



The Workplace Moving Forward: How has the Pandemic Changed the Workplace?

*2021 Project Management Symposium
Thursday 22 April 2021*

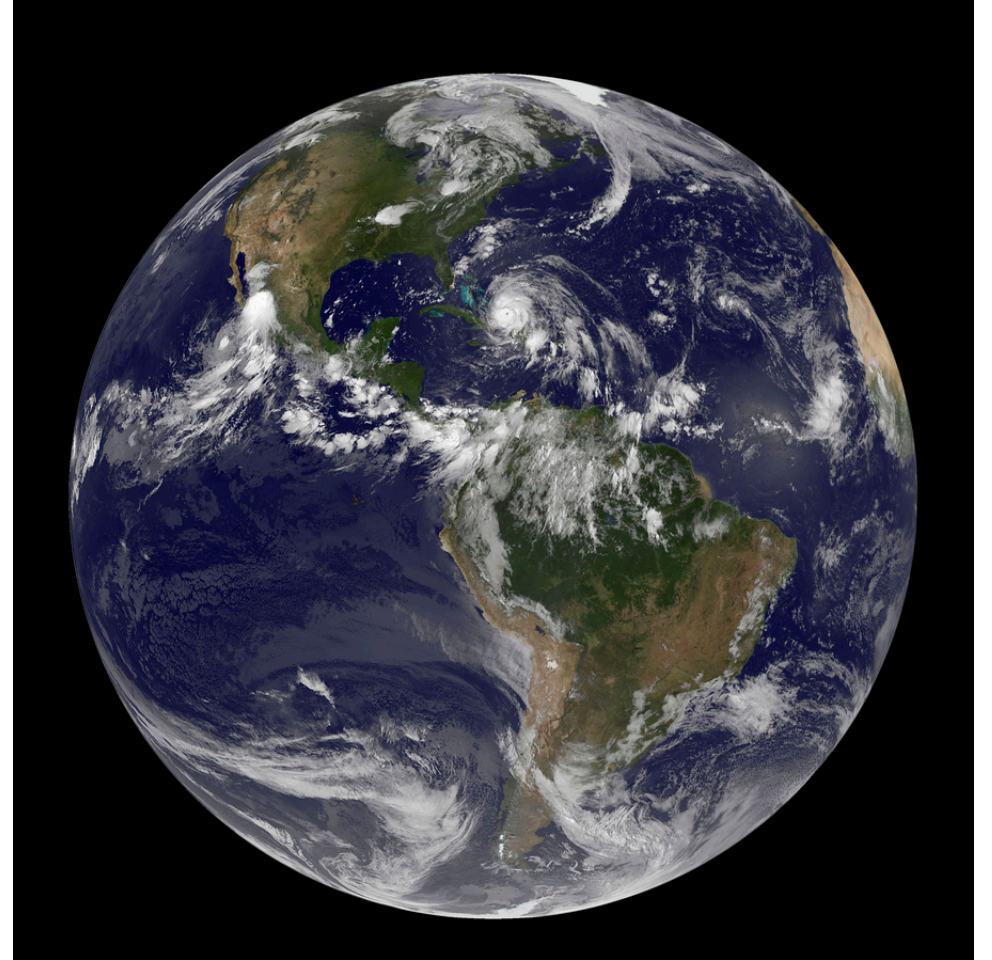
*Stephen Shields
Senior Consultant
Gallup*

A man with glasses and headphones is sitting at a desk, looking at a computer monitor. The monitor displays a video conference with three participants. The background is a dimly lit office or home workspace. The overall image has a dark blue overlay.

WHAT ARE THE *PERMANENT*
LESSONS FROM THE PANDEMIC?

A Sea Change in the American Workplace: Two Change Factors

- **Unemployment:** As of March 2021, unemployment levels are almost twice what they were before the pandemic. Most of these job losses are considered permanent and not temporary.
- **Remote Work:** In the three weeks from mid-March to early April 2021, the percentage of the United States employed who work from home went from 31% to 62%.

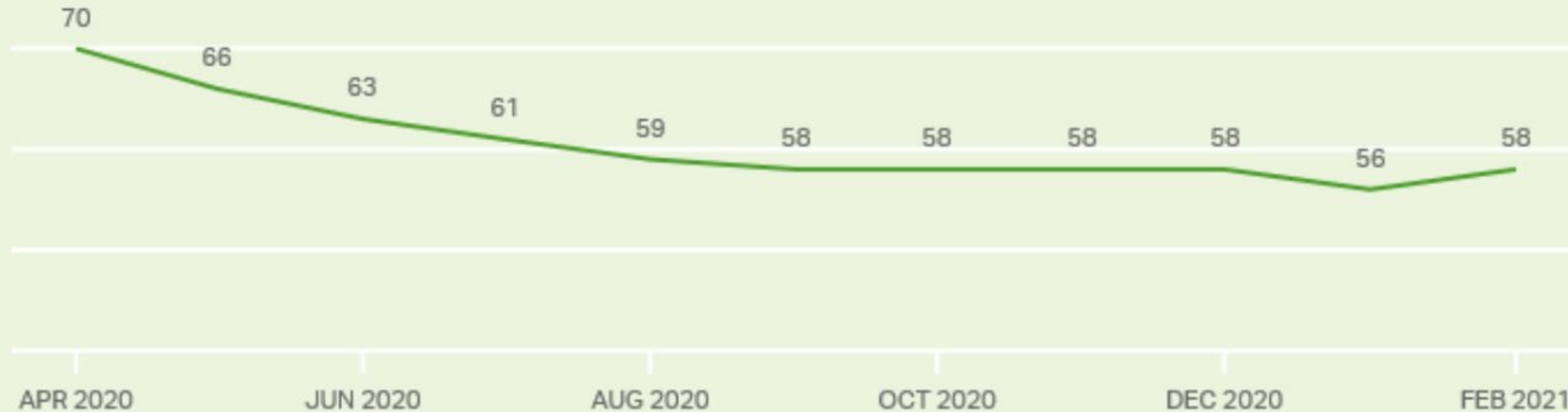


58% Are Still Working Remotely Some or All of the Time

U.S. Employees Working Remotely As a Precaution

Still thinking about your job, to what extent are you taking the following steps to avoid catching or spreading the coronavirus? [Always/Sometimes/Never] Working remotely

— % Always/Sometimes



Based on U.S. adults employed full or part time

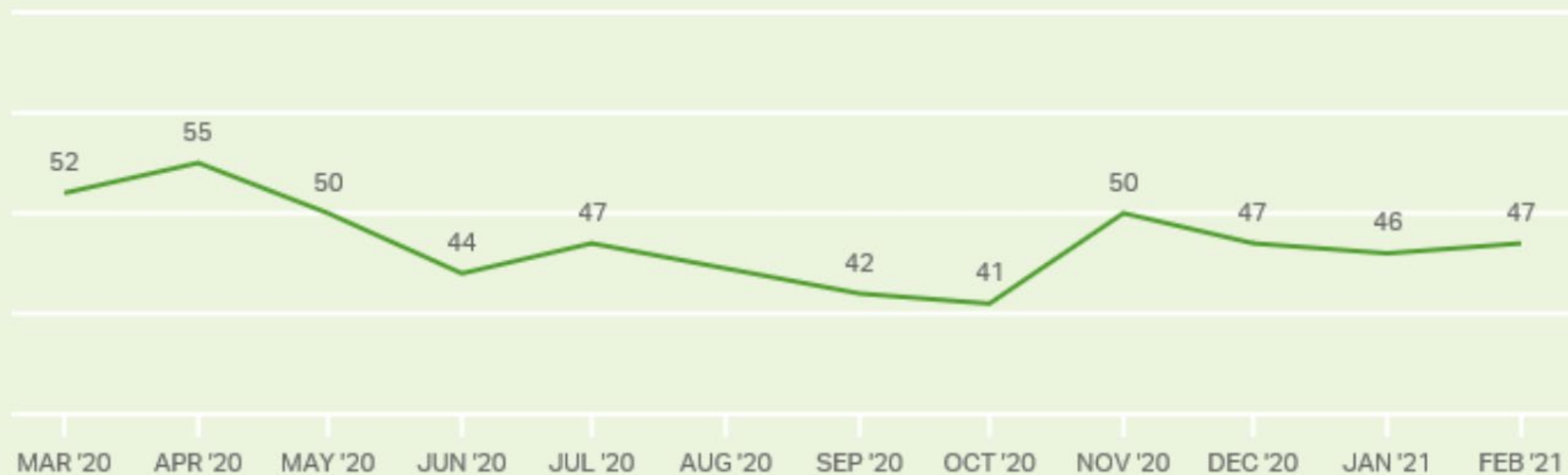
GALLUP PANEL

Over Half of US Workers Do Not Feel Prepared to Do Their Job

U.S. Workers Who Feel Prepared To Do Job Amidst COVID-19

Please think about the recent impact of the coronavirus (COVID-19) on your job when responding to the following statements and indicate your level of agreement or disagreement with each of the following statements. I feel well prepared to do my job.

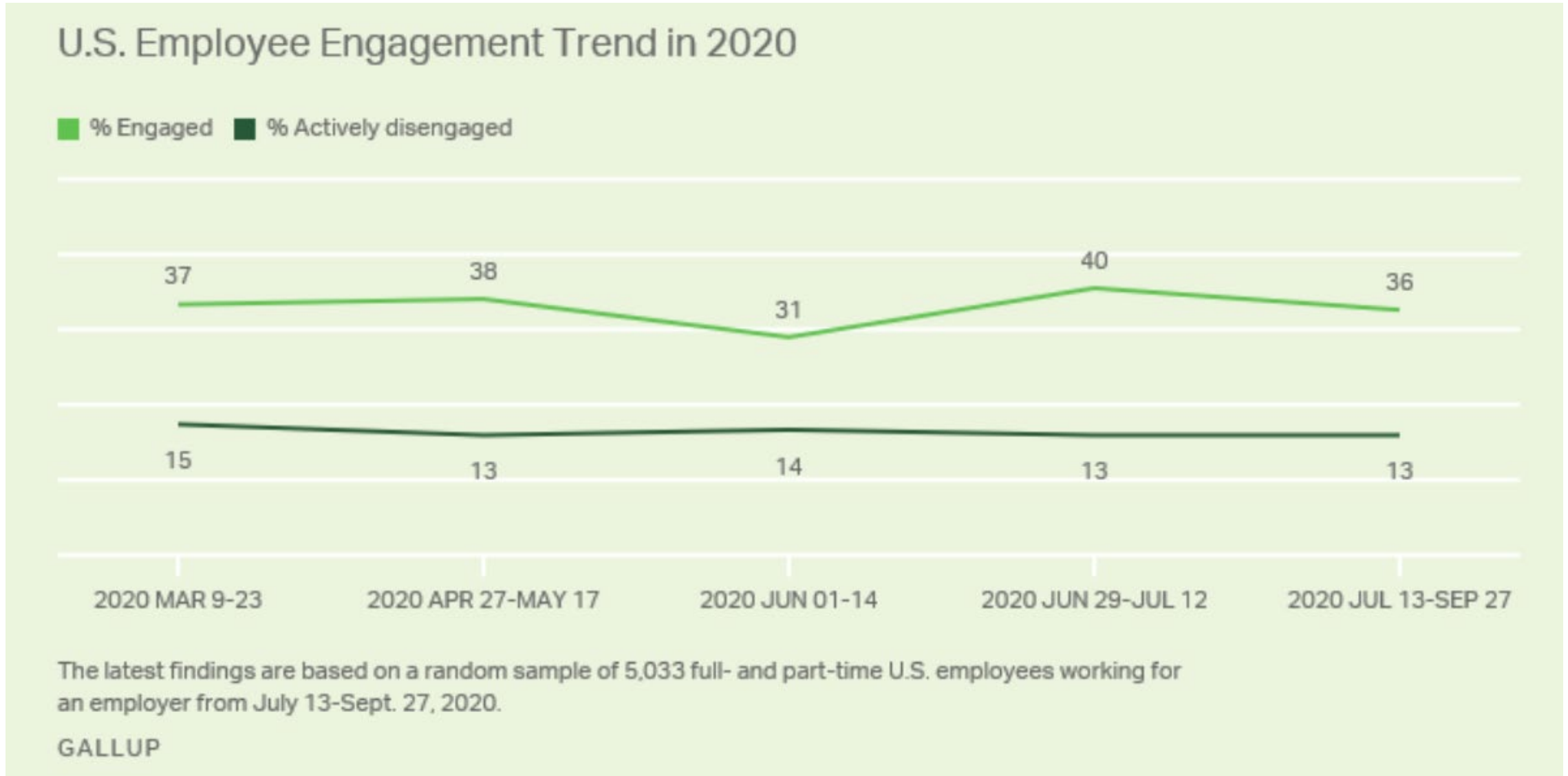
— % Strongly agree



Based on U.S. adults employed full or part time

GALLUP PANEL

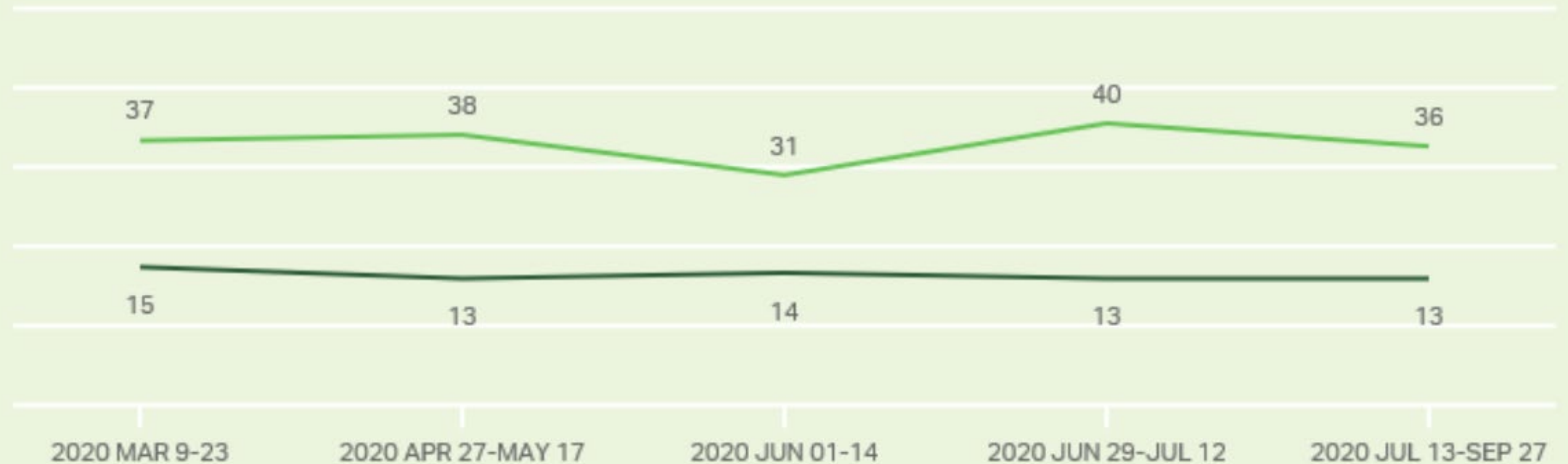
Accordingly, Employee Engagement has been All Over the Place!



And Why Does THAT Matter?

U.S. Employee Engagement Trend in 2020

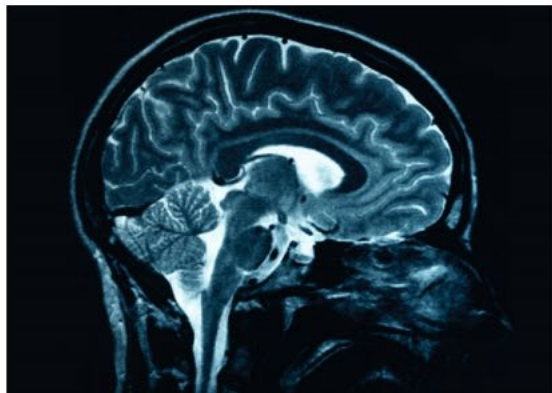
■ % Engaged ■ % Actively disengaged



The latest findings are based on a random sample of 5,033 full- and part-time U.S. employees working for an employer from July 13-Sept. 27, 2020.

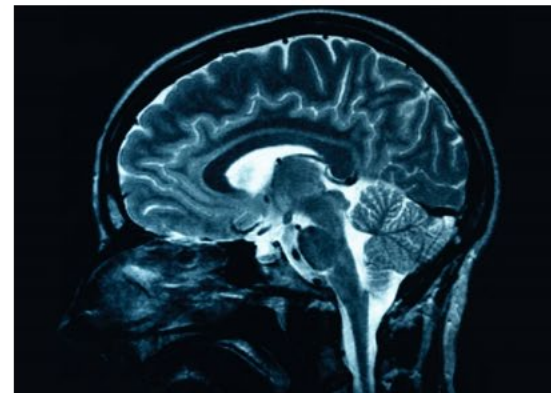
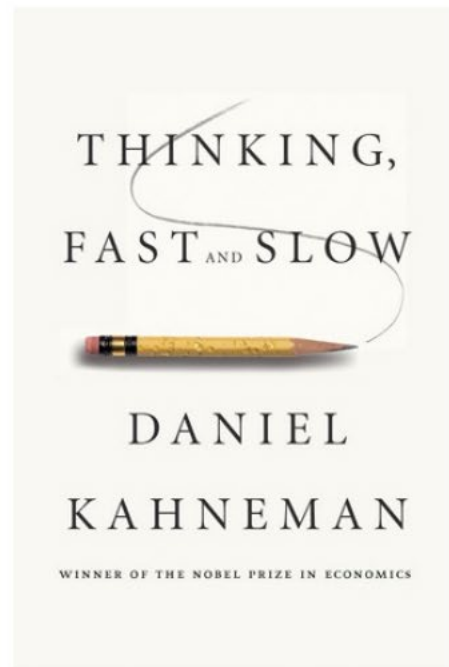
GALLUP

How We Make Decisions



SYSTEM 1

- Emotional
- 70%
- Limbic System
- Fast
- Intuitive
- Automatic
- Effortless
- Subconscious



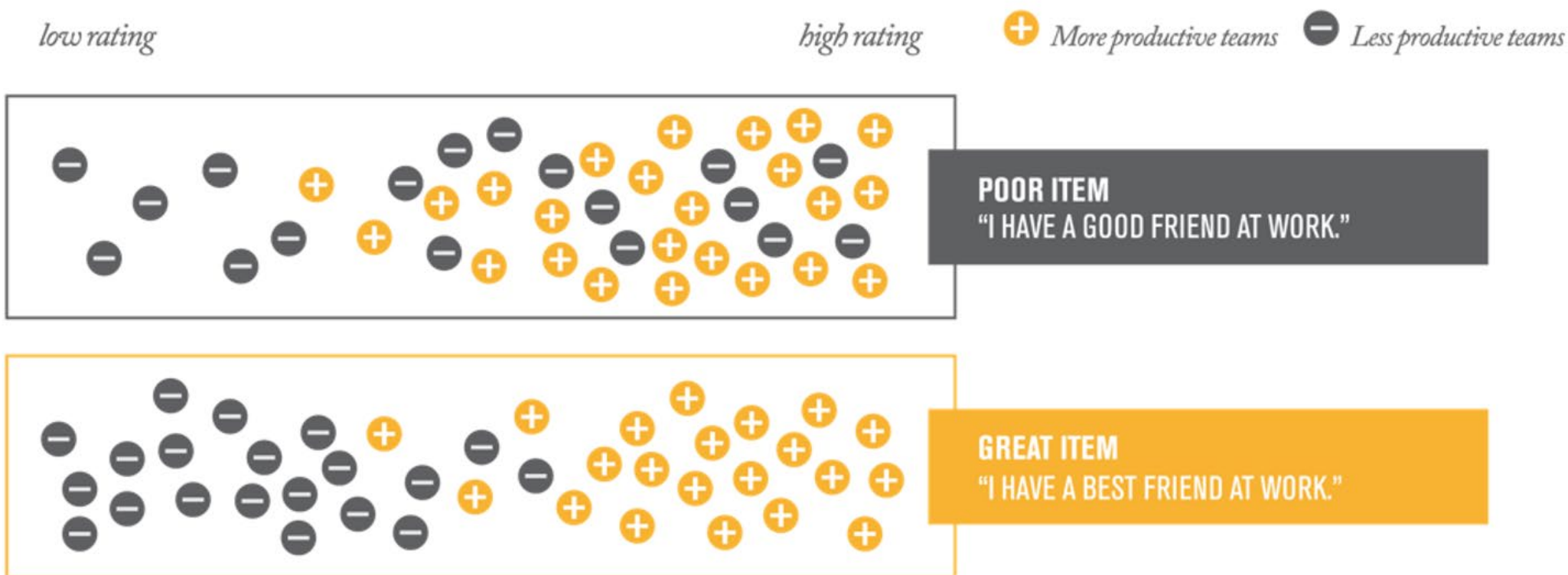
SYSTEM 2

- Rational
- 30%
- Prefrontal Cortex
- Slow
- Intentional
- Choice
- Effortful
- Conscious

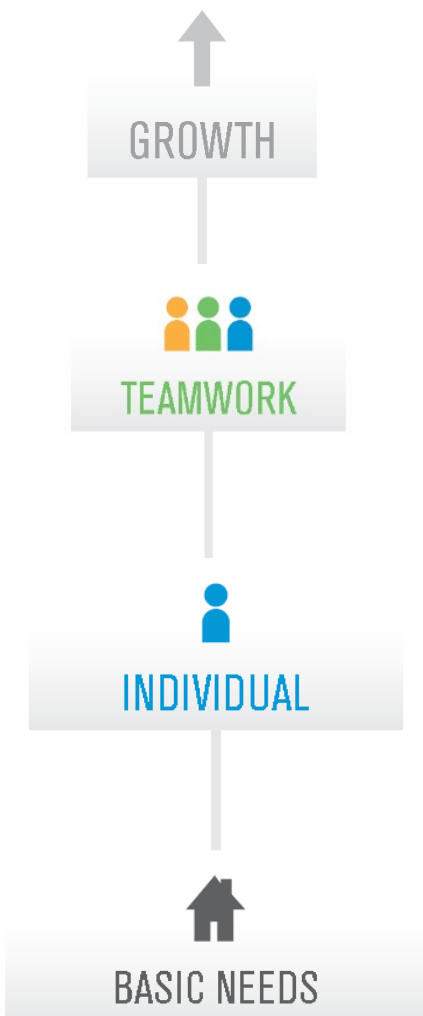
How the Item Wording Affects Measurement

The Sorting Effect:

The Q^{12} items needed to distinguish, or sort, high-performing teams from low-performing teams. Gallup calls this concept the sorting effect.



Engagement Hierarchy



Q12. This last year, I have had opportunities at work to learn and grow.

Q11. In the last six months, someone at work has talked to me about my progress.

Q10. I have a best friend at work.

Q09. My associates or fellow employees are committed to doing quality work.

Q08. The mission or purpose of my company makes me feel my job is important.

Q07. At work, my opinions seem to count.

Q06. There is someone at work who encourages my development.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q03. At work, I have the opportunity to do what I do best every day.

Q02. I have the materials and equipment I need to do my work right.

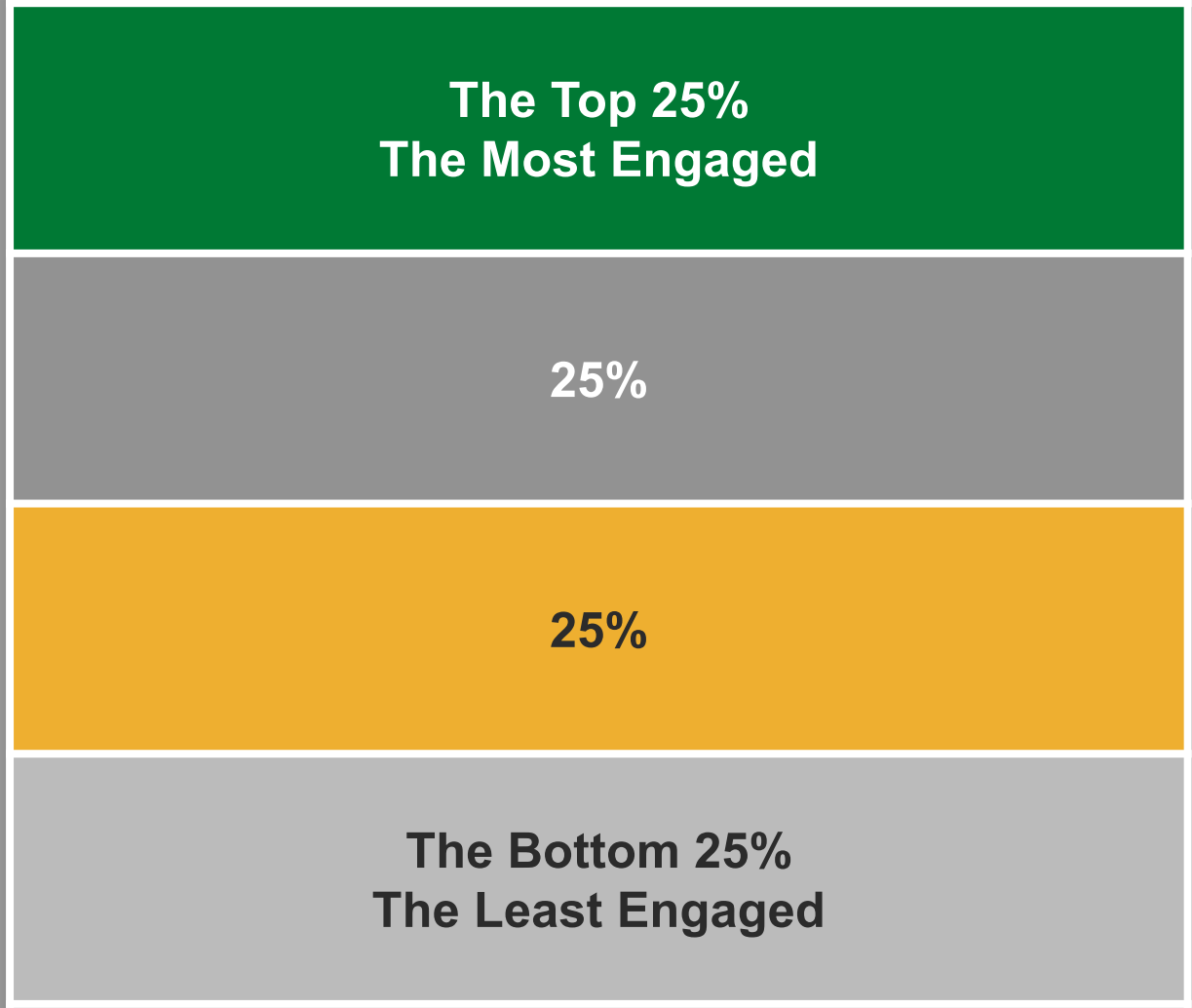
Q01. I know what is expected of me at work.

2020 Q12® Meta-Analysis

The world's largest study on employee engagement and team performance includes:

TOPIC	TOTAL
Research studies	456
Performance outcomes	11
Industries	54
Countries	96

TOPIC	TOTAL
Organizations	276
Organizations that operate exclusively outside the U.S.	52
Business/work units	112,312
Employees	2,708,538



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Outcomes of Highly Engaged Business Units and Teams

When comparing top-quartile with bottom-quartile engagement, Gallup found that business units and teams resulted in median percent differences of:

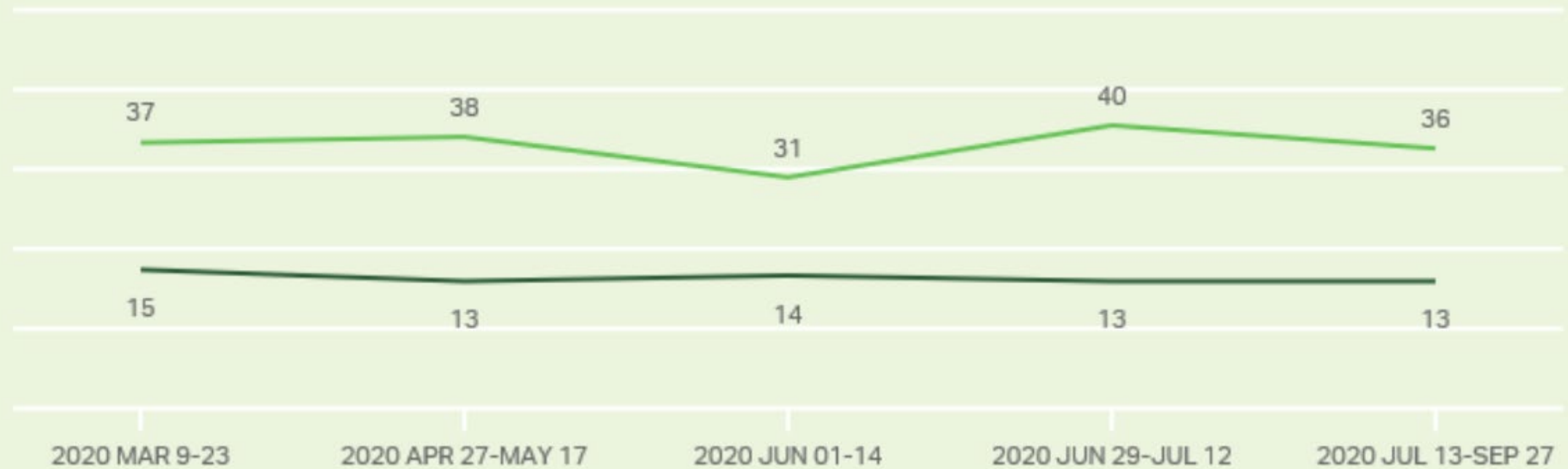


Note: Top-quartile teams on engagement achieved higher performance on positive outcomes and realized fewer negative outcomes. Bottom-quartile teams realized more negative outcomes and achieved lower performance on positive outcomes.

*High-turnover organizations are those with more than 40% annualized turnover. Low-turnover organization are those with 40% or lower annualized turnover.

U.S. Employee Engagement Trend in 2020

■ % Engaged ■ % Actively disengaged



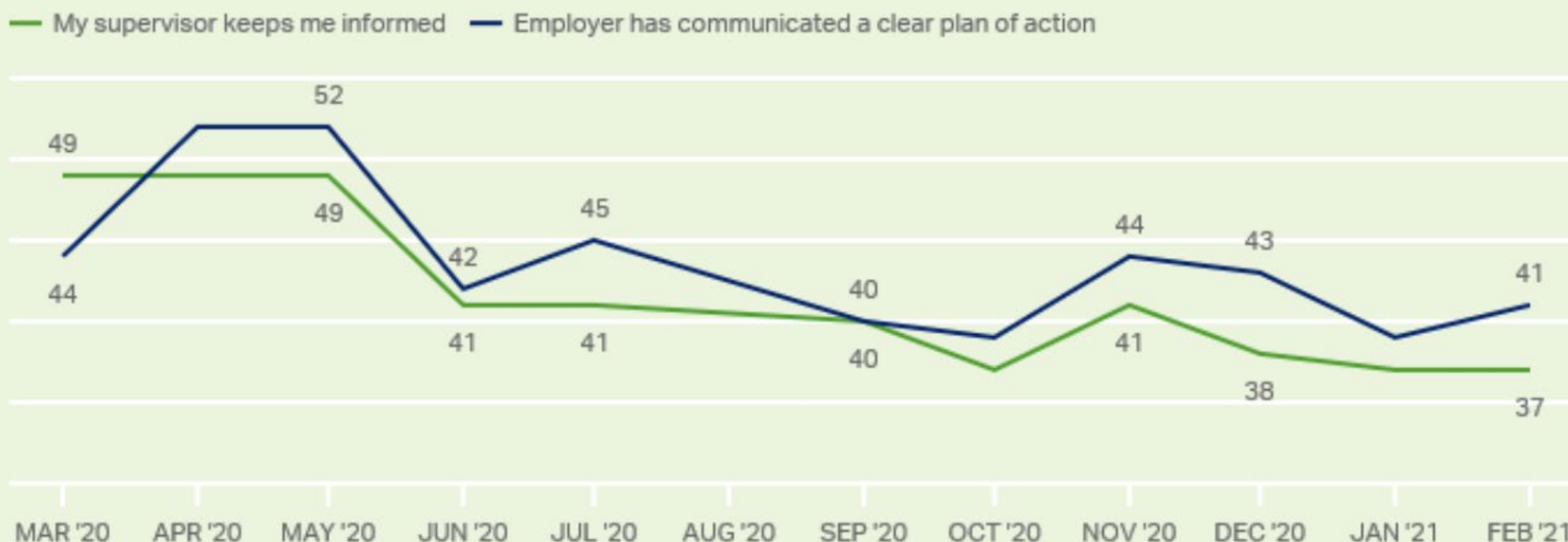
The latest findings are based on a random sample of 5,033 full- and part-time U.S. employees working for an employer from July 13-Sept. 27, 2020.

GALLUP

U.S. Workers' Views About Workplace Communication

Please think about the recent impact of the coronavirus (COVID-19) on your job when responding to the following statements and indicate your level of agreement or disagreement with each of the following statements. A) My employer has communicated a clear plan of action in response to the coronavirus (COVID-19). B) My immediate supervisor keeps me informed about what is going on in my organization.

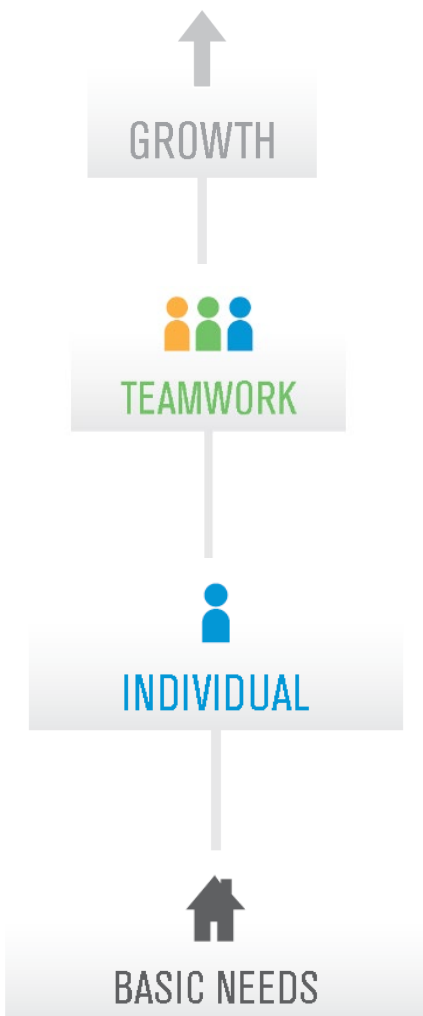
% Strongly agree



Based on U.S. adults employed full or part time, who are not primarily self employed

GALLUP PANEL

Engagement Hierarchy



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Q02. I have the materials and equipment I need to do my work right.

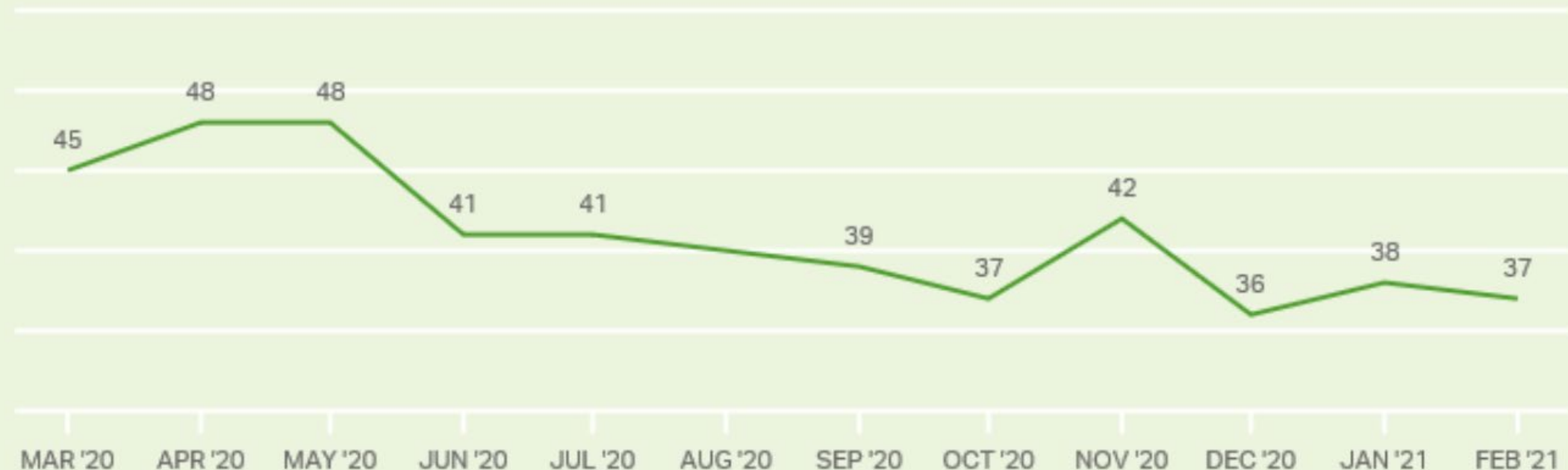
Q01. I know what is expected of me at work.

U.S. Workers' View of Leadership Care for Their Wellbeing

Please think about the recent impact of the coronavirus (COVID-19) on your job when responding to the following statements and indicate your level of agreement or disagreement with each of the following statements.

% Strongly agree

— Organization cares about my overall wellbeing



Based on U.S. adults employed full or part time, who are not primarily self employed

GALLUP PANEL

How can Leaders Create Engagement During Change?

- Leading the Whole Person: Keeping Health and Wellbeing Front and Center
- Continual Communication
- Trust the Talent



How Does Wellbeing, Communication, and Trust Impact Engagement?

Relationship Between Workplace Experiences and Worker Engagement

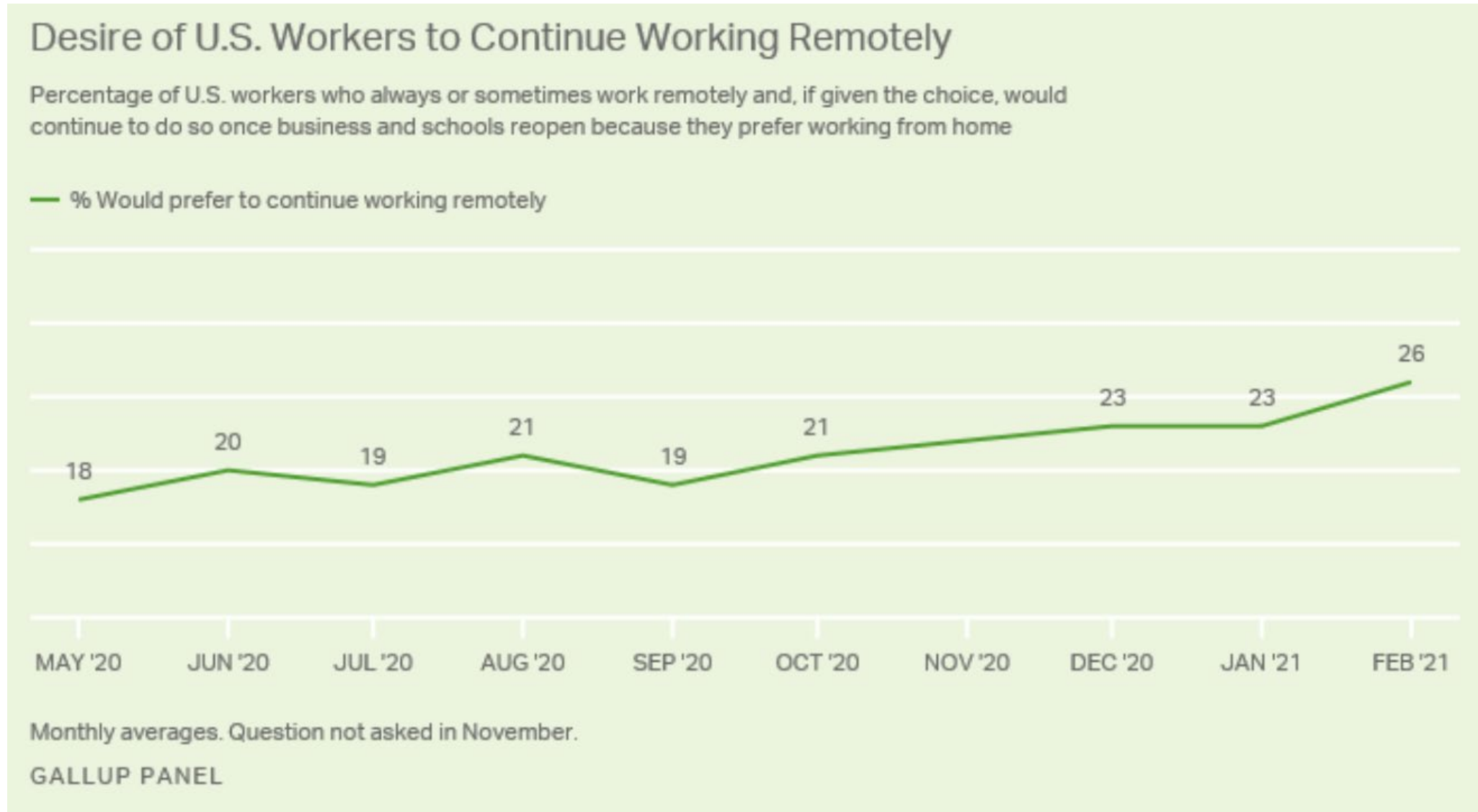
Employees who strongly agree with each element are more likely to be engaged than those who do not strongly agree

	Connection with employee engagement
My employer has communicated a clear plan of action in response to COVID-19	2.5x as likely to be engaged
My supervisor keeps me well informed about what's going on in my organization	3.8x as likely to be engaged
My employer cares about my wellbeing	4.1x as likely to be engaged
My manager trusts me	6.0x as likely to be engaged

Based on U.S. adults employed full- or part-time

GALLUP

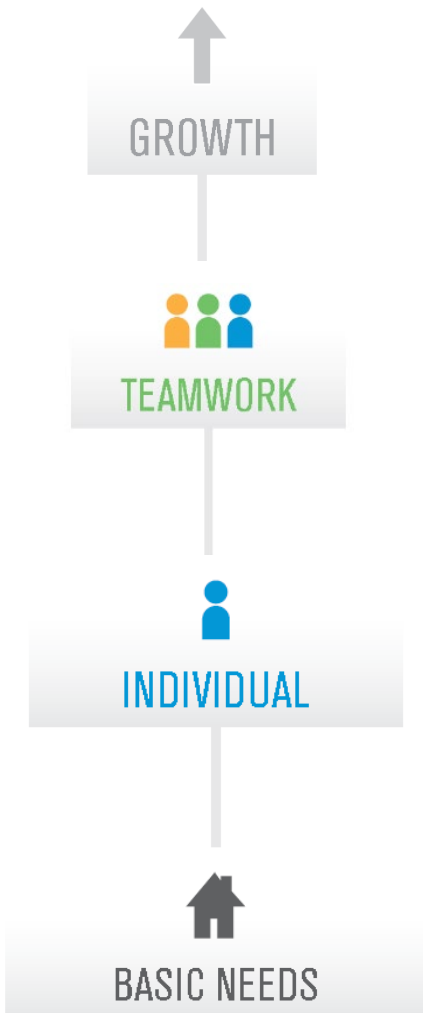
Yet the Appetite for Remote Work is Growing...



Five Best Practices

- I will *informally* touch base with each person whom I lead no less frequently than _____.
- In these meetings, how shall I begin in a respectful way? Q5 – “as a person.”
- Take Fives
- Virtual Meetings – 5 mins early; 5 mins late.
- Overcommunicate and Share the Why.

The Centrality of Respect



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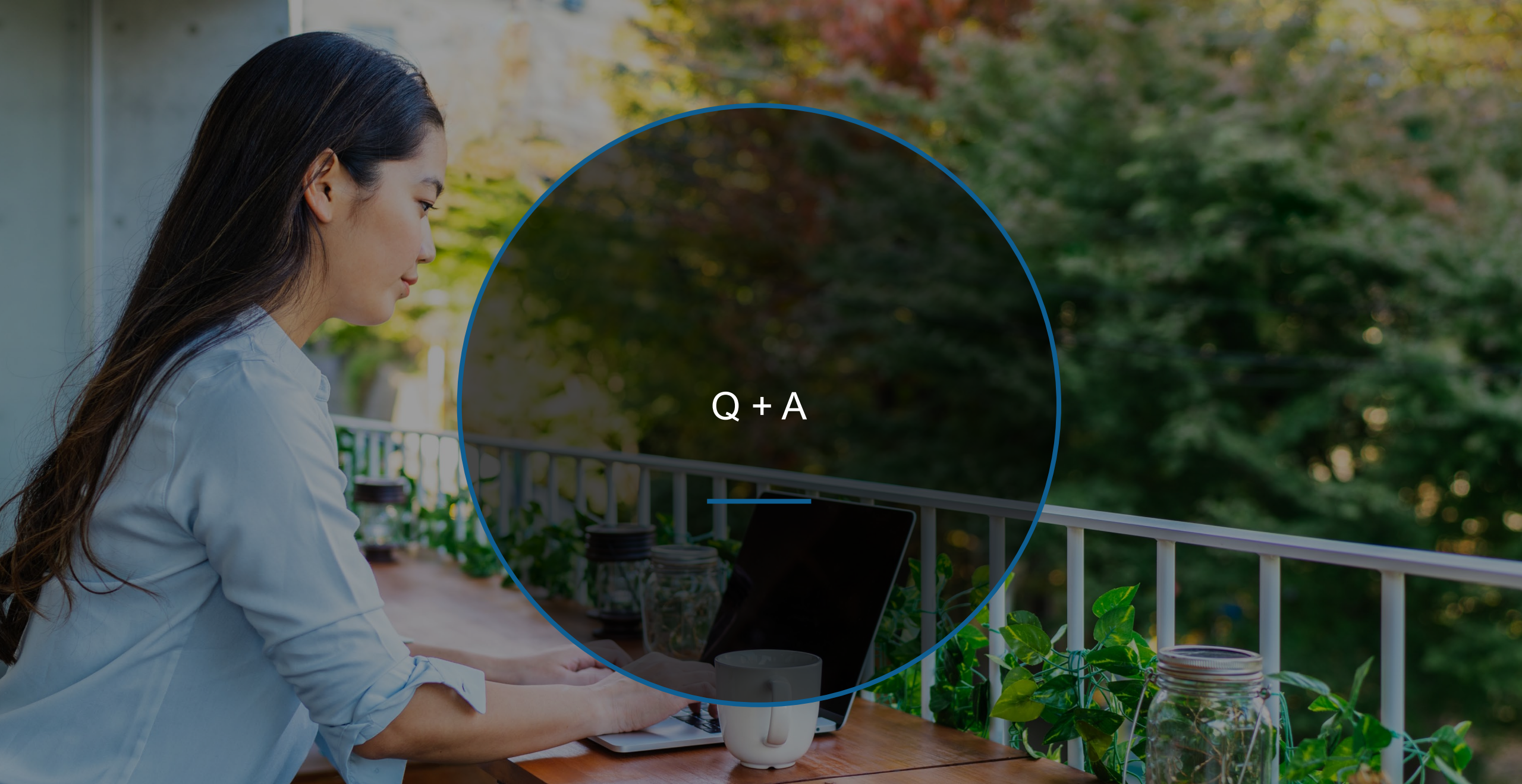
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Q01. I know what is expected of me at work.



Q + A



THANK YOU
FOR
JOINING!