



Smarter Working Employee Engagement Survey

Journey4 in partnership with The Buzz

Smarter Working

The Coronavirus epidemic has forced companies to operate differently under the strict lockdown measures and after more than 11 weeks operating under these unprecedented conditions, UK business has learnt to adapt and change their business models. As the businesses prepare for a relaxation in lockdown restrictions and consider new ways of managing the process of work, we want to help organisations prepare for the best way to reinstate efficient and manageable working practices within which employees feel they can be effective, connected and motivated.

We believe the learnings from this period can be used to help organisations transform future business models and harness some of the benefits of increased productivity, improved communication and enhanced employee well-being experienced through working from home. At the same time, we also need to address those things that haven't worked so well, such as social interaction, feelings of isolation and some of the practical and technical issues of working remotely and using a domestic space for work.

Journey4 ran a series of workshops on the theme of 'Smarter Working' during and after the lockdown period which involved representatives from 20 different businesses across 13 sectors. This process identified some key considerations for business leaders:

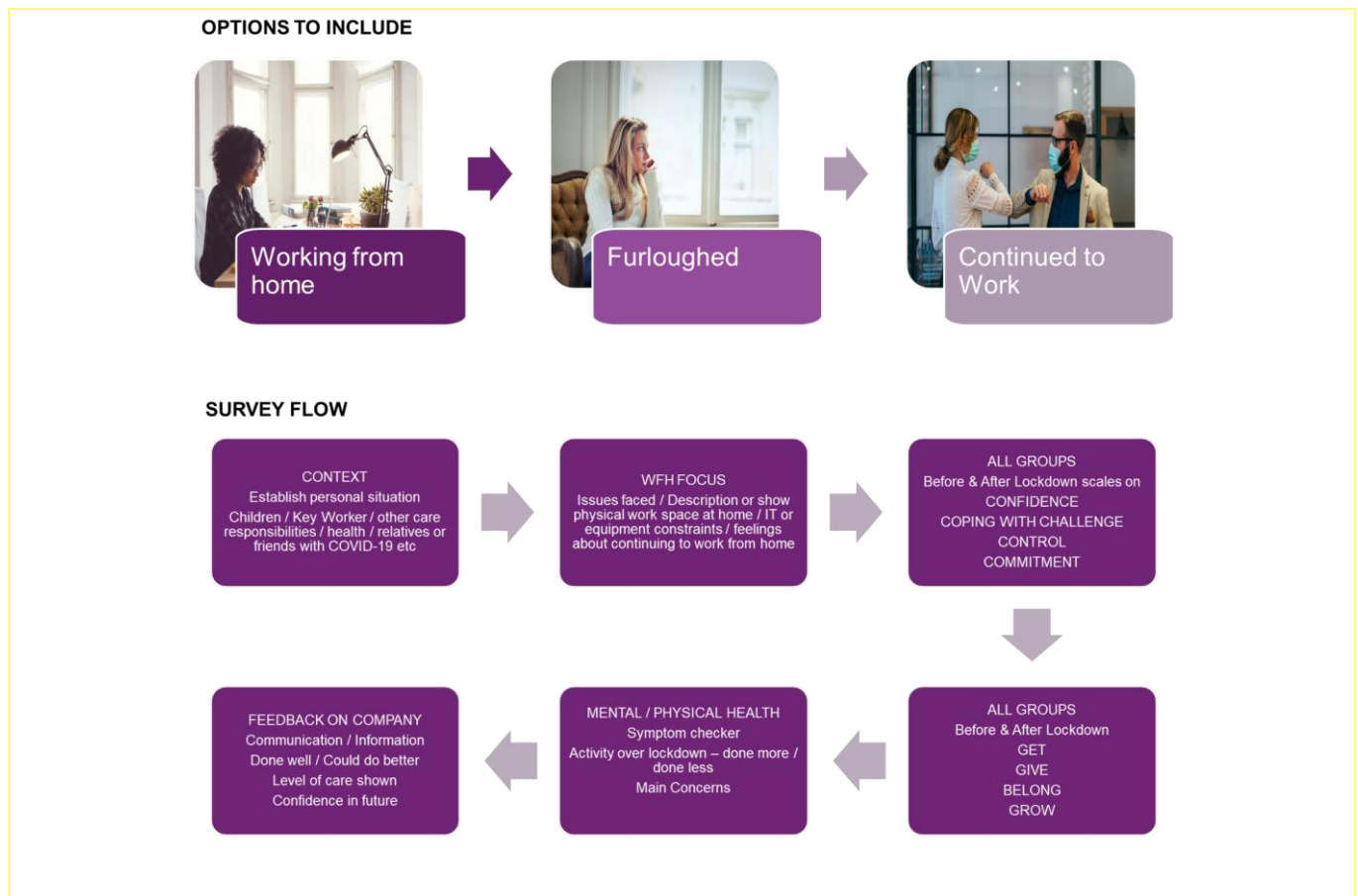
- One of the key findings of our 'Smarter Working' workshops is that everyone's personal circumstances are different and that, therefore, businesses will need to adopt an employee-driven approach, rather than implementing one-size-fits-all solutions from the top down
- Leaders will need to understand individual needs and circumstances and find flexible solutions that work for different segments of the employee population to maintain an engaged and productive workforce. The 'Smarter Working' sessions identified that there are a lot of complex, interconnected issues to be considered by business leaders and these would benefit from being evaluated on a structured basis
- The best ideas about effective working arrangements often come from the employees themselves and therefore business leaders should have the confidence to ask their colleagues what they think will work best. This will also demonstrate to employees that they have a voice and are trusted to put forward their ideas
- Rather than think that it is the role of business leaders to solve our colleagues working from home problems, we should allow a process to develop where leaders can discover what colleagues have found to be the best and worst aspects of working from home: how it has impacted their mental health; patterns of work and productivity; feelings of isolation; and being disconnected from their workmates. We also need to understand what successful coping mechanisms have been deployed and what employees feel is the best way to manage such working practices over the longer term.

Employee Survey

To gather these critical insights from employees on a structured basis, we have worked with our research and insights partner The Buzzz to design an employee survey that will:

- Provide a consistent measure of how different teams have coped with working from home via a simple self-assessment tool
- Engage the whole of workforce survey whilst benchmarking three key groups: Furloughed; Working from Home; Working as Normal
- Show what individuals and teams feel about: communication, connectedness, commitment, coping, environment, friction points, mental health and wellness, potential solutions and suggestions for successfully extending connected working

The flow of the survey design is as follows:



Implementation

Journey4 and The Buzzz will deliver this survey in partnership, to ensure the survey set up, design, execution, analysis and reporting phases are aligned, address all the 'Smarter Working' themes we have identified and provide insights businesses can act on to create effective ways of working post lockdown. We have created an approach that is quick to implement and cost effective. This means it can also be repeated on a regular basis to capture changes in circumstances if needed.

Within the survey are a number of key measures which we recommend asking for both a 'before and after' COVID lockdown scenario to identify solutions that will work on the short and medium term. These measures are outlined in simple terms to generate a score at an individual level which can be aggregated by team, area, function etc and contrasted across the organisation to highlight potential problem areas.

The survey is designed as a standard employee survey, based on the survey flow shown, although there will be room to include a small number of bespoke questions which we will agree during the set up stage. The survey will be managed and hosted on a secure website and guarantees confidentiality under strict Market Research Society guidelines. At the end of the survey process, we will analyse the results and provide a detailed, action-oriented report including recommended next steps and implementation options.

Smarter Working Toolkit

The Smarter Working Employee Survey is one of a number of tools we deliver to help business leaders manage the transition to the new ways of working:

1. Vision and Strategy review
2. Employee engagement workshops
3. Employee engagement tools
4. Target operating model development
5. Re-mobilisation planning
6. Policies and procedure updates
7. Productivity reviews
8. Technology and training
9. Assessment / diagnostic tools

About Journey4

Journey4 is a customer driven growth and business transformation consultancy that helps businesses achieve their potential, meet customers' expectations and gain an advantage over competitors. We engage key stakeholders and motivate people to implement effective change and deliver long-term profitable growth. Our unique growth and transformation framework, known as the 4E's, defines and guides the delivery of our services and underpins our operating philosophy.

For more information, visit www.journey4.co.uk or contact jonathan.booth@journey4.co.uk