



TYÖ 2.0

LICENCE
TO WORK
SMARTER

#Work2.0



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What we want to build

1. A new relationship with work

- ✓ Work isn't where you go, it's what you do
- ✓ Abandon any work/work stages that generate no added value for anyone
- ✓ Measure outcomes instead of time

2. New identity for civil servants

- ✓ Provide value for customers
- ✓ Eliminate obstacles and unnecessary bureaucracy
- ✓ Be facilitators



What will change?

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Leadership

Competencies

Practices

*By working smarter,
we can achieve more with less.*

*This will benefit both our clients
and our workplace community.*

*Saving time, money
and nerves...*

**Work
environments**

**Use of new
technology**



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LICENSE TO WORK SMARTER

By working smarter, we can achieve more with less.

LEADERSHIP

LICENCE TO LEAD BOLDLY

TRUST, INSPIRE, RENEW.

Better outcomes and effectiveness

PRACTICES AND COMPETENCIES

LICENCE TO EXPERIMENT AND LEARN

QUESTION, ABANDON ANYTHING USELESS, BE BRAVE.

Motivated employees, satisfied customers

WORK ENVIRONMENT AND ICT

LICENCE TO BE PRESENT AND MOBILE

ABANDON STRUCTURES, BE PRESENT FOR YOUR CUSTOMERS, SUCCEED TOGETHER.

Cost-efficient and modern public administration



LICENCE TO LEAD BOLDLY

IN TERMS OF LEADERSHIP, IT IS ESSENTIAL TO

- consider what benefits the whole of society
- set an inspiring example
- leave room for renewal



LICENCE TO LEAD BOLDLY

LEADERSHIP

- is facilitating
- is empowering
- encourages experimentation
- is based on mutual trust





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Work smarter –win – win –win

Individual civil servants

- ✓ Possibilities for influencing own work practices increased
- ✓ Things happen, progress is achieved
- ✓ Work is experienced as increasingly meaningful
- ✓ Wellbeing at work improves

Workplace communities

- ✓ Influence and path-finding
- ✓ Strong background support for own development efforts
- ✓ Sparring, networking, best practices, new ideas...

Central government

- ✓ Overall optimisation
- ✓ Cost savings
- ✓ Improved operating effectiveness
- ✓ Better services

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LICENCE TO
EXPERIMENT AND LEARN



LICENCE TO EXPERIMENT AND LEARN

THE ESSENTIALS INCLUDE

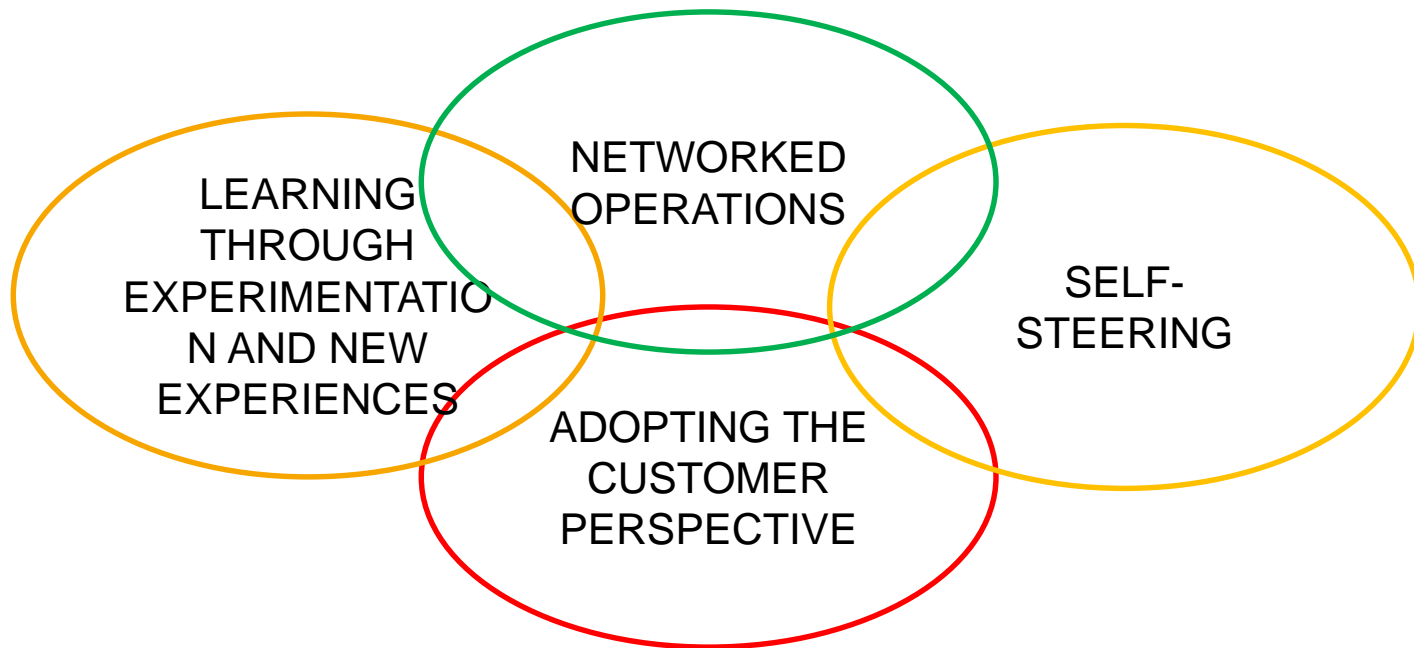
- willingness to engage in renewal
- sharing knowledge and competencies
- the ability to see new opportunities





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What elements are important for creating Work 2.0?





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Self-steering/self-management

- **FREEDOM** to work in a meaningful and effective way
- **AUTHORITY** to make decisions related to one's own duties, within predetermined parameters
- **RESPONSIBILITY** for actions being aimed at the attainment of shared goals determined in the background organisation

"Self-management has a direction" (It is goal-oriented, as opposed for instance to "initiative")



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Networked operations

- The basic unit of work is changing: Working no longer means toiling away alone but interaction, operating in various types of networks.
- Most work-related problems are part-optimisation problems. Networked operations mean a new approach and a transition to total optimisation.
- Our understanding of information has also changed. Information is relationships. New information is created in interaction with others.
- Random encounters are crucial for creating new things



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Learning through experimentation and new experiences

- Experiments are becoming part of ordinary duties
- A good experiment is always related to the basic task of an organisation
- Experimentation is not just about firing shots in the dark. It must also be planned and systematic.
- Even experiments have goals
- New, experimental practices are not born in a single big bang
- It is essential that we learn how to learn in a new way



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Adopting the customer perspective

- Customers' needs have no respect for administrative sectoral boundaries
- From the customer's perspective, the service process is often disrupted between administrative sectors
- Multi-channel provision of services, going where the customer is
- The customer experience must be similar in all channels
- Involving customers and end users in the development of operations and services

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LICENCE TO
BE PRESENT AND
MOBILE



LICENCE TO BE PRESENT AND MOBILE

THE ESSENTIALS INCLUDE

- utilising new technology
- choosing the most appropriate work environment
- building success in cooperation with customers





Working in different types of spaces, using various tools

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Electronic tools



- provide new opportunities for interaction
- help share ideas and outcomes
- enable the collecting of ideas in any place at any time
- enable joint working on the same document at different locations
- enable virtual facilitation of collaboration
- allow all documents related to a particular topic to be found in one place



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From administrator to facilitator / enabler

	Administration	Good administration	Facilitating administration
Organisation	Preparation by civil servants, hierarchies, representative working groups	Expert groups, project groups, named networks	Self-governing teams and networks
Practices	Working alone, formal procedures	Quality thinking, availability of services	Experiments, co-creation, anyone can participate, pro-bono
Relationship with information	Information is a means of power	Information for those that need it, assessment data, measurement & indicators	All information to everybody, open data, creating new information through collaboration
Relationship with customers	Distant, subjects of administration	Listening to customers, customer feedback	Participate in preparation, ecosystems, developer communities
Leadership	Top-down	Also from grass roots to top level; quality, strategic, project and customer relationship management	Network management, self-management, innovation-enabling management
Operating culture	Formalities, liability for acts in office, avoidance of mistakes	Democracy, consultation, inclusion	Freedom, creativity, self-steering, curiosity
Monitoring/indicators	Costs, outputs, working hours, part-optimisation	Quality, customer satisfaction, profitability, inclusion	Entities, functioning of systems, value added for customers

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