



Bringing Your Remote Employees Back to The Office

Featuring
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This program has been approved for 1 (HR (General) recertification credit hours toward PHR, SPHR and GPHR recertification through the HR Certification Institute.

Agenda

- How to learn from all the productivity improvements you made while people were remote and bring those improvements back into the office.
- Discovering which parts of working remotely were great (and you should keep) and which parts of working remotely were difficult (that you should correct).
- Having the conversation when an employee wants to stay remote but their performance is better when they're in the office.
- Having the conversation when an employee wants to come back to the office but their performance is better when they're remote.
- How to discover whether your employees have personalities that fare better at home or at the office.
- How to handle your team when some employees stay remote but others have to come back to the office.

WORKPLACES DURING THE COVID-19 PANDEMIC



The purpose of this tool is to assist employers in making (re)opening decisions during the COVID-19 pandemic, especially to protect vulnerable workers. It is important to check with state and local health officials and other partners to determine the most appropriate actions while adjusting to meet the unique needs and circumstances of the local community.

Should you consider opening?

- ✓ Will reopening be consistent with applicable state and local orders?
- ✓ Are you ready to protect employees at higher risk for severe illness?

ANY
NO



ALL
YES

Are recommended health and safety actions in place?

- ✓ Promote healthy hygiene practices such as hand washing and employees wearing a cloth face covering, as feasible
- ✓ Intensify cleaning, disinfection, and ventilation
- ✓ Encourage social distancing and enhance spacing between employees, including through physical barriers, changing layout of workspaces, encouraging telework, closing or limiting access to communal spaces, staggering shifts and breaks, and limiting large events, when and where feasible
- ✓ Consider modifying travel and commuting practices. Promote telework for employees who do not live in the local area, if feasible.
- ✓ Train all employees on health and safety protocols

ALL
YES

Is ongoing monitoring in place?

- ✓ Develop and implement procedures to check for signs and symptoms of employees daily upon arrival, as feasible
- ✓ Encourage anyone who is sick to stay home
- ✓ Plan for if an employee gets sick
- ✓ Regularly communicate and monitor developments with local authorities and employees
- ✓ Monitor employee absences and have flexible leave policies and practices
- ✓ Be ready to consult with the local health authorities if there are cases in the facility or an increase in cases in the local area

ALL
YES

OPEN AND
MONITOR

ANY
NO



ANY
NO



cdc.gov/coronavirus

OVERALL, BE FLEXIBLE

4

- Encourage those who to can work remote
- Be flexible with those who have limitations (e.g., high-risk, childcare, transportation)
- Adjust leave policies for employees that need it
- Develop a policy on how to prioritize accommodation requests

TAKING A PHASED-APPROACH

Phased approach to return to work plans (“BTW”)

- Most companies are not bringing all employees back at the same time (risk of second wave of virus spread)
- Considering employee wellbeing, fears, etc. [Good suggestion to have “welcome back” packages for employees when they BTW]

Tiering employees, and then BTW by Tier:

- Essential v. non-essential (including by geographic location and role)
- Required onsite v. able to work remotely
- Special accommodation for high risk individuals (and those who have, or are caring for, high risk family members, including health care workers)
- Reasonable accommodation for others, as required (but keeping in mind employee’s wellbeing/state of mind and being flexible within reason)
- No disparate treatment between management and rank-and-file level employees...Rotation of leadership team (business continuity concerns)

TAKING A PHASED-APPROACH

6

When to start BTW process, approaches:

- Complying with orders on a jurisdiction by jurisdiction basis
- Jurisdictional requirements used as a baseline only
- Relying on medical expert guidance (CDC, WHO, state/local public health)
- Once orders lift, based on business needs/customer demand
- Considering all the above, and striving for “best practices”

Longer Term Considerations:

- Culling lessons learned into more robust risk assessment processes going forward
- Reassessing business strategies, mission, core values – does this experience warrant any pivots in business model (e.g., new products, new markets, new services)?

TAKING A PHASED-APPROACH

7

Current	Phase 1	Phase 2	Phase 3	Phase 4
<p>[List of Mitigation Measures Currently in Place]</p>	<p>Minimum Tier 1 employees BTW; all others remain WFH (including higher risk and caretakers)</p> <p>Limitation on [specific activities] (e.g., lab work, long-lead tests/experiments, etc.)</p> <p>[List social distancing measures]</p> <p>[List PPE requirements]</p> <p>[List lunch/break protocol]</p> <p>[List any benefits to be provided to BTW/WFH employees]</p> <p>[List travel restrictions]</p> <p>[List health screening requirements]</p> <p>[List visitor restrictions]</p>	<p>Remainder Tier 1 and minimum Tier 2 employees BTW; all others remain WFH (including higher risk and caretakers)</p> <p>Begin [specific activities]</p> <p>[List social distancing measures]</p> <p>[List PPE requirements]</p> <p>[List lunch/break protocol]</p> <p>[List any benefits to be provided to BTW/WFH employees]</p> <p>[List travel restrictions]</p> <p>[List health screening requirements]</p> <p>[List visitor restrictions]</p>	<p>Remainder Tier 2 and minimum Tier 3 employees BTW; all others remain WFH (including higher risk and caretakers)</p> <p>[List updated social distancing measures]</p> <p>[List updated travel restrictions]</p> <p>[List updated health screening requirements]</p> <p>[List updated visitor restrictions]</p>	<p>Moving toward business as usual/new normal</p> <p>WFH when needed</p>

TAKING A PHASED-APPROACH

8

Other Thoughts

- Project prioritization needed, what projects can be flexed up or down a phase?
- Review employee Tiers to align with product prioritization – considering where WFH can be sustained effectively
- Need ability to step back a phase, if needed
- Offer updated health screening requirements as new tests and technologies become readily available
- Consider changes to recruiting activities given potential for space/time limitations as a result of social distancing
- Consider staggered schedules and shifts

Remote-Working Assessment

I have the resources I need to be effective WFH.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

[OPEN-ENDED] What resources do you not currently have that would make you more effective WFH (could be physical items, communication, training, or anything else):

[DROPDOWN] What communication channels have been the most effective for you WFH? [Slack, email, townhall online calls, weekly team videoconferences, etc.]

[OPEN-ENDED] What are your biggest challenges WFH?

[OPEN-ENDED] What's something that has changed about your job since you went remote that you think is a POSITIVE CHANGE? (e.g., fewer meetings, more meetings, greater efficiency, fewer interruptions, or anything else you can think of). PLEASE BE AS DETAILED AS POSSIBLE.

[OPEN-ENDED] What's something that has changed about your job since you went remote that you think is a NEGATIVE CHANGE? PLEASE BE AS DETAILED AS POSSIBLE.

[OPEN-ENDED] What's a positive change the company or management could make to improve your WFH effectiveness?

Back-To-The-Office Readiness Assessment

10

Assuming physical changes are made to office layout, social distancing, sanitizing, etc., I feel safe coming in to work.

STRONGLY
DISAGREE

STRONGLY
AGREE

<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>	6	<input type="checkbox"/>	7
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I can effectively perform my job responsibilities while working from home.

<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>	6	<input type="checkbox"/>	7
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Having in-person interaction with other coworkers (while maintaining social distance) is important for my well-being.

<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>	6	<input type="checkbox"/>	7
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I am highly productive in my WFH situation.

<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>	6	<input type="checkbox"/>	7
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I can effectively communicate with my colleagues in my WFH situation.

<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>	6	<input type="checkbox"/>	7
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If needed, I can effectively maintain my WFH situation for the next 6 months.

<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>	6	<input type="checkbox"/>	7
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I look forward to coming back to the office.

<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>	6	<input type="checkbox"/>	7
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Back-To-The-Office Readiness Assessment (continued)

[DROPDOWN] In addition to physical changes made to office layout, social distancing, sanitizing, etc., which of the following would significantly impact your ability and/or comfort to return to the office?

- Lack of available and safe child-care
- Personal or family health concerns
- Concerns taking public transportation
- Other:

[OPEN-ENDED] Are there any other questions you wished we had asked you?

CONVERSATION TO ASSESS READINESS

12

How do you feel about coming back to the office?

What concerns you about coming back to the office?

What resources do you not currently have that would make you more effective WFH?

What are your biggest challenges WFH?

What's something that has changed about your job since you went remote that you think is a POSITIVE CHANGE?

What's something that has changed about your job since you went remote that you think is a NEGATIVE CHANGE?

EMPATHIC LISTENING TEST

13

Do You Know How To Listen With Empathy?



DO YOU KNOW HOW TO LISTEN WITH EMPATHY?

READ THESE INSTRUCTIONS BEFORE STARTING...

Your friend works at a company that is going through a very tough financial situation and layoffs, and it's very stressful. You have a conversation with them. Your friend will say 9 things during this conversation. You will evaluate your response and decide whether you think your response displays 'empathy.'

START THE ASSESSMENT

<https://www.leadershipiq.com/blogs/leadershipiq/quiz-do-you-know-how-to-listen-with-empathy>

PERSPECTIVE TAKING

Subjects were asked to write an essay describing a time a boss had treated them unfairly.

These essays were then read by an objective outsider.

- One group of subjects was told that the reader said
*“I tried to take their perspective, **but I just couldn’t put myself in their shoes.**”*
- The other group was told the reader said
*“I tried to take their perspective, and **I could really put myself in their shoes.**”*

PERSPECTIVE TAKING

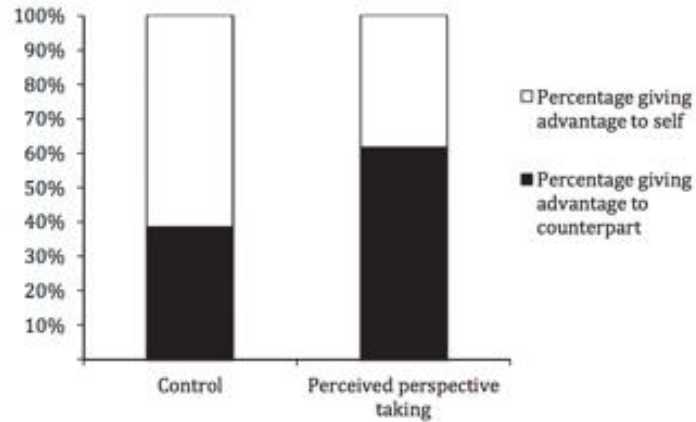


Figure 4. Percentage of participants choosing to give an advantage in the game to themselves or the counterpart by condition in Experiment 4.

Noah J. Goldstein, Noah J., I. Stephanie Vezich, and Jenessa R. Shapiro., "Perceived Perspective Taking: When Others Walk in Our Shoes." ,*Journal of Personality and Social Psychology* 106, no. 6 (2014): 941.

When subjects were told that the reader *"could really put myself in their shoes"...*

- They liked that person 19% more.
- And they felt 78% more empathy towards them.
- And they were 59% more likely to give them money.

7 PHRASES THAT SAY “I’M NOT LISTENING”

16

- 1 Griping about it won’t make it better.
- 2 Suck it up.
- 3 Life is unfair.
- 4 Maybe it's a blessing in disguise.
- 5 Don't worry; you’ll get over it.
- 6 You think you've got problems?
- 7 Yeah, but.

5 DRIVING NEEDS

17





ACHIEVEMENT

People with a high need for achievement seek to excel. They want difficult goals that demand intense effort and that challenge them to grow in new ways.

Achievement-driven individuals thrive when they're allowed to stand out and be great. They love being evaluated and graded, and frequent feedback helps them to monitor their progress. They welcome constructive criticism, but also want recognition for their good work via sincere praise that targets specific accomplishments. They desire hard metrics by which they can chart their progress and verify their achievements. They get bored and frustrated with too easy work and want difficult goals, tasks and assignments that offer a moderate probability of success.

Whenever possible, let them take an active role in choosing their own work. These individuals want to be specialists so allow time for mastering their topics. Allocate space for working alone and pair them with other hard-working, high-performing individuals when team efforts are required.



POWER

They love to be in charge and will even choose a high-ranking title over money. They want to direct others and to hold the authority to make decisions that impact others.

Power-driven individuals thrive when allowed to stand out and to be great, so find ways to let them exercise their power strategically, as part of the goals and missions for the organization. Encourage an environment that embraces friendly competition and values creativity and intelligence, and where the best idea sometimes wins regardless of status or tenure.

Power-motivated individuals do not typically respond well to being told what to do or how to do it. They are happiest when given the autonomy and responsibility they crave. They like challenge and get bored with too easy work that brings little recognition. Give them a clear path to advancement, allow them to make autonomous decisions, and assign them the lead on projects when possible. Empower them by finding opportunities for autonomous decision making.



AFFILIATION

People with a high need for affiliation want harmonious relationships with other people and they want to feel accepted by others. These individuals prefer work that provides significant personal interaction. They enjoy being part of groups and make excellent team members, though sometimes they are distractible into social interaction.

Teamwork and more teamwork is the key to keeping affiliative-driven individuals highly engaged. Assign positions and work that includes a high level of social contact and lots of face-to-face time.

Affiliative-driven individuals are best suited to working in a co-located environment and not remotely. Avoid solo work, isolation and putting them in offices that are physically distant from others. If these employees do work remotely, applications like Skype or Facetime are simple ways to get some of the benefits of face-to-face conversations.



SECURITY

People with a high need for security look for continuity, consistency and predictability in their job, work, and pay. They are driven by guarantees and may prefer to stay with the same company, or in the same position or department, for the long haul. High security people get anxious over change.

High-security driven individuals love contracts, they love proof and they love history. They want to know that something has been done before, that it is a proven and predictable concept, and they want to see it guaranteed in writing. They want clarity.

Provide these individuals with clearly defined job roles and duties and gain their buy in by providing lots of proof and history and guarantees and contracts. Let them know what is going to happen before they start so they feel confident that they've got a good chance at a homerun swing. Security-driven individuals dislike risk and rapid, unannounced change.



ADVENTURE

People with a need for adventure are motivated by risk, change, and uncertainty. They thrive when the environment or the work is constantly changing. They tend to like challenges and jump at the opportunity to be the first to do something new.

Assign them new and difficult projects and assignments. They don't care that it's hard, and they don't care if the work isn't perfectly defined. These individuals like change; they want to break up the status quo.

Adventure-drive people will go crazy when every day feels like every other day. They dislike doing work everybody else is already working on; it's much more gratifying to be the first person to work on a project. Avoid assigning them repetitive projects or jobs or work that is predictable or too easy.

5 DRIVING NEEDS

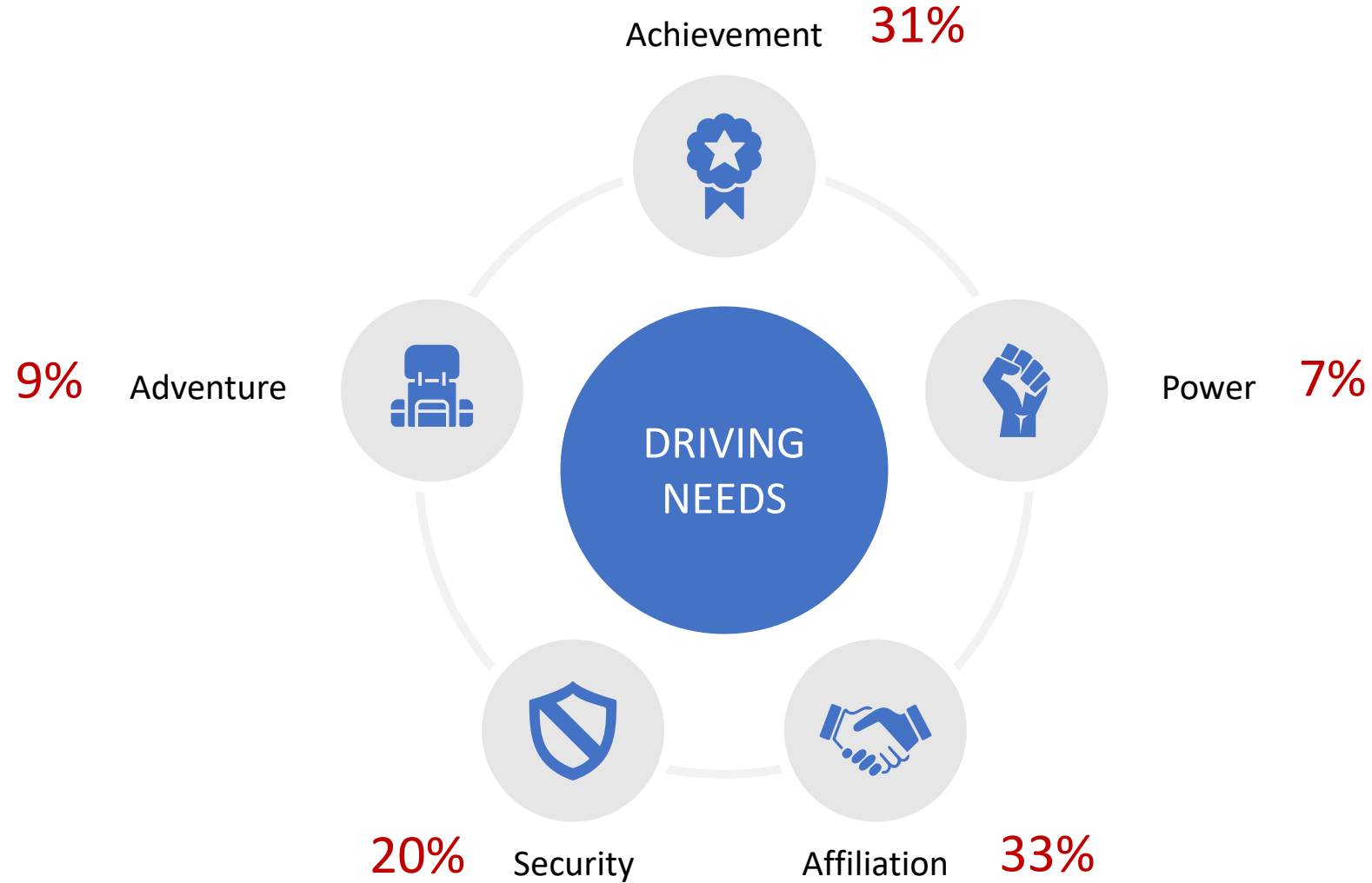
23



<https://www.leadershipiq.com/blogs/leadershipiq/what-motivates-you>

5 DRIVING NEEDS (DATA FROM PAST 6 MONTHS)

24



MAP YOUR TEAM



A FEW KEY QUESTIONS

What if I am not comfortable going back to work?

Fear of contracting COVID-19 is not a legal reason to refuse coming to work (assuming the company legally permitted to open). However, if there's an existing health condition or disability, ADA might apply. If an employee makes a specific complaint about a safety concern (e.g. not adequately cleaning the desk of a colleague who tested positive) could be protected by OSHA (which requires you to provide a work environment "free from recognized hazards that are causing or are likely to cause death or serious physical harm").

What if I no longer have child care?

The Families First Coronavirus Response Act (FFCRA) requires qualified employers to provide eligible employees with paid sick leave and expanded family and medical leave to care for a child whose school or childcare provider is unavailable for COVID-19 related reasons.




REMEMBER, BE FLEXIBLE

27

- Encourage those who to can work remote
- Be flexible with those who have limitations (e.g., high-risk, childcare, transportation)
- Adjust leave policies for employees that need it
- Develop a policy on how to prioritize accommodation requests

Example Word Picture: WFH

28

 NEEDS WORK	 GOOD WORK	 GREAT WORK
<p>I don't erect physical barriers at home to separate my work space (physical and mental).</p>	<p>I have barriers (including signs) for my household indicating when I can/can't be disturbed.</p>	<p>Good Work PLUS I use noise-cancelling headphones, browser-blocking apps, etc. to help me focus exclusively on my critical tasks for that day. I also put on work(ish) clothes and my name badge during my working times.</p>
<p>I start working whenever I happen to wake up and get started.</p>	<p>I have a scheduled block of time during the day when I do my work.</p>	<p>I use time chunking, so I have specific 1-hour blocks of time spread throughout the day where I have deep concentration, followed by short break periods to attend to household needs.</p>
<p>I don't have specific metrics for what I must accomplish for every day of work.</p>	<p>I have specific metrics for what I must accomplish for every day of work.</p>	<p>I have specific metrics for what I must accomplish for every day of work and I send my boss a report every day about my success.</p>

A FEW REMINDERS ABOUT PHYSICAL CONSIDERATIONS

Signage

Signage at each public entrance of the facility to inform all employees and customers that they should: avoid entering the facility if they have a cough or fever; maintain a minimum six-foot distance from one another; sneeze and cough into a cloth or tissue or, if not available, into one's elbow; and not shake hands or engage in any unnecessary physical contact. Signage posting a copy of the Social Distancing Protocol at each public entrance to the facility.

Measures to Protect Employee Health

Everyone who can carry out their work duties from home has been directed to do so.

All employees have been told not to come to work if sick.

Symptom checks are being conducted before employees may enter the work space.

All desks or individual work stations are separated by at least six feet.

Break rooms, bathrooms, and other common areas are being disinfected frequently, on the following schedule (XXXXXX).

Disinfectant and related supplies are available to all employees at the following location(s): XXXXXX.

Hand sanitizer effective against COVID-19 is available to all employees at the following location(s): XXXXXX.

Soap and water are available to all employees at the following location(s): XXXXXXXX.

Copies of this Protocol have been distributed to all employees.

A FEW REMINDERS ABOUT PHYSICAL CONSIDERATIONS

Measures to Prevent Crowds From Gathering

Limit the number of employees/customers in the facility at any one time to XXXXXXXX, which allows for customers and employees to easily maintain at least six-foot distance from one another at all practicable times.

Post an employee at the door to ensure that the maximum number of employees/customers in the facility set forth above is not exceeded.

Measures To Keep People At Least Six Feet Apart

Placing signs outside the facility reminding people to be at least six feet apart.

Placing tape or other markings at least six feet apart in areas inside the facility and on sidewalks at public entrances with signs directing people to use the markings to maintain distance.

All employees have been instructed to maintain at least six feet distance from customers and from each other, except employees may momentarily come closer when necessary to accept payment, deliver goods or services, or as otherwise necessary.

A FEW REMINDERS ABOUT PHYSICAL CONSIDERATIONS

Measures To Prevent Unnecessary Contact

Preventing people from self-serving any items that are food-related.

Not permitting people to bring their own mugs, or other reusable items from home.

Providing for contactless payment systems or, if not feasible, sanitizing payment systems regularly.

Measures To Increase Sanitization

Disinfecting wipes that are effective against COVID-19 are available

Employee(s) assigned to disinfect key items/areas regularly.

Hand sanitizer, soap and water, or effective disinfectant is available where people have direct interactions.

Disinfecting all payment portals, pens, and styluses after each use.

Disinfecting all high-contact surfaces frequently.

INNOVATIONS



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