

THE FUTURE OF WORKPLACE

Abstract

This research paper focuses on the fact that the art of managing the workplace is rapidly changing. Today in the organizations the business leaders and industry captains are continually debating on the evolving nature of the business and its impact on the future workplaces. Thus, it is quite natural that we are all curious to know how the organization workplace and practices will change in the immediate future. The author has tried to seek answers to the questions of future workplace practices, the changing nature of the business patterns and above all the shifts in generational values that binds together the business practices and culture. Besides, the author has tried to provide the ideas that may help the today's thought leaders offer us their perspectives for the coming generations. The effort has been to discover what part of social legitimacy, volatility and diversity of change is going to play at the workplace of tomorrow. The author is of the opinion that understanding the work place behaviour and ethos will help to come out with an approach and right kind of Management style as identity is the managers and leaders' relationship to reality. Based on literature review and the contemporary work done, the most critical need today in Business Management is to gauge the changing scenario across the globe and to curve out a path to meet the challenges of VUCA world. The efforts involved in combining the philosophy of systems into a structure are outlined that can be used in developing and inculcating a new culture for leader development and leadership readiness. The kind of structures and mental discipline a manager / leader should cultivate in order to exercise authority appropriately through an understanding of the changing dynamics of Management approach can pave a new pathway to the corporate culture and this paper resonates to communicate the thought crystals in our minds that would enable the business leaders and managers to pause and think, more so at a point of urgency, stress or a crisis in an organisation revolving around the scope of this work.

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The changing concepts of management can help organisations achieve the mission critical goals-helping its leaders to sustain and succeed in uncertain business environment leveraging through the organisational competencies – unleashing the unlimited potential. An original piece of work, this research paper can be of immense value not only for the academicians but also for the Management professionals more in terms of identifying, nurturing and developing vibrant business leaders and thinkers of tomorrow.

Keywords: perspectives, business operations, practices, managerial effectiveness, models, systems.

I. INTRODUCTION

Any business operation revolves around three factors- People, products, and profits. The energy that is created due to their interaction is controlled and channelized towards a defined objective through the science of Management. Whether it is an art or science, a discipline or salesmanship, the foundation of Management rests on the principles, policies, and the philosophies of the mind. The study of Management is primarily study of human beings. The Manager / leader is a human being first, dealing with people within a particular system. Successful dealing of people depends to a great deal on how well the Manager/leader can project the views, hold back one's personal ego for the larger interest of the fellow colleagues and the organization. (Shingle, 2013)

Management as a subject has evolved over the years. It is not an easy task. The phrase, the art lies in concealing art, is never more appropriate than when applied to managerial behavior. In today's changing context managers must develop professional discipline to make their jobs exciting and challenging. Let us agree that good procedures or systems do not ensure good leaders/ managers, just as good constitution does not guarantee a good President or a good Prime minister. The Managers of tomorrow cannot have people / teams to their choice. They need to make the best use of people by developing people. Going onwards they have to make this a sacred mission. The future demands that a Manager / leader must learn to distinguish between what is routine and what is emergency. The Managers of tomorrow must train themselves in the multi-disciplinary functions to permit interchangeability and flexibility in their positions. A professionally managed company must adhere to qualitative principles in decision making and insists on feedback, accountability and evaluation of performance. The future demands every manager/ business leader to achieve the intellectual excellence by asking these questions: what am I doing? How am I doing it? What do I want to achieve by doing? The action must be preceded by thought and a clear vision of the objective horizon. The managers must try to be a contributor and not a wage earner. They need to place their sight on corporate growth within the parameters of individual priorities. Where there is a true spirit of team work, each person is a manager irrespective of grades. Future beacons the Managers to be the people developers instead of being paper shufflers. (Yukl, 2017)

One of the key tasks of the Management institutions and corporations will be to reveal the collective thoughts and visions of pioneers and the mavericks with a view to excite, stimulate, intrigue and provoke to change the attitude of those who goes through this work. (Schin, 2018)

The million-dollar question that we need to ponder is business changing or is the art of managing changing? Will the success of our industry and startups depend upon embracing digital technology? Will the trade unions target the employers or will organizations target the virtual teams? Going through various literature on leadership development, there has been a growing realization that preparing for a digitized, globalized future has shown the need for a new and a different breed of leadership- dreamers, passionate and sensational. The average traditional leadership will not survive in the future and the sensational leadership will thrive on unleashing and building on emotion and imagination. Professors Ingallil Holmberg and Jonas Ridderstrale of Stockholm School of Economics is of the opinion that organizations together with their leaders will be forced to come up with innovative ways to increase the

pace of creativity and innovation. (Posner, Leadership challenge , 2000) It is time for us to explore what are the boundaries that define the very concept of “Managing” today.

II. PEOPLE ORIENTED COMMUNICATION

It is high time for the leaders and Managers to switch from becoming individualistic to peoplistic. An organization can have the best communication system. However, if the leader or the Manager is individualistic the organization is bound to suffer. Today majority of the organizations spent huge sum of money to upgrade their internet and intranet and make it better. However, most of the time the role holders make the mistake of not identifying the difference between the art of communication and its medium. Let us not forget that internet does not communicate with people. It is people who communicate with people. Internet is only a medium and even the best of the internet systems does not by itself guarantee effective communication. While internet can make the communication faster but we all know that on several occasions the receivers do not respond immediately. Have we ever wondered how many of us are using the internet as a fully effective communication tool? (Wert, 2016)

Today the challenge for a manager and a business leader is to create an atmosphere in which everyone can communicate quickly. Increasingly we realize that in large corporations the communication can be disrupted due to various layers of the communication and ultimately the very essence of the information is lost. Impactful communication helps us to breakdown the traditional organizational hierarchy and ensures dissemination of information through all levels. The managers and leaders of the future will adhere to such peoplistic communication that will have an abiding impact on others. (Wisemen, 2017)

III. BELIEF AND EMOTIONS

The employers must understand that the employees’ emotional commitment needs to be channelized properly. To make the employees committed to a new strategy, the challenge that the management typically faces is to reduce the time in between the conception of an idea and its implementation. One of the ways to increase that commitment is to get people throughout the organization fully involved in creating the strategy. This indeed is a mammoth task but possible if people are emotionally committed. Times have changed. No longer can the leaders and Managers impose things upon team members. Rather than imposing, the Leaders and Managers should make the teams believe in their plan of work so that there is an excitement amongst all. Those leaders who aspire to be successful in future will ensure faith, hope and camaraderie both within and outside the company. (Draft, 2017)

IV. LEADERSHIP – MULTILAYERED RELATIONSHIP

The relationships are a canvas that is dotted with multilayered meanings. These Managers and leader of tomorrow must realize that we create meaning through relationship. The leaders and managers of tomorrow must understand that we degrade ourselves when we exclude others through our tags, titles and labels. Meanings are the cobwebs that help us develop relationships with people and ideas. They serve as architecture for expressing our adopted values. The capitalist America believes that the meaning of wealth is financial or material prosperity. On the contrary there is a tribe in Africa that believes that the congregation of people in the event of a funeral of a person determines the wealth of a person. The more the connection one makes in lifetime, the wealthier one is supposed to be.

Studies on contemporary organizations reveal that people learn to work together, but they do not learn to live together. Let us agree that if we have to live together in an organization, we need to imbibe the live skills and values and not just the attainment of monthly targets. Increasingly, the corporations and institutions are realizing that the Management by objectives cannot evoke the best performance from the teams. Tomorrow the teams will perform not through common objectives and goals but through the shared thoughts and templates. Thomas Watson, while resonating on his experience at IBM points out that the real difference between the success and the failure in an organization was how well an organization helped people identify their common cause with one another. Worth citing is the example of MBNA one of the largest issuers of credit cards in the world while hiring employees believes that, “hire people who like other people”. Let us agree that being conscious of a shared subjective will further shape the contours of the future community. At the same time let us not confuse with shared values and the shareholder value. While the shared values are perceptual and are a subjective state, the share values are financial by nature. (Gupta, 2015).

V. ORGANIZATIONS- POSITIVE STYLES & PHILOSOPHY

The future demands that everyone should pull together and build up a company so as to leave an imprint, to ensure perpetuity of the organization and to satisfy the aspirations of all concerned, conducive to the growth of the business. It is to be emphasized that the primary objective must be a fair and a reasonable return on the capital employed and effective utilization of the company’s resources. A professionally managed company must have to adhere to the qualitative principles in decision making and must insist on feedback, accountability, evaluation, and performance. Corrective actions should be taken forthwith where necessary. There must be proper plannings and programs, supported by well-defined action plans, with responsibility on the individual managers delineated, who would exercise control and report on programs. To regulate control, streamlined procedures are necessary as they facilitate rather than impede actions. Going onwards, the organizations must develop positive styles and philosophy. The effort should be instilling a sense of personal accountability for results and thus promote a greater degree of commitment at all levels. (Morgan, 2014)

The structural approaches to performance must be made flexible. Dogmatic determination to abide by a set pattern of regulations may create disaster in an organization largely because of rapidly changing social, economic and cultural currents. The leadership in an organization must be capable of foreseeing the emerging changes especially in the areas of artificial intelligence, machine learning, cloud computing and HR analytics to protect against the lackluster performance against growing the estrangement of the management personnel and against the declining trend in the value system of the people in the organization. (Chaterjee, 2007)

In future, the organizations must seek high levels of performance, must make all the levels of employees satisfied and committed to the objectives set forth, must find a balancing adjustment between the design of its structure, the design of its objectives and the values of its job holders. In future, the appropriate yardsticks to measure the employee efficiency or adaptability, the success of the technology employed, and the relative stability of the environment are the factors that would influence the right kind of organization.

VI. HUNGER FOR THE NEXT

The hunger for the next goal will be the key characteristics of the leaders of tomorrow. These leaders will keep on striving for anything that would increase the success of their organizations. They will have the hunger to look for the next achievement. The successful leaders will always look for achieving the next one. “What will be after this?” will be the attitude of the leaders of tomorrow. These leaders will exhibit certain typical traits. They will be hard working, curious, idea-centric, persistent and never satisfied. To be the winner in the race, the leader needs to act smart and this require next mentality attitude. (Sharma, 2016)

VII. EDUCATION AT THE GRASS ROOT LEVEL

Training must penetrate deep within the layers of the organization without any discrimination from the Chief Operating Officer to the workers of the factory floor. We all know that there is always a tendency to neglect the shop floor workers. This type of Management practice is worrying. Let us agree that the grass root level education help us to bring about the proper implementation be it digitization of the system or a company strategy to implement cloud computing. Training without implementation means an organization is throwing away money. There are examples of several organizations lavishly spending money in training the employees in using the specific tools, yet in many cases these employees will not be using these tools in their day to day jobs. It is, in such cases, quite natural for the managers to ponder upon that why no benefits are derived from the money spent on training. Top management cannot think of bringing about change without support of those who will implement change. Many initiatives fail because management imposes the change on the employees rather than educating them regarding the plans envisaged by the organization. Worth mentioning that the Management talks about the change in regular meetings but most of the time it cannot convince its people how that change is desirable for one and all. (Drucker, 2006)

VIII. TRANSPARENCY IN THOUGHTS AND ACTIONS

Be straight to your customers. More because the future organizations will strive for the customer enthusiasm instead of customer satisfaction. When we talk of enthusiasm, we mean the excitement and the loyalty on the part of the customer. To ensure the profitability of an organization one cannot simply identify a customer but also need to retain them. In future, the organizations shall have to create new and loyal customers by being transparent and through direct interactions with them. Today’s customers are far smarter. They do not care about the organizational processes, the strategic planning, the leadership practices, and the technical feasibility of a project. Rather today’s customers value quick and easy access to the services and they have a plethora of questions to ask before making the decision to buy. Thus, customer monitoring will be vital for the companies to survive and perpetuate. There has to be a robust customer monitoring mechanism to retain the loyalty factor as the means of creating and keeping customers is changing every day. (Nielsen, 2018)

IX. INNOVATION – THE SURVIVAL EXERCISE

Innovation is going to be a survival exercise. Organizations of tomorrow shall have to reinvent its services and products on a regular interval. There has to be constant whirl of new

products and services, pitched to the consumers who want the latest think. It is to be emphasized that innovation and search for valid alternatives has been and will continue to be one of the major areas of commitment in a progressive organization. That is why R&D must always play a primary and path finding role. (Hitt, 1988)

Today we operate in a unique infrastructure. The future managers and leaders must develop a system to study the steps needed to counter uncertainties, structure the bias of priorities. This is what the creativity and innovation is all about the business. Innovation comes ideally as a logical corollary to the in-depth analysis and the clear-cut establishment of priorities. However, it is always with the confident assertion of the adequate return on investment. Let us agree that like today, risk taking will continue to be the essence of innovation in future. (G, 2000)

Finally, we must appreciate that like today in future also, the business would continue to have certain obligations to the society. These obligations are linked with wealth creation and generation of wealth. Ethics while conducting the business of the future will be directly linked with the creation of wealth. Therefore, for the present and future business, wealth creation is vital both at the organizational and at the national level. In fact, they both overlap. In future, the business that does not create wealth will perish. In future, a manager's decision can have an abiding impact on society. Awareness of business ethics help us to formulate these decisions in future so that benefits are accrued both at the micro which is organizational and the macro or the national level. When we will talk of Management responsibility in the near future, we would no longer talk of responsibility confine to the narrow limits of one's work, but to the society at large which our decisions help to shape. (Posner, Leadership challenge, 2000)

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