

Workplaces of the future : Metamorphosis of 'ideal' organizational cultures



Image generated by Playground AI

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Abstract

The difference between a good individual and a great individual is Attitude, and the difference between a good organization and a great organization is its Culture.

In an era defined by rapid technological advancements and changing expectations, the concept of workplace cultures is undergoing an upheaval. More and more people are choosing to work for companies that they believe in, and that they're passionate about the mission of. India being a nation with a predominantly young workforce, in the recent past, technology as well as the global pandemic has radically changed how, where, why and how much we work. So along with this shift, there is a growing need to re-examine organizational cultures in companies, businesses, agencies, institutions and facilities not just in India, but around the globe.

The future of work is full of potential, but it will require a shift in mindset from organizations and employees alike. In this thesis, I aim to explore the idea that the notion of contemporary workplaces may undergo substantial shifts, and when this very definition of a workplace is on the cusp of profound change, how will it evolve from here?

Acknowledgements



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Introduction

The motive for pursuing this thesis, "Workplaces of the Future: Metamorphosis of 'Ideal' Organizational Cultures" is (i) being able to help innovators and designers speculate and understand the severity of ideating and designing organizational cultures for the upcoming generations of the working population (ii) and as a Career Advancement where this could be a stepping stone towards the change in direction I will be taking towards Design Management.

By delving into various dimensions like, from the personalities that define them to the individuals who inhabit them, I aim to unravel the complexities of tomorrow's workspaces.

Areas of implications for this thesis could include but are not limited to :

- Organizational Psychology
- Cultures Within Workspaces
- Workforce Mobility
- Alternative Work Arrangements
- Changing Aspirations
- Role of technology in behaviors
- Leadership in this future digital age

Definitions

An organization (n.)

an organized group of people with a particular purpose, such as a business or a government/ institutional department.

Etymology :

- early 15c., organisacioun, "structure of the body or its parts;"
- mid-15c., "act or process of organizing, the arranging of parts in an organic whole"
- Disparaging organization man, one who conforms his individuality to the organization he serves, is from the title of the 1956 book by American sociologist William H. Whyte (1917-1999).

Culture

the ideas, customs, and social behavior of a particular people or society.

also : the characteristic features of everyday existence (such as diversions or a way of life) shared by people at a place or time.

Organizational Culture¹

Ravasi and Schultz (2006) define organizational culture as "a set of shared assumptions that guide behaviors". Whereas Andrew Brown (1995, 1998) defines organizational culture as "The pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members."

Workforce

the total of the people engaged in or available for work, either in a country or area or in a particular firm or industry.

Work

an activity, such as a job, activity involving mental or physical effort done in order to achieve a purpose or result, usually can be for money.

Employee

any individual who is hired by a person or business to perform work for the person or business, and paid wages for their work or service.

Employer

any individual or an organization in the government, private, nonprofit or business sector that hires and pays people for their work or service.

Technology²

The Oxford dictionary defines the word Technology as "The application of scientific knowledge for practical purposes, especially in industry".

But as per the Collins dictionary, the word "Technology" refers to "methods, systems and devices which are the result of scientific knowledge being used for practical purposes"

¹ "The best definitions of organisational culture." *The Human Capital Hub*, <https://www.thehumancapitalhub.com/articles/The-Best-Definitions-Of-Organisational-Culture-> . Accessed 4 September 2023.

² Giannelis, Matthew. "30 Different Types Of Technology Cited In 2022." *Tech Business News*, 20 March 2023, <https://www.techbusinessnews.com.au/types-of-technology/>. Accessed 4 September 2023.

Chapter 1 : The personality of an Organization

Organizations began as simple entities and have developed into complex structures across millennia. By investigating the birth of organizations, we are looking at **people's natural tendency to align and work together toward shared objectives**. Examining ancient organizational structures sheds light on fundamental aspects of humans as a social being, illuminating pathways to understanding human behaviors today.

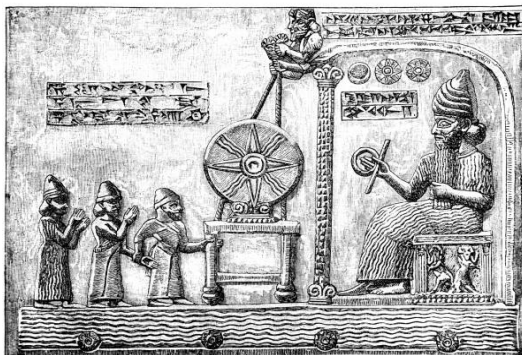
Even in the most basic hunter-gatherer societies, some form of organization and structure existed. While these early human groups didn't have any of the complex institutions like we have today; they had rudimentary social structures and basic division of labor. Men were often responsible

for hunting, which required strength and endurance, while women gathered edible plants and took care of children. However, roles could be flexible, and both men and women contributed to various tasks as needed.

While early human societies were relatively egalitarian³ compared to later agricultural civilizations, some informal leadership roles still existed. Leaders or elders often held positions of respect due to their past experiences.

The earliest records of organized institutions can be traced back to ancient Mesopotamia⁴. The Sumerian and Babylonian Empires (c. 3500-1600 BCE) used these early forms of organization for coordinating resources, labor, and the distribution of goods. They also managed to develop relatively complex systems of governance, temples, councils, and some administrative structures.

Now these basic forms of social organizations developed in



³ Egalitarian : believing in or based on the principle that all people are equal and deserve equal rights and opportunities.

⁴ Mark, Joshua J., and Paul Kriwaczek. "Mesopotamian Government." *World History Encyclopedia*, 9 February 2023, https://www.worldhistory.org/Mesopotamian_Government/. Accessed 4 September 2023.

multiple ancient societies during multiple time frames; like the Sumerian and Babylonian Empires (c. 3500-1600 BCE), Ancient Egypt (c. 3100-30 BCE), Ancient Greece (c. 8th-4th century BCE), Roman Empire (c. 27 BCE-476 CE), Ancient China (c. 221 BCE-1912 CE), Medieval Guilds (11th-16th centuries), and the list goes on.



Religious organizations such as monasteries and churches,⁵ demonstrated centralized spiritual platforms. They were centers of organization and administration. Monastic orders, for instance, established structured rules for daily life and work, which later influenced secular organizations.

As economic forces drove innovations, organized groups arose during medieval times, led by trade guilds and artisan gatherings. With the creation of parameters, protocols, and cooperation systems, the guilds cleared the path for

modern trade groups and employee organizations. In advanced societies, bureaucratic frameworks took shape, initially seen in Mesopotamia and Egypt.

Community transformation necessitated new organizational frameworks, which division of labor and hierarchy instantiated.

Modern organization hierarchies were forged by these historical administration structures, assigning precise functions and communication channels. By examining these first forms of organization, we see the primeval urge to coordinate and combine for collective prosperity. The fundamental organizational structures, molded by urgent requirements for survival, spirituality, and commerce, set the stage for the intricate and multifaceted forms we witness nowadays. Investigating these roots sheds light on the interwoven relationship between human nature, societal needs, and the perpetually changing organizational backdrop.

Four characteristics⁶ of an organization having gained a great deal of attention in recent years

⁵ "Monastery of Saint Anthony." *Wikipedia*, https://en.wikipedia.org/wiki/Monastery_of_Saint_Anthony. Accessed 17 October 2023.

⁶ Wisz, Blake. "Four Characteristics of an Organization – Vincent Triola." *Vincent Triola*, 12 January 2021, <https://vincenttriola.com/blogs/ten-years-of-academic-writing/organizational-behavior-terminology-concepts>. Accessed 4 September 2023.

include Organizational culture, Organizational behavior, Diversity, and Communication.

These characteristics are important points of study. The beliefs, rules of behavior, customs, language, religion, ethnicity, and political and economic systems all mesh together to create organizational culture in a business place. In essence organizational culture is the manifestation of a company's values as created through the collective of individual members and the organization's rules.

But, there sure is little consensus on Defining what organizational culture actually is.

And this is a problem, because without a reasonable definition (or definitions) of culture, we cannot hope to understand its connections to other key elements of an organization. Disagreements on what organizational culture should and should not include, as well as the optimal assessment technique, complicate the definition.

The idea that organizational culture exists within groups is one of the most fundamental aspects of the notion. Theorists have utilized this attribute to differentiate organizational culture from earlier

work in organizational climate and to distinguish organizational culture from other related conceptions. In any group if there is no agreement, if there is dispute, or if things are confusing, that group does not have a culture in those areas. If we can define what organizational culture is, it gives us a handle on how to diagnose problems within.

The academic literature on the subject is vast. A review of it revealed many formal definitions of organizational culture and a variety of models and methods for assessing it. Numerous processes exist for creating and changing it. Agreement on specifics is sparse across these definitions, models, and methods, but through a synthesis of seminal work by Edgar Schein, Shalom Schwartz, Geert Hofstede, and other leading scholars, we have identified four generally accepted attributes:

1. Shared.

Culture is a group phenomenon. It cannot exist solely within a single person, nor is it simply the average of individual characteristics.

It resides in shared behaviors, values, and assumptions and is most commonly experienced through the norms and expectations of a group—that is, the unwritten rules.

2. Pervasive.

Culture permeates multiple levels and applies very broadly in an organization; sometimes it is even conflated with the organization itself. It is manifest in collective behaviors, physical environments, group rituals, visible symbols, stories, and legends. Other **aspects of culture are unseen**, such as mindsets, motivations, unspoken assumptions, and what David Rooke and William Torbert refer to as "action logics" (mental models of how to interpret and respond to the world around you).

3. Enduring.

Culture can direct the thoughts and actions of group members over the long term. It develops through critical events in the collective life and learning of a group. Its endurance is explained in part by the attraction-selection-attrition model first introduced by Benjamin Schneider: **People are drawn to organizations with characteristics similar to their own**; organizations are more likely to select individuals who seem to "fit in"; and over time those who don't tend to leave. Thus culture becomes a self-reinforcing social pattern that grows increasingly resistant to change and outside influences.

4. Implicit.

An important and often overlooked

aspect of culture is that despite its subliminal nature, people are effectively hardwired to recognize and respond to it instinctively. **It acts as a kind of silent language.** Shalom Schwartz and E.O. Wilson has shown through their research how evolutionary processes shaped human capacity; because the ability to sense and respond to culture is universal, certain themes should be expected to recur across the many models, definitions, and studies in the field. That is exactly what we have discovered in the research over the past few decades.

Now, in order to understand a company's culture, one requires determining where it falls along these two dimensions : **People interactions** - An organization's orientation toward people interactions and coordination will fall on a **spectrum from highly independent to highly interdependent**. Cultures that lean toward the former place greater value on autonomy, individual action, and competition. Those that lean toward the latter emphasize integration, managing relationships, and coordinating group effort. People in such cultures tend to collaborate and to see success through the lens of the group.

Response to change - Whereas some cultures emphasize stability—prioritizing consistency, predictability, and maintenance of the status quo—others emphasize flexibility, adaptability, and receptiveness to change. Those that favor stability tend to follow rules, use control structures such as seniority-based staffing, reinforce hierarchy, and strive for efficiency. Those that favor flexibility tend to prioritize innovation, openness, diversity, and a longer-term orientation.

By applying the above two dimensions of people's interactions and response to change, we **have identified eight distinct culture styles that apply to organizational cultures.**

Note : Researchers at Spencer Stuart have independently studied and refined this list of styles across both levels over the past two decades and provided the world with this invaluable information today.

CULTURE STYLE	ADVANTAGES	DISADVANTAGES
CARING Warm, sincere, relational	Improved teamwork, engagement, communication, trust, and sense of belonging	Overemphasis on consensus building may reduce exploration of options, stifle competitiveness, and slow decision making
PURPOSE Purpose driven, idealistic, tolerant	Improved appreciation for diversity, sustainability, and social responsibility	Overemphasis on a long-term purpose and ideals may get in the way of practical and immediate concerns
LEARNING Open, inventive, exploring	Improved innovation, agility, and organizational learning	Overemphasis on exploration may lead to a lack of focus and an inability to exploit existing advantages
ENJOYMENT Playful, instinctive, fun loving	Improved employee morale, engagement, and creativity	Overemphasis on autonomy and engagement may lead to a lack of discipline and create possible compliance or governance issues
RESULTS Achievement driven, goal focused	Improved execution, external focus, capability building, and goal achievement	Overemphasis on achieving results may lead to communication and collaboration breakdowns and higher levels of stress and anxiety
AUTHORITY Bold, decisive, dominant	Improved speed of decision making and responsiveness to threats or crises	Overemphasis on strong authority and bold decision making may lead to politics, conflict, and a psychologically unsafe work environment
SAFETY Realistic, careful, prepared	Improved risk management, stability, and business continuity	Overemphasis on standardization and formalization may lead to bureaucracy, inflexibility, and dehumanization of the work environment
ORDER Rule abiding, respectful, cooperative	Improved operational efficiency, reduced conflict, and greater civic-mindedness	Overemphasis on rules and traditions may reduce individualism, stifle creativity, and limit organizational agility

These eight styles can be used to diagnose and describe highly complex and diverse behavioral patterns in a Culture and to model how likely an individual organizational head is to align with, and shape that specific culture.

Organizational Cultures around the world vary significantly due to cultural, social, and historical factors. Some examples from parts around the globe are -

Japanese Organizational Culture:

Organizations often emphasize hierarchy, teamwork, and a strong sense of duty. There is a focus on consensus decision-making, and **long-term employment relationships are common.**



American Organizational Culture:

In the United States, there is a strong emphasis on individualism, innovation, and entrepreneurship. Organizations tend to be **more informal**, and the culture promotes risk-taking and competitive spirit.

Indian Organizational Culture:

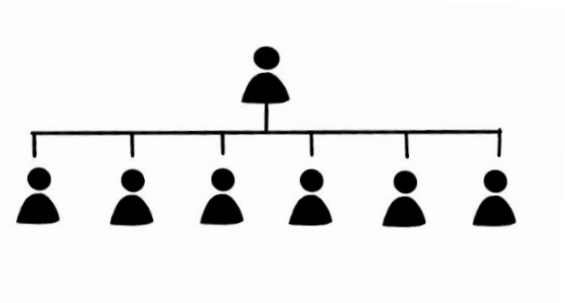
India's culture often places importance on hierarchy and respect for elders and authority figures. There is also a **strong focus on family values and social connections** in the workplace.

German Organizational Culture:

German organizations are known for **their efficiency, precision**, and strong work ethic. There is a focus on quality and meticulous planning.

Nordic Organizational Culture:

Nordic countries like Sweden and Denmark have cultures that emphasize work-life balance, equality, and **a flat organizational structure.**



French Organizational Culture:

French organizations tend to value tradition, formality, and **strong work-life boundaries**. There is often an emphasis on **preserving French culture and language.**

Brazilian Organizational Culture:

Brazil has a **more relaxed and social** culture in the workplace.

Korean, Chinese and

Middle-Eastern Organizational

Culture: These value hard work, loyalty, and hierarchy. There is a **strong work ethic, and seniority is highly respected.**

An organization embeds its values into the organizational culture in a variety of ways. Two of the ways that this is accomplished is through administrative policies and explicit rules. These written rules express the norms and mores of the organization and set the ethical climate of the organization.

The second manner in which an organization embeds its values into the culture is through implicit messages and policies. These are conveyed through the leadership in unwritten and unspoken manners. Implicit policies were described as frequently incongruent with the explicit policies and the mission of an organization. Organizational culture is important to a company's success because the culture reflects the values espoused by the organization.

Some of the the below perspectives provide a kind of holistic, nuanced view of 'Ideal' organizational cultures —

**“In large part,
culture is a product
of compensation.”**

— Alec Haverstick.

Culture is powerfully shaped by incentives. The best predictor of what people will do is what they are incentivized to do. By incentives, we mean here the full set of incentives — monetary rewards, non-monetary rewards such as status, recognition and advancement, and sanctions — to which members of the organization are subject. But where do incentives come from? Are patterns of behavior the product of incentives, or have incentives been shaped in fundamental ways by beliefs and values that underpin the culture?

“Organizational culture is the sum of values and rituals which serve as ‘glue’ to integrate the members of the organization.” — Richard

Perrin. Culture is a carrier of meaning. Cultures provide not only a shared view of “what is” but also of “why is.” It also focuses attention on the importance of symbols and the need to understand them — including the idiosyncratic languages used in organizations — in order to understand culture.

Chapter 2 : People! People! People!

With 476 million workers, the Indian labor force is the world's second-largest. It was estimated that more than 60% of India's population was below the age of 35. This youth bulge presents both opportunities and challenges for the country's workscape. They also come from a diverse educational landscape, ranging from highly skilled professionals to those with limited access to education. Additionally, In India, the services sector, including IT and outsourcing, has seen significant growth and employs about 47% of the population⁷, a substantial portion of the workforce.



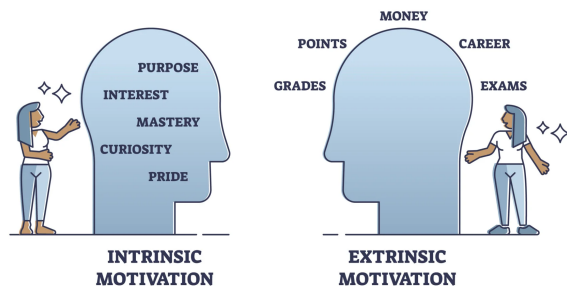
With such a HUGE number of people, we want to understand what it is that individuals seek in their work environments? Understanding these evolving desires and comprehending the behavioral patterns and psychology of workers and employees is fundamental to effective workforce management. Understanding how they feel and think is vital for successful problem-solving.

⁷ "PLFS data elucidates a burgeoning trend of youth and individuals from varied age groups actively embracing the workforce." *Ministry of Labour & Employment*, 24 August 2023, <https://labour.gov.in/sites/default/files/pib1951790.pdf>. Accessed 4 September 2023.

Normally, you are at the office more than you are with your family or in your abode. So it needs to engage people in a way that people want to go there, and people continue to go there, and they enjoy going there.

No one wants to create a space that has a top-down effect.

We need to know what motivates employees? Is it Intrinsic OR Extrinsic Motivation? Some are driven by internal factors such as personal satisfaction (intrinsic) whereas others are motivated by external factors like salary and rewards (extrinsic).⁸



What we found was that today's workforce seeks more than mere financial compensation; and some critical aspects of this are : **(1) a meaningful purpose** – employees seek roles that contribute to a greater societal good or align with their personal convictions. This demand for purpose is reshaping the employer-employee

relationship, with individuals seeking a sense of fulfillment beyond traditional job roles.⁹

(2) Career growth and knowledge acquisition are of the utmost significance. Workplace environments should prioritize uninterrupted growth, skills refinement, and opportunities for professional development. Not only do organizations that prioritize employee development foster loyalty, but they also create a pool of skilled and agile workers.

(3) Work flexibility is increasingly molding the modern work environment. With technological advancements blurring the boundaries, workers highly value the flexibility to harmonize work and personal life without hassle. Perks or necessities, remote work, flexible hours, and telecommuting options have become expected for maintaining equilibrium between professional and personal life.

Lastly, a mounting worry in the workplace is **(4) employee well-being**. A fulfilling work experience necessitates both mental and physical health support.

⁸ Mcleod, Saul. "Maslow's Hierarchy of Needs." *Simply Psychology*, 26 July 2023, <https://www.simplypsychology.org/maslow.html>. Accessed 4 September 2023.

⁹ " " . - *YouTube*, 2 October 2022, <https://educationlibrary.org/wp-content/uploads/2021/03/two-factors.png>. Accessed 4 September 2023.

What if there was a way for people to predict life inside a company before joining?¹⁰

The problem with culture is that it's hard to detect through words alone. Everyone's putting their best face forward, and what's seen and said reflects aspiration more than reality.

To evaluate a group phenomenon like culture, it's more useful to look at org design and incentives. I first read about this in the book *Loonshots*. A simple formula demystified questions like: Why are some teams risk-averse? Why are some merit-leaning, while others are mired in politics?

There are five main levers:

1. **Stake** (size of stakes in group outcomes, often measured by equity)
2. **Rank** (size of salary and title bump from promotions)
3. **Span of control** (# of direct reports per manager)
4. **Return on politics** (how much lobbying & networking gets you what you want)
5. **Project-skill fit** (how skilled people are at their assigned jobs)

Let's look into each one to decode the formula :

1. Stake vs. Rank :

This one is the most intuitive — it explains the stark behavioral differences across early-stage startups, scale-ups and established companies. are mired in politics?

At an early-stage startup, nobody gets paid much unless the valuation grows. Even the rare fat salary is easily dwarfed by equity upside. The stakes are existential, while the differences in rank are trivial. Big swings are not only encouraged, they're *required* for survival. Serving customers is far more useful than sounding smart in a meeting.

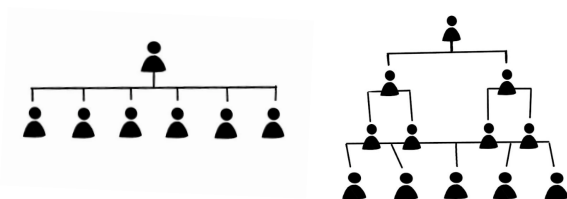
¹⁰ "Why company culture is NOT as important as you think." *Product Lessons*, <https://www.productlessons.xyz/article/dont-ask-about-company-culture>. Accessed 18 October 2023.

At a scale-up, the stakes dip as the upside splits across more people. Fortunately, there's usually a path to 10x through expanding into new geographies and verticals. When this path is clear, people are incentivized to grow the pie rather than fight over each slice.

As a company grows into a more optimized business though, getting a bigger title with higher salary and headcount becomes more valuable — and let's be real, easier — than trying to start a new product line that makes a dent. People with appetites for big bets either leave, or shrink their appetite to survive.

2. Span of Control :

Span of control, aka direct reports per manager, is surprisingly revealing. Let's say two companies are the same size, but company A's typical span of control is 8 people while company B's is 3.



Due to a narrower span of control, company B has far more layers than company A, which translates into a longer corporate ladder.

This means: **Greater need to split hairs and More distance between people calling the shots and people on the ground;** which comes with its own set of challenges (out-of-touch strategy, longer reaction time, room for broken telephone communication)

3. Return on politics :

What's a better use of time? 1 hour solving customer problems or 1 hour politicking (networking, promoting your work, lobbying for more resources)? In many places, especially those with skinny orgs, politicking is the no-brainer answer. When you are buried in the org by default, you have to figure out how to get noticed. The more it's grounded in qualitative measures like "presence" and "leadership potential" vs. quantitative measures, the greater the return on politics.

4. Project skill fit :

When people are matched to projects they can crush, they are likely to spend more time pushing their work performance. **Here's a telling question: If you spend more time on your project, will you create a lot of value, some value or none at all?** If the answer is little to none, the mind will seek greater gains elsewhere.

I think this is an overlooked variable because it's easy to assume that as long as a team has skilled people with good intentions, great work will naturally happen. The reality is that people with skills have to be matched with projects that engage and challenge them.

Ensuring high project-skill fit is probably the greatest value managers can add to their teams. When people are in the right seats, there's little need to meddle in the work.

To put it all together,
The Formula for predicting behavior inside an organization would be :



**stakes
x (span of
control)²
x project skill fit
÷ (return on
politics x rank)**

If your goal is to be rewarded on your merits, look for higher values in the numerator (stakes, span of control - up to a point, project-skill fit); and lower values in the denominator (return on politics, perks of rank).

No organization is perfect, but we can all use a mini-roadmap to evaluate what's ahead.

Coming back to talk about Culture;

“Culture is how organizations ‘do things’.” — Robbie Katanga¹¹

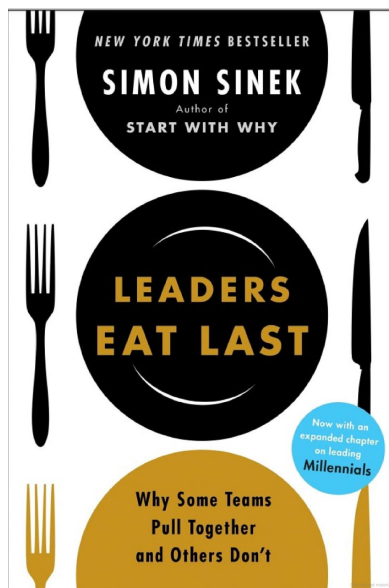
Culture is consistent, observable patterns of behavior in organizations. Aristotle said, ***“We are what we repeatedly do.”*** This view elevates repeated behavior or habits as the core of culture and deemphasizes what people feel, think or believe. It also focuses on the forces that shape behavior in organizations, and so highlights an important question: are all those forces (including structure, processes, and incentives) “cultures” or is culture simply the behavioral outputs?

¹¹ Watkins, Michael D. “What Is Organizational Culture? And Why Should We Care?” *Harvard Business Review*, 15 May 2013, <https://hbr.org/2013/05/what-is-organizational-culture>. Accessed 4 September 2023.

“Organizational culture is civilization in the workplace.”

— Alan Adler.

Culture is a social control system. Here the focus is the role of culture in promoting and reinforcing “right” thinking and behaving, and sanctioning “wrong” thinking and behaving. The idea of behavioral “norms” that must be upheld, and associated social sanctions that are imposed on those who don’t “stay within the lines.”



Championing a servant leadership style, Simon Sinek asserts that great cultures depend on generous leaders. His book **‘Leaders Eat Last’** makes the case that organizations with people-first cultures have

higher levels of cooperation and achievement. When employees feel taken care of, they return the favor and commit to the company and the team. He says ***“Returning from work feeling inspired, safe, fulfilled and grateful is a human right to which we all are entitled and not a modern luxury that only a few lucky ones are able to find.”***

Also give this a thought :

**Are you someone who feels this way after returning from work?
And if not, WHY SO?**

Another excellent read I came across, but couldn't finish reading was **‘The Best Place To Work’** by Ron Friedman in which he talks about How businesses – both large and small – can make positive changes to their environments, allowing employees to break the trend and start enjoying work.

My favorite debate, **Strategy vs. Culture!**

Strategy and Culture are among the primary levers at top organizations' disposal in their never-ending quest to maintain organizational viability and effectiveness.

While **Strategy** offers a formal logic for the company's goals and orientates people around them, **Culture** expresses goals through values & beliefs, and guides activity through shared assumptions and group norms.

Where Strategy,

- Provides clarity and focus for collective action and decision making.
- Relies on plans and sets of choices to mobilize people
- Can often be enforced by both concrete rewards for achieving goals and consequences for failing to do so.
- It also incorporates adaptive elements that can scan and analyze the external environment and sense when changes are required to maintain continuity and growth.

Culture, however,

- is a more elusive lever
- because much of it is anchored in unspoken behaviors, mindsets, and social patterns.

Without the aim of creating a bias, I recollect what **Peter Drucker** once said,



**Culture eats
Strategy
for Breakfast!**

Chapter 3 : Workplace. Just a Space?

"Gen Z is putting value on experience and will probably be the most inclusive generation in history that we've seen so far. Having grown up witnessing constant change in the world and having very little patience with a world that doesn't accept, and also reflect diversity, they will push and challenge organizations and raise the bar."

-Stephane Charbonnier

By 2030, workplaces will be defined by personalized solutions, wellbeing and **a focus on culture**, autonomy and inclusivity. Work is already being untied from space and time and, while this freedom is liberating and empowering, there are challenges ahead.

What will the workplaces of tomorrow be like?

1. The Emotional Workplace

People want to join organizations that reflect their own values – they expect leadership on ethics and positive change.

With an increasingly liquid workforce, culture is a top priority, allowed to develop from bottom up but require consistent vision and

behaviors to communicate company values and traditions.

Emotional intelligence, self-regulation and self-awareness are prized attributes with more people working remotely or on a project basis.

Flexibility is the new currency as variable work patterns – including shorter working hours for some – benefit wellbeing, inclusivity and productivity, will lead to workplaces adapted to suit dynamic schedules.

Evolution of Cultures look like :



2. The Physical Workplace

Head office has moved from a statement of corporate power to a social hub for cultural cohesion and values sharing.

Workplace design is optimized and characterized by a human-centric understanding of the employee's needs.

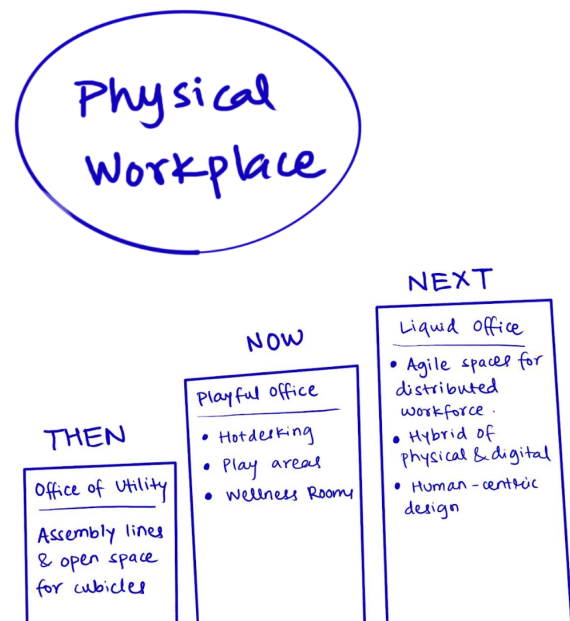
Physical offices are dynamic spaces that facilitate organic interactions, cross-disciplinary collaboration and personal wellbeing. Biophilic offices mimic natural environments, while outdoor workspaces help redress the nature deficit.

Walkshops and standing meetings are still popular, direct human interaction will always prevail. AR and VR are the new ideation tools – a team brainstorming on Mars, the floor of the Pacific or the plains of Patagonia never fails to inspire. Neuro-diversity is recognised, and welcoming people on the whole autistic spectrum and those with special needs broadens the talent pool – and benefits everyone.

Concentration rooms and quiet times have become as vital as social meeting spaces.

Employees use them to nurture creative skills or as a space to think, catch up with family or take a nap.

Evolution of the Office looks like :



3. The Smart Workplace

The smart workplace is a human/tech partnership where the sum is greater than its parts. Organizations are using best practice from business schools and start-up incubators to focus on autonomy in the innovation process. Employees are allowed to 'think and do'. And forget 20% time – a winning pitch is supported for as long as it takes to make it fly. Now that workplaces and the workforce are more fluid, human resources operate rather like the circular economy of material resources. Boomerang employees have become a valuable part of the mix – leaving for a while to explore different avenues then returning to

share knowledge and re-energise their colleagues. The ability to calibrate the right, diverse teams is essential to address problems we don't know yet – challenges of the future. It has been recognised that imagination, relationship skills and creativity – as well as willingness to take risks – underpin innovation and this is fuelled by smart tech. Continual learning is vital to address change, but the focus is on 'learning to learn'. Knowledge is delivered in intuitive, bite-sized and tailored portions. Employees are supported by AI, with PDIs (personal digital assistants) mentoring and coaching them for new roles – even facilitating 'brain dates' between employees.

“We don't need more education, because education is about power and control and tests. What we need is learning, and learning is about incompetence and failure. The only way to learn something is to embrace that you are incompetent the moment before you get better.” – Seth Godin

4. The Purposeful Workplace :

Companies now fulfil roles traditionally managed by policymakers (health, learning, sustainability) and are forging cross-industry alliances. Gen Z – now an influential part of the workforce – demand action, that organisations 'walk the talk'. Rigid and complex hierarchies have been swept away, with leadership redefined as a more relational role. Key functions are to drive purpose, inspire employees and keep strategy agile. Management is flatter, with power devolved to fluid teams and networks. This autonomy is underpinned with clear and transparent rules and expectations that link back directly to the organisation's purpose and vision. In other words, people, internal and external – know what their company expects without having to look it up in a manual.

Job Titles from the FUTURE look like :

- Cultural Translator
- New Diversity Officer
- Data Sense-Maker
- Ideas Broker
- Creativity Coach
- Professional Rebel
- Purpose Agent
- Active Listener
- Soft Power Asset Evaluator

Chapter 4 : Happy Workplace : A myth?

It's noticed that a trend is becoming more popular in the industry that Recognition in the form of promotions or hefty bonuses often leads to workers leaving their current jobs. They experience a sense of unease rather than gratitude.



Perhaps they become burdened by their workload or feel the company will demand more of them. Alternatively, they may start feeling more valuable and self-important, believing they deserve greater compensation for their efforts. However, they misconstrue the company's actions as a means of appreciation rather than motivation. They feel more "Apprehended instead of Appreciated"

In order to foster a happy work environment, every department, team, asset, and person must progress at the same

rate or else the entire framework will crumble. Though they might not seemingly value you, the stability of their operations rests on the backs of workers like you. In order to sustain continuous engine operation, your happiness is the fuel that must be supplemented.

The all new category of 'Intrapreneurs' are individuals who display entrepreneurial qualities while working inside a significant organization. This unique blend of corporate structure and entrepreneurial mindset is what organizations are wanting today. As a strategy to stay on the top of their 'employee happiness' game, some firms have started supporting intrapreneurship, hoping to tap into the full potential of their employees and maximizing employee satisfaction and their happiness along the way.

Therefore, a completely utopian workplace where every employee is continuously delighted might be unachievable. But the secret to happy workplaces isn't spending more money, it's about creating the conditions that allow employees to do their best



Karoshi ¹²(Japanese: 過労死, Hepburn: Karōshi), which can be translated into "overwork death", is a Japanese term relating to occupation-related sudden death. Japan's overwork epidemic - has been a recognizable social problem in Japan since the 1970s.

Stress is an Occupational Hazard!

Rarely do we consider the harm a job's social environment can have on workers, and when we do, it's often seen as more of a nuisance than a life-debilitating concern. As work-related stresses grow, they can create psychological hazards that risk not only a person's psychological well-being but their physical health as well. Medical professionals aren't entirely sure how psychosocial hazards lead to death or disability.

The reasons for such grueling schedules are multifaceted. For

one, the Japanese have been enduring a labor market shortage for decades. And with India, we should fear this for the very same reason. Another reason is that Japanese culture values hard work and long hours preeminently. Colleagues who leave earlier aren't seen as serious about their job and are viewed as lacking diligence and loyalty. Even sleeping in public from exhaustion — called *inemuri* or "sleeping while present" — can enhance your reputation at work.

This cultural mindset bleeds into managerial practices. After nearly a century of work hours being reduced across the world, in many countries the trend has stopped. In some, it has begun to reverse. "Working 55 hours or more per week is a serious health hazard," Maria Neira, director of WHO's Department of Environment said in a press release.



¹² Dickinson, Kevin. "We must learn from karoshi, Japan's overwork epidemic." *Big Think*, 24 January 2023, <https://bigthink.com/the-learning-curve/karoshi/>. Accessed 6 September 2023.

“To be successful, you have to be stressed. Anxiety is the price you pay to get things done and to achieve your goals.” So, how do we materialize achievement in our lives?

Our over-worked society has created a bunch of adrenaline junkies! ¹³

Thankfully, your body comes with a counterpart to the sympathetic nervous system. It's called the parasympathetic nervous system.

Doctors often call the parasympathetic nervous system the “rest and digest” side, while the sympathetic is the “fight or flight.”

“If you remain focused all the time — constantly doing, doing and doing — you’re not allowing yourself into that mode that will actually lead to the greatest creativity that you have.”

- Emma Seppälä

The ‘rest-and-digest’ system :

- 1.** High levels of stress trigger your body’s sympathetic nervous system.
- 2.** When activated, this system signals that you’re in an emergency.
- 3.** Your central nervous system then releases adrenaline to excite you.
- 4.** Your heart rate rouses, your muscles tense up, and your breathing becomes shallow and quick.

¹³ Dickinson, Kevin. “Our overworked society has created a bunch of adrenaline junkies.” *Big Think*, 14 September 2022, <https://bigthink.com/the-learning-curve/power-of-calm/>. Accessed 6 September 2023.

Chapter 5 : The Remote Work Revolution

There is a sense now that work spaces are going through this real dramatic change in the way they look and operate. But when we get past the superficial differences, you start to see a basic sort of sameness.



'Workplace'¹⁴ (2016) a documentary project by director Gary Hustwit, talks about the past, present, and future of the office. It looks at the thinking, innovation, and experimentation involved in creating the next evolution of what the office could be. What it also tells us is that the nature of 'digital' is, we can go ahead and make

changes and update it whenever we need to, that's the beauty of it!

While talking about the digital space and a physical space - it quickly starts to converge. It should not be two parallel things happening, but one supporting the other. The first thought is to think about enhancing technology in relation to space, but in actuality, space needs to influence technology!

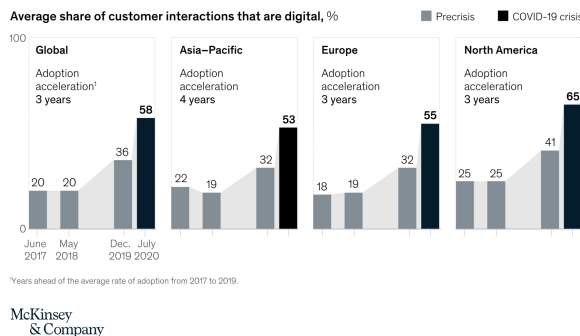
Preceding the pandemic era, groundbreaking technological advances allowed for novel methods within the work environment and transformed the typical modern workspace. Prominent among them were advancements in automation, AI, data analysis, and IoT technologies.

Automation became more prevalent across diverse sectors, optimizing mundane processes and complementing employee talents. Automation gave us the accuracy that humans couldn't. It completely removed the factor of human-error, even in extremely detailed tasks. Integration of artificial intelligence into our

¹⁴ Hustwit, Gary. "'Workplace' Documentary." *Vimeo*, 25 May 2016, <https://vimeo.com/407343244>. Accessed 4 September 2023.

workflow proved highly productive during this research endeavor. By leveraging artificial intelligence (Ai) and machine learning (ML) for data analysis, we're able to make informed decisions backed by predictive insights. Well who doesn't want to look into the future? Connected by the Internet of Things (IoT), devices could form a complex web with real-time information exchange and surveillance capabilities.

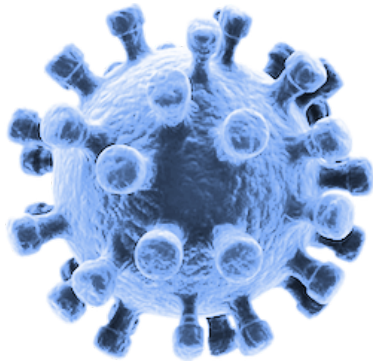
these changes could be here for the long haul.¹⁵ According to a new McKinsey Global Survey of executives, their companies have accelerated the digitization of their customer and supply-chain interactions and of their internal operations by three to four years. And the share of digital or digitally enabled products in their portfolios has accelerated by a shocking seven years. Once again, the leap is even greater—ten years—in developed Asia.



Organizations adopted diverse strategies to secure their positions in this technological race. They invested in initiatives like cloud adoption, the development of customized software applications.

It is found that in just a few months' time, the COVID-19 crisis has brought about years of change in the way companies in all sectors and regions do business. Responses to COVID-19 have speeded the adoption of digital technologies by several years—and that many of

¹⁵ "COVID-19 digital transformation & technology." *McKinsey*, 5 October 2020, <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever>. Accessed 4 September 2023.



The notion of a tipping point for technology adoption or digital disruption isn't new, but the survey data suggest that the COVID-19¹⁶ crisis is a tipping point of historic proportions—and that more changes will be required as the economic and human situation evolves.

The COVID-19 pandemic disrupted labor markets globally during 2020.

The short-term consequences were sudden and often severe: Millions of people were furloughed or lost jobs, and others rapidly adjusted to working from home as offices closed. Many other workers were deemed essential and continued to work in hospitals and grocery stores, on garbage trucks and in warehouses, yet under new protocols to reduce the spread of the novel coronavirus.

¹⁶ "Coronavirus_Covid-19.png | World Meteorological Organization." *World Meteorological Organization*, <https://public.wmo.int/en/files/coronaviruscovid-19png>. Accessed 4 September 2023.

The others look at the pandemic's long-term influence on consumption and the potential for a broad recovery led by enhanced productivity and innovation. Here, we will assess the lasting impact of the pandemic on labor demand, the mix of occupations, and the workforce skills required in eight countries with diverse economic and labor market models: China, France, Germany, India, Japan, Spain, the United Kingdom, and the United States. **Together, these eight countries account for almost half the global population and 62 percent of GDP.**

Jobs with higher levels of physical proximity saw greater transformation after the pandemic, like the medical care, personal care, on-site customer service, and leisure and travel; also triggering knock-on effects in other work arenas as business models shifted in response.

COVID-19 has accelerated three broad trends that have reshaped work after the pandemic receded -

- 1.** The most obvious impact of COVID-19 on the labor force is the dramatic increase in employees working remotely. Some companies have shifted to flexible

workspaces after positive experiences with remote work during the pandemic, a move that has reduced the overall space they need and bring fewer workers into offices each day. A survey of 278 executives by McKinsey in August 2020 found that on average, they planned to reduce office space by 30 percent.

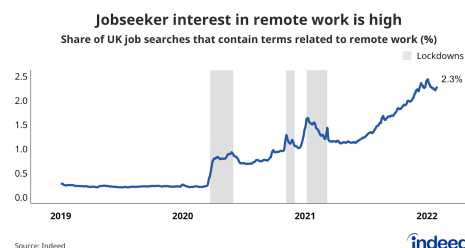
During the pandemic, almost every business scrambled to enable their employees to work remotely.

So, is work from home here to stay? The answer is Yes and No.

The majority of people across industries have no chance to work remotely, but many office workers do. In that case, we think this trend may stick; as some people report that it can help with work-life balance; some companies are finding that employees can be more productive; and it can save both of those parties money in things like commuting costs for workers and office space for companies. People are also expressing interest in the option to move to smaller cities and the suburbs, and Virtual working might be able to make this a possibility.

In the case of remote working, respondents actually say their companies moved 40 times more quickly than they thought possible before the pandemic. Before then, respondents say it would have taken more than a year to implement the level of remote working that took place during the crisis. **In actuality, it took an average of 11 days to implement a workable solution**, and nearly all of the companies have stood up workable solutions within a few months.

According to multiple surveys, employees working remotely¹⁷ see more positive effects on their daily work, are more engaged and have a stronger sense of well-being than those in non remote jobs with little flexibility do. Parents working from home appear to be faring better than those who are more isolated. Fathers working remotely seem much more positive about the experience than mothers are.



¹⁷ "COVID-19 and the employee experience: How leaders can seize the moment." McKinsey, 29 June 2020, <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/covid-19-and-the-employee-experience-how-leaders-can-seize-the-moment>. Accessed 4 September 2023.

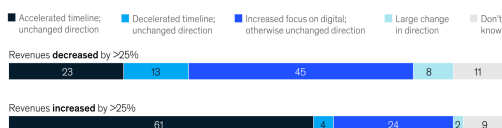
2. COVID-19 may propel faster adoption of automation and AI.

Two ways businesses historically have controlled cost and mitigated uncertainty during recessions are by adopting automation and redesigning work processes, which reduce the share of jobs involving mainly routine tasks. Many companies deployed automation and AI in warehouses, grocery stores, call centers, and manufacturing plants to reduce workplace density and cope with surges in demand.

The organizations that experimented with new digital technologies during the crisis¹⁸, have played a key role in helping companies navigate better than the ones which invested less. Those reporting the biggest revenue hits in recent years acknowledge that they were behind their peers in their use of digital technologies (40 percent say so).

The mindset shifts on digital are even more apparent at companies with declining revenues.

How organization's overall strategy changed in response to COVID-19, by rate of organic revenue growth over the past 3 years, %



McKinsey
& Company

¹⁸ "COVID-19 and the employee experience: How leaders can seize the moment." McKinsey, 29 June 2020. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/covid-19-and-the-employee-experience-how-leaders-can-seize-the-moment>. Accessed 4 September 2023.

The results also show that some significant lessons can be drawn from the steps organizations have already taken. One is the importance of learning, both tactically, in the process of making specific changes to businesses (which technologies to execute, and how), and organizationally (how to manage change at a pace that far exceeds that of prior experiences). Both types of learning will be critical going forward, since the pace of change is not likely to slow down.

3. According to the report, one in 16 people will have to change not just jobs but industries. How will they do that?

As many as 25 percent more workers needed to switch occupations than estimated before the pandemic. Because of the pandemic's impact on low-wage jobs, we now estimate that almost all growth in labor demand occurred in high-wage jobs. Going forward, more than half of displaced low-wage workers had to shift to occupations in higher wage brackets and required different skills to remain employed. Across the eight focus countries, more than 100 million workers, or 1 in 16, will need to find a different occupation by 2030.

Chapter 6 : Where to now?

In the times when the definition of 'Normal' changed for the world, a full back-to-normal return (even after the end of the pandemic 2 years ago) requires organization-wide commitment to a broader range of needs and to the strongest drivers of work experience, effectiveness, and wellness.

Employee experience drivers—may be somewhat heightened and more fluid right now, given the constantly shifting landscape.

But organizations that set a course focused on employee experience will continue to create meaningful impact now and well into the future.



The above snapshot is a part of a brilliantly written article, where McKinsey & Co. synthesize lessons from their experience and from new research on the organizational practices of 30 top companies¹⁹ to highlight how businesses can best organize for the future.

While no organization has yet cracked the code, the experimentation suggests that future-ready companies share three characteristics: (1) they know who they are and what they stand for; (2) they operate with a fixation on speed and simplicity; (3) and they grow by scaling up their ability to learn, innovate, and seek good ideas regardless of their origin. By embracing these fundamentals, companies will definitely improve their odds of thriving in the next normal.

¹⁹ "Organizing for the future: Nine keys to becoming a future-ready company." McKinsey, 11 January 2021, <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/organizing-for-the-future-nine-keys-to-becoming-a-future-ready-company>. Accessed 4 September 2023.

The bad news?

Organizations have zero time to lose. In an increasingly winner-takes-all business environment in which McKinsey research finds that up to 95 percent of economic profit is earned by the top 20 percent of companies, any organization that isn't seeking new approaches is on borrowed time!

The good news?

Not only do these same top performers offer hints at what a better organization could look like, but companies everywhere are recognizing that the pandemic offers a once-in-a-generation opportunity for change. By seizing the initiative, companies can discover organizational “unlocks” and create new systems that are antifragile²⁰ more flexible, more organic, more interconnected, more purposeful—and simply more human.

The takeaway? We shouldn't expect these old models to be fit for purpose in today's environment. They are mechanistic by design, built to solve for uniformity, bureaucracy, and control—goals that *undercut* what companies

now prioritize: creativity, speed, and accountability. The answer isn't to modify the old models but to replace them with something radically better.

Based on an extensive research effort in 2018, McKinsey's research team identified nine imperatives that separate future-ready organizations from the pack. It was categorized under 3 criteria, being **Who We Are**, **How We Operate**, and **How We Grow**.

1. Who we are

In his seminal 1937 essay, “The nature of the firm,” the economist and eventual Nobel laureate Ronald Coase argued that corporations exist to avoid the transaction costs of the free market. Yet with transaction costs plummeting (spurred by rising connectivity) this rationale no longer holds up.

Why, then, do companies exist?

The answer is identity. People long to belong, and they want to be part of something bigger than themselves. Companies that fixate only on profits will lose ground to organizations that create a strong identity that meets employees' needs for affiliation, social cohesion, purpose, and meaning.

In a survey of employees at US companies, 82 percent said

²⁰ Author Nassim Taleb's concept of Antifragility is instructive. “The resilient”, Taleb writes “resists shocks and stays the same; the antifragile gets better.” For more see Nassim Nicholas Taleb, *Antifragile: Things that Gain from Disorder*, New York, NY: Random House Paperbacks, 2012.

organizational purpose is important, but only half that number said their purpose drove impact.

2. How we Operate?

Visit a future-ready organization and you'll observe that speed is both a preoccupation and a cultural bias. You'll even hear it in the company lexicon, in expressions such as "increasing the clock speed," "metabolic rate," or "a bias for action." Once organizations galvanize identity, they need to optimize for speed.

Instead, thousands of independent "microenterprises"—small, flexible teams that form by mutual selection—collaborate over networks of platforms and people to accomplish the company's goals.

Case study: Haier, the China-based multinational maker of appliances and consumer electronics, is an organization with no layers, no traditional bosses, and no middle management; yet the company is anything but a free-for-all. The goal of a radically Flattened structure isn't to eradicate hierarchy so much as make it less important as an organizing mechanism.

3. How we Grow?

Organizations cannot simply hardwire decisions about their identity or operating models and declare victory. As automation increases, and as the expectations of younger generations change, organizations must be prepared for nimble and constant adaptation for consistent growth.

Treating and viewing partners as an extension of their own business is what will change the future.

Case study: Amazon²¹ encouraged the formation of new delivery start-ups by launching a last-mile delivery program that offered top-performing employees seed money, leased vans, and training. While these delivery-system partners are self-employed, Amazon views them as both an extension of their logistics ecosystem and a new form of homegrown partnership.

²¹ "Amazon offers employees \$10K and 3 months' pay to start their own delivery businesses." *TechCrunch*, 13 May 2019, <https://techcrunch.com/2019/05/13/amazon-offers-employees-10k-and-3-months-pay-to-start-their-own-delivery-businesses/>. Accessed 4 September 2023.

Heinle, Alexander. "7 Examples of Outstanding Company Culture." *Zavvy*, 23 August 2023, <https://www.zavvy.io/blog/company-culture-examples>. Accessed 18 October 2023.

There's no crystal ball for the future of work!

Undoubtedly, 2020, 2021 and 2022 have been times of great change and new thinking. Many 'traditional' ways of working and doing business have been temporarily or permanently upended. No one can say with absolute certainty how these changes will translate into the future, but their Cultures are something that are definitely and Evidently evolving.

But, How to Evolve into 'Ideal' Cultures?

Unlike developing and executing a business plan, changing a company's culture is inextricable from the emotional and social dynamics of people in the organization. We have found that four practices in particular, lead to a successful culture change:

1. Articulate the aspiration.

Much like defining a new strategy, creating a new culture should begin with an analysis of the current one, using a framework that can be openly discussed throughout the organization. Leaders must understand what outcomes the culture produces and how it does or doesn't align with current and anticipated market and business conditions. For example, if

the company's primary culture styles are results and authority but it exists in a rapidly changing industry, shifting toward learning or enjoyment (while maintaining a focus on results) may be appropriate. high-level principles that guide organizational initiatives, as at the technology company that sought to boost agility and flexibility amid increasing competition.

Change might be framed in terms of real and present business challenges and opportunities as well as aspirations and trends. Because of culture's somewhat ambiguous and hidden nature, referring to tangible problems, such as market pressures or the challenges of growth, helps people better understand and connect to the need for change.

2. Select and develop leaders who align with the target culture.

Leaders serve as important catalysts for change by encouraging it at all levels and creating a safe climate and what Edgar Schein calls "practice fields." A single model that can assess both organizational culture and individual leadership styles is critical for this activity. Incumbent leaders who are unsupportive of desired change can be engaged

and re-energized through training and education about the important relationship between culture and strategic direction. Often they will support the change after they understand its relevance. However, culture change can and does lead to turnover: Some people move on because they feel they are no longer a good fit for the organization, and others are asked to leave if they jeopardize the needed evolution.

3. Use organizational conversations about culture to underscore the importance of change.

To shift the shared norms, beliefs, and implicit understandings within an organization, colleagues can talk one another through the change. The integrated culture framework can be used to discuss current and desired culture styles and also differences in how senior leaders operate. As employees start to recognize that their leaders are talking about new business outcomes—innovation instead of quarterly earnings, for example—they will begin to behave differently themselves, creating a positive feedback loop.

Various kinds of organizational conversations, such as road shows, listening tours, and structured group discussion, can support

change. Influential change champions can advocate for a culture shift through their language and actions.

4. Reinforce the desired change through organizational design.

When a company's structures, systems and processes are aligned, instigating new culture styles and behaviors will become far easier.

For example, Training practices can reinforce the target culture as the organization grows and adds new people. The degree of centralization and the number of hierarchical levels in the organizational structure can be adjusted to reinforce behaviors inherent to the aspirational culture.²²

Therefore, leading with Culture may be among the few sources of sustainable competitive advantage left to companies today.

Organizations aiming to be successful, will stop regarding culture with frustration and instead use it as a fundamental tool.

²² The Leader's Guide to Corporate Culture by BORIS GROYSBERG, JEREMIAH LEE, JESSE PRICE, AND J. YO-JUD CHENG

Utomo, K.W. Transactional and transformational leadership trends and their relationships with organizational citizenship behavior, organizational commitment and job satisfaction. *Journal of Economic Research and Management*, 2(2): 34-52.

Graha, A.M.C.A. and Rahardjo, E. Analysis of the effect of organizational culture and pay on the performance of employees with motivation as an intermediate variable. *Journal of Management & Organization Studies*, 13(1): 98- 109.

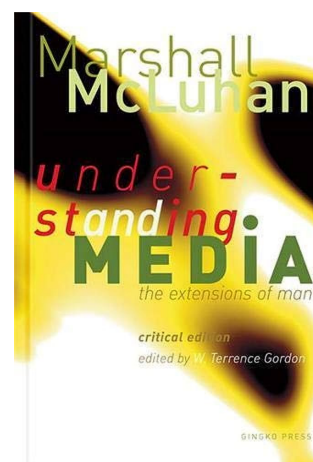
“An organization is a living culture that can adapt to reality as fast as possible.”

-Abdi Osman Jama

Thus, cultures are dynamic. They shift, incrementally and constantly, in response to external and internal changes. This also opens the possibility that culture change can be managed as a continuous process rather than through big shifts (often in response to crises).

Likewise, it highlights the idea that a stable “destination” may never — indeed should never — be reached. The culture of the organization should always be developing. ALL. THE. TIME.

Marshall McLuhan also said ***“Today the business corporation is the medium creating the conditions of the next society. It creates them by the type of power it embodies and projects by the type of organization it maintains.”*** in his all time celebrated book ‘Understanding Media : The Extensions of Man’



Of course the future remains a puzzle, but some things to take into consideration while speculating about the future of workplaces and work cultures are :

- 1.Newer ways of environments that allow you to work?
- 2.Hybrid Work models? Or maybe more Advanced ones?
- 3.A lookout at sustainability.
- 4.Newer work ethics.
- 5.Ideas for Virtual collaboration tools
- 6.Tomorrow's Leaders for Tomorrow's workforce.

Conclusion

As organizations around the globe face up to this uncertain, postcrisis landscape, let's not forget Albert Einstein's encouragement that ***"in the midst of every crisis, lies great opportunity."***

This move from a mindset of ***coping*** to one of ***competing***, the best organizations will seize the unique unfreezing opportunity before them to imagine—and create—new systems and modes of organization that are more flexible, integrated, resilient, and ultimately, more human. These organizations will view themselves as interconnected systems that seek to constantly experiment, fail, learn, grow—and start the process anew when the world invariably waits to change all over again.

Media Analysis

Books

Understanding Media : The Extensions of a Man, by Marshall McLuhan

The book is a classic expose on the state of the then emerging phenomenon of mass media, and along with adding terms and phrases such as "the global village" and "the medium is the message" to our lexicon; McLuhan's theories continue to challenge our sensibilities and our assumptions about how and what we communicate even today.

Leaders Eat Last, by Simon Sinek

The book makes the case that organizations with people-first cultures have higher levels of cooperation and achievement.

The Best Place To Work, by Ron Friedman

The book applies a scientific approach to workplace culture. Drawing on principles on behavioral economics, neurology, and managerial psychology, Ron Friedman shows the subtle ways an office environment can impact employees' ways of thinking.

Virtual Events and Talks

Navigating the Future of Work and AI : Trends, Impacts, and Predictions

*Date Attended : Friday, 1 September 2023
Organized by : Eventbrite & Dale Carnegie Australia*

IFTF Ten-Year Forecast 2023—Working Through the Future of AI

*Date Attended : Tuesday, 12 September 2023
Organized by : Eventbrite*

The Future of Work : Looking Through the HR Lens

*Date Attended : Wednesday, 20 September 2023
Organized by : Eventbrite and Harding University*

Documentaries and Films

Workplace²³ , 2016

The film features designers from all over interviewed from places like Paris, Tokyo, London and New York. It also speaks to representatives from large manufacturing companies such as IDEO and Apple.

Objectified²⁴ , 2009

Objectified delves into the complex relationship people have with manufactured goods and the people who create them. The average person uses hundreds of objects throughout the day. Has anyone ever thought about who designed these objects? Can an object's design affect lives negatively or positively? This in-depth look at the manufacturing side of consumerism will make people look at their objects in a different light. The film features designers from all over interviewed from places like Paris, Tokyo, London and New York. It also speaks to representatives from large manufacturing companies such as IDEO and Apple.

WeWork: Or the Making and Breaking of a \$47 Billion Unicorn , 2021

This piece takes a look at the community-centric ideal that sent the little coworking venture sky-rocketing and then investigates what was really going on behind the scenes.

The Corporation , 2003

The Corporation is a Canadian historical documentary. It shows the development of modern business corporations. Additionally, the documentary brings into the spotlight how employee exploitation can negatively impact any organization.

Steve Jobs: The Man in the Machine , 2015

The documentary takes you on a journey through Steve Jobs' life. It also provides critical insights into building creativity and innovation, and the need to invest in employee engagement and satisfaction.

²³ Hustwit, Gary, director. *Workplace*. 2016. Vimeo, <https://vimeo.com/407343244>.

²⁴ "Objectified (2009) | Watch Free Documentaries Online." *WatchDocumentaries.com*, <https://watchdocumentaries.com/objectified/>. Accessed 18 October 2023.



Thank you for your time!

I would love to hear your thoughts on :

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