

# Re-thinking the organisational culture and tuning personnel's needs and expectations in the hybrid work era

Antonio Ottaiano (ottaiano@istat.it) and Pietro Scalisi (scalisi@istat.it)

Italian National Institute of Statistics

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#### Organisational earthquake

The health emergency due to the pandemic disrupted the organizational structure of our Institutes

□ The immediate response: remote working to secure the current activities





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## The push to change

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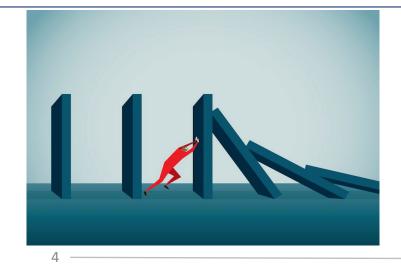
- □ What have we actually learned from this emergency?
- Did we take advantage of this unexpected change to review not only the logistical conditions but also the organizational culture and mindset with which we work?





#### Resistance to the change

The feeling is we are trying to keep the same model in a deeply changed context





#### The opportunities due to the change

Change not only as a reaction to a crisis, but as an opportunity to face new challenges, to innovate working processes, to modify approaches in a flexible way





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## Focus on the relationship between managers and their staff

- An hybrid working environment should increase the trust agreement between managers and their staff, and improve communication even working from remote
- The culture and the organisation of work should be re-thought focussing on people and on their actual involvement, rather than on a control-based approach





#### **First answers**

These challenges require innovation in human resources management
Two experiences recently started in our Institute aim to go towards this direction

A listening and orientation desk for employees



Definition of personal and professional development objectives



- An orientation desk for all employees who wish:
  - to take stock of the skills possessed and the ones to be improved;
  - to share their work situation and professional expectations;
  - to identify possible paths for individual growth;
  - to ask for advise on career development opportunities.





The desk is supported by Istat's skill classification, a tool which allow employees to self assess on their possessed, both technical and organisational, skills



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□ The desk aims to create a permanent channel of dialogue between the Institute and its staff, which reduces distances and allows the organisation to continuously ensure the 'taking charge' of each individual employee



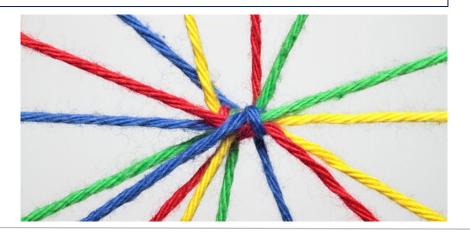
"I really wish the desk may enlarge its areas of application. We need a voice giving value to the contribution of each individual worker"



At the end of each dialogue a report is made summarizing the elements to be shared with the management for decisions to be taken about the employees involved



- The Orientation desk works in co-operation with the others points of attention of the Institute, such as the Desk for inclusion, the Committee of Guarantee for equal opportunities and the Counselor of Trust.
- Unlike these points, which act on stated disadvantages, the orientation desk aims to prevent and foster the organisational wellness.





Our proposal: to integrate the individual hybrid work agreement with the employee's declaration of one or more professional or personal development targets to be pursued along the year to come.



Professional targets intentions of introducing innovation, emprovements, simplifications of working processes.



Personal development targets intentions of professional growth through the training activities as well as papers, presentations at workshops etc.

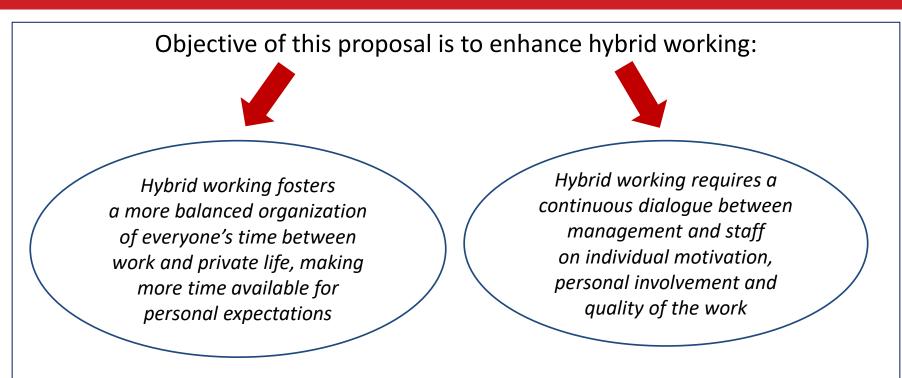




In order to define the targets to reach and to monitor their progresses a structured dialogue between workers and their managers throughout the whole year is required.







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# Conclusions

- □ The current change is a great opportunity to make our organisations less hierarchical and more devoted to the dialogue, less concerned of controls and more focused on involving and motivating their staff.
- The aim is to encourage an organisational atmosphere promoting reciprocal listening and a relationship of trust between management and personnel, in a context of clear and share objectives.



