Implementing the Smart Working Code of Practice within the Workplace
In this session

• How is your Smart Working Maturity?
• What’s in the Code of Practice?
• Clarity and Leadership, including
  • Do you know what you’re doing? Does everyone?
  • “One size doesn’t fit all”
  • Does Smart Working apply to everyone?
• Key issues for culture change
  • The innovation gap
  • Escaping the tyranny of time and presence
  • Focus on results, trust and choice
• The new workplace – how innovative will you be?
Where on the maturity scale are you?

**Isolated Initiatives**
- Work-life Balance
- Flexible Working
- Non-Territorial Working
- Enhanced mobility
- Ad hoc homeworking

**Basic Flexibility**
- Flexible working
  - Supported by policy – but remains "flexibility as exception"
  - Reactive approach dependent on employee choice and line-manager decision

**Emerging Smart Working**
- Emerging Smart Working
  - Promoted for business benefits, but sits alongside many traditional practices and processes
  - Applied differently to different roles and work environments

**Smart Working**
- Smart Working
  - Based on strategic vision and clear Smart Working principles
  - Flexibility and virtual interaction as normal
  - High focus on resource and travel reduction

1  2  3  4  5  6  7  8  9  10

flexibility.co.uk
What’s in the Code of Practice?

Foreword
Introduction
1 Scope
2 Terms, definitions and abbreviations
3 Smart Working
4 Smart Working principles
5 Leadership and vision
6 People, workstyles and culture change
7 Smart Working environments
8 Technologies for Smart Working
9 Wellbeing and sustainability
10 Implementation

Annexes
Annex A (informative) Types of flexible working workstyles
Annex B (informative) Pros and cons of desk-sharing solutions
Annex C (normative) The extended working environment
Annex D (informative) Key areas to consider for home-based working
Annex E (informative) Technologies for Smart Working
Annex F (informative) Sample timeline for implementation
Annex G (informative) Risks and challenges for Smart Working
Bibliography
6.2 Appropriate workstyles

6.2.1 Extended flexibility
Flexible working offers the possibility for individuals to change their working pattern by request, according to their circumstances and preferences. Organizations adopting Smart Working should take this a stage further by extending the potential for working at different locations and at different times in order to be more effective in how people work.

*NOTE* Employees can blend different smart/flexible/agile working options, according to the need of the tasks in hand. This involves a substantial move away from the idea that an individual applies for and is granted a single particular alternative workstyle that is set in stone. All the options (see examples in Annex A) are important in terms of equal opportunities and diversity.

6.2.2 Factors determining workstyles
Choosing which styles of work are appropriate for given tasks should depend on:

- examining the tasks involved in the job role, in terms of how effectively they can be done at different times and in different locations;
- the preferences and capabilities of the employee and being able to meet their aspirations;
- the potential of the smarter working choices to reduce the financial and environmental footprint of the organization’s working practices;
- any impacts on teamwork that may arise, e.g. how team communications and grouping of tasks might need to evolve to maximize the benefits; and
- impacts on client or customer interface and service in terms of constraints and opportunities.
Does anybody know what it is? – Defining Smart Working

Smart Working is a business-focused approach to flexible working. It delivers increases in efficiency and effectiveness in work organisation, service delivery and organisational agility, as well as benefits for staff in terms of empowering them to make greater choices about where their work is carried out.

Key features of Smart Working are:

- a trust-based culture
- managing by results rather than presence
- greater levels of collaboration
- high levels of autonomy and greater empowerment
- flexibility in the time and location of work
- new tools and work environments
- reduced reliance on physical resources
- a move away from a traditional desk-focused working culture.

Smart Working involves actively seeking benefits such as reducing the cost of work, reducing the need to travel, increasing efficiency and effectiveness, working closer with partners and customers, improving diversity, making more attractive and inspiring spaces to work and improving recruitment and retention.

Implementing Smart Working should be seen in a context of continuous improvement, helping us continuously to challenge and improve working practices and processes to deliver a better working environment.

Question for all leaders: What am I going to do to make this happen?
“Our vision is to deliver an integrated approach to Smart Working that enables us to be innovative and adaptable, improve productivity and customer service, make the best use of assets, recruit and retain the best people, achieve excellence and establish .......... as a great place to work.”

What are all leaders and managers going to do to role-model the new ways of working?
Where programmes can go adrift

- “I love this innovation. Now we must align it with our existing strategies and policies”
- “One size doesn’t fit all”
  a. That’s true, of course – OR
  b. “We’re special and Smart Working doesn’t apply to us”
- Lack of strong and stable leadership and maintaining momentum ...
Culture Change
Thinking with your new head on
The Innovation Gap

ENGAGEMENT – HOW CAN THINGS BE BETTER?

- Rethinking processes
- Analysing activities
- Rethinking work/place
- Rethinking collaboration
- Behaviours & values

How we work now

- Use of space
- Mobility
- Flexibility
- Use of technology
- Use of resources

Smart Working

- Communications
- Manager training
- Team training
- Team agreements
- Strategy & Policy

Reassess against Maturity Model

MEASUREMENT

EMBEDDING

ANALYSIS

INNOVATION GAP

Existing culture

Concept of role

Presence

Habits & routines

Expectations

Emotions

ENGAGEMENT – HOW CAN THINGS BE BETTER?

INNOVATION GAP

– HOW CAN THINGS BE BETTER?

MEASUREMENT
Challenge everything

• One way to support the transition to Smart Working – The CAN Test:
  
• Challenge the Assumption of Necessity:
  • Why are we doing this (at all)?
  • Why are we doing this here?
  • Why are we doing it in this way?
  • Why are we doing this now? (rather than at another time)
Challenge everything 2

- Are there ways of doing this that are:
  - Faster?
  - More flexible?
  - Lighter? (i.e. less heavy time, energy, physical resources)
  - More in line with customer needs?
  - More in line with employee aspirations?
Examples of deconstruction/reconstruction

• The meeting room in your mind
• The paper paradigm
• What is the workplace for?
No time like the present ...

• Excessive focus on time inputs to work 😞
• Time and presence strongly linked in traditional working
  • But spending time in a place is a poor indicator of productivity
  • Using technology to take command-and-control and management by presence into remote working 😞
• Rethinking what ‘presence’ means
  • Need to deconstruct face-to-face
  • Physical face-to-face
  • Virtual face-to-face
Management by results

INPUTS
- Resources
- Skills
- Time
- Effort
- Collaboration

WORK

OUTPUTS
- Deliverables measured in Quantity & Quality against targets, value for money and contribution to outcomes

RESULTS
- Outcomes in terms of value delivered to customer and value to organisation (e.g. revenue, fulfilment of mission)

OUTCOMES
- Measured SW outputs e.g. reductions in meetings, reduced absence, staff retention etc
- Outcomes in terms of additional benefits to Triple Bottom Line

Choice of workstyles
What are you doing to be innovative in your workplace?
Workhubs & Co-working

New approaches to touch-down

Who will you share with?
Health. Wellbeing & Biophilia
Are you ready for the impacts of new technology on workplace design?
Free to download from Flexibility.co.uk website

See: www.flexibility.co.uk/ for ordering details

andy.lake@flexibility.co.uk