# Motion

Remote working is bad for **productivity** because there is a lack of **accountability**. Employees should always remain contactable if they wish to work remotely.

1. Theories (Interrogate Claims, Go for the Premises, Identify the issues etc)
2. Paradigms (Functionalist, Interpretivist, Radical Humanist, Radical Structuralist)
3. Appeals (Logos, Ethos, Pathos)

What is Productivity?

- No. of tasks completed over unit time (emphasis on group-related tasks, which are highly interdependent)
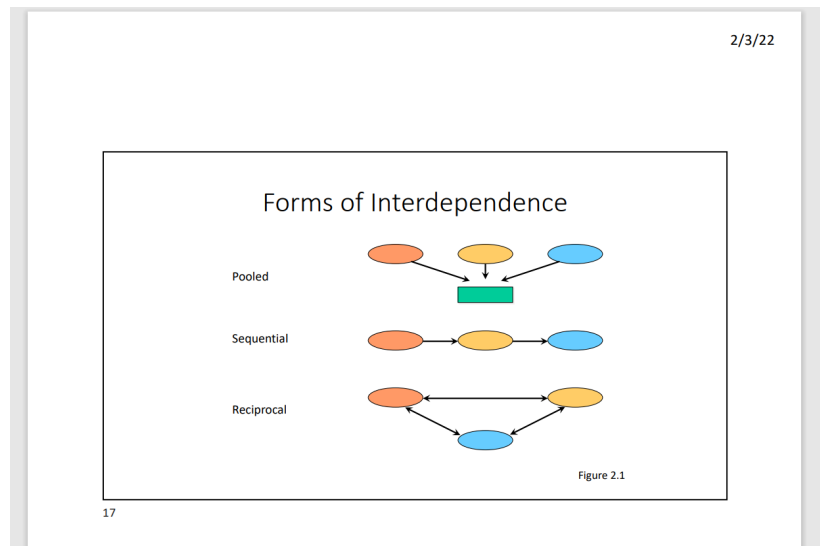
From Org Process, Structural Lens.

What is Accountability?

Accountable to the company (company pays your salary)? Manager? Metrics?. Accountability refers to the assurance that employees will be evaluated based on their performance for something for which they are responsible.

Proposition

Remote working is bad for productivity, come back to the office! Generally from the company's perspective.

Blue: Proposition's point
Red: Opposition Potential Rebuttal
Green: Proposition Rebuttal

Key Points

1. Power, invokes ethos
   a. Managers have little control over what the employees are doing at home. Given that employees naturally slack or skive when their managers are not around, it is reasonable to contend that employees will slack even more inordinately when they work remotely because their managers cannot effectively check up on whether they are working or not. This leads to a loss of accountability for work and the productivity of the company decreases.
   b. In today's agile workplace, managers prefer to give autonomy to their employees. Following agile practices such as daily stand-ups, managers can ensure that the work for the day is completed by the employees
   c. Stand-ups do not guarantee that work is being done effectively. Overly long-drawn discussions about a particular topic or task which do not concern some of the developers on the team just make people switch off mentally. Often certain questions lead to problem-solving during the standup meeting. This causes even more loss of efficiency and unproductiveness.
2. ???, invokes ethos
   a. With remote work, the power of managers is greatly undermined. Management is a social activity and is crucial for any company. With remote work, social interactions between employees and their managers are reduced significantly, thus rendering them ineffective. This leads to a disconnect between employees and their managers, causing managers to be less aware of the status of their employees' tasks and be less involved in the supervision of tasks. Employees become less accountable to their managers and their tasks due to ineffective management
   b. *Need counter claim*
   c. *Need counter counter claim*
3. Functional, invokes logos
   a. Employees may not be contactable at all times when working remotely. When managers need to assign ad-hoc tasks, they may not be able to contact the employee. Once again, this leads to a lack of accountability and hence reduced productivity
   b. If the employee is already working on something, then some work is still being done. This does not lead to a loss of productivity

      c. In a dynamic environment such as the development of a product, there is no final set of tasks. The requirements change based on the demands of the customers and there may be a critical issue that is discovered leading to a change of priorities to try and resolve the issue. Employees are accountable for working on the latest requirements

      d. Internal Note: If the opposition ever says "if the employee is always contactable, then the problem is solved, right?" we straight away say that "Oh, so you agree with the second part of our motion? Keep in mind, being contactable remotely is not always possible, with outages of platforms such as MS Teams, which actually happened recently."

4. Functional, invokes logos

      a. Managers are unable to take updates from their employees as and when they like. An employee may complete their task before the set deadline and may be idle

      b. Employees are rewarded with free time for finishing their work earlier

      c. *Need to think of counter-counter claim*

5. Tradition, invokes logos

      a. Remote working is bad because employees are unable to work effectively as a group. *Why?*

      b. Remote working is good because you can pull any of your teammates into a call and ask them whatever you want. There is no need to find them around the office and waste time.

      c. *Need to think of counter-counter claim*

6. ???, invokes ethos

      a. Remote working may temporarily increase productivity over the short term, perhaps because of reduced commuting and fewer distractions that can come with office life. However, there are studies that suggest in the long term, productivity will be lowered. Remote working can't deliver key benefits — including learning and new friendships — that comes from face-to-face contact. In-person work fosters innovation, the effects of which on productivity almost certainly exceed the gains from working harder at home for possibly unsustainable stretches. An even slightly higher growth rate once people return to offices will quickly outpace the one-time gain from saved commuting time.

      b. Burnout has been a result of not just WFH but a combination of many different things. These include keeping oneself safe from the virus, trying to survive financially during an economic recession, fearing being laid off, not being able to go outside one's house for the sake of refreshment, not being able to meet one's friends and family outside of their homes and many more things. Currently, studies that have specifically analyzed the relation between burnout and voluntary WFH in isolation are scarce, and it is not possible to establish a link.

      c. *Need to think of counter-counter claim*

7. It is known that employee burnout is the single biggest productivity killer from multiple studies and employees are more likely to suffer from burnout when working remotely:

      a. Video fatigue is a thing. Meetings still have to take place even when employees are working remotely and these meetings take place over video calls. (A study by stanford illustrates that Zoom fatigue is mostly caused by these factors: Excessive amounts of close-up eye contact, Seeing yourself during video chats constantly in real-time, Video chats dramatically reduce our usual mobility, The cognitive load is much higher in video chats.) It is much more mentally draining to be in a video meeting as compared to an

in-person meeting. And video meetings are more likely to be scheduled in close succession than in-person meetings due to not needing travel time between meetings. These factors lead to a phenomenon known as video fatigue and it increases the risk of employee burnout.

b. Lack of work-life-separation causes people to find it hard to get off work. Their living space will feel like their working environment and whatever tensions the employee faces during work will be carried over to their personal life, causing employees to find it hard to decouple work from personal life and to destress. Over time, the buildup of stress will contribute to employee burnout as well.

c. The lack of human interaction and innovation when working remotely can stifle employees, causing them to feel that every day is monotonous and repetitive, putting out their passion for work. Thus leading to burnout.

Proposition:

Definition of Accountability: a willingness or obligation to take responsibility for one's actions.
To be accountable is to be responsible for the consequences of one's actions.
When there is a lack of accountability, penalties are not meted out for the impact that an individual's actions had caused.

Before proceeding with the crux of the debate, it is important to identify to who employees are accountable in the workplace. In general, employees are accountable to their employers, more specifically, their direct superior. Only by knowing who employees are accountable to, can we know how employees can be held accountable for their actions.

First, I will address **why remote working causes a lack of accountability**.

Point: There is this Chinese idiom 天高皇帝远, which literally means that the sky is high and the emperor is far away, similar to how managers are far from sight, far from mind when employees work remotely. The Chinese idiom means that local officials can do whatever they want in remote places as the power of the emperor does not extend there, which parallels how employees are able to do as they like when their managers are far away. Since managers are unable to know what their employees are doing at home, it is difficult to hold employees accountable for their work, due to the multitude of excuses an employee can possibly give for a subpar piece of work, such as the timeline being too tight when in actual fact, they finished their work early but did not check it and slacked off till the deadline, submitting the unsatisfactory work. Thus, the fact that managers cannot effectively hold their employees accountable leads to a lack of accountability.

Counter argument + rebuttal:
Employees can still be held accountable for actions such as missing KPIs or missing deadlines.
However in today's age, frequently, it is the employees that choose their employer rather than the other way round. Firing the employee without understanding the reason for their actions might cause the company to appear uncompassionate and their management may even appear tyrannical, resulting in job seekers looking away. To prevent that, companies usually try to understand the reason behind the missed KPI, if need be, the employees can then be placed in a performance improvement plan, which usually is a precursor to being fired, but that takes a long time and incurs unnecessary spending as compared to when employees work on-site where managers can effectively hold employees accountable for their actions without relying on the roundabout way of doing so.

Employees can still be held accountable for actions such as missing KPIs or missing deadlines. If they consistently miss deadlines or KPIs, the managers will know that they are not properly doing their work at home.
Admittedly, repeated excuses for failing to meet task requirements will cause managers to be suspicious of the employee's abilities. However, managers still need to prove that the employees are indeed lying about their excuses. If managers were to just fire the employee because they failed to meet their task requirements, but with an excuse, they may appear to be uncompassionate or even tyrannical, discouraging future jobseekers from joining the company. Think of a scenario where a single mother

repeatedly fails to hit her KPI because of her sick child. What would appear of the company if news got out that they fired the single mother just because she failed to hit her KPIs. The company's reputation will likely be dragged through mud, which is especially true in today's woke society. Do you still think that companies will hold the single mother accountable in this case, where the damages seem to be greater than good?

Point: Many employees are now struggling to focus at home due to increased familial responsibilities or because other members of their household are also working from home.

Point: Uncertainty about the economy and job stability breeds anxiety, which tends to prompt a go-it-alone mode of working among employees and a general wariness of others.

Point: Managers cannot extend their authority to the homes of their employees, to control things like how their houses are decorated, and how quiet must their rooms be when working from home. There are uncontrollable factors when employees are working from home such as the bad working setup at home, the sound of neighbours renovating their house etc. This may cause employees to produce work of lower quality as compared to when they work from the office. Thus, when managers wish to hold their employees accountable for the unsatisfactory work that they produced, the employees can just use their bad working environment at home as the reason and the manager cannot put the blame on their employees, since it is indeed out of their employees' control.

Counter argument + rebuttal:
This loss of productivity and low-quality work is not due to the lack of accountability though. Employees are still being held accountable by their managers and their performance is being evaluated, so WFH is not really causing a lack of accountability (i.e. causing a loss of productivity due to other factors)
The opposition mentions self-accountability, but that does not really apply in the argument very well. Let's take an employee that made a mistake, causing the company to incur a 1 million dollar loss. How many employees will hold themselves accountable for that loss? After all, you don't really see employees coughing up $ 1 million to make up for their mistakes right? More often than not, it is employers that have to hold their employees accountable for their mistakes.

Point: Clear communication is required to inform employees of what they need to do and what is required of them for each task. Knowing the task requirements is important for accountability since employees can only be held accountable if they are clearly informed of their tasks beforehand. When employees work remotely, it is harder for managers to communicate the task requirements effectively, since a huge part of communication is non-verbal. Even when communicating using video calls, a large part of the body's non-verbal cues are not picked up by the employee. That results in miscommunications being more prevalent and harder for employers to hold employees accountable for their actions if the employees blame the miscommunication for the mistake.

Counter Arg:
A manager can specify the requirements via email or text, and a written form of the requirements is the most rigorous/clear way of letting an employee know what they need to do because everything is in writing. If there is ambiguity in the requirements, the employees

It is simply not scalable for managers to specify the requirements via written communication, especially in today's changing corporate structure where hierarchies are being flattened, and each manager is responsible for more people. If each manager needs to send an email to every employee for each of their tasks, then it would take up a lot of the manager's time. In addition, if the manager needs to make sure that the email is accurate, he will need to proofread it which adds to the work. Furthermore, employees can claim to have "missed" the email due to receiving too many emails. It is not reliable to disseminate tasks by simply relying on written communication. In a software development setting, if the manager spends his time sending out task requirements via emails, he would have less time planning the software development process, which may lead to delays or poor planning in the software development.

Next, I will address **how the lack of accountability causes lowered productivity**.

Point: When employees are not held accountable for producing subpar work or missing the deadline, it will encourage others to do the same thing, since that will lower their workload. This would result in a decrease in productivity because a delay in a single task may result in other tasks that depend on it also being delayed. As a programmer, this is especially close to heart since the team may be waiting for a dependency to complete their task, if the dependency that they are waiting for cannot be completed in time, then their task will be delayed as well. Since the team members cannot continue with other tasks on hand due to the dependency, they spend their time idling, causing a decrease in productivity.

Counter arg:
Coding: In a real workplace, proper dependency management and task assignment are done by a manager, such that no particular task is very critical and can hold up other tasks. If there are tasks like that, they are broken up and assigned to multiple people to ensure that there is no single point of failure/delay.

Point: The lack of accountability may lower the morale in the workplace since individuals can get away scot-free when submitting subpar work or missing the deadline. Over time, employees may stop taking pride in their work since whatever they submit is treated the same, subpar or exemplary. This would lower their morale as they realize that hard work is not recognized. Given the decreased morale in the workplace, employees will be less driven to work hard, causing productivity to decrease.

Point: The lack of accountability threatens trust amongst coworkers since they do not have confidence that each individual will give their best and not skive, hoping that their colleagues will pick up what they did not complete. This causes employees to not work as hard as they would in a team that they trust, since they do not wish to finish their tasks early and take on more tasks for teammates that skived.

Point: There will be tension between managers and employees when there is a lack of accountability, which creates a less conducive office environment for the employees. This increases the rate of turnover in the organization, causing the company to need to train new people for the job every time, diverting away manpower that could otherwise be used to complete tasks. Thus causing a decrease in productivity.

https://hbr.org/2021/02/wfh-is-corroding-our-trust-in-each-other

Point: Increased reports of electronic monitoring suggest that executives' confidence in having figured remote work out is starting to ebb. For example, Hubstaff, a provider of time-tracking tools for remote work, reported a four-fold increase in its UK customers since February of 2020, and Sneek, whose technology takes webcam pictures of employees on a regular interval and shares them with colleagues, reported a five-fold increase. (==statistics==)

Point: A loss of information undermines trust. Researchers interviewed more than 3,000 senior knowledge workers and identified two distinct kinds of trust that are essential for people to work together effectively. First, competence trust: they need to believe that others will deliver and that the work will be high quality. Second, interpersonal trust: they need to believe that others have good intentions and high integrity. To trust colleagues in both of these ways, people need clear and easily discernible signals about them — what they're doing (actions), why they're doing it (motivations), and whether they'll continue to do it (reliability).

Over the past two decades, the moves toward remote working and dynamically shifting teams has made this information harder to come by. Less face-to-face time means that we have less opportunity to observe. We also have fewer shared sidebar conversations that build rapport and interpersonal trust, and we lack situational cues.

Opposition

Remote working is good for productivity, work from home! Generally from the employees' perspective

Key Points

1. Functional, appeals to Ethos
    a. Employees save on their commuting times when working from home and hence are able to start their work early and end their work earlier as well. This allows them to spend more time with their family and friends. This leads to less exhaustion and keeps the employees happier, leading to higher productivity. Not only does WFH save commuting time, but it also means that employees save on the cost of fuel/transport, which adds up in the long run. It also contributes to
    b. Time saved from commuting is offset by the ease of F2F work. Having to work with software like Zoom or MS Teams allows the possibility of technical difficulties halting work. Moreover, older employees may struggle with using technology. The amount of time that is spent dealing with such difficulties can be comparable to the saved commuting times.
    c. Firstly, technical difficulties are usually rare one-time events, while commuting times are a guaranteed daily expense. Secondly, even if older employees struggle with technology, after a time or two of use, they will become used to it. Thus, this time lost is just a one-time expense in the long run as well, once everyone is familiar with the software/workflow, work can be carried out significantly faster.
    d. Employees are not happier because WFH blurs the boundary between work and personal life. At home, it is easier to be disturbed by others such as one's parents or children. This can lead to unproductiveness due to a lack of focus on the work being done, which not only reduces the quality of the work being done but also makes it take longer. This can lead to a burnout
    e. Burnout has been a result of not just WFH but a combination of many different things. These include keeping oneself safe from the virus, trying to survive financially during an economic recession, fearing being laid off, not being able to go outside one's house for the sake of refreshment, not being able to meet one's friends and family outside of their homes and many more things. Currently, studies that have specifically analyzed the relation between burnout and voluntary WFH in isolation are scarce, and it is not possible to establish a link.

Opposition
Point: Working from home helps with work-life balance because many employers offer flexible working hours where an employee can start and end their day whenever they like, as long as they are meeting their KPIs and tasks are being completed, so they are still accountable for their work. The control granted by flexible work hours allows one to draft their schedule as they like and fit their style and life better. During the day if they do not like waking up early, during the morning if they are an early riser.

Point: Hiring employees that WFH is beneficial even to a company. They can hire people from any geographical location, or background and can truly claim that they are a diverse and equal opportunity employer.

Point: Employees can still be held accountable when working remotely through the use of performance indicators or deadlines. Managers can clearly communicate the requirement for each task in writing via emails and make the consequences of missing requirements clear. Therefore, even if there is a decrease in productivity when working remotely, it is not due to a lack of accountability.

Point: Clearly laid out remote work policies can keep employees accountable for their actions. The policy should contain details like working hours, lunch break timing, security requirements, work setup requirements etc. These would prevent employees from shirking responsibility when they fail to meet a requirement in their tasks onto an issue with their remote working environment, thus ensuring accountability.

Point: Proper communication protocols such as regular one on ones or daily standups will keep the employees working remotely accountable for their work. This would ensure that employees are not stuck on a single task and are clear on what they need to do for their tasks.

Point: There are studies from the World Economic Forum (2022) that show that remote working is good for productivity due to factors such as reduced transit time, a more comfortable work environment etc. Given the result of the studies, it implies that remote working is not bad for productivity, which implies that the statement: remote working is bad for productivity due to a lack of accountability is FALSE.
Important Rebuttal: Indeed studies have shown that remote working is good for productivity, BUT, that is only in the short term. There are increasingly many studies including one from Microsoft in 2021 that surveyed 61000 employees that show that remote working is not as good for productivity over the medium and long term. This is due to factors such as decreased collaboration and burnout, an issue exacerbated by working remotely since employees have a harder time separating work from personal life, have fewer social interactions with their colleagues in the office, feel more isolated etc. Therefore, remote working is only good for productivity in the short run, but in the medium to long run, onsite working is still better for productivity.

Script Proposition

Speaker 1

Good morning, respected professor, and dear friends. The motion under discussion for today is that remote working is bad for productivity because there is a lack of accountability. Employees should always remain contactable if they wish to work remotely. We stand to defend the motion.

First, we would like to define accountability: it is a willingness or obligation to take responsibility for one's actions. To be accountable is to be responsible for the consequences of one's actions. When there is a lack of accountability, penalties are not meted out for the impact that one's actions had caused.

Next, we will establish why remote working causes a lack of accountability, which then causes a drop in productivity.

Before proceeding with the crux of the debate, it is important to identify to whom employees are accountable in the workplace. In general, employees are accountable to their employers, more specifically, their direct superior. Only by knowing who employees are accountable to, can we know who can hold employees accountable for their actions.

Now, I will give the reasons why remote working causes a lack of accountability.

Firstly, when employees work remotely, there is no way for managers to know what their employees are doing at home. When managers wish to hold an employee accountable for their work, employees can use a myriad of excuses for failing to meet the task requirement and the manager has no way of verifying it. This allows employees to do as they like while they are at home since managers cannot effectively hold their employees accountable. For example, employees can blame that the deadline was too tight while in actual fact, they finished the work long in advance, slacking off till the last minute to submit and without checking, causing a subpar piece of work to be submitted. Then when the manager questions the employee, the employee can say that he worked as hard as he could, but the deadline was just too tight so he had to submit his work without checking. The manager cannot verify the authenticity of the excuse since he had no idea what the employee was doing at home. Thus, he cannot mete out penalties to the employee lest he is seen as a tyrannical superior.

Secondly, rates of miscommunication increase when working remotely. Clear communication is required to inform employees of what they need to do and what is required of them for each task. Knowing the task requirements is important for accountability since employees can only be held accountable if they are clearly informed of their tasks beforehand. When employees work remotely, it is harder for managers to communicate the task requirements effectively, since a huge part of communication is non-verbal. Even when communicating using video calls, a large part of the body's non-verbal cues are not picked up by the

employee. That results in miscommunications being more prevalent and harder for employers to hold employees accountable for their actions if the employees blame the miscommunication for the mistake.

Thirdly, the power of managers does not extend to the homes of employees. When remote working is mandatory, managers do not have the authority to require employees to set up their work environment in a certain way, due to constraints such as space and money. That is unless the company pays for all the work equipment at home or finds a new location for the employee to work at. As a result, it is hard for managers to hold their employees accountable when their quality of work is affected by their home working environment since it is out of the employee's control. Thus, there is a lack of accountability.

Speaker 2

Good morning, respected professor and dear friends. I will be elaborating on why a lack of accountability causes a drop in productivity.
When employees are not held accountable for producing subpar work or missing deadlines, it will encourage others to do the same thing since that will lower their workload, and they will not suffer any consequences. This would result in a decrease in productivity as more and more people start doing mediocre work. This is exacerbated by the fact that someone in the future will probably need to redo the work properly. As a programmer, this is especially close to heart, as it often happens that extra time needs to be spent to remake a system that was not properly planned out to start with. From personal experience, I can say that it is neither fun nor productive to have to clean up "spaghetti code" that someone else wrote.

Furthermore, a lack of accountability may lower the morale in the workplace since individuals can get away scot-free when submitting subpar work or missing the deadline. Over time, employees may stop taking pride in their work since whatever they submit is treated the same, subpar or exemplary. This would lower their morale as they realize that hard work is not recognized. Given the decreased morale in the workplace, employees will be less driven to work hard, causing a further decrease in productivity.

When there is a lack of accountability in the workplace, there will be tension between the managers and their employees. This will create a less conducive working environment for the employees as they are constantly trying to "avoid the gaze" of their managers because they know that they are not working properly. This leads to an increased rate of turnover in the organisation, causing the company to need to train new people for the job every time, diverting manpower that could otherwise be used to complete tasks, thus causing a decrease in productivity.

In a dynamic environment such as the development of a product, there is no final set of tasks. The requirements may change based on the demands of the customers at any time and there may be a critical issue that is discovered leading to a change of priorities. Employees should thus remain contactable at all times when working remotely so that their managers are able to re-distribute tasks or assign ad-hoc tasks. If this is not possible, an employee may continue to work on a task which is either redundant or lower priority, leading to a loss of productivity.

Speaker 3

Speaker 4

Script Opposition

Speaker 1

First, I would like to reject the proposition's claim that remote working lacks accountability.

Remote working has accountability because with remote working, there are still deadlines to meet and KPIs to hit.

In the past two years, we students have studied online via Zoom and we know that there are still many homework and project deadlines to meet.

These metrics are still around with remote working, so as to keep the employees accountable. Thus, remote working has accountability.

Furthermore, as organisational processes become increasingly digital, the option of remote working becomes more viable.

What can be done in the office can be done via remote working.

For example, employees can have daily check-ins with their managers via Zoom, or submit their work via online portal.

With these online platforms available, and with the metrics still around, remote working has accountability.

Since accountability is important to productivity, remote working is good for productivity.

Apart from accountability, remote working is good for productivity because employees can save time from travelling to work.

With our hustle culture, I believe many of us in this room are sleep-deprived.

How great would it be, if we do not need to travel to office, but instead use the extra time to sleep a bit more?

I believe, with the extra sleep, employees will be less tired, and can produce better work, thus improving productivity.

Furthermore, remote working provides more intellectual space for employees as compared to working in office.

We know that the office is a political battleground.

Managers have more power than employees, and can use this power to stifle discussions, silence ideas and suppress emotions.

In such toxic environment, it is no wonder that employees leave the office feeling oppressed.

With remote working, the appurtenances of managers are rendered ineffective.

Now, employees have more intellectual space because they are not under constant surveillance.

From theory, we know that good critical thinking requires time and intellectual space.

With more intellectual space, employees can think more critically and produce better work, thus improving productivity.

I have argued that remote working is good for productivity because it has accountability, helps employees save time and provides more intellectual space for employees.

Speaker 2

Good morning, respected professor and dear friends. I will elaborate on why remote working is actually good for productivity.

A lot of companies often offer "flexi-hours" or flexible working hours to their employees, which means that an employee is able to start and end their day whenever they like, given that they are still hitting their KPIs and meeting their deadlines. This allows an employee to better balance their work and personal lives, as they can fit work around their daily activities such as dropping or picking their kids up from school or household chores. This leads to the employee being happier, as they are not stressed out from work, and are able to give time to their family as well. Thus, this reduces the chances of the employee burning out and not being able to work at all.

Moreover, allowing remote work gives a company the ability to employ people from any geographic location. This means that potential new employees will not rule a company out just based on its office locations. Thus, the company will not miss out on strong employees that they wished to employ but were far away from the actual location of the company.

Time saved from commuting is offset by the ease of F2F work. Having to work with software like Zoom or MS Teams allows the possibility of technical difficulties halting work. Moreover, older employees may struggle with using technology. The amount of time that is spent dealing with such difficulties can be comparable to the saved commuting times.

Firstly, technical difficulties are usually rare one-time events, while commuting times are a guaranteed daily expense. Secondly, even if older employees struggle with technology, after a time or two of use, they will become used to it. Thus, this time lost is just a one-time expense in the long run as well, once everyone is familiar with the software/workflow, work can be carried out significantly faster.

Employees are not happier because WFH blurs the boundary between work and personal life. At home, it is easier to be disturbed by others such as one's parents or children. This can lead to unproductiveness due to a lack of focus on the work being done, which not only reduces the quality of the work being done but also makes it take longer. This can lead to a burnout

Burnout has been a result of not just WFH but a combination of many different things. These include keeping oneself safe from the virus, trying to survive financially during an economic recession, fearing being laid off, not being able to go outside one's house for the sake of refreshment, not being able to meet one's friends and family outside of their homes and many more things. Currently, studies that have specifically analyzed the relation between burnout and voluntary WFH in isolation are scarce, and it is not possible to establish a link.

Speaker 3

Speaker 4

Cover the points mentioned above

- There are still deadlines to meet and kpis to hit
- Workplaces become increasingly digital easier for managers to check in with their employees
- Remote working is good for productivity