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The Next Way of Work

May 2020

With no pharmaceutical treatments available, interventions have focused on contact tracing, quarantine, and social distancing. The required intensity, duration, and urgency of these responses will depend both on how the initial pandemic wave unfolds and on the subsequent transmission dynamics of SARS-CoV-2.

American Association for the Advancement of Science

Due to the accelerated pace of change, we're living in a world with evolving and unknown "normal"

The Last Normal

Everything that happened in an organization during its lifetime leading up to COVID-19, including business continuity, change management, and employee experience.

We are here

Temporary Normal

Everything an organization is doing during this unknown period, shifting corporate policies, working remote, updating benefits and more.

Time to Act

Organizations cannot cling to the old or temporary normal. It is time to act in assessing and proactively responding to the crisis.

The New Normal

The unknown organizations will face once restrictions are lifted – this could be the most pivotal moment in history for many organizations.

Reimagine the Next Way of Work

Response Identity
(Brand, Culture, Team)

"What can we do to protect trust (with our employees and customers)?"

Remote Work Continuity

"What have we learned from this temporary norm with remote work? What do we keep?"

Re-Onboarding Employees

"How do we support our employees transitioning to the next way of work?"

Restoring Physical Space

"How are we going to keep our employees healthy in our physical space?"

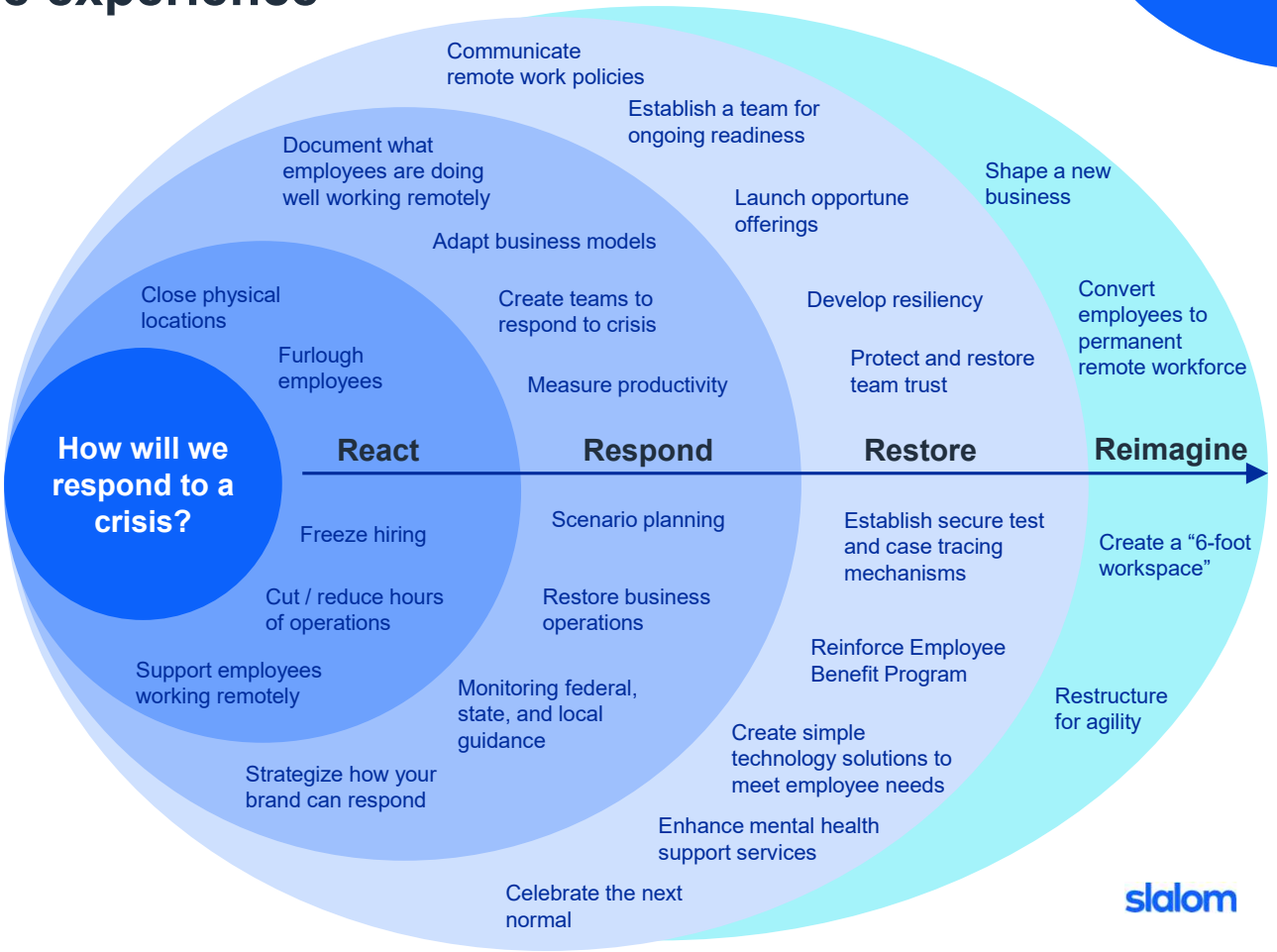
How organizations respond to COVID-19 could define the culture, brand, and employee experience for years to come.

COVID-19 has impacted us all and forced us to **react** to protect the health of our employees and customers.

Today, is an opportunity to learn in this new norm and **respond** to the next way of working

Next, we need to **restore** and protect our physical space and trust with employees (and customers) in order to adjust to the ever-changing landscape

Soon, we can **reimagine** the workplace – strategically challenging the way we work and what the opportunities for a **Reimagined Workplace** are for our people, culture, customers, and brand



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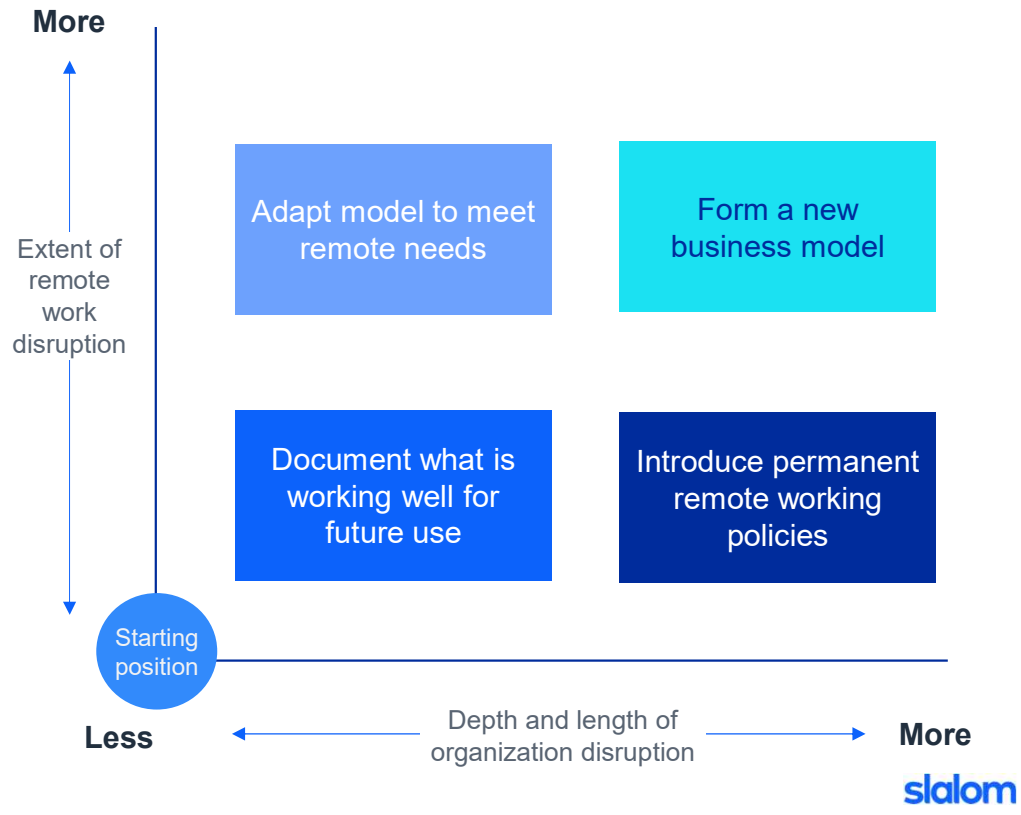
Remote Work Scaffolding

Remote Work Continuity

There will be a transition period back to on-site work, but how are we going to meet our employee's expectations of working remotely when the light starts to come back on?

- Every organization started from a different point when social distancing took effect.
- Regardless of where you started, it is a great time to document what is working well and could be improved with more remote work.
- Meeting employee needs and responding to the virus may mean adapting business models or introducing permanent remote working policies.
- Use this time to leverage remote work best practices for "non-essential" employees who may not need to be in the physical space.
- Workshop, brainstorm, and document what to carry forward, what to stop, and how remote work can change the operating costs and capital expenditures.



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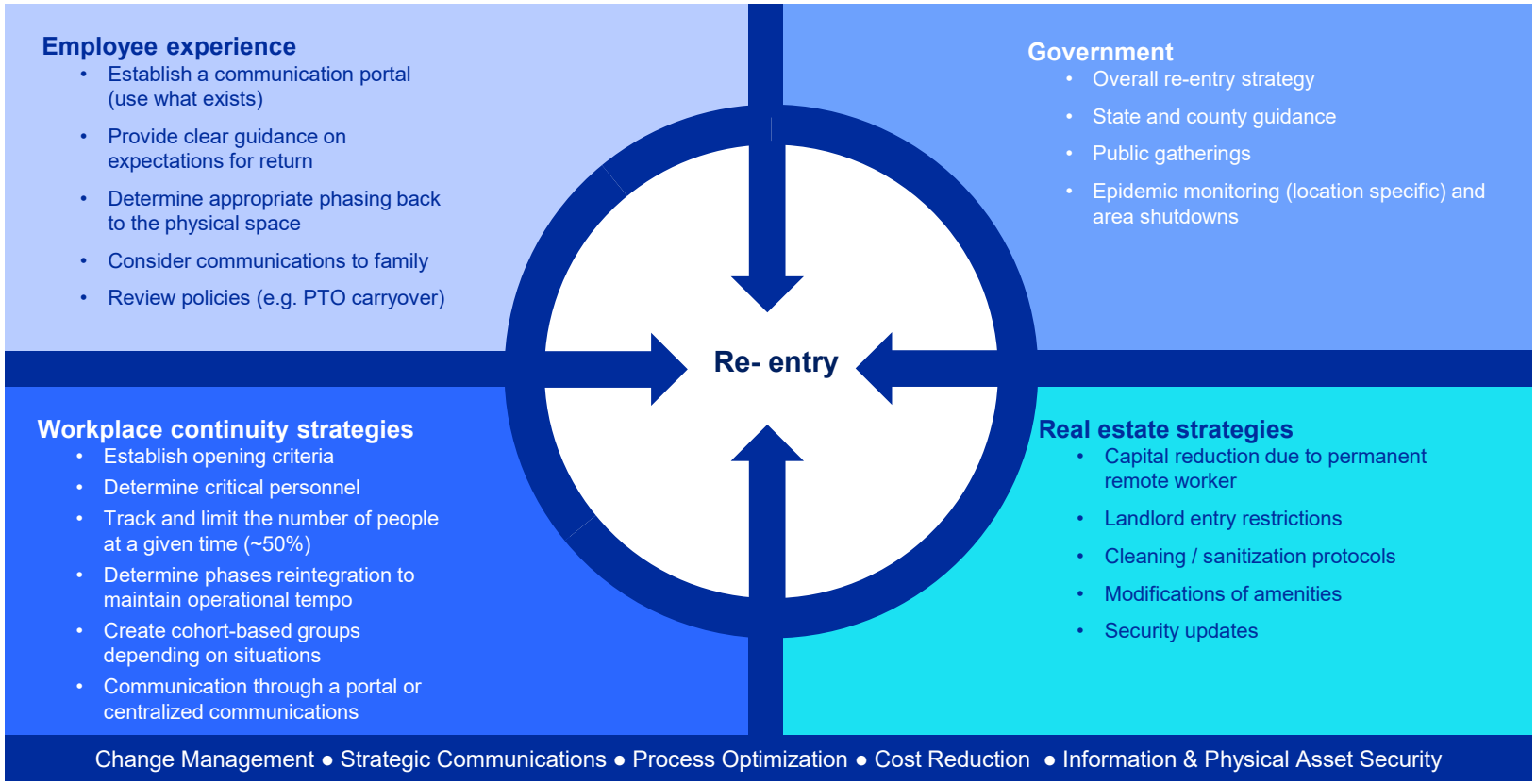
Returning effectively will focus on multiple needs

Employee re-onboarding



Mind the gap

Restoring Physical Space

Physical Distancing

Office Space

- 6’ or 1.5m physical separation in the workplace
- Allow % of population at any one time in the office
- Social distancing guidelines and communications/signage
- Expense policy updates and discretionary spend
- Share how health authority guidelines influence best practices

Front Door / Front Desk

Boundaries

- Screening of employees and visitors
- Personal protective equipment
- Interview guidance
- Shared space guidance
- Elevator wait times
- Redetermine certification of occupancy requirements

Policies and Procedures

Regulations

- Determine critical staff
- Limit events, meetings, and conferences
- Travel restrictions and reporting
- Cut conference room capacity
- Remove capacity in gathering/communal areas
- Determine capacity and phasing of employees to maintain operations tempo

Test and Trace

Follow-up

- Ongoing symptom checkers and site-based employee clearance (e.g. temperature checks, thermal screens, etc.)
- On-site contact tracing
- Leverage existing technology where applicable
- Employee training and adoption
- Privacy and security concerns (HIPAA)

If you need to be right before you move, you will lose. Speed trumps perfection. Perfection is the enemy of good when it comes to emergency management.

Dr. Michael Ryan, Executive Director of the World Health Organization Health Emergency Program

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Thank you.

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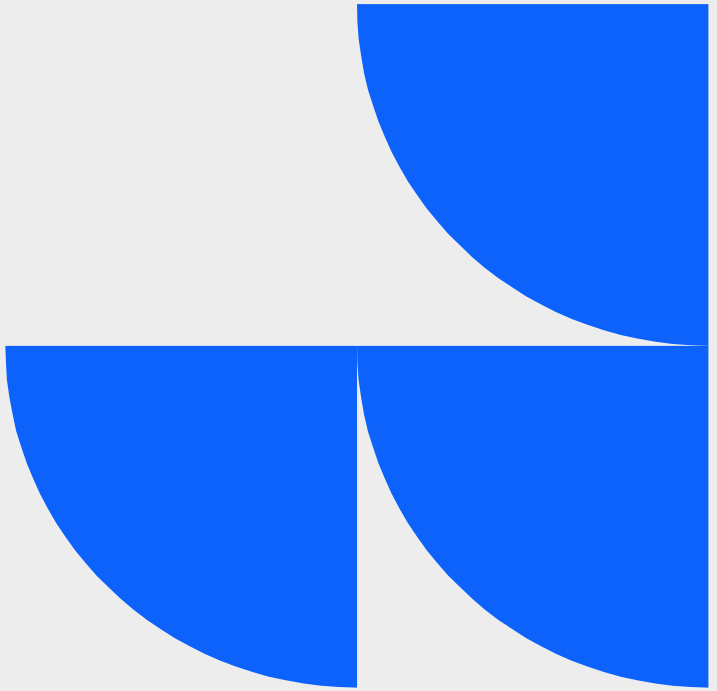
Appendix



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Reimagine the Next Way of Working

Response Identity
(Brand, Culture, Team)

"What can we do to rebuild trust (with our employees and customers)?"

- Evaluate employee and brand perception of COVID-19 response
- Conduct team workshops to define goals, establish micro-habits, and commit to new actions
- Establish guiding principles for ongoing response communications
- Design a leader playbook for renewing trust with teams
- Offer resilience support
- Launch opportune offerings

Remote Work Continuity

"What do we keep? What should we change?"

- Document and refine what is working well
- Uncover employee perception and efficacy of remote working
- Define ongoing remote working processes and operational alignment
- Transform manual or "only live" processes to a user-friendly digital solution
- Leverage teaming and talent leading practices

Re-Onboarding Employees

"How do we support our employees transitioning back to the next way of work?"

- Centralize operations and governance for bringing employees back to work strategies
- Create a sequenced plan to phase back furloughed or remote workers
- Adapt current processes and systems to quickly adapt to employee needs
- Establish responsive communication cadence by employee segments

Restoring Physical Space

"How are we going to respond to physical distancing and test & trace guidance?"

- Monitor federal, state, and local guidance for social / physical distancing
- Develop and execute crisis communications
- Coordinate action team for physical distancing approach if applicable for the organization (e.g 6-ft apart in workspaces, seating, etc.)
- Partner with HR to provide guidance on desired test and trace approach

Stats to Know…

- COVID-19 has led to record levels of stress and worry that far surpass those recorded in past years. Compared with 2019, reports of daily worry have increased from 37% to 60% among the full-time working population. **Daily stress has increased from 48% to 65%.** *(Gallup)*
- The percentage of full-time employees who say **COVID-19 has disrupted their life** "a great deal" or "a fair amount" has jumped from 58% to 81%. *(Gallup)*
- 40% of U.S. employees say their employer has frozen hiring, and 33% say **their employer has reduced hours or shifts because of COVID-19** -- up from 33% and 27%, respectively. *(Gallup)*
- The percentage of full-time **employees working from home** because of COVID-19 closures has increased from 33% to 61%. *(Gallup)*
- The percentage of **parents working full time who have kept their kids home** from school because of COVID-19 has increased from less than half (44%) to everyone (100%). *(Gallup)*
- Companies scoring **high in employee experience are lowering costs** and/or increasing revenue (25 percent) to shift their performance relative to competitors. *(MIT CISR)*
- 90 percent of EX-driven companies **actively seek feedback on friction points from employees** via feedback and innovation platforms, digital workplace champions, internal data and enterprise social media platforms. *(SHRM)*