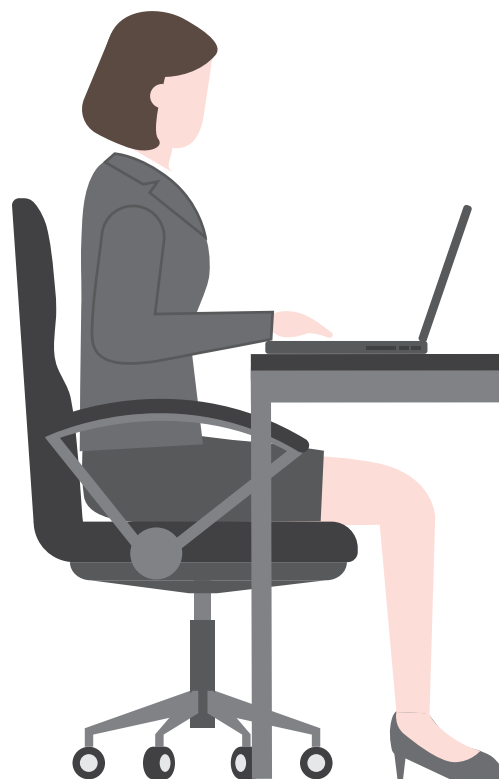


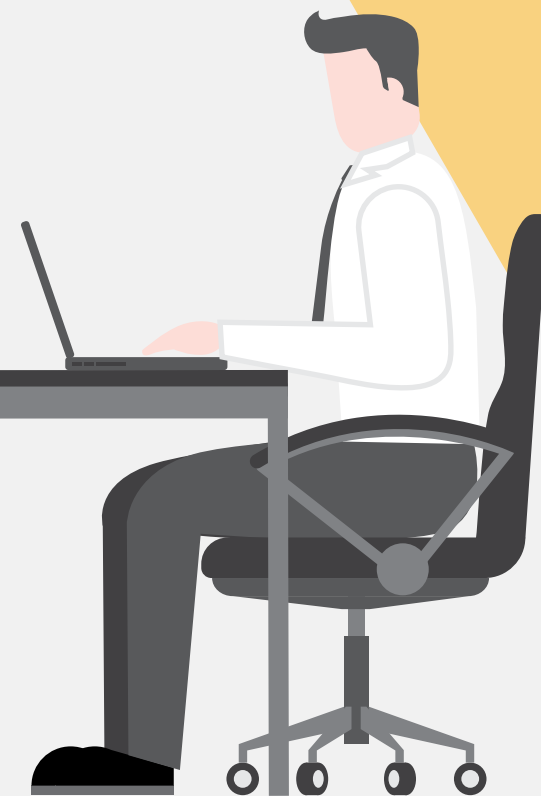
Returning to work  
in post-covid world:



# **A roadmap for leaders**



PART 1



# Introduction

High Performance just can't come from a workforce that does not trust or feel safe. This maxim rings more true today than ever before.

Globally, organisations are getting back into play in what we are calling the “next normal” and the experience is still very fresh. Resuming work in this scenario is a significant test for employers of their culture. Preparing the workplace and preparing people to come move forward and demonstrate productivity and performance will be a function of the actions leaders demonstrate.

Employees will expect enterprises to be in compliance with evolving regulations and guidelines, which are dynamic in the complex environment we are operating in. Enterprises will need all the visibility, foresight and speed to action they can achieve to reach the right decisions.

In our recently released e-guide *“Mastering Risk and Performance in the New Normal,”* we identified four distinct stages (**React, Respond, Reform, Reimagine**) that will serve as milestones in the recovery journey for organisations. The outcomes will reflect their ability to reassure workforces, resume work, and reset workplace practices so enterprises and employees feel confident that they will thrive in the emergent world.

Each stage of the journey will have its own set of challenges and risks. It's critical that decision-makers have a full view of these evolving risks at every stage. They have identified the right strategies with the help of data. They communicate the right actions to everyone in the organisation in a timely fashion, to ensure that it is squarely focused on '*powering performance*'.

In Part I, we recommend you look back to see how prepared was your enterprise to **REACT** and **RESPOND** as it transitioned to now.

If there are gaps in the foundation, your preparedness to ensure your workforce feels safe and trusts your workplace will serve as headwinds to transition to the “next normal.”

Do a simple quick check (answering Yes or No) to help you assess if the actions taken reflected the best decisions needed to be made in your context:

## Evolution Stages

### REACT

## Workplace

Mitigation of impact on safety & compliance to disaster management guidelines

## Work

Detailed assessment of impact on various stakeholders –clients, projects, business units, people, partners?

## Workforce

High visibility of challenges to lives and livelihoods

### RESPOND

Translation of insights from the information and data available to make the right 'lifeboat' choices

Which roles, can work be done by a distributed workforce?

For which tasks in each role, are the technical, functional and professional proficiency to operate in a fluid construct, present?

### REFORM

Assessment of the key result areas/indicators/metrics to be tracked going forward and expected trajectory

Detailed view of the variables that could impact productivity and performance

Assessment whether each team and individual collectively have the platform and products that will enable communication, collaboration and contribution?

### REIMAGINE

Steps to improve mental and physical wellness of people to perform?

Informed view of the mission critical enterprise practices to remain competitive

Assessment of changes that need to be made in ways of working to sustain capacity and abilities to perform?

# Step 1: **REACT**

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How to use this checklist at each stage:

Assign values of 1, 2, or 3 for answers under a, b, c respectively, then add the values:

1 = Less than 30 = **High Risk**

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2 = Less than 50 = **Medium Risk**

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3 = Above 50 = **Low Risk**

1. A protocol has been established for when an employee has been identified with COVID or outbreak-related symptoms, including notification, isolation and contact tracing, prevention.

☐

a. No

☐

b. Yes, but on-demand and timely communication of the protocols is NOT consistent

☐

c. Yes with on-demand and timely communication of the protocol is institutionalised

To enable authentic and on-demand communication on crisis efforts

2. Physical distance has been increased in workspaces by at least 6ft/ 2m between colleagues by removing extra chairs and furniture.

☐

a. No

☐

b. Yes, but violators of social distancing are being counseled

☐

c. Yes with tracking and notification to ensure social distancing in place

To enable tracking and social distance alerts

3. Infection control and cleaning have been made highly visible through posters, placards or other visual cues and digitally so employees are reminded to not falter on cleaning surfaces before and after use of shared spaces.

☐

a. No

☐

b. Yes but violators not complying are being counseled

☐

c. Yes with tracking and notification to report actions taken are in place

To learn about how to enable alerts on possible violations

4. Managers have examined roles and tasks for critical operations and evaluated work feasibility for a fluid workforce.
- ☐ a. No
- ☐ b. Yes but tools to enable communication and collaboration across the workforce has been introduced
- ☐ c. Yes and tools to measure workforce performance in a fluid workforce to measure contribution have been deployed

To learn more about how to power workforce performance in fluid workforce

5. Decision makers have a view on the implications on various stakeholders – clients, projects, business units, people and partners.
- ☐ a. No
- ☐ b. Yes – data is available but is being analysed manually to consolidate information
- ☐ c. Yes – and data is being analysed intelligently with recommendations and actionable insights

For a comprehensive 360 risk assessment for work readiness and data-based actionable insights

6. Employees who arrived at work on the first day or with travel history have mandatorily completed filling a confidential self - verification questionnaire.
- ☐ a. No
- ☐ b. Yes, but the information is not available on demand to assess potential risk
- ☐ c. Yes, and the information is gathered and analysed digitally real time for further action/alerts

To learn more about how to translate individual information instantly to flag potential high-risk situation

7. Essential communication on new operating guidelines is reaching the workforce on time.
- ☐ a. No
- ☐ b. Yes, but communication is NOT accessible and available on-demand
- ☐ c. Yes, with periodic and real time communication with daily announcements

To enable on demand and timely alerts on essential communications on operating guidelines

8. Regular employee pulse checks assessing mental and physical wellness have been put in place offering a platform for open and transparent feedback.
- ☐ a. No
- ☐ b. Yes, but record of information provided as part of physical and wellness assessments is not being maintained
- ☐ c. Yes, with a full view on trends of collective and individual physical and wellness assessments is in place

To learn how to conduct 360 mental and physical wellness assessments

9. Mechanisms to engage periodically with employees and teams have been put in place for better alignment and to build employee motivation and trust.
- ☐ a. No
- ☐ b. Yes, but communication content and timing is inconsistent
- ☐ c. Yes, with communication can be scheduled and be done upon request

To learn how to share authentic information on ways of working and operating guidelines



# Step 2:

# **RESPOND**

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How to use this checklist at each stage:

Assign values of 1, 2, or 3 for answers under a, b, c respectively, then add the values:

1 = Less than 30 = **High Risk**

---

2 = Less than 50 = **Medium Risk**

---

3 = Above 50 = **Low Risk**



1. A reassessment of office capacity has been done to comply with physical distancing procedures and local government guidelines.

☐

a. No

☐

b. Yes - but information on usage of the offices and capacity gaps to flag risk is not available to decision makers on demand

☐

c. Yes - and information and assessment of capacity to flag risk periodically and on demand are in place

For a comprehensive 360 risk assessment and data-based actionable insights

2. Additional video conferencing enclaves have been added to enable remote collaboration, allowing fewer people to work in the office at a single time.

☐

a. No

☐

b. Yes - but insight on nature of collaboration is not available

☐

c. Yes - with visibility if collaboration is related to specific tasks for individuals in place

To learn how to enable transparent collaboration with task management to measure efforts

3. Health and wellbeing are being tracked on an ongoing basis on ways to continue making the workplace more safe.

☐

a. No

☐

b. Yes but recommendations and health tracking are generic and generalised

☐

c. Yes, with contextual, personalised recommendations available and health tracking

To track ongoing safety and enable timely hyper-personalised recommendations

4. An active task force with representation from Management, HR, Facilities, Suppliers, Legal, and other functions are working to put in place safe management measures

☐

a. No

☐

b. Yes but access to changing measures being recommended is ad hoc

☐

c. Yes and alerts on compliance to guidelines and corrective actions being taken is shared in specified intervals

To get daily insights on alerts and insights on safe procedures

5. Departments are well coordinated to execute key business operations.

☐

a. No

☐

b. Yes but inter-department coordination is dependent on individual initiative to communicate

☐

c. Yes with cross-department collaboration enabled with clarity in role of each individual to key performance outcomes

To enable authentic communication and collaboration between departments

6. A risk management team has been put in place to ensure readiness to return to work.

☐

a. No

☐

b. Yes but they don't have access to the most recent data and trends

☐

c. Yes and they have the right data tools to predict and assess risk, prior and post taking action

For a comprehensive 360 risk assessment and data-based actionable insights

7. Workforce density is being regulated to minimise risk.
- ☐ a. No
- ☐ b. Yes but information on workforce density is not being reported consistently
- ☐ c. Yes, with tracking of workforce density reported daily with actionable insight

To enable daily alerts and insights on workforce tracking

8. Leadership practices are helping employees productively transition back to the workplace and demonstrating genuine care for the work problems of employees.
- ☐ a. No
- ☐ b. Yes but impact of leadership decisions aren't immediately reaching all employees or vice versa
- ☐ c. Yes with leadership decisions immediately visible to all employees and two-way communication allows for feedback

To enable transparent and 2-way communications on leadership strategy and goals

9. Technology and skill training has been accelerated to make employees adept with virtual collaboration tools.
- ☐ a. No
- ☐ b. Yes – and technology is enabling individual communication and collaboration on individual initiative
- ☐ c. Yes - and technology is enabling visibility to collective and individual contribution

To enable collaboration aligned with performance and company goals and recommendations on training

Part II of this series will cover Reform and Reimagine to assess maturity in best practices to reset and refine across workforce, workplace and work practices for sustainable growth and competitiveness.



Individuals and teams are most productive when they feel safe and trust the enterprise to provide them...

Clarity  
on work  
priorities

Insight that  
is contextual  
and  
actionable

Manage the  
tasks more  
critical to  
the mission  
they are on

...Which makes communication and collaboration turn to contribution

To see how we can help your enterprise and employees, power their performance

go to [www.kpisoft.com](http://www.kpisoft.com)

For more information

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## About KPISOFT

KPISOFT specializes in helping organizations evolve by leveraging disruptive technologies like augmented analytics and behavioural science. Its proprietary platform enables enterprises to share timely, hyper-personalized actionable insights and nudges that help drive desired performance outcomes for organizations, teams and individuals. Our clients include the Dubai Government and global organizations such as Manulife, Generali, and Cigna, among others.