

Smart working e produttività: come impostare un percorso di change management efficace

ESTE

14 novembre 2019



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focus

WORK ORGANIZATIONAL PSYCHOLOGY

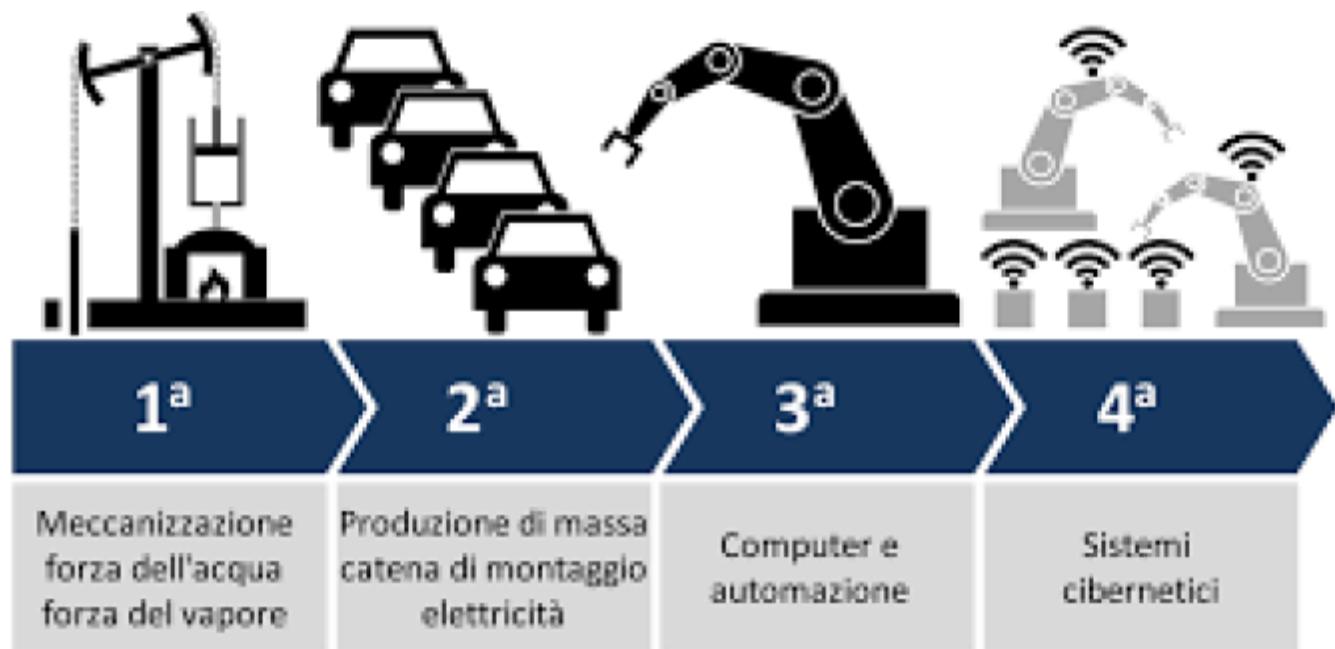
*Theory & methods to analyze the work
conditions*

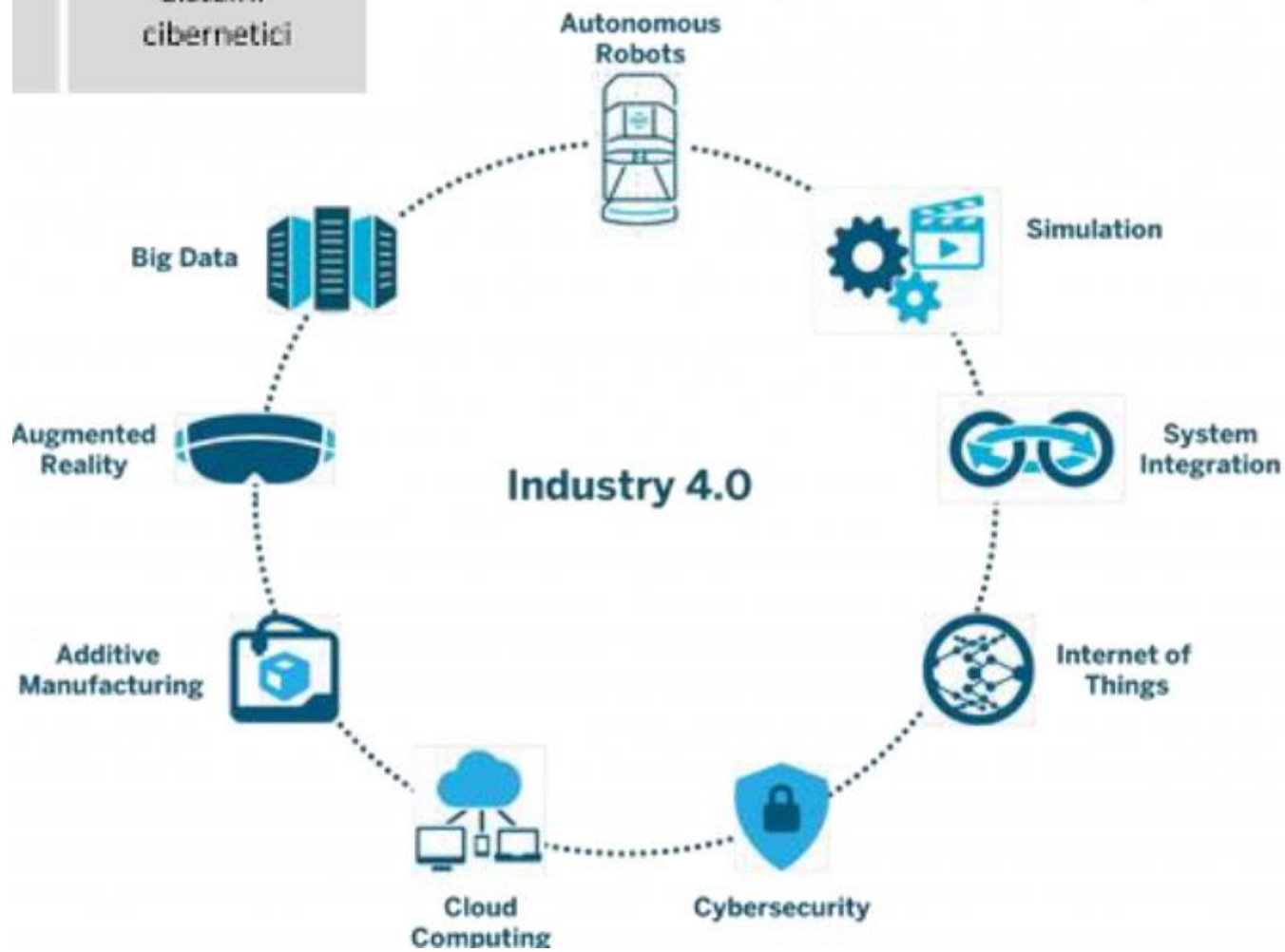
SMART WORKING IN A DIGITAL SCENARIO

*How to approach the organizational
psychology in the digital scenario*

NEEDS & REQUIREMENTS FOR DIGITAL INNOVATION

*How to understand and collect needs of the
company function in order to provide solution*





SFIDE COMPETITIVE GESTIONE RU

SOSTENIBILITÀ

- APPRENDIMENTO CONTINUO (LEARNING ORGANIZATIONS)
- INVECCHIAMENTO FORZA LAVORO
- GESTIONE DEI TALENTI
- CORPORATE SOCIAL RESPONSABILITY (CSR)

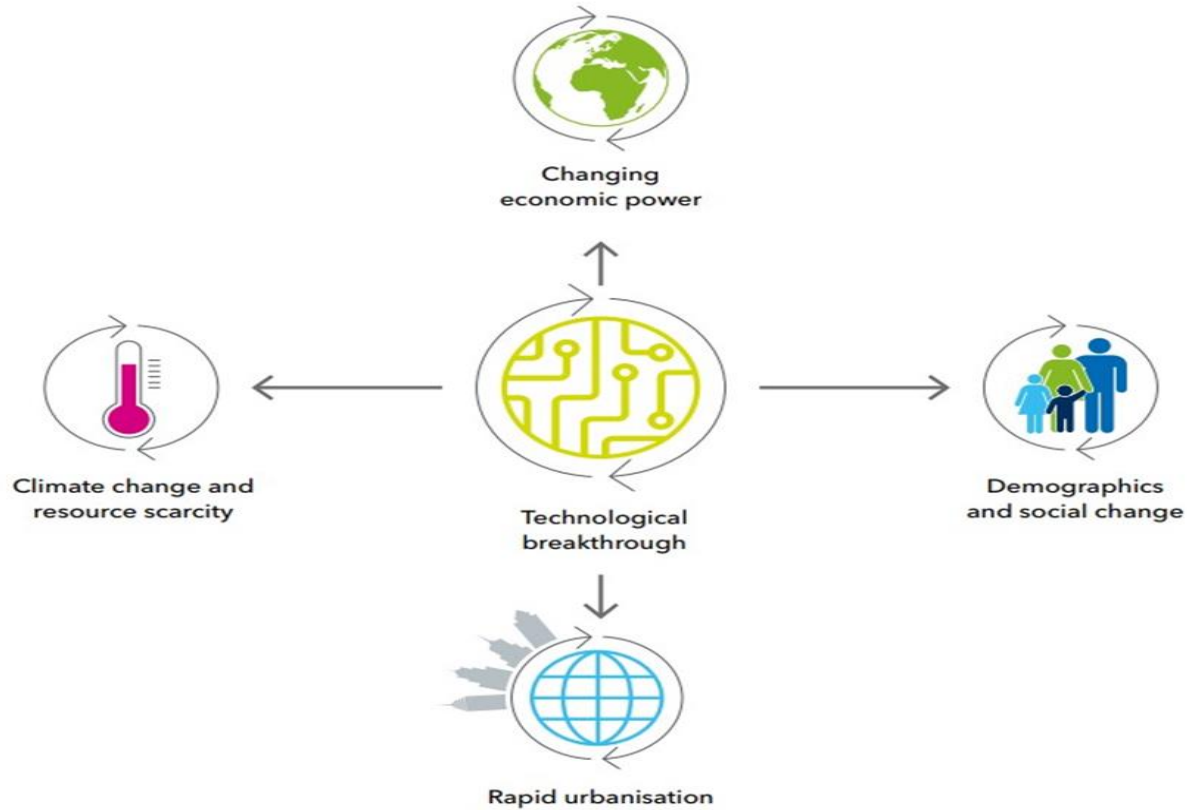
GLOBALIZZAZIONE

- FORMAZIONE ALL'INTERCULTURALITÀ
- TEMPI DI LAVORO
- COMPETIZIONE CON UN MERCATO INTERNAZIONALE
- DELOCALIZZAZIONE DEI PROCESSI PRODUTTIVI

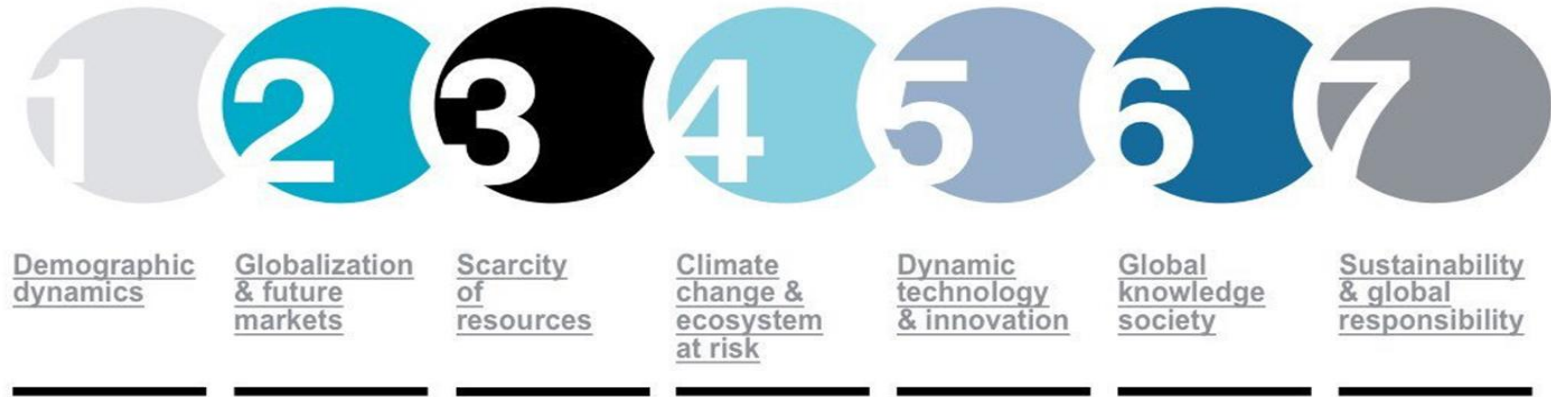
PROGRESSO TECNOLOGICO

- LAVORO IN PRESENZA vs. A DISTANZA
- INTEGRAZIONE DI TECNOLOGIA E SISTEMI SOCIALI
- REQUISITI PROFESSIONALI
- PRATICHE DI e-GRU

Mega-trends

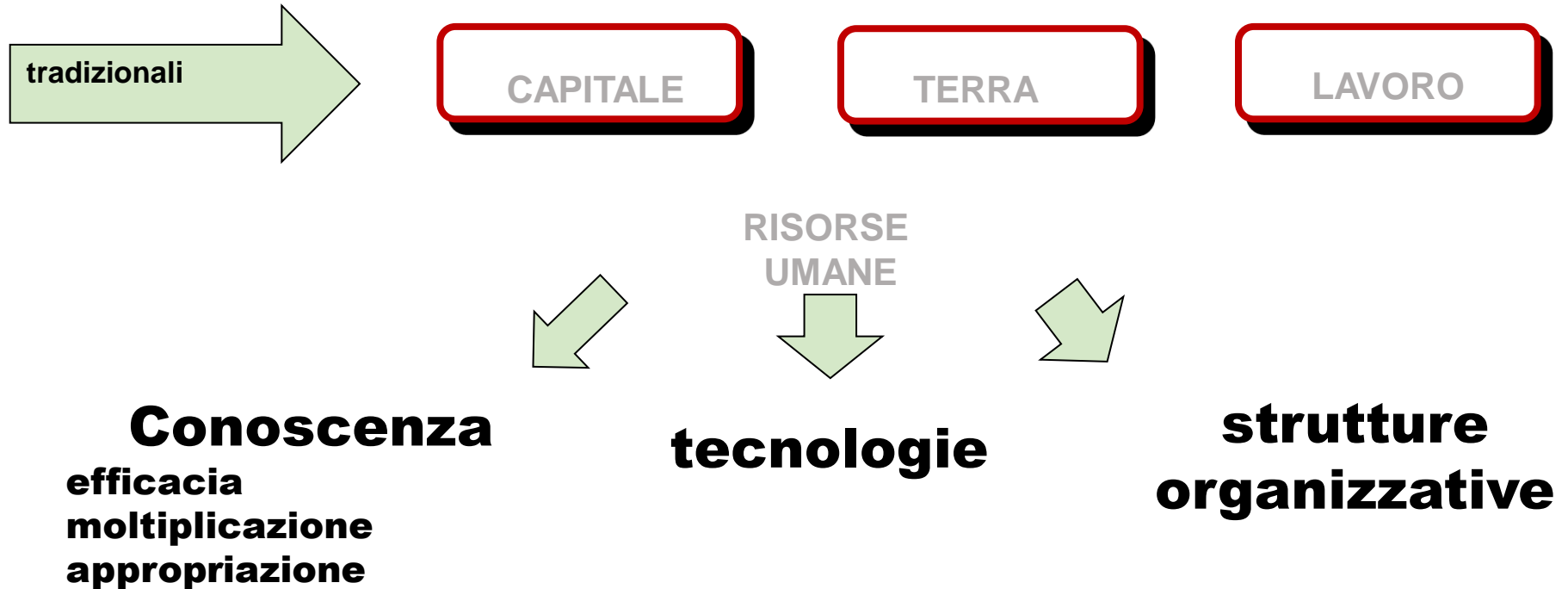


Mega-trends



Megatrends

approccio economico ai fattori di produzione



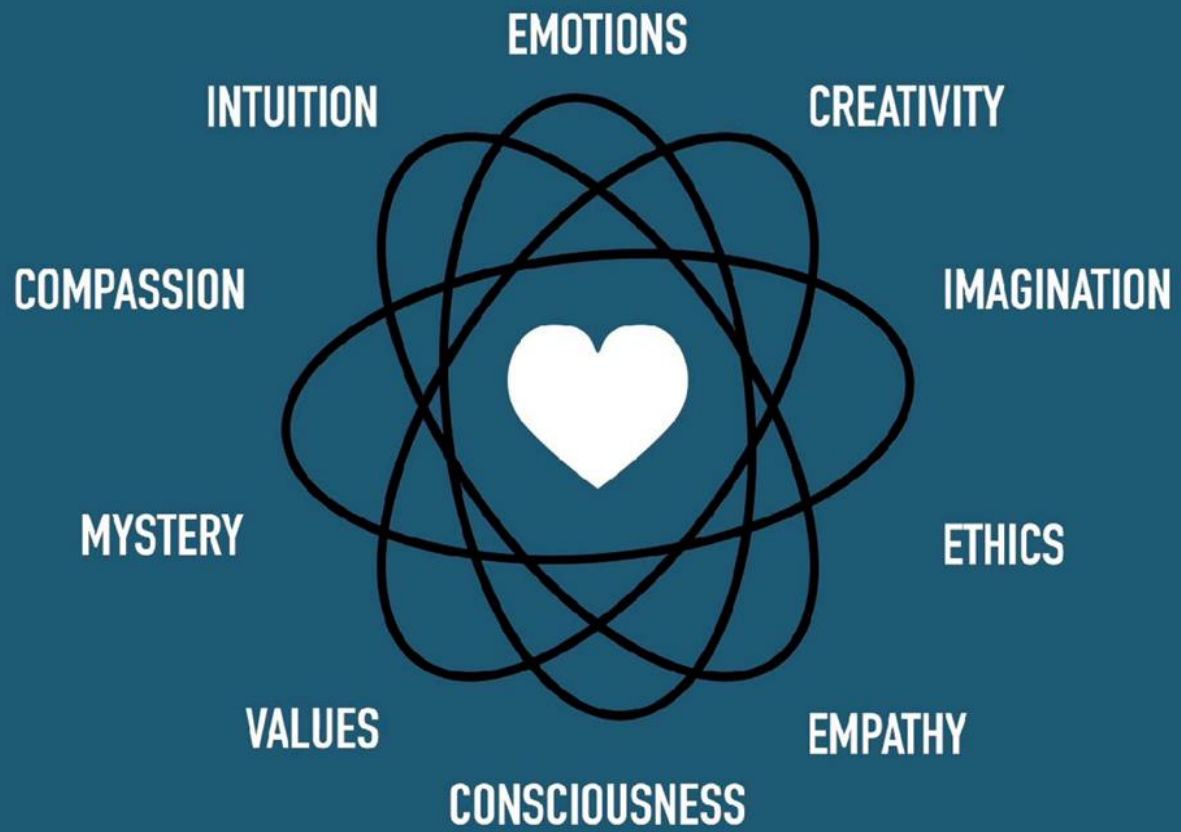
Anything that can be digitized or automated, will be . . .



If you can describe your job it will be automated



Yet anything that cannot be digitized or automated will become much more valuable



2015

- 1 Complex Problem Solving
- 2 Coordinating with Others
- 3 People Management
- 4 Critical Thinking
- 5 Negotiation
- 6 Quality Control
- 7 Service Orientation
- 8 Judgement and Decision Making
- 9 Active Listening
- 10 Creativity

2020

- 1 Complex Problem Solving
- 2 Critical Thinking
- 3 Creativity
- 4 People Management
- 5 Coordinating with Others
- 6 Emotional Intelligence
- 7 Judgement and Decision Making
- 8 Service Orientation
- 9 Negotiation
- 10 Cognitive Flexibility

Knowledge-intensive firms

Knowledge workers – “qualified labor”



Service-based organizations competing based on their ability to solve complex problems and provide solutions → uniqueness, reflect and exploit the peculiarities of their environments



Assessing the importance of knowledge is harder than comparing capital and labour.



Labelling a firm as knowledge-intensive implies that **knowledge has more importance than other inputs**



Human capital dominates in KiFs → Training, physical capital, routines and organizational cultures can turn individuals' knowledge into collective property.

Data vs. Information vs. Knowledge

| Data | Information | Knowledge |
|------------------------------------|--|--|
| Raw facts | Refined data | Useful information |
| Simple data | Data and context | Highly contextual, Information, experience, insights, understanding, intuition |
| Can be reproduced | Can be reproduced | Is unique and reproduction is impossible |
| Data alone is not sufficient | Information alone is not always sufficient | Knowledge is useful for making predictions |
| All data don't lead to information | All information don't lead to knowledge | All knowledge is information |

Social Capital

“Social capital is a positive product of human interaction. The positive outcome may be tangible or intangible and may include useful information, innovative ideas, and future opportunities”



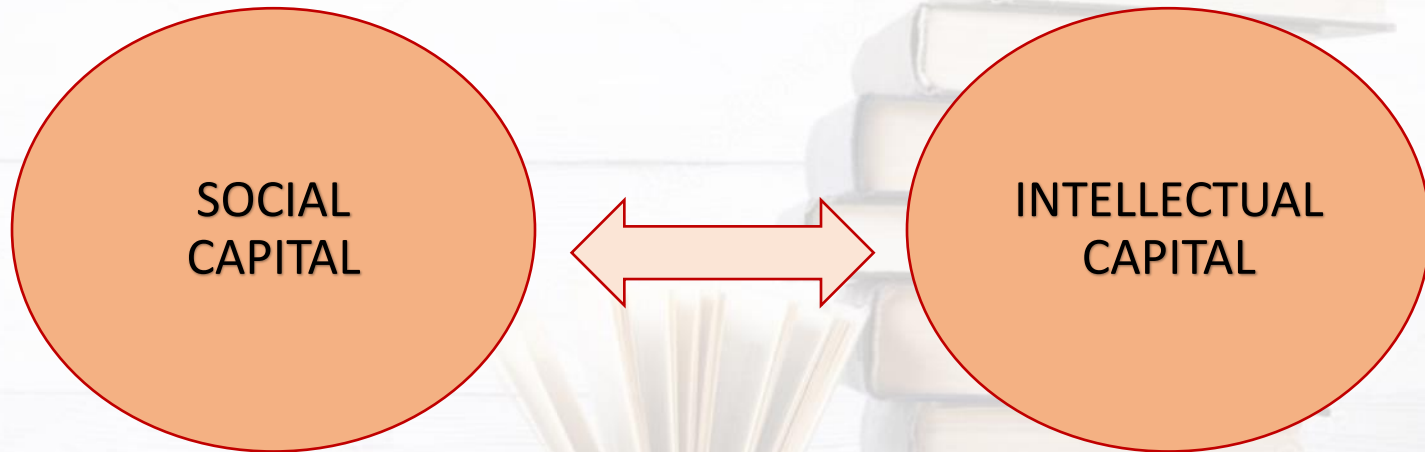
Social capital leads to the creation of knowledge



Relations

Intellectual Capital

“Intellectual capital is the knowledge and knowing capability of a social collectivity”



Social capital influences intellectual capital, but we can also say that intellectual capital influences social capital

How to get an Organizational Advantage

SOCIAL CAPITAL

INTELLECTUAL CAPITAL

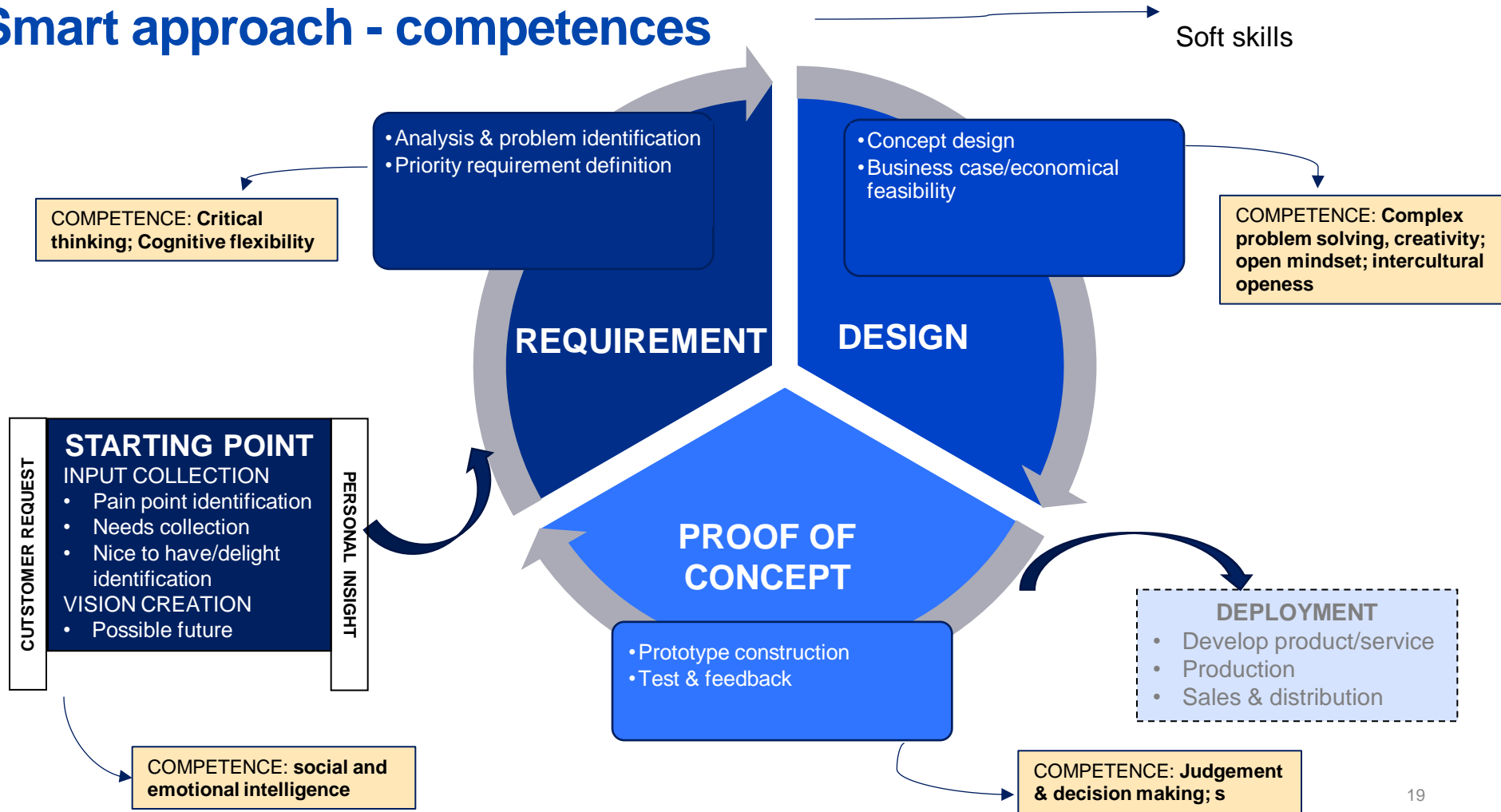
INTERACTION

**ORGANIZATIONAL
and COMPETITIVE
ADVANTAGES**

Competence of the new workers - assessment:

- Human understanding
- Critical thinking
- Open mindset
- Cognitive flexibility
- Judgement & decision making
- Complex problem solving
- Creativity
- Intercultural openness
- Social intelligence
- Sift skills

Smart approach - competences



Managing knowledge for innovation & the importance of teams

Example: Generali

Platform for **collective intelligence** – shared among everyone in the organization → goal: sharing knowledge among the colleagues

Hackaton and mini Hackaton

Bootcamp

**Not only
developing new
innovative ideas,
but changing
existing practices in
the company**

FeedbackUp – New way of evaluating employees performance and communication between employees - given choice to use it or not

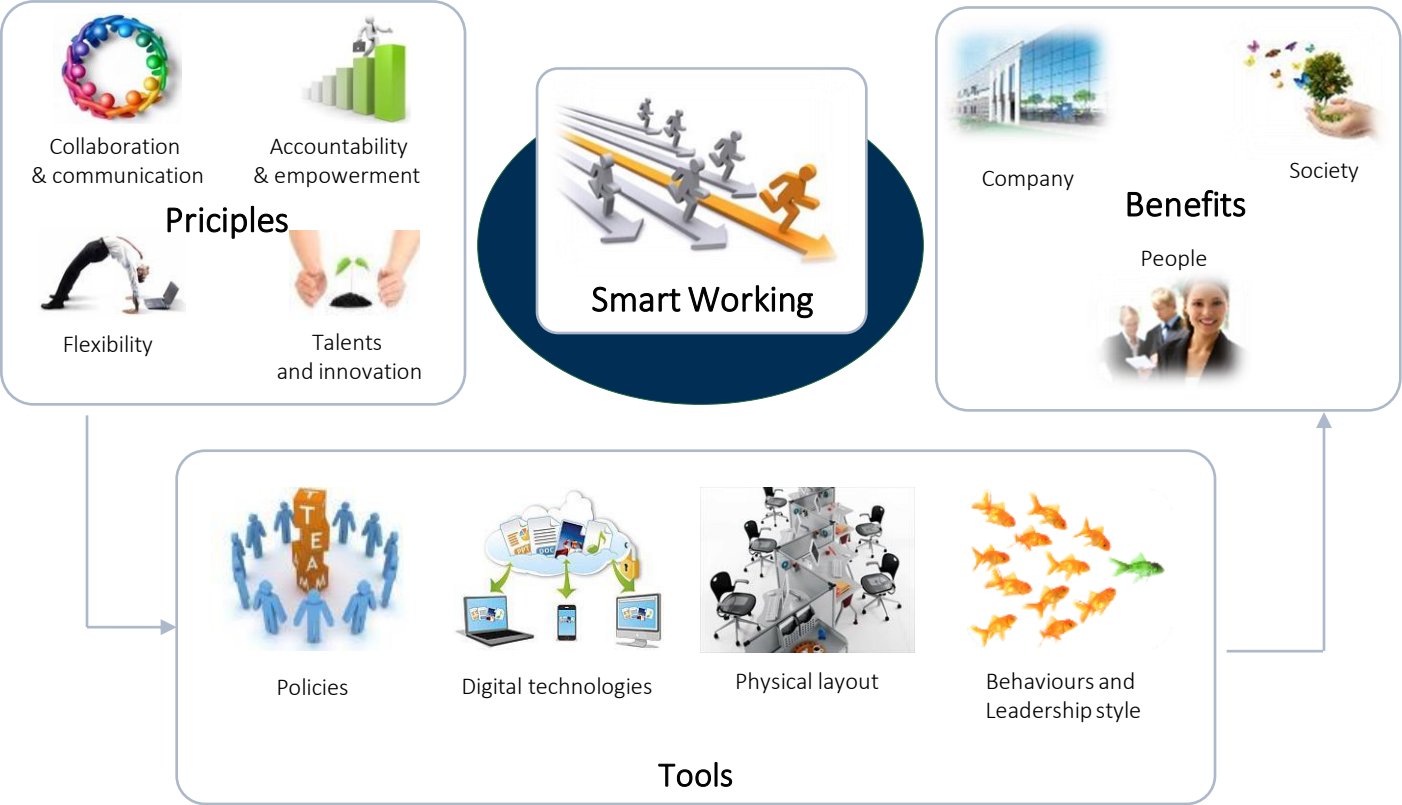




**WORKING SMART
IN A SMART
WORKPLACE**

FASTWEB

SMART WORKING



SMART WORKING - WORKING SMART IN A SMART BUILDING

PILLARS

BUILD THE LEAST POSSIBLE

MULTIFUNCTIONAL SPACES

NO ASSIGNED SEATS

PAPERLESS OFFICE

TECHNOLOGICAL TRENDS

GREEN BUILDING

MOBILE FIRST

CLOUD

**COLLABORATION &
COMMUNICATION**



Which challenges for the future?

- ✓ **More flexibility** in space and time
- ✓ **More smart** leadership
- ✓ A more **agile organization**



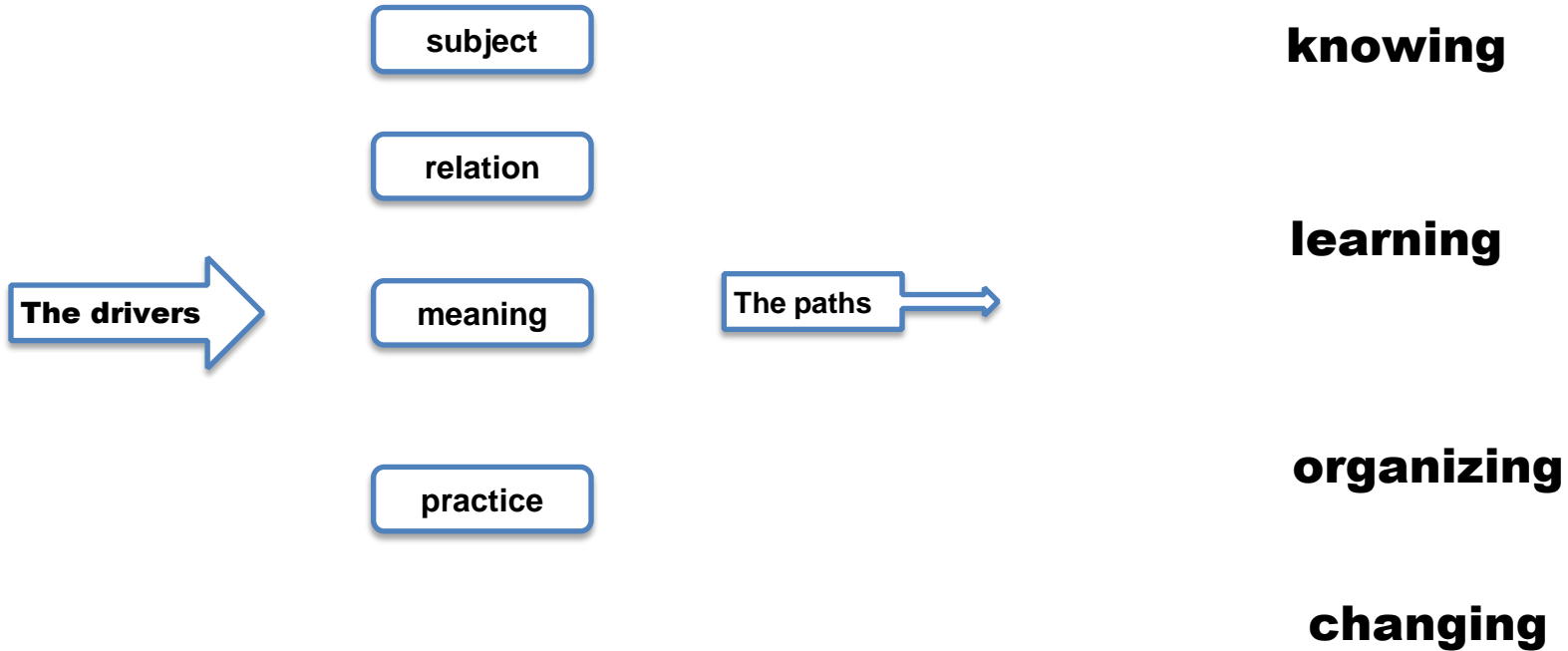
subject

Relationship

**psychological
drivers**

Meaning making

Practice



The Five Mindsets

| | | |
|----|------------------------------|---|
| 1. | REFLECTIVE MINDSET | Stop to think and reflect on experiences, self knowledge; subject is self |
| 2. | ANALYTICAL MINDSET | Breaking complex phenomena into component parts; subject is organisation |
| 3. | WORDLY MINDSET | Shift from a global to worldly perspective (the world around the organisation); subject is context |
| 4. | COLLABORATIVE MINDSET | People as critical assets to manage; subject is relationships |
| 5. | ACTION MINDSET | Developing a sensitive awareness of the team and what team is capable to do, setting and maintaining a direction; subject is change |