RESET ROUNDTABLE

A DISCUSSION FOR LEADERS
IN LEARNING & DEVELOPMENT

*Observations and conversations about the future of work
in a post-pandemic world.*

hosted 05.27.20 by **Advantage Performance Group**

46 participants across 25 industries

SILVER LININGS and STRATEGIES
*for restoring a rhythm
in a new and different future*

We didn't anticipate it. Who could have?

But now we're faced with one of the

biggest socio-economic challenges of all time.

WHAT ARE YOUR

SILVER LININGS

and unexpected opportunities?

"Moved to virtual learning much more quickly than expected"

"Dinners with family almost every night"

"More time for personal development"

"Connecting with more people online without having to travel"

"Laundry gets done!"

"Employees' ability to rise up, generate new/different ways of doing things"

"Innovation!!"

"The idea that people can't work from home effectively has been completely disproven"

"Remote work opportunities"

"NPS (net promoter score) has increased in our contact centers by 12%"

"More inclusion with remote teams"

"Greater emphasis on mental health and well being of employees in both remote work environments and going forward"

"People are more vulnerable and authentic"

"Companies FINALLY seeing the upsides to wfh (working from home)"

"Time for long walks in the morning (instead of a commute)"

"My family eats dinner together again!"

"More intentional engagement with my team"

"Work-life harmonization"

"More humanity apparent in virtual conversations with leaders"

"Deeper relationships with team members"

"More true connection with my team"

"The resiliency and creativity of our team, and the empathy we are bringing to our clients"

"We can perform many business processes from home"

"Better utilization of individual talents, knowledge and skill across the organization"

"Being more intentional and deliberate on a daily basis."

"That the business is more ready to embrace e-learning and remote learning which they were very resistant to prior"

"Losing the commute time has meant more meditation time in the am and more home-made, family dinners in the pm."

"Zoom and the connections it has brought - seeing the personal side of leaders as well (kids, pets, background choices, etc)"

"Professional - forcing team to up their technical skills. Personal: more family time instead of commute time"

"People feel better connected to leaders because of the intentionality of communication from the top"

"Personal productivity up"

"Fewer distractions from office interruptions"

"Decreased silos, increased speed to decisions"

"Enhanced relationships with colleagues, rapid learning together"

"Greater productivity from all"

"Online collaboration works"

"More office space for people who actually have to be in the office"

"Redefining how leaders lead"

"You can teach old dogs new tricks!"

"My kids have started to make me lunch. Role reversal!"

"Intentional connections"

"We did a check-in survey and for the most part people believe in the company, their teams and the leadership decisions and behaviors through COVID-19"

"We are much more intentional about communication with our teams that they are more engaged"

"Demonstrating the reality that remote work is possible and folks CAN thrive and bring value to the organization"
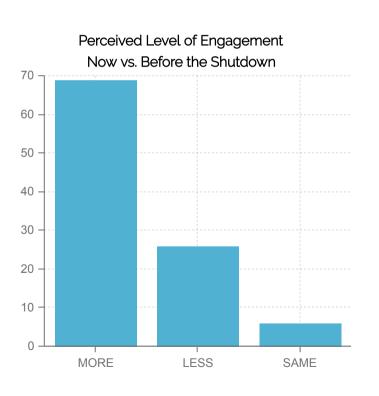
"Our organization is much more agile than they imaged."

"Acceptance that remote work is just as or more efficacious than in person"

"Amazing what can get done with real focus"

"Equal footing for those who typically call in remotely with those formerly in offices"

POLL: HOW HAVE YOU SEEN ENGAGEMENT BE AFFECTED SINCE THE START OF THIS CRISIS?

Perceived Level of Engagement
Now vs. Before the Shutdown

69% said engagement has **INCREASED**

25% said engagement has **DECREASED**

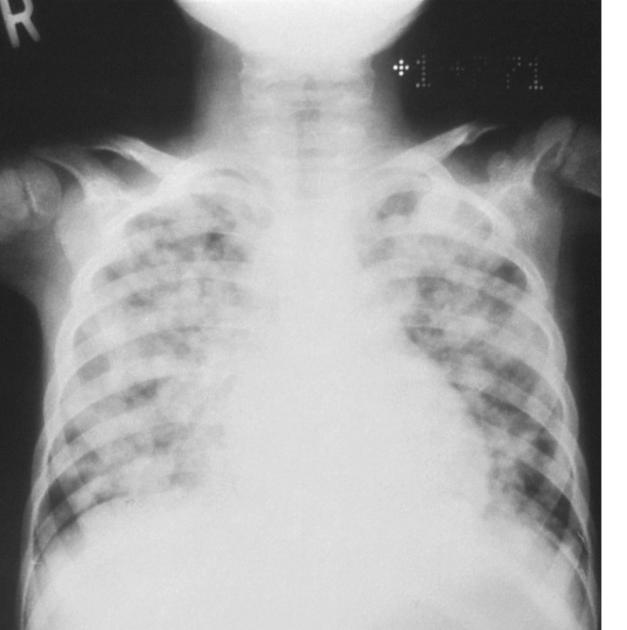**6%** said engagement has **NOT CHANGED**

WHAT ARE SOME OF THE

INITIATIVES and PIVOTS

YOU'VE HAD TO MAKE

and the results/lessons learned?

PIVOTS IN
HEALTH CARE

A children's hospital took in children from other hospitals to free up beds for COVID-19 patients.

There is widespread acknowledgement of "hero" health care practitioners going above and beyond and a need to support them. Physicians embracing **telehealth**. Some hospital employees being **furloughed**.

Pivots in learning from instructor-led to **100% virtual**. Leaders were hesitant about virtual before, but trending toward keeping training at **90% virtual** because of success.

Teams demonstrating **unexpected dexterity** in transferring to digital and virtual in very short order.

Many health care professionals who were **not accustomed** to working remotely are now successfully using Zoom, Microsoft Teams.

Learning leaders had to pivot to get people up to speed on the technology. That **went well**, even **better than expected**.

One health organization has been doing new leader orientation virtually and **1,500 virtual training classes** per year.

PIVOTS IN THE **CORPORATE** WORLD

*"Rethinking everything energized teams to **bust through the status quo** and be allowed to **take risks**."*

"Not 100% perfect" is absolutely okay now. A **2-year plan** was executed in **3 weeks**.
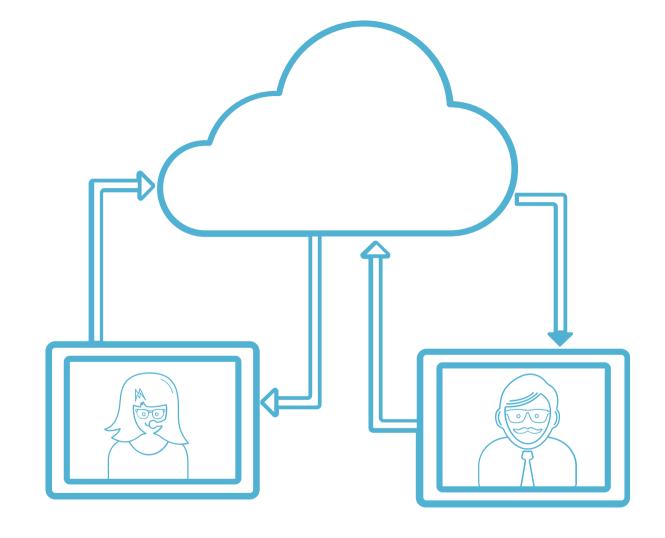
Another conversation was about **being relevant**. We couldn't continue with our path (corporate learning) because we would have just been noise to our participants. Leaders don't need to hear things that aren't relevant today.

Team regrouped to focus more on **immediate needs**, **health, wellness, meditation**, which they would have never had on their list.

Succession and **contingency planning** are being focused on with a new sense of urgency.

Learning & development in this new working environment centers around **2 things** that resonate across industries:

1. **Making it more personal** - concierge services, personalized face-to-face Zoom meetings, *everything's just more personal these days*; and
2. **More bite-sized learning opportunities.** It's no longer about *"can we get people together for hours?"* but it's that bite-sized learning, it's the toolkit that gets tools to them *just in time when they need it.*

There has been a shift in **readiness**. Teams were more ready for virtual learning and stepped up to the plate.

Recognition that **e-learning** is at its time.

Pause in implementing new learning systems created an opportunity to rethink the best way to do that. **More demand** for learning, especially **more frequent** but **shorter** learning experiences.

A realization that remote work is possible, and **more people** can do it than we thought.
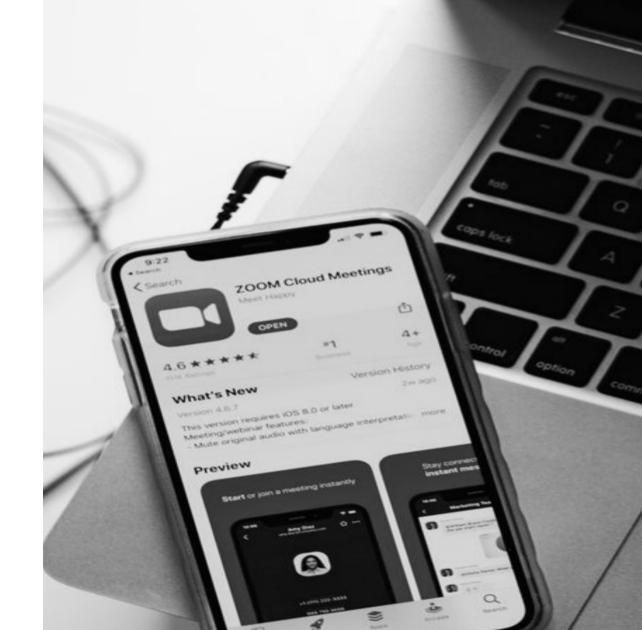
Mix of **time zones** in virtual world brings opportunities for **larger** and **more diverse groups** to connect and learn with each other than would have happened in the past.

Senior leaders declaring there would be no anticipated layoffs helped calm one organization so its people could refocus without that anxiety.

There has been a wave of communications about "phases" of return. Everyone is asking for more details.

Manufacturing company loves drop in travel costs, so it has shifted its thinking about what is and isn't important to do in person.

Just because we've changed the way we work (to virtual) *doesn't mean* we need to completely change the core skills being taught.

Global IT industry: Chaotic to begin with particularly in Ireland for the first 24 hours of quarantine; lots of anxiety in Italy and Spain about lack of access to family.

Moving anyone who could be remote going well, but we needed to reduce traffic for those who had to stay on site (production, warehousing).

Of 1,200 employees in health organization, about 35% were working remotely prior to virus. Officially all remote now. Did it in about 1.5 weeks, very proud.

IT built new site to answer tech questions, internal newsletter on how to build connections and relationships.

There was a lot of anxiety at first, but now everyone is accepting that **continued CHANGE is coming**.

Working remotely is a **positive experience** for many, even traditional call center roles are measurably more productive – taking more calls *(construction industry)*.

Senior leaders are embracing **video calls** and pivoting quickly to **digital learning**.

We **shifted** redeployment and we're **cross-training people** to do different things.

We **redesigned** learning courses to be more **virtual** with **situational leadership**.

Deployed a **survey** to understand where to focus for learning and working from home, and **what employees need**.

New opportunity to **get executives involved** and providing input to the learning content, converting to apps, hosting a leadership lecture series.

Not hiring as much so **redeploying** and working on writing better **job descriptions**. Pivoted to HR educating people on how to keep engaged using **new tools**.

Will launch **new mission** and **values** at a **virtual town hall** next week. Mailing out swag box, asking everyone not to open them until town hall.

The big piece was connecting, added **Zoom** town halls, from IT logistics of **3,000 on a call** was tricky.

was tricky.

YOUR PLANS/TIMELINE FOR A

RETURN to WORK

or *more precisely*, a return to OFFICE since many people *are* working

*and the **challenges** you face?*

We're calling it "Return to the Building" or "Return to the Community" or "Return from Home" because we are already working. Everyone has been working harder than ever.

We're actively engaged with members in the community. Do we want to put them back in front of people? We're **very cautious** and not trying to rush it. The CEO is itching to get back into the building, but we are slowing him down.

We have **medical experts** on the leadership team. Focus is to **slow down**, talk through data. Anticipate not going back until July at earliest, but medical experts are concerned about rebound and pushing caution. Maybe they will bring 10% in. We are doing fine working from home, so why rush it?

We're on a staggered schedule depending on cities and states. "Return to Studio" is what we are calling it. Local committees are working in each studio. Shanghai office is already all back, so they have a lead on how it will work.

Where does it make sense for us to be in person? Use data and think about where and why we work in certain conditions. We can get smarter about this.

Not being very aggressive. Work from home is so successful, so many unknowns, possible uptick in the fall. July will be earliest but not in a rush. Being strategic in capacity, have a new facility but not rushing to get into it.
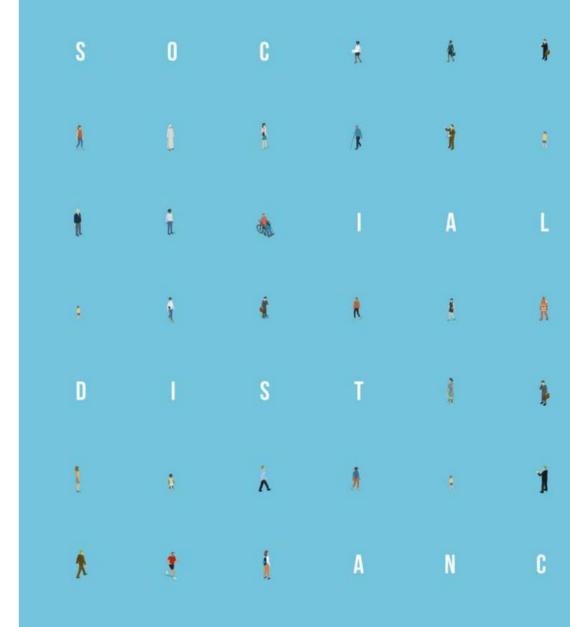
THE RETURN TO OFFICE

INDUSTRIES REPRESENTED INCLUDE ARCHITECTURE & DESIGN, BIOPHARMA, CONSTRUCTION, DIGITAL MARKETING, E-COMMERCE AUTOMOTIVE SALES, ENERGY, FINANCIAL SERVICES, FINANCE, FOOD MANUFACTURING - PRODUCT DEVELOPMENT, GLOBAL MANUFACTURING, GROCERY, HEALTH CARE, HR CONSULTING, INSURANCE, INFORMATION TECHNOLOGY, MANUFACTURING, MEDIA, MEDICAL DEVICES, PERFORMANCE EXCELLENCE, PROFESSIONAL SERVICES, RESTAURANT, REVENUE CYCLE, STAFFING, TECHNOLOGY & COMMUNICATIONS, TRAINING & DEVELOPMENT, VARIOUS - LIFE SCIENCES, DIAGNOSTICS, WATER QUALITY, PRODUCT IDENTIFICATION

We're now considering for those in administrative roles, we're likely to continue with the remote work strategy for many and looking at the financial savings that we can realize from that.

People in **big offices** were the ones most affected. We're following **local guidelines,** quoting out **new panels,** hallways **one way**, posters, stations for standing in line for coffee, limits in conference rooms ...

July–August will be **33%** back at the office, a handful can't work from home anyway. **September-October** will be **66%**, and **November-December** will be **full**, but we know that there may be spikes (in infections) so they need to be able to switch back and forth more easily (home to office). **Occupancy** is driving the discussion.

Who is eager to go back to the office and who is not? **Younger workers** feel they need network surrounding them more than seasoned leaders. **People pushing to get back is a younger demographic.**

In one health care organization, **telehealth** activity has increased from **25-250** sessions per day to **6,000.** Physicians were skeptical at first but have embraced it.

One organization is likely to save $15 million a year by reducing rooftops and moving to more of a collaboration/hotel/nomadic use of office space.
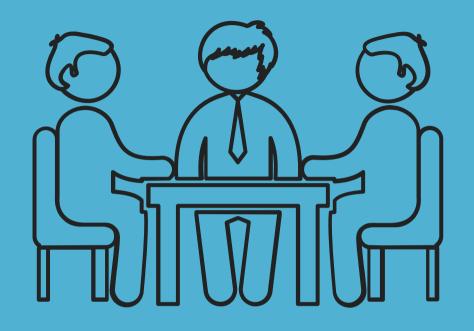
Another is using a context canvas to get leaders thinking about next 90 days and beyond.

There is a primary focus on safety for employees and customers.

Big shift to remote. Still figuring things out.

For global organizations, one size does *not* fit all. Different countries have different rules and so the strategy needs to take that into account.

Bringing managers back after July 4 and phasing in employees after Labor Day

Upcoming **union negotiations** now include questions such as:
How many people can be in a room? How long can they be together?
The intensity and complexity of those conversations are a challenge
as well as managing the physicality of coming back.

STAY SAFE

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DEFINING A

NEW NORMAL

Even though we know there will be masks *and* distancing *required, actually* getting there*, and actually* feeling it*, people will still need to work through that and perhaps be raising some new and interesting questions along the way.*

COVID-19

Perspectives are shifting re: work-life balance. There is more interest in working from home.

All exempt staff given an option of 20% pay cut or multiple weeks of furlough. It's a delicate and deliberate process and will be slow, rotating people in/out likely after July 4.

Sharing a building with other businesses so not only coordinating within their space but also with other tenants crossing in common areas, elevators, etc.

Building plans/policies for temperature monitoring, masking, etc. Establishing "movement patterns" for office space
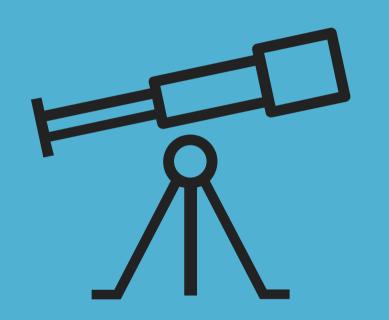
Clinical, hospital, command center, 45,000 coworkers, redesigning learning, making people stay safe. Looking to return mid-August. Open dialogue about emotionally how we are feeling during this experience, missing community.

Some will return to the office or facilities, gradually as needed, based upon role, leaders making these decisions.

Care sites: PPE is monitored closely; all are masked and have eyewear even if not providing in-patient care.

Furloughed workers: unique to the function and role, it is grey now, it will correlate with finances, many considerations. Some transition processes are being figured out.
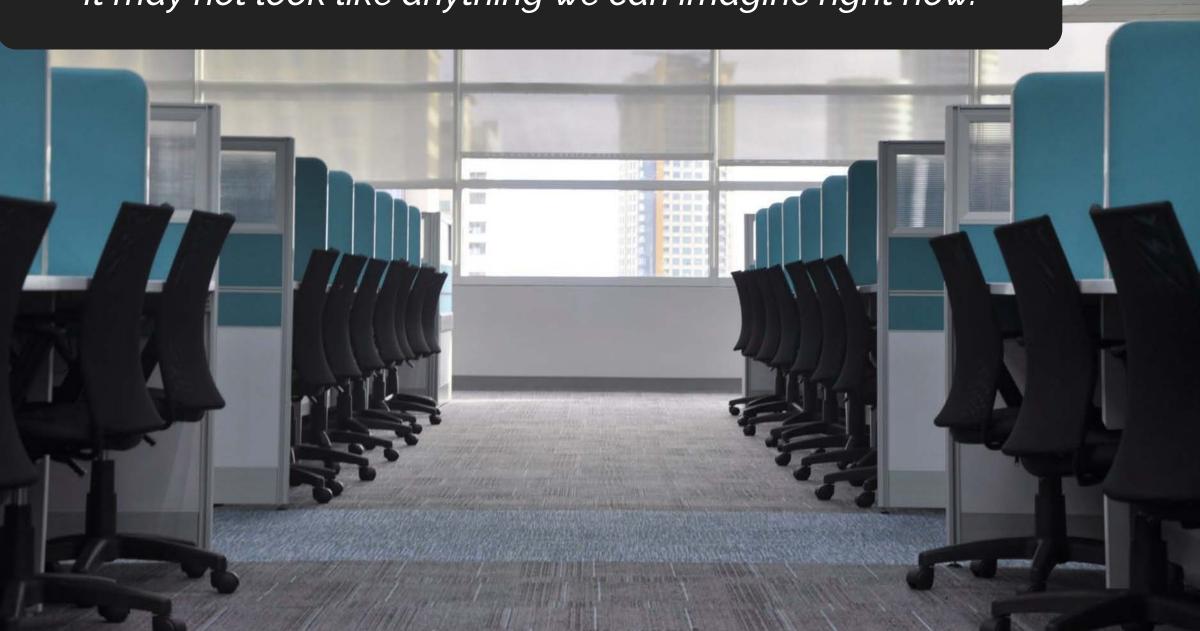
*"The **NEAR** suddenly become the **NOW**, and the **FAR** became the **NEAR** because of how quickly things are changing and escalating."*

- Jeff Button,
Chief Culture & Talent Officer
Bon Secours Mercy Health

THE **FUTURE** OFFICE

"It may not look like anything we can imagine right now."

WORKING FROM WHERE?

Where do you really need to work? What is the inherent bias about work that might exist within organizations and how are people looking at that? There is a conversation going on at this **intersection of HR, finance, and commercial real estate** looking at **where do you really need to invest?**

What will happen with companies that pay **large stipends** for people to live in very expensive areas? People might not need to live in those very expensive areas any more. They can work remotely. It will be interesting to see how that affects **employee engagement, employee morale** and **the movement of people.**

"It begs the question - not, "*When* should we go back to the office?" It should be, "*What is the advantage* to the company in bringing workers back?"

"Necessity is not only the mother of invention, it is the breaker of bias and preconception."

- Craig Robinson,
Senior Specialist
CHOC Children's

REACT...   RESPOND...   RECOVER

2020

Next steps

*Explore our **webinar series** on pivoting together in challenging times at **apg1.us/pivot** and additional free resources at **apg1.us/free***

*Contact Advantage for ideas on going virtual or virtual/live with learning & development or visit **apg1.us/virtual-solutions***

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