



THE FUTURE OF WORK

What It Means for You and KM!

Cindy Hubert, Executive Director

May 15, 2018

APQC®

WHO WE ARE



APQC is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management.

APQC's unique structure as a member-based nonprofit makes it a differentiator in the marketplace. APQC partners with more than 500 member organizations worldwide in all industries.

FREEDOM to dream. COURAGE to act.
C. Jackson Grayson
Founder, APQC

OUR MISSION



WE RESEARCH

APQC conducts research to discover and document world-class business practices.



WE SHARE

We share proven methodologies and processes.



WE CONNECT

We assist organizations around the world in adapting and using benchmarks and best practices.

KNOWLEDGE SHARING LIFECYCLE OF EMPLOYEES



New Hires

- Include knowledge-sharing processes in onboarding
- Make on-demand training available



Mid-Career

- Provide defined career paths with knowledge-sharing milestones
- Link contribution and reuse to professional advancement



Retirement

- Capture knowledge prior to retirement
- Invite select retirees back as speakers, mentors, or consultants



WHERE IS THE FUTURE HEADED?



Expected Behaviors

Accessibility

Accountability

Agility/
Flexibility

Reciprocity

Reliability

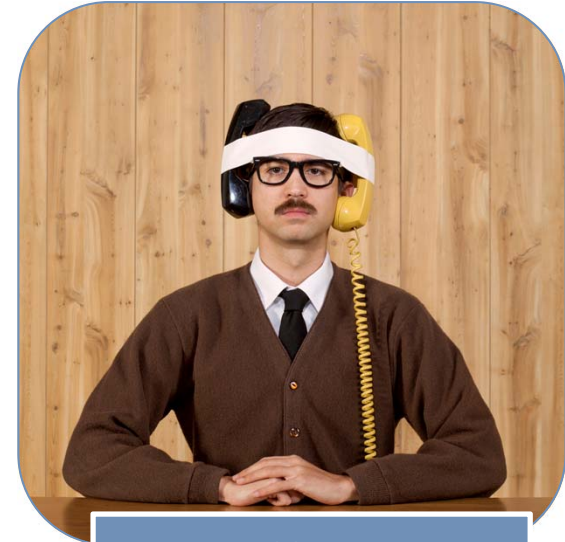
Transparency

FOSTERING A PRODUCTIVE, HAPPY WORKFORCE

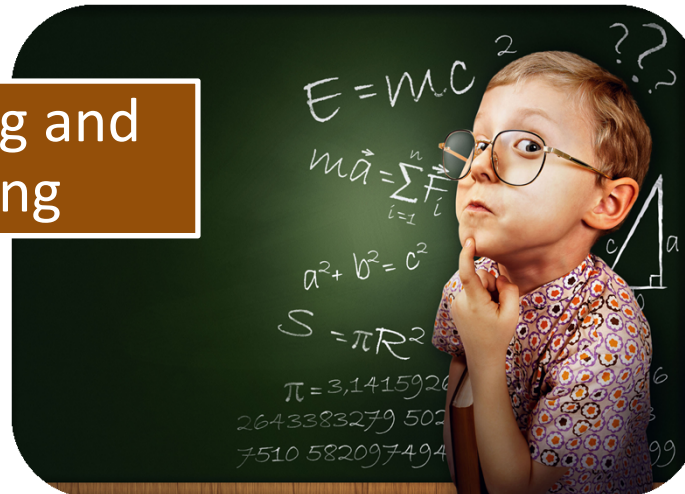
1. The right workspace



2. Effective collaboration



3. Sharing and learning



THOUGHT ACTIVATORS

1. What practical steps can you personally take to maximize your contributions at work?
2. What broader changes could your team, function, or business unit make to boost productivity and satisfaction?



THE RIGHT WORKSPACE



CURRENT DISSATISFACTION



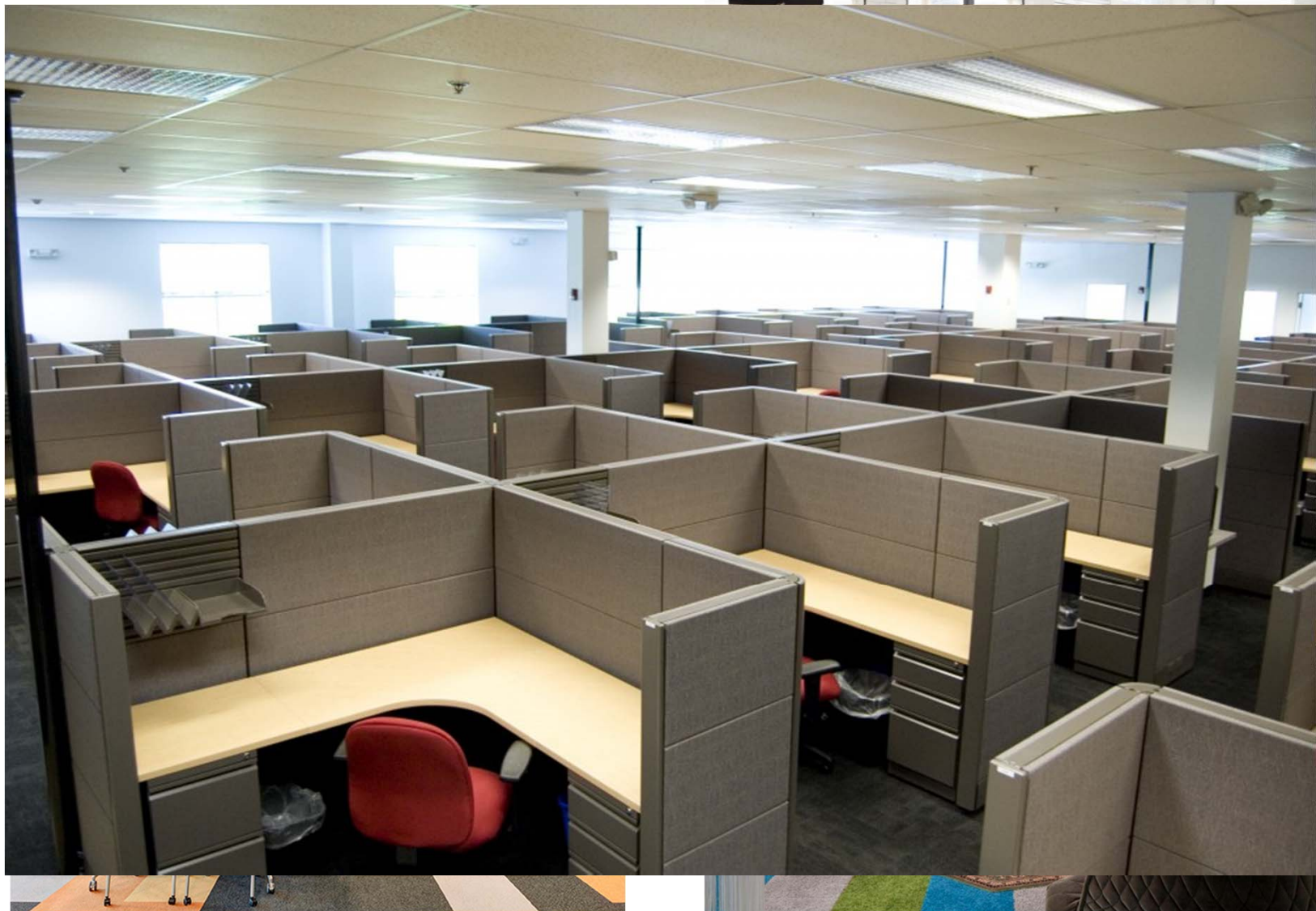
Employees Value the Right Working Space— But Many Don't Have It

74% rate their physical workspace as an essential or high priority in deciding whether to accept, stay in, or leave a job

42% do not think their current workspace helps them succeed & be productive

Source: APQC's "Envisioning the Workspace of the Future" survey, N=1046

HYPE VS. REALITY

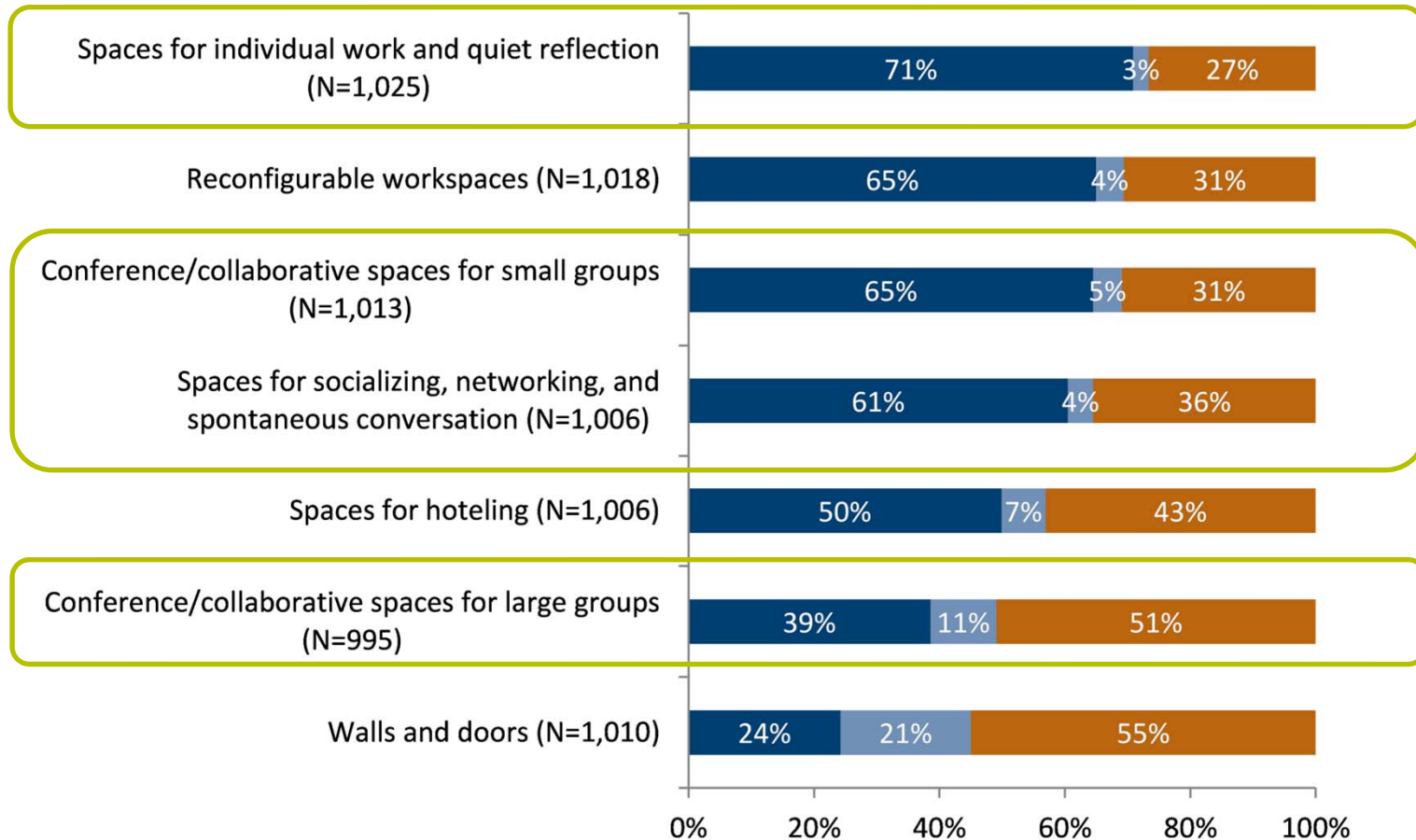


Paul Rosenberg and Kelly Campbell. "[An Open Office Experiment That Actually Worked.](#)" *Harvard Business Review*, October 3, 2014. Photo credit: © Anton Grass/Esto

"[17 photos of Google's coolest office setups.](#)" *NetworkWorld*, January 31, 2017. Image courtesy of Google.

POTENTIAL CHANGES

In your opinion, which changes would make your physical workspace more productive?

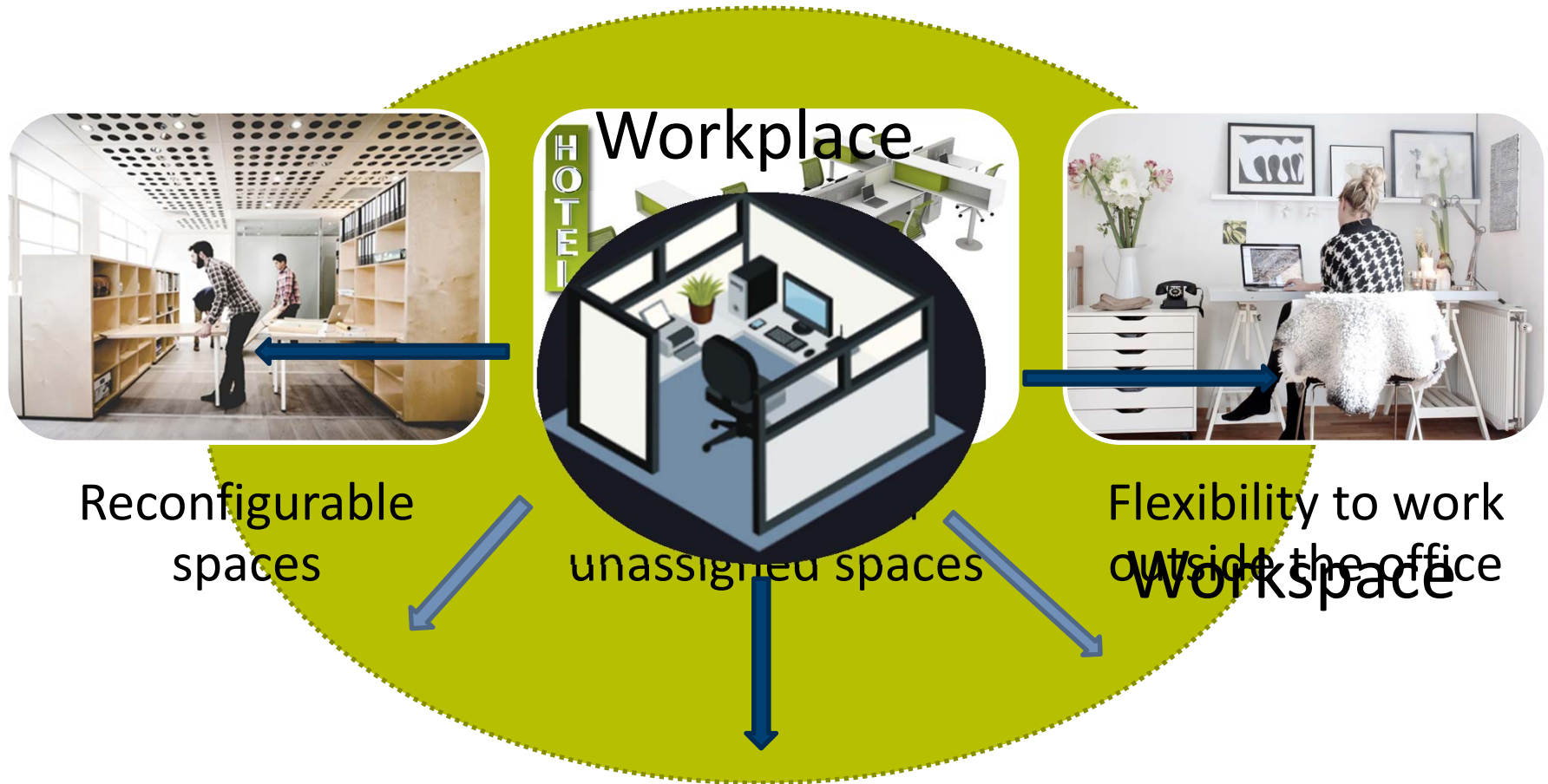


Source: APQC's "Envisioning the Workspace of the Future" survey

■ More ■ Fewer/Less ■ No change needed



POTENTIAL CHANGES



WORKING ANYWHERE, EVERYWHERE

Working on the Go Is Seen as a Way to Boost Productivity

Percentage who thinks improved mobile access would make them more productive:



56%

from tablets and
smart phones



47%

from PCs and
laptops when
outside the office



22%

from wearable
devices such as
smart watches

Source: APQC's "Envisioning the
Workspace of the Future" survey
N=1010-1031

TAKEAWAYS FOR KNOWLEDGE WORKERS



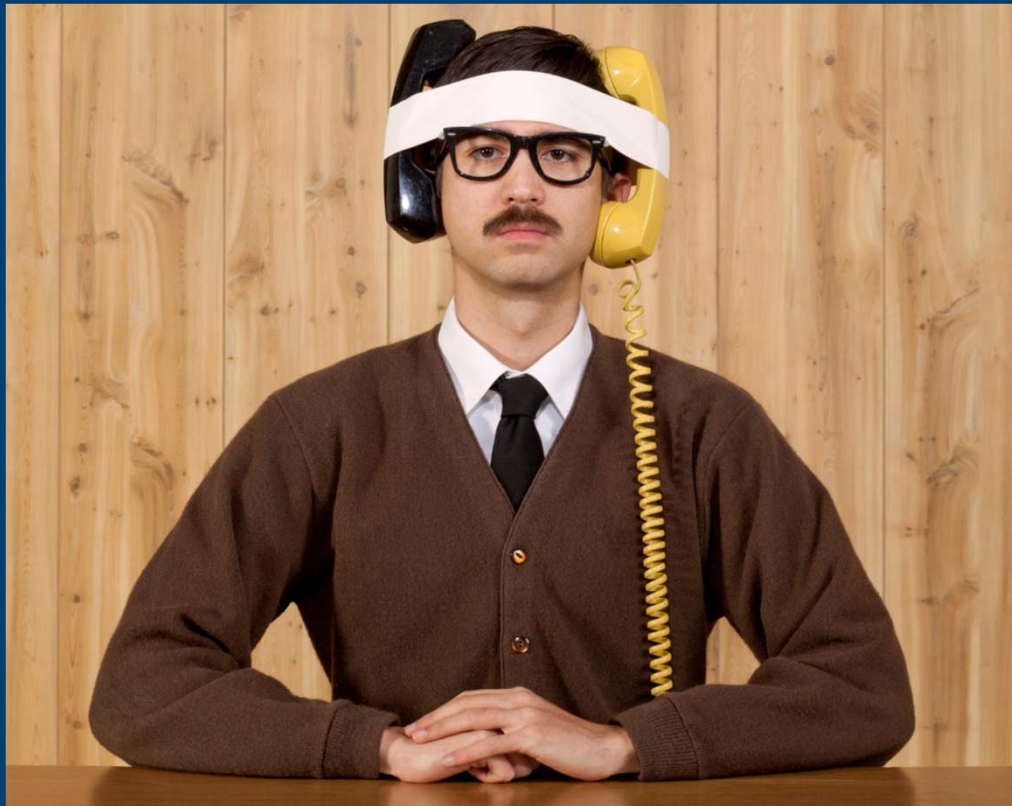
Block time for solitary and collaborative endeavors

Evaluate whether your space fits the type of work you're doing

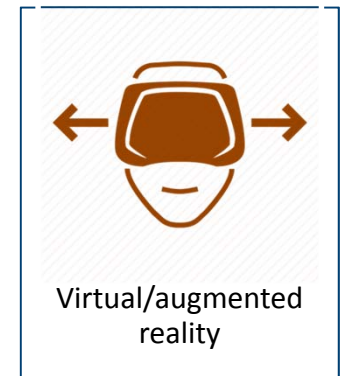
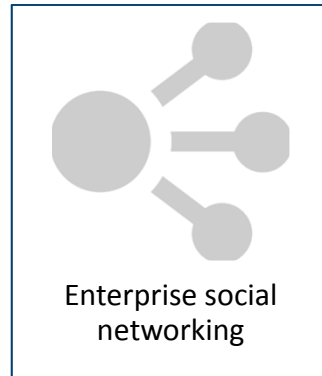
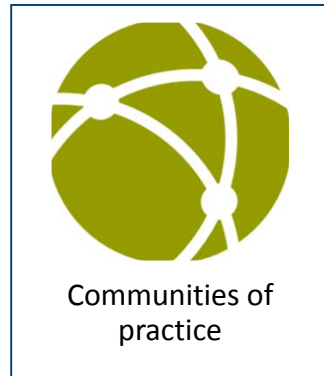
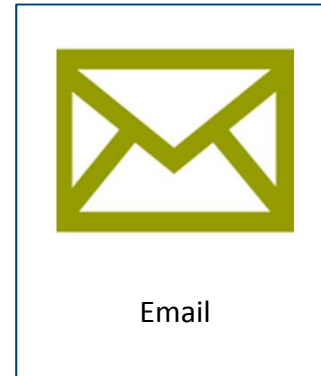
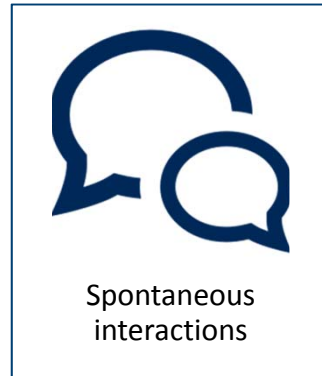
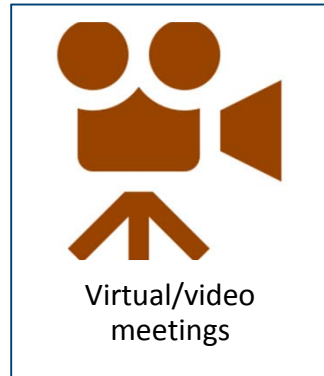
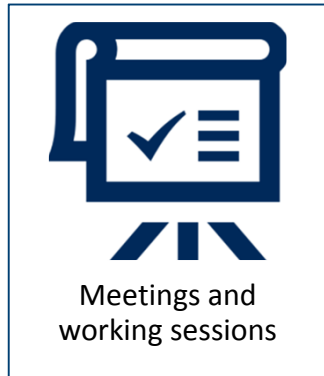


Ask executives to revisit policies and systems that may be outdated

UNDERSTANDING HOW WE COLLABORATE



SO MANY WAYS TO WORK TOGETHER...



PEOPLE STILL PREFER “OLD SCHOOL” CHANNELS

TOP 5 PREFERRED WAYS TO COLLABORATE IN THE WORKPLACE

Employees still prefer traditional methods over newer tools

- 1 Scheduled face-to-face meetings
- 2 Spontaneous face-to-face interactions
- 3 Face-to-face conferences & working sessions
- 4 Virtual meetings with audio & screen sharing
- 5 Phone & conference calls



COMMUNITIES & NETWORKS STRUGGLE TO GAIN TRACTION OVER PRIVATE EXCHANGES



Email Is Everywhere—
and a Drain on
Productivity



POTENTIAL CHANGES

Top 4 Collaboration Improvements to Boost Productivity



1. More tools to find & connect with colleagues based on experience or expertise



2. More technology to enable virtual collaboration



3. More activity in strategic or purposed-based communities of practice



4. More spontaneous interaction & collaboration

TAKEAWAYS FOR KNOWLEDGE WORKERS



Advocate for in-person collaboration, but don't depend on it

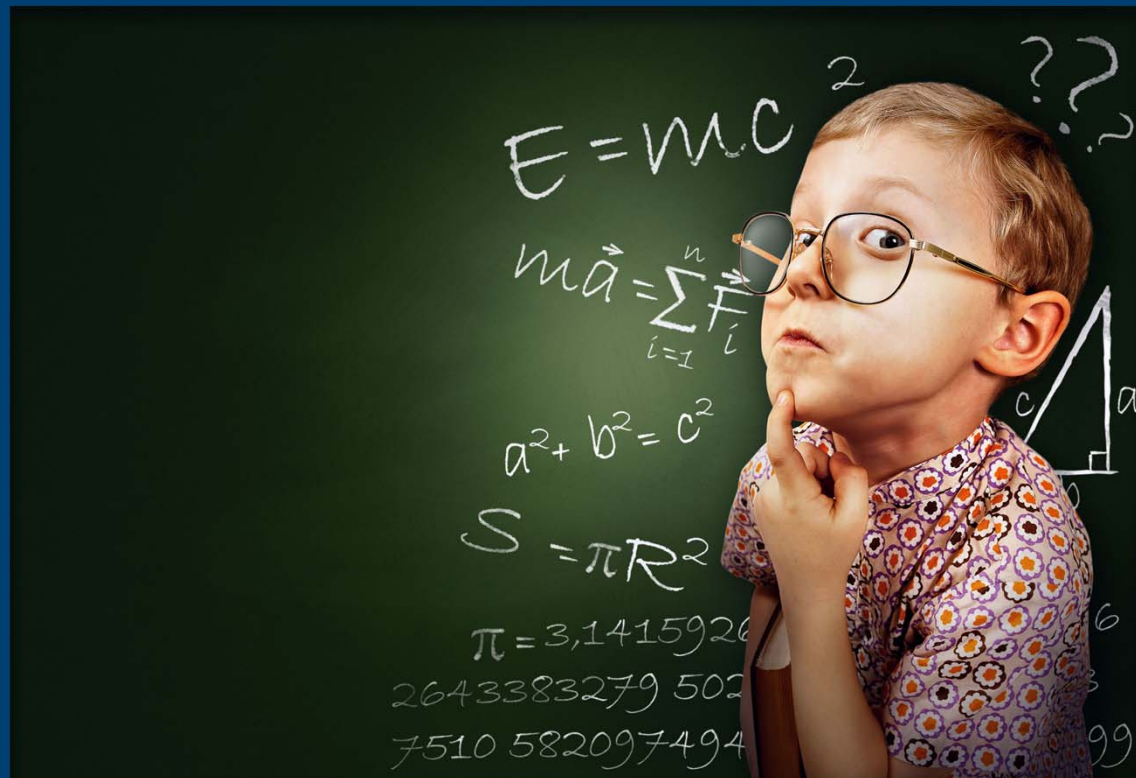


Move conversations from email to communities & networks



Demand collaboration options that fit with where and how you work

SHARING YOUR KNOWLEDGE



WHAT IS IMPORTANT TO EMPLOYEES?

92%

rate **access** to information and expertise to learn and perform effectively...

89%

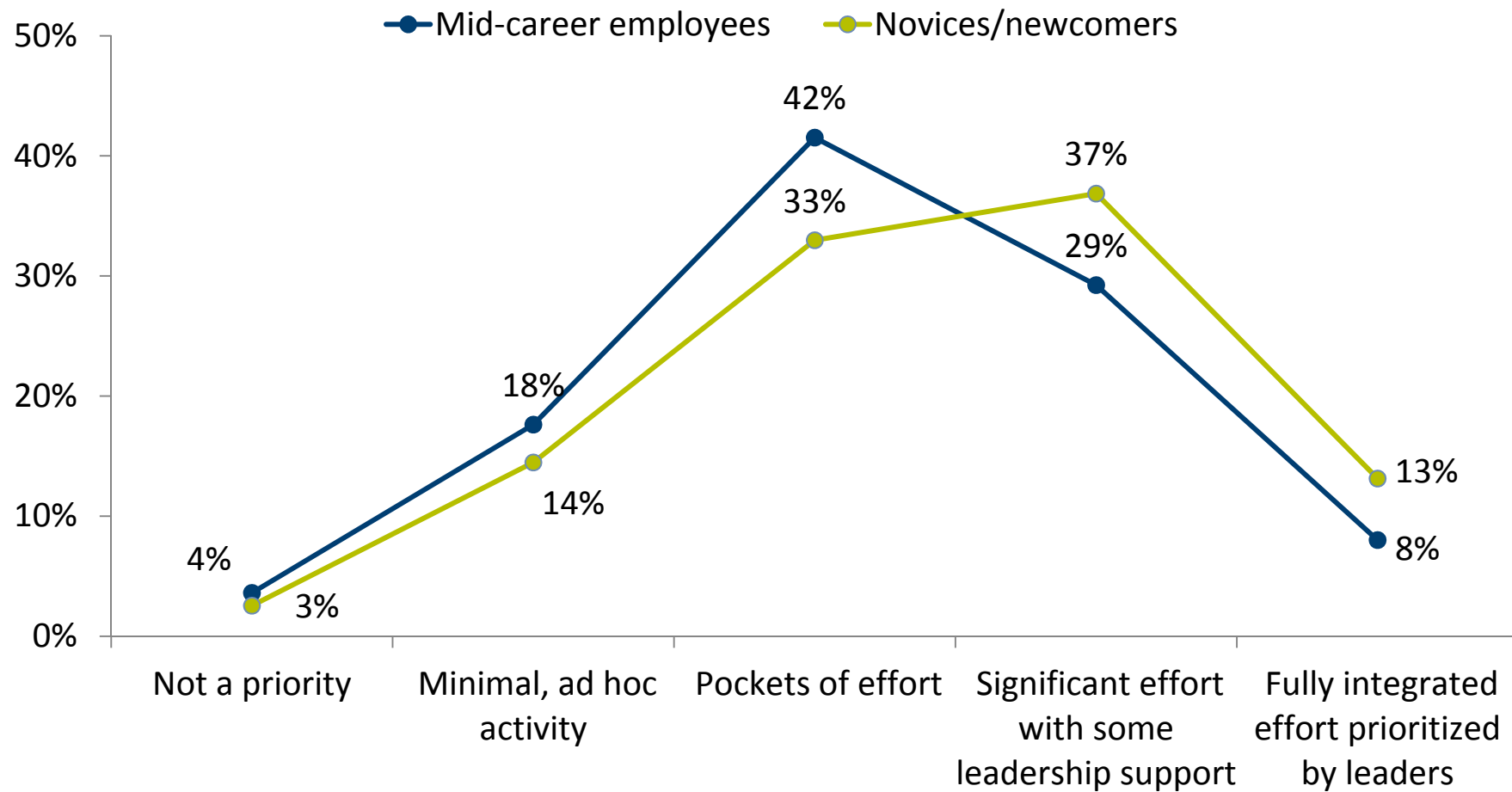
rate **trust** in the data and information available to support their work...

88%

rate **trust** in their colleagues to support them and help them do their best work...

... as **essential** or **high priorities** when deciding whether to accept, stay in, or leave a position

NOVICES ARE THE FOCUS OF TECHNICAL LEARNING



APQC's "How Smart Leaders Leverage Their Experts" survey
N=746

TOP 4 WAYS TO TRANSFER TECHNICAL KNOWLEDGE



1. Classroom & virtual training



2. Mentoring & apprenticeship



3. Communities & technical networks

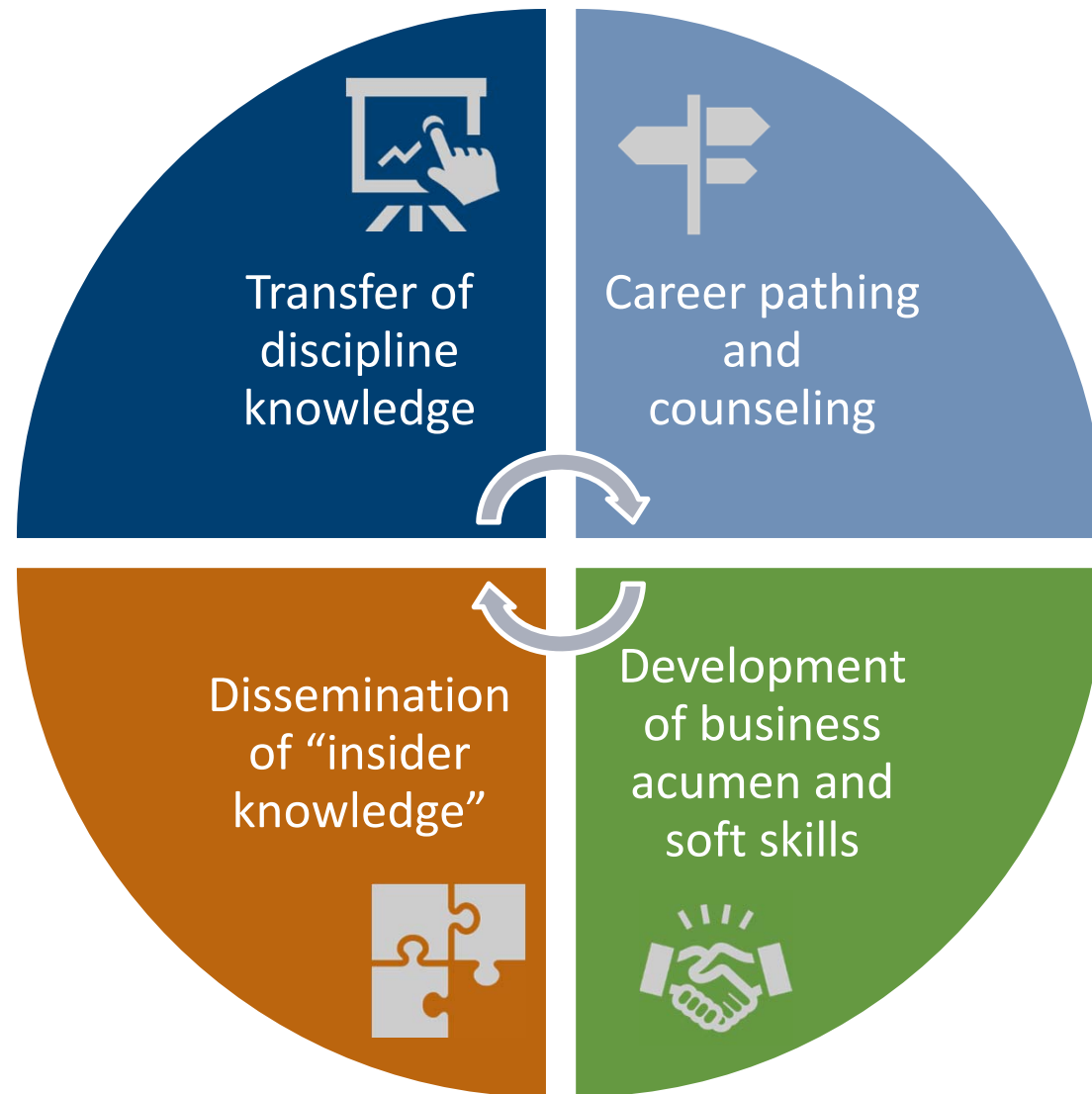


4. Technical conferences & forums

PRESENT YOUR KNOWLEDGE & LEARN FROM OTHERS



RECOGNIZE THE MANY BENEFITS OF MENTORING



PARTICIPATE IN COMMUNITIES AND NETWORKS



TAKEAWAYS FOR KNOWLEDGE WORKERS



Teach, present, and contribute to learning resources



Mentor both formally and informally—and learn from others



Contribute to communities as hubs for sharing and learning

IMPLICATIONS FOR KM

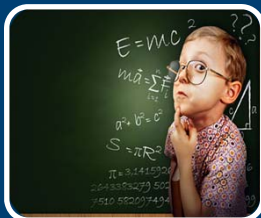
WHAT CAN KM DO?



Advocate for physical and virtual spaces where small-group and informal collaboration can occur
Invest in information and collaboration platforms that facilitate “anytime, anywhere” working



Sponsor live events for communities and networks
Explore new options for expertise location and virtual collaboration
Make sure your systems support mobile working

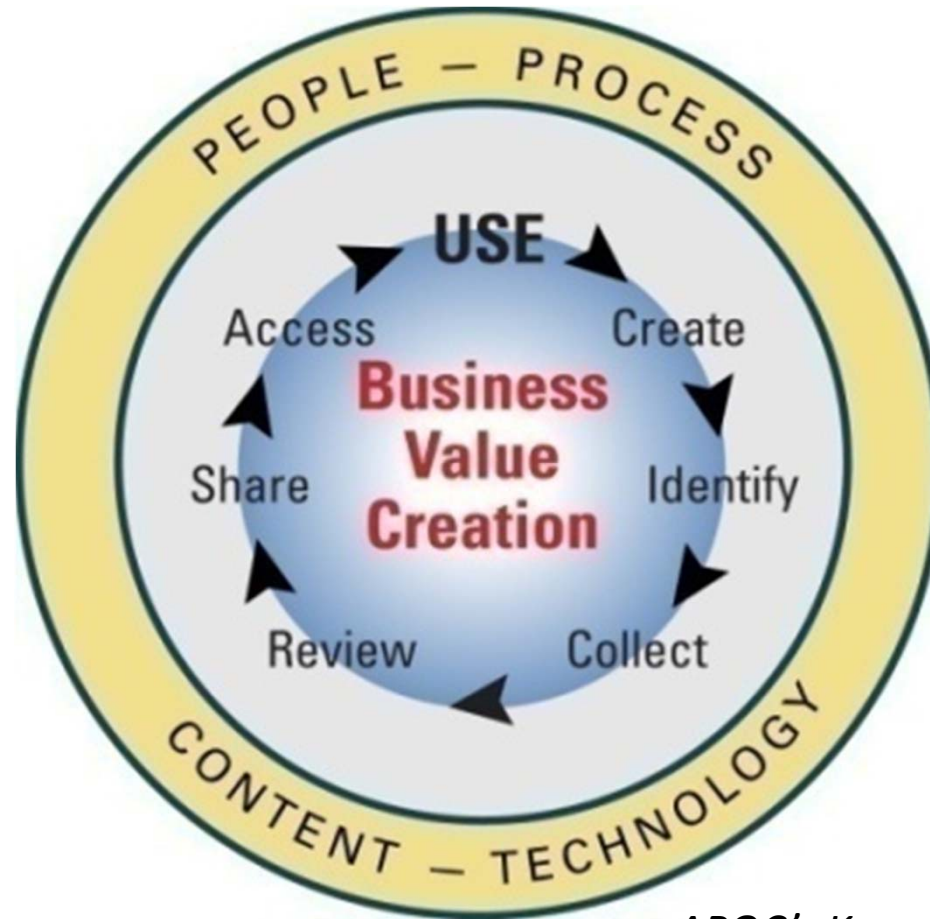


Work to include KM participation in performance measures
Make sure knowledge systems can automatically and accurately track employee contributions

THE ROLE OF KNOWLEDGE MANAGEMENT

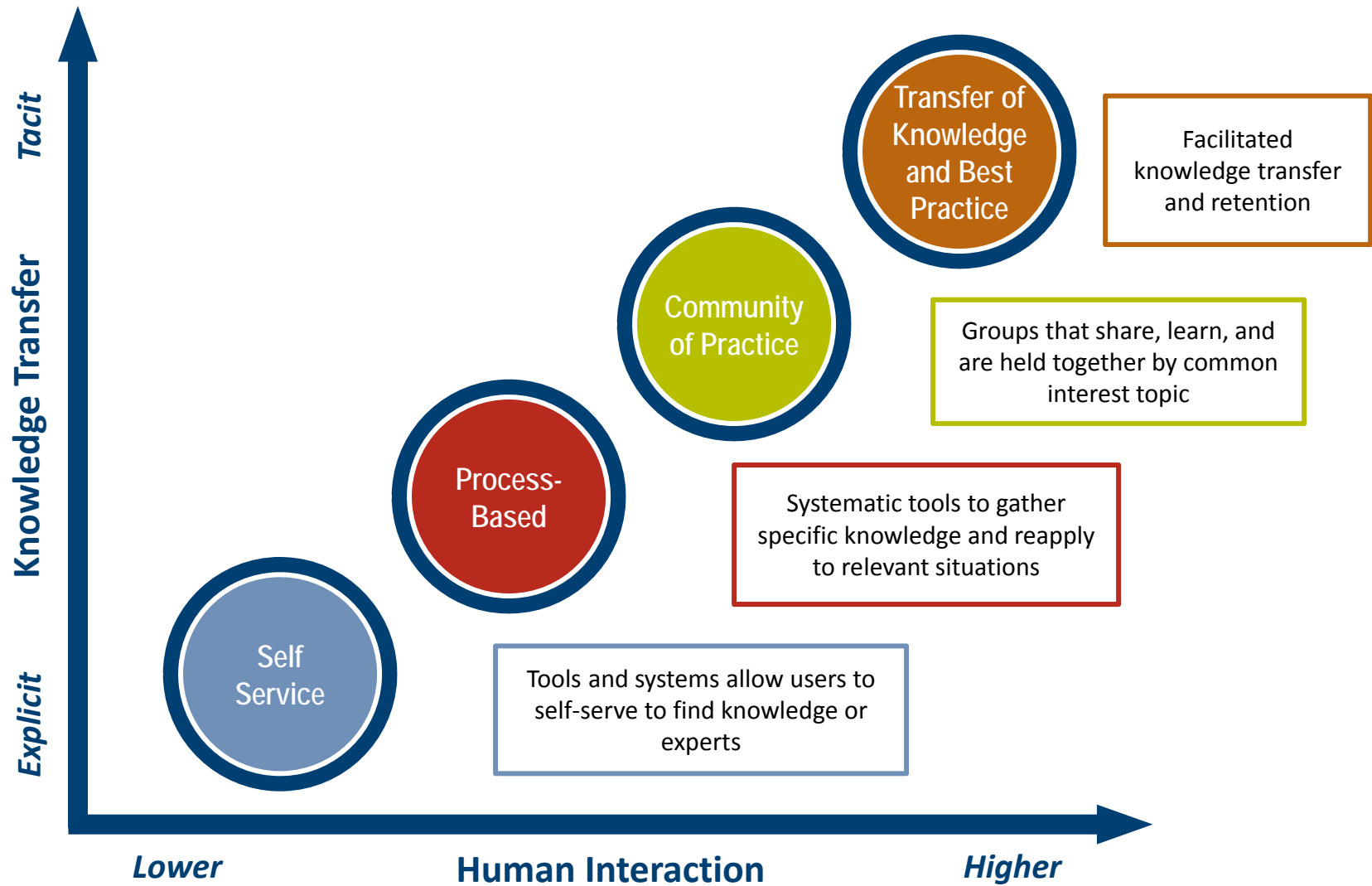
“Knowledge is sticky...without a process (*and system*) it will not flow.”

--Dr. Carla O’Dell



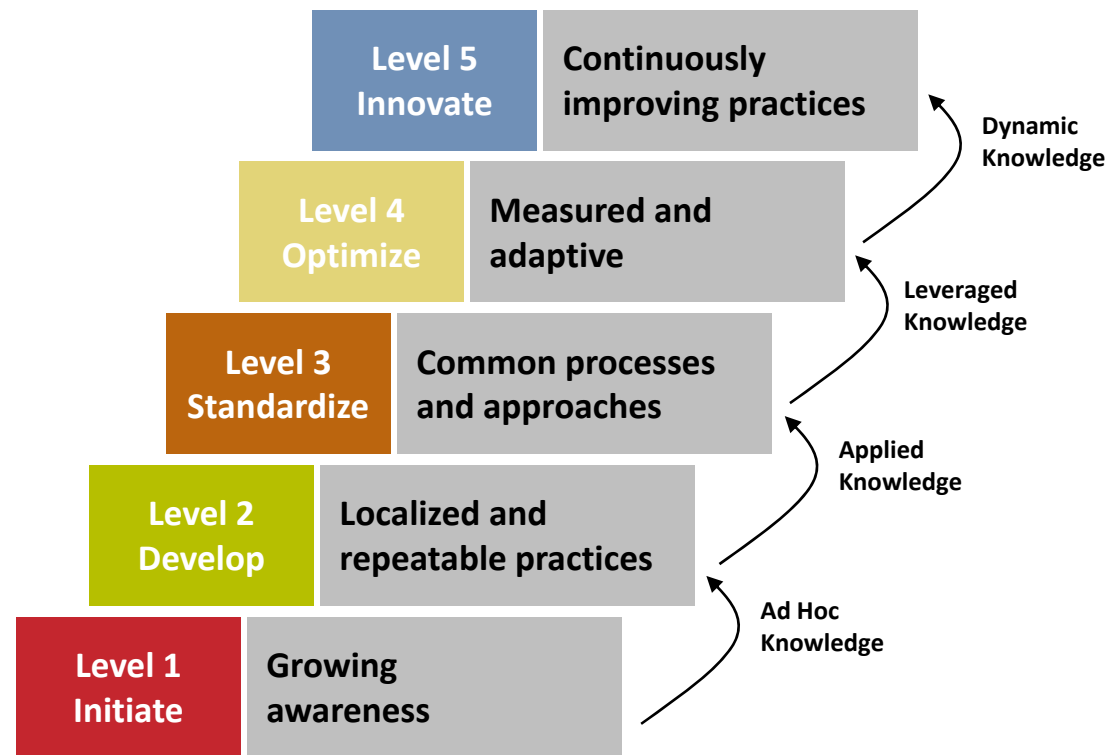
APQC's Knowledge Flow ProcessSM

A PORTFOLIO OF KM APPROACHES

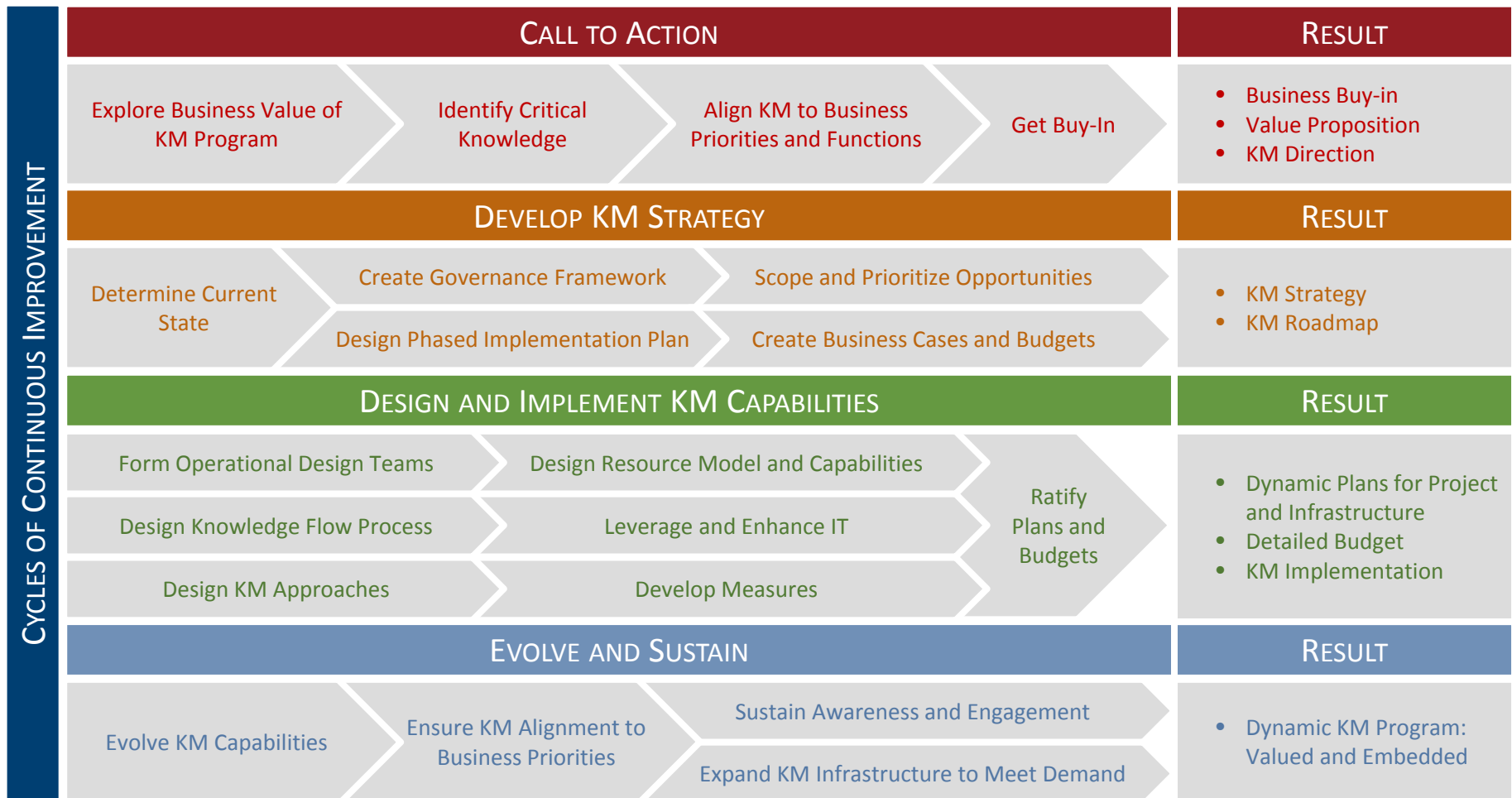


APQC LEVELS OF KNOWLEDGE MANAGEMENT MATURITYSM

Five-step maturity model that defines the status of a KM program



APQC'S KNOWLEDGE MANAGEMENT FRAMEWORK



Source: [APQC Interactive KM Framework](#)

NEW HABITS

It's everyone's job to participate



**Search for
information and
expertise**



Ask a question



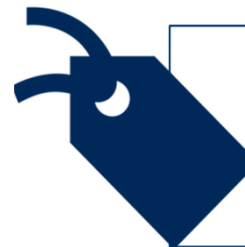
**Discuss with
coworkers**



**Work towards a
solution**



**Capture
learnings**



**Make new
knowledge
searchable**

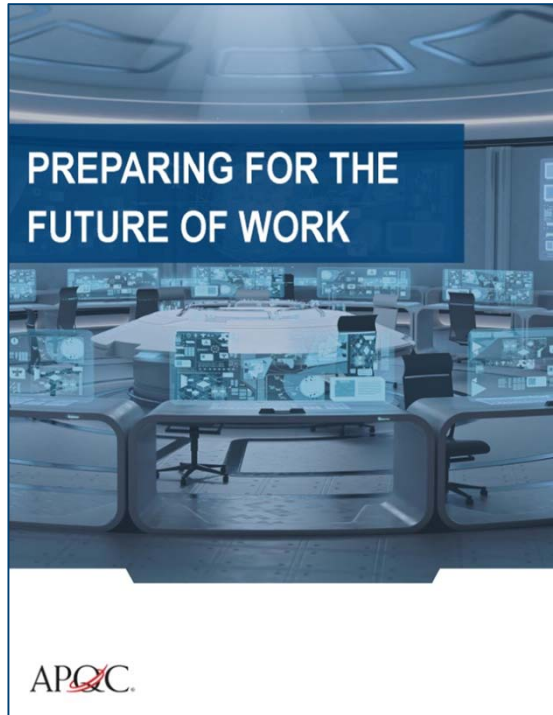


KM BEST PRACTICES

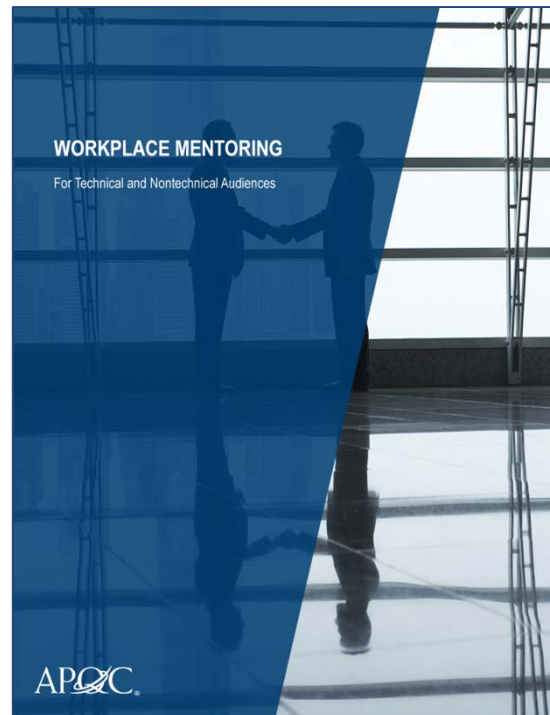
1. Focus on what matters.
2. Embed knowledge in the flow.
3. People approaches make system approaches work.
4. Be there at the teachable moment.
5. Leverage the culture you have.
6. Don't reinvent best practices.
7. Watch where the puck is going.

Accelerate Knowledge. Create Value

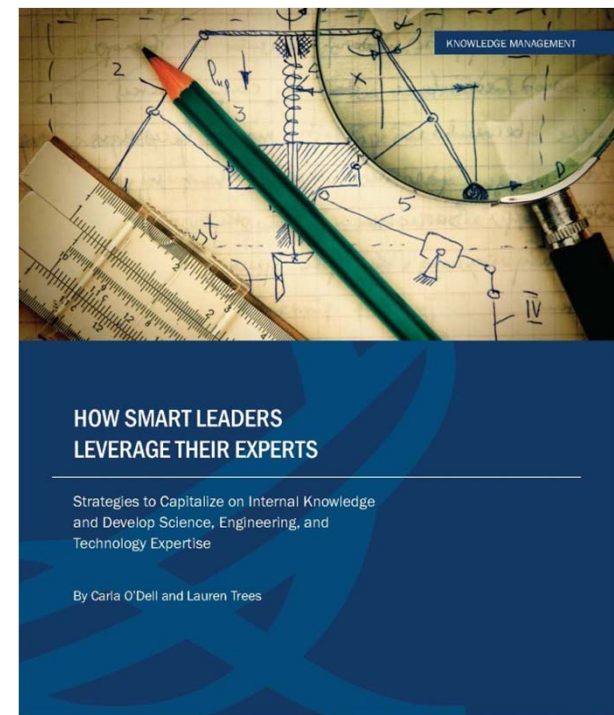
LEARN MORE



Preparing for the Future
of Work



Workplace Mentoring for
Technical and
Nontechnical Audiences



How Smart Leaders
Leverage Their Experts

Register at APQC.org with your Fluor email address to access our research



The background of the slide is a dark blue color with a large, faint, stylized globe graphic. The globe is composed of several curved lines that create a sense of depth and movement. The APQC logo is centered on the left side of the slide. It consists of the letters 'APQC' in a white, serif font. The 'Q' is stylized with a circular element that overlaps the 'P' and 'C'. A registered trademark symbol (®) is located to the right of the 'C'.

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