Deloitte.

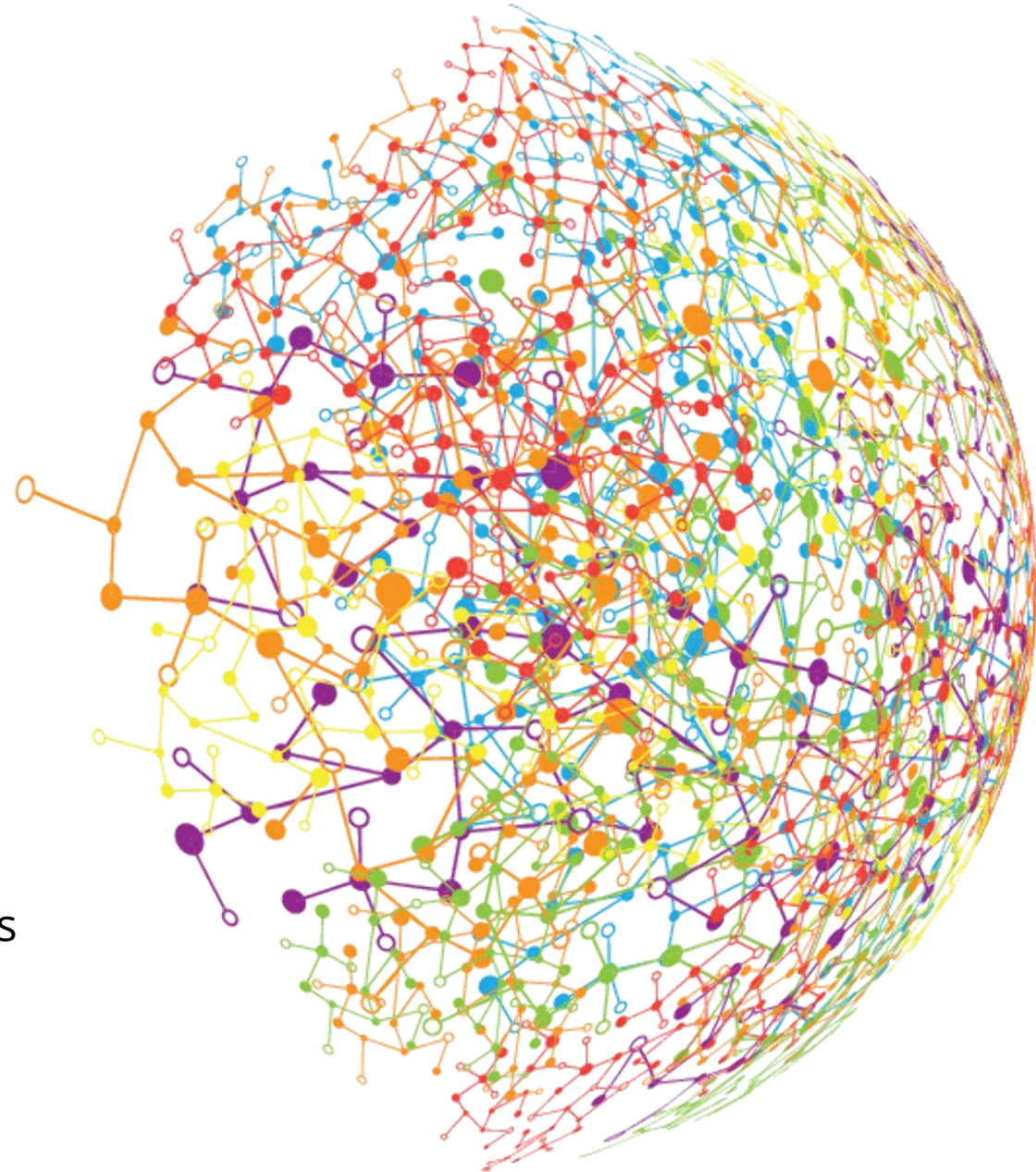# INCREASING ORGANIZATIONAL RESILIENCE IN THE FACE OF COVID-19

FUTURE OF WORK

Ways of working to sustain and thrive in uncertain times

MARCH 2020

Navigating uncertain times

ASSESSING THE IMPACT OF COVID-19

The rise of the recent coronavirus identified the need that enterprises must increase corporate resilience and help ensure community well-being by embracing virtual collaboration tools and practices. Recently your company may have decided – or will soon decide -- to perform all work virtually in response to the spread of the virus. What does this mean for your business? Is this a short-term anomaly or a long-term trend? How does your organization continue to work and create value in this new environment?

USING THE FUTURE OF WORK TO GAIN RESILIENCE

Companies that have previously embraced future of work practices are likely well positioned to sustain their operations and respond quickly to the demands of navigating COVID-19. In these companies, work, workforce, and workplace experiences are supported by an ecosystem of virtual resources, technology and behavioral norms that define work as a thing we do, not a place we go. As a result, these organizations can mount a holistic response under tight timelines as dictated by this unfolding epidemic.

DELOITTE'S EXPERIENCE

We are on the front lines adapting to this new environment just like our clients. We are rethinking where and how organizations respond to the epidemic. We feel it deeply and have visibility on what is happening in companies across most sectors and geographies. With this perspective, we wanted to share some practical ideas on what you as an organization, as a team, and as an individual can do in the short and long-term to adapt and progress in this dynamic environment.

Creating a response to the virus

Actions in these areas can assist in enabling organizational resilience and maintaining business operations virtually

Human-Centered Response

Engage with Stakeholders

Understand the effect of COVID-19 on employees and partners of the supporting organization. Provide direct support to groups that are most impacted. Create tailored solutions to help resolve the specific needs of each impacted group.

Promote Virtual Work

Expand virtual work capabilities using available tools and best practices that support collaboration, productivity and culture continuity. Consider responsibilities of individuals, teams, and leadership to help ensure success. Consider expanding technologies that underpin virtual collaboration. Use data to measure the success of your efforts and expand practices that increase performance.

See slides 7-10 for relevant guides.

Own the Narrative

Develop strong and consistent communication channels to employees and partners. Keep all stakeholders abreast of relevant health updates, local impacts, training, and desired cultural behaviors. Confirm messaging incorporates awareness of the impact on people as much as impact on business.

Increase Support for Help Desks

Understand that the workforce spans five generations and includes varying levels of technology fluency. Enhance virtual work support to enable new ways of working and support a comprehensive employee and partner experience. Create and communicate a support channel to flag and address compliance matters.

Drive Customer Communications

Structure macro and micro customer messaging on business response and impacts to them and train employees on delivery and channels. Create or enhance customer support channels to manage and overcome temporary disruptions.

Organizational Preparedness

Institute a Central Response Team

Coordinate efforts across the organization.

Monitor Regulatory & Health Updates

Monitor relevant health/travel advisories by geography.

Assess Market and Financial Impacts & Risk

Access ramifications of changes on profitability and investment, and develop contingency plans to mitigate them.

Build a Transformation Roadmap

Organize a set of now, near-term, and long-term investments and changes.

Continue to build Future of Work capabilities

In maximizing their response to the virus, companies can create resilience to future threats by applying future of work concepts and practices that are already under exploration

Start from where you are to expand virtual and remote working

Use the tools and practices that are already in place to **pivot to perform work virtually**. Use our guides to develop healthy and effective team norms.
See slides 7-10 for relevant slides.

Understand the capabilities you need to scale your digital work

Launch an **organizational digital assessment*** to develop a long-term digital vision for the company. Learn which tools, systems and practices are necessary to perform more work virtually, better.

Explore your people experience

Kick off a **people experience study** to understand what it takes to develop an amazing workplace for people and partners, no matter where they are located.

Apply what you've learned in practices, places, and technology

Use your learnings to **drive powerful new investments in technology, practices, people, and places**. Help reduce your risk of future threats and compete against the companies of the future.

Measure your success with data to help ensure continuous improvement

Measure value of the changes you make and share value stories with stakeholders. **Continuously improve** and fine-tune digital capabilities.

+ * Learn more about Digital DNA here

The destination: a transformation of your work, workforce and workplace

Each organization will likely need to pull three levers differently depending on their business in order to create the recipe for future resilience

WORK

In a digital world, **machines and humans will be enabled to do what they do best** independently and in concert with each other.

Companies will challenge the idea that work should be performed in a specific physical location by exploring ways to **digitize some or all work** through advances in robotics, iOT, cloud and other technologies.

As this automation drives efficiency, **humans will focus on innovation, creativity and problem solving**.

WORKFORCE

Future organizations will identify, **attract and engage people** with the right skills and experience to achieve its mission and purpose.

An organization will be made up of **many types of workers** and will engage partners and other key stakeholders anywhere in the world.

Continuous learning will support the upskilling needed across the workforce to address looming talent shortages.

WORKPLACE

The future workplace will **blend the physical and virtual environments** and will deliver a consistent employer identity to all types of employees, contractors and other stakeholders.

Personalized experiences will empower people to be their best, balanced selves.

Collaboration tools and platforms will **support dynamic work locations** and asynchronous collaboration. An **agile mindset** will be the norm, and organizations will value adaptability over procedure.

Making work portable across time and space

Digitize work to create dynamic, work-from-anywhere experiences

Level of Interdependence

Collaborative Groups

Individual Actors

HOW WE WORK ON-PREMISE TOGETHER

Work requires people to come together to collaborate at the same location at the same time to be productive and valuable
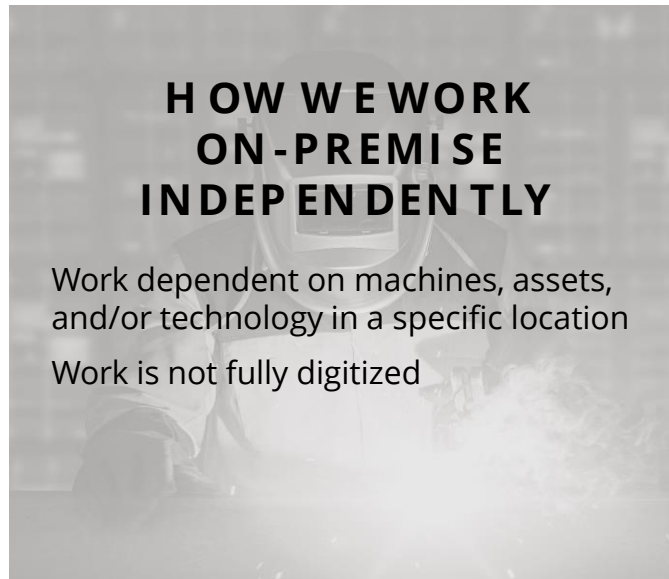
Work is not fully digitized

HOW WE WORK ANYWHERE TOGETHER

Digital applications and hardware allow people to collaborate from anywhere

Work space is optimized for audio, video, real-time collaboration and reliable connectivity

Intentional time set to collaborate

HOW WE WORK ON-PREMISE INDEPENDENTLY

Work dependent on machines, assets, and/or technology in a specific location

Work is not fully digitized

HOW WE WORK ANYWHERE INDEPENDENTLY

Productivity applications and robust end user hardware

Work anywhere with limited or intermittent connectivity

Embrace asynchronous participation

Fixed Work Location

Dynamic Work Location

Degree of Mobility

Remote and virtual work for individuals

The behaviors of an individual are vital to tightening communication and effectively collaborating virtually

COMMUNICATE OFTEN

Establish open lines of conversation, including frequent communication with your team and open communication with your client(s).

Dedicate time in your day for informal social interactions.

WORK EFFECTIVELY

Designate a workspace for focus in your home.

Establish a routine that works best with your schedule.

Block "working time" in your calendar as needed.

EMBRACE TECHNOLOGY

Utilize technology tools for collaboration:
- Virtual meetings and video conferencing
- SMS and messaging applications
- Virtual workspaces

Communicate over the phone, especially when email and IM are not sufficient.

BE ACCESSIBLE

Remain contactable via phone and through other technologies.

Be "visible"; proactively check in with your team and let them know you're available.

Don't be afraid to "power down" at the end of the day.

MANAGE EXPECTATIONS

Regularly review your performance with team leader.

Seek logistical feedback; double down on practices that work for your team.

GENERAL TIPS

Be ready to offer support to employees with varying degrees of technical knowledge to optimize and set up their environment for success.

Tips: Setting up remote work for teams

EXPECTATIONS

Team Leaders should review and update team member responsibilities, ensuring the clarity of roles and objectives while working remotely.

Discussion should include being reachable, responsive, and dependable.

COMMUNICATION

All team members are responsible for ensuring open and consistent communication occurs across all team members, resolving conflict and potential misunderstandings in an effective and timely manner.

Overcommunicate, since distributed working initially requires a degree of overcommunication to make sure everyone is engaged.

VIRTUAL TECHNOLOGY

Utilize technology tools for collaboration:
- Virtual meetings and video conferencing
- SMS and messaging applications
- Virtual workspaces

Use the right channel to ensure your message is received – sometimes phone is more effective than chat; sensitive or personal matters should be 'face-to-face'

CHECK-INS

Team leaders should plan consistent check-ins to discuss pain points, what's going well and what to build further on while working remotely. Mental health and project satisfaction should be closely monitored as remote work becomes more prevalent.

RISK AREAS

Ensure all practitioners are familiar with relevant policies including local geography confidentiality and computer and data security policies.

Provide necessary technology solutions (e.g., laptop, cell phone, home network, VPN/encryption) where not yet available.

GENERAL TIPS

When organizing meetings, be considerate of attendees from different times zones.

Ask professionals to share their ideas and tips on how to continuously provide excellent service to clients while working remotely

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Tips: Embracing remote work for managers and leaders

ROLE MODEL

Leadership should role model best practices.

Enable remote working and value what it enables for individuals and the enterprise.

Work remotely to understand and empathize with remote employees.

PERFORMANCE

Challenge the widespread perception that "face time", "presenteeism", or visibility in the office equals productivity performance.

Provide immediate feedback if things do not go well; help prevent the development of bad habits.

MEASURE SUCCESS

Engage in continuous performance management.

Proactively check-in with team leaders to provide and receive feedback.

CULTURE

Accept that the success of remote working will be the shared responsibility of employees, managers, and leadership.

Encourage remote workers to disengage at the end of the work day and maintain an appropriate work-life balance.

TECHNOLOGY

Leverage ever evolving collaboration tools and technologies to effectively work as a team when working remotely.

Don't be overly prescriptive – allow each team to define their own approach within company guidelines.

MANAGING EXPECTATIONS

Recognize expectations of external and internal stakeholders, as well as those of each team and individual.

Understand and communicate that a relationship of trust, respect, open communication, and clearly defined deliverables is imperative for success.

Tips: Create successful virtual meetings

BE MINDFUL OF AUDIENCE

Consider who you invite to meetings, whether they are required to attend, what their time zone is, and who is working outside normal working hours.

Ask all attendees to be courteous to fellow attendees by joining the meeting on time.

BE PREPARED

Send relevant materials in advance, designate a meeting coordinator, and troubleshoot any technology issues ahead of time.

Ask all attendees to use headphones and screen shields if their location is not private.

BE INCLUSIVE

Encourage all attendees to participate in the meeting by leveraging their varied strengths and learning styles.

Encourage attendees to share their ideas.

Identify and address accessibility issues.

Distribute call notes after the meeting.

BE INTERACTIVE

Establish ground rules that encourage interaction and engagement, including inviting questions, incorporating polls, stopping to check in for any questions or technology issues (i.e. bad connection).

Minimize the meeting duration and maximize the value of interacting on the call. Ask attendees to avoid multi-tasking.

BE COLLABORATIVE

In a virtual environment, differences in opinions or approaches can be amplified. Make a concerted effort to invite, listen, and respond to different perspectives.

Let attendees know that collaboration can, and should, continue after the call ends, being clear on the proper channels for follow up points and action.

BE "PRESENT"

Video is the next best way to engage teams and stay connected—no matter how far apart you sit. When using video, attendees are more likely to turn off distractions, focus on the discussion, and be more engaged.

Address typical concerns with video meetings, including the need to be "camera ready" or hide the environment.

Ideas to (re)imagine the future of how you work independently and together in teams

HOW I WORK (INDEPENDENTLY)

Imagine if you could work from anywhere, at any-time on your personal or work device(s).

Imagine if your role on every decision that your team makes was clear to you and others.

Imagine if you could spend almost no time searching for information you need to get work done.

Imagine if you could see other work that had been done to learn from it and make sure that you do not repeat the effort.

Imagine if you could automate some of the routine, boring work you do.

Imagine if you could be the champion to help transform how your company works to drive faster innovation and ensure the long-term success of our company.

HOW OUR TEAM WORKS (REAL TIME)

Imagine if every meeting had a shared agenda that was followed.

Imagine if the meeting notes from every meeting were available to the team directly after the meeting was completed in a shared format.

Imagine if everyone involved in a meeting could see each other to better communicate through visual cues.

Imagine if your team wasted no time getting collaboration technology to work.

Imagine if status reporting type meetings were cancelled and moved to a non-real time channel.

Imagine if it was clear which decisions needed to be made, who owns those decisions, and who contributed to those decisions.

HOW OUR TEAM WORK (ASYNCHRONOUS)

Imagine if your team had one virtual place to share ideas, content in a persistent, contextualized space.

Imagine if you could create a shared collaboration virtual space that can include employees, agents, partners, and customers.

Imagine if you could get quick answers from your team and accelerate your team's ability to deliver results.

Imagine if you could integrate other mission critical systems and applications you use into one user experience.

Imagine if when you joined a new team that you could see the history of the conversations, decisions, and content to get productive quickly.

Imagine if you could get a quick response directly from the right person, without having to go through layers of hierarchy.

Dive deeper with Deloitte
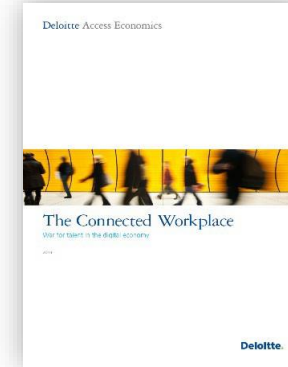
ADDITIONAL LINKS:

Digital DNA

Future of Work

Human Capital Trends Report

If you would like a copy, please reach out

Learn more

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