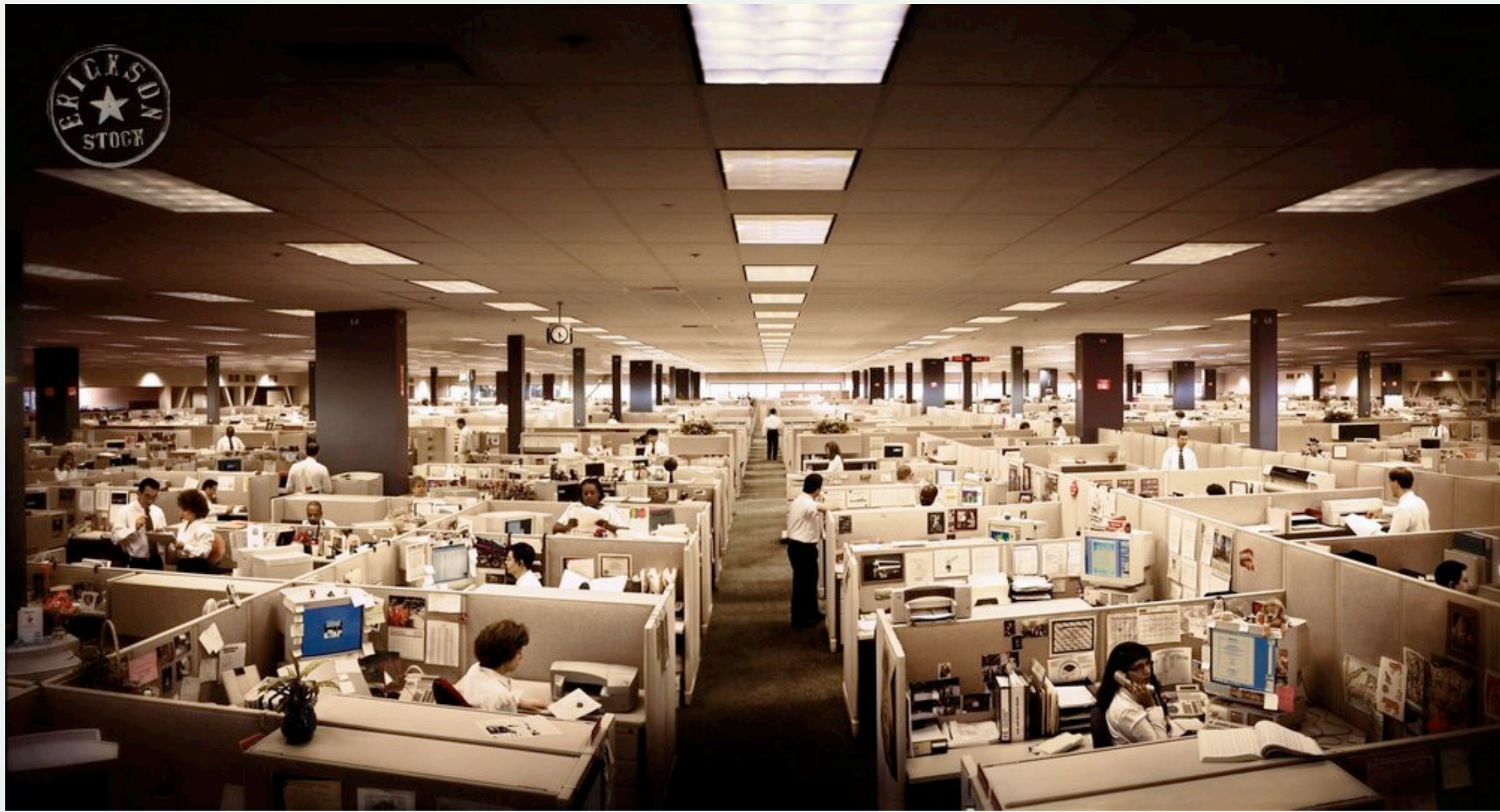# FUTURE OF WORK

04.15.21

REBECCA R RYAN

WHAT IS
THE FUTURE OF WORK?

LEXICON

On-site: A job that requires 100% on-site

Hybrid: A job that allows on-site and remote work

Remote: A job that is 100% remote

WFH: Work from Home

Work: The job I do, not the place from which I do my job

IS WHAT WE'RE DOING WORKING?

HOW DO WE NEED TO ADJUST?

HOW CAN WE GET STARTED & KEEP MOMENTUM?

WHAT'S HAPPENING "IN HERE"?
WHAT'S HAPPENING "OUT THERE"?

"DOING"

"SENSING"

THE FORESIGHT PROCESS

WHAT COULD HAPPEN?

WHAT DO WE WANT TO HAPPEN & WHAT WILL IT TAKE TO GET THERE?

"DEFINING"

"IMAGINING"

SENSING: WHAT DO WE KNOW TODAY? (1/2)

- In MA remote work in Jul-Dec 2020 was the third-highest in the nation
- 56% of all jobs can be done remotely
- 86% of employees want to work from home at least some of the time
- 17% will quit if required to return to work full time

Sources: Global Workplace Analytics, McKinsey, Boston Globe, Glass Door and Harris Poll

SENSING: WHAT DO WE KNOW TODAY? (2/2)

- Employers can save ~$11,000/year for every person who works remotely half of the time

- Productivity is steady or better

- Work-at-home saved employers $30B+/day in what would have been lost productivity during COVID-19

- 100% of municipal employees want to keep Mute button for public meetings*

Sources: Global Workplace Analytics, McKinsey, Boston Globe, Glass Door and Harris Poll, *a joke

SENSING QUESTIONS FOR YOU

- What has been your org's experience of remote or hybrid work on productivity, engagement, happiness?

- What do employees want?

- What do council, administrators, and leaders want, and why?

- What's possible? How many jobs could be done remotely? What's your capacity for turning this into a sustainable competitive advantage?

ONE SAMPLE OF 710 EMPLOYEES

18 people (2.5%) want to come back to work 5 days per week

467 people (65%) want a hybrid

225 people (31%) want to work from home 5 days per week

THE FORESIGHT PROCESS

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"DOING"

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WHAT'S HAPPENING "IN HERE"?
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EXPLORE THE FUTURE IN THREE ZONES

MORE CERTAIN — LESS CERTAIN

VISIONARY

ZONE OF HIGH ASPIRATION

EXPECTABLE

ZONE OF CONVENTIONAL EXPECTATIONS

CHALLENGING

ZONE OF GROWING DESPERATION

SOURCE: INSTITUTE FOR ALTERNATIVE FUTURES

A FRAMEWORK TO
JUMP START YOUR IMAGINATION

CITIZEN-FACING

**Quadrant 2
Tech-Enhanced**

**Quadrant 1
On-Site**

Online Council Meetings

Snow Removal
Sanitation
Parks and Rec

PLACE-BASED   ANY PLACE

Human Resources
Payment Processing
The Work You're Doing Right Now?
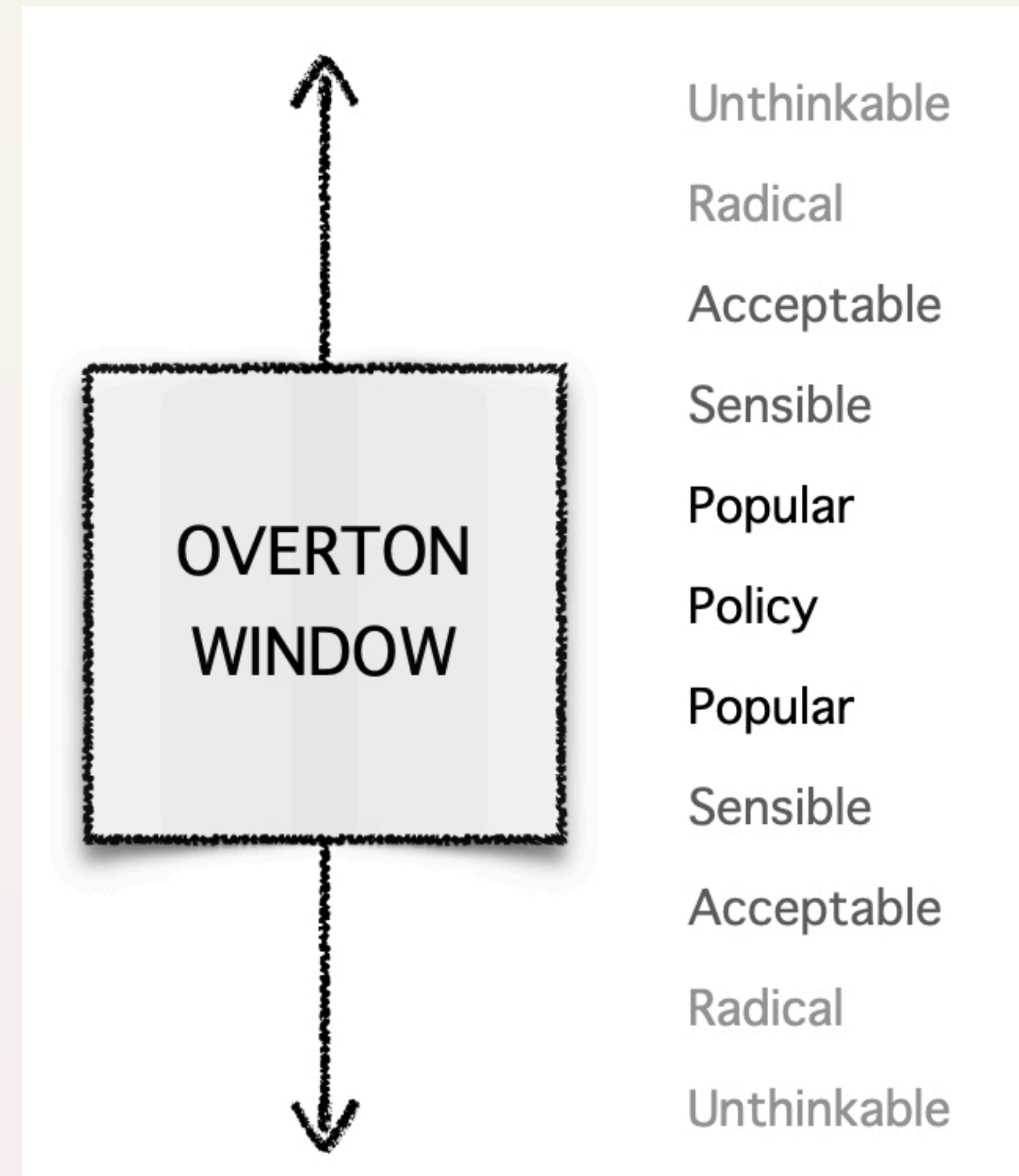
PWX Repairs
Server Farms

**Quadrant 4
Completely Remote**

Quadrant 3

BACK OFFICE

OVERTON WINDOW

Things that were once "unthinkable" are now sensible

QUESTIONS TO DRIVE INNOVATION

- What if we decoupled "place" from "job" permanently?

- Where are we facing staffing shortages, and how could we make those jobs remote or hybrid and expand our talent pool?

- How could we use this period to rethink how we work?

- How could we reorganize how we work for greater employee and citizen satisfaction?

- How could we repurpose our real estate for greater collaboration, creativity…and revenue?

OUR
FUTURE
STARTS
NOW

REBECCA **R** RYAN

🐦 @NgcRebecca