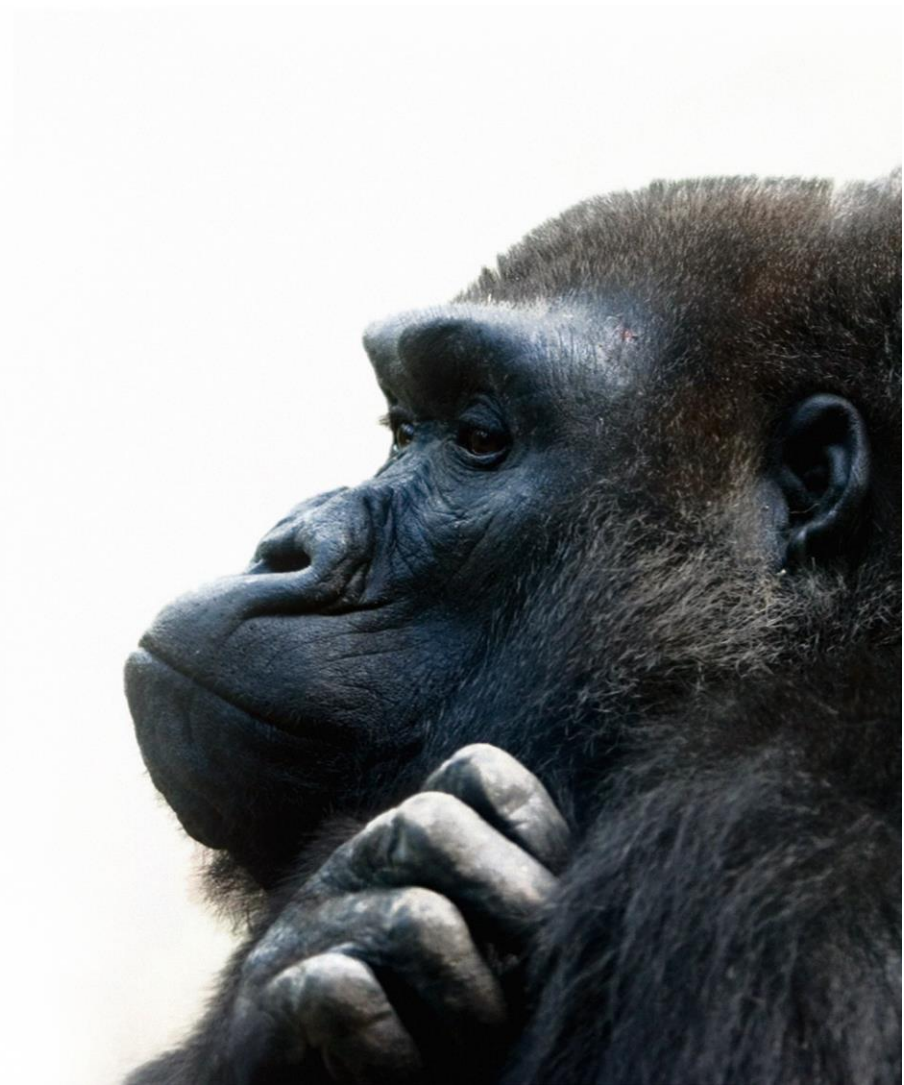
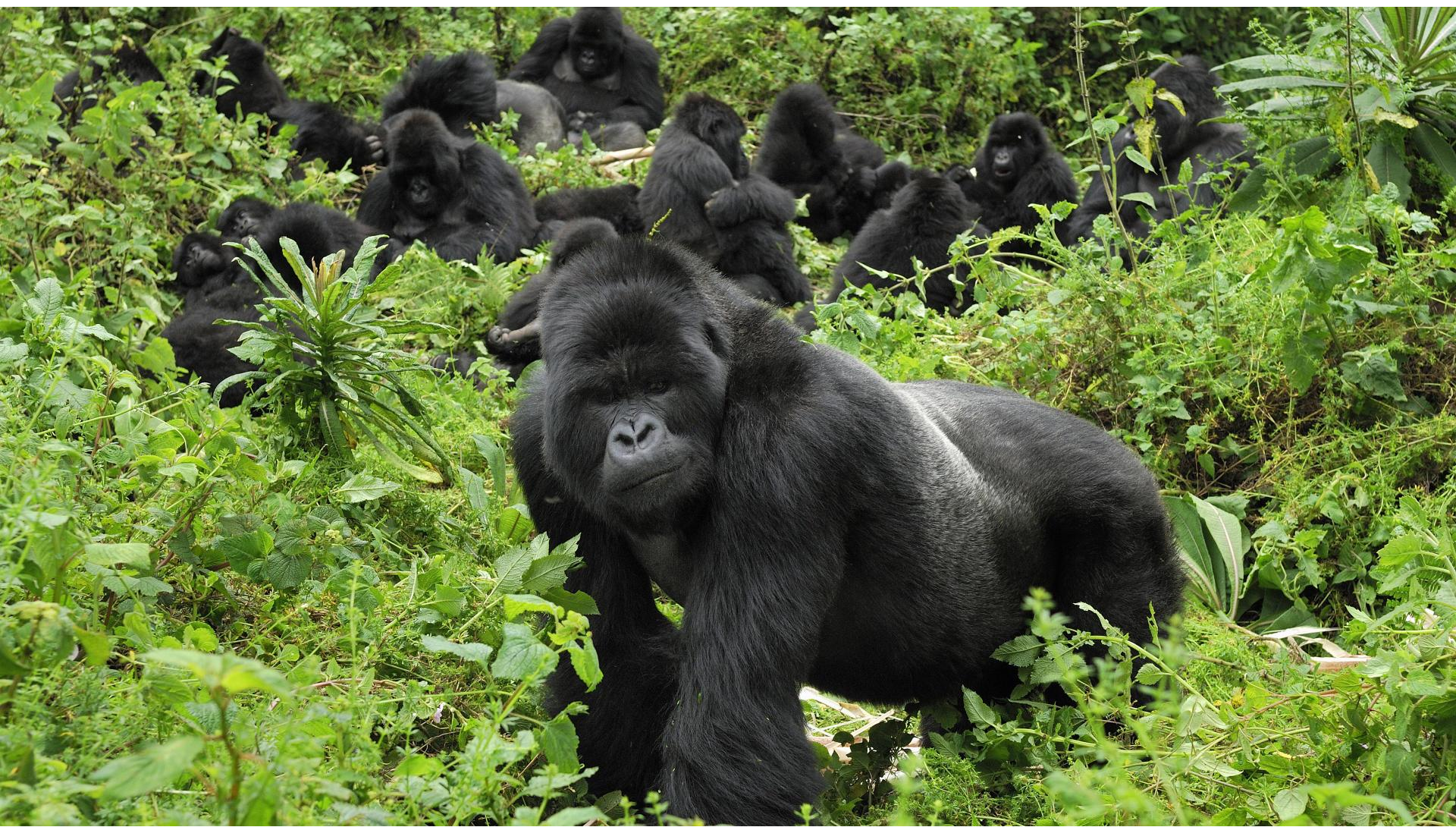




**Hoe moeten we werk in de
toekomst organiseren:**

Anders leiding geven?







Is there a problem?



What people problem was management invented to solve?



- How to **routinise and standardise** work?
- How to maximise employee **discipline** and diligence?
- How to **efficiently** deliver one product to a uniform customer basis – one size fits all



“You can have any colour as long as it's black.”

—Henry Ford

What are today's management challenges?

- How do we adapt fast enough to add value in a turbulent, global world? *Agile*
- How do we create an organisation where people are able and willing to do their best work? *Engaged*
- How do we build an organisation that is 'not evil' (or rather a force of good) *Ethics*



"We see our customers as invited guests to a party, and we are the hosts. It's our job every day to make every important aspect of the customer experience a little bit better."

~ Jeff Bezos



The Amazon worker: paid £18,000 a year to shift 250 items an hour

Aaron Callaway is 24 and works four nights a week alongside robots in the retailer's warehouse



If I've learned anything from doing this job, it's that money can't replace time. I work four nights a week in an [Amazon](#) warehouse near my home in Southend-on-Sea. It's quite a cold place to work and, apart from two half-hour meal breaks, I'm on my feet for 10 and a half hours. I scan the items the trucks bring in from distributors and place them into the right cart for the robots to take to the correct place in the warehouse.



How Google Protected Andy Rubin, the 'Father of Android'

The internet giant paid Mr. Rubin \$90 million and praised him, while keeping silent about a misconduct claim.

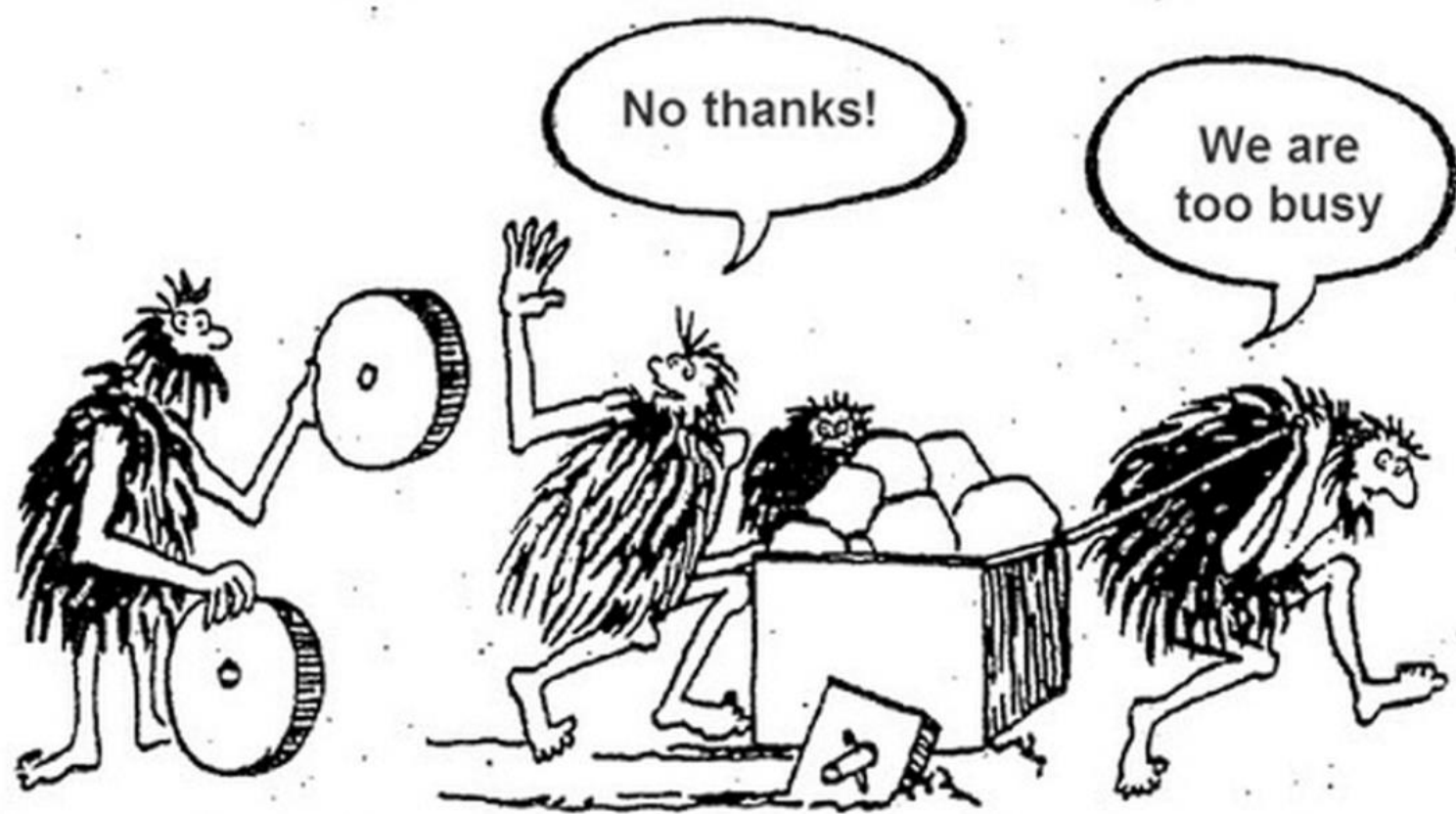




How people feel about their job



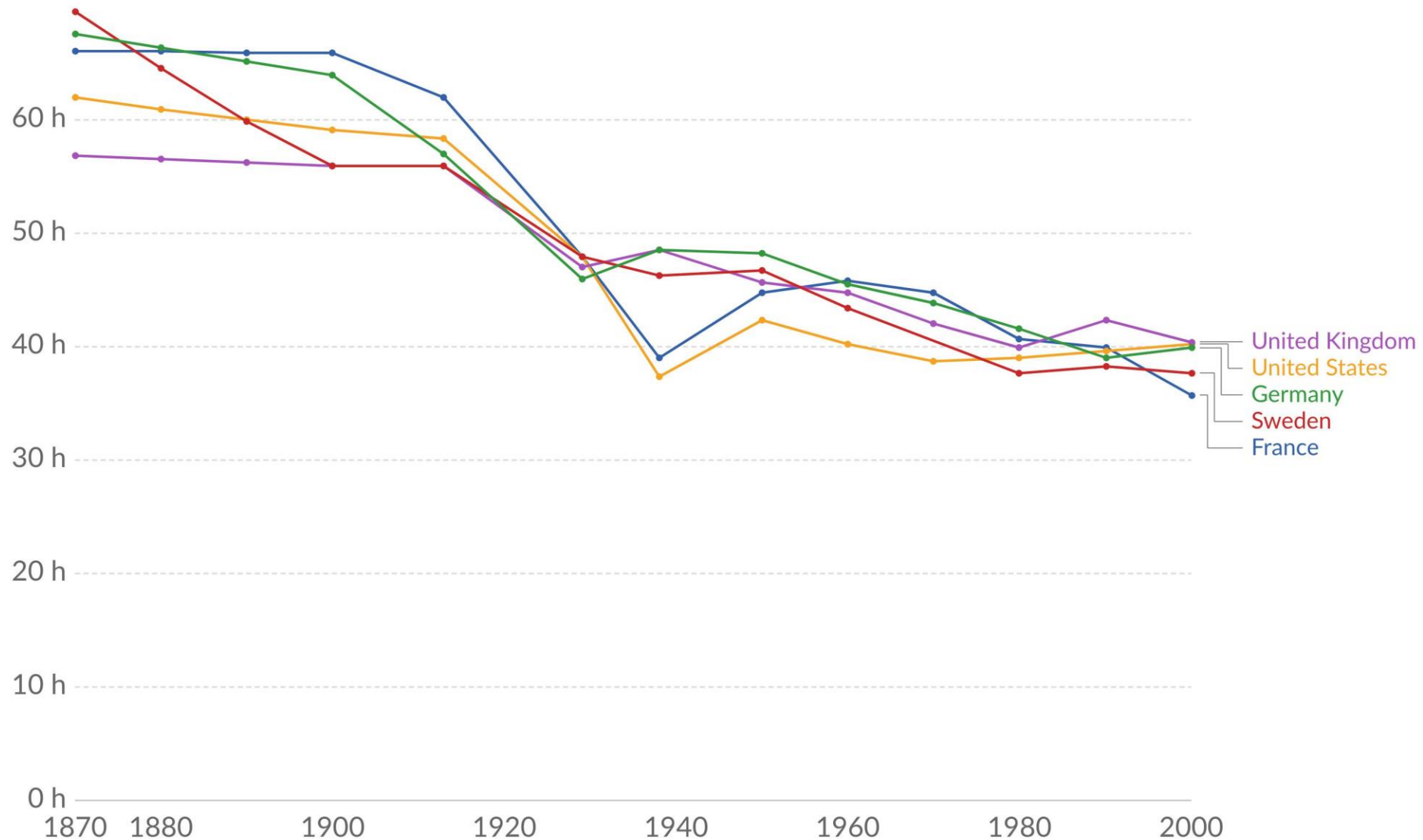






Weekly Work Hours

Work hours of full-time production workers (male and female) in non-agricultural activities.






THE PERFECT STORM

FILM TRAILER

**Maybe our organizations are no
longer fit for these new
challenges...**

A man with a mustache, wearing a white shirt, a dark tie, and a grey vest, is shown from the chest up. He is holding a cigar in his mouth, and a wisp of smoke is rising from it. He has a serious expression. In the upper right corner, there is a blue speech bubble containing text.

*Change? I've been
doing this for 30
years and I've
always been
successful*

Largest Global companies in 2018 vs 2008

2018				2008			
Rank	Company	Founded	USbn	Rank	Company	Founded	USbn
1.	Apple	1976	890	1.	PetroChina	1999	728
2.	Google	1998	768	2.	Exxon	1870	492
3.	Microsoft	1975	680	3.	General Electric	1892	358
4.	Amazon	1994	592	4.	China Mobile	1997	344
5.	Facebook	2004	545	5.	ICBC (China)	1984	336
6.	Tencent (China)	1998	526	6.	Gazprom(Russia)	1989	332
7.	Berkshire	1955	496	7.	Microsoft	1975	313
8.	Alibaba (China)	1999	488	8.	Royal Dutch Shell	1907	266
9.	J&J	1886	380	9.	Sinopec (China)	2000	257
10.	JP Morgan	1871	375	10.	AT&T	1885	238

Source: Bloomberg, Google

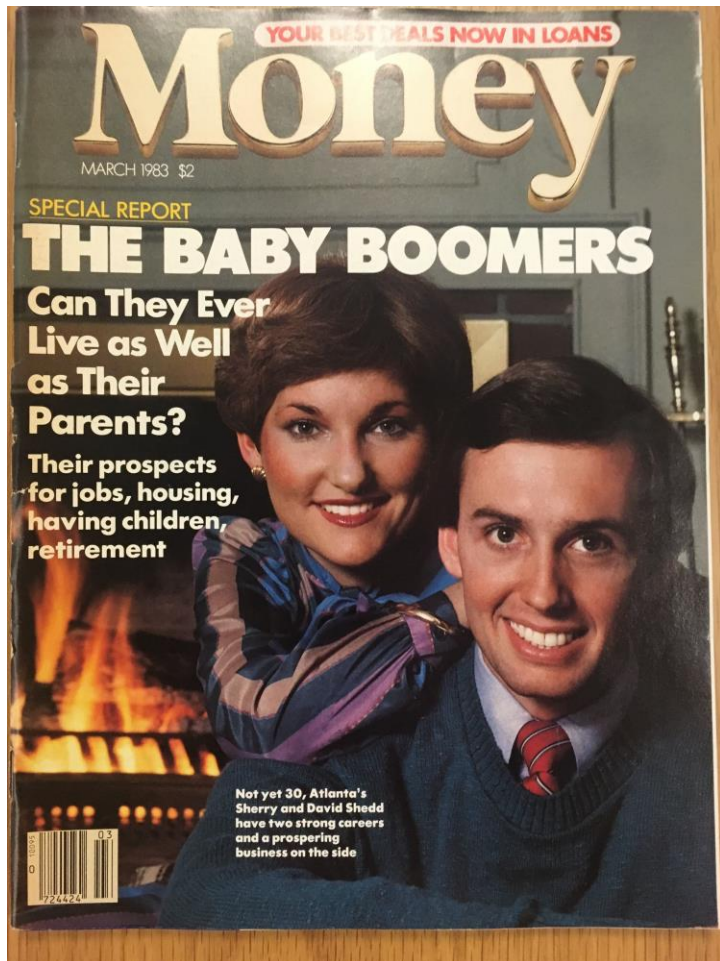
WHAT GOT YOU
HERE
WON'T GET YOU
THERE



Prediction is hard, especially predicting the future

De opgestapelde schulden, de nieuwe arbeidsverdeling in de wereld en het gebrek aan een adequaat economisch antwoord op de crisis zullen met zich meebrengen dat de meeste kinderen het op materieel gebied niet beter zullen hebben dan hun ouders, en in vele gevallen zelfs slechter.”

Prediction is hard, especially predicting the future



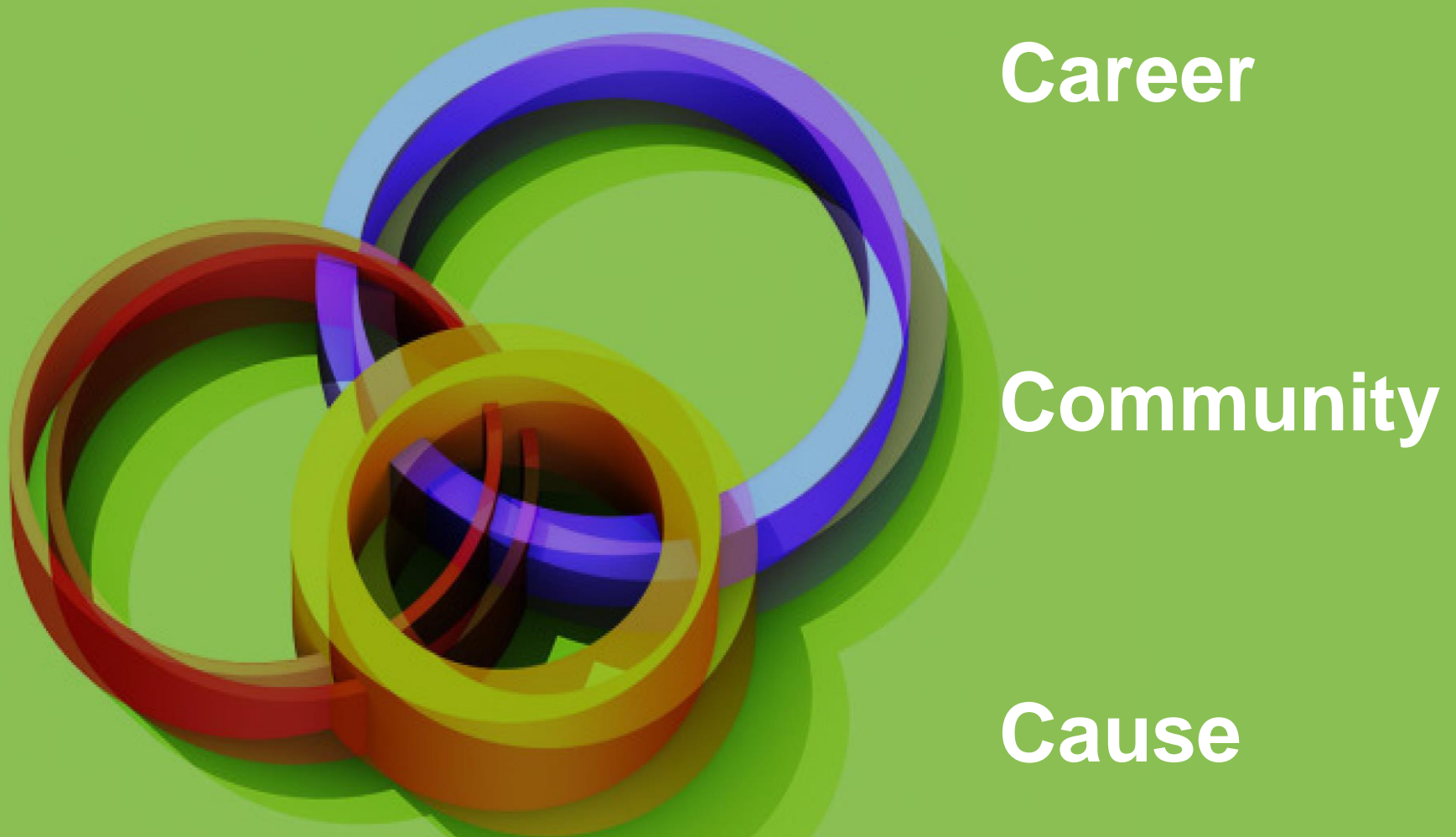
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Uit ‘De keien van de Wetstraat’ van Hugo De Ridder. Geschreven in **1987**.

Can we build **healthy** organizations for **agile**
and **engaged** people?



The three things employees really want

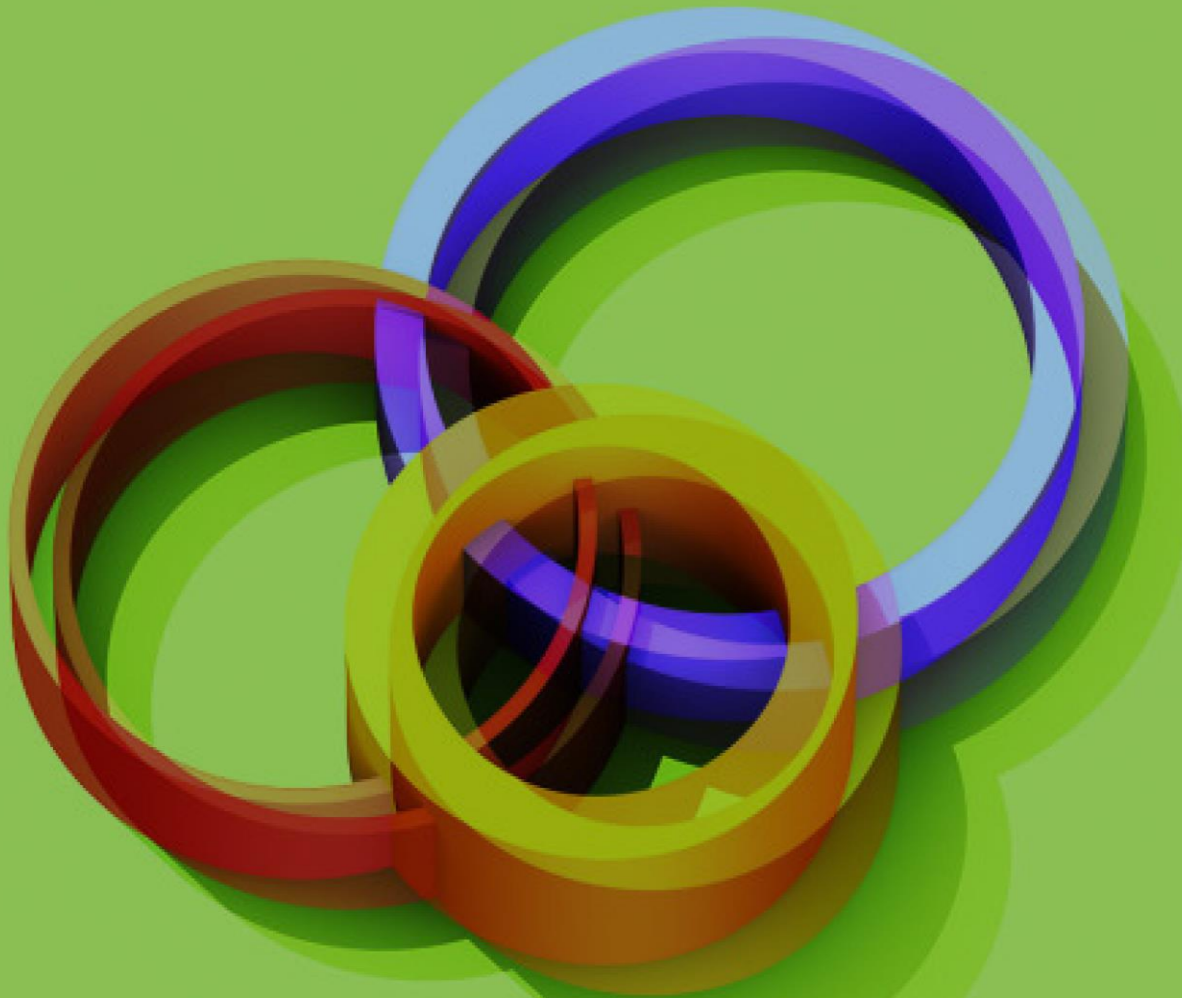


Career

Community

Cause

The three things employees really want



Career

- Strengths
- Autonomy
- Learning

Community

- Feeling respected
- Cared about
- Connected

Cause

- Make a difference
- Pride

Career



- (1) allows you to use your **strengths**
- (2) having a job that provides **autonomy**
- (3) promotes your **learning and development.**

Career – what should we do differently?



- (1) allows you to use your **strengths**
- (2) having a job that provides **autonomy**
- (3) promotes your **learning and development.**

Hire for contribution and adapt jobs to people



The fallacy of treating competences as algorithms



**Please, stop hiring for cultural fit
(Hire for openness & learning ability)**



Provide genuine autonomy

The difficulty of letting go

Take note:

“Employees are our most important asset”



“Therefore, they’ll have full autonomy. Management will only steer towards strategic goals”



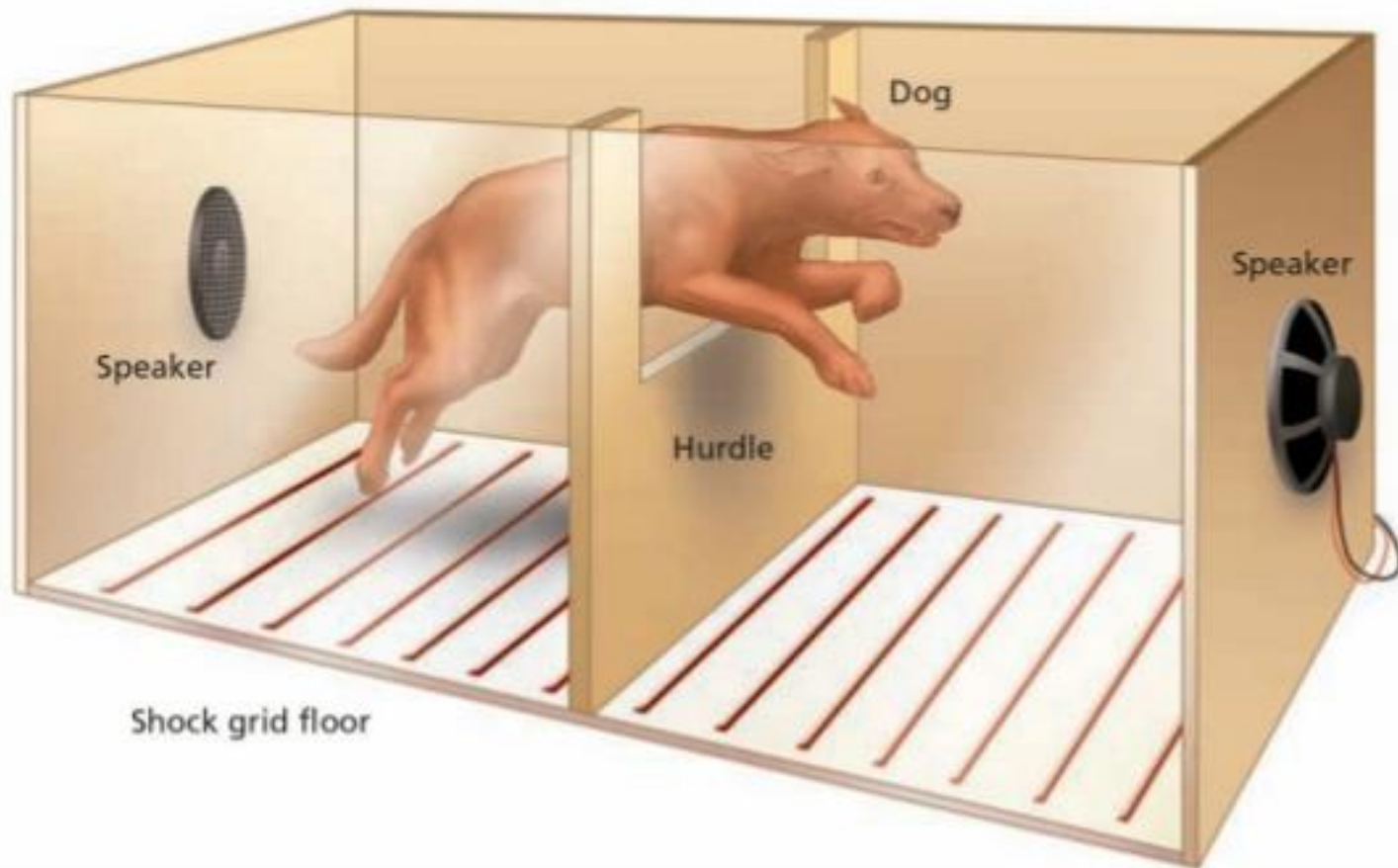
You missed a comma over there



Learned Helplessness

Figure 5.11 Seligman's Apparatus

In Seligman's studies of learned helplessness, dogs were placed in a two-sided box. Dogs that had no prior experience with being unable to escape a shock would quickly jump over the hurdle in the center of the box to land on the "safe" side. Dogs that had previously learned that escape was impossible would stay on the side of the box in which the shock occurred, not even trying to go over the hurdle.



Autonomy misunderstood



UberEats London drivers plan strike over pay

Madhumita Murgia

[Share](#) [Author alerts](#) [Print](#) [Clip](#) [Comments](#)



How do we avoid a global underclass of gig-workers?

[Request Demo](#)

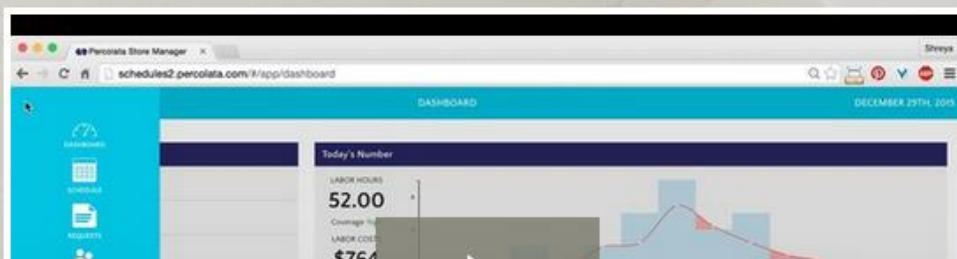
[Employee Login](#)

[Manager Login](#)

Predict In-Store Traffic

Use free traffic counters to track customer count for retail stores and then project traffic going forward.

[Request Demo](#)



Achieve Up to 30% Sales Uplift

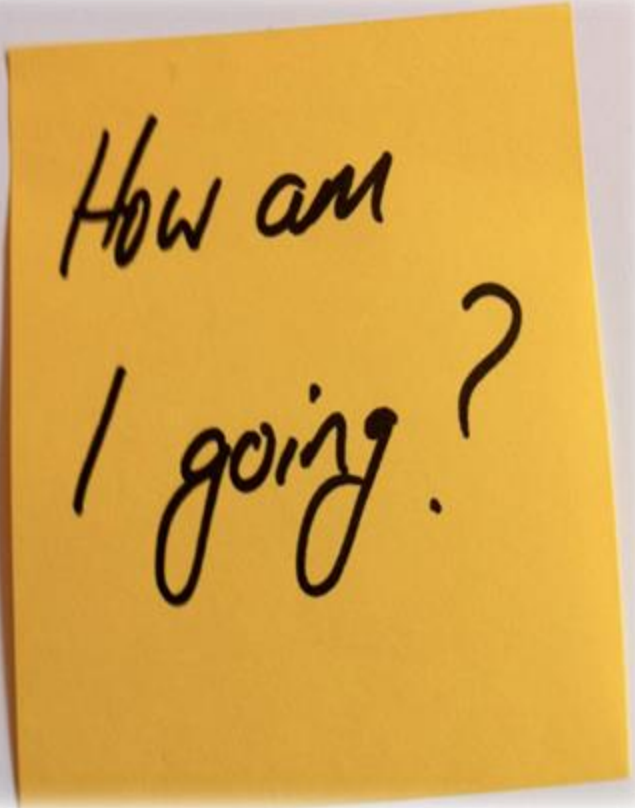
[Message us](#)

Help people learn

Feedback needs to be rapid, readily available, supportive and continuous
– organize it

Customize work experiences

Check-in



How am
I going?

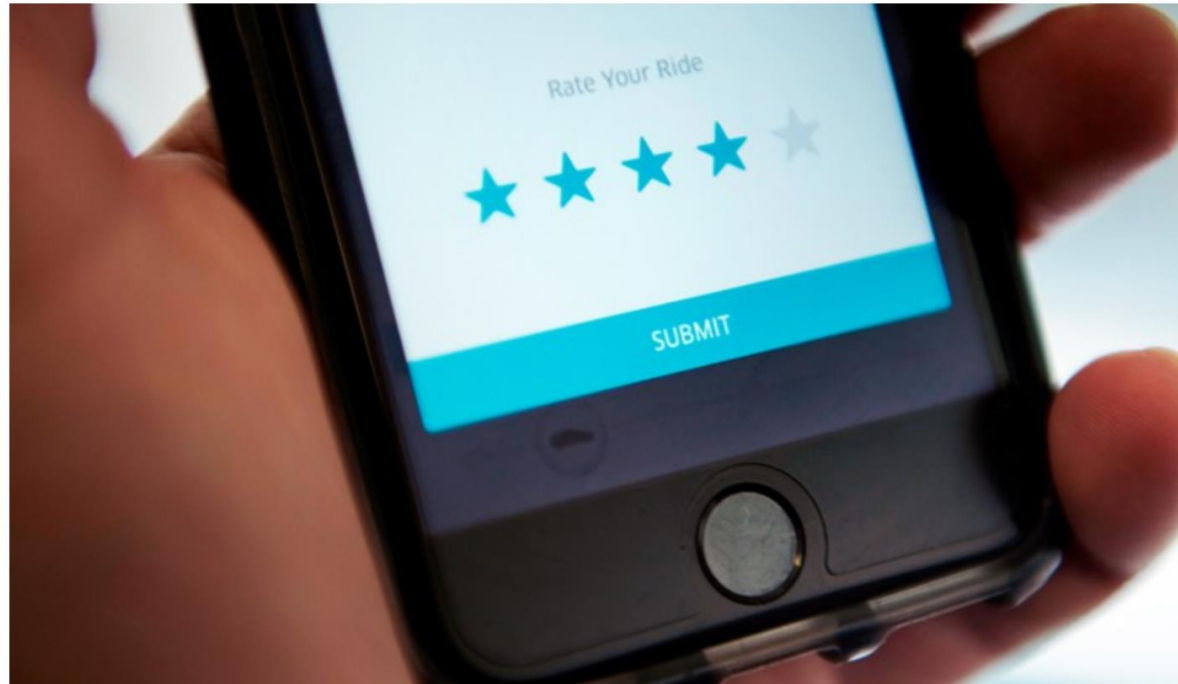
But what if feedback prevents us from learning

TECHNOLOGY

The Problem With Feedback

Companies and apps constantly ask for ratings, but all that data may just be noise in the system. An Object Lesson.

MEGAN WARD NOV 11, 2018



BRENDAN SMIALOWSKI / GETTY

After a recent Uber ride, I hesitated between offering the four-star rating that captured my adequate ride and the five-star rating that I knew the driver

Retraining labour force for innovation is ‘challenge of our times’

Acquiring new skills for a changing employment market is becoming essential



The average person entering the workforce in 2030 will have to plan to reboot their skills eight to ten times throughout their working life

BUSINESS INNOVATION / FUTURE OF WORK 2018

Reskilling future workers: who's responsible?

Rapid technological change, with its impact on jobs, requires a constantly renewed workforce through retraining

Peeters: 'Mogelijk 1.900 ontslagen en 1.250 aanwervingen bij Proximus'

09 januari 2019 12:48

🔖 f in 🐦 ✉



Develop a long-term perspective

- People need to see a future for themselves before being able to work towards it.
- Talk with them about the future, even if you are unsure
- Ask where they see themselves in 2 – 5 - 10 years
- Not necessarily in this company
- Be honest and courageous. Uncertainty kills.



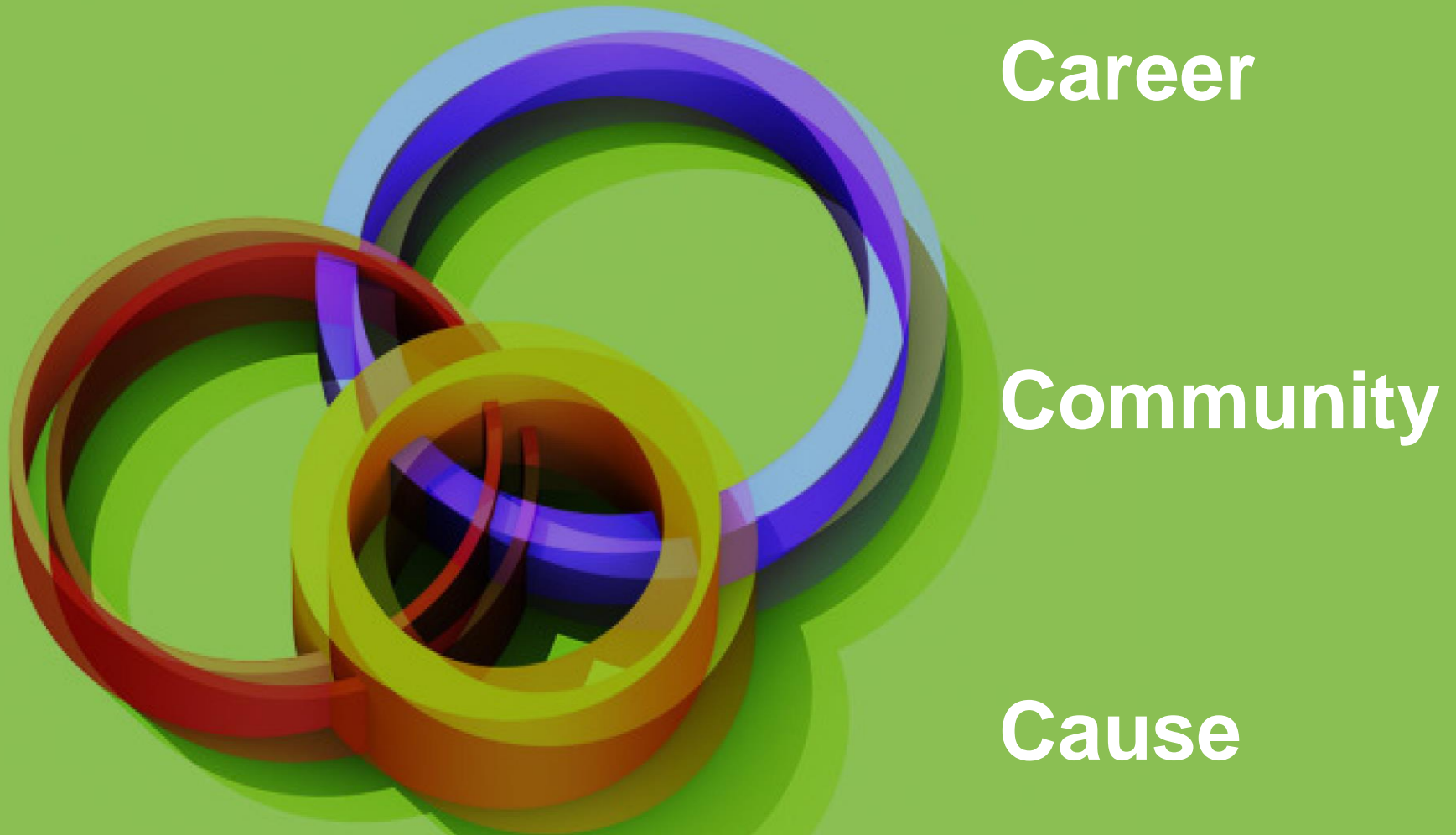
Sometimes people need a push



**... or more
than a push**



The three things employees really want



Career

Community

Cause

Community



(1) Feeling **respected**

(2) **Cared** about

(3) **Connected** to others

Community - what should we do differently?



(1) Feeling **respected**

(2) **Cared** about

(3) **Connected** to others

Respected and fairly treated

- The threat of inequality. People can accept individual treatment, and even inequality, as long as there is a basis sense of fairness and respect.





Reduce anonymity



**The more digitised we are, the more
human we need to become**



AI will boost, not reduce, the importance of human judgement

The Surprising Power of Simply Asking Coworkers How They're Doing

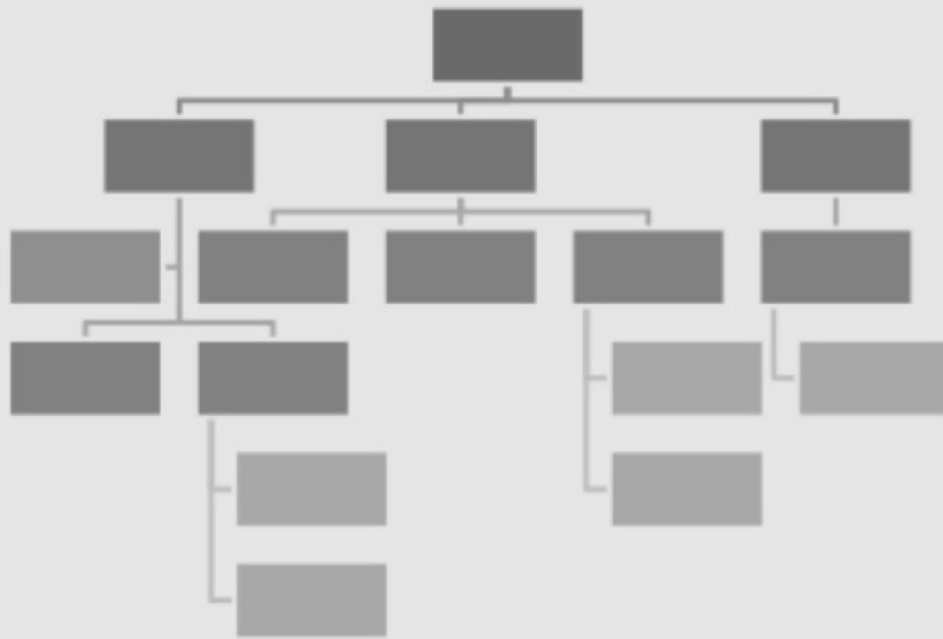
by [Karyn Twaronite](#)

FEBRUARY 28, 2019

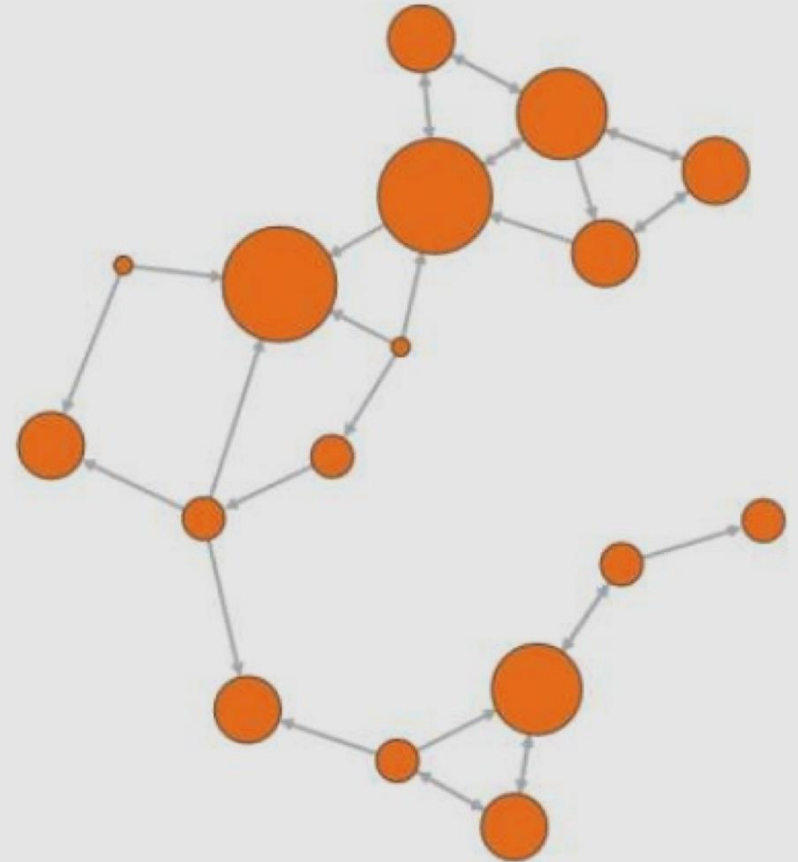
 Summary  Save  Share  6 Comment  Text Size  Print **\$8.95** Buy Copies



Organization needs to reflect a more connected world



If you want to lay blame...



If you want to get work done...

THE BIG IDEA

First, Let's Fire All The Managers

**Morning Star, a leading food processor,
demonstrates how to create an organization
that combines managerial discipline and market-
centric flexibility—without bosses, titles, or
promotions. *by Gary Hamel***

Break down the walls but not the castle?

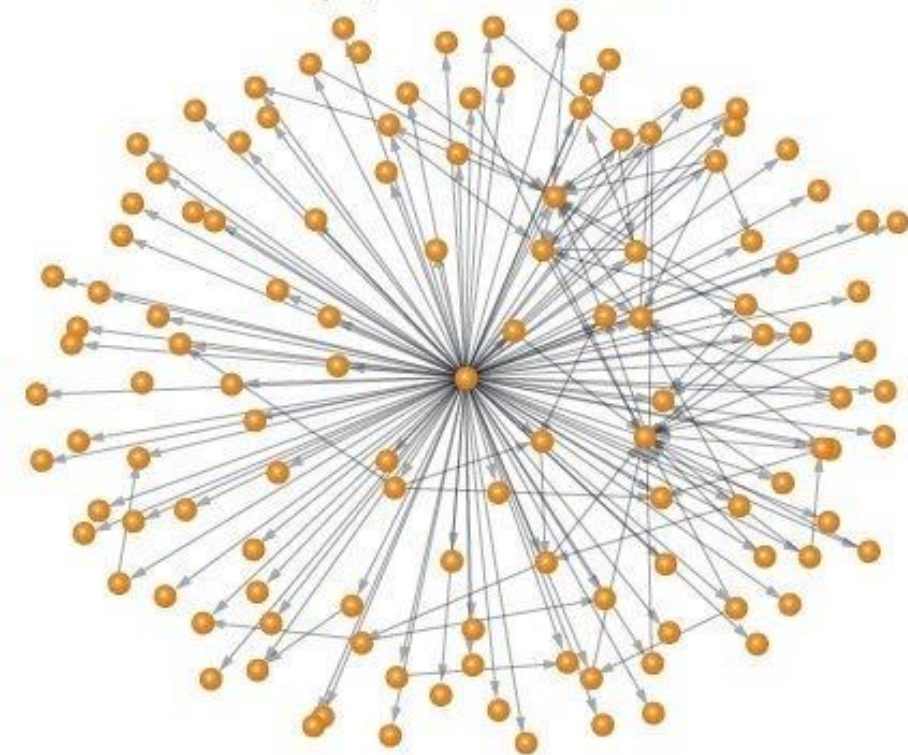
Breaking down organizational silo's



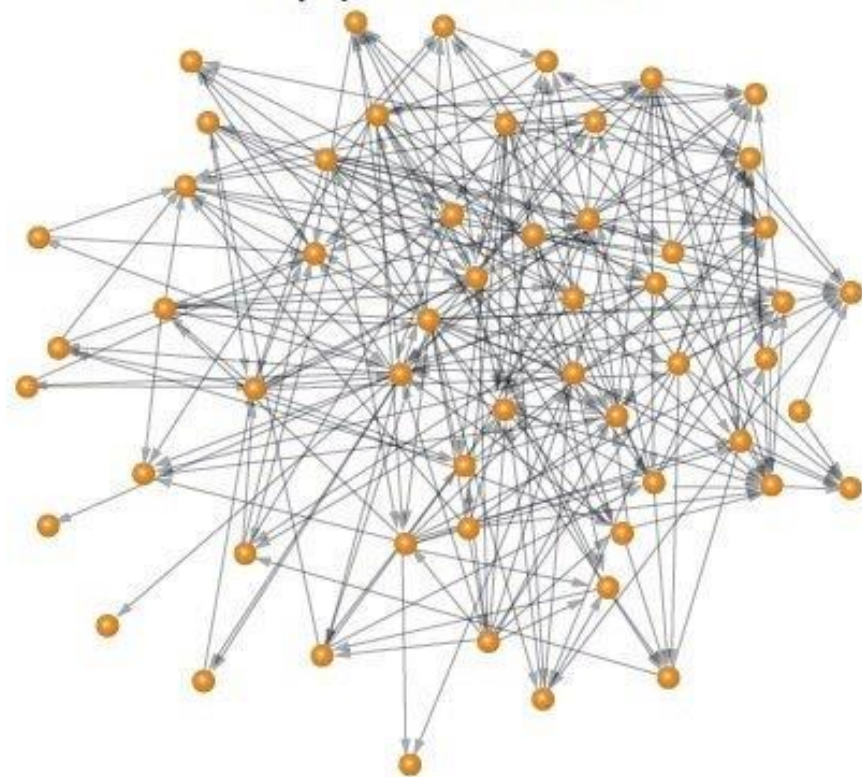
COMPARING TWO TWITTER NETWORKS

Although employees A and B follow approximately the same number of Twitter accounts, A's network is far more diverse than B's. For the most part, the people employee A follows are not following each other, which is more conducive to innovation and better idea generation. Compact Twitter networks like employee B's provide redundant information and are less conducive to ideation.

Employee A's Twitter Network



Employee B's Twitter Network

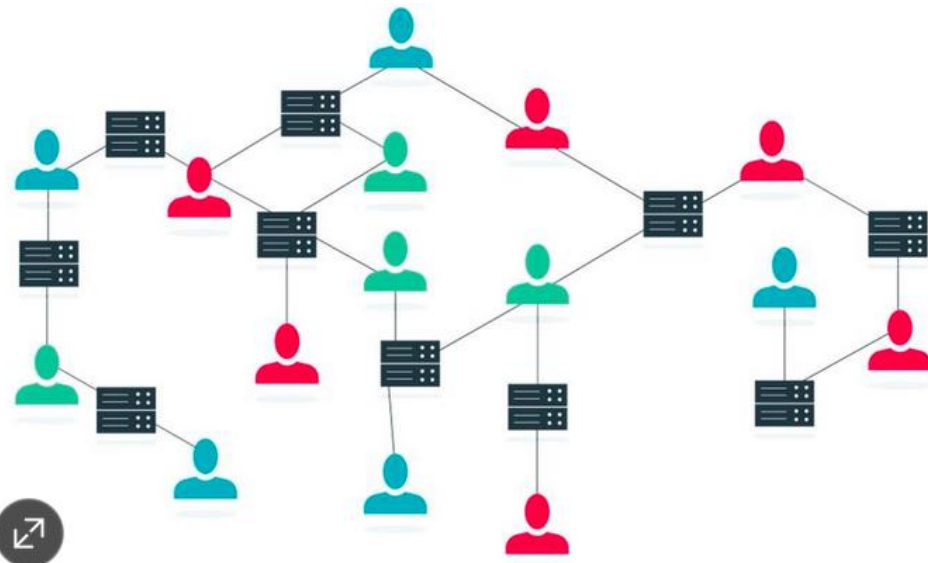


Source: "How Twitter Users Can Generate Better Ideas," by Salvatore Parise, Eoin Whelan and Steve Todd
MIT Sloan Management Review Summer 2015 sloanreview.mit.edu/x/56411

How the Blockchain Could Change Corporate Structure

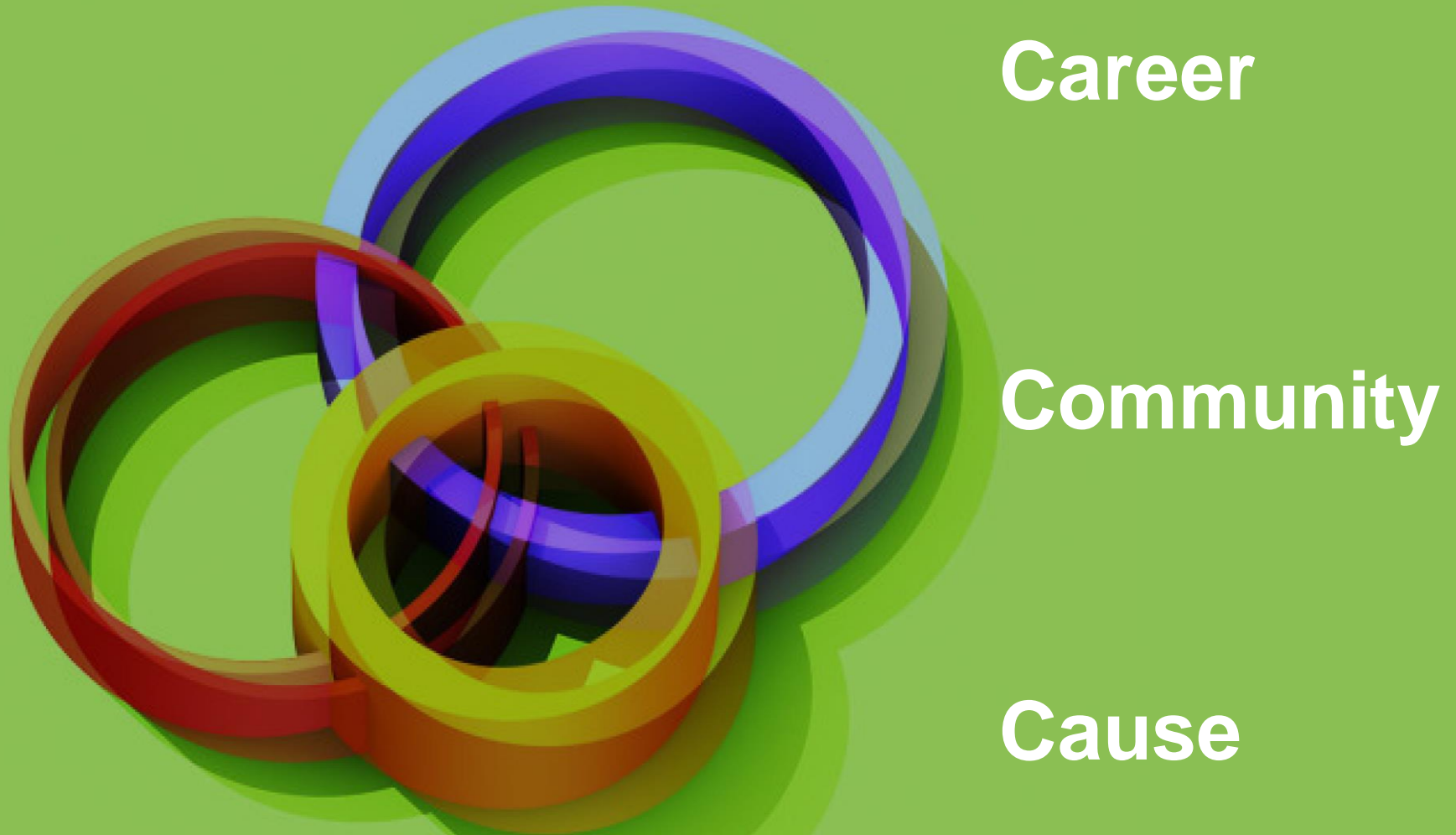


THE OLD-SCHOOL CORPORATE STRUCTURE... In the familiar centralized model, a company connects all parties and governs the entire network. ILLUSTRATION: THOMAS POROSTOCKY



..AND THE DIGITAL, DECENTRALIZED MODEL Blockchains are used to connect and incentivize all contributors to these networks, with no need for a central governing company. PHOTO: THOMAS POROSTOCKY

The three things employees really want

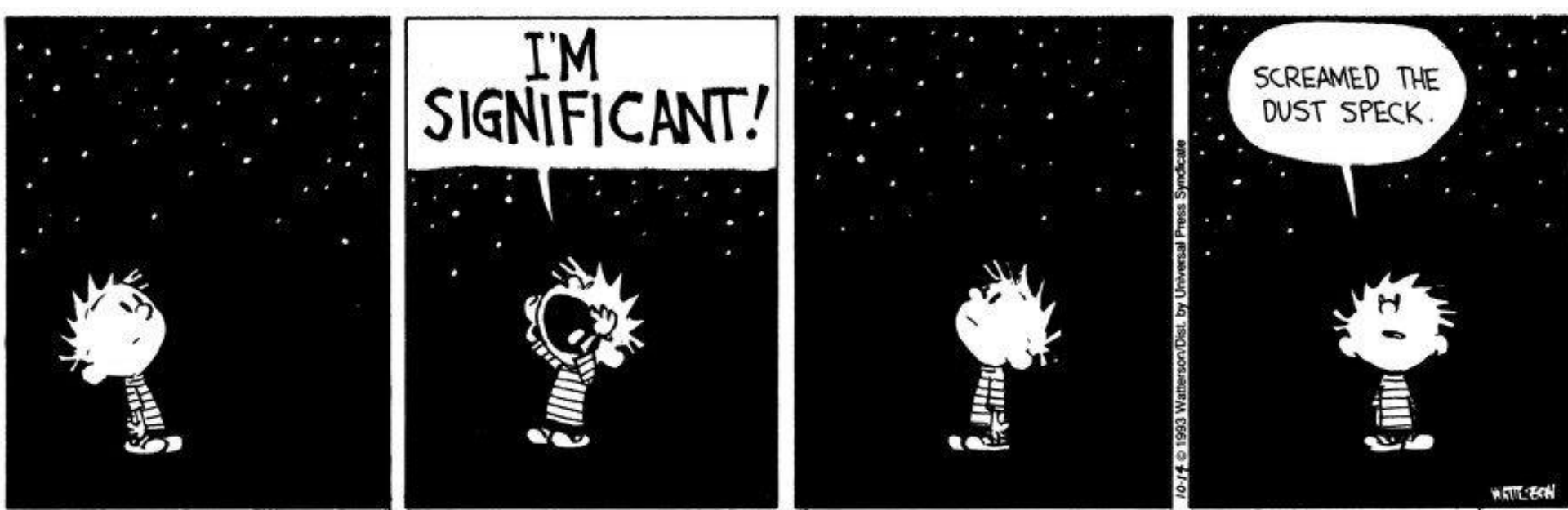


Career

Community

Cause

Cause



(1) Making a **difference**

(2) **Feel pride**

Cause - what should we do differently?



(1) Making a **difference**

(2) **Feel pride**

Work = identity



**If your organisation
disappeared tomorrow, would
anyone care?**

Who and why?

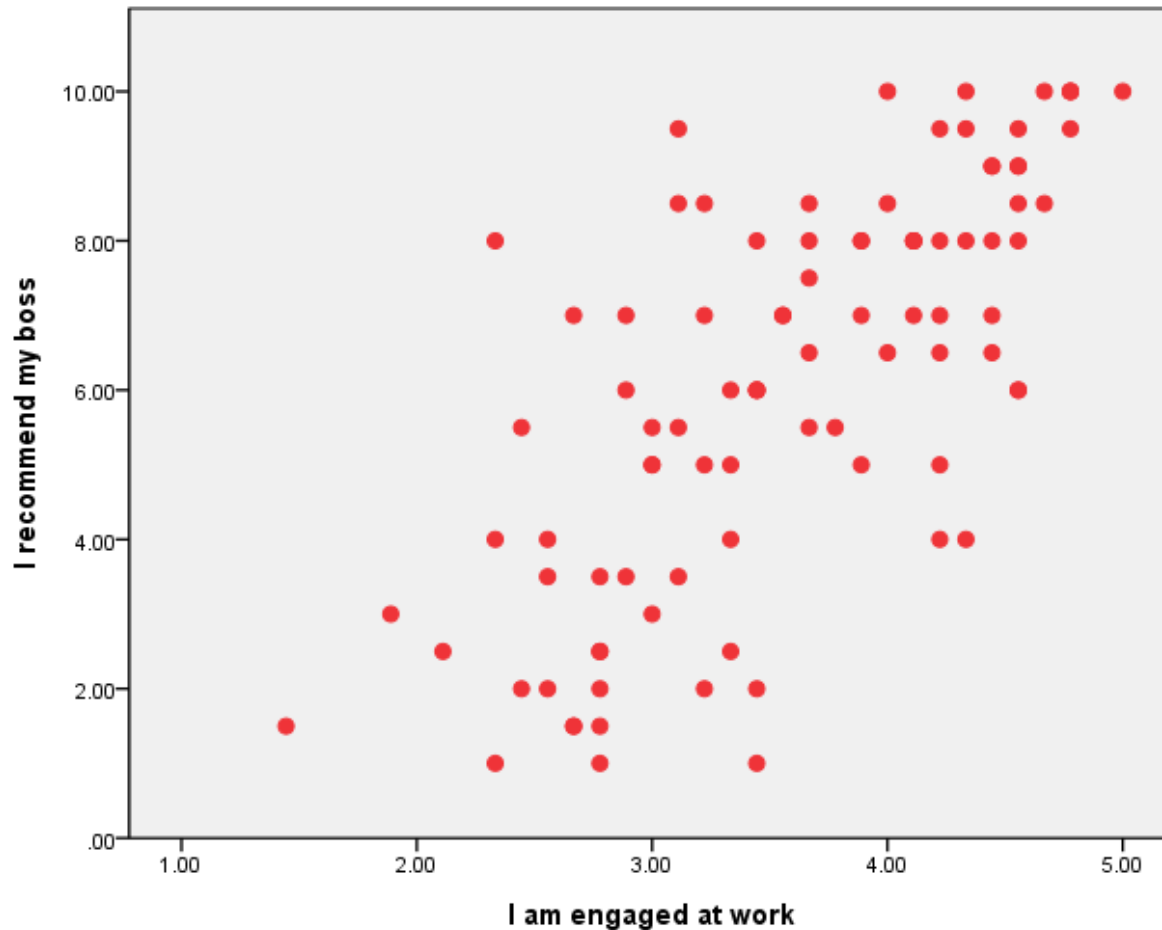
Please don't treat purpose as a dog trick



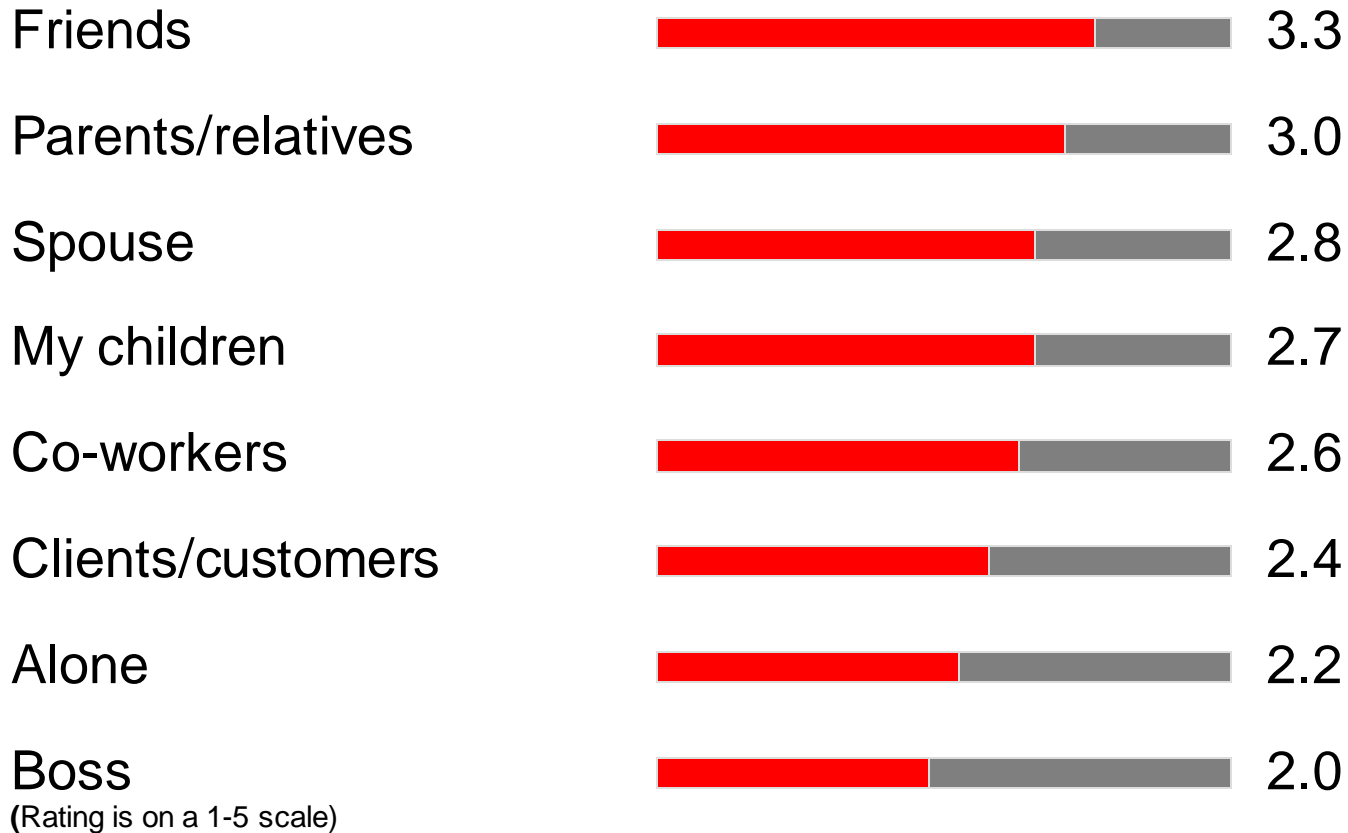
Most importantly, we recognized that just telling people from the top down about their higher purpose would not succeed. We encouraged everyone—from our interns to our Chairman—to share their own stories about how their work is making a difference.

What does this mean for you as a leader?

A top quality boss is the best single predictor of employee engagement



Who are you happiest with?



A photograph of a dense tropical jungle. Sunlight filters through the thick canopy of various green plants, including large palm fronds and other tropical foliage. The scene is lush and vibrant, with many vertical tree trunks and horizontal branches visible.

Finding your way through the leadership jungle
(13 scientific studies published a day!)

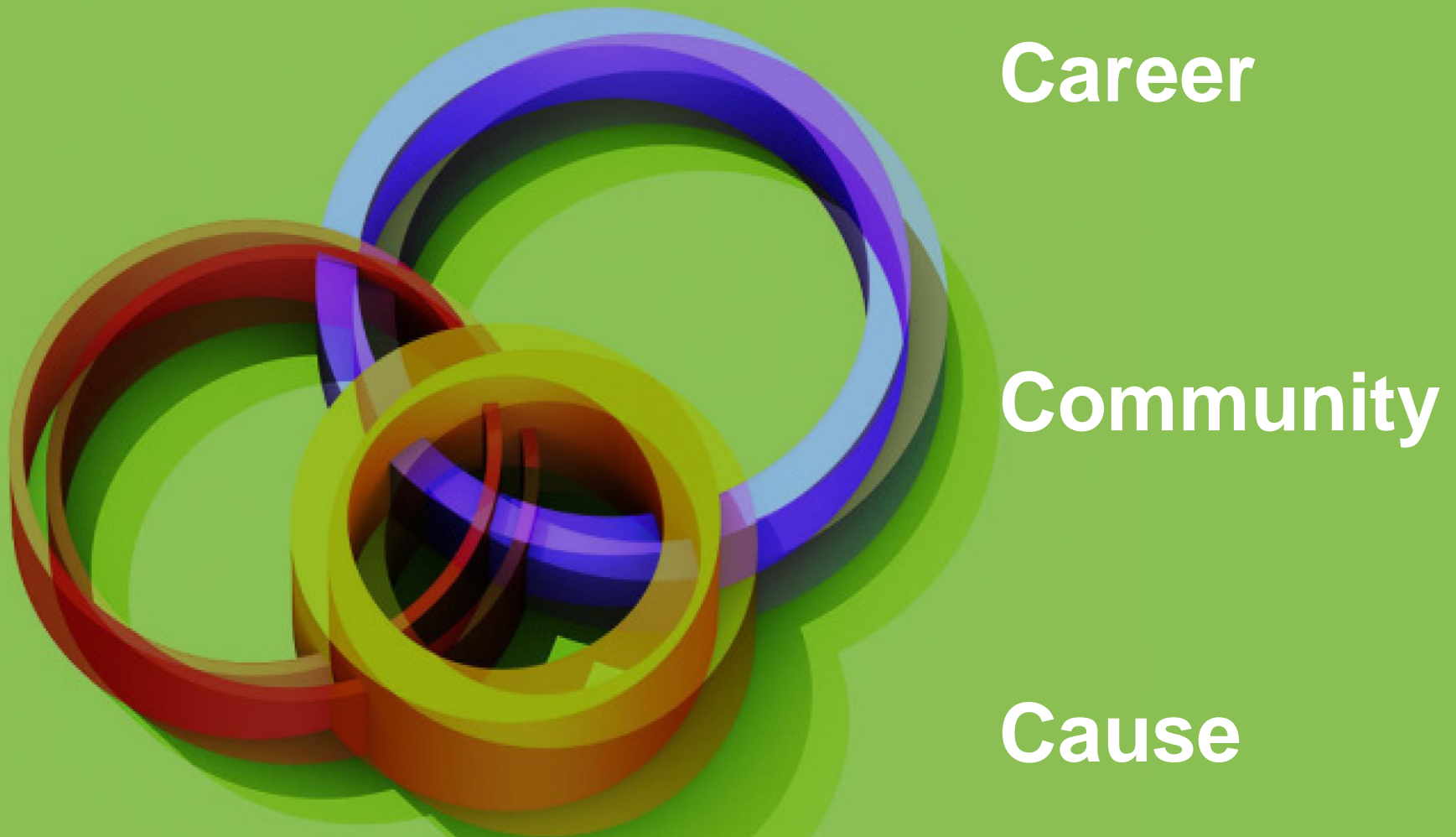
Why should anyone be lead by you?



Followers have three questions:

- 1. Do you know what you're talking about?**
- 2. Can I trust you?**
- 3. Do you care about me?**

The three things employees really want



Career

Community

Cause

That's all Folks!