Inspiring Change Bitesize: Flexible & Agile Working

Welcome -
Briony Wickenden,
CECA & Lead for the FIR Programme

#InspiringChange

HOUSE RULES

- Cameras and mics off please.

- Get involved in the poll. Keep your mobile phone handy

- 'Raise your hand' or use the chatbox for questions

- Share your feedback at the end

- Slides will be shared and session will be recorded

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Having problems?

Email: sara@supplychainschool.co.uk
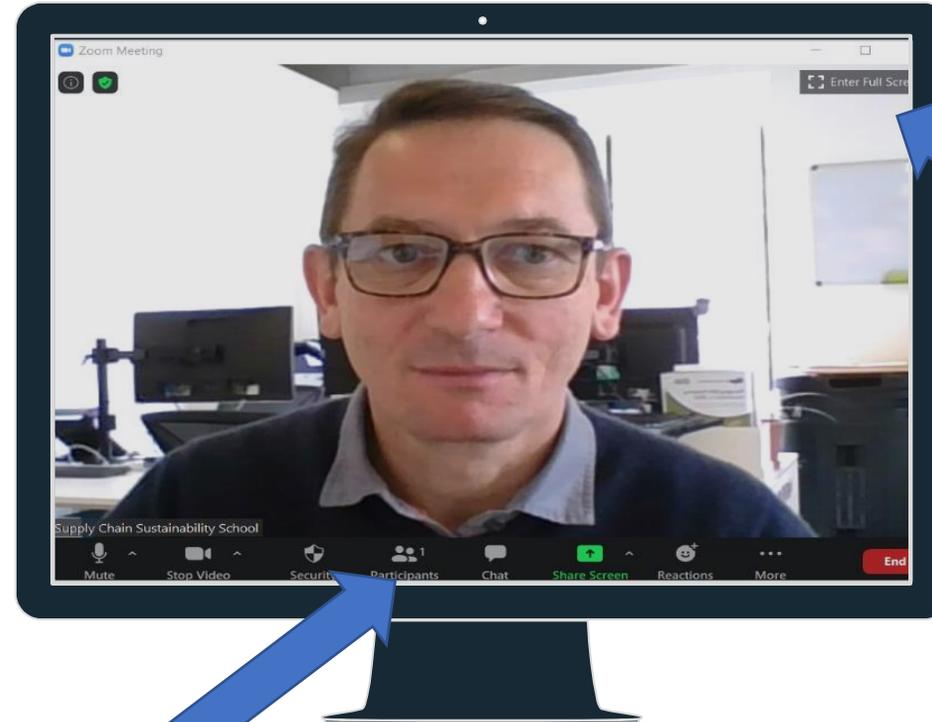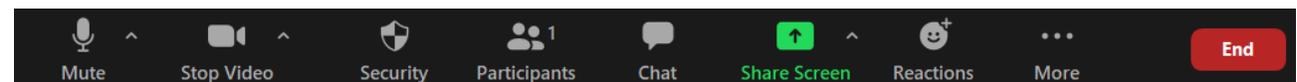
Inspiring Change Bitesize: Flexible & Agile Working

Panel 1:

- Amna Khan, Head of HR, Taylor Wimpey
- Dawn Moore, Group People Director, Murphy Group
- Ricky Prett, Area East Senior General Foreperson, SCS JV Main Works, HS2
- Manon Bradley (Chair), Development Director, Major Projects Association

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Inspiring Change Bitesize: Flexible & Agile Working

Amna Khan, Head of HR, Taylor Wimpey

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Agile Working: "Its about culture and quality conversations"

MURPHY
WORLD-CLASS INFRASTRUCTURE

20 August 2020

Agile and Flexible Working : Important Differences….

Agile Working is an INFORMAL arrangement that enables a better work-life balance. It tends to be used for short term changes to normal working patterns, sometimes just for a one-off event, and is not the same as Flexible working which is enshrined in legislation.

Agile Working does not require changes to an individual's terms and conditions and is likely to vary across different teams, roles and projects.

Introducing Agile Working is optional and at the employer's discretion taking commitments to programmes, budgets and health & safety into consideration.

For agile working to really be embedded, people need to feel that they can have a conversation with their line manager about it, even if the answer at that time is a no

Flexible working is enshrined in legislation and covers a range of **FORMAL PERMANENT** arrangements, such as part time working, job-sharing, split shifts or compressed hours which are set out in an individual's terms and conditions of employment. The construction industry would benefit from considering and adopting more flexible ways of working.

Employees can make a statutory request to work flexibly if they meet certain criteria.

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How to make it work? – The Benefits/Business Case

- ❏ Better work life/balance : Improved mental health and wellbeing
- ❏ Increased productivity
- ❏ Benefits of a balanced approach – One Murphy/Social benefits of F2F
- ❏ Financial benefits – included stats around cost savings
- ❏ Sustainability
- ❏ Increased employee engagement and retention
- ❏ Step towards Employer of Choice – Agile working will help in attracting and retaining employees from a diverse talent pool

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How to make it work? – Clear principles of operation
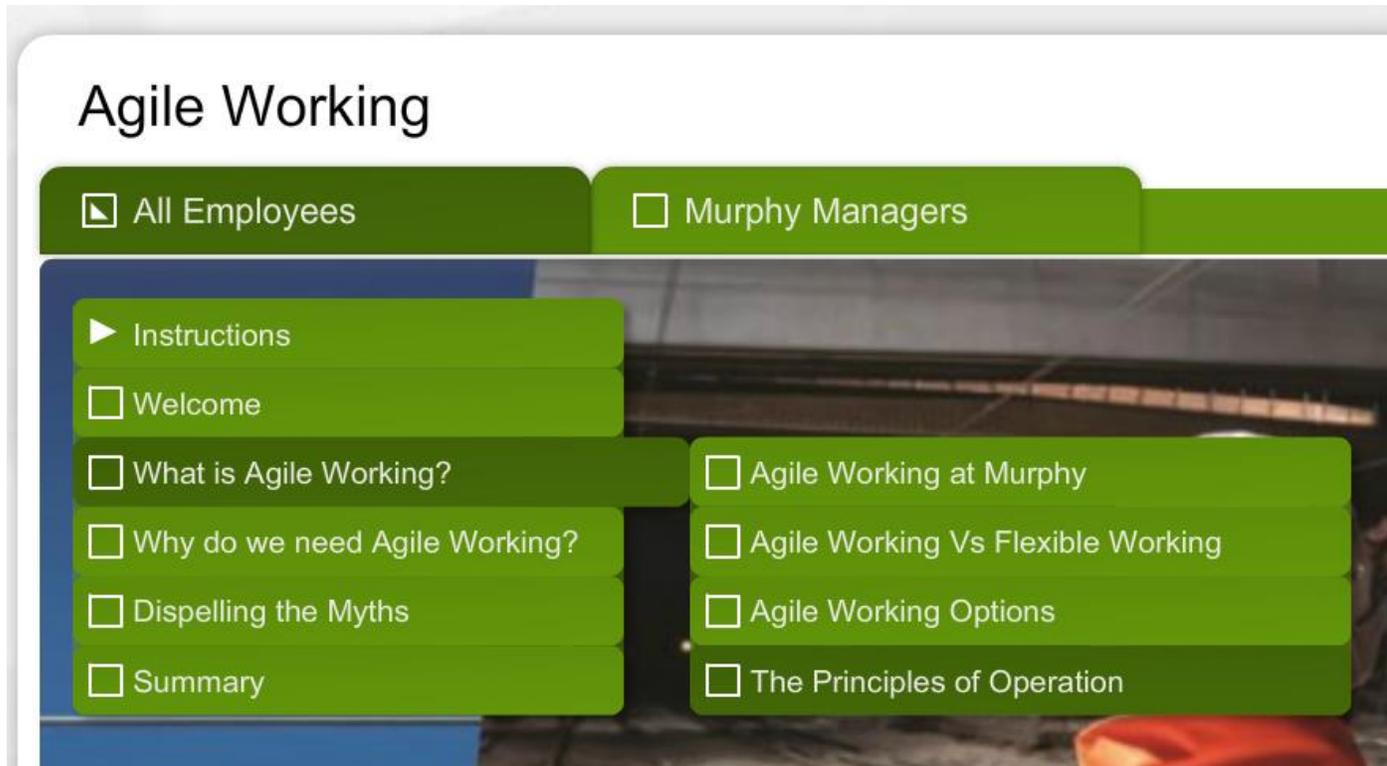
Principles which must be in place for Agile Working to be successful:

❑ Agreement in advance
❑ Notice of any changes
❑ Regular review periods
❑ Agreed communication methods in place
❑ Close monitoring of performance/outputs
❑ Other team members should not adversely be affected
❑ **It needs a quality conversation!**

How to make it work? : Quality Conversations….

Agile Working

All Employees	Murphy Managers

- Managing Agile Working
- Manager Top Tips
- Starting the Conversation
- Culture…
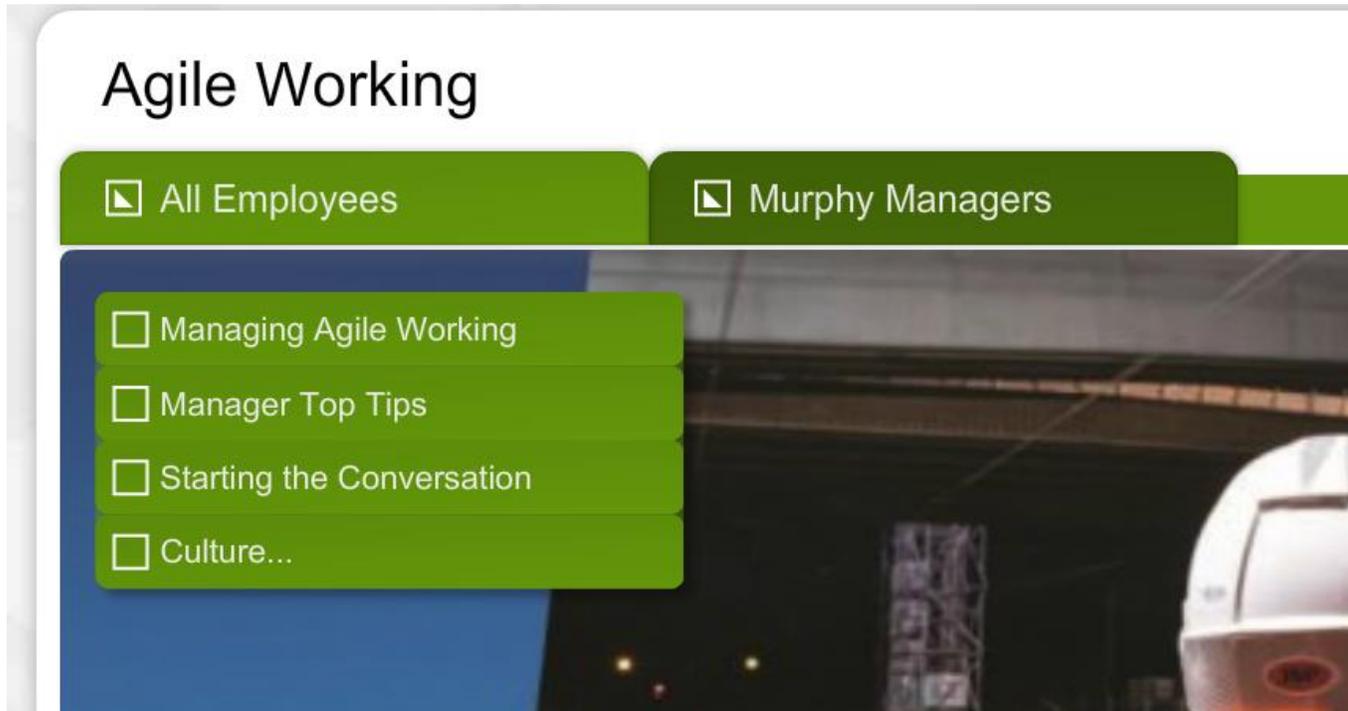
Specific manager coaching on the following :

Top Tips
- [ ] Setting expectations
- [ ] Focus on outputs and impacts
- [ ] Managing remotely – utilising technology
- [ ] Trial and review periods
- [ ] Make this part of good teamwork/project management

Starting the conversation
- [ ] Key questions, considerations and discussion points

Culture
- [ ] How to proactively challenge the status quo, manage perceptions
- [ ] **Sharing good practice…what works and what doesn't…**

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Work on dispelling the myths – "It means we can work however we like"
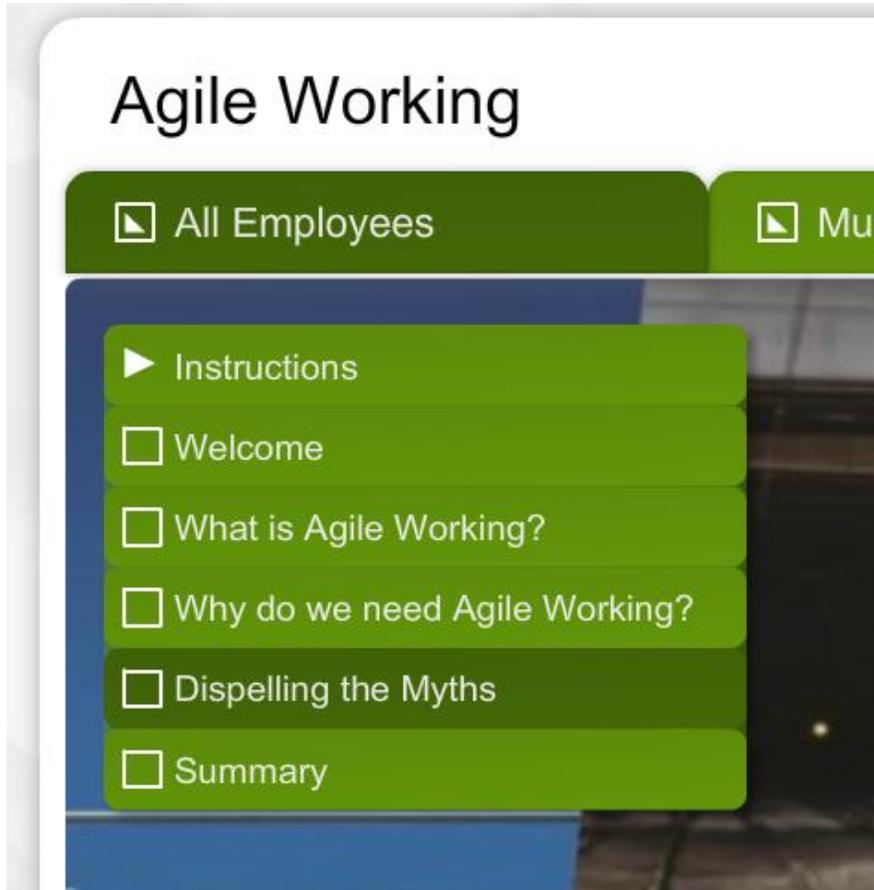
The Myth: "Agile working means we can work however we like" – The perception that Agile working means employees can work in whatever way suits them, whenever they choose.

The Reality:

- ❑ **Clear stance on ways of working that culturally and practically work and those that dont** : e.g. 100% home working, term time only working
- ❑ There is not right to agile working. Line managers can and should say no if agile working is not reasonable.
- ❑ All agile working must be agreed in advance
- ❑ A balance is required in all roles and situations, and the solution must also suit the business and client's needs.

Work on dispelling the myths – "Agile Working is not for sites"
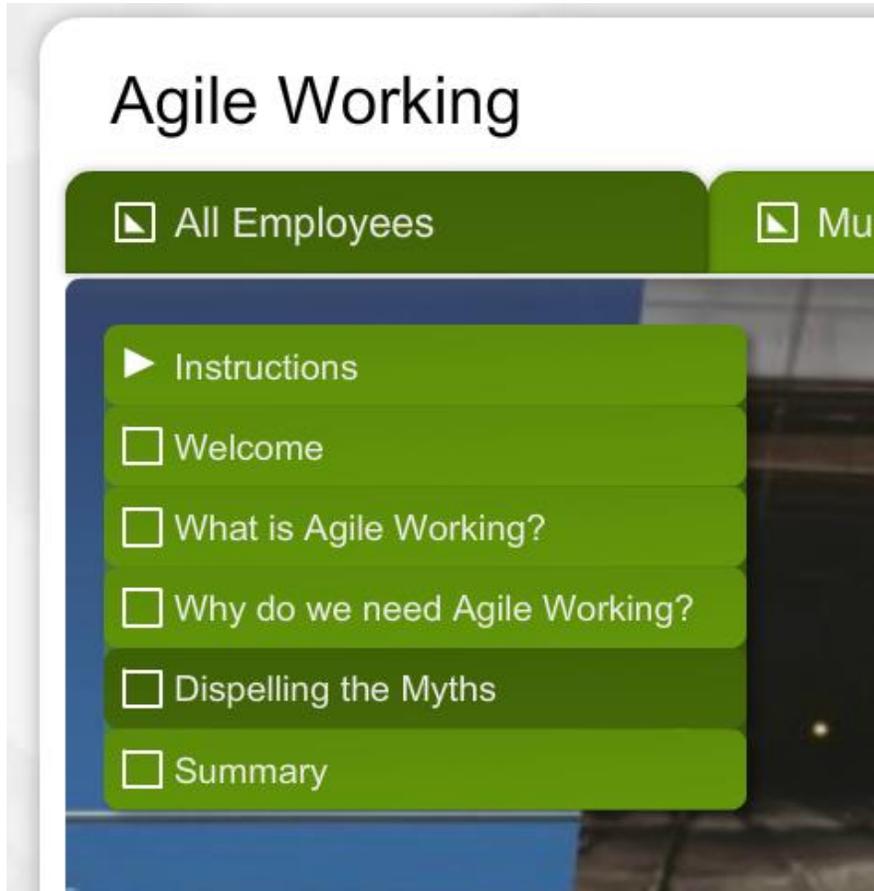
The Myth: "Agile Working is not for sites" – The perception that agile working is only relevant to monthly/office based employees and cannot be applied to projects (or that agile working is another HR initiative) .

The Reality:

❏ Agile Working is already working, and working well across the majority of our projects
❏ Informal arrangements already in place to support employees
❏ Agile working is NOT just about home working, there are many other ways in which we can be agile
❏ Not a project or initiative – this is about changing attitudes and behaviours and willingness to have conversations
❏ **Giving examples of what already happens….**
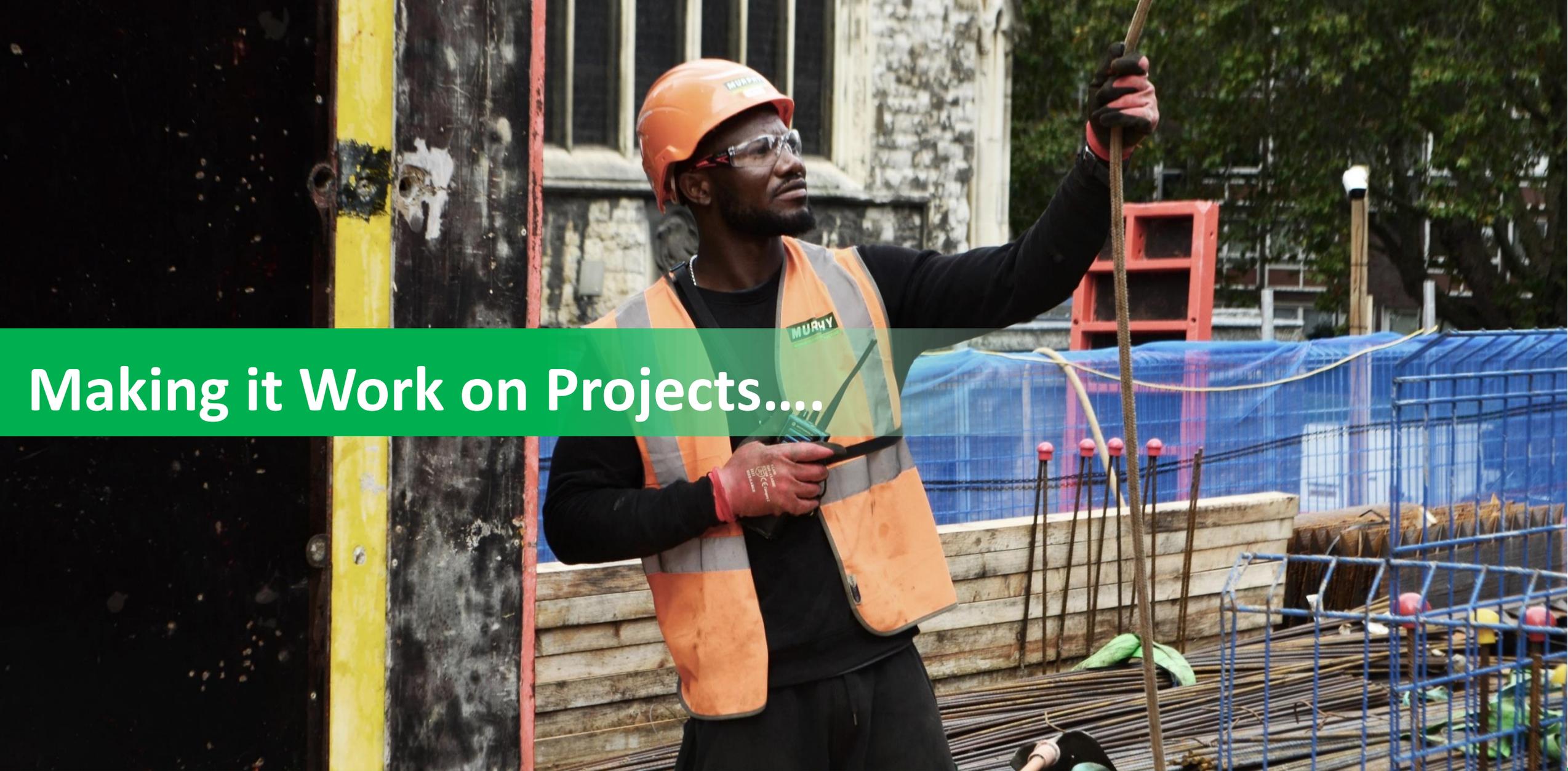
Making it Work on Projects....

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Project Manager (South) – "Agile Working is just a natural part of great teamwork….."

Two examples from my current project but this is common across all our projects:

❑ Site Supervisor works and is lodging and has a 4hr commute home Fridays. Engineer onsite has completed Frontline Supervisor assessment and been granted to supervise works in the absence of site supervisor to allow him be home by approx. 06.00pm on Fridays.

❑ Small team onsite where there has only one person for each role. One of our operatives requires regular blood tests but by having a multi skilled team and planning of critical tasks, the operative is allowed the time to get the required blood tests during weekday opening hours. He makes up the time starting earlier on days when local area residents bins need to located at the top of the street for collection and completing this task.

Throughout my career at Murphy, working my way up from starting onsite, there has always been a culture of allowing flexibility with site staff to go away when personal needs come up. In return site employees will return the gesture in circumstances like when delivery's come in early or late. If that's what you call Agile Working then we've always done it…..

Project Manager (North) - "We talk as a team about how we work best for our project and ourselves...."

Couple of examples we have at the moment and have had previously:

❑ Individuals working from home at times to suit themselves, facilitating home schooling The individual may need to take time through a day when an issue arises.
❑ Individuals moved closer to home to allow for caring for dependants, when suffering illnesses
❑ Flexibility of working hours with certain individuals, again for personal reasons
❑ Individuals moved to projects closer to home
❑ o   After a bereavements to allow family support etc.
❑ o   Sometimes it has been deemed that the living away environment is not the most supportive to their current scenario (partners, children, mental health)
❑ Flexibility with working hours for those on a long commute to the site office.

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Compliance Manager

Living in London but working in Tamworth. Full time carer for mum. Agreed that every Friday she could work from home.
This was only possible if she was able to delegate certain tasks to others in the site team that needed to be carried out face to face. She drafted documents and processes to support the rest of team. The entire site team worked in an agile way in picking up extra responsibilities to support another member of team.

Senior Site Manager – Lancashire

Wife is currently pregnant, and his management team have allowed him to leave site during the working day to attend appointments under the agreement that the hours will be made up elsewhere those weeks.

The site engineer has recently become a single parent and he leaves at 3pm on a Friday to collect his son, and makes up those hours throughout the week.

"It's all about regular conversations with the team and being an approachable manager, its something we already do here and have embedded here, My team don't see this as anything new. Its part of our culture and always has been.."

Key Takeaways….

❑ Ensure consistent understanding on what Agile Working actually is (and dispel any myths…)

❑ Agile Working is about culture and conversations rather than policies and procedures

❑ You can't change culture overnight but the start is good conversations

❑ Guide people on having a quality, two way, agile conversation

❑ Look for good examples of where agile working is already happening : bring it to life for others

❑ Highlight commercial as well as cultural benefits

❑ Recognise you can say no (but the key is leaving people feeling like they can ask at any time…)

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THANK YOU!

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WORLD-CLASS INFRASTRUCTURE

Flexible Working: making it work on site

Ricky Prett,

Senior General Foreman

What is the issue?

| 17,000 new roles to fill to deliver HS2 | A foreman is expected to be on site from start 'til finish | The site office can be a hard place to concentrate |

| Flexible working is the number 1 reason a candidate joins a new employer. | Long hours affect work life balance and mental wellbeing – 2 broken homes | Training, e-learning and development is interrupted |
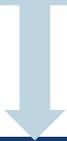
What did we do?

Blockers – afraid of change

4 week trial
- ½ day 2 weeks
- Timesheet
- Rota

Business case

Presented the results – wrote guidelines

Rolled out to all Foreman and Engineers
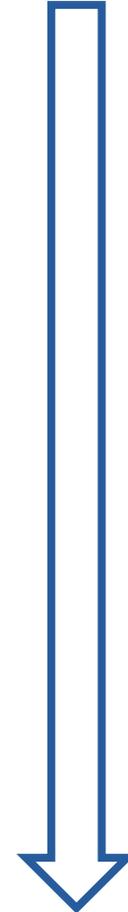
What was the result?

1 We looked at the site access system, and no one was working more hours to cover flexible working.

2 100% reported it benefiting their workload, work-life or mental health.

3 Productivity remained the same.

4 The team want to stay together for future projects, and more people want to join the team.

What was the impact on mental health?

100% reported it benefiting their workload, work-life or mental health.

I took my wife to her hospital appointment.

I reviewed RAMS's and TBS.

I could revise for my exam.

I was able to get a good nights sleep.

I was able to have dinner with my wife and child.

I saw my daughter in her school play for the first time.

I did my unconscious bias e-learning.

Lessons learnt

#1 Find a champion

#2 Give ownership to the team

#3 Flexible working on site requires guidelines

#4 Use a pilot to get buy in and find the best solution

CECA Award for Flexible Working, May 2018

I am here presenting to you…
But shouldn't a foreman be on site?

Home Working

Key challenges and risks:

Trying to accommodate childcare through pandemic.

Making sure we have the right amount of cover on site.

Home working was mandatory due to pandemic is this flexible??

Getting the right setup for people working from home.

Managing staff mental health and wellbeing while working from home.

Getting to works due to not being able to use public transport.

If we can do this in a pandemic, why can't we do this as a standard??

FLS PLANNER

| Absence Type Key | H | Holiday | P | Personal | S | Sick | T | Training | F | Flexy day | HW | Home working |

July — Dates of Absence — 2020

Employee Name	Wed 1	Thu 2	Fri 3	Sat 4	Sun 5	Mon 6	Tue 7	Wed 8	Thu 9	Fri 10	Sat 11	Sun 12	Mon 13	Tue 14	Wed 15	Thu 16	Fri 17	Sat 18	Sun 19	Mon 20	Tue 21	Wed 22	Thu 23	Fri 24	Sat 25	Sun 26	Mon 27	Tue 28	Wed 29	Thu 30	Fri 31	Total Days
Ricky Prett			HW			HW				HW			H	H	H	H	H			H		HW	HW				HW				HW	13
Jimmy Addis							HW							HW							HW							HW				4
Colin Young							HW							HW							HW							HW				4
Lee Piper			HW	HW			HW		HW					HW		HW					HW	HW						HW	HW			10
Jimmy Roe																																0
Alan Arnold	HW																															1
Mathew Lindley			HW							HW					HW						HW										HW	S
Jamie Abnet								HW						HW							HW							HW				
Jay Pemble	HW																				HW							HW				
Dan Carpic			HW						HW					HW									HW				H	H	H	H	H	9
July Total	2	2	3			1	3	1	2	2			1	4	2	3	2			1	3	2	3	2			2	4	3			41

Our project approach to flexible working

Flex **success** is our flexible working policy

SKANSKA | COSTAIN | STRABAG | Working on behalf of HS2

All staff can work flexibly from day one:

Work your hours on a personalized schedule

Agree your schedule with your line manager. If you work longer on some days you can take up to two days off as a result without using annual leave.

Our core hours are between 10:00 and 15:00

Start your day early and leave as early as 3 pm, or start your day as late as 10 am and leave late.

Work away from the office (e.g. from home) for up to 20% of weekly hours

Work from home up to one day p/week.
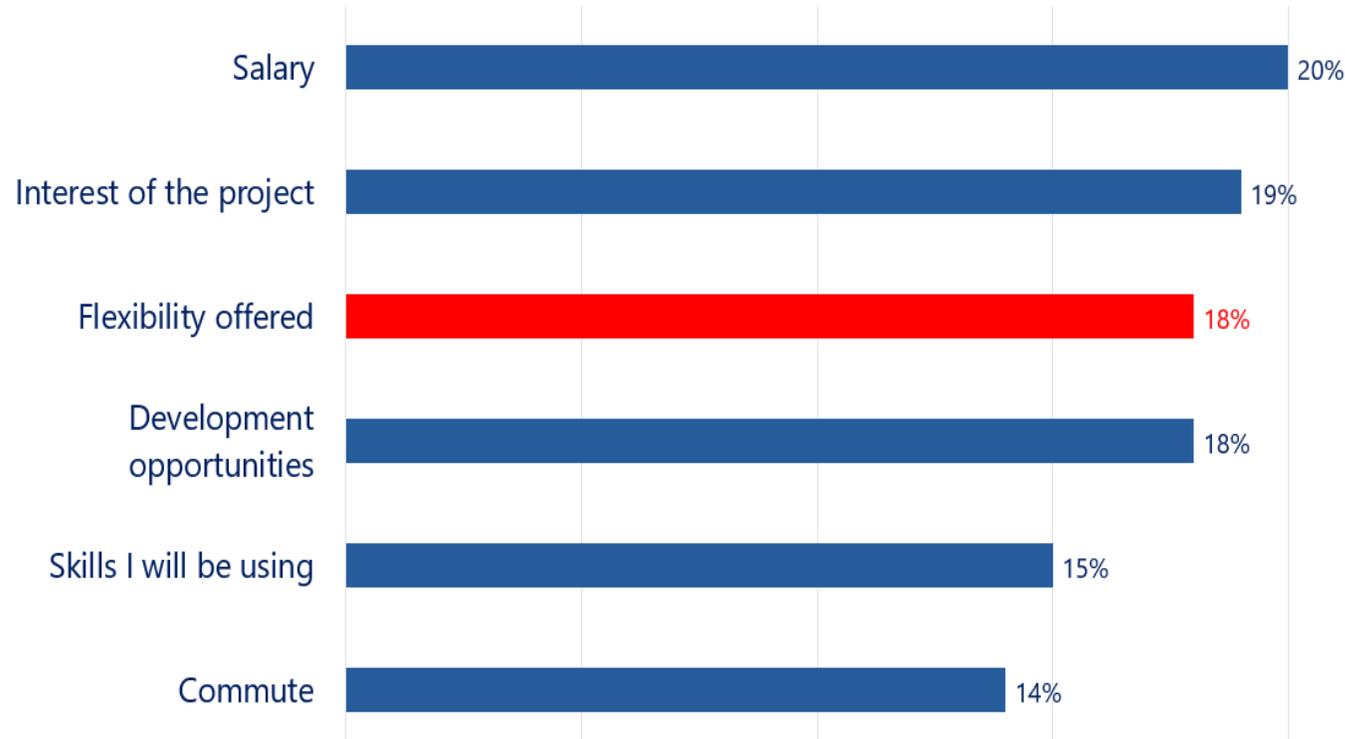
# During COVID…84% of the team say productivity has stayed the same or improved for office based staff

How has your productivity changed whilst working from home?
(defined as ability to complete valuable work in timely fashion)
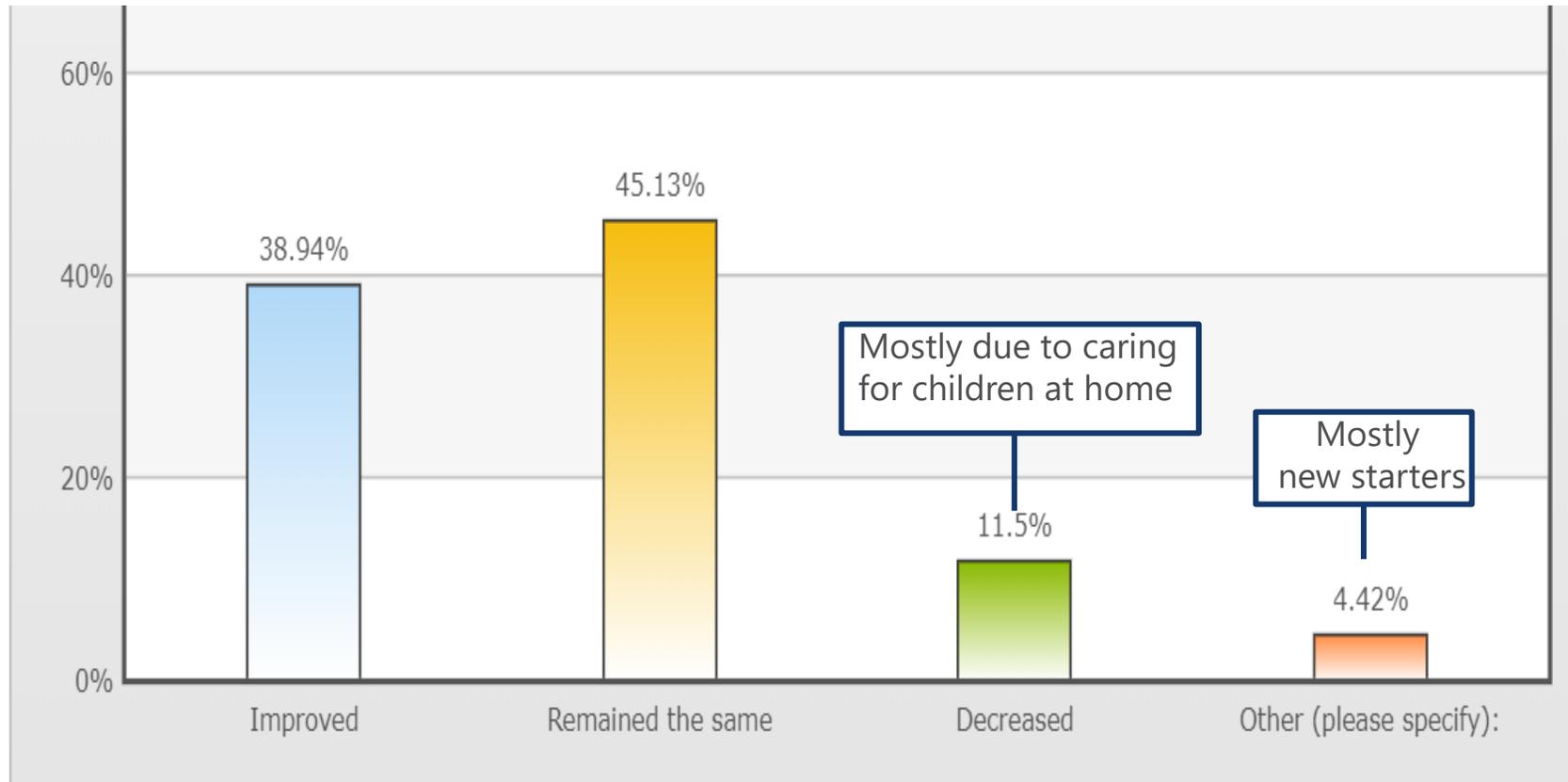
- 99% reported meeting work objectives

- 93% have introduced new ways to be accountable

Chart values:

Category	Value
Improved	38.94%
Remained the same	45.13%
Decreased	11.5%
Other (please specify):	4.42%

Mostly due to caring for children at home

Mostly new starters
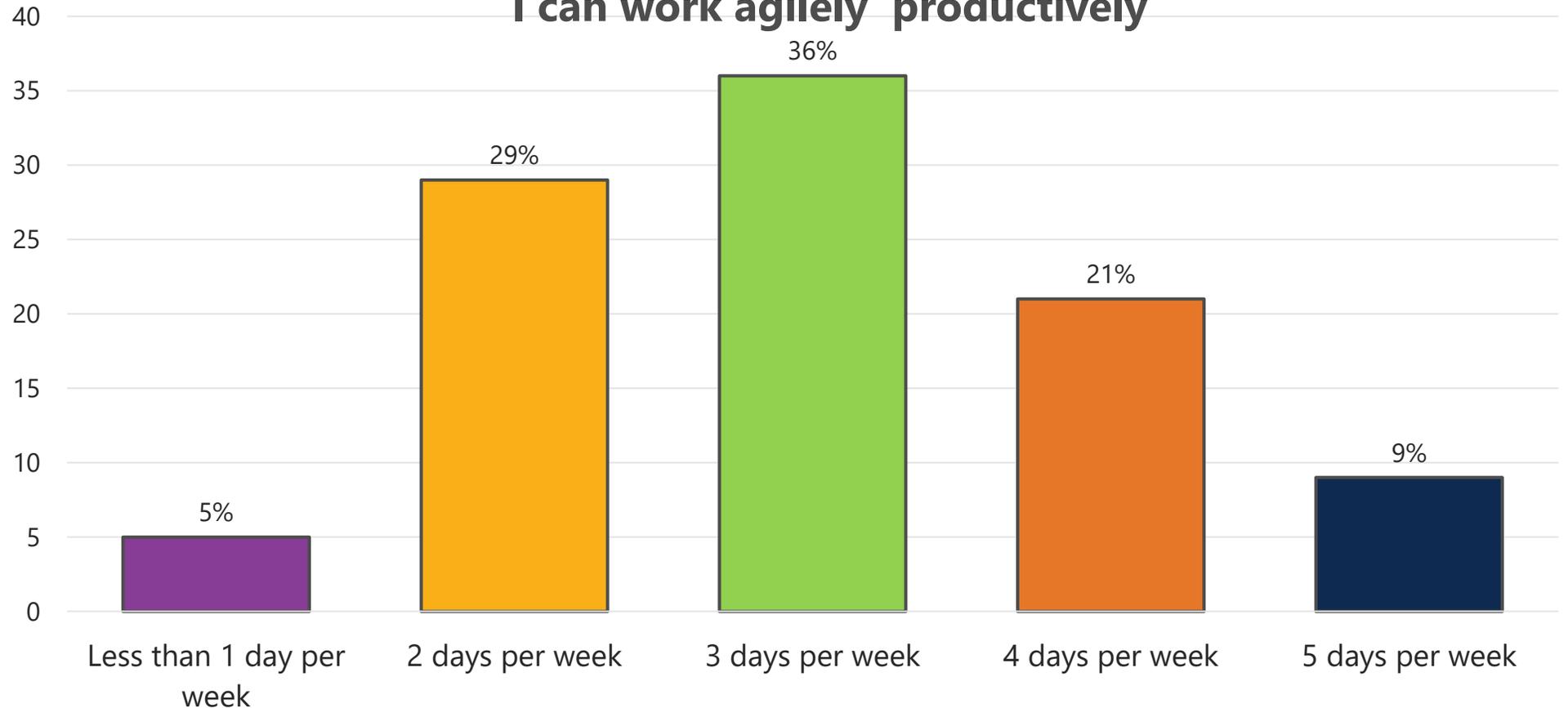
What COVID has taught us –people are individuals

Get to know your team and celebrate their unique strengths:

- They have **different personalities**

- They have **different home lives** – some may live on their own, others may have young kids

- They have different reasons for working; **different drivers**

- They **respond differently to change**

- **We need to keep these different perspectives in mind when we talk about flexible working**
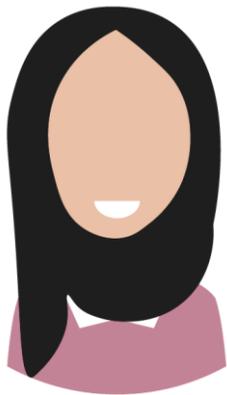
Inspiring Change Bitesize: Flexible & Agile Working

Question & Answers -
Use Chat Function or Raise Hand using the controls

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Tech Support

Mentimeter

Real-time polls and audience Q&A

1. Go to www.menti.com in a new browser or tab on your phone or computer.
2. Enter the menti code: **47 76 68 4** when you see it on the slide or hear the trainer read it out.
3. Don't disconnect from the webinar, you will still need to hear the trainer

Inspiring Change Bitesize:
Flexible & Agile Working

Managing Teams in the 'New Normal'
- Eileen Donnelly, Director, Ripple & Co

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Inspiring Change Bitesize: Flexible & Agile Working

Question & Answers -
Use Chat Function or Raise Hand using the controls

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Inspiring Change Bitesize: Flexible & Agile Working

Eric Evans, Founder, DuoMe

#InspiringChange

DüoMe

Work Flexibly

The future is uncertain…

…but a mixed remote + office (2-3 days) workstyle will initially dominate as world of "all remote" employees gradually gains traction as companies look for talent and cost advantage

Respondents are broad in scope:

Varied Roles	**Leading Companies**
HR	Sainsburys
Lawers	Barclays
D&I Leads	Lloyds
Accountants	Dow Jones
Engineering	Close Brothers
Head of Digital	JP Morgan
CEO	Walt Disney
Project Managers	Three
Partner Consulting	Ericsson
Marketing	Accenture
Sales	Deloitte
	Standard Chartered
	KPMG
	Chubb
	Zurich
	Computer Centre
	Epic Games

Companies want more remote

- Companies will look to reduce costs as the global economy moves post Covid-19
  - Permanent office space will be reduced
- Companies will establish global remote competency centres
  - For benefits of widened talent pool, reduced employee costs
- Leading companies will deliberately design the remote employee experience
  - With up to 50% of employees remote at any point in time, talent will be attracted to companies with good remote working practices

Figure 1: 74% of Companies Plan to Permanently Shift to More Remote Work Post COVID-19

What percentage of your workforce will remain permanently remote post-COVID who were not remote before COVID?

■ % of Companies

0% will remain remote	5% will remain remote	10% will remain remote	20% will remain remote	50% will remain remote	More than 50%
26%	27%	25%	17%	4%	2%

Source: Gartner (April 2020)
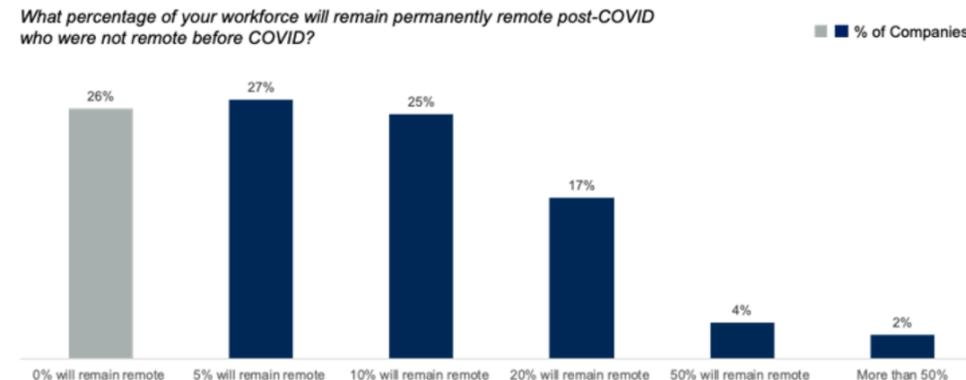
Case Study - Stripe

- In 2019 [Stripe](#) launched its 5th engineering hub as remote (alongside its physical locations)
- Highlighted access to talent and proximity to customer as key to move
- Ability to have a local team without regional office
- Recognised the need to change working practices to excel, document more, async communication, community building
- Measured sentiment and adjusted approach as they learned
- Assigned a remote hub lead, like a physical location
- Assigned multi remote team members to projects to nudge office working practices to support remote
- Observed improved working practices across all hubs
- Expanding further with more FTE and role types
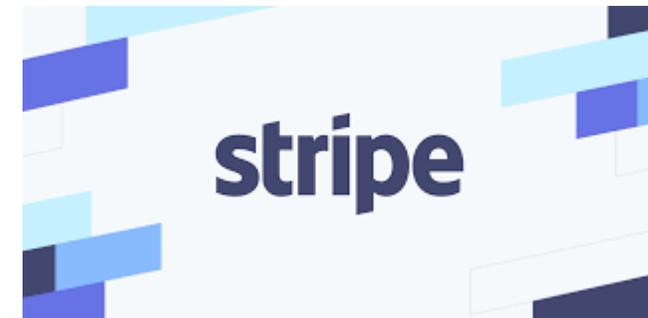
Employees will request long term

Reason	Percentage of people who list this reason	Number of people who list this reason
I can save money on travelling and other associated costs like coffee and lunch	31%	4.1 million
Coronavirus has proven that I can work from home effectively	28%	3.7 million
It has made me realise I spend too much time commuting	23%	3.0 million
I want to spend more time with my children	22%	2.9 million
I am more productive when working from home	19%	2.4 million

- 44% of workers plan to ask for permanent flexible working

- Top reasons for wanting more remote:
  - Less commute
  - Productivity improvements
  - Flexible hours & schedule (source)

Enabling employees to choose when they work whilst remote will be a key future trend

Mass remote has raised issues

Not everyone has found remote working straight forward though.

- Exhaustion from being on constant video calls
- Blurring lines of home and work
- Social isolation
- Balancing homeschooling in current cycle

Remote and flexible hours are linked to gain most benefit and alleviate some of the issues

The role of the manager will be key

Managers will be key to the change:

- "Where is everyone today…"
- "How do I make the best use of the office time I am allocated for the team this week…"
- "I think I will need to keep a closer track of what's getting done...."
- "I want to encourage remote social interaction…"
- "I will need to spot people dropping off the radar, without seeing them…"

For those whose jobs survived, the way they work will change. Offices will shrink and become places to pop into a couple of times a week for a catch-up, rather than somewhere to spend 40 hours sat in front of a computer (you can do that at home, after all). "**We're going to need a new 'manager'**," says Cooper. "Somebody with very good social skills to manage virtual teams." *Chris Stokel-Walker, Esquire, Wired.*

Best practice is formulating...

...but will evolve further

Often cited in case studies

- Major in written deliberate communication
- Design for async interactions to occur
- Reduce the need for all meetings to be live and support people to catch up offline
- Recognise Zoom fatigue
- Support remote team members to engage

Gitlabs - has published its all remote approach

The mixed workstyle (e.g. Stripe) is where practices are evolving most

Inspiring Change Bitesize: Flexible & Agile Working

Martin Pratt, Partner, Ince Gordon Dadds LLP

Ince

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Upcoming FIR Training:

FIR Fairness, Inclusion and Respect in construction

VIRTUAL: Becoming a FIR Ambassador workshop

Join the growing FIR Ambassadors's Network

Friday, 21 August 2020, 10:00 AM - 12:30 PM

VIRTUAL: Inspiring & Coaching New Employees webinar

How do you inspire and set up new starters for a ...

Tuesday, 25 August 2020, 11:00 AM - 11:45 AM

VIRTUAL: Business Case for Fairness, Inclusion & Respect Workshop

Understand the business case for FIR by joining this ...

Thursday, 17 September 2020, 10:00 AM - 12:30 PM

VIRTUAL: Mental Wellbeing in Construction - workshop

Male site workers in construction are 3 times more likely ...

Wednesday, 23 September 2020, 10:00 AM - 12:00 PM

VIRTUAL: Speaking Out - Why & How? Lunch n learn

Techniques to help you approach difficult conversations ...

Tuesday, 29 September 2020, 11:00 AM - 11:45 AM

VIRTUAL: Let's Talk About Cultural Diversity - Masterclass

It's important to talk about diversity issues including ...

Tuesday, 6 October 2020, 10:00 AM - 12:00 PM

VIRTUAL: Managing Challenging Conversations - Webinar

VIRTUAL: Business Case for Fairness, Inclusion & Respect Workshop

VIRTUAL: Leading People Inclusively workshop - Welsh Water

Virtual workshops: 2 hours – *What it says on the tin, the session will be like our normal workshops with interactive activities planned in*

Lunch n Learns: 45 mins - *These are designed to fit around your daily routine so you can focus your learning and build your knowledge around particular areas*

Book a place <u>*HERE*</u>

Inspiring Change Conference & Awards

10 December 2020

Keynote Speakers:

- Nadhim Zahawi MP, Construction Minister, BEIS
- Amanda Clack, Head of Strategic Advisory, CBRE
- Rick Lee, Chief People Office, Wilmott Dixon & Member of the Women's Business Council

More case studies, more sharing of knowledge, more award winners!

Entries open for the Awards www.inspiringchangeawards.com

Deadline for entries - **23 October 2020**

inspiring change

cITb

FIR Fairness, Inclusion and Respect in construction

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Managing teams in the new normal

20th August 2020

Ripple&Co

Job titles

Ripple&Co

Challenges

- Macro environment
- Internal environment
- Personal environment

Ripple&Co

Economic impact across Europe

Spring 2020 GDP growth forecast

|	
-9.7%	Greece
-9.5%	Italy
-9.4%	Spain
-9.1%	Croatia
-8.3%	United Kingdom*
-8.2%	France
-7.9%	Ireland
-7.9%	Lithuania
-7.4%	Cyprus
-7.2%	Belgium
-7.2%	Bulgaria
-7.0%	Latvia
-7.0%	Slovenia
-7.0%	Hungary
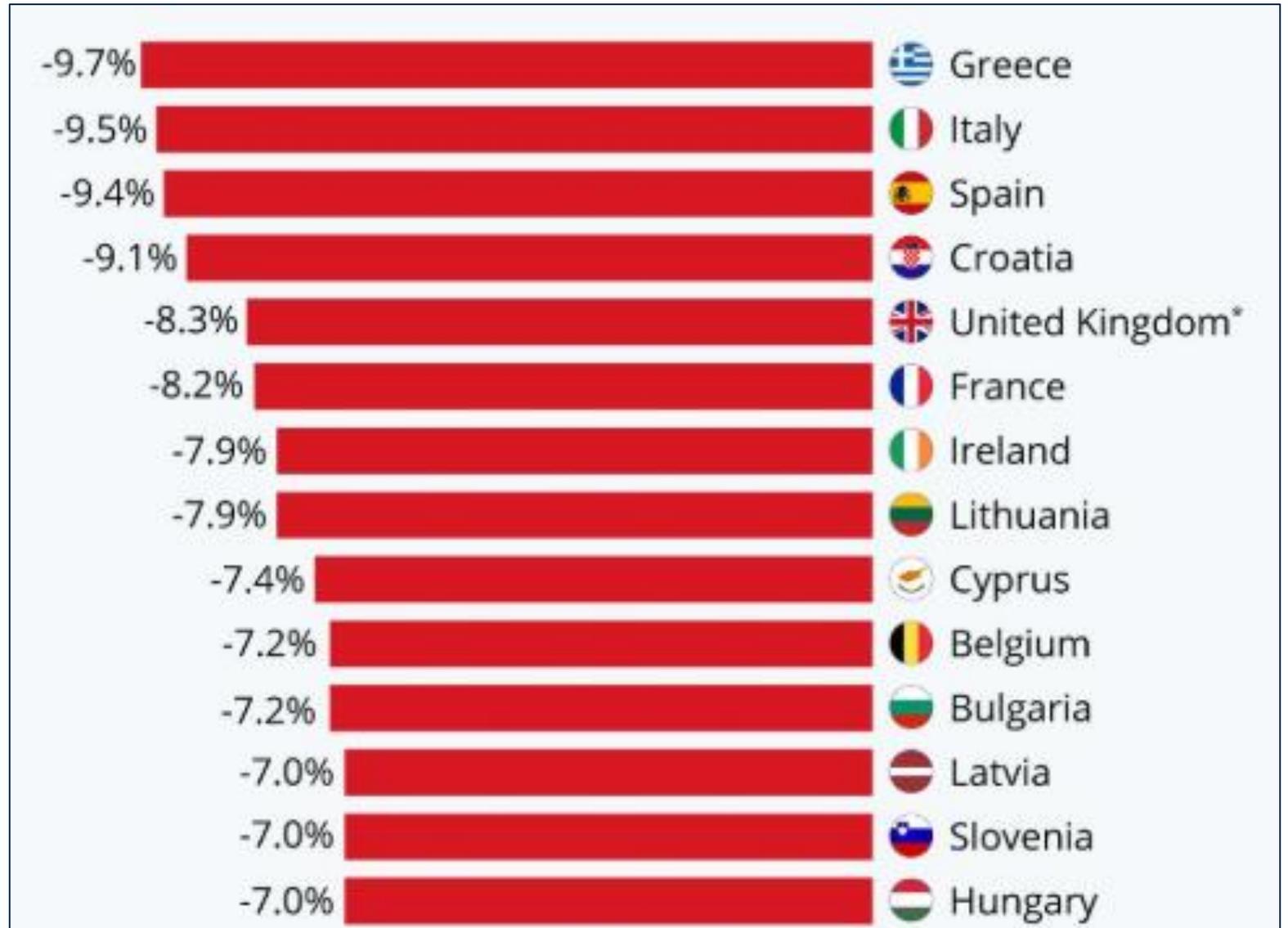
Forbes Statista May 2020

Ripple&Co

Business impact of Coronavirus - trading

Of businesses who are continuing to trade, 57% reported a decrease in turnover outside of normal range

Office for National Statistics – 29 June – 12 July 2020

5

Ripple&Co
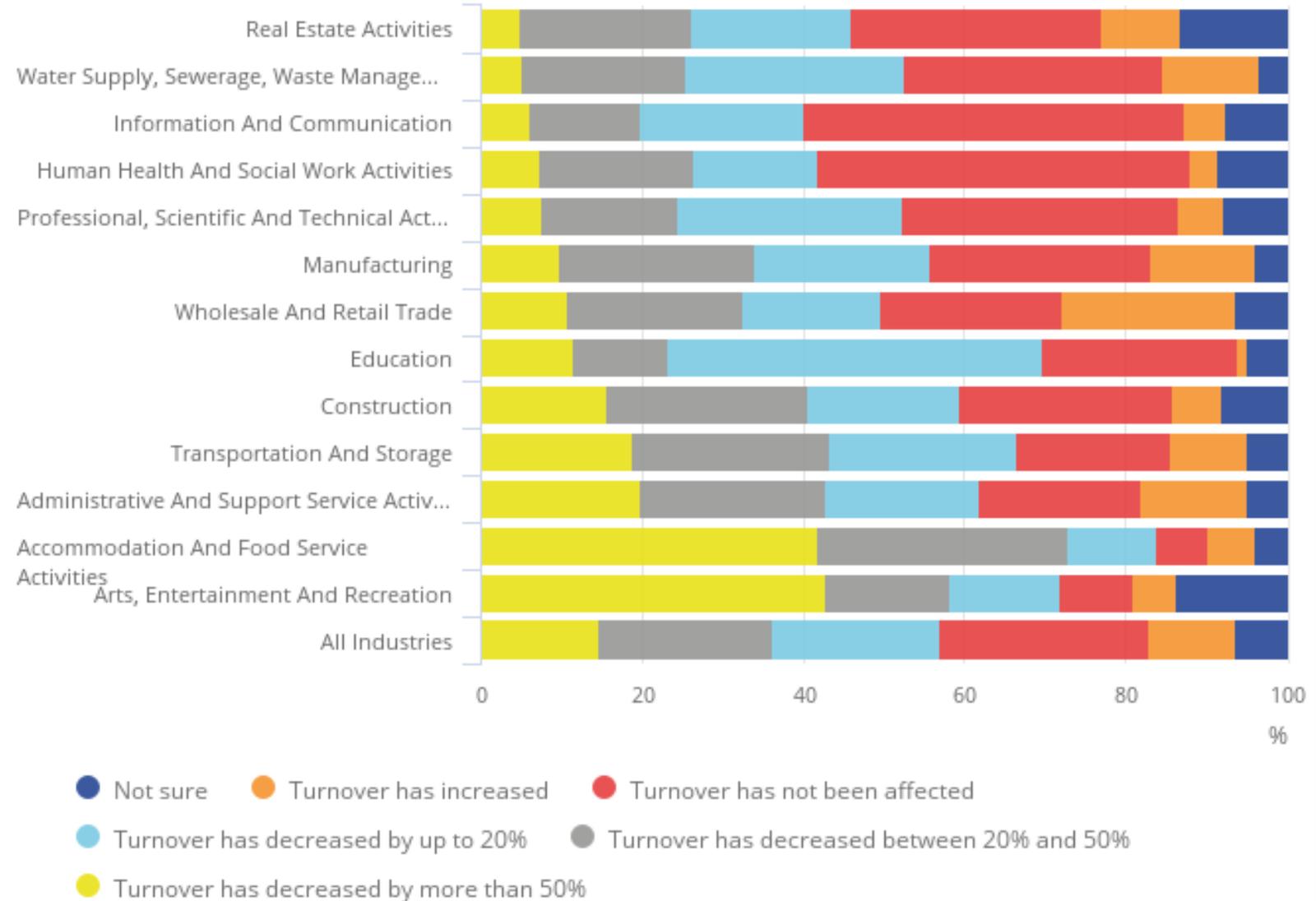
Business impact of Coronavirus - trading

Of businesses who are continuing to trade, 57% reported a decrease in turnover outside of normal range

## Construction

- 8%
  not sure

- 6.%
  turnover increased

- 26.5%
  turnover not affected

- 18.7%
  turnover decreased by up to 20%

- 25%
  turnover decreased between 20-50%

- 15.7%
  turnover decreased by more than 50%

Office for National Statistics – 29 June – 12 July 2020

6

Ripple&Co
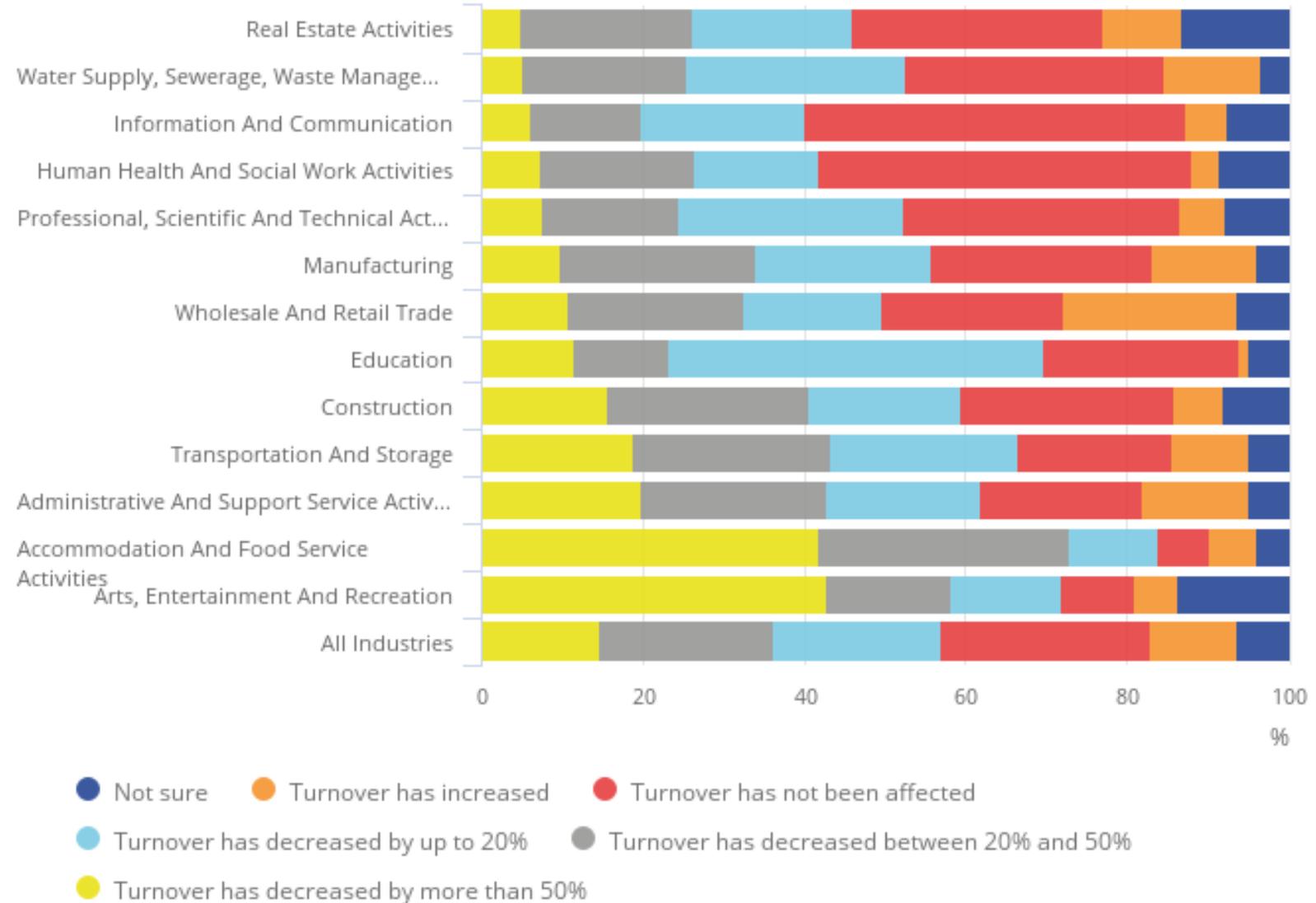
Macro environment

73%

of the UK retail and leisure market **CLOSED** in the weeks following 23 March
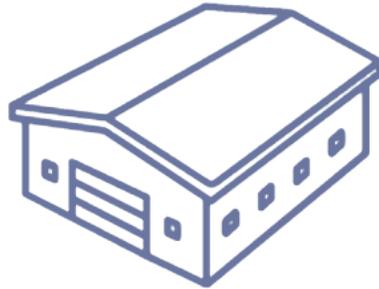
69%

of out-of-town units **CLOSED** in the weeks following 23 March

81%

of high street units **CLOSED** in the weeks following 23 March
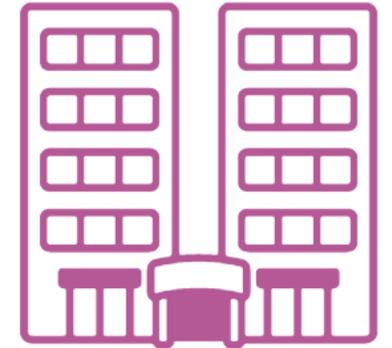
84%

of shopping centre units **CLOSED** in the weeks following 23 March

Ripple&Co

Internal environment

Ripple&Co
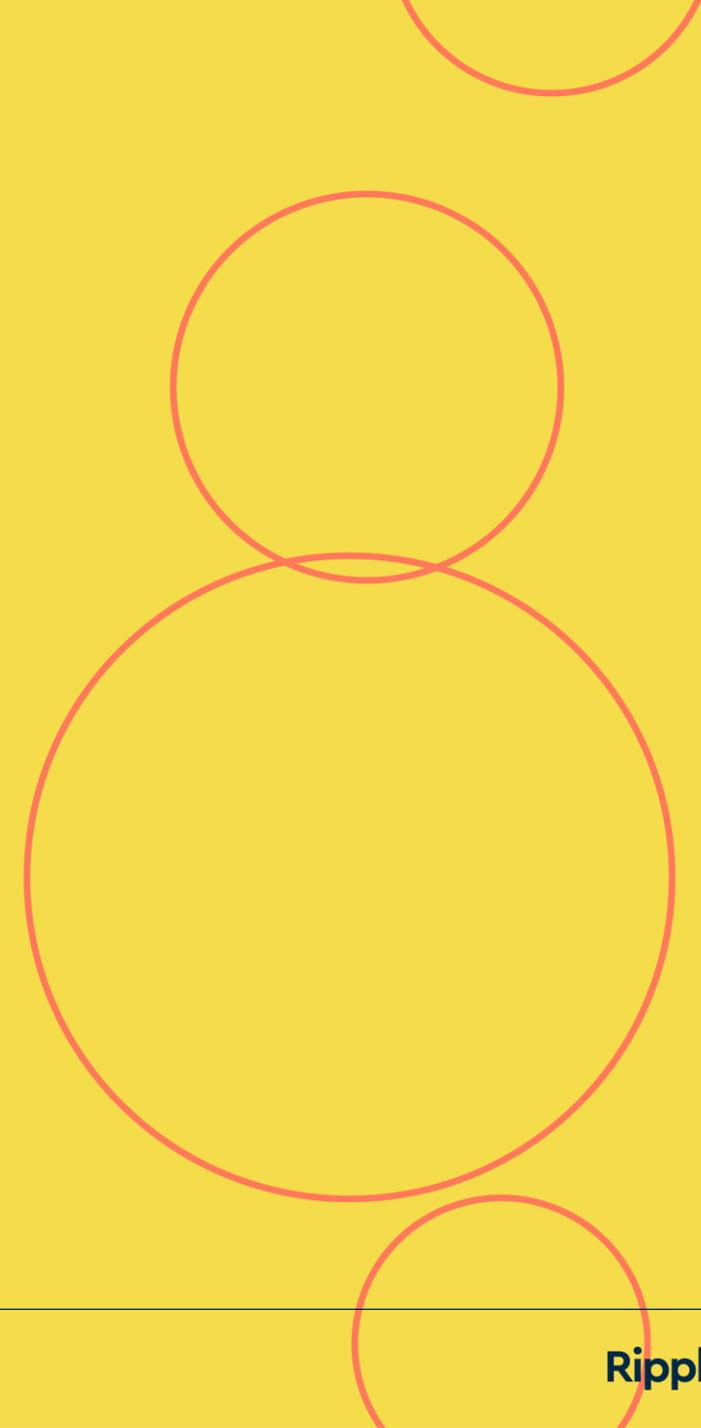
In 2019 only 30% of UK employees ever worked from home
(Office for National Statistics)

This figure has jumped to 60%

Ripple&Co

Impact on working arrangements

Working arrangements, businesses who have not permanently stopped trading, broken down by industry, apportioned by workforce, UK, 29 June to 12 July 2020

Legend:
- Other (dark blue)
- Off sick or in self-isolation due to coronavirus (COVID-19) with statutory or company pay (orange)
- Working at their normal place of work (red)
- Working remotely instead of at their normal place of work (light blue)
- On furlough leave (grey)

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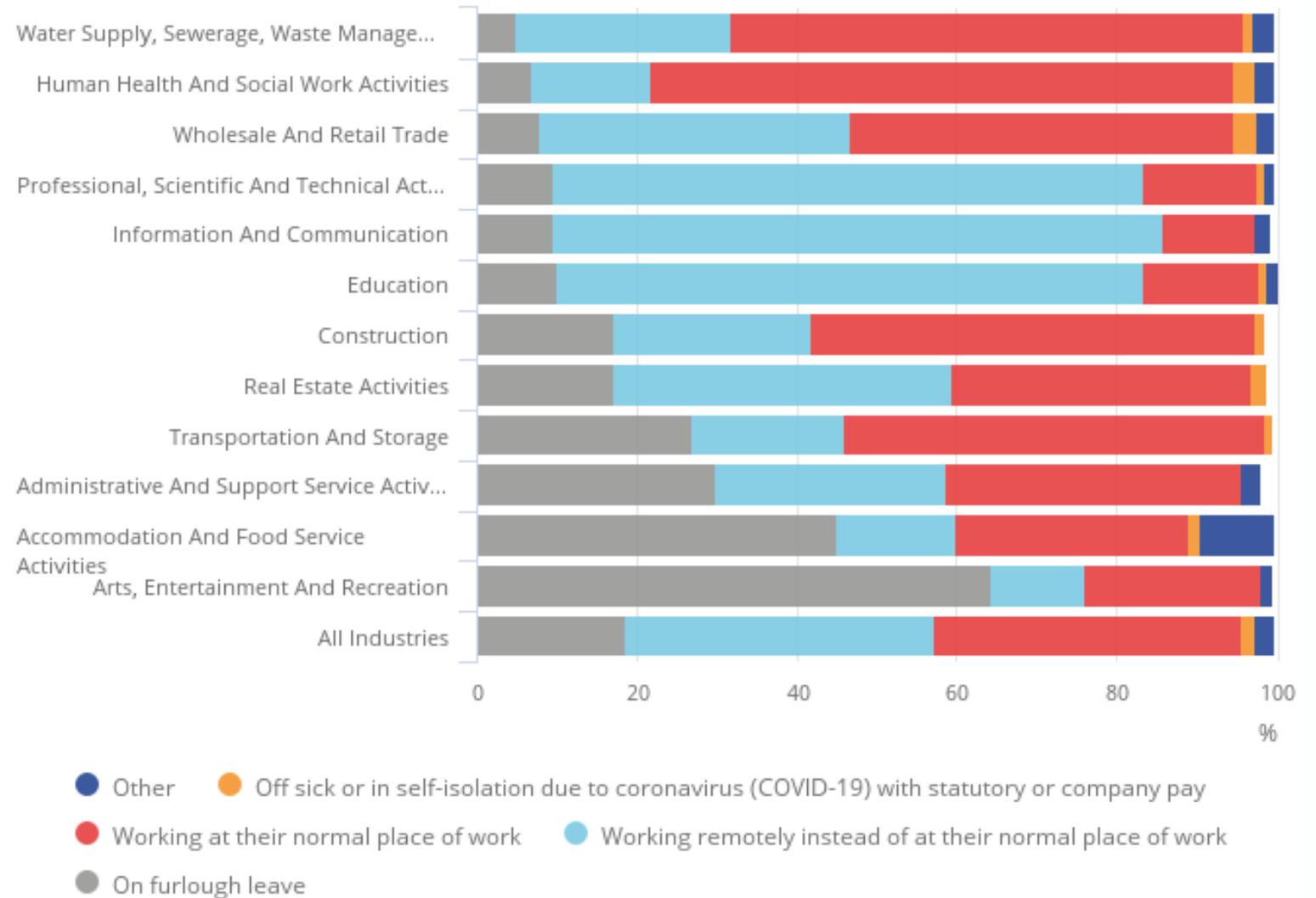
Impact on working arrangements

Construction

- 1.1%
  off work or in self-isolation with statutory or company pay

- 55.7%
  working at their normal place of work

- 24.6%
  working remotely instead of at their normal place of work

- 17.1%
  on furlough leave

Working arrangements, businesses who have not permanently stopped trading, broken down by industry, apportioned by workforce, UK, 29 June to 12 July 2020


Legend:
- Other
- Off sick or in self-isolation due to coronavirus (COVID-19) with statutory or company pay
- Working at their normal place of work
- Working remotely instead of at their normal place of work
- On furlough leave

Personal environment

Ripple&Co

UK coronavirus: Boris Johnson announces strict lockdown across country - as it happened

6:16

COVID-19 Daily Deaths

CORONAVIRUS

SAMARA HEISZ/GETTY IMAGE

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Personal environment

UK coronavirus: Boris Johnson announces strict lockdown across country – as it happened

6:16
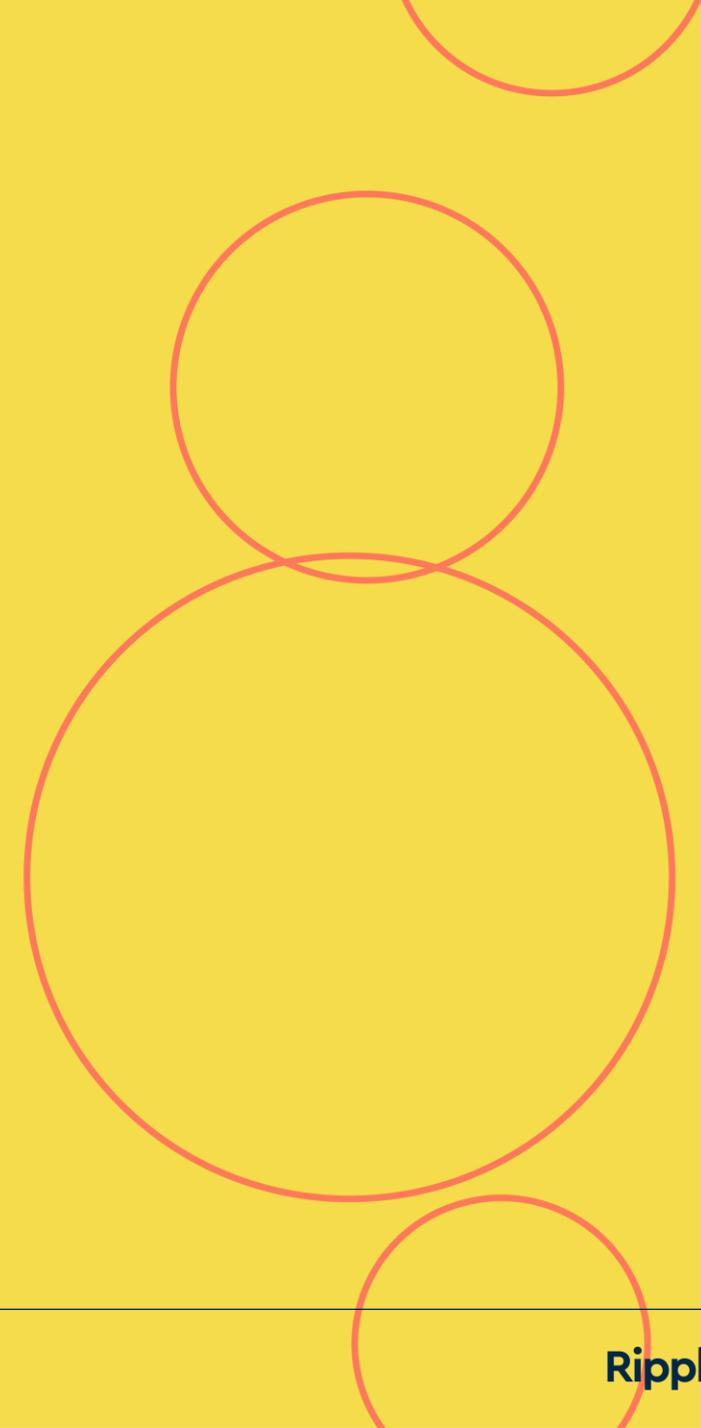
NHS nurse says they are 'so overwhelmed with deaths they can't cope'

Comment

Personal environment

UK coronavirus: Boris Johnson announces strict lockdown across country - as it happened

NHS nurse says they are 'so overwhelmed with deaths they can't cope'

Coronavirus: Hospitals hours from running out of equipment as leaked NHS email reveals demand up 2,000 per cent

Ripple&Co

UK coronavirus: Boris Johnson announces strict lockdown across country - as it happened

NHS nurse says they are 'so overwhelmed with deaths th cope'

Coronavirus: Hospitals hours fro equipment as leaked NHS email per cent

UK schools to be closed indefinitely and exams cancelled

Schools will remain open only for key workers' children and 'the most vulnerable'

● Coronavirus – latest updates
● See all our coronavirus coverage

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Personal environment

UK coronavirus: Boris Johnson announces strict lockdown across country – as it happened

WORKFORCE WIRE

## More big employers are talking about permanent work-from-home positions

PUBLISHED FRI, MAY 1 2020·9:02 AM EDT | UPDATED SUN, MAY 3 2020·1:21 AM EDT

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irus – latest updates

r coronavirus coverage

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WORKFORCE WIRE

More big employe permanent work-

PUBLISHED FRI, MAY 1 2020·9:02 AM EDT | UPDATED SUN, M

BBC eileen

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Foreign holiday season likely to be cancelled, says minister

12 May 2020

Coronavirus pandemic

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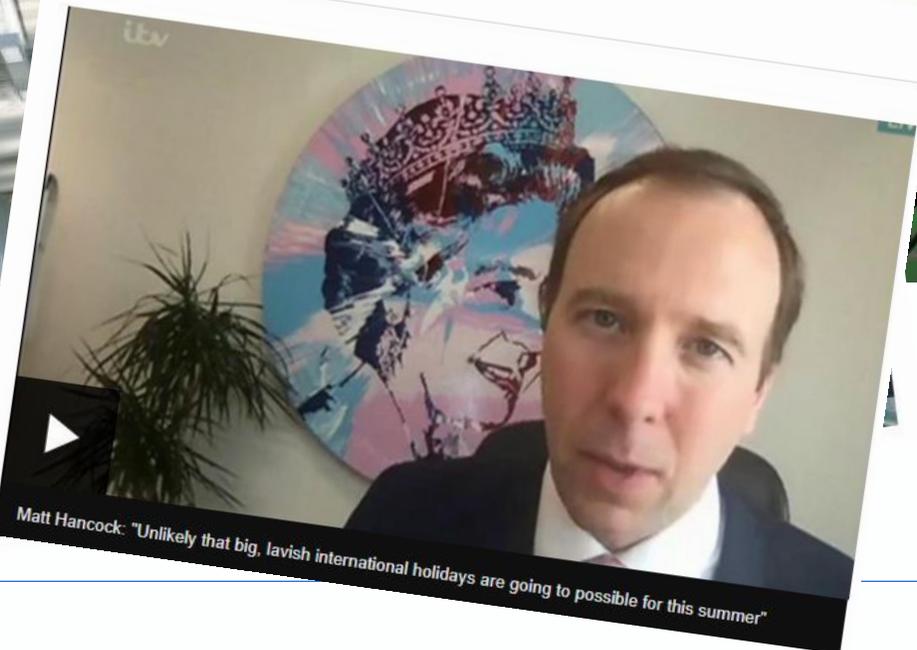
Matt Hancock: "Unlikely that big, lavish international holidays are going to possible for this summer"

chools to be closed indefinitely and
...elled

...only for key workers' children and 'the

...dates
...s coverage

18

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Question?

What has been your biggest challenge during lockdown?

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What have been the challenges of working from home?

Staying motivated / focused

Distractions within the home (e.g pets, partners, household tasks)

An inappropriate working environment (e.g. working from a sofa /...

Switching off from work at the end of the day

Take enough breaks

Maintaining structure to the day

Staying active

A sense of loneliness / isolation

Pressure to respond to emails out of normal hours / greater availability

Internet connection issues

Poor equipment (e.g. laptop, screen etc)

Looking after or home-schooling children

I have not encountered any challenges

Other

0% 10% 20% 30% 40% 50% 60%

■ April ■ June

YouGov/ IWFM May 2020

20

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Impact by age profile

Those with home offices are less likely to report missing:
- Physical separation in work/life, clear structure to the day, face to face chats with colleagues

They're less likely to experience challenges with:
- Loneliness, distractions, poor equipment, motivation, structure and staying active
- Much more likely to work from home in the future
- Feel more comfortable working in this setting for an extended period of time
- More likely to report concern with going back into the office
- More likely to agree that they're going to work from home more often

Those without home offices are:
- More likely to cite work/life separation as something they miss
- More likely to miss face to face chats and appropriate working space than the average
- Much more likely to report challenges with above average scores for distraction, poor equipment and motivation
- They are also more likely to report loneliness
- A third report that they are working fewer hours versus the 18.56% average

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"You are not working from home; you are at your home during a crisis trying to work."

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81%

of furloughed staff fear future redundancy

(Woodcock, May 2020)

9.3 million UK workers have been furloughed

(Treasury, 28 June 2020)

Ripple&Co

The current state of mental health?

Covid-19 is having an increasing negative impact on people's wellbeing

65.3% of people are worried about the future
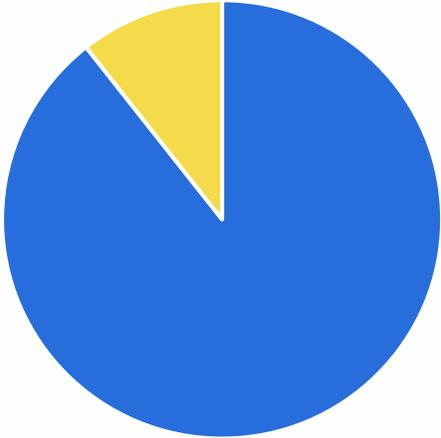
67.7% of people feel anxious or stressed
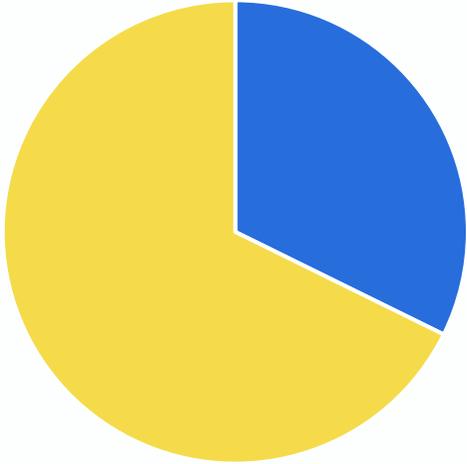
57% of people say Covid 19 is impacting their work
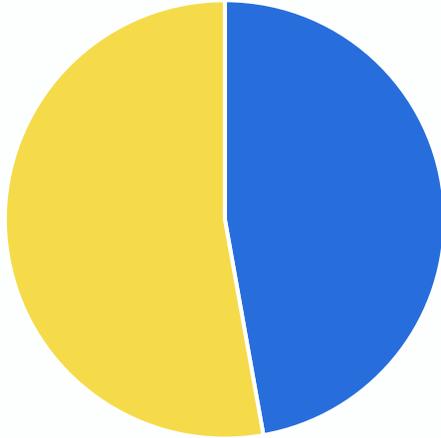
Office for National Statistics - July

Ripple&Co

Question?

What is your biggest challenge in managing your team?

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"The productivity crisis in the UK is the signature economic challenge bar none.

The last time it was so low was in the 1880s."

Andy Haldane
Chief Economist, Bank of England
Chair of Industrial Strategy Council

16th January 2020

Ripple&Co

Productivity and its link to wellbeing

- BT call centres
- 1.8 million workers
- Weekly tracking
- 6 months
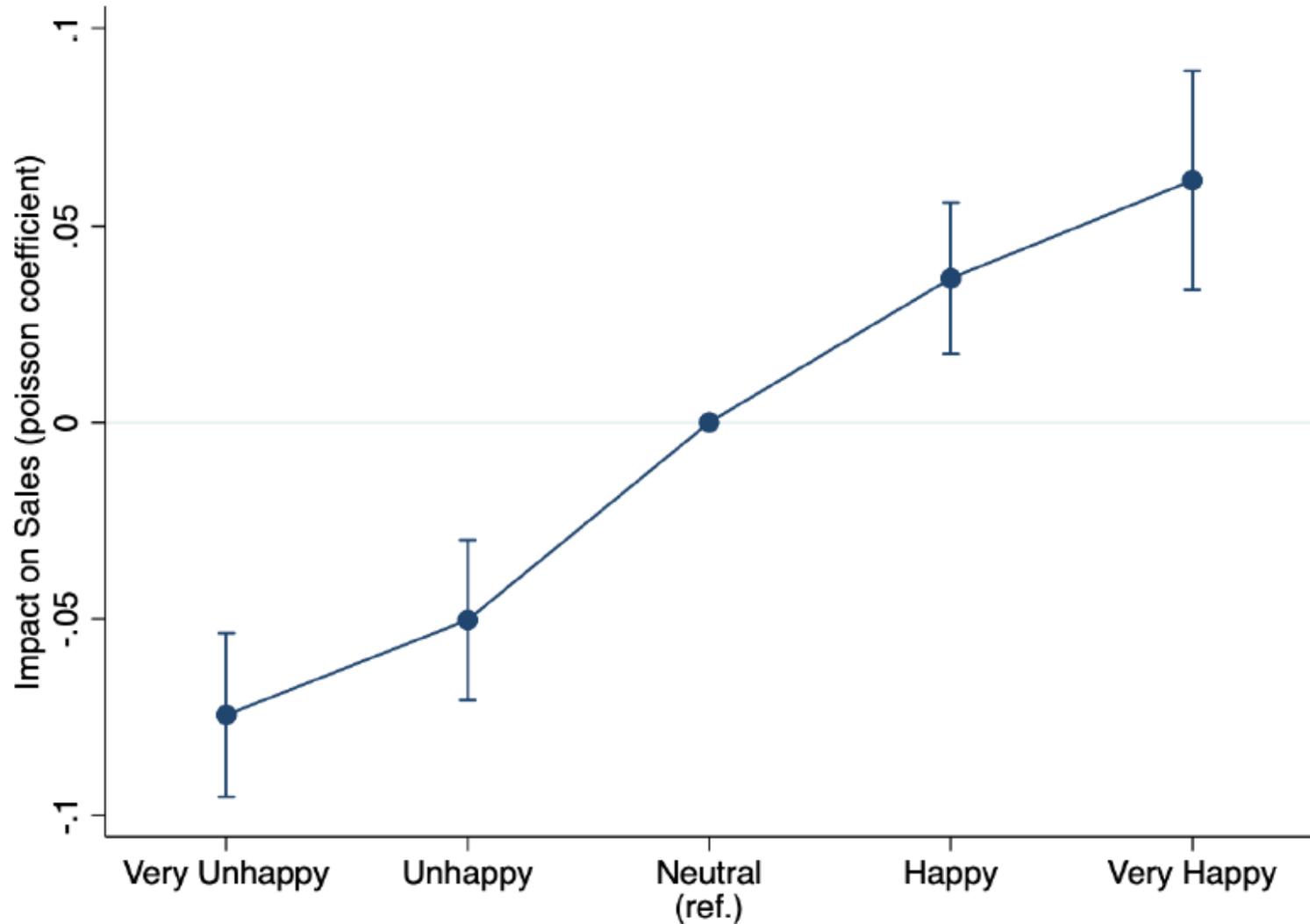
Oxford Research Centre - Bellet, De Neve, & Ward 2019

The five key drivers of wellbeing
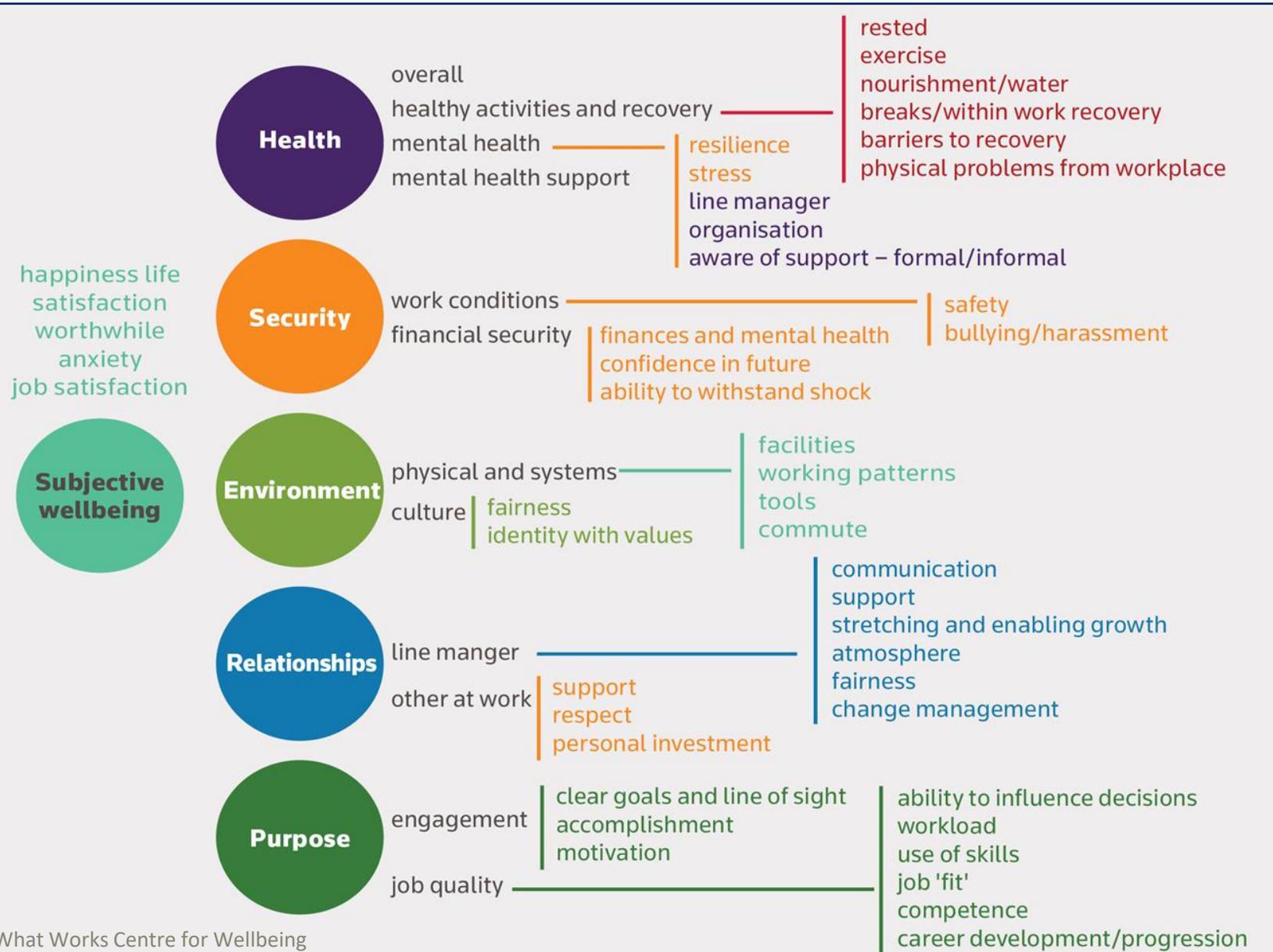
1. Health & Relationships
   People work for People

2. Security & Environment
   We need to feel safe

3. Purpose
   We need to feel fulfilled

The drivers of job satisfaction
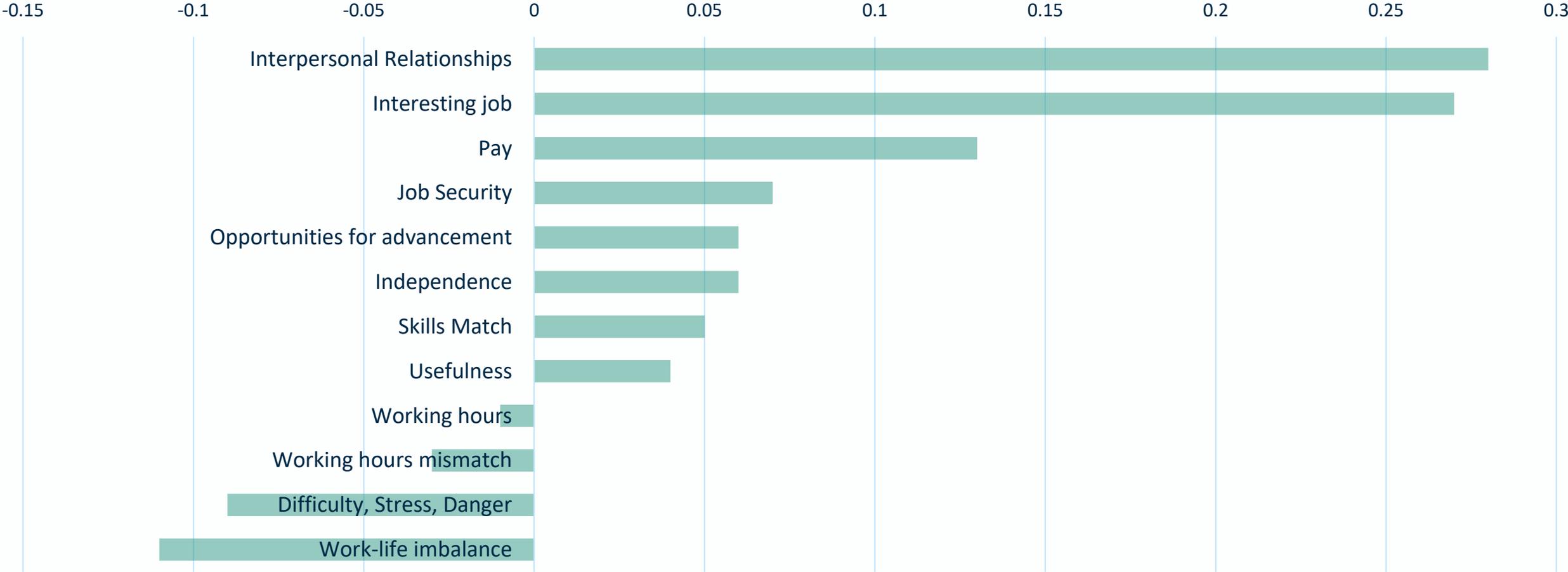
Oxford Research Centre - De Neve et al 2018

30

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70%

of our motivation is influenced by our manager

75%

believe that the most stressful part of work is their boss

Gallup & CBI Mental Health report 2019

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Employees' motivation in a VUCA environment

AUTHORITY

Belief and trust
in leadership

*Don't seize power,
create it by sharing it*

VALUES

Alignment and
contribution to the
group's values & goals

*Create communities
with cause*

PURPOSE

Individual aspiration
to develop and belief
in personal worth

*I know my role and it
enables me to grow*

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Employees' motivation in a VUCA environment

AUTHORITY	VALUES	PURPOSE
Belief and trust in leadership	Alignment and contribution to the group's values & goals	Individual aspiration to develop and belief in personal worth
Don't seize power, create it by sharing it	*Create communities with cause*	*I know my role and it enables me to grow*

Variety

Certainty

Contribution

Connection

Significance

Growth

Management style

- Personal
- Positivity
- Purpose

https://www.rippleandco.com/managing

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Leadership styles

Profiling

Achiever   Hero

Lone wolf   Mentor

Analyst   Perfectionist

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Communicate

Key barriers

- Less informal face to face time
- Ability to offer immediate advice or help
- Opportunity to role model behaviours
- Recognise people's ways of working and preferences
- Less opportunities to ask questions informally
- Lack of social support
- Response times

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30%

Drop in *weak tie communications* since lockdown.

Cultures that stand out, will be the ones who work out how to forge links between people who aren't in Zoom calls together.

https://www.youtube.com/watch?v=o6lyeMJPo6I&feature=youtu.be&t=1705

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Communicate

Opportunities to connect

- Task setting

- Support and assistance with work

- Check in on wellbeing and safety

- Feedback on work and progress

- Personal development

- Social interaction to build good working relationships

- Keeping employees informed

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Family members/friends of people made redundant

Employees who leave

CEO and Exec team

Employees who stay

HRDs and HR advisors
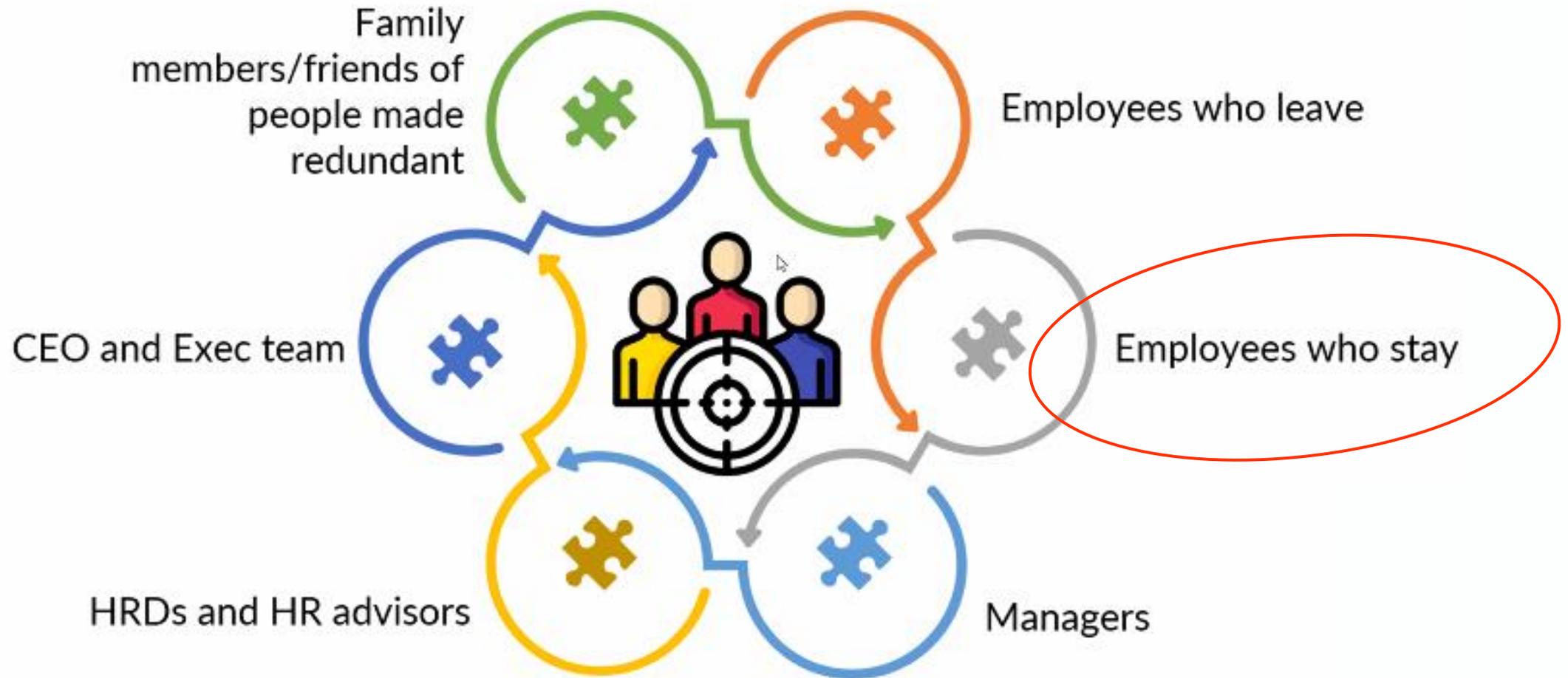
Managers
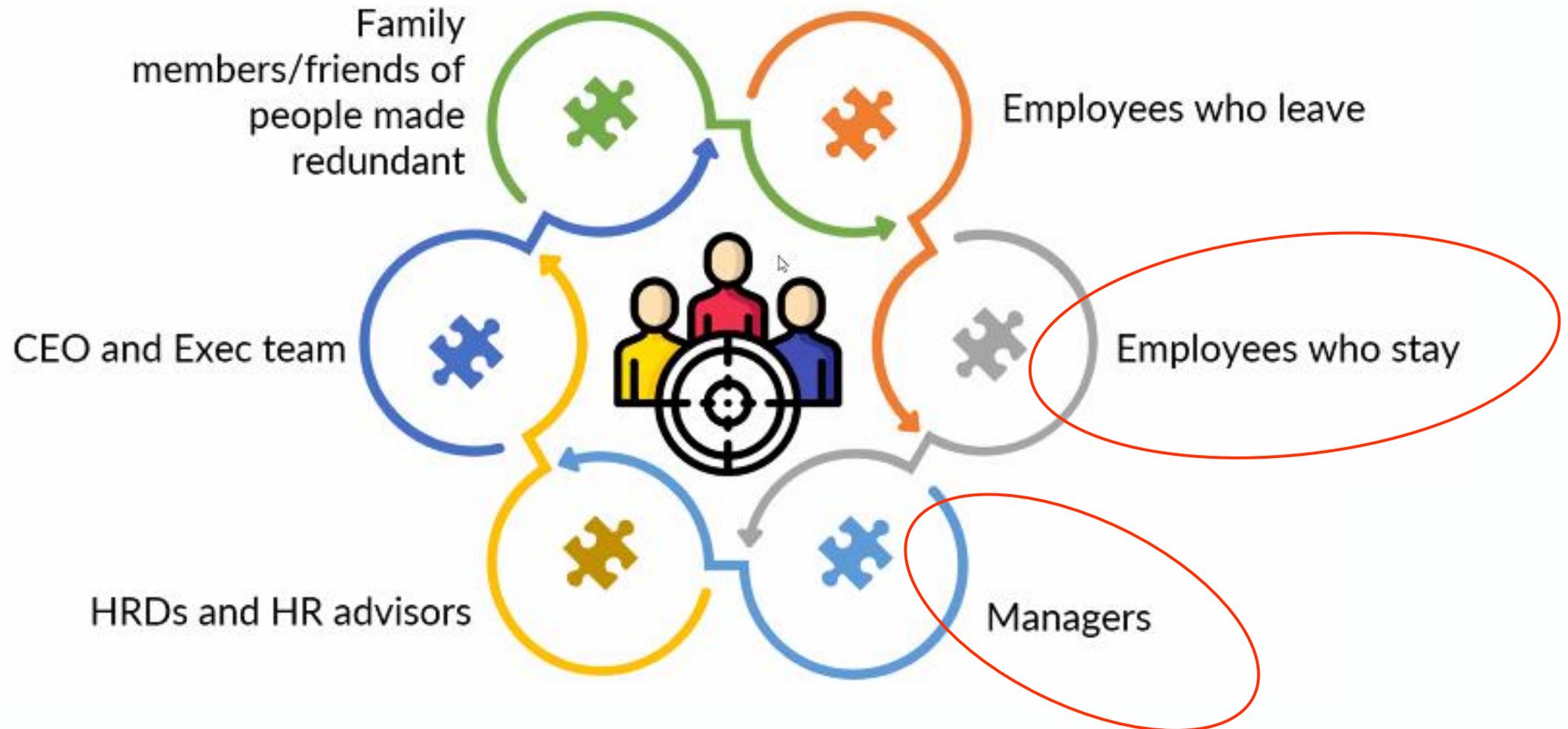
Policy 'n' process

Measure

- Regular check-ins with team members

- As a team AND one to one

Policies

- Consistency of approach and process

- Transparency

- Knowledge on support available

- e.g. Remote working, Flexible working, Sick leave, Employee Assistance programmes

Senior leaders

- Clear, regular communication from the top

- Transparency on the state of the business

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The *squeezed* middle manager

Under the most pressure at work, with excessive workloads
Most likely to need support with mental health
Critical to the wellbeing of their team
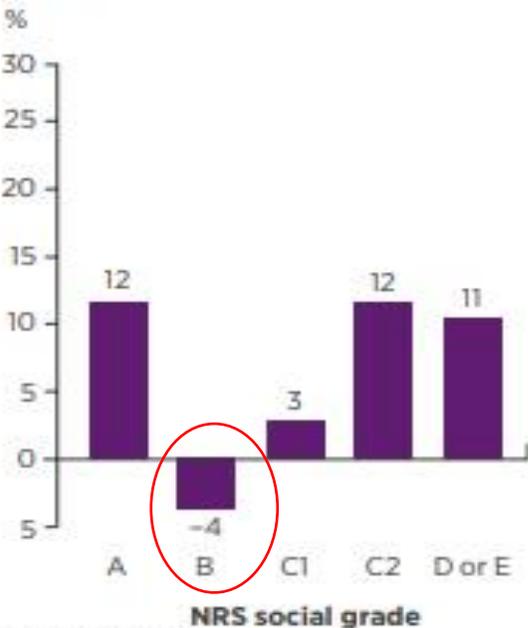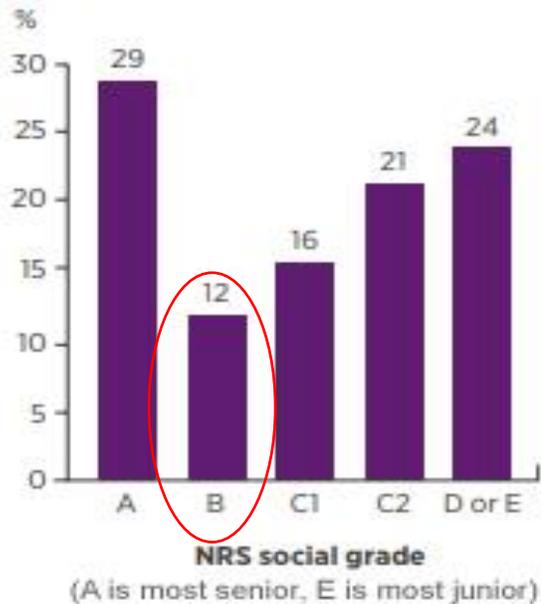
Mental Health   Physical Health

Average Life Satisfaction 2012-2015, UK
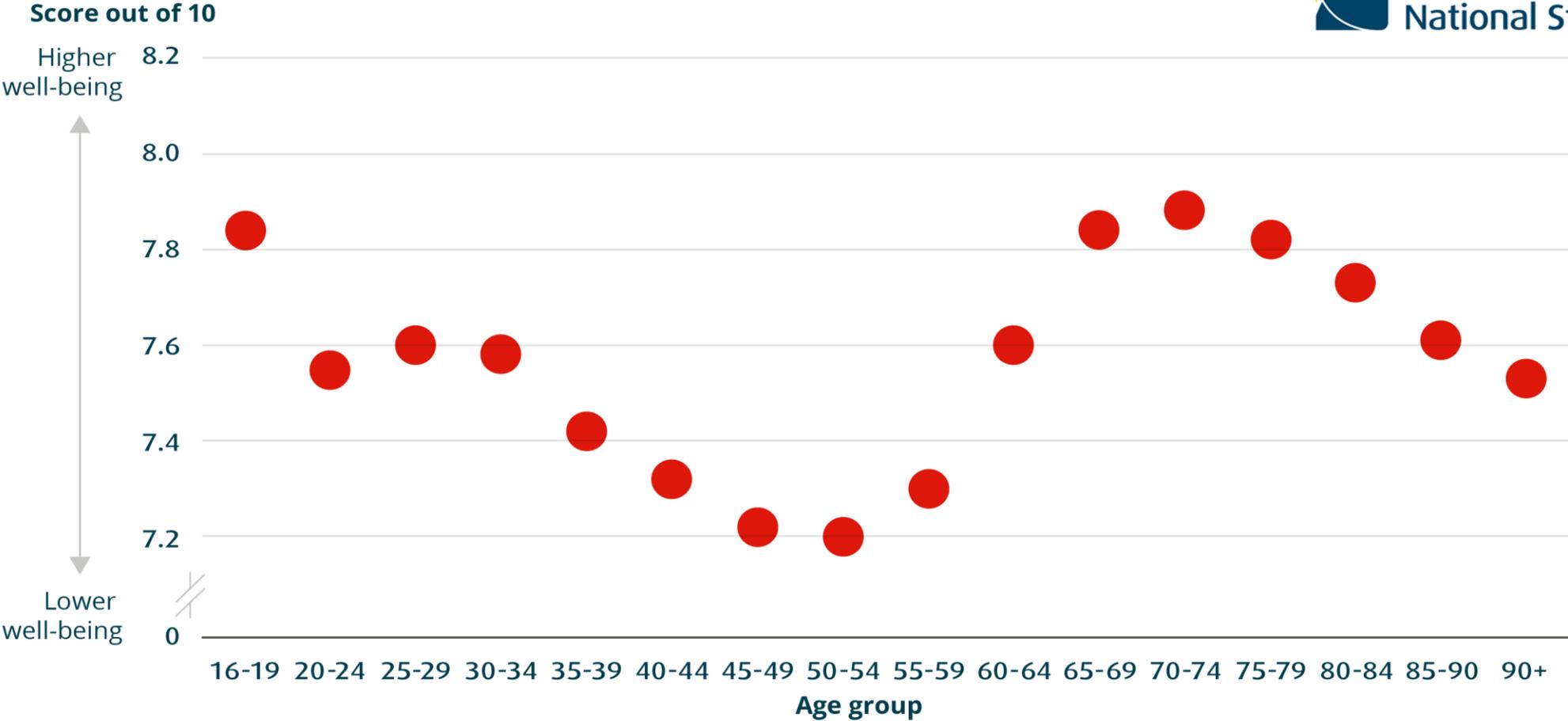
Source: **Annual Population Survey, Office for National Statistics**

43

The most common cause of long-term absence (% of respondents)

- 23% Mental Ill Health
- 20% Stress
- 21% Acute medical conditions
- 19% Musculoskeletal
- 17% Other

HSE
Stress Management Standards
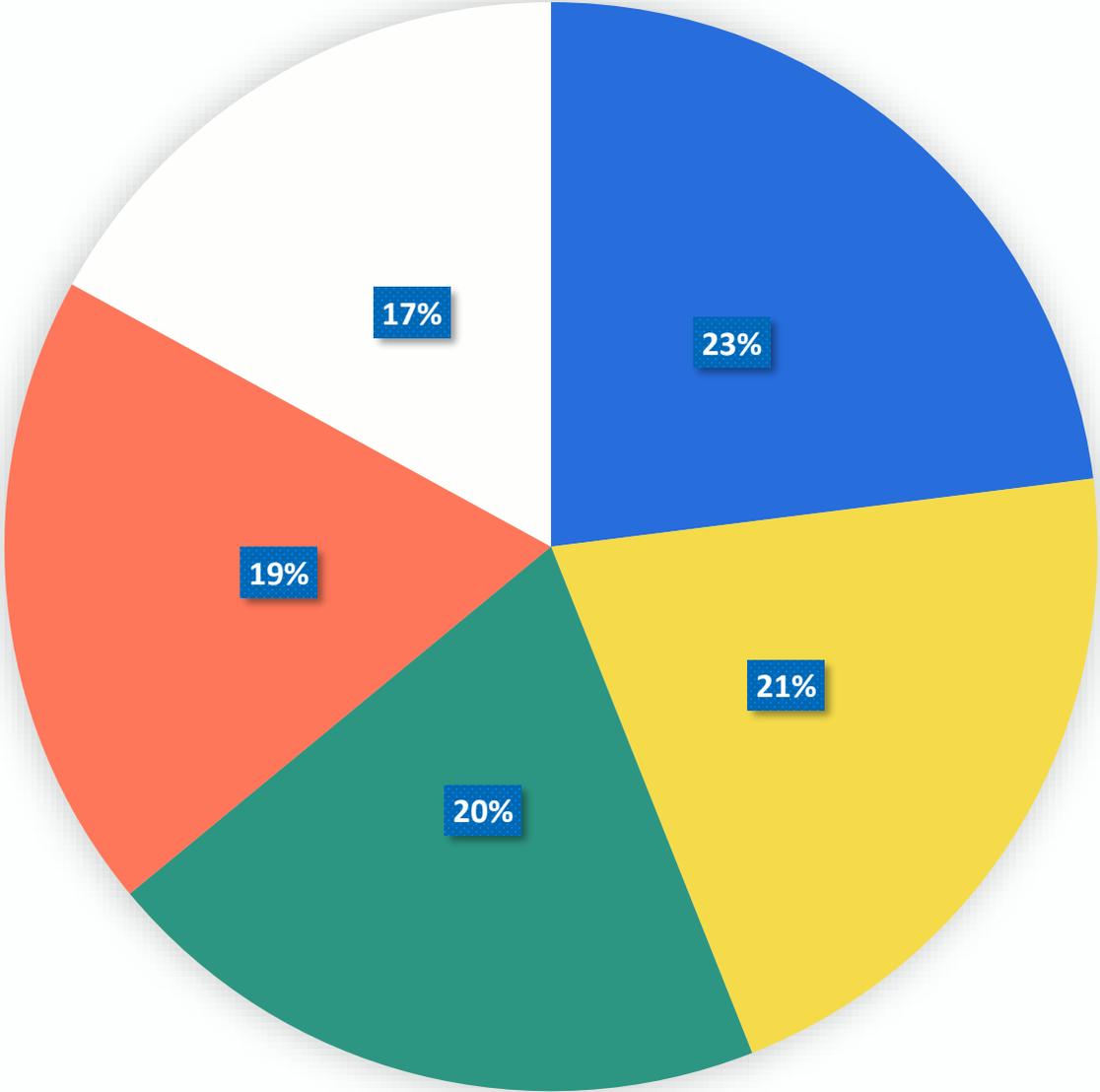
Health & Wellbeing at Work CIPD 2019

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Poor mental health costs employers between £42-45 billion a year. This is made up of:

Absenteeism cost

£6.8bn

+

Presenteeism cost

£26.6 - 29.3bn

+

Staff turnover

£8.6bn

=

£42-45bn
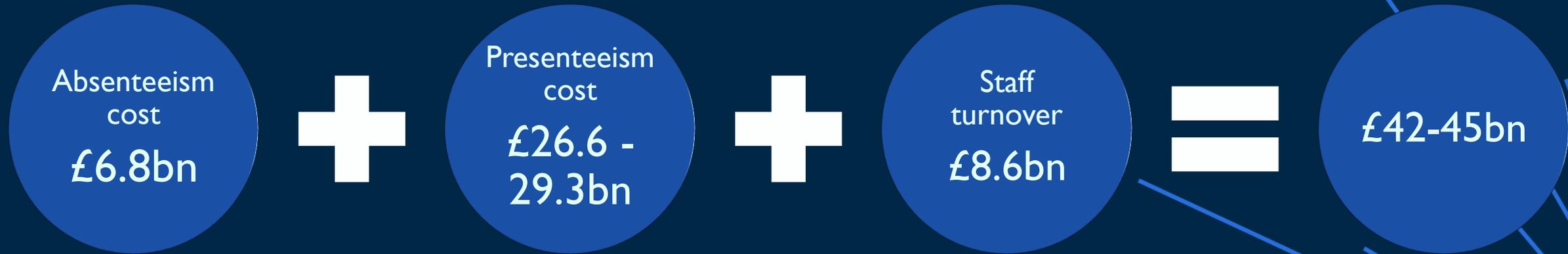
This amounts to a cost per employee of £1652 per year.

Deloitte - *Mental health and employers Refreshing the case for investment* - January 2020

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Connect

Loneliness is as big a killer as obesity and as dangerous as heavy smoking, increasing the likelihood of mortality by 26%

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Be Active

30 minutes of daily exercise has been shown to be more effective for treating mild to moderate depression than medication

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Take Notice

Global attention span is
narrowing, and has
markedly decreased
in just 15 years

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What is the average attention span?

Attention span is the amount of time spent concentrating on a task before becoming distracted

8 seconds

18 seconds

18 minutes

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12 seconds

THE AVERAGE HUMAN ATTENTION SPAN IN **2000**

8 seconds

THE AVERAGE HUMAN ATTENTION SPAN IN **2013**

9 seconds
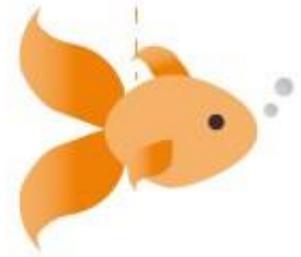
THE AVERAGE ATTENTION SPAN OF A **GOLDFISH**

51

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An office worker, on average, will check their email inbox **30 TIMES** every hour.

The average user picks up their phone more than **1,500** times a week – taking up an average of 3 hours, 16 minutes a day.

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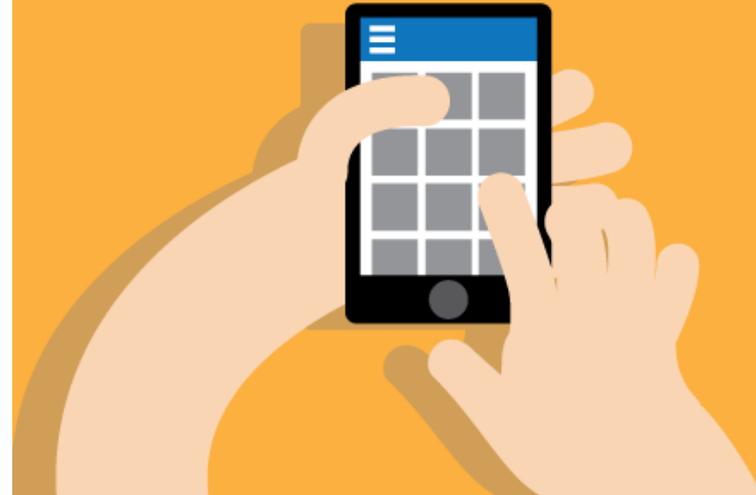
On the average web page, users will read at most

28%

of the words during an average visit; 20% is more likely.

www.website.com

Blah. Blah. Blah.
Blah. Blah. Blah.
Blah. Blah. Blah.
Blah. Blah. Blah.

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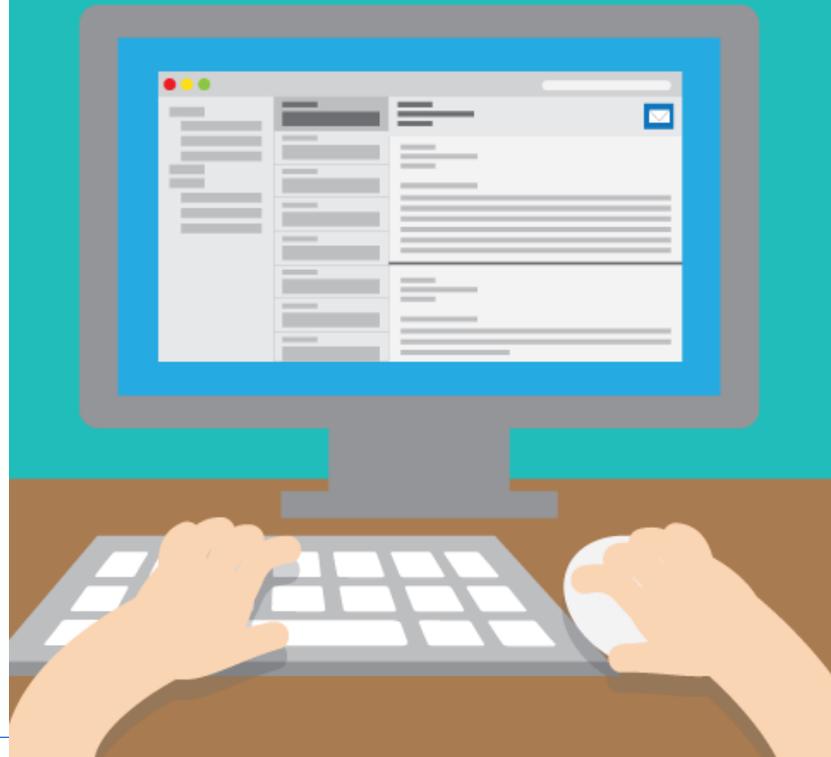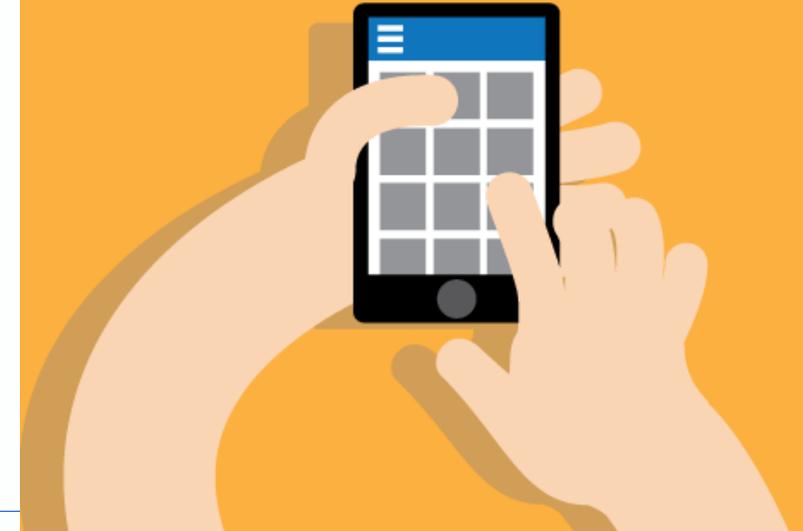
Give

Practicing kindness can promote physiological changes in the brain, boosting serotonin and dopamine levels

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Keep Learning

Setting goals, which is related to adult learning in particular, has been strongly associated with higher levels of wellbeing

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Sleep

…is one of the most
important factors when it
comes to wellbeing ….
yet is the one that seems
the least in our control

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Sleep need varies

Newborn 0-3 months	Infant 4-11 months	Toddler 1-2 years	Preschool 3-5 years	School Age 6-13 years	Teenager 14-17 years	Adult 18-64 years	Older Adult 65 and over
14-17 hours	12-15 hours	11-14 hours	10-13 hours	9-11 hours	8-10 hours	7-9 hours	7-8 hours

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40%

about 40% of our day is made up of the habits that we have

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www.rippleandco.com

Free managing remotely guide

https://www.rippleandco.com/managing

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