



Mobility!

Rocky Mountain Chapter
CORENET

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What is Mobility?

Mobility is the practice of conducting work with the where, when, and how being dictated by the work, not the workplace.

Mobility is the intersection of Work Place, Work Practice, and Technology.



Why?

Why?

New Business Realities

Markets are ***global***

Talent is ***global***

Workforce is ***widely dispersed***

Work locations are ***multiple***

Work is ***knowledge based***

Work is ***team-dependent***

Major work constraint is ***time***

Desire for Balance



Who?

Who are these “Mobile” workers?

Type of Work done

Driven by need; adopted by choice

Demographics

Generation gap evident

Geographic Dispersion

US, EU early adopters

Culture

Technology

Infrastructure



How?

How is Mobility being “done”?

Technology

Primary enabler

Work Place

Using what is available differently

Work Practice

Making it up as we go along



What's in it for the Business?

Value Proposition for the Enterprise Financial

- Right size portfolio
- Agility
- Employee Satisfaction
- Attraction/Retention
- Productivity

Environmental

- Reduce Utilities Usage
- Reduce Commuting Impact
- Reduce Footprint
- Employee Participation



What's in it for the Employee?

Value Proposition for the Employee

Time

More control and choice

Productivity

Effective immediately

Work/Life Balance

Location and workday flexibility

What's in it for the Manager?

Value Proposition for the Manager

Attract and Retain Employees

- Perceived as a benefit

- Key indicator of trust

Right Talent for the Job

- Work not linked to location

Break Down Barriers

- Organizational

- Hierarchal

- Technological

Typical Management Reactions to Mobility Programs

Ugh! Keep that **AWAY** from ME!

Hmm. I'm not sold, but I'll participate....

Great! We want that!

What Keeps Management Awake at Night

Management resistance is based on a set of deeply held beliefs. These beliefs are usually expressed as questions:

Are my employees really working?

Is our IP safe?

Is this going to work?

Will I really see the ROI?

Will I have to give up MY office?

Involve Everyone!

A successful Mobility Practice aligns all the corporate functions in the delivery of a cohesive set of components to enable Mobility.

CRE

HR

IT

Finance

Key Business Stakeholders



Thought provoking questions

Answer these questions

In order to define what you need to do, you have to know things specific to your business.

What are our business goals?

What things are critical to our success?

What is our current state of Mobility?

What is the desired future state of our business?

What do our employees have to say?

What are we missing?

How ready are we to change?

Build a Solid Business Case

Any significant undertaking takes resources. A business case that justifies those resources to a skeptical leadership is vital. Understand the audience; give them what they need:

ROI

- How little can you spend
- How much will it save
- When can they see the savings

Environmental

- Carbon Footprint
- LEED Certification

Social

- Employee Attraction/Retention
- Employee Satisfaction



Manage the Change

Change Management is Key

The single most important success factor for a nascent Mobility practice is the quality of the Change Management effort.

Awareness
Engagement
Involvement

Drive your Mobility Practice into the DNA of your firm!



CHOICE!

Critical To Quality: CHOICE!

Mobility is a personal choice. Individual success hinges on the ability to select from a wide range of options that are independent of each other.

Work Place
Work Practice
Technology

Mobility is NOT just a Telecommuting Initiative!



Building YOUR Practice

Design Your Practice

A successful Mobility Practice should be designed to work for YOUR workforce; there is no preboxed solution. Use what you have and build/buy what you need.

Existing Components:

Define, Assess, Survey, Analyze, Improve, Monitor

Missing Components:

Define, Assess, Survey, Analyze, Develop, Pilot, Implement, Monitor



Where employees work

Work Place

Design environments to provide employees the widest range of options to accommodate both individual and group work practice

Network of Places

Hub, Home, Third Places

Variety

Individual Workspaces, Teaming, Conference,
Informal Meetings

Adaptable

Ergonomic, Configurable, Movable



How the Work gets done

Work Practice

Work practice is comprised of all the professional, cultural, and social aspects of an employee's work life. How individuals and teams go about doing their tasks varies widely.

Productivity

Tools, Training, Availability, Usability

Management

Goals & Objectives, Reporting, Review, Upward Management

Interaction

Protocols, Practices, Cohesion & Affiliation

The Electronic Gizmos

Technology

Technology is a critical enabler of Mobility. It enables employees to detach the work from the workplace. Technology also brings huge risks to the enterprise, because deployment can be done on an individual basis, increasing expenditures and exposing IP.

Devices

Computers, Handhelds, MFDs

Connectivity

Networks, Access, Availability, Affordability

Data

Local, Network, Collaborative, Archives

Communication

Telephony, IM, Virtual Presence

Who Gets What?

Work Profiles / Employee Categorization

You can't give everybody everything. You have to establish some big buckets for who gets access to what. This process MUST be unbiased, efficient, and comprehensive. You need to gather a large data sample so that the results are accurate.

You need to find out:

- What they do

- How they do it

- What they need (not want)

- Where they need to be

How do you do this?

- Survey, Analyze, Define your workforce strata

Participation

A controlled rollout based on a formal process & supported by data gives credibility to a concept that may well be viewed with skepticism by employees and managers alike. “Going Mobile” or “joining” the program should be perceived as a paradigm shift to the participants.

Based on Assessment

Formalized with Manager via Agreement

Provisioned Based on Participation

Participation via a Formalized Process

Reviewed and Updated Periodically

Ongoing Program Management

*Mobility practice changes over time. Employee perception changes over time. Company direction changes over time. A quality Mobility Practice monitored to adopt, adapt, and adjust for change. **Proactively.***

Annual Surveys

ACTION on the issues that surface

Ongoing Change Management

Refresh efforts independent of the Annual Cycle



Questions

