

## The Sound of Change - “Mind the Gap”

The profound challenges and opportunities  
of remote working

**Duncan Christie-Miller**

1<sup>st</sup> December 2020

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# Aim

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

# Background

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## 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

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**1. REMOTE WORKING IS OUR NEW NORMAL**

**2. GAPS BETWEEN LEADERS AND TEAMS**

**3. WELLBEING**

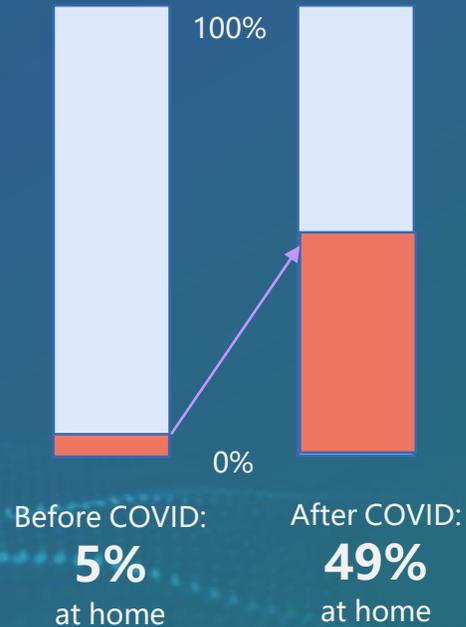
**4. DEVELOPING REMOTE TALENT, USING SPECIFIC  
REMOTE WORKING LEADERSHIP TECHNIQUES**

# 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:

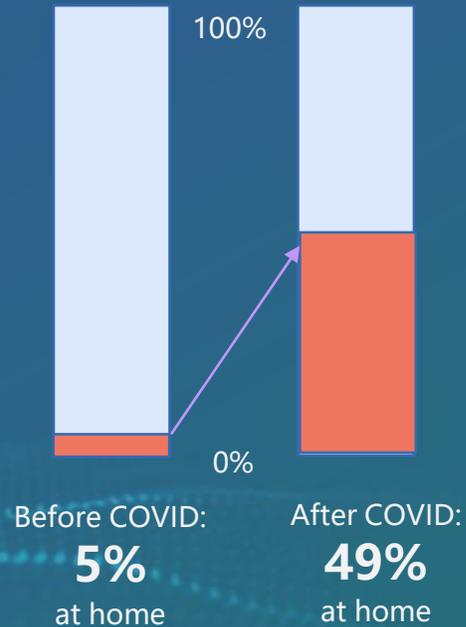
1. ONS, UK data June and October 2020
2. World Economic Forum and Slack report on remote working 2020
3. Frost & Sullivan: August 2020
4. GALLUP, August 2020. Remote Work Outcomes study, UK, France and US

# The new normal:

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

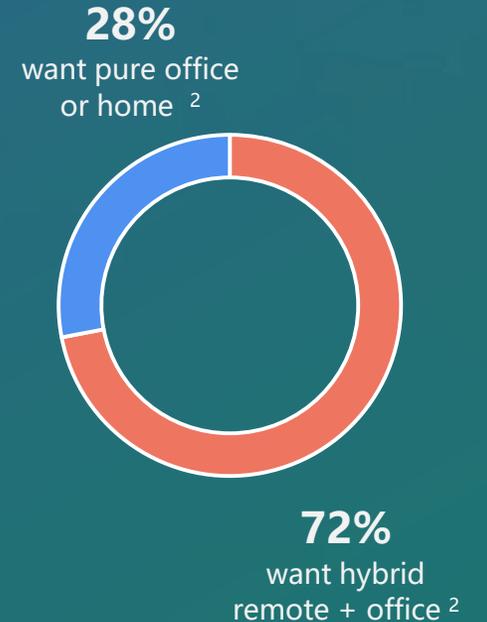
Up to 14 million people, or 49% of UK employees working at home<sup>1</sup>

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

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Office for  
National Statistics

In the UK we are, on average,

**24% less productive**

every hour than workers in



# Internal productivity GAPS:

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

**RWPI<sup>©</sup>**  
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)

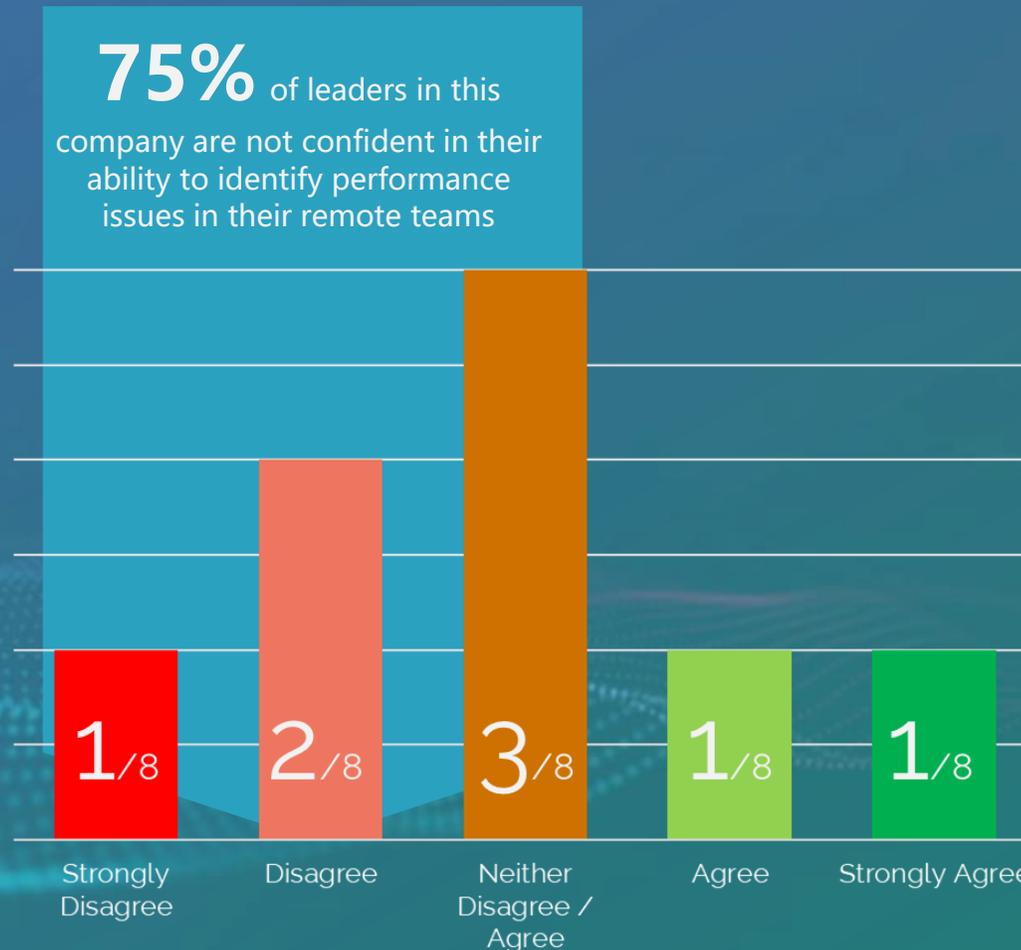
# Performance GAPS:

## Leaders lack confidence in assessing their teams performance when working remotely

**RWPI**©

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

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# 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

The Lenovo logo, consisting of the word "Lenovo" in white text on a red rectangular background.

**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



Lenovo™

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RWPI®  
Remote Working  
Preference Indicator

**41%**

report that COVID-19 was affecting their well-being

**71%**

of home workers are experiencing worsening physical or mental conditions

**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

 Office for  
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**41%**

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**Lenovo**

**71%**

of home workers are  
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**RWPI**<sup>©</sup>  
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

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# 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

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**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

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

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

# CONCLUSION

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- 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**

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# Remote working is a profound and complex strategic challenge

## Requires considered and informed strategic thinking and planning

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# 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

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### RWPI<sup>©</sup>

Remote Working  
Preference Indicator



### Catalyst<sup>©</sup>

Coaching and leadership  
development for remote  
leaders and teams

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

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**

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