

White Paper

Redefining work in the 21st century

Introduction

Ikigai. This Japanese word represents an approach to life where human beings can combine work, passion, skill and purpose. We are now in an era in which more and more people are not only looking for the monetary compensation and social recognition that their work can provide, but also a real sense of purpose. For 87% of employees, the meaning of their work is considered important, with more than half of them saying that this quest is decisive in their career choices.

This increasing demand for meaning is combined with a fundamental transformation of knowledge work. A benchmark of various white collar jobs shows that at least one-third of the work currently done in the majority of these jobs will be automated in the next 10 years.

The era in which we find ourselves is therefore one of immense opportunity. In this dynamic world, companies have the opportunity to design a future where human beings will be at the center of the equation and whose work will be greatly facilitated by technology, allowing them to focus on more complex and in-depth issues.

This vision of the future is the central subject of this white paper, which is the result of thought and research on the issues of Workplace Wellness, and that has organically evolved to encompass the creation of the enlightened company of tomorrow. The central question we will therefore answer is:

What are the human factors that create a workplace where everyone can flourish and bring their best self, building sustainable company success?

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3 Goals in redefining work

This white paper is based on our interviews with leaders in the business services and technology sector whose company remains on a human scale, ranging from several dozen employees up to over a hundred. These companies have established a foothold in their respective markets and have a team large enough so that everyone does not have the time to interact with all the others throughout the day. Our research has refined our vision of work, revealing three essential aspects:

1. Revealing the potential of each human

The very foundation of a company is that it brings together around a set of given problems human beings who invest their time and energy to solve them.

While purpose, internal policies, benefits and responsibility are important, they have little meaning if basic human needs are not met. This first chapter of the white paper introduces you to these human needs, the most basic of which must be fulfilled so that the more advanced needs can really benefit from the major impact of the proposed initiatives in the subsequent sections.

2. Implementing an impactful Workplace Wellness policy

Our discussions and research revealed a diversity of viewpoints and practices around Workplace Wellness. We have synthesized the constituent elements so that you can quickly identify the fundamentals and apply them to your business.

This second chapter introduces you to the different definitions of Workplace Wellness followed by the first step to get right before doing anything else. It then provides you with the methodology to deploy your Workplace Wellness policy and measure its impact in order to adjust the implementation over time. Finally, it provides you several examples of best practices that have been established within companies with which we conducted interviews.

3. Designing the company through group intelligence

This chapter helps you practice organizational alchemy. Here, we will combine the awareness of human needs, an effective Workplace Wellness policy and a redefinition of what work is all about in order to promote the continuous evolution of your company in a world that requires adaptability. The ultimate goal of this approach is to boost the involvement of every team member, strengthen the value delivered to your customers, unleash the power of group intelligence and contribute to the quality of decisions made by leaders at all levels.

Key Figures

15%

The share of global GBP lost yearly to issues linked to employee wellness

30%

It is estimated that two thirds of current jobs will see at least 30% of their workload automated between now and 2030

50%

The share of employees who say they either have a "bullshit job" or consider it a possibility

90%

The proportion of older, experienced, employees who don't feel able to stay in their current job if growth and learning opportunities are unavailable

CHAPTER 1

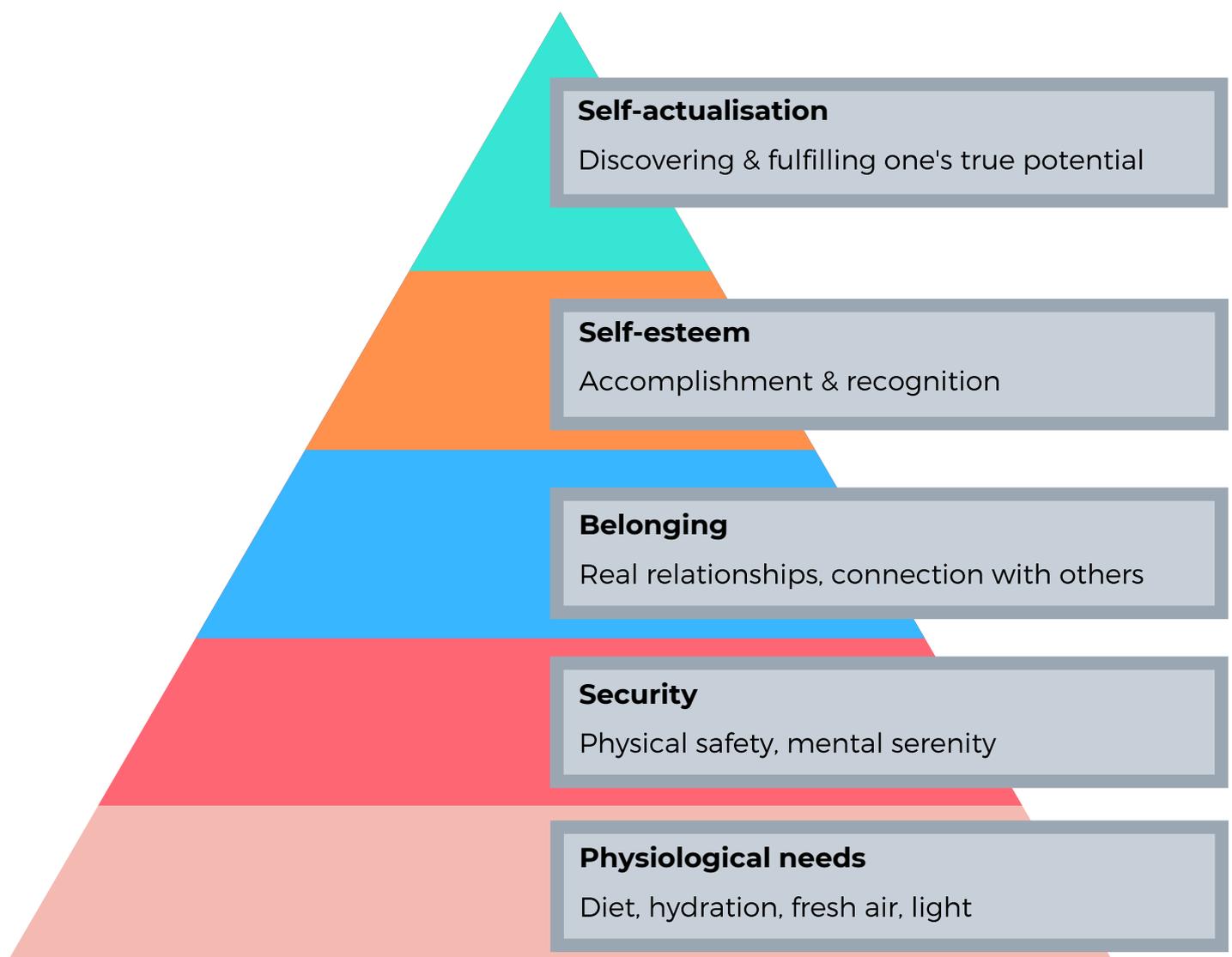


Revealing individual
potential



Chapitre 1 - Revealing individual potential

The foundation of a company that reaches its potential is a group of healthy and fulfilled human beings. In a world where work requires increased skills and continuous adaptation, work becomes not only a source of income or recognition, but an essential factor in the development of the human being. In this chapter, we will analyze the relation of human beings to work via the hierarchy of human needs expressed in the Maslow pyramid.



Physiological needs

A human being can not claim to reach their full potential unless their basic needs are already met. A good state of health is therefore a necessary foundation. In order to achieve this, the following elements are key

Diet and hydration

A healthy and balanced diet reinforces focus and boosts energy. It is up to each of us to adopt healthy habits and to encourage our colleagues along this path. Drinking enough water is also important. Various scientific studies show that even mild dehydration can be enough to negatively influence one's emotional state, cause fatigue and decrease focus.

Sleep

The media tends to highlight those successful individuals who thrive despite sleeping only 4 hours per night. However, they represent a minority. The average amount of sleep for an adult is between 7 and 9 hours, with the regularity of sleep / waking cycles being the key to a true recuperative rest. Starting the day well rested will yield much higher productivity than a day of 16 hours of work, half of which will lead to errors that must be corrected.

Light and oxygen

It is estimated that the working population in the services sector spends at least 80 - 90% of its life indoors. However, it's been shown that the lack of natural light and fresh air has an undeniable impact on health. Various studies show that workers lacking natural light will be more prone to mental difficulties such as depression or lack of focus. From a physical point of view, the lack of vitamin D has been shown to contribute to serious diseases such as cancer, stress and dysfunctions related to circadian rhythm. With regards to fresh air, a person in an office will often be sedentary and breathe a ventilated air that does not have the virtues of the open. Thus, it is essential to take the time to breathe and walk in order to increase heart rate somewhat and benefit from outside spaces. Even in big cities, you can easily find green spaces whose use will have a positive impact for teammates.

Need for security

A person who feels safe can raise their level of consciousness and reveal their qualities and aspirations. In the opposite case, they will turn inwards, thinking only of survival.

Physical security

Though we live in a civilized society, there are still physical risks to be found once one steps outside the front door of the office. Do not hesitate to ask your colleagues if they feel safe at home, in their neighborhood or on their commute. This may reveal potential risks that you will be able to deal with together, and most importantly, will reveal something fundamental that prevents the person from being the best version of themselves. In doing so, you will help them protect their physical integrity and help them go beyond the feeling of helplessness they might suffer from faced with their perceived risks.

Mental security

In a world based on the exchange of information, the majority of the factors that affect us are now immaterial. Mental security comes from both a clear vision of the future and healthy relationships.

In this context, one of the key factors of burnout is uncertainty and the fear of change. A company that is changing and implementing new methods may risk raising within its employees a deep fear of their potential inability to adapt. It is therefore up to the leaders to involve each person in the company's growth so that they become actors rather than spectators.

Another factor of insecurity is income related. An employee who is struggling to make ends meet will hardly be able to produce their best work or flourish. It is therefore important to ensure that every person in the company can support themselves and plan for the future without undue stress.

Finally, healthy relationships are essential within the company. It is therefore up to everyone to identify and put an end to negative behaviors or harassment that induce psychological distress.

Besoin d'appartenance

Once these basic needs are fulfilled, a person has the basic comfort to build their happiness. They find themselves in a good position to open themselves up to the outside world, both in terms of challenges and building relationships with others.

In the company, the individual will flourish if they feel appreciated and respected by their colleagues as well as feeling they belong to something bigger. A company therefore will find it in its interest to have a clear purpose and shared values that will bring its employees together and give them a common goal.

Self-esteem

Self-esteem comes from the feeling of accomplishment (succeeding at new challenges) and the recognition of others. Here, it is therefore necessary to identify external and internal factors of esteem stemming from our perception of our actions.

External Recognition

One of the driving factors in pursuing professional success has always been the recognition or prestige associated with a particular job. This desire to reach new heights is also fueled by mutual recognition within the company, whose form may vary according to culture.

Beyond various benefits, material gifts and formal recognition, promoting gratitude and sincere and frequent informal recognition creates a positive atmosphere and the desire to surpass oneself. Of course, it will also be important to dose appreciation appropriately according to the degree of excellence demonstrated by an individual so as to avoid falling into complacency. The shared appreciation of a job well done will create a culture of excellence and drive every person to seek to continually do better in a positive way.

Inward Recognition

Whilst external recognition is a key factor, it remains an unattainable dream that will be pursued unfruitful if one does not have confidence and a sense of inner accomplishment. It is therefore key to also ensure that an employee has the feeling that they are not only solving challenges, but also having a real impact. Indeed, recent studies show that up to half of professionals affirm or consider the possibility that they have a "bullshit job" whose useful challenges and real impact are non-existent. It is therefore up to the company to continually seek to organize its structure to make the most of everyone's skills and up to individuals to reassess their role and learn to critically assess how they occupy their days.

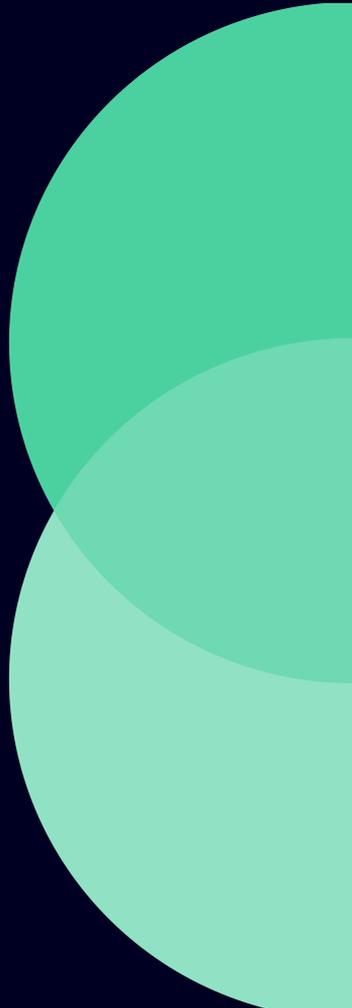
Self-actualisation

Self-actualisation is an extremely personal journey. It is a path that lasts a lifetime and whose shape will reflect the values and aspirations of each person throughout the stages of their life. Even if a company cannot meet all of the highest aspirations of an individual, it remains an important vector of to growing closer to them.

Thus, self-actualisation through the professional sphere lies in a continuous improvement of one's skills, the ability to influence one's environment and finally the opportunity to be creative in the execution of one's work as well as to adjust the content of the work so that it maintains its usefulness and creates an impact in the world.

In this white paper, we will be aiming to provide you with the foundational elements that will enable your employees to reveal their full breadth of potential and, in doing so, bring the best version of your company to light.

CHAPTER 2



Creating an impactful
Workplace Wellness Policy

Chapter 2 - Creating an impactful Workplace Wellness policy

Different definitions of Workplace Wellness

Each of the companies we interviewed shared the same fundamental concern to ensure that their employees were in the best conditions to deliver on the issues of the company. A sentence that appeared at almost every discussion was:

"We do not just want to be a company that does PR, but a place where we are serious about the well-being and fulfillment of our team and live in alignment with our values "

Whilst some professionals may remain skeptical about well-being at work and personal growth, our research has shown that there is right now a group of leaders who are extremely sincere in their intentions.

When we discussed these companies' definition of Workplace Wellness, several definitions came to light.

Definition N° 1 - Company DNA

For these leaders, Workplace Wellness is not in itself a structured programme. It is rather a shared mindset and a sense of belonging among the team. Workplace Wellness will translate into values that underlie every action and make each person congruent between what they say and what they do.

Definition N° 2 - Specific initiatives and benefits

Here, Workplace Wellness is seen as a set of actions that allow a company to live out its values and promote the professional and personal development of each person. In this context, it is not only benefits, but also policies such as pay equity, unlimited vacation or overtime pay.

Définition N° 3 - The co-construction of the future

A recurrent theme was the ability of everyone to participate in the evolution and growth of the company. Here, Workplace Wellness relies on leveraging group intelligence to drive innovation and is complemented by the full set of proactive initiatives each person takes to help their team

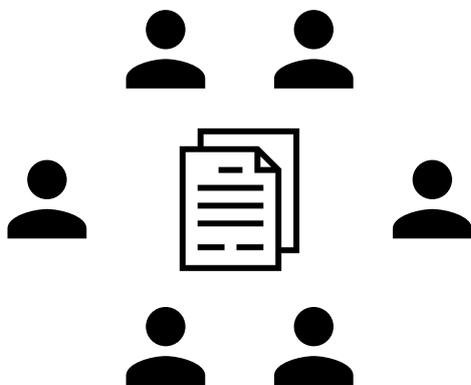
Summary Definition

We have summarised these definitions and our research to arrive at the following.

Workplace Wellness is a set of material factors, such as the benefits and content of work, and intangibles, such as shared values and a great atmosphere. Together, they support the health, personal growth, and effectiveness of individuals. They allow team members to give the best of themselves both in terms of the execution of their work as well as with regards to the continuous evolution of their responsibilities and their participation in the growth of the company.

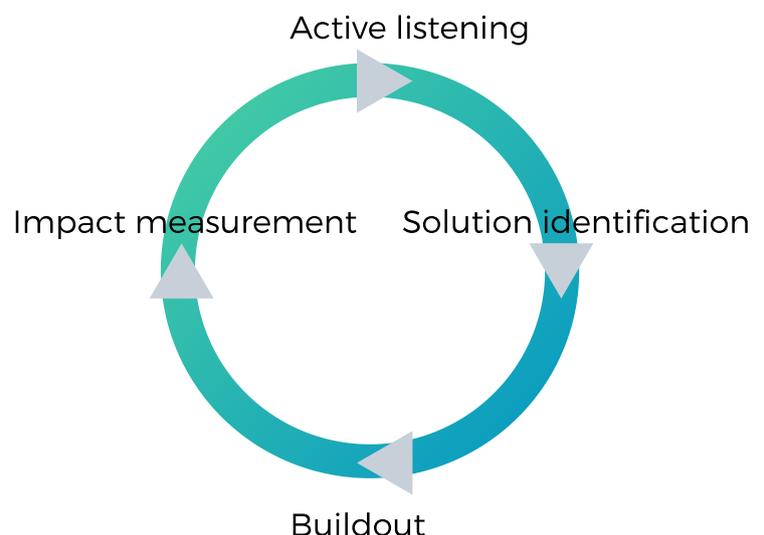
The 2 phases of Workplace Wellness

The establishment of Workplace Wellness foundation is based on 2 essential phases. The first is the development of shared purpose and values for the company. The second is the implementation of a continuous cycle of listening, ideation, deployment and measurement of the solutions' impact and adoption.



First step consists in discussing and documenting shared mission and values.

Second step is a continuous delivery cycle made up of active listening, ideation, buildout and impact measurement.



Phase 1 - Defining a Common Culture

The companies we interviewed have all, at one moment, taken the time to look down the road and define shared values. These values and purpose guide each action of the company, whether it be a customer interaction, an interaction between colleagues or the design of a new service offering. A company with shared values puts trust into its team and increases the chances of success for ideas that will be brought up by employees. This is because they will instinctively know what makes sense or not for the company, thus reducing unnecessary friction.

Best practice: A dedicated time for the whole team

A common practice we observed was the organisation of a shared moment where the teams lift their head from daily operations. During this exercise, the whole company will, sometimes assisted by an external facilitator, articulate its purpose and define its values as well as how they should be implemented.

One of the key issues we have identified is that all companies that take this issue seriously consider their values to have an operational impact. It was highly important to them that these were really adopted rather than just being a PR stunt or another workshop that never leaves a lasting trace.

Phase 2 - Continuous delivery

Designing a great workplace is similar to designing a product. It is based on an understanding of the underlying issues, an ideation phase about appropriate solutions, the implementation of these solutions and, finally, the monitoring of their deployment to ensure their relevance and adapt them over time, all in a continuous cycle.

Step 1: Assessing the current situation

It is difficult to design a solution without knowing what the issues will be. As a result, successful businesses listen to their employees and work to identify the issues they face. This happens through two approaches. The first is a formal approach, via surveys and bilateral discussions that are part of the managerial cycle. The second approach is more informal, it is here that leaders will want to listen to various “off the record” discussions and feedback that emerge organically throughout the course of a day.

Best practice: The relay system

Some companies we interviewed operate a relay system. Here, certain team members and / or managers are assigned the responsibility to collect feedback from their immediate team. This organization reinforces the information chain that is traditionally represented by the hierarchical pyramid and is a source of continuous reaffirmation of the company's values and identification of potential problems in their early phases.

Step 2: Ideation about which solutions to implement

Once the values have been determined and the issues identified, solutions must be put into place. These will vary according to the profile of the company. A solution can be expressed in monetary form, a benefit, or a group moment to reinforce team-building. It is important for a company to have truly listened to its employees, otherwise the time and resources invested in a solution will have little effect.

Step 3: Buildout of the solutions

Once the decision has been made as to which solutions to implement, they must now actually be built. This will involve the selection of the appropriate supplier(s) in the case of a benefit such as sports classes, or the internal administrative work for a policy such as unlimited paid leave. Once the solution is ready, it will also be important to ensure internal communication to evangelize it and facilitate adoption.

Step 4: Measuring impact

Like any product launch, the period of time following the implementation of a new offering must be studied objectively in order to determine if it has been adopted as well as what its positive and negative impacts are. This will also inform the decision to continue the offering in its current form, modify or terminate it.

Defining impact

One of the difficulties in addressing Workplace Wellness is identifying the impact of initiatives on the team. Here, we propose several qualitative and quantitative indicators to understand the impact of Workplace Wellness efforts.

Impact as a qualitative experience

From a qualitative point of view, a successful Workplace Wellness programme will directly influence the daily interactions between employees. The qualitative success of Workplace Wellness is therefore perceived through the ways in which all employees work together and solve the difficulties that arise every day.

Best Practice: Combining goodwill & high performance

A high-growth startup we interviewed is amongst those companies that see Workplace Wellness mainly as an atmosphere and feeling that we perceive. In the context of high growth, this company's employees are under a high degree of pressure. Yet, despite the challenges they face, employees are extremely close-knit and are ambassadors of the company. We find the source of this atmosphere in the values of the company:

- "Goodwill": Acting in the interest of its customers and, internally, solving problems rather than seeking to put the blame on someone
- "Conquest": To be growing continuously and aim for total victory in the market

Whilst a high growth environment can introduce the risk of strong individualism and Darwinist behavior, this company's values foster collaboration and encourage the team to think as a group. Furthermore, the atmosphere of benevolence ensures that individuals will not try to blame a colleague who has made a mistake. On the contrary, the team will regroup to solve this problem and learn from the experience in order to continue on their growth journey

Best Practice - Reducing bias on the bearer of an idea

One of the companies we discussed with has among its values the following two:

- “Data with arguments”: Every idea must be supported by objective arguments and clear data
- Proof of Concept and Scale”: Before putting large resources behind a project, an initial version is prototyped so to study the potential of the idea

The benefit of these values is that the company can drastically reduce the biases associated with a new idea. Whilst we see many situations where the perceived credibility of an idea is related to the length of employment or the seniority of the bearer, these values allow everyone to be confident that their ideas will be considered seriously as long as they are backed up by factual evidence.

At the company level, starting with a prototype makes it possible to quickly confront the team with the implementation difficulties related to any innovation. Thus, they can quickly decide to either stop a project or pursue it, benefiting from a decrease of the magnitude of costs associated with the learning phase necessary before going into full production

Quantifying impact

Having looked at the qualitative experience manifested by a great Workplace Wellness approach, it is also important to identify relevant key performance indicators, both at the level of individual initiatives as well as the company as a whole. Here, we suggest a few essential (but not exhaustive) indicators to measure the pulse of a company as well as an explanation of their relevance.

Employee turnover

As evidenced in a study, up to 50% of the youngest employees and 90% of older employees expressed that they would not feel capable of staying in their company if they did not have learning and growth opportunities. Another study found that 92% of employees would be more likely to stay if their management showed more empathy. Seeing that the average cost of a recruitment is estimated at 7000 € and that this figure does not even take into account the productivity and knowledge lost when a productive employee with excellent awareness of company internals leaves, leaders will find benefit in creating a great workplace where everyone can flourish.

The share of employees who are aware of company values

As previously demonstrated, shared values make it possible to bind the team together. A company whose team is unaware of its values and therefore unlikely to implement them will be faced with mistakes that could have easily been avoided if the individual was more aware. On the contrary, a company whose values are known and adopted will benefit from a much stronger team spirit and strong innovation channeled towards the fundamental issues of the company.

The adoption rate of a benefit

Choosing and implementing a benefit for employees involves an investment of time and resources. Weak adoption will incur a significant opportunity cost and also implies that some employees will benefit more than others from the benefits of the company. This indicator therefore makes it possible to evaluate whether a benefit should be continued, adapted or terminated.

Example: Supporting the company's physical well-being

You have learnt that yoga contributes greatly to the physical and mental wellbeing of a person. You find an instructor, block a meeting room once a week and evangelise this new benefit to your team.

A month later, you realize that only 8% of the company is attending classes. You decide to reallocate the yoga budget to instead co-finance each employees' preferred gym. After a few weeks, the adoption rate is 25%. It's improved, but you know you can get an even better result.

After discussing with the team, you realize that a significant blocker is finding a gym as well as the fact that some people prefer other forms of exercise. Proactively, you identify a range of suppliers who will give a discount to your employees and share this new catalog internally. The adoption rate is now 65%.

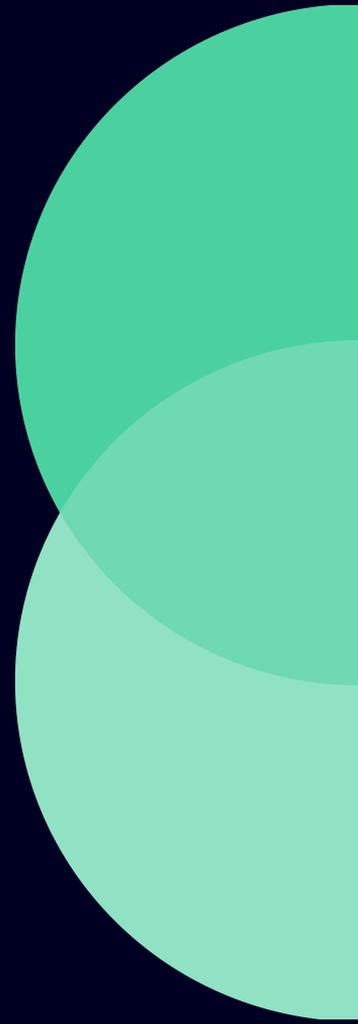
With this new rate in hand, you know that the program is now accessible and easily usable for everyone. In the course of your discussions, you realize that the last third of the company does not use this benefit because it is not interested in the sport.

You now know know that the only remaining step is to undertake educational efforts around the benefits of exercise

In this chapter, we saw the Workplace Wellness lifecycle. These elements enable you to establish the foundation of a strong and united team. However, to stop at the stage of well-being is to miss the true potential of human beings as well as that of group intelligence.

CHAPTER 3

Designing the Company
via Group Intelligence



Chapitre 3 - Designing the Company via Group Intelligence

A company is born out of the will of the founders who have successfully established themselves in their respective markets and have gradually surrounded themselves with specialists allowing them to delegate operations. However, the world today is a fast moving one. A job description prepared a year ago must be updated continuously to respond to internal and external developments. Thus, one of the key issues is to determine how employees can appropriate the purpose of the company, take ownership of processes and contribute to proactively transforming their company. The success of such an initiative will sustain the ongoing growth of each person and will allow the company to reveal amongst its team skills and ideas that, under a static model, would never have seen the light of day.

We will now look at good organizational practices that facilitate the involvement of each individual in the evolution of a company. These apply both in its internal operations as well as the implementation of the services provided to its customers. In order to look to the future, however, we must first understand how we have arrived at the workplace of today.

Towards a more enlightened form of hierarchy

Traditionally, hierarchy has manifested in a specialization and focus on increasing execution as we go down the ladder and increase in thinking and decision-making as we go up.

This organization of work comes from a more industrialized economy, wherein the workers formed the base of the employment pyramid, supervised by foremen qualified by their seniority and led by a group of engineers, managers and leaders belonging to the small minority that had access to formal education, allowing them to take on management roles

.In 2019, higher education has been democratized and the Internet allows every person to expose themselves to new ideas and knowledge that previously would have been restricted to a small group. In this context, personal and professional growth can be undertaken with an autonomy and speed which until now were not available. This opportunity for continuous learning and sharing of ideas coupled with the drastic reduction of infrastructure costs related to investment and experimentation is therefore a tremendous source of renewal for companies.

Though we recognize that the role of leaders is still to act as guarantors of a company's values, provide direction and decide on the most important issues, we also affirm the necessity of increasing the number of options available to them as well as the range of opportunities to delegate decision-making.

Blockers to company design

In order to identify the ways through which one can unleash creativity, it is first necessary to be aware of the factors that tend to contain it.

Case N° 1 - A newcomer wants to help

Any new hire brings skills and a fresh outlook, since they are not familiar with the ways the company currently operates. The challenges faced by a new recruit are the following:

- Knowing how things currently operate and why
- Integrating into the team without being perceived as a "threat"
- Building credibility that will allow their ideas to be heard

In the first instance, the newcomer must acclimatize to this new environment, learn the explicit and implicit rules and develop relationships, create trust with his team and understand in depth the issues of the company

Case N° 2 - Employee workload is heavy and process-driven

Any professional who has had a heavy workload will recognize this problem. When a company's employees are overloaded, they often lose sight of the big picture and focus on the next task. This entails the following consequences:

- Repetition of tasks that could be automated or eliminated
- Implementation of a process prioritizing the steps rather than the goal
- Burnout related to a continuous work overload

It is thus essential, whatever the situation, to be able to take a step back and assess how the team can improve the way they work

Case N° 3 - Idea generation is slowed down by culture

We can separate ideas into two main categories; operational ideas and strategic ideas. In order for them to be heard and to be implemented, the company needs to have a clear culture around how this is done. Here are the difficulties within each category that may arise within a company.

Operational Ideas

- The idea is perceived as a major change that should be submitted to hierarchical consensus rather than an experiment that deserves testing
- A culture exists where only managers are considered eligible to design processes, with the rest of the team having to simply implement them
- The company has put in place a process to avoid a past problem, but this experience is not shared with the newcomer who doesn't understand why the process is needed

Strategic Ideas

- The values and purpose of the companies are not sufficiently assimilated, which leads people to suggest or work on initiatives that will not be relevant to the organization
- Strategy is seen as the prerogative of leaders and employees do not feel not encouraged to contribute in this area
- A lack of proximity between all employees and their end customers removes the opportunity for them to develop deeper empathy with the customer's issues, preventing the worker from adapting offerings in a way that could solve these

Company design essentials

In the previous section, we identified the major obstacles that will slow down the growth of the company due to the inability to leverage group intelligence. Here we identify how to take action.

Step 1 - The assimilation of values

The companies we interviewed all had shared values that reinforced the teams' alignment. These values also provided a frame of reference for daily interactions and decision-making. In Chapter 2, we mentioned the establishment of a value system as the source of any Workplace Wellness approach. Once established, one must also consciously live out these values on a practical level.

Step 2 - Operational growth

Successful companies continually seek to go beyond the status quo. They have strong shared values and their teams are know that whatever their responsibilities are, they are ultimately here to contribute to customer satisfaction

Best Practice - Self Disruption

An accounting partnership with whom we spoke and whose partners have been practicing for more than 20 years in what is a well established field is actively disrupting itself. This company has embraced digital tools that allow their employees to spend much less time on the reconciliation and filing of documents, freeing up resources they can invest on topics that generate value for their customers, such as their financial strategy

Best practice - Documentation

Another best practice that emerged from our discussions was the intelligent use of documentation and checklists. One might think that this is relatively useless for skilled employees. Yet, a 2008 study found a 33% reduction in surgical complications when a basic procedures checklist was read aloud amongst a team of highly qualified doctors. In the same way, a company with clear processes reduces the risks related to their implementation and promotes innovation since everyone now has knowledge of all stages.

Step 3 - Strategic growth

In order to continue to survive and grow in the long term, a company must be able to envision how it will stay relevant in the future, ideally by involving its team. To do this, it will have to make sure beforehand that its employees are in good shape, engaged with their work and adopters of the company values. Coupled to trust given by the company in employees' ability to contribute to the future of the company, it is in these conditions that the most interesting sources of renewal will emerge

Practical Application - The Internal Hackathon

One company we interviewed has a habit of periodically setting aside a day for a "shipping day". This day brings together employees across disciplines, whether they work on product, sales or support, and sees them brainstorm together about how they can build a prototype related to ideas that have recently emerged within the company. These moments break departmental silos and allow the company to innovate internally in terms of company-wide policies and tools, and externally, with regards to new ways to deliver customer value.

Redefining the job description

Our vision of the modern company reaffirms the importance of the leader in the definition of corporate strategy. However, in the modern era, increased specialization requires that innovation and the identification of opportunities occur at all levels of the enterprise.

The most important transformational aspect is the redefinition of what a job description should be construed as. It is common to reduce the professional to a series of tasks in a given process. This is a reality of an established company that knows its market well and knows what is needed to carry out its daily operations. It is easy, however, to fall into the trap of executing processes and responsibilities without questioning. This is why we advocate a transition from the "how" to the "why." As you will see in the example below, it empowers individuals and frees them up to innovate in the way they carry out their work, yielding continuous growth in terms of new techniques and know-how. This will also reinforce each person's commitment as they now have a greater ability to influence their work. Because of their increased level of responsibility and accountability, they will also be more likely to share difficulties rather than ignore them when they are not directly concerned.

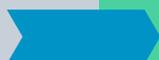
Example Job Description - Customer Service Representative

"How" based work

Answer and handle customer calls



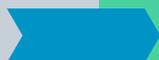
Advise on different products and how to buy them



Support customer with regards to order status queries



Train customers in the use of the products in order to optimize their experience



Actively suggest improvements in tools and processes



"Why" based work

Be available when customers express a need

Understand the issues faced by customers and identify the best solution

Keep the customer informed about the state of their order

Help customer achieve the best return on investment from the product

Simplify and continuously improve the customer experience

In this example, a customer service representative has been given a defined scope. The redefinition of their job description provides the opportunity view success differently and move beyond just KPIs

.A person operating based on "how" who responds quickly to the phone, treats customers with respect and relays queries to relevant colleagues will be considered to have fulfilled their responsibilities.

Someone operating from a sense of "why", a purpose-driven individual, will operate at a much higher level. Thus, this person's goal is to ensure customer satisfaction, regardless of the means. For example, they will proactively interface with internal stakeholders to get an issue solved rather than moving to the next call. In addition, even if they inherit an existing infrastructure (phones, CRM, email, etc.) they will continually seek to simplify and evolve the tools and processes that contribute to the customer experience.

This increased accountability makes it possible to recruit more proactive people, better involve them in the company and, above all, deliver much better customer satisfaction while developing quality processes.

Conclusion

In this white paper, we have seen that modern company that wants to build continuous success does three things. It takes an interest in each team member's growth and engagement, it implements a successful, adaptive, Workplace Wellness policy and it leverages group intelligence at all levels to facilitate renewal. It's the combination of shared mindset, increased accountability and continuous evolution that allows the company to see its employees flourish and reveal the best version of themselves.

These areas of company-building constitute our purpose. We aim to support companies in listening to their team, accelerating idea generation and sustaining growth at all levels.

If you share our mindset, we'd like to introduce you to Anya, our solution to see what the whole team is thinking, identify great ideas and common frustrations, and, together, highlight and build out the great ideas that already exist within your organisation that will help the company bridge the gap between today's and tomorrow's version of itself

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