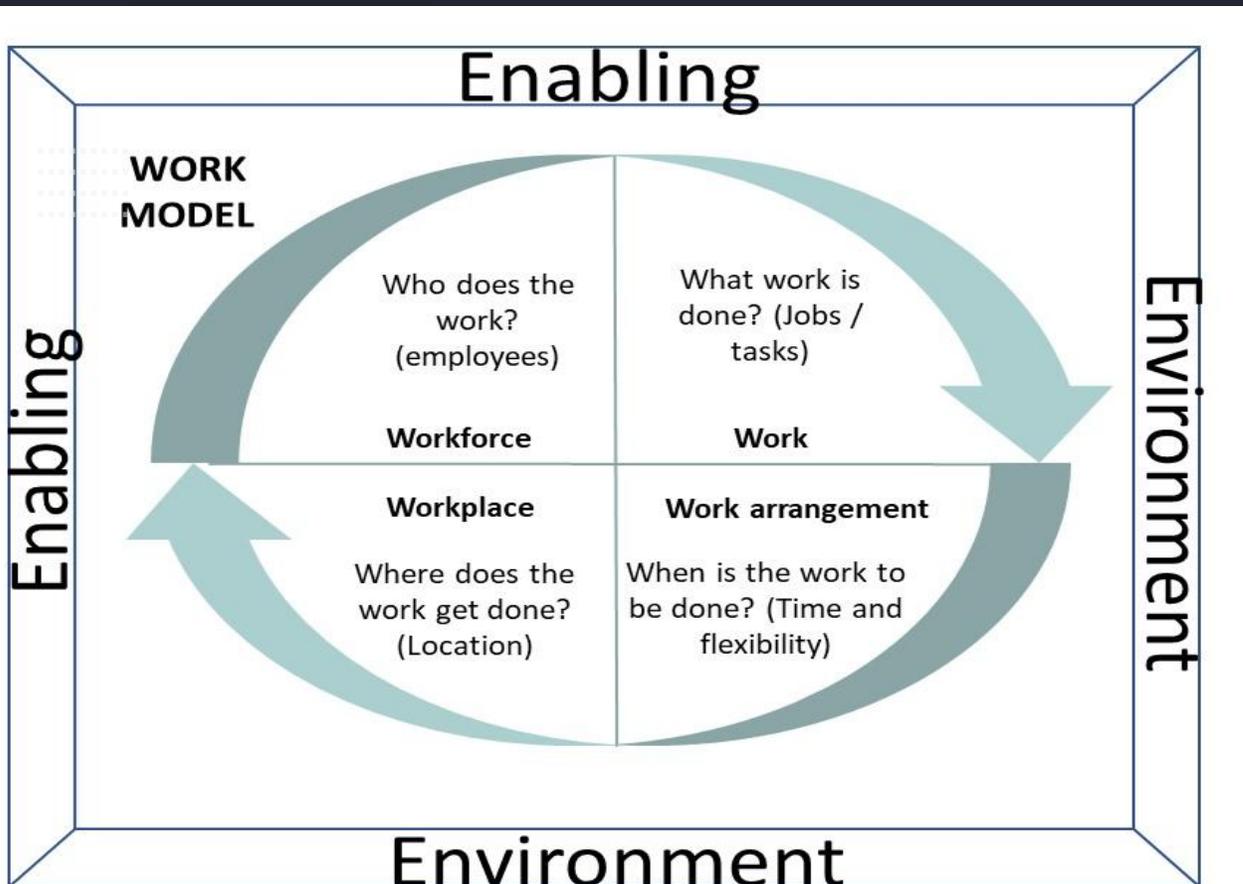




Inclusion @ Work

Dr. Natasha Winkler-Titus

What is a Work Model?



- Flextime
- Compressed workweek
- Shift work
- Part-time schedules
- Job-sharing

Radical Flexibility Definition



Source: Gartner



1970s-1980s

- ✓ Economic recessions led to an increase in part-time and contract work.
- ✓ Part-time roles grew in retail, food service, and hospitality.
- ✓ Contract work expanded in tech, construction, and professional services.

2010s

- ✓ Remote work became more accessible due to advancements in technology.
- ✓ Hybrid work models gained popularity, particularly in tech and professional services.
- ✓ Freelancing saw significant growth, offering flexibility and independence.



Late 18th - Early 19th Century

(Industrial Revolution)

- ✓ Introduction of full-time employment as factory work became the standard.
- ✓ Establishment of the "9-to-5" workweek and 40-hour structure.
- ✓ Labor laws introduced worker protections (overtime pay, healthcare).

1990s-2000s

- ✓ Temporary staffing surged in retail, warehousing, and administrative sectors.
- ✓ The gig economy emerged with platforms like Uber and TaskRabbit, offering on-demand work.
- ✓ Workers gained more flexibility but faced less job security and fewer benefits.

2020s

- ✓ Remote work became essential across many industries due to lockdowns.
- ✓ Hybrid work models became widely accepted to accommodate post-pandemic adjustments.
- ✓ Portfolio careers and gig economy roles continued to expand as workers sought greater work-life balance.

Seven Disruptors

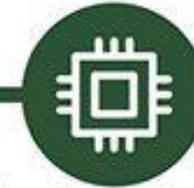
Technology is everywhere
6 billion+ smartphones in the world by 2020

Source: IHS Markit



AI, cognitive computing, robotics affordability
\$500,000 in 2008
\$22,000 today

Source: Deloitte



Tsunami of data
9x more in the last two years

Source: Deloitte



Explosion in contingent work
US contingent workers 40% by 2020

Source: Intuit 2020 Report



Change in nature of a career
2.5 - 5 years: Half-life of skills

Source: Deloitte



Diversity and generational change
Millennials reaching 50% of workforce

Source: Deloitte Global Millennial Study



Jobs vulnerable to automation

35% UK
47% US
77% China

Source: WDR 2016



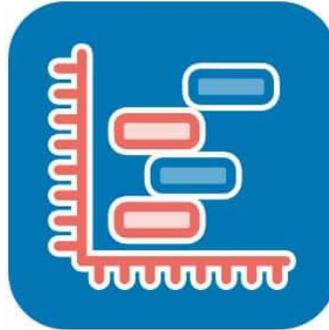
The seven disruptive trends shaping the future of work

The Four Historical Stages of Modern Project Management

Project management

Stage 1

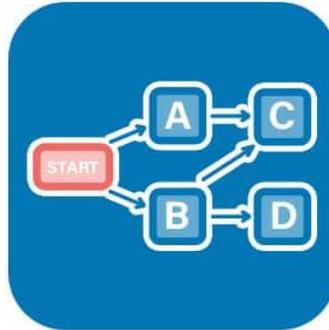
Key Project Management Advancements



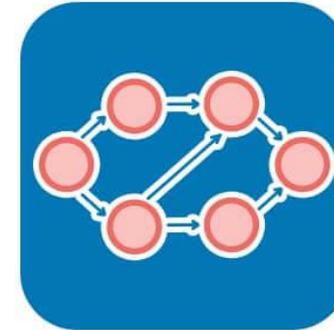
Gantt Chart:
A new way of visualizing tasks, Gantt charts allowed project leadership to see relationships and project end dates



Critical Path Method (CPM):
Using CPM, project leaders plan out the longest-duration path to estimate the project's duration



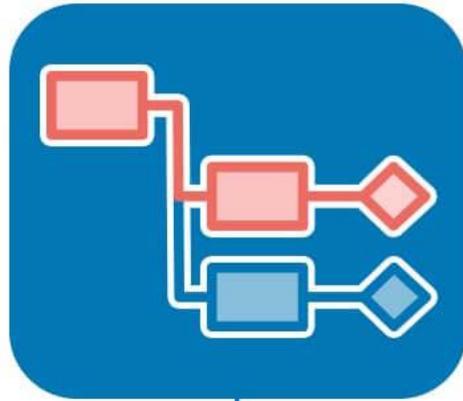
Precedence Diagramming Method:
This method allowed mapping of predecessor-successor relationships throughout a project



Project Evaluation Review Technique (PERT):
It was developed for use in such projects as the Polaris project and the space program

Stage 2

Key Project Management Advancements



Work Breakdown Structure (WBS):
The WBS is a step-by-step plan to achieve the project objectives

Conflict Management:
Managing conflicting interests is recognized as an important part of project management



Iterative Project Planning:
A practice recognizable to any modern software development team



Stage 3

Key Project Management Advancements

First 'Lightweight' Methodologies:
While the term 'Agile' won't be used for over a decade, early experiments were underway



Widespread Use of PM Software:
With the help of powerful software, increasingly sophisticated techniques became common project management practices



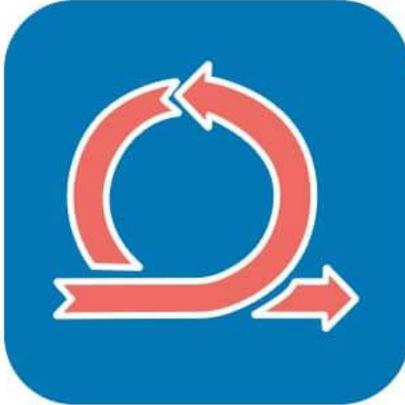
Risk Management:
In 1987, a new version of the PMBOK first introduced the idea of managing risk as a business and knowledge area



Certification Programs for PM:
The first certification test for project management was held by the PMI in 1984

Stage 4

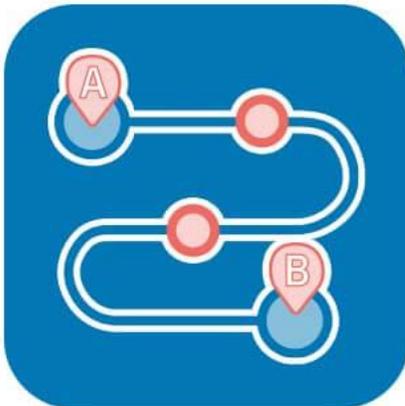
Key Project Management Advancements



Agile Methodologies:
Originally developed for software development, Agile methods emphasize collaboration and reiterative processes



Remote Work:
In the past, remote work played an important role in off-shoring tech work beyond local borders



Critical Chain Project Management (CCPM):
CCPM allows project managers to consider their availability



Project Management Degrees:
In addition to professional certifications, some universities now offer bachelor's degrees in project management

3 Future Trends of Project Management



Digitisation



Employment



**Better data
analysis**

Role of Project Leader and Team Player



Temporary

Goal driven

Resource constraint

*Cross-functional and
Multi-disciplinary*

Manage and Control

- Influencer
- Sense maker
- Negotiator

Work breakdown

- Interactive planner

Risk management

- Agile agent for Change
- Geopolitical
- Sustainability

Uncertainty

Inter-dependence



Project management teams represent a distinct organisational form that differs fundamentally from traditional, permanent teams in both **structure and function** (Burke & Morley, 2016). These teams are temporary **social systems** created to achieve a specific set of objectives within predetermined constraints of time, budget, and scope (Müller, Drouin, & Sankaran, 2019).

This temporariness, while fostering agility, simultaneously **reduces psychological stability**, conditions that can impede the emergence of psychological safety unless actively cultivated through leadership and communication (Burke & Morley, 2016; Edmondson & Lei, 2014).

TEAM EFFECTIVENESS

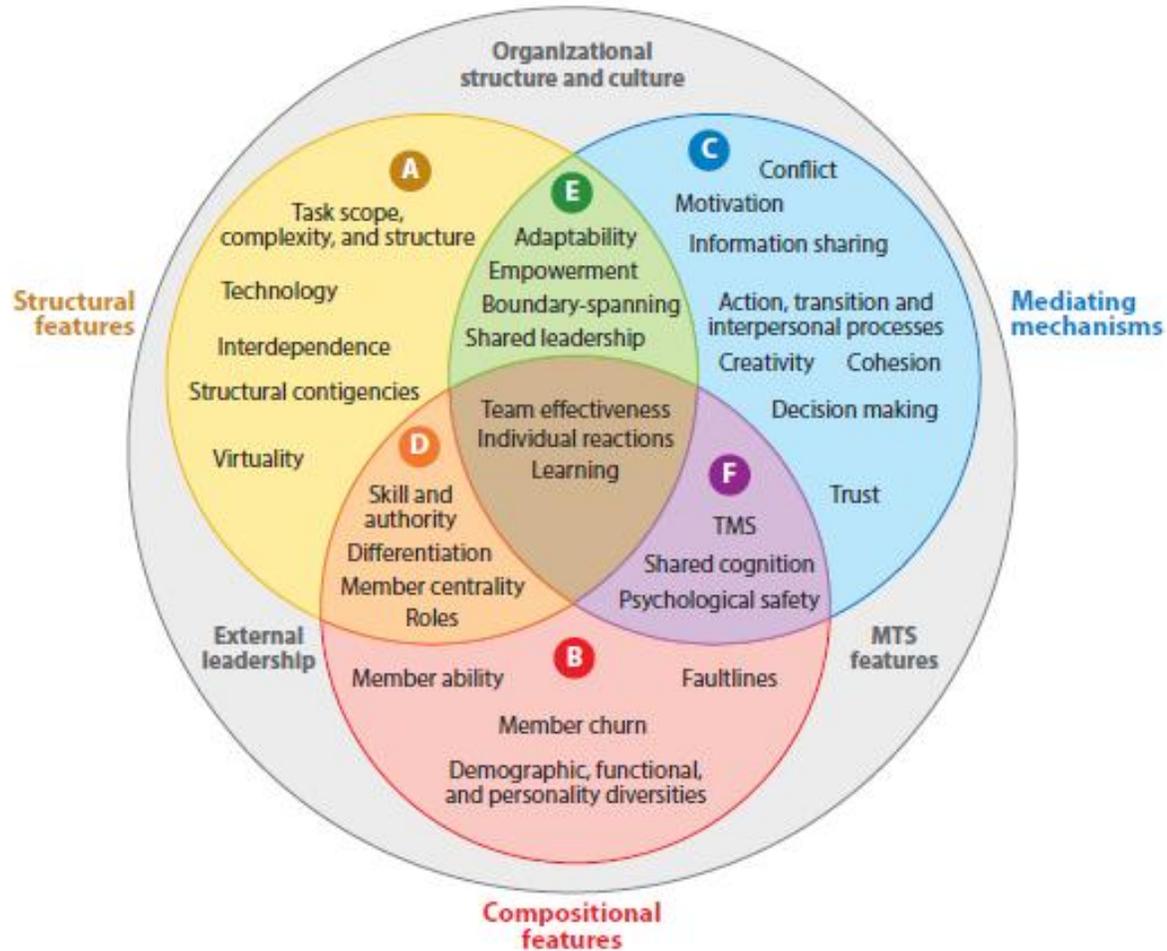


Figure 1 Co-evolving team compositional and structural features, mediating mechanisms, external influences, and outcomes. From “Embracing Complexity: Reviewing the Past Decade of Team Effectiveness Research,” by J. E. Mathieu, P. T. Gallagher, M. A. Domingo, & E. A. Klock, 2019, Annual Review of Organizational Psychology and Organizational Behavior, 6, p. 19 (<https://doi.org/10.1146/annurev-orgpsych-012218-015106>)

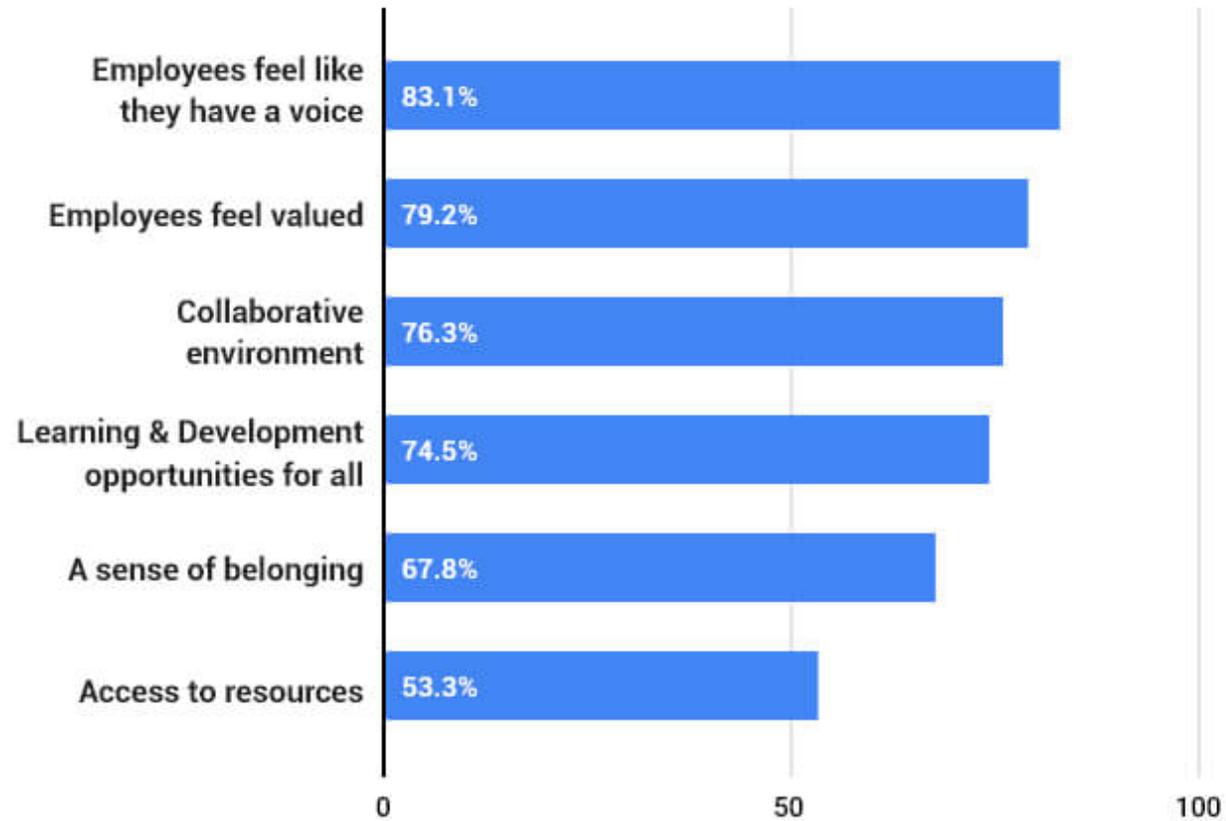
TEAM EFFECTIVENESS



Another defining feature of project teams is their **cross-functional and multi-disciplinary** composition, often bringing together specialists from different professional domains, organisations, and even national cultures (Botchkarev & Finnigan, 2015; Lopes Barakat, Lorenz, & Trapp, 2021). This diversity **enhances innovation and problem-solving capacity** but also increases the potential for **miscommunication, role conflict, and divergent expectations** (Müller et al., 2019). When not managed effectively, such heterogeneity can **erode mutual trust and constrain voice behaviour**, key precursors of psychological safety (Frazier et al., 2017; Edmondson, 1999). Conversely, diversity that is supported by inclusive leadership and open dialogue can enrich collective cognition, which in turn strengthens team effectiveness (Salas, Reyes, & McDaniel, 2018; Mathieu et al., 2017).

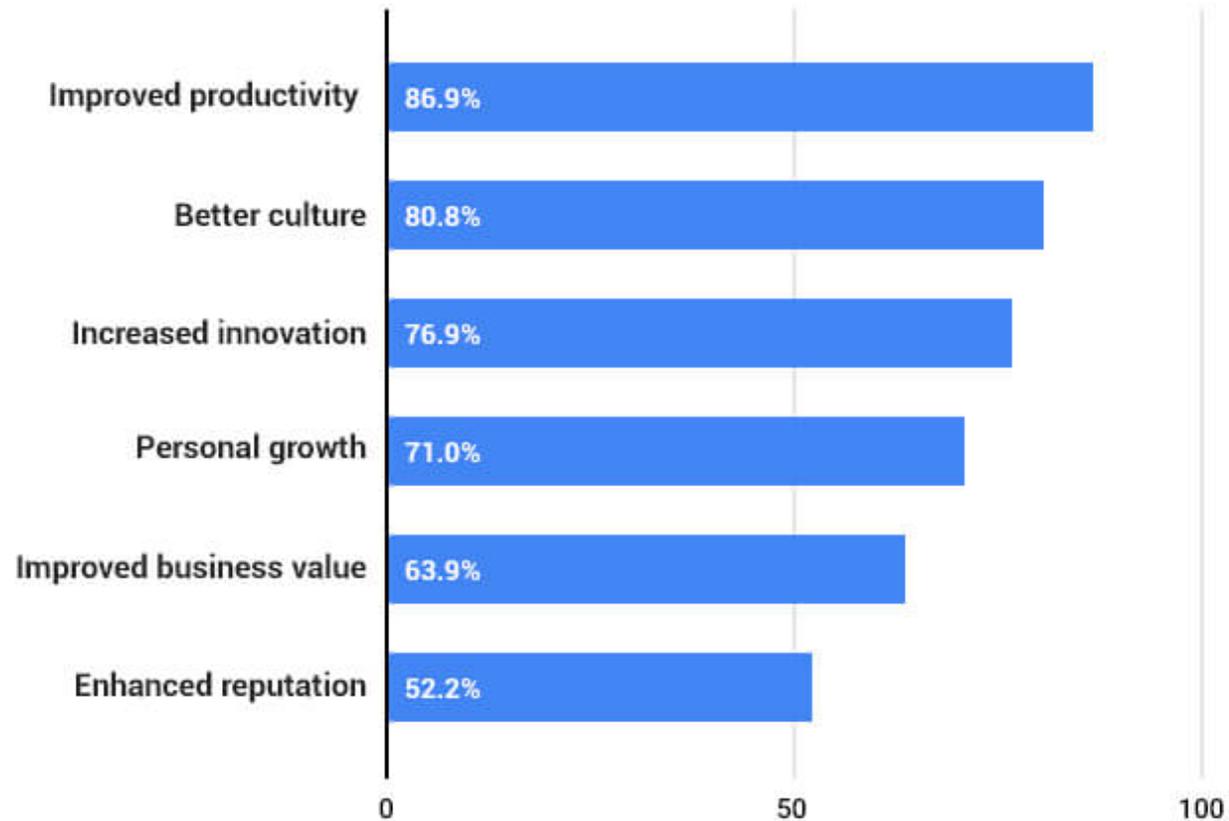
Project teams also operate under high levels **of uncertainty and interdependence**, requiring members to coordinate tightly across tasks and organisational boundaries (Bakker, 2010; Burke & Morley, 2016). The success of these teams depends **on shared mental models and adaptive communication**, as errors or misalignments can cascade rapidly through interdependent workstreams (Ilgen et al., 2005; Kozlowski & Ilgen, 2006). The intensity of **time pressure and performance monitoring** inherent in project settings often fosters **defensive communication climates that discourage error reporting or idea sharing** (Manning, 2018; Müller et al., 2019). In this regard, **psychological safety** functions as an essential buffering mechanism that allows members to engage constructively despite uncertainty, thereby sustaining coordination quality and team learning (Edmondson & Bransby, 2023; Dong, Chen, Chen, & Jiang, 2024).

What makes a workplace inclusive?

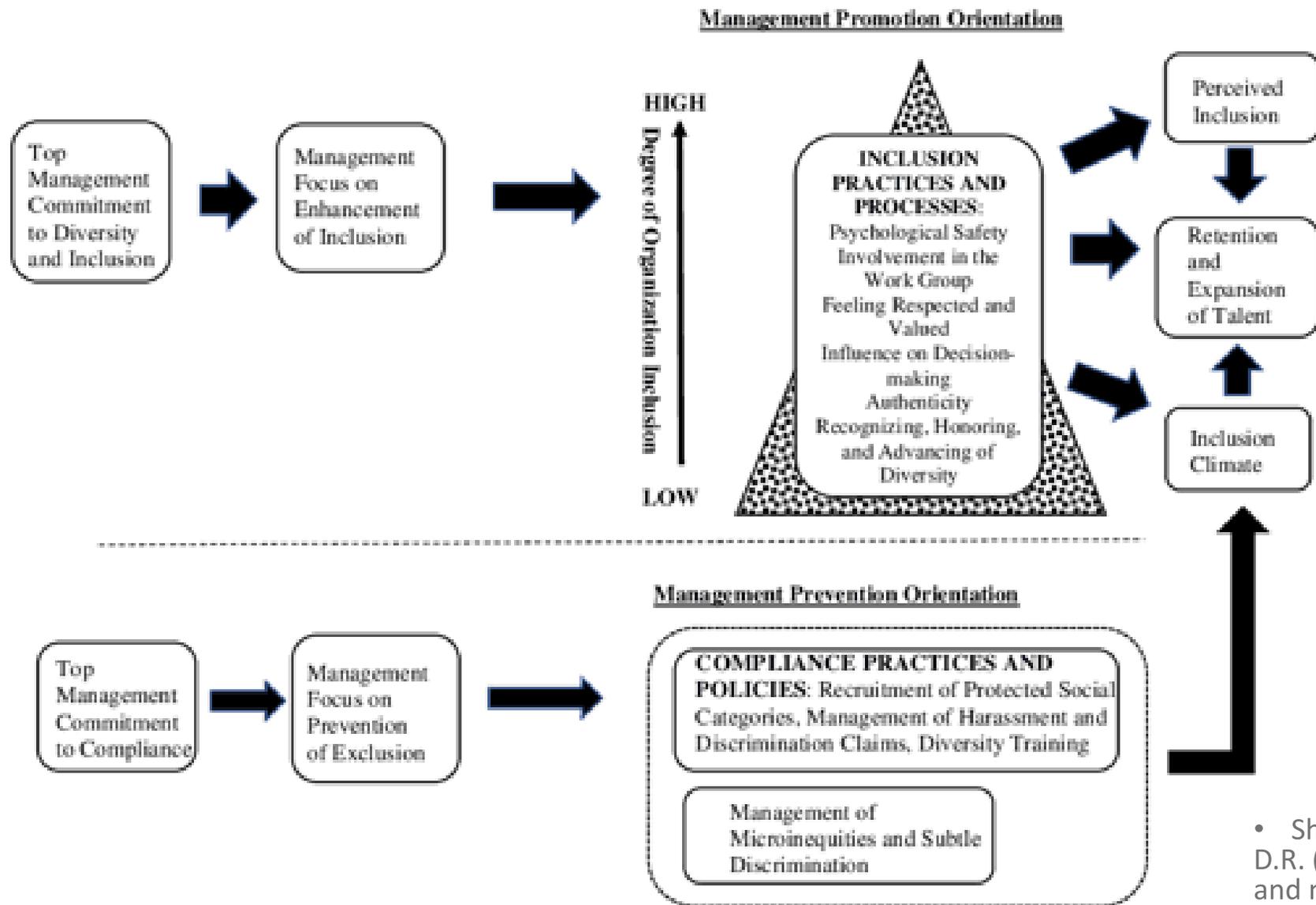


Source: GoodFirms (2021). Workplace Inclusion Survey (N=510 Full-Time Employees).

What are the benefits of diversity & inclusion in the workplace?



Source: GoodFirms (2021). Workplace Inclusion Survey
(N=510 Full-Time Employees).

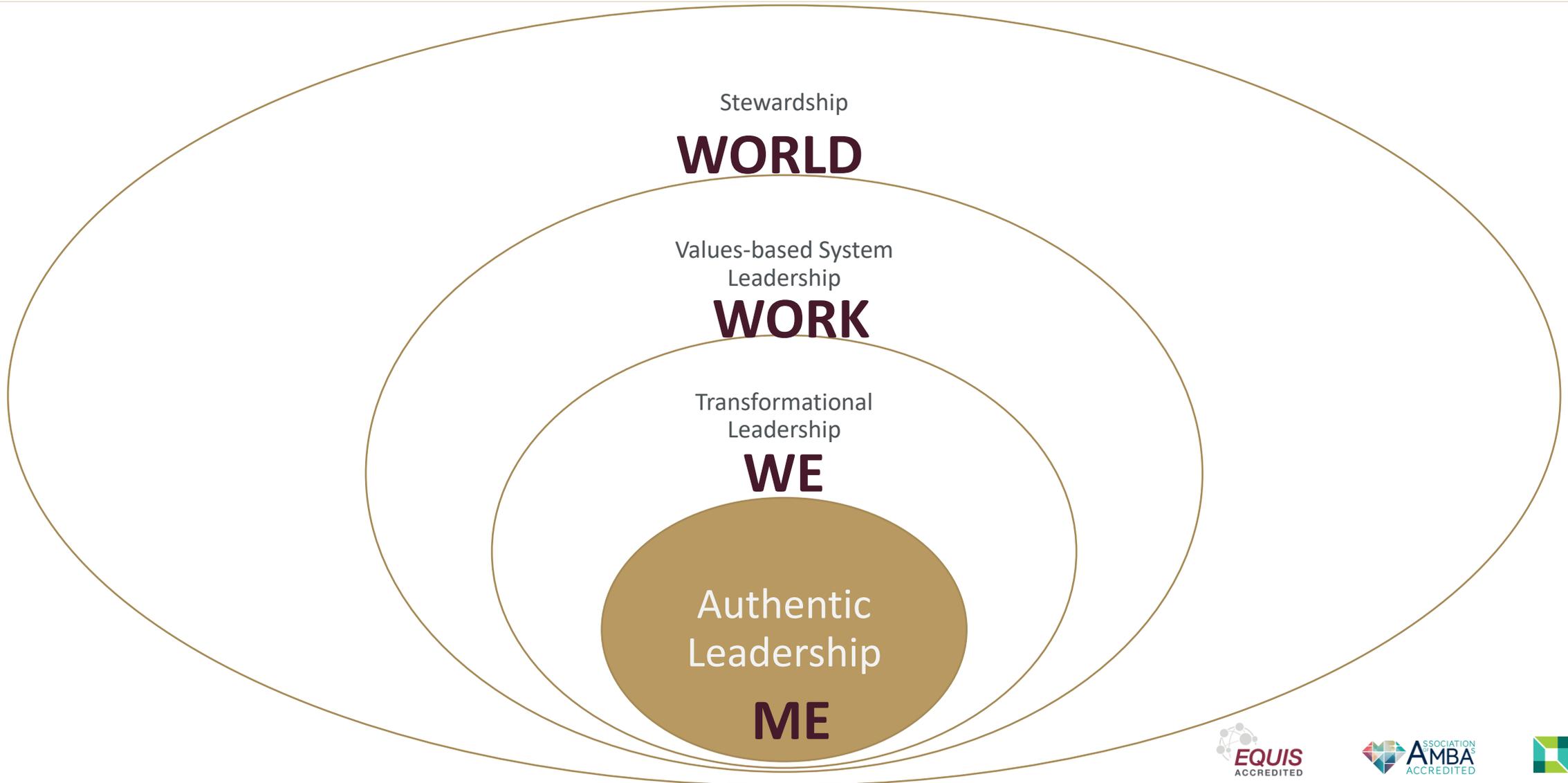


- Shore, L.M., Cleveland, J.N., & Sanchez, D.R. (2017). Inclusive workplaces: A review and model. *Human Resource Management Review*.

What is Responsible Leadership?

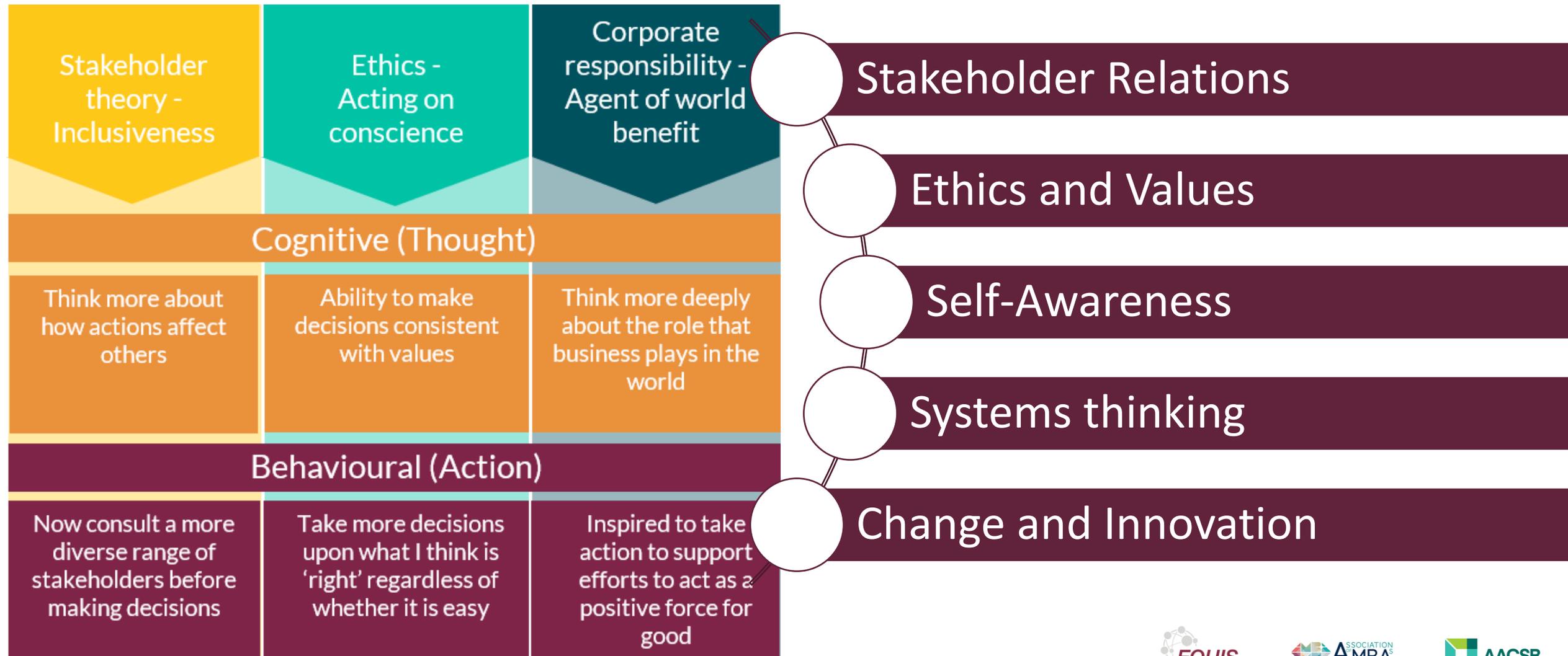


**Stellenbosch
Business School**
Responsible Leaders – we shape them.





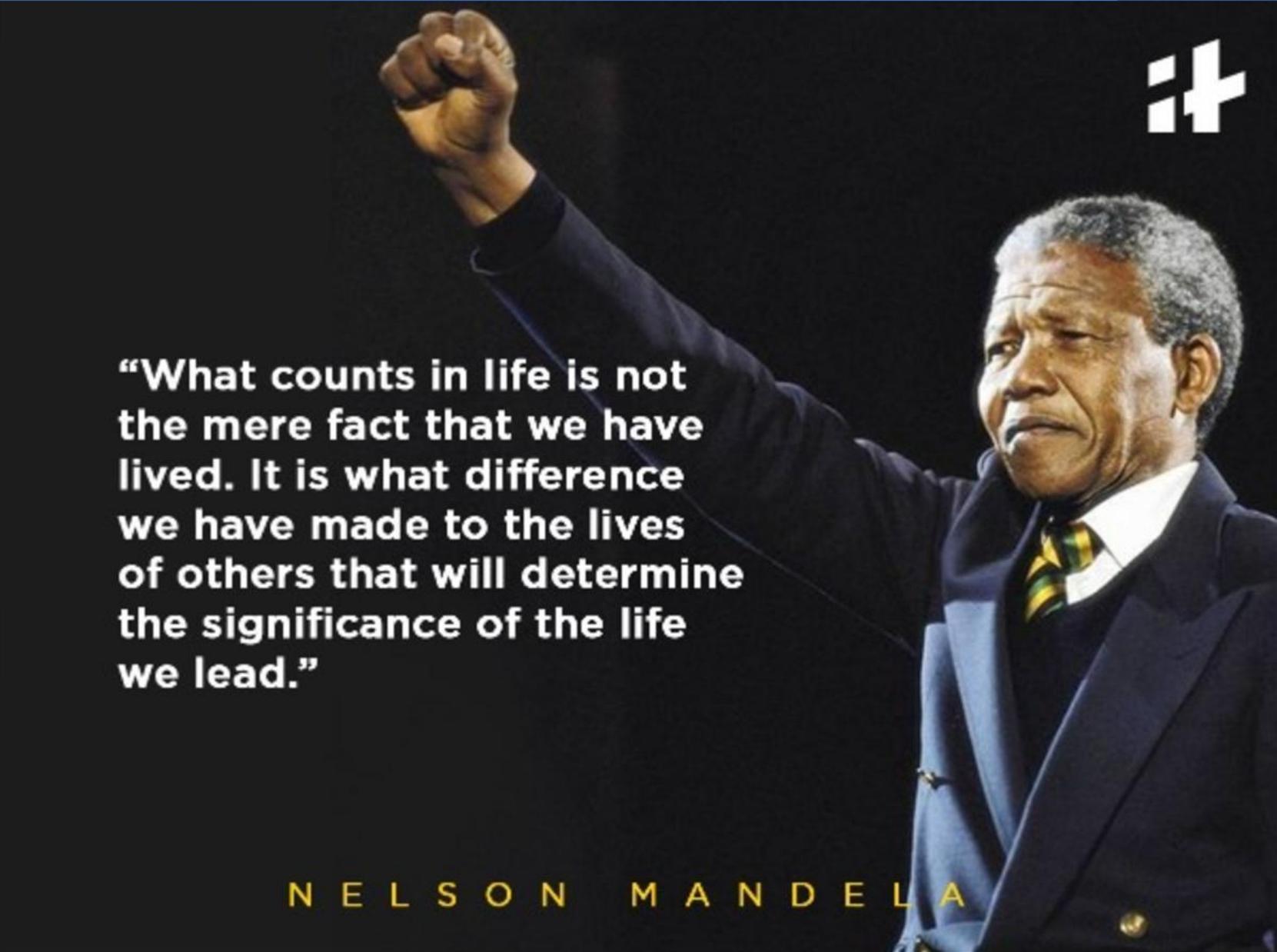
Competencies for a Responsible Leader





In closing



A photograph of Nelson Mandela, an elderly Black man with grey hair, wearing a dark blue suit jacket, a white shirt, and a yellow and green striped tie. He is shown from the chest up, with his right arm raised and his fist clenched. The background is dark. In the top right corner of the image, there is a white logo consisting of four slanted rectangular blocks arranged in a cross-like pattern.

“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.”

N E L S O N M A N D E L A

**Enkosi kakhulu
Thank you
Dankie!**

**Inclusion @ Work
Dr. Natasha Winkler-Titus**

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