



Project-arCc

assuming responsibility for Climate change

Topic: Introducing flexible work arrangements using remote working models

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Agenda

- Understanding the fundamentals of flexible work
- Assessing the impact of flexible work on the environment
- Shifting employment models towards remote work
- Determining the role of remote working in reversing climate change
- Identifying future approaches towards sustainable work models



Understanding the fundamentals of flexible work

Work-life balance has become a challenge



➔ The 'sandwich generation'

- Workforce-aged adults who are not only caring for their aging parents, but also balancing the needs of their own children
- 61% of those who provide care for a family member older than 50 are also balancing employment.
- Sixty-one percent of caregivers report making work accommodations because of caregiving, with the most common adjustment being changes to one's work schedule:
 - arriving late
 - leaving early
 - taking time off during the day

➔ **Even small reductions in work hours can have long-term consequences on retirement security, benefits, health insurance, and job security**

➔ **Depending on the type of position and responsibilities, there is a flex strategy that will fit nearly every employee's needs**

Source: <https://www.fastcompany.com/3058344/5-flexible-work-strategies-and-the-companies-who-use-them>

Work impacts due to care giving

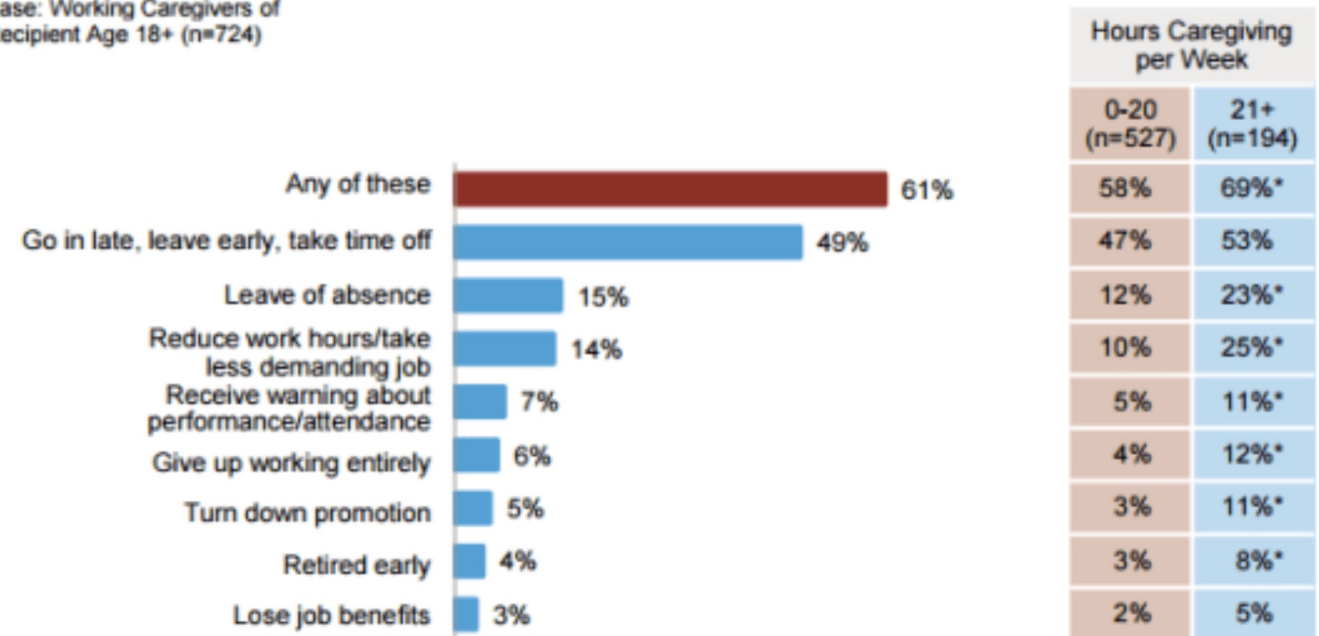


➔ As a result of care giving the following was experienced at work

- Go in late, leave early or take time off
- Take leave of absence
- Reduce work hours, take less demanding job
- Receive warning about performance or attendance
- Give up working entirely
- Retired early
- Lose job benefits

Q34. As a result of caregiving, did you ever experience any of these things at work?

Base: Working Caregivers of Recipient Age 18+ (n=724)



Source: <https://www.fastcompany.com/3058344/5-flexible-work-strategies-and-the-companies-who-use-them>

Flexible work approach – unlimited vacation



- ➔ Based on mutual respect and trust
- ➔ Focus shifted from clock to contribution
- ➔ Introducing tools for defining and communicating an employee's expected contribution
- ➔ Support...
 - employees to manage their schedules
 - managers to evaluate and guide employee performance



Source: <https://www.fastcompany.com/3058344/5-flexible-work-strategies-and-the-companies-who-use-them>

Flexible work approach – Results Only Work Environment (ROWE)



- ➔ Developed by Cali Ressler and Jody Thompson
- ➔ Team members are measured by performance, results, or output
- ➔ Physical presence in an office or number of hours worked are not considered

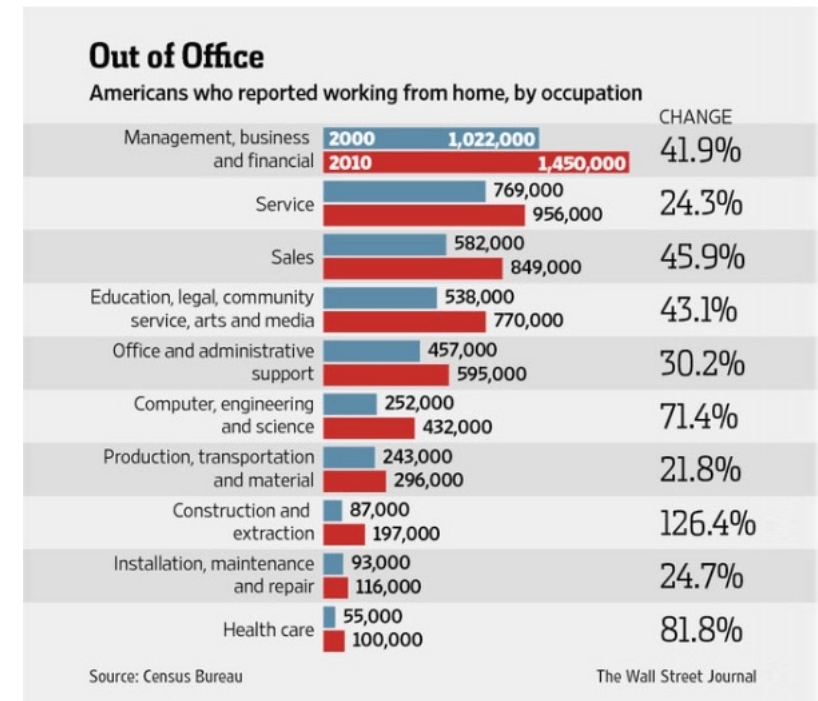
Typical Work Culture	The ROWE™ System
Culture of entitlement	Culture of opportunity
Focus on schedules and time off	Focus on work
Subjective conversations	Objective conversations
Individual focus	Team/organization focus
Time as the currency of work	Results as the currency of work
Freedom without accountability	Accountability first
Managers say "All hands on deck"	Results Coaches foster "Everyone on-point"
Managed flexibility (permission-based)	100% autonomous and accountable
No results? No more telework.	No results? No job.

Source: <https://www.fastcompany.com/3058344/5-flexible-work-strategies-and-the-companies-who-use-them>

Flexible work approach – remote work and distributed teams



- ➔ Maintaining social positives that come with the office setting while enabling the freedom that comes with being able to work where you want
- ➔ Communication and an intentional atmosphere of open, transparent dialogue and access to information is considered one of the most important aspects in the value proposition
- ➔ Working from home was on the increase across all sectors in the US during the previous decade
- ➔ COVID19 changed dramatically the way flexible working is considered and the future of work patterns



Source: <https://www.fastcompany.com/3058344/5-flexible-work-strategies-and-the-companies-who-use-them>

Flexible work approach – time agnostic work



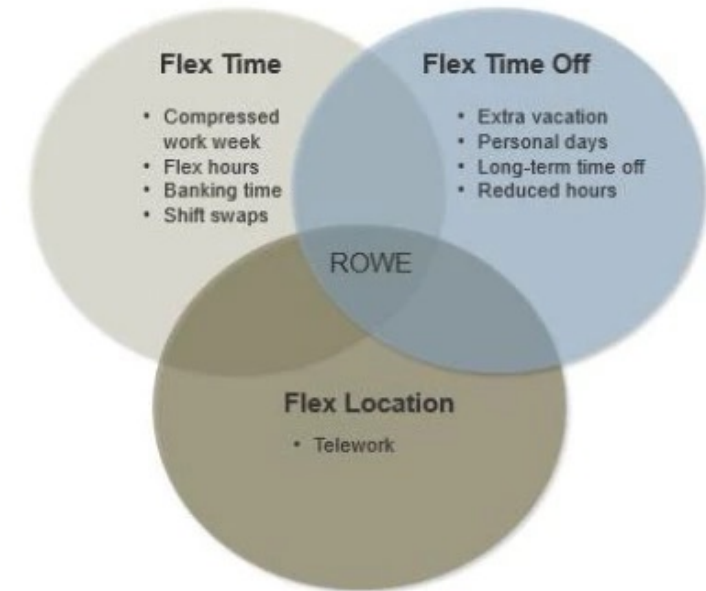
➔ An approach allowing an interruption to the traditional nine-to-five work pattern

➔ Catering for...

- productivity rhythms
- dietary needs
- flow states

➔ Scheduling with a bias toward flexibility can help to retain the best and most loyal team

➔ There are a number of ways to add flexibility into employees' schedules (as shown in figure)



Source: <https://www.fastcompany.com/3058344/5-flexible-work-strategies-and-the-companies-who-use-them>

Flexible work approach – time agnostic work



➔ Sample of a flexible work arrangement proposal

FLEXIBLE WORK ARRANGEMENT PROPOSAL

Together with this form, please submit a written proposal. You should address each of these topics as fully as possible. Please indicate whether your proposal addresses each area:

Yes No

- Did you describe **the business rationale** associated with your proposed flexible work arrangement?
- Did you describe, in very specific terms, **how you will accomplish your job** under the proposed arrangement?
- Did you describe the **impact your proposed flexible work arrangement will have** on the following groups: clients (external and internal), co-workers, supervisors/managers, supervisees, Harvard and your department or office (e.g., impacts on space, cost, retention, savings, and morale)?
- Did you describe **the solutions you propose** to overcome any challenges presented by this arrangement?
- Did you explain **how client/colleague needs will be handled** (e.g., backup, buddy system, voicemail)?
- Did you describe **how regular communications will be handled** (along with a description of available and/or desired technological tools)?
- Did you **explicitly acknowledge that you will adjust the specific terms** of your arrangement, with appropriate notice, when business needs dictate (along with examples)?

Source: <https://www.fastcompany.com/3058344/5-flexible-work-strategies-and-the-companies-who-use-them>

Flexible work approach – job sharing



- ➔ A job-share team is formed by two professionals who form a partnership to perform o
- ➔ Job sharing is a great solution to the ‘brain drain’ and other loss of organizational intelligence that occurs when highly experienced workers must face leaving the workforce due to personal obligations

➔ Interesting facts:

- 75% have at least a little flexibility at work
- 73% have flexibility as a key factor for selecting an employer
- 80% believe flexibility is needed also for non-parents
- 58% feel that taking time off work will set back their careers
- 47% think that asking for work flexibility will affect their career advancement
- 39% think of leaving or left a job because of lack of flexibility



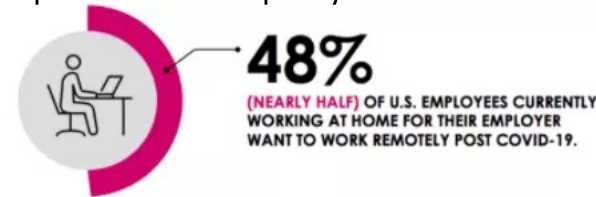
Source: <https://www.fastcompany.com/3058344/5-flexible-work-strategies-and-the-companies-who-use-them>

Flexible work approach – the COVID19 impact

➔ After COVID19...



- 69% of US companies expect to have 60% of their workforce working from home at least once a week going forward
- 48% of US employees currently working at home for their employer want to work remotely post COVID19
- Remote work arrangements have positively impacted employees' sentiment toward their company

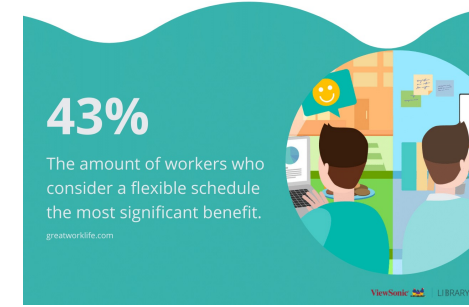
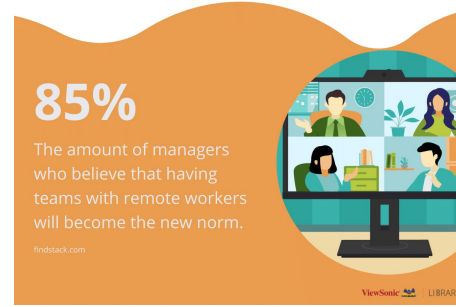


Source: <https://www.weforum.org/agenda/2020/08/flexible-remote-working-post-covid19-company-predictions/>

Views on flexible work arrangements



- ➔ 21% – the amount of workers willing to give up some of their vacation time to get flexible working options
- ➔ 85% – the amount of managers who believe that having teams with remote workers will become the new norm
- ➔ 90% – the amount of workers who believe morale could drastically increase if employers offer and implement flexible work options for all employees
- ➔ 43% – the amount of workers who consider a flexible schedule the most significant benefit



Source: <https://www.viewsonic.com/library/business/8-types-of-flexible-work-arrangements-explained/>

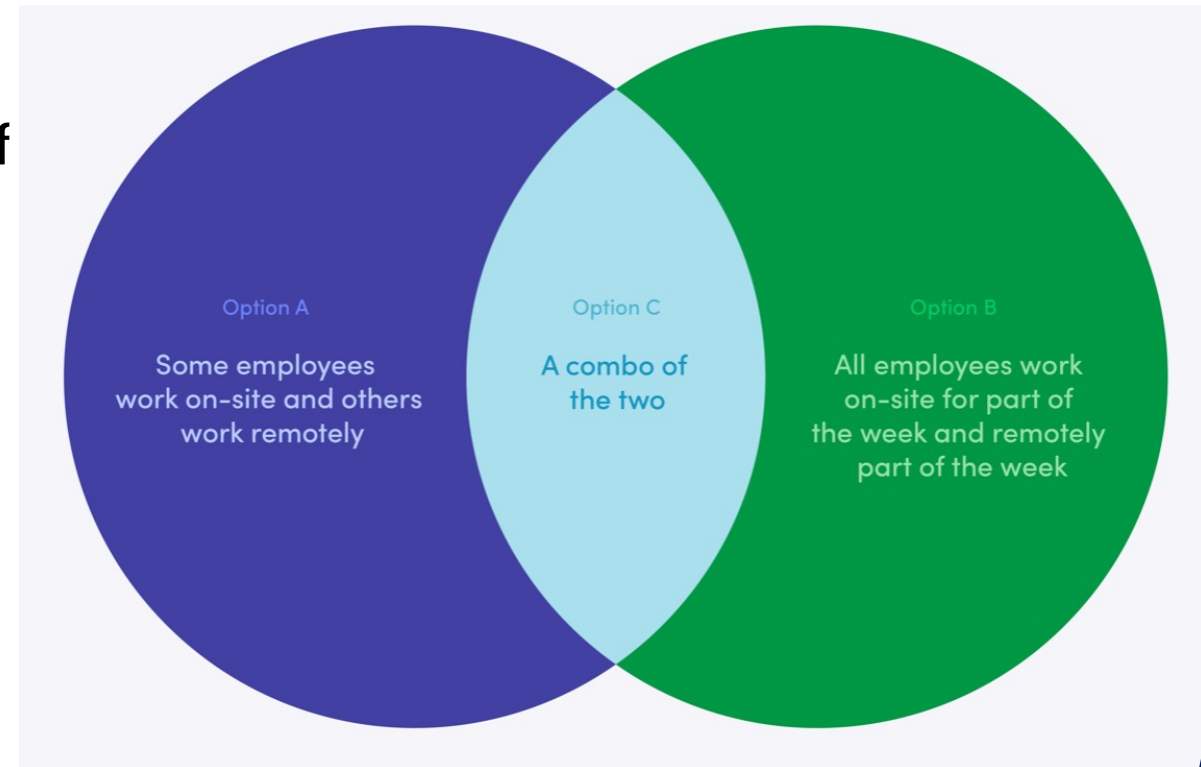
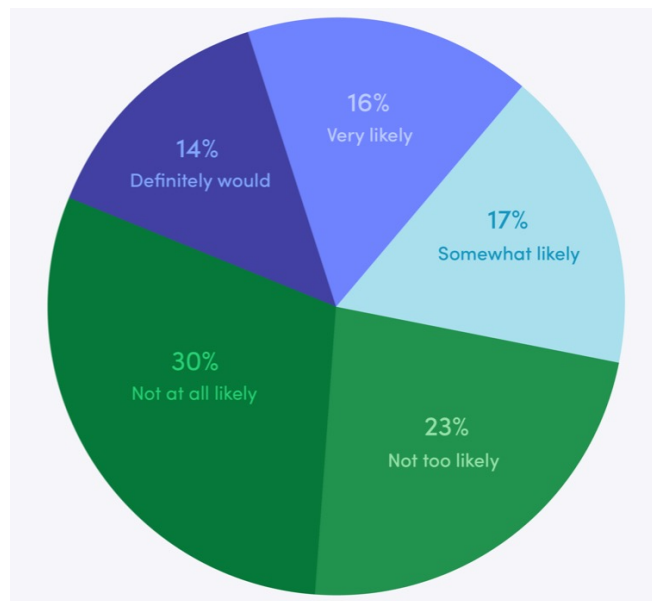
The concept of hybrid work model



→ Hybrid work variations:

- Allow every employee the flexibility to work on-site and remotely part of the week
- Have employees working either full-time remote or full-time on-site
- Allow a combination of the above

→ 47% of employees would look for another job if hybrid work was not offered by their employer



Source: <https://envoy.com/blog/what-is-a-hybrid-work-model/>

The value of hybrid work



➔ Hybrid work is attractive to workforce for a number of reasons:

- Working when and how you are most productive
- Achieving better work-life balance
- Reducing exposure to illness
- Saving on real estate expenses
- Hiring talent across the globe

➔ The average worker wants as benefits:

- Health care insurance (40%)
- Vacation / paid time off (37%)
- Performance bonus (35%)
- Paid sick days (32%)
- Retirement plan and/or pension (31%)

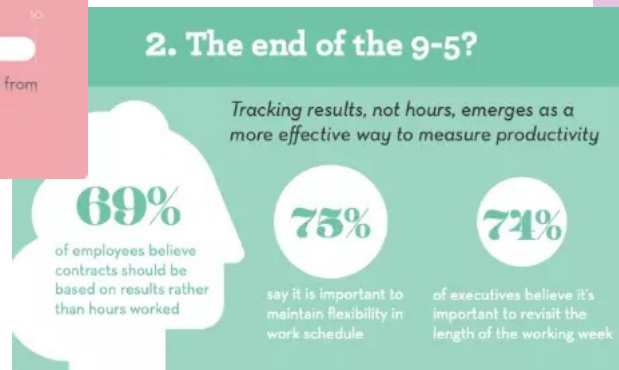


Source: <https://envoy.com/blog/what-is-a-hybrid-work-model/>
<https://medium.com/@ejakal/how-to-establish-a-better-environment-8256a7508e9b>

Employees' views on hybrid work



- ➔ Employees want more flexibility in how and where they work
- ➔ Tracking results, not hours, emerges as a more effective way to measure productivity
- ➔ Empathy, trust and new focus on well being and culture building are the most important leadership skills in the new era of work
- ➔ More employees want more digital upskilling



Source: <https://www.weforum.org/agenda/2020/07/working-flexibly-new-normal-poll/>



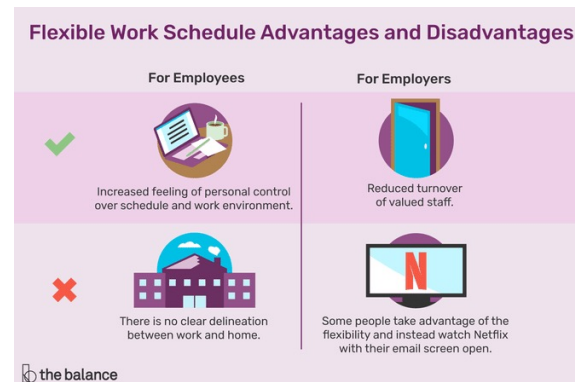
Flexible work schedule advantages

For employees

- Flexibility to better meet family and personal needs
- Reduced commuting time and gas expenses
- Have more control over your time schedule and working environment
- Can work during the hours that fit your energy cycles best

For employers

- Boosts employee morale
- Reduces tardiness and absenteeism
- Reduces employee turnover
- Enhances company image as a family-friendly place to work



Source: <https://www.thebalancecareers.com/advantages-and-disadvantages-of-flexible-work-schedules-1917964>



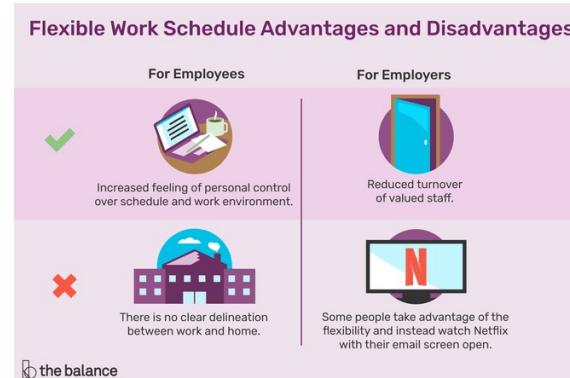
Flexible work schedule disadvantages

For employees

- Difficult for office-based staff to work as effectively with telecommuting staff
- Working from home may mislead loved ones about your availability
- No clear dividing line between home and work

For employers

- Some employees may not work efficiently without supervision
- Compressed work weeks may mean client availability suffers
- Feelings of unfairness when only certain employees have work that can be done remotely

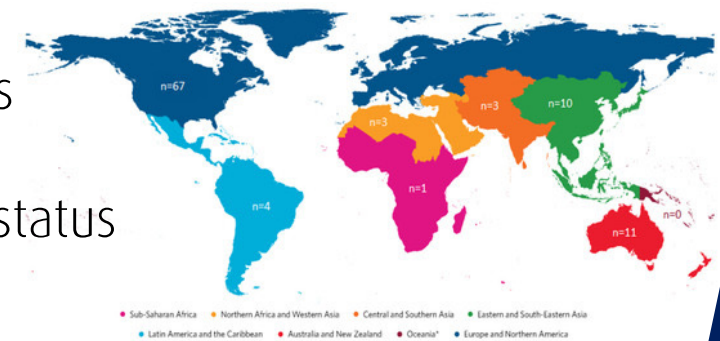


Source: <https://www.thebalancecareers.com/advantages-and-disadvantages-of-flexible-work-schedules-1917964>

Telework, Hybrid Work and the United Nation's Sustainable Development Goals



- ➔ Paper by Magnus Moglia, John Hopkins, and Anne Bardoel
- ➔ A scoping review of relevant academic articles aimed at identifying connections between telework and sustainability outcomes from previous academic studies
- ➔ These connections were categorised, and are discussed, based on their contributions to different United Nations Sustainable Development Goals
- ➔ A breakdown of articles in terms of their geographic focus, based on the location of the first authors' institutes, was analysed.
 - 86% from countries with very high human development index status
 - 10% from countries with high human development index status
 - 4% from countries with medium or low human development index status



Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

Sustainable Development Goals



- ➔ Goal 1. End poverty in all its forms everywhere
- ➔ Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- ➔ Goal 3. Ensure healthy lives and promote well-being for all at all ages
- ➔ Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- ➔ Goal 5. Achieve gender equality and empower all women and girls
- ➔ Goal 6. Ensure availability and sustainable management of water and sanitation for all
- ➔ Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all
- ➔ Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- ➔ Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
- ➔ Goal 10. Reduce inequality within and among countries

Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

Sustainable Development Goals



- ➔ Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
- ➔ Goal 12. Ensure sustainable consumption and production patterns
- ➔ Goal 13. Take urgent action to combat climate change and its impacts
- ➔ Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- ➔ Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- ➔ Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- ➔ Goal 17. Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

SDG 3 targets relevant to telework



- 3.3. By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases
- 3.4. By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
- 3.5. Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol
- 3.6. By 2020, halve the number of global deaths and injuries from road traffic accidents
- 3.9. By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

- ➔ 3.3 – telework can protect public health during disasters
- ➔ 3.6 – telework leads to reduction of traffic and subsequently road accidents
- ➔ 3.9 – telework reduces travel and associated air pollution affecting illnesses and deaths

Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

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Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

SDG 4 targets relevant to telework



4.3. By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

4.5. By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

- ➔ 4.3 – telework must lead to more life long learning opportunities
- ➔ 4.5 – telework leads to reduction of traffic and subsequently road accidents

Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

SDG 5 targets relevant to telework



5.B. Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

- ➔ 5.B – telework has the potential to promote increased diversity and social sustainability in terms of employees' ability to access flexible work arrangements
- ➔ 5.5 – telework enables women's full and effective participation and equal opportunities for senior careers

Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

SDG 8 targets relevant to telework



8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

- ➔ 8.5 – telework associated with substantial job autonomy and work-life balance may generate enhanced economic circumstances, including greater professional opportunities for young mothers, and reduced unemployment in rural areas
- ➔ 8.8 – telework might directly facilitate family caregiving in tandem with employment, while organisations supportive of telework in the sense of setting objective goals, and providing job autonomy and control, support sustainable jobs and communities

Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

SDG 11 targets relevant to telework



11.1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

11.2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

11.B. By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels

- ➔ 11.1 – telework has potential benefits for vitalising a city by integrating teleworking policies in a holistic manner that incorporates appropriate urban design, housing stock, economic development, and ICT infrastructure
- ➔ 11.2 – telework could reduce traffic congestion that causes major social and economic costs for cities and societies
- ➔ 11.B – teleworking can support community resilience to a range of shocks, such as pandemics, floods, and earthquakes

Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

SDG 12 targets relevant to telework



12.2. By 2030, achieve the sustainable management and efficient use of natural resources.

12.A. Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.

- ➔ 12.2 – telework is widely assumed to reduce the environmental impact and resource use of our societies (note: telework needs to be designed to provide environmental benefits)
- ➔ 12.A – adoption of IT systems has been identified as an opportunity for implementing “smart cities” and an acceleration of advanced IT system adoption, such as cloud computing, which can enable more efficient traffic, waste management, energy management, etc.

Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

SDG 12 targets relevant to telework



13.2. Integrate climate change measures into national policies, strategies and planning.

- ➔ 13.2 – telework has significant potential to reduce greenhouse gas emissions while also meeting social and economic goals / It is estimated that telework generally reduces greenhouse gas emissions because less car-based mobility is required for commuting
- ➔ Note: the energy consumption patterns change in teleworking, as less energy is consumed at organisation offices, while home energy consumption rises – if we manage the equilibrium with the use of smart technology to avoid unnecessary energy consumption teleworking will benefit the environment through more efficient use of energy

Source: <https://www.mdpi.com/2071-1050/13/16/9222/htm>

Assessing the impact of flexible work on the environment

The Flex Economy

- ➔ #FlexEconomy could contribute more than £12 billion to local economies and #LeftBeh over the next decade
- ➔ As flexible workspaces are now increasingly located outside of major city centres and business districts, lengthy and environmentally-damaging commutes are becoming a thing of the past
- ➔ The establishment of a flexible workspace in a smaller city, town or suburban location could be a welcome lifeline for local economies, with four main benefits identified:
 - Job creation
 - Value creation
 - Time savings
 - Carbon savings



The Flex Economy



Source: <https://www.fenews.co.uk/skills/is-flexible-working-the-new-weapon-in-fight-against-climate-change/>

The Flex Economy – UK facts



- ➔ By allowing people to work closer to home, a local office space will save workers an average of 411,000 of commuting days per annum
- ➔ As people commute closer to home, their carbon footprint falls significantly, by 2029, 'outer city' flexible workspaces could reduce carbon emissions by 131,000 tonnes annually
- ➔ by 2029, 'outer city' office spaces will reduce carbon emissions by the equivalent of 65 transatlantic flights between London and New York each year
- ➔ That is 1310,000 metric tonnes of carbon stopped from entering the atmosphere by working nearer to home

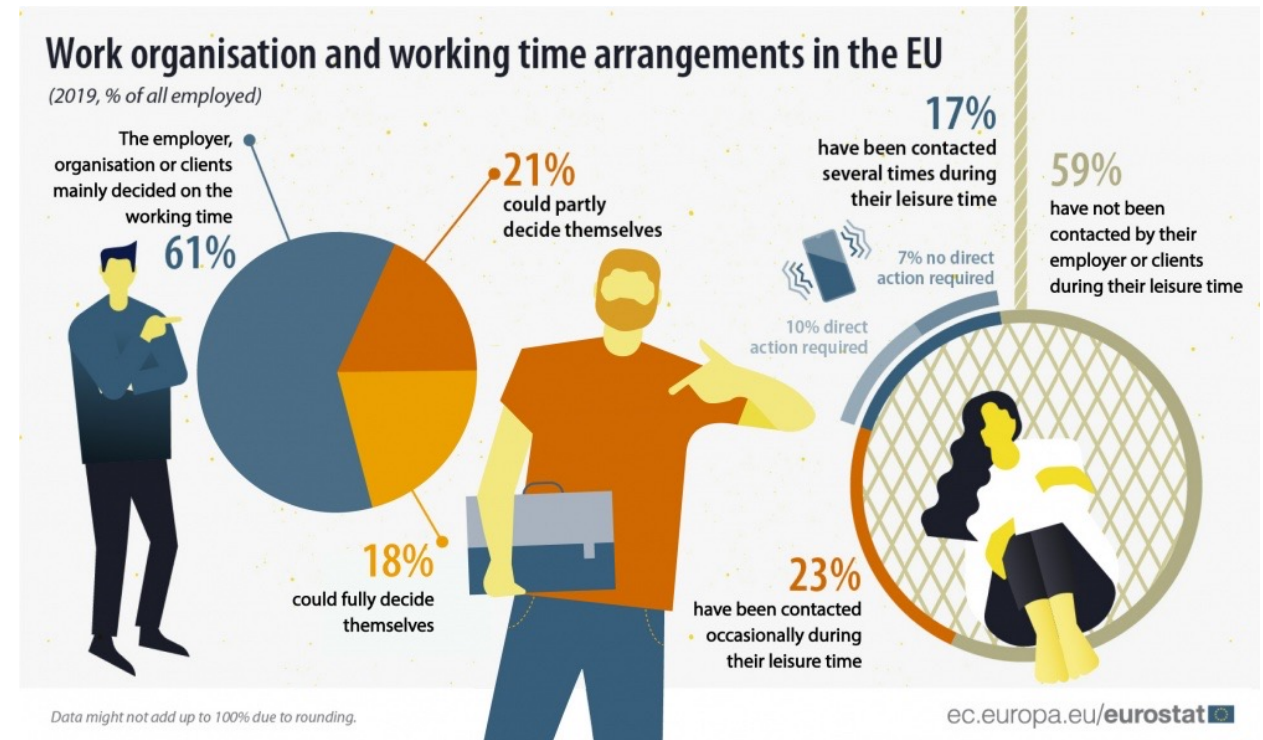


Source: <https://www.fenews.co.uk/skills/is-flexible-working-the-new-weapon-in-fight-against-climate-change/>

Flexibility at work – EU statistics (2019)



- ➔ The decision on working time was taken by employers more often for women (63.9%) than men (58.1%)
- ➔ Taking 1-2 hours off during a working day was not a major issue for 66.4% of employees
- ➔ Almost one in five employees was contacted several times during their leisure times by employers or clients, with one in ten having to take direct action following the call



Source: https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Flexibility_at_work_-_statistics

Flexible working as a solution for climate crisis



- ➔ Commuting can be uncomfortable, unfriendly, and incredibly time-consuming
- ➔ Commuting is also a huge source of global pollution
- ➔ Over the next decade the aim is to open many more flexible office locations in smaller towns, cities and suburban areas reducing the need for commuting
- ➔ In January 2020...
 - 66% of workers stated that flexible working increased their productivity
 - 67% required training in instant messaging
 - 61% required training in shared documents
 - 48% required training cloud based collaboration tools
 - 40% required training in video conferencing
 - 36% required training in audio conferencing

Source: <https://www.hrreview.co.uk/hr-news/is-flexible-working-a-solution-to-the-climate-crisis/123901>

Ways To Make Workplace Flexibility The New Way Of Working



- ➔ Consider flexibility a strategic imperative
- ➔ Offer training for both virtual workers and virtual managers
- ➔ Conduct On-going Research
- ➔ Craft Robust Communication
- ➔ Measure Results



Source: <https://www.forbes.com/sites/jeannemeister/2014/10/30/5-ways-to-make-workplace-flexibility-the-new-way-of-working/?sh=7a60b98c2836>

UN Environment programme

- ➔ Humanity must limit the spike in temperatures to an average of 1.5°C above pre-indus
- ➔ Human-induced warming reached the 1°C mark around 2017
- ➔ Ensuring a safe future below the 1.5°C mark requires the world to cut 30 gigatonnes greenhouse gas emissions annually by 2030
- ➔ To ensure as stabile climate and make real on the commitment of the Paris Agreement UNEP has identified six sectors with the potential to reduce emissions enough to keep the world below the 1.5°C mark
- ➔ It is possible to cut 30 gigatonnes greenhouse gas emissions annually by 2030
- ➔ The Six-sector solution to the climate crisis

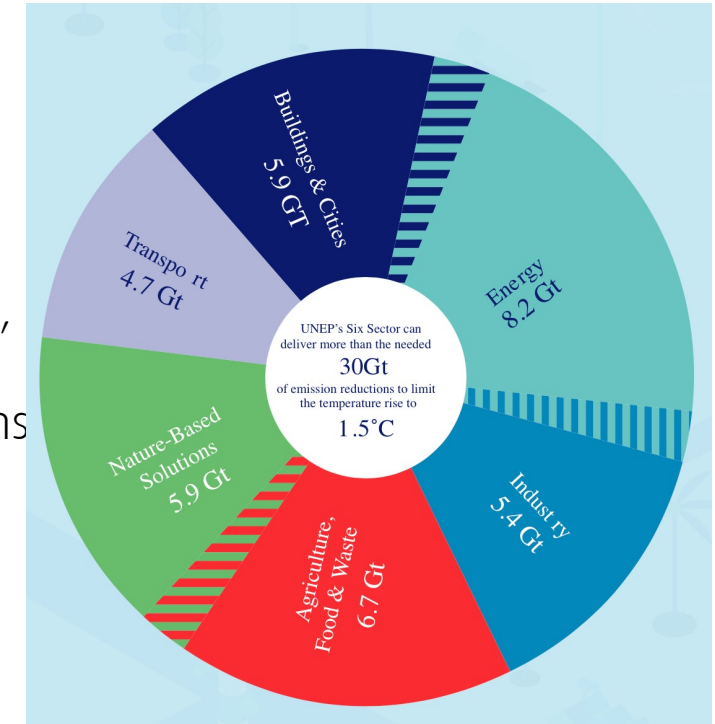


Source: <https://www.unep.org/interactive/six-sector-solution-climate-change/>

UNEP's six sectors



- ➔ Energy sector (8.2 Gt)
- ➔ Industry (5.4 Gt)
- ➔ Agriculture, food and waste (6.7 Gt)
- ➔ Nature-based solutions (5.9 Gt)
- ➔ Buildings and cities (5.9 Gt)
- ➔ Transport (4.7 Gt)
 - Transport is responsible for one quarter of all greenhouse gas emissions
 - We can reduce these emissions by them by 4.7 Gt by using electric vehicles, encourage people to walk, cycle and use non-motorised transport
 - We need to create safe spaces for people who wish to use alternative means for their transportation
 - Failing to achieve these targets will result in deaths from exhaust fumes in cities to rise more than 50% by 2030



Source: <https://www.unep.org/interactive/six-sector-solution-climate-change/>

Shifting employment models towards remote work

Models for remote and hybrid teams

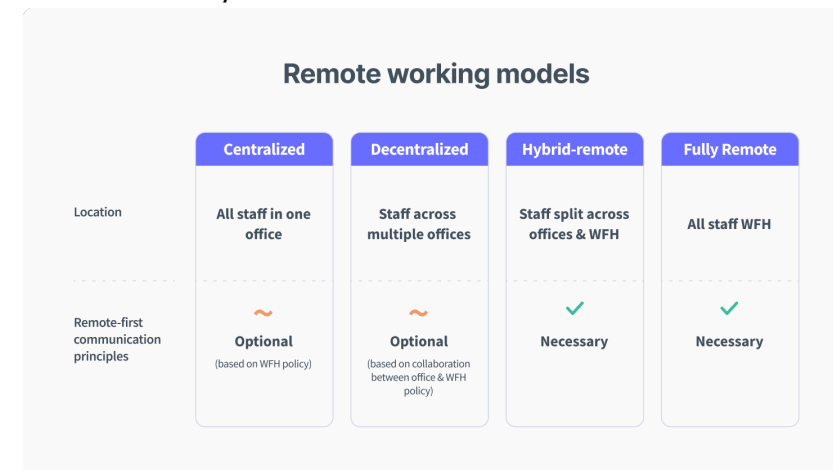


➔ Fully Remote / Fully Distributed: Remote-First Necessary

- 100% of employees spending 100% of their time working from a location of their choice, usually home
- Teams should also consider using a virtual office platform to enable real-time interactions, create productive coworking groups, and establish a cadence of fun events and happy hours

➔ Hybrid-Remote: Remote-First Necessary

- A portion of the workforce is fully remote and another portion works in the office
- Prioritising remote communication and collaboration ensures that everyone is included and informed even if they are not physically present



Source: <https://www.kosyoffice.com/post/4-work-models-for-remote-and-hybrid-teams>

Models for remote and hybrid teams

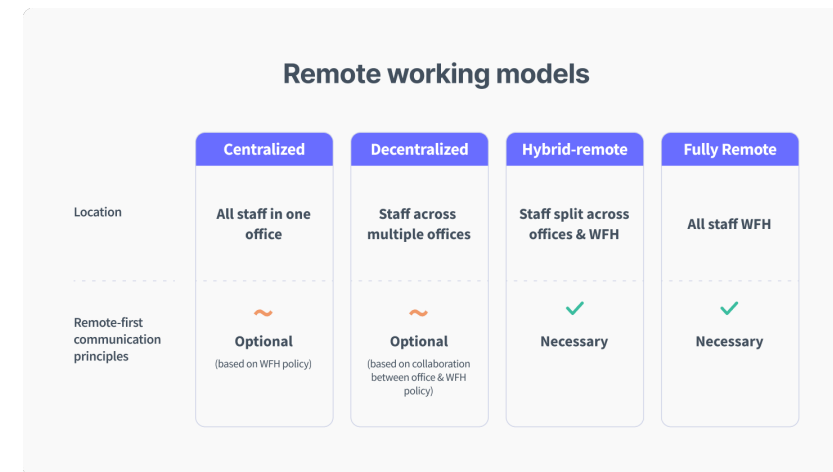


➔ Decentralised: Remote-First Optional

- Employees are distributed across more than one location
- Each location operates fairly independent but there should be some level of collaboration among locations

➔ Centralised: Remote-First Optional

- Some corporations have the luxury of having one office and do not need to consider remote-first working principles, unless they allow employees to work from home occasionally
- Change is hard, but ultimately, every company will need to make the leap to remote work to stay competitive in the future



Source: <https://www.kosyoffice.com/post/4-work-models-for-remote-and-hybrid-teams>

Hybrid work models



➔ Remote-Friendly or “Office First”

- There are guardrails dictating which employees can work remotely and on which days
- Remote requests need to be approved by managers

➔ Fixed Hybrid or “Buckets”

- The organisation distinguishes employees into resident, remote or hybrid categories
- Leadership usually defines these buckets and employees don't have much of a say

➔ Partly Remote or “Collaboration Days”

- Employees are expected to work on-site the majority of their time but have the flexibility to work a few days remotely
- Teams can choose when those remote days happen

Source: <https://www.fearlessculture.design/blog-posts/which-hybrid-work-model-is-best-for-your-organization>

Hybrid work models



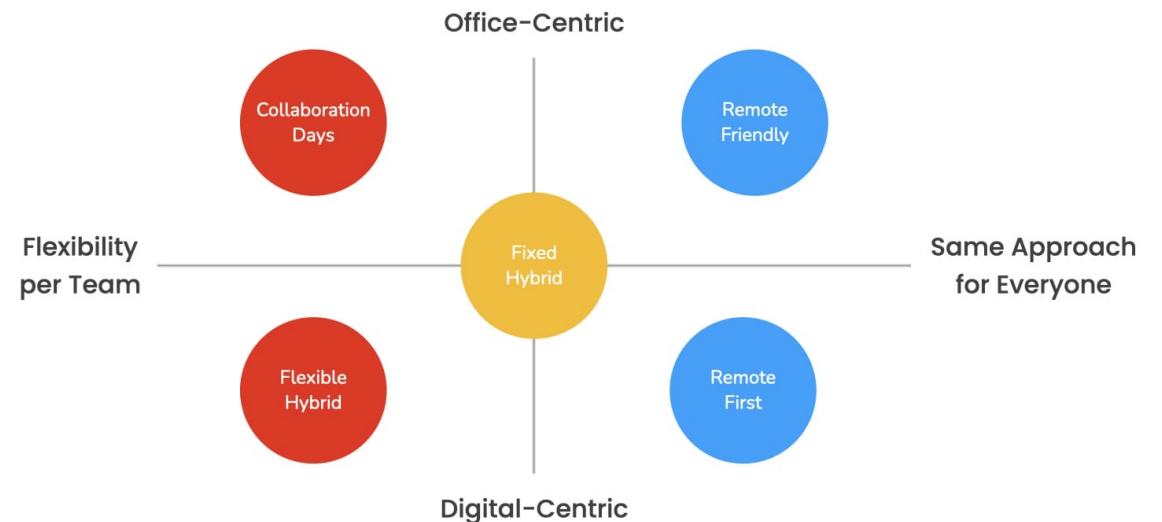
➔ Flexible Hybrid or Flexible Schedule

- Employees can choose both their working hours and location

➔ Remote-First or Virtual-First

- Remote work is the default mode for all employees
- The company may retain certain office space for special occasions, such as events or design sprints
- All employees are expected to work remotely most of their time including leadership

5 Types of Hybrid Work Models



www.fearlessculture.design

Fearless Culture

Source: <https://www.fearlessculture.design/blog-posts/which-hybrid-work-model-is-best-for-your-organization>

Remote work competency model



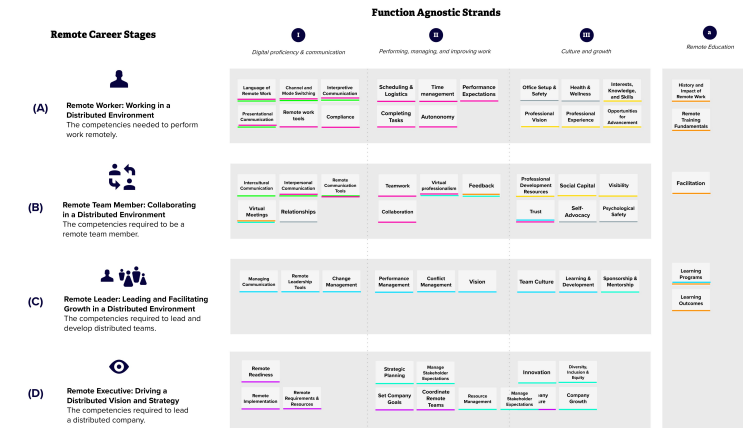
- ➔ Remote work competencies are classified into
 - Function agnostic (general skills regardless of sector)
 - Function specific (specialised skills)

- ➔ Function agnostic competencies
 - Digital proficiency and communication
 - Performing, managing, and improving work
 - Culture and growth

- ➔ Function specific competencies
 - Published: remote education, people operations/HR
 - In development: business operations, customer support, sales, development, and marketing roles

WORKPLACE LESS REMOTE WORK COMPETENCY MODEL

The Workplaceless Remote Work Competency Model is a framework of essential competencies needed to succeed in remote work. This model provides a common language to talk about the competencies (attitudes & behaviors, knowledge and skills) needed in distributed workers, team members, leaders, and executives.



Source: <https://www.workplaceless.com/blog/remote-work-competency-model>

Remote career stages



➔ Remote worker

- Channel and Mode Switching
- Autonomy
- Time Management

➔ Remote leader

- Managing communication
- Leadership & development
- Sponsorship & mentorship

➔ Remote team member

- Intercultural communication
- Collaboration
- Adoption of remote communication tools
- Self-advocacy

➔ Remote executive

- Remote Implementation
- Setting Company Goals
- Company Culture

Source: <https://www.workplaceless.com/blog/remote-work-competency-model>

Remote working dimensions

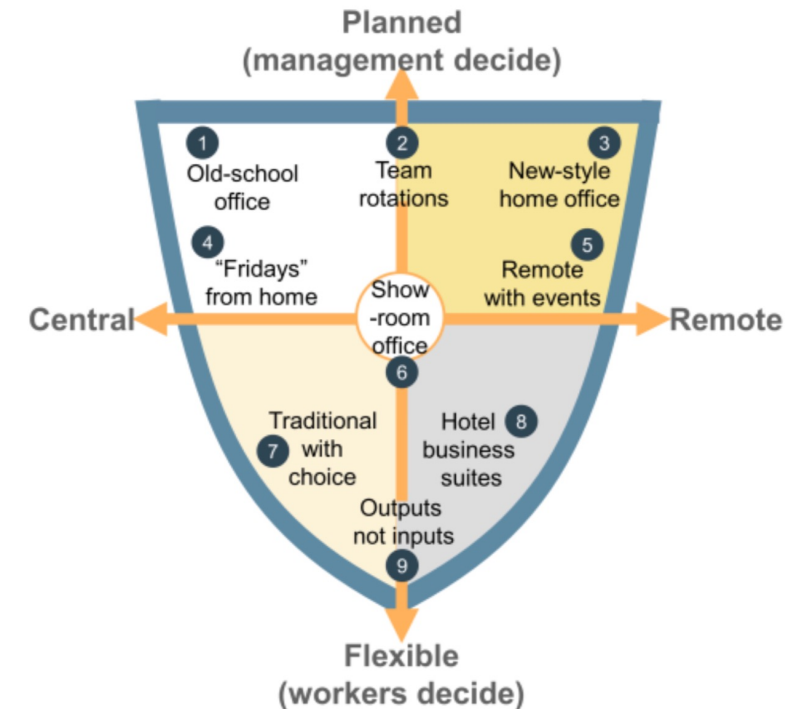


- ➔ Central versus Remote
- ➔ Planned versus Flexible

- ➔ There are nine potential models

- ➔ Each department could adopt different models depending on...
 - Working patterns
 - Workflow
 - Client needs
 - Other factors

- ➔ The optimal solution for an organisation would be the combination of departments' selected model taking under consideration the way departments are interconnected



Source: <https://www.lek.com/insights/pt/working-home-after-covid>

Finding the best remote model for your team



➔ One Central Office with Occasional Work From Home Days

- Starting small with one or two days a month, and listening to how the team responds to it and what their needs are, before scaling up or down as required

➔ One Central Office with Work From Anywhere Days

- This model can also significantly offset operating costs

➔ No Office with Completely Remote Work

- If you choose this model, you'll have to make accountability, communication and team- and project-management your main priorities

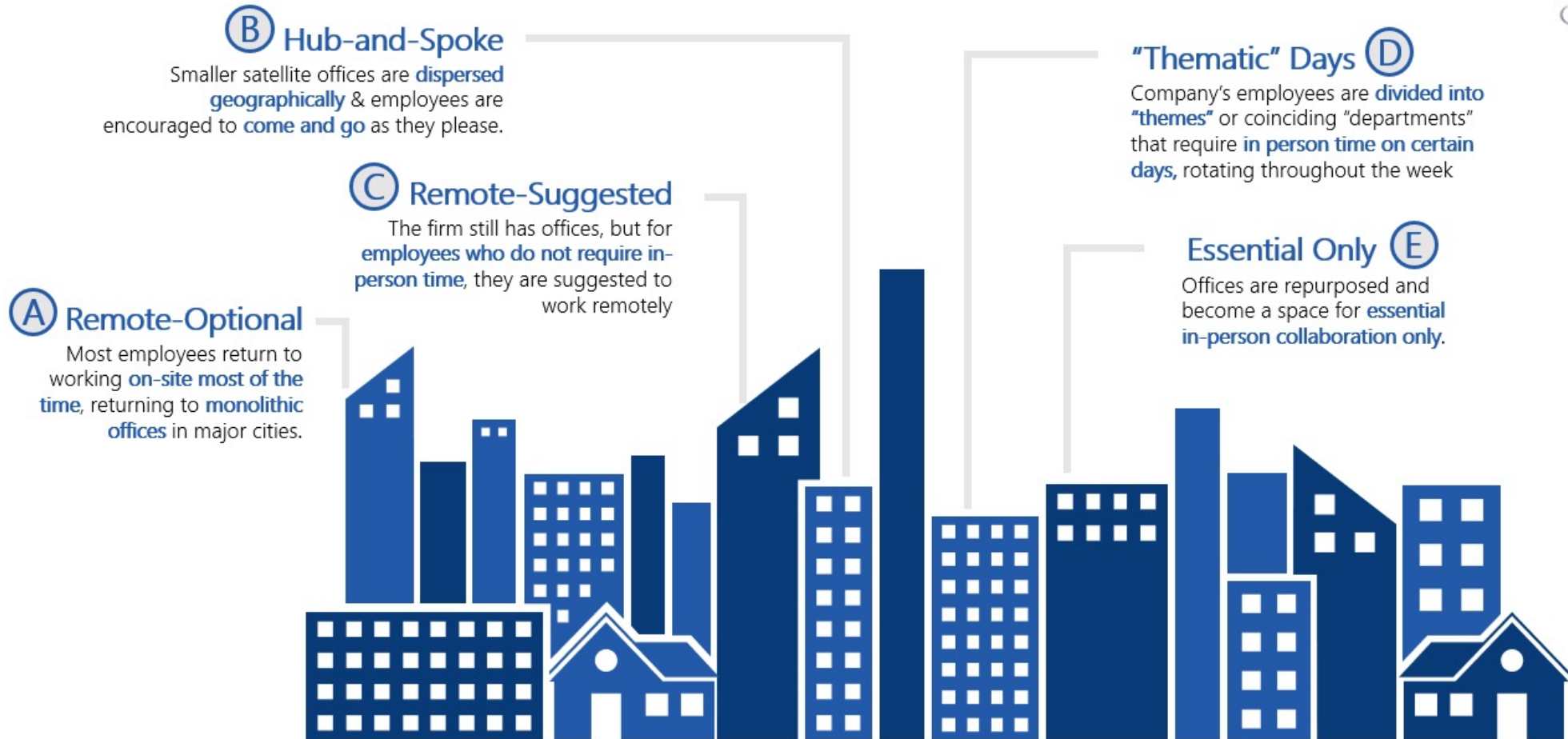


Source: <https://www.tameday.com/best-remote-work-model/>

Different approaches to the hybrid model



Different Approaches to the Hybrid Model



Source: <https://www.metisstrategy.com/enabling-a-hybrid-workforce-for-the-long-term/>

Rework the physical space to maximise collaboration



- ➔ Building “smart” meeting rooms
- ➔ Providing a portable and secure environment
- ➔ Incorporating workplace analytics
- ➔ Creating a “hot-desking-friendly” space
- ➔ Designing activity-based environments
- ➔ Investing in co-working spaces

Source: <https://www.metisstrategy.com/enabling-a-hybrid-workforce-for-the-long-term/>

Benefits from remote working models



Increase in productivity for employees with optimized remote models



Reduction in turnover



Reduction in absenteeism

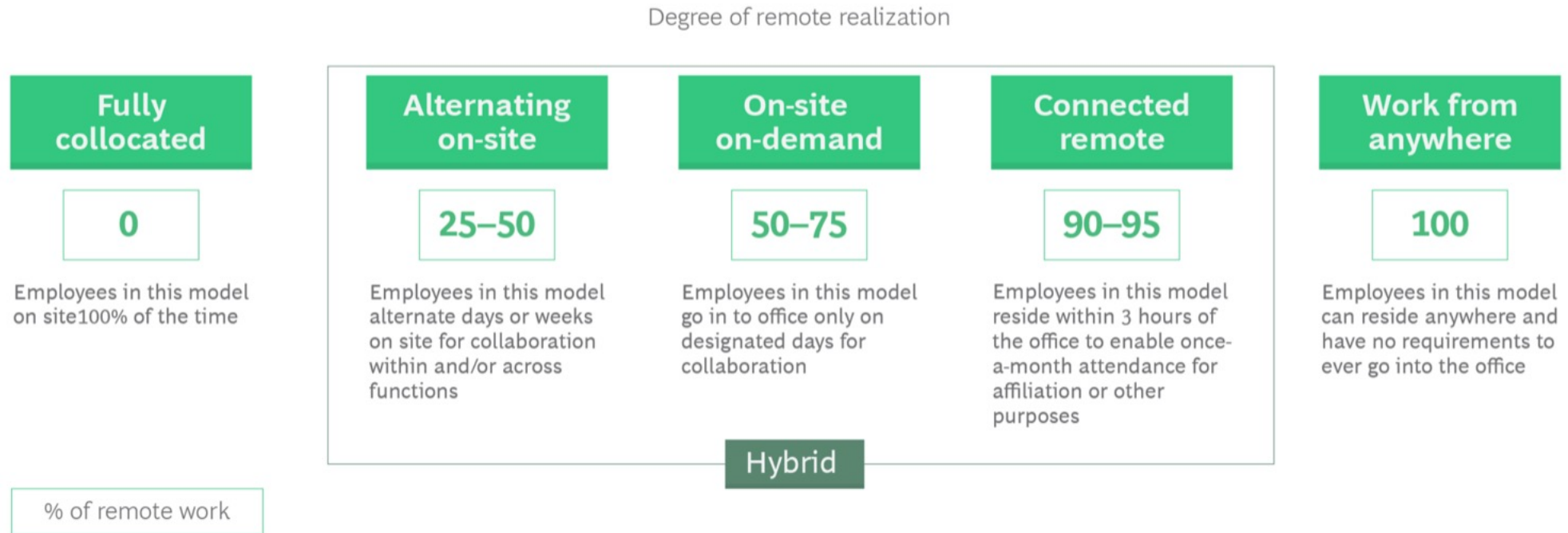


Potential cost reduction in real estate and resource usage

Sources: Forbes; Global Workplace Analytics; BCG analysis.

Source: <https://www.bcg.com/publications/2020/remote-work-works-so-where-do-we-go-from-here>

Hybrid models for the workplace of the future



Source: BCG analysis.

Source: <https://www.bcg.com/publications/2020/remote-work-works-so-where-do-we-go-from-here>

Building the best remote team



- ➔ Understand what remote model you want
- ➔ Build an inclusive Culture from Day 1
- ➔ Communicate, communicate, communicate
- ➔ Right tool for the job
- ➔ Regular formal & informal catch-ups
- ➔ Make meetings count
- ➔ Keep up work momentum
- ➔ Lead for engagement
- ➔ Start small, grow slow
- ➔ Experiment, learn, improve – think Kaizan (i.e. continuous improvement)

Source: <https://iamjz.com/build-great-remote-teams/>

Trust is essential



Source: <https://www.metisstrategy.com/enabling-a-hybrid-workforce-for-the-long-term/>

Making deliberate plans for remote working



From remote by necessity...

... to remote by choice



Routines, tools, & capability building

Introduced collaboration tools and remote engagement routines, and capabilities

Find remote teams that thrive and scale their models; understand the best tools and routines



Cyber & internal data security

Implemented infrastructure to enable secure work from home

Shift focus to risks that arise when individuals and teams operate over varied infrastructure and devices



Coaching & development

Committed to delivering frequent coaching/feedback

Ensure equal development of all employees irrespective of working models



Productivity & performance management

Enhanced productivity metrics with objective outcomes

Review performance management to ensure comparability; foster continuous innovation



Senior leadership & culture

Committed to vision, culture, affiliation, and day-to-day remote management

Commit to leveling the playing field between remote and in-person employees



Recruiting & onboarding

Used tech for recruiting and onboarding

Accelerate tech-enabled recruiting and onboarding

Source: <https://www.bcg.com/publications/2020/remote-work-works-so-where-do-we-go-from-here>

Pros and cons of remote development team models



MODEL	PROS	CONS
Distributed Team	<ul style="list-style-type: none"> • Drives employee productivity • Attract more talent • Expand Geographic Limitations • Build a strong work culture • Improved focus and efficiency 	<ul style="list-style-type: none"> • Loss of employee interactions • Weakened communications • Potential security risks
Remote Team	<ul style="list-style-type: none"> • Access to better talent • Lower overhead • Improved productivity 	<ul style="list-style-type: none"> • Communication hurdles • Challenges with training
Dedicated Team	<ul style="list-style-type: none"> • Active selection of team members • Cut expenses • Employees get accustomed to the company and their services over the long-term relationship • Virtually integrated team shares in successes and failures • Ability to rapidly scale up operations when necessary 	<ul style="list-style-type: none"> • Extra time with project management and communications • Expensive option for short-term projects • Budget is variable
Virtual Team	<ul style="list-style-type: none"> • Happier employees • Increased productivity • Cost-saving 	<ul style="list-style-type: none"> • Place trust without getting to know employee • Reduced collaboration • Social isolation

Source: <https://mobilunity.com/blog/types-of-remote-team-models/>

Determining the role of remote working in reversing climate change

Impact of remote work on climate change



- ➔ Driving to and from work accounts for the largest share of greenhouse gas emissions in the US at 28%
- ➔ US Energy Information Administration predicts that 2020 will see a 7.5% reduction in carbon dioxide emissions due to people driving less
- ➔ The pandemic's shift towards remote work more than doubled US emissions reduction
- ➔ Between April and May 2020, after a number of states issued stay-at-home orders, electricity consumption dropped an average of 6-7% over that two-month period compared to pre-pandemic levels



Source: <https://qz.com/1923485/what-if-remote-work-is-our-best-hope-to-stop-climate-catastrophe/>

Supporting the shift towards remote work



- ➔ Many remote workers report feeling isolated and lonely
- ➔ Virtual happy hours or a dedicated messaging channel is a good start for virtual socialisation
- ➔ Culture is built from the ground-up – you can't 'create' a remote work culture, but you can help it grow
- ➔ This shift towards more remote work has also led to a shift towards relying more on technology to stay connected
- ➔ 'App sprawl' – a phenomenon describing the fact that employees find themselves switching between more and more apps to get their work done
- ➔ It is forecasted that 64% of professionals believe workers will demand personal tech to enable seamless flexible or remote working

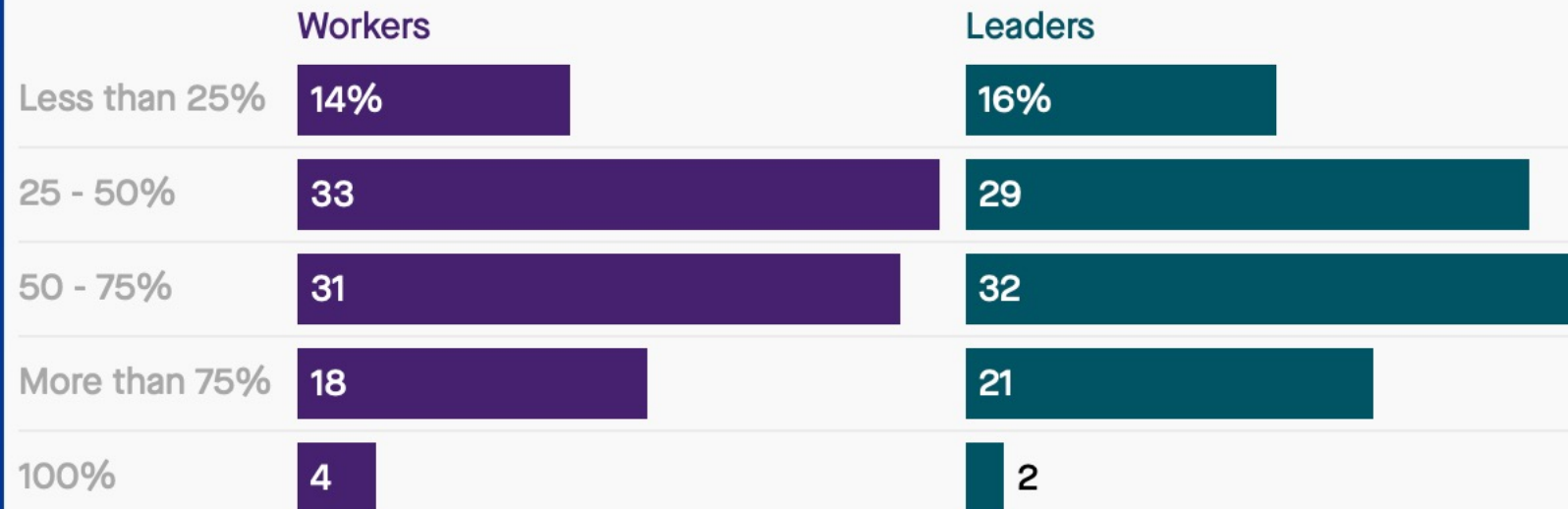
Source: <https://qz.com/1923485/what-if-remote-work-is-our-best-hope-to-stop-climate-catastrophe/>

Expectations for the shift towards remote work



Nearly a third of all professionals predict up to 75% of the workforce will be fully remote by 2035.

Workers Leaders



Quartz | qz.com | Data: Quartz Creative

Source: <https://qz.com/1923485/what-if-remote-work-is-our-best-hope-to-stop-climate-catastrophe/>

Environmental Benefits of Remote Work



- ➔ Lower Greenhouse Gas Emissions
- ➔ Less Use of Fossil Fuels
- ➔ Lower Carbon Footprint
- ➔ Reduced Air Pollution



Source: <https://www.flexjobs.com/blog/post/telecommuting-sustainability-how-telecommuting-is-a-green-job/>

Lower Greenhouse Gas Emissions



- ➔ Transportation, which includes vehicles used commuting to and from work, is the largest source of greenhouse gas emissions in the United States
- ➔ In 2018, 28.2% of greenhouse gas emissions came from the transportation sector
- ➔ Working as little as one to two days a week at home can reduce the number of cars on the road, which leads to less traffic congestion and less wear and tear on the road, and reduces the amount of greenhouse gasses released into the atmosphere
- ➔ Consider this: If 3.9 million people worked from home at least half time, that would reduce greenhouse gas emissions in an amount equivalent to removing 600,000 cars for an entire year
- ➔ To replicate that reduction, it would take planting 91 million trees to offset the same level of emissions

Source: <https://www.flexjobs.com/blog/post/telecommuting-sustainability-how-telecommuting-is-a-green-job/>

Less Use of Fossil Fuels



- ➔ In 2019, the U.S. Energy Information Administration (EIA) estimated that approximately 142.71 billion gallons of gasoline were used in the U.S. (about 390.98 millions gallons a day)
- ➔ Working from home would save on gasoline and greenhouse gas emissions
- ➔ In 2015, Xerox reported its teleworkers drove 92 million fewer miles, saving 4.6 million gallons of gas, reducing carbon dioxide emissions by nearly 41,000 metric tons

Source: <https://www.flexjobs.com/blog/post/telecommuting-sustainability-how-telecommuting-is-a-green-job/>

Lower Carbon Footprint



- ➔ Though commercial properties are becoming more energy-efficient, they still use large amounts of energy for heating, cooling, and lighting
- ➔ It's estimated that up to 40% of all U.S. carbon dioxide emissions come from buildings
- ➔ it requires less energy to heat, cool, and light individual homes compared to a large office space

Source: <https://www.flexjobs.com/blog/post/telecommuting-sustainability-how-telecommuting-is-a-green-job/>

Reduced Air Pollution



➔ When fewer people commute to work, there are fewer cars on the road. This, in turn, leads to less air pollution. Less air pollution benefits the environment by...

- Decreasing acid rain
- Lowering the risk of algae blooms
- Producing less haze
- Decreasing ozone depletion
- Fighting climate change

➔ In 2016, an estimated 9 out of 10 people living in urban areas were negatively impacted by air pollution. Their health problems included...

- Pulmonary disease
- Asthma
- Lung disease
- Respiratory infections

➔ By working at home, you're not only reducing air pollution, you're also not exposing yourself to the potential health consequences of breathing polluted air every single day

Source: <https://www.flexjobs.com/blog/post/telecommuting-sustainability-how-telecommuting-is-a-green-job/>

Positive Environmental Impacts of Remote Work



➔ Reduced Greenhouse Gas Emissions

- The largest sources of transportation-related greenhouse gas emissions include passenger cars and trucks, including sport utility vehicles, pickup trucks, and minivans

➔ Reduced Consumption of Fossil Fuels

- 90% of the fuel for transport is derived from petroleum products
- US-Americans consumed nearly 392 million gallons of gasoline every single day in 2017

➔ Better Air Quality

- Air pollution kills more people than HIV, malaria, and influenza combined
- Every year, more than 3.3 million people die of the consequences of bad air quality
- vehicles alone contribute almost 35% of total nitrogen dioxide, aggravating respiratory diseases, such as asthma or infections

➔ Reduced Use of Paper

- Working online eliminates the dispose of 247 trillion sheets of paper every year

Source: <https://www.digitalnomadsoul.com/environmental-impacts-of-remote-work/>

Positive Environmental Impacts of Remote Work



➔ Reduced Consumption of Plastic

- Remote workers are more likely to use a proper coffee pot, reusable dishware and prepare their meals without further packaging

➔ Reduced Impact on Infrastructure

- During peak commute times, the streets are often jam-packed, increasing in even more gasoline consumption and greenhouse gas emissions
- Extensive traffic increases the amount and intensity of damage done to highways and streets, resulting in a higher demand for repairs and expansions.

➔ Reduced Energy Consumption

- People tend to act less environmentally conscious when being in an office
- Every person, who works from home, reduces the energy consumption by at least 5,400 kWh annually @@@

➔ Stimulation of Small Town Development

- Urbanisation contributes to up to 5% of all greenhouse emissions with deforestation being one of the reasons

Source: <https://www.digitalnomadsoul.com/environmental-impacts-of-remote-work/>

Identifying future approaches towards sustainable work models

The future of the remote-working model



- ➔ Around half the surveyed professionals agree that their equipment (50%) and conditions (51%) are good enough to perform their jobs online
- ➔ The Internet connection works just fine for as much as 84% of respondents but is too slow for the remaining 16%
- ➔ 59% enjoy remote work, whereas 23% of people still miss office reality
- ➔ The hybrid model (working partly at home, partly at the office) is an ideal vision for 46% of the respondents, whereas 33% vote for pure remote work and 16% stand for the office work approach
- ➔ As much as 69% of people expect compensation for using their private internet, furniture or equipment
- ➔ 32% think that they should receive a higher salary for working at home

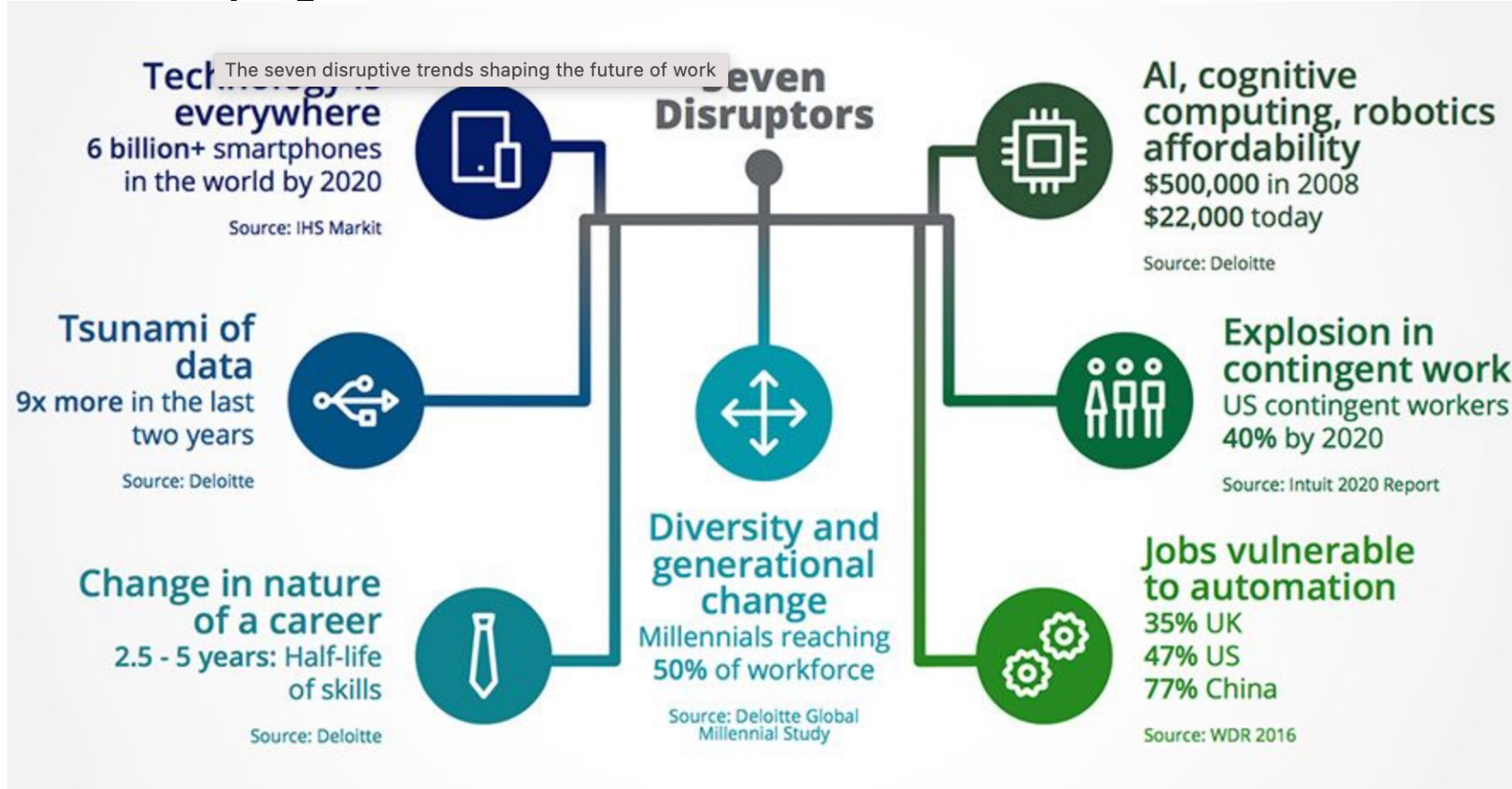


Source: <https://inbusinessphx.com/hr-management/the-future-of-the-remote-working-model#.YmPkgS8w1B2>

How the future of work, the workforce and the workplace is changing



➔ Disruptive trends shaping the future of work



Source: <https://www.consultancy.eu/news/5920/how-the-future-of-work-the-workforce-and-the-workplace-is-changing>

How the future of work, the workforce and the workplace is changing



➔ Employees of the future



Source: <https://www.consultancy.eu/news/5920/how-the-future-of-work-the-workforce-and-the-workplace-is-changing>

How the future of work, the workforce and the workplace is changing



➔ Workplace of the future



Source: <https://www.consultancy.eu/news/5920/how-the-future-of-work-the-workforce-and-the-workplace-is-changing>

Flexible working boosts gender equality



➔ Women have traditionally been responsible for most unpaid care and domestic work

➔ To accommodate these responsibilities, women...

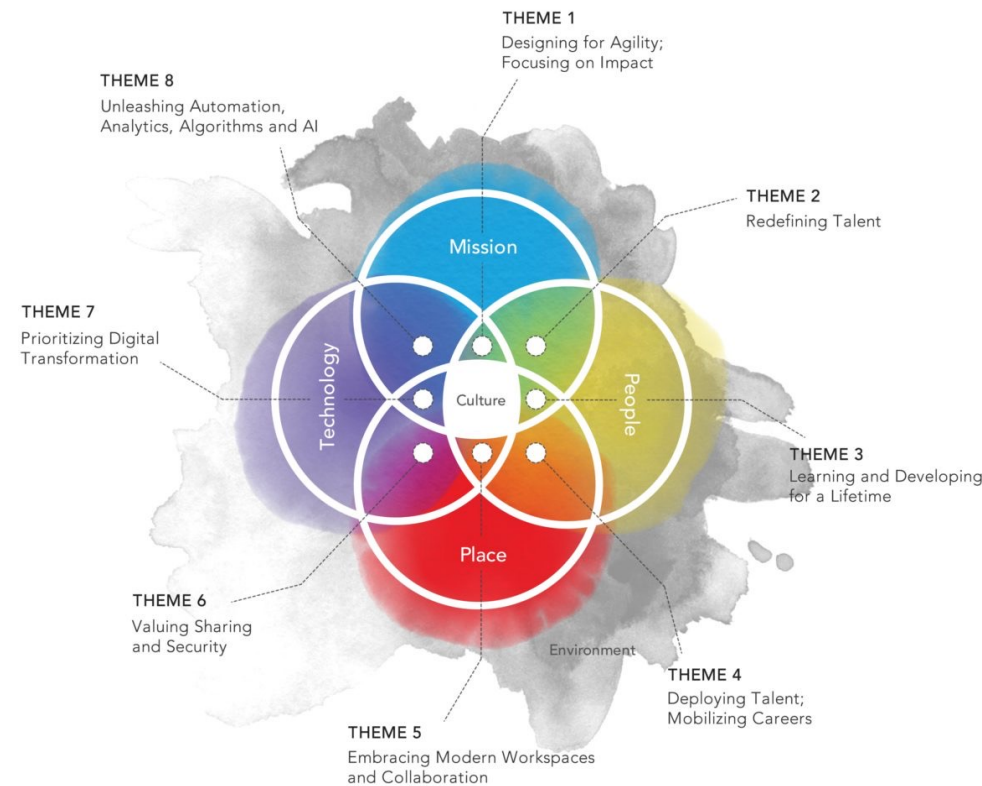
- less likely to be employed in a full-time capacity
- more likely to experience discrimination in the workplace
- less likely to have professional development opportunities
- more likely to reduce their working hours
- more likely to take leave
- more likely to change their job or stop work altogether

➔ Flexible working enables female employees to better address the above issues

Source: <https://www.wgea.gov.au/publications/flexible-work-post-covid>

The future of work framework

➔ NASA's Office of the Chief Human Capital Officer (OCHCO) has undertaken research to understand the disruptors driving the future of work and implications for NASA so that it can evolve talent strategies aligned with the new work, workforce and workplace of tomorrow



Source: <https://blogs.nasa.gov/futureofwork/2018/11/15/the-future-of-work-framework/>

The future of work framework



→ Theme 1: Designing for Agility, Focusing on Impact

- For organisations to thrive in today’s world, it is imperative to move faster, adapt quickly, facilitate rapid learning, and embrace the dynamic needs of an increasingly diverse workforce

→ Theme 2: Redefining Talent

- To attract top human talent, organisations must embrace the new dynamic human talent pool that enters the organization through all manner of new work arrangements
- Strategic workforce planning, acquisition and management practices must enable a workforce that is resilient to shifting mission priorities

→ Theme 3: Learning and Developing for a Lifetime

- Organisations with a science and technology forward mission must highly value and provide learning and development for its workforce to ensure continued relevance and competitiveness

→ Theme 4: Deploying Talent, Mobilizing Careers

- Organisations need well trained, experienced leaders and professionals that can be matched with mission needs through the use of temporary assignments, internal rotations, reassignments and reinstatements

Source: <https://blogs.nasa.gov/futureofwork/2018/11/15/the-future-of-work-framework/>

The future of work framework



→ Theme 5: Embracing Modern Workspaces and Collaboration

- Work can now be conducted anywhere and anytime through making information, data and tools an increasingly mobile workforce

→ Theme 6: Designing for Sharing and Security

- An enterprise data management strategy and modern, common data architecture is critical to securely share information and data

→ Theme 7: Prioritising Digital Transformation

- Digital transformation that leads to more informed decisions and operational efficiencies is occurring in every industry and remains an ongoing process across the federal government

→ Theme 8: Unleashing Automation, Analytics, Algorithms and Artificial Intelligence (AI)

- Advances in technology will allow organizations to better organize and distribute work tasks to qualified individuals, replacing or outsourcing others and generally augmenting the existing workforce

Source: <https://blogs.nasa.gov/futureofwork/2018/11/15/the-future-of-work-framework/>

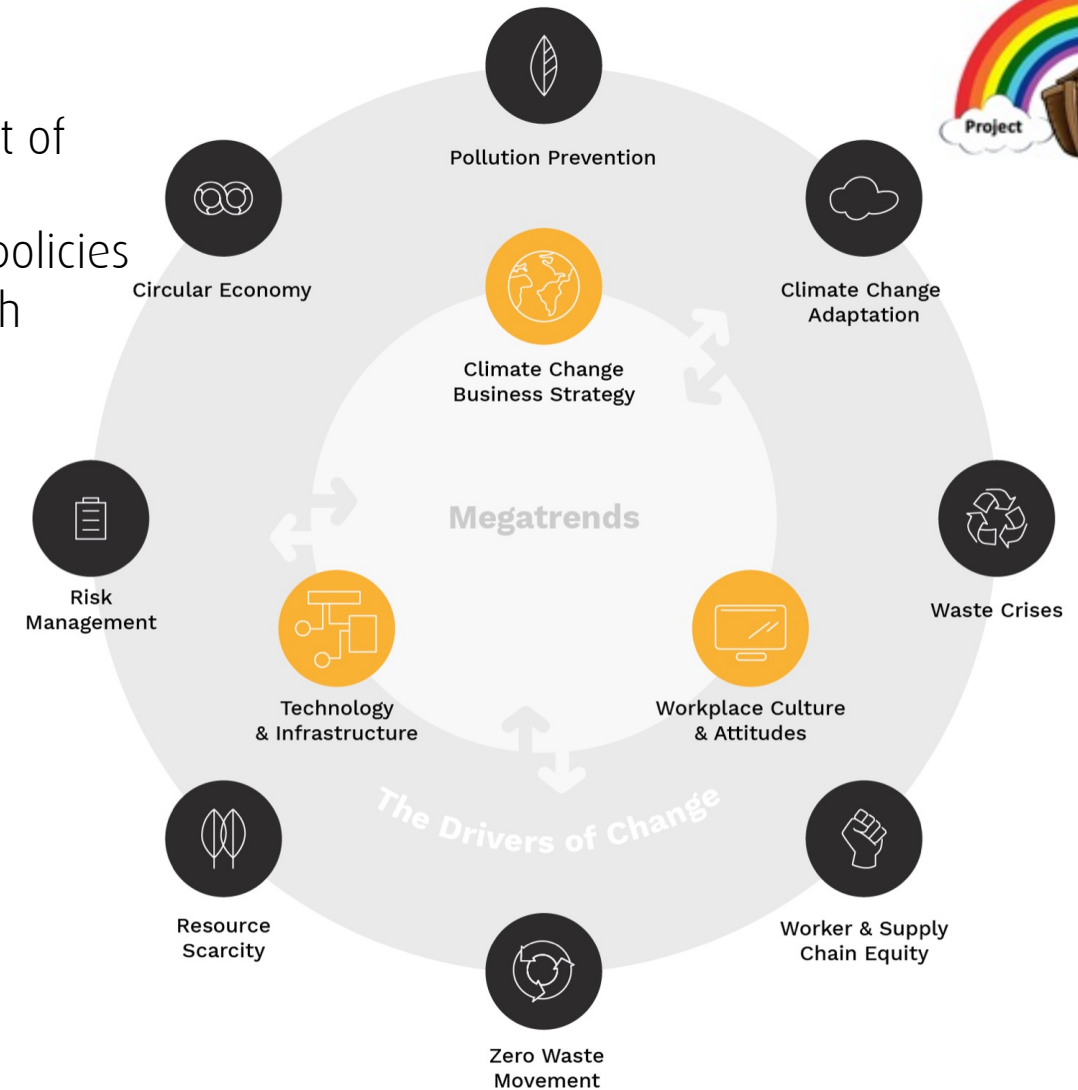
Sustainable future of work

➔ The drivers of change & Megatrends

- The trend towards sustainability is an integral part of the emerging modern workplace
- We are now seeing science-based sustainability policies and targets driving the corporate agendas through innovation and business models redesign

➔ Major agents of change

- Climate Change & Business Strategy
- Workplace Culture & Attitudes
- Technology & Infrastructure

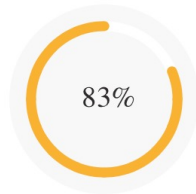


Source: <https://www.remotefulness.com/the-sustainable-future-of-work/>

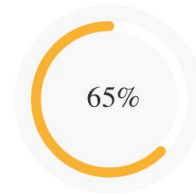
Sustainability and new ways of working trends



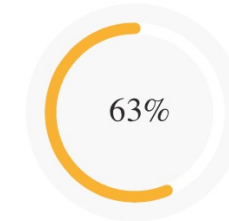
➔ The UN believes 14 of its 17 Sustainable Development Goals can be solved or advanced by remote work



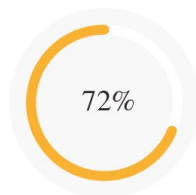
Workers believe
that their company is not doing enough to
fight climate change



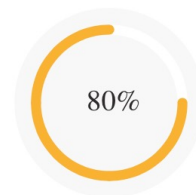
are more likely
to work for a company with strong
environmental policies



Would like
to learn more sustainability skills to become
more valuable in the workplace



are concerned
about environmental ethics



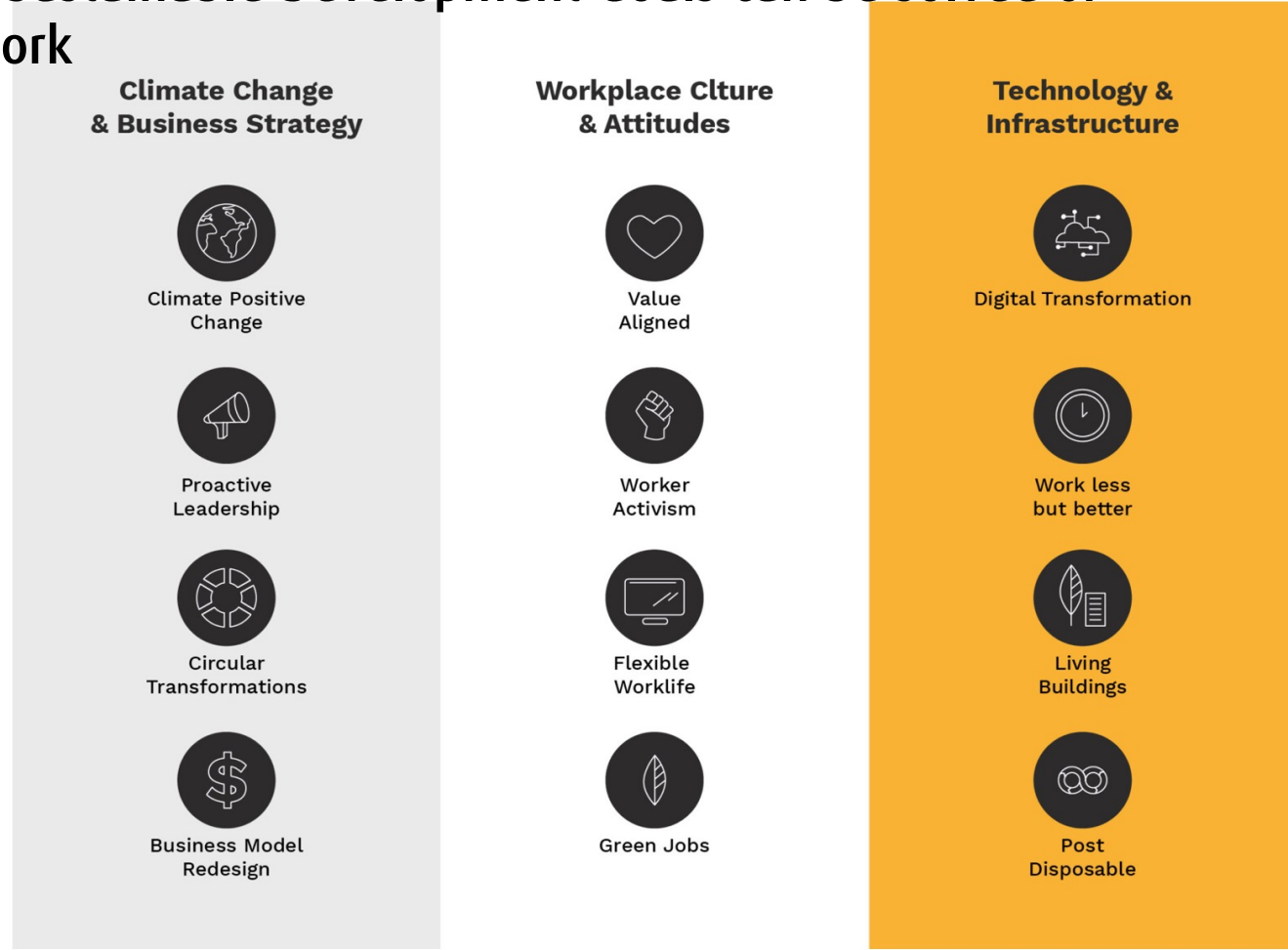
Workers said
their company's environmental values are
either not aligned or only partially aligned
with their own

Source: <https://www.remotefulness.com/the-sustainable-future-of-work/>

Smart companies as agents of change

Drivers of change

➔ The UN believes 14 of its 17 Sustainable Development Goals can be solved or advanced through remote work



Source: <https://www.remotefulness.com/the-sustainable-future-of-work/>

Interventions to shape a company's future of work



1. 

Develop operational resilience

Identify and protect BAU-critical processes from future disruption. Spot vulnerabilities in the supply chain, and mitigate and manage risks.

2. 

Accelerate end-to-end digitalisation

Reposition and reinvent products and propositions for the new customer context. Identify new opportunities and revenue streams in the new normal. Safely experiment and learn from customers to prove relevance and business value.

3. 


Redefine operating models

What works well? What needs change? Reorganise resources (people and tools) to focus on serving customers, or reinvent what the business delivers based on changing customer needs.

4. 

Develop a workforce for the future

Consider where the work is taking place, which roles and processes can be performed remotely and challenge their future location-footprint. Identify skills and capabilities required in the business and reskill the workforce.

5. 

Drive the 'new normal' working environment

Embed 'new normal' ways of working through digital communication and collaboration tools, reassess people strategies to engage colleagues and re-evaluate the wellbeing of the workforce.

6. 

Create competitive advantage

Distinguish your business from competitors, define a common objective with end-to-end value-streams and mobilize teams around it, foster collaborative and agile ways of working.

Source: <https://www.remotefulness.com/the-sustainable-future-of-work/>

Is your organization ready for remote working?



- ➔ Evaluate the viability of remote working against the organization's culture, the technology available and how remote working might impact workflows and the resulting "output" generated by the company

- ➔ We must ask the right questions:
 - Must face-to-face interactions be accommodated?
 - Do data security circumstances exist such that information must be locked down locally?
 - Do worker safety factors exist during travel to and from work?
 - Do regulatory constraints limit remote working?
 - Is a sufficient technology architecture in place to support such a migration?
 - Do digital communication tools exist, and are they well adopted and standardized?
 - Are managers empowered to accurately assess worker productivity and job assessment?
 - Will the culture of the organization support a shift to remote working?
 - Is management in alignment with this strategy? Is there an executive sponsor?
 - What might be the resulting impact on customers?
 - What regulatory compliance issues exist, and how might they vary by country?

Source: <https://www.prodoscore.com/blog/remote-working-maturity-curve-to-assess-competitive-risk/>

Assessing remote working maturity



➔ Maturity descriptions reflect a relative maturity benchmark with which it is possible to your remote working adoption rate versus the industry

	Maturity	Description	Strategy to Grow
High	Disruptor	Challenges business models, customer and partner engagement to redefine business	Engage in multi-function workshops to explore new potential for value generation w/ management
Level of Maturity	Innovators	Available to all positions, in every location; actively seek how to improve	Identify best practices, and then share across departments
	Early Adopters	Applied to select, specific positions, at some locations	Explore what attributes led to best success and expand upon them
	Low	Skeptics	Don't see need for remote working

Source: <https://www.prodoscore.com/blog/remote-working-maturity-curve-to-assess-competitive-risk/>

Actions for employers



1. Make 'all roles flex'

An "All Roles Flex" model creates an expectation that all staff, regardless of their role or position in the organisation, can work flexibly. This model takes an "if not, why not" approach, that assumes all requests for flexible arrangements will be approved and if they cannot be approved, the employer must provide a reason related to significant business impact.

2. Trust your people

Trust is an important aspect of a flexible working arrangement. With many staff working remotely during the COVID pandemic, workplaces that traditionally emphasised and valued presenteeism as a measure of staff engagement have had to shift their focus to being more trust-based and outcome-oriented. Trust-based work practices have been associated with greater productivity and worker efficiency.

3. Role model flexibility

As we emerge from the COVID pandemic, it is important that managers continue to model flexible work arrangements. This can be a powerful way of demonstrating successful flexible work, while enhancing your team's supportive and trust-based culture.

4. Communicate effectively

Effective communication is crucial to maintain productive flexible teams and ensure that flexible workers don't become isolated from their colleagues. In the post-pandemic workplace, it is important to deliberately establish communication patterns to ensure that information flows freely within your team and all staff are included and valued.

5. Acknowledge the adjustment

Your team may need some help adjusting to the post-pandemic workplace. Some staff may be apprehensive to return to on-site working, while others may be eager to get back into the workplace. Promoting flexible options can help to address staff concerns. Be proactive about supporting and maintaining flexible and inclusive work arrangements.

6. 'Log off and check out' at home and in the office

Research indicates that employees who work flexibly, particularly those who work remotely, are more likely to work overtime and to feel that they must be available 24 hours a day. Coming out of the pandemic, it is important to establish boundaries with your employees, to ensure that they can log off and disengage completely from work at the end of the day.

Source: <https://www.wgea.gov.au/sites/default/files/documents/flexcovidinfographic.pdf>

Conclusions

- Understanding the fundamentals of flexible work
- Assessing the impact of flexible work on the environment
- Shifting employment models towards remote work
- Determining the role of remote working in reversing climate change
- Identifying future approaches towards sustainable work models



Any questions?

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