

CITRIX®



Freedom of Work

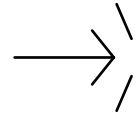
A blueprint for the future of work



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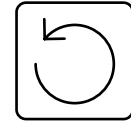
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Moving forward with freedom



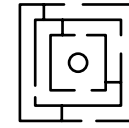
We need to embrace the new behaviours

A brave new world lies ahead of us. One where the 'office' is no longer the focal point for some. One where distance in the place of work will mean adopting new sets of behaviours for others. For everyone, we have the opportunity to break the pattern of centuries of working practices to create something more productive, more powerful and more human.



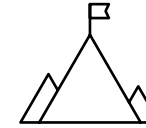
The world has changed and we have the opportunity to reset the way we work

Nothing will be the same again: from the way we interact, engage and work. The enforced global changes to our lives have protected us and shifted perspectives in ways no-one predicted. The crisis has been a catalyst for change in our working practices that were at least a decade away. The genie is out of the bottle: working from home works.



Re-thinking the challenge ahead

The priority for many businesses will simply be survival. Employees, should we need to say it, need a business to work in. Whether that business is knowledge or process based, can the democratisation of solutions and innovation help drive the business forward beyond the current challenges? Can embracing the Freedom of Work now, be the foundation of growth and development tomorrow? Entire teams "working from home" used to be the impossible myth, now proven wrong. What other myths can be debunked?



Opportunity created by the power of 'one'

The Freedom of Work empowers employees to be the greatest crowd-source of solutions for the future. Not just powering productivity, but empowering innovation. This will challenge many mainstream views of leadership. Leaders will need to both lead from the centre and from the front: a new twin axis of knowledge-share and vision.

The drive to business economic security needs not be founded on surviving the challenge, but instead on thriving within it.

This is the new employee evolution.

Freedom of Work: the key take-aways

The Freedom of Work is a business's route to survive a crisis, their safety net when times get rough and their mantra to thrive in a recovery.

The Freedom of Work: to empower a new employee evolution that drives greater opportunity, productivity and growth for a united goal of business success.

Our belief is that a human-focused redefining of 'work' combined with human empowering technology will free employees to not only be more productive, but be the catalysts of greater innovation and growth.

What will be your key takeaways?

1. A better understanding of how reframing and rethinking an approach to your business's future will power your drive to survive and thrive
2. Unshackle your subconscious mind from the behaviours and habits of an old world from which we can take many learnings, but - going forward - do not need to replicate
3. Redefine and repurpose how your business does 'work' in a fast changing world while staying in control and being a true leader
4. Gain a better understanding of the unique, powerful and empowering combination of technology and human-first thinking
5. Grasp an employee evolution that will change how people engage, empower and succeed in 'work'

This is the Freedom of Work

A new future for employers and employees

We believe that rebuilding the economy and ensuring the survival of business is possible through the redefining and evolution of 'work': from the relationship between employee and employers to the way we work and how we work.

Rather than rebuild according to the old ways of thinking, we have believed - long before this crisis supercharged change - that old behaviours and habits based on centuries old definitions of work need to change.

Redefining work, recalibrating employee experience and reimagining how to work have been achieved by the catalyst of a crisis. Our thinking has been proven right by the experiences of many, but there is so much more to come.

“The pandemic could give rise to a new era of human development. Otherwise, economic and social development may falter for decades.”

McKinsey

Build opportunity on new foundations

Our Freedom of Work will redefine work: how, where and when.

It will create a new, flexible and productive work team, grow powerful business cultures and create opportunities for survival and growth.

The Freedom of Work:

to empower a new employee evolution that drives greater opportunity, productivity and growth for a united goal of business success.

Why always tomorrow

When the greatest need is today

Not for decades has the world been so affected by a global crisis of this magnitude. Where we are on our path through it is as yet unknown, but, as we move along it and a new order to our world begins to settle, we can define our future direction.

With the patterns of the past being broken, we can set out a new way of thinking about how, where and when we work.

“Only 9% wanted life to return back to pre-crisis ‘normal.’ If surveys are conducted around the world, it is likely that similar levels of discontentment with the pre-COVID world would emerge.

Having been at the forefront of economic responses during the 2008 Banking Crisis and 2011 Eurozone crisis, it has been clear from that experience that most countries did not ‘build back better.’

In both crises, whilst a Great Depression was avoided, a decade later all other indicators such as inequality, environmental degradation, measures of citizen happiness, all continued on a structurally downward trajectory. If anything, this was accelerated with taxpayer stimulus funding targeted at incumbent economic actors (‘too big to fail’), rather than innovative disruptors.”

Forbes

We can not only set out new principles of work, but also define new means of delivering a recovery, building more opportunities and achieving success.

When you work, not where you work

It would be paddling against the flow to suggest that we need to approach the coming challenges from a human-first point of view. We understand and accept that first instincts, when faced with the immediate challenge of survival, will be to fall on pre-existing behaviours and habits.

We believe that taking a human-first response, supported by technology, will progress the pursuit of success far more quickly and efficiently than returning to the old behaviours. Building a future based on trust and a redefinition of ‘work’ will be key.

By doing so, we can begin to redefine the term work. Begin to rethink the terminology around the where, when and how we work. “Remote working” is now a defunct term. The connotations are that there is a preferred centre, when there is little to keep such an area of focus. For those who can, it no longer matters where you work when you work. For those who need to be in a ‘work-base’, we look to change ‘how’ you work.

“The impact on work is far more profound than just changing where people work; it is also fundamentally altering what work is performed and how we perform it.”

Harvard Business Review

Making innovation and creativity where ever, when ever on what ever

We believe that technology can enhance the new human experience of work, help establish ‘new normals’ while both improving productivity and empowering opportunity for more work. We think that emancipating employees from the physical constraints of fixed work points can bring a flexibility and adaptability that can drive the greater recovery of the economy.

By making connecting, collaboration and interactivity easier and by encouraging engagement, innovation and productivity through simpler tools that can be used anywhere, the employees become more powerful for the business.

The workplace has changed. The employee’s experience has changed. It’s time to meet this new paradigm head on: to deliver the [Freedom of Work](#).

Revealed: the workplace of the future

The evolution of the workplace led by the evolution of the employee

Place: a particular portion of space, whether of definite or indefinite extent.

Workplace: where people are employed.

Whether that be from home or within a controlled and governed space to meet social distancing challenges: one of the goals of the Freedom of Work is to emancipate the employee from the historic confines of a specific place of work and the associated tools held at that specific place. So, no matter where they are - at home or at a different point on the factory floor - they can engage, collaborate and positively contribute to the broader working environment on a united platform.

The new office has no walls or boundaries. And with that comes the advantage that proximity to an office is no longer a barrier to talent hire, development and growth. The square-space of real estate can be rethought with greater efficiencies found. The daily grind of commuting is removed and the work/life balance contributes to greater employee productivity. A culture based on trust and respect develops and drives the business performance even further. Employer-brand evolves and matures to attract more exciting and engaged talent as the business grows.

“As businesses step into the post-coronavirus future, they need to find a balance between what worked before and what needs to happen to succeed in the next normal.”

McKinsey

Presentee-ism doesn't own productivity

The Freedom of Work is to empower and equip all employees to be productive and efficient where-ever they are; to power your business to greater success. Universal access to tools on a united platform will not only improve productivity, but encourage and develop greater collaboration and innovation.

Being busy finding things to do the job is not being productive. Reducing 'busy' and creating opportunities for better work and helping employees be their best is a fundamental part of the Freedom of Work. By being less-busy, employees can work how they want with less to 'look' for, with less to 'find out how' and more 'to do'.

The Contactless Economy is not the future - it is now

Technology places your colleague next you. No matter how far away they are, their impact is immediate and local. And yet, old habits and a lack of trust demand that those colleagues be present in one place; either office or the workspace. Working in different environments can aid productivity and inspire innovation. Space and time shouldn't be a limiting factor in developing and growing a better employee experience

Recover, re-set, rebuild

Developing a new set of behaviours that not only enables the employee to contribute to the recovery of the business, but also helps recalibrate and reset its culture and processes is a goal of the Freedom of Work. Rebuilding from a new foundation of trust, better engagement and greater collaboration will empower trustees to develop greater solutions, build a momentum of success and help secure the future of the business.

“What follows will not be a return to pre-COVID business practices, but more likely a decade of the Never Normal, a new era defined by fast changing shifts in cultural norms, societal values and behaviours, such as increased demand for responsible business practices and renewed brand purpose.”

Accenture

While we pull focus on the employee throughout the Freedom of Work, the employer will - equally - experience the benefits that are important to them. The Freedom of Work is not weighted to benefit only the employee. We recognise the symbiotic relationship that drives success for both.

Creating opportunities to overcome current challenges and more work

If we rethink, redefine and reimagine the workplace and build on The Freedom of Work, we believe that within the new paradigm exciting new behaviours, new opportunities and innovation will be developed. We don't have all the answers, but we believe in the ingenuity and creativity of humans to discover new ways of doing things.

The Freedom of Work helps reframe current challenges, sets out new foundations for potential and helps redefine what work can be. From this new perspective, challenges will look different. What could you achieve from this new starting point?

You don't need to be there any more.

In Britain, less than 1 percent of initial medical consultations took place via video link in 2019; under lockdown, 100 percent are occurring remotely.

Online banking interactions have risen to 90 percent during the crisis, from 10 percent, with no drop-off in quality and an increase in compliance while providing a customer experience that isn't just about online banking.

The service industry has replaced onsite ethnographic field study with digital diaries and video walk-throughs.

In construction, people have monitored automated earth-moving equipment from miles away.

Freedom of Work Principles

Five key concepts that will deliver a more secure future, greater collaboration and better employee experience

The Freedom of Work concepts are the foundations on which you can secure and build your business. They are the ideals that you can adopt to begin to reframe, rethink and redefine work, overcoming immediate challenges and grow success.

Trust and assurance underpin all the concepts.

“The Corona virus, and its economic and social fallout, is a time machine to the future. Changes that many of us predicted would happen over decades are instead taking place in the span of weeks.”

Anne-Marie Slaughter,
The New York Times

As a nation, as a society, as a workforce, as a family and as individuals we have, in most recent times, invested in one commodity... trust.

Trust in experts, governments, our fellow citizens and also our leaders. That trust is the same commodity that businesses didn't have in employees prior to the enforcement of a lockdown. For some fortunate businesses, that instant demand on trust is what delivered business continuity and sustained a normality through a crisis.

“Two in five companies say more trust is required between the organization and its employees to make flexible working work, and in the current climate 81% of companies worry about virtual working's impact on productivity.”

World Economic Forum

Looking forward, it is what both employees and employers need in each other. If the paradigm is to shift, if the perspectives are to be moved and if the immediate challenges are to be reframed, then the Freedom of Work needs trust at the centre.

Coupled with that is assurance. Both employees and employers need assurances that their business will not just 'stand up' and 'withstand' the chaos of the current challenge, but that it will lean into the prevailing winds to set a new course out of the storm. Once through the choppy waters, there'll be an increasing pressure to sustain the newly established business continuity and remain resilient.

This is where the human and the technology combine to produce a potent mix that will underpin the Freedom of Work. The human element will deliver trust. The technology will deliver the assurance. Together, they establish a base-line for success.

In a challenge, there's change

The Principles

The key assertions of the Freedom of Work are based around the following principles:

Engagement

Enabling employees to communicate openly and freely from anywhere on any device on a united platform to drive greater collaboration and innovation.

Technology

The application of technology to deliver the assurance of continuity with a human perspective.

Productivity

Providing the tools, the culture and processes to facilitate greater productivity across a dispersed workforce.

Human

Employing processes, systems and culture that enhance the human work experience to encourage greater engagement, productivity and inspire belief in success.

Outcomes-led

The application of this approach must be outcomes-led. From the business to the employee, from leader to teams, from employee to inspiration, all these must be part of building a system of belief in the pursuit of symbiotic outcomes (success of the business, better employee experience).

Principles give direction Codes give you energy

Understanding what direction to take is one thing, making it happen and making it work for both employers and employees is another

Not only do the codes give clarity and energy to the principles, but they also act as an agreement between the employer and employee. These safeguards break the inertia of agreeing a direction and put power and energy behind them.

The Freedom of Work can only work when both parties are harmoniously operating within an environment that both understand the goals and parameters of success for each: success for the business and improved employee experience. They are not mutually exclusive, instead, they're an explosive combination of intent.



Codes



Engagement: By transparency between employer/employee

At the core of the engagement is redefining the social contract between employees and employers; re-positioning the point of engagement. To develop trust, grow a group-responsibility, and individual validation and value, there needs to be acceptance and a declaration the business will not be returning to old behaviours and habits. Opening up to opportunity and innovation is key within the engagement. Accepting that enforced changes have created opportunities for the development of evolutionary changes within a “new” world is part of it, but also acknowledging that how we work in a crisis is not how we will work outside of one. However, whilst the stress may ease, empathy will continue to be important to the continued success of real ‘trusted’ engagement.



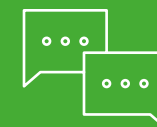
Productivity: By creating seamless engagement... everywhere

Opening out the question of “how” you work with your employees will both engage and begin the innovative transition of behavioural expectations as we move from one phase of the crisis into another. An acknowledgement, and with that a break from the old normal, that you’re looking to emancipate the employees from the Victorian structures of work and are keen to develop new informed, flexible and inspiring ways of working will drive innovation in productivity. Making work available here, there and everywhere, enabling employees to engage on whatever device they’re on, opens out new opportunities for developing work. The combination of human innovation and the use of technology to connect everyone, at anytime and anywhere, on anything will be the catalyst to innovation and greater productivity.



Human: By empowering collaboration/interactivity

Think human first. Empower HR and IT to work collaboratively to drive a more empathetic, considered and human approach to developing ideas, talent and solutions. Old structures, behaviours and habits have built filters between employees and leaders when more direct contact is necessary. More direct engagement between leaders and frontline workers to grow understanding, develop and inspire solutions, and drive quicker decisions will impact on engagement and productivity. This will, in essence, be an acknowledgment that solutions are not the sole-property or responsibility of leaders. Sharing challenges with honesty - both good and bad news - and putting in place clear paths of communication without middle-management filters - will be a huge step in building out the ‘human’ approach to success.



Outcomes-led: By improving communication across business

Adopting a more outcomes-led messaging approach depends on a strong engagement, productivity and ‘human-first’ foundation. With all those in place sharing the macro and micro outcomes, the benefits and rewards of reaching the targets will be more powerful. The challenge of finding solutions to meet those outcomes doesn’t become easier, but it opens out the challenge to more of the ‘group brain’. It will generate a more engaged response that demands more open communications and shorten the distance between the top and bottom of your organisation. It will make leaders more effective because they’ll be able to move quickly to react to feedback. These shared challenges, group sourced solutions and achieved outcomes will then be reflected in shared rewards that can inspire all levels of the organisation.



Technology: By use of robust, secure and +UX platform

Trust underpins all of the codes, and not just in people, but in technology too. Being assured that all employees - and leaders alike - can operate on and use a secure and truly connected platform will facilitate and motivate more engaged use and more innovation. Introducing more accessible, meaningful and ‘freedom’ focused technologies that liberate employees from the ‘busy-ness’ of work and makes them more productive will be a foundation for success.

The human experience of overcoming challenge and delivering success

Technology and software can be upgraded. We believe people can deliver the same leap forward with the Freedom of Work.

Productivity isn't a happy accident. It's the outcome of a collective commitment to, and cumulative sum of, an empowering and inspiring culture, easy accessible and flexible tools, a belief in a common outcome and, perhaps most powerfully, trust.

The Freedom of Work pulls all these together. It was possible to achieve this prior to the global crisis, but the recent events have laid bare where old habits, behaviours and beliefs have been limiting. The enforced work from home has bust myths and propelled a new opportunity to develop both employee experience and business success to the fore.

“This is a time when managers need to be flexible and compassionate, and to give people the freedom to make choices about when they work, how they work, where they work and with whom they work.”

Adam Grant
Professor of Management and Psychology at the University of Pennsylvania's Wharton School

That's not to say that you could never have one without the other, it's more an emphasis and an understanding that now, as we move from one phase of a crisis into another, that the focus on business survival will be front of mind. An employee without a job is not an employee. We believe, however, that this challenge can be met by maximising the lessons learnt from the enforced lockdown and the principles of the Freedom of Work.



Success by being human

So many developments and so much progress has been made in such a short period of time. From the ability to work from home and accessing all the immediate resources that was required to establishing the right cadence of meetings and how to retain productivity outside the habitual structure of the office-led working day. Perhaps the greatest challenge has been the emotional and well-being side of the crisis.

The human side of The Freedom of Work was always going to be important... even before the current global crisis, however, recent events have made it even more so.

“The new social contract is a huge opportunity for resource shifts. It gives your best people a chance to audition for critical roles, including business builders who will adapt the firm to your customers' changing needs. Your people will be central to winning the global battle for customer relevance. This is your moment. This is their moment, too.”

James Allen
Bain and Company

Lurching from one crisis to another can take its toll on employees, but The Freedom of Work positions them as a route and driver to solutions rather than passengers. The common response to worry and concern is to park the worries associated with events you can't affect. The rise and fall of a business is sometimes something that is out of reach of most employees. Like watching a movie and being unable to press stop. The Freedom of Work promotes collaboration, as a key component of a new approach to 'work', but it also shines a light on the collective power of the workforce utilising collaboration tools to drive innovation. Direct engagement to drive a business forward and out of the potential challenges is empowering. Trusting them to do so is vital.

The Freedom of Work champions the employee and employer together. The power of the outcome principle has been under-played for decades. Of all the times to seize its opportunity: the time is now.

Time to
change
is now



The challenge
is so great, we
need to think
differently.

The Future of Work.

Your turn to make the change...



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