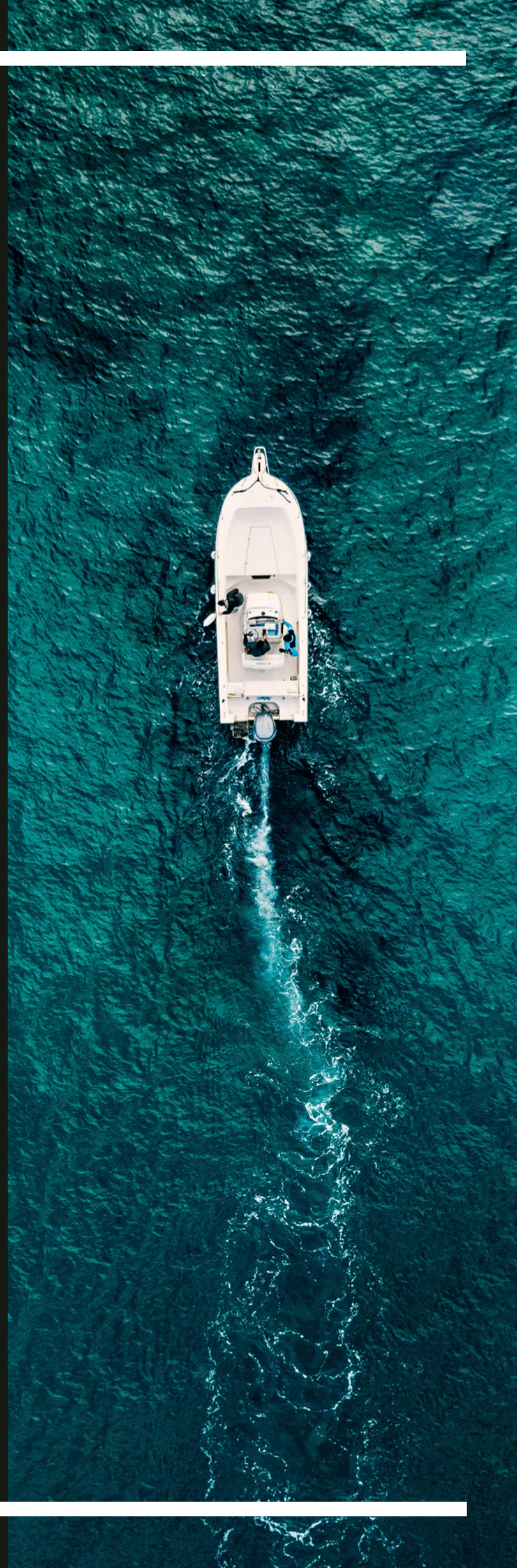


Agility & Adaptability: The “New Normal”

SURVEY RESULTS AND OUR ANALYSIS

1. WHY WE DID THIS REPORT?
2. WHAT DOES IT CONTAIN?
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4. WHAT WERE THE SURVEY RESULTS?
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1. WHY WE DID THIS REPORT?

“A few years ago, an organization’s desire to become more agile and innovative was an indicator of success; now it is an imperative for survival in unstable markets.”

Deloitte, The Adaptable Organisation

As the pandemic hit us, the ODE team discussed how we would respond across a spectrum of topics, from how the team would work together and what it meant for collaboration, to what the planning horizons are for us for the business.

Our discussions intensified as we worked from home, and through these discussions, it was clear the best options were for everyone, from senior leadership to interns, to be adaptable and flexible as things change and evolve in a very fluid environment.

More than a few months in, that still holds true, and even more so.

It reminded all of us that the organisation is a “living organism, stable and dynamic all at the same time,” as McKinsey’s Agile Organisation report says it, with research showing that “agile organisations have a 70% chance of being in the top quartile of organisational health, the best indicator of long-term performance”.

We decided we needed to understand directly from customers, virtually, how they were working, coping and managing through this environment, and what the future entailed for their organization across a range of leadership challenges. As we sent out the questionnaire to our extensive customer base, the overwhelming number of responses developed into a statistically significant research. The responses helped us crystallise our theme for this report, “Agility and Adaptability: The New Normal”, which is synthesized in the sections below.

2. WHAT DOES IT CONTAIN?

The report contains a summary of key findings from surveying our customers, who gave us detailed feedback on their experience and their real life challenges at the organization, leadership and team levels. We combined this customer feedback with our own reflections and journey across our organization. We believe the statistical responses and the detailed customer feedback has given this report a level of richness, and it is full of insights that any organization can implement and learn from.

3. WHO DID WE ASK?

We sent a survey to senior leadership at our clients in different industries, people we work closely with to implement organizational development solutions. The response was overwhelming and pleasantly surprised us, as feedback was very open and direct, and it was fascinating to discover a unique set of common challenges as we analyzed both the quantitative responses, and the verbatim feedback we received.

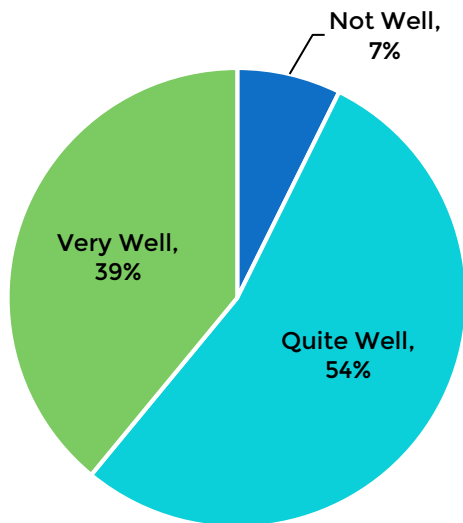
What we wanted to understand was the sentiments of leadership on the overall organisational performance, and team and leadership performance in particular, in staying nimble and

responsive, as well as how the new work-from-home arrangements were working for them. We also wanted to learn and share what were some of the lessons they were learning and how they would implement new modes of working and collaboration moving forward.

4. WHAT WERE THE SURVEY RESULTS?

This section summarizes the survey results for each of the questions we asked our key clients.

1. How well do you think your organization is doing in staying agile and adaptable in this environment?



Overall rating showed that 61% of respondents felt there are areas that could have been improved in being able to stay agile and adaptable in this pandemic.

"Somehow we feel we are more productive than we were at office. This has been an unexpected realization."

First theme: Adopting digital and virtual way of conducting work

Technology enablement was fairly quickly deployed in most organizations, as there was an urgent need to respond to the situation. In some cases, technology use, previously restricted by policies, was accelerated e.g. using videoconferencing for sales. One of the companies had already implemented WFH policies pre-pandemic, including financial aid for employees to buy tools.

The willingness of the management team to embrace the digital and virtual way of working made a significant impact to adoption.

Second theme: Taking care of employees and immediate community

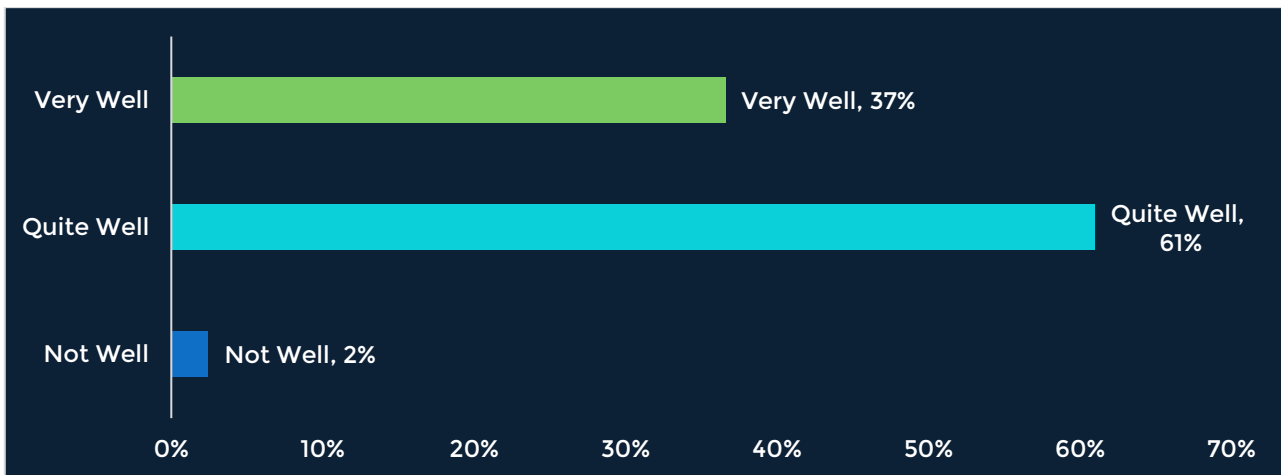
Organizations took proactive steps to immediately care for employees, with examples like team splits, staggered shifts, temperature checks and workplace segregation for employees' safety and business continuity. Virtual townhalls and virtual wellness programs were put in place to ensure employees remained engaged and were looked after. Some organizations implemented daily check-ins to stay in touch. One organization also made community donations in cash and kind as part of their commitment to support the community.

Overall leaders and their teams took time to acclimatize to the situation. The need to check-in and connect with the team and not just focus on the business was important. Showing care and concern to employees who are juggling with more than just work but also children and eldercare.

Third theme: Responsiveness as an organization

For a number of organisations, there was an unexpected realisation that they were more productive in this WFH mode than when in the office. Despite being in the financial services industry, where there is a heavy dependence on being on-site, the transition to WFH was fairly smooth. A large B2B manufacturing group, impacted by supply chain disruptions, did quite well in focusing on increased velocity of cash, more dynamic review of market situations & inventory control.

2. How well do you think your leaders are adapting to this current environment?



Overall rating showed that 61% of respondents felt their leaders were adapting only quite well in the current environment.

“They are willing to invest in more digital tools and encourage people to be more adaptive to the new way of doing things.”

First theme: Stepping up, learning, adapting

There is a need for leaders to step up, learn and adapt to new ways of working, address risks and engage staff. For one organization, productivity went up during WFH. Other organizations said there was a need to be prudent about cost/expenses. Most were trying to keep "Business as usual" as much as possible in meetings and conducting business. Most leaders spoke about the need to be responsive and supportive under these circumstances.

Notwithstanding, there is a focus on systemic risk analysis and mitigating those risks. Creating a routine for teams to come together regularly was important. One organization had a daily fixed calendar for virtual meetings amongst their CXOs for strategic discussions and critical issue resolution. Another organization had regularly meetings among functional heads for routine functional challenges, which helped to align the team towards enterprise targets instead of taking siloed approaches to various challenges.

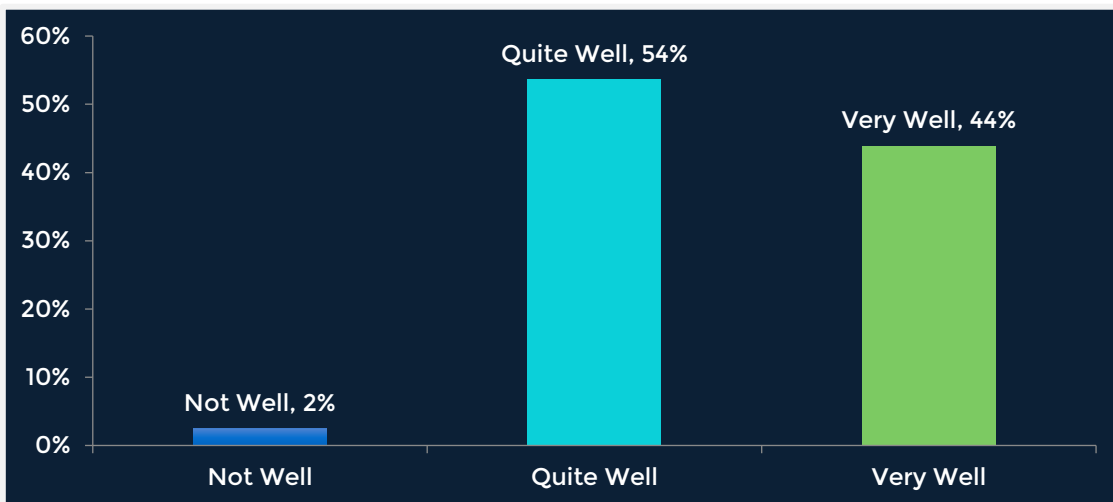
Second theme: Increased human touch and staff engagement

Leadership has an increased focus on holding regular update meetings and keeping in touch with staff. Compliance is being done to ensure the safety of all employees. Some organizations, like plants, are running at 50 % capacity to adapt to the new environment.

Challenges:

Some leaders are doing better than others. Working from home means it is harder to segregate work from home life. Specifically, for some industries which are primarily a people business, meeting external vendors and customers cannot be done now.

3. How well do you think your teams are collaborating working remotely?



Overall rating showed that 54% of respondents felt their teams were collaborating only quite well while working remotely.

“People are adaptable. Thru our recent pulse survey for Singapore staff, most are feeling fine with a small % not feeling good for various reasons.”

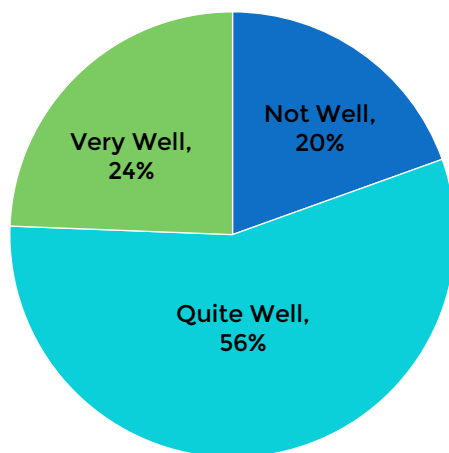
Teams are able to get past initial technology issues to collaborate better and even go beyond typical team boundaries to other parts of the organisation. There has been a good level of communication through teleconferencing in spite of WFH.

Due to the circuit breaker, organisations have been forced to drive collaboration and communication with modern day virtual tools. Two organizations talked about running recent pulse surveys with Singapore staff, with generally positive survey outcomes around adaptation and collaboration within teams and across teams. There was a sense people made more of an effort to collaborate because of the need to work virtually.

Challenges:

There were some initial challenges adjusting to virtual communication and collaboration when working from home. After the initial stage of adjustment, things settled into a comfortable routine. Some teams are still challenged with working from home as the environment is not conducive to work; having to manage children with blurred lines between work and life.

4. How well do you think your people are engaged working from home?



“It is harder to get people engaged working from home.”

“From the survey result, more than 80% of the respondents would like to continue working from home at least 50% of the time.”

This was the most “negative” response among all the questions, with 20% feeling like things were not going well.

There was a sense that the level of engagement could have been higher and work from home has not suited all employees. There was a strong indication that it was much more difficult to get the level of engagement needed from people when working from home.

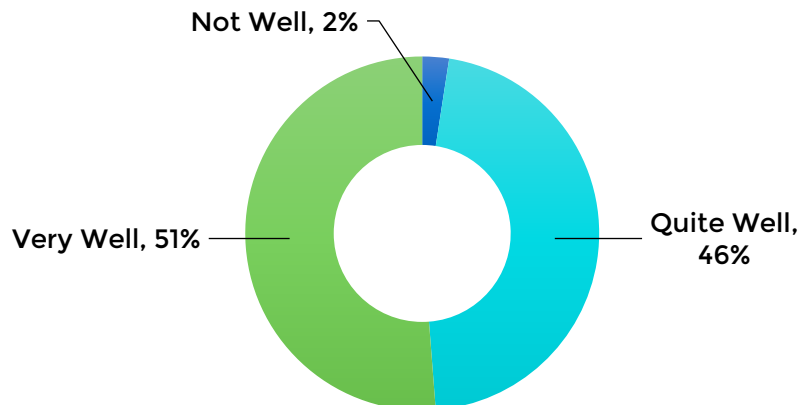
First few weeks of the circuit breaker felt pretty painful for some, but once the team was able to get into the groove, the level of engagement increased. Employees who had children and the elderly to care for were fairly challenged working from home. Managerial and strategic roles had higher levels of engagement; the level of engagement was lower outside of some of these roles.

Positive:

“Freedom of planning your own workday results in better work product, I feel.”

While it was a big concern at the start of the crisis, there is a sense that there is better connection, discipline and productivity.

5. How well has your organization managed and responded in this crisis?



“Given the speed of crisis, I think my organization has done a very good job responding to it.”

There is a sense that there is no shortfall - teamwork and communication has been effective. For one organization, the fact that no layoffs have been planned is a real positive. There was an initial drop in productivity, expected as people adapt, but close to full productivity at pre-crisis levels currently. For one organization, meeting April's business results despite the situation meant that the organization was responding well. For another organization, there was pride that the initial investment in technology is paying off to respond quickly to the crisis situation. For yet another organization, there is expected negative impact on the business, but the sense is that the organization has responded well overall despite the impact from the drop in demand.

6. What different approaches will you be taking to engage employees after the crisis? e.g. Change in communication tools/styles?

“Allow Work from home as a mode of operation, not an exception.”

“Microsoft Teams is as good as sitting in office and having f2f meeting. So we expect to use more of that.”

First Theme: Virtual way of working and leveraging virtual tools

Making current virtual efforts permanent seems prudent since this organization cannot "see" an end to the crisis. Current cyber coffee-hour and virtual team events are here to stay. This organization definitely sees the advantage of online meetings and screen sharing - this is here to stay. There is an expectation that more communication on live video and doing webinars will continue and become more permanent.

Second Theme: A relook at teams and employee engagement, business management and work design

One organization is taking a fundamental review of "good costs: virtual meetings, automation" and "bad cost: travel, expensive offices", and core areas versus non-value added activities. There is a lot of learning on how to do virtual team building and continually adapt communication styles in a virtual team setup. One organization is leaning towards over-communicating, repeating the same communications through various available channels.

There is a commitment to making sure there are more detailed and frequent catch-ups. Be more liberal with flexi-hour arrangements while working from home. An increased focus on mental health: planning for employees needing counseling during transitions and continued working from home. Remote communication will certainly replace travel for a long while. Plan to constantly redesign and evolve work in an environment characterized by constant change.

7. What changes do you foresee your organization implementing after the crisis? e.g. Flexible work hours/ Change in reporting structure

"Adaptable Organizations embed themselves in external networks and position workers to take on the role of "active sensors," always detecting, scanning, and adapting to fluctuating customer needs."

Deloitte, The Adaptable Organisation

"Multiple thoughts being evaluated e.g. Automation, structure across processes, Data analytics focus."

In addition to expected measures for social distancing in the office, here are the other changes:

Use of digital tools and virtual meetings the norm	Flexible and staggered working hours, especially for non-customer facing roles	Expand and formalise WFH policies	Avoid unnecessary travel and f2f meetings	Possible cost cutting and restructuring
Invest in digital innovation resources	Emotional wellness and support programs	Plan for a more flexible workforce: more people on contracts	Retain core team with critical skillsets	Explore new techniques for non face-to-face sales
Develop people leaders with focus on change management, leading through ambiguity and vulnerability, cultural awareness and challenging unconscious bias	Exploring Employee Assistance Programs (EAP)	Consider reorganizing along customer groups versus products	Focus on outcome-based work for flexible work arrangements	Channel real estate saving to employee wellness programs

5. WHAT IS OUR OVERALL ANALYSIS?

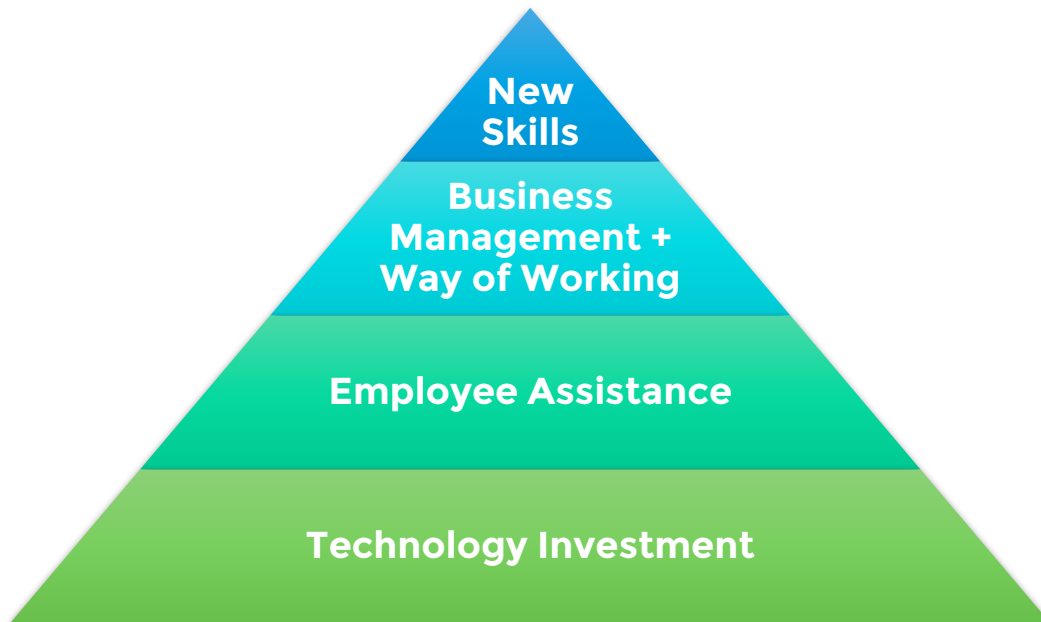
We asked our customers what will change and what they would do differently post crisis, without limiting the set of answers to help get a thorough understanding of the spectrum of solutions from business management to technology.

“We’ve seen two years’ worth of digital transformation in two months.”

Satya Nadella, CEO, Microsoft

While we as leaders continue to ensure people are managing themselves and their personal lives well, we also have an opportunity to continue to drive digital transformation - culture and ways of working, internally and with customers.

We discerned 4 pillars of things that we feel can be used to update our playbook in the new normal:



Here is the checklist in no particular order; some of them may apply to your organisation or can be tweaked to suit your particular environment or industry:

New Skills	Employee Assistance
<ul style="list-style-type: none"> • New skills development: <ul style="list-style-type: none"> ○ Using video for sales ○ Focus on communication skills ○ Skills on non-face to face sales • Developing leaders on managing this constant change 	<ul style="list-style-type: none"> • Take care of the vulnerable in the employee population • Mental health and wellness programs • Employee assistance programs • Sustained effort around Employee Engagement programs ideas

Business Management + Way of Working	Technology Investments
<ul style="list-style-type: none"> • Daily fixed calendar virtual meetings among CXOs for strategic discussions+ critical issues, among the function heads for routine functional challenges • Daily check-ins to stay in touch • Managing “good” and “bad” cost within the company: <ul style="list-style-type: none"> ○ Systemic risk analysis and risk mitigation ○ Review unnecessary travel and f2f meetings ○ Channelling savings from real estate into employee wellness programs • Redesign and evolve work: <ul style="list-style-type: none"> ○ Flexible workforce and contract work ○ Outcome based work as workforce becomes more flexible 	<ul style="list-style-type: none"> • WFH policy updates: consider financial aid for employees to buy tools • Virtual townhalls: Make them regular and keep remote workers in mind and virtual wellness programs for employees to ensure engagement • Technology investments and policy updates for WFH • Use of video and webinars • Videos for 1:1s - mandatory • Focus on Digital Innovation Agenda

6. MOVING FORWARD

- What does doing business look like moving into the new normal?
- How do we reimagine, recalibrate and realign our businesses?
- What do we need to do to reimagine the business? How will relationships change with the key industry stakeholders? What will be the nature of competition?
- What are the key areas to accelerate as we navigate the new normal?
 - Building a digital culture
- Managing change has to become increasingly agile and scalable.
 - Resilience, Rebuild, Reskill
- What are the quick wins and early successes?

The 6Rs

- Reimagine - What is the new purpose and vision for the business?
- Recalibrate - What is the new business model and new customer experiences?
- Realign - What do we need to do to align our strategies, cascade and create the new culture for execution?

Mindful Resilience

"Mindfulness" means paying attention in a particular way; on purpose, in the present moment, and non-judgementally." Jon Kabat-Zinn, Founder of Mindfulness-Based Stress Reduction (MBSR)

"**Resilience** is the ability to positively **adapt** despite significant adversity." Suniya Luthar, Professor Emerita, Columbia University

- Resilience - What can we do to shift mindsets and the new normal paradigm?
- Rebuild - What processes, structures and systems do we need to build?
- Reskill - What are the future-focused skills that the workforce needs to be reskilled and upskilled in?

The research also reinforces the findings from the **McKinsey publication: Tuning in, turning outward: cultivating compassionate leadership in a crisis -to set the stage for business recovery, four important leadership qualities are worthy of further investigation: awareness, vulnerability, empathy, and compassion.**

The human side of the new normal requires a paradigm shift:

Challenge Assumptions – Ways of Working:

Shift FROM	Shift TO
Focus on being seen online or how many hours you have to work.	<ul style="list-style-type: none"> • Focus on Output. Clarity of goals and targets.
Feeling isolated and working alone	<ul style="list-style-type: none"> • Driving collaboration, communication and building relationships and leveraging networks.
Teams working remotely. Difficult to work together since we are not co-located.	<ul style="list-style-type: none"> • Boost engagement and value the output of each team member.
Think of remote work as not a challenge to overcome	<ul style="list-style-type: none"> • Think of remote work as a business advantage. • Identify how new ways of working can contribute to business transformation, redesigned business models and diversified work practices.
Limited by the lack of Physical connection. It is all about the work.	<ul style="list-style-type: none"> • Focusing on people's needs (personal and human sides to create the culture) • Virtual water cooler (small talk).

Challenge Assumptions – Leadership

Shift FROM	Shift TO
Leadership Business As Usual (Leaders are 'invisible')	<ul style="list-style-type: none"> • Lead by example: Use online tools and channels, communicate proactively and engage in timely conversations. • Trust teams to be autonomous: put in place processes, goals, clear roles and responsibilities and measurement plans for results and readjust behaviour.
Focus on work and performance expectations. Exerting pressure to drive work completion via email	<ul style="list-style-type: none"> • Humanize and personalise communications. • Going beyond e-mail and conference technology or phone calls to read emotions and connect to boost morale. • Improve decision making by bringing alternative voices and debating ideas.
Out of sight, out of mind	<ul style="list-style-type: none"> • Challenge biases about team members. Keep everyone in mind.
Pursuing plans pre-COVID 19	<ul style="list-style-type: none"> • Prepare good contingency plans as a basis to rethink the company and the leadership context to bring about transformation and seize opportunities.

Challenge Assumptions – Stay Focused

Shift FROM	Shift TO
Old ways of working	<ul style="list-style-type: none"> • Help people learn and adapt to new roles, new ways of working and the new normal.
Face-to-face reskilling and upskilling	<ul style="list-style-type: none"> • More training to go digital.
Face-to-face Culture of Learning	<ul style="list-style-type: none"> • Shift to culture that enables people to nurture learning mind-set and continually update skills. Ensure people re-skill and upskill, to remain competitive and people to be motivated and engaged, bringing value for the long-term.
Arms length: Encroaching into lives of team members	<ul style="list-style-type: none"> • Understand and orient to how different people work at home. Understand their distractions and challenges . Acknowledge that they are in non-traditional workspaces.

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