

IDBM CAPSTONE: GLOBAL VIRTUAL WORK

FUTURE OF WORK DESIGN

PROF. NIINA NURMI

LEARNING OBJECTIVES

Understanding how to design jobs and knowledge work for better performance and employee well-being

Understanding how to craft your own job, career, and life

TODAY'S WEBINAR

- 1. Why and How** are jobs and knowledge work designed in contemporary organizations?
- 2. How** is the changing nature of work changing work design?
- 3. How** can you influence on our own work/career design?

GLOBAL ENGAGEMENT CHALLENGE



85% of fulltime workers are disengaged and

88 % of workers feel that they work for an organization that does not care about them

(Gallup, 2017)

Work design

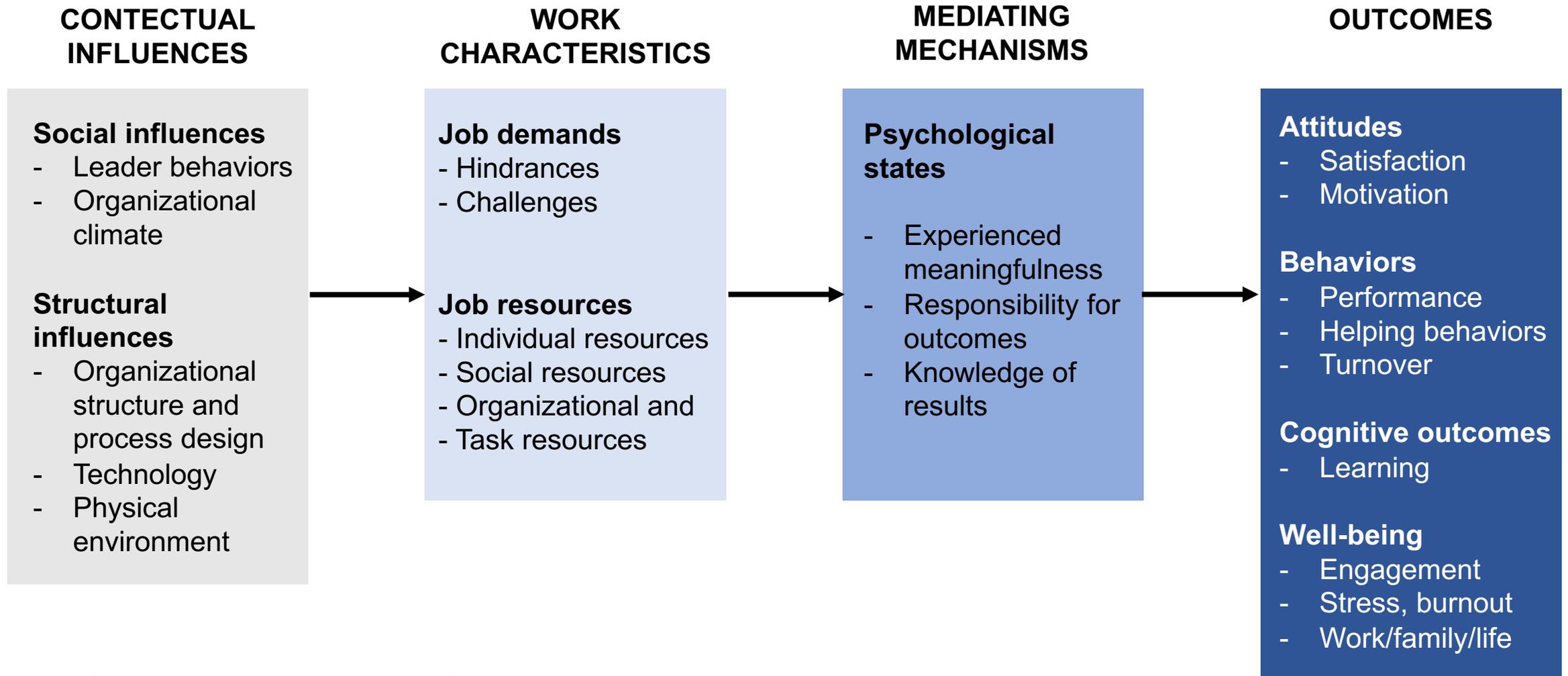
aims at improving jobs for better employee experience, higher motivation, performance, and well-being.



Based on Morgeson, et al. 2012 article:

**What elements of work managers
typically redesign for better
outcomes?**

INTEGRATED WORK DESIGN FRAMEWORK



(Modified from Morgeson, Garza & Campion, 2012)

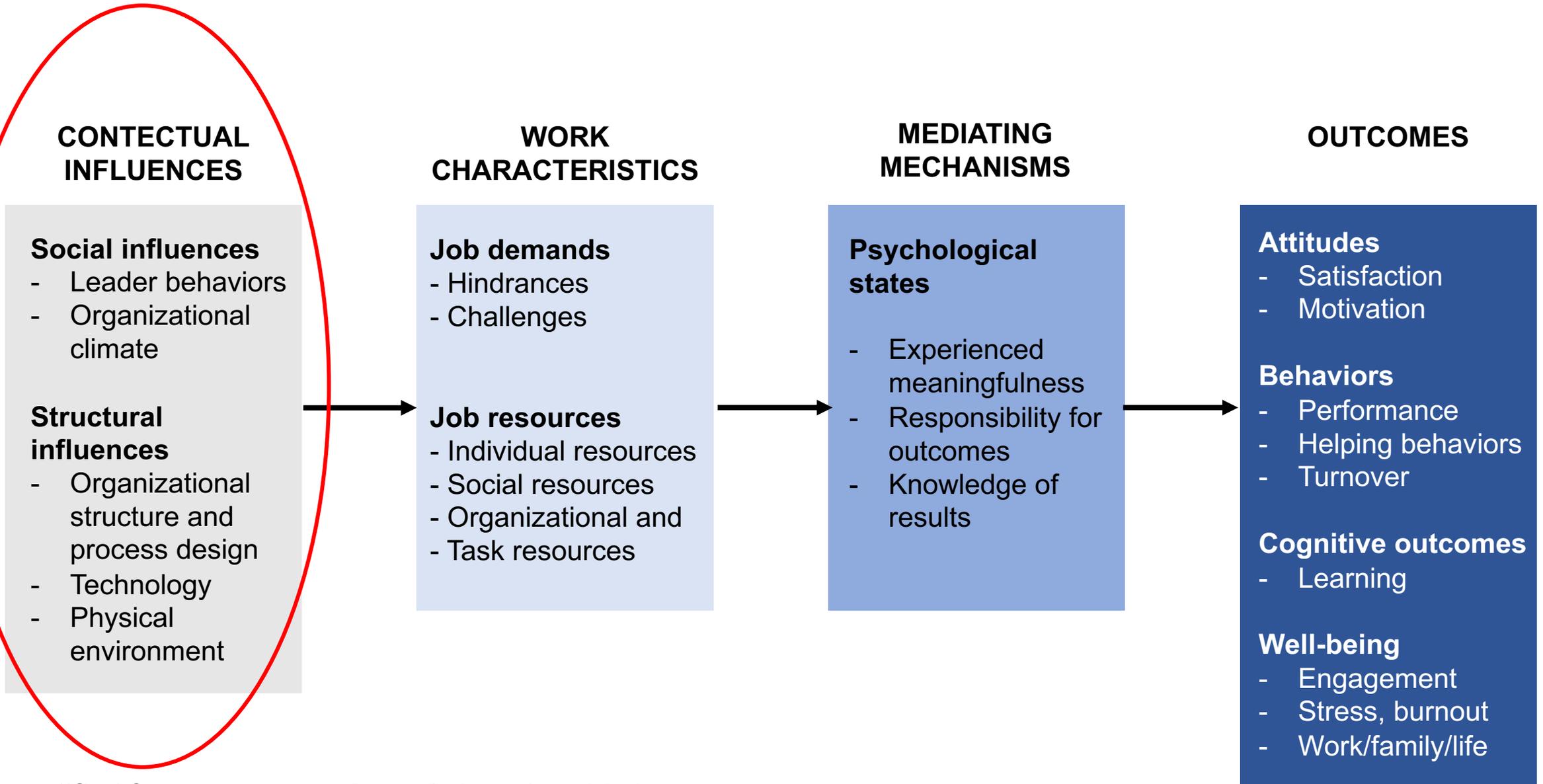
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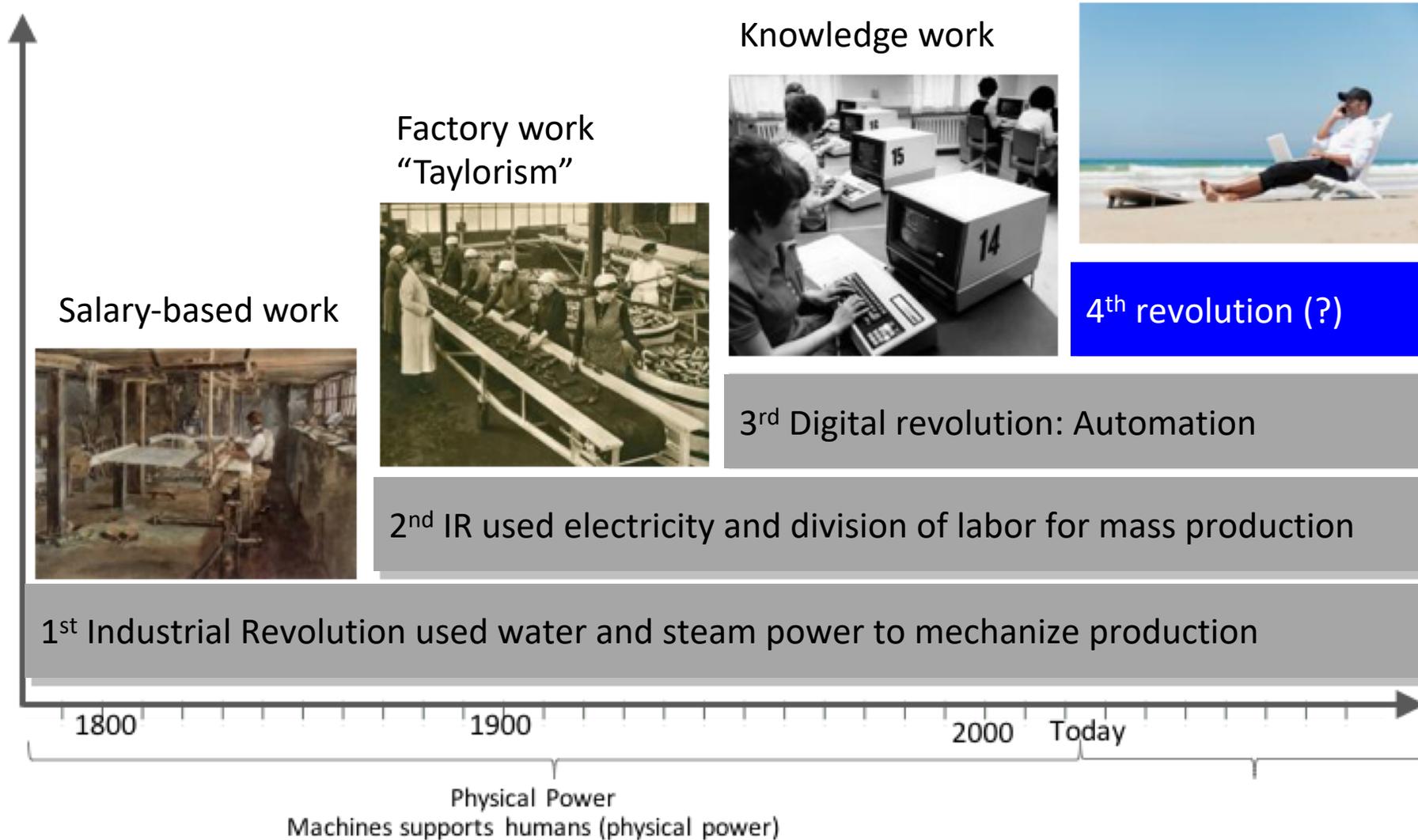
DISRUPTIVE CHANGES IN CONTEXTUAL INFLUENCES

The background is a deep blue gradient. In the lower third, there is a curved horizon line, possibly representing the Earth, with a soft glow. Above this, a complex network of thin, light blue lines connects numerous bright, glowing blue nodes, creating a sense of a global or digital network. The overall aesthetic is futuristic and technological.

WORK DESIGN FRAMEWORK



Four Industrial Revolutions



THE CHANGING NATURE OF WORK

Time and location flexibility



Work/life integration



THE CHANGING NATURE OF WORK

From hierarchies
to networks and platforms



Individualized careers





Technology and globalization intensify work and knowledge workers' connectivity expectations

(Dery et al., 2014; Kolb, 2008; Leonardi, et al. 2010; Mazmanian, et al., 2013, Reid, 2015).

Virtual teamwork across distance and time zones create challenges in...



**synchronizing
teamwork**

(Carmel & Espinosa, 2011)

**building strong
relationships**

(Hinds & Cramton, 2014)

**creating mutual
understanding**

(Cramton, 2001)

IDEAL WORKER

(e.g., Acker, 1990; Dumas & Sanchez-Burks, 2015)

Fully devoted and available to work
regardless of family or personal needs



SOCIAL ROLES

Work-oriented
Independent
Assertive
Competitive
Ambitious



Home-oriented
Dependent
Receptive
Cooperative
Content

(e.g., Eagly, 1987)

Social role congruity theory (Eagly & Karau, 2002):

When one's behaviors are congruent with his/her social role, s/he is seen as successful and good fit in that role.

IDEAL GLOBAL WORKER EXPECTATION: **AFTER HOURS CONNECTIVITY**

“You must be flexible, easily accessible, and able to participate in meetings with collaborators in other time zones.”

HR director

“[We can succeed] when team members are willing and able to negotiate on working times and compromise.”

Global team member



(Nurmi & Hinds, 2018)

GENDER DIFFERENCES IN ENACTING THE IDEAL GLOBAL WORKER IMAGE

MEN

- **Frequent** after-hours connectivity and participation in site visits
- **Social bonding** with distant team members after hours and during site visits
- Ideal global worker image enactment **highly appreciated** by men's colleagues.



WOMEN

- **Avoidance** of after hours connectivity and traveling
- **Effective “no nonsense” communications** after hours gave a **cold image** that made women less appealing as colleagues.
- **Women get social and career penalties for working after hours**

OUTCOMES OF ESCALATING JOB DEMANDS

- Men comply with ideal workers' escalating connectivity expectations more often than women – ***without significant benefits.***
- Women get ***social and career penalties*** for working after hours.

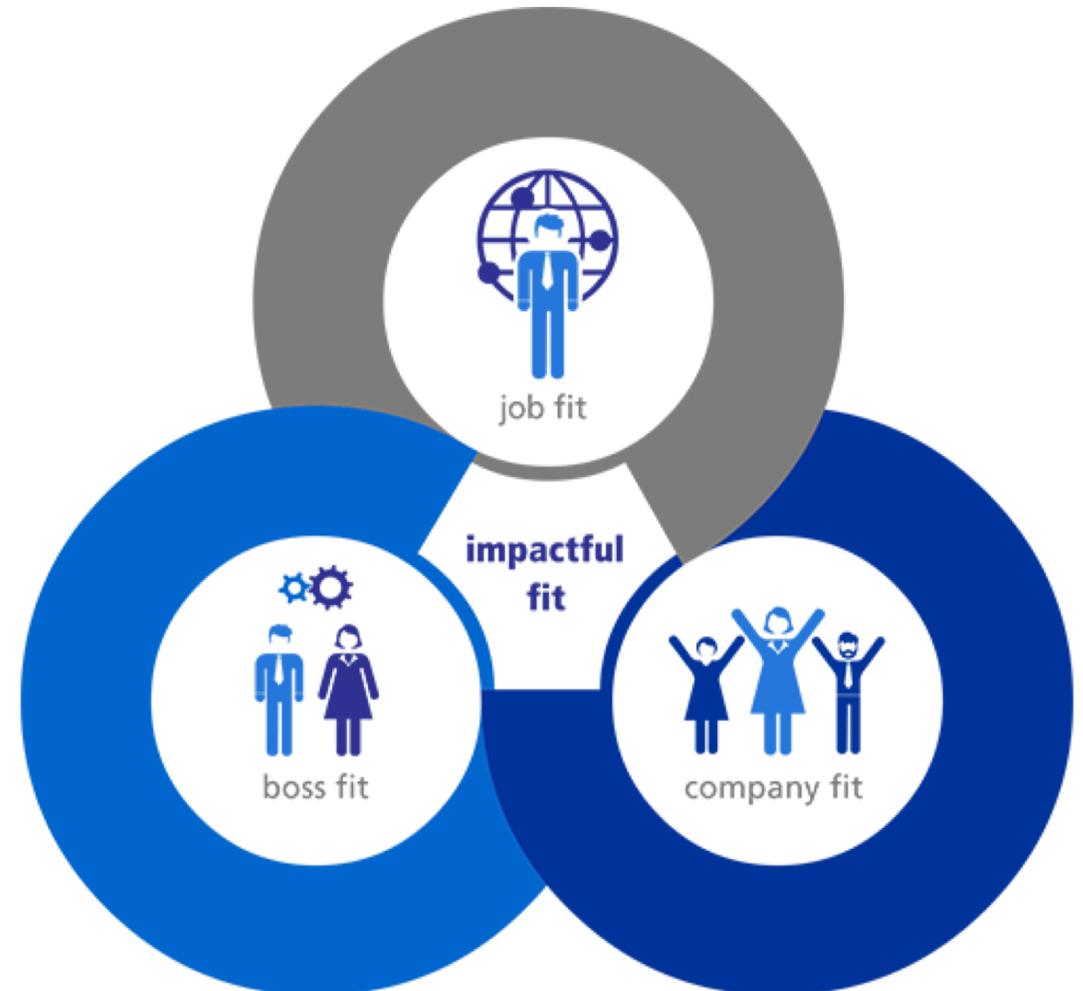


FUTURE TRENDS IN WORK DESIGN

(1) FROM TALENT MANAGEMENT TO JOB – PERSON FIT MANAGEMENT

Matching people with well-fitting jobs, bosses, and teams increases

- synergies
- effectiveness
- job satisfaction and
- employee well-being



(2) FROM MANAGER-DRIVEN JOB DESIGN TO INDIVIDUAL-DRIVEN WORK / CAREER DESIGN

Worker's challenge becomes to (1) identify and (2) match one's resources with the job role requirements

If you discover a mismatch:

1. how to either find a new job, or
2. explore how the job might be crafted into a role that provides a better fit, or
3. identify the skills and developmental needs one would require to do the job successfully.

(e.g., Wrzesniewski & Dutton, 2001)

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PROACTIVE WORK DESIGN – “job crafting”

In expert jobs, workers are often better experts to design their own work than are their supervisors.

Job crafting means actions that workers take to shape their jobs to better align with their own abilities and preferences.

(Tims, Bakker, & Derks 2012; Wrzesniewski & Dutton, 2001)

CRAFT JOB DEMANDS

- structural (physical and procedural) elements
- cognitive demands (e.g., workload, intensity, difficulty)
- emotional demands (e.g., working with clients)
- social elements of the job (e.g., teamwork, meetings)

CRAFT JOB RESOURCES

- task resources (e.g., autonomy, flexibility, complexity, significance)
- social resources (e.g., emotional and instrumental support)
- your own individual resources (self-awareness, skills, knowledge, competences, experience)

CONSIDER YOUR INDIVIDUAL RESOURCES WHEN MAKING CAREER CHOICES

- skills and competences
- personal values and
- career motives, i.e., internal career anchors

KEY FUTURE COMPETENCES – insights from leading Finnish companies

1. Self-awareness and self-management
2. Skill to cope with expectations and stress
3. Transdisciplinarity, ability to work in diverse teams, and share knowledge and operate effectively in sharing networks
4. Understanding the bigger picture, holistic problem solving
5. Understanding technology and ability to utilize data to make better decisions and predict future opportunities
6. Wide cultural understanding of diverse customers and ability to recognize new business opportunities

futurice

“IDBM is a quality guarantee for excellent workers”

Futurice CEO, 9.4.2019

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(Edgar Schein,
Career Anchors)

Lifestyle

You seek situation that permits you to balance your personal / family / and career needs.



Pure challenge

You seek up an opportunity to work on solutions to seemingly unsolvable problems



Technical / Functional

You seek to apply skills in a technical area and develop those skills to higher levels



Service / Dedication to a cause

You seek to work on something that makes the world a better place to live



General managerial

You seek opportunity to integrate the efforts of others and be responsible of a unit work outputs



Entrepreneurial creativity

You seek to create an enterprise of your own, built on your own abilities and willingness to take risks and overcome obstacles



What are your
career anchors?



Autonomy / independence

You seek opportunity to define your own work in your own way



Security / Stability

You seek employment security and tenure in a job or organization

The background features a dark blue globe with a grid of latitude and longitude lines. Overlaid on the globe are numerous glowing, curved lines in shades of yellow and orange, resembling light trails or data paths. These lines are most concentrated in the upper left and right quadrants, with a dense cluster of small, bright yellow particles in the center. The overall effect is one of dynamic movement and interconnectedness.

**WHICH CAREER ANCORS WILL THRIVE
IN THE CHANGING WORLD OF WORK ?**

(Edgar Schein,
Career Anchors)

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