



Università
Ca' Foscari
Venezia

Dipartimento di Management

La progettazione dei ruoli organizzativi in uno scenario di innovazione

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**Dipartimento di Management
Università Ca' Foscari - Venezia**

Dimensioni della progettazione organizzativa

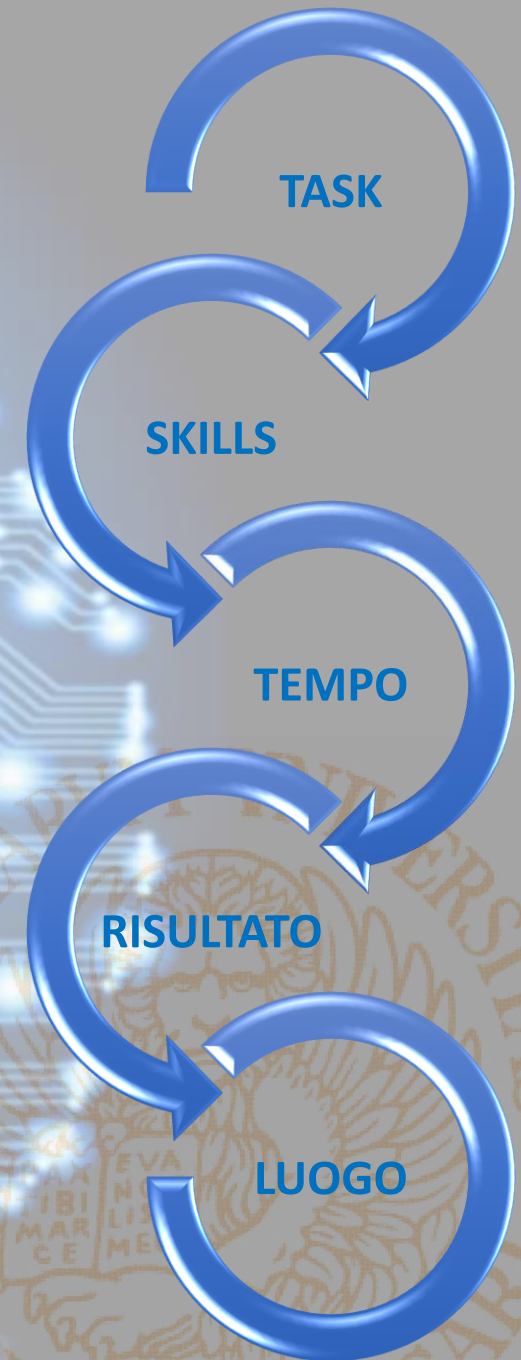
TASK da realizzare e tool/risorse

SKILLS necessarie

TEMPO richiesto

RISULTATO da ottenere

LUOGO di lavoro

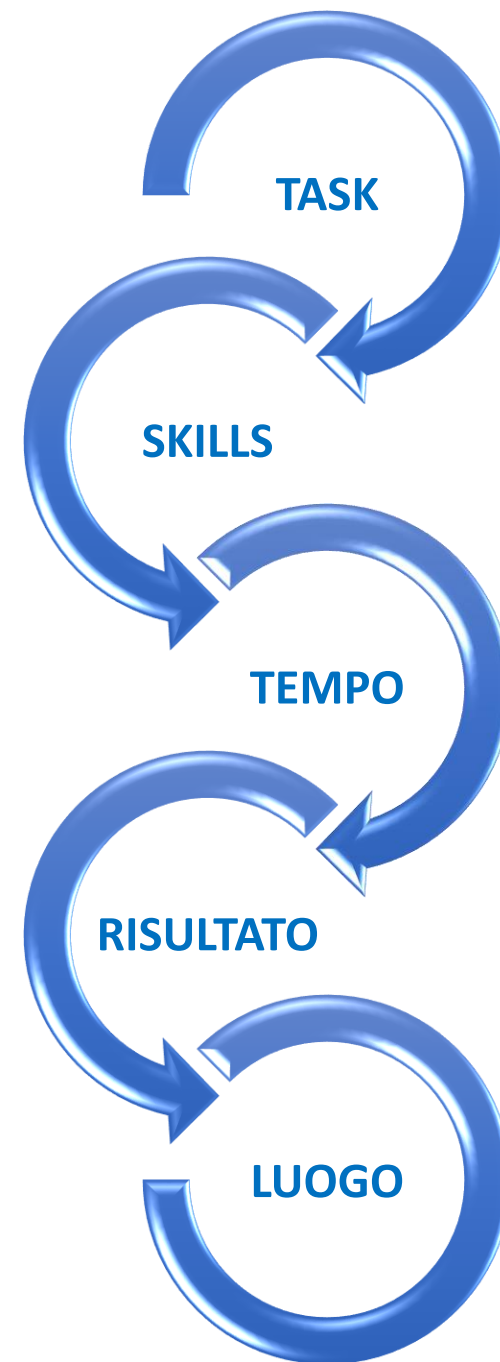


job design

dare struttura al lavoro

componendo

queste dimensioni chiave

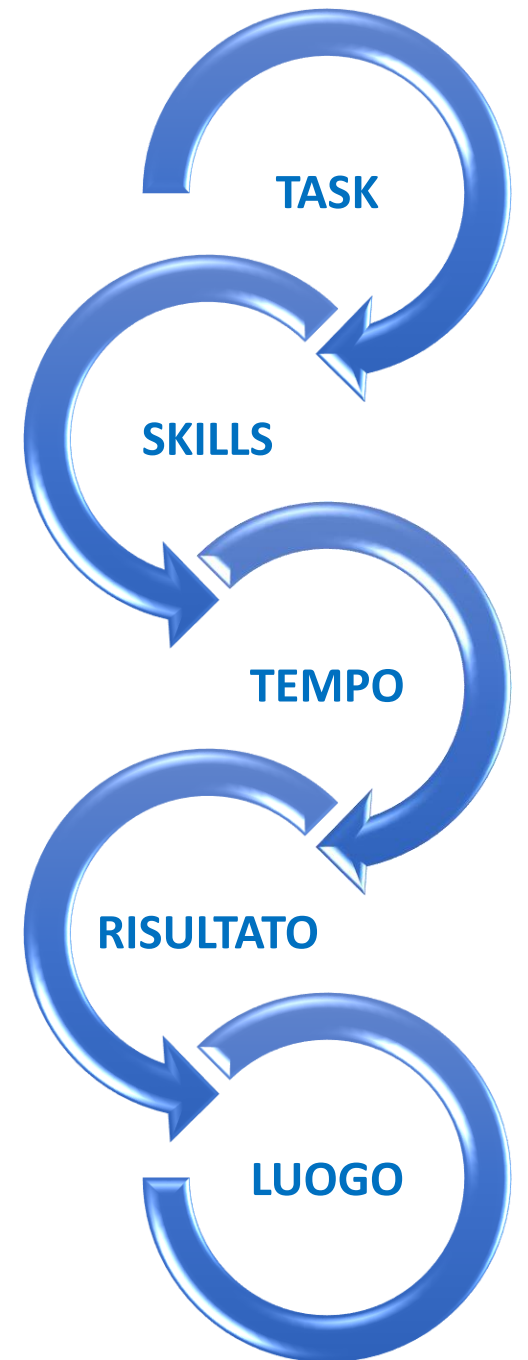


Drivers of job design



**labour costs
productivity
job satisfaction**

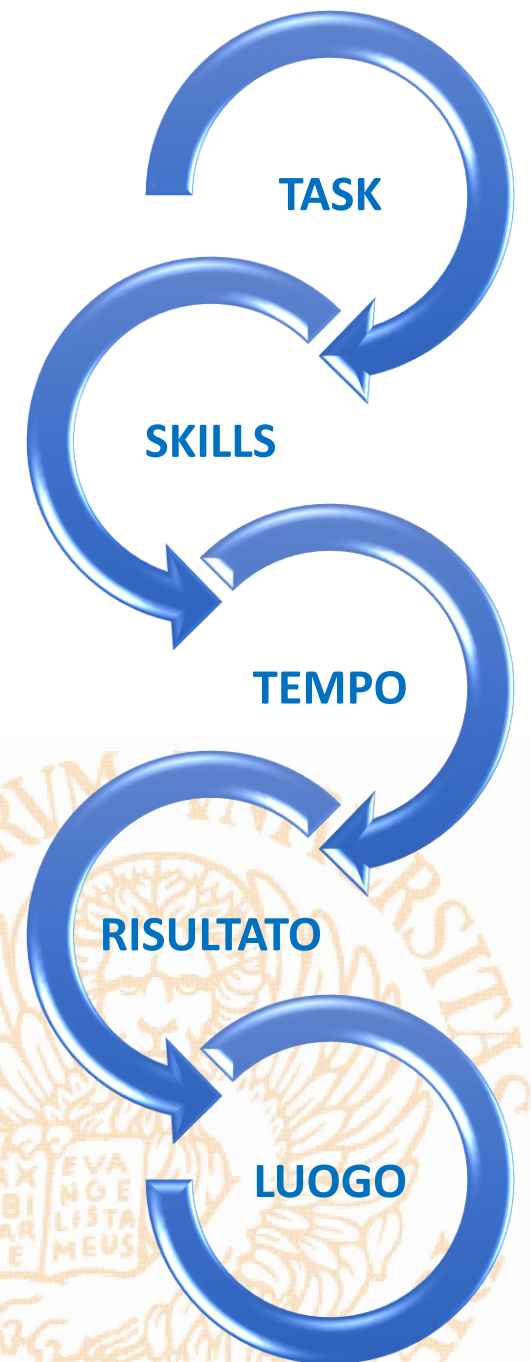
**flexibility and customer experience
change and innovation
work life-balance
wellness and happiness**



Oggi stiamo assistendo a un processo di progressiva decomposizione



- **In chimica**, scissione di un composto, provocata dal calore o da altre forme di energia, in altri composti a minor peso molecolare, o addirittura nei singoli elementi
- **In matematica**, d. di un numero (intero) n in fattori primi, operazione consistente nel rappresentare il numero n come prodotto di numeri primi





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Quali
traiettorie di
de-composizione ?



The Atlantic

Walmart's Future Workforce: Robots and Freelancers

Walmart is raising wages, but its plans to use more gig labor and automation put workers at a disadvantage.

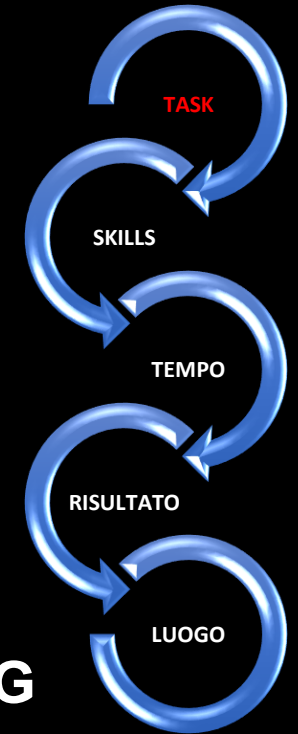


Jim Urquhart / Reuters

Decomposizione

tra **task** e tempo

di lavoro umano vs digitale



A NEW HUMAN-MACHINE FRONTIER WITHIN EXISTING TASKS

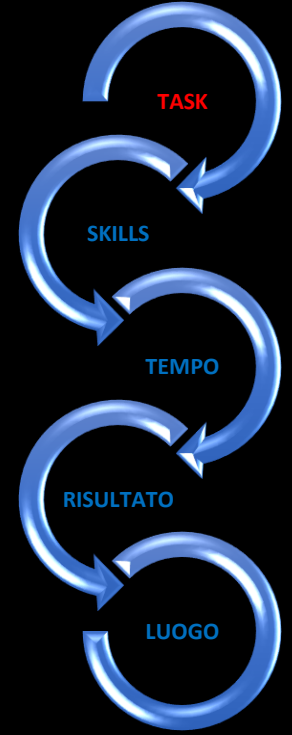
Companies expect a significant **shift on the frontier** between humans and machines

By 2022 shift to **58% task hours performed by humans and 42% by machines** WEF 2018

Decomposizione tra **task** e tempo

La flessibilità consiste nella distribuzione variabile dell'orario contrattuale su cicli plurisettimanali nell'arco dell'anno.

Tale strumento serve a rispondere alle esigenze di maggiore produzione o spedizione scandite sempre più da una puntuale esigenza di servizio al cliente piuttosto che da mere logiche di trend stagionali.

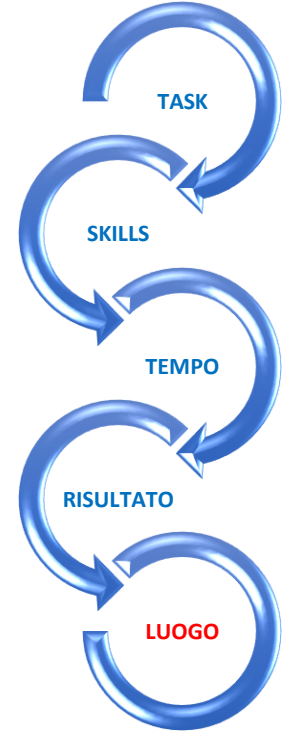


Decomposizione di **luogo**, task e tempo

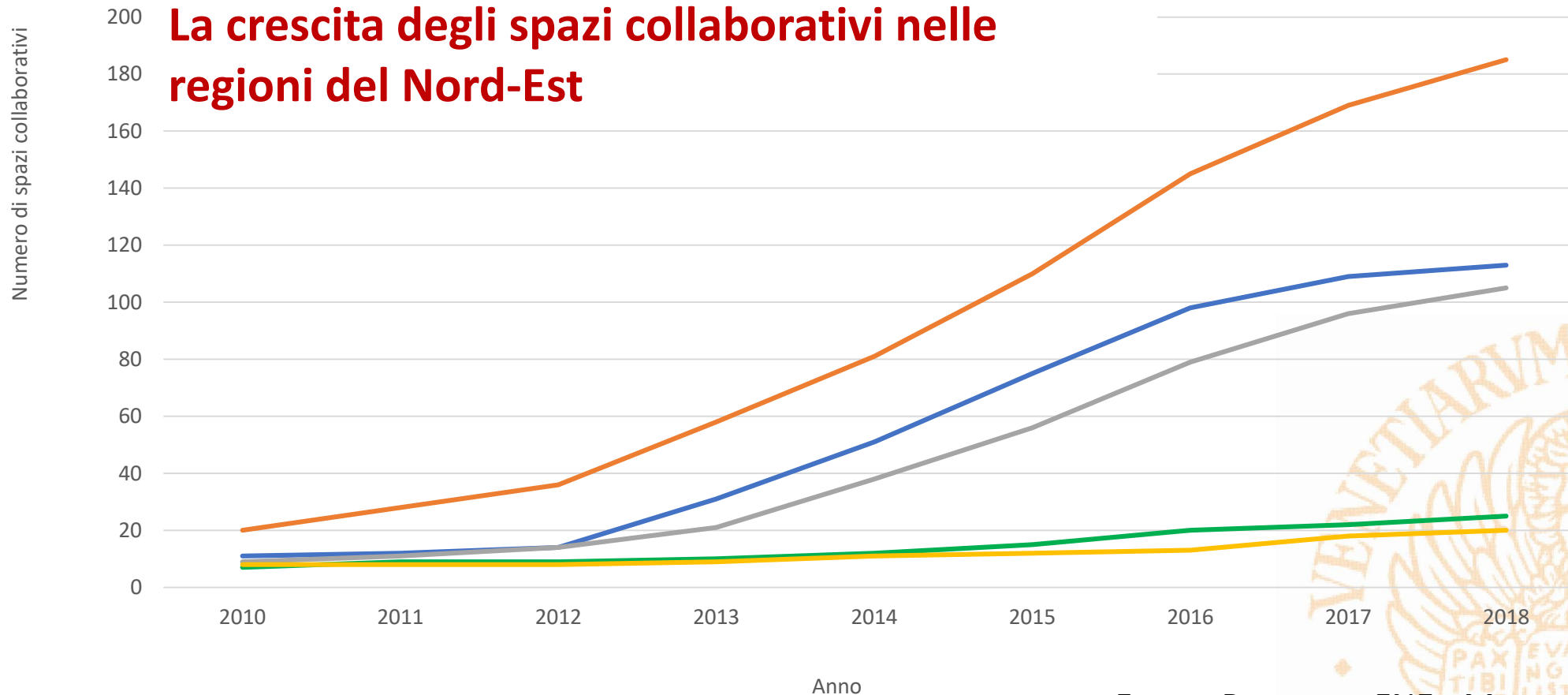
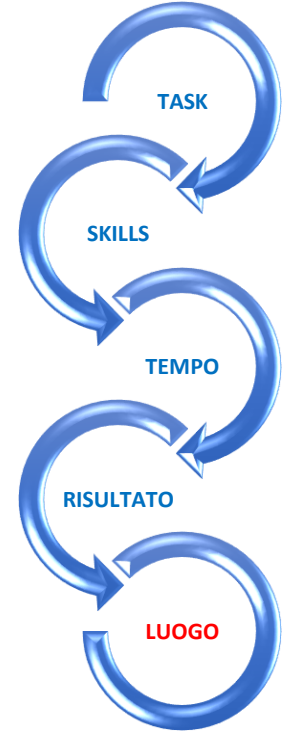
- traditional “work-from-home (**WFH**)” programs offer the worker temporal flexibility.
- “work-from-anywhere (**WFA**)” programs offer *both* temporal and geographic flexibility

(Choudhury, Foroughi, and Larson 2019)

WFA resulted in a **4.4% increase in output** compared to when the worker was on WFH, without affecting the incidence of rework



Decomposizione di **luogo**, task e tempo: gli spazi di coworking



Fonte: Rapporto FNE - Montanari Scapolan 2019

— Lombardia — Emilia-Romagna — Veneto — Friuli-Venezia Giulia — Trentino-Alto Adige

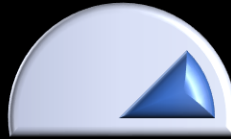
LUOGO

person-to-job

MATCHING

person-to-organization

DELIGHTING CUSTOMERS



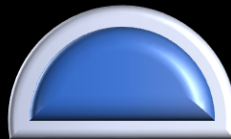
DESCALING WORK



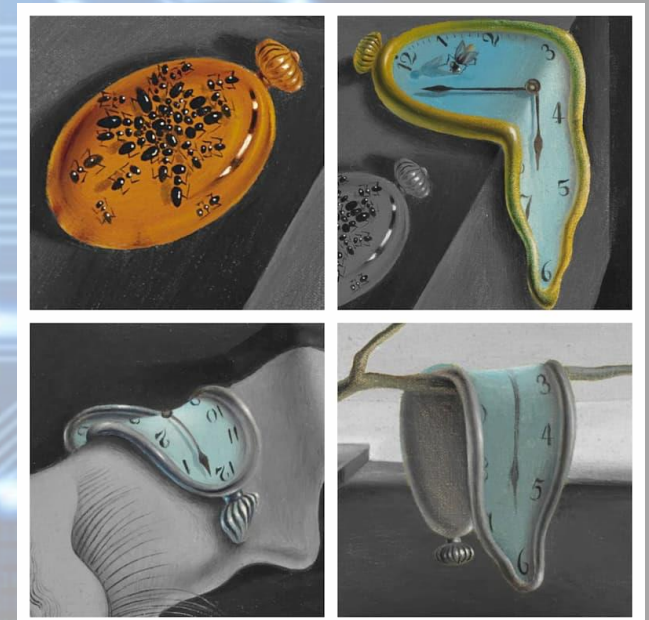
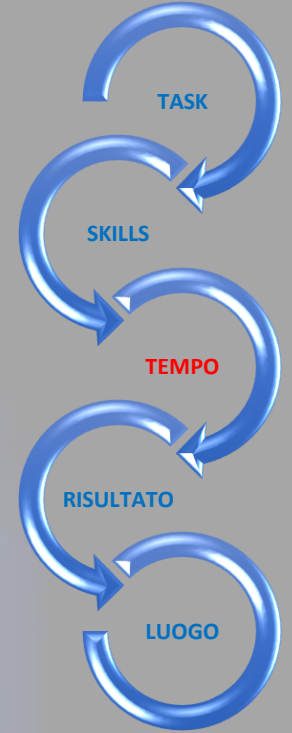
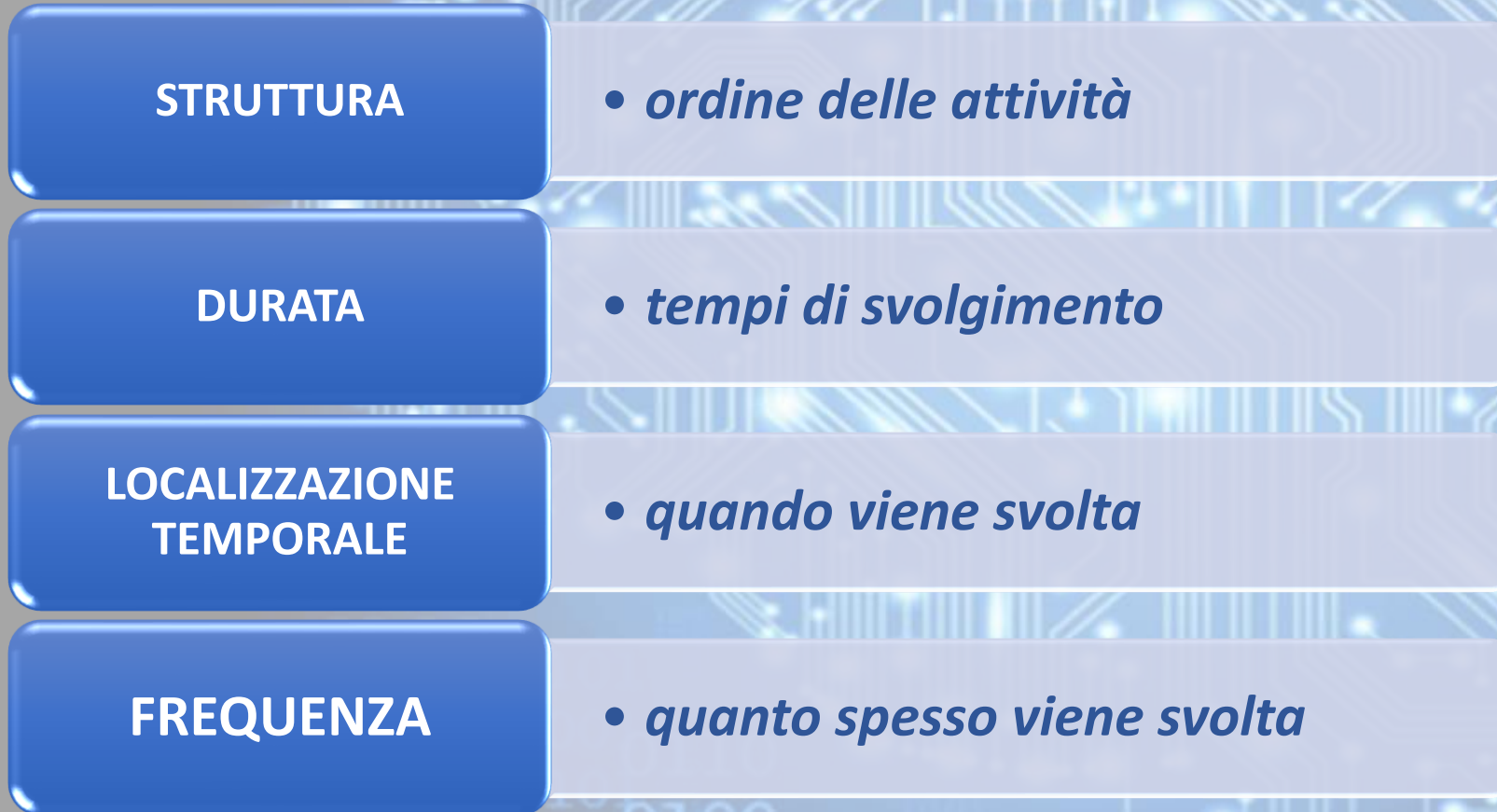
**ENTERPRISE-WIDE AGILITY AND
ENTREPRENEURIAL MINDSET**



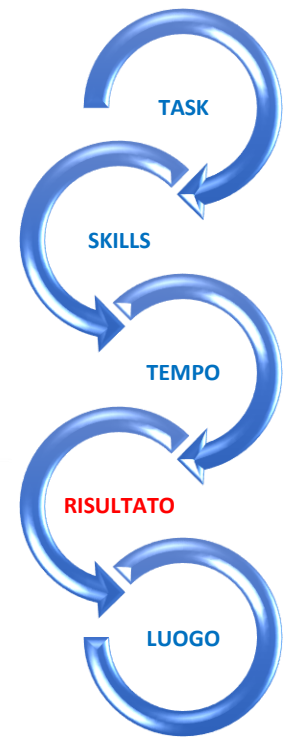
NURTURING AN AGILE CULTURE



Decomposizione tra **tempo** e risultato con il digitale



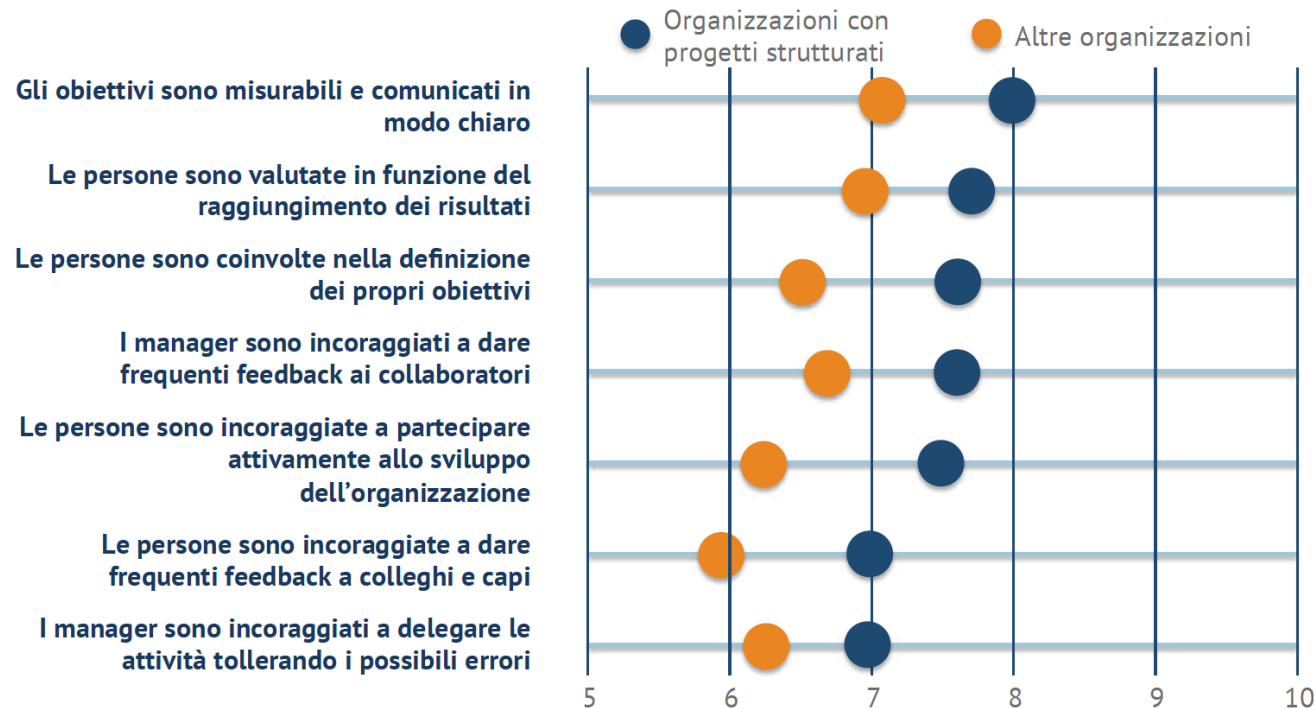
Decomposizione di risultato, tempo e task



Verso una Result Based Organization

Nella mia organizzazione...

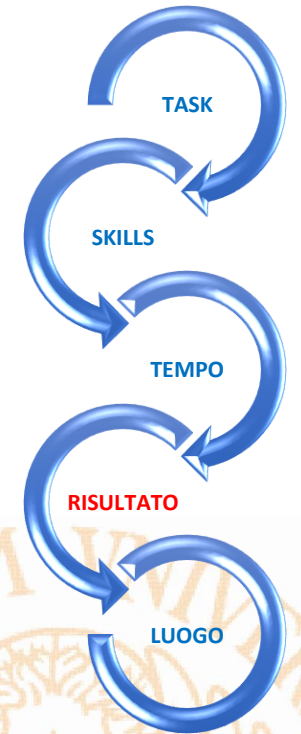
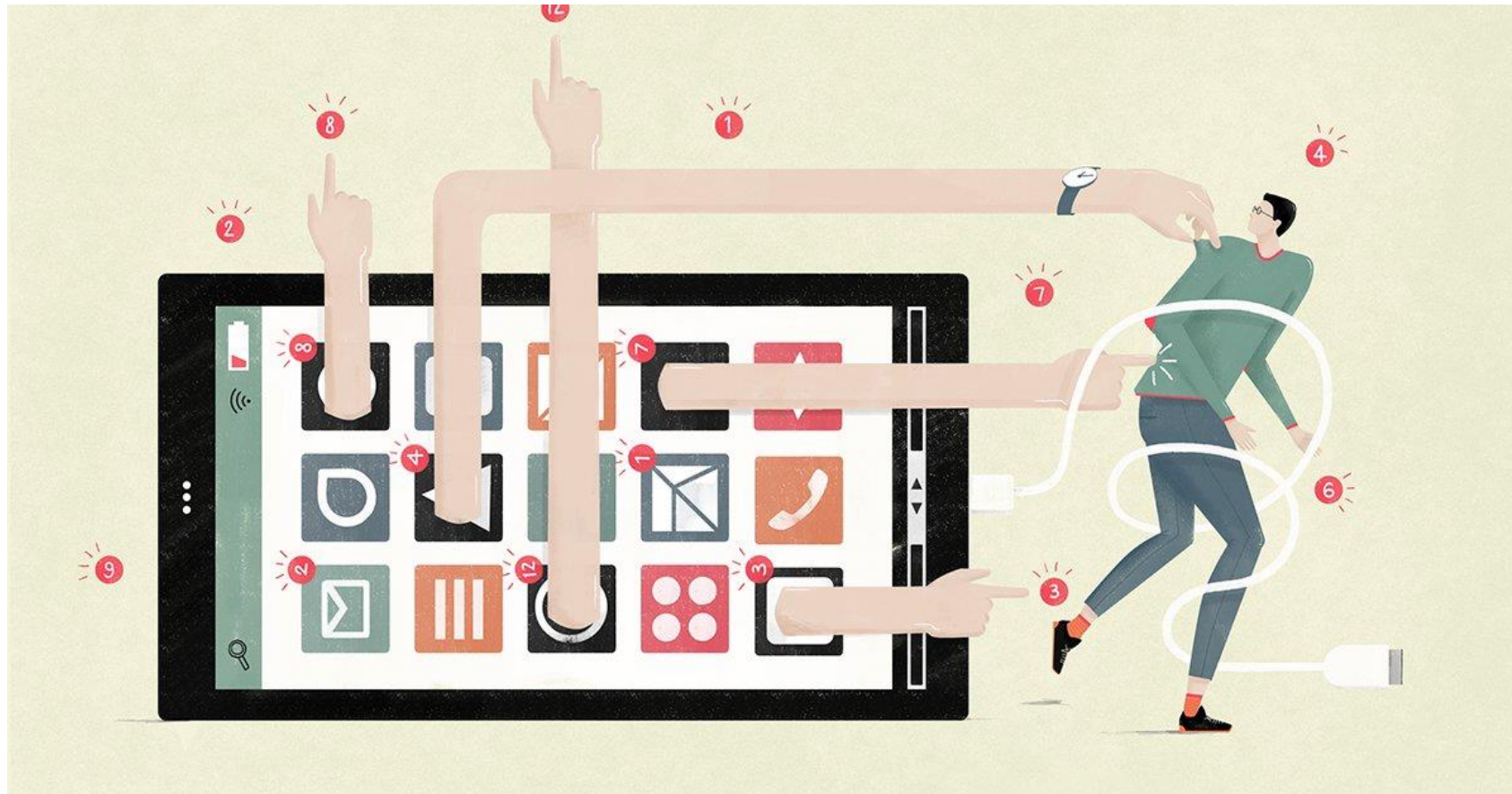
(1= Per nulla d'accordo, 10= Totalmente d'accordo)



VERSO UNA RESULT BASED ORGANIZATION (CAMPIONE: 38 IMPRESE CON PROGETTI STRUTTURATI, 58 IMPRESE SENZA PROGETTI STRUTTURATI)
 FONTE OSSERVATORI DIGITAL INNOVATION - POLITECNICO DI MILANO (WWW.OSSERVATORI.NET)

Decomposizione di risultato, task e tempo

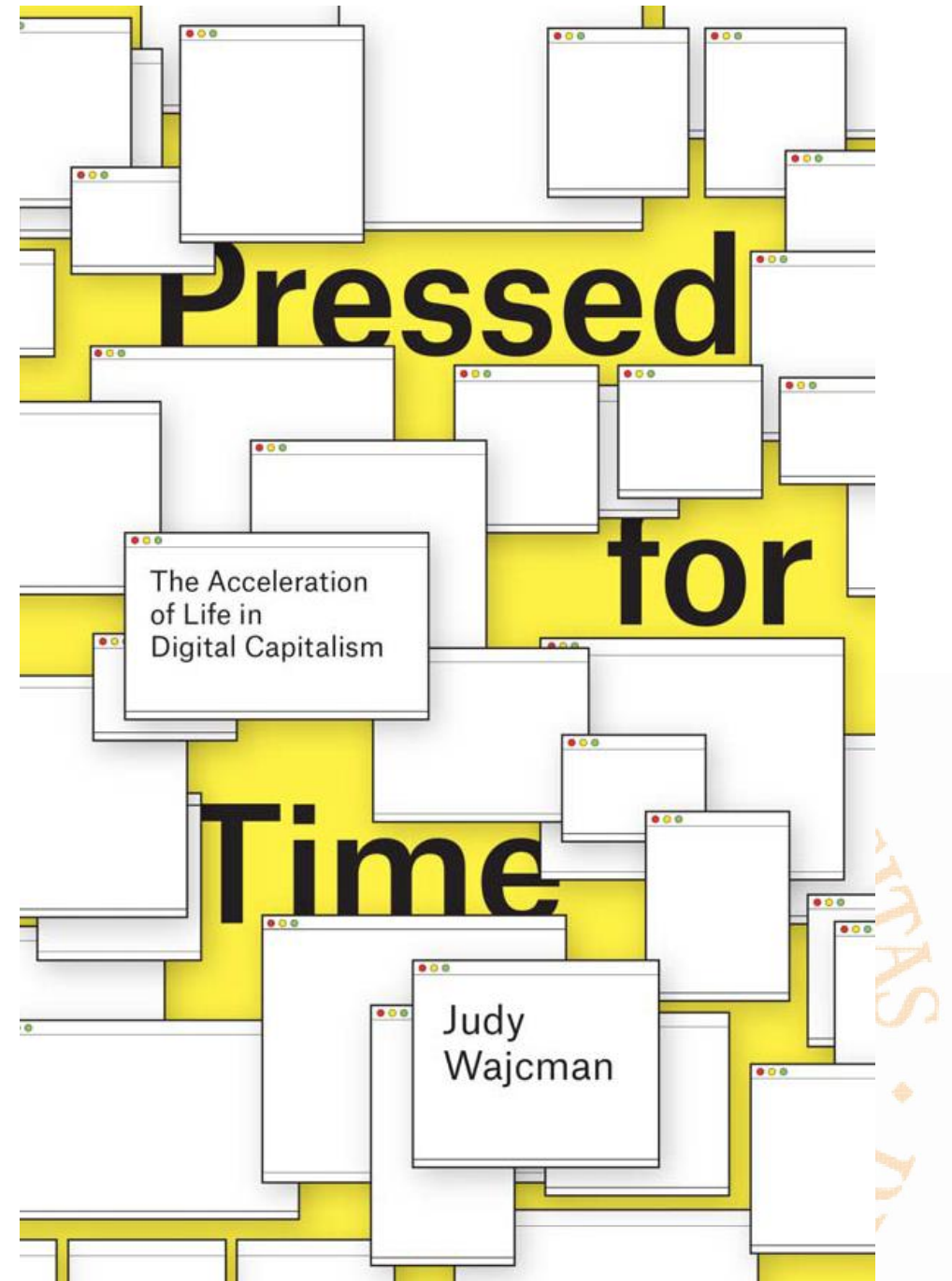
The distraction-focus paradox



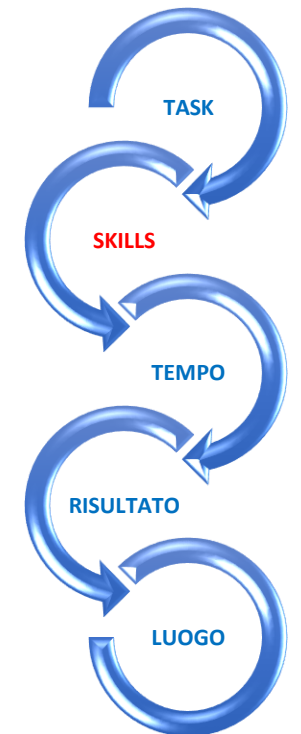
Risultato, task, time e skill

Life in the fast lane?

- Pressione sul tempo e uso dei device
- Right to be disconnected



Decomposizione **skills**, task e risultato

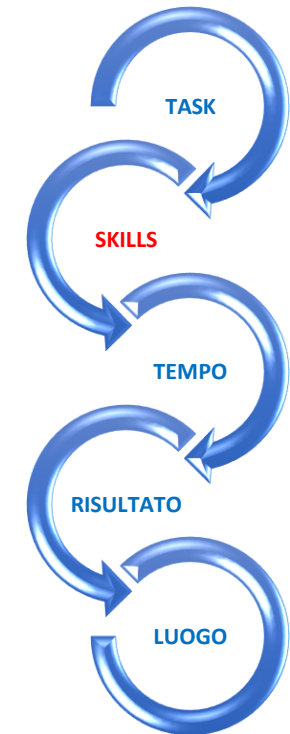


Michel Serres (2012)

tutta la conoscenza in mano...

Decomposing **skills** from task hybrid and hard+softs skills

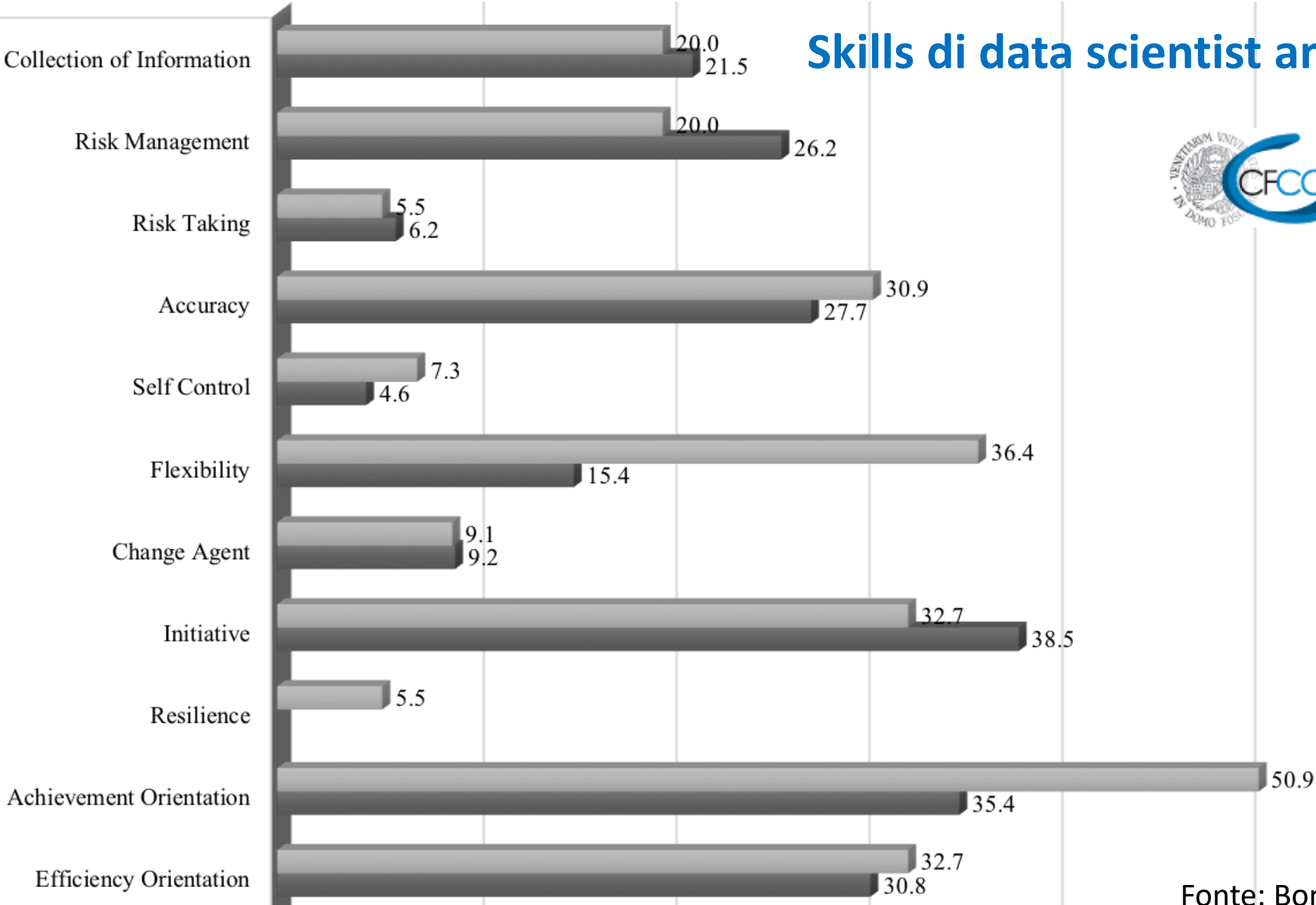
- **The skills most strongly represented across the 20 fastest growing jobs include management, sales, and Additional skills** represented across the highest growing jobs include marketing expertise (analytics and marketing automation), **start-ups, Python, software development, analytics**, cloud computing and knowledge of retail systems.
- **LinkedIn interviewed 1,200 hiring managers to determine which soft skills are most in-demand and adaptability came out on top.** Additional soft skills include culture fit, collaboration, leadership, growth potential, and prioritization.

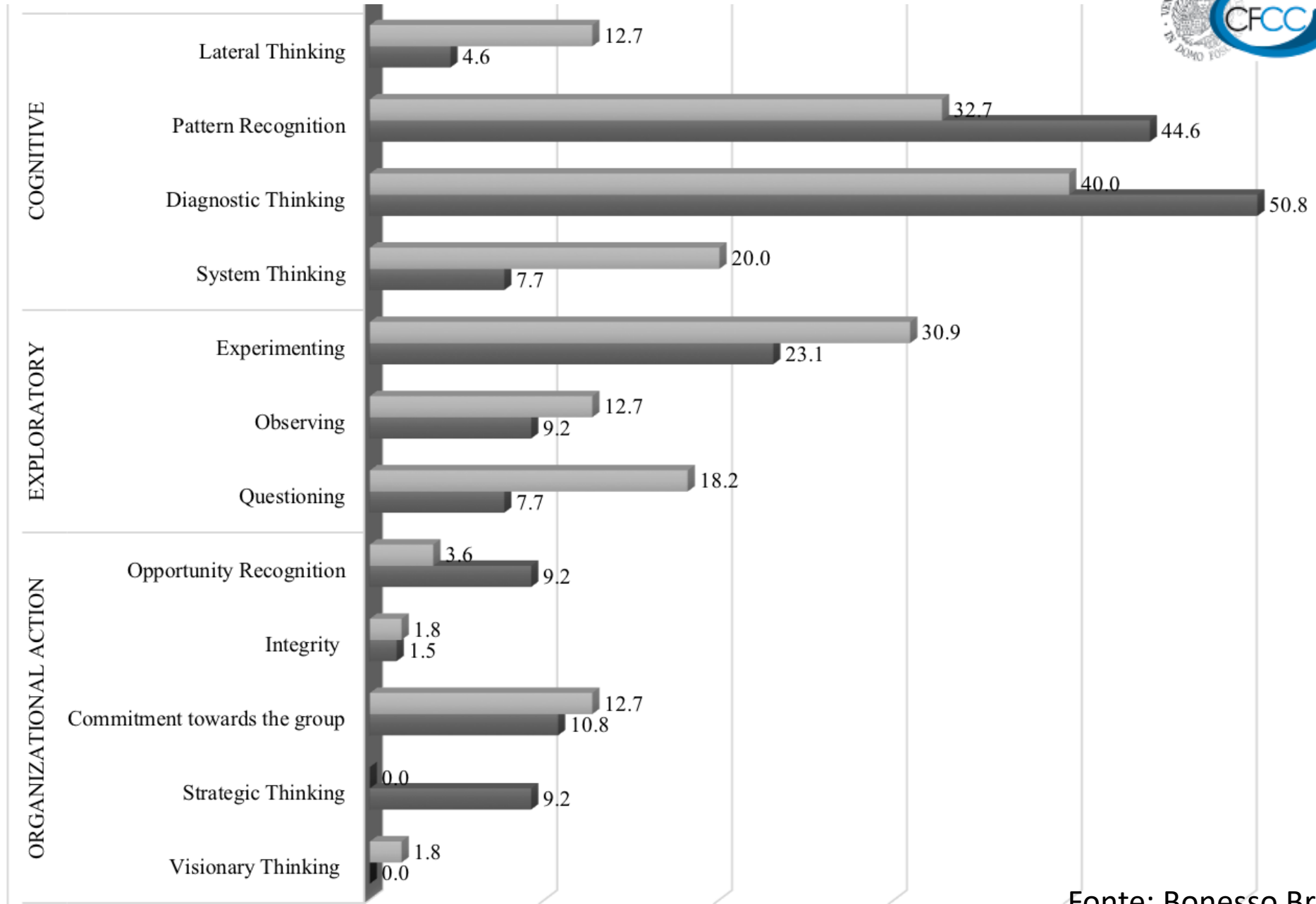


Skills di data scientist and data analyst

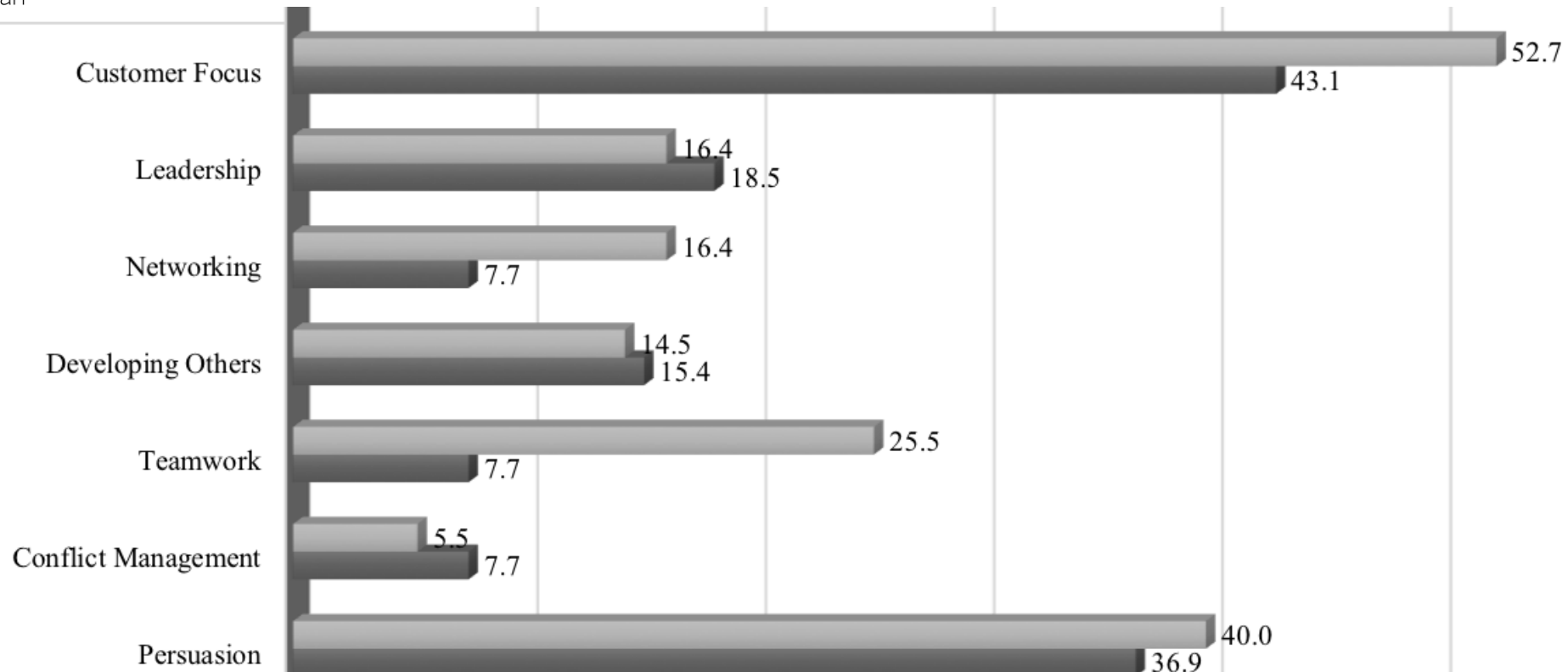


ACTION





SOCIAL



AWARENESS



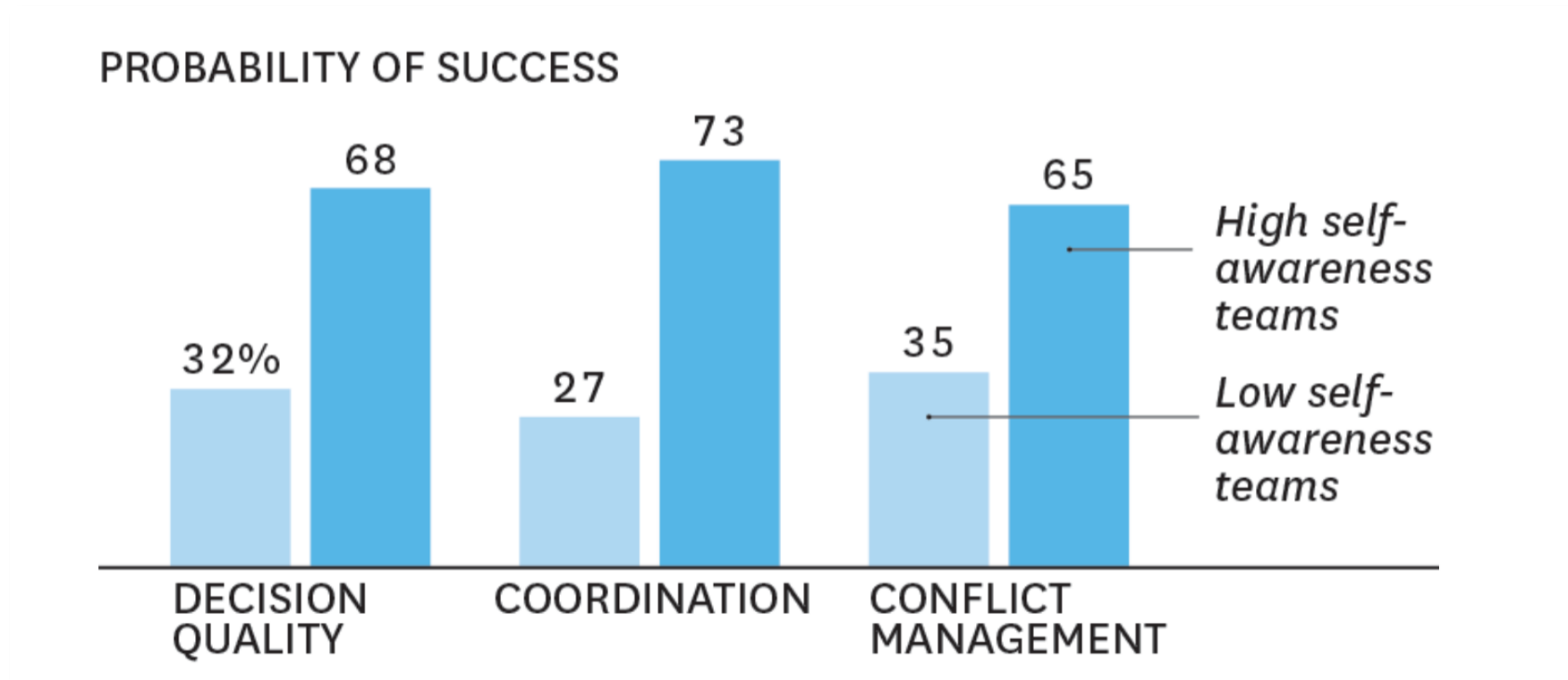
Fonte: Bonesso Bruni Gerli 2019



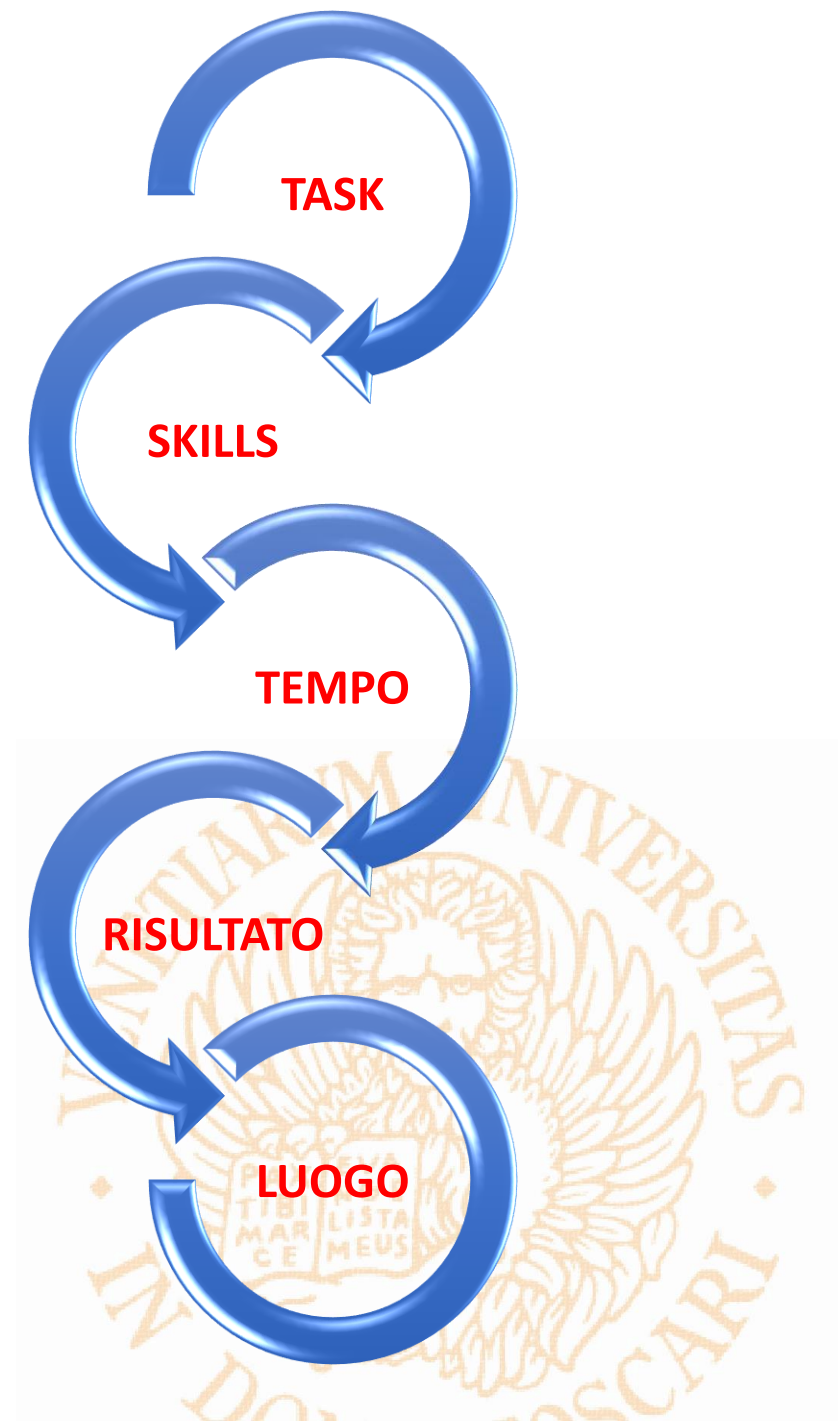
**Il 95% pensa di avere
un'alta consapevolezza
di sè**

**solo il 10 - 15% ha una
buona consapevolezza di sè
(*Eurich, 2018*)**

Self awareness at work

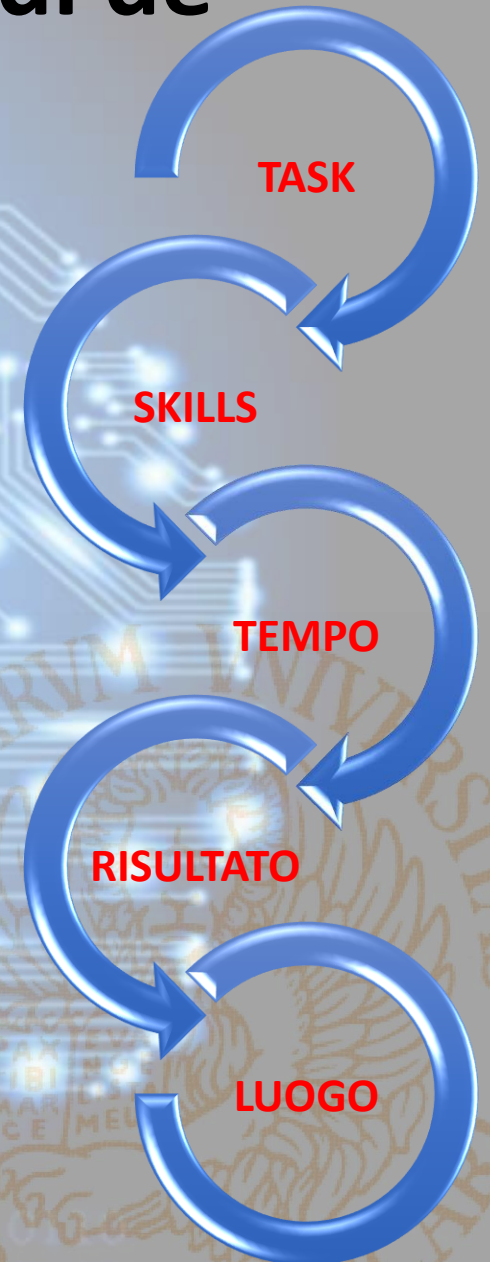


Dierdorff & Rubin, 2015



Alcune domande aperte sui processi di decomposizione

- **Tempo, lavoro digitale e stress da iper-connessione**
- **A chi la responsabilità di ricomporre gli elementi?**
 - Leadership virtuale
 - Freedom e Intrapreneurship
 - Algoritmi come boss
- **Comprare il tempo e la felicità al lavoro**





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