Navigating the New World of Work
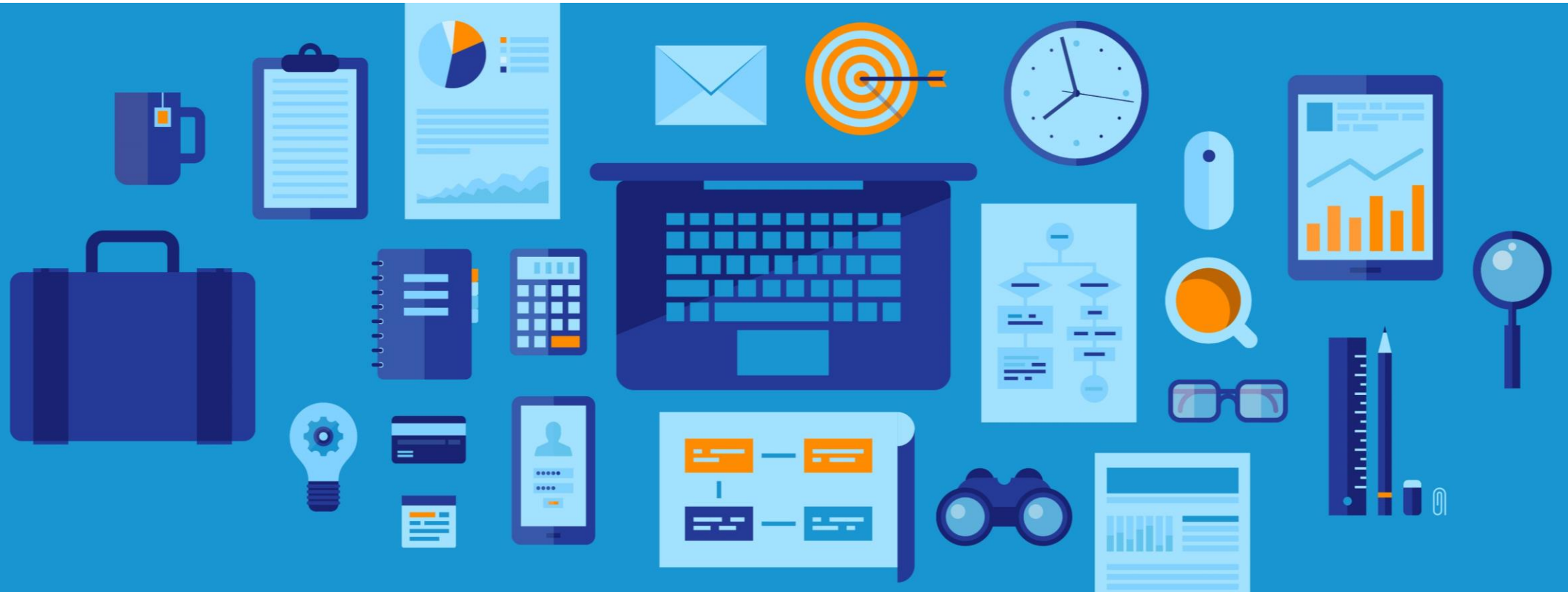
Blueprint for Success

eliteresources

HUMAN RESOURCES FOR A CHANGING WORLD

Effective Strategies
for
Navigating the New World of Work

According to a recent survey by Willis Towers Watson of businesses across the U.S.,

59% expect that their work-from-home policies will continue after the pandemic ends

88% have increased communication on health and safety tips

49% expect to continue offering flexible work arrangements

84% have provided tips on working from home

64% anticipate facing higher levels of stress and anxiety over the next 3-6 months

59% have made changes to their onboarding strategy

63% say the changes are having a positive affect on their culture

36% believe the changes are improving productivity

32% are planning or considering changes to their performance cycle

45% have altered their talent acquisition strategy

Yes, a lot has changed, much of it for the better. Some of the changes will take a lot of adjustment on the part of companies, large and small.

Some of the questions we address in this presentation are those that have arisen from the new world of work, and some that are just good practices for organizations in general.

Nearly 7 in 10 employees say the
COVID-19 pandemic has been
the single most stressful time of their career.

It's going to be important for companies to address these fears and offer support and advice to management and employees on the wide variety of issues that will arise.

Critical Managerial Traits Needed Now More Than Ever

Dignity
- Respect for all
- Listening Skills
- Recognize the value in others
- Ability to Acknowledgement Other's Contributions

Empathy
- We are in this together
    - Future is filled with uncertainty
    - Isolation is a condition shared by all

Clarity
- Share what you know, and what you don't know – no time for Egos!

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Leadership Style: Steward

Stewards Are the Rocks of an Organization
- They provide a stabilizing and calming force
  - Employees find security, consistency and cohesion

Critical Concepts for a Successful Steward
- Assign clear deadlines & deliverables
  - Need for crystal clear communication
- Make clear who's accountable
  - Provides a calming sense of discipline & order
- Make disciplined decisions –
  - Review teams input to make an informed decision

Manage to motivate

- The success of a manager comes from helping others realize their unique talents and reach a collective goal
  - Offer clear and concise direction
  - Articulate the shared goal
  - Design a plan with the team
    - Promote collaboration
      - work together to solve a problem, tap into others creativity
  - Outline appropriate objectives and timeline for each role
  - Include the goals and objectives in performance review paperwork
- Plan Team bonding activities
- Communicate!

Foster Creativity

- You can't manage Creativity - you manage *for* creativity.

- Each person is different – find out what motivates them to perform at their peak
- Diversity is a good thing – people approach problems from different angles which generates fresh ideas for discussion
- Contributing to an independent network is rewarding
  - All ideas are welcome, crazy as they be, no wrong idea
  - Be supportive, not critical

Listen to critics…

- Employees, clients, customers
  - It is hard to build and improve your workplace or your business if nobody ever lets you know how you're doing
- Set up a Virtual whiteboard
  - Feedback can be posted by your Team anonymously
    - Address quickly, and for those you don't have an answer for relay just that - honesty elicits trust
  - Send a survey to your clients and customers
- Negative feedback
  - Helps address Blind Spots
  - Brings you closer to the truth, and therefore a solution
  - An opportunity to learn
  - Moves you into action mode

Challenges: Working from home

- Stress, distractions, loneliness
- Isolation
  - Lack of face to face interaction – "water cooler" chats
  - Uncertainty – in a crisis, what will happen next?
  - Generally – am I being heard?
  - Concern for well being of others
  - Lack accessibility to content
- Work with employee to determine their challenges
  - Be open, ask questions to extract information
    - One needs to understand the issues in order to address
  - Be supportive and understanding, empathize
    - Their world may have been turned upside down personally and professionally

Adapt and manage challenges

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- Practice ways to relieve stress and promote productivity
- Devise a team plan that addresses the identified challenges for all
- Be Creative – team collaboration activity to increase communication
- Engage the team regularly, e.g. a 30 minute "get together" to view a non-work video (Ted Talk) and discuss
- Create a "Safe Place"
  - Let individuals share ideas, experiment to learn what does and doesn't work
  - Failure is okay, we learn from failure - dust yourself off and try again!
- If team member experiences issues with productivity
  - Talk to them – find out what is wrong – could be something as simple s their internet connect is slow
  - Set clear expectations –
    - When to be online and available
    - Deliverables – what and when
- Schedule daily/weekly check-ins with employees
- Communicate, communicate, communicate

Adapt and manage challenges

- Virtual meetings: Too many are overwhelming!

   Suggest setting a daily calendar –
   - Limit the # of virtual daily meetings to 2 or 3, those that are applicable to your job
   - Give employees permission to decline meeting when not applicable to what they are working on. They can request an email summary
   - Schedule "white time" on your calendar – your time to focus and re-charge

- Flexible hours/schedules to manage at home distractions
   - Children now being home schooled
   - Child Care closed
   - Elderly parents need assistance once in a while
   - Be aware that you do not know what the employee's home life is like

Social Isolation for dispersed teams

- Managers have a responsibility to help mitigate workplace isolation
  - Check-in: Regularly checking in, ex. Daily meetings
  - Identify employee's interest & skills – 1 on 1's - what makes them tick
  - Keep Learning: Ask workers to share favorite pod cast, webinar or book
  - Initiate team activity
    - "Coffee break" with a team member, learn one new thing about the person, add a discussion about these conversations to a normally scheduled meeting
  - Commit acts of kindness: Create a hashtag# to share & capture
  - Stay connected, e.g. private FB Group to share photos, recipes, emotions, experiences, tips
  - Set up a Gratitude channel on Teams – people can share what they are grateful for on a daily or weekly basis

Effectively Manage Remote Employees

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- Agile Leadership provides clear direction while enabling the team to adapt to changes
  - Division of tasks into short phases of work and frequent reassessment and adaptation of plans
- Use technology to your advantage
  - Project management application to track all tasks and projects
  - Collaboration tools
- Conduct Monthly One-on-One, at the minimum
  - Review progress, objectives, see where you can help
- Learn to trust employees and not micro-manage
  - Establish transparency
    - Be an open book: Keep employees in the know – share the good and the ugly – request feedback
- Communicate constantly and consistently
- Be open to Feedback – Listen and move to action
- Meet in-person once a quarter

Effectively Manage Remote Employees

Top 15 Tips from "Forbes Coaches Council

1. Set Clear Expectations
2. Treat Remote Workers the same as in-house workers
3. Engage with your team regularly
4. Schedule Video Coaching
5. Trust Your Team
6. Make Your Team Feel Inclusive
7. Filter for Mission, Values, Outcomes and Role
8. Have Reliable Tools First
9. Stay Focused on Goals, Not Activity
10. Be Intentional
11. Create a Communication Strategy
12. Avoid Multi-Tasking
13. Connect Their Goals with Yours
14. Use Technology to Build Community
15. Establish Close Bonds, Help and Support Frequently

New Employee?
Be ahead of the game – Pre-board!

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- Make the 1st week of work enjoyable for the new employee, remote or in office
  - Take care of all the essentials that cause havoc ahead time
    - Equipment received and connected
    - Training material accessible online
    - Introductions to team members scheduled – brief coffee breaks for 1-on-1's
    - Help with connections to the organization and departments
    - Centralize resources required to do the job
    - Order business cards
  - Welcome the new team member – make them feel connected
    - Send them a package with a coffee mug, T-shirt, Tchotchkes, etc.
    - Schedule 1st team call as a video to introduce the players
    - Introduce to the departments that the will interface with

Performance Reviews

- Keep it simple, attainable and measurable

- Identify Objectives to meet Departmental or Team Goals
  - George T Doran, Director of Corporate Planning, Seattle Washington Water Power Company, laid out principles for Management Review in 1981, and it has been adopted and adapted by many.

- S.M.A.R.T. (Original)
  - Specific – Measurable - Assignable – Relevant– Time Related

- S.M.A.R.T. (Modified)
  - Specific - Strategic and specific
  - Measurable - Motivating
  - Attainable – Aligned with corporate goals, agreed and achievable
  - Realistic - Reasonable, results-based
  - Time Related – Trackable, time-sensitive

- Include one stretch goal to push them to their full potential – a challenge with a reward

Reviews for Remote Workers

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- Remote Workers require more communication, but process is the same for in office
- Review the company goal and objectives with the team
- Craft Team Plan to support departmental goal and objectives
  - What needs to get done to meet the objectives
  - Breakdown into individual roles
- Review with the team and emphasize their contribution
  - Outline the individual's goals/objectives, metrics to which they will be measured & due dates
  - employee reviews and accepts
- Monthly/Quarterly Reviews – Communication is key
  - Individual Goals and Objectives, are we on Task – status of deliverables
  - Unexpected hurdles, plan to overcome
  - How can you help?
- Annual Performance Review
  - Employee completes a self evaluation
    - Individual Goals and objectives update, accomplishments, obtain input from others

Annual Performance Review

- Annual Performance Review
    - Manager and employee set goals and objectives at the onset of the new year
    - Monthly/Quarterly reviews track performance
    - Employee completes a self evaluation form supplied by Manager
        - Individual Goals and objectives update, accomplishments, "show stoppers", obtain input from others
    - Manager summarizes and rates the overall performance
- Fiscal Year Performance Map
    - Form is utilized to keep team on track
        - Individual goals/objectives and Metrics/Key Performance Indicator (KPI) outlined
        - status updates noted throughout the year for ease of evaluation at end of year
    - Utilize Individual Goals/Objectives monthly/quarterly updates
        - Regular Reviews – Tracking status, accomplishments and making adjustments to key requirements and individual goals
            - Target Date, Description and Actual Results – status noted monthly
    - Performance delivered against expectations
        - Employee summarizes results against goals, objectives and expectations tracked. Gather and include input form others.
    - Manager summarizes and rates the overall performance

Moving forward…

- The "New" Leaders…
  - Will bring out the best and inspire teams as well as encourage collaboration
  - Have the ability to be aware of, express, and control emotions and be empathetic: Emotional Intelligence
  - Set expectations and follow up to support execution to plan
- Define superstars as those who help others succeed
- Consistent Communication channels in place
  - 4 simple ways to help the team feel seen and acknowledged
    - Open your next one-on-one with a personal question
    - When communicating, be direct about what you know and what you don't know
    - Check in with each team player about what they have going on — in and out of work
    - Schedule a regular virtual touch-base for your team
- Appreciation goes a long way