Keeping Your Culture Strong in a Remote Environment

Presenter:
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Managing Partner, Human Capital Division

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ABOUT EXUDE

Culture Matters
Design should be mutually reinforcing
Reflect your culture

HUMAN CAPITAL MANAGEMENT
Outsourced HR, Policies and Processes,
Compliance, Employee Communication,
Assessments

TOTAL REWARDS
Benefits, Wellness, Compensation,
Retirement, Performance Management

LEADERSHIP & TALENT
Leadership Development, Change
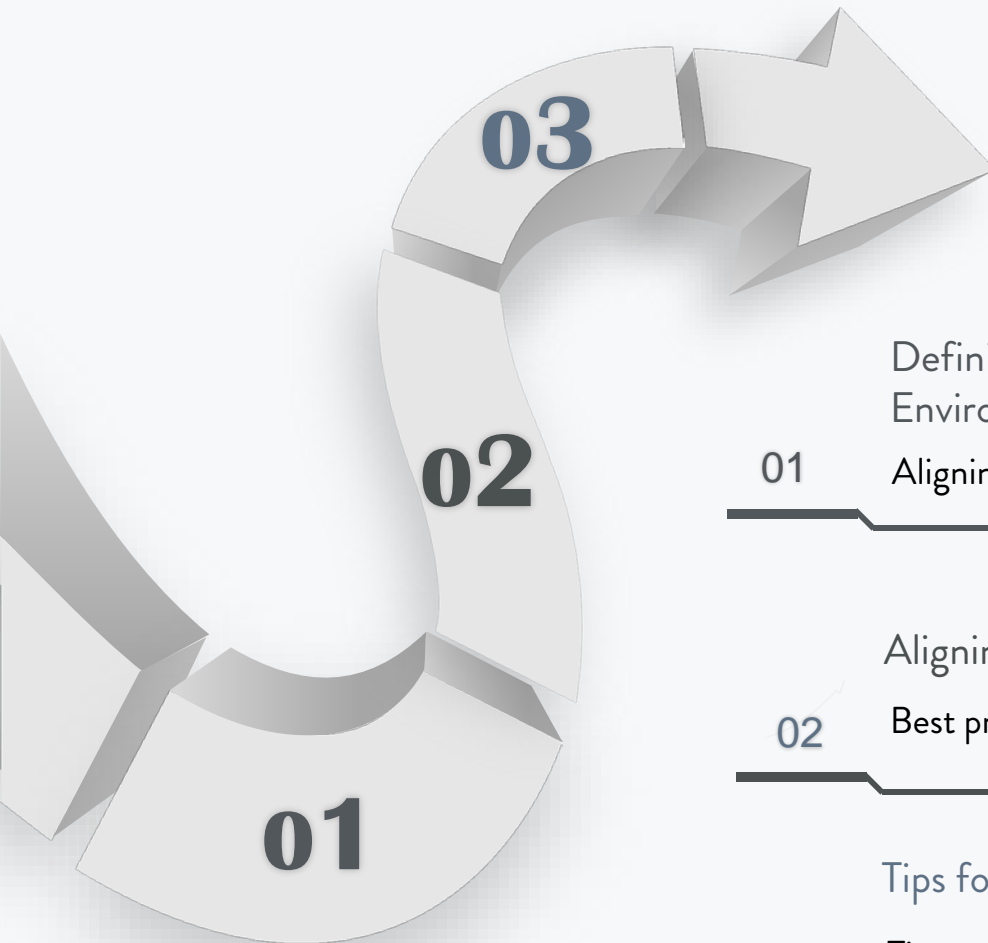Management, Diversity And Inclusion

**RISK MANAGEMENT &
COMMERCIAL INSURANCE**

Our Mission is to Support Yours

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TODAY'S OBJECTIVES

03

02

01

Defining Culture in a Remote Environment

01   Aligning your culture to the new norm

Aligning your HR Practices to Your Culture

02   Best practices for each stage if the employee experience

Tips for Keeping Your Remote Workforce Engaged

03   Tips to build trust, foster inclusivity and engage your employees

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REMOTE WORKFORCE FORECASTS

5M

PRIOR TO COVID19

3.6% of US workforce report
working from
home at least half time.
Note:
6-12 weeks reported for planning to
move to remote environment.

Fundera

74%

POST COVID19

CFO's in survey released
March 30, 2020 said they will
move previously
on-site workforce remote
permanently.
One quarter said 20%

Gartner

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25M-30M

WITHIN NEXT 2 YEARS

U.S. employees will regularly
work from home
(currently only 5M WFH
half-time or more).

Global Workplace Analytics

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"We recommend treating a temporary remote work situation less like a field trip and more like what it truly is — the future of work."
TaxJar

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Biggest Struggles for Remote Workers

22%
Unplugging after Work

19%
Loneliness

17%
Collaborating and Communication

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ALIGNING YOUR CULTURE: COMPONENTS OF A HEALTHY ORGANIZATION

Culturally aligned organizations with high-trust return 286% more value to stakeholders than low-trust organizations.

STRATEGY

WHAT YOU DO

A **business strategy** is a set of competitive moves and actions that a **business** uses to attract customers, compete successfully, **strengthening** performance, and achieve organizational goals.

Might this change?

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PURPOSEFUL CULTURE

HOW YOU DO IT

82% of executives believe that culture is a potential competitive advantage.
12% of executives believe they are driving the "right culture"

Is the culture you have the right culture to drive your strategy?

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LEADERSHIP/ HR/BUSINESS PRACTICES

HOW WELL YOU DO IT

Virtual teammates are 2.5 times more likely to perceive mistrust, incompetence, broken commitments, and bad decision-making with distant colleagues than those who are co-located

Do your practices reflect your desired culture?

10 DIMENSIONS OF CULTURE

- Customers – Transactional or Intimate
- Market Approach – Adopter or Leader
- Loyalty – Logo or Individual
- Focus – External or Internal
- Risk Tolerance – Risk Mitigation or Embrace Risk*
- Operational Approach – Low Process or High Process
- Decision Making Information– Fact or Intuition
- Decision Making Location – Centralized or Decentralized
- Atmosphere – Disciplined or Social*
- Results – How or What

ATMOSPHERE

DISCIPLINED ←——————————————————————————→ SOCIAL

RISK TOLERANCE

LOW RISK ←——————————————————————————→ HIGH RISK

Source: Work Effects

NEW REALITIES:

- Remote is the new normal
- How we "get work done" may need to change
- Strong, purposeful and aligned culture matters

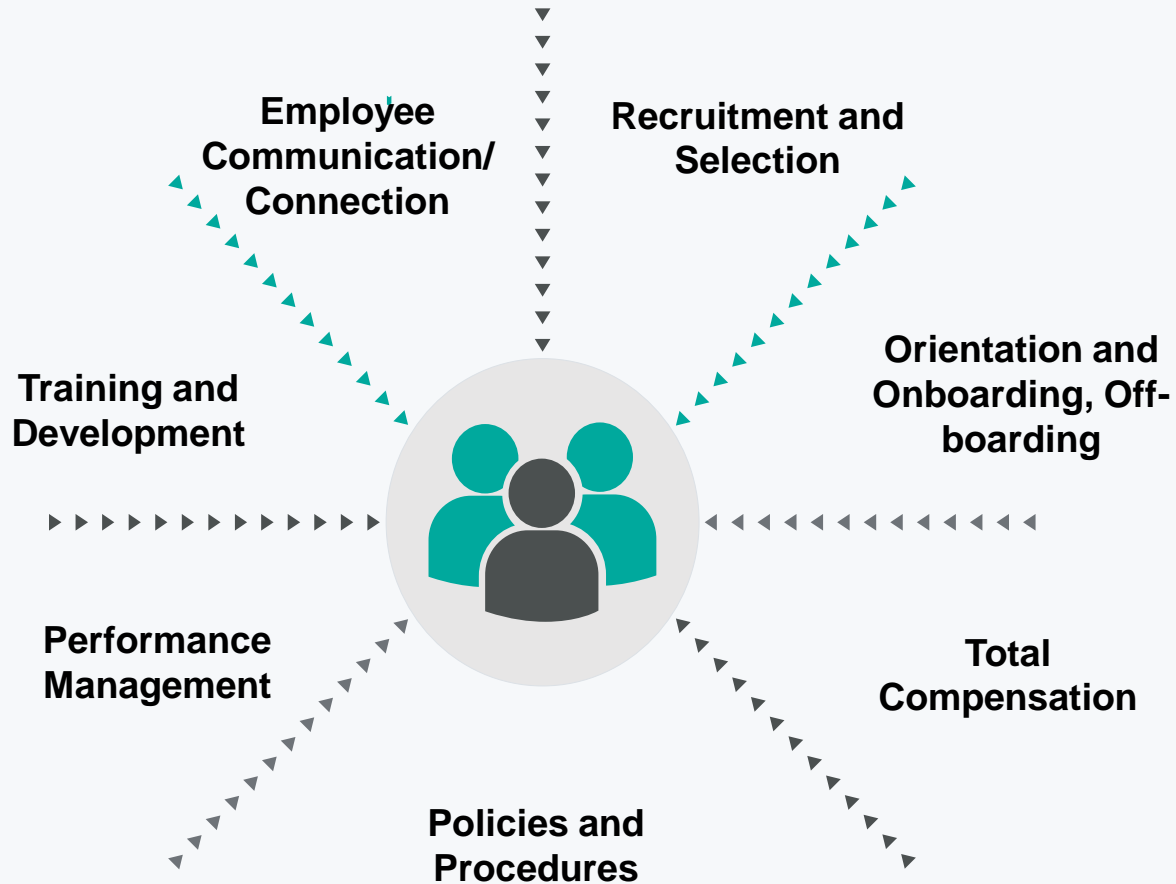TIP: *Assess your culture with your leadership team to identify potential adjustments.*

"People who believe they can succeed see opportunities where others see threats."
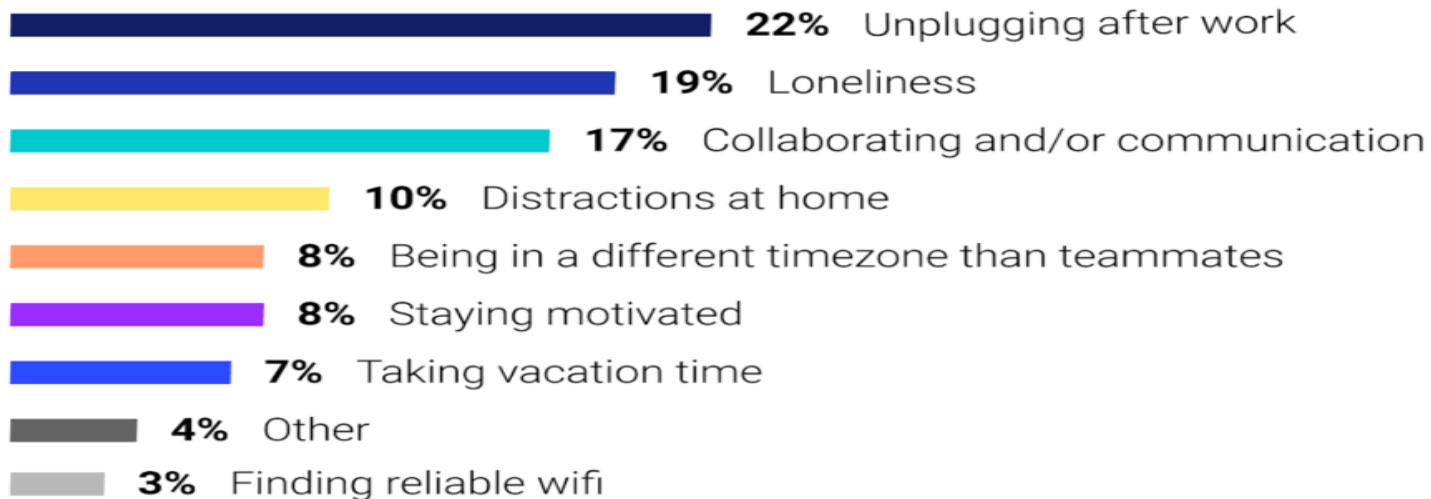
Marshall Goldsmith

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ALIGNING YOUR HR PRACTICES WITH YOUR CULTURE

HOW WELL IS YOUR CULTURE IMBEDDED IN THE "REMOTE" EMPLOYEE EXPERIENCE

Employee Communication/ Connection

Recruitment and Selection

Training and Development

Orientation and Onboarding, Off- boarding

Performance Management

Total Compensation

Policies and Procedures

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WHAT'S YOUR BIGGEST STRUGGLE WITH WORKING REMOTELY?

22% Unplugging after work
19% Loneliness
17% Collaborating and/or communication
10% Distractions at home
8% Being in a different timezone than teammates
8% Staying motivated
7% Taking vacation time
4% Other
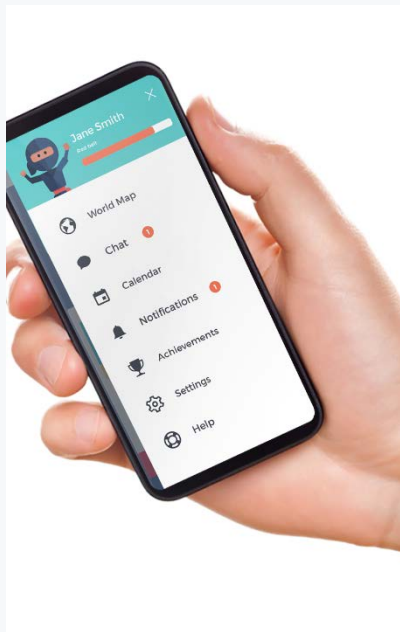**3%** Finding reliable wifi

State of Remote Report / **2019**
buffer.com/state-of-remote-2019

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OPTIMIZE EXISTING TECHNOLOGY

- Optimize existing and/or select new tools

- Train staff

- Lead by example

TECHNOLOGY CONSIDERATIONS

Short term and long term technology plans to enhance employee experience

Short term:
- What do we have/need?
- Optimize features of current payroll, HRIS systems
- Leverage collaboration tools like Teams, Slack, etc (beware of overload)
- How can we better connect with remote workers?

Long Term:
- Make future technology decisions based on supporting remote workforce
- Explore technology options from administrative AND employee lens

Note: Consider security of platforms

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CONSIDER THE EMPLOYEE EXPERIENCE – FROM A REMOTE LENS

RECRUITMENT & SELECTION	ORIENTATION & ONBOARDING	TOTAL COMPENSATION	POLICIES & PROCEDURES
• Leverage social media • Video interviewing • Train hiring managers • Be aware of unconscious bias	• Get employees online ASAP • Digital employee handbook company culture • Create a sense of belonging (assign buddy, offer tips) • Individualized onboarding plan with video check-ins and goals	• Review total comp offering • Determine which benefits employees value (survey) • Training and Development (adjust accordingly) • Encourage and make easily accessible	• Adjust to reflect remote environment • Tone should reflect your culture/employer brand • Easily accessible

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CONSIDER THE EMPLOYEE EXPERIENCE – FROM A REMOTE LENS

PERFORMANCE MANAGEMENT	TRAINING & DEVELOPMENT	EMPLOYEE COMMUNICATION	OFF BOARDING
• Set clear expectations from the start • Regular check-ins • 2x2 Feedback • Train managers	• Develop plans • Offer multiple ways to access training (live web-based)	• Develop communication strategy* • Communicate frequently and in multiple ways – you cannot over communicate! • Know what works best for each employee	• Be true to your culture and employer brand • Process for company equipment recovery • Conduct with respect and dignity

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TIP: BE RESPECTFUL AND EMPATHETIC

"Being respectful and empathetic in the workplace is always a good thing. But now, more than ever, respect and empathy are at the very core of what we need to get through these crises. Research has found that <u>virtual teammates are 2.5 times more likely to perceive mistrust, incompetence, broken commitments, and bad decision-making with distant colleagues than those who are co-located</u>."

Vasundhara Sawhney,
Sr Editor, HBR Ascend

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TIPS FOR KEEPING YOUR REMOTE WORKFORCE ENGAGED

TIPS TO ENGAGE EMPLOYEES

- Think about ways to communicate with remote employees that drive sense of connection (walk and talk meetings, survey question of the week, one-on-ones, 2 x 2 meetings, chat features, etc.)

- Create a checklist of best practices for working remotely (include ideas for regular connection, taking breaks, encouraging exercise and wellbeing)

- Rethink onboarding (add employee pictures to your org charts, identify a "bud" to help onboard remote employee to company norms, etc.)

- Ask current staff working remotely for their top 2-3 best ideas for improving connection, etc.)

- Communicate frequently...and then some more!

  - Ask for feedback often and make adjustments accordingly

  - Listen with empathy. Be respectful in all interactions

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RECAP

- Be clear the culture your are driving is aligned to your business strategy

- Assess HR processes/policies from lens of remote worker to ensure they enable desired culture

- Leverage technology, but don't overload.

- Focus on building/growing foundation of "sustainable" trust

- Communicate frequently...and then some more!

  - <u>Ask for feedback often and make adjustments accordingly</u>

  - Listen with empathy. Be respectful in all interactions

- Develop risk tolerance - take advantage of the opportunity to think differently

  - Learn from missteps, focus on next steps

- Train managers to manage in a remote environment

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Someday in the not-too-distant future, according to our experts, it won't even be new. "Remote work," they say, will simply be "work." And because necessity is the mother of invention, we're being pushed toward that future more quickly than anyone ever imagined.

Laurel Farrar
Remote Work Strategist

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NEXT STEPS

- Examine your culture.
  - Determine if it aligns with your new norm

- Review HR practices at all phases of the employee experience
  - Identify opportunities to imbed your culture at each phase

- Review the TIPS for engaging remote employees
  - Communicate frequently
  - Practice empathy and respect
  - Embrace technology in the short and long term

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THANK YOU AND STAY SAFE!

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