



A COVID-19 Virtual Ideation Experience

Team Topic and Number: Space Utilization & Metrics - Team #31

Team sponsor/chapter (if applicable): N/A

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During our team discussions, **ONE** word kept coming up in conversation; it's not a new word or concept but one that hasn't been front of mind when talking about Real Estate or Corporate metrics and KPI's in recent memory. Is it easy to measure? NO! Is it easy to see/touch? NO! However, in our "new world," a word that will be used in many aspects of our return to the workplace; from Commuting to Real Estate to HR, Safety and beyond. Based on individuals and not the workforce as a whole; it can be gained and lost in a blink of an eye, and once lost, nearly impossible to get back. Our team is pleased to present our new metric, The Trust Indicator.

TRUST

Metrics will begin to extend beyond tangible amenities, cost per SF/employee/workstation, and employee engagement to a trust indicator. How much do employers trust their employees, how much do employees trust their employers, how much do employees trust their service providers? These three aspects of trust will determine who comes back to the office, how comfortable are you when you do come back and how willing are you to stay at your company long term.



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Trust Factors:

- Trust is the connection between employee performance and employee experience. It helps building the strong relationship between collaborators and companies and consists of four major components.
 - o Transparency: Corporations need to show their hand when it comes to health & safety.
 - o Sharing: Exchange of ideas and feedback for continuous improvement.
 - o Training: Empowering and educating employees to do the right thing for a common goal.
 - o Community: If we do not trust each other to follow the training, what impact does that have on the workforce, workplace and local neighborhood?

Trust measurement is used for purposes such as consumer engagement, alignment between speech and action of a company, values and behaviors. However, in days of a pandemic global fight, where companies are trying to understand how the world will behave, especially how their employees will behave related to coming back to the office, long-term working from home or any other solution, trust will emerge as a new KPI to measure workplace performance.

As with every KPI/metric, there needs to be a way to accurately measure TRUST. How do you measure what you cannot see or calculate? There is no simple formula to measure trust. We will explore the three pillars of trust: **Corporate Trust; Employee Trust; Service Provider Trust.**



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Corporate Trust: (credit: <https://www.pwc.com/my/en/issues/trust/measuring-trustworthiness.html>)

- PwC has built a *Trustworthy Organization Framework* that explores three types of trust.
 - o Competence Trust; does the organization do what it says it will do? **COVID related - Does company guidelines support a safe return to work with contributions from multiple subject matter experts**
 - o Experience Trust; over time, does the organization continue to do what it says it will do? **COVID related – Are the guidelines sustainable and will companies continuously improve on future planning for health and safety.**
 - o Values Trust; do the organizations values line up with my expectations and my values? **COVID related – Do the company values around health and safety align with your own personal values?**





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Employee Trust: (credit: https://trustologie.com.au/wp-content/uploads/2016/04/Trust_Performance_Survey.pdf)

- Employees must trust that the company is placing their well-being above profit margins, stock prices and bottom lines. If you want a high-trust organization, you must live it, not just think it. It is easy to say, “We trust each other”, but truly measuring the behaviors around credibility, accountability, and results, will give a better understanding of the true reality.
- Unfortunately, trust does not show up on a bottom line; however, a simple survey or feedback loop may serve the company well to monitor and engage employee’s level of trust.
- Employees not only need to trust their employers but more importantly, need to trust each other. Trust in our peers to wash hands, stay home if not feeling well, general hygiene, following guidelines, and respecting social distancing. If we do not trust each other, our overall trust level will never reach a point we are willing to re-enter the office.

Leadership:*	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Tell the truth at all times	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share the rationale behind decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explain how we are contributing to the organisation's purpose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involve people in decisions that affect them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Our Communication:	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Is open and transparent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allows me to clearly understand how things affect me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensures meetings are efficiently run	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps me to do my job better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Unity In my job:	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The mission is important to me personally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know why my job matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand how my work positively impacts customers and society	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Trust Scorecard

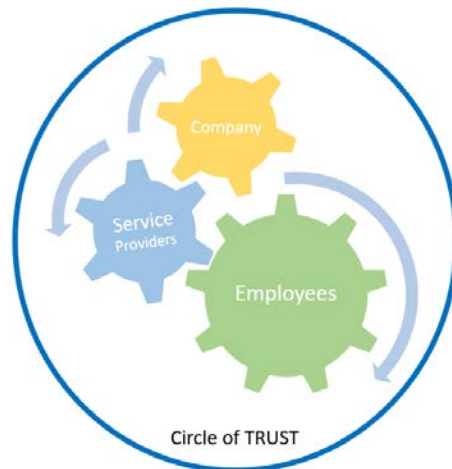
Pillar	Company	Employee	Service Provider
Competence Trust			
Experience Trust			
Values Trust			



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Service Provider Trust:

- This level of trust may be the most difficult to measure and may require “blind trust”. Often times we do not see our security, food service, janitorial vendors and third-party vendors and if we do, how long to you watch them? With guidelines in place, who monitors their actions? How do we know they cleaned the desks, with the correct cleaner at the frequency established by the company?
- If we do not trust them, can a return to the workplace happen in large force?



Conclusion:

Due to COVID, we do not expect traditional metrics/KPI's to go away or fundamentally change, but what we do expect is that new metrics will emerge. Trust encapsulates the concepts of safety and comfort in returning to work and speaks to foundational values of the company and individuals. The Trust Indicator as it relates to our current situation could prove to be a very valuable measure for companies moving forward. As Winston Churchill stated, “No crisis should go to waste.” What opportunity will you seize in this moment?



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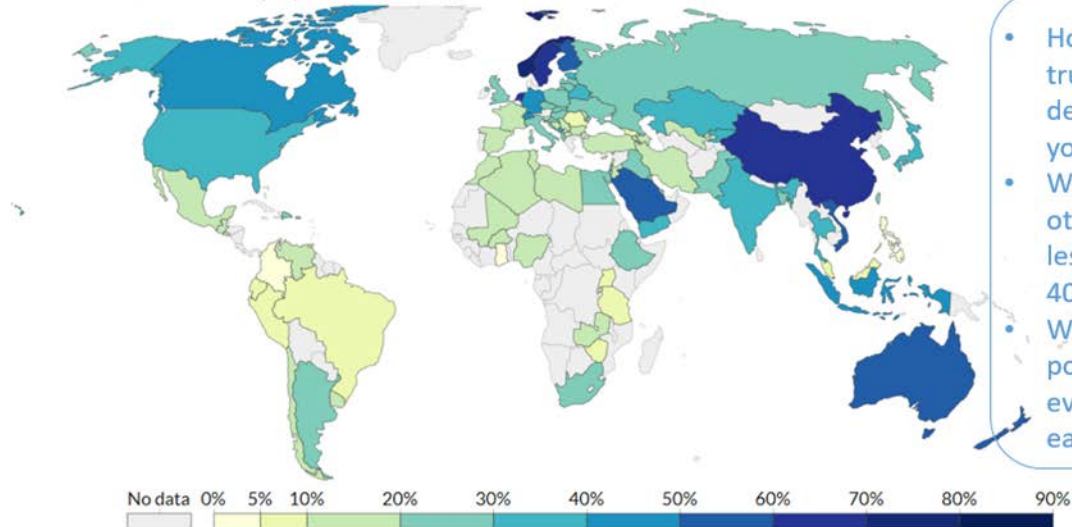
Space Utilization & Metrics

Team Number: Do we trust each other?

Share of people agreeing with the statement "most people can be trusted", 2014

The survey question was "Generally speaking, would you say that most people can be trusted or that you need to be very careful in dealing with people?"

Possible answers were "Most people can be trusted", "Don't know" and "Can't be too careful".



- How much we trust each other depends where you live
- We trust each other almost 15% less than we did 40 years ago
- We trust the political system even less than each other

Source: <https://ourworldindata.org/trust>



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Great Place to Work, a global certification organization surveying over 12 million employees annually in 50 countries centers their measurement of the greatest workplaces around **trust**.

Companies on their high-trust list financially outperform low-trust companies by 288%

The Trust Model[®] consists of these five dimensions:

- Trust: Credibility**
Employees see management as credible (believable, trustworthy); assesses employees' perceptions of management's communication practices, competence, and integrity.
- Trust: Respect**
Employees feel respected by management; assesses employees' perceptions of professional support, collaboration and involvement in decisions, and the level of care management shows for employees as people.
- Trust: Fairness**
Employees believe management practices and policies are fair; assesses the equity, impartiality, and justice employees experience in the workplace.
- Pride**
Measures how employees feel about their own individual impact through their work, their pride in the work of their team, and their pride in the organization overall.
- Camaraderie**
Measures whether employees believe their organization is a strong community where colleagues are friendly, supportive, and welcoming.

Source: <https://www.greatplacetowork.ca/en/about-us/trust-model>

HOW TRUST CREATES JOY

Experiments show that having a sense of higher purpose stimulates oxytocin production, as does trust. Trust and purpose then mutually reinforce each other, providing a mechanism for extended oxytocin release, which produces happiness. So, joy on the job comes from doing purpose driven work with a trusted team. In the nationally representative data set described in the main article, the correlation between (1) trust reinforced by purpose and (2) joy is very high: 0.77. It means that joy can be considered a "sufficient statistic" that reveals how effectively your company's culture engages employees. To measure this, simply ask, "How much do you enjoy your job on a typical day?"

Compared to low-trust companies, people at high-trust companies have:

- 74% less stress
- 106% more energy
- 50% higher productivity
- 76% more engagement
- 13% fewer sick days
- 29% more satisfaction with their lives

Source: Harvard Business Review, Jan-Feb 2017, PAUL J. ZAK author of Trust Factor: The Science of Creating High-Performance Companies (AMACOM, 2017).