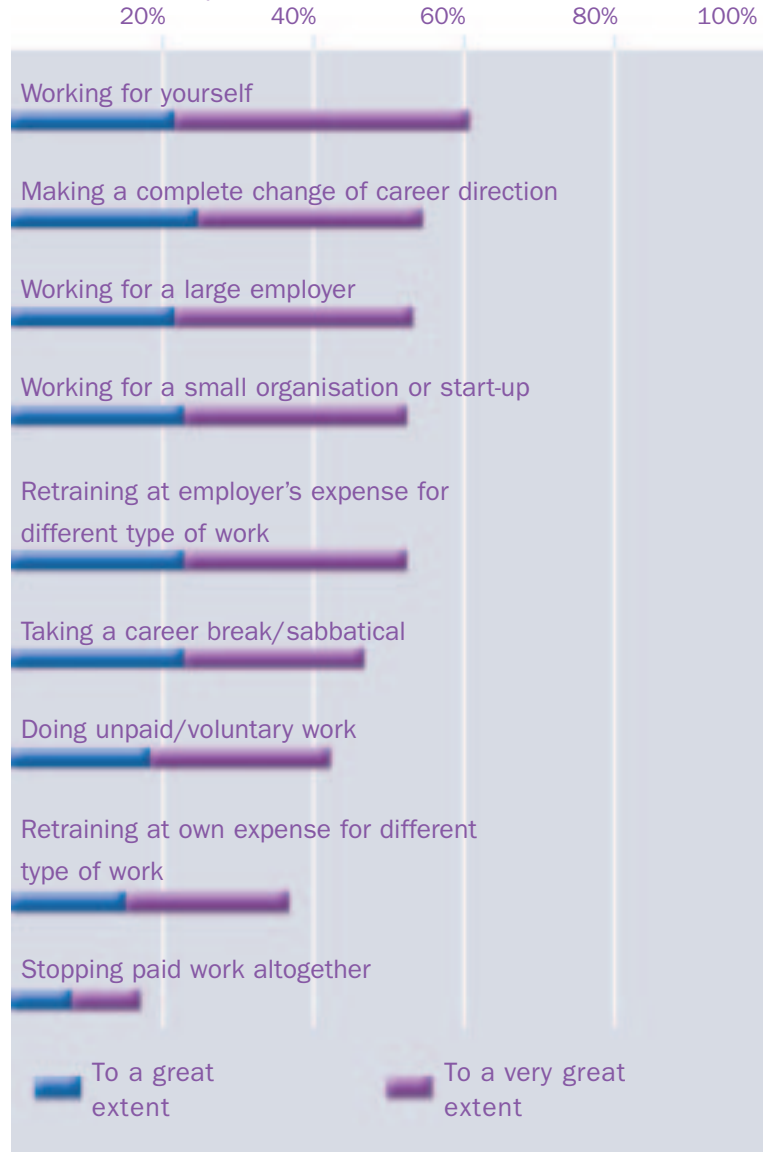


# THE 'DEAL' ISN'T WORKING. PEOPLE DESPERATELY WANT ALTERNATIVES:

## ATTRACTIVENESS OF ALTERNATIVE WORK OPTIONS

Base: All respondents, N=1,460

Source: Ci Global Survey, 2005





WHAT'S THE SOLUTION?

# AGILITY

## Definition of Agility

By agility we mean a dynamic, enterprising response to market, customer or business demands. This includes the timely provision of the right skills in the right location. Both individuals and organisations can be agile.

This manifesto seeks to answer the question, **“What could the workplace look like if it were designed to promote both organisational and individual agility, and what must executives and individuals do to realise this vision?”**

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HERE IS OUR MANIFESTO. IT OFFERS SIX WAYS TO CREATE  
THE NEW AGILE WORKPLACE.

THIS IS A VISION FOR ORGANISATIONS WHOSE SUCCESS IS  
BUILT ON RELEASING PEOPLE'S DESIRE TO ACHIEVE, AND  
THEIR WILLINGNESS TO BE AGILE.

IT PRESENTS AN IDEAL, YET EACH ELEMENT IS  
ALREADY SEEN IN SOME WORKPLACES TODAY.

# WHY

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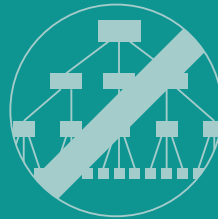
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# 1. WORK SHOULD BE DEFINED IN ROLES THAT PLAY TO PEOPLE'S STRENGTHS



## WHY IS WORK DEFINED IN JOBS?

IT DOESN'T HAVE TO BE.

In tomorrow's agile workplace, roles defined by behaviour and outcomes (not jobs defined by tasks) will form the basis for flexible delivery of work, and will be adapted to fast-changing requirements of the business, the individual and the environment.

### EVIDENCE:

Companies like W. L. Gore have redesigned how work is achieved, describing people's roles in a series of 'commitments' (see Manifesto report). Global charity Oxfam is also moving from traditional job descriptions towards "cut & paste" roles. This means project teams can be reconfigured using part-time, full-time and contract workers to enable rapid response to humanitarian crises.



# 1. WORK SHOULD BE DEFINED IN ROLES THAT PLAY TO PEOPLE'S STRENGTHS

## WHAT ORGANISATIONS

### CAN DO:

Hire for attitude first, and specific skills second. Fill flexible roles, not fixed positions defined by today's tasks. Reward people as much for 'how' they achieve (behaviours) not just 'what' they achieve (targets).

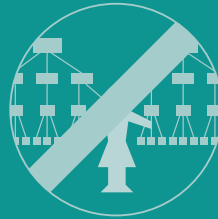
## WHAT INDIVIDUALS

### CAN DO:

Encourage your manager (or mentor, or colleagues) to have regular conversations\* with you to review the role, the work, and future needs – both yours and the organisation's.

\* For some help, try a career tool at [www.theCgap.com](http://www.theCgap.com).

## 2. MOST EMPLOYERS DON'T NEED EXCLUSIVE CONTROL



WHY CAN'T WORKERS BE EMPLOYED BY MORE THAN ONE COMPANY?

THEY ALREADY ARE!

In the future, more companies will gain by openly releasing their workers into other organisations, to return with renewed knowledge and broader experience. This removes friction and cost from the talent deployment process, better matching supply and demand.

### EVIDENCE:

Already, according to our survey, 10% of full-time workers and 28% of part-timers have at least one other job. Companies like Virtual Consultancy LLP \* already achieve this (see Manifesto report), offering their self-employed associates the freedom to perform non-competing work whenever they choose.

\* Virtual Consultancy LLP is a pseudonym used to protect the company's identity, at their request. They have several thousand associates based in twenty countries.

## 2. MOST EMPLOYERS DON'T NEED EXCLUSIVE CONTROL

### WHAT ORGANISATIONS

#### CAN DO:

Redefine talent management – it's not about retention of people, but maintaining access to skills. Start with internal mobility and find multiple ways to reward managers who develop, share and release talent between business units.

### WHAT INDIVIDUALS

#### CAN DO:

Operate as if you're self-employed. Maintain your networks, know your skills, identify your key customers. Be genuinely loyal to them so that they will be unafraid to release you to work elsewhere.

# 3. DESIGN LEARNING INTO WORK



## WHY IS HIRE & FIRE THE DOMINANT EMPLOYMENT MODEL?

Agility can best be built through long-term relationships with people and organisations. This generates levels of trust and commitment that are essential in times of change. Traditional hire-and-fire approaches (including outsourcing) tend to be wasteful and expensive, destroying morale and depleting knowledge.

### EVIDENCE:

Organisations that develop alternative retraining and redeployment strategies are rewarded handsomely. For example, in 2004 Bell Canada's modest investment in its 'Bell People First' programme (see Manifesto report) saved \$46m at a cost of just \$7m - a 600% return.

# 3. DESIGN LEARNING INTO WORK

## WHAT ORGANISATIONS

### CAN DO:

Build work on relationships not transactions. Segment the workforce and create diverse 'deals'. Identify 'hubs' for relationships and knowledge, and build learning-based relationships with people who fulfil those roles.

## WHAT INDIVIDUALS

### CAN DO:

Be proactive and invest more in your own development. Ask people what skills will be needed in the future, and then work to maintain the value you can offer.

# 4. DEFINE WORK IN PROJECTS, NOT WEEKS OR YEARS



WHY IS MOST WORK DIVIDED INTO 35-40 HOUR CHUNKS?

IT ISN'T.

Most work - and most customer needs - can be divided into projects or customer requirements that have little or no connection to the working week. In tomorrow's agile workplace more people will choose to divide their work into output-based chunks, gaining control over when, where and how they work.

## EVIDENCE:

In professional services it is now common for most people to work on projects and to report to more than one boss. Line managers are replaced by 'project managers', 'Deployment managers' who assemble project teams, and 'professional development managers' who provide continuity and support.



# 4. DEFINE WORK IN PROJECTS, NOT WEEKS OR YEARS

## WHAT ORGANISATIONS

### CAN DO:

Review real projects, not crude annual targets. Judge performance on genuine results achieved (what and how) not time spent. Since these are hard to measure, this ideal can only be usefully achieved when there are high levels of trust and when the focus is on the future.

## WHAT INDIVIDUALS

### CAN DO:

Abandon pay for time mentality, and focus on results. Ask others for feedback on your contribution and concentrate on where you can make a difference. Count how many projects you have both inside and outside work and recognise your limits!

# 5. WORK COMMITMENTS CAN BE FITTED TO PHASE OF LIFE



WHY CAN'T WORKERS RETIRE AT FORTY AND RESUME WORK AT SIXTY?

THEY CAN.

Growing numbers of workers are moving in and out of employment for personal or family reasons, to spend time in the voluntary sector, or to become self-employed. Most – especially women – never return to their original employer<sup>1</sup>. Organisations can no longer afford this brain drain.

<sup>1</sup> Harvard Business Review, March 2005.

<sup>2</sup> Ci Global Survey 2005. The top reason is education.

<sup>3</sup> The Conference Board

## EVIDENCE:

A quarter of knowledge workers have already taken a 'career break' and mostly not for childcare reasons<sup>2</sup>. However, these changes to careers will be accelerated most rapidly as a result of the aging of the workforce. For example, by 2010 in the U.S. the number of 55-64 year olds will expand by 52%<sup>3</sup>. In the Ci survey only 3% of those nearing retirement said they would not be willing to do paid work after they start drawing a pension.

# 5. WORK COMMITMENTS CAN BE FITTED TO PHASE OF LIFE

## WHAT ORGANISATIONS

### CAN DO:

Divide work into modular components, and define how these can be fulfilled by different types of worker. Highlight high-profile role-models who have a non-traditional career. Question accepted norms. Actively support managers to lead diverse, cross-generational virtual teams.

## WHAT INDIVIDUALS

### CAN DO:

Work out what you really want from life and work, and be realistic about the trade-offs you are able and willing to make at different stages in life. Don't expect automatic salary progression with age. Act self-employed, even if you're not, and identify who your customers are.

# 6. WE CAN CHOOSE WHERE WE WORK MOST PRODUCTIVELY



WHY DO WE HAVE TO GO TO THE OFFICE TO WORK?

WE DON'T.

Today's agile workers expect flexibility of location as the norm. As one Ci Survey participant eloquently expressed it, "Get real buddy, this is 2005". By allowing people to judge the most efficient location for different types of work, they can minimise distractions and wasted commuting time.

## EVIDENCE:

Companies like Sun Microsystems, BT and Nokia have redefined the location of work. Thousands work from home, while travelling, or in 'third spaces' such as cafés without the distractions of the office. Real estate savings have been substantial: Sun saved \$71m in 2004 (see Manifesto report).

# 6. WE CAN CHOOSE WHERE WE WORK MOST PRODUCTIVELY

## WHAT ORGANISATIONS

### CAN DO:

Reconsider the purpose and design of office spaces, so that they reflect the requirement for creativity, inspiration, team formation and accelerated decision making. Provide training and support for managers who are concerned about managing remotely.

## WHAT INDIVIDUALS

### CAN DO:

Stay in touch with your supervisor and team daily via phone or email.  
Maintain visibility with the person who grades your performance. Keep in touch with office politics

THIS IS A VISION FOR AGILITY VERY DIFFERENT FROM MOST PEOPLE'S EXPERIENCE TODAY. IT REQUIRES A 'NEW DEAL' BASED ON MUCH HIGHER LEVELS OF TRUST, ENGAGEMENT AND DISCRETIONARY EFFORT.

## CRAFTING A NEW DEAL

### MANAGERS

1. What are the drivers for change?
2. In what ways is the current employment deal not working?
3. What are the business benefits to be gained from changing the employment deal?
4. What obstacles might we encounter if we were to try and change the employment deal?
5. How could these be overcome?

LOCATION  
TIME  
RESPONSIBILITIES  
OPPORTUNITIES  
EXPERIENCE  
LEARNING & DEVELOPMENT  
EMPLOYMENT RELATIONSHIP  
COMPENSATION & BENEFITS

### INDIVIDUALS

1. How do I feel about my existing employment deal?
2. What is working well and what is not?
3. If I could change any aspect of the deal what would it be?
4. What would be the benefits to my employer?
5. Looking ahead what change might I want to make in the next five years?

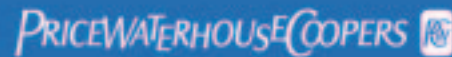
ACHIEVING THIS WILL ENTAIL NOTHING SHORT OF A CAMPAIGN – SOME WOULD SAY A REVOLUTION – IN WORK PRACTICES AND EMPLOYMENT RELATIONSHIPS TODAY.



## ABOUT THE CAREER INNOVATION GROUP

The Ci Group is an alliance of global organisations whose goal is to be seen as 'inspiring companies'. Supported by a team of researchers, facilitators and coaches they jointly fund research, share experiences at innovation events, and develop high-impact tools that support organisational change and promote 'career partnerships'.

PARTNERS IN THE CI GROUP'S AGILE RESOURCING PROGRAMME:



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# THANK YOU

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## THE 2005 CI GLOBAL SURVEY TOOK PLACE WITH THE SUPPORT OF:

TimeBank	Businesswomen's Association of South Africa	Queensland University of Technology
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## ORDER THE REPORT

The Manifesto is also available in printed form, with detailed survey data, organisational case studies and video interviews on a complimentary CD. Buying copies of the printed report for yourself and your organisation will equip you with unique evidence of how the workplace is changing, and how we can all respond.

To order the report, visit: [www.cimanifesto.com](http://www.cimanifesto.com)

THIS ELECTRONIC MANIFESTO IS PROVIDED WITH COMPLIMENTS, FREE OF CHARGE, AND WE WELCOME ITS WIDE CIRCULATION FOR THE BENEFIT OF WORKERS AND ORGANISATIONS. WE HOPE IT WILL STIMULATE DEBATE AND CONTRIBUTE TO OUR GOAL TO 'HELP MAKE WORK MORE INSPIRING'.

# SPREAD THE WORD!