

# Future of Remote Work in the Time of Covid-19

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# Agenda

- ❖ Research Overview
- ❖ Pre-Covid
  - Remote work prevalence & policies
  - Rationale & cultural belief on remote work
- ❖ During Covid
  - Benefits and challenges
  - Responses to benefits and challenges
  - “Covid learnings”
- ❖ Post-Covid
  - Return-to-work strategies
  - Long-term hybrid work approaches
- ❖ Conclusion

# Research Sample Overview

## Sample Size

17 companies **across industries** were interviewed for this study



## Company Size

Workforce size ranged from approximately **3,000** to over **250,000**



## Workforce Composition

“**Essential employee**” depended on company



## Business Results

Covid-19 has had **disparate** business impacts

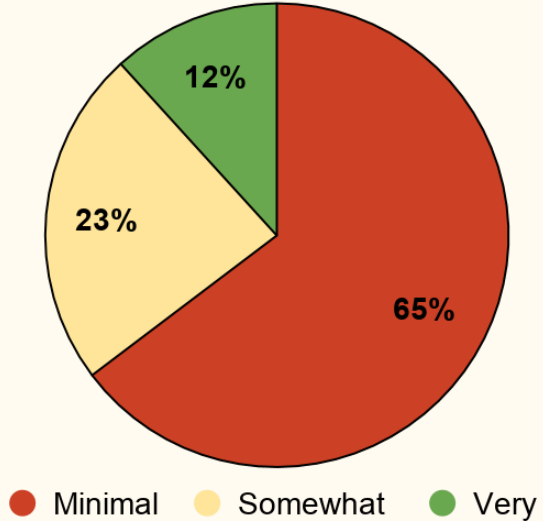


Pre-Covid

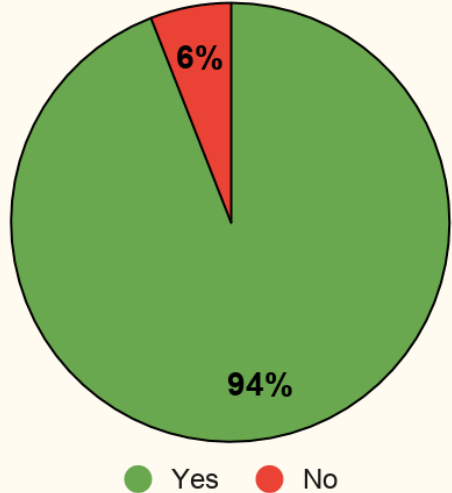
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# Remote work was the exception and not the norm

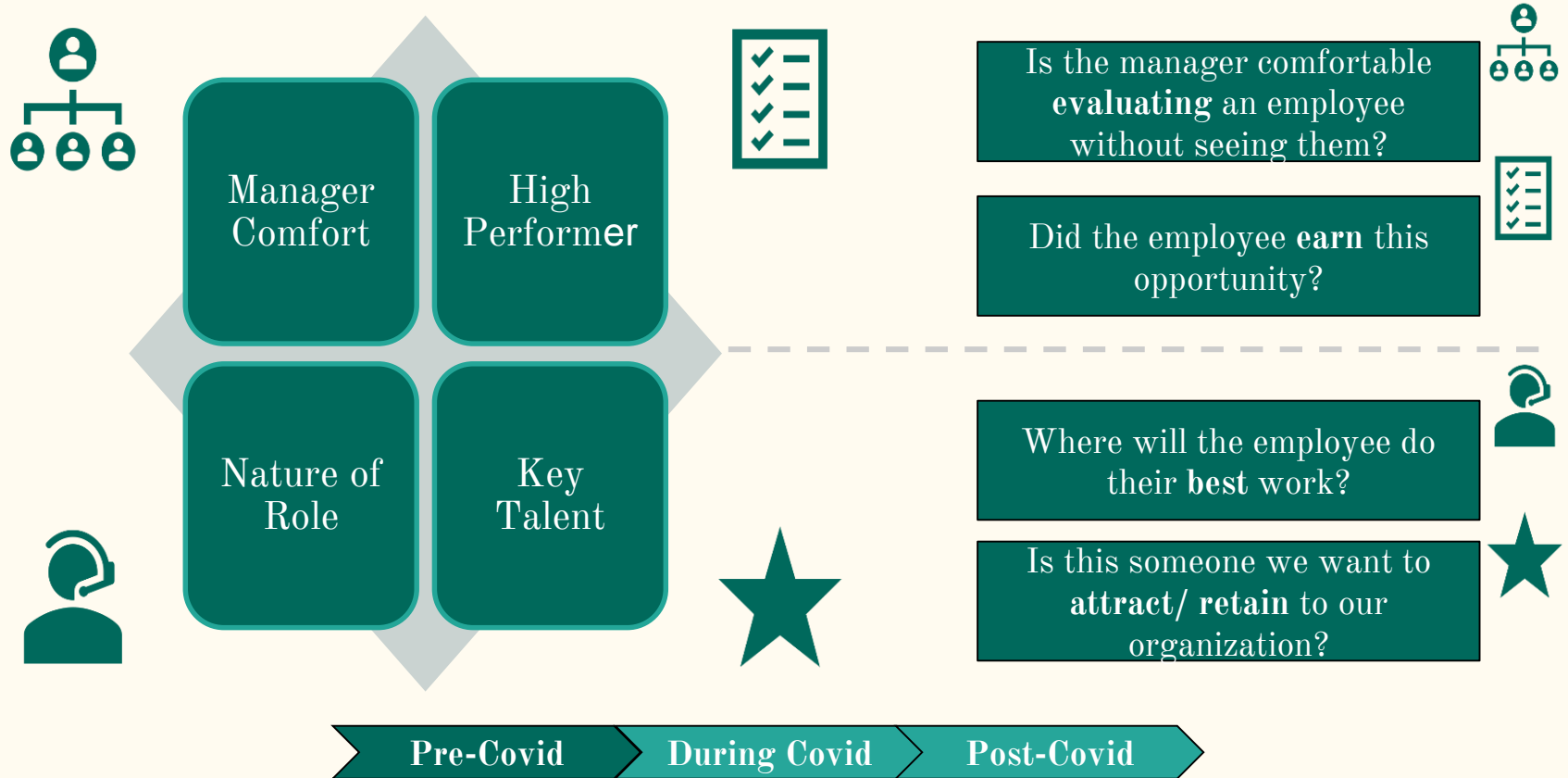
Prevalence of Remote Work



Flexible Work Offering



# Remote work came with set criteria for employees





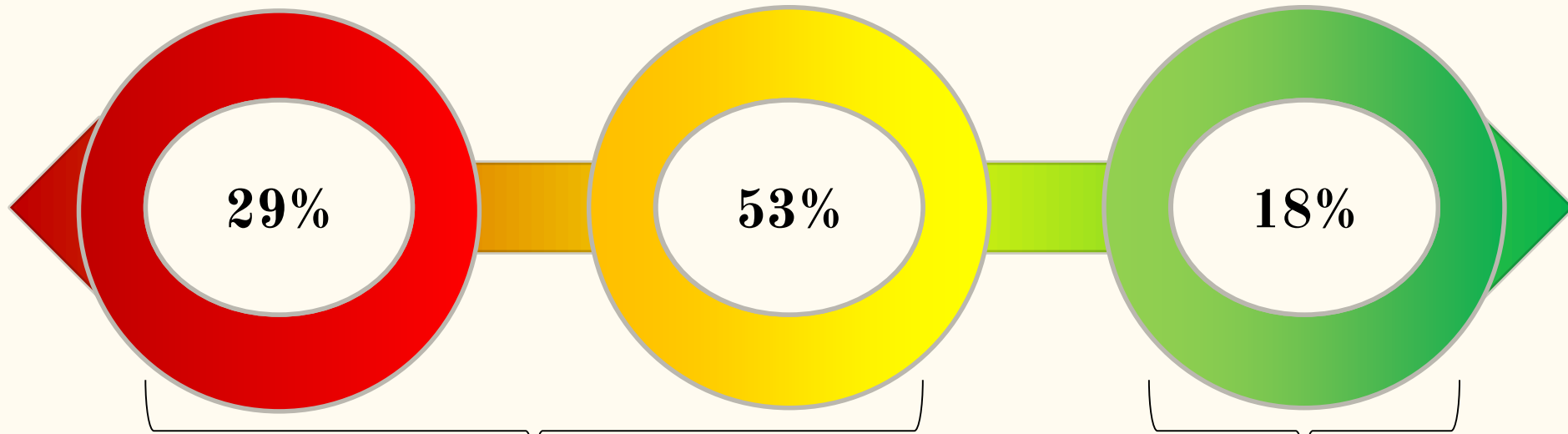
## Pre-Covid Perceptions

**65%** of companies indicated that **senior leadership** was against remote work

These companies also shared a **culture** of being in the **office** and a lack of **confidence** with remote work

**47%** of companies indicated that the purpose of the **office** was for in-person **collaboration** and **innovation**

# The culture of most companies was not aligned to hybrid-work



82% of companies did not **support** integrated hybrid-work arrangements

What does it mean to be **proactive**?

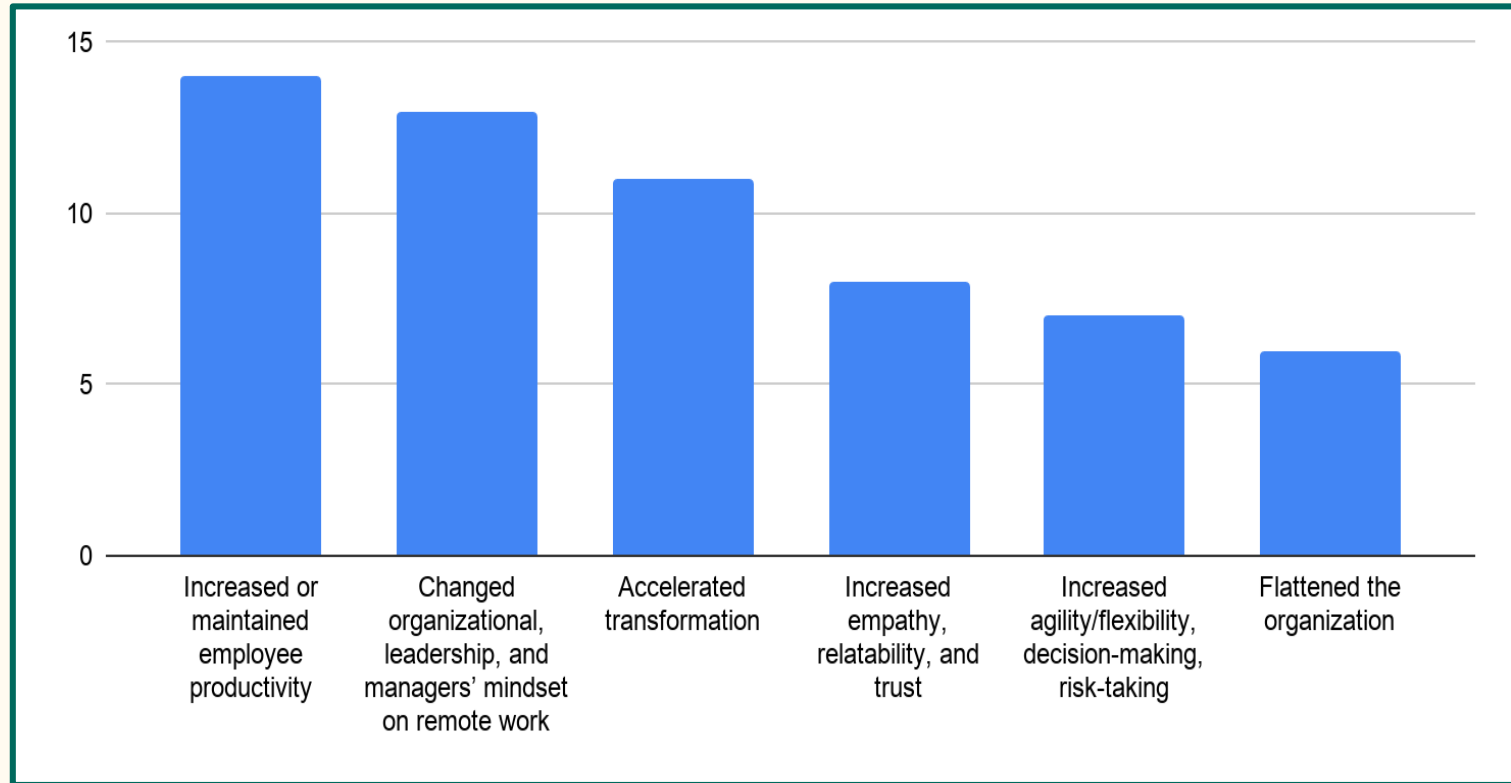




During Covid

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# The benefits from shifting to remote work



# The biggest benefit: organizational culture

## Before

01

Our productivity will go down if we go remote

02

We're a massive organization with a lot of history. It's hard to be fast and agile

03

Performance is measured by what we see and do in the office

## During Covid

- We *can* work remotely and still be productive
- We can make and execute major changes quickly
- We can take more risks without needing the results to be "perfect"
- Performance is measured by the impact the work has - in or out of the office

## Sustained Impact

### Cultural transformation

- Increase in trust
- Flattened hierarchy
- Changing perspective on work

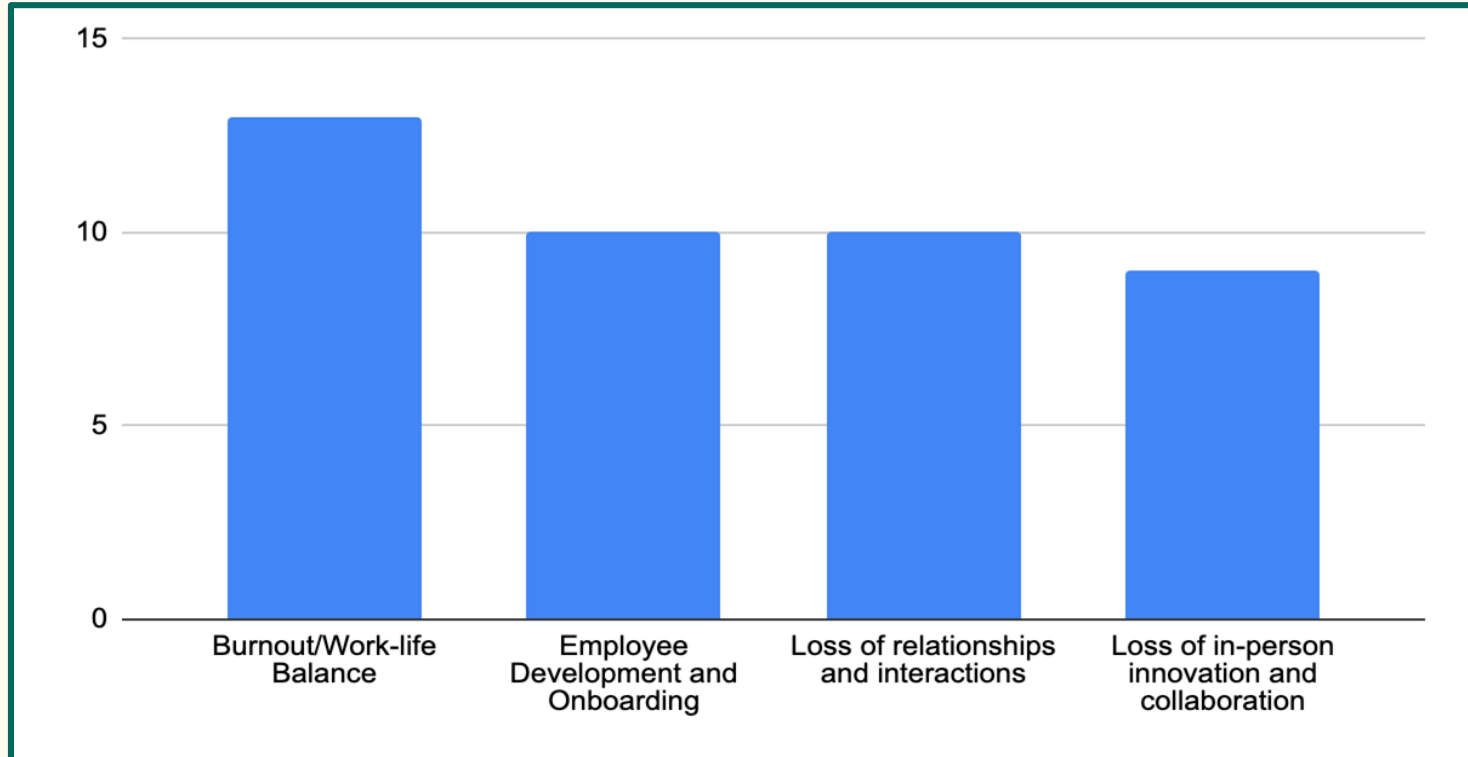
Enabled by rapid changes in technology, processes, and policies

Pre-Covid

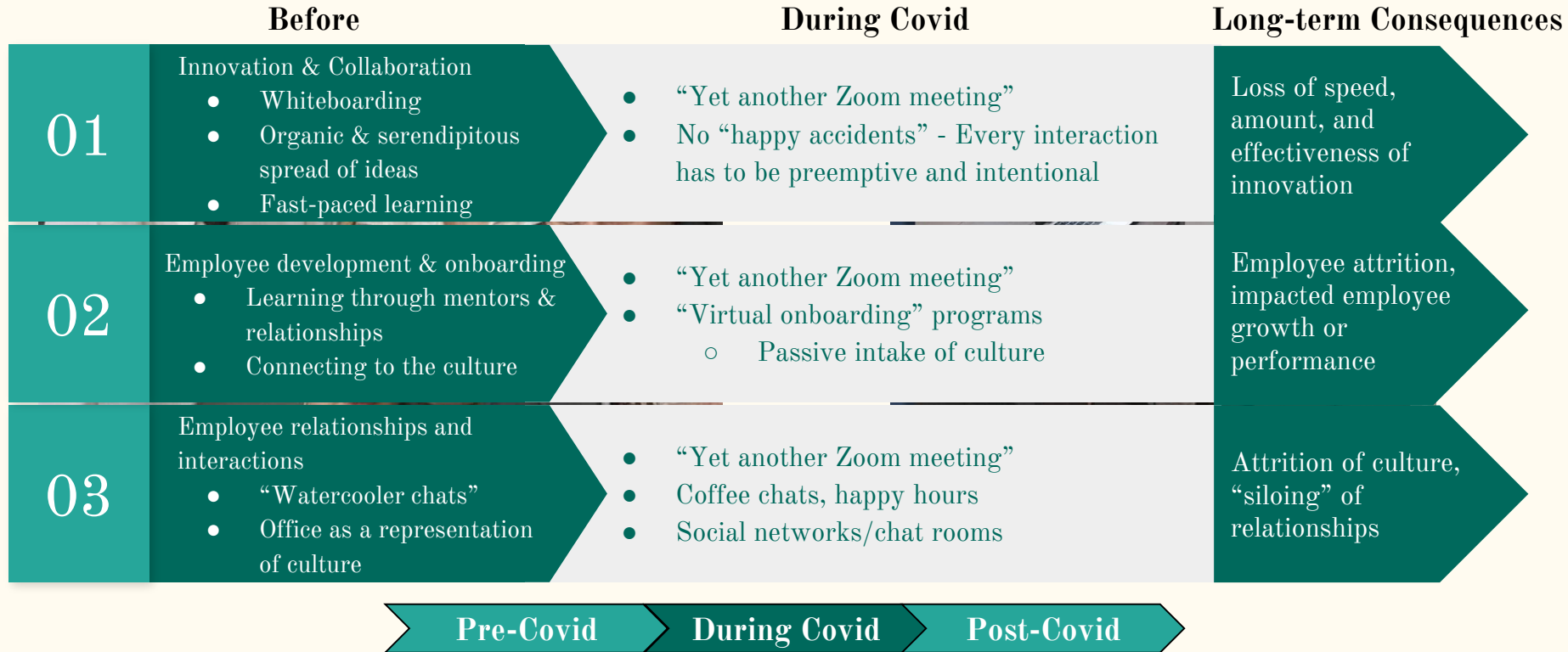
During Covid

Post-Covid

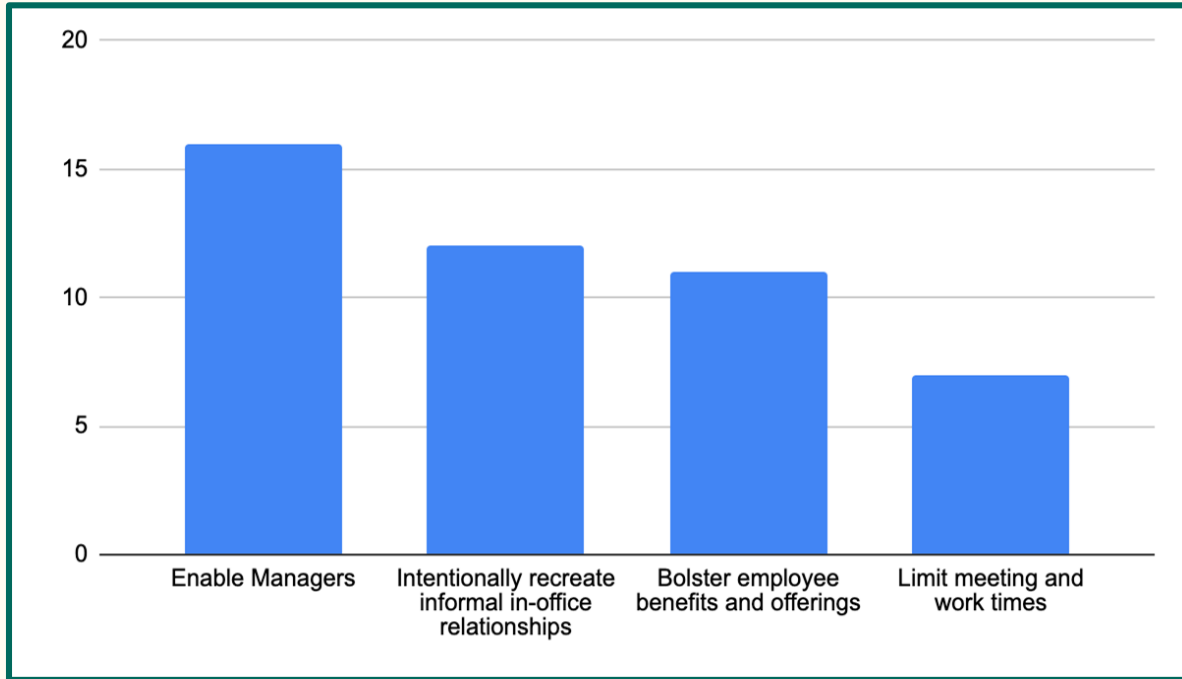
# Challenges of remote work



# The biggest challenge: organizational culture



# Responses to these challenges



- **The critical role of managers:** What makes a good manager of work vs. a good leader of people?

How can manager represent and transmit the culture?

- **“Responses to Covid” as a employer brand differentiator:**

“How did your company respond to Covid for your employees?” will be a key question prospective talent asks

- **Recognition of endless meetings’ effect on burnout**

# Innovative responses to employees

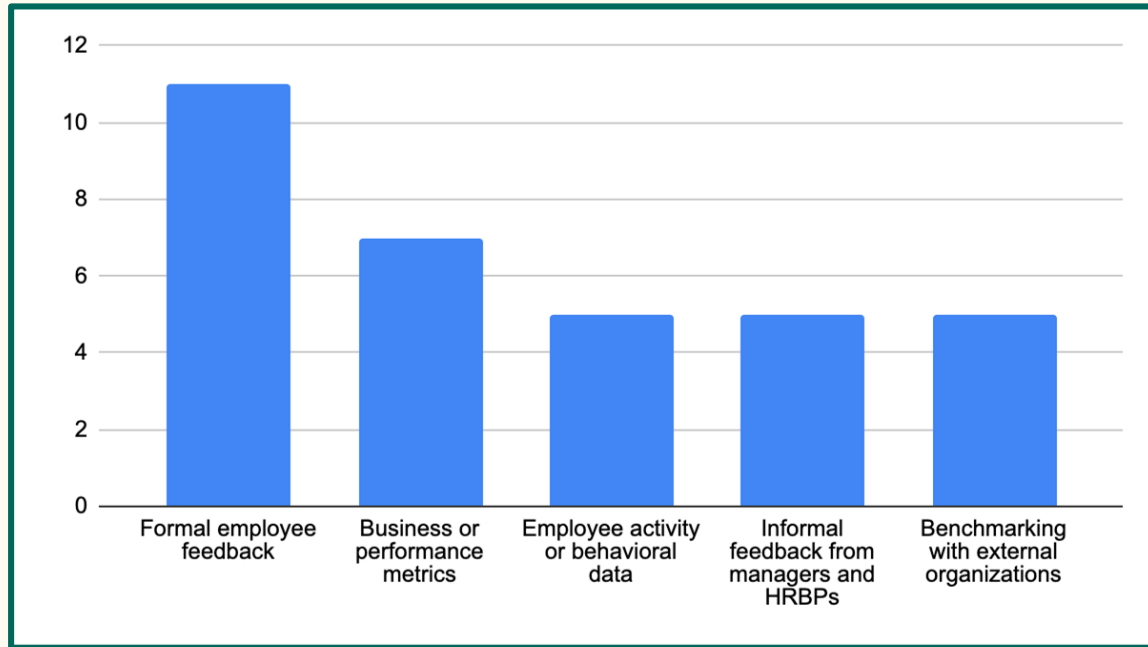
1. Enabling managers: Informal learning communities for managers
2. Enabling two-way trust: Training and coaching for employees to proactively hold transparent conversations with their manager
3. Protecting innovation & mentoring of young talent - “Brain Dates”
4. Limiting meeting times: Set tangible long-term goal to decrease meeting time by 20%

Pre-Covid

During Covid

Post-Covid

# Data used to measure and inform remote work decisions



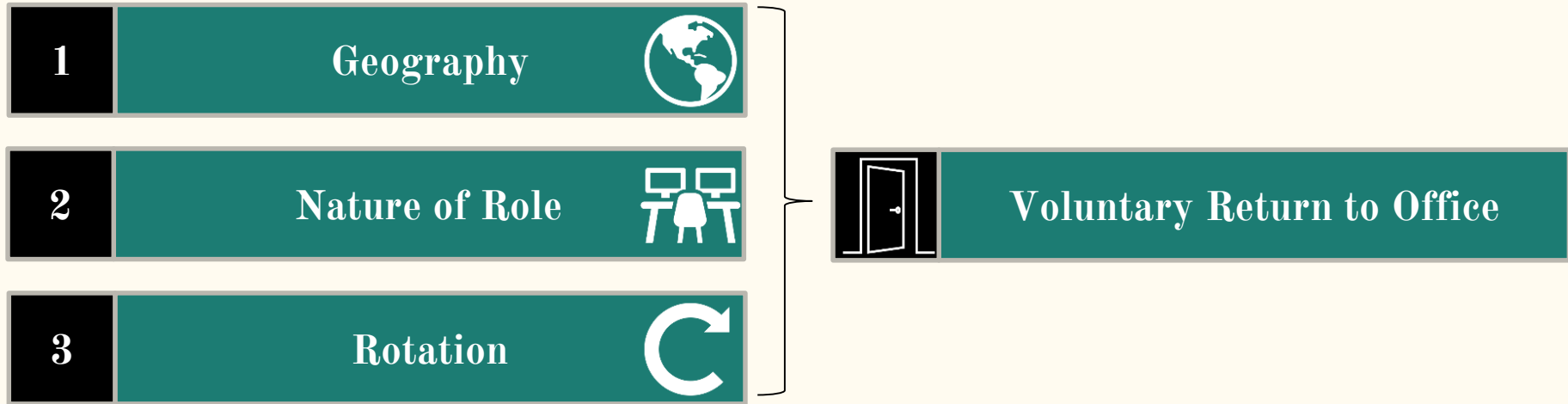
- **The critical role of HR** in managing communication and advocating for employees
- **Using data** to respond *quickly* and proactively, and to measure the effectiveness of interventions
- **Recognition of remote work offerings** as a talent strategy



Post-Covid



# Short-term return to work approach involves phasing employees



Pre-Covid

During Covid

Post-Covid

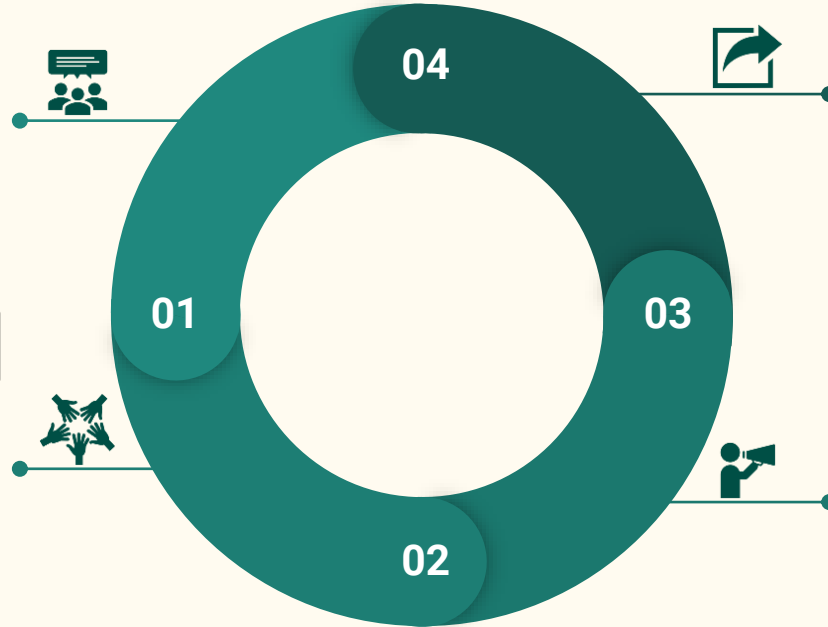
# Current state: key takeaways after 9 months

## Unintended Pressure

Senior leaders and managers in the office may send the **wrong** message

## Role of HR

Be in **lockstep** with the business and ensure **learnings** from this time are not lost



## Moving Forward

Create a **centralized** policy that allows for local **flexibility**

## Comms. Strategy

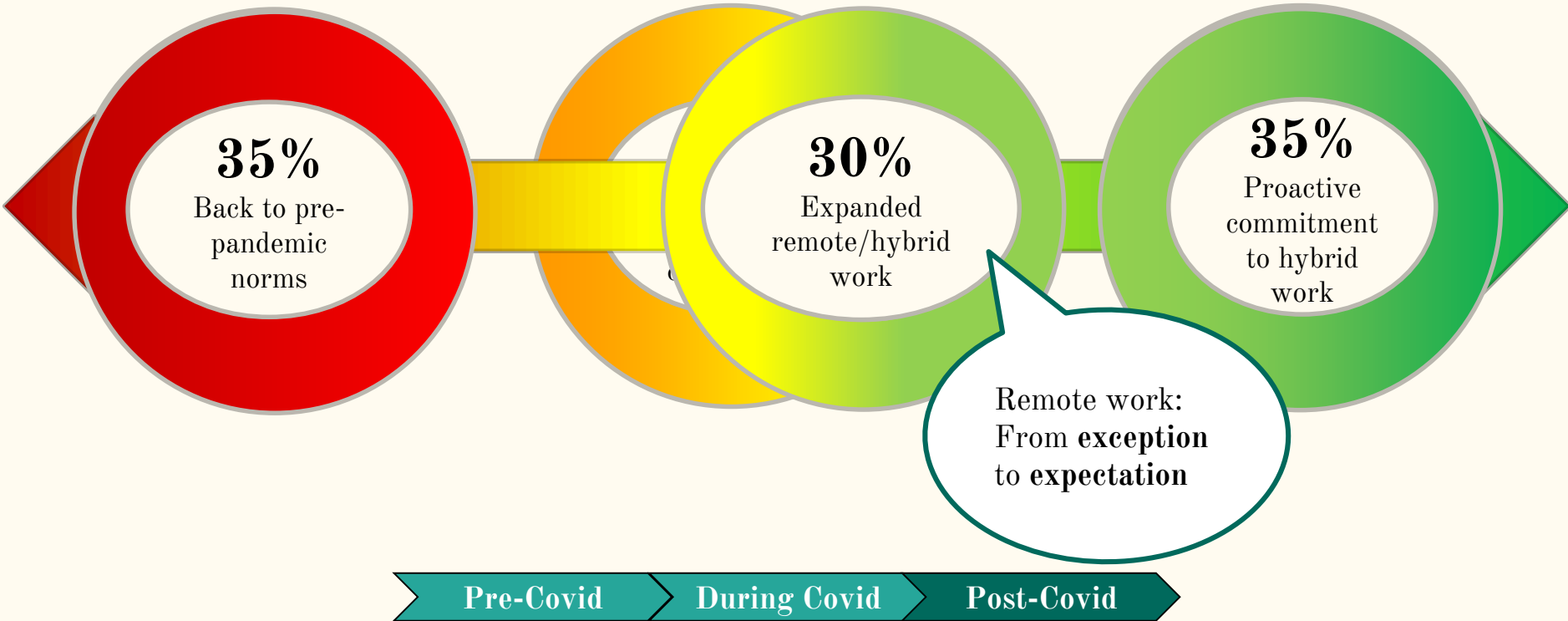
**Transparent** about the future role of the office

Pre-Covid

During Covid

Post-Covid

# Companies recognize hybrid work is here to stay



# Taking the plunge: what have companies started?

1

## Changing the physical space

- Transition office locations or office space
- Predict future office design & capacity

Reduce Real Estate Cost

2

## Running pilots

- Pilot hybrid work and/or different office configurations
- Use smaller physical sites, teams, or international locations

Gather long-term data on hybrid work

3

## Re-categorize jobs

Based on:

- Amount of time “in office” needed
- “Success” demonstrated through pandemic

Diversify talent acquisition strategy  
Transform workforce

Pre-Covid

During Covid

Post-Covid

# Looking ahead...questions for the long-term



1. How do we balance what employees want with business realities?
2. What additional data do we need to understand what “long-term” hybrid work looks like?
3. How do we ensure our approach does not create or exacerbate inequities?
4. How do we make sure we don’t lose the positive cultural gains from the pandemic?
5. When and how do we start communicate our long-term perspective and approach to our employees?

Pre-Covid

During Covid

Post-Covid

Thank you!  
Questions?

# Appendix

