

CONFERENCE

# New Reality – Life with COVID-19

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the WorkLife HUB

1 December 2021





# Focus on:

Psychological  
phases of the  
COVID-19 and  
our New Reality

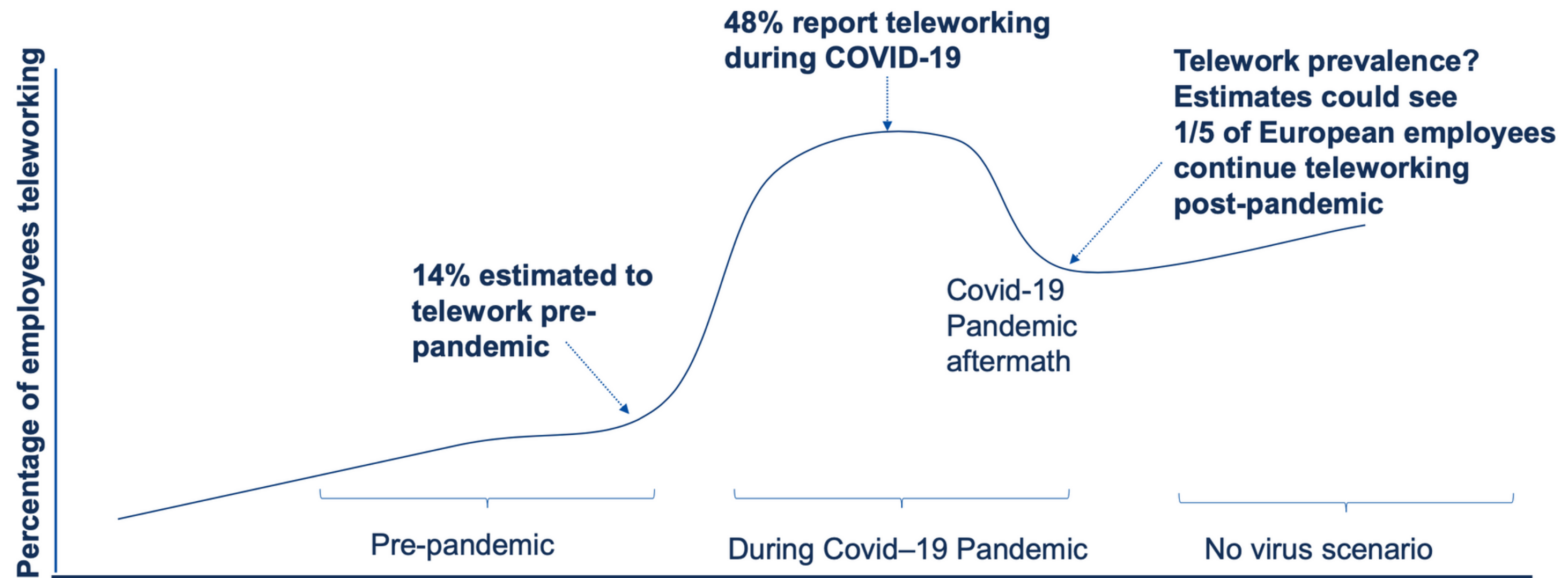


# Psychological Phases of COVID-19



(Adapted from Zunin & Myers as cited in DeWolfe, D. J., 2000. Training manual for mental health and human service workers in major disasters (2nd ed., HHS Publication No. ADM 90-538)

# Telework (hybrid working) is here to stay – but, how it will evolve?

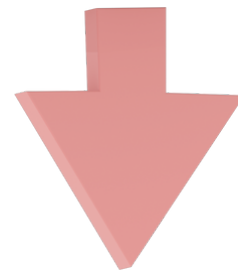




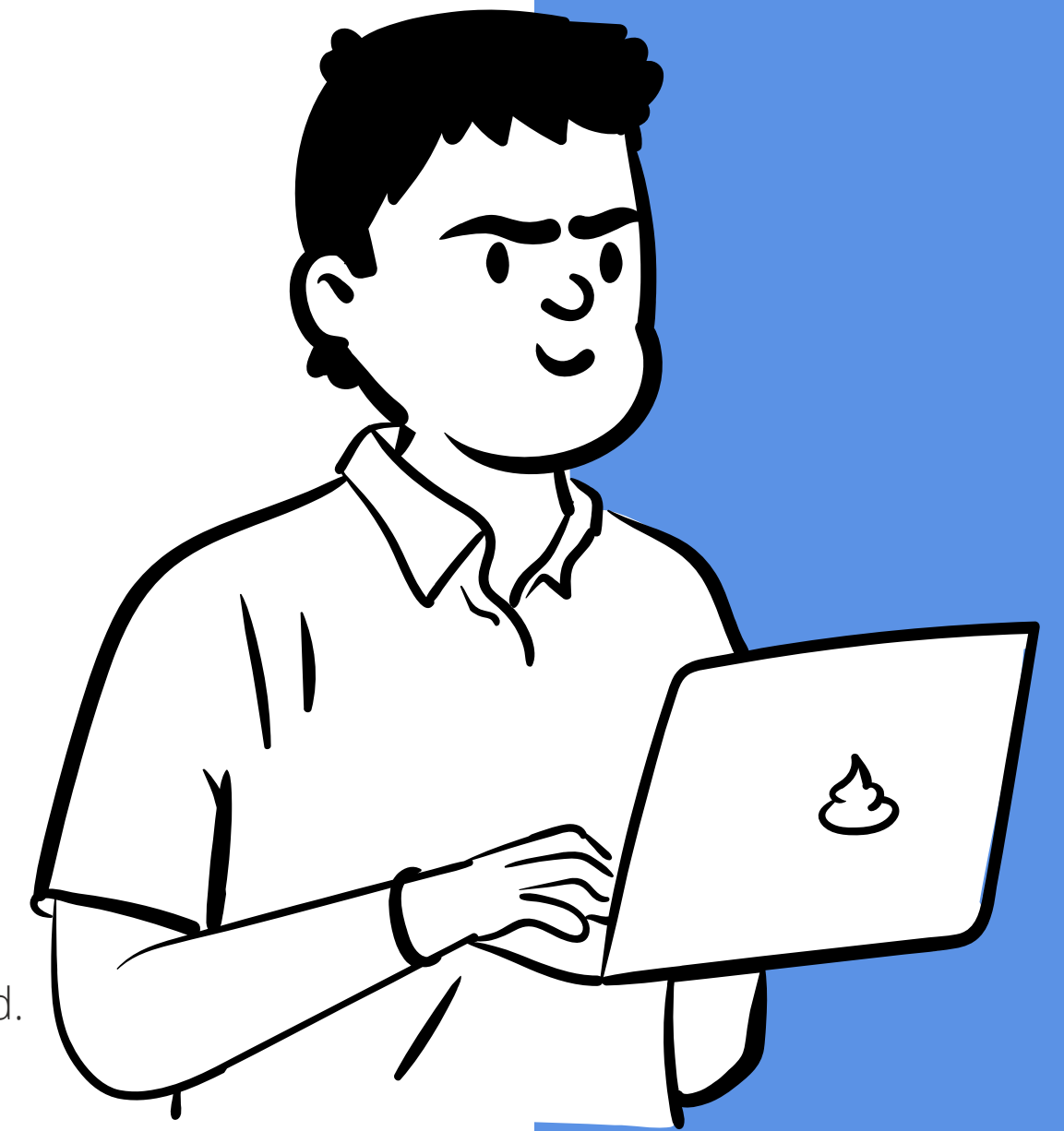
# The new normal: Hybrid working? – I.

## Employee wellbeing and mental health matters

While productivity remained the same or in some cases even increased during lockdowns, employees' responses on mental health and well-being ranked low – at 47 out of 100 – measured against the WHO-5 global standard.



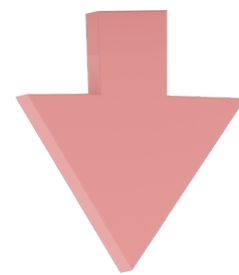
Key determinants of better mental health and wellbeing are working to contracted hours, satisfaction with work-life balance and frequent contact with line manager.



# The new normal: Hybrid working? – II.

## Social deficit and hybrid working

Many people express a strong need for connection and social support. Many miss the workplace as a source of social interaction. Digital communication has not been an adequate substitute for these interactions that enrich working life.



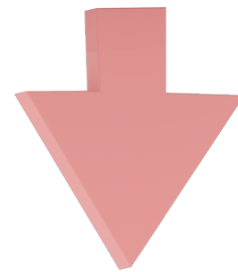
73% of employees wish to adopt a hybrid work arrangement – blending working from home with the communality of the office (Ministry of Economics estimates that about 38% of employees in the Latvian economy could work remotely.)



# The new normal: Hybrid working? – III.

## The pivotal role of line managers

Line managers made immense efforts to support their colleagues practically and emotionally. This was often invisible, yet time-consuming, work and no adjustments were made to their workload.



On the downside, working from home has exposed managers who lack empathy, have limited interpersonal skills, or are not suited to the complex demands of people management.





# Focus on:

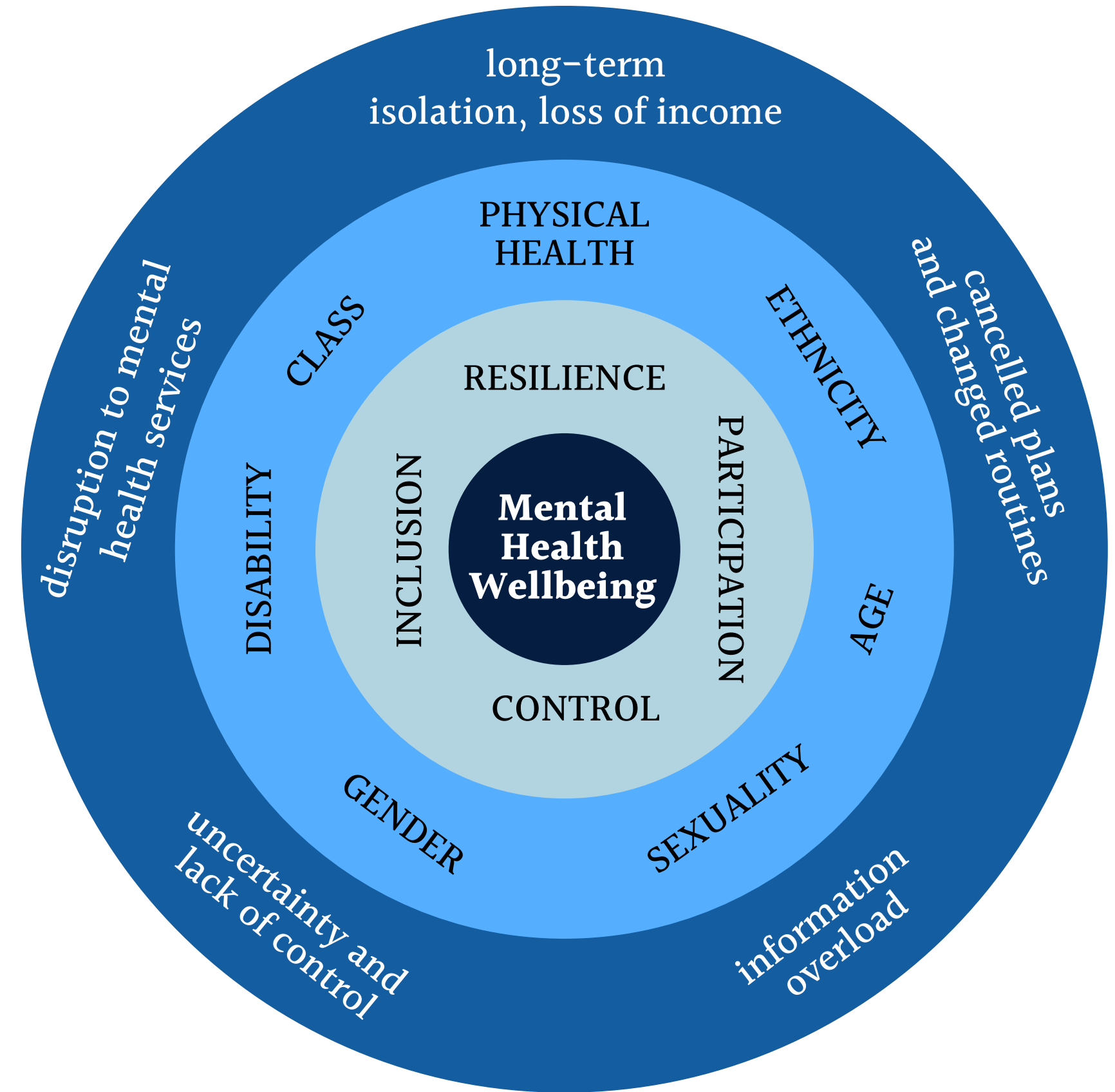
Employee  
wellbeing matters:  
Looking after the  
Mental Health and  
Wellbeing of  
employees





# Mental health and Wellbeing – COVID-19

What are the different factors that determine our mental health – and what are the additional 5 factors that come into play because of the pandemic?



# Employers supporting employee mental health and wellbeing during COVID-19 I.

## **Listen and develop organization-wide policies**

The majority of the organizations rolled out **employee wellbeing surveys, pulse surveys** or reinforced already existing platforms to collect feedback from staff (e.g. Barilla, Employee Resource Groups). This often led to the development of new company wide policies, strategies, actions etc.

## **Information and resource provisions**

Information through **intranets, newsletters, town halls** etc. **Accessible and reliable** mental and physical health and wellbeing support resources in the form of **information and employee assistance**. Staff councillors (UN), licensed councillors (Chevron), HR, team-leaders to be empowered to reach out to and support colleagues. Organization-wide mental health campaigns.

# Employers supporting employee mental health and wellbeing during COVID-19 II.

## **Daily wellbeing support**

Daily/weekly self-care videos, 1:1 health coaching for employees and their spouses, manager well-being calls (Culligan Water) weekly well-being communications, live meditation sessions and activity breaks, resiliency and stress management activities, morale-boosting activities (virtual drinks, cooking sessions etc.)

## **Work-life balance and self-care support**

Daily group counselling sessions for parents, adult caregivers, and people caring for family members with disabilities (EY). WLB support through work reorganisation, employer-supported childcare, pool of babysitters, employee mutual/peer support or paid leave.

# Employee wellbeing matters: Looking after the Mental Health and Wellbeing of employees



## Keeping up efforts

Employees have proved they are highly adaptable in these unusual times.  
Employers will need to prioritize employee wellbeing to support people and sustain performance.

Focus on wellbeing interventions and practical adjustments to workloads and working practices that remove burdens, ease intensity, and promote work-life balance.

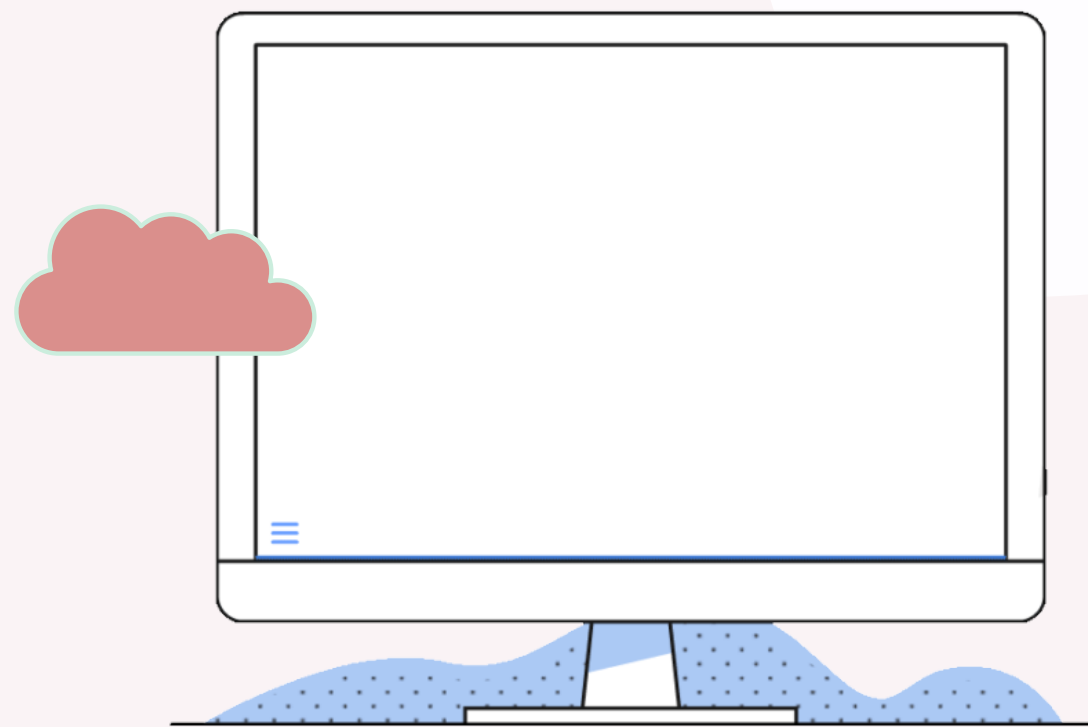
**Focus on:**

The pivotal  
role of line  
managers





# 7 Key Ingredients of effectively managing remote teams



**Work  
Organisation**

**Technology**

**Performance  
Management**

**Problem Solving**

**Communication**

**Wellbeing**

**Trust**

# 4 self-assessment questions for line-managers

**Q1**

**Do I know  
what a finished  
product looks  
like?**

**Q2**

**Can I explain it  
clearly to my  
team?**

**Q3**

**Do I know how  
long it takes to  
achieve that  
kind of result?**

**Q4**

**What are the  
resources that  
are needed to  
deliver this  
product?**

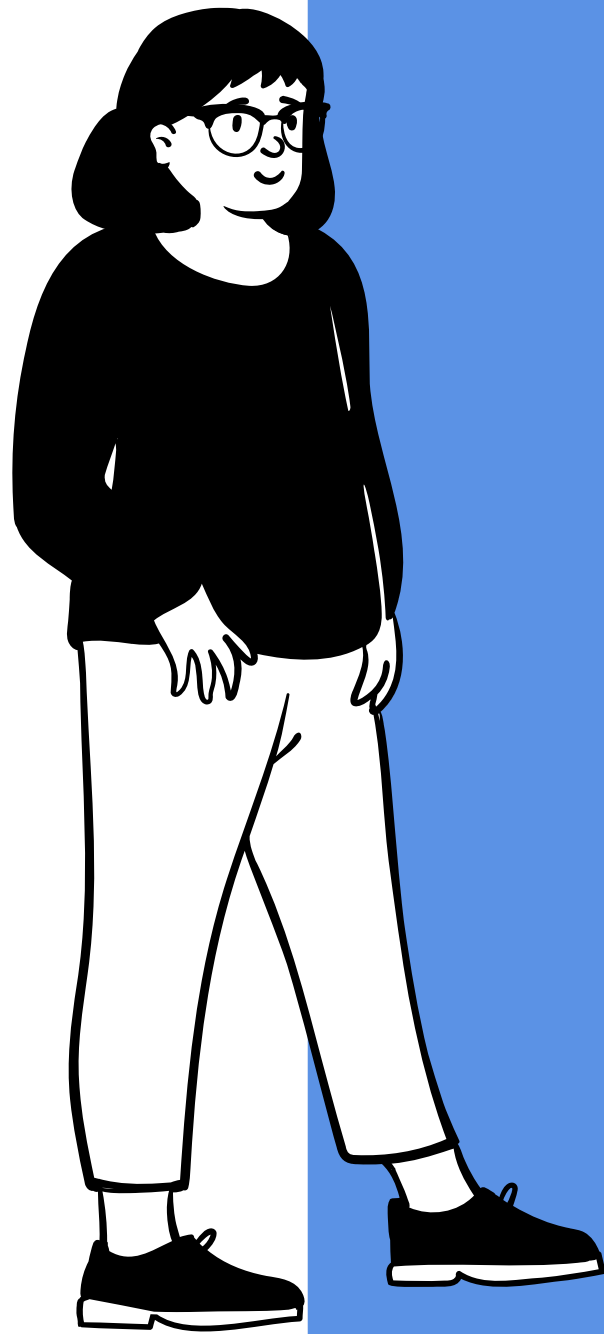
# The pivotal role of line managers



## Further guidance

Develop standards for good line management based on the new reality.  
Emphasise the social and interpersonal skills needed to support, motivate and engage people through changing circumstances.

Provide training that strengthens the management skills and capabilities that a future of hybrid and flexible working demands.



# Focus on:

Hybrid  
working – the  
new reality  
for many



# Companies moving to HYBRID



## Ericsson (global)

Ericsson allowed (November 2021) 50% of 102,000 employees to work remotely! Line managers will get to decide the specifics of this hybrid model for their respective teams.



## Cisco (global)

Cisco sets a hybrid work plan with no mandates for time in office (Oct 2021). Offices will be retooled to be centres of collaboration and purpose.



## Groglass (Latvia)

Groglass, a manufacturer of high-tech glass coatings has recently introduced hybrid working, including face-to-face work to foster collaboration and a sense of belonging.



## Tele2 (Latvia)

Tele2 has a hybrid work policy that includes a 100 day working from home option, a 400.000 EUR reconstruction with its "wellbeing" office space, and a dedicated employee wellbeing program.



# Hybrid working – the new reality for many



## Further guidance

Define what a hybrid working pattern looks like in every job role and develop approaches to managing hybrid working in practice.

Latent demand for permanent flexible working pattern changes has been unlocked. Employers must be ready to meet that demand with well-defined positions on hybrid and flexible working for every job role for the existing workforce and new recruits.

# Thank you!

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