

Q1

Activity Based Working has evolved over the last few years supporting organisations to achieve their goals and objectives in many countries. Some people say that Activity Based Working is dead. Is that so or is Activity Based Working being redefined in light of COVID-19?

The basic idea behind Activity Based Working is that people should be trusted and empowered to work in a time and place independent way, supported by the right technology tools, working environment and cultural support to make their best work possible. Now that organisations are asking themselves how 'work' gets done, we see a massive opportunity for creating an even better world of work.

This opportunity needs to be properly understood and focused on meeting the individual and organisational needs. If organisations are not reconsidering what the value of 'work' is in the context of adaptability, then they will miss a vital step.



**WORK IN A TIME & PLACE
INDEPENDENT WAY
SUPPORTED BY THE RIGHT:**



TECHNOLOGY TOOLS

WORKING ENVIRONMENT

CULTURAL SUPPORT

Activity Based Working has always considered individual and team mobility, flexibility, autonomy, and connection as foundational principles. As these principles are foundational for organisational adaptability too, the current crisis presents a timely pause to review current ways of working. Work is not a thing that just gets done - it is about purpose, connection, and creating a sustainable business.

The approach to embedding adaptability within organisations will be different for each industry and organisation. It will need to be tailored to every organisation in line with its vision, mission, and values.

Where organisations are contemplating returning to the workplace and defaulting to traditional models of working, we recommend evaluating whether continuing this approach serves their ability to adapt within a rapidly changing world. A return to rigid, command-and-control, overly simplistic forms of organising and working do not support organisational adaptability. As we have seen in many organisations, these approaches to 'work' come at the cost of creativity, trust, and choice in favour of predictability and a sense of control.

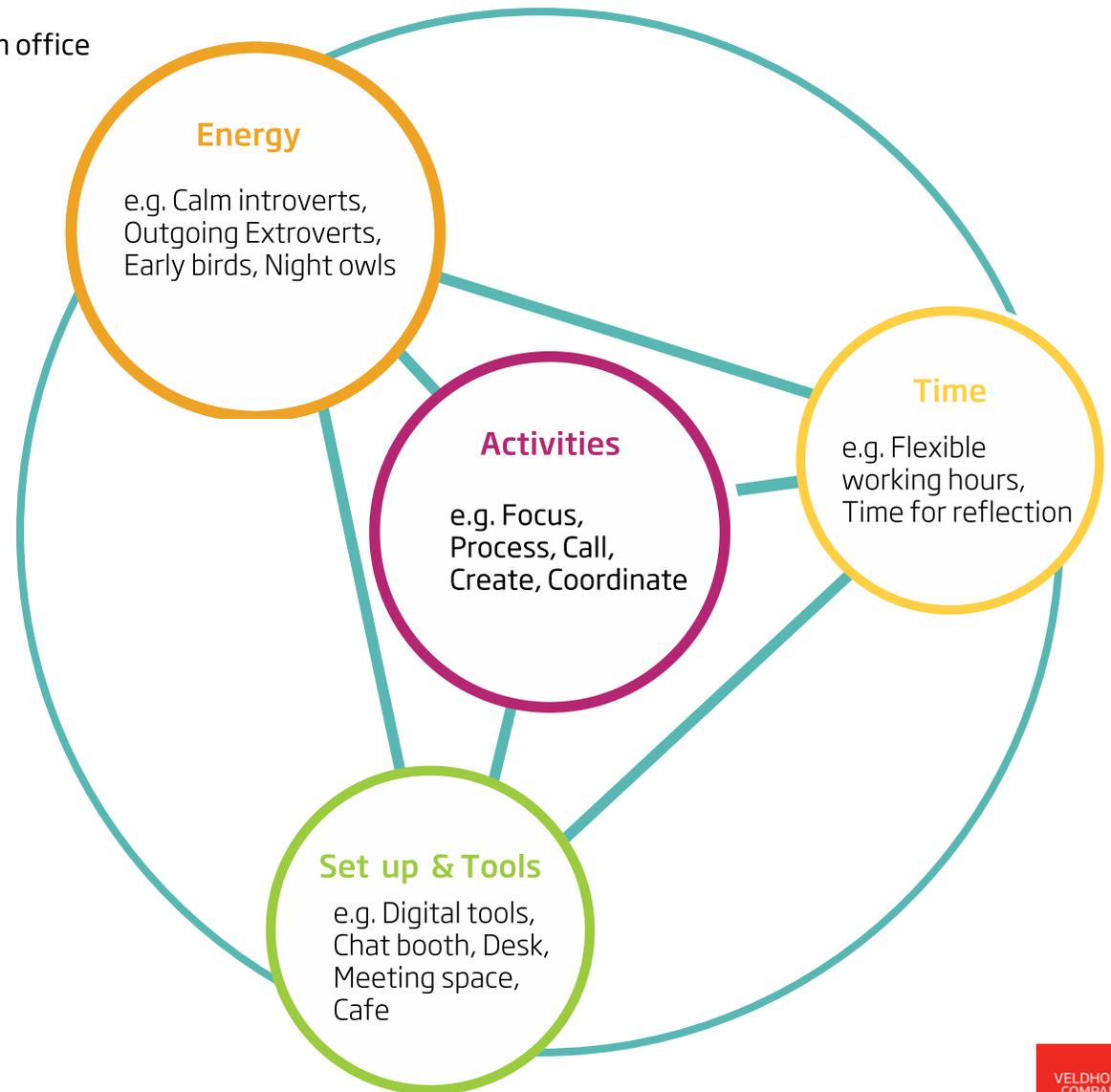
Taking an activity-based approach to workstyle creates a higher level of awareness of what 'work' is about and the variety of activities that people do while working. An analysis of the different workstyles within your organisation is necessary to create the best solution that supports what your organisation and people need, to achieve desired outcomes. Not one approach fits all organisations.



Activity Based Working

A holistic Activity Based Working approach is a combination of different types of Activities, Energy, Time, Set up and Tools. This includes but not limited to

- Sharing work settings in an office
- Remote working
- Distributed working



It helps to have deliberate and thoughtful discussions about working from home and working from the office. Companies should consider:



- What do people do, and how do their behaviours contribute to producing organisation performance?
- Which activities serve to continue supporting our business strategy?
- Which activities should we stop or reduce?
- What are the activities that people prefer to do remotely, and for which activities will they want to come to the office?
- Which teams and individuals are more productive working remotely, and which are more productive when being in the same building?
- What programs do we need to have in place so our leaders and managers know how to build trust with blended teams (that work both remotely and from the office)?

In Summary:

While in the past, only a handful of organisations understood the value of Activity Based Working as a business and human strategy (not only a workplace one), it is now more deeply understood in the new world of work as a relevant and necessary choice to secure organisational adaptability. Activity Based Working, in its true sense, has received a new lease of life – it is being (re)discovered by organisations for its massive positive behavioural and cultural impact (in addition to its workplace, digital and environmental value).