

# The Sound of Change - “Mind the Gap”

The profound challenges and opportunities  
of remote working

**Duncan Christie-Miller**

**1st December 2020**

**Working** | **Pro**  
**From Home**

[www.workingfromhomepro.info](http://www.workingfromhomepro.info)

---

# Aim

**to provide you with essential findings  
concerning the 'new normal' ways of working**

# Background

---

## Paradigm shift

**No longer short-term, experimental**

**How** to optimise performance: **not where** we work, but **HOW we work**

**Productivity, cost, flexibility, talent attraction & retention**

**Risks and misapprehensions**

**Profound challenges for leadership**, processes, creating high quality jobs, value creation, structures, performance, measurement, cultures, innovation, recruitment, inclusivity, wellbeing and career

development

# 4 key themes to explore with you

---

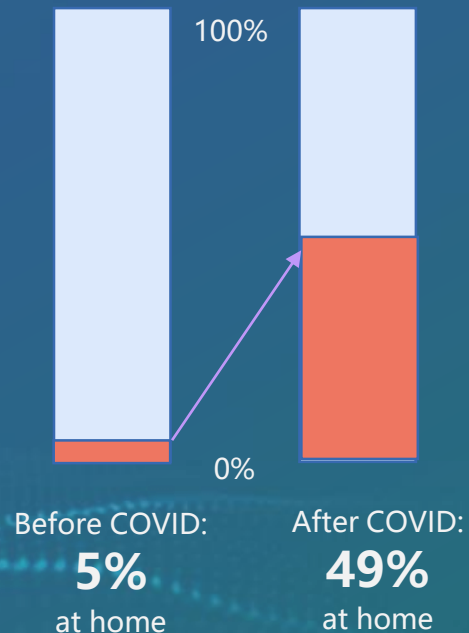
- 1. REMOTE WORKING IS OUR NEW NORMAL**
- 2. GAPS BETWEEN LEADERS AND TEAMS**
- 3. WELLBEING**
- 4. DEVELOPING REMOTE TALENT, USING SPECIFIC REMOTE WORKING LEADERSHIP TECHNIQUES**

# The new normal:

Distributed or remote working: a fundamental switch in how we work and where service organisations create value in the UK

Up to 14 million people, or 49% of UK employees working at home<sup>1</sup>

86% of people who worked from home in 2020 did so because of COVID<sup>1</sup>



#### Sources:

1. ONS, UK data June and October 2020
2. World Economic Forum and Slack report on remote working 2020
3. Frost & Sullivan: August 2020
4. GALLUP, August 2020. Remote Work Outcomes study, UK, France and US

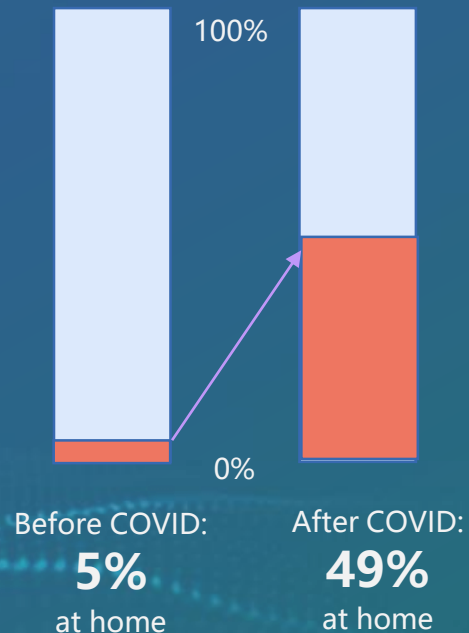


# The new normal:

Distributed or remote working: a fundamental switch in how we work and where service organisations create value in the UK

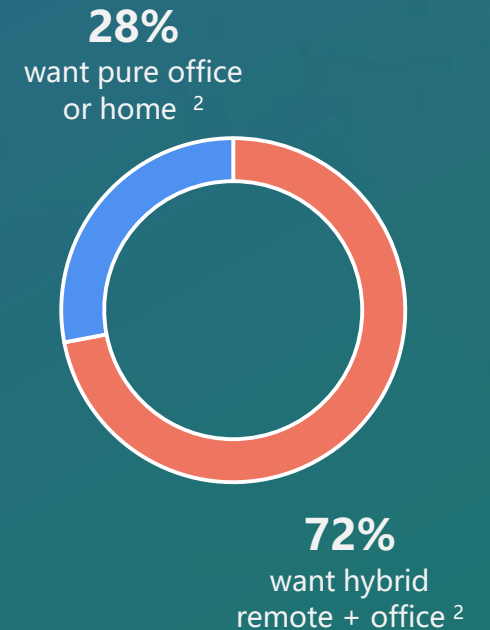
Up to 14 million people, or 49% of UK employees working at home<sup>1</sup>

86% of people who worked from home in 2020 did so because of COVID<sup>1</sup>



Now, 72% want a hybrid remote-office model<sup>2</sup>

82% of managers expect more flexible remote working policies<sup>3</sup>



#### Sources:

1. ONS, UK data June and October 2020
2. World Economic Forum and Slack report on remote working 2020
3. Frost & Sullivan: August 2020
4. GALLUP, August 2020. Remote Work Outcomes study, UK, France and US

## The new normal:

Distributed or remote working: a fundamental switch in how we work and where service organisations create value in the UK

**“People want to be where they're most productive and least frustrated... clearly, many feel that place is at home.”<sup>4</sup>**

28%

GALLUP

### Sources:

1. ONS, UK data June and October 2020
2. World Economic Forum and Slack report on remote working 2020
3. Frost & Sullivan: August 2020
4. GALLUP, August 2020. Remote Work Outcomes study, UK, France and US

# GAPS

emerging between leaders and teams, and within organisations



**Locations**  
**Productivity perception**



## GAPS:

Our RWPI<sup>©</sup> surveys confirm the desire for flexible working to be the norm  
Team members are keen hybrid working advocates; leaders less so

**RWPI<sup>©</sup>**  
Remote Working  
Preference Indicator



**71%**

**OF TEAM MEMBERS**

**Strongly Agreed**

that they would prefer to work  
flexibly between home + office



**38%**

**OF LEADERS**

**Strongly Agreed**

that they would prefer to work  
flexibly between home + office

## International GAPS:

Between UK and other markets suggests that we need to use new ways of working to close the productivity gap

---



Office for  
National Statistics

In the UK we are, on average,

# 24% less productive

every hour than workers in



# Internal productivity GAPS:

Our RWPI© survey confirms that there are trust, expectation or reporting gaps between employees and leaders on remote productivity

RWPI©

Remote Working  
Preference Indicator

How **individuals** rate  
remote productivity

**55%**

Agreed or Strongly Agreed

Response to :  
**I can be more productive** at home,  
compared to working in my normal office



How **leaders** evaluate their teams'  
remote productivity

**28%**

Agreed or Strongly Agreed

Response to:  
**My team**, since starting to work from home or remotely,  
is **more productive** than before lockdown (March 2020)

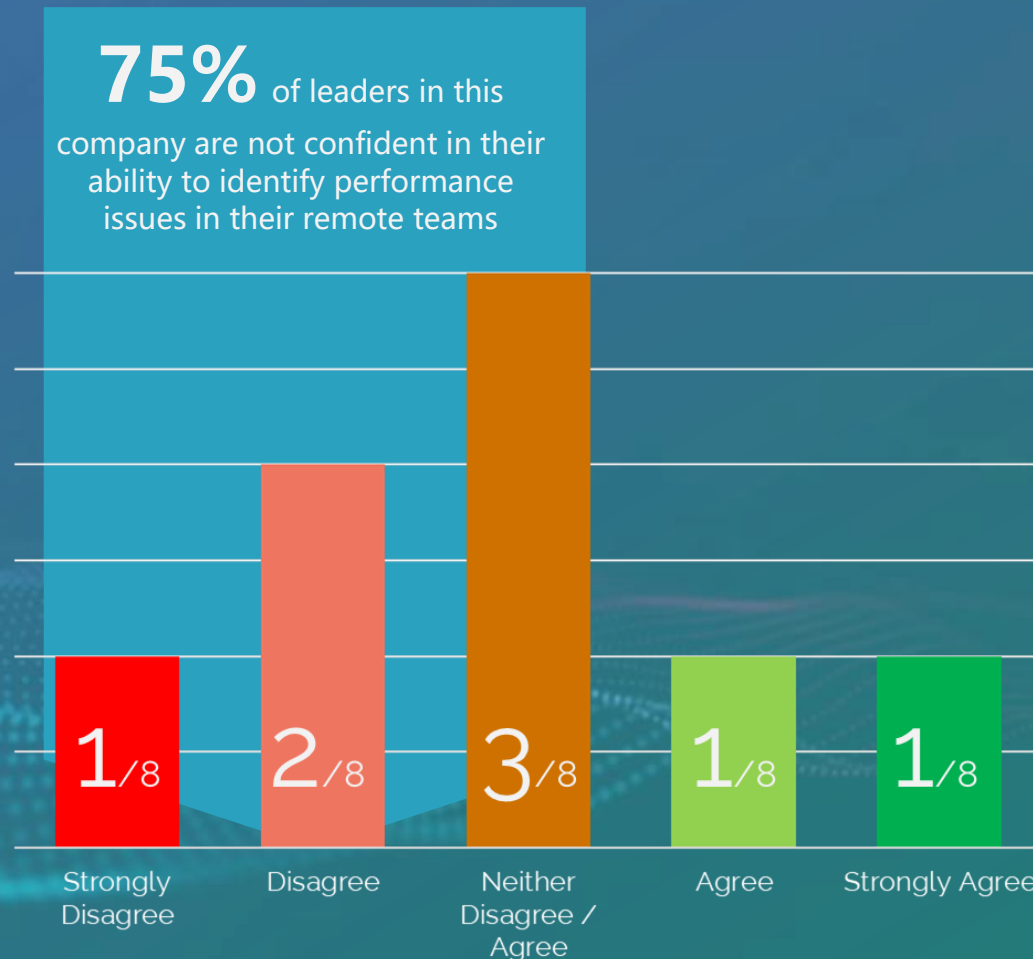
# Performance GAPS:

Leaders lack confidence in assessing their teams performance when working remotely

**RWPI<sup>©</sup>**

Remote Working  
Preference Indicator

Response to statement: Working remotely I am able to identify performance problems in my team, as effectively as when working in an office



Example Company:  
survey covered 8 leaders

# Wellbeing

---





# Wellbeing:

under profound pressure with the COVID-19 pandemic combined with the impact of sustained remote working



**41%**

report that COVID-19 was affecting their well-being

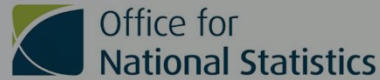
**Lenovo**

**71%**

of home workers are experiencing worsening physical or mental conditions

# Wellbeing:

under profound pressure with the COVID-19 pandemic combined with the impact of sustained remote working



**41%**

report that COVID-19 was affecting their well-being

**Lenovo**

**71%**

of home workers are experiencing worsening physical or mental conditions

Working From Home | **Pro**

**RWPI**®  
Remote Working  
Preference Indicator

**93%** are working longer

**43%** struggle to switch off

**32%** state their mental wellbeing had worsened

**29%** report worsening physical health

# Wellbeing:

under profound pressure with the COVID-19 pandemic combined with the impact of sustained remote working



**41%**

report that COVID-19 was affecting their well-being

**Lenovo**

**71%**

of home workers are experiencing worsening physical or mental conditions

Working From Home | **Pro**

**RWPI**®  
Remote Working  
Preference Indicator

**83%**

of leaders cannot effectively identify wellbeing issues in their teams when remote

# DEVELOPING REMOTE TALENT, USING SPECIFIC REMOTE WORKING LEADERSHIP TECHNIQUES

---



# RWPI<sup>®</sup> surveys suggests that for a large minority career prospects are diminished since lockdown and remote working, but not being in an office is not seen as the critical factor

**RWPI<sup>®</sup>**  
Remote Working  
Preference Indicator

Career prospects have improved since remote

**41%**

Disagreed or Strongly Disagreed

**47%**

Neutral

**12%**

Agreed

Source:  
RWPI September - November 2020  
1 = Gallup, August 2020. A Leader's Guide to Developing a Work-From-Home Strategy

Working  
From Home | **Pro**



# RWPI<sup>®</sup> surveys suggests that for a large minority career prospects are diminished since lockdown and remote working, but not being in an office is not seen as the critical factor

RWPI<sup>®</sup>  
Remote Working  
Preference Indicator

Career prospects have improved since remote

**41%**

Disagreed or Strongly Disagreed

**47%**

Neutral

**12%**  
Agreed

Have to be in the office to progress my career

**37%**

Disagreed

**43%**

Neutral

**16%**  
Agreed

Source:  
RWPI September - November 2020  
1 = Gallup, August 2020. A Leader's Guide to Developing a Work-From-Home Strategy

Working  
From Home | Pro

**RWPI© surveys suggests that for a large minority career prospects are diminished since lockdown and remote working, but not being in an office is not seen as the critical factor**

**“The most important factor in success of remote working is the effectiveness of managers”<sup>1</sup>**

# CONCLUSION

---

- 1. REMOTE WORKING IS OUR NEW NORMAL**
- 2. GAPS BETWEEN LEADERS AND TEAMS**
- 3. WELLBEING**
- 4. DEVELOPING REMOTE TALENT, USING SPECIFIC REMOTE WORKING LEADERSHIP TECHNIQUES**

**Remote working is a profound and complex strategic challenge**  
**Requires considered and informed strategic thinking and planning**

---



# Remote working is a profound and complex strategic challenge

## Requires considered and informed strategic thinking and planning

---

**RWPI<sup>©</sup>**  
Remote Working  
Preference Indicator



Comprehensive turnkey survey tool  
13 different categories assessed  
Meaningful analysis and insights  
For your unique teams and situation



# Remote working is a profound and complex strategic challenge

## Requires considered and informed strategic thinking and planning

---

### **RWPI<sup>©</sup>**

**Remote Working  
Preference Indicator**

Comprehensive turnkey survey tool  
13 different categories assessed  
Meaningful analysis and insights  
For your unique teams and situation



### **Catalyst<sup>©</sup>**

**Coaching and leadership  
development for remote  
leaders and teams**

Bespoke coaching and development  
Teams or individuals  
Plan – Cascade – Follow up



# Thank You

**Duncan Christie-Miller**

**Tom Christie-Miller: COO**

**1<sup>st</sup> December 2020**

**Working** | **Pro**  
**From Home**

[www.workingfromhomepro.info](http://www.workingfromhomepro.info)