

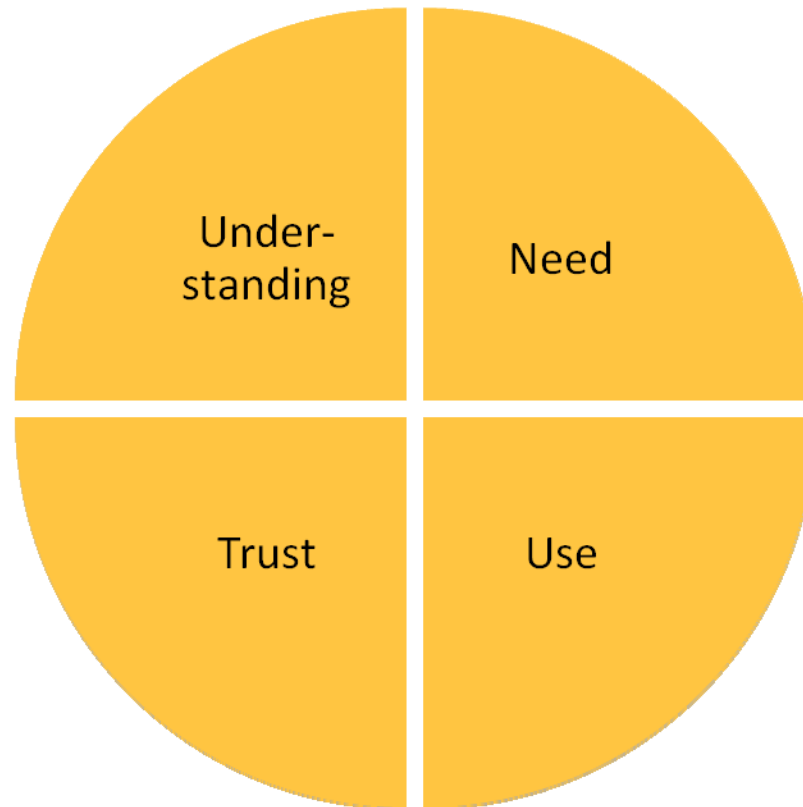
New Working

IT in the Netherlands

Nine principles of New Working

- Decide how, where, when, with who you work
- Not the function but talent stipulates someone's value
- Everyone is responsible for his own development
- Variety and a tailor-made jobs are the new standard
- Not the borders and structures of an organization are leading, but the topic and tasks.
- The communication and information are transparent, unless....
- Management inspires and sends using collective ambitions.
- The civil servant has digital knowledge and skills
- Workplaces have been activity-related and ict-support always stands in service of the employee.

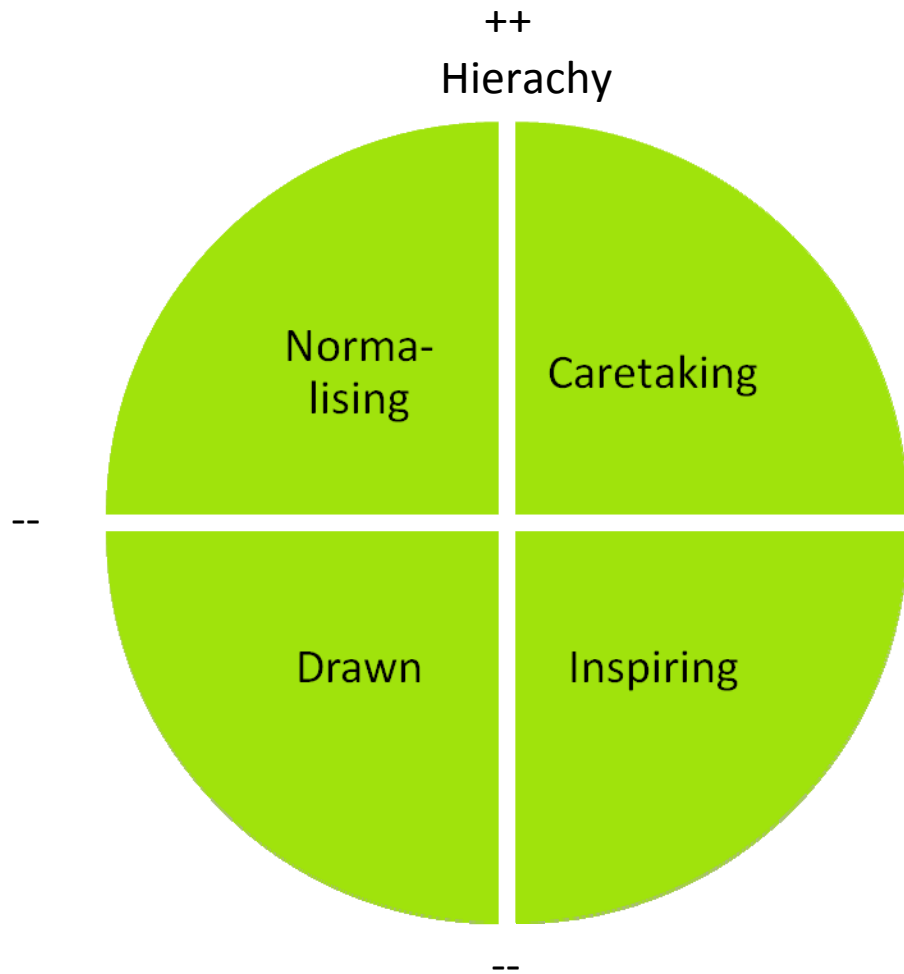
1. Governing boards



Source: Microsoft



1. Governing boards



Roles of the Government



Openness ++

Source: Microsoft

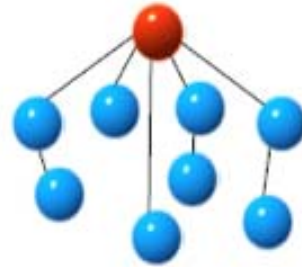


1. Governing boards

Can we move?
Constructs



Tribes



Kingdoms



Democracy

Prof. Thomas Malone - MIT

Bron: Microsoft

2. Organisational

On our way with new working in three fases:

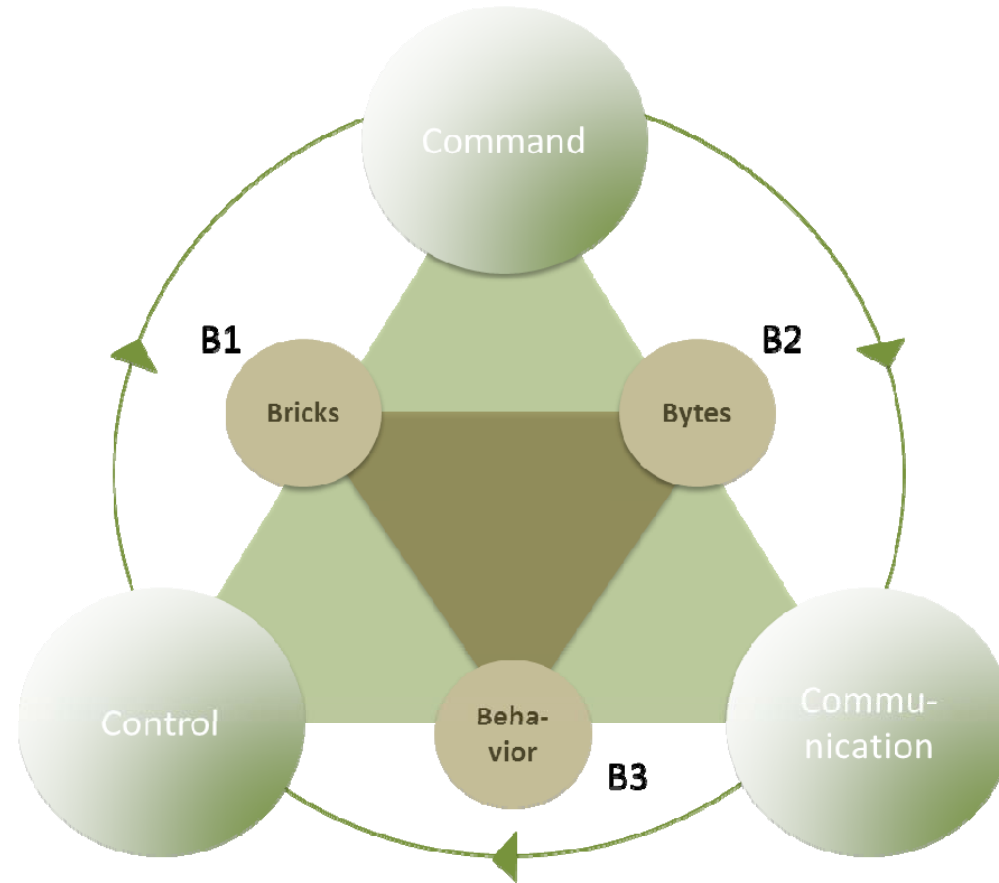
1. We keep doing the same old thing, but with new devices;

2. We will use the possibilities of the new devices bit by bit, but at the most we stay amazed that world view doesn't fit;

3. We adjust our world view fundamentally and we really change. Like it always should have been – we believe.

2. Organisational

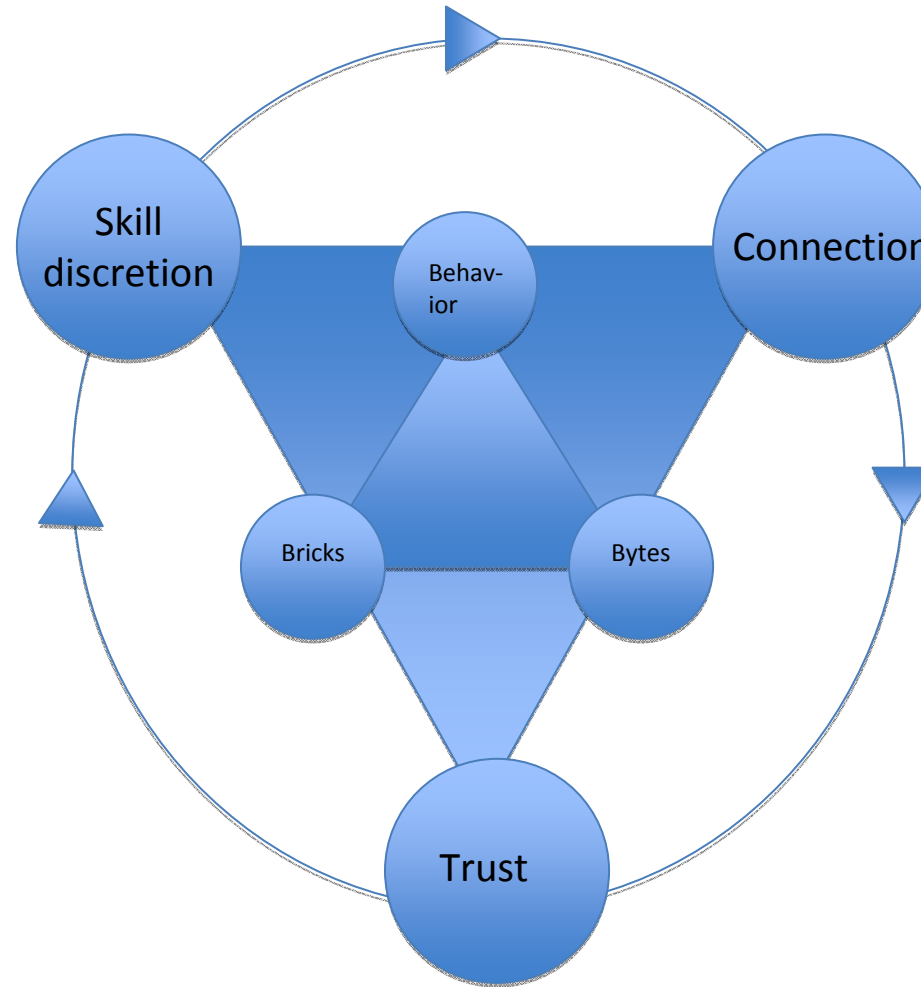
Phase 1



2. Organisational

Anglo-American	Rijnlands
The boss speaks	The one who knows speaks
Concept of man: Individuality	Concept of man: Solidarity
Objective as starting point	Now as starting point
Organization is a money machine	Organization is a municipality/co-op
Individuality	Teamwork
Rule driven	Principal driven
Rules are rules	Context sensitive
Function dividing as norm (Specialization)	Craftsmanship as basis (All round)
Coordinated from above	Coordinated from the work floor
Lead by staff	Primary process is center
Predictability as norm (standard)	Emergent strategy as norm (taylor made)
Knowing means measuring	Measuring means knowing

2. Organisational



3. ICT

- New working appoints high requirements to ICT
 - **Availability:** NW employees can work independent of place and time.
 - **Safe:** Being able to work anywhere and at any time is nice. But with good performance and with well secured data and systems.
 - **Reliable:** Employees need a reliable infrastructure with which they can work carefree at any time and place.

3. ICT

- New working appoints high requirements to ICT (example):
 - NW asks for a new ICT workplace
 - Always and everywhere access to needed information
 - ‘Consumerization of ICT’
 - Dynamic ICT-infrastructure
 - Communication and collaboration tools
 - Bring your own device (BYOD)