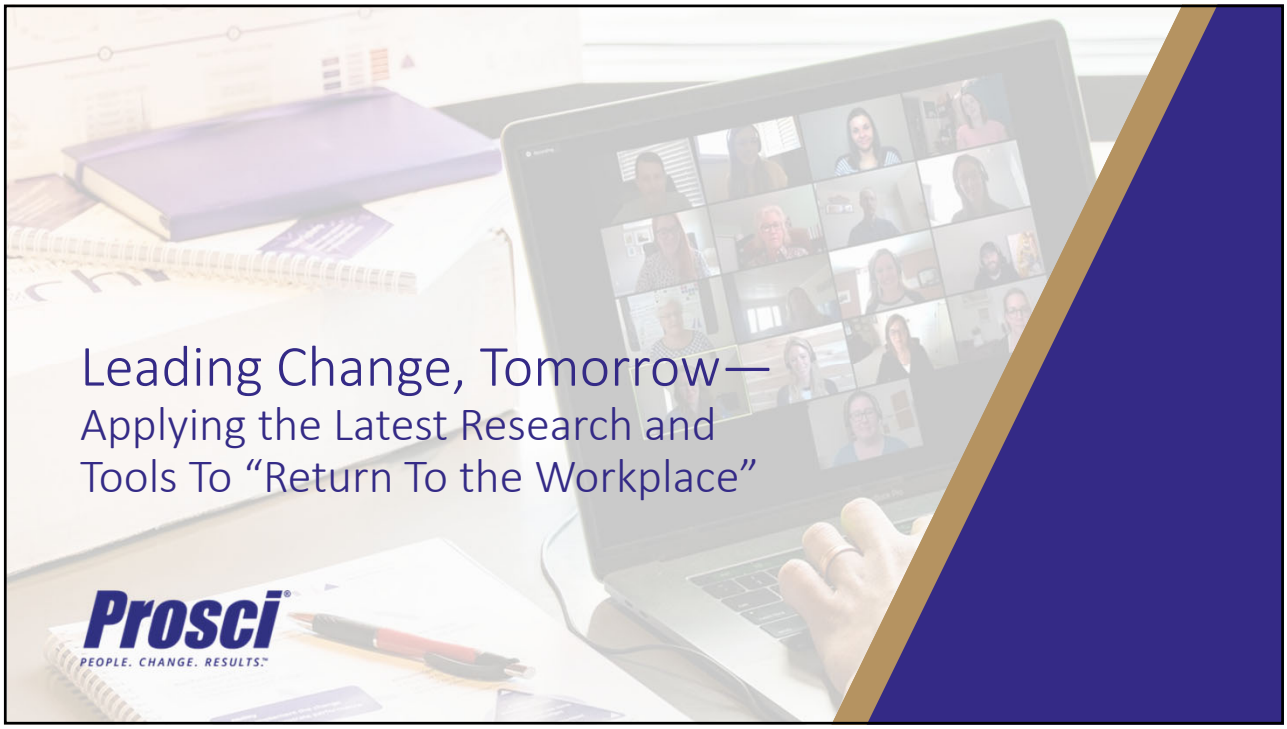

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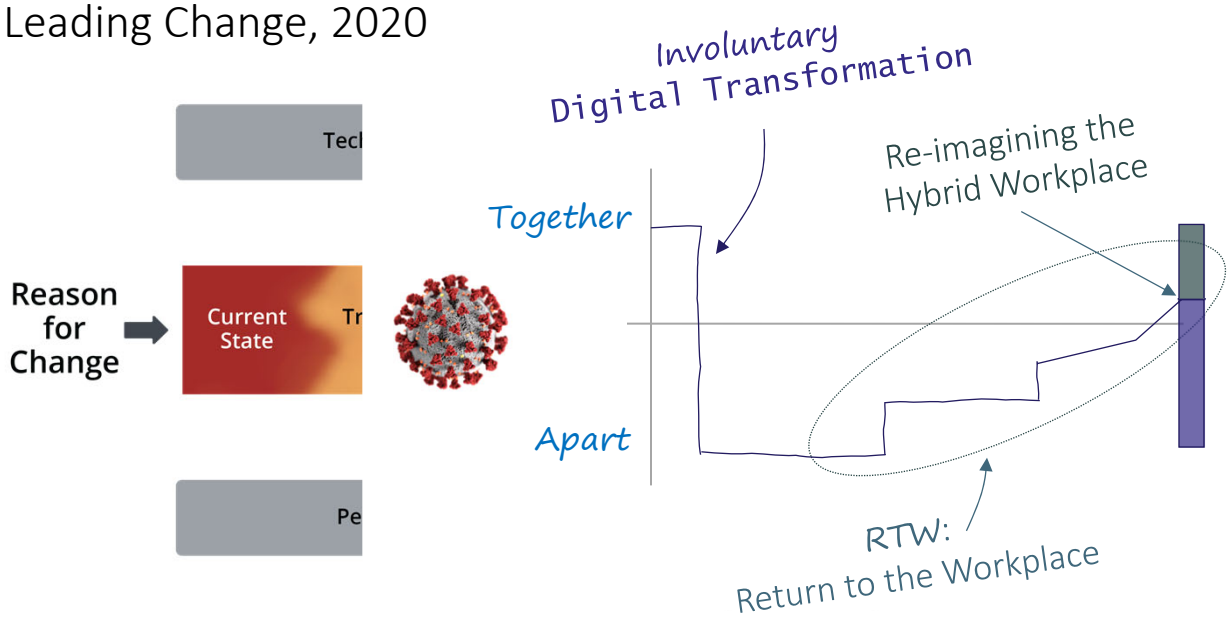
Leading Change, 2020



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https://blog.prosci.com/managing-change-in-our-re-imagined-workplaces

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Leading Change, ~~Today~~ Tomorrow

Workplaces are changing

Organizations are changing

Change is changing

How are you going to adapt and adjust how you lead change?

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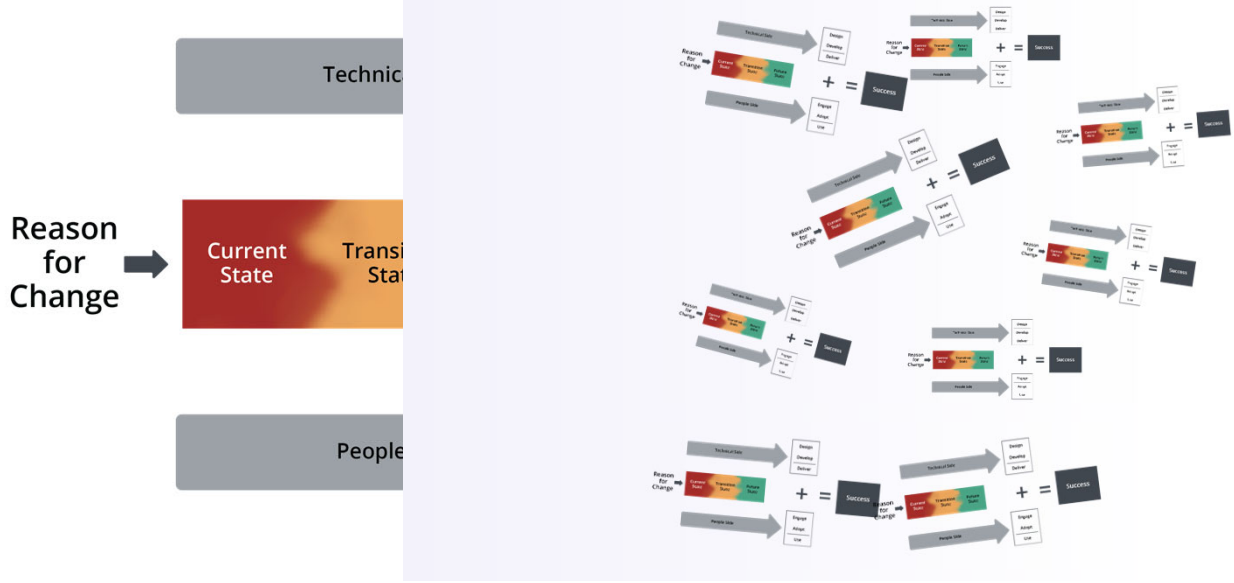

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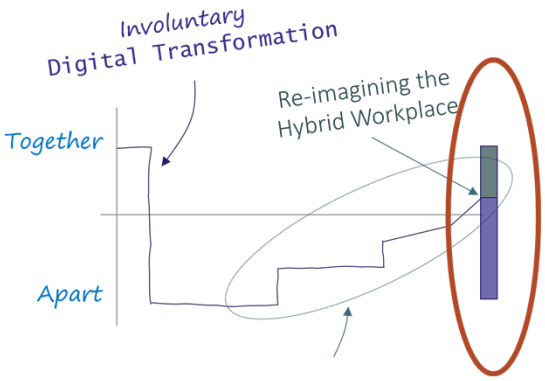
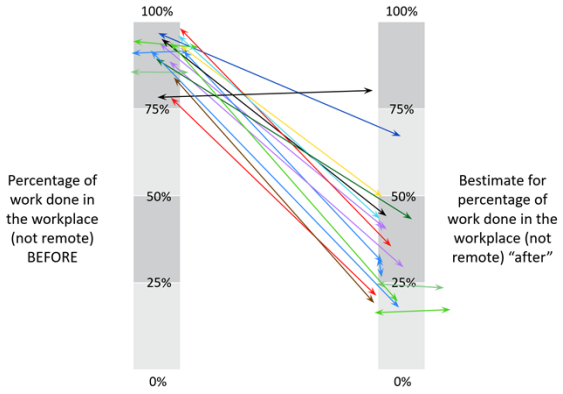
Not All Work That Moved Off Premises is Coming Back On





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Re-imagining the Hybrid Workplace # -

How much of the work at your organization was done <u>on premises</u> BEFORE the pandemic?

What is your best estimate for how much work will be done <u>on premises</u> AFTER?
(and I mean post-vaccine after)

90 -25
100 -80
90 -60
95 -50
100 -50
80 -40
100 -100

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https://www.prosci.com/resources/webinars/return-to-the-workplace

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Re-Imagining the Hybrid Workplace

	Before Pandemic	After
Average percentage of **on premises** work at my organization:	87.8%	44.0%
Would say "**90%-100%** of the work at my org happens on premises"	64%	5%
Would say "**50% or less** of the work at my org happens on premises"	3%	69%

n=396

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Hybrid Work Variations

Examples of 50% on premises work week

M	T	W	R	F

Shift

M	T	W	R	F

Split

M	T	W	R	F

See-Saw

M	T	W	R	F

Self-Select

M	T	W	R	F
8				
12				
4				

M	T	W	R	F
8				
12				
4				

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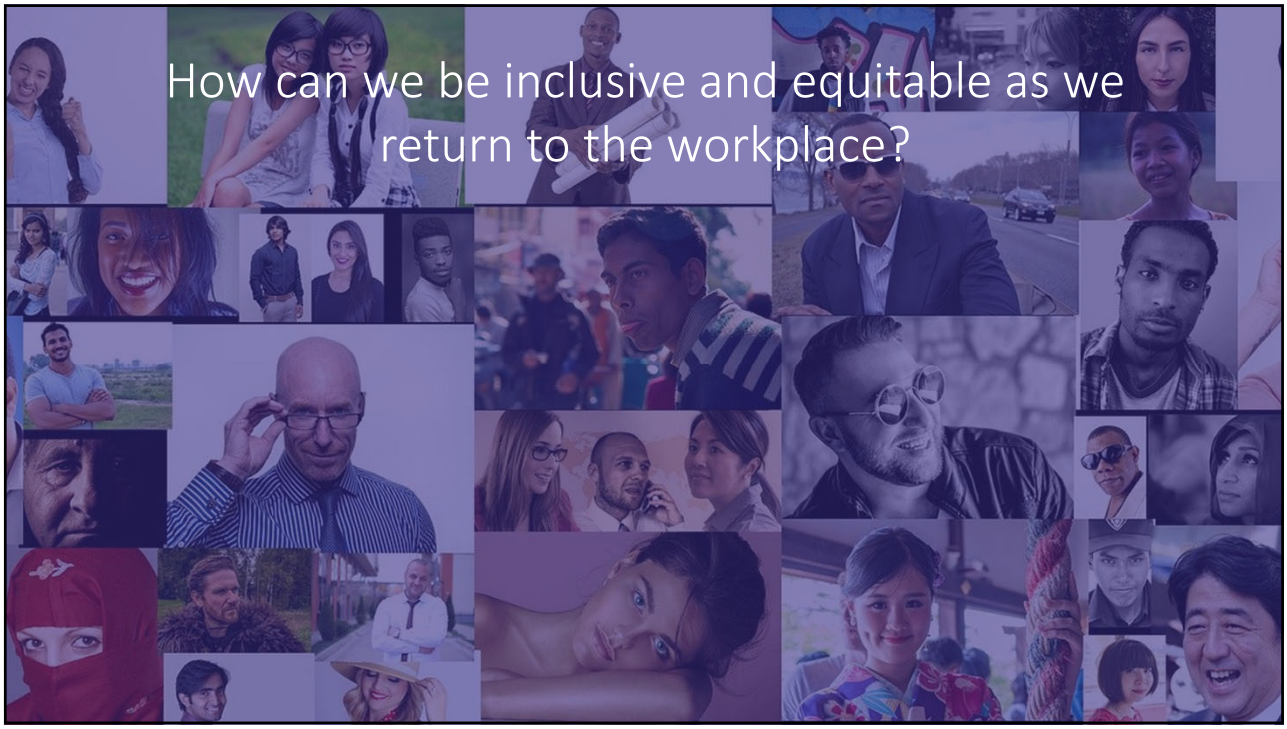

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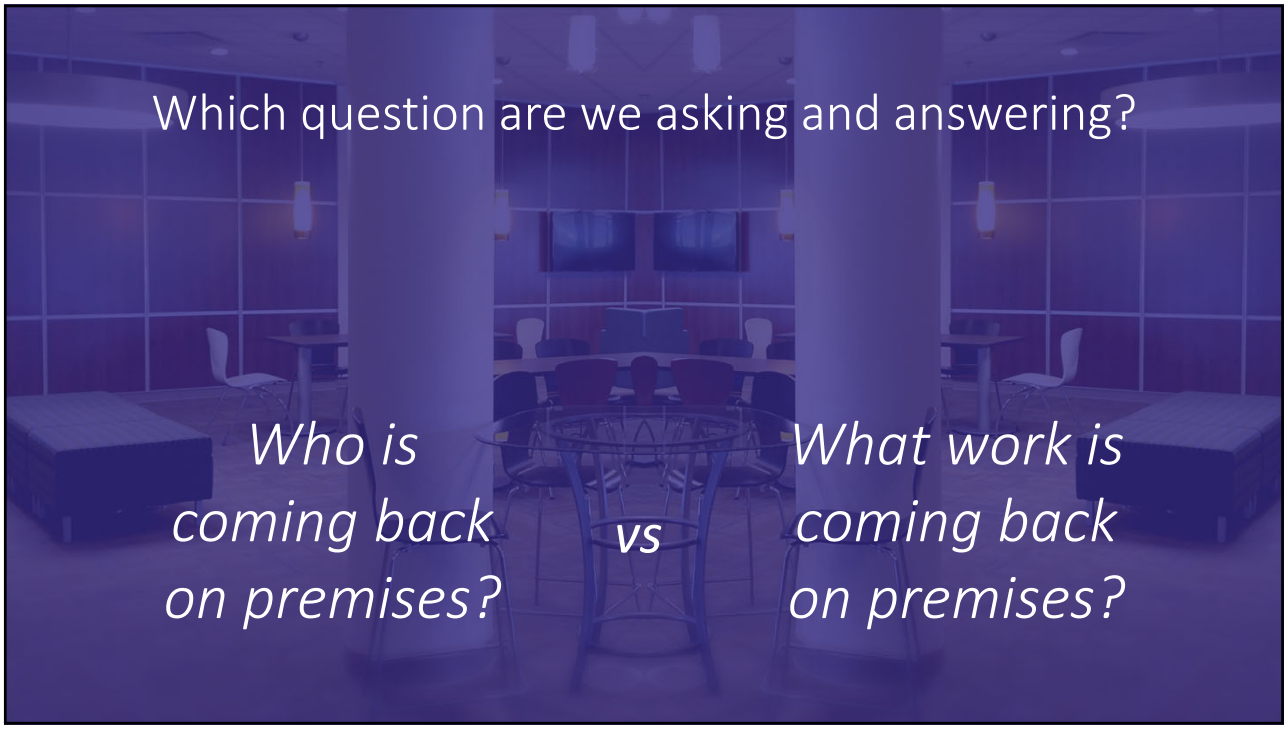

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How are you going to adapt and adjust how you lead change?

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Changing Aspects of the Hybrid Workplace

Poll Everywhere
Participant Responses

Hybrid Workplace OS

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Top themes: What specific aspects of the organization will need to change going forward to accommodate the hybrid workplaces of the future?

Space - strategic workspace configuration, facilities management, re-imagining real estate, renovation, hoteling, home-office ergonomics, cleanliness, sanitation, mask protocol, social distancing, Scheduling use of space - managing capacity maximums and square footage, registration and reservation of shared space	**Culture** - supporting and protecting culture, building new culture and connection remotely, new mindsets and attitudes, build trust remotely	**Expectation Management** - availability, boundaries, flexible work policies, outcome measurement, goal setting
Technology - switching paper and in person to electronic, unique technology needs in the hybrid workplace, address technology needs for home-office, support IT Security and Bandwidth	**Engagement** - actively managing engagement, finding ways to connect, team building via technology, virtual facilitation tactics and skills, remote collaboration	**Communications** - strategy for remote workforce, creative communications, various virtual channels, on-screen protocol and expectations
	Hybrid Engagement - if anyone is remote manage the meeting as remote, unique hybrid technology needs to bridge the in person/on screen divide, engagement of the still remote	**Training** - rethink training and learning methods and delivery
		Hiring - recruiting to access global talent with remote opportunities, hiring and onboarding virtually

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Leadership

How might leadership need to show up differently in a hybrid world?

What specific leadership competencies are needed more (and being pressured) in a hybrid workplace?

For example:
How have the competency needs shifted since the 2019 list Gartner produced?

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Engagement

How might we encourage and enable engagement in a hybrid workplace and in creating the solution?

Research Results: Engagement Challenges

1. Building relationships and trust remotely
2. Addressing fatigue, particularly virtually
3. Gaining focus and priority
4. Overcoming virtual hurdles
5. Accommodating for culture

Research Results: Engagement Adaptations

1. Bring intentionality and focus to how you connect
2. Adapt communication approach
3. Create shared expectations, frequently
4. Plan fun activities to connect in various ways
5. Celebrate milestones together

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Culture

Which aspects of your culture are under pressure from the pandemic response?	Which aspects of your culture can be leveraged to support your pandemic response?
Which aspects of your culture will be changed as a result of the re-imagined workplace?	How will you re-imagine and build the culture you need to succeed now and post pandemic?

How might we build, nurture, protect, share, and leverage our culture in a hybrid world?

How will you shape the impending involuntary culture change?

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Given the uncertain times today and emerging hybrid workplace OS of the future,

how might we better prepare, equip and support o u r p e o p l e through the changes they are experiencing?

1N73LL1G3NC3 15 7H3 4B1L17Y 70 4D4P7 70 CH4NG3.

Stephen Hawking

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Change Context

Hybrid Workplace

Status of changes

Types of changes (RTW and RTW changes)

People-dependency of the portfolio

Change Craft

What are the challenges and adaptations in a hybrid workplace for:

Deploying Responsive Change Management

Engaging Those You Work With and Through

Enabling Sponsors to Fulfill ABC Roles

Enabling People Managers to Fulfill CLARC Roles

Leveraging a Change Agent Network

Applying a Structured Approach and Methodology

Measuring Change Management

Encouraging Employee Engagement and Participation

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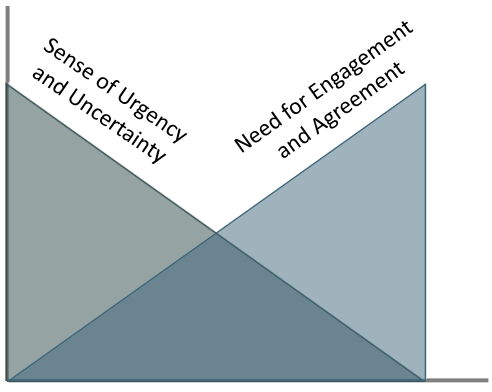
Change Context

Together-to-apart happened in days.

Apart-back-to-together will happen over weeks, months, quarters – with that comes a higher expectation of engagement and agreement.



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What are the biggest **challenges** you anticipate in a hybrid workplace?

What **adaptations** might you make to accommodate in a hybrid workplace?

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Change Craft

Deploying Responsive Change Management

Engaging Those You Work With and Through

Enabling Sponsors to Fulfill ABC Roles

Enabling People Managers to Fulfill CLARC Roles

Leveraging a Change Agent Network

Applying a Structured Approach and Methodology

Measuring Change Management

Encouraging Employee Engagement and Participation

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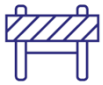
Applying a Structured Approach and Methodology

What are the biggest **challenges** you anticipate?



1. **Lack of buy** in and interest for change management
2. **Lack of willingness** to stick with structured approach
3. **Staying on track** when there are so many changes that are constantly changing
4. **Lack of resources** - time, skilled practitioners, financial resources
5. **Challenges in virtual work** - passiveness, engagement, communication adaptations
6. **"Bumping up against the need for speed"**
7. **Current approach** is slow and lacks flexibility

What **adaptations** might you make to accommodate?

1. **Make CM easy** - make it clear and simple; make it modular and bite sized; equip people with practical and actionable tools
2. **Design for flexibility** - expect that things will change; be flexible in approach and adapt; plan to iterate from the beginning; create feedback and collection loops
3. **Celebrate quick wins** - deliver and celebrate quick wins; establish short-term opportunities with realistic timeframes
4. **Coach leaders on virtual sponsorship** - engage leaders about the value of structure; provide coaching; support leaders in embracing virtual opportunities to sponsor (video messages, quick drop ins, etc.)
5. **Build buy in** - explain benefits and WIIFM, provide strong value proposition, focus on results and metrics
6. **Increase visibility of CM** - at the initiative level and organizational level
7. **Inspire impactful communications** - model great digital communications (concise, varied, engaging, interactive), be transparent
8. **Invest in skilled resources** - skill up practitioners and others in leading change

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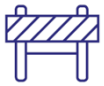
Engaging Those You Work With and Through

What are the biggest **challenges** you anticipate?



1. **Building relationships and trust remotely** – including reading body language, creating connections, not knowing how people really feel when remote
2. **Addressing fatigue, particularly virtually –** including overwhelm, distraction, wearing many new hats on the home front; screen and virtual meeting fatigue
3. **Gaining focus and priority –** people have limited bandwidth and time constraints; being one of many priorities results in people not showing up
4. **Overcoming virtual hurdles –** including team management, engagement, facilitation, meeting productivity, camera etiquette, hybrid environments
5. **Accommodating for culture –** cultures are under pressure (and changing), creating potential obstacles to virtual engagement

What **adaptations** might you make to accommodate?

1. **Bring intentionality and focus to how you connect –** create virtual water cooler and coffee talk opportunities, make individual 1:1 connections, check in on small groups, recurring brief catch-ups, embrace the humanity of virtual connections (pets, kids)
2. **Adapt communication approach –** more phone calls and less emails, continuous communications, ensure camera usage, virtual best practices and tools
3. **Create shared expectations, frequently –** clarify new expectations and frequent alignment checks
4. **Plan fun activities to connect in various ways**
5. **Celebrate milestones together**

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