

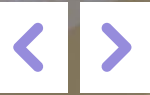


BUSINESS WITHOUT BORDERS

Are you ready?

IT'S HOW
WE CONNECT





Roll up your shirtsleeves, strap on your jetpack and let's get down to business. Introducing the organisation of tomorrow, where there will be no boundaries.

Gone will be the hierarchical structures, cubicle farms and corner offices, geographical limitations, silos and closed information loops of the past. Instead, communication will be intuitive, technology will be a seamless enabler, there will be few barriers between your staff, stakeholders and customers, and distance will be no issue.

In a business without borders, impediments to collaboration are removed so that information and interactions may flow seamlessly within and without the organisation, accelerating decision-making, innovation and speed to market, and enhancing staff productivity.

So far, so utopian, but the question now is: **how do you sort the fantasy from the reality? What can your business do – realistically – to work smarter, and work better? What are the drivers for change? And how should you approach the challenge?**

G - K
LEVELS 7-10

ALL CHANGE FOR THE FUTURE

Since the earliest days of trading, businesses have constantly changed the way they manage their technology, their employees, workplace and customers – all in the search for competitive advantage, whether that be profit, market share, reputation or sheer survival.

Cloud, unified communications, collaboration, workplace design, employee engagement interventions, social media, Big Data, analytics and more... today, all these developments promise much for the future of work. But which combination of these elements will work best for your organisation? Every business is different, and there is no one-size-fits-all solution.

In this white paper, we firstly explore the trends that are shaping the way we work today. Then we look at the three key pillars that will uphold the borderless business of the future, namely:



PEOPLE

The human capital that is the cornerstone of every business, and of the world's growing knowledge economy.



WORKPLACE

Flexible working allows people to spend less time working in an office to start with – while at the same time, smart work-spaces are transforming the traditional office to allow for activity based working (ABW).



TECHNOLOGY

In this white paper, we use this term to describe technology assets, either owned or virtual.

Finally, we look at how you go about **implementing** the changes you will need to transform your business today into a business without borders.



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ABOUT THE AUTHOR

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ABOUT TELSTRA

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IF IT WORKS, WHY CHANGE?

As Charles Darwin famously posited, those who do not or cannot adapt, will not survive or prosper. What works for your business today, may not work so well tomorrow. So when it comes to adapting your business to meet the challenges of the future, there are a few key trends that all business leaders should heed.



PEOPLE POWER:
THE ME/WE GENERATION

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DOING MORE
WITH LESS

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PEOPLE POWER: THE ME/WE GENERATION



PEOPLE POWER:
THE ME/WE GENERATION



DOING MORE
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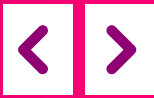
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As the global manufacturing economy transitions to a knowledge economy, people will be at the heart of business again in a way unseen since the Industrial Age replaced the skilled craftsman with the production line. This shift affects us all, from both a professional and a personal perspective.

Companies that fail to respond to the People Power trend will do so at their peril.

And it's not just the growing skills shortage or the ageing population that is driving this change (although these will have their impact). It's also about the changing attitudes and expectations of workers themselves. Work is no longer just "a place to go"; it's also a consumer experience. Flexibility, reward for effort, work-life balance, job satisfaction and personal wellbeing are becoming standard employee expectations.

Employees no longer enter a job hooked on the promise of a gold watch for loyal service fifty years down the track. They'll go where they believe their talents will be recognised and where they believe their work to be meaningful.

They also expect to be able to use the same type of tools that they use in their personal lives to stay connected to the people and things they consider important. These tools range from communication and collaboration platforms such as Skype, Dropbox, and Facebook, through to the myriad of apps that provide instant connections to new experiences or data, from Activity Tracker to, ahem, Tinder. (Click here for the top 10 collaboration apps requested by users).

From a business point of view, the focus is moving from merely providing a few tools and a workplace, to providing the tools, HR policies and the trust to work from a variety of places, as well as a corporate work-space that workers choose to use, at a time that provides the most value to them and to the business. In the future, workers will be more demanding, more individual and more empowered.

But humans are also essentially social animals. It's not just about "me", but also about "we". Employers will need to encourage this innate trait, and value them for their connections across businesses, industries and geographical borders.



It's not just about how people use the technology or the work environment provided, but also about how these track directly towards the business's core identity, brand and goals.

DOING MORE WITH LESS



PEOPLE POWER:
THE ME/WE GENERATION



DOING MORE
WITH LESS



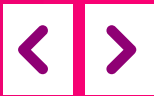
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Rare is the business today that does not have a relentless pressure on capital. We're all constantly encouraged to do more with less – to work smarter, not harder.

The global economic pressure to lower the cost of operations and services and to improve business efficiency means the outsourcing and offshoring of business activities across the globe is becoming increasingly common.

Closer to home, the need to cut costs means that we're often also doing the same amount of work, but with fewer people. For Australians, this increasingly translates into longer working hours per day – 58 million unpaid overtime hours per year, says a new study by The Australian Institute¹. But with Turkey leading the way with a 52.8 hour average week, closely followed by the Mexicans with 49 hours a week, we're definitely not the world's biggest grafters. Indeed, Australia is only the ninth hardest working nation amongst those monitored by the OECD, at 43.2 hours a week per full-time worker².

No employee can work effectively without the right tools so understanding the collaboration needs of the workforce and investing in the right assets – whether owned or virtual – is important. The pressure is also on to move expenditure from a capex to an opex model.

In particular, the advent of cloud and the development of XaaS or “Anything-as-a-service” offerings are having a profound impact on how businesses manage and pay for their essential resources, including applications, storage and collaboration platforms.

The number one benefit is that cloud allows companies to drastically reduce their IT spend. However, companies are swiftly realising that cloud gives them the flexibility to use and manage resources anywhere in the world – a key advantage for a global enterprise. Unsurprisingly, XaaS is a trend that has quickly gathered momentum, and is set to snowball even further.

¹ <http://www.news.com.au/finance/work/worklife-balance-is-getting-worse-and-australians-are-suffering-for-it-study-reveals/story-e6frfm9r-1227128548004>

² <http://www.smh.com.au/business/hard-working-aussie-a-bit-of-a-myth-20140821-106c9s.html#ixzz3TrQPzr6k>



There is, of course, another side to this story, and that is the story of opportunity: there is massive potential to create value, not just to reduce costs.

THE NEED FOR SPEED



PEOPLE POWER:
THE ME/WE GENERATION



DOING MORE
WITH LESS



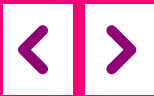
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Being first to market is often a distinct advantage. (Just think of Apple's iPhone, or eBay – the first company to take the auction process online, way back in 1995.) However, the competitive edge in today's world is also about how fast you move in response to changes in the market. This depends on the flow of information and how quickly decisions are made. It's about people and their relationships more than products or buildings or intellectual property or even networks.

It's also about information, and the catchphrase of the decade: Big Data. Through the collection, sharing and analysis of information from people across the supply chain, companies can isolate smart ideas for value creation and quickly identify new innovations and markets. This is about moving from being reactive, to predictive.

“Three primary changes at the dawn of the 21st century are the keys to the changing world. One, addition of China, India, the former Soviet Union and other countries with a combined population of three billion to the global world economy... Second, technological changes such as the Internet that have made distance less of a factor. Third, shift from hierarchical, vertical power structures in business and government to democratic, diffuse ones in which it is easier for individuals to make their own destinies. This triple convergence– new players, new playing field, new processes and habits for horizontal collaboration – are the most important forces shaping global economies and politics in the early 21st century...” – Thomas Friedman

GLOBALISATION



PEOPLE POWER:
THE ME/WE GENERATION



DOING MORE
WITH LESS



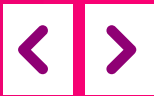
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No longer are most organisations confined to one geographical location, state, country or even region. Increasingly today, geography and time zones do not matter. Here, technology is playing a key role, connecting businesses, supply chain participants and customers across geographical borders and allowing for the almost instantaneous exchange of money, ideas and information.

Indeed, with the advent of the Internet and advances in networking and cloud technologies, the sole trader sitting in Dubbo has access to a potential market of billions (should they be able to service them). For large enterprises, even those with an established multinational presence, improved access to ideas, information and a truly global marketplace also opens astounding new horizons.

Globalisation affects workforces too, with many becoming increasingly virtual in both time and place.

Organisations can also hire the best talent, regardless of where they may be based. As reflected in the phenomenal success of Freelancer.com³ (with its 10 million users and 5 million projects at any one time) there'll always be someone, somewhere in the world, who is cheaper to employ, smarter or better educated, and who can do the work that was previously the domain of a local hire. Today, a valued contributor to a Sydney team may well live in Mumbai, London or Shanghai⁴.

This globalisation and virtualisation of employment will have important implications for those operating on the world stage, but also for Australian-based businesses who will be faced by the need to recruit in an ageing population. Indeed, the Governments 2015 Intergenerational Report shows that Australia's working population is expected to increase by 12 per cent, while the population over 65 is expected to increase by 36 per cent. That is, the number of people aged over 65 will grow three times faster than the traditional working-age population.

The number of people in the traditional workforce supporting those who have left the workforce will nearly halve over the next 40 years⁵.

³ <http://thefreelancer.guru/freelancer-com-review/>

⁴ 'It's (almost) all about me'. Workplace 2030: Built for Us, Deloitte Australia, July 2013

⁵ <http://www.theage.com.au/comment/ageism-in-the-workplace-hurts-us-all-20150303-13ta5q.html>

By 2030 China, India and Brazil will become
the world's major exporters of qualified talent.

THREE PILLARS OF THE BUSINESS WITHOUT BORDERS

In a business without borders, barriers to communication are removed so that information may flow within the organisation and outwards to stakeholders, partners and customers – and vice versa. However, this will not be achieved simply by adding a new collaboration platform (although that may well be one of the steps in the journey to a smarter way of working).

Instead, we believe the true business without borders is built upon three key pillars:



PEOPLE

The human capital that is the cornerstone of every business, and of the world's growing knowledge economy. This can include traditional full time and part-time workers, as well as contract and remotely located workers.

[click here to read more about...](#)



WORKPLACE

Smart workplaces and work spaces that encourage the flow of information and are designed for the specific activities being carried out. This can include both the traditional corporate environment, as well as smart hubs, and co-working spaces, which may be located either centrally, regionally or locally.

[click here to read more about...](#)



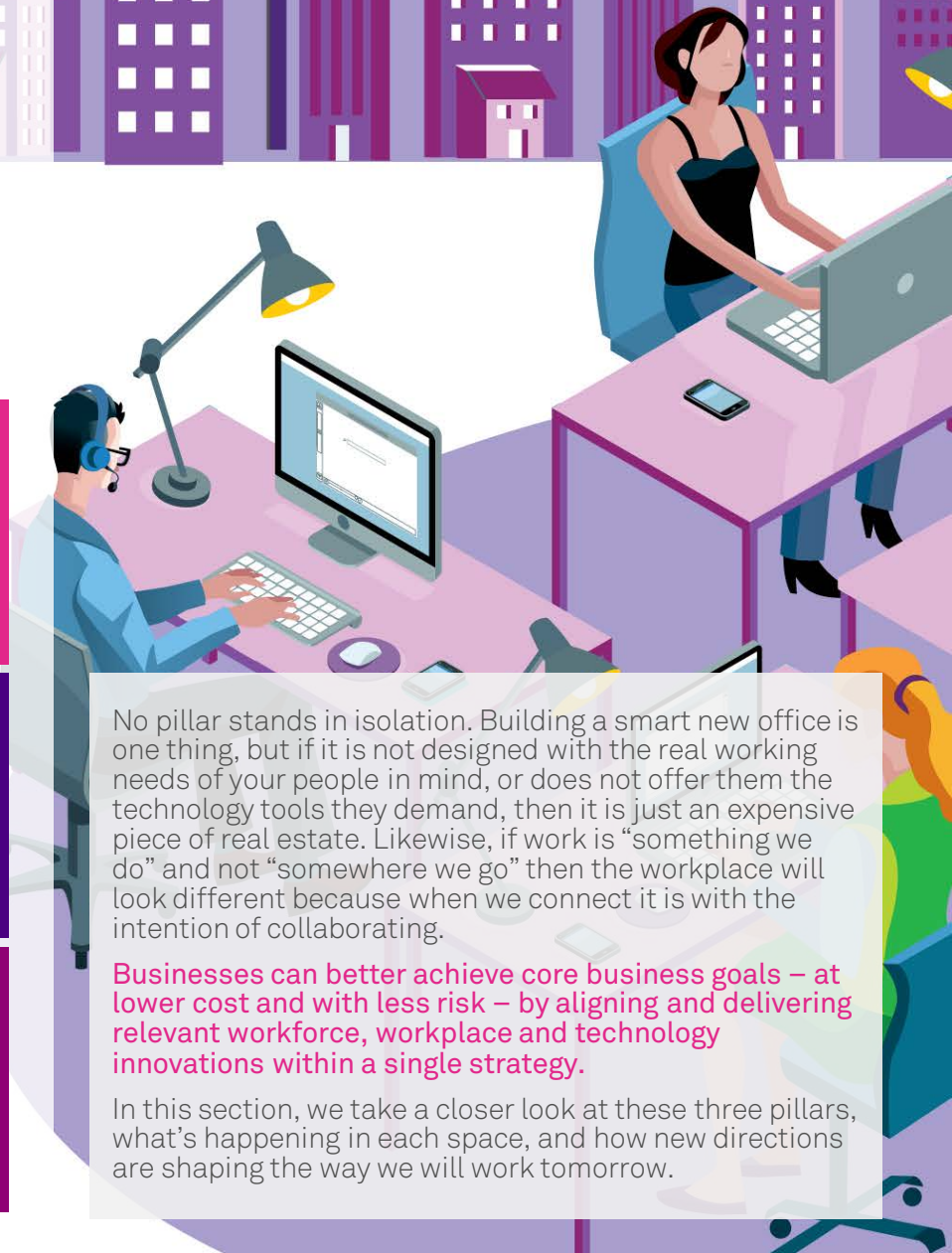
TECHNOLOGY

Technology assets, either owned or virtual. This can include everything from cloud storage to communications and collaboration tools and platforms, and mobile devices such as smartphones and tablets.

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No pillar stands in isolation. Building a smart new office is one thing, but if it is not designed with the real working needs of your people in mind, or does not offer them the technology tools they demand, then it is just an expensive piece of real estate. Likewise, if work is “something we do” and not “somewhere we go” then the workplace will look different because when we connect it is with the intention of collaborating.

Businesses can better achieve core business goals – at lower cost and with less risk – by aligning and delivering relevant workforce, workplace and technology innovations within a single strategy.

In this section, we take a closer look at these three pillars, what's happening in each space, and how new directions are shaping the way we will work tomorrow.

PILLAR 1: PEOPLE

More diverse people with different needs and expectations



PEOPLE



WORKPLACE



TECHNOLOGY



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The composition of Australian workplaces is changing as the baby-boomer generation increasingly shares the workplace with tech-savvy 'millennials'. Born between 1980 and 2000, millennials are deeply engaged with connective technologies and social media, and will seamlessly integrate digital technologies throughout their working lives. Millennials are expected to comprise half of the global workforce by 2020, depending upon changes to the official retirement age⁶.

We are also seeing the rise of the mobile 'contingency' worker independent professionals and contract workers who 'freelance' to multiple organisations. Businesses are favouring the short-term recruitment of contingency workers as it provides flexibility to scale up or down in response to changing business conditions. This trend is led by the United States, where it is predicted that contingency workers will constitute almost half (45%) of the nation's working population within the next decade⁷ – a staggering increase from where we are today.

In the future, businesses are likely to operate with significantly fewer insitu employees, drawing from national and global talent pools as and when needed. According to the global HR consultant firm Randstad, 86 per cent of organisations are already planning to manage a blended workforce of permanent, contract and virtual staff⁸.

By 2030, demand for locally-based labour in Australia is expected to outstrip supply, due mainly to the combination of an ageing population, low birth rates and low immigration⁹. Faced with a sparse domestic labour market, Australian businesses will continue to draw upon the knowledge and capabilities of older workers seeking to prolong their careers through more flexible, reduced working hours¹⁰.

Talent will be more extensively sourced from the global market, especially well-educated, highly mobile professionals from Brazil, China and India¹¹. With skills shortages also predicted in other countries, competition for these workers will intensify¹². Experts and business leaders believe that in coming decades talent attraction will become the leading source of competitive advantage¹³. To attract these mobile professionals, employers need to be responsive to shifting expectations regarding the workplace experience and its rewards.



ASK YOURSELF:

How is your workforce likely to change over the next 5-10 years. How many generations are you likely to employ? With what array of skills? And under what types of employment contracts?



⁶ Millennials at Work: Reshaping the Workplace, PricewaterhouseCoopers, 2011

⁷ The Structural Shift to a Contingent Workforce, Small Business Labs, 2011

⁸ 2013/14 Randstad World at Work Report: The talent strategy game-changer series. Game Changer #4: How Work will Evolve from a Place to a Collaborative Process

⁹ 'It's (almost) all about me'. Workplace 2030: Built for Us, Deloitte Australia, July 2013

¹⁰ 'Australia to 2050: Future Challenges', The 2010 Intergenerational Report, Commonwealth of Australia, 2010

¹¹ 'It's (almost) all about me'. Workplace 2030: Built for Us, Deloitte Australia, July 2013

¹² Trend Compendium 2030, Roland Berger, 2011

¹³ Fast Forward 2030. The Future of Work and the Workplace, Genesis Research Report, CBRE, October 2014

PILLAR 1: PEOPLE

What we value from work is changing



PEOPLE



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In *The Shift: The Future of Work is Already Here*, London Business School Professor Lynda Gratton witnesses a transformation in how we perceive work and its role in our lives. The equation with which we assess the value and reward of work is moving from “I work... to earn money... which I use... to consume stuff... which makes me happy” to “I work... to gain productive experiences... that are the basis... of my happiness”¹⁴.

Our changing attitude towards work centres upon a need for meaningful, productive experiences. Work not only needs to offer us opportunities for personal learning and development but we also need to see how it contributes to company goals and benefits society. Relationships are important to us we value learning with and from our colleagues, engaging creatively with diverse types of people to generate new ideas, and developing enriching personal connections within and beyond our workplace.

“Deep attitudinal changes [are] occurring across geographies and generations to seek greater meaning and joy from work and the places of work. In 2030, the many places where we work and live will be diverse and entwined: humanity, creativity, culture and community will be integral” - Genesis Research Report, 2014¹⁵

Employees - especially millennials - have high expectations that their employer provides a workplace environment that supports them in achieving their professional and personal goals. Graduates entering the workforce view work-life balance as a priority and value personal development and flexible working hours above financial rewards.¹⁶

¹⁴ L. Gratton, *The Shift: The Future of Work is Already Here*, Harper Collins, 2011

¹⁵ *Fast Forward 2030. The Future of Work and the Workplace*, Genesis Research Report, CBRE, October 2014

¹⁶ *Millennials at Work: Reshaping the Workplace*, PricewaterhouseCoopers, 2011

PILLAR 1: PEOPLE

Flexibility at work



PEOPLE



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As the emergence of remote technologies makes out-of-office work increasingly accessible, Australian employees are seeking more flexible working arrangements ideally working 70 per cent of their hours in the office and remotely 30 per cent of the time.¹⁷ Often associated with improvements in work-life balance, flexible working conditions provide workers the freedom to choose the hours they work and to determine from where they work. For younger employees, work may be integrated with other social interests and pursuits. Workers with young families or care responsibilities can dedicate time to their families, while older workers can stagger their work hours.¹⁸ With the internationalisation of work, flexible working hours also enable employees to align with colleagues in other time zones.

Those workplaces that have introduced flexible working arrangements have found that it enhances employee engagement and can deliver significant improvements in business outcomes.¹⁹ Indeed, as far back as 2009, Telstra's partner Cisco carried out an in-depth study of almost 2,000 company employees. The Teleworker Survey²⁰, conducted to evaluate the social, economic and environmental impacts associated with telecommuting at Cisco, revealed that a majority of respondents experienced a significant increase in work-life flexibility, productivity and overall satisfaction as a result of their ability to work remotely.

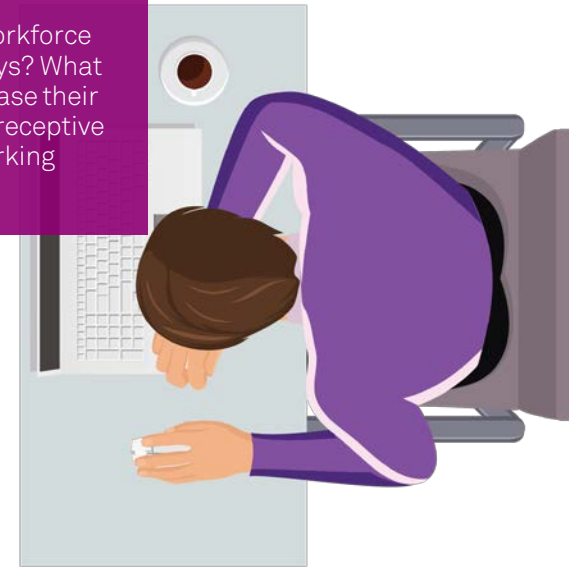
Perhaps of interest to employers, Cisco was achieving these new levels of efficiency and effectiveness by enabling people to work together no matter where they were located. In fact, according to Cisco's Internet Business Services Group, the company's global strategic consulting arm, the company generated an estimated annual savings of \$277 million in productivity by allowing employees to telecommute and telework.

Yet many employers have been slow to embrace flexible approaches. According to a Randstad survey, 40 per cent of workers rate their organisations efforts in providing flexible work options as average or poor.²¹ Only around 1 in 5 Australian employees are currently able to work remotely, a figure that compares unfavourably with our Asia Pacific neighbours China, India, Malaysia, Hong Kong and New Zealand.²²



ASK YOURSELF:

How you will get the most out of your experienced staff – who will be remaining in the workforce for longer these days? What can you do to increase their involvement? How receptive to a new way of working might they be?



¹⁷ 2013/14 Randstad World at Work Report: The talent strategy game-changer series. Game Changer #4: How Work will Evolve from a Place to a Collaborative Process

¹⁸ 'Australian workplaces are inflexible in comparison to Asia Pacific region', Randstad, 12 July 2014

¹⁹ 'Why does Employee Engagement Matter to CEOs?', Hay Group, 2012

²⁰ http://newsroom.cisco.com/dlls/2009/prod_062609.html

²¹ 2013/14 Randstad World at Work Report: The talent strategy game-changer series. Game Changer #4: How Work will Evolve from a Place to a Collaborative Process

²² 'Australian workplaces are inflexible in comparison to Asia Pacific region', Randstad, 12 July 2014

PILLAR 1: PEOPLE

Flexibility at work



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“There is a direct link between productivity and engagement and flexibility.”

– Monica Klyszcz, Head of Commercial Property, NAB²³

The reluctance to consider flexible work arrangements may be a legacy of conventional supervisor-employee relationship, in which there is more direct oversight of work activity. Flexible working arrangements reflect a shift in focus from time spent at the desk to measuring performance based on what employees deliver.²⁴

More positively, many Australian employers (41%) understand that flexible working arrangements can improve worker engagement and satisfaction. 27 per cent of employers also recognise that offering flexibility contributes to attracting and retaining talent.²⁵ National Australia Bank employee surveys indicate that workers with flexible working conditions tend to rate their workforce engagement 10-15 points higher than those who maintain regular office hours. Another partner of Telstra's, and a leading proponent of flexible working arrangements, Microsoft Australia, was awarded Aon Hewitt's 'Best of the Best' Employer award in 2012 in recognition of its outstanding people practices and high level of employee engagement.



ASK YOURSELF:

How will you respond to the growing desire of staff to work flexibly and the need of the business to source people and skills from a wider geography?



²³ 'Future of work: how NAB and Microsoft are creating tomorrow's workplace today', BRW, 13 April 2014

²⁴ ibid

²⁵ 2013/14 Randstad World at Work Report: The talent strategy game-changer series. Game Changer #4: How Work will Evolve from a Place to a Collaborative Process

PILLAR 1: PEOPLE

Virtual work is evolving to promote collaboration and engagement



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Leading companies are utilising both technologies and re-designed working spaces to develop stronger connections and collaborations, both within and beyond the workplace. These connections are important not only for facilitating knowledge exchange and ideas for business improvement, but they also counter the sense of isolation and disconnection that employees can experience when working remotely. The evolution of virtual work is now progressing towards the notion of “virtual co-workers”. Companies are providing new modes of collaboration to support their virtual workforce, encouraging the sense of community and teamwork traditionally experienced by office colleagues.²⁶

The Evolution of Virtual Work²⁷

The First Wave Virtual Freelancers

With access to the internet and email in the 1980s, a generation of virtual freelancers emerge that provide discrete services to businesses from ‘one-person shops’.

The Second Wave Virtual Corporate Colleagues

Advances in mobile technology enable employees to work outside traditional work hours and locations, allowing greater flexibility to employees through remote working arrangements.

The Third Wave Virtual Co-workers

A stronger focus on engaging virtual workers, addressing worker isolation and promoting collaboration by offering shared spaces and building a stronger sense of community.

²⁶ ‘The Third Wave of Virtual Work’, Harvard Business Review, January-February 2013

²⁷ Table adapted from ‘The Third Wave of Virtual Work’, Harvard Business Review, January-February 2013

PILLAR 1: PEOPLE

Technology is seen as a strong enabler



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Employees' engagement with their workplace is closely intertwined with 'enablement' the way in which they are empowered to achieve their work.²⁸ Among employees' workplace expectations are that their employer will provide access to digital media and collaborative technologies. Millennials routinely use their own technology in the workplace and three-quarters (78%) consider access to technology makes them more effective workers. They view technology as an enabler of work performance and consider provision of state-of-the art technology to be important when deciding upon an employer.²⁹

It seems that technology will be increasingly key to attracting and retaining the very best talent.

²⁸ 'Why does Employee Engagement Matter to CEOs?', Hay Group, 2012

²⁹ Millennials at Work: Reshaping the Workplace, PricewaterhouseCoopers, 2011



PILLAR 2: WORKPLACE

The transition from work place to work space



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The ability to work from virtually anywhere challenges conventional notions of a workplace. Work now occurs in multiple work spaces, both within and beyond the office. Future work practices will be increasingly cloud-based, collaborative and creative.³⁰

Changes in the nature of work require new ways of working - ways that fully utilise virtual technologies, closely align work activity with the achievement of business goals, and provide employees with productive and meaningful work experiences. Activity-based working encapsulates this new way of work. Office spaces are being re-designed and working relationships remodelled. Much as office walls were dismantled in the transition to the open plan office, now desks are making way - opening up space for diverse work settings that promote engagement and collaboration. Indeed, better collaboration and lower costs are two of the key benefits of ABW, according to recent research from UXC-Samsung.³¹

Telstra is one of many companies in Australia transitioning towards activity-based working - others include Microsoft, BHP Billiton, banks such as Macquarie, Commonwealth and NAB, and consultancies such as Accenture, KPMG and PWC.³² According to Colliers International, one in three organisations in Australia has either introduced, or plans to introduce, more flexible ways of working.³³ The Telsyte Australian Digital Workplace Study 2015 predicts that 66 per cent of all Australian organisations will have adopted ABW by 2020.

Today, organisations continue using Activity Based Working to achieve quantifiable operational targets, however increasingly its introduction is being linked to cultural change programmes with ABW providing a platform for transforming the business Activity Based Working has shifted from a fringe idea to something every organisation should consider as part of their work culture. – Veldhoen + Company³⁴



ASK YOURSELF:

How can your physical workplace design help to stimulate and maintain employee engagement and productivity?

³⁰ The Futures Report, Aruba Networks and The Future Laboratory, 2014

³¹ <http://www.samsung.com/au/business/resources/activity-based-working-whitepaper.pdf>

³² 'Aussie firms embrace the deskless office', IT News, 4 February 2013

³³ Colliers International Office Tenant Survey 2012

³⁴ <http://www.veldhoencompany.com/en/home/>

PILLAR 2: WORKPLACE

The transition from work place to work space



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The removal of desks is just one of the departures from conventional office design evident in an activity-based workplace. There are multiple forms of work space, each of which is intended to support particular types of work activity and interactions. This might include open-space atriums or lobbies that encourage workers to mix freely, harkening back to the civic interaction of the town hall. Project teams can meet in discrete alcoves or across large dining-style tables. Quiet rooms offer places of solitude for deep thought and reflection, while informal spaces allude to the comforts of home or conviviality among friends. Some highly novel settings have been created for this purpose - Google's London office has a meeting room resembling the 'snug' of an English pub, while at Adobe's Palo Alto office meeting spaces are fashioned in the style of booths at an American diner.³⁵

"[Future workplaces] will be designed to connect and facilitate, they will operate more like interconnected hubs and allow people to select from a variety of work spaces that will suit changing needs and wants." – Deloitte, 2013³⁶

³⁵ The Futures Report, Aruba Networks and The Future Laboratory, 2014

³⁶ 'It's (almost) all about me'. Workplace 2030: Built for Us, Deloitte Australia, July 2013



PILLAR 2: WORKPLACE

Workplace design is promoting a new style of working



PEOPLE



WORKPLACE



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A more open, fluid workplace promotes engagement and movement across spaces and teams. In activity-based work, project teams are formed according to a portfolio of skill needs, and disassembled once objectives are achieved. Employees pass through multiple workspaces, assisted by features such as 'chance-encounter corridors' and 'serendipity corners' designed to stimulate interaction and erode work silos.³⁷

Recognising employees' desire for autonomy and self-empowerment, activity-based workplaces are also less hierarchical. Flatter structures provide employees with closer access to managers, whose focus is on outputs rather than oversight.³⁸ The work environment is flexible and dynamic - features especially attractive to millennials.³⁹

The configuration of new workspaces not only influences the way in which workers engage in their work, they are also responsive to employee preferences and emerging work requirements. According to workplace designer Rosemary Kirkby, as businesses become increasingly 'virtual', highly reconfigurable workplace designs will enable swift adaptation to changing workspace needs.⁴¹

"[The workplace] is about to change dramatically... It is going to be about getting the balance between virtual working and coming into the place to meet. What we're really talking about is the evolution of design of the workplace as a result of evolution of the design of work." - Rosemary Kirkby, Workplace Designer⁴²



WORKPLACE ADVANTAGE:

Microsoft's flexible working program Workplace Advantage has delivered significant improvements in both performance and employees' attitude to their workplace. The efficiency of work teams has improved by 13 per cent and the effectiveness of individual employees by 10 per cent. Overall workplace satisfaction showed a 9 per cent improvement.³⁸

³⁷ The Futures Report, Aruba Networks and The Future Laboratory, 2014

³⁸ Activity Based Working, Jones Lang LaSalle, 2012

³⁹ Activity Based Working, Jones Lang LaSalle, 2012

⁴⁰ Fast Forward 2030. The Future of Work and the Workplace, Genesis Research Report, CBRE, October 2014

⁴¹ "Just got activity-based working? It's about to change again", Business Review Weekly, 20 September 2013

⁴² "Just got activity-based working? It's about to change again", Business Review Weekly, 20 September 2013

PILLAR 2: WORKPLACE

Workplace design is promoting a new style of working



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A Jones Lang LaSalle study⁴³ of activity-based workplaces in Australia highlights benefits to both businesses and employees. Companies report increased levels of collaboration and more rapid project delivery through flexible work clusters. Their employees attest to a 'better vibe' at work - they relish working in an aesthetically appealing space with informal settings, as well as having greater freedom to move into any number of workspaces.

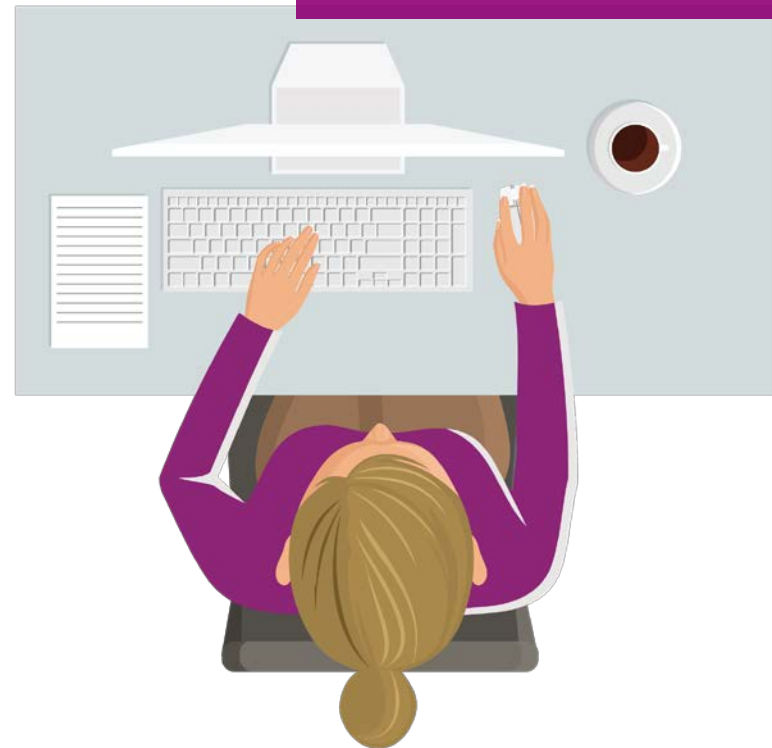
Interestingly, Telsyte research⁴⁴ has found activity-based working adds value in 61 per cent of organisations that have adopted it and, on average, the productivity of an activity-based working employee is seen as 16 per cent more than a regular employee. This is equivalent to an extra 6.4 hours per week per ABW employee.

While efficiency is clearly not the main motivation for the transition to activity-based work, the concentration of work activity within a more compact work space also provides cost-savings in areas such as office rental and energy consumption.



ASK YOURSELF:

Would having a better designed, task- and activity-focused work space present an opportunity to reduce costs and/or get more business value out of your property?



⁴³ Activity Based Working, Jones Lang LaSalle, 2012

⁴⁴ Australian Digital Workplace Study 2015

PILLAR 2: WORKPLACE

Work is dispersing and proliferating in 'third spaces'



PEOPLE



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The work space inhabited by mobile and remote professionals is also undergoing change. Dispersed workers are entering 'third spaces' such as co-worker hubs in pursuit of collegiality and community. Co-worker hubs are proliferating globally and can now be found in over 2,000 locations.⁴⁵ They are designed for both function and creativity, providing a mix of formal and informal work settings. Some of these spaces are dedicated to communities of practice, bringing together like-minded professionals. Companies have even created their own hubs to promote engagement and innovation within their remote workforce.⁴⁶

The growth in co-worker hubs has been paralleled by the emergence of short-term, as-needed workspaces. Regus, the world's largest 'third-space' provider, offers its members card-based access to workspaces in multiple locations. In Germany, Regus can provide workers in transit access to office facilities built within Shell service stations, including meeting rooms, Internet and printing.⁴⁷ US start-up Liquid Space has created an app that links mobile professionals to nearby creative workspaces. A partnership with Marriott hotels enables Liquid Space members to access business facilities in vacant rooms and public areas throughout the hotel chain.

Closer to home, in 2014, developer Lend Lease – who also worked with Telstra on the transformation of our George Street headquarters – took the business of co-working, formerly the domain of entrepreneurs and freelance workers, to the blue-chip end of town with the redevelopment of 1 O'Connell Street, Sydney. "The Porter" provides tenants and members access to a range of flexible spaces, designed for meetings, casual working and collaborating. Designed for top-tier corporates, the space gives them a way to tap into the trend towards more mobile and remote working, Kylie Rampa, Lend Lease's managing director of investment management, told the BRW.⁴⁸

⁴⁵ 'The Third Wave of Virtual Work', Harvard Business Review, January-February 2013

⁴⁶ 'The Third Wave of Virtual Work', Harvard Business Review, January-February 2013

⁴⁷ 'It's (almost) all about me'. Workplace 2030: Built for Us, Deloitte Australia, July 2013

⁴⁸ http://www.brw.com.au/p/leadership/lend_lease_takes_town_working_model_mlcSANfJhPLOkiKBOJWW6H

PILLAR 3: TECHNOLOGY



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Breakneck progress in digital and mobile technologies is creating opportunity for massive change in every aspect of business operations, and is already having a demonstrable impact on the ways in which we are now able to collaborate and share information. And we're increasingly quick to adopt new platforms and technologies: radio took 38 years to reach 50 million users; Facebook reached 200 million users in less than a year.⁴⁹

Until now, the Internet has been the primary way businesses have connected to each other, to customers, and to the world. While the Internet remains the foundation for connectivity, it's now shifting to applications over that connectivity; advances within mobility, data management, social media and cloud have opened the way for companies not only to communicate better, but also to enhance business operations and gain valuable customer and market insights.

We take a look at some of the key developments, before exploring the new collaboration tools now at our disposal.



BENEFITS OF UNIFIED COMMUNICATIONS:

The adoption of UCaaS can lead to significant benefits for organisations – most (58%) surveyed IT decision makers recognise this fact. One area that UCaaS can help with is improving organisational efficiency. UCaaS is seen to help this fundamental objective for IT departments by almost seven in ten (67%) respondents. Moreover, UCaaS can assist with increasing employee productivity (64%) and employee satisfaction (62%), which in turn can also make businesses more profitable. – **The Rise of the Superuser, Telstra, 2014**

⁴⁹ United States National Intelligence Council (2008) Global Trends 2025: A Transformed World

PILLAR 3: TECHNOLOGY

Connecting mobility and flexibility



PEOPLE



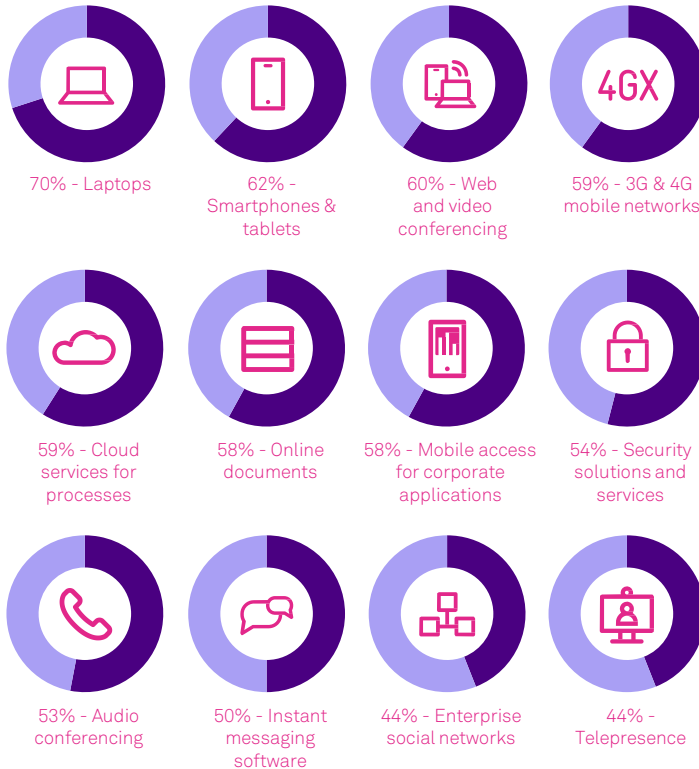
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“How helpful have the following technologies been in enabling the organisation to embrace remote working?”
(675 respondents)

Mobility is not just about having a mobile device that allows people to access information and connect with others. It's also about cutting the fixed lines that traditionally tethered workers to their desktop computers and telephones so they can work flexibly.

As explored in the section on People, the idea of mobility-enabled flexibility is fast becoming common practice, as organisations recognise that as long as workers have access to the Internet they can also access everything they need to get their job done. The idea of commuting to an office for a 9-5 workday is becoming extinct. Armed with a smartphone, laptop or tablet, most knowledge workers can essentially be productive wherever they are – from a local café, to a co-working space or a Smart Hub.

Unless you have a technical job like flying an airplane, you can probably do it from home, Richard Branson says. Companies that forbid the practice, such as Yahoo, put pressure on families and limit opportunities for women “Most of the head-office jobs around the world [...] can offer complete flexibility. If people [with children] can get the job done at home and they can be around their kids, then I think that is good for the family and good for business and good for the individual.”⁵⁰

As shown in Figure 1, according to recent research carried out by Telstra⁵¹, laptops, smartphones and tablets are the tools still most valued by organisations when it comes to flexible working; however, solutions such as web conferencing and corporate social media platforms are rapidly gaining traction in the workplace too. The battle for the device is largely won – the battle for the application will be next and organisations can expect it to be fast and fierce.

Smart businesses have already been making the necessary investments to adapt to this development. Some have been doing so for a while, although many others are still coming to terms with what these changes mean. No matter where your business sits in this continuum, **the mobile future of work – for your customers as well as your own people – is something that you must incorporate into your roadmap should you wish your organisation to prosper.**

⁵⁰ <http://www.msn.com/en-us/news/financenews/richard-branson-marissa-mayers-yahoo-work-policy-is-on-the-wrong-side-of-history/ar-BBilKLy>

⁵¹ Rise of the Superuser. Bringing Global Enterprises together with Unified Communications, Telstra, 2014

PILLAR 3: TECHNOLOGY

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PEOPLE



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Sad to say, but many of us have far cooler gadgets and apps at home than we do at work. Smart devices, personal clouds and social networks are just some of the consumer technologies and services that are radically altering employee expectations. After all, a person who, in under a minute, can download and start using an application to manage their household finances or talk by video to a friend in another state or country, does not want to hear that this isn't possible at work.

It's worth noting that failure to acknowledge people's interest in non work-sanctioned alternatives can mean that they end up bypassing the IT department and sourcing their own solutions, creating what is known as Shadow IT and potentially leaving the company exposed to security risks and hidden cost and reputational implications.

However, the desires of employees, and the imperatives of the business and the IT department are not mutually exclusive. By embracing the shift towards Bring Your Own Device (BYOD), productivity applications (BYOA), enterprise social networks and cloud-based services, organisations can benefit from reduced expenses and enhanced employee engagement and productivity gains – at least 20 per cent according to a 2012 report from the McKinsey Global Institute.



PILLAR 3: TECHNOLOGY

The rise of the Social Enterprise



PEOPLE



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TOP 10 TOOLS FOR LEARNING 2014⁵⁴

TWITTER

GOOGLE DOCS/
DRIVE

YOUTUBE

POWERPOINT

GOOGLE SEARCH

WORDPRESS

DROPBOX

EVERNOTE

FACEBOOK

LINKEDIN

Following on from the phenomenal success of social media platforms such as Facebook, Twitter, LinkedIn, etc., enterprises too are looking at business-oriented counterparts to create communities of interest, share information and ideas, encourage collaboration and link people and information. Jive, Yammer, Chatter are just a few of those that are helping organisations to communicate and collaborate in a manner consistent with our personal lives.

Through such platforms, employees can connect or communicate with anyone else at the company regardless of their place on the totem pole. Information is opened up, rather than being locked away, providing real scope for improving business processes, the customer experience, and overall efficiency. These new platforms also allow simple actions to have a big impact and for genuine innovations to be sparked and nurtured – for example, a graduate recruit posts an idea that is seen and “liked” by the CEO. Social media not only flattens hierarchies and improves access to management, it also gives all employees a voice.

There is also a growing emphasis upon transitioning some learning activities (traditionally based in the Learning Management System) across to Enterprise Social Media.⁵² The argument here is that traditional “click and learn” education is less effective than the learning enabled by social media, and a quick look at the top ten learning tools for 2014 as nominated by educators shows this shift in action. (Interestingly, in a USD\$1.5 billion deal, LinkedIn – the world’s largest professional network – recently acquired lynda.com, a leading online learning company teaching business, technology and creative skills to help people achieve their professional goals.⁵³)

The question now is: how to get the best out of these tools and technology across your organisation?

⁵² ref. <http://modernworkplacelearning.com/>

⁵³ http://www.lynda.com/articles/lynda-to-join-linkedin?bnr=tos_linkedin

⁵⁴ <http://c4lpt.co.uk/top100tools/>

PILLAR 3: TECHNOLOGY

New collaboration technologies and tools



PEOPLE



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New collaboration platforms (some of which were mentioned above) are having a dramatic impact on the way we work today and will do so in the future. From document sharing apps to web conferencing, these technologies cross borders and give us the freedom and flexibility to work.

Employees can now collaborate with a range of different people inside or outside the business, much more quickly and in an expanding number of ways – originally beginning with email and desktop based Windows messaging, and now stretching to wikis, innovation hubs, and crowd sourcing platforms.

In research for Telstra's 2014 The Rise of the Superuser⁵⁵ white paper, we found that employees in leading technology-user companies - businesses we refer to as "superusers" consider remote access, mobility, desktop virtualisation and video conferencing to be standard requirements.

Employees are often leading the adoption of collaboration tools, as is seen in the table below. While it's less of a surprise to see that laptops and smartphones are being demanded, the same workers also require conferencing accounts and instant messaging – tools that help them to communicate more effectively across borders. What is clear is that workers are not just demanding hardware for collaboration; they want the software and services to do this too. They know these collaboration and communication tools will improve their working practices and are putting pressure on employers to provide them.



ASK YOURSELF:

How mature and utilised is your current Communications and Collaboration environment? Think about what your workers want, and what you are supplying. Consider too whether your platform aligns with and support your core business, workforce and workplace strategies.



⁵⁵ Rise of the Superuser. Bringing Global Enterprises together with Unified Communications, Telstra, 2014

PILLAR 3: TECHNOLOGY

New collaboration technologies and tools



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TOP 10 COLLABORATION TOOLS BEING REQUESTED BY END USERS



01

Laptops



02

Remote
working



03

Online
document storage



04

Smartphone
and tablets



05

Mobile access for
corporate applications



06

Cloud services
for processes



07

Web and video
conferencing



08

Integration of unified
communications tools
and services



09

Instant
messenger



10

Audio
conferencing

CREATING A BUSINESS WITHOUT BORDERS

So, let's ease off the jets and come back down to earth. It's one thing talking about what the future may hold, but the question is: how do you make it happen? This is important not only for those who may be responsible for a workplace, the workforce or assets, but will also be of keen interest for anyone involved in any of these spheres.



THE KEY CONSIDERATIONS

[click here to read more about...](#)



NOW, WHAT DO YOU NEED?

[click here to read more about...](#)



SO, WHERE DO YOU START?

[click here to read more about...](#)



THE KEY CONSIDERATIONS



THE KEY
CONSIDERATIONS



NOW, WHAT DO
YOU NEED?



SO, WHERE
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Just as no two businesses are the same, no two businesses will approach the challenges of creating a Business without Borders in the same way.

Indeed, while many of the basic building blocks that underpin any business are similar – your people, assets, and workplace(s), including how you assemble or manipulate them, vary deeply. That means understanding the current state of your business and what really matters to you. These “variables” generally include the unique heritage, current priorities, and future aspirations that are specific to your organisation.

Your future direction will also be influenced by what you want to pragmatically achieve (we call them the “common goals” as most companies share this wish list). And then there are the “emerging factors” – the external influences and drivers, as outlined in the section on emerging factors.

In essence, business transformation boils down to understanding where you are now and what you want to achieve. There are a number of steps to this process which will, at a minimum, facilitate a more collaborative culture within your business without borders.



ASK YOURSELF:

How will you encompass your heritage and aspirations into your new way of working? The people and the way you've worked to date have clearly been successful given that you still exist – the shift to a new way of working, to help ensure an equally rewarding future, can be a mix of evolution and revolution.



(X) – the variables + (y) – the common goals + (Z) – the emerging factors

Aspirations **CULTURE**
HERITAGE Technology
Workforce **WORKPLACE**
LOCATIONS Current state
Current priorities

An **ENGAGED** Workforce
Revenue and Profit
Increase Performance **GROWTH**
DIFFERENTIATION Decrease Costs
COMPETITIVENESS
Productivity

DISRUPTIVE INNOVATION Activity Based Working
The workforce expects: **BALANCE** Human Capital
Flexibility – Wellbeing
Trust / Outcomes based management
WORK-PLACE & WORK-SPACE REDESIGN
WORKFORCE DIVERSIFICATION
New technologies and ways to engage

= YOUR UNIQUE FORMULA FOR A BUSINESS WITHOUT BORDERS



TIP:

Any successful business transformation must be driven from the top down and be founded upon measurable and highly visible success criteria that mean something to the entire organisation – not just those in charge.

NOW, WHAT DO YOU NEED?



THE KEY
CONSIDERATIONS



NOW, WHAT DO
YOU NEED?



SO, WHERE
DO YOU START?



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1. EXPERIENCED HELP

In other words, a partner who know the tricks of the trade, and has been down the trip holes and come out the other side. You'll want a partner who can demonstrate their ability to help you merge these pillars together contextually.

2. A PARTNER WHO KNOWS HOW TO FACILITATE – NOT TAKE OVER

It's only your business without borders that will work for you. Whether you have existing initiatives that align within these three pillars (we suspect you'll have at least one initiative simmering away), or whether you have several initiatives across several pillars on the boil, or whether you want to put everything to one side and start from the top – you need a partner to fill any gaps and smooth the path. Creating a business without borders is, as highlighted, a deeply personal journey – you'll need help, but that help should come in the form of a mirror to look into, not a heap of pre-canned ideas and assumptions from an external provider.

TELSTRA'S TRANSITION TO FUTURE WAYS OF WORKING - GEORGE STREET, SYDNEY

Telstra is all about a brilliant connected future and the redevelopment of our Australian headquarters was far from being just about the technology - it was about re-imagining the way we work, as well as both leveraging and augmenting our culture. Technology does still play a critical role, but within the context of our new work-spaces at George Street, the focus is upon transformation and how people use the technology deployed, making it easier for them to do business – rather than technology for technology's sake. It's also about how we could transform our company to become a much more collaborative, innovative environment – to improve how we cooperate internally, and with our partners and customers. Along with the redesign of the work spaces, technology has been uplifted into the modern age – bringing together video, BYOD, collaboration software and much more to change the way we work together.

NOW, WHAT DO YOU NEED?



THE KEY
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3. SOMEONE WHO CAN COVER THE BASES FROM END-TO-END

You need a partner who can handle (directly or indirectly) the facilitation process across your whole organisation and create a viable model for your business transformation. You may or may not have internal resources required to create change across your People, Workplace and Technology - your facilitator must be able to work with this dynamic, as well as bring in specialisation as and where required. The approach must be collaborative and cohesive, or the outcome will not be 'borderless'.

4. A PARTNER WHO UNDERSTANDS THAT CHANGE DOESN'T HAPPEN OVERNIGHT

Indeed, given the trends we have discussed in this paper, and the fact that evolution never stops, you need a facilitator who will be there for the long run. As well as acting as a sounding board, your partner should have the ability to execute within the terms of your unique situation (and it will be unique). Look for a partner who can offer the supporting services, technology platforms, behavioural and culture change expertise, external resources and influence to ensure that you stay true to the cause and actually achieve your goals and aspirations.

ALL ROLES FLEX- AN AUSTRALIAN FIRST

At Telstra, some years ago we recognised that despite helping other organisations introduce technology to enable their employees to work more flexibly, we had not truly embraced that opportunity ourselves. To address this problem, we created a new approach to flexibility, "All Roles Flex," which means exactly what it says, and it was a deliberately disruptive approach. Today, all employees have the opportunity to work flexibly, recognising that the practice will mean different things for different people and different work types. And the results have been remarkable. In Telstra's 2014 Employee Engagement Survey, we noted marked improvements in results for Work/Life Balance; Ability to handle stress; Flexibility; Diversity and Inclusion. We're now walking the walk towards the many advantages of flexibility too, from productivity benefits, lifting engagement, and Future Ways of Working, with technology linked very strongly to enabling this.

SO, WHERE DO YOU START?



THE KEY
CONSIDERATIONS



NOW, WHAT DO
YOU NEED?



SO, WHERE
DO YOU START?



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UNDERTAKE A THOROUGH DISCOVERY PROGRAM

Through our business consulting team and tools, the Telstra Collaboration and Contact Consulting Practice are able to facilitate an end to end review of your business from People, through Workplace to Technology. It is critical that all three areas are considered at the discovery phase - this creates a high level blueprint for the future - and everyone needs to get involved.

The first step in the process is to decide whether or not things need changing at all. Change for change's sake is rarely a good idea (as anyone who's lived through the experience of yet another organisational "new broom" will testify). However, your senior leadership team also needs to step back and consider whether there are existing problems in the way your business is working, and what threats or opportunities might have an impact on your company's performance. You need to consider how the application of new ideas, strategies and technologies could address these. You need to gain consensus on where you are today, where you want to be in the future, the time-frame and priorities.

Key areas for discussion are likely to include:

- How can you improve staff engagement and productivity? What do you do about creating a genuinely flexible workforce?
- How will you enhance business performance and growth?
- How can you reduce your operational costs at the same time?
- What can you do to differentiate your business and make it more competitive?

Only once you have identified which goals, priorities and opportunities are important should you undertake a deeper analysis of your organisation and create a firm and viable strategy. You'll need to think not only about your history and business culture – the living DNA of your workplace – but also about your current environment and how your people work. This process allows you to make a more informed decision about future directions and take more educated and strategically aligned tactical steps, as required, in the interim.

By the end of it, you should have an understanding of the transformation strategy you wish to implement, including a roadmap of the stepping-stones you'll need to achieve and how you will measure outcomes.

The next step in the process is the implementation of your strategy. You can have the best strategy in the world, but only a clear and cohesive implementation and change plan as well as a sophisticated and robust measurement framework will ensure full adoption, maximise your operational cost reductions and return on investment, and assure the sustainability of your new business without borders.

ABOUT THE AUTHOR



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At Telstra, Stuart is responsible for delivering strategy, organisational change and benefit realisation programs for government and enterprise customers around the world. Stuart has worked in multiple roles across the Unified Communications & Collaboration Industry for close to 20 years, focusing on Management, Technology and Change Consultancy.

In his view, to create and sustain genuine business transformation, organisations need to break down all pre-conceptions, and bring together the physical, virtual and behavioural imperatives of successful organisational change. And all this needs to be done against the backdrop of rapid technology advancements, evolving organisational imperatives and the social intricacies associated with the workplace of the future. Stuart helps our customers to define what Future Ways of Working will look like for them, and then to actually achieve it.



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ABOUT TELSTRA

By working closely with a partner who has the professional services capability to genuinely transform business – across workplace, people and technology – organisations can embrace tomorrow's working environment, in turn improving productivity and helping people to work more flexibly and communicate in better ways. Telstra offers business consulting across the three pillars required for you to establish your own Future Way of Working.



CLOUD COLLABORATION

An enterprise-grade Ucaas solution with a per-user-per-month (PUPM) charging model that integrates voice, instant messaging, presence, web and video conferencing and can be extended seamlessly to compatible mobile devices.



VIRTUAL CONTACT CENTRE

An agile cloud-based contact centre service with real-time scalability and flexible commercial models.



WHISPIR

A two-way conversation platform that facilitates communication across multiple channels including SMS, email, voice and social media.



TELEPRESENCE

A true-to-life conferencing service that allows clients and colleagues to communicate across the globe without associated travel time and costs.



CONFERENCING

Integrated audio, video and web conferencing services that can enhance workforce collaboration across time zones.



FUTURE WAYS OF WORKING TELSTRA IS HOW



For further information speak to your
Telstra Account Executive.



Click here to learn more about
Future Ways of Working at Telstra.