

Re-Imagining your Workplace in the Post-Pandemic World

June 23, 2021
HR Soul Consulting



Today's Takeaways

- ✓ The new work landscape and options to consider
- ✓ What business leaders, employees and job seekers are saying
- ✓ What industry leaders are saying about what the future of work should look like and how you can prepare for it
- ✓ Top 10 things to ask yourself when deciding about your new workforce model
- ✓ How you can bring this back to your organization

But First... A Quick Pulse Check (Participant Polls)



Let's kick things off...



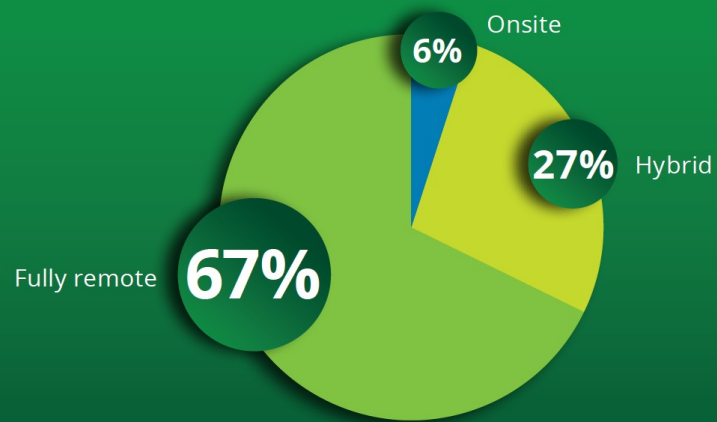
The State of Work

Working Models (During Covid & Future)

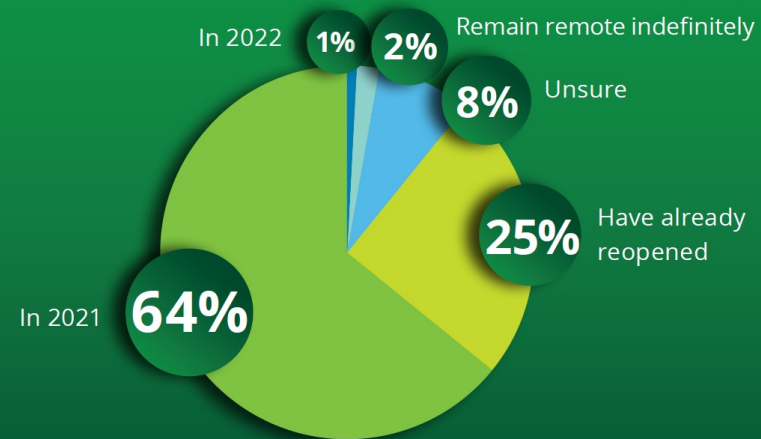
Deloitte.

Physical workplace usage and expectations

More than half remain fully remote as of April 2021



Most plan to return to the workplace in 2021

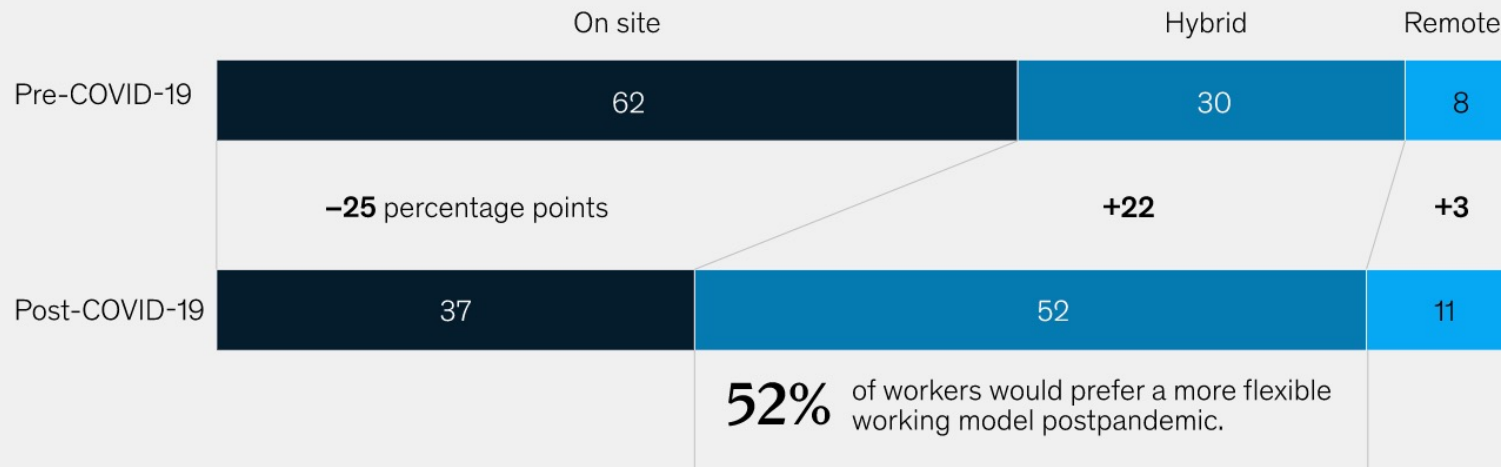


The State of Work Pre-Covid vs. Current Working Models

McKinsey
& Company

Most employees would prefer a more flexible working model after the pandemic is over.

Working models pre-COVID-19 and desired working models post-COVID-19, % survey participants



Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

McKinsey
& Company

Overwhelmingly..

Employees want a
hybrid working model

(52% of the workforce).



The State of Work Employee Preferences



**Harvard Business
School Online**

81% Would prefer not to go back to the office at all or have a hybrid schedule going forward

- **27%** Hope to work remotely full-time
- **61%** Would like to work 2-3 days a week from home
- **18%** Want to go back to the office full-time
 - *Parents with kids at home want to go back full-time more than those without children*
 - *Married people also want to go back full-time more than singles*
 - *On the other hand, people from the Northeast are more likely to want to stay remote*



- **51%** Uncomfortable going back to the office until they're fully vaccinated
 - **71%** Hesitant to go back until everyone is fully vaccinated
- **54%** Expect social distancing—everyone is seated at least 6 feet apart and required to wear masks

State of Work Non-Profits & Remote Work



Nonprofit remote in United St... Job Alert Off 30,112 results

Nonprofit Fundraiser with CFRE
Reaching Across Borders
United States · Remote
Your profile matches this job
2 hours ago · Easily Apply

Executive Assistant, Professional Education
RELAY/GSE
Relay Graduate School of Education
New York, NY · Remote
Medical, +1 benefit
Actively recruiting
3 weeks ago · 5 applicants

Volunteer: HR Manager (Remote)
Engineers for a Sustainable World
Pittsburgh, PA · Remote
Your profile matches this job
Promoted

Job Captain / Project Manager
Land+Shelter
Carbondale, CO · Remote
\$56K – \$88K · Medical, 401(k)

- **32,000+** REMOTE Non-Profit Jobs in the US currently
- **4,386** are new
- Combination of **volunteer**, **part-time**, **temporary** and **full-time**



The State of Work

Workplace Model Considerations – Employers

Deloitte.

Hybrid models appear to be here to stay in the “new normal”



68%

Implementing
some kind of
hybrid model



21%

Back to physical
workspaces



10%

Undecided



1%

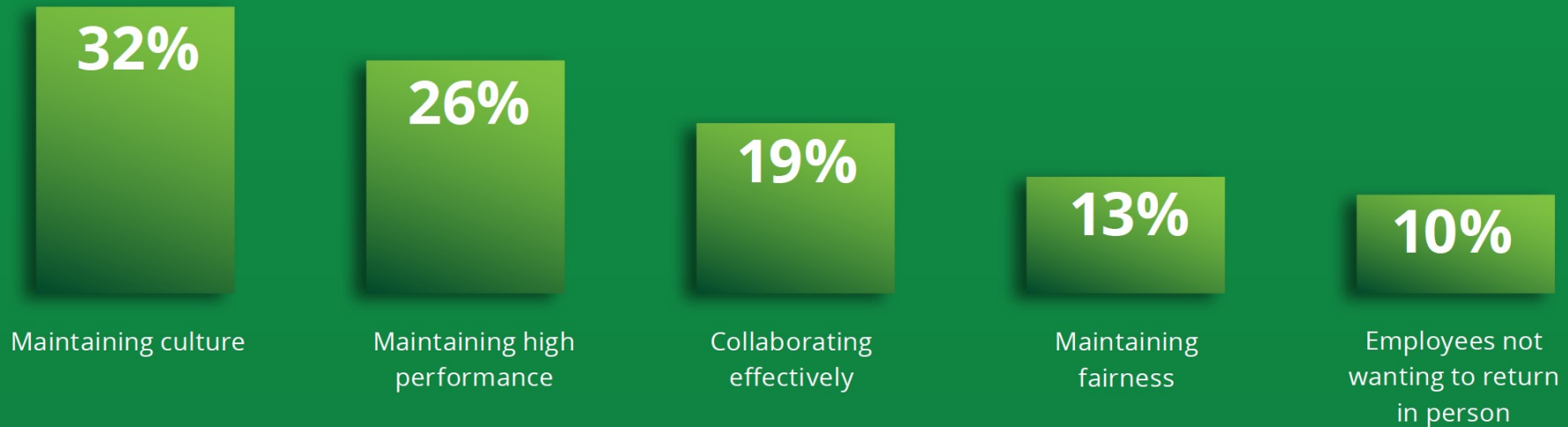
Remain fully
virtual

The State of Work

Biggest Concerns - Employers

Deloitte.

Employers' biggest concerns with their future onsite/remote/hybrid workplace include:

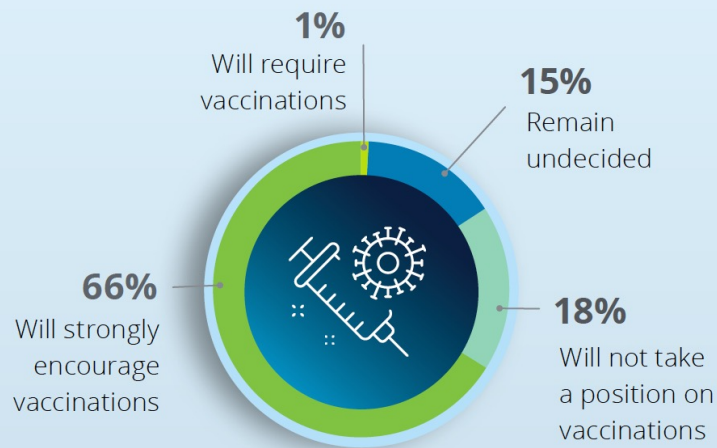


The State of Work

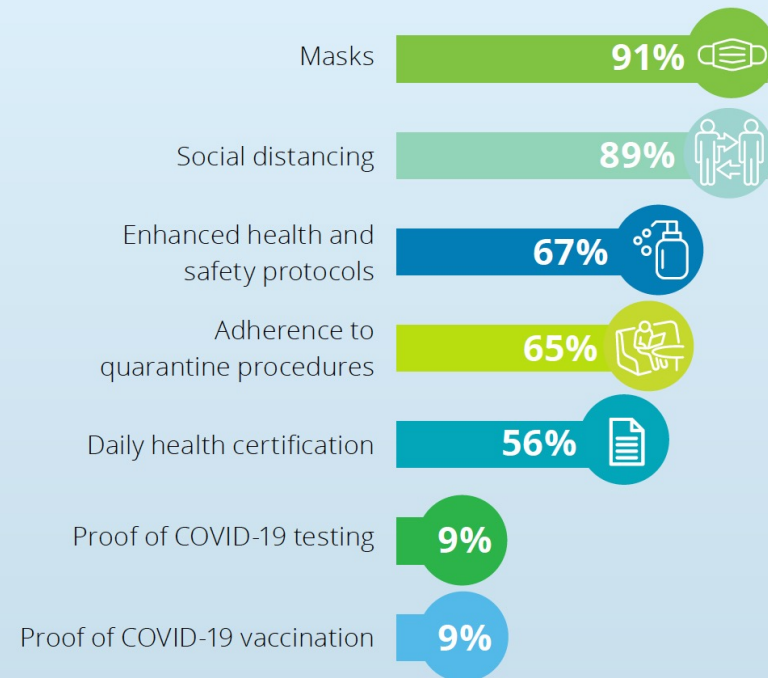
Return to Work Employer Health & Safety Priorities

Deloitte.

Most employers will strongly encourage employees to get vaccinated, but only 1% will require it



Employers consider the following safety measures a top priority for returning to offices in person



State of Work

Benefits of Remote Work - Employees

Top 3 Benefits:

- ✓ No commute
- ✓ Cost Savings
- ✓ Staying Healthy

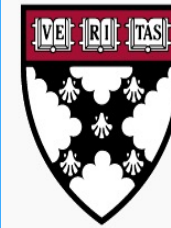


Benefits of Remote Work

	WOMEN	MEN
No commute	87%	74%
Cost savings (from not eating out, no gas, dry cleaning)	79%	70%
Avoiding exposure to the virus	77%	66%
Not having to "get dressed" for work in more formal office clothes	70%	57%
Time savings	70%	67%
Better work-life balance	62%	56%
More control/flexibility over work schedule	60%	48%
More time to take care of myself (cook healthier, exercise, etc.)	57%	43%
More productive	55%	48%
Avoiding office politics	52%	39%
More time with my partner/family/children	49%	48%
Quieter noise level	47%	39%
Easier to take care of my pet(s)	42%	26%
Fewer distractions	39%	30%
More personalized office environment	36%	26%
More efficient meetings	25%	23%
Less frequent meetings	16%	16%
Easier to connect with co-workers (via Google Hangouts, Slack, etc.)	14%	14%
N/A - I have not experienced benefits from remote work	1%	2%

The State of Work

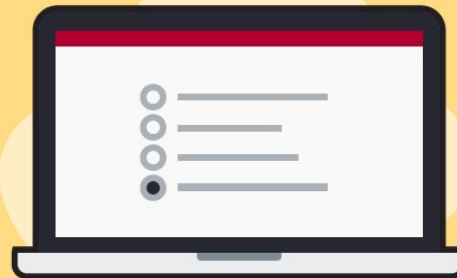
What Employees are Saying about Connection & Career Development



Harvard Business School Online

Found Time for Career Development

- **35%** read more for professional growth
 - *Men more than women*
- **29%** continued their education
- **34%** took online courses for career development
 - *Those under the age of 45 were more likely to take online courses*
 - *Those who took online courses felt better overall than they did last year*



Gelled with Co-Workers—Even While Remote



- **1-in-2** said the following did not change:
 - Their collaboration with co-workers
 - Support from co-workers
 - Trust in leadership

State of Work

Positive Personal Lifestyle Changes



Harvard Business School Online

Developed Healthy Habits

59% Made health a priority



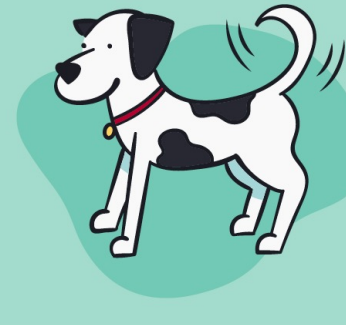
50% Read for fun



36% Napped more (parents even more)



16% Got a dog or pet



The State of Work

Negative Personal Lifestyle Changes

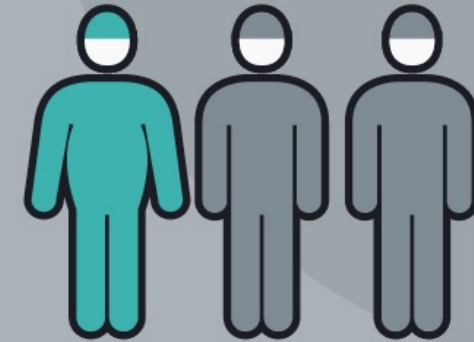


Harvard Business School Online

1-in-3 Drank more



31% Took recreational drugs more



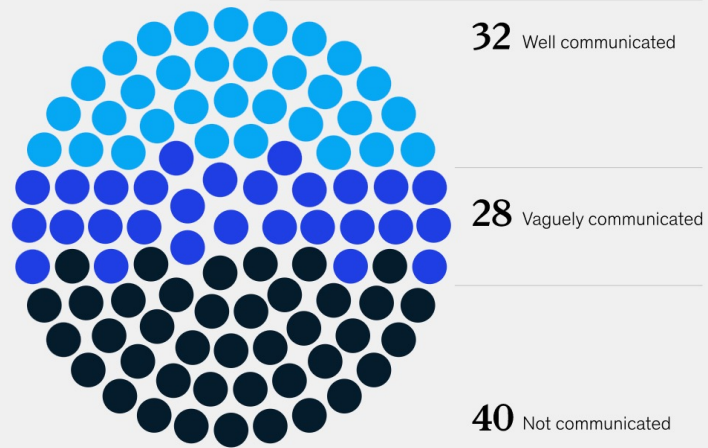
1-in-3 Gained weight (10+ lbs.)

The State of Work Communicating your Plans



Most organizations have not clearly communicated a vision for postpandemic work.

Employees that report their organization has communicated a post-pandemic vision, % survey participants



Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)



Individuals who are not being communicated to are feeling anxious about the future.

The lack of clear vision or plan for postpandemic work is causing me concern or anxiety, % survey participants



47% feel a lack of clear vision about the post-pandemic world is a cause for concern

Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)



Ramping up your Technology, Digitization & Automation is no longer just a “nice-to-have”

Know what your people want and need

Engage your people, develop and communicate a plan and effectively manage any changes

We are navigating an uncharted legal landscape

Being flexible and offering choices is the new war on talent

Think about Talent, Performance & Culture

Be prepared to help overcome negative lifestyle choices.

Re-think how you measure, recognize and reward performance

What Industry Experts and Business Leaders are Saying

Bring people together when it matters most

Re-imagine how work is done

”Business as usual” is no longer business as usual

Look back to look forward

Rethink your Total Rewards structure

Supporting new lifestyles is key

Leadership can make or break us



Will we use more technology to stay connected, do our work and automate processes.

Need to know the "plan"

We want to be heard

I miss my colleagues but want to come in for the "engaging" activities, not just to do regular work.

Can manage myself now – want more independence and autonomy.

We're not the same as we were before. Needs, perspectives and expectations have changed.

Want to continue to have more personal/family time – no commuting.

Rather take a pay cut then go back to an office full-time.

We want flexibility and choice

If coming back, can my workspace be set up the way I had it at home?

Help overcome negative lifestyle choices

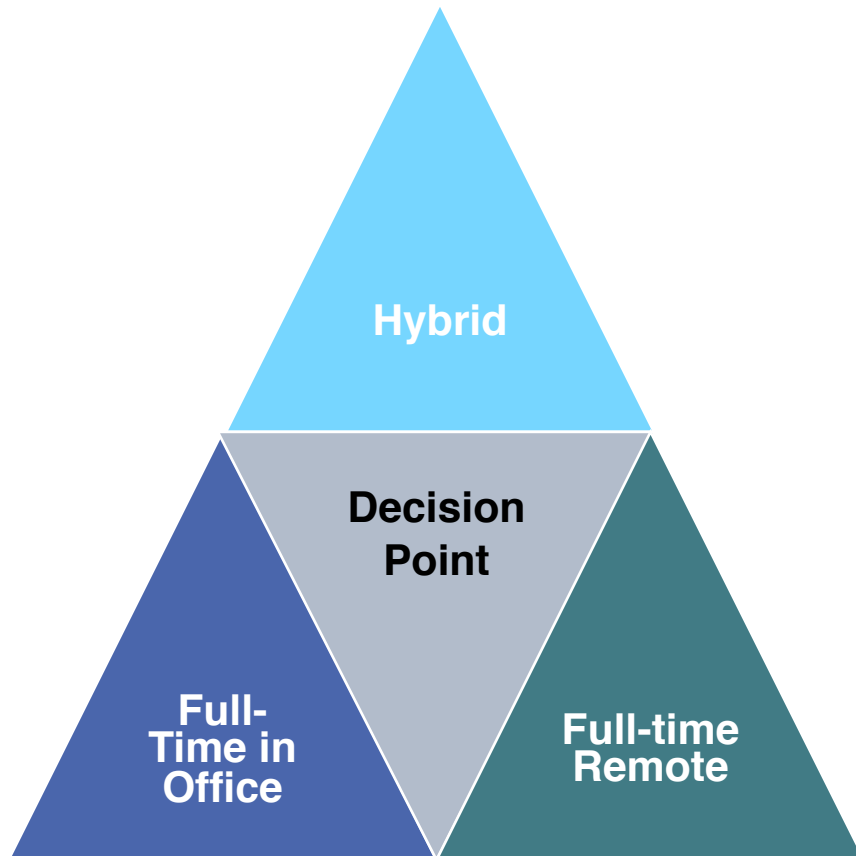
Support new positive lifestyle choices

What Employees and/or Job-Seekers are saying



So, what's all this telling us?

Solutions for your “new” Workplace

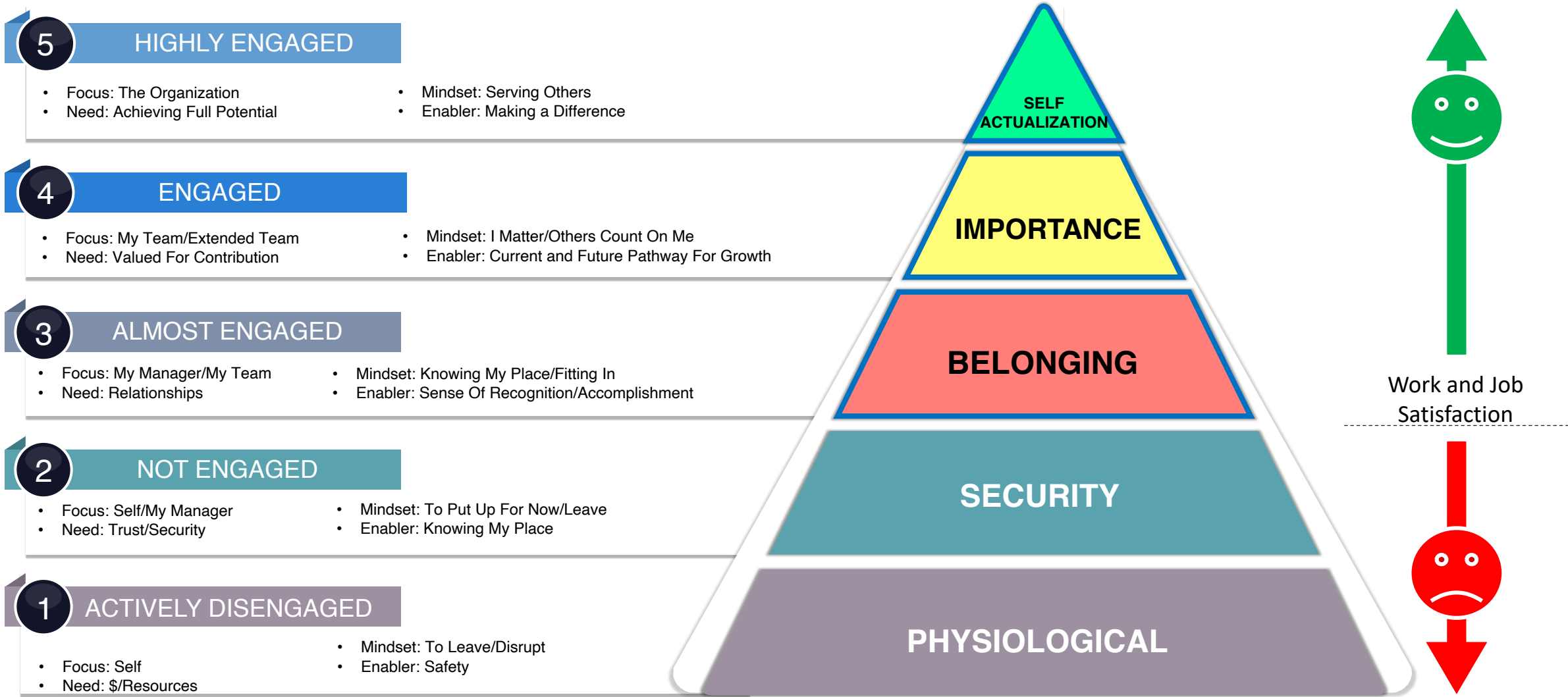


It's unanimous!!

- Offering [flexibility](#), [choice](#), [greater independence](#) and [recognizing people's need for more personal time](#) is needed
- MUST consider the [lifestyle changes](#) (good and bad) that people may have made.
- Strong [engagement](#), [planning](#), [decision-making](#), [change-management](#) and [communication](#) is critical for success.

How This Impacts Engagement Levels

Why Engagement Matters



Top 10 Things to Think About (When Deciding on your Workforce Model)

#1

Questions to ask:

- Can work be done remotely?
- All positions, some positions, some positions some of the time or most of the time?
- What elements of a position can be performed remotely?
- Do we have internal expertise in Workforce Planning?



Top 10 Things to Think About (When Deciding on your Workforce Model)

#2

Questions to Ask:

- What should we be thinking about? Do we have access to sufficient legal expertise?
- Are we prepared to bring people back (what is the legal risk of people getting Covid upon being advised to return on-site)?
- What is the legal risk to having visitors?
- What policies/procedures/programs need to change (ie. benefits, insurance, workers compensation, disability)?



Top 10 Things to Think About (When Deciding on your Workforce Model)

#3

Questions to Ask:

- Who are our critical stakeholders?
- How can we engage them in the planning and decision-making dialogues?
- Have we anticipated stakeholder resistance and prepared answers/solutions in advance.
- Do we have stakeholder buy-in? If not, what is the hesitation and/or push-back and how do we overcome it?



Top 10 Things to Think About (When deciding on your Workforce Model)

#4

Questions to ask:

- What do your people want?
- How do they think they will do their best work?
- What are their different needs?
 - Personalities
 - Generations
 - Parents & Care-Givers
 - Singles
 - Commuters
 - Different markets/geographies



Top 10 Things to Think About (When deciding on your Workforce Model)

#5

Questions to ask:

- Do we have the technological capabilities to support a remote or hybrid workforce?
- Do we have the physical space to allow for safe and healthy work?
- Can we reconfigure workspaces to allow people to feel more at “home”.
- Are our operational leaders and HR leaders properly “equipped” to lead fully remote or hybrid teams and develop the strategies needed for the new world?



Top 10 Things to Think About (When deciding on your Workforce Model)

#6

Questions to ask:

- How will our decisions about how and when we work affect our existing organizational and people policies and practices?
- What are you willing to keep doing, start doing, stop doing?
- What can be done differently?



Top 10 Things to Think About (When Deciding on your Workforce Model)

#7

Questions to ask:

- Will your decisions strengthen or weaken a candidate's decision to work for you?
- Understand your target candidate market (and what they specifically want and need).
- Is your name, your Purpose and your history enough of an attraction anymore?



Top 10 Things to Think About (When deciding on your Workforce Model)

#8

Questions to ask:

- Will we lose talent if we impose a certain work schedule?
- How “replaceable” are they?
- Are you “enough” for them anymore? Do they feel a strong enough connection to stay with you no matter what you decide?



Top 10 Things to Think About (When deciding on your Workforce Model)

#9

Questions to ask:

- What are the financial and environmental costs and possible risks of each of our options?
- How much space do you really need? Where do you need it to be and why?
- Will you own or lease your space?
- What other operational costs do you have (ie. vending machines, water coolers, etc.)?



Top 10 Things to Think About (When Deciding on your Workforce Model)

#10

Questions to Ask:

- Will our decisions/choices align with our core values?
- Do our decisions/choices have SOUL?
- Do our choices recognize/incorporate a Cognitive Diversity approach?



Your Important Role as a Leader

- Think bigger (no silos or personal agendas)
- Know what your people want and need (and respond accordingly)
- Lean on each other for support and ideas
- Lead with empathy and inspire this in others
- Facilitate your team's effectiveness and overall performance
- Communicate, Communicate, Communicate!
- Be Agile:
 - be self-aware
 - be self-regulating
 - be aware of the personalities of others
 - effectively manage interactions and relationships



**IT STARTS
WITH YOU!**

Wrapping it up and bringing it back (How you can take this back to your organization)

Step 1 – Awareness	Step 2 – Analyze	Step 3 – Action	Step 4 - Achievement
<ul style="list-style-type: none"> • Gather Stakeholder insights • Gather Employee insights • Identify needs, expectations • Partner with HR 	<ul style="list-style-type: none"> • Identify options • Identify needs • Identify expectations • Rate importance of each criteria • Understand everyone’s position • Identify any “tension points” • Identify pros and cons of each option • Rank order criteria and options 	<ul style="list-style-type: none"> • Identify possible Solutions • Use Decision-Making tools to guide your process • Bundle competing criteria into a few alternatives that generate wins for all stakeholders • Align with your Core • Develop and communicate plan • Apply Change Management methodology to execute plan 	<ul style="list-style-type: none"> • May not be right the first time • Re-visit, re-assess by engaging your workforce and stakeholders again • Identify what factors may have changed since your plan was implemented • Identify course-corrections (as needed) • Develop and communicate revised plan

Critical Success Factors



A Few Final Words

- Take a couple of minutes and think about at least one of the most useful/powerful insights you can from today's webinar
- We have the opportunity right now to define a new normal
- Make it intentional, make it purposeful, make it positive and make it impactful!

Need Some Support?

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