GAIN YOUR ORGANISATIONAL EDGE WITH ORGANISATIONAL INTELLIGENCE

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> "The ability to gather, organize, interpret, and act on data and analytics will be the defining competitive differentiator of our lifetimes. Companies that embrace it will have an edge."
>
> (McKinsey, 2020 Reimagining the post-pandemic organisation)

Fast, just got faster

Digitalisation and globalisation have driven the greatest shifts in the way the world works over the last few decades - but the Covid-19 pandemic has accelerated the way we live and work further than ever. It has forced leaders across almost every sector to not only rethink their current strategies but to completely rethink *how* they think about their organisation.

Within weeks, organisations across the globe adjusted to the prospect of a remote-first workforce. Digital transformation sat at the very heart of the majority of initiatives in order to get people functioning at home, and the digital acceleration that was already pushing the world forward started to accelerate further. Remote working, technology roll-out, rapid adoption and adaptation have fast become the norm, while the commercial property industry is quickly trying to reinvent themselves to survive and cater for the hybrid future. However, while this 'new normal' has been unexpectedly well received - McKinsey found that 80% of people enjoy working from home, 41% feel more productive than before and 28% are as productive - the long term threat of workforce disconnect is a grave reality for many leaders.

The unknown impact of highly distributed work

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As a result of prolonged workforce distribution, disconnection between how people *feel* due to abiding isolation and lack of social cues, what they do while they are isolated, and their ability to *prioritise* is a chasm that poses a potential existential risk to any organisation. For many, there will be no way back if the correct support and processes are not established early in this re-shaping of the future of work.

Some questions we have heard from leadership teams include:

- How will this impact my ability to respond to the needs of customers, partners and employees?

- How have the different levels of my organisation changed, and how does this influence the way

they interact with each other?

- What will the impact be on my teams' health, satisfaction and well-being?

Of course, the answers to these questions will change and develop as the world of work continues to shift. But this means leaders must remain agile in the face of uncertainty, with an 'always on' approach to leadership. 'Always on' in terms of strategic planning, with a willingness to make rapid decisions when facing disruption and championing new ways of working as they emerge - and 'always on' in terms of their *connection* with teams. Naturally, there are financial and operational facets to this but successful leaders in times of vulnerability realise that a plan is only as strong as the people who enact it.

Therefore, to drive organisational effectiveness, the C-Suite needs to surface, prioritise and respond to both the external and internal forces at work with an 'always on' sensibility. The fundamentals of the organisation most likely remain the same:

- Fuel growth and innovation;

- Identify cost savings;

- Reveal process inefficiencies and fix them;

But the clarity leaders have on the factors that drive such fundamental business imperatives across organisational aptitude, relationships and attitudes is substantially limited. The lack of opportunity to 'walk the floor' and make use of social cues, combined with the disparity between a rapidly changing environment and the slow surfacing of critical data means that decision making is severely compromised. Is this the cost of highly distributed working?

Know how work *really* gets done

In order to succeed, it is imperative that leaders are well-informed by quality, rapid insights and consider these through the lens of business impact. It might be tempting to look at performance figures to which you already have access, however those may not truly reveal anything about your current organisational effectiveness, natural state of resilience and capacity for the future of work.

Instead, real-time, measurable and data-driven insights bring leaders the clarity to make the best decision they can in that moment.

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This is critical at any given point in time and for any C-Suite leader - but is particularly relevant now as distributed work prevails and the common business imperative must be to know the truth of what's happening in the organisation and respond to it. As mentioned, leaders cannot 'walk the floor' and tune into the social intricacies that tacit, in-person communication allows for. Instead, every virtual and distanced action has heightened importance - posing as one of the few opportunities that leaders can visibly live their culture, gain trust and drive change.

Leaders must therefore go to where work is happening now: in teams, collaboration technology and the systems that are being pushed in and down into an organisation. Networks of teams are being rapidly formed and dissipated in the remote-first world of work but this is invisible to most leadership teams. Few know how their systems are being used, whether their technology adoption has worked and most importantly the impact that they've had on a team formation and the resultant work that's getting done. Without this clarity on the power of your systems and internal networks, the business impact of work is hard to nail - how can you determine what caused that boost in productivity at the start of lockdown and replicate it, when you don't know why or how it happened?

Connect your data

Many leaders will have embarked on a technology roll-out strategy at the start of the pandemic - however, without a clear adoption strategy, understanding of how it works and defined vision of what success looks like as a result of usage, it's impossible to have clarity on what really works and the relationships that they nurture. Naturally,

no one tool will suit a highly distributed workforce because workloads, tasks, work styles and cultures are so different in this era of coexistence. Every person in the organisation, throughout the C-Suite, managers, gig workers and your part-time intern will have a different lived experience of work and the enterprise systems used play a huge part in that, especially while remote working prevails. It is therefore essential that leaders strive to identify what unique impacts they bring - and to whom.

This can be achieved by gathering and analysing both structured and unstructured data from a range of sources and compounding with human expertise to bring fuller organisational judgement. Using organisational data allows leaders to have clarity on both what people say and what they do - and identify key topics, sentiment and innovative networks that may otherwise be invisible while remote working prevails. The data gathered from your enterprise tools allows leaders to generate insights into the use, impact and optimisation of systems like Slack, Microsoft Teams and Workplace from Facebook; and measure the effectiveness of these with comparative and relational enterprise analytics.

Real-time Organisational Intelligence

While the world and type of roles within organisations will continue to change, the need for quality, data-driven insights is timeless. This unparalleled insight into your organisation can help drive real change - but it cannot be a one-time, or even a quarterly initiative. Leaders must operationalise the processes that sit around this cadence, make it repeatable, habitual and measurable; make it so you can be 'always on'.

It's this 'always on' real-time depth of insight into an organisation that forms the key tenets of Organisational Intelligence. Organisational Intelligence is a cockpit to drive organisational effectiveness. It is clarity across your organisation's aptitudes, relationships and attitudes that allows you to see your whole organisation, engage those who may often exist at the periphery and drive alignment. With Organisational Intelligence, leaders gain the clarity to drive precise decision-making

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and boost the organisation significantly - rapidly making informed choices that drive improvement. It helps you map your informal organisational structure and see how best your teams can engage your customers, partners and develop an ecosystem that gets work done with pace, creativity and innovation at its core - not driven by exclusionary hierarchical command and control. This alignment and autonomy is your competitive organisational edge.

About Temporall

Temporall leads the Organisational Intelligence industry. We use Workbench, our disruptive A.I.-powered platform to enhance leaders' ability to view, understand and respond to the inner workings of their organisation - in real-time. Our data-driven insights, combined with human expertise, ensure that you have the clarity to improve your organisational effectiveness - make well-informed decisions, to fuel growth and innovation, save costs and make efficiency gains in your reimagination for the future of work.