Distributed Work
Name of Chapter: New England

THE FUTURE WORK ENVIRONMENT

POSTVACCINE
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
ADAPTIVE LEADERSHIP + TEAM PERFORMANCE MANAGEMENT

KEY RECOMMENDATIONS

1. **Adaptive Leadership**
   
   **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

4. **Team Performance Management**
   
   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
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 the 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.
CONCLUSION

HOW ORGANIZATIONS USE REAL ESTATE WILL CHANGE

WORKPLACE STRATEGIES WILL TRANSFORM
FLEXIBILITY WILL BECOME ESSENTIAL

DEEPER UNDERSTANDING OF WORKFORCE
WORKPLACE

INCREASED IMPORTANCE ON CULTURE
COMMUNICATION CONNECTIVITY