Taking control of 'flexible work'

Managing your teams and bringing people back together in 2022

DR IAN HASLAM | PRINCIPAL CONSULTANT

Introduction

How are our teams working together in 2022?

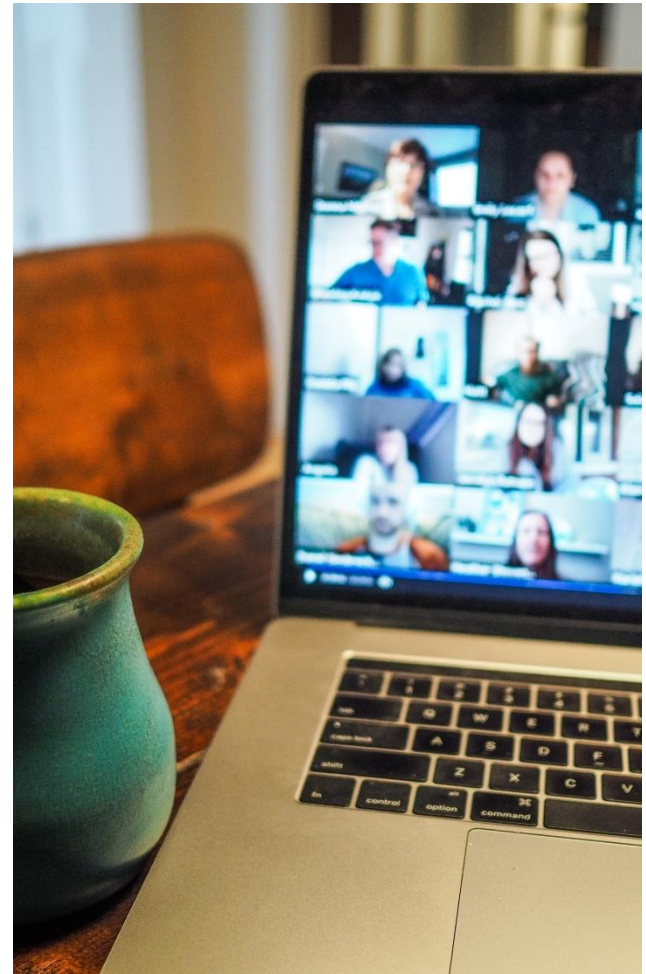How can we understand how to manage them in this new environment?

How can we maximise face to face work?

Dr Ian Haslam
Principle Consultant | Organisational Psychologist

Work has changed

75cms

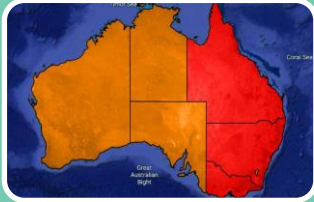Sneezed

Coughed

Work has changed - 2020

First lockdowns

Rapid adoption of technology

New habits and practices

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Work has changed - 2021

Regionally specific lockdowns

Fluid transitions: office to home and back

Dispersed teams collaborating

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Flexible working

It's here to stay

- "A longer-term shift towards a hybrid working model could be the ideal middle ground that allows employees to work flexibly on certain days of the week, then come together with colleagues in a central workplace on others."

  - AFR, Feb 2021

- "Integrating some remote work permanently... The most popular solution by far is a mix of on-site and in-person workdays -- the well-known hybrid arrangement -- oriented toward the location, department, role and employee."
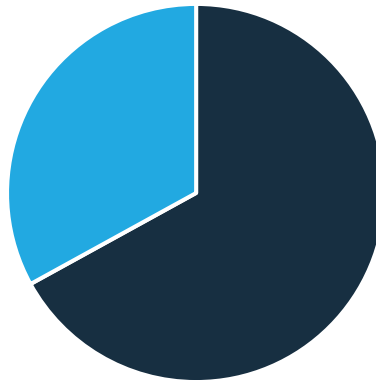
  - Gallup, June 2021
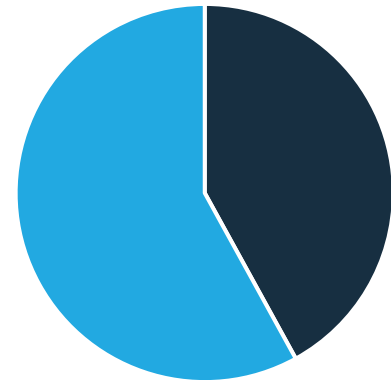
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Flexible working

It's here to stay

Jun-21

- Sometimes or always WFH
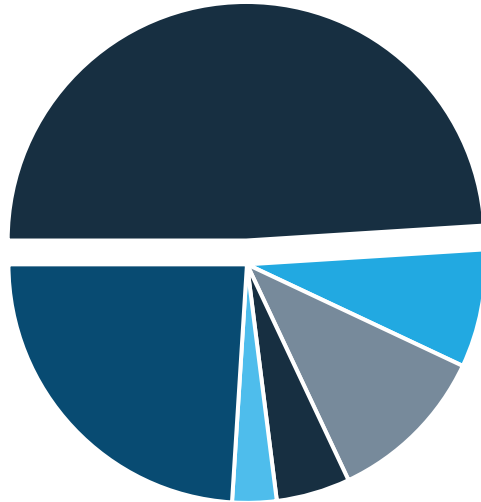- Always in office

Pre-Covid

- Sometimes or always WFH
- Always in office

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Flexible working

It's here to stay

Daily hours worked at home - Pre-Covid

- ■ 0 hours
- ■ 0-1 hours
- ■ 1-2 hours
- ■ 3-5 hours
- ■ 5-7 hours
- ■ More

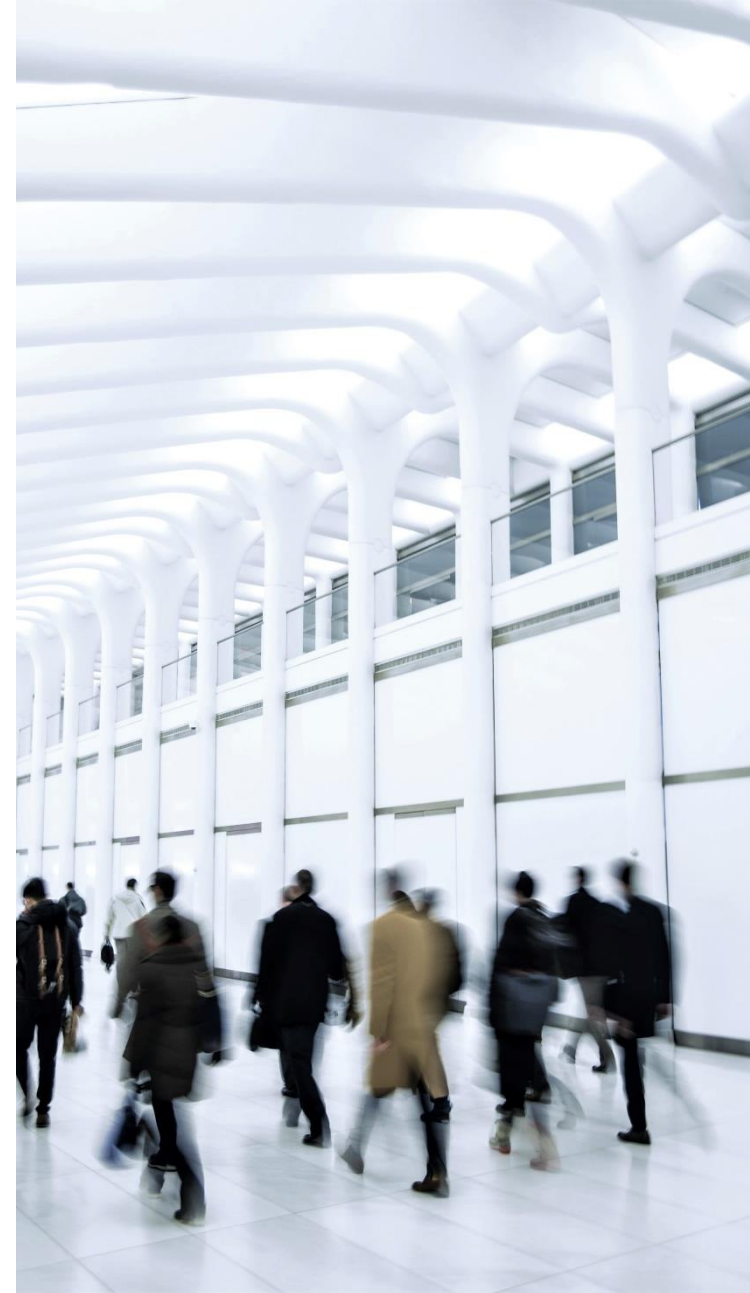# Flexible working
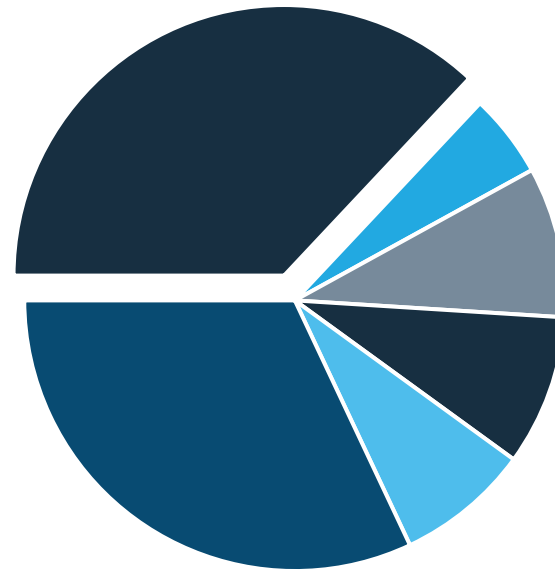
It's here to stay

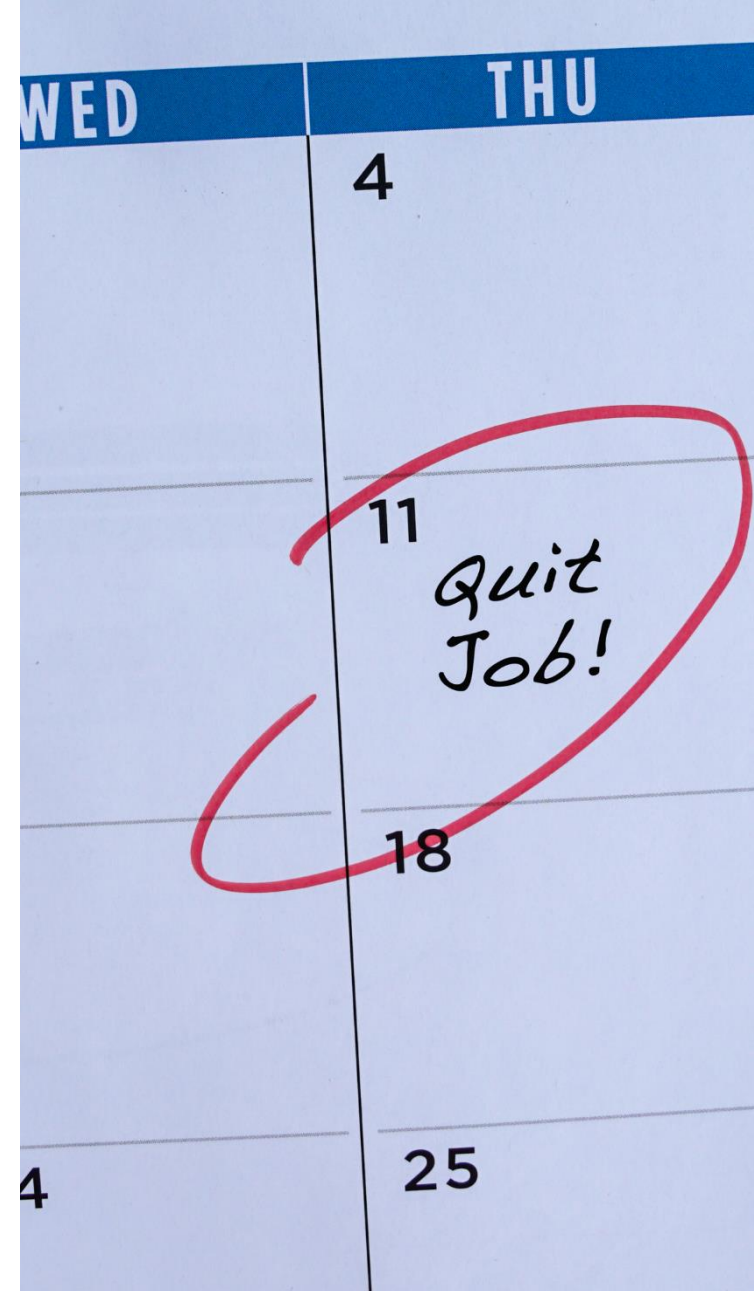**Daily hours worked at home - Present**

- ■ 0 hours
- ■ 0-1 hours
- ■ 1-2 hours
- ■ 3-5 hours
- ■ 5-7 hours
- ■ More

Flexible working

It's here to stay

"More than half of employees globally would quit their jobs if not provided post-pandemic flexibility"

- EY, May 2021

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Flexible working

It's here to stay

What has your journey been like?

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Flexible working

The benefits are there, but so are the risks

	Productivity	Mental health
Benefits	• Higher motivation and voluntary effort • Higher quality of work • Longer working days • Fewer sick days • Higher productivity • Greater access to talent • Higher retention of top talent	• Higher satisfaction with work and role • Ability to balance work and family / life commitments reduces stress • Higher enthusiasm and commitment to organisation • Lower levels of stress and intentions to leave
Risks	• Productivity loss for those less tech-savvy • Lower role and work goal clarity • Motivation lower due to lower proximity with management and team • Lower collaboration and communication impacting efficiency of work • Lower knowledge sharing, development, and innovation • Distractions at home competing for attention • Commitment to the team and to the organisation	• Lower psychological safety, which may be expressed through anger, confusion, depression and anxiety • Higher anxiety for those less tech-savvy • Higher stress and risk of burnout for people unable to 'unplug' from work • Perceived fairness in ability to access high-value work and promotion • Quality of relationships with peers and leaders • Insufficient opportunity to become socialised into culture

Flexible working

What capabilities maximise the benefits?

Remote/flexible worker*	Leader
• Digital literacy	• Digital literacy
• Self coaching	• Coaching
• Resilience	• Emotional intelligence
• Influential communication	• Proactive performance management
• Ergonomics	• Task & workflow management
	• Performance and goal setting

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Flexible working

- ✓ Benefits can be maximised
- ✗ Challenges can be limited
- ✓ Informed decisions are the key to success
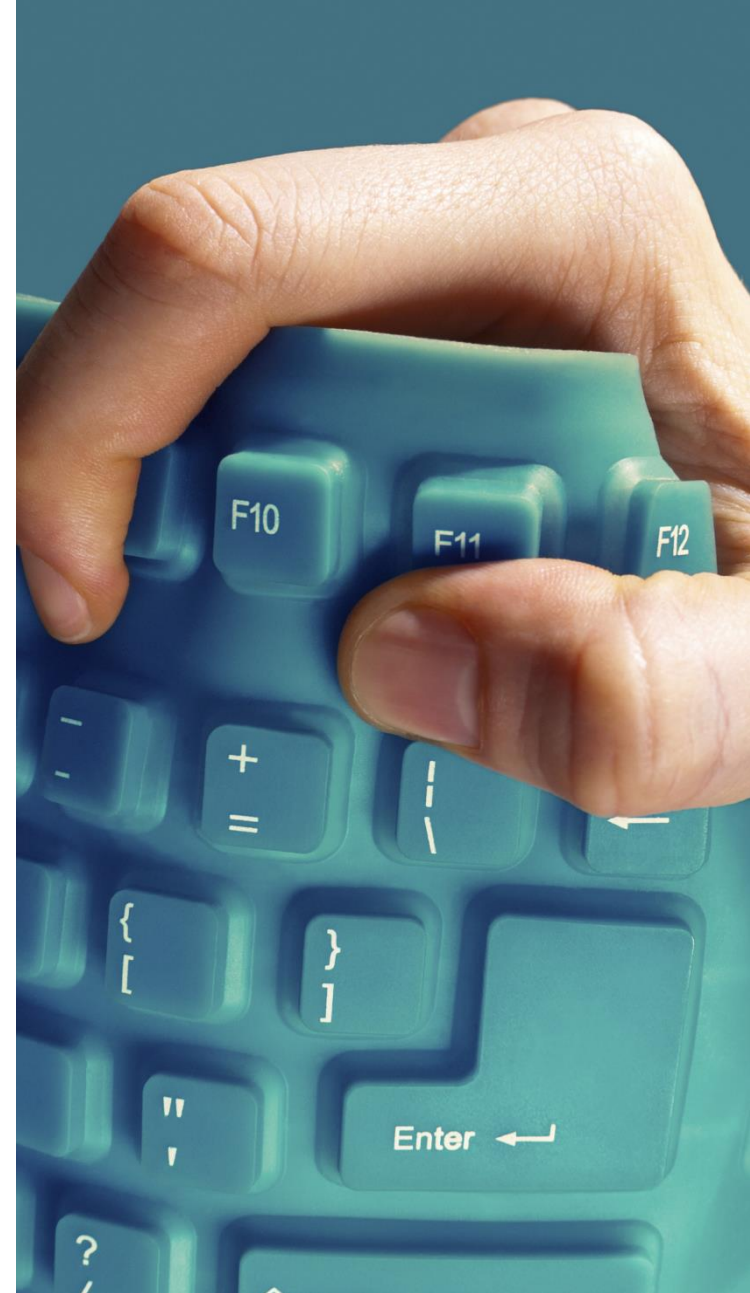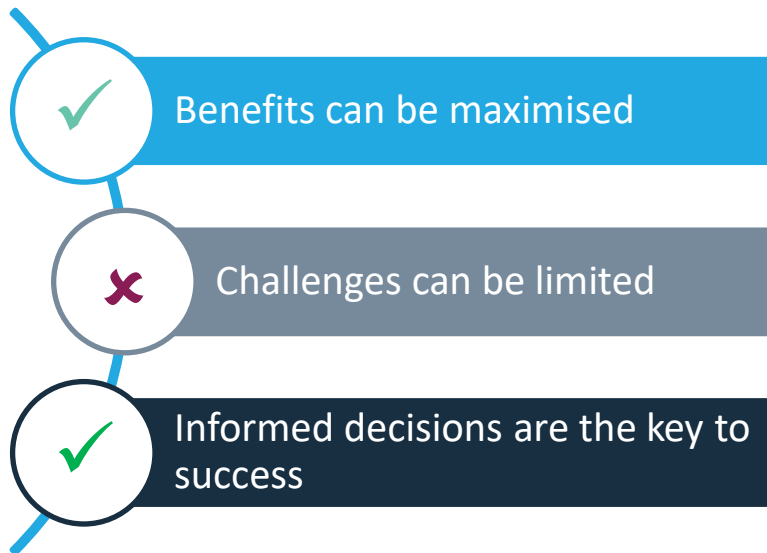
Flexible working

Multiple configurations also
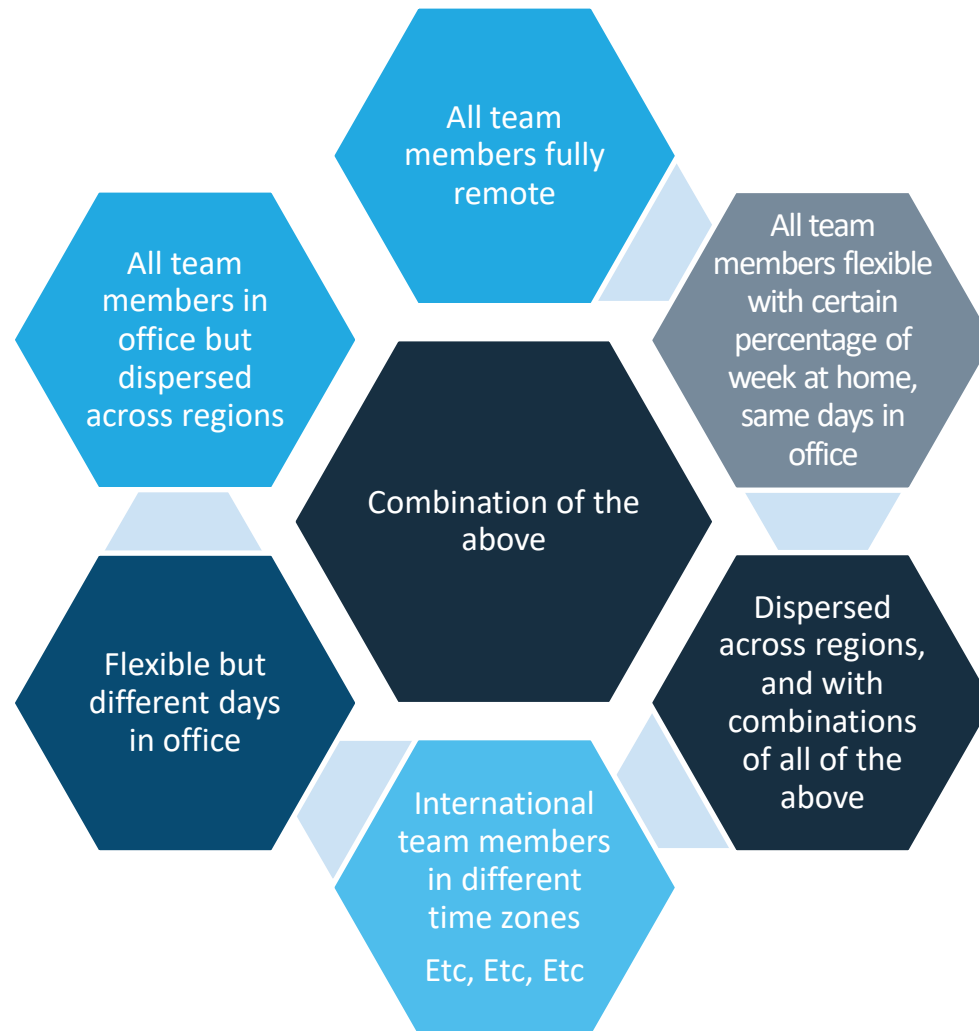
Flexible working

But the flipside of this...

To maximise the benefits of **FLEXIBLE** working environments

Where possible, team members need to still come into the office **SOME** of the time, if not more

Flexible teams and high performing teams

Connection

Clarity

Collective

Collaboration

How do we make the best decisions to maximise the benefits of flexible working practices?

How do we encourage office attendance and face to face working where possible?

Key challenge: how do we motivate and encourage team members to embrace the 'face to face' side of flexible working if there is still some hesitancy?
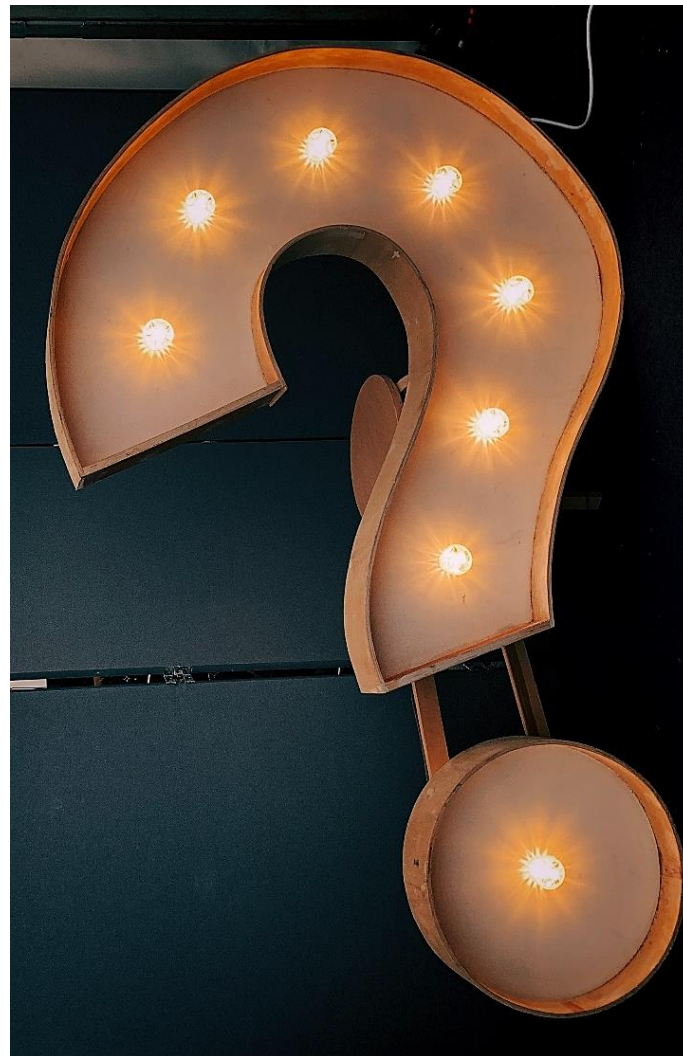
Get to know your teams
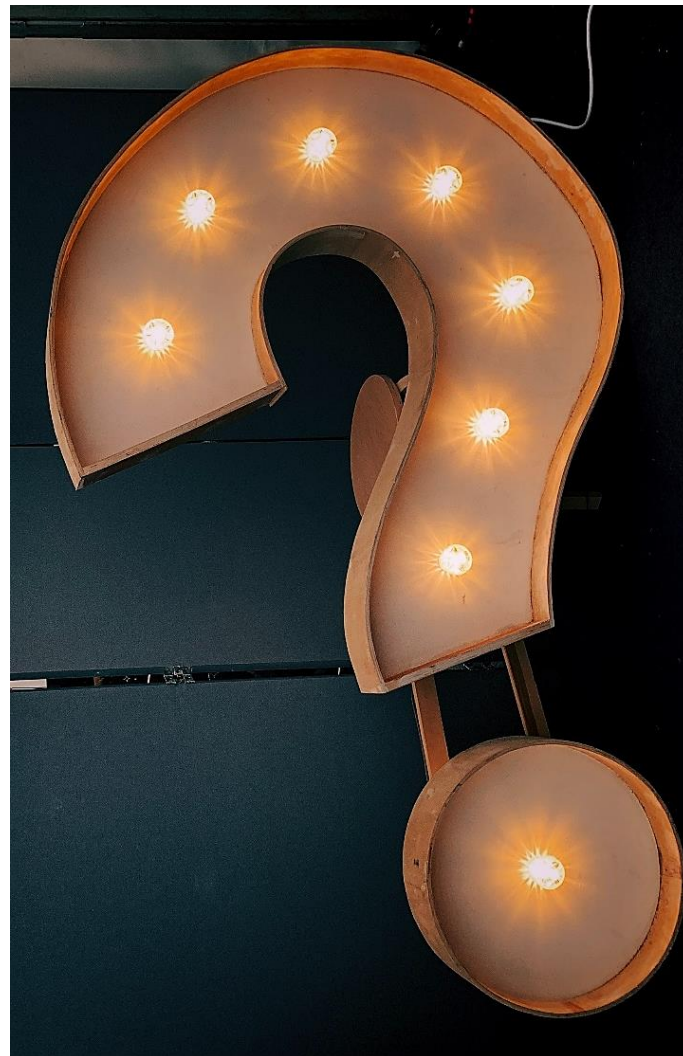
Selection Decisions

In selection decisions

Psychometric testing and IVs gives insight

- Working autonomously
- Proactively reaching out to create and maintain connections
- Independent problem solving
- Fluctuating work contexts and environments
- Ready adoption of new technology
- Stress management with unique challenges

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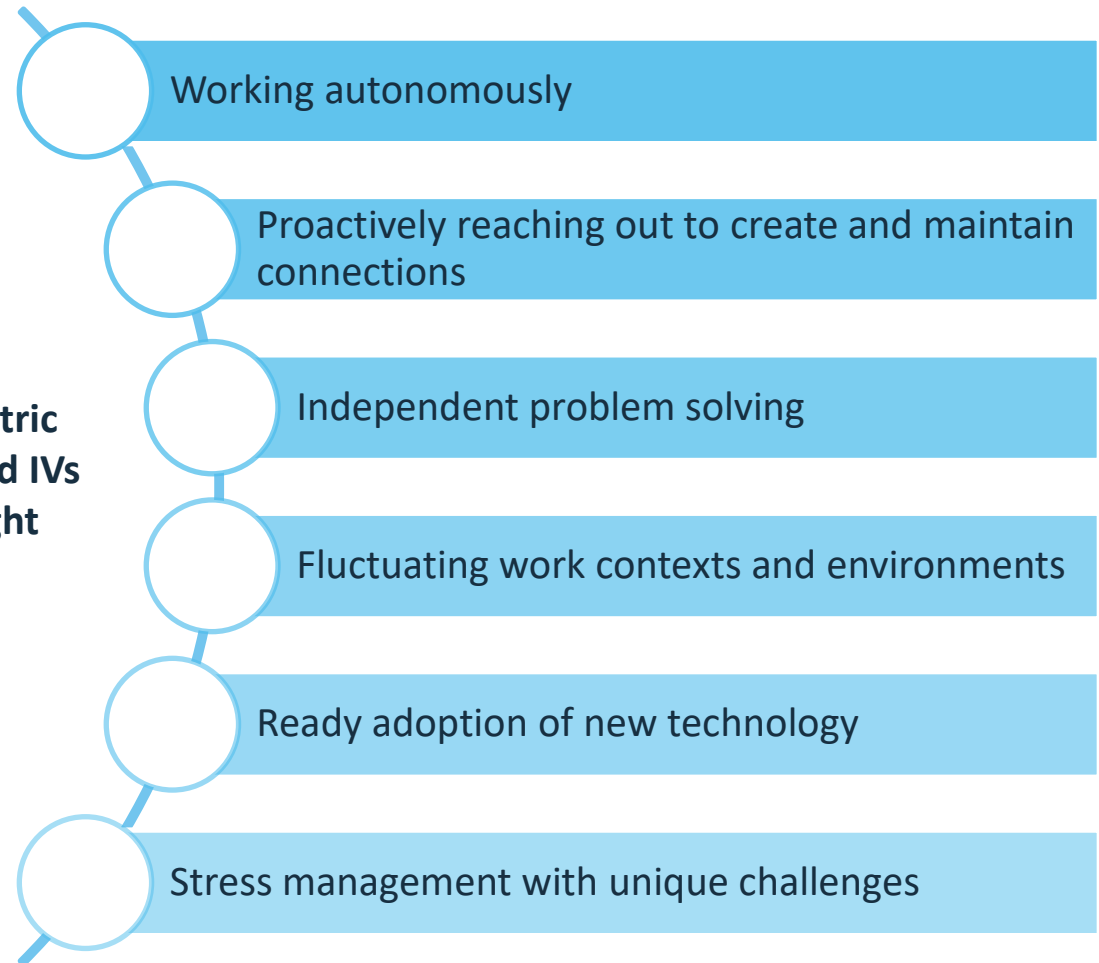
In selection decisions

Informed decision ✓

What are the preferences and approaches of my existing team?

How much support is my new hire likely to have available to them?

A decision on candidate and how to position them with an amount of flexibility and structure
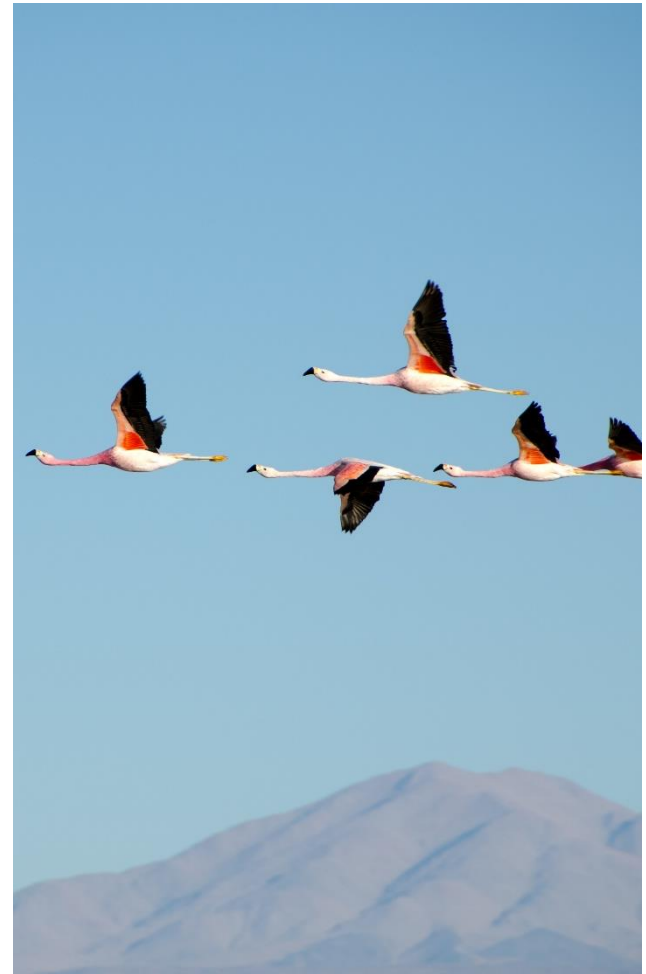
In existing teams

Existing teams adjusting to the new world

Changes made in order to survive become the norm/ preferred

Incorporating lessons learned

Maintaining flexibility to align with clients and customers

Maximising the benefits of flexible work

Becoming an employer of choice

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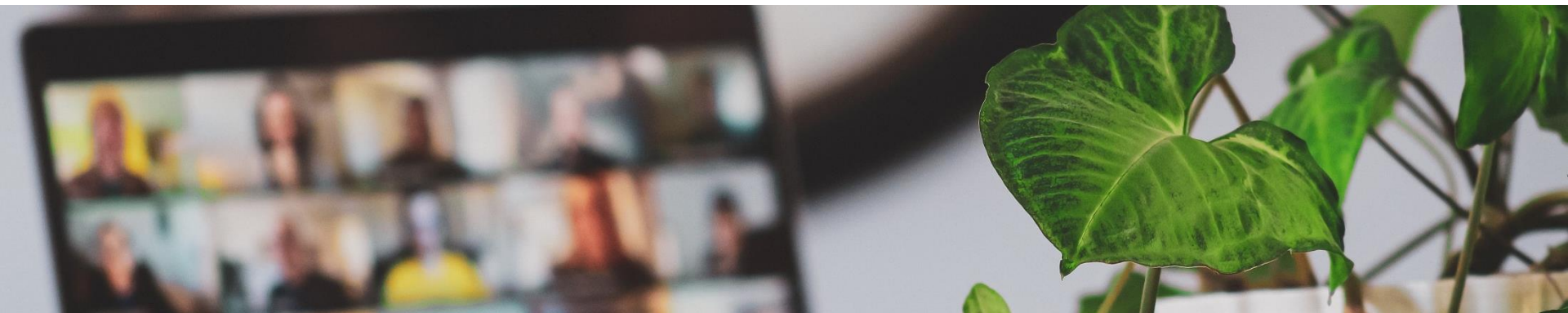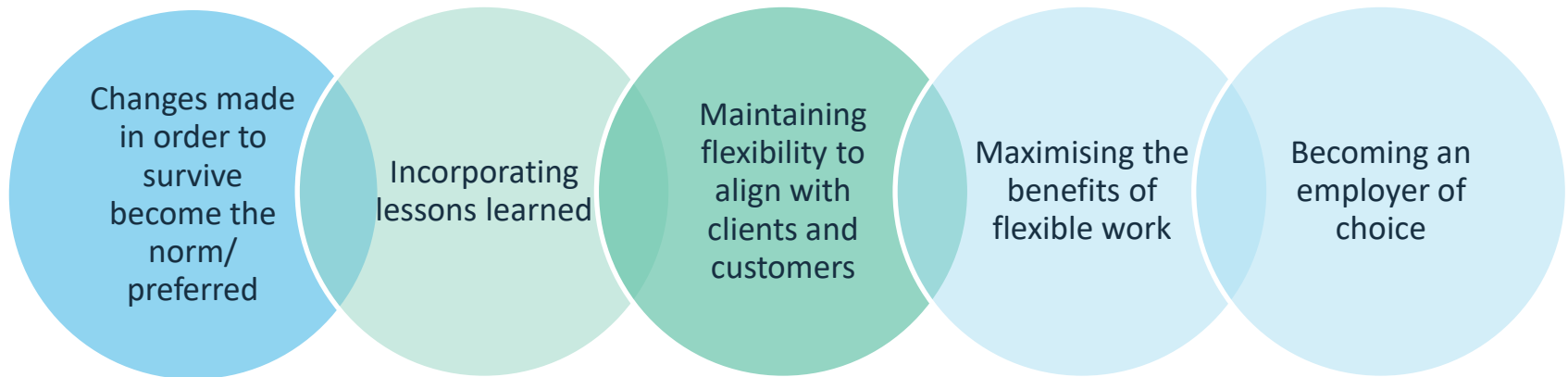
What do you know about your team?

What do you know about your team?

Fact

Analysing

- Factual & data driven
- Less comfortable with risk
- Hardworking
- Polite (turn taking)
- Steady
- Deliberative

Tasking

- Assert opinions
- Comfortable with risk
- Facts to engage others
- Competitive to win
- Take charge of people & task
- Manages work

Consider

Assert

Empathising

- Less comfortable with risk
- Feelings to engage
- Collective focus
- Hardworking
- Diplomatic (turn taking)
- Steady

Motivating

- Assert opinions
- Comfortable with risk
- Takes charge of goals
- Feelings to engage
- Collectively competitive
- Energetic

Feeling

Knowledge is power

- Team structure
- Communication
- Team development/building considerations
- Incentives
- Operating rhythm
- Key elements of engagement

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What triggers stress in your team?

 Lower quality of work through tech restrictions, delay in results, lack of variety

 The people element being overlooked, inadequate communication, lack of variety

 Time pressure caused by tech or communication challenges, known risks not being avoided

 Feeling like you are letting others down through separation, wellbeing being overlooked, not being given an opportunity to speak

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What does your team need?

Robust debate, clear plans and milestones, obvious progress, decisive decision making

Robust debate, clear collective goals, strong and responsive collaboration through multiple channels

Deliberate debate, clear standards and processes, realistic timeframes, appropriate risk management

Reassurance, realistic goals, group commitment to goals, interpersonal collaboration, and activities designed for social strengthening

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What will motivate your team to attend the office?

- Discussing the benefits of face to face collaboration on quality and speed of work, emphasising the speed to delivery factor
- Designate face to face days for key project meetings and decision making points

What will motivate your team to attend the office?

- Motivators will likely be your least difficult to convince
- Designate time on face to face for group connection and social time, scheduled team meetings or events to be held on face to face days
- Allow your Motivators to manage or organise (or at least guide) these activities to promote ownership

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What will motivate your team to attend the office?

- Discussing the benefits of face to face collaboration on quality of output, and thoroughness of quality evaluation on deliverables
- Reserve the handover of work and progress updates for face to face days
- Reserve operational meetings and touchpoints for face to face days, highlighting the added benefit of exploring detail uninhibited by technology

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What will motivate your team to attend the office?

- Discuss the benefits to individual wellbeing and team cohesion with face to face collaboration

- Reserve social catch-ups and team connection for face to face days.

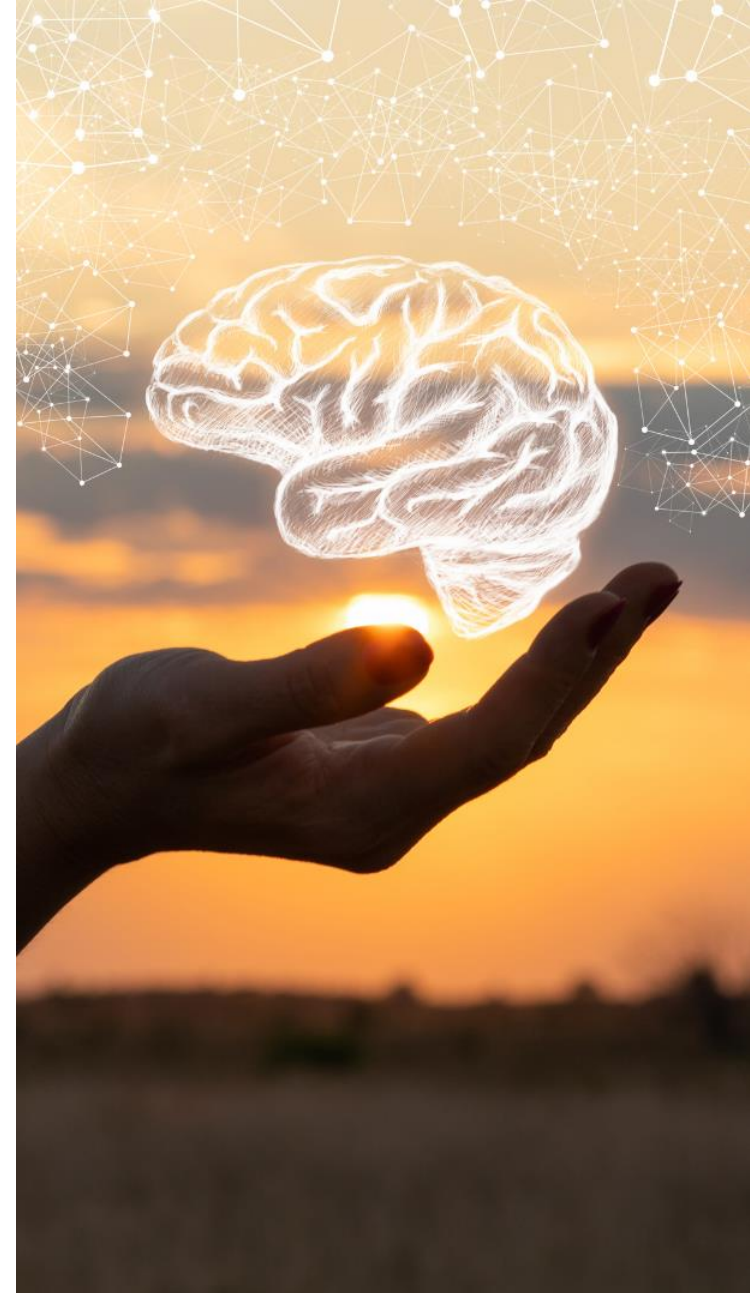- Dedicate specific time on face to face days for check-ins and wellness activities

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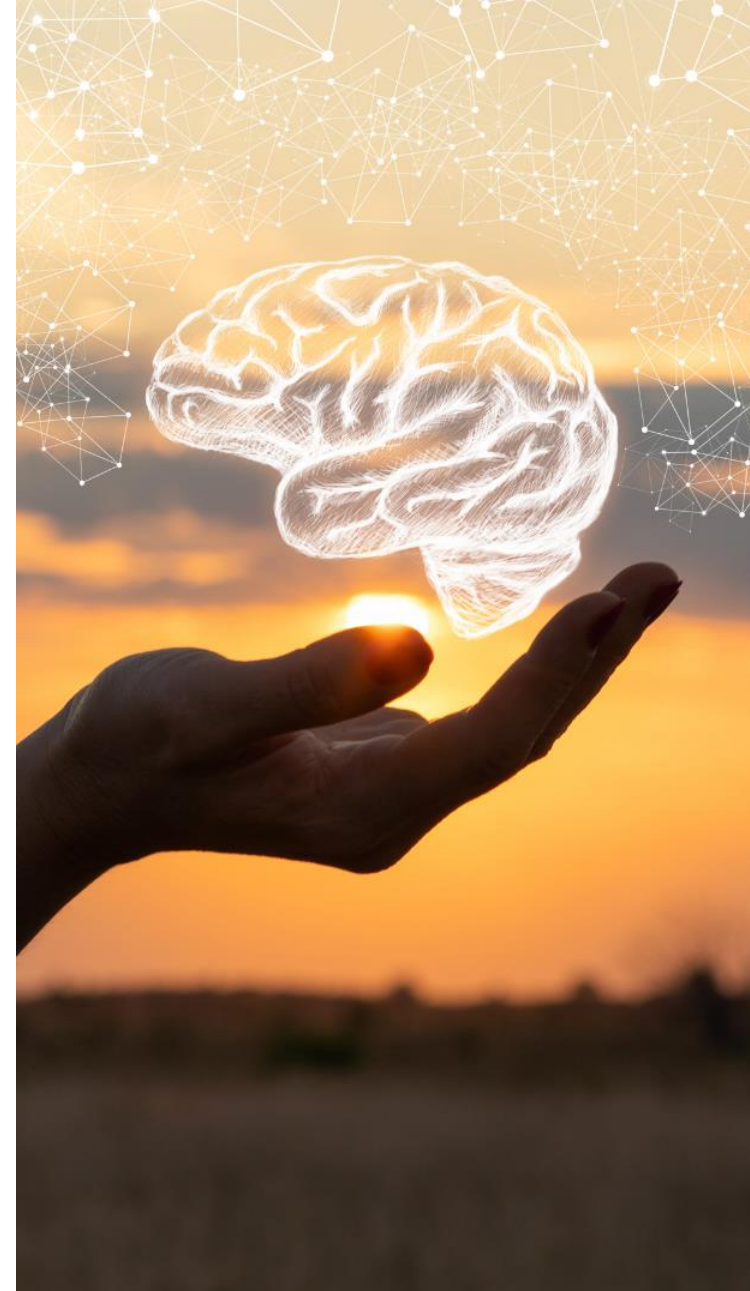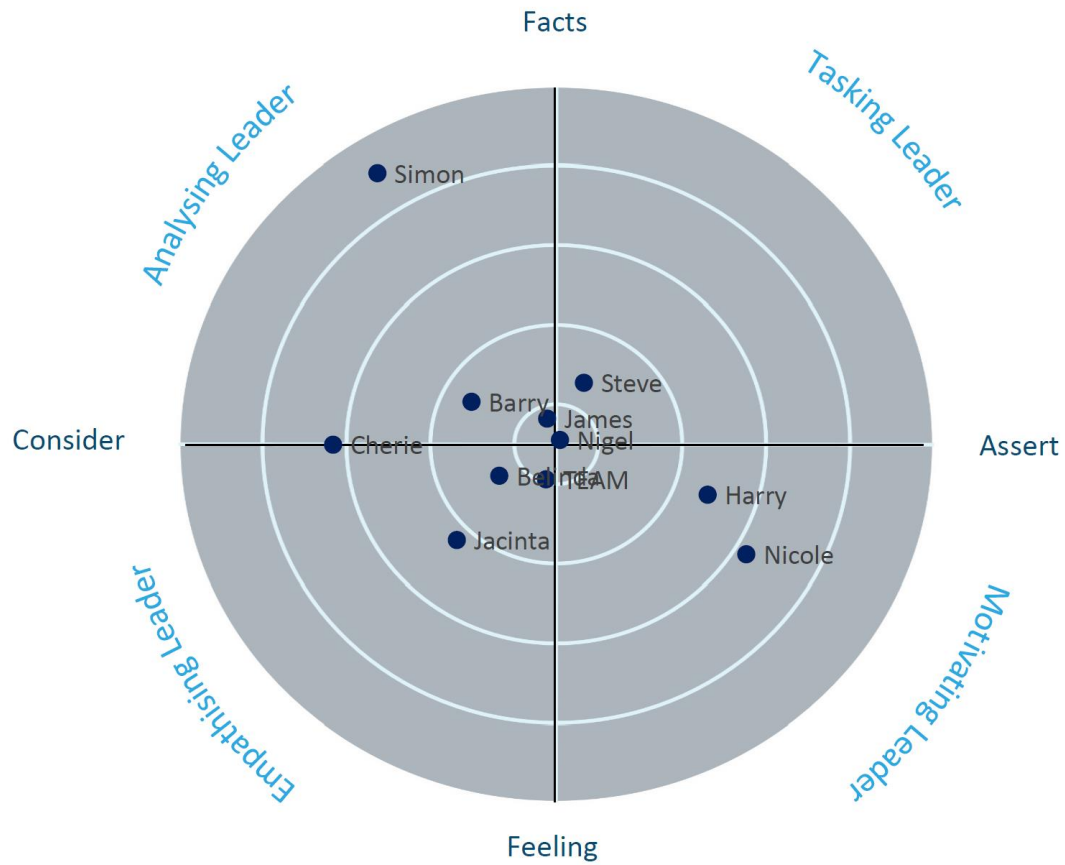# What will motivate your team to attend the office?

- Speak from the heart when expressing your view. Why is it important from your perspective?

- Use your experience. Tell a story that matters to you.

Three key questions:

- Are you balancing flexibility and tipping the balance away from 'remote'?

- Are you linking your operating rhythm with the flow of remote and face to face

- How well do you know your team and how their personalities influence their work preferences?

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Facts

Analysing Leader

Tasking Leader

● Simon

Consider

● Steve

● Barry

James

● Nigel

● Cherie

Assert

Bernie

TEAM

● Harry

● Jacinta

● Nicole

Empathising Leader

Motivating Leader

Feeling

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Questions?