The Future of Work Quality After COVID19:
A Focus on Flexible Working

Professor Sharon Parker
ARC Laureate Fellow
Director, Centre for Transformative Work Design • Future of Work Institute
Curtin University

Friday 19 June 2020

Please note: the findings presented need to be considered as preliminary

S M A R T

The Future of Work Quality After COVID19: A Focus on Flexible Working

ARC Laureate Fellow Sharon K. Parker

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

Curtin University
FUTURE OF WORK INSTITUTE

CENTRE FOR
TRANSFORMATIVE
WORK DESIGN

78
MURRAY STREET

Good work design makes life better.

Our vision in the Centre is to transform work, through work design, to create better lives for workers, more effective organisations, and a flourishing society.

We engage in many interesting projects to pursue this vision, which come together in the form of six research streams.

@wetransformwork

transformativeworkdesign.com

Remote Working in Australia

Pre- COVID-19

Relatively low prevalence

- **ABS-** 33% engaged in flexible working (but inflated as includes people who work at home 'to catch up').

- Estimates 9% - <20% ("Chosen few")

Why so low?

- Management challenges

- Important of interaction

- Famous failed remote experiments

During COVID-19

Most people

Not "people working from home" but "people at home trying to do their work in a pandemic"

- Less choice

- More people (even unsuitable work)

- More intense

- Home schooling/ child care issues

- Other challenges

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE
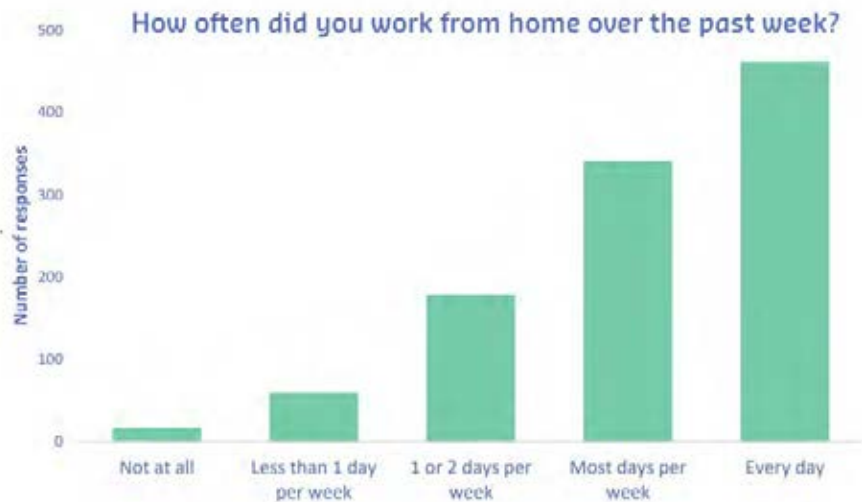
Thrive at Work at Home Research

With Drs Caroline Knight, Anita Keller

Survey of people working during COVID

Time 1 (mid April 2020) N = 1492

Time 2 to Time 4 (weekly)
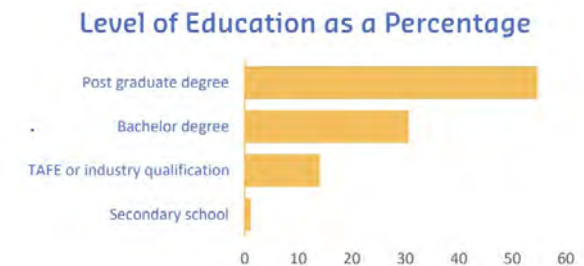
Time 5 to Time 8 (monthly)

How often did you work from home over the past week?

46% Male
54% Female

Age Range

20 – 72 years.

This includes:

26%
Aged 20-30 years

53%
Aged 31-40 years

11%
Aged 41-50 years

10%
Aged over 51 years

Level of Education as a Percentage

Participant Numbers by Industry

transformativeworkdesign.com

Curtin University
FUTURE OF WORK INSTITUTE

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Psychological distress

Percentage of people experiencing high or very high psychological distress in Australia (using K5/10)
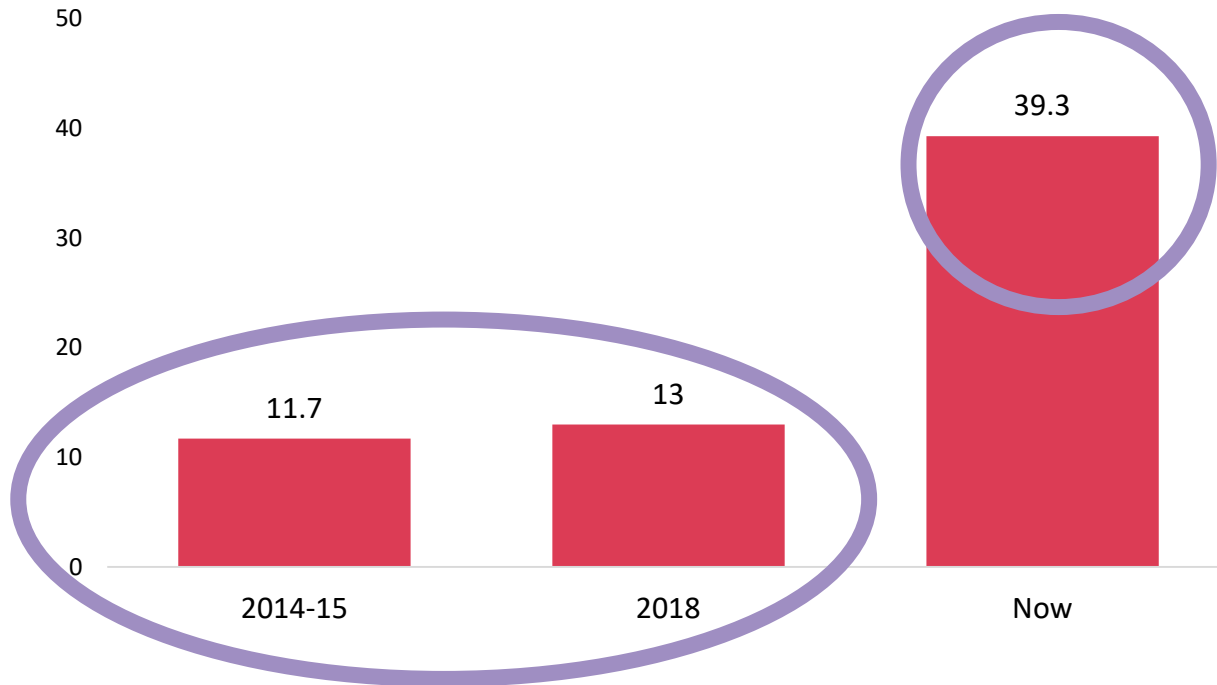
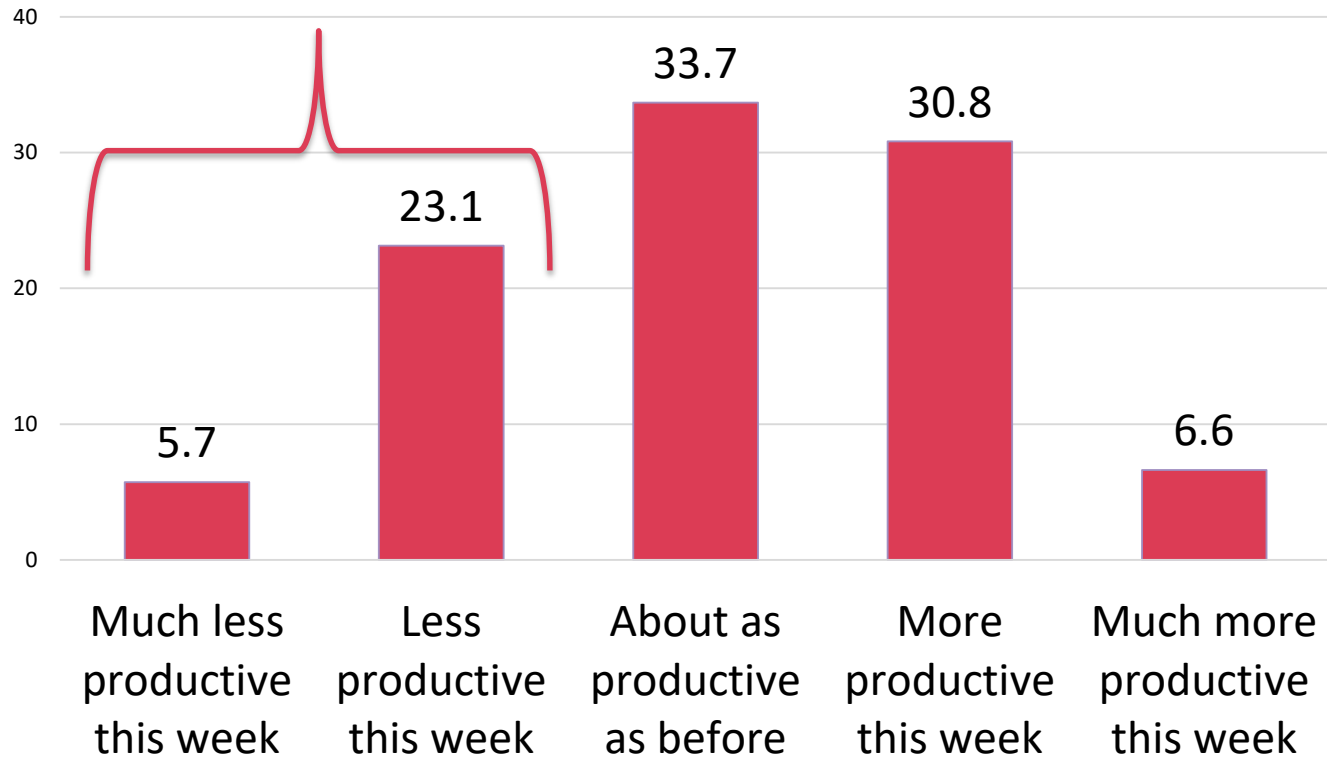More than **three times** the 'usual number' of people with **poor mental health** in our study

Is this just 'the pandemic'?

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

Productivity

How productive do you think you are
compared to 'normal' (before Covid-19)?

Is this just 'ill-suited work'?

Response	Value
Much less productive this week	5.7
Less productive this week	23.1
About as productive as before	33.7
More productive this week	30.8
Much more productive this week	6.6

@wetransformwork

transformativeworkdesign.com

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

Work Design

"the content and organising of tasks, activities, relationships, and responsibilities within a job or role, or set of jobs/roles"

Parker, 2014

CENTRE FOR
TRANSFORMATIVE
WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

Work hours

Task variety

Involvement ... of

Skill use

Control over work methods

Information processing Performance monitoring

Role clarity

Task significance

Work Design.
(meaning)

Connection with end-user

Job complexity

Support from supervisor & peers

Social contact

Work load

S **M** **A** **R** **T**

Conflicting role expectations

Control over work timing

Doing a "whole" job

Emotional pressure

STIMULATING **MASTERY** **AGENCY** **RELATIONAL** **TOLERABLE**
demands

Parker, SK & Knight, C. Higher order factor structure of work characteristics. In prep.

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

Why does work design matter?

S M A R T

Mental health
e.g., depression, burnout

Motivation & performance
e.g., job satisfaction creativity, core task performance, proactivity

Learning & growth
e.g., skill development, use of talent

Over 5000 articles!

See
Parker, S. K., Morgeson, F. P., & Johns, G. (2017). One hundred years of work design research: Looking back and looking forward. *Journal of applied psychology*, *102*(3), 403.

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

sharonkparker.com

https://www.linkedin.com/in/sharonkparker/

Linkage Analyses (approx. 770 people working from home 4 + days) suggest powerful role of SMART work

					Performance		
S		Mental Ill-Health	Burnout	Procrastination	Job Satisfaction	Core performa	Adaptivity	Proactivity
	Task variety – T1	-0.19	-0.13	-0.15	0.27	0.21	0.22	0.16
	Problem solving – T1	-0.14	0.04	not tested	0.14	0.21	0.14	0.12
	Underload	0.53	0.25	0.37	-0.25	-0.38	-0.26	-0.09
M	Job feedback – T1	-0.15	-0.26	-0.08	0.20	0.11	0.20	0.27
	Task Identity – T1	-0.09	-0.16	not tested	0.15	0.14	0.16	0.16
	Feedback from others –	-0.01	-0.30	-0.06	0.26	0.01	0.21	0.38
	Role clarity – T1	-0.28	-0.18	-0.38	0.30	0.33	0.27	0.13
A	Decision-making Autono	-0.38	-0.12	-0.28	0.29	0.34	0.21	0.00
	Scheduling Autonomy– T	-0.39	-0.11	-0.39	0.26	0.35	0.25	0.02
	Method Autonomy – T1	-0.31	-0.05	not tested	0.27	0.28	0.19	0.04
	Close monitoring	0.50	0.42	0.34	-0.29	-0.29	-0.20	-0.06
	Pressure to be available	0.20	-0.10	0.23	0.03	-0.11	0.09	0.28
R	Beneficiary contact – T1	-0.05	-0.18		0.25	0.10	0.22	0.19
	Colleague support– T1	-0.31	-0.19	-0.29	0.29	0.26	0.26	0.18
	Managerial support – T1	-0.14	-0.18	-0.12	0.30	0.16	0.23	0.24
	Task significance – T1	-0.12	-0.13	not tested	0.27	0.21	0.24	0.23
T	Workload – T1	-0.08	0.11	-0.14	0.15	0.19	0.16	0.16
	Work-Family Conflict – T	0.21	0.19	0.25	-0.02	-0.15	-0.04	0.05
	Work-home interference	0.39	0.29	0.30	-0.22	-0.33	-0.17	-0.03
	Emotional demands – T1	0.12	-0.04		0.11	-0.08	0.09	0.19
	Poor communication – T	0.48	0.24	0.44	-0.16	-0.39	-0.26	0.00
	Hassles – T1	0.57	0.31	0.36	-0.23	-0.39	-0.23	0.01

Correlations	
.15-2	
.2-.3	
.3-.4	
.40 above	

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

Varied, interesting, meaningful work in which you use and develop your skills

Stimulating MART Work Design.

Hospital supply workers

"There's never a dull moment...I like the variety"

"This job teaches me a lot"

Uber-eats deliverer

"Its boring, so much time waiting"...

@wetransformwork

Curtin University
FUTURE OF WORK INSTITUTE

Unstimulating work at home quite prevalent

Task Variety

@wetransformwork   transformativeworkdesign.com
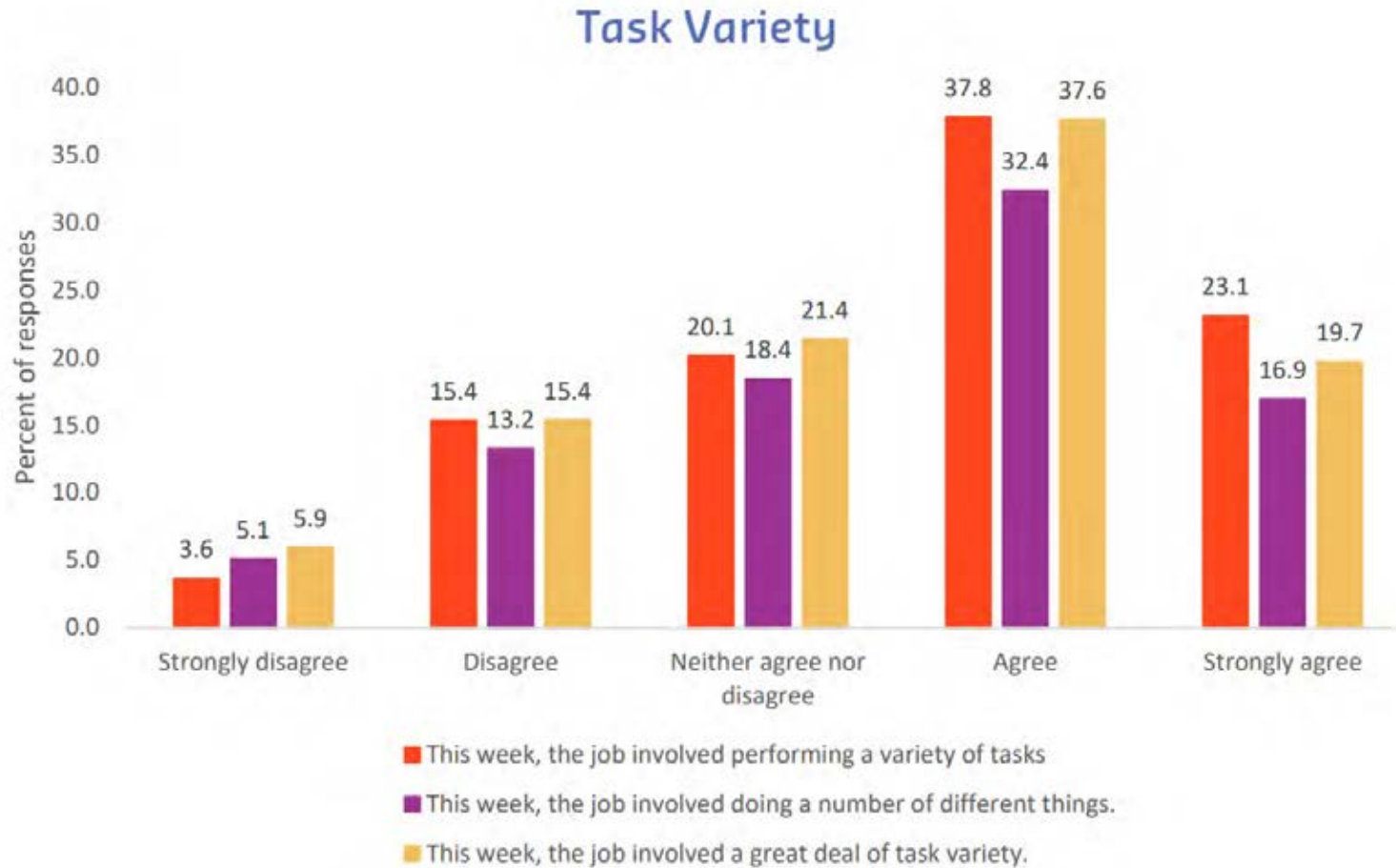
Effects of unstimulating work at home

	Mental Ill-Health	Burnout	Procrastination	Job Satisfaction	Core performa	Performance	
						Adaptivity	Proactivity
Task variety – T1	-0.19	-0.13	-0.15	0.27	0.21	0.22	0.16
Problem solving – T1	-0.14	0.04	not tested	0.14	0.21	0.14	0.12
Underload	0.53	0.25	0.37	-0.25	-0.38	-0.26	-0.09

Low task variety is a problem

Underload is especially problematic for mental health & performance

CENTRE FOR
TRANSFORMATIVE
WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

How to Increase Stimulating Work At Home

Example Individual Actions

"Job crafting"

- Increasing job autonomy

- Increasing job challenge

- Learning new skills

- Cognitive crafting

Example Leader Actions

- Encouraging job crafting
- Redistributing tasks to different team members
- Keeping tasks 'in house'
- Encourage learning from each other
- Creating meaningful projects

8. "I'm Bored!": How to make your work more stimulating

View blog and video

Professor Sharon Parker discusses "job crafting", a new approach of re-designing work to be more engaging and meaningful.

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

@v

Work in which you are clear about your goals/responsibilities, get feedback, & know where your job fits in the big picture

Mastery
SMART
Work Design.

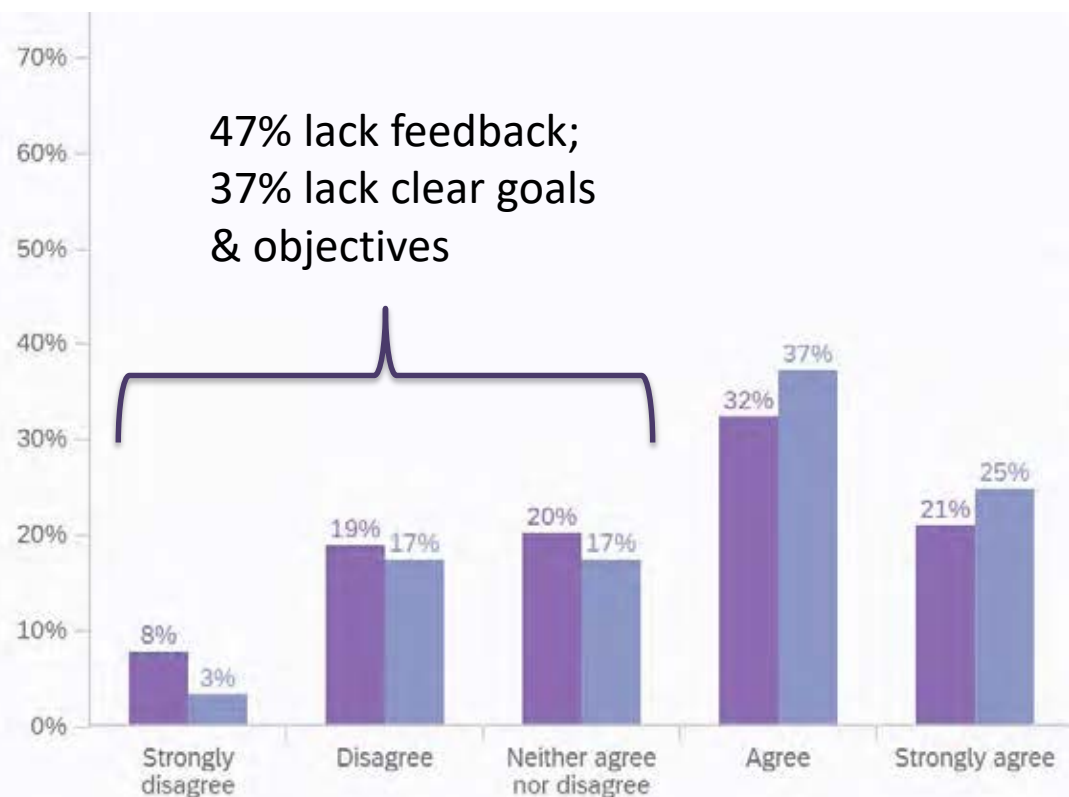"Regular appraisals help you to improve or to give you feedback if you did well"

Aged-care assistant

"Sometimes when you feel tired, you get emails or stars to tell you thanks. You feel appreciated"

Curtin University
FUTURE OF WORK INSTITUTE

CENTRE FOR TRANSFORMATIVE WORK DESIGN

sharonkparker.com

Working From Home Challenges With Mastery

- Lack of clarity about expectations e.g., for hours
- Less feedback
- Disconnection/ not understanding how things fit together

47% lack feedback;
37% lack clear goals
& objectives

Working From Home- Challenges With Mastery

Likely to have important consequences

	Mental Ill-Health	Burnout	Procrastination	Job Satisfaction	Core performance	Performance Adaptivity	Proactivity
Job feedback – T1	-0.15	-0.26	-0.08	0.20	0.11	0.20	0.27
Task Identity – T1	-0.09	-0.16	not tested	0.15	0.14	0.16	0.16
Feedback from others – T1	-0.01	-0.30	-0.06	0.26	0.01	0.21	0.38
Role clarity – T1	-0.28	-0.18	-0.38	0.30	0.33	0.27	0.13

- Feedback linked to lower burnout & higher proactivity
- Clarity linked to lower mental ill-health, lower procrastination, and higher core performance & adaptivity

transformativeworkdesign.com

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

How to Increase Mastery When Working At Home

Individual Actions

- Ask for clarity if unsure of what to do
- Proactively seek feedback on your performance

Leader Actions

- Ensure people are clear about how you want to work together (e.g., hours of availability, new norms, etc)

- Build feedback into virtual meetings (don't wait for appraisals)

- Discuss the bigger picture (e.g. competitors, clients, etc)

2. Set up your team for success during COVID-19 crisis

View blog and video

Professor Sharon Parker gives managers three tips for setting a team to work successfully from home:
1. Provide support | 2. Discuss how to work together | 3. Don't forget the big picture.

@wetransformwork

transformativeworkdesign.com

Autonomy over when, how, where you do your work, and influence over decisions that affect your work

Academic

"What I want in my next job is a unit with some autonomy to make decisions... I'm exiting..."

"Every new thing that's centralized is another blow to innovation"

Risks of Low Agency Work - When Working From Home

- Prior research shows the benefits of remote work for productivity and well-being come from greater autonomy at home. Appears true here.
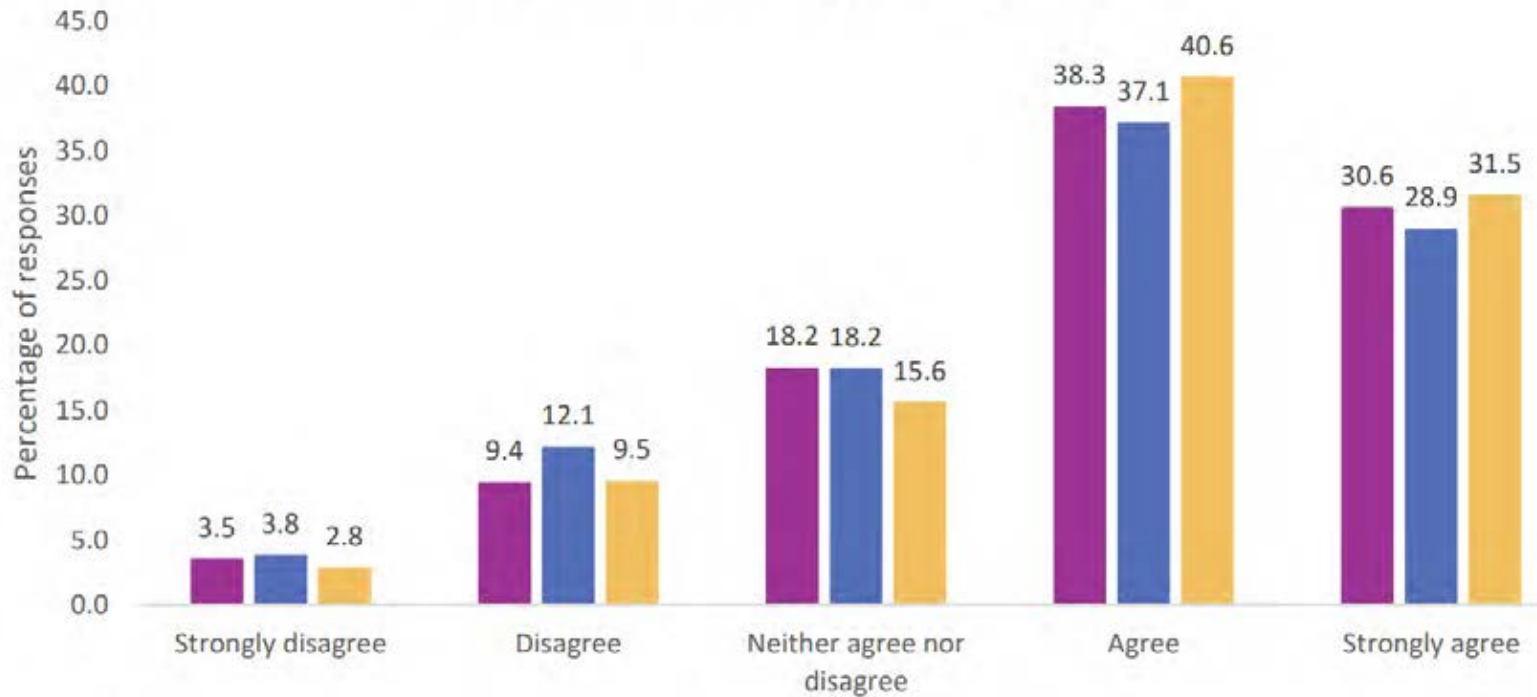
"Even though I usually have scheduling autonomy, it feels greater because I can take breaks and use time completely as I see fit"

"it is great being able to take regular breaks"

"The flexibility to stay home when feeling slightly unwell or tired or when my child is sick without feeling guilty not going into the office"

	Mental Ill-Health	Burnout	Procrastination	Job Satisfaction	Core performa	Adaptivity	Proactivity
Decision-making Autono	-0.38	-0.12	-0.28	0.29	0.34	0.21	0.00
Scheduling Autonomy– T	-0.39	-0.11	-0.39	0.26	0.35	0.25	0.02
Method Autonomy – T1	-0.31	-0.05	not tested	0.27	0.28	0.19	0.04
Close monitoring	0.50	0.42	0.34	-0.29	-0.29	-0.20	-0.06
Pressure to be available	0.20	-0.10	0.23	0.03	-0.11	0.09	0.28

Curtin University
FUTURE OF WORK INSTITUTE

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Decision Making Autonomy

- This week, the job provided me with significant autonomy in making decisions.
- This week, the job allowed me to make a lot of decisions on my own.
- This week, the job gave me a chance to use my personal initiative or judgment in carrying out the work.

Working From Home Challenges
- Many employees feel micro-managed
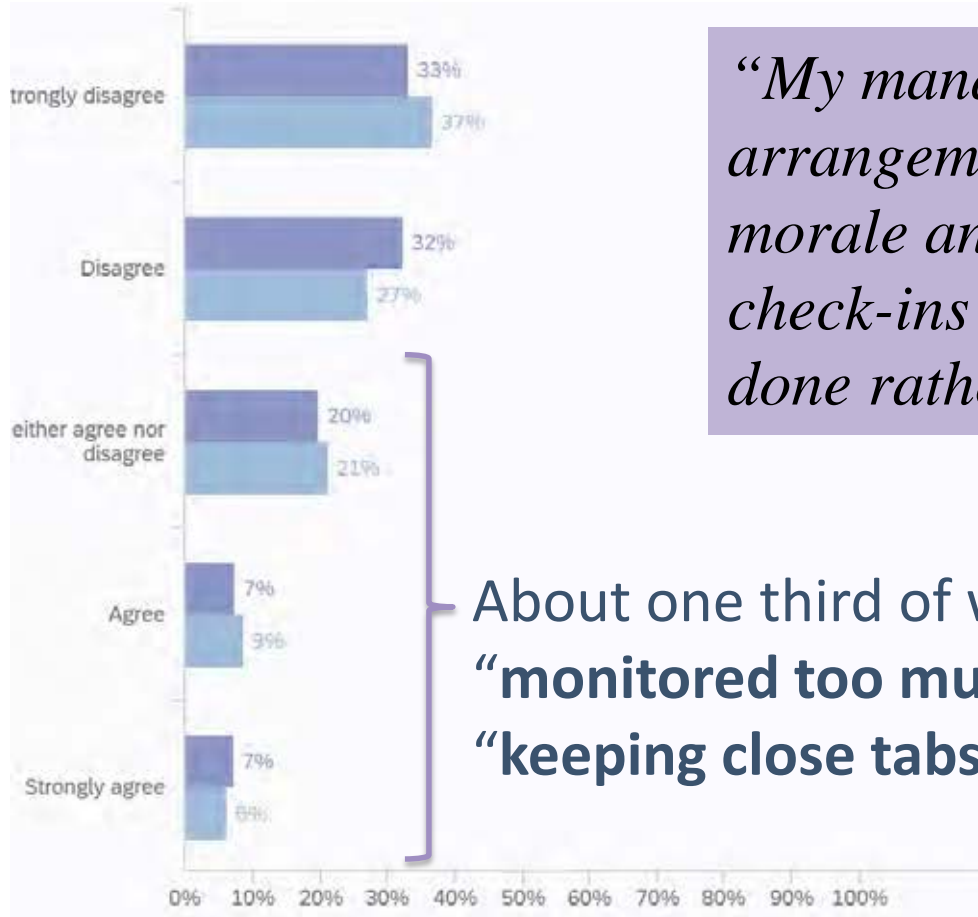
> "*My manager tends to micromanage more with WFH arrangements which can be demotivating and affects morale and motivation. In one-on-one daily manager check-ins there is a tendency to focus on what hasn't been done rather than what has been achieved….."*

■ I was monitored too much.
■ My supervisor/ manager kept very close tabs on me by frequent checking

About one third of workers report being **"monitored too much"** and their manager **"keeping close tabs via frequent checking"**

@wetransformwork   transformativeworkdesign.com

Curtin University
FUTURE OF WORK INSTITUTE

CENTRE FOR TRANSFORMATIVE WORK DESIGN

sharonkparker.com

Working From Home Challenges

- Many employees feel they are expected to be "constantly available"

Legend:
- I experienced problems with my internet connection.
- I experienced technological problems (e.g. computer freezing, viruses, comp...
- I needed more support with technological issues than I was able to get.
- I was expected to respond to electronic/telephone messages immediately.
- I was expected to be accessible at all times (e.g., through mobile phone, i...
- I was contacted about work-related issues outside of regular work hours.

Chart categories: Very little (13%, 16%), Sometimes (16%, 15%), A moderate amount (31%, 34%), Often (32%, 28%), A great deal (8%, 8%)

Large numbers of people feeling pressure to be 'present' at all times & to work outside of hours

@wetransformwork

transformativeworkdesign.com

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

sharonkparker.com

One reason that managers' monitor too closely & expect people to be constantly available is they don't trust their employees'

Focusing just on the managers….

- I doubted the ability of my employees to perform their jobs.
- I questioned my employees knowledge about the work that needed to be d
- I expressed lack of confidence in my employees' work skills.

About one third of **managers** report a lack confidence in their employees to do their work

Strongly disagree 22% / 28%

Disagree 27% / 21%

Neither agree nor disagree 19% / 17%

Agree 21% / 21%

Strongly agree 12% / 14%

@wet

Curtin University
UTURE OF WORK INSTITUTE

38% of managers (N=215) believe the **performance** of remote employees is *usually lower* than that of people who work in an office/work setting

How to Increase Agency For Workers At Home

Leader Actions

- Don't expect constant availability or instant responses
- Trust your employees – motivate vs control

Manage by outputs (results) & rather than inputs

-53% report being judged by results

Provide support

– Wang, Lui, Parker (in press) of Chinese workers in lock down Support reduced procrastination behavior

6. Tethered or trusted? The "There's no excuse not to be at your desk" phenomenon

Professor Sharon Parker discusses the importance of conveying to your workers that you trust them, to give them as much autonomy and flexibility as suits the situation and the person, and focus on the results your team deliver.

View blog and video

@wetransformwork

transformativeworkdesign.com

Curtin University
FUTURE OF WORK INSTITUTE

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Having social contact with others, being supported and part of a team, and making a difference to others

Relational

S M A T

Work Design.

Child care worker

"Being part of a good team is so important"

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

R elational
S M A T
Work Design.

"You get put down a lot for the way you look..
You're constantly getting told how S*** you are...
You support each other to get through"

Dancer

Relational

SMART Work Design.

Working From Home Challenges
- Social isolation & loneliness
- Professional isolation
- Co-ordinating via virtual teams

Loneliness

*Working from home can be rather **lonely**... Harder to feel energised – miss the external stimulation, talking to colleagues..I miss helping people with advice and support.... I miss laughing & hearing stories about colleagues' dogs and kids. **As an introvert, this has been the most surprising aspect of working from home**"*

Co-ordination

*"Our team is definitely less of a team right now. ....the times where you might just pull someone in for their opinion. **That doesn't happen nearly as much anymore** so I can imagine over time strategic vision or direction would just fall by the wayside"*

*"**Resolving issues** isn't as easy when you're unable to turn around to a colleague to discuss face-to-face."*

Relational

S M A T

Work Design.

Working From Home Challenges

	Mental Ill-Health	Burnout	Procrastination	Job Satisfaction	Core performa	Adaptivity	Proactivity
Beneficiary contact – T1	-0.05	-0.18		0.25	0.10	0.22	0.19
Colleague support– T1	-0.31	-0.19	-0.29	0.29	0.26	0.26	0.18
Managerial support – T1	-0.14	-0.18	-0.12	0.30	0.16	0.23	0.24
Task significance – T1	-0.12	-0.13	not tested	0.27	0.21	0.24	0.23

Colleague support is especially important for mental health

Managers' support is key too

@wetransformwork

transformativeworkdesign.com

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

Relational
SMART Work Design.

How to Increase Relational Work For Workers At Home

Individual actions

• Actively plan to connect with people

• Orchestrate 'water cooler moments'

• Build high quality connections

• Job crafting social resources

• Continue to focus on professional development

• Support your colleagues

Leader actions

• Provide emotional & practical support, one on ones, check ins

• Provide development opportunities to all eg via challenging tasks, projects

• Learn the skills for managing virtual teams (e.g., some informal chat, participation of all, etc)

• Enable 'water cooler' conversations

5. High quality connection (And we're not talking about the Internet)

Professor Sharon Parker discusses how to go beyond simple connection between colleagues a

2. Set up your team for success during COVID-19 crisis

Professor Sharon Parker gives managers three tips for setting a team to w
1. Provide support | 2. Discuss how to work together | 3. Don't forget the b

@wetransformwork

transformativeworkdesign

Having emotional, cognitive, workload & other demands that are experienced as tolerable

SMAR**T**olerable demands

Work Design.

"The biggest challenge is having enough time"

Time pressure | Intellectual demands

"Most people don't realise that surgeons see things and deal with difficult situations, like where someone is terminally ill"

Emotional demands

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University

FUTURE OF WORK INSTITUTE

Tolerable **SMART** Work Design.

Working From Home Challenges

- Home-work interference (kids home from school)
- Technology hassles
- Poor communication

	Mental Ill-Health	Burnout	Procrastination	Job Satisfaction	Core performance	Performance Adaptivity	Proactivity
Workload – T1	-0.08	0.11	-0.14	0.15	0.19	0.16	0.16
Work-Family Conflict – T	0.21	0.19	0.25	-0.02	-0.15	-0.04	0.05
Work-home interference	0.39	0.29	0.30	-0.22	-0.33	-0.17	-0.03
Emotional demands – T1	0.12	-0.04		0.11	-0.08	0.09	0.19
Poor communication – T	0.48	0.24	0.44	-0.16	-0.39	-0.26	0.00
Hassles – T1	0.57	0.31	0.36	-0.23	-0.39	-0.23	0.01

Work-home interference

Technology hassles

"Differentiating work and home space – work seeps into non-work time and spaces; It's harder to shut down. There can be less distinction between work and personal life when I work from home, making it harder to shut down and more likely that I will overwork"

"Technology issues can severely impact productivity. It is a lot harder for a corporate IT team to support remote access with so many different possible points of failure being introduced by working from home (local network, router, NBN/ISP, gateway in to the corporate network, etc)"

@wetransformwork

transformativeworkdesign.com

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

Tolerable SMAR Work Design.

How to Ensure Tolerable Demands For Workers At Home

Individual Actions

- Self-compassion
- Build "SMAR" (e.g., ensuring you have support, etc)
- Have breaks & engage in recovery
- Segmentation or integration strategies
- Share domestic responsibilities

3. Be kind to yourself: Self-Compassion in Difficult Times

7. Switching Off: Recovering After A Long Day At The Desk

4. To dress or not to dress: Getting into a Work Mindset

Professor Sharon Parker discusses a key challenge of remote working- the lac of greater autonomy (agency). She describes research about how office dress

Leader actions

- Observe for signs of stress
- Providing support
- Allowing flexibility and autonomy
- Establish boundaries & norms
- Help to address technology demands

9. Are you a *Zoom Zombie*? How to take control of your virtual meetings

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University — FUTURE OF WORK INSTITUTE

sharonkparker.com

SUMMARY – the powerful role of SMART work during remote working

		Mental Ill-Health	Burnout	Procrastination	Job Satisfaction	Core performance	Adaptivity	Proactivity
S	Task variety – T1	-0.19	-0.13	-0.15	0.27	0.21	0.22	0.16
	Problem solving – T1	-0.14	0.04	not tested	0.14	0.21	0.14	0.12
	Underload	0.53	0.25	0.37	-0.25	-0.38	-0.26	-0.09
M	Job feedback – T1	-0.15	-0.26	-0.08	0.20	0.11	0.20	0.27
	Task Identity – T1	-0.09	-0.16	not tested	0.15	0.14	0.16	0.16
	Feedback from others – T1	-0.01	-0.30	-0.06	0.26	0.01	0.21	0.38
	Role clarity – T1	-0.28	-0.18	-0.38	0.30	0.33	0.27	0.13
A	Decision-making Autonomy	-0.38	-0.12	-0.28	0.29	0.34	0.21	0.00
	Scheduling Autonomy – T1	-0.39	-0.11	-0.39	0.26	0.35	0.25	0.02
	Method Autonomy – T1	-0.31	-0.05	not tested	0.27	0.28	0.19	0.04
	Close monitoring	0.50	0.42	0.34	-0.29	-0.29	-0.20	-0.06
	Pressure to be available	0.20	-0.10	0.23	0.03	-0.11	0.09	0.28
R	Beneficiary contact – T1	-0.05	-0.18		0.25	0.10	0.22	0.19
	Colleague support – T1	-0.31	-0.19	-0.29	0.29	0.26	0.26	0.18
	Managerial support – T1	-0.14	-0.18	-0.12	0.30	0.16	0.23	0.24
	Task significance – T1	-0.12	-0.13	not tested	0.27	0.21	0.24	0.23
T	Workload – T1	-0.08	0.11	-0.14	0.15	0.19	0.16	0.16
	Work-Family Conflict – T1	0.21	0.19	0.25	-0.02	-0.15	-0.04	0.05
	Work-home interference	0.39	0.29	0.30	-0.22	-0.33	-0.17	-0.03
	Emotional demands – T1	0.12	-0.04		0.11	-0.08	0.09	0.19
	Poor communication – T1	0.48	0.24	0.44	-0.16	-0.39	-0.26	0.00
	Hassles – T1	0.57	0.31	0.36	-0.23	-0.39	-0.23	0.01

Correlations
.15-2
.2-.3
.3-.4
.40 above

transformativeworkdesign.com

Curtin University
FUTURE OF WORK INSTITUTE

CENTRE FOR TRANSFORMATIVE WORK DESIGN

sharonkparker.com   https://www.linkedin.com/in/sharonkparker/

The Future

ARLINGTON, VA, April 3, 2020

Gartner CFO Survey Reveals 74% Intend to Shift Some Employees to Remote Work Permanently

Nearly Three in Four CFOs Plan to Shift at Least 5% of Previously On-Site Employees to Permanently Remote Positions Post-COVID 19

A Gartner, Inc. survey of 317 CFOs and Finance leaders on March 30, 2020* revealed that 74% move at least 5% of their previously on-site workforce to permanently remote positions post-COVID 19.

"This data is an example of the lasting impact the current coronavirus crisis will have on the w companies do business," said Alexander Bant, practice vice president, research for the Gartne Finance Practice. "CFOs, already under pressure to tightly manage costs, clearly sense an opportunity to realize the cost benefits of a remote workforce. In fact, nearly a quarter of respondents said they will move at least 20% of their on-site employees to permanent remote positions."
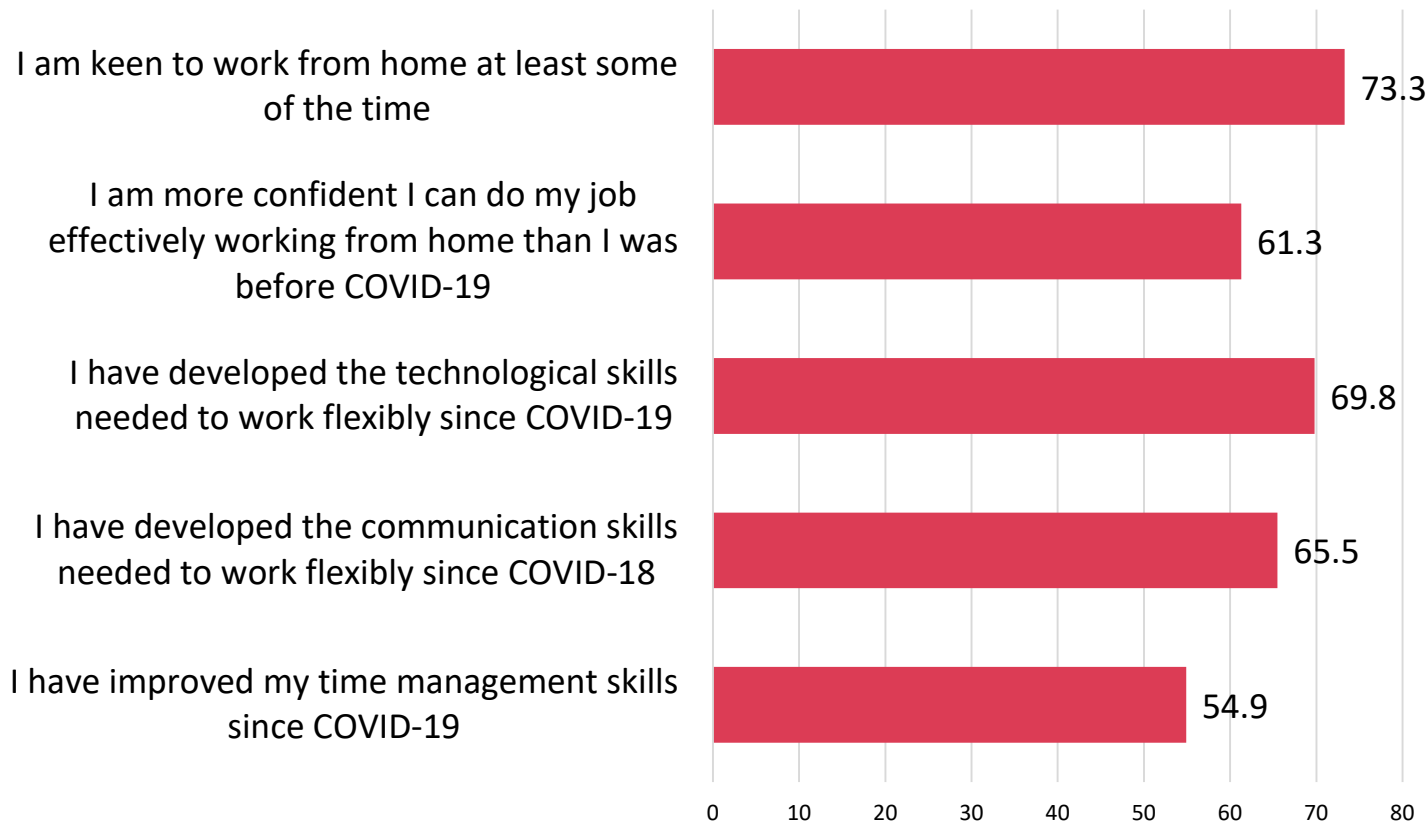
FINANCIAL TIMES

HOME WORLD US COMPANIES TECH MARKETS GRAPHICS OPINION WORK & CAREERS LIFE & ARTS HOW TO SPEND IT

CORONAVIRUS **BUSINESS UPDATE**
Get 30 days' complimentary access to our Coronavirus Business Update newsletter

Property sector   + Add to myFT

The end of the office? Coronavirus may change work forever

Business ease in adapting to lockdowns changes attitudes to remote set-ups

@wetransformwork   transformativeworkdesign.com

Working From Home Survey
Attitudes towards working from home
(N=614 WFH most of the time, wave 4)

I am keen to work from home at least some of the time — 73.3

I am more confident I can do my job effectively working from home than I was before COVID-19 — 61.3

I have developed the technological skills needed to work flexibly since COVID-19 — 69.8

I have developed the communication skills needed to work flexibly since COVID-18 — 65.5
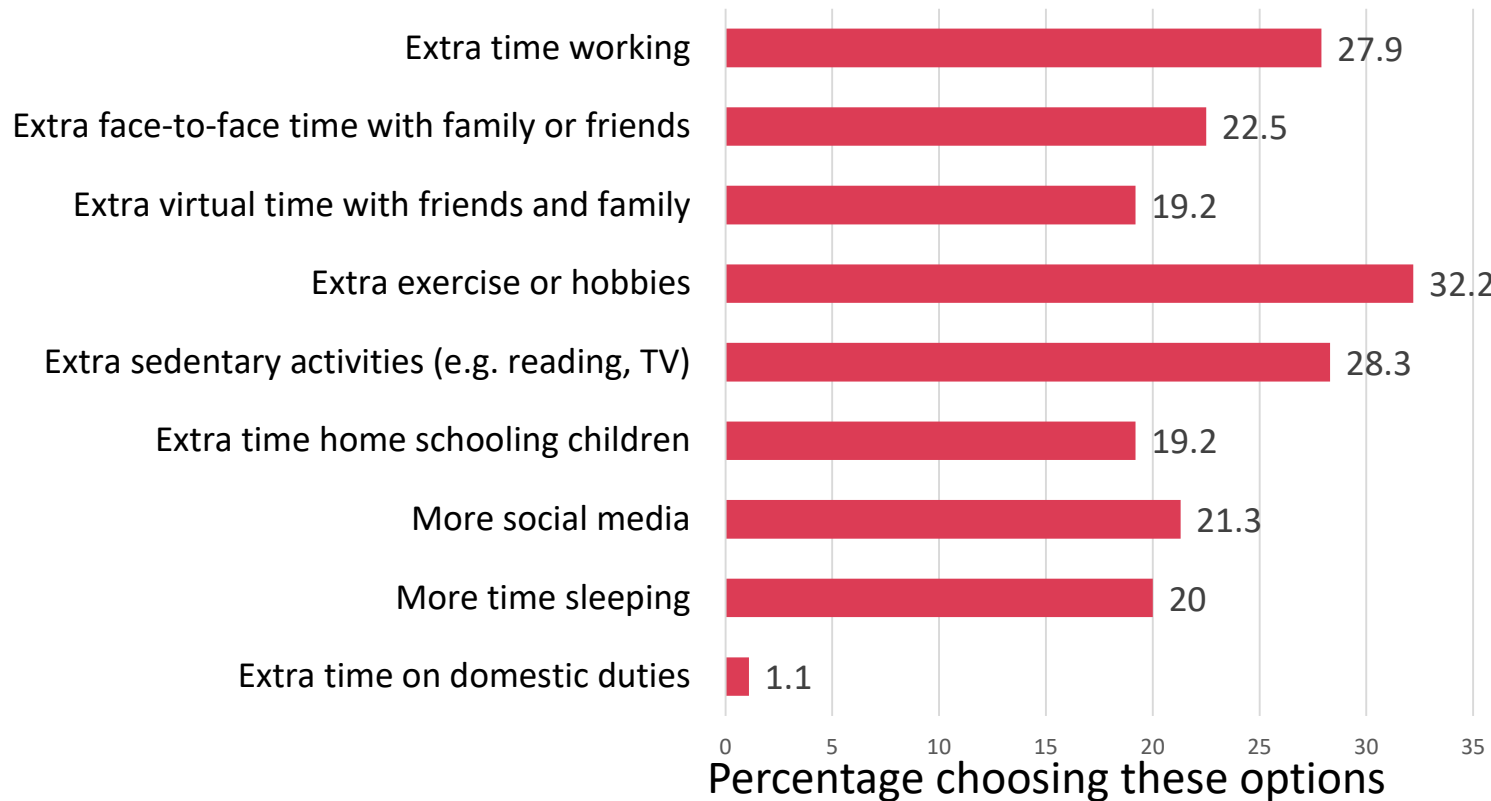
I have improved my time management skills since COVID-19 — 54.9

% who agree or agree strongly to statements about **desire to work from home** in the future, and **skills learned**

transformativeworkdesign.com

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

Working From Home Survey
Impact of WFH on commuting
(N=614 WFH most of the time)

0-300 minutes commuting time saved per day.

Average saved= 78 minutes each day (SD= 60 min)

@wetransformwork

transformativeworkdesign.com

Curtin University
FUTURE OF WORK INSTITUTE

CENTRE FOR TRANSFORMATIVE WORK DESIGN

No – lets not throw the baby out with the bathwater!

IS TH⬛⬛E OFFICE?

Although society as a whole has adopted remote working policies and seemingly ended the centralized office, this shift in the workforce means more than just working from home.

Although the office was once deemed as the necessary hub of collaboration and productivity, many experts are now claiming the end of the workspace. Even major companies are pivoting towards a more distributed workforce, with Twitter offering its employees the ability to work from home indefinitely and Facebook revealed it expects at least half of its workforce will be in remote positions in the next few years.

While some companies may not fully commit to the remote workforce, a hybrid of in-office workers and remote employees could become more popular. Many experts argue that an office is necessary as humans need socialization to remain productive and mentally healthy.

Key Takeaways

Rather than focus whether working from home **or** office is healthier and more productive….

some combination of both gives best of both worlds, according to Pre-COVID remote working research, and this is likely to be true in the future

So we need to better gear up for mixed models of working. Which means….

Work in both places needs to be well designed. In this study, around about one third lacked SMART work, with consequences for well-being and productivity.

Help others working remotely by creating SMART work through leader behaviors, HR practices, and well-designed technology ("top down")

Help yourself make own work SMARTer through own actions and crafting ("bottom up")

@wetransformwork   transformativeworkdesign.com

CENTRE FOR TRANSFORMATIVE WORK DESIGN

Curtin University
FUTURE OF WORK INSTITUTE

Resources available!
And more findings from the survey

transformativeworkdesign.com/working-from-home

@wetransformwork   transformativeworkdesign.com

Thank you!

@wetransformwork

transformativeworkdesign.com