

FUTURE OF (HOW WE) WORK TASK FORCE

*ADAPTIVE RULES: MAKING FLEXIBLE WORK
WORK THROUGH THICK AND THIN.*



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ADAPTIVE RULES: MAKING FLEXIBLE WORK WORK THROUGH THICK AND THIN

Taking a look at MIT Sloan Executive Education's transition

- **WHO ARE WE & WHAT DO WE DO?**
- **GUIDING PRINCIPLES FOR MIT SLOAN OFFICE OF EXECUTIVE EDUCATION FLEXIBLE WORKING**
Before and during COVID-19
- **E90 TRANSITION**
Vision and timeline
- **DATA GATHERING FOR FLEXIBLE WORKING**
- **LIVING IN E90**



WHO ARE WE?

MIT SLOAN EXECUTIVE EDUCATION:



HELP BUSINESS LEADERS AND ORGANIZATIONS BUILD THE CAPABILITIES REQUIRED TO ADDRESS AND SOLVE TRANSFORMATIONAL CHALLENGES

Faculty expertise + practical application + engagement => impact



GROW THE FINANCIAL, INTELLECTUAL & ORGANIZATIONAL CAPITAL OF MIT AND THE SCHOOL

Generate sustainable net revenues
Build MIT's own skills and capabilities
Foster connections with industry and the world



ADVANCE THE FIELDS OF MANAGEMENT AND EXECUTIVE EDUCATION

Drive innovation and excellence
Share our expertise and experience
Improve the world for all



MITSEE LINES OF BUSINESS

FY19 (Pre-pandemic)

OPEN ENROLLMENT (IN PERSON/LIVE)

- 48 PROGRAMS
- 100 DELIVERIES
- 283 DELIVERY DAYS
- 3845 PARTICIPANTS

CUSTOM

- 30 CUSTOM CLIENTS
- 55 DELIVERIES
- 209 DELIVERY DAYS
- 1398 PARTICIPANTS

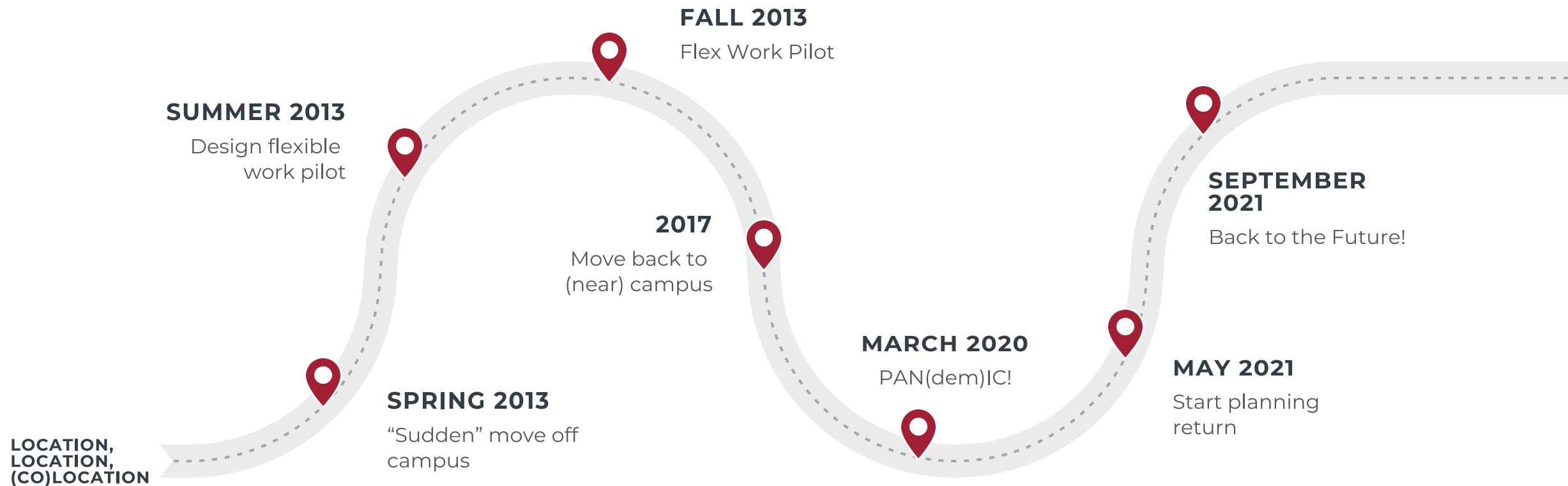
DIGITAL (SELF-PACED OE)

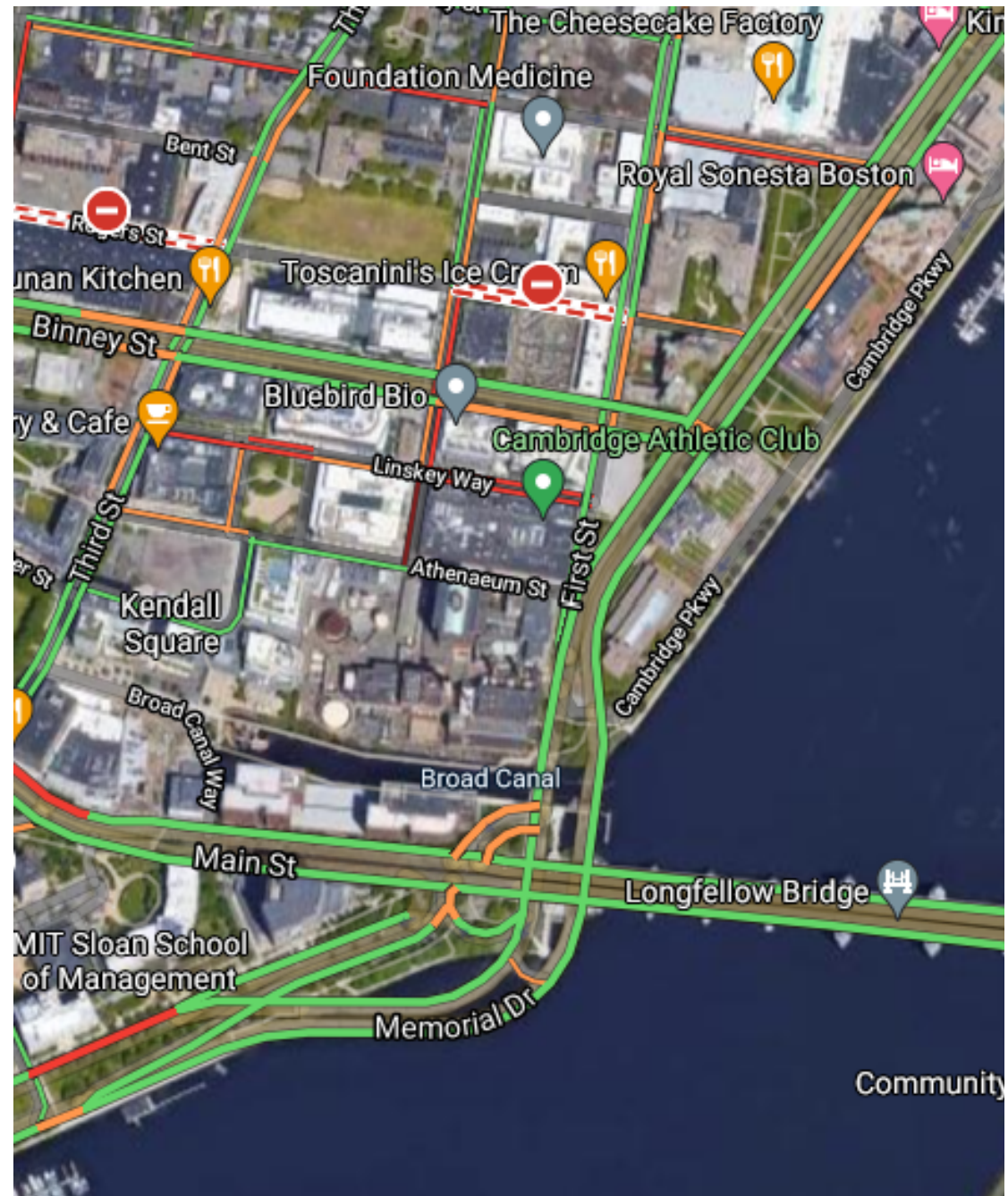
- 18 PROGRAMS
- 85 DELIVERIES
- 198 DELIVERY DAYS
- 17,000 PARTICIPANTS



Video

OUR FLEXIBLE WORK JOURNEY





2013 DESIGNING FLEXIBLE WORK



EXPLORE

expert advice
faculty insights
surveys & interviews
reflection



ENGAGE

managers
staff
teams
HR
leadership



EXECUTE

key decisions
who made them
& how
establish principles,
policies and processes



EVOLVE

living process
monitor & improve
adapt to new
circumstances



2013 FLEX WORK CONCERNS

- **LOSS OF CULTURE / RELATIONSHIPS**
- **LOSS OF PRODUCTIVITY**
- **LESS INNOVATION**
- **WORK-LIFE BALANCE**
- **IMPACT ON MANAGERS**
- **DISENGAGEMENT**
- **FAIRNESS**
- **SHORT TERM GAIN, LONG TERM PAIN**



2013 FLEX WORK PRINCIPLES

- **EVERYONE HAS ACCESS**
- **FLEX CAN BE SPACE AND TIME**
- **CORE HOURS - AVOID COMMUTES**
- **OPEN CALENDARS**
- **ALL MEETINGS REMOTE-ENABLED**
- **WORK DIGITALLY**
- **FLEX IS A 2-WAY STREET**
- **TRUST AND RESPECT**



WHAT WE ACTUALLY FOUND

- PRODUCTIVITY IMPROVED
- AGILITY IMPROVED
- INNOVATION FLOURISHED
- ENGAGEMENT SUSTAINED
- RETENTION ENHANCED
- THE POWER OF TRUST
- **BUT OUR WORKSPACE DIDN'T HELP!**



2017: VISION FOR THE E90 OFFICE TRANSFORMATION

a workplace people choose to come to (even when they don't have to!)

- **6 DEPARTMENTS SHARING THE 9TH FLOOR: EXECED, OIP, SMR, FINANCE, HR AND COMMUNICATIONS**
- **OPEN CONCEPT, MODERN, LOTS OF NATURAL LIGHT**
- **VARIETY OF CONFERENCE ROOM STYLES AND SIZES AROUND THE INTERIOR OF THE FLOOR**

- **NO OFFICES ON THE ENTIRE FLOOR FOR ANY DEPARTMENT OR PERSON**
- **EXECED ONLY DEPARTMENT WITH UNASSIGNED WORKSTATIONS**

10 years >> 10 minutes (who needs a corner office anyway?)



TRANSITION TIMELINE - 2017

● AUGUST

Formed a committee with representation from each of the 6 departments to begin discussions around how to layout the 9th floor; main discussion point around private spaces and should any department be allowed private offices or should all private space be communal conference rooms

● SEPTEMBER

EE provided staff with Workbar memberships so everyone could experience what it's like to work in an open office space and then report back on what features they liked best + what did not work

● OCTOBER

- Continued to collect data: surveyed EE staff for ideas/suggestions, toured open space offices across campus, setup informational interviews with other companies like Google to learn from them
- Worked with full project committee to estimate hours/week of projected shared conference space usage



TRANSITION TIMELINE - 2017

Continued

- **NOVEMBER**

Organized furniture mock-ups to arrive to EE20 so all staff could try things out and vote on their favorites chairs/cubicles/sofas

- **DECEMBER**

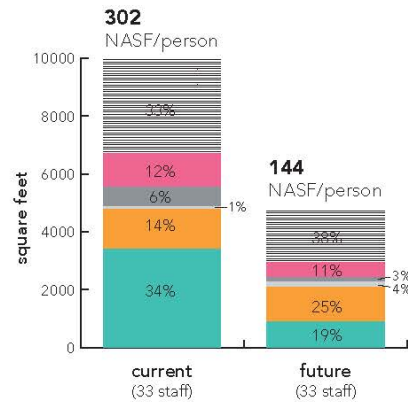
- EE created two committees – (1) Office Culture/Norms Committee and (2) AV Committee – to start thinking through important areas of our new office space
- Shared E90 Office move updates at an All Staff Meeting and organized activity for EE staff to vote on projected space usage in E90



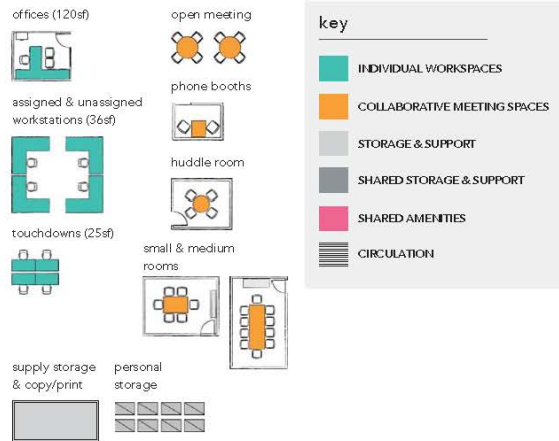
base option: executive education



current and future space allocation (base option)



kit of parts



quantity of spaces (base option)

Group Individual Workspaces	Group Collaborative Workspaces	Group Storage & Support	Shared Storage & Support	Shared Amenities
Assigned Workstations: 9	Phone Booth (2p): 2	Supply Storage: 1	Program Prep Room: 2	Large Meeting Room: 1
Unassigned Workstations: 13	Huddle Room (4p): 2	Copy/Print: 1	Reception: 1	Pantry/Kitchen: 1-2
Touchdown: 2	Small Meeting Room (8p): 1	Personal Storage: 24		Lounge: 1
	Medium Meeting Room (16p): 1			Mother's Room: 1
	Open Meeting Area (6p): 2			

director feedback

Program Goals:

- A key consideration for Executive Education is a less than 5 minute walk from E62. This should be a goal when evaluating spaces.

Workstyles:

- No change to workstyles.

Space types:

- Increase offices from 0 to 2 to

give people opportunity to work according to their preferences.

- Increase huddle rooms from 2 to 3 and removed phone booths as huddle rooms are more conducive to how they want to work.
- Increase touchdown spaces from 2 to 3 to accommodate contractors and visitors.
- Mother's room is also seen as a key space for the floor shared spaces.

Individual workspace sizes:

- Reduced sizes would support their functions.
- Do not want to endorse these sizes (and quantities) if the future workspace design and furniture as a whole are not "great"

goals & workstyles: executive education



vision & program goals

Vision: A magnetic, attractive workplace that balances quiet reflection and energetic collaboration.

Must-haves:

- Open collaboration at the center that is large enough and flexible enough for the full team.
- Shift the balance from primarily individual to primarily collaborative spaces.
- Create visibility across the space.

Should-haves:

- Provide consistent and reliable technology and tools to connect teams, clients, and enable work anytime, anywhere.
- Provide shared amenity spaces to encourage movement on the floor and between floors and buildings.
- Introduce shared individual workspaces for the highly mobile staff.

Nice-to-haves:

- Create a welcoming entrance with space to greet visitors.
- Provide a variety of spaces for individual and team work.

workstyles

campus mobile collaborative 11 33%

Works <35% at their desk and >40% with others
Spend much of their time in other buildings on campus, meeting with colleagues or faculty.

mobile collaborative 12 37%

Works between 35% and 65% at their desk and >40% with others
Spend much of their time working with others around the office in scheduled and ad hoc meetings, or side-by-side collaboration

mobile individual 1 3%

Works between 35% and 65% at their desk and >60% working individually
Spend much of their time working solo around the office on focused tasks such as reading, writing, and prepping materials

resident individual-focus 4 12%

Works >65% at their desk and >60% working individually
Spend much of their time working solo at their desk on focused tasks such as reading, writing, and coding.

resident confidential

Works >65% at their desk and >60% working individually
Spend much of their time working at their desk on focused tasks in addition to frequently holding in-person confidential meetings

resident collaborative 5 15%

Works >65% at their desk and >40% with others
Spend much of their time working at their desk frequently collaborating with colleagues nearby or visitors.

LIFE IN E90 PLANNING DISCUSSIONS

● EE SPACE LAYOUT AND USE

- Engage, Collaborate and Focus areas
- Standing & seated desks, couches, prep table, lockers
- Respectful cleanup and use of work areas

● AV IN EE SPACES

- Quantity and placement of monitor setups
- Ease of connection
- Slack as a communication tool

● AV IN CONFERENCE ROOMS

- Ease of connection
- Quality of AV
- Robin booking tool

● SHARED 9TH FLOOR SPACES

- Cafeteria and kitchenette
- Printer and mail areas
- Phone booths/rooms (no monitors)

● COMMUNITY

- Collaboration within ExecEd
- Getting to know our department neighbors
- Connection to Sloan campus



TRANSITION TIMELINE - 2018

- **JANUARY**

Provided staff with tours of the new E90 space prior to furniture being selected and ordered - gave staff a sense of the layout and built excitement for new space

- **FEBRUARY**

Based on staff input and data gathered, made final furniture and layout selections

- **MARCH - APRIL**

Staff prepared for the move from the old to the new - implemented a formalized process for moving office supplies + personal items

- **MAY**

Staff moved to new space - living in E90!

- **AUGUST - DECEMBER**

Leadership continued to poll staff to keep a pulse on what was + wasn't working; made adjustments as needed



LIVING IN E90



LIVING IN E90



GUIDING PRINCIPLES FOR MIT SLOAN OFFICE OF EXECUTIVE EDUCATION FLEXIBLE WORKING

Changes During COVID-19 + Remote Working

- MEETINGS CAN BE SCHEDULED DURING NORMAL WORKING HOURS (8:30AM – 5:30PM), WITH THE EXCEPTION OF 12-1PM DAILY.
- SINCE CORE TEAMWORK HOURS NO LONGER APPLY, WE WILL ALSO AVOID SCHEDULING MEETINGS ON FRIDAYS AFTER 12PM, BUT RECOGNIZE THAT SOMETIMES EXTERNAL MEETINGS WILL BE SCHEDULED OR PROGRAMS WILL BE RUNNING.
- ENCOURAGE WALKS ETC - NOT EVERYTHING IS ON ZOOM!
- RELAXED CHILDCARE REQUIREMENT WHEN WORKING REMOTELY



RE-ENTRY: HOW WILL WE COME BACK

- **FULLY REMOTE DIFFERENT TO HYBRID!**
- **WHAT SKILLS HAVE ATROPHIED?**
- **WHAT MIGHT WE WANT TO BE DIFFERENT?**
- **IMPACT FOR US ON MORE WIDESPREAD USE OF FLEX?**
- **WHAT ARE PEOPLE WORRIED ABOUT?**
- **AND EXCITED ABOUT?**
- **EXPLORE, ENGAGE, EXECUTE, EVOLVE!**





THANK YOU

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