

Conducting Business in the “New Normal”

CIO Forum
February 16, 2023



FROM STRATEGY AND SYSTEM SELECTION TO ONGOING ADOPTION

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PUBLIC SECTOR SUCCESS STORIES



Introductions



Noelle Akins, BCC
Senior Consultant,
Change Management, Avaap



David Heringhaus
Principal Consultant,
Advisory Services, Avaap



Tim Atkinson
Vice President,
Advisory Services, Avaap



Mark Moring
Senior Sales Executive,
Advisory Services, Avaap



Cynthia Hartman
Principal Consultant,
Advisory, Services Avaap



Sandy Luckert
Principal Consultant,
Advisory Services, Avaap

Go to www.menti.com and use the code 2583 0388

Thinking of the changes that have occurred in your field/industry: *What are you most excited about? What are you most concerned about?*

 Mentimeter





Agenda

Where are we and how did we end up here?

A look at current state

Trends, themes and implications for companies

Four themes impacting our field's future

Preparing for what's next...

Leader skill sets and mindsets for the Future

State



Where are we?

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What Existed Before The Pandemic:

- Robotics and AI
- Gig economy
- Globalization of the economy
- Offshoring
- Gender and race inequities



Current State:

What Has Changed?

- Conditions of our work are not set in stone – they can be transformed
- How much we depend on “essential workers”
- 57 millions workers in the “gig economy”
 - Uber, Lyft, GrubHub, TaskMaster

Approximately 36% of American workers have a “gig” work arrangement as part of their primary or secondary job.

Current State:

Talent Acquisition

Job Postings on LinkedIn

- Pre-pandemic
 - 1% of all jobs posted on LinkedIn were remote
- Now
 - 14% of all jobs posted on LinkedIn are remote

More than 50% of all job applications on LinkedIn go to that 14% of remote jobs

Current State:

Organizational Impacts

Organizations were not well-positioned to adapt



We haven't been here before.

It's been a unique and unprecedented disruption.

We responded reactively.

Leaders have limited experience to draw from, increasing the risk of a reactive cycle of problem solving without an orientation towards learning or creative solutions.

A reactive approach isn't sustainable.

It was inevitable (*and understandable*) to be reactive in the early part of the pandemic, but it is not a sustainable tactic to navigate the continuing shift in working context we'll see over the next 18-24 months.

Current State: Hybrid Workspaces

Where we work remains in flux

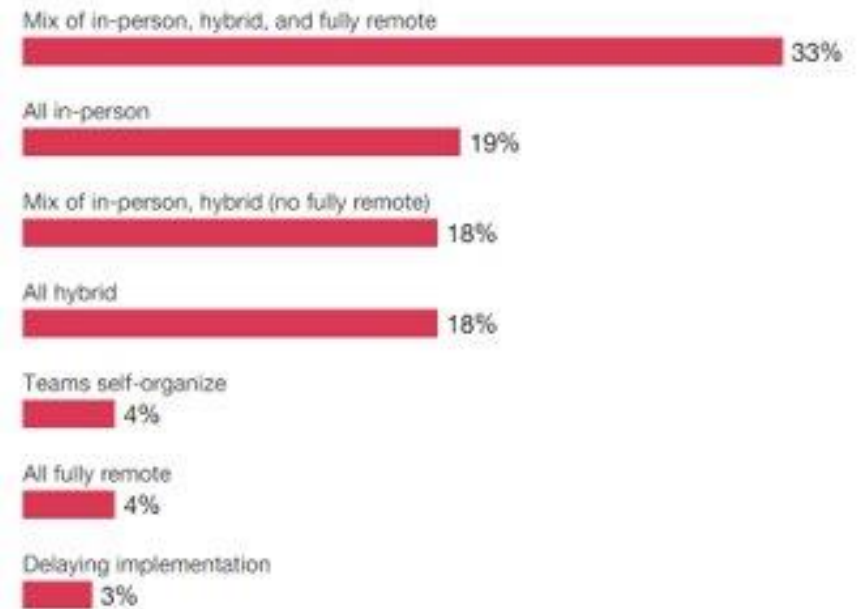
As executives face the reality of hybrid work, **concern about eroding corporate culture** is the biggest challenge for executives (36%).

Other concerns about remote work include:

- loss of mentoring (30%)
- loss of innovation opportunities (26%)
- potential equity issues between on-site and fully remote workers (25%)



Company workforce location plans for fall 2021



Note: Total may not add up to 100% due to rounding.
Q: Which of the following statements best describes your workforce location policy that will be in effect this fall? (Select one.)
Source: PwC US Pulse Survey, August 19, 2021; base of 752 business executives

Current State:

Individual Impacts

Individuals are struggling at a greater degree

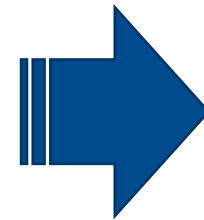
65% of employees are **looking** for a new job

41% are feeling **burned out** from their work.

45% are feeling **emotionally drained** from their work.
The younger the employee, the more likely the feeling.

44% of employees are feeling **used up** at the end of their day.

22-35% reporting symptoms of depression **often**.

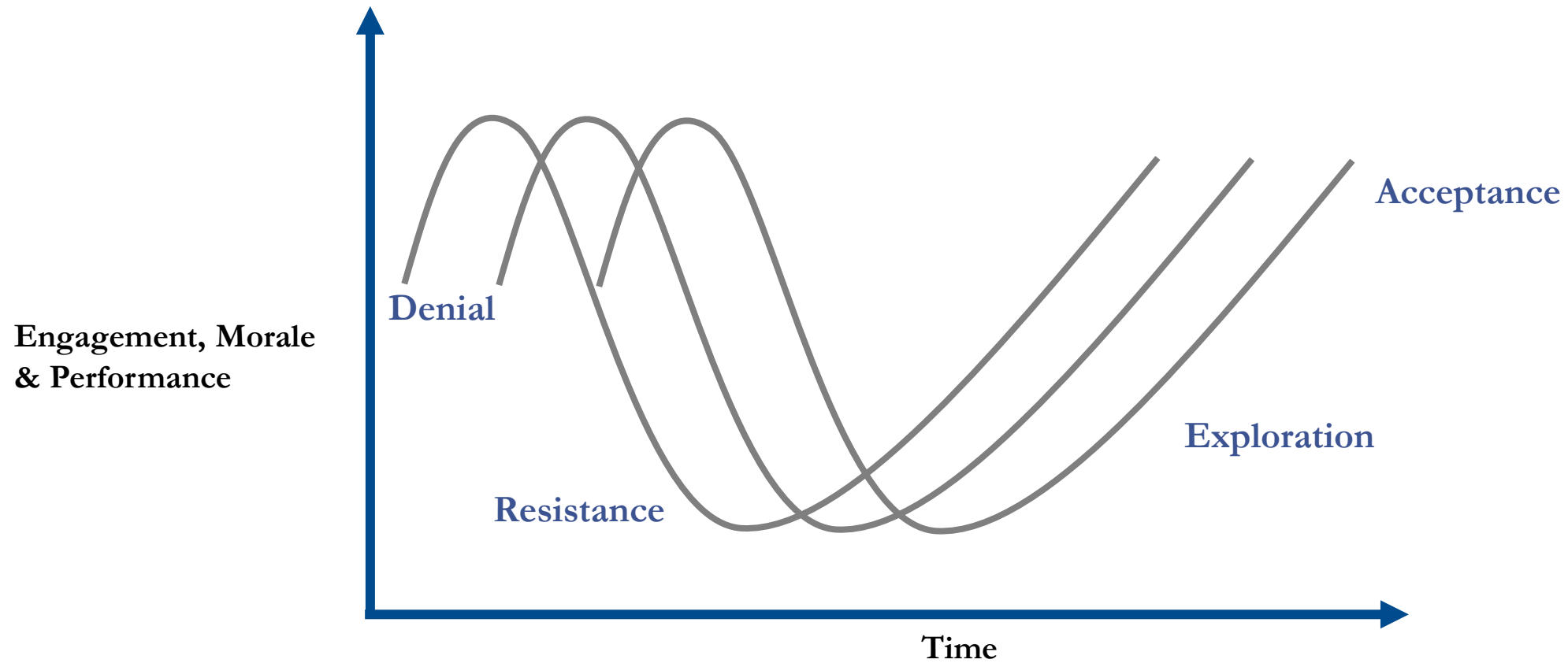


Employees whose **leaders** have not adapted to changes are ***significantly more likely*** to experience:

- ✓ Symptoms of depression
- ✓ Emotional exhaustion

Three-Dimensional Change

Perpetual. Pervasive. Exponential.





Themes, Trends and Implications

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Four Themes for the Future

These four themes will impact future trends in our work cultures

Normalizing
change
constancy

Integrating the
work of people
and machines

Cultivating
organizational
culture

Fostering
personal
wellbeing

Normalizing **Change Constancy**

1. **Reinventing the organization and its activities**

- ✓ Organizations are open to making changes in every part of their business

2. **Redesigning organizations based on capabilities**

- ✓ Organizations are becoming less hierarchical and more project-based

3. **Rethinking how organizations approach change & learning**

- ✓ Organizations are taking a more strategic approach to the people side of change and training that shifts behavior

Cultivating **Organizational Culture**

- 1. Many leaders are concerned that organizational culture is at risk as the way we work continues to evolve.**
 - ✓ The reality is we were challenged even before hybrid work to help employees operate in ways that aligned to the desired culture
- 2. Leaders must ensure employees know how to embody the desired culture in their individual work context and behavior**
 - ✓ Irrespective of their geographic location
- 3. Be intentional, and don't leave your culture to chance**
 - ✓ Whether your employees are physically co-located or not



Preparing for What's Next...

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Organizations Can Prepare in These Ways

EMERGING SKILLSETS

- ✓ Empathy
- ✓ Digital adoption
- ✓ Leadership agility
- ✓ Organization design

EMERGING MINDSETS

- ✓ Embracing ambiguity
- ✓ Curiosity & learning agility
- ✓ Connection to purpose & people
- ✓ Work-life blend for wellbeing



Group Discussion

How is your work culture changing?

A) What does your environment of change look like as an employee?

B) How are you supporting the changes and culture in your environment?

As you share, identify common themes.

Identify a scribe, we will recap as a group.

Links for Additional Reading

- <https://change.walkme.com/the-future-of-change-management/>
- https://www.kornferry.com/insights/featured-topics/future-of-work/2022-future-of-work-trends?utm_source=google&utm_medium=ppc&utm_term=future%20of%20work&utm_content=report&utm_campaign=21-11-gbl-fow-trends&gclid=CjwKCAiA5t-OBhByEiwAhR-hmyBUOWqwkIE0saYhOp9CE4_rkISgeRSrdlTna2StemRqWsJPBiLYgRoCQJcQAvD_BwE
- https://www.pwc.com/us/en/library/pulse-survey/future-of-work.html?WT.mc_id=CT3-PL300-DM1-TR1-LS2-ND30-PR2-CN_FFG-library&gclid=Cj0KCQiA8ICOBhDmARIsAEGI6o1Q0MZhpq5aS59OQzfHc5-h68Osxk9kBPBIaRHjltDjBvwAk3vdbIaAnKfEALw_wcB&gclidsrc=aw.ds
- <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html?id=us:2el:3dc:4di7302:5awa::MMDDYY:&pkid=1007732>
- <https://www.pwc.com/us/en/services/consulting/workforce-of-the-future/library/how-to-avoid-remote-work-inequity.html>
- <https://www.logic2020.com/insight/change-management-trends-2022>
- <https://telepresencerobots.com/home-telepresence-robot/>
- <https://www.pwc.com/us/en/services/consulting/workforce-of-the-future.html><https://www.cmswire.com/digital-workplace/the-role-of-technology-in-change-management/>
- <https://www.pwc.com/gx/en/services/people-organisation/change-management-and-communications>
- <https://www.cmswire.com/digital-workplace/the-role-of-technology-in-change-management/>
- [https://teamstage.io/gig-economy-statistics/#:~:text=More%20than%2036%25%20\(57%20million,of%20all%20part%2Dtime%20workers](https://teamstage.io/gig-economy-statistics/#:~:text=More%20than%2036%25%20(57%20million,of%20all%20part%2Dtime%20workers)



Thank you!

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