



A COVID-19 Virtual Ideation Experience

Distributed Work

Name of Chapter: New England

THE FUTURE WORK ENVIRONMENT



POST VACCINE



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TEAM APPROACH

- 1 Recognize that there will be continual interruption of the office environment
- 2 We also realize the forecasts & recommendations most likely can be adapted to all phases of a pandemic - current, transitional, & long term prospect
- 3 Our approach is to look at “what’s next?” with a focus on the post vaccine era

HOW WILL WORKPLACE STRATEGIES TRANSFORM?

KEY THEMES

ADAPTIVE
LEADERSHIP
+
TEAM
PERFORMANCE
MANAGEMENT

CULTURE
+
BRAND

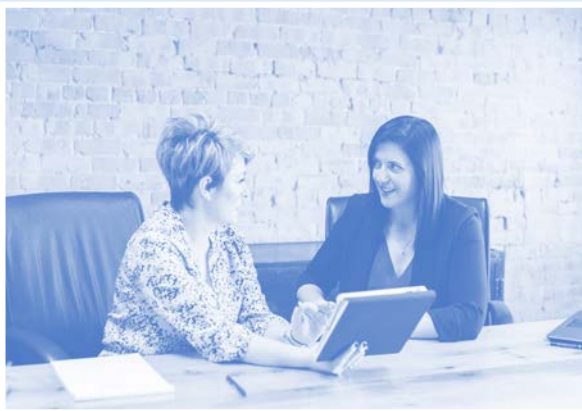
WORKPLACE
+
OPERATIONS
STRATEGY



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ADAPTIVE LEADERSHIP + TEAM PERFORMANCE MANAGEMENT



FORECAST

ADAPTIVE LEADERSHIP

- **Foster** added trust & transparency
- **Focus** on empathy and acknowledge personal lives
- **Generate** balance between company business continuity & employee business well-being



TEAM PERFORMANCE MANAGEMENT

- **Promote** more proactive, consistent communication
- **Create** holistic efficiency training programs
- **Build** more consistent measuring of productivity regardless of location



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ADAPTIVE LEADERSHIP + TEAM PERFORMANCE MANAGEMENT KEY RECOMMENDATIONS

ADAPTIVE LEADERSHIP

1

Broad, consistent + abundant communication from leadership to all staff/stakeholders to **assure** important messages & objectives are understood.

2

Continuous feedback loop to **assess** & **gain** deeper insight on how individuals are working based on broad criteria – **express** unfiltered communications, **identify** distractions & **provide** remote tools like ergonomic desk, chair, multiple monitors & high-speed IT connectivity.

3

Create a communication task force + communications plan focusing on best practices for productivity levels, mental and physical health, safety & return to office protocols

TEAM PERFORMANCE MANAGEMENT

4

Empower workforce engagement by **emphasizing** individual autonomy & management listening skills to **identify** team individual needs

5

Establish distributed work training program where managers & individuals **actively** & **jointly** contribute to the training manual to support teams

6

Adjust performance evaluation criteria to **manage** by objectives rather than by presence



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CULTURE + BRAND FORECAST



- **Enhance** connection to company culture + brand
- **Develop** daily connections & socializations
- **Create** social bonding activities
- **Establish** the growth of the “global” workforce: talent recruitment & on-boarding to expand beyond location
- **Evolve** workforce engagement



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CULTURE + BRAND

KEY RECOMMENDATIONS

- 1 **Focus on engagement + authenticity of virtual interaction** (Zoom, WebEx, Slack, GoToMeeting) in lieu of in-person meetings. Utilize a mix of media & formats for communication instead of email & phone meetings.
- 2 **Creatively bring marketing from the office to the home-office: Nominate** company brand ambassadors, **distribute** branded merchandise for virtual meetings, **record** & **share** branded messages or videos, or **customize** Zoom backgrounds to create a uniform client experience.
- 3 **Evaluate your company's size & resources to best create & manage virtual entertainment: Focus** on community-oriented, **structured** events that promote organizational teamwork & unity
- 4 **Hire a "Community Manager" or establish a "Social Committee" to organize** fun activities like Zoom bingo, remote athletic challenges, virtual happy hours, curated Slack channels
- 5 **Reimagine recruitment procedures + onboarding process to combine** on-site & virtual orientation ideas like **use** technology advantageously (pre-recorded CEO Zoom welcome video), **adjust** welcome package, **assign** a "buddy" prior to arrival, & **tour** the branded workplace

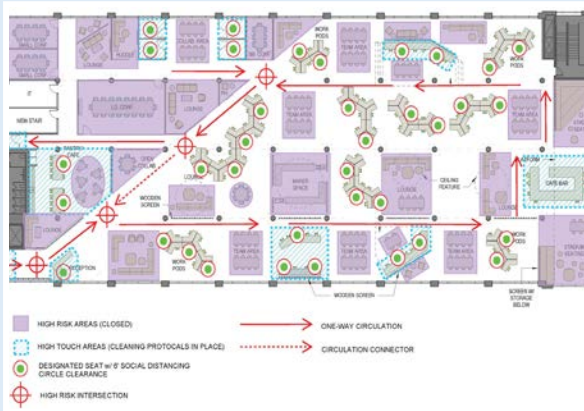


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WORKPLACE & OPERATIONS STRATEGY



FORECAST

WORKPLACE STRATEGY

- **Transform** workplace: **reassess** the physical workplace, **increase** collaborative spaces & **decrease** personal spaces
- **Strengthen** protocols & new standards
- **Investing** in occupancy metrics: measurement & tracking tools

OPERATIONS STRATEGY

- **Empower** teams & clients with digital parity
- **Create** equal choice to where employees work
- **Develop** a frictionless work experience
- **Reinforce** privacy, security, and data protection protocols



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WORKPLACE & OPERATIONS STRATEGY

KEY RECOMMENDATIONS

WORKPLACE STRATEGY

1

Validate + reassess physical office work vs. work from home: Needs will differ based on organization & the nature of work. Employers should **help** support a consistent level of productivity across office & home environments. **Emphasize** the workplace as an amenity, unique to the business & culture

2

Iterate + communicate standard protocols including corporate & personal responsibility such as hand washing protocols, physical distancing & use of shared equipment. **Determine** quick fixes, interim solutions & long term strategies

3

Invest in measurement tools to **take** a data driven approach to **understand** occupancy & utilization



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WORKPLACE & OPERATIONS STRATEGY

KEY RECOMMENDATIONS

OPERATIONS STRATEGY

- 1 **Focus on preparation + resiliency: Draft** a “Pandemic Plan” with a set of regulations & standards for business continuity across entire organization
- 2 **Increased capital for AV technology + virtual experiences: Allocate** funds to increase technological ability of individual employees working from home & **increase** IT department’s ability to service home office users through appropriate tools & technology. **Develop** a robust Communication & IT strategy
- 3 **Update work from home policies** to **ensure** that employees have the choice to work in various locations to promote their day-to-day tasks like concentrated vs collaborative & internal vs external assignments
- 4 **Weigh the potential risks of company-issued technology** within homes & **seek** legal counsel on the evaluation of current & future best practices to assure security & safety of employees



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CONCLUSION

HOW ORGANIZATIONS USE REAL ESTATE WILL CHANGE

WORKPLACE
STRATEGIES WILL
TRANSFORM

+

FLEXIBILITY WILL
BECOME
ESSENTIAL

DEEPER
UNDERSTANDING
OF

WORK
WORKFORCE
WORKPLACE

INCREASED
IMPORTANCE
ON

CULTURE
COMMUNICATION
CONNECTIVITY