



Organisation 2.0



AS YOUNG EMPLOYEES COME TO EXPECT A GREATER CULTURE OF COLLABORATION
AND FEEDBACK, THIS IS THE FUTURE CORPORATE ORGANIZATION.

aperto

Contents

- 1 The Working World Of The 'Digital Natives'
- 2 Facebook As A Test
- 3 Management Under Pressure
- 4 About Aperto
- 5 Sources & Imprint

1 The Working World Of The 'Digital Natives'

While organizations have always been in a state of change—adapting structures, incorporating new departments, accommodating new staff—digitalization has significantly affected the dynamic and implications of these changes.

For the last few years, the driving force behind this transition has been the millennial generation. The 'digital natives' have infused the working world with their own revolutionary style of communication and relationship to personal information. Organization 1.0 was structured according to rigid processes. Application processes. Qualification processes. Production processes. Evaluation processes.

Now this process-dominated system of management is being unseated by a need **flexibility** and **mobility**. Organization 2.0 has to be responsive, which in turn presents a problem for human resources.

Facebook As A Test

Social networks, such as Facebook, are already proving to be a crucial test for many internal structures.

Alongside a company's established communication channels, Facebook offers a self-contained, parallel world where different teams can collaborate virtually on real projects. At the same time, each individual employee can share the project within their own personal Facebook network to generate an opinion or to interact directly with individual team members over chat.

the ages of 14 and 32. Two thirds of the participants stated that they expected to be able to communicate through social networks, such as Facebook, rather than via classic emails. Not only is communication through social networks more immediate, it's also more interactive, outdoing classic unidirectional email in various performance spheres.



Two thirds of the participants stated that they expected to be able to communicate through **social networks**, such as Facebook, rather than via classic emails.

It's this that has allowed young employees to adopt a work and communication method that has fast become the norm for all levels of an organization. This characteristic of the new generation of employees was confirmed by the Accenture study 'Millennials vor den Toren' (translated: Millennials at the Gate) based on a Germany-wide survey of 570 people between

It's at this point that the culture clash becomes apparent. As the Accenture study concludes: millennials expect mobile phones and a flexible work arrangement where they can choose which app to communicate through and which device to work on.

3 Management Under Pressure

This decade, over 50 million digital natives Europe-wide will be starting their jobs, and work processes and infrastructure will be affected accordingly.

The integration of more digital, more social networks into a company's workflow—whether deliberately or in the standard usage of social media—poses a constant challenge to management.

The problem for a hierarchical structure is that the networking through social communities results in a more collaborative, **solutions-based work structure** which often renders a hierarchy blurry or even obsolete. As a result, managerial figures are no longer integrated into every project phase because the system doesn't accommodate them in a classic capacity.

more drastic: in the future company culture good past performance will no longer guarantee present job security.

Organization 2.0 incorporates all aspects of company organization, including knowledge and project management as well as all internal and external communication. This is also where the system responds to the needs of the digital natives—**young employees expect a culture of networking and feedback**, so organizational structures integrate more constructive evaluation and dialogue within the hierarchy.



The employee of the future doesn't need to have experience as much as a **potential for gaining skills.**

The full extent of the management and organizational revolution 2.0 was summarized by American culture sociologist, Richard Sennett. According to Sennett, the employee of the future doesn't need to have experience as much as a potential for gaining skills. For established managers, the implications are even

In a system of agile process management, employees want to be constantly informed as to how successfully or efficiently they are executing the tasks assigned to them. And to achieve this, a new culture of evaluation has to be created.



Digital since 1995

We are Aperto. A progressive communications agency that offers the right services for the digital age. As fusionists, we combine strategy, technology and creativity to put the Wow into the How for brands and organizations alike. We offer diverse talents with a common passion for excellence, and a unique culture in which ideas and innovation thrive.

We believe in creating a better digital world, and love doing it together with our clients. We are working from five locations spread across three continents. From Berlin to Beijing to Ho Chi Minh City to Dubai to Basel. With a team of 400 passionate fusionists, we're at the forefront of the digital era and determined to stay there.

Looking for Challenges

We are driven by projects that both inspire and challenge us. So if you're looking for an agency to collaborate and grow with, you've found the right partner. Focusing on three primary areas—strategy, creation and technology—to deliver a holistic solution, we provide the right service for the digital era.

Aperto AG
In der Pianofabrik
Chausseestraße 5
10115 Berlin

+49 30 283921-505
info@aperto.com

5 Sources & Imprint

Sources

¹ The Future of Management, Gary Hamel, 2008

² Knowledge Transfer with Wikis and Weblogs: Case Studies for the Successful Application of Web 2.0 in Companies, Alexander Stocker/Klaus Tochtermann, 2010

³ Millennials at the Gates: IT Expectations of the Internet Generation, Accenture (Hg.), 2009

⁴ The Culture of the New Capitalism, Richard Sennett, 2007

Copyright

An Aperto AG Whitepaper, September 2012

Text: Aperto Strategy Team

www.aperto.com