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# Conversations That Matter:

## Preparing Your People for the New Way of Working

**Ogilvy**

# Welcome



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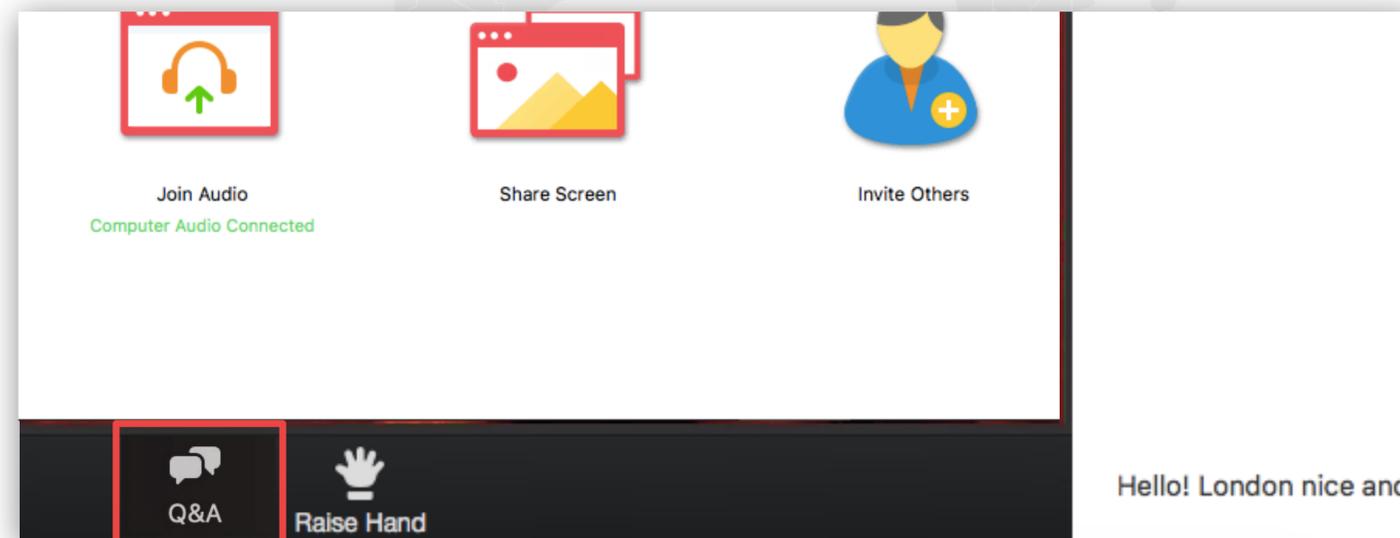
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**Tell us  
where you  
are dialing  
in from!**

What's the weather  
like in your city?



Do you  
want this  
deck?

## Global Ogilvy Website

<https://www.ogilvy.com/ideas>

The screenshot shows the Ogilvy website interface. At the top, there is a navigation bar with links for 'ABOUT', 'Ogilvy Team', 'Ideas', 'Careers', and 'CONTACT'. The main content area features a video player titled 'Conversations That Matter – Nudgestock 2020: Necessity is the Mother of Reinvention'. The video player has a dark blue background with white text that reads 'CONVERSATIONS THAT MATTER' and 'CURATED BY OGILVY CONSULTING'. Below this, the title 'Nudgestock 2020: Necessity is the Mother of Reinvention' is displayed in a large, red, serif font. The Ogilvy logo is visible in the bottom right corner of the video player. The background of the website shows various articles and sections like 'Ogilvy USA', 'PRESS', and 'Ogilvy Named Network of the Year by The One Show'.



81%

Life has been disrupted  
"a great deal"

A low-angle, upward-looking photograph of several modern skyscrapers with glass facades, set against a clear blue sky. The perspective creates a sense of height and scale.

**75%**

**Of employees in Europe had returned to 'the office' in some form**

**88%**

**Of workforce expected to be back by December in USA**

**61%**

**Of respondents in Asia Pac said they missed going to the office**



**82%**

**of workers in the five countries  
would like to keep working  
remotely**



**What does work look like now  
and how do leaders and  
managers support employees?**

A close-up photograph of a brick wall. The bricks are reddish-brown with some lighter, yellowish patches, and they are set in a grey mortar. The text is centered over the wall.

**Six months (or more) later  
many employees have hit  
the wall**

# Pandemic fatigue is real

**48.5**

**minutes more**

The average workday now  
vs. before the pandemic

*US National Bureau of  
Economic Research*

- We're working longer hours
- Struggling to stay focused
- May have compassion fatigue
- Most certainly have Zoom fatigue
- Constant worry about job loss, due to not being productive enough
- Unable to turn work off because we're not leaving our workplace

# There's an opportunity to grow

## 50%

may experience post-traumatic growth after enduring a trauma.

*Psychologists Richard Tedeschi, PhD, and Lawrence Calhoun, PhD*

### Post traumatic growth:

*the transformative positive change that can occur as a result of a struggle with great adversity.*

# An exercise for growth

From  
Harvard Business  
Review

## Storytelling for Post-Traumatic Growth: A Blueprint

### Acknowledge the Impact

1. What is the greatest loss you experienced during Covid-19?
2. What is the greatest gain you experienced during Covid-19?

### Envision the Future

3. What are you learning about yourself during Covid-19?
4. What would it look like if you applied your learnings going forward?

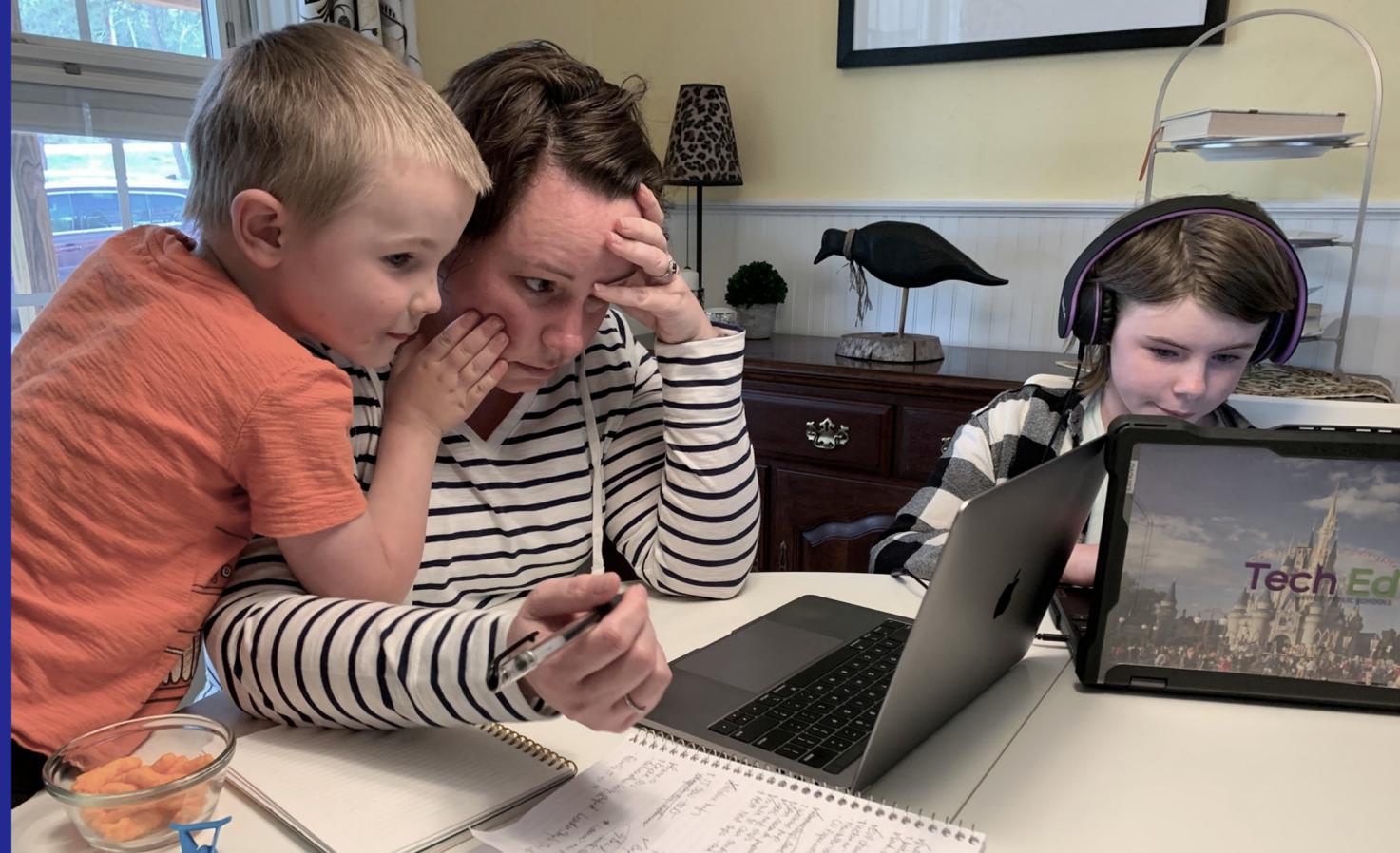
### Create a Narrative Compass

5. What two words or short phrases will remind you of how to apply what you're learning?

**safe·ty**  
/'sāftē/

**being protected from or unlikely to cause danger, risk, or  
injury.**

Still a need to understand and make room for people in very different 'places'





**55%**

**of employees believe that their colleagues  
are just, if not more, productive now than  
before lockdown**

# Lessons for now: Leaders

*There is no back to normal. There is a new normal, which will feel different. And we don't yet know what that difference will be like, but it's not going to be the same as it was before.*

Paul Miller – CEO, Digital Workplace Group

- Employees have demonstrated their ability to be productive at home, at an accelerated pace
- The shift in working patterns and expectations is permanent
- A portion of the workforce will always require remote working capabilities

**Responsible leadership has taken on an even deeper meaning.**

# Actions for now: Leaders

1

Lead with compassion, care and realistic confidence about the future to build trust

2

Revisit your organisational purpose and values

3

Build team resilience into your organisational DNA

4

Recognise future remote workforce capabilities, needs and plan for contingencies

5

Develop a roadmap that builds on remote work successes

6

Test, learn and adjust to find systems and processes that work best for your team

# Interventions to consider for leaders...

**1** Lead with compassion, care and realistic confidence about the future to build trust

- 
- 1:1 coaching
  - Group leadership skills development,
  - Role modelling

**2** Revisit your organisational purpose and values

- 
- Purpose, values and behaviours stress testing and development

**3** Build team resilience into your organisational DNA

- 
- Wellbeing content + experiences
  - Resilience + skills development

**4** Recognise future remote workforce capabilities, needs + plan for contingencies

- 
- Rethink facilities + technology
  - Future workforce planning, training and skills

**5** Develop a roadmap that builds on remote work successes

- 
- Employee experience mapping
    - Solidify how to enhance successful processes

**6** Test, learn and adjust to find systems and processes that work best for your team

- 
- Behaviour change programs

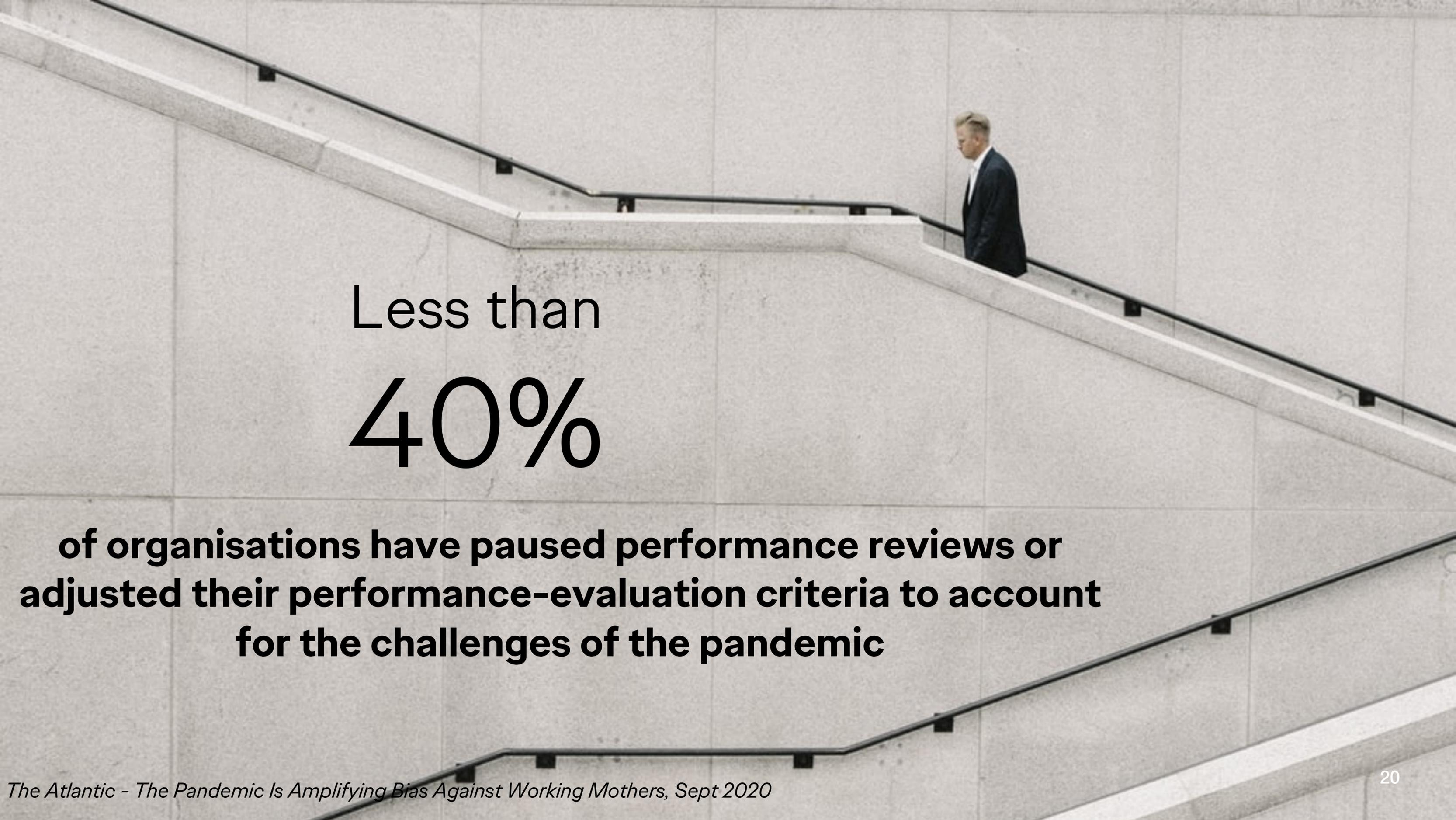
# Lessons for now: Managers

About half of all U.S. employees - remote or not - don't know what's expected of them at work.

*“COVID 19 has my teams working remotely  
–  
a guide, Gallup, March 2020*

- Employees will look more intently to managers for direction and to validate appropriate ways of working
- Increased expectations around a company's commitment to addressing the individual needs of employees
- Building trust and demonstrating confidence in a employee's ability to perform successfully, regardless of location, is crucial

**Managing employees requires a better understanding of every individual's circumstance, preferences and mindset.**



Less than  
**40%**

**of organisations have paused performance reviews or adjusted their performance-evaluation criteria to account for the challenges of the pandemic**

# Actions for now: Managers (planning and preparation)

- 1 Review current 'state' of the individual - how well they've adapted to this point?
- 2 Identify location, tools + communications that support productivity, collaboration + inclusion
- 3 Define the specifics:
  - Location
  - Role
  - Motivators and work styles
  - Adaptability and resistance
- 4 Explore key areas of resistance including barriers to adopting technology or situational challenges
- 5 Model behaviours, trust and confidence in the team to socialise and validate new ways of working and belonging

# Interventions to consider: Managers (planning and preparation)

## 1 Review current 'state' of the individual

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- Skills development on individual and team attitudes to change
- Signpost additional support

## 4 Explore key areas of resistance

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- Develop future skills mapping and behaviour planning

## 2 Identify location, tools + communications that support productivity, collaboration + inclusion

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- Agnostic advice on technology and platforms and communications

## 5 Model behaviours, trust confidence in the team to socialise and validate new ways of working and belonging

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- Behaviour change programs

## 3 Define the specifics

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- Employee segmentation and data review

# Example: Employee Engagement and Resistance Tracker

EMPLOYEE	GROUP: What they need to perform their role	LOCATION PREFERENCE	MOTIVATORS AND WORK STYLES	AREA OF RESISTANCE ADKAR	ADAPTIBILITY	COACHING PLAN
	Corp. Marketing Cust Service, Field Sales, Operations	Remote, In-office, Fluid	Intrinsically, extrinsically-driven, social, solo, collaborate	Awareness / Desire Knowledge/ Ability / Reinforcement		Action plan to support employee
JAY	Corp Marketing Connection, ability to collaborate with teams, access all platforms	Fluid	<ul style="list-style-type: none"> <li>• Intrinsically motivated</li> <li>• Clear directions for specific projects</li> <li>• Collaborates best in person</li> </ul>	Knowledge	<ul style="list-style-type: none"> <li>• Feeling left out when remote</li> <li>• Ace at all technology platforms</li> </ul>	Focus on virtual engagement opportunities Encourage self-direction

Additional areas for consideration: Flight risk, inclusivity needs

# Actions for now: Managers (day-to-day)

1

Establish small, cross-functional teams; think 'agile'

2

Revisit the basics: team objectives, expectations, roles and responsibilities

3

Normalise self-direction by focusing on outputs and quality rather than processes

4

Strengthen relationships by building connections and identify and pre-empt stress

5

Increase employee interaction and be specific about needs and support

6

Enable new ways of working by assertively promoting them, providing clear guidance and investing in behavioural nudges

# Lessons for now: Employees

*Only 17% of employees want to work from home five days a week.*

*Morgan Stanley – June 20202*

- The perception that remote working is the second-best choice has been challenged
- Employees' adaptability and flexibility will continue to be tested
- Employee wellbeing and company wellbeing are more closely aligned than ever

**Employees are reconnecting with organisational purpose and values and how they 'show-up' in everyday actions.**

# Actions for now: Employees

1

Involve employees in the shaping of employee experience  
- truly align purpose

2

Address the anxiety and awkwardness of changes in workforce

3

Provide transparency when communicating new expectations or responsibilities

4

Address the equalizing effect of being remote. Consider how to retain this in a hybrid workplace.

5

Anticipate culture change and new expectations to bring 'whole self to work'

# Interventions to consider: Employees

1

Involve employees in the shaping of employee experience  
- truly align purpose

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- Employee research + listening
- Embed purpose in how you talk to employees – start long term conversations

2

Address the anxiety and awkwardness of changes in workforce

---

- Make communications credible, prioritise timely actions instead of waiting for transformative solutions, make it sustainable and make it personal

3

Provide transparency when communicating new expectations or responsibilities

---

4 Address the equalizing effect of being remote.

Consider how to retain this in a hybrid workplace.

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- Inclusion education and awareness raising
- Create a network of teams

5

Anticipate culture change and new expectations to bring whole self to work'



**90%**

of companies believe their culture has improved

**83%**

believe their employee experience is better

**84%**

believe employee engagement has gone up

# Lessons to create a *culture of care*

## Sense of belonging suffered at home

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**45%** vs. **25%**

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newly  
remote

vs.

experienced  
remote

- Create a sense of belonging through proactive, tailored, consistent communications from managers
- Translate team rituals and replace the water cooler moments for all
- Build on the tools and processes successfully used for collaboration, regardless of location
- Decide on level of informality that comes with remote work
- Assess (continuously) how unconscious bias manifests in the remote environment

***If leaders have a clear way forward,  
human beings are amazingly resilient.***

***There is a documented “rally effect”***

# The impact of your actions

**The commitment:**  
**Act responsibly for your  
people and the work they do.**

**The result:**  
**Your customer experience and  
brand reputation will reflect  
the impact of these actions.**

# Purpose

Continue to leverage your organizational purpose. And if it doesn't feel relevant, it's time to change.

# Productivity

There will be continuous adjustment and change. We need to develop a mindset of continual check-in and be mindful of how managers can adjust to continue to support employees to be productive.

# Performance

Be transparent about progress, set near-term targets and be specific about how employees can contribute.  
And if your plans are not working, change them.

# Personal

Measure employees against current expectations, relative to the conditions. Adjust accordingly.  
Create an employee feedback loop, publish results and share how you will take action.

**We can't control the crisis, but we can control how we respond to it.**

**Remember, your employees won't remember exactly everything we said to them, but they will remember how we made them feel.**

# Questions?

**LEADING THE**  
**WORKFORCE**

A playbook for transforming work through COVID-19  
created by our Employee Experience Consulting Practice

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**Thank you.**

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