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Re-opening workplaces.

Managing the return of employees to offices and sites

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Insights.

- Where do your people want to work?

- How do they get to and from work – and what impact does this have?

- Who can't work from home, or needs to be on site to be productive?

- In terms of getting work done, what's working well right now? What's difficult?

☐ Run regular pulse surveys with samples of your population

☐ Ask questions about work styles and preferences, as well as physical conditions

☐ Map the full days of some typical employee personas, to identify the touch-points to consider

Strategy.

- What are your people working towards right now? To what extent does their work location impact their ability to contribute to these goals?

- How are your customer touchpoints affected by lockdown restrictions? What can you do to make them feel as safe, hygienic and trustworthy as possible?

☐ Work with leaders to clarify the short and long-term goals of your organisation

☐ Mark messages and instructions on a matrix of urgency and importance to help people prioritise accordingly

☐ Work with front-line teams to optimise the experience of clients and customers

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Culture & change.

- What are the longer-term impacts of having a team split across on-site and virtual workspaces?

- How do you maintain fairness of access to leaders, decision makers and opportunities?

- How do you mark cultural moments (events, recognition, celebrations) across physical and virtual locations?

☐ Review guidance for line-managers for the amount of time to spend with their teams

☐ Work closely with HR to ensure that any biases based on physical proximity are not allowed to effect decisions

☐ Ask your people what's important to them in terms of culture, and challenge yourself to introduce inclusive ways of running these

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Internal communication.

- What physical signage and ambient media do you need to encourage the right behaviours?

- How does having a split audience impact your communication plans?

- How do you maintain two-way dialogue and collaboration?

- Which channels or events are no longer effective – e.g. physical Town Halls, team meetings?

☐ Use circles to mark where people should stand, these are easier to follow than boxes or grids

☐ Review your plans and build in time to publish messages across multiple channels to reach everyone

☐ Virtual meetings may still be required, even for teams physically on site – to maintain social distancing and remain inclusive. Produce new guidance on virtual etiquette

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