ACMP Denver Chapter Welcome

Virtual Speaker: Tim Creasey

Applying the Latest Research and Tools To "Return To the Workplace"

Programming

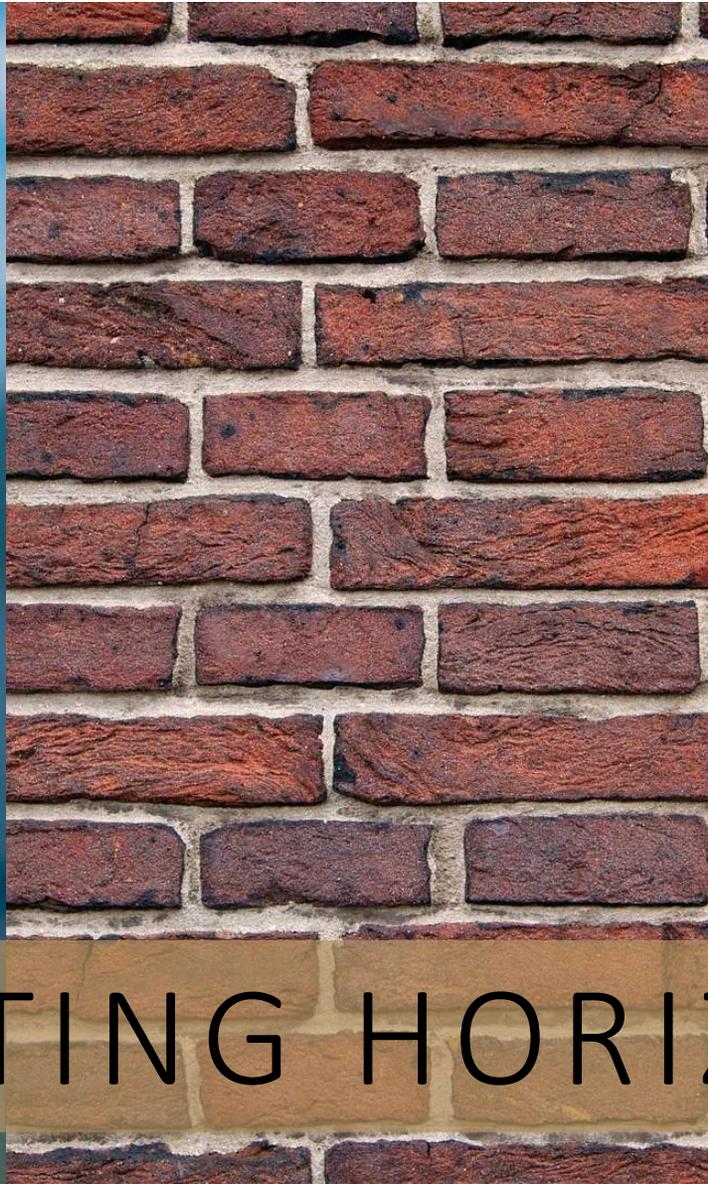| Month	May	May	June	July	August	September
Event	Robert Bogue	Prosci Certification (member discount)	Guild Education	Networking Event	Kemy Joseph	Kimberly Southern Weber
Topic	"The Science of Influence and Motivation"	Certification Training	Workforce development: Learning Imperative	Prosci Certification	Leading change for Diversity, Equity and inclusion	Telling your change story "storytelling"
Location	Virtual	Virtual	Virtual	Downtown Denver – in person outside	Virtual	Virtual
Date	20th May	25- 27th May	June 17th or 24th	July TBD	TBD	TBD
Time	4pm-5pm	3 days	4pm-5pm	5pm-6pm	4pm-5pm	4pm-5pm

You can find us at…

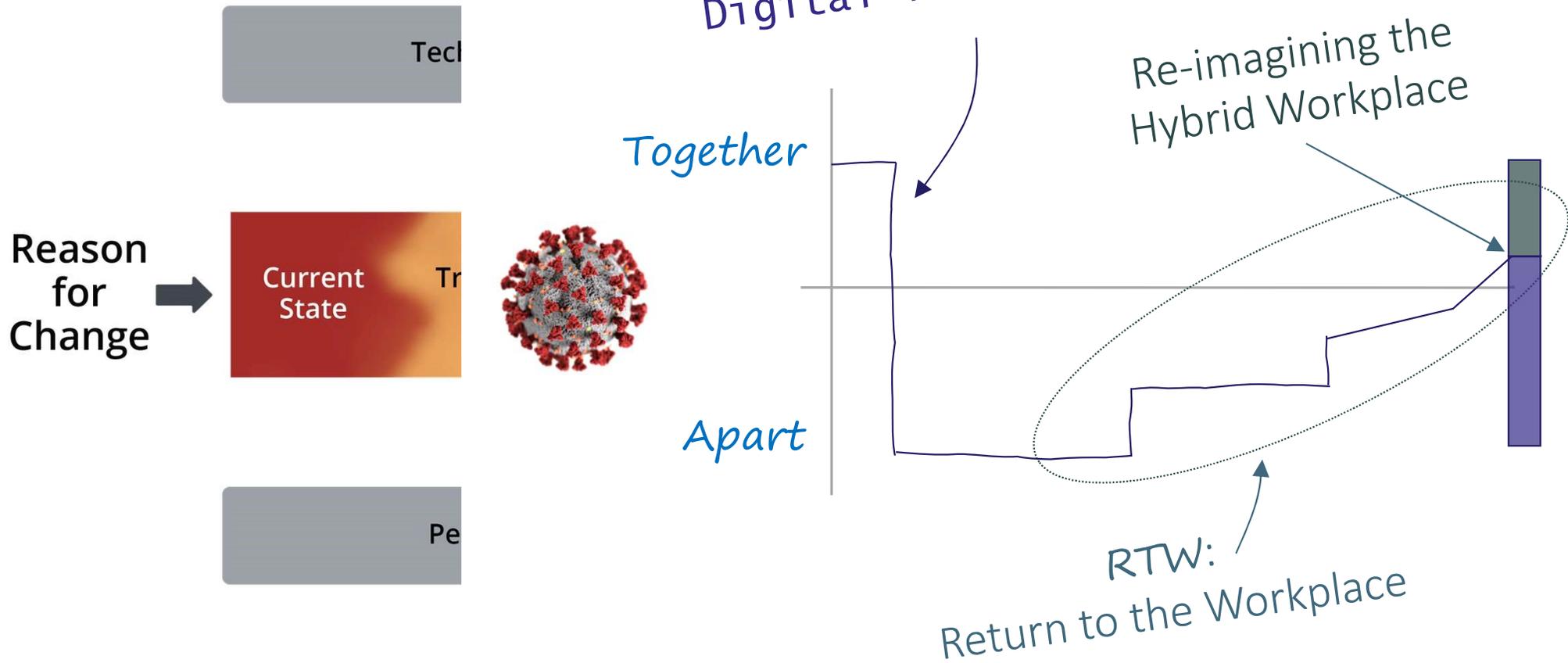

Website: www.acmpdenver.com
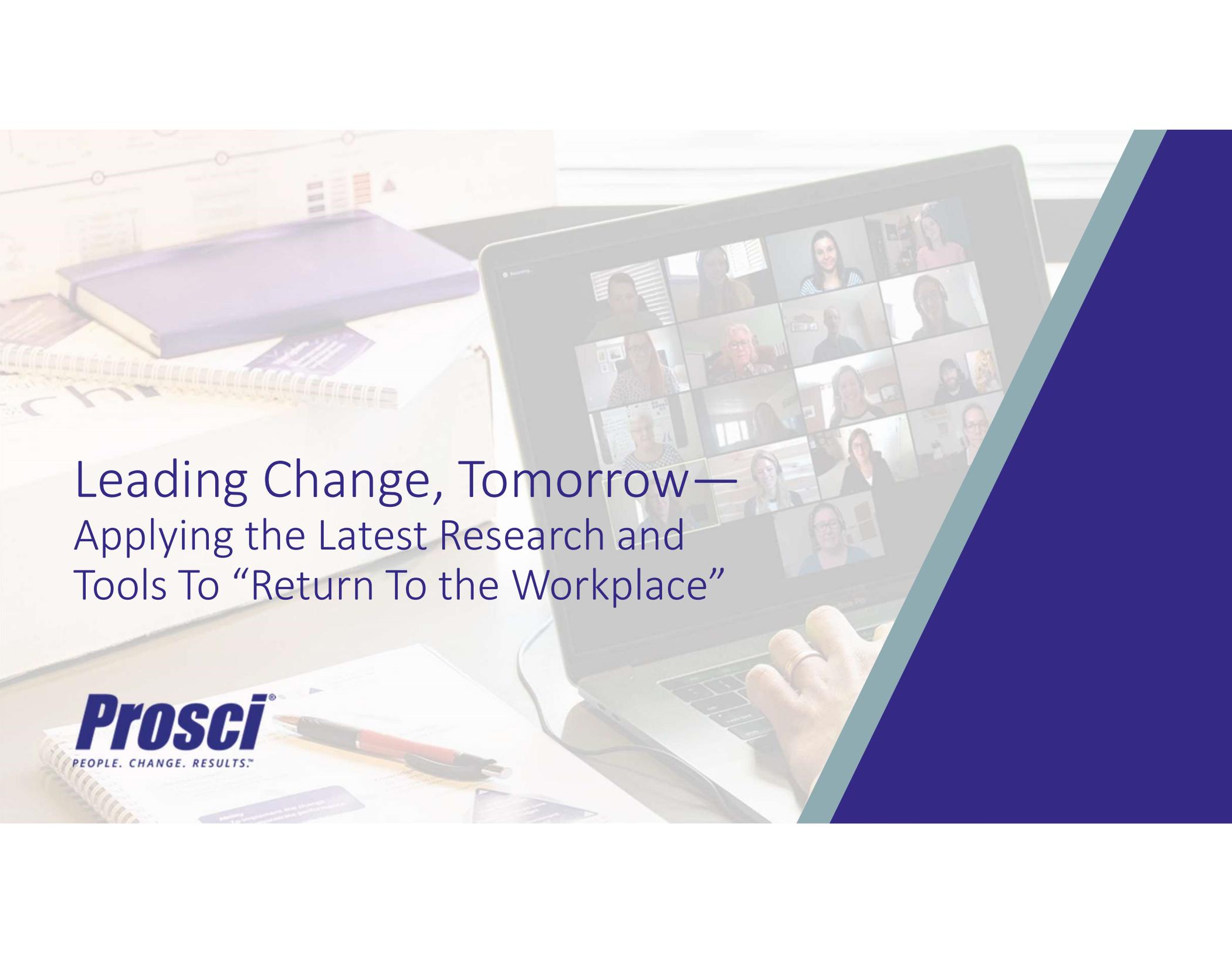
Leading Change, Tomorrow—
Applying the Latest Research and Tools To "Return To the Workplace"

Prosci®
PEOPLE. CHANGE. RESULTS.™

SHIFTING HORIZONS

Leading Change, 2020

Involuntary Digital Transformation

Re-imagining the Hybrid Workplace

Together

Apart

Reason for Change

Current State

RTW: Return to the Workplace

https://blog.prosci.com/managing-change-in-our-re-imagined-workplaces

What are you calling your Return to the workplace initiative?

Start the presentation to see live content. For screen share software, share the entire screen. Get help at **pollev.com/app**

Leading Change, ~~Today~~ Tomorrow

EXIT 03-2020
COVID 19
Business As (Un)usual
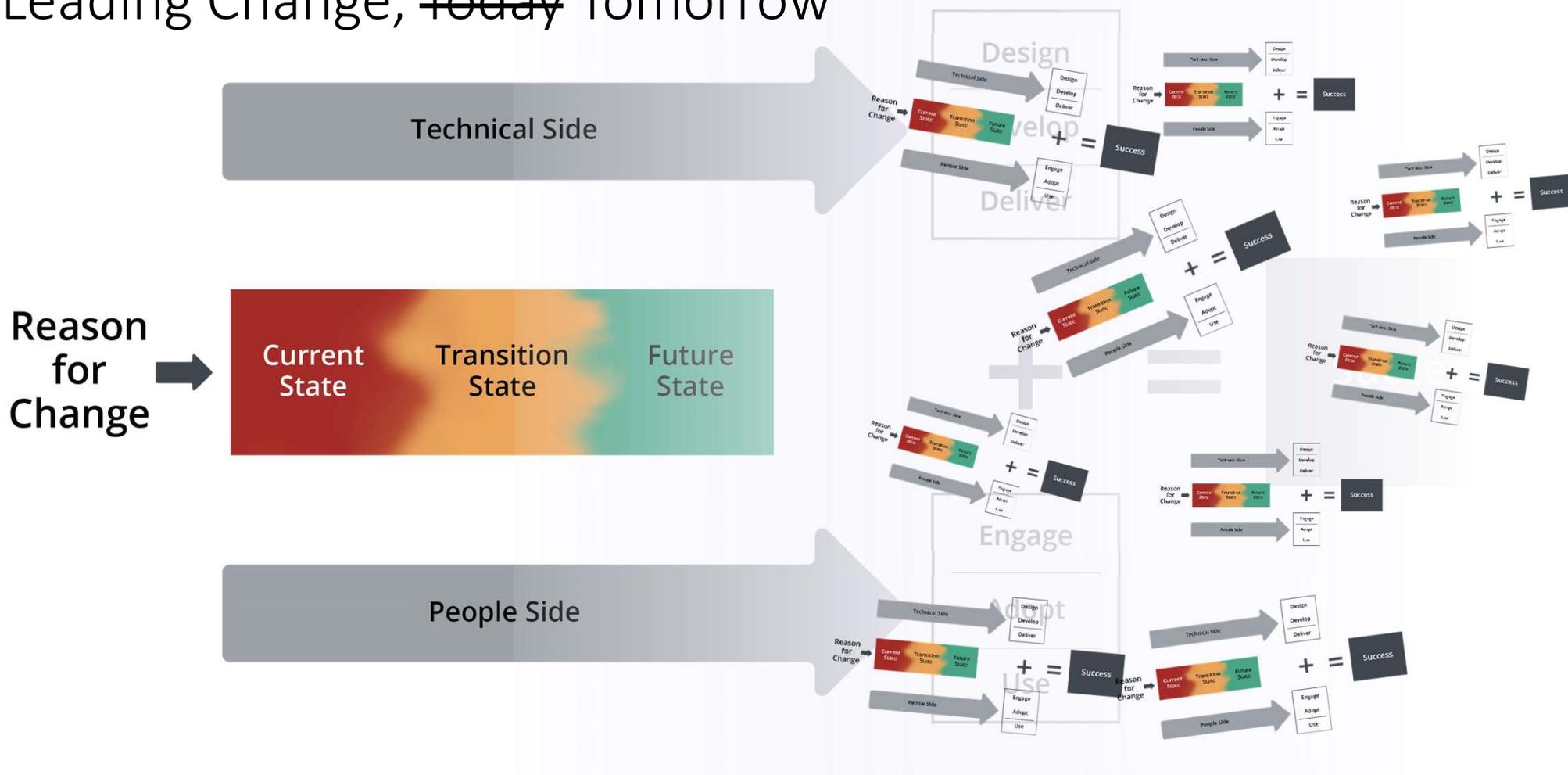NO RE-ENTRY
THE ROAD YOU WERE ON HAS CHANGED!

Workplaces are changing

Organizations are changing

Change is changing

How are you going to adapt and adjust how you lead change?

Leading Change, ~~Today~~ Tomorrow

Leading Change, ~~Today~~ Tomorrow

Workplaces are changing

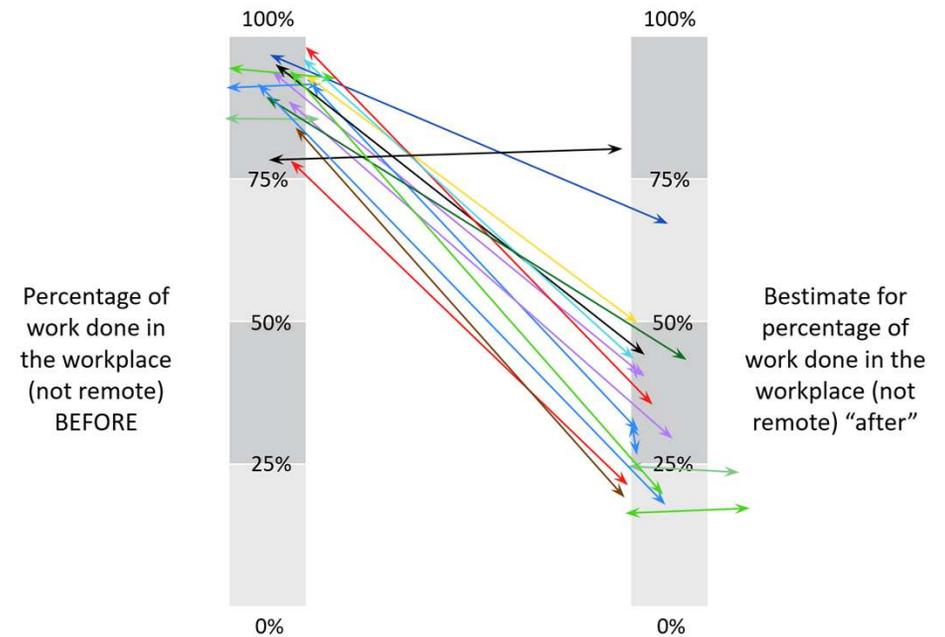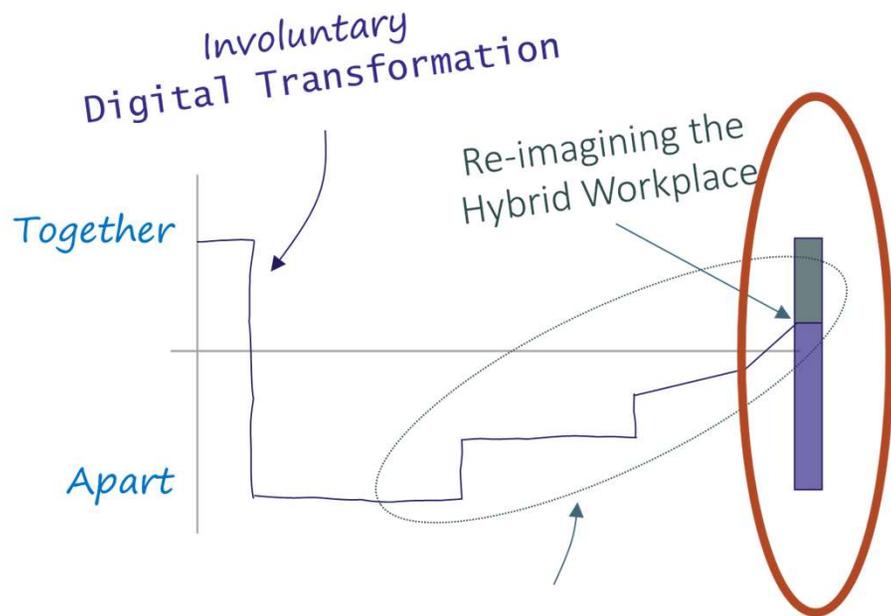Organizations are changing

Change is changing

How are you going to adapt and adjust how you lead change?

What is your current workplace status?

Was always off premises
Stayed on premises throughout
Moved off, but back on now
Expect return in next month
Expect return in next 3 months
Expect return by end of 2021
Expect return in 2022
Expect to stay off premises
No expectations / idea

Start the presentation to see live content. For screen share software, share the entire screen. Get help at **pollev.com/app**

Not All Work That Moved Off Premises is Coming Back On

Involuntary Digital Transformation

Together

Re-imagining the Hybrid Workplace

Apart

Percentage of work done in the workplace (not remote) BEFORE

Bestimate for percentage of work done in the workplace (not remote) "after"

Re-imagining the Hybrid Workplace   # -

How much of the work
at your organization
was done <u>on premises</u>
BEFORE the pandemic?

90 -25

100 -50

100 -80

80 -40

90 -60

What is your best estimate
for how much work will be done
<u>on premises</u> AFTER?
(and I mean post-vaccine after)

95 -50

100 -100

https://www.prosci.com/resources/webinars/return-to-the-workplace

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Enter number–dash–number: Estimate the percentage of work done on premises BEFORE and your best estimate for the percentage done on premises AFTER (e.g. 85–55)

Start the presentation to see live content. For screen share software, share the entire screen. Get help at **pollev.com/app**

Re-Imagining the Hybrid Workplace

	Before Pandemic	After
Average percentage of **on premises** work at my organization:	87.8%	44.0%
Would say "**90%-100%** of the work at my org happens on premises"	64%	5%
Would say "**50% or less** of the work at my org happens on premises"	3%	69%

n=396

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Hybrid Work Variations

Examples of 50% on premises work week

M	T	W	R	F

Shift	Split	See-Saw	Self-Select

Shift

M	T	W	R	F

Split

M	T	W	R	F

See-Saw

M	T	W	R	F

Self-Select

M	T	W	R	F
8				
12				
4				

M	T	W	R	F
8				
12				
4				

Drop a pin on the hybrid work variation your organization is considering:

	Full On Premises	Full Off Premises

M	T	W	R	F

M	T	W	R	F

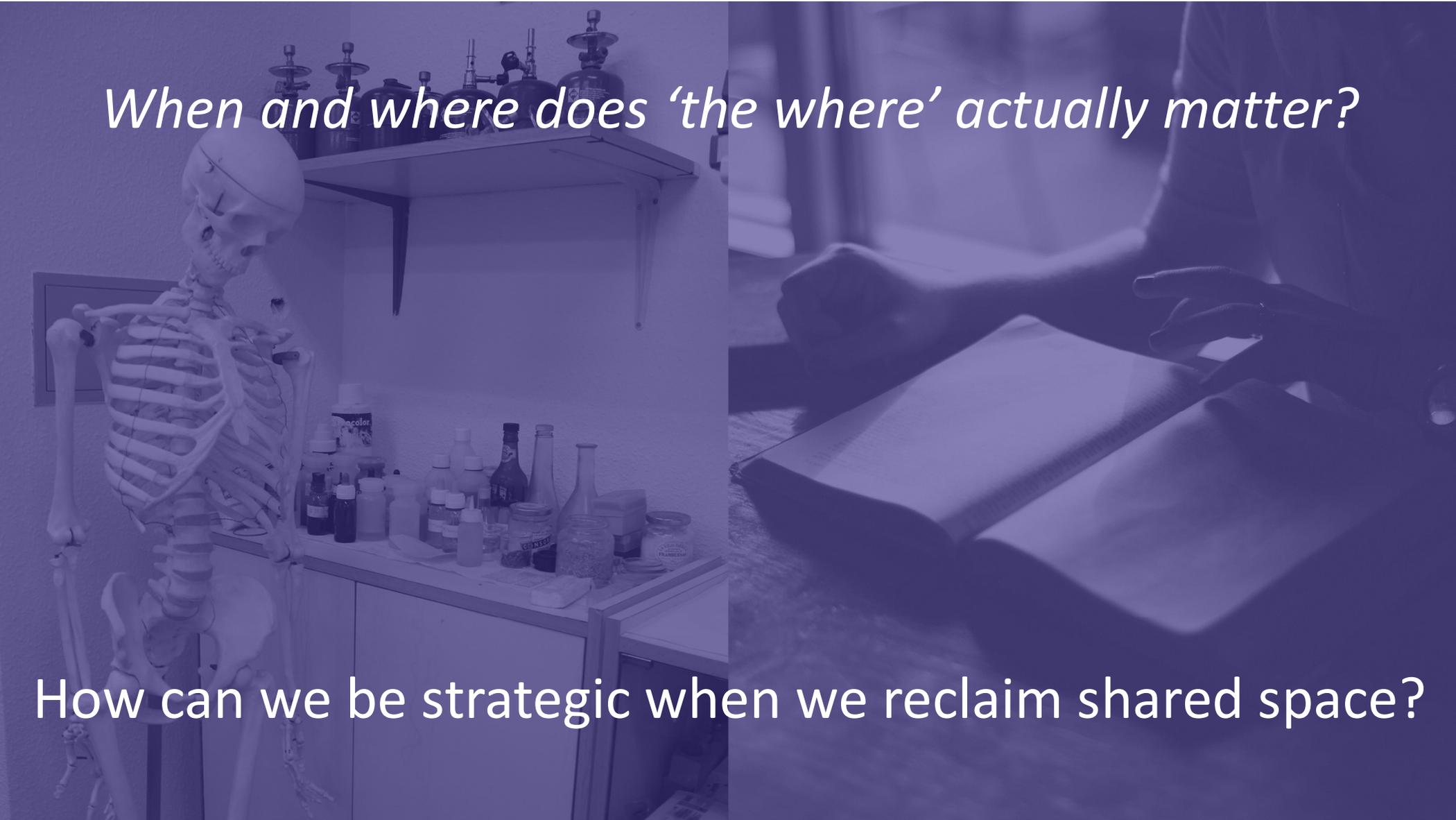|	Shift	Split	See-Saw	Self-Select

What are the most significant decision criteria and variables influencing the approach to the hybrid workplace?

Top

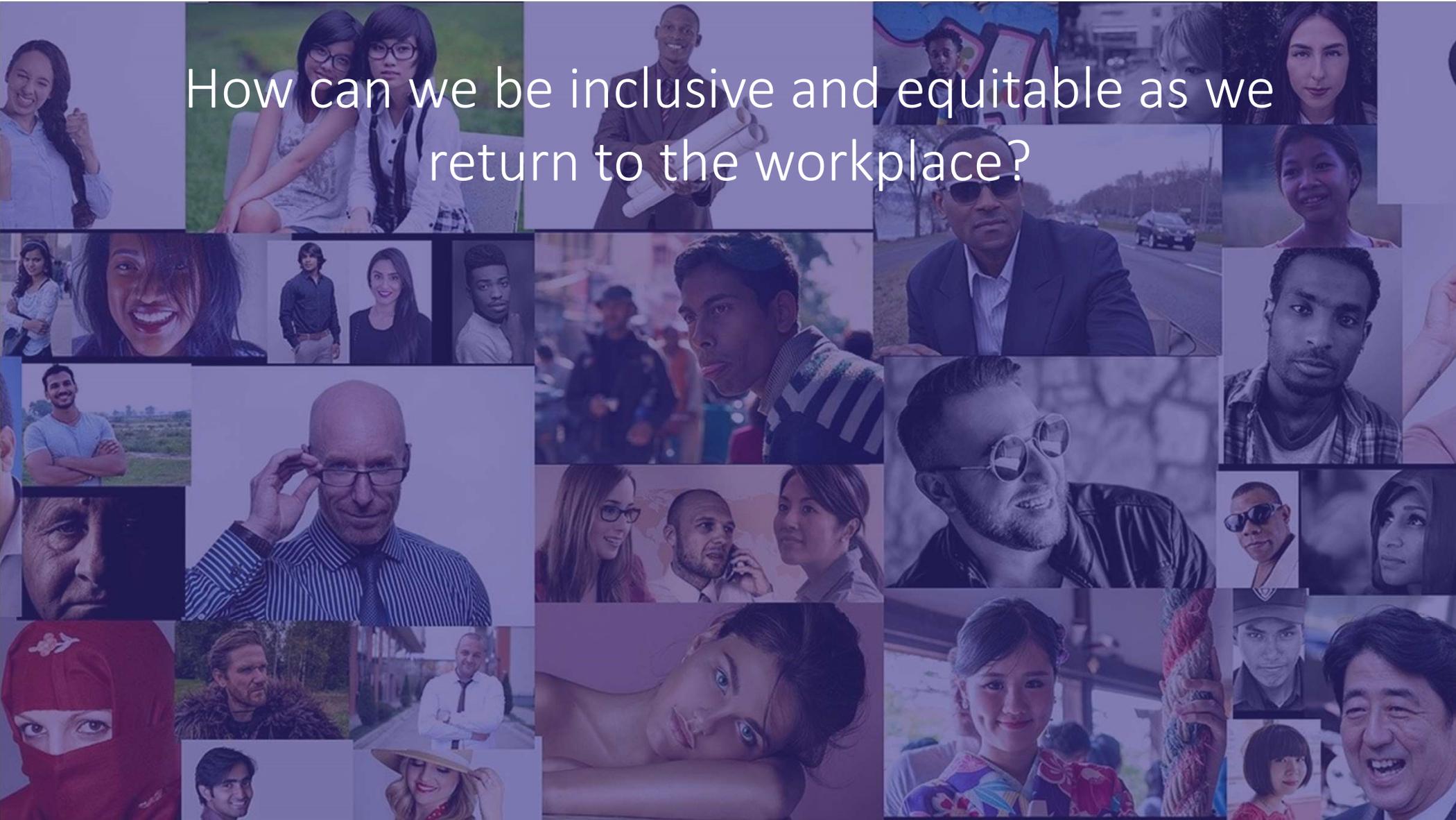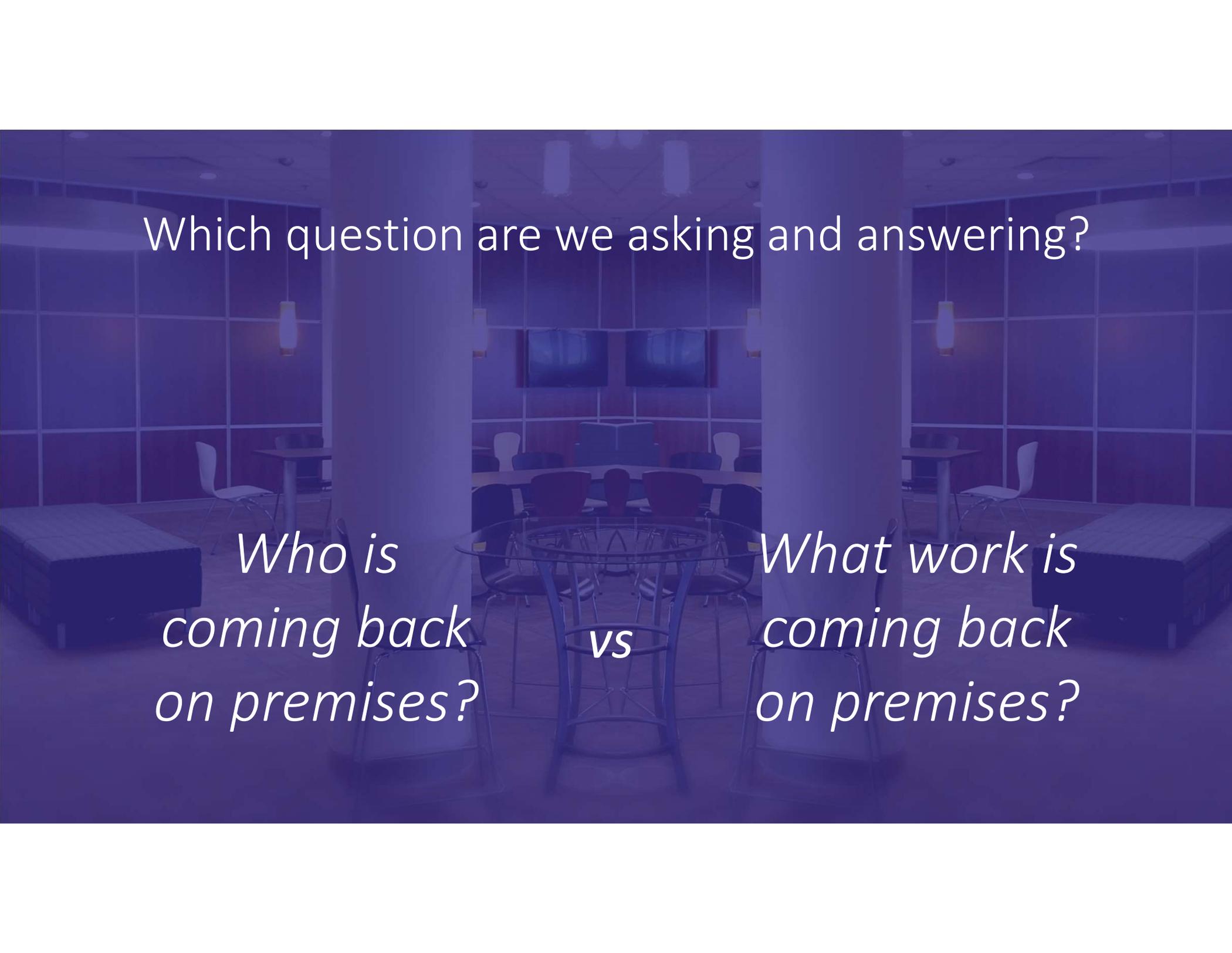*When and where does 'the where' actually matter?*

How can we be strategic when we reclaim shared space?

How can we be inclusive and equitable as we return to the workplace?

Which question are we asking and answering?

Who is coming back on premises? vs *What work is coming back on premises?*

Leading Change, ~~Today~~ Tomorrow

EXIT 03-2020

COVID 19

Business As (Un)usual

NO RE-ENTRY
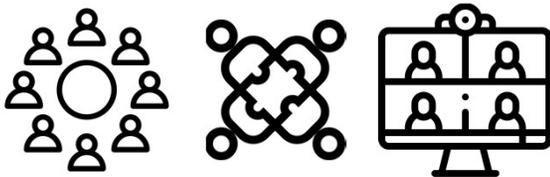THE ROAD YOU WERE ON HAS CHANGED!

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Changing Aspects of the Hybrid Workplace

Hybrid Workplace OS

What aspects of the organization will need to change to accommodate for the work that is going to remain off premises?

Top

Top themes: What specific aspects of the organization will need to change going forward to accommodate the hybrid workplaces of the future?

Space - strategic workspace configuration, facilities management, re-imagining real estate, renovation, hoteling, home-office ergonomics, cleanliness, sanitation, mask protocol, social distancing, Scheduling use of space - managing capacity maximums and square footage, registration and reservation of shared space

Technology - switching paper and in person to electronic, unique technology needs in the hybrid workplace, address technology needs for home-office, support IT Security and Bandwidth

Culture - supporting and protecting culture, building new culture and connection remotely, new mindsets and attitudes, build trust remotely

Engagement - actively managing engagement, finding ways to connect, team building via technology, virtual facilitation tactics and skills, remote collaboration

Hybrid Engagement - if anyone is remote manage the meeting as remote, unique hybrid technology needs to bridge the in person/on screen divide, engagement of the still remote

Expectation Management - availability, boundaries, flexible work policies, outcome measurement, goal setting

Communications - strategy for remote workforce, creative communications, various virtual channels, on-screen protocol and expectations

Training - rethink training and learning methods and delivery

Hiring - recruiting to access global talent with remote opportunities, hiring and onboarding virtually

Leadership

How might leadership
need to show up differently
in a hybrid world?

What specific leadership
competencies are needed more
(and being pressured)
in a hybrid workplace?

10 Competencies of Effective I&O Servant Leaders

Adaptable
Business-Centric
Systems Thinker
Change Agent
Selffless
Coach
Influencer
Communicator
Emotionally Intelligent
Connector

gartner.com/SmarterWithGartner

Source: Gartner
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Gartner.

For example:
How have the
competency needs
shifted since the 2019
list Gartner produced?

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What specific leadership competencies are needed more (and being pressured) in a hybrid workplace?

Top

Engagement

How might we encourage and enable engagement in a hybrid workplace and in creating the solution?

Research Results: Engagement Challenges

1. Building relationships and trust remotely
2. Addressing fatigue, particularly virtually
3. Gaining focus and priority
4. Overcoming virtual hurdles
5. Accommodating for culture

Research Results: Engagement Adaptations

1. Bring intentionality and focus to how you connect
2. Adapt communication approach
3. Create shared expectations, frequently
4. Plan fun activities to connect in various ways
5. Celebrate milestones together

Culture

Which aspects of your culture are under pressure from the pandemic response?

Which aspects of your culture can be leveraged to support your pandemic response?

Which aspects of your culture will be changed as a result of the re-imagined workplace?

How will you re-imagine and build the culture you need to succeed now and post pandemic?

How might we build, nurture, protect, share, and leverage our culture in a hybrid world?

How will you shape the impending involuntary culture change?

Leading Change, ~~Today~~ Tomorrow

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SHIFTING HORIZONS

ITERATIVE AND ADAPTIVE

CREATIVE

What are the biggest ways you see change is changing?

Top

Given the uncertain times today and emerging hybrid workplace OS of the future,

how might we better prepare, equip and support o u r p e o p l e through the changes they are experiencing?

1N73LL1G3NC3 15 7H3 4B1L17Y 70 4D4P7 70 CH4NG3.

Stephen Hawking

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Change Context

Hybrid Workplace

Status of changes

Types of changes (RTW and RTW changes)

People-dependency of the portfolio

Change Craft

What are the challenges and adaptations in a hybrid workplace for:

Deploying Responsive Change Management

Engaging Those You Work With and Through

Enabling Sponsors to Fulfill ABC Roles

Enabling People Managers to Fulfill CLARC Roles

Leveraging a Change Agent Network
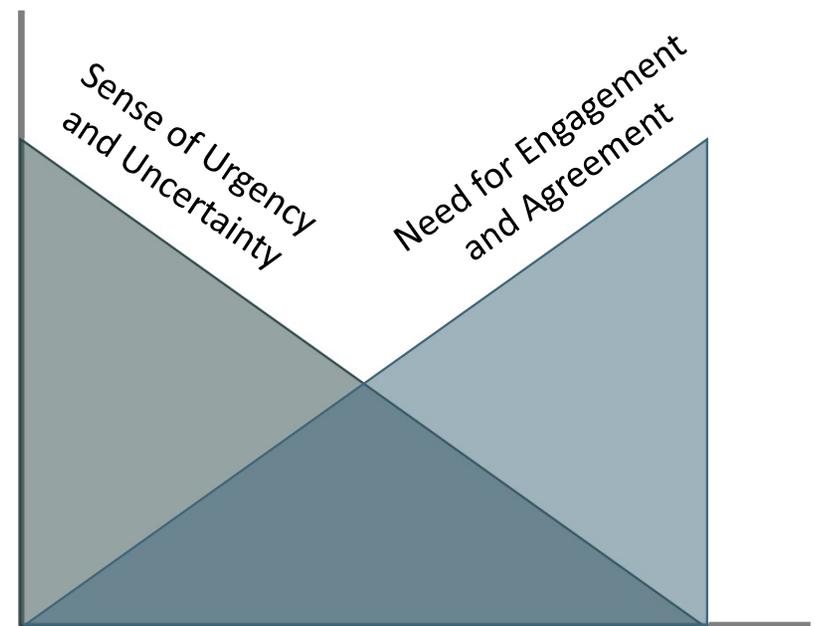
Applying a Structured Approach and Methodology

Measuring Change Management

Encouraging Employee Engagement and Participation

Change Context

Together-to-apart happened in days.

Apart-back-to-together will happen over weeks, months, quarters – with that comes a higher expectation of engagement and agreement.

Sense of Urgency and Uncertainty

Need for Engagement and Agreement

Change Craft

Deploying Responsive Change Management

Engaging Those You Work With and Through

Enabling Sponsors to Fulfill ABC Roles

Enabling People Managers to Fulfill CLARC Roles

Leveraging a Change Agent Network

Applying a Structured Approach and Methodology

Measuring Change Management

Encouraging Employee Engagement and Participation

What are the biggest **challenges** you anticipate in a hybrid workplace?

What **adaptations** might you make to accommodate in a hybrid workplace?

Applying a Structured Approach and Methodology

What are the biggest **challenges** you anticipate?
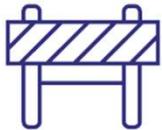
1. **Lack of buy** in and interest for change management
2. **Lack of willingness** to stick with structured approach
3. **Staying on track** when there are so many changes that are constantly changing
4. **Lack of resources** - time, skilled practitioners, financial resources
5. **Challenges in virtual work** - passiveness, engagement, communication adaptations
6. **"Bumping up against the need for speed"**
7. **Current approach** is slow and lacks flexibility

What **adaptations** might you make to accommodate?

1. **Make CM easy** - make it clear and simple; make it modular and bite sized; equip people with practical and actionable tools
2. **Design for flexibility** - expect that things will change; be flexible in approach and adapt; plan to iterate from the beginning; create feedback and collection loops
3. **Celebrate quick wins** - deliver and celebrate quick wins; establish short-term opportunities with realistic timeframes
4. **Coach leaders on virtual sponsorship** - engage leaders about the value of structure; provide coaching; support leaders in embracing virtual opportunities to sponsor (video messages, quick drop ins, etc.)
5. **Build buy in** - explain benefits and WIIFM, provide strong value proposition, focus on results and metrics
6. **Increase visibility of CM** - at the initiative level and organizational level
7. **Inspire impactful communications** - model great digital communications (concise, varied, engaging, interactive), be transparent
8. **Invest in skilled resources** - skill up practitioners and others in leading change

Engaging Those You Work With and Through

What are the biggest **challenges** you anticipate?
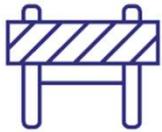
1. **Building relationships and trust remotely** – including reading body language, creating connections, not knowing how people really feel when remote
2. **Addressing fatigue, particularly virtually** – including overwhelm, distraction, wearing many new hats on the home front; screen and virtual meeting fatigue
3. **Gaining focus and priority** – people have limited bandwidth and time constraints; being one of many priorities results in people not showing up
4. **Overcoming virtual hurdles** – including team management, engagement, facilitation, meeting productivity, camera etiquette, hybrid environments
5. **Accommodating for culture** – cultures are under pressure (and changing), creating potential obstacles to virtual engagement

What **adaptations** might you make to accommodate?

1. **Bring intentionality and focus to how you connect** – create virtual water cooler and coffee talk opportunities, make individual 1:1 connections, check in on small groups, recurring brief catch-ups, embrace the humanity of virtual connections (pets, kids)
2. **Adapt communication approach** – more phone calls and less emails, continuous communications, ensure camera usage, virtual best practices and tools
3. **Create shared expectations, frequently** – clarify new expectations and frequent alignment checks
4. **Plan fun activities to connect in various ways**
5. **Celebrate milestones together**

What are the biggest adaptations you expect for change management in hybrid workplaces?

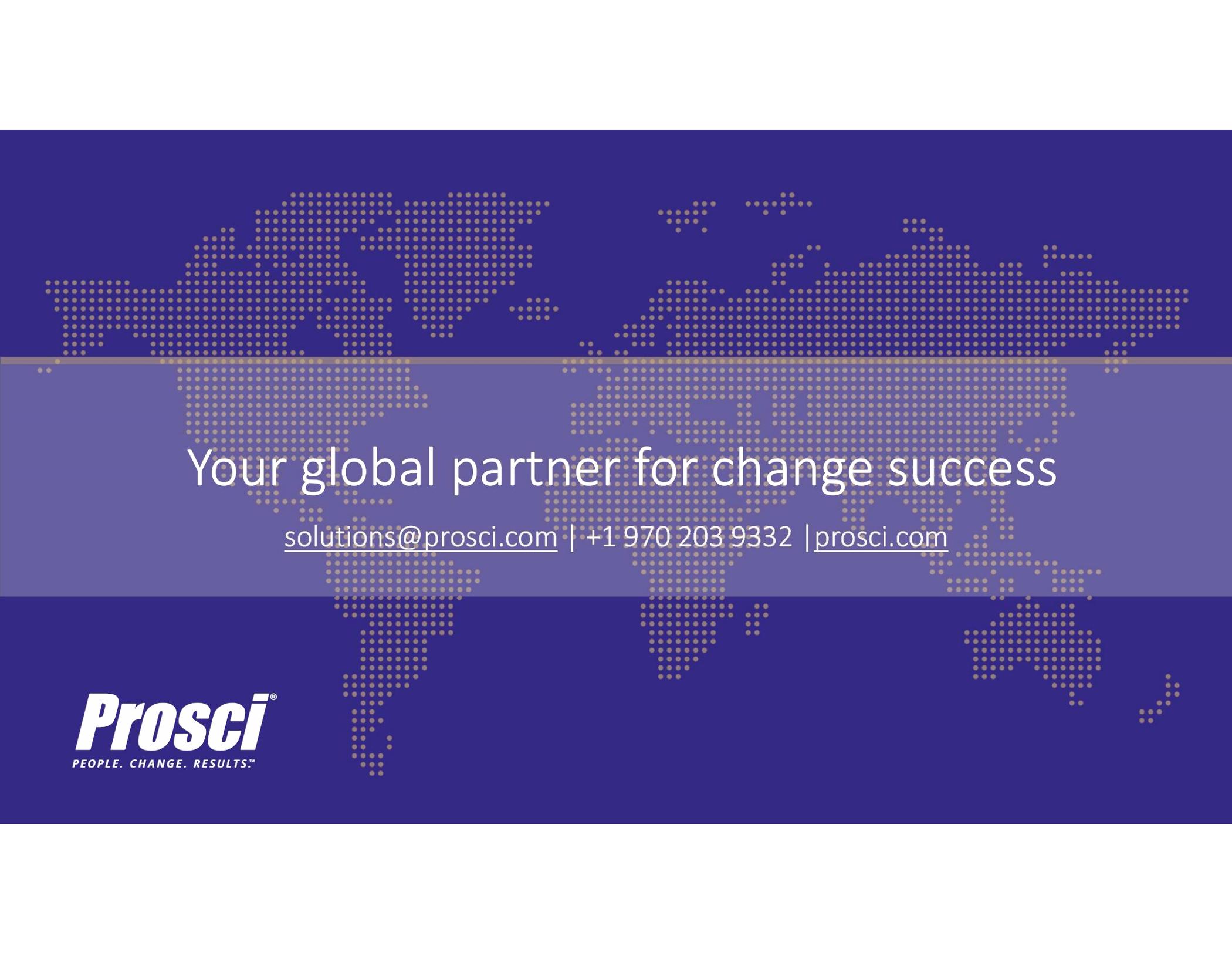# Leading Change, ~~Today~~ Tomorrow

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