

change
coming?
whether you
like it or not!

Future of Work

Involving your employees in the big reset

Peopleinsight

Learn and share



Costa Antoniou

Senior Consultant,
People Insight



**Chelsea
Foxwell**

Head of Talent,
Ruffer

- 12:00 **Intro: No one's going back: trends in future workplace design**
Costa, People Insight
- 12:10 **How Ruffer is using employee feedback to shape the future work experience**
Chelsea, Ruffer
- 12:25 **Q&A**
Costa, Chelsea, all
- 12:35 **Introducing SPRINT: An agile approach to designing a workplace where people thrive and your organisation succeeds**
Costa, People Insight
- 12:50 **Q&A**
Costa, Chelsea, all
- 13:00 **Close**

Established in 2004, we work with hundreds of organisations like yours to make change happen



Never before has there been a greater need to listen to employees

The **events of 2020** have meant that changes to working practices that once might have taken years, were **forced into the space of a few weeks.**



Covid-19
pandemic



Focus on
wellbeing



Leadership &
Comms.



Human
workplace



Diversity &
Inclusion

Listening is a critical part of an agile People Strategy to **involve our people**, understand their challenges and adapt the way we work

“

The workplace is not about one place you go to every day. It could be anywhere: a park bench, a restaurant table, a client office or the gym. It's all workplace now.

”

David Gooderham,
WSP

Things have changed

Where's the water cooler?

*"When he [Steve Jobs] was designing the building for Pixar...he made the decision to create **just one set of toilets**. These were in the atrium, meaning that people had to traipse across from all over the building. It seemed inefficient but forced people out of their usual niches and led to a **symphony of chance encounters**."*

Matthew Syed

Rebel Ideas: the power of diverse thinking





WeWork's CEO tells WSJ there is an easy way for companies to spot their most engaged employees: They're the ones who want to come back to the office. "Those who are least engaged are very comfortable working from home," he said.



WeWork CEO Says Workers Who Want Back Into the Office Are the Most Engaged

What is the data telling you?

Over the last year we have seen employee engagement increase by **7** points

Myth buster

PeopleInsight

Questioning expectations

My line manager gives me regular feedback on how I am doing

I have the equipment and resources I need to do my work properly

The purpose of the company makes me feel good about my work

The company does enough to support my health and wellbeing at work

Communications are good between different teams

+ 9

+ 10

+ 13

+ 23

+ 15

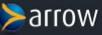
Trends in future workplace design

- Different role groups and objectives meant one approach would not fit all
- **Offices:**
 - Hybrid working style with a move to hotdesking
 - Creation of team 'neighbourhoods', including the ability to sit with other 'neighbourhoods'
 - Employee-line manager agreement of preferred number of days in the office
 - 1 - 2 days dominant preference however some prefer to go back full time (perhaps due to home space or inadequate broadband etc.)
- **Care** - no change currently due to a 'fixed base'. However - next phase is to explore how shift patterns can be more flexible
- **Housing** - beginning conversations around how often staff need to be in offices, possible hybrid style and potentially some fixed hours/days they to be in.



Trends in future workplace design

- Regular survey check-ins helped the conversation around flexible policies (3 days in the office and 2 from home on average)
- A 'Productivity Thermometer' introduced during the pandemic, which helped assess how people were doing working remotely
- Got rid of any concern that working from home equates to less productivity (productivity retain and even on slight upward trend).

The Working Productively from Home Thermometer 

I have an effective daily routine & structure? (E.g. "rituals" to start & end my day plus regular breaks)	Each day I ensure my tasks are sufficiently varied, stimulating & stretching?	Each day I eat at least one 'Frog'? (instead of procrastinating on tasks I get it done, and get a sense of accomplishment at the start of the day!)	I'm able to focus enough so that my priorities are achieved each day and I regularly stick to my hard stop?
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Working Productively from Home

This tool is aimed to helping us measure our productivity, wellbeing and resilience which is particularly important when working remotely 

The 16 indicators on the next slide can be used as questions to help both you and your team to take some time out to reflect on how things are going; they help change the pattern of conversation from "How are you?" and "Is everything ok?" and focus on key areas where improvement may be needed 



Trends in future workplace design

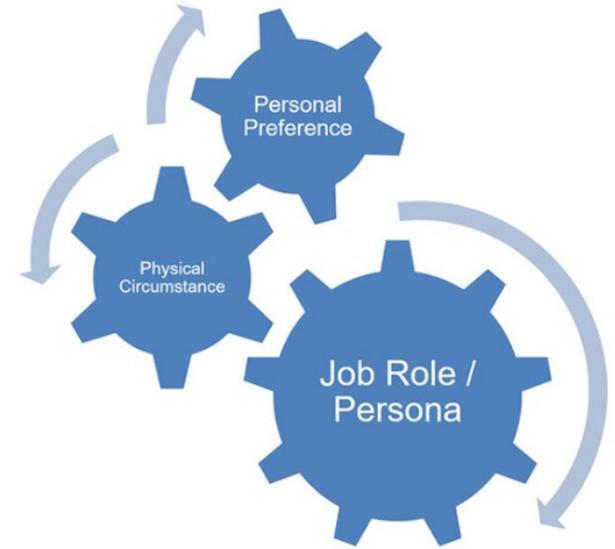
- Mixture of employees and currently going through refurbishing/rebuilding
- Looking to moving to hybrid working where possible and fitting this in to new contracts
- Encouraged all staff to submit flexible working requests (currently over 75% have already submitted requests) and most being met
- Looking to introduce more group tables rather than individual desks (will help people be more together when in).



**National
Portrait
Gallery**

Trends in future workplace design

- Framework. **Opportunity** (what opportunity is there in a role to allow flexible working), **Means** (what is one's physical environment like), **Motive** (personal preferences/circumstances)
- To prepare for a discussion, staff are asked to consider the key 'Opportunity' driver and the 'Means' and 'Motive' modifiers. **Requires maturity from everyone**
- Manager will review and consider what it means for the team and museum
- Trialing. No firm decision just yet.



“Going in seems daunting or brilliant, so you might want to give it a go and reach the right thing for you over the next few months.”

There is no textbook answer.
Stakeholders and colleagues must be involved in helping you design the best fit future workplace for your organisation.

Continued sense and respond approach



Responding and listening



Listening and testing



Preparing for the big reset

Company-wide meetings/communication

Listening

Team meetings and 121s Listening

Stakeholder discussions

Identifying options

Listening

Asking what the FoW might look like

Pulse survey

Input shouldn't end

2020

First 6 months of 2021

Onwards

How Ruffer is using employee feedback to shape the future work experience



**Chelsea
Foxwell**

Head of Talent,
Ruffer





Using employee feedback to shape the future work experience

Chelsea Foxwell

Head of Talent



- Ruffer is a privately owned Investment Management company
- Approximately 6,600 clients worldwide.
- Offices in London, Edinburgh, Paris, Hong Kong and Guernsey
- £22.2 billion of assets under management
- 333 staff members, 62 are partners in the firm

Changing business context:

- Enforced shift to remote working
- Increased pace of change
- New leadership structure
- Evolving people processes
- Ambitious growth plans

Our People are our Product:

- *We care about our people, so they can take care of our clients and investment performance*
- Getting input from our people will enable us to deliver more impactful solutions

Regular pulse surveys helped keep us connected, gather input, ideas and insights to influence and inform our Covid response plans and people processes, policies and programmes

Top Tip: *Don't ask a question about something you aren't willing to act on*

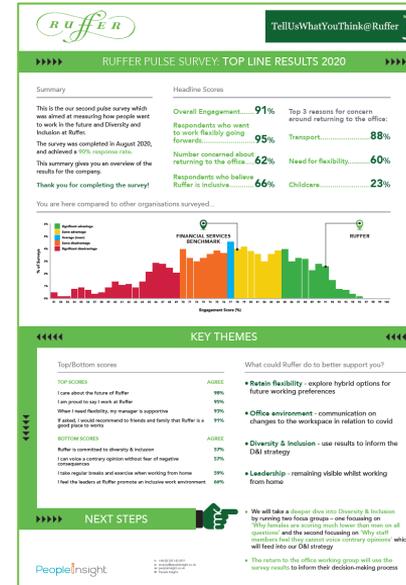
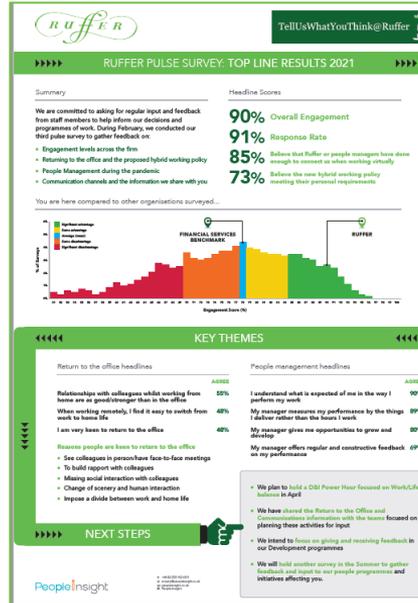
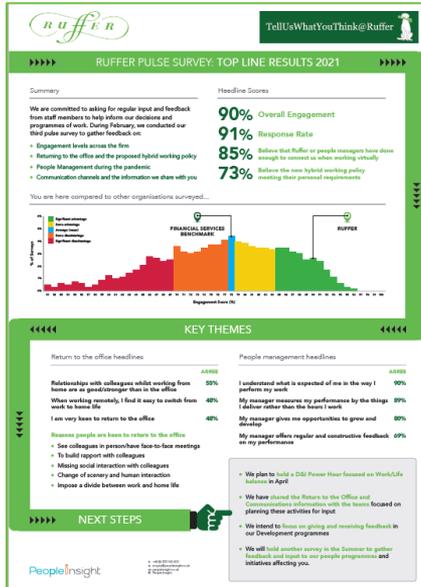
What have we done?

June 2020	September 2020	January 2021	June 2021
<ul style="list-style-type: none">• Engagement Questions• Return to the Office• Working Remotely• Mental Wellbeing• Technology Provision	<ul style="list-style-type: none">• Engagement Questions• Return to the Office• Diversity and Inclusion	<ul style="list-style-type: none">• Engagement Questions• Return to the Office• People Processes• Social Capital and Relationships	<ul style="list-style-type: none">• Engagement Questions• Return to the Office• Strategic Direction• People Processes

- Principles
 - Maximum of 22 questions each survey
 - 8 questions are consistent every time to track trends
 - Executive sponsors for other questions with clear agreement on actions
 - Quick turnaround timelines - survey open for 10 days, results shared within 14 days of survey closing with agreed actions
 - Never commit to more than 1-2 actions per survey

Top Tip: *Fewer actions agreed equals more impact in the firm when delivered well*

What have our people told us?



Impact - what have we done with our results?



- Informed our Future way of working:
 - Hybrid Working Policy – move to 60% office and 40% home
 - Refitting office to accommodate new ways of working
 - Provided everyone with new technology solutions
- Shaped People policies and processes
 - Wellbeing focus and providing Headspace, Mental Health First Aiders and Wellbeing communication channels
 - Changes to our Performance Management Process
 - Insights into a new development programme for People Managers
 - New strategy on Diversity and Inclusion and 12-18 month plan agreed
- Engagement levels maintained at over 90%

“ 'We're no longer just designing an environment, we're designing the **experience.** ”

Kay Sargent, HOK

SPRINT: An agile approach to designing a workplace where people thrive **and your organisation succeeds.**

It has to be right for you

- This is about you and not others
- Helping you to deliver against your organisational strategy
- Reinforcing the culture you want
- People needs and challenges



SPRINT: Future of Work Reset



Goals, target culture, outcome

Desk research



Focus groups

Ideation workshops



Insights & recommendations

Ad hoc analysis

Phase 1: Vision and alignment

Phase 2: Listening

Phase 3: Insight and recommendations

Project plan

Week 1 - 2

Senior stakeholder 121s

Future of Work pulse survey

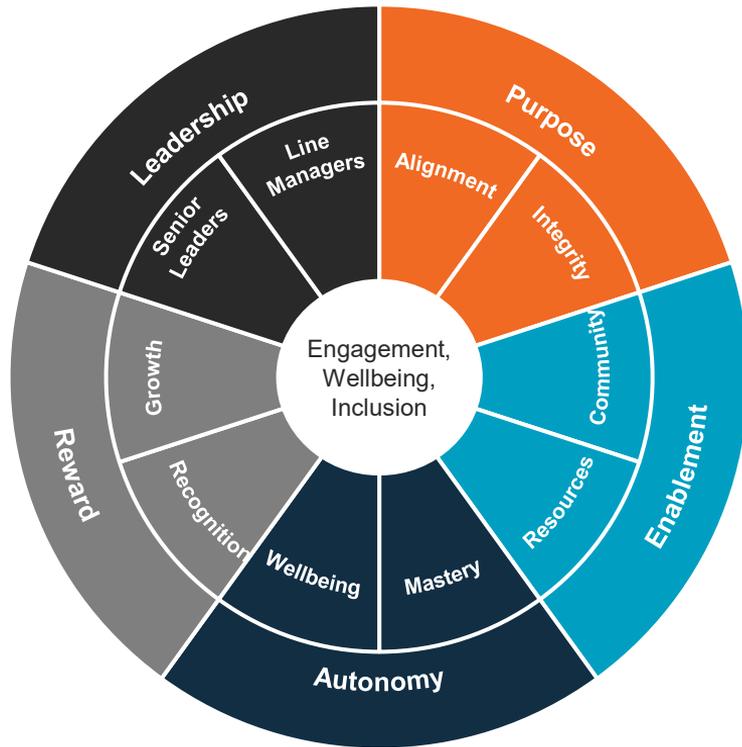
Week 2 - 4

Executive presentations

Week 5 - 6

Your "new" future

Driving your organisation forward



- How can we ensure employees remain connected to the organisational purpose and have a sense of belonging?
- How can we prevent silos from re-emerging and ensure colleagues are able to continue working well together?
- How do we enhance innovation and ensure new ideas are not missed?
- How do we ensure all employees continue to learn and develop and continue to recognise good performance?
- How can managers overcome the challenges they face in the new world of work?

Clear decision areas

Involve the experts, we're here to help

Look out for the **FoW**
SPRINT whitepaper that
will be sent out





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Q&A

change
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People*i*nsight

We don't just care about people, we care about the environment too



Eden Reforestation Projects
PLANT TREES | SAVE LIVES

For every attendee that joined today's learn share, we'll be planting 1 tree.

Thank you.



Special thanks:

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Thanks for joining us

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