

# PMI BELGIUM



## Welcome at GETRONICS

PDU : C133-20130306

KNOW MORE | STAND OUT | GET HIRED

**Start** your career in project management

# THANK YOU :



KNOW MORE | STAND OUT | GET HIRED

**Start** your career in project management

# AGENDA

- Coffee and Introductions
- PMI Welcome and AGENDA
- EFQM Competition : Vinciane Beaudouin
- TOUR 1
- TOUR 2
- Conclusions : Isabel Raemdonck / Anna Sigurdsson / Benny Corvers
- Closing Messages
- Cocktail



# EFQM Good Practice Competition 2013



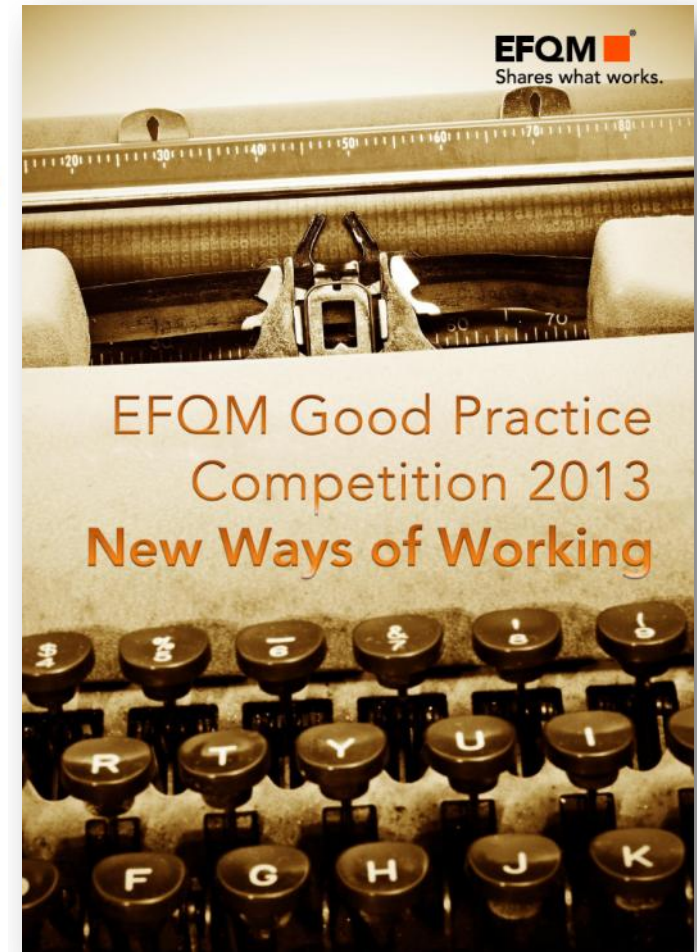
**New Ways of Working**



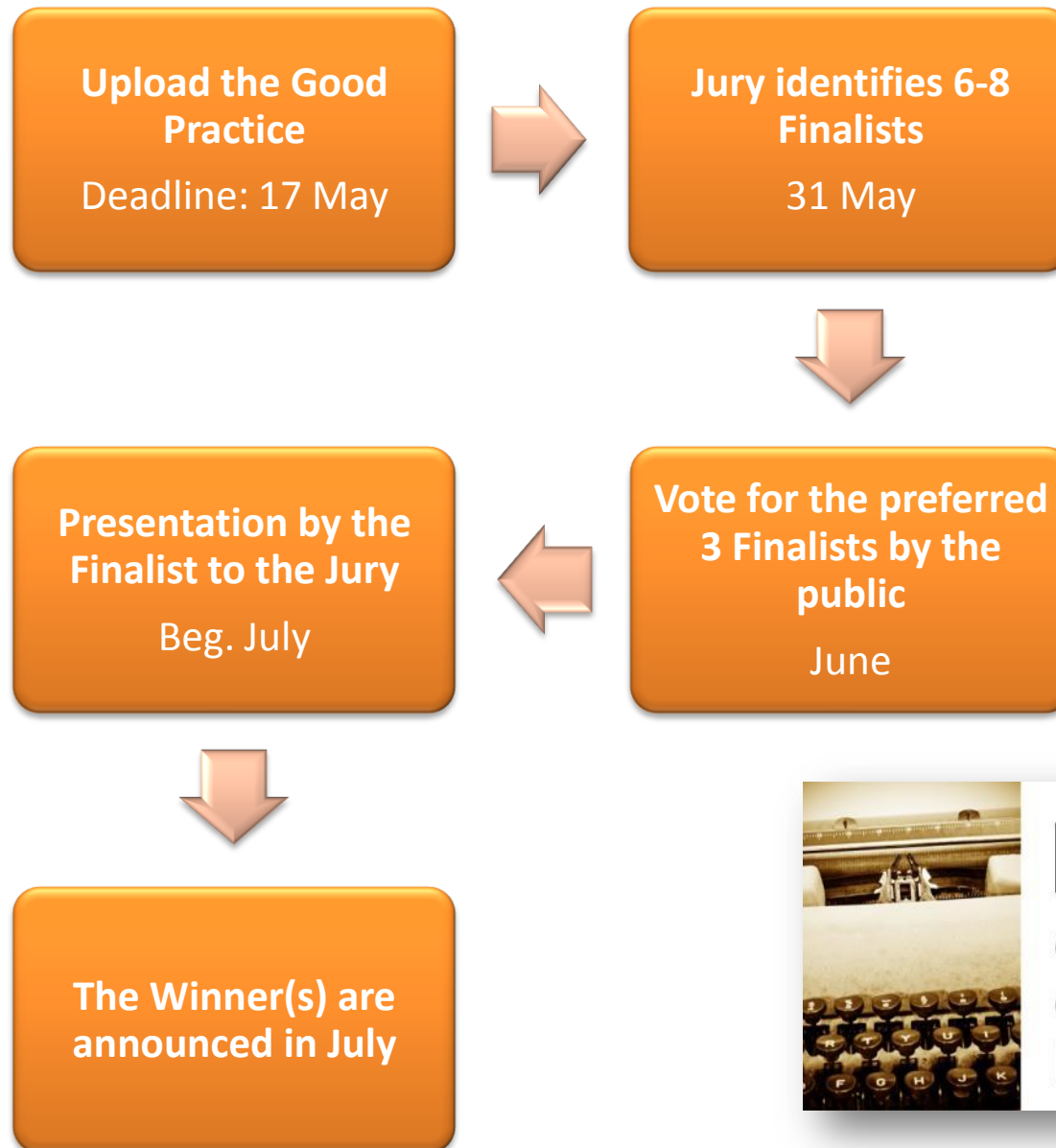


# EFQM Good Practice Competition

## New Ways of Working



# How does it work?



# Your opportunity to...

- Share your experience
- Provide inspiration to others
- Ensure international recognition
- Present your Good Practice at the EFQM Forum in October in Vienna
- <https://sites.google.com/site/efqmgpc2013/home>





Thank you

  
Vinciane Beauduin - EFQM

[vinciane.beauduin@efqm.org](mailto:vinciane.beauduin@efqm.org)







# Managing the transition to the new world of work

## Lessons Learned

Ludo Constant

Getronics





## Ludo Constant

Getronics



- Senior Consultant IT Advisory Services
- Togaf, Cobit, ITIL, Prince2 certified
- NWOW Program Manager



## What do we do?

Getronics Consulting helps customers to tailor their ICT department to fit their business and to carry out changes simply, as and when the need arises.

Getronics Consulting assists customers in making clear choices and setting a course for the coming years.

For this we provide a complete set of end-to-end services enabling customers for the New World of Work.

**The New World of Work** enables our customers' end users to become **more productive, flexible and effective** by remotely connecting with each other, wherever they chose to work, in a secure and seamless way...

...As such, our **vision** is to become recognised as '**the**' global ICT **business partner** for our customers, by offering a high-quality and innovative **future ready** portfolio, with seamless delivery across the world.

**Our mission** as consultants is to be a business partner to our clients, helping them to optimize their ICT platform, processes and organization along the road to enabling a New World of Work.

## New World of Work

### Managed Workspace Solution

- Getronics remotely Managed
- Service standardised
- E2E services
- Pay per seat

### Customer on premise Workspace Solution

- Projects
- Operation Support
- On site

### Workspace from the Cloud

- Getronics Operated
- Getronics Hosted
- SaaS integration
- In country DataCentre
- Architecture and services standardised
- Pay per use

- Paperless
- Collaboration
- Mobility

## Old World of Work





IS IT A  
NEW  
WORKPLACE?



# IS IT NEW TOOLS & TECHNOLOGIES?





IS IT A NEW  
COMPANY  
CULTURE?

# FACILITIES

An activity based workplace

& ICT

New technologies, tools and processes

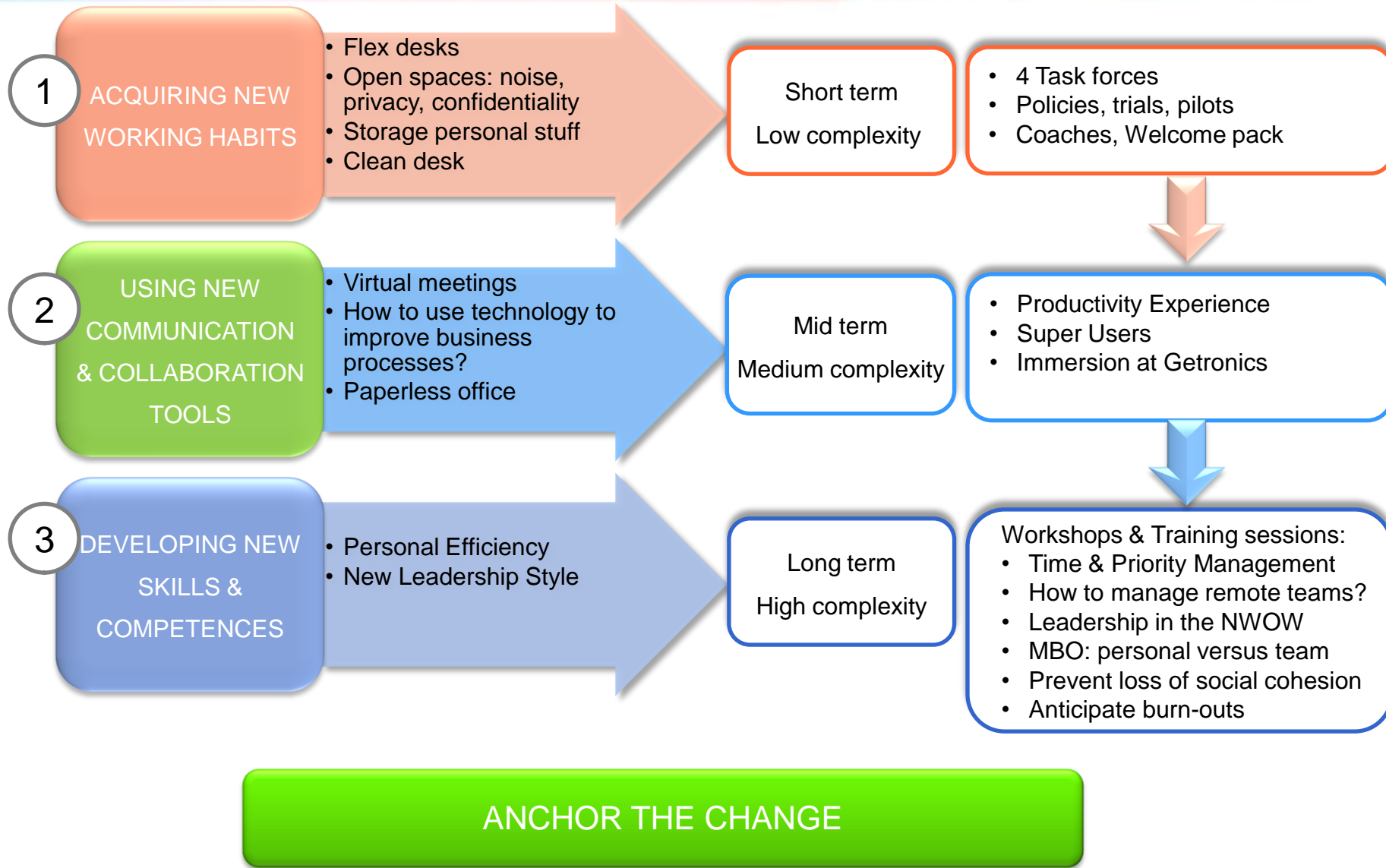
& HR

a new company culture



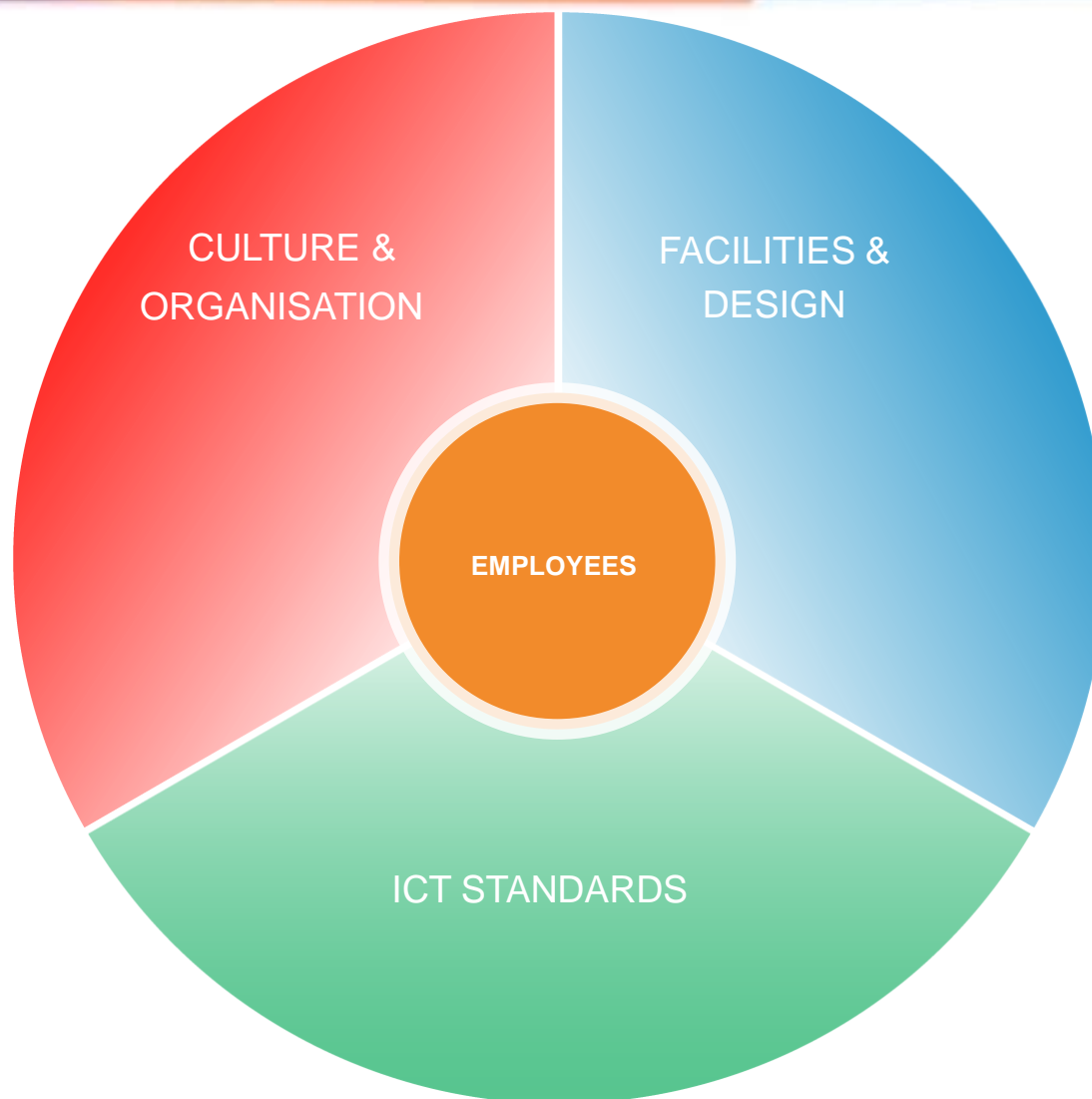
# A 3-STEP BEHAVIORAL CHANGE PROCESS WITH GROWING COMPLEXITY

Getronics



# FOUR TRACKS TO MANAGE

Getronics



A photograph of an office environment. In the foreground, a man sits at a desk with two laptops, resting his head on his hand. In the background, two other men are leaning over a desk, looking at a screen. Large windows with blinds are visible. A large, semi-transparent orange circle is overlaid on the left side of the image.

CULTURE &  
ORGANISATION

ADDRESS UNCERTAINTY  
ELIMINATE MISCONCEPTION  
BATTLE DISBELIEVE  
ACHIEVE ACCEPTANCE



CULTURE &  
ORGANISATION

BRAINSTORMING SESSIONS  
NWOW VISION DOCUMENT  
CHANGE MANAGEMENT  
MANAGERS  
CHANGE MANAGEMENT  
EMPLOYEES  
NWOW RULE BOOK  
(DISCOVER)  
NWOW FRAMEWORK  
POLICIES  
NWOW LEGAL ASPECTS  
NWOW MOBILITY  
NWOW EMPLOYEE  
FACILITIES  
NWOW PROFILING





FACILITIES &  
DESIGN





MACRO DESIGN

CLUSTERING

MICRO DESIGN

FUNCTIONALITIES

SOME KEY ELEMENTS:

0,8 FLEXDESK PP

35 MEETING ROOMS

9 BUBBLES

7 LOUNGES

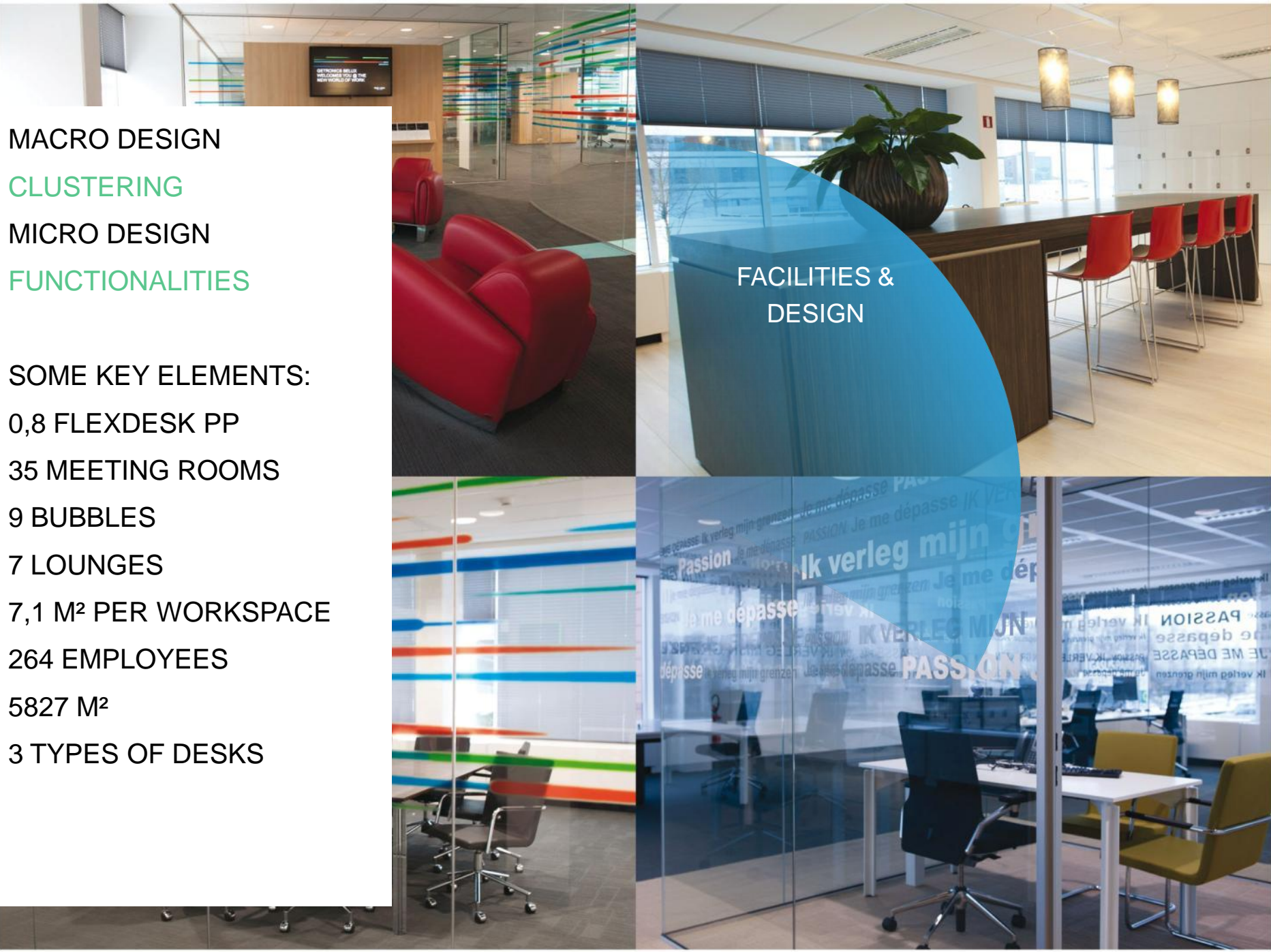
7,1 M<sup>2</sup> PER WORKSPACE

264 EMPLOYEES

5827 M<sup>2</sup>

3 TYPES OF DESKS

FACILITIES &  
DESIGN





ICT STANDARDS



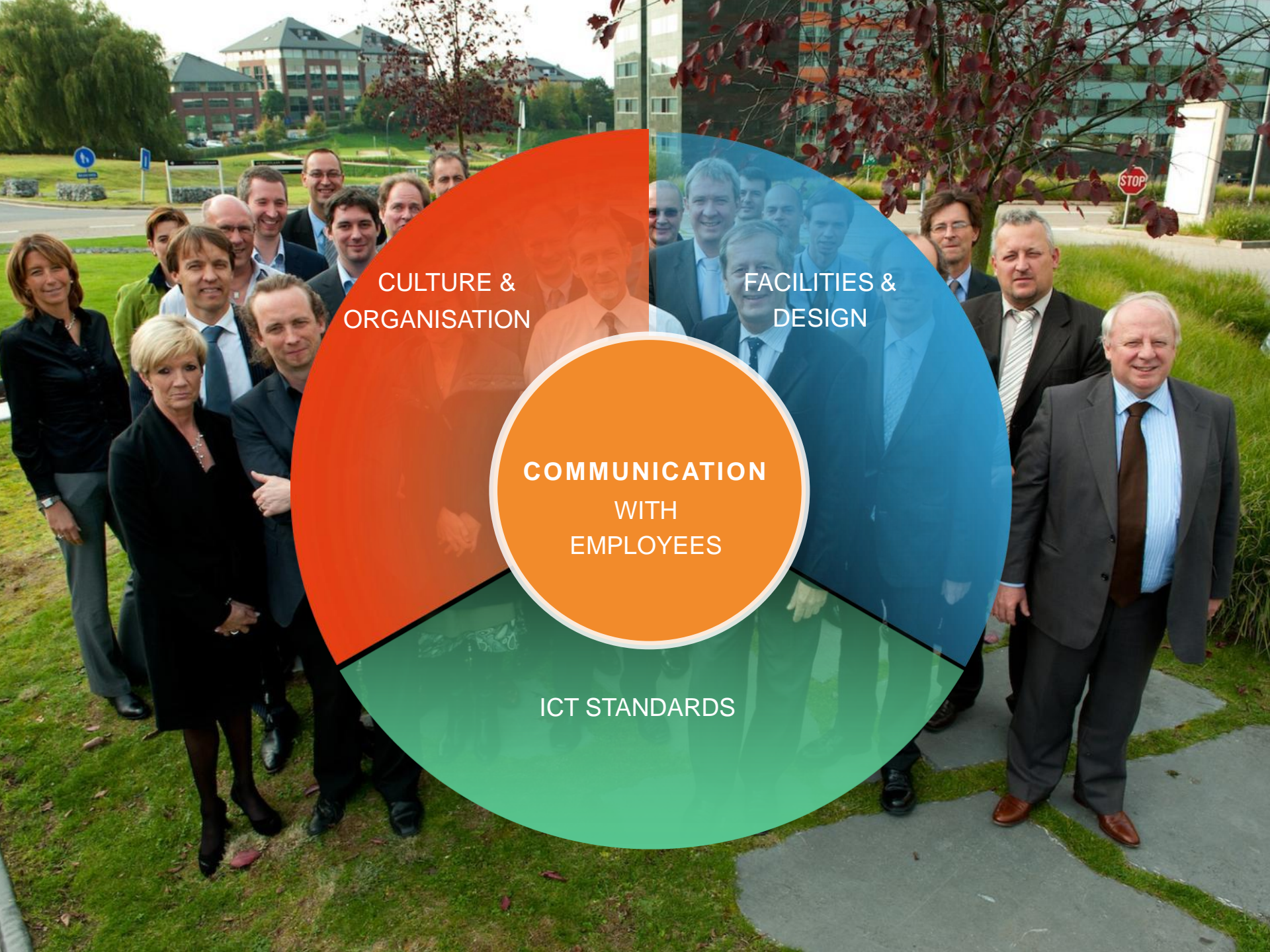


ICT STANDARDS

ACCESS & BADGE SYSTEM  
CABLING & WIRELESS  
VISTOR ACCESS  
NWOW HW & SW PROFILES  
STANDARD  
COLLABORATION &  
COMMUNICATION  
FACILITIES

PAPERLESS OFFICE  
PRINTING FACILITIES

MEETING ROOM FACILITIES  
ADDITIONAL ICT (MEDIA  
SCREENS, SMART BOARDS,  
ROOM WIZZARDS,...)



CULTURE &  
ORGANISATION

FACILITIES &  
DESIGN

COMMUNICATION  
WITH  
EMPLOYEES

ICT STANDARDS





CULTURE &  
ORGANISATION

FACILITIES  
DESIGN

COMMUNICATION  
WITH  
EMPLOYEES

ICT STANDARDS

COORDINATED  
COMMUNICATION PLAN

BLOG

VIDEO

E-MAIL

MAGAZINE

CARTOONS

Q&A SESSIONS

BREAKFAST SESSIONS

DEMOS & MOCK-UPS

TRAINING

HOSTS

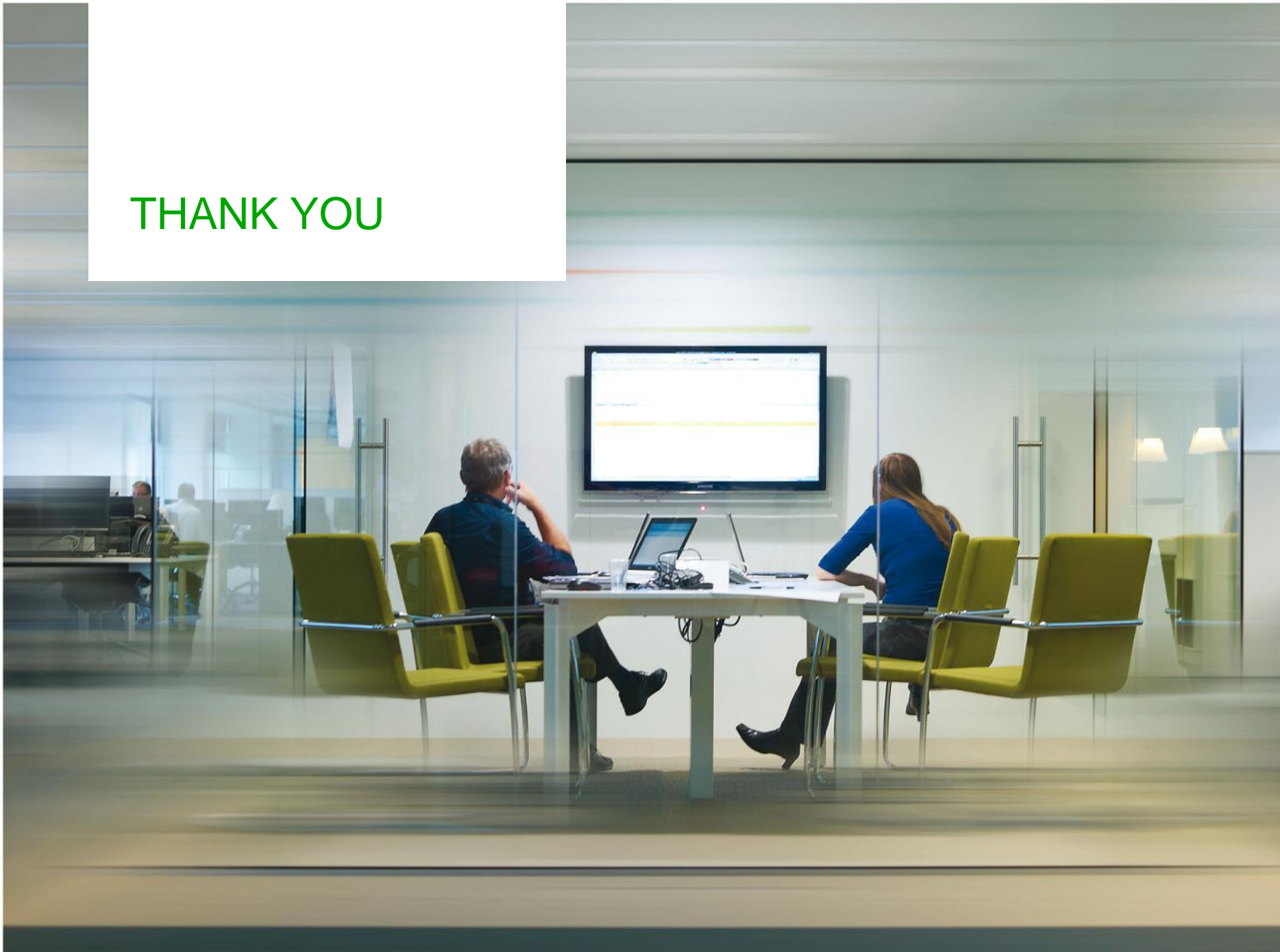
COACHES

FAMILY DAY

## Making the transition a success

- Start top down – agree on a vision document
- Translate the vision document to an envisioned work scenario
- Install the most powerful governance possible
- Do not pay lip service to change management but make it a cornerstone of every deliverable
- This is something a company does once so hire so buy the knowledge – do not develop it in-house...
- Plan your resource allocation meticulously
- Establish program controls and agree on an effective exception handling process
- Don't forget: as program manager you must manage and lead – because this program has a strong emotional impact
- Tailor – make it fit - don't cut and paste – let people decide

THANK YOU





# Achieving operational excellence

*Priority*<sup>TM</sup>

## Priority Management: Best Practices



1. Touch it once
2. All in one place
3. Manage expectations
4. Be realistic
5. Write down
6. Follow up delegated work
7. Prioritise based on objectives
8. Plan ahead
9. Be pro-active
10. Work as a team

*Priority*<sup>TM</sup>



Helping busy people  
become more effective

  
**even**

*Priority*<sup>TM</sup>

# **Key competencies in the new way of working**

**Prof. Dr. Isabel Raemdonck**

PMI Belgium: Chapter evening

Getronics

March 6, 2013



# Your three important topics

**Self-direction** as a **KEY COMPETENCE**  
in learning the new way of working

## The case of Grontmij Industry

### Key principles

- Project management: Integral approach, customer oriented, coaches per discipline, changing role unit-managers (soft skills)
- Knowledge sharing and communication
- Phases: (1) Change structure, (2) implementation, (3) self-directed teams

## The exercise of self-direction

- A multi-component, iterative, self-steering process which modulates environmental, cognitive, affective and behavioral elements (Boekaerts, 2006)
- Self-direction is amenable to the educative process



# HOW do adults self-direct in the workplace?

Dimensions (Garrison, 1997)

- **Self-management** (external management): contextual control (external activities – shaping the contextual conditions and what learners actually do during the process of self-direction)
- **Self-monitoring** (internal monitoring): cognitive responsibility of process (internal activities: cognitive and meta-cognitive processes)
- **Motivational** (volition): entering (deciding to engage in task) and stay on task (persistence)
- Dimensions are connected

## How do adults self-direct in the workplace?

- Adults strive for multiple goals at the same time + changes over time
- Social resources and environmental control are important in overcoming barriers (strategy use)
- However, often need for shared or external steering of the work and learning process

## **HOW do adults self-direct in the workplace?**

The exercise of self-direction is affected by personal characteristics of the individual and by characteristics of the environment.

⇒ Questions that arise:

- Is self-directedness the same for those who have less abilities than for those persons who are naturally capable of self-directing?
- Influence of situational differences: A person may be self-directed in one context but paralysed in another...

## WHO is self-directed in the workplace?

- Individual differences:
  - Work motivation and learning motivation
  - Personal characteristics : seeking opportunities, self-starting, initiative, overcome barriers
  - Cognitive ability, reflection skills
  - Learning preferences and learning orientations
- Variables at the level of the individual employee are very important in the prediction of self-directedness (Raemdonck et al., 2010)

## **WHEN are employees self-directed in the workplace?**

### **Marissa Mayer CEO Yahoo: No more telecommuting Yahoo's work-at-home force ordered back to the office**

"Employees who have been allowed to work from home will be required to report to Yahoo's offices instead. So much for that 21st century no-walls workplace". (Chicago Tribune, February 28, 2013)

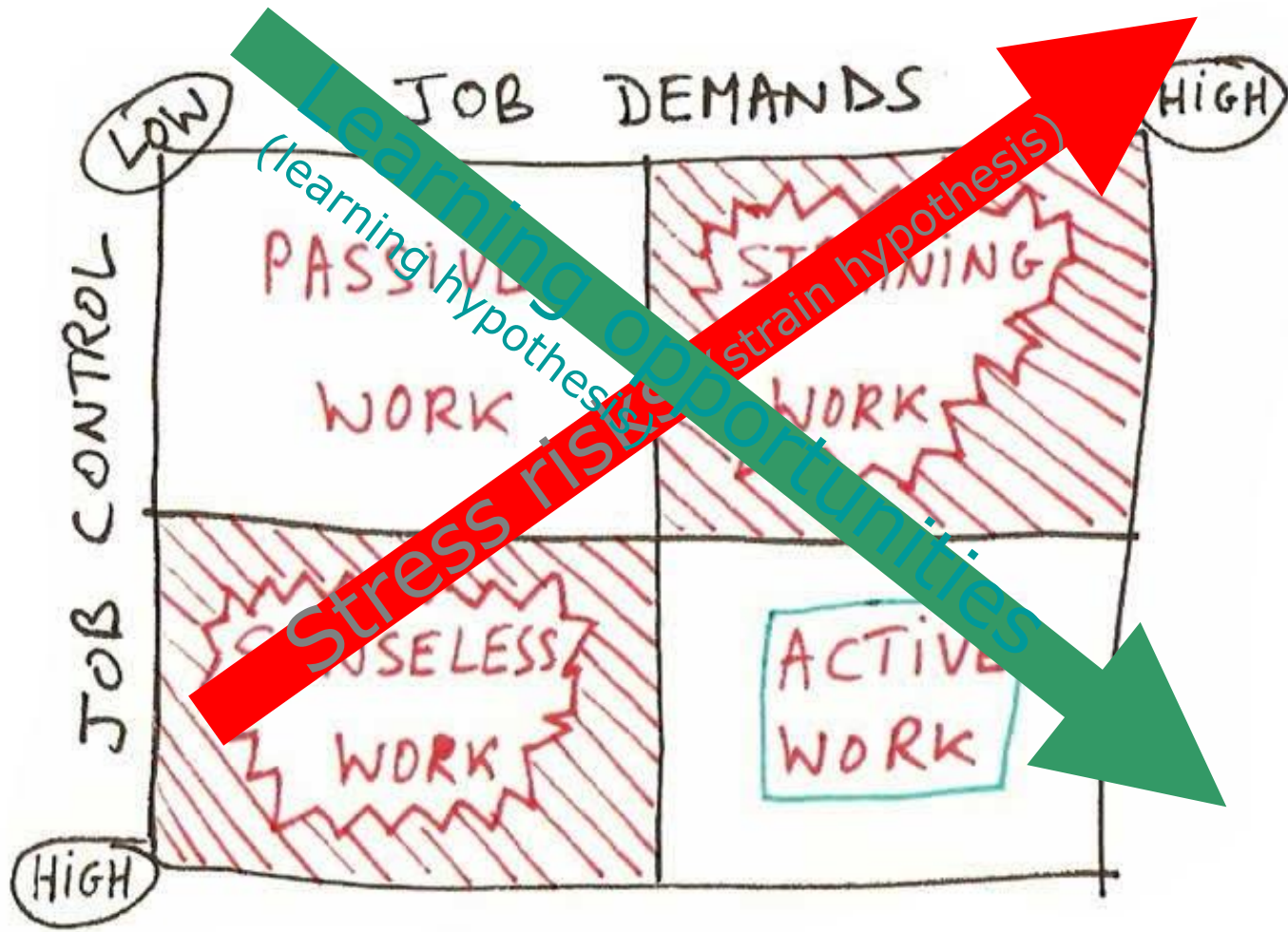
"To become the absolute best place to work, communication and collaboration will be important, so we need to be working side-by-side," the memo said. "That is why it is critical that we are all present in our offices." (CNN, February 25, 2013)





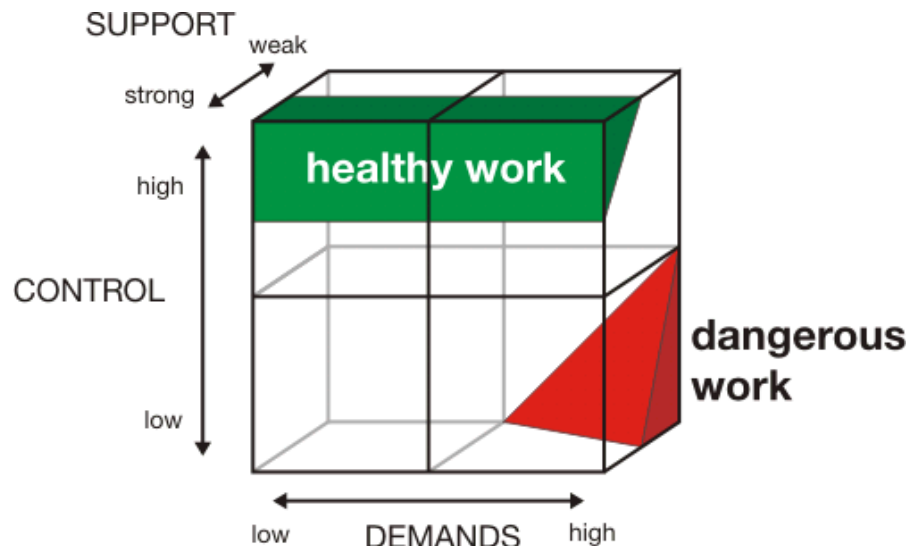
## WHEN are employees self-directed in the workplace?

- Refers to the **environmental conditions**: How to create a work learning environment conducive to self-direction?
- Learning culture: Quality of work tasks and quality of social relationships at work (Eraut, Alderton, Cole & Senker, 1998).



Job-Demand-Control Model (Karasek, 1979)

# The role of social support



Job-Demand-Control-Support Model (Karasek & Theorell, 1990)

## **The case of Rabobank Private Banking**

### Key principles:

- Self-direction
- Increase learning competence
- Integrating learning and working: informal learning
- Learning interventions on basis of learning profiles employees (how people solve work problems)

### What they learned:

- Often too instrumental: predefined steps
- Change work environment but also change how people think and act
- Take into account how people functioned before the change, their way of thinking
- Describe desired behavior in detail so people know what is expected from them. Describing the objectives is insufficient.
- If the desired behavior is self-directedness, than the implementation process should call upon the same principle.



## Thanks

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Fiche personnelle UCL:

<http://www.uclouvain.be/isabel.raemdonck>

LinkedIn: <http://be.linkedin.com/pub/isabel-raemdonck/3b/2b4/323>





# The KUBUNINA Project

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**Start** your career in project management

# PMI Belgium will collect

- French books
- Funds

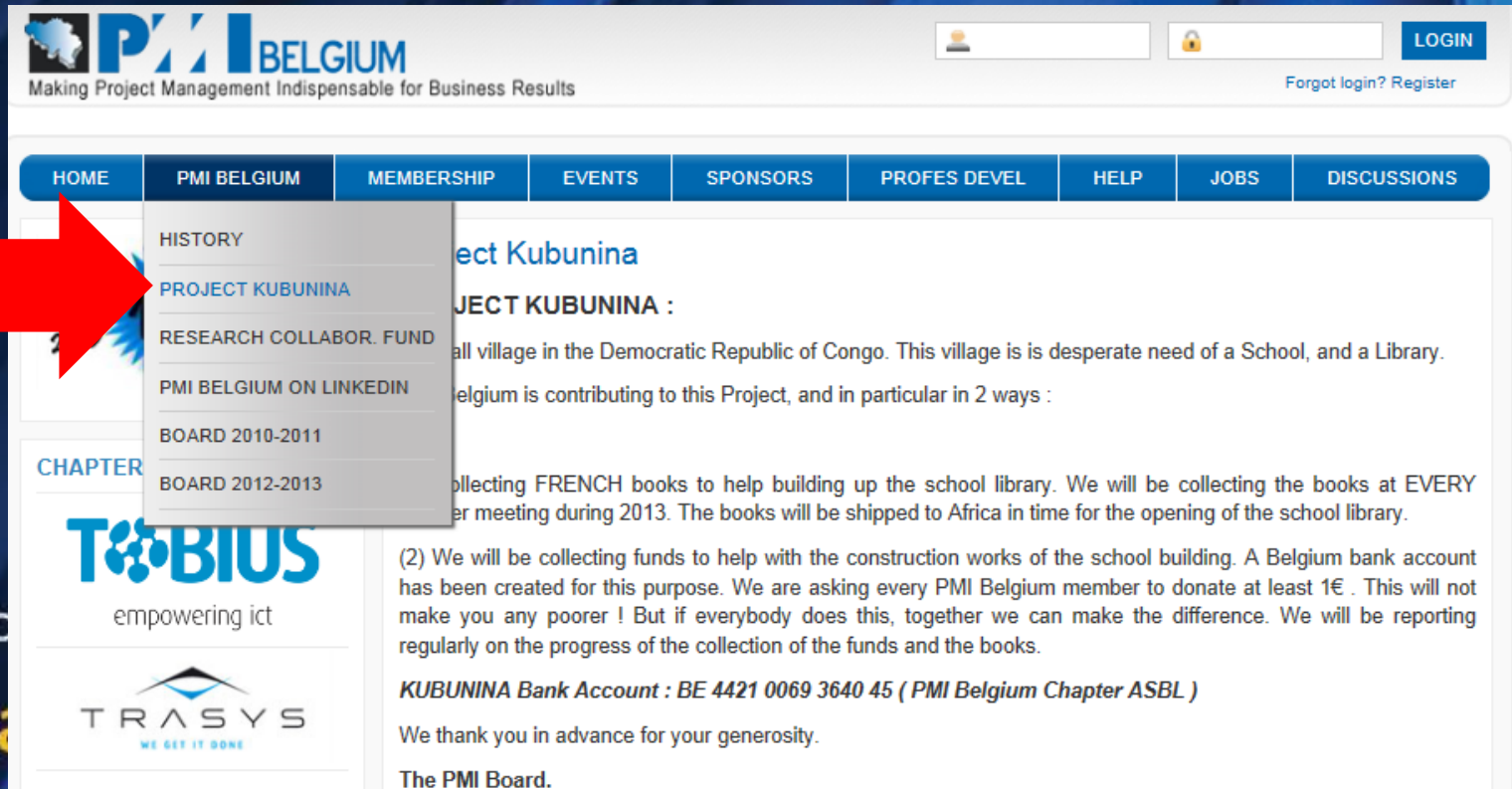


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# www.pmi-belgium.be



The screenshot shows the PMI Belgium website. The header includes the PMI Belgium logo with the tagline "Making Project Management Indispensable for Business Results", a search bar, and a "LOGIN" button. The main navigation bar contains links for HOME, PMI BELGIUM, MEMBERSHIP, EVENTS, SPONSORS, PROFES DEVEL, HELP, JOBS, and DISCUSSIONS. A red arrow points to the "PROJECT KUBUNINA" link in the left sidebar menu, which also includes HISTORY, RESEARCH COLLABOR. FUND, PMI BELGIUM ON LINKEDIN, BOARD 2010-2011, and BOARD 2012-2013. The main content area features a section titled "Project Kubunina" with the heading "PROJECT KUBUNINA :". The text describes a village in the Democratic Republic of Congo in need of a school and library, and mentions that PMI Belgium is contributing to this project in two ways: collecting French books and collecting funds for the school building. It provides a Belgium bank account for donations and expresses gratitude to the members and the PMI Board.

**PMI BELGIUM**  
Making Project Management Indispensable for Business Results

LOGIN

Forgot login? Register

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HISTORY  
**PROJECT KUBUNINA**  
RESEARCH COLLABOR. FUND  
PMI BELGIUM ON LINKEDIN  
BOARD 2010-2011  
BOARD 2012-2013

CHAPTER

**T&BIUS**  
empowering ict

**TRASYs**  
WE GET IT DONE

**Project Kubunina**  
**PROJECT KUBUNINA :**

all village in the Democratic Republic of Congo. This village is in desperate need of a School, and a Library.

Belgium is contributing to this Project, and in particular in 2 ways :

collecting FRENCH books to help building up the school library. We will be collecting the books at EVERY meeting during 2013. The books will be shipped to Africa in time for the opening of the school library.

(2) We will be collecting funds to help with the construction works of the school building. A Belgium bank account has been created for this purpose. We are asking every PMI Belgium member to donate at least 1€ . This will not make you any poorer ! But if everybody does this, together we can make the difference. We will be reporting regularly on the progress of the collection of the funds and the books.

**KUBUNINA Bank Account : BE 4421 0069 3640 45 ( PMI Belgium Chapter ASBL )**

We thank you in advance for your generosity.

The PMI Board.

# Next Events

- 25 April : Change Management at the VRT hosted by Arch International
- 6 June : Team Building hosted by USG and Insight

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# PRIZE DRAWS

## THANKS TO OUR SPONSORS



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**Start** yo



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