



A COVID-19 Virtual Ideation Experience

Workplace Wellbeing

Given the catastrophic loss of life from COVID-19, will wellbeing no longer be a 'nice-to-have' and instead become a 'must-have'? What new protocols around wellbeing, mindfulness and enhancing health and safety should be introduced into the workplace? What becomes of our willingness to be in common spaces, and will people and companies be reluctant to use coworking spaces and shared office settings as part of their real estate and workplace needs? Will this be the end of benching and other solutions without partitions (e.g., protection) from others around us? What steps should be taken in the event of a COVID-19 recurrence?

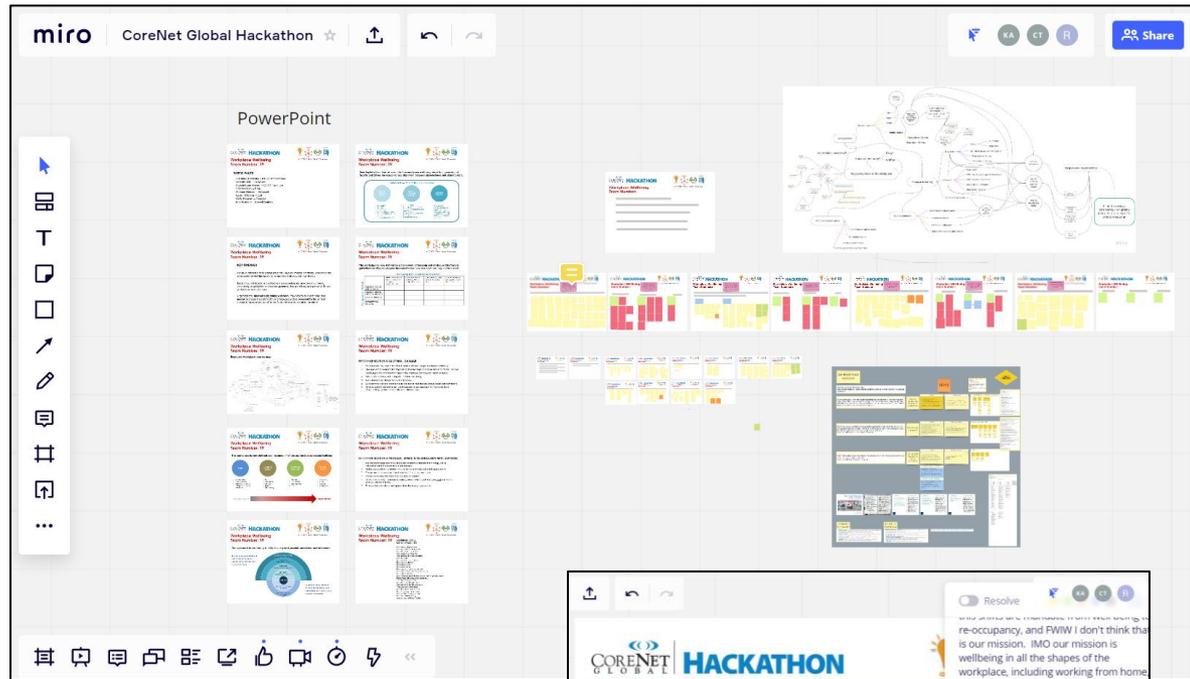
Challenge: *Develop forecasts and key recommendations for corporate real estate professionals that address these challenges and respond to wellbeing in the workplace going forward.*

Assumptions

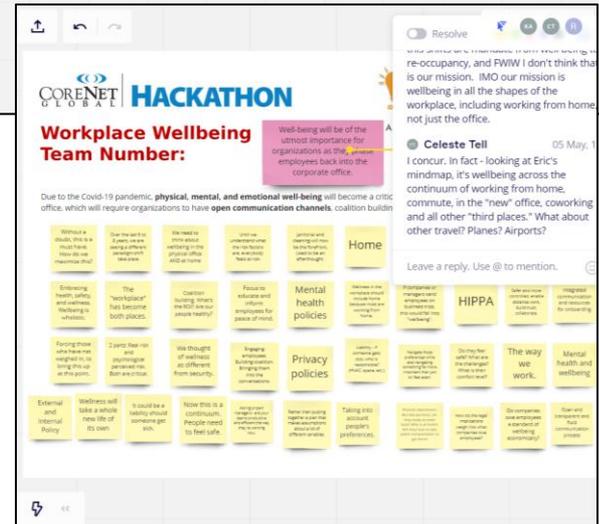
1. Organizations will continue to operate to generate profits and benefits to all stakeholders
2. Organizations will have corporate facilities for some portion of their work (office, retail, industrial, medical)
3. Under OSHA, organizations will have liability for failure to follow good practices, if that results in harm to their staff/tenants etc.
4. Environmental Health & Safety of the workforce is a critical component of Triple Bottom Line focused companies, which studies show are the best performing companies
5. Safety now will include increased emphasis on mental and emotional wellbeing
6. Social distancing in time and space is the most critical component of safe practices
7. Properly executed, cleaning is effective at reducing risks
8. Collaboration is more effective in person
9. Physical isolation is a challenging experience for many people

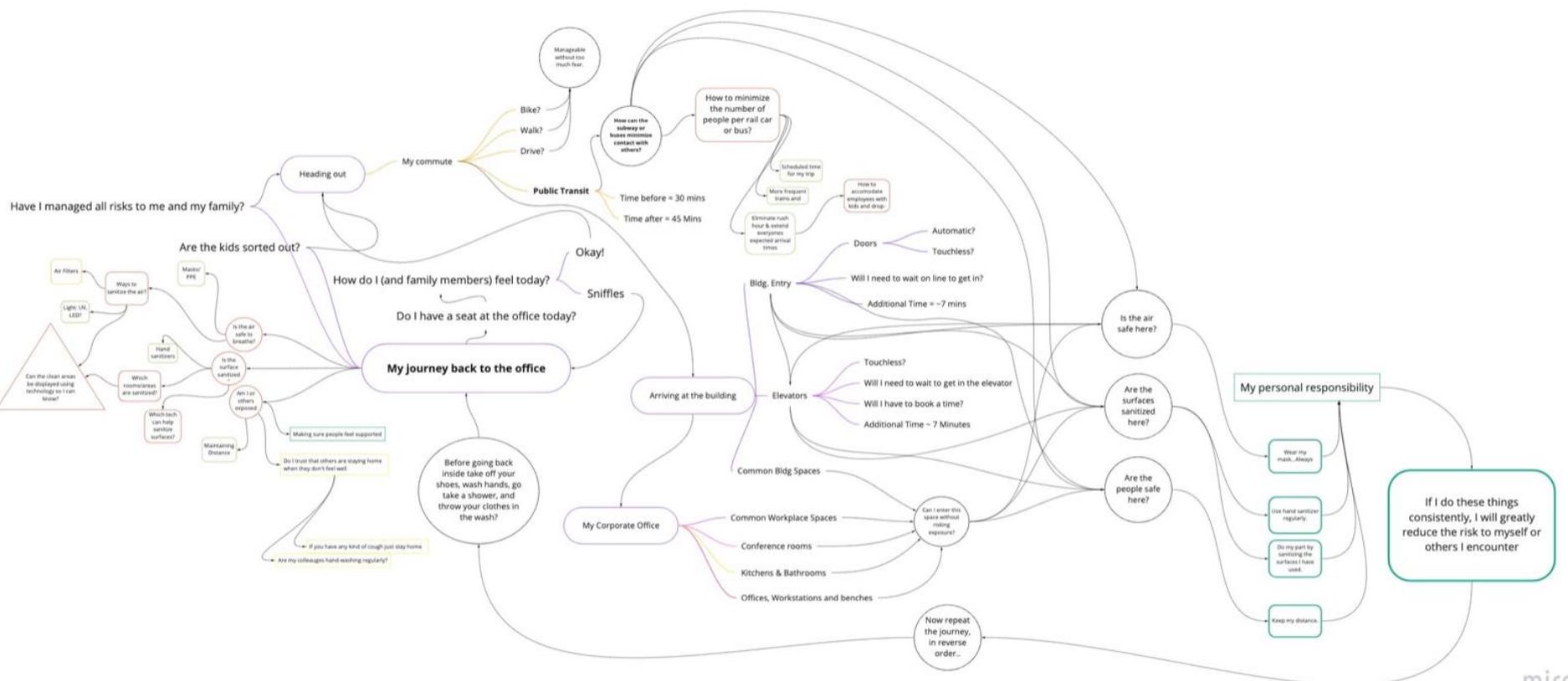
TEAM #19 PARTICIPANTS

- T. Patrick Donnelly – BHDP Architecture
- Celeste Tell – Epicycled
- Kristal-Lynn Archer – CORT Furniture
- Bob Norman – EUA
- Rick Bertasi – Genpact
- Karen Williams – ESI
- Molly Keenan – Gensler
- Eric Graham – CrowdComfort



- PROCESS**
- Project kick off
 - Six meetings
 - 15+ hours of work
 - Tools
 - ❑ Miro Board
 - ❑ Zoom
 - ❑ Microsoft Office





miro

Mind Map created by B. Eric Graham in collaboration with the CoreNet New England Wellness team (Marisa Fava, Chris Cotter, Dorrian Fragola, Mark D'Alleva, Nicole Keeler, Jennifer Taranto), and the CoreNet Global Hackathon Workplace Wellbeing Team #19 (see slide #1) during the 2020 CoreNet Global Hackathon.

WORKPLACE WELLBEING HYPOTHESIS

We have entered a deep, lasting **paradigm shift**.

COVID-19 increases stresses on everyone at all levels of the organization. As a result, physical, mental, emotional, economic and organizational **wellbeing** are no longer nice to haves, but **must haves**.

well-be-ing

/ˈwel ˈbeɪŋ/

noun

noun: **wellbeing**

the state of being comfortable, healthy, or happy.

As we – individuals, families, households, communities, organizations, companies, governments, societies – experiment with how we **coexist with this virus**, we are rapidly **letting go of old assumptions** about the workplace.

Each of us, individually and collectively are experiencing new personal, family, community, organization and societal **patterns**, that are driving new personal life and professional work **choices**. These new patterns will form the **foundation for new workforce and workplace models**.

Organizations, **motivated by multiple factors**, are choosing to **invest time and money** to ensure the physical health and safety of their employees and **be prepared** for the almost **inevitable future outbreaks** of either COVID-19 or another similar pandemic.

Many organizations are choosing to go beyond physical health and safety to invest time and money **to ensure mental, emotional and economic wellbeing**. These investments will yield greater organizational wellbeing, and therefore provide a **high return on investment**.

It is our belief that companies who successfully manage wellbeing will outperform those that do not.

The workplace is now defined as a “spectrum” of places, not just corporate facilities.



Our approach to well-being is holistic – physical, mental, emotional, and economic.



Consider the safety, health and wellbeing of each employee, their households and communities to be part of your corporate responsibility.

A triple-bottom line approach where collective employee wellbeing drives organizational wellbeing.

ORGANIZATIONAL WELLBEING – Triple Bottom Line

PHYSICAL SAFETY & HEALTH

- Am I healthy?
- Am I safe?
- Is the air safe?
- Are the surfaces sanitized?
- Are the other people around me safe?
- Is there enough distance?

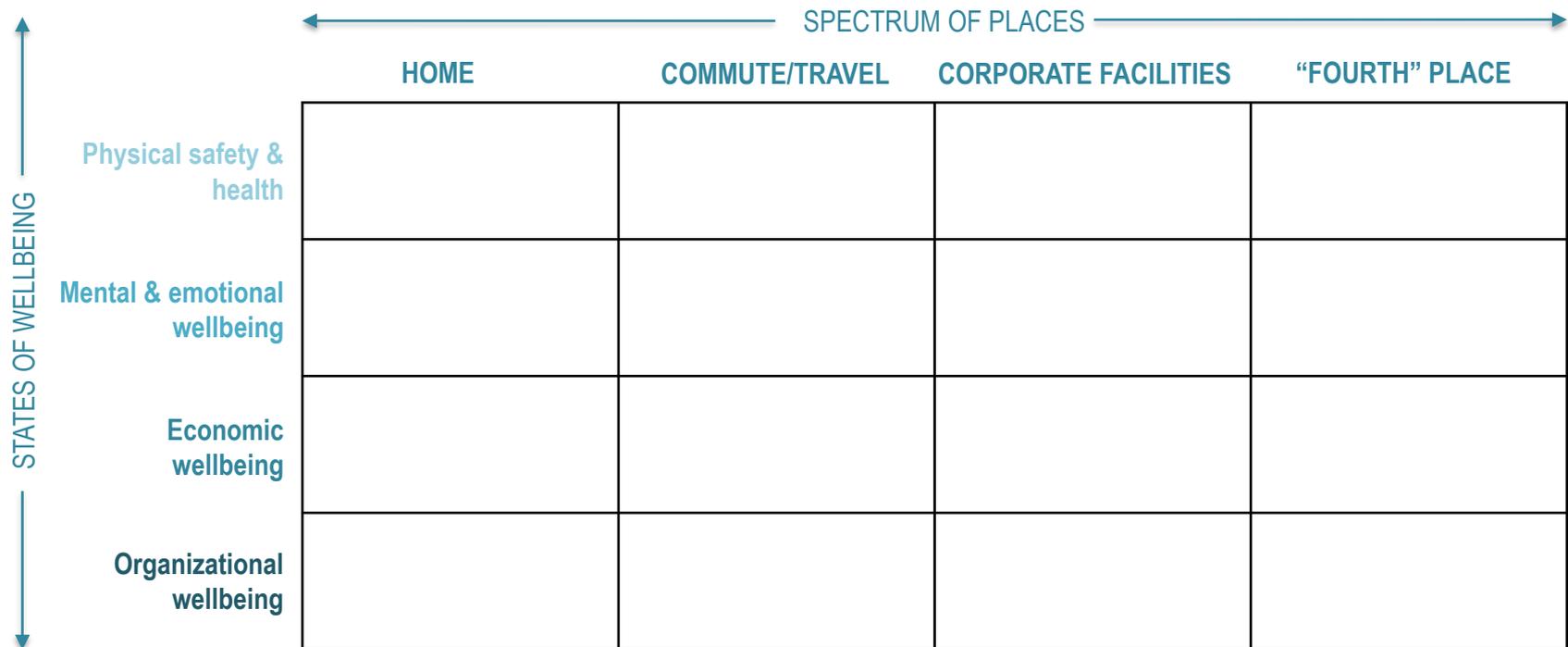
MENTAL & EMOTIONAL WELLBEING

- Am I doing meaningful work?
- Am I emotionally safe?
- Am I under too much stress?
- Do I have freedom of choice that I need to do my job?
- Are my needs being respected?
- Am I at risk?
- Is my household at risk?

ECONOMIC WELLBEING

- Is my job safe?
- Can I pay my bills and support my family?
- If my job is at risk, is the economy strong enough that there are other jobs available?

The workplace will increasingly be defined by a framework of choices and flexibility within real-time guidelines, situationally driven over time.



Physical Space & Technology Applications

1. Decrease proximity between people in all situations: space, time, and travel
2. Increase safety equipment and cleanings with special focus on formerly high-interaction spaces such as entrances/lobbies, circulation, conference, collaboration, coffee/food and toilet rooms
3. Provide positive access control
4. Assume, prepare for and de-risk containment breaks
5. Continually assess and solicit employee feedback on changing needs and risks over time
6. Prepare for and anticipate unpredictable change
7. Work with landlords and property management on building access, including building lobbies and elevators
8. Embrace new technologies and policy changes that can enhance productivity, interactions, collaboration and wellbeing while reducing physical proximity

Cultural Change

1. Prioritize employee wellbeing in the short run to optimize organizational wellbeing downstream
2. Think holistically and communally – mental and social well being, and household being big step changes and need increased focus
3. Recognize the increased impact of personal factors in employees' work experience (child, pet and elder care, among others)
4. C-Suite leadership buy-in, engagement and championship is required to drive changes rapidly
5. Employee buy-in, engagement and championship is required at all levels to support rapid changes
6. Engage influencers across the organization to support change at all levels
7. Use open-ended scenario planning and implications mapping to anticipate the unknown
8. Embrace the opportunities that change can provide, including re-establishing new cultural norms and re-thinking the role of remote work
9. Create new workplace playbooks

Something lovely

And people stayed home
And read books and listened
And rested and exercised
And made art and played
And learned new ways of being
And were still
And listened more deeply
Someone meditated
Someone prayed
Someone danced
Someone met their own shadow
And people started thinking differently—
And people healed...
And in the absence of people who lived in ignorant ways
Dangerous, mindless, and heartless....
The earth began to heal
And when the danger ended
And people found themselves...
They grieved for the dead
And they made new choices
And dreamed of new visions
And created new ways to live
And heal the earth fully
Just as they had been healed.

Kitty O'Meara, 2020