

REMOTE WORKING

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RISK AND REGULATION

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TO THE FORE



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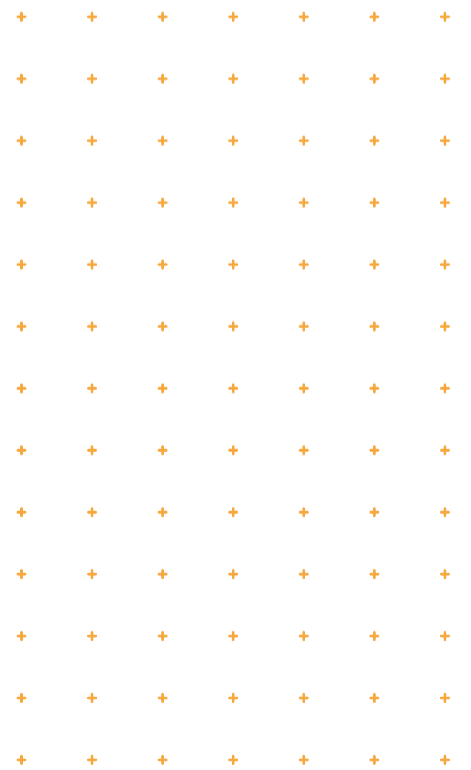
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REMOTE WORKING

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REGULATED INDUSTRIES

Balancing trust, risk and regulation

Regulated industries, such as insurance or wealth management, have been reluctant to embrace flexible working, but now the coronavirus has left them no choice

Ben Edwards

When companies in regulated industries wrote their business continuity plans, nobody imagined a scenario where all their offices would be shut at the same time and nearly all employees would be working from home.

While many organisations had already started exploring the potential for remote working before the coronavirus hit, regulated businesses have found it more of a challenge, given compliance controls mean some roles are not naturally suited to home working.

“Regulatory regimes definitely introduce a whole additional overlay of things that businesses need to worry about,” says Peter Bevan, global head of Linklaters’ financial regulation group.

“Financial services are subject to detailed regulation by the Bank of England and the Financial Conduct Authority, and it gives rise to two separate sets of issues. One is that working remotely can make it difficult to comply with specific regulatory requirements and second it introduces new types of risk into your business which you might not have previously accepted.”

An issue for investment banks, for instance, is maintaining effective supervision of traders, such as monitoring for market abuse and recording certain types of communications, he adds.

In other regulated industries, such as insurance, a challenge around remote working is protecting customer data. Danielle Harmer, chief people officer at Aviva, says this has meant ramping up risk-mitigation measures.

“In an ideal world, would you have colleagues speaking to customers over the phone at home, probably not. But you have to make decisions about risk,” she says. “From a mitigation perspective, we’ve said no paper can leave the office with any data on it and we’ve found new ways of making sure we can approve things remotely.”

Law firms have a similar issue. Susan Bright, managing partner of Hogan Lovells for the UK and Africa, says client confidentiality is key.

“People have to think about their home-working environment like they would the office in terms of what can be seen on computers and destruction of documents and so forth after you’ve been using them,” she says.

Regulated industries that handle customers’ money are also finding



remote working a challenge. Danny Cox, head of communications at investment service Hargreaves Lansdown, says some clients still send cheques through the post.

“You still need to have people in the office to be able to open post and bank cheques,” he says. “If we had to go to full quarantine measures and nobody was allowed in the office at all, then we’d have to rethink how we deal with cheques remotely and

I don’t think anyone in the industry has really got an answer for that yet.”

While much of the shift to remote working has meant regulated industries have had to invest heavily in technology, some human resources experts believe tech limitations are not the main reason why organisations were slow to roll out flexible-working programmes prior to the COVID-19 crisis.

82%

of US employees agree that working remotely would make them feel more trusted at work



OWL Labs 2019

65%

of businesses say a flexible workspace helps them reduce capital and operating expenditures, manage risk and consolidate their portfolio

65%

of workers believe businesses that tailor the work environment to the work function of staff are more productive

International Workplace Group 2019

“Typically, what drives decisions around employee requests for flexibility is the extent to which there is trust embedded in that relationship and managers on the whole have preferred to reject claims for flexibility,” says David Wreford, partner in Mercer’s workforce and careers business.

“What the COVID-19 situation has done is force organisations to trust their employees to work from home, so this is a massive pilot study questioning some of the attitudes that have historically existed and driven a reluctance to allow people to work remotely.”

For some businesses in regulated industries, however, the pandemic has helped speed up a transition to more flexible working patterns. Rose Thomson, chief HR officer at Standard Life Aberdeen, says her firm has been talking about flexible working for the past 18 months. In part, this is because the company recognises people are more engaged and committed when they are allowed to work in a way that suits them, but also because it can help support diversity and inclusion.

“This has probably accelerated maybe two years’ work from an HR perspective to getting people more used to working from home and to understand presenteeism isn’t necessary to get work done,” she says.

Harmer believes attitudes will also change at Aviva now people have seen many of the firm’s roles can be performed remotely.

“Our starting point has always been that we will consider any job to be worked flexibly, be it part time or from a different location, but people will be a bit more alert now to the art of the possible,” she says. “Some parts of it you might want to unravel, but some of it you might want to reinforce. We don’t need to demand people are in an office every day.”

Hogan Lovells has had a global agile working policy in place for the past four years, though Bright says its acceptance has varied across offices globally, something she expects will now change.

“We are in the middle of a project to find new premises for Hogan Lovells in London from 2026. We’ve shortlisted a number of buildings and I am pleased we haven’t signed on the dotted line because I think we may take the opportunity to think further about how we want to work, and the amount and type of space we need,” she says. “I see a potential for a seismic change in the way businesses may choose to operate going forward.” ●

Remote-working advice from the experts

Ten of Raconteur's writers offer advice for newcomers to remote working on how to stay productive and happy at home

Benjamin Chiou

For more than a decade, Raconteur has relied on the hard work of professional freelance journalists to create its special reports' content. So, as populations the world over continue to adjust to their new remote-working lives, who better to turn to for advice than our own writers, all of whom have been working from home for a lot longer than just two months. From what to wear to maintaining a work-life balance, we asked these seasoned pros in early-April for tips and first-hand experiences on how to make home working work for you.

Oliver Pickup

London-based writer, specialising in technology, business, sport and culture. Full-time freelancer since 2009.



"I've been freelancing for over a decade, working from home mostly. I love the flexibility and I'm now reasonably productive, too. But it took a while to, let's say, optimise my time. I've found creating a specific office area and keeping it tidy is important. But ordering the day is critical. Determine a to-do list before you begin work, plus a rough time limit for each task. Don't be afraid to invest in tech. A 50-inch monitor has improved my working life immeasurably, a decent webcam is advisable and surround-sound speakers certainly made it a more pleasurable experience."

Felipe Araujo

Writer and photographer based in Brussels. Full-time freelancer since 2015.



"I don't have a strict routine. I usually start whatever assignment I'm working on at my desk or at the kitchen table. But will stop for a couple of hours or more when I get stuck and get on with other things. Stepping



Shutterstock/LightFieldStudios

away from the work for a while tends to do the trick. Some people forget they are working remotely and that they don't have to abide by the conventions of a traditional office environment. For instance, a lot of my best writing has been done late at night. I take full advantage of the fact that no one is watching. As long as you deliver quality work, on time, you can play with the time however suits you best."

Daniela Morosini

London-based writer and presenter specialising in beauty, lifestyle and pop culture. Full-time freelancer since 2016.



"Everyone hits their productivity peak at a certain time of day. For me, I like to send emails that are bugging me or send interview requests first thing, read the news for about half an hour and then I hit my stride around 10am. The hours fly by until early afternoon, so I make a note of getting into anything particularly gnarly – editing something long, researching complex topics, transcribing – when I'm at that peak. Any phone calls come before this, to avoid clock-watching and feeling like I'm running late, and anything after is something less intensive, like replying to emails and mapping out next action points."

Josie Cox

Journalist, commentator and former newspaper editor based in New York. Full-time freelancer since 2018.



"I've worked as a freelance journalist since having a baby two years ago. Working from home allows me to accommodate childcare, particularly as my husband works long hours and travels a lot. I have a routine that I loosely follow every day, both to stay motivated and to make sure the boundaries between work and non-work aren't compromised. I never have meetings before 9am and, whenever possible, I'll explicitly schedule at least an hour of exercise into my day. I try not to work in the bedroom or eat at my desk. I'll often work after my daughter has gone to bed, but I'll always take a break in the evenings for dinner and to spend time with family."



No one is watching. As long as you deliver quality work, on time, you can play with the time however suits you best

Marina Gerner

London-based journalist, specialising in finance, books and arts. Full-time freelancer since 2018.



"Whenever you're limited to a physical space, as many of us are right now, I think it helps to use your body to demarcate the day. So, I go on a walk first thing in the morning, like a pseudo-commute, because I can't just roll out of bed and start writing in the living room. And in the evening, I look for ways of expressing 'OK, now it's my evening' by making a physical change, too. That could be a shower, baggier trousers, some yoga, challenging my partner to a dance battle or even just sitting on the other end of the couch."

Rich McEachran

Journalist and copywriter based in Portsmouth covering business, tech and innovation. Full-time freelancer since 2015.



"Don't be surprised if the novelty of working from home has already worn off. Making the commute from your bed to your desk can take longer than a journey into the office, especially if you don't impose a structure

on yourself, including getting out for some fresh air once a day. I am a bit of a creature of habit. To kick my day off, I would usually go for a walk to clear my head (I'm fortunate enough to live ten minutes from the sea), set up base in a café or library around 9am and stay there until just after lunch. I would usually arrange any interviews or calls for the afternoons. Getting motivated each morning during the lockdown has been the biggest challenge. I go for my one permitted exercise a day first thing in the morning and then try my best to stick to a routine. And I'm learning not to be too hard on myself if I fail. As well as structure, wear comfortable, casual clothes to get you into the right mindset. Don't be too sloppy, but don't wear a suit either."

Almaz Ohene

London-based creative copywriter and journalist, covering advertising, marketing and sexuality. Full-time freelancer since 2019.



"I schedule varied work tasks for myself each day. This means I avoid having that excruciatingly boring day at the end of each month when invoicing needs to happen. And I make sure to do some non-screen-based work at regular intervals. For me, this is usually lying on the sofa,

“
Try out early starts, long lunch breaks, all-nighters, four-day weeks. Find out what works for you and build your routine around it

you and build your routine around it. That said, I change my work patterns fairly regularly. Why? To avoid getting into a rut and, well, because I can.”

Suchandrika Chakrabarti
 Journalist, pod-caster and media trainer based in London. Full-time freelancer since 2018.



“Working from home leads to working longer hours, leaving me feeling depleted of motivation and creativity. Antidotes are connection and movement. Make appointments to have cups of tea over calls with colleagues. Try to take a walk or get some exercise daily. Take backache seriously. Create a workplace in your home that fits your needs. My best purchase has been a laptop desk, which can be used to work in bed or on a kitchen counter as a standing desk. It’s also helpful for angling my laptop camera just right to look presentable in Zoom calls.” ●

recording voice notes for myself on where I need to make edits in my writing and how I need to approach them. I schedule co-working hangouts with other freelance friends so we can catch up over a long lunch; this frees up time for self-care activities in the evenings. After filing a piece of work, I’ll often reward myself with a short nap. Would highly recommend.”

Magda Ibrahim
 London-based journalist covering news, business, health, equality and parenting. Full-time freelancer since 2013.



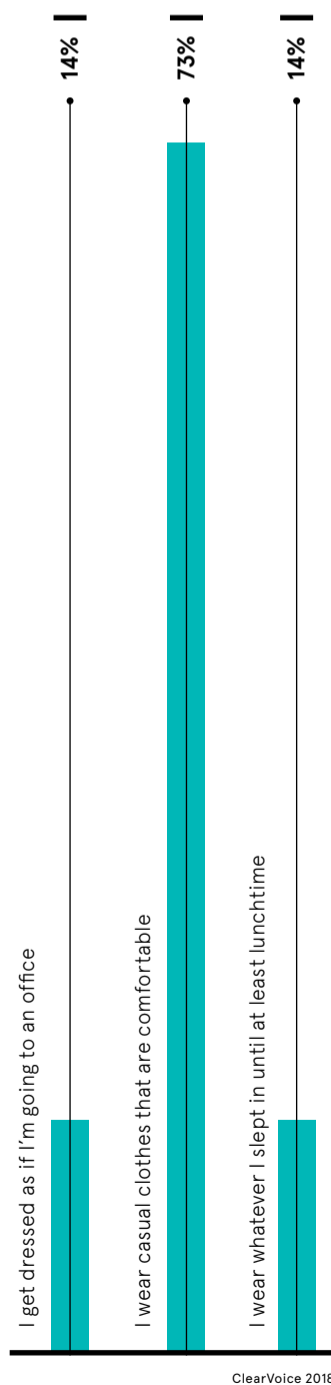
“As a big list-maker, there is nothing I love more than starting the day with a schedule of tasks to be ticked off. I find assigning times for calls and emails, especially the tough ones, and setting daily deadlines for each bit of work helps me plan my week so I don’t become overwhelmed. The benefit is I can also schedule in time for a walk or run, as it’s easy to get tied to the desk otherwise. Getting into the fresh air is a brilliant energy and mood booster, and often gives me that ‘eureka!’ moment of a new idea or way of approaching things. It’s essential for me that I have my desk by the window and every year I create colourful window boxes, which I nurture like my children. It makes me so happy to see the flowers and watch them grow while I work. Watering them is also a good screen break for a few moments.”

Oliver Balch
 Sustainability, business and travel journalist based in Porto. Full-time freelancer since 2004.



“Occasionally, I find myself envying office-worker colleagues. Mostly because of the everyday perks of office life, like hands-on IT support and printer cartridges that seemingly last forever. Then I remember my trump card: flexibility. As a homemaker, you can work when you like, wear what you like, sleep when you like, take breaks when you like. Relish this freedom, max it out. Try out early starts, long lunch breaks, all-nighters, four-day weeks. Find out what works for

HOW FREELANCERS DRESS FOR THEIR HOME OFFICE



Securing the future of work

The digital economy, coupled with the coronavirus lockdown, is bringing profound changes to how we work, says **Mark Richer**, chief executive of StarLeaf

As organisations around the world grapple with the new normal, one trend is clear: more of us are working remotely for at least part of the time.

It is a trend that has existed for a while; the number of people remote working grew by almost three-quarters to 1.54 million in the decade to 2018, according to the Office for National Statistics.

Though many organisations were bounced into a greater level of home working by recent events, there are longer-term uncertainties surrounding the use of public transport or the advisability of having all employees in the office at the same time.

Now is the time to build strong remote-working practices that integrate seamlessly with office-based systems as staff gradually return to full-time work.

There are also sound commercial reasons to do so. Remote working is popular with staff, so can attract and keep talent wherever they are based. It can cut overheads; remote working may mean you can reduce office space. It may even improve productivity.

But it needs to be a considered part of your working practices, rather than a random addition, using the right tools to achieve your objectives.

Companies need to plan the policies, technology and apps that make remote working a practical, productive and, critically, secure part of business. It is not enough to hand employees a laptop and let them head for the dining room table; organisations need to understand the dangers inherent in modern working practices, from accidentally tweeting a video meeting ID to unwittingly exposing confidential information.

StarLeaf, the UK-based global video meetings provider, is well positioned to help.

A starting point in drawing up a home-working policy may be to draw a distinction between remote and flexible working. Be clear about when you expect staff to be available; technology can mean an “always on” mentality that can quickly lead to employee burnout. Make sure jobs are evaluated on the basis of outcomes rather than presenteeism.

Staff need to understand where remote working can take place; a crowded café or an overlooked back garden are not the right place for sensitive conversations. There needs to be a level of self-awareness that can be difficult to monitor; you might want to check where staff are before discussing confidential matters or, better still, provide clear guidelines.

Make sure employees understand their equipment and how it links to any personal technology; home computers may have different capabilities and settings, so tools that worked well in the office may not translate well to home working.

Best practice, as recommended by European cybersecurity agency ENISA, is not to mix work and leisure on the same device, but it’s not always possible. If staff are working on shared equipment at home, can you be sure data won’t be accidentally deleted by a gaming teenager? If a messaging app has been installed on an individual’s own device, do you know how to

make sure any data is removed if the employee leaves? Is the data secure if the device is lost or stolen?

It is worth spending a little extra time to set up remote workers properly with appropriate tools. If people struggle with new processes, they will find their own solutions and revert to the communication apps they use in their personal lives. But this poses a critical security danger to businesses as these consumer-grade apps do not provide the required security and control.

To minimise the risks of such shadow IT, businesses should warn users of the dangers of sharing sensitive company data over popular apps. IT decision-makers should make sure to select business-grade solutions which offer both the ease of use that users look for as well as the security and control the business requires.

StarLeaf is one of the very few video meeting providers to have achieved the internationally recognised ISO/IEC 27001 security certification.

As organisations start to plan for a phased return to the office, they will need to make sure all employees can work effectively and securely across both home and office environments. This includes video-enabling meeting rooms with secure and reliable solutions to connect with remote colleagues easily.

Without proper security, organisations are vulnerable to malicious attacks. Meetings could be hijacked by pranksters or worse. One video conferencing app recently came under scrutiny from the New York attorney general’s office after attackers exploited security weaknesses.

In a crisis, organisations can be forgiven for choosing the quickest answer to a problem. But it is those companies that now look to the best, rather than the most obvious, solution which will thrive.

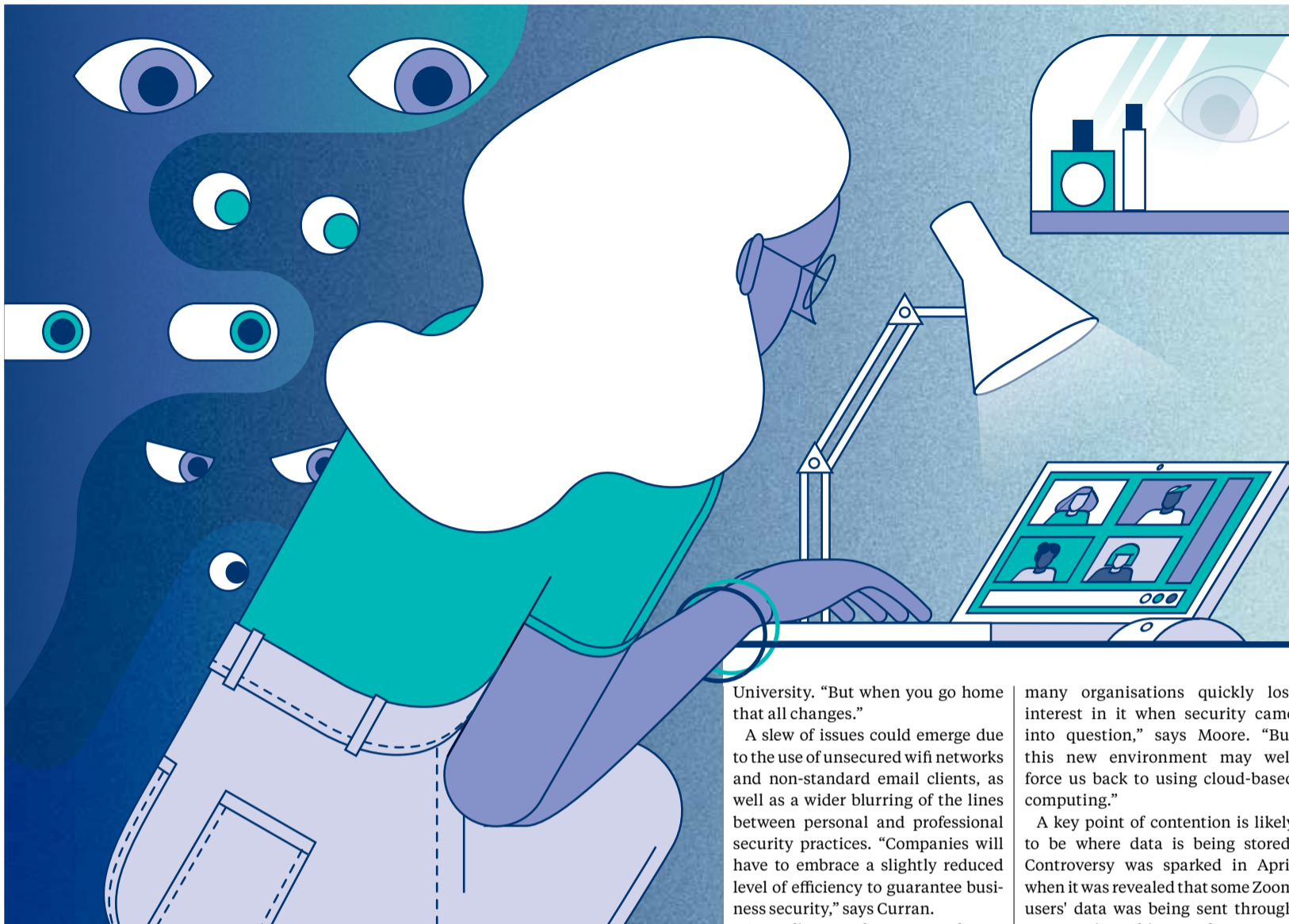
60%
 of employees would like to work from home more often after lockdown

71%
 of home workers say they are able to deliver their work at the same standard or higher

1m+
 people trust StarLeaf as their video meetings provider

For more information please visit starleaf.com/times





CYBERSECURITY

Staying secure in a new world

Making an entire workforce operate remotely has many challenges, not least from a cybersecurity perspective, and companies that fail to adapt their online defences will be vulnerable to new threats

Peter Yeung

Casey Newton was one of the first victims of Zoombombing, a phenomenon among the world's newest cybersecurity challenges in which uninvited guests hack into calls on the popular video-conferencing cloud platform Zoom.

During a meeting organised by Newton in March, an unknown internet assailant took advantage of security limitations in the software and forcibly displayed graphic imagery on the screens of attendees.

Newton, a technology reporter, said at the time: "Today we all learnt an important lesson and saw once again the importance of good content moderation."

Even before the coronavirus lockdown, remote working saw an enormous increase and, according to Global Workplace Analytics, by 2025 an estimated 70 per cent of the global workforce will work remotely at least five days a month. The COVID-19 epidemic will only accelerate this growth in the remote workforce and transformation of working patterns.

But cybersecurity challenges created by this dramatic shift are likely to be significant and could expose companies. "The great percentage of employees aren't technical and are usually being protected by IT departments," says Kevin Curran, professor of cybersecurity at Ulster

University. "But when you go home that all changes."

A slew of issues could emerge due to the use of unsecured wifi networks and non-standard email clients, as well as a wider blurring of the lines between personal and professional security practices. "Companies will have to embrace a slightly reduced level of efficiency to guarantee business security," says Curran.

According to Jake Moore, cybersecurity specialist at internet security company ESET, the rise in remote working means employees must embrace technologies such as password managers, two-factor authentication and virtual private networks, or VPNs, in line with European Union Agency for Cybersecurity guidelines. Although it may require sizeable resources and training, he says, companies will be better protected in the long term.

"I'm now seeing this lockdown as the best experiment yet in cybersecurity," says Moore. "Employees will be forced to implement it and therefore realise the ease with which it can be done, not to mention the protection it gives the company."

At the same time, companies will need to introduce clear policies surrounding devices used for work. "In the workplace, it's easy to monitor and manage what applications employees are using on their work laptops or smartphones," says Neel Lukka, managing director of security firm CurrentWare. "But remotely, it's much easier for employees to use applications that haven't been approved."

In addition to standard education of the remote workforce, Lukka argues that employees should be classified as high or low risk in terms of potential security risk and company IT administrators should be given a lower threshold to investigate issues and receive real-time threat alerts.

Cybersecurity challenges will also emerge in the shift to cloud computing required by the remote workforce. "Although the cloud grew in popularity a couple of years ago,

many organisations quickly lost interest in it when security came into question," says Moore. "But this new environment may well force us back to using cloud-based computing."

A key point of contention is likely to be where data is being stored. Controversy was sparked in April when it was revealed that some Zoom users' data was being sent through servers in Chinese datacentres, potentially allowing conversations and video chats to be intercepted without the consent of customers.

"It's important for business and customers to understand where services are hosted and who owns the hardware because it will impact who has the data jurisdiction," says Jad El-Hage, chief marketing officer of video-conferencing company StarLeaf, which offers customers the choice between 20 of its datacentres around the world.

The consensus is, in this new remote workforce environment, cybersecurity challenges will continually become more sophisticated and companies must be fleet footed to respond. "The threat is always there," says El-Hage. "It's something you have to adapt to every day."

Phishing and scams

Employees who work remotely are considered easier targets for hackers, often falling victim to phishing scams or having their devices compromised due to weak protective measures.

The Verizon *2019 Data Breach Investigations Report* indicates nearly a third of all data breaches involved phishing, the use of fraudulent emails to obtain private information. According to the FBI's Internet Crime Complaint Center, more than \$26 billion was lost by victims of these scams between 2016 and 2019.

"Phishing emails have become more targeted," warns Professor Kevin Curran, cybersecurity expert at Ulster University. "And the techniques used are getting more clever."

Hackers can produce replicas of company emails in the correct format and some have even begun to use voices, created with artificial intelligence (AI), based on those of colleagues to trick remote workers via phone calls. Emergence of deepfakes – AI-generated fake videos – raises the importance of robust identity verification even further.

"It may reach the point where employees will have to insist on their colleagues giving a code to confirm their identity, even if they recognise their voice or image," says Curran.

Employees should therefore be suspicious of emails asking to check or renew credentials, even if they appear to come from a trusted source, and attempt to verify the authenticity of requests by other means, according to cybersecurity specialist Jake Moore at internet security company ESET.

On the positive side, awareness of cybersecurity challenges has improved and workers are more openly embracing cybersecurity education. "Now we are more likely to listen to training sessions and realise the potential damage a simple phishing attack can really do to a company," says Moore.

HOW CYBERSECURITY'S ROLE HAS CHANGED DURING COVID-19 PANDEMIC

A survey published by (ISC)², a non-profit association of certified cybersecurity professionals, provides a snapshot of how their role has changed to cope with a remote workforce. From transitioning to full-time home working before organisations were ready, to a spate of technical issues plaguing workers not used to the experience, respondents agreed that the outbreak has provided all the necessary ingredients to fuel rampant cybercrime.

23%

of respondents said cybersecurity incidents experienced by their organisation have increased since transitioning to remote work

47%

said they have been taken off some or all of their typical security duties to assist with other IT-related tasks, such as equipping a mobile workforce

34%

said their information security teams have the resources to support a remote workforce, but only for the time being

Are you maximising client engagement and collaborating with purpose?

The client experience needs to be digital, so firms must prepare for the new normal, says **Mark Wrighton**, chief executive of Huddle

The coronavirus pandemic has brought many things into sharp focus, not least how critical it is for organisations to collaborate with purpose. Additionally, it has enforced a mass move to remote working and, in turn, catalysed digital transformation. These are three central, but interlinked, pillars for any progressive business in 2020.

At this juncture, leaders have the opportunity to reflect on what's working well and which areas could, and should, be improved upon to optimise productivity and growth. This unprecedented situation allows companies, speeding through digital transformation, to strip out technology and applications that have over several years been bolted on to existing IT systems, and since become unwieldy and even counter-productive.

Given a chance to consider a business with fresh eyes and from a new perspective, it is clear the boundaries within which an organisation operates have become far more complex. Somewhere along the way, this complexity has degraded the client experience.

Today and in the future, the client experience needs to be digital. At this

time of remote collaboration and lockdown, when social and personal interaction with clients is often missing, are firms prepared for this new normal?

Purposeful collaboration

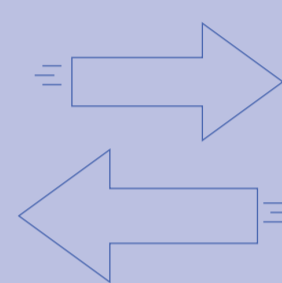
According to our *Client Engagement 2020* report published in April, of the 500 industry professionals interviewed more than a third (36 per cent) believe their organisation is too slow to adopt the technologies required to transform.

With no unified client engagement tool available to them, employees are forced to combine multiple apps and workflows. And without adequate provision, how can internal and external teams collaborate together and focus on the work that truly matters?

At Huddle, the next-generation client-engagement portal, we value purposeful collaboration above all else. We know external clients want, more than anything, to be reassured that the firm they deal with can still meet their needs now and in the coming months and years. Achieving this means effective collaboration and the ability to build confidence, trust and transparency into every client engagement.

In 2004, American psychologist Barry Schwartz explored the idea

How teams use technology to collaborate with clients



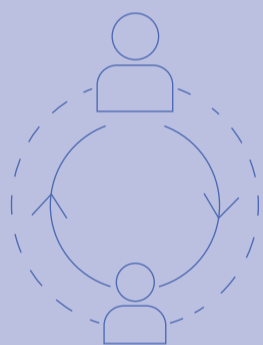
32%

of workers complain they need to jump between multiple applications to keep client engagements on track



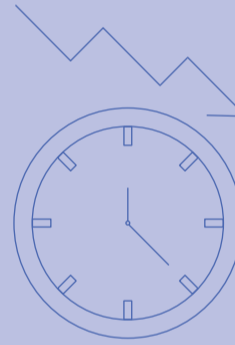
36%

admit to using a personal file-sharing app at work



31%

feel their company's IT policy makes it too hard to collaborate with clients



40%

believe quality is suffering under time pressures

Client Engagement 2020

Remote working best practices

Avoid sharing files via email

Remote workers have a tendency to save emailed files locally to their laptops and work from those. This creates multiple copies of the same file, making it harder to consolidate revisions if you are working with multiple stakeholders. Instead, use a tool like Huddle to maintain the most current version of a file, eradicating copy confusion.

Don't lose your voice when providing feedback

For most people, email or an enterprise messaging app is the default choice for sending feedback on a piece of work, particularly when people can't meet face to face. However, these channels can get "noisy" and updates missed; that's why every file stored in Huddle

has its own time-stamped comment thread.

Make task-tracking transparent

Even the tiniest task becomes harder to track when you are working remotely. Small requests are lost in email or forgotten about after a video conference. Huddle counters this by offering the ability to create a task against any document.

Don't go "off-grid"

While most organisations will have a remote-working IT security policy, ensure it balances adequate protection with not being overly restrictive. If it crosses the line, employees may go "off-grid" and heighten the security risk. As a cloud solution, Huddle is available to anyone with an internet connection.

that too much choice doesn't make us happier or freer; instead it paralyses our decision-making. The same is true for the explosion of collaboration technologies now available to employees. They become fatigued and end up bouncing between a variety of different apps as they try to collaborate with internal teams and external clients. All this does is increase confusion, time and cost while impacting productivity.

That's why we believe organisations need to assess their needs based on purpose; quite simply, eliminating the choice fatigue experienced by

employees who just want to focus on delivering value to their clients.

Content with context

Also, when the right tools aren't made available to employees, the risk to data security grows exponentially. We see this all the time; employees hit the buffers when collaborating with clients, thanks to a firewall, or similar, so they resort to even-risker workarounds and either default to email or go "off-grid" altogether to find their own solutions.

Indeed, our new report shows that 36 per cent of those surveyed admit to using a personal file-sharing app at work to share sensitive content. Almost always, these fall short of an organisation's IT security policies. It also leaves the business with no official audit trail of activity and, most worryingly, leads to concerns around General Data Protection Regulation.

Further, 32 per cent of respondents feel they waste time having to jump between multiple applications to keep track of a client engagement, while 40 per cent believe quality is suffering because of time pressure, and 31 per cent struggle to stay abreast of file revisions and client updates.

At Huddle, we focus on presenting content with context. Engaging with a client through Huddle ensures files, discussions, tasks, approvals and activity are all connected in a single, auditable space. And, by enabling Huddle to be connected to an organisation's other business-critical IT systems and apps, it provides internal teams with a single, focused, secure channel through which to work with clients.

The current COVID-19 pandemic is going to change how people do business. It has exposed weaknesses, but should have refocused the minds of business leaders. Customer success permeates everything we do at Huddle and we want to drive better results through client collaboration. Look at your current tech stack and then the needs of your employees and clients, and ask yourself honestly: "Am I banging a square peg into a round hole?"

For more information please visit www.huddle.com



Huddle provides a secure channel through which to work with clients

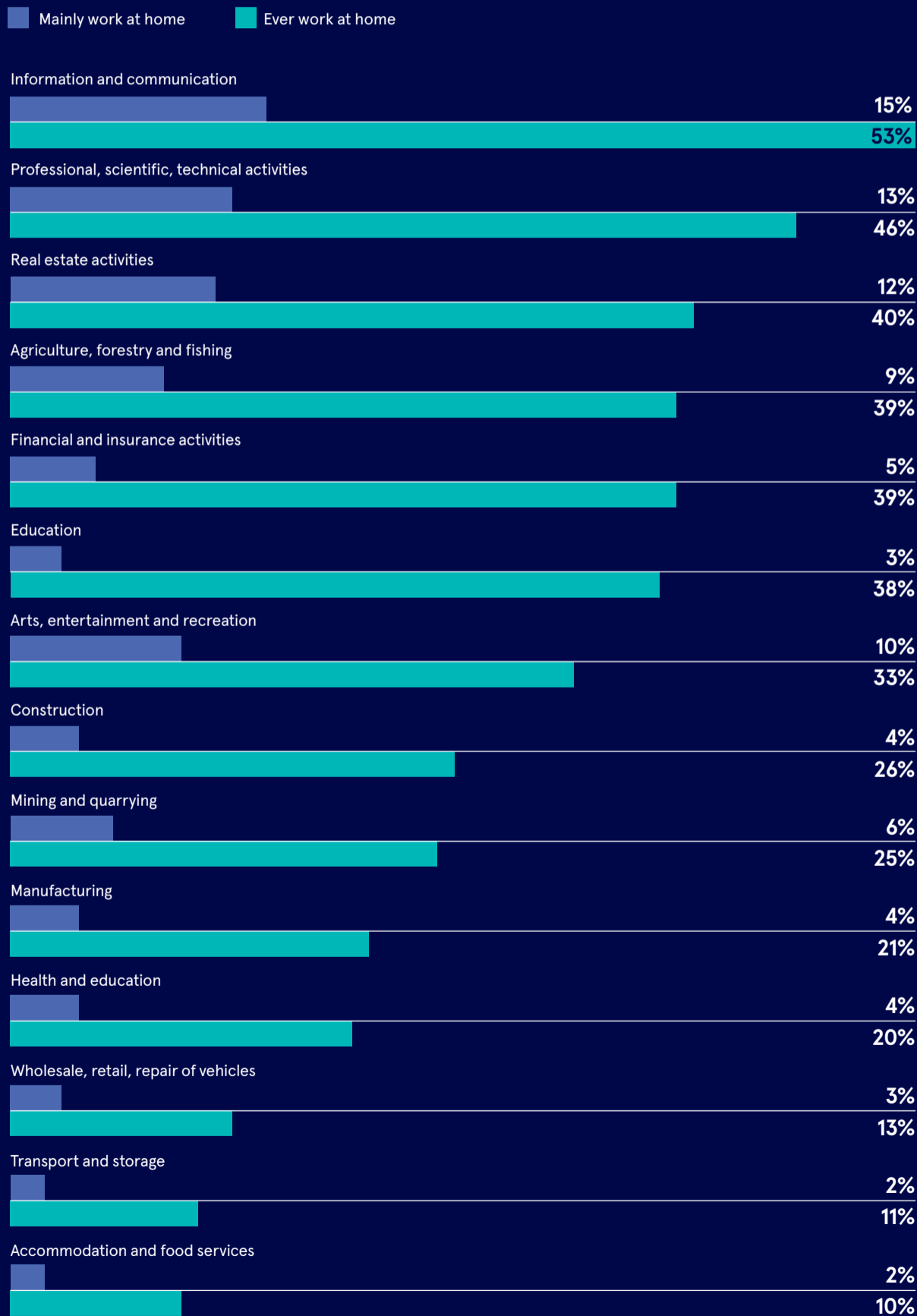
huddle

MEET THE REMOTE WORKER

The coronavirus pandemic has caused millions of us to set up offices at home, but a number of people have been championing this working style for years. Not only do they enjoy a healthier work-life balance, these remote workers seem to be happier, more loyal and more productive. So what do these employees have in common, besides their workplace, and can they teach businesses anything about embracing a flexible working policy?

REMOTE WORKING IS A PRIVILEGE NOT EVERY INDUSTRY SHARES

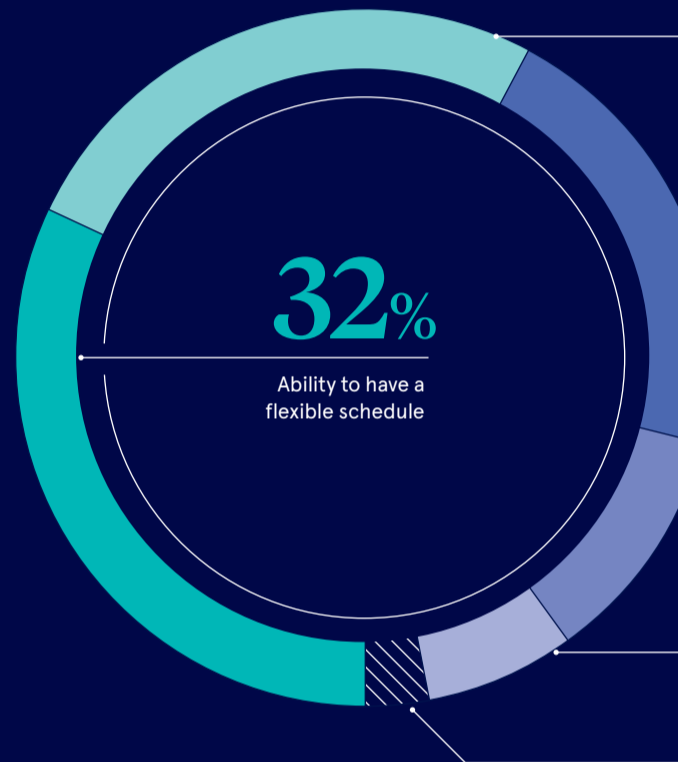
Percentage of UK workforce home-working by sector in 2019



IWG 2019

THE KEY TO A HEALTHY WORK-LIFE BALANCE?

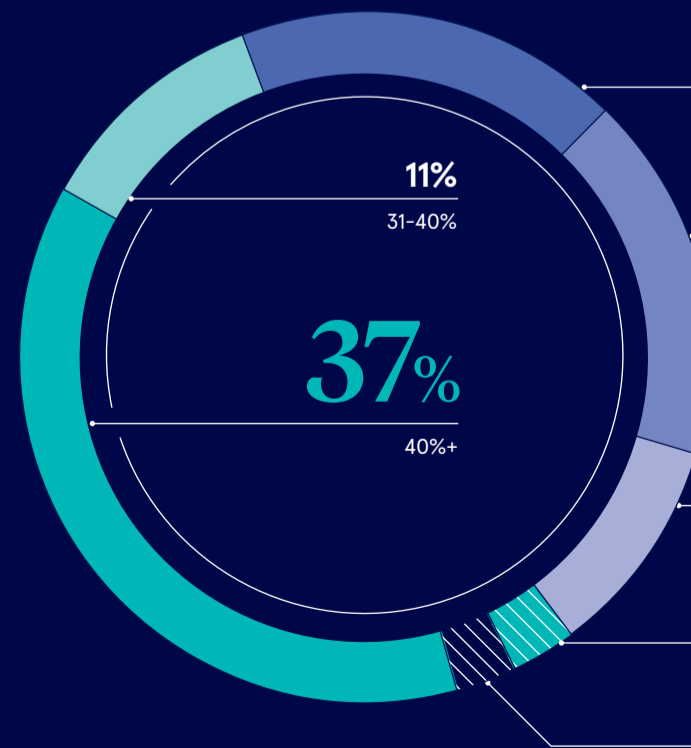
What remote workers see as the biggest benefits of home-working



Buffer 2020

REMOTE WORKING CAN BE A BOON TO PRODUCTIVITY

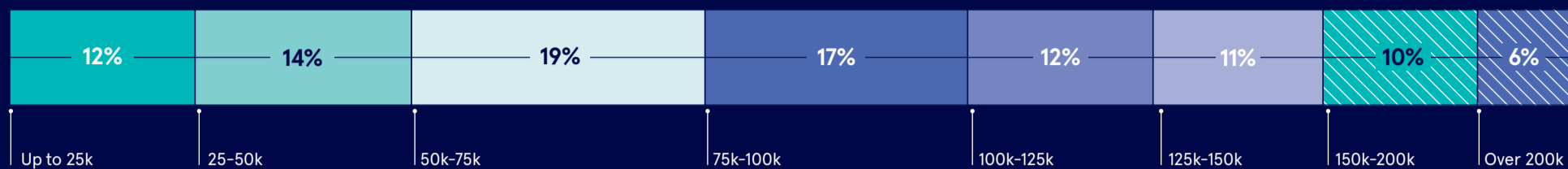
The percentage increase in productivity which respondents believe to result from remote working



IWG 2019

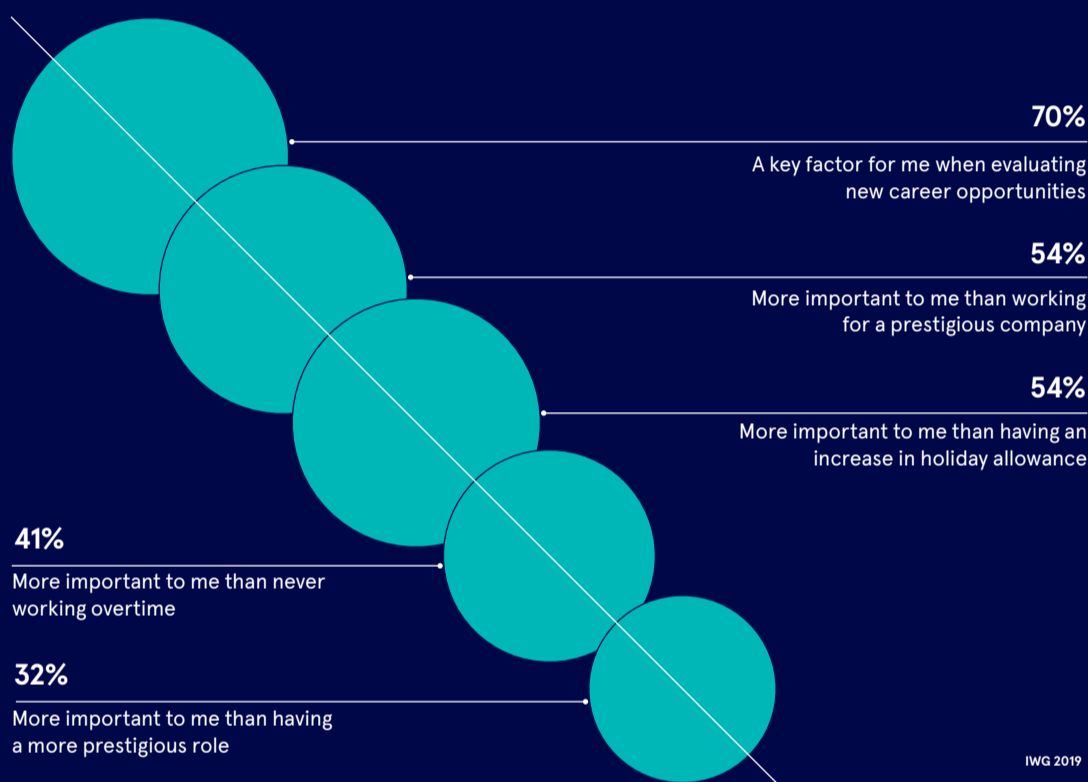
REMOTE WORKING IS NOT JUST FOR THE HIGH EARNERS

Salary ranges for respondents in US dollars (numbers may be over 100 per cent due to rounding)



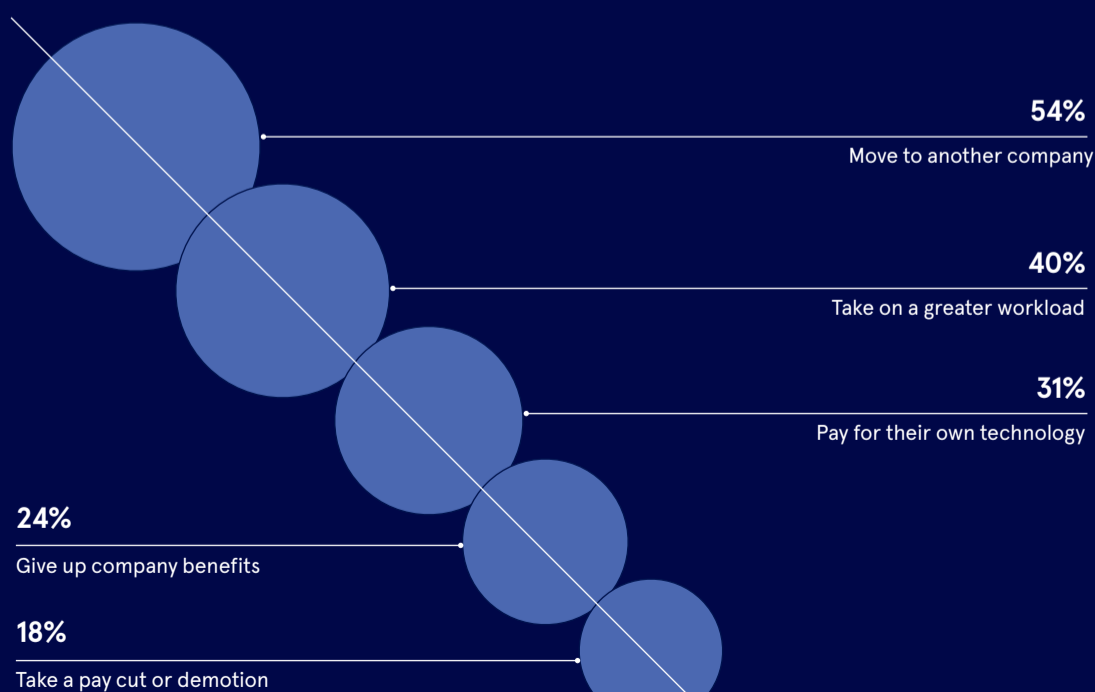
REMOTE WORKING ATTRACTS AND RETAINS TOP TALENT

Respondents' responses to the question, "having a choice of work location is...?"



REMOTE WORKING IS ONE OF THE MOST SOUGHT-AFTER WORKPLACE BENEFITS

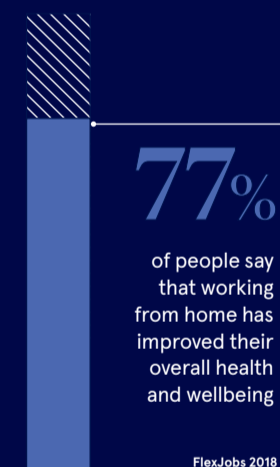
What employees say they would give for greater location flexibility



THE SECRET TO HAPPY WORKERS?



Owl Labs 2019



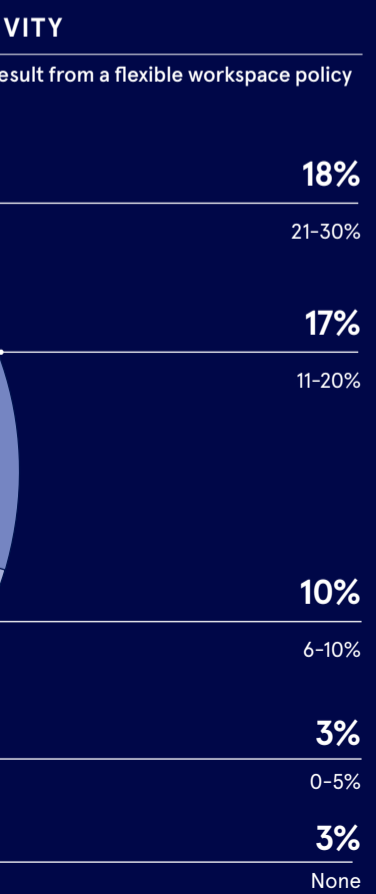
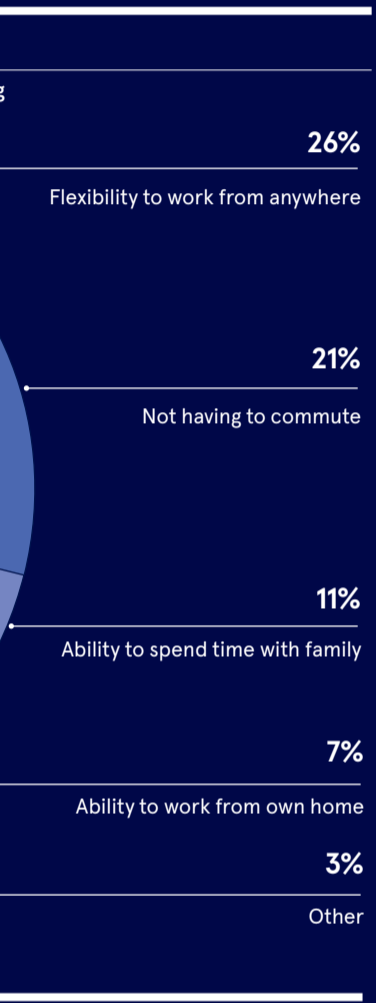
FlexJobs 2018



Buffer 2020

IWG 2019

Fuze 2019



PERFORMANCE

How to measure remote performance

Motivating a remote workforce and finding new ways to innovate and thrive is proving difficult during lockdown, but a previously unpopular way of measuring performance could help

Cath Everett

In these uncertain times, it is perhaps more important than ever that employers provide their staff with the necessary tools and support structures to enable them to innovate. Adopting an OKR, or objectives and key results-based, approach is one way of doing so.

First developed by former Intel boss Andy Grove in the 1980s, OKRs remained relatively obscure until adopted some 20 years later by Google, then in startup mode, after being introduced to the idea by venture capitalist John Doerr.

The concept spread rapidly throughout Silicon Valley and is now employed by a range of high-profile technology giants ranging from Amazon to Airbnb. But while a handful of companies outside the tech sector, such as Walmart and ING bank, have also gone down this route, it is still not commonplace.

So what exactly is an OKR approach, how has it helped its proponents to grow so exponentially and in what way could it help businesses to survive and thrive in the coronavirus crisis?

To start with, an OKR has two components: an objective, or short description, of what you want to achieve, and key results, which consist of between two and five metrics. These are used to measure progress towards hitting the objective set.

In normal times, the idea is the chief executive would set a clear

direction of what success will look like and how it will be measured over the coming year, although in the current climate monthly goals may be deemed more appropriate.

Senior leaders and managers likewise set OKRs, which are usually evaluated quarterly, to help their teams achieve the overarching company goal, while individual employees work towards operational OKRs that are tracked weekly. In the current environment, when requirements are shifting so rapidly, daily objectives may make more sense.

James Allen, chief operations director at workforce solutions and services Airswift, which has used OKRs for a decade, points out some of the benefits. "They provide transparency and ensure everyone understands our key objectives and the part they play in achieving them," he says.

"This is important as people can see how they're contributing and making a difference, which provides clarity and focus. It also gets people behind you as you're all working in a common direction."

Indeed, providing a sense of purpose in this way is vital during the COVID-19 pandemic, says Emma de Sousa, UK managing director of IT services company Insight, which uses the OKR approach.

"It's a pretty chaotic and uncertain time for a lot of people so they embrace having goals and objectives

as it gives them a sense of purpose," she says. "For some, that sense of purpose gives them a reason to get out of bed in the morning as it's an anchor in times of uncertainty."

But interestingly, and this is why tech giants, such as Google, have achieved so much success with them, OKRs are not just about so-called roofshot or realisable aims that have a 100 per cent success target. They also include moonshots or long-term, stretch goals, which are not meant to be more than 60 to 70 per cent achievable at the time they are set.

An illustration of what can be gained using this approach is the self-driving car. A project started by X, the so-called moonshot factory of Alphabet, Google's parent company in 2009, led to the release of the first autonomous vehicle only six years later.

As Ann Hiatt, a leadership consultant who worked at Google for 12 years, nine of which were spent as then chief executive Eric Schmidt's chief of staff, says: "Traditional goal-setting strategies reward 'perfect' performance, but a ten-out-of-ten result never comes from taking the risks that are necessary to push a company forward in a rapidly changing industry.



A ten-out-of-ten result never comes from taking the necessary risks to push a company forward in a rapidly changing industry

"With OKRs, however, your performance doesn't have to be perfect because you're free to learn so much in the process, which means you can be more creative and take different approaches."

The idea is that, while clear milestones may be laid out by the chief executive, "the most innovative strategies almost always come from the bottom up, not the top down", she says. In a crisis scenario especially, this translates into giving employees the "autonomy to creatively problem-solve".

Hiatt adds: "So chief executives need to be clear about what will keep the

company in business and set OKRs on that basis. But creative thinkers should also be working on ideas beyond today's checklist of objectives."

In other words, for many organisations, thinking about introducing an OKR approach, a strategic shift towards a culture based on experimentation and innovation "will be required. Also required are staff who are "ambitious, autonomous self-starters" and an "environment in which they are trusted to make calculated risks", says Hiatt.

"The OKR culture rewards learning over strict, rote performance; this is an essential differentiation," she points out. "If employees are not allowed to experiment and 'fail' due to a rigid operational system, you will likely miss out on discovering the ways your company could grow and pivot."

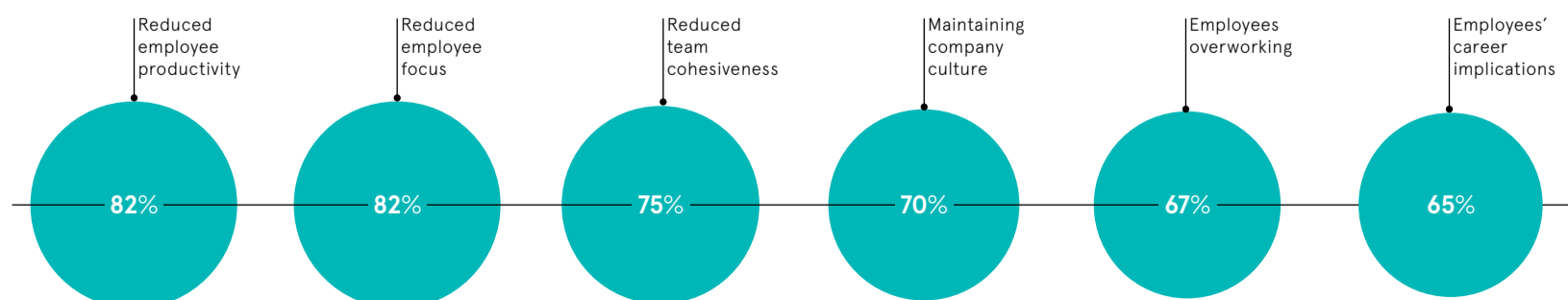
Indeed, this ability to grow and pivot has become more important than ever in an uncertain world, in some cases simply to survive. But as de Sousa says: "If you have the right people with the right attitude, OKRs make it possible to realign goals quickly in line with the market and, for people with transferrable skills, you can set stretch goals."

Stuart Hearn, founder and chief executive of performance management software vendor Clear Review, which introduced the OKR system a year ago, agrees it has a useful role to play in staff development terms.

"This is a perfect time for staff to be focusing on personal development, particularly furloughed employees who can't work on business objectives, but who can take the time to focus on building personal skills and knowledge. Their efforts here will enable them to make a full contribution to their work after the COVID-19 lockdown is just an unwelcome memory," he concludes. ●

REMOTE MANAGERS' BIGGEST CONCERN IS EMPLOYEE PRODUCTIVITY

OWL Labs 2019



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RESKILLING

Embracing the reskilling revolution

Often seen as a nice-to-have, workplace learning and professional development are now gaining importance as organisations' best shot at retaining happy staff and staying competitive

MaryLou Costa

The idea of working from home may conjure up images of dishevelled, tracksuited executives. But the home has actually become the epicentre of a reskilling revolution that may just save businesses from a coronavirus-induced collapse.

Corporate learning providers such as LinkedIn Learning, Circus Street and Hive Learning are all reporting a spike in usage, as an overwhelming array of new business challenges puts pressure on teams to embrace remote training methods and professional development.

On LinkedIn Learning, more than four million hours of content was consumed globally in March alone. Hive Learning has seen a 20 per cent increase in logins since lockdown

began and Circus Street has noted not just a 64 per cent increase in weekday learning, but an unprecedented 500 per cent increase on Saturdays.

Skills gaps that the World Economic Forum had already outlined a need to bridge, such as digital and data literacy, have now become unnegotiable. Meanwhile ecommerce and digital marketing tactics like search engine optimisation and pay-per-click advertising have risen to the fore as traditional sales and marketing channels have become less viable.

But remote-learning patterns are also showing the personal impact of balancing home and work in one place. On LinkedIn Learning, demand for stress management and remote-working

content tripled in March, while Hive Learning responded to an unprecedented need for programs on resilience, wellbeing and leadership.

"There is a real drive at the moment to ensure teams are receiving the right content to support their wellbeing," says Hive Learning's chief executive Julia Tierney. "For example, I heard the chief human resources officer of Mastercard speak about how the way companies support their people as the way they will be remembered long after this crisis. A huge impact will be mental health and wellbeing issues, so companies want to know their people will be OK."

Learning and development teams are now fast-tracking multi-year digital program rollouts to meet this unanticipated scenario.

"We've found this time an interesting opportunity to make shifts in the organisation that we've been wanting to for a while," says Tanya Bagchi, group talent and people development director at Legal and General (L&G).

"What COVID-19 has done has taken the horizon that we saw being six, twelve, twenty-four months away to now. Suddenly a lot of the barriers have come away."

Yet companies are all too aware of the reality of screen fatigue caused by an overreliance on remote training methods, potentially pushing professional development off the to-do list.

To keep engagement and motivation up, L&G has introduced offline "missions" to consolidate and complement remote-training methods, as well as team-oriented communities to foster more efficient problem-solving and collaboration.

This has proven particularly effective among senior leaders, according to L&G's head of development experiences and innovation Gemma Paterson.

"We have over 300 people in that community now who are collaborating, sharing and accessing resources," she says. "That's



If learning doesn't become part of the day-to-day... you won't be able to survive in the next ten years

something we might have got to at the end of 2020, but we've been able to do that in a couple of weeks."

Pharmaceutical multinational Sanofi has brought its learning into the 21st century through innovations such as content targeting powered by artificial intelligence, curated playlists and podcasts developed by both internal and external experts. This culminated in the launch of the Sanofi University in March, accompanied by a company-wide challenge to achieve one million hours' learning by June. At just one month in, they were already halfway there.

"Like a lot of big organisations, Sanofi previously had a push culture around learning and wasn't very digital. A lot of the learning solutions available weren't necessarily visible," says Jason Hathaway, Sanofi's global head of learning transformation.

"The fact that the launch of Sanofi University came at the same time as this crisis, when people were at home, increased visibility of the offerings that were strategic for capability building for Sanofi. Now people have one place where they can acquire the skills they need."

Varied content formats may be keeping screen fatigue at bay, but crucially it is leadership that is driving unity and energy across the Sanofi business.

"When our CEO launches a challenge to the organisation saying 'let's do this together', that really creates a sense of togetherness," Hathaway adds.

Measuring the business impact of learning has long been a challenge, but the surge in uptake of remote-training methods is now arming teams with a wealth of data.

"The more we do virtually, the simpler measurement becomes because you can use analytics to understand how people are interacting with content," explains Paterson.

"It's about measuring how well we are able to solve the problems we have and are going to have. Have we got the right line manager capability? Have we got the capability to work remotely in an agile way? Moving more online makes that simpler."

Building a digitally capable organisation and digitally minded leaders is now weighing high on strategic priorities not just for L&G, but businesses across industries if they are to make it to the other side of the COVID-19 crisis intact.

But with professional development budgets often seen as discretionary, businesses need to recognise the role it plays in their ability to adapt and thrive, according to Chris Daly, chief executive of the Chartered Institute of Marketing.

"Senior leadership teams need to be analysing the impact of any delay in implementation, to consider the risk to organisational performance, talent retention and morale," he cautions.

With no end in sight to the new home-working default, Circus Street chief executive Richard Townsend says many businesses are giving learning a more senior voice within their leadership.

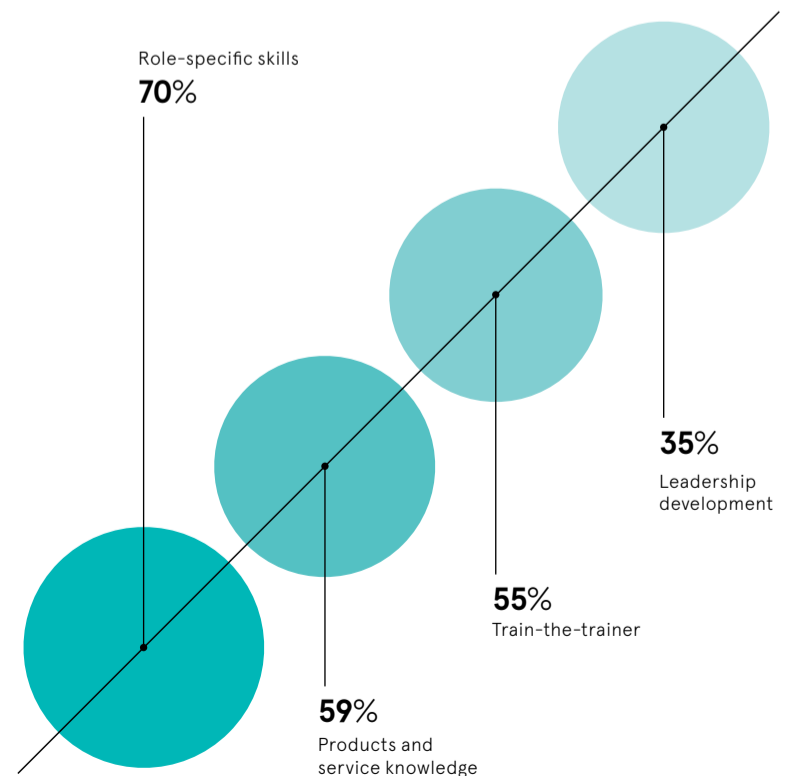
"We are now seeing more direct engagement from heads of business in terms of what's happening in learning and seeing it as business critical and fundamental for them to hit their goals," he says.

"If learning doesn't become part of the day-to-day, rather than something you bolt on to the side, you won't be able to survive in the next ten years." ●



MOST POPULAR AREAS FOR LEARNING AND DEVELOPMENT

Cross-industry survey of L&D professionals



Compliance in a remote-working world

With lockdown forcing companies to embrace remote working, many organisations are overlooking the need to remain compliant with data privacy and protection regulations

Remote working has grown significantly as cloud-based, mobile technologies have matured. Its association with work-life balance, championed by millennials who now make up more than half the global workforce, has seen organisations race to embrace it, not just to save costs on office space but also to attract the best talent. Millennials even

prioritise it over job security, a YouGov study found.

Before the coronavirus pandemic forced organisations to enforce remote working, many for the first time, the number of people who work from home had already increased by 140 per cent since 2005, according to research by Global Workplace Analytics, enabled by the ubiquity of fast internet connectivity and cloud security services.

But creating a work-from-home policy means more than allowing systems to be accessed remotely. There are also numerous regulatory requirements that companies should adhere to.

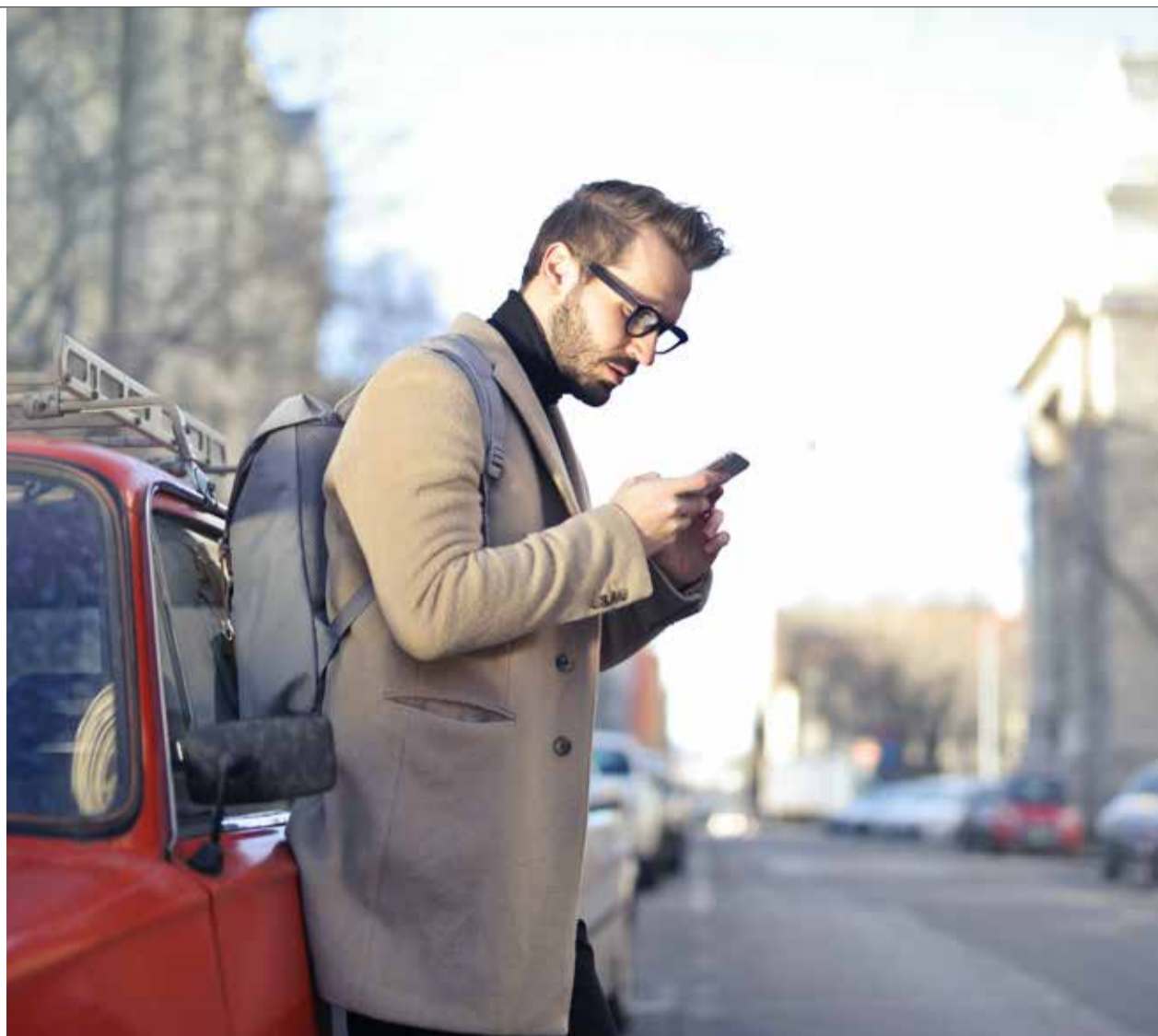
In line with the European Union General Data Protection Regulation (GDPR), privacy is a particular consideration. Organisations must ensure the personal data they collect and process, not just on their own behalf but that of their customers too, is kept safe and secure.

Yet while most do have processes for ensuring such requirements are met when employees work remotely, governance and compliance have generally taken a backseat to getting and keeping people working wherever possible and appropriate during the pandemic.

"This is particularly the case for small and medium-sized businesses," says Darren Wray, co-founder of Guardum, whose data compliance discovers, classifies and protects personal and commercially sensitive information across the enterprise. "There has been a spike in GDPR non-compliance during the COVID-19 crisis as companies have been forced to enforce remote working with no notice and without the necessary regulatory knowledge.

"Changing to a management style that enables remote working is hard enough, but you also need to build policies and processes that maintain governance standards while staff work from home. Many companies are realising they need to do this to improve their resiliency in this new world, but it's challenging enough without also having to ensure your staff have the training and awareness of security and privacy issues."

The pandemic has triggered an increase in phishing attacks as hackers



have looked to exploit employee vulnerabilities while working remotely, as well as the makeshift changes companies have made to their technology and business processes. This has made organisations even more at risk to cyberthreats at a time when they are arguably least prepared, leaving them exposed to huge damage to their business and customers.

Any company failing to maintain the privacy and protection of the personal information they process risks losing contracts, reputational damage and in extreme cases hefty fines from the Information Commissioner's Office. Violating GDPR can leave companies with bills up to €20 million, or 4 per cent of the annual global turnover of the preceding financial year, whichever is greater.

"Much of this could have been avoided by companies investing in better training and awareness prior to the pandemic or including this as part of their crisis response," says Wray. "Instead many businesses have been found wanting in this regard and in reactive mode. It's crucial they now work to ensure they know exactly where sensitive information sits in

their organisation and set out to isolate and protect it."

Through its ability to locate and protect every piece of sensitive data within organisations, whether they're aware of its existence or not, Guardum helps companies to comply with data privacy regulations while promoting remote working. Guardum's technology can remove sensitive information, while leaving documents and their content intact, reducing the amount of personal data that needs to be transferred home.

The company works with organisations to fulfil their GDPR obligations through the use of its semi-automated DSAR (data subject access request) software, which helps them comply with user requests to access or delete personally identifying information they store on individuals, as mandated by GDPR and other regulations. Guardum has the only solution that can fully meet the DSAR challenge of responding in the tight 30-day deadline, giving organisations back control, time and money lost using other solutions.

Guardum supports privacy by design, whereby data privacy is engineered into business processes during rather than after design, eliminating the need to retrofit compliance tools. Its machine-learning approach, combined with advanced search processes, means it saves its clients time and effort while increasing the accuracy and efficiency of performing a DSAR or protecting their personal information. Its digital mailroom solution, meanwhile, enables employees to receive their mail wherever they are in the world without having to come into a central location just to collect the post. "Our software also has the ability to process information 24 hours a day and still be as accurate in discovering and

redacting personal information as it was in the first minute. The same cannot be said when processing manually," says Wray. "We scan for personal information as soon as it hits the system and automatically offer protection through anonymisation or redaction, ensuring speed, accuracy and compliance."

As countries emerge from lockdown, people will return to offices and there will continue to be a need for human contact. But having seen how efficient and effective their workforce could be at home and with the opportunity to recoup some of the costs spent implementing and upgrading their capabilities, organisations are likely to be emboldened to embrace remote working to a greater degree than they did previously. The ability to locate and classify sensitive data will be crucial in doing so safely.

"Despite the reservations many naysayers have previously put forward, to a large degree remote working has proven to be a success and businesses have continued to run," Wray concludes. "When it comes to improving business continuity and the part remote working plays in this, organisations will be required to be more resilient and less geographically dependent than they have been. At Guardum, we can help them on that journey, ensuring they are compliant and protecting sensitive data."

Q. How effectively are you able to meet your data compliance obligations during the lockdown?

75%

have only been able to partially meet the obligations

Q. In the six months after returning to work post-COVID-19, do you think you will see a change in the overall volume of DSAR requests?

30%

say that they anticipate a massive increase in DSAR requests

Q. How confident are you in the event of a significant increase in DSARs post-pandemic that you will have the resources to comply with them within the 30-day period?

61%

are moderately or not confident in their ability to comply within the timeframe if there is a significant increase

“Guardum’s technology can remove sensitive information, while leaving documents and their content intact, reducing the amount of personal data that needs to be transferred home

For more information please visit guardum.com



WORKING PARENTS

Pushing family life to the fore



Getty/Maskot

The enforced work-from-home experiment, with children added in, could be a new dawn for working parents

Sam Haddad

In 2017 South Korea expert Professor Robert Kelly was giving a live BBC TV interview when his four-year-old daughter boldly danced into the room. Working parents around the world gasped in horror. The clip, which inevitably went viral, was the ultimate working-from-home nightmare, the equivalent of the dream where you accidentally turn up to school naked.

Yet within a week of the coronavirus lockdown, which forced schools to close and much of the population to work from home, many working parents had experienced their own comparable scene during a video conference call. The difference? No one batted an eyelid.

With other childcare options from nannies to grandparents ruled out, there was no avoiding the fact families would be front and centre in this new home-working reality. Which, of course, has its upsides.

“One of the joyous things is the number of kids that now appear at our senior management meetings,” says Derek Jones, chief executive of luxury travel operator Kuoni. “We all know each other’s families quite well now; they were just names before.”

Some companies have run weekly magic shows for employees’ kids, others have done *Star Wars* quizzes

“

Kids now appear at our meetings. We all know each other’s families quite well now; they were just names before

and colouring contests, while Kuoni do regular show and tells. “These are moments you wouldn’t have had otherwise; it’s been really good for team morale and bonding,” says Jones, who is also grateful for the unprecedented amount of time he’s getting to spend with his own children, aged 8 and 12. He would barely see them in a normal week.

Jones is helped by the fact his wife’s business is on pause due to COVID-19, so she’s able to take care of home-schooling, but for families where both parents are still working full time, jostling over primary parenthood has been fraught.

Dr Heejung Chung, reader in sociology and social policy at the University of Kent, who specialises in work autonomy, flexibility and work-life balance, is researching the effects of COVID-19 on working parents. She says, while the quantitative data isn’t in yet, qualitative data suggests the majority of this burden is falling on working mothers.

“Before coronavirus, even if both parents worked full time, when women work from home they spend around double the amount of time on childcare and housework as men,” she says, though pointing out there are exceptions and that it is by no means men’s fault.

65%

of mothers said they wouldn’t change job roles in case they lost their current level of flexibility

50%

of fathers said the same

11%

of parents surveyed had turned down a new job or promotion in favour of preserving their work-life balance

86%

of parents want to work flexibly, compared to 46% pre-coronavirus

Working families 2019

“These are the social normative pressures that everyone is facing. It’s still considered the man’s role to be the breadwinner and the woman’s role to make sure the household is managed properly.”

Chung says this holds true even for dual high-earning couples, who are finding it especially tough to work as normal as they often rely on outsourcing housework, childcare and, in some cases, cooking.

“Based on the stories we’re hearing, these parents still fall back on those roles, with women feeling extra pressure to entertain the children and get home-schooling right, so their kids don’t lose out,” she says.

The fallout from reverting to this traditional division of labour may be lower levels of wellbeing for mothers and a reduction in work productivity. In the long term it could lead to burnout for women, who may then look to reduce their working hours, exacerbating the gender pay gap and brain drain.

Chung points to early data, from two higher education journals, showing female academics are publishing fewer journal articles than their male counterparts due to taking on additional care duties.

This situation isn’t great for fathers either as it can lead to dissatisfaction in the marital relationship. Where things appear to work best is when both working parents share the load at home and embrace flexible working. Chung’s research shows that when women work flexibly, with control over their start and finish times, they are twice as likely to keep the same working hours after having children.

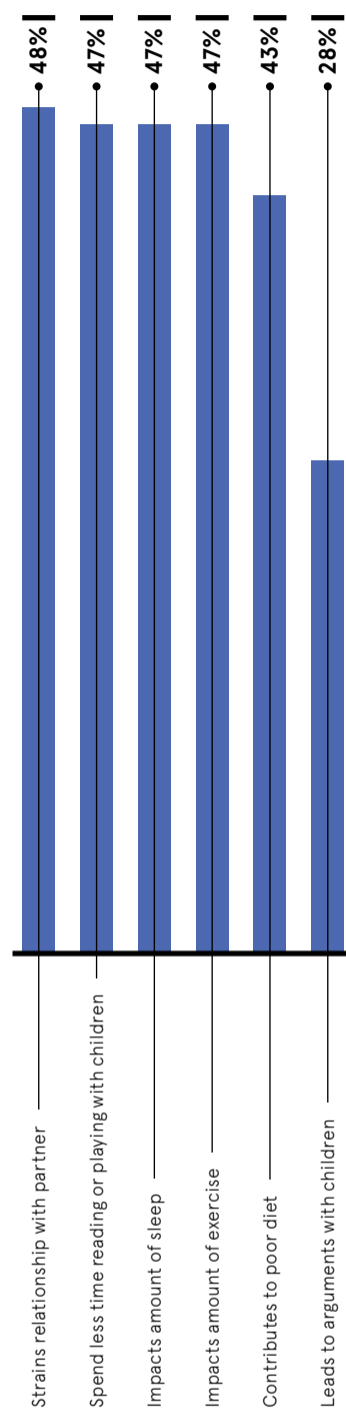
At Kuoni, many of the senior management team have children. “Where both parents work full time they have found it difficult,” says Jones, who has encouraged his employees to work flexibly. “Some have started early, others work in the evenings.”

But, as everyone has taken a 20 per cent salary cut across the company, Jones has reminded staff he’s not paying them 100 per cent so if they need to take a day off to have proper time with the kids that’s fine. He reports that some men with young families have asked to be furloughed, not just women.

Chung believes part of the problem with flexible working is it’s still considered a policy for mothers. “But it’s actually a productivity policy and an employee wellbeing policy, and it’s now going to be a health policy too,” she says.

Jones adds: “I find it hard to imagine going back to the old ways of working now.” His senior team have spent the last five years thinking about how to solve the problem of retail staff attrition when they

HOW PARENTS SAY WORKING MORE HOURS NEGATIVELY IMPACTS THEIR FAMILY LIFE AND WELLBEING



Working families 2019

have families. “These are people we’ve invested a lot in since their early-20s and now we could have the opportunity to keep them, but they work from home,” he says.

As we get more comfortable with video calls, Jones thinks customers could value travel appointments in the evening when stores have closed, as working parents may be happy to work once their children are asleep.

These conversations are going on in businesses everywhere. “It’s absolutely a reset button,” says Chung. “A wonderful opportunity to recalibrate our preferences around flexible working.”

Employers can see that many jobs they deemed impossible to do outside the office can be done and how productive their employees can be when they work from home. Plus, if they’re like this now, just imagine how efficient they’ll be once the government opens schools again and the children are out of the picture. ●

Hive’s six remote-working trends

With some four billion people now in mandatory lockdown worldwide, remote working is undergoing a live baptism of fire among organisations turning to flexible and proven productivity platforms to help them adapt at speed

Hive is a powerful, all-in-one project management solution that serves as a centralised hub for remote work at places such as Google and Starbucks, deploying more than 1,000 integrations with apps like Zoom and other leading technology tools. Here, Hive sets out six key trends set to transform the world of work:

1 Increasingly flexible work schedules as remote becomes more widespread among traditionally in-office personnel

The coronavirus global health crisis has shown working remotely can be highly efficient just as long as the basic tech tools, including a place to collaborate, good quality video chat and secure email software, are in place. Using a host of well-known integrations such as Google Drive, Dropbox and Zoom, Hive’s flexible project management tech helps keep teams connected and empowered, making remote work a real possibility for millions.

2 Drastically reduced in-person meetings

Seamless integration between tried-and-tested technologies such as Zoom and Hive make it easy to communicate, collaborate and execute on complex tasks even when separated or socially distanced from colleagues. Remote meetings can actually be more effective than face-to-face in cutting down unnecessary input, sorting out the main action points and talking things through without distractions. Prepared in advance, they can also speed up post-meeting follow-through. Zoom is, for good reason, already a highly popular video and audio-conferencing facility while Hive’s meeting notes feature has become essential for both keeping records during virtual get-togethers and assigning each team member’s next steps.

“Multi-function project management tools have taken on a new role as remote powerhouses behind an organisation’s entire workflow process



3 Increase in usage of single platform project management tools to empower workers and drive productivity

Multi-function project management tools have taken on a new role as remote powerhouses behind an organisation’s entire workflow process. Services such as Hive enable colleagues to communicate, share files and collaborate while also connecting them to a multitude of other key tools such as Salesforce and Jira. This crucial integration to specialist add-ons allows one tool such as Hive to act as a single, centralised and streamlined hub.

4 Move away from full-time employment towards independent contractors

The move towards a more flexible employee ecosystem may pre-date coronavirus, but the pace of change is now picking up across all industries and markets. Abrupt migration to remote work has shown it’s entirely possible to get more done without the physical presence of teammates. As organisations trial three or four-day working weeks, and decreased salaries, many people are looking for freelance work to supplement basic income. In the future, individuals will spread their skills across multiple organisations, leaving employers to manage their human resources across a mixed terrain of permanent, contract and gig workers.

5 Increased investment in employee training and retention

With the financial future increasingly uncertain, staff need to feel empowered and productive, rather than alone and unsupported. Trusting employees to manage their own workload without direct in-person supervision helps foster a sense of community and mutual trust. Opportunities for continued education will become more vital, as will internal implementation of “skip levels” where managers build rapport with people who don’t directly report to them.

6 Pivot to a holistic approach to employee happiness and increase in mental health resources

It’s more important than ever to keep lines of communication open between employees, managers and leaders. Companies have shown great initiative with a number of organisations offering discounts for mental health resources, such as virtual therapy or virtual meditation, which can be practised from remote locations. Staying in touch with the workforce via video chat, mail or mobile, listening to their concerns, and equipping them to identify and manage their own stress will help strengthen both individuals and the larger organisation going forward.

For more information please visit hive.com





THE POWER WITHIN

AI and robotics are integral to successful customer interactions and never more than when your team is remote working.

Lokulus' resourcing AI, REG, supports excellent customer service by ensuring customers are directed to the colleague with the right knowledge and skills - *wherever they are*.

Learn more about how REG supports remote working:
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