

An aerial, top-down view of a modern building's spiral staircase. The staircase is a prominent feature, with its concrete and metal railings forming a continuous, winding path. The building's facade is visible, showing a grid of windows and structural elements. The overall scene is brightly lit, suggesting a sunny day.

Investeren in presteren

Het nieuwe werken ontrafeld

Patrick Houtkamp, Bright & Company

Managementboek.nl

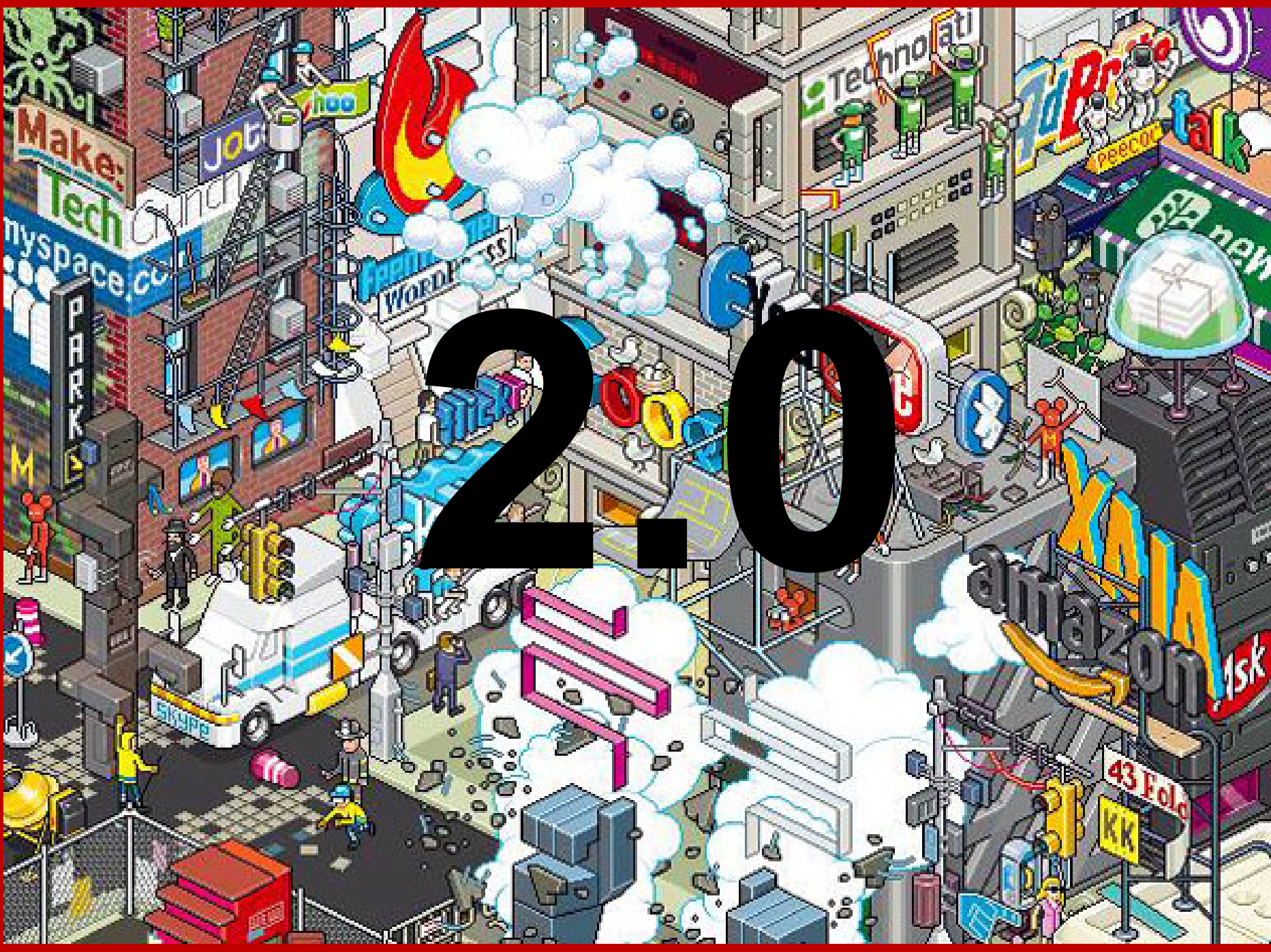
Middagseminar

donderdag 30 september 2010

Seats2meet, Utrecht

Het Nieuwe Werken

BOTER BIJ DE VIS!

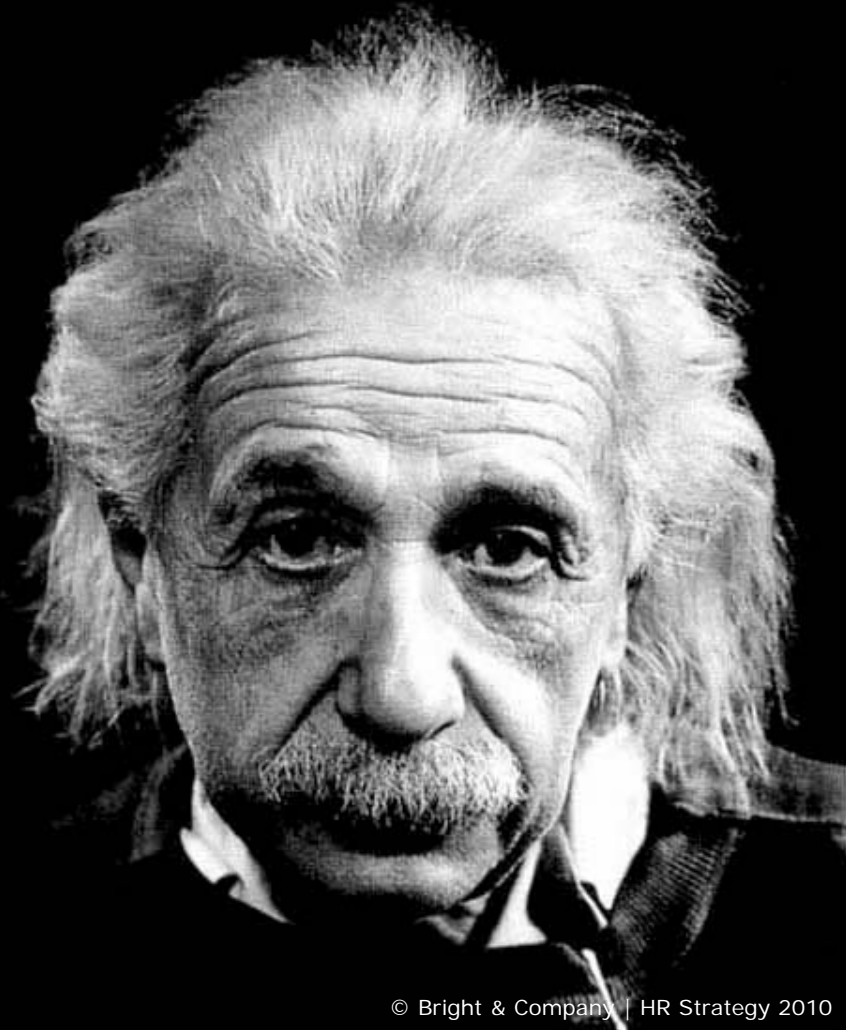


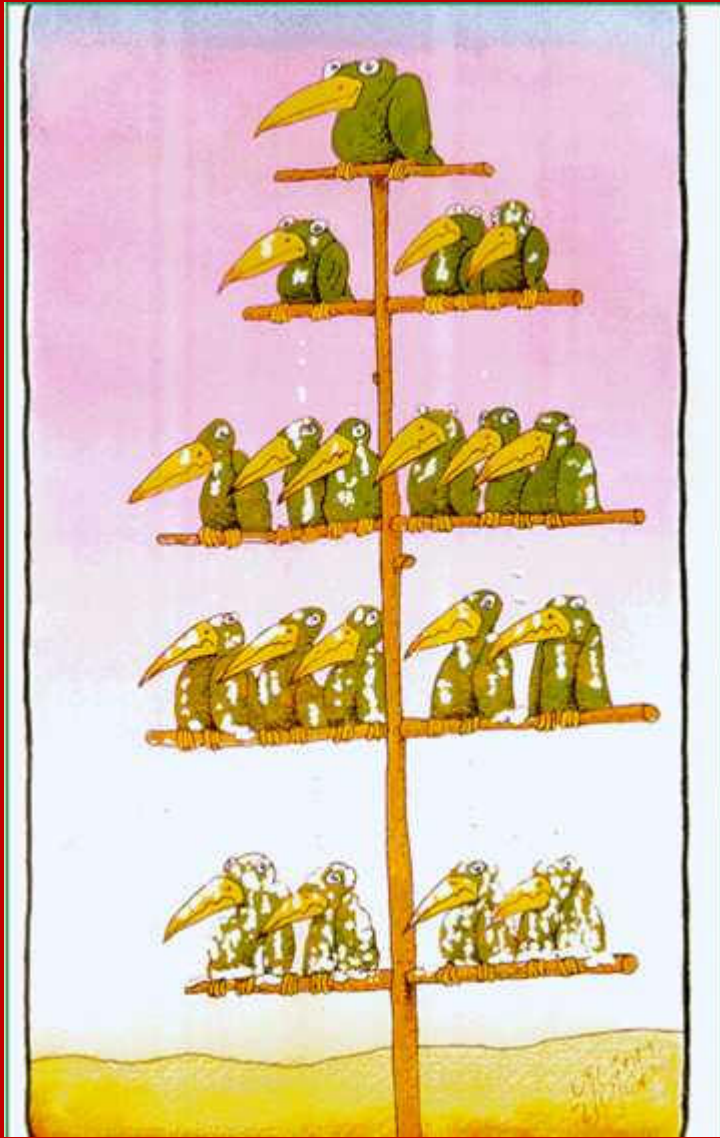
20

■

Labor > Capital > Mind Power

"... as interaction costs head toward zero, the volume of interactions is headed toward infinity. "





**The
end of
hierarchy
as
we
know it?**



“... pushing automobile and truck traffic through the heart of European cities whose streets were designed for horse and buggy. In cities, the problem is congestion. In companies, the problem is unproductive complexity.”

Mobilizing Minds, Bryan & Joyce, 2007

Organiseren 2.0



Democratischeert

Activeert

Ontschot

Vertijdelijkt

Verbindt

Personaliseert

Een fluwelen revolutie?

The New Rules of the Game



Organisaties bevinden zich op een nieuw speelveld dat andere eisen stelt aan het organiseren van werk.

>> Hoe zit dat in de praktijk?

e-office
THE HUMAN SOFTWARE ORGANISATION

fiNext

PRICEWATERHOUSECOOPERS

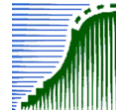
accenture

DSM

Het nieuwe werken in de praktijk



Provincie Noord-Brabant



Microsoft



Interpolis



Rabobank

PHILIPS



SNS REAAL

Dordrecht



Vitae



HNW: Vier integrale kenmerken

1. Tijd- en plaatsonafhankelijk werken
2. Sturen van medewerkers op resultaat
3. Vrij toegang tot en gebruik van kennis, ervaringen en ideeën
4. Flexibele arbeidsrelaties





33 X 700 x 56 x ?

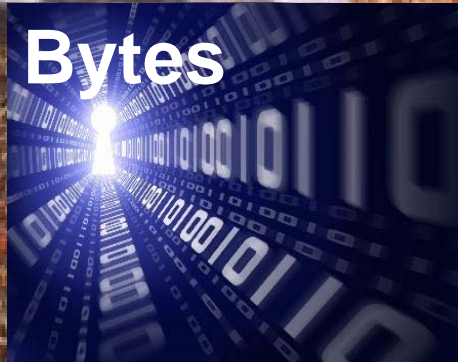
HNW = B x B x B

Bricks



Huisvesting / Faciliteiten

Bytes



ICT / Social Media

Behaviour



Leiderschap / Motivatie / Cultuur

HNW= Bricks x Bytes x Behavior

Bricks

- Flexibele werkomgeving
- Inspiratie
- Activiteit-gerelateerd
- Kantoor als ontmoetingsplek
- Netwerkomgeving

Bytes

- Laptop en smartphone
- Social Media
- Informatie real time toegankelijk
- Gebruiker centraal
- Keuzeflexibiliteit
- Open source technieken

Behavior

- Zelfsturing
- Maximale flexibiliteit
- Dienend leiderschap
- 'Share unless'
- Communities
- Werken binnen kaders
- Werken vanuit kernwaarden

Opbrengst omhoog!

Tevredenheid en
betrokkenheid van
werknemers
Productiviteit
Verbeterde samenwerking
Beter benutten van kennis
Versterken van
innovatiekracht
Aantrekkelijker
werkgeversimago
Klanttevredenheid
Maatschappelijk
verantwoord
Ondernemen en
Duurzaamheid

Besparing op
huisvesting /
facilities
Besparing op reis- en
verblijfkosten
Besparing door
verbetering van
inzetbaarheid van
medewerkers
(minder mensen)
Besparing op ICT
Besparing op
ziekteverzuim
Besparing op
ongewenst verloop

Kosten omlaag!

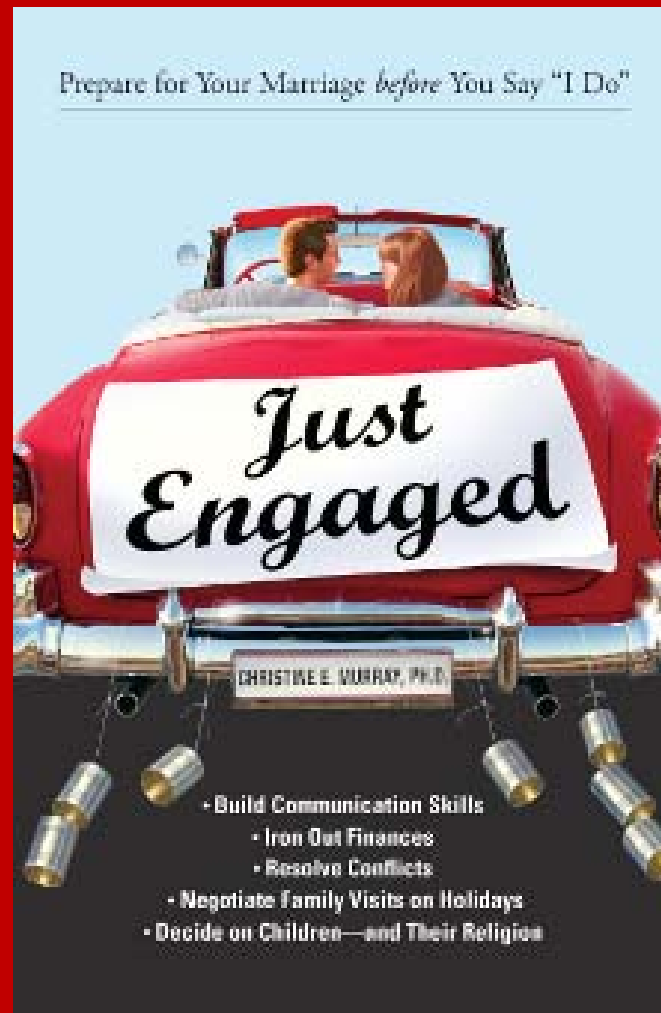


Eerst zien, dan geloven

versus

Eerst geloven, dan zien

Waar gaat het in de kern om?



Wat is Engagement?



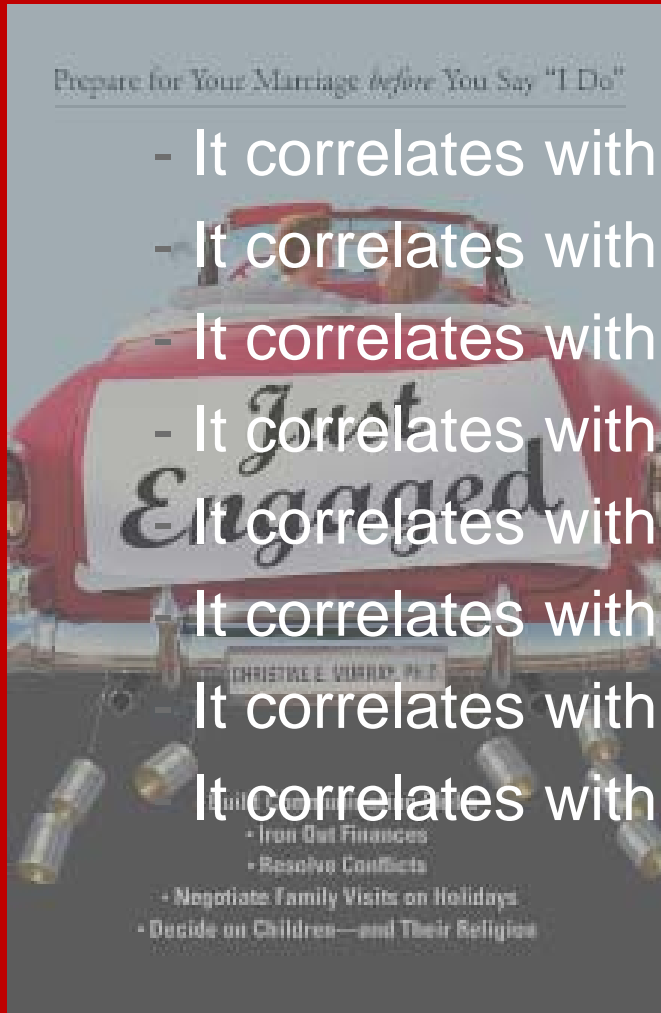
‘Employee engagement is employees’ willingness and ability to contribute to company success.’

‘Put another way, engagement is the extent to which employees “go the extra mile” and put discretionary effort into their work - contributing more of their energy, creativity and passion on the job.’

Sources:

Closing the Engagement Gap: A Road Map for Driving Superior Business Performance Towers Perrin Global Workforce Study 2007-2008. The New Employment Deal. How Far, How Fast and How Enduring? Towers Watson Global workforce study 2010

Engagement's effects



- It correlates with
- It correlates with
- It correlates with
- It correlates with
- It correlates with
- It correlates with
- It correlates with
- It correlates with

productivity and bottom line performance
customer loyalty
innovation
successful organizational change
retention
health and well-being
advocacy of the organization
manager self-efficacy

Sources:

- Institute for Employment Studies (2009)
- Scottish Executive Social Research (2007)
- Engaging for success: Report to British Government (2009)

Return on Engagement

Engaged employees are 87% **less likely to leave**.

Highly engaged employees taking an average of **2.7 absence days per year**, compared with disengaged employees taking an average of 6.2 days per year.

Engagement accounts for 40% of observed **performance improvements**, while highly committed employees **try 57% harder** and **perform 80% better** than their disengaged colleagues.

78% of engaged employees **recommends the company's** products or services.

Companies with above average employee engagement are in 71% of cases **achieving above average company performance** for their sectors.

A company with highly engaged employees achieves a **financial performance 4x greater** than a company with low engaged employees.

Companies with high engagement levels experience a **higher operating margin** (up to 19%), net profit margin, revenue growth and earnings per share (up to 28%) than companies with low engagement levels.

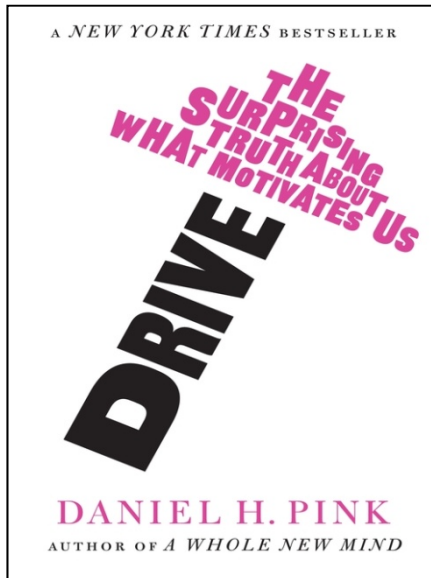
A significant association and influence exists between employee engagement and **innovation**.



AUTONOMY

MASTERY

PURPOSE



Hallo! Ik ben Daniel Pink.

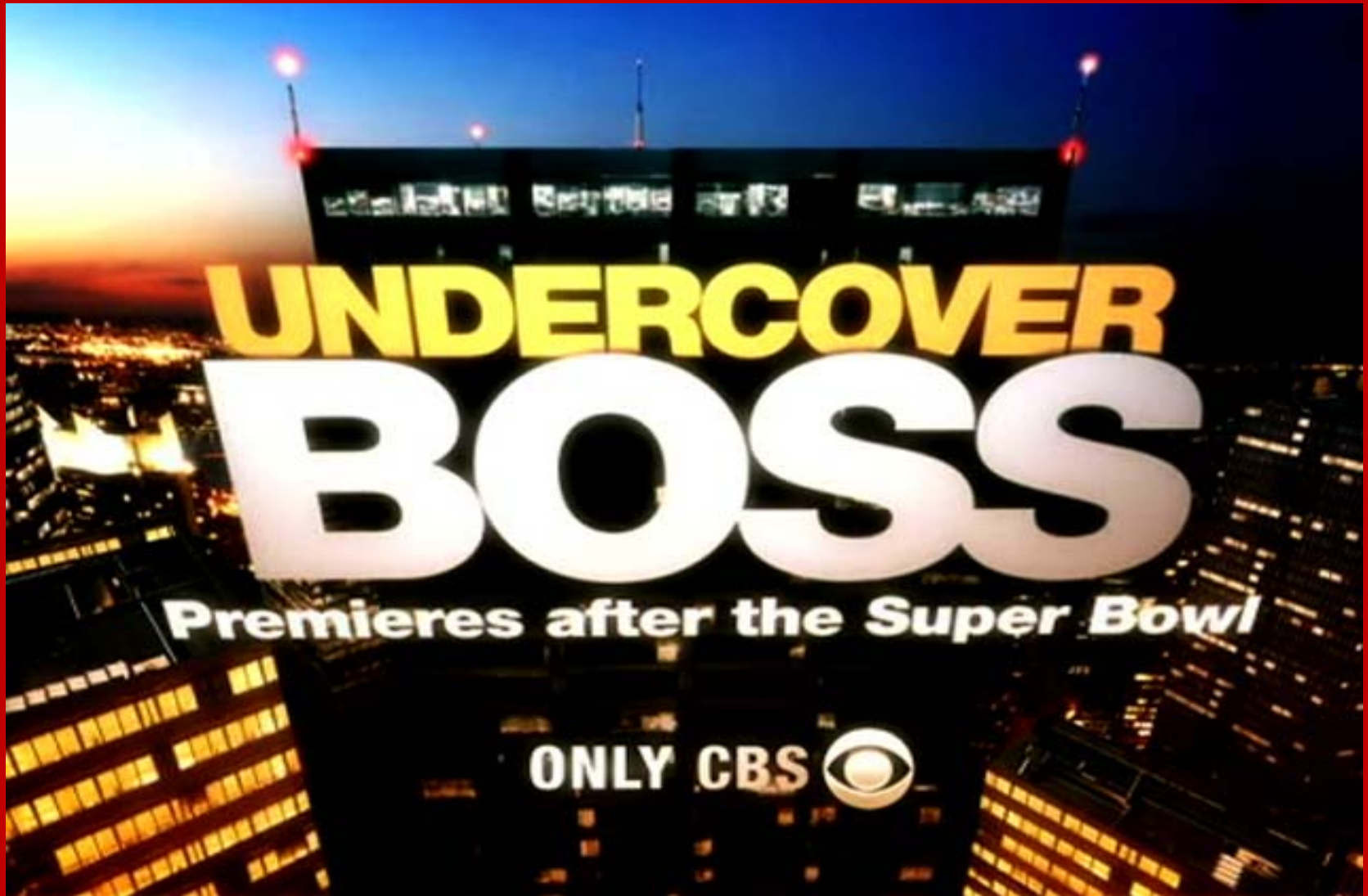




HNW!

© 2000 HNW
All rights reserved.

In werkelijkheid...





$$40 \times 260 \times 8 = 83.200...$$



**Kunt u het zich veroorloven
om niet te investeren in
het nieuwe werken?**

YOUR COUNTRY NEEDS

YOU

Bright & Company | HR Strategy

Patrick Houtkamp

Managing Consultant | Partner

Kerkweg 31a
3603 CL Maarssen
+31 (0)346 283 097
+31 (0)6 1508 3409

patrick.houtkamp@brightcompany.nl
www.brightcompany.nl



**Dank voor uw aandacht
en tot ziens!**