Adapting to a more flexible way of working

In June 2020, the way that work is organised is undergoing a major shift. Evidence is emerging that many employees are reluctant to return to a conventional 9-5 working week. Business units are enjoying the increases in freedom and flexibility that we have experienced while working remotely and maintaining organisational productivity.

A New VUCA

Workplaces in 2020 have been described as being VUCA – Volatile, Uncertain Complex and Ambiguous. We can't plan for what is to come, instead, we need to develop a need way to respond to a rapidly changing environment. We need a new VUCA based on clear Vision, deep Understanding, future focused Capability and Adaptability to responsive.

Building Trust and Engagement

Knowing your staff and building trust is fundamental to getting the best from your team. How you show up influences how they perform.

Top tips:

- Business units that have high staff engagement are more resilient in times of uncertainty than teams that have weak links and low commitment
- If you give trust, you are more likely to receive it .
- Helping your employees to move forward and make progress everyday will improve worker satisfaction and performance.
- Multiply your employee's capability and engagement by recognising their talents and asking what support they need from you in order to be successful.
- Check your bias but seeking feedback and by eliminating potential traps where unconscious bias might show up.
- Make time for reflection to be more self-aware about your crisis leadership and the impact of that you have on your team.
- Know your staff well so that you know what matters to them, what motivates them, and when they are acting out of character.
- Know how to ask R U OK? and have the courage to do this in a timely way.

Daily Progress Checklist

Progress	Setbacks
Briefly describe 1 or 2 events today that indicated either a small win or a possible breakthrough.	Briefly describe 1 or 2 events today that indicated a small setback or a possible crisis.
Catalysts	**Inhibitors**
ï Did the team have clear short- and long- term goals for meaningful work?	ï Was there any confusion regarding long- or short-term goals for meaningful work?
ï Did team members have sufficient autonomy to solve problems and take ownership of the project?	ï Were team members overly constrained in their ability to solve problems and feel ownership of the project?
ï Did they have all the resources they needed to move forward efficiently?	ï Did they lack any of the resources they needed to move forward effectively?
ï Did they have sufficient time to focus on meaningful work?	ï Did they lack sufficient time to focus on meaningful work?
ï Did I give or get them help when they needed or requested it? Did I encourage team members to help one another?	ï Did I or others fail to provide needed or requested help?
ï Did I discuss lessons from today's successes and problems with my team?	ï Did I "punish" failure, or neglect to find lessons and/or opportunities in problems and successes?
ï Did I help ideas flow freely within the group?	ï Did I or others cut off the presentation or debate of ideas prematurely?
Nourishers	**Toxins**
ï Did I show respect to team members by recognizing their contributions to progress, attending to their ideas and treating them as trusted professionals?	ï Did I disrespect any team members by failing to recognize their contributions to progress, not attending to their ideas, or not treating them as trusted professionals?
ï Did I encourage team members who faced difficult challenges?	ï Did I discourage a member of the team in any way?
ï Did I support team members who had a personal or professional problem?	ï Did I neglect a team member who had a personal or professional problem?
ï Is there a sense of personal and professional affiliation and camaraderie within the team?	ï Is there tension or antagonism among members of the team or between team members and me?
Inner work life	

Did I see any indications of the quality of my subordinates' inner work lives today?
    ï   Perceptions of the work, team, management, firm
    ï   Emotions
    ï   Motivation
What specific events might have affected inner work life today?	

Action Plan	
What can I do tomorrow to strengthen the catalysts and nourishers identified and provide ones that are lacking?	What can I do tomorrow to start eliminating the inhibitors and toxins identified?

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References:

- [Is your culture resilient enough to survive Coronavirus? Jim Harter, Gallup, May 2020](#) [AHRI Survey](#) – Impact of Covid-19 on the Australian HR Community

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- [Multipliers](#) – Liz Wiseman

- [SEEDS Bias](#) – David Rock (https://neuroleadership.com/portfolio-items/breaking-bias-updated-the-seeds-model-2/)

- [Characteristics of High Performing Organisations](#) (https://www.apsc.gov.au/developing-high-performance-performance-management-australian-public-service)

- [The 4 Day Work Week](#) – Andrew Barnes

- R U OK? - https://www.ruok.org.au

- [Feedforward](#) – Marcus Buckingham https://hbr.org/2015/04/reinventing-performance-management