The Corporate Lattice™
Achieving High Performance in the Changing World of Work

April 15, 2011
So how did we get here?

- Rise in nontraditional families
- Converging expectations of men and women
- Flattened hierarchies
- Shortage of critical talent
- Evolving generational needs
- Virtual, connected workplace
- Multicultural workforce

Changing world of work
The traditional household structure is a relic of the past

Changing Family Structure 1950-2008

Percentage of U.S. family households

1950
2008

Male single parents
Female single parents
Other families
Dual-income families
Traditional families

Women are now a major part of the workforce...

% Share of U.S. Professional Degrees Awarded To Women

Men’s need for flexibility is rising sharply

**Percentage of Men and Women in Dual-income Families Reporting Work-life Conflict (1977-2008)**

- Men: 35% in 1977, 59% in 2008
- Women: 41% in 1977, 45% in 2008

The growth rate of the working-age population is slowing dramatically.

Projected Change in Working Age Population 2010-2050

Across generations, career-life fit is a high priority

Baby Boomers
- 30% Want to better balance work and personal life
- 70% Improving work-life balance is not a priority

Generation Y
- 8% Want a job with a flexible work schedule
- 92% A flexible work schedule is not a priority

Flatter organizational structures are challenging traditional ‘rungs of the ladder’

Source: The Flattening Firm, 2003

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...while job tasks have become less routine

...and the workplace more virtual and connected

**World mobile workforce, 2006-2011**

<table>
<thead>
<tr>
<th>Year</th>
<th>World mobile workforce, mln</th>
<th>Share of mobile workforce in total world workforce, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>759</td>
<td>24.8%</td>
</tr>
<tr>
<td>2007</td>
<td>801</td>
<td>25.7%</td>
</tr>
<tr>
<td>2008</td>
<td>848</td>
<td>26.8%</td>
</tr>
<tr>
<td>2009</td>
<td>897</td>
<td>27.9%</td>
</tr>
<tr>
<td>2010</td>
<td>948</td>
<td>29.0%</td>
</tr>
<tr>
<td>2011</td>
<td>1005</td>
<td>30.4%</td>
</tr>
</tbody>
</table>

Source: IDC Worldwide Mobile Worker Population, March 2008; Deloitte analysis
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The Implication? Corporate Ladder norms are collapsing under the weight...and a “Lattice” model is emerging
Contrasting ladder and lattice models

- Hierarchical structure
- Work is a place you go to
- Separation of career and life
- Linear, vertical career paths
- Individual contributor driven
- Tasks define the job
- Many workers are similar

- Flatter, matrixed structure
- Work is what you do
- Integration of career and life
- Multi-directional career paths
- Team and community driven
- Competencies define the job
- Many workers are different
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...and how these differences impact the changing world of work
Careers: From straight up to zig-zag
Work: From where you go to what you do
Participate: From top-down to all-in
So how do employers need to adapt?
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By scaling customized workplaces
Organizations can build on what’s already going on

**Lattice Way**

**Examples of Practice**

**Careers**
- Think career enhancement vs destination
- Individualized development plans
- “Find your fit” benefit structures
- Mobility

**Work**
- Flexible, reconfigurable workspace designs
- Matrix organizational structures
- Remote work options
- Measure results vs face time

**Participation**
- Virtual communities
- Internal crowd-sourcing
- Micro-volunteering
- Social media
Mass Career Customization® (MCC) is a way to scale career choices

**Pace**
Options relating to the rate of career progression

**Workload**
Choices relating to the quantity of work output

**Location/Schedule**
Options for when and where work is performed

**Role**
Choices in position and responsibilities
MCC recognizes that career-life choices change over time...creating a sine wave of sorts
How to help individuals adapt to lattice living?
1. MARK TO MARKET

- Take an outside-in approach to development
- Continually seek feedback from those around you
- Grow connections sideways, up, down and out
- Actively manage your reputation and ‘brand’ both offline and online

Underscore who is CEO of each individual’s career
1. MARK TO MARKET

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2. THINK OPTION VALUE

- Build a portfolio of career-enhancing skills and experiences
- Develop transferable skills
- Be an agile learner
- Choose employers wisely

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3. OPTIMIZE CAREER-LIFE
   - Think “over time” rather than “fixed point in time”
   - Focus on mutual benefit
   - Periodically revisit your personal time allocation model
A paradox?

High Performance

Career-Life Fit
A paradox? No longer