Business Continuity – Building a Remote Work Mindset & Culture

Develop a Remote Work Program for Real Change & Productivity

Agenda

1 **Outward Focus**

Defining "crisis" and our readiness for it

2 **Changing "The Way We Do Things Around Here"…**

The organizational culture and collective mindset required to navigate challenging times

3 **Inward Focus**

The byproducts of crisis and how to leverage the "new reality"

4 **Successful Business Continuity**

Designing and implementing a Remote Work Program

Few questions for a changed world – culture and mindset shift time is here!
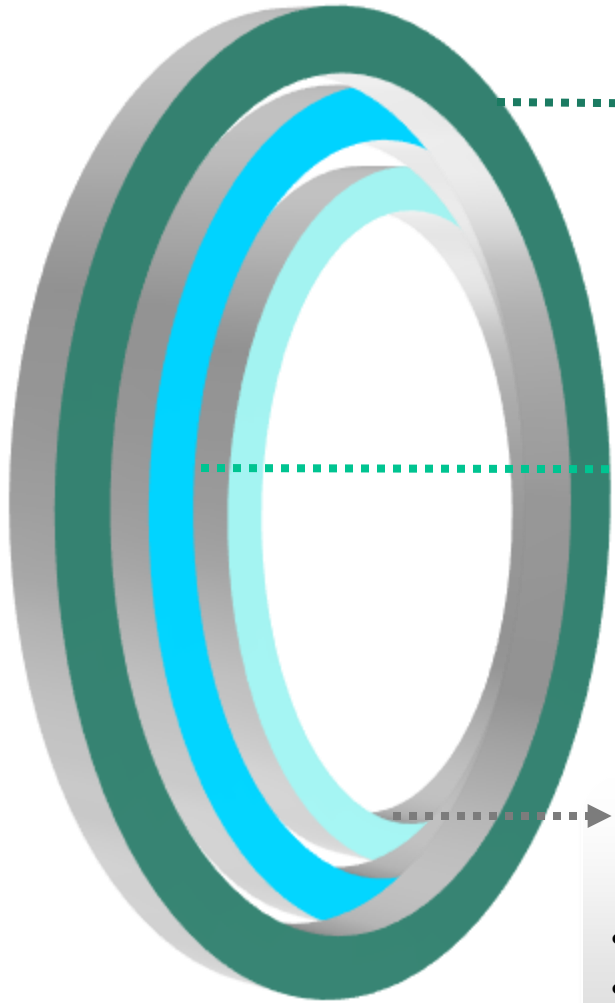
The "Whys"

- Why crisis situations require different work strategy?
- Why we need a crisis to shift gears towards something we already knew it HAS to change?
- Why it seems extreme instead of feeling (the new) normal?

The "Hows"

- How our work culture is going to support the challenge?
- How is our people mindset in this crisis situation?
- How prepared are we to quickly change "the way we do things around here" in order to survive, thrive and be productive?

The "Whats"

- What is our "emergency" plan (if we have one…)?
- What are the frameworks, policies and processes we need to put in place?
- What is the best way to ensure successful business continuity?

An Unprecedented Crisis Situation

The change to high levels of remote work around the world and imposed isolation has initiated unforeseen emotional health challenges associated with work for many employees.

For the anticipated near future, remote is the new normal for organizations around the world. Beyond that, not much is certain, and employers are feeling the pressure to navigate the unknown.

The situation is complicated by the fact that business managers can't predict the length or full extent of the crisis. The survivors will be businesses whose cultures are built on honesty, employees' support, transparency, and flexible mindset.

The effects of this trauma are deceptive, driving the college-age and the elderly, men and women, individuals and parents, CEOs and hourly workers, to seek psychological help in unprecedented numbers through telephonic and online counseling sessions.

Amid the global turmoil, businesses and their employees are having to adapt to changes overnight.

Transformation during crisis; mindset and culture

DEFINING "CRISIS" AND OUR READINESS FOR IT

- Have we anticipated a crisis situation on the horizon?? How do we react when alleged crisis situations actually happen?
- Why we are never really prepared for crisis – at least mentally, but not only…prevention versus reaction
- New measures required…are we ready?
- Trust, culture, and communication – the pillars to address challenges
- Growth mindset to transcend towards a new reality it's the only way forward
- Organizational Growth Mindset Flexible Culture – more important than ever

DISRUPTIVE TECHNOLOGY AND DIGITAL TRANSFORMATION/AI, BUT A '90S WORK MINDSET?

- Remote Working – what is it and why we should have anticipated and have it in place already
- Remote Working requires a mindset shift: remote work IS real work! Instilling a remote work culture that works for you
- Wellness & quality of life – how a culture of flexibility allows employees to truly embrace the work-life balance everyone desires? Remote work does not mean extra time or spending all day online!
- Benefits of a flexible culture for the organization, individual, society and the environment

OPERATIONALIZING REMOTE WORK

- Remote work - Eligibility and management. Do we have a plan?
- How to establish, design and implement a transformational plan
- Achieving objectives and performance through remote work – might it be more efficient?

Fixed & Growth Mindset

The fixed versus growth mindset, first revealed by Stanford University psychologist Carol Dweck.

- My potential is what I was born with and it doesn't change
- Either I can do it or I can't
- I stick to what I know
- I don't like receiving feedback
- If I'm frustrated I give up
- I can't fail
- I don't need to change
- I'm smart as I am

Fixed Mindset

Growth Mindset

- My true potential is unknown and I need to discover it
- I can develop my abilities
- Challenges help me grow
- I embrace change
- I'm not afraid to fail
- Feedback is constructive
- Effort is necessary

Note: A Growth Mindset doesn't mean you can achieve anything you set your mind to!

Do we need a crisis to change?

Key factors that can help make the difference between an opportunity from a potentially disastrous event

Back-to-normal normal when crisis is over or a whole new perspective of reality?

Operational tactics or mindset change, which one is key?

Are we reacting or managing it?

Did we anticipate a crisis situation?

Is a crisis the only real way to move people towards change in an organization?

Or, a major change can happen incrementally?

Were we prepared for it?
Did we look inward or outward?

Contingency plan or quick urgent fix?

Work culture or strategy make the difference?

What is our learning from it?

By-products of crisis

- Adaptability, flexibility, trust and growth mindset culture make our organizations healthier today and better prepared for future turbulence.
- A new perspective of the future of work – teleworking/remote
- Increased awareness
- Creativity
- Finding new opportunities
- Mindset (required) change
- Enhanced critical thinking during current outbreak—and preparation for future events
- Crisis Emotions (positive reaction to crisis)

The positives

The negatives

- Business slowdown & possible job losses
- Changes in social life
- Misinformation & Confusion
- Rumours and fake news
- Panic, Anxiety & Biased judgements/Stereotypes
- Crisis Emotions (negative reaction to crisis)

Remote Work - a Strategic Initiative

Recent studies indicate that remote working barriers are not technology-related, but rather stem from cultural implications.

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One welcome by-product of the crisis is that work-style reform is getting a much-needed boost – remote work.

If remote working becomes the norm, employees and the employers, as well, will be getting the benefits of increased wellbeing
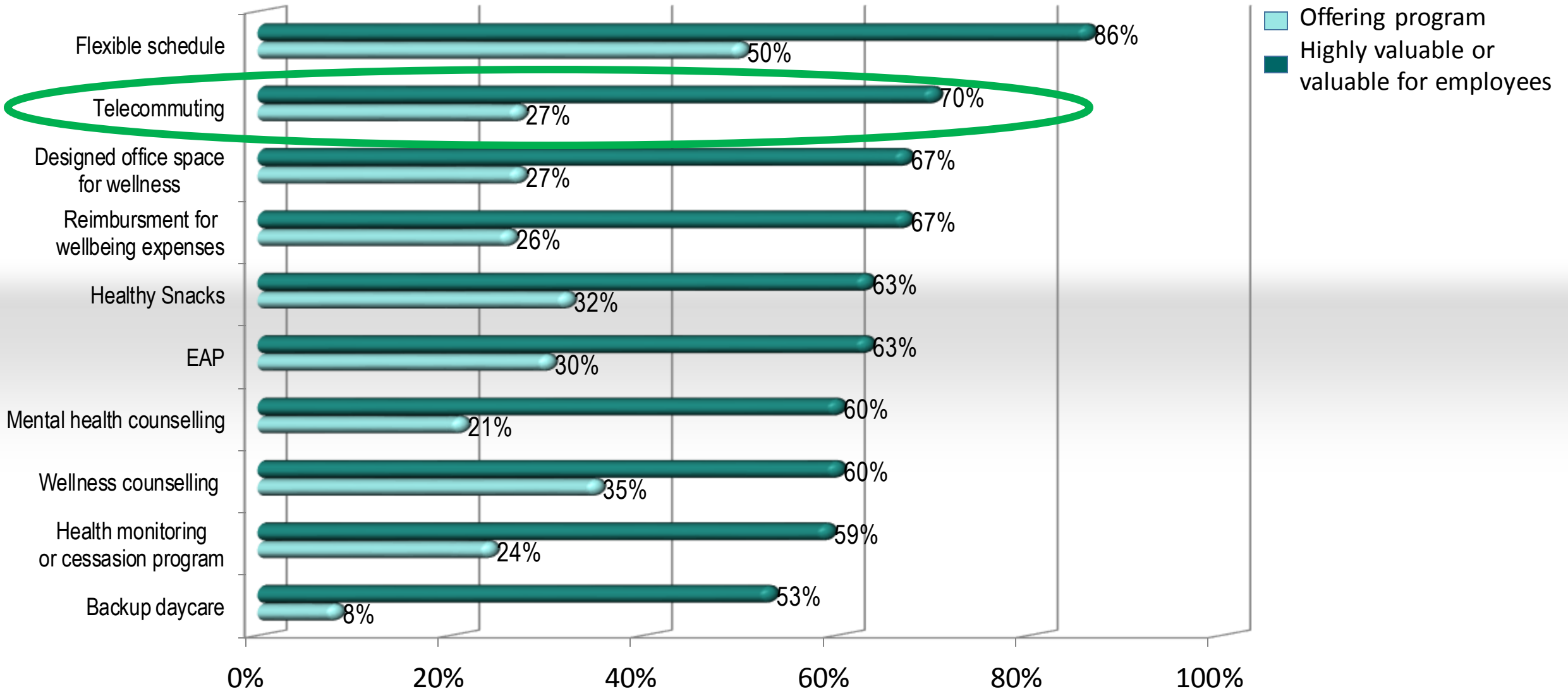
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Remote working is great opportunity to change old-fashioned corporate culture, which demands high on-site loyalty and long working hours

Costs will decrease for both, employers and employees.

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Readiness for "future of work" and/or other possible crisis situations or sudden change

What employees value versus what employers offer

Legend:
- Offering program (light)
- Highly valuable or valuable for employees (dark)

Category	Highly valuable or valuable	Offering program
Flexible schedule	86%	50%
Telecommuting	70%	27%
Designed office space for wellness	67%	27%
Reimbursment for wellbeing expenses	67%	26%
Healthy Snacks	63%	32%
EAP	63%	30%
Mental health counselling	60%	21%
Wellness counselling	60%	35%
Health monitoring or cessation program	59%	24%
Backup daycare	53%	8%

n = 11,070
Source: Deloitte *Global Human Capital Trends* survey, 2018.

Remote Working Benefits Everyone

For Employers

- Lower employee turnover and higher morale
- Business continuity in the case of local disturbances or natural disasters
- Increased savings: reduced cost for office premises and related, costs for transportation and other onsite benefits, if provided
- Increased productivity due to fewer distractions as compared to being in the office
- Business expansion: attracting highly-motivated people, qualified workforce available in other locations, stay-at-home parents that have professional skills but are unable to get a permanent office-based job
- Lower cost/employee on specific benefits (e.g. transportation, office supplies, healthcare – less stressed employees will not get sick, contagious illnesses will not be transmitted, etc)
- Fewer meetings and more focus on results and output of great work - saves thousands of dollars that can be repurposed for generating additional value
- Included as a highly-requested component of a wellbeing program - empowering people to live richer lives as they work more efficiently.
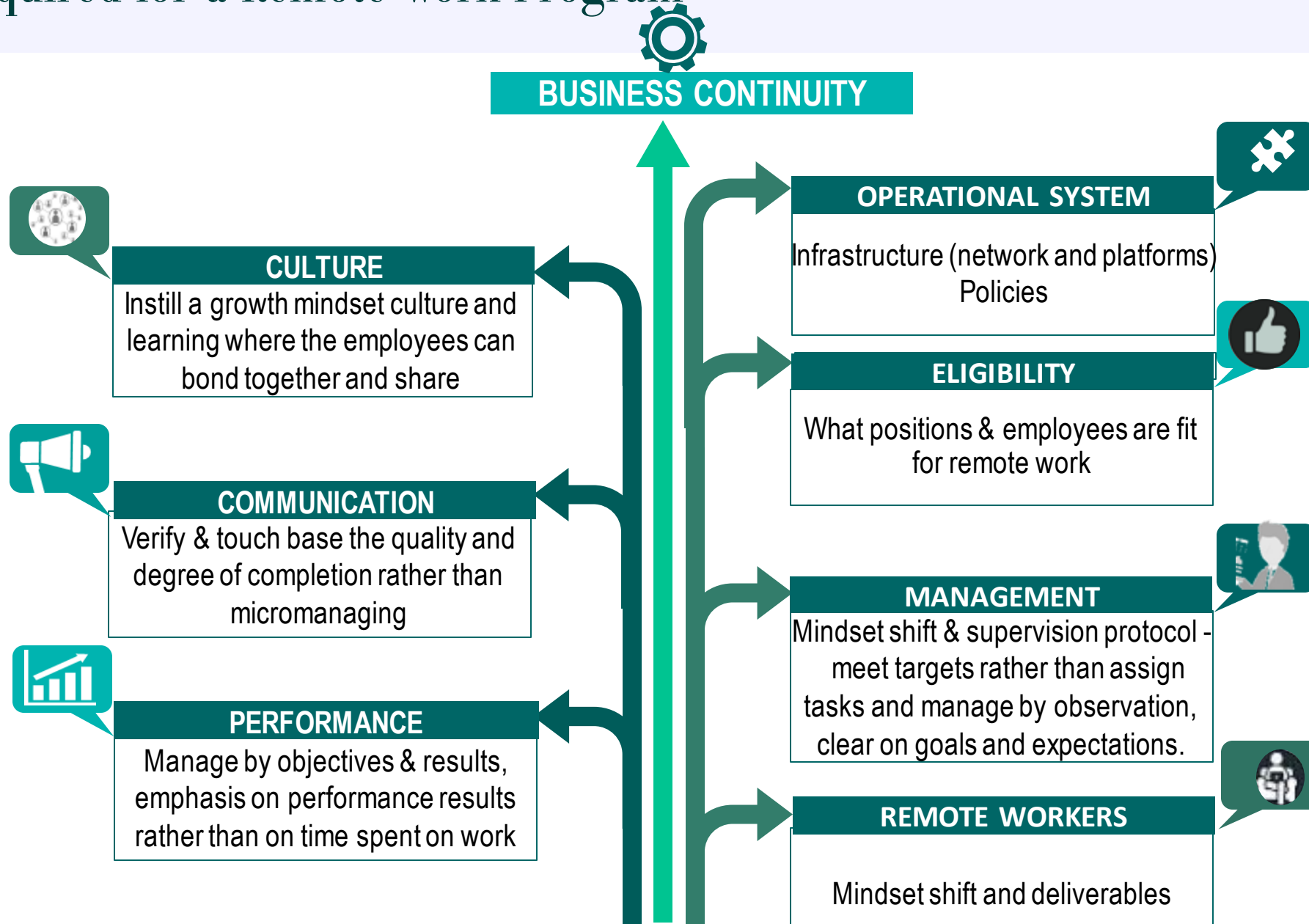
For Employees

- More flexibility in daily life (for kids, parents, friends, groceries, sports, etc).
- No more time, stress, or money wasted on a commute (subway and bus fees, gas, car maintenance, tolls, etc.) and no risk of getting into an accident traveling to and from work.
- Reduced interruption stress and increased productivity.
- Lower levels of stress, reduce risk of illness, more time to spend with families, cost of transportation & commuting transferred to other purposes to benefit them, more quality work done, etc)
- Less exposure to germs from sick coworkers.
- It can be easier to communicate with difficult colleagues remotely, reducing distractions from interpersonal drama or office politics.
- You can set up and decorate your office or workspace in whatever way works best for you.
- Possible option to choose your working hours based on when you're most productive.
- Eating at home is better (sometimes) and cheaper.
- Work clothes are not permanently required.

Challenges of Implementing a Remote Working Program

Strategic, Cultural & Operational Aspects

- Interaction & Team spirit
- IT Infrastructure
- Communication protocol
- Availability & Time Management
- Goals, Deliverables & Performance Measurement
- Trust, mindset and a remote work culture

What is required for a Remote Work Program

BUSINESS CONTINUITY

OPERATIONAL SYSTEM

Infrastructure (network and platforms)
Policies

CULTURE

Instill a growth mindset culture and learning where the employees can bond together and share

ELIGIBILITY

What positions & employees are fit for remote work

COMMUNICATION

Verify & touch base the quality and degree of completion rather than micromanaging

MANAGEMENT

Mindset shift & supervision protocol - meet targets rather than assign tasks and manage by observation, clear on goals and expectations.

PERFORMANCE

Manage by objectives & results, emphasis on performance results rather than on time spent on work

REMOTE WORKERS

Mindset shift and deliverables

Elements & Guidance for Implementing a Remote Working Program

1. LAYING THE FOUNDATION FOR DEVELOPING A REMOTE WORK PROGRAM

- Identify a Remote Work Program Coordinator
- Establish a Remote Work Committee
- Create a Remote Work Policy
- Train Employees and Managers

2. DETERMINE WHICH EMPLOYEES SHOULD REMOTELY WORK

- Employee Suitability
- Job Suitability

3. BREAK DOWN THE CULTURAL BARRIERS THROUGH MINDSET CHANGE

- Train employees and management on growth mindset
- Explain digital transformation and its impact on future work
- Create a mix of virtual and live team spirit & collaboration

4. SELECT THE RIGHT TOOLS FOR REMOTE WORK

- Determine the technology & software to be used in order to be able to perform the tasks
- Ensure all the equipment is provided
- Have a virtual communication platform
- Ensure access to required information
- Use a combination of communication methods

5. ENSURE SECURITY WITH REMOTE WORKER'S EQUIPMENT

- Protect your server and E-mail Systems
- Secure Networks and Applications
- Secure Online Meetings
- Stay in Control but grant employees access to certain information

6. LAUNCH THE PROGRAM

- Gradual launching to avoid overwhelming
- Maintain balance by emphasizing equality between remote and non-remote workers
- Host regular online all staff meetings
- Set performance expectations before the remote works begin
- Monitor performance – measure and provide feedback.

7. EVALUATE RESULTS

- Develop an evaluation plan before implementation
- Analyze the key issues that affect the organization, e.g. productivity, operating costs, engagement, recruitment and retention
- Develop various levels of performance to measure each employee.
- Measure operating costs, e.g. sick leave, office space needs, subsidy expenses, etc before and after the remote work program begins.

Happy Remote Working!

Contact us for support to customizing a Remote Work Program:

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