



vivo
team development

2020 PANDEMIC:

The future of the workplace and related leader and team behaviors.

Business as unusual? The new “now what!?”

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HOW WILL WE WORK?

Today remote work is no longer a perk, it is a necessity. Beyond remote workplace set up and structures, to get it right CEOs, managers, and employees need to maintain connection through employee experience, engagement, and motivation.

Many countries are starting to reopen and people may be heading back to the office. But, what does this look like? Social distancing orders still stand and rigorous cleaning practices are required to keep everyone safe. In person meetings and training still seem like a dream from the past.

We're not yet back to *normal*. We are embarking on *business as unusual*. Let's talk about the new *now what*.

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WHAT WE ARE HEARING

We reached out to our clients over the past few months to offer support to help keep them moving forward. We know they had challenges and we were able to share our experience and advice, for manager and team connection goes far beyond remote work set up.

We wanted to know what was keeping them up at night and what support they needed while transiting to remote working. Here's what we heard coupled with some existing statistics.

- Of our customers who have been surveying their teams, most report employees are hesitant to come back to work until there is a vaccine, wanting to move to a blended format of working from home and 2 to 3 days a week at the office.
- There are managers who are struggling with reporting on project results.
- Team members are growing tired and frustrated with their remote workplace and are craving the social interactions of a brick and mortar workplace.
- 75% of Canadians would prefer to work from home a little or a lot more often once restrictions ease.¹
(refer to RBC footnote 2)
- 57% of Canadians are unwilling to go to a business conference until there's a vaccine.² (*Late 2020 or 2022?*)
- Companies will need to make performance-based improvements that lead to business results: The need for reskilling/upskilling will be immense, leading to an increase in adult learning. Companies and institutions are beginning to provide experiential learning programs catered to adult learning styles.³
- The further employees get away from "the center" the fuzzier the goals and objectives the company is trying to achieve become—the "cultural identification" becomes diluted.

1, 2 - Canadian Consumer Sentiment & Behaviour During the COVID-19 Crisis, RBC CXDI, May 8, 2020

3 - Seniors Need Support More Than Ever. One Startup Shows They Can Also Provide It, EdSurge, March 31, 2020

WHAT THIS MEANS



- Managers will need to increase focus on team and project connections and performance while they navigate the blended workplace format.
- Some of our customers are researching employee reported productivity against project output to verify assumptions and consider next steps.
- Our customers are “**running the numbers**” to consider a reduced office square footage to accommodate a blended format.
- Many **employees** are looking at increased investment in work from home set ups.
- Companies are looking at how to respond to differing employee experience wants. **Office only, office-remote combo, remote only?**
- Many **companies** are looking at increased investment in soft-skills, teams, remote teams, and leadership training to support team collaboration and cohesion.
- **73% of HR leaders say people analytics will be a top priority over the next 5 years. The purposes of which are: To track how productive teams and leaders are; To find out the “why” of productive and lower-productive teams.**
- Employees will put increased demands on companies to support their workplace safety and resources, whether at the office or working remotely.

A background image showing three business professionals in a meeting. A man in a suit and tie is on the left, looking towards the right. A woman in a blue blazer is in the center, looking down thoughtfully with her hand on her chin. Another person is partially visible on the right, looking towards the center. The entire image has a blue tint.

CONSIDERATIONS

What Leaders & Managers Need to Consider

Challenges

- If scheduling and communication is not handled properly, managers and team members could lose valuable time to get projects done, which could lead to employee attrition, error, and cost.

Opportunities

- Providing choices to team members increases their sense of freedom and will contribute to the increased lifetime value of an employee (time at the company and related results).
- Increased connection to team members and increased management flexibility promotes team productivity and collaboration which has a direct impact on profitability.

What Team Members Need to Consider

Challenges

- If connection to managers and company is not consistent, employee lifetime value will decrease which leads to attrition and decreased career achievement resulting in **decreased profits**.
- If employees choose not to—**or do not know how to**—bring forward both their hard and soft-skill competencies with their co-workers, projects will get off-track or **fail to deliver**.

Opportunities

- Workplace flexibility offers increased time to take care of one's health and build family relationships, which has a direct impact on professional focus, **resulting in increased business results**.
- If weekly and daily meeting and tactical structures are put into place, employee productivity increases, which has a direct impact on project success, team performance, and profitability.



THE IMPACT

How CEO's Will Measure Impact

Challenges

- You cannot manage what you don't measure. C-suite executives who choose not to invest in pulse checks and behavioral analytics will not have the insights needed to set managers up for success and to measure talent performance.

Opportunities

- With consistent pulse-checks on performance and **employee experience**, C-suite executives track performance and engagement.
- With periodic behavioral analytics, C-suite executives will understand leader, team performance, and related productivity and team effectiveness insights.

Conclusion

This pandemic has pushed companies to quickly invest in remote work set ups while asking employees to learn how to use remote technology, often on the fly. As a result of these investments, in all likelihood, we will see a more permanent shift toward remote working and blended offices. Beyond the crisis, leaders, managers, and employees will need to be able to effectively connect using technology. It's not just about having the technology to do it, there is a human and behavioral aspect that can't be ignored if remote working is to be successful.

Luckily, the solution is ready at hand. The next investments these companies need to make is in people analytics and leadership training so they can effectively measure, train, and report on their most valuable assets, their people.