Welcome!

Workplace Evolutionaries
A Community of IFMA
The 6 Factors of Knowledge Worker Productivity

September 2015
……and the Implications for the Workplace
Agenda

1. Introduction to the Research and the Partners
2. The Six factors- Research Results and What They mean
3. Implications for the Workplace and Workplace Management
4. Close
Organisations Involved

- Allied Bakeries
- Old Mutual Wealth
- BDO
- British Council
- Sponsors
- Allsteel
- RBS (The Royal Bank of Scotland)
- Telereal Trillium
The Research Team

Eric Barends
MANAGING DIRECTOR
CEBMa
Advises management teams and boards of directors of large / medium-sized companies / non-profits on evidence-based management and management development.
Leads the PIN research activity, in consultation with academic experts and the CEBMa Advisory Board.

Prof Rob Briner
PROFESSOR OF ORGANISATIONAL PSYCHOLOGY, UNIVERSITY OF BATH
Vice Chair of the CEBMa Academic Council, passionate about helping practitioners and organisations make better use of evidence in decision-making.
Provides interpretation and guidance of the PIN research findings to ensure conclusions are rigorous and robust.

Prof Denise Rousseau
PROFESSOR OF ORGANISATIONAL BEHAVIOUR AND PUBLIC POLICY – CARNEGIE MELON UNIVERSITY
Past president of the Academy of Management and prolific author (12+ books, 160+ articles). Her teaching translates organizational research into evidence-based, professional practices.
Chair of the CEBMa Academic Council and provides advice and guidance to the Research Team.

Andrew Mawson
AWA FOUNDER & MANAGING DIRECTOR
Andrew is one of our founding Directors and holds the executive position of Managing Director. He’s a leading pioneer, thinker and speaker on matters ‘work and place’
Passionate about the unanswered questions that trouble organisations, Andrew pioneered the formation of the Research Group to fuse academic research with practical application.

Karen Plum
AWA DIRECTOR OF RESEARCH & DEVELOPMENT
Workplace cultural change specialist working on the implementation of change strategies for flexible and agile ways of working
Leads the Workplace PIN Research, drafting guidelines, developing practical tools and running workshops for Sponsors.
The Process

FRAMING THE QUESTION
AWA, CEBMa and the sponsoring organisations agree a research brief and finalise the timescale and fees involved.

The questions for the Professional Productivity research project have been framed and agreed.

ASSESS AND FILTER
AWA and CEBMa prioritise the findings in relation to quality and relevance, translating them into useful materials for the sponsors.

DEVELOP TOOLS
The tools / guidance / principles and report are finalised. Sponsors can use these within their organisation for the specific purpose of improving performance in the area of professional productivity.

RESEARCH SEARCH
CEBMa undertake a Rapid Evidence Assessment, a technique (developed to help medical practitioners make best use of evidence) to search for, identify, draw together and critically evaluate the best available published evidence relevant to the research review question.

SHARE
Sponsor organisations attend a half day workshop which will cover the research results and the initial guidance / principles / tools that are in development.

CONTROLLED TRIALS
‘Adventurer’ organisations apply tools and guidelines and we monitor the impact. Bulletins, webinars and a workshop share trial results and learnings with members.
Assessing & Grading the Research

> 800 original studies in the search

109 Single studies

52 Meta analyses

PsycINFO

ABI/Inform

Business Source Premier

Research team extracted and interpreted information relevant for the review question >>>>

.....sample size, population, research design, independent variable, outcome measures, effect size and findings.

The best evidence
The Results...
“What is known about the key performance indicators used to measure ‘professional productivity’ in knowledge based businesses?”
Our search did not produce any study on the validity and reliability of a measurement tool or method.

“We must therefore recognise that knowledge worker productivity measurement systems only provide limited evidence of (relative) productivity for a specific type of knowledge work within a specific organisational context.”
Great! .......now what?
“Which of the factors that are related to the productivity of knowledge workers are most widely studied and what is known of their effect?”
The 6 factors of Knowledge Worker Productivity ..........That Change Everything

- Social Cohesion
- Perceived Supervisory Support
- Knowledge Work Productivity
- Trust
- External Communications
- Vision / Goal Clarity

Knowledge Work Productivity
A shared liking or team attraction that includes bonds of friendship, caring, closeness, and enjoyment of each other’s company.
Social Cohesion

Social space - a communal hub located at the heart where all users can interact.

Places to chat - it's ok to chat.

Team zones - to promote team location through clear signposting, messaging and anchor points/totems.

Team zones overlapping to encourage cross team interaction and to manage occupancy peaks and troughs.
How employees feel the supervisor helps them in times of need, praises them for a job well done or recognizes them for extra effort.
Perceived Supervisory Support

Leader mobility leaders work with different people each week in different settings appropriate to the type of interaction.
Information Sharing

Outcomes

Refers to how teams pool and access their knowledge and expertise – which positively affects decision making and team processes.

This has led to the idea of a team ‘Transactive Memory System’ (TMS), which can be thought of as a collective memory in a collective mind - enabling a team to think and act together.
Information Sharing

- Space for small informal non-bookable spontaneous/ondemand and huddle meetings and interactions
- Promote corridors as a street to encourage informal chat
- Meeting spaces close to team zones where there is no requirement for confidentiality and where office buzz provides a useful back drop
- Meeting spaces close to team zones where some privacy is needed
- Include multimedia equipment for information sharing
The notion of ‘vision’ refers to the extent to which team members have a common understanding of objectives and display high commitment to those team goals. For this reason ‘vision’ on the team level is also referred to as ‘goal clarity’.
Graphics

Placed to show team identity, narrative and goals.
Visible to all
Reinforce brand through use of product/service symbols
The ability of teams to span boundaries (team and organisational) to seek information and resources from others
External Communication

Encourage larger cross team meetings and group/training activity to central hub at heart of building

Encourage leaders and some of their team to swap with other teams
Trust in colleagues and teammates is often called horizontal trust. Vertical trust refers to the trust employees have in management.
Trust

Openness. No dark corners. Make all spaces accessible. Use glass.
Encourage mobility outside of the team as part of the change programme.
Tone of the office should be friendly. Use lighting and features to signify different moods for different spaces.
The 6 Factors.......Questions?

...a firm belief in the reliability, truth or ability of others. It is created by the expectation that the actions of the other person(s) will be to one’s benefit or at least not detrimental to him or her.

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The 6 Factors – The Workplace

**Fuzzy team territory** – people encouraged to move round

**Places to chat** – and it’s OK

Differences in power **NOT** reflected in workplace entitlements

Floor has a ‘heart’ building has a ‘heart’

**WIFI** enabled **mobility** & full ‘Lync’

**Leaders work next to different people** each week to work with/coach different people

**Leaders adopt coaching style**

**Places to share** (open and enclosed)..designed for good sharing – (plasma screens, network connectivity, speakers, microphones)

**PC in every room**, easy to use presentation / teleconferencing kit ….decent quality

**Encourage videos / information / presentations** from other depts/external experts/consultants or organisations

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**People** in teams deliberately move to get to know others in their teams / in other teams

**Glass**

Symbolism of **open-ness**

**Tone**: Comfortable, friendly, people at ease ‘domestic’

**Leaders use open areas**…nothing to hide

Leaders and some of their **team members swap** with leaders and team members from other groups

Drive larger meetings and social interaction with others to building social hubs

Yammer and **social media**

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**Vision / goal clarity**

Graphics: Team goals visible to all

**Vision / goal clarity**

Graphics: Team identity and narrative

Graphics showing how **team goals and vision** link to company goals/vision
Current Trial of the Tools and Methodology
An Example Group of Teams – How Do They Rate Against The 6 Factors....?
Team’s Views of Each Other

Positive endorsement – more than 50% of total possible score given to the team by the other team

Negative rating – less than 50% of total possible score given to the team by the other team
Business Level Results

% Respondents agreeing with the 6 factor statements when responding about their own team

- 78% Social Cohesion
- 92% Trust
- 79% External Communications
- 88% Knowledge Work Productivity
- 86% Perceived Supervisory Support
- 88% Information Sharing

83% Vision / Goal Clarity
Team A’s Views of Other Teams and Vice Versa

- Positive endorsement: more than 50% of total possible score given to the team by the other team.
- Negative rating: less than 50% of total possible score given to the team by the other team.

Team A: 83%
- Team F: 48% (Positive endorsement) 38%
- Team E: 72% (Positive endorsement) 78%
- Team B: 76% (Negative rating) 74%
- Team C: 80% (Positive endorsement) 78%
- Team D: 76% (Positive endorsement) 80%

Team F: 48%
- Team A: 68% (Positive endorsement) 60%
- Team E: 78% (Positive endorsement) 78%
- Team B: 58% (Negative rating) 74%
- Team C: 58% (Negative rating) 74%
- Team D: 60% (Positive endorsement) 78%
Changing the world...of work