

Remote working, Diversity at Work and Teaching Leadership Skills

Mr Adrian Furnham



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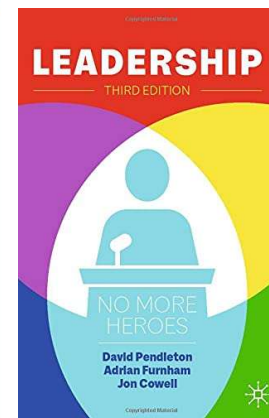
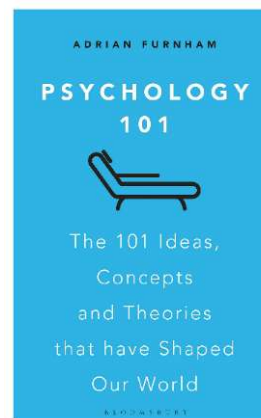
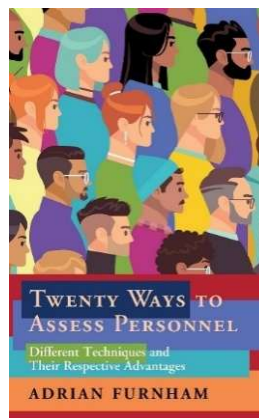
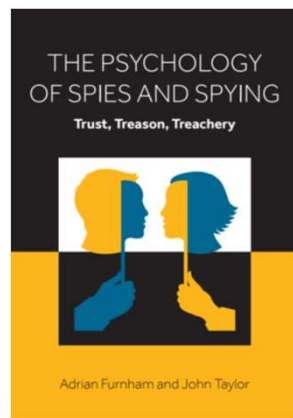
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New and Old Challenges

New

Working from Home: remote working

Methods of assessment selection

Use of AI

Resilience in the work-force

Old

Agile and effective teams

Sacking & removing poor performers

Training at work

A healthy and productive corporate culture



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The Dangers of Forecasting

Name:

Millennium bug: Year 2000 problem, Y2K problem, Y2K scare, millennium bug, Y2K bug, Y2K glitch, Y2K error

Prediction:

Computer-induced apocalypse.

Reactions:

Stock up on food, water, and firearm
purchase backup generators, and
withdraw large sums of money



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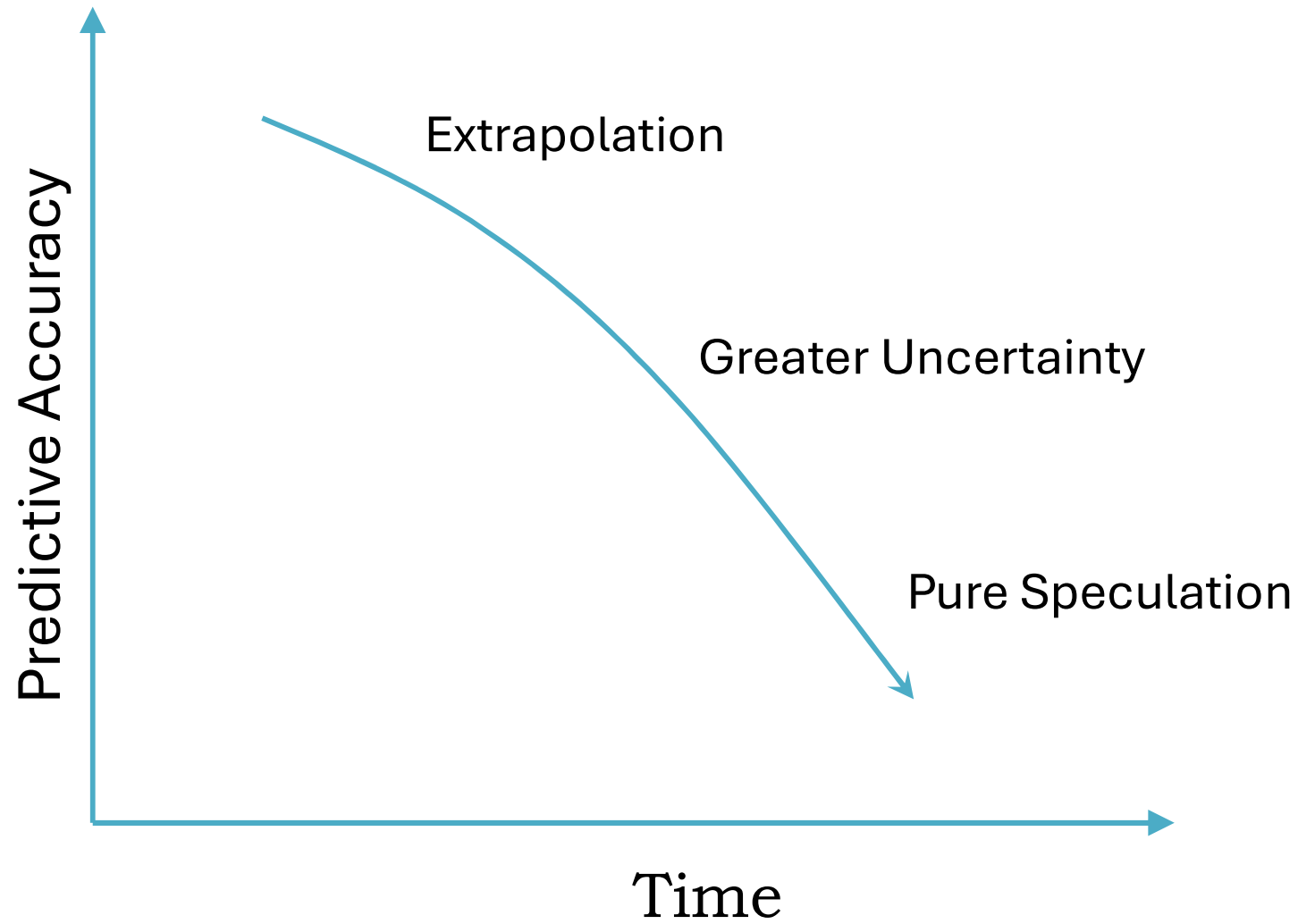
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Major Changes



Automation of Work/ AI

Technological Innovation

Changes in work motivation

Global Politics

Distributed/hybrid working

Divergency among workers



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Worries



Many tasks, and whole jobs, will disappear thanks to machine learning

Young people are “different” and less motivated to work

Most jobs will be threatened by cheaper “third world” employees working from home

Politics, regulation and tariffs will destroy whole industries.



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Automation of Jobs



Physical

Work that involves directly manipulating the physical environment, such as operating machinery or preparing food.

Information processing

Work that centers on gathering and structuring information, such as compiling data or maintaining records.

Problem solving

Work that entails framing issues, assessing options, and exercising judgment, such as prescribing treatments or improving business processes.

Creative

Work that centers on imagining new possibilities and forming original ideas, such as designing products or developing a business strategy.

Interpersonal

Work that involves interacting with others to understand their needs and achieve shared objectives, such as teaching or negotiating

The Working Future: More Human, Not Less | Bain & Company, Inc



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| Old Methods | New Tools | Dimension Assessed |
|---------------------------------|-------------------------------------|--|
| Interviews | Digital Interviews | Expertise, social skills, motivation and intelligence |
| | Voice Profiling | |
| Biodata | Big data (internal) | Past performance, current performance |
| Supervisory ratings | | |
| IQ/ Situational Judgement Tests | Gamification | Intelligence, job-related knowledge, big five and minor personality traits |
| Self-reports | | |
| Self-reports | Social Media Analytics | Big five personality traits and values |
| | | |
| Resumés References | Professional social networks | Experience, past performance, technical skills, and qualifications |
| 360 ratings | Crowdsourced | Any personality trait, competencies, reputation |



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The New World of Work



Three Groups:
Fully Remote, Hybrid, On-site only

About 25% of Europeans employees work remotely, and the number is increasing

Around 40% - 50% believe that they' are more productive while working at home

Around 15% of companies are fully remote..

Around 40% of companies do not/cannot allow remote work while about 10% of companies hire remote only workers.

8 in 10 people are working hybrid or remote, while only 2 in 10 are entirely on-site, according to a Gallup survey in June of 2022.

The hybrid work model is expected to grow dramatically



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Alternative
Work
Arrangements

Part-time employment

Contingent employment

Flextime

Compressed work weeks

Teleworking



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Work Spaces of the Future



Cubicles and Caves: Private places in an open-plan office.

Hotelling: Hot-desking where workers ring in advance to pre-book the facilities they need (like a hotel).

Motelling: Like hotelling but workers do not need to pre-book.

Guesting: Arrangements between companies who provide hot desks for each other's employees.



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Working from
home:

POSITIVES



Less **commuting time** and traffic congestion/pollution

Greater **autonomy and flexibility** about when, where, how to work

Better **work-life balance** for carers, the disabled

A better **talent pool** no relocating, retain valuable workers

A **distraction-free** environment



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Working from home: **NEGATIVES**



Equipment, bills and breakdown:
Paying for all the work equipment?

Health & safety rights/protection:
Insurance implications?

How can one instil or maintain the **corporate culture**?

How to **control, measure and monitor** the home worker?

Fewer learning opportunities via observation, coaching, and training.

Communication problems with head office

Exclusion, poor promotion prospects, out-of-mindness

Family and friends **not respecting work time/space**

Effective communication: electronic vs face-to-face communication



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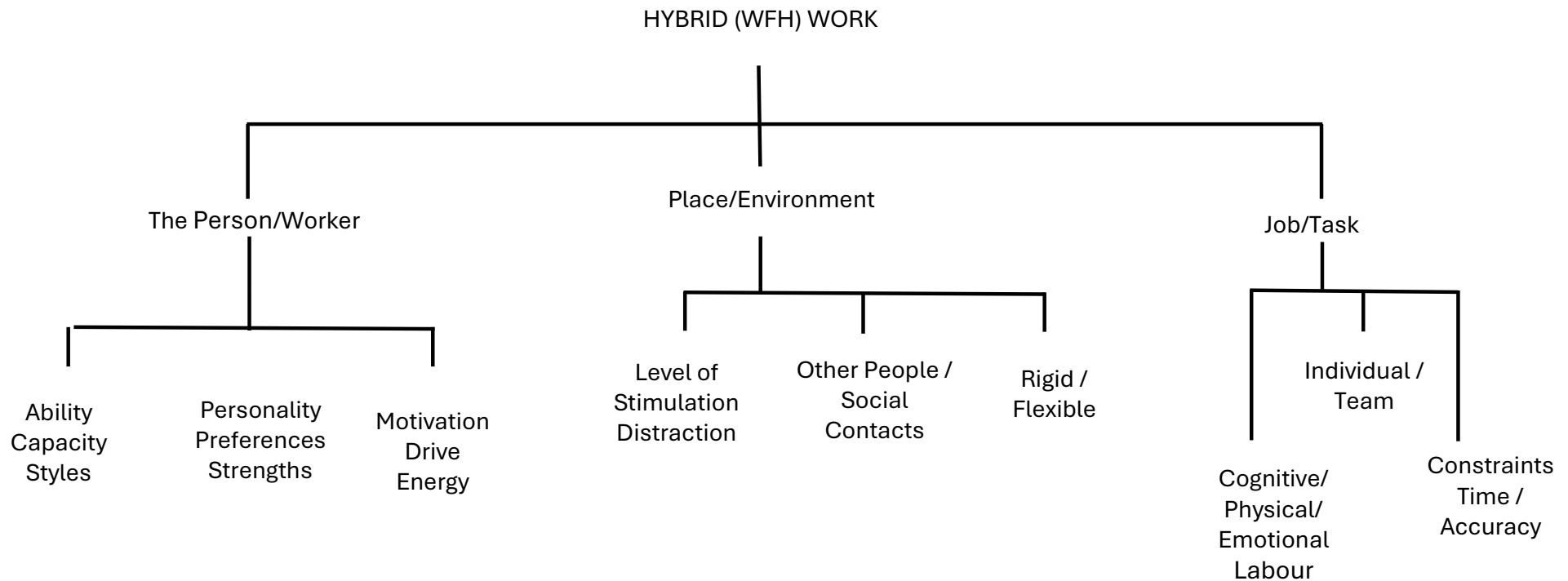
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WHO does WHAT, WHERE?

The Optimal Environment for a Person doing a Particular Task



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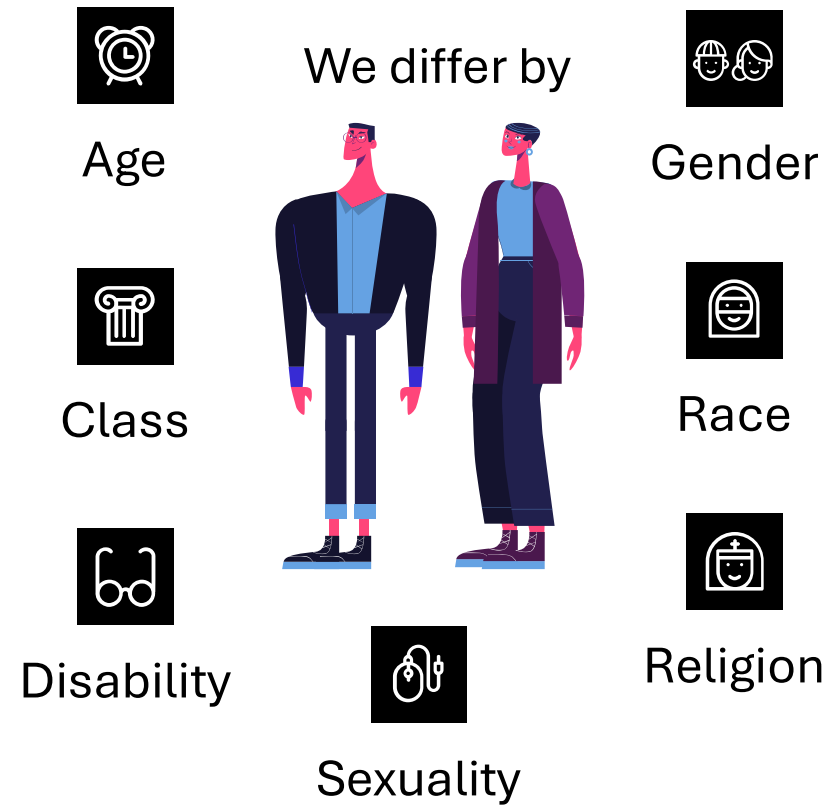
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Diversity

Homogeneity vs Heterogeneity



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What best predicts work satisfaction, leadership effectiveness and productivity?

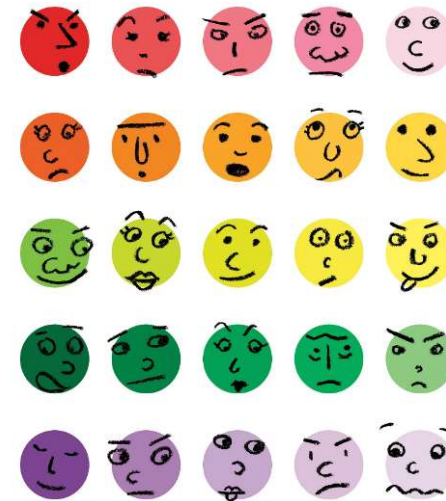
Personality

Ability

Values & Motives

Experience

Age/Generation



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ASSA Theory



Attraction

Selection

Socialisation

Attrition



Different people are attracted to different jobs as a function of their abilities, personality, values, skills.

Organisations have a model/theory about what to look for in a suitable/ideal candidate

Newcomers are soon taught the ropes about what is expected of them

If both parties feel the “fit” is not good, they leave

This means organisations can get very **HOMOGENEOUS**



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What attracts young people to jobs?



Sexy Brands

Autonomy more than money

Playing to their skills and values

Flat, rather than tall

The stated values and mission



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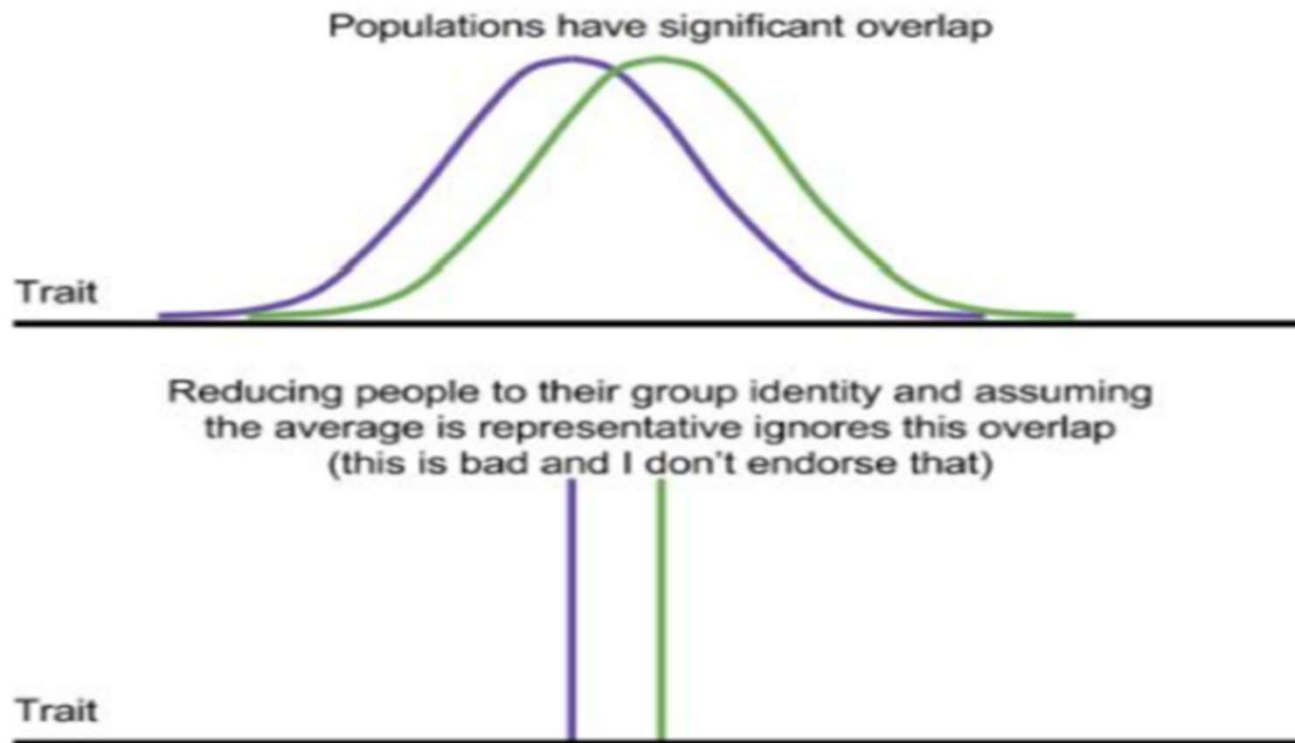


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Understanding differences: Mean difference



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Generations: The New Fad?



Are management issues all about understanding generational differences?
E.g., baby boomers vs millennials

Guru hype or profound insight?
Or is it to do simply with ageing?

What does/does not change over time?

Is there more variance *within* vs *between* people from different generations?

Why so many different categories/systems:
Gen X Gen Y Gen Z Gen A Gen Me ????



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“Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it.”

- George Orwell



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Generational Differences - Context



Influences that shape the differences among generations:

- Education: quantity, quality, speciality
- Early Work experiences; technology; skills
- Major Political Events: Wars, Migration
- Economic Conditions: booms and busts
- Cultural and Family Influences



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Why are there few women leaders?

PREJUDICE

Systems are designed to exclude women from leadership roles

BIOLOGY

Natural selection makes men much more obviously suited to leadership

CHOICE

Many women choose not to take on leadership roles

CONFIDENCE

Women do not put themselves forward because of low confidence



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Diversity is not enough

01.

Having a quota number of people of different age, gender, race will not guarantee success in business.

02.

Just mixing people does not work: In fact it can lower engagement and performance.

03.

It is important to develop a corporate culture of inclusion.

04.

You need to Attract and Retain people from different backgrounds



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Designing Work Cultures

NOTICE

**Notice, accept
and value
differences
between
people**

Make an
effort to
appreciate
these
differences

FAIR

**Make fair
decisions
about people:
challenge
assumptions**

We are all
prone to
“short-cut”
error-prone
thinking

INCLUSION

**Bring people in:
creating a
culture of
inclusion and
acceptance**

Make sure you are
inadvertently
excluding, perplexing
and insulting others



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The Myths of Generations

Journal of Business and
Psychology (2021) 36:945–967

1. Generations explain the changing nature of work (and society)
2. Generations give a convenient “wrapper” to the complexities of age and aging in dynamic environments
3. Generations are highly deterministic

Instead, it is more rational and defensible to suggest that individuals’ age, life stage, social context, and historical period intersect across the lifespan



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Managing the next generation of managers

Definition of Terms

Workplace Implications

Recruitment

Integration

Performance
Management

Engagement

Promotion



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Teaching Skills



Can you teach anybody to:

Fly a helicopter; Play the violin;
Speak Zulu; Sing in tune; Ride a
horse; Be a good leader etc...?

YES

You can teach skills: People do
improve BUT it all depends on a
number of factors called
moderator variables



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Teaching Leadership



Experiential

“Stretch assignments”,
shadowing, outplacement, job
rotation

Educational

MBA, Short course, Case
Studies, Simulations

Personal

Coaching and Mentoring



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Teaching Considerations



Learning content: affective, cognitive, skills

Training Method: Info, practice, combination

Feedback: yes/no, single-source/360

Needs analysis: yes/no

Spacing effect: spaced/massed

Setting: Virtual/face-to-face



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Teaching Considerations



Location: on/off site

Attendance: voluntary/compulsory

Leader level: high/medium/low

Trainer: Academic/Practitioner/Both

Content: Inter/intrapersonal;
leadership; business

Trainer: External/internal/Self-
Administered



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Learning Transfer Results



- Use multiple delivery methods
- Conduct a needs analysis
- Hold on-site
- Provide feedback
- Require mandatory attendance
- Use a face-to-face setting
- Have multiple sessions
- Provide as much training as possible (longer is better)
- Include soft skills (i.e., intrapersonal, interpersonal, and leadership skills)
- Include hard (i.e., business skills) and soft skills (i.e., leadership skills)



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