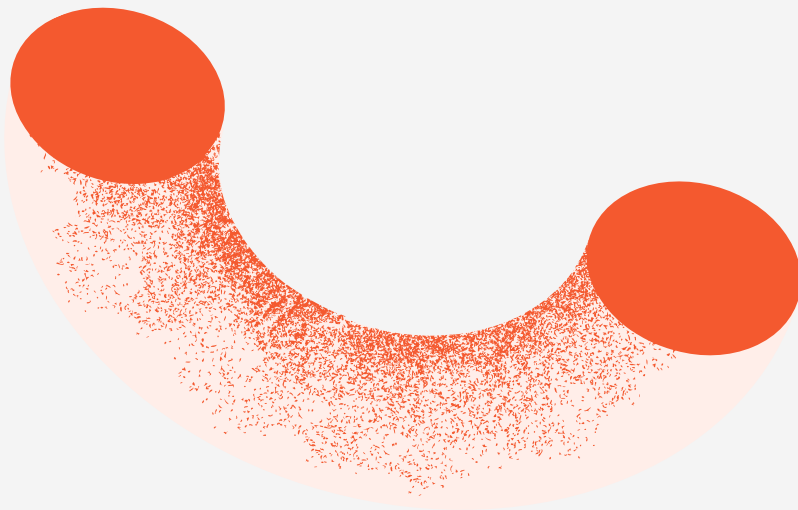# The Future Of Work in Taiwan Report

2021

The British Chamber of
Commerce in Taipei

BCCT

**ORGANISATION
& PEOPLE
DEVELOPMENT.**

Introduction

In February and April the BCCT organised two workshops on the future of work in Taiwan facilitated by Jim Clark from innogreat and Florian Rustler from creaffective, both members of the BCCT, both innovation specialists and facilitators.

Given the global developments in the last 1,5 years and Taiwan's special situation as a country dealing with the Covid-19 pandemic exceptionally well, we asked the question how recent developments might affect the future of work in general and what this means specifically for Taiwan.

This report summarises both the process of the two workshop sessions as well as the results. The purpose of the two sessions as well as of this report is to help companies in Taiwan to create emerging practices to help them be future ready and be successful in a changing work environment.

Florian Rustler
Founder at creaffective
GmbH

Jimbo Clark
Founder at InnoGreat-
WhatIsYourBox

Two interactive workshop sessions

The two facilitated workshop sessions both were highly interactive events, applying a systematic co-creative process how to derive innovation search fields. This process was adopted to the specific situation of deriving insights for the future of work in Taiwan.
The first session was a 3-hour session with 30+ participants from BCCT member companies with backgrounds in HR and other functions. In this first session we derived the trends and first opportunities and threats that the second session used as a starting point.
The second session built on the first session and was conducted as a shorter 1,5 hour early-morning event with 15 BCCT members mostly from a senior leadership background.

Both sessions applied the logic of first thinking divergently and creating different options and alternative and in a following separate second step thinking convergently, narrowing down the alternatives to the most relevant ones.

The process of creating insights

The co-creative process we used consisted of a number of steps to reach our insights.

1   Sharing lenses for thinking

In order to set the direction for thinking in the context of the future of work we presented a number of so-called thinking lenses for the coming 5 – 10 years. These were categories to channel participants thinking and to provide a rough direction.
These categories were:
- how do organizational structures look like?
- how do we collaborate?
- how does leadership look like?
- how does the office look like?
- how do internal processes look like?
- how does employment look like?
- how does recruiting, hiring and firing look like?
- how does training and development look like?

2   Collecting trends

Based on the above thinking lenses the group diverged on sharing global and local trends and developments that participants see relevant to the future of work. We leveraged the diverse backgrounds, nationalities and industries of the participant group and the two facilitators to come up with a broad variety of options. This led to over 60 items.
In a converging phase using an iterative selection process the group narrowed down and condensed all the previously collected trends into a limited number of key trends that the group regarded as most relevant for the future of work in Taiwan. In the end we arrived at nine trends to work with further:

A. Leadership with humanity: Hire and Train people and managers to be human centred

Building on changing values of how (especially the younger) people want to work and what work means to them the role of leadership changes. The days of pure command and control are over and the human side of leadership are of key importance to be successful in a complex fast changing environment.

B. Importance of physical and mental health and resilience in view of a variety of working styles and environments

Also fuelled by technology people will be put into in different working environments both physically and culturally. This makes it even more relevant and important that individuals take care of their health and emotional stability dealing with changing situations

C. Building human connection in a digital work environment

In many countries work from home has become a new normal during the past year because the pandemic forced many organisations to do so. Although in Taiwan, this development is much less prevalent, the digital work environment is on the rise. In this kind of environment it is especially important to consciously build connections on the personal level as a foundation for a productive collaboration to work.

D. Developing technology and methodologies that can enable teams to engage effectively

Again in a more virtual and distributed work environment with team members sitting in different locations and not seeing each other physically every day new ways of collaboration and ensuring a health team climate a key. Therefore, new ways of engaging effectively as a team will (need) to develop. As collaboration will be more virtual in the future, technology will play an important role to ensure this.

E. More Trust/Less Control due to higher complexity and faster speed of change

In complex and fast changing markets companies must adopt a more decentralized and self-organized way of working and decision making. Many decisions that traditionally might have been made by "the boss" in the past, will have to be taken within the team or by other individuals. For this work leaders will need to trust their people more and create an environment where trust works. Micromanagement will be less and less an option.

F. Possibility to work from everywhere, not being limited by location

The pandemic forced many organisations to question certain habits how they organize work. Many realized, that having physically distributed teams is indeed an option for many situations. For certain jobs this will mean that people can live anywhere on the planet and still work for companies in a different geographical area.

G. Accelerated self (online) learning with measured competencies

Also the training industry is shifting. The standard classroom model will be one of various options. There will be more digital and online learning solutions that have been created from scratch to leverage the possibilities of digital technologies to provide a meaningful learning experience. More and more organizations will be adding these options into their learning portfolio.

H. Blended Offices / Virtual and Physical with multiple functions

Already today organizations are rethinking the way they use their office spaces. An office can be much more then desks and chairs arrange in a room to have people sit in front of their desks. Apart from concepts using different zones in an office for different work purposes we see also a blend with having virtual office spaces where people can meet in a virtual space.

I. New ways of employment

Some industries are already leading the way with people changing more often between different companies, based projects and workload. We expect this to intensify in the future for it to be normal for people to have more than one job during their working career also switching between being employed, being a freelancer or using other forms of working.

3 Opportunities and Threats

Based on the above trends the groups again diverged on opportunities these trends could create for organizations in Taiwan and also on what threats the might pose if the organization remains passive and does not adopt. Some opportunities and threats showed up coming from different trends. They will only be listed once in this report.

Leadership with humanity: Hire and Train people and managers to be human centered	Importance of physical and mental health and resilience in view of a variety of working styles and environments	Building human connection in a digital work environment	Developing Tech and Methodologies that can enable teams to ENGAGE effectively	More Trust/Less Control due to higher complexity and faster speed of change
Positive Company culture growth	Create safe spaces to show vulnerablility may build trust	Superficial relationships because people don't meet physically often enough	People losing jobs as more simple work can be done automatically	Damages home environment as the home becomes the office. People cannot relax anymore
Have more Engagement in teams with more empowerment of individual team members	companies are not equipped to support	missing structure for human interaction	peronal data issues (leakage, cybersecurity)	Mental/ Physical Health due to too many working hours
have more motivated people through more caring managers		using technology to augment the experience of connecting	Humans can focus on more valuable things being assisted by machines	loneliness and isolation
better retainement rates of employees			Better ways of knowing your customers	Better Work/Life balance - less time stuck in office and in traffic
CEOs takes the lead				

Possibility to work from everywhere, not being limited by location	Accelerated self (online) learning with measured competencies	Blended Offices / Virtual and Physical with multiple functions	New ways of employment. People will get more jobs in a career. Deal with less job security.
Very much dependent by consistency of IT network. Danger of being disrupted by IT-issues	higher self-motivation in learning as people are in control of what they learn and how they learn	Combine intenational and local networks of people	continuous learning is relevant for everybody
Better work life balance as people can work from anywhere	companies need to create urgency and awareness for employees to upskill themselves	Cost saving from (downsizing) office spaces and using them more flexible	Design your own life becomes a real possibility
High productivity possible, save traffic times		Less interaction -> less creative ideas -> being being "stuck" at home	New synergies which leads to more creativity and new solutions
		Possible challenges to manage a larger number of people this way	collaboration across organizations
			Less job security and more financial insecurities
			government policies that cannnot keep up
			companies miss out on value of long term staff

This list above shows the key selected opportunities (green) and threats (red).

At the end of both sessions participants shared some wishes and request what they would hope to get or receive in order to use some of the opportunities and to deal with some of the threats.

The Organization and People Development committee will continue to create offers and services to address these wishes and requests and to enable BCCT members to make use of the offers.

Share your approach with us!

The Organisation & People Development committee is interested in sharing useful practices that different organizations create to deal with or utilize the opportunities and threats that the trends found in the workshop sessions might bring.
Our aim is to also share them with other organisations to be adapted and put to practice.

We are hoping to hear from you. Please reach out to us!

Contact

The British Chamber of Commerce in Taipei
26F, President International Tower,
9-11 Song Gao Road, Taipei 11073,
Taiwan
台北市松高路9-11號統一國際大樓26樓

T: +886 (2) 2720 1919
F: +886 (2) 2720 9200
Email: info@bcctaipei.com