

Reform and Reimagine Workplace Practices in post-Covid world:



A roadmap for leaders

PART 2



Introduction

The time to traverse the journey adjusting to the “next normal” that enterprises globally have embarked upon has fast evolved from being a sprint to ‘React’ and ‘Respond’ to what increasingly looks like a marathon as they ‘Reform’ and ‘Reimagine’.

To finish strong, organisations will need a distinct strategy for each phase of the journey and also the mental strength to move forward through the unknown.

A company’s performance in the first or second phase, outlined in detail in the first part of this handbook, ‘Returning to work in post-Covid world: A Roadmap for Leaders’ Part I, sets the tone for a strong foundation to help your enterprise transition to the next stage appropriately with confidence and committment.

As you advance in this journey, the issues to address are more influenced by your enterprise context and require agility, attention and alacrity.

In Part II, we offer insights on how this reality may unfold, and recommend a roadmap that enables you to check for organisational preparedness to embrace the challenges with result-oriented action which is fueled by safety and trust. These become the hallmark to do exceptional work, invest in talented workforces and operate across distributed workplaces.

In Part I, we recommended that you look back to see how prepared was your enterprise to REACT and RESPOND as it transitioned to now.

Here, we will cover the next stage to REFORM and REIMAGINE which will assess maturity in policies and process to be reset and refined across workforce, workplace and work practices to sustain growth and competitiveness of the organisation.

To help you achieve the above, we ask questions around the following:

REFORM

Do you have visibility of the variables that can influence and impact productivity and performance?

REIMAGINE

Do you know the mission-critical enterprise practices to remain competitive and the changes that are needed to sustain capacity and abilities to perform?

We hope you find the questions outlined below useful in navigating to the milestones you have set collectively and individually.

Do a simple quick check (answering Yes or No) to help you assess if the actions taken reflected the best decisions needed to be made in your context:

Evolution Stages

REACT

Workplace

Mitigation of impact on safety & compliance to disaster management guidelines

Work

Detailed assessment of impact on various stakeholders –clients, projects, business units, people, partners?

Workforce

High visibility of challenges to lives and livelihoods

RESPOND

Translation of insights from the information and data available to make the right ‘lifeboat’ choices

Which roles, can work be done by a distributed workforce?

For which tasks in each role, are the technical, functional and professional proficiency to operate in a fluid construct, present?

REFORM

Assessment of the key result areas/indicators/ metrics to be tracked going forward and expected trajectory

Detailed view of the variables that could impact productivity and performance

Assessment whether each team and individual collectively have the platform and products that will enable communication, collaboration and contribution?

REIMAGINE

Steps to improve mental and physical wellness of people to perform?

Informed view of the mission critical enterprise practices to remain competitive

Assessment of changes that need to be made in ways of working to sustain capacity and abilities to perform?

Step 3: REFORM

How to use this checklist at each stage:

Assign values of 1, 2, or 3 for answers under a, b, c respectively, then add the values:

1 = Less than 30 = **High Risk**

2 = Less than 50 = **Medium Risk**

3 = Above 50 = **Low Risk**

1. Flexible work policies have been set in motion. Roles that need to join back have been prioritised and staged, assessing the necessity of the employees who need to be physically present/engage with external audiences for their daily tasks.

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a. No

b. Yes but tools to enable communication and collaboration across the workforce don't help manage performance

c. Yes and tools to measure workforce performance in a fluid workforce to measure contribution have been deployed

Enable clarity of dynamic work priorities for a distributed workforce. Empower employees to align their goals against team and organization goals, on demand

2. Changing needs and behaviours of customers is being studied and understood by looking at existing data and also those available in the public domain to recognise new trends.

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a. No

b. Yes – data is available but is being analysed manually to consolidate information

c. Yes – and data is being analysed intelligently with recommendations and actionable insights

Get daily alerts and insights on the situation and norms to be adopted. Provide timely, contextual and actionable recommendations to nudge the right action

3. Risk evaluation of the restarted locations has been carried out. A schedule has been drawn out based on locations, which have a moderate incidence of the outbreak, followed by the ones with lower impact.

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a. No

b. Yes, but the information is not being communicated on time to relevant stakeholders

c. Yes, and the information is gathered and analysed through location-enabled capabilities for further dissemination alerts

Learn how to get daily alerts and insights on the situation and norms to be adopted. Provide timely, contextual and actionable recommendations to nudge the right action

4. Leadership training for all managers has been conducted to support them in managing distributed teams for change. Contextual insights and actionable recommendations on work are being provided to colleagues.
- ☐ a. No
- ☐ b. Yes, but communication of content and actionable recommendations to take the training into action is not in place
- ☐ c. Yes, training support is done upon request and followed up with contextual, personalised actionable recommendations

Get daily alerts and insights on the situation and norms to be adopted

5. Regular information sharing is taking place on accountability and compliance to manage outbreaks -- new operating guidelines and ways of working, sanitisation schedules, remote working capacity.
- ☐ a. No
- ☐ b. Yes – but it's done via mass communication channels
- ☐ c. Yes - and technology is enabling real-time visibility to encourage collective and individual responsibility

Enable clarity of dynamic work priorities for a distributed workforce

6. In-house talent is being freed from some of their transactional responsibilities and leveraged for critical thinking, and roles that can be done remotely.
- ☐ a. No
- ☐ b. Yes - but it is done based on ad-hoc requirements
- ☐ c. Yes - it is being monitored in real time post comprehensive analysis of organisation-wide roles

Conduct pulse checks on matters of interest – from personal wellness to safety to business risk assessment

7. Agile practices like “daily stand-ups" that are proven to boost innovation and well being are being followed
- ☐ a. No
- ☐ b. Yes but such practices are limited to traditional virtual channels
- ☐ c. Yes, communication practices are supplemented with greater visibility over shared projects, contributions to business strategy and goal alignment.

Enable clarity of dynamic work priorities for a distributed workforce. Empower employees to align their goals against team and organization goals, on demand

8. "Reconfigured spaces are equipped to accommodate more than 50% of employees while still adhering to distancing guidelines.
- ☐ a. No
- ☐ b. Yes, but errors in maintaining social distancing are needing to be manually corrected
- ☐ c. Yes with tracking and notification to ensure social distancing is in place

Enable transparent and 2-way communications on leadership strategy, important Standard Operating Procedures (SOPs) and mission-critical objectives

9. Employees have greater control on choice of workspace to ensure safety and access to information on high risk zones.
- ☐ a. No
- ☐ b. Yes, but we have adapted protocols used in a pre-outbreak context
- ☐ c. Yes with on-demand and timely communication of the protocol institutionalised

Manage the crisis by communicating periodically and on-demand with authentic information on ways of working and operating guidelines

Step 4: REIMAGINE

How to use this checklist at each stage:

Assign values of 1, 2, or 3 for answers under a, b, c respectively, then add the values:

1 = Less than 30 = **High Risk**

2 = Less than 50 = **Medium Risk**

3 = Above 50 = **Low Risk**

1. Regular check-ins, surveys and self-reporting mechanisms through technology tools and apps are being deployed to measure different aspects of employee wellbeing, possibly including behaviours or actions that indicate illness.

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a. No

b. Yes but recommendations and information tracking are generic and generalized

c. Yes, with contextual, personalised recommendations available and health tracking

Manage the crisis by communicating periodically and on-demand with authentic information on ways of working and operating guidelines

2. A plan is in place to periodically communicate to employees the organisation's evolving strategies across businesses and functions and how it plans to achieve them.

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a. No

b. Yes but evolving and recalibrated strategic decisions by leadership aren't immediately reaching all employees in real time or channelling feedback from the latter

c. Yes with leadership decisions immediately visible to all employees through virtual collaboration and communication tools and two-way communication allowing for contribution, connection, transparency and better alignment

Enable transparent and 2-way communications on leadership strategy, important Standard Operating Procedures (SOPs) and mission-critical objectives

3. "Evaluation of how the crisis is recalibrating your enterprise's purpose amid the changing business and operating models and its impact on employees.

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a. No

b. Yes, but traditional performance indicators are in use

c. Yes, the most relevant performance indicators have been put in place

Enable clarity of dynamic work priorities for a distributed workforce. Empower employees to align their goals against team and organization goals, on demand

4. Changes have been instituted to adapt work culture and methods for virtual and remote collaboration.
- ☐ a. No
- ☐ b. Yes – and technology is enabling limited visibility on high priority tasks
- ☐ c. Yes - and technology is enabling clear visibility to collective and individual contribution and critical tasks

Manage tasks most critical to the mission your employees are on

5. Deploy and enable innovative and online self-management and performance tracking tools that are outcome and deliverable focused and drive remote performance rather than traditional attendance based mechanisms to evaluate performance.
- ☐ a. No
- ☐ b. Yes but measurement and reporting on workforce engagement is not consistent
- ☐ c. Yes, with tracking of workforce engagement drivers are reported daily with actionable insight

Get daily alerts and insights on the situation and norms to be adopted. Provide timely, contextual and actionable recommendations to nudge the right action

6. Initiate rethinking and reframing on policies offering physical and mental health support and well being for employees.
- ☐ a. No
- ☐ b. Yes but on-demand information and employee feedback on policies aren't activated
- ☐ c. Yes, policy announcements are immediately visible to all employees and two-way communication allows for feedback

Manage the crisis by communicating periodically and on-demand with authentic information on ways of working and operating guidelines

7. Innovating and reimagining of performance and rewards programs for the workforce is taking place including continuous and peer-driven feedback methods to drive a high performance culture.
- ☐ a. No
- ☐ b. Yes – but archaic technology tools around individual performance feedback is being followed for communication and collaboration on individual initiative and contribution
- ☐ c. Yes - and technology is enabling forward-looking and 360-degree feedback capability in real time with visibility to collective and individual contribution and initiatives

Conduct pulse checks on matters of interest – from personal wellness to safety to business risk assessment

8. Prepare for an optimal workforce attendance in compliance with new norms/ evolving regulations and reimagine roles that can be performed by a distributed workforce with a view of customers' needs across a majority of sectors.
- ☐ a. No
- ☐ b. Yes – but business and risk assessment is adhoc and information on usage of the offices and capacity gaps to flag risk is not available to decision makers on demand
- ☐ c. Yes - and information and assessment of capacity to flag risk periodically and on demand are in place

Conduct pulse checks on matters of interest – from personal wellness to safety to business risk assessment

9. Work environments have been designed to adapt easily to possible economic, climate and health disruptions or on a more optimistic note, a new prospect for growth.
- ☐ a. No
- ☐ b. Yes but advanced tools to enable business continuity are not in place
- ☐ c. Yes, with advanced virtual tools that enable and empower with the right data in place

Enable transparent and 2-way communications on leadership strategy, important Standard Operating Procedures (SOPs) and mission-critical objectives



Conclusion

At entomo our journey to empower teams through technology to perform at their best potential began a long time before COVID-19. This crisis for all its challenges has also expedited what many had anticipated about how the 21 st century, global enterprisewouldwork. Inmanyways, theprofessionalworldwasprogressingtowardsaflatterworldwherethebestglobaltalent could be tapped into without comprimising trust or security.

Likeanyarduousandlongjourney, thisonetoo needsdeliberation, speedand aroadmap. Webelievetheroadmapprovidedby entomo will hold every unit of your organisation in better stead through each of the phases and get you across the finish line faster, stronger and more confident of the future –both of your organisation and its people.

Individuals and teams are most productive when they feel safe and trust the enterprise to provide them...

Clarity on work priorities

Insight that is contextual and actionable

Manage the tasks more critical to the mission they are on

...Which makes communication and collaboration turn to contribution

To see how we can help your enterprise and employees, power their performance go to www.entomo.co

For more information

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Get comprehensive 360-risk assessment and data-based actionable insights

About entomo



entomo specializes in helping organizations evolve by leveraging disruptive technologies like augmented analytics and behavioural science. Its proprietary platform enables enterprises to share timely, hyper-personalized actionable insights and nudges that help drive desired performance outcomes for organizations, teams and individuals. Our clients include the Dubai Government and global organizations such as Manulife, Generali, and Cigna, among others.