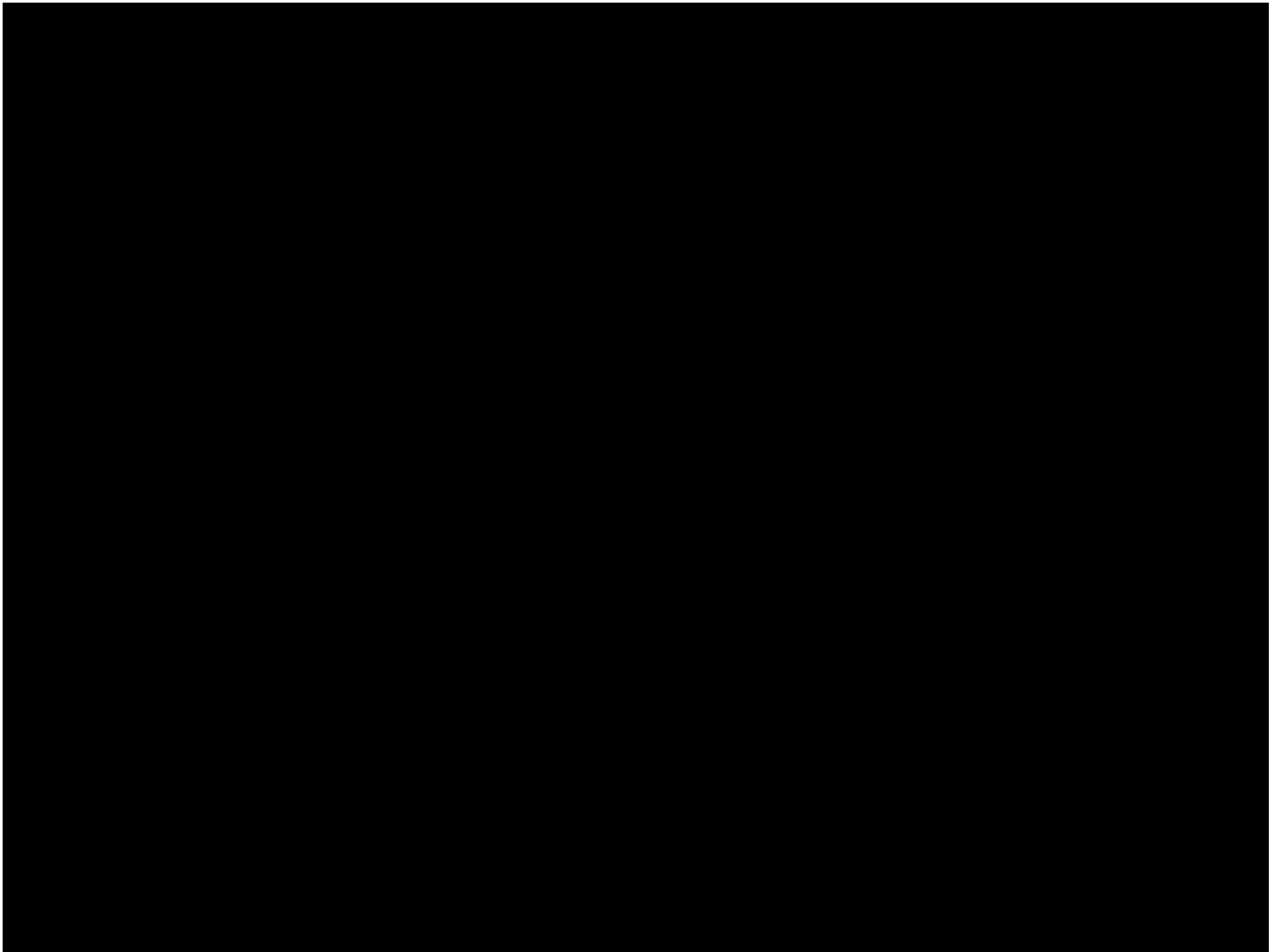


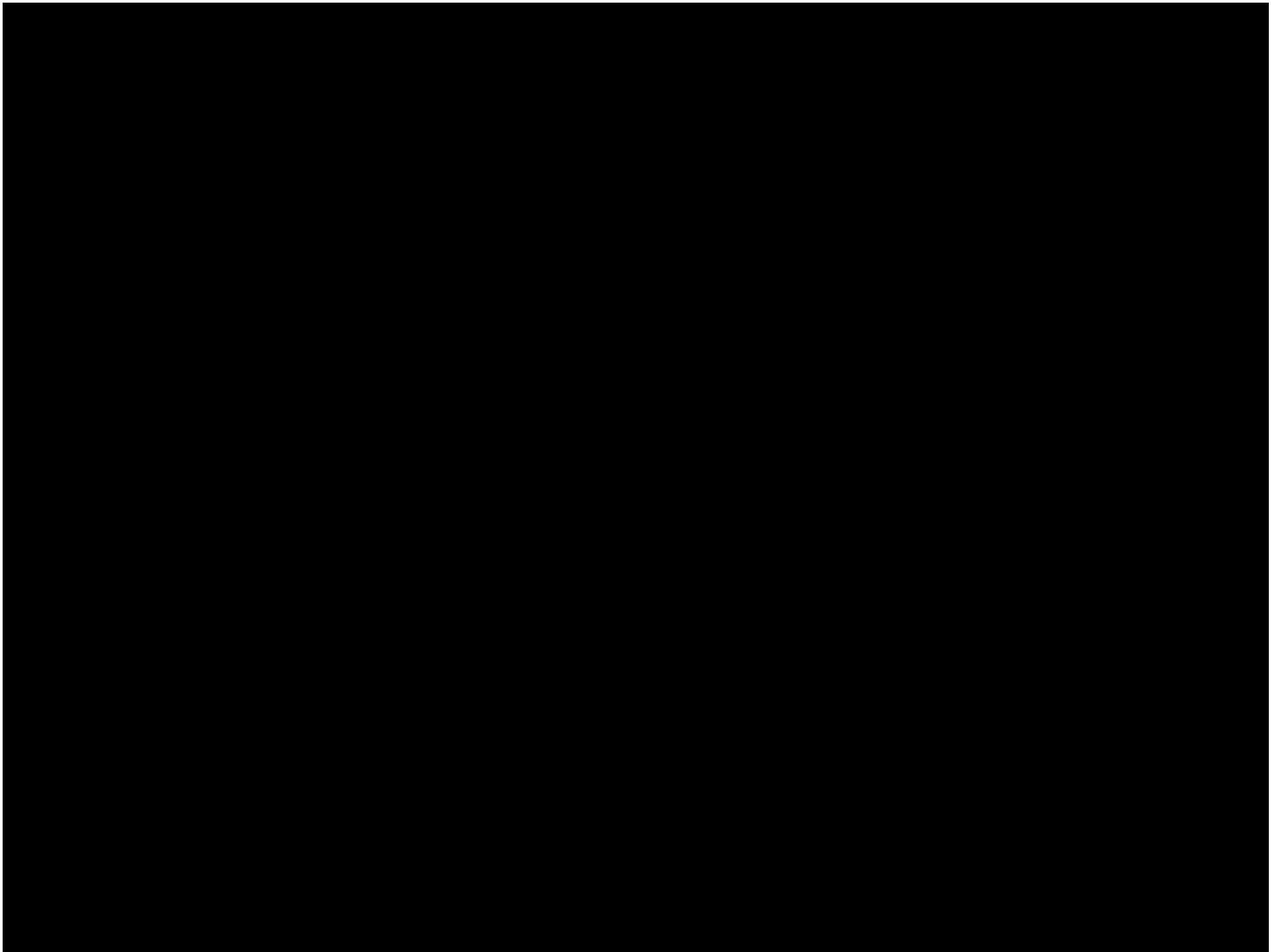


Loneliness can be as bad
on your health as smoking
15 cigarettes daily





**Loneliness is an
outcome of poor
working relationships**



Technology has the dual power to connect us...

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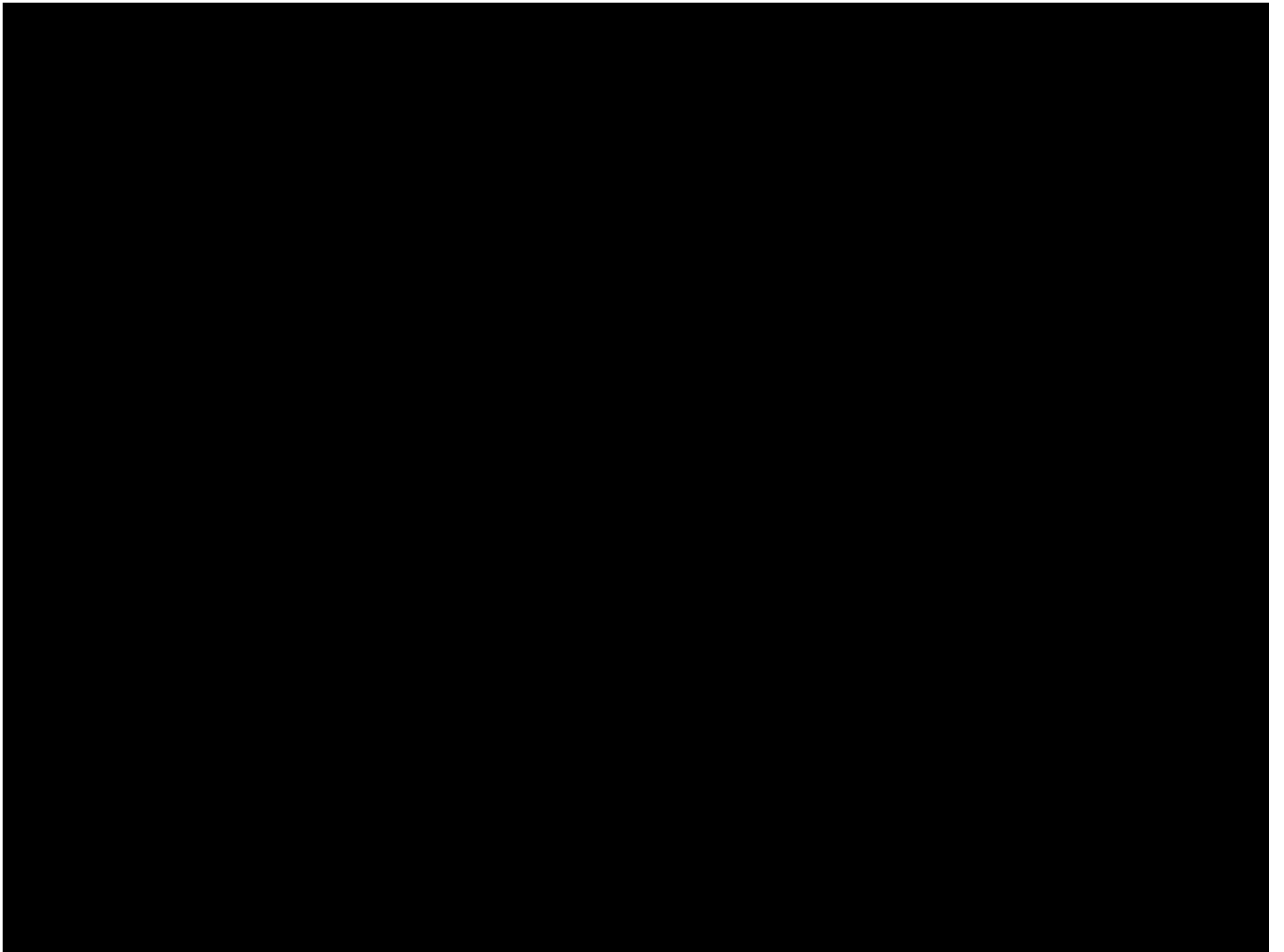
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Best in Class

People leaders in Australia's outstanding organisations share how they manage and lead their people



1. Flexibility isn't a buzzword – it's the future

Best in Class organisations are characterised by enabling their people, helping them achieve no matter where and how they work, and adapting at pace to fulfil this role.

HR LEADERS NEED TO HELP PEOPLE ACHIEVE, NO MATTER WHERE AND HOW THEY WORK, TO BALANCE LIFE AND WORK

"Businesses haven't truly understood the power of a flexible and empowered workforce."

Jo Bari, Cullen Os

A *Future that works* released Workplace Wellbeing in 2012, which found that a staggering 83 per cent of Australian employees said flexible working hours are important for promoting wellbeing in the workplace.

Flexible working practices are beneficial for both employee and employer. Flexibility was introduced to the workplace in order to help employees with kids or employees who care after siblings to manage their time between work and life. As flexibility gives employees the ability to control when, where, and how much time they work, it definitely contributes to improvement in allocation of work and life responsibilities.

Looking from the employer's point of view, flexibility in the workplace also brought some important benefits. Higher satisfaction with the work and employer, better employee

performance, greater organisational commitment, lower employee turnover and lower absenteeism are all outcomes of flexible working practices that at the end lead to increasing the company's productivity and profitability."

PwC are increasingly using technology in a way that helps people manage across their work and life. The organisation provides a blended learning offering, which enables access to digital learning opportunities via multiple platforms and devices allowing staff to connect and learn wherever they are.

"We have a vision of being the most loved gym in Australia – loved by our people, customers, members, and business owners. Being loved by our people is number one."

Elaine Johnson, Jetts Fitness

Julie from HESTA believes it is essential for people leaders to be able to connect with people delivering work for them as quickly as possible. Knowing their people are likely to work from anywhere in the world. Effective people leaders, according to Julie, need to quickly build a relationship with their teams where they trust their teams will deliver, and make their teams clear on their accountabilities.

Similarly, Todd from AECOM believes that the gig economy is presenting an enormous HR challenge for organisations, as they face the future. He suggests it is essential for organisations to work out how to build a supply network they can rely on. Todd believes that the modern workplace in three to five years' time does not look too different to today's workplace, in terms of workplace flexibility. He believes that the social element will remain high and therefore people will still want to come to the office, even if it is not every day.

PEOPLE LEADERS ARE ADAPTING APPROACHES TO WORK

In 2006, Jim Collins warned in *How the Mighty Fall*, that the greatest risk to companies was no longer complacency, but overreach. Perceptions have not changed since then. In 2015, Elizabeth Dohy observed that change is now truly a constant process, not an event. We found her suggested strategies for helping keep people engaged and focused

Jetts Fitness involve their people when forming their strategy.

This helps their people feel safe and secure in their role, and enables their people to feel they belong, can participate and contribute, and develop themselves.

AECOM manage their contingent workforce.

They have done this because they want their own supply network of skilled people that work on projects or initiatives that interest them, who they can call in and out.

- Stay on top of the basics
 - Design convincing experiences
 - Welcome questions
 - Clarify the economics
 - Update your shared goals
 - Realign the work
 - Sustain a disciplined focus.
- Weave changes into a narrative
 - Frame the challenge
 - Tell the team's story

Be aware and show empathy

Create safe and enriching places to work

Design high performing and collaborative work spaces

Actively nurture your relationships with your colleagues

Build trust through human interaction

Ensure Julie knows where she fits into the bigger story



a future
that **works**



afuturethatworks.org.au

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