

The
**Inclusive
Organizing
Playbook**

Kenneth T. Goh, Daniel Z. Mack & Jovina Ang



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Praise FOR THE PLAYBOOK

"I believe that organizations can do so much more for people with disabilities and the marginalised. This book provides the step-by-step guide on how to be inclusive and integrate these groups of people into the workforce. Additionally, the detailed case studies featured in the book show how work can be redesigned with minimal costs. This is a must read for leaders who want to make a difference."

- Jon Browning,
CEO Global Mentorship Initiative

"This book on managing inclusion is an essential read for leaders of today's organizations. It shows how one can easily create an inclusive workplace with simple workflow redesigns. The step-by-step instructions and case studies provide managers and leaders with a practical toolkit for making inclusion a reality. A must read!"

- Bert de Reyck,
*Dean & Professor of Operations Management,
Lee Kong Chian School of Business, Singapore Management University*

"Inclusion at workplaces doesn't happen by accident. For a diverse workforce to flourish, companies need to be intentional in embracing inclusion practices and models. Playbooks such as this one can help create more awareness amongst organizations in Singapore about how they can meet employees' varied needs and maximize performance through the power of a diverse workforce."

- Kaushik Das,
*Managing Partner, Southeast Asia
McKinsey & Company*

"The Inclusive Organizing Playbook is a timely book for these times. Because we as employers need steps to walk-the-talk about becoming more inclusive. Indeed, if businesses are to be more inclusive, they need to be designed differently."

- Anthony Tan,
Founder and CEO, Grab

“Purpose meets Pragmatism! Businesses with purpose enhance employee and societal well-being. This Playbook for Inclusive Organizing provides insights into how firms can strengthen their purpose to engender more inclusive organizations and communities. This is the definitive guidebook to make purpose practical!”

- Gerry George,
*Tamsen and Michael Brown Family Professor of Entrepreneurship and Innovation,
Georgetown University*

“Professors Kenneth Goh, Daniel Mack, and Dr. Jovina Ang compile valuable lessons learned from organizations deliberately working on including under-represented workers in their teams. It provides easy to understand step guides on how to turn lofty management buzzwords into organizational practices for the benefit of the included and the company alike. If that isn’t reason enough, the fact that empathetic, psychologically safe and flexible work cultures are built on inclusion and diversity, should make this agenda a priority for all managers.”

- Mette Ekeroth,
*Chief Legacy Officer, North-East Family Office &
Board Member ECCA Family Foundation*

“The Inclusive Organizing Playbook is a book we have been waiting for. In this war for talent, there simply is not enough talent for organizations to continually grow and expand. The book shows that redesigning work for inclusive organizing is not a huge and expensive undertaking. It simply requires an understanding of how work can be redesigned. The book elaborates on how different organizations have adopted inclusive organizing for their success. Thank you for writing this book and making this inclusive concept easy to understand and apply!”

- Dan Luo,
*General Manager Business Development,
Asia Pacific and New Zealand – Active Living, Fonterra Group &
Independent Director at Yeo Hiap Seng*

"While there is so much written about inclusion and diversity, I believe there's so much more we can do for the differently-abled and the marginalised including the autistic. This practical book on inclusive organizing gives leaders the step-by-step instructions on how to truly make inclusive organizing a reality. Kudos to the authors for making these insights accessible for all,"

- Raen Lim,
*Group Area Vice President, Splunk Asia &
Board Member, Singapore National Co-operative Federation (SNCF)*

"I totally agree with the authors that we could do so much more for the marginalised and the differently-abled. We face such a talent crunch in the world of work today and this book provides 4 simple frameworks, as well as a set of guidelines for how work can be redesigned and be more inclusive for these groups of people. Congrats to the authors for pioneering this important work for us!"

- Jaspreet Singh,
Vice President, Global Product Support, Autodesk

"I applaud Professors Kenneth Goh, Daniel Mack, and Dr. Jovina Ang for this important and practical work that can enable us all to be part of creating a more caring, just and inclusive society. Inclusion is fundamentally about committing towards greater equity in society and ensuring everyone's talent is realised. It is based on a belief in the dignity of all persons and on the value of work as an instrument of personal and social transformation. The Playbook corrects a significant misstep in many inclusion efforts which is that 'they' need to fit 'us.' This results in disappointment and best efforts yielding poor results. Inclusion is a two-way street and all parties are changed for the better through the journeying together. May we commit to this important path together!"

- Melissa Kwee

Preface

Much has been said about inclusion and diversity (I&D)—the two very important and inter-connected concepts for organizational success.

However, for inclusion to go beyond a concept, a statement, or a novelty, we believe that work has to be redesigned for inclusion so that organizations can draw upon the abilities and skills of a broader population of people despite the certain limitations or issues that they might face.

Current organizational designs are oriented towards profit maximizing and make certain assumptions about people and their lives, and what they can contribute to work.

Because of these inherent assumptions, many people are marginalised from work as they do not fit into the moulds of typical employees. For example, the differently-abled such as the autistic, are perceived to be less capable because of their less developed cognitive ability and social skills.

Another group of people that is commonly marginalised, are the single mothers. On the one hand, organizations have avoided hiring single mothers because they are perceived to be less reliable workers as they might not show up for work when their children fall sick or when there is a mishap in the home environment. On the other hand, many single mothers have avoided work because of the lack of a home support structure and access to affordable childcare services.

While some organizations have tried to address the issue of inclusion by offering upskilling opportunities to the marginalised groups of people, we believe that this traditional approach is not merely enough. More needs to be done to integrate the marginalised into the workforce.

Adopting inclusive practices starts by taking baby steps. And making small changes to the organizational design, workflows and processes is a good way to start. One important step is to redesign work by rewiring the workflows while addressing the capabilities and needs of the marginalised.

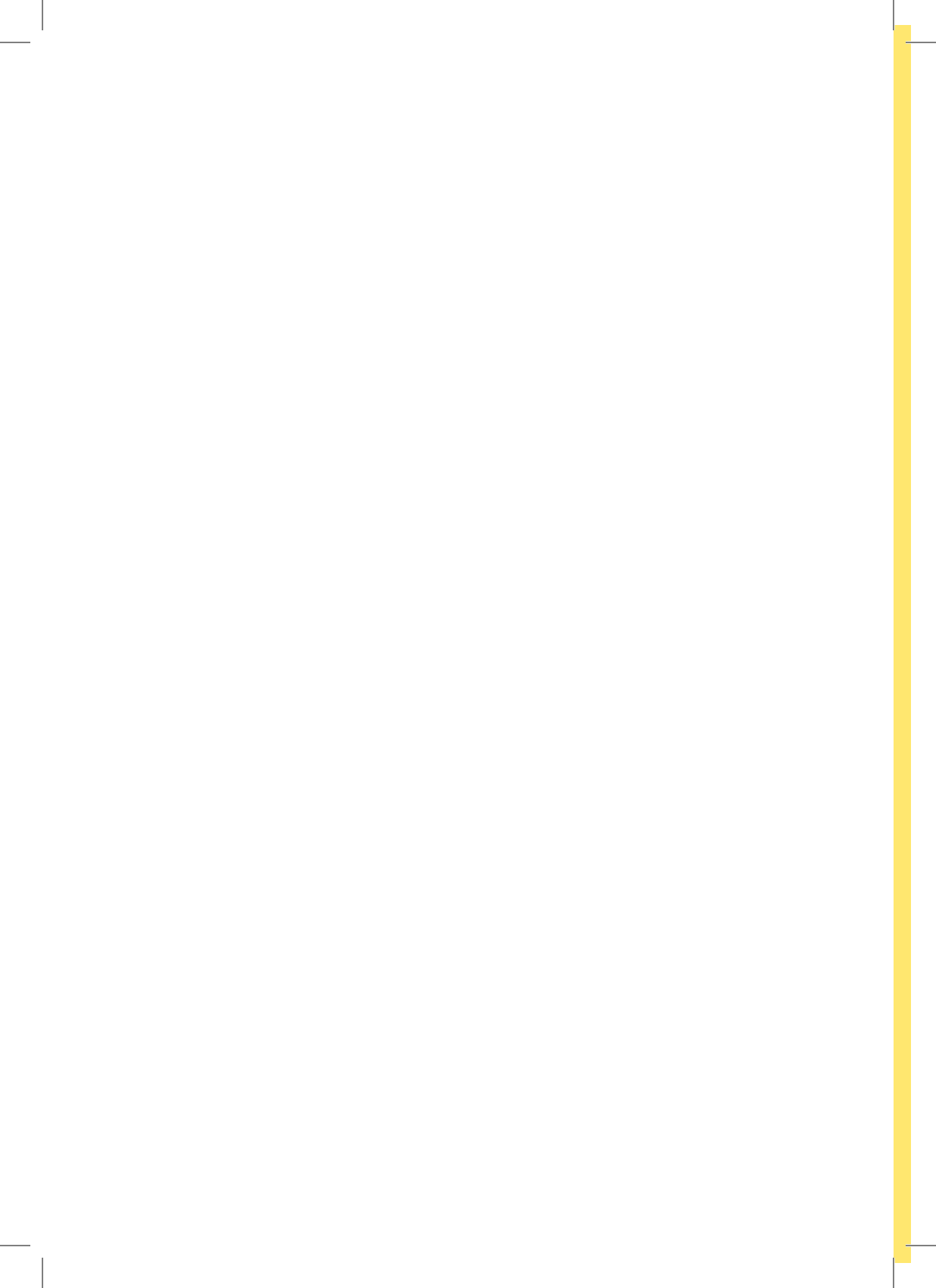
In this playbook, we offer four ways by which work can be easily rewired. We also offer insights, frameworks and step-by-step practical guides from a variety of industries for organizations to make inclusion a reality.

While most of the examples in this playbook are from Singapore, we are confident that organizations from across the world can apply the insights and ideas offered in this playbook for making inclusive organizing work.

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The **Why** for Inclusive Organizing



There are many reasons why inclusive organizing makes good business sense. Not only can it widen the talent pool, but it can also address one of the Ps of the triple bottom line.

1. The Why for Inclusive Organizing

Despite a world-wide focus on inclusion and diversity, unfortunately, not much has been done for the differently-abled and the marginalised.

There is a general perception that the differently-abled and the marginalised are less capable and have too many special needs. Because of this, they do not fit into the mould of typical employees. These reasons are why they are often over-looked as potential talent sources for the workplace.

Given that time is of importance, organizations want to fill open positions quickly. The quicker employees can be onboard, the quicker they can contribute to creating value for the organization.

Organizations also rely upon 'tried and tested' best practices to attract and onboard talent for the open positions. And these best practices often do not include the marginalised.

However, what is deemed to be a best practice for one organization may not be a best practice for another organization as the 'best' in best practices is contextually situated. Best practices are also not 'one-size-fits-all' prescriptions.

Given that there is a war for talent ¹, it makes good business sense for organizations to tap on the marginalised pool of talent. There are at least 1 billion people or 15 percent of the world's population who are differently-abled.

Despite having the requisite education, as many as 90 percent of people with disabilities of the working age are unemployed in the developing countries.^{2,3}

¹ Korn Ferry, "Talent Shortage Moves to a Chronic Problem in 2022", October 25, 2021, <https://www.kornferry.com/insights/featured-topics/talent-recruitment/talent-shortage-moves-to-chronic-problem-in-2022>, accessed June 2022.

² Uwi Basaninyenzi, "Disability Inclusion", The World Bank, April 13, 2022, <https://www.worldbank.org/en/topic/disability#1>, accessed May 2022.

³ United Nations: Department of Economic and Social Affairs, "Disability and Employment: Factsheet 1", 2005, <https://www.un.org/development/desa/disabilities/resources/factsheet-on-persons-with-disabilities/disability-and-employment.html>, accessed June 2022.

Additionally, vacancy rates across the world are getting from bad to worse. Whether you look at figures in the US, UK, or Singapore, you will notice record vacancies and high quit rates. Since the late 1990s⁴, the number of vacant roles has far exceeded the number of unemployed. Thus, in this era of work where there's a 'war for talent'⁵, we believe that inclusive hiring is one way for organizations to address this talent gap issue.

Other than the differently-abled, the marginalised includes the single mothers, seniors, ex-offenders and minority groups. There are more than 25,000 single mothers in Singapore. They are typically aged from 20 to 60, and they come from low-income families who live on a measly amount of S\$200 (US\$145)⁶ to less than S\$650 (US\$471)⁷ per capita per month.⁸ Like the differently-abled, they too can be a potential talent pool for organizations.

Organizations are also moving beyond measuring success that is based on profit and loss. Many organizations have expanded their business success metrics to include contributions to environmental health, social well-being and a just economy. These success metrics are often referred to as the three 'Ps': People, Planet, and Profit, or triple bottom line (3BL) for short.

Including the marginalised in the workforce provides a way for organizations to meet one of the Ps in 3BL.

It demonstrates a commitment to inclusive and sustainable employment. Research has shown that organizations that practise inclusive and sustainable employment are capable of drawing additional customers. In fact, as high as 87 percent of customers would prefer to give their business to organizations that employ people who are differently-abled.⁹

⁴ Ed Michaels, Helen Handfield-Jones, and Beth Axelrod, "War for Talent", Harvard Business School Working Knowledge, October 29, 2001, <https://hbswk.hbs.edu/archive/war-for-talent>, accessed August 2022.

⁵ Korn Ferry, "Talent Shortage Moves to a Chronic Problem in 2022", October 25, 2021, <https://www.kornferry.com/insights/featured-topics/talent-recruitment/talent-shortage-moves-to-chronic-problem-in-2022>, accessed June 2022.

⁶ US\$1=S\$1.38 as of June 2022.

⁷ Ibid.

⁸ Eleanor Katharine Yeo, "S'pore Charity Daughters Of Tomorrow Empowers Underprivileged Women for a Better Future", The Straits Times, July 15, 2021, <https://www.straitstimes.com/singapore/community/spore-charity-daughters-of-tomorrow-empowers-underprivileged-women-for-a-better>, accessed March 2022.

⁹ Workplace Initiative, "Disability Employment and Inclusion: Your Guide to Success", n.d.m., https://askjan.org/training/Handouts/upload/Disability-Employment-and-Inclusion_Your-Guide-to-Success.pdf, accessed September 2022.

1. The Why for Inclusive Organizing

Another reason why inclusive organizing matters for organizations is due to the preferences of the millennials (those who are born between 1981 and 1996), who today, represent at least 50 percent of the global workforce.¹⁰ As high as 96 percent of millennials want to work for organizations that focus on the 3BL¹¹ because they view work as an integrated and sustainable whole that extends to caring for all walks of people and our planet.

We also face another problem in the world of work, especially in the developed countries. Given the rapidly ageing population, it has been predicted that there will not be enough millennials or youth workers to fuel the engine of work.¹² An ageing population works counter to productivity as no amount of capital investment can reverse the productivity trend without enough qualified youth workers.¹³ This explains why Japan, the country with the oldest population in the world, has the lowest productivity in the world.¹⁴

Other than the shortage of workers, inclusive organizing yields tangible benefits. Organizations that have adopted an inclusive organizing strategy have been found to have a better ability to attract a diverse talent pool.

The trust level is also higher in these organizations. Trust is an important factor driving employee engagement. Employees who work for high trust organizations are:¹⁵

- 9.8 times more likely to look forward to going to work
- 6.3 times more likely to have pride in their work
- 5.4 times more likely to stay longer in their employment

Recent research shows that inclusive organizations are capable of generating downstream effects such as lowering employee stress levels and reducing turnover.¹⁶

¹⁰ PWC, "Millennials at Work: Reshaping the Workplace", 2011, <https://www.pwc.com/co/es/publicaciones/assets/millennials-at-work.pdf>, accessed February 2022.

¹¹ Melissa Massello, "People, Planet and Profit: Highlights from Bentley on Bloomberg", Bentley University, February 16, 2016, <https://www.bentley.edu/news/people-planet-and-profit-highlights-bentley-bloomberg>, accessed February 2022.

¹² Parag Khanna, "The Future of Human Geography", The College Board's AP Human Geography, June 17, 2021, <https://www.youtube.com/watch?v=FKexILzphoI> [video], accessed August 2021.

¹³ Financial Times, "Life in 2025: what will the future look like?", ft.com, December 16, 2020, <https://www.ft.com/content/25ccd513-6b95-4596-a9d6-a74764fb3dc1>, accessed October 2021.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ Florencio Portocarrero, and Vanessa C. Burbano, "Doing Well by Requiring Employees to Do Good: Field Experimental Evidence of the Effects of a One-time, Mandatory Corporate Social Intervention on Employees", Working Paper, May 2022, http://www.vanessaburbano.com/uploads/2/5/0/4/25049117/portocarrero_burbano_20220520_withnames.pdf, accessed August 2022.

The culture of inclusive organizations has been found to be more flexible. Such inclusive cultures are known to foster learning and a sense of belonging.¹⁷ And such cultures are critical for creating an environment where workers are not only aligned to the strategic imperatives, but also have a shared purpose. These are important factors for organizational success as employees who bring their best selves to work, are shown to be more productive, innovative and collaborative.¹⁸ And alignment to the strategic imperatives can yield 15 percent more annual revenue for organizations.¹⁹

In our opinions, inclusive organizing is no longer a good-to-have strategy that is talked about and not embraced. It is now a must-have strategy for organizations to embrace. Tapping into alternative talent sources such as the differently-abled and the marginalised is one way forward for organizations to continue to thrive and survive well into the 21st century.

Considerations for Organizations

Opportunities abound for organizations to adopt inclusive organizing. To move forward, we would like to offer the following considerations for organizations to make inclusive organizing a reality.

Start with Purpose

Having a clear purpose including one that supports 3BL, is one consideration for promoting inclusive organizing. A clear purpose that combines caring and sharing, can provide deep fulfilment at the human-level and meaningful for the employees.²⁰ Such a purpose also acknowledges the interdependence of business and society as one cannot flourish without the other.

¹⁷ Julie Coffman, Bianca Bax, Alex Noether, and Brenen Blair, "The Fabric of Belonging: How to Weave an Inclusive Culture", Bain & Company, January 31, 2022, <https://www.bain.com/insights/the-fabric-of-belonging-how-to-weave-an-inclusive-culture/>, accessed August 2022.

¹⁸ Ibid.

¹⁹ Jenny Chatman and Francesca Gino, "Don't Let the Pandemic Sink Your Company Culture", Harvard Business Review, 17 August 2020, <https://hbr.org/2020/08/dont-let-the-pandemic-sink-your-company-culture>, accessed September 2021.

²⁰ Elaine Hollensbe, Charles Wookey, Loughlin Hickey, Gerard George, and Cardinal Vincent Nichols, "Organizations with Purpose", Academy of Management, Volume 57 (5), (2014): 1227-1234.

Purpose-driven organizations have higher market share gains and grow on average three times faster than their competitors.²¹ These organizations also have higher employee and customer satisfaction.²²

Different Cost Structures

While the initial set up costs may be higher due to the different processes ranging from recruitment, onboarding to workflow redesign, these costs are minimal compared to the returns in the long term. Contrary to popular beliefs, work redesign is not costly. It has been shown that work redesign is cost neutral at 20 percent of the time, and less than US\$500 at 50 percent of the time.²³

When SAP set up its 'Autism at Work' programme, the company set up parallel recruitment and onboarding processes for the autistic employees. Despite the initial set-up costs and rewiring of Human Resources (HR) processes, SAP has gained so much more in the long run. Since the launch of the programme in 2013, the company has benefitted from an increased number of patents, a range of innovations and a culture that is more empathetic while addressing the issue of Information Technology (IT) talent shortage.

We acknowledge that costs can be an upfront prohibitive factor preventing organizations from adopting inclusive organizing at scale. However, we encourage organizations to think broader and longer term. As shown by the SAP example, the pros outweigh the cons. Not only can organizations address the issue of talent shortage, it can also create a shared value for a wider set of societal stakeholders. And shared value creation is integral to an organization's profitability in the long term.²⁴

Rethinking Values and Enhancing Empathy

Working alongside the marginalised requires organizations to rethink their values, especially empathy, which is defined as the ability to understand and share the feelings of another person.

²¹ Diana O'Brien, Andy Main, Suzanne Kounkel, Anthony R. Stephan, "Purpose is Everything", Deloitte Insights, October 15, 2019, <https://www2.deloitte.com/us/en/insights/topics/marketing-and-sales-operations/global-marketing-trends/2020/purpose-driven-companies.html/#endnote-sup-3>, accessed August 2022.

²² Ibid.

²³ Deborah A. Perry, "EmployAbility: a Resource Guide on Disability for Employers in Asia and the Pacific", International Labour Organization, January 1, 2007, https://www.ilo.org/asia/publications/WCMS_BK_PB_98_EN/lang--en/index.html, accessed September 2022.

²⁴ Michael E. Porter, and Mark R. Kramer, "Creating Shared Value", Harvard Business Review, 89, 1-2, January-February (2011): 62-77.

Empathy matters because it can build leadership, strengthen relationships, foster productivity and overall job satisfaction.

Satya Nadella, CEO of Microsoft, once said that “success comes from empathy”.²⁵ The 2018 State of the Workplace Empathy Report by Businessolver also found that “87 percent of CEOs agree the company’s financial performance is tied to empathy”.²⁶

Rethinking Partnerships and External Collaborations

Recruiting from marginalised communities requires organizations to adapt their recruitment strategy. And it may entail working with different partner organizations to reach this pool of talent.

To reach the autistic pool of talent, SAP collaborated with local autistic organizations such as California Department of Rehabilitation (DOR) and Enable India.²⁷ SAP also partnered with Specialisterne,²⁸ a specialised training company that trains and prepares autistic talent for employment in the corporate environment.

²⁵ Microsoft, “Empathy in Business: Turning Empathy into Bottom Line”, June 2020, <https://pulse.microsoft.com/uploads/prod/2020/06/Microsoft-Empathy-in-Business.pdf>, accessed August 2022.

²⁶ Businessolver, “2018 State of Workplace Empathy”, 2018, <https://www.businessolver.com/resources/state-of-workplace-empathy>, accessed August 2022.

²⁷ Gary P. Pisano, and Robert D. Austin, “SAP SE: Autism at Work”, Harvard Business School Case Number 9-516-042, Harvard Business Publishing Education, January 19, 2016.

²⁸ Ibid.





The **Rewiring** Work Strategy

There are four ways by which work can be rewired—augmentation, decomposition, reordering and aggregation.

Before we show you how work can be rewired, let us start by defining what work is.

Work is essentially an action that can be performed by one or more workers in specific roles in accomplishing different tasks with specific tools and skills during specific times of the day.

The work model we refer to, is the Input-Process-Output (IPO) model.²⁹ We use this model to demonstrate how work can be rewired to accommodate the capabilities, skills and needs of the differently-abled and the marginalised.

Input-Process-Output Model of Work

The IPO model of work is a system of work that comprises of three components: input, process and output.

We can think of inputs as the ingredients that are put into the system of work. Inputs include the workers, tools, as well as the work environment.

Process encompasses a series of tasks, actions and workflows to achieve the desired outputs. Essentially it is 'what' that makes the system of work works.

Outputs are the results or desired outcomes of work, or what the system of work creates. Outputs include the 'what', as well as the 'how many' and 'when' or the timing of these outcomes.

To explain how the inputs, process and outcomes come together in this work model, let us use a simple burger example.

Say, the output is a burger to be served within the next 5 minutes. To accomplish this, the inputs would include all the ingredients of a burger—bun, meat patty, ketchup, lettuce and tomato, in addition to the worker, the tools, and the kitchen layout. The process would entail getting the worker to cook the meat patty, toast the bun, and assemble the burger to produce a burger within 5 minutes.

²⁹ Daniel R. Ilgen, John R. Hollenbeck, Michael Johnson, and Dustin Jundt, "Teams in Organizations: From Input-Process-Output models to IMOI Models", *Annual Review of Psychology*, Vol. 56 (2005): 517-543.

This simple burger example demonstrates that the input, process and output are interconnected and inter-related. Any changes that are implemented, even to one component of the model will affect the whole work flow resulting in a different output.

For instance, if a customer decides to order a burger without lettuce, a different output would result from this request. It is also expected that the process would change slightly including an additional communication step to inform the worker to omit the lettuce.

If you cook the burger shorter or longer, you will get an undercooked or a burnt burger.

If you change an input such as replacing the beef patty with ground beef, the process of cooking the burger will change, including varying the time taken to shape the ground beef and cooking it to produce a burger with ground beef.

Along this similar line of thinking, if you work with differently-abled workers, you are essentially changing the input to the work model. Hence, to accomplish the same outcome, you would need to introduce different tools and modify the process of work. The point that we would like to highlight is: there must be a match/ compatibility between inputs and processes to maintain the same outcomes.

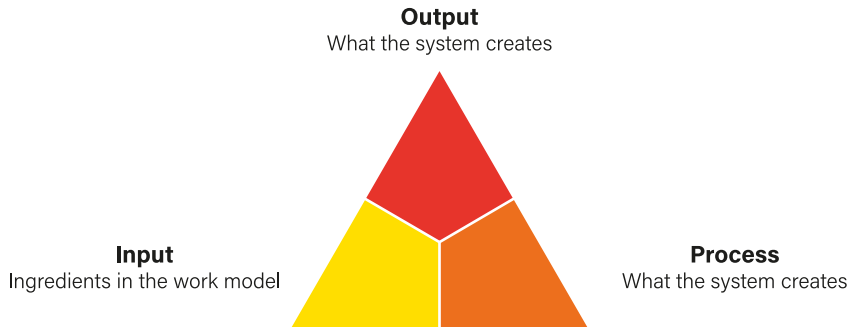
Thus, to maintain the same outcomes with different inputs, you need to alter the process and rewire work.

With this in mind, the concept of rewiring work requires an understanding of the workflow to accomplish certain outcomes. It also requires an understanding of how the marginalised can be included in the workflow.

In so doing, you will gain insights as to how to break down or divide work into the separate tasks for them to be performed by the different workers.

Consequently, your organization can be more inclusive towards the marginalised by allocating specific tasks and actions that are tailored to their capability, cognitive and social constraints and so on.

Figure 1: Input-Process-Output Model of Work



Source: Adapted from Daniel R. Ilgen, John R. Hollenbeck, Michael Johnson, and Dustin Jundt, "Teams in Organizations: From Input-Process-Output models to IMOI Models", *Annual Review of Psychology*, Vol. 56 (2005): 517-543.

The Work Equation

Another way to think about the IPO model of work is to illustrate it with an equation. Simply put, input plus process will result in output.

Figure 2: Work Equation

$$\text{Input} + \text{Process} = \text{Output}$$

If the goal is to accomplish the same output, then changes need to be made to either the input or the process.

If a differently-abled worker is involved in the workflow, a different process with different tools, such as automating certain steps is needed to accomplish the desired output.

The Four Ways to Rewire Work

The concept of rewiring work refers to a redesign of how work is organized and accomplished. There are four ways by which the process of work can be changed or rewired. The four ways are: augmentation, decomposition, reordering and aggregation.

Augmentation

Augmenting the workflow involves relying on technological tools to enhance workers' existing capabilities to do their work effectively.

Technology can help workers to do their work by augmenting the workflow to enhance their ability to perform the whole process (Figure 3) or specific tasks in the process (Figure 4).

In the burger example, there are clearly three tasks in the process. Task 1 is cooking the meat patty, Task 2 is toasting the bun, Task 3 is assembling the burger. Depending on the capabilities of the worker, you could augment each task with robotics and automation to assist the worker in effectively completing the task given their abilities and constraints.

Figure 3: Augmenting the Workflow with Technology

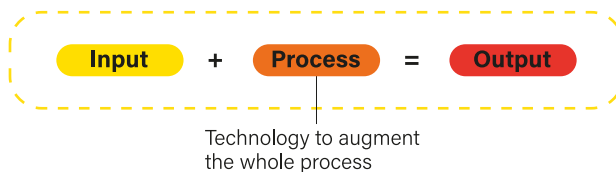
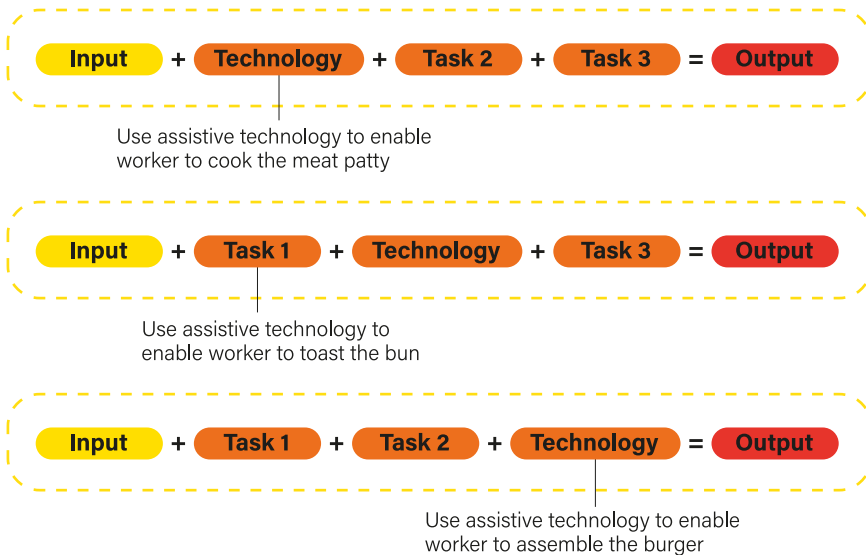


Figure 4: Augmenting Tasks within the Workflow with Technology



Decomposition

The idea behind decomposition is to break down the workflow into smaller constituent steps or tasks so that each or a combination of the steps and tasks can be reassigned to different workers to perform.

In the burger example, the task of preparing a burger can be performed by one worker who cooks the meat patty, toasts the bun, and then assembles the burger.

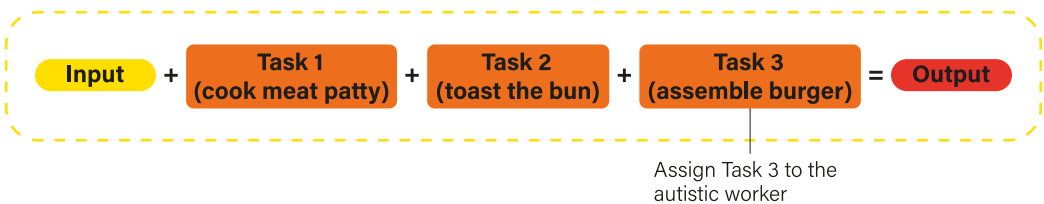
Alternatively, the whole workflow can be decomposed into smaller steps such as Task 1: cook the meat patty, Task 2: toast the meat patty, and Task 3: assemble the burger.

Instead of one worker completing all 3 tasks, an autistic person with a strong attention to detail, may be assigned to Task 3 where a specific quantity of ketchup, lettuce and tomato are to be added to the meat patty to produce the desired burger. Meanwhile, another worker may be assigned to Task 1 and Task 2 to complete the process.

When it is deemed that the autistic worker can perform the additional tasks, training could be provided for him or her to take on either Task 1 or Task 2 from another worker.

Importantly, there is not just one way of decomposing the workflow. To be inclusive, organizations should plan to be flexible in decomposing the workflow to fit tasks that are suited to their workers' abilities.

Figure 5: Decomposing the Workflow into Tasks



Reordering

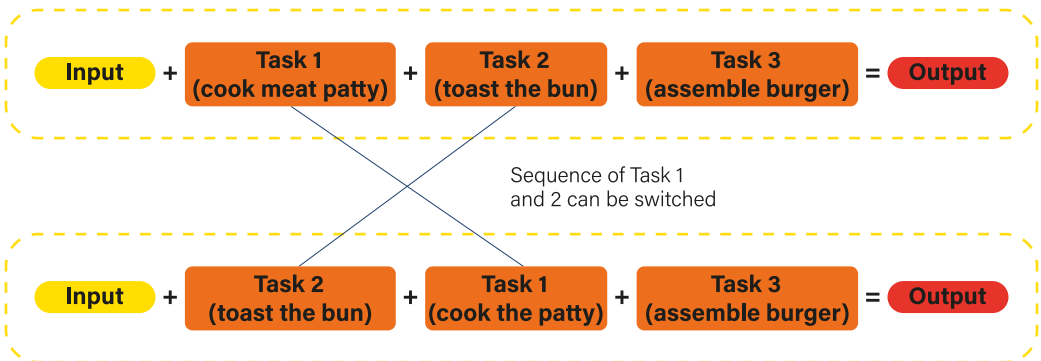
Reordering builds on decomposing the workflow with the additional element of changing the sequence or timing of when tasks are to be performed.

Critical to decomposition is the idea of temporal dependence—specifically to determine whether a specific task has to be completed before or after another task, or whether the tasks are to be performed concurrently.

In the burger example, the sequence of tasks is: Task 1: cook the patty, Task 2: toast the bun, and Task 3: assemble the burger.

However, it matters less whether Task 1 is completed before Task 2 or vice versa. These tasks need not be performed in sequence and can be decoupled in the workflow. Task 2, toasting the bun can be either performed before or concurrently with Task 1, cooking the patty.

Figure 6: Reordering the Workflow



If the decision is to complete Task 2 or toast the buns ahead of time, a worker could be toasting the buns in a central kitchen, which will allow the worker to work at his or her own pace and be shielded from the frantic pace in a restaurant kitchen.

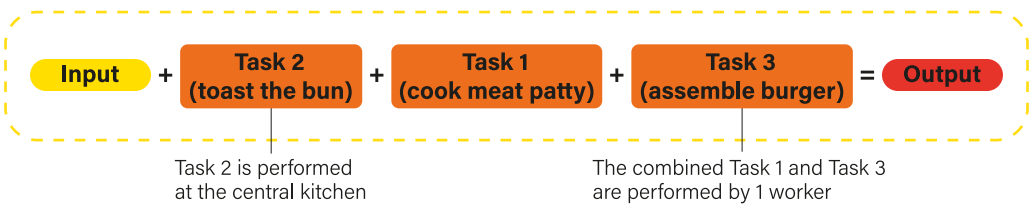
Aggregation

Aggregation involves recombining tasks that are performed by multiple workers, typically occupying different roles, so that the tasks can be performed by a single worker.

Aggregating tasks into a single role might be considered to improve the coordination of work processes or to give the worker an expanded responsibility if a specific worker is more adept at performing the tasks compared to the other workers.

In the example above where the task of toasting the bun (Task 2) is performed at a central kitchen, the workflow could be modified so that the tasks of cooking the patty (Task 1) and assembling the burger (Task 3) at the restaurant can be aggregated into a single task that is performed by one worker.

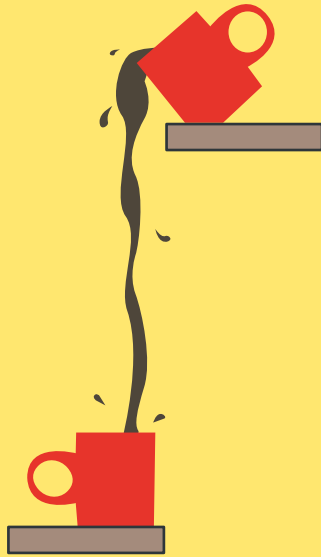
Figure 7: Aggregating Tasks in the Workflow



Considerations for the Differently-abled and the Marginalised

Given that the differently-abled and the marginalised have varying capabilities and specific needs, either one of the four ways for rewiring work can be deployed in combination to integrate and include them into the workforce.

In the four case studies in this playbook, we show the different ways by which each organization has rewired work.



Individualising Work for the Differently- Abled at **Foreword Coffee**

At Foreword Coffee, work is tailored for the success of the individual differently-abled worker.

3. Individualising Work for the Differently-Abled at Foreword Coffee

Foreword Coffee is a coffee chain social enterprise that employs 90 percent differently-abled workers in its total workforce.³⁰ Foreword Coffee is the brainchild of Lim Wei Jie, who spotted an opportunity to combine the burgeoning coffee culture with a cause of hiring people with disabilities and/or special needs.³¹

Since its inception, Foreword Coffee has hired people with autism, hearing difficulties, mental health issues and cerebral palsy.

What's unique about Foreword Coffee is— the workflow is rewired to suit the individual capabilities of differently-abled workers.

Workers who are more comfortable interacting with customers are assigned to the 'front of the house' where they are placed in customer-facing roles, whereas workers who prefer less social interaction, are assigned to the 'back of the house'. In so doing, Foreword Coffee assigns workers to roles that they are best suited for.

Another unique aspect of Foreword Coffee is the hiring of deaf supervisors at all its six outlets. Despite having a hearing impairment, the supervisors have been found to have a patient demeanour, which is an important trait for managing a majority autistic workforce as on occasions, there might be emotional outbursts from the autistic workers.

Without a doubt, Foreword Coffee is a social enterprise that is designed for the success of the individual differently-abled employees. The organization espouses six values that are represented by the acronym IMPACT for enhancing its inclusive organizing culture. The six values are:³²

- I**mproving the self
- M**eaningful engagement
- P**erson-centric
- A**ction-oriented
- C**ourage to try
- T**rusted relationships

³⁰ Ibid.

³¹ Sheila Chang, "Coffee With A Conscience: This S'pore Café Chain Hires And Trains The Disabled As Baristas", Vulcan Post, August 18, 2020, <https://vulcanpost.com/709643/foreword-coffee-roasters-singapore/>, accessed May 2022.

³² Zoom session with Lim Wei Jie and Nadi Chan on September 18, 2020, at the Singapore Management University.

Despite the shortcomings of every worker, the culture ensures that there is mutual respect and acceptance among every worker who are employed.

Rewiring Work at Foreword Coffee

If there were just one word to describe the unique way for how Foreword Coffee is rewiring work, the word we would choose is 'individualisation'.

The founders of the company, Lim Wei Jie and Nadi Chan, exercise extreme care to ensure that every differently-abled worker succeeds in his or her assigned task or role. For each outlet, they put a lot of thought into assembling a team so that workers' skills complement one another skills. Lim and Chan also rewire work so that each outlet is able to consistently meet the required levels of service and product quality.

The founders focus a lot on the onboarding process. To ease the workers into their respective roles, they are first hired on a half-day shift before they are transitioned to a full-day shift. The workers' parents, carers and job coaches are also encouraged to help the workers train for the role, as well as assimilate into the work environment.

Given the workers' lack of experience, Lim and Chan motivate the workers by encouraging them with 'small wins' such as giving them a 'pat on the back' for them to gain confidence in themselves and their work.

In addition to these practices, Foreword Coffee's co-founders rewire work through decomposition, augmentation and aggregation.

Decomposing the Workflow

Unlike a typical big-chain coffee outlet, Foreword Coffee divides the coffee-making process into four separate tasks that are completed by four different workers at four stations.

The four tasks are:

- Task 1 is taking and printing the order
- Task 2 is making the coffee
- Task 3 is adding the milk or other condiments to enhance the taste and flavour of the coffee
- Task 4 is serving the coffee

Dividing the workflow into four constituent steps or tasks means that three additional workers are needed to complete the workflow instead of the usual one coffee barista as found in popular coffee outlets like Starbucks or The Coffee Club

The tasks are also made easier with the use of visual aids that guide the differently-abled worker to complete his or her assigned task in each of the four workstations.

Augmenting the Workflow

Technology is widely deployed to enhance the capabilities of the differently-abled workers. For example, coffee tamping, which is the process of compressing loose coffee powder into a compact tamp is not an easy task for new workers to do. It is for this reason why Lim and Chan have installed an Eversys coffee tamping machine to automate most of Task 2.

Other than automating the tamping task, Lim and Chan have experimented with different coffee machine models to automate the tasks for the differently-abled workers.

Augmenting can also involve simplifying technological enhancements. For example, to reduce their workers' confusion when measuring the amount of coffee powder, Lim and Chan used tape to cover the decimal points on the weighing scale.

Aggregating Tasks in the Workflow

Given that Foreword Coffee focuses on progressive development for its workforce, whenever there is a development opportunity, the tasks are aggregated to accommodate and enhance the abilities of the workers.

One worker who has benefited from the aggregation of tasks is Carmen. Carmen has great social and memory skills. She can recall the coffee orders of the regular customers and is willing to strike a conversation with anyone who patronises Foreword Coffee. To accommodate Carmen's strengths, all the customer-facing roles—taking orders, serving food/drinks, clearing tables—are reassigned to her. Whereas in the other outlets, work is typically decomposed and assigned to different workers to perform the different tasks.

Other than making coffee, aggregating tasks in the workflow is seen in different ways. For example, workers with strong artistic abilities are given a chance to showcase their artwork by designing cards or gift wrappers for the festive season.

Pivoting and Rewiring Work During COVID-19

Work was significantly rewired during the circuit breaker (Singapore's term for lockdown) that took place from April 7, 2020 to June 1, 2020.³³ Given that all its outlets had to close, Lim and Chan pivoted the business online.³⁴ Within a few days, an online shop was set-up on Shopee, and partnerships were inked with the three largest food delivery platforms in Singapore—Grabfood, foodpanda and Deliveroo for Foreword Coffee to operate online.³⁵

New products such as bottled coffee and instant coffee mixes were developed. This led Lim and Chan to tweak Task 4 in the workflow. Instead of serving customers, the workers were tasked to complete the order by packing it for delivery. Other new offerings including instant coffee mixes and corporate gifts, also led to tweaks in the rewiring of work during the circuit breaker.

Insights from Foreword Coffee

There are five insights from the Foreword Coffee example.

One, hiring of the differently-abled requires a focus on individualisation as for inclusive organizing to work, the workflow needs to be tailored to suit the capabilities of the differently-abled.

Second, effective teams don't just emerge randomly. Team composition and fit matter.

Care must be taken for each team member to thrive in his or her respective role so that a consistent product and service can be produced regardless of the team who is assigned at the outlet. This includes having supervisors who can play the role of cheer leaders to motivate the differently-abled workers.

³³ Jalelah Abu Bakar, "Singapore Government, "Singapore's Circuit Breaker and Beyond: Timeline of the COVID-19 Reality"; Channel News Asia, June 2 2020, <https://www.channelnewsasia.com/singapore/covid-19-circuit-breaker-chronicles-charting-evolution-645586>, accessed May 2022.

³⁴ Zoom session with Lim Wei Jie and Nadi Chan on September 18, 2020, at the Singapore Management University.

³⁵ Angeline Cui Fang Lim, Maw Der Foo, Heleena Panicker, "ABCC-2021-007: Foreword Coffee: Marrying Passion and Mission"; The Asian Business Case, National Technological University, 2021, <https://www.ntu.edu.sg/asiacase/home/abcc-2021-007-foreword-coffee-marrying-passion-and-mission>, accessed May 2022.

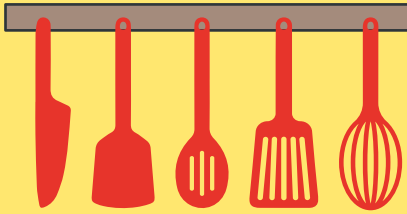
Three, a culture of respect, trust and acceptance is fundamental for creating a cohesive and collaborative work environment.

Fourth, other stakeholders including parents, carers and job coaches have a role to play in helping the workers assimilate into the work environment.

Finally, inclusive organizing could end up costing more for the organization as more workers might be needed to accomplish the work at hand.

However, non-financial value is created for multiple stakeholders.

Thus, it is up to the organizational leaders to determine if such value is aligned with the organization's strategy and values.



Rewiring Work and Providing Career Progression for the Marginalised at **The Social Kitchen**

Different forms of work rewiring are adopted at the outlets of The Social Kitchen (TSK). TSK also adopts the 'last mile model' of work to simplify and produce a consistent product across the outlets.

4. Rewiring Work and Providing Career Progression for the Marginalised at The Social Kitchen

The Social Kitchen (TSK) is a cloud kitchen social enterprise that was set up by Alvin Yapp and Ang Kian Peng in 2020³⁶.

TSK adopts a self-sustaining demand and supply model. On the demand side, TSK provides workers for the food and beverages (F&B) businesses it partners with. On the supply side, TSK supports and creates employment for people with special needs including those with physical and neuro disabilities, single parents and those from low-income families.³⁷

Other than creating a work environment for the differently-abled and the marginalised to thrive, TSK helps F&B businesses to lower their operating costs through bulk ordering and procurement of raw materials. It also helps its F&B partners by developing a proof-of-concept to ensure business continuity.³⁸

Since its inception, TSK has partnered with many F&B outlets across Singapore including the Pronto Prata at Agape Village, The Vegetarian Butcher at Jurong Bird Park and Gardens by the Bay, and Y Café at the YMCA.³⁹ In a few years' time, the social enterprise aims to build 50 cloud kitchens.⁴⁰

Working with the Vulnerable Beneficiaries

Before the differently-abled are assigned to mainstream work such as preparing food or serving customers at the F&B outlet, TSK works with each of them by getting them ready for employment.

Aspects of professionalism such as punctuality and grooming are inculcated right from the start of their employment.

³⁶ Grace Ma, "His Businesses Went South During COVID-19, But He Still Set up a Social Enterprise", CAN Luxury, September 13, 2020, <https://cnaluxury.channelnewsasia.com/people/alvin-yapp-social-kitchen-singapore-social-enterprise-182886>, accessed May 2022.

³⁷ Ibid.

³⁸ Our Parenting World, "The Social Kitchen's Latest Sustainable Restaurant is Now at the Supertree Observatory in Gardens by Bay, March 12, 2021, <https://www.ourparentingworld.com/the-social-kitchens-latest-sustainable-restaurant-is-now-at-the-supertree-observatory-in-gardens-by-the-bay/>, accessed May 2022.

³⁹ The Social Kitchen, "Our Outlets", 2022, <http://thesocialkitchen.com.sg/ouroutlets/>, accessed May 2022.

⁴⁰ Cara Yap, "Pay It Forward This Christmas By Supporting These Inclusive Businesses In Singapore", Read-a.com, December 14, 2021, <https://read-a.com/pay-it-forward-this-christmas-support-inclusive-businesses-in-singapore/>, accessed May 2022.

Work is simplified and standardised to suit the workers' capabilities, skills and needs.

TSK also gives workers an opportunity to acquire an equity stake in the business in the long-term.

Additionally, TSK collaborates with its F&B partners to provide culinary training to the workers so that they can progress from working at TSK to pursuing a career with the F&B partners in the long term. Thus, enabling them to have a career progression.

Rewiring Work at The Social Kitchen

Given the partners of TSK offer a variety of culinary cuisines, the rewiring of work differs from one F&B outlet to another outlet. Like Foreword Coffee, the individual capabilities and limitations are taken into consideration. The assigned task, tools and time schedules are tailored to the individual worker.

Another interesting aspect about TSK is—where possible, it adopts the 'last mile model'. The dishes are prepared in advance at a central kitchen, packaged and then delivered to the F&B outlets where they can be easily reheated and served to customers without compromising on quality.

Pronto Prata

Pronto Prata is the collaboration between TSK and Springleaf Prata Place, which is a local prata chain. The outlet is aptly named pronto or speedy in Italian because it is run almost like a fast-food chain.

The entire Pronto Prata outlet is manned by workers with disabilities. They run the kitchen, as well as handle the cooking and cleaning at the outlet.

Examples of decomposition and augmentation of work can be seen at Pronto Prata.

Decomposing the Workflow

At Pronto Prata, prata, which is a type of Indian flat bread, as well as the accompanying curry, are prepared ahead of time at the central kitchen. Very little cooking takes place at the outlet.

Making prata is a skill that takes years for a chef to master. To make the fluffiest prata, the chef needs to stretch the dough by whirling and twirling it in the air before folding the thin dough into a rectangle and cooking it on a greased griddle. That is why the pratas are pre-made at the central kitchen. To serve the prata dish, workers need only reheat them and dish out some curry to serve to the customers.

Augmenting the Workflow

Another prominent feature found in the kitchen of Pronto Prata are the automated machines to make 'teh tarik', which is a local milk tea that is 'pulled' manually, as well as dishes like 'mee goreng' or fried noodles.

These machines augment the workflow by simplifying the process for food and beverage preparation with the push of a button without differently-abled workers having to learn a new cooking skill.⁴¹

Y Cafe

While most of the workers in the other food outlets are employed in the kitchen, at the flagship TSK outlet, the Y Café at the YMCA, the workers also work at the front of the house. At this specific outlet, two workers, Michael, an individual with special needs and Saidah, a single mother are assigned to be ambassadors to welcome and serve the customers.⁴²

Aggregating the Workflow

In ensuring that Michael and Saidah could be employed at the front of the house as ambassadors, the workflow had to be aggregated for the restaurant manager. Additional responsibilities were given to him to train and prepare the two staff for their roles.

When both workers were first employed, the restaurant manager had to do a lot of supervision. Both needed a lot of encouragement even though their jobs were simply described as "directing the customers, taking orders and serving the orders."⁴³

⁴¹ Sonia Lourdes, "New in Town: Pronto Prata, Toa Payoh – A Social Project by Springleaf Prata Place and The Social Kitchen, sethlu.com, October 4, 2021, <https://sethlu.com/pronto-prata-toa-payoh-singapore-oct-2021/#ixzz7SzSK5Dns>, accessed May 2022.

⁴² Samuel Chin, "The Social Kitchen – Breaking Barriers and Bridging Communities", The Blue and Gold, November 3, 2020, <https://www.theblueandgold.sg/post/the-social-kitchen>, accessed May 2022.

⁴³ Ibid.

This example shows that while rewiring of work is critical for hiring the differently-abled and the marginalised, new responsibilities such as providing supervision are needed to make inclusive organizing work.

Insights from The Social Kitchen

Other than tailoring work for the workers with special needs, adopting the last mile approach with the help of technology can simplify and standardise the workflow.

This example also demonstrates that differently-abled workers require supervision for them to perform at their best. Thus, placing additional responsibilities on the supervisor is a critical step for making inclusive organizing work.





Core and Stable Scheduling at **Daughters of Tomorrow**

Organizations can be more inclusive by arranging shift work around the schedules of the needs of the marginalised.

Kate⁴⁴ had been a struggling single mother as caring for her young son often got in the way of her holding down a full-time job. While she is eligible for affordable childcare services that are offered by the Singapore Government, however, due to her work commitments, she had found it difficult to pick her child up within the operating hours of the centres. Picking her child late was a costly option as the late pick-up fees cost more than the monthly rate of the childcare services.

This is a common problem faced by single mothers such as Kate, who typically work on shifts in industries such as retail, hospitality, and F&B. Armed with only a secondary school education,⁴⁵ there do not exist a lot of employment options for these women.

Daughters of Tomorrow (DOT) recognises the plight of these women. It is for this reason why DOT started a programme called 'Core and Stable Scheduling' (CSS) in 2018^{46, 47} to offer fixed shift work through its partner employers so that the mothers can benefit from affordable childcare services.

The CSS programme is an example of how work can be decomposed for the single mothers, especially those with no home support structure, to find fixed shift work.

⁴⁴ Name has been disguised for confidentiality reasons.

⁴⁵ Eleanor Katharine Yeo, "S'pore Charity Daughters Of Tomorrow Empowers Underprivileged Women for a Better Future, The Straits Times, July 15, 2021, <https://www.straitstimes.com/singapore/community/spore-charity-daughters-of-tomorrow-empowers-underprivileged-women-for-a-better>, accessed March 2022.

⁴⁶ Mary Lim, and Marie Wee, "Advocates: Carrie Tan – She Works So That Other Women Can Do So", A Magazine, August 2018, <https://read-a.com/advocates-carrie-tan/>, accessed April 2022.

⁴⁷ Daughters of Tomorrow, "Core and Stable Scheduling", September 2021, <https://daughtersoftomorrow.org/wp-content/uploads/2021/09/Core-and-Stable-Scheduling-Partnership-between-Daughters-Of-Tomorrow-and-the-Business-Community-to-Enable-Working-Mothers-from-Lower-Income-Communities.pdf>, accessed March 2022.

Issues Faced by Low Income Single Mothers

Affordable government funded and community childcare services tend to run from 7am to 7pm and only on weekdays.⁴⁸ If a child is picked up late, late pick-up charges are imposed.

The challenges faced by single mothers are two-fold. The late pick-up charges cost more than the monthly childcare charges. And getting a place at the subsidised childcare centres is difficult due to demand exceeding supply.

Many of the single mothers come from low-income families with little or no savings.⁴⁹ Nor do they have an alternative family support structure. Thus, they do not have access to alternative childcare arrangements beyond what that is offered by the government childcare centres.

While shift work provides a viable employment option for the mothers, there are accompanying issues. First, shift work is often scheduled with little input from the shift workers. Second, shift work often does not follow a fixed schedule. The shift schedule could change with three to seven days' notice as the industries that offer shift work practise variable scheduling to increase their profitability.

Shift work is typically matched to high in-store traffic or footfall. There exists a commonly held assumption that permanent and fixed shifts could hurt profitability as footfall and customer demand is highly variable and could change from one day to another day. Not having a fixed schedule is problematic as the mothers could potentially incur high expenses due to the imposed late pick-up charges by the childcare centres.

Because of the design of shift work and the operating hours of childcare centres, vulnerable single mothers remain stuck in the cycle of poverty and social immobility.

Another issue facing the mothers is the potential reduction of the monthly stipend they receive from the government and/ or charities. Engaging in any kind of employment including shift work could put them above the limit of the means test.

Employed mothers also incur additional costs attributed to the purchase of new clothes, and transportation and meals costs.

⁴⁸ Daughters of Tomorrow, "Annual Report Year 2020", August 2021, https://daughtersoftomorrow.org/wp-content/uploads/2021/08/DOT-Annual-Report_2019-2020.pdf, accessed April 2022.

⁴⁹ Source: Discussion with Ayisigi Gonel, Social Mobility Program and Research Manager of the Daughters of Tomorrow via Zoom on April 12, 2022.

There exists a general perception that single mothers are lazy and are unreliable employees as they might not show up for work when their children are sick or when there is an outbreak of hand foot and mouth disease (HFMD), which is a common disease among pre-schoolers.

Daughters of Tomorrow

DOT was set up by Carrie Tan in 2014⁵⁰ to support and empower women from low-income families so that they can break the cycle of poverty. DOT's primary objectives are to help these women to secure employment, as well as to provide resources and development opportunities for their children so that they can thrive and survive in the future.

DOT collaborates with training and workforce-related agencies and acts as a conduit by connecting the volunteers and community resources to empower, reskill and help the women.

Given many of its beneficiaries have not previously worked, the charity has curated a training curriculum including the employment bridging programme, which is essentially a programme for preparing the women for work. The programme also aims to instill confidence and develop the necessary skills for employment. More than one thousand women⁵¹ have benefitted from DOT's skills-training, job-bridging, and support programmes.

Since two years ago, DOT has been piloting a home-based child-minding service to provide an alternative childcare service for the mothers. This pilot follows the successful Taiwan's National Home-Based Childcare Scheme and is still ongoing as of June 2022.⁵²

⁵⁰ Daughters of Tomorrow, "About Us", July 2021, <https://daughtersoftomorrow.org/about-us/>, accessed March 2022.

⁵¹ Ibid.

⁵² Daughters of Tomorrow, "When Gender Inequality and Financial Instability Intersect: A Closer Look Into Main Barriers Faced by Women from Lower-income Communities in Singapore", June 2021, https://daughtersoftomorrow.org/wp-content/uploads/2021/06/When-Gender-Inequality-and-Financial-Instability-Intersect_White-Paper_DOT.pdf, accessed April 2022.

Core and Stable Scheduling Programme

As the name suggests, the Core and Stable Scheduling (CSS) Programme is a fixed and stable shift work schedule programme. It is a zero-cost model that is cost neutral to participating employers.

Other than changing the assigned worker, no other change is required to make it work. CSS aims to provide permanent fixed shift work so that the mothers can work during office hours and access the affordable and subsidised childcare services.

Since the launch of the CSS Programme in 2018, DOT has collaborated with over 120 participating employers.⁵³ Today, there are at least 40 new employers that come onboard every year to participate in the programme.⁵⁴ And the CSS programme has filled over 170 job openings in Singapore.⁵⁵

The programme matches the employers with willingly able DOT beneficiaries who have been trained and want to work so that they can provide for themselves and their families.

At first glance, it might appear that this programme is one-sided as it caters to the needs of the women. However, the results show that the employers in the CSS Programme too, have benefitted from offering permanent shifts.

Contrary to the perception of permanent shifts, the CSS Programme can increase productivity and sales. In a recent study on CSS in the retail industry, it was found that stable scheduling can increase labour productivity by 5 percent and sales by 7 percent. The stores that offered CSS generated an additional US\$6.20 of revenue per hour of labour compared to the stores that did not offer CSS. A likely reason for the increased productivity was driven by improved retention of more seasoned sales associates in stores that shifted to more stable scheduling.

⁵³ Daughters of Tomorrow, "Core and Stable Scheduling", September 2021, <https://daughtersoftomorrow.org/wp-content/uploads/2021/09/Core-and-Stable-Scheduling-A-partnership-between-Daughters-Of-Tomorrow-and-the-Business-Community-to-Enable-Working-Mothers-from-Lower-Income-Communities.pdf>, accessed March 2022.

⁵⁴ Source: Discussion with Ayisigi Gonel, Social Mobility Program and Research Manager of the Daughters of Tomorrow via Zoom on April 12, 2022.

⁵⁵ Ibid.

⁵⁶ Worklife Law, "Stable Scheduling Increases Productivity and Sales: The Stable Scheduling Study, 2019, <https://worklifelaw.org/publications/Stable-Scheduling-Study-Report.pdf>, accessed April 2022.

5. Core and Stable Scheduling at Daughters of Tomorrow

CSS was first introduced in the United States. There, CSS employers offer \$1 less per hour to the women, and \$1 more to the remainder of their workforce. However, in Singapore, the practice of varying wages is not adopted.⁵⁷

Since the start of the COVID-19 pandemic, the industries offering shift work, have found it difficult to fill the many vacant roles as traditionally, these roles have been filled by imported labour.⁵⁸ CSS is a solution and it has addressed the issue of manpower crunch in the retail, hospitality and F&B industries.

Another issue faced by the industries mentioned above, is the high attrition rate. Shift workers generally do not stay long in employment as the hours are long. The working conditions are difficult as most of them are on their feet during their shifts.

Contrary to common beliefs about single mothers (for example, they are not reliable workers because of their lack of a home support structure), the DOT CSS workers have proven themselves to be extremely loyal, trustworthy and reliable workers.

At least 60 percent or more of the DOT beneficiaries have stayed on in their positions for at least six months.⁵⁹

Another added benefit of CSS can be seen in the increased productivity of the shift scheduling managers.

Decomposing the Workflow

Using the rewiring framework that has been introduced, the CSS programme is a simple example of decomposing the workflow to meet the needs of single mothers.

Essentially, the workflow is broken down into the different tasks that are performed by workers from different shifts. None of the other variables—the tasks, tools or time need to be addressed by the CSS employer.

⁵⁷ The number of employers on the CSS programme has increased from 30 to 40. Source: Discussion with Ayisigi Gonel, Social Mobility Program and Research Manager of the Daughters of Tomorrow via Zoom on April 12, 2022.

⁵⁸ Darryl Choo, "The Big Read: At Your Service – Or Perhaps Not, as Manpower Crunch Worsens for Hotels and Restaurants, Channel News Asia, January 17, 2022, <https://www.channelnewsasia.com/singapore/hotel-restaurants-manpower-jobs-vacancies-2437971>, accessed April 2022.

⁵⁹ Daughters of Tomorrow, "Core and Stable Scheduling", September 2021, <https://daughtersoftomorrow.org/wp-content/uploads/2021/09/Core-and-Stable-Scheduling-A-partnership-between-Daughters-Of-Tomorrow-and-the-Business-Community-to-Enable-Working-Mothers-from-Lower-Income-Communities.pdf>, accessed March 2022.

The only change that needs to be addressed is the shift worker's schedule.

In the retail, hospitality and F&B industries, there are typically three shifts—an opening shift that might start in the middle of the night to dawn or early morning; a middle shift that typically mirrors the standard working hours from 8:30am to about 5:30pm, and a closing shift that starts from 5:30pm to late in the night.

In most situations, it has been found that employers participating in CSS do not need to do any work restructuring or make any special arrangements to accommodate the DOT beneficiaries unless adjustments had to be made to the middle shift to coincide with the childcare operating hours.

When a CSS employer is recruited into the programme, DOT would pitch to the company the possibility of hiring the DOT beneficiaries for the middle shift so that the women could benefit from the government sponsored affordable childcare services.

Given that shift scheduling is performed by the scheduling manager, the CSS employer would typically consult him or her to ascertain whether the arrangement would be possible to accommodate the DOT beneficiaries and at which outlet the CSS arrangement would be carried out.

The typical considerations are two-fold—whether there is a need for a shift worker to fill the middle shift and whether the existing middle shift worker is willing to do an alternative shift. To ensure that CSS would work, the CSS employer would pilot the work arrangement with one to two DOT beneficiaries before extending it across all the outlets.

The CSS employer might also need to reset the expectations with the remainder of the staff as the middle shift tends to be the preferred shift because it coincides with office hours and school time.

While the DOT beneficiaries are hired to fill the middle shift, over time, typically over six to eight months, the employers might expect the women to do some of the other shifts, as well as assume a more senior role. Because of this need, DOT started the home-based child-minding service as an alternative childcare arrangement for the women.

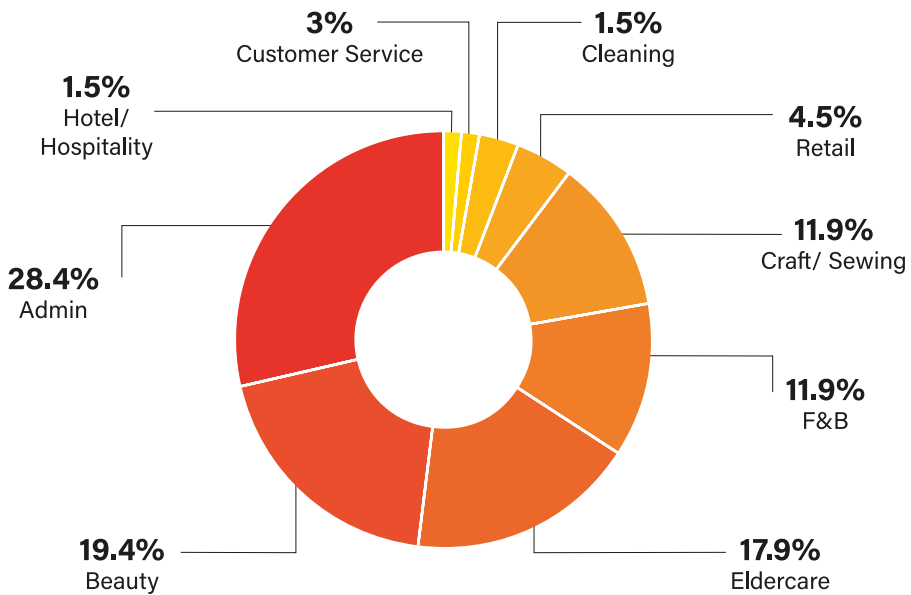
In preparing the CSS employers, DOT conducts a preparatory workshop called the 'Poverty Sensitisation' workshop. The workshop aims to explain the plight of the women while getting the employers to empathise with their challenges as single mothers. The workshop focuses on the importance of flexibility as the needs of the women could change suddenly such as a sudden onset of illness of a child.

One of the follow-up actions that CSS employers take is to appoint a champion to educate the rest of the team on the challenges faced by the women.

The role of the champion is akin to a role of an aggregator. The champion is typically the supervisor who now has additional responsibilities to raise awareness and set expectations of the CSS programme with the remainder of the workforce.

While the programme was initially focused on the retail, hospitality and F&B industries, DOT has extended the programme to other industries such as healthcare, beauty and administration.

Figure 8: Participating Industries of CSS Employers



Source: Daughters of Tomorrow, "Annual Report Year 2020", August 2021, Daughters of Tomorrow, "Annual Report Year 2020"; August 2021, https://daughtersoftomorrow.org/wp-content/uploads/2021/08/DOT-Annual-Report_2019-2020.pdf, accessed April 2022.

The general feedback from the CSS employers has been overwhelmingly positive. The DOT beneficiaries are generally very hard-working, and they often bring their very best to work.

Recognising the contributions of the women, many of the CSS employers have provided additional training to give them an upskilling opportunity for their career growth. Sparkle Tots, which is a kindergarten, has provided upcoming opportunities to many of the DOT beneficiaries so that they can pursue a career in early childhood development.⁶⁰

Insights from Daughters of Tomorrow

As this case study shows, rewiring work or specifically, the decomposition of work, does not involve complicated steps.

And it might even be cost neutral. Additionally, this case study shows that there are intangible benefits such as increased motivation and retention.

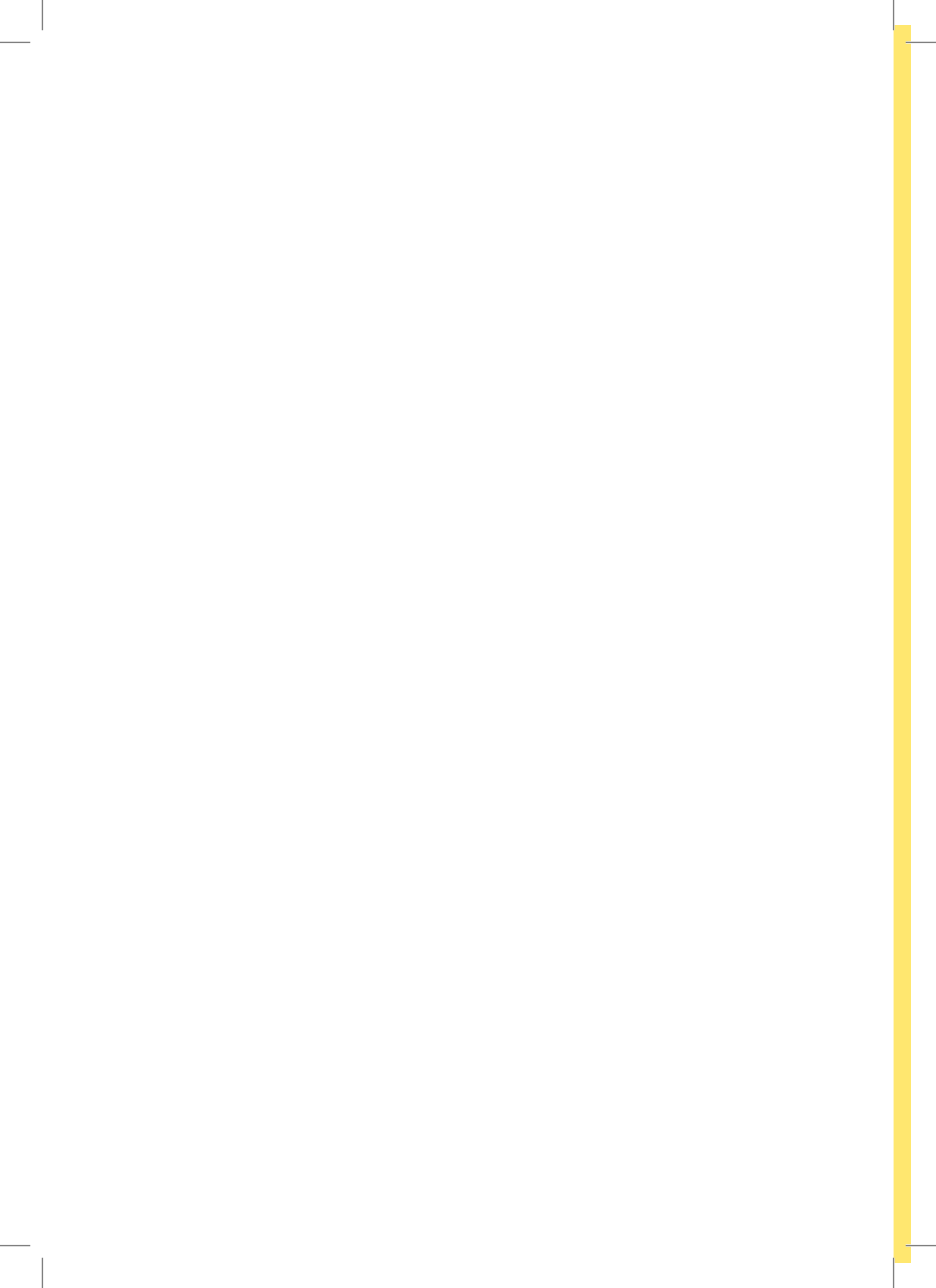
The CSS example that is adopted by DOT and its participating employers is simple to implement.

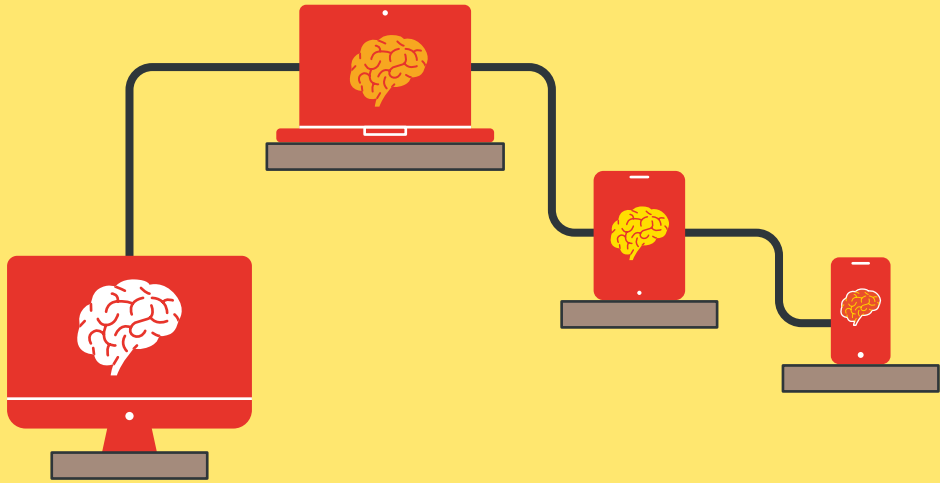
Only one variable in the work equation needs to change, and that is the work schedule.

That said, awareness training and expectations setting with the remainder of the staff is important so that collectively as a team, the entire workforce can support and make a difference to the single mothers.

In this example, we also see the need for the appointment of champions to help with the awareness of implementing CSS.

⁶⁰ Daughters of Tomorrow, "Employer Partners Showcase", Core and Stable Scheduling [video]"; 2021 <https://daughtersoftomorrow.org/success-stories-employer-partners/>, accessed April 2022.





Rewiring HR Practices ^{to} Harness the Talents of the **Neuro-Diverse** at SAP

SAP was the first Fortune 500 company to launch one-of-its kind 'Autism at Work' programme in 2013 through the rewiring of corporate processes and partnership with complementary organizations.

6. Rewiring HR Practices to Harness the Talents of the Neuro-Diverse at SAP

In the three case studies covered so far, the focus of inclusive organizing is centred on rewiring the workflow that workers from marginalised populations are directly involved in.

As this case study shows, rewiring also needs to take place in the corporate Human Resources (HR) processes. SAP's approach to inclusive organizing includes the following steps:

- Revamping of SAP's diversity and inclusion strategy to align to company objectives
- Identification of specific roles for the neuro-diverse employees to thrive
- Development of parallel HR processes to cater for the autistic employee life-cycle workflows from recruitment, onboarding to employee growth and development before the workflows are integrated and aggregated into the mainstream HR processes
- Collaboration with multiple external partners across many countries, especially those that have access to the autistic talent pools and specialist organization to train and prepare the autistic talent for corporate work
- Provision of awareness training to the remainder of the employees

About SAP

SAP is a German Fortune 500 company and was the first in the world to launch one-of-its kind 'Autism at Work' programme in 2013.⁶¹ The outcomes from the programme have been plentiful including enhanced innovation, improved quality of its software, increased levels of employee engagement, improved managerial capability and the filing of two new patents.

The SAP programme was introduced to address two primary objectives. One, to address the talent shortage in IT and two, to foster new ideas for innovation as neuro-diverse people think and see things differently from normal people.

⁶¹ Eva Woo, "Autism at Work: Encouraging Neurodiversity in the Workplace", SAP News Centre, October 25, 2019, <https://news.sap.com/2019/10/workplace-neurodiversity-autism-at-work-program/>, accessed January 2022.

From 2013 to 2017, SAP had hired and onboarded 650 people on the autism spectrum, representing one percent of its workforce.⁶² And the retention rate of this group of employees has remained high at 90 percent.⁶³

The programme has enhanced SAP's reputation as an employer of choice. It has also given its 105,000-strong employee base a source of pride, a sense of purpose and boosted the morale for its employees.

Christian Klein, SAP's CEO summed up the benefits of inclusive organizing for the neuro-diverse:⁶⁵

"Our colleagues on the autism spectrum significantly contribute to patent applications, innovations across the SAP product portfolio, and we also see improved management skills and greater empathy in teams. With the SAP Autism Inclusion Pledge, we want to help candidates on the spectrum to break through preconceptions and stereotypes. We want to encourage more organizations to hire based on the unique strengths and skillsets every individual offers."

Given the success of the programme, SAP has pledged to help other companies to assimilate autistic employees into their company culture. As of 2021, 20 of the largest companies in the United States, companies such as Microsoft, Ernst Yang, JP Morgan Chase, VMWare and Salesforce.com,⁶⁶ have recruited autistic employees into their workforce.

⁶² SAP, "Ferosé V.R. Receives Award for Autism at Work", SAP Community Blogs, April 19, 2017, <https://blogs.sap.com/2017/04/19/ferose-v.r.-receives-award-for-autism-at-work/>, accessed January 2022.

⁶³ Eva Woo, "Autism at Work: Encouraging Neurodiversity in the Workplace", SAP News Centre, October 25, 2019, <https://news.sap.com/2019/10/workplace-neurodiversity-autism-at-work-program/>, accessed January 2022.

⁶⁴ SAP, "SAP Company Information", 2022, <https://www.sap.com/about/company.html>, accessed June 2022.

⁶⁵ SAP, "Connect with Untapped Talent: Autistic Individuals Seeking Employment Opportunities", n.d.m., <https://www.sap.com/idea-place/autisminclusionpledge.html>, accessed January 2022.

⁶⁶ Michael Bernick, "The State Of Autism Employment In 2021", Forbes, January 12, 2021, <https://www.forbes.com/sites/michaelbernick/2021/01/12/the-state-of-autism-employment-in-2021/?sh=1bf6757b59a4>, accessed January 2022.

Autism Spectrum Disorder

According to the Centres of Disease Control and Prevention (CDC), about 1 percent of the world's population are affected by autism.⁶⁷

Autistic people face challenges socialising because of their under-developed verbal and non-verbal communication skills. They also tend to show repeated behaviours.

Despite this, 60 percent of autistic people, who are classified as high functioning, have average or higher cognitive abilities.⁶⁸ High functioning autistic people are very attentive, and they can detect subtle mistakes and errors in complex tasks. They can focus for long periods of time and are extremely thorough even though they might be assigned uninteresting and repetitive tasks.⁶⁹

Because of their unique cognitive ability, many autistic people have gravitated towards science, technology, engineering and mathematics (STEM),⁷⁰ especially in software development.

However, only a mere 22 percent of them are gainfully employed.⁷¹ Those who are employed are either under-employed or partially employed.

SAP's 'Autism at Work' Programme

The idea of hiring autistic people was first mooted in India.⁷² V.R. Ferose, then Managing Director of SAP Labs in Bangalore, has an autistic son, and he wanted to provide his son with a better future.

⁶⁷ Centres for Disease Control and Prevention, "Data and Statistics on Autism Spectrum Disorder", 2014, <https://www.cdc.gov/ncbddd/autism/data.html>, accessed January 2022.

⁶⁸ Divina Paredes, "SAP NZ Brings People in the Autism Spectrum into the Workplace", CIO, May 7, 2018, <https://www.cio.com/article/203977/sap-nz-brings-people-in-the-autism-spectrum-into-the-workplace.html>, accessed January 2022.

⁶⁹ Ronald Alsop, "Firms are Increasingly Hiring Employees on the Spectrum. Here's Why", BBC, January 7, 2016, <https://www.bbc.com/worklife/article/20160106-model-employee-are-autistic-individuals-the-best-workers-around>, accessed January 2022.

⁷⁰ Xin Wei, Jennifer W. Yu, Paul Shattuck, Mary McCracken, and Jose Blackorby, "Science, Technology, Engineering, and Mathematics (STEM) Participation Among College Students with an Autism Spectrum Disorder", *Journal of Autism and Developmental Disorder*, vol. 43, 7 (2013): 1539-1546, doi:10.1007/s10803-012-1700-z.

⁷¹ Catherine Putz, Indiana Sparkes and Josephine Foubert, "Outcomes for disabled people in the UK: 2020", Office of National Statistics, February 18, 2021, <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/articles/outcomesfordisabledpeopleintheuk/2020>, accessed January 2022.

⁷² V.R. Ferose, "How Autistics Triumphed at SAP Labs", *Forbes India*, October 23, 2012, <https://www.forbesindia.com/article/my-learnings/how-autistics-triumphed-at-sap-labs/33945/1>, accessed January 2022.

In India, most autistic children tend to drop out of school at the age of 12.⁷³ Hence, many of them do not have many opportunities to learn. Ferose wanted to create an app to help these children to continue learning. This led to the launch of 'Project Prayas' in 2011.⁷⁴ The project was so successful that it was extended to adults with autism. This resulted in the hiring of the first five autistic employees at SAP Labs India.⁷⁵

The success of Project Prayas caught the attention of Anka Wittenberg, who was then SAP's Chief Diversity and Inclusion Officer. Wittenberg had been trying to solve a perennial talent shortage issue, particularly to fill roles in software testing, quality assurance and compliance management.⁷⁶ The talent issue was so acute that even in 2000, there was a shortage of 800,000 IT workers⁷⁷ in the industry.

The SAP 'Autism at Work' programme was launched in 2013 to meet the talent shortage, as well as a way for SAP to improve its innovation capabilities.⁷⁸

Wittenberg explained the rationale of the programme:⁷⁹

"We share a common belief that innovation comes from the edges. Only by employing people who think differently, and spark innovation will SAP be prepared to handle the challenges of the 21st century."

⁷³ SAP, "Ferose V.R. Receives Award for Autism at Work", SAP Community Blogs, April 19, 2017, <https://blogs.sap.com/2017/04/19/ferose-v.r.-receives-award-for-autism-at-work/>, accessed January 2022.

⁷⁴ V.R. Ferose, "How Autistics Triumphed at SAP Labs", Forbes India, October 23, 2012, <https://www.forbesindia.com/article/my-learnings/how-autistics-triumphed-at-sap-labs/33945/1>, accessed January 2022.

⁷⁵ Ibid.

⁷⁶ Divina Paredes, "SAP NZ Brings People in the Autism Spectrum into the Workplace", CIO, May 7, 2018, <https://www.cio.com/article/203977/sap-nz-brings-people-in-the-autism-spectrum-into-the-workplace.html>, accessed January 2022.

⁷⁷ Robert D. Austin and Gary P. Pisano, "Neurodiversity as a Competitive Advantage", Harvard Business Review, May-June 2017, <https://hbr.org/2017/05/neurodiversity-as-a-competitive-advantage>, accessed January 2022.

⁷⁸ SAP, "Autism at Work Programme", 2022, <https://www.sap.com/about/careers/your-career/autism-at-work-program.html>, accessed June 2022.

⁷⁹ Ibid.

Getting the programme up and running required out-of-the-box thinking. SAP recognised that it did not have all the capability nor the resources to roll out a successful programme. This led SAP to collaborate with partners such as Specialisterne—a Danish company that specialises in hiring and training high-functioning autistic adults for IT careers, and local autistic organizations, of which examples have included: the California Department of Rehabilitation (DOR), Enable India, APLA in the Czech Republic, Pandorga in Brazil and Integrationsamt in Germany.⁸⁰

From the outset, SAP wanted to achieve two ambitious goals. The programme must be sustainable. In the long term, the initial parallel workflows for recruiting, onboarding and employee growth and development are to be integrated with the mainstream HR processes.

Phases Taken to Launch the Programme

There were five distinct phases to get the programme up and running, and optimised.

The five distinct phases of the SAP 'Autism at Work' programme which took place over a period of eight years included:

- **Pre-launch**
- **Launch of programme**
- **Worldwide pilots**
- **Process optimisation and sustainability**
- **Process maturity**

As seen by the actions and tasks taken in the table below, most of the rewiring pertained to the development of separate and parallel HR processes to cater to the needs of the autistic employees.

Only when optimisation was achieved and the processes had matured, were they aggregated into the mainstream HR processes.

⁸⁰ Gary P. Pisano, and Robert D. Austin, "SAP SE: Autism at Work," Harvard Business School Case Number 9-516-042, Harvard Business Publishing Education, January 19, 2016.

Table 1: The 5 Phases of the SAP ‘Autism at Work’ Programme

Phase	Timeline	Actions	Tasks
Pre-launch	2012	Understanding autism	<ul style="list-style-type: none"> - Conducted research on autism including where to access the pool of autistic talent
		Developing the autistic recruitment strategy	<ul style="list-style-type: none"> - The HR team developed the business case for the programme - A target was set to align SAP’s autistic recruitment goal with the rate of autism in the society - Obtained endorsement from the SAP Board
Launch of Programme	2013	The launch of the ‘Autism at Work’ programme	<ul style="list-style-type: none"> - The programme was launched at the annual customer/partner conference ‘SAP Sapphire’ on 21 May 2013
Worldwide Pilots	2013 – 2015	Create ‘good practices’ to build on and scale	<ul style="list-style-type: none"> - Appointed leads for the programme - Selected 2 countries – India and Ireland to be the initial countries for the pilot before rolling out to Canada, Germany and the United States⁸¹ - Expanded programme to Argentina, Australia, Brazil, China, the Czech Republic and New Zealand with a target of onboarding 3-12 candidates at each location - Identified the list of traits,⁸² as well as the suitable roles for the autistic employees⁸³

⁸¹ Sharon Florentine, “How SAP is Hiring Autistic Adults for Tech Jobs”, CIO, December 9, 2015, <https://www.cio.com/article/242840/how-sap-is-hiring-autistic-adults-for-tech-jobs.html>, accessed January 2022.

⁸² The list of autistic traits beneficial to SAP: strong affinity with software development, ability to see patterns and spot deviations in systems and data, attention to detail while maintaining exacting precision over uninteresting tasks, high diligence and a low tolerance for mistakes, tendency toward transparent and unambiguous communication.

⁸³ The list of possible roles included: software developer and tester, information developer, business analyst, IT tech support, IT project management, technical customer support, graphic designer, media/communications analyst, data analyst, product manager, associate consulting, marketing support, finance, HR administration.

6. Rewiring HR Practices to Harness the Talents of the Neuro-Diverse at SAP

Phase	Timeline	Actions	Tasks
			<ul style="list-style-type: none"> - Set policy to enable participating countries to obtain the additional autistic headcount for an initial period of one year - Identified local autistic organizations including colleges for sourcing talent pool - Appointed Specialisterne to pre-screen,⁸⁴ train and assimilate the autistic assimilate the autistic work setting - Invited candidates to participate in a one-day event called “The Lego Hangout” at SAP⁸⁵ - Candidates were then moved into a four-to-six-week onboarding process to learn about SAP methodology and demonstrate their abilities and competencies in a series of projects - Managers spent time in informal setting e.g., over lunch to know the candidates - Rolled out autism awareness training in locations of pilots for SAP employees - Job matching was conducted after the completion of the training - SAP offered jobs to candidates where there were immediate job openings⁸⁶ - Follow up was conducted with the candidates not offered jobs - Provided job coaching to manager and employees working with autistic employees

⁸⁴ The pre-screening included checking references, formal background checks, questionnaires and phone interviews.

⁸⁵ Gary P. Pisano, and Robert D. Austin, “SAP SE: Autism at Work”, Harvard Business School Case Number 9-516-042, Harvard Business Publishing Education, January 19, 2016.

⁸⁶ The jobs that were filled by autistic employees included software developer, information developer, software testing, business analyst, IT technical support, systems administrator, marketing operations associate, networking specialist, IT project management, customer support, graphic designer, media/communications specialist, data analyst, associate consultant, product manager, procure-to-pay service associate, HR service associate.

Phase	Timeline	Actions	Tasks
			<ul style="list-style-type: none"> - Created support circles for autistic employees to support them to cope with work and life - Developed HR practices in parallel with mainstream HR processes - Set goal to hire 100 autistic employees by the end of 2015 - Created 'good practices' for hiring autistic employees
Process optimisation and sustainability	2015 – 2019	Progress from 'good to better practices'	<ul style="list-style-type: none"> - Expanded the programme to many more countries including South Korea, France and South Africa - Extended partnerships to other organizations to help with the sourcing and the provision of support to autistic employees - Systematic review of the HR processes to eliminate unconscious bias - Enhanced diversity and inclusion communication to highlight the benefits of the programme, as well as to educate regular employees on how to work with the autistic employees
Process maturity	2019 - 2020	Progress from 'better to best practices'	<ul style="list-style-type: none"> - Integration of HR processes to achieve similar onboarding process for regular and autistic employees - Expanded the list of roles for autistic employees

Source: Adapted from Gary P. Pisano, and Robert D. Austin, "SAP SE: Autism at Work", Harvard Business School Case Number 9-516-042, Harvard Business Publishing Education, January 19, 2016; Sharon Florentine, "How SAP is Hiring Autistic Adults for Tech Jobs", CIO, December 9, 2015, <https://www.cio.com/article/242840/how-sap-is-hiring-autistic-adults-for-tech-jobs.html>, accessed January 2022.

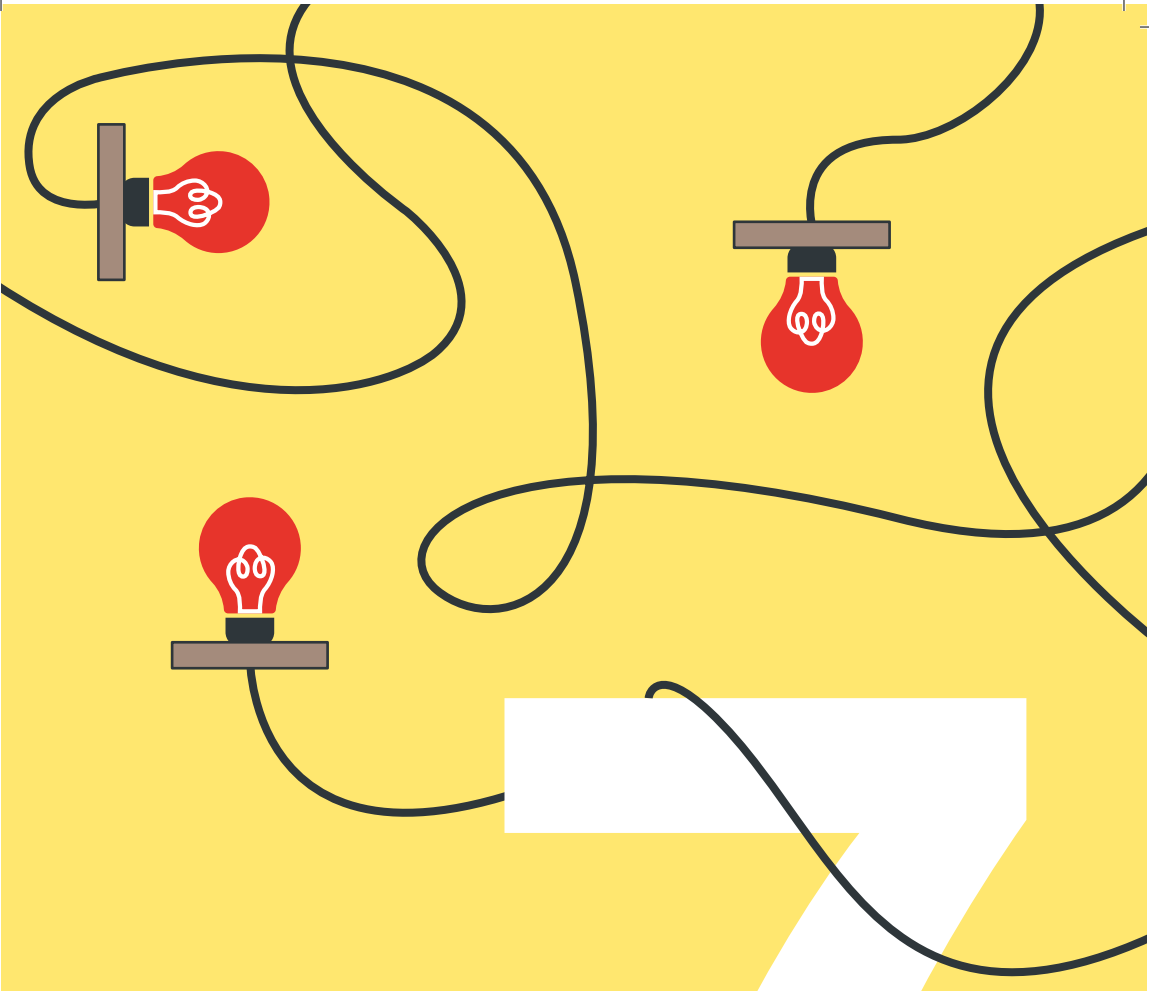
Insights from SAP

Rolling out an autistic programme requires careful planning, a step-by-step approach and collaboration with many partners.

Organizations that want to roll out a similar programme are advised to:

1. Align the programme objectives to business goals
2. Obtain executive endorsement for the programme
3. Pilot the programme before company-wide roll out
4. Identify the critical success factors for programme including:
 - a. Partners to source, screen and prepare talent, success e.g., partners to reach out to autistic employees
 - b. Specific roles to target the autistic employees
5. Run a parallel process for onboarding autistic employees before integrating it to the mainstream HR process. This process includes the development of separate autistic specific processes which underwent a process of optimisation and maturity before these parallel processes were aggregated and folded into the mainstream HR processes
6. Roll out awareness training to the remainder of the employee base to build an inclusive organizing culture
7. Provide support to autistic employees, as well as the manager and the other regular employees who are a part of a team with the autistic employees.

Overall, the insights from SAP suggest that workflows at a higher, functional and corporate level can be rewired to support an inclusive hiring environment at the operational level.



Success Factors

for **Inclusive Organizing**

Align with Strategic Objectives

At its core, inclusive organizing needs to be aligned to the strategic objectives and core purpose of the organization.

This is clearly seen in the four case studies discussed in this playbook.

For Foreword Coffee, its focus on inclusive organizing is to provide employment for the differently-abled.

For The Social Kitchen, it is to create a sustainable demand and supply model where both the differently-abled and marginalised, and the F&B partners' benefit.

For Daughters of Tomorrow (DOT), it is to roll out the Core and Stable Scheduling (CSS) programme so that its beneficiaries can secure shift work while at the same time, access the subsidised childcare services.

For SAP, inclusive organizing for the neuro-diverse serves two primary objectives which are to address the talent shortages and to enhance its innovation capabilities.

The Four Ways to Rewire Work

For inclusive organizing to move from principle to practice, how work is performed—which is the core of every organization—needs to be rewired to accommodate the capabilities, skills, and needs of the differently-abled and the marginalised. There are four ways by which work can be rewired:

- **Augmentation**, which typically entails the use of technology. In some cases though, augmentation may involve reducing reliance on technological solutions
- **Decomposition**, which is the breaking down of the workflow into constituent steps for different workers to accomplish the assigned task at different times or at the same time
- **Reordering**, which involves reorganizing the timing, sequence, and duration of tasks
- **Aggregation**, which involves combining tasks into new configurations

Inclusive organizing for the differently-abled and the marginalised could either be cost neutral as it was shown in the DOT's CSS programme. Or it could cost more. As shown in the Foreword Coffee case study, additional costs are incurred when the workflow is divided into constituent steps for more than one worker to accomplish. The development of parallel HR processes for the autistic employees also added to the cost of inclusive organizing for SAP.

Invest in Culture

Inclusive organizing would not work unless there is an investment in culture.

Culture is the factor that brings organizations together and aligns their workforce to a common mission and a set of values to achieve the strategic objectives.

A strong organizational culture can create a sense of identity and belonging, which addresses the fundamental human psychological needs. Conversely, dysfunctional cultures can adversely affect organizational performance. This explains why organizations need to install champions or give supervisors additional responsibilities to take a proactive stance in shaping the culture of inclusive organizing.

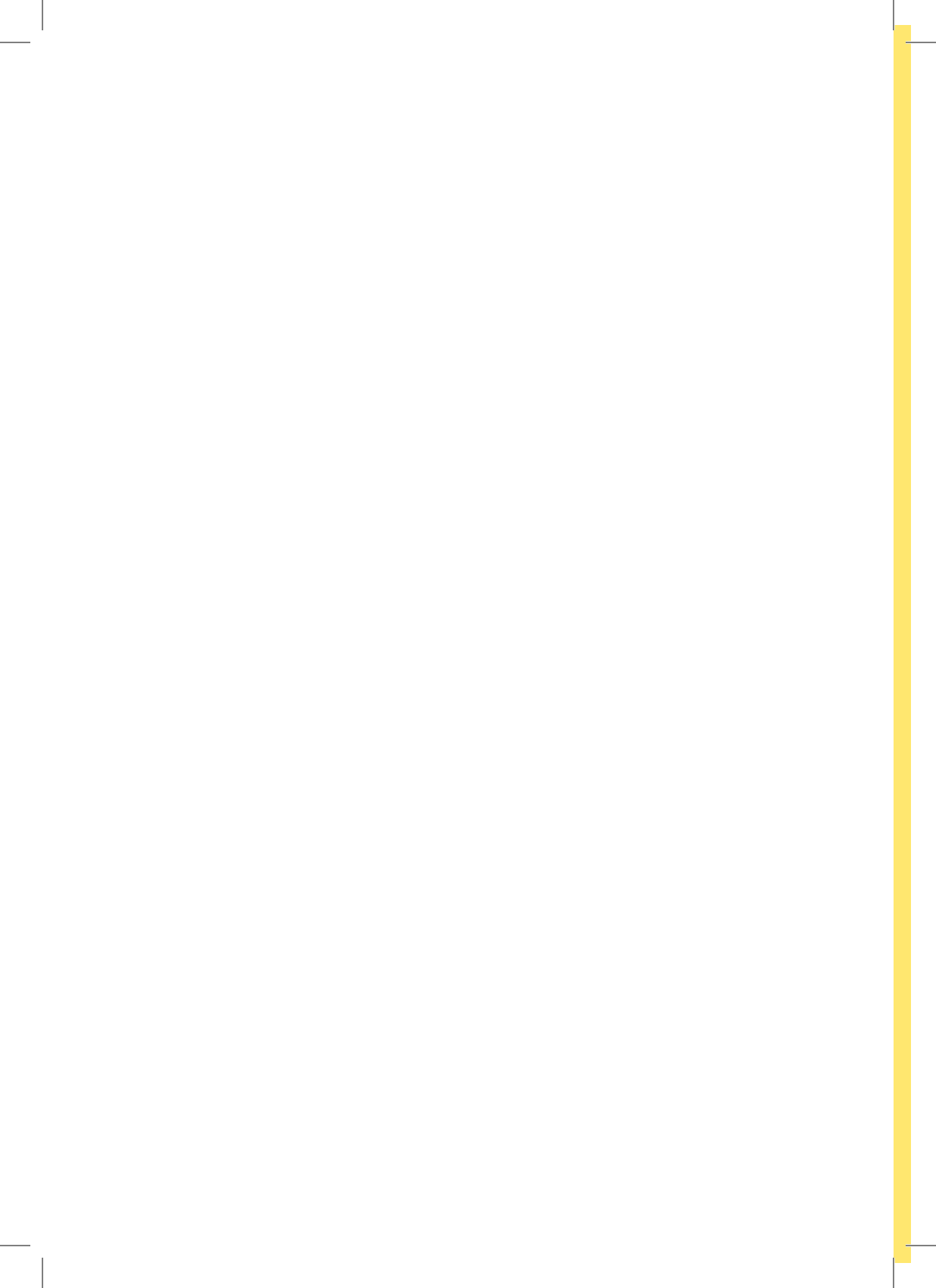
While culture is complex and not easy to crystallise, it is a critical part of the organizational glue that binds people together to a common vision and common goals. Culture is a building block that needs to be built over time. It must be protected as it is something that can be fragile and easily broken. That is why champions and supervisors, as well as support groups are so critical in making inclusive organizing work.

Partner and Collaborate

Inclusive organizing can be enhanced through partnerships and collaborations with external parties.

In all four case studies, there are collaborations with external parties to create value in a sustainable way. Hence, even though rewiring the workflows may incur a higher economic cost, an organization's commitment to inclusive organizing can still create new value by opening access to other forms of partnerships and collaborations.

Value creation is achieved beyond economic value, not only in providing employment for the differently-abled and marginalised, but also for the organizations themselves in building a sustainable business that is inclusive of the differently-abled and the marginalised.





Steps for Making Inclusive Organizing **a Reality**

Organizing for inclusion is an ongoing and iterative journey.

Here are four steps for making inclusive organizing a reality.

Step 1: Understanding Individuals and Workflow

The work situation is different from one organization to another.

While we have recommended four ways for how work can be easily rewired, it is important to first identify:

- i) The abilities and limitations of workers, and
- ii) The specific elements of the workflow that can be rewired.

Organizing for inclusion is focused on worker centricity. It is about how can be redesigned around the abilities and limitations of workers, instead of organizing around a narrow logic of efficiency and short-term profit maximisation.

This information, coupled with familiarity with the workflow, sets the stage for the next stage of planning to rewire.

Step 2: Planning for Rewiring

Critical to this step is determining the output(s) to be accomplished. Given that input plus process will result in output, you can either modify the input or the process to achieve the same output.

There are several important questions to consider in this step:

- What types of resources are needed?
- How can be workflow be redesigned? Will it be augmented, decomposed, reordered or aggregated?
- How long does it take to implement the existing workflow?
- How will the newly recruited workers be trained?
- Are there any supporting tools that are needed? E.g., visual display of how the tasks are to be completed
- Who is familiar with and responsible for making adjustments to the rewired workflow?

Step 3: Implementing the Redesigned Workflow

In the implementation step, we advise conducting a pilot before full implementation of the inclusive organizing plan. A pilot is essentially the first dry run or test of how the newly created workflow will operate. A pilot is also important to 'iron out the kinks' in the new workflow.

Once the pilot has been successfully implemented, the next step is to implement the redesigned workflow. Decide on the date of implementation. Measure the time taken to implement the redesigned workflow. And don't forget to communicate regularly reiterating why the redesigned workflow is important for the organization.

Step 4: Obtaining Feedback

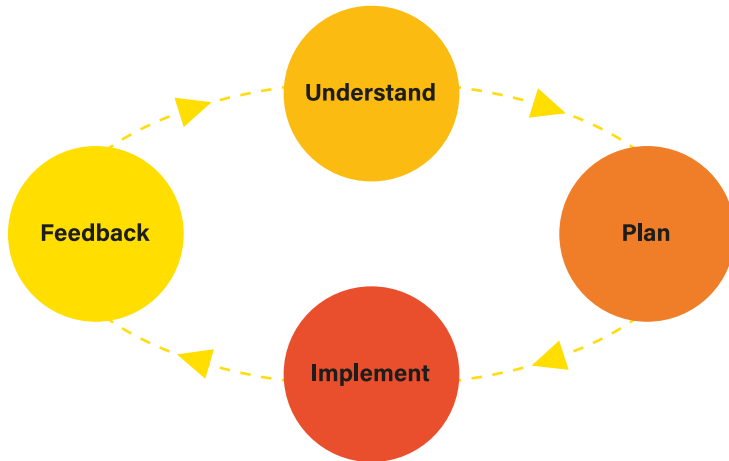
Finally, obtain feedback about the redesigned workflow. To ensure that the right feedback is obtained, don't just assess the effectiveness of the redesigned workflow in terms of final output and the time taken to complete the different tasks. Also delve into how people are feeling about the redesigned tasks and workflow.

There are several ways by which you can obtain feedback. We recommend conducting regular surveys which can be administered online, to obtain input on the new workflow. Additionally, leverage feedback methods like focus groups and observations to delve deeper into how the new workflows are being adopted.

Specifically, ask questions such as:

- Do people feel overwhelmed or underwhelmed?
- How well are people coordinating?
- Are there any 'bottlenecks' that prevent the workflow from operating smoothly?
- What are the circumstances under which delays occur?

Figure 9: Steps Towards Inclusive Organizing

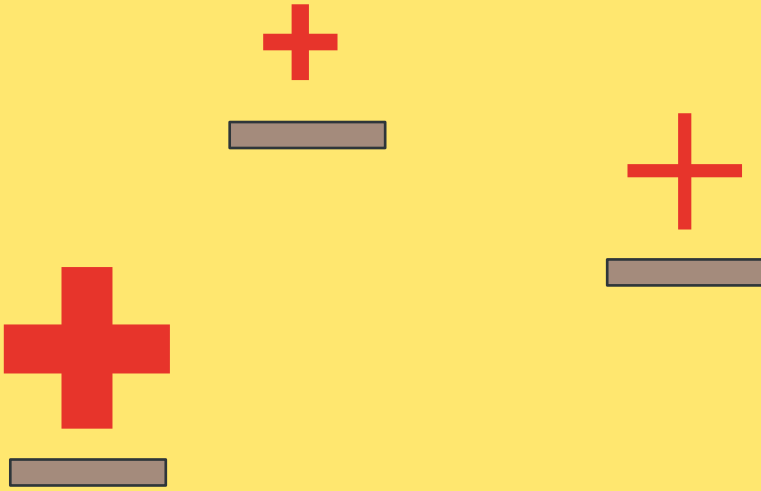


Source: Authors' Original Work

Concluding Remarks

Considering the upsurge of interest in making organizations more inclusive, it is surprising that little attention has been given to how organizations should manage or go about it. Certainly every organization faces different challenges or constraints when attempting to improve inclusion at their workplace. What we have done here is our initial effort to simplify the issue and distil it into a framework that is relatable to many organizations. As can you see, inclusive organizing can be easy with our organizing framework.

It is our hope that this playbook would continue to contribute to the on-going conversation on how organizations can take significant and meaningful action. We also hope that this playbook would stimulate others to engage in this important endeavour. Let us all work together to make inclusive organizing a more widespread work practice.



Additional Resources



I. Questions for Considering Inclusive Organizing

1. What are the goals for inclusive organizing? Specifically, what are the diversity goals for the differently-abled and the marginalised?
2. Do you have buy-in from the senior leadership team for inclusive organizing?
3. How will inclusive organizing add value to your organization?
4. Have you identified the roles for inclusive organizing?
5. How many differently-abled or marginalised can your organization employ?
6. Can the workflow for the specific roles be divided into separate tasks?
7. Should the workflow be:
 - a. Augmented with technology?
 - b. Decomposed so that different tasks can be performed by different workers?
 - c. Reordered as it is not schedule dependent on when the different tasks are to be completed?
 - d. Aggregated to align to the more capable workers?
8. What measures will you use to track the progress of inclusive organizing?
9. What is the budget to make inclusive organizing a reality?

II. Overcoming Fears and Concerns

According to the International Labour Office (ILO)⁸⁷, the following are the common fears and concerns that are frequently expressed by organizations.

- 1. Why should I recruit and hire the differently-abled and the marginalised?**
There are two primary reasons. It helps to address the “war for talent” and provides a sustainable employment while addressing 3BL at the same time.
- 2. What is it going to cost to include these workers?**
According to the ILO, 20 percent of the time, it is cost neutral to the organization. More than 50 percent of organizations incur costs of US\$500 or less to make changes to the workflow.
- 3. What if the hiring of the differently-abled or marginalised doesn't work out?**
Regardless of whether a person is differently-abled or has special needs, the employment of the worker is based on whether the person can perform the role or the task.

⁸⁷ Deborah A. Perry, “EmployAbility: a Resource Guide on Disability for Employers in Asia and the Pacific,” International Labour Organization, January 1, 2007, https://www.ilo.org/asia/publications/WCMS_BK_PB_98_EN/lang--en/index.html, accessed September 2022.

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This Playbook has been inspired by the entrepreneurs and business leaders with the vision, fortitude, and perseverance to champion for a more inclusive society by putting principles into practice. Unfortunately, we don't have the space to list everyone but we will reach out to you personally to let you know.

We wrote this Playbook not just to inspire others, but also to provide a concrete, practical way forward for redesigning organizations to be more inclusive.

We are grateful to the Ministry of Education and the Singapore Management University for their financial support of this work, as well as colleagues—Gerry George, Claus Rerup, Brian Pentland, and Jessie Cheung—who have lent your professional insights to make the Playbook possible.

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“ I believe that organizations can do so much more for people with disabilities and the marginalised. This book provides the step-by-step guide on how to be inclusive and integrate these groups of people into the workforce. Additionally, the detailed case studies featured in the book show how work can be redesigned with minimal costs. This is a must read for leaders who want to make a difference.

- *Jon Browning, CEO Global Mentorship Initiative*

The Inclusive Organizing Playbook is one of the first books ever written to show how organizations can redesign work to be truly inclusive regardless of talent capabilities, skills, neuro-ability or specific needs. This book offers four ways for how organizations can rewire work to accommodate all talent.

This book on managing inclusion is an essential read for leaders of today's organizations. It shows how one can easily create an inclusive workplace with simple workflow redesigns. The step-by-step instructions and case studies provide managers and leaders with a practical toolkit for making inclusion a reality,

A must read!

- *Bert de Reyck, Dean & Professor of Operations Management, Lee Kong Chian School of Business, Singapore Management University*

“ Inclusion at workplaces doesn't happen by accident. For a diverse workforce to flourish, companies need to be intentional in embracing inclusion practices and models. Playbooks such as this one can help create more awareness amongst organizations in Singapore about how they can meet employees' varied needs and maximize performance through the power of a diverse workforce.”

- *Kaushik Das, Managing Partner, Southeast Asia, McKinsey & Company*