

WORKshift

#workshifting
@calgaryeconomic

Robyn Bews
Calgary Economic Development



Think outside the office

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IBM's Smart Cities

Technology has given us a new landscape of potential....an opportunity for people, business and government to think and act in new ways.



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1. The Smart Cities approach

2. The “Executive Track”



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Calgary Economic Development:
We are in the business of
making Calgary **the best** place to
live, work and play in Canada



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Redefine the word
“work”



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- ✓ **Accelerate** the adoption of flexible work practices (telework) within the Calgary business community
- ✓ Establish a **model** for replication across Canada



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Conference Board of Canada:

**The kingpin of economic
development is population
growth**



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Some innovations lie dormant for decades, but when their time has come, their use grows quickly, even **explosively**



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Law of the *diffusion* *of innovation*

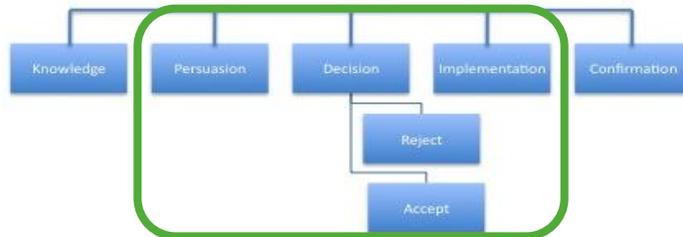
Everett M. Rogers



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Five Stages in the Decision Innovation Process



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WORKshift is a **regional strategy** for a program that used to be led by HR teams within disparate organizations

We:

- Remove the **myths** and barriers
- **Normalize it**: Create the critical mass of support to take it from early adoption to the early majority
- Offer free resources to companies to **pilot** telework programs

In short; we give it a chance to be successful.



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Autonomy = \$



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Fact: it does.



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There is a mismatch
between what
science knows and what
business does

-Daniel Pink (author of Drive)



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For over 14 years, Sun has had an employee telecommuting policy that allows 19,000 employees worldwide (56% of their workforce) to work away from the office at least one day per week

The actual RESULTS from the program were:

- ✓ **\$64M/year** in avoided real estate costs
- ✓ **\$2.5M** in electricity using thin clients
- ✓ **\$20M** in desktop administration costs
- ✓ employee commuting savings of **\$44M/year**



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“companies that don’t adopt a telework strategy as part of their operations are at a competitive disadvantage”

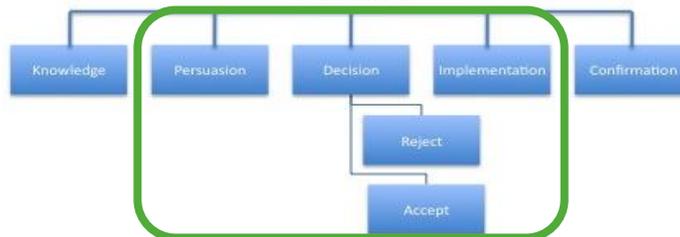
- scott mcnealy



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2. Persuasion/ interest

- ✓ Rigorous **outreach** campaign : >100 meetings
- ✓ Build awareness and interest with **media** (this is a chameleon program)
- ✓ Canada's first (and second) **Telework Week**
- ✓ Development of award-winning digital **video**
- ✓ Bus Ad Campaign, Radio campaign, app development, social media, Globe & Mail ad, site redevelopment

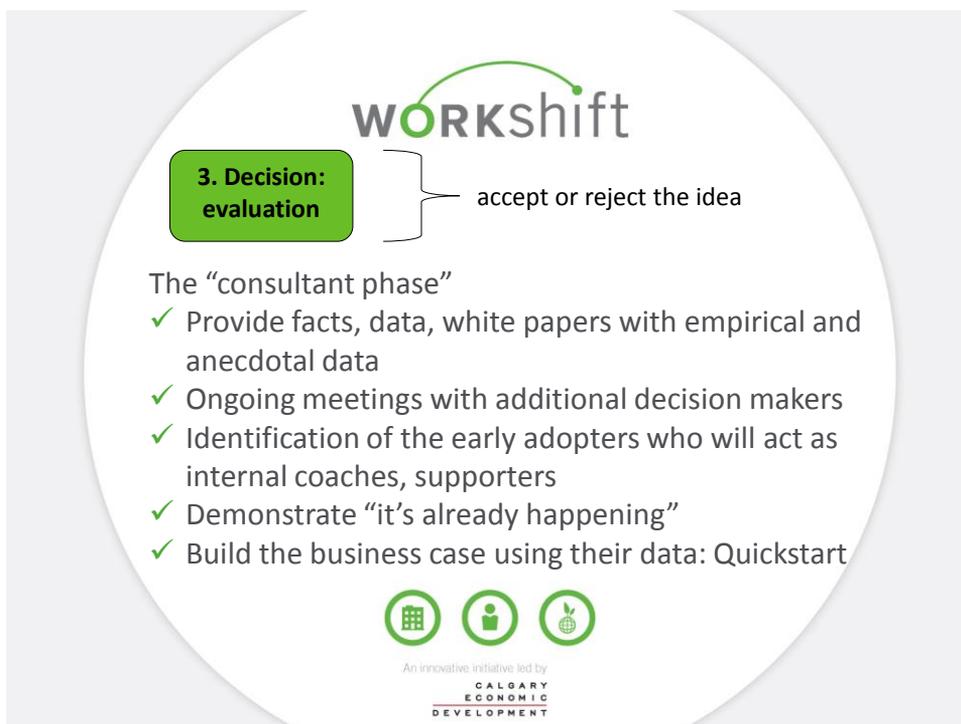
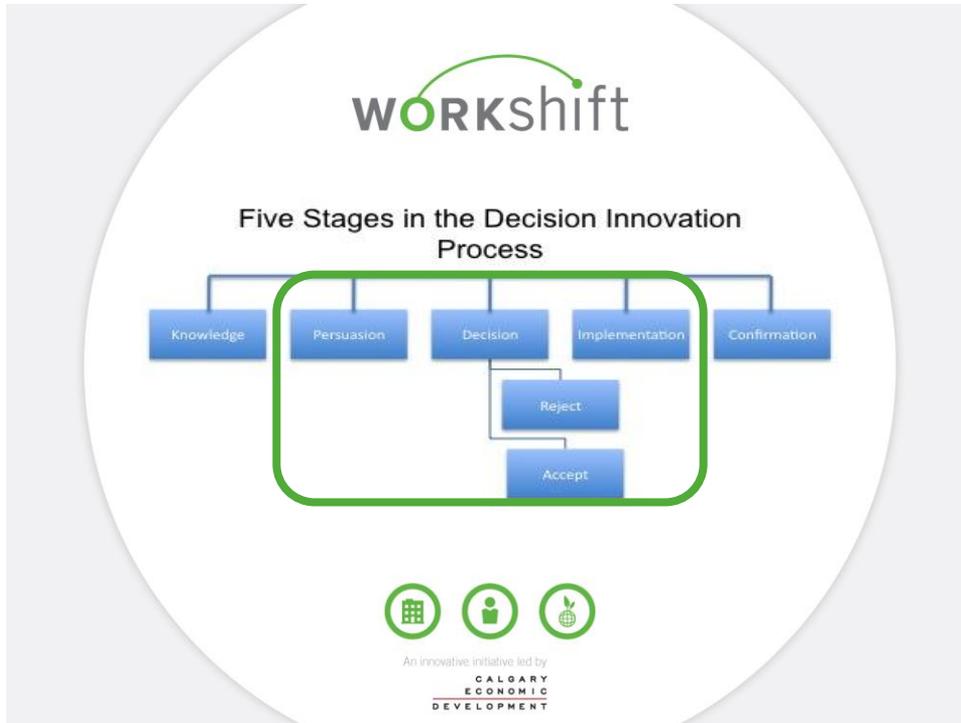


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Executive Dashboard > Annual Savings Potential - Entire Company

Annual Savings Potential - Entire Company
Dynamic Structures - November 18, 2010

Refine By:
 (All Office Location) [v]
 (All Business Unit) [v]
 (All Job Title) [v]
 (All Contributor Type) [v]
 (All People Interactions) [v]

Impact Potential: HIGH
 Dynamic Structures can achieve Significant Triple Bottom Line Savings through the adoption of an intelligent work environment that supports workforce requirements.

Get Started

Support Actions:
 Print
 Export

Annual Savings Potential - Entire Company Detail | 71 Employees

What Can You Save Annually? Bottom Line View | Stakeholder View | Per Employee View

Employee Savings	Organization Savings	Community Savings
<ul style="list-style-type: none"> ✓ \$10,664 In Employee Commuting Expenses ✓ 1,485 Hours Time Spent Commuting Via Automobile ✓ 2,970 Trips Avoided Automobile Trips To and From an Office 	<ul style="list-style-type: none"> ✓ \$65,204 In Infrastructure Expenses ✓ 9 Seats Saved By Adopting New Work Arrangements ✓ 2,173 Square Feet Saved Office Space 	<ul style="list-style-type: none"> ✓ 29,576 Kgs CO2e Emissions from Office ✓ 74,260 Kgs CO2e Emissions from Automobiles

The Annual Savings Potential is based on several assumptions, including the number of square feet each employee uses, the cost per square foot, the time spent commuting, and the cost of commute. The total values are based on the results of respondents of the survey, and their attributable by the total number of employees in the organization. Learn more

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Five Stages in the Decision Innovation Process

```

    graph LR
      Knowledge --> Persuasion
      Persuasion --> Decision
      Decision --> Implementation
      Implementation --> Confirmation
      Decision --> Reject
      Reject --> Decision
      Decision --> Accept
      Accept --> Implementation
  
```

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4. Implementation: trial

} = pilot

- ✓ Tools rolled out to employees
- ✓ Employees are offered the trial
- ✓ Ongoing communication with client regarding success

Lessons:

- ✓ Don't count on anyone tracking
- ✓ Promote, promote, promote the program- if no one in your organization knows it exists, they won't participate!



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So what?

	1 company	equivalent
number of days	6,907	• 19 years
commutes avoided	13,814	• \$96,698 freed up to spend on other things!
kms avoided	315,338	• Equivalent to driving across Canada and back 20 times
CO2 savings (kg)	71,955	• 1,100 propane tanks • Annual GHG emissions from 12 vehicles
pollutants avoided (kg)	5,043	• The elephant in the room



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an aspirational view

	10 companies	50 companies
number of days	190 YEARS	950 years
commutes avoided	\$966,980 freed up to spend on other things!	\$4.8 million
kms avoided	Equivalent to driving to the moon and back 5 times	Really, really, really far! (and the complete elimination of rush hour gridlock on roads, buses)
CO2 savings (kg)	Electricity emissions from +22 homes annually	Like getting 646 cars off the road full-time
pollutants avoided (kg)	The weight of 5 SUVs	Boeing 747



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Summary

- ❑ WORKshift is now considered the “defacto” brand for all things related to flexible work in the marketplace
- ❑ 20+ Calgary organizations (600+ employees) in various phases of adoption
- ❑ Award-winning WORKshift video
- ❑ EDAC/RBC : “Most innovative program of 2010”
- ❑ Growing engagement from other municipalities and regions in Canada and beyond (including Vienna & Stavanger)
- ❑ Request into City Council for ongoing funding to expand the program into a self-sustaining model
- ❑ Metrics-as a result of WORKshift (18 month period)
 - ❑ >300,000 kms of driving avoided
 - ❑ >70,000 kgs of CO2 avoided



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Executive Track



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Triple Bottom Line

Focus on the *business benefits*- what is the burning platform for your specific company or industry?

For many Calgary companies the focus is on attraction and retention given our unemployment rates

For others, real estate is the key driver

WORKshift works in both boom and bust economies



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Lessons from the field

- ✓ C-suite mandated
- ✓ The greatest resistors will be the middle-managers
- ✓ Core team must include HR, IT & Real Estate
- ✓ 1-2 days a week pilot
- ✓ Use your own data- remove the guess work and customize the business case
- ✓ Strongly encouraged but voluntary
- ✓ Assign an ongoing program manager
- ✓ Communicate, communicate, communicate
- ✓ Promote the program and communicate results



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Objections: the best of (...and my controversial personal theory)

- ✓ how do I know my employees are working if I can't see them?
- ✓ what if someone does a load of laundry, walks their dog...
- ✓ what if someone steals company information?
- ✓ What if too many people sign up?
- ✓ how do we make the program fair?
- ✓ we are unique- our company requires a lot of face-to-face time



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The Robyn Bews Theory

Every objection roughly translates into the same thing:



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“I don’t trust my employees”

If the organization or leaders you are working with don’t have a culture of trust no amount of data is going to convince them...



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Thank You

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