

Working Smarter

Designing Work to Improve Well-being and Performance

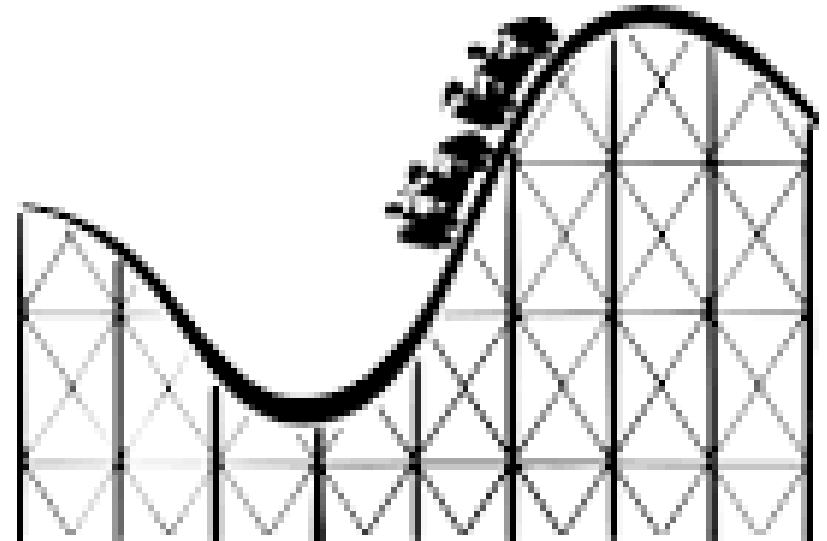
Webinar by Graham Lowe, Ph.D.
March 28, 2018



How can you design work to improve well-being and performance?

- Work trends
- The capability gap
- Well-being
- Designing 'smarter' jobs

- Recession
- Declining opportunity
- Knowledge premium
- Aging workforce
- Digital revolution
- Skills crunch



Changing quality of work

Percentage-point declines, 2004-2015

**Manageable
job
stress**

**Work-
life
balance**

**Job
satisfaction**

**Work
motivation**

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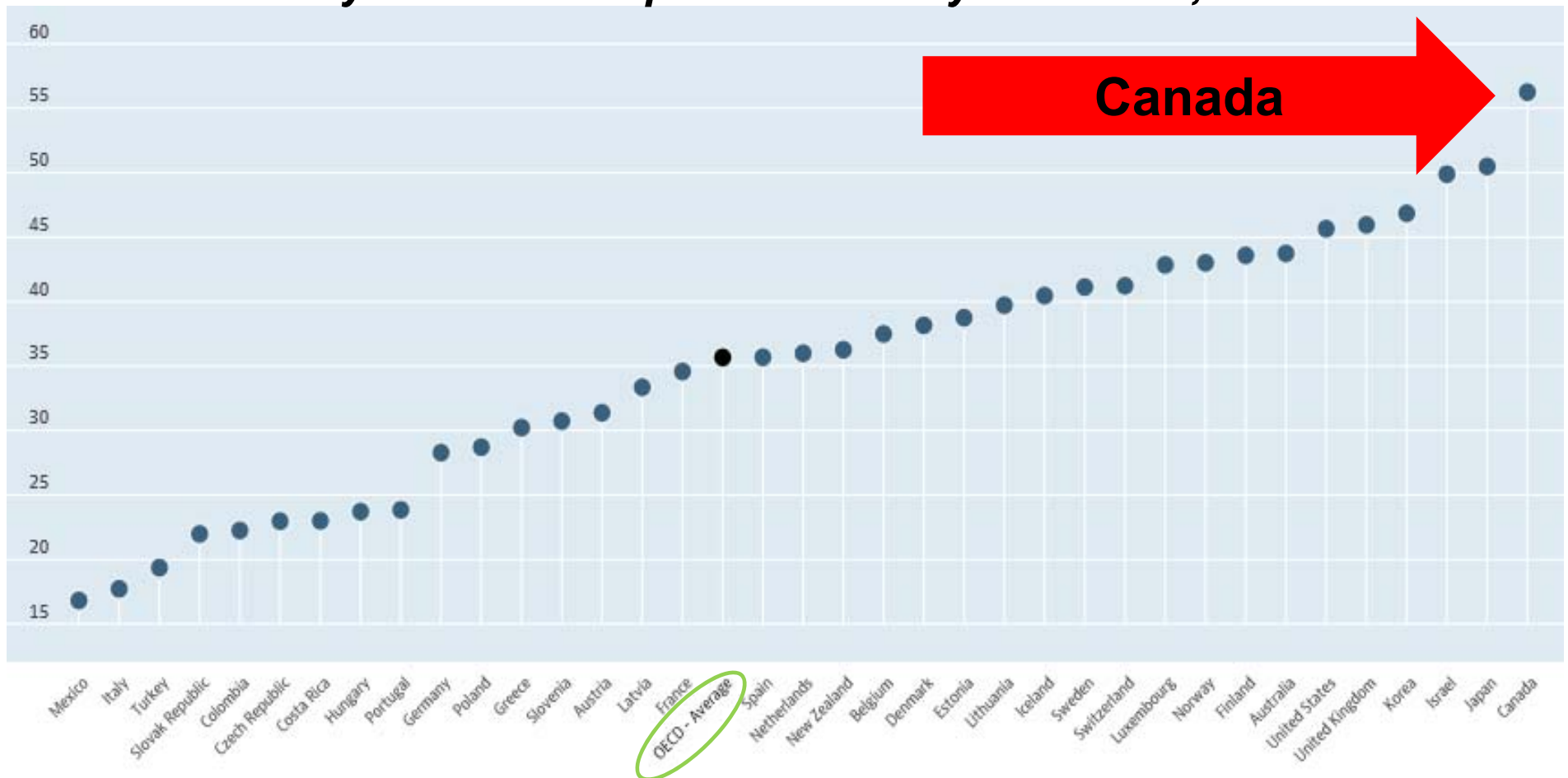
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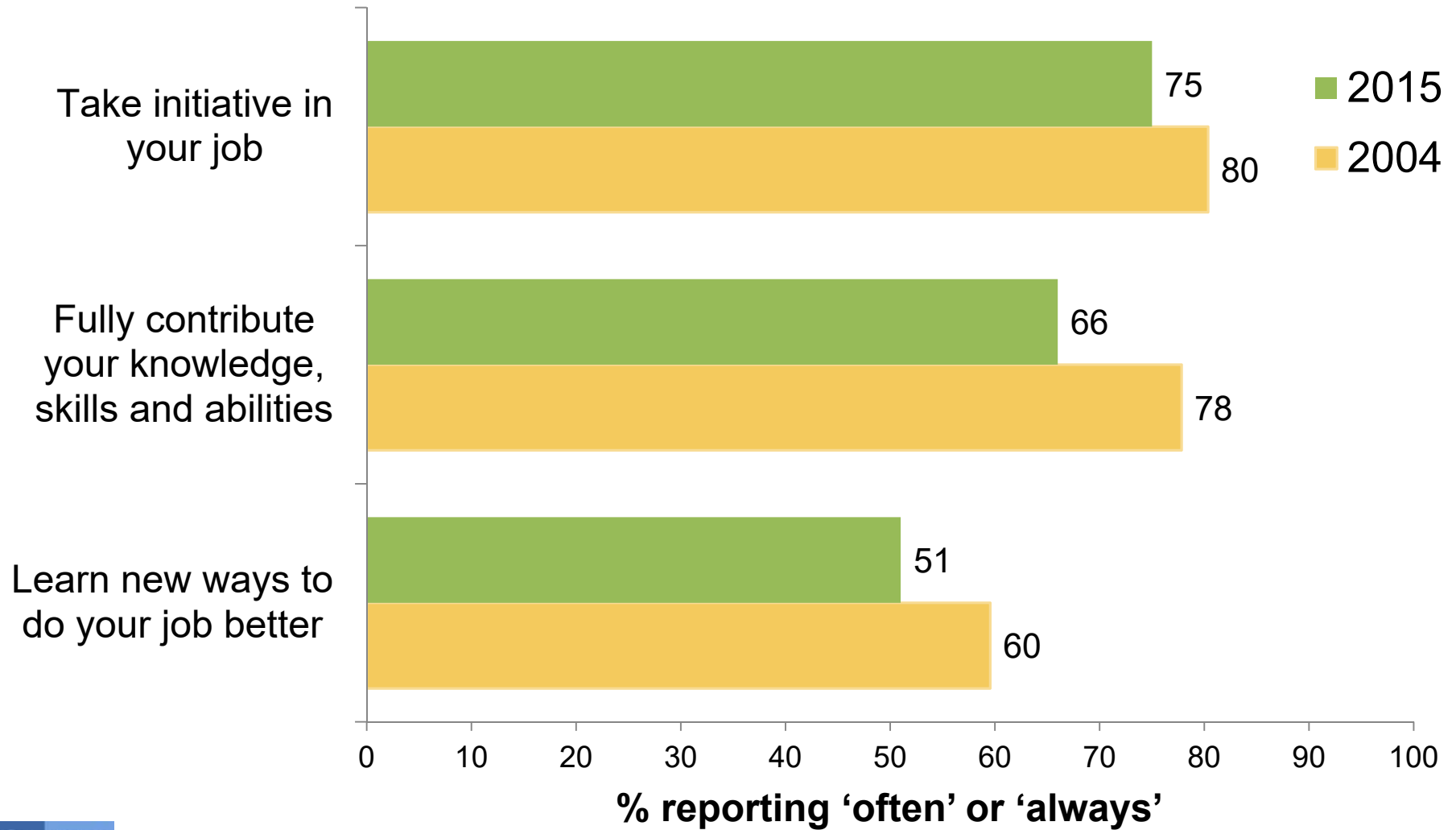
A high bar for talent management

% of 25-64 year olds with post-secondary education, OECD



Source: OECD, *Education at a Glance 2017*. <https://data.oecd.org/eduatt/adult-education-level.htm#indicator-chart>

Capability gaps

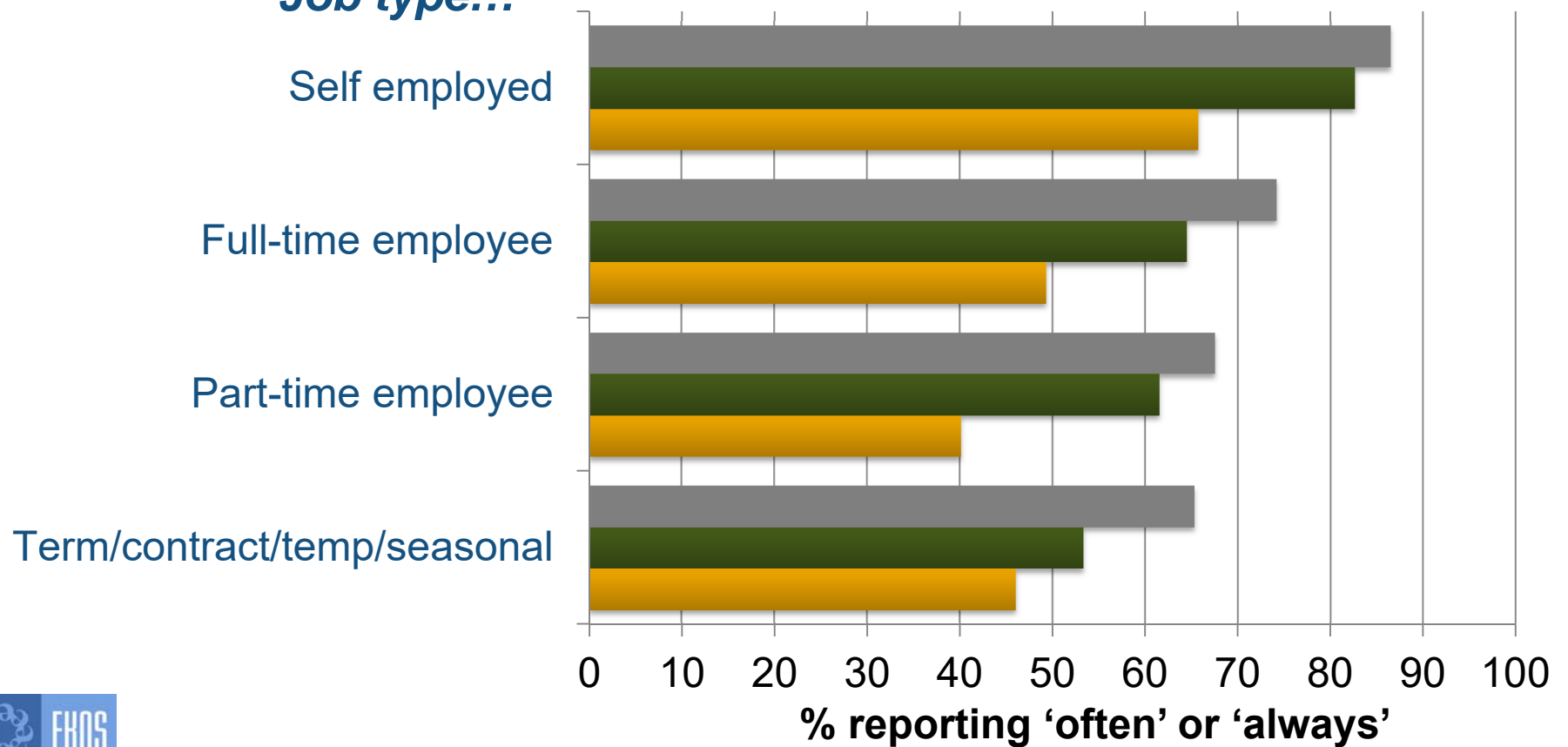


*Look forward
to work...*



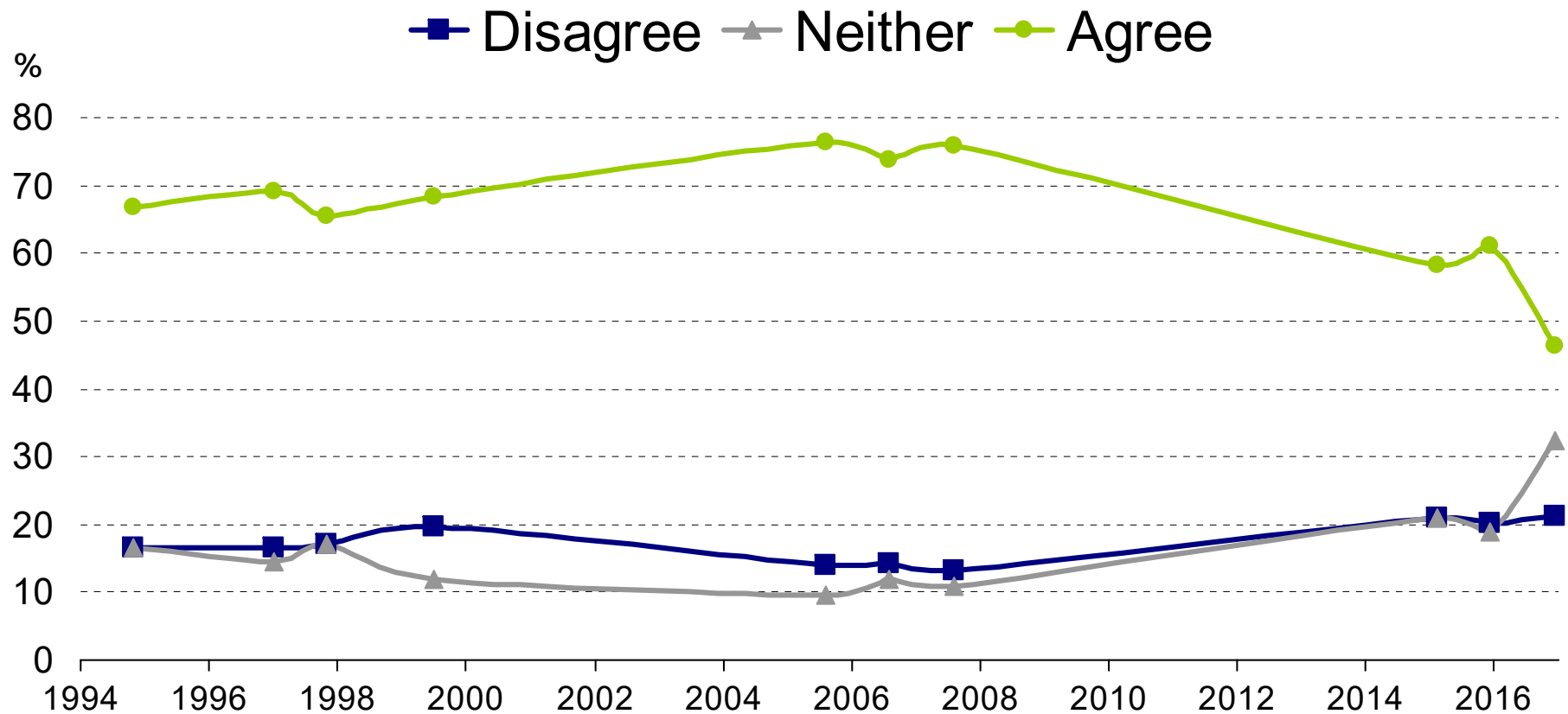
- Take initiative in job
- Fully contribute knowledge, skills and abilities
- Learn new ways to do job better



Job type...



Less confidence in skills

Q. "I am confident that I have the skills and knowledge necessary to move easily in today's labour market."



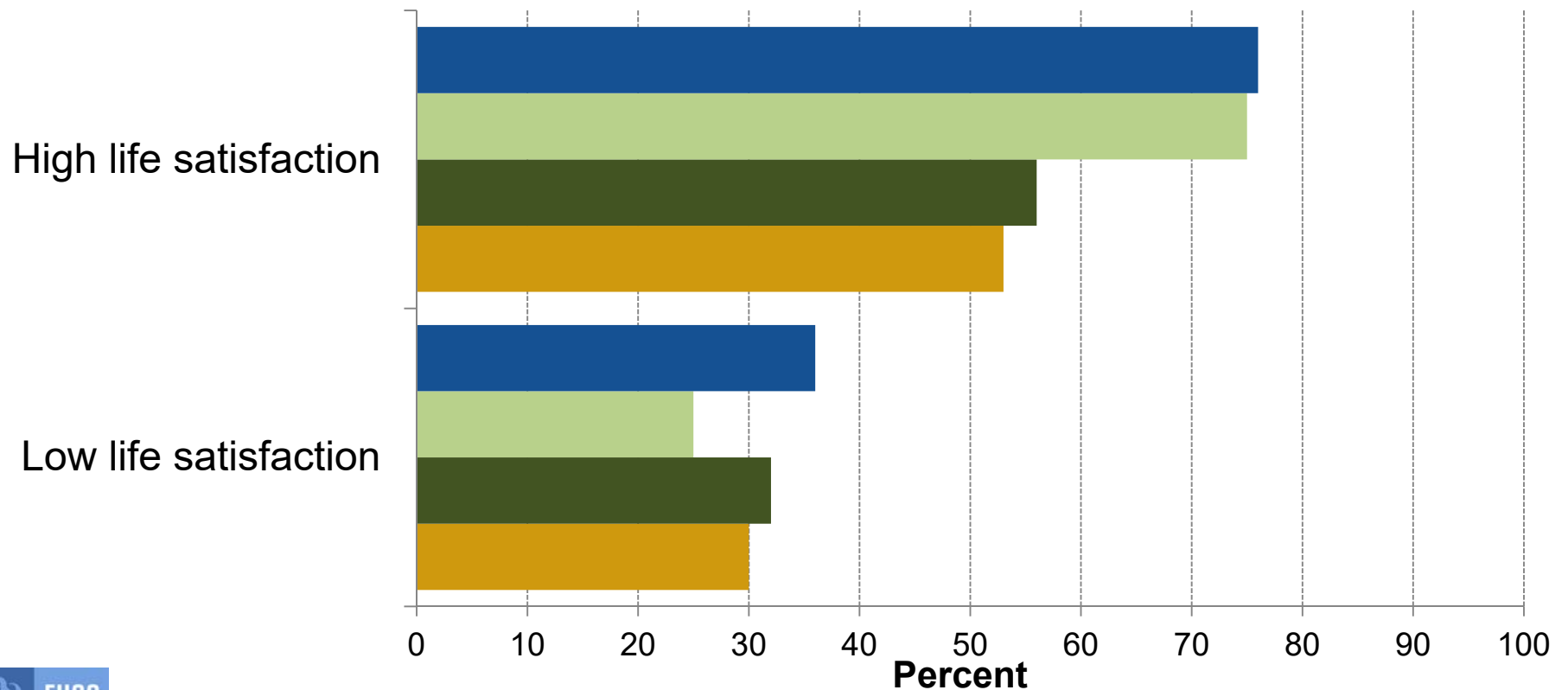
Age group	Interested in taking on management responsibilities %	Likely to switch careers in the next 5 years %
< 35	 58	41
35 – 44	 58	24
45 – 54	49	18
55 +	33	 11
Total	52	26

“We should all care about **well-being** because it helps produce other good things that we care about – **happier workers** generate better performance for companies; **happier people** have more successful families and create more harmonious communities.”

Source: <http://www.weforum.org/reports/well-being-and-global-success>

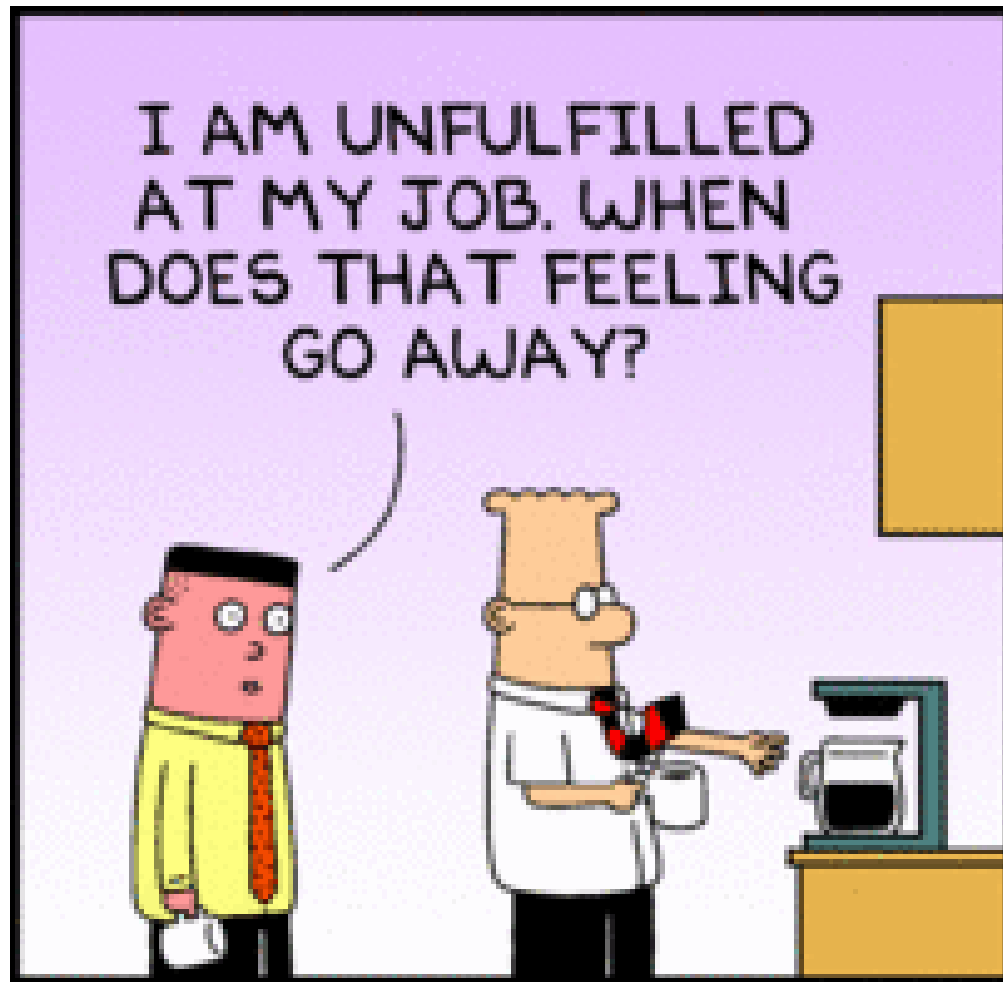
Life satisfaction & quality of work-life

- Look forward to going to work
- Satisfied with job
- Work-life balance getting easier
- Low job stress in past 12 months



Source: Canadians in the workforce; January – February 2015 (base n=6,859). Group differences statistically significant p<.001.

A big problem?



Dilbert.com DilbertCartoonist@gmail.com

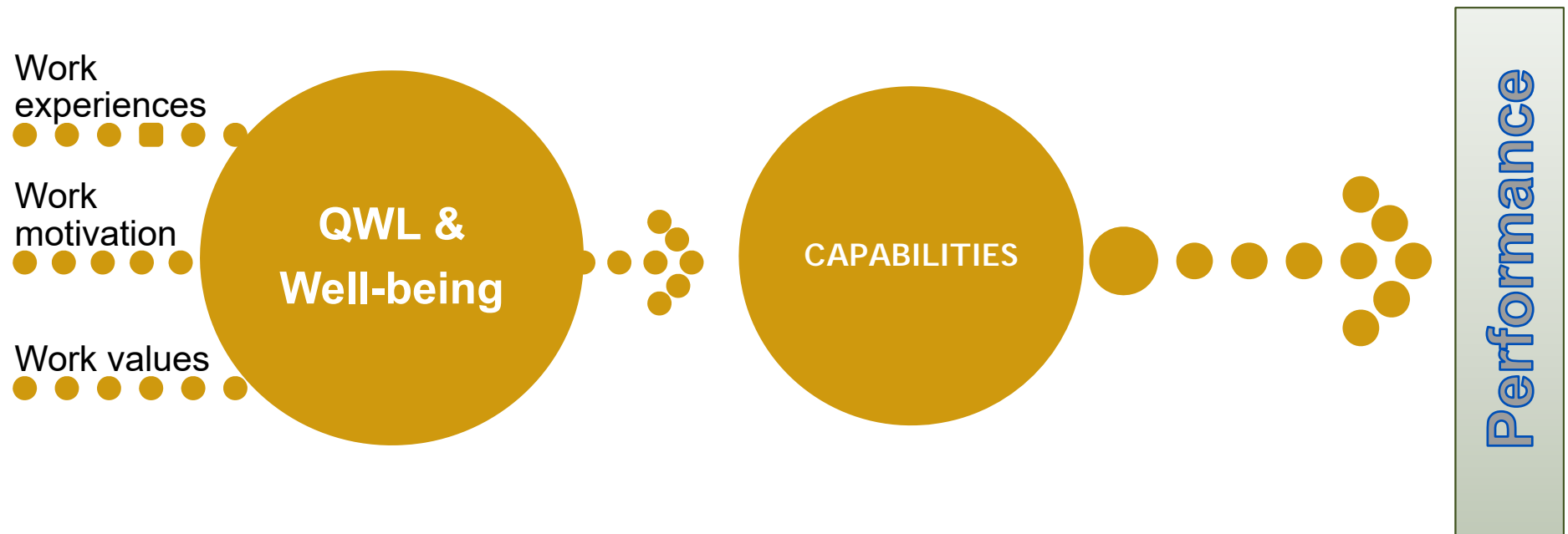


Possibilities



Design

What drives performance?



What workers value in a job

Most important characteristics in deciding which job to choose:

- A workplace free from harassment and discrimination
- Work that gives a sense of pride & accomplishment
- Good job security
- Challenging and interesting work
- A healthy and safe workplace
- Senior management I can trust

What contributes most to making you look forward to work?

- The people I work with
- Challenging, interesting and varied work
- Helping customers, clients, society

What change would make you look forward to work more?

- Better pay
- Better hours, schedule
- Better boss

Vision of a great job

Relationships

- Co-workers
- Management
- Customers

Tasks

- Challenging
- Interesting
- Meaningful

Environment

- Safe & healthy
- Flexible
- Balance

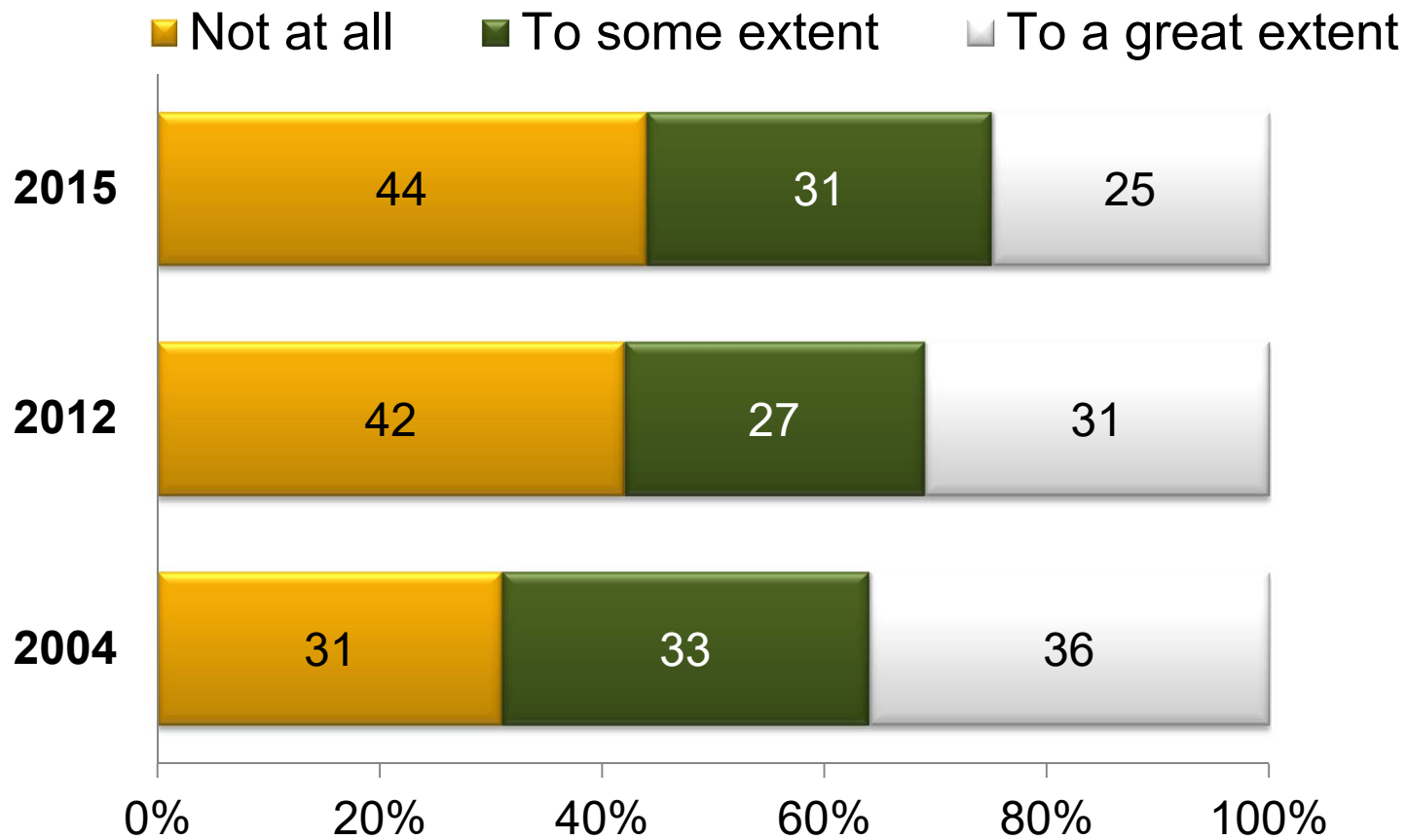
Economics

- Pay & benefits
- Security
- Advancement

- Key job features are missing:
 - ✓ Decision input
 - ✓ Autonomy
 - ✓ Training
- These contribute to business success and well-being
- A common response to change is to ‘hunker down’

How can employers overcome these barriers to work redesign?

Q. "To what extent do/did you trust the senior managers in your organization to ...Take employees' interests into account when planning changes?"



Trust empowers talent



**“You’ve earned our trust, Wigman.
Starting tomorrow, the electronic
ankle monitoring device comes off.”**

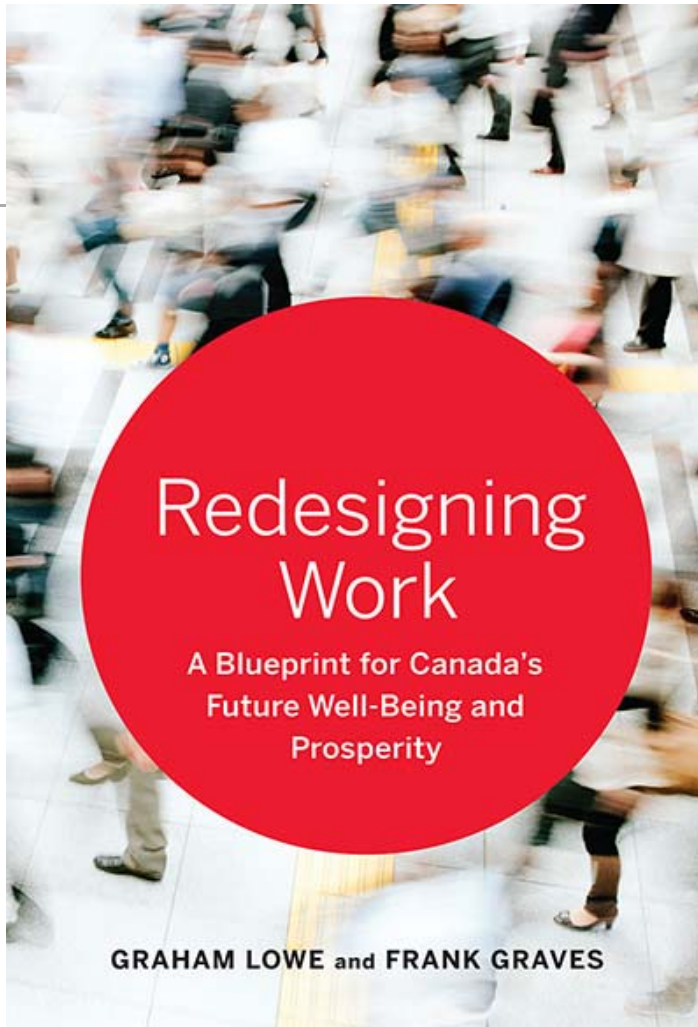
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How to 'work smarter'

1. Strategically link engagement, well-being and capabilities
2. Identify opportunities to close capability gaps
3. Redesign jobs to better use and develop capabilities
4. Enable participatory and collaborative change
5. Identify and remove change barriers
6. Track well-being, capabilities, job quality and performance

THANK YOU!

Questions & Comments



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