Learning in the New World of work!

Raghu Krishnamoorthy
Working from home, or living at work?

Before COVID-19
- WFH: 20%
- Office: 70%
- Sometimes WFH: 10%

Now, in the COVID era
- A business continuity and safety need!
- Estimated time for employees* to return to their usual workplace:
  - By Sept. 2020: 27.4%
  - By Jan. 2022: 8.3%
  - By June 2021: 38.1%
  - Work from home indefinitely: 26.2%

After?
- Productivity initiative...
- Or Future of Work?
- Post COVID-19 prediction:
  - Office: 52%
  - Sometimes WFH: 29%
  - WFH: 19%

Sources:
- Before: Gartner, 2020
- Now: Fortune, CEO Survey, May 2020
- After: Gartner, 2020
A story still evolving!

Google will let employees work from home until at least next summer.

Siemens rolls out ‘mobile working’ for more than 140,000 employees.

Microsoft CEO Satya Nadella warns about the consequences of embracing remote work permanently.

Mark Zuckerberg touts pay-cuts for Facebook employees working from home based on cost of living.

JPMorgan Tells Bankers To Go Back To The Office, Breaking The Work-From-Home Trend.

Source: Gallup, July 2020

US Employee Engagement Trend 2020

- **Disengaged**
  - March: 48
  - May: 49
  - June: 55

- **Engaged**
  - March: 37
  - May: 38
  - June: 31

- **Actively Disengaged**
  - March: 15
  - May: 13
  - June: 14

Source: Gallup, July 2020
Anonymous Poll No. 1

My organization is treating working from home as a:

1. Contingency response - with the intention of getting back to ‘office’ as soon

2. Leap to Future of Work - and is thinking about what it means long term

3. We have yet to figure out what this means!
The Research

Investigating factors that influence effectiveness of employees and managers in working from home due to COVID-19

April
Survey Launched
579 responses

May
Participant Focus groups

June
Expert (CLO/HRM) Focus groups

July
Analysis

Aug
Academic Presentations

Sept
Practitioner Presentations

Award from Academy of Business Research
Top Findings - Positive

Overall, employees and managers feel they are effective in working from home

- Productivity
- Task performance
Top Findings - Challenges

- Work-life balance is difficult
- Affinity distance is tough to manage!
- Virtual fatigue is real
- Stress/emotions run high
- Cognitive Impairment
- Workplace familiarity makes a difference
- Shared Context
- 2D vs 3D

Boundaries
Social Affirmations
Cognitive Impairment
2D vs 3D
Training/Interventions Highlights

What Managers want Individual Contributors to be trained on

1. Maintaining performance
2. Prioritization/Goal setting

What Individual Contributors want Managers to be trained on

1. Check ins
2. Trust
Anonymous Poll No. 2

Personally, what have you found most challenging while Working from home?

1. Work Life balance
2. Social isolation
3. Workplace processes not clear
4. Stress/emotions due to pandemic/other reasons
5. Virtual fatigue
6. Other
The So What!

Reimagining the path to WORK, LIFE and LEADERSHIP
Pandemic effect!

Sylvain Newton
Head of New Work Model
Allianz Global

Alyna Jones
Head of Health/Wellbeing
Southeastern Railway, UK

New Jobs in a Post Pandemic World

- WFH Facilitator
- Chief Purpose Planner
- Director Well-being
- Employee Enablement Coach
- Immersion Officer
- Algorithm Bias Auditor
- Second Act Coach

Adapted from ‘21 HR jobs of the future, HBR, August 2020
Life used to intrude in work, now work intrudes in life!

Feel
- Fatigue
- Overwhelmed
- Insecure
- Stress
- Crazy
- Lack of focus
- Sleeplessness
- FOMO
- Anxiety
- Isolation
- Burnout

Work-life balance

Need
- Mindfulness
- Self-care
- Emotional Intelligence
- Empathy
- Compassion
- Wellness
- Boundaries
- Time Management

Leadership

- Well-being goes mainstream
  - Mental health
  - Self-care

- Emotions ➔ Behavior ➔ Results

- Managers to provide emotional first aid - cannot be outsourced
Inner Mastery, Outer Impact!

From Outer Behavior

To Inner Core

Not just managing one’s “to-do’s”….but managing energies!
From what the organization needs to what the individual needs!

Employees

What organizations may want to **push**
- Lean
- Six Sigma
- Project Management
- Design thinking

What employees may want to **pull**
- Happiness
- Resilience
- Stress Management
- Time Management

Managers

Virtual motivation and virtual coaching:
- Capacity
- Toolkit
Interventions AND Training

- Digital Nudges
- Communities of Practice
- Storytelling
- Role Modelling

Training
Best in People vs Most in people

1. Purpose
2. Wisdom
3. Love
4. Growth
5. Self-Realization
The (re)discovery of life!

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78 articles

A strange phenomenon is taking place. Employees, overwhelmed initially, are now beginning to enjoy working from home! Not all, but I am finding that those who have the luxury of having some independent workspace at home or have children are more likely to be reluctant to return to an office. Those who are single and miss

The Three Shifts of Leadership Mastery

Columbia’s Httenrad Wadhwa explains how to reset mindsets and practices to address the challenges of leadership today

Thank you.

Defending ‘Work’ in Work-life balance!

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78 articles

Home sweet home works. But, ‘Work sweet work’? Not the same, right!

All the time we have been talking about work-life balance is actually about work-life imbalance, where the ‘imbalance’ is the default, and ‘balance’ is this romantic notion that no one seems to have attained! While there is no doubt that work and

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